

2018 Law Firm Comparison Project
Women Lawyers Association of New
South Wales



ACKNOWLEDGEMENTS

This project is the sixth time this analysis has been conducted by the Women Lawyers Association of New South Wales (**WLANSW**) since 2012. This year's analysis has been greatly enhanced by the selection of the project by the University of Sydney Policy Lab as one of its inaugural policy research projects. This meant that WLANSW member, Susan Price, was able to conduct this work while a Policy Lab Fellow in 2018. Susan was supported by Professor Marian Baird and Professor Rae Cooper of the Women, Work and Leadership Research Group in the Business School at the University of Sydney. Dr Sarah Oxenbridge and Alex Heron from the University of Sydney also provided support and feedback.

Louise Mallon, WLANSW member, undertook the analysis for the new partner promotion section, and Lizzie Shanahan and Kimberly La, law students from Macquarie University, assisted with the collection and analysis of the 68 public Workplace Gender Equality Agency (WGEA) reports.

This detailed look at the legal services sector would not have been possible without the data collected by the WGEA, and we thank the Agency, and particularly Janin Bredehoeft, Research and Analytics Executive Manager, for her support with this project, and her insight into the invaluable data held by the Agency.

Finally, thank you to WLANSW Acting President Larissa Andelman and the WLANSW Executive more generally for their support of this project.

Any omissions or errors are those of the authors.

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INTRODUCTION

In 2012, the Women Lawyers Association New South Wales (**WLANSW**) published its first comparison of law firms based on publicly available data. At that time, the Workplace Gender Equality Agency (**WGEA**) had not been formed, and the information that was available was patchy and incomplete.

Since the inception of the WGEA in 2012 and its comprehensive reporting requirements, which apply to non-public sectors employers with more 100 employees, the data that is available has expanded considerably, aiding transparency and analysis.

Although individual firms' public reports are available for anyone to read, WLANSW still believes there is value in analysing that data at an industry level, along with data from other sources, to compare how the legal profession, at least in so far as it covers women working in private practice in law firms, is tracking towards gender equality.

The legal profession has seen increasing feminisation, with women now comprising just over fifty percent of the solicitors in practice, yet there is still a lack of balance and representation at the top of law firms, in those who lead them, and those who own them. The glass ceiling seems to be firmly planted between senior associate and partner level, with a second tier between salaried and equity partner.

While there are some encouraging signs, progress to gender equality is too slow, and at the rate we are tracking it will take too many years to reach balance in the partnership ranks, let alone at CEO level.

WLANSW calls on the legal profession to improve the advancement of women in the profession by committing to a number of concrete measures.

The WLANSW's top 5 recommendations are:

1. Firms should set targets for admission to partnership, based on a 40/40/20 model, with 40% of any new admissions in any year being male, 40% female, and the remaining 20% varying depending on the candidate pool. If firms are unable to meet this in any one year (say due to a merger with another firm) then a 3 year rolling average should be adopted.
2. All legal firms should undertake an annual gender pay analysis of employees' and partners' total remuneration and take concrete steps to address any gaps found.
3. The results of that analysis should be reported to the board and partnership group, with progress tracked, and at a minimum, any like-for-like gaps eliminated, and analysis taken to understand the causes of those gaps developing.
4. Firms should publicly disclose their remuneration in quartile bands that also show the gender composition of each band, like the UK model for pay disclosure requires.
5. Firms should adopt targets for men taking up parental leave and flexible work arrangements, and develop strategies to actively encourage all employees and partners to share caring responsibilities.

In 2018, when we are celebrating 100 years since women were first permitted to practice as lawyers in New South Wales due to the passage of the *Women's Legal Status Act 1918* let's not wait another 100 until women and men equally share the benefits of working in this wonderful profession.

OVERVIEW OF THE DATA SOURCES

A data request was made to the WGEA for data from all the entities that reported in the Legal Services classification, ANZSIC code M Professional, Scientific and Technical Services 6931 Legal Services.

Sixty eight entities reported to the WGEA in the reporting period 2016 – 2017. This was a slight increase from 2015 – 2016 of 64, but up significantly from the first round of analysis WLANSW was able to do in 2013, when we had information on 41 employers.

Together those 68 employers cover 28,154 employees and 2,829 partners, and are a mixture of partnerships and companies.

The WGEA's listing of Employers of Choice for Gender Equality 2016 was also reviewed, as were the WGEA public reports of all the 68 reporting entities.

Reference was made to the Law Council's website to establish which firms had adopted the National Model Equitable Briefing Policy.

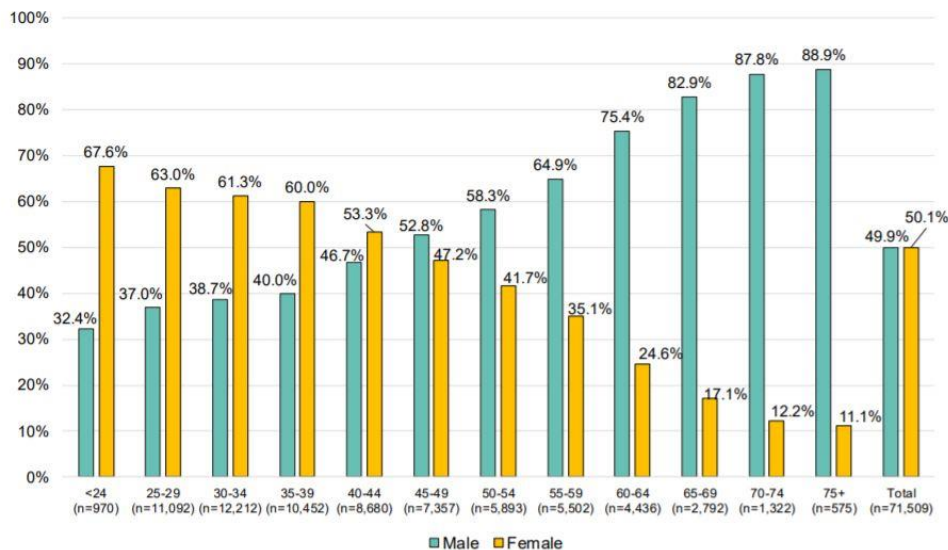
The Law Society of NSW Practising Solicitor Statistics – Quarterly updates for 2016 – 2018 were also analysed.

Announcements in online media platforms, and the firm's own websites were reviewed to ascertain new partner/principal promotion numbers, and those partners who had been promoted internally, as opposed to being laterally hired.

COMPOSITION OF THE PROFESSION

The legal profession is becoming increasingly feminised, with women now making up more than half of the profession.

Figure 6 – Age profile of solicitors by gender



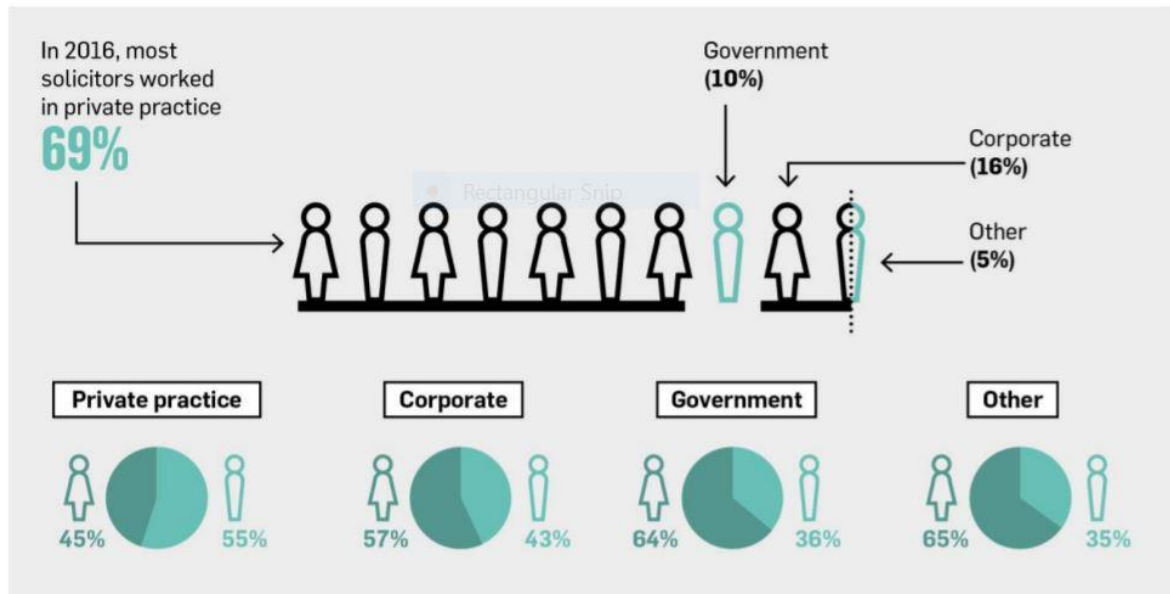
Given the stronger representation of female solicitors in younger age brackets, the mean age of females (38.8 years) was markedly lower than that of male solicitors (46.0 years). Moreover, this trend has not changed considerably since 2011.

More specifically, Table 7 shows that in 2016, over four in ten (42.3%) of all female solicitors were aged 34 years or younger, compared to one quarter (25.6%) of male solicitors. Conversely, 11.2% of male solicitors were aged 65 years or older, compared to 2.0% of females.

Figure 6 from the *National Profile of Solicitors 2016 Report*, Urbis, commissioned by The Law Society of NSW

The profession experiences gender segregation within the different forms of practice, with women under-represented in private practice, and over-represented in all other categories, including the “Other category” which includes the community legal sector, where women are most highly represented.

7. EMPLOYMENT SECTOR



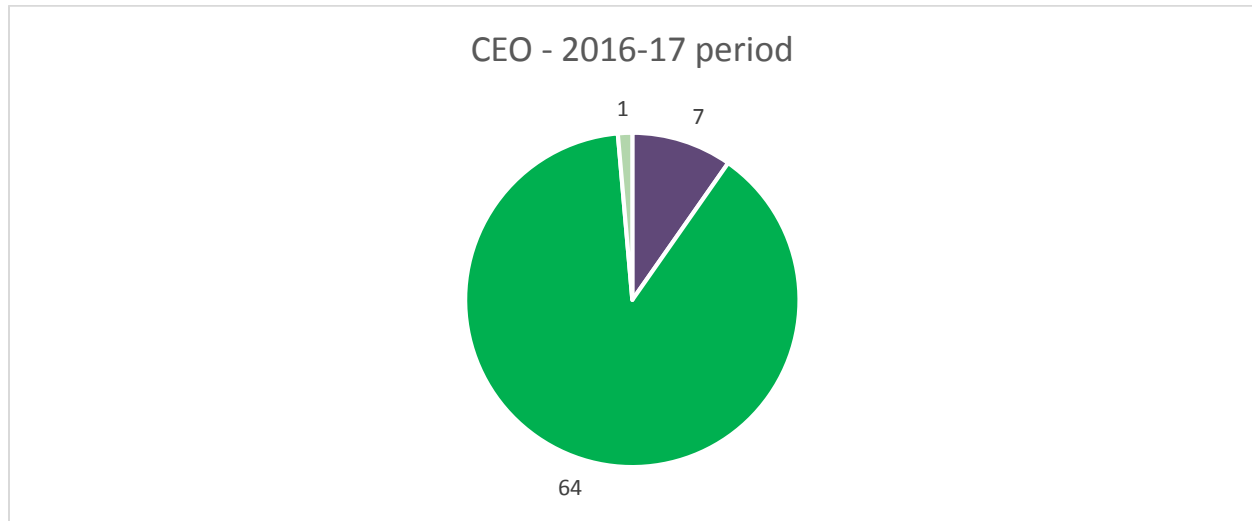
Graphic from the *National Profile of Solicitors 2016 Report*, Urbis, commissioned by The Law Society of NSW

While much has been made of the successful move of women into in-house corporate legal jobs, it can be seen that these represent only 16% of the whole legal workforce, with private practice making up the biggest sector by far at 69%.

LEADING THE FIRMS

While there is a tide of women entering the profession, and they have been the majority of entrants for some time, as figure 6 above shows, law firms are overwhelmingly led by men.

Female CEOs comprised less than 10% of the total CEO pool, with 7 full time females, 64 full time males, and 1 part-time male.



Note the number adds to more than the 68 firms, as one firm, Spruson Ferguson, reported having 3 full-time male CEOs and 1 full-time female CEO, and Fragomen had 2 female CEOs in the reporting period.

Firms that had a female CEO in the reporting period were:

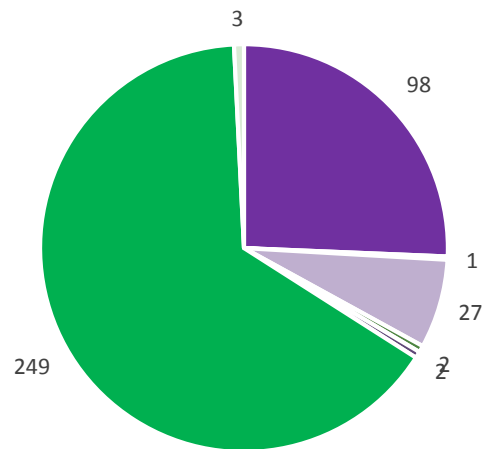
- Cornwall Stodart
- King & Wood Mallesons
- Fragomen
- Spruson & Ferguson
- Maddocks
- DLA Piper

Given that Fragomen and Spruson & Ferguson are being migration agents and patent attorneys respectively, that leaves only four law firms run by women in the reporting period.

Key management personnel, as defined by the WGEA, were also overwhelmingly males, comprising:

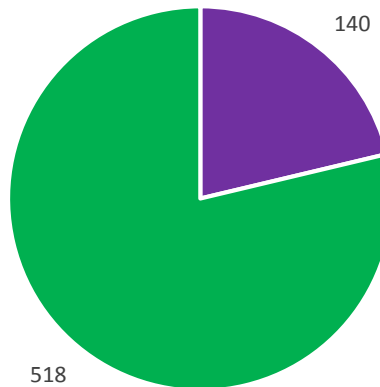
- 249 full-time permanent males
- 98 full-time permanent females
- 27 part-time permanent females
- 1 part-time contract female
- 3 part time permanent males
- 2 full-time contract males
- 2 casual males

KMP composition 2016-17 period



At Board level there were 10 firms that had a female Chairperson, and 58 with a male Chairperson, and the director/governing body split was 140 female/518 male.

Director split by gender 2016-17 period



PARTNERSHIP COMPOSITION

Law firms have traditionally only been permitted to operate as partnerships, but with an easing of professional restrictions on structure, increasingly are moving to incorporate for a variety of reasons, including the ability to limit personal liability. In 2017 64.7% of reporting organisations to the WGEA in the Legal Services category, or 44 of the 68 employers, were still partnerships.

Partnerships are incredibly opaque, with little visibility even to those who work in them often, of how the partnership is structured and what the process and rules are for obtaining a partnership interest. WLANSW has previously made representations to the WGEA to drive better data collection on partnership structures in order to aid transparency. While some questions have been asked in previous Reporting Questionnaires, there is still room for improvement.

Unfortunately in 2016 – 17 the WGEA did not ask reporting organisations to disaggregate partner numbers by partner type – i.e. into salaried and equity partner. This is a matter the WLANSW has specifically raised with the WGEA and asked it if it possible to address in future data collection. The breakdown of partner type by gender is very instructive, and sheds further light on the true balance of power within partnerships.

What it did ask¹, was the breakdown of partners by gender and into full-time and part-time, and from that we can see that full-time male partners still dominate the partnership ranks.

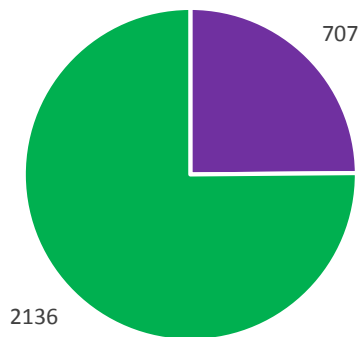
In response to that questions, the following data was collected by the WGEA. Out of a total partner cohort of 2,829, it is broken down as:

- Male full-time 2,061
- Female full-time 527
- Female part-time 174
- Male part-time 67

In short, men comprise or 75% (or 2,128/2,829) of all partners. What we do not know is what is the gender split between equity and non -equity partners, a matter WLASNW hopes will be addressed in future WGEA workplace questionnaires.

¹ WGEA Reporting questionnaire, question 2.4

Partnership gender split 2016-17 period



This percentage is consistent with data collected by the NSW Law Society, which shows partner composition broken down by firm size:

Figure 21 – Gender division of all partners in private firms by firms size



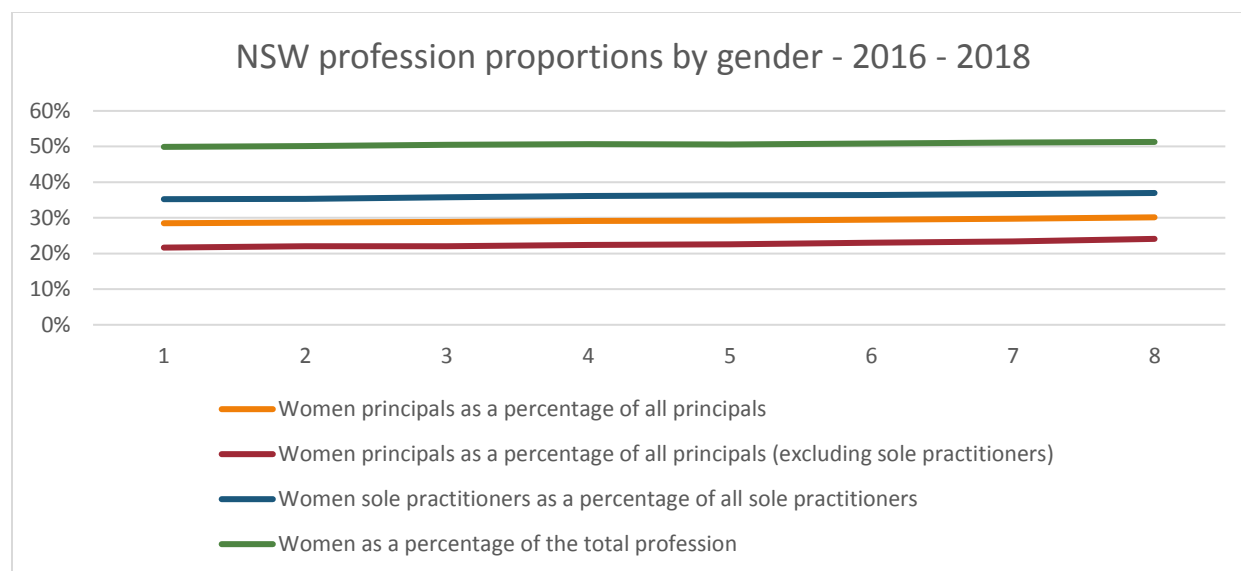
Figure 21 from the *NSW Profile of Solicitors 2016 Report*, Urbis, commissioned by The Law Society of NSW. In 2012 when we conducted our first analysis, women comprised 23.3% of all partners.² To see that figure now standing at only 28.2 % across the whole profession (noting that that figure includes sole practitioner principals as per Figure 21 above and once they are excluded the proportion drops to 24% as demonstrated by the table above) is incredibly disappointing. Progress on this measure has stalled.

² 2012 WLANSW analysis at <https://womenlawyersnsw.org.au/workplace-practices/>

The more current Law Society of NSW Quarterly Practising certificate data³ also confirms these numbers.

Principals - male	Sole practitioner - female	Sole practitioner - male	Total women in the NSW legal profession	Total men in the NSW Legal Profession	Women principals as a percentage of all principals	Women principals as a percentage of all principals (excluding sole)	Women sole practitioners as a percentage of all sole	Women as a percentage of the total profession
6119	1518	2790	15067	15121	28%	22%	35%	50%
6174	1531	2803	15475	15371	29%	22%	35%	50%
6259	1565	2811	15983	15672	29%	22%	36%	50%
6332	1584	2795	16239	15816	29%	22%	36%	51%
6126	1533	2689	15648	15300	29%	23%	36%	51%
6268	1562	2734	16238	15708	29%	23%	36%	51%
6358	1581	2728	16797	16051	30%	23%	37%	51%
6431	1598	2724	17035	16179	30%	24%	37%	51%

What is apparent is that we are not seeing the increased numbers of women in the profession flow through and reach the upper ranks of Principals, either in law firms or as sole practitioners, although women are represented in a greater proportion in sole practitioner ranks.



Simply waiting for time to work its magic will not work, this is not a pipeline issue, and there are structural, cultural, and systemic barriers in place preventing women from progressing to the top, and unless targeted interventions are put in place, the situation will remain unrepresentative.

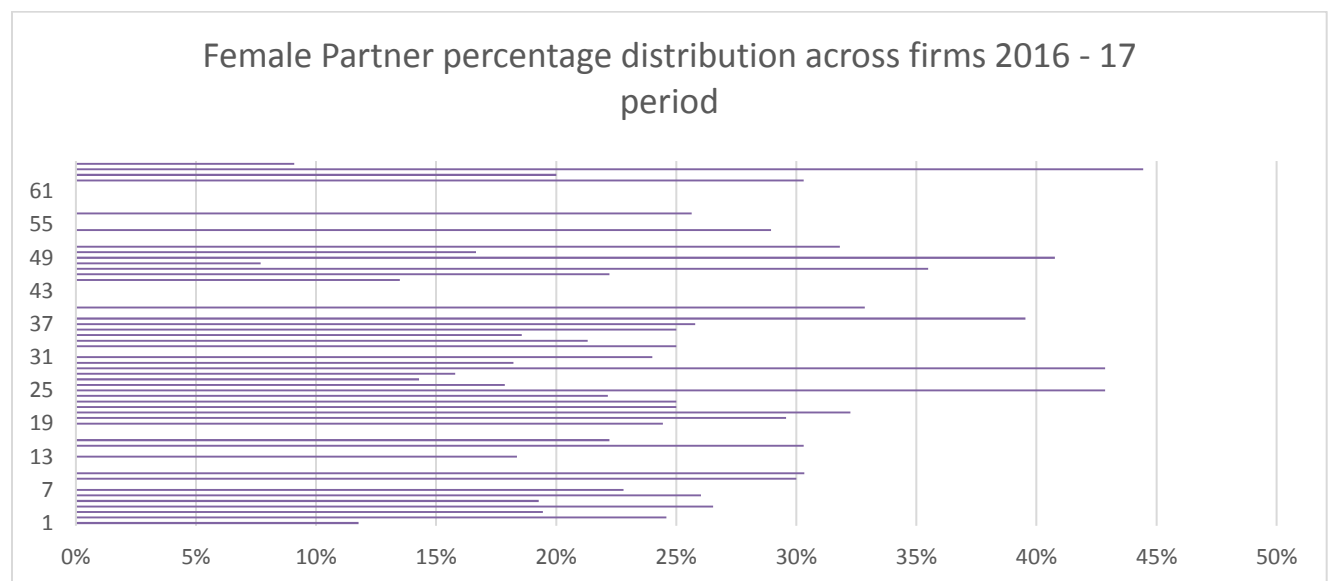
Using the NSW data as a base, it can be seen that the relatively steady increase of women in total, on one calculation, given that for every 1% rise of women in the profession there appears to be a 2% rise in the rate of women principals, it will take until women make up 64% of the profession for women to

³ <https://www.lawsociety.com.au/advocacy-and-resources/gender-statistics/profiles-surveys-and-statistics>

make 50% of partners. We would have expected that change could occur earlier, and the rate at which women become principals increase at greater rate than overall composition in the profession.

There is a spread of partner percentages across the profession although no partnership reporting to the WGEA has more than 50% female partners. It also must be noted that without the breakdown of equity and non-equity partners the equity ownership split is not known from a gender perspective, and if previous information is any guide, a firm that may show a relatively high overall female partner percentage may still have very low female equity partner percentage.

Increasingly firms are able to incorporate, and move away from a partnership model. The WGEA current dataset does not capture the ownership structures of these firms, and so any analysis and comparison is not possible. As more and more firms structure themselves this way, it would be useful if the WGEA could find a way to probe for that information, and ask all employee-owned companies to spell out the gender split of the shareholding.



Note: those showing no partners are incorporated practices, not partnerships. The full listing of firms and partner percentage is set out in Schedule 2.

It is good to see a number of firms above the 40% mark, and there is a much wider spread than in previous years.

The best performing firms in the 2016-17 reporting period as far as overall female partner percentage goes were:

- TressCox – 44% (Since merged with HWL Ebsworth)
- Hicksons and Hunt & Hunt – 43%
- Norton Rose – 41%
- Lander & Rogers – 40%

At the other end of the scale there were two firms, Moray & Agnew and Wotton and Kearney, with less than 10% female partners. No firm had zero female partners.

WLANSW is calling for a range of interventions to be adopted by firms to speed up the progress of women into partnership, and improve gender equality within the legal profession.

WLANSW recommends the WGEA:

- **Collect information on the gender split within a partnership group, and in the categories of equity and non-equity, and full equity and partial equity, in addition to the full-time/part-time categories already sought**
- **Collect information on the gender split of the ownership of incorporated employee owned entities**

NEW PARTNER PROMOTIONS FROM WITHIN FIRMS

For the second year the WLANSW has also collected data on the gender split of partner/principal promotions in existing Australian legal practices which reported to the WGEA in 2017 and/or provided partnership data to the Australian Financial Review in 2018.

The purpose of our data is to track promotions of females compared to males, and to identify those firms which the data suggests are taking significant steps to ensure equal opportunity for progression for all employed lawyers.

We collect this data because some law firms may have above average total female partners through lateral hire rather than promotion. The converse may also be true, that is there are firms which promote females to partnership, but for various reasons lose those partners to the Bench, the Bar, in-house roles, other private firms or other senior roles.

Methodology

We obtained the data from each firm's announcement about new partners or principals which was published on its website or in the online media. We reviewed all announcements to ensure that the data related to internal promotions rather than partner acquisitions.

Not all law firms which reported to the WGEA or provided partnership data to the AFR announced that they had promoted new partners or principals between 1 January and 30 September 2018. Those that did not are not included in this report.

Our data does not include promotions to special counsel or senior associate.

Results and trends

In the data we collected in 2017, 33 firms promoted lawyers to partner or principal. 18 firms (55%) promoted more men than women, including six firms which only promoted men. 15 of the 33 firms promoted 50% or more women. Four of these firms only promoted women.

In the data we collected for this year to 30 September 2018, 37 firms promoted lawyers to partner or principal. Of those 37 firms, 19 firms (51%) promoted more men than women. Eight firms promoted only men. Two firms had 100% female promotions.

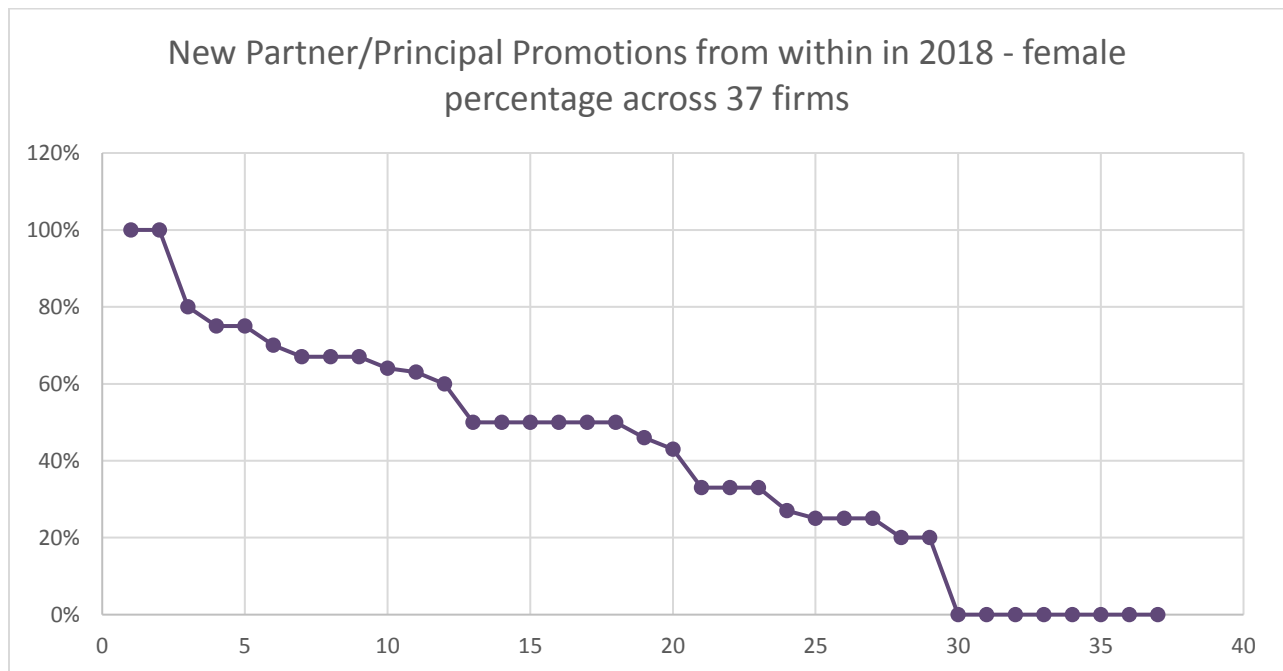
The results are depicted in the graph below, with full details available in Schedule 3.

Of the two datasets WLANSW has now collected, 7 firms promoted 50% or more female partners in both 2017 and 2018.

These firms are:

- Arnold Bloch Liebler
- Colin Biggers & Paisley
- Clayton Utz
- Holding Redlich
- King & Wood Mallesons
- Lander & Rogers

- Maddocks.



Note: Underlying data set in Schedule 3

If overall female representation in the partner/principal cohort is to improve, women must comprise half or more of all new appointments. This will drive an equitable increase in the rate of female representation, assuming that men will be retiring from ownership in greater numbers due to their historical over-representation. If men comprise the only partner/principal promotions, or make up more than 50% of the new admission pool, current female under-representation will continue uncorrected.

If firms are serious about targeting gender equality in their partnership/principal ranks, they should be undertaking analysis and modelling of their partner/principal cohort and underlying promotion groups. Retirement rates of existing partners/principals needs to be factored in also, as well as attrition rates in the feeder group.

This modelling exercise will allow the firm to see when gender equality will be achieved in their partnership/ principal ranks based on their current people practices, and to inform the design of interventions that may drive change faster.

WLANSW RECOMMENDATIONS

- **Firms should set targets for admission to partnership, based on a 40/40/20 model, with 40% of any new admissions in any year being male, 40% female, and the remaining 20% varying depending on the underlying candidate pool.**

- If firms are unable to meet this in any one year (say due to a merger with another firm or because only 1 person is appointed) then a 3 year rolling average should be adopted.
- Firms should report on this target to the WGEA in their public reports under the “Other” section.
- Firms should undertake modelling of their partnership/ownership cohort and feeder group to better understand the current trajectory to gender equality, and design intervention strategies to speed up progress

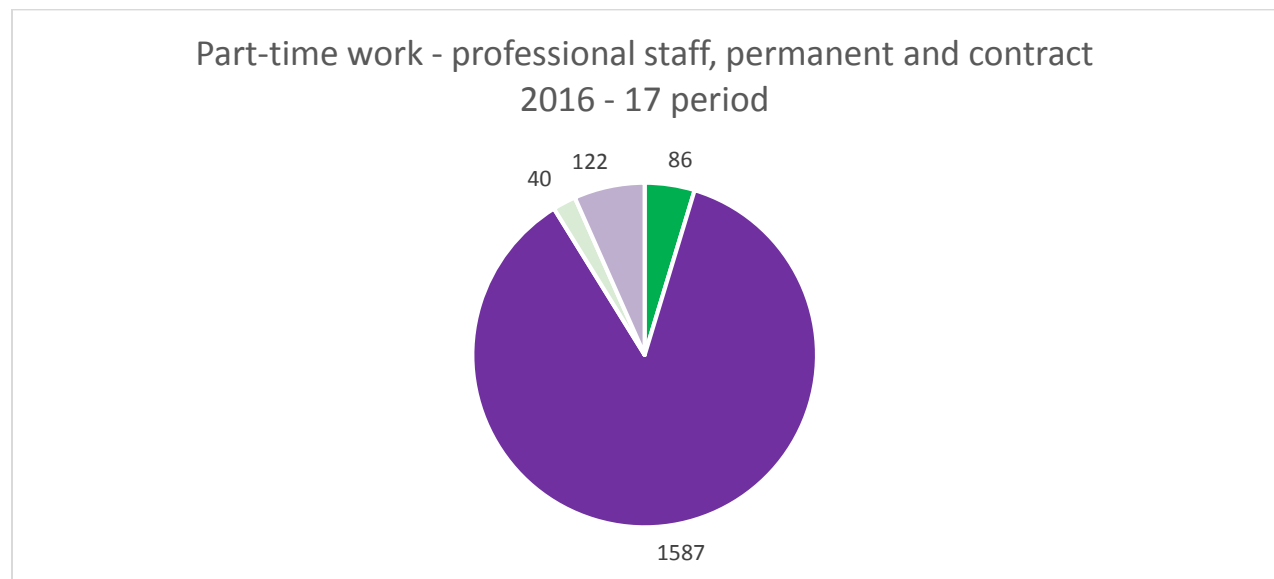
FLEXIBLE WORK

WHO IS DOING IT — MEN/WOMEN

Formal flexibility in the form of part-time work is still very much the domain of woman. Of the 13,259 professional employees in WGEA reporting organisations, a total of 13.8% are working part-time, with women making up 91% of all part-time professional workers.

Women working permanently part-time make up the vast majority of the part-time professional workers, numbering 1,587, while female contract part-time workers number 122. Male permanent part-time professional numbers number 86, with contract part-timers at 40.

The number of male professionals working part-time seems staggeringly low given the “right to request” provisions that exist under the *Fair Work Act*⁴, and the increased prominence and promotion of flexible work through programmes like “All Roles Flex” adopted by several large corporate employers. This suggests there is significant work to do in the legal profession to normalise and mainstream part-time work.



⁴ Section 65 *Fair Work Act* 2009

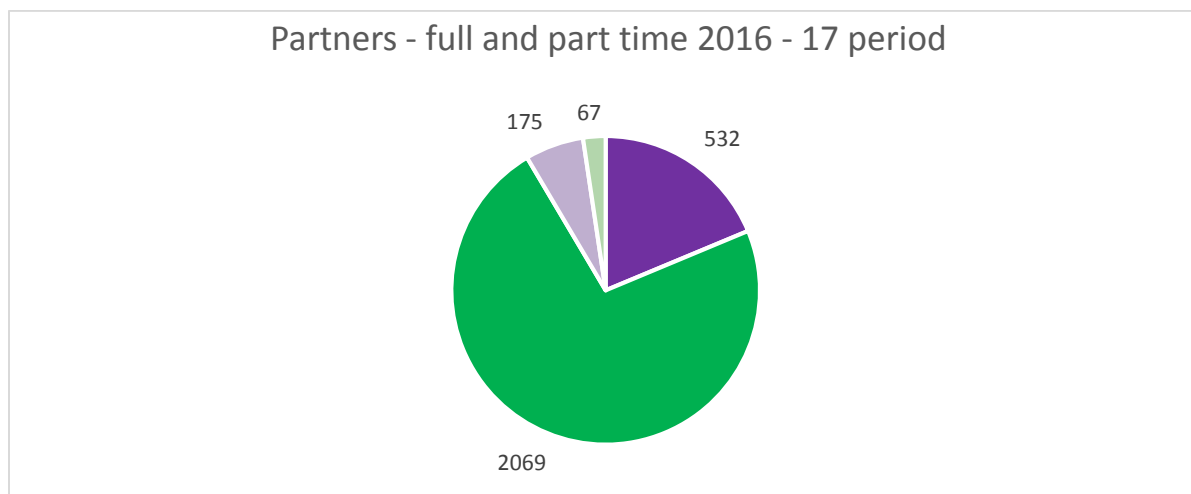
ARE SENIOR LEADERS ROLE MODELLING FLEXIBILITY?

For the first time the WGEA asked about who was working part-time as a partner⁵.

Out of a total partner cohort of 2,829, the full-time and part-time numbers are broken down as:

- Male full-time 2,061
- Female full-time 527
- Female part-time 174
- Male part-time 67

What is striking is that 33% or one third of female partners are working part -time (174/527) yet only around 3% of male partners are working part-time (67/2061).



WLANSW strongly believes that supporting part-time arrangements for partners, and indeed all flexibility arrangements, will allow more women, and men with caring responsibilities, to progress to partner.

The very low rate of male part-time partners reflects a strongly held cultural norm that partners must work full-time. This must change in order to create a more gender balanced partnership pool. The strongly held societal norm of the 'good mother' also needs to be broken down, with men taking more of an active role in caring responsibilities, and working outside the workplace.

WLANSW considers that parental leave and flexible work are intrinsically linked, and an improvement in the take-up of one will lead to greater take-up of the other, as essentially they are about normalising who does the care work.

WLANSW RECOMMENDATIONS

- **Firms should adopt targets for men taking up flexible work arrangements, and develop strategies to actively encourage flexible working by all employees and partners**

⁵ WGEA Reporting Questionnaire, question 2.4

PARENTAL LEAVE

HOW MUCH PAID LEAVE IS BEING PROVIDED BY EMPLOYERS?

Although the *Fair Work Act*⁶ no longer refers to “primary” and “secondary” carer – most firms are still applying this distinction in their paid leave policies, and the WGEA is asking questions based on that categorisation. The *Fair Work Act* grants the entitlement to parental leave to an employee if “(b) the employee has or will have responsibility for the care of the child.” The very concept of “primary” and “secondary carer” denotes a hierarchy of care, and normalises the idea that there is a pecking order in terms of which parent is delivering the care. WLANSW calls for the abandonment of this distinction and recognition that care can be performed by anyone.

It is very pleasing to see that of the 68 reporting entities, 57 provided some form of paid leave for primary carers, and 55 for secondary carers. On average, the amounts of paid leave provided are 10 weeks and 9 weeks leave respectively.

Progress on this measure however seems to have plateaued, with 10 organisations in the previous reporting period also not providing any paid primary carer’s leave, and the average number of weeks being provided still at 10 weeks⁷. A further push to increase universal access to additional paid parental leave across the larger firms in the profession would be good. There is also still work to do on improving the Government’s Parental Leave Pay, both in length and expanding it beyond the minimum wage, but that is beyond the scope of this report.

The firms who provided no paid leave at all in 2016 – 17 were these, although their employees would have been able to apply for the Government Paid Parental Leave payment, if they met the eligibility requirements for that scheme:

- Aboriginal and Torres Strait Islander Legal Service Qld
- Cornwall Stodart
- Turks Legal
- Spruson & Ferguson
- Hicksons
- Pizeys Patent and Trade Attorneys Pty Limited
- Holman Webb Partnership
- Fisher Adams Kelly Pty Limited
- Cullens Pty Limited
- Shine Lawyers Pty Limited

Some firms provided paid primary carer’s leave but no paid secondary carer’s leave

- Meridian Lawyers Limited

⁶ Section 70 (b) *Fair Work Act* 2009

⁷ 2017 WLANSW analysis at <https://womenlawyersnsw.org.au/workplace-practices/>

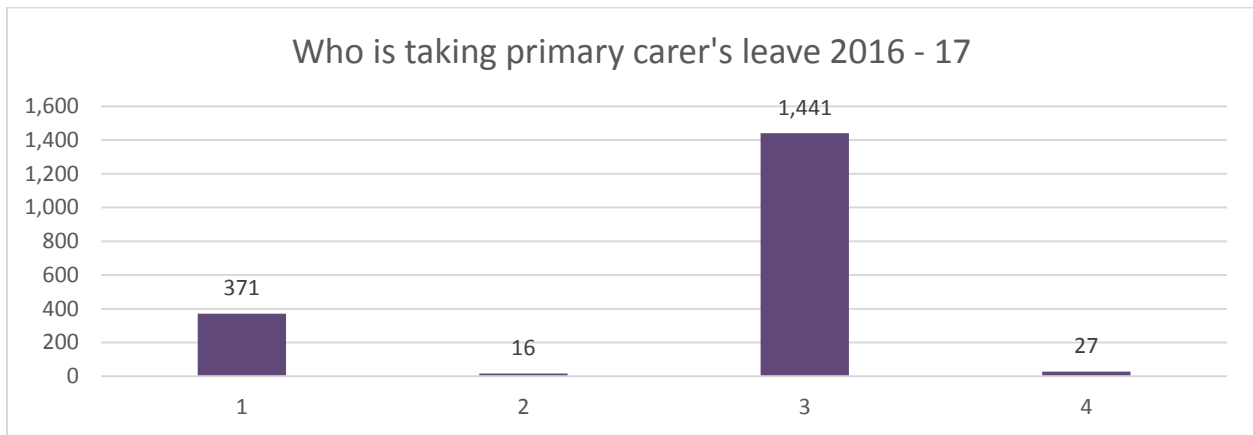
- McCabes
- Aboriginal Legal Services NSW/ACT Limited

One firm, Johnson Winter & Slattery, rather strangely provided no paid leave for primary carers, but leave for secondary carers, which does look like a data entry error perhaps.

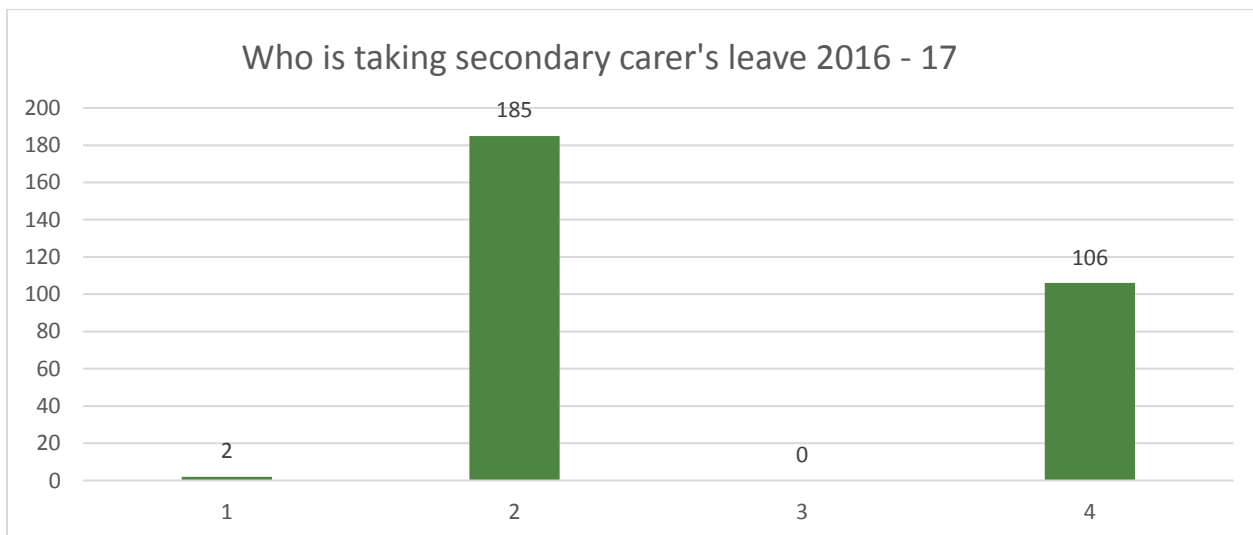
WHO IS TAKING IT

Overwhelmingly parental leave is still being taken by women and this is not showing any signs of changing over time.

In 2016-17 1,812 women and 43 men took primary carer's leave. 2 women and 212 men took secondary carer's leave.



1. Female managers	2. Male managers	3. Female non-managers	4. Male non-managers
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1. Female managers	2. Male managers	3. Female non-managers	4. Male non-managers
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As in previous years the proportion of men taking parental leave has remained about the same:

In 2015 – 16 only 3% of those taking primary carer’s leave were male managers, and 99% of those managers taking secondary carer’s leave were men.

The highly gendered nature of care remains, and WLANSW considers that this is an area where significant improvement can be made in both the sharing of parental care, and the resulting flow-on into a more even distribution of flexible work by both parents.

Employers that actively encourage men to take parental leave are likely to also see those men ask for flexible work arrangements when they return after parental leave, and have a greater understanding of the work required to care for small children, and juggle a busy legal practice. Helping men be care-givers and be at home will go a long way to helping women at work, but the strongly held expectation of “male bread-winner, female care-giver” needs to be broken down, as does the long-hours, full time culture present in many law firms.

WLANSW RECOMMENDATIONS

- **Firms should set targets for men taking parental leave, and develop strategies to actively encourage the taking of parental leave by all working parents.**
- **Firms and the WGEA should consider removing the “primary” and “secondary carer” concept from their reporting and paid leave policies, as it entrenches gender stereotyping about who is the carer of a child, and instead reflect the *Fair Work Act* language of those employees who *“has or will have a responsibility for the care of the child”***

PAY ANALYSIS

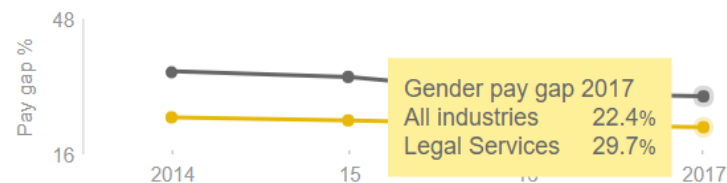
WHAT IS THE PAY GAP FOR LAWYERS AND HOW DOES IT COMPARE?

The WGEA data explorer⁸ lists the Total remuneration pay gap for lawyers in Legal Services in 2017 at 29.7%, compared to an All Industries gap of 22.4%. As the following figure from the WGEA shows, this has been reducing over time.

Gender pay gaps (average full-time)

Total remuneration

Total remuneration (Full-time)



A trade publication, Lawyers Weekly, also reported on the actual numbers in this way⁹:

“The overview of the ATO’s 2015-16 income and tax status of Australians also showed that among Australia’s ranks of magistrates, income tipped in favour of the fairer sex during 2015-16. It was the only legal category where women (who made up about 37 per cent of professionals to identify in the occupational category) took home a higher average income than their male peers.”

Occupation	Gender	Number of Individuals	Average taxable income	Median taxable income
Barrister	Female	858	68,287	29,775
Barrister	Male	767	173,389	100,348
Judge - law	Female	215	363,544	369,996
Judge - law	Male	546	383,642	382,989

⁸ http://data.wgea.gov.au/comparison/?id1=1&id2=115#pay_equity_content – comparing the Legal Services class with All Industries

⁹ As reported in *Lawyers Weekly* 1 May 2018

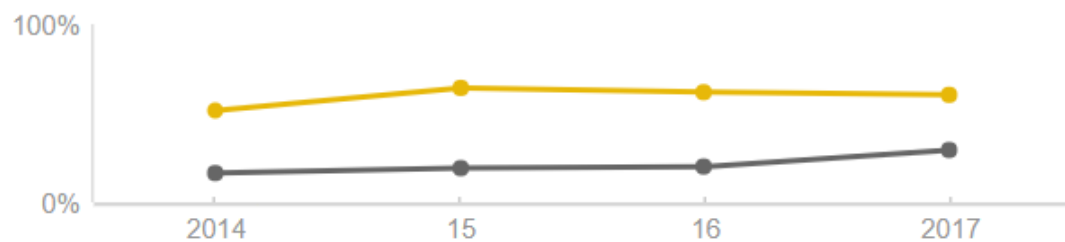
ARE LAW FIRM DOING ANY ANALYSIS?

WGEA reporting¹⁰ shows that law firms are more likely to be looking at pay than other employers, with 60.3% of employers having conducted a remuneration gap analysis in the last 12 months [Legal Services being the yellow line as opposed to All Industries represented by the grey] as opposed to 29.3% across all Industries, and 16.2% of Legal Services employers conducting a remuneration gap analysis in the last 1 -2 years, as opposed to 5.9% across all industries.

Employers that have conducted a remuneration gap analysis [collapse](#)

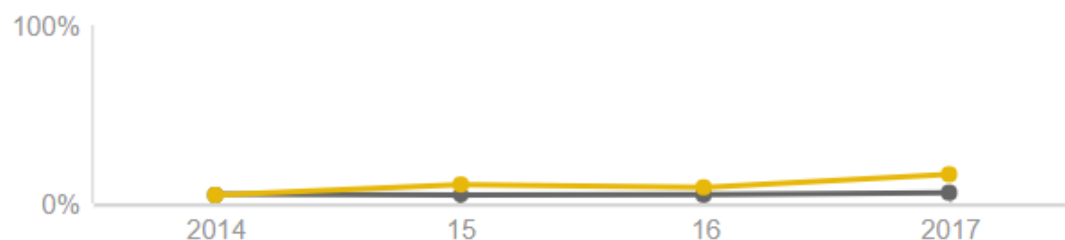
Within last 12 months

[View change](#)



Within last 1-2 years

[View change](#)



More than 2 years ago but less than 4 years ago

[View change](#)



WHAT ARE THEY DOING ABOUT WHAT THEY FIND?

The WGEA analysis of the actions firms are taking, tracked over the last few years¹¹, shows that few are taking a coordinated strategic approach to this, and doing the work necessary to remedy the gap.

¹⁰ WGEA Data Explorer - http://data.wgea.gov.au/comparison/?id1=1&id2=115#employer_action_content

¹¹ WGEA Data Explorer - http://data.wgea.gov.au/comparison/?id1=1&id2=115#employer_action_content

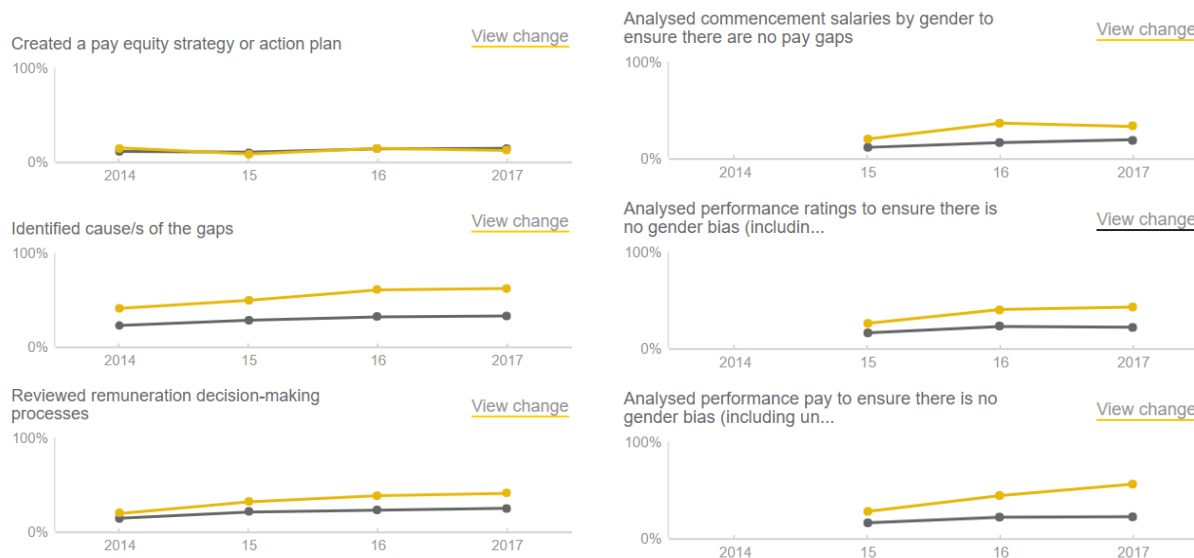
In general the Legal Services sector is performing slightly better than all Industries [Legal Services being shown as yellow, and Legal Industries represented as grey in the WEGA data explorer graphs set out below], but it is particularly disappointing that not more firms are taking these tangible and measurable steps to identify and remedy their gender pay gap.

While it is also encouraging that the results are trending upwards in most cases, there are no measures that have been adopted by 100% of all reporting organisations.

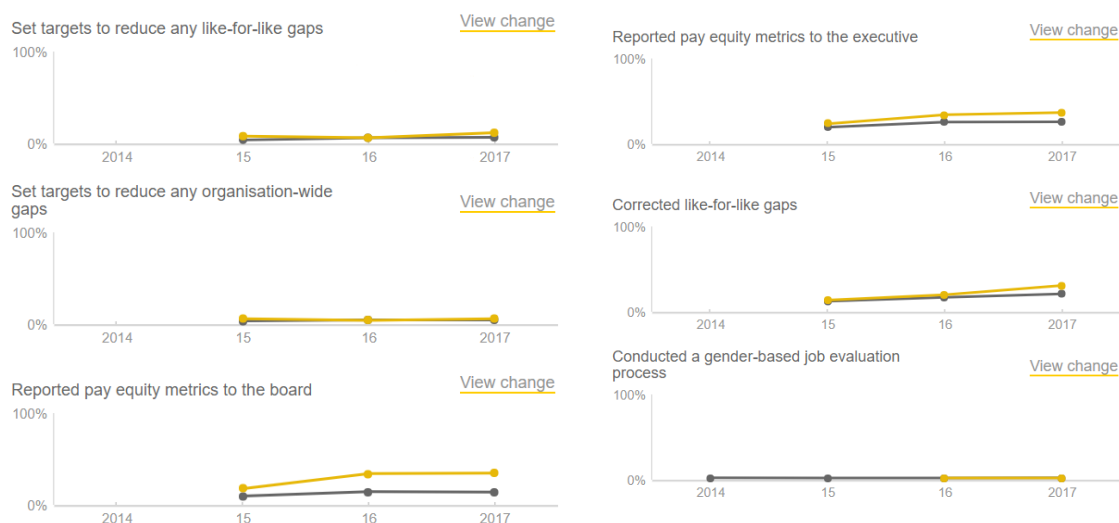
It is also clear from research conducted by Curtin University over the WEGA dataset in its entirety, that there is;

“a strong and convincing relationship between pay gap audits within an organisation, and importantly taking action on audit findings, in reducing gender pay gaps.

We also find that pay equity actions work better in combination than in isolation. An organisational commitment to correct like-for-like gaps are three times as effective in reducing overall gender pay gaps when the action is combined with a commitment to report pay outcomes to the Executive or company Board.”¹²



¹² *Gender Equity Insights 2018, Inside Australia's Gender Pay Gap*, Bankwest Curtin Economics Centre, Curtin University, 2018, p 6



WLANSW analysis of the WGEA reporting data reveals that only 6 law firms in the 2016-17 reporting group, had done 8 or 9 of the key steps WLANSW considers are required to address the gender pay gap in their firms, being:

- Developing an overall remuneration strategy
- Having a strategy that includes pay equity outcomes
- Conducting a remuneration analysis in the last 12 months
- Identifying causes of the gaps
- Reporting pay equity metrics to the board
- Investigating reasons for any gaps
- Fixing like for like gaps; and
- Developing a gender pay equity strategy or action plan.

Those firms are:

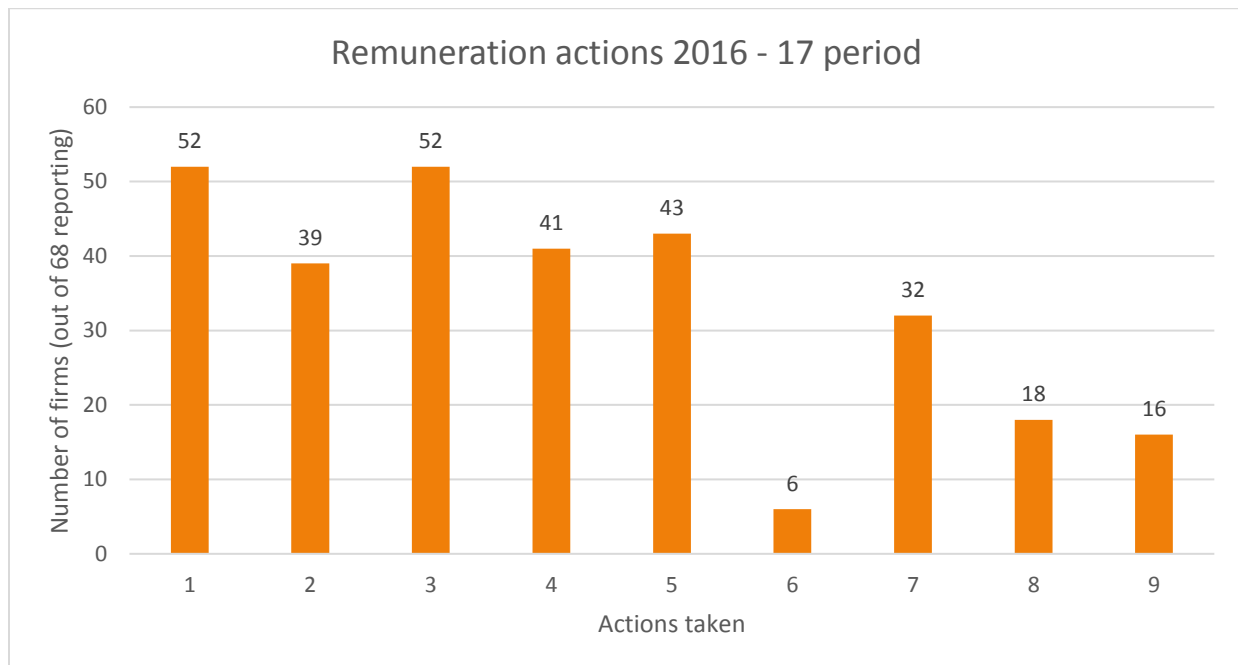
1. Russell Kennedy – 9/9
2. Norton Rose Fulbright Australia – 9/9
3. Dentons Australia – 8/9 – no action plan
4. DLA Piper Australia – 8/9 – no action plan
5. Gilbert & Tobin – 8/9 – no action plan
6. Corrs Chambers Westgarth – 8/9 didn't fix like for like gaps

These firm are to be congratulated on taking such a coordinated and proactive approach to achieving equitable pay outcomes in their organisations.

It is particularly disappointing that only 18 of the 68 had reported their metrics to their Board, and while 43 said that they had taken action, only 16 had addressed like-for-like gaps – raising the question of what they had found, and what action had actually been taken.

Also 14 of the 68 firms had not done any remuneration analysis, or completed any of the key steps to address any gender pay gap in their organisations.

- Ryan Thomas Carlisle Lawyers
- McCabes
- Cornwall Stodart
- HWL Ebsworth
- Fragomen
- Mills Oakley
- M&K Lawyers
- Curwoods
- Pizeys Patent and Trademark Attorneys
- Fisher Adams Kelly
- Moray & Agnew
- Cullens Pty Limited
- Shine Lawyers Pty Limited
- Slater & Gordon
- Aboriginal Legal Services NSW
- TressCox Lawyers



Where the actions are:

1.	Have an overall remuneration strategy or policy	6.	Have a gender pay equity action plan
2.	That includes pay equity objectives	7.	Identified causes of gaps
3.	Remuneration gap analysis done	8.	Report to Board on analysis and step taken
4.	Within the last 12 months	9.	Fixed like-for-like gaps
5.	Taken action as a result of analysis		

WLANSW RECOMMENDATIONS

- **All legal firms should be undertaking an annual gender pay analysis, and taking concrete steps to address any gaps found.**
- **The results of that analysis should be reported to the board and partnership group, with progress tracked, and at a minimum, any like-for-like gaps eliminated, and analysis taken to understand the causes of those gaps developing.**

EQUITABLE BRIEFING

WLANSW has also considered whether firms have signed up to the Law Council's National Model Gender Equitable Briefing Policy (the **Policy**), as it considers that this is a very tangible demonstration of a firm's commitment to gender equality. The Policy sets targets for women to be briefed in at least 30% of all briefs and for women to receive 30% of the value of all brief fees by 2020.

19 of the 68 firms had adopted the Policy¹³, a slight improvement from last year's analysis that showed 17 firms had adopted the Policy. That means there are 47 firms who have not yet adopted the Policy. There is still considerable room for others in the profession to adopt this important Policy.

The first Report on the data collected in accordance with Policy was published by the Law Council this year.¹⁴ It recognised that it was the first annual collection of data, and the first year out of the four set to meet the targets.

The Report noted:

"A number of the findings are very encouraging, and the Law Council is pleased to see equitable briefing on track to meet the ultimate targets in the coming years as the Policy continues to be adopted and promoted."

WLANSW recommends that all firms adopt the Law Council's National Model Gender Equitable Briefing Policy.

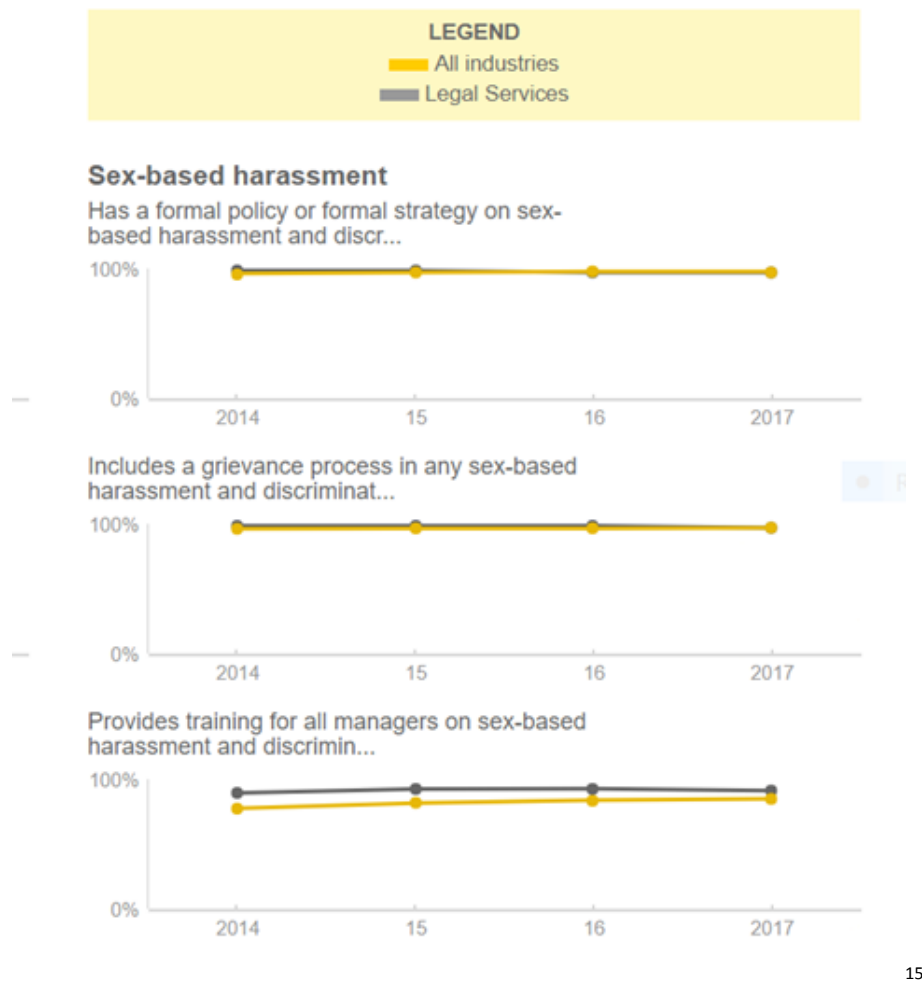
¹³ Model Equitable Briefing Policy adoption assessed either from the WGEA public report (if mentioned in "Other") or from the listing on <https://www.lawcouncil.asn.au/policy-agenda/advancing-the-profession/equal-opportunities-in-the-law/national-model-gender-equitable-briefing-policy>

¹⁴ Law Council of Australia, *National Model Gender Equitable Briefing Policy - Annual Report Edition1, 2016 – 2017*, p 4

SEXUAL HARASSMENT

The vast majority of firms have formal processes in place to deal with sexual harassment. All but two firms have a policy on sexual harassment and all but six provide training to managers. One wonders why those firms have not addressed this formally.

What is not known is whether the employees in those firms feel confident in using those processes should an incident of sexual harassment occur.



WLANSW has recommended changes to the WGEA Employer of Choice for Gender Equality Citation to better assess how firms are responding to claims of sexual harassment, and to get a sense of the prevalence of those claims.

In a formal submission to the WGEA's review of the EOCGE citation this year, WLANSW submitted that the current threshold to be an employer of choice, namely that *"6.3 – No judgement or adverse final order made against the organisation by a court or tribunal in relation to sexual harassment, bullying or*

¹⁵ WGEA Data Explorer – Legal Services v All Industries http://data.wgea.gov.au/comparison/?id1=1&id2=115#dv_content

discrimination in the last three years” was too limited given how few matters will ever proceed to a final court or tribunal hearing.

WLANSW recommended that organisations be asked to report on the number of sexual harassment/bullying/discrimination complaints made (both internally and to any external agency) and what steps were taken to resolve them. Few or no complaints might actually suggest a poor culture of reporting, and while there should be no metric attached to this, over time you would expect to see a possible rise and then decrease in the number of complaints.

The WGEA would also get a sense from all of the applicants if there was any particular industry pattern emerging amongst applicants.

We also suggested that given the incidence of settlement terms including non-disclosure and non-disparagement clauses in favour of the employer, employers should provide their standard terms or indicate whether they have a policy of requiring such terms.

It remains to be seen if those suggestions, and others made by WLANSW, will be taken up.

WLANSW also supports the role of bystander training to effectively assist in the identification and management of sexual harassment and other inappropriate workplace behaviours.

WLANSW is also currently conducting a survey of the profession to assess the prevalence of sexual harassment in the profession, and to inform a submission to the Australian Human Rights Commission’s enquiry into sexual harassment.

BEST FIRMS FOR GENDER EQUALITY

No rating system is perfect. A particular challenge in rating the legal profession is that it is difficult to compare firms when some are structured as partnerships and some are incorporated entities, with no visibility into their ownership structures through the WGEA reporting.

This exercise ranks those firms that are partnerships, and assesses them on the following criteria:

1. Having a female partnership percentage higher than the industry average
2. Being an Employer of Choice for Gender Equality in 2016 as assessed by the WGEA
3. Having adopted the Equitable Briefing Policy
4. Having taken tangible action to address pay equity in their organisations.
5. An overall assessment of other actions being taken by these firms to promote gender equality, some details of which are set out in Schedule 4, including the rate of female partner promotion from within their own ranks.

All of the following firms were WGEA 2016 Employers of Choice for Gender Equality and have adopted the Law Council's National Model Gender Equitable Briefing Policy.

The Gold firms are:

- **Norton Rose Fulbright Australia**, with a female partnership ratio of 41%, and having undertaken 9 of the 9 pay equity actions that WLANSW considers will drive change.
- **Corrs Chambers Westgarth** – 30% female partnership ratio, and having undertaken 8 of the 9 gender pay actions.
- **Gilbert & Tobin** – a consistently strong performer in this area, with 30% female partnership ratio, and having undertaken 8 of the 9 gender pay actions

The Silver firms are:

- **Maddocks**, with 33 % female partnership ratio, and having undertaken 7 of the 9 pay actions
- **Ashurst** with 27% female partnership ratio and having undertaken 6 of the 9 pay actions
- **Allens** with 25% female partnership ratio and having undertaken 7 of the 9 pay actions

The Bronze firms are:

- **Minter Ellison SA/NT** with a 35% female partnership ratio and having undertaken 3 of the 9 gender pay actions

- **King & Wood Mallesons** with a 26% female partnership ratio and having undertaken 6 of the 9 pay actions

Other incorporated practices are also doing well, but the lack of transparency into their ownership structures means no comparison can be performed. **Dentons Australia Pty Limited** deserves a highly commended for its actions on pay equity, as does **DLA Piper**, and **Russell Kennedy**.

WLANSW congratulates these firms for the progress they are making, and encourages them to continue to push for progress on gender equality.

REFERENCES

National Profile of Solicitors 2016 Report, Urbis, commissioned by The Law Society of NSW

NSW Profile of Solicitors 2016 Report, Urbis, commissioned by The Law Society of NSW

Gender Equity Insights 2018, Inside Australia's Gender Pay Gap, Bankwest Curtin Economics Centre, Curtin University, 2018

Law Council of Australia, *National Model Gender Equitable Briefing Policy - Annual Report Edition1*, 2016 – 2017

SCHEDULE 1 – WGEA LEGAL SERVICES DATA ANALYSIS BY SUBJECT AREA

1. CEO AND KMP COMPOSITION
2. GOVERNING BODY COMPOSITION
3. PROFESSIONAL STAFF BREAKDOWN
4. PAY GAP ANALYSIS AND ACTIONS TAKEN
5. PARENTAL LEAVE

Firm name	ABN	Employees covered	CEO Female	CEO Male Full-time	CEO Male part-time	KMP Female F1	KMP Female PT	KMP Female PT	KMP Male FT	KMP Male FT	KMP Male PT
Aboriginal & Torres Strait Islander Legal Service (Old) Limited	1116314592	210		1					1		2
Ryan Curiale Thomas Lawyers (RCNT Administrative Services	1207285013	107		1		2		4			
Russell Kennedy Solicitors	15940129185	200		1							1
McCabe Lawyers Pty Limited	15122850033	107		1							3
Holding Radlich Partnership	15394627724	308		1							
Mendian Lawyers Limited	18108546774	100		1							1
Cominal Student U R Hutchings And Hutchings Partnership Trust	197393311557	98		1		1					4
Maurice Blackburn Pty Limited	11105657949	1,111		1					1		3
Thomson Gear	1442387383	408		1		1					2
Allen & Overy(A TRAHAIR & OTHERS)	216301141428	140		2							
King & Wood Mallesons (Australia)	22041424954	1,323	1			2		1			0
Shelton P Pty Ltd	23808104070	108		1							
Col In Bloggers & Paisley Pty Limited	28160090632	430		1		3					11
Geddes Lawyers Melbourne Partnership	28991935627	282		1		2		1			1
McInnes Wilson Lawyers Pty Ltd	30137213015	227		1		1					12
Arnold Bloch Leibler	30331510906	197		1				1			2
Baker & McKenzie	32266778912	237		1							0
Norton Rose Fulbright Australia	32720888049	1,004		1							
Griffith Hack Unit Trust	35028463389	260		1		1		1			
Clydon Ltz	35740217343	1,403		1							1
HML Elsworth Lawyers	3748549168	833		1							4
McCullough Robertson (D R Bedford & Others)	42721345951	295		1				1			3
QANTM Intellectual Property Limited	43812441326	328		1							2
Fagomeni (Australia) Pty Ltd	47104453947	160		2							6
Lavan Legal (J G ABBERTON & Others)	47488578158	135		1							2
Allers	47702595758	1,144		1		3		1			5
Tucker Legal (P Tux P Domens J Wyett J Hick A Edwards D Mof	50150169411	172		1		5					14
Mills Oakley Lawyers	51493069734	856		1		4					27
Hogwood Ganim	54105489681	234		1		0					0
Spurgeon & Ferguson Pty Limited	55601289050	161		3		3		1			0
Hall & Wilcox	58041376985	419		1		2					3
Lander & Rogers (A ABRAMAMS & Others)	58207240529	422		1				1			2
Holsons	59215418381	156		1		0					5
M&K Lawyers Holdings Pty Ltd	59122449334	293		1							1
Curwood Legal Services Pty Ltd	62159905843	179		1		5			1		6
Maddocks	63478951337	485	1								12
Pizzey Patent and Trade Mark Attorneys Pty Ltd	64607168648	23		1		3					1
Dentons Australia Pty Ltd	69100963308	448		1		2					8
Reed International Books Australia Pty Limited	70001002257	296		1		5					21
Carroll & O'Lea (P A Carroll & DB Farrah & HG Harrison & R F	70935352163	204		1		4					4
Johnson Winer & Slattery	70843523318	245		1							11
Holman Webb Partnership	71304498001	105		1		1		2			1
Ashurst Australia	75304280095	1,008		1							2
Fisher Adams Kelly Pty Ltd	76125298881	36		1							2
Hurt & Hurt Lawyers	76187002253	98		1		1					
Moray & Agnew	76480952631	510		1							
The Trustee for The Gadens Service Trust No 2	76950746247	245		1							
Miner Ellison SA INT	77478593704	184		1							1
Spartan Helmore (R H Amioch & A J Deegan & Others)	78843387938	737	0	1		4					7
Jackson McDonald	80826194801	164		1		3		3			11
K&L Gates	81310865026	394		1		1					3
Cullens Pty Limited	81608814759	40		1							
DLA Piper Australia (C HATKINS & Others)	83508451308	486	1	1		4		1			4
DibbsInker	84338278574	163		1							0
Shine Lawyers Pty Ltd	86134702757	813		1		1			1		0
Kemp Stang	88258909590	149		1							
Gilbert and Tobin	8877508846	573		1		0					2
Coors Chambers Westgarth	8950832091	889		1		3					2
Wotton And Kearney	90208732123	197		1		1					3
Miner Ellison	91556716819	1,723	0	1		3		3			0
Frithays	92386254392	104		1							5
Slater & Gordon Ltd	93097297400	1,268		2		1		1			4
Aboriginal Legal Services NSW/ACT Limited	93118431066	212									
Treas Cox Lawyers	93281526297	170		1		1		1	1		1
Henry Davis York	94516079651	316		1		3					
Cooper Grace Ward Lawyers	95591906639	193		1		1		1			1
The Lantier Legal Group Pty Ltd	9807686034	142		1							
Herbert Smith Freehills	98773882646	1,889	0	1		1					0
		28,154	7	64	1	98	1	27	2	2	249
											3

legal_name	number_of_female_chairs	number_of_male_chairs	number_of_female_board_members	number_of_male_board_members
Aboriginal & Torres Strait Islander Legal Service (QLD)	0	1	3	6
Aboriginal Legal Services NSW/ACT Limited	0	1	4	7
Allens	1	0	2	8
Arnold Bloch Leibler	0	2	6	28
Ashurst Australia	1	1	2	6
Baker & McKenzie	0	1	2	3
The Trustee for The Gadens Service Trust No 2	0	1	1	6
C.H ATKINS & Others	0	2	4	12
Clayton Utz	0	1	4	5
Colin Biggers & Paisley Pty Limited	0	1	0	5
Cooper Grace Ward Lawyers	0	1	3	5
Corrs Chambers Westgarth	0	1	2	5
Corrs Chambers Westgarth	0	0	3	7
Cullens Pty Limited	0	1	2	2
Curwoods Legal Services Pty Ltd	0	1	0	5
D.R Bedford & Others	0	1	0	4
D.R Bedford & Others	0	1	2	2
DibbsBarker	1	0	0	5
Finlaysons	0	1	1	2
Fisher Adams Kelly Pty Ltd	0	1	0	4
Fragomen (Australia) Pty Ltd	2	2	0	0
Gadens Lawyers Melbourne Partnership	0	1	0	6
Dentons Australia Pty Ltd	0	1	1	4
Gilbert and Tobin	0	1	4	7
Gilbert and Tobin	0	0	0	3
Griffith Hack Unit Trust	0	4	0	5
Hall & Wilcox	0	1	3	5
Henry Davis York	0	1	2	3
Herbert Smith Freehills	1	3	1	1
Herbert Smith Freehills	1	0	2	3
Hicksons	0	1	0	5
Holding Redlich Partnership	0	1	2	9
Holman Webb Partnership	0	1	1	5
HopgoodGanim	0	1	3	9
Hunt & Hunt Lawyers	0	1	1	4
HWL Ebsworth Lawyers	0	0	19	124
A TRAHAIR & OTHERS	0	1	1	6
J.R Hutchings And Hutchings Partnership Trust	1	0	1	4
Jackson McDonald	0	1	1	5
Johnson Winter & Slattery	0	1	0	4
Johnson Winter & Slattery	0	1	0	4
K&L Gates	0	1	2	6
Kemp Strang	0	1	3	9
King & Wood Malletsons (Australia)	0	1	3	6
A ABRAHAMS & Others	1	0	0	4
J.G ABBERTON & Others	0	1	1	10
M&K Lawyers Holdings Pty Ltd	0	1	0	4
Maddocks	0	1	2	3
Maurice Blackburn Pty Limited	0	1	3	2
McCabes Lawyers Pty Limited	0	1	0	3
McInnes Wilson Lawyers Pty Ltd	0	1	2	2
Meridian Lawyers Limited	0	1	0	3
Mills Oakley Lawyers	0	1	0	4
Minter Ellison	0	1	2	7
Minter Ellison SA/NT	0	1	1	5
Moray & Agnew	0	1	0	4
Norton Rose Fulbright Australia	1	0	2	5
P Turk P Domens J Myatt J Hick A Edwards D McC	0	1	2	9
P.A Carroll & D.B Farah & H.G Harrison & R.P Higgi	0	1	2	4
P.A Carroll & D.B Farah & H.G Harrison & R.P Higgi	0	1	2	4
Pizzey Patent and Trade Mark Attorneys Pty Ltd	0	1	1	3
QANTM Intellectual Property Limited	0	1	2	2
R.H Anicich & A.J Deegan_ & Others	0	1	3	5
RCNT Administrative Services Pty Ltd.	0	1	1	4
Reed International Books Australia Pty Limited	0	1	1	2
Russell Kennedy Solicitors	0	1	1	2
Shelston IP Pty Ltd	1	0	2	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Shine Lawyers Pty Ltd	0	1	1	2
Slater & Gordon Ltd	0	1	0	4
Spruson & Ferguson Pty Limited	0	1	2	2
Spruson & Ferguson Pty Limited	0	1	1	3
Spruson & Ferguson Pty Limited	0	1	1	2
Spruson & Ferguson Pty Limited	0	1	0	2
Spruson & Ferguson Pty Limited	0	1	0	1
The Lantern Legal Group Pty Ltd	0	1	2	8
Thomson Geer	1	0	0	6
TressCox Lawyers	0	1	1	3
Wotton And Kearney	0	1	4	14
	12	82	140	518

Employee name	Employees covered	Remuneration strategy or policy	Includes pay equity objectives	Remuneration gap analysis done	Within 12 Months	Took action as a result of and Developed a pay Equity Strategy Identified causes	Report to Board
Aboriginal & Torres Strait Islander Legal Service (Qld) Limited	210	1	0	1	1	0	1
Ryan Carlisle Thomas Lawyers (RCNT Administrative Services	107	0		0	0		
Russell Kennedy Solicitors	200	1	1	1	1	1	1
McCabe Lawyers Pty Limited	107	1	0	0	0		
Holding Redlich Partnership	308	1	1	1	1	0	1
Meridian Lawyers Limited	100	1	0	1	1	0	0
Conwell Stodart (J.R Hutchings And Hutchings Partnership Trus	98	0		0	0		
Maurice Blackburn Pty Limited	1,111	1	0	1	1	1	1
Thomson Geer	408	1	1	1	1	0	1
Allen & Overy (A TRAHAIR & OTHERS)	140	1	0	1	1	0	1
King & Wood Mailesons (Australia)	1,323	1	1	1	1	0	1
Sheelson IP Pty Ltd	108	0		1	1	0	1
Colin Biggers & Paisley Pty Limited	430	1	1	1	1	0	0
Gardens Lawyers Melbourne Partnership	282	1	1	1	1	0	0
McInnes Wilson Lawyers Pty Ltd	227	1	1	1	1	0	0
Arnold Bloch Leibler	197	1	1	1	1	0	0
Baker & McKenzie	237	1	1	1	1	0	1
Norton Rose Fulbright Australia	1,004	1	1	1	1	1	1
Griffith Hack Unit Trust	260	1	1	0	1	0	1
Clayton Utz	1,403	1	1	1	1	0	1
HVL Ebsworth Lawyers	633	1	0	0	0		
McCullough Robertson (D.R Bedford & Others)	295	1	1	1	1	0	1
QANTM Intellectual Property Limited	326	1	1	1	1	1	1
Fragomeni (Australia) Pty Ltd	160	0		0	0		
Lavin Legal (J.G ABBERTON & Others)	135	1	1	1	1	0	1
Allens	1,144	1	1	1	1	0	1
Turks Legal (P Turk P Domens J Myatt J Hick A Edwards D Mc	172	1	1	1	1	0	1
Mills Oakley Lawyers	656	0		0	0		
HopgoodGanim	234	0		1	1	0	0
Sprison & Ferguson Pty Limited	161	1	0	1	1	0	0
Hall & Wilcox	419	0		1	0	0	0
Lander & Rogers (A ABRAHAMS & Others)	422	0		1	1	0	1
Hicksons	156	1	1	1	0	0	0
M&K Lawyers Holdings Pty Ltd	293	1	0	0	0		
Curwoods Legal Services Pty Ltd	179	1	0	0	0		
Maddocks	485	1	1	1	1	0	1
Pizzey's Patent and Trade Mark Attorneys Pty Ltd	23	0		0	0		
Darwins Australia Pty Ltd	448	1	1	1	1	0	1
Reed International Books Australia Pty Limited	296	1	1	1	0	0	0
Carroll & O'Dea (P.A Carroll & D B Farrah & H G Harrison & R P	204	1	1	1	1	0	0
Johnson Winter & Slatery	245	1	1	1	1	0	0
Holman Webb Partnership	105	1	0	1	0	0	0
Ashurst Australia	1,008	1	1	1	1	0	1
Fisher Adams Kelly Pty Ltd	36	0		0	0		
Hunt & Hunt Lawyers	98	1	0	1	1	0	1
Moray & Agnew	510	1	0	0	0		
The Trustee for The Gardens Service Trust No 2	245	1	1	1	0	0	1
Miner Ellison SA/NT	184	1	0	1	1	0	0
Spaake Helmore (RH Arntich & A.J Deegan, & Others)	737	1	1	1	1	0	1
Jackson McDonald	164	1	1	1	1	1	1
K&L Gates	394	1	1	1	1	0	1
Cullens Pty Limited	40	0		0	0		
DLA Piper Australia (C.H ATKINS & Others)	486	1	1	1	1	0	1
DibbsBaker	163	1	1	1	1	0	0
Shine Lawyers Pty Ltd	813	0		0	0		
Kemp Strang	149	1	1	1	1	0	0
Robert and Tobin	573	1	1	1	1	0	1
Cornis Chambers Westgarth	889	1	1	1	1	1	1
Wotton And Kearney	197	1	1	1	1	0	1
Winter Ellison	1,723	1	1	1	1	0	1
Finlaysons	104	0		1	0	0	0
Safer & Gordon Ltd	1,268	1	1	0	0		
Aboriginal Legal Services NSW/ACT Limited	212	0		0	0		
TressCox Lawyers	170	0		0	0		
Henry Davis York	316	1	1	1	1	0	1
Cooper Grace Ward Lawyers	193	1	1	1	1	0	1
The Lantern Legal Group Pty Ltd	142	0		1	1	0	0
Herbert Smith Freehills	1,689	1	1	1	1	1	1
	28,154	52	39	52	41	43	32
						6	18

Firm name	Employees covered	Parental leave for primary	Paid weeks for primary	Paid parental leave for	Days leave available	Female Managers	Male managers	Female Non-manager	Male Nonmanager	Female Manager	Male Manager
Aboriginal & Torres Strait Islander Legal Service (Qld) Limited	210	0	0	0							
Ryan Carlisle Thomas Lawyers (RCNT Administrative Services	107	1	6	1		5	1	0	0	2	0
Russell Kennedy Solicitors	200	1	8	1		10	0	0	0	0	0
McCabes Lawyers Pty Limited	107	1	8	0			0	0	5	0	0
Holding Redlich Partnership	308	1	8	1		10	2	0	18	0	1
Meridian Lawyers Limited	100	1	6	0			0	0	4	0	0
Cornwall Stoddart (J R Hutchings And Hutchings Partnership Trus	98	0		0			0	0	2	0	0
Maurice Blackburn Pty Limited	1,111	1	18	1		20	2	0	69	0	3
Thomson Geer	408	1	12	1		10	1	0	31	0	0
Allen & Overy (A TRA HAR & OTHERS)	140	1	14	1		10	0	0	8	0	0
King & Wood Mallesons (Australia)	1,323	1	14	1		15	17	1	28	1	6
Shelston IP Pty Ltd	108	1	8	1		2	1	0	3	0	0
Colin Biggers & Paisley Pty Limited	430	1	12	1		15	4	0	17	0	3
Gardens Lawyers Melbourne Partnership	282	1	8	1		5	0	0	17	0	1
McInnes Wilson Lawyers Pty Ltd	227	1	9	1		1	2	0	12	0	2
Arnold Bloch Leibler	197	1	12	1		10	3	0	8	1	1
Baker & McKenzie	237	1	14	1		21	5	0	4	1	0
Norton Rose Fulbright Australia	1,004	1	14	1		10	38	2	33	1	0
Griffith Hack Unit Trust	260	1	12	1		5	0	0	8	0	0
Cleary Utz	1,403	1	14	1		10	33	0	66	0	9
HWL Ebsworth Lawyers	833	1	4	1		10	1	0	62	1	0
McCullough Robertson (D R Bedford & Others)	295	1	12	1		2	0	0	27	4	0
QANTM Intellectual Property Limited	326	1	4	1		5	2	0	22	0	4
Fragomen (Australia) Pty Ltd	160	1	12	1		5	0	0	13	0	0
Laven Legal (J G ABBERTON & Others)	135	1	12	1		10	0	0	7	0	3
Allen	1,144	0	14	1		15	27	2	29	1	0
Turks Legal (P Turk P Doniens J Wyatt J Hick A Edwards D McI	172	0		0			3	0	6	0	0
Mills Oakley Lawyers	656	1	10	1		10	16	1	0	0	3
HopgoodGanim	234	1	8	1		10	1	0	9	0	1
Hall & Wilcox	161	0		0		1	0	0	5	0	2
Lander & Rogers (A ABR A HAMS & Others)	419	1	8	1		15	3	0	33	0	9
Hicksons	156	0		0			0	0	5	0	0
M&K Lawyers Holdings Pty Ltd	293	1	8	1		10	5	0	9	0	4
Curwoods Legal Services Pty Ltd	179	1	12	1		10	1	0	14	0	2
Maddocks	485	1	14	1		15	0	0	45	0	5
Pizzay's Patent and Trade Mark Attorneys Pty Ltd	23	0		0			0	0	0	0	0
Dentons Australia Pty Ltd	446	1	10	1		10	0	0	25	0	2
Reed International Books Australia Pty Limited	296	1	13	1		1	1	0	19	0	0
Carroll & O'Lea (P A Carroll & D B Farah & H G Harrison & R P	204	1	10	1		2	0	0	7	0	0
Johnson Winter & Slattery	245	0		1		5	1	0	16	0	4
Holman Webb Partnership	105	0		0			1	0	4	0	0
Ashurst Australia	1,008	1	18	1		5	38	4	38	5	3
Fisher Adams Kelly Pty Ltd	36	0		0			0	0	1	0	0
Hunt & Hunt Lawyers	98	1	10	1		5	0	0	4	0	0
Money & Agnew	510	1	12	1		5	0	0	16	0	2
The Trustee for The Garding Service Trust No 2	245	1	6	1			0	0	25	0	0
Minter Ellison SA/NT	184	1	8	1		10	2	0	11	0	1
Sparkle Helmore (R H Anclitch & A J Deegan & Others)	737	1	10	1		1	0	0	18	0	6
Jackson McDonald	164	1	4	1		10	2	0	11	0	1
K&L Gates	394	1	14	1		10	23	0	20	0	1
Cullers Pty Limited	40	0		0			0	0	1	0	0
DLA Piper Australia (C H A T K I N S & Others)	486	1	8	1		14	6	0	53	0	6
DibbsBarker	163	1	4	1		5	0	0	9	0	0
Shire Lawyers Pty Ltd	813	0		0			10	0	35	0	5
Kemp Strang	149	1	4	1		10	1	0	18	0	0
Gilbert and Tobin	573	1	18	1		15	0	0	16	1	4
Cors Chambers Wemyss	889	1	18	1		15	29	1	43	0	4
Wolton And Kearney	197	1	6	1		5	0	0	12	0	2
Minter Ellison	1,723	1	14	1		5	28	2	49	2	0
Finlaysons	104	1	12	1		5	1	0	6	0	1
Slater & Gordon Ltd	1,268	1	18	1		15	18	0	130	7	4
Aboriginal Legal Services NSW/ACT Limited	212	1	2	0			1	0	5	0	0
TressCox Lawyers	170	1	12	1		10	2	0	5	0	2
Henry Davis York	316	1	14	1		15	15	0	9	1	0
Cooper Grace Ward Lawyers	193	1	8	1		10	2	0	5	0	1
The Lantier Legal Group Pty Ltd	142	1	2	1		14	1	0	7	0	0
Herbert Smith Freehills	1,689	1	18	1		15	11	2	132	12	17
	28,154	57	10	55	9	371	16	1,441	27	185	106

SCHEDULE 2 – WGEA PUBLIC REPORT ANALYSIS – LEGAL SERVICES

See the spreadsheet loaded on the WLANSW website for full details

Extract showing female partner percentages on page following

Legal Name	Q 2.4 Female partners full-time *	Male partners full-time	Female partners part-time	Male partners part-time	Total partners	Female partners
Aboriginal & Torres Strait Islander Legal Service (Qld) Limited		N/A	N/A	N/A	0	N/A
Aboriginal Legal Services NSW/ACT Limited	N/A	N/A	N/A	N/A	0	N/A
Allen & Overy (A TRAHAIR & OTHERS)		2	15	0	0	17 12%
Allens		22	91	8	1	122 25%
Arnold Bloch Leibler		5	28	2	1	36 19%
Ashurst Australia		34	104	5	4	147 27%
Baker & McKenzie		11	66	5	1	83 19%
DLA Piper Australia (C.HATKINS & Others)		14	52	5	2	73 26%
Clayton Utz		34	129	5	3	171 23%
Colin Biggers & Paisley Pty Limited	N/A	N/A	N/A	N/A	0	N/A
Cooper Grace Ward Lawyers		5	14	1	0	20 30%
Corrs Chambers Westgarth		27	80	10	5	122 30%
Cullens Pty Limited	N/A	N/A	N/A	N/A	0	N/A
Curwoods Legal Services Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
McCullough Robertson (D.R Bedford & Others)		3	40	6		49 18%
Dentons Australia Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
DibbsBarker		10	23	0	0	33 30%
Finlaysons		3	13	1	1	18 22%
Fisher Adams Kelly Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
Fragomen (Australia) Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
Gadens Lawyers Melbourne Partnership		8	27	3	7	45 24%
Gilbert and Tobin		19	49	2	1	71 30%
Griffith Hack Unit Trust		10	21	0	0	31 32%
Hall & Wilcox		13	49	4	2	68 25%
Henry Davis York		10	32	1	1	44 25%
Herbert Smith Freehills		32	125	5	5	167 22%
Hicksons		5	8	1	0	14 43%
Holding Redlich Partnership		5	23	0	0	28 18%
Holman Webb Partnership		1	6	0	0	7 14%
HopgoodGanim		3	16	0	0	19 16%
Hunt & Hunt Lawyers		5	8	1	0	14 43%
HWL Ebsworth Lawyers		33	169	6	6	214 18%
Lavan Legal (J.G ABBERTON & Others)		6	16	0	3	25 24%
Cornwall Stodart (J.R Hutchings And Hutchings Partnership Trust)	N/A	N/A	N/A	N/A	0	N/A
Jackson McDonald		1	14	4	1	20 25%
Johnson Winter & Slattery		6	46	7	2	61 21%
K&L Gates		12	57	1	0	70 19%
Kemp Strang		3	9	0	0	12 25%
King & Wood Mallesons (Australia)		31	116	10	2	159 26%
Lander & Rogers (A ABRAHAMS & Others)		12	21	5	5	43 40%
M&K Lawyers Holdings Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
Maddocks		12	44	11	3	70 33%
Maurice Blackburn Pty Limited	N/A	N/A	N/A	N/A	0	N/A
McCabes Lawyers Pty Limited	N/A	N/A	N/A	N/A	0	N/A
McInnes Wilson Lawyers Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
Meridian Lawyers Limited	N/A	N/A	N/A	N/A	0	N/A
Mills Oakley Lawyers		10	76	2	1	89 13%
Minter Ellison		29	143	13	4	189 22%
Minter Ellison SA/NT		4	20	7	0	31 35%
Moray & Agnew		2	24	0	0	26 8%
Norton Rose Fulbright Australia		28	75	25	2	130 41%
Turks Legal (P Turk P Domens J Myatt J Hick A Edwards D McCrostie P Angus D Turk P Riddell)		1	10	1	0	12 17%
Carroll & O'Dea (P.A Carroll & D.B Farah & H.G Harrison & R.P Higgins & H. Indari & A. O'Dea & Peter Punch)		7	14	0	1	22 32%
Pizzey's Patent and Trade Mark Attorneys Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
QANTM Intellectual Property Limited	N/A	N/A	N/A	N/A	0	N/A
Sparke Helmore (R.H Anicich & A.J Deegan, & Others)		21	54	1	0	76 29%
Ryan Carlisle Thomas (RCNT Administrative Services Pty Ltd.)	N/A	N/A	N/A	N/A	0	N/A
Reed International Books Australia Pty Limited	N/A	N/A	N/A	N/A	0	N/A
Russell Kennedy Solicitors		5	28	5	1	39 26%
Shelston IP Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
Shine Lawyers Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
Slater & Gordon Ltd	N/A	N/A	N/A	N/A	0	N/A
Spruson & Ferguson Pty Limited	N/A	N/A	N/A	N/A	0	N/A
The Lantern Legal Group Pty Ltd	N/A	N/A	N/A	N/A	0	N/A
The Trustee for The Gadens Service Trust		7	23	3	0	33 30%
No 2		13	67	4	1	85 20%
Thomson Geer		7	14	5	1	27 44%
TressCox Lawyers		1	10	0	0	11 9%
Wotton And Kearney						
	532	2069	175	67	2843	

SCHEDULE 3 – NEW PARTNER PROMOTIONS

Firm		Female partner/principal promotions out of total	2017 data
Corrs Chambers Wess	1 of 1	100%	33%
Herbert Smith Freehills	7 of 7	100%	17%
Clayton Utz	4 of 5	80%	63%
Gilbert + Tobin	3 of 4	75%	33%
McInnes Wilson	3 of 4	75%	no data
Ashurst	7 of 10	70%	17%
Holding Redlich	2 of 3	67%	50%
Lander & Rogers	6 of 9	67%	50%
Maddocks	2 of 3	67%	50%
King & Wood Mallesons	7 of 11	64%	71%
Allens	5 of 8	63%	40%
Baker McKenzie	3 of 5	60%	40%
Arnold Bloch Leibler	1 of 2	50%	100%
Colin Biggers & Paisley	1 of 2	50%	50%
DLA Piper	1 of 2	50%	no promotions
Jones Day	1 of 2	50%	no promotions
Russell Kennedy	3 of 6	50%	0%
Spruson & Ferguson	2 of 4	50%	no data
Minter Ellison	5 of 11	46%	36%
Piper Alderman	3 of 7	43%	no promotions
McCullough Roberts	1 of 3	33%	no promotions
Norton Rose Fulbright	1 of 3	33%	0%
Wotton + Kearney	1 of 3	33%	50%
Gadens	4 of 15	27%	40%
Holman Webb	1 of 4	25%	33%
Sparke Helmore	1 of 4	25%	no promotions
Hall & Willcox	1 of 4	25%	no promotions
Johnson Winter Slatt	1 of 5	20%	50%
Macpherson Kelley	1 of 5	20%	no promotions
Allen & Overy	0 of 1	0%	no data
Dentons	0 of 1	0%	no promotions
Finlaysons	0 of 1	0%	no data
Hicksons	0 of 2	0%	50%
HopgoodGanim	0 of 3	0%	0%
K&L Gates	0 of 2	0%	0%
Mills Oakley	0 of 2	0%	50%
TurksLegal	0 of 1	0%	no promotions
	Ratings		
	0-39%		
	40-49%		
	50-100%		

SCHEDULE 4 – BEST FIRMS FOR WOMEN – OTHER INITIATIVES WGEA REPORT

Legal Name	Female partners	Other initiatives from WGEA Public report
Allens		<p>We are active in managing gender equality at our firm and are focused on removing the structural and cultural barriers that prevent the full participation of women at work. This year we introduced the role of 'Inclusion Advocate' to our talent review process. Members of our Inclusion and Diversity Council (chaired by our Managing Partner, Richard Spurio) were trained to look out for unconscious bias within the talent review setting, encouraging fair and unbiased outcomes for all. We are committed to building a culture of genuine diversity to support the success of women in the firm.</p> <p>We are proud of our policies and initiatives that support this commitment, including our career model, our approach to flexibility, parental leave transition program and development programs – all of which have a strong emphasis on the engagement, career and professional development and promotion of women in the firm.</p> <p>Our Equitable Briefing Policy aims to achieve equal access as a barrister for women and men by eliminating briefing practices that consciously or unconsciously limit opportunities for female barristers.</p> <p>The Women at Allens program is also important to our firm. The development and acceleration of outstanding female professionals in all areas of our firm reflects the value we place on our people, and on the relationships we have with each other, our clients and the broader community.</p> <p>Each Australian office has a Women at Allens Committee that represents women across the legal and nonlegal departments of the firm. The committees seek to provide opportunities for women in the firm to broaden and strengthen their networks, and to pursue and achieve their career goals. The committees actively engage clients in activities and events that promote the achievements and further opportunities for women at the firm and in our clients' businesses.</p> <p>We proactively manage and support our female talent. Over the last year we have implemented regular 'diversity hot seat's' where each practice presents to our Executive Committee discussing key gender metrics (gender split by role, attrition, promotions, parent leave return rate etc.) pipeline talent and other initiatives focused on improving gender equality. As part of this we conduct regular career development interviews with pipeline talent for partnership, understanding their individual needs and giving them a chance to inform future gender equality strategy.</p> <p>Balancing the demands of a professional career with family commitments and goals can be challenging – particularly for parents of young children. Recognising this, we have engaged dedicated childcare for our employees in Brisbane and Melbourne with Sydney and Perth to follow soon. We have also sourced emergency childcare providers for all of our offices, giving greater support and flexibility to our employees if they need to come in on a non-work day or if a child is unexpectedly unwell.</p>
Ashurst Australia	25%	<p>Aligned D&I strategy to firm's values; got a Diversity and Inclusion Advisory Group: set gender targets - by 2018 40% of new partners each year to be women, 25% of management roles to be held by women, 25% of equity partners will be women; CEO is a WGEA Pay Equity Ambassador; publish an annual Diversity and Inclusion report; adopted the Law Council of Australia diversity charter; Champions of Change Committee; run Unconscious bias and Managing Flexibility in the workplace; coaching for newly promoted female partners; "Family Matters"</p>
Corrs Chambers Westgarth	27%	<p>network; women's networks across Australia</p> <p>Corrs' continued focus on mainstreaming flexibility has resulted in an increased use of varying types of flexible work practices across different parts of the firm. In addition to flexibility training for Managers, interactive flexibility workshops for all Legal work groups (consisting of partners and staff) were held nationally in 2016. This team based approach to flexibility allows for open and candid conversations and ensures everyone is clear on business, individual and client needs, assisting in effective implementation of flexibility.</p> <p>Corrs has continued its industry partnership with the University of Melbourne's Centre for Ethical Leadership to make further improvements in the areas of gender equality and flexibility. The firm remains an active participant in the Managing Partners' Diversity Initiative. The Managing Partners and senior leaders from many of Australia's major law firms continue to meet regularly to determine ways their firms can individually and collectively keep contributing to improving gender diversity (and other areas of diversity) across the legal profession. External executive coaching is provided for senior female lawyers and female partners to assist women to maximise their career potential. The focus on development of our female lawyers is to assist the firm in achieving gender representation targets, including the KPI that 50% of the partnership pipeline each year be female.</p> <p>A working carers' workshop provides support for individuals who combine their work in the firm with a carer role outside of Corrs (includes for ageing or ill relative/s, children, persons with a disability or special needs etc.).</p>
Gilbert and Tobin	30%	<p>High proportion of women in partnership and management roles. Active sponsorship and enabling of talented women. Board is actively engaged in the promotion of women into the partnership.</p>
King & Wood Malesons (Australia)	30%	<p>Other policies which support gender equality are:</p> <ul style="list-style-type: none"> - Agile Working policy - Flexible Working policy - Resourcing policy - Equitable Briefing policy - National Unconscious Bias Recruitment Principles - National Procurement Principles. We have an Agile Working policy which is designed to mainstream more agile ways of delivering our work by actively promoting ad hoc and informal changes within teams. Partners and staff work together to agree how they can work in a more agile way, whether that be agreeing a flexible schedule or flexible work location. Our firm wide engagement survey was conducted in August 2016 and a subsequent 'pulse check' survey was conducted in February 2017. Our regular 'town hall' meetings are also an opportunity for consultation as are the firm-wide Roadshows conducted by our CEO. Our CEO has commenced round-table discussions across all locations with cross-sections of staff. We have also conducted focus groups with a cross section of staff. Extensive information can be found in the further initiatives section.
Maddocks	26%	<p>All major decisions are taken to the Board and tested through the gender equality lens</p> <ul style="list-style-type: none"> - All partners and staff have attended unconscious bias training in last 2 years - Inclusive leadership training provided to partners and staff - First diversity and inclusion strategy implemented in 2016 - Performance ratings (including for staff on flexible work arrangements) analysed on basis of gender - GenNext (transition to partnership) program (50% women participants in 2016) - 27.5% women equity partners - All major decisions are taken to the Board and tested through the gender equality lens - All partners and staff have attended unconscious bias training in last 2 years - Inclusive leadership training provided to partners and staff - First diversity and inclusion strategy implemented in 2016 - Performance ratings (including for staff on flexible work arrangements) analysed on basis of gender - GenNext (transition to partnership) program (50% women participants in 2016). Our CEO, a female equity partner, is also a Board member - (KMP). <p>We have categorised:</p> <ul style="list-style-type: none"> - Board members and Practice Group Heads as KMP - Practice Team Leaders and Partners in Charge (of an office) as Senior Manager. Gender equality is frequently promoted and discussed in the firm's weekly intranet newsletter, which is accessible to all staff. Currently in the process of implementing online discrimination and harassment training for all partners and staff. Outstanding initiatives: - Gender is one of the 3 pillars (along with inclusion and flexibility) of our Diversity & Inclusion Strategy - We introduced blind CVs for graduate recruitment - The Board has set a target of 40% women partners by 2020 – as at 31 March we are at 33.8% - The Board has set a target of 30% women equity partners by 2020 - as at 31 March we are at 27.5% - Gender equality is a standing agenda item at Board meetings - We introduced a requirement in our procurement policy that suppliers must have in place a policy or strategy that includes gender equality principles - Our annual gender analysis of remuneration and promotions minimises the risk of unconscious bias affecting pay increases and promotions - Our parental leave coaching and caretaker partner programs have facilitated open, constructive discussions
Minter Ellison SAINT	33%	
Norton Rose Fulbright Australia	35%	
	41%	

Further information



Please visit the Women Lawyers NSW website. All analysis and commentary from 2012 onwards is available under the Workplace Practices tab, including the University of Wollongong Research Report

<https://womenlawyersnsw.org.au/workplace-practices/>

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