

2020/21 Law Firm Comparison Project  
Women Lawyers Association of New  
South Wales





## ACKNOWLEDGEMENTS

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This project is the eighth time this analysis has been conducted by the Women Lawyers Association of New South Wales (**WLANSW**) since 2012. The 2021 analysis was delayed due to COVID-19, and is a shorter analysis focusing on law firm leadership and partner composition, rather than the fuller analysis done previously.

Louise Mallon, WLANSW member, undertook the analysis for the new partner promotions. Susan Price undertook the analysis of the data provided by the Workplace Gender Equality Agency (**WGEA**), and for the first time since WGEA started reporting, WLANSW also supplemented that information by writing to all reporting law firms and asking for a more detailed partner composition. Danielle Verde looked at the Employer of Choice for Gender Equality citation holders, and what measures they were taking in their organisations.

This report would not have been possible without the data collected by the WGEA, and we thank the Agency, and particularly Dr Janin Bredehoeft, Research and Analytics Executive Manager, for her support with this project, and her insight into the invaluable data held by the Agency. We thank the WGEA and their staff for their continued and critical work towards promoting and achieving gender equity in Australian Workplaces.

We also thank those firms who responded to WLANSW's request for more details, and willingly provided it. The response rate was low, but the answers still very useful.

Finally, thank you to WLANSW Presidents in 2020 and 2021 and the WLANSW Executive for their support of this project.

This report uses the language 'female' and 'male', 'women' and 'men' interchangeably. References to sex and gender are made within the context of critical and feminist theory, which generally considers the concepts to be socially constructed. WLANSW acknowledges the limitations of the traditional binary approach to sex and gender, and recognises that not all women are biologically female and not all men are biologically male.

Any omissions or errors are those of the authors.

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25 October 2021

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# CONTENTS

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- Acknowledgements..... 3
- Introduction ..... 6
- Overview of the data sources ..... 7
- Snapshot of the profession ..... 8
- Leading the Firms..... 10
- Partnership composition..... 12
- Types of partners – WLANSW request..... 13
- New partner promotion from within firms..... 16
- WGEA employer of choice – lessons that can be learned ..... 18
- Conclusion..... 19
- Schedule A – WLANSW request ..... 21
- Schedule B – firm responses to WLANSW request..... 23
- Schedule C – listing of EOCGE firm initiatives ..... 26

## INTRODUCTION

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In 2012, the Women Lawyers Association New South Wales (**WLANSW**) published its first comparison of law firms based on publicly available data.<sup>1</sup> At that time, the Workplace Gender Equality Agency (**WGEA**) had not been established, 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. Additional information sources also include The Australian Financial Review's Law Partnership Survey, which attracts a high response rate from firms and generates regular commentary focusing, amongst other things, on the gender composition of law firm partnerships and their talent pipelines.

As we noted in our last report, 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.

In 2018, WLANSW called on the legal profession to improve the advancement of women in private practice in the profession by committing to a number of concrete measures.

WLANSW's top 5 recommendations were:

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.

Leading firms are undertaking many of these measures and electing to apply for recognition by the WGEA as Employers of Choice for Gender Equality.

In this report we look in more detail at progress on the first of these recommendations, and how firms are tracking in not just the overall gender balance of the partnership or ownership group, but within the differing categories of partner, particularly at the equity level.

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<sup>1</sup> Available at <https://womenlawyersnsw.org.au/workplace-practices/>

## OVERVIEW OF THE DATA SOURCES

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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 for the 2018 – 19 periods.

67 separate organisations reported to the WGEA in the reporting period 2018 – 2019 in that category.

Together those 67 employers cover 29,539 employees and are a mixture of partnerships and companies.

The WGEA's listing of Employers of Choice for Gender Equality 2021 was also reviewed, as well as those firms' websites to see what initiatives they said they were undertaking. We also looked at the WGEA's Data Explorer statistics for individual organisations.

WLANSW also wrote to all reporting law firms (noting that some reporting organisations in the Legal Service category are not law firms) requesting information about their partnership composition and decision-making processes. That request is at Schedule A.

Announcements in online media platforms, published surveys, and the firms' own websites were reviewed to ascertain senior associate composition, new partner/principal promotion numbers, and those partners who had been promoted internally, as opposed to being laterally hired or acquired through mergers.

We also looked at the Australian Financial Review's Law Partnership Survey results for 2020 and 2021, and related articles published in the AFR analysing and commenting on that data.

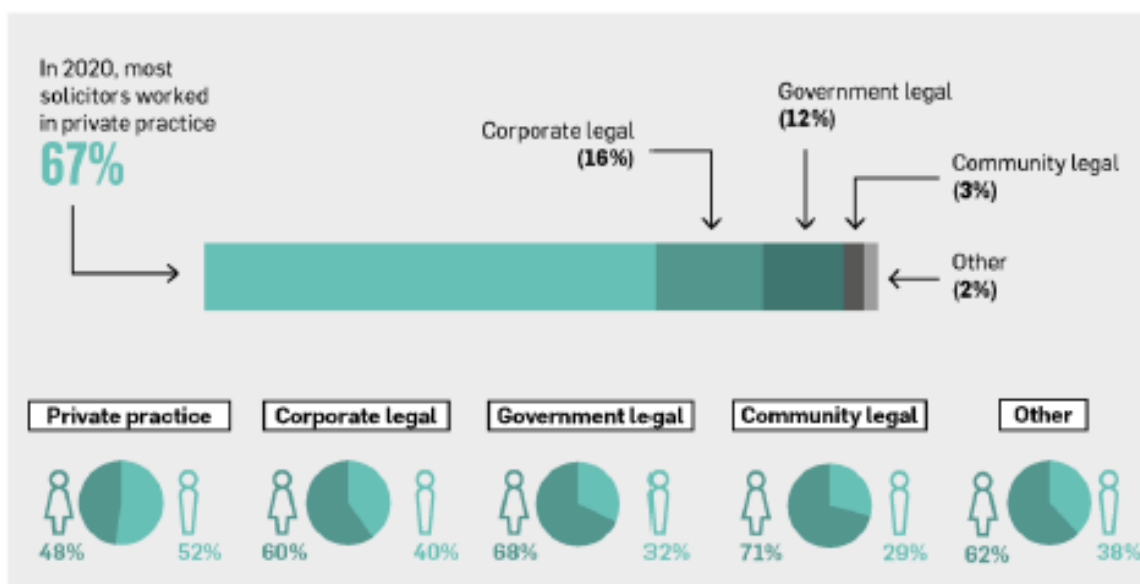
## SNAPSHOT OF THE PROFESSION

The 2020 National Profile of Solicitors, commissioned by the Law Society of New South Wales on behalf of the Conference of Law Societies<sup>2</sup> found there had been a 45% increase in the number of solicitors practising in Australia over the past nine years, with a total of 83,643 members of the legal profession.

Women make up over half of all solicitors, both at the national level and across all State and Territories, with particularly high representation in the Northern Territory (61%) and the Australian Capital Territory (60%).

In 2020 most solicitors worked in private practice, 67%, with Government legal comprising 12%, Corporate legal 16%, Community legal 3%, and other 4%. Urbis portrayed the gender split in each sector as follows:<sup>3</sup>

### 7. PRACTICE SECTOR



Apart from private practice, where the proportion of women lags slightly behind the national proportion, women are over-represented in all other forms of practice. This warrants consideration of why that is so, and is partly why WLANSW has been conducting its analysis of what is happening within private practice firms to seek to understand the drivers for that difference.

<sup>2</sup> 2020 National Profile of Solicitors, Final, 1 July 2021, Urbis

<sup>3</sup> Above, page 23



WLANSW acknowledges that there is also a significant over-representation of men at the bar and in the judiciary, which is also worthy of investigation, but is beyond the scope of this project.<sup>4</sup>

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<sup>4</sup> In June 2021 WLANSW made a submission to the Australian Law Reform Commission's *Review of Judicial Impartiality*. A copy of that submission can be found at: <https://womenlawyersnsw.org.au/resources/submissions/>

# WLANSW Law Firm Comparison 2020/21

## LEADING THE FIRMS

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Leadership of law firms is remaining overwhelmingly male dominated, despite women making up more than half the profession (and over half of law graduates for decades). This is a measure distinct from partnership composition, and represents additional opportunities for women to participate in governance and other key leadership positions within firms, distinct from the practice of law.

### *Governing bodies*

#### *Chair*

In the 2018-19 WGEA data, the number of female Chairs fell from 8 to 6 in this period, while male Chairs rose from 76 to 87. This number of female Chairs is lower than the last 2 years, a real concern as this is trending downwards and suggests that some recent gains may have been lost.

The reporting organisations with a female Chair during the period were:

- Allens
- Epiq Australia Pty Limited
- Fragomen
- Herbert Smith Freehills
- Thomson Geer
- Xenith IP Group Pty Limited

In three of these firms, Epiq Pty Limited, Fragomen, and Thomson Geer, the Chair was the only female board member.

#### *Directors*

Overall director composition improved slightly, with female director numbers increasing from 183 to 223, or from 24% to 26.5% of directors overall in 2018 – 2019. Hopefully that trajectory will continue, and we will see women reach at least 30% of all board seats, as was achieved in the ASX 300 in 2021 and recognised as a watershed or “tipping point” in the 2021 Board Diversity Index, published by The Governance Institute of Australia and Watermark Search International.<sup>5</sup>

32 reporting organisations had set a gender target for governing body composition, ranging from 12.5% to 50% female representation.

9 out of the 67 reporting organisations, or 13.4%, had no women on their governing body at some point in the 2018- 2019 reporting period, being:

- Bartier Perry Pty Limited
- Colin Biggers & Paisley
- Lavan Legal

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<sup>5</sup> <https://www.watermarksearch.com.au/2021-board-diversity-index>

- Cornwalls
- Law In Order
- Meridian Lawyers
- Mills Oakley
- Pizey Patent Attorneys
- Spruson Ferguson

This is a slight improvement from the 2017 - 2018 reporting period, where 16% of reporting organisations had no female board members, but is still very disappointing given the overall representation of women in the profession, and the increasing expectation from the community that boards will be more representative.

WLANSW acknowledges that at the time of writing this report, those numbers will have moved, and the overall trend is for there to be more women in senior leadership positions.

### *CEOs*

According to the 2018 – 2019 WGEA data, during the period there were 11 reporting organisations who had female CEOs. This represented nearly a 100% increase from the 6 firms in the last reporting period and is a positive improvement.

The firms with female CEOs were:

- Lander & Rogers
- Bartier Perry
- Shine Lawyers
- DLA Piper
- Maddocks
- Fragomen
- Spruson and Ferguson
- Epiq Australia Pty Limited
- Minter Ellison
- McCullough Robertson
- Aboriginal Legal Service NSW/ACT

WLANSW acknowledges that at the time of writing this report, there will have been changes, but is pleased to see that the overall trend is for more women in CEO positions.

### *Key Management Positions*

The proportion of women was much higher in the Key Management Personnel category, with 131 women and 240 men in these positions for the 2018 – 2019 period.

Again, the proportion of men and women was largely unchanged from the past reporting period at around 35%, and this appears to be a static measure, with room for improvement.

**WLANSW Action:**

- **WLANSW would like all firms to set a target for gender balance on their governing bodies and in leadership roles. We would expect to see an improvement in the proportion of women in every leadership position, from Key Management Positions, CEOs, and directors, through to Chairs of governing bodies.**
- **There should be no firms with no, or one only one, female director on its governing body.**
- **All firms should be aiming to at least meet the ASX target of 30% women on their governing body.**

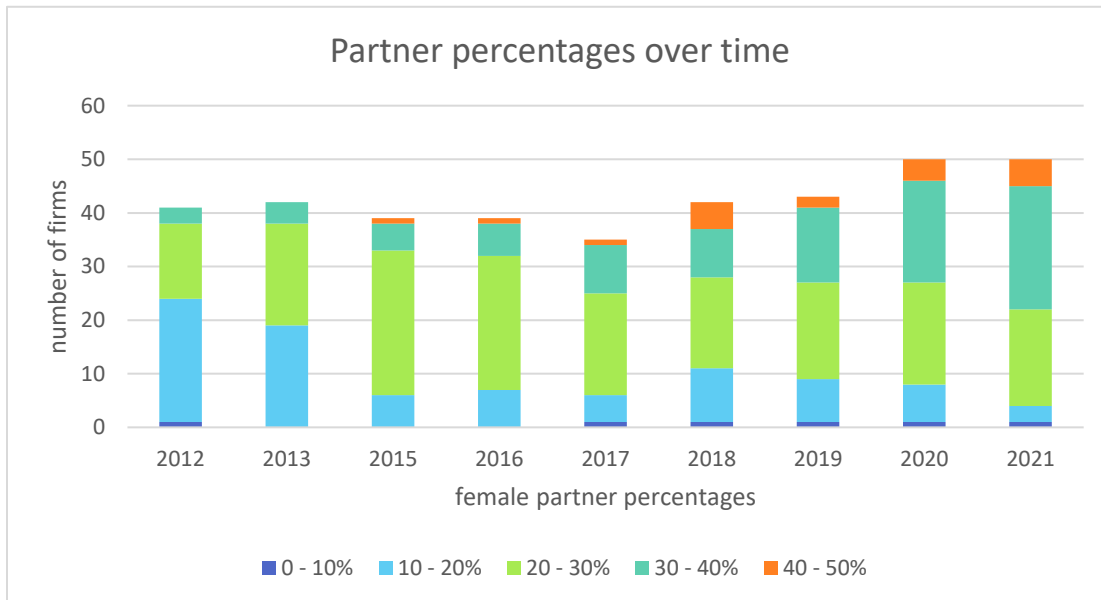
## PARTNERSHIP COMPOSITION

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In previous WLANSW reports, the progress of women in partnership ranks has been tracked, with progress, albeit slow, being demonstrated.

The results from the annual Australian Financial Review Law Partnership Survey show that progress is continuing, and the number of firms where women make up more than 30% of the partnership is growing rapidly. WLANSW recognises the important role of the AFR in conducting this survey and reporting on the results, often calling out significant markers of gender equality such as the percentage of female partners, as well as analysing new promotions by gender.

Using a combination of the WGEA data for the period 2012 – 2019 and the AFR Law Partnership Survey data for 2020 and 2021, the general trends in partner gender composition can be illustrated in the following graph.



It is pleasing to see the overall trends in the last 10 years, with a marked decrease in firms where women comprise less than 20% of the partnership group, and an increase in those with more than 30%

women. There are still few firms in the over 40% band (5 in the AFR 2021 Survey), with the AFR reporting<sup>6</sup> that 4 of the 5 firms with at least 40% female partners are mid-tier firms, being Lander & Rogers (45%), Cooper Grace Ward (41%), Moray & Agnew (40%) and Russell Kennedy Lawyers (40%).

## TYPES OF PARTNERS – WLANSW REQUEST

To dig a bit deeper into the composition of law firm partnerships, and how decisions are made, WLANSW wrote to all WGEA reporting law firms in 2020 and asked them a series of questions about their partnership, the breakdown between salaried and equity partners, and the admission and equity allocation decision making process.

WLANSW received substantive responses from 12 firms who provided the detailed information sought, being:

- Allens
- Carroll & O’Dea
- Cornwalls
- DLA Piper
- Gilbert & Tobin
- Hall & Wilcox
- King & Wood Mallesons
- Maddocks
- McCullough Robertson
- Mills Oakley Lawyers
- Moray and Agnew, and
- Wisewould Mahony.

That information is provided in the table at Schedule B. Additional responses were received from a number of firms who declined to provide the information, in some cases citing the information was “commercial in confidence” or raising other objections. Although the response rate is low, we thank the firms who were prepared to be open and transparent.

### **What it shows**

While on overall partner numbers, women in this group make up 30% of all partners, they comprise 26% of all equity partners, but 39% of all salaried partners.

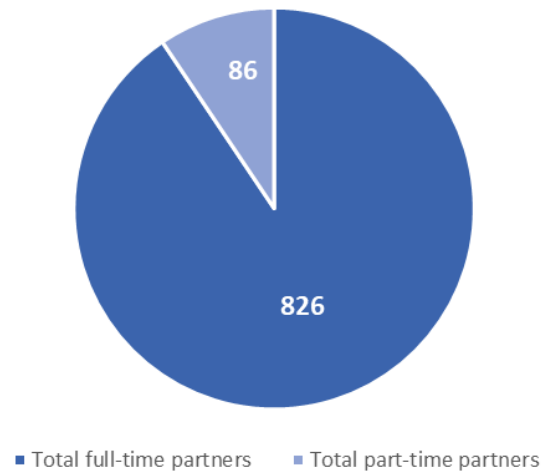
In this group of firms, a significant number of partners were working part-time, and that was spread between both equity and non-equity, and female and male partners, although female part-time partners comprise the vast majority of all part-timers (63 of 86).

It is pleasing to see that working part-time appears not to be an impediment to being an equity partner.

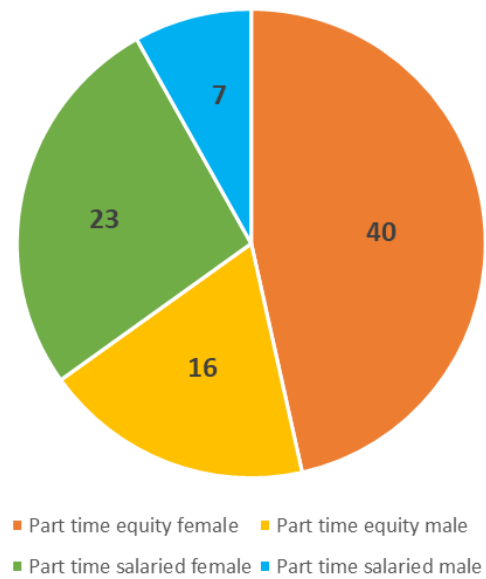
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<sup>6</sup> AFR report 1 July 2021, *Mid-tier law firms lead industry in gender equity* accessed at <https://www.afr.com/companies/professional-services/mid-tier-law-firms-lead-industry-in-gender-equity-20210630-p585iq>

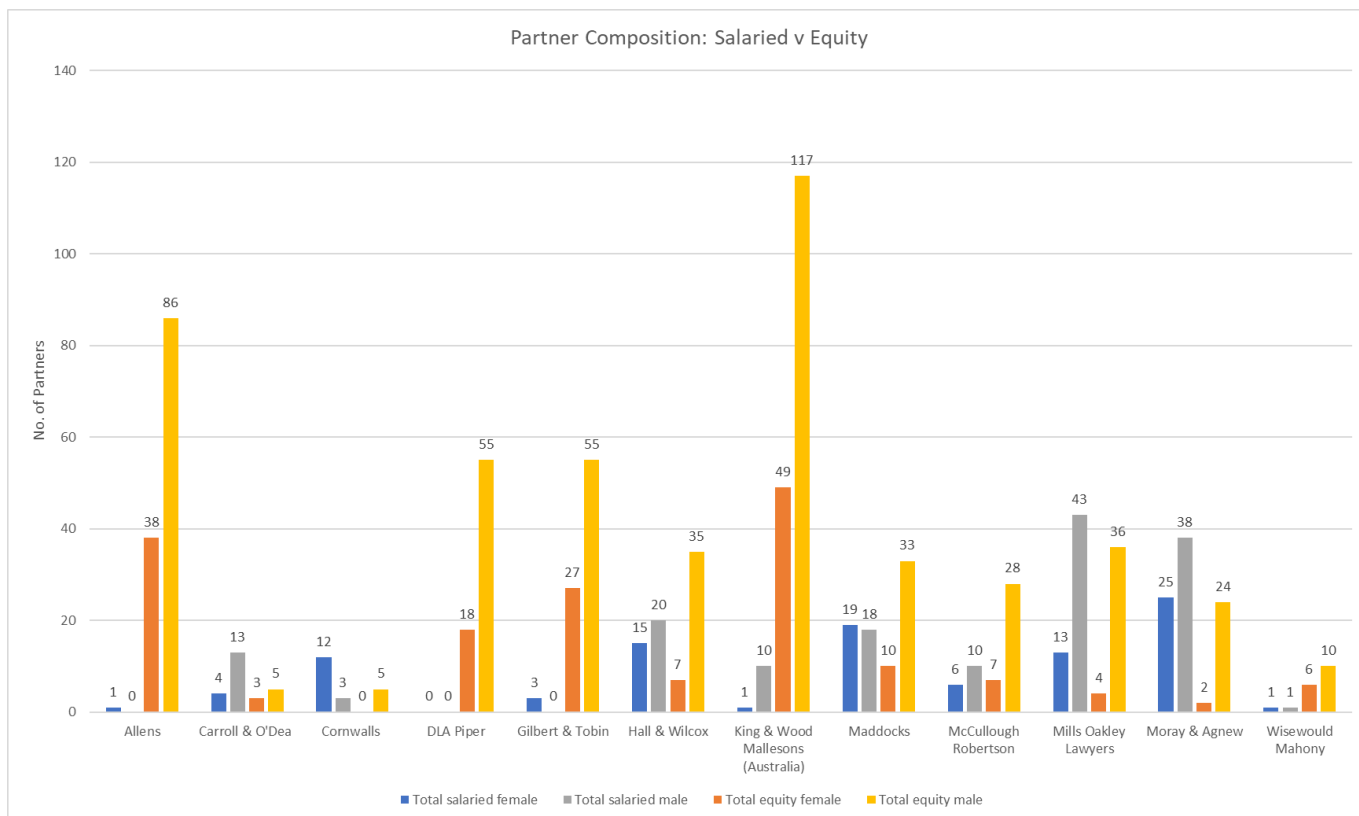
Total partners: Full-time v part-time



Total part-time partners n = 86



The split between salaried partners (where they exist) and equity partners, and male and female within those categories, is represented in the graph below.



The distinction between equity and non-equity partner is often not known or made visible within a firm.

Although overall partner numbers for women may look good, what this breakdown illustrates is that women are still under-represented at the equity partner level, with no firm achieving more than 40% female equity partners, despite possibly having more than 40% female partners overall. Carroll & O'Dea and Wisewould Mahony rated highest on the proportion of female equity partners at 37.5%, followed by Gilbert & Tobin at 33%, then Allens and King & Wood Mallesons (Australia) both at 30%.

Given the differences in the representation rates between men and women in the equity partner ranks, despite the sustained influx of women into the profession over recent decades, it is clear that there is still some way to go beyond just total female partner numbers to ensure gender equitable representation in all levels of partnerships.

**WLANSW Action:**

- **WLANSW would like to see more firms publicly adopting longer term targets for female partnership representation, in an equity and non-equity capacity.**

## NEW PARTNER PROMOTION FROM WITHIN FIRMS

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In 2018, WLANSW recommended that Firms 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.

This is the fourth occasion the WLANSW has collected data on the female/male split of partner/principal promotions in Australian legal practices which report to the WGEA or provided partnership data to the Australian Financial Review or published new partner promotion announcements online.

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

We collect this data because some law firms may have above average total female partners through merger/acquisition of other firms, or lateral hire, rather than internal promotions. 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

At the commencement of collection of the 2020 data the COVID-19 pandemic had struck. There were general concerns about the adverse effects of that pandemic on Australian law firms with flow on effects to senior promotions. We elected to collect the data over 18 months from 1 January 2020 to 30 June 2021 to have a larger dataset.

We obtained the data from each firm's announcements about new partner/principal promotions which were published on its website or in the online media. We reviewed all announcements to ensure that the data related to internal promotions rather than lateral hires or acquisitions.

Not all law firms in the dataset announced that they had promoted new partners or principals in both 2020 and 2021 (to 30 June).

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

### Results and trends over 5 years

Now that we have 5 years of data, we are in a position to analyse trends, and to identify those firms who are consistently promoting female employees to partnership.

Year (number of Firms Promoting Partners)	Firms (and %) promoting more males than females	Firms promoting only males	Firms promoting only females
2017 (33)	18 (55%)	6	4
2018 (37)	19 (51%)	8	8
2019 (43)	19 (44%)	10	10
2020 (32)	16 (50%)	5	7
2021 (to 30 June)(32)	11(34%)	5	7



The reduction in the numbers of firms which only promoted men in 2020/21 is an encouraging trend. The trend towards most firms promoting equal or greater numbers of female partners continued. WLANSW hopes these trends will flow through to an increase in the overall numbers and percentages of female equity partners in the near term.

We were interested in how firms' 3-year averages were tracking compared to our recommended 40/40/20 target. Our figures for 2017, 2018 and 2019 indicated 13 firms that had an average of over 40% female promotions over those 3 years. Our figures for the period from 2019 to June 2021 indicated 23 firms had an average of over 40% female promotions over that period.

Of the 4 datasets, not one firm has promoted 50% or more female partners in every year that they made promotions. However we acknowledge the following firms from our dataset that promoted 50% or more female partners over 2020/21 combined: Ashurst, Cooper Grace Ward, Corrs Chambers Westgarth, Dentons, DLA Piper, Gilbert + Tobin, Hall & Wilcox, Herbert Smith Freehills, Hicksons, Holding Redlich, HWL Ebsworth, Holman Webb, Hopgoodganim, Johnson Winter Slattery, K&L Gates, KWM, Lander & Rogers, McCullough Robertson, Moray and Agnew, Norton Rose Fulbright, Pinsent Masons, Sparke Helmore and Turks Legal.

**WLANSW Action:**

- **WLANSW would like to see more firms publicly committing to targets for yearly partnership admission.**

## WGEA EMPLOYER OF CHOICE – LESSONS THAT CAN BE LEARNED

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The WGEA Employer of Choice for Gender Equality (EOCGE) is a voluntary leading-practice recognition program designed to encourage, recognise and promote the active commitment of organisations to achieving gender equality in Australian workplaces. The EOCGE citation has been sought after by law firms as the following table shows.<sup>7</sup>

Firm - 2019-21 citation holders	Citation - years held
Allens	17
Baker McKenzie	11
Clayton Utz	11
Corrs Chambers Westgarth	14
Dentons Australia Limited	2
DLA Piper Australia	7
Gilbert + Tobin	11
Hall & Wilcox	3
Holding Redlich	13
K&L Gates	8
King & Wood Mallesons	8
Landers & Rogers	2
Maddocks	16
Maurice Blackburn Lawyers	4
McCullough Robertson Lawyers	11
Minter Ellison	12
Norton Rose Fulbright	10
Russell Kennedy Lawyers	4
Sparke Helmore Lawyers	10

<sup>7</sup> List of WGEA 2019 – 2021 citation holders accessed at <https://www.wgea.gov.au/what-we-do/employer-of-choice-for-gender-equality/current-eocge-citation-holders>

WLANSW looked at what these firms promoted themselves as doing, and the full table can be found at Schedule C. It should be noted that not all firms actively promoted the EOCGE citation itself which is potentially a lost opportunity given an increased focus on diversity as an element of reporting on environmental, social, and governance impacts.

In summary, what came through as consistent actions were:

- commitment to targets for female partners, as well as at board level
- a focus on gender equitable parental leave and encouraging more men to take leave
- paid parental leave policies for men and women, including support in the form of paid superannuation on leave, and a more flexible approach to parental leave than the legal minimums
- adoption of other diversity initiatives like the Law Council of Australia's Equitable Briefing Policy, and Diversity and Equality Charter
- a focus on pay equity, including regular pay audits; and
- a focus on flexibility for men and women.

These actions align with WLANSW's 2018 recommendations to improve gender equality in the profession, and the firms are to be commended for taking the time and effort to apply for and maintain the EOCGE citation.

## CONCLUSION

There has been significant progress in the representation of women in partnership ranks, with an increase in the proportion of firms where women comprise at least 30% of partners. The progress of women into senior leadership ranks in firms has lagged behind, at the CEO, Board and Chair level. Focusing on this, as well as partnership targets, is now a focus for leading firms. For that reason, we have added this to our 5 recommendations from 2018.

Although only limited information was provided in response to our request for detailed partnership information, it also appears that there is still some way to go for women reaching similar levels of representation in the equity partner category.

A significant number of firms have obtained the WGEA's Employer of Choice for Gender Equality citation and are to be commended for the work that this involves in both collecting and analysing their data on a regular basis. In conjunction with other reporting and transparency measures like participation in the Australian Financial Review's Law Partnership Survey, it is significantly easier for information to be obtained about what is happening within law firms in terms of the representation of women in senior positions.

WLANSW also recognises the importance of the Charter for the Advancement of Women, an initiative by the Law Society of New South Wales designed to promote and support strategies to retain women from all backgrounds and promote them to leadership roles. A number of firms have signed up to the Charter.

WLANSW is pleased to see the progress that has occurred since we started this project in 2012, and encourages all firms to continue to monitor and report on gender equality measures.



# SCHEDULE A – WLANSW REQUEST



Patron, the Honourable Justice Virginia Bell AC

6 August 2020

[FIRM DETAILS]

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## RE: 2020 LAW FIRM COMPARISON PROJECT – WOMEN LAWYERS ASSOCIATION OF NEW SOUTH WALES (WLANSW)

Since 2012 WLANSW has conducted an annual review of law firms based on publicly available information and reported on progress towards gender equality in law firms.

Past years' analysis and reports can be accessed here <https://womenlawyersnsw.org.au/resources/lawfirm-comparison-project/>

This year we are inviting law firms to supplement the publicly available data and provide more detailed information about their ownership composition. Law firm ownership is a matter that is rarely disclosed, and the Workplace Gender Equality Agency (WGEA) reporting information is incomplete. This is particularly the case for incorporated legal practices, making comparisons difficult between partnerships and the growing number of incorporated legal practices. WLANSW considers there is real benefit in improving transparency of all ownership structures in the profession. In order to do that it is asking all firms that currently report to the WGEA to provide the further information set out below.

1. Your organisation is currently listed in the Legal Services class of employers that reported to the WGEA for the 2018-19 reporting period. Does your organisation operate as a partnership? If yes, please answer question 2. If not, please answer question 3 or 4.
2. For partnerships:
  - a. Please provide a brief description of the partnership structure of your firm and how decisions about equity holdings are made (for example: partners can be full equity, partial equity and/or salaried/fixed share partners; we have classes of partnership rights that have different rights to participate in profit sharing and voting; we have a system of partial equity leading to full equity, with discretion exercised by the Board as to the allocation of additional equity on an annual basis based on set criteria);
  - b. In addition to the information requested by the WGEA in Question 2.4 of the Workplace Questionnaire for 2018-19, which required you to categorise partners broken down into male and female partners, full-time and part time, can you please provide an additional level of analysis of the data you provided to the WGEA as follows:

	Female	Male
Full equity partners	<i>Eg. 10</i>	<i>Eg. 20</i>

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Partial equity partners		
Full time equity partners		
Part time equity partners		
Full time salaried/fixed share partners		
Part time salaried/fixed share partners		

3. For incorporated legal practices:

- a. Please provide a brief description of your current ownership structure and how decisions about ownership are made (for example: shareholders can hold up to 100 shares and partial shareholding is permitted; we have different classes of shares that have different rights to participate in dividends and voting; we have a system of partial shareholding leading to full shareholding with discretion exercised by the Board as to the allocation of shares on an annual basis; we are a publicly listed company); and
- b. Please provide a breakdown of the ownership group as at the date you completed the 2018 – 2019 WGEA questionnaire as follows:

	Female	Male
Full shareholders or owner equivalents*	<i>Eg: 10</i>	<i>Eg: 20</i>
Partial shareholders or owner equivalents		
Full time shareholders or owner equivalents		
Part time shareholders or owner equivalents		
Full time salaried/fixed share shareholders or owner equivalents		
Part time salaried/fixed share shareholders or owner equivalents		

\* WLANSW appreciates that for some incorporated practices it is not information about the shareholders we are after (public companies for example). We are interested in the individual "partner equivalents" if you are such a practice.

4. If your organisation reports in the Legal Services category, but does not consider itself to be a "law firm" as commonly understood, please advise and we can note your exclusion from this analysis.

Responses to this request will be included in the 2020 WLANSW Law Firm Comparison Report, which we are working on now, and will be launching later in the year. To be included in the analysis on this question, please return your response to WLANSW by emailing it to the report's author, Susan Price at [susan@susanpricelegal.com.au](mailto:susan@susanpricelegal.com.au) **by 31 August 2020**.

If you have any questions about this request, or the Law Firm Comparison project more generally, please contact Susan Price or myself via email.

Yours faithfully,



**Larissa Andelman**  
 President  
 Women Lawyers' Association of New South Wales

SCHEDULE B – FIRM RESPONSES TO WLANSW REQUEST

Legal name	Aliens	Carroll & O'Dea	Cornwallis	DIA Piper	Gilbert & Tobin	Hall & Wilcox	King & Wood Mallesons (Australia)	Maddocks	McCullough Robertson	Mills Oakley Lawyers	Money & Agnew	Wisewould Mahony	Totals
Type of practice	Equity partnership with salaried partners in very limited circumstances	Partnership - equity and salaried partners	Partnership - equity and salaried partners	Equity partnership	Partnership - full equity or fixed share	Partnership - full equity and fixed interest	Partnership - full or partial equity	Partnership	Partnership - equity and fixed profit share	Partnership - equity and salaried partners	Partnership - equity and fixed partners share	Partnership	
Female full equity	38	3	0	18	27	3	16	10	0	4	2		127
Male full equity	86	5	5	55	55	11	59	33	1	36	24		380
Partial equity female	0	0	0	0	0	4	33	0	7	0	0		44
Partial equity male	0	0	0	0	0	24	58	0	27	0	0		109
<b>Total equity female</b>	<b>38</b>	<b>3</b>	<b>0</b>	<b>18</b>	<b>27</b>	<b>7</b>	<b>49</b>	<b>10</b>	<b>7</b>	<b>4</b>	<b>2</b>		<b>171</b>
<b>Total equity male</b>	<b>86</b>	<b>5</b>	<b>5</b>	<b>55</b>	<b>55</b>	<b>35</b>	<b>117</b>	<b>33</b>	<b>28</b>	<b>36</b>	<b>24</b>	<b>10</b>	<b>489</b>
Full time equity female	26	3	0	15	21	6	41	7	3	4	2		132
Full time equity male	84	5	5	54	54	32	114	32	27	36	21		468
Parttime equity female	12	0	0	3	6	1	9	3	4	0	0		40
Parttime equity male	2	0	0	1	1	3	3	1	1	0	3		16
Full time salaried female	1	4	12	1	1	13	1	14	5	12	13		77
Full time salaried male	0	13	0	0	0	20	9	17	10	42	37		149
Parttime salaried female	0	0	0	0	2	2	0	5	1	1	12		23
Parttime salaried male	0	0	0	3	0	0	1	1	0	1	1		7
<b>Total salaried female</b>	<b>1</b>	<b>4</b>	<b>12</b>	<b>0</b>	<b>3</b>	<b>15</b>	<b>1</b>	<b>19</b>	<b>6</b>	<b>13</b>	<b>25</b>	<b>1</b>	<b>100</b>
<b>Total salaried male</b>	<b>0</b>	<b>13</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>10</b>	<b>18</b>	<b>10</b>	<b>43</b>	<b>38</b>	<b>1</b>	<b>156</b>
<b>Total full-time partners</b>	<b>111</b>	<b>25</b>	<b>12</b>	<b>69</b>	<b>76</b>	<b>71</b>	<b>165</b>	<b>70</b>	<b>45</b>	<b>94</b>	<b>73</b>	<b>15</b>	<b>826</b>
<b>Total part-time partners</b>	<b>14</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>9</b>	<b>6</b>	<b>13</b>	<b>10</b>	<b>6</b>	<b>2</b>	<b>16</b>	<b>3</b>	<b>86</b>

Firm	Ownership and equity allocation decision making method
Allens	No response
Carroll & O’Dea	There are two levels of Partnership at Carroll & O’Dea Lawyers. The Directors of Carroll & O’Dea Lawyers are the Equity Partners of the firm. Equity Partners are elected by an all Equity Partner vote. The remaining Partners of the firm are salaried partners.
Cornwalls	Profit share is only available to equity partners. Although we do provide incentive bonus arrangements for salaried partners. We have equity and salaried partners. We have criteria for both entry into equity and salaried partnership. Decision about equity holdings are made at board level and in accordance with the firm’s entry into equity partnership guidelines.
DLA Piper	DLA Piper Australia is an all equity partnership. All partners have equal voting rights. New partners are admitted by the Board, subject to partners over a specified equity points level being subject to a ‘negative vote’ (ie admitted unless a certain number of partner object) by the partnership.
Gilbert & Tobin	Partners can be full equity or fixed share partners; all partners have equal voting rights; our Remuneration Committee determines performance and remuneration outcomes for partners based on three performance siloes.
Hall & Wilcox	<ul style="list-style-type: none"> <li>• Hall &amp; Wilcox has fixed interest partners and equity partners</li> <li>• Fixed interest partners have an entitlement to a fixed allocation of the profits of the firm which is determined annually. Fixed interest partners also participate in a scheme which effectively treats them as equity partners after firm profit targets have been met.</li> <li>• Equity partners have an entitlement to a proportionate interest in the profits of the firm (after payment of profits to fixed interest partners) based on the number of equity units on issue. There are 6 equity partner bands ranging from 50 units to 100 units (FTE). Equity partners may move bands annually based on performance.</li> <li>• Partner performance is assessed using a balanced scorecard approach which including team financial performance, personal financial performance and non-financial performance including actively living our hallmarks (values) and other contribution (non-financial to the firm).</li> <li>• We have a framework that clearly sets out our approach to partner performance and remuneration to ensure there is clarity for all partners regarding these matters.</li> <li>• Our model and approach is designed to treat all partners (including fixed, full and partial equity) as partners (and ensure that all partners feel like partners). There is no distinction between “full” and “partial” equity partners regarding decision making or any other matters.</li> </ul>
King & Wood Mallesons (Australia)	Under our partnership structure partners can be full equity or partial equity. We have a modified lockstep system where progression up the equity ladder is as of right for certain stages and subject to assessment of performance by a Remuneration Committee (based on a comprehensive annual review process) for the other stages.
Maddocks	<p>Maddocks is owned by its equity partners and governed by a board. The Board consists of the Partnership Chair, the CEO and four other partners elected by the partnership. The board is accountable to the partners and its roles and powers include firm leadership, governance, partner issues and entry into significant contracts.</p> <p>The Board has primary responsibility for strategy, financial and risk management, management of partner performance and governance. These responsibilities are outlined in the firm’s governance rules. Recommendations to the Board about promotion to general (fixed draw) partner, promotion from general to equity partner and lateral partner appointments are made by the Partnership Admission and Promotions Committee (PAPC) along with decisions about increases in equity holdings. The Partnership Chair, CEO and COO are members of the PAPC.</p>
McCullough Robertson	Our partnership structure has both equity and fixed profit share partners. At both levels partners can work either full-time or part-time. Equity is provided by way of points, and the number of points held by each equity partner varies depending on a range of factors including performance.



	<p>Decisions regarding equity holdings (awarding equity and reducing equity) are made by the Executive which is an elected group of equity partners who set and are responsible for the strategy of the firm. Equity and fixed profit share is reviewed on an annual basis in line with partner reviews.</p> <p>Certain decisions of the partnership require resolutions of the equity partners in which case each of those partners is entitled to one vote per equity point held. Other decisions do not require resolutions of the equity partners, in which case all partners (equity and fixed share) are entitled to vote on the basis of one vote each. These decisions and their requirements are set out in the Partnership Agreement.</p>
Mills Oakley Lawyers	Not provided
Moray & Agnew	Partners can be full equity, partial equity and /or salaried/fixed share partners. Decisions are made pursuant to confidential terms contained in our Partnership Agreement.
Wisewould Mahony	All partners are full equity and only equity partners having voting rights. Profit allocation is conducted annual by an appointed committee comprising of 3 equity partners.

## SCHEDULE C – LISTING OF EOCGE FIRM INITIATIVES

Organisation	WGEA summary*	What does their website say they do?
Russell Kennedy	<ul style="list-style-type: none"> <li>• 262 employees</li> <li>• 77.1% women</li> <li>• 22.9% men</li> <li>• 0.0% female CEOs</li> <li>• 0.0% female KMPs</li> <li>• 20.0% female directors</li> <li>• Offers paid primary carer’s leave for both men and women</li> <li>• Paul Gleeson, Managing Director, is a signatory of “Pay Equity Pledge”. Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>• Paul Gleeson, said the achievement is part of a larger firm wide approach: “The citation benefits our people in the four key areas of flexibility, gender composition, gender pay equity and leader &amp; manager capability and helps to ensure that we are a leading firm for the attraction, promotion and retention of our people.”</li> <li>• Have a Women’s Network and organisation titled MAGE (Male advocates for Gender Equality)</li> </ul>
Holding Redlich	<ul style="list-style-type: none"> <li>• 436 employees</li> <li>• 74.8% women, 25.2% men</li> <li>• 0% women CEOs</li> <li>• 0% KMPs</li> <li>• 21.4% female directors</li> <li>• Offers paid primary carer’s leave for both men and women</li> </ul>	<ul style="list-style-type: none"> <li>• Committed to creating an environment that values and recognises the diverse backgrounds and unique experiences of our partners and staff.</li> <li>• Relunched its Gender Equality Strategy, Flexible Working Arrangements policy and Gender Equality policy. Key initiatives include: <ul style="list-style-type: none"> <li>• ‘The Parenting Partner program’ which aims to ensure there is a senior and influential representative in each of the firm’s three offices who can office assistance on issues including return to work options and working from home options;</li> <li>• ‘Stay in Touch program’ which is designed for employees on parental leave, allowing them to be included in firm events and activities and stay connected as well as receive advice on returning to work.</li> </ul> </li> <li>• Partners and senior business services managers are required as part of their performance reviews to report to the firm’s national managing partner and CEO on what they are doing to successfully enhance flexible work arrangements within their teams.</li> <li>• WGEA Employer of Choice for Gender Equality – 2019 (being their 11th year)</li> </ul>
Maurice Blackburn Lawyers	<ul style="list-style-type: none"> <li>• 1,127 employees</li> <li>• 77.7% women</li> <li>• 22.3% men</li> <li>• 0.0% female CEOs</li> <li>• 60.0% female KMPs</li> <li>• 57.1% female directors</li> <li>• Offers paid primary carer’s leave for both men and women</li> <li>• Jacob Varghese, CEO, signatory of “Pay Equity Pledge”. Pay Equity Ambassador.</li> </ul>	<p>Among its many commitments to gender parity in the workplace, Maurice Blackburn has:</p> <ul style="list-style-type: none"> <li>• achieved 50 per cent female representation on its board;</li> <li>• increased its paid primary carers leave allowance to 18 weeks at full pay;</li> <li>• initiated superannuation payments for primary carers receiving Federal Government paid parental leave scheme payments;</li> <li>• pledged to ensure equal representation on panels at events;</li> <li>• promoted 97 women (76 per cent of promotions) – some while on parental leave;</li> <li>• welcomed 94 per cent of employees back to work after primary parental leave;</li> <li>• delivered extensive gender and cultural diversity awareness training.</li> </ul>
King & Wood Mallesons	<ul style="list-style-type: none"> <li>• 1,697 employees</li> <li>• 63.8% women</li> <li>• 36.2% men</li> </ul>	<p>As at 21 February 2018 media release, KWM has been acknowledged for achievements over the past year including;</p>

	<ul style="list-style-type: none"> <li>• 0.0% female CEOs</li> <li>• 62.5% female KMPs</li> <li>• 30.0% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Berkeley Cox, Chief Executive Partner, Australia, King &amp; Wood Mallesons - signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing female partner representation to 29% overall, with 70% females in the most recent Australian partnership appointments</li> <li>• Continuing regular gender analysis of core people processes, including remuneration outcomes</li> <li>• Conducting one-on-one gender equality consultations with partners and staff to obtain insights and suggestions about advancing gender equality</li> <li>• Working with external organisations such as the Law Council of Australia, Chief Executive Women and the 30% Club to further gender equality</li> <li>• Maintaining 'Engaging Women' steering committees in each centre focussed on delivering initiatives to educate, develop and connect people on the topic of career advancement for women</li> </ul> <p><a href="https://www.kwm.com/en/au/knowledge/news/kwm-named-wgea-employer-choice-20180221">https://www.kwm.com/en/au/knowledge/news/kwm-named-wgea-employer-choice-20180221</a> 27 February 2019 media release</p> <p>KWM's commitment to the program was demonstrated in a number of initiatives and outcomes throughout the year, including:</p> <ul style="list-style-type: none"> <li>• Establishing increased gender targets to achieve a partnership that is 40 per cent female by July 1, 2025, with an interim target of 35 per cent by July 1, 2022</li> <li>• An executive team that is more than 50 per cent female</li> <li>• The re-launch of our gender equality network as GEN-KWM, formerly known as Engaging Women, tasked with developing local gender diverse committees</li> <li>• Undertaking a gender pay analysis and sharing the results of that analysis both internally and externally in addition to the establishment of an equal pay charter</li> <li>• The roll out of conscious decision making training to key partner groups to raise awareness of with regard to the impact of bias and stereotyping</li> <li>• Commencing superannuation payments on the paid parental leave benefit</li> <li>• The modelling of flexible working practices by two thirds of KWM's Executive Team during the 100 Days for Change.</li> </ul> <p><a href="https://www.kwm.com/en/au/knowledge/news/kwm-named-employer-of-choice-by-wgea-20190227">https://www.kwm.com/en/au/knowledge/news/kwm-named-employer-of-choice-by-wgea-20190227</a></p>
Baker & McKenzie Australia	<ul style="list-style-type: none"> <li>• 286 employees</li> <li>• 60.1% women, 39.9% men</li> <li>• 0% women CEOs</li> <li>• 33.3% KMPs</li> <li>• 16.7% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Anthony Foley, National Managing Partner, Baker &amp; McKenzie - signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<p>2020</p> <ul style="list-style-type: none"> <li>• Committed to demonstrating the required leadership, delivering the right learning and development, ensuring no gender remuneration gaps, supporting flexible working and other initiatives to support family responsibilities, employee consultation, preventing sex-based harassment and discrimination, and targets for improving gender equality outcomes.</li> <li>• Firm's global gender targets are 40% women, 40% men and 20% flexible (women, men or non-binary persons) by 1 July 2025.</li> </ul> <p>2021</p> <ul style="list-style-type: none"> <li>• Creating equal opportunity for men &amp; women, whilst preventing sex-based harassment and discrimination. <ul style="list-style-type: none"> <li>• Firm's global gender targets are 40% women, 40% men and 20% flexible (women, men or non-binary persons) by 1 July 2025.</li> </ul> </li> </ul>

Norton Rose Fulbright	<ul style="list-style-type: none"> <li>• 992 employees</li> <li>• 68.1% women 31.9% men</li> <li>• 0.0% female CEOs 25.0% female KMPs 55.6% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Wayne Spanner Managing Partner, Norton Rose Fulbright Australia, signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>• In 2020, announced new gender target of 40:40:20 (a minimum of 40% women; a minimum of 40% men; and 20% flexibility to be truly inclusive).</li> <li>• Career Strategies program for senior women</li> <li>• Annual gender pay equity audits.</li> </ul>
Clayton Utz	<ul style="list-style-type: none"> <li>• 1,594 employees</li> <li>• 64.7% women, 35.3% men</li> <li>• 0% women CEOs</li> <li>• 40% KMPs</li> <li>• 36.4% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Robert Cutler Chief Executive Partner, Clayton Utz - signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>• A key focus of our diversity initiatives is to make the firm an environment in which women have every opportunity to succeed. <ul style="list-style-type: none"> <li>• Ensuring gender pay equity, promoting the equitable briefing of barristers, preventing gender-based harassment and discrimination, and support for LGBTIQ women are areas of focus for the coming year.</li> </ul> </li> </ul>
McCullough Robertson Lawyers	<ul style="list-style-type: none"> <li>• 305 employees</li> <li>• 71.5% women 28.5% men</li> <li>• 100.0% female CEOs</li> <li>• 75.0% female KMPs</li> <li>• 20.0% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Kristen Podagiel, Managing Partner, McCullough Robertson Australia, signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<p>25 February 2020 release:</p> <ul style="list-style-type: none"> <li>• Over the past year, McCullough Robertson Lawyers has continued to focus its efforts on working towards gender parity with a gender-neutral commencement salary policy; unconscious bias training for staff; individualised flexible work arrangements; and mentorship and sponsorship opportunities to assist with career progression.</li> </ul>
Allens	<ul style="list-style-type: none"> <li>• 1,419 employees</li> <li>• 65.4% women, 34.6% men</li> <li>• 0% women CEOs</li> <li>• 57.1% KMPs</li> <li>• 33.3% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Richard Spurio, Managing Partner, Allens, signatory of</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on gender, parents and carers, LGBTQ+ and Indigenous and flexible work.</li> <li>• Goal of 35% of female partners by 2022.</li> <li>• Emphasis on engagement, professional development and promotion of women in the firm.</li> <li>• One of the first organisations in Australia to become a signatory to the UN Women's Empowerment Principles.</li> <li>• A signatory to the Law Council of Australia's National Equitable Briefing Policy which aims to eliminate briefing practices that consciously or unconsciously limit opportunities for female barristers.</li> </ul>

	<p>“Pay Equity Pledge”. Pay Equity Ambassador</p>	<ul style="list-style-type: none"> <li>• A signatory to the Council’s Diversity and Equality Charter.</li> <li>• Aim to have more men taking part in longer-term parental leave.</li> <li>• 18 weeks paid parental leave, flexibility in the way parental leave can be taken and payment of superannuation, temporary break from billable expectations for lawyers returning from parental leave, provide parental leave transition coaching programs.</li> <li>• Assisted LGBTQ+ asylum seekers with their claims, supported local &amp; intl. parties to advocate for transgender rights and expunge historical homosexual criminal convictions.</li> <li>• First law firm to be a member of Pride in Diversity.</li> <li>• A bronze employer in Australian Workplace Equality Index (AWEI).</li> <li>• In 2009 launched a Reconciliation Action Plan (RAP), and in 2018 launched their fifth RAP focusing on development of relationships between Indigenous and non-Indigenous people.</li> </ul>
Hall & Willcox	<ul style="list-style-type: none"> <li>• 605 employees</li> <li>• 72.1% women, 27.9% men</li> <li>• 0% women CEOs</li> <li>• 33.3% KMPS</li> <li>• 30% female directors</li> <li>• Offers paid primary carer’s leave for both men and women</li> </ul>	<ul style="list-style-type: none"> <li>• Continued support for the Diversity Council Australia.</li> <li>• Ran, co-presented and sponsored various events through 2020 to facilitate discussion on gender equality issues and create focused conversation in areas where gender inequality are experienced. Those events include: <ul style="list-style-type: none"> <li>○ held a virtual panel event with Parramatta Mission to raise vital funds for Thelma Brown Cottage, an accommodation program for women and their children escaping domestic and family violence;</li> <li>○ published seven stories from seven women to celebrate International Women’s Day. The focus was on the achievements of women in start-ups;</li> </ul> </li> <li>• in line with their continued endorsement of the Law Council of Australia’s Gender Equitable Briefing policy and advocacy for gender equality within the legal profession, hosted a panel discussion, ‘Gender Equitable Briefing: in conversation with representatives of the legal profession’.</li> </ul>
Landers & Rogers	<ul style="list-style-type: none"> <li>• 246 employees</li> <li>• 69.5% women</li> <li>• 30.5% men</li> <li>• 100.0% female CEOs</li> <li>• No data available (KMPS)</li> <li>• 60.0% female directors</li> </ul>	<ul style="list-style-type: none"> <li>• 45% of partnership female</li> <li>• 100% retention for parents returning from parental leave</li> <li>• rigorous gender pay gap analyses each year to measure pay equity</li> <li>• We have implemented a broad range of initiatives to promote gender equality including key targets in the areas of Inclusive Leadership, Flexibility, Talent, and Pay Equity.</li> </ul>
Maddocks	<ul style="list-style-type: none"> <li>• 538 employees</li> <li>• 74.3% women</li> <li>• 25.7% men</li> <li>• 100.0% female CEOs</li> <li>• 75.0% female KMPS</li> <li>• 33.3% female directors</li> <li>• Offers paid primary carer’s leave for both men and women</li> <li>• Michelle Dixon, Partner, Maddocks signatory of “Pay Equity Pledge”. Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Maddocks Women’ was established in 1997 to increase participation in networking activities, business development sessions and mentoring.</li> <li>• ‘We continue to look at ways of developing and adapting our approach to make sure it keeps pace with the expectations of our people and the demands of our business.’</li> <li>• updated flexible working strategy</li> <li>• capability framework that drives career conversations with lawyers so that they understand how they are progressing towards senior positions at the firm.</li> </ul>

	<ul style="list-style-type: none"> <li>David Newman, CEO, Maddocks signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	
Dentons Australia Limited	<ul style="list-style-type: none"> <li>552 employees</li> <li>64.3% women, 35.7% men</li> <li>0% women CEOs</li> <li>33.3% KMPS</li> <li>50% female directors</li> <li>Offers paid primary carer's leave for both men and women</li> </ul>	<ul style="list-style-type: none"> <li>Placed emphasis on accountability, outcomes, evidence and internal reporting processes.</li> <li>During the pandemic, made 17 senior lawyer promotions, 10 of which were women.</li> <li>Majority of their Corporate Services leaders are women.</li> </ul>
AH White And PA Salem & Others – trading as Sparke Helmore	<ul style="list-style-type: none"> <li>851 employees</li> <li>71.7% women 28.3% men</li> <li>0.0% female CEOs</li> <li>0.0% female KMPs</li> <li>25.0% female directors</li> <li>Offers paid primary carer's leave for both men and women</li> <li>Phillip Salem, National Managing Partner, Sparke Helmore Lawyers, signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>2020 target of 35% female partners</li> <li>Create a culture of flexibility as "when, where and how" we work that is not gendered</li> <li>Increased use of flexibility, both formal and informal</li> <li>People with caring responsibilities are more supported and engaged</li> <li>Identify and champion female talent</li> </ul>
Corrs Chambers Westgarth	<ul style="list-style-type: none"> <li>1,100 employees</li> <li>68.9% women, 31.1% men</li> <li>0% women CEOs</li> <li>50% KMPS</li> <li>37.5% female directors</li> <li>Offers paid primary carer's leave for both men and women</li> <li>Gavin MacLaren, CEO, Corrs Chambers Westgarth signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>Gender targets to increase representation of women in senior leadership roles including: <ul style="list-style-type: none"> <li>33% of Corr's Board to be women by 2024;</li> <li>35% of senior management to be women by 2024;</li> <li>35% of the partnership to be women by 2024.</li> </ul> </li> <li>Gender neutral parental leave policy, providing up to 18 weeks of paid parental leave and is inclusive of same sex couples, adoption, surrogacy and foster care.</li> <li>Market-leading parental leave entitlements for all carers regardless of gender, including payment of superannuation contributions during paid and unpaid parental leave and support during the transition to and from parental leave.</li> <li>Offer senior female lawyers executive coaching, mentoring and networking opportunities.</li> <li>Regularly provide school holiday care programs for working parents.</li> <li>Gender equity assessment applied to talent identification, promotions, pay and leadership succession planning.</li> <li>Unconscious bias awareness training for senior lawyers and business service managers.</li> <li>Continued participation in the Managing Partners' Diversity Forum to determine ways to improve gender diversity internally and across the broader legal profession.</li> <li>Hosting and speaking at events to continue the public dialogue and share information and tools to advance gender equality and diversity across the profession.</li> <li>A signatory to the Law Council of Australia's Equitable Briefing Policy.</li> </ul>

		<ul style="list-style-type: none"> <li>• A breastfeeding policy and dedicated facilities in all offices, and a family violence policy.</li> </ul>
Jackson McDonald	<ul style="list-style-type: none"> <li>• 140 employees</li> <li>• 71.4% women 28.6% men</li> <li>• 0.0% female CEOs</li> <li>• 40.0% female KMPs</li> <li>• 33.3% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> </ul>	<ul style="list-style-type: none"> <li>• Established a Diversity Committee to champion diversity and welcome contributions to this committee, which has as some of its goals:</li> <li>• Identifying issues of diversity and inclusion and enhancing and promoting conversations, awareness and understanding of these issues.</li> <li>• Offering mentoring opportunities on a diverse and inclusive basis.</li> <li>• Helping our people to practice and develop networking skills within a safe diverse and inclusive environment.</li> <li>• Engaging with leaders to promote diversity within Jackson McDonald.</li> </ul>
K & L Gates	<ul style="list-style-type: none"> <li>• 405 employees</li> <li>• 68.9% women, 31.1% men</li> <li>• 0% women CEOs</li> <li>• 40% KMPs</li> <li>• 25% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Nick Nichola, Managing Partner, K&amp;L Gates signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>• The firm's 'Women in the Profession Committee' (WIP Committee) thoughtfully assembles resources, initiatives and opportunities designed to help women advance their careers.</li> <li>• The WIP Committee has been instrumental in developing several notable programs benefitting lawyers, including "Ramp Down, Ramp Up, &amp; Re-Integration" program available to any lawyer taking any kind of planned approved leave of absence.</li> <li>• Under the leadership of the WIP Committee, the firm participates, sponsors, and maintains memberships in relevant events and organizations, and has been widely recognized for its accomplishments in supporting and empowering women in the workforce.</li> <li>• Diversity accolades: <ul style="list-style-type: none"> <li>• For the 11<sup>th</sup> consecutive year, the Human Rights Campaign awarded K&amp;L Gates a 100% score in the organisations 2021 Corporate Equality Index, and named the firm a "Top Law Firm for Equality";</li> <li>• Frequently named a "Top Performer" by the Leadership Council on Legal Diversity.</li> <li>• Has been awarded a United States Gold Standard Certification by the Women in Law Empowerment Forum for a 9<sup>th</sup> time, recognising the high levels of success by the firm's women as partners and leaders.</li> </ul> </li> </ul>
G BAJAJ & Others – trading as DLA Piper Australia	<ul style="list-style-type: none"> <li>• 466 employees</li> <li>• 70.0% women 30.0% men</li> <li>• 100.0% female CEOs</li> <li>• 33.3% female KMPs</li> <li>• 22.2% female directors</li> <li>• Offers paid primary carer's leave for both men and women</li> <li>• Amber Matthews, Country Managing Partner, DLA Piper signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<p>2019</p> <ul style="list-style-type: none"> <li>• Actively encouraging the take-up of flexible working options (and use of agile and remote working tools).</li> <li>• Ongoing sponsorship of female lawyers on their path to partnership and working to increase the gender balance in promotions.</li> <li>• Ensuring pipeline of female talent is encouraged and supported to achieve a future in leadership.</li> <li>• Partnering with clients (including through global Leadership Alliance for Women (LAW) initiatives), to connect women, promote inclusive leadership and champion change across the industry.</li> <li>• Continuing to improve and enhance rigorous pay equity and performance rating analysis.</li> </ul> <p>2020</p> <ul style="list-style-type: none"> <li>• Embedding a culture of flexibility through their new WorkSmart policy, which is about informal flexible working and enabling staff</li> </ul>

		<p>to manage their workloads and personal life in a way that works best for them and their families.</p> <ul style="list-style-type: none"> <li>Increasing paid parental leave to 18 weeks, with flexibility in how it is taken, as well as continuing superannuation contributions during the unpaid component of parental leave for up to 12 months. The improved policy also includes three weeks paid co-parent leave available to the non-birth parent at the time of birth.</li> <li>Enhancing support offered to those affected by domestic and family violence under a new Domestic and Family Violence and Sexual Assault Policy, which include: <ul style="list-style-type: none"> <li>unrestricted paid leave for anyone experiencing domestic &amp; family violence and or sexual assault to find safety and organise personal affairs;</li> <li>up to 10 days paid leave to support a friend or family member who is experiencing domestic &amp; family violence and or sexual assault.</li> </ul> </li> </ul>
Gilbert & Tobin	<ul style="list-style-type: none"> <li>749 employees</li> <li>65.4% women 34.6% men</li> <li>0.0% female CEOs</li> <li>100.0% female KMPs</li> <li>16.7% female directors</li> <li>Offers paid primary carer's leave for both men and women</li> </ul>	<ul style="list-style-type: none"> <li>Approx. one third of partners are female. Women account for 64% of total employees, with many taking advantage of flexible working arrangements.</li> <li>Announced a new target to increase the representation of women in its partnership to 40% by 2023.</li> <li>The Women's Circle (TWC) was established to give women executives the opportunity to develop their leadership skills, share experiences, and network with a peer group of senior women across corporate sectors, government and the arts. The four key areas of focus: talent, opportunity, inspiration and networking.</li> <li>Developed a number of professional development programs and have a range of flexible working arranges including best-practice parental leave entitlements policy, part-time and job share opportunities, flexible working hours, return-to-work support and an on-site family room.</li> <li>Supports disadvantaged women in the community through pro bono and corporate social responsibility programs, including Dress for Success.</li> </ul>
Minter Ellison	<ul style="list-style-type: none"> <li>2,314 employees</li> <li>69.5% women, 30.5% men</li> <li>100% women CEOs</li> <li>25% KMPs</li> <li>45.5% female directors</li> <li>Offers paid primary carer's leave for both men and women</li> <li>Annette Kimmitt, CEO and Managing Partner, MinterEllison signatory of "Pay Equity Pledge". Pay Equity Ambassador</li> </ul>	<ul style="list-style-type: none"> <li>In 2020 achieved its target of 30% female representation of the Firm's Board.</li> <li>Firm's new target is 40% women, 40% men and 20% any gender, by 2025.</li> <li>Supporting Caregivers program supports both working parents and those who care for elderly and disable relatives. Includes paid parental leave, parental leave and return to work planning support and coaching, on-site breastfeeding facilities, specialist support programs, referral and information services/resources.</li> <li>LGBTQ+ inclusion efforts led by PRIME (Pride, Respect and Inclusion @ MinterEllison) and the LGBTQ+ Women's network.</li> <li>Have a Gender Affirmation policy, participated in the 2020 Sydney Mardi Gras parade and have been the long term pro bono legal partner for the Mardi Gras for over 20 years.</li> <li>Offers support to people experiencing or at risk of experiencing domestic &amp; family violence by providing additional leave options, access to confidential counselling support services and information about crisis support options.</li> </ul>



\* Statistics sourced from the WGEA data explorer search by organisation for the 2020 WGEA data set, found at: <https://data.wgea.gov.au/>

Listing of pay equity ambassadors sourced from <https://www.wgea.gov.au/what-we-do/pay-equity-ambassadors>