

A blurred background of an orchestra rehearsal room. A yellow harp is prominent in the center. In the foreground, a music stand holds an open sheet of music. The room has wooden floors and various musical equipment.

# *Diversity and inclusion.*

2016 Buddle Findlay annual report

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## Introduction

From the time of my first summer clerk interview with Buddle Findlay in 1994, the firm struck me as one where the partners and employees did not all fit the mould. Individuality was valued, and the culture was a strongly supportive one, recognising that we all perform best in a positive work environment. I chose Buddle Findlay confident that I would flourish in that type of culture and that success could be earned based on merit.

Given the firm's strong belief in these values, it is perhaps somewhat surprising that we have not had a formal policy to reflect these principles until recently. Our move to formalise these matters and form a Diversity and Inclusion Committee in 2014 reflects our maturing awareness that a more pro-active approach is required. Belief in the above principles has not been enough. We need to examine the reasons why the partnership is not more diverse. Why is there still a difference between the overall demographics of our solicitors compared with society in general? What can we do better to remove barriers and unconscious bias? Assessing the firm through a different lens, how can we improve through change and increased flexibility? The answers are not simple, but we are committed to the task.


To assist, we will be monitoring and reporting annually on diversity and inclusion matters. This is the first of those reports. Over time, this will provide accountability, and measure the results of our initiatives. Gender is currently the easiest attribute on which to report, because we already have that data. However, our focus is much wider, so moving forward we will be gathering more comprehensive demographic information.

The value drivers for improving diversity and cultural intelligence are now well-established. Our work on these issues is part of a wider societal focus on performing better in these areas. We will be joining with our clients, the New Zealand Law Society, and other professional bodies in sharing information and coordinating efforts. We look forward to the benefits that should result over time.

Regards



Laura O'Gorman  
Partner  
Chair of the Diversity and Inclusion Committee



*“The value drivers for improving diversity and cultural intelligence are now well-established.”*  
-Laura O’Gorman, Partner



*“We aim to showcase the firm’s commitment to gender equality and women’s empowerment.”*  
-Laura O’Gorman, Partner

## Education and training

Buddle Findlay already has policies and programmes in place for education and training of its solicitors and administration/support staff. These provide a broad range of skills training common to all, but tailored development is also provided to individuals according to each person’s requirements. Particular attention is now given each year to whether this should include sessions or courses on gender and diversity issues. As reflected in the table below, in 2015 unconscious bias was a special focus for the firm. All Buddle Findlay partners and staff were expected to attend the training, which was provided by an external consultant firm. This provides a useful platform for ongoing efforts to ensure that decision-making is not affected by issues such as affinity bias or pre-existing perceptions. In addition, numerous partners and senior staff attended (or presented at) various women in leadership courses.

Year	Event	Location
2016	Women in Leadership Summit	Auckland
2015	2nd Annual Women in Leadership Summit	Auckland
	Women in Professional Services Leadership Summit	Auckland
	Unconscious bias training	All offices, all partners and staff
	Women, the Law and the Corner office	Senior staff (nationally)

## Sponsorship and events

As a signatory to the United Nation’s Women’s Empowerment Principles (WEP), we aim to showcase the firm’s commitment to gender equality and women’s empowerment. This has been demonstrated by our sponsorship, hosting or other involvement in the following events.

Year	Event	Location
2016	Women in Leadership Summit (presenter in panel discussion)	Auckland
	Women in Law Committee (NZLS) - Past Injustices: History, Women and the Law	Wellington
2015	Women in Law Committee (NZLS) - Raising the Bar: Women in Law and Business book launch	Wellington, Auckland
	Wellington Women Lawyer Association Quiz night	Wellington
	LAWSOC Women in Law Pink Ribbon Breakfast	Christchurch
	Canterbury Women’s Legal Association - 2015 Professional Women’s Conference cocktail function	Christchurch
	Women in Geothermal - World Geothermal Congress	Melbourne, Australia
	Victoria University of Wellington Law Students’ Society - Diversity in the workplace (presenter in panel discussion)	Wellington
	Women in Law Committee (NZLS) - Life on the Bench	Wellington

## Initiatives

One of our major recent work streams has been to formulate a formal Flexible Working Policy, which will guide the discussions between supervisors and employees in the development of suitable flexible working arrangements in the future. Historically, flexible working arrangements have been put in place on a relatively ad hoc basis. The intent of introducing a formal policy is to squarely address this issue as part of our desire to be a modern, dynamic and progressive business and an employer of choice. The intent is also to improve the processes and framework around these arrangements so that future discussions with staff who are seeking flexibility are informed and transparent, and are approached in a fair and consistent manner.

Other initiatives for 2015 and 2016 include those set out in the table below.

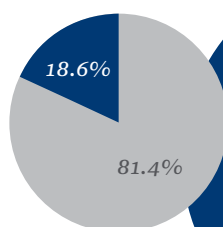
Year	Event
2016	Hold breakfast forums internally for all staff. Topics to include: <ul style="list-style-type: none"><li>• Flexible working arrangements: introduce the Policy and Q&amp;A</li><li>• Cultural intelligence</li><li>• The Asian strategy (building our specialist Asia Business practice area).</li></ul>
	Be Accessible: host internal screenings of <i>To. Be. Me.</i> , a film that documents the four year social journey of the 'Be Accessible' social movement. The screenings will be attended by staff, friends and family.
	Annual reporting and analysis on Buddle Findlay's gender pay equity profile
	Annual employee survey on the views of men and women on equal opportunity, inclusion, non-discrimination and retention
	Flexible working arrangements paper and policy presented and discussed at the Christchurch partner forum
2015	Became a signatory to the United Nations Women's Empowerment Principles
	Provided internal and external seminar programmes to staff including gender diversity issues
	Senior women attended networking events both internally and externally
	Flexible working arrangements paper and policy presented and discussed at the Auckland and Wellington partner forums

## Gender statistics

Given the firm's meritocracy approach to career progression and partnership appointments, and the higher numbers of females starting their careers with Buddle Findlay (the clear majority of senior associates is now female), it is frustrating that this has not yet translated into higher proportions of females at partnership level. We strive for this figure to be sitting much higher than 18%.

As expected, the proportion of female partners appointed in recent years has been higher than historic levels (eg the most recent appointment round was 67% female). However, progress seems to be inhibited by a number of factors, including losing our talented female partners to other opportunities (eg the appointment of Justice Rachel Dunningham to the High Court bench in 2014). Our various initiatives outlined on the previous pages are designed to improve the proportion of female partners over the medium to long term.

Total partners	1 January 2016		1 January 2015		1 January 2014	
Male	35	81.4%	36	81.8%	35	83.3%
Female	8	18.6%	8	18.2%	7	16.7%
<b>Total</b>	<b>43</b>	<b>100%</b>	<b>44</b>	<b>100%</b>	<b>42</b>	<b>100%</b>



*"We strive for this figure to be sitting much higher than 18%"*  
-Laura O'Gorman,  
Partner

Partner appointments	2015 (commencing 1 January 2016)		2014 (commencing 1 January 2015)		2013 (commencing 1 January 2014)	
Male	1	33%	3	75%	1	100%
Female	2	67%	1	25%	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>	<b>4</b>	<b>100%</b>	<b>1</b>	<b>100%</b>

Partner retirements	2015		2014		2013	
Male	2	50%	2	100%	0	0%
Female	2	50%	0	0%	1	100%
<b>Total</b>	<b>4</b>	<b>100%</b>	<b>2</b>	<b>100%</b>	<b>1</b>	<b>100%</b>

## Gender statistics continued

<b>Total consultants / special counsel</b>	<b>1 January 2016</b>		<b>1 January 2015</b>		<b>1 January 2014</b>	
Male	8	80%	8	88.9%	10	90.9%
Female	2	20%	1	11.1%	1	9.1%
<b>Total</b>	<b>10</b>	<b>100%</b>	<b>9</b>	<b>100%</b>	<b>11</b>	<b>100%</b>

<b>Other fee earners</b>	<b>1 January 2016</b>		<b>1 January 2015</b>		<b>1 January 2014</b>	
Male	24	28.2%	22	25.9%	24	27.0%
Female	61	71.8%	63	74.1%	65	73.0%
<b>Total</b>	<b>85</b>	<b>100%</b>	<b>85</b>	<b>100%</b>	<b>89</b>	<b>100%</b>

<b>Other support staff</b>	<b>1 January 2016</b>		<b>1 January 2015</b>		<b>1 January 2014</b>	
Male	10	10.5%	10	10.9%	10	10.5%
Female	85	89.5%	82	89.1%	85	89.5%
<b>Total</b>	<b>95</b>	<b>100%</b>	<b>92</b>	<b>100%</b>	<b>95</b>	<b>100%</b>

<b>Total senior associates</b>	<b>1 January 2016</b>		<b>1 January 2015</b>		<b>1 January 2014</b>	
Male	19	45.2%	19	41.3%	17	38.6%
Female	23	54.8%	27	58.7%	27	61.4%
<b>Total</b>	<b>42</b>	<b>100%</b>	<b>46</b>	<b>100%</b>	<b>44</b>	<b>100%</b>

<b>Senior management support</b>	<b>1 January 2016</b>		<b>1 January 2015</b>		<b>1 January 2014</b>	
Male	5	83.3%	4	57.1%	4	57.1%
Female	1	16.7%	3	42.9%	3	42.9%
<b>Total</b>	<b>6</b>	<b>100%</b>	<b>7</b>	<b>100%</b>	<b>7</b>	<b>100%</b>

<b>Lawtech</b>	<b>1 January 2016</b>		<b>1 January 2015</b>		<b>1 January 2014</b>	
Male	6	50.0%	5	45.5%	6	54.5%
Female	6	50.0%	6	54.5%	5	45.5%
<b>Total</b>	<b>12</b>	<b>100%</b>	<b>11</b>	<b>100%</b>	<b>11</b>	<b>100%</b>

*“Progress seems to be inhibited by a number of factors, including losing our talented female partners to other opportunities (eg the appointment of Justice Rachel Dunningham to the High Court bench in 2014).”*

*-Laura O’Gorman, Partner*

## Career flexibility

### Parental leave statistics

Buddle Findlay provides enhanced parental leave provisions (over and above the statutory legislation) to legal and support staff.

The table below shows the breakdown of employees who have undertaken parental leave.

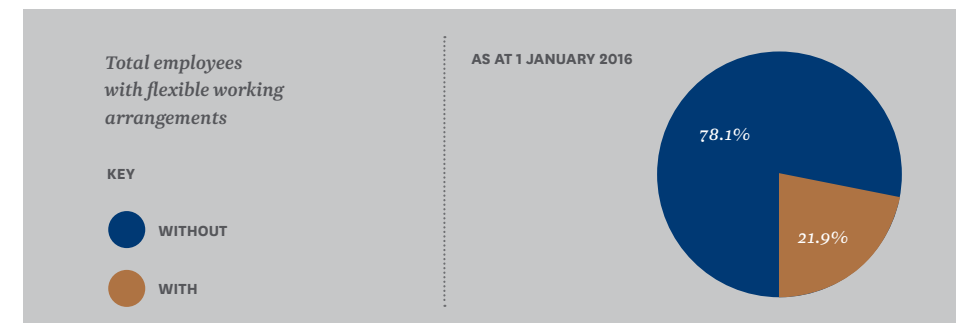
2015	# of people	%	% returned	% retained after 1 year
Male	1	7.7%	100%	TBC
Female	12	92.3%	60%	TBC
<b>Total</b>	<b>13</b>	<b>100%</b>		
2014				
Male	3	33.3%	100%	66.7%
Female	6	66.7%	50%	33.3%
<b>Total</b>	<b>9</b>	<b>100%</b>		
2013				
Male	1	16.7%	100%	100%
Female	5	83.3%	60%	40%
<b>Total</b>	<b>6</b>	<b>100%</b>		

### Flexible working arrangements statistics

Buddle Findlay has a number of flexible working arrangements in place. As at 1 January 2016, of a total of 247 employees, 54 (21.9%) were on some form of flexible working arrangement.

The table below shows the breakdown of our employees who have flexible arrangements.

Flexible working arrangements	1 January 2016	2015
<b>Male</b>	7 (13%)	6 (13%)
<b>Female</b>	47 (87%)	40 (87%)
<b>Support staff</b>	35 (66%)	33 (72%)
<b>Fee earners</b>	17 (32%)	13 (28%)
<b>Part-time workers</b>	34 (64%)	27 (59%)
<b>Job sharing</b>	9 (17%)	11 (24%)
<b>Flexi-time arrangements</b>	6 (11%)	3 (6%)
<b>Working part-time remotely</b>	1 (2%)	1 (2%)
<b>Casual workers</b>	7 (13%)	4 (9%)





**AUCKLAND**

PwC Tower  
188 Quay Street, PO Box 1433  
Auckland 1140, New Zealand  
DX CP24024  
P. 64 9 358 2555  
F. 64 9 358 2055

**WELLINGTON**

State Insurance Tower  
1 Willis Street, PO Box 2694  
Wellington 6140, New Zealand  
DX SP20201  
P. 64 4 499 4242  
F. 64 4 499 4141

**CHRISTCHURCH**

83 Victoria Street  
PO Box 322  
Christchurch 8140, New Zealand  
DX WX11135  
P. 64 3 379 1747  
F. 64 3 379 5659

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