



Diversity and inclusion.

2017/2018 Buddle Findlay annual report

BUDDLE FINDLAY
NEW ZEALAND LAWYERS

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Introduction

As at 1 February 2018, the law profession reached a turning point when women outnumbered men for the first time, in terms of the number of lawyers issued with practising certificates in New Zealand. This year also marks a period of deep focus to identify and eradicate bullying and harassment within the legal profession and in society more widely. The culture of law will benefit immensely from these intensive and coordinated efforts.

Meanwhile, our firm has made important progress in our female partner ratios. Buddle Findlay's three year moving average went above 50% for the first time during 2016, and has continued at or above that level since then. As at 1 July 2018, the overall proportion of female partners at Buddle Findlay is now sitting at 26.1%, up from 18.2% on 1 January 2016. Overall, the trends are strongly positive and more progress in these numbers is expected in the coming years.

It is often said that women leave the profession (or the pressures of large law firm practice) earlier than their male counterparts. This issue of retention is commonly offered as one potential reason for underrepresentation at the top levels. We agree that a proper understanding of attrition rates is important. Our firm has a culture of longevity, in that just over 41% of our employees have worked at Buddle Findlay for longer than 20 years. Analysis of our partnership data indicates that, while the duration of time as a partner is (on average) lower for females than males, the tenure differential is not evident for more recent partners. In fact, for partners appointed in the last 16 years that have left, the average tenure for female partners is higher than males. In other words, there is a generational change that is not gender-based.

The questions for further investigation and analysis over time include:


- Is there any remaining differential between the requirements, expectations and experiences of the new generations of lawyers and their likely longevity within the profession (including in partnership)?
- To what extent can issues of retention and lack of diversity be addressed by enabling initiatives and by overcoming unnecessary barriers with structural and attitudinal change, whilst still satisfying client and business needs?

In my view, better cognitive thinking and a culture of open-mindedness, support and positive innovation is key. These objectives are part of the Board's focus (commenced in 2017) on five strategic priorities, including one key pillar of better understanding and enhancing our firm's culture.

Regards



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



“Our firm has a culture of longevity, in that just over 41% of our employees have worked at Buddle Findlay for longer than 20 years.”

-Laura O'Gorman, Partner

Education and training

Buddle Findlay already has policies and programmes in place for the education and training of its staff. These provide a broad range of skills training common to all, but tailored personal and professional development is also provided according to each individual'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 2017 the highly regarded 'Leading your career' workshops took place in Wellington and Auckland. The sessions, targeted towards senior women lawyers, aim to inspire women to take charge of their careers and realise their potential. Unconscious Bias, Emotional Intelligence (EQ) and Te Reo workshops (mandatory for all staff) were added to our 2017 programme. These sessions provide a meaningful platform to understand emotional literacy, enhance emotional awareness, and understand the impact of Unconscious Bias, planning for change and cultural protocols and language. In addition, numerous partners and senior staff attended (or presented at) various women in leadership courses.

Year	Event	Location
2018	Unconscious Bias and EQ (mandatory training for all new hires since 2017 and catch up sessions for all staff and partners booked Nationally from July to September 2018).	National
	Te Reo foundations (mandatory training for all new hires since 2017 and catch up sessions for all staff and partners booked Nationally from August to September 2018).	National
	Wellington sessions run in 2015 and 2017 with additional sessions scheduled for late 2018.	
	Corporate etiquette workshops including topics such as: <ul style="list-style-type: none"> • Harassment and bullying • Host responsibility • Networking • Profiling • Client networks • Bringing your whole self to work • The serious business of depression • Leaders in Law • Insights and options for young lawyers. 	National
	Internal Diversity and Inclusion (D&I) seminar programme which includes a variety of internal, educational sessions run nationally from July to November.	National
	Leading your career with Miriam Dean QC <ul style="list-style-type: none"> • Focused on female lawyers from senior solicitor onward • Ongoing since 2016 and run annually as part of our internal professional development programme. 	Auckland, Wellington
Inductions - all new hires includes an overview of the firm's strategic framework, and diversity and inclusion framework.	National	
2017	Rabia Siddique Leadership workshop.	Auckland, Wellington

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
2018	Annual Event Calendar covering a raft of cultural, community and festive celebrations including: <ul style="list-style-type: none"> • Pink Shirt Day • Ramadan • International Women's Day • Māori and Samoan language week • Matariki. 	National
	LAWSOC Women in Law Pink Ribbon Breakfast (sponsorship and presentation – supported since 2015)	Christchurch
	Large Law Firm Subgroup on Safety and Well-Being	Auckland
	LawNews – It's never too early to begin leading your career (article contributor)	National publication
	University of Auckland - Networking event as part of Graduate Recruitment	Auckland
	Victoria University - Graduate application process and culture	Wellington
	Auckland Women Lawyers Association and The University of Auckland Women in Law panel discussion - panel member with other top tier firms	Auckland
2017	UNWEPs panel discussion on gender pay equity	Auckland, Wellington
	Dr Ballantyne seminar on unconscious bias	Wellington (available on firm's intranet)
	Rainbow Tick Breakfast with New Zealand Olympian, Blake Skjellerup	Wellington
	The National Business Review - Are we there yet? Women lawyers may well ask (article contributor)	National publication
	White Camellia Awards - promoting gender equity through Women Empowerment principles	Wellington
	Governor General function: Women in the Law: Inspiring Leaders	Auckland, Wellington
	Sponsorship of The New Zealand Women's Law Journal - Te Aho Kawe Kaupapa Ture a ngā Wāhine, dedicated to publishing and supporting the work of women lawyers in New Zealand	Auckland, Christchurch
Dr Philippa Reed seminar - "100 Year Life" - Living and working in an age of longevity	Auckland, Wellington	



Initiatives

In late 2017 the Board and partners implemented a strategic framework that includes five strategic priorities:

- Culture
- Expertise/Quality
- Client Experience
- Innovation
- Profile/Brand.

Aligned to the strategic priority of culture, in late 2017, the firm engaged a specialist diversity consulting firm, Diversitas to conduct a series of interviews on the culture, diversity and inclusion at Buddle Findlay, with a view to taking the pulse of our people. This report, which was presented to the Board of Management included findings and recommendations. Work commenced on these recommendations in early 2018 and will be ongoing.

Other initiatives across 2017 and 2018 include:

<i>Year</i>	<i>Event</i>
2018	Seeking achievement of Rainbow Tick
	Adopter of the NZLS Gender Equity Charter
	Development of a D&I Charter
	Engagement with Māori and Pasifika University Student Associations
	Professional development skills matrix
	Corporate etiquette training
	Partner masterclasses
	Annual events calendar
	Firm wide fora - ongoing with all staff
	Working with the Institute for Courageous Conversations
2017	Working with Rainbow Tick to obtain tools necessary to enhance inclusiveness
	Policy adopter of the “Gender Equitable Engagement and Instruction Policy”, launched by NZLS and the New Zealand Bar Association in December 2017. The policy seeks to facilitate a fair allocation of work to women in lead roles for court and arbitral proceedings and major regulatory investigations
	Diversitas interviews and report on the firms culture, diversity and inclusion

“In late 2017 the Board and partners implemented a strategic framework that includes five strategic priorities”

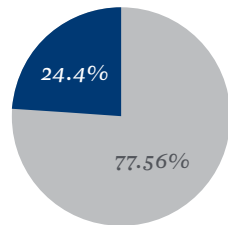
-Laura O’Gorman, Partner

Gender statistics

The firm is committed to improving career progression and partnership appointments to see higher proportions of females at partnership level. Over the last few years we have continued to make improvement, from 18% to 24% as at 1 January.

The proportion of female partners appointed in recent years has continued to be higher than historic levels (eg the most recent appointment was 50% female). The initiatives outlined on the previous pages along with the firms' cultural priority under the firms' strategic framework are designed to improve the proportion of female partners over the medium to long term.

<i>Total partners</i>	1 January 2018		1 January 2017		1 January 2016	
Male	34	77.56%	36	78.3%	36	81.8%
Female	11	24.4%	10	21.7%	8	18.2%
Total	45	100%	46	100%	44	100%



<i>Partner appointments</i>	1 January 2018		1 January 2017		1 January 2016	
Male	1	50%	1	50%	1	33.3%
Female	1	50%	1	50%	2	66.6%
Total	2	100%	2	100%	3	100%

<i>Partner retirements</i>	1 January 2018		1 January 2017		1 January 2016	
Male	0	0%	2	100%	2	50%
Female	0	0%	0	0%	2	50%
Total	0	0%	2	100%	1	100%

Gender statistics continued

Total consultants / special counsel	1 January 2018		1 January 2017		1 January 2016	
	Count	Percentage	Count	Percentage	Count	Percentage
Male	11	91.7%	8	88.9%	8	80.0%
Female	1	8.3%	1	11.1%	2	20.0%
Total	12	100%	9	100%	11	100%

Other fee earners	1 January 2018		1 January 2017		1 January 2016	
	Count	Percentage	Count	Percentage	Count	Percentage
Male	26	29.5%	21	24.1%	24	27.0%
Female	62	70.5%	66	75.9%	61	73.0%
Total	88	100%	87	100%	85	100%

Other support staff	1 January 2018		1 January 2017		1 January 2016	
	Count	Percentage	Count	Percentage	Count	Percentage
Male	12	13.9%	15	16.8%	10	10.6%
Female	74	86.1%	74	83.2%	84	89.4%
Total	86	100%	89	100%	94	100%

Total senior associates	1 January 2018		1 January 2017		1 January 2016	
	Count	Percentage	Count	Percentage	Count	Percentage
Male	17	35.4%	21	45.7%	17	45.2%
Female	31	64.6%	25	54.3%	27	54.8%
Total	48	100%	46	100%	44	100%

Senior management	1 January 2018		1 January 2017		1 January 2016	
	Count	Percentage	Count	Percentage	Count	Percentage
Male	4	50%	4	50%	5	71.4%
Female	4	50%	4	50%	2	28.6%
Total	8	100%	7	100%	7	100%

Lawtech	1 January 2018		1 January 2017		1 January 2016	
	Count	Percentage	Count	Percentage	Count	Percentage
Male	6	50.0%	6	50.0%	6	50.0%
Female	6	50.0%	6	50.0%	6	50.0%
Total	12	100%	12	100%	12	100%

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.

2017	# of people	%	% returned	% retained after 1 year
Male	3	38%	100%	TBC
Female	5	62%	TBC	TBC
Total	8	100%		
2016				
Male	3	18%	100%	100%
Female	14	82%	93%	86%
Total	17	100%		
2015				
Male	1	8%	100%	100%
Female	12	92%	83%	67%
Total	13	100%		

Flexible working arrangements statistics

Buddle Findlay has a number of flexible working arrangements in place. As at 1 January 2018, of a total of 244 employees, 51 (20.9%) 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 2018	1 January 2017	1 January 2016
Male	6 (12%)	7 (12%)	7 (13%)
Female	45 (88%)	49 (88%)	47 (87%)
Support staff	30 (59%)	32 (57%)	35 (6%)
Fee earners	21 (41%)	24 (43%)	17 (32%)
Part-time workers	24 (47%)	21 (38%)	34 (64%)
Job sharing	4 (8%)	6 (11%)	9 (17%)
Flexi-time arrangements	4 (8%)	6 (11%)	6 (11%)
Working part-time remotely	3 (6%)	1 (2%)	1 (2%)
Casual workers	15 (29%)	9 (16%)	7 (13%)



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