



Transforming Women's Leadership in the Law: Global Report 2020

Effective Strategies to Improve Gender Diversity
at Senior Levels Within Law Firms

Executive Summary

Gender diversity in law firms positively impacts law firm success, research shows. Gender diverse teams in law firms achieve 10% higher client spend (*Acritas, 2020*) and, more widely, organizations in the top quartile for gender diversity have been shown to be 15% more likely to achieve above average financial returns (*McKinsey, 2015*.) Despite widespread acknowledgement of the importance of achieving gender diversity, law firms continue lose female talent despite showing considerable progress in hiring and retention at the entry- and mid-levels of the legal profession and within senior *non-legal* roles. Simply put, there are not enough women lawyers progressing to leadership roles within firms.

Acritas, part of Thomson Reuters, conducted this research for the Transforming Women's Leadership in the Law program. Covering the Asia Pacific region (APAC), Europe, and North America, the study set out to show the extent of the gender diversity problem at senior levels in law firms, providing a baseline from which future progress may be measured. Also, the study investigated barriers to women's progression

“Diversity is good for law firms, good for companies and good for people. This report can be a game changer for law firms and companies – setting out a roadmap for them to drive the change and improvement needed, making a difference to people and business in the post COVID world.”

—Clare Wardle, General Counsel and Corporate Secretary, Coca-Cola European Partners and TWLL advisory board member

into senior roles, qualitatively exploring the full range of approaches adopted by 10 leading law firms to increase gender diversity at senior levels. The study then measured the uptake of each of the approaches more widely across the legal industry. Finally, the study sought to evaluate the *effectiveness* of each approach identified, both as perceived by law firms and through numerical analysis.



KEY FINDINGS

Two key barriers to women's advancement into law firm leadership emerged, and, correspondingly, two counter-measures stood out as effective:

Barriers to Progression

1. The role of women at home

In the Asia Pacific region in particular and also significantly in Europe (but notably far less so in North America), advancement to law firm leadership is regarded as incompatible with women's tendency to shoulder a larger share of domestic responsibilities.

2. Bias

Generally believed to be largely **unconscious**, bias was cited as a barrier in Europe and North America, but not significantly in the APAC region.

Effective Remedial Measures

Flexible working

In terms of how to overcome the key barriers to advancement, the research clearly has shown that by far the most effective method to boost women's ability to advance to and succeed in senior legal roles, in the experience of law firms, is flexible working. Agile working practices can vastly alleviate at least half of the major barriers identified to women's advancement.

Active steps to counter unconscious bias

Numerical analysis revealed positive links between actions designed to remove the potential effects of gender bias and the long-term retention of women lawyers. Such actions include disguising gender on CVs, ensuring gender-balanced assessment panels for candidates, and mandating gender diversity at recruitment, in pitches or RFPs, and on matter teams.

“The two findings that women are more significantly impacted in terms of increased home responsibilities and working flexibly playing a huge role in retention and advancement are even more critical amidst COVID. With that said, firms and individuals must not assume that women do not want access to opportunities. Ask them if they are open to the assignment and if they are, use agile work arrangements to structure the work — so it works for everyone. And do the same for your men.”

— Sheila Murphy, President and CEO of Focus Forward Consulting and TWLL advisory board member

IMPLICATIONS

Though the above key findings are the strongest statistically, the research uncovered a wide range of challenges that law firms face in increasing gender diversity at the leadership level. The study also investigated a host of approaches to improvement.

Considered collectively and in the context of other recent research, as well as within the unique circumstances of the 2020 pandemic, four major take-aways emerged.

For law firms seeking to improve gender diversity at leadership level, the recommendations arising from this study are:

1. Leverage the “new normal” — specifically, the firm’s openness to agile working practices and associated cultural change — to better optimize women’s opportunities and inclination to progress into leadership roles. On an optimistic note, we have seen 2020 bring opportunity to see real changes in flexible working, one of the areas identified as most effective in facilitating women’s progression. Technological improvements and greater cultural acceptance within firms has meant that flexible working has become a feasible option for a lot more people. With that said, there is still a need to question all previous assumptions that may have prevented the firm from fully embracing agile working initiatives previously. Reconsider them, objectively, in light of the firm’s actual experience in 2020. Gather feedback from across the firm to ensure the voice of both your female and male talent is heard. The pandemic has been a catalyst for enormous change in all areas of society; and this presents an ideal environment to change your firm for the better, *permanently*.

2. Build gender diversity policies and anti-bias measures into the fabric of the firm, leading from the top down. By accepting that unconscious bias exists, law firms may best position themselves to defend against it. Gender diversity goals need to be high on the strategic agenda; and, critically, behavior that runs contrary to firm policies must be effectively addressed, *without* exception. Many firms that are alert to the risks of unconscious gender bias have already implemented a host of counter-measures — and this research has found some of those to be particularly effective. Reviewing and re-engineering practices and processes in key areas of the firm, including recruitment, promotion, reward, work allocation and team composition. This should be done with a specific goal of redressing the effects of unconscious bias, and it should be continual. Over time, the result of these efforts can be expected to indirectly contribute to the reduction of unconscious bias itself, as women are granted fairer opportunities, their contributions become more visible, and this recognition perpetuates improvement of future opportunities.

3. Guard against initiatives that may unwittingly undermine gender diversity efforts in the firm. A number of such measures have been identified — with the common theme being erroneous perception that female lawyers are fundamentally different than male lawyers and therefore require special treatment. This false thinking potentially leads into the territory of prejudice (conscious bias). For example, well-intended women's networks and management coaching to support parents returning to work (who are still most commonly women) can unfortunately boost this incorrect idea. A strong starting point here is the non-negotiable insistence that the *femaleness* of women lawyers is never the problem. Indeed, a firm may find blocks to achieving highly beneficial levels of gender diversity within many areas, such as: its own long-established culture and values; the attitudes of current leadership; the structure of prevailing work practices; its approaches to reward, remuneration, and advancement; as well as externally, within the wider environment in which the firm operates. Initiatives designed to address these issues have been shown to positively impact retention and progression of women lawyers into leadership roles — and those that aim to fix *femaleness* are ineffective at best.

4. Collaborate with clients and other external parties to support internal efforts. Pressure from clients has been shown to have a significant positive impact on a law firm's gender diversity efforts, helping to generate firm-wide appreciation of the importance of the issue and support and momentum for related initiatives. It is recommended, therefore, that firms take the lead in actively inviting this client pressure, by, for example, asking clients what their expectations are in terms of firms' approach to gender diversity at all levels of the firm, including in leadership roles. Then law firms can formalize these commitments to clients in meeting these expectations. Firms should also seek to counter the effects of their clients' unconscious bias against female lawyers by boosting the exposure and profiles of female lead partners, consistently fielding gender-balanced teams at all stages of the work-cycle, and promoting the benefits of the whole firm being agile in its working practices. More widely, firms should seek collaboration with other stakeholders such as professional bodies, CPD providers, the media, community groups, and others to better push gender diversity at senior levels up the legal industry's agenda.

The findings of this research are powerful and come at a time of great opportunity — for women lawyers, of course, but even more so for the law firms employing them. We hope this study will encourage your firm in its efforts to increase gender diversity at senior levels and that you will find the report useful in further developing your own approaches.

This report is part of a growing body of research into diversity and inclusion. And while we started with gender, we also recognize that women of color face even greater challenges. While not a specific focus of this research, we will be addressing this critical issue in the next phase of our research.

What is the Extent of the Gender Diversity Problem?

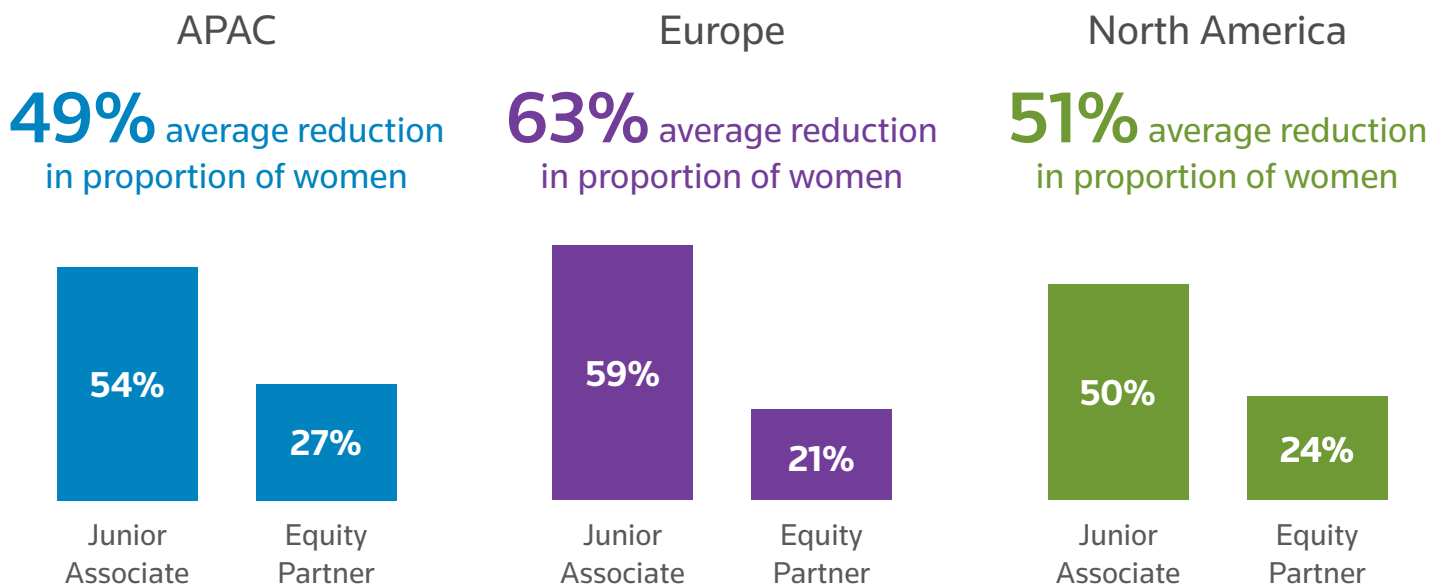
THERE IS A SIGNIFICANT AND DISPROPORTIONATE LACK OF WOMEN AT SENIOR LEVELS OF LAW FIRMS GLOBALLY

Within law firms, there is normally adequate gender diversity among non-lawyer leadership roles. Firms that took part in this research typically reported a roughly equal split between men and women among their Business Services Heads. Further, recruiting women lawyers at the entry-level generally is not a problem either. At the average law firm, more than half (56%) of Junior Associates are women; however, by the Equity Partner level, this portion falls to just 24%, representing a reduction rate of 57%.

In fact, average reduction rates were remarkably similar between each of the three regions included in our research. The European reduction rate was slightly higher, however this was due in part to higher proportions of women at the Junior level. Interestingly, these averages belie the wide variation between individual firms.

At one extreme, for example, two law firms reported having no women Equity Partners (a reduction rate of 100% from Junior Associate level); and at the more positive end of the spectrum, two APAC firms had a greater number of women than men in Equity Partner roles. At one extreme, for example, two law firms reported having no women Equity Partners (a reduction rate of 100% from Junior Associate level); and at the more positive end of the spectrum, two APAC firms had a greater proportion of women at the Equity Partner level than at Junior Associate, resulting in a *negative* reduction rate. The remaining firms were distributed between these two extremes, illustrating the highly variable degrees of success that law firms have experienced in addressing their gender diversity problems.

Reduction rates



For some firms, at the more positive end of the spectrum, having women in leadership roles has been an intrinsic part of the firm for a long time, possibly even beginning with the firm's founding.

Most other law firms, however, have begun at an historically male-dominated starting point and have had to work hard to introduce measures aimed at reducing and overcoming the barriers to advancement for women lawyers within the firm.

"Women have held leadership and other senior positions in the firm for several decades. The firm has always treated them with utmost respect and this has had a cascading effect throughout the organization. As such, respect for women and equal opportunities are very much part of our cultural DNA."

— Respondent from an APAC firm



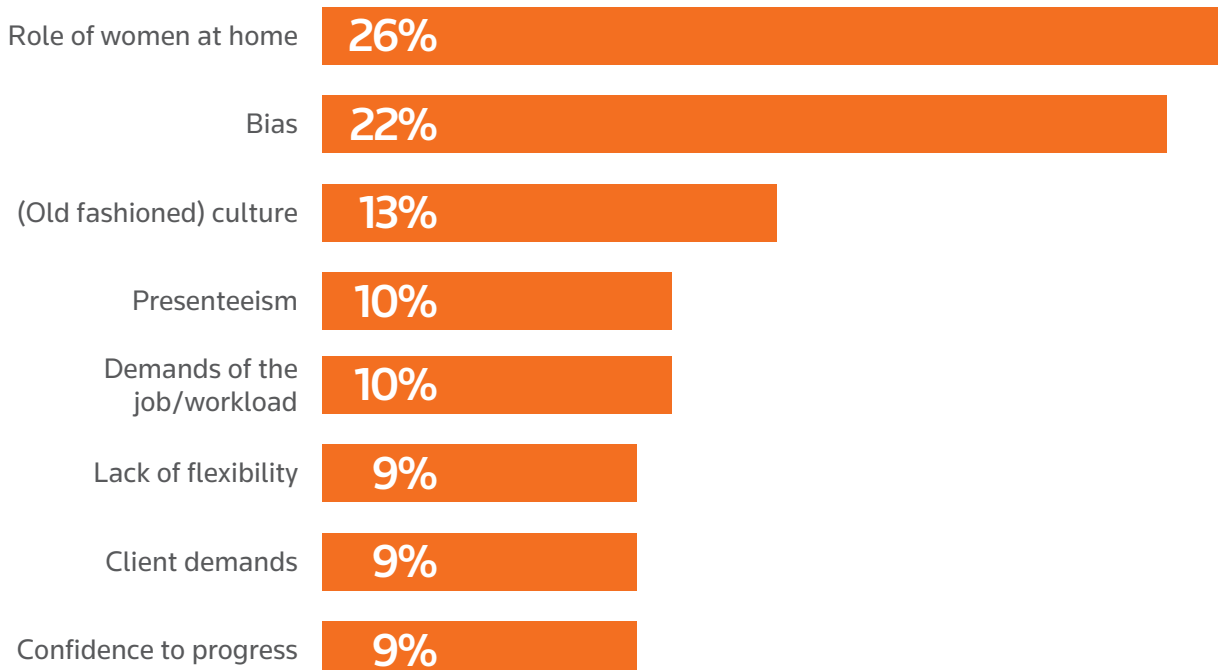
What are the Principal Barriers to Women Lawyer Advancement?

LAW FIRM CULTURES COME INTO CONFLICT WITH THE ROLE OF WOMEN AT HOME AND BIAS

Respondents perceived two main barriers to female advancement: the role of women at home and bias. The former was by far the most common barrier perceived in the APAC region and was also commonly mentioned in Europe, although not in North America. This top finding should not be considered in isolation, however; while this barrier is, strictly speaking, an environmental factor outside the direct control of law firms, more than half of the respondents referenced the internal cultural issues that *cause* it to be a problem. Presenteeism, lack of flexibility, and generally old-fashioned attitudes also go a considerable way to explaining why women's role in the home is such a significant barrier to their advancement within law firms.

"The inherent structural barriers across the legal industry, where business models are largely characterized by a focus on billable hours, and where the value proposition of leading firms supports demanding client expectations and deadlines, long hours, etc. This is coupled with social barriers and gendered expectations and norms."

Barriers to advancement



Overall, women continue to adopt the primary carer role within families, including for the older generation in addition to children, especially in Asia Pacific cultures. Further, in a separate recent study, we have found that female lawyers are three-times less likely than male lawyers to have a non-working spouse and half as likely to have a spouse working part time (*Acritas Stellar Performance: A Survey of Future Working Practices, 2020*). Within this wider context, the rigid working practices of many law firms place women at a disadvantage and discourage them from progressing in parallel with their male counterparts.

Bias, on the other hand, was a barrier identified more commonly in Europe and North America, and less so in the APAC region. While this bias is not generally seen as deliberate prejudice, unconscious biases throughout a career can lead to a cumulative disadvantage for women when it comes to achieving promotion.

Such bias may manifest in work allocation, in unfounded beliefs about what the client is looking for, and in promotion criteria, which put part-time lawyers at a disadvantage, for example.

Two other barriers, though perhaps less acknowledged, have also been cited in other research. The first is a culture of bullying that exists to a greater or lesser extent at most law firms, albeit under the radar of leadership in many cases. In 2019, research carried out by the International Bar Association found that half of female lawyers globally had been bullied, and one-third had been sexually harassed in the workplace during their legal careers. Both these figures are significantly higher than that experienced by male lawyers. More distressingly, very few women are reporting this behavior because of the embarrassment, the potential repercussions for their career, and the (unfortunately often well-founded) perceptions that firms do not respond effectively to complaints.

“Unconscious bias — where a predominantly male partnership sees merit in men who are ‘like them’ — which in turn means that male lawyers may be given more client opportunities than some women, resulting in the male having a better business case for partnership.”

The second problem area is around client behaviors, which can hold women back from winning work. The IBA's survey indicated that one-in-five of the sexual harassment incidents were by clients. This is something women lawyers have to be very conscious of when building relationships with male clients — an issue that men have to contend with less often. In addition, *Acritas' Sharplegal* research has shown that there is a bias in that male clients are more likely to appoint a male lead partner for their work. And with men being so over-represented among the most senior in-house roles, this bias again puts female lawyers at a disadvantage.

All of these factors come together to drive women out of the legal profession or into in-house legal roles.

What Counter-Measures Have Law Firms Introduced?

The majority of law firms recognize that a lack of gender diversity is a problem and are taking steps to rectify it. Of the 45 remedial measures listed in this research, the *average firm had 24* in place and were piloting another seven.

Most Used; >80% of Firms Have in Place	Least Used; <15% of Firms Have in Place	Most Popular "in Pilot" Initiatives
We genuinely consider part-time working requests within every practice	We have in place objective (formal) work allocation (largely taken away from partners)	We ensure there is a representative balance of men and women working on all matters requiring a team
We offer flexible and/or agile working for all roles (excluding roles which require physical presence)	We blind or semi-blind CVs to disguise gender	We ensure a gender balance in the teams assessing new candidates
Gender diversity is a stated strategic priority at our firm		We ensure there is a representative balance of men and women in all pitches and RFPs
Without exception, we take a strong stance dealing with behaviors contrary to our diversity and inclusion policies and goals		We offer mentors across the firm
We clearly lay out the criteria for making partnership		
We ensure we have gender neutral wording in job descriptions		
We track and analyze gender diversity data through all levels (Associate to Partner)		
Our leadership reinforces gender diversity as a strategic priority in their talk and actions		

What is Working?

LAW FIRMS PERCEIVE FLEXIBLE WORKING, CAREER DEVELOPMENT SUPPORT AND THE RIGHT TONE FROM THE TOP TO BE MOST EFFECTIVE

Law firm respondents were asked which initiatives or cultural factors at their firm have been most effective in contributing to women's ability to advance and succeed. These closely mirrored the most common initiatives, as described previously.

Flexible working policies are seen to help female lawyers with the challenge of balancing work with other responsibilities. This is not breaking news. Law firms, along with most other workplaces, have been aware of this for decades, and the best of them have sought to respond positively. Yet, our latest data shows that their efforts have not yielded sufficient results in terms of advancing women into senior legal roles and retaining qualified women. Some lawyers feel that once they take up flexible or agile working options, they then become side-lined and are considered to be taking their careers less seriously than those who are fully present.

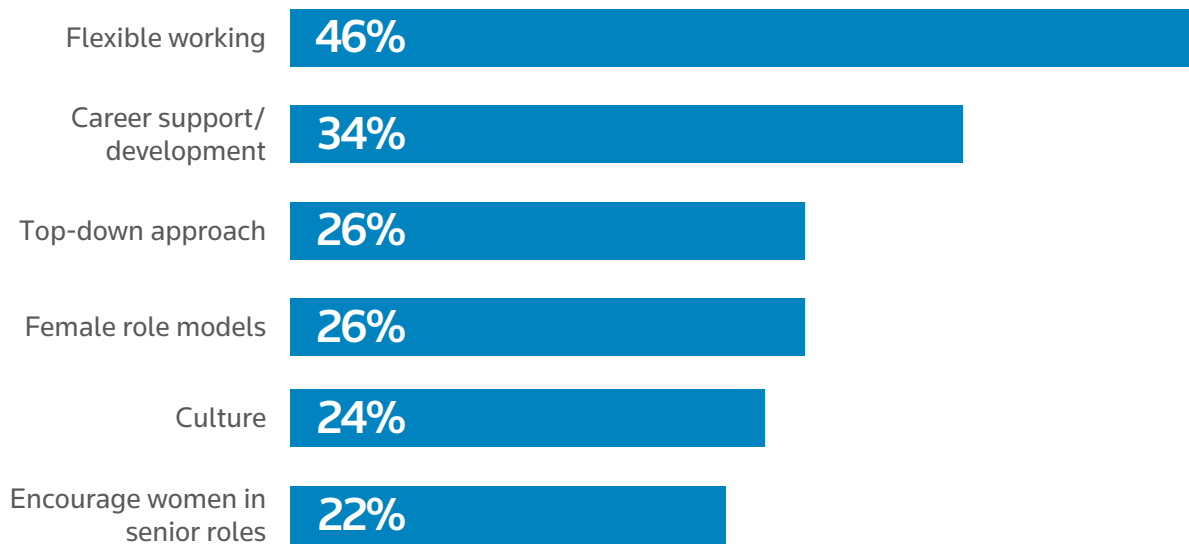
It is also possible that, until now, law firms have simply not gone far enough with their flexible working options. However, it seems that 2020 could be the year to change that. The necessary rapid global shift towards fully remote and flexible working prompted by the COVID-19 pandemic has brought both practical changes and cultural acceptance of unprecedented magnitude to the practice of remote working. If momentum is maintained, law firms will finally have a real chance of retaining female talent and capitalizing on the opportunities this represents at the leadership level. Though our research presented here was conducted pre-pandemic, a separate piece completed in June 2020 has shown that female lawyers in particular have benefited from their changed working patterns during lockdown and many will leave their firms if those new work patterns cannot be sustained (*Acritas Stellar Performance: A Survey of Future Working Practices, 2020*). Could there be hope that the pandemic has killed presenteeism for good?



Firms also reported the positive impact of tone from the top, demonstrating the importance of identifying gender diversity as a genuine priority for the firm with a strong buy-in from leadership. In addition, having clear and transparent career paths and the support available to help women follow their chosen paths also

were seen as critical. While similar themes emerged in all three regions, firms in Europe and the APAC more commonly mentioned flexible working, culture, and the top-down approach as being most effective, whereas their counterparts in North America more commonly mentioned supporting women in career development.

Perceived effective measures



“...having clear and transparent career paths and the support available to help women follow their chosen paths also were seen as critical.”

INITIATIVES WHICH CORRELATE WITH HIGHER RETENTION ARE WIDE-RANGING, BUT SOME INITIATIVES ARE INEFFECTIVE OR EVEN COUNTER-PRODUCTIVE

In addition to identifying the conscious levers of retention — those which the greatest number of firms perceive to be working — we wanted to understand if there are other initiatives which are working *without* firms necessarily realizing. We also wanted to discover if there are any measures which only a few firms have currently in place, but which also have proven effective.

In order to explore which were the most successful factors, we measured the average reduction rate across those firms that had each of the 45 initiatives in place for at least three years (in order to allow time for the initiative to have had an impact).

Nine factors emerged as most likely to be associated with lower reduction rates:

	Specific Initiative	Possible Explanations for Effectiveness
CULTURE	We employ localized strategies to deal with the specific gender diversity issues facing each practice	Gives practices ownership and allows them to focus on the specific issues they face.
	Our practice leaders are embracing our diversity initiatives and goals	
	Without exception, we take a strong stance dealing with behaviors contrary to our diversity and inclusion policies and goals	Ensures policies are more than just lip-service.
RECRUITMENT & PROMOTION	We blind or semi-blind CVs to disguise gender	Helps to remove the potential effects of unconscious bias.
	We ensure a gender balance in the teams assessing new candidates	
	Our firm mandates gender diverse candidate slates for every role we recruit	
WORK ALLOCATION & PERFORMANCE MANAGEMENT	We ensure there is a representative balance of men and women working on all matters requiring a team	Gives women junior lawyers equal opportunities as their male colleagues to build experience and relationships with clients.
	We ensure there is a representative balance of men and women in all pitches and RFPs	
RETENTION	We offer a whistleblowing hotline	Gives men and women the chance to report inappropriate behavior without fear of repercussions.

These findings should encourage those law firms that are pursuing these types of approaches that these approaches are effective and worthy of continued efforts and investment — without specialist research it can be difficult to evaluate the success of these measures.

We also wanted to understand if there are any initiatives which are particularly *ineffective*, or potentially even counterproductive.

Three factors emerged as more likely to be associated with high reduction rates:

	Specific Initiative	Possible Explanations for Ineffectiveness
CULTURE	We have reverse mentorships in place	Sets women out as “different” or needing to be understood. Individual reverse mentorship relationships often do not change overall firm behavior.
WORK ALLOCATION & PERFORMANCE MANAGEMENT	We have in place gender blind or objective work allocation (largely taken away from partners)	This research suggests gender blind work allocation is less effective than actively ensuring a balance of men and women on teams. While it is not entirely clear why this would be the case, it may be because women tend to have a starting-point disadvantage — such as being potentially less experienced on paper — and so continue to not be given equal opportunities, creating a vicious cycle.
RETENTION	We run a women’s network in the firm	Again, potential to set women apart from men rather than integrating them within the firm. Sometimes perceived to be alienating men from helping the cause.

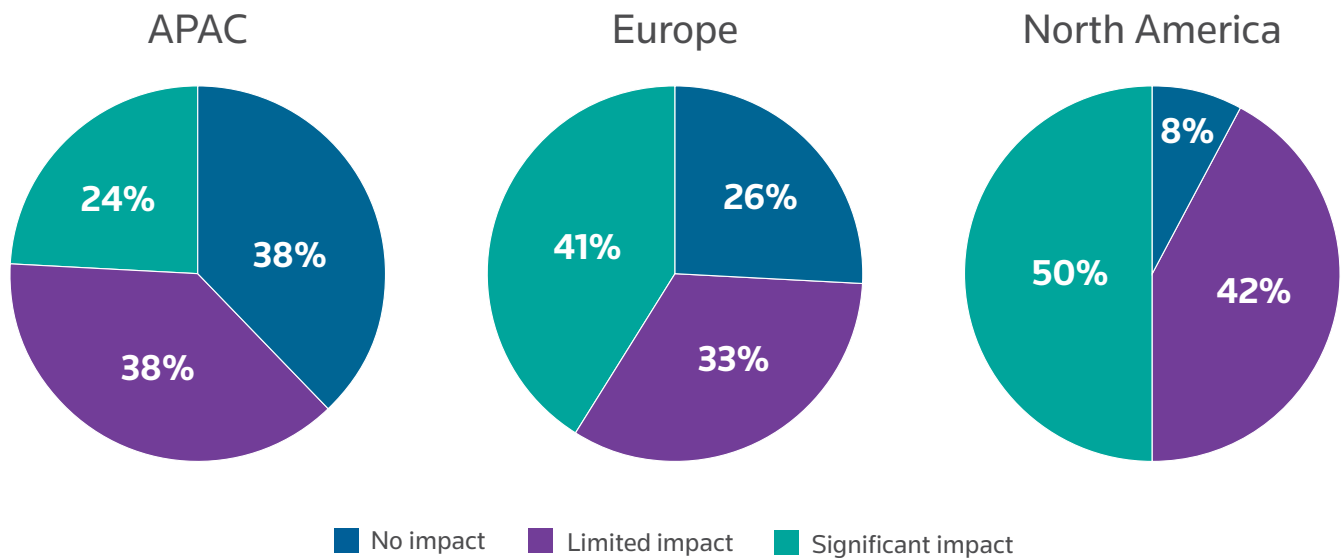
We are not saying that any of the three approaches above are necessarily intrinsically *wrong*, nor are we advocating that firms scrap these policies all together. However, it would be worth careful review to ensure no negative effects have taken place and to consider whether a refocus or change of positioning may help make these approaches more effective.

Overall, it appears that the most useful policies are not those which are aimed at “fixing” women or setting them apart from their male peers, but instead are those which actively ensure equal opportunities, remove the potential for bias, and which take inappropriate and discriminatory behavior extremely seriously.

CLIENT PRESSURE CAN PLAY AN IMPORTANT ROLE

While it was mentioned earlier in this report that clients can have a negative impact on women lawyers' ability to advance within their firms — both in terms of inappropriate behavior as well as more widespread unconscious bias — it is important to acknowledge that clients can also have, and are in fact having, a positive influence. Globally, close to three-quarters of law firms reported client pressure on firms to increase gender diversity had helped generate more momentum for their efforts. Among participating law firms in North America, this influence was even more apparent, with half of firms reporting a significant impact from client pressure.

Increasingly, pressure from clients comes as a matter of course, stemming from their own extensive diversity and inclusion efforts and corporate social responsibility (CSR) policies. Law firms actively seeking to improve gender diversity should go beyond just accepting this pressure, and instead positively welcome it for the positive impact it has. Firms not consistently feeling pressure from clients may need to invite it to benefit not only themselves but the wider legal profession and corporate world. The more widespread awareness of the benefits of gender diversity becomes, the greater the pace of change will be.



“The more widespread awareness of the benefits of gender diversity becomes, the greater the pace of change will be.”

Future Research

This research was our first empirical investigation of gender diversity specifically at senior levels in law firms globally. The strength of its findings and their potential utility for the industry warrant further investment. Our next goals include:

- To obtain more responses globally in order to explore in more detail regional differences in barriers and effective counter-measures;
- To objectively investigate what drives the success of the most effective initiatives; and
- To explore *intersectionality*, specifically the data and experiences around women of color.

We would like to take this opportunity to ask our readers for their assistance in growing this body of research.

How to contribute to this study:

1. The survey remains live and can be completed by the D&I leaders at law firms. Please contact Danny Lowe, dlowe@thomsonreuters.com to receive a link to take part on behalf of your firm.
2. Please forward this report and participation links to others in your firm to better help us raise awareness of this study and its findings.

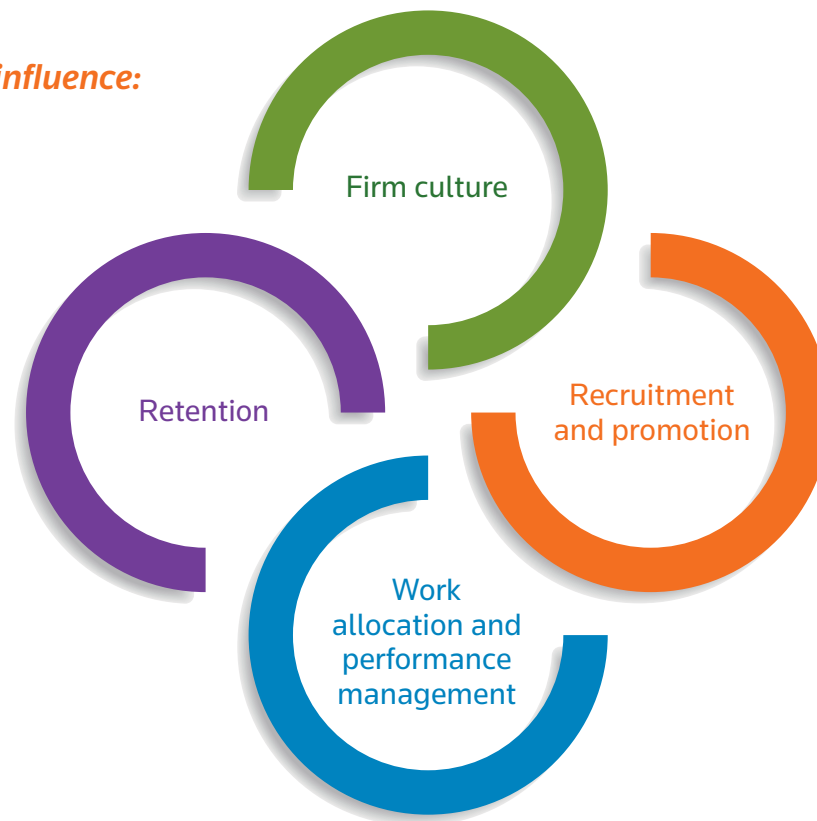


Background/Methodology

This research began with an initial qualitative phase comprising in-depth interviews with 10 law firms from a range of sizes. Through these interviews, we identified the full range of approaches to increasing gender diversity at senior levels. Four different areas for

influence were recognized: *i)* firm culture; *ii)* recruitment and promotion; *iii)* work allocation and performance management; and *iv)* retention. Across these four areas, we identified 45 specific initiatives aimed at increasing gender diversity at senior levels (see pages 18-19).

Four areas for influence:



The second phase of this project involved a web survey of law firms, aimed at discovering which initiatives were more effective in practice. Firms recorded which of the 45 initiatives they had in place and for how long. In addition, we captured the number of men and women in each role-type within firms, both lawyers and business services. Each response was given in relation to a single country, as approaches can often differ from country to country within international firms. To date, we have received 84 responses in total: 24 from firms within the Asia Pacific region; 46 from Europe; and 14 from North America.

While we are eager to increase the response rates from law firms in North America, it is interesting to see that even with a relatively small response set, there appear to be distinctive differences in a few areas between firms in the region and from other regions. Gathering additional responses in the future will allow us to explore these areas in greater detail.

This report also draws on insights from other relevant research that has been carried out by Acritas, which is referenced as appropriate throughout.

Initiatives Tested

CULTURE

- Gender diversity is a stated strategic priority at our firm
- Our leadership reinforces gender diversity as a strategic priority in their talk and actions
- We have a board-level representative where a significant part of their role is focused on diversity
- We have openly declared a target for the proportion of female partners we want to achieve at our firm
- We have set a gender diversity target for board composition
- We track and analyze gender diversity data through all levels
- We openly report our gender diversity data within the firm
- We voluntarily added partners into our pay gap reporting
- We analyze our gender diversity data by practice
- We employ localized strategies to deal with the specific gender diversity issues facing each practice
- Our practice leaders are embracing our diversity initiatives and goals
- We have partner-level male champions supporting our diversity initiatives across the firm
- Without exception, we take a strong stance dealing with behaviors contrary to our diversity and inclusion policies and goals
- We have reverse mentorships in place

RECRUITMENT & PROMOTION

- Our firm mandates gender diverse candidate slates for every role we recruit
- We ensure a gender balance in the teams assessing new candidates
- We ensure we have gender neutral wording in job descriptions

- We blind or semi-blind CVs to disguise gender
- Our firm mandates gender diverse candidate slates for promotion opportunities or additional leadership role
- We mandate gender diverse assessment panels for promotions
- We clearly lay out the criteria for making partnership
- Our criteria does not disadvantage part-time lawyers (in other words hard metrics such as billable hours are normalized or proportional)
- We have a program that identifies a gender-balanced pool of partnership candidates at least two years out
- We provide support to those candidates to help close skills gaps and feel equipped to put themselves forward
- We offer sponsorships to female candidates with partnership potential

WORK ALLOCATION & PERFORMANCE MANAGEMENT

- We have in place gender blind or objective work allocation (largely taken away from partners)
- We offer unconscious bias training to all senior roles
- We enforce unconscious bias training for all senior roles
- We reward behaviors such as mentoring and collaboration
- Compensation criteria is transparent
- We intervene to bring more women leads into key client relationships if not representative of the senior lawyer pool
- We ensure there is a representative balance of men and women in all pitches and RFPs
- We ensure there is a representative balance of men and women working on all matters requiring a team
- We create gender neutral networking opportunities for our lawyers to build relationships with clients

RETENTION

We offer flexible and/or agile working for all roles (excluding roles which require physical presence such as front of house)

We genuinely consider part-time working requests within every practice

We run a women's network in the firm

We open our women's network to men (and may have rebranded it)

We offer parental coaching/support for returning parents (both genders)

We offer line managers coaching in supporting returning parents

We have a specific agenda to showcase female role models, for example, in the press, at internal events and on videos

We offer training on sexual harassment and bullying to all senior roles

We enforce training on sexual harassment and bullying to all senior roles

We offer a whistleblowing hotline

We offer mentors across the firm

Participating firms that have agreed to have their firm name included:

Allen & Overy LLP

Allens

Anand & Anand

Anthony Gold Solicitors

Arent Fox

Atsumi & Sakai

Baker McKenzie

BCLP (UK)

Boodle Hatfield

Borden Ladner Gervais (BLG)

Bristows

Buchanan Ingersoll & Rooney

Burges Salmon

Cassels Brock

Charles Russel Speechlys

Clayton Utz

Clifford Chance LLP

Collyer Bristow

Davies Ward Phillips & Vineberg LLP

De Brauw Blackstone Westbroek
N.V.

Dinsmore & Shohl LLP

DLA Piper UK LLP

Dorsey & Whitney LLP

Eversheds Sutherland

Farrer & Co.

Freshfields Bruckhaus Deringer LLP

Gattai, Minoli, Agostinelli & Partners

Herbert Smith Freehills LLP

Hodge Jones & Allen

Hogan Lovells UK

Jackson McDonald

Kemp Little

Khaitan & Co

King & Wood Mallesons

Lawson Lundell

Lee & Ko

Linklaters

Maddocks

McCarthy Tétrault

McDermott

Mills & Reeve

Moore Blatch

Muckle

Nishimura & Asahi

Norton Rose Fulbright LLP

Ogletree, Deakins, Nash, Smoak &

Stewart, PC

Pinsent Masons

Piper Alderman

Reed Smith

Shearn Delamore

Simmons & Simmons LLP

Sintons

Soltysinski Kawecki & Szlezak

Squire Patton Boggs

Stephenson Harwood

Stibbe

SyCip Salazar Hernandez &
Gatmaitan

T&C Law Firm

Taylor Wessing

Thommessen

Tian Yuan Law Firm

Tilleke & Gibbins

Travers Smith

Trowers & Hamblins

Wedlake Bell

Weightmans

Wiggin

Womble Bond Dickinson (UK)

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