



WOMEN ELEVATED

GGI WEBINAR

NOVEMBER 18, 2020

17:00 P.M. CET/10:00 A.M. CST

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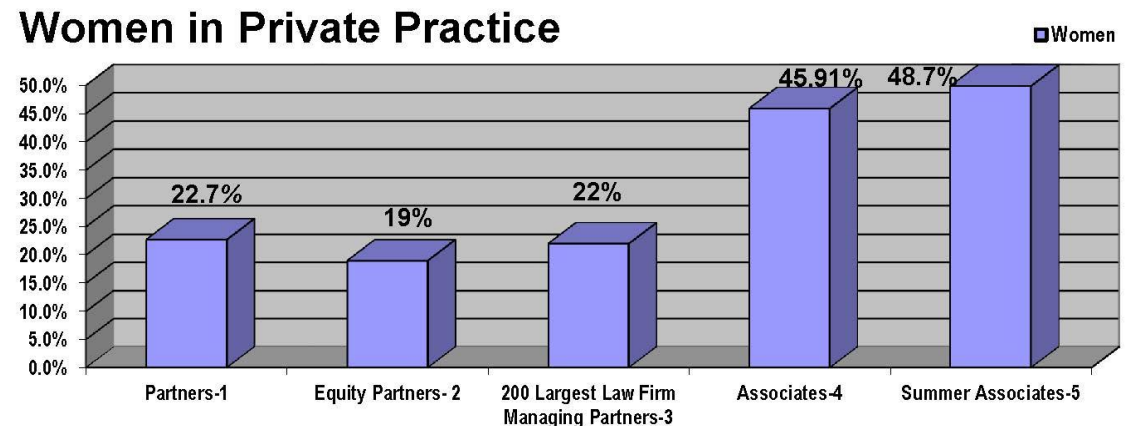
Denver, CO

WELBORN

SULLIVAN MECK & TOOLEY, P.C.

WHY ARE WOMEN LAWYERS LEAVING PRIVATE PRACTICE?

- For the last 25 years: women are 45% of the associate roster
- Yet at “Big Law” firms the ranks of women thin out at the top
 - 19.5% of equity partners
 - In last 12 years, women equity partners increased by only 3%
 - 30.5% of non-equity partners
- The money differential is significant
 - \$959,000 for men
 - \$627,000 for women



“



What happened to all the women? So much of the focus has been on the pipeline. They are all coming in, but they are going out the door.”

—HILARIE BASS, ABA PRESIDENT (2017)

ABA, “Walking Out the Door” (2019)

- ABA Initiative: "Achieving Long-Term Careers for Women in the Law"
- Focus of the [Walking Out the Door study](#): lawyers with 15+ years
 - 1,262 lawyers: 70% (W) 30% (M)
 - 53% equity/47% non-equity partners
- Results: equal enjoyment of the practice of law
 - Women: But not the pressure of high billable hours/marketing demands
- Satisfaction diverges (gender differences “striking and alarming”)
 - Allocation credit
 - Compensation
 - Evaluation
 - Transparency
 - Advancement
 - Commitment to parity



ABA, “Left Out and Left Behind” (2020)

- Day-to day negative encounters for women
 - Sexual harassment
 - Demeaning comments
 - Mistaken for staff
 - Lack of access to business development/promotion opportunities
 - Perception that they are less committed
- Women of Color, ABA, [“Left Out and Left Behind”](#)
 - Difficult to find WOC lawyers at 15-20 years or partners
 - For last 20 years WOC make up about 3% of equity partners (14% of associates)
 - All of the above plus bias, stereotypes, added stress
 - Want to leave, can’t afford to or their culture discourages quitting





I was not just a pushy woman but an aggressive black woman. If I suggested a new path, I was told I was being ‘argumentative’ ... If I stayed quiet, I wasn’t adding value.”

—39-YEAR-OLD BLACK WOMAN

We’ve all asked, ‘Is it me?’ Then, I have a conversation with [other WOC] while its happening. Then I say, ‘Okay, I’m not crazy. It’s not just me.’”

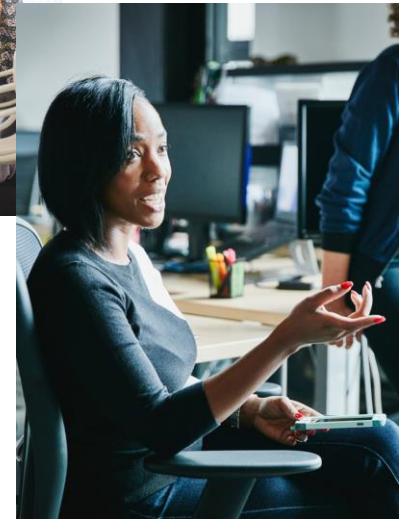
—68 YEAR-OLD ASIAN WOMAN

I was very serious about my career—it was a matter of life and death for me. It meant getting out of poverty for my family.”

—LATE-50S LATINX WOMAN

FINDINGS: WHAT'S IMPORTANT TO RETAIN SENIOR WOMEN LAWYERS

- WOC encourage an intersectional approach to address gender/diversity
 - ABA, “[This Talk Isn't Cheap: Women of Color and White Women Attorneys Find Common Ground](#)” 2020
- 75% of women
 - Work from home
 - Paid parental leave
 - Formal part-time policy for partners
 - Clear, consistent promotion criteria to equity partner
- Over 60% of women
 - Client succession planning emphasizing inclusion of women
 - Client networking with female clients
 - Training in business development
 - Mentoring/sponsoring programs (WOC emphasize “well-connected”)
 - Leadership/management training
 - Monitoring gender/race metrics
 - Written rules for credit allocation



ABA RECOMMENDATIONS

- Develop a strategy, targets and timeline
- Hard look at the data and measure/monitor
- Affirm leadership's commitment to diversity
- Own the business case for diversity: clients demand it and it works
- Include a “critical mass” of women on key firm committees
- Evaluate firm policies (compensation, credit, referrals, business development) on women
- Implement implicit bias/harassment training for all partners
- Increase lateral hiring of women partners
- Provide resources to relieve pressures from family obligations for women



QUESTIONS?

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