



THE LAW SOCIETY
OF NEW SOUTH WALES

INSIDE IN-HOUSE LEGAL TEAMS

Report on a survey
of corporate and
government lawyers

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Special thanks to: Chloe Harkness, Associate Director, Urbis

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“The corporate and government lawyers who completed our survey reported high levels of accessibility of flexible working arrangements, mentoring opportunities and options for career progression.”

FOREWORD



The work of in-house solicitors is critical to the everyday function of government, business, the economy and the wider community. In 2012, corporate and government solicitors made up 19 and 11% of all practising solicitors in NSW, having increased over the last decade from 13 and 10% in 2003.

During the Law Society's 2011 thought leadership project on the Advancement of Women in the Profession it became apparent that we didn't have as much information about the corporate and government solicitors undertaking senior roles in their practices as we do about principals in private law firms. The Advancement of Women report therefore recommended that the Law Society commission further research to get a clearer picture of the gender balance of senior appointments across the in-house sectors. An independent research firm was retained to help us do this, and a survey undertaken in October 2012.

At the same time, we asked corporate and government solicitor members to answer a series of questions about other aspects of in-house practice. These included questions about the work they do, whether they moved in-house from a private law firm and the access they had to flexible working, mentoring and career progression opportunities.

This report sets out many of the findings from that research, excluding the results on gender balance in senior roles which will be reported separately. In particular, the corporate and government lawyers who completed our survey reported high levels of accessibility of flexible working arrangements, mentoring opportunities and options for career progression. For those who moved in-house following a stint in private practice, the most common reason was the attraction of a varied and interesting role.

I am pleased to release this new publication which provides valuable insight into the legal teams and members of our profession working in-house. I commend this report to all solicitors in NSW, and especially to our colleagues in corporate and government practice across the State.

John Dobson
President, Law Society of NSW
March 2013

INTRODUCTION

Background and objectives

In August 2012, the Law Society commissioned independent research company Urbis to conduct a survey of government and corporate members. Core objectives of the research were to examine the gender breakdown of senior solicitors in corporate and government practice and determine trends in the gender profile of new senior appointments over time. The results of this analysis will be reported separately along with new Law Society data on the appointment of principals in private law firms.

In addition, the study investigated other aspects of corporate and government practice, including reasons for moving in-house and perceptions on the accessibility of key workplace elements seen to influence retention and progression in the profession. This report presents the results of this part of the survey and includes information on:

- the role of in-house lawyers
- prior private practice experience
- flexible working arrangements
- formal and informal mentoring opportunities, and
- opportunities for career progression.

Methodology

In consultation with the Law Society, Urbis developed a survey questionnaire targeted at all corporate and government members employed in a legal capacity in their organisation. A screening question was included at the start of the survey relating to the main components of the respondent's role. Those who specified they did not undertake any 'legal' work in their role were exited from the survey.

The questionnaire was programmed into an online format and the access link was distributed by the Law Society to members working in a government or corporate entity (excluding those located overseas). A total of 5,614 members were sent the access link, of whom 775 completed the survey (14% response rate).

GOVERNMENT SOLICITORS: KEY SURVEY FINDINGS

1 Government lawyer respondents most commonly identified legal advice (71%), litigation (43%) and legal policy and/or drafting (42%) as a main component of their role.

2 Around half (49%) of government lawyer respondents (51% of males, 48% of females) said they had worked in private practice before working in an in-house legal team. 72% of these had been employed as a solicitor or associate before moving in-house.

3 The most common reason for government lawyer respondents to move in-house was more interesting/varied work (55%). Both male and female solicitors also commonly nominated factors associated with work-life balance including more scope for flexible working (49% of females, 48% of males).

4 91% of government lawyer respondents reported that flexible working arrangements were either very or fairly accessible in their organisation.

5 63% of government lawyer respondents had sought to access some type of flexible working arrangement (69% of females, 57% of males). The most common arrangements sought were remote working (35%), part time work (29%) and flexi-time (29%).

6 A majority of government lawyer respondents were successful in accessing the flexible working arrangements they had sought. Success was most common for flexi-time (85% fully successful, 12% partly successful) and part time work (75% fully successful, 17% partly successful).

7 59% of government lawyer respondents reported that mentoring opportunities were either very or fairly accessible in their organisation.

8 38% of government respondents had sought to access some type of mentoring arrangement (39% of females, 37% of males). Of these, 77% sought to access an informal internal mentoring arrangement.

9 A majority of government lawyer respondents were at least partly successful accessing the mentoring arrangements they had sought. Success was most common for formal internal mentoring (54% fully successful, 30% partly successful) and informal internal mentoring (43% fully successful, 44% partly successful).

10 39% of government respondents reported that career progression opportunities were either very or fairly accessible in their organisation.

11 63% of government lawyer respondents had sought to access some type of career progression opportunity (66% of females and 60% of males). The most common opportunities sought were promotion (75%) and higher level work or project (71%).

12 A majority of government lawyer respondents were at least partly successful accessing the career progression opportunity they had sought. Success was most common for higher level work or project (55% fully successful, 31% partly successful) and significant training or learning opportunity (47% fully successful, 31% partly successful).

GOVERNMENT SOLICITORS

Profile of respondents

Respondents were asked a series of general demographic questions in relation to their gender, employment location, age and years since admission. For each of these variables, the profile of government respondents was consistent with the profile of the wider population of government lawyers as reported in the Law Society's 2012 Profile of the Solicitors of NSW, prepared by Urbis.

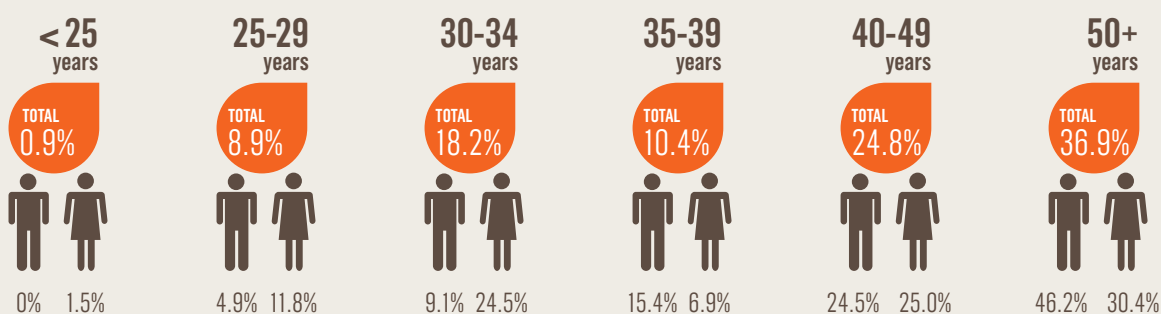
Gender

Of the 775 solicitors who responded to the survey, 347 (45%) were working in the government sector. 59% of the 347 government respondents were female and 41% were male.

Employment location

More than half (60%) of government respondents were employed in Sydney's CBD, and just under a third (28%) in Sydney's suburbs. Just over one in ten (11%) government solicitors were employed in major country towns. The remaining 1% of government respondents were employed in other country towns, outside of NSW or did not provide a response.

Figure 1: Age of government respondents by gender



Age

Respondents were asked to select from six different age bands to indicate their age. Across all government respondents, just over a quarter (28%) were aged under 35 years, just over a third (35%) between 35 and 49 years, and more than a third (37%) 50 years or over.

On average, female solicitors in the government sector were younger than their male counterparts. Close to two fifths (38%) of female respondents were aged under 35 years, compared to only 14% of male respondents.

GOVERNMENT SOLICITORS

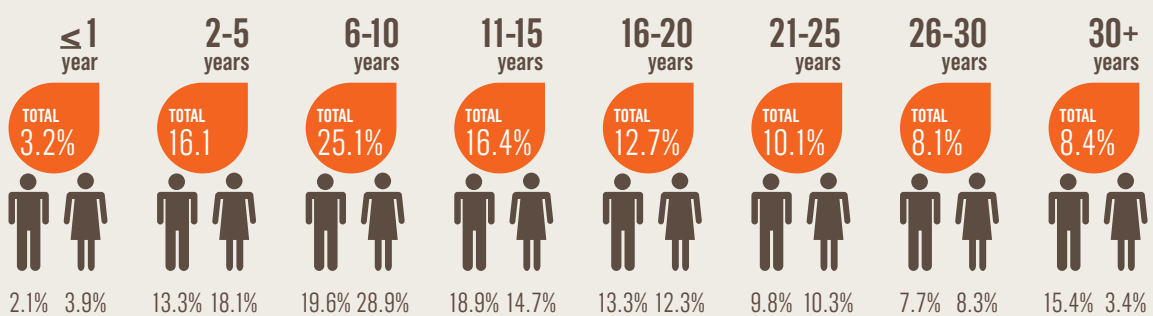
Profile of respondents continued

Years since admission

Respondents were asked how long it was since they were first admitted as a solicitor in Australia. Approximately one fifth (19%) of government respondents had been admitted for 5 years or less, two fifths (42%) between 5 and 15 years, and two fifths (39%) more than 16 years.

Similar to the results for solicitor age, the years since admission profile varied according to gender: 51% of female respondents compared to 35% of male respondents had been admitted in the last ten years. Conversely, 15% of male respondents had been admitted over 30 years, compared to only 3% of female respondents.

Figure 2: Years since admission for government respondents by gender



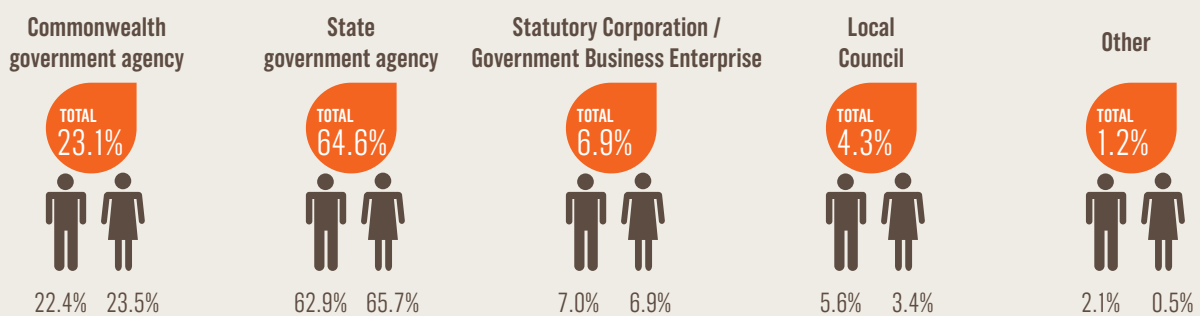
GOVERNMENT SOLICITORS

Employer and role

Main employer

Figure 3 below shows the breakdown of main employer for the government sector. The greatest concentration of respondents was in state government (29%). One in ten (10%) respondents worked for a Commonwealth government agency. The profile of main employer was very similar for both male and female respondents.

Figure 3: Main employer of government respondents by gender



GOVERNMENT SOLICITORS

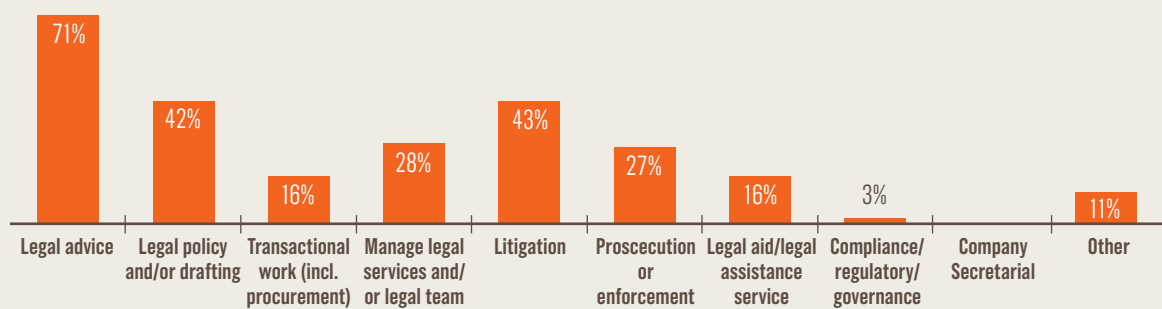
Employer and role continued

Components of role

Government respondents were asked to indicate which activities formed a main component of their role. As shown in Figure 4 below, the most common responses included:

- legal advice (71%)
- litigation (43%)
- legal policy and/or drafting (42%)
- managing legal services and/or legal team (28%)
- prosecution or enforcement (27%).

Figure 4: Main components of role for government respondents (multi-response)



GOVERNMENT SOLICITORS

Employer and role continued

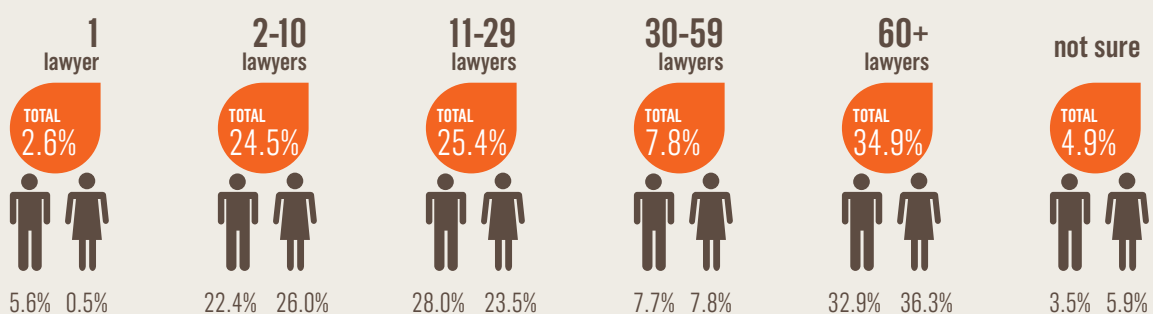
Number of lawyers in organisation

Respondents were asked to indicate the approximate number of lawyers working in a legal capacity in their organisation by selecting from five size bands (shown in Figure 5 below).

It was most common for government solicitors to work in larger legal practices, with 35% of government respondents working in an organisation with 60 or more lawyers. Collectively, approximately half (53%) of government respondents worked in an organisation with fewer than 30 lawyers.

The size of legal practice did not vary considerably by gender. Male respondents were slightly more likely to be employed as the only lawyer in their organisation (6% of males compared to 1% of females) and in organisations with between 11 and 29 lawyers (28% of males compared to 24% of females). Conversely, female respondents were more commonly employed in organisations with 2-10 lawyers (26% of females compared to 22% of males) and organisations with 60 or more lawyers (36% of females compared to 33% of males).

Figure 5: Number of lawyers in government respondents' organisation by gender



GOVERNMENT SOLICITORS

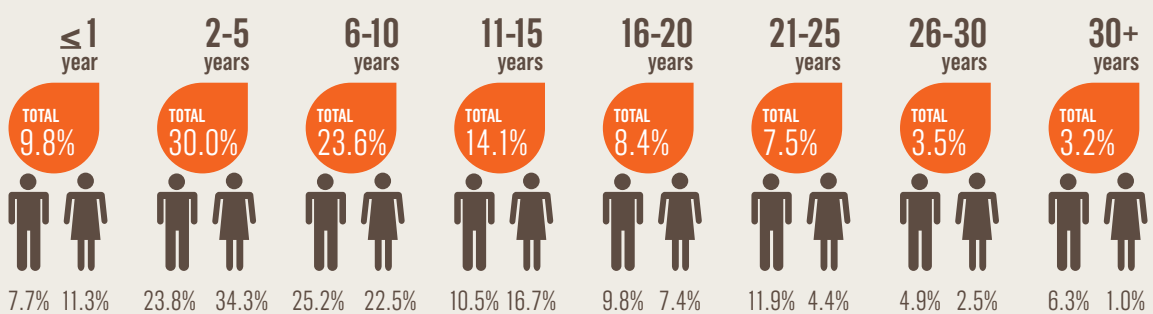
Private practice and in-house experience

Years practising in-house

Respondents were asked to indicate how many years they had been practising in-house. As shown in Figure 6, two fifths (40%) of government respondents had been practising in-house for 5 or less years. Close to a quarter (23%) of solicitors had been employed in-house for 16 or more years. On average, 63% of government respondents had been practising in-house for 10 years or less.

Consistent with the results for solicitor age and years since admission, male respondents had typically been working in-house longer than female respondents. Approximately one third (33%) of male respondents had been employed in-house for 16 or more years, compared to only 15% of female respondents.

Figure 6: Years practising in-house for government respondents by gender



GOVERNMENT SOLICITORS

Private practice and in-house experience continued

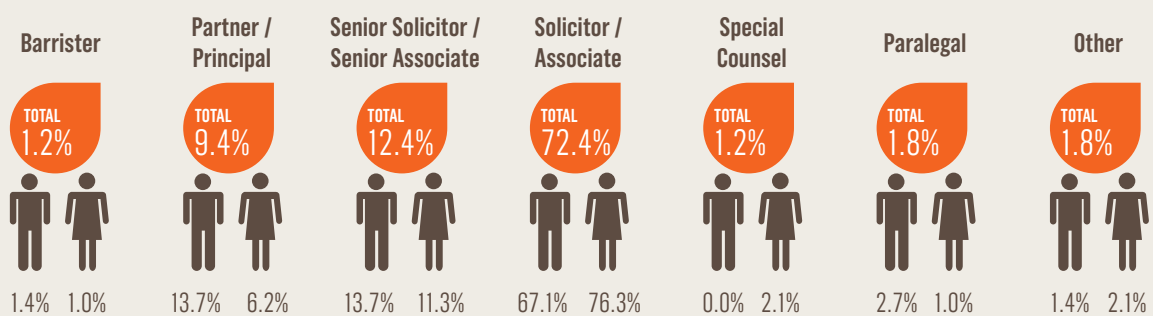
Prior private practice

Approximately half of government respondents (49%) indicated they had worked in private practice prior to working in an in-house legal team. 51% of male respondents and 48% of female respondents reported prior experience in private practice.

Those respondents who indicated they had previously worked in private practice were asked to specify the role they had held in a private firm immediately prior to moving in-house. Government respondents had most commonly been employed as a Solicitor/ Associate (72%), followed by a Senior Solicitor/ Senior Associate (12%).

Considering the profile of responses by gender, male solicitors were more likely than female solicitors to have been employed as a Partner/ Principal before leaving private practice (14% of males compared to 6% of females).

Figure 7: Prior private practice role of government respondents by gender



GOVERNMENT SOLICITORS

Private practice and in-house experience continued

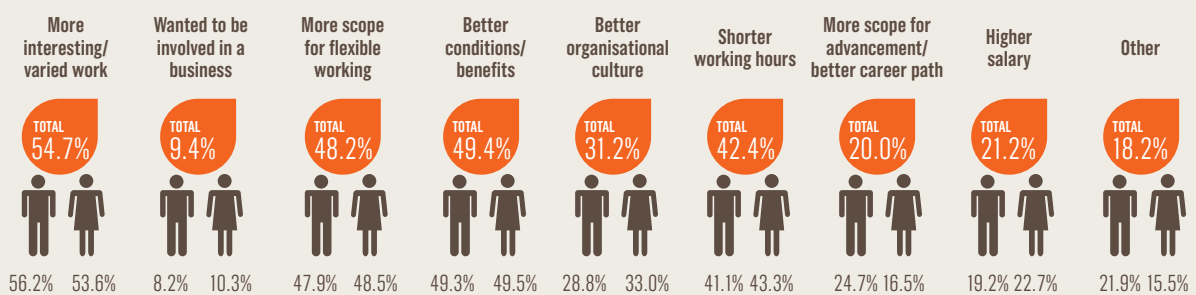
Reasons for moving in-house

Respondents were also asked to indicate the main reasons for their decision to move in-house. The most common reasons for moving in-house reported by government solicitors included:

- more interesting/ varied work (55%)
- better conditions/ benefits (49%)
- more scope for flexible working (48%), and
- shorter working hours (42%).

Male and female government respondents both identified factors associated with work-life balance, including more scope for flexible working (49% female, 48% male) and shorter working hours (43% female, 41% male) as the main reason to move. Male respondents more commonly identified certain factors associated with career progression and rewards, including more scope for advancement (25% male, 17% female) while female respondents more commonly identified higher salary (23% female, 19% male).

Figure 8: Main reason for moving in-house for government respondents by gender (multi-response)



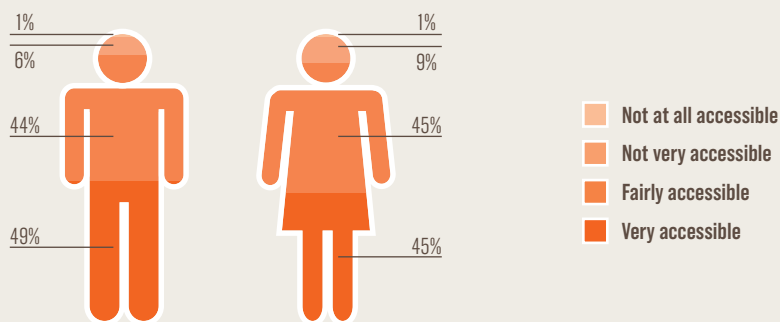
GOVERNMENT SOLICITORS

Flexible working arrangements

Respondents were asked to rate the degree of accessibility of flexible working arrangements in their current organisation. Overall, 91% of government respondents reported that flexible working arrangements were accessible to some extent (combined very accessible and fairly accessible). The results for males and females are set out in Figure 9 below.

Respondents were asked to indicate whether they had sought to access flexible working arrangements in their current organisation. Overall, 63% of government respondents had sought to access some type of flexible working arrangement. Females in the government sector were more likely than males to have sought flexible working arrangements (69% of females compared to 57% of males).

Figure 9: Accessibility of flexible working arrangements for government respondents by gender



GOVERNMENT SOLICITORS

Flexible working arrangements continued

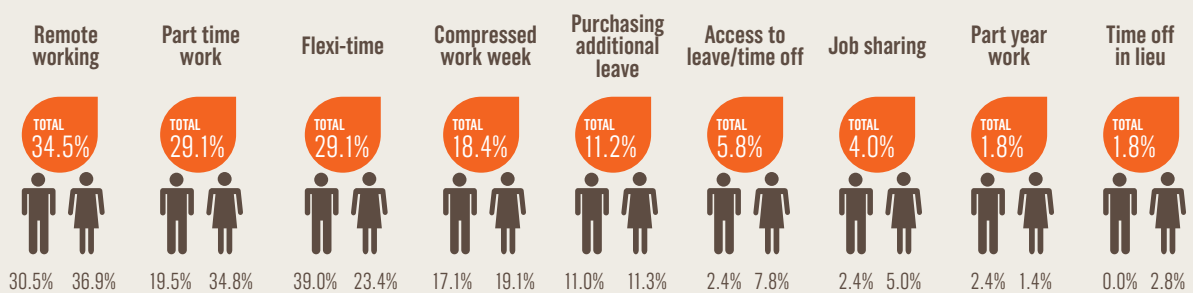
Respondents who reported they had sought to access flexible working arrangements were asked to specify the nature of the arrangement/s sought. The results are presented in Figure 10 below.

The most common arrangements sought by respondents included:

- remote working (35%)
- part time work (29%)
- flexi-time (29%), and
- compressed work week (18%).

Of those government respondents who sought flexible working, females were more likely than males to have sought part time work (35% for females compared to 20% for males).

Figure 10: Nature of flexible working arrangements sought by government respondents by gender



GOVERNMENT SOLICITORS

Flexible working arrangements continued

Respondents were asked to specify the extent to which they were successful in accessing each type of arrangement they had sought. The results for the most commonly sought flexible arrangements are presented in Figure 11 below.

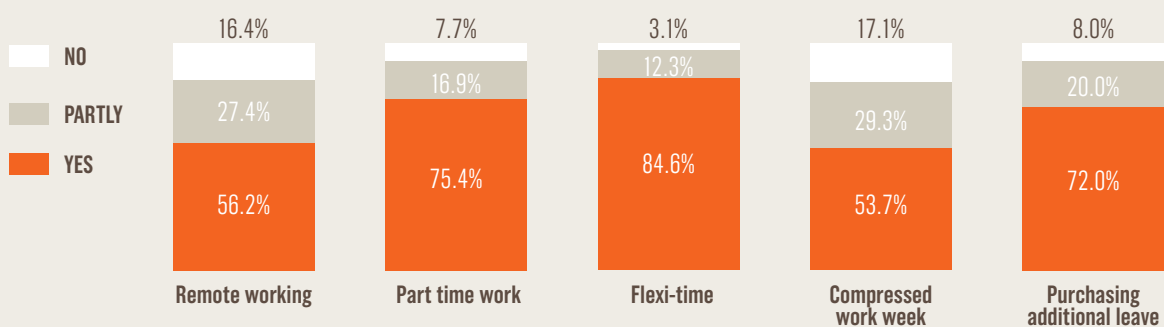
Overall, the majority of government solicitors were successful accessing the particular flexible working arrangement/s they had sought (with an additional proportion reporting they had been partly successful). Success was most commonly reported among those who had sought:

- flexi-time (85% fully successful, 12% partly successful), and
- part time work (75% fully successful, 17% partly successful).

The least success was reported among those who had sought:

- a compressed work week (17% unsuccessful), or
- remote working (16% unsuccessful).

Figure 11: Success accessing flexible working arrangements for government respondents



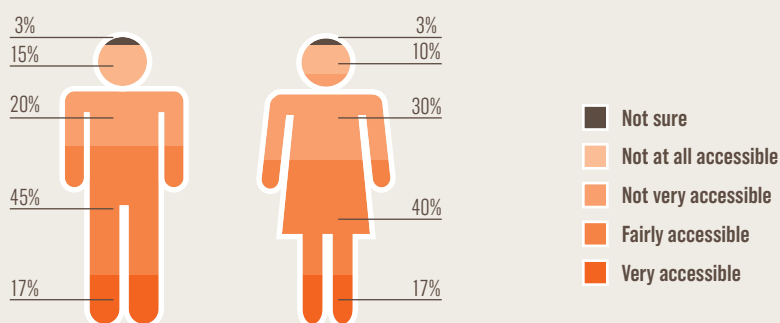
GOVERNMENT SOLICITORS

Mentoring opportunities

Respondents were asked to rate the degree of accessibility of opportunities for informal or formal mentoring in their current organisation. Overall, 59% of government respondents reported that mentoring opportunities were accessible to some extent (combined very accessible and fairly accessible). The results for males and females are set out in Figure 12 below.

Respondents were asked to indicate whether they had sought to access mentoring opportunities in their current organisation. Overall, 38% of government respondents had sought to access some type of mentoring arrangement. Females in the government sector were slightly more likely than males to have sought mentoring (39% of females compared to 37% of males).

Figure 12: Accessibility of mentoring opportunities for government respondents by gender



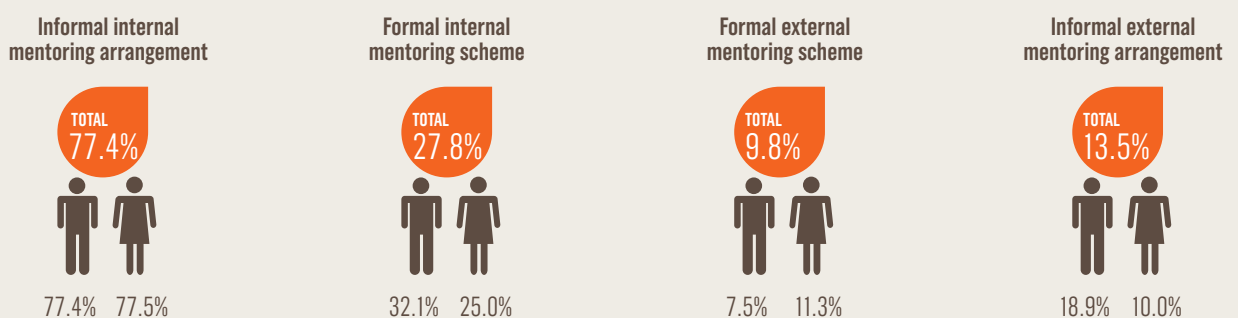
GOVERNMENT SOLICITORS

Mentoring opportunities continued

Respondents who reported they had sought to access mentoring opportunities were asked to specify the nature of the arrangement/s sought. The results are presented in Figure 13 below.

The most common type of mentoring sought by government respondents were internal arrangements. Around three quarters (77%) of government solicitors reported they had sought informal internal mentoring, whilst just over a quarter (28%) had sought to access a formal internal mentoring scheme.

Figure 13: Nature of mentoring opportunities sought by government respondents by gender (multi-response)



GOVERNMENT SOLICITORS

Mentoring opportunities continued

Respondents were asked to specify the extent to which they were successful in accessing each type of mentoring opportunity they had sought. The results are presented in Figure 14 below.

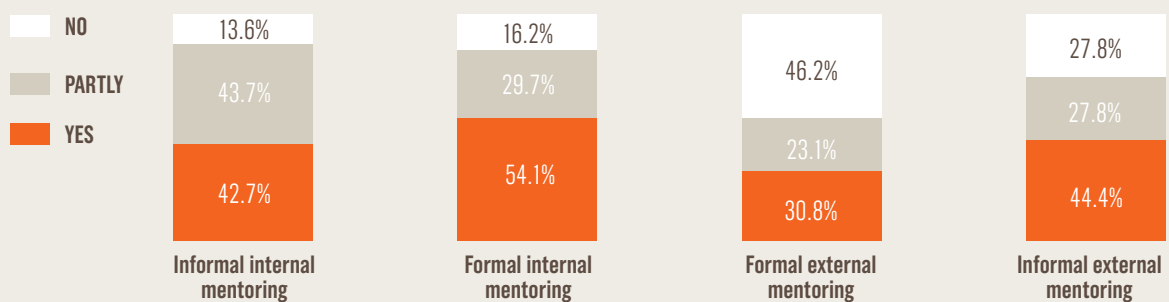
Overall, the majority of government solicitors were at least partly successful accessing the particular mentoring arrangement/s they had sought. Success was most commonly reported among those who had sought internal mentoring arrangements:

- formal internal mentoring (54% fully successful, 30% partly successful)
- informal internal mentoring (43% fully successful, 44% partly successful).

The least success was reported among those who had sought external mentoring:

- formal external mentoring (46% unsuccessful)
- informal external mentoring (28% unsuccessful).

Figure 14: Success accessing mentoring opportunities for government respondents



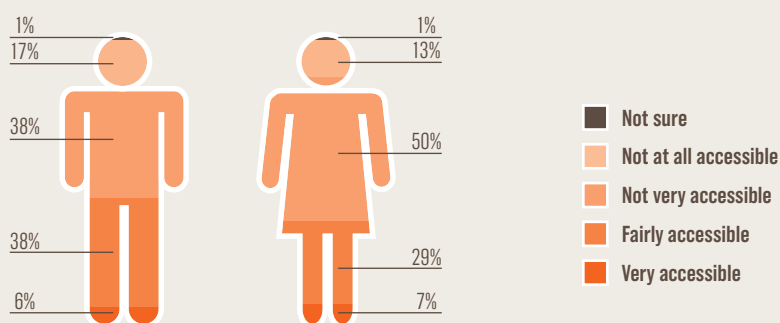
GOVERNMENT SOLICITORS

Opportunities for career progression

Respondents were asked to rate the degree of accessibility of opportunities for career progression in their current organisation. Overall, 39% of government respondents reported that career progression opportunities were accessible to some extent (combined very accessible and fairly accessible). The results for males and females are set out in Figure 15 below.

Respondents were asked to indicate whether they had sought to access career progression opportunities in their current organisation. Overall, 63% of government respondents had sought to access some type of career progression opportunity. Females in the government sector were more likely than males to have sought access to career progression opportunities (66% of females compared to 60% of males).

Figure 15: Accessibility of career progression opportunities for government respondents by gender



GOVERNMENT SOLICITORS

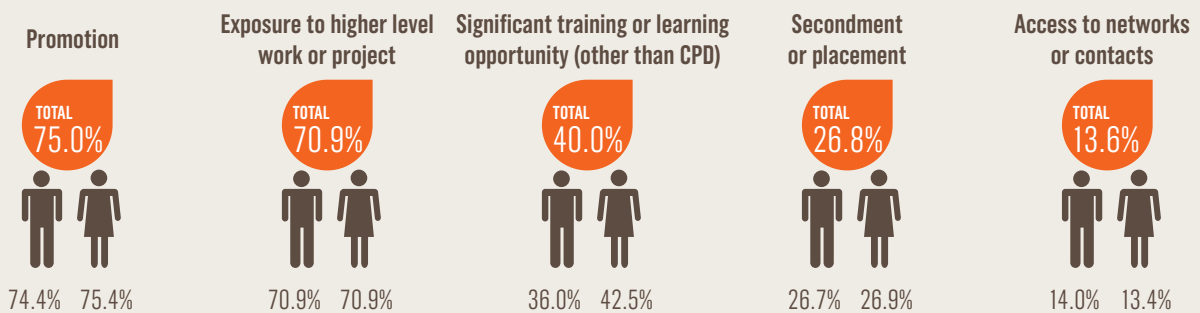
Opportunities for career progression continued

Respondents who reported they had sought to access career progression opportunities were asked to specify the nature of the opportunities sought. The results are presented in Figure 16 below.

The most common opportunities sought by government respondents included:

- promotion (75%)
- exposure to higher level work or project (71%), and
- significant training or learning opportunity (other than CPD) (40%).

Figure 16: Nature of career progression opportunities sought by government respondents by gender



GOVERNMENT SOLICITORS

Opportunities for career progression continued

Respondents were asked to specify the extent to which they were successful in accessing each type of career progression opportunity they had sought. The results are presented in Figure 17 below.

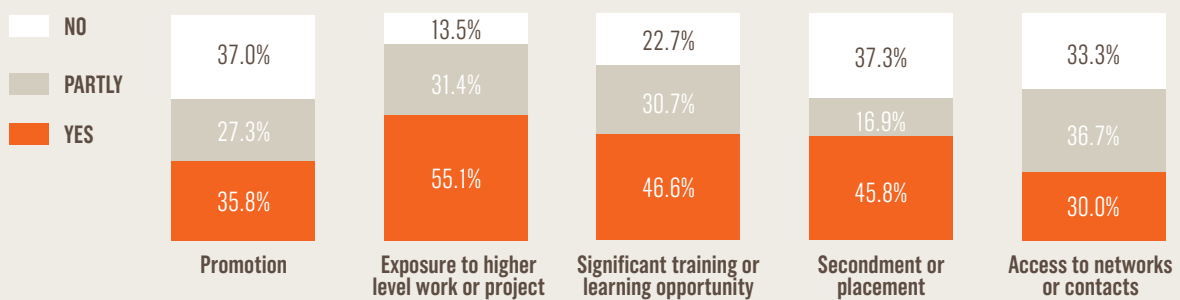
The majority of government solicitors were at least partly successful accessing the particular career progression opportunity they had sought. Success was most commonly reported among those who had sought:

- higher level work or project (55% fully successful, 31% partly successful), and
- significant training or learning opportunity (47% fully successful, 31% partly successful).

The least success was reported among those who had sought:

- secondment or placement (37% unsuccessful), or
- promotion (37% unsuccessful).

Figure 17: Success accessing career progression opportunities for government respondents



CORPORATE SOLICITORS: KEY SURVEY FINDINGS

1 Corporate lawyer respondents most commonly identified legal advice (89%), legal policy and/or drafting (56%) and transactional work (including procurement) (56%) as a main component of their role.

2 More than three quarters (77%) of corporate lawyer respondents (78% of males, 77% of females) said they had worked in private practice before working in an in-house legal team. 50% of these had been employed as a solicitor or associate and 33% had been employed as a senior solicitor/ senior associate before moving in-house.

3 The most common reasons for corporate lawyer respondents to move in-house was more interesting/ varied work (63%) and wanting to be involved in a business (62%). Compared to male respondents, female solicitors more commonly nominated factors associated with work-life balance including more scope for flexible working (49% of females, 27% of males).

4 80% of corporate lawyer respondents reported that flexible working arrangements were either very or fairly accessible in their organisation.

5 52% of corporate lawyer respondents had sought to access some type of flexible working arrangement (60% of females, 44% of males). The most common arrangements sought were remote working (77%) and part time work (40%).

6 A majority of corporate lawyer respondents were successful in accessing the flexible working arrangements they had sought. Success was most common for flexi-time (94% fully successful, 6% partly successful) and part time work (86% fully successful, 6% partly successful).

7 59% of corporate lawyer respondents reported that mentoring opportunities were either very or fairly accessible in their organisations.

8 36% of corporate respondents had sought to access some type of mentoring arrangement (39% of females, 32% of males). Of these, 73% sought to access an informal internal mentoring arrangement.

9 A majority of corporate lawyer respondents were at least partly successful accessing the mentoring arrangements they had sought. Success was most common for formal internal mentoring (60% fully successful, 19% partly successful) and informal internal mentoring (57% fully successful, 27% partly successful).

10 45% of corporate respondents reported that career progression opportunities were either very or fairly accessible in their organisation.

11 45% of corporate lawyer respondents had sought to access some type of career progression opportunity (44% of females, 47% of males). The most common opportunities sought were promotion (63%) and higher level work or project (56%).

12 A majority of corporate lawyer respondents were at least partly successful accessing the career progression opportunity they had sought. Success was most common for higher level work or project (59% fully successful, 31% partly successful), significant training or learning opportunity (52% fully successful, 29% partly successful), and accessing networks and contacts (51% fully successful, 28% partly successful).

CORPORATE SOLICITORS

Profile of respondents

Respondents were asked a series of general demographic questions in relation to their gender, employment location, age and years since admission. As for government lawyers, the profile of corporate respondents was consistent with the profile of the wider population of corporate lawyers as reported in the Law Society's 2012 Profile of the Solicitors of NSW, prepared by Urbis.

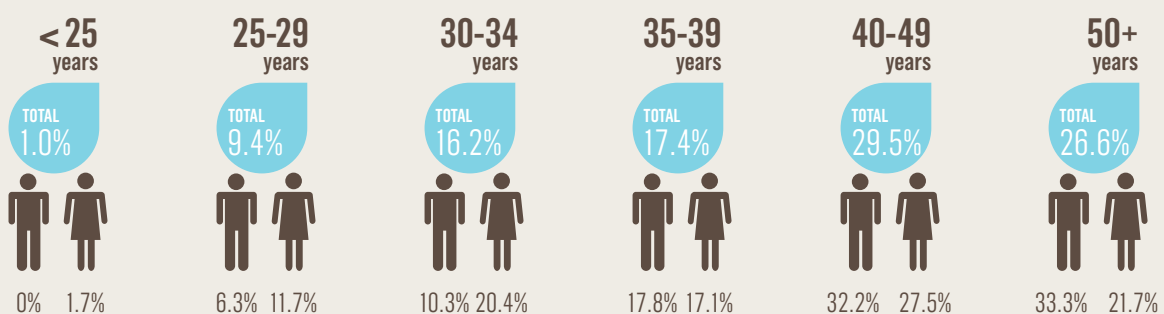
Gender

Of the 775 solicitors who responded to the survey, 414 (53%) were working in the corporate sector. 58% of the 414 corporate respondents were female and 42% were male.

Employment location

More than half (55%) of corporate respondents were employed in Sydney's CBD, and close to two fifths (39%) in Sydney's suburbs. Only 3% of corporate solicitors were employed in major country towns. The remaining 3% of corporate respondents were employed in other country towns, outside of NSW or did not provide a response.

Figure 1: Age of corporate respondents by gender



Age

Respondents were asked to select from six different age bands to indicate their age. Across all corporate respondents, just over a quarter (27%) were aged under 35 years, close to half (47%) between 35 and 49 years, and just over a quarter (27%) 50 years or over.

On average, female solicitors in the corporate sector were younger than their male counterparts. Over a third (34%) of female respondents were aged under 35 years, compared to only 17% of male respondents.

CORPORATE SOLICITORS

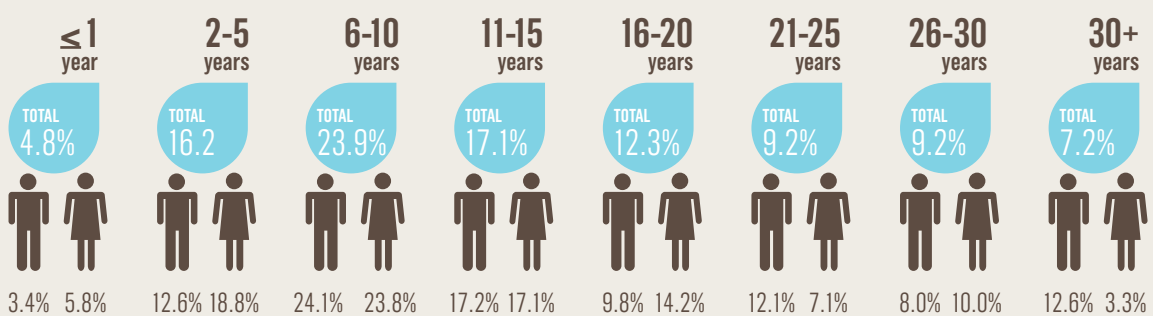
Profile of respondents continued

Years since admission

Respondents were asked how long it was since they were first admitted as a solicitor in Australia. Approximately one fifth (21%) of corporate respondents had been admitted for 5 years or less, two fifths (41%) between 5 and 15 years, and two fifths (38%) more than 16 years.

Similar to the results for solicitor age, the years since admission profile varied according to gender: 48% of female respondents compared to 40% of male respondents had been admitted in the last ten years. Conversely, 13% of male respondents had been admitted over 30 years, compared to only 3% of female respondents.

Figure 2: Years since admission for corporate respondents by gender



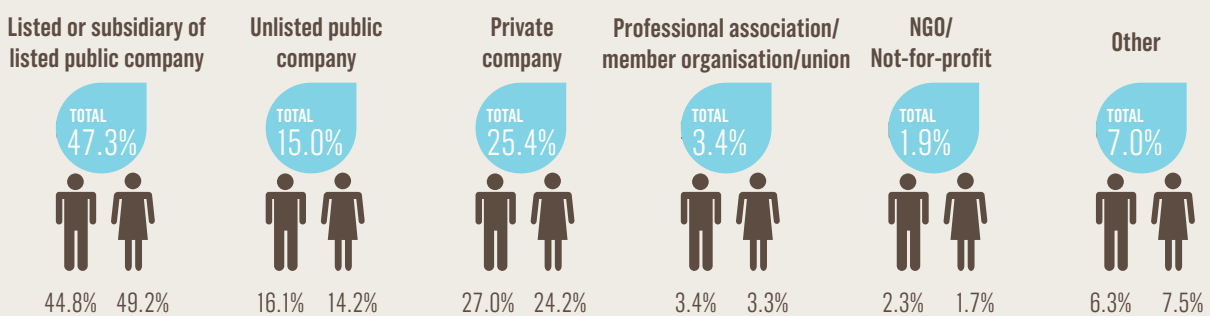
CORPORATE SOLICITORS

Employer and role

Main employer

Figure 3 below shows the detailed breakdown of main employer for the corporate sector. The greatest concentration of respondents was in listed public companies or their subsidiaries (25%) whilst 14% were employed by a private company. The profile of main employer was very similar for both male and female respondents.

Figure 3: Main employer of corporate respondents by gender



CORPORATE SOLICITORS

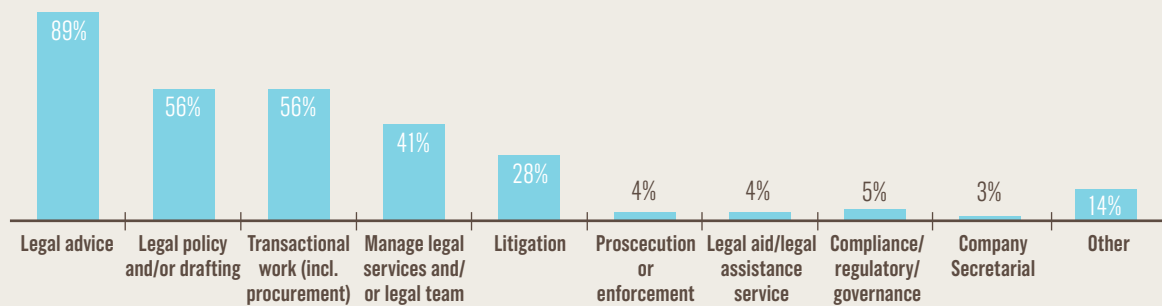
Employer and role continued

Components of role

Corporate respondents were asked to indicate which activities formed a main component of their role. As shown in Figure 4 below, the most common components included:

- legal advice (89%)
- legal policy and/or drafting (56%)
- transactional work (including procurement) (56%)
- managing legal services and/or legal team (41%), and
- litigation (28%).

Figure 4: Main components of role for corporate respondents (multi-response)



CORPORATE SOLICITORS

Employer and role continued

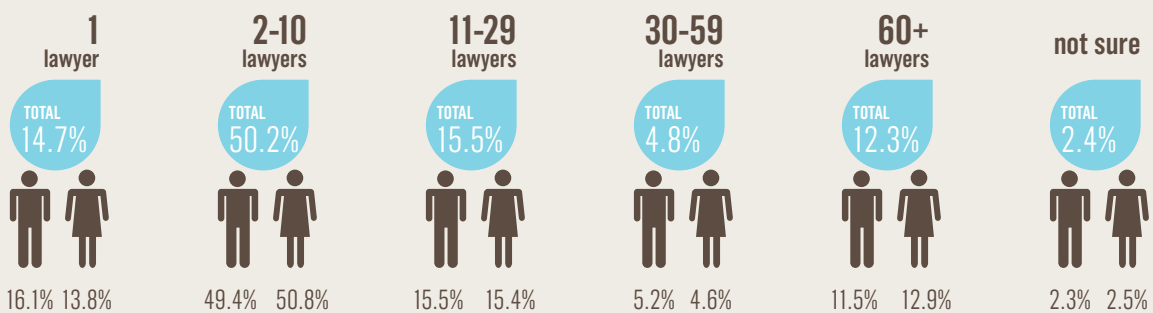
Number of lawyers in organisation

Respondents were asked to indicate the approximate number of lawyers working in a legal capacity in their organisation by selecting from five size bands (shown in Figure 5 below).

It was most common for corporate respondents to work in an organisation with between 2 and 10 lawyers (50%). Collectively, approximately four fifths (80%) of corporate respondents worked in an organisation with fewer than 30 lawyers. Working in larger legal practices was less common among corporate solicitors, with 12% working in an organisation with 60 or more lawyers.

The size of legal practice did not vary considerably by gender. Male respondents were slightly more likely to be employed as the only lawyer in their organisation (16% of males compared to 14% of females). Conversely, female respondents were more commonly employed in organisations with 60 or more lawyers (13% of females compared to 12% of males).

Figure 5: Number of lawyers in corporate respondents' organisation by gender



CORPORATE SOLICITORS

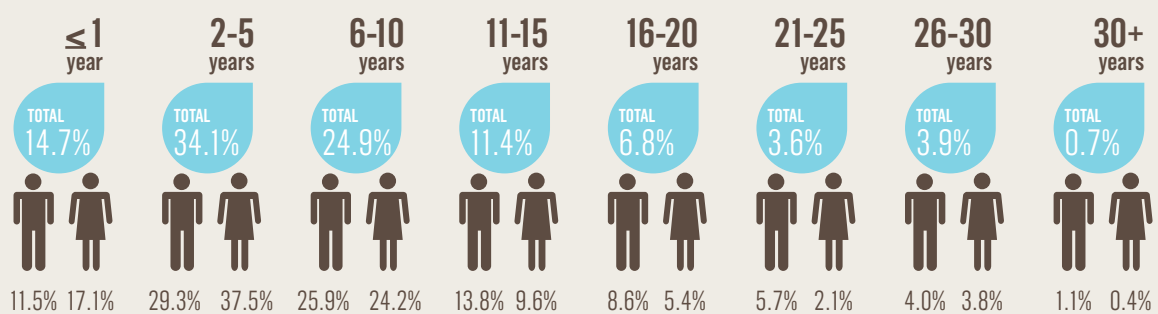
Private practice and in-house experience

Years practising in-house

Respondents were also asked to indicate how many years they had been practising in-house. As shown in Figure 6, close to half (49%) of corporate respondents had been practising in-house for 5 or less years while only 15% of solicitors had been employed in-house for 16 or more years. Close to three quarters (74%) of corporate solicitors had been employed in-house for 10 years or less.

Consistent with the results for solicitor age and years since admission, male respondents had typically been working in-house longer than female respondents. Approximately one fifth (19%) of male respondents had been employed in-house for 16 or more years, compared to only 12% of female respondents.

Figure 6: Years practising in-house for corporate respondents by gender



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Private practice and in-house experience continued

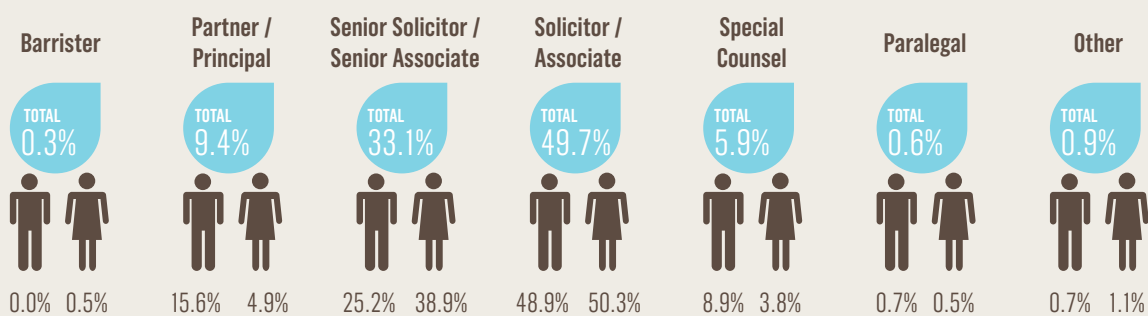
Prior private practice

More than three quarters of corporate respondents (77%) indicated they had worked in private practice prior to working in an in-house legal team. 78% of male respondents and 77% of female respondents reported prior experience in private practice.

Those respondents who indicated they had previously worked in private practice were asked to specify the role they had held in a private firm immediately prior to moving in-house. Corporate respondents had most commonly been employed as a Solicitor/ Associate (50%), followed by a Senior Solicitor/ Senior Associate (33%).

Considering the profile of responses by gender, male solicitors were more likely than female solicitors to have been employed as a Partner/ Principal before leaving private practice (16% of males compared to 5% of females).

Figure 7: Prior private practice role of corporate respondents by gender



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Private practice and in-house experience continued

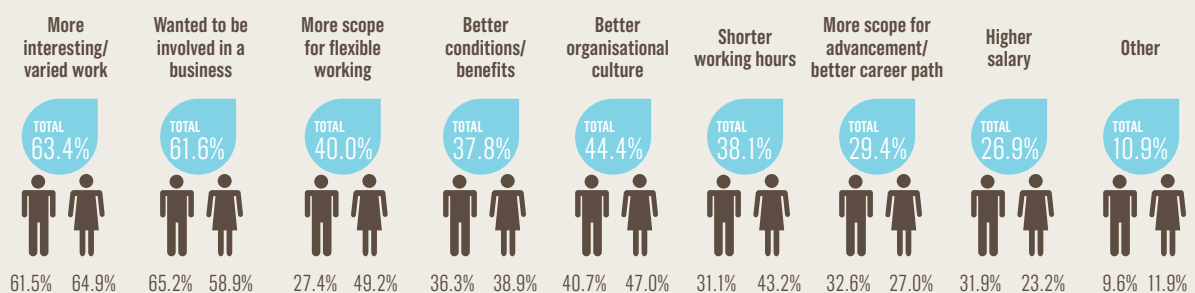
Reasons for moving in-house

Respondents were also asked to indicate the main reasons for their decision to move in-house. The most common reasons for moving in-house included:

- more interesting/ varied work (63%)
- wanted to be involved in a business (62%)
- better organisational culture (44%), and
- more scope for flexible working (40%).

Compared to male respondents, female respondents more commonly identified factors associated with work-life balance, including more scope for flexible working (49% female, 27% male) and shorter working hours (43% female, 31% male). In contrast, male respondents more commonly identified factors associated with career progression and rewards, including more scope for advancement (33% male, 27% female) and higher salary (32% male, 23% female).

Figure 8: Main reason for moving in-house for corporate respondents by gender (multi-response)



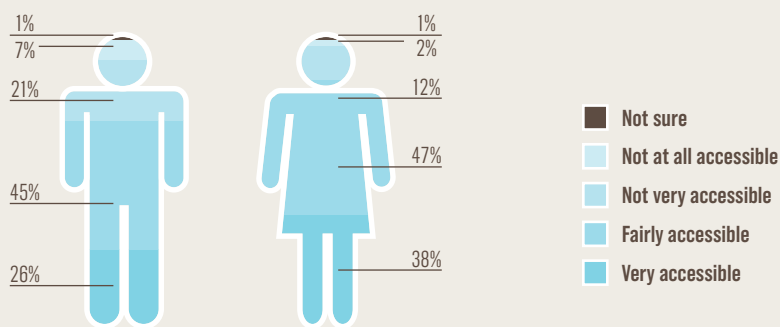
CORPORATE SOLICITORS

Flexible working arrangements

All corporate respondents were asked to rate the degree of accessibility of flexible working arrangements in their current organisation. Overall, 80% of respondents reported that flexible working arrangements were accessible to some extent (combined very accessible and fairly accessible). The results for males and females are set out in Figure 9 below.

Respondents were asked to indicate whether they had sought to access flexible working arrangements in their current organisation. Overall, 52% of corporate respondents had sought to access some type of flexible working arrangement. Females in the corporate sector were more likely than males to have sought flexible working arrangements (60% of females compared to 44% of males).

Figure 9: Accessibility of flexible working arrangements for corporate respondents by gender



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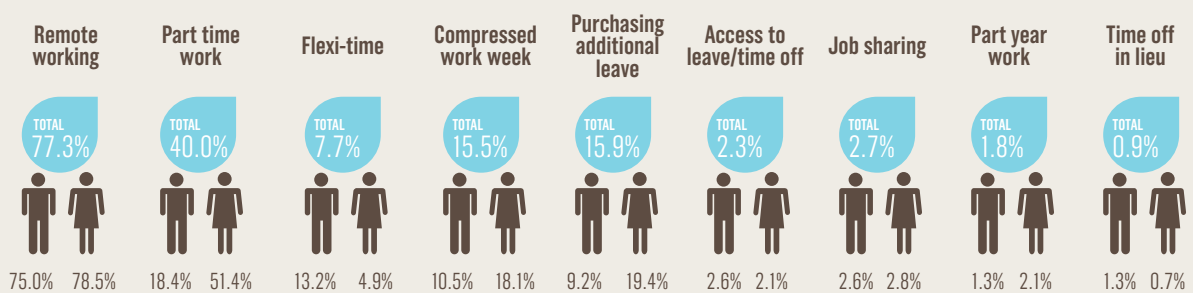
Flexible working arrangements continued

Respondents who reported they had sought to access flexible working arrangements were asked to specify the nature of the arrangement/s sought. The results are presented in Figure 10 below. The most common arrangements sought by respondents included:

- remote working (77%)
- part time work (40%)
- purchasing additional leave (16%), and
- compressed work week (16%).

Of those corporate respondents who sought flexible working, females were more likely than male solicitors to have sought part time work (51% of females compared to 18% of males).

Figure 10: Nature of flexible working arrangements sought by corporate respondents by gender



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Flexible working arrangements continued

Respondents were asked to specify the extent to which they were successful in accessing each type of arrangement they had sought. The results for the most commonly sought flexible arrangements are presented in Figure 11 below.

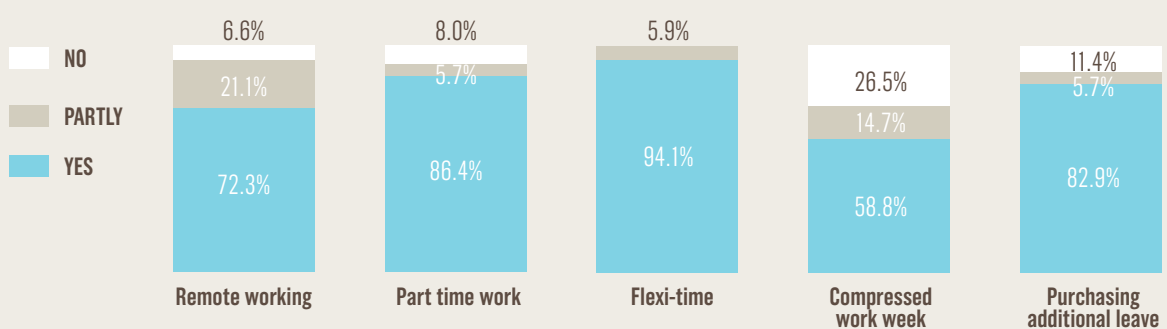
Overall, the majority of corporate solicitors were successful accessing the particular flexible working arrangement/s they had sought (with an additional proportion reporting they had been partly successful). Success was most commonly reported among those who had sought:

- flexi-time (94% fully successful, 6% partly successful), and
- part time work (86% fully successful, 6% partly successful).

The least success was reported among those who had sought:

- a compressed work week (27% unsuccessful), or
- purchasing additional leave (11% unsuccessful).

Figure 11: Success accessing flexible working arrangements for corporate respondents



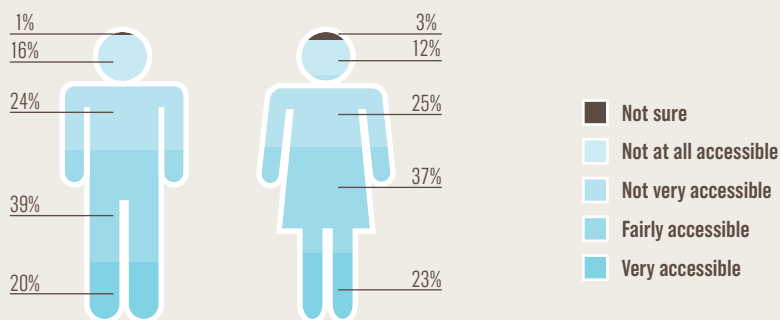
CORPORATE SOLICITORS

Mentoring opportunities

All corporate respondents were asked to rate the degree of accessibility of opportunities for informal or formal mentoring in their current organisation. Overall, 59% of corporate respondents reported that mentoring opportunities were accessible to some extent (combined very accessible and fairly accessible). The results for males and females are set out in Figure 12 below.

Respondents were asked to indicate whether they had sought to access mentoring opportunities in their current organisation. Overall, 36% of corporate respondents had sought to access some type of mentoring arrangement. Females in the corporate sector were slightly more likely than males to have sought mentoring (39% of females compared to 32% of males).

Figure 12: Accessibility of mentoring opportunities for corporate respondents by gender



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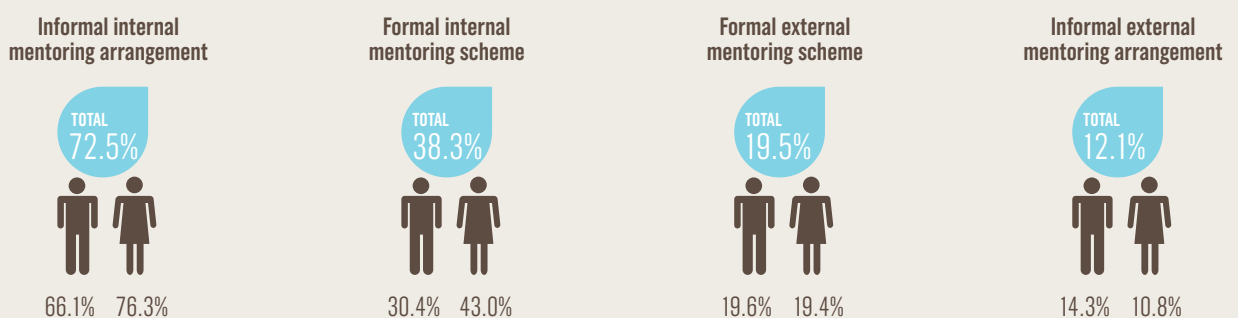
Mentoring opportunities continued

Respondents who reported they had sought to access mentoring opportunities were asked to specify the nature of the arrangement/s sought. The results are presented in Figure 13 below.

The most common type of mentoring sought by corporate respondents were internal arrangements. Almost three quarters (73%) of solicitors reported they had sought informal internal mentoring, whilst more than a third (38%) had sought access to a formal internal mentoring scheme.

Of those corporate respondents who sought mentoring opportunities, females were more likely than males to have sought internal mentoring (both informal and formal).

Figure 13: Nature of mentoring opportunities sought by corporate respondents by gender (multi-response)



CORPORATE SOLICITORS

Mentoring opportunities continued

Respondents were asked to specify the extent to which they were successful in accessing each type of mentoring opportunity they had sought. The results are presented in Figure 14 below.

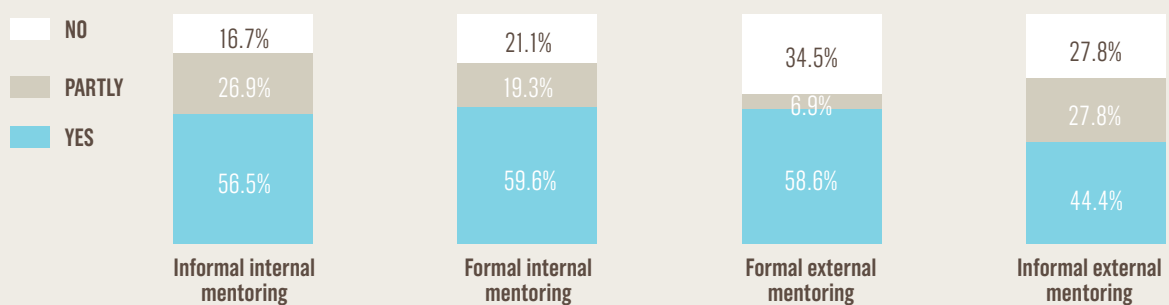
The majority of corporate solicitors were at least partly successful accessing the particular mentoring arrangement/s they had sought. Success was most commonly reported among those who had sought internal mentoring arrangements:

- formal internal mentoring (60% fully successful, 19% partly successful)
- informal internal mentoring (57% fully successful, 27% partly successful).

The least success was reported among those who had sought external mentoring:

- formal external mentoring (35% unsuccessful)
- informal external mentoring (28% unsuccessful).

Figure 14: Success accessing mentoring opportunities for corporate respondents



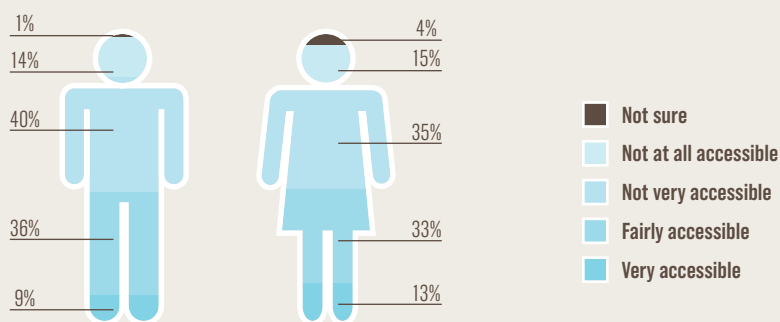
CORPORATE SOLICITORS

Opportunities for career progression

All respondents were asked to rate the degree of accessibility of opportunities for career progression in their current organisation. Overall, 45% of corporate respondents reported that career progression opportunities were accessible to some extent (combined very accessible and fairly accessible). The results for males and females are set out in Figure 15 below.

Respondents were asked to indicate whether they had sought to access career progression opportunities in their current organisation. Overall, 45% of corporate respondents had sought to access some type of career progression opportunity. Males in the corporate sector were more likely than females to have sought access to career progression opportunities (47% of males compared to 44% of females).

Figure 15: Accessibility of career progression opportunities for corporate respondents by gender



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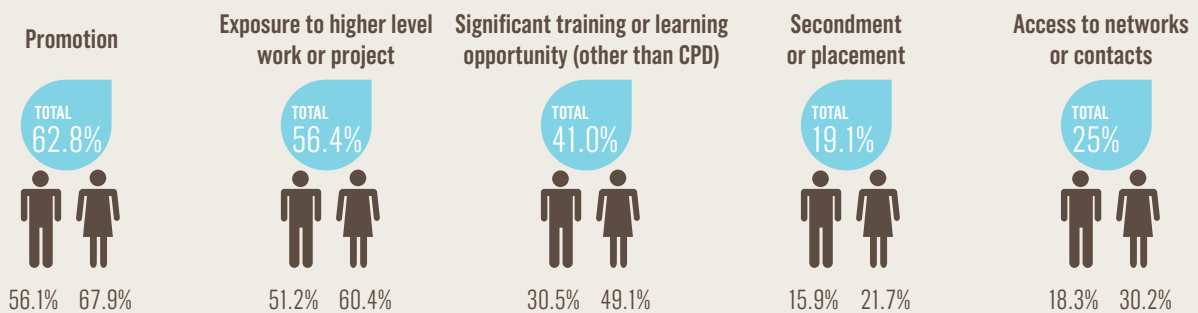
Opportunities for career progression continued

Respondents who reported they had sought to access career progression opportunities were asked to specify the nature of the opportunities sought. The results are presented in Figure 16 below for male and female corporate respondents. While a higher proportion of males sought access to career progression opportunities overall, the results indicate that females were more likely to pursue multiple career progression opportunities, with a greater proportion of females than males pursuing each individual type of opportunity.

The most common opportunities sought by corporate respondents included:

- promotion (63%)
- exposure to higher level work or project (56%), and
- significant training or learning opportunity (other than CPD) (41%).

Figure 16: Nature of career progression opportunities sought by corporate respondents by gender



CORPORATE SOLICITORS

Opportunities for career progression continued

Respondents were asked to specify the extent to which they were successful in accessing each type of career progression opportunity they had sought. The results are presented in Figure 17 below.

The majority of corporate solicitors were at least partly successful accessing the particular career progression opportunity they had sought. Success was most commonly reported among those who had sought:

- higher level work or project (59% fully successful, 31% partly successful)
- significant training or learning opportunity (52% fully successful, 29% partly successful), and
- accessing networks and contacts (51% fully successful, 28% partly successful).

The least success was reported among those who had sought:

- secondment or placement (33% unsuccessful), or
- promotion (23% unsuccessful).

Figure 17: Success accessing career progression opportunities for corporate respondents

