

# PORTUGAL CONTINUES TO WIN IN GENDER EQUALITY



Portugal exceeds equality in total numbers and lawyers and doubles Spain in the percentage of female partners. This is one of the conclusions of the study carried out on the presence of women in the private legal sector in Iberia, which gathered data from 40 of the law firms with the highest turnover in Spain and Portugal. The general data reveal the constant growth in the presence of women in management positions, which is where the greatest disparity still lies. In our country, only two firms have in total more women than men (Baker McKenzie and Barrilero), although 75% of them have a total percentage of women over 40%

by desiré vidal

A comparison between Spain and Portugal shows that the neighbouring country is ahead of us in the race for gender equality in decision-making positions. Portugal exceeds parity both in total and in lawyers and is twice as big as Spain in the percentage of female partners. But far from being a novelty, this was already the case five years ago, as can be seen in the study carried out in 2015 by Iberian Lawyer. Currently, only two of the surveyed firms have female managing partners in Portugal (curiously, two Spanish firms): Cuatrecasas (Maria João Ricou) and GA\_P (Mafalda Barreto), and two of the firms studied in Spain: EJASO ETL Global (Isabel Sobrepera is managing partner of its Barcelona office) and Garrigues (Miriam Barrera is co-director of its Barcelona office).

In Spain, despite the fact that, as we shall see, the gender gap is becoming narrower thanks to equality and work-family balance policies, among

others, implemented by the firms, we observe that there are some cases where the absence of women is still striking as we move upwards to the partnership. The study confirms what we already knew from other studies in the sector: that the lack of equality occurs, above all, in decision-making positions. In this sense, approximately half of the firms in the study maintain parity between men and women in the number of lawyers (between 47% and 53%). In all of them, more than a third of the lawyers are women, but never more than three quarters. In this category (lawyers), more than half of the firms (12 out of 20) have more female than male lawyers.

In all categories, **Baker McKenzie** is the winner in parity in the three tables in this ranking; number of lawyers, number of partners, and total percentage. Ninety-seven of its 159 lawyers are women (61%) and, 14 out of its 39 partners are women (36%). These numbers consolidate the firm as a total leader, with 56% of women including lawyers and partners.

The figures are in line with the announcement made in 2019 by Baker McKenzie, who that year set its overall aspirational target at 40:40:20 per cent gender diversity, to represent 40% women, 40% men and 20% flexible (women, men or non-binary persons). This target was to be applied to partners, senior business professionals, firm committee leadership and candidate pools for recruitment. Baker McKenzie set a target date of July 1, 2025. Starting from that date, all candidate pools for external recruitment for partners or senior business professionals should meet the new targets. **Constanze Ulmer-Eilfort**, Global Diversity & Inclusion Committee chair and member of Baker McKenzie's Global Executive Committee said: "We have made a big step towards providing equal opportunities for women with the overwhelming support of our senior leadership. Twenty years after electing the first female chair of any global law firm, I am proud to say that once again, Baker McKenzie is leading the way in the legal sector."

### Comparison in the percentage of women (total, lawyers and partners) Spain-Portugal

	SPAIN	PORTUGAL
<b>TOTAL PERCENTAGE</b>	43.3%	52.3%
<b>PERCENTAGE OF WOMEN LAWYERS</b>	50.2%	58.6%
<b>PERCENTAGE OF WOMEN PARTNERS</b>	17.7%	32.6%

## Percentage of women lawyers (excluding partners) in law firms

N.	FIRM	TOTAL	FEMALE	PERCENTAGE
1	<b>Baker McKenzie</b>	159	97	61.0%
2	<b>Barrilero</b>	78	47	60.3%
3	<b>ECIJA</b>	124	68	54.8%
4	<b>Hogan Lovells</b>	97	53	54.6%
5	<b>Pérez-Llorca</b>	219	119	54.34%
6	<b>Allen &amp; Overy</b>	94	51	54.26%
7	<b>Clifford Chance</b>	120	65	54.2%
8	<b>HSF*</b>	78	42	53.8%
9	<b>CMS</b>	94	48	51.1%
10	<b>Cuatrecasas</b>	882	444	50.34%
11	<b>Andersen</b>	173	87	50.30%
12	<b>Garrigues</b>	920	462	50.2%
13	<b>Ramón y Cajal</b>	108	54	50.0%
14	<b>Ashurst</b>	61	30	49.2%
15	<b>Lener</b>	66	32	48.5%
16	<b>EJASO ETL GLOBAL</b>	73	35	47.9%
17	<b>Uría Menéndez*</b>	352	161	47.0%
18	<b>GA_P</b>	214	91	42.5%
19	<b>Linklaters</b>	108	43	39.8%
20	<b>DLA Piper</b>	65	24	36.9%
	<b>TOTAL</b>	4,085	2,053	50.3%

In ties with one decimal, two-decimal applies

\* Data retrieved from the firm's corporate website on August 31

**IN SPAIN, THE NORM IN THE LAWYERS' WORKFORCE IS PARITY, WITH A SLIGHT DEVIATION RANGING FROM 37% IN THE LESS GENDER-EQUAL FIRMS TO 61% IN THOSE THAT HAVE MORE WOMEN, WITH THE TOTAL PERCENTAGE IN THAT SECTION BEING 50%**

Baker McKenzie is followed by **Bufete Barrilero y Asociados**, with a total of 54% women including lawyers and partners. Specifically, 47 out of the 78 lawyers on its staff are women (60%). They are in the second position although their average number of women partners drops to 30%, with six women from among a total of 20 partners. However, according to the firm, there are 17 women on the management team. On the other hand, the firm confirms that, although it is not data that they disclose, "in no case have there been nor will there be any gender-based differences in salaries. Salaries are analogous among lawyers of the same category regardless of gender and, as it cannot be otherwise according to our vision of an organisation that aspires to excellence, remuneration is based on a meritocratic system."

The firm's managing partner, **Eduardo Barrilero**, explains that: "When the law firm was founded in 1991, the staff consisted of two partners and four associates. At first, there were clients who were reluctant to have women as their legal advisers. Those were times when the role of women in the business world was far from being equitable, and yet our response was always the same: 'we will give you the best lawyer for your case, regardless of whether it is a man or a woman.' This has been an attitude of which we have been proud since our birth, with naturalness and professional rigour and also, without any doubt, one of the keys to our success. Our gender policy is based on meritocracy and equal opportunities.

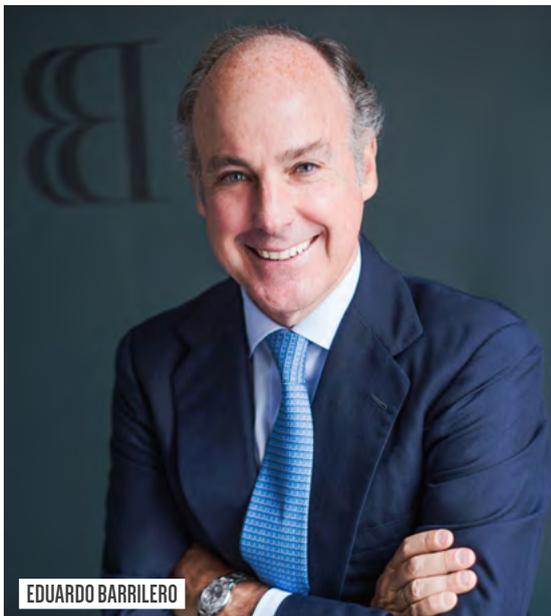
The figures testify, as far as our management team is concerned, that Bufete Barrilero y Asociados is capable of creating a favourable environment to attract talent and promote full professional development regardless of gender factors, thus giving rise to a natural tendency to balance the number of partners. With regard to work-family balance, we have implemented measures for years to optimise work flexibility, trusting personal responsibility and emphasising quality and results, favouring the freedom of our entire team to organise their

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work and enjoy their family.”

Following, in the third position in the total table (women lawyers and partners) we find **Allen & Overy**, with a 48.2%. The difference between the percentage of female lawyers on the staff and the number of female partners is greater in this case: the firm exceeds parity in the first data (54.2%) and holds the sixth position in the lawyers table, but nevertheless falls to 12.5% in the second with only two women in the partnership as opposed to 14 men, and ties in this section with Andersen, with both firms holding the fourteenth position in the partners’ table. The firm understands this number as a 100% growth in the last five years, since in 2015 there was no presence of women in this segment of the firm.

**Silvia Bauzá**, partner and head of the Labour department at Allen & Overy in Spain, explains that “for A&O, gender diversity is a strategic priority at a global level, with 45% of the partners promoted last year being women. From Spain, we are totally committed to achieving equal opportunities among our professionals, so that there are no barriers to female talent taking its rightful place within the firm. We are making this objective a reality through our gender working group, which has implemented numerous programmes and specific actions, such as specific training in female leadership for our female lawyers, a coach specialised in the maternity period and bias training that was given to all members of the firm, regardless of whether they were men or women, among many other initiatives. At Allen & Overy,



equality and diversity are part of our culture and values and are intrinsic to everything we do.”

In the fourth place, nearing parity, with 47.9% female lawyers and partners, is **Hogan Lovells**. The firm also exceeds parity in the total number of female lawyers in this category with 54.6% but drops to 18% at the partnership level (4 partners out of 22), tying with Garrigues. The firm says that almost 42% of Hogan Lovells’ global Board are women.

**Laida García Gaztañaga**, COO at Hogan Lovells’ Madrid office, says that “we defend that talent is not a matter of gender, but that men and women should be valued for their capacities, experience and skills. We are part of a collaboration agreement with the Secretary of State for Equality within the framework of the ‘More women, better companies’ initiative to increase the presence of women in management positions, Management Committees and Boards of Directors. We are known for being a pioneering firm as we were the first to sign the agreement in 2014, and we have always been committed to achieving a balanced participation of women and men in management positions. We have currently renewed the agreement for the next four years (2019/2023). Likewise, we have a local and global Diversity Committee through which we promote the career of women in decision-making positions.”



LAIDA GARCÍA GAZTAÑAGA



CONSTANZA VERGARA

**Herbert Smith Freehills**, whose data have been collected from its corporate website, lies in this same range in terms of total presence. According to their website, the firm exceeds the level of parity in terms of female lawyers (53.8%), while it holds the thirteenth place in the partners table, with only two women out of a total of 14 partners.

With a very similar total percentage (47.78%), in **Pérez-Llorca** women lawyers also outnumber men (54.3%), holding the fifth place in this category, while it is in the seventh place in terms of the number of partners, with ten women out of a total of 51. Three women are, in addition to partners, heads of a practice area. The firm states that “it is ensured at all times that there are no gender-based pay differences among its professionals.”

**Constanza Vergara**, partner and corporate director, explains that “at Pérez-Llorca we aim to have an increasing presence of women in internal decision-making bodies and management positions. To this end, we apply various measures and mechanisms that allow us to guarantee equal opportunities among all employees regardless of their gender. If we talk about partners, almost 19% are women, and

if we talk about management positions, we reach 67%.” **Clifford Chance** is one of the twenty law firms studied where the disparity is most acute and evident. While they exceed parity in terms of the number of women lawyers (54.17%), the drop brings them to the bottom in terms of the number of female partners, with only one woman in the whole partnership (23), only 4% female presence in this category. This is a problem of which the firm is fully aware. “It is important to analyse the data. In Clifford Chance’s offices in Spain, we have 55 lawyers and 65 female lawyers and 23 partners, 22 of whom are men. Although women represent 54.17% of the lawyers, at partner level, this percentage is reduced to 4.35%. The data show, therefore, that there is a gender gap at the partner level. I believe that this is a reflection of what is happening in our society, which is the reduced presence of women in management positions (women in senior management represented 16% in 2019, according to the latest data published by the CNMV). The data show evidence of which our firm is aware and which wants to repair, hence the very ambitious objectives that have been set are not the end but the beginning. It is now a matter of implementing the measures that will enable these objectives to be achieved. It is obviously very positive that the firm has made this announcement in the present circumstances. It shows what the firm’s values are. Furthermore, I believe that the COVID-19 crisis is going to change some things in our society (for example, the culture of face-to-face work), which can encourage the adoption of measures that help to promote gender equality,” points out **Yolanda Azanza**, partner at Clifford Chance Madrid office.

## IN ONLY TWO FIRMS (BAKER MCKENZIE AND LENER) MORE THAN A THIRD OF THEIR PARTNERS ARE WOMEN

**ECIJA** is another of the firms where, despite the fact that the average number of female lawyers is above parity (54.8%), with 68 women lawyers compared to 56 men, the average number of women partners falls to 24%, with 12 partners out of a total of 50, leaving the total average at 46%. In this firm, the increase of partners in the last five years has been 66%, going from 4 to 12 partners since 2015. Only three of these women are part of the Board of Directors.

**Alejandra Riquelme**, ECIJA’s Chief Happiness Officer, shows the 2019 Global Diversity Plan as part

## Total percentage of women (lawyers and partners) in law firms

N.	FIRM	TOTAL	FEMALE	PERCENTAGE
1	<b>Baker McKenzie</b>	198	111	56.1%
2	<b>Barrilero</b>	98	53	54.1%
3	<b>Allen &amp; Overy</b>	110	53	48.2%
4	<b>Hogan Lovells</b>	119	57	47.9%
5	<b>HSF*</b>	92	44	47.83%
6	<b>Pérez-Llorca</b>	270	129	47.78%
7	<b>Clifford Chance</b>	143	66	46.2%
8	<b>ECIJA</b>	174	80	46.0%
9	<b>Lener</b>	87	39	44.8%
10	<b>CMS</b>	118	52	44.%,
11	<b>Ashurst</b>	76	33	43.4%
12	<b>Andersen</b>	213	92	43.2%
13	<b>Cuatrecasas</b>	1,108	478	43.1%
14	<b>EJASO ETL GLOBAL</b>	105	45	42.9%
15	<b>Garrigues</b>	1,195	512	42.8%
16	<b>Ramón y Cajal</b>	149	57	38.3%
17	<b>Uría Menéndez*</b>	459	174	37.9%
18	<b>GA_P</b>	265	100	37.7%
19	<b>Linklaters</b>	127	46	36.2%
20	<b>DLA Piper</b>	85	28	32.9%
	<b>TOTAL</b>	5,191	2,249	43.3%

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\* Data retrieved from the firm's corporate website on August 31

of ECIJA's Equality initiatives: "We are working on the 2020-2021," they point out. Furthermore, they mention acknowledgements and ongoing initiatives associated to diversity: "ICAM Equality Seal (acknowledgement to our plan), Diversity Foundation (a diversity charter we have joined), Women in a Legal World (telework and innovation statement) and For + women STEM."

"We are a firm committed to diversity, which has an ambitious Global Diversity Plan, in a permanent commitment to technology and the professions of the future. It is not in vain that the firm was born with innovation and technology in its DNA. In its daily activity, it incorporates an important technological and innovative component into its legal advice, which makes the firm very sensitive to the gap that exists between women and men in the professions of the future," Riquelme points out. They also ensure that, at both the associate and partner levels, men and women have the same remuneration according to their responsibility, although they do not provide data.

In the case of **Lener** the data are more balanced, to say the least, as it holds the fifteenth position regarding the number of women among its lawyers (48.5%), but rises to number two with respect to the number of female partners, only behind Baker McKenzie, with seven women partners as opposed to 14 male partners (21 in total), representing 33.3%. "Since 2015, 37.5% of all the partners who have joined are women," says the firm, which has one female partner on the Board of Directors and two women partners heading areas. Lener responds in terms of pay; the average partner's salary is €120,000 and the lawyer's salary, –they make no distinction by

gender– ranges between €45,000 and €50,000.

"The gender gap in the legal sector –as a collegiate profession– is less than in other sectors, as confirmed by the annual survey of the Wage Structure and Gender Pay Gap indicator, which is around 15%," reports **Carmen Galán**, partner and head of Lener's Labour department. "In our firm," she continues, "women have the same tools to access the opportunity to be a partner, being able to reach the



YOLANDA AZANZA



ALEJANDRA RIQUELME



CARMEN GALÁN

highest positions in the organisation, in accordance with the career plan policy. Flexible working hours, teleworking, and the provision of technological tools allow us to work from any location and also organise our time. This is why maternity and extended working hours have never been a problem. Likewise, these policies aimed at flexibility, boosting productivity as opposed to absenteeism, have allowed female employment in Lener to increase year by year until today, when 83 out of a total staff of 147 professionals are women.”

At **CMS Albiñana & Suárez de Lezo**, the difference between categories is once again striking. Although they exceed parity in the case of the number of lawyers (51.1%), at the partner level, they fall to 16.7%, ranking the tenth position in the partnership table, having only four women among their 24 partners. Three of them, however, are members of the Board of Directors and one is head of an area. In the firm, the average partner remuneration (equity and non-equity) is €450,130 and the average lawyer pay (from junior to counsel) is €57,405.

**María González Gordon**, partner and head of IP & Digital Business, points out that at the firm “we seek to support and reflect today’s society in our policies for selecting professionals, as well as in our salaries. We are proud that both are objectively based on the value, capacity and experience of the professional, without the influence of gender, or other issues such as race, religion or sexual orientation. At CMS, we maintain fair conduct in hiring and promotion. The parity between the number of female and male lawyers in our firm reflects the current ratio in universities. Our goal is to ensure that this ratio is maintained throughout the course of our colleagues’ careers at the firm. Although there are elements that purely depend on the professional, such as personal initiative, CMS ensures that women are invited and encouraged to participate in the promotion process. Likewise, there is a great awareness of creating a suitable balance at the partner level, and it is a task in which we have to continue working to encourage our female colleagues to join the firm and attract the best female talent. We are currently four women partners, and we are all very motivated to generate interest among our associates at all levels. Although it is true that the general perception, especially among the younger generations, is that being a partner does not allow for work-family balance, given the responsibility it entails, we continue working to create a law firm model that offers our female partners the opportunity to advance in their careers under fair conditions based on merit and performance, but flexible and agile to take advantage and enrich ourselves with the benefits that diversity brings: of gender, of abilities, of skills, of vision... We are therefore

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working on increasing internal measures that not only do not hinder in any way the career of women in the office, but in particular encourage and promote them, and ensure that those same current proportions are maintained throughout their career. In recent years we have launched several initiatives to promote and support the careers of women lawyers. More than a year ago, we launched the #CreatingMoreSuccess programme aimed especially at women (although it was also open to anyone who wanted to participate). It is a forum and mentoring programme where we share issues that our professionals see as needing improvement and seek solutions to them.”

Although in the last five years, the presence of women in **Ashurst** at a global level has increased by 7%, from 18% to 25%, “in Madrid, the increase has also been 5%, with the number of female partners currently representing 20% of the total and in 2015 it was 15%,” says the firm. The fact that they have only three women out of a total of 15 partners means that they are ranked in the sixth place, tied with DLA Piper, in the partners’ table. However, these three women partners are heads of area. In its global Board of Directors, out of its 10 members, 3 are women and, 4 out of the 13 members of its Executive Committee are women. “In the global Executive Committee and Board of Directors (because in Spain we do not have one) there is currently no member from our Madrid office. However, one of the regional directors is Cristina Calvo, director of Continental Europe, who is a Spanish Real Estate partner,” explains **Jorge Vázquez**, managing partner of the firm in Spain, who replaced María José Menéndez in 2019, who was in the post for three years.

**Andersen**, in the twelfth position in the table of totals (43.2%), is another of the cases in which women are in parity and even slightly exceed it in the category of lawyers (50.3%, eleventh position) while in the table of partners they fall to the fourteenth place, shared with Allen & Overy with a 12.5% female presence in the partnership; 5 out of a total of 40 partners are women. The firm does not have any women on its Board of Directors either, but it does have three women head of area. Among them is **María Olleros**, partner and head of the Tax department, who explains to Iberian Lawyer that: “At Andersen, there are no salary differences between men and women. All the professionals are evaluated with the same criteria and, depending on their position; they are included in the existing salary bands for each one of them, which are based on experience, responsibility, management and origination, among others.



MARÍA GONZÁLEZ GORDON



MARÍA OLLEROS

Regarding access to management positions, the firm has not established a quota system and defends meritocracy, the basis of work and effort, in order to achieve objectives. Personally, I think that we must have a more open mentality and encourage women with great potential to position themselves in management positions. Sometimes responsibility on several fronts means that we ourselves do not take that step, so we must continue working on facilitating work-family balance within companies and, although much progress has been made, on a social change in which responsibilities and the perception of them are equal for men and women in both the professional and personal spheres.”

Cuatrecasas and Garrigues, the two largest firms by headcount (more than 1,000 partners and lawyers), are almost evenly matched in terms of numbers and maintain exact parity in the lawyers’ category, although both remain slightly below parity (43%) in the table of totals. In the case of **Cuatrecasas**, from among its 882 lawyers, 444 are women (50.3%), and out of the firm’s 226 partners, 34, that is, 15%, are partners, falling to the twelfth position in the table in this category. This last figure has grown, according to the firm, by 10% over the previous five years, which means that the firm has added three new partners in this period. Two out of the twelve members of its Board of Directors are women, 17%, a figure that has



remained the same since 2017. In our country, the firm also has four female partners leading practice areas (two in the Barcelona office, one in Girona and one in the Madrid office).

In the firm's 2017-2018 corporate report (latest available), the problem of the gender gap is highlighted. "We are clear about the challenge of the legal sector. More than half of our team are women, however, we are losing female talent in the progression to the partnership and management levels. We are not content with this being a situation common to the sector and we have put this issue at the centre of our business strategy [...] Our 2020 Strategic Plan created a monographic working group dedicated to promoting female talent and eliminating the barriers that make it difficult for women to reach the top of their careers. As a result of this work and with the encouragement of the Equality Committee, the following measures were put in place":

- Renewal of Management Committees, to encourage the participation of female members and managers by applying the principle of appointing women when there are several candidates who meet the same conditions.
- Reduction of 5% of chargeability in matters to mother associates and commercial action plan
- Extension of the smart working pilot to 200 professionals (this data may be outdated as it belongs to the 2017-2018 report)

- Annual participation of members and managers in Promociona
- Flying goals; training programme focused on pre-management categories.
- Woman in Business event and WIB Lunch in Barcelona

The case of **EJASO ETL Global** is quite the contrary: it leads in terms of the number of partners, in third position after Lener and Baker McKenzie, with 31.3% of partners; 10 women out of a total of 32. A number that the firm has reached in the last five years, since in 2015 there were only six women partners at EJASO, reflecting an increase of 66% in this period. Three of the women partners are also area heads, and one of them, Isabel Sobrepera, is managing partner of the Barcelona office. However, the firm is in the sixteenth place in the lawyers table. Although it is still within the range nearing parity (47.9%), this brings it down to fourteenth place in the total table of lawyers and partners (42.9%).

As for salaries, the firm states that "we do not share figures, but there is no gender bias. There is a career system to which wage ranges are linked regardless of gender."

"Over the last few years, EJASO ETL Global has been developing internal policies such as teleworking, flexible hours and intensive working hours during the summer period and every Friday of the year, to facilitate the balance of personal and professional life for all our staff in a real and effective way. In July 2017, we took a further step forward and joined the anonymous curriculum vitae project, whose purpose is to implement depersonalised selection processes, in order to avoid possible gender bias in personnel selection processes and, where appropriate, professional promotion. Along the same lines of commitment, and also in 2017, we drew up an action protocol against harassment and began to work on our Equality Plan. This plan, which came to light in 2018, was carried out after an exhaustive analysis of our real situation in terms of gender and helped us to define improvement objectives related to the staff structure and organisational culture. We are aware that much remains to be done in this regard, but we believe that every step is significant in rowing for equal

## Percentage of women partners in law firms

N.	FIRM	TOTAL	FEMALE	PERCENTAGE
1	<b>Baker McKenzie</b>	39	14	35.9%
2	<b>Lener</b>	21	7	33.3%
3	<b>EJASO ETL GLOBAL</b>	32	10	31.3%
4	<b>Barrilero</b>	20	6	30.0%
5	<b>ECIJA</b>	50	12	24.0%
6	<b>DLA Piper</b>	20	4	20.0%
	<b>Ashurst</b>	15	3	
7	<b>Pérez-Llorca</b>	51	10	19.6%
8	<b>Garrigues</b>	275	50	18.2%
	<b>Hogan Lovells</b>	22	4	
9	<b>GA_P</b>	51	9	17.6%
10	<b>CMS</b>	24	4	16.7%
11	<b>Linklaters</b>	19	3	15.8%
12	<b>Cuatrecasas</b>	226	34	15.0%
13	<b>HSF*</b>	14	2	14.3%
14	<b>Allen &amp; Overy</b>	16	2	12.5%
	<b>Andersen</b>	40	5	
15	<b>Uría Menéndez*</b>	107	13	12.1%
16	<b>Ramón y Cajal</b>	41	3	7.3%
17	<b>Clifford Chance</b>	23	1	4.3%
	<b>TOTAL</b>	1,106	196	17.7%

Absolute ties share ranked position

\* Data retrieved from the firm's corporate website on August 31

opportunities in the sector," says **Gonzalo Grandes**, partner and head of the Litigation department and member of the Executive Committee of EJASO ETL Global.

Despite the differences in the size of the firm, **Garrigues** is relatively tied with Hogan Lovells in the eighth position in terms of the percentage of female partners; the most valuable criterion in this ranking

if we only take into account the demand for an increase in women in decision-making positions within the firms. In this sense, 50 out of the 275 partners of Garrigues are women (18.2%). As we have already mentioned, in terms of the number of women lawyers, the firm is included in the exact parity section, with 50.2%, together with Cuatrecasas, Andersen, and Ramón y Cajal. Four women hold positions of special responsibility in Garrigues; two area heads, one area co-director, and the co-managing partner of the Barcelona office, Miriam Barrera. At a global level, there are three women leading practice areas.

Regarding the gender gap, **Lourdes Ramos**, head of HR of Garrigues, says: "At Garrigues, we are committed and strongly focused on ensuring equal opportunities. We have been working in this area for many years, and proof of this is that in 2008 we launched our first Equality Plan, which was a pioneer in the Spanish legal sector. We continue to move forward with the second plan, in 2017, with the aim of consolidating and creating other measures which will continue to promote equal treatment and opportunities and the balance of work and family life. In this work, the commitment of senior management is firm and has been key to implementing such important internal initiatives as the Mentoring Programme for women or the Garrigues Optimum Plan, which allows all the firm's employees to enjoy a reduced working day for two years after the end of their maternity/paternity leave without affecting their professional development or reducing their remuneration. We will continue to work and promote new measures to guarantee a working environment that always respects equality and diversity in its broadest sense."

At the firm they provide some data, pointing out the "Equality in the Company" badge that was granted to them in 2017 by the Spanish Ministry of Health. In 2018, the Garrigues Optimum Plan was a finalist in the Financial Times European Legal Sector Innovation Awards and a year later, in February 2019, the Community of Madrid awarded Garrigues the mention for "Equality in the Company" in the 1st Edition of the Social Responsibility in Employment Awards.

**Ramón y Cajal Abogados** is the first of the firms whose totals show, despite reaching the exact parity (50%) in the number of female lawyers,



GONZALO GRANDES



LOURDES RAMOS



FRANCISCO PALÁ

women below 40%, with a percentage of 38.3% of its female lawyers and partners. The drop in the number of female partners is, after Clifford Chance, the most striking, as only 7.3% of the total

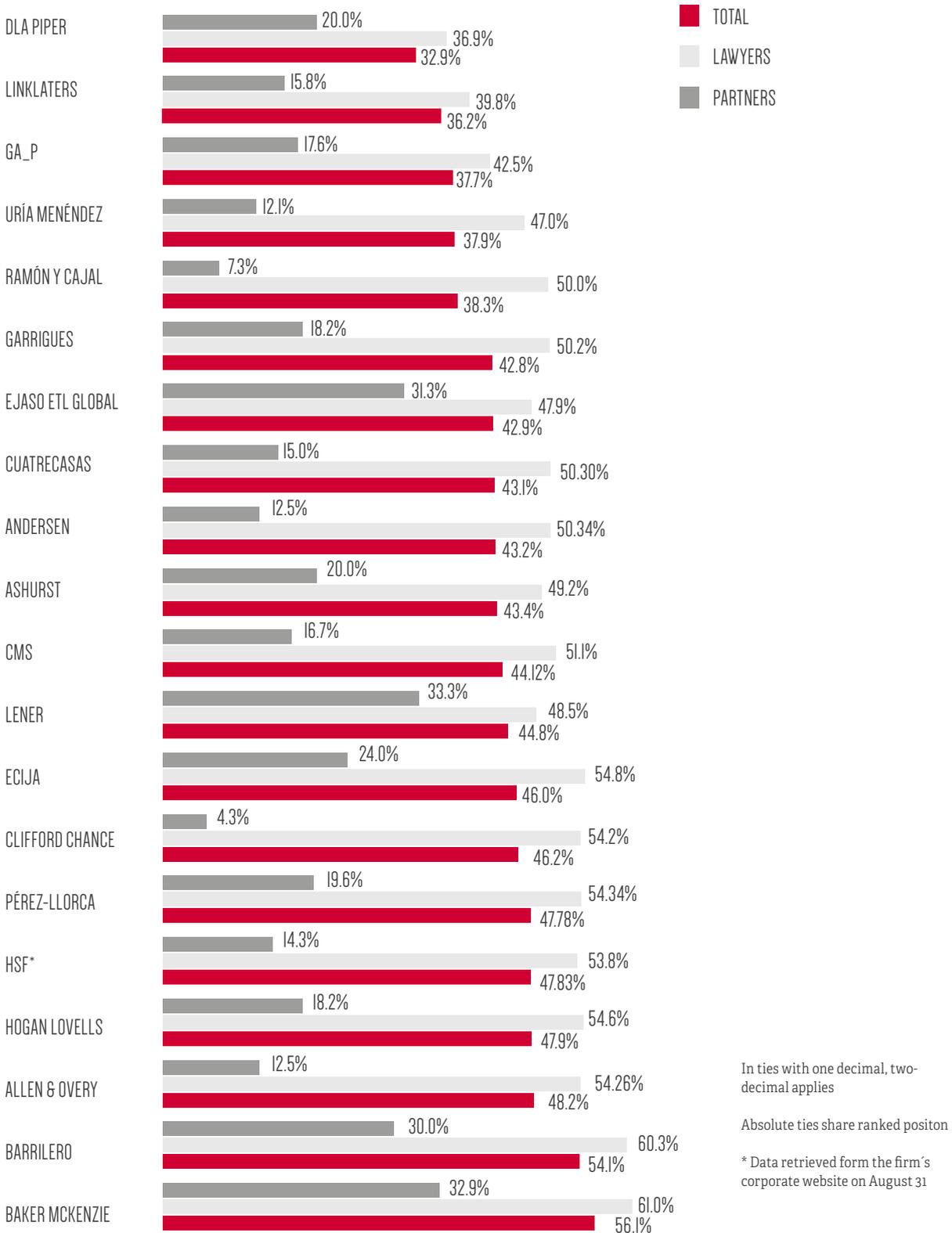
number of the firm's partners are women, specifically three out of 41. Of this number, only one partner is a member of the Board of Directors and is also head of area. With regard to the salary, the firm tells us that "there is a wide range in salary according to professional categories," without going into further detail.

**Francisco Palá**, the firm's managing partner, tells us that "The vast majority of large firms still suffer from a significant gender gap that affects the category of partners, but not the other professional categories where there is total parity. In recent years, at Ramón y Cajal Abogados, we have seen an increase in the number of female partners through internal promotion. The evolution of society itself, together with the gender policies being promoted by the public authorities, will mean that the situation of imbalance that still exists will be overcome in the coming years."

**Uría Menéndez**, whose data was obtained from its corporate website at the end of August, is in the fifteenth position in terms of the number of female partners in Spain; 13 women out of a total of 107 (12%). They are closer to parity in terms of the number of lawyers with 47%, adding 161 women among their 352 lawyers in their Madrid, Barcelona, Bilbao and Valencia offices. The total number of female lawyers and partners in the firm in Spain is, according to the same web data, 37.9%, holding the 17th position. In the firm's 2018 corporate report (the latest available), it is highlighted that five promotions to partner took place that year, two of which were women.

**FIRMS SUCH AS CLIFFORD CHANCE, MAINTAIN A GOOD PARITY IN THE NUMBER OF LAWYERS, BUT THIS HAS NOT YET BEEN ESTABLISHED IN THEIR PARTNERSHIP (THEY ARE RANKED THE LOWEST WITH 4.3%). IT IS HOPED THAT THIS IMBALANCE WILL STABILISE AS PARTNER PROMOTIONS ARE MADE, AS THE SOURCE OF EQUALITY REALLY LIES IN THE LAWYERS WHO HAVE NOT YET BEEN PROMOTED.**

## Comparative of women presence percentage in law firms by category



**Gómez Acebo & Pombo** follows, with a total percentage of 37.7%; its women lawyers make up 42.5% and its women partners 17.6%. The firm points out that two out of the six partners that make up its Board of Directors are women, and that in Spain there are six partners heading an area. As far as salaries are concerned, there are no salary differences in this firm either, although there are “objective measurement criteria”. “Not only is equality important to us, but also diversity, because it makes us a better firm since it enriches the perspective in decision-making. We are very committed to these aspects because we consider diversity and equality as part of our work culture and we keep this in mind from the recruitment of talent to the appointment of partners,” explains **Mafalda Barreto**, managing partner of the Lisbon office.

The percentage of women presence in **Linklaters** is greater in the table of partners than in that of lawyers, since in the first one it ranks the eleventh with 15.8%, as opposed to the nineteenth position according to the number of lawyers (39.8%). Although the data are confidential, the firm says that they follow the principle of salary equity; they have no salary differences linked to gender. “Salaries are managed by role and level of responsibility, regardless of whether it is a man or a woman.” The total average of the firm in Spain in terms of parity is 36.2%.

Finally, we find **DLA Piper**, which is tied with Ashurst in sixth place in the partnership table, with a 20% representation of women in the firm. It holds, however, the last position in terms of the number of female lawyers in the firm, whose presence is 36.9%. This makes the total percentage drop to 32.9%. Over the last five years (2016-2020), two women have been promoted to



MAFALDA BARRETO



PILAR MENOR

partner (33.33%), “not counting laterals. If we include the promotion of Pilar Menor to global co-chair of Employment, the figure would be three women (43% promoted,” says the firm.

The firm has a partner with a presence on the Board of Directors (Pilar Menor) and a partner head of area. **Pilar Menor**, global co-chair Employment, senior partner and head of Employment in Spain, explains that: “At DLA Piper we are committed to diversity and inclusion in a broad sense and in gender issues in particular, and we are working on several ambitious initiatives to accelerate change. We support the development of female leadership with our Leadership Alliance for Women (LAW) programme, which is our network of employees to support gender balance. All partners receive training in unconscious bias, and we have women in senior management and office management. On the other hand, the client’s role in this matter will be extremely important, because the client has the purchasing power: if they start demanding that we demonstrate with objective data our commitment to diversity in order to enter their panels, change will materialise more quickly.”

Regarding the gender pay gap, and even though various entities and groups have carried out studies on this subject in positions of equal responsibility between men and women, such as the one prepared by Mestrosopia for the General Council of Spanish Lawyers in 2017, we have not been able to ascertain its existence in the present study. The surveyed firms have either not responded to this question or have referred to the fact that, if it exists, these salary differences are due to other issues unrelated to gender, that is, to a strictly meritocratic system.” ■