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the legal profession®

# 50:50 by 2030: A longitudinal study into gender disparity in law



## PROGRESS REPORT

International Bar Association Legal Policy & Research Unit  
with the support of the LexisNexis Rule of Law Foundation

The International Bar Association (IBA), established in 1947, is the world's leading international organisation of legal practitioners, bar associations, law societies, law firms and in-house legal teams. The IBA influences the development of international law reform and shapes the future of the legal profession throughout the world.

It has a membership of more than 80,000 lawyers, 190 bar associations and law societies, and 200 group member law firms, spanning over 170 countries. The IBA is headquartered in London, with offices in São Paulo, Seoul, The Hague and Washington, DC.

The IBA Legal Policy & Research Unit (LPRU) undertakes research and develops initiatives that are relevant to the rule of law, the legal profession and the broader global community. The LPRU engages with legal professionals, law firms, law societies and bar associations, governments, non-governmental organisations and international institutions to ensure innovative, collaborative and effective outcomes.

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# Foreword

It is a great honour to present the International Bar Association (IBA) report *50:50 by 2030* on gender equality in senior positions within the legal sector.

I write these reflections with just over a month left in my term as President of the IBA. I remember that when I assumed this position, I also committed to making gender equality key to the identity of the legal profession globally. This commitment stems not only from being the second woman to hold the presidency of the IBA in its nearly 80 years of history but, above all, from the fact that equality is a matter of law. If we aim, as legal professionals, to advocate effectively for equality and inclusion, we must lead by example to be credible role models.

With this objective in mind, I identified gender equality in senior positions within the legal sector as one of the five IBA strategic priorities for the 2023–24 term. Among the initiatives undertaken in this area, the most ambitious is undoubtedly this report, which comes to light after more than three years of sustained effort by the IBA Legal Policy & Research Unit (LPRU) in collaboration with the LexisNexis Rule of Law Foundation. We have gathered all available information about the state of gender equality within the legal profession across 12 jurisdictions spanning five continents. The report also identifies the measures considered most effective in achieving the much-deserved equality in senior positions.

We now have a solid global diagnosis of the current reality. This study confirms what we had already suspected: the glass ceiling preventing advancement to senior positions in the legal sector is very powerful. Despite a majority of lawyers being women in regions like Europe and Australia, only about 30 per cent reach positions of responsibility. The situation is especially dire in countries with fewer female lawyers, such as South Korea where women represent only 29 per cent of lawyers. This points to deeper issues of gender inequality rooted in economic and cultural factors.

I sincerely believe that the measures needed to advance equality are well-known by now: career-long flexibility; strict application of the rules on sharing caregiving responsibilities between men and women or promotion of their adoption; mentorship and sponsorship; and fostering a culture that actively promotes equality. The use of temporary and well-structured quotas when candidates meet merit-based qualifications, unpopular as they may be, cannot be dismissed as necessary to accelerate progress.

It is also clear that awareness of the importance of this issue has grown in many countries, and there have been notable improvements. We are witnessing an unprecedented moment in Europe and the United States, with an increasing number of female partners leading major international and local firms. What is most important is that these women do not become shooting stars so that truly sustainable female leadership within the profession can be attained.

Progress, however, can be more fragile than it seems. It requires a sustained effort to continue moving forward and, above all, to avoid stepping back not even one millimetre. We must remain ambitious and committed to the actions already taken. Despite the achieved improvements, the working environment finds its roots in a framework designed by and for men at the time of its creation. Breaking through the glass ceiling is difficult enough, even more so as it continues deploying its effects once a senior position is reached if the environment is clearly masculine. The risk of erosions and of subsequent abandonment from these hard-fought positions remains high.

On the other hand, progress is occurring at an unacceptably slow pace. According to various studies, achieving gender equality in senior positions across all sectors – not just in the legal field – will take approximately 50 years.

My conclusion is that the benefits of a diverse environment have been proven for decades, the measures needed to achieve it have been identified and there is widespread awareness of this issue in many countries. What we truly need to do is increase action and accelerate progress.

We have the opportunity to achieve gender equality in our profession at all levels within this 21st century. We must not let it slip away.

I conclude with my gratitude to everyone who contributed to the research, drafting and publication of this report. Only through our collective effort can we move toward a fairer and more diverse legal profession, aligned with the society it serves.

**Almudena Arpón de Mendivil**

*President, International Bar Association*

# Main findings



The study has found that across the jurisdictions covered thus far, women make up **47 per cent** of lawyers but only **38 per cent** are in senior positions.



The **largest gaps** between the number of female lawyers overall and the number of female lawyers in positions of responsibility happen in Chile, England and Wales, and Spain.



The jurisdictions with the **most female lawyers** are Chile, the Netherlands and Ukraine.

The jurisdictions with the **most senior female lawyers** are Ukraine, Türkiye, Nigeria and the Netherlands.



The Republic of Korea, Mexico and Nigeria have the **lowest number of female lawyers** overall.



The Republic of Korea, Mexico and Spain have the **lowest number of female lawyers in senior leadership** positions.

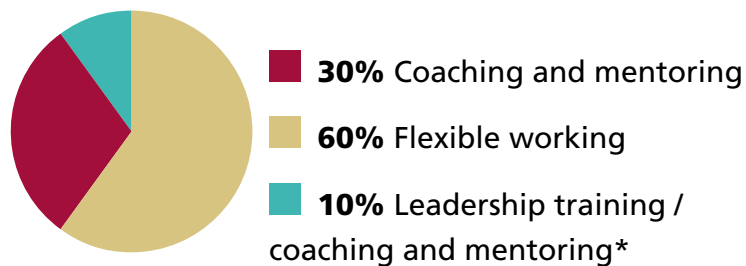


The most popular initiative across most jurisdictions surveyed was **flexible working arrangements**.

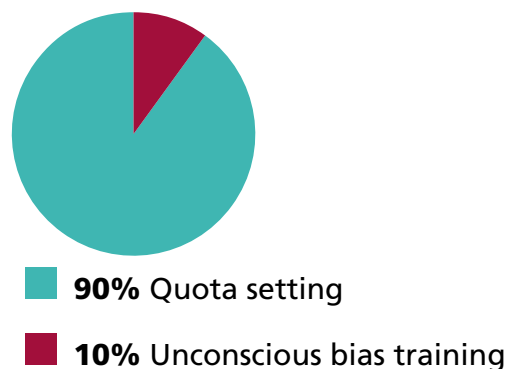
The least popular initiative in most jurisdictions was **quota setting**.



## Overall most popular initiatives



## Overall least popular initiatives



\* In the Netherlands, leadership training initiatives and coaching / mentoring initiatives were found to be jointly popular.



[www.ibanet.org/gender-equality-in-the-legal-profession](http://www.ibanet.org/gender-equality-in-the-legal-profession)

## Understanding global trends

Although gender parity has improved at an overall level in most jurisdictions covered to date, there is a **significant percentage drop between gender levels overall and those in senior positions**.

**Gender parity in law firms is consistently lower than in other sectors**, especially in senior positions. The **public sector is closest to achieving gender parity overall** (49 per cent), with 41 per cent of all lawyers in positions of responsibility being female. The judiciary is close behind the public sector, with **43 per cent of all judges being female and 38 per cent holding senior positions**. Although the data from lawyers in the corporate sector is somewhat limited, it appears that this sector is making positive strides towards gender parity, with 57 per cent of all lawyers being female, as well as 46 per cent of lawyers in senior positions.

Overall, **flexible working** and **coaching and mentoring** are the **most popular** initiatives. **Quota setting** is least popular among survey respondents and has generally not been **widely implemented**. Where it has been implemented, quota setting has generally not been regarded as effective. Notably, data gathered in the surveys did not include additional detail about the nature and duration of quotas that are perceived to be more popular or effective, nor the ways in which quotas have been implemented by respondents. Further information would be needed to gain better insight into these factors. Finally, **unconscious bias training**, despite being relatively popular, has been widely perceived as **not significantly effective**.

## Key takeaways

The following key takeaways are based on the survey data collected to date, conversations with entities within the IBA, research and review of external data and ongoing dialogue with multiple stakeholders, including bar associations and practitioners around the world:

### Continue to implement and encourage flexible work practices for all.

Flexible working is regarded as both the most popular and effective initiative overall in the jurisdictions surveyed to date, demonstrating its positive impact.

Flexible working should be encouraged as an option for all members of the profession, not just female lawyers.

### Develop and provide access to leadership training for women.

Leadership training was the second highest-rated initiative for perceived effectiveness in the jurisdictions surveyed.

Organisations should act to provide women lawyers with the tools and support they need to succeed in leadership roles. Alongside leadership training, organisational policies for advancement need to be clear, well-known to staff and applied equitably.<sup>1</sup>

### Develop and provide access to mentoring and coaching.

Mentoring and coaching is the second most popular initiative in the jurisdictions surveyed but does not score as well in its perceived effectiveness (although notably, mentoring and coaching was still the top-rated initiative for perceived effectiveness in Brazil and Ukraine).

The IBA Women Lawyers' Committee has developed a Mentorship Toolkit for law firms, designed to provide firms that may not have the resources to put together the programme with a baseline. The Toolkit focuses on the following four areas: creating a membership committee; setting a clear structure; matching mentors and mentees carefully; and preparing topics for discussion in advance.<sup>2</sup>

### Initiatives need to be appropriately targeted.

The data from the jurisdictions surveyed to date demonstrates that there is no 'one size fits all' approach that can be applied to achieve gender equality in the legal profession. There is a demonstrated difference in the gender split across legal sectors and jurisdictions.

This indicates a need for targeted and strategic approaches which are designed with the particular sector and jurisdiction in mind.

1 Roberta D Liebenberg and Stephanie A Scharf, 'Walking out the door: the facts, figures and future of experienced women lawyers in private practice' (American Bar Association and ALM Intelligence, 2019) [www.americanbar.org/groups/diversity/women/initiatives\\_awards/long-term-careers-for-women/walking-out-the-door/](http://www.americanbar.org/groups/diversity/women/initiatives_awards/long-term-careers-for-women/walking-out-the-door/) accessed 7 November 2024.

2 International Bar Association (IBA), 'Women Lawyers' Committee: Mentorship Toolkit' (2022) [www.ibanet.org/IBA-Women-Lawyers-Committee-Mentorship-Toolkit-launched-to-close-gender-gap-in-the-legal-profession](http://www.ibanet.org/IBA-Women-Lawyers-Committee-Mentorship-Toolkit-launched-to-close-gender-gap-in-the-legal-profession) accessed 7 November 2024.



## Quotas should not be disregarded.

The data received as part of the Gender Project to date indicates that quotas are the least popular initiative to achieve gender equality. However, well-designed quotas should not be disregarded as a tool to accelerate achieving equality at the top and a method that is proven to produce results.<sup>3</sup>

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<sup>3</sup> Quotas can be beneficial in that there is a wide range of potential quota systems that may be implemented by employers, taking into account factors such as timing (quotas can be applied at different stages of recruitment); the ability to set quotas at different levels; the ability to increase or decrease quotas over time; and the ability to apply quotas for limited time periods. Additionally, quotas are guaranteed to produce tangible results, unlike other measures (Policy Department for Citizens' Rights and Constitutional Affairs, Directorate General for Internal Policies of the Union, European Parliament (August 2017), 'Mapping the Representation of Women and Men in Legal Professions Across the EU' 40).

See the approach followed by the European Commission at management board levels (Directive (EU) 2022/2381 of the European Parliament and of the Council on improving the gender balance among directors of listed companies and related matters (23 November 2022) <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A32022L2381> accessed 7 November 2024). Directive 2022/2381 requires Member States to ensure that EU-listed companies attain a minimum gender representation on their boards (Article 5 of the Directive provides that either 40 per cent of non-executive director positions, or 33 per cent of director positions, must be held by members of the underrepresented sex by 30 June 2026). EU Member States must implement the Directive into their national law by 28 December 2024 (Article 11). This Directive directly influences gender representation in the corporate sector and will have an impact on any legal practitioners who are on or may become directors of listed companies in the EU.

# Introduction

## The project

In March 2021, the International Bar Association (IBA), under the leadership of then Vice President Almudena Arpón de Mendivil and supported by the IBA Legal Policy & Research Unit (LPRU) and the LexisNexis Rule of Law Foundation (LNROLF), launched an ambitious nine-year global project entitled *50:50 by 2030: a longitudinal study into gender disparity in law* (the ‘Gender Project’). The initiative was designed to examine and understand the statistics and initiatives in place regarding gender representation at the most senior levels of the legal profession across all sectors (law firms, in-house legal teams, public sector institutions and the judiciary), concluding in 2030. As of publication of this report, data on nearly **170,000 lawyers and judges** across 12 countries has been collected.

The Gender Project concerns gender equality and therefore impacts all lawyers in the global legal profession. It reflects one of the five current Presidential priority focus areas – aspiring towards gender parity in the legal profession at the top. This initiative is led by the IBA Diversity and Inclusion Council (IBA D&I Council), through the LPRU and is supported by the IBA Women Lawyers’ Committee (WLC).

As of November 2024, studies have been conducted in 12 jurisdictions, and reports on 11 have been published.<sup>4</sup> Those jurisdictions are (in order of publication): **England and Wales, Uganda, Spain, Nigeria, the Netherlands, Chile, the Republic of Korea, Brazil, Mexico, Ukraine, Türkiye and Taiwan**. A separate case study on Nepal undertaken by DLA Piper was released at the start of 2024. A full list of reports is available on our website.<sup>5</sup> Additional reports will be published in 2025, and work is currently underway in Australia and South Africa. Discussions are underway in Canada, Colombia, Japan and Singapore.

We would like to especially thank the consultants and bar associations who have shown the enthusiasm and support for the project and have undertaken a study in several jurisdictions. It is thanks to them that research has taken place in Brazil, the Republic of Korea, Taiwan, Uganda and Ukraine and we welcome others to engage in a similar fashion, to shine a light on the situation and activity taking place in their country.

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4 The research on Taiwan is finalised, however, the report has not yet been published. The data in this report considers the research undertaken in 11 jurisdictions with published reports.

5 IBA, ‘Gender Equality at the Top: seeking parity across the board for women in the legal profession’ [www.ibanet.org/gender-equality-in-the-legal-profession](http://www.ibanet.org/gender-equality-in-the-legal-profession) accessed 7 November 2024.

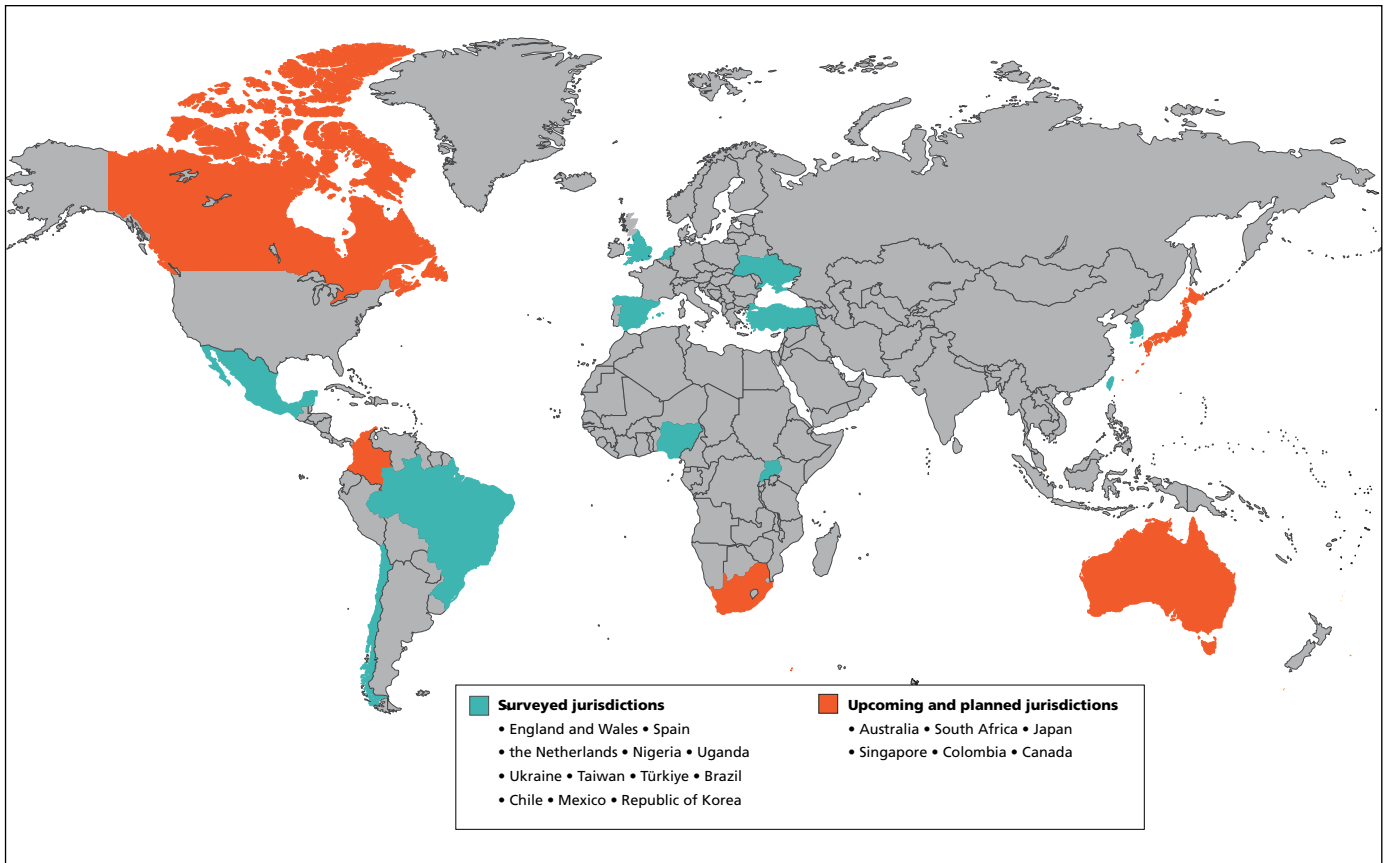


Figure 1: Surveyed jurisdictions and upcoming survey jurisdictions

## Purpose

There are two primary incentives underlying the work of the Gender Project. First, the initiative helps raise awareness about gender disparity within the legal profession, highlighting the challenges that persist and the opportunities for improvement. Second, it provides a platform to showcase the profession’s ongoing efforts towards achieving gender equality in furtherance of UN Sustainable Development Goal 5, in addition to the wider aspiration of achieving a fair, balanced and accessible profession. The legal profession wields tremendous power and influence over business, legal and justice frameworks and gender balance at all levels is essential in the pursuit of achieving best outcomes for society.

This is a unique opportunity for the profession to drive change and shape the future, an opportunity for firms, companies, public sector entities and the judiciary to consider their data, assess their initiatives and aim for greater positive impact. The initiative provides the profession with unique data sets across all legal sectors, and it is hoped that this will assist legal workplaces to shape their efforts based on empirical evidence. The reports individually and collectively highlight positive initiatives and monitor trends. The Gender Project is the only project of its kind in our profession in terms of quantitative and longitudinal value, and therefore the only one identified that fits with the wider ambition.

## IBA work

The IBA is building on work it has already undertaken in this field, including the 2017 report *Women in Commercial Legal Practice*,<sup>6</sup> the 2019 report *Us Too? Bullying and Sexual Harassment in the Legal Profession*<sup>7</sup> and the 2021 report *Mental Wellbeing in the Legal Profession*.<sup>8</sup>

On 8 March 2023, IBA President Almudena Arpón de Mendivil launched the first IBA Women's Day event<sup>9</sup> on International Women's Day, with the support of the WLC. On the same date the following year, she introduced the *Ten Directives to Break the Glass Ceiling*,<sup>10</sup> aiming to assist younger female associates achieve senior roles within their organisations.

The WLC undertakes work aimed at empowering its members to engage, network and share knowledge. The WLC aims to level the playing field in the legal profession and inspire leaders to achieve gender parity, in addition to encouraging men to become male allies. Its members have created awareness tools to help the profession achieve this goal, while at the same time facilitating an efficient network for women lawyers to connect and develop enhanced business strategies and expertise. In recent years, the Committee has launched a Toolkit for Male Champions Roundtables, a 'Male Champions for Change' Pledge, a Toolkit for Sponsorship Programmes in Law Firms and a Mentorship Toolkit.<sup>11</sup>

The IBA D&I Council is the body entrusted with ensuring and promoting diversity, equality and inclusion within IBA operations and the leading entity providing support to the Gender Project. It assesses the data in the context of female memberships, the number of women holding officer positions and the gender balance of speakers at sessions during the IBA Annual Conference.

## Methodology

Twelve country studies have been undertaken between 2021 and 2024. In all Gender Project reports, unique links to a short survey were sent to participants. The survey included multiple choice questions on gender balance monitoring and the use of and perceived effectiveness of gender equality initiatives, including open questions enabling respondents to describe specific initiatives within their organisations. In addition, desk-based research was undertaken and conversations held with legal practitioners, women lawyers' associations and other relevant in-country stakeholders. In some jurisdictions, obtaining data from the corporate sector proved challenging, namely Mexico, the Netherlands and Spain. As a result, the data sourced and referenced was largely obtained via desk-based research. A more detailed explanation of the

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6 IBA, *Women in Commercial Legal Practice* (2017) [www.ibanet.org/MediaHandler?id=9a9d8fe6-347f-4a1d-b441-2900085b197c](http://www.ibanet.org/MediaHandler?id=9a9d8fe6-347f-4a1d-b441-2900085b197c) accessed 7 November 2024.

7 IBA, *Us Too? Bullying and Sexual Harassment in the Legal Profession* (2019) [www.ibanet.org/MediaHandler?id=B29F6FEA-889F-49CF-8217-F8F7D78C2479](http://www.ibanet.org/MediaHandler?id=B29F6FEA-889F-49CF-8217-F8F7D78C2479) accessed 7 November 2024.

8 IBA, *Mental Wellbeing in the Legal Profession* (2021) [www.ibanet.org/document?id=IBA-report-Mental-Wellbeing-in-the-Legal-Profession-A-Global-Study](http://www.ibanet.org/document?id=IBA-report-Mental-Wellbeing-in-the-Legal-Profession-A-Global-Study) accessed 7 November 2024.

9 IBA, 'IBA Women's Day 2023' (8 March 2023) [www.ibanet.org/International-Womens-Day-2023](http://www.ibanet.org/International-Womens-Day-2023) accessed 7 November 2024.

10 Co-authored by Siân Keall, Travers Smith, London and Maria-Pia Hope, Vinge, Sweden.

11 IBA, 'Women Lawyers' Committee' [www.ibanet.org/unit/Section+on+Public+and+Professional+Interest/committee/Women+Lawyers%27+Committee/3117](http://www.ibanet.org/unit/Section+on+Public+and+Professional+Interest/committee/Women+Lawyers%27+Committee/3117) accessed 7 November 2024.

methodology and aims of the project can be found in the England and Wales report,<sup>12</sup> the first in the series published in 2022.

## Call to action

The IBA has collaborated with bars and external stakeholders working in jurisdictions both within and outside the original scope of the project to complement the study with additional data and information on domestic initiatives. If you would like to be involved in producing a case study on gender balance in the legal profession in your jurisdiction, please contact [sara.carnegie@int-bar.org](mailto:sara.carnegie@int-bar.org).

## Phase 2 proposal

In 2025, the Gender Project will begin work on Phase 2. This phase of the project will include a survey aimed at practitioners at all levels to gather their individual workplace experiences, explore their views on how different initiatives have impacted their careers and what they view as current and future concerns. This will involve a comparison of the views of practitioners at different stages of their legal career in different jurisdictions. It will build on the work undertaken in the Gender Project to date and the previous IBA survey used to explore the issues faced by women in commercial practice, carried out in 2017 (referenced above).

Phase 2 will be launched during the week of International Women's Day 2025.

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<sup>12</sup> IBA, 'Gender Equality at the Top: seeking parity across the board for women in the legal profession' [www.ibanet.org/gender-equality-in-the-legal-profession](http://www.ibanet.org/gender-equality-in-the-legal-profession) accessed 7 November 2024.

# Gender representation across the legal profession: project stocktake

## Women lawyers overall and in senior roles

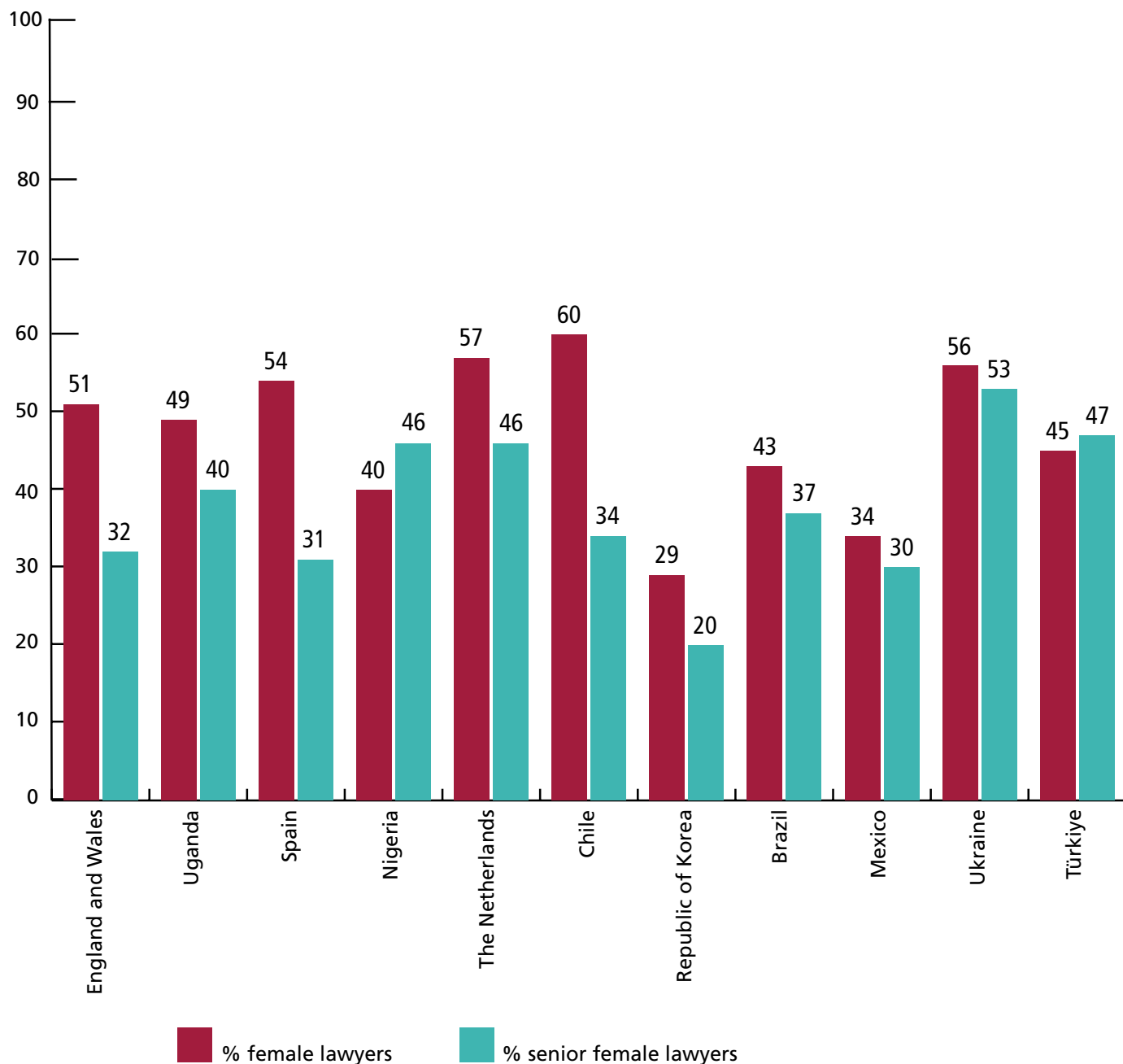


Figure 2: Representation of female lawyers overall and in senior roles across all jurisdictions covered

Our data shows that across all jurisdictions we have conducted research in, on average, **47 per cent of all lawyers** and **38 per cent of all senior lawyers are female** (see Figure 2). The jurisdictions with the most female lawyers are Chile, the Netherlands and Ukraine. The jurisdictions with the most senior female lawyers are Ukraine, Türkiye, the Netherlands and Nigeria (the latter two with 46 per cent). South Korea was the jurisdiction with the fewest female lawyers (29 per cent) and senior female lawyers (20 per cent).

The **largest gaps** between the number of female lawyers overall and the number of female lawyers in senior positions can be found in **Chile (26 per cent drop)**, **Spain (23 per cent drop)** and **England and Wales (19 per cent drop)** – see Figure 3 below.

## Women lawyers overall and in senior roles: country breakdown

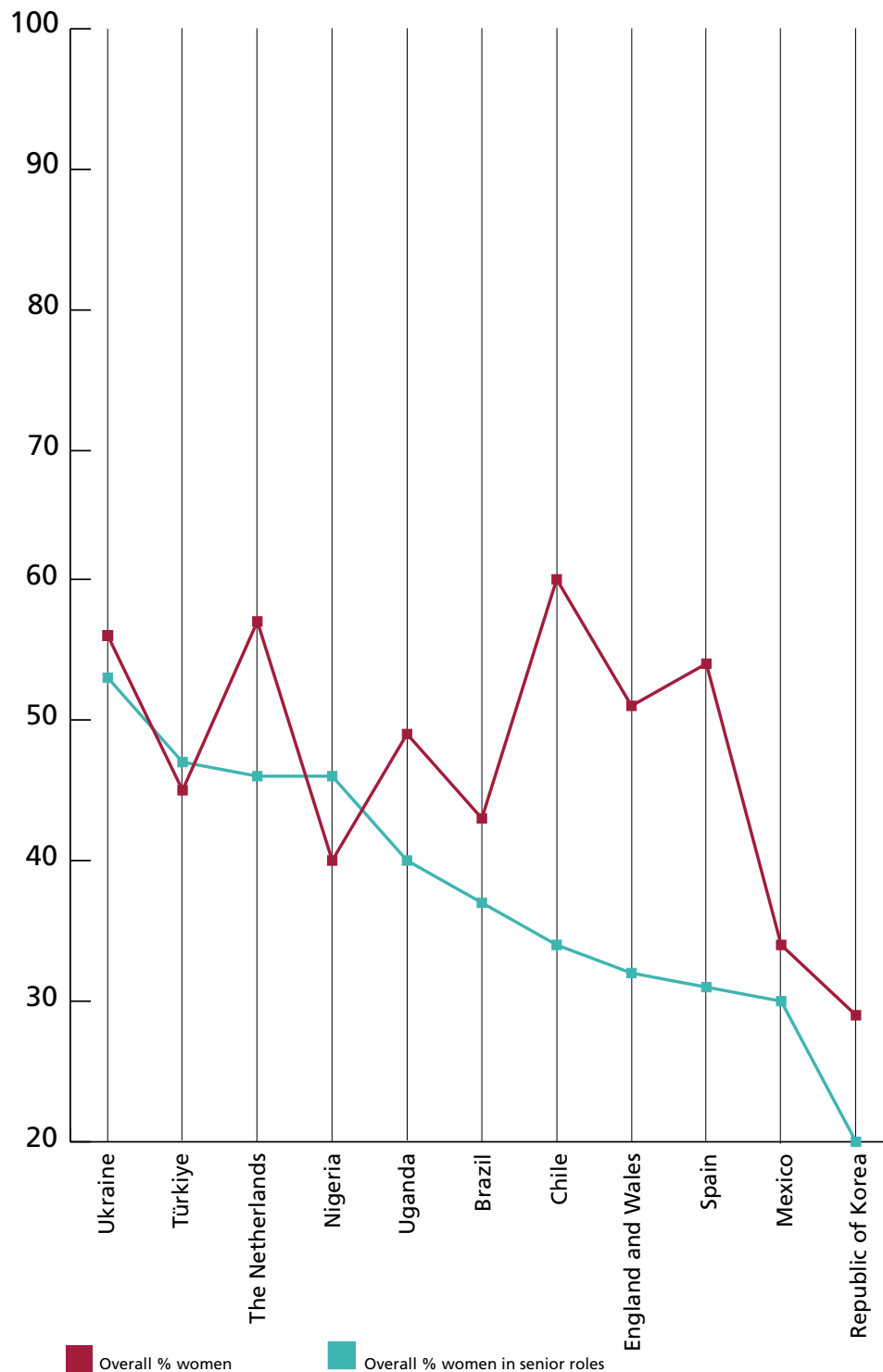


Figure 3: Gap between the number of female lawyers overall and the number of female lawyers in senior roles

Our data shows that Ukraine has achieved overall parity at the top of the profession. Nigeria, the Netherlands and Türkiye are very close to having 50 per cent of female lawyers in positions of responsibility. The glass ceiling is most evident in countries like Chile and Spain, where there exists a significant gap between the overall percentage of female lawyers and the overall percentage of female lawyers in senior roles.

## Women lawyers overall and in senior roles: sector-breakdown<sup>13</sup>

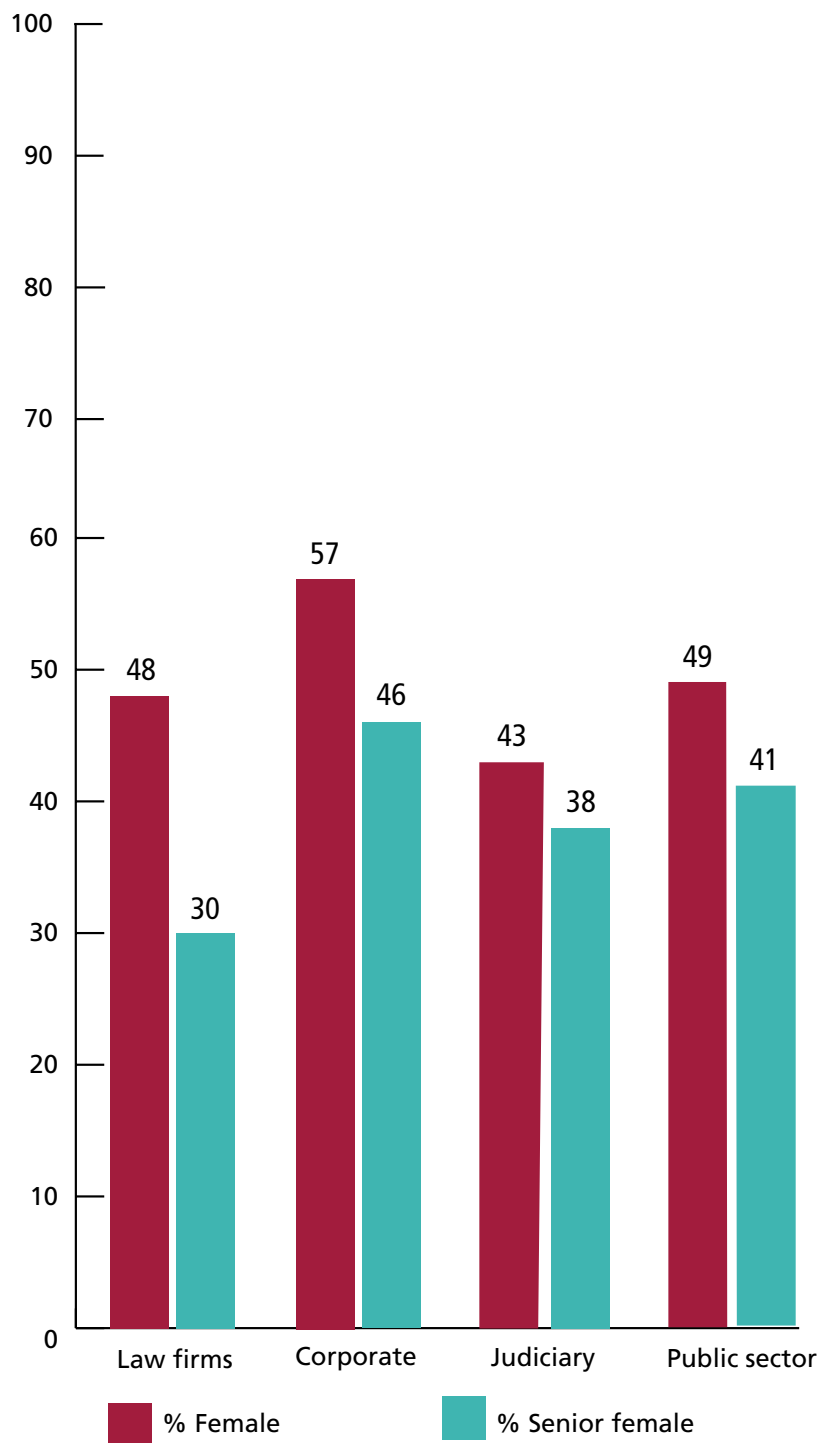


Figure 4: Gender parity across the legal profession: sector breakdown

In terms of the data received, the public sector is closest to achieving gender parity and the data from the private sector (law firms) shows that there is more to be done. There is a significant percentage drop (18 per cent) in the law firm sector between the overall number of female lawyers and the number in senior positions. This may explain why law firms have a higher uptake of initiatives compared to other sectors, including those sectors with the best representation of female lawyers at senior levels. Although the data from lawyers in the corporate sector is somewhat limited, having received the fewest responses from this

<sup>13</sup> The data points for this graph were calculated using the numerical data provided by each individual respondent across all jurisdictions in aggregate. Another way to represent this data would be to use the average of the overall percentage levels reported in each national report. The former option was selected due to its statistical accuracy.



sector overall, the data available indicates a positive picture – 57 per cent of all lawyers are female, as well as 46 per cent of lawyers in senior positions.<sup>14</sup>

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14 During the undertaking of the survey stage, there were difficulties in obtaining responses from the corporate sector in all jurisdictions, notably in Mexico, the Netherlands and Spain. As such, although the raw data shows higher percentages of female professionals in the corporate sector, the public sector data is more accurate. Much of the data in relation to the corporate sector was open-sourced and obtained through desk-based research.

# Gender representation initiatives: project stocktake

## Initiative popularity and perceived effectiveness

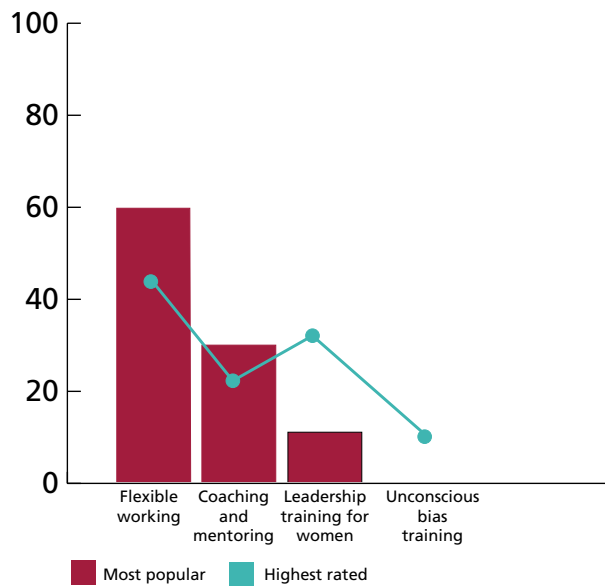


Figure 5: Most popular and most effective initiatives

Overall, flexible working and coaching and mentoring are the most popular initiatives. Quota setting is the least popular initiative in every jurisdiction, except for Ukraine, where it is unconscious bias training.

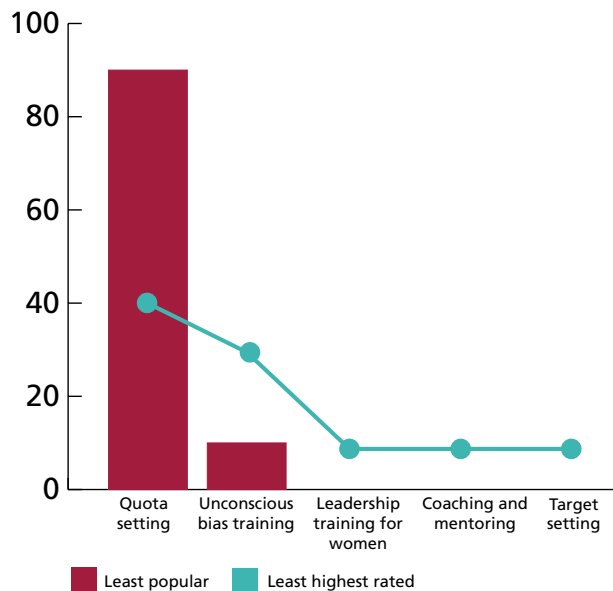


Figure 6: Least popular and least effective initiatives

Flexible working is considered to be one of the most effective initiatives across all sectors of the profession. As an initiative coaching and mentoring does not score as well on perceived effectiveness, notwithstanding its popularity. Another initiative perceived to be effective is leadership training for women. Unconscious bias training is frequently used but not regarded as effective.

Phase 2 of the project will look at respondents' subjective experience of these initiatives and seek to understand why some are regarded as more or less popular or effective.

## Looking ahead

### **Shift the focus from women to workplace culture, addressing structural barriers to equality.**

The focus on women tends to overlook structural barriers and leaves the status quo untouched. Instead of focusing solely on women, it is vital to address the structural barriers that hinder career progression for women, creating an inclusive work environment for everyone.

### **Leaders should engage in open dialogue.**

It is important not to make assumptions about what female lawyers want from their careers. Everyone's ambitions and goals are unique, and taking for granted what women need and want is unhelpful and can limit their growth and engagement. Leaders should actively seek input from women in the legal field to understand their aspirations and needs.

### **Set a positive example by taking action and creating a standard for gender equality.**

Leaders play a crucial role in setting the tone for gender equality within their organisations. Legal workplaces should commit to making measurable changes and establish a standard that fosters inclusivity and a healthier work-life balance.

### **Go beyond awareness and data collection; design effective initiatives while tracking progress.**

Effective, actionable strategies and initiatives that drive real change should be designed and implemented. They should also be regularly reviewed to ensure they remain relevant and impactful. Legal workplaces should aim for long-term success by continuously improving and adjusting approaches where necessary.

### **Be transparent and share successful practices.**

Organisations should openly share what is working for them and what is not with colleagues across the legal profession. This openness will not only inspire others to adopt their own measures but also drive the desired long-term cultural change across the legal profession as a whole.

# National chapters grouped by region

## Latin America

Brazil

Chile

Mexico

## Europe

England and Wales

The Netherlands

Spain

Ukraine

## Africa

Nigeria

Uganda

## Asia Pacific

Republic of Korea

Taiwan – completed and to be published in early 2025

Türkiye

Additional reports will be published in 2025, and work is currently underway in Australia and South Africa. Discussions are underway in Canada, Colombia, Japan and Singapore.

## IBA references and resources

- IBA Impact Project, available at [www.ibanet.org/Impact-Project](http://www.ibanet.org/Impact-Project)
- IBA *Ten Directives to Break the Glass Ceiling*, available at [www.ibanet.org/IBA-President-launches-Ten-Directives-to-Break-the-Glass-Ceiling](http://www.ibanet.org/IBA-President-launches-Ten-Directives-to-Break-the-Glass-Ceiling)
- IBA *Mental Wellbeing in the Legal Profession* report and resources, available at [www.ibanet.org/mental-wellbeing-in-the-legal-profession](http://www.ibanet.org/mental-wellbeing-in-the-legal-profession)
- IBA Diversity and Inclusion Toolkit for Lawyers 2023, available at [www.ibanet.org/DI-Toolkit-for-Lawyers](http://www.ibanet.org/DI-Toolkit-for-Lawyers)
- IBA WLC toolkits and resources, available at [www.ibanet.org/unit/Section+on+Public+and+Professional+Interest/committee/Women+Lawyers%27+Committee/3117](http://www.ibanet.org/unit/Section+on+Public+and+Professional+Interest/committee/Women+Lawyers%27+Committee/3117):
  - Toolkit for Male Champions Roundtables
  - ‘Male Champions for Change’ Pledge
  - Toolkit for Sponsorship Programmes in Law Firms
  - Male Champions for Change
  - Mentorship Toolkit

# Acknowledgments

We would like to thank first and foremost IBA President Almudena Arpón de Mendivil for spearheading the Gender Project. Her leadership and direction have been essential to the success of the project. Thank you to our partners on this journey, the LexisNexis Rule of Law Foundation, who have provided invaluable technical support, notably with thanks to Ian McDougall, Nigel Roberts, Joanna Weller and Steve Carroll.

We would like to acknowledge the IBA Diversity and Inclusion Council and to thank former chairs Chris Watson, Fiona McLeod and Masako Banno, who supported the inception of the project in 2021–22.

Thanks are also due to the IBA Women Lawyers' Committee which has provided support in referencing the Project at events and connecting us with relevant stakeholders. We are grateful for the guidance of former chair Lise Lotte Hjerrild, and for her support at the start of the project, and for current chair Jennifer Bishop, who enabled our participation at the Tenth World Women Lawyers' Conference in Toronto in 2024.

Thank you to all those involved within the IBA, namely: Sara Carnegie (Director, Legal Projects), Beatriz Martinez (Project Lawyer), Isla Tobin (Project Lawyer), Daniel Collins (LPRU Project Coordinator) and Helen Ugwu (LPRU Project Coordinator). Thank you as well to IBA Human Rights Institute Director Lady Helena Kennedy LT KC, who has provided support throughout, including a keynote speech on the importance of this topic at our annual conference in 2023. We would also like to recognise and thank all IBA staff and interns who have, over time, assisted in the substantive and technical aspects of the project.

Finally, thank you to all our partners and respondents in the participating jurisdictions. We could not have done this without your enthusiasm and support.



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