



the global voice of  
the legal profession®

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



## TÜRKIYE RESULTS 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.

© 2024

Supporting committee: IBA Diversity & Inclusion Council

International Bar Association  
Chancery House,  
53-64 Chancery Lane,  
London WC2A 1QS  
United Kingdom  
[www.ibanet.org](http://www.ibanet.org)

All reasonable efforts have been made to verify the accuracy of the information contained in this report. The International Bar Association accepts no responsibility for reliance on its content. This report does not constitute legal advice. Material contained in this report may be quoted or reprinted, provided credit is given to the International Bar Association.

# Contents

<b>Forewords</b>	<b>4</b>
<b>Main findings: Türkiye</b>	<b>6</b>
<b>Introduction</b>	<b>7</b>
The project	7
Country context	7
The legal profession in Türkiye	8
<b>Methodology</b>	<b>10</b>
<b>Gender representation across the legal profession: 2024 status</b>	<b>11</b>
Overall picture: all lawyers	11
Overall picture: working part-time	12
<b>Gender representation initiatives: across the legal profession</b>	<b>13</b>
Initiative popularity and perceived effectiveness	13
<b>Gender initiatives: sector breakdown</b>	<b>16</b>
Law firms	16
The corporate sector	19
The public sector	20
The judiciary	21
<b>Comparison with other jurisdictions</b>	<b>24</b>
<b>Conclusion</b>	<b>25</b>
<b>Acknowledgements</b>	<b>26</b>
<b>Appendix 1: data tables</b>	<b>27</b>
<b>Appendix 2: survey questions</b>	<b>28</b>

## Forewords

Gender representation in the legal profession is a crucial issue that reflects broader societal values and influences the development of more inclusive and equitable institutions. This International Bar Association (IBA) report aims to provide a comprehensive analysis of gender dynamics in the Turkish legal field, highlighting both the progress made and the challenges that remain. I believe the Türkiye report, along with other IBA and LexisNexis Rule of Law Foundation studies prepared around the world, will serve as an important example and a valuable resource on gender equality. I also want to emphasise that the efforts of all individuals and organisations that contributed to these reports are extremely valuable.

Türkiye, with its unique blend of cultural heritage and modern aspirations, offers an interesting case study in the pursuit of gender equality. Women's participation in the legal profession, traditionally dominated by men, has increased in recent years. By 2023, the number of women lawyers and judges in Türkiye exceeded 50 per cent, up from 15 per cent in the early 1980s – a significant increase. When we examine the educational environment, we see that approximately 60 per cent of law students in Türkiye are women, which points to a strong pipeline for future female lawyers.

As I have observed in my 50 years of practice, and as this carefully prepared report makes clear, the position of women lawyers in the profession is increasing every year. When I started working as a judge in 1978, the number of women judges in the profession was quite low. However, while this increase is pleasing in proportional terms, women's representation decreases as they move up the career ladder, and gender inequalities continue to be evident, especially at the upper levels of the profession. Moreover, unlike the courts of first instance, the number of women presidents and judges in higher courts remains very low compared to the number of men. Such statistics underscore the persistent barriers women face in rising to leadership positions.

By examining data, personal narratives and organisational practices, this report aims to uncover factors that contribute to gender inequalities and identify strategies to promote a more balanced and inclusive professional environment. It explores the impact of mentoring programmes, workplace policies and societal attitudes towards women's career trajectories, highlighting best practices and areas for improvement. In this way, it provides important insights and inspires policy-makers, legal institutions and practitioners to take action to create a legal profession that truly reflects the diversity of the society it serves.

The findings of this report are of great importance for stakeholders committed to promoting gender equality in the legal profession in Türkiye. It is our collective responsibility to ensure that talent and dedication are recognised and nurtured regardless of gender, paving the way for a more just and equitable legal system. I hope that this report will be an inspiring resource in advancing these goals, encouraging dialogue and bringing about meaningful change. It is my wish that women lawyers and judges, and ultimately all women, will be equal in terms of gender equality, not only in proportion but also in terms of quality and seniority, and that they will be promoted to senior positions without discrimination.

**Ufkay Demirci**

*Former Judge at the Supreme Court of Türkiye and Honorary Member of the Court of Cassation*

Occupational stratification stands as a critical dimension of gender inequality. Despite the steady increase in the number of women participating in professional life over the years, gender-based stratification persists worldwide. In Türkiye, the establishment of the new secular Republic in the 1920s granted women equal citizenship rights alongside men. However, despite the early removal of legal barriers to their involvement in public life, women continued to be underrepresented in many fields, including law.

The Gender Project specifically aims to investigate the factors contributing to the lack of gender parity at senior levels within the legal profession, thus adding to the growing body of work examining the impact of feminisation in various fields. The report reveals that both horizontal and vertical occupational segregation persist across all sectors of the legal profession. For instance, a notable indicator of horizontal segregation is the disproportionately low representation of women, accounting for only 16 per cent, in prosecutorial roles: this is commonly attributed to prevailing gender norms and societal expectations from women.

Vertical segregation is even more prevalent and visible. The report illustrates a consistent rise in the number of women lawyers, with women comprising 52 per cent of registered lawyers at the Istanbul Bar Association as of December 2023. In the private and corporate legal sectors, women reportedly account for 45 per cent and 66 per cent of senior lawyers respectively, indicating a dedication to gender parity within these spheres. However, in the public sector, the representation of women in senior positions is notably lower at 36 per cent. The absence of a woman president throughout the history of the Istanbul Bar Association underscores the persistent presence of the glass ceiling effect within the profession. Moreover, while official 2022 data suggests gender parity among judges, with women comprising 46 per cent of the judiciary, the absence of any woman judge among the 12 sitting judges of the Constitutional Court highlights the institutional and cultural barriers that women still encounter on their path to leadership roles.

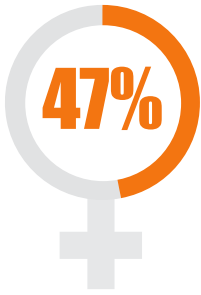
These findings complement existing data highlighting persistent gender inequality across various sectors, including the legal profession. Despite improvements at the legislative as well as the practical level, largely driven by a highly active and politically influential organised women's movement, public life remains male-dominated. Although the country's legal framework 'underscores commitment to gender equality' as indicated by the report, political interference often leads to setbacks in women's rights and freedoms as in the case of the presidential withdrawal from the Istanbul Convention.

The work carried out by the Gender Project is noteworthy for its commitment to identifying causes of gender inequality within the legal profession on a global scale. Yet the country reports also reveal specific cultural, political and economic challenges that hinder achieving gender equality in various institutions. In keeping up with their constitutional and internationally mandated obligations and learning from each other's experiences, countries can more effectively address gaps in gender parity.

**Associate Professor Seda Kalem**

*Istanbul Bilgi University Faculty of Law*

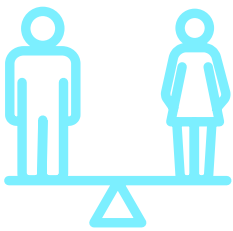
## Main findings – Türkiye



**Gender representation across the legal profession:**  
**47 per cent** of all senior lawyers are female.



**Coaching and mentoring programmes** are the most popular initiative, and perceived to be the most effective.



**Gender monitoring:**  
**95 per cent** of respondents monitor gender balance overall.  
**Only 91 per cent** monitor gender balance within senior positions.



**The three most popular initiatives across the legal profession are:**

- coaching/mentoring programmes
- leadership training for women
- flexible working arrangements



Within law firms, women make up **61 per cent** of lawyers and **45 per cent** of women in senior role positions.



**Unconscious bias training**, despite being one of the least popular policies, is seen as one of the most effective.



# Introduction

## The project

In March 2021, the International Bar Association (IBA) and the LexisNexis Rule of Law Foundation (LNROLF) launched an ambitious nine-year global project titled *50:50 by 2030: a longitudinal study into gender disparity in law* (the ‘Gender Project’), designed to uncover and address the root causes of the lack of gender parity at the most senior levels of the legal profession across all sectors (law firms, in-house legal teams, public sector institutions and the judiciary).

The Gender Project builds on previous work in this field undertaken by the IBA, including the 2017 *Women in Commercial Legal Practice* report,<sup>1</sup> and the *Us Too? Bullying and Sexual Harassment in the Legal Profession* report, published in 2019.<sup>2</sup>

Ten reports have been published so far: England and Wales, Uganda, Spain, Nigeria, the Netherlands, Chile, the Republic of Korea, Brazil, Mexico and Ukraine. All ten studies are available on the Gender Project webpage.<sup>3</sup>

## Country context

In recent decades, the Republic of Türkiye has seen substantial political and social transformations that have shaped its legal system and societal landscape.

Despite historically low representation in Parliament, women began to hold important roles in major political decision-making processes in the latter part of the 1980s. This includes membership in government cabinets, where women have held important roles as ministers for departments such as foreign affairs, internal affairs and the economy. Tansu Çiller<sup>4</sup> was the first female prime minister of Türkiye in 1993.

However, despite increased gender parity in government, Türkiye has faced challenges concerning democratic governance, rule of law and freedom of expression. The 2017 constitutional referendum resulted in a shift from a parliamentary to a presidential system, marking a significant change in Türkiye’s political structure.

In the early 2000s, Türkiye implemented strict restrictions on women wearing the hijab (headscarf) in educational institutions.<sup>5</sup> At that time, a ban was in place preventing women who wore the hijab from entering university campuses. This policy sparked intense debates and faced criticism for violating

---

1 Jane Ellis and Ashley Buckett, *Women in Commercial Legal Practice* (IBA Legal Policy & Research Unit (LPRU), December 2017) see [www.ibanet.org/MediaHandler?id=9a9d8fe6-347f-4a1d-b441-2900085b197c](http://www.ibanet.org/MediaHandler?id=9a9d8fe6-347f-4a1d-b441-2900085b197c) accessed 31 July 2024.

2 *Bullying and Sexual Harassment in the Legal Profession* (IBA LPRU, 2019) [www.ibanet.org/bullying-and-sexual-harassment](http://www.ibanet.org/bullying-and-sexual-harassment) accessed 31 July 2024.

3 ‘Gender Equality at the Top: seeking parity across the board for women in the legal profession’ (IBA LPRU) [www.ibanet.org/gender-equality-in-the-legal-profession](http://www.ibanet.org/gender-equality-in-the-legal-profession) accessed 31 July 2024

4 *Meclis Bülteni* - 24 Sayı 5 (Türkiye Grand National Assembly) [www.tbmm.gov.tr/eyayin/GAZETELER/WEB/MECLIS\\_per cent20BULTENI/2469\\_1993\\_0000\\_0024\\_0000/0005.pdf](http://www.tbmm.gov.tr/eyayin/GAZETELER/WEB/MECLIS_per cent20BULTENI/2469_1993_0000_0024_0000/0005.pdf) accessed 31 July 2024.

5 ‘The Story of the February 28 Coup as Never Told Before’ (TRT World, 24 February 2024) [www.trtworld.com/magazine/the-story-of-the-february-28-coup-as-never-told-before-13114003](http://www.trtworld.com/magazine/the-story-of-the-february-28-coup-as-never-told-before-13114003) accessed 31 July 2024.

religious freedom and women’s right to education. Over the years, there has been a notable shift in this policy. Reforms have gradually lifted the ban on women wearing the hijab in universities. The evolution of these policies reflects a broader societal discourse on religious freedom and individual rights. The lifting of restrictions on hijab-wearing women entering universities represents a key aspect of the changing landscape in Türkiye’s gender framework.

Article 10 of the Turkish Constitution<sup>6</sup> guarantees equality before the law, stating that ‘everyone is equal before the law without distinction as to language, race, colour, sex, political opinion, philosophical belief, religion and sect, or any such grounds’.

In 2011, Türkiye approved the Istanbul Convention,<sup>7</sup> an international pact to address domestic and gender-based violence. Nonetheless, as the Convention’s discourse grew more heated in subsequent years, the country decided to exit the agreement in 2021<sup>8</sup> – sparking doubts in the government’s commitment to tackling issues concerning gender.

## The legal profession in Türkiye

In the early 20th century, under the leadership of Mustafa Kemal Atatürk, Türkiye underwent a profound transformation that established the country as a modern, secular state. Atatürk’s sweeping reforms replaced traditional Sharia law with progressive European-inspired legal codes, significantly advancing women’s rights, and granting greater legal and social freedoms. These changes were part of a broader effort to modernise Türkiye, promote gender parity and lay the groundwork for a secular, progressive society.

With the adoption of this new, modern single-jurisdiction legal system, there has been a wider need to train educated individuals to work in the legal field. Consequently, the number of law schools, of which were few in the early years of the Republic, has gradually increased.

There is only one category of lawyer (*avukat*) in the Republic of Türkiye. Under the Attorneyship Act No 11364,<sup>9</sup> practising law is a public service and an independent profession: lawyers represent their clients before courts and provide legal services.

To qualify as a lawyer in Türkiye, a candidate must first complete four years of legal education at a Turkish law school. Obtaining an equivalent degree from a Turkish law school is also possible in case of graduation from a foreign law school. Upon graduation from law school, the legal candidate must apply for registration to the bar association within the province where the candidate resides or intends to practise. Candidates who enrolled in law school later than 24 October 2019 must sit the Examination for Legal

---

6 For detailed information, see: ‘Türkiye Cumhuriyeti Anayasası’ [www.icisleri.gov.tr/illeridaresi/turkiye-cumhuriyeti-anayasasi](http://www.icisleri.gov.tr/illeridaresi/turkiye-cumhuriyeti-anayasasi) accessed 31 July 2024.

7 *The Istanbul Convention: Action against violence against women and domestic violence* (Council of Europe, 2024) [www.coe.int/en/web/istanbul-convention](http://www.coe.int/en/web/istanbul-convention) accessed 31 July 2024.

8 ‘Türkiye’s Withdrawal from the Istanbul Convention Rallies the Fight for Women’s Rights across the World’ (Amnesty International, 1 July 2021) [www.amnesty.org/en/latest/news/2021/07/turkiyes-withdrawal-from-the-istanbul-convention-rallies-the-fight-for-womens-rights-across-the-world-2/](http://www.amnesty.org/en/latest/news/2021/07/turkiyes-withdrawal-from-the-istanbul-convention-rallies-the-fight-for-womens-rights-across-the-world-2/) accessed 1 May 2024.

9 Lawyers Act, 8 April 1961, No 1136 [www.mevzuat.gov.tr/mevzuatmetin/1.5.1136.pdf](http://www.mevzuat.gov.tr/mevzuatmetin/1.5.1136.pdf) accessed 31 July 2024.



Practice (*Hukuk Mesleklerine Giriş Sınavı*)<sup>10</sup> and score at least 70 per cent to be eligible for progression to the following internship stage. However, this condition to score at least 70 per cent in the exam does not apply to those who enrolled in a law school after 24 October 2019 and graduated before 31 March 2024.

Following registration, one year of compulsory legal internship<sup>11</sup> must be completed, the first six months of which are served in court. The next six months must be spent in a legal practice, working with a qualified attorney who has at least five years of legal experience. At the end of the second six months, an observation of court/trials process must be successfully completed. The lawyer candidate must further take courses and participate in training activities organised by their bar association in addition to performing various internship duties at the education centre of the relevant bar association.

After registering with a bar association and obtaining a licence as a lawyer, one can practise anywhere in the country.

The regulators of the legal profession in Türkiye are the bar associations and the Union of the Turkish Bar Associations, which consists of 81 Turkish bar associations. The Union and the bar associations are independent professional organisations, each with distinct legal personalities.

---

10 The Turkish Bar Exam, as detailed in the *Official Gazette (Resmî Gazete)*, is a mandatory examination for law graduates who wish to practise law in Türkiye. The exam covers various legal subjects and is part of the qualifications required to become a licensed attorney. For more detailed information, see Official Gazette, 9 May 2023 [www.resmigazete.gov.tr/eskiler/2023/05/20230509-6.htm](http://www.resmigazete.gov.tr/eskiler/2023/05/20230509-6.htm) accessed 31 July 2024.

11 The *Avukatlık Staj Yönetmeliği* (Attorney Internship Regulation) outlines the requirements and procedures for law graduates to complete their mandatory legal internship in Türkiye. For detailed information, see 'İstanbul Barosu', *Avukatlık Staj Yönetmeliği*.

# Methodology

Türkiye is the 11th jurisdiction to be covered by the Gender Project. Further information on the aims and context of the Gender Project can be found in the England and Wales Results Report.<sup>12</sup>

The Turkish study commenced in January 2024 and concluded in May 2024. During this time, 24 corporations, 92 law firms, the bar associations of Türkiye, the Supreme Court of Türkiye and the Ministry of Justice were approached.

Seniority within the Turkish legal profession was defined as follows:

- *Law firms*: partnership level and above, with specific information about representation at the executive level;
- *Corporate sector (in-house legal teams)*: senior management level, general counsel and board members;
- *Public sector*: Ministry of Justice and Ministry of Treasury; and
- *Judiciary*: senior members of the judiciary from the Supreme Court (Yargıtay), Constitutional Court (Anayasa Mahkemesi) and the Administrative Courts.

We selected and approached the sectors as set out below:

(1) Law firms were selected from:

- Ranking Legal500;
- recommendations from senior IBA officer networks; and
- IBA Group Member Firms.

(2) Corporations were selected from:

- Türkiye's main stock exchange (Borsa Istanbul); and
- personal networking of report drafter.

The overall response rate is shown in Figure 1.

Organisation	Number approached	Respondents	Response rate (%)
Law firms	92	28	30
Corporations	24	9	38
The judiciary	2	2	100
Ministry of Justice	1	1	100

Figure 1: response rate of groups asked to participate in this survey.

<sup>12</sup> 50:50 by 2030: A longitudinal study into gender disparity in law (IBA/LNROLF) [www.ibanet.org/document?id=IBA-Gender-Disparity-Report-England-and-Wales-2022](http://www.ibanet.org/document?id=IBA-Gender-Disparity-Report-England-and-Wales-2022) accessed 31 July 2024.

# Gender representation across the legal profession: 2024 status

## Overall picture: all lawyers

### Female lawyers by sector and seniority

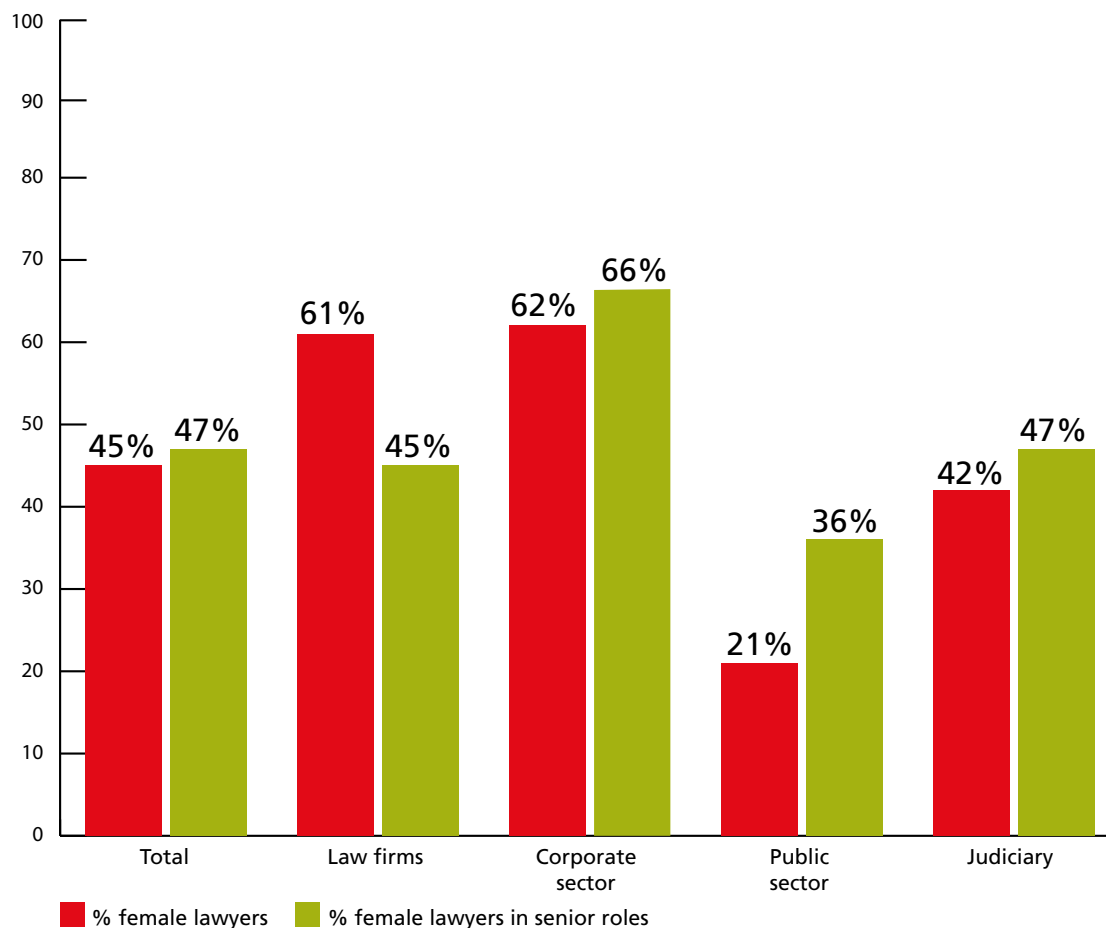


Figure 2: representation of women by sector and seniority

Overall, the percentage of women lawyers within the Turkish legal profession is 45 per cent. At a senior level, the average percentage of female lawyers slightly increases to 47 per cent overall. The corporate sector has the highest percentage of women (62 per cent), followed by the law firm sector (61 per cent) and the judiciary (42 per cent). The public sector has the lowest percentage, with only 21 per cent of female lawyers overall and 36 per cent working at a senior level. The corporate sector has a higher percentage of women in senior positions than overall within the sector.

“ Holding the position of a senior female lawyer in Türkiye is a blend of a profound journey of resilience, intellect and empowerment. In a profession where the scales of gender equality are still seeking balance, our presence and achievements are a testament to our unwavering determination and the rich tapestry of diverse perspectives we bring to the legal field. Each case we undertake is not just a matter of law, but a step towards reshaping the narrative of women in leadership, advocating for justice and equality with every argument made and

every right upheld. Our journey is a beacon of progress, illuminating the path towards a more inclusive and equitable legal profession in Türkiye and beyond.

**Duygu Beyazo**

*Senior Partner, NSN Law Firm*

## **Overall picture: working part time<sup>13</sup>**

Part-time working arrangements in the legal sector of Türkiye are relatively uncommon. The legal profession in Türkiye traditionally demands long hours and a significant commitment to casework and client matters, making part-time roles challenging to establish. Within law firms and in-house legal teams, few lawyers work in this manner. At a senior level, only four respondents in law firms or in-house legal teams reported having lawyers working on a part-time basis. Within the public sector and the judiciary, part-time work is not an option.

---

<sup>13</sup> Part-time working data has been surveyed across the wider Gender Project study, but not in Türkiye.

# Gender representation initiatives: across the legal profession

The survey asked workplaces whether they monitor gender balance both overall and at a senior level. Ninety-five per cent of respondents answered they monitor gender balance overall. This percentage drops to 91 per cent when responding to whether they monitor gender balance at the most senior levels.

## Initiative popularity and perceived effectiveness

### Popularity of initiatives

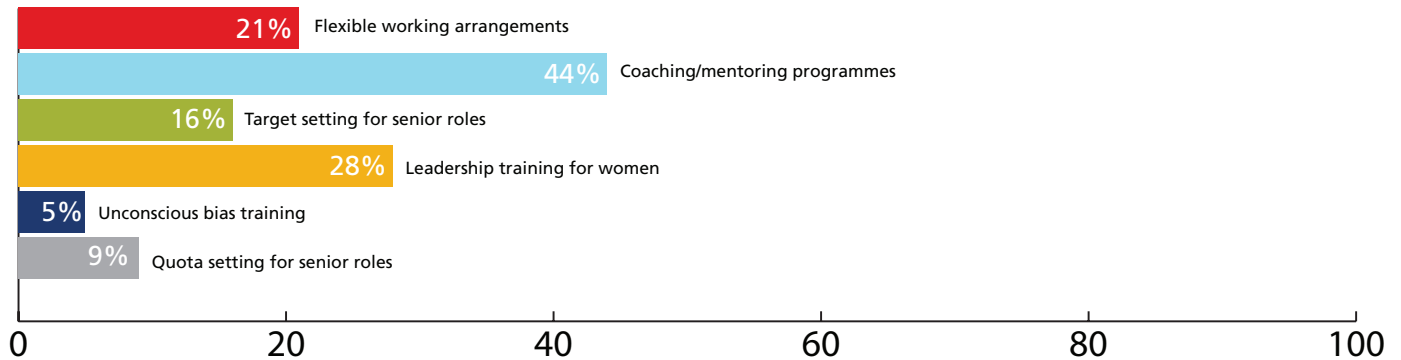


Figure 3: popularity of initiatives to improve gender representation in the legal profession

The most popular initiatives are coaching and mentoring programmes (44 per cent), followed by leadership training for women (28 per cent) and flexible working schemes (21 per cent). Ten per cent of respondents have other measures in place, different from those shown within the options of the survey.

## Popularity of initiatives: sector breakdown

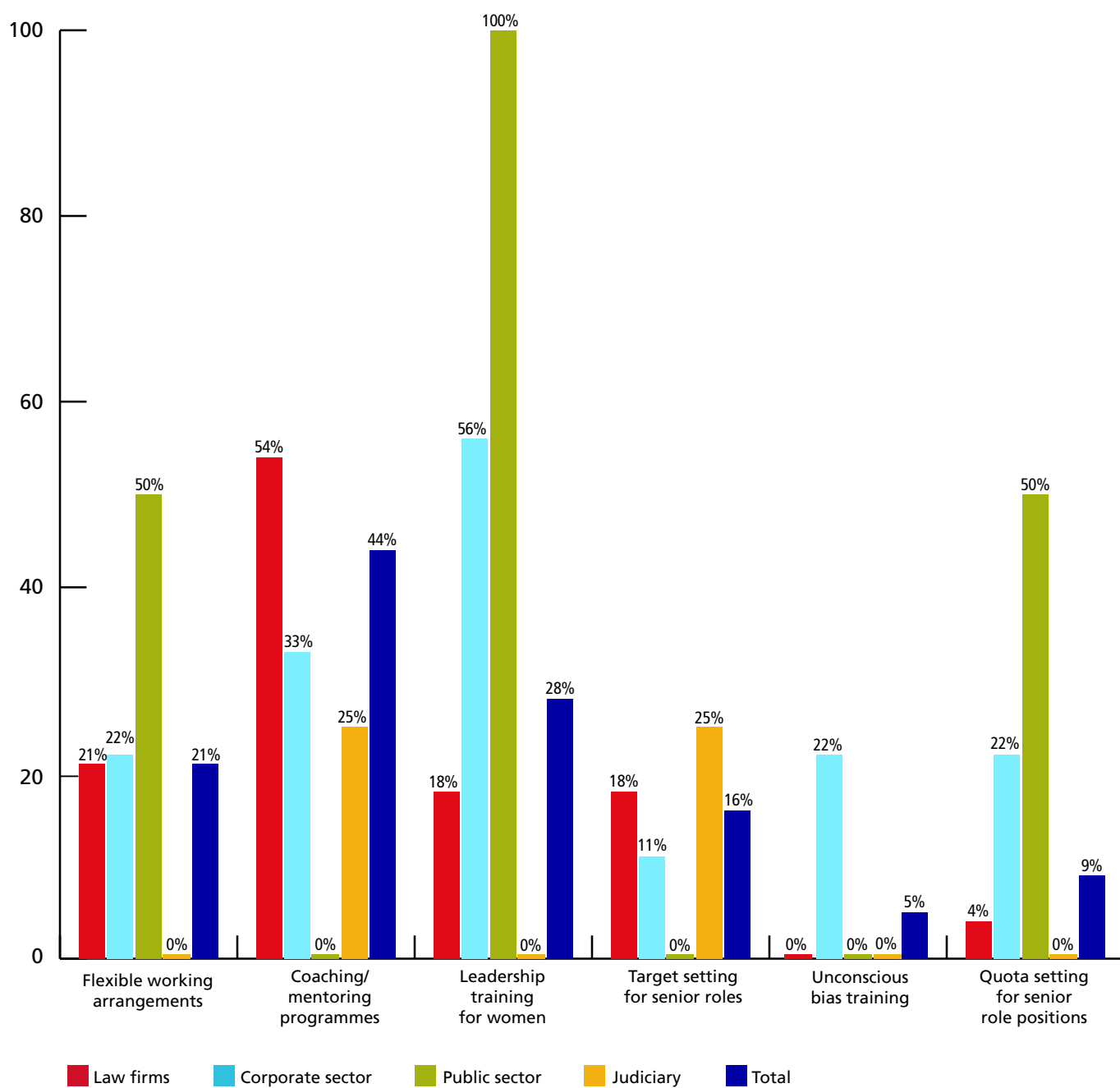


Figure 4: popularity of initiatives to improve gender representation in the legal profession: sector breakdown

## Effectiveness of initiatives

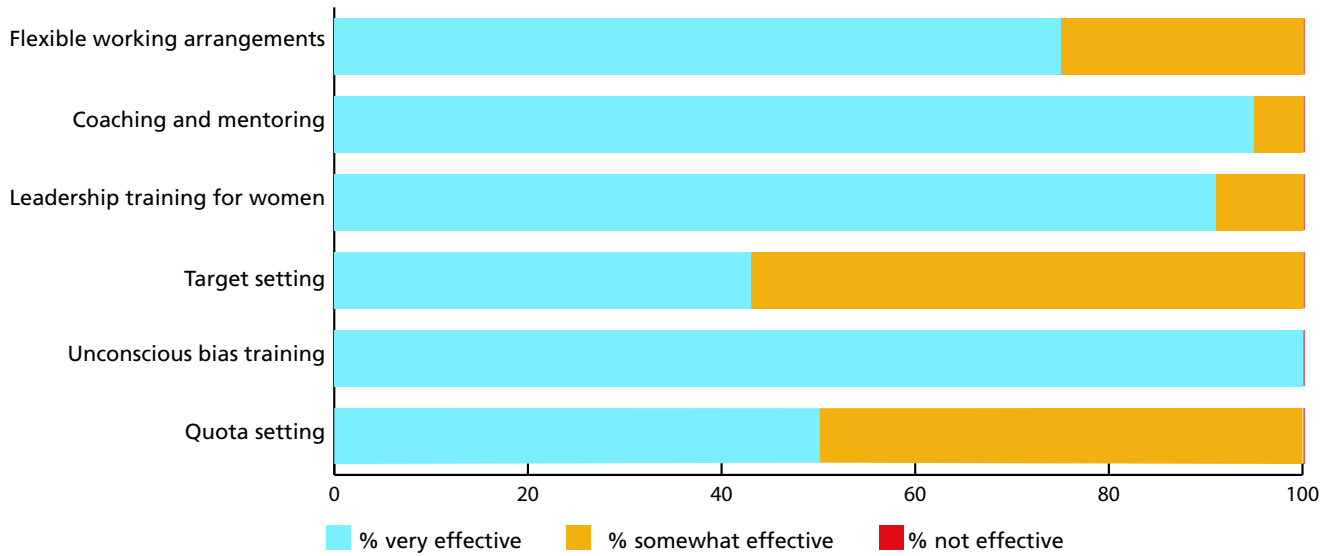


Figure 5: effectiveness of initiatives to improve gender representation in the legal profession

Over the past five years, the Istanbul Bar Association has seen a consistent increase in the number of registered lawyers, with a noticeable trend in the gender distribution. As of 31 December 2023, the total number of lawyers reached 62,589, with women accounting for 32,608 (52 per cent) and men for 29,979 (48 per cent). This data reflects a steady rise from the previous year, where there were 28,642 women and 30,632 men out of a total of 59,274 lawyers.

A similar upward trend is evident each year, starting from 46,052 in 2019, where women numbered 23,349 and men 22,703. The increasing number of women lawyers has been particularly significant, indicating a positive shift towards female representation in Istanbul’s legal field.

Year	Total lawyers	Female (%)	Male (%)
2023	62,589	52	48
2022	59,274	48	52
2021	54,480	49	51
2020	49,567	49	51
2019	46,052	51	49

Figure 6: Istanbul Bar Association lawyer gender data

# Gender initiatives: sector breakdown

## Law firms

In Türkiye, the legal sector exhibits a promising trend towards gender equality. Currently, 61 per cent of all lawyers in law firms are female, with women making up 45 per cent of senior lawyers and 39 per cent of board members. Out of the 38 law firms that completed the survey, a significant majority (96 per cent) monitor gender balance overall, and 93 per cent monitor gender balance overall and at senior levels. This demonstrates a strong commitment within the sector to understanding and addressing gender disparities. Of those workplaces that claimed to monitor gender balance overall and at a senior level, 88 per cent stated they shared the monitoring exercise with the leadership of their organisations.

## Popularity and effectiveness of initiatives: law firms

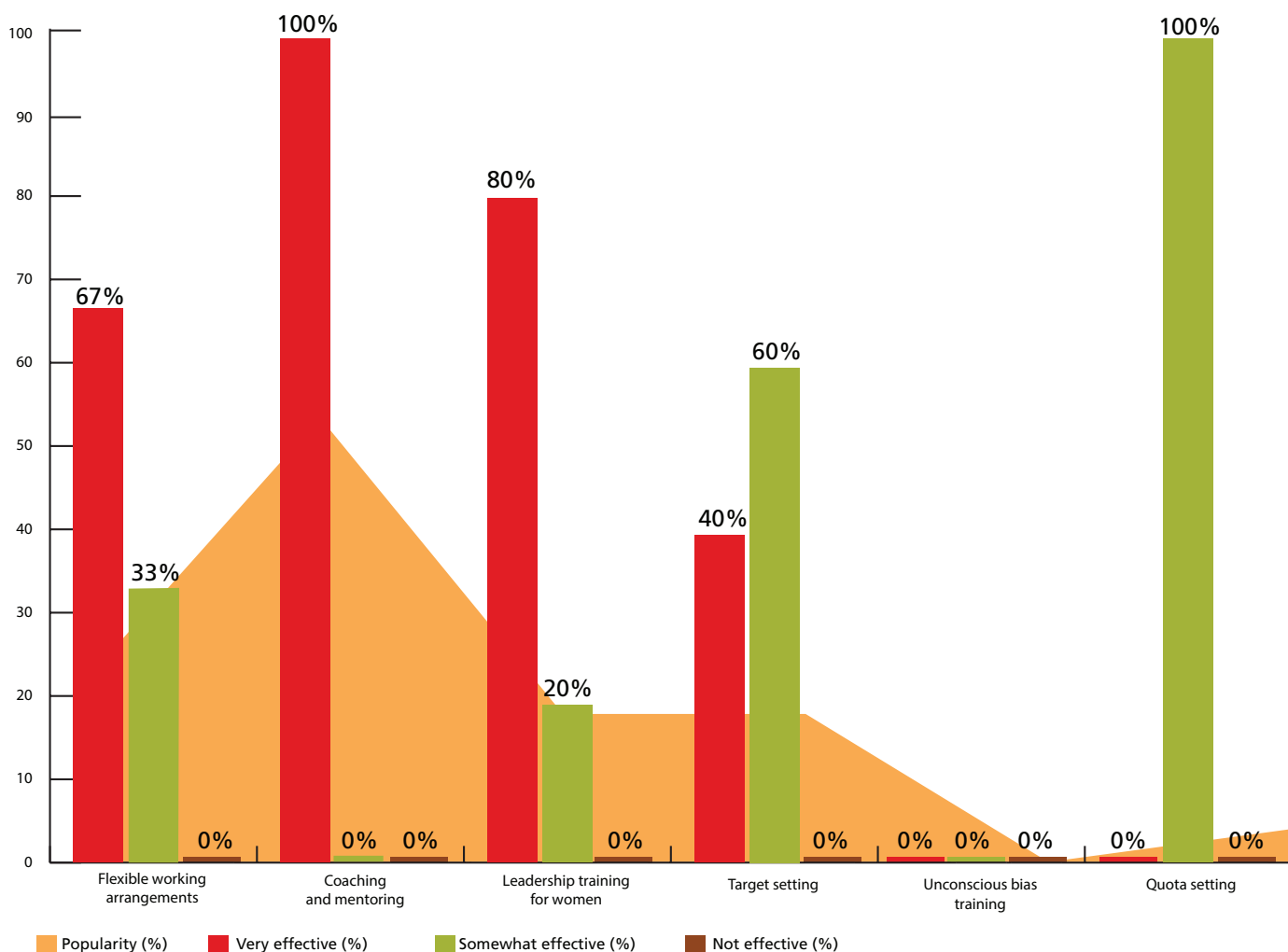


Figure 7: popularity and effectiveness of initiatives to improve gender representation: law firms

Coaching and mentoring programmes is the most popular initiative and regarded as the most effective. Kolcuoğlu Demirkan Koçaklı (KDK) Law Firm is notably dedicated to this initiative, with membership in various organisations focused on diversity and inclusion, such as the Ethics and Reputation Society



(Etik ve İtibar Derneği or TEID)<sup>14</sup> and Transparency International. KDK's Human Resources and Ethics Committees regularly adopt new measures and set evolving targets to support the career advancement of female lawyers. NAZALI Law Firm also plans to increase the number of female lawyers at every seniority level, emphasising a long-term commitment to gender equality.

Flexible working arrangements are in place in 21 per cent of the firms surveyed. This initiative is key to accommodating personal and professional needs, particularly post-pandemic. KDK adopted flexible working in 2019, in response to both Covid-19 restrictions and to help support women employees balance working and personal responsibilities. They claim this has led to increased efficiency within the firm. TILEGAL Law Firm allows female partners and associates flexible working hours, enabling them to come in later and leave earlier as needed.

“ I am often questioned how it was possible for me to raise my kids and run my firm at the same time without neglecting either one. People are not ready to accept diversity. My male colleagues are never asked this question.

**Yasemin Kenaroglu**  
*Partner, Kenaroglu Law*

Gen Temizer Law Firm has offered remote working since March 2020, with requirements for office presence varying by seniority. The firm has also adopted policies for diversity, inclusion and gender equality, such as relief for lawyers with parental duties, along with procedures to prevent violence and harassment. ACTECON supports flexible working hours and conditions, not requiring full-time office presence. Women with childcare responsibilities are given better-planned deadlines to accommodate their needs.

Target setting for senior positions is undertaken by 18 per cent of firm respondents. This strategy aims to encourage the promotion of women to leadership roles without the rigidity of mandated quotas. Koç Attorneys strives to achieve a balance in senior/partner roles and supports mentorship programmes to bolster gender equality. ACTECON actively supports women in senior positions and encourages the participation of women at business meetings.

Most firms demonstrate a willingness to develop leadership programmes. However, ultimately, these schemes are not gender specific. Leadership training has been implemented by 18 per cent of firms, focusing on empowering female lawyers with the skills necessary for leadership roles. KDK's gender training programmes address current challenges faced by women in the workplace, showcasing a proactive approach to gender equality. Another notable example is ACTECON, which has implemented a comprehensive approach to promoting gender equality. The firm initiated a series of gender balance trainings conducted by an LGBT non-governmental organisation (NGO), aiming to raise awareness and educate their team on these critical issues.

Unconscious bias training is not reported by any of the surveyed firms. This contrasts sharply with other jurisdictions surveyed thus far where such training is more commonplace. This gap presents an opportunity for Turkish firms to enhance their gender equality initiatives by incorporating unconscious bias training.

---

14 See, [www.teid.org/](http://www.teid.org/) accessed 31 July 2024.

“ As a female founder partner in a top-tier law firm in Istanbul, I am deeply invested in fostering gender equality within our sector. While some progress has been made at both local and global levels, it is still more challenging for women to ascend to higher roles in comparison to their male counterparts – it is a fact. We are dedicated to mentoring and supporting the next generation of female lawyers. By sharing experiences, providing guidance and advocating for equal opportunities, we can empower younger women to overcome these barriers and thrive in leadership roles, paving the way for a more inclusive and equitable future in the legal profession. We believe this research conducted by the International Bar Association mirrors gender inequality among various countries and becomes a strong tool for our colleagues to call for further action.

**Baran Gen**

*Partner, Gen Temizer*

Most firms do not have specific targets for senior roles. Some firms like TILEGAL aim for gender parity in recruitment and encourage promotion from within where possible. One other firm mentioned empowering female lawyers to pursue leadership roles. Similarly, Herguner Bilgen Ozeke Law Firm stands out with its dedication to gender equality as more than half of its total lawyer and administrative staff, and nearly half of its partners, are women. This unique composition enables them to provide unparalleled guidance and education to the next generation of female lawyers in Türkiye. Several firms reported having equality committees, programmes focused on diversity and inclusion, and non-discrimination policies. Gen Temizer Law Firm has been proactive in supporting gender equality and creating an inclusive workplace environment. Since November 2023, the firm has been working on a comprehensive project to achieve certification for its efforts in diversity and inclusion. This project includes several key initiatives: the adoption of a diversity, inclusion and gender equality policy, the implementation of procedures to prevent violence and harassment (including the establishment of a council to monitor any complaints), the creation of new mission and vision statements, and the development of neutral interview guidelines for new hires. Additionally, the firm provides certain reliefs for lawyers with parental duties, allowing for greater flexibility to balance work and family responsibilities. In May 2024, Gen Temizer was awarded the CEPS Advanced Certificate for Gender Equality for providing an inclusive work environment based on gender equality. It is the first law firm to be awarded this certificate in Türkiye.

“ Being a senior female lawyer in Türkiye represents both a significant responsibility and a profound source of pride. This role offers more than just legal victories; it provides an opportunity to set an example for and encourage our young female colleagues. Despite the challenges women face in the legal sector, the progress and change I have witnessed throughout my career are encouraging. Every step we take towards breaking down prejudices and ensuring equal representation is a significant move towards gender equality. As a female lawyer in Türkiye, contributing to the empowerment of women in our profession and playing a crucial role in access to justice is an honour for me.

**Şebnem Işık**

*Partner, NSN Law Firm*

## The corporate sector

### Popularity and effectiveness of initiatives: corporate sector

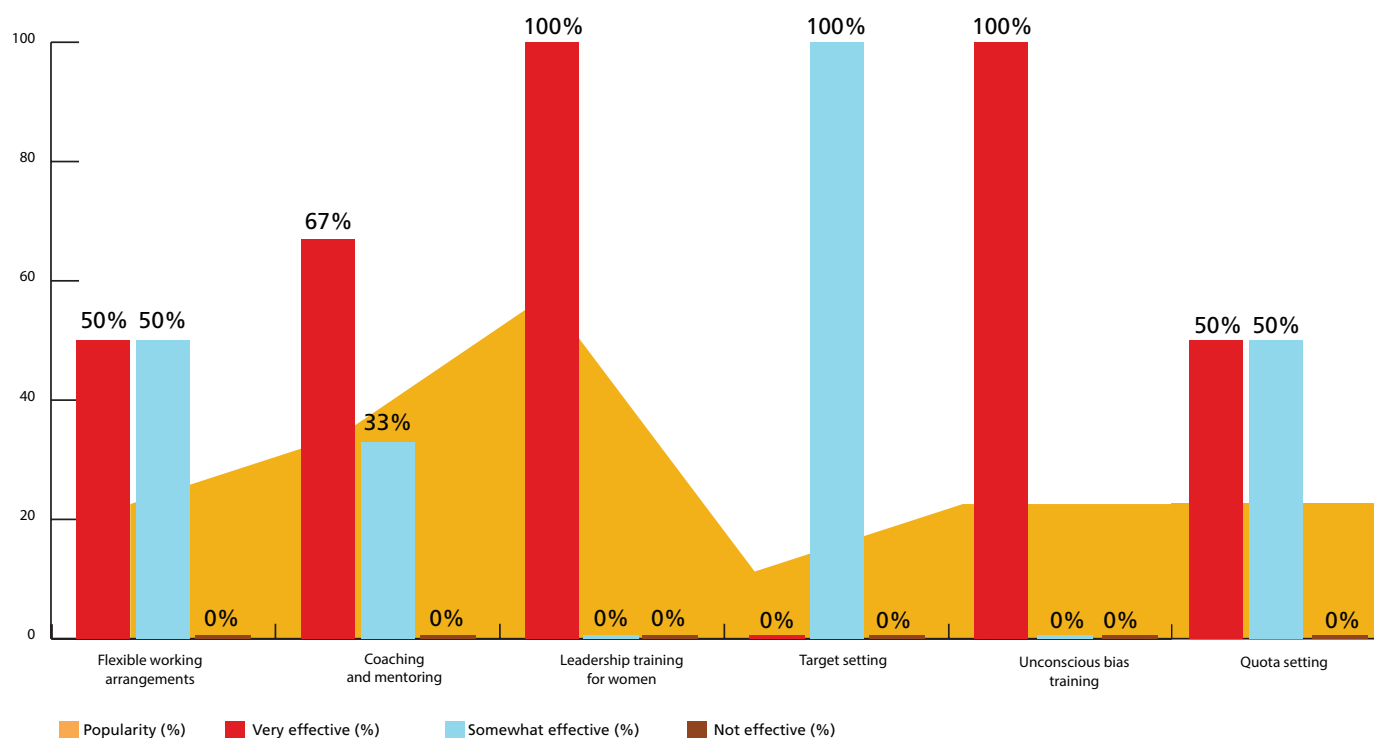


Figure 8: popularity and effectiveness of initiatives to improve gender representation: corporate sector

The corporate legal sector in Türkiye demonstrates a strong commitment to gender equality through various initiatives. Leadership training, coaching and mentoring programmes, and unconscious bias training have been particularly effective in supporting women and increasing their representation in senior roles.

Women constitute 62 per cent of all in-house lawyers, 66 per cent of senior lawyers and have a significant presence on corporate boards. However, only 56 per cent monitor gender balance both overall and at a senior level. Sixty-seven per cent of respondents indicated they share this gender balance monitoring exercise with the leadership of the company.

The two most popular initiatives in the corporate sector are leadership training for women and coaching and mentoring programmes. The overall uptake of all initiatives is lower than within law firms. The most popular initiative, leadership training for women, is implemented by 56 per cent of the in-house legal teams surveyed. Leadership training for women and unconscious bias training are perceived to be ‘very effective’ by all corporate sector respondents.

Other initiatives perceived to be ‘very effective’ are coaching and mentoring programmes (67 per cent), flexible working arrangements (50 per cent) and quota setting (50 per cent). Interestingly, no initiative is perceived to be ‘not effective’. No initiative has been in place for more than ten years on average, with the longest-standing initiatives being flexible working arrangements and coaching and mentoring programmes.

Migros aims to increase the number of women executives to 30 per cent by the end of 2024 and operates the Migros Women’s Academy,<sup>15</sup> which provides free online training and opportunities for women entrepreneurs. Migros also offers a comprehensive gender equality training series, covering essential topics such as gender norms, gender identity and gender-based violence, to overcome workplace prejudices.

Beko Global implements coaching programmes for every new manager and selects high-potential women annually for leadership training, focusing on developing their leadership skills.

Aras Kargo has a robust anti-discrimination policy to ensure a safe and healthy working environment for all employees, with internal policies aligning with legislative requirements and a disciplinary process against any form of discrimination.

“ In Türkiye, we are dedicated to advancing gender equality in the legal profession. While we’ve made strides with more women leaders in law firms, the path to becoming a chief legal officer at major companies remains challenging. CLOs work closely with CEOs, CFOs, and boards, where decision-making environments have often favoured men. We must intensify our efforts to ensure women are equally represented at these critical tables across the corporate landscape. Fortunately, there are pioneering companies that have championed gender equality, recognising the immense value women bring to leadership roles. By emulating their vision and empowering women, we can drive significant change and foster a more inclusive future for Türkiye’s legal profession.

**Özlem Altay**

*Legal Director, Yıldız Holding*

## The public sector

During our research, we contacted the Ministry of Justice and various Turkish public institutions.

Türkiye has demonstrated a strong commitment to gender equality, evident in its constitution and adherence to international agreements. Article 40 affirms the right to work for all citizens, and Article 70 ensures each Turkish citizen has the right to enter public service without discrimination. Additionally, Türkiye ratified the United Nations Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)<sup>16</sup> in 1985, committing to eradicate gender-based discrimination. The country also endorsed the Beijing Declaration and Platform for Action,<sup>17</sup> further pledging to promote gender equality and empowerment.

Our survey data on gender representation within the public sector shows that women constitute 21 per cent of all lawyers, and their representation increases to 36 per cent within senior roles.

---

15 ‘Migros Women’s Academy’ (Migros Kurumsal) [www.migroskurumsal.com/en/sustainability/our-works#migros-womens-academy](http://www.migroskurumsal.com/en/sustainability/our-works#migros-womens-academy) accessed 31 July 2024.

16 CEDAW, adopted by the UN General Assembly in 1979, aims to eradicate discrimination against women globally. For more details, see: ‘Convention on the Elimination of All Forms of Discrimination Against Women’ (UN Human Rights Office of the High Commissioner, 1979) [www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women](http://www.ohchr.org/en/instruments-mechanisms/instruments/convention-elimination-all-forms-discrimination-against-women) accessed 31 July 2024.

17 ‘Beijing Declaration and Platform for Action’, (UN Women, 1995) [www.unwomen.org/en/digital-library/publications/2015/01/beijing-declaration](http://www.unwomen.org/en/digital-library/publications/2015/01/beijing-declaration) accessed 31 July 2024.

Several initiatives have been launched to address gender disparities and support women’s advancement in the Turkish public sector. Within the Turkish public sector, leadership training is in place in all institutions approached. Quota setting and flexible working arrangements have been implemented by half of the bodies approached, and coaching and mentoring programmes and target setting are not in place in any of these institutions.

The 2022 Judicial Statistics<sup>18</sup> reveal the gender distribution of personnel within the Ministry of Justice. Technical services employ 1,571 individuals, with women representing 17 per cent. In health services, women comprise a significant 67 per cent of the 1,056 employees. Auxiliary services employ 5,429 individuals, with women making up 33 per cent. Among permanent employees, women constitute 36 per cent of the 5,538 workforce. General administrative services show a higher representation of women, at 46 per cent of the 66,888 employees. At the Forensic Medicine Institute, women account for 44 per cent of the 2,255 employees.

## The judiciary

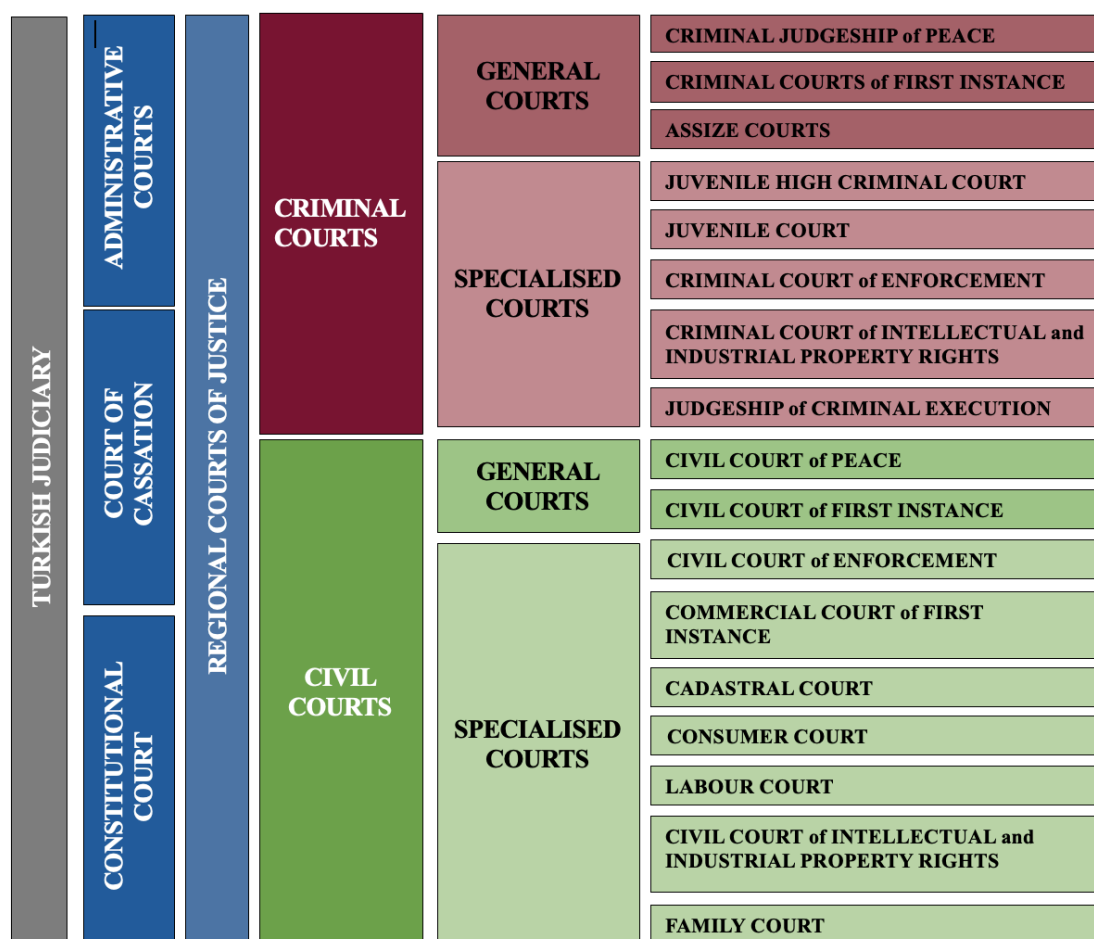


Figure 9: structure of the Turkish judiciary

The Turkish judiciary is structured to address a wide array of legal matters through various tiers and specialised courts (see Figure 9). At the foundation of the judicial system are the first instance courts,

18 *Status of Judges and Prosecutors* (Ministry of Justice, 2022) [www.hsk.gov.tr/Eklentiler/22092022112522-09-2022-hakim-savci-durumlaripdf.pdf](http://www.hsk.gov.tr/Eklentiler/22092022112522-09-2022-hakim-savci-durumlaripdf.pdf) accessed 31 July 2024.

which serve as the primary judicial authorities for both civil and criminal cases. Governed by the Law on Establishment, Competences and Duties of the First Instance Courts, and the Regional Courts of Appeal<sup>19</sup> (Law No 5235), these courts are essential in settling disputes according to the provisions of Article 142 of the Constitution. Within this framework, the competencies of Civil Courts of Peace, Criminal Courts of Peace and Heavy Criminal Courts are defined, ensuring a clear delineation of responsibilities.

Specialised courts exist in both civil and criminal fields. The establishment and competencies of these specialised courts are regulated by specific laws, ensuring that complex legal matters receive expert attention. Furthermore, the competencies of public prosecutors are governed by law, with an office established in each province or sub-province where a court exists, as per Article 16 of Law No 5235. Additionally, the presence of justice committees in areas with heavy criminal courts further enhances the efficacy of the judicial process.

The introduction of regional courts of appeal heralds a transition from a two-tier to a three-tier system within the Turkish judiciary. These courts, equipped with at least three civil and two criminal divisions, play a pivotal role in reviewing decisions made by the first instance courts. With the authority to examine case files from first instance courts in terms of both form and substance, regional courts of appeal ensure thorough scrutiny of legal matters. In cases where decisions are challenged, these courts have the power to uphold or overturn rulings, underscoring their significance in ensuring judicial integrity and fairness.

Apart from the civil and criminal spheres, the Turkish judiciary also encompasses administrative courts and tax courts. Comprising a presiding judge and a panel of members, these courts are tasked with addressing disputes related to administrative actions and tax matters, respectively. Administrative courts adjudicate cases brought against administrative bodies concerning the implementation of administrative legislation, while tax courts specialise in resolving disputes arising from tax-related issues. This specialised approach ensures that disputes in these areas receive focused attention, contributing to the overall efficiency and effectiveness of the Turkish judicial system.

The Turkish judicial system underwent significant reforms following the 2018 constitutional amendment, notably empowering citizens with the right to make individual applications to the Constitutional Court, thereby enhancing access to justice and reinforcing human rights protections. The Constitutional Court's pivotal role in examining the constitutionality of laws and decrees, both in form and substance, underscores its importance in upholding the rule of law and safeguarding fundamental freedoms. Comprised of 17 members drawn from diverse backgrounds, including esteemed legal institutions and academia, the Court is equipped to address complex legal issues with competence and integrity.

---

19 Law on the Establishment, Duties, and Powers of Judicial Courts of First Instance and Regional Courts of Justice), Law No 5235, date of acceptance 26 September 2020 [www.mevzuat.gov.tr/mevzuatmetin/1.5.5235.pdf](http://www.mevzuat.gov.tr/mevzuatmetin/1.5.5235.pdf) accessed 31 July 2024.



“ In Türkiye, access to justice is heavily abused. There is a significant reluctance among the public to tell the truth in court. The understanding that lying in court is seen as a defence right leads to defendants invoking their right to silence under the guise of not self-incriminating. However, the right to remain silent does not grant the right to lie; rather, it is a safeguard against self-incrimination. Third parties holding evidence in trials deliberately withhold it, which leads to abuse of the system.

**Mehmet Gun**

*Founder, Better Justice Association*

Additionally, the Turkish judicial landscape features other high courts crucial to ensuring judicial coherence and efficiency. The Court of Jurisdictional Disputes serves as the final arbiter in settling disputes regarding judicial and administrative court verdicts and competencies, ensuring consistency within the legal system. Similarly, the Council of State acts as both a review body for administrative court decisions, and a primary and final instance court for specific cases prescribed by law, further contributing to the effective administration of justice in Türkiye.

The Ministry of Justice annually publishes data<sup>20</sup> on the gender distribution of judges and prosecutors. Data from 2022 shows that Türkiye has a total of 22,820 judges and public prosecutors. Of these, 15,321 are judges and 7,416 are prosecutors; 7,104 of the judges are female (46 per cent) and 8,217 are male (54 per cent). Among the prosecutors, there are 1,222 female prosecutors (16 per cent) and 6,194 male prosecutors (84 per cent). There are a total of 8,326 female judges and prosecutors throughout Türkiye.

In the first instance courts of civil justice, there are 6,048 female judges and prosecutors and 10,333 male judges and prosecutors. In the administrative judiciary, there are 394 female judges (30 per cent) and 901 male judges (70 per cent).

In the Constitutional Court, there are 12 male judges and no female judges. The number of female judges and prosecutors in the Supreme Court of Appeals is slightly higher than that of men. At the Supreme Court, there are 575 female judges and prosecutors (57 per cent), and 427 male judges and prosecutors. In the Ministry of Justice, there are 61 female judges and 244 male judges.

“ The judiciary, consisting of about 25,000 judges and prosecutors, operates as a closed group with limited interaction with lawyers due to factors such as housing, internal marriages, and restricted communication at their premises. Without effective collaboration within the judiciary, the quality of service deteriorates over time. Consequently, straightforward cases that should be resolved within two to four months in Türkiye take four to five years to conclude. Superficial political and academic examinations lead to the enforcement of alternative methods such as arbitration and mediation, imposing closures on courts for extended periods, which becomes imperative due to this superficial approach.

**Mehmet Gun**

*Founder, Better Justice Association*

---

20 See n 18 above.

## Comparison with other jurisdictions

Türkiye exhibits a promising trend, with 45 per cent of all lawyers being female. This figure increases to 47 per cent at senior levels (and 39 per cent on law firm boards). The corporate sector shows the highest female representation in senior roles at 66 per cent, followed by the judiciary at 47 per cent. The public sector has the lowest percentage of women in senior roles at 36 per cent. However, a closer look at other jurisdictions<sup>21</sup> highlights both similarities and differences in gender disparity across the profession globally.

Türkiye and Nigeria are the only two jurisdictions to date where the percentage of female lawyers in senior positions is higher than the percentage of female lawyers overall within the profession. Forty and 45 per cent of Nigeria's and Türkiye's legal professions, respectively, are female, whereas 46 and 47 per cent occupy senior positions.

The largest differences between female lawyers overall and in senior roles can be seen in Spain and Chile, where there is a 23 and 26 per cent drop between the number of female lawyers overall within the profession in these jurisdictions and the number occupying senior positions. England and Wales presents another interesting comparison, with 51 per cent of all lawyers being female, but only 32 per cent holding senior positions.

In the Turkish public sector, there is an increase of women in senior positions: women in the public sector make up 21 per cent of overall lawyers, but 36 per cent of senior public sector lawyers are women. In Brazil, the opposite trend has been found, where women constitute 43 per cent of public sector lawyers, but only 28 per cent hold senior roles.

In terms of initiatives, unconscious bias training is the least popular initiative, but viewed as 'very effective' by all those respondents that have it in place. In most other jurisdictions, the opposite happens: unconscious bias training is very popular, but not perceived as effective as other policies and initiatives in place.

---

21 For the other Gender Project reports, see [www.ibanet.org/gender-equality-in-the-legal-profession#reports](http://www.ibanet.org/gender-equality-in-the-legal-profession#reports) accessed 24 September 2024.



## Conclusion

The landscape of the legal profession in Türkiye reflects both significant strides and persistent challenges in achieving gender equality. The country's legal framework, supported by constitutional mandates and international commitments such as CEDAW, underscores its commitment to gender equality. Despite this, the journey towards parity in the legal profession is ongoing, with notable variations across the different sectors.

The increase in the number of law schools and legal professionals highlights an evolving field, while raising concerns about the balance between the supply of law graduates and the demand for legal services. Nonetheless, the profession has seen a remarkable rise in female participation, especially within the Istanbul Bar Association, where female lawyers now represent a majority of the lawyers; it also has a female president.<sup>22</sup> This trend is mirrored in the corporate legal sector, where women hold senior roles and initiatives are in place to promote gender balance, such as leadership training and unconscious bias programmes.

However, the representation of women in the judiciary and prosecutorial positions tells a different story. While nearly half of the judges are women, the proportion of female prosecutors is significantly lower. This disparity points to a need for targeted efforts to ensure that women have equal opportunities and representation across all levels and branches of the legal profession.

Efforts to monitor and promote gender balance within legal institutions are encouraging, with most law firms actively tracking gender representation and implementing programmes to support female advancement. However, the data suggests that more needs to be done, particularly in sharing the outcomes of these programmes with organisational leadership to foster a more inclusive culture.

Ultimately, the legal profession in Türkiye is at an important point. The progress made in gender diversity is encouraging, yet sustained and focused efforts are essential to address remaining gaps. Continued commitment from legal institutions, combined with supportive policies and initiatives, will be crucial in ensuring that the legal profession in Türkiye becomes a model of gender equality and a reflection of the broader societal goals for gender parity.

Despite the varied challenges it faces, Türkiye has emerged as a leading example of gender diversity within the legal profession. With 47 per cent of all lawyers in senior roles being female, Türkiye joins the Netherlands, Nigeria and Ukraine as the jurisdictions studied so far with the highest percentage of female lawyers at the top. This commitment to gender equality positions Türkiye as a model for other nations. The promising statistics highlight the country's potential to lead the way in achieving true gender parity in the legal profession, setting a standard for future progress in the region and beyond.

---

22 'Saraç becomes first female president of Istanbul Bar Association' (*Hurriyet Daily News*, 24 October 2022) [www.hurriyetdailynews.com/sarac-becomes-first-female-president-of-istanbul-bar-association-177953](http://www.hurriyetdailynews.com/sarac-becomes-first-female-president-of-istanbul-bar-association-177953) accessed 31 July 2024.

# Acknowledgements

Thanks are owed first and foremost to IBA President Almudena Arpón de Mendivil who, as the first female president of the IBA in 20 years, has made the Gender Project one of the key focuses of her presidency. Her ongoing support is much appreciated.

We extend our deep appreciation to the primary contributor, LPRU Intern Ceren Ince, whose research, drafting and networking skills were invaluable, and have made this report possible. In addition, we thank other members of the IBA LPRU for their ongoing work and support – notably IBA LPRU Director Sara Carnegie, Project Lawyer Beatriz Martínez, IBA LPRU Project Coordinator Daniel Collins, and LPRU Interns Aniel Cheon and Arista Dalal.

Thank you to both Ufkay Demirci and Seda Kalem Berk, who wrote the forewords to this report. Thanks must also go to Mehmet Gun from Gun Partners and Bahadır Balkı from ACTECON Law Firm, whose insights into Turkish private practice have been vital.

Additional thanks go to Özlem Altay from Yıldız Holding, Özlem Tavashioğlu and Elif Açelya Balkı from Migros Türkiye, and Umut Nazif Celik from Beko Global: their contributions to the respective legal sectors have been incredibly useful.

Thanks are also due to Özge Atılğan Karakulak and Hande Hancer from Gün Partners, Yasemin Kenaroglu and Mine Güner from Kenaroglu Law Firm, and Sebnem Isık and Duygu Beyazo from NSN Law Firm for their support, insights and contributions.

Our ongoing appreciation is expressed for the LexisNexis Rule of Law Foundation whose partnership with the IBA on the Gender Project has been crucial. Their assistance with the creation of survey links and data collection is much appreciated: particular recognition and thanks go to Nigel Roberts, Joanna Weller and Steve Carroll.

Thank you to the following IBA staff for their ongoing support for the Gender Project: Helen Ugwu, Eric Rugundu, Penny Newton, Rebecca Sage, Joanna Budzowska-Gawlak, Simon Fuller, Chloe Woodhall and Romana St Matthew-Daniel.

Finally, our sincere gratitude goes to all those who participated in the survey. Thanks to the following law firms: Gün+ Partners, NSN Law Firm, ACTECON, Gen Temizer, Kenaroglu Law Firm, NAZALI Law Firm, Paksoy Law Firm, Kolcuoglu Demirkan Kocakli, Gokce Law Firm, Hergüner Bilgen Özeke Law Firm, Moral Kınıkoglu, TILEGAL, Koc Attorneys and 25 other participating firms.

Thanks also to the following in-house counsels: Beko Global, Migros Türkiye, Yıldız Holding, Aras Kargo, Tiryaki Holding, AstraZeneca Türkiye, Insider and two other companies.

All participants have our greatest thanks. Each and every response has been invaluable in bringing this report to life.

## Appendix 1: data tables

### Overall picture: all lawyers

	Female lawyers (%)	Female senior lawyers (%)
Law firms	61 (491/804)	45 (78/174)
Corporate	62 (88/141)	66 (19/29)
Judiciary	42 (978/2,323)	47 (684/1462)
Public sector	21 (70/339)	36 (13/36)
Total	45 (1627/3607)	47 (94/1702)

### Popularity of gender initiatives: sector breakdown

	Law firms (%)	Corporate (%)	Public sector (%)	Judiciary (%)
Leadership training for women	18	56	100	0
Flexible working arrangements	21	22	50	0
Target setting	18	11	0	25
Coaching/mentoring programmes for women	54	33	0	5
Unconscious bias training	0	22	0	0
Quota setting	5	22	50	0

### Effectiveness of gender initiatives

	Very effective (%)	Somewhat effective (%)	Not effective (%)
Leadership training for women	91	9	0
Flexible working arrangements	67	33	0
Target setting	40	56	4
Coaching/mentoring programmes for women	95	5	0
Unconscious bias training	100	0	0
Quota setting	50	50	0

## Appendix 2: survey questions

**1. What type of organisation do you work for?**

- Law firm
- Corporation with in-house counsel
- Public sector
- Judiciary

**2. We'd like to start by asking some general profiling questions about the lawyers/judges who are employed in your organisation.**

Total number of lawyers \_\_\_\_\_

Lawyers who work on a part-time basis \_\_\_\_\_

Lawyers employed at a partner/management/KC (or equivalent) level \_\_\_\_\_

Lawyers employed at a partner/management/KC (or equivalent) level who work part-time  
\_\_\_\_\_

**3. This question asks about the lawyers/judges who are female. Please enter approximate numbers for the following:**

Remember, you can return to the survey at any point if you need to look up any figures

Total number of lawyers who are female \_\_\_\_\_

Female lawyers who work on a part-time basis \_\_\_\_\_

Female lawyers employed at a partner/management/KC (or equivalent) level \_\_\_\_\_

Female lawyers employed at a partner/management/KC (or equivalent) level who work on a part-time basis \_\_\_\_\_

**4. How many individuals sit on your Partnership Council/Management Board/Executive Council (or equivalent)? \_\_\_\_\_**

**5. Of these three, how many are female? \_\_\_\_\_**

**6. Do you monitor the gender balance in your organisation overall?**

- Yes       No

**7. Do you monitor the gender balance in your organisation for lawyers at the senior level?**

- Yes       No

**8. Is this gender monitoring data shared with the leadership of the organisation?**

- Yes       No

9. **Is this gender monitoring data shared with the leadership of the department or elsewhere within government?**

- Yes       No

10. **Does your organisation have any of the following initiatives/policies in place addressing gender equality and/or seeking to increase the number of women reaching positions of seniority?**

- Quota setting for senior role positions
- Availability of greater flexible working arrangements (post Covid-19 restrictions)
- Leadership training for women
- Target setting for senior role positions<sup>23</sup>
- Unconscious bias training
- Coaching/mentoring programmes

Other: \_\_\_\_\_

- None of the above

11. **We have a couple of questions about your [measure]**

**Can you please provide a brief description of your [measure]?**

*Please include how it works, how it is measured and the impact it is having.*

---

---

---

**Approximately how long have your [measure] been in place?**

*Please enter the approximate number of years* \_\_\_\_\_

12. **In your view, how effective has each initiative/policy been in supporting gender equality and/or increasing the number of women reaching positions of seniority in your organisation?**

- Very effective       Somewhat effective       Not effective

13. **Does your organisation have any other diversity-related initiatives in place (race, ethnicity, sexual orientation, disability, religion etc)?**

- Yes       No

14. **Please describe how one of these initiatives or policies works**

*Please include how it works, how long it has been in place and the impact it is having.* \_\_\_\_\_

---

---

---

<sup>23</sup> Targets versus quotas: targets tend to be aspirational, quotas tend to be mandated (sometimes set externally by a body with authority to impose them on organisations). Establishing quotas usually includes setting penalties for failing to meet them.

15. **What else do you want us to know about other initiatives coming in the future?**

---

---

---

16. **Would you like to associate your organisation's name with the feedback you have provided?**

**This will enable the IBA to highlight examples of programmes in its reporting.**

*If you select 'No' below, your survey data will remain confidential and only reported in aggregate.*

Yes       No



the global voice of  
the legal profession®

**International Bar Association**

Chancery House  
53-64 Chancery Lane  
London WC2A 1QS  
Tel: +44 020 7842 0090  
[www.ibanet.org](http://www.ibanet.org)