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



## UKRAINE RESULTS REPORT

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



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

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## Forewords

Dear Colleagues and Partners,

It is with immense pride and hope that we unveil our report on gender balance and women's leadership within the legal profession in Ukraine. This document not only encapsulates our accomplishments and the challenges we face, but also carves a path toward achieving equality and fairness.

In these challenging times, as our nation grapples with the repercussions of a full-scale invasion, women in the legal arena have shown remarkable resilience and commitment. From judges to lawyers, from scholars to volunteers, women have not only fulfilled their professional obligations but have also provided invaluable support to their communities. Their contributions to human rights advocacy, volunteerism, and the upholding of law and order stand as a testament to their bravery and selflessness.

In collaboration with the International Bar Association (IBA), we have embarked on the ambitious 50:50 by 2030 project. This initiative is focused on identifying the root causes of gender inequality across all levels of the legal profession and devising effective strategies to address these disparities. Our aim is to go beyond simply quantifying disparities and to understand the deeper changes needed to ensure genuine gender equality in our field.

I am confident that together, we can foster a legal community where everyone has the opportunity to realise their potential, free from gender-based barriers. I am profoundly grateful for your relentless dedication and support for this pivotal project. Together, we are poised to transform our present and guarantee a more equitable future for the next generation of Ukrainian lawyers.

Warm regards,



**Mykola Stetsenko**

*President of the Ukrainian Bar Association*

Dear Colleagues and Partners,

Ukraine is currently facing immense, unprecedented challenges that touch every facet of our society – from socioeconomic struggles to the pressing need for security. In these turbulent times, the legal community stands as a pillar of support, ensuring law and order, defending the rights and freedoms of our citizens, and facilitating access to justice for all. Today, more than ever, people turn to legal institutions for protection and guidance. It is not only our professional obligation but a civic duty to fortify the legal foundation of our state and safeguard justice for everyone.

We must always bear in mind that each action we take and every legal decision we make contributes to the creation of a strong, democratic and just society. Justice should be efficient, transparent and accessible to all citizens, irrespective of their social standing, gender or location. This means continually refining our judicial processes – simplifying them, making them more understandable – and embracing digitalisation to eliminate barriers and ensure that justice is available to all.

The 50:50 by 2030 initiative exemplifies our ongoing efforts to realize a crucial objective: achieving gender equality in the legal profession. Expanding opportunities for women in law is not only a question of fairness but a key strategy for building a more inclusive, balanced, and effective legal system. Women are already playing pivotal roles in the legal sector, judiciary and academia, which only strengthens our professional community. It is vital that every woman is given the same opportunities for professional growth and advancement, and that society at large benefits from the wealth of their experience and expertise.

I extend my deepest gratitude to everyone who has played a part in making this important project a reality. It is your dedication and tireless efforts that allow us to move forward and reach new milestones. I am confident that, together, we will achieve remarkable progress for the future of Ukraine, creating a legal community that is equal, open and thriving for all.

With respect and warmest regards,

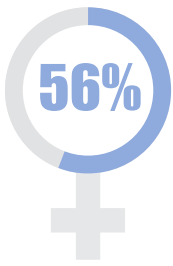


**Olena Kibenko**

*Judge of the Supreme Court*

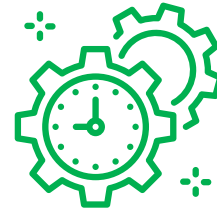
*Member of the Board of the Ukrainian Bar Association*

## Main findings – Ukraine



### Gender representation across the legal profession:

56 per cent of all lawyers are female  
53 per cent of all lawyers in senior roles are female



48 per cent of law firms have lawyers working part-time, and 45 per cent of law firms have female lawyers working part-time in senior roles.



Within **law firms**, women make up 49 per cent of lawyers and 38 per cent of lawyers in seniority positions.



In the **corporate sector**, women make up 66 per cent of all in-house lawyers and 59 per cent of lawyers in senior positions.



Within the judiciary, women make up **55 per cent** of all judges and hold **40 per cent** of senior roles.



In the **public sector**, women make up 52 per cent of lawyers and 76 per cent of lawyers in positions of responsibility.



### Coaching and mentoring

programmes are seen as one of the most effective initiatives.



### Most popular initiatives:

- Flexible working arrangements
- Leadership training for women



# 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 entitled *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>

Nine reports have been published so far: England and Wales in early 2022, Spain and Uganda later that year, Nigeria, the Netherlands and Chile in 2023, and the Republic of Korea, Brazil and Mexico in 2024. All nine reports are available on the Gender Project webpage.<sup>3</sup>

## Country context

Ukraine is a nation in Eastern Europe. It borders Belarus, Hungary, Moldova, Poland, Romania, Russia and Slovakia. On 20 February 2014, Russia launched a well-planned armed aggression against Ukraine with its armed forces occupying the Crimean Peninsula – a part of the Ukrainian territory. On 24 February 2022, missile strikes were carried out throughout the territory of Ukraine, and Russian troops launched a large-scale invasion of the territory of Ukraine, entering from the side of the Russian Federation, Belarus and the temporarily occupied Crimean Peninsula.<sup>4</sup>

As of 1 December 2021, the population of Ukraine was estimated at around 41 million people.<sup>5</sup> After the invasion, the population dramatically decreased, and the Ukrainian Institute for the Future estimates that the population as of June 2023 had fallen to 29 million. In addition, the fertility rate has been estimated to have fallen below one.<sup>6</sup>

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1 Women Business Lawyers Initiative (IBA LPRU), see [www.ibanet.org/lpru/women-business-lawyers-initiative-front-page](http://www.ibanet.org/lpru/women-business-lawyers-initiative-front-page), accessed 11 September 2024.

2 *Bullying and Sexual Harassment in the Legal Profession* (IBA LPRU), see [www.ibanet.org/bullying-and-sexual-harassment](http://www.ibanet.org/bullying-and-sexual-harassment), accessed 11 September 2024.

3 ‘Gender Equality at the Top: seeking parity across the board for women in the legal profession’ (IBA LPRU), see [www.ibanet.org/gender-equality-in-the-legal-profession](http://www.ibanet.org/gender-equality-in-the-legal-profession), accessed 11 September 2024.

4 ‘Key Q&A on Russia’s Aggression’ (Ministry of Foreign Affairs of Ukraine, 22 July 2022), see <https://mfa.gov.ua/en/countering-russias-agression/key-questions-answers-on-russias-agression>, accessed 11 September 2024.

5 ‘Demographic situation in 2021’ (Derzhstat, 12 June 2023), see <https://stat.gov.ua/en/publications/demographic-situation-2021>, accessed 11 September 2024.

6 Viktoriya Kikhtenko, ‘The population of Ukraine is 29 million - estimates of the Institute of the Future’ (The Village, 5 June 2023), see [www.village.com.ua/village/city/city-news/339811-naseleennya-ukrayini-stanovit-29-milyoniv-otsinki-institutu-maybutnogo](http://www.village.com.ua/village/city/city-news/339811-naseleennya-ukrayini-stanovit-29-milyoniv-otsinki-institutu-maybutnogo), accessed 11 September 2024.

Ukraine is a democratic, unitary parliamentary-presidential republic: an elected president functions alongside a prime minister and a cabinet of ministers. The Constitution of Ukraine,<sup>7</sup> adopted in 1996, defines the framework for the country's governance and, like in most democratic countries, divides it into legislative, executive and judicial branches. According to the Economist Intelligence Unit's Democracy Index 2022: 'Russia's invasion of 2022 may have provided the shock that will ensure there is no return to the *status quo ante* in Ukraine. Russia's war of aggression has raised the level of national consciousness and will amplify expectations of change afterwards'.<sup>8</sup>

Even before its independence, Ukrainian women have a long-lasting tradition of fighting for their rights and freedoms. Ukrainian history knows such personalities<sup>9</sup> as Princess Olha of Kyiv (890–969), Anna Yaroslavna or Anna of Kyiv (1030–1075), Lesya Ukrayinka (1871–1913), Kateryna Bilokur (1900–1961), Olena Teliha (1906–1942), Mariya Prymachenko (1908–1997) and many others. Olha Elvira Lustig-Hanytska from Lviv became one of the first female lawyers in Ukraine in 1938.<sup>10</sup>

Equality between men and women is enshrined in the Ukrainian Constitution. According to Article 24:

'Equality of the rights of women and men is ensured: by providing women with opportunities equal to those of men in public, political, and cultural activity, in obtaining education and in professional training, in work and its remuneration; by special measures for the protection of work and health of women; by establishing pension privileges, by creating conditions that allow women to combine work and motherhood; by legal protection, material and moral support of motherhood and childhood, including the provision of paid leaves and other privileges to pregnant women and mothers.'

Several laws address the issue of equality in more detail: the Law of Ukraine on Ensuring Equal Rights and Opportunities of Women and Men (2005); the Law of Ukraine on Preventing and Combating Discrimination in Ukraine (2013); and the Law of Ukraine on Preventing and Combating Domestic Violence (2018). In addition, Ukraine ratified the Istanbul Convention on 20 June 2022.<sup>11</sup> These regulations aim to promote equality and equity in all spheres of life.

In the World Economic Forum's 2022 Global Gender Gap Index, Ukraine scored 0.707, ranking 81st out of 146 countries, above the global average of 0.681.<sup>12</sup> By 2023, Ukraine improved to 66th position with a score of 0.714, and in 2024, it advanced to 63rd with a score of 0.722.<sup>13</sup> The 2024 index shows significant progress, especially in educational attainment, where Ukraine achieved the highest scores, ranking first in literacy rate and all levels of education enrolment. Ukraine also ranked 40th in economic participation and opportunity with a score of 0.737. However, challenges remain in relation to political empowerment, where

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7 Constitution of Ukraine, 1996.

8 'Democracy Index 2022: Frontline democracy and the battle for Ukraine' (Economist Intelligence Unit, 2022), see [www.eiu.com/n/wp-content/uploads/2023/02/Democracy-Index-2022\\_FV2.pdf](http://www.eiu.com/n/wp-content/uploads/2023/02/Democracy-Index-2022_FV2.pdf), accessed 11 September 2024.

9 Christine Chraïbi, '20 Prominent Ukrainian Women' (Euromaidan Press, 17 November 2016), see <https://euromaidanpress.com/2016/11/17/20-prominent-ukrainian-women/>, accessed 11 September 2024.

10 Ivan Horodyskyi, 'The first Ukrainian lawyer: the unknown fate of Olga Hanytska' (Historical Truth, 10 July 2024), see [www.istpravda.com.ua/columns/2024/07/10/164091/](http://www.istpravda.com.ua/columns/2024/07/10/164091/), accessed 11 September 2024.

11 Convention on preventing and combating violence against women and domestic violence (adopted 7 April 2011, entered into force 1 August 2014), CETS No 210 (Istanbul Convention).

12 *Global Gender Gap Report 2022: Insight Report* (World Economic Forum, July 2022), see [www3.weforum.org/docs/WEF\\_GGGR\\_2022.pdf](http://www3.weforum.org/docs/WEF_GGGR_2022.pdf), accessed 11 September 2024.

13 *Global Gender Gap Report 2024: Insight Report* (World Economic Forum, June 2024), see [www3.weforum.org/docs/WEF\\_GGGR\\_2024.pdf](http://www3.weforum.org/docs/WEF_GGGR_2024.pdf), accessed 11 September 2024.



Ukraine ranks 91st with a score of 0.175. This indicates a need for more efforts to achieve gender equality in political representation and leadership.

During the fully fledged invasion, many women in Ukraine became leaders in private and public sectors by leading humanitarian and charitable initiatives, joining the military, becoming leaders in local communities, and advocating for victory and lasting peace for Ukraine.<sup>14</sup>

## The legal profession in Ukraine

Ukraine is a civil law country and its law is based on codified statutes and regulations. The Ukrainian judiciary has three levels and is structured with the Supreme Court at the top, followed by appellate and first-instance courts.

According to information from the European Commission for the Efficiency of Justice (CEPEJ) in its assessment of Ukraine's legal system from 2014 to 2020, in 2020, per 100,000 inhabitants there were:

- 13.09 professional judges (lower than the Council of Europe median);
- 64.65 non-judicial staff (higher than the Council of Europe median);
- 21.25 prosecutors (two times more than the median);
- 9.3 non-prosecution staff (lower than the median); and
- 139.05 lawyers (higher than the median).<sup>15</sup>

As of July 2024, there were 5,051 judges<sup>16</sup> and more than 66,500 practising advocates in Ukraine.<sup>17</sup> As of January 2024, there were more than 9,900 prosecutors in Ukraine.<sup>18</sup>

All advocates are required to be members of the Ukrainian National Bar Association (UNBA). There are also voluntary organisations, such as the Ukrainian Bar Association, which includes members of all legal professions.<sup>19</sup>

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14 'Women Lawyers at War: With No Weapon But Armed' (Ukrainian Bar Association, 9 May 2022), see <https://uba.ua/eng/news/zhinky-yurystky-na-vijni-bez-zbroji-ale-ozbroyeni>, accessed 11 September 2024; 'Women Lawyers at War: Volunteering as a Panacea' (Ukrainian Bar Association, 30 May 2022), see <https://uba.ua/eng/news/zhinky-yurystky-na-vijni-volonterstvo-yak-panaczeya>, accessed 11 September 2024.

15 *European judicial systems CEPEJ Evaluation Report: 2022 Evaluation cycle (2020 data) – Part 2 Country Profiles* (European Commission for the Efficiency of Justice/Council of Europe, 2022), see <https://rm.coe.int/cepej-fiche-pays-2020-22-e-web/1680a86276>, accessed 11 September 2024.

16 'Positions of Judges' (High Qualification Commission of Judges of Ukraine, 2024), see <https://vkksu.gov.ua/oblik>, accessed 11 September 2024.

17 'The actual number of lawyers of the BPD system has been announced' (UNBA, 19 May 2023), see <https://unba.org.ua/news/8068-ozvucheno-real-nu-kil-kist-advokativ-sistemi-bpd.html>, accessed 11 September 2024.

18 *Staff of special entities in the field of anti-corruption, qualifications and experience of their employees, improvement of their qualifications* (Office of the Prosecutor General, as of 1 January 2024), see [www.google.com/url?sa=t&source=web&rct=j&opi=89978449&url=https://dap.nazk.gov.ua/kpi/info/pdf/%3Fid%3D4%26cid%3D23&ved=2ahUKewiIgtiSsbuHAXVCJNAFHfmsChoQFnoECBYQAQ&usg=AOvVaw1oHq8pRdO9DsVOoZjKXtZF](https://dap.nazk.gov.ua/kpi/info/pdf/%3Fid%3D4%26cid%3D23&ved=2ahUKewiIgtiSsbuHAXVCJNAFHfmsChoQFnoECBYQAQ&usg=AOvVaw1oHq8pRdO9DsVOoZjKXtZF), accessed 11 September 2024.

19 'Membership' (Ukrainian Bar Association), see <https://uba.ua/eng/membership/advantages>, accessed 11 September 2024.

## Legal education

In Ukraine, legal education is mandatory for positions within the legal system. The nation has 289 higher education institutions<sup>20</sup> offering law degrees, a figure that significantly exceeds many other European countries,<sup>21</sup> leading to some issues with respect to the quality of legal education.<sup>22</sup> In 2023, 17,379 students enrolled in law programmes and 21,698 graduated. Of these graduates, 12,027 (55.43 per cent) were women. In total, there were 83,755 law students, with women making up 46,700 (55.76 per cent).<sup>23</sup>

## Lawyers (advocates)

Advocates in Ukraine operate under the governance of the UNBA. Membership in the UNBA is mandatory for practising advocates, who must also pass a qualification exam, complete practical training, and join one of the regional bar councils. Advocates provide legal assistance, represent clients in court and protect their clients' interests in various legal matters. The profession is bound by high ethical standards<sup>24</sup> and there are requirements for continued professional development<sup>25</sup> to ensure competent legal representation. The Ukrainian Bar is one of a few legal institutions which was not reformed in the aftermath of the 2014 Revolution of Dignity. National and international experts<sup>26</sup> point to allegations of corruption and other issues in the functioning of the Bar.

The legal aid system in Ukraine – which includes licensed advocates and falls under the remit of the Ministry of Justice of Ukraine – provides pro bono legal assistance to vulnerable groups within the population.<sup>27</sup>

## In-house lawyers

In-house lawyers in Ukraine offer legal advice and services to businesses but are not required to be advocates. This means they do not need to pass the qualification exams or join the UNBA. In-house lawyers handle legal issues related to business operations, contracts, mergers and acquisitions, compliance and other corporate matters. However, they are not permitted to represent clients in court, which is a responsibility reserved for qualified advocates.

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20 'Register of Subjects of Educational Activity' (Unified State Electronic Database on Education, 2024), see <https://registry.edbo.gov.ua/search>, accessed 11 September 2024.

21 *State of Legal Education and Science in Ukraine* (Organization for Security and Co-operation in Europe) [www.osce.org/files/f/documents/4/4/108268.pdf](http://www.osce.org/files/f/documents/4/4/108268.pdf), accessed 11 September 2024.

22 'Problems of Legal Education and Ways to Resolve Them' (DEJURE), see <https://dejure.foundation/en/problems-of-legal-education>, accessed 11 September 2024.

23 'Statistical information' (State Statistics Service of Ukraine), see <https://docs.google.com/spreadsheets/d/1FIdstRp0DtmadpMs90FZ-I9U45YwiCaR/edit?gid=1036103618#gid=1036103618>, accessed 11 September 2024.

24 *Rules of Ethics of Advocates* (Congress of Advocates of Ukraine, 2017) <https://zakon.rada.gov.ua/rada/show/n0001891-17?lang=en#Text>, accessed 11 September 2024.

25 *The Procedure for Improving the Qualifications of Lawyers of Ukraine* (Council of Advocates of Ukraine, 2021) [https://unba.org.ua/assets/uploads/legislation/poryadki/2021-07-03-poryadki-63\\_60f53b3b70d63.pdf](https://unba.org.ua/assets/uploads/legislation/poryadki/2021-07-03-poryadki-63_60f53b3b70d63.pdf), accessed 11 September 2024.

26 William Meyer, 'ILAC Rule of Law Report – Surviving the Assault: The Ukrainian Legal System After a Year of War' (International Legal Assistance Consortium (ILAC), 2023), see [https://ilacnet.org/wp-content/uploads/2023/05/ILAC\\_Ukraine\\_Law-Report-2023.pdf](https://ilacnet.org/wp-content/uploads/2023/05/ILAC_Ukraine_Law-Report-2023.pdf), accessed 11 September 2024.

27 'We are here to help you!' (Coordination Centre for Legal Aid), see <https://legalaid.gov.ua>, accessed 11 September 2024.

The distinction between a lawyer and an advocate in Ukraine is significant: while a lawyer may perform various legal tasks and provide legal advice, an advocate has the exclusive right to represent clients in court and perform other specific legal functions.

## *Judges*

Ukraine has undertaken significant judicial reforms aimed at improving the transparency, efficiency and independence of its judicial system. These reforms have broadened the criteria for judicial appointments, allowing not only practising lawyers but also members of academia to become judges. At the same time, candidates must undergo rigorous vetting by the High Qualification Commission of Judges of Ukraine (HQCJ) and the Public Integrity Council (PIC). This process helps ensure that only qualified and ethical individuals are appointed, thereby enhancing public trust in the judiciary. Furthermore, the High Anti-Corruption Court was established in 2019 to handle cases of corruption. These cases are investigated by the National Anticorruption Bureau of Ukraine and are brought to court by the Special Anticorruption Prosecutor's Office. Although the reforms of the judiciary and anti-corruption systems are, in general, perceived to be positive, they are not complete. Detailed follow-up measures are described in the *Ukraine Plan 2024–2027* prepared for the implementation of the European Union's Ukraine Facility.<sup>28</sup>

## *Public sector lawyers*

Public sector lawyers in Ukraine operate within government authorities, legal departments and various public institutions (like the Office of the Prosecutor General – see the Methodology section below). They provide legal advice, draft legislation, ensure governmental actions comply with the law, and implement the criminal justice policy of the state. These lawyers play a crucial role in shaping and implementing public policy, often working on significant legal reforms and regulatory matters. Their work ensures that legal standards are maintained, and that public administration and prosecution operate effectively and fairly.

Executive authorities have not been subjected to drastic reforms since 2014. However, the reform of Ukraine's prosecution system was comprehensive and multidimensional. It introduced transparent and merit-based rules for selecting and advancing prosecutors, and was complemented by the establishment of improved prosecutorial governance bodies. The period since 2014 has seen several cycles of external recruitments of prosecutors of various levels, following rigorous testing and integrity checks. A transparent selection procedure for management-level prosecutors was piloted in 2021, including professionalism and leadership checks. Reforms in 2019 included vetting over 11,000 prosecutors, with around a quarter failing the attestation. Continuation of these reforms is crucial for a robust criminal justice system, preventing misuse of power, and ensuring fair distribution of cases. This includes revising the legislative framework for selecting management-level prosecutors and disciplinary procedures.<sup>29</sup>

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28 'Ukraine Facility' (Government of Ukraine, 2024), see [www.ukrainefacility.me.gov.ua/en/#:-:text=The%20Ukraine%20Facility%20is%20the,the%20implementation%20of%20the%20program](http://www.ukrainefacility.me.gov.ua/en/#:-:text=The%20Ukraine%20Facility%20is%20the,the%20implementation%20of%20the%20program), accessed 11 September 2024.

29 *Ibid.*

According to Ukrainian legislation,<sup>30</sup> public sector lawyers cannot combine their work with other professional endeavours, except for teaching, scientific and creative work. The status of the civil servant is incompatible with the status of an advocate.

## Methodology

This study was conducted from March to May 2024 and engaged Ukraine's largest law firms, key judicial sector institutions – including the Supreme Court and the High Anti-Corruption Court of Ukraine – and state authorities such as the Office of the Prosecutor General, the Ministry of Justice of Ukraine and the National Agency of Ukraine on Civil Service. All numbers included in this report are based on the responses received from the survey.

To ensure the representativeness of the study, the following groups were surveyed:

**Law firms:** The survey sample included the top 50 law firms<sup>31</sup> in Ukraine (based on a comprehensive assessment of the activities of participants in the legal services market, using the following quantitative and qualitative criteria: the number of lawyers, profitability, the complexity of transactions and legal disputes they manage, financial efficiency and the company's reputation, as evaluated by peers in the legal market), as well as a selection of regional law firms. Surveys were conducted with the support of the Ukrainian Bar Association.

**Corporate sector:** The survey methodology for the corporate sector included cold outreach by email to the management of 2024's top corporate employers<sup>32</sup> in Ukraine (identified based on data of the State Statistics Service and financial reports of relevant enterprises) and warm outreach to members and partners of the Ukrainian Bar Association, in particular its In-house Lawyers Section.

**Public sector:** The Office of the Prosecutor General, the Ministry of Justice of Ukraine, and the National Agency of Ukraine on Civil Service all completed questionnaires for the survey, thus providing relevant information on civil servants. The questionnaires provided general information about all civil servants in categories 'A' (Senior Civil Service) and 'B' (other managerial positions in the civil service).

**Judiciary:** Survey participants include the Supreme Court, the High Anti-Corruption Court and its Appeals Chamber, and the State Judicial Administration of Ukraine, all of which provided information related to the judiciary.

The distributed questionnaires included questions on the quantitative and qualitative composition of employees, gender distribution at various management levels, and the implementation and effectiveness of gender initiatives.

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30 Law of Ukraine on Civil Service 2016; Law of Ukraine on the Bar and Practice of Law 2013.

31 Olena Osmolovska, 'Market leaders: rating of legal companies 2023' (Law Gazette, 2 May 2023), see <https://yur-gazeta.com/publications/legal-business-in-ukraine/lideri-rinku-reyting-yuridichnih-kompaniy-2023.html>, accessed 11 September 2024; '50 Leading Law Firms of Ukraine in 2024' (Legal Practice Publishing House, 2024), see <https://top50.com.ua/top50>, accessed 11 September 2024.

32 'Largest employers in 2024' (Opendatabot, 2024), see <https://opendatabot.ua/analytics/top-employer-2024>, accessed 11 September 2024.

| Organisation                    | Number approached | Respondents | Response rate (%) |
|---------------------------------|-------------------|-------------|-------------------|
| Law firms                       | 80                | 44          | 55                |
| Corporate sector/<br>businesses | 75                | 24          | 32                |
| Public sector                   | 3                 | 3           | 100               |
| Judicial authorities            | 4                 | 4           | 100               |

Figure 1: Response rate of institutions engaged in the survey

# Gender representation across the legal profession: 2024 status

## Overall picture: all lawyers

In Ukraine, as in many other countries, gender inequality is recognised as an important topic within the legal profession that merits continued focus. Overall, while the proportion of women in the legal profession is robust in all sectors, there is a noticeable drop in female representation in leadership roles, particularly in law firms and the judiciary.

## Female lawyers by sector and seniority

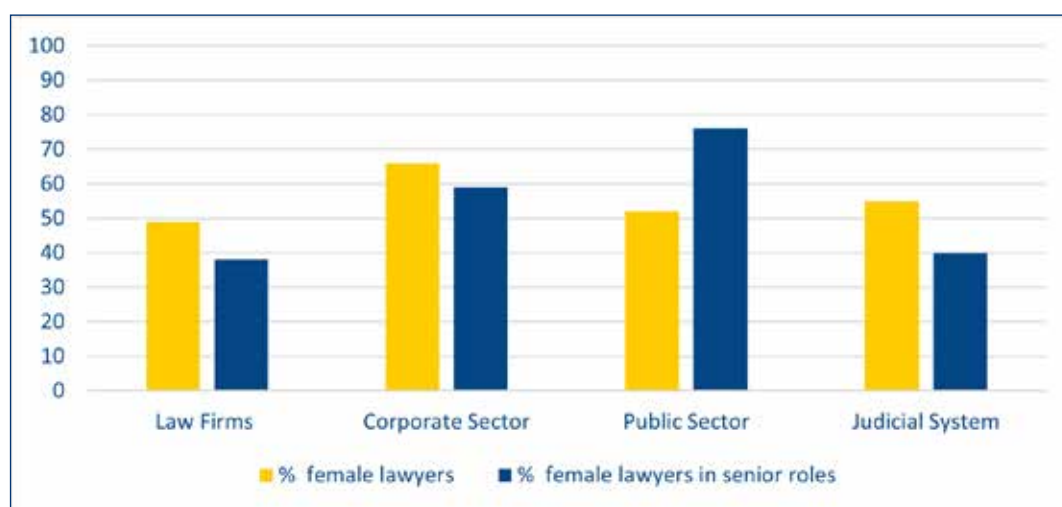


Figure 2: Representation of women by sector and seniority

Women make up a significant percentage of lawyers and leaders, though the proportion varies by sector and role type.

Law firms have a substantial proportion of female lawyers, accounting for 49 per cent of all lawyers. However, the percentage of women in leadership roles within these firms decreases, with women constituting 38 per cent of leaders.

The corporate sector has the highest overall proportion of female lawyers at 66 per cent. Senior leadership in the corporate sector has a female representation of 59 per cent, indicating a relatively balanced gender distribution at higher levels.

The public sector exhibits a higher representation of women in leadership positions, which are held by women 76 per cent of the time. Also, the public sector has a substantial proportion of female lawyers, accounting for 52 per cent of all lawyers.

The judiciary has a 55 per cent proportion of female judges; senior leadership in the judiciary comprises 40 per cent female representation.

## Overall picture: working part-time

Part-time work is quite common in Ukrainian law firms. According to the survey, 49 per cent of the law firms polled have employees who work part-time. Among these part-time workers, 48 per cent are women.

Lawyers working part-time at the management level of law firms is less common. Only 27 per cent of law firms employ management-level lawyers on a part-time basis, and women hold these positions in 45 per cent of such cases.

Part-time work is uncommon in the corporate sector. Only 28 per cent of the surveyed companies employ lawyers who work on a part-time basis, and 44 per cent of these lawyers are women.

The conditions of part-time work for the judiciary and public sector are regulated by the Labor Code of Ukraine.<sup>33</sup> According to Article 56 of this code, a part-time workday or workweek can be established by an agreement between the employee and the employer.

However, it should be noted that the issue of combining work for judges is regulated by the Law of Ukraine on the Judiciary and the Status of Judges.<sup>34</sup> Judges are prohibited from engaging in any entrepreneurial or other paid activities, except for teaching, scientific and creative activities. The same applies to the public sector and is regulated by the Law of Ukraine on Civil Service.<sup>35</sup>

The Ukrainian Bar Association, through the State Judicial Administration, disseminated the questionnaire on part-time employment to all Ukrainian courts. 530 replies were received at the time of finalisation of this report. The information collected indicates that only four male judges have special working conditions. Additionally, 78 responses included information about judges combining their work with academic and teaching activities, which accounts for approximately 15 per cent of the replies received.

Furthermore, among the responses, 70 male and 60 female judges reported combining their work with teaching or academic activities, accounting for 53.9 per cent of men and 46.1 per cent of women, respectively.

According to the survey results, there are no civil servants in the structural divisions of the Ministry of Justice of Ukraine working part-time or combining their work with teaching or scientific activities. However, six civil servants from the structural divisions of the Ministry of Justice do combine their work with teaching, scientific or creative activities, of whom four hold managerial positions.

Additionally, according to three responses from inter-regional offices of the Ministry of Justice of Ukraine, two women, one of whom is a manager, are working part-time.

Based on the information provided by survey participants, part-time work is not common in the judiciary and justice system. Judges and civil servants who do combine roles typically engage in academic or teaching activities outside their regular working hours.

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33 Labor Code of Ukraine 1971.

34 Law of Ukraine on the Judiciary and the Status of Judges 2016.

35 Law of Ukraine on Civil Service 2016.

# Gender representation initiatives: across the legal profession

The survey inquired whether legal workplaces track gender balance both overall and at the senior level. A substantial majority of the respondents, 64 per cent, confirmed they monitor gender representation within their workplaces. Furthermore, 58 per cent reported keeping track of gender balance across all levels and at the senior level.

## Popularity of initiatives

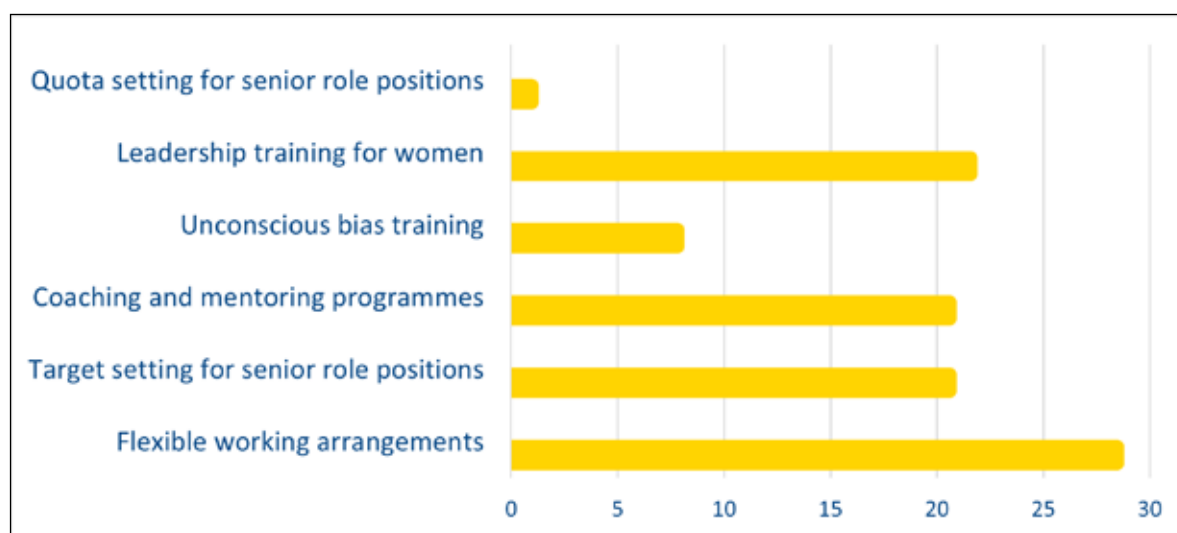


Figure 3: The popularity of initiatives to improve gender representation in the legal profession

The survey enquired whether respondents had in place any of six specific initiatives that address gender equality and/or seek to increase the number of women reaching positions of seniority. These six initiatives are shown above in Figure 3. As Figure 3 highlights, the most popular gender equality initiatives across all sectors are:

- flexible working arrangements;
- leadership training for women;
- coaching and mentoring programmes; and
- target setting for senior role positions.



## Popularity of initiatives: sector breakdown

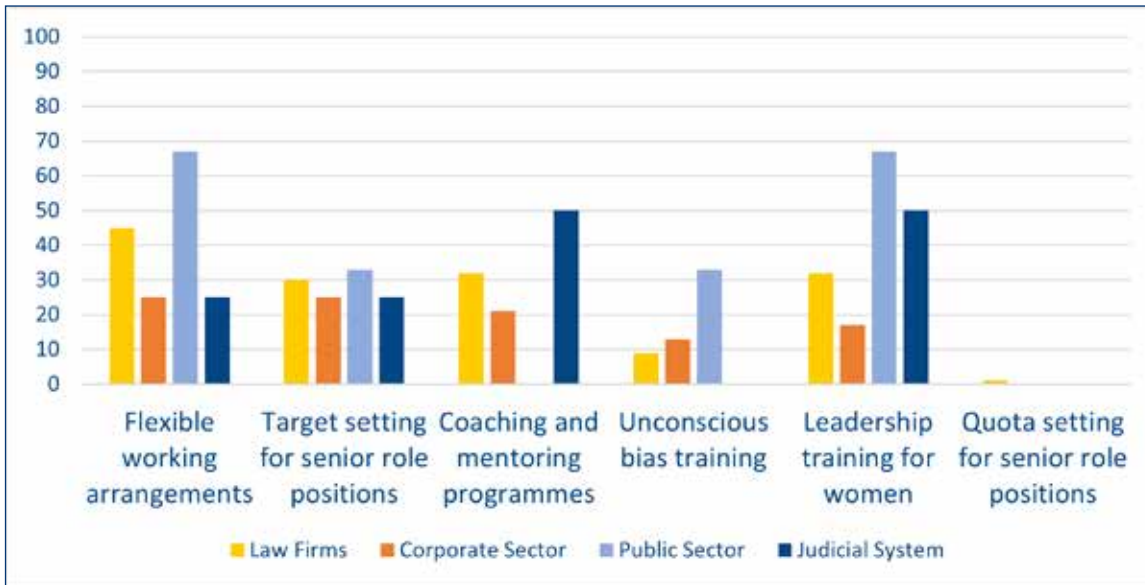


Figure 4: Popularity of initiatives to improve gender representation in the legal profession: sector breakdown

As Figure 4 illustrates, the highest percentages show a focus on flexible working arrangements in the public sector (67 per cent) and law firms (45 per cent), and leadership training in the public sector (67 per cent) and judiciary (50 per cent). The lowest percentages reflect minimal support for quota setting in law firms (two per cent), and low adoption of unconscious bias training in law firms (nine per cent) and employers with in-house counsel (13 per cent).

Overall, sectors favour flexible and developmental approaches over mandatory quotas.

## Perceived effectiveness of initiatives

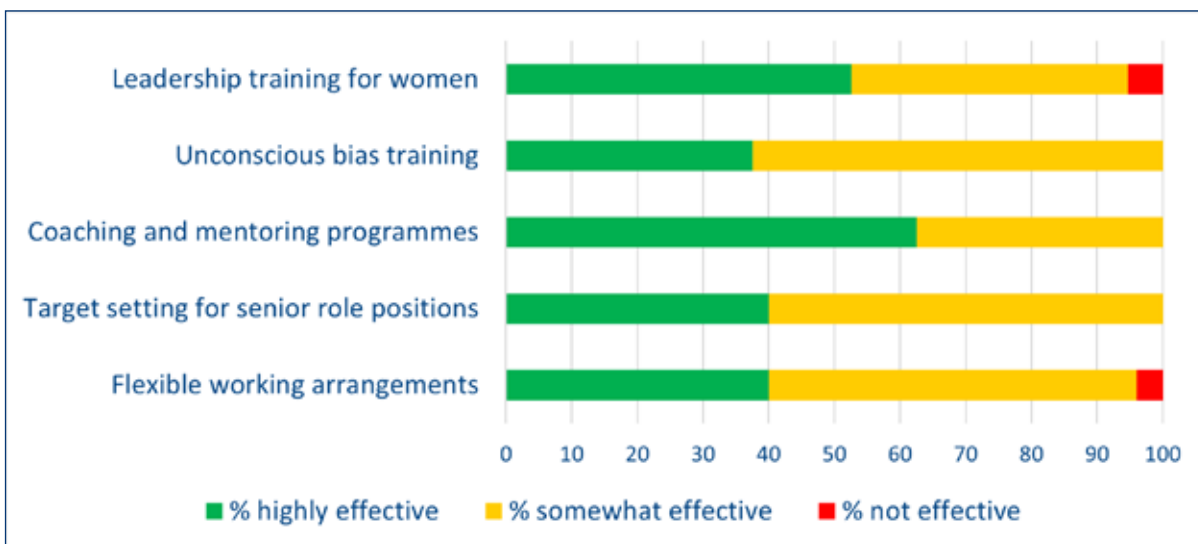


Figure 5: Perceptions of the effectiveness of initiatives to improve gender representation in the legal profession

Legal workplaces generally perceive their initiatives aimed at enhancing gender representation as somewhat successful. Most initiatives are considered effective, albeit with varying degrees of success across different measures.

Flexible working arrangements are considered very effective by 40 per cent of respondents and somewhat effective by 56 per cent, showing strong acceptance. Leadership training for women is another significant initiative, rated as very effective by 52.6 per cent of participants, highlighting its importance in advancing women into leadership roles.

Target setting for senior roles is well-regarded, with 40 per cent viewing it as very effective in ensuring gender representation in higher positions. Coaching and mentoring programmes show high effectiveness, with 62.5 per cent rating them as very effective. Conversely, unconscious bias training is perceived as very effective by only 37.5 per cent of respondents. This suggests that unconscious bias training may need to be redesigned to increase its effectiveness. In redesigning this training, it would be essential to consider the experiences of other countries and the latest practices and trends. Alternatively, it might be necessary to reconsider the inclusion of unconscious bias training in organisations' suites of initiatives if it continues to prove insufficient.

It is worth noting that only one law firm, representing two per cent of the total surveyed, has implemented quotas. This firm considers quotas an effective initiative. However, in our assessment, including this metric in the overall analysis requires a higher adoption rate among firms. A larger sample size would yield more statistically significant data and provide a more accurate reflection of industry trends.

These findings reflect a proactive approach in legal workplaces toward fostering gender balance, particularly emphasising leadership training and flexible working arrangements as key drivers.

# Gender initiatives: sector breakdown

## Law firms

Eighteen per cent of legal firms who responded to the survey have implemented gender initiatives outside of the six initiatives outlined in the preceding section.

One of the surveyed firms ensures no difference in compensation between men and women of the same seniority level, actively involves female lawyers in leadership events, and offers part-time work options for women returning from maternity leave.

Two firms have anti-discrimination policies, including policies against sexual violence and harassment. These firms also set clear requirements and goals for all levels of lawyers, focusing on professional skills and personal qualities. According to these firms, these structured approaches ensure that all employees are evaluated fairly and transparently.

One of the firms has implemented a mentorship programme specifically for women practising criminal law. This programme focuses on developing leadership qualities and breaking down myths about ‘non-feminine practices’. According to the firm, as a result there is an increase in the number of female criminal lawyers, which helps to diversify the field and challenge traditional gender roles.

Fourteen firms emphasise leadership training for women, but only one noted that the training starts with junior lawyers. This firm also develops individual growth plans tailored to each woman’s strengths and career goals. This personalised approach ensures that female lawyers receive the support and guidance they need to advance in their careers.

One of the firms conducts regular meetings and training sessions for female lawyers to develop management and communication skills. The effectiveness of these initiatives is measured through feedback and observed changes in performance. This ongoing evaluation helps the firm adjust its programmes and ensure it is meeting the needs of its employees.

One firm participates in global initiatives, like the UN Global Compact and the Women’s Empowerment Principles, which are aimed at promoting gender equality in the workplace and society. This involvement underscores its commitment to broader social responsibility and aligns its internal policies with international standards.

One of the respondents added that employee wellbeing is prioritised, with the firm providing additional leave and support during difficult times. According to the respondent, this ensures employees can manage personal issues without impacting their professional responsibilities, reflecting a holistic approach to employee care.

These varied practices outlined by survey respondents indicate that legal firms are not only addressing gender disparity but also enhancing the overall workplace culture, making it more supportive and equitable for all employees.

The survey results highlight several key points: first, flexible working arrangements and leadership training for women are highly effective and popular in legal firms, significantly promoting women into leadership roles. Second, while target setting for senior roles is considered effective, quotas are rarely used, with only one firm implementing them. This shows a preference for flexible and developmental approaches. Third, mentorship programmes are effective in developing professional skills and preparing women for leadership, but unconscious bias training needs improvement.

Overall, legal firms prioritise flexible and developmental approaches to promote gender equality.

“ Many leading national firms tend to join the UN Global Compact and follow the diversity standard. This year Aequo also joined the Women’s Empowerment Principles (WEPs), a guide for businesses that includes seven principles on advancing gender equality and women’s empowerment in the workplace, marketplace and community. In times of war, when we fight for our freedom and defend our rights, we are committed to raising awareness and providing a powerful framework to make a difference.

**Anna Babych**

*Board Member of the Ukrainian Bar Association  
and Executive Partner at the law firm Aequo*



## The corporate sector

Twenty-five per cent of Ukrainian corporate sector survey respondents implement gender initiatives beyond those six listed in the survey.

For example, some corporate sector employers have specific policies to support gender equality and non-discrimination, including codes of ethics and collective agreements. One respondent focuses on replacing positions vacated by men mobilised to the armed forces with women, although this last approach was driven less by gender equality objectives and more by hardships imposed by the war.

One employer, representing four per cent of the respondents, proposes several initiatives to address the needs of working mothers. These initiatives include providing 50 per cent reimbursement for childcare expenses for mothers with children under three years old, allowing the flexibility to bring children to work, and offering the option of 100 per cent remote work for parents with young children.

Additional support includes material gifts upon the birth of a child, celebrations of Children’s Day with outings, and gifts for children on St Nicholas Day. These organisations may also compensate with children’s entertainment activities and family outings.

“ In a great team, just like in any recipe, there must be various ingredients, each adding its unique flavour to the final product. High-calibre teams of the future are impossible without women’s contributions. In the impersonal digital world of the future, women bring values that cannot be replaced by technology – empathy, kindness, and care – becoming not just an addition, but the unifying core of modern teams.

**Svitlana Romanova**

Chief Legal Officer at Metinvest Holding



## The judiciary

Considering the judiciary’s significant role and responsibility, gender equality among judges and court staff is of paramount importance. Women’s representation in the judiciary is a key indicator of their involvement in critical decision-making processes. Judges, by definition, make decisions that impact not only individuals but also society as a whole. These decisions shape the broader social fabric and influence public trust in the justice system.

One of the earlier research articles analysing gender composition of the Ukrainian judiciary in the aftermath of the comprehensive judicial reform in 2014 was authored by Tetiana Fulei, Head of the Department of Scientific Research on Judicial Problems and Improvement at the National School of Judges of Ukraine.<sup>36</sup> The article analysed gender balance data from January to February 2015 and found a high representation of women in the judicial system.

### Comparison of gender composition: Judges and court leadership

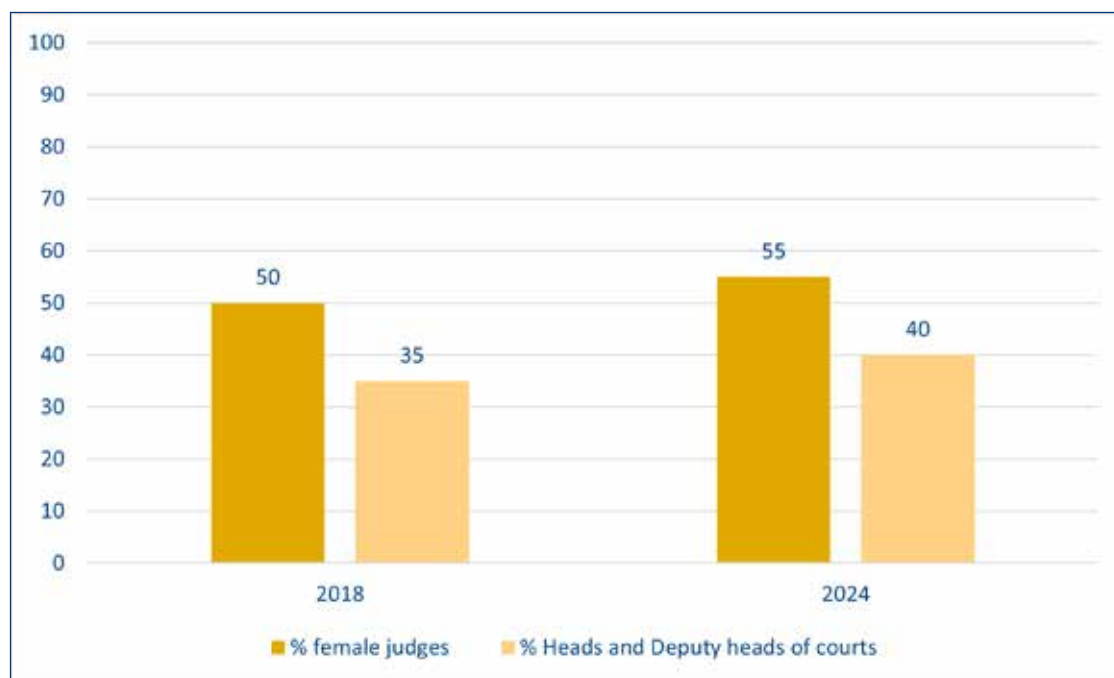


Figure 6: Comparison of women: judges and court leadership (2018<sup>37</sup> versus 2024<sup>38</sup>)

36 Tetiana Fulei, ‘Gender Equality in the Administration of Justice’ (OSCE, 2016), see [www.osce.org/files/f/documents/a/5/249271.pdf](http://www.osce.org/files/f/documents/a/5/249271.pdf), accessed 11 September 2024.

37 *Ibid.*

38 Outcomes of survey conducted for *50:50 by 2030 in Ukraine Results Report*.

Officially, the State Judicial Administration conducted its first analysis of the gender composition of judges and staff in local and appellate courts of Ukraine in 2018.<sup>39</sup>

The 2018 study confirmed the strong representation of women in the judiciary, finding that 50 per cent of judges are women. Since 2018, there has been a noticeable positive movement in the proportion of women occupying leadership positions in the judicial system, with an increase from 35 per cent in 2018 to 40 per cent in 2024. This indicates a gradual improvement in gender equality within the Ukrainian judiciary, particularly with respect to women in leadership roles.

It is worth noting that Ukraine has a Gender Equality Strategy for the State Judicial Administration for 2021–2025.<sup>40</sup> The goal of this strategy is to implement a comprehensive gender approach in the policies, practices and procedures of the State Judicial Administration. This involves:

- rethinking approaches to institutional policy formation;
- incorporating gender equality issues into policies, practices and procedures;
- analysing gender relations;
- reorganising and improving processes to integrate the gender approach;
- changing organisational culture and recognising the need for procedural changes; and
- considering the right to equality in the formation of management structures, personnel potential and administrative judicial services.

It is also notable that according to official information for 2022,<sup>41</sup> 48 judges were mobilised into the Armed Forces of Ukraine and other military formations. Additionally, 37 judges volunteered for the Territorial Defence Forces of the Armed Forces of Ukraine. This demonstrates a high level of civic responsibility and patriotism among judges, reflecting their active participation in ensuring the security and defence of the country. The involvement of judges in military formations showcases their ability to fulfil various roles in society, including the defence of the state. Gender equality in the judiciary is not only a matter of justice but also an important factor in strengthening social cohesion and institutional effectiveness during crises.

The survey results show that leadership training for women, along with coaching and mentoring programmes, are highly valued in the judicial system, with these initiatives scoring significantly higher in prevalence than in other sectors. This indicates a strong focus on providing women with the necessary skills and support to advance in their careers. These initiatives reflect a dedicated effort within the judiciary to promote gender equality and enhance professional opportunities for women, ensuring that they are well represented in all aspects of judicial work.

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39 ‘The SCA of Ukraine for the first time carried out an analysis of the gender composition of judges and employees of local and appellate courts of Ukraine’ (State Judicial Administration of Ukraine, 13 April 2018), see <https://dsa.court.gov.ua/dsa/pres-centr/news/466232>,

40 *Gender Equality Strategy of the State Judicial Administration for 2021–2025* (State Judicial Administration of Ukraine) see [https://dsa.court.gov.ua/userfiles/media/new\\_folder\\_for\\_uploads/dsa/Strategy\\_GE\\_SCAU\\_design\\_final\\_1.pdf](https://dsa.court.gov.ua/userfiles/media/new_folder_for_uploads/dsa/Strategy_GE_SCAU_design_final_1.pdf), accessed 11 September 2024.

41 ‘DSA of Ukraine on administration of justice in conditions of war as of May 31, 2022’ (State Judicial Administration of Ukraine, 31 May 2022), see <https://dsa.court.gov.ua/dsa/pres-centr/news/1279804>, accessed 11 September 2024.

Overall, the judicial system's proactive approach to gender equality demonstrates its understanding of the importance of diversity and inclusion.

“ The issue of equal opportunities has been significant for the judiciary throughout Ukraine's independence. With 55 per cent women judges, open competitions have ensured these opportunities. Thus, the judicial system appears balanced in terms of the judicial corps and is approaching equilibrium at the level of court leaders.

Currently, it is crucial to involve the most qualified and effective professionals as judges. However, due to the ongoing full-scale war, there might be some gender imbalance in the judicial system as many men serve in the Ukrainian military, complicating their participation in competitions. For instance, in the competition for local courts, 57 per cent of the appointments were women and 43 per cent were men. This needs to be considered in future judicial selection procedures.

**Valentyna Danishevsk**

*First Chairwoman of the Supreme Court  
of Ukraine from 2017 to 2021*



## The public sector

Public sector entities demonstrate a strong focus on flexible working arrangements and leadership training for women, aimed at equipping women with the skills and confidence to take on leadership roles. This helps ensure female representation at all decision-making levels. According to the comments of public sector participants, leadership training and mentorship programmes are vital for supporting women's career development, and providing guidance and networking opportunities.

At the same time, there is scope for improvement in areas such as unconscious bias training, which could foster a more inclusive culture overall. The limited use of quotas for senior positions indicates a preference for developmental approaches over mandatory measures. While quotas can be effective, the public sector favours building skills and capabilities.

Overall, the public sector is making significant strides in gender equality through comprehensive initiatives such as gender audits, flexible working arrangements, leadership training and mentorship programmes.

At present, the Office of the Prosecutor General of Ukraine also implements gender initiatives outside of the six initiatives listed in the survey questionnaire. One notable initiative is the establishment of a working group focused on conducting a gender audit within prosecution bodies in 2023.<sup>42</sup> This initiative is carried out in collaboration with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). The goal of the gender audit is to assess the state of equal rights and opportunities for women and men within prosecution bodies, and to raise awareness among employees about the application of a comprehensive gender approach in their activities.

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<sup>42</sup> 'A Gender Audit will be Conducted in Prosecution Authorities' (Office of the Prosecutor General, 2023) [www.gp.gov.ua/ua/posts/v-organax-prokuraturi-provedut-gendernii-audit](http://www.gp.gov.ua/ua/posts/v-organax-prokuraturi-provedut-gendernii-audit), accessed 11 September 2024.

This gender audit represents a significant step toward ensuring gender equality in the public sector. By systematically evaluating current practices and policies, the audit aims to identify areas where gender disparities may exist and recommend actions to address them. The involvement of UN Women underscores the public sector's commitment to aligning with international standards and best practices in promoting gender equality.

“ Not only should the recommendations of the gender audit result in joint work between the prosecutor's office and UN Women, but also in the creation of a full-fledged gender strategy and action plan for its implementation. The prosecutor's office has the potential to become a leading example of a modern approach to implementing gender policy within the criminal justice system. By doing so, it can work to dismantle established stereotypes both within its internal culture and through the functions it carries out. Moreover, ensuring implementation of the gender equality and non-discrimination principles are among core values for the European Union and therefore for Ukraine on its integration path.

**Oleksii Boniuk**

*Head of the Criminal Policies and Investments Protection  
Department of the Prosecutor General's Office*





## Comparison

Comparing data from other jurisdictions surveyed to date – namely Brazil, Chile, England and Wales, Mexico, the Netherlands, Nigeria, South Korea, Spain and Uganda – Ukraine stands out with a significant representation of female lawyers, comprising 56 per cent of the legal profession. This percentage is only slightly lower than that of Chile (approximately 60 per cent) and the Netherlands (57 per cent), and surpasses all other countries surveyed to date (54 per cent in Spain, 51 per cent in England and Wales, 49 per cent in Uganda, 44 per cent in Brazil, approximately 40 per cent in Nigeria, 34 per cent in Mexico, and 29 per cent in the Republic of Korea).

Impressively, out of the 56 per cent of female lawyers in Ukraine, 53 per cent hold senior positions – a figure significantly higher than any other surveyed country. The Netherlands and Nigeria follow, each with 46 per cent of female lawyers in senior roles. Meanwhile, South Korea records the lowest representation, with 20 per cent of women in senior legal positions.

Female representation in law firms has emerged as a challenge for many jurisdictions surveyed to date, and survey results indicate that Ukraine stands out as one of the leaders in this sector. Survey data indicates that women make up 49 per cent of the workforce in Ukrainian law firms, which is lower than Brazil (55 per cent) and England and Wales (50 per cent), the same as the Netherlands (49 per cent), and slightly higher than Nigeria (47 per cent) and Spain (46 per cent). In contrast, in South Korea, women comprise only 25 per cent of all lawyers in law firms; Chile and Mexico also trail, with 39 per cent female representation. Women occupy 38 per cent of senior roles, which is the third-highest result for any jurisdiction surveyed to date apart from Nigeria and Brazil (both at 43 per cent): other jurisdictions surveyed to date range from 13 per cent (South Korea) to 31 per cent (England and Wales). These results highlight a relatively strong presence of women in leadership roles within Ukrainian law firms.

Similarly, the percentage of female lawyers in Ukraine's corporate sector (66 per cent) and female representation among corporate sector senior leadership (59 per cent) far exceed the results for other surveyed jurisdictions. This indicates a relatively strong presence of female lawyers in Ukraine's corporate sector and corporate leadership positions.

By contrast, survey results indicate that female lawyers' representation in the public sector (52 per cent) is the third lowest of the jurisdictions surveyed to date (South Korea and Mexico stand at 35 per cent and Brazil at 43 per cent). At the other end of the spectrum, Nigeria's public sector has an overwhelming majority of female practitioners (68 per cent). Interestingly, when it comes to senior roles within the public sector, Ukraine leads with a remarkable 78 per cent of these positions held by women, the highest among all countries surveyed. Nigeria and Uganda follow with 61 per cent and 62 per cent respectively, while Brazil and South Korea lag at 28 and 29 per cent respectively. These figures indicate a fascinating dynamic: while Ukraine's public sector faces challenges with respect to overall female representation, it appears to excel in promoting women to leadership roles. The extent to which the invasion has influenced this dynamic remains to be seen.

Female representation among Ukraine's judiciary (55 per cent), and the proportion of women in senior judicial roles (40 per cent) are in the middle of the spectrum compared with other jurisdictions surveyed to date.

In Ukraine, as well as in Brazil, Chile, England and Wales, Mexico, and Spain, flexible working arrangements is the most popular initiative. As is the case in other jurisdictions, quota setting is the least popular initiative.

## Conclusion

The data presented in this report offers a compelling view of gender representation in Ukraine's legal profession. Overall, Ukraine has nearly achieved gender balance, with high percentages of female representation across all sectors except for law firms. There is further cause for optimism as law firms have reported numerous effective initiatives aimed at increasing the number of female lawyers both overall and in senior roles.

Flexible working is one of the most popular initiatives, widely adopted across sectors and perceived as highly effective. This initiative has been crucial in creating an inclusive work environment that accommodates the needs of female professionals. Leadership training for women is another significant initiative rated highly effective by participants, who underscore its importance for preparing women for leadership roles. Coaching and mentoring programmes are also perceived to be highly effective, offering essential support and guidance for women to advance in their careers. Target setting for senior roles has been well regarded, ensuring that gender representation is prioritised in higher positions.

According to survey participants, these initiatives have played a critical role in promoting women into leadership roles and maintaining a balanced gender representation within the legal profession.

It is important to recognise that the high percentages of female representation may be partly due to the ongoing war in Ukraine. We can assume that many of the resulting vacant positions have been filled by women. This context raises important questions: How will gender balance shift once the war ends? What gender initiatives will be popular and effective in the future?

Looking ahead, it will be essential to monitor the evolution of gender balance in the legal profession as the situation in Ukraine changes. Future gender initiatives may need to adapt to the post-war context, potentially emphasising the reintegration of returning servicemen and women into the legal profession, supporting flexible working arrangements, and reinforcing leadership training and mentorship programmes.

Overall, the Ukrainian legal profession is making significant strides towards gender equality. Ongoing efforts and adaptations to the country's changing situation will be crucial to sustaining and building on this progress, ensuring that women continue to have equal opportunities to advance their careers, participate in leadership roles, and contribute to the development of the legal field. By fostering an inclusive environment and addressing any remaining barriers, the Ukrainian legal community can set a powerful example of commitment to gender parity.

# Acknowledgments

We would like to thank members of the IBA Legal Policy & Research Unit for their work, supervision and coordination of this report, notably IBA LPRU Director **Sara Carnegie**, IBA LPRU Project Lawyers **Beatriz Martinez** and **Emily Morison**, and IBA LPRU Project Coordinator **Daniel Collins**.

Our thanks must now go to the primary author of this report, the Ukrainian Bar Association (UBA). We extend our appreciation to President **Mykola Stetsenko** of the UBA, Board Member of the UBA **Anna Babych**, Executive Director of the UBA **Viktoriiia Krasnova**, International Operations Advisor **Inna Liniova** and UBA Project Coordinator **Maiia Kashtan**.

Additional thanks go to the **LexisNexis Rule of Law Foundation**, whose partnership with the IBA on the 50:50 by 2030 Gender Project is crucial.

We are also grateful to our experts **Valentyna Danishevsk**a, **Svitlana Romanova** and **Oleksii Boniuk**, who provided their comments to this report, and to **Olena Kibenko** for providing one of the forewords.

Finally, we extend our heartfelt gratitude to **all survey participants**. Your contributions have been invaluable, and each response has played a crucial role in the creation of this report.

# Appendix 1: data tables

## Overall picture: all lawyers

|                  | Female lawyers (%) | Female senior lawyers (%) |
|------------------|--------------------|---------------------------|
| Law firms        | 49 (533/1,079)     | 38 (82/215)               |
| Corporate sector | 66 (166/251)       | 59 (35/59)                |
| Public sector    | 52 (985/1,899)     | 76 (81/106)               |
| Judicial system  | 55 (2,396/4,337)   | 40 (298/730)              |

## Popularity of gender initiatives: sector breakdown

|  | Law firms (%) | Corporate sector (%) | Public sector (%) | Judicial system (%) |
|--|---------------|----------------------|-------------------|---------------------|
| Flexible working arrangements            | 45            | 25                   | 67                | 25                  |
| Target setting for senior role positions | 30            | 25                   | 33                | 25                  |
| Coaching and mentoring programmes        | 32            | 21                   | 0                 | 50                  |
| Unconscious bias training                | 9             | 13                   | 33                | 0                   |
| Leadership training                      | 32            | 17                   | 67                | 50                  |
| Quota training                           | 2             | 0                    | 0                 | 0                   |

## Effectiveness of gender initiatives

|  | Very effective (%) | Somewhat effective (%) | Not effective (%) |
|--|--------------------|------------------------|-------------------|
| Flexible working arrangements            | 40.00              | 56.00                  | 4.00              |
| Target setting for senior role positions | 40.00              | 60.00                  | 0.00              |
| Coaching and mentoring programmes        | 62.50              | 37.50                  | 0.00              |
| Unconscious bias training                | 37.50              | 62.50                  | 0.00              |
| Leadership training for women            | 52.63              | 42.11                  | 5.26              |
| Quota setting for senior role positions  | 100.00             | 0.00                   | 0.00              |

## Appendix 2: survey questions

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

- Corporation with in-house counsel
- Public sector
- Law firm
- 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 \_\_\_\_\_

Number of lawyers who work on a part-time basis \_\_\_\_\_

Number of lawyers employed at a partner/management (or equivalent) level \_\_\_\_\_

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

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

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

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

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

Female lawyers employed at a partner/management (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 the individuals who sit on your Partnership Council/Management Board/Executive Council (or equivalent), 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

## Initiatives/policies

9. 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>43</sup>
- Unconscious bias training
- Coaching/mentoring programmes
- Other
- None of the above

Please answer the below questions about the initiatives/policies your organisation has in place to address gender equality and/or increase the number of women reaching positions of seniority. If your organisation has multiple initiatives/policies in place, kindly address each initiative/policy in your responses.

**Please respond to questions 10, 11 and 12 for each of the policies/initiatives in place.**

10. Can you please provide a brief description of your initiatives/policies? Please include how each initiative/policy works, how it is measured, and the impact it is having.

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11. Approximately how long has each initiative/policy been in place? Please provide 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

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<sup>43</sup> Targets vs 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.

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

Yes       No

**14. If the answer to the above question is yes, 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.*

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**International Bar Association**

53-64 Chancery Lane

London WC2A 1QS

Tel: +44 020 7842 0090

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