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**Appendix: Survey Questions**
Mapping Her Path is a three-year project (2015-2018) created to learn about, collaborate on and pilot initiatives that promote economic prosperity for women lawyers in BC. It is funded by Status of Women Canada and builds on the efforts of the Law Society of British Columbia and the Canadian Bar Association – BC’s Branch’s (CBABC) work to promote positive and healthy professional options for women practicing law in B.C. Mapping Her Path has an Advisory Committee that includes representatives of the Law Society of British Columbia, The Canadian Bar Association’s BC Branch Women Lawyers Forum (CBABC WLF), The Peter A. Allard School of Law at UBC, University of Victoria Faculty of Law, and individual law students and members of the legal profession.

The project aims to:

• Build on existing projects and momentum to address the gendered barriers of private legal practice.

• Build a B.C.-specific knowledge base about the factors affecting women’s success and retention in private practice.

• Cultivate and renew key relationships and develop or enhance solutions to meet the needs of women lawyers.

• Create pilot projects aimed at resolving issues faced by women in private practice, particularly in small centres, rural or remote locations.

• Create pilot projects aimed at resolving issues faced by women in private practice, particularly in solo, small and medium size firms.

This Needs Assessment relies on a survey of local, national and international models for addressing gendered issues in the practice of law. It combines this research with first-hand survey results of practicing and non-practicing lawyers in B.C. The electronic survey was distributed through professional organizations, student and alumni communications, sector websites and word of mouth. The survey asked a combination of multiple choice and open-ended questions, collecting both generalized data and qualitative accounts of people’s experiences, suggestions and ideas. The surveys were completed anonymously. Survey comments included in this report are replicated with only minor grammatical corrections, except where noted to protect the privacy of survey respondents. The survey results provide information about the similarities and differences in people’s experience based on year of call, geographic location, size of firm and other aspects of practice.

Anecdotes in the survey provide examples of experiences and insight into the choices women and men are making during their legal career in B.C. These illustrative responses at times parallel data from other locations, validating the applicability of project models. In other cases, these survey results identify unique or regionally specific dynamics. The survey results, where quoted, represent only the percentage or frequency of responses within the pool of people who choose to complete the survey and are not presented as statistically representative of the legal profession in each region or category.
Women leave private practice earlier and with greater frequency than their male counterparts. However, more women apply to and complete law school than men. As this younger cohort of lawyers moves through their career, retaining women in all types of practice will be critical to the profession, to institutions and employers, as well as clients looking for representation.

Understanding and addressing the gendered barriers that women face and experimenting with viable approaches to these barriers will increase the range of choices women face and make it easier for women to choose their own path to economic prosperity within the sector.

The Mapping Her Path project invited people to complete a survey to provide their direct comment on these issues. Almost 400 people from around British Columbia participated, demonstrating the interest in and need for options and practical solutions to address the gendered barriers in the practice of law.

**Part I: Issue Overview**

**Women Lawyers in BC**

In 2014, women made up just over 50% of the population in British Columbia.1 According to the Law Society of BC’s 2014 annual report, women made up just over 37% of total practicing lawyers in BC. Between the ages of 20-39, women lawyers slightly exceed the number of men lawyers. Men outnumber women in all other age brackets.

**Retention of Lawyers**

Of all women called to the bar in 2003, 66% of women still were practicing in 2008 compared to 80% of men.2 By the time lawyers are typically being considered for partnership or taking on senior leadership positions, there are significantly fewer women lawyers in practice.

**Gendered Barriers in Law**

Women face gendered barriers in many aspects of life, and many of these issues are evident in the profession of law. Women lawyers consistently face barriers which undermine their abilities, reinforce stereotypes or make it difficult to pursue and achieve leadership positions.

Law has a long history as a male-dominated profession with much of its traditions and norms

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rooted in and reinforcing attributes or practices from an earlier era of gender roles. Private legal practice can be a high-pressure environment with long hours and very little priority given to work-life balance. Women, who still disproportionately manage households and perform caregiving tasks within their families, feel the added stress of keeping up in a business model that does not generally provide flexibility. The work expectations, career-development practices and other gendered barriers contribute to women lawyers’ dissatisfaction, resulting in some choosing to leave private practice completely while others identify frustration with their firms, colleagues, clients or options.

While the decision to leave private practice is a personal one, often made for good reasons, the disproportionate departure of women from private practice alerts the profession to the range of negative, hostile, or threatening factors, as well as lack of flexibility lawyers often face at work. The Law Society of BC’s research into the barriers women face identifies the main reasons women cite when leaving private practice:

- hidden bias, stereotypes and assumptions about women and mothers that negatively impact their careers;
- informal practices for work assignment – tendencies by partners to distribute work to those they feel they know best or are most comfortable with. (Resulting in less mentorship or professional development opportunities);
- conflict between the time and workload expectations and women’s cultural or social expectations within the family;
- lack of mentors and champions; and
- lack of access to business development opportunities.3

A 2009 article in Perspectives, a publication by the American Bar Association, identified four gender-biasing patterns that negatively affect women working in law firms:

- **Maternal Wall Bias:** This gender bias assumes that mothers are not as competent or committed as others. Once a woman is known to be pregnant, going on maternity leave or has returned from leave, she often faces this bias. The assumption is that one cannot be a competent mother and a successful lawyer at the same time, implying that there is an inherent conflict between the requirements of a legal career and parenting.

- **Double standard:** Men often benefit from a presumption of competency while women must work much harder in order to receive the same recognition as a man. While men are assumed to be capable of success and recognized when he achieves it, women’s success is often attributed to outside circumstances. This bias applies not only to accomplishments but also to failures.

- **Double Binds:** Women lawyers may demonstrate assertiveness and leadership in their work. While men are praised for these attributes, they are often seen as negative qualities in women. Conversely, when women adhere to stereotypically female qualities like promoting compromise and sharing credit, they are seen as less competent. This double bind prevents women from being perceived as qualified or as leaders regardless which attributes she demonstrates.

- **Ambivalent Sexism:** Women often succeed by fitting into a stereotype that reinforces traditional feminine roles. For example, the motherly problem solver who takes care of her team, or the consensus builder who puts

others needs ahead of her own.  

The fact that the above biases are hidden does not make them less powerful than overt bias. When discrimination against women is more implicit, it can be harder for women or bystanders to understand when something is wrong. Identifying hidden biases helps us understand the reasons behind low retention rate of women lawyers and conceptualizes the experiences that women often feel are isolated.

**Best Practices**

The Law Society of BC’s report, “The Business Case for Retaining and Advancing Women Lawyers in Private Practice” discusses best practices for retaining women lawyers and combating harmful gendered barriers:

- raising awareness of stereotyping and hidden bias that holds women back;
- ensuring access to high quality assignments;
- promoting workplace flexibility, work life balance;
- providing meaningful mentoring opportunities; and
- promoting business development opportunities for women to support their advancement.

**Existing Research & Programs**

**International**

Prior to designing pilot projects, existing approaches in other countries with common law legal systems were canvassed. While some investigation into the issue is evident in the U.K., New Zealand, and other countries, the most comprehensive responses to the issue were identified in Australia and the U.S.

The 2014 nationwide Australian National Attrition and Re-engagement Study (NARS) report investigated and analyzed the drivers for attrition of women from the legal profession in Australia and made recommendations for legal associations and law practices. The study engaged 4,000 respondents (male and female), representing approximately 10% of lawyers in the country.

The NARS report found that women left law or did not commence working in the profession due to a range of factors including harassment, bullying, discrimination, long hours and workplace culture. The NARS results formed part of the Law Council’s Strategic Framework for the Recruitment and Retention of Women Lawyers, adopted by the Law Council in 2011.

In New South Wales (NSW), The Law Society of NSW published a Recommendations report in 2011 and a Progress Report in 2013 on implementation of the recommendations. The report included twelve recommendations for implementation after reviewing three comparable jurisdictions (England and Wales, the United States and Canada), analyzing the annual demographic data published by the Law Society and speaking with members at roundtable discussions. There were five primary themes in the findings of the NSW Law Society impacting the advancement of women in law:


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1. Flexible working practices
2. Organizational culture
3. Infrastructure
4. Measurements of professional achievement,
5. The perceptions of women

In the United States, the PAR Research Institute released a Best Practices report which laid out specific recommendations for best practices. The institute developed “…part-time policies for law firms and in-house legal departments which have been implemented nationwide to understand how workplace flexibility, compensation systems and performance evaluations affect women in the legal profession.” PAR uses an approach called “Beyond the Body Count,” to assess measures to improve the retention of women by addressing the problem of unrealistic hour expectations and implicit gender bias. This approach aims to ensure that firms do not simply hire more women to offset the low retention rates.

National

In Canada, there have been a number of projects that provide research on the issue and have implemented compelling project models. The most developed response is the Justicia project, created by the Law Society of Upper Canada (Ontario) in 2008 and adopted by the Law Society of BC in 2012.

Justicia is a voluntary program, facilitated by the Law Society of BC and undertaken by law firms, to identify and implement best practices to retain and advance women lawyers in private practice.

The law firms participating in Justicia have developed best practice materials in six areas:

• model parental leave policies;
• model flexible work arrangement policies;
• collecting of demographic data;
• enhancement of women’s business development;
• improvement of leadership skills for women; and
• development of paths to partnership for women.

These materials are now accessible on the Law Society of BC’s website.

The first phase of the Justicia in British Columbia focused on strategies appropriate to larger firms with the management and human resources to implement them. The Law Society of BC is currently moving into the next phase of implementation to promote and adopt these policies for use in smaller firm environments.


The report demonstrates that the retention of women lawyers is smart business practice. For example, companies with more women board directors outperform others. They enjoy a 53% return on equity and 65% return on invested capital, higher than those with fewer women board directors. Women also take into account more stakeholder perspectives, address difficult issues more persistently, and have a more collaborative boardroom dynamic.

The Canadian Bar Association (CBA) operated the RARE project, an initiative of its Equality Committee. The project highlighted three components to ensure positive experiences for women lawyers in private practice: Retention, Advancement, and Re-Entry into practice after maternal or parental leave.14

The CBA British Columbia Women Lawyers Forum (WLF) develops programs and initiatives for women in the legal profession in Canada. They run a mentoring program which facilitates mentoring relationships for women in the legal profession. Women lawyers and articling students in British Columbia can participate if they are CBA and WLF members. They provide workshops and have mentor/mentee guidelines to support respondents throughout the program.15

Law Schools

The Peter A. Allard School of Law at the University of British Columbia has various initiatives to support women in law, most of which are run by the Centre for Feminist Legal Studies (CFLS).

Established in 1997, CFLS “offers meeting space, resources and networking opportunities to scholars and students at UBC; attracts graduate students and visiting scholars; obtains funding support for activities related to feminism and law; and enhances links between the Faculty, community groups interested in feminist legal studies, and the wider community in British Columbia.”16 CFLS provides the following opportunities:

• **CFLS Lecture series:** The CFLS hosts a weekly lecture series covering issues related to feminism and the law. Recent topics have included a panel discussion on sexual harassment as well as a talk by Madame Justice Marie Deschamps entitled “Taking Action on Sexual Misconduct.”

• **CFLS Student Discussion Group:** Topics discussed include integrating feminism to the experience in classroom, work and volunteer positions.

• **CFLS Mentorship Program:** This program connects law students with feminist mentors in legal careers. Past mentors have come from a diverse range of backgrounds including tax law, human rights law, administrative law, family law, commercial law, legal ethics and non-traditional careers.

• **Marlee Kline Room:** This room is open to provide students with an informal study space and houses a library of leading feminist works and faculty publications. The Marlee Kline Room is also where the Centre’s student discussion group meets to catch up on current events through a feminist lens.

The University of Victoria’s Faculty of Law has numerous means to support female-identified students, faculty and staff. Students have a club that centres questions of women and the law, currently known at FemLaw, as well as numerous other initiatives from year to year that capture intersectional questions faced by female-identified students in the study of law. The faculty offers an Amicus Program with academic, cultural, counselling and accommodation supports. And although not solely focused on women, it has personnel with the skills and resources to address the gendered dimensions of a legal education.

The faculty offers numerous elective courses that enable students to engage with feminist legal theories across a range of issues including: Family Law; Sexual Orientation and the Law; Indigenous Feminist Legal Studies; Feminist Legal Theories; Equality, Human Rights and Social Justice Law; Bioethics, Personhood and the Law; and other legal theory courses offered from year to year. As well, a 2007 survey of the curriculum showed attention by the faculty to ensuring that issues of gender are
taught throughout the curriculum, including in the first year orientation course. Finally, attention to equity in hiring ensures a faculty complement that is, at present, close to 50% female-identified faculty members.

Information regarding programs at Thompson Rivers University was unavailable at the time this report was compiled.

The past decade has shown a promising commitment by law societies, law schools and individuals within the profession to address gender equality in the legal profession.

The projects and research discussed above demonstrate the commonality of the barriers that women lawyers face. These recent reports and initiatives also indicate the preliminary stage of implementation, understanding and acceptance of gender issues at work and urgency to take action.

The research and approaches canvassed show multiple reasons why women leave private practice, as well as best practices that help retain more women lawyers. Applying these models to British Columbia required a more nuanced understanding of the demographic, geographical and professional differences of the women experiencing these barriers, as well as their own perspectives on possible solutions. Informed by the review of other jurisdictions’ efforts, an online survey was developed to examine in more detail the experiences of women:

- working in northern, rural, small and mid-size communities;
- working in different sized firms, including as sole practitioners;
- experiencing an intersection of gendered barriers with other stereotypes or barriers due to race, ethnicity, Aboriginal status, disability, age, sexuality or gender identity;
- experiencing different caregiving roles (young children, grown children, parents, spouses);
- with different expectations and aspirations of legal practice; and
- with different experiences of harassment or discrimination.

Part II: Data Collection and Analysis

The Mapping Her Path project has conducted an online survey that was completed by 399 people between November 1 and December 15, 2015. The survey asked questions regarding:

- general demographics
- geographical location & county of work
- length of time spent as a lawyer
- time spent in private practice
- reasons for leaving or staying in different positions
- family and personal responsibilities
- size of firm
- experiences where gender played a role in professional environments
- experiences of sexual harassment or discrimination
- ideas for change within the profession
- experiences or resources that improved working environments or increased professional choice
The majority of respondents were from the Lower Mainland (Metro Vancouver) and Victoria. The lower response rate from other parts of British Columbia reflects in part the lower concentration of practising lawyers in other parts of the province. However, even when taking smaller professional concentration into account, not all regions had a significant number of responses. This is an area for further investigation in the context of specific pilot models that may be affected by regional differences.

**Respondent Demographics**

- **Women:** 393
- **Men:** 1
- **Agender:** 1
- **No Answer:** 5
- **Total Respondents:** 400

**Intersectional Identities**

A large number of survey respondents identified additional life circumstances which influence work-life balance.

- I have 0-12 year old children: 153
- I have teenagers: 47
- I have adult children: 44
- I share finances and home responsibilities with a partner: 278
- I am involved in daily elder care: 18
- I am a single parent: 23
- I volunteer in my community (non-legal projects): 217
- I am involved in legal system projects: 114
- I volunteer within the legal profession: 148
Year of Call

Lawyers in their first 9 years of call made up 48% of survey respondents.

Regional Demographics

Vancouver 71.0%
Vancouver Island 3.8%
Victoria 9.2%
Westminster 6.1%
Kamloops 2.3%
Okanagan 5.3%
Kootenay 0%
Cariboo 0%
Out of Province 0.8%
Prince Rupert 1.5%
Type of Work

Most respondents worked in private practice. The next largest groups of responses were government and in-house counsel.

- **276** in private practice
- **38** in-house counsel
- **1** teaching law
- **40** government
- **5** non-legal position
- **1** non-legal position (self employed)
- **9** law related non-profit
- **7** non-traditional legal work
- **14** other:
  - unemployed & looking for work
  - recently resigned
  - retired
  - in school

Size of Practice

Survey responses were spread relatively evenly among firms of different sizes.
Changing Careers

Ninety-five percent of survey respondents reported that they have worked in private practice, and while the majority of respondents have changed career paths, they have not necessarily left private practice.

Where did you move to?

- 33.9% government position
- 40.2% in-house position
- 14.3% non-profit organization
- 5.4% education position
- 4.5% non-law position
- 4.5% not in paid workforce
- 13.4% other: sole practitioner moved multiple times
Of the 119 respondents who left private practice, 85 (71%) described aspects of private practice that were not compatible with desired work-life balance, and 74 (61%) described the workplace environment as a contributing factor to their decision. The most commonly stated reasons for leaving private practice were:

- expectations of billable hours, after-hours functions, and the building of a client base were too demanding;
- not being given the mentorship opportunities that male colleagues received, being given menial or secretarial task work;
- lack of flexibility in available work type (tasks or choosing cases), or controlling workload and decision making;
- no perceived career growth, little recognition for their work both in short and long term;
- unsupportive working environment, with little positive reinforcement, feedback about their work and a lack of public acknowledgement of achievements; and
- insufficient remuneration.

“I have struggled working under some older generation men who have refused to publicly acknowledge my contributions. More recently, a number of women have acted to prevent my progress in the firm, presumably because they are threatened.”

“It’s challenging to work full time, network (lunches, suppers, legal events, pro bono etc.) and take care of your children and all the responsibilities that involves. There never seemed to be enough hours in the day. I did it for 7 years and then I was exhausted and needed to take a break.”

“The hours were a key factor for my leaving private practice. The overall structure of the billable hour and firm environment was overly competitive with some colleagues, had an inflexible schedule (ex. no work from home allowances, very much about face time), and very male dominated. I was often expected to get the coffee or water for clients even when male associates, sometimes my junior, were present. Further, I was uncertain whether my hard work would have resulted in partnership. I was well liked and made to believe I was on partnership track, however noted that men were brought into partnership much easier than women were. Men seemed to need to do less business development and not wait as long as women.”
Gender as a Factor in Decision Making

Two hundred and thirty-nine (60%) of respondents shared stories of situations where they believe gender played a role at work. Most were detailed and described numerous instances and ways that they experienced gendered behaviour leading to negative treatment, harassment, limited options or untenable choices. Many respondents discussed a combination of gender stereotypes and other issues related to identity prevalent at different stages of their careers. The most commonly cited issues were:

1. Lack of Support for Maternity Leave, and Parenting Responsibilities

Many women described being given less challenging or rewarding work as they prepared for or returned from maternity leave, or being paid less or terminated upon return to work. Many firms do not have maternity leave policies. Respondents reported hostility or judgmental treatment once they announced their pregnancy, making it difficult for a woman to advocate for her leave or understand the firm’s approach to maternity leave. Women described differential treatment of maternity leave requests depending on the practice group or role of the pregnant lawyer. Most women identifying this barrier describe the overarching sentiment that a woman is not as committed to her job if she decides to have children. Many women articulated being afraid to have children because of a loss of seniority, professional reputation or losing their job completely. Below are comments related to this issue:

“When I was pregnant with my first child, and I was bypassed for promotions. I was not given any opportunities for part-time work or flexible hours.”

“When I worked at a mid-size law firm, I became pregnant with my first child. Once I told the practice group leader, I was immediately ostracized - I was excluded from team meetings, work was not delegated to me (I was a 3 year call), I was treated differently in very startling ways (e.g. I would be walking down the hall with another associate, and a partner walking towards us would pointedly greet my colleague by name but ignore me.) It was made abundantly clear I was not welcomed back following maternity leave. The entire firm enabled this behavior, including female employment lawyers and HR staff.

“I am currently delaying having children because I am afraid to go on maternity leave. I fear another junior associate replacing me and me losing the relationships I currently have with other lawyers in my group, as well as with clients. I’m scared of being pregnant and exhausted and working 10-14 hour days. I don’t know how I will pay off student loans and meet our mortgage payments once my 4-month maternity leave top-up is over and I’m still on leave. I’m scared that when I come back from mat leave I will be exhausted all the time and be unable to mentally and physically complete the work. I am worried about resenting my husband and the fact that having children will have little to no impact on his career.”
2. Sexualizing Women in the Workplace

Many respondents described different ways in which they were not taken seriously in the workplace by being infantilized or sexualized. This often happened in the form of inappropriate comments made by partners or associates about whether a woman is fit for a role of lawyer, often based on her age or appearance. Many reported being referred to as a ‘girl’ or ‘young lady’, setting a tone for treating her as though she is less qualified or capable.

Many respondents discussed the client-firm relationship, where their clients expressed a preference for male lawyers (either older or similar in age) to work on their cases. Many women described partners avoiding selecting women lawyers as co-counsel on trials, making jokes about “their wives becoming jealous” or otherwise implying an inappropriate relationship. This type of decision, limiting women’s trial experience, mentoring and credibility, was described numerous times by different respondents.

“I had some clients of my firm react to a young woman being sent to deal with, for example, a labour relations matter. They were shocked. I often felt I had to be more assertive or aggressive to prove myself than a man might have to be.”

“There is a glass ceiling and age ceiling with business law where it is very hard for younger women in a small town to advance, since most business people want to deal with peers (older) and many larger businesses still are dominated by men. I am overqualified compared to many male solicitors (with an MBA as well as law degree).”

“Was the first to work in a new area of law; developed all of the learning/tools; provided my resume and client references to get a new client for the firm; successful in landing client based on that resume; was excluded from acting for that client because the male partners said “they don’t like working with women”

Some comments have been edited to protect privacy or remove identifying details.
3. Lack of Professional Opportunities

A common theme among respondents was about the biases against hiring (often because of assumptions of motherhood and maternity priorities) and promoting women (denied partner track if they have children or are assumed they will have children). Many respondents also discussed being pigeonholed into certain types of work despite their experience and previous achievements. For example, research roles are assigned instead of trial work, or women are encouraged to practice family law because of a stereotype of women lawyers’ competence with family issues.

Women are often expected to take on secretarial roles, like taking meeting minutes and getting people coffee. Women’s legal credibility and capabilities are undermined by the tacit assigning of traditionally female roles.

“In looking for employment, I was told that I should do family law, as that is what females are good at.”

“In the end of my tenure at [a firm], I was told bluntly that I was the last female lawyer they were going to hire (small firm of 6 lawyers) because they just get married and pregnant.”

“I also observe junior female associates disproportionately taking on “wife-like” responsibilities, even where there are more junior male associates on the team. They are almost always the ones making restaurant reservations, taking minutes, organizing meetings, organizing documents while the males tend to get the more interesting tasks.”

“At times it feels like there is the perception that women litigation associates are “worker bees” meant to stay at the office, where our male peers get more opportunities for court appearances (as a junior) or more business development opportunities.”

“At the firm I articled at, I was regularly treated like a secretary. Senior partners would come to my office after hours and get me to type out emails for them.”
4. Lack of Mentorship for Career Success and Partnership

Women reported not being offered the same opportunities as men in the workplace, particularly informal mentorship opportunities and relationship building. Informal mentorship between partners and associates grooms the associates for partnership, increases their exposure to clients, and can result in more trial experience.

There can be an expectation to develop clients through traditional male-associated activities where business and social connections are fostered and trust between associates, partners, and clients is developed. Women may not be invited to events like hockey games or golf tournaments because of an assumption that women will not enjoy or contribute to the collegial environment.

The focus on male-associated client development activities and the selection of male lawyers to accompany clients to these events limits women's visibility and credibility with the client and excludes them from social and casual relationships with partners and decision makers within the firm. When a partner socializes with an associate they form trust and relationships that influence who will be invited into the partnership. If a woman is not invited, she isn’t offered the same opportunity for advancement and belonging.

“I have seen time and time again, equally capable men and women start out as students and as they progress through the years, the better opportunities for career advancement seem by default to go to the men. They are the ones who have the mentoring, the client introductions, and are the ones who are “groomed” to become partners. I’ve seen many capable women leave my firm to pursue other opportunities in private practice, government, in house, the Bench or leave the profession all together. In my experience, women (particularly those with children) have to work much harder internally and externally than many of their male counterparts.”

“Gender has played a role in that senior male lawyers are reluctant to invite junior female lawyers to social mentoring opportunities (lunch etc.). My experience is not that they are preferring male associates but are uncomfortable with any potential perception of sexual harassment and avoid any potential for negative connotations. This means that female associates may not have as many opportunities for advancement and more complex work, as lawyers tend to delegate to lawyers they already know.”

“In my articling years, I saw that senior male partners bonded well with the male articling students. Although the firm went through the motions of providing the same opportunity for female articling students, I could feel that many senior male partners were uncomfortable, for example, taking out a young female articling student to a hockey game. They would prefer to go with a male.”

“I think gender plays a significant role in who people choose to work with in work allocation. I think often male lawyers are more comfortable having male mentees, so there ends up being a gender divide all the way to the top, even when a firm focuses on diversity.”
“The general assumption is that I lack the strength to stand by my clients’ interests, which is generally false - and when I do so, I continue to be labelled as a harpy, barracuda, or other, less complimentary names.”

“I have often received constructive criticism in my performance reviews that others think I am “aggressive”, “ambitious” and too critical. This has happened more as I have become more senior and have more responsibility. I don’t do my job much differently than them, I just think that people are unaccustomed to taking directions from women. Women’s voices are supposed to be nurturing, and there is nothing nurturing about what I need to do to get a $100 million deal closed. So I often find that I have to battle a “bitch” reputation that I feel is undeserved.”

“When I was in private practice, I was told I was not “assertive” enough. I did not agree with that. Rather, my communication style was not as aggressive as some lawyers feel they should be and act.”

5. A Double Bind: Being Told to be More and Less Like Men

The expectations of how women should act creates a double bind, causing stress and tension in legal practice. Achieving success as a lawyer require strong leadership, assertiveness and problem solving. However research shows that women are positively associated with care-taking characteristics to support leaders rather than being the leaders themselves. Therefore, when a woman acts as a competent and efficient leader, she can be criticized for taking on a man’s characteristics or being too masculine. Her likeability is called into question and her leadership is not respected. Assertiveness is seen as rudeness, and problem solving is seen as bossiness.

When a woman adheres to traditionally feminine characteristics in the workplace, she may be rewarded by the implicit approval of others for taking on the “right” role. Assisting others with their tasks, not taking or demanding credit for her accomplishments, and declining leadership roles all indicate compliance with traditional gender roles and can lead to the assumption that she lacks leadership abilities and is incapable of tackling difficult cases or handling files that require negotiation. A woman’s place is not seen as one of leadership within the firm.

As with most gendered barriers, those perpetuating these assumptions may be unaware that they are doing it. People may assert a commitment to equality in work assignments and professional opportunities, yet act on unconscious beliefs that leadership qualities naturally occur in men.
Roles prescribed to women lawyers based on their gender can have an impact on not only how others perceive her abilities, but also how a woman views her own career options when considering children. Whether or not a woman is aware of the roles that have been assigned to her, she will often fit into what is expected in order to survive and thrive in the workforce. Choices like delaying having children or not asking for more demanding work roles are often made because a lawyer knows that healthy work-life balance would not be possible. If the profession was more supportive of women, they would not be forced to make these types of decisions. It is important to recognize how strongly social and economic pressures can affect women, to understand that when a woman makes a choice that is seen to be of her own accord, it is largely because success at work would be much more challenging if she chose otherwise.

Many respondents described waiting to have children out of fear of the detriment it could cause to their career.

“When I chose to leave private practice, I was influenced by the fact that I was intending to have children. I thought that private practice would not give me the time that I would need to raise children. Therefore, I decided to leave private practice and move to an area of law that would allow more time for this and other things in life. The book “Lean In” talks about how many women preemptively leave careers with the thought that later in life they will have kids. I definitely fell into this category.”

“I am 29 years old and do not have children. I have struggled a lot with whether or not I should seek to change my career when I do have children. I have considered working for the government or a university because these institutions would allow me to take maternity leave and provide me with benefits that will help me raise a family.”

“I have delayed having children as I am worried about what shape my career will take if I don’t have at least a few years of experience before I take maternity leave. I also worry about the return to work and being able to manage a child and full time practice as a lawyer.”
Gender is not the only factor that contributes to bias and discrimination in the workplace. Survey respondents were asked to choose any other identities they might have, such as being a visible minority, aboriginal person, or having a sexual orientation that was not heterosexual. We also asked them if their experience in private practice had been affected by other aspects of their identity.

As we create pilot project models, this feedback is particularly useful when considering how a project might affect women differently. We will use the information to make more inclusive activities that do not further isolate women lawyers who have additional layers of intersectional identities.

“Yes, I am a woman of colour and often feel the need to downplay my background when in fact I think (on a personal level) that this makes me a better lawyer.”

“Yes, I have experience disability-based discrimination, which intersected with being a woman. I have not experienced harassment. It has been very difficult to work within the billable model with a disability. I don’t think that the billable model is sustainable for me and will likely push me out of private practice.”

“I do not strongly identify as female, I am more agender, so I do not feel comfortable in very binary-gendered corporate environments.”

“I think ethnicity has played a greater role and hurdle in my legal practice. My culture has different expectations of me, both in terms of the time I commit to work/family and the way I negotiate and conduct myself.”
Sexual Harassment in the Workplace

When asked if they had experienced gender based or sexual harassment in the profession, 140 of all respondents (35%) said yes. They described being surprised or confused by an incident, often not reacting at the time. Many respondents did not report anything out of fear of career repercussions or uncertainty about what constituted sexual harassment. The combination of a gap in understanding sexual harassment coupled with a lack of support for reporting an incident or inappropriate interaction is leading to continuing experiences of sexual harassment in legal workplaces.

Many incidents described by respondents took place or started at afterhours events where alcohol was involved. Respondents described someone “crossing a line,” however they were embarrassed by it and did not want to report it.

Many accounts of ongoing harassment were described as uncomfortable rather than unsafe. It was often between an associate and a partner or director, with the senior lawyer making romantic or inappropriate advances. When this behavior was reported, respondents did not feel that their complaint was handled properly. Most respondents who experienced sexual harassment stated that they had dealt with it on their own. Others described inappropriate behavior but did not expect it to be dealt with. Feelings of fear, shame, and the general taboo of sexual harassment may result in denial of the problem. Further education within firms and for women and men lawyers about understanding sexual harassment is needed.

“I don’t think I experienced any. Maybe some slight harassment, but I can take care of myself.”

“When I met with a lawyer [in the context of a grievance], they suggested that we should not raise the harassment issue because we could win the grievance without it and they were concerned about the retribution I would surely be subjected to.”

“Yes, although the instances I experienced I usually resulted from alcohol intake at firm events, and the perpetrators were lawyers I admired greatly - and I simply accepted the inappropriate groping, if one can call it that, as unfortunately normal human behavior when someone has had too much to drink.”

“I was kissed on the lips by a partner many years my senior. It was so ridiculous, and I and probably others felt so embarrassed, that it didn’t occur to me to report it to anybody”

“He was never threatening, but I felt uncomfortable with the situation. I repeatedly mentioned my husband when we had conversations. I felt embarrassed to tell anyone at work.”

Some comments have been edited to protect privacy or remove identifying details.
Size of Firm & Gender Barriers

Analyzing the survey data according to size of firm paints a slightly different picture of women's experience in law. Grouped into three categories, there are a similar number of respondents in large firms (51+ lawyers and national firms), medium firms (11-50 lawyers), and small firms (1-10 lawyers).

As the firm size decreased, the amount of people who had changed career path increased. Among all sizes of firm, there was no difference in expectations of private practice, with 68% stating that private practice met their expectations.

In small firms, there was a greater concern about compensation limits while lawyers in medium and large sized firms were concerned with demanding workloads and hour expectations.

When asked about how gender has played a role in their work experiences, respondents from all sizes of firms provided detailed and varied kinds of responses. There was no one type of issue that seemed to affect one size of firm more than another. When asked about sexual harassment, the results were also similar. On average, about 30% of respondents from any size of firm said they had experienced sexual harassment.

Year of Call & Gender Barriers

Respondent answers were compared based on year of call. When asked whether experiences in private practice lined up with their expectations, there was a curved set of responses. Respondents who had the shortest amount of experience said “yes” most often, followed by a decline from 5-14 years of call. After an increase from 15-29 years of call in “yes” responses, it dropped again at 30+ years. It is difficult to surmise whether responding “yes” meant the respondent enjoyed their experiences or not in private practice. However, it does display an interesting correlation between age and expectations being met in the workplace.

Did your experience in private practice line up with your expectations?

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4 years</td>
<td>77%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>67%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>53%</td>
</tr>
<tr>
<td>15-19 years</td>
<td>64%</td>
</tr>
<tr>
<td>20-29 years</td>
<td>54%</td>
</tr>
<tr>
<td>30+ years</td>
<td>38%</td>
</tr>
</tbody>
</table>

Responses about whether gender played a role in their workplace were indicative of different experiences based on year of call. The percentage of instances described generally increased along with the year of call up to year 19 and only somewhat decreased after the 19 year mark. Below are the percentages of people who gave instances of gender playing a role in the workplace:

Has gender played a role in a situation or career choice you faced?

<table>
<thead>
<tr>
<th>Years</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4 years</td>
<td>55%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>49%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>63%</td>
</tr>
<tr>
<td>15-19 years</td>
<td>74%</td>
</tr>
<tr>
<td>20-29 years</td>
<td>68%</td>
</tr>
<tr>
<td>30+ years</td>
<td>59%</td>
</tr>
</tbody>
</table>
When asked about experiencing sexual harassment in the workplace, the percentage of those who said “yes” increased with year of call.

Comparing responses by year of call shows us that sexual harassment and gender barriers are faced by women of all years of call, and that sexual harassment in particular has not been dealt with as many people believe. The difference in responses by year of call provides compelling evidence to warrant more research into comparing experiences by year of call.

### Have you experienced sexual harassment in the workplace?

<table>
<thead>
<tr>
<th>Year of Call</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-4 years</td>
<td>26%</td>
</tr>
<tr>
<td>5-9 years</td>
<td>29%</td>
</tr>
<tr>
<td>10-14 years</td>
<td>38%</td>
</tr>
<tr>
<td>15-19 years</td>
<td>37%</td>
</tr>
<tr>
<td>20-29 years</td>
<td>43%</td>
</tr>
<tr>
<td>30+ years</td>
<td>59%</td>
</tr>
</tbody>
</table>

### Pilot Projects - Responses

When respondents were asked which issues within private practice warranted change within the private practice model, we received the following feedback listed from highest priority to lowest (determined by how many respondents chose the issue):

1. Increased flexibility (241)
2. Change in work culture (240)
3. Possibility of part time work (235)
4. Billable hour expectations (220)
5. Increased support or mentoring within the profession (197)
6. Stressful nature of the work/support for mental and physical health (189)
7. Access to short-term leave coverage (185)
8. Better avenues for promotion and recognition (183)
9. Better labour protections or benefits (access to maternity top-ups, benefits) (183)
10. Support when returning to practice after a leave (157)
11. Change in billing model (fixed fees, limited scope retainers etc.) (156)
12. Change in compensation model (154)
13. More formal leadership or advancement opportunities (144)
14. Professional isolation (121)
The survey of existing projects models and research into the issue, as well as the survey completed by 399 lawyers, has been distilled into five priority areas. A pilot project concept has been developed for each area. The Mapping Her Path project will undertake pilot projects in these areas over the remaining life of the project, but not all projects will be pursued simultaneously. Each will be further refined through a developmental evaluation process as it is implemented.

**Five priority areas:**

1. **Training for early-career lawyers in business development, career planning and transitions**

2. **Preparation of law students for better decision making as they enter the profession**

3. **Integration and scaling of mentoring opportunities for women in practice**

4. **Awareness of sexual harassment within legal workplaces including coordination of educational and model policy programs**

5. **Investigation of alternative business models for private practice**

**1. Training for Early Career Lawyers**

The survey of British Columbian lawyers confirmed the research conclusions about the need for skill development in the areas of leadership, business development, negotiation, planning and managing career transitions and related mental health and financial planning issues.

In each of these areas, there are good resources for occasional sessions held for lawyers. While the existing ad hoc resources on these topics have benefited women and men as they navigate their careers, they are not packaged as a set of topics to be integrated into one’s career planning. This linking of topics and acknowledgement of the need for individual career planning outside of an employer’s educational program will validate people’s attempts to gain control of career decisions and will expose women to a range of likely challenges, with resources to manage them, prior to women facing difficult career pressures.

For example, understanding and anticipating the business development expectations of firms can help women make the case for modified work structures by articulating their value to the employer. However, asking for reduced hours without realizing the importance of a track record in business development leaves many women wishing that they had understood and paid early attention to these expectations.

Mapping Her Path will develop a modular approach to sessions on these topics, available to women lawyers in a consistent manner. Offering sessions in a variety of locations around the province will address the differential access issues in smaller centres, while webcasts and online archiving will create self-study options for women practicing in remote areas of the province.

Wherever possible, Mapping Her Path will tap into existing workshops, known experts or partners programs, providing the structure for a cumulative approach to these sessions and maximizing the impact of existing resource by disseminating them to other locations.
Many of the survey respondents commented that they wished they had understood an aspect of private practice or wished that someone had explained a likely pressure. The Law Student Bootcamp approach aims to offer this advice and skill development to women before they make their early career choices.

The content of the bootcamp will include some of the same topics offered to early-career lawyers, exposing women to the business development and leadership content. It will also include more general information about the challenges and realities of different employment and the business models used in different sized firms.

Individualized planning about career goals integrated with personal values and expectations of personal life will give women better information on which to make their earlier career choices. The content for law students will present profession-wide trends as well as data about the feasibility and availability of different practice models.

Structured as a Bootcamp, this program will link self-study, on-campus sessions, existing career counseling resources and transition to programs within the profession. Each law school has a mix of career-focused, and practice-focused resources for women entering the profession. These services are spread out over the course of the year, and vary from year to year, depending on the speakers and student questions.

The Bootcamp approach will standardize some of the content and alert women to some of the challenges that they may not realize are ahead of them. This structure will make it easier for women (and men) to understand the profession. It may make it easier to raise these issues early or cultivate a professional network to support them through the transition into private practice.

Strong mentorship was repeatedly cited as the strategy that helped women stay in private practice. It was also one of the most frequently requested program ideas, revealing that many women would like access to mentors. Many women asked for mentors to help them discuss and decide on career changes, requiring a level of confidentiality that can be difficult to find within a firm or small community.

There are a range of high-quality mentoring programs offered to discrete groups of women. The CBA Women’s Forum has a very successful mentoring program with an excess of willing mentors, however the program is only available to CBA members (~50% of the profession). University mentorship programs offer students a mentor while they are a student. The Law Society of BC offers mentors for Indigenous lawyers. Many of the large firms assign a mentor within the firm for the first few years of practice, with some of these matches being quite effective, while others offer minimal support.

This pilot project will collect existing tools and create a guide to good mentoring relationships including ideas for how to start difficult conversations, approach mentors, and rejuvenate a lapsed relationship. The compiled, free resources will then be made available to mentor/mentee pairings, as well as people assigned to, or looking to participate in a mentoring program. These will be designed to create baseline expectations on both sides of a mentoring relationship and to identify the limitations of some mentoring, making it easier for women to recognize the need for a new or additional mentor.

By threading these resources together with links to the existing mentoring programs, it is anticipated that either the demand for mentors will increase, or the scope of existing programs will be expanded to address the demand. By
providing comprehensive support, promotion of and improvement of existing mentoring, and identification of needs for expansion, this approach will ensure that long term sustainability of mentoring programs by facilitating the managed growth of existing successful models, with program improvements or new resources available to others.

4. Raising Awareness of Sexual Harassment

Both the research and direct surveying identified the prevalence of sexual harassment in the professional lives of women lawyers. Ranging from self-described minor incidents to serious assaults, perpetrated by colleagues, supervisors and clients, 35% of the women surveyed described experiences of sexual harassment. This prevalence is contrasted by the perception of the problem.

Many within the legal field no longer see sexual harassment as a major issue, or describe it as an anomaly that is adequately responded to through formal complaints process and policies. This project will focus on addressing the gap between perception and women’s experience with the goal of increasing the adoption and use of existing strategies for addressing sexual harassment, making it easier for bystanders to call out inappropriate behavior and creating a context for discussion, acknowledgment and response, should a woman want to address these incidents formally or informally.

Mapping Her path will focus on a communications strategy that raises awareness of the extent of the problem, sharing individual stories that convey the frequency and severity of sexual harassment. This communications strategy, using social media, online media and professional publications, will create an urgency around the issue that will encourage more legal employers to adopt the model policies, institute educational programs and address barriers to reporting.

The project will use a combination of social media, print tools and links to partners’ campaigns to generate momentum around the issue, tapping into social media discussions about sexual harassment in other contexts. Text and video vignettes will be developed that can be shared through these avenues, or can be used, together with a facilitation guide, to start preventative and healthy conversations about sexual harassment within the profession, within a workplace or in professional development contexts.

5. Alternative Practice Models

Many of the survey respondents identified a need to change the business model used in private practice, citing billing cycles, billable hours expectations, service expectations and the culture of competition amongst other attributes of private practice that require new thinking. While there is a strong appetite for new approaches, there are few if any available models within the BC market. However, new models of practice are emerging in other jurisdictions. Mapping Her Path proposes to adopt a balanced approach in addressing this priority area to respect the interests of its partners and of women who are working successfully with traditional practice models while still expanding the conversation about alternatives.

Mapping Her Path will review alternative models, including lawyer incubators, non-profit firm models, unbundled legal services, job-sharing, and government supported salaried models. This review will also look to other fields like health care, where a range of billing models has successfully been introduced, though with the very different reality of public funding.

Mapping Her Path will promote awareness and discussion about these alternatives through a symposium or similar event that discusses innovative solutions, without undermining any individual business or laying full responsibility on any single component of the profession. The project delivery will be more thoroughly developed as the alternative models are investigated, inviting
innovators from other jurisdictions to write or speak about their models.

Challenges with this project idea were identified by the Advisory Committee, yet considerable interest in it was expressed by the survey respondents. This alerts Mapping Her Path to an area of systemic change that raises sensitive topics to be pursued carefully, with the final output taking shape as people engage with and imagine new possibilities.

Conclusion

The needs assessment process for Mapping Her Path has shown a diverse set of issues that women lawyers face in private practice, contributing to high attrition rates. Existing research and programs demonstrated a thorough understanding by stakeholders of these issues, and they provide a solid foundation for the projects that will be implemented by Mapping Her Path. Primary data collected from the online survey provided valuable insights and contextualized the situation for women lawyers in British Columbia. The vast majority of people who participated in the survey have seen gender play a role in their workplace in a negative way, and over a third of them have experienced sexual harassment at work. Beyond the numbers, the narrative survey responses revealed the personal impact these incidents have had on the respondents and underlined the necessity of the work to be pursued by Mapping Her Path. To that end, the respondents also provided a useful set of suggestions on the issues that should be addressed by the pilot projects.

The root causes and factors that perpetuate negative treatment based on gender are systemic and complex. No one project will ever provide the answer that will resolve this issue. As a result, Mapping Her Path will direct its efforts toward projects that will seek to provide a series of incremental changes to improve the situation for women lawyers in British Columbia while also addressing the systemic issues that are responsible for the challenges they face. Mapping Her Path will do this by acting in partnership with stakeholders who are already engaged in a response to this situation, seeking to augment their programs already underway, or forming new initiatives with others that will provide another direction for their efforts. By doing so, Mapping Her Path will contribute to raising awareness in the legal community and beyond of the extent of gender discrimination and bias faced by women lawyers in private practice, and will also provide the tools that will improve this situation.


Appendix: Survey Questions
Mapping Her Path: addressing gendered barriers in legal practice

The Justice Education Society (JES) is working collaboratively to develop and test new solutions to the challenges faced by women in law. JES has partnered with the Law Society of British Columbia and the BC branch of the CBA's Women's Forum, with the involvement of the Peter A. Allard School of Law, University of British Columbia and the Faculty of Law, University of Victoria.

Mapping Her Path is a three year project that will take a collaborative approach to learning about, experimenting with models and refining sustainable projects to meet the needs of women in private practice, particularly in small firms, remote and rural locations and specific communities across BC. JES has experience working with the breadth of justice sector players and will be able to build on the important efforts of the profession to address these issues by looking within and beyond the legal context.

The first year will involve listening to lawyers and employers in BC and producing a gender-based needs assessment of BC-specific needs. Based on this assessment, a range of pilot projects will be selected and implemented over the following two years. Throughout the process, project partners and individuals will be encouraged to share their ideas and perspectives. As Mapping Her Path wraps up, the pilot projects will be evaluated and revised to allow for long-term sustainability and adoption within the appropriate institutions.

Mapping Her Path is funded by the Status of Women Canada.

CONFIDENTIALITY

This survey asks you to share your experiences and perspectives within the profession, as well as your ideas for change. We recognize that some of these questions ask about personal subjects. Please skip any questions that you prefer not to answer.

The survey results will be used to inform the Mapping Her Path project and the its pilot projects. The survey does not ask for your name or contact information and cannot be traced to individual participants. The results will only ever be shared in aggregate, either as a whole, or by regional or demographic sub-category. If you have any concerns about confidentiality, either before or after completing the survey, please email info@justiceeducation.ca

At the end of the survey there are instructions about how to sign up for updates about this project or to get more involved.

We estimate that it will take 15 minutes to complete the survey.
Please tell us about yourself.

Gender: Do you identify as...

- Female
- Male
- Transgender
- Prefer not to answer
- Other

Identity: Do you identify as...

- Lesbian / Gay / Bisexual / Queer
- Indigenous / First Nations / Metis / Inuit
- Visible Minority / Racialized / Person of Colour
- Person with a Disability
- Prefer not to say
- Other:

Where do you work? Please provide the name of the city, town or community.

British Columbia Counties
Please select your county. These are the same counties used by the Law Society of BC for its Bencher elections.

- Vancouver
- Victoria
- Nanaimo (and northern Vancouver Island)
- Westminster
- Kootenay
- Cariboo
- Prince Rupert
- Okanagan
- Kamloops
- Out-of-Province

How long have you been a lawyer?

- articling
- 1-4 year call
- 5-9 year call
- 10-14 year call
- 15-19 year call
- 20-29 year call
- 30+ year call
- never called to the bar
Please select all statement that apply to you:

- I have 0-12 year old children
- I have teenagers
- I have adult children
- I share finances and home responsibilities with a partner
- I am involved in elder care that involves daily activities
- I am a single parent
- I volunteer in my community (non-legal projects)
- I am involved in legal system projects (pro bono, law reform, community projects)
- I am volunteer within the legal profession (CBA, Law Society, local professional activities)
- Other facts about me that are important to understanding my experience of practicing

Are you: (choose the best answer)

- in private practice (within a firm, in association, sole practitioner)
- in-house counsel (corporation, union, etc.)
- working for a government (provincial, federal, municipal)
- teaching law (university, college, high school)
- working for a law related non-profit
- working for a company or agency in a non-legal position
- non-traditional legal work (consulting, research, etc.)
- self-employed beyond the legal field (real estate, small business, etc.)
- not in the paid work force
- Other:

-
If you are in private practice, how large is your firm:

- national firm (multiple locations)
- over 50 lawyers (BC only)
- 21-50 lawyers
- 11-20 lawyers
- 6-10 lawyers
- 2-5 lawyers
- sole practitioner
- not-applicable

* Have you spent a period of your career in private practice?
Experience in Private Practice

How many years did/have you stay(ed) in private practice?

Did your experience in private practice line up with your expectations?

Which of your expectations of private practice were not met?

Have you changed your career path at any point (changed firms, changed positions within a firm, move to a new position)?

If Yes, what factors led to your decision to change your career direction?

* Did you leave private practice?
Leaving Private Practice

Where did you move to?

- government position
- in-house position (union, corporate, etc.)
- non-profit organization
- educational position
- non-law position
- not in the paid workforce
- Other (please specify)

What aspects of private practice do you miss?

How have your career moves addressed your experiences in private practice?

Does your current position meet your expectations?
Many people describe work-life balance as a reason for leaving private practice. If this was a factor for you, can you describe the aspects of private practice that were not compatible with the balance you were looking for? (ex. hours, flexibility, values, environment, relationship with colleagues etc.)

The work environment is also a common factor affecting decisions to leave private practice. Please describe any aspects of the professional setting that were factors in leaving private practice. (ex. Professional development, respect within the profession, building a client base, business development opportunities, status, remuneration, control over career direction etc.)

Were there other factors that led to your decision to leave private practice?
What has helped you stay in private practice? Please tell us about a strategy or experience that has helped to make the private practice model work for you.

Have there been people, programs, opportunities or personal strategies that you have relied on and want to tell us about?
Beyond Private Practice

Was it a conscious decision to avoid private practice? If yes, why?

Over the course of your career, have you considered entering private practice?

What do you see as the advantages of your career choices?

What aspects of private practice do you wish you had experienced?
Priorities for Change

Please tell us a story of a time in which you think gender played a role in a situation or career choice you faced.

Have you experienced gender-based or sexual harassment in the profession?

We recognize that reporting or responding to sexual harassment or violence is a complex decision. In some environments there may be informal avenues to address the issue, in addition to formal or reporting options. We are interested in hearing whether you were aware of these avenues, whether you did take action, why you chose the option you did or anything else you would like to share about your experience responding to gender-based or sexual harassment.

Has your experience in private practice been affected by other aspects of your identity? Please tell us how the intersection of gender and other aspects of your identity (ability, sexuality, ethnicity, etc.) has affected your career in private practice or your decision to leave practice.
Which of these do you think warrant change within the private practice model?

<table>
<thead>
<tr>
<th>1. Increased flexibility</th>
<th>Is this an issue in private practice?</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Possibility of part-time work</td>
<td></td>
</tr>
<tr>
<td>3. Better avenues for promotion and recognition</td>
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<tr>
<td>4. Billable hour expectations</td>
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<tr>
<td>5. Increased support or mentoring within the profession</td>
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<td>6. Professional isolation</td>
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<tr>
<td>7. Better labour protections or benefits (access to maternity top-ups, benefits)</td>
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<tr>
<td>8. Change in the billing model (fixed fees, limited scope retainers etc.)</td>
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<tr>
<td>9. Change in the compensation model</td>
<td></td>
</tr>
<tr>
<td>10. Access to short-term leave coverage (elder and child care, stress leave, vacation coverage)</td>
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<tr>
<td>11. Support when returning to practice after a leave</td>
<td></td>
</tr>
<tr>
<td>12. More formal leadership or advancement opportunities</td>
<td></td>
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<tr>
<td>13. Change in the culture of the profession</td>
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</tr>
<tr>
<td>14. Stressful nature of the work / Support for mental and physical health</td>
<td></td>
</tr>
</tbody>
</table>

If you could prioritize **one of these issues** as the priority for change in the private practice model, which would it be? Please note the number of the issue you would prioritize and tell us why.

We are going to establish pilot projects that address some of the issues that limit choices in law. If you have an idea, or want to see focus on a specific issue, please tell us about it.
Thank you for sharing your perspectives with the Mapping Her Path project.

If you are interested in getting involved in a pilot project or want to stay informed about this project, please click this link. It will take you to a separate survey where you can provide your name, email address and city. Your personal data in that survey cannot be linked to specific responses in this survey, protecting the confidentiality of your responses.

Sign up here to stay informed: https://www.surveymonkey.com/r/ConnectMappingHerPath