

# D&I in der Praxis

## IBA Toolkit for Law firms

12.01. 2023 Bern

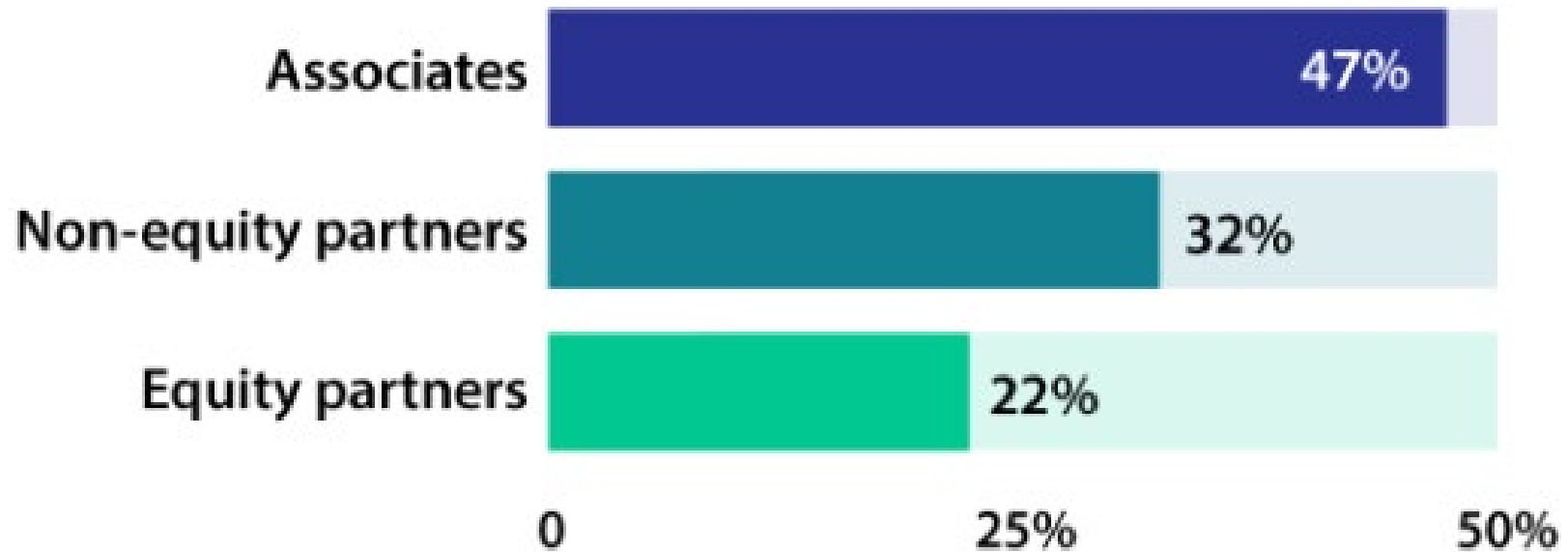
*JUDr. Margareta Sovova*

*Managing Partner International*

*IBA ERF Diversity & Inclusion Working group*

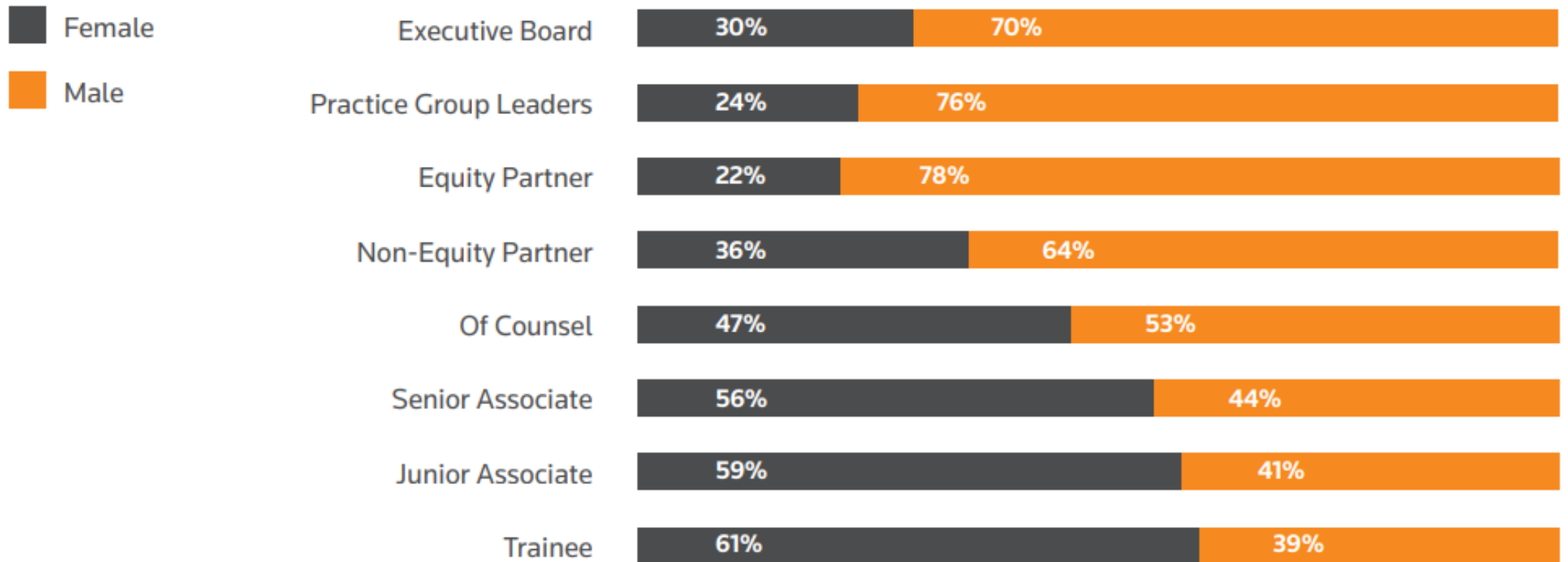
# Women in Law Firms: 2020

---



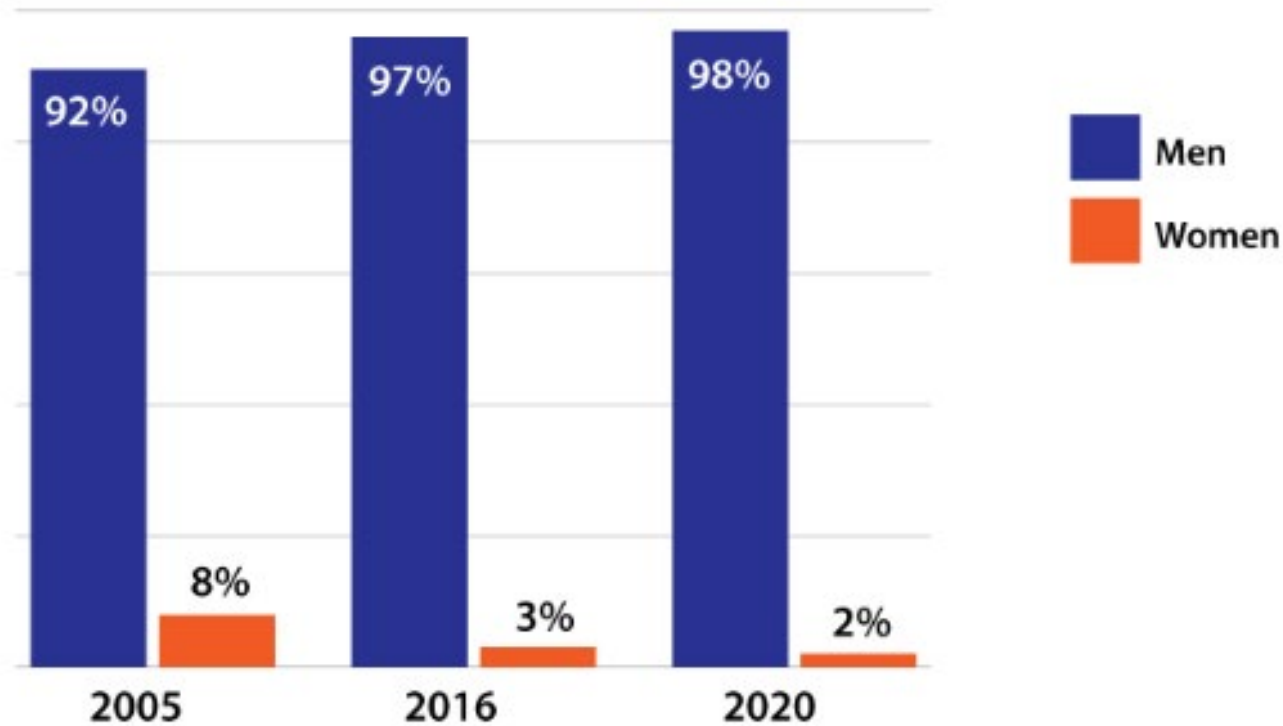
Source: National Association of Women Lawyers 2021 Survey Report

# Leadership statistics



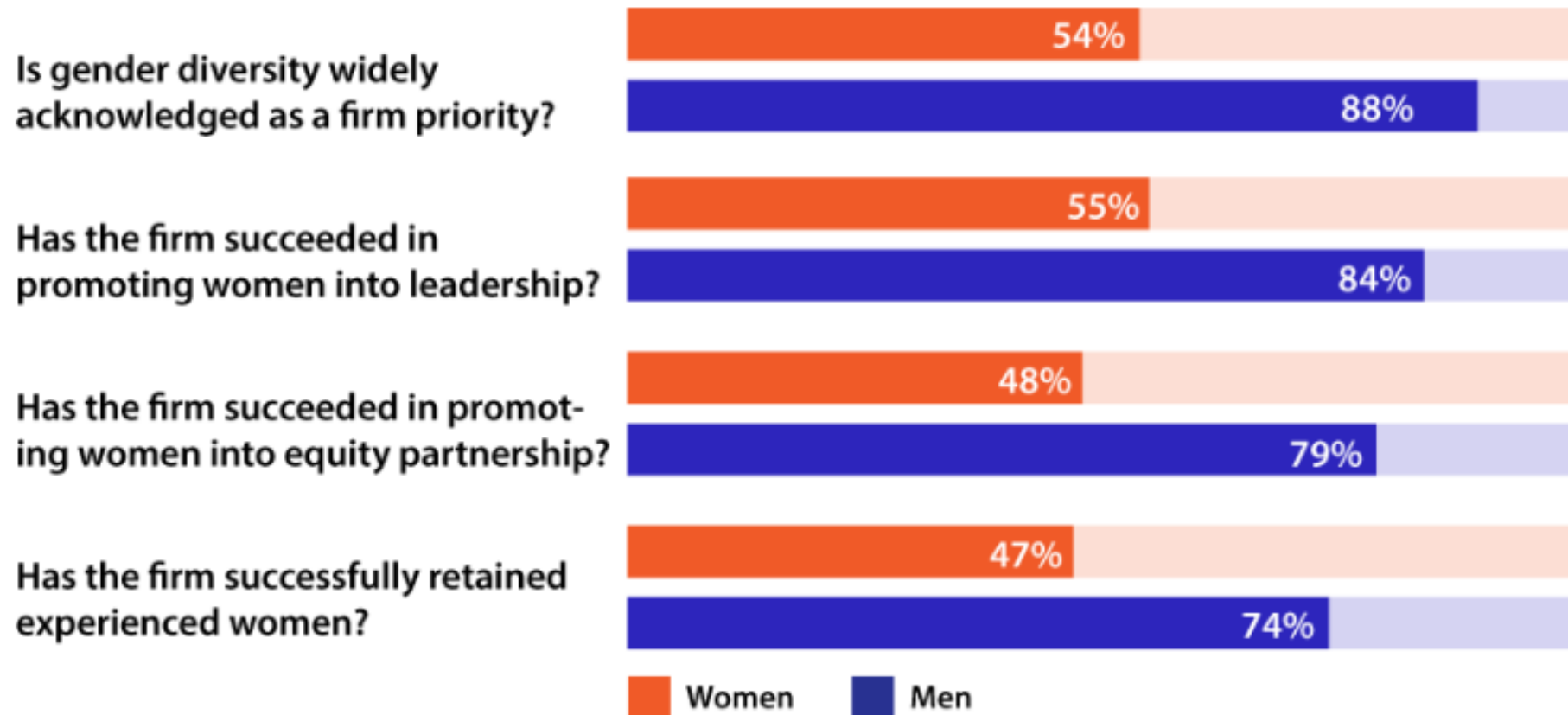
Source: [Transforming Women's Leadership in the Law - Research Study 2019](#)

# Gender of Highest-Paid Attorney In the Firm: 2005 - 2020



Source: [National Association of Women Lawyers 2021 Survey Report](#)

# How Men and Women View Law Firm Policies (% who said yes)



Sources: [Walking Out the Door, 2019](#), ABA and ALM Intelligence

IBA European Regional Forum

D& I Toolkit für Anwaltskanzleien 2022/23

# D&I Toolkit - Einführung

- Warum sollte jede Anwaltskanzlei eine D&I Policy haben?
- Wozu ein D&I Toolkit?
- Was sind die entscheidenden Schritte um D&I in der Kanzleikultur zu verinnerlichen?
- Wie sollte eine Anwaltskanzlei nach der Implementierung einer D&I Policy aussehen?

# D&I Matrix

Die Matrix wurde entwickelt, um Fachkräfte/Mitarbeiter durch die verschiedenen Phasen ihres Arbeitslebens in einer Anwaltskanzlei zu führen und zu begleiten:

- Rekrutierungsprozess
- Einarbeitungszeit
- Karriereverlauf und Beförderung
- Beendigung des Beschäftigungsverhältnisses



# D&I Matrix

Für **jede Phase des Berufslebens** werden festgelegt:

- Ziele
- Maßnahmen
- Checkliste mit praktischen Ratschlägen zur Umsetzung
- Monitoring Aktivitäten

# D&I Matrix - Beispiele

<p><b>CAREER PROGRESSION AND PROMOTION</b></p>	<p><i>Meritocratic Advancement</i></p>	<ul style="list-style-type: none"> <li><i>○ Promote equal opportunities and expressly reject any discrimination based on gender, age, disability, nationality or culture, race, religious beliefs, thought and sexual orientation, or any other personal, family, economic or social condition</i></li> <li><i>○ Establish a career progress schedule for each professional/staff with clear expectations and goals</i></li> <li><i>○ Organize initial and then periodical interviews to check on personal goals and ambitions</i></li> <li><i>○ Set concrete goals for career advancement (according to law firm's needs and people expertise, expectations and wishes)</i></li> <li><i>○ Collect clients' feedback</i></li> </ul>	<ul style="list-style-type: none"> <li><i>○ Every year make an anonymous survey where every professional/staff (no matter their seniority) can express their opinion about the others. In this way, everyone can receive a feedback and see where to improve etc.</i></li> <li><i>○ Clearly state what is required/needed for a career advancement in terms of experience/billable hours/deals concluded/clients' feedback/colleagues' feedback: objective data. This would incentivize professionals/staff, who would be aware that the firm awards who deserves it</i></li> <li><i>○ Prepare a survey to collect clients' feedback</i></li> <li><i>○ Add inclusion and diversity objectives in job descriptions and performance reviews, and recognize and reward achievement.</i></li> </ul>	<p><i>Supervise the activities, working hours, achievements, growth prospects, seniority level and potential of each professional/staff</i></p> <p><i>Make sure the workload is evenly distributed</i></p>
--	--	---	---	--

# Vielen Dank!

JUDr. Margareta Sovova  
Managing Partner International

bnt attorneys in CEE.  
[www.bnt.eu](http://www.bnt.eu)

[www.bnt.eu](http://www.bnt.eu)