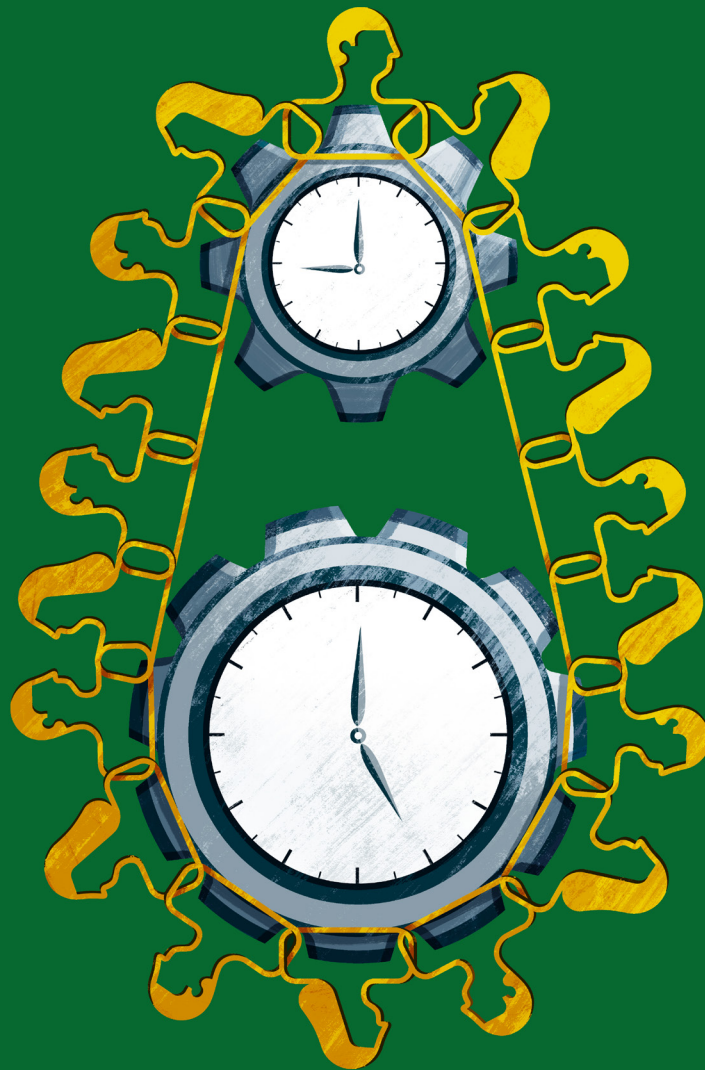


# All's Fair?

## In-House Counsel and Gender Parity Survey

2020



## Introduction

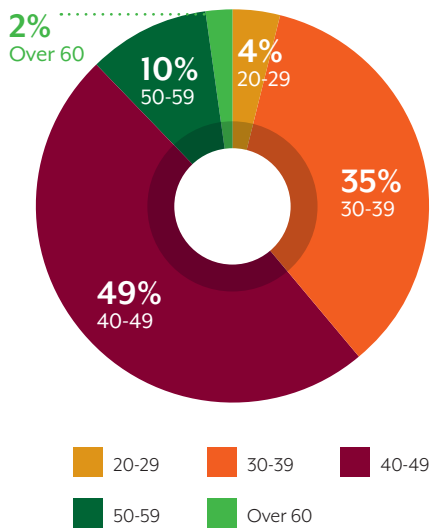
This is the third year of the survey. In previous years, the survey showed female lawyers struggling to balance work and home, and also showed the different perceptions of male and female lawyers of issues such as the gender pay gap. This year these trends have continued, but all against the backdrop of the largest public health and economic crisis many of us will have experienced, the COVID-19 pandemic. The repercussions of this crisis will be felt for years to come and looks set to transform our working lives. This year's survey looks at the views of in-house lawyers on remote working, managing through the crisis and how the pandemic will change the future of work.

## About the Survey

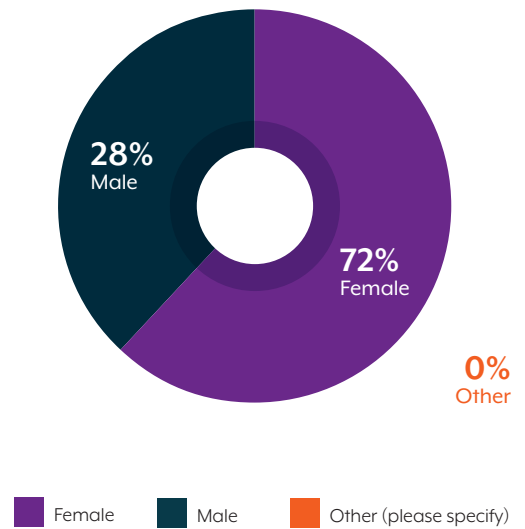
The survey was carried out in Q2/Q3 2020 and reflects the views of over 100 lawyers working in-house in Ireland, both male and female.

*“Nothing will change if the gender pay gap is not addressed. I do the same hours as my male colleagues so i should be paid the same.”*

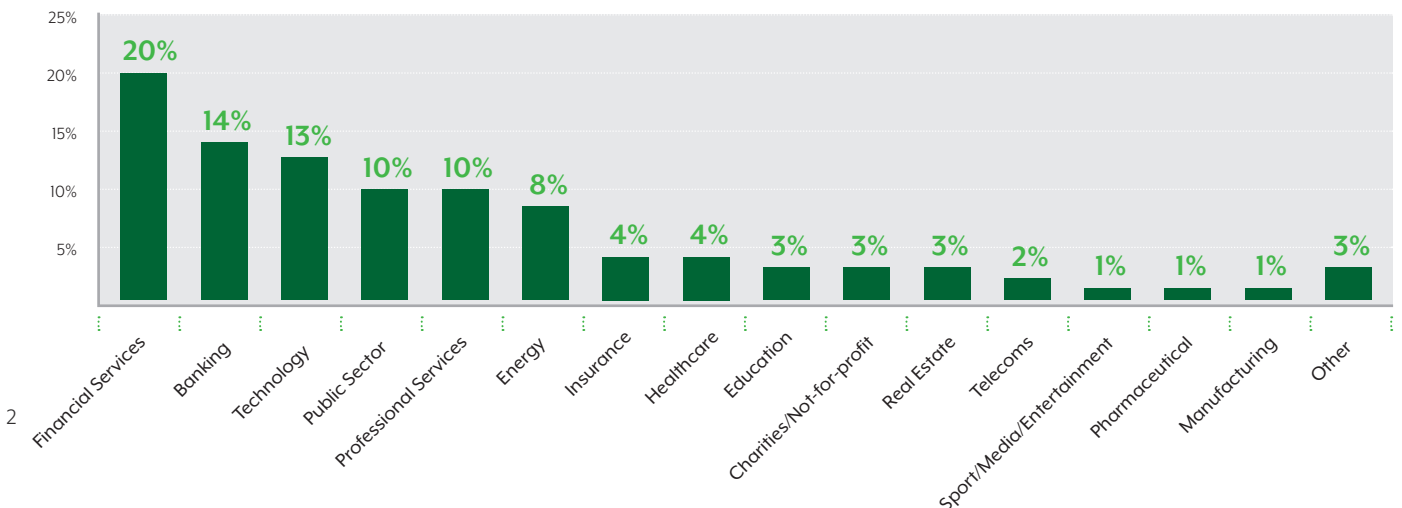
### Survey Respondents Age Profile



### Survey Respondents by Gender



### Survey Respondents by Sector

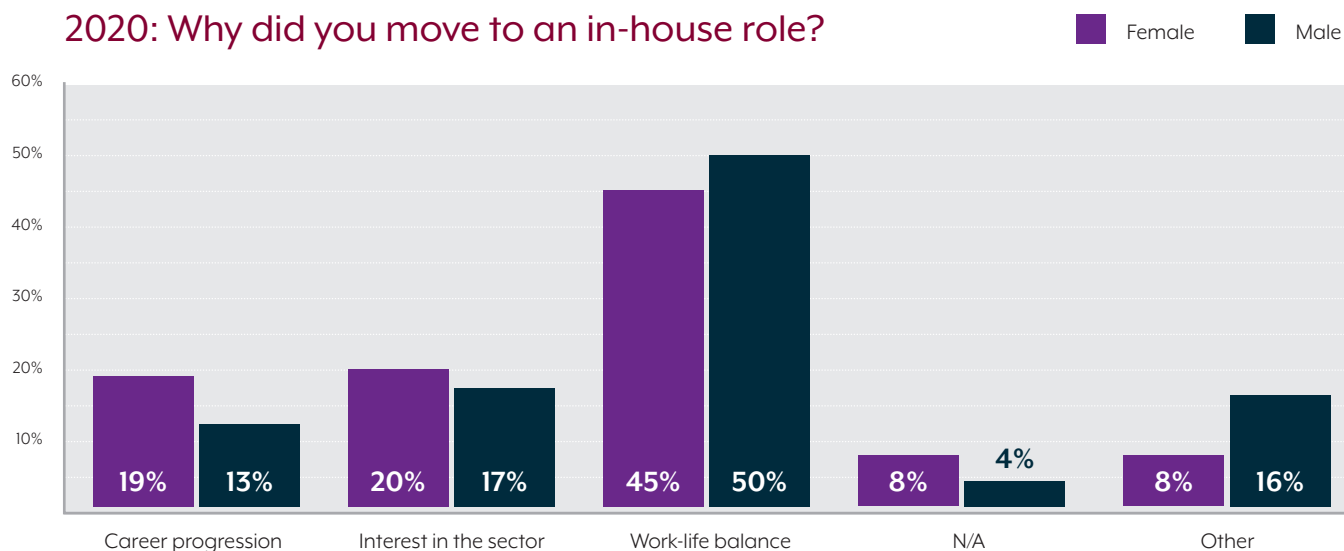


## Moving in In-House

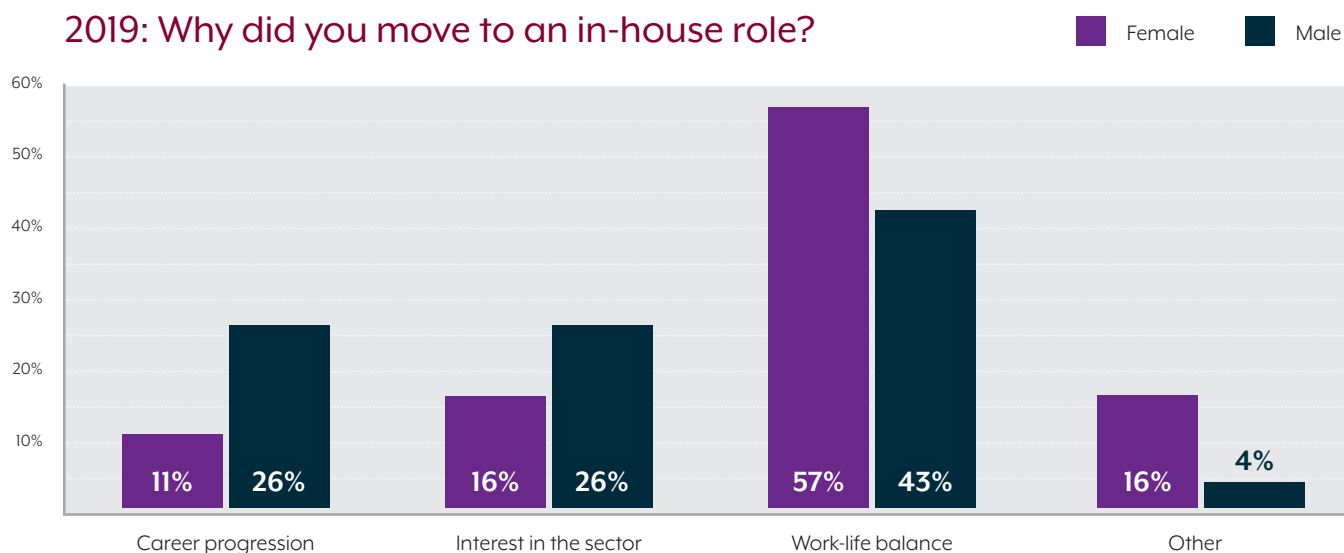
As with previous years, the most popular reason for lawyers to move from private practice to an in-house role is work/live balance, with 45% of females and 50% of males citing this as the main reason. These results are roughly in line with the 2019 survey, however work/life balance has become more important as a reason for male respondents in 2020, and slightly less important for female respondents this year. Clearly men also find it difficult to balance work with home, perhaps reflecting a more even spread of childcare and other family responsibilities between men and women.



### 2020: Why did you move to an in-house role?



### 2019: Why did you move to an in-house role?

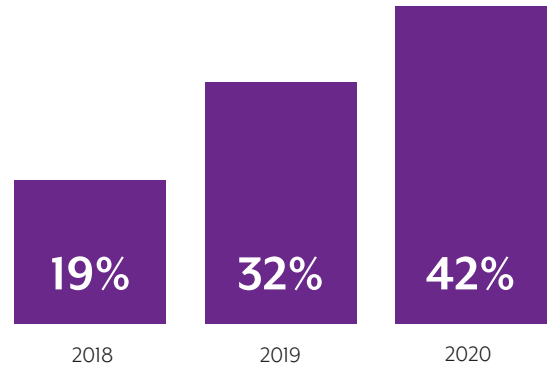


## Women in Senior Leadership

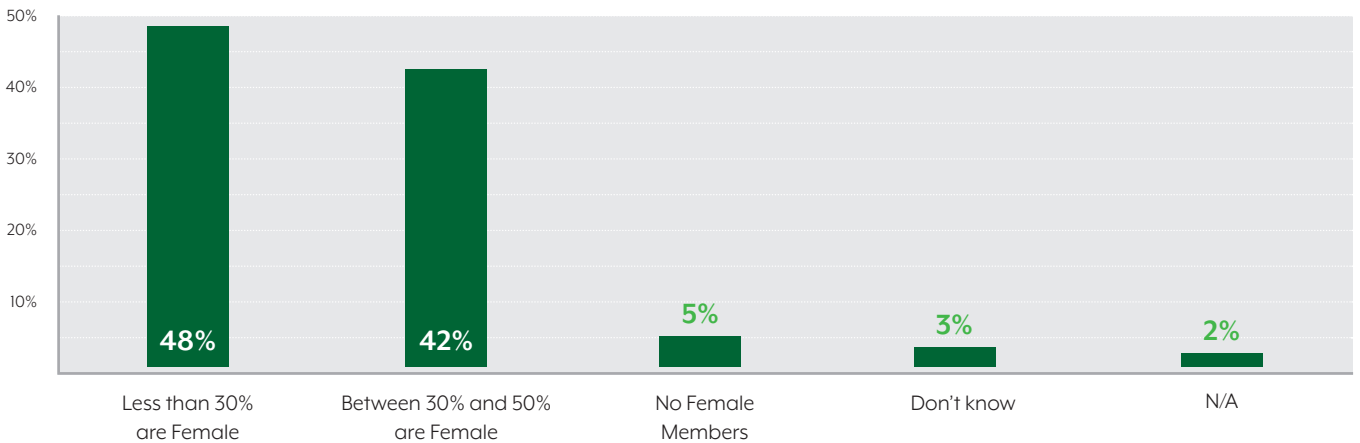
This year, 49% of those surveyed reported that the workforce in their organisation is approximately equal between men and women.

When we started the survey in 2018, 19% reported that the percentage of females at senior levels was between 30% and 50%. This rose to 32% in 2019 and this year stands at 42%, showing positive developments in female representation.

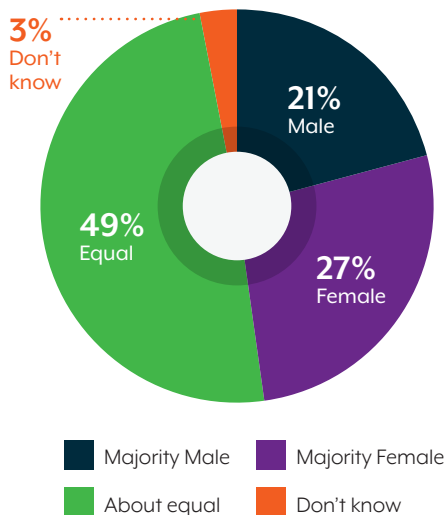
### Between 30% and 50% of Senior Roles Filled by Women 2018 - 2020



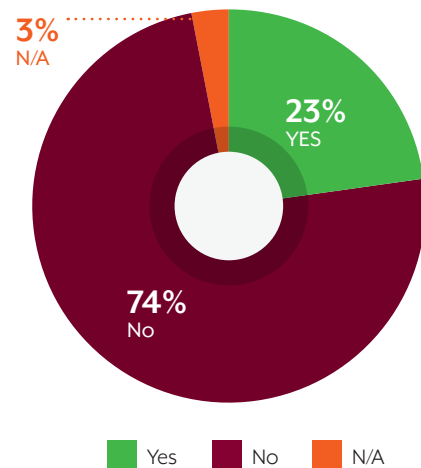
### 2020 - How many members of the C-Suite Level/ Executive Board level are female in your organisation?



### Is the workforce in your organisation:



### Is your CEO (or equivalent) female?



However, this still means that in 2020 90% of those surveyed report that less than half of the C-Suite/ Executive Board is female. 5% stated that there are no female members of the c-suite in their organisation and 74% reported that their CEO or equivalent is not female.

For those who said that their organisation has a majority of female staff, only 37% reported that their CEO or equivalent was also female.

For the first time in 2020, we asked survey respondents about their non-executive boards. Balance for Better Business<sup>1</sup>, an independent review group set up by the Irish Government, has set targets for female representation on boards of 27% for ISEQ top 20 and 20% for other listed companies. The results show a mixed picture, with 68% reporting that female board members in their organisations stand at less than 50%. 10% report that no board members are female.

*“A woman speaks up about promotion in their performance review and it’s seen as an affront and cheeky. A man speaks up about promotion and it’s expected and considered reasonable.”*

”

## The Gender Pay Gap

The Gender Pay Gap Information Bill was published in 2019, but legislation is yet to be enacted in Ireland. However, as recently as August 2020, officials at the Department of Justice indicated that the legislation is a priority<sup>2</sup>, so it may be enacted sooner rather than later. Given that the UK will report for the 3rd time in 2021, the legislation would appear to be long overdue.

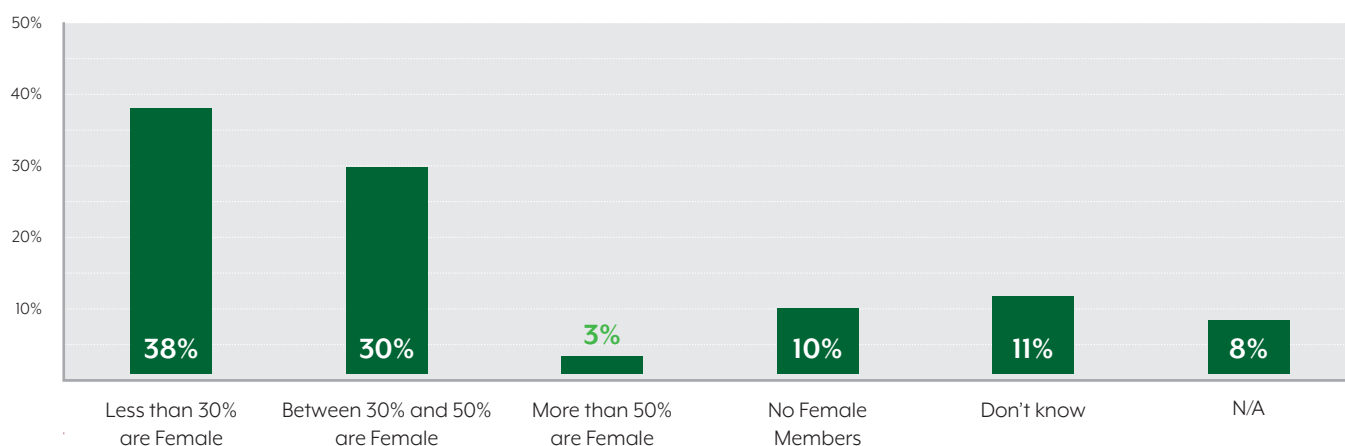
In this year’s survey, more than half of females surveyed have stated that they believe the gender pay gap is an issue in their industry, compared to 27% of men surveyed. Once again in 2020, despite the fact that it is illegal to pay someone more to do the same role as another person, a significant proportion of females surveyed believe they are being paid less than their male counterparts.

92% of women also believe the compulsory publication of gender pay gap data is a positive development, compared to 56% of men. This is similar to the results in last year’s survey, where 91% of women believed it was a positive development, compared to 58% of men.

*“I don’t believe there is a gender pay gap.”*

”

## How many members of your organisation’s non-executive board are female?

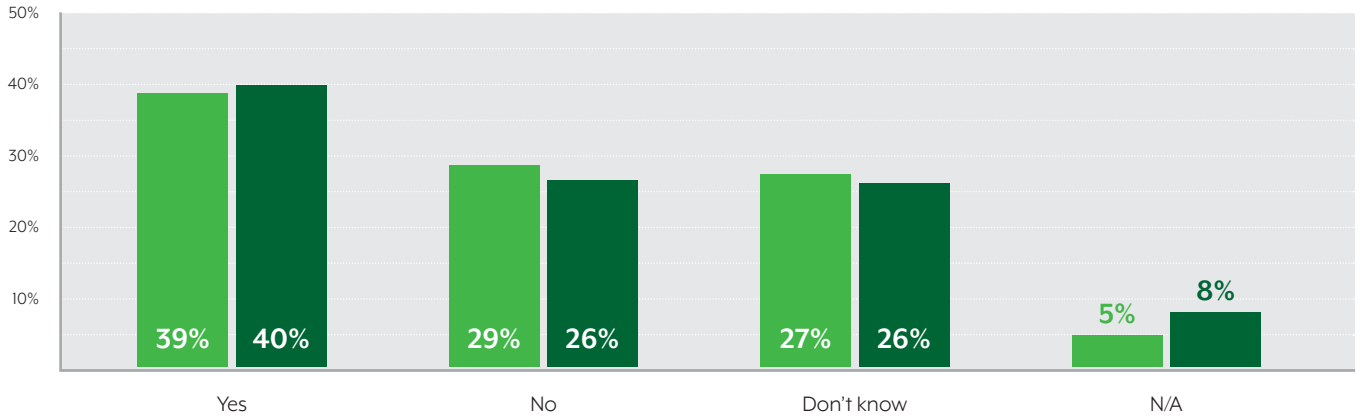


1. <https://www.betterbalance.ie>

2. <https://www.thetimes.co.uk/edition/ireland/gender-pay-gap-law-is-expected-this-year-2km5fd3jv>

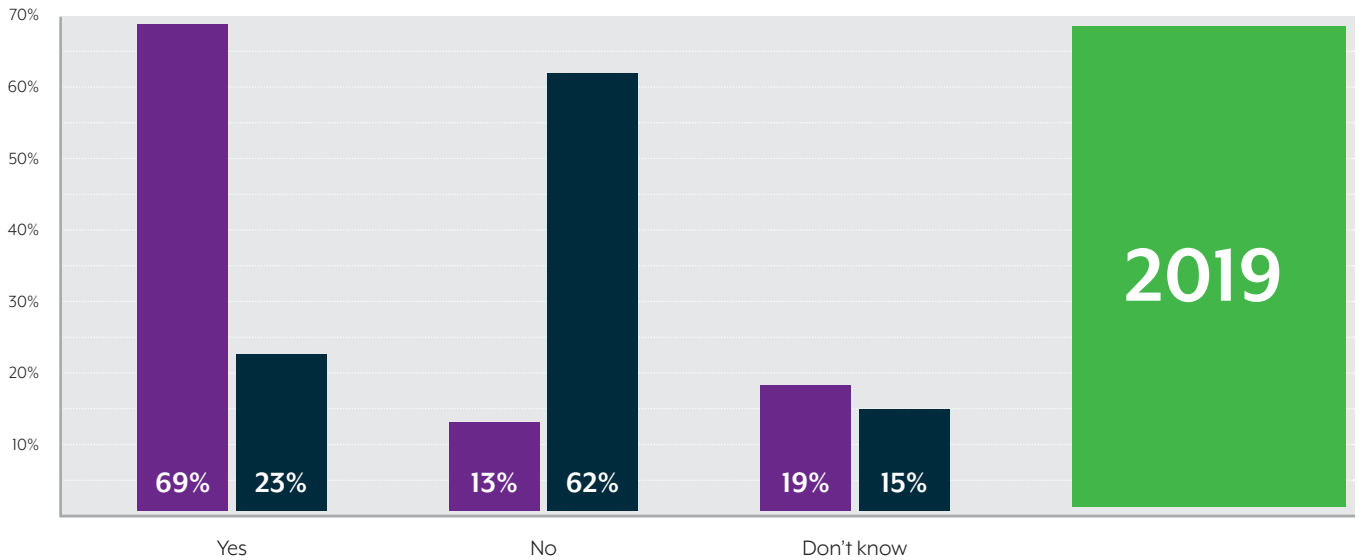
Female 2019 v. 2020 – Do you believe you are paid less than your male counterparts?

2019 2020



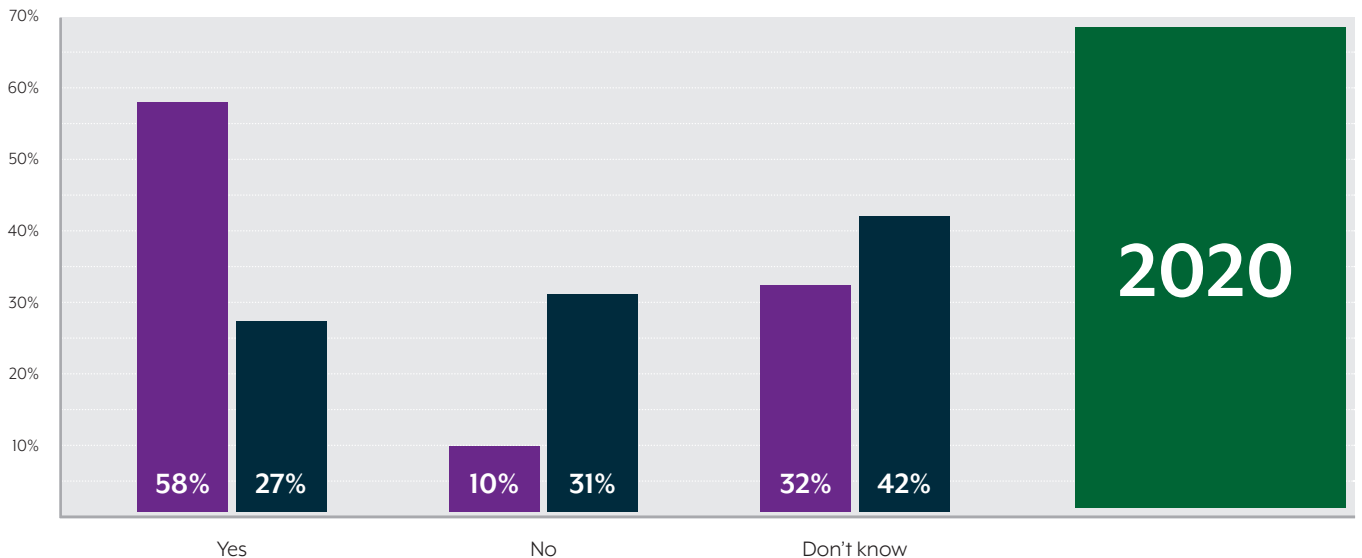
2019 – Is the Gender Pay Gap an issue in your industry?

Female Male



2020 – Is the Gender Pay Gap an issue in your industry?

Female Male



However, as with previous years, organisations are mixed in terms of preparation for gender pay gap reporting with only 30% reporting that their employer has carried out an analysis. Of those that have not carried out an analysis, only 10% report that they are aware of plans to put this in place ahead of legislation being introduced.

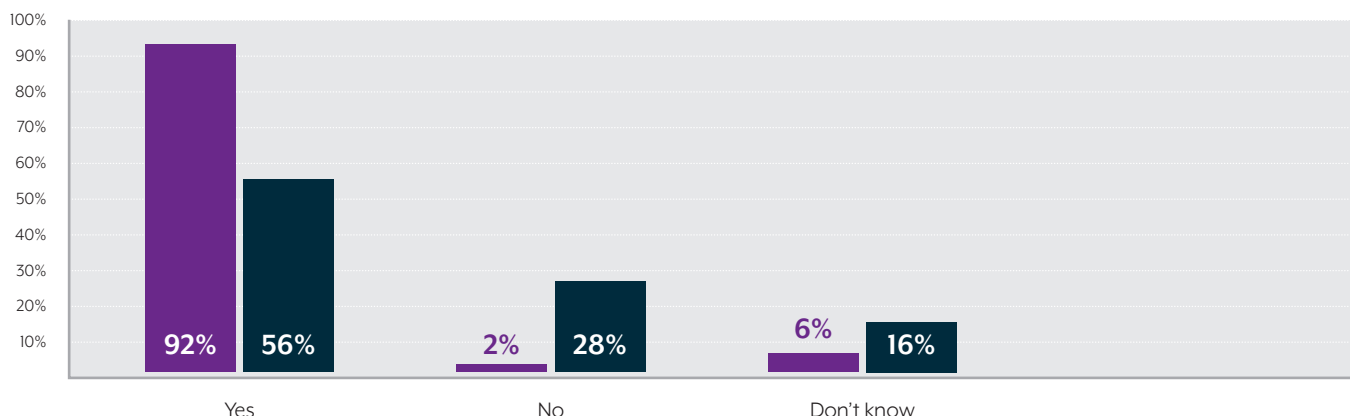
In terms of the causes of the gender pay gap, the majority of women surveyed believe the main reason is the fact that there are barriers that stop women from advancing in their careers, followed by what is commonly called the “motherhood penalty” – women being the primary carers for children, leading them to work more part-time hours than their male counterparts. A significant minority of men (20%) believe there are no issues with the gender pay gap in their industry.

*“It’s not merely pay gap it’s the glass ceiling and top jobs for the boys only.”*



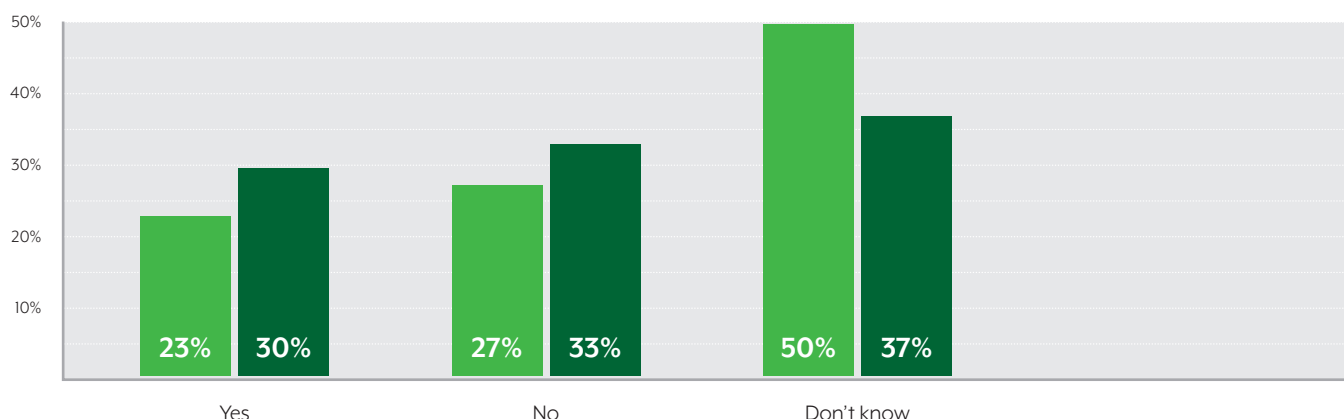
### Do you believe the compulsory publication of gender pay gap data by organisations is a positive development?

Female Male

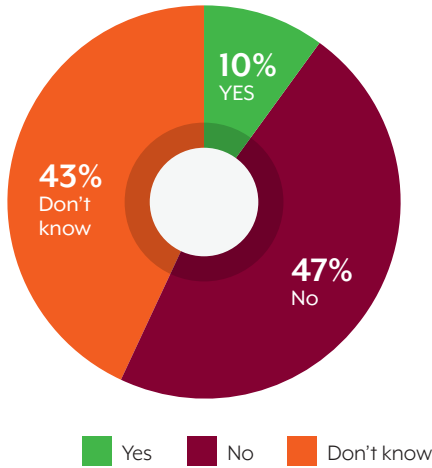


### 2019 v. 2020- In advance of legislation being enacted, has your organisation carried out an analysis on its gender pay gap?

2019 2020



2020 – Does your organisation plan to carry out an analysis on its gender pay gap in advance of legislation being enacted?

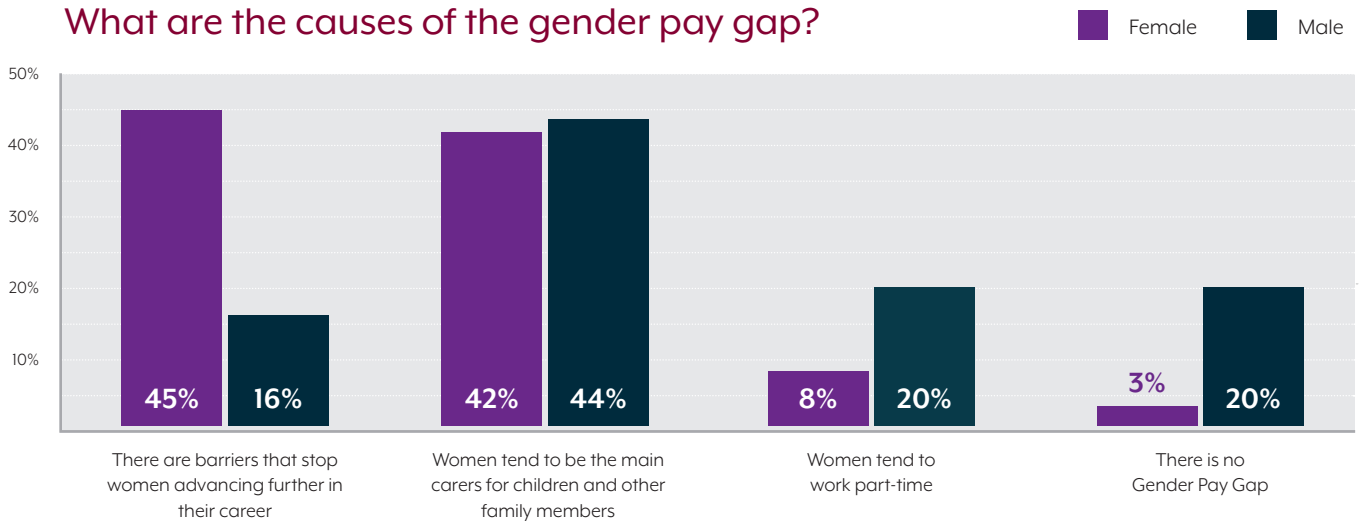


For both male and female respondents, the solution to the gender pay gap lies less in government-led intervention and more in internal organisational initiatives. The majority of men and women cite greater internal transparency and clearer policies around pay and compensation as the most effective measures.

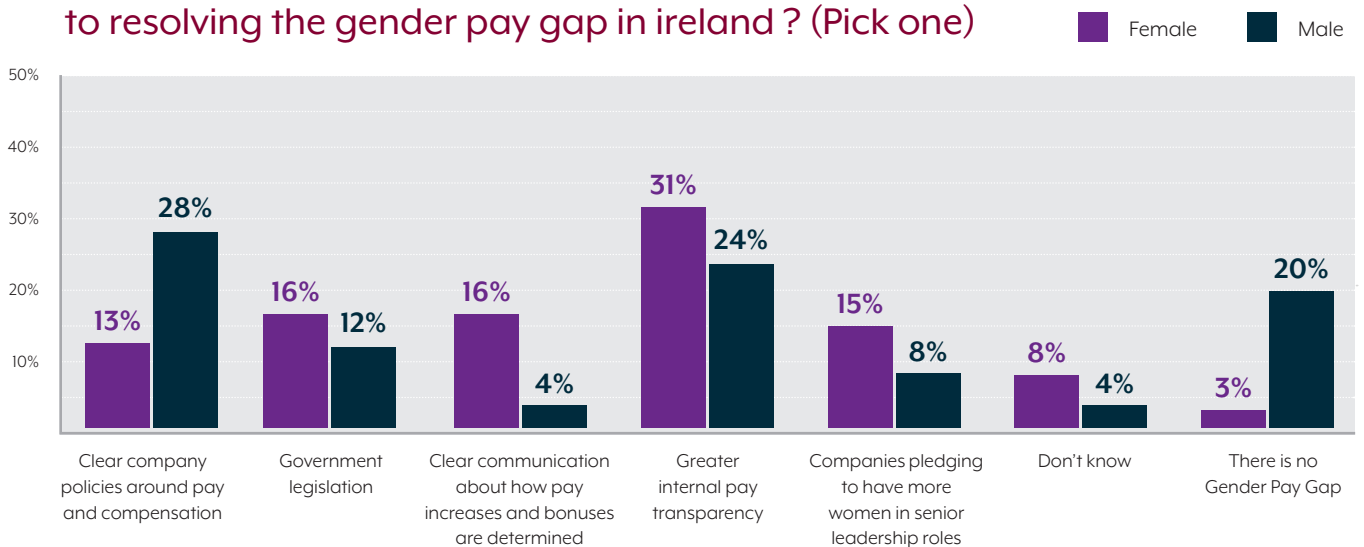
As with previous years, quotas remain controversial with 61% of women in favour and 68% of men against.

*“I think it will cause disruption as us women finding out and confirming we are paid less - on the other hand it is good to have the data to address the issue.”*

What are the causes of the gender pay gap?

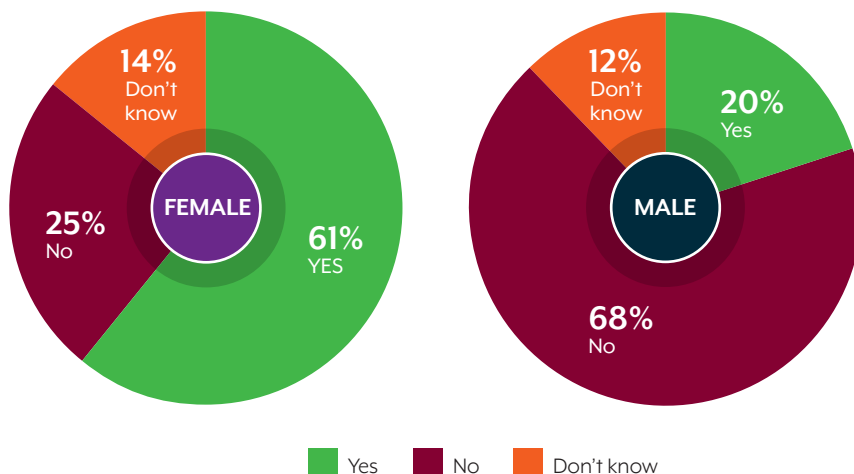


What would be the single most effective measure to resolving the gender pay gap in Ireland? (Pick one)





Are you in favour of positive discrimination policies in terms of gender, e.g. quotas for senior roles?



“I accept quotas as short term fix in order to enhance equality across the board.”

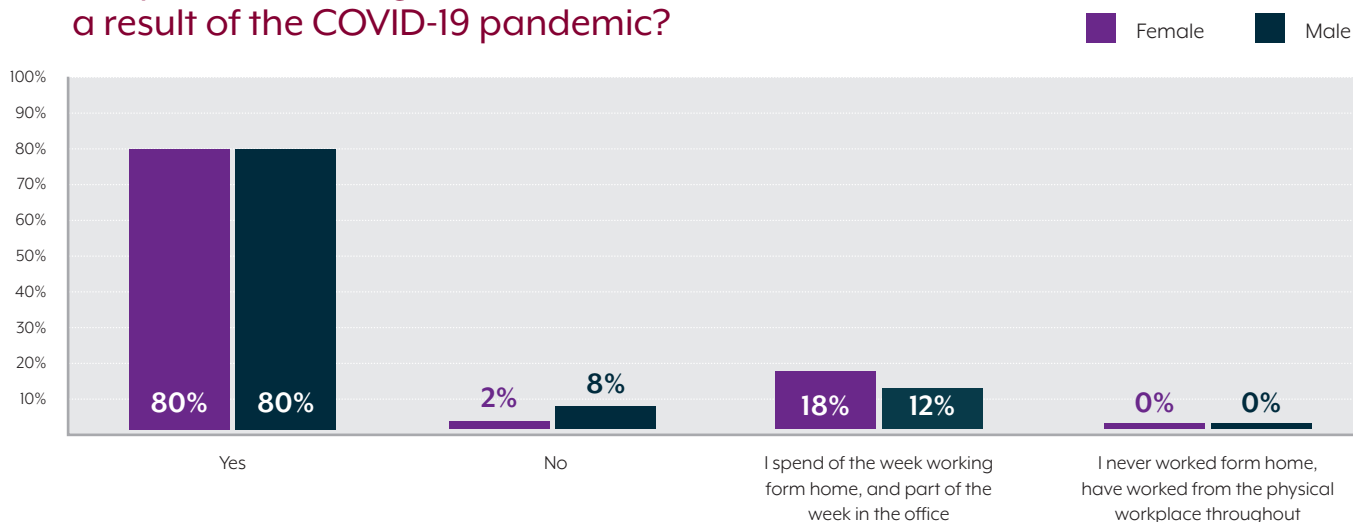
“I would hate to think I got a role just because I am female.”

## COVID-19, Remote Working and the Future of Work

The pandemic and the shift to remote working may well be one of the largest societal changes many of us will live through, and this year’s survey shows that the vast majority of both male and female respondents are still working from home. This indicates that much of an in-house lawyer’s work can be conducted remotely, with only 18% of women and 12% of men spending part of their week in the centralised workplace.

“The big downside to remote working is juniors missing out on mentorship/learning. A bigger investment is needed in learning and development, with managers trained on how to effectively manage/encourage junior members of the team.”

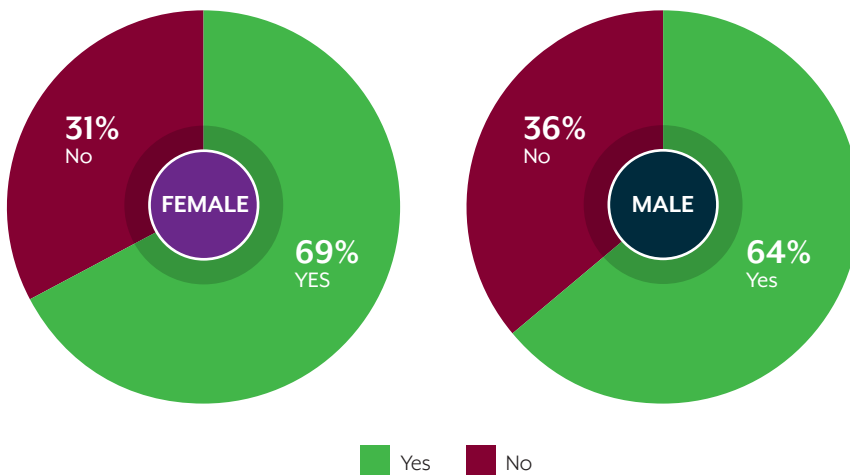
Are you still working from home as a result of the COVID-19 pandemic?



The initial shock of moving to remote working was partnered with the closure of schools and childcare facilities, further complicating working life for those with caring responsibilities. Of those surveyed, a majority of both male (64%) and female (69%) respondents indicated that they have caring responsibilities for family members.

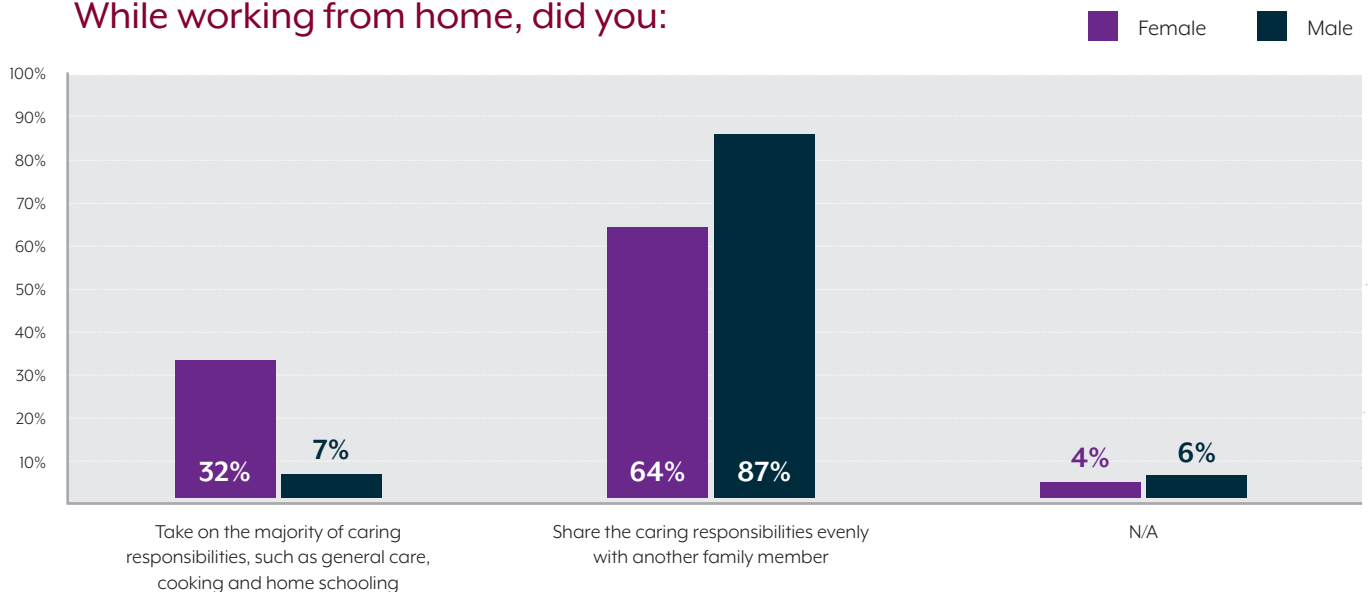
So who took on the majority of caring responsibilities during lockdown? Our survey indicates that a significant minority of females (32%) took on the majority of caring responsibilities, compared to 7% of men. 64% of women indicated that these caring duties were shared evenly with another family member, compared to 87% of men.

### Do you have caring responsibilities for any dependents within your family?



*“I believe the landscape of work has changed drastically and I can't see it going back to the way it was. Employers should adopt a flexible WFH policy.”*

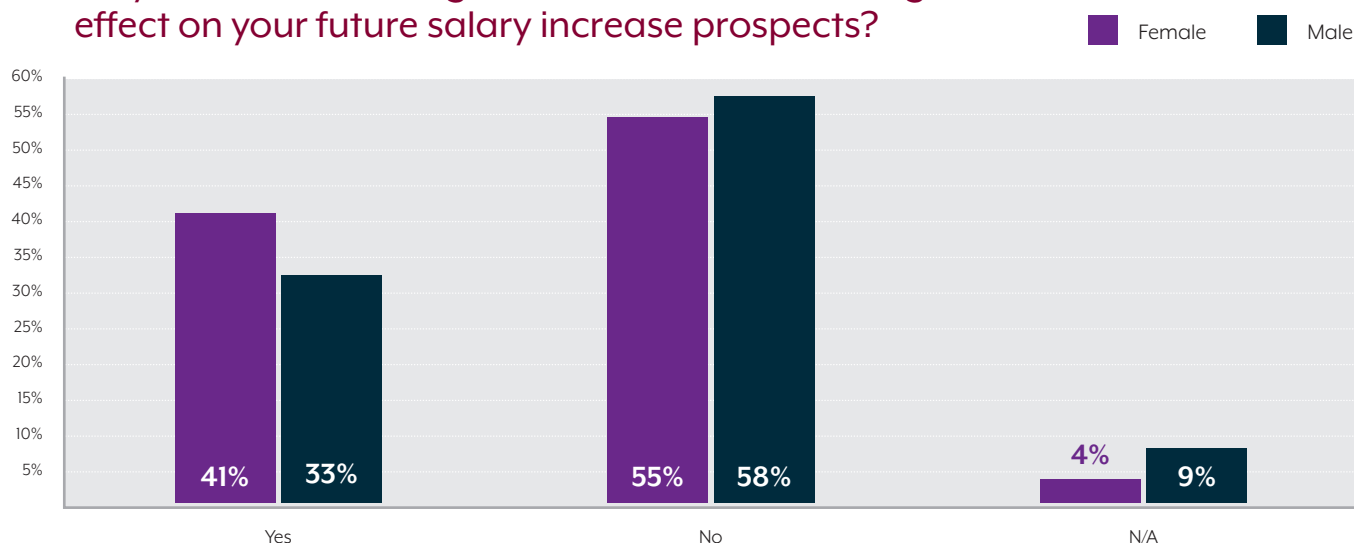
### While working from home, did you:



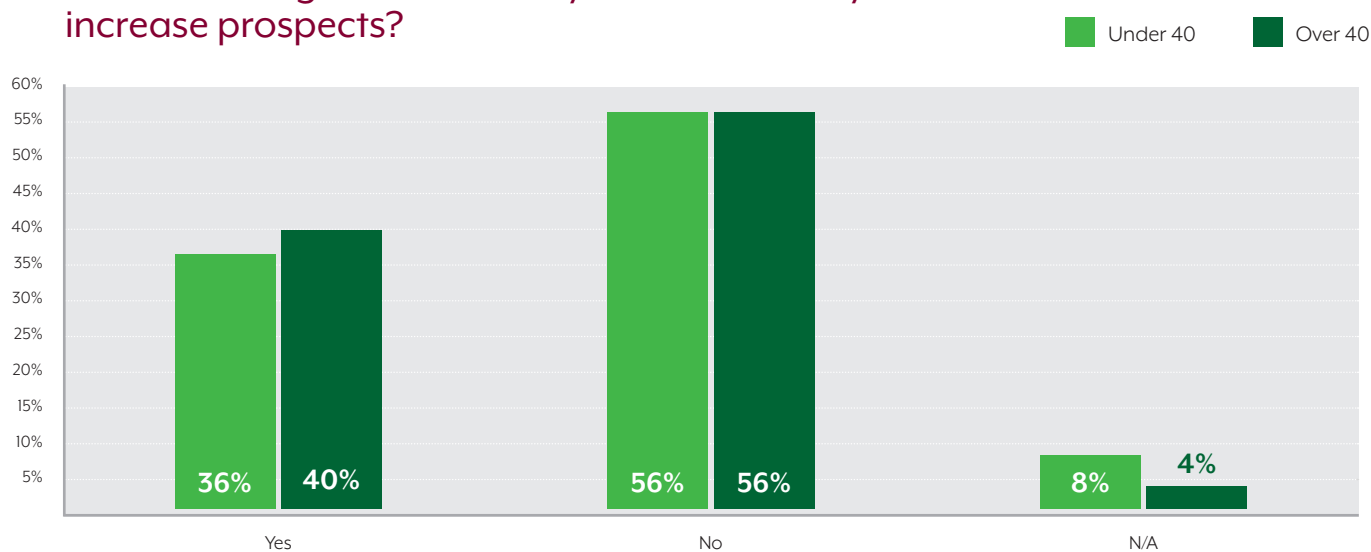
Many have worried about the effect that the pandemic and working from home may have on the trajectory of their careers. According to this year's survey, this concern is more prevalent amongst female respondents, with 41% of women compared to 33% of men stating that they believe working from home will have a negative effect on their future salary increase prospects.

The concern around the effect of the pandemic appears to be evenly spread throughout the different age groups, with 36% of those under 40 expressing the belief that the pandemic will have a negative effect on their future salary prospects compared to 40% of those aged over 40.

### Do you believe working from home will have a negative effect on your future salary increase prospects?



### Age Groups – Do you believe working from home will have a negative effect on your future salary increase prospects?

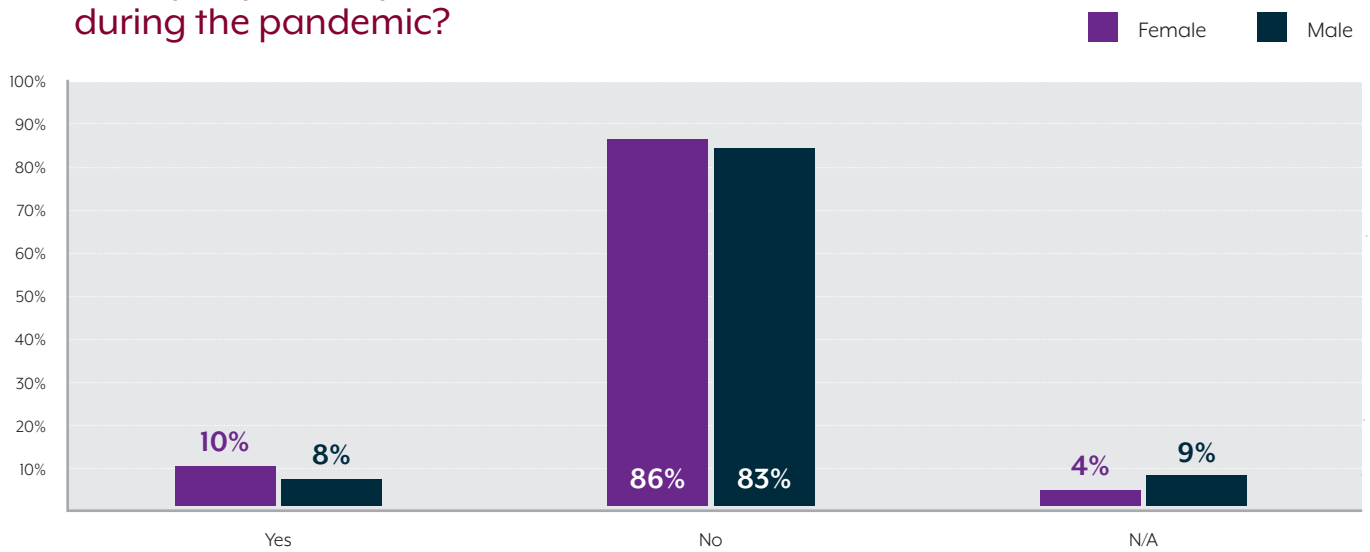


Importantly, given the ongoing issues around pension provision in Ireland, the vast majority have not paused pension contributions during the pandemic.

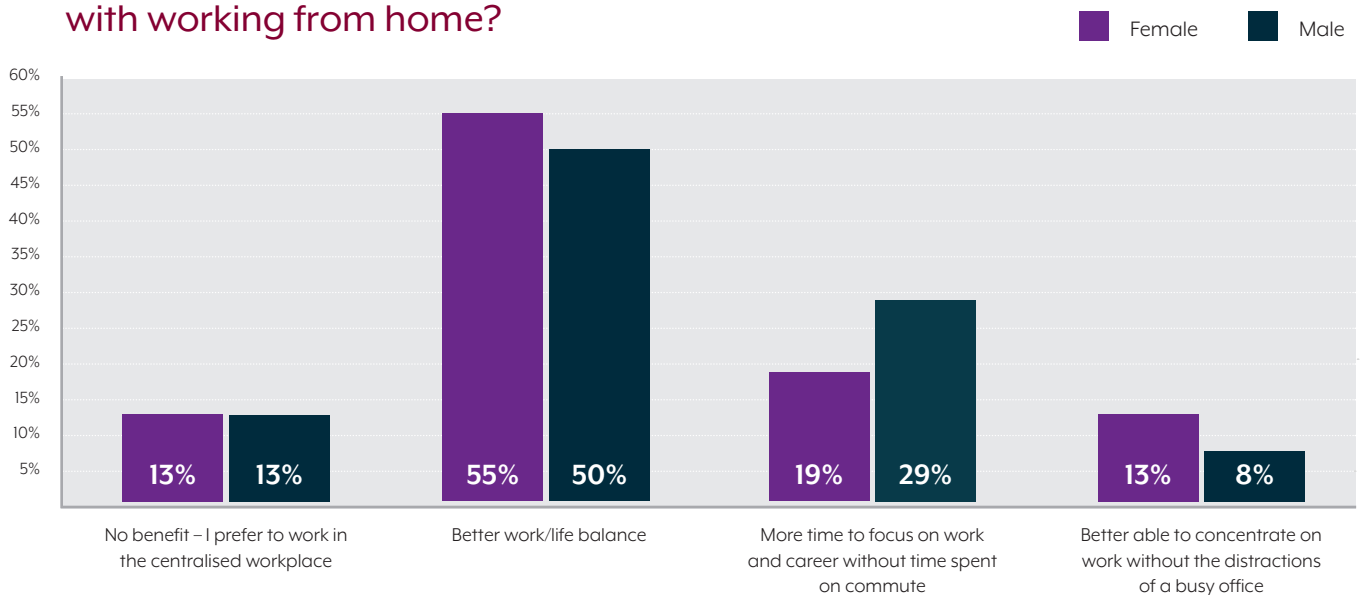
As we adjust to the new normal of working from home, it looks like it will continue to be a feature of our working lives in 2021. According to those surveyed, the main benefit of remote working is

better work/life balance, followed by more time to focus on work and career without time spent on a long commute. 13% of both men and women however believe there is no benefit and would prefer a return to the centralised workplace. The vast majority of those surveyed (88% of women and 96% of men) believe that employers will be more open to working from home in the future.

### Have you paused pension contributions during the pandemic?



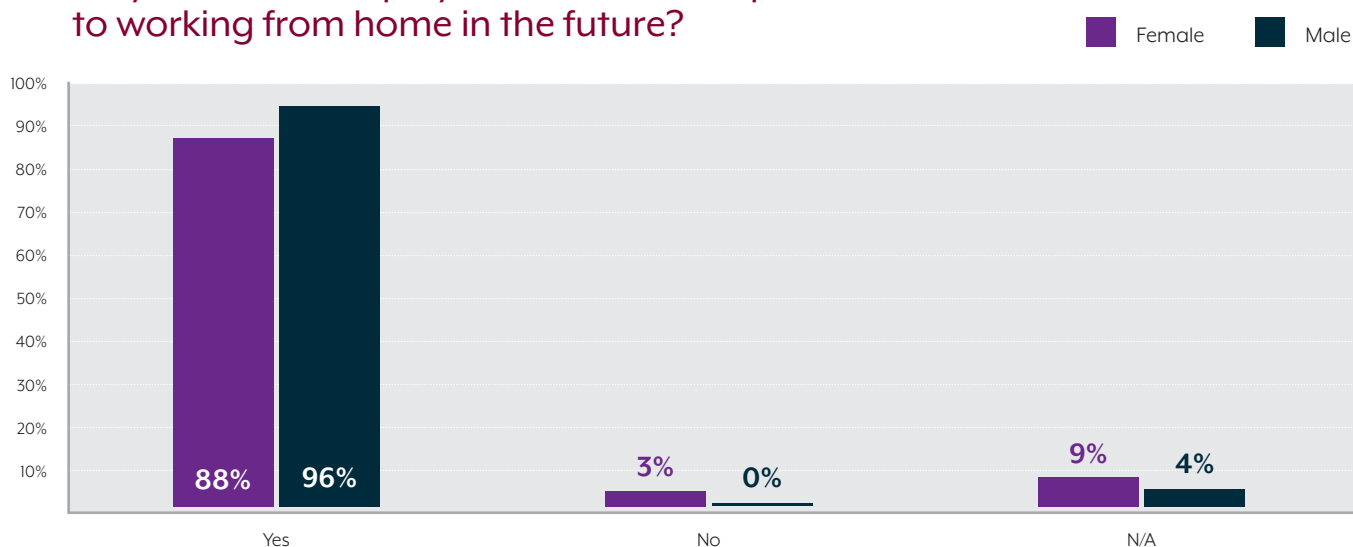
### What do you believe is the main benefit with working from home?



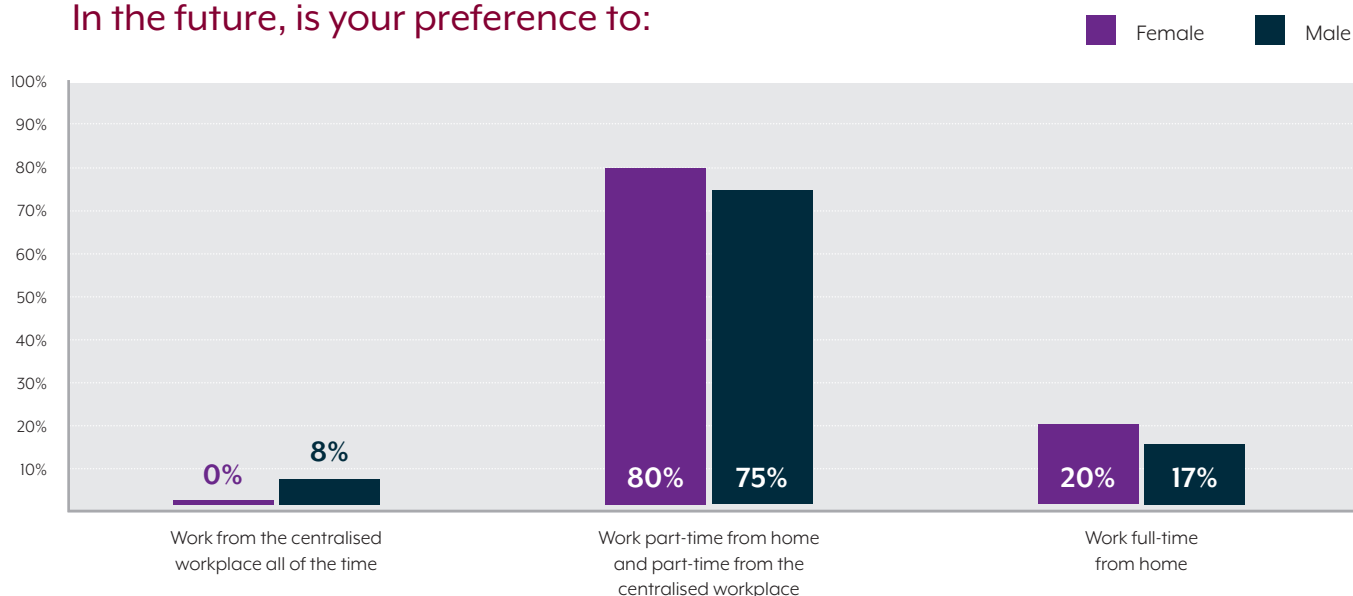
But that doesn't necessarily mean that they also want to remain working from home all the time. A slightly smaller majority (80% of women and 75% of men) would prefer to work part-time from home and part-time from the centralised office, and only 20% of women and 17% of men would like to continue working full-time from home.

“Hopefully employers will be less distrustful of employees working from home and be open to more flexible work arrangements in ways that are beneficial to both employers and employees.”

### Do you believe employers will be more open to working from home in the future?



### In the future, is your preference to:



## Conclusion

2020 will be a year that many of us will not forget quickly, and the changes that this year has brought to our working lives will be felt for a long time to come. As organisations look to rebuild in 2021, it's essential that remote working doesn't hamper efforts to foster equality in the workplace.

The European Institute for Gender Equality in its 2020 Gender Equality Index<sup>3</sup> shows that Ireland ranks 7th in the index with 72.2 out of 100 points. The index demonstrates that Ireland has made good progress over recent years, but the area where there is room for improvement is in the area of power, which measures gender equality in decision-making positions across business, economic, political and social spheres.

This year's survey bears this out, and there is still progress to be made in terms of female representation at senior levels. Better female representation in leadership teams can only benefit organisations, as research<sup>4</sup> has shown that greater levels of diversity in businesses can lead to improved financial performance, which will be essential as organisations rebuild in the aftermath of the pandemic.

*"Productivity has been excellent whilst we work remotely."*

”

*"WFH has number of negatives, e.g. blurring lines of work/life balance and requirement in some cases for increased availability and never leaving 'the office'."*

”

## Key Contact



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3. <https://eige.europa.eu/gender-equality-index/2020/country/IE>

4. <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

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