



# Gender Equality Charter

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2025 Survey of GEC Signatories  
Supplementary Report

# Contents

Introduction .....	3
Responses to Charter Commitment 1 questions .....	4
Responses to Charter Commitment 2 questions .....	7
Responses to Charter Commitment 3 questions .....	10
Responses to Charter Commitment 4 questions .....	12
Responses to Charter Commitment 5 questions .....	16
Responses to Charter Commitment 6 questions .....	20
Responses to three additional questions .....	23
Responses from consenting organisations .....	27

## Introduction

The New Zealand Law Society Te Kāhui Ture o Aotearoa implemented the Gender Equality Charter (GEC) in 2018. The purpose of the Charter is to encourage legal workplaces (law firms, in-house legal teams, barristerial chambers, barristers, and sole practitioners) to make a public statement of their commitment to improving gender equality and inclusion. Since 2018, the Charter has been adopted by more than 170 legal workplaces across New Zealand.

One of the conditions of the Charter is that participants complete a baseline survey of gender equality-related activities at their workplace upon signing and complete follow-up surveys on a biennial basis. The survey includes questions assessing the degree to which signatories are fulfilling the six Charter commitments outlined below.

As of August 2025, 137 legal workplaces were considered active signatories to the GEC and were invited to participate in the survey. When the survey closed at the end of October 2025, 119 had completed the survey, for a response rate of 87%.

A further 15 organisations that had recently expressed interest in becoming Charter signatories were invited to complete their baseline survey; nine of those organisations completed the survey and, by doing so, became new Charter signatories.

Of the 128 total responses to the 2025 survey:

- 95 were from law firms
- 17 were from in-house legal teams (roughly half private companies, half public or non-profit organisations)
- 8 were from barrister soles
- 4 were from barristerial chambers, and
- 4 were from sole practitioners.

In November 2025, the Law Society published a *Summary Report* that compared the results of this year's survey with previous surveys in 2018, 2021, and 2023.

This Supplementary Report provides further data and analysis of the survey responses. In addition, this report includes individual responses to five of the survey questions by those signatories who consented to having their answers published. This option was provided for the first time in this year's survey. The organisations' responses to the questions are presented in the final section of this report.

# Charter Commitment 1

## Implement unconscious bias training for all lawyers and key staff and take action to address identified bias

The purpose of unconscious bias training is to raise awareness of unintentional stereotypes and prejudices and teach individuals to recognise and mitigate these biases in the workplace in areas such as hiring and promotion.

The 2025 survey contained four questions related to unconscious bias training. The responses to the first two questions are broken down below by a) whether the organisation was an existing or a new Charter signatory and b) the type of organisation.

**Q1A. What proportion of the key staff in your organisation have received unconscious bias training in the past two years? Key staff are the individuals in the organisation responsible for the recruitment, retention and promotion of lawyers.**

Proportion of key staff trained	All responses (128)	Existing signatories (120)	New signatories (8)
All	25%	25%	25%
Most	27%	28%	0%
Less than half	16%	15%	25%
None	23%	23%	25%
Unknown	10%	9%	25%

Proportion of key staff trained	All responses (128)	Law firm (95)	In-house public (9)	In-house private (8)	Barrister sole (8)	Chambers (4)	Sole practitioner (4)
All	25%	25%	22%	25%	25%	0%	50%
Most	27%	31%	0%	50%	0%	0%	25%
Less than half	16%	16%	44%	13%	0%	0%	0%
None	23%	19%	33%	13%	75%	0%	25%
Unknown	10%	9%	0%	0%	0%	100%	0%

**Q1B. What proportion of all lawyers in your organisation have received unconscious bias training in the past two years?**

Proportion of lawyers trained	All responses (128)	Existing signatories (120)	New signatories (8)
All	16%	16%	25%
Most	27%	29%	0%
Less than half	18%	18%	13%
None	25%	24%	38%
Unknown	13%	13%	25%

Proportion of lawyers trained	All responses (128)	Law firm (95)	In-house public (9)	In-house private (8)	Barrister sole (8)	Chambers (4)	Sole practitioner (4)
All	16%	16%	0%	25%	25%	0%	50%
Most	27%	33%	0%	38%	0%	0%	25%
Less than half	18%	18%	56%	13%	0%	0%	0%
None	25%	22%	33%	13%	75%	0%	25%
Unknown	13%	12%	11%	13%	0%	100%	0%

**Q1C. What was the format of the most recent unconscious bias training that you used?**

- 65% used a pre-recorded webinar, video or online training module.
- 30% used an external provider to deliver a live training session.
- 13% used an internal staff member to deliver a live training session.

Some survey respondents cited other formats/approaches that they used to provide content about unconscious bias:

- Information is included as part of onboarding process for new staff.
- Information is included in the staff handbook.
- Finding and reading articles or books related to unconscious bias.
- Holding internal discussions on the topic of unconscious bias.

**Q1D. Other than training, what actions have you taken to address unconscious bias in your workplace?**

Many Charter signatories are also using other approaches to reduce the likelihood that unconscious bias results in unfair or inequitable decisions or outcomes. These include:

- Recruitment and hiring practices such as blind recruitment (e.g. redacted CVs) or use of external recruiters, diverse interview panels, gender-balanced shortlists, and standardised interview questions.
- Regular pay gap audits, bias checks in salary and promotion decisions, and equity reviews to monitor and address disparities in compensation.
- Structured performance reviews and transparent promotion criteria to reduce subjectivity; established career frameworks and promotion pathways to reduce reliance on informal networks.
- Work allocation reviews to ensure fair distribution of opportunities.
- Formal diversity and inclusion (D&I) policies that explicitly address unconscious bias; dedicated D&I committees, advisors, or partner-level leadership groups; regular policy reviews with a D&I lens, with some using external input.
- Use of engagement surveys, culture audits, and regular reporting to leadership to track progress.
- Diversity goals in performance objectives for staff and leaders.

## Charter Commitment 2

### Conduct annual gender pay audits and take action to close any gender pay gap

A gender pay audit is the process of assessing whether an organisation has a gender pay gap, identifying the causes of those gaps, and planning how to close them.

The 2025 survey contained six questions related to gender pay audits; two of these questions included the opportunity for signatories to opt-in to having their responses published. Their responses to those two questions are included in the final section of this report.

Note: Because barrister soles and sole practitioners are essentially single-employee organisations and barristerial chambers do not control the compensation of its chamber members, the Law Society only reports data on this commitment for law firms and organisations with in-house legal teams.

#### Q2A. Have you conducted a gender pay audit in the past two years?

Gender pay audit conducted	In-house teams		Law firms		
	Private	Public	All firms	Existing signatories	New signatories
Yes	100%	100%	60%	63%	29%
No	0%	0%	40%	38%	71%

See 'Responses from consenting organisations' on Page 32.

#### Q2B. If you did not conduct a pay audit, why not?

The most cited reasons for not doing an audit included:

- Having too few employees or a homogeneous (e.g. all women) workforce, making an audit problematic or unnecessary.
- Conducting informal reviews during annual salary assessments to compare pay across roles and levels without a formal audit.
- Relying on market rates or industry salary guides to set pay.
- Citing lack of awareness that conducting an audit was a requirement or indicating plans to do an audit in the future.

**Q2C. What was the calculated percentage pay gap between men and women employed lawyers in your most recent audit?**

Of the 55 law firms that conducted a gender pay audit for salaried lawyers, 57% indicated that there was no gap or that it was favourable to women. Many in-house teams reported challenges with calculating the pay gap for salaried lawyers due to insufficient or unavailable data that could be disaggregated specific to those positions in their organisations. Individual responses to this question are included in the final section of this report.

See 'Responses from consenting organisations' on Page 32.

**Q2D. Has your organisation published its pay gap audit results? If so, where?**

A total of 74 organisations indicated that they completed a gender pay audit. Below is a breakdown of what percentage of each organisation type published their data in some way.

% who published their pay audit results on:	All responses (74)	Law firms (57)	In-house public (9)	In-house private (8)
Website	20%	12%	33%	63%
PayGap Insights register	9%	9%	25%	0%
Other external or internal locations	23%	19%	46%	25%

**Q2E. Did you use the Ministry for Women's toolkit to help calculate your gender pay gap?**

For those who completed a pay audit, the survey also asked about their awareness and use of the new *Gender Pay Gap Toolkit* launched in 2025 by the Ministry for Women.

Used Ministry for Women's toolkit	All responses (74)	Law firms (57)	In-house public (9)	In-house private (8)
Yes	28%	30%	22%	25%
No – we were aware of the toolkit but did not use it	31%	30%	56%	13%
No – we were not aware of the toolkit	41%	40%	22%	63%

**Q2F. What actions is your organisation taking to address and close any gender pay gap that exists?**

Beyond conducting an annual gender pay audit, GEC signatories described the actions they are taking to address any pay gaps that might exist, including:

- Develop and use standardised, transparent compensation frameworks to reduce discretionary bias and ensure consistency across teams and levels. This involves things such as:
  - salary bands
  - objective criteria for pay and promotion
  - use of centralised remuneration committees.
- Correct pay gaps when identified either by adjusting salaries immediately or undertaking a process of reviewing outliers, evaluating whether there is justification for the differences, and then addressing unexplained gaps during the renumeration cycle.
- Benchmark against external market data to ensure pay is competitive and not influenced by gendered negotiation patterns. This data includes sources such as ALPMA salary surveys as well as Hays and other market guides.
- Support women's career progression to reduce structural drivers of pay inequality, particularly the seniority driven component of pay gaps. Examples of this include:
  - leadership development programmes for women
  - succession planning that strengthens the pipeline of women into senior roles
  - ensuring diverse shortlists for senior appointments
  - mentoring and targeted development.
- Institute parental leave equity and supportive return-to-work practices to reduce the “motherhood penalty” and help maintain pay parity over time. Examples include:
  - salary reviews continue during parental leave
  - tenure and progression are not penalised
  - flexible and part-time work is normalised
  - enhanced parental leave benefits are available to all genders.
- Establish initiatives and practices that are focussed on reducing bias in pay decisions, such as:
  - unconscious bias training
  - gender neutral recruitment language
  - diverse interview panels
  - diversity, equity and inclusion (DEI) councils or committees overseeing pay equity.
- Use public reporting and other transparency strategies as levers for accountability and culture change. Some organisations publish their gender pay gap annually, either internally, on their own website, or via public sites such as MindTheGap. Some cited the Kia Toipoto (the public service's pay gap action plan) as an important model to follow.

## Charter Commitment 3

### Offer, encourage and support flexible working to assist all lawyers to balance professional and personal responsibilities

This commitment is about making flexible working available to all lawyers and creating a culture where lawyers are not disadvantaged in their careers, either directly or indirectly, if they access flexible working arrangements.

The 2025 survey contained three questions related to workplace flexibility. As with the questions on gender pay audits, the Law Society only reports data on the responses to these questions from law firms and organisations with in-house legal teams.

#### Q3A. Which of the following flexible working arrangements are available to lawyers at your organisation?

Type of flexibility offered	Law firms (95)	In-house public (9)	In-house private (8)
Flexibility to work a different number of total weekly hours	88%	100%	88%
Flexibility to work at different times of day	89%	100%	100%
Flexibility to work remotely	95%	100%	100%
Job sharing	25%	44%	50%
Ability to purchase additional leave	19%	67%	75%
Ability to take additional unpaid leave	84%	100%	100%

**Q3B. If you allow staff to work remotely, what is the maximum number of days per week that staff may do so?**

Maximum number of remote working days	Law firms (95)	In-house public (9)	In-house private (8)
1 day per week	20%	0%	0%
2 days per week	28%	33%	38%
3 days per week	11%	11%	38%
4 days per week	1%	11%	0%
5 days per week (no limit)	36%	44%	25%
Working remotely is not offered	4%	0%	0%

**Q3C. How does your organisation encourage and support lawyers to make best use of flexible working opportunities?**

Charter signatories reported that they support staff to take advantage of workplace flexibilities by:

- explicitly encouraging staff to attend family commitments without penalty; having options like school-hour roles, keeping-in-touch hours during parental leave, and offering part-time arrangements
- having leaders and partners role-model flexible working by openly sharing their own use of flexibility (including men around childcare)
- focusing on outcomes rather than office presence; reinforcing flexibility through regular conversations, quarterly reviews, annual check-ins, and open dialogue about workplace culture
- linking flexibility to wellbeing initiatives such as mental health resources, ergonomic support, and work-life balance programmes.

## Charter Commitment 4

### Regularly review areas of their practice with a gender equality and inclusion lens

This commitment focuses on organisations taking the time to periodically reflect on areas of their practice to understand whether these support and encourage gender equality and inclusion. Areas of practice to review include:

- recruitment policies and practices
- retention and promotion policies and practices
- contributions to external publications
- presentations at internal and external events
- management of client relationships, including tendering for new work
- training and development activities.

In the 2025 survey, signatories were asked two questions for each area of practice:

- Did you conduct a review of that area during the past two years?
- If so, what were the results of that review?

#### **Q4A. In the past two years, have you reviewed the following practice areas with a gender equality and inclusion lens?**

Conducted a review in this area	All responses (128)	Law firms (95)	In-house public (9)	In-house private (8)	Barrister sole (8)	Chambers (4)	Sole practitioner (4)
Recruitment	45%	48%	44%	75%	0%	0%	25%
Retention and promotion	46%	48%	44%	88%	13%	0%	25%
External publications	20%	24%	0%	25%	0%	0%	0%
Presentations	21%	26%	11%	0%	0%	0%	25%
Client relationship management	24%	28%	11%	13%	13%	0%	25%
Training and development	39%	41%	33%	75%	13%	0%	25%

**Q4B. If you answered Yes, please describe the actions you have taken as a result of this review and the impact of those actions.**

Some organisations indicated that they use tools such as the *Aotearoa Inclusivity Matrix* and *Accessibility Tick programme* to assess their organisational practices from an inclusion perspective. A few are members of cross-industry diversity and inclusion efforts such as *Champions for Change*. Some also hire external consultants to conduct assessments of their organisational practices through an inclusion lens.

Below are the other commonly cited actions taken by Charter signatories in each area of organisational practice.

#### **Recruitment**

Some organisations noted that – given the existing university demographics – the current gender imbalance challenge is around finding men as candidates for entry positions. Most organisations are taking steps to ensure a diverse applicant pool and a fair playing field for all candidates.

- Use inclusive language and images in job advertisements and job descriptions; one organisation uses the *Gender Decoder web tool* to assist with this.
- Highlight workplace flexibilities offered by the organisation in recruitment materials.
- Convene gender-diverse interview panels and use standardised interview questions to ensure consistency and fairness across candidates.
- Ensure gender and other diversity-related balance on candidate shortlists, including for summer clerks and interns.
- Track and report the application-to-hire ratios by gender and ethnicity.
- Enhance the diversity of talent pipeline via connections with universities, such as sponsorships of women and under-represented groups in law and diversity-related clubs.

#### **Retention and promotion**

Many responses noted that promotion decisions in their organisation are made based on merit. They also use various strategies such as those listed below to ensure that women and people of diverse ethnicities are positioned to take advantage of those opportunities.

- Track and report promotion and retention rates by gender and ethnicity.
- Conduct exit interviews to understand the reasons that women and people of diverse ethnicities leave the organisation.
- In addition to offering market-competitive compensation, provide flexible working arrangements and progressive parental leave policies; create tailored return-to-work arrangements for those coming back from parental leave.
- Provide mentoring, networking and sponsorship programmes for women and people of diverse ethnicities.

- Establish transparent promotion criteria to reduce bias; one organisation noted that they have integrated an FTE-based system to appropriately account for the contributions of part-time staff.
- Convene gender-balanced and diverse groups for making promotion decisions; some noted that their HR or People and Culture teams are now part of that process.
- Conduct promotion reviews to include staff on parental leave.

#### **External publications**

While publications is not an area that comes under significant scrutiny from an inclusion lens by most organisations, Charter signatories shared some of their proactive steps to ensure diversity in this space.

- Monitor the gender and ethnicity balance of contributors to publications and take steps to ensure that a diverse set of voices is being presented and credited.
- Provide opportunities to co-author articles and other publications to junior and mid-level lawyers to foster their professional development.
- Review the language and content in publications to ensure they promote diversity and inclusion.
- Highlight achievements of women and other underrepresented voices in publications.

#### **Presentations**

Presentations is another area where few organisations are doing intentional reviews to ensure diversity. However, the responses did include some important actions that some signatories are taking to do this.

- Track and report data on the gender balance of speakers coming from the organisation to speak at external events.
- Ensure gender and ethnicity balance of speakers at all events hosted by the organisation.
- Ask external event organisers about panel diversity before agreeing to participate.
- Invest in presentation training for staff, link external presentations to individual development plans.

#### **Client relationship management**

As legal organisations strive to grow and evolve their client bases and serve them effectively, many are taking steps to do this in a way that provides fair opportunities for women and people of diverse ethnicities in the organisation.

- Allocate client meetings, events, and business development opportunities with a gender balance.
- Review the gender balance of internal practice groups and the leadership of those groups and address them accordingly.
- Require women barristers be included in client recommendation lists.
- Communicate upfront with clients the organisation's commitments to flexibility and work-life balance in hopes of reducing the likelihood that clients undervalue the contributions of those who work consistent with those values.

**Training and development**

Most responses noted that training and development opportunities are offered to everyone in the organisation equitably. Some provided examples of additional actions they are taking to promote inclusion.

- Establish family-friendly scheduling of training so staff with caregiving responsibilities can participate.
- Create women-focused training, leadership programmes, networking support, and mentoring schemes.
- Track and report on training participation data by gender.

# Charter Commitment 5

## Adopt equitable briefing and instruction practices

This Charter commitment was revised in 2022 to motivate organisations to ensure that women lawyers receive a fair allocation of work and lead roles in significant engagements and instructions in all areas of work.

The revision, made in collaboration with the New Zealand Bar Association Ngā Ahorangi Motuhake o te Ture, encourages signatories to adopt a voluntary target that women lawyers receive at least 50% of external instructions for all significant matters.

The 2025 survey had six questions related to equitable briefing and instruction practices; two of these questions included the opportunity for signatories to opt-in to having their responses published.

### Q5A. How frequently does your organisation instruct external lawyers?

Instruction frequency	All responses (128)	Law firms (95)	In-house public (9)	In-house private (8)	Barrister sole (8)	Chambers (4)	Sole practitioner (4)
Regularly	18%	7%	78%	75%	13%	25%	25%
Occasionally	39%	48%	0%	25%	13%	0%	25%
Rarely	28%	34%	11%	0%	25%	0%	25%
Never	15%	11%	11%	0%	50%	75%	25%

### Q5B. Has your organisation adopted the Gender Equality Charter target that at least 50% of your external instruction for significant matters goes to women lawyers?

Adopted target	All responses	By instruction frequency			
		Regularly (18%)	Occasionally (39%)	Rarely (28%)	Never (15%)
Yes	37%	39%	42%	33%	26%
No	36%	52%	20%	36%	58%
No – unaware of the target	20%	4%	26%	25%	16%
No – new Charter signatory	7%	4%	12%	6%	0%

Adopted target	All responses (128)	Law firm (95)	In-house public (9)	In-house private (8)	Barrister sole (8)	Chambers (4)	Sole practitioner (4)
Yes	37%	34%	33%	38%	75%	0%	75%
No	36%	34%	56%	38%	25%	100%	0%
No – unaware of the target	20%	24%	0%	25%	0%	0%	25%
No – new Charter signatory	7%	8%	11%	0%	0%	0%	0%

See 'Responses from consenting organisations' on Page 35.

**Q5C. What steps has your organisation taken towards achieving gender equality for external instruction?**

Many organisations noted that they rarely do external instruction due to having internal litigation capability, being a small firm, or practising in specialised areas. For those who instruct external lawyers, here are some of the common actions that they are taking to improve gender equality in this area.

**Actively seeking and prioritising women for external instructions**

- Many organisations explicitly aim to brief women barristers, often stating they “always” or “prefer to” instruct women.
- Some report that well over 50% of their external instructions already go to women.
- A few note that their default or primary external counsel is a woman due to existing relationships or expertise.

**Ensuring gender-balanced shortlists and options**

- Many signatories follow the practice of always providing clients with a choice of men and women when recommending external counsel.
- Some firms require partners to nominate at least one woman when presenting choices to clients.
- These approaches are often framed as a way to counteract client-driven bias in final selection.

**Tracking, monitoring, and reporting external instructions**

- Recording external instructions by gender.
- Creating registers or centralised databases of barristers with gender markers.
- Introducing quarterly or annual reporting to partners or management.
- Tracking is often described as a new or emerging practice, signalling growing accountability.

**Setting gender targets or adopting formal policies**

- Adopting the Gender Equitable Engagement and Instruction (GEEI) Policy.
- Setting 50% gender targets for external briefing.
- Embedding gender equality expectations into panel arrangements, service agreements, or provider contracts.
- Some clients require law firms to demonstrate gender equitable briefing practices.

**Expanding and refreshing lists of female counsel**

- Identifying women practitioners in relevant areas of law.
- Refreshing referral lists to include more women.
- Seeking introductions to women barristers where none were previously known.
- This is especially common in specialised, or practice areas dominated by men.

**Merit-based selection with gender awareness**

- Many firms emphasise selecting by merit first, but with a conscious effort to ensure women are considered.
- Some note that because many leading specialists in their field are women, gender balance occurs naturally.
- Others acknowledge that availability and capacity in some areas can be a barrier to briefing more women.

**Embedding gender equity in culture and decision-making**

- Some organisations link external instruction practices to broader DEI commitments, internal gender equity culture, and partner level discussions and expectations.
- A few highlight that litigation teams led by women naturally drive more equitable briefing patterns.

**Client influence and shared decision-making**

- Several organisations noted that clients make the final decision, but they do the following to guide that decision-making:
  - provide gender-balanced recommendations
  - advocate for women where appropriate
  - educate clients about gender equity in briefing.

**Q5D. Do you track what proportion of your external instruction goes to women lawyers annually?**

Of those who indicated that they Regularly or Occasionally instruct external lawyers, only about a third systematically track the percentage of instruction by gender.

Track instruction	All responses (73)	Law firm (53)	In-house private (8)	In-house public (7)	Barrister sole (2)	Sole practitioner (2)	Chambers (1)
Yes	34%	32%	25%	29%	100%	100%	
No	66%	68%	75%	71%			100%

**Q5E. How do you calculate the proportion of external instruction going to women?**

Because so few organisations indicated that they track this data, only 27 responded to this question.

As a percentage of the total number of external instructions made	22
As a percentage of the monetary value of all fees paid for external instruction	3
Both	2

**Q5F. In the most recent 12-month reporting period, what percentage of your external instruction went to women lawyers?**

Of the 21 organisations that track their external instruction data, 71% reported that the percentage of their instruction going to women was at least 50%.

See 'Responses from consenting organisations' on Page 35.

# Charter Commitment 6

## Actively work to increase gender equality and inclusion in senior legal roles

This commitment is about signatories being proactive in managing the talent pipeline, to increase gender equality and inclusion in senior legal roles (defined as partners or directors, general counsel or chief legal officers). The 2025 survey asked three questions related to senior legal roles. One question was for law firms only, and firms were given the choice of whether to have their data published. Another question was for in-house legal teams only.

### **Q6A. What actions have you taken during the past two years to increase gender equality in senior legal roles?**

Some organisations note that their legal teams are already all or mostly women or have leadership structures that are predominantly women. Therefore, they don't feel they have a gender imbalance to address. Others identified a variety of actions they have taken; they are summarised below.

#### **Recruitment strategies focused on gender balance**

- Active recruitment of women for lateral hires at partner or senior associate level.
- Some firms explicitly consider gender balance when assessing male candidates to avoid worsening imbalance.
- A few note challenges in recruiting men for practice areas dominated by women (e.g. family law).

#### **Flexible work and parental leave support**

- Flexible and part-time work options, including for partners.
- Supportive return-to-work programmes for parents.
- Enhanced parental-leave policies.
- Making it normal for men to take parental leave to reduce career impacts associated with gender.

#### **Structured pathways, transparent criteria, and merit-based processes**

- Clear, documented career pathways for senior roles.
- Objective promotion criteria to reduce bias.
- Succession planning mapped years in advance to ensure women are positioned for partnership.
- Regular pay equity reviews and robust remuneration processes.

#### **Mentoring, coaching, and targeted development for women**

- External coaching, partner mentoring, and tailored business development support.
- Programmes specifically designed to raise the profile of high performing women.

- Leadership training for senior associates and emerging women leaders.
- “You have to see it to be it” visibility initiatives to highlight women leaders.

**Gender targets, monitoring, and accountability structures**

- Gender targets for partnership (e.g. 40–50% women).
- Dashboards and regular reporting to track progress.
- Committees such as Gender Committees, DEI Committees, or Succession and Admissions Committees with gender balance mandates.
- Partner level accountability for meeting gender or diversity-related objectives.

**Inclusive culture and policies**

- Commitment to inclusive, values-driven cultures.
- Policies supporting women’s wellbeing, including:
  - menopause policies
  - fertility leave
  - family-friendly practices.
- Ensuring women are represented in clientfacing roles, speaking events, and leadership forums.

**Early identification and encouragement of female talent**

- Recognise that women often apply only when they feel they meet all criteria.
- Proactively encourage women to consider senior roles.
- Engage with potential candidates one to two years before promotion.
- Provide tailored support to build confidence and readiness.

**Q6B. Provide information about the number of lawyers in senior legal roles [law firms only]**

*[Note: A few firms provided updated data since the previously published summary report to reflect the current gender mix of their senior legal roles. Therefore, these numbers vary slightly from the data in the summary report.]*

	<b>Total</b>	<b>Salary partners</b>	<b>Equity partners</b>	<b>Directors</b>
Men	637	102	473	62
Women	456	114	282	60
% Women	42%	53%	37%	49%

See 'Responses from consenting organisations' on Page 38.

**Q6C. If you are an in-house legal team, what is the gender of the general counsel/chief legal adviser?**

A total of 71% (12 of 17) of the general counsel or chief legal advisor roles at in-house legal teams are held by women.

# Responses to three additional questions

The 2025 survey asked three additional questions that were not directly related to the six Charter commitments:

- Please share your organisation's goals for the next two years around improving gender equality in your workplace.
- Please share your thoughts on what you would like to see the Law Society do to improve diversity, equality, and inclusion in the legal profession.
- Does your organisation publish (or plan to publish) information on its website related to its performance at meeting the Charter commitments, such as the percentage of women in senior legal roles, its gender pay gap, or the percentage of instruction going to women?

## **Q7A. Please share your organisation's goals for the next two years around improving gender equality in your workplace.**

Common themes from the responses to this question included:

### **Leadership and representation**

- Increase the proportion of women in partnership and senior roles.
- Maintain or achieve gender balance targets (e.g. 40:40:20).
- Expand mentoring and sponsorship programmes for women.
- Showcase women leadership stories to inspire progression.

### **Pay equity and transparency**

- Conduct regular gender and ethnicity pay gap analyses.
- Develop remuneration strategies to reduce inequities.
- Commit to transparent reporting and quarterly or annual audits.

### **Recruitment practices**

- Require balanced candidate shortlists from recruitment agencies.
- Embed gender equality into recruitment and promotion processes.
- Conduct targeted hiring to address under-representation by gender depending on the organisation and the role.

### **Training and awareness**

- Conduct regular unconscious bias training using more frequent training cycles.
- Provide inclusive leadership training for partners and senior staff.

- Hold workshops for men in leadership positions to refresh perspectives on gender equality.
- Raise awareness around issues like menopause and flexible work.

**Flexible and inclusive work policies**

- Expand flexible and hybrid working arrangements.
- Ensure accessibility of flexible work at all career stages.
- Institute policies to support parents and caregivers, especially new mothers.

**Monitoring and reporting**

- Provide quarterly reporting to senior leadership teams.
- Improve data collection on progression, workload distribution, and career development.
- Participate in external initiatives such as the Gender Equality Charter or the UN Women's Empowerment Principles.

**Client and external engagement**

- Apply a gender lens to external briefing and instructions.
- Promote women-focused industry events and external visibility.
- Encourage clients to align with the organisation's gender equality values.

**Culture and broader DEI integration**

- Embed gender equality into wider DEI strategies.
- Normalise inclusive practices across all levels of the organisation.
- Strengthen workplace culture through storytelling, visibility, and shared learning.

Analysis of the responses to this question revealed the following additional points:

- Some organisations emphasised maintaining existing efforts rather than setting new targets.
- A few organisations highlighted the need to increase representation by men in teams that are predominantly women.
- Several noted the importance of moving from informal approaches to more structured frameworks with tracking to ensure accountability.

**Q7B. Please share your thoughts on what you would like to see the Law Society do to improve diversity, equality, and inclusion in the legal profession.**

Common themes from the responses to this question included:

**Data, transparency and accountability**

- Collect and publish regular diversity, gender equality, and pay equity data to help firms benchmark progress.
- Introduce consistent measurement tools and criteria so firms report on comparable metrics.
- Require publication of gender pay gaps and compulsory reporting on diversity outcomes.
- Increase accountability for signatories to the Gender Equality Charter by publishing their survey answers or making gender targets compulsory.

**Training, resources and best practice**

- Provide updated unconscious bias training (including refreshers and modernised modules).
- Offer diversity-focused CPD opportunities (covering gender, ethnicity, LGBTQ+, disability, and cultural diversity).
- Share sample policies, toolkits, and case studies to help firms adopt inclusive recruitment, retention, and promotion practices.
- Expand mentoring and sponsorship programmes, particularly for women, Māori, Pasifika, and other under-represented groups.

**Support for career progression and flexibility**

- Encourage firms to adopt flexible working practices to support retention of women and parents.
- Provide guidance on return-to-work pathways after parental leave, including flexible CPD and practising certificate requirements.
- Promote initiatives that normalise men taking parental leave to balance cultural expectations.
- Challenge firms to address barriers such as the expectation that equity partners must work full-time.

**Representation and visibility**

- Increase visibility of diverse lawyers in publications, events, and leadership forums.
- Publish profiles of successful women and diverse lawyers to inspire others.
- Encourage equitable briefing practices so female barristers and solicitors are given fair opportunities in significant cases.
- Partner with universities to provide scholarships and pathways for Māori, Pasifika, refugee-background, disabled, and low socio-economic students.

### Culture change and advocacy

- Continue to champion gender equality publicly and “fly the flag” for diversity.
- Provide forums, events, and networking opportunities that highlight bias-free hiring and leadership practices.
- Challenge traditional models of law practice that contribute to burnout and attrition, particularly for women.
- Encourage firms to adopt UN Women’s Empowerment Principles and broaden the Charter to include ethnicity and LGBTQ+ representation.

**Q7C. Does your organisation publish (or plan to publish) information on its website related to its performance at meeting the Charter commitments, such as percentage of women in senior legal roles, its gender pay gap, or the percentage of instruction going to women?**

Publishes information	All responses (128)	Law firm (95)	In-house public (9)	In-house private (8)	Barrister sole (8)	Sole practitioner (4)	Chambers (4)
Yes	16%	19%	22%	13%	0%	0%	0%
No	84%	81%	78%	88%	100%	100%	100%

# Responses from consenting organisations

The survey questions for which Charter signatories were given the opportunity to opt-in to having their response published:

1. Have you conducted a gender pay audit in the past two years?
2. If so, what was the percentage difference in the pay for salaried lawyers?
3. Has your organisation adopted the 50% instruction target? If no, why not?
4. What percentage of your organisation's external instruction in the most recent 12-month period went to women?
5. What is the gender distribution of senior legal roles in your firm?

The table below presents each organisation's decisions of whether to have their response to that question published. N/A indicates that the question was not applicable to their organisation. Question 5 is only relevant to law firms.

In-house legal teams – private	Q1	Q2	Q3	Q4
AIA New Zealand	Yes	Yes	Yes	N/A
ANZ Bank New Zealand Limited	No	No	Yes	No
Bank of New Zealand	No	No	No	No
Contact Energy Limited	Yes	Yes	N/A	N/A
Fonterra Co-operative Group Limited	Yes	N/A	Yes	Yes
Todd	No	No	No	No
Trade Me	No	No	No	No
Westpac	Yes	No	N/A	N/A

In-house legal teams – public	Q1	Q2	Q3	Q4
Auckland Community Law Centre	No	No	No	No
Auckland Council Legal Services	Yes	N/A	Yes	N/A
Crown Law Office	Yes	Yes	Yes	Yes
Dunedin City Council	No	No	No	No
New Zealand Law Society	Yes	Yes	Yes	Yes
NZ Customs	Yes	Yes	Yes	Yes
Public Defence Service	No	No	No	No
Tauranga City Council	No	No	No	No
WorkSafe New Zealand	Yes	Yes	Yes	Yes

Law firms	Q1	Q2	Q3	Q4	Q5
ABMM Lawyers – Auld Brewer Mazengarb McEwen	No	No	No	No	No
AJ Park	No	No	No	No	No
Anderson Lloyd	Yes	No	Yes	No	Yes
Anthony Harper	Yes	Yes	Yes	N/A	Yes
Argyle Welsh Finnigan Limited	No	No	No	No	Yes
Aspiring Law	Yes	No	N/A	N/A	Yes
Avid.legal	No	No	No	No	No
Bell Gully	Yes	Yes	Yes	Yes	Yes
Bramwell Bate Limited	No	No	No	No	No
Braun Bond & Lomas	Yes	Yes	Yes	Yes	Yes
Brookfields Lawyers	Yes	Yes	Yes	Yes	Yes
Buddle Findlay	Yes	Yes	Yes	Yes	Yes
Bullock & Associates Lawyers	No	No	No	No	No
Burley Castle Hawkins Law Limited (BCH Law)	Yes	Yes	N/A	N/A	Yes
BVA Ltd	Yes	No	Yes	N/A	No

Law firms	Q1	Q2	Q3	Q4	Q5
Cavell Leitch	No	No	No	No	No
Chapman Tripp	Yes	Yes	Yes	Yes	Yes
Cooper Rapley	No	No	N/A	N/A	Yes
Copeland McAllister Law Limited	N/A	N/A	N/A	N/A	Yes
Corcoran French	No	No	No	No	No
CS Law	No	N/A	No	No	No
Cunningham Taylor	No	N/A	No	N/A	Yes
Dentons Kensington Swan	Yes	Yes	Yes	Yes	Yes
DLA Piper New Zealand	No	No	No	No	No
Downie Stewart	N/A	N/A	Yes	N/A	Yes
Duncan Cotterill	Yes	No	No	N/A	No
Dyhrberg Drayton Employment Law	Yes	No	Yes	Yes	Yes
Ebborn Law Ltd (t/a Portia)	Yes	Yes	Yes	Yes	Yes
Extra Law Limited	N/A	N/A	N/A	N/A	N/A
Fee Langstone	Yes	No	No	No	No
Fletcher Vautier Moore	Yes	No	Yes	No	Yes
Fortune Manning Lawyers	N/A	N/A	N/A	N/A	No
Gallaway Cook Allan Lawyers	No	No	No	No	No
Gallie Miles Lawyers	No	No	No	No	No
Gaze Burt Ltd	Yes	No	Yes	Yes	Yes
Gibson Sheat Lawyers	Yes	Yes	N/A	N/A	Yes
Gilbert Walker	Yes	Yes	Yes	Yes	Yes
Govett Quilliam	No	No	No	No	No
Harkness Henry	Yes	No	No	No	Yes
Harmans Lawyers	No	No	No	No	No
Hawke's Bay Community Law Centre	Yes	Yes	Yes	N/A	N/A
Heaney and Partners	Yes	Yes	Yes	Yes	Yes
Henry Hughes Law Limited	No	N/A	N/A	N/A	Yes
Hesketh Henry	Yes	Yes	No	No	No

Law firms	Q1	Q2	Q3	Q4	Q5
Holland Beckett	Yes	Yes	Yes	Yes	Yes
Hudson Gavin Martin	No	No	No	No	No
Integra Training Ltd	N/A	N/A	N/A	N/A	N/A
Jackson Russell	No	No	No	No	No
Juno Legal Limited	Yes	Yes	N/A	N/A	Yes
Kāhui Legal	Yes	Yes	Yes	Yes	Yes
Katharine Wesley-Jones	N/A	N/A	No	No	No
Kiely Thompson Caisley	No	No	Yes	N/A	Yes
Kilian & Associates Ltd	N/A	N/A	Yes	N/A	N/A
KT Law Limited	N/A	N/A	N/A	N/A	N/A
Lane Neave	Yes	Yes	No	N/A	Yes
Layburn Hodgins	No	No	No	No	Yes
Legal Solutions	N/A	N/A	Yes	N/A	Yes
Lloyd Troon Law	N/A	N/A	No	N/A	Yes
Loader Legal	N/A	N/A	Yes	N/A	Yes
Lotus Law	N/A	N/A	Yes	N/A	Yes
Lowndes Jordan	Yes	No	No	No	Yes
Martelli McKegg Lawyers	No	No	No	No	Yes
Mayne Wetherell	No	No	No	No	No
McWilliam Tyree	No	No	Yes	No	Yes
Meredith Connell	Yes	No	No	No	Yes
Minter Ellison Rudd Watts	Yes	Yes	Yes	N/A	Yes
Mortlock McCormack Law	No	No	No	No	No
Norris Ward McKinnon	Yes	Yes	Yes	N/A	Yes
O'Donoghue Webber	No	No	No	No	No
Property Law NZ Limited t/a Whitcombe Law	No	No	Yes	Yes	N/A
Rachael Dewar Law	N/A	N/A	N/A	N/A	N/A
Rainey Collins	No	No	No	No	No
Rice Speir Limited	Yes	N/A	No	N/A	Yes

Law firms	Q1	Q2	Q3	Q4	Q5
Ross Holmes Virtual Lawyers Limited	Yes	Yes	Yes	Yes	Yes
Russell McVeagh	Yes	No	Yes	No	Yes
Saunders Robinson Brown	Yes	Yes	No	No	Yes
Sharp Tudhope Lawyers	No	No	No	No	No
Shift Advisory Limited	Yes	N/A	N/A	N/A	Yes
Simpson Grierson	Yes	No	No	No	Yes
Simpson Western	Yes	Yes	No	N/A	Yes
Smith Dunn	N/A	N/A	Yes	N/A	Yes
SmithPartners	Yes	Yes	No	No	Yes
Solomons	N/A	N/A	N/A	N/A	N/A
Stace Hammond	No	No	No	No	No
Stevens Orchard Lawyers Limited	Yes	No	Yes	Yes	Yes
Succeed Legal	No	No	No	No	No
Te Aro Law	Yes	Yes	Yes	Yes	Yes
Tompkins Wake	Yes	Yes	Yes	N/A	Yes
Wain & Naysmith Limited	Yes	Yes	Yes	Yes	Yes
Webb Farry	Yes	Yes	Yes	Yes	Yes
Webb Henderson	Yes	Yes	Yes	Yes	No
Woodward Chrissp Limited	No	No	No	No	Yes
Wotton Kearney	Yes	Yes	Yes	Yes	Yes
Wynn Williams	Yes	Yes	No	No	Yes
Zindels	Yes	Yes	Yes	Yes	Yes

## Responses to Charter Commitment 2 questions – gender pay audits

There were two questions on the survey related to gender pay audits where organisations could opt-in to having their responses published.

- Has your organisation conducted a gender pay gap audit in the past two years?
- What was the calculated percentage pay gap between men and women employed lawyers in your most recent audit?

These questions are only relevant for in-house legal teams and law firms. Many in-house teams also indicated that their most recent organisational pay audit did not calculate a breakdown for lawyer roles.

A negative percentage indicates that the calculated pay gap was favourable to women.

In-house legal teams – private	Conducted audit	Percentage pay gap for employed lawyers
AIA New Zealand	Yes	-0.7%
Contact Energy Limited	Yes	Data not available
Fonterra Co-operative Group Limited	Yes	Data not available
Westpac	Yes	Data not available

In-house legal teams – public	Conducted audit	Percentage pay gap for employed lawyers
Auckland Council Legal Services	Yes	Data not available
Crown Law Office	Yes	10.0%; excluding Solicitor General
New Zealand Law Society	Yes	-1.7%
NZ Customs	Yes	13.3%
WorkSafe New Zealand	Yes	Data not available

Law firms	Conducted audit	Percentage pay gap for employed lawyers
Anderson Lloyd	Yes	<i>Did not consent to publish data</i>
Anthony Harper	Yes	-36.17%
Aspiring Law	Yes	<i>Did not consent to publish data</i>
Bell Gully	Yes	0.3%; does not include partners
Braun Bond & Lomas	Yes	There was no pay gap, once experience levels were factored in
Brookfields Lawyers	Yes	Across all four levels the result was in favour of female staff with either a zero or negative percentage.
Buddle Findlay	Yes	5.8%
Burley Castle Hawkins Law Limited (BCH Law)	Yes	There is no percentage pay gap
BVA Ltd	Yes	<i>Did not consent to publish data</i>
Chapman Tripp	Yes	-4.13%
Dentons Kensington Swan	Yes	-13.3%
Duncan Cotterill	Yes	<i>Did not consent to publish data</i>
Dyhrberg Drayton Employment Law	Yes	<i>Did not consent to publish data</i>
Ebborn Law Ltd (t/a Portia)	Yes	N/A. We have no male lawyers.
Fee Langstone	Yes	<i>Did not consent to publish data</i>
Fletcher Vautier Moore	Yes	<i>Did not consent to publish data</i>
Gaze Burt Ltd	Yes	<i>Did not consent to publish data</i>
Gibson Sheat Lawyers	Yes	3-4-year solicitors: 5.4% Senior Solicitors: -8% Associates & Senior Associates: -9%
Gilbert Walker	Yes	No pay gap
Harkness Henry	Yes	<i>Did not consent to publish data</i>
Hawke's Bay Community Law Centre	Yes	No pay gap
Heaney and Partners	Yes	<i>No data provided</i>
Hesketh Henry	Yes	Men are paid 4% on average less than women
Holland Beckett	Yes	<i>No data provided</i>
Juno Legal Limited	Yes	0%

Law firms	Conducted audit	Percentage pay gap for employed lawyers
Kāhui Legal	Yes	0%
Lane Neave	Yes	-2%
Lowndes Jordan	No	No data provided
Meredith Connell	Yes	<i>Did not consent to publish data</i>
Minter Ellison Rudd Watts	Yes	-15.8%
Norris Ward McKinnon	Yes	Law Clerk and Junior Solicitor: -19%
		Senior Solicitor level: -2.2%
		Associate: -16%
		Senior Associate: -7.5%
Rice Speir Limited	Yes	No data provided
Ross Holmes Virtual Lawyers Limited	Yes	0%
Russell McVeagh	Yes	<i>Did not consent to publish data</i>
Saunders Robinson Brown	Yes	22%
Shift Advisory Limited	Yes	<i>No data provided</i>
Simpson Grierson	Yes	<i>Did not consent to publish data</i>
Simpson Western	Yes	There is no gap
SmithPartners	Yes	There is no pay gap
Stevens Orchard Lawyers	No	<i>Did not consent to publish data</i>
Te Aro Law	No	<i>No data provided</i>
Tompkins Wake	Yes	5.5%
Wain & Naysmith Limited	Yes	0%
Webb Farry	Yes	6%
Webb Henderson	Yes	Nil
Wotton Kearney	Yes	-1%
Wynn Williams	Yes	Solicitors: 1.2%
		Associates: -4.3%
		Senior Associates: -2.3%
		Partners: -7.1%
Zindels	No	<i>No data provided</i>

## Responses to Charter Commitment 5 questions – external briefing and instruction

There were two questions on the survey related to external briefing and instruction where organisations could opt-in to having their responses published.

- Has your organisation adopted the Gender Equality Charter target that at least 50% of your external instruction for significant matters goes to women lawyers?
- In the most recent 12-month reporting period, what percentage of your external instruction went to women lawyers?

As noted in the main section of this report, many Charter signatories indicated that they rarely or never instruct or brief external lawyers. Therefore, the overall number of responses to these questions was limited, and some organisations that do instruct either do not track the data or chose not to have their responses published.

Barristers sole and sole practitioners	Adopted the 50% target	Percentage of external instruction to women
David Connor	Yes	100%
Usha Patel	Yes	N/A
Karen Price	Yes	Litigation: 100% Commercial advisory: 0%
Susan Thodey (Drift Bay Chambers)	Yes	50%

In-house legal teams – private	Adopted the 50% target	Percentage of external instruction to women
AIA New Zealand	No	N/A
ANZ Bank New Zealand Limited	Yes	Did not consent to publish response
Fonterra Co-operative Group Limited	Yes	Approximately 57% to a female lead

<b>In-house legal teams – public</b>	<b>Adopted the 50% target</b>	<b>Percentage of external instruction to women</b>
Auckland Council Legal Services	No	N/A
Crown Law Office	Yes	38%
New Zealand Law Society	Yes	53%
NZ Customs	No	Estimate more than 50% of externally briefed matters are briefed to women lawyers.
WorkSafe New Zealand	No	Estimate over 50% of the barristers we use are women.

<b>Law firms</b>	<b>Adopted the 50% target</b>	<b>Percentage of external instruction to women</b>
Anderson Lloyd	Yes	Did not consent to publish response
Anthony Harper	No	N/A – not tracked
Bell Gully	No	N/A – for external instruction; for internal instruction 60% of all matters had females as the billing author (main lawyer).
Braun Bond & Lomas	No	N/A – very rare for us to instruct external counsel
Brookfields Lawyers	Yes	80%
Buddle Findlay	No	53% (only for new external instructions to New Zealand counsel since 1 September 2024)
BVA Ltd	Yes	N/A – not tracked
Chapman Tripp	Yes	53.8%
Dentons Kensington Swan	Yes	45%
Downie Stewart	Yes	N/A – not tracked
Dyhrberg Drayton Employment Law	Yes	approximately 70%
Ebborn Law Ltd (t/a Portia)	No	99% – all family court litigation.
Fletcher Vautier Moore	Yes	N/A
Gaze Burt Ltd	Yes	50%
Gilbert Walker	Yes	17% (all litigation legal matters)

Law firms	Adopted the 50% target	Percentage of external instruction to women
Hawke's Bay Community Law Centre	No	N/A – do not externally instruct
Heaney and Partners	Yes	50% – litigation
Holland Beckett	No	N/A – seldom instruct external lawyers
Kāhui Legal	Yes	N/A – not tracked
Kiely Thompson Caisley	Yes	N/A – not tracked
Kilian & Associates Ltd	No	We often instruct external counsel as agents; 95% of our agents are women.
Lane Neave	No	N/A – not tracked
Legal Solutions	Yes	N/A – not tracked
Loader Legal	Yes	N/A
Lotus Law	No	N/A
McWilliam Tyree	Yes	N/A – not tracked
Minter Ellison Rudd Watts	No	N/A – but strive to present clients with male and female external briefing options
Norris Ward McKinnon	Yes	N/A – not tracked
Property Law NZ Limited t/a Whitcombe Law	Yes	33%
Ross Holmes Virtual Lawyers Limited	Yes	50%
Russell McVeagh	Yes	Did not consent to publish response
Smith Dunn	Yes	N/A – but estimated more than 50%
Stevens Orchard Lawyers	No	N/A – not tracked
Te Aro Law	Yes	N/A – not tracked
Tompkins Wake	Yes	N/A
Wain & Naysmith Limited	No	Likely 70% to women.
Webb Farry	Yes	N/A – not tracked
Webb Henderson	Yes	51%
Wotton Kearney	No	17% overall to women
Zindels	No	N/A – not tracked

## Responses to Charter Commitment 6 questions – senior legal roles

Law firms were asked to provide the number and gender of individuals holding senior legal roles at their firm (salary partner, equity partner, and directors). They were also given the opportunity to opt-in to having their responses published. The data from the firms who consented to having that information published is presented below.

Law firm	% of senior roles held by women	Salary partners		Equity partners		Directors	
		Men	Women	Men	Women	Men	Women
Anderson Lloyd	52%	0	0	15	16	0	0
Anthony Harper	30%	5	4	18	6	0	0
Argyle Welsh Finnigan Limited	50%	0	0	0	0	2	2
Aspiring Law	100%	0	0	0	0	0	2
Bell Gully	37%	0	0	30	17	3	2
Braun Bond & Lomas	25%	0	0	0	0	3	1
Brookfields Lawyers	18%	0	1	9	1	0	0
Buddle Findlay	37%	0	0	29	17	0	0
Burley Castle Hawkins Law Limited (BCH Law)	75%	0	0	0	0	1	3
Chapman Tripp	40%	0	0	33	21	1	2
Cooper Rapley	60%	0	1	2	2	0	0
Copeland McAllister Law Limited	100%	0	0	0	0	0	2
Cunningham Taylor	50%	0	0	3	3	0	0
Dentons Kensington Swan	43%	0	0	23	17	0	0
Downie Stewart	40%	0	0	3	2	0	0
Dyhrberg Drayton Employment Law	50%	0	0	1	1	0	0
Ebborn Law Ltd (t/a Portia)	100%	0	0	0	0	0	1
Fletcher Vautier Moore	67%	0	2	2	2	0	0
Gaze Burt Ltd	50%	0	0	0	0	3	3
Gibson Sheat Lawyers	28%	0	0	8	3	0	0
Gilbert Walker	50%	0	0	2	2	0	0
Harkness Henry	50%	1	2	3	2	0	0

Law firm	% of senior roles held by women	Salary partners		Equity partners		Directors	
		Men	Women	Men	Women	Men	Women
Heaney and Partners	38%	3	1	2	2	0	0
Henry Hughes Law Limited	50%	0	0	0	0	1	1
Holland Beckett	33%	0	1	10	4	0	0
Juno Legal Limited	73%	8	21	0	0	0	1
Kāhui Legal	75%	0	0	1	3	0	0
Kiely Thompson Caisley	17%	1	1	4	0	0	0
Lane Neave	37%	1	0	11	7	0	0
Layburn Hodgins	25%	0	0	3	1	3	1
Legal Solutions	67%	0	1	1	1	0	0
Lloyd Troon Law	100%	0	0	0	1	0	0
Loader Legal	100%	0	0	0	0	0	1
Lotus Law	100%	0	0	0	0	0	1
Lowndes Jordan	43%	0	2	4	1	0	0
Martelli McKegg Lawyers	60%	2	3	4	6	0	0
McWilliam Tyree	100%	0	0	0	0	0	2
Meredith Connell	36%	6	3	12	7	0	0
Minter Ellison Rudd Watts	42%	0	0	28	21	0	0
Norris Ward McKinnon	40%	2	2	4	2	0	0
Rice Speir Limited	50%	0	0	0	0	2	2
Ross Holmes Virtual Lawyers Limited	0%	0	0	0	0	1	0
Russell McVeagh	31%	0	0	36	16	0	0
Saunders Robinson Brown	47%	5	6	0	0	4	2
Shift Advisory Limited	100%	0	0	0	0	0	1
Simpson Grierson	41%	2	0	25	18	2	2
Simpson Western	25%	0	0	6	2	0	0
Smith Dunn	100%	0	0	0	2	0	0
SmithPartners	33%	0	0	0	0	2	1

Law firm	% of senior roles held by women	Salary partners		Equity partners		Directors	
		Men	Women	Men	Women	Men	Women
Stevens Orchard Lawyers	100%	0	0	0	0	0	3
Te Aro Law	100%	0	0	0	0	0	3
Tompkins Wake	50%	6	6	9	9	0	0
Wain & Naysmith Limited	67%	0	0	0	0	1	2
Webb Farry	40%	2	0	1	2	0	0
Woodward Chrissp Limited	67%	0	0	0	0	1	2
Wotton Kearney	37%	0	0	9	6	3	1
Wynn Williams	46%	8	8	7	5	0	0
Zindels	0%	0	0	2	0	0	0

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