Contents

| Executive summary | Vi |
|--|----|
| About the authors | XV |
| Chapter 1: Authenticity and identity in law: building | |
| inclusive legal workplaces through intersectionality | 1 |
| By Brie Stevens-Hoare KC, barrister, Gatehouse Chambers | |
| Intersectionality: shared struggles or diverse realities? | 2 |
| Understanding inclusion and intersectionality through | |
| diverse lived experiences | 4 |
| Understanding barriers for women in law: an intersectional | |
| perspective | 9 |
| The risks of intersectionality | 11 |
| Applying intersectionality: tools and requirements for | |
| inclusive practice | 12 |
| Chapter 2: Who made the rules? Dismantling gendered | |
| leadership in law | 15 |
| By Rachel Spink, founder, Female Lawyers' Club | |
| Where are the women? | 17 |
| The gendered lens of leadership: what the research shows | 17 |
| The consequences: how gendered leadership norms play | |
| out in law firms | 21 |
| The shift: a new model of leadership | 25 |
| Redefining leadership on our own terms | 27 |
| What needs to change: shifting cultures, systems, and | |
| self-perception | 29 |
| Discovering your unique leadership strengths | 36 |
| The opportunity: redefining leadership; reclaiming ourselves | 36 |

| Chapter 3: Technology, gender, and justice: AI's role | |
|--|-----|
| in women's advancement in the legal profession | 41 |
| By Priya Lele, chair and cofounder of She Breaks the Law, and Shilpa | |
| Bhandarkar, legal innovation and artificial intelligence consultant | |
| The significance of the AI gender gap | 42 |
| Explaining the gap | 44 |
| The path forward | 47 |
| Conclusions | 51 |
| Chapter 4: Beyond work–life balance: structural constraints | |
| and women lawyers' progression | 55 |
| By Claire Rason, executive director, Client Talk | |
| What is stalling women's success? | 55 |
| Corporate practice: a case study | 56 |
| Unconscious bias at play | 59 |
| Changing workplace culture: a new approach to achieve | 22 |
| gender equality in leadership | 62 |
| Looking to the future | 65 |
| | - 5 |
| Chapter 5: Rethinking pathways to partnership: advancing | |
| equity in a changing profession | 69 |
| By Rachel Khiara, partner, HCR Law | |
| The traditional partner track: a system in need of overhaul | 7C |
| Respectability politics: the invisible barriers | 72 |
| Post-pandemic working practices and gender equity | 74 |
| The role of clients and firm size: harnessing external | |
| and internal pressures | 74 |
| Making value visible | 75 |
| Lessons learned and the call to action | 76 |
| Conclusions: building the new partnership model | 77 |
| Chapter 6: Beyond the buzzwords: practical pathways to racial | |
| equity and representation in the legal profession | 81 |
| By Hilda Kwoffie, founder and mentor, The BAME Woman in Law | |
| Mentorship and sponsorship: a crucial distinction | 81 |
| Networking and representation: the gatekeepers of opportunity | 82 |
| Tokenism | 83 |
| Deconstructing structural barriers | 84 |

| Intersectionality: when identities intersect | 84 85 |
|---|----------|
| Looking ahead | 86 |
| Chapter 7: Beyond barriers: promoting gender and class | |
| inclusion in legal education and practice | 89 |
| By Yanthé Richardson, president (2024–2025) and non-executive director, | |
| Chartered Institute of Legal Executives, and partner at Foot Anstey LLP | |
| The current state of socioeconomic diversity in law | 90 |
| Understanding intersectionality | 93 |
| Systemic barriers to inclusion | 94 |
| What the system can (and must) do: actionable solutions | 96 |
| What success looks like | 99 |
| Chapter 8: Breaking the mold: how neurodiverse women | |
| redefine legal excellence | 103 |
| By Pam Loch, chief executive officer and founder, Loch Associates Group | |
| An overview | 104 |
| Conceptualizing neurodiversity: clinical and policy frameworks The prevalence of neurodivergent conditions among | 105 |
| | 106 |
| | 108 |
| | 109 |
| | 109 |
| Empowering neurodivergent employees | 112 |
| Coping strategies for core legal work contexts | 113 |
| Conclusions | 115 |
| Chapter 9: The leap to law: embracing experience and | |
| non-linear careers in the legal profession | 119 |
| By Melanie Arens, founder, Later on Lawyers | 119 |
| Stage 1: The academic qualification process | 121 |
| Stage 2: The elusive breakthrough role | 128 |
| Summary and recommendations | |
| buililiary alla recommendations | 132 |

| Chapter 10: Structuring inclusion: how women general counsel are shaping DEI through governance and procurement | 135 |
|---|------|
| By Sarah Clark, chief revenue officer, The Legal Director | 133 |
| From performance to practice: why DEI must shape how power works | 105 |
| Designing for dissent: how governance enables DEI | 137 |
| under stress | 139 |
| General counsel as strategic buyers: shaping the legal supply chain | 141 |
| Box 1: Internal behaviors to operationalize DEI | 144 |
| Box 2: External behaviors to operationalize DEI | 145 |
| Conclusions | 145 |
| Chapter 11: Your own potential, your own terms: crafting | |
| your career through consultancy | 149 |
| By Rachel Brushfield, founder, EnergiseLegal The consultant lawyer market: market size and trends | 149 |
| Private practice, women, and seniority: the data | 149 |
| Consultancy: the way forward for women lawyers? | 151 |
| Insights from women consultant lawyers | 154 |
| The drawbacks of being a consultant lawyer | 156 |
| The importance of building your career capital, personal | |
| branding, and client following | 158 |
| Building a portfolio career | 159 |
| Conclusions | 161 |
| Chapter 12: Your voice, your power: strategic amplification | |
| for women in law | 163 |
| By Joanne Brook, consultant lawyer, and Belinda Lester, | |
| managing director at Lionshead Law | 16.4 |
| All about you | 164 |
| method, or custom habitually or regularly | 164 |
| Amplify (noun): To increase size or effect of something or | 104 |
| add detail or information | 167 |
| What do we mean by AMPing up? | 167 |
| AI and you: artificial intelligence's role in amplification | 173 |
| Amp (verb): To increase the level or amount of (something) | |
| sharply; to make (someone) feel excited and full of energy | 175 |
| Final words | 176 |
| About Globe Law and Business | 179 |