





# Working towards **inclusion** for all diverse talent in the legal sector



We work to foster inclusion for all diverse talent in the legal sector, and to promote meritocracy by working to 'level the playing field' so that the best talent can succeed. Since our founding in 2008, we have expanded our scope beyond LGBT+ to encompass all strands of diversity and inclusion and social mobility, with a particular focus on cultural change, allyship and intersectionality. We currently have more than 8,500 members and supporters from over 300 law firms and chambers, and over 500 corporates and financial institutions.

Learn more at [InterlawDiversityForum.org](https://InterlawDiversityForum.org)



**InterLaw**  
Diversity Forum

# Career Progression in the Legal Sector

## 2021

A report on UK lawyers in the workplace by Gender,  
Race & Ethnicity, LGBT+, Disability, and Social Mobility  
examined through an intersectional lens.

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## Foreword from our Patron

Following on from their [ground-breaking report in 2012](#), I congratulate the InterLaw Diversity Forum for publishing this second, updated examination of career progression in the UK legal sector.

This report reflects the recent cross-sector findings of McKinsey that while most organisations have made little progress, have stalled, or have even slipped backwards, some organisations are making impressive gains across diversity, inclusion, and equity. While the legal profession should be recognised for modest progress made in the last decade in the field of diversity, equity, and inclusion, InterLaw's 2021 report highlights the additional layers of complexity that come with intersectionality and reminds us that much work still remains to be done.

Other past qualitative and quantitative research stretching back over several decades demonstrates the robust business case for diversity, equity, and inclusion in the workplace, which is now seen as a strategic business imperative. Most crucially, many studies have found a direct relationship between increased diverse representation on leadership teams and the likelihood of enhanced financial performance strengthened over time. But even the most diverse organisations benefit greatly from a focus on inclusion in the workplace, as well, in order to harness the full potential of their talent.

A culture which is not able to value the contributions which different groups bring to a collective endeavour is not sustainable, even in the short term. In the legal sector, we know existing initiatives aimed at increasing diversity, inclusion, and equity are not having a significant or sufficient impact, particularly for lawyers from underrepresented groups.

A profession stuck culturally in the mid-20th century will not flourish into the middle of the 21st. Law firms boasting both top diverse talent and an inclusive culture will be in a better position to deliver first-class services to an increasingly diverse client base in an everchanging world market. Employers in the legal sector that are truly committed to building an inclusive culture are not afraid to hold up a mirror to identify problems and opportunities for change and to invest time and resources to make that change happen. These problems most frequently have to do with bias in hiring practice and bias in promotion processes, and we must do more to eliminate these.

The evidence in support of the business case for diversity is clear and irrefutable. As lawyers it is difficult for us to ignore the business case for change or to disregard the moral imperative for equality and fairness. I hope that over the course of the next decade future versions of this study and others like it will find and be able to celebrate a marked improvement. That improvement requires the will of the leaders in the sector and the engagement of all. No small task, but a vital one.

There is a great deal of research into the causes of the persistence of unequal progression through career paths on which the legal sector can draw. The legal profession has a proud history and has for centuries been the conduit through which the rights of individuals have been upheld. The sector has shown itself to be capable of rapid and successful innovation in the face of change and this may give us grounds for optimism despite the slow progress we have seen to date. Speedy change is now of the essence. I urge everyone working in the legal sector to respond to the alarm bell that this report rings so loudly.



**The Rt Hon Baroness Scotland of Asthal QC**  
Secretary General of the Commonwealth



## Welcome from the SRA

**W**e are delighted to support the InterLaw Diversity Forum's report, *Career Progression in the Legal Sector 2021*. Building on their previous report, this publication provides detailed and thought-provoking insight into recent progress on diversity and inclusion within the legal profession.

A truly diverse and inclusive legal workforce is key. Law firms that reflect wider society and the communities they serve support public confidence and access to justice, as well as helping to attract the best talent from every background into the profession. And of course, as study after study shows, more diverse businesses are more successful businesses.

So we work to encourage and promote equality, diversity and inclusion in the legal profession. It's a shared responsibility - SRA **Principle 6** specifically states that all solicitors and law firms must 'encourage equality, diversity and inclusion' and our **supporting guidance** sets out what that means, alongside a **suite of further resources**. We too collect data from firms and individuals so we can shine a light on what's happening and target our wider diversity work. We warmly welcome InterLaw and others building on that data to enrich the picture.

While there has been encouraging progress made in this area within the profession, clearly there is still some way to go. This report helps to show the way forward for us all.



**Jane Malcolm**

Executive Director, External and Corporate Affairs  
Solicitors Regulation Authority



Solicitors  
**Regulation**  
Authority

The **Solicitors Regulation Authority (SRA)**, formed in 2007, is responsible for **regulating the professional conduct** of more than 125,000 solicitors and other authorised individuals at more than 11,000 firms, as well as those working in-house at private and public sector organisations.

# Introduction from the InterLaw Diversity Forum

When the InterLaw Diversity Forum was founded in 2008, there was a dearth of research on Diversity, Equity & Inclusion ("DEI") in the legal profession and most was limited to individual diversity strands. Existing research did not cover the profession as a whole from a DEI standpoint. Further, existing research took either a qualitative or quantitative approach. This led to qualitative research being dismissed as "complaining" by "non-performing" lawyers; or quantitative research failing to provide the necessary context to aid understanding the experiences of diverse talent.

In 2010, the Law Society had planned a series of research reports on barriers to career progression for women and ethnic minorities, but not sexual orientation. To fill this gap, we produced our own research report co-branded with the Law Society, ***The Career Experience of LGB Solicitors***. This report was published alongside the Law Society's own reports on women and ethnic minority solicitors under the collective name, ***The Barriers Reports***. When *The Barrier Reports* were read together, we saw more fundamental similarities than differences in these three different groups' professional experiences. This motivated us to explore our hypothesis that diverse lawyers were all facing many of the same fundamental barriers to career progression.

In 2012, the InterLaw Diversity Forum, with support from The Law Society and the Bar Council, surveyed almost 2,000 respondents from all strands of diversity and inclusion in the UK legal sector. Our 2012 research was unique at the time in that it surveyed all strands of diversity as well as social mobility in the legal profession. From this data we published our ground-breaking report, ***Career Progression in the Legal Sector 2012***, with a preface from Baroness Patricia Scotland PC QC.

The report combined hard data with respondents' perceptions of their own career progression, as well as their perception of the fairness and transparency of policies and practices in their workplaces. The goal of the report was to identify the barriers facing these diverse groups and to provide recommendations to address and ultimately solve these issues. Guided by this research, we began shifting our focus to include other strands of diversity and to examine the intersectionality of these strands ("multiple identities"). Since then, the InterLaw Diversity Forum has expanded our scope beyond LGBT+ to encompass all strands of diversity and inclusion as well as social mobility.

To create this report, our Research Co-Lead Dr. Lisa Webley and I updated our survey questions from the 2012 report. The InterLaw Diversity Forum then collected additional data from almost 1,400 lawyers in 2018, and again from over 1,100 lawyers in Spring 2020, in order to publish this updated report.

We are very privileged that this data has come from an excellent sampling across different diverse groups, allowing us to have robust data and the ability to explore intersectionality at the crossroads of these groups. Our 2020 data set came from over 60% women, over 20% Black, Asian, and Minority Ethnic talent, over 20% LGBT+ talent, and over 7% talent with disabilities. This report shares their career experiences and amplifies their voices in a vital way.



Legal employers can use this report as a roadmap to compare data from their organisations to find out where their strengths and challenges match the wider legal sector and where these may be unique to their organisation. This research also provides the opportunity for us all to collaborate to address the challenges presented by this report for diverse and socially mobile talent.

We also strongly encourage all law firms and legal service providers to participate in our **UK Model Diversity Survey ("UK MDS")** which has been carefully created by the InterLaw Diversity Forum with support from the ABA, the SRA, LSAC, and Microsoft. The UK MDS is a supplier diversity questionnaire which corporate and financial institutions use to monitor their panel firms/legal service suppliers on UK firm-wide diversity, inclusion, and culture. The purpose of the survey is to serve as the standard for law firms' reporting of their diversity metrics. The UK MDS's focus on data and culture makes it the answer to the call of how to address the challenges and the slow pace of change found in this report.

We would also like to thank everyone involved in this report for their hard work and invaluable contributions including: our research co-leads, **Dr. Richard Harvey** and **Dr. Lisa Webley**; our Leadership Team including **Jonathan Leonhart**, **Michelle Moon Lim**, **Dr. Catherine McGregor**, **Gretchen Bellamy**, and **Stephen Manion**. We would also like to thank Dr. Richard Harvey's fantastic team including **Jessica Aikens** who were vital in analysing the data we collected and producing the report you are now reading.

We would also like to thank our patron, **Baroness Scotland of Asthal PC QC**, Secretary General of the Commonwealth, for her insightful Foreword to this report and her tireless work to support equality and justice in the legal sector and beyond. We would also like to thank our patrons **Fiona Woolf DBE, DStJ, DL**, **Dr. Sandie Okoro**, **Helen Grant MP**, and **Tim Hailes** for their past and ongoing support and guidance.

Finally, we would like to give an enormous thank you to the **Solicitor's Regulatory Authority** for their support of this report and for being such an excellent partner supporting and collaborating with us on diversity, equity, and inclusion in the legal sector.



**Daniel Winterfeldt MBE QC (Hon)**  
Chair  
InterLaw Diversity Forum



**Patti Kachidza**  
Deputy Chair  
InterLaw Diversity Forum

# About the InterLaw Diversity Forum

Since its founding in 2008 the InterLaw Diversity Forum has expanded its scope beyond LGBT+ to encompass all strands of diversity and inclusion, including Race & Ethnicity, Disability, Gender, and social mobility, with a particular focus on cultural change in the workplace and 'multiple identities'/intersectionality.

Events and membership are free and open to anyone working in the legal sector, both lawyers (including private practice and in-house counsel), as well as non-lawyers and business services staff.

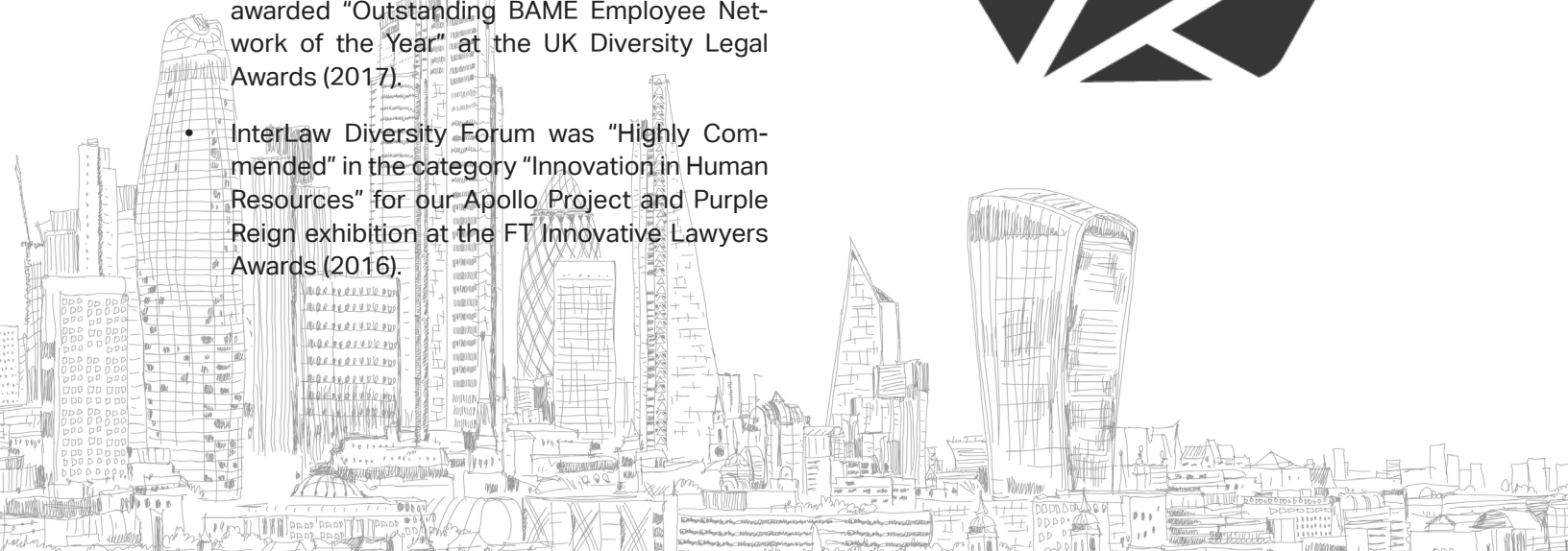
InterLaw's work can be broken down into four key pillars supporting: (1) diverse and disadvantaged individuals in the profession; (2) law firms, chambers and legal employers; (3) government and regulatory bodies; and (4) the wider community.

The InterLaw Diversity Forum currently has more than 9,000 members and supporters from over 300 law firms and chambers, and over 500 corporates and financial institutions.

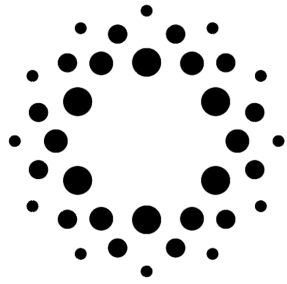
The InterLaw Diversity Forum is a volunteer-led, not-for-profit organisation.

- InterLaw Diversity Forum was shortlisted for "Excellence in Diversity & Inclusion" at the Law Society Excellence Awards (October 2019).
- Our Race & Ethnicity (BAME) Network was awarded "Outstanding BAME Employee Network of the Year" at the UK Diversity Legal Awards (2017).
- InterLaw Diversity Forum was "Highly Commended" in the category "Innovation in Human Resources" for our Apollo Project and Purple Reign exhibition at the FT Innovative Lawyers Awards (2016).

- InterLaw Diversity Forum was shortlisted for our Purple Reign project at the Law Society Excellence Awards (2014).
- InterLaw Diversity Forum was shortlisted for "Excellence in Equality and Diversity" and "Excellence in Community Service" at the Law Society Excellence Awards (2010).
- InterLaw Diversity Forum was shortlisted for "Excellence in Equality and Diversity" at the Law Society Excellence Awards (2009).
- InterLaw Diversity Forum was "Highly Commended" for "CSR Programme of the Year" at the Legal Business Awards (2009).
- InterLaw Diversity Forum was "Standout Winner" for "Diversity" at the FT Innovative Lawyers Awards (2008).
- InterLaw Diversity Forum was "Highly Commended" for "Diversity and Inclusion" at the Law Society Excellence Awards (2008).







# Apollo Leadership Institute

The InterLaw Diversity Forum's **Apollo Leadership Institute** brings together general counsel and senior in-house lawyers to collaborate on culture, leadership, and talent; as well as on the creation of meritocratic workplaces.

Leadership in the legal sector agree that there is a strong case for organisational change and better culture in our sector because it results in:

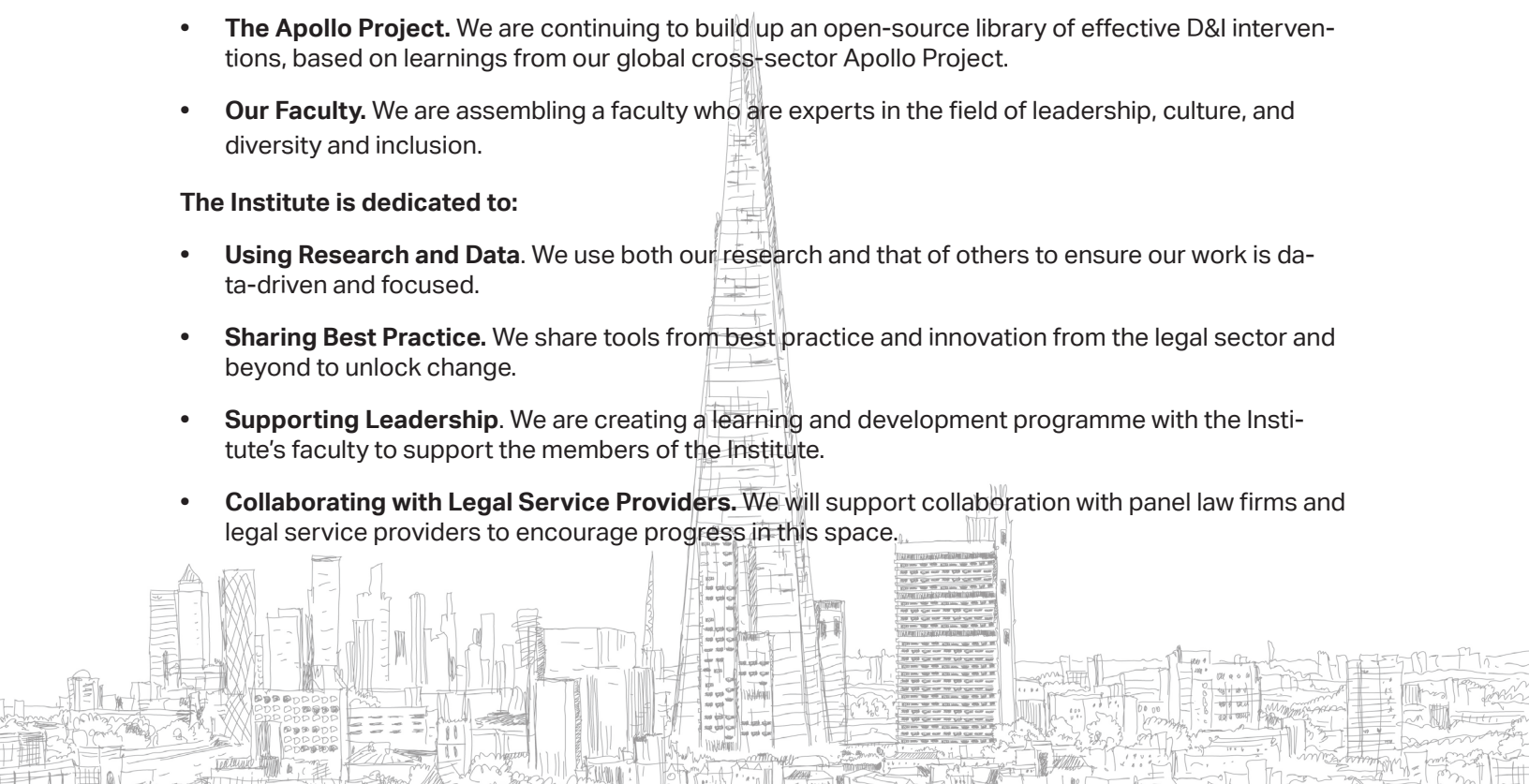
- (i) better talent management;
- (ii) increased efficiency;
- (iii) better delivery of service to clients; and
- (iv) better reflection of clients and wider society.

The Institute has been over ten years in the making and is founded on the InterLaw Diversity Forum's ground-breaking work in thought leadership, including:

- **Our Research.** We have created a body of research over the past decade including our 2012 report, [Career Progression in the Legal Sector](#), now updated for publication in 2021. These reports cover all strands of diversity and social mobility in the UK legal sector.
- **The Apollo Project.** We are continuing to build up an open-source library of effective D&I interventions, based on learnings from our global cross-sector Apollo Project.
- **Our Faculty.** We are assembling a faculty who are experts in the field of leadership, culture, and diversity and inclusion.

## The Institute is dedicated to:

- **Using Research and Data.** We use both our research and that of others to ensure our work is data-driven and focused.
- **Sharing Best Practice.** We share tools from best practice and innovation from the legal sector and beyond to unlock change.
- **Supporting Leadership.** We are creating a learning and development programme with the Institute's faculty to support the members of the Institute.
- **Collaborating with Legal Service Providers.** We will support collaboration with panel law firms and legal service providers to encourage progress in this space.



# Executive Summary

The reporting of the 2018/2020 InterLaw Diversity Forum Career Progression survey results was reformatted with the objective of juxtaposing the survey results onto the more traditional research on career progression. There are essentially two competing theories of career success. The **Human Capital** theory emphasizes *individual accomplishments and effort* as an antecedent to career success. In comparison, the **Social Capital** theory emphasizes *social connections* as an antecedent to career success. These competing theories would suggest the need to consider different variables when examining both the indicators and predictors of career success. For example, the human capital approach would place relatively more emphasis on education, training, and promotion attempts. In comparison, the social capital approach would place more emphasis on network connections, mentorship/sponsorship, and firm type/size (as indicators of resources). In our original 2012 report, *Career Progression in the Legal Sector*, we discovered a third 'theory'. We discovered that sociodemographic differences including gender, race, sexual orientation and disability were important indicators of upward mobility in the legal field. Across both human capital and social capital indicators/predictors of success there were important social demographic differences. Thus, either approach is likely to present an unrealistic perspective on how people advance in the legal sector in the United Kingdom if it fails to consider sociodemographic differences.

This report entails data on a wide variety of career success indicators and predictors (i.e., determinants of career success). Furthermore, they include both objective and subjective measures. The objective measures include compensation, firm size/type, position status, education, and network memberships. The subjective measures include job satisfaction, job security, promotion desires/expectations, training, work allocation, and work

flexibility. These indicators are consistent with the traditional measures previously associated with both the human capital and social capital approaches. However, in an attempt to replicate and confirm our 'third theory' that sociodemographic differences not only add to career success but interact with traditional indicators of career success, we present these measures as they are impacted by gender, race/ethnicity, sexual orientation, disability, and social mobility (i.e., social class). To further investigate the impact of these sociodemographic differences, we also included measures that would be more relevant to such differences including children & caring responsibilities, disability experiences, discrimination & harassment workplace perceptions and personal experiences with workplace discrimination and harassment.

The results show a fairly consistent pattern across virtually all of the indicators/predictors of success, both the human capital and the social capital. Sociodemographics matter! They not only impact the indicators of success such as higher compensation and higher job satisfaction, but more importantly, they impact the factors presumed to determine these indicators. The ways in which sociodemographics impact the indicators vary both by the indicators and the sociodemographic groups themselves. Thus, we highlight the findings by sociodemographic groups separately.

## GENDER

Across all indicators of career success, we find an important trend that consistently advantages men over women. While in single instances it appears to only be a slight advantage, it is primarily the pattern that is notable. Lots of small incremental advantages can aggregate and accumulate into substantial gender differences and inequities over time. In some cases, the effects of gender reflect a cross-section with race, sexual orientation, and



disability. Nonetheless, there are fairly consistent gender effects:

**Compensation.** While representation of men and women overlap in income bands with respect to the bottom 50% of both groups, representation of men and women at the higher income bands is quite discrepant. Whereas the top 10% of men fall within the 500k-600k income band, the top 10% of women fall within the 200k to 300k income band.

**Job Satisfaction.** Men reported slightly higher job satisfaction ratings than women, although both ratings were positive.

**Job Security.** Men reported slightly higher job security than women, although both ratings were positive.

**Education.** Among Black racial group respondents (both men and women), all fee-paying and state selective respondents at age 14 attended Russell Group schools. While the percentage of those attending fee-paying schools at age 14 was higher than state selective schools for Black Women, they were equal for Black Men. Perhaps owing to relatively small sample sizes, 100% of South Asian men and Asian women who attended fee-paying schools attended Oxford/Cambridge.

**Networking.** Women and men reported membership in law related and non-law related networks in roughly equal proportions. However, a greater proportion of women reported membership in both external and workplace related diversity networks. Nonetheless, participation in any network was fairly low for both men and women.

**Promotion.** While women reported a slightly higher desire to be promoted and expectation of promotion than men, they reported lower opinions that the workplace promotion system was transparent and fair.

**Training.** Ratings of the adequacy and suitability of training were consistently higher for males than that for females, but not substantially higher.

**Work Allocation.** Fair and equal work allocation ratings were slightly higher for men than women.

**Work Flexibility.** Whereas both groups reported fairly positive opinions of part-time work and the organisation's approach to flexible/agile working, men were slightly more positive than women.

**Children & Caring.** Whereas a higher proportion of men (42%) reported that they had children than women (32%), a slightly higher proportion of women (30%) reported having caring responsibilities than men (27%). This latter difference might be accounted for by the fact that the modal number of children at home for women (M=2) was higher than that for men (M=1). However, it might also be accounted for by the traditional pattern of women assuming the responsibility to care for children and others (e.g., aged/disabled parents, etc.).

**Workplace Discrimination** The ratings for whether the workplace was free from discrimination were consistently higher for men than for women. Most notably, males responded slightly more positively to the notion that their workplaces were not impacted by unconscious bias, compared to women who reported slightly more negative responses. Thus, women were more likely to believe their workplaces were in fact impacted by unconscious bias.

**Organisational Equity and Diversity Efforts.** Whereas all responses were positive, men reported more positive ratings of their respective organisation's equity and diversity efforts than women.

**Personal Discrimination** The experiences of personal discrimination for men and women were generally very low. However, the women still reported more experiences than men. For example, women were more likely than men to believe they were personally impacted by unconscious bias.

As of 2019, approximately 51% of British solicitors were women. Thus, women lawyers outnumber men lawyers in what is considered the world's second largest legal market. Nonetheless, most

of these women lawyers are concentrated at the junior end of the hierarchy with very few of them at the partnership level. Thus, while there have been gains at the entry level, the upward mobility of women lawyers within the profession has been sluggish. The lack of gender equality within the legal profession cannot be blamed on factors such as disinterest in the field as women are approximately 65% of those entering into traineeships. It also cannot be blamed on lack of interest in upward mobility as the data in this study shows that women lawyers reported higher desires and expectations for promotion than men lawyers. Instead, the culprits seem to be the slight and incremental advantages afforded to men lawyers across the indicators above that have cumulative effects in creating the bottleneck that keeps women lawyers at the bottom and men at the top of law firms.

## RACE & ETHNICITY

Across all indicators of career success, we find an important trend that consistently advantages White racial groups over Black, Asian and minority ethnic (BAME) groups. In some cases, the effects of race reflect a cross-section with gender. Nonetheless, there are fairly consistent race effects:

**Compensation.** Sex differences are especially highlighted when crossed with racial group membership. While the top 10% of White British men fall within the 600k to 700k range, the top 10% of White British women fall within the 200k to 300k range. Notably, the top 10% of Asian men fall within the 700k to 1 million range. The top 10% of Asian women, South Asian women and men, and Black men fall within the 200k to 300k range. The top 10% of Black women fall within the \$50k to 100k range. Thus, compensation varied widely when race and gender were considered together.

**Job Satisfaction.** While all ratings were slightly positive, the White racial groups generally reported higher job satisfaction ratings than BAME groups, with Black and South Asian racial groups at the lower end.

**Job Security.** While all ratings were at least slightly positive, the White racial groups generally reported higher job security ratings than BAME groups, with Black and South Asian groups at the lower end.

**Education.** With the exception of White Irish, the White racial categories generally reported a higher proportion of people who attended fee paying schools at 14 who also attended Oxford/Cambridge than those who attended other Russell Group universities. However, there were larger percentages of fee-paying schools represented for both Oxford/Cambridge and other Russell Group universities relative to state selective schools.

For White and Asian racial groups, the proportion of those who attended Fee paying schools at 14 who then ultimately attended Oxford/Cambridge was roughly around 50% (see "White other women" as an exception). That is, nearly half of all those who attended fee paying schools at 14 were able to successfully gain admission into Oxford/Cambridge. By comparison less than 25% who attended state selective schools ultimately attended Oxford/Cambridge (see White Irish Men for an exception).

Among Black racial group respondents (both men and women), all fee-paying and state selective respondents at age 14 attended Russell Group schools. While the percentage of those attending fee-paying schools at age 14 was higher than state selective schools for Black Women, they were equal for Black men. Perhaps owing to relatively small sample sizes, 100% of South Asian men and Asian women who attended fee-paying schools attended Oxford/Cambridge.

**Networking.** The intersection of gender and race revealed larger gender gaps and even interactions between race and gender for law related and non-law related networks. While White British men and White British women reported near equal proportions of memberships in law related networks, the difference between the proportions of men and women for other racial groups displayed



a much larger gap. Among White Irish, Black, and Asian groups, men typically displayed considerably higher proportions of membership in law related networks. The pattern seemed to reverse for non-law related networks. For these same groups, women reported considerably higher proportions than men. Membership in external and workplace diversity networks was typically higher for BAME groups, and with few exceptions, higher among women within those BAME groups. Nonetheless, membership in any network was fairly low. No gender-by-race category reported proportions above 46%. Most proportions were under 30%. A notable exception was that Black/Black British women tended to report fairly high participation in both external (47%) and workplace (39%) diversity networks.

**Promotion.** BAME groups generally reported either higher or equivalent desires and expectations for promotion than the White racial groups, but nonetheless reported lower perceptions that their workplace promotion systems were transparent and fair. In general, the desires and expectations of promotion for all groups were generally high; however, while White racial groups tended to report slightly positive ratings for the transparency and fairness of their promotion systems, minority groups tended to report slightly negative ratings for the transparency and fairness of their promotion systems.

**Training.** White British consistently and substantially reported more positive opinions of the adequacy and suitability of training than other groups. The Black racial group consistently attributed lower ratings to both training questions. In particular, their perceptions of adequate training for managers was below the midpoint indicating a less favorable view of the training adequacy.

**Work Allocation.** Whereas White racial groups were consistently above the scale midpoint (i.e., more positive), BAME groups consistently reported lower work allocation ratings than Whites, and typically beneath the midpoint (i.e., more negative)

of the scale. Interestingly, these groups reported more positive attitudes toward the idea that their allocations were commensurate with their colleagues. However, it's not clear whom they considered to be their "colleagues" in this question.

**Work Flexibility.** Whereas all groups provided work flexibility ratings above the midpoint, thereby indicating generally positive ratings, the White racial groups reported more positive ratings than the BAME groups. Among the latter, the least positive ratings were provided by Black and South Asian racial groups.

**Workplace Discrimination.** Whereas White racial groups were consistently above the scale midpoint (i.e., positive responses), the BAME groups consistently reported lower ratings than White racial groups. Furthermore, these ratings were generally beneath the midpoint of the scale, thereby reflecting a negative response to the discrimination, bullying, and unconscious bias questions. Thus, BAME groups were more likely to believe their organisations were impacted by discrimination, bullying, and unconscious bias.

**Organisational Equity and Diversity Efforts.** Whereas White racial groups were consistently above the scale midpoint (i.e., positive responses), the BAME groups consistently reported lower organisational equity and diversity effort ratings than White racial groups. Furthermore, these ratings were generally beneath the midpoint of the scale, thereby reflecting a negative response for Black and South-Asian racial groups. The other Asian racial groups were either at the midpoint or slightly above the midpoint of the scale. Thus, White racial groups were more inclined to believe that the organisation was living up to its public commitment and were more satisfied with the organisation's equality and diversity efforts.

**Personal Discrimination.** White racial groups were consistently positive, however, the BAME groups consistently reported negative responses regarding being impacted by unconscious bias. While

still lower than the White racial groups, the BAME groups generally reported more positive endorsements of the idea they were neither discriminated against nor bullied at work.

## SEXUAL ORIENTATION

The LGBT+ sample was fairly small. Thus, it is important to question the degree to which the results we report would generalize to the larger LGBT+ lawyer population. Across all indicators of career success, we find an interesting cross-section of sexual orientation and gender. In some cases, we find fairly consistent patterns where both straight men and women are privileged over Gay men and Lesbian women. In other cases, we find the reverse. Gay men and women seem to report better outcomes than straight men and women. However, across many indicators, we find a cross-section of sexual orientation and gender such that Lesbian women often report the worst outcomes relative to their straight and Gay male colleagues:

Our survey data collection is always trans inclusive. While the number of trans and non-binary respondents increased from 2012 in our 2018 and 2020 data collection, the numbers are unfortunately still not statistically significant, and we are unable to include them in this report. We hope to have sufficient numbers in the next iteration of this report to provide a meaningful analysis in the trans and non-binary space. In the meantime, please see our LGBT+ Fact Sheet which also includes qualitative experience shared at our trans and non-binary roundtables.

**Compensation.** Whereas the top 10% of Lesbians was in a higher bracket than straight women (i.e., 200k to 300k vs. 100k to 200k), the top 10% of Gay men was substantially lower than straight men (i.e., 300k to 400k vs. 600k to 700k). Thus, gender differences in pay was even more pronounced when controlling for sexual orientation. At the very top were Straight men (600k to 700k) and at the very bottom were Straight women (100k to 200k) with regard to the top 10% earners.

**Job Satisfaction.** All sexual orientation groups reported relatively high job satisfaction ratings. However, Straight males reported the highest levels of job satisfaction whereas Lesbian women reported the lowest levels of job satisfaction.

**Job Security.** While all ratings were generally positive, Gay and Lesbian individuals reported slightly higher job security ratings than Straight men and women (2020 ratings).

**Education.** The percentages of Straight men and women were higher among those who both attended fee paying schools and attended Oxford/Cambridge relative to Gay men and Lesbians.

**Networking.** Gay men and Lesbian women were more likely to report membership in all of the membership categories (external diversity networks, workplace diversity networks, law-related networks, and non-law related). With the exception of the 2020 data on law-related and non-law network, Gay men and Lesbian women reported equal proportions. In these two exceptions, Lesbian women reported slightly higher proportions of membership than Gay men.

**Promotion.** All groups reported relatively high desires and expectations for promotions. Whereas Lesbian women reported relatively higher desires and expectations for promotions in 2020, they also reported lower ratings for the transparency (2.85) and fairness (2.92) of the promotion system at their respective workplace (2020 ratings) relative to other groups.

**Training.** The training ratings were consistently higher for Straight and Gay men (2020 ratings). Lesbian women (2.68) and Straight women (2.95) provided ratings lower than the mid-point suggesting an unfavorable view of training initiatives within their organisations.

Lesbian women reported the lowest ratings for the training questions. However, Bisexual individuals provided the most positive ratings (2020 ratings) for the training questions.

**Work Allocation.** For 2020 ratings, Gay men and Lesbian women were the most polarised on work allocation ratings. Across all of the work allocation ratings, Gay men reported the most favorable ratings and Lesbian women reported the least favorable ratings of fair and equal work allocation relative to Straight men and women.

**Work Flexibility.** All groups reported satisfaction ratings with part-time work and with their organisation's approach to work flexibility/agility above the mid-point. However, the ratings were generally highest for Straight men, followed by Gay men. Lesbian women were the least satisfied with their organisation's approach to flexible/agile working.

**Workplace Discrimination.** Lesbian women provided the lowest ratings of their workplace culture and climate compared to other groups (2020 ratings). Furthermore, Lesbian and Straight women were less likely to suggest their workplace was not impacted by unconscious bias.

**Organisational Equity and Diversity Efforts.** Whereas all responses were positive, there were differences between sexual orientation groups. Lesbian women held the least positive opinions and satisfaction with their respective organisation's efforts toward equality and diversity, followed by Straight women, Gay men, and then Straight men.

**Personal Discrimination.** Overall, all sexual orientation groups ascribed to not experiencing discrimination, bullying, or being impacted by unconscious bias while at work. However, Straight and Gay men were more likely to endorse the idea that they were neither discriminated against, bullied, nor impacted by unconscious bias relative to Straight and Lesbian women. Bisexual groups reported the least positive responses to each of these questions.

Some of the data in this report seems to reflect instances of parity across sexual orientation. There is nonetheless still subtle disadvantages faced by LGBT+ lawyers that become not so subtle when the cross-section of sexual orientation and gen-

der is taken into consideration. For example, when men and women are disaggregated within the LGBT+ group, drastic differences appear between Straight men and Lesbian women, with the latter consistently disadvantaged relative to the former.

## DISABILITY

Across all indicators of career success, we find that lawyers with disabilities are consistently disadvantaged relative to those lawyers reporting no disabilities. As with gender effects, many of these differences are subtle, however, they are cumulative. That is, they have the potential for aggregating into substantial disadvantage and inequity for lawyers with disabilities. As with other group differences above, some of these differences reflect a cross-section with gender:

**Compensation.** For 2020, there was a substantial discrepancy between men and women with disabilities. However, this discrepancy appears to be due to relatively lower sample sizes. The top 10% of disabled women fell within the 100k to 200k range, whereas the top 10% of disabled men fell within the 1 million to 2 million range. This latter figure reflects a substantial jump from the range reported in 2018 for the top 10% of men and women with disabilities (both were within the 100k to 200k range). Thus, it is likely to be an artifact of a low sample size.

**Job Satisfaction.** While the job satisfaction ratings for those with and without disabilities were generally positive, they were slightly higher for those without disabilities.

**Job Security.** The job security ratings were slightly higher for those without disabilities.

**Networking.** People with disabilities were most likely to report membership in a workplace diversity network, followed by membership in an external non-law related network. In the case of disabled women, membership in a law-related network was the least reported.



**Promotion.** While those without disabilities tended to report slightly higher desires and expectations of promotion, the ratings of the transparency and fairness of the promotions systems were about equal between those with disabilities and those without disabilities.

**Training.** Those with disabilities provided slightly lower adequacy and suitability training ratings than those without disabilities.

**Work Allocation.** The ratings for work allocation for non-disabled individuals were consistently higher than that for disabled individuals, but not substantially.

**Work Flexibility.** The ratings for disability and non-disability status groups only differed with respect to their opinions regarding the organisation's approach to flexible/agile working. Those individuals with a disability reported more positive attitudes and opinions regarding the organisation's approach to flexible/agile working.

**Workplace Discrimination.** While all ratings were in the positive range, those with disabilities were less likely to suggest that their workplace was free from discrimination, bullying and unconscious bias, with the exception of unconscious bias ratings in 2020.

**Organisational Equity and Diversity Efforts.** While all ratings were in the positive range, those with disabilities were less likely to endorse the idea that their organisation lives up to its public commitment to equality and diversity than those without disabilities.

**Personal Discrimination.** While all ratings were in the positive range, those with disabilities were less likely to endorse that they had not experienced discrimination, bullying and unconscious bias in their respective workplaces.

## SOCIAL MOBILITY

Socio-demographic background is difficult to define and consequently so is the concept of social mobility. In the United Kingdom a number of imperfect proxies are used to seek to capture the phenomenon. The first is the school that someone attended at the age of fourteen (an elite public/fee-paying school; an independent fee-paying school; a state selective/grammar school; a state non-selective/comprehensive school; and other types of school). The second main proxy is whether someone was in the first generation of their family to attend university. This section draws upon these two data points alongside a third proxy, the type of university attended (Oxford/Cambridge; the rest of the Russell Group; other pre-university established prior to 1992/"old" university; university established post-1992/"new" university), as there is evidence to suggest that the type of university one attends has an impact on one's chances of a successful career in traditional professions such as Law.

This research has then sought to draw some conclusions about the extent to which those perceived to be from less privileged social backgrounds have been able to advance within the profession in similar ways to those from those to be perceived to be from more privileged backgrounds. In a context where social background is not a pertinent factor for career success in Law, one would expect to see no correlation between social background and the objective and subjective factors identified in the report. The analysis on these data is ongoing. Our early analysis indicates as follows:

## SOCIAL BACKGROUND

The data on school attended at 14 indicates that over time there has been an increasing diversification of social background – with a shift away from members of the profession attending private/fee-paying schools, in favour of greater numbers entering the profession having attended non-selective state schools. The 2018 and 2020 datasets

do not provide a consistent picture beyond this overarching trend.

Relatively high numbers of both male and female professionals who attended Oxford and Cambridge have come through fee-paying schools, with the exception of Black legal professionals and Asian female lawyers who, if they attend Oxbridge, did so via state or other types of schools. Men are more likely to have attended fee-paying schools than women.

**Compensation.** In the 2018 data there are some differences in levels of compensation between attendees at different types of schools. The bottom 50% of earners from state non-selective schools fell into the £25-50K pay range, and those from other types of school into the £50-100k range.

Of those in the highest 10% of earners for each school type, professionals who attended fee-paying schools tend on average to earn more than those who attended state schools, and those from other types of schools, including overseas schools, earn more again. The hierarchy of state non-selective school, state selective, fee-paying and other school is clear.

In the 2020 data differences between school attended are less pronounced, with the bottom 50% of earners in both types of state school and independent fee-paying schools earning £50-100k, those from public, overseas and other schools earning £100-200k. The 2020 data, in contrast to what we report above from 2018, show the top 10% of earners in all types of school, with the exception of 'other' schools, earned similar amounts of £200-300k.

Those who attended UK universities perceived as more prestigious, or who attended overseas institutions, are more likely to earn greater salaries than those who attended UK universities perceived as less prestigious. These differences were comparatively small and may be more a function of the type of legal work and firm that professionals worked within rather than the university they attended.

Further work is ongoing to analyse these data in regards to job satisfaction, job security, networking, promotion, training, work allocation, flexible working and workplace and personal discrimination. The findings will be released in our Social Mobility Factsheet to be published subsequent to this report.

## SUMMARY

In summary, across virtually all of the career success indicators and predictors, group differences mattered. However, intersectionality also mattered! For example, we found that race and gender intersected in a way that polarized the race and gender distinctions in compensation. The top 10% highest paid Black women attorneys fell in the lowest compensation band of all other groups, reflecting the combined impact of racial and gender inequities. Intersexuality also emerged with regard to sexual orientation and gender. Gender polarised sexual orientation differences and vice versa. Across virtually all of the metrics a clear pattern emerged with often Straight men on top and Lesbian women on the bottom. However, in some cases, Gay men were at the very top and Lesbian women are at the very bottom (e.g., work allocation ratings). In most cases, being both a woman and a member of the LGBT+ community was a consistent predictor of less favorable workplace experiences. One notable exception to this was the fact that the top 10% compensated Lesbian women fell into a higher compensation bracket than the top 10% compensated Straight women. Thus, gender and sexual orientation created an interesting and sometimes complicated pattern of workplace outcomes.

Perhaps a bright light is that there are some particular areas where 'gains' may have been granted to those who are not in the dominant group. Nonetheless, even if the advantage in some instances goes to the minority group rather than the dominant group, it still constitutes evidence that sociodemographic group differences matter. This suggests a third form of 'capital' at play in career

success beyond Human capital and Social capital. This third form of capital might be called **Demographic Capital**, in which the source of the capital is not so much in individual achievements or even social networks, but in the personhood of the individuals themselves.

### **Recommendations:**

Lawyers from diverse and socially mobile backgrounds continue to experience increased challenges, lower pay, and disparate treatment when compared with their counterparts. In order to unlock the best talent from every background – and thereby lead to the best outcomes for your business – law firms need to change their cultures to become more meritocratic. This culture change will create a transformation across your organisation's recruitment, retention, and promotion of talent.

This can best be achieved by:

- (i) focusing on data by participating in the [UK Model Diversity Survey](#);
- (ii) following the data to shape your cultural change programme;
- (iii) collaborating with clients and peers to share best practice;
- (iv) adopting meaningful targets and reporting;
- (v) launching leadership training programmes; and
- (vi) addressing social mobility across your organisation including at senior levels.



# Table of Contents

**p. 20**

---

Introduction

**p. 21**

---

Methodology

**p. 22**

---

Participant Demographics

**p. 24**

---

Indicators of Career Success

**p. 36**

---

Capital and Career Success

**p. 58**

---

Potential Determinants of  
Career Success

**p. 82**

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Appendix

# Introduction

Career success can be defined as the accumulated positive work and psychological outcomes resulting from a person's work experiences (Seibert & Kramer, 2001; Ng, et al., 2005). According to the literature on career progression there are two primary categories in which we might group indicators of career success: Objective and Subjective. Objective indicators include compensation and position status. These are considered 'objective' in the sense that they are factors that can be objectively documented, normally appearing in annual human resource reports. The subjective indicators include job and career satisfaction. These are 'subjective' in the sense that they are generally perceptions that are typically measured via self-report methods (i.e., surveys, interviews).

Somewhat consistent with the differences between these two categories, are two different 'theories' about how people achieve career success. There is the Human Capital theory (also known as the "Contest" approach). This theory holds that all people can compete for upward mobility. It suggests that what makes the difference in getting ahead is performance on the job and adding value to the company. Presumably, people only get ahead based upon their abilities and contributions. Thus, people compete in a fair contest for advancement. In contrast is the Social Capital theory (also known as the "Sponsorship" approach). This theory sug-

gests that a society or industry permits only those who are chosen by the powerful to obtain upward mobility. Established elites pay special attention to those members who are deemed to have high potential and then provide sponsoring activities to them to help them win the competition. Once identified as potential elites, they are given both direct and indirect career related privileges. For those not so inclined toward academic renderings, you may simply think of these different theories as reflections of the sayings "it's what you know" (Human Capital) and "it's who you know" (Social Capital).

While the Human Capital and the Social Capital theories vary along the ideologies of individualism vs collectivism, both seem to assume the predicament of the worker is somewhat random. That is, whether it's because of preparation and hard work or because one is favoured by elites, one's socio-demographic status (e.g., sex, race, sexual orientation, disability, etc.) is not the major and definitely not the primary determinant of success. The overriding theme of this report is to explore this assumption. We consider the possibility that regardless of one's human capital or social capital, there might exist sociodemographic barriers for entry and inequities in outcomes that inevitably impact both Objective and Subjective indicators of career success.

# Methodology

The career progression survey was initially administered and published in 2012. Conceptual replications of this survey were conducted in 2018 and 2020. While there were subtle modifications to the survey across all three time periods, the core of the survey was constant.

The core variables of interest included compensation, position status, education, network memberships, and sociodemographic status (i.e., gender, race, sexual orientation, disability). In addition to these objective data, the survey also captured perceptions on job satisfaction, job security, promotion desires/expectations, training, work allocation, work flexibility, children & caring responsibilities, disability, discrimination & harassment workplace perceptions and personal experiences with workplace discrimination and harassment.

Throughout the report *Black, Asian, and Minority Ethnic* is referred to as “BAME”.

The perception questions were assessed using a 5-point Likert scale (“1” Strongly Disagree to “5” Strongly Agree). In addition to the main 5-point scale anchors participants were also given the option of indicating either “I do not know” or “I prefer not to answer.” For coding purposes, these options were recoded as “missing values” and excluded from the presented statistical analyses on those questions.

Categorical (i.e., nominal/ordinal) data is presented primarily as percentages. Likert scale data is presented primarily as means (i.e., ‘average’) and standard deviations. In addition to percentages and means (standard deviations), correlation coefficients were calculated among the Likert scale questions (see Appendices B thru K). Because of the large volume of possible correlations, only the matrices that provided significant correlations are presented.

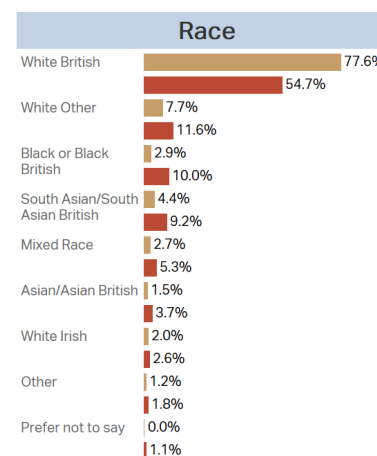
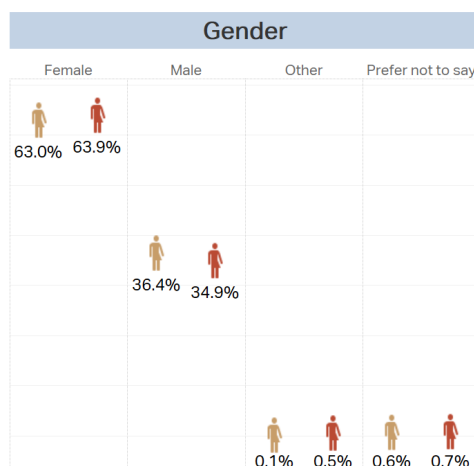
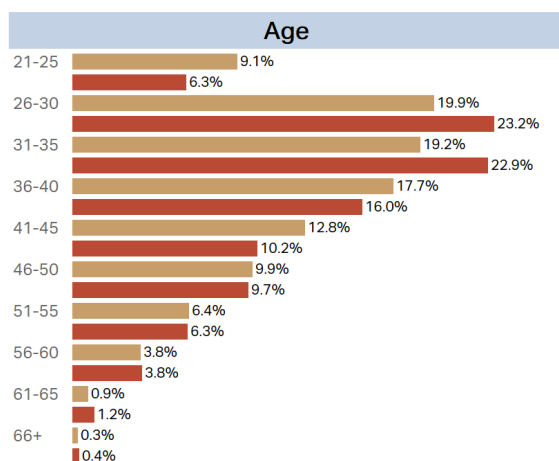
For the sake of clarity, the results of the last year of data (2020) was the primary reference for interpretations and conclusions that were drawn for the analyses. When notable, the 2018 data is referenced, particularly when there were large differences between the 2018 and 2020 data.



# Participant Demographics

The following charts reflect the sociodemographic attributes of the samples for 2018 and 2020. The attributes include race, age, gender, sexual identity, sexual orientation, religion, and disability. In summary, the sample, with slight variations between the years, is primarily Straight, Cisgender, under 40, White Females who are predominantly atheists/agnostic and are without disabilities.

■ 2018  
■ 2020

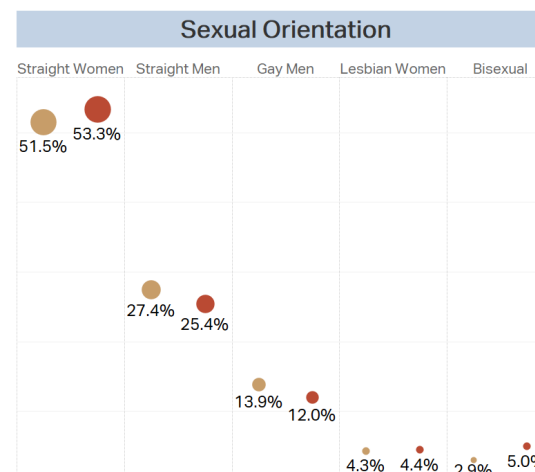
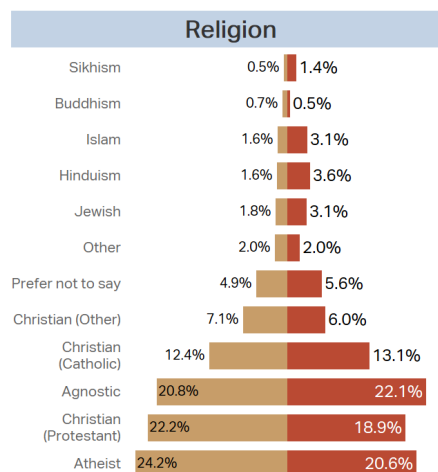


### Sexual Identity

|                   | 2018  | 2020  |
|-------------------|-------|-------|
| Cisgender         | 94.8% | 92.7% |
| Transgender       | 0.1%  | 0.2%  |
| Non-binary        | 0.1%  | 0.8%  |
| Don't know        | 1.3%  | 1.1%  |
| Prefer not to say | 2.3%  | 3.2%  |
| Other             | 1.3%  | 1.9%  |

### Disability

|                   | 2018  | 2020  |
|-------------------|-------|-------|
| No                | 93.3% | 91.0% |
| Yes               | 5.5%  | 7.1%  |
| Prefer not to say | 1.2%  | 1.8%  |







## Indicators of Career Success





Within the career progression and success literature, both compensation and job satisfaction are considered important valid indicators of success.

Compensation reflects an objective indicator of success whereas job satisfaction and job security reflect subjective indicators of success. Data on these indicators of career success are presented for both 2018 and 2020. Furthermore, we breakout sociodemographic groups to examine potential covariation between the indicators of success and race, sex, sexual orientation, and disability. For some analyses, we provide intersection analyses pairing gender with race, sexual orientation, and disability.

## COMPENSATION

The compensation gap between men and women continues to favor men. However, the difference between men and women is even more polarized when looking at the cross section of sex with race, sexual orientation, and disability.

**Gender.** While representation of men and women overlap in income bands with respect to the bottom 50% of both groups, representation of men and women at the higher income bands is quite discrepant. Whereas the top 10% of men fall within the £500k-600k income band, the top 10% of women fall within the £200k to 300k income band.

**Race by Gender.** Gender differences are especially highlighted when crossed with racial group membership. While the top 10% of White British men fall within the £600k to 700k range, the top 10% of White British women fall within the £200k to 300k range. Notably, the top 10% of Asian men fall within the £700k to 1 million range. The top 10% of Asian women, South Asian women and men, and Black men fall within the £200k to 300k range. The top 10% of Black women fall within the £50k to 100k range.

**Sexual orientation by Gender.** With respect to sexual orientation, whereas the top 10% of Lesbians was in a higher bracket than Straight women (i.e., 200k to 300k vs. 100k to 200k), the top 10% of

The difference between men and women is even more polarized when looking at the cross section of sex with race, sexual orientation, and disability. section of sex with race, sexual orientation, and disability.

Gay men was substantially lower than Straight men (i.e., 300k to 400k vs. 600k to 700k). Thus, gender differences in pay was even more pronounced when controlling for sexual orientation. At the very top were Straight men (600k to 700k) and at the very top were Straight women (100k to 200k) with regard to their top 10% earners.

**Disability by Gender.** For 2020, there was a substantial discrepancy between men and women with disabilities. However, this discrepancy appears to be due to relatively lower sample sizes. The top 10% of disabled women fell within the 100k to 200k range, whereas the top 10% of disabled men fell within the 1 million to 2 million range. This latter figure reflects a substantial jump from the range reported in 2018 for the top 10% of men and women with disabilities (both were within the 100k to 200k range). Thus, it is likely to be an artifact of a low sample size.

## COMPENSATION BY GENDER

|               | 2018               |                     |                         | 2020               |                     |                       |
|---------------|--------------------|---------------------|-------------------------|--------------------|---------------------|-----------------------|
|               | Bottom<br>50%      | Top<br>10%          | Highest<br>Band         | Bottom<br>50%      | Top<br>10%          | Highest<br>Band       |
| <u>GENDER</u> |                    |                     |                         |                    |                     |                       |
| Women         | 25,001-<br>50,000  | 100,001-<br>200,000 | 1,000,001-<br>2,000,000 | 50,001-<br>100,000 | 200,001-<br>300,000 | 2,000,000<br>and over |
| Men           | 50,001-<br>100,000 | 400,001-<br>500,000 | 2,000,000<br>and over   | 50,001-<br>100,000 | 500,001-<br>600,000 | 2,000,000<br>and over |

## COMPENSATION BY ETHNICITY

|                     | 2018           |                   |                     | 2020            |                   |                    |
|---------------------|----------------|-------------------|---------------------|-----------------|-------------------|--------------------|
|                     | Bottom 50%     | Top 10%           | Highest Band        | Bottom 50%      | Top 10%           | Highest Band       |
| <u>ETHNICITY</u>    |                |                   |                     |                 |                   |                    |
| White British Women | 25,001-50,000  | 100,001-200,000   | 1,000,001-2,000,000 | 50,001-100,000  | 200,001-300,000   | 2,000,000 and over |
| White British Men   | 50,001-100,000 | 400,001-500,000   | 1,000,001-2,000,000 | 100,001-200,000 | 600,001-700,000   | 2,000,000 and over |
| White Irish Women   | 25,001-50,000  | 100,001-200,000   | 200,001-300,000     | 50,001-100,000  | 300,001-400,000   | 700,000-1,000,000  |
| White Irish Men     | 25,001-50,000  | 100,001-200,000   | 100,001-200,000     | 50,001-100,000  | 200,001-300,000   | 400,001-500,000    |
| White Other Women   | 50,001-100,000 | 300,001-400,000   | 500,001-600,000     | 50,001-100,000  | 200,001-300,000   | 2,000,000 and over |
| White Other Men     | 50,001-100,000 | 700,001-1,000,000 | 2,000,000 and over  | 100,001-200,000 | 700,001-1,000,000 | 2,000,000 and over |
| Mixed Race Women    | 25,001-50,000  | 50,001-100,000    | 100,001-200,000     | 50,001-100,000  | 100,001-200,000   | 700,000-1,000,000  |
| Mixed Race Men      | 25,001-50,000  | 100,001-200,000   | 100,001-200,000     | 50,001-100,000  | 400,001-500,000   | 400,001-500,000    |



**COMPENSATION BY ETHNICITY (CONT.)**

|   | 2018           |                   |                   | 2020           |                   |                     |
|---|----------------|-------------------|-------------------|----------------|-------------------|---------------------|
|   | Bottom 50%     | Top 10%           | Highest Band      | Bottom 50%     | Top 10%           | Highest Band        |
| Black or Black British Women (Caribbean/African/Any other Black background) | 25,001-50,000  | 100,001-200,000   | 100,001-200,000   | 25,001-50,000  | 50,001-100,000    | 100,001-200,000     |
| Black or Black British Men (Caribbean/African/Any other Black background)   | 25,001-50,000  | 100,001-200,000   | 100,001-200,000   | 50,001-100,000 | 200,001-300,000   | 600,001-700,000     |
| South Asian/South Asian British Women (Indian/Pakistani/Bangladeshi etc)    | 25,001-50,000  | 100,001-200,000   | 200,001-300,000   | 25,001-50,000  | 200,001-300,000   | 600,001-700,000     |
| South Asian/South Asian British Men (Indian/Pakistani/Bangladeshi etc)      | 50,001-100,000 | 200,001-300,000   | 700,001-1,000,000 | 50,001-100,000 | 200,001-300,000   | 500,001-600,000     |
| Asian/Asian British (Chinese/Japanese/Korean etc) Women                     | 25,001-50,000  | 100,001-200,000   | 200,001-300,000   | 50,001-100,000 | 200,001-300,000   | 300,001-400,000     |
| Asian/Asian British (Chinese/Japanese/Korean etc) Men                       | 25,001-50,000  | 100,001-200,000   | 100,001-200,000   | 50,001-100,000 | 700,001-1,000,000 | 1,000,001-2,000,000 |
| Other Women   | 25,001-50,000  | 700,001-1,000,000 | 700,001-1,000,000 | 50,001-100,000 | 100,001-200,000   | 200,001-300,000     |
| Other Men   | 50,001-100,000 | 100,001-200,000   | 100,001-200,000   | 50,001-100,000 | 200,001-300,000   | 300,001-400,000     |

## COMPENSATION BY SEXUAL ORIENTATION

|                           | 2018           |                 |                     | 2020           |                 |                     |
|---------------------------|----------------|-----------------|---------------------|----------------|-----------------|---------------------|
|                           | Bottom 50%     | Top 10%         | Highest Band        | Bottom 50%     | Top 10%         | Highest Band        |
| <u>SEXUAL ORIENTATION</u> |                |                 |                     |                |                 |                     |
| Straight Women            | 25,001-50,000  | 100,001-200,000 | 1,000,001-2,000,000 | 50,001-100,000 | 100,001-200,000 | 2,000,000 and over  |
| Lesbian Women             | 50,001-100,000 | 200,001-300,000 | 400,001-500,000     | 50,001-100,000 | 200,001-300,000 | 700,000-1,000,000   |
| Straight Men              | 50,001-100,000 | 400,001-500,000 | 700,001-1,000,000   | 50,001-100,000 | 600,001-700,000 | 2,000,000 and over  |
| Gay Men                   | 50,001-100,000 | 400,001-500,000 | 2,000,000 and over  | 50,001-100,000 | 300,001-400,000 | 1,000,001-2,000,000 |

## COMPENSATION BY DISABILITY

| DISABILITY     | 2018           |                 |                 | 2020           |                     |                     |
|----------------|----------------|-----------------|-----------------|----------------|---------------------|---------------------|
|                | Bottom 50%     |                 |                 | Bottom 50%     |                     |                     |
|                | Top 10%        |                 |                 | Top 10%        |                     |                     |
|                | Highest Band   |                 |                 | Highest Band   |                     |                     |
| Disabled Women | 25,001-50,000  | 100,001-200,000 | 200,001-300,000 | 25,001-50,000  | 100,001-200,000     | 600,001-700,000     |
| Disabled Men   | 50,001-100,000 | 100,001-200,000 | 200,001-300,000 | 50,001-100,000 | 1,000,001-2,000,000 | 1,000,001-2,000,000 |

## JOB SATISFACTION

Respondents were asked to indicate the degree to which they were *satisfied with their work role* on a 1 (low) to 5 (high) scale. Thus, any response below “3” would indicate low job satisfaction and any number above “3” would indicate *high* job satisfaction.

**Gender.** Men reported slightly higher job satisfaction ratings than women. Although both mean ratings were positive

**Race.** While all mean ratings were at least slightly positive, the White racial groups generally reported higher job satisfaction ratings than BAME racial groups, with Black and South Asian groups at the lower end.

**Sexual Orientation.** All sexual orientation groups reported roughly equivalent average job satisfaction ratings.

**Disability.** While the job satisfaction ratings for those individuals with and without disabilities were generally positive, they were only slightly higher for those without disabilities.

**Correlations.** The perceived transparency and fairness of promotion practices proved to be the strongest predictors of job satisfaction unilaterally. Notably, the correlations were relatively the same across all racial groups. Thus, the idea that job satisfaction depends upon perceptions of being treated fairly and equitably appears to be true for all racial groups and not just racial minorities. Among sexual orientation groups, Lesbians reported a somewhat distinct pattern of correlations for job satisfaction. For Straight and Gay males, the most important determinant of job satisfaction was fair promotion practices. Fair promotion practices were correlated with job satisfaction for all sexual orientation groups except Lesbians. It was highest for Gay males ( $r=.63$ ) and lowest for Lesbians ( $r=.18$ ). For Lesbians the majority of correlates of job satisfaction had to do with personal discrimination experiences and organisational environments and whether achievements were being fairly

assessed. Thus, job satisfaction among Lesbians appeared to be more closely linked to their perceptions of organisational fairness and their experiences with discrimination, harassment, and bias.

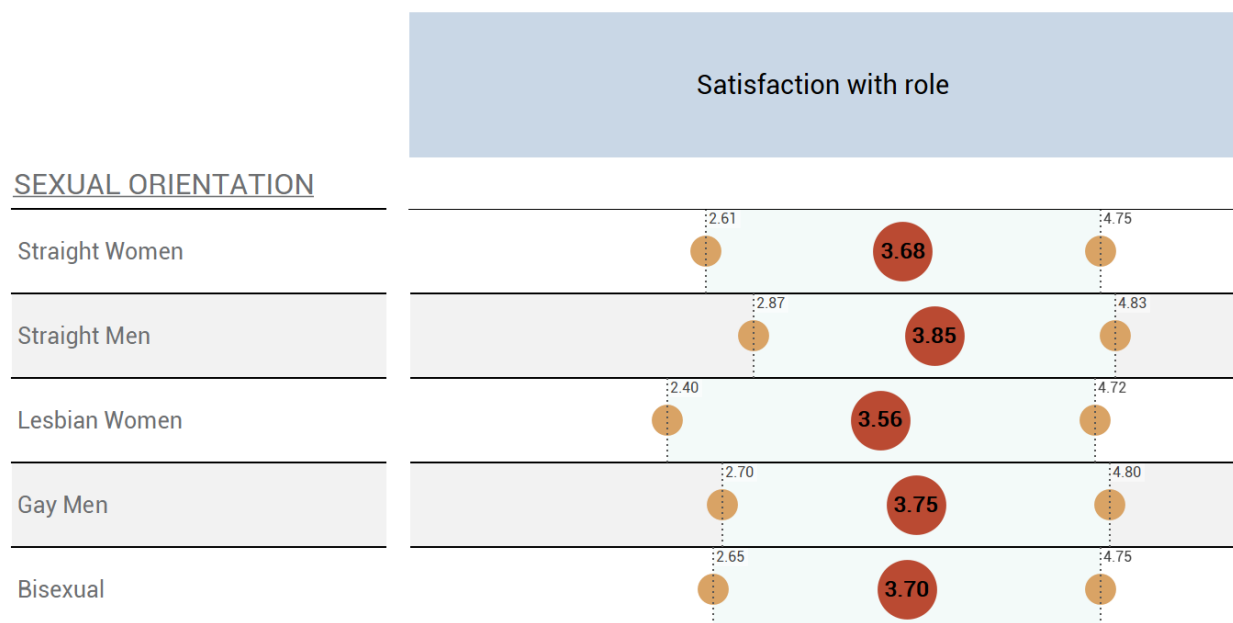
**Men, White racial groups, and those without disabilities were generally more satisfied with their jobs than their counterparts.**

**Job Satisfaction among Lesbians were most strongly impacted by perceptions of fairness, discrimination, harassment, and bias relative to their straight, gay male, and bisexual comparison groups.**

## SATISFACTION WITH ROLE BY ETHNICITY



## SATISFACTION WITH ROLE BY SEXUAL ORIENTATION





## JOB SECURITY

Respondents were asked to indicate the degree to which they felt secure *in my job* on a 1 (low) to 5 (high) scale. Thus, any response below “3” would indicate low job security and any number above “3” would indicate *high* job security.

**Gender.** Men reported slightly higher job security than women. Although both mean ratings were positive

**Race.** While all mean ratings were at least slightly positive, the White racial groups generally reported higher job security ratings than BAME groups, with Black and South Asian groups at the lower end.

**Sexual orientation.** While all averages were generally positive, Gay and Lesbian individuals reported slightly higher job security ratings than Straight

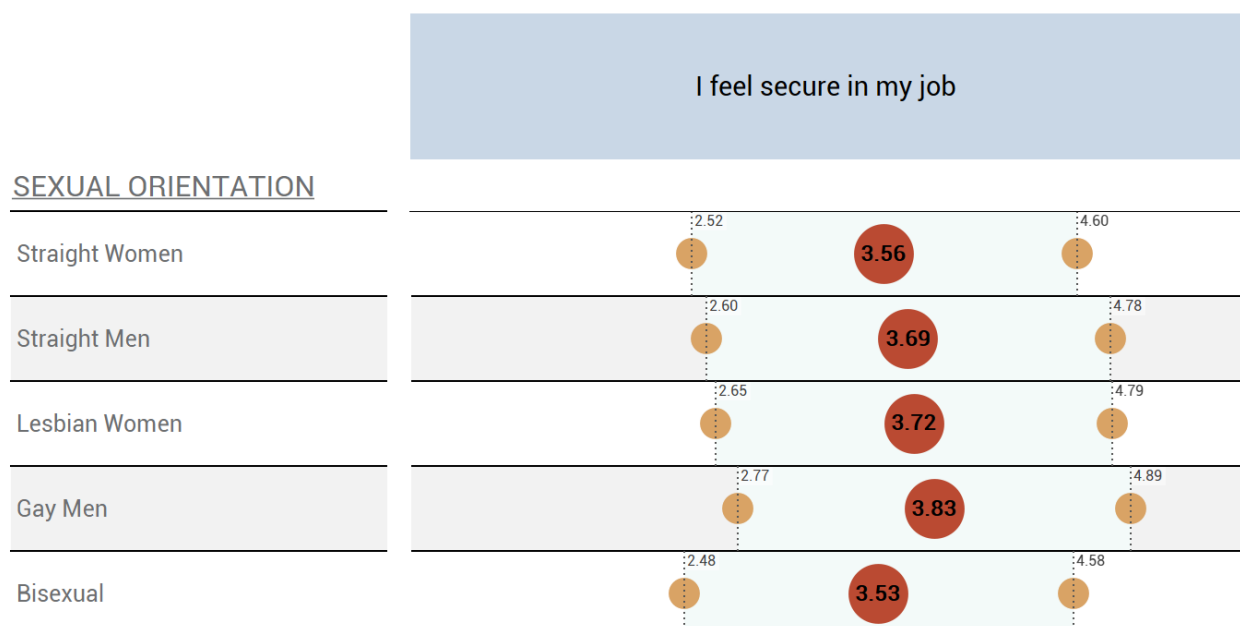
and Bisexual individuals, with Bisexual individuals reporting the lowest job security ratings.

**Disability.** While the job security ratings for those individuals with and without disabilities were generally positive, they were only slightly higher for those without disabilities.

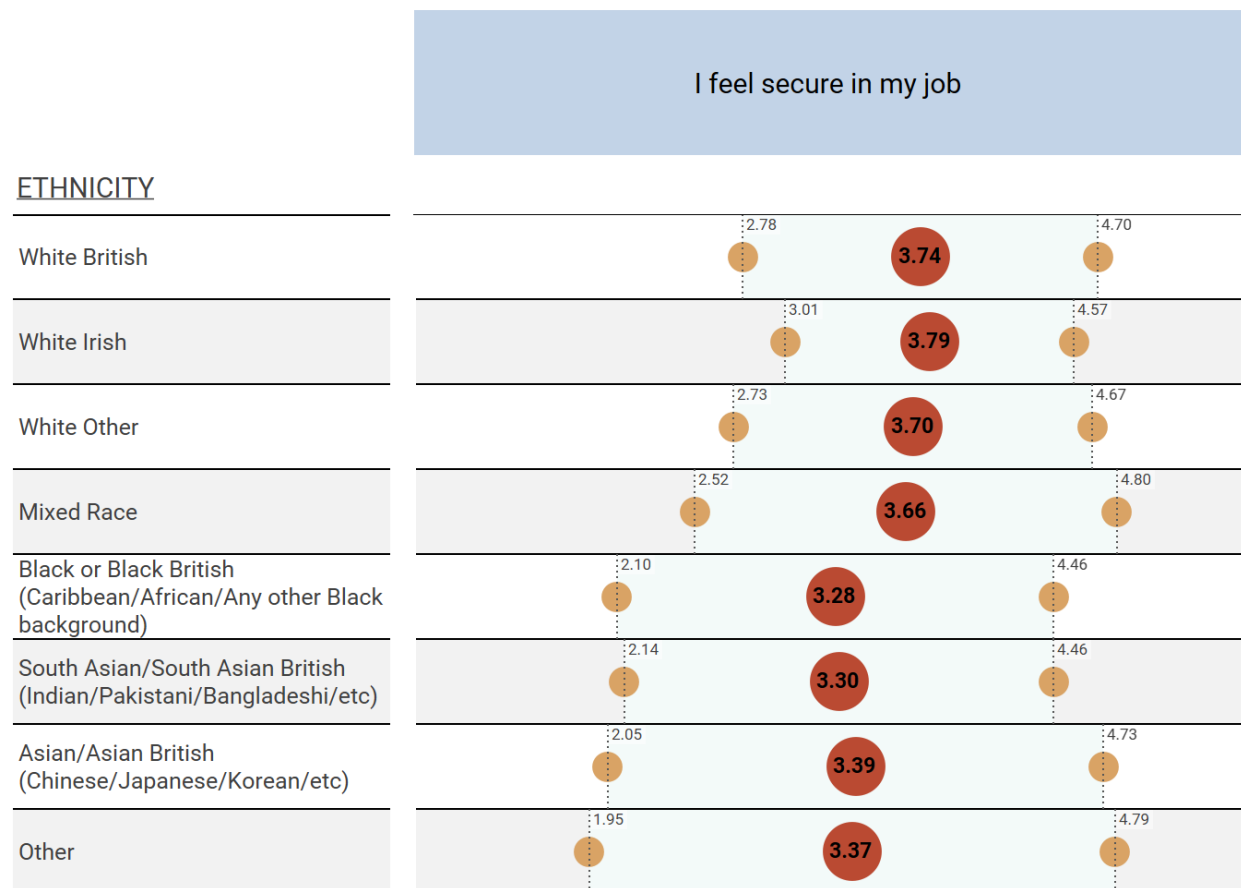
**Correlations.** Correlations between job security and personal experiences with discrimination were generally higher among BAME racial groups but still moderately correlated among White racial groups (see Appendix F).

**Bi-sexual individuals reported relatively lower job security than either straight or Gay/Lesbian individuals.**

## JOB SECURITY BY SEXUAL ORIENTATION



## JOB SECURITY BY ETHNICITY



## Capital and Career Success





## In this section, we examine variables associated with the two theories of career success.

The **Human Capital** theory emphasises individual effort as an antecedent to career success. A typical predictor of career success for this particular theory is **education**. In as much as education might reflect early individual effort and achievement, it might also be seen as a form of individual human capital that can be used to achieve career success. However, such a narrow approach to education may hide the fact that access to education might be determined as much by sociodemographic status as individual effort. Thus, we examine the impact of sociodemographic status and education at multiple levels of education.

The **Social Capital** theory emphasizes collective attachments as an antecedent to career success. Thus, a typical predictor of career success for this model is **network connections**. In as much as network connections might reflect associations that would facilitate opportunities and favouritism, they might be seen as a form of social capital that can be used for career advancement. But such social capital might also be socially determined by sociodemographic status. Thus, we examine the impact of sociodemographic status on network affiliations.

## EDUCATION

Respondents were asked to provide information on the type of school they attended at age 14 (UK Public School, UK State Selective, UK State Non-Selective, UK Independent School, and Overseas School). They were also asked to indicate the type of university that they attended (Cambridge/Oxford, 'other' Russell Group university, Pre-1992 university, Post-1992 university, or an overseas university). Respondents were also asked to indicate whether they were a first-generation university student.

A pipeline from education at 14 to university attendance to salary was evident in the data. In general, those who attended more prestigious schools at 14 reported higher attendance at more prestigious universities. In turn, those who attended more prestigious universities earned higher salaries. However, this pipeline does not appear to be equal across all sociodemographic groups. The covariations between school at 14 and university attendance were stronger for some groups than others.

**Age.** Across age cohorts, a pattern abruptly emerges with the shift from those that are 66 and older to those that are 65 or younger. For the most part, this pattern is maintained, with a few fluctuations. For the 66 and older attorney cohort, their schools at age 14 were split such that 75% attended UK Public Schools and the remaining 25% attended UK State non-selective schools. Beginning with the 65 and younger attorney cohort, the percentages of those who attend UK Public Schools is substantially decreased. Ultimately, only 5% of those within the 21-25 age attorney cohort attended UK Public Schools. The movement of younger cohorts away from UK Public Schools appears to have been redistributed across UK State non-selective, UK State selective, and UK independent schools. Whereas the highest representation for all cohorts under 66 is within the UK State non-selective category (between 39% to 88% increase depending upon the cohort), the highest level of increase has been in the UK state selective school category,

which went from 0% for those 66 and over to 27% for those within the 21-25 age cohort.


**First Generation University Students.** Among first generation university attendees, the proportion of attorneys who attended independent/fee paying and state selective schools were generally higher for Oxford/Cambridge educated attorneys relative to the 'other' Russell Group university educated attorneys. By comparison, the proportion of those who attended state non-selective schools were higher for the 'other' Russell Group universities than for the Oxford/Cambridge group.

**Race.** With the exception of White Irish attorneys, the White racial attorneys generally reported a higher proportion of people who attended fee paying schools at 14 who also attended Oxford/Cambridge than those who attended other Russell Group universities. However, there were larger percentages of fee-paying schools represented for both Oxford/Cambridge and other Russell Group universities relative to state selective schools.

For White racial group and Asian racial group attorneys, the proportion of those who attended Fee paying schools at 14 who then ultimately attended Oxford/Cambridge was roughly around 50% (see "White other women" as an exception). That is, nearly half of all those who attended fee paying schools at 14 were able to successfully gain admission into Oxford/Cambridge. By comparison less than 25% who attended state selective schools ultimately attended Oxford/Cambridge (see "White Irish Men" for an exception).

Among Black attorneys (both men and women), all fee-paying and state selective respondents attended 'other' Russell Group schools. And whereas the percentage for fee-paying schools was higher than state selective schools for Black women attorneys, they were equal for Black men attorneys. Perhaps owing to relatively small sample sizes, 100% of South Asian men and Asian women attorneys who attended fee-paying schools attended Oxford/Cambridge





In general, those who attended more **prestigious schools** at 14 reported **higher attendance at more prestigious universities**. In turn, those who attended more prestigious universities **earned higher salaries**. However, this pipeline **does not appear to be equal across all sociodemographic groups**.

**Sexual Orientation.** With regard to sexual orientation, the percentages of straight men and women attorneys were higher among those who attended both fee paying schools and Oxford/Cambridge relative to Gay and Lesbian attorneys.

**University Attendance & Salary.** The percentage of respondents within each of the salary ranges varied by university attendance. While the majority of attorneys who attended the 'other' Russell Group, Pre-1992, Post-1992, and 'other' universities reported salaries at £100k and below, the majority of both the Oxford/Cambridge (56%) and Overseas (68%) university educated attorneys reported salaries above £100k. Furthermore, the largest percentage of attorneys who attended 'other' Russell Group, Pre-1992, Post-1992, and 'other' universities reported salaries within the £50k to £100k range (range from 33% to 37%). However, the largest percentage of respondents who attended Oxford/Cambridge (35%) and Overseas (39%) universities reported salaries within the £100k to £200k range.

## SCHOOL ATTENDED AT 14 BY AGE

|                           | 2018                       |                                      |  |  | 2020                       |                                      |  |  |
|---------------------------|----------------------------|--------------------------------------|--|--|----------------------------|--------------------------------------|--|--|
| Type of University        | Oxford/<br>Cambridge       | Oxford/<br>Cambridge                 | Other Russel<br>Group Insti-<br>tution | Other Russel<br>Group Insti-<br>tution | Oxford/<br>Cambridge       | Oxford/<br>Cambridge                 | Other Russel<br>Group Insti-<br>tution | Other Russel<br>Group Insti-<br>tution |
| School attended at age 14 | Fee Paying<br>School at 14 | State Selec-<br>tive School<br>at 14 | Fee Paying<br>School at 14             | State Selec-<br>tive School<br>at 14   | Fee Paying<br>School at 14 | State Selec-<br>tive School<br>at 14 | Fee Paying<br>School at 14             | State Selec-<br>tive School<br>at 14   |

### ETHNICITY

| White British Women | 33%  | 26%  | 30% | 18% | 51% | 24%  | 35% | 14% |
|---------------------|------|------|-----|-----|-----|------|-----|-----|
| White British Men   | 55%  | 14%  | 36% | 12% | 55% | 14%  | 39% | 8%  |
| White Irish Women   | 100% | 0%   | 0%  | 67% | 0%  | 0%   | 14% | 29% |
| White Irish Men     | 0%   | 100% | 0%  | 50% | 0%  | 100% | 0%  | 50% |
| White Other Women   | 40%  | 0%   | 13% | 38% | 28% | 14%  | 17% | 13% |
| White Other Men     | 14%  | 29%  | 29% | 0%  | 60% | 0%   | 21% | 14% |
| Mixed Race Women    | 40%  | 20%  | 25% | 0%  | 25% | 0%   | 16% | 5%  |

**SCHOOL ATTENDED AT 14 BY AGE (CONT.)**

|   |      |     |     |      |      |     |     |     |
|---|------|-----|-----|------|------|-----|-----|-----|
| Mixed Race Men  | 100% | 0%  | 17% | 17%  | 50%  | 0%  | 33% | 33% |
| Black or Black British Women (Caribbean/African/Any other Black background) | 0%   | 0%  | 40% | 0%   | 0%   | 0%  | 31% | 23% |
| Black or Black British Men (Caribbean/African/Any other Black background)   | 0%   | 0%  | 50% | 0%   | 0%   | 0%  | 25% | 25% |
| South Asian/South Asian British Women (Indian/Pakistani/Bangladeshi etc)    | 68%  | 17% | 33% | 7%   | 50%  | 25% | 31% | 19% |
| South Asian/South Asian British Men (Indian/Pakistani/Bangladeshi etc)      | 75%  | 0%  | 13% | 25%  | 100% | 0%  | 44% | 19% |
| Asian/Asian British (Chinese/Japanese/Korean etc) Women                     | 0%   | 0%  | 20% | 0%   | 100% | 0%  | 21% | 21% |
| Asian/Asian British (Chinese/Japanese/Korean etc) Men                       | 50%  | 0%  | 0%  | 0%   | 0%   | 0%  | 25% | 0%  |
| Other Women   | 0%   | 0%  | 0%  | 50%  | 100% | 0%  | 0%  | 17% |
| Other Men   | 50%  | 50% | 0%  | 100% | 0%   | 50% | 0%  | 0%  |

## SCHOOL ATTENDED AT 14 BY SEXUAL ORIENTATION

|                           | 2018                       |                                      |  |  | 2020                       |                                      |  |  |
|---------------------------|----------------------------|--------------------------------------|--|--|----------------------------|--------------------------------------|--|--|
| Type of University        | Oxford/<br>Cambridge       | Oxford/<br>Cambridge                 | Other Russel<br>Group Insti-<br>tution | Other Russel<br>Group Insti-<br>tution | Oxford/<br>Cambridge       | Oxford/<br>Cambridge                 | Other Russel<br>Group Insti-<br>tution | Other Russel<br>Group Insti-<br>tution |
| School attended at age 14 | Fee Paying<br>School at 14 | State Selec-<br>tive School<br>at 14 | Fee Paying<br>School at 14             | State Selec-<br>tive School<br>at 14   | Fee Paying<br>School at 14 | State Selec-<br>tive School<br>at 14 | Fee Paying<br>School at 14             | State Selec-<br>tive School<br>at 14   |
| <u>SEXUAL ORIENTATION</u> |                            |                                      |  |  |                            |                                      |  |  |
| Straight Women            | 30%                        | 22%                                  | 29%                                    | 19%                                    | 53%                        | 18%                                  | 30%                                    | 16%                                    |
| Lesbian Women             | 33%                        | 33%                                  | 35%                                    | 9%                                     | 44%                        | 11%                                  | 32%                                    | 6%                                     |
| Straight Men              | 54%                        | 21%                                  | 44%                                    | 13%                                    | 61%                        | 15%                                  | 45%                                    | 9%                                     |
| Gay Men                   | 46%                        | 12%                                  | 15%                                    | 11%                                    | 45%                        | 15%                                  | 18%                                    | 16%                                    |

## SCHOOL ATTENDED AT 14 BY DISABILITY

|                           | 2018                       |                                      |  |  | 2020                       |                                      |  |  |
|---------------------------|----------------------------|--------------------------------------|--|--|----------------------------|--------------------------------------|--|--|
| Type of University        | Oxford/<br>Cambridge       | Oxford/<br>Cambridge                 | Other Russel<br>Group Insti-<br>tution | Other Russel<br>Group Insti-<br>tution | Oxford/<br>Cambridge       | Oxford/<br>Cambridge                 | Other Russel<br>Group Insti-<br>tution | Other Russel<br>Group Insti-<br>tution |
| School attended at age 14 | Fee Paying<br>School at 14 | State Selec-<br>tive School<br>at 14 | Fee Paying<br>School at 14             | State Selec-<br>tive School<br>at 14   | Fee Paying<br>School at 14 | State Selec-<br>tive School<br>at 14 | Fee Paying<br>School at 14             | State Selec-<br>tive School<br>at 14   |
| <u>DISABILITY</u>         |                            |                                      |  |  |                            |                                      |  |  |
| Disabled Women            | 33%                        | 0%                                   | 9%                                     | 0%                                     | 42%                        | 17%                                  | 36%                                    | 8%                                     |
| Disable Men               | 60%                        | 0%                                   | 20%                                    | 40%                                    | 50%                        | 0%                                   | 50%                                    | 17%                                    |



## SCHOOL ATTENDED AT 14 BY AGE

|                                   | 2018      |           |           |           |           |           |           |           |           |         |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Type of School Attended at age 14 | Age 21-25 | Age 26-30 | Age 31-35 | Age 36-40 | Age 41-45 | Age 46-50 | Age 51-55 | Age 56-60 | Age 61-65 | Age 66+ |
| UK State non-selective school     | 49%       | 53%       | 47%       | 49%       | 54%       | 46%       | 38%       | 28%       | 8%        | 0%      |
| UK State selective school         | 17%       | 13%       | 11%       | 11%       | 16%       | 21%       | 34%       | 33%       | 33%       | 33%     |
| UK Independent school             | 17%       | 15%       | 22%       | 19%       | 21%       | 16%       | 17%       | 20%       | 25%       | 67%     |
| UK Public School                  | 9%        | 10%       | 7%        | 9%        | 6%        | 9%        | 14%       | 8%        | 8%        | 0%      |
| Overseas school                   | 7%        | 8%        | 10%       | 11%       | 8%        | 10%       | 9%        | 6%        | 17%       | 0%      |
| Other                             | 0%        | 1%        | 1%        | 1%        | 1%        | 2%        | 0%        | 2%        | 0%        | 0%      |
| Don't Know how to categorize      | 1%        | 1%        | 1%        | 1%        | 1%        | 1%        | 0%        | 2%        | 8%        | 0%      |

## SCHOOL ATTENDED AT 14 BY AGE

|                                   | 2020      |           |           |           |           |           |           |           |           |         |
|-----------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| Type of School Attended at age 14 | Age 21-25 | Age 26-30 | Age 31-35 | Age 36-40 | Age 41-45 | Age 46-50 | Age 51-55 | Age 56-60 | Age 61-65 | Age 66+ |
| UK State non-selective school     | 38%       | 40%       | 42%       | 37%       | 41%       | 34%       | 47%       | 27%       | 46%       | 25%     |
| UK State selective school         | 27%       | 12%       | 14%       | 11%       | 10%       | 8%        | 12%       | 24%       | 23%       | 0%      |
| UK Independent school             | 19%       | 19%       | 15%       | 22%       | 21%       | 26%       | 15%       | 15%       | 15%       | 0%      |
| UK Public School                  | 5%        | 6%        | 6%        | 9%        | 11%       | 9%        | 10%       | 15%       | 0%        | 75%     |
| Overseas school                   | 11%       | 20%       | 21%       | 19%       | 17%       | 21%       | 13%       | 15%       | 8%        | 0%      |
| Other                             | 0%        | 1%        | 1%        | 0%        | 0%        | 1%        | 2%        | 2%        | 8%        | 0%      |
| Don't Know how to categorize      | 0%        | 0%        | 0%        | 1%        | 0%        | 0%        | 2%        | 0%        | 0%        | 0%      |

## SCHOOL ATTENDED AT 14 BY AGE

|                                   | 2018      |           | 2020      |           |
|-----------------------------------|-----------|-----------|-----------|-----------|
| Type of School Attended at age 14 | Age 25-30 | Age 46-50 | Age 25-30 | Age 46-50 |
| UK State non-selective school     | 25%       | 9%        | 26%       | 8%        |
| UK State selective school         | 25%       | 11%       | 24%       | 6%        |
| UK Independent school             | 19%       | 9%        | 26%       | 13%       |
| UK Public School                  | 26%       | 10%       | 19%       | 11%       |
| Overseas school                   | 19%       | 11%       | 28%       | 11%       |
| Other                             | 17%       | 25%       | 20%       | 10%       |

## SCHOOL ATTENDED AT 14 BY 1ST GEN X RUSSEL

|  | 2018                 |                  | 2020                 |                  |
|--|----------------------|------------------|----------------------|------------------|
| Type of school attended at age 14 by respondents who attended University as first Generation | Oxford/<br>Cambridge | Russell<br>Group | Oxford/<br>Cambridge | Russell<br>Group |
| State non-selective  | 43%                  | 58%              | 37%                  | 57%              |
| State selective school   | 24%                  | 17%              | 20%                  | 13%              |
| Independent/fee-paying   | 28%                  | 22%              | 36%                  | 23%              |

## SCHOOL ATTENDED AT 14 BY 2018 SALARY

|                                   | 2018           |                 |                     |
|-----------------------------------|----------------|-----------------|---------------------|
| Type of School Attended at age 14 | Bottom 50%     | Top 10%         | Highest Band        |
| UK State Comprehensive school     | 25,001-50,000  | 100,001-200,000 | 1,000,001-2,000,000 |
| UK State selective/Grammar school | 50,001-100,000 | 200,001-300,000 | 700,001-1,000,000   |
| UK Fee Paying                     | 50,001-100,000 | 400,001-500,000 | 2,000,000 and over  |
| All Other Schools                 | 50,001-100,000 | 600,001-700,000 | 1,000,001-2,000,000 |



## SCHOOL ATTENDED AT 14 BY 2020 SALARY

|                                   | 2020            |                 |                     |
|-----------------------------------|-----------------|-----------------|---------------------|
| Type of School Attended at age 14 | Bottom 50%      | Top 10%         | Highest Band        |
| UK State non-selective school     | 50,001-100,000  | 200,001-300,000 | 2,000,000 and over  |
| UK State selective school         | 50,001-100,000  | 200,001-300,000 | 700,001-1,000,000   |
| UK Independent school             | 50,001-100,000  | 200,001-300,000 | 1,000,001-2,000,000 |
| UK Public School                  | 100,001-200,000 | 200,001-300,000 | 1,000,001-2,000,000 |
| Overseas school                   | 100,001-200,000 | 200,001-300,000 | 2,000,000 and over  |
| Other                             | 100,001-200,000 | 300,001-400,000 | 2,000,000 and over  |
| Don't Know how to categorize      | 25,001-50,000   | 50,001-100,000  | 50,001-100,000      |

## TYPE OF UNIVERSITY BY 2018 SALARY

| Salary               | 2018                 |                          |                                      |                                   |                        |       |
|----------------------|----------------------|--------------------------|--------------------------------------|-----------------------------------|------------------------|-------|
|                      | Type of University   |                          |                                      |                                   |                        |       |
|                      | Oxford/<br>Cambridge | Other Rus-<br>sell Group | Other pre-<br>1992/old<br>university | Post 1992/<br>new univer-<br>sity | University<br>overseas | Other |
| 0- 25,000            | 2%                   | 5%                       | 11%                                  | 17%                               | 3%                     | 24%   |
| 25,001-50,000        | 20%                  | 28%                      | 26%                                  | 39%                               | 6%                     | 19%   |
| 50,001-100,000       | 35%                  | 36%                      | 36%                                  | 28%                               | 33%                    | 19%   |
| 100,001-200,000      | 25%                  | 18%                      | 17%                                  | 9%                                | 35%                    | 19%   |
| 200,001-300,000      | 5%                   | 2%                       | 4%                                   | 0%                                | 1%                     | 0%    |
| 300,001-400,000      | 3%                   | 1%                       | 1%                                   | 0%                                | 5%                     | 0%    |
| 400,001-500,000      | 2%                   | 1%                       | 1%                                   | 0%                                | 4%                     | 0%    |
| 500,001-600,000      | 0%                   | 1%                       | 0%                                   | 1%                                | 2%                     | 0%    |
| 600,001-700,000      | 1%                   | 0%                       | 0%                                   | 0%                                | 2%                     | 0%    |
| 700,001-1,000,000    | 0%                   | 2%                       | 0%                                   | 0%                                | 1%                     | 0%    |
| 1,000,001- 2,000,000 | 1%                   | 0%                       | 0%                                   | 0%                                | 1%                     | 0%    |
| 2,000,001 and over   | 0%                   | 0%                       | 0%                                   | 0%                                | 1%                     | 0%    |

## TYPE OF UNIVERSITY BY 2020 SALARY

| Salary               | 2020                 |                          |                                      |                                   |                        |       |
|----------------------|----------------------|--------------------------|--------------------------------------|-----------------------------------|------------------------|-------|
|                      | Type of University   |                          |                                      |                                   |                        |       |
|                      | Oxford/<br>Cambridge | Other Rus-<br>sell Group | Other pre-<br>1992/old<br>university | Post 1992/<br>new univer-<br>sity | University<br>overseas | Other |
| 0- 25,000            | 0%                   | 2%                       | 5%                                   | 6%                                | 3%                     | 6%    |
| 25,001-50,000        | 10%                  | 17%                      | 21%                                  | 32%                               | 4%                     | 33%   |
| 50,001-100,000       | 27%                  | 36%                      | 36%                                  | 37%                               | 24%                    | 33%   |
| 100,001-200,000      | 35%                  | 28%                      | 21%                                  | 18%                               | 39%                    | 11%   |
| 200,001-300,000      | 10%                  | 6%                       | 6%                                   | 3%                                | 7%                     | 0%    |
| 300,001-400,000      | 3%                   | 3%                       | 1%                                   | 1%                                | 6%                     | 0%    |
| 400,001-500,000      | 3%                   | 2%                       | 3%                                   | 0%                                | 5%                     | 0%    |
| 500,001-600,000      | 1%                   | 1%                       | 1%                                   | 0%                                | 3%                     | 0%    |
| 600,001-700,000      | 0%                   | 1%                       | 1%                                   | 0%                                | 1%                     | 0%    |
| 700,001-1,000,000    | 3%                   | 1%                       | 2%                                   | 1%                                | 5%                     | 0%    |
| 1,000,001- 2,000,000 | 1%                   | 1%                       | 1%                                   | 0%                                | 1%                     | 0%    |
| 2,000,001 and over   | 0%                   | 1%                       | 0%                                   | 0%                                | 1%                     | 0%    |

## NETWORK MEMBERSHIP

While women and minority racial groups might be seeking social support through membership in both external and workplace diversity networks, they are largely absent from law related networks. In as much as participation in law related networks might be considered important for career success, this pattern might be problematic for women and minorities.

**Gender.** Women and men reported membership in law related and non-law related networks in roughly equal proportions. However, a greater proportion of women reported membership in both external and workplace related diversity networks. Nonetheless, participation in any network was fairly low for both men and women.

**Gender X Race.** The intersection of gender and race revealed larger gender gaps and even interactions between race and gender for law related and non-law related networks. While White British men and White British women reported near equal proportions of memberships in law related networks, the difference between the proportions of men and women for other racial groups displayed a much larger gap. Among White Irish, Black, and Asian groups, men typically displayed considerably higher proportions of membership in law related networks. The pattern seemed to reverse for non-law related networks. For these same groups, women reported considerably higher proportions than men. Membership in external and workplace diversity networks was typically higher for Non-White racial groups, and with few exceptions, higher among women within those Non-White racial groups. Nonetheless, membership in any network was fairly low. No gender-by-race category reported proportions above 46%. Most proportions were under 30%. A notable exception was that Black/Black British women tended to report fairly high participation in both external (47%) and workplace(39%) diversity networks.

While **women and BAME groups** might be seeking **socioemotional support** through membership in both **external and workplace diversity networks**, they are **largely absent from law related networks**

**Gender X Sexual Orientation.** Interestingly gay men and lesbian women were more likely to report membership in all of the membership categories (external diversity networks, workplace diversity networks, law-related networks, and non-law related). With the exception of the 2020 data on law-related and non-law network, gay men and lesbian women reported equal proportions. In these two exceptions, lesbian women reported slightly higher proportions of membership than gay men.

**Gender X Disability.** Men and women with disabilities were most likely to report membership in a workplace diversity network, followed by membership in an external non-law related network. In the case of disabled women, membership in a law-related was the least reported.

## NETWORK MEMBERSHIP BY SEX

|                                   | 2018                       |                             |                                  |                                      | 2020                       |                             |                                  |                                      |
|-----------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|
| Benefited from network membership | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group |
| <u>GENDER</u>                     |                            |                             |                                  |                                      |                            |                             |                                  |                                      |
| Women                             | 9%                         | 11%                         | 10%                              | 12%                                  | 22%                        | 31%                         | 14%                              | 12%                                  |
| Men                               | 13%                        | 16%                         | 10%                              | 12%                                  | 16%                        | 23%                         | 10%                              | 14%                                  |

## NETWORK MEMBERSHIP BY ETHNICITY

|                                   | 2018                       |                             |                                  |                                      | 2020                       |                             |                                  |                                      |
|-----------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|
| Benefited from network membership | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group |
| <u>ETHNICITY</u>                  |                            |                             |                                  |                                      |                            |                             |                                  |                                      |
| White British Women               | 8%                         | 9%                          | 10%                              | 11%                                  | 14%                        | 30%                         | 16%                              | 11%                                  |
| White British Men                 | 12%                        | 14%                         | 9%                               | 12%                                  | 12%                        | 21%                         | 9%                               | 14%                                  |
| White Irish Women                 | 100%                       | 7%                          | 7%                               | 100%                                 | 5%                         | 11%                         | 5%                               | 11%                                  |
| White Irish Men                   | 7%                         | 29%                         | 7%                               | 7%                                   | 22%                        | 33%                         | 33%                              | 22%                                  |
| White Other Women                 | 13%                        | 26%                         | 11%                              | 20%                                  | 15%                        | 25%                         | 17%                              | 11%                                  |
| White Other Men                   | 16%                        | 27%                         | 16%                              | 12%                                  | 17%                        | 30%                         | 11%                              | 9%                                   |
| Mixed Race Women                  | 7%                         | 4%                          | 15%                              | 11%                                  | 23%                        | 33%                         | 9%                               | 9%                                   |
| Mixed Race Men                    | 22%                        | 100%                        | 100%                             | 11%                                  | 43%                        | 29%                         | 14%                              | 7%                                   |

## NETWORK MEMBERSHIP BY ETHNICITY (CONT.)

|   | 2018                       |                             |                                  |                                      | 2020                       |                             |                                  |                                      |
|---|----------------------------|-----------------------------|----------------------------------|--------------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|
| Benefited from network membership   | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group |
| Black or Black British Women (Caribbean/African/Any other Black background) | 28%                        | 24%                         | 17%                              | 10%                                  | 47%                        | 39%                         | 15%                              | 17%                                  |
| Black or Black British Men (Caribbean/African/Any other Black background)   | 14%                        | 14%                         | 43%                              | 14%                                  | 28%                        | 28%                         | 0%                               | 28%                                  |
| South Asian/South Asian British Women (Indian/Pakistani/Bangladeshi etc)    | 8%                         | 13%                         | 11%                              | 13%                                  | 28%                        | 36%                         | 9%                               | 9%                                   |
| South Asian/South Asian British Men (Indian/Pakistani/Bangladeshi etc)      | 23%                        | 23%                         | 18%                              | 18%                                  | 19%                        | 25%                         | 9%                               | 6%                                   |
| Asian/Asian British (Chinese/Japanese/Korean etc) Women                     | 6%                         | 25%                         | 6%                               | 6%                                   | 27%                        | 43%                         | 0%                               | 13%                                  |
| Asian/Asian British (Chinese/Japanese/Korean etc) Men                       | 100%                       | 25%                         | 100%                             | 100%                                 | 33%                        | 11%                         | 22%                              | 22%                                  |
| Other Women   | 22%                        | 11%                         | 11%                              | 22%                                  | 15%                        | 46%                         | 15%                              | 15%                                  |
| Other Men   | 29%                        | 100%                        | 14%                              | 14%                                  | 17%                        | 33%                         | 0%                               | 17%                                  |



## NETWORK MEMBERSHIP BY SEXUAL ORIENTATION


|                                   | 2018                       |                             |                                  |                                      | 2020                       |                             |                                  |                                      |
|-----------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|
| Benefited from network membership | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group |
| <u>SEXUAL ORIENTATION</u>         |                            |                             |                                  |                                      |                            |                             |                                  |                                      |
| Straight Women                    | 7%                         | 9%                          | 9%                               | 12%                                  | 19%                        | 30%                         | 13%                              | 11%                                  |
| Lesbian Women                     | 34%                        | 31%                         | 22%                              | 15%                                  | 46%                        | 46%                         | 21%                              | 28%                                  |
| Straight Men                      | 2%                         | 3%                          | 6%                               | 9%                                   | 13%                        | 10%                         | 9%                               | 12%                                  |
| Gay Men                           | 33%                        | 42%                         | 17%                              | 15%                                  | 40%                        | 47%                         | 14%                              | 14%                                  |

## NETWORK MEMBERSHIP BY DISABILITY

|                                   | 2018                       |                             |                                  |                                      | 2020                       |                             |                                  |                                      |
|-----------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|----------------------------|-----------------------------|----------------------------------|--------------------------------------|
| Benefited from network membership | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group | External Diversity Network | Workplace Diversity Network | Non-law related network or Group | Specialist Law related Network Group |
| <u>DISABILITY</u>                 |                            |                             |                                  |                                      |                            |                             |                                  |                                      |
| Disabled Women                    | 10%                        | 13%                         | 15%                              | 13%                                  | 23%                        | 44%                         | 40%                              | 16%                                  |
| Disabled Men                      | 33%                        | 25%                         | 17%                              | 21%                                  | 15%                        | 39%                         | 23%                              | 23%                                  |

## Potential Determinants of Career Success





## Beyond the two theories or pathways to career success are a number of factors.

These other factors are also believed to be important factors for determining upward mobility in a career. Among this list are promotion desires, training, work allocations/flexibility, children & caring responsibilities, discrimination & harassment, and disability.

In this section, the data on each of these factors are presented. As with the preceding section, sociodemographic differences are examined. In addition, where significant, correlational results are discussed to 1) substantiate the relationship between the factor and indicators of career success, and 2) to examine sociodemographic differences in the correlations.

## PROMOTION DESIRES AND EXPECTATIONS

Respondents were asked to respond to two promotion questions in respect to their workplaces. They were asked to indicate the degree to which they 1) *Desire to be promoted* and 2) *expect to be promoted* on a 1 (low) to 5 (high) scale.

Contrary to previous assumptions, marginalized groups displayed equivalent or higher levels of desires for promotion, however, the correlation between desires for promotion and expectation of getting a promotion were lower for these groups. Expectations of promotion were strongly linked to reported levels of experiences with discrimination, bullying and bias.

**Gender.** While women reported a slightly higher desire to be promoted and expectation of promotion than men, they reported lower opinions that the workplace promotion system was transparent and fair

**Race.** Black, Asian, and South Asian groups generally reported either higher or equivalent desires and expectations for promotion than the White racial groups, but nonetheless reported lower perceptions that their workplace promotion systems were transparent and fair. In general, the desires and expectations of promotion for all groups were generally high; however, while White racial groups tended to report slightly positive ratings for the transparency and fairness of their promotion systems, BAME groups tended to report slightly negative ratings for the transparency and fairness of their promotion systems.

**Sexual Orientation.** The ratings were roughly the same across sexual orientation groups. All groups reported relatively high desires and expectations for promotions and slightly more positive ratings for the transparency and fairness of the promotion system.

**Disability.** While those individuals without disabilities tended to report slightly higher desires and ex-

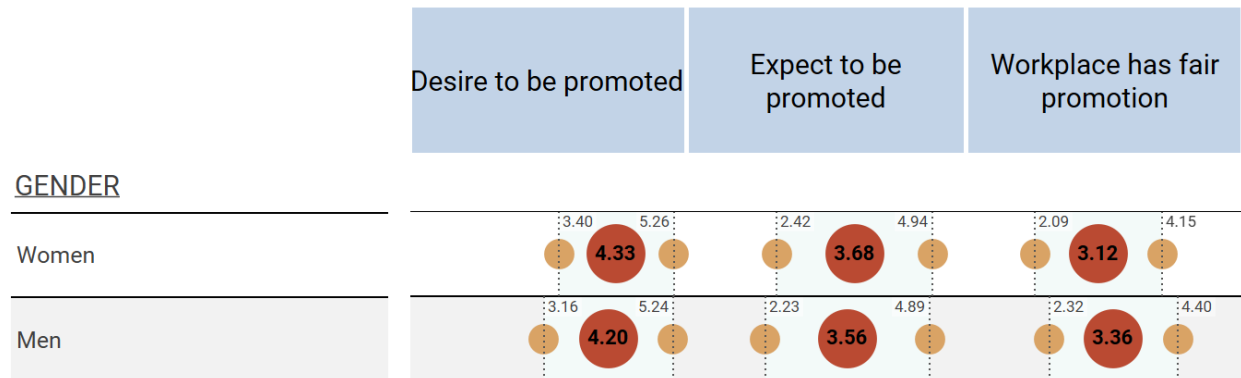
pectations of promotion, the ratings of the transparency and fairness of the promotions systems were about equal between those individuals with disabilities and those without disabilities.

**Correlations.** Whereas the desire to be promoted was typically strongly correlated with the expectation of being promoted, they were substantially more correlated for the White racial groups than for the BAME groups ( $r=.87$  vs.  $r=.40$  for example) (see Appendix D). Only among racial minority groups did we find significant strong correlations between expectation of promotion and personal experiences with discrimination, bullying, and being impacted by unconscious bias. Interestingly, mixed race individuals showed the most consistent pattern of significant and strong correlations for all the indicators of personal experiences with discrimination (see Appendix E).

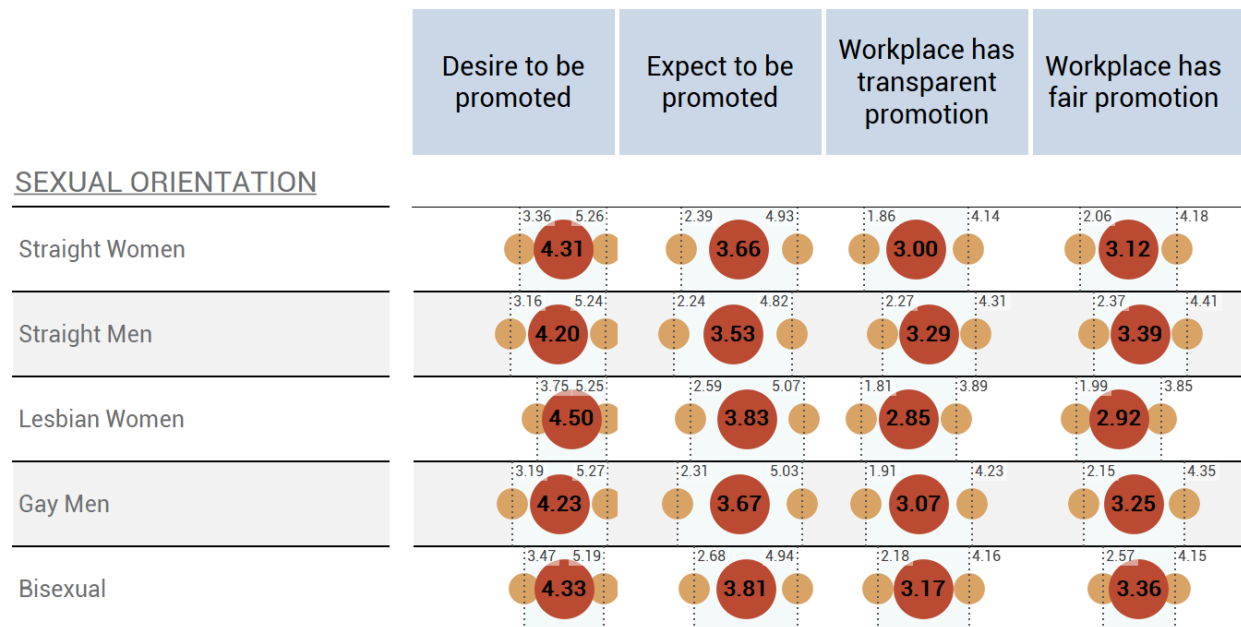
**Expectations of promotion were strongly linked to reported levels of experiences with discrimination, bullying and bias**

Additional information can be found within Appendix D.

## PROMOTION DESIRES BY GENDER



## IMPRESSIONS ON PROMOTION BY SEXUAL ORIENTATION



## TRAINING

Respondents were asked two training related questions with regard to their respective workplaces: 1) *Has adequate training for its managers* and 2) *I have access to suitable and relevant training to support me*.


In summary, there were sociodemographic differences in training adequacy and suitability ratings. In virtually every case, majority status groups typically reported more positive ratings of training than minority status groups.

**Gender.** Means for males were consistently higher than that for females, but not substantially higher.

**Race.** White British groups reported consistently and substantially more positive opinions of the adequacy and suitability of training than other groups. Black groups consistently reported lower ratings for both training questions. In particular, their perceptions of adequate training for managers was below the midpoint (2.41) indicating a less favourable view of the training adequacy.

**Sexual Orientation.** The training ratings were consistently higher for Straight individuals relative to Gay and Lesbian individuals. However, Bisexual individuals provided the most positive ratings (2020 ratings) for the training questions.

**Disability.** Individuals with disabilities provided slightly lower training ratings than individuals without disabilities.



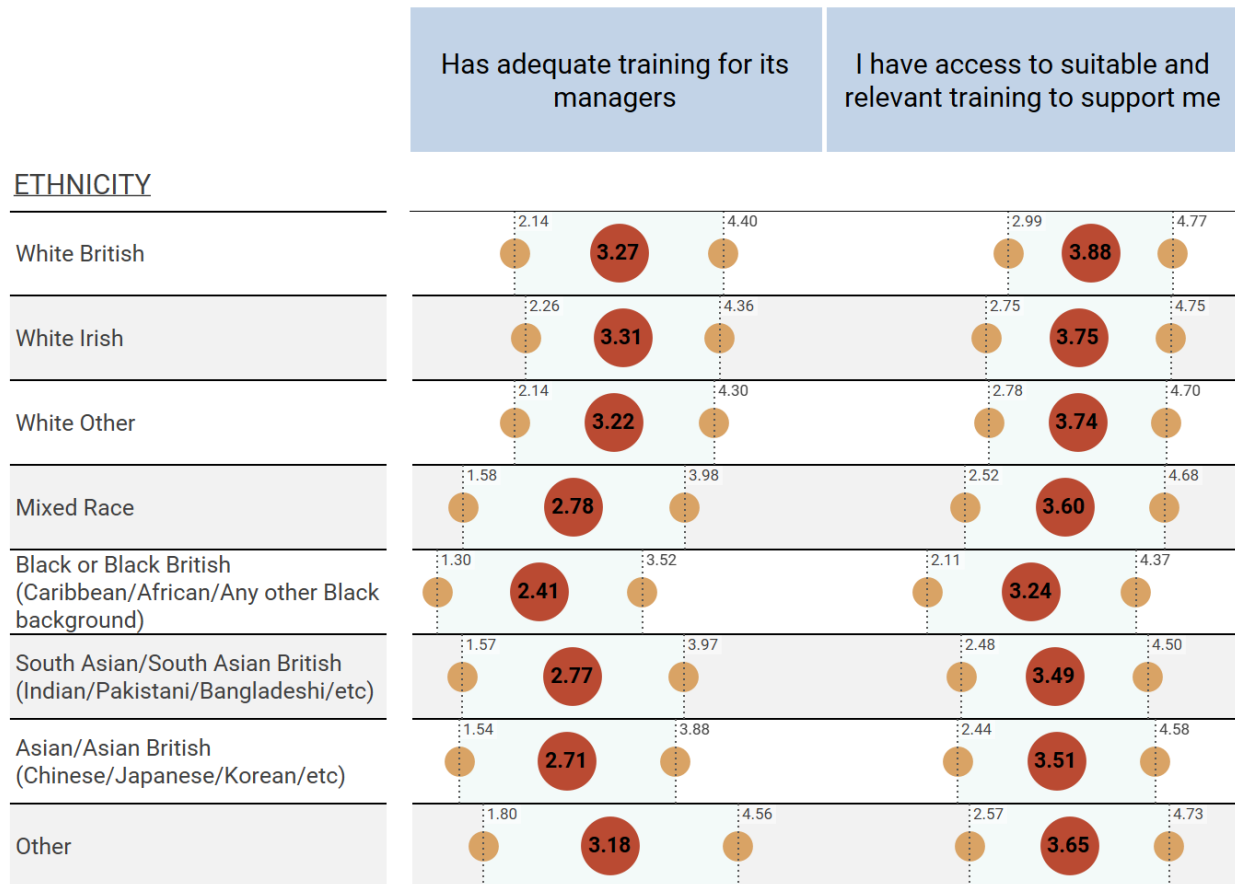
**In virtually every case, majority status groups typically reported more positive ratings of training than minority status groups.**

Additional information can be found within Appendix E.



## TRAINING BY ETHNICITY

### ETHNICITY



## WORK ALLOCATION

Respondents were asked four work allocation related questions regarding their respective workplaces. On a 1 (low) to 5 (high) scale, respondents were asked to indicate the degree to which they endorsed each of the following statements about their workplaces: 1) Allocates work transparently, 2) allocates work fairly, 3) Evenly distributes work, and 4) Workload is fair compared to colleagues, and 5) Quality of work is commensurate with colleagues.

In summary, there were sociodemographic differences in work allocation ratings. Gender, race, and disability status groups generally reported either negative or relatively lower positive ratings across the work allocation questions. There were no substantial differences between sexual orientation status groups.

**Gender.** Means for men were consistently higher than that for women, but not substantially.

**Race.** Whereas White racial groups were consistently above the scale midpoint (i.e., more positive), Black and Asian groups consistently reported lower than Whites, and beneath the midpoint (i.e., more negative) regarding the allocation of work questions. Interesting, these groups reported more positive attitudes toward the idea that their allocations were fair and commensurate with their colleagues. However, it's not clear whom they considered to be their "colleagues" in this question.

**Sexual orientations.** Straight, Gay/Lesbian, and bisexual ratings were fairly equivalent with occasional differences. However, the group rankings alternated across the ratings.

**Disability.** Work allocation ratings for individuals without disabilities were consistently higher than ratings for individuals with disabilities.

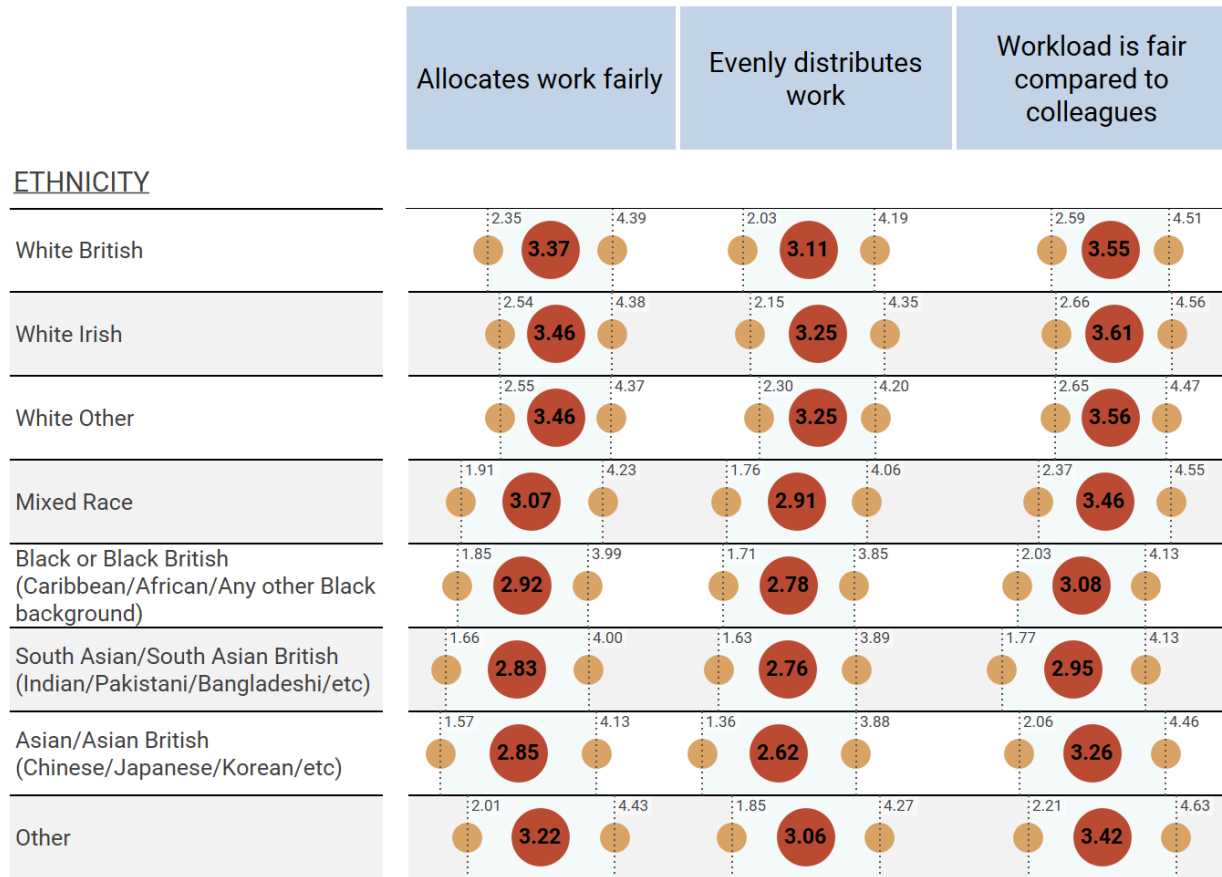
**Gender, race, and disability minority status groups generally reported either negative or relatively lower positive ratings across the work allocation questions.**

Additional information can be found within Appendix F.

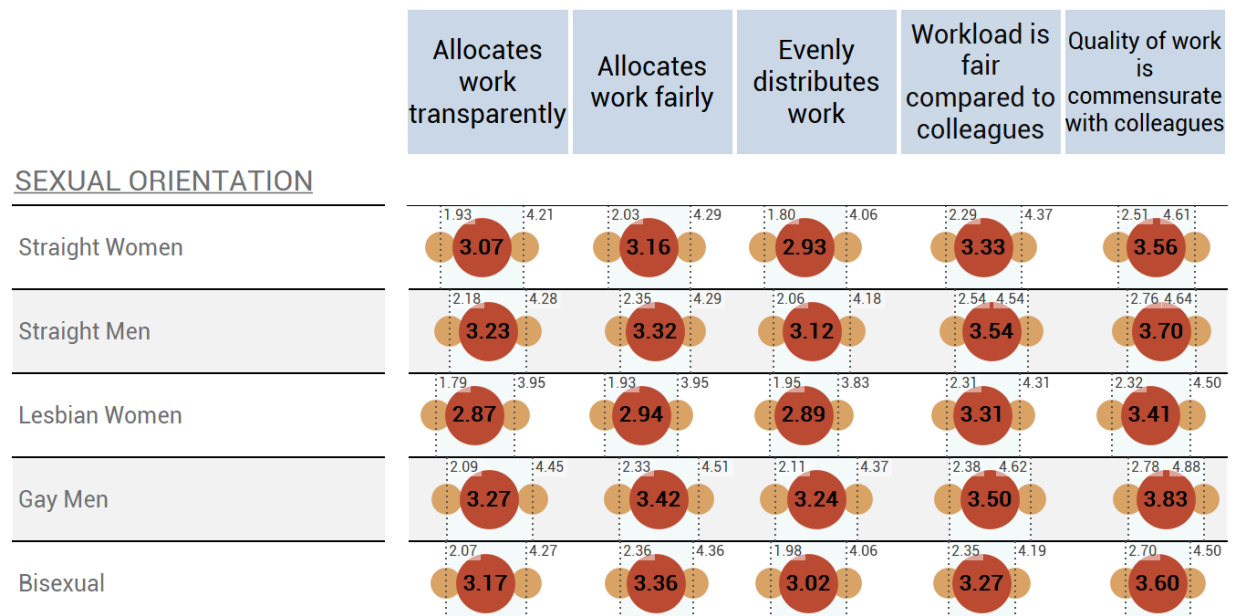


## WORK ALLOCATION BY ETHNICITY

### ETHNICITY



## IMPRESSIONS ON WORK ALLOCATION BY SEXUAL ORIENTATION



## WORK FLEXIBILITY

Respondents were asked to indicate if they worked flexibly, and two additional questions related to the topic of work flexibility on a 1 (low) to 5 (low) scale. Respondents were asked to indicate the degree to which they were: 1) *Satisfied with part-time work* and, 2) if they were satisfied with the *organisation's approach to flexible/agile working*.

In summary, there were not substantial differences in the percentage of people working flexible work schedules regarding gender, race, and sexual orientation. With a moderate amount of variability, most groups reported approximately 50% of people working a flexible work schedule. There was a more substantial difference regarding disability status. Approximately 63% (2020 data) of those with a disability reported working a flexible work schedule relative to 56% of those without a disability.

There were sociodemographic differences in work flexibility ratings. The gender and race -patterns were typical of the "majority-greater-than-minority" pattern. However, sexual orientation and disability patterns were inverse. In these cases, those with marginalized statuses (gay, lesbian, bi-sexual, people with a disability) typically displayed more positive opinions of the organisation's approach to flexible/agile working.

**Gender.** Whereas both groups reported fairly positive opinions of part-time work and the organisation's approach to flexible/agile working, men were slightly more positive.

**Race.** Whereas all groups provided work flexibility ratings above the midpoint, thereby indicating generally positive ratings, the White racial groups, reported more positive ratings than BAME racial groups. Among the latter, the least positive ratings were provided by Blacks and South Asian racial groups.

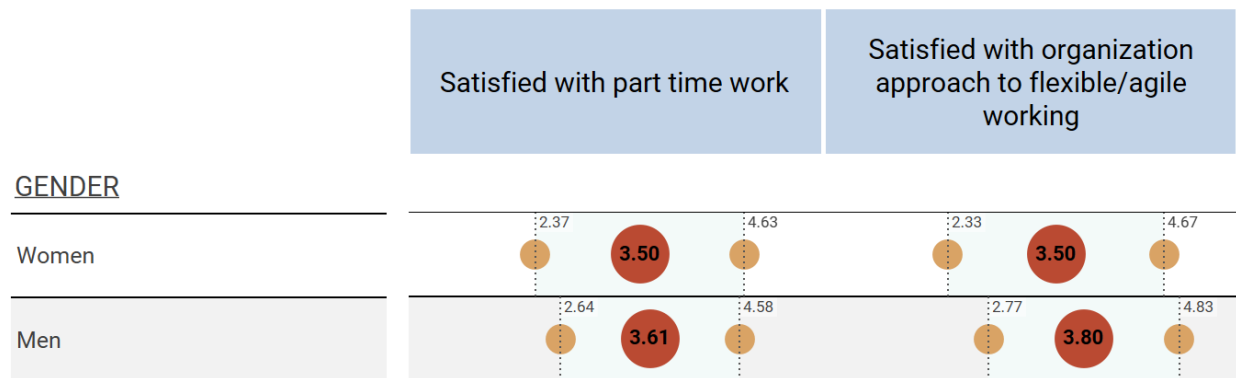
**Sexual orientation.** Gay and Lesbian groups reported more positive satisfaction with part-time

work and the organisation's approach to work flexibility/agility. However, the ratings were generally highest for bisexual individuals.

**Disability.** The ratings for individuals with a disability and individuals without a disability only differed with respect to their opinions regarding the organisation's approach to flexible/agile working. Those individuals with a disability reported more positive attitudes and opinions regarding the organisation's approach to flexible/agile working.

**BAME and Lesbians reported the lowest flexible/agile working ratings among socio-demographic groups.**

Additional information can be found within Appendix G.

**WORK FLEXIBILITY BY GENDER**

## CHILDREN AND CARING RESPONSIBILITIES

Respondents were asked to indicate if they 1) had children and 2) had 'caring responsibilities'

Whereas a higher proportion of men (42%) reported that they had children than women (32%), a slightly higher proportion of women (30%) reported having caring responsibilities than men (27%). This latter difference might be accounted for by the fact that the modal number of children at home for women (M=2) was higher than that for men (M=1). However, it might also be accounted for by the traditional pattern of women assuming the responsibility to care for children and others (i.e., aged/disabled parents, etc.).



**A slightly higher proportion of women reported having caring responsibilities than men.**

Additional information can be found within Appendix H.

## DISCRIMINATION & HARASSMENT: WORKPLACE PERCEPTIONS

Respondents were asked three discrimination, bullying, and unconscious bias related questions with regard to their respective workplaces. On a 1 (low) to 5 (high) scale, respondents were asked to indicate the degree to which they endorsed each of the following statements about their workplaces: 1) *Workplace free from discrimination*, 2) *Workplace free from bullying*, and 3) *Not impacted by unconscious bias*.

In sum, there were sociodemographic differences in discrimination, bullying, and unconscious bias ratings. However, these differences varied depending upon which particular sociodemographic difference was considered. Notably, the responses of BAME racial groups tended to reflect the belief that discrimination, bullying, and unconscious bias was more evident in their respective workplaces. The differences among gender, sexual orientation, and disability groups varied depending upon whether the focus was on discrimination, bullying, or unconscious bias.

Gender, race, and disability minority status groups generally reported either negative or relatively lower positive ratings across the work allocation questions. There were no substantial differences between sexual orientation status groups.

**Gender.** The ratings for men were consistently higher than that for women. Most notably, whereas males responded slightly more positive to the notion that their workplaces were not impacted by unconscious bias, women reported slightly more negative. Thus, women were more likely to believe that their workplaces were in fact impacted by unconscious bias.

**Race.** Whereas White racial groups were consistently above the scale midpoint (i.e., positive responses), BAME racial groups consistently reported lower ratings than White racial groups. Furthermore, these ratings were generally beneath the midpoint of the scale, thereby reflecting a neg-

ative response to the discrimination, bullying, and unconscious bias questions. Thus, BAME racial groups were more likely to believe that their organisations were impacted by discrimination, bullying, and unconscious bias.

**Sexual Orientation.** Gay/Lesbian and Bisexual groups were more likely to suggest that their workplace was free from bullying and free from unconscious bias than Straight individuals. But less likely to suggest that the workplace was free from discrimination.

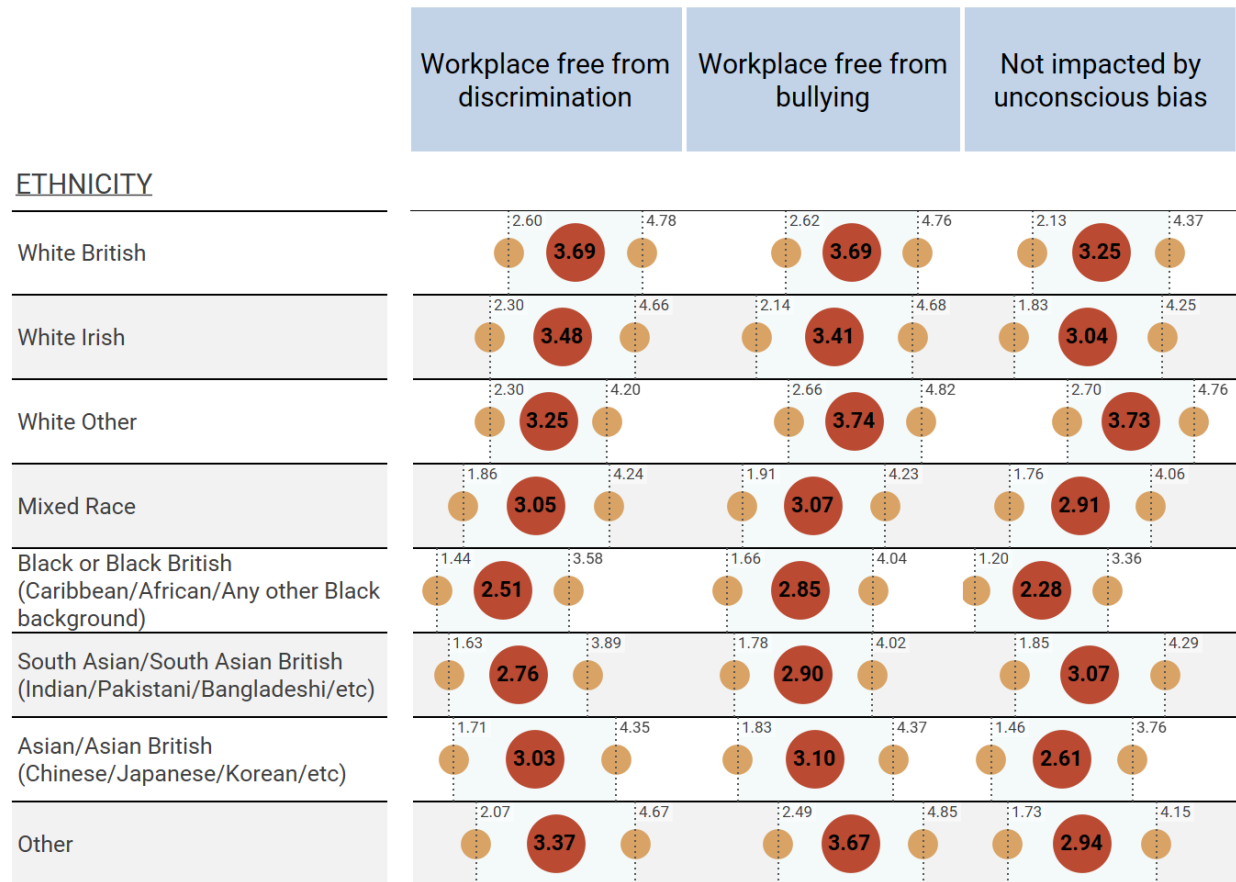
**Disability.** While all ratings were in the positive range, those individuals with disabilities were less likely to suggest that the workplace was free from discrimination, bullying and unconscious bias with the exception of unconscious bias ratings in 2020.

The responses of **BAME** groups tended to reflect the belief that **discrimination, bullying, and unconscious bias was more evident** in their respective workplaces. The differences among **gender, sexual orientation, and disability groups varied** depending upon whether the focus was on **discrimination, bullying, or unconscious bias**.

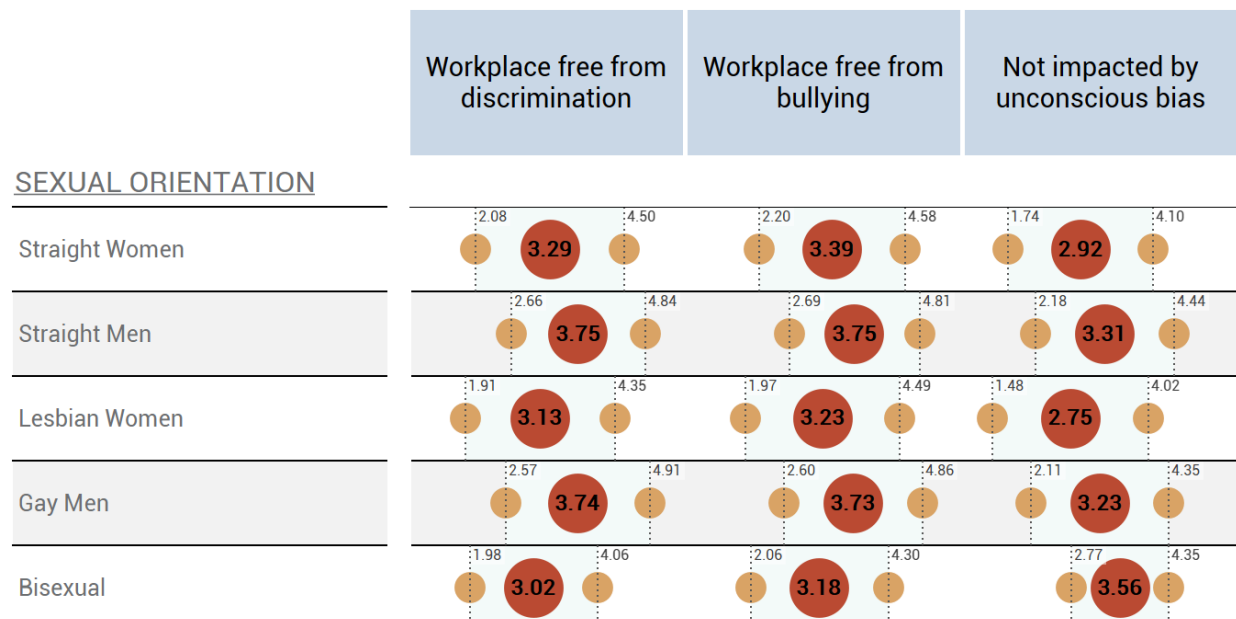
Additional information can be found within Appendix I.



## DISCRIMINATION AND HARASSMENT BY ETHNICITY



## DISCRIMINATION AND HARASSMENT BY SEXUAL ORIENTATION



## ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS

Respondents were asked two questions regarding their organisations' commitment to equality and diversity on a 1 (low) to 5 (high) scale: 1) *Lives up to public commitment to equality and diversity*, and 2) *Satisfied with the organisation's equality and diversity practices*.

In summary, there were sociodemographic differences in the perceptions of respondents about their organisations' commitment to equality and diversity. However, these differences varied depending upon which particular sociodemographic difference was considered. Notably, the responses of Black and South-Asian racial groups tended to reflect the belief that organisations were not particularly living up to their public commitments to equality and diversity. Furthermore, they were less satisfied with the organisation's equality and diversity practices.

Whereas the responses of women and individuals with disabilities tended to be positive, they were generally less positive than their respective male and non-disabled counterparts. Finally, bisexual individuals were less likely to endorse either that the organisation lives up to its public commitment and satisfaction with the organisation's equality and diversity practices relative to Gay/Lesbian and Straight individuals.

**Gender.** Whereas all responses were positive, men reported more positive ratings than women.

**Race.** Whereas White racial groups were consistently above the scale midpoint (i.e., positive responses), BAME racial groups consistently reported lower ratings than White racial groups. Furthermore, these ratings were generally beneath the midpoint of the scale, thereby reflecting a negative response, for Black and South-Asian racial groups. The Asian racial groups were either at the midpoint or slightly above the midpoint of the scale. Thus, White racial groups were more inclined to believe that the organisation was living up to its

public commitment and were more satisfied with the organisation's equality and diversity efforts.

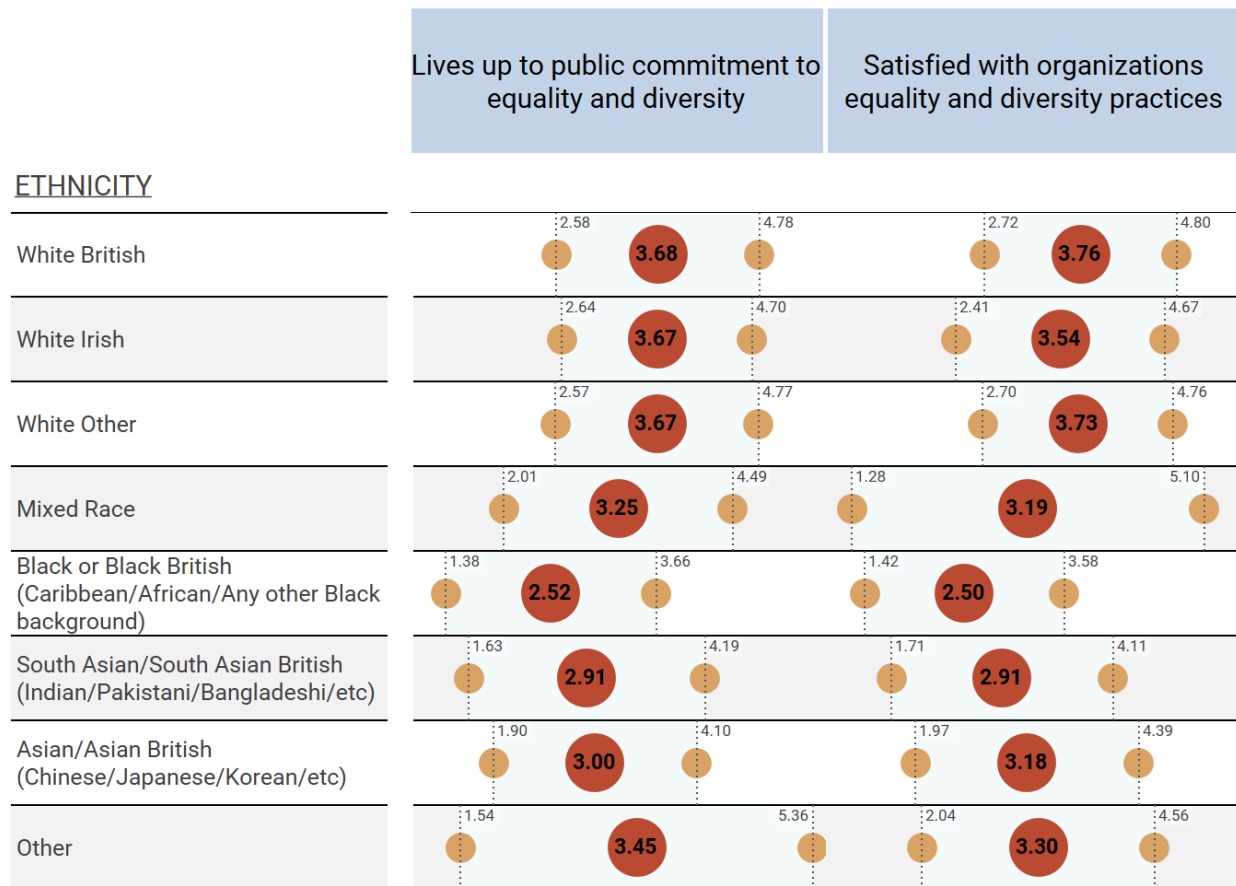
**Sexual orientation.** Whereas all responses were positive, there were small differences between sexual orientation groups. Whereas Gay/Lesbian individuals' opinions and satisfaction were virtually indistinguishable from Straight individuals, bi-sexual individuals provided fewer positive opinions and satisfaction with their respective organisation's efforts toward equality and diversity.

**Disability.** While all ratings were in the positive range, individuals with disabilities were less likely to endorse the idea that their organisation lives up to its public commitment to equality and diversity.

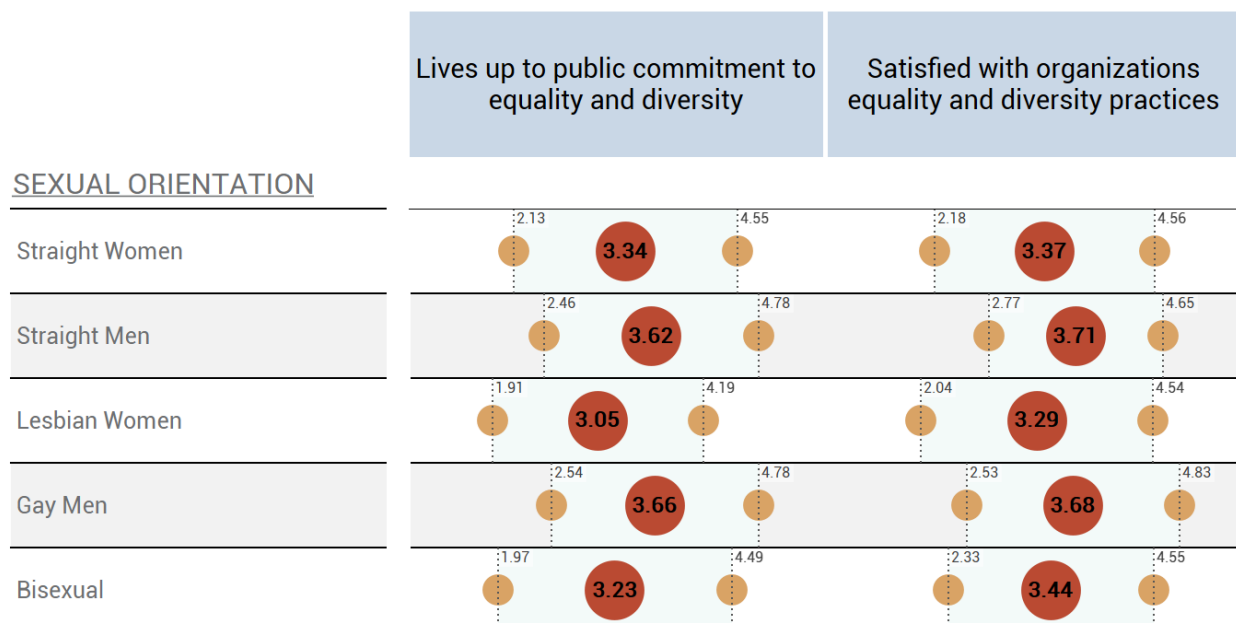
**The responses of Black and South-Asian racial groups tended to reflect the belief that organizations were not particularly living up to their public commitments to equality and diversity.**

Additional information can be found within Appendix J.

## ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS BY ETHNICITY



## IMPRESSION ON DIVERSITY, EQUITY AND INCLUSION BY SEXUAL ORIENTATION



## DISCRIMINATION AND HARASSMENT - PERSONAL EXPERIENCES

Respondents were asked three questions about their personal experiences with discrimination, bullying, and unconscious bias in their workplaces. On a 1 (low) to 5 (high) scale, respondents were asked to indicate the degree to which they endorsed each of the following statements regarding their workplaces: 1) *I am not discriminated against at work*, 2) *I am not bullied at work*, and 3) *I am not significantly impacted by unconscious bias*.

In summary, there were sociodemographic differences in personal discrimination, bullying, and unconscious bias ratings. The responses of BAME racial groups tended to reflect the belief that they were significantly impacted by unconscious bias. Moreover, their responses to experiences with discrimination and being bullied were less positive relative to their White racial group counterparts. The primary difference in gender was that women reported a less positive endorsement of the idea that they had not been significantly impacted by unconscious bias. Finally, Bisexual individuals reported the least positive responses to personal experiences with discrimination, bullying, and unconscious bias. Gay/Lesbian individuals reported the most positive responses to these questions. Individuals with disabilities provided fewer positive responses relative to those without disabilities.

**Gender.** The ratings for men and women were generally very positive. However, the ratings for men were consistently higher than that for women. While still positive the lowest rating for women was with regard to whether they were personally impacted by unconscious bias. Women were more likely than men to believe that they were personally impacted by unconscious bias.

**Race.** Whereas White racial groups were consistently very positive, the BAME racial groups consistently reported fairly negative responses regarding being impacted by unconscious bias. While still lower than the White racial groups, BAME racial

groups generally reported more positive endorsements of the idea that they were neither discriminated nor bullied at work.

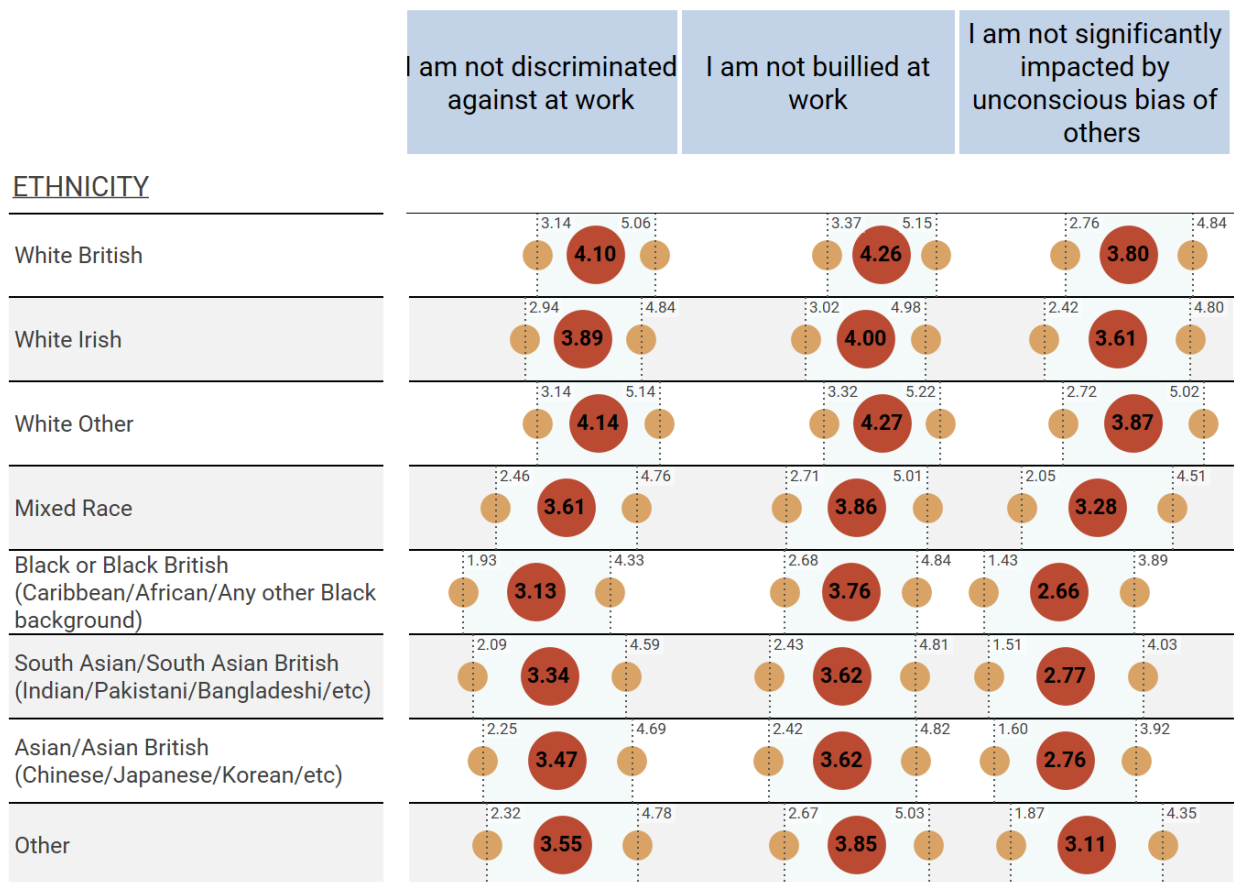
**Sexual Orientation.** Gay/Lesbian individuals were more likely to endorse the idea that they were neither discriminated against, bullied, nor impacted by unconscious bias relative to Straight and Bisexual groups. Bisexual groups reported the least positive responses to each of these questions.

**Disability.** While all ratings were in the positive range, those individuals with disabilities were less likely to endorse that they had not experienced discrimination, bullying, and unconscious bias in their respective workplaces.

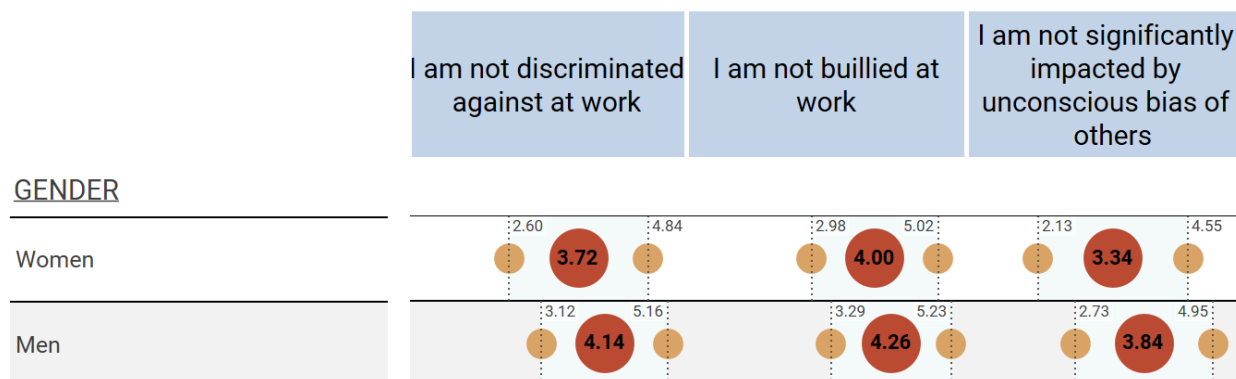
**In sum, there were sociodemographic differences in personal discrimination, bullying, and unconscious bias ratings.**

Additional information can be found within Appendix K.

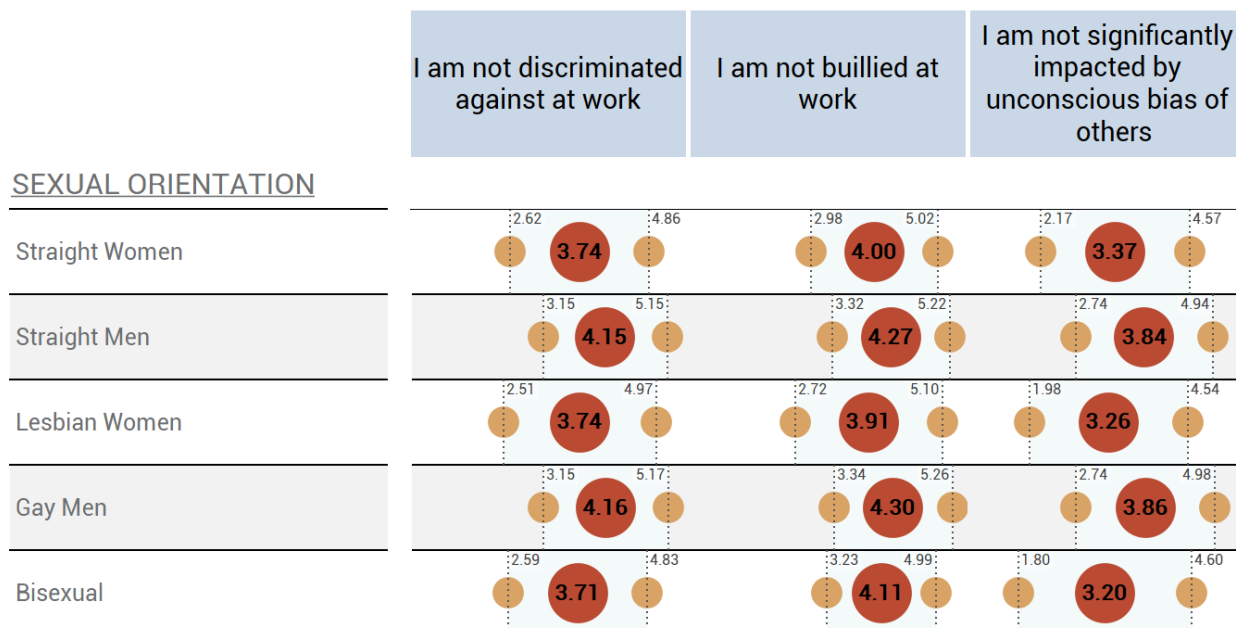
## DISCRIMINATION AND HARASSMENT BY ETHNICITY



## DISCRIMINATION AND HARASSMENT BY GENDER



## DISCRIMINATION AND HARASSMENT BY SEXUAL ORIENTATION



## DISABILITY

Respondents who initially reported having a disability (n=75 in 2018 and n=77 in 2020) were asked 1) if they asked for accommodations and 2) if they were satisfied with those accommodations. Both questions posed as “yes/no” options.

Among those who reported having a disability, approximately 61% (2018) to 64% (2020) reported asking for accommodations at work. Generally, only about half (52% for 2018 and 2020) of those with disabilities reported satisfaction with the accommodations that they received. There was substantial sociodemographic variation for both of these figures

Owing somewhat to the fact that those with disabilities accounted for a very small portion of the total sample (7%), there was very little variation between sex and race groups. Likely an artifact of a relatively low sample size, there was a notable difference between sexual orientation groups.

**Sex.** Women asked for more accommodations relative to men, and more frequently reported being satisfied with those accommodations than men.

**Race.** Among those with disabilities, South Asians with disabilities were most likely to request accommodations (83%) in 2020. Among equivalent sized racial groups, White “other” individuals with a disability were least likely to request accommodations (38%). With regard to satisfaction with accommodations, South Asians with disabilities were most likely to report being satisfied with their accommodations (83%). Black individuals with disabilities were least likely to report being satisfied with their accommodations (38%).

**Sexual Orientation.** The differences between sexual orientation groups vary considerably between 2018 and 2020 data. For example, whereas the proportion of Straight individuals with disabilities who requested accommodations was lower than Gay/Lesbian individuals with disabilities in 2018, this pattern was reversed in the 2020 data. Howev-

er, Gay/Lesbian individuals with disabilities were consistently more likely to report being satisfied with those accommodations than Straight individuals with disabilities. While Bisexual individuals with disabilities reported a higher percentage of those asking for accommodations and reporting satisfaction than the other two groups in 2018, its likely to be an artifact of their relatively much smaller numbers in the sample.

**Only about half (52% for 2018 and 2020) of those with disabilities reported satisfaction with the accommodations that they received. There was substantial sociodemographic variation.**



## DISABILITY BY GENDER

| <u>GENDER</u> | Percentage of those who have a disability |      | Percentage of those who asked for accommodations |      | Percentage of those satisfied with accommodations |      |
|---------------|---|------|--|------|---|------|
|               | 2018                                      | 2020 | 2018   | 2020 | 2018  | 2020 |
| Women         | 6%  | 9%   | 65%  | 71%  | 56%   | 56%  |
| Men           | 5%  | 4%   | 54%  | 31%  | 46%   | 39%  |



## DISABILITY BY ETHNICITY

|                                 | Percentage of those who have a disability |      | Percentage of those who asked for accommodations |      | Percentage of those satisfied with accommodations |      |
|---------------------------------|---|------|--|------|---|------|
| ETHNICITY                       | 2018                                      | 2020 | 2018   | 2020 | 2018  | 2020 |
| White British                   | 5%  | 8%   | 59%  | 71%  | 53%   | 55%  |
| White Irish                     | 0%  | 0%   | 0%   | 0%   | 0%  | 0%   |
| White Other                     | 5%  | 7%   | 80%  | 38%  | 60%   | 63%  |
| Mixed Race                      | 5%  | 9%   | 50%  | 20%  | 100%  | 0%   |
| Black or Black British          | 10%                                       | 8%   | 75%  | 63%  | 0%  | 38%  |
| South Asian/South Asian British | 14%                                       | 6%   | 63%  | 83%  | 63%   | 83%  |
| Asian/Asian British             | 0%  | 3%   | 0%   | 0%   | 0%  | 0%   |
| Other                           | 19%                                       | 0%   | 67%  | 0%   | 33%   | 0%   |

## DISABILITY BY SEXUAL ORIENTATION

|                           | Percentage of those who have a disability |      | Percentage of those who asked for accommodations |      | Percentage of those satisfied with accommodations |      |
|---------------------------|---|------|--|------|---|------|
|                           | 2018                                      | 2020 | 2018   | 2020 | 2018  | 2020 |
| <u>SEXUAL ORIENTATION</u> |   |      |  |      |   |      |
| Straight                  | 5%  | 7%   | 54%  | 65%  | 42%   | 53%  |
| Gay and lesbian           | 8%  | 4%   | 65%  | 50%  | 71%   | 68%  |
| Bisexual                  | 25%                                       | 26%  | 88%  | 58%  | 88%   | 33%  |

## DISABILITY OVERALL

|                | Percentage of those who have a disability |      | Percentage of those who asked for accommodations |      | Percentage of those satisfied with accommodations |      |
|----------------|---|------|--|------|---|------|
| <u>OVERALL</u> | 2018                                      | 2020 | 2018   | 2020 | 2018  | 2020 |
|                | 6%  | 7%   | 61%  | 64%  | 52%   | 52%  |

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## Appendices A – L



## APPENDIX A - 2018 AND 2019 SAMPLE SIZES

### GENDER

| <u>GENDER</u> | 2018 | 2020 |
|---------------|------|------|
| Women         | 860  | 694  |
| Men           | 497  | 379  |

### ETHNICITY

| <u>ETHNICITY</u>                | 2018 | 2020 |
|---------------------------------|------|------|
| White British                   | 1070 | 599  |
| White Irish                     | 28   | 28   |
| White Other                     | 106  | 127  |
| Mixed Race                      | 37   | 58   |
| Black or Black British          | 40   | 110  |
| South Asian/South Asian British | 60   | 101  |
| Asian/Asian British             | 21   | 40   |
| Other                           | 16   | 20   |

## SEXUAL ORIENTATION

| <u>SEXUAL ORIENTATION</u> | 2018 | 2020 |
|---------------------------|------|------|
| Straight Women            | 561  | 494  |
| Straight Men              | 299  | 235  |
| Lesbian Women             | 47   | 41   |
| Gay Men                   | 151  | 111  |
| Bisexual                  | 32   | 46   |

## DISABILITY

| <u>DISABILITY</u> | 2018 | 2020 |
|-------------------|------|------|
| Yes               | 75   | 77   |
| No                | 1282 | 985  |

## OVERALL

| <u>OVERALL</u> | 2018 | 2020 |
|----------------|------|------|
|                | 1374 | 1086 |

## APPENDIX B - JOB SATISFACTION

### SATISFACTION WITH ROLE BY GENDER

|               | Satisfaction with role |      |
|---------------|------------------------|------|
| <u>GENDER</u> | 2018                   | 2020 |
| Women         | 3.68                   | 3.67 |
| Men           | 3.77                   | 3.82 |



## SATISFACTION WITH ROLE BY ETHNICITY

| ETHNICITY   | Satisfaction with role |      |
|---|------------------------|------|
|   | 2018                   | 2020 |
| White British   | 3.76                   | 3.84 |
| White Irish   | 3.82                   | 3.75 |
| White Other   | 3.67                   | 3.87 |
| Mixed Race  | 3.68                   | 3.58 |
| Black or Black British (Caribbean/African/Any other Black background) | 3.21                   | 3.29 |
| South Asian/South Asian British (Indian/Pakistani/Bangladeshi/etc)    | 3.29                   | 3.46 |
| Asian/Asian British (Chinese/Japanese/Korean/etc)                     | 3.25                   | 3.62 |
| Other   | 3.38                   | 3.90 |

## SATISFACTION WITH ROLE BY SEXUAL ORIENTATION

|                           | Satisfaction with role |      |
|---------------------------|------------------------|------|
| <u>SEXUAL ORIENTATION</u> | 2018                   | 2020 |
| Straight Women            | 3.68                   | 3.68 |
| Straight Men              | 3.80                   | 3.85 |
| Lesbian Women             | 3.78                   | 3.56 |
| Gay Men                   | 3.70                   | 3.75 |
| Bisexual                  | 3.59                   | 3.70 |
| <u>OVERALL</u>            | 3.71                   | 3.72 |

## SATISFACTION WITH ROLE BY DISABILITY

|                   |  | Satisfaction with role |      |
|-------------------|--|------------------------|------|
| <u>DISABILITY</u> |  | 2018                   | 2020 |
| Yes               |  | 3.50                   | 3.70 |
| No                |  | 3.72                   | 3.74 |

**SATISFACTION WITH ROLE OVERALL**

| Satisfaction with role |      |      |
|------------------------|------|------|
| <u>OVERALL</u>         | 2018 | 2020 |
|                        | 3.71 | 3.72 |

## APPENDIX C - JOB SECURITY

### JOB SECURITY BY GENDER

|               |  | I feel secure in my job |      |
|---------------|--|-------------------------|------|
|               |  | 2018                    | 2020 |
| <u>GENDER</u> |  |                         |      |
| Women         |  | 3.60                    | 3.56 |
| Men           |  | 3.74                    | 3.73 |

## JOB SECURITY BY ETHNICITY

| I feel secure in my job   |      |      |
|---|------|------|
| ETHNICITY   | 2018 | 2020 |
| White British   | 3.70 | 3.74 |
| White Irish   | 3.68 | 3.79 |
| White Other   | 3.53 | 3.70 |
| Mixed Race  | 3.64 | 3.66 |
| Black or Black British (Caribbean/African/Any other Black background) | 3.28 | 3.28 |
| South Asian/South Asian British (Indian/Pakistani/Bangladeshi/etc)    | 3.40 | 3.30 |
| Asian/Asian British (Chinese/Japanese/Korean/etc)                     | 3.05 | 3.39 |
| Other   | 3.20 | 3.37 |

## JOB SECURITY BY SEXUAL ORIENTATION

|                           | I feel secure in my job |      |
|---------------------------|-------------------------|------|
| <u>SEXUAL ORIENTATION</u> | 2018                    | 2020 |
| Straight Women            | 3.61                    | 3.56 |
| Straight Men              | 3.73                    | 3.69 |
| Lesbian Women             | 3.50                    | 3.72 |
| Gay Men                   | 3.78                    | 3.83 |
| Bisexual                  | 3.44                    | 3.53 |
| Overall                   | 3.64                    | 3.62 |

**JOB SECURITY BY DISABILITY**

I feel secure in my job

DISABILITY

2018

2020

Yes

3.39

3.51

No

3.66

3.64



JOB SECURITY OVERALL

|                |  |                         |      |
|----------------|--|-------------------------|------|
|                |  | I feel secure in my job |      |
| <u>OVERALL</u> |  | 2018                    | 2020 |
|                |  | 3.64                    | 3.62 |

## APPENDIX D - PROMOTION DESIRES

### PROMOTION DESIRES BY GENDER

|               | Desire to be promoted |      | Expect to be promoted |      | Workplace has transparent promotion |      | Workplace has fair promotion |      |
|---------------|-----------------------|------|-----------------------|------|-------------------------------------|------|------------------------------|------|
| <u>GENDER</u> | 2018                  | 2020 | 2018                  | 2020 | 2018                                | 2020 | 2018                         | 2020 |
| Women         | 4.19                  | 4.33 | 3.54                  | 3.68 | 3.16                                | 2.98 | 3.22                         | 3.12 |
| Men           | 4.23                  | 4.20 | 3.67                  | 3.56 | 3.36                                | 3.24 | 3.46                         | 3.36 |

## PROMOTION DESIRES BY ETHNICITY

|   | Desire to be promoted |      | Expect to be promoted |       | Workplace has transparent promotion |      | Workplace has fair promotion |      |
|---|-----------------------|------|-----------------------|-------|-------------------------------------|------|------------------------------|------|
| ETHNICITY   | 2018                  | 2020 | 2018                  | 2020  | 2018                                | 2020 | 2018                         | 2020 |
| White British   | 4.18                  | 4.10 | 3.56                  | 3.49  | 3.30                                | 3.25 | 3.37                         | 3.38 |
| White Irish   | 4.46                  | 4.04 | 3.93                  | 3.710 | 3.16                                | 3.24 | 3.32                         | 3.38 |
| White Other   | 4.23                  | 4.32 | 3.76                  | 3.63  | 3.10                                | 3.03 | 3.18                         | 3.26 |
| Mixed Race  | 4.31                  | 4.44 | 3.83                  | 3.90  | 2.94                                | 3.08 | 3.18                         | 3.21 |
| Black or Black British (Caribbean/African/<br>Any other Black background) | 4.29                  | 4.67 | 3.40                  | 3.98  | 2.76                                | 2.72 | 2.81                         | 2.85 |
| South Asian/South Asian British (Indian/<br>Pakistani/Bangladeshi/etc)    | 4.37                  | 4.64 | 3.56                  | 3.84  | 2.75                                | 2.68 | 2.91                         | 2.74 |
| Asian/Asian British (Chinese/Japanese/<br>Korean/etc)                     | 4.68                  | 4.64 | 3.65                  | 4.00  | 3.00                                | 2.43 | 3.13                         | 2.48 |
| Other   | 4.00                  | 4.45 | 3.25                  | 3.83  | 3.21                                | 3.26 | 3.00                         | 3.29 |

## PROMOTION DESIRES BY SEXUAL ORIENTATION

|                           | Desire to be promoted |      | Expect to be promoted |      | Workplace has transparent promotion |      | Workplace has fair promotion |      |
|---------------------------|-----------------------|------|-----------------------|------|-------------------------------------|------|------------------------------|------|
| <u>SEXUAL ORIENTATION</u> | 2018                  | 2020 | 2018                  | 2020 | 2018                                | 2020 | 2018                         | 2020 |
| Straight Women            | 4.19                  | 4.31 | 3.56                  | 3.66 | 3.17                                | 3.00 | 3.08                         | 3.12 |
| Straight Men              | 4.23                  | 4.20 | 3.69                  | 3.53 | 3.40                                | 3.29 | 3.50                         | 3.39 |
| Lesbian Women             | 4.04                  | 4.50 | 3.33                  | 3.83 | 2.98                                | 2.85 | 3.17                         | 2.92 |
| Gay Men                   | 4.27                  | 4.23 | 3.72                  | 3.67 | 3.28                                | 3.07 | 3.38                         | 3.25 |
| Bisexual                  | 4.39                  | 4.33 | 3.54                  | 3.81 | 2.94                                | 3.17 | 2.96                         | 3.36 |
| Overall                   | 4.21                  | 4.28 | 3.58                  | 3.64 | 3.23                                | 3.08 | 3.30                         | 3.21 |

## PROMOTION DESIRES BY DISABILITY

|                   | Desire to be promoted |      | Expect to be promoted |      | Workplace has transparent promotion |      | Workplace has fair promotion |      |
|-------------------|-----------------------|------|-----------------------|------|-------------------------------------|------|------------------------------|------|
| <u>DISABILITY</u> | 2018                  | 2020 | 2018                  | 2020 | 2018                                | 2020 | 2018                         | 2020 |
| Yes               | 4.37                  | 4.19 | 3.32                  | 3.38 | 3.08                                | 3.15 | 3.10                         | 3.22 |
| No                | 4.19                  | 4.28 | 3.59                  | 3.66 | 3.24                                | 3.08 | 3.32                         | 3.22 |

**PROMOTION DESIRES OVERALL**

|                | Desire to be promoted |      | Expect to be promoted |      | Workplace has transparent promotion |      | Workplace has fair promotion |      |
|----------------|-----------------------|------|-----------------------|------|-------------------------------------|------|------------------------------|------|
|                | 2018                  | 2020 | 2018                  | 2020 | 2018                                | 2020 | 2018                         | 2020 |
| <u>OVERALL</u> | 4.21                  | 4.28 | 3.58                  | 3.64 | 3.23                                | 3.08 | 3.30                         | 3.21 |

## APPENDIX E - TRAINING

### TRAINING BY GENDER

|               | Has adequate training for its managers |      | I have access to suitable and relevant training to support me |      |
|---------------|--|------|---|------|
|               | 2018                                   | 2020 | 2018  | 2020 |
| <u>GENDER</u> |  |      |   |      |
| Women         | 3.20                                   | 2.96 | 3.72  | 3.70 |
| Male          | 3.34                                   | 3.27 | 3.81  | 3.74 |

## TRAINING BY ETHNICITY

|   | Has adequate training for its managers |      | I have access to suitable and relevant training to support me |      |
|---|--|------|---|------|
|   | 2018                                   | 2020 | 2018  | 2020 |
| <u>ETHNICITY</u>  |  |      |   |      |
| White British   | 3.30                                   | 3.27 | 3.81  | 3.88 |
| White Irish   | 3.22                                   | 3.31 | 3.79  | 3.75 |
| White Other   | 3.11                                   | 3.22 | 3.60  | 3.74 |
| Mixed Race  | 3.29                                   | 2.78 | 3.58  | 3.60 |
| Black or Black British (Caribbean/African/Any other Black background) | 2.97                                   | 2.41 | 3.33  | 3.24 |
| South Asian/South Asian British (Indian/Pakistani/Bangladeshi/etc)    | 2.96                                   | 2.77 | 3.50  | 3.49 |
| Asian/Asian British (Chinese/Japanese/Korean/etc)                     | 3.00                                   | 2.71 | 3.38  | 3.51 |
| Other   | 2.80                                   | 3.18 | 3.50  | 3.65 |



## TRAINING BY SEXUAL ORIENTATION

|                           | Has adequate training for its managers |      | I have access to suitable and relevant training to support me |      |
|---------------------------|--|------|---|------|
|                           | 2018                                   | 2020 | 2018  | 2020 |
| <u>SEXUAL ORIENTATION</u> |  |      |   |      |
| Straight Women            | 3.26                                   | 2.95 | 3.74  | 3.69 |
| Straight Men              | 3.79                                   | 3.30 | 3.90  | 3.76 |
| Lesbian Women             | 2.90                                   | 2.68 | 3.66  | 3.46 |
| Gay Men                   | 2.97                                   | 3.17 | 3.73  | 3.68 |
| Bisexual                  | 3.12                                   | 3.15 | 3.44  | 3.89 |
| <u>OVERALL</u>            |  |      |   |      |
|                           | 3.26                                   | 3.09 | 3.75  | 3.72 |

## TRAINING BY DISABILITY

|                   | Has adequate training for its managers |      | I have access to suitable and relevant training to support me |      |
|-------------------|--|------|---|------|
|                   | 2018                                   | 2020 | 2018  | 2020 |
| <u>DISABILITY</u> |  |      |   |      |
| Yes               | 3.13                                   | 3.09 | 3.53  | 3.69 |
| No                | 3.26                                   | 3.10 | 3.77  | 3.74 |

## TRAINING OVERALL

|                | Has adequate training for its managers |      | I have access to suitable and relevant training to support me |      |
|----------------|--|------|---|------|
|                | 2018                                   | 2020 | 2018  | 2020 |
| <u>OVERALL</u> | 3.26                                   | 3.09 | 2.32  | 3.72 |

## APPENDIX F - WORK ALLOCATION

## WORK ALLOCATION BY GENDER

|               | Allocates work transparently |      | Allocates work fairly |      | Evenly distributes work |      | Workload is fair compared to colleagues |      | Quality of work is commensurate with colleagues |      |
|---------------|------------------------------|------|-----------------------|------|-------------------------|------|---|------|---|------|
| <u>GENDER</u> | 2018                         | 2020 | 2018                  | 2020 | 2018                    | 2020 | 2018                                    | 2020 | 2018  | 2020 |
| Women         | 3.21                         | 3.06 | 3.24                  | 3.16 | 3.08                    | 2.95 | 3.50                                    | 3.35 | 3.70  | 3.56 |
| Men           | 3.39                         | 3.27 | 3.47                  | 3.38 | 3.20                    | 3.16 | 3.57                                    | 3.54 | 3.85  | 3.76 |

## WORK ALLOCATION BY ETHNICITY

|                                 | Allocates work transparently |      | Allocates work fairly |      | Evenly distributes work |      | Workload is fair compared to colleagues |      | Quality of work is commensurate with colleagues |      |
|---------------------------------|------------------------------|------|-----------------------|------|-------------------------|------|---|------|---|------|
| ETHNICITY                       | 2018                         | 2020 | 2018                  | 2020 | 2018                    | 2020 | 2018                                    | 2020 | 2018  | 2020 |
| White British                   | 3.31                         | 3.25 | 3.37                  | 3.37 | 3.17                    | 3.11 | 3.55                                    | 3.55 | 3.81  | 3.77 |
| White Irish                     | 3.27                         | 3.25 | 3.22                  | 3.46 | 3.00                    | 3.25 | 3.54                                    | 3.61 | 3.79  | 3.82 |
| White Other                     | 3.19                         | 3.27 | 3.22                  | 3.46 | 2.96                    | 3.25 | 3.57                                    | 3.56 | 3.70  | 3.70 |
| Mixed Race                      | 3.15                         | 3.05 | 3.06                  | 3.07 | 2.89                    | 2.91 | 3.14                                    | 3.46 | 3.40  | 3.75 |
| Black or Black British          | 2.97                         | 2.89 | 3.08                  | 2.92 | 2.97                    | 2.78 | 3.24                                    | 3.08 | 3.23  | 3.23 |
| South Asian/South Asian British | 2.97                         | 2.77 | 2.93                  | 2.83 | 2.81                    | 2.76 | 3.27                                    | 2.95 | 3.42  | 3.17 |
| Asian/Asian British             | 3.12                         | 2.92 | 3.38                  | 2.85 | 2.82                    | 2.62 | 3.76                                    | 3.26 | 3.85  | 3.34 |
| Other                           | 3.43                         | 2.89 | 3.34                  | 3.22 | 3.21                    | 3.06 | 3.13                                    | 3.42 | 3.36  | 3.56 |

## WORK ALLOCATION BY SEXUAL ORIENTATION

|                           | Allocates work transparently |      | Allocates work fairly |      | Evenly distributes work |      | Workload is fair compared to colleagues |      | Quality of work is commensurate with colleagues |      |
|---------------------------|------------------------------|------|-----------------------|------|-------------------------|------|---|------|---|------|
| <u>SEXUAL ORIENTATION</u> | 2018                         | 2020 | 2018                  | 2020 | 2018                    | 2020 | 2018                                    | 2020 | 2018  | 2020 |
| Straight Women            | 3.25                         | 3.07 | 3.30                  | 3.16 | 3.11                    | 2.93 | 3.43                                    | 3.33 | 3.76  | 3.56 |
| Straight Men              | 3.45                         | 3.23 | 3.54                  | 3.32 | 3.30                    | 3.12 | 3.58                                    | 3.54 | 3.85  | 3.70 |
| Lesbian Women             | 3.16                         | 2.87 | 3.22                  | 2.94 | 3.04                    | 2.89 | 3.62                                    | 3.31 | 3.62  | 3.41 |
| Gay Men                   | 3.26                         | 3.27 | 3.30                  | 3.42 | 3.04                    | 3.24 | 3.49                                    | 3.50 | 3.90  | 3.83 |
| Bisexual                  | 3.13                         | 3.17 | 3.07                  | 3.36 | 3.06                    | 3.02 | 3.50                                    | 3.27 | 3.53  | 3.60 |
| <u>OVERALL</u>            | 3.27                         | 3.14 | 3.32                  | 3.25 | 3.12                    | 3.03 | 3.52                                    | 3.42 | 3.75  | 3.63 |

## WORK ALLOCATION BY DISABILITY

|                   | Allocates work transparently |       | Allocates work fairly |      | Evenly distributes work |      | Workload is fair compared to colleagues |      | Quality of work is commensurate with colleagues |      |
|-------------------|------------------------------|-------|-----------------------|------|-------------------------|------|---|------|---|------|
| <u>DISABILITY</u> | 2018                         | 2020  | 2018                  | 2020 | 2018                    | 2020 | 2018                                    | 2020 | 2018  | 2020 |
| Yes               | 3.17                         | 3.221 | 3.09                  | 3.21 | 3.05                    | 3.19 | 3.38                                    | 3.34 | 3.76  | 3.60 |
| No                | 3.28                         | 3.26  | 3.33                  | 3.03 | 3.12                    | 3.46 | 3.53                                    | 3.44 | 3.75  | 3.64 |

## WORK ALLOCATION OVERALL

|                | Allocates work transparently |      | Allocates work fairly |      | Evenly distributes work |      | Workload is fair compared to colleagues |      | Quality of work is commensurate with colleagues |      |
|----------------|------------------------------|------|-----------------------|------|-------------------------|------|---|------|---|------|
| <u>OVERALL</u> | 2018                         | 2020 | 2018                  | 2020 | 2018                    | 2020 | 2018                                    | 2020 | 2018  | 2020 |
|                | 3.27                         | 3.14 | 3.32                  | 3.25 | 3.12                    | 3.03 | 3.52                                    | 3.42 | 3.75  | 3.63 |



## APPENDIX G - WORK FLEXIBILITY

### WORK FLEXIBILITY BY GENDER

| <u>GENDER</u> | Percentage of people who work flexibility |      | Satisfied with part time work |      | Satisfied with organization approach to flexible/agile working |      |
|---------------|---|------|-------------------------------|------|--|------|
|               | 2018                                      | 2020 | 2018                          | 2020 | 2018   | 2020 |
| Women         | 40%                                       | 56%  | 3.37                          | 3.50 | 3.46   | 3.50 |
| Men           | 34%                                       | 54%  | 3.50                          | 3.61 | 3.60   | 3.80 |

## WORK FLEXIBILITY BY ETHNICITY

| ETHNICITY                       | Percentage of people who work flexibility |      | Satisfied with part time work |      | Satisfied with organization approach to flexible/agile working |      |
|---------------------------------|---|------|-------------------------------|------|--|------|
|                                 | 2018                                      | 2020 | 2018                          | 2020 | 2018   | 2020 |
| White British                   | 39%                                       | 57%  | 3.49                          | 3.49 | 3.56   | 3.71 |
| White Irish                     | 25%                                       | 57%  | 2.96                          | 3.48 | 3.31   | 3.63 |
| White Other                     | 37%                                       | 58%  | 3.30                          | 3.45 | 3.43   | 3.76 |
| Mixed Race                      | 26%                                       | 60%  | 3.24                          | 3.36 | 3.26   | 3.44 |
| Black or Black British          | 49%                                       | 51%  | 3.00                          | 3.21 | 3.18   | 3.32 |
| South Asian/South Asian British | 22%                                       | 46%  | 3.00                          | 3.12 | 3.13   | 3.24 |
| Asian/Asian British             | 43%                                       | 55%  | 3.40                          | 3.30 | 3.65   | 3.54 |
| Other                           | 48%                                       | 65%  | 2.79                          | 3.58 | 3.20   | 3.85 |

## WORK FLEXIBILITY BY SEXUAL ORIENTATION

|                           | Percentage of people who work flexibility |      | Satisfied with part time work |      | Satisfied with organization approach to flexible/agile working |      |
|---------------------------|---|------|-------------------------------|------|--|------|
| <u>SEXUAL ORIENTATION</u> | 2018                                      | 2020 | 2018                          | 2020 | 2018   | 2020 |
| Straight Women            | N/A                                       | N/A  | 3.35                          | 3.30 | 3.43   | 3.51 |
| Straight Men              | N/A                                       | N/A  | 3.52                          | 3.62 | 3.65   | 3.84 |
| Lesbian Women             | N/A                                       | N/A  | 3.57                          | 3.39 | 3.69   | 3.39 |
| Gay Men                   | N/A                                       | N/A  | 3.36                          | 3.54 | 3.45   | 3.70 |
| Bisexual                  | 36%                                       | 48%  | 3.56                          | 3.39 | 3.67   | 3.66 |
| <u>OVERALL</u>            |   |      |                               |      |  |      |
|                           | 38%                                       | 56%  | 3.41                          | 3.42 | 3.51   | 3.61 |

## WORK FLEXIBILITY BY DISABILITY

| <u>DISABILITY</u> | Percentage of people who work flexibility |      | Satisfied with part time work |      | Satisfied with organization approach to flexible/agile working |      |
|-------------------|---|------|-------------------------------|------|--|------|
|                   | 2018                                      | 2020 | 2018                          | 2020 | 2018   | 2020 |
| Yes               | 41%                                       | 63%  | 3.40                          | 3.57 | 3.50   | 3.74 |
| No                | 38%                                       | 56%  | 3.42                          | 3.41 | 3.51   | 3.62 |

## WORK FLEXIBILITY BY OVERALL

|                | Percentage of people who work flexibility |      | Satisfied with part time work |      | Satisfied with organization approach to flexible/agile working |      |
|----------------|---|------|-------------------------------|------|--|------|
| <u>OVERALL</u> | 2018                                      | 2020 | 2018                          | 2020 | 2018   | 2020 |
|                | 38%                                       | 56%  | 3.41                          | 3.42 | 3.51   | 3.61 |

## APPENDIX H - CHILDREN AND CARING

## CHILDREN AND CARING RESPONSIBILITIES BY GENDER

| GENDER | Percentage of those who have children |      | Mean number of children |      | Mean number of children under 18 living at home |      | Percentage of caring responsibilities |      |
|--------|---------------------------------------|------|-------------------------|------|---|------|---------------------------------------|------|
|        | 2018                                  | 2020 | 2018                    | 2020 | 2018  | 2020 | 2018                                  | 2020 |
| Women  | 37%                                   | 32%  | 2                       | 2    | 1   | 2    | 32%                                   | 30%  |
| Men    | 37%                                   | 42%  | 2                       | 2    | 2   | 1    | 23%                                   | 27%  |

## CHILDREN AND CARING RESPONSIBILITIES OVERALL

|                | Percentage of those who have children |      | Mean number of children |      | Mean number of children under 18 living at home |      | Percentage of caring responsibilities |      |
|----------------|---------------------------------------|------|-------------------------|------|---|------|---------------------------------------|------|
|                | 2018                                  | 2020 | 2018                    | 2020 | 2018  | 2020 | 2018                                  | 2020 |
| <u>OVERALL</u> |                                       |      |                         |      |   |      |                                       |      |
|                | 37%                                   | 36%  | 2                       | 2    | 1   | 2    | 28%                                   | 29%  |

## APPENDIX I - DISCRIMINATION AND HARASSMENT - CULTURE AND CLIMATE

### DISCRIMINATION AND HARASSMENT BY GENDER

| <u>GENDER</u> | Workplace free from discrimination |      | Workplace free from bullying |      | Not impacted by unconscious bias |      |
|---------------|------------------------------------|------|------------------------------|------|----------------------------------|------|
|               | 2018                               | 2020 | 2018                         | 2020 | 2018                             | 2020 |
| Women         | 3.62                               | 3.26 | 3.72                         | 3.38 | 3.20                             | 2.88 |
| Men           | 3.95                               | 3.74 | 3.99                         | 3.74 | 3.43                             | 3.30 |



## DISCRIMINATION AND HARASSMENT BY ETHNICITY

| ETHNICITY                       | Workplace free from discrimination |      | Workplace free from bullying |      | Not impacted by unconscious bias |      |
|---------------------------------|------------------------------------|------|------------------------------|------|----------------------------------|------|
|                                 | 2018                               | 2020 | 2018                         | 2020 | 2018                             | 2020 |
| White British                   | 3.82                               | 3.69 | 3.91                         | 3.69 | 3.36                             | 3.25 |
| White Irish                     | 3.59                               | 3.48 | 3.78                         | 3.41 | 3.38                             | 3.04 |
| White Other                     | 2.96                               | 3.25 | 3.70                         | 3.74 | 3.65                             | 3.73 |
| Mixed Race                      | 3.64                               | 3.05 | 3.44                         | 3.07 | 3.15                             | 2.91 |
| Black or Black British          | 2.97                               | 2.51 | 2.68                         | 2.85 | 2.94                             | 2.28 |
| South Asian/South Asian British | 3.35                               | 2.76 | 3.35                         | 2.90 | 2.95                             | 3.07 |
| Asian/Asian British             | 3.60                               | 3.03 | 3.80                         | 3.10 | 3.37                             | 2.61 |
| Other                           | 3.00                               | 3.37 | 3.06                         | 3.67 | 2.69                             | 2.94 |

## DISCRIMINATION AND HARASSMENT BY SEXUAL ORIENTATION

|                           | Workplace free from discrimination |      | Workplace free from bullying |      | Not impacted by unconscious bias |      |
|---------------------------|------------------------------------|------|------------------------------|------|----------------------------------|------|
| <u>SEXUAL ORIENTATION</u> | 2018                               | 2020 | 2018                         | 2020 | 2018                             | 2020 |
| Straight Women            | 3.66                               | 3.29 | 3.76                         | 3.39 | 3.22                             | 2.92 |
| Straight Men              | 4.01                               | 3.75 | 4.03                         | 3.75 | 3.52                             | 3.31 |
| Lesbian Women             | 3.47                               | 3.13 | 3.46                         | 3.23 | 3.05                             | 2.75 |
| Gay Men                   | 3.83                               | 3.74 | 3.89                         | 3.73 | 3.20                             | 3.23 |
| Bisexual                  | 3.06                               | 3.02 | 3.24                         | 3.18 | 3.52                             | 3.56 |
| <u>OVERALL</u>            | 3.74                               | 3.03 | 3.82                         | 3.44 | 3.28                             | 3.52 |

## DISCRIMINATION AND HARASSMENT BY DISABILITY

|                   | Workplace free from discrimination |      | Workplace free from bullying |      | Not impacted by unconscious bias |      |
|-------------------|------------------------------------|------|------------------------------|------|----------------------------------|------|
| <u>DISABILITY</u> | 2018                               | 2020 | 2018                         | 2020 | 2018                             | 2020 |
| Yes               | 3.43                               | 3.22 | 3.38                         | 3.21 | 3.11                             | 3.19 |
| No                | 3.79                               | 3.46 | 3.84                         | 3.54 | 3.29                             | 3.06 |

**DISCRIMINATION AND HARASSMENT OVERALL**

|                | Workplace free from discrimination |      | Workplace free from bullying |      | Not impacted by unconscious bias |      |
|----------------|------------------------------------|------|------------------------------|------|----------------------------------|------|
|                | 2018                               | 2020 | 2018                         | 2020 | 2018                             | 2020 |
| <u>OVERALL</u> |                                    |      |                              |      |                                  |      |
|                | 3.74                               | 3.03 | 3.82                         | 3.44 | 3.28                             | 3.52 |

## APPENDIX J - ORGANIZATION EQUITY

### ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS BY GENDER

|               | Lives up to public commitment to equality and diversity |      | Satisfied with organizations equality and diversity practices |      |
|---------------|---|------|---|------|
|               | 2018  | 2020 | 2018  | 2020 |
| <u>GENDER</u> |   |      |   |      |
| Women         | 3.54  | 3.31 | 3.72  | 3.70 |
| Men           | 3.75  | 3.64 | 3.81  | 3.74 |

## ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS BY ETHNICITY

|                                 | Lives up to public commitment to equality and diversity |      | Satisfied with organizations equality and diversity practices |      |
|---------------------------------|---|------|---|------|
|                                 | 2018  | 2020 | 2018  | 2020 |
| <u>ETHNICITY</u>                |   |      |   |      |
| White British                   | 3.62  | 3.68 | 3.74  | 3.76 |
| White Irish                     | 3.63  | 3.67 | 3.46  | 3.54 |
| White Other                     | 3.54  | 3.67 | 3.59  | 3.73 |
| Mixed Race                      | 3.43  | 3.25 | 3.38  | 3.19 |
| Black or Black British          | 2.86  | 2.52 | 2.26  | 2.50 |
| South Asian/South Asian British | 3.23  | 2.91 | 3.47  | 2.91 |
| Asian/Asian British             | 3.60  | 3.00 | 3.67  | 3.18 |
| Other                           | 3.27  | 3.45 | 3.19  | 3.30 |

## ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS BY SEXUAL ORIENTATION

|                           | Lives up to public commitment to equality and diversity |      | Satisfied with organizations equality and diversity practices |      |
|---------------------------|---|------|---|------|
|                           | 2018  | 2020 | 2018  | 2020 |
| <u>SEXUAL ORIENTATION</u> |   |      |   |      |
| Straight Women            | 3.58  | 3.34 | 3.61  | 3.37 |
| Straight Men              | 3.79  | 3.62 | 3.87  | 3.71 |
| Lesbian Women             | 3.32  | 3.05 | 3.47  | 3.29 |
| Gay Men                   | 3.67  | 3.66 | 3.74  | 3.68 |
| Bisexual                  | 3.10  | 3.23 | 3.35  | 3.44 |
| <u>OVERALL</u>            |   |      |   |      |
|                           | 3.67  | 3.44 | 3.62  | 3.49 |

## ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS BY DISABILITY

|                   | Lives up to public commitment to equality and diversity |      | Satisfied with organizations equality and diversity practices |      |
|-------------------|---|------|---|------|
|                   | 2018  | 2020 | 2018  | 2020 |
| <u>DISABILITY</u> |   |      |   |      |
| Yes               | 3.40  | 3.38 | 3.54  | 3.49 |
| No                | 3.63  | 3.45 | 3.68  | 3.49 |



## ORGANIZATIONAL EQUITY AND DIVERSITY EFFORTS OVERALL

|                | Lives up to public commitment to equality and diversity |      | Satisfied with organizations equality and diversity practices |      |
|----------------|---|------|---|------|
|                | 2018  | 2020 | 2018  | 2020 |
| <u>OVERALL</u> | 3.67  | 3.44 | 3.62  | 3.49 |

## APPENDIX K - DISCRIMINATION AND HARASSMENT - PERSONAL EXPERIENCES

### DISCRIMINATION AND HARASSMENT BY GENDER

| GENDER | I am not discriminated against at work |      | I am not bullied at work |      | I am not significantly impacted by unconscious bias of other |      |
|--------|--|------|--------------------------|------|--|------|
|        | 2018                                   | 2020 | 2018                     | 2020 | 2018   | 2020 |
| Women  | 3.95                                   | 3.72 | 4.20                     | 4.00 | 3.64   | 3.34 |
| Men    | 4.32                                   | 4.14 | 4.40                     | 4.26 | 4.00   | 3.84 |

## DISCRIMINATION AND HARASSMENT BY ETHNICITY

| ETHNICITY                       | I am not discriminated against at work |      | I am not bullied at work |      | I am not significantly impacted by unconscious bias of other |      |
|---------------------------------|--|------|--------------------------|------|--|------|
|                                 | 2018                                   | 2020 | 2018                     | 2020 | 2018   | 2020 |
| White British                   | 4.14                                   | 4.10 | 4.32                     | 4.26 | 3.83   | 3.80 |
| White Irish                     | 4.07                                   | 3.89 | 4.39                     | 4.00 | 3.75   | 3.61 |
| White Other                     | 4.06                                   | 4.14 | 4.17                     | 4.27 | 3.75   | 3.87 |
| Mixed Race                      | 4.09                                   | 3.61 | 4.14                     | 3.86 | 3.51   | 3.28 |
| Black or Black British          | 3.11                                   | 3.13 | 3.75                     | 3.76 | 2.84   | 2.66 |
| South Asian/South Asian British | 3.74                                   | 3.34 | 4.00                     | 3.62 | 3.39   | 2.77 |
| Asian/Asian British             | 4.15                                   | 3.47 | 4.19                     | 3.62 | 3.95   | 2.76 |
| Other                           | 3.56                                   | 3.55 | 3.56                     | 3.85 | 3.53   | 3.11 |

## DISCRIMINATION AND HARASSMENT BY SEXUAL ORIENTATION

|                           | I am not discriminated against at work |      | I am not bullied at work |      | I am not significantly impacted by unconscious bias of other |      |
|---------------------------|--|------|--------------------------|------|--|------|
| <u>SEXUAL ORIENTATION</u> | 2018                                   | 2020 | 2018                     | 2020 | 2018   | 2020 |
| Straight Women            | 3.96                                   | 3.74 | 4.21                     | 4.00 | 3.65   | 3.37 |
| Straight Men              | 4.33                                   | 4.15 | 4.40                     | 4.27 | 4.05   | 3.84 |
| Lesbian Women             | 3.96                                   | 3.74 | 4.12                     | 3.91 | 3.54   | 3.26 |
| Gay Men                   | 4.25                                   | 4.16 | 4.33                     | 4.30 | 3.87   | 3.86 |
| Bisexual                  | 4.03                                   | 3.71 | 4.09                     | 4.11 | 3.61   | 3.20 |
| <u>OVERALL</u>            | 4.08                                   | 3.87 | 4.26                     | 4.09 | 3.77   | 3.52 |

## DISCRIMINATION AND HARASSMENT BY DISABILITY

|                   | I am not discriminated against at work |      | I am not bullied at work |      | I am not significantly impacted by unconscious bias of other |      |
|-------------------|--|------|--------------------------|------|--|------|
| <u>DISABILITY</u> | 2018                                   | 2020 | 2018                     | 2020 | 2018   | 2020 |
| Yes               | 3.87                                   | 3.53 | 3.93                     | 3.91 | 3.62   | 3.38 |
| No                | 4.09                                   | 3.91 | 4.28                     | 4.12 | 3.77   | 3.55 |

**DISCRIMINATION AND HARASSMENT OVERALL**

|                | Workplace free from discrimination |      | Workplace free from bullying |      | Not impacted by unconscious bias |      |
|----------------|------------------------------------|------|------------------------------|------|----------------------------------|------|
|                | 2018                               | 2020 | 2018                         | 2020 | 2018                             | 2020 |
| <u>OVERALL</u> | 4.08                               | 3.87 | 4.26                         | 4.09 | 3.77                             | 3.52 |

## APPENDIX L - ASSOCIATIONS

### ASSOCIATION BETWEEN SATISFACTION WITH ROLE AND FAIRNESS/TRANSPARENCY/DISTRIBUTION OF WORK

| Variable 1                        | Variable 2                                  | White British | White Irish | White Other | Mixed Race | Black | South Asian | Asian |
|-----------------------------------|---|---------------|-------------|-------------|------------|-------|-------------|-------|
| I am satisfied in my current role | I expect to secure a promotion              | .26**         | .16         | .21*        | .42**      | .13   | .08         | .29   |
| I am satisfied in my current role | transparent promotion practices             | .44**         | .48*        | .40**       | .53**      | .54** | .41**       | .71** |
| I am satisfied in my current role | fair promotion practices                    | .53**         | .49*        | .45**       | .65**      | .59** | .47**       | .60** |
| I am satisfied in my current role | transparent reward practices                | .41**         | .50*        | .38**       | .58**      | .43** | .13         | .49** |
| I am satisfied in my current role | fair reward practices                       | .47**         | .51*        | .45**       | .58**      | .49** | .20         | .53** |
| I am satisfied in my current role | allocates work transparently                | .42**         | .45*        | .44**       | .56**      | .37** | .41**       | .62** |
| I am satisfied in my current role | allocates work fairly                       | .44**         | .31         | .48**       | .66**      | .35** | .47**       | .70** |
| I am satisfied in my current role | evenly distributes work                     | .34**         | .32         | .24**       | .60**      | .42** | .46**       | .57** |
| I am satisfied in my current role | My achievements at work are fairly assessed | .53**         | .60**       | .34**       | .59**      | .45** | .51**       | .48** |
| I am satisfied in my current role | My achievements at work are fairly rewarded | .50**         | .34         | .38**       | .58**      | .49** | .32**       | .47** |

## ASSOCIATIONS CONT.

## ASSOCIATION BETWEEN SATISFACTION WITH ROLE AND FAIRNESS/TRANSPARENCY/DISTRIBUTION OF WORK

| Variable 1                        | Variable 2   | White British | White Irish | White Other | Mixed Race | Black   | South Asian | Asian  |
|-----------------------------------|--|---------------|-------------|-------------|------------|---------|-------------|--------|
| I am satisfied in my current role | My workload is fair when compared to that of my colleagues         | .43**         | .76**       | .21*        | .37**      | .34**   | .34**       | .55**  |
| I am satisfied in my current role | The quality of work I get to do is commensurate with my colleagues | .49**         | .41*        | .48**       | .65**      | .19     | .36**       | .44**  |
| I am satisfied in my current role | I have access to suitable and relevant training                    | .46**         | .21         | .19*        | .57**      | .54**   | .29**       | .52**  |
| Sample Sizes                      |  | N = 592       | N = 28      | N = 127     | N = 58     | N = 108 | N = 101     | N = 39 |

\*. Correlation is significant at the 0.05 level

\*\*. Correlation is significant at the 0.01 level



## ASSOCIATIONS CONT.

### ASSOCIATION BETWEEN PROMOTION EXPECTATIONS AND DISCRIMINATION RELATED VARIABLES

| Variable 1                     | Variable 2   | White British | White Irish | White Other | Mixed Race | Black   | South Asian | Asian  |
|--------------------------------|--|---------------|-------------|-------------|------------|---------|-------------|--------|
| I expect to secure a promotion | is free from discrimination  | .08           | .02         | .07         | .37*       | .23*    | .21         | .17    |
| I expect to secure a promotion | free from bullying   | .12**         | .13         | .11         | .36*       | .24*    | .16         | .10    |
| I expect to secure a promotion | not significantly impacted by unconscious bias                         | .10*          | .18         | .08         | .38**      | .32*    | .13         | -.04   |
| I expect to secure a promotion | Lives up to its public commitment to equality and diversity            | .10*          | .18         | .16         | .44**      | .11     | .10         | -.07   |
| I expect to secure a promotion | I am satisfied with my organization's equality and diversity practices | .03           | -.06        | .08         | .46**      | .18     | .15         | .06    |
| I expect to secure a promotion | I am not discriminated against at work                                 | .14**         | .24         | .17         | .54**      | .31**   | .20         | .13    |
| I expect to secure a promotion | I am not bullied at work   | .12**         | .18         | .15         | .32*       | .36**   | .20         | .10    |
| I expect to secure a promotion | I am not significantly impacted by the unconscious biases of others    | .09*          | .10         | .18         | .41**      | .35**   | .30**       | .06    |
| Sample Sizes                   |  | N = 592       | N = 28      | N = 127     | N = 58     | N = 108 | N = 101     | N = 39 |

## ASSOCIATIONS CONT.

## ASSOCIATION BETWEEN FEELINGS OF JOB SECURITY AND DISCRIMINATION RELATED EXPERIENCES

| Variable 1              | Variable 2   | White British | White Irish | White Other | Mixed Race | Black   | South Asian | Asian  |
|-------------------------|--|---------------|-------------|-------------|------------|---------|-------------|--------|
| I feel secure in my job | free from discrimination   | .21**         | .56**       | .20*        | .39**      | .29**   | .52**       | .35*   |
| I feel secure in my job | free from bullying   | .17**         | .51**       | .22*        | .48**      | .39**   | .43**       | .39*   |
| I feel secure in my job | is not significantly impacted by unconscious bias                      | .27**         | .62**       | .12         | .43**      | .31**   | .49**       | .23    |
| I feel secure in my job | lives up to its public commitment to equality and diversity            | .29**         | .42**       | .23*        | .30*       | .28**   | .46**       | .34*   |
| I feel secure in my job | I am satisfied with my organization's equality and diversity practices | .27**         | .59**       | .15         | .29*       | .21*    | .42**       | .57**  |
| I feel secure in my job | I am not discriminated against at work                                 | .36**         | .36         | .24**       | .55**      | .49**   | .51**       | .50**  |
| I feel secure in my job | I am not bullied at work   | .34**         | .48**       | .31**       | .59**      | .47**   | .55**       | .54**  |
| I feel secure in my job | I am not significantly impacted by the unconscious biases of others    | .36**         | .54**       | .24**       | .53**      | .46**   | .55**       | .22    |
| Sample Sizes            |  | N = 592       | N = 28      | N = 127     | N = 58     | N = 108 | N = 101     | N = 39 |

## ASSOCIATIONS CONT.

### ASSOCIATION BETWEEN FEELINGS OF JOB SECURITY AND DISCRIMINATION RELATED EXPERIENCES

| Relationship Theme   | Variable 1                        | Variable 2                                  | Women   | Men     |
|--|-----------------------------------|---|---------|---------|
| <b>Association between satisfaction with role and fairness/transparency/distribution of work</b> | I am satisfied in my current role | I expect to secure a promotion              | .17**   | .27*    |
|  | I am satisfied in my current role | transparent promotion practices             | .36**   | .49**   |
|  | I am satisfied in my current role | transparent reward practices                | .36**   | .47**   |
|  | I am satisfied in my current role | fair reward practices                       | .42**   | .52**   |
|  | I am satisfied in my current role | evenly distributes work                     | .36**   | .46**   |
|  | I am satisfied in my current role | My achievements at work are fairly rewarded | .44**   | .57**   |
| <b>Association between satisfaction with role and discrimination related experiences</b>         | I am satisfied in my current role | free from bullying                          | .44**   | .35**   |
|  | I am satisfied in my current role | I am not bullied at work                    | .52**   | .38**   |
| <b>Promotion desires and expectations</b>  | I would like to be promoted       | I expect to secure a promotion              | .62**   | .12     |
| Sample Sizes   |                                   |   | N = 684 | N = 378 |

\*. Correlation is significant at the 0.05 level

\*\*.. Correlation is significant at the 0.01 level

## ASSOCIATIONS CONT.

## ASSOCIATION BETWEEN SATISFACTION WITH ROLE AND FAIRNESS/ TRANSPARENCY/ DISTRIBUTION OF WORK

| Variable 1                        | Variable 2   | Straight | Gay     | Lesbian | Bisexual |
|-----------------------------------|--|----------|---------|---------|----------|
| I am satisfied in my current role | I expect to secure a promotion                                     | .18**    | .45**   | .27     | -.08     |
| I am satisfied in my current role | transparent promotion practices                                    | .49**    | .50**   | .20     | .29      |
| I am satisfied in my current role | fair promotion practices   | .55**    | .63**   | .18     | .39*     |
| I am satisfied in my current role | transparent reward practices                                       | .40**    | .50**   | .21     | .15      |
| I am satisfied in my current role | fair reward practices  | .47**    | .57**   | .26     | .06      |
| I am satisfied in my current role | allocates work transparently                                       | .46**    | .48**   | .04     | .40**    |
| I am satisfied in my current role | allocates work fairly  | .50**    | .44**   | .10     | .58**    |
| I am satisfied in my current role | evenly distributes work  | .44**    | .37**   | -.01    | .32*     |
| I am satisfied in my current role | My achievements at work are fairly assessed                        | .53**    | .59**   | .39*    | .31*     |
| I am satisfied in my current role | My achievements at work are fairly rewarded                        | .49**    | .59**   | .31     | .43**    |
| I am satisfied in my current role | My workload is fair when compared to that of my colleagues         | .44**    | .47**   | .09     | .27      |
| I am satisfied in my current role | The quality of work I get to do is commensurate with my colleagues | .47**    | .50**   | .25     | .30      |
| I am satisfied in my current role | I have access to suitable and relevant training                    | .46**    | .53**   | .12     | .54**    |
| Sample Sizes                      |  | N = 838  | N = 116 | N = 43  | N = 46   |

## ASSOCIATIONS CONT.

### ASSOCIATION BETWEEN SATISFACTION WITH ROLE AND DISCRIMINATION RELATED EXPERIENCES

| Variable 1                        | Variable 2   | Straight | Gay     | Lesbian | Bisexual |
|-----------------------------------|--|----------|---------|---------|----------|
| I am satisfied in my current role | free from discrimination   | .46**    | .24*    | .39*    | .54**    |
| I am satisfied in my current role | free from bullying   | .45**    | .22*    | .42**   | .28      |
| I am satisfied in my current role | NOT significantly impacted by unconscious bias                         | .44**    | .29**   | .11     | .57**    |
| I am satisfied in my current role | lives up to its public commitment to equality and diversity            | .44**    | .30**   | .26     | .53**    |
| I am satisfied in my current role | I am satisfied with my organization's equality and diversity practices | .44**    | .28**   | .36*    | .56**    |
| I am satisfied in my current role | I am not discriminated against at work                                 | .50**    | .52**   | .43**   | .38**    |
| I am satisfied in my current role | I am not bullied at work   | .50**    | .41**   | .46**   | .40**    |
| I am satisfied in my current role | I am not significantly impacted by the unconscious biases of others    | .48**    | .43**   | .44**   | .60**    |
| Sample Sizes                      |  | N = 838  | N = 116 | N = 43  | N = 46   |

## ASSOCIATIONS CONT.

**ASSOCIATION BETWEEN PROMOTION EXPECTATIONS AND FAIRNESS/ TRANSPARENCY/ DISTRIBUTION OF WORK**

| Variable 1                     | Variable 2                                  | Straight | Gay     | Lesbian | Bisexual |
|--------------------------------|---|----------|---------|---------|----------|
| I expect to secure a promotion | I would like to be promoted                 | .58**    | .59**   | .48**   | .70**    |
| I expect to secure a promotion | has transparent promotion practices         | .12**    | .31**   | -.09    | -.05     |
| I expect to secure a promotion | has fair promotion practices                | .11**    | .34**   | .03     | -.02     |
| I expect to secure a promotion | has transparent reward practices            | .11**    | .25**   | -.08    | -.14     |
| I expect to secure a promotion | has fair reward practices                   | .08*     | .22*    | -.02    | -.13     |
| I expect to secure a promotion | allocates work transparently                | .12**    | .08     | .08     | .30      |
| I expect to secure a promotion | allocates work fairly                       | .08*     | .16     | .26     | -.06     |
| I expect to secure a promotion | evenly distributes work                     | .05      | .12     | -.18    | .25      |
| I expect to secure a promotion | my achievements at work are fairly assessed | .17**    | .35**   | .14     | -.19     |
| I expect to secure a promotion | my achievements at work are fairly rewarded | .12**    | .34**   | .13     | .00      |
| Sample Sizes                   |   | N = 838  | N = 116 | N = 43  | N = 46   |