



*Why We Still Need to
Talk About Gender
Equality*

CWBA MEMBERS' FORUM

MAY 14, 2020

The Survey Results

SIX QUESTIONS
SIX ISSUES



*Most significant
obstacle or challenge*

LACK OF RESPECT/NOT
TAKEN SERIOUSLY: 29%

WORK/FAMILY BALANCE:
16%

GENDER STEREOTYPING:
15%

GENERAL SEXISM: 8%

IMPOSTER SYNDROME: 6%

OTHER: 26%



*Most important
gender-related
issue*

- LACK OF FEMALE LEADERSHIP:
21%
- WORK/FAMILY BALANCE: 20%
- PAY EQUALITY: 19.5%
- UNEQUAL
TREATMENT/OPPORTUNITY:
13%
- OTHER: 26.5%



*Wish I knew before
law school*

SEXISM/UNEQUAL
PLAYING FIELD: 20%

NETWORKING IS
IMPORTANT: 12%

INADEQUATE PAY: 5%

EVERYONE HATES
LAWYERS: 5%

A LOT OF OTHER STUFF:
58%

***BIG changes to
advance women***

MORE WOMEN IN
LEADERSHIP: 31%

FAMILY AND MEDICAL
LEAVE/CHILD
CARE/WORK-LIFE
BALANCE: 29%

PAY EQUALITY: 14%

WOMEN SUPPORTING
WOMEN: 7%

OTHER: 19%



*Small changes
to advance
women*

- PROMOTE WORK/LIFE BALANCE: 26%
- WOMAN SUPPORTING WOMEN: 14%
- GREATER CIVILITY: 7%
- IMPLICIT BIAS TRAINING: 7%
- OTHER: 46%



*Daughter's
perfect legal
job in 2040*

- “A PLACE WHERE SHE IS TAKEN SERIOUSLY FOR HER SMARTS AND HER WIT.”
- “ONE IN WHICH THE WORK IS CHALLENGING AND SHE IS TREATED FAIRLY.”
- “SUPPORTIVE COLLEAGUES, A FLEXIBLE SCHEDULE YET HIGH EXPECTATIONS, MORE OPPORTUNITY TO DO GOOD WORK WHILE TAKING THE LEAD IN CARING FOR HER FAMILY.”
- “PART TIME. WORK FROM HOME. PAY COMMENSURATE TO QUALIFICATIONS. MENTORS AND SUPERVISORS WHO TAKE HER UNDER THEIR WING AND SHOW HER THE WAY.”



Continued. . . .

- “SHE WOULD BE THE BOSS.”
- “FULL EQUITY AND EQUALITY!”
- “PERFECT LEGAL JOB WOULD BE THE ONE WITHOUT THE COMBATIVE APPROACH TO LEGAL DISPUTES.”
- “IT WOULD HAVE FLEXIBILITY, POSITIVE MENTORING, FULFILLING CHALLENGES AND OPPORTUNITY FOR GROWTH.”
- “IT WOULD BE WORKING FOR AND/OR WITH KIND, EMPATHETIC PEOPLE WHO RELATE TO AND GENUINELY WANT TO HELP OTHER PEOPLE.”
- “TRICK QUESTION! I WOULD NEVER ADVISE MY CHILDREN TO GO INTO LAW.
😊”

The TOP SIX Issues

WORK/FAMILY-LIFE BALANCE

PAY EQUITY

WOMEN IN
LEADERSHIP/MENTORSHIP ROLES

R.E.S.P.E.C.T.

EQUAL OPPORTUNITIES

WOMEN SUPPORTING
WOMEN

CWBA Virtual Convention
Why We Should Still Be Talking About Gender Equality
Thursday, May 14, 2020
MEMBERS SURVEY - SIX QUESTIONS
58 Respondents (May 2020)

Q1. What has been the most significant obstacle or challenge in your work as a woman in law?

- Having other people take credit for my ideas and work. Not feeling that women get paid as much as male partners.
- As a woman who plans to have a family, I perceive the field as still incompatible, discouraging, or hostile in some ways.
- Imposter syndrome
- Lack of respect for women attorneys, particularly from other attorneys. Clients tend to be less of a problem.
- Getting men (usually litigators) to see me as an equal and to be taken seriously.
- Being aggressive as a female is seen very differently as a man being aggressive.
- Expectations. Arguing for my client in the same way that men argue is seen as shrill or emotional or harsh. People expect me to handle more without complaint, also.
- Not being taken seriously or treated like i am dumb and less than.
- Balancing both work and family obligations.
- Gaining the same respect as male colleagues for equal (or better) work product.
- Decades ago "the old boys network" included many bonding experiences outside the office that I could not enjoy or benefit from because I had two babies/toddlers/children/teens to care for after work. That situation is probably better now, but inequality still seems to prevail. I don't hear of young female attorneys playing on ball teams after work or going for 18 holes on Saturday or depending on their mates to orchestrate the family's free time. Equality in the office requires equality in the home and vice versa.
- The view that men are more aggressive than woman making them better attorneys.

Q1 Cont.

- Being underestimated. This can look like: 1. An older female attorney refusing to send me a proposed order until I demonstrated that I knew the process for obtaining sanctions (when I was in the student law office) 2. An older male attorney bypassing the receptionist and walking into my office to ask for coffee. He turned bright red when I entered the conference room to take his client's deposition. 3. Having clients assume that a man is "in charge" solely because he is male. This occurs when I call someone, request a call back, and they call one of my male colleagues because he must be in charge of me when in fact I am in a supervisory role to him. 4. Having (female) clients believe that I am frivolous for making small talk with opposing counsel before a meeting/hearing. If a man did it, he would be considered friendly. 5. Advocating strongly and being called "emotional" in return, rather than passionate or a zealous advocate.
- Male attorneys and male bench who don't seem to take women as seriously as men.
- Underlying discrimination with regard to both distribution of work and pay.
- Trying to raise a family and have time to spend with my husband and children (and not being so stressed about work when I'm with them that it destroys our time together).
- Sexual harassment
- When I started, there were very few women in charge. The secretaries were all women and no one knew how to treat me.
- Sexism, that keeps women out of firms, and limits many referrals and much professional collegiality to men.
- Pay equity
- Proving myself. Over and over and over again.
- Frankly, white men over the age of 60. It never ceases to amaze me.
- Balancing parenting with the demands of a litigation practice and firm ownership.
- Being taken seriously by older male attorneys; not being attacked by other female attorneys
- Being one of few women of color

Q1 Cont.

- As a Hispanic woman attorney being taken seriously by other Hispanic male attorneys. I have not had as much of a challenge with other races. Also, I hate it when I walk into the courtroom and asked if I am the interpreter.
- I've been in private practice & in the public sector. I found that partners (mostly male) are not particularly committed to sponsoring women associates the way they need to be sponsored to have success and longevity private practice.
- The system of internalized oppression that I grew up in and began practicing law in.
- Limited ideas of what women in law can or should do, which I'm only starting to realize were unconscious assumptions on my part. I wish I could say that I came out of college and law school guns blazing ready to take on the world and that all my obstacles were external, but that's not true. My biggest enemy has been myself.
- Feeling like I don't know as much as everyone else in the room (i.e. not trusting my knowledge and experience); finding a mentor.
- Rebounding from effects of discrimination in workplace.
- The biggest challenge so far has been to be taken seriously by opposing counsel and by judges. I feel like I have consistently been treated as someone who does not know what she is doing and have been talked down to repeatedly.
- Pay discrimination, unwanted advances by male lawyers even in professional or courtroom settings where it should be obvious the advances are unwanted--such advances made me doubt whether I was even a good lawyer or whether I was hired for reasons unrelated to my skills and abilities.
- Assumptions that I don't understand technical concepts in my area of practice – construction
- Assumptions made ABOUT me by others without checking with me. For example, assuming that I am too "scared" to take on trial work or that I don't "want" to travel because of child-rearing obligations. They'd never make such assumptions about a man.
- I was already a mother when I graduated law school. I have found that many partners (mostly male, but not all) have assumed that I cannot take on certain roles or obligations because I'm a mother. For example, I see over and over that male attorneys (with or without children) are invited to jump on last-minute trials, and none of the female attorneys with children are invited to these trials. It doesn't seem to be a coincidence.

Q1 Cont.

- Often it still feels like an old boys club. Men have no understanding of women balancing career and motherhood. Becoming a parent should not be an obstacle for women who also want a career.
- I've worked in law enforcement legal positions throughout my career. My biggest obstacle has been the bias I've been subjected to - law enforcement gives male attorneys credit immediately whereas I've had to double down my efforts to be taken seriously. It's taken an incredible toll over the past 13 years.
- Earning the respect of partners and clients.
- Self-limiting: thinking I need to know everything in advance in order to be qualified to do a job. This also operates at a societal level, where others expect women to be "fully qualified" as opposed to being hired and promoted based on potential.
- I am 36 and I have found what I call a "there's no more room" dynamic at play with particularly Gen X women. In interviews, in inns, etc., I have found that a lot of women are carrying the torch of "there's only room for one woman and it's going to be me." This spectre, which I think in their minds is one of minority exceptionalism, can make the profession more male-centric and male-dominant. Can also result in exclusion and hazing. I say we lift each other up.
- When I was younger, the answer was balancing the expectation that I be, on the one hand, a Type A, aggressive litigator with, on the other hand, social norms that disfavor women who behave in that way. As I've had children, this balance has become all the more difficult being a mother and trying not to "slip"--time-wise, work product-wise, and mental acuity-wise--even though there is so much going on in my life.
- I'm not a woman in law; I'm founder of a law podcast. But my most significant obstacle is are male dominated media voices. (And that's one of several reasons why I started the organization.)
- Some employers lacking work/life flexibility (ability to work remotely and flexible time schedule).
- Truly, going about things in a more female style which has led to not being understood or supported by male counterparts, such as when I seek discussion and connection with paralegal and secretarial support staff. I had a review once that said such activity was "gossiping" and "should be avoided" to be taken seriously!

Q1 Cont.

- Gender stereotyping, especially patronizing stereotypes. Partners underestimating my value while stealing my ideas as their own.
- Establishing a professional identity.
- The networking differences between men and women. My male colleagues have very different relationships with their peers that they have been able to sustain even when people get married, have families etc. I feel like most of my female peers have dropped out of the corporate world or are so overwhelmed with trying to balance family responsibilities and core work responsibilities that they have no time for themselves let alone time for networking.
- Being fired for being pregnant from my first job.
- Struggling wiry imposter. Having attended an out of state law firm and struggling to find my place in the DU/C dominated CO culture.
- Being taken seriously.
- My biggest obstacles have been having 4 children and moving multiple times to different states for my husband's job.
- Trying to build a career while starting a family.
- Gaining respect from male colleagues, especially.

Q2. Which gender-related issue or issues are most important to you in your work as a woman in law in Colorado?

- We need more female partners in positions of power.
- Having a family - from the female and male side, too. Both parents, whatever gender they identify, should not feel like they cannot be successful in their career and have a family. I would also say hearing more input from women in meetings.
- Pay equality
- I feel like substantial progress was being made by women attorneys in terms of access to partnership and good paying clients, but that instead of building on that progress, things seem to be sliding backwards. More and more women seem to be leaving law firms and/or the practice of law.
- Shifting the male-oriented leadership paradigm to one where women are on equal footing.
- Recognizing that women often are better positioned to lead.
- More equality on the bench.
- Creating balance in how men and women are treated in domestic relations law. Taking the touchy feely unenforceable and silly stuff regarding decision making and putting more enforceable terms in parenting plans. Trying to force two people to work together when one has been emotionally abusive to the other is not workable.
- Recognition that women can be as smart as men and work equally hard and therefore should be treated equally
- White men's inability to identify from any position other than privilege when assessing whether conduct was discriminatory. Dismissive attitudes towards emotional distress.
- The one above and this one: The way big law firms have historically operated has a disparate impact on women who have families and actually want to spend some time with them. The title "Partner" is necessary to convey gravitas and earn the trust of potential clients. But in my big firm, for example, I am relegated to the title of "Of Counsel" even though I was a Partner for 13 years at one of the nation's top First Amendment boutique law firms.

Q2 Cont.

- I work in the area of domestic violence and see issues such as the "reasonable man" standard as a bar to justice for battered women who have fought back and injured their abusers. How a reasonable man acts when confronted by danger is very different from how a reasonable battered woman might act - if she intends to remain standing at the end of the altercation.
- The fact that men still underestimate woman and that men still call woman who are good and smart as bitches, but the same traits in a man are wonderful. Also balancing work and being a mom
- Pay gaps
- Advocating for flexible schedules and return to work for those women who chose to stay home with children.
- Pay equity and access to quality child care/family leave
- I'm retired now.
- Equal pay
- All of them.
- Work/life balance, giving adequate paid family leave
- A lot of my work centers around Title VI.
- Equal Pay
- Family leave, sexual harassment, and implicit bias.
- Pay equity
- I think that as a woman I approach my cases in a more holistic way not just to improve the case but the lives of my clients. I connect them to self-help, advocate resources, mental health resources, and financial planning, even though I do not practice in any of those areas.
- Pay gap. Again, it is substantially more pronounced in private practice and in in-house roles.
- Women in leadership positions at law firms and other organizations, and not just white women.

Q2 Cont.

- Equal pay and opportunities for career growth.
- Career development
- It is extremely important to me that women have fair representation in the all levels of the profession - be it in the equity partner ranks, General Counsel level, or in the judiciary. Mentoring and support from those women who are in those ranks is crucial to lifting other women.
- Ending the discrimination and harassment culture in private law firms. That includes women being cruel to other women, which I perceive to be a derivative of the feeling of having to constantly fight to survive and move up on the firm environment.
- That starting/having a family is a woman's burden and affects women disproportionately
- Equity and inclusion related to gender and persons of color are really important to me in Colorado. I think Colorado is behind in this regard and more work needs to be done. For example, the DBA just announced several awards, and all of them are men except one woman. Why aren't women and people of color being recognized for these awards?
- I want us to establish strategies for how to bring women into areas of practice that are still largely closed to women - like prosecution and in-house counsels.
- Initiatives to support women, which would largely involve educating men to support women, especially husbands. I think husbands hold female lawyers back more than our jobs because husbands need to picking up kids, cooking, and helping their wives.
- Women dropping out of partnership track positions, and the ones that stay in not advocating for the changes we all want to see that will make life better for lawyers.
- Learning how to ask for a raise.
- The idea that there are "lawyers" and, separately, "women lawyers." It drives me crazy that most successful female lawyers are only named top "women lawyers," while the top "lawyers" remain by and large, men. It feels like, if you are a good lawyer and female, you're still only considered a good lawyer, you know, considering that you're a woman. 2) The culture of the legal profession remains pre-dominantly male. This has impacted me most significantly surrounding pregnancy and motherhood. I recently left a job, in part, because of comments that were made about my pregnancy and how

Q2 Cont.

would inhibit my advancement to a leadership role in my firm. Even in my new job, which I started under work-from-home conditions, my boss has already made numerous comments about my children, asked me why my parents weren't watching them for me, etc. (even though I was present on that particular call child-free and have been working essentially full-time hours uninterrupted). It's exhausting feeling like, by having children, I'm doing something wrong.

- The ability to compete on as level a field as possible with, in our particular case, our state's entrenched newspaper lobby power that suppresses rather than promotes voices in law to educate the public, particularly women's voices in law at a time when we need to keep pushing with women role models for our daughters and granddaughters; and women in law can change the world; and I want to help them do that with our podcasts
- Representation in upper level positions.
- Equalizing female partners and leaders of law departments in high profile corporations.
- Minding my own implicit biases.
- Women in supervisory and mentorship roles.
- Finding a way for women lawyers to stay in the practice of law and not being sidelined because of the conception that is impossible to work and have a family. For whatever reason, this challenge seems to impact women more.
- Pregnancy discrimination, pay equity, women in partner roles and on the bench.
- More female judges.
- Child care
- Pay equality and having the confidence to charge as much as my male counterparts.
- Availability of family leave, pregnancy accommodations in the workplace, availability of flexible/reduced schedules, sexual harassment.
- Equal pay and equal opportunity to develop my skills and practice.

Q3. What do you know now as a result of your work in law that you wish you had known when you decided to go to law school?

- How to fight better when the playing field is not even. It took me several years to learn that.
- How school would really be. The pressure that comes from one final exam instead of a system that allows you to exert yourself and prove yourself in smaller increments.
- It's not an equal playing field
- How much everyone seems to dislike lawyers in general, even though they like their own attorneys. Having no experience with lawyers and limited personal experience with lawyers, I had no idea that people routinely made bad jokes about lawyers and blame a lot of societal problems on lawyers. I always viewed lawyers as helping people. I also wish I knew that if someone decides they are not going to honor a contract, the other party has very limited recourse unless they are prepared to spend a lot of time and money in court and that most transactions and clients do not have the resources for those claims. Recourse is limited primarily to people with a lot of money or to very small matters that can be brought in small claims court.
- That sexism is alive and well in law both in the courtroom and outside of it.
- That people, in general, do not like lawyers.
- You can build longstanding relationships with professors and stay in touch with them after you graduate.
- How much it affects your personal life because of the toll it takes on your schedule.
- Good question. I know I needed to be more like the men. I wish I never had learned how to sew or cook or wear make-up. I wish I had spent my free time less like Betty Crocker and more like a person who thought it was "okay" even "expected" to prioritize a career.
- That we do not have to be perfect. Doing one's best, even imperfectly, is enough.
- Importance of trial ad - even if you think you are not going to be an trial attorney, take trial ad.

Q3 Cont.

- You never know what your future will bring. Trial ad should be required.
- It is really really hard to take a break when you have kids and go back at a level that is "worth it".
- How to handle gender discrimination (still figuring it out)
- More therapy to find whatever might have been in me to power through.
- That the equality of our post-secondary education system has yet to trickle up to the world of law firms.
- I wish I had been able to seek out more mentors who would have probably given me the ability to have more self confidence when entering the legal field.
- I wish I had known how conservative and "old boy's club" the profession still is, and how stubborn it is to remain that way.
- For me, law was a second career. I'm came into with my eyes wide open.
- Sadly, I have learned that you really will be set back by bias, and that some judges, other attorneys, and clients will underestimate your abilities, overlook you, and at times be openly sexist or sexual. It is inevitable and it can be very discouraging when it occurs despite your hardest and best work.
- It is not uncommon for employers pay male attorneys more than female attorneys, while providing men more growth opportunities
- That going into law to help people does not pay as well as I had hoped. The salaries offered for the intense work and vicarious trauma do not match.
- I wish there had been more guidance on the "business" of law and self-promotion.
- That you have to fight hard to carve out your niche and find a position and life that works for you. And that networking and community-building is mandatory, not optional.
- Not to always trust "friendly" male mentors. I was sexually harassed several times while a summer and then junior associate at white-shoe law firms, once my by designated mentor.

Q3 Cont.

- I wish I knew that being exceptional at the technical side of the law (i.e. research, writing, and problem solving) is only a small fraction of what it takes to have a career in the law.
- I wish I had known that my work in law would pretty much force me to give up my hobbies.
- Between being able to learn and practice at a level the profession requires, trying to take care of my physical health, trying to be present for my family, I have given up my hobbies.
- Ha! That I have more passion for landscape design and horticulture than law. Seriously, though, I'm glad I know now that it's okay to not work thousands of billable hours and be a slave to the partners and endure the culture. I think I wish I would have known before going to law school that there is no need to put work first, and in law, sometimes it's extremely hard to find a balance when there are so many pressures telling you that you have to give up balance to succeed and be respected. It took me nearly a decade to realize that I can make as much, if not a greater difference for my clients working normal hours and having a fun-filled life than I can pushing myself to the edge of break-down and enduring unnecessary BS. Now I run a successful practice doing what I enjoy doing, I have earned respect from well-respected lawyers in my community for the WORK that I do, I have freedom, and I have a lot of time for life and hobbies.
- The law isn't the lightning rod solution to change structural inequalities.
- Network more than you think you need to do! I was pretty good at networking, but I could have been even better.
- How to network and make connections with both men and women.
- I wish I had been taught about imposter syndrome because it's something I've struggled with since my 1L year.
- How many hours attorneys in private practice work. I am in private practice and I work a lot of hours.
- I love many of our traditions, but most are making us work too much when we earn comparatively less than we used to. The hourly rate (not billable hour, but what we actually earn for an hour of work, billable or not) of most lawyers is indefensible, especially considering the debt.
- The legal profession is no place for someone who wants to meaningfully change the world.

Q3 Cont.

- The judicial system is devoid of integrity and lacks a collective conscience. Perhaps most importantly, these problems are not accidental and cannot be resolved by hard work and competent advocacy. Where I used to believe that, if only judges could see the world through the eyes of the oppressed they would understand the harm that they do; now I know that their lack of empathy only increases the more they know. In other words, where I once thought they didn't care about the oppressed because they didn't know the experiences of marginalized people, now I understand that they don't want to know about the experiences of the marginalized because they don't care.
- I didn't go to law school, but I wish back in college that I'd gone on to law school; I'm in awe of the power to change the world finally that you ladies have; I am in awe
- There are so many options in legal careers and you can be successful in a lot of different tracks.
- You don't have to lose yourself and your style to succeed. There is truly no model for being a successful lawyer.
- I've been a lawyer for 40 years. I guess I wish I'd known the importance of networking and client generation, which younger women understand nowadays
- It can be a lot more emotionally challenging than I imagined.
- I wish I had known how impossible the expectations are on women lawyers who are mothers.
- I am the girl for the job. I am highly qualified.
- More to life than making money.
- That part of billing in big law is also scrambling to get work.
- I wish I would've kept working instead of taking a break with the kids, at least part-time. I will never get back to where I could've been had I kept working. I love the time I spent with my children, but I didn't realize it would be a step back and nobody would want to hire me coming back into the work force.
- Not sure
- The challenges of being a woman in law NEVER end.

Q4. What big changes would you like to see to positively impact women in law in Colorado?

- The idea of having to bill all the time is bad for women, men and families. I think it is making women think twice about private practice.
- Really for all women in America, some semblance of a paid maternity leave policy.
- Enforcing pay equity laws
- I think big change will need to be client driven, like clients demanding diversity in their law firms and the attorneys on their team. Ideally, law firms would pay more attention to the need to involve women in management positions and to involve them on teams, but those decisions often seem to be made by a small number of powerful people who only look at collections and margins.
- More women managing partners in medium to large firms, more women GCs, more women in leadership
- More equality on the bench.
- Awareness and shifts from implicit bias and holding women to a different standard.
- I would like to see women in prominent roles in government and private sector. The wage inequality and lack of representation of women properly explained and disseminated to the masses through educational and social means. For women to start being the biggest champions of other women instead of jumping ship and attacking other women or standing by and letting men push women down.
- Intentional nominations of qualified women for professional leadership and judicial positions, including the federal bench.
- (1) A gender equity task force made up of leaders from the AG's office (Natalie Hanlon-Leh?), the Supreme Court (Melissa Hart?), and management from our most prominent law firms (Kim Reed? Katie Varholak? Jessica Brown? Maureen Witt?) We need innovative thinking. Maybe as a region we can have national prominence and impact. (2) Clients need to get out of the "2 lawyers to a case" mindset.
- I'd like to see more women in leadership positions - on the courts, in public office, in DAs' Offices, and in administration. I'd like to see Domestic Violence

Q4 Cont.

Courts throughout the districts, compliance parts, and special victim units in the DAs Offices.

- Equal pay for equal work
- More work around the fact that, while women may handle a situation differently than men do, their approach is just as good, if not better, as men's. More work around women being kind to/supportive of each other. We throw each other under the bus without justification, which only perpetuates the belief that women are not as good as men.
- Breaking the glass ceiling - women being in district court positions (not just magistrates and county court (but these are wonderful too), firm partners, agency leaders, etc. New females seeing these changes and possibilities.
- Flexibility with work hours, creativity in job shares and return to work after a break.
- Quality child care centers and emergency care throughout the state
- We need to feminize the law. So far, it's masculinized us or, if we cannot stand what it's doing to us, forced us out. Make having primary responsibility for child care an affirmative for advancement (hard on those of us who couldn't have them, but we'll have to find other affirmatives). Maybe move to European-style robes so our bodies are the focus of court interactions (I'm serious). Train women to override being interrupted, to be less polite, to be louder, to project our voices, and count those things fine feminine behavior; establish as a standard that interrupting and talking over someone is low-class trash behavior that gets a person in trouble instead of getting a person rewards. These changes -- big changes about how we thinking of ourselves and how others think of us -- are more important than seeing to it a few at the top get more partnerships. Figure out a way to report sexual misconduct that does not serve primarily to diminish the complainant.
- More diverse people and women in leadership roles in the private and public sectors.
- I think the new pay equity law is going to be huge.
- More support for those who would like to start their own firms and more support for those already running their own firms. We need to be referring work to each other.
- Passage of a publicly funded family and medical leave social insurance program.

Q4 Cont.

- I love the work the CWBA does to foster support and encouragement of women, but I wish it was a mandatory requirement for new female attorneys. The practice of law is so competitive that females should be reminded it's ok to support and assist other women to succeed - it doesn't diminish your own worth or value.
- Standardized pay ranges aligned with position responsibilities and level of seniority. That is, male and female attorneys with the same level of responsibilities and seniority would receive the same salary. Also, all employers should be required to publish employees' salary, using internal databases accessible by attorneys, falling within the same pay range.
- Paid Family Leave to care for ill family members. I think even when the woman is the breadwinner we are still expected to also be the primary caretaker.
- More young women being invited to be in leadership so they can acquire the skills then
- Lots of women role models in various types of positions, lots of different definitions of success, stop measuring success by number of hours billed, 50% or more women as partners or leaders in organization.
- More women in government positions in both the Legislature and Congress and judiciary.
- Pay equality - equal pay for equal work. Law firms that operated more like corporations, with HR departments and Board oversight tasked with managing big personalities.
- I think re-defining success (within the legal community) as a lawyer could really help. What I mean by that is that is looking at what makes a successful lawyer is not just a prestigious clerkship/big law/partnership or something similar. While it is certainly one impressive path, I would like to see women lawyers honored and celebrated by the type of clients they represent, the family they have raised, the community involvement they have, etc. We do that some, but would like to see more of that.
- More resources for women who work for private law firms and who suffer inappropriate advances, pay discrimination, or other sex-based discrimination to help them stop the issue, but in a way that does not isolate them or make them vulnerable to losing their job or respect in the community. The bigger problem I see, especially with younger lawyers, is that they are encumbered in law school debt and fear the inability to get another job quick enough to

Q4 Cont.

support themselves if they quit a job because of gender bias issues and discrimination.

- Bringing an employment lawsuit against an employer for discrimination is basically a scarlet letter in some legal communities in the bar--people see the plaintiff as a trouble-maker or too sensitive and are fearful of hiring the person.
- Family leave for both mothers and fathers - not limited to larger companies - many firms are very small in size - disruption of the 8-5 at your desk schedule - more flexibility
- State subsidized, high quality, universal child care
- Equal representation in management and boards.
- Career paths that aren't all or nothing. For example, there is no partner track vs. mommy track. This should apply to careers in public service as well as law firms or non-law jobs.
- I'd would love to see more robust equal pay legislation and greater protections in the workplace like eliminating the pregnancy tax.
- Support from men.
- Institutional realignment of expectations around working hours and salary relative to "life" - men and women both want this. If we had single payer healthcare, employers would be less incentivized to extract the maximum number of hours from every employee.
- Paid maternity and paternity leave.
- I think little changes are all we've got.
- MORE VOICES!!!! More voices. The more you lead with the power of your examples, the stronger your reach and influence
- Equal pay.
- I don't have the solution to this problem, but something needs to change during years when young lawyers are considering having children and also trying to move up the ladder with their male counterparts. Again I don't have a solution but I do know that it can be brutal to try to compete for partnership when you are also needing to care for very young children.

Q4 Cont.

- More women in law firm management promoting other women and more business women hiring women lawyers
- I think the growth and reputation of the CWBA has been great for women. More women on the bench and in legal teaching roles would be a positive impact.
- I would like to see women be able to take better care of themselves and find ways to say no or push back on unreasonable demands so that so many of us, including me, aren't constantly running on empty, on the verge of burnout.
- Pay transparency, hourly rate transparency, ending the maternal wall
- Creative child care solutions
- Keeping women in the legal profession. One of my barriers was taking the bar exam. I had to take the CO Bar a second time to pass it- the first time I was one point short. The years I worked and experience earned even handling cases through trial meant nothing when I took the bar. I had a full time job and 4 children studying for the bar, yet my score was compared to those fresh out of school that were studying full time for the exam.
- Paid family leave, job-protected leave for all employees regardless of employer size and time worked, normalization of reduced/flexible schedules across legal areas/types of practice.
- Women in power in private firms, with control over discretionary spending.

Q5. What small changes would you like to see to positively impact women in law in Colorado?

- More male mentorship for women. More women in firms supporting women.
- Not sure.
- A stronger sense of community
- A higher level of civility among all attorneys and clients in general. It seems to me that negotiations in transactions used to be more collaborative, how can we meet the clients' goals, and now they are more adversarial, how can I get the best deal for my client without consideration for the other party.
- Creation of a culture where good legal work is valued and rewarded more than aggressiveness and bullying.
- More work/home balance.
- Holding men more accountable for their tone.
- I would like for our language to be modified in a more respectful way where girls are truly girls and women are all of those over the age of 18. Dropping lady lawyers or women lawyers and women lawyers simply being named lawyers--not girls or young ladies or chicks or other less validating terms.
- Men being intentionally mentored to shoulder emotional labor.
- Elect a woman to be our governor. (OK well that's a big change.) Elect women to be our state senators and representatives. (" ")
- The equality means equality.
- Many of the CWBA meetings occur in the evenings. It is difficult to attend because I have children. Are we thoughtful about how to meet the needs/allow the involvement of everyone?
- More mentorships for new female attorneys.
- Acknowledgement that this pandemic has disproportionately affected women.
- More civility in the profession and mentoring
- Stop valorizing overwork -- loyalty to the firm or the practice as more important than having a life.

- More racial and gender diversity in the work place.
- I'd like to see people still working that implicit bias training--the more conscious we are, the more it makes a difference, even if only incremental.
- More females in bar section leadership roles. Here's an example from a bar breakfast in El Paso County last year: male future section President says, women are the ones who tend to laugh when sexual harassment is brought up. They think it's funny too. It's not a real thing. This attorney said this in front of no less than 50 section members. My internal monologue had to be censored.
- Annual, mandatory CLE training on implicit bias issues for all Colorado lawyers and judges.
- Active engagement with female attorneys within their organizations and authentic listening, by employers, would serve as an optimal preference to the work ahead.
- Paid Family Leave to care for ill family members. I think even when the woman is the breadwinner we are still expected to also be the primary caretaker.
- If you are on a panel presenting at a conference, include a young woman!
- I would like women (especially Moms) to not have to justify their flexible work arrangements or lower hours by saying that they work at 2am to get things done! A system based on people regularly working late hours in the night is doomed to fail.
- Shift in attitudes of more seasoned white male attorneys to be more inclusive and aware of their privilege on a personal level. On a professional level, in my five years of practice in Colorado I have noticed that male attorneys, when representing an opposing party, can be demeaning and downright insulting to women attorneys (either because they can't help themselves or because they've found it to be an effective litigation tool). I've talked to many Colorado female lawyers about this and a lot of women associates experience this frequently--it's unprofessional and has to stop.
- More connections among the various generations of women lawyers. I sense that many of the younger women lawyers discount what happened throughout senior lawyers' careers.

Q5 Cont.

- Probably same answer as above - it may start small. Choosing panelists, moderators for various events that are not coming with what is currently considered the star pedigree.
- Mandatory ethics seminar for lawyers on the very real scenarios that occur in law firms involving sex-based harassment and discrimination (I've heard lawyers talk about this issue and imply that they don't believe this stuff really happens anymore...maybe bringing real stories to their attention will help them be more aware and compassionate). Even doing a seminar where people have to role-play scenarios and then discuss how it made them feel to be involved-- that could at least help people understand the embarrassment and self-doubt that comes with the discrimination and harassment.
- Women staying in the profession longer for more of a career
- I hear from male attorneys at my firm that they can't take the full parental leave because they are scared they will lose their cases. This reinforces the stereotype that mothers are lesser employees when they take leave. If men would take full leave, it would help us move forward in gender equity in the legal profession.
- Women learning from and supporting one another. I hear a lot of good talk, but I experience women still trying to step on or over each other to better themselves without concern for their women colleagues.
- I'd like to see greater organized support for women practicing in rural areas. So many of CWBA's and other bar associations' programs focus only on women practicing on the Front Range. But women practicing in more rural and largely conservative areas of the state often face even more sex-based discrimination.
- Flexible hours, more child care options (like Nano), less expensive child care.
- Women learning how to magnify each others' voices in meetings, when good ideas are shared, and keep credit for their work.
- See above. I would like organizations like CWBA to continue to provide amazing support and much-needed solidarity for individual women lawyers so they may survive their careers.
- I personally wish the women legislators would listen and engage more with citizens — especially other women — who don't happen to be in their party. I've experienced this and it was a big disappointment.
- Law firms being more quick to join growing trends in flexibility.

Q5 Cont.

- Parental leave
- A culture shift to allow more flexible and remote practice of law.
- Senior lawyers learning better management techniques to address implicit bias and to more effectively motivate fellow team members
- Resources to educate women in law on negotiating salary, on the partnership track
- Flexible schedules
- More flexibility with employers as well as the court system.
- More women in the legal field, greater sensitivity among men and women to challenges of balancing work and family, greater focus on systemic barriers to female achievement vs. self-care.
- More women helping women. No more “nobody helped me.”

Q6. If you could design the perfect legal job and working environment for your daughter in 2040, what would they look like?

- A firm that actually cares about its employees beyond billing, is interested in pro bono welcomes flexibility.
- Something that resembles the Federal maxi-flex system. An office where people are sharing a common space with plentiful private conference room or break away spaces people can use. A office culture that encourages sharing meals often and going on mid-day walks often.
- Flexible working schedule with the ability to grow
- I am thinking the best thing would be to pick a narrow specialty that she could handle in a small collegial environment, or alternatively, pick the best people she can find in the substantive areas needed to regularly to support her desired area of practice and a top notch admin and IT person and again do it on her own. Larger and midsize firms have become so dollar oriented that historic firm culture, personal qualities, ethics and collegiality all seem to be suffering.
- It would be the same for both daughter and son - a place where the voices are heard and reacted to in the same way.
- A place where she is taken seriously for her smarts and wit. A place where men know that it is improper to make lewd comments or proposition her at work. A place where she is promoted based upon merit not upon perceived favor or lack of favor.
- The world will be a better place when all children are educated about feminism and equity.
- We would have an appropriately funded education system, paid family leave, paid sick leave, and living wages, to make things a little easier on parents (and thank them for raising our next generation), and would eliminate the motherhood penalty and the wage gap. Also, underwire bras would be extinct.
- She can be a partner in a law firm no matter how low she wants to set her billable hour target.
- My son and my daughter are both attorneys. Their biggest hurdles are child care, child care, and child care! Perhaps the legal profession could lead the

way in providing a web of quality affordable and varied child care options with stipend support for their use.

- One in which the work is challenging and she is treated fairly.
- Part time. Work from home. Pay commensurate to qualifications. Mentors and supervisors who take her under their wing and show her the way.
- She would have supportive colleagues, a flexible schedule yet high expectations, and more opportunity to do good work while taking a lead in caring for her family.
- Great pay, positive work environment, supportive co-workers, & quality assignments that make a difference to her and in the world. Flexibility to work when she wants to and schedule around other obligations so she doesn't feel the stress and pressure of hiding family responsibilities.
- She will not be hazed when she starts. She will not be pawed or ogled or grabbed. She will dress in nice but comfortable clothes, comparable to a men's suit -- easy to move in, simple. She will walk into the office and the court in shoes designed to walk in. She will have affordable access to excellent child care if she needs it. She will not lose points toward advancement when she takes time to care for the people in her life. Her work will be important but so will love, children, family, avocation. Her word will count as much as a man's word. She will be able to take credit for her own ideas. She will be able to command attention without being called a bitch.
- Colleagues and judges from racial and diverse backgrounds. The gift of taking 6 months to one year of paid parental leave. More work/life balance in the legal field
- Trick question! I would never advise my children to go into law. :)
- A job that allowed for her to support her family from a financial and emotional perspective and earn a living. Promotions and appointments based on her accomplishments. Most importantly - equal pay for equal work.
- She would be the boss - best way to circumvent higher up men being the gatekeepers to your career! She would work flexibly and remotely, with a workload that we might now call "half time," giving her time to be a person and caregiver alongside her career. She would have the ability to pick her cases and clients to avoid those that would treat her badly. She would have sabbaticals and have access to protections to her income and healthcare for times when caregiving and family responsibilities increase.

Q6 Cont.

- The ideal position and environment would be equitable in pay, work hours, and professional status; afford limitless opportunities; suitable for virtual performance and allow time for a personal life,
- Flexible hours, daycare provided, an equal voice at the table.
- Full equity & equality!
- The billable hour is not even one metric of success; productivity, efficiency, and wellness are emphasized; lots of women at the top; women scattered throughout organizations and position types (i.e. there are no "women heavy" or "women friendly" pink ghetto situations.)
- More opportunities to work remotely and make your own schedule. Decrease in billable hours requirements and work demands. Better work-life balance. More autonomy.
- Perfect legal job would be one without the combative approach to legal disputes.
- I would like to see an environment where my daughter could represent clients from all walks of life without having to worry about making ends meet. Where society has set up resources for all people to have access to legal advice irrespective of their ability to pay, but representing them would not cause someone to have to struggle financially themselves. I would like for the court rules and the judges to allow for some humanity in treating the lawyers not as the perfect machines, but people who have other struggles and are doing the best they can.
- I would empower her by telling her that if she got fired or couldn't find a job because she stood up for herself against unwanted advances or other discrimination I'd help her out. Also, I might encourage her to start out in a government job where there are at least some protections against discrimination so that she doesn't just get thrown to the sharks. Other than that, the ideal environment in a private law firm would be one where there was a resource available that could help address issues as they arise without the risk of losing a job or being shunned by the community.
- Flexible working hours, location, and times. Taking time when time is needed and working when work is needed. Life/balance - away with the 1800+ billable hour requirement and more focus on quality of work over quantity
- Flexible

Q6 Cont.

- I would want my daughter to have equal opportunities, regardless of her gender and her decision to have children or not. It is simply unacceptable that women have made up 50% of law school classes for decades but are not represented on boards.
- It would have flexibility, positive mentoring, fulfilling challenges, and opportunity for growth. Having a happy and healthy work environment can have a great impact on employees.
- Well I have a son and I want him to see his father supporting me in my career. I want my son to see his father cooking dinner, picking my son up from school, and supporting the family as much as I do regarding household jobs women typically handle. If I have a daughter, I want society, the legal field, and her significant other to support her in whatever she decides to do career-wise.
- 30 hours per week, equally as stimulating/challenging as rewarding. She can earn enough to own a home by herself and save for retirement. She doesn't start sentences with "I just,"
- "I'm sorry but," "I don't know..."
- I would (will) tell her not to be a lawyer.
- She would work from her own home half the week So she can engage with her family or side gig or whatever while working and in an adorable little office with her partners the other half the week, not including court days of course. Flex! And right now Mother Nature is giving us the opportunity to create that!
- I would love to see her be given a bunch of different options: ability to work full-time or part-time, meaningful work, a lot of control over her work, and good relationships with other attorneys.
- That is tough because I have always told my daughter not to be a lawyer! But I say this in today's environment. I would have to say that I would want her to be supporting local agencies as I do but I envision the days of long driving commutes a thing of the past and maybe a co-share home office environment with one or two layers who have access to a central space for resource sharing. Oh and a work space filled with light, color and lots of art.
- Honestly, I can't even imagine it
- It would be working for and/or with kind, empathetic people who relate to and genuinely want to help other people. It would be flexible and she would be

Q6 Cont.

able to adjust her schedule to be conducive to her personal/family situation. She would work with a team who would work together for the greater good.

- All lawyers would do less and take better care of themselves. The days of working 60-hour work weeks, all socialization centering around alcohol, and the marginalization of family and community would be distant memories. Lawyers would work reasonable hours, workaholics would be outliers and not glorified, and lawyers could practice all types of law without feeling like they have to sacrifice themselves and their families to do the job. People would stop saying things like, "she's not cut out for the job" because a lawyer chose to have children and needs to leave work by a set time to care for a child or other loved one.
- Small firm that attracts high dollar clients because of its expertise. The attorneys have diverse partners, including mostly women, at the top, and clear partnership track. There is a Mentorship program for all attorneys and all staff. My child is working as an associate, learning how to build a book of business and learning best practices. She has regular performance evaluations.
- Flexible schedule, child care included provided by employer in building, more supportive women partners
- Job where: employer doesn't question your commitment to career because you want a life outside of work, employees are entitled to and encouraged to take paid family leave, there are strong female mentorship opportunities
- Equal pay, flexible hours, option to work from home, on-site child care for office hours, interesting work with opportunities for growth. All in a safe and supportive environment.