**Report and Best
Practices Toolkit**

*The Women's Leadersh*IP *Initiative*

INTA International
Trademark
Association

On International Women's Day, March 8, 2020, INTA launched The Women's LeadershIP Initiative. This initiative aims to foster the development of leadership skills for women in the intellectual property (IP) field and support their professional advancement.

In the short time since the Association introduced the Initiative, we have gathered valuable information and insights about how to facilitate the advancement of women, including ensuring their representation across all IP functions—especially in positions of leadership—and understanding how to cultivate effective work-life integration that will enable women to succeed and advance in their careers. These efforts included numerous workshops with INTA members from across the globe, related surveys, and analysis of external worldwide data regarding women in the workforce.

The culmination of this research is the robust and thought-provoking report that follows. One of the highlights of the Report is a Toolkit that contains recommended best practices for IP organizations interested in implementing strategies to foster advancement and leadership opportunities for women.

We have accomplished so much in the first year of The Women's LeadershIP Initiative, but we are just getting started. This initiative will continue as a permanent program, consistent with INTA's overarching commitment to diversity, equity, and inclusion.

In addition to pursuing the recommendations included in the Report, INTA already has started to develop content and programming to promote the objectives of The Women's LeadershIP Initiative, including several sessions presented at the 2020 INTA Annual Meeting & Leadership Meeting that were well-attended by a diverse group of members.

These accomplishments—including this report—would not have been possible without the dedication and hard work of Carolina Oliveira (Policy Officer, Europe) and Monica Su (China Representative Officer, China), and I thank them for their tireless efforts. I also would like to thank the INTA members who shared their feedback in workshops and surveys as part of The Women's LeadershIP Initiative, and whose contributions are reflected in the Report and the Toolkit.

I have been fortunate to have a fulfilling and successful career in IP, but I remain mindful of the challenges that women still confront in the workplace. I am confident that The Women's LeadershIP Initiative will be a powerful resource to help women navigate those challenges and move forward in their careers.

Ayala Deutsch
2020 INTA President

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Introduction

In line with the INTA's strategic direction to foster diversity and inclusion and the priorities of 2020 INTA President Ayala Deutsch, The Women's LeadershIP Initiative champions the development of strong leadership skills for all women in the intellectual property (IP) field to empower them to advance their careers to the next level.

Women increasingly are taking on leadership roles in different areas of the legal arena, and the contribution of female professionals across industries, including IP, is being recognized. For example, in 2018, World IP Day celebrated the positive impact of women on innovation and creativity. Despite this progress, women continue to be underrepresented in some sectors – particularly in leadership positions - including in law firms. The good news is diversity and representation of women in IP is higher than in other law firm practice areas, according to Diversity Lab's _2019 Inclusion Blueprint Report_. On the other hand, the conclusion of the _Global Gender Gap Report 2020_, published by the World Economic Forum, that gender parity will not be attained for 99.5 years, is startling and of great concern.

Through The Women's LeadershIP Initiative, INTA is working to address the underrepresentation of women in IP and bridge career development and leadership gaps for women in this field, regardless of geographic region, job title, or job function.

The Initiative was launched to coincide with International Women's Day, March 8, 2020, which celebrates the social, economic, cultural, and political achievements of women. Following the official press release and _INTA Bulletin_ article to announce the Initiative, the project started with the collection and analysis of data about diversity within INTA - including senior management, Board members and officers, and committee leadership - and within the IP legal profession - including lawyers (working in-house and in law firms), trademark administrators and university professors. Five virtual workshops were organized to promote the exchange of views and discussion among female members of INTA from Asia-Pacific, Europe, Latin America, and North America. Workshop participants generally already have achieved leadership positions in their IP careers and were, therefore, well-placed to identify trends regarding women's standing in the IP field and recommend best practices for the advancement of women's careers in IP.

The workshops with members from Latin America and North America were held on May 4 and May 11, with 28 regular members, 23 associate members, and 2 members from academia participating. The workshops with members from Europe took place on May 8 and May 11, and the participants were 11 regular and 32 associate members. The workshop with members from Asia-Pacific was held on September 14, with 32 associate members and 7 regular members. A total of 135 members participated in the workshops.

The Report summarizes the relevant data presented at the workshops and details the key findings and the recommended best practices, based on the feedback provided by workshop participants and their answers to the survey circulated beforehand (see Appendix IV).* The relevant data and key findings are presented under each of the three key topics of discussion at the workshops (i) women's representation in the workplace; (ii) women's career advancement; and (iii) women's work-life integration. In section IV, the report addresses how INTA can support women's leadership in IP. The recommended best practices are compiled in a Toolkit that can be extracted and used as a standalone piece by organizations wishing to implement those recommendations to foster diversity and inclusion and professional advancement and leadership opportunities for women.

INTA will continue the Initiative beyond 2020, as a sustained and permanent program that actively champions women as leaders in IP. In that context, the Report's concluding chapter outlines the future of The Women's LeadershIP Initiative and the variety of activities INTA has planned to continue highlighting and furthering the talent of women in IP, in line with the Association's broader goals around diversity and inclusion and corporate social responsibility.

*The sources used in the Report refer to data collected up to 2019, i.e., before the formal withdrawal of the United Kingdom from the European Union.

Data Collection Methodology

The data presented at the workshops are based on internal research and analysis of the information found in the sources listed under Appendix V. The most noteworthy data elements, because of their completeness and their relevance to the recommended best practices, are presented in the Report as **relevant data**.

A detailed survey (Appendix IV) was circulated with the participants of The Women's LeadershIP Initiative's workshops. The purpose of the survey was to collect experiences and recommendations on the four above-mentioned topics discussed at the workshops. We received **53 written responses** to this survey, distributed as follows:

With regard to geography:

- 18 responses from members from the Americas (4 from Canada, 4 from Latin America—Argentina, Brazil, Costa Rica, and Mexico; 10 from the United States)

- 17 responses from members from Europe; and

- 18 responses from members from Asia-Pacific.

With regard to INTA membership:

- 14 responses from regular members; and

- 39 responses from associate members.

Some participants responded only to some of the survey questions. The responses were compiled and analyzed, and the trends identified under each of the survey's four sections are **presented in the Report as key findings**. The survey responses are presented in greater detail under Appendix I (responses from participants from Europe), Appendix II (responses from participants from Latin America and North America), and Appendix III (responses from participants from Asia-Pacific).

In parallel, best practices identified by the workshops' participants to advance women's representation in the workplace, women's career advancement and women's work-life integration were collected. The **best practices are presented and detailed in the Report** in the **Best Practices Toolkit**

Where there is no specification as to whether the contributions are provided by members, the relevant point was consensual among all contributions. The identities of those who participated in the workshops and responded to the survey and their respective organizations are not disclosed in the Report.

Best Practices Toolkit

During The Women's LeadershIP Initiative workshops, participants identified and recommended a slate of best practices, both global and country-specific, to improve women's representation in the workplace, career advancement, and work-life integration. Below is the list of initiatives identified, with the respective explanations, that we encourage all organizations committed to recognizing and advancing the role of women to review and implement.

1. Recommended best practices to advance women's representation in the workplace[1]

Initiative	Explanation
Establishing a Diversity and Inclusion Council	A Diversity and Inclusion Council is composed of a group of an organization's employees, including senior leaders, and has the role of ensuring the existence and implementation of diversity and inclusion policies and processes. Its primary role of the Council is to integrate diversity and inclusion concerns and activities in an organization's broader strategy. A Diversity and Inclusion Council may assist an organization in institutionalizing practices that support and advance diversity and inclusion, overseeing compliance efforts, and ensuring accountability for results.
Internal reporting requirement	Organizations may benefit from implementing a regular reporting requirement on percentages of diversity, at recruitment, retention and promotion levels. A reporting requirement facilitates the identification and exposure of diversity imbalances, leading to senior-level discussions on the necessary measures to address such imbalances.
Reporting requirement for FTSE 100 companies (UK)	Companies listed in the Financial Times Stock Exchange 100 Index are required to publish a gender diversity report. The requirement of publication can be very powerful, as companies naturally wish to make sure the story they tell about themselves is a good one (works as "public accountability," which is impactful).
Appointing a Chief Diversity Officer	A Chief Diversity Officer (CDO) is the executive-level diversity and inclusion strategist of an organization. A CDO is responsible for creating an organization's strategy for recruitment of diverse candidates and for developing, managing, and supporting data-based diversity and inclusion strategies. Appointing a CDO may help ensure that an organization is effectively pursuing diversity and inclusion.

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[1] As INTA is a global association, the following recommendations were made with INTA's entire constituency in mind. Nevertheless, INTA recognizes that these recommendations may not comply with current United States (U.S.) anti-discrimination laws and encourages organizations that are subject to U.S. laws to consult with an attorney before adopting any recommendations.

Applying for global EQUAL-SALARY Certification	EQUAL-SALARY is a non-profit organization that promotes equal pay between women and men using a methodology developed in collaboration with the University of Geneva, Switzerland. Its statistical analysis of salary policies has been recognized by the Swiss Federal Court of High Justice. The EQUAL-SALARY certification allows companies to verify and communicate that they pay their female and male employees equally for the same job or for a job of the same value. It is aimed at companies with 50 or more employees (of which at least 10 are women) that are committed to closing the wage gap, in all countries and across all industries.
Become a signatory to the IP Inclusive EDI Charter (UK)	IP Inclusive is a UK organization looking at issues including participation of women and other underrepresented categories in the profession, as well as class issues. It has had significant impact in the United Kingdom. As the main problem seems to be promoting women into leadership positions, rather than bringing them into the profession, IP Inclusive has been mentoring women to help them rise to senior levels. Organizations can sign up to the IP Inclusive EDI Charter, whereby they commit to the **six EDI Charter commitments**: 1. *Having in place a named individual within your organization as Equality, Diversity, and Inclusion (EDI) Officer. This person needs to be sufficiently senior to make change happen and to be accountable for your progress.* 2. *Having in place a written Equality, Diversity, and Inclusion Policy for your organization and making everybody in the organization aware of it.* 3. *Promoting openness and transparency to demonstrate merit-based equal opportunities in your recruitment and career progression processes.* 4. *Acknowledging the effects of unconscious bias and introducing measures to tackle it.* 5. *Monitoring and reporting internally on your progress using measures and at intervals that are appropriate to your size and nature.* 6. *Sharing your experience within the IP Inclusive community to help build an effective network for equality, diversity, and inclusion across the IP sector.*

2. Recommended best practices to advance women's career[2]

Initiative	Explanation
Introducing a formal women's leadership development program	Organizations may wish to consider implementing a formal program to provide support for female professional development at the senior-management level and develop a robust pipeline for future female managers and senior leaders. This kind of program can include various activities such as workshops and trainings on leadership and other skills, networking sessions, mentoring/sponsorship, discussion, and implementation of policies that ensure effective work-life integration, among others. Organizations should consider involving men in the program and include open discussions about the perceptions and biases of men as to the role and skills of women.
Implementing coaching circles	Organizations may institutionalize small groups of women, of varying seniority levels, who periodically get together to discuss a wide range of issues. Often more junior women have relevant perspective and experiences to share, from which their colleagues, including more senior level professionals, can learn, and this should be considered.
Establishing focus groups for business development training	Focus groups can be established by organizations to focus **on business development training,** or to build relationships with women clients, addressing obstacles encountered by women at the workplace
Implementing a mandatory rule that there be an equal number of female and male candidates when hiring/promoting for senior management	The implementation of a mandatory requirement of an equal number of female and male candidates in filling senior management positions, by recruitment or promotion, can be very powerful as it can have a positive spillover effect that is replicated at lower ranks of the organization. Other criteria besides gender, such as race, sexual orientation, or disability, can also be similarly considered.
Performance and success measurement based on quality indicators	Some companies are changing the ways in which they measure success and leadership competence or potential. There is a shift from old metrics focused only on achieving goals to a focus on _how_ goals are achieved and leadership style - including how one is growing their team; how collaborative one is; and how good one is at maintaining efficient budgets.
The 30% Club	The 30% Club is a global campaign led by chairs and CEOs taking action to increase gender diversity at board and senior management levels. The Campaign continues to expand its international footprint with presence in 14 countries/regions around the world. The 30% Club supports diversity in its very broadest sense: while gender was its starting point, ethnicity, disability, sexual orientation, socioeconomic background, and other areas of diversity are also considered. Membership criteria, targets, and time frames vary across its chapters, but membership is generally open to chairs, CEOs, and equivalents, usually of listed companies or leading professional services firms. 30% Club Chapters have been established in Australia, Brazil, Canada, Chile, East Africa, Hong Kong, Ireland, Italy, Japan, Malaysia, MENA, Southern Africa, Turkey, United Kingdom, and the United States.

[2] As INTA is a global association, the following recommendations were made with INTA's entire constituency in mind. Nevertheless, INTA recognizes that these recommendations may not comply with current United States (U.S.) anti-discrimination laws and encourages organizations that are subject to U.S. laws to consult with an attorney before adopting any recommendations.

| LeadWomen **(Malaysia)** | Started in 2011, this organization has the mission of increasing women's representation on the boards of corporate Malaysia. LeadWomen's work comprises advocacy, training and development, sourcing, and placement of board-ready women. To build a women's leadership pipeline across organizations, LeadWomen shifted its focus to inclusion strategies in the workplace to ensure retention and progression of women talent. |

3. Recommended best practices to advance women's work-life integration[3]

Initiative	Explanation
Formal flexible working arrangements, including the possibility of working remotely	Establishing a formal policy allowing employees to work part-time and to work remotely allows for greater flexibility and helps to close the gender gap. All employees should be able to benefit from this policy irrespective of gender to ensure equal treatment.
Working arrangements to support mothers' transition back to work from maternity leave	Organizations should consider allowing mothers returning to work from maternity leave to transition back to a lighter schedule while receiving 100 percent pay. This policy should be implemented as a requirement rather than an option to avoid the perception that those who take advantage of the policy are less engaged or less committed.
Mandatory paternity leave	Introducing a mandatory paternity leave can lead to a more balanced distribution of childcare and housework-related responsibilities between men and women. Moreover, a mandatory vs. optional paternity leave ensures that men do not refrain from taking leave for fear of the consequences that it might have on their careers.
Active promotion of work-life integration and "living healthy" activities like sports or eating well	By actively promoting work-life integration and healthy habits and activities, thereby reinforcing the idea that it is natural and positive to take breaks, organizations can contribute to the mental and emotional well-being of their employees.
Availability of childcare on organizations' premises	Where possible, organizations should consider having childcare facilities available on their premises to facilitate contact between parents and children while reducing stress and maximizing efficiency during working hours. Organizations may also consider allowing parents to regularly spend some time with their children at these facilities.

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[3] As INTA is a global association, the following recommendations were made with INTA's entire constituency in mind. Nevertheless, INTA recognizes that these recommendations may not comply with current United States (U.S.) anti-discrimination laws and encourages organizations that are subject to U.S. laws to consult with an attorney before adopting any recommendations.

| **Subscribing to the** <u>Mindful Business Charter</u> | The Charter is about working effectively and efficiently, removing, as far as possible, unnecessary stress. It is drafted as a series of simple aims and aspirations based on four pillars:

 • openness and respect
 • smart meetings and mailings
 • respecting rest periods
 • mindful delegation

 Although the roots of the Charter are in the legal profession, all organizations can sign up. All that is required is a commitment, on the basis of professional trust, from a senior leader in the business, on behalf of that business, to work toward the Charter's aims, to encourage other organizations to get on board and to share learnings and experiences with other signatories.

 The Charter was signed on October 10, 2018, by Barclays and two other banks; RBS and Lloyds, along with nine law firms: Pinsent Masons, Addleshaw Goddard, Ashurst, Baker & McKenzie, Clifford Chance, Eversheds Sutherland, Hogan Lovells, Norton Rose Fulbright, and Simmons & Simmons.

 On May 9, 2019, a further nine law firms publicly stated their commitment to the Charter and its aims at an additional signing event: Capsticks, CMS, DWF, Herbert Smith Freehills, Freshfields Bruckhaus Deringer, Michelmores, Osborne Clark, Stone King, and Weightmans. Radiant Law and Paul Hastings have also subsequently confirmed their commitment to the Charter. |

Report of 2020 Workshops

I. Women's Representation In The Workplace

1. Relevant Data

According to the World Economic Forum's Global Gender Gap Report 2020, globally, only 55 percent of women (aged 15–64) are engaged in the labor market as opposed to 78 percent of men.

Share of male and female workers across professional clusters
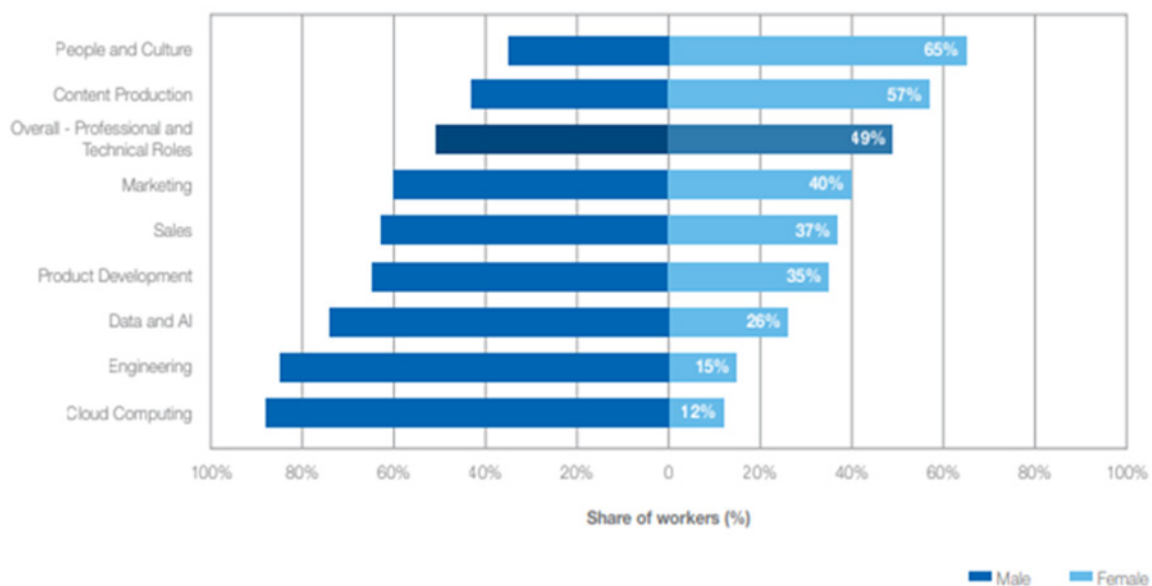
Source: *The 2020 Global Gender Gap Report,* World Economic Forum

As shown in the above graph, women are, on average, heavily under-represented in most emerging professions. This gap is most pronounced across the "cloud computing" job cluster where only 12 percent of all professionals are women. The situation is hardly better in "engineering" (15%) and "data and AI" (26%); however, women do outnumber men in two fast-growing job clusters, "content production" and "people and culture."

Regarding representation of women at the different levels of seniority, the data shows a concerning pattern across the regions analyzed

United States:

Representation of women by level, % of employees

A = Entry-level   B = Manager   C = Senior Manager/Director   D = Vice President   E = Senior Vice President   F = C-suite
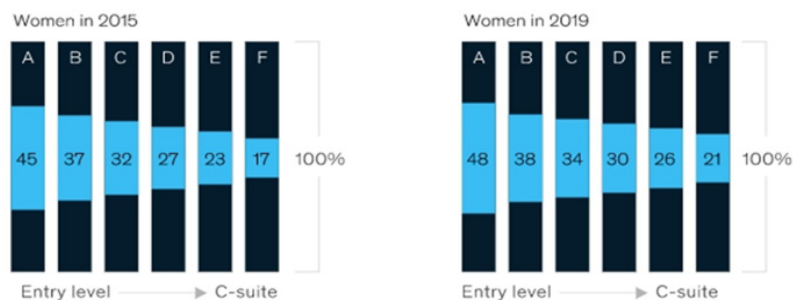
Source: 2019 McKinsey & Company and LeanIn.Org Women in the Workplace study

REPRESENTATION IN THE CORPORATE PIPELINE BY GENDER AND RACE

% OF EMPLOYEES BY LEVEL IN 2019[2]   MEN ■   WOMEN ▬

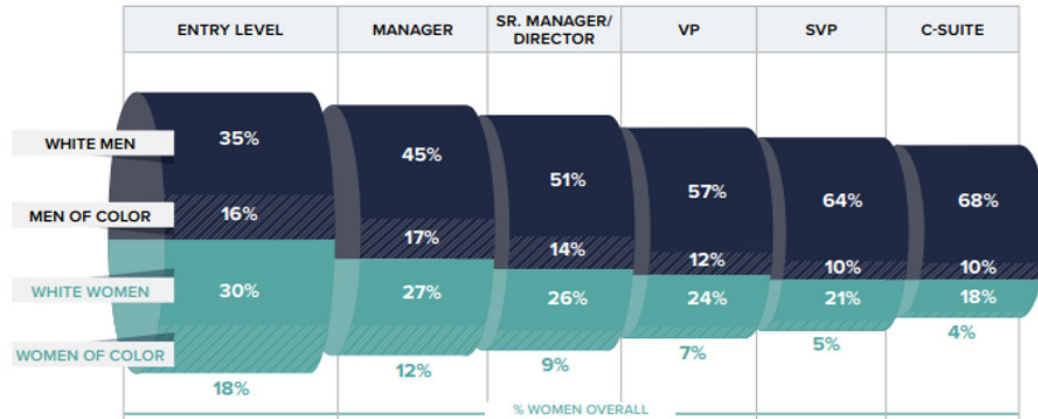|	ENTRY LEVEL	MANAGER	SR. MANAGER/ DIRECTOR	VP	SVP	C-SUITE
WHITE MEN	35%	45%	51%	57%	64%	68%
MEN OF COLOR	16%	17%	14%	12%	10%	10%
WHITE WOMEN	30%	27%	26%	24%	21%	18%
WOMEN OF COLOR	18%	12%	9%	7%	5%	4%

% WOMEN OVERALL

The above data, based on a survey of close to 600 U.S. companies, show that over the past five years, there have been signs of progress in the representation of women. Between 2015 and 2019, the number of women in senior leadership has grown in the C-suite, where the representation of women has increased from 17 percent (2015) to 21 percent (2019). Although this is a positive development, there is still far to go to reach parity. Women—and particularly women of color—are underrepresented at every seniority level.

The same study from McKinsey & Company and LeanIn.Org showed that, in 2019, about one in five C-suite executives was a woman and only one in 25 C-suite executives was a woman of color.

The data also show a daunting trend for the years to come. Since men significantly outnumber women at the manager level, there are significantly fewer women to hire or promote to senior managers. For this reason, even as hiring and promotion rates improve for women at senior levels, parity cannot be achieved because there are simply too few women to advance.
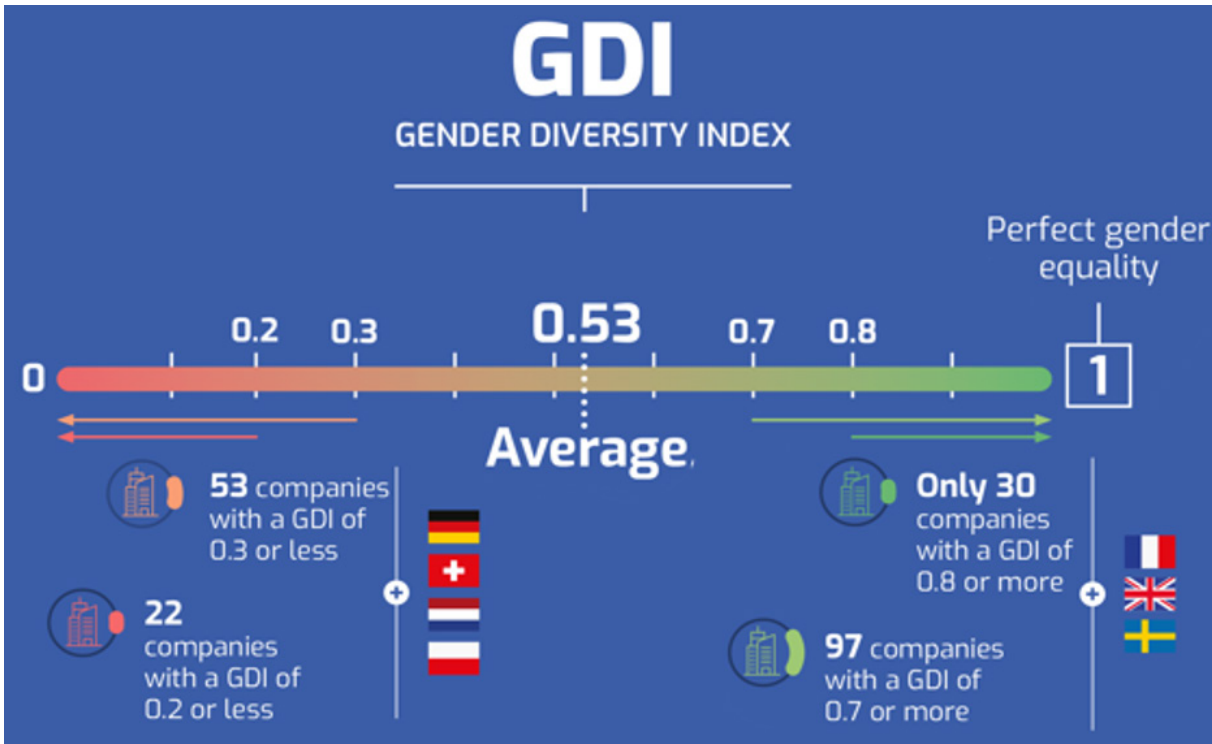
Europe:

Women in the Labor Force

● Labor Force (2019) ● Managers (2019) ● Board Members (2019) ● Executives (2019) ● CEOs (2019)
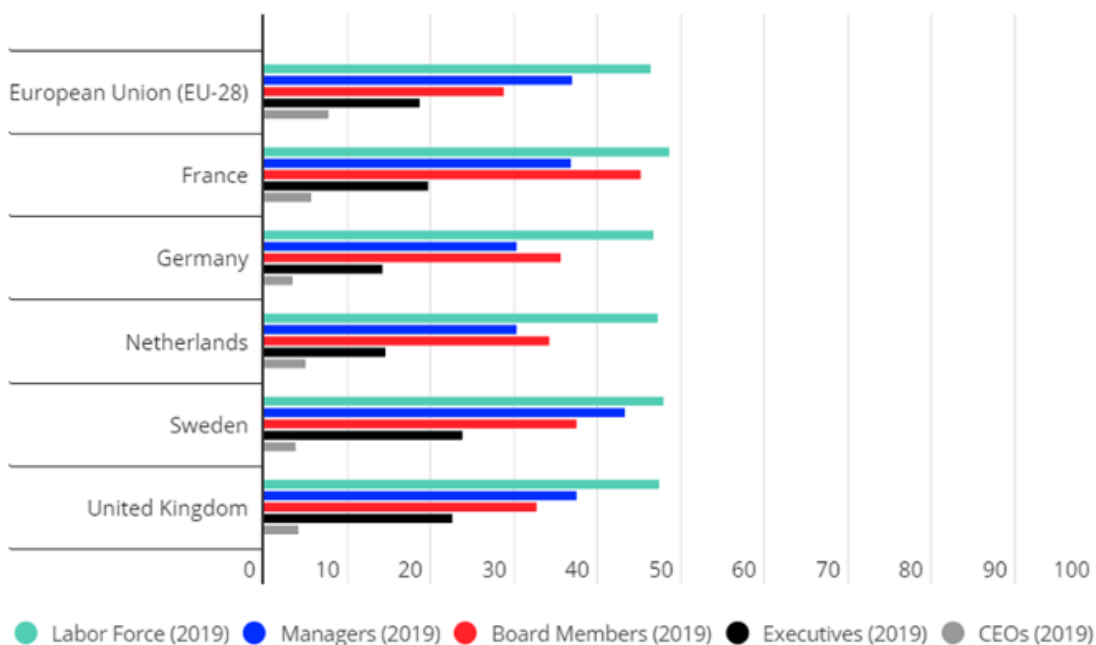
Source: *Women in the Workforce – Europe: Quick Take*, Catalyst, April 2020

Similar to the conclusions for the United States, the above graph, based on research from Catalyst, Women in the Workforce – Europe: Quick Take, April 30, 2020, shows that women in Europe also are underrepresented in leadership roles, particularly in the executive and C-suite. The share of women in the labor force and in leadership positions varies across EU-28 countries (pre-UK withdrawal from the EU).

Gender Diversity Index in STOXX Europe Diversity Companies

Source: European Women on Boards Gender Diversity Index 2019

According to the European Women on Boards (EWOB) Gender Diversity Index 2019, a study comprising the STOXX Europe 600 companies, the **average Gender Diversity Index (GDI) in leadership positions is 0.53**, with 1 being the value representing perfect gender equality.

Only 30 companies (5%) are close to having gender-balanced leadership with a GDI value that is 0.8 or more. On the other hand, 53 companies in the dataset (9%) have strongly male-dominated boards with a GDI of 0.3 or less. In 2019, there were still three companies that had no women in any of their leadership roles.

Companies from Norway, France, and Sweden are closest to having gender-balanced governance. **Norway and France's** encouraging numbers may be, at least to a certain extent, the result of **legislation mandating quotas for female board members** in large companies in force in both countries. However, as demonstrated by the key findings below, most of the **participants in the 2020 workshops do not support gender quotas** as a measure to advance women's representation or leadership.

Asia-Pacific:

Women's representation,[1] % ■ Tertiary educated graduates ■ Entry-level professionals[2] ■ Senior management[3] ■ Board members

	Australia	Philippines	China	Singapore	Indonesia	Japan	India
	56 44 21 18	53 43 33 15	53 51 11 10	53 49 25 8	52 45 13 5	46 49 1 3	43 25 4 11[4]

[1]Women as a percentage of the total men and women at the respective stage of the talent pipeline.
[2]Entry positions in jobs occupied by graduates.
[3]Company management/executive committee (CEO and direct reports to CEO).
[4]Increase in proportion due to legal mandate for one woman board member for all listed companies.

Source: *The Power Of Parity: Advancing Women's Equality In Asia Pacific*, Mckinsey Global Institute, 2018

The above graph shows that there are bottlenecks throughout the talent pipeline in each of the Asia-Pacific countries analyzed, according to the McKinsey Global Institute analysis.

The **largest drops in share of women between the entry level and middle management are in Indonesia, China, and most significantly, Japan**, where a 49 percent share becomes only 1 percent. In all seven Asia-Pacific countries examined, the share of women then **declines further** between middle and senior management. The share dwindles further between senior management and board positions, with two exceptions. In India, the share of female senior managers is only 4 percent, but 11 percent of board members are women, while in Japan 1 percent of senior managers but 3 percent of board members are female. The **largest drops between senior management and the board are in the Philippines, Singapore, and Indonesia.**

Data more specific to the IP field:
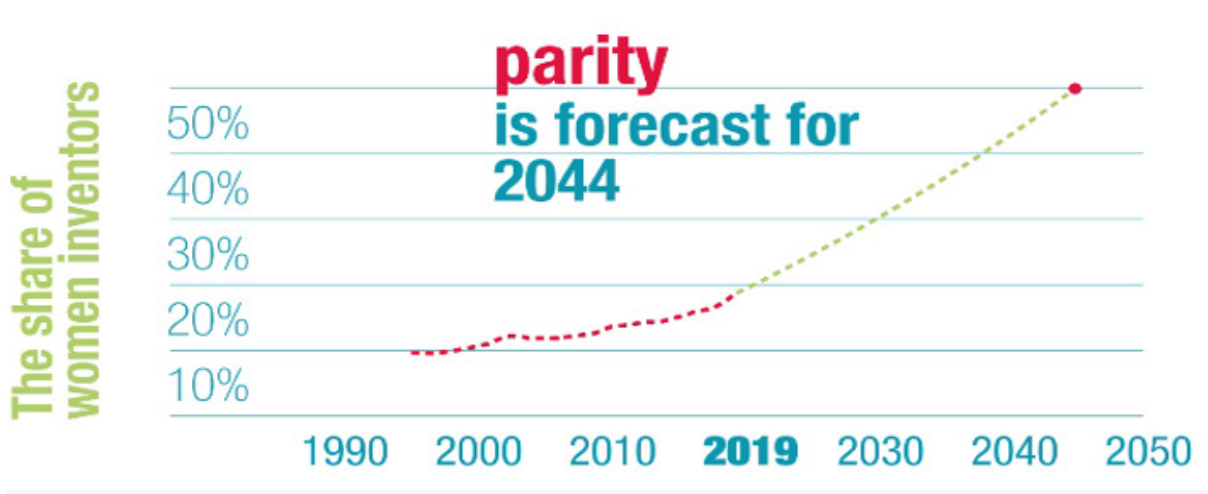
Source: World Intellectual Property Organization (WIPO), 2019

The above data from WIPO show that there are considerable gender gaps in the **patent field**. In **2019, less than one-fifth of inventors** named in international patent applications were women. It has taken 25 years for this share to almost double, from 9.5 percent in 1995 to 18.7 percent in 2019. **While this is a step in the right direction, at the current pace, parity amongst Patent Cooperation Treaty (PCT)-listed inventors will not be reached before 2044.**

The research underlying the Report showed **limited data specific to the IP field, particularly the trademark** and copyright areas. This observation makes the below findings based on the workshop participants' experiences more relevant and worthy of exploring further.

2. Key Findings

➤ The below findings are based on the answers provided by the 2020 workshops participants to the survey questions on women's representation in the workplace (see Appendix IV).

➤ There is a higher percentage of **women working in the trademark area** (commonly known as "soft IP") **than with other intellectual property rights (IPRs)**.

➤ In Asia-Pacific, Latin America, and North America, there is a **lower percentage of women in trademark litigation**, as opposed to trademark prosecution, or patent prosecution/litigation.

➤ The **measures most often in place** in organizations to advance gender diversity **are a robust anti-harassment policy and anti-discrimination policy**.

➤ The **measure least often in place** in organizations to advance gender diversity is **workforce gender quotas.**

➤ **Companies seem to have more measures in place** to advance gender diversity than law firms. In Latin America and North America, this trend is particularly marked regarding diversity and inclusion training.

➤ **In Europe, sound work-life integration policies are considered the <u>most effective</u> measure** to advance gender diversity in the workplace, followed by binding pay transparency measures, and robust anti-harassment policies.

➤ **In Latin America and North America**, **dialogue about diversity issues, including gender pay equality,** for example by including these as routine agenda topics in department/practice area meetings, **is considered to be the <u>most effective</u> measure** to advance gender diversity in the workplace, **followed by diversity and inclusion training, and a concrete and transparent action plan with a clear focus on results**.

➤ **In Asia-Pacific and Europe, workforce gender quotas are considered the <u>least effective</u> measure** to advance gender diversity in the workplace. A dedicated group/network for women employees is perceived as the second least effective measure.

➤ **In Latin America and North America**, **anti-harassment and anti-discrimination policies are considered the <u>least effective</u> measures** to advance gender diversity at the workplace.

➤ **Trends in <u>Europe:</u>**

  • There is a **perception by some respondents that measures are not necessary** to advance gender diversity at the workplace.

  • Respondents working in **companies** seem to attach a **higher importance to active measures being taken by the organization** than respondents working in law firms.

  • **Collecting data and openly discussing gender balance issues in the workplace may lead to action** to address imbalances.

➤ **Trends in <u>Latin America and North America:</u>**

  • The main reason for not taking active measures is **time and budget**.

  • Some respondents brought up that **certain policies are legally required**, for instance having a robust anti-discrimination policy in the state of California.

➤ **Trends in Asia-Pacific:**

  • Most respondent organizations report a higher overall percentage of female than male workers. Against this background:

- It was suggested to implement workforce gender quotas, but to ensure that more men are hired.

- Measures to advance women's representation at the workplace are considered unnecessary by many respondents.

- A considerably higher number of organizations in Asia-Pacific, when compared to European, Latin American, and North American organizations, have inclusive workspaces (for instance, gender-friendly restrooms and dedicated nursing rooms for mothers).

Spotlight topic for further reflection

Women are under-represented in the IP sector, except in the trademark field. Nevertheless, there is a higher proportion of working women in trademark prosecution than in trademark litigation. To address these imbalances, workshop participants recommend measures such as open dialogue and sound work-life integration policies, rather than workforce gender quotas.

II. Women's Career Advancement

1. Relevant Data

The 2019 study from Grant Thornton, _Women in business: building a blueprint for action,_ shows that progress on gender diversity in business is being made. **Globally, 2019 registered the highest percentage of women in senior management on record, at 29 percent**. The data for 2019 also marked the most significant increase with respect to the proportion of women in executive roles and the **first time that the proportion of women in senior leadership exceeded one in four.** Globally, the proportion of women in senior roles is approaching **30 percent,** the percentage that the study considers to be the tipping point that would open the gate for gender parity.

Moreover, between 2014 and 2019, the **proportion of global businesses employing at least one woman in senior management** has risen by 20 percent, to **87 percent in 2019**.

Proportion of women in senior leadership by region:

Region	Percentage of Senior Roles Held by Women
Eastern Europe	32%
Asia-Pacific	28%
European Union	28%
North America	31%
Latin America	25%

Grant Thornton _Women in Business: Building a Blueprint for Action,_ 2019

The same Grant Thornton 2019 study revealed regional differences in gender diversity among senior leadership. **Eastern Europe is leading** with almost one-third (32%) of senior management composed of women, outperforming the global figure by three percentage points. Conversely, Latin America has the lowest figure, with just 25 percent of senior managers being women. In the middle ground are Asia-Pacific, the EU, and North America, among others.

When it comes to women's career advancement, perceptions matter...
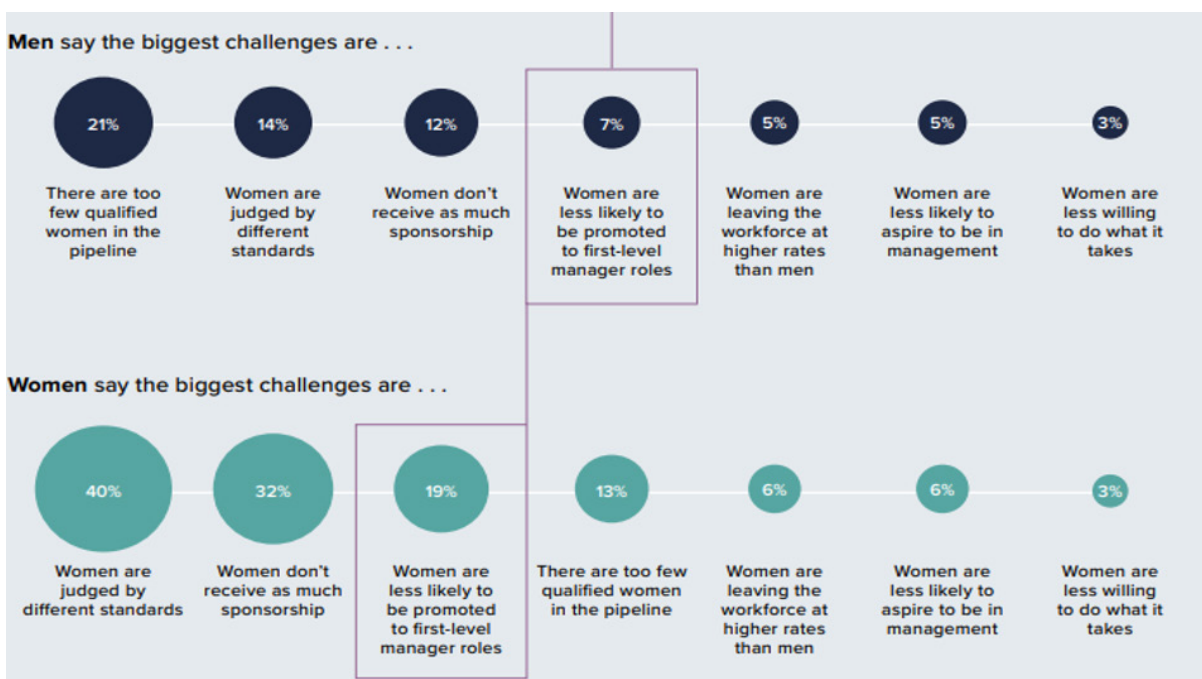
Source: 2019 McKinsey & Company and LeanIn.Org _Women in the Workplace_

For its [Women at the Workplace Report](#) of 2019, McKinsey & Company and LeanIn.Org asked men and women what were the **biggest challenges to women's career advancement**. The **number one reason identified by 21 percent of men** (as opposed to 13% of women) was that there are **too few qualified women in the pipeline**, while **40 percent of women (and only 14% of men) identified the fact that women are judged by different standards**. While 7 percent of men believe that women are less likely to be promoted to first-level manager roles, 19 percent of women believe that is the case.

The problem is not women's lack of ambition or initiative...
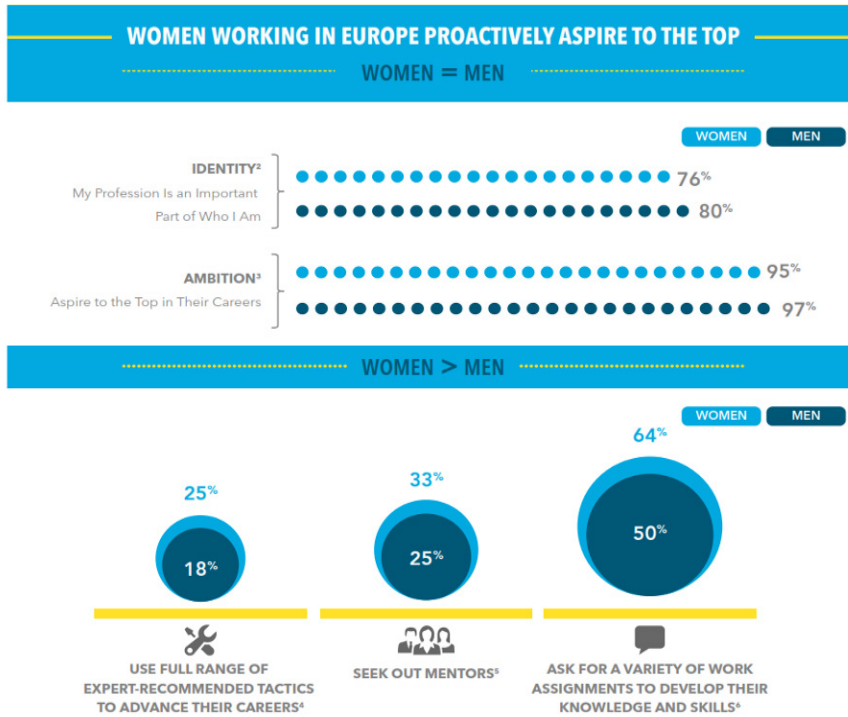
Source: Catalyst, HIGH-POTENTIAL WOMEN IN EUROPE, UNDERUTILIZED TALENT

The above data from Catalyst result from a survey of 124 women and 526 men, working in 32 European countries, who received an MBA from a premier global business school at least two years prior to the survey. 85 percent worked at global organizations at the time of survey.

Data show that similar percentages of women and men identify with their professions and have ambition to advance in their careers and reach the top level. Further, according to this data, **women work more proactively than men to advance their careers**. More women than men use recommended tactics to advance their careers, seek out mentors, and ask for guidance to develop knowledge and skills.

... however, women receive fewer critical responsibilities necessary to advance:

WOMEN | MEN

35%	40%	48%	48%
21%	24%	34%	40%
11 OR MORE DIRECT REPORTS	ANNUAL BUDGETS OF $10+ MILLION[12]	PROFIT-AND-LOSS RESPONSIBILITY	DEVOTED 81% OR MORE OF TIME TO LINE DUTIES
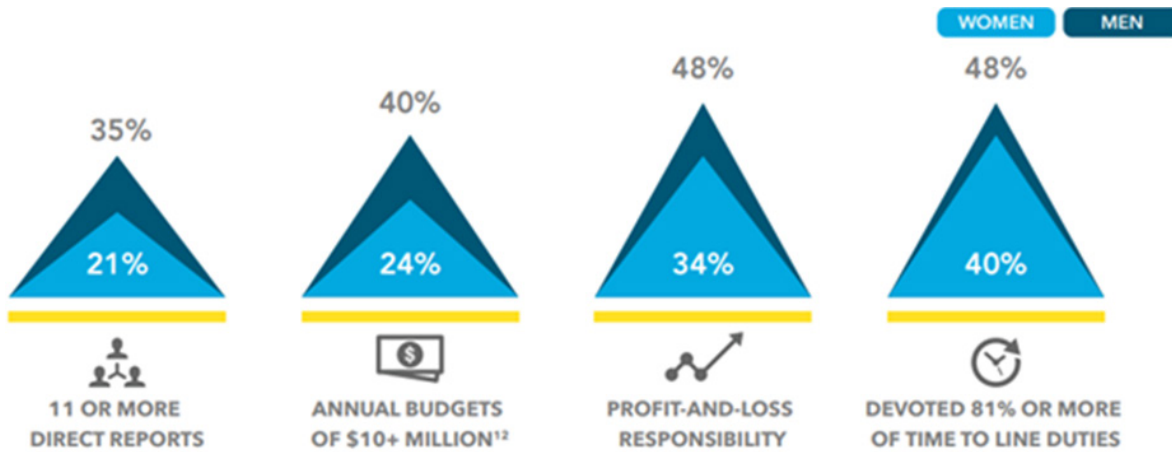
Source: Catalyst, HIGH-POTENTIAL WOMEN IN EUROPE, UNDERUTILIZED TALENT

The same research from Catalyst reveals that women receive fewer responsibilities critical to advancing their careers. More men than women have 11 or more direct reports, are responsible for annual budgets of more than US $10 million, receive more profit-and-loss responsibilities, and devote most of their time to line duties. The difference is particularly staggering with respect to annual budgets, where the percentage of men having a US $10+ million budget is almost twice the percentage of women who do.

Similar trends can be verified in Asia-Pacific countries. The March 2020 whitepaper *Overcoming Barriers to Women's Leadership and Unlocking the Power of Diversity*, from the Center for Creative Leadership (CCL), showed that w**omen in Asia-Pacific are less likely to receive a challenging leadership role than men**: 58 percent of women were likely to be offered such a role compared with 77 percent of men. However, 11 percent of women would be more likely to turn down such opportunities, while just 0.2 percent of men would.

2. Key Findings

The below findings are based on the answers provided by the 2020 workshop participants to the survey questions on "women's career advancement" (see Appendix IV).

➤ In **Europe, Latin America and North America there is a vast majority of men in senior roles** and a **vast majority of women in junior roles** in the IP departments/practice areas of both law firms and companies.

➤ In contrast, **respondents from Asia-Pacific report either a vast majority of women in both junior and senior roles or an equal percentage of women and men in both these roles.**

➤ There is a higher percentage of **women in senior roles in the trademark area** when compared with other IP areas (when such separation exists) and other departments/practice areas.

➤ According to the **European respondents**, **most law firms that have a vast majority of women in senior roles were founded by women.**

➤ **Respondents from Latin America and North America noted that women tend to stay in their roles.** Once in a position, they remain until an opportunity is presented for promotion. Otherwise, they merely stay in their role until they retire or take a position with another company. Career advancement opportunities for women within IP are very limited, and notably the larger a company/firm is, the fewer opportunities there are to progress.

➤ The vast majority of respondents from **Asia-Pacific and Europe** see **work quality and dedication to work** as the **most relevant factors in achieving a leadership position**.

➤ According to **Latin American and North American** respondents, the **most relevant factor to achieving a leadership position is the initiative to start their own firm**, followed by dedicated high-quality work, and years of work experience.

➤ From **European** respondents' point of view, women's **lack of both self-confidence and willingness to stand up for their achievements** is the **main obstacle to women's career advancement**.

➤ For respondents in Asia-Pacific, Latin America, and North America, the **main obstacles to promotion of women** are **family responsibilities**, especially for those with young children, followed by societal/cultural perceptions (especially in Asia-Pacific and Latin America where the field in both regions is perceived to be male driven, and there may be an unconscious bias toward women's role), organizational hindrance, and lack of opportunities.

➤ Respondents from **Europe** believe that organizations should prioritize providing **flexible working arrangements to improve women's promotion rates**.

➤ Respondents in **Asia-Pacific** bring up flat organizational structures (which do not have many senior roles), lack of support, social hierarchy and overwhelming family responsibilities as reasons why women's careers don't advance at the same pace as men's do.

➤ The most recommended measure to improve women's promotion rates by respondents from **Latin America and North America** is **holistic performance measurement with objective parameters** in order to define promotions (some members mention that "promotions have a tendency to be 'political' and not solely based on performance and qualifications"), followed by providing opportunities for career development to those who demonstrate leadership characteristics in their current roles, and being transparent in promotion decision-making.

➤ Respondents from Asia-Pacific indicate effective mentoring/sponsorship, leadership programs, and trainings as the top measures that organizations should take to improve promotion rates for women

➤ In law firms, the **billable-hour model can be challenging**, in that career advancement is overly based on the professional revenue generation and does not consider other potentially positive contributions to the business, such as leadership skills.

➤ Women are **under-represented in IP Offices and IP administration, particularly in the most senior roles**.

➤ As an increasing number of women are entering the legal profession, particularly the IP field, and awareness of the challenge women face is growing, **women's leadership in IP is expected to grow in the coming years**. Nevertheless, women continue to face bias (often unconscious) across the profession and across cultures.

Spotlight topic for further reflection

Women consider visibility, i.e., speaking up and standing up for their achievements, to be key in the advancement of their careers. However, for many women, leaving an organization and starting their own firm has been necessary to achieve a leadership position. This trend raises concerns—women face obstacles to advance in their careers within an organization and feel forced to quit; however, it also has a positive side—some women are taking ownership of their career advancement and making use of the freedom to venture into new challenges.

III. Women's Work-Life Integration

1. Relevant Data

United States:

The 2019 study, *Women in the Workplace,* from McKinsey & Company and LeanIn.Org, revealed some thought-provoking figures on the interaction of work and unrelated activities and responsibilities in the careers of men and women:

➤ **Women experience more negative consequences when they take leave**: **20 percent of women** who have taken a leave say it **negatively impacted their career**, vs. **10 percent of men.**

➤ **81 percent of women** have a **partner who works full-time** vs. **56 percent of men.**

➤ While **43 percent of women who share responsibilities evenly with their partner** aspire to **become top executives**, only **34 percent of women who do a vast majority of housework** and child-care have the same aspiration.

➤ **Women in senior management are seven times more likely** than men at the same level to say they **do more than half of the housework.**

Europe:

Part-time work as response to caretaking responsibilities and lack of full-time opportunities:
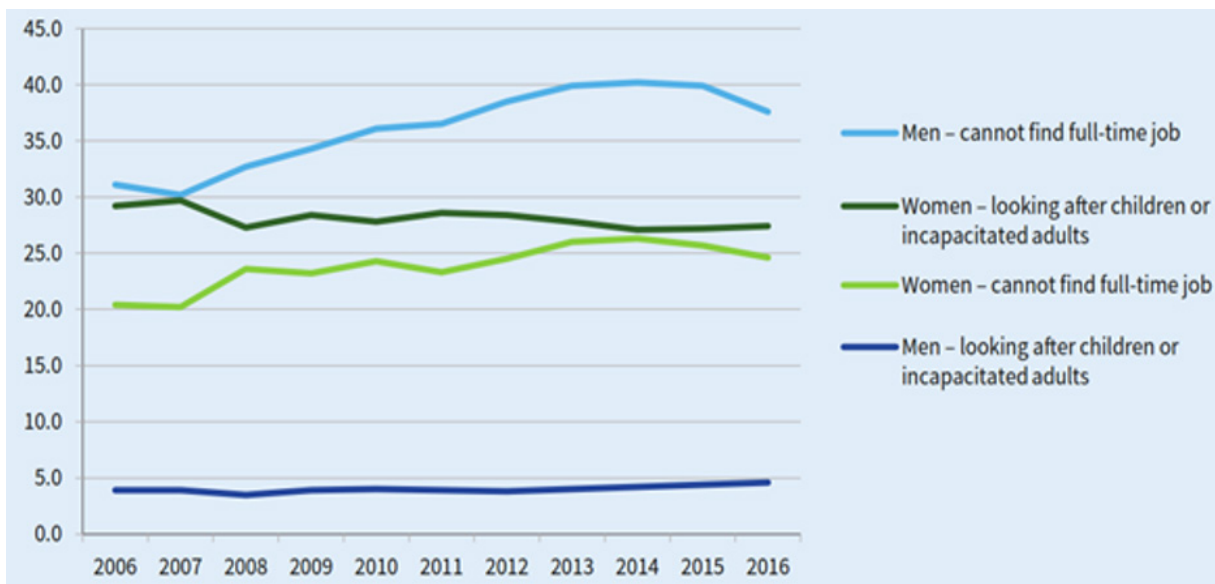
Source: European Working Conditions Surveys (EWCS), 2016, Eurofound

The above-referenced 2016 survey from Eurofound shows considerable differences between men and women. For women, childcare and other family or personal responsibilities are the most common reasons justifying part-time work. In contrast, being in education or training, or the inability to find a full-time job are the most frequent justifications for men working part-time.

While working part-time can be seen as a tool to improve an individual's work-life balance, the data show that the share of those working part-time because they could not find a full-time job (also designated as involuntary part-time) has increased in the past decade for both men and women in the EU. At the same time, the shares of those working part-time because they are looking after children or incapacitated adults remained relatively stable for women (between 27% and 28%) and men (between 4% and 5%).

Family leave in Europe:

ONLY **41%**
OF THE EUROPEAN FATHERS AGED LESS THAN 65 YEARS OLD
TOOK / ARE THINKING OF
TAKING PATERNITY LEAVE

EVEN FEWER (LESS THAN A THIRD OF MEN)
TOOK/ARE THINKING OF TAKING
PARENTAL LEAVE,
COMPARED TO MORE THAN HALF OF WOMEN

Men **32%** Women **57%**

MEN ARE MORE LIKELY THAN WOMEN TO TAKE PARENTAL LEAVE IF THEY HAD AT LEAST **75% OF THEIR SALARY**

Men **47%**   Women **39%**

Source: Eurobarometer report on work-life balance, European Commission, 2018

The 2018 data from the European Commission reveal that, overall, **one-third of men have taken or were thinking of taking paternity leave** (a short period of leave available to fathers usually immediately after the birth of a child). Nineteen percent were unable to do so because paternity leave was not offered. **Just over one-quarter (26%) say that they did not want to take paternity leave or were not considering it**. A further 11 percent said that they do not have children or do not plan to have children, and six percent were not aware of their entitlement to paternity leave.

Even fewer men are thinking of taking parental leave (a period of leave to care for children in their first years of life): less than one-third of men took it compared to more than half of the women.

Interestingly, the above data also show that while considerably more women (57%) than men (32%) took or are thinking of taking parental leave, more men (47%) than women (39%) would take parental leave if they kept at least at 75 percent of their salary.

Asia-Pacific:

Top barriers to increase diversity perceived by women in top management:

"Anytime, anywhere" performance model (work model requiring unfailing availability and geographical mobility at all times)	45
"Double-burden" syndrome (women balancing work and domestic responsibilities)	32
Absence of female role models	31
Lack of pro-family public policies (e.g., subsidies) or support services (e.g., childcare)	30
Company tendency to evaluate employees on time commitment	28
Lack of specific company measures to recruit, retain, promote, and develop women	24
Tendency of women to have less aspiration for career advancement than men	17
Tendency of women to be more shy and/or spend less effort to get promoted	17
Tendency of women to not network in the same way as men	13
Tendency of many companies to steer women into support or staff positions	13
Decisions by women to "opt out" and leave the workforce voluntarily	9
Having a gender-diverse leadership team is not compatible with overall corporate culture	8

Source: The Power of Parity: Advancing Women's Equality in Asia Pacific, McKinsey Global Institute, 2018

The 2018 survey, The Power of Parity: Advancing Women's Equality in Asia Pacific by McKinsey Global Institute (2018), illustrated by the above graph found that by far **the most significant barrier** to women moving into senior roles cited by executives (45%) **was the "anytime, anywhere" performance model**.

The **second biggest** (32%) was the "**double burden"** of women **holding down a job while looking after their families**, particularly in societies where women are still expected to take sole responsibility for family and household duties. **Third was an absence of female role models**, followed by a lack of pro-family public policies and support, including childcare. Thirty percent of respondents cited the latter factor.

Other barriers—all selected by more than 20 percent of respondents—were **companies' tendency to evaluate employees on the basis of time commitment** (rather than performance and outcomes), and a **lack of specific measures to recruit, retain, promote, and develop women**. For some women, further barriers included their own tendency to have lower aspirations for their careers than men, being shyer than men, and spending less effort on winning promotion.

2. Key Findings

The below findings are based on the answers provided by the 2020 workshop participants to the survey's questions on "work-life integration" (see Appendix IV).

➤ Most **respondents in Europe, Latin America, and North America, assess their own work-life integration as "reasonable" or "good."**

➤ Most **respondents in Asia-Pacific assess their own work-life integration as "good" or "very good."**

➤ **In-house practitioners report a better work-life integration** than those working in law firms.

➤ Respondents said that if their organization would provider **flexible working arrangements that would improve their work-life integration.**

➤ The **top recommendation in all surveyed regions to assist women in achieving good work-life integration** is agreeing on **flexible working arrangements** with their organizations.

➤ A considerable percentage of **respondents in Europe** consider that there are **no measures that their organization could take to improve their work-life integration**.

Spotlight topic for further reflection

Flexibility, i.e. the freedom and ability to organize schedules as preferred and needed, to work remotely and/or part-time, is the most important factor for women to achieve satisfactory work-life integration.

IV. How INTA Can Support Women's Leadership

➤ The actions most referenced by respondents for INTA to take are **networking events** promoting the exchange of views among women IP professionals with different roles and functions, and a **sponsorship or mentorship program.**

➤ Respondents suggested that, **in addition**, INTA take the **following actions**:

- **Hosting discussions, including men, on a regular basis**, possibly at every Annual Meeting

- Including **more women speakers** in conferences

- **Collecting and disseminating best-practices**

- **Working with government authorities and universities** to ensure that diversity and inclusion are being discussed at all levels

- Creating a **dedicated Women's Leadership committee/task force**

- **Involving men and decision-makers** in the discussions

➤ Suggested **topics for an INTA sponsorship/mentorship program** include:

- Building assertiveness and self-confidence

- Leadership skills and development and how men and women differ in this respect

- Addressing misogyny, harassment, bullying, and discrimination in the workplace

- How to "lean in" and when to "lean back"

- Work-life integration

- Sharing inspiring stories

- Pay-raise negotiation

- Communication and presentation skills

- Strength-finder assessment

- Career path outline

➤ Suggested **topics for INTA education events** include:

- Same as above for coaching/mentorship program

- How to get a seat at the "C-suite" table

- Presentation skills catering to a specific audience

- Managing professional difficulties and tapping opportunities at work

- Dealing with deep-rooted harassment/equal treatment issues and unconscious bias

➤ **Men should be involved in education events** focusing on women leadership, including as moderators.

➤ Only a **minority of respondents in Europe believe that INTA should offer education** events to advance women's leadership.

- ➤ Most respondents believe that **INTA committees should be involved** although there can be **no discrimination** and all members should be eligible to participate in such committees and their activities.

- ➤ The Leadership Development Committee and Young Practitioners Committee are the most frequently suggested INTA committees to engage the subject matter, with others including the Trademark Administrators Committee, Brands for a Better Society Committee, Law Firm Committee, and In-House Practitioners Committee.

- ➤ Considering what is already being done by other organizations, **INTA can best add value** by:

  - Taking advantage of its **vast and diverse membership and network**, which expand the outreach possibilities to different entities at the international, regional, and national levels.

  - Taking advantage of its **focus on the IP work reality** and the trends and challenges for women in this field.

  - Collecting data widely to track the progress and measure the results over a period.

CONCLUSION: THE FUTURE OF THE WOMEN'S LEADERSHIP INITIATIVE

In the context of INTA's long-term commitment to diversity and inclusion, and broader goals around corporate social responsibility, the Association has established The Women's LeadershIP Initiative as a **permanent program**. The program has the objectives of, on the one hand, acknowledging the achievements of women in the IP field and, on the other hand, actively contributing to the development of skills to benefit women in INTA's community who aspire to achieve professional success, advancement, and leadership, irrespective of their role or job title.

INTA will continue to foster women's leadership within the Association itself, and it has introduced a specific program—*Women in INTA (WIN)*—for that purpose. Numbers show that INTA is doing well when it comes to women's representation, including in leadership positions: since 2000, 10 INTA Presidents have been women; and currently, 5 of the 6 Officers of the Board of Directors, 15 of the 30 the Board Members, and 31 of the 70 committee chairs and vice chairs are women. The Association is determined to continue following this path and to advance the role of women within the organization even further.

To further the agenda of The Women's LeadershIP Initiative, INTA has planned various activities as part of its general offerings to its membership and beyond. In particular:

- **Communication**: INTA's **Brand & New podcast** series *Women's Empowerment in IP* featuring women leaders in IP. So far, Ayala Deutsch, Cristina Carvalho (Arent Fox, USA), and Myrtha Hurtado Rivas (Novartis, Switzerland) have shared their personal stories and views on women's roles and leadership in IP. The podcast series will feature more episodes highlighting the accomplishments of women in the IP industry. Articles in the *INTA Bulletin* and **social media campaigns** sharing women's experiences and celebrating their achievements are also planned.

- **Education:** Events focusing on women in IP will be organized, both on an *ad hoc* basis and as part of INTA's regular conferences and meetings, notably the Annual Meeting and the Leadership Meeting. To reach the broadest possible audience, the three workshops were offered during the 2020 Annual Meeting & Leadership Meeting on *Advancing Women's LeadershIP: Women and Men Working Together to Effect Change.* The three workshops were held on different days and in different time zones and were open to both men and women.

- **Networking:** INTA also will be offering networking events to promote the exchange of views among women IP professionals with a view to supporting professional growth and leadership.

- **Sponsorship/Mentorship program:** INTA is exploring the possibility of creating a program involving both experienced leaders and more junior professionals who can work and learn together to further women's leadership skills and career advancement in IP.

Finally, the Association will be exploring **new areas of research;** this may include the representation of women in senior roles at IP government bodies, notably IP Offices, as well as furthering the research, data collection and analysis of different elements of diversity beyond gender, including race and ethnicity, but also diversity of perspectives and experiences. Recognizing and celebrating diversity and inclusion in the broadest sense is part of INTA's mission and a key objective for the future of this Initiative.

APPENDIXES

Appendix I

Detailed Responses to Workshop Survey
Europe workshop surveys
(17 respondents: 4 regular members ("CORP"); 13 associate members)

I. Women's Representation In The Workplace

Percentage of women in the IP department/practice area vs. other departments/ practice areas

Most respondents cannot compare the percentage of women in the IP department/practice area to other departments or practice areas, as they work in a full IP law firm or practice alone (7/17). For the remaining 10 respondents, in 5 (2 of which CORP) there is a higher number of women in the IP department/practice area than in other areas and that is not the case for the other 5 (2 of which CORP).

For those that responded that there is a higher number of women in the IP department/practice area, the main **justifications** provided were (1) women's interest in IP; (2) IP departments have more women leaders which may attract women and possibly push away men. Some responses also noted that companies tend to have more women than law firms because of the better conditions and greater ease to balance work/life than in law firms.

Percentage of women in the trademark area vs. other IPRs within IP department/ practice area

More women in trademarks: 7

Even percentage with other IPRs: 2

N/A (trademark only practice or lawyers work with all IPRs without distinction): 5

Most respondents note that there are many more men than women in patents, which some respondents explain by: (1) science/technical background which usually interest men more than women; and (2) perception from men that trademark law ("soft IP") is not challenging enough.

Measures taken by organizations to advance gender diversity
N/A (small organizations): 2

- **Concrete and transparent action plan with a clear focus on results**

  Yes: 5 (2 CORP)   **No: 10 (2 CORP)**

- **Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotions**

  Yes: 5 (2 CORP)   **No: 9 (1 CORP)**   Do not know: 1 (CORP)

- **Dialogue about diversity issues, including gender pay equality, for example by including these as routine agenda topics in department/practice area meetings**

  Yes: 8 (3 CORP)   No: 7 (1 CORP)

- **Training on diversity and inclusion**

  Yes: 5 (2 CORP)   **No: 10 (2 CORP)**

- **Dedicated group/network for women employees**

  Yes: 2 (1 CORP)   **No: 13 (3 CORP)**

- **Sound work-life integration policies and mechanisms in place**

    Yes: 8 (3 CORP)   No: 7 (1 CORP)

- **Binding pay transparency measures**

    Yes: 4 (0 CORP)   **No: 10 (4 CORP)**   Do not know: 1 (CORP)

- **Workforce gender quotas**

    Yes: 1 (CORP) (Only at board level and work in progress, not yet achieved)   **No: 14** (3 CORP)

- **Robust anti-discrimination policy**

    Yes: 10 (4 CORP)   No: 5 (0 CORP)

- **Robust anti-harassment policy**

    Yes: 11 (4 CORP)   No: 4 (0 CORP)

- **Inclusive workspaces (for instance, gender-friendly restrooms; dedicated nursing rooms for mothers)**

    Yes: 7 (3 CORP)   **No: 8** (1 CORP)

    ➤ **Opinion on effectiveness of above measures (even if respondent's company is not taking them) - 1 "less effective," 2 "effective," and 3 "more effective"**

- **Concrete and transparent action plan with a clear focus on results**

    1 less effective: 2 (1 CORP) **2 effective: 8 (1 CORP)** 3 more effective: 2 (CORP)

- **Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotions**

    1 less effective: 2 (1 CORP) **2 effective: 7 (1 CORP)** 3 more effective: 3 (2 CORP)

- **Dialogue about diversity issues, including gender pay equality, for example by including these as routine agenda topics in department/practice area meetings**

    1 less effective: 3 (1 CORP) **2 effective: 7 (1 CORP)** 3 more effective: 2 CORP

- **Training on diversity and inclusion**

    1 less effective: 4 (1 CORP) **2 effective: 5 (1 CORP)** 3 more effective: 3 (2 CORP)

- **Dedicated group/network for women employees**

    1 less effective: 5 (1 CORP) 2 effective: 4 (1 CORP) 3 more effective: 3 (2 CORP)

- **Sound work-life integration policies and mechanisms in place**

    1 less effective: 2 (1 CORP) 2 effective: 2 (1 CORP) **3 more effective: 7 (2 CORP)**

- **Binding pay transparency measures**

    1 less effective: 2 (1 CORP) 2 effective: 4 (1 CORP) **3 more effective: 5 (1 CORP)**

- **Workforce gender quotas**

1 less effective: 7 (1 CORP) 2 effective: 3 (1 CORP) 3 more effective: 1 CORP

- **Robust anti-discrimination policy**

    1 less effective: 3 (1 CORP) **2 effective: 5 (1 CORP)** 3 more effective: 4 (2 CORP)

- **Robust anti-harassment policy**

    1 less effective: 3 (1 CORP) 2 effective: 4 (1 CORP) **3 more effective: 5 (2 CORP)**

- **Inclusive workspaces (for instance, gender-friendly restrooms; dedicated nursing rooms for mothers)**

    1 less effective: 4 (1 CORP) **2 effective: 5 (1 CORP)** 3 more effective: 3 (3 CORP)

    ➤ **Measures NOT in place in organization that respondents recommend to advance gender diversity at the workplace**

    Measures mentioned by preference order identified by respondents:
    1. Sound work-life integration policies and mechanisms
    2. Binding pay transparency measures
    3. Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotion
    4. Workforce gender quotas
    5. Concrete and transparent action plan with a clear focus on results

One interesting response mentioned that gathering information for the workshop and surveys identified that men lawyers and engineers are better paid than women with the same roles—from 0.9 percent to 37.8 percent. This realization was brought up with the management, which decided to address it to change this trend.

This shows the importance of organizations collecting data, discussing it, and publishing it as it can lead to reputation considerations that can be very impactful.

    ➤ **Reasons for respondents' organization not taking measures**

    Reasons most mentioned by respondents:
    1. Not necessary because diversity already exists (6 out of 10 answers)
    2. Employees have not asked for it
    3. Lack of time and resources

II. Women's Career Advancement

- **Percentage of females in, respectively, more junior and more senior roles in respondents' departments/practice areas**

In the companies and law firms where respondents work there are a **majority of men in senior roles** (partners/management) and a **majority of women in junior roles** (associate, trainees, paralegals, and administrative).

Most law firms that have a majority of women in senior roles were founded by women. <u>Note</u>: This may raise the interesting question of whether women tend to leave their firms to start their own practice/business as a way to advance their careers in ways that would not be possible, within the organizations they left.

- **Percentage of female senior roles in trademark practice vs other IPRs and other departments/practice areas**

There is a higher percentage of **women in senior roles in the trademark area** when compared with other IPRs' areas (when such separation exists) and with other departments/practice areas.

• **Most relevant factors to achieve leadership position**

Factors most often mentioned by respondents:

1. **Work quality and commitment to work**
2. Client relationship and acquisition
3. Good networking
4. Experience
5. Self-confidence and courage to go beyond comfort zone
6. Sponsorship/having a female boss
7. Moving to/founding a new firm
8. Imagination/creativity/curiosity
9. Sacrifice personal life and time

• **Main obstacles to promotion of women within an organization**

Obstacles mentioned by respondents:

1. **Women themselves—lack of self-confidence, unwillingness to speak about own achievements**
2. Outdated vision from men regarding the place of women in society/unconscious bias from men
3. Personal obligations, notably with childcare
4. Lack of role models and support from other women in senior roles
5. Unattractive model in law firms (demanding long hours, uncertain career progression, and lack of work-life integration mechanisms in place) for women
6. Long maternity leaves taken by women

• **Which measures, if any, should organizations take to improve promotion rates for women?**

1. **Provide for flexible working arrangements**
2. Mandatory paternity leave
3. Effective mentoring programs
4. Gender quotas for senior roles
5. Transparency and equal treatment regarding pay
6. Balanced slate of candidates (same amount of men and women)
7. Education and sharing of success stories, starting in law school (to avoid idea of success necessarily meaning sacrifice of personal life)
8. Open discussions within the organization

• **Trends in the advancement of women's career in IP**

1. It can be difficult for younger women to be taken seriously.
2. The common billable hour model of legal private practice places a lot of pressure on women with families.
3. A lot of young female professionals enter the work force presuming that they are not "leadership material."
4. While gender balance is still an issue and needs to be addressed, the presence of women in IP, including of women in leadership in IP, is increasing over time.
5. There are not enough women in IP Offices, particularly at director level.

III. Work-Life Integration

• **Assessment of own work-life integration (scale: 1 "very poor," 2 "poor," 3 "reasonable," 4**

"good," and 5 "very good")

> 1 very poor: 0
> 2 poor: 2
> **3 reasonable: 6**
> **4 good: 6 (3 CORP)**
> 5 very good: 2

• Measures organizations can take to improve respondents' work-life integration

> Measures mentioned by order of frequency:
> 1. **Flexibility (notably working remotely a certain number of days per week/more often)**
> 2. **No measures could be taken by organization/problem is lack of time**
> 3. Better organization of schedule/meetings
> 4. N/A (very small organizations of 1 or 2 people)

• Top recommendations to assist women in achieving good life integration

> 1. **Flexible working arrangements (working remotely; flexible working hours)**
> 2. Organization (of schedule and reserving time for activities outside work)
> 3. Prioritization (life priorities and priorities within work)
> 4. Communication including on limits to working hours (and confidence to speak up)
> 5. Even distribution of home and childcare tasks with partner or finding reliable support services for those tasks
> 6. Avoiding perfectionism
> 7. No recommendations (subjective question or do not know the answer)

IV. How INTA can support Women's LeadershIP

• Actions INTA can take to foster Women's LeadershIP

By order of preference:

> 1. **Coaching or mentorship program**
> 2. **Networking events promoting exchange of views among female IP professionals (but not necessarily between women only)**
> 3. Podcasts/webcasts featuring female IP leaders
> 4. Social media campaigns sharing the experiences and achievements of women in IP
> 5. Education events focusing on women in IP

• Other suggested INTA actions to foster Women's LeadershIP

> 1. Organize open discussions with men, possibly on a regular basis (Annual Meeting?).
> 2. Train female speakers to have more women speaking in conferences.
> 3. Work actively for the next president at WIPO or EUIPO to be a woman.
> 4. Disseminate best-practices on diversity and work-life integration policies.
> 5. Work with governmental authorities to have educational/information programs in countries that are behind on diversity and inclusion.
> 6. Work with universities/law schools to introduce diversity and inclusion discussions in curricula.

• Suggested topics for an INTA coaching/mentorship program on Women's LeadershIP

> 1. How to be more assertive at the workplace; build confidence and sense

of self-worth
2. Career progression and work-life/home integration
3. Specific leadership coaching for women to identify some of the issues faced by women that are not typically faced by men—not necessarily acting like a man to survive in a "man's world."
4. Topics outside IP, such as finance, marketing etc.—Women sometimes feel uncomfortable speaking up if they do not know enough in these areas.
5. How to network intelligently
6. How to be influential in negotiations
7. Sharing success stories

• Suggested topics for INTA education events focusing on Women LeadershIP

1. Same as for coaching/mentorship program
2. Education programs should not be specific for women, they should involve men even if there should be more women speakers.
3. Alternative ways of working, organization—maximization of IT or other solutions, experience sharing
4. How women in IP have successfully achieved leadership

• Involvement of INTA committees in development of these actions

1. Most respondents answered "yes" and some mentioned the Young Practitioners Committee, Trademark Administrators Committee, and/or Academic Committee.

2. A few respondents showed some reservations and recommended caution not to limit participation based on gender

• How The Women's LeadershIP Initiative can best add value considering what other organizations already have in place?

1. Take advantage of INTA's vast and diverse membership and network: outreach to different entities (including government officials and universities) at the international, regional, and national levels.

2. Focus on IP work reality.

Appendix II

Detailed Responses to Workshop Survey

Latin America and North America workshop surveys

(18 respondents: 6 regular members ("CORP"); 12 associate members)

I. Women's Representation At The Workplace

- **A greater number of women in the "soft" IP practice area**, i.e., trademark/copyright areas, corporates tend to attract more women than law firms for work/life balance and greater flexibility

- **The number is disproportionately low in trademark litigation**, as opposed to trademark prosecution, or patent prosecution/litigation.

- The measure most often in place in organizations to advance gender diversity is to have a **robust anti-harassment and anti-discrimination policy**. The measure least often in place to advance gender diversity is **workforce gender quotas**.

- **Companies seem to have more measures in place than law firms,** especially in terms of training on diversity and inclusion.

- The most effective measure to advance gender diversity at the workplace is **dialogue about diversity issues, including gender pay equality,** for example by including these as routine agenda topics in department/practice area meetings, followed by training on diversity and inclusion, and a concrete and transparent action plan with a clear focus on results.

- Respondents consider **anti-harassment and anti-discrimination as the least effective measure** to advance gender diversity at the workplace (despite it being the most common measure among respondents' organizations).

- The main reason for not taking active measures is **time and budget**.

- Some respondents mentioned that **certain policies are legally required**, for instance robust anti-discrimination policy in CA state.

A detailed breakdown of the survey results in response to the effectiveness of measures in place to advance the women's representation in the workplace is as follows:

- **Concrete and transparent action plan with a clear focus on results**

  Yes: 9 (3 CORP)   No: 8 (2 CORP)   Do not know: 1 (CORP)

- **Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotions**

  Yes: 8 (2 CORP)   No: 7 (2 CORP)   Do not know: 3 (2 CORP)

- **Dialogue about diversity issues, including gender pay equality, for example by including these as routine agenda topics in department/practice area meetings**

  Yes: 10 (3 CORP)   No: 8 (3 CORP)

- **Training on diversity and inclusion**

  Yes: 14 (5 CORP)   No: 4 (1 CORP)

- **Dedicated group/network for women employees**

  Yes: 12 (4 CORP)   No: 6 (2 CORP)

- **Sound work-life integration policies and mechanisms in place**

  Yes: 11 (4 CORP**)**   No: 6 (2 CORP)   Do not know: 1

- **Binding pay transparency measures**

  Yes: 9 (3 CORP)   No: 8 (2 CORP)   Do not know: 1 (1 CORP)

- **Workforce gender quotas**

  Yes: 3 (1 CORP)   No: 15 (5 CORP)

- **Robust anti-discrimination policy**

  Yes: 16 (6 CORP)   No: 2

- **Robust anti-harassment policy**

  Yes: 15 (6 CORP)   No: 3

- **Inclusive workspaces (for instance, gender-friendly restrooms; dedicated nursing rooms for mothers)**

  Yes: 12 (4 CORP)   No: 3 (2 CORP)   N/A: 3

II. Women's Career Advancement

- **Women outnumber men in more junior roles** in law firms and companies; the more senior the position becomes, the more likely men are in the positions.

- **Women are better represented in the trademark field** than in many other areas of the law, such as to R&D or litigation.

- It is noted that **people don't leave their roles**. Once in the position, they remain until an opportunity is presented for promotion. Otherwise, they merely stay in their role until they retire or take a position with another company. Career advancement opportunities for women within IP are very limited, and notably the larger the company/firm is, the fewer opportunities are available to progress.

- The most relevant factors to achieving leadership positions are the **initiative to start one's own firm**, followed by dedicated high-quality work and years of work experience.

- It is interesting observation to make **distinction between leadership positions v. leadership roles**, especially where the organization is not set up in such a way to open up many leadership positions within the department due to its size or structure. However, leadership roles may be exuded by training and mentoring new employees, by being instrumental in the overall success of the department.

- The main obstacles to promotion of women are **family responsibility especially with young children**, followed by societal/cultural perceptions (especially in the Latin America where IP is predominantly a male-driven field), organizational hindrance, and lack of opportunities.

- The most recommended measure to improve promotion is **wholistic performance with objective parameters** in order to define promotions (some members mention "promotions have a tendency to be 'political' and not solely based on performance and qualifications"), followed by providing opportunities for career development to those who exhibit leadership characteristics in their current roles, and by being transparent in the decision-making of the promotion.

- Promising trends show that in recent years, **consciousness about the challenge women face** within the workplace and in society have been raised in the IP field, and the encouragement of girls to participate more in STEM studies.

- The challenges remain in **revenue-generating values and the billable-hour model**, in that the business operates on the professionals revenue production, which is "business," however it does negate the positive impact that additional service offers which might be extremely beneficial for the business, for instance leadership to shape up corporate culture.

III. Work-Life Integration

- Most respondents **assess their own work-life integration as "reasonable" or "good,"** with 6 responses of "good," 7 responses of "very good," and 5 responses of "reasonable."

- The most frequently-mentioned measure to improve work-life integration is **flexibility of working remotely,** especially considering the pandemic situation.

- The top recommendations to assist women in achieving good work-life integration are **flexible working hours**, followed by setting schedules of personal time, and learning to delegate.

- In-house practitioners have better work-life balance than law firm practitioners.

IV. How INTA can support Women LeadershIP

- The actions most referenced by respondents for INTA to take are **networking events** promoting exchange of views among female IP professionals and a **coaching or mentorship program.**

- Other suggested INTA actions include creating a dedicated women's leadership committee/ task force focus group, **involving men and board/decision-makers into the discussions**, collecting and publicizing data of diversity to track progress, and researching company/ labor law.

- **Suggested topics** for an INTA coaching/mentorship include: **1) Self-confidence building and personal leadership style/value,** 2) Be more vocal and **project yourself** in the workplace, 3) How to "lean in" and when to "lean back,"; 4) work-life integration, 5) sharing inspiring stories, 6) pay-raise negotiation, 7) career advancement, 8) communication skills.

- **Suggested topics** for INTA education events include: 1) same as above-mentioned for coaching purposes, 2) How to get the seat at the C-suite table and presentation skills catering to specific audiences, 3) other deep-rooted harassment/equal treatment issues and unconscious bias.

- The Leadership Development Committee and Young Practitioners Committee were the most frequently mentioned INTA committees to engage the subject matter, with others including the Brands for a Better Society Committee, In-House Practitioners Committee, Law Firm Committee and Trademark Administrators Committee.

- How INTA may best add value to differentiate from other associations: 1) sustaining the program into a permanent initiative, 2) using its extensive membership globally to raise public awareness and conduct peer-to-peer training, 3) collecting data widely to track the progress and measure the results over a period of time.

Appendix III

Detailed Responses to Workshop Survey

Asia-Pacific workshop surveys

(18 respondents: 4 regular members ("CORP"); 14 associate members)

V. Women's Representation at the workplace

• Percentage of women in the IP department/practice area vs. other departments/practice areas

Some respondents (5/18) cannot compare the percentage of women in the IP department/practice area vs. other departments or practice areas, as they work in boutique IP law firms. Most respondents (10/14, 1 CORP) reported a higher (in one case as high as 80%) overall percentage of female vs. male workers. 6 respondents (3 CORP) reported no significant difference in the percentage of women in in the IP department/practice area vs. other departments/practice areas. Only 1 respondent reported a higher percentage of men overall.

For those who responded that there is a higher number of women in the IP department/practice area, the main **justifications** provided were (1) a perception of trademark/"soft" IP work being preferred by/more suited for women; (2) strong diversity and inclusion policies. It was also reported that companies tend to have more women than law firms because of the better conditions and greater ease to balance work and life than in law firms.

• Percentage of women in the trademark area vs. other IPRs within IP department/practice area

Even or comparable percentage with other IPRs: 6

N/A (trademark only practice or lawyers work with all IPRs without distinction): 6

More women in trademarks and copyright vs patents: 3

More women in trademarks vs patents and copyright: 2

• Measures taken by organizations to advance gender diversity

- **Concrete and transparent action plan with a clear focus on results**

  Yes: 10 (2 CORP)   No: 7 (2 CORP)

- **Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotions**

  Yes: 12 (2 CORP)   No: 5 (2 CORP)

- **Dialogue about diversity issues, including gender pay equality, for example by including these as routine agenda topics in department/practice area meetings**

  Yes: 7 (2 CORP)   **No: 10 (2 CORP)**

- **Training on diversity and inclusion**

  Yes: 10 (3 CORP)   No: 7 (1 CORP)

- **Dedicated group/network for women employees**

  Yes: 6 (2 CORP)   **No: 11 (2 CORP)**

- **Sound work-life integration policies and mechanisms in place**

  Yes: 14 (3 CORP)   No: 3 (1 CORP)

- **Binding pay transparency measures**

  Yes: 10 (1 CORP)   No: 6 (3 CORP)   No response: 1

- **Workforce gender quotas**

  Yes: 1 CORP   **No: 15**   No response: 1

- **Robust anti-discrimination policy**
  Yes: 13 (4 CORP)   No: 4

- **Robust anti-harassment policy**
  Yes: 14 (4 CORP)   No: 3

- **Inclusive workspaces (for instance, gender-friendly restrooms; dedicated nursing rooms for mothers)**
  Yes: 15 (3 CORP)   No: 2 CORP

  ➤ **Opinion on effectiveness of above measures (even if respondent's company is not taking them) - 1 "less effective," 2 "effective," and 3 "more effective"** (only 13 respondents to this question)

- **Concrete and transparent action plan with a clear focus on results**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotions**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Dialogue about diversity issues, including gender pay equality, for example by including these as routine agenda topics in department/practice area meetings**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Training on diversity and inclusion**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Dedicated group/network for women employees**
  1 less effective: 1   **2 effective: 9 (2 CORP)**   3 more effective: 5 (1 CORP)

- **Sound work-life integration policies and mechanisms in place**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Binding pay transparency measures**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Workforce gender quotas**
  1 less effective: 2   **2 effective: 8 (2 CORP)**   3 more effective: 5 (1 CORP)

- **Robust anti-discrimination policy**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Robust anti-harassment policy**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

- **Inclusive workspaces (for instance, gender-friendly restrooms; dedicated nursing rooms for mothers)**
  1 less effective: 1   **2 effective: 8 (2 CORP)**   **3 more effective: 6 (1 CORP)**

  ➤ **Measures NOT in place in organization that respondents recommend to advance gender diversity at the workplace**

The responses to this question were very diverse. The only two measures mentioned two times each (by two respondents) were ***dialogue about diversity issues*** and ***workforce gender quotas***. The following other measures were each referred to one time:

- • Training on diversity and inclusion
- • Concrete and transparent action plan with a clear focus on results
- • Binding pay transparency measures
- • Dedicated group/network for women employees
- • Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotion
- • Robust anti-discrimination policy
- • Robust anti-harassment policy

Three respondents mentioned "N/A" although only in one case all listed measures were reported to be in place.

Three respondents noted that their organizations do not have workforce gender quotas in place because they do not believe such a measure is suited to advance diversity and gender balance in the workplace.

One interesting response reflected on the need to implement workforce gender quotas in order to ensure that more men are hired.

➤ **Reasons for respondents' organization not taking measures**

Reasons most mentioned by respondents:

1. Not necessary as the organization is already diverse/ has a majority of female workers.

2. Not applicable, presumably because organization is taking all relevant measures.

3. Diversity is not seen as a pressing issue within organization.

4. Conservativeness of organization.

One respondent mentioned that, while filling in this survey, she spoke with the general manager who readily agreed to implement several of these measures into their organization.

One respondent mentioned that it becomes a sub-issue along with other diversity issues, e.g., cultural, racial, physical impairment.

VI. Women's Career Advancement

➤ **Percentage of women in, respectively, more junior and more senior roles in respondents' departments/practice areas**

In most organizations there is **either a majority of women in both junior in senior roles** (8/16 answers) **or an equal percentage of women and men in both of these roles** (5/16 answers).

One organization reported a higher percentage of men in senior roles but a higher percentage of women in more junior roles.

One organization reported to have more men than women in both more senior and more junior roles.

One respondent indicated this question to be N/A as the legal department of the organization is concentrated in 1 person only.

➤ **Percentage of women in senior roles in trademark practice vs other IPRs and other departments/practice areas**

Out of 15 respondents, 6 reported **no difference in the percentage** of female senior roles in trademark practice vs other IPRs.

Out of 15 respondents, 7 reported **a higher percentage of women in senior roles in the trademark area** when compared with other IPR areas, particularly patents.

Regarding the comparison with other departments/practice areas, for most respondents this question is either N/A (IP boutique firm) or the percentage of female senior roles is roughly

the same in the IP department/practice area and other departments/practice areas.

Half of the respondents reported that the percentage of women in both more junior and more senior roles has been increasing over the years. The other half reported that this percentage has remained constant.

> ### Most relevant factors to achieve leadership position

Factors most often mentioned by respondents:

1. Work quality and commitment to work

2. Self-confidence and courage to go beyond comfort zone

3. A set of soft skills such as empathy, communication, determination, organizational/ delegation

4. Encouragement and support of colleagues and superiors

5. Client relationship and acquisition

6. Good networking

7. Experience

8. Luck

> ### Main obstacles to promotion of women within an organization

Obstacles mentioned by respondents:

1. Caretaking and household obligations (notably childcare responsibilities)

2. Cultural obstacles: male-oriented society/unconscious bias from men as to women's role and commitment

3. Lack of support for women that do not commit 100 percent of their time to work

4. Women themselves—lack of self-confidence, ambition, or willingness to endure workload

5. Toxic culture within organizations that do not acknowledge women's talent

6. Lack of merit

> ### Which measures, if any, should organizations take to improve promotion rates for women?

1. Effective mentoring/sponsorship and leadership programs and trainings

2. Reassess performance/promotion review factors and abandon exclusive criterion of billable hours to an assessment more based on merit

3. Provide for flexible working arrangements

4. Open dialogue/awareness raising on gender diversity and inclusion and the reasons why women abandon their careers

5. Anti-discrimination and anti-harassment policies

6. Inclusive workplaces

> ### Trends in the advancement of women's careers in IP

1. Main reported challenge is work-life integration, also considering traditional outlook on women's role in society in many Asian countries and lack of support faced by women professionals.

2. It is challenging to find mentors/sponsors willing to advocate for women.

3. Although it is perceived that the rates of women in IP are increasing, women continue

to face bias (often unconscious) across the profession and across cultures.

4. Often there is a work environment where women do not have equal voice/lack support from peers and superiors.

5. There continues to be a low number of women in IP litigation given the difficulty of balancing work and other (normally family/household) responsibilities.

6. There is a limited number of women in the STEM (Science, Technology, Engineering and Mathematics) fields and, therefore, work in patent-related jobs.

7. Trademark enforcement is sometimes dominated by a male-driven more aggressive posture.

8. In many Asian cultural contexts, men (clients and professionals) prefer to interact with men (lawyers and colleagues).

VII. Work-Life Integration

> **Assessment of own work-life integration (scale: 1 "very poor," 2 "poor," 3 "reasonable," 4 "good," and 5 "very good")**

1 very poor: no responses
2 poor: no responses
3 reasonable: 3 responses (1 CORP)
4 good: 7 responses (3 CORP)
5 very good: 5 responses

> **Measures organizations can take to improve respondents' work-life integration**

1. Flexibility (notably being able to work remotely). The advantages of such flexibility became particularly apparent in the context of the COVID-19 pandemic and organizations seem to be more open to flexible working arrangements consequently.

2. Better organization of schedule/meetings.

> **Top recommendations to assist women in achieving good life integration**

1. Flexible working arrangements (working remotely; flexible working hours)

2. Organization/planning to ensure prioritization and time for projects and activities outside work

3. Self-confidence, including to set limits and boundaries, and speaking up/being assertive

4. Mentorship/sponsorship and education

5. Networking and support ecosystem for career advancement

6. Empathy, compassion, friendliness

VIII. How INTA Can Support Women's Leadership

> **Actions INTA can take to foster Women's LeadershIP**

By order of preference:

1. Coaching or mentorship program

2. Networking events promoting exchange of views among female IP professionals (but not necessarily between women only)

3. Podcasts/webcasts featuring women IP Leaders

4. Education events focusing on women in IP

5. Social media campaigns sharing the experiences and achievements of women in IP

> ➤ **Other suggested INTA actions to foster Women's LeadershIP**

1. Organize open discussions on a regular basis, including with women talking about other women who inspired them

2. Disseminate best-practices on diversity and inclusion

3. Provide opportunities for women to speak in conferences and other events, including as keynote speakers at important events such as the Annual Meeting

4. Collaborate with other organizations that have experience with leadership programs

> ➤ **Suggested topics for an INTA coaching/mentorship program on Women LeadershIP**

1. Work-life balance and integration

2. Leadership skills and development and how men and women differ in this respect

3. Addressing misogyny, harassment, bullying, and discrimination in the workplace.

4. Dealing with unconscious bias

5. Time management

6. Presentation and communication skills

7. Professional networking and business development

8. Team building

9. Addressing new problems

10. Strength finder assessment

11. Career path outline

> ➤ **Suggested topics for INTA education events focusing on Women's LeadershIP**

1. Same as for coaching/mentorship program

2. Best practices for organizations to achieve and implement gender diversity and inclusion

3. Personal story sharing by women

4. Managing professional difficulties and tapping opportunities in the workplace

5. Career path options as an IP lawyer

> ➤ **Involvement of participants and of INTA committees in development of these actions**

1. Most respondents answered that they would like to be involved in INTA actions to foster women's leadership.

2. Most respondents consider that INTA committees should be involved, particularly the Leadership Development Committee.

> ➤ **How can the Women's LeadershIP Initiative best add value considering what other organizations already have in place?**

1. Developing and broadly sharing best practices that are tailored to organizations dealing with IP and for women working on this field, taking advantage of INTA's vast and diverse membership and network

2. Targeted mentoring/sponsorship of women in IP by women in IP

Appendix IV
The Women's LeadershIP Initiative
Workshop Survey

1. Women's representation at the workplace

➤ Within your organization, is there a significantly higher or lower number of women in the IP department/practice area when compared to other departments/practice areas?

   If so, what do you think the reasons are for that difference?

➤ Within the IP department/practice area of your organization, how does the number of women working in the trademark field compare with the number of women working in other IP rights practice areas, such as patents and copyright?

➤ Are any of the following measures in place within your organization in order to advance gender diversity at the workplace? (please select "Yes" or "No")

   • Concrete and transparent action plan with a clear focus on results Yes/No.
   • Tracking/evaluation system with an accountability mechanism regarding recruitment, work assignments, performance reviews, and/or promotions Yes/No.
   • Dialogue about diversity issues, including gender pay equality, for example by including these as routine agenda topics in department/practice area meetings Yes/No.
   • Training on diversity and inclusion Yes/No.
   • Dedicated group/network for women employees Yes/No.
   • Sound work-life integration policies and mechanisms in place Yes/No.
   • Binding pay transparency measures Yes/No.
   • Workforce gender quotas Yes/No.
   • Robust anti-discrimination policy Yes/No.
   • Robust anti-harassment policy Yes/No.
   • Inclusive workspaces (for instance, gender-friendly restrooms; dedicated nursing rooms for mothers) Yes/No.

➤ How effective do you think the above measures are in advancing diversity and gender balance in the workplace (please rate 1-3 on the following scale: 1 "less effective," 2 "effective," and 3 "more effective"):

➤ Which measures (from the above list or others) that are NOT in place within your organization would you recommend to advance gender diversity at the workplace?

➤ If your organization is not taking relevant measures to advance diversity at the workplace, what do you think the reasons are?

2. Women's career advancement

➤ In the department/practice area where you work, what (roughly) is the percentage of females in, respectively, more junior and more senior roles?

➤ How does that percentage differ when comparing the trademark practice to other IP rights practice areas?

➤ Is that percentage higher, lower, or roughly the same when comparing to other departments/practice areas?

➤ Is that percentage showing trends of shrinking or increasing over the years, to both more junior and senior roles?

➤ In the department/practice area where you work, as women achieve more senior positions, do they shift from line to staff role? If yes, what do you think the reason is for the shift?

➤ In your organization, does the percentage of women in senior roles differ between the trademark practice compared to other IP rights practice areas?

➤ If you have a leadership role, what were the most relevant factors to achieving a leadership position?

➤ If you do not yet have a leadership role, do you think there are good chances of becoming a leader in the future? Why or why not?

➤ In your opinion, what are the main obstacles to the promotion of women within an organization?

➤ Do you believe specific measures should be taken to improve promotion rates for women?

  • If yes, what measures would you recommend?

➤ Do you think there are trends or challenges relevant to women's career advancement in the field of IP? If so, in your opinion,

  • What are those trends and/or challenges?
  • How do those trends/challenges compare in the trademark field vs. other IP rights practice areas?

3. Work-life integration

➤ How do you assess your work-life integration, i.e. your capacity to integrate work with other activities such as home/family, community, personal well-being, and health? (Please rate 1-5 on the following scale: 1 "very poor," 2 "poor," 3 "reasonable," 4 "good," and 5 "very good")

➤ If you rated your work-life integration between 1 and 4, do you think measures taken by your organization could improve it?

  • If yes, which measures?

➤ What would be your top 3 recommendations to assist women in achieving a good work-life integration?

4. How INTA can support Women LeadershIP

The Women's LeadershIP Initiative aims to assess how INTA can help equip women in the IP community with the right skills to develop as leaders and to champion their professional growth. Your feedback and recommendations are essential to achieve this important goal.

➤ Which of the following INTA actions would you identify as most relevant to achieving the goal of fostering Women's LeadershIP?

  • Podcasts/webcasts featuring women IP Leaders.
  • Social media campaigns sharing the experiences and achievements of women in IP.
  • Networking events promoting exchange of views among female IP professionals.
  • Education events focusing on women in IP.
  • Coaching or mentorship program.

➤ What other actions do you think INTA should put in place to foster Women's LeadershIP?

➤ What topics should an INTA coaching/mentorship program on Women's LeadershIP feature?

➤ What topics should INTA education events focusing on women in IP feature?

➤ Would you personally like to be involved in any of these (or other) INTA actions to foster Women's LeadershIP? Which ones?

➤ Should relevant INTA committees be tasked with the development of these actions?

➤ The Women's LeadershIP Initiative is intended to be long-running program. Considering the work already being done by other organizations, how can the Initiative best add value to INTA's members and other stakeholders?

Appendix V
The Women's LeadershIP Initiative
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