RESOLVED, That the American Bar Association urges all employers of lawyers in the legal profession to implement and maintain policies and practices to address and close the compensation gap between similarly situated men and women lawyers. Such policies and practices for achieving that goal may, depending on the circumstances, include the following:

1. Commit to a policy where leadership and governance committees are comprised of a critical mass of women including diverse women;

2. Commit to include a critical mass of women including diverse women in the pool of candidates for leadership roles;

3. Not rely solely on prior salary history when setting compensation for new hires;

4. Implement training for the elimination of gender bias for all involved in hiring and compensation setting processes;

5. Ensure that in the performance review process implicit bias does not go unchecked and does not lead to an unwarranted compensation gap;

6. Have a transparent compensation system to allow leaders and executives to identify compensation gaps with attorneys who are similarly situated to them;

7. Identify, in writing, key elements that determine compensation and which may help the attorneys succeed and increase their compensation;

8. Provide an appeal process for compensation decisions;

9. Analyze on an individual basis the causes for any compensation gap between similarly situated attorneys of different genders, whether in base, bonus, or other compensation;

10. Have a written protocol for allocation of credit for business generation, including an appeal process;
11. Remove barriers to business generation, including gendered exclusion from business generation teams, inordinate legacy credit for existing clients and implement a transparent system for business origination opportunities;

12. Provide equal access to mentoring and sponsoring relationships and marketing opportunities across genders, and implement a transparent system for succession of leadership opportunities;

13. Analyze gaps in promotion rates between similarly qualified attorneys of different genders and addressing the cause of such gaps;

14. Review the assignment system to ensure that attorneys of different genders have equal access to high-impact and high-visibility assignments that may lead to higher compensation; and

15. Consider the impact of non-legal task assignments on attorneys of different genders and their compensation.