



TOTUM

Equity in action: Totum's leadership placements



Who are today's business service leaders and how are they shaping the next evolution of the professional services sector?

We share our data and analysis of Totum's business services leadership placements in 2024/25.

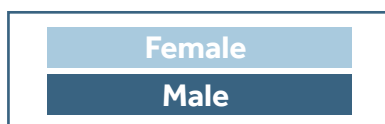
Totum has once again achieved gender parity in the numbers of women and men we are placing into business services leadership roles across professional services firms. Analysis of the placements we have made at Chief level in the last year has shown us that we have placed 49% women to 51% men. In a world where it can still be difficult for women to get to leadership positions, we are delighted to know that we have supported so many talented women into the most senior business roles in professional services firms today.

The good news is that this year is not a one-off. Our leadership placement figures taken from 2020 to 2024, for roles with Chief and Director titles, show we have placed an average of 43% men to 57% women.

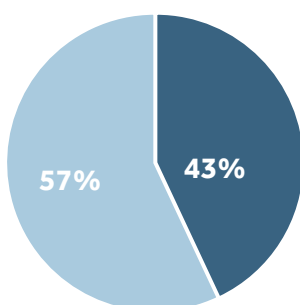
When it comes to gender parity it is worth noting that we have seen particular progress with finance leadership roles. A historically male dominated function last year saw 38% female leaders placed into these roles. We are looking forward to seeing this trend repeated in technology where women currently represent 29% of placements.

As a certified B Corp, we want to make a positive difference in all that we do, and this is further proof of our continued commitment to supporting equity of opportunity. We will always strive to promote an equal number of men and women into the roles that make such a difference to the future of the professional services industry.

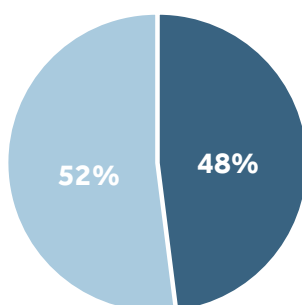
Leadership Placements by Gender: 2024/5



Chief:



Director:



Leadership recruitment trends

Across all areas of business services we have seen a steady increase in Chief roles since 2020. Many of these roles sit on the main Board and are often a result of a firm looking to upskill and 'professionalise' these functions. Many have a transformation or change remit.

In the last year we have seen a particular increase in the recruitment of People, COO, Knowledge and Technology leaders and also roles which have a focus on how legal services are being delivered.

Firms continue to recognise the vital importance of building their business services leadership capacity even in today's more uncertain economic climate. Firms have learned through two decades of economic ups and downs that good leadership can make the critical difference to maintaining competitiveness, improving efficiency, streamlining services and delivering the innovation that can create transformative business benefits.

We are proud to achieve a very high success rate in sourcing the right candidates for firms: since 2022, we have filled 94% of our leadership recruitment projects, and are prouder still that 92% of leaders are still in the role we placed them into. Of these, 58% are women.



% of Totum leadership placements, Totum has filled since 2022

94%



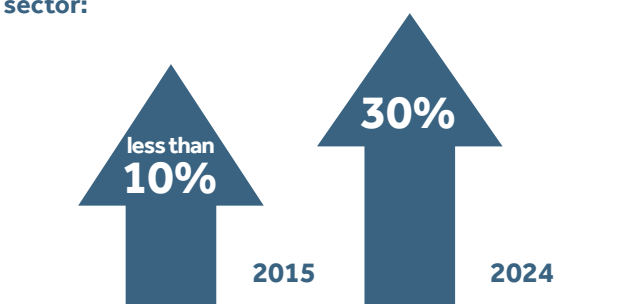
Candidate backgrounds: Who gets placed?

In 2024/25, 30% of the candidates we placed into leadership roles had backgrounds predominately from outside of the legal sector. This includes experience from the wider professional services market and other sectors entirely. At Totum, it is important for us to deliver shortlists that include candidates from a breadth of backgrounds.

This is a departure from the situation ten years ago in 2015, when more than 90% of the candidates we placed into law came from a legal background, and it is a trend that will continue to help drive diversity of thought to support future innovation.

We have seen the value firms have gained by recruiting leaders from different sectors especially where candidates are given the tools and coaching to assist them with their transition. We hope the success we have seen will encourage firms to continue to be creative in their recruitment and consider those who can bring a new and positive dimension to the talent mix.

Increase in candidates placed from outside legal sector:



Types of leadership roles

We have considerable expertise in the recruitment of all Chief titles showing how firms are prioritising this key operational leadership position. This holds even more so in challenging times, when a strong leader is essential for setting strategy, shaping processes, and creating a professional infrastructure that enables legal professionals and firms to thrive.

In 2024/25, 62% of our leadership projects were for Director roles. This represents a slight decrease from previous years, as the number of Chief roles has increased over the past year.

The 'Director' title remains robust even as Chief roles are on the rise. It's crucial to assemble the right team comprising both Directors and Chiefs, ensuring a balanced mix of generalist and specialist capabilities to drive change and growth.

In terms of specific functions, our leadership placements for 2024/5 were split across marketing & BD (22%), finance (22%), general operations (19%) and HR/ Responsible Business (14%), but with a notable increase in technology roles to 19%, from 8% in 2023.

The professional services sector continues to invest in business services leadership, recognising its impact on sustainable growth. It's rewarding to see the exceptional talent we work with thrive at the highest level.



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