



**Executive summary**

NAFE & FLEX-TIME LAWYERS

# Best Law Firms

*for Women 2011*

# Congratulations to the 2011 Best Law Firms for Women

Arent Fox LLP  
Baker & McKenzie LLP  
Ballard Spahr LLP  
Benesch, Friedlander, Coplan & Aronoff LLP  
Chapman and Cutler LLP  
Covington & Burling LLP  
Debevoise & Plimpton LLP  
Dorsey & Whitney LLP  
Drinker Biddle & Reath LLP  
Faegre & Benson LLP  
Farella Braun + Martel LLP  
Finnegan, Henderson, Farabow, Garrett & Dunner, L.L.P.  
Fox Rothschild LLP  
Fredrikson & Byron, P.A.  
Fried, Frank, Harris, Shriver & Jacobson LLP  
Fulbright & Jaworski L.L.P.  
Gibbons P.C.  
Godfrey & Kahn, S.C.  
Goodwin Procter LLP  
Gray Plant Mooty Law Firm  
Hanson Bridgett LLP  
Holland & Hart LLP  
Holland & Knight LLP  
Honigman Miller Schwartz and Cohn LLP  
Hunton & Williams LLP

Jenner & Block LLP  
Katten Muchin Rosenman LLP  
Kramer Levin  
Latham & Watkins LLP  
Lindquist & Vennum  
Littler Mendelson  
Manatt, Phelps & Phillips, LLP  
McGuireWoods LLP  
Morrison & Foerster, LLP  
Neal, Gerber & Eisenberg LLP  
Nilan Johnson Lewis  
Orrick, Herrington & Sutcliffe LLP  
Paul Hastings  
Paul, Weiss, Rifkind, Wharton & Garrison, LLP  
Perkins Coie LLP  
Pillsbury Winthrop Shaw Pittman LLP  
Quarles & Brady LLP  
Seyfarth Shaw LLP  
Shook, Hardy & Bacon LLP  
Sidley Austin LLP  
Skadden Arps Slate Meagher & Flom LLP  
Steptoe & Johnson LLP  
Thompson Hine LLP  
Vinson & Elkins LLP  
Wilmer Cutler Pickering Hale and Dorr LLP

## Summary of Findings: *Areas of Achievement*

- **100%** of Best Law Firms have written Reduced Hour policies, **44%** have written Full-Time Flex-Time policies and **78%** offer Full-Time Telecommuting.
- Best Law Firms continue to provide generous parental leave to their Lawyers, offering **14 weeks** of paid leave to mother Lawyers, **6 weeks** of paid leave to father Lawyers, and **11 weeks** of paid leave to adoptive parent Lawyers.
- Partnership structure directly impacts women's success. Women's Equity Partner representation and promotion rates are notably higher at Firms with one-tier tracks, rather than two.
- Over the past five years of this initiative, Best Law Firms have increased support for programs that encourage networking, training and mentoring, with **80%** of Best Law Firms offering mentoring circles for women and **90%** offering management / leadership training.

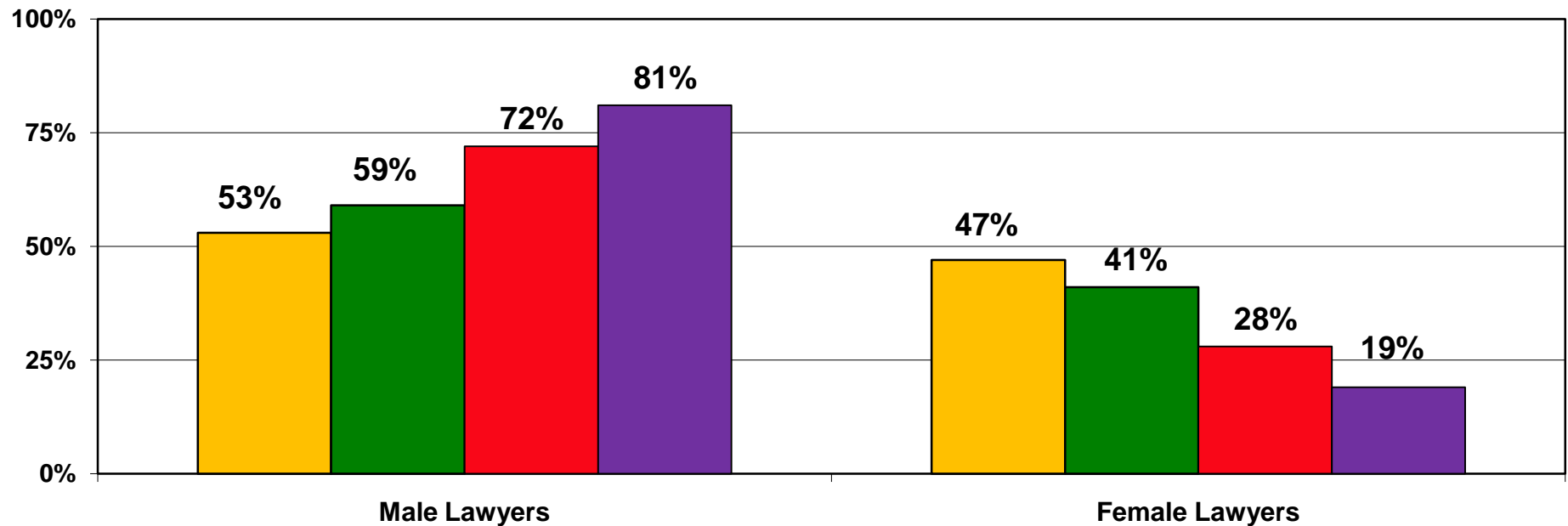
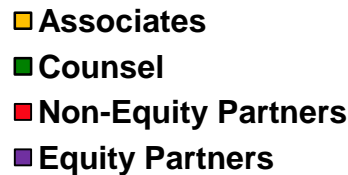
## Summary of Findings: *Areas for Improvement*

- Representation of women remains weak at higher levels, although averages at Best Law Firms (e.g. Equity Partners, 19%) exceed national ones (e.g. Equity Partners, 15%).
- Women continue to show low representation at the leadership level, although five Best Law Firms have female Chairpersons, up from one in 2007.
- Usage rates for alternative work arrangements remain low (e.g. Reduced Hours, 10%), although our Best Law Firms' averages continue to exceed national averages (e.g. Reduced Hours, 6%).
- Promotion rates of women Partners, although steady, should increase at a higher rate.

## Women's Representation Declines at Higher Levels

- Best Law Firms employ more female Equity Partners (19%) than the national average (15%).

Representation of Lawyers at Seniority Level

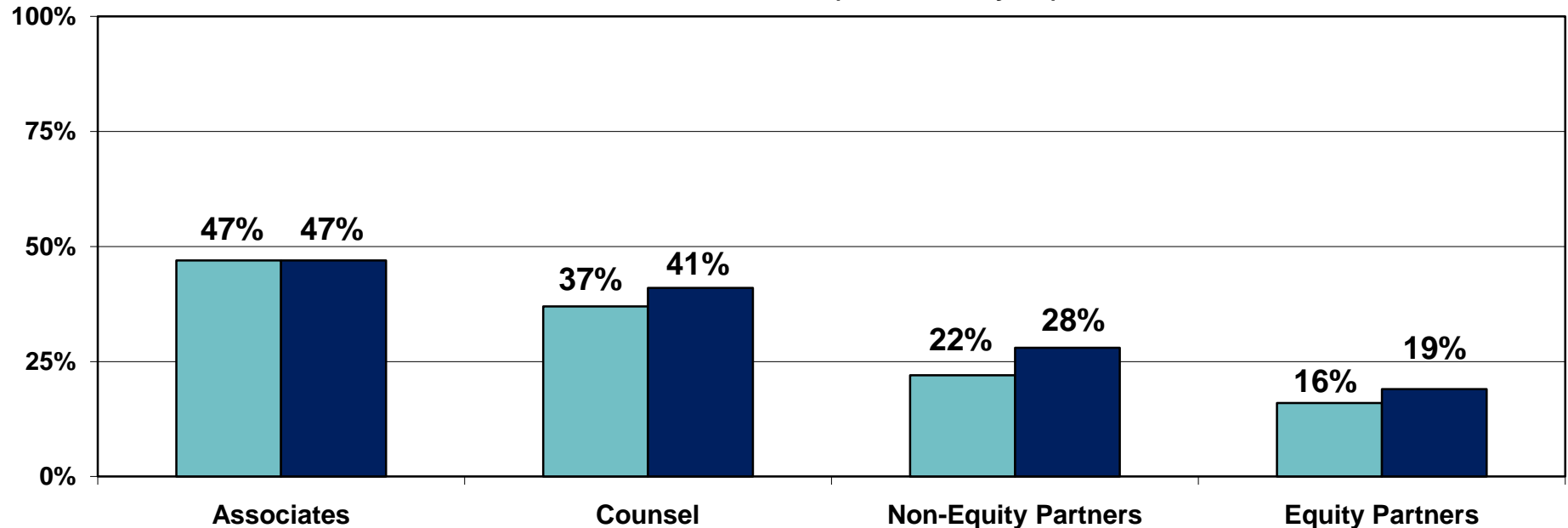


## Female Representation: 2007 v. 2011

- Compared to five years ago, when the Best Law Firms initiative launched, female representation of Lawyers has increased at the Counsel, Non-Equity Partner and Equity Partners levels.

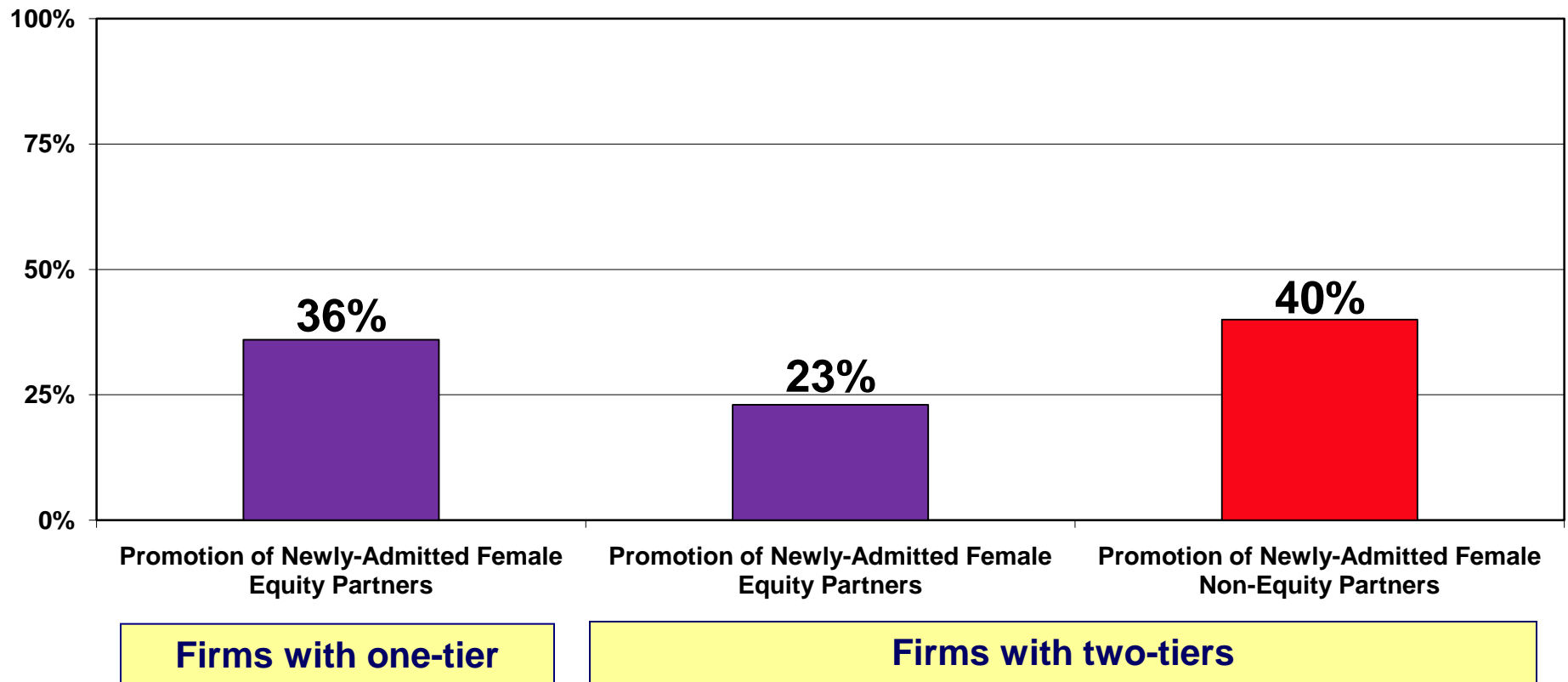
### Representation of Lawyers at Seniority Level

■ 2007 Best Law Firms (Female Lawyers)  
■ 2011 Best Law Firms (Female Lawyers)



# Female Promotion Rates Remain Stronger at One-Tier Firms

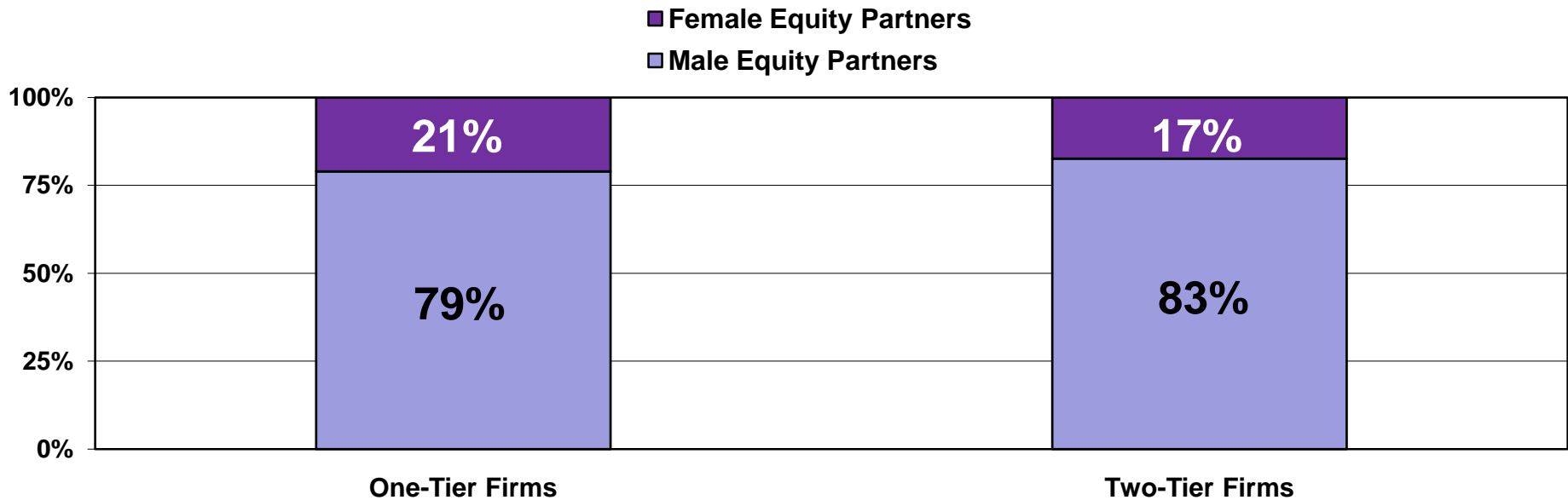
- Promotion rates for Newly-Admitted female Equity Partners is stronger at Firms with one track, as compared to data at Firms with two tracks.



## Partnership Structure's Impact on Women

- At the 2011 Best Law Firms, women are more successful in one-tier partnership Firms. Women Lawyers represent 21% of Equity Partners v. 17% at two-tier Firms.
- By comparison, in the 2010 National Association of Women Lawyers' national survey, women represented 18% of Equity Partners in one-tier Firms and 14% of Equity Partners in two-tier Firms nationwide.

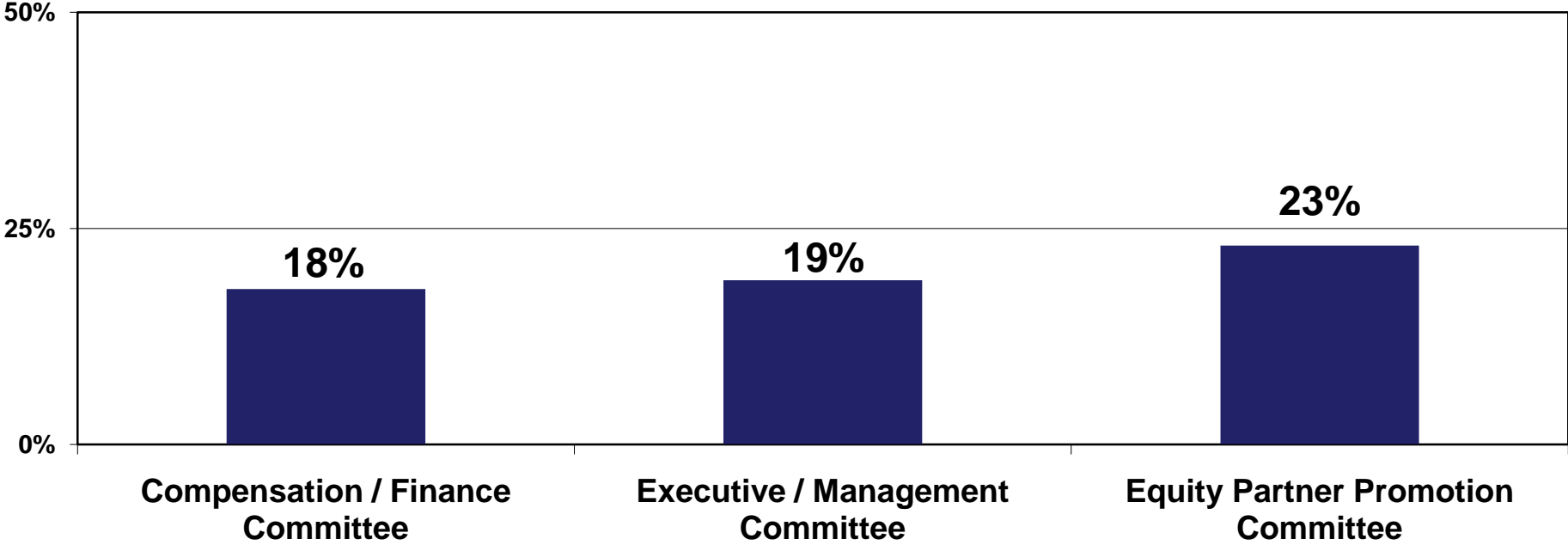
Representation of Equity Partners at One-Tier v. Two-Tier Best Law Firms



## Representation of Women on Influential Committees

- At the 2011 Best Law Firms, women hold 18% of compensation, 19% of executive, and 23% of equity partner promotion committee seats.

■ Percentage of female Lawyers at the 2011 Best Law Firms

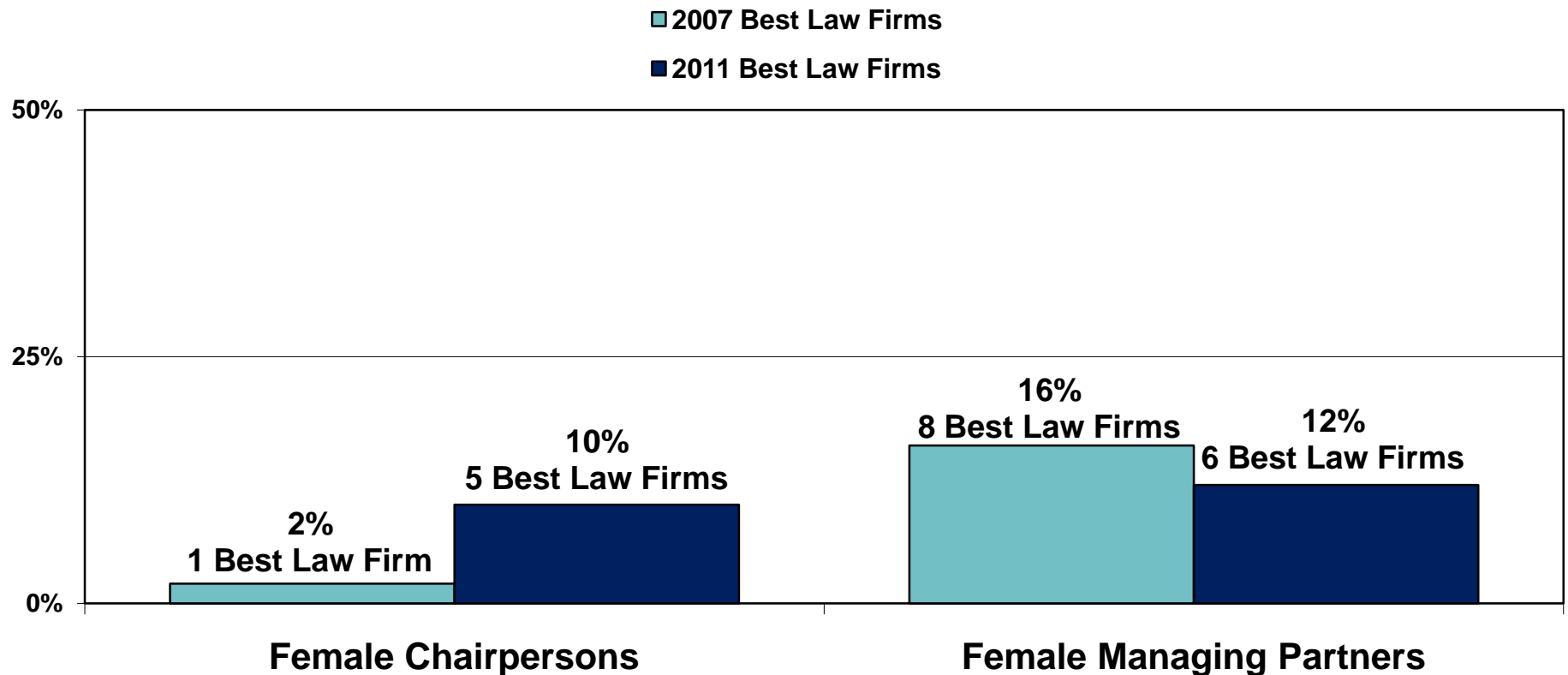




## Representation of Women as Firm Leaders: 2007 v. 2011

- At the 2011 Best Law Firms, women represent 10% of firm chairpersons and 12% of managing partners.

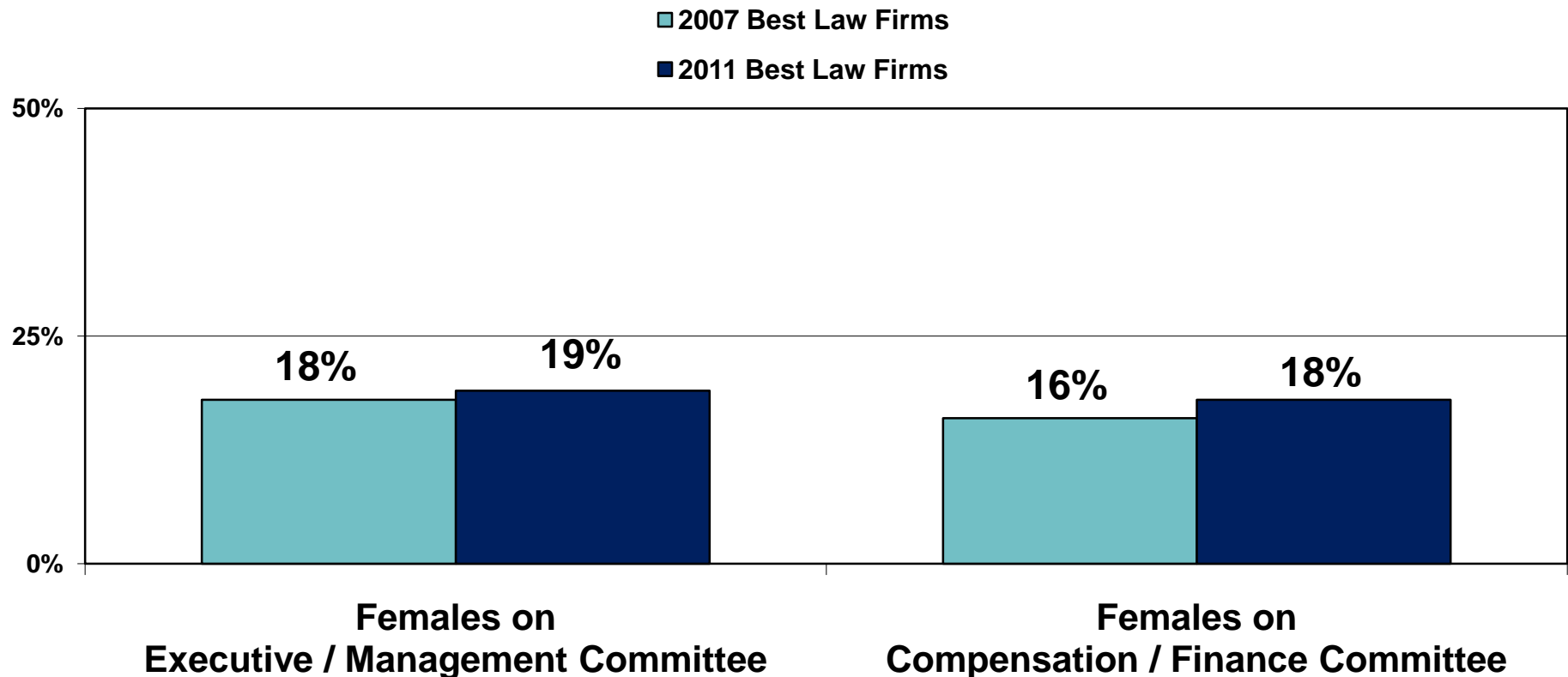
### Representation of Women in Leadership Roles



# Female Leadership: 2007 v. 2011

- Female representation on the Compensation and Executive Committees has increased since 2007 at the Best Law Firms.

## Representation of Women on Committees

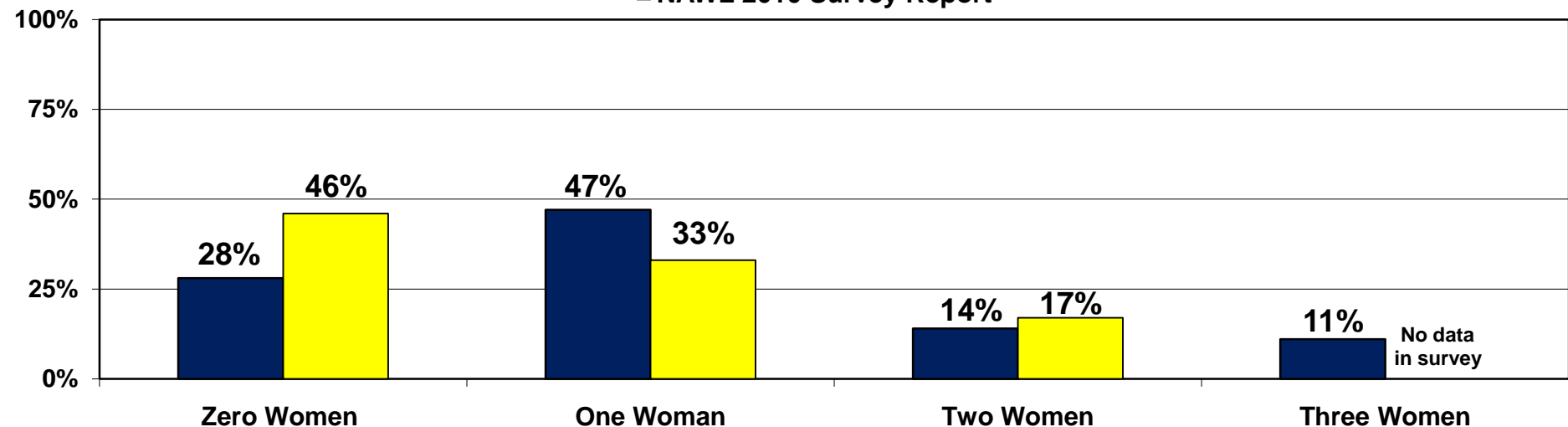


## Top Ten Rainmakers

- Women at the Best Law Firms\* represent the following among the top ten rainmakers:
  - **Zero** women at **28%** of Best Law Firms
  - **One** woman at **47%** of Best Law Firms
  - **Two** women at **14%** of Best Law Firms
  - **Three** women at **11%** of Best Law Firms
- By comparison, the 2010 National Association of Women Lawyers' national survey reported that **46%** of firms credited **zero** women among the top ten rainmakers. In addition, **33%** of firms responded **one** woman is in the top ten rainmakers, and **17%** of firms said **two** women.

### Representation of Female Lawyers among the Top Ten Rainmakers

■ 2011 Best Law Firms\*  
 ■ NAWL 2010 Survey Report





## Access to Flexible Work Arrangements Varies

- Access to most flexible work arrangements is generous, other than for Annualized Hours and Job Sharing.

Flexible Work Arrangement Offerings for Lawyers	Percentage of Best Law Firms with Flexible Work Arrangement Offerings <i>(Number of Best Law Firms that said yes)</i>
Reduced Hours	100% <i>(50 Firms)</i>
Flex-Time	92% <i>(46 Firms)</i>
Full-Time Telecommuting	78% <i>(39 Firms)</i>
Annualized Hours	54% <i>(27 Firms)</i>
Job Sharing	10% <i>(5 Firms)</i>



## Usage Rates for Flexible Work Arrangements Remain Low

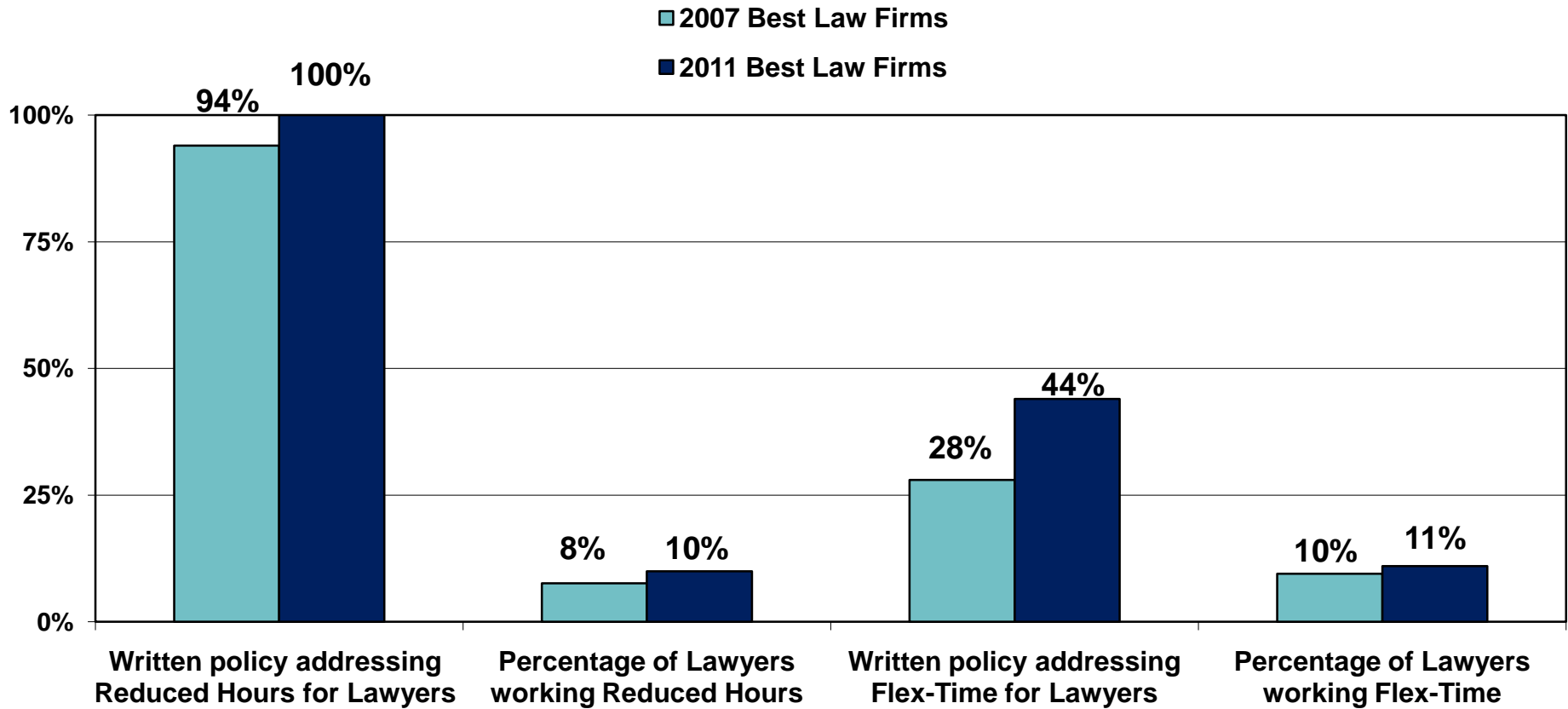
- The Best Law Firms have more Lawyers working Reduced Hours (10%) than the national average (6%).

Flexible Work Arrangement Usage Rates for Lawyers	Percentage of Lawyers working Flexible Work Arrangements at Best Law Firms
Reduced Hours	10%
Flex-Time	11%
Full-Time Telecommuting	1%
Annualized Hours	13%
Job Sharing	0%



# Flexible Work Arrangements: 2007 v. 2011

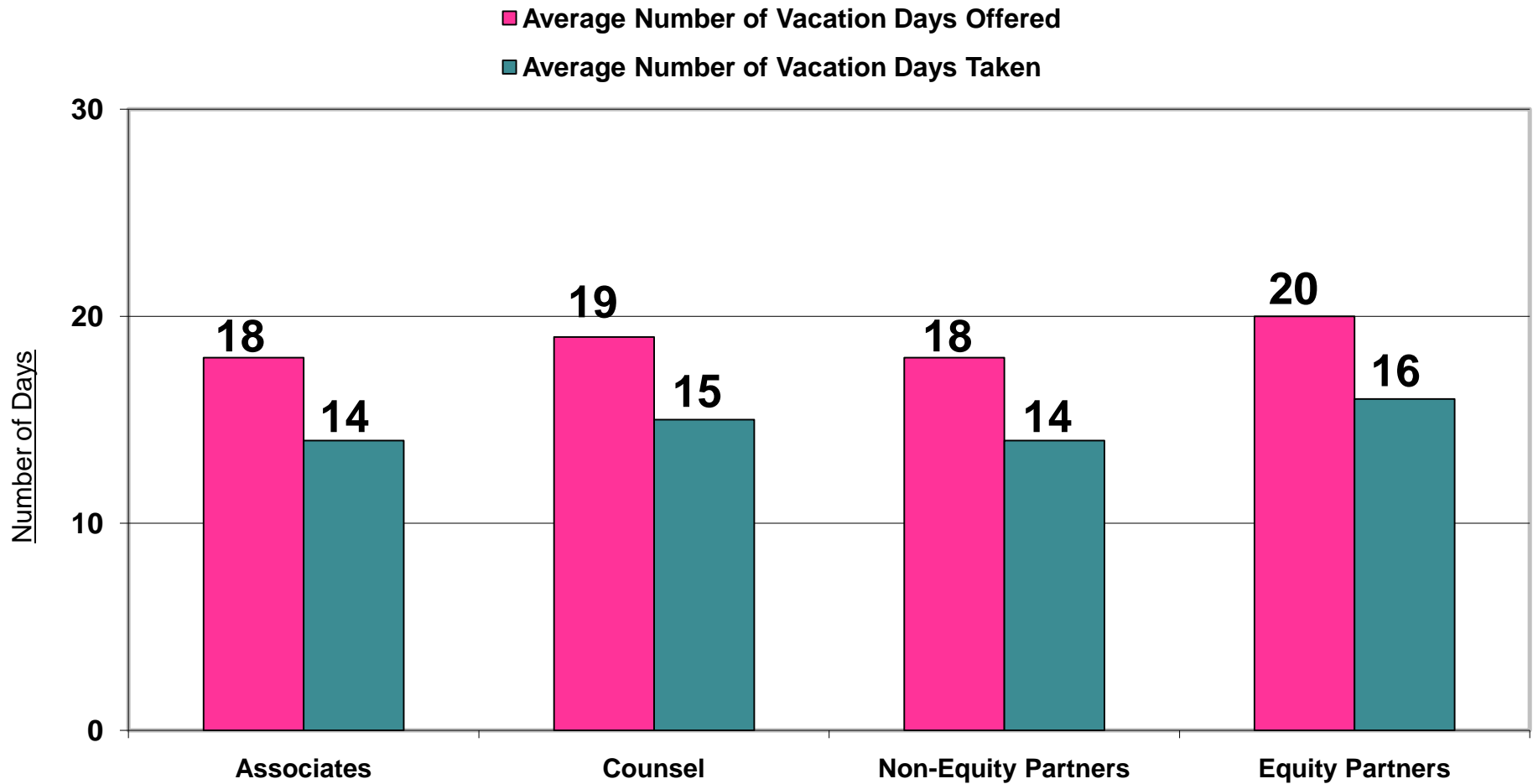
## Written Policies and Usage Rates of Reduced Hours and Flex-Time



## Promotion Rates for Reduced Hour Lawyers

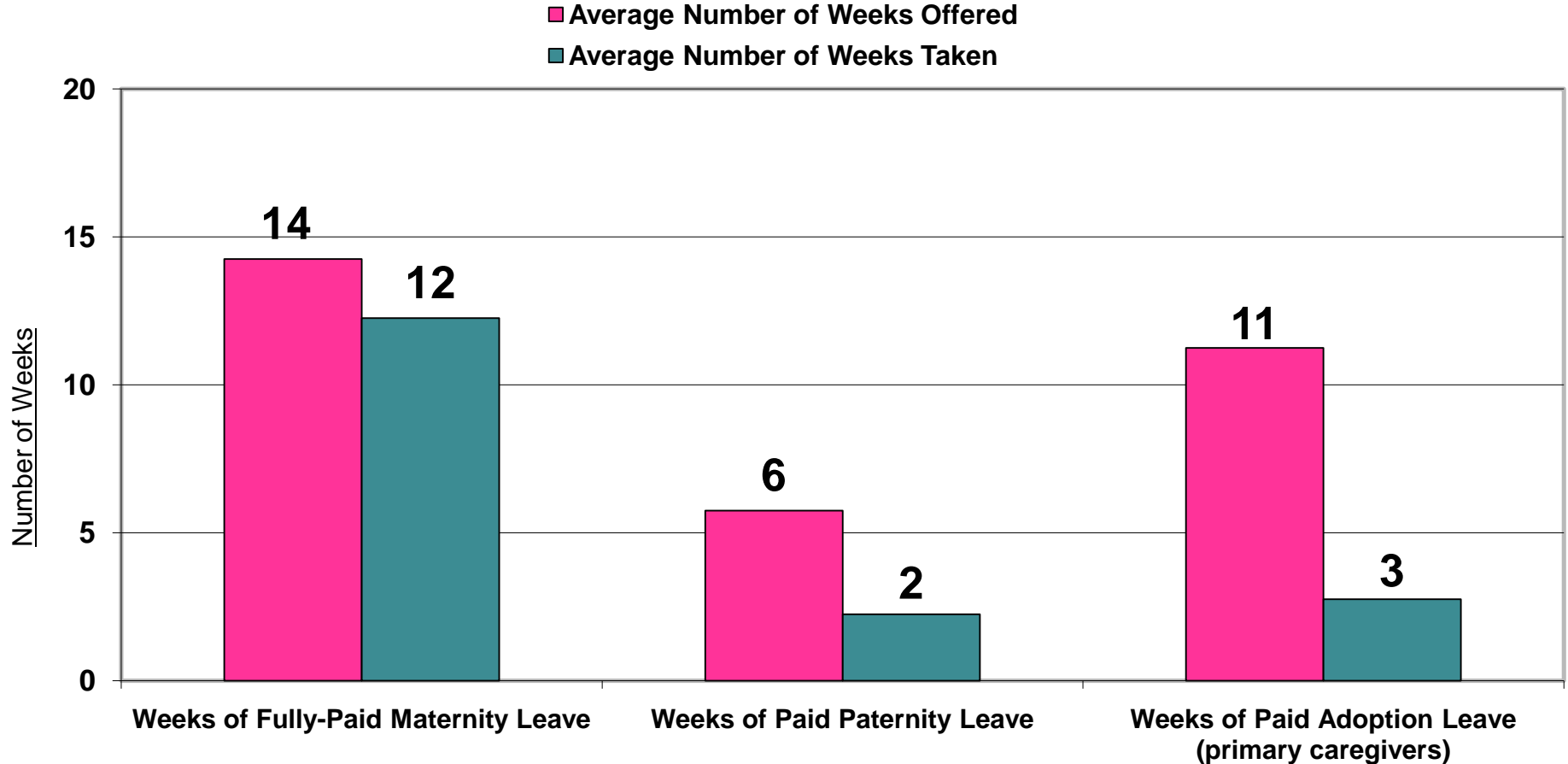
- At **47** of the 50 Best Law Firms (**94%**), Reduced Hour Lawyers are eligible for Equity partnership.
- An average of **one** Lawyer, per Firm, was promoted to Non-Equity Partner while working a Reduced-Hour schedule at the 2011 Best Law Firms.
- An average of **zero** Lawyers, per Firm, was promoted to Equity Partner while working a Reduced-Hour schedule at the 2011 Best Law Firms.

## Variation in Vacation Day Offerings & Usage Rates





# Firms Offer Generous Access to Parental Leave; However, Usage Rates Vary Considerably



Number of weeks offered and taken represents the average across Associates, Counsel, Non-Equity Partners, and Equity Partners



## Childcare Offerings

	Percentage of Best Law Firms that offer these Childcare programs <i>(Number of Best Law Firms that said yes)</i>
Backup Childcare at Facility	78% <i>(39 Firms)</i>
Childcare Resource & Referral	74% <i>(37 Firms)</i>
Subsidized In-Home Backup Childcare	62% <i>(31 Firms)</i>
School-Holiday Childcare	54% <i>(27 Firms)</i>
Sick-Child Care	50% <i>(25 Firms)</i>
On-Site / Near-Site Childcare Center	22% <i>(11 Firms)</i>
Before / After Work Hours Care	28% <i>(14 Firms)</i>
Summer-Holiday Childcare	28% <i>(14 Firms)</i>
Before/Afterschool Childcare	24% <i>(12 Firms)</i>
Business-Travel Childcare Reimbursement	14% <i>(7 Firms)</i>



## Leadership Training, Networking & Mentoring: 2007 v. 2011

	2007 Best Law Firms <i>(responded yes)</i>	2011 Best Law Firms <i>(responded yes)</i>
Firm holds networking events with the female Lawyers of the firm and the firm's female clients	<b>88%</b>	<b>96%</b>
Firm offers management or leadership training for Lawyers	<b>60%</b>	<b>90%</b>
Firm offers mentoring circles for women to provide support and guidance	<b>48%</b>	<b>80%</b>
Firm offers mentoring targeted for senior women Associates or new women Partners to facilitate advancement or help with transition	<b>66%</b>	<b>80%</b>



## Affinity Groups Offerings

	Percentage of Best Law Firms that offer Affinity Groups <i>(Number of Best Law Firms that said yes)</i>
Women	84% <i>(42 Firms)</i>
Multicultural Women	78% <i>(39 Firms)</i>
Multicultural Men	74% <i>(37 Firms)</i>
Lesbian, Gay, Bisexual, and Transgender (LGBT)	70% <i>(35 Firms)</i>
Work/Life or Parenting	52% <i>(26 Firms)</i>
Reduced Hour Lawyers	32% <i>(16 Firms)</i>



## Application Methodology

- Each firm completed a detailed application covering the following sections:
  - *Workforce Profile*
  - *Childcare*
  - *Leadership, Compensation and Advancement of Women*
  - *Development and Retention of Women*
  - *Time Off and Leaves*
  - *Flexibility*
- Completed applications were collected online from November 12, 2010 to January 21, 2011.
- All data for the 2011 survey was collected from the full year of 2010. Some comparative data from the 2007 survey is shown and this data was collected for the full year of 2006.
- Best Law Firms were selected from a pool of self-selected applicant Firms with 50 lawyers or more.
  - Statistics reported are aggregate based on the data from the 50 Best Law Firms.
  - Answers reported are based on responses provided by applicant Firms. Not all Firms answered all questions.
- The capitalized words are defined terms from the survey.



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