



WORKING
MOTHER

 FLEX-TIME
LAWYERS LLC

Best Law Firms *for Women 2016*

EXECUTIVE SUMMARY

Background on the Initiative

In the last decade, the Working Mother & Flex-Time Lawyers Best Law Firms for Women initiative has recognized U.S. law firms that create and use best practices in retaining and promoting women lawyers.

The winning firms lead the industry in supporting flexible work arrangements and offering generous paid parental leave. The Best Law Firms also focus on women's business development and parity in compensation as well as increasing women's representation among the equity partnership and leadership ranks.

Congratulations to the 2016 Best Law Firms for Women

Arnold & Porter	King & Spalding
Baker & McKenzie	Kirkland & Ellis
Bradley Arant Boult Cummings	Latham & Watkins
Cooley	Littler
Crowell & Moring	Lowenstein Sandler
Davis Wright Tremaine	Manatt, Phelps & Phillips
Debevoise & Plimpton	McDermott Will & Emery
DLA Piper	McGuireWoods
Dorsey & Whitney	Morrison & Foerster
Duane Morris	Neal, Gerber & Eisenberg
Faegre Baker Daniels	Norton Rose Fulbright
Finnegan, Henderson, Farabow, Garrett & Dunner	Ogletree, Deakins, Nash, Smoak & Stewart
Foley & Lardner	O'Melveny & Myers
Fox Rothschild	Orrick, Herrington & Sutcliffe
Fredrikson & Byron	Perkins Coie
Gibbons	Pillsbury Winthrop Shaw Pittman
Goodwin Procter	Quarles & Brady
Gray Plant Mooty	Reed Smith
Hanson Bridgett	Schiff Hardin
Hogan Lovells US	Seyfarth Shaw
Holland & Hart	Shook, Hardy & Bacon
Holland & Knight	Sidley Austin
Ice Miller	Troutman Sanders
Katten Muchin Rosenman	Vinson & Elkins
Kaye Scholer	WilmerHale

Summary of 2016 Findings

At the Best Law Firms, 20% of equity partners are women, compared with a national average of 18%. Women represent 30% of nonequity partners, which is the highest percentage in the last decade of the Best Law Firm initiative.

The proportion of equity partner promotions going to women is the same at firms with one-tiered tracks and two-tiered tracks for the first time this year. At one-tier firms, female equity partner promotions have increased one percentage point in the past year. In two-tier firms, female equity partner promotions have increased to 34%, up from 30% in 2015.

The proportion of seats held by women on the executive/management committee (25%) has steadily increased since 2012, when it was 21%. The proportion of compensation/finance committee seats held by women increased to 25%, up 2 percentage points from the previous year and up 4 percentage points since 2012.

Summary of 2016 Findings

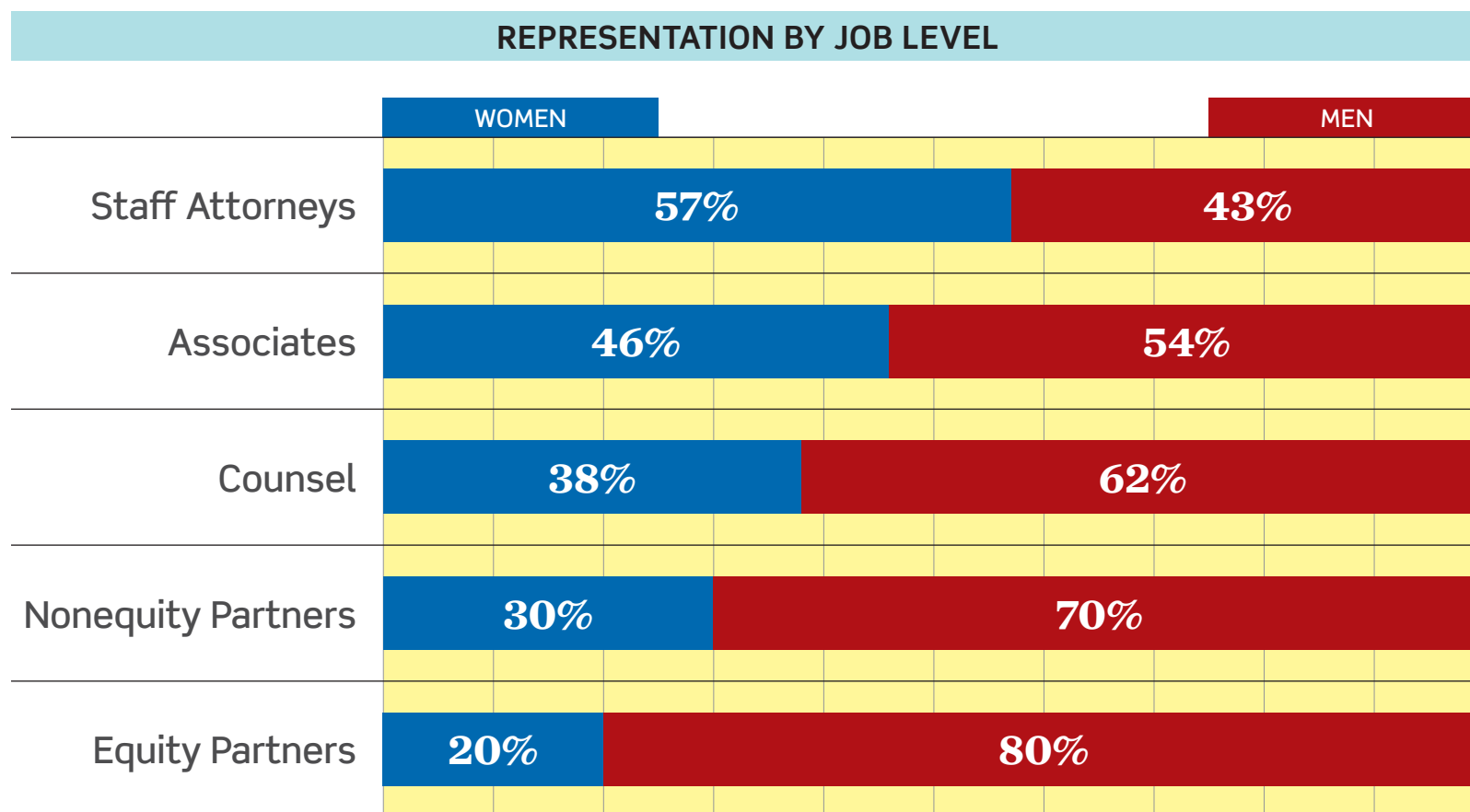
We asked Best Law Firms how many of their top ten rainmakers (equity partners who are credited with generating the most gross revenue from clients) are women. At the 46 firms that responded, 22% have at least three women in this group—double the percentage cited in 2014. Additionally, the number of firms that had *no* women among their top ten rainmaker ranks fell to 19% in 2016 from 29% in 2014.

While all Best Law Firms offer flexible work arrangements, the share of lawyers using them ranges from 22% for flextime to 8% for annualized hours. The number of Best Law Firms offering affinity groups for lawyers working reduced hours increased eight percentage points, to 62% this year.

The number of weeks of paid paternity leave and paid adoption leave firms offered, on average, increased by one week over a year ago, and new dads and adoptive parents took an average of one more week of paid leave than they did last year.

Women's Representation

Female representation is lower at partner levels than in less senior roles; however, Best Law Firms, on average, employ more female equity partners (20%) than the national average (18%).

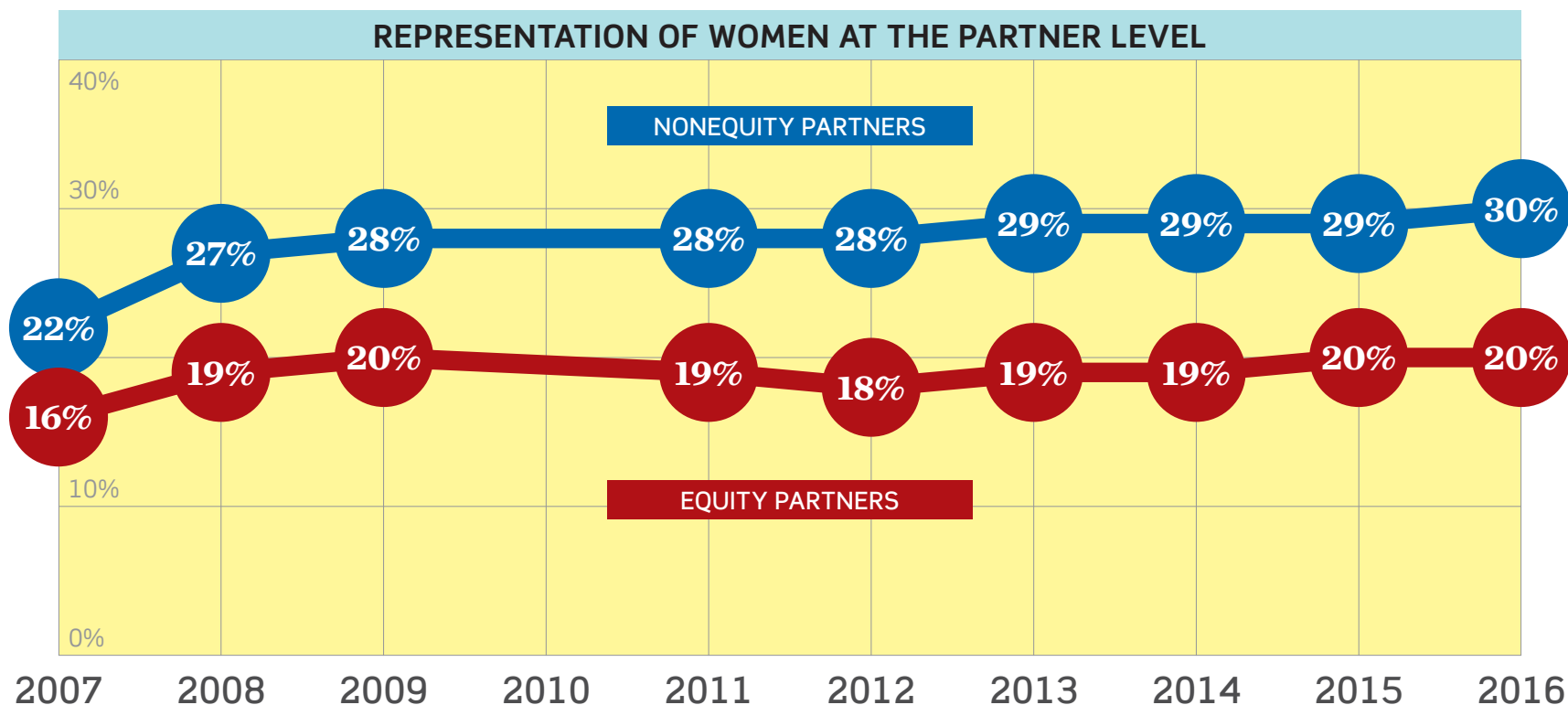


Source: National Association of Women Lawyers (NAWL) 2015 Survey Report, 2016 Working Mother & Flex-Time Lawyers Best Law Firms for Women

Female Partners: 2007–2016

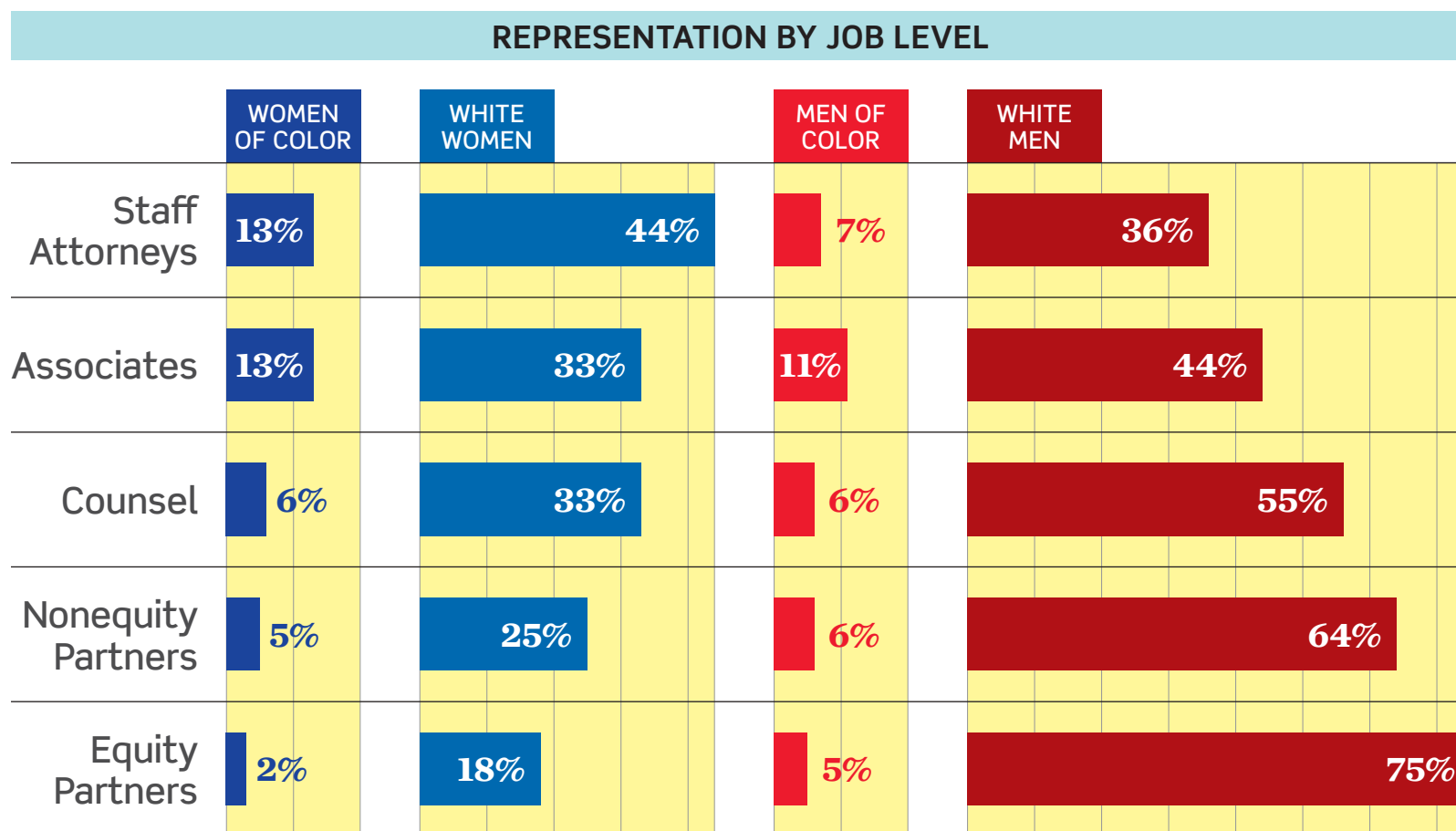
Representation of women at the equity partner level remains at 20%, after increasing one percentage point between 2014 and 2015.

Women represent 30% of nonequity lawyers at the Best Law Firms, which is the highest percentage in the last decade.



Lawyers of Color Representation

Multicultural women make up 5% of nonequity partners at the Best Law Firms and only 2% of equity partners. Both numbers have held steady over the past year.

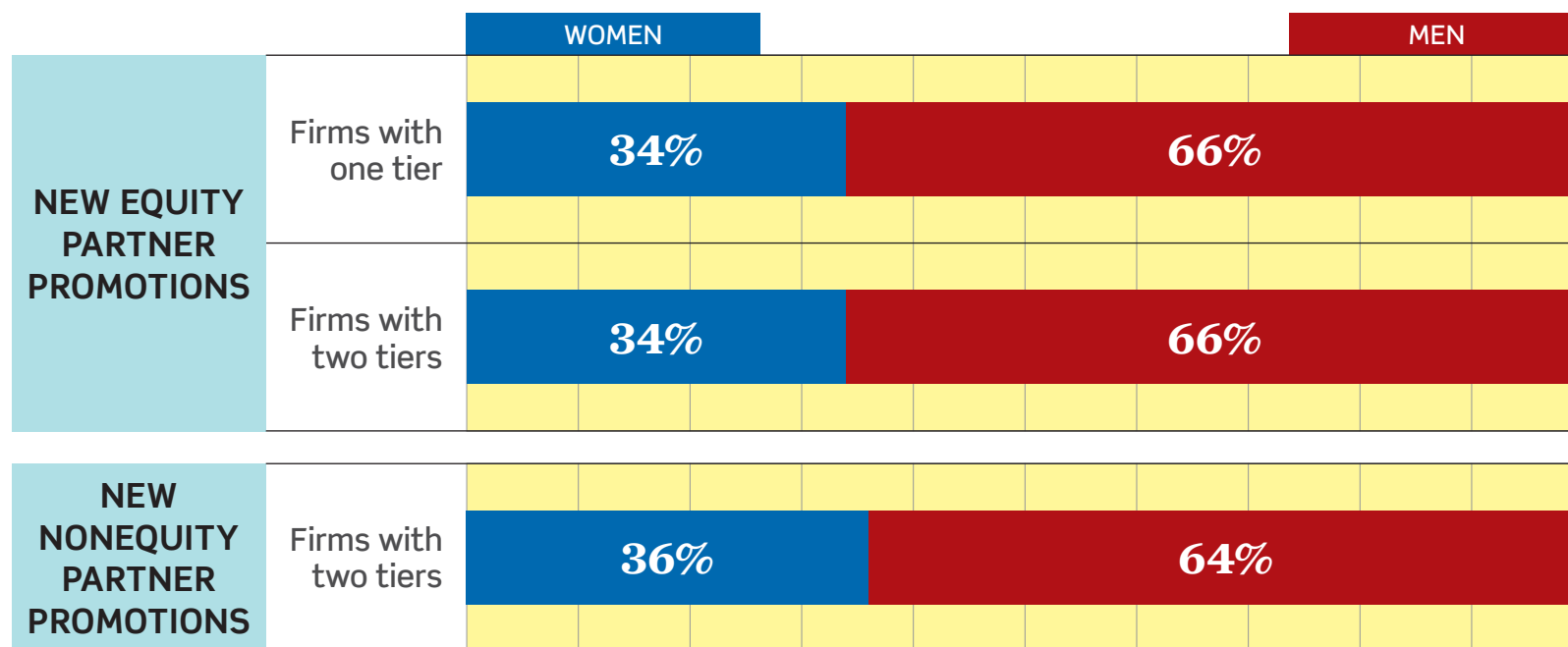


Female Promotion Rates

The proportion of equity partner promotions going to women is the same for firms with one-tiered tracks and two-tiered tracks for the first time this year.

At one-tier firms, female equity partner promotions have increased one percentage point in the past year. At two-tier firms, female equity partner promotions increased to 34%, up from 30% in 2015.

The number of nonequity partner promotions going to women (36%) increased one percentage point from 2015.

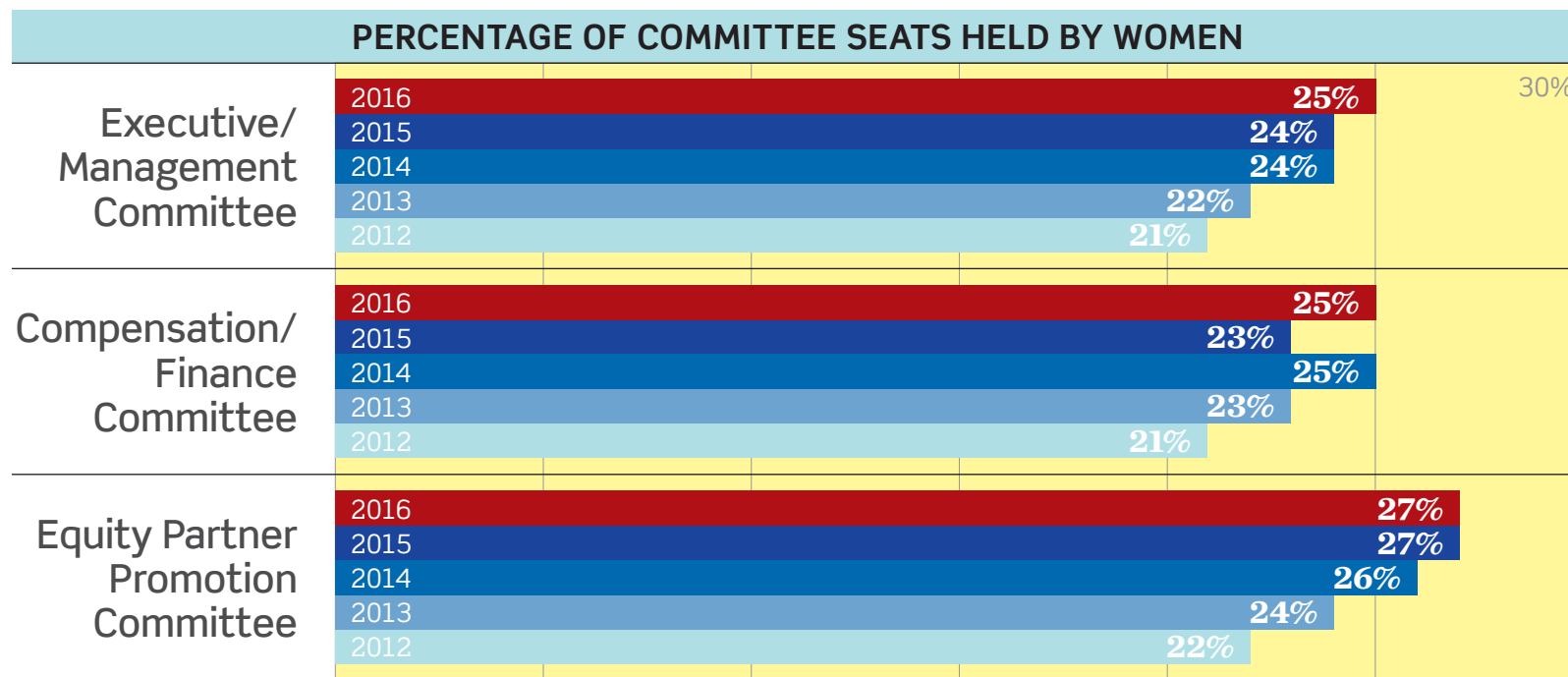


Representation of Women on Governing Committees

At Best Law Firms, female representation on the equity partner promotion committee held steady this year at 27%.

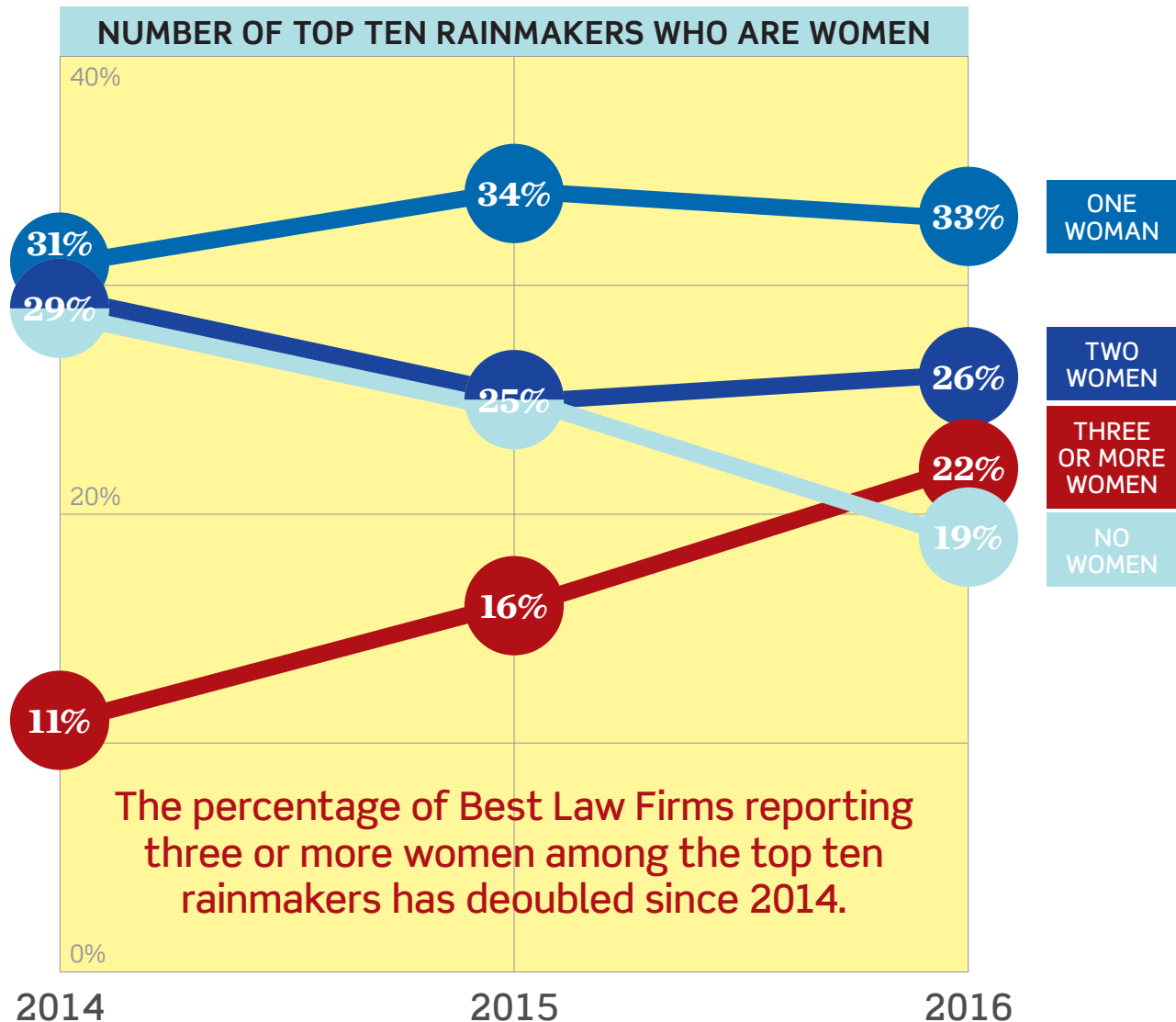
The proportion of seats held by women on the executive/management committee (25%) has increased 4 percentage points since 2012.

The proportion of compensation/finance committee seats held by women increased to 25%, up 2 percentage points from the previous year.



Top Ten Rainmakers

We asked Best Law Firms how many of their top ten rainmakers (equity partners who are credited with generating the most gross revenue from clients) are women. At the 46* firms that responded, here's how women fare:



*The data for the 2016 Best Law Firms is based upon 46 out of 50 Best Law Firms answering this question

*The data for the 2015 Best Law Firms is based upon 44 out of 50 Best Law Firms answering this question

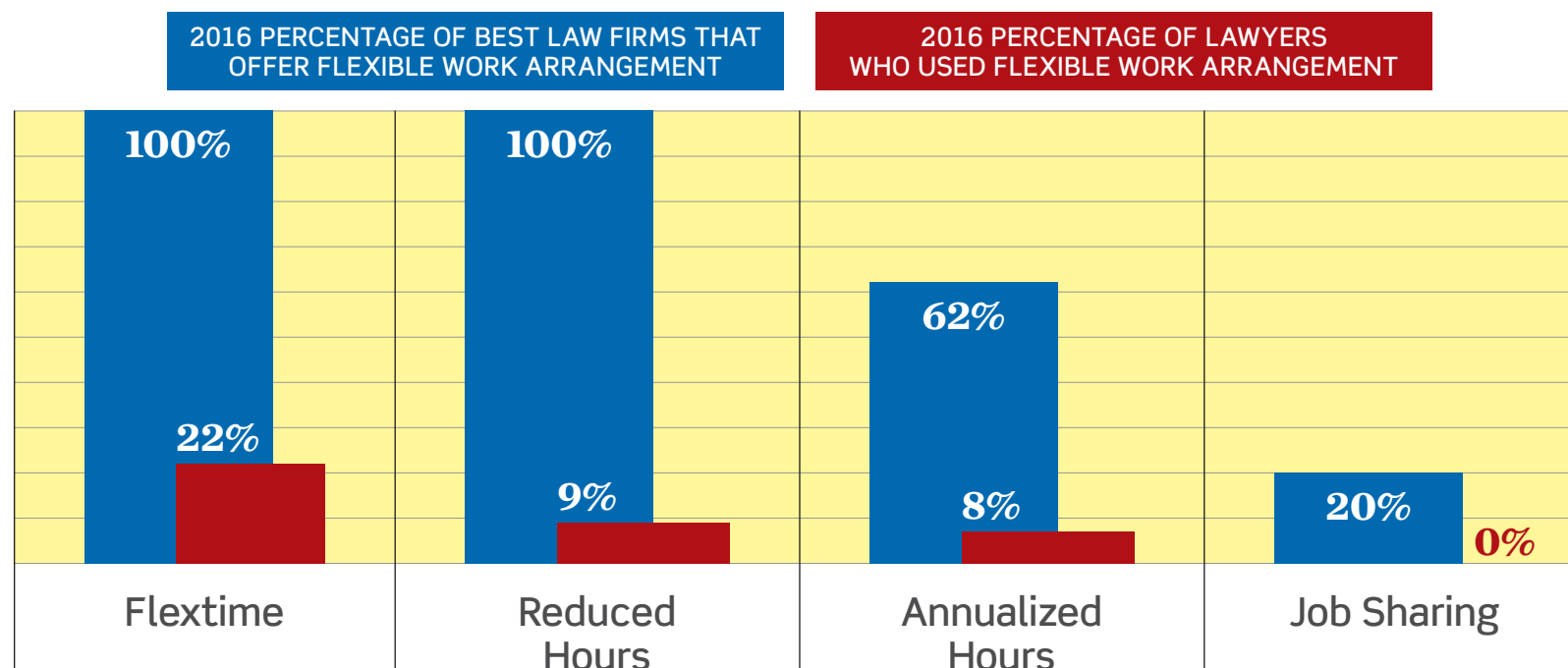
*The data for the 2014 Best Law Firms is based upon 45 out of 50 Best Law Firms answering this question.

Use of Flexible Work Arrangements Remains Low

While all Best Law Firms offer flexible work arrangements, the proportion of lawyers using them ranges from 22% for flextime to 8% for annualized hours, and down to 0% for job sharing.

The percentage of lawyers who work reduced hours at the Best Law Firms (9%) is higher than the national average (6%).

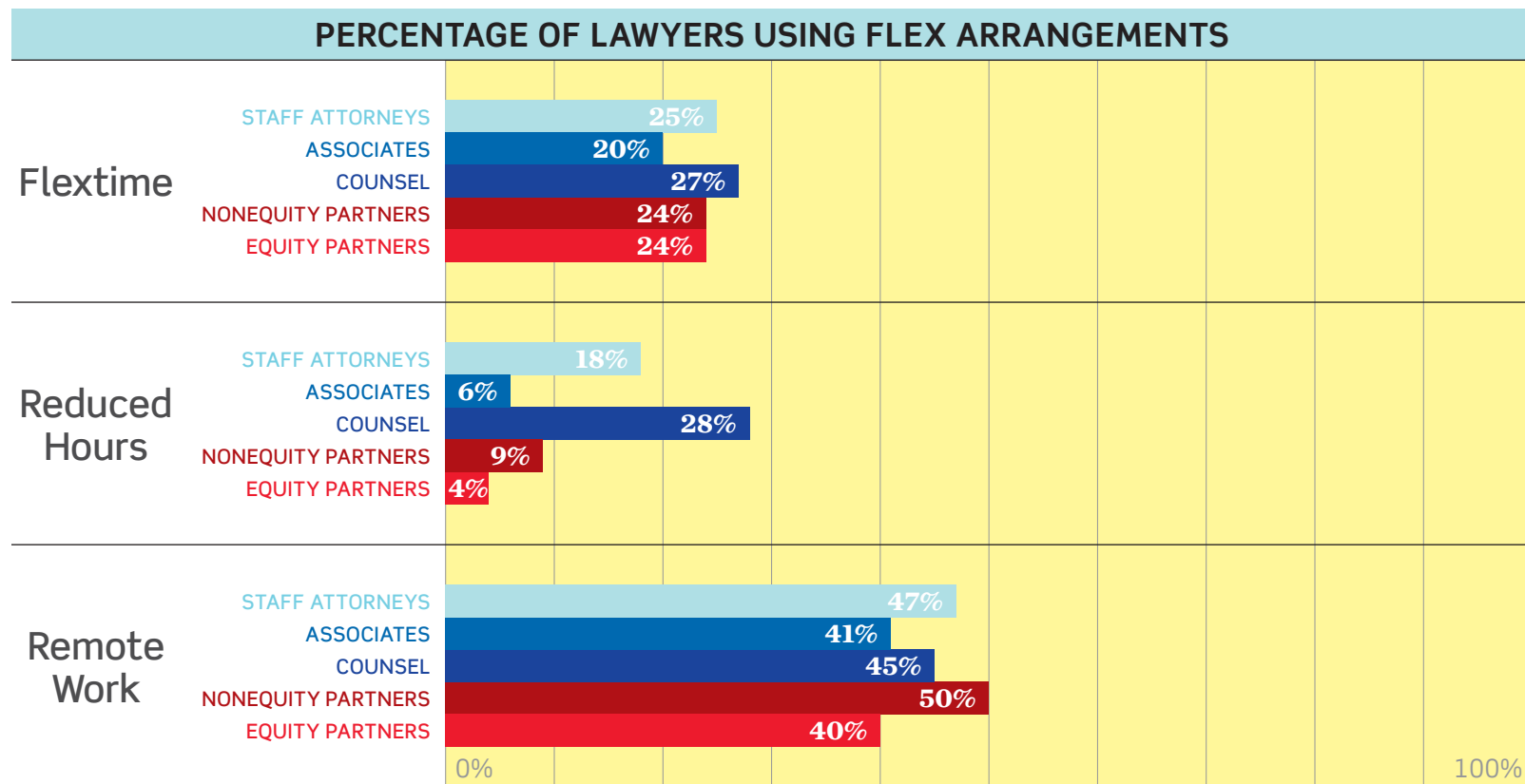
FLEX ARRANGEMENTS AND USAGE RATES



Use of Flexible Work by Seniority

At the Best Law Firms, half of all nonequity partners (male and female) use remote work, while counsel dominates usage of reduced-hour schedules (28%).

Flexitime usage rates range from 20% to 27%, with associates showing the lowest usage and counsel showing the highest.

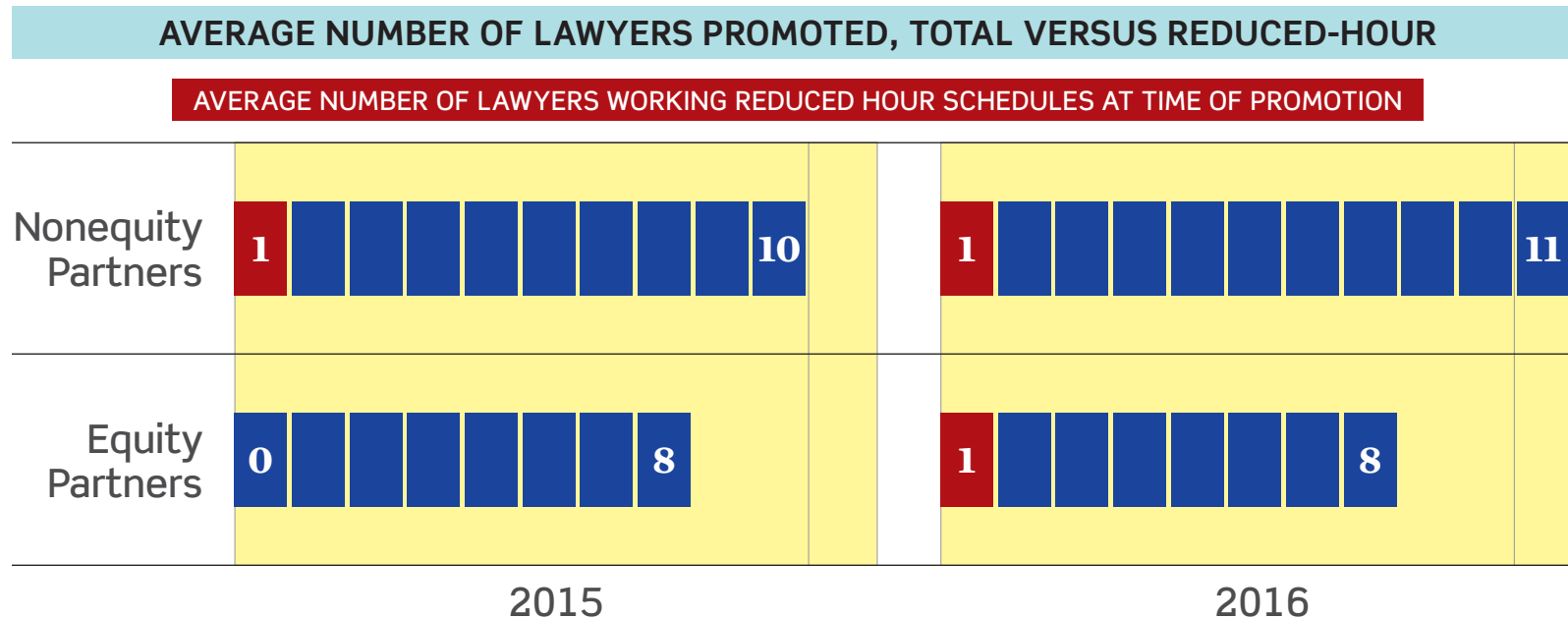


Promotions for Reduced-Hour Lawyers

All Best Law Firms offer reduced hours, while 39 (or 78%) allow reduced-hour lawyers to be eligible for equity partnership.

However, in practice, such promotions are rare: In 2016, an average of one lawyer was promoted to equity partner while working a reduced-hour schedule at the time of promotion (an increase from the previous year's average of 0 lawyers).

Additionally, an average of one lawyer per firm was promoted to nonequity partner while working a reduced-hour schedule at the time of promotion.



Paid Parental Leave

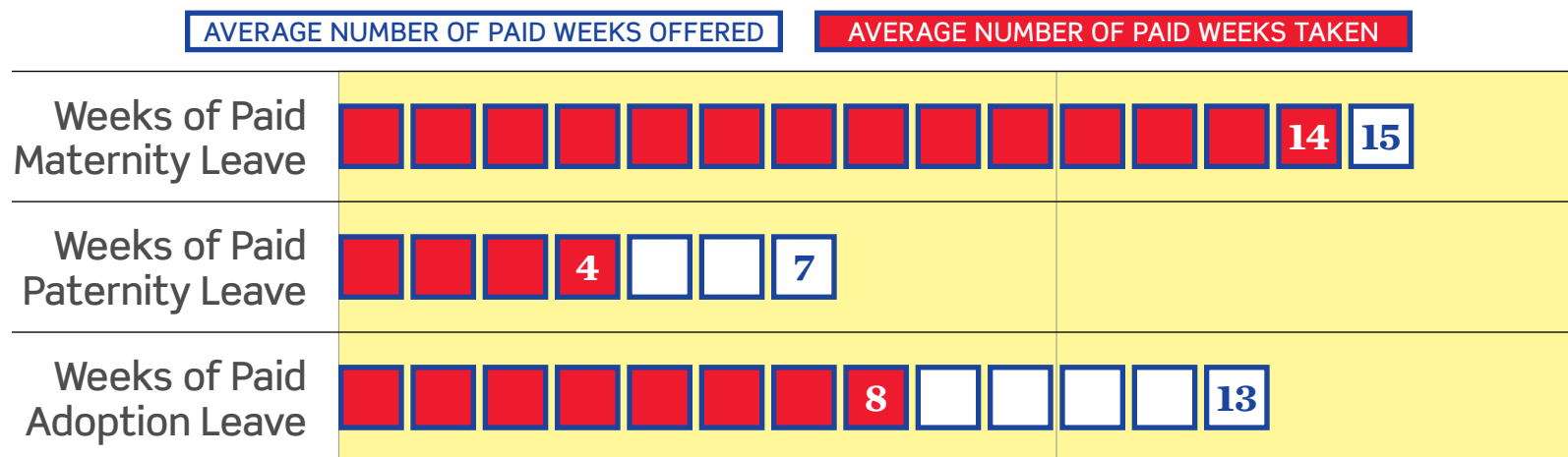
All Best Law Firms offer paid maternity, paternity and adoption leave.

The number of weeks of paid paternity leave and paid adoption leave firms offered, on average, increased by one week over a year ago.

The number of weeks of paid paternity leave and paid adoption leave lawyers took also increased by one week each versus a year ago. However, many lawyers are not taking full advantage of these offerings.

The average number of weeks of paid maternity leave offered by Best Law Firms stayed at 15 weeks, and lawyer moms took an average of 14 of those weeks.

PARENTAL LEAVE OFFERINGS AND USAGE



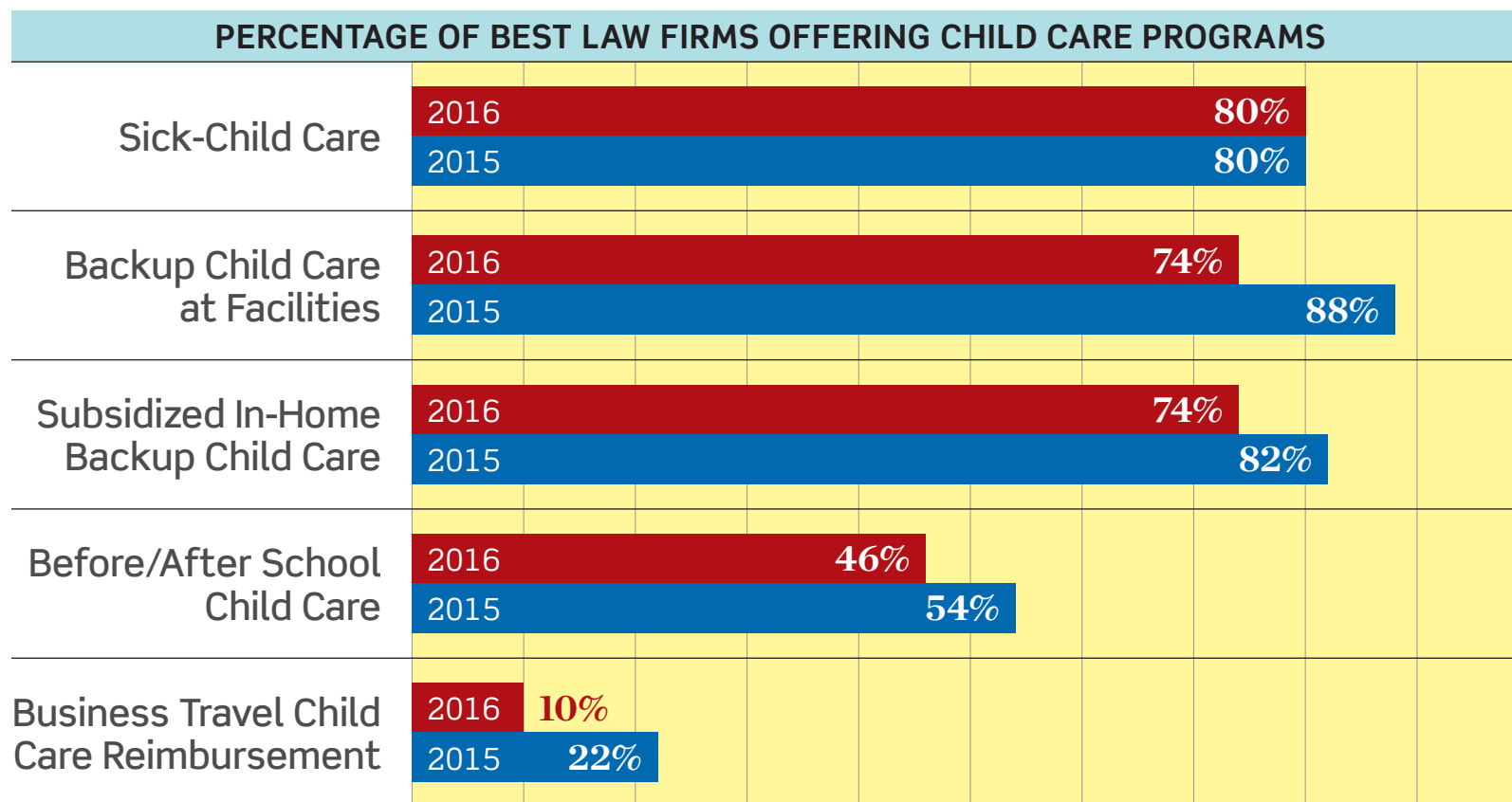
Number of weeks offered and taken represents the average across staff attorneys, associates, counsel, nonequity partners, and equity partners.

Source: 2016 Working Mother & Flex-Time Lawyers Best Law Firms for Women

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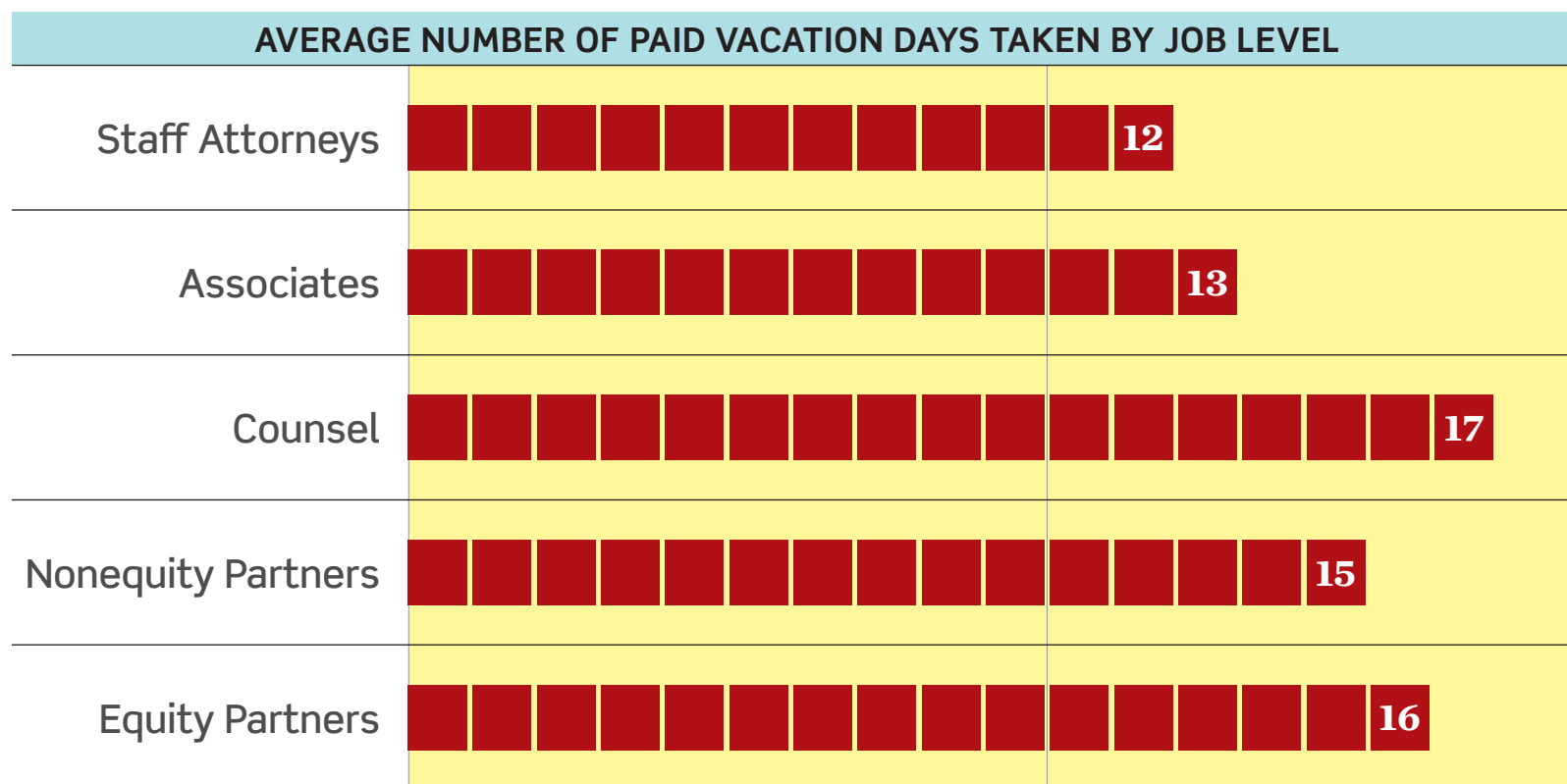
Child Care

Compared with last year’s winners, fewer Best Law Firms offer backup child care at facilities, before/after school child care, subsidized in-home backup child care, and business travel child care reimbursement.



Vacation Days Taken by Lawyers

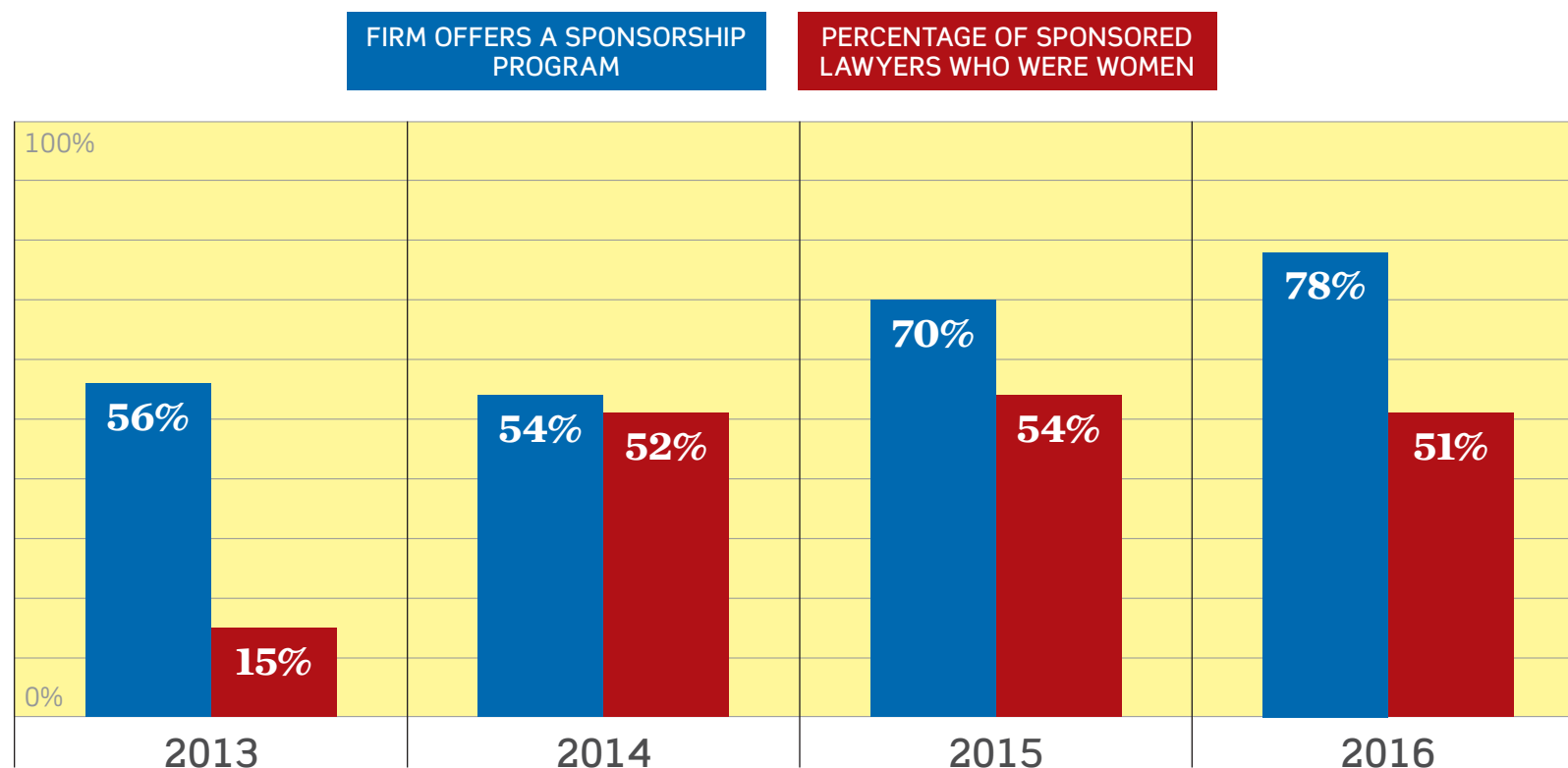
On average, counsel at the Best Law Firms are taking more vacation days than they did last year (17 now versus 15 a year ago) and more days compared to lawyers at other seniority levels.



Sponsorship

There has been a gradual increase in the number of firms offering sponsorship, and the percentage of female lawyers receiving sponsorship has held steady at about 50% for the past three years.

SPONSORSHIP OFFERINGS AND USAGE



Leadership Training, Networking & Mentoring

100%

of Best Law Firms offer:

- ◆ Internal networking groups for women lawyers
- ◆ Networking events for female lawyers from the firm and its female clients
- ◆ Women-focused business development education and initiatives
- ◆ Management or leadership training for lawyers

98%

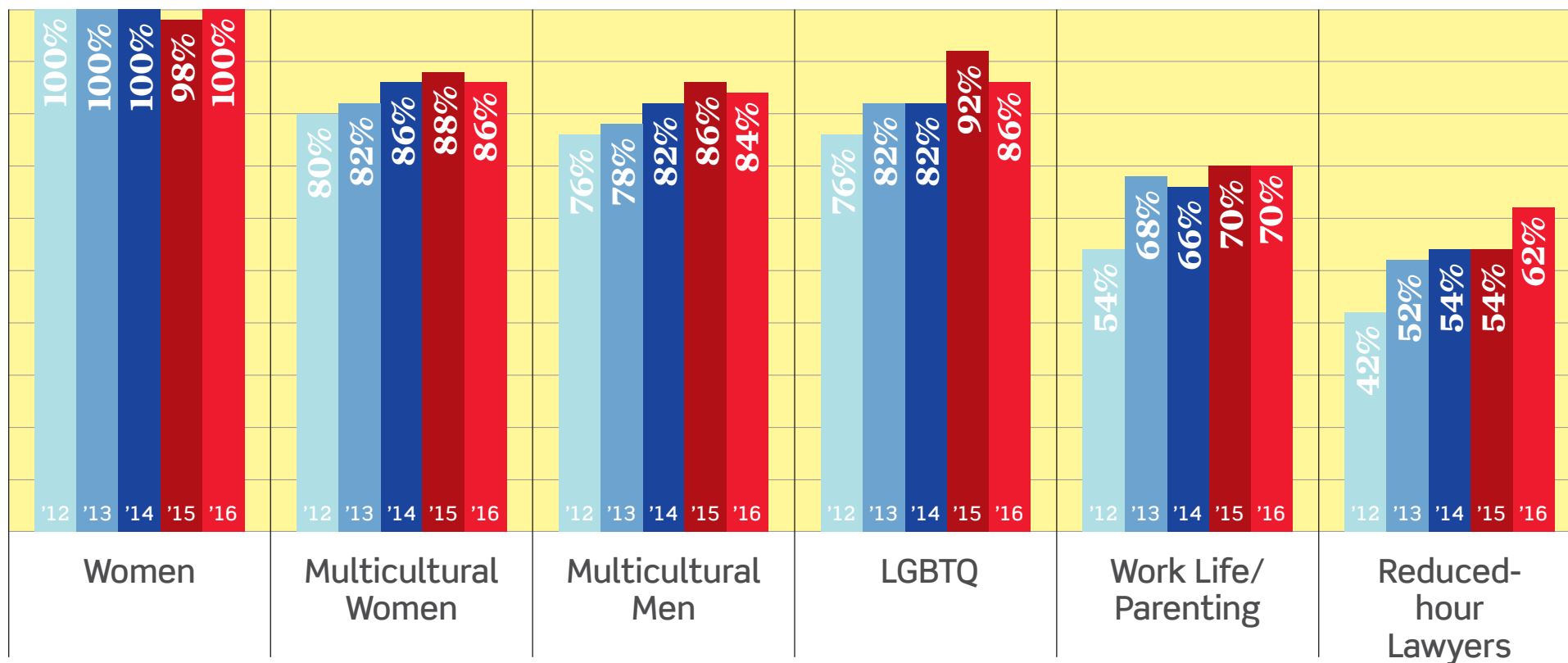
of Best Law Firms offer:

- ◆ Women-specific mentoring programs
- ◆ Women-specific management or leadership education

Affinity Groups

Fewer Best Law Firms support affinity networks for women and men of color and LGBTQ lawyers than last year, but the number of firms offering groups for reduced-hour lawyers jumped up by 8 percentage points since last year.

AFFINITY GROUP OFFERINGS OVER TIME



Application Methodology

- Each firm completed a detailed application covering the following sections:
 - ◆ Workforce Profile
 - ◆ Flexibility
 - ◆ Development and Retention of Women
- Completed applications were collected online from November 9, 2015, to February 12, 2016.
- All data for the 2016 survey was collected from the full year of 2015. Some comparative data from the 2015, 2014, 2013, 2012 and 2007 surveys is shown and this data was collected from full year of 2014, 2013, 2012, 2011 and 2006, respectively.
- Best Law Firms were selected from a pool of self-selected applicant firms with 50 lawyers or more in the United States; only U.S. data was collected.
 - ◆ Statistics reported are aggregated from data provided by the 50 Best Law Firms.
 - ◆ Not all firms answered all questions.

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