



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.

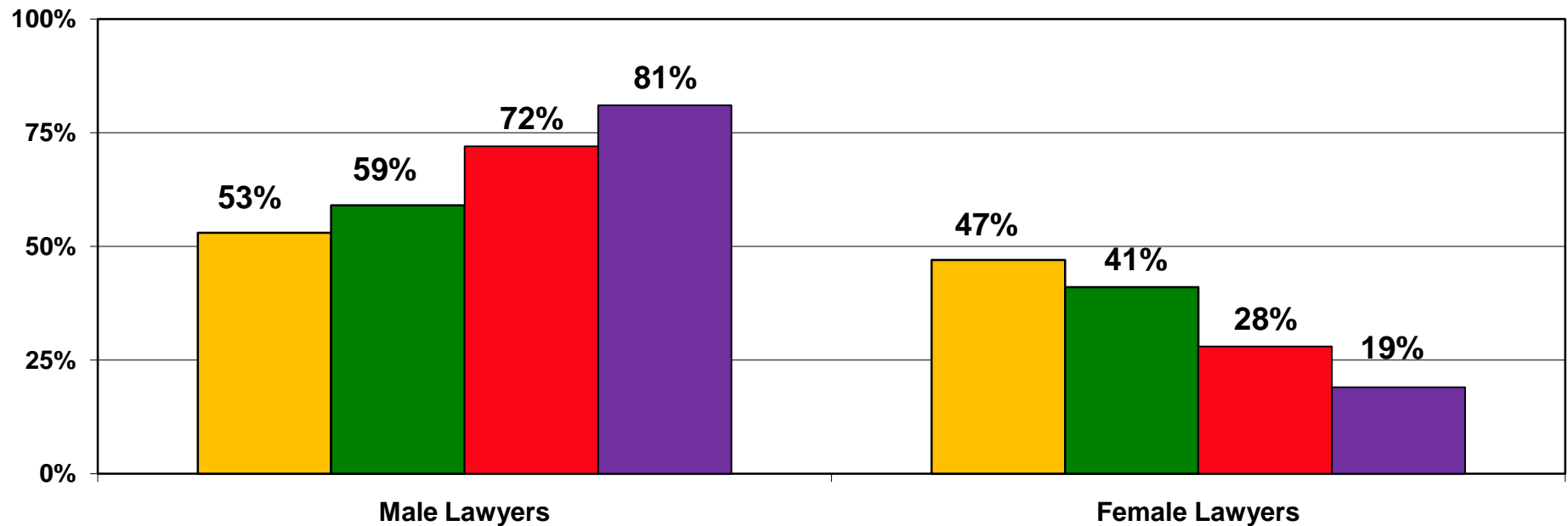
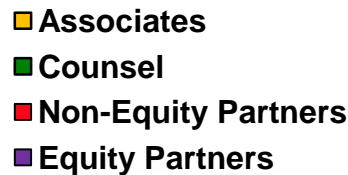
Summary of Findings: *Areas for Improvement*

- 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

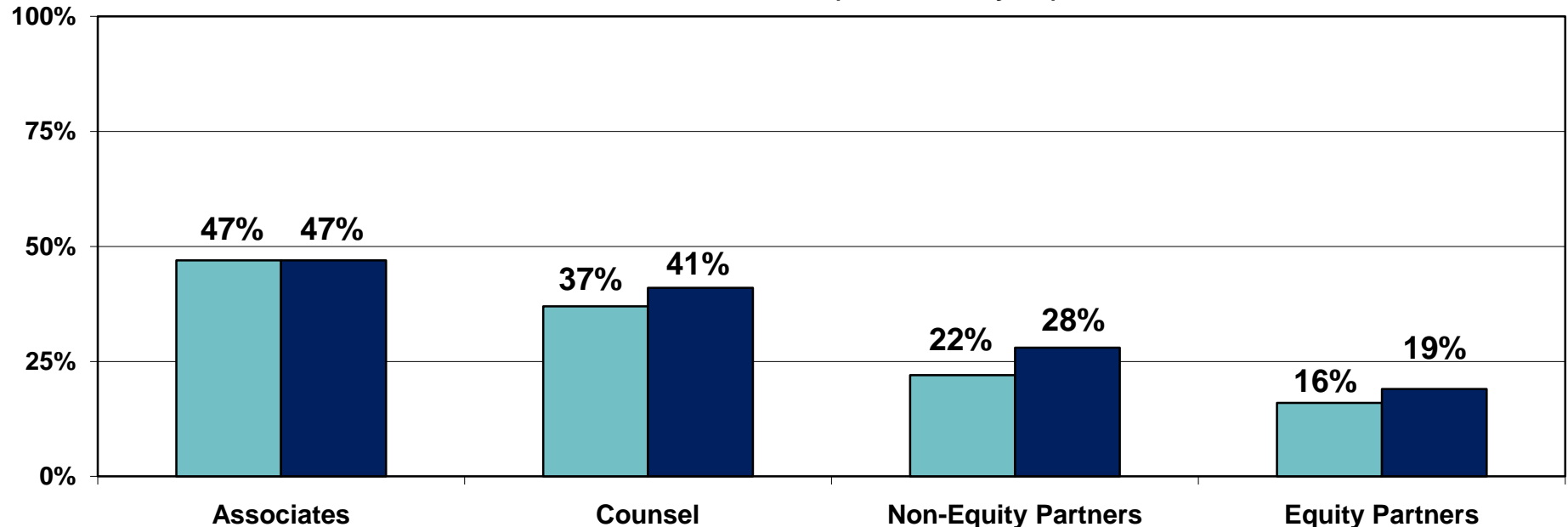


Female Representation: 2007 v. 2011

- 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.

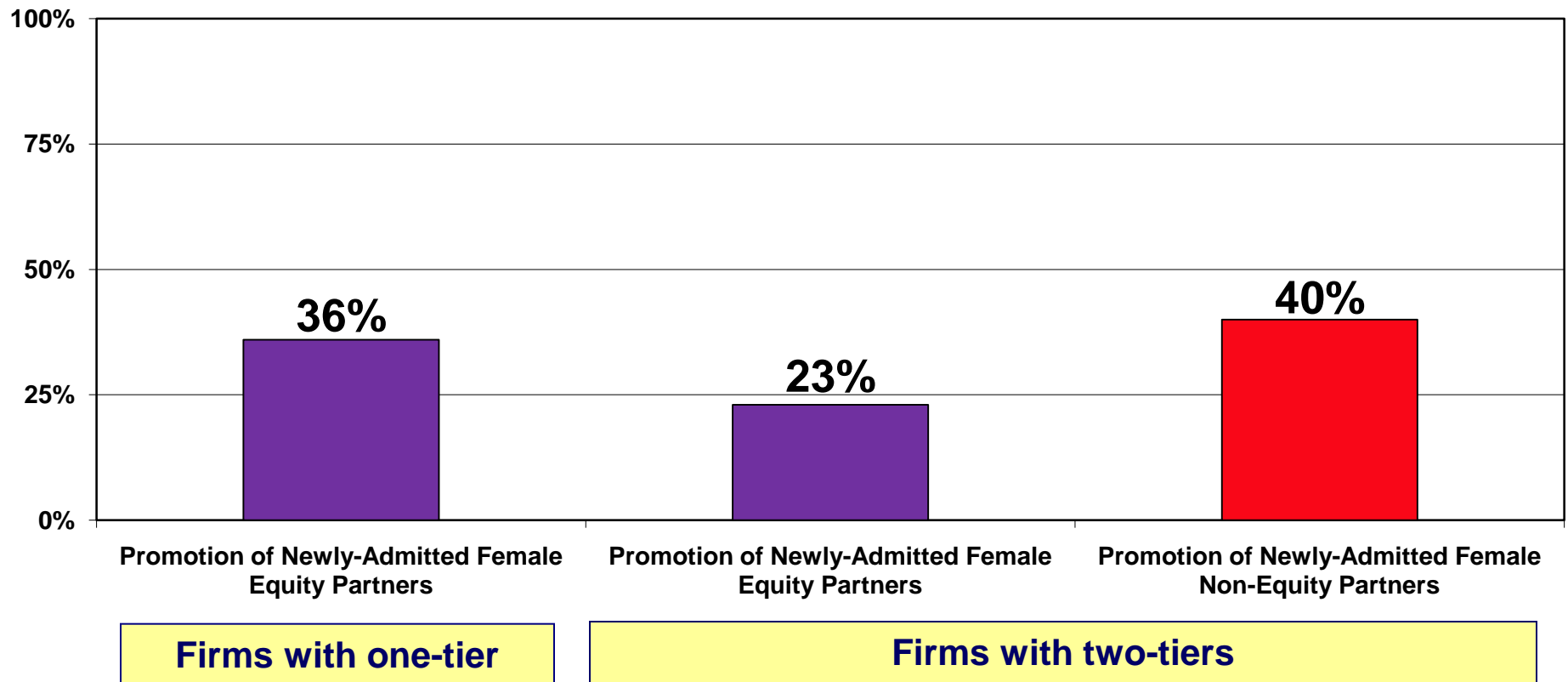
Representation of Lawyers at Seniority Level

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



Female Promotion Rates Remain Stronger at One-Tier Firms

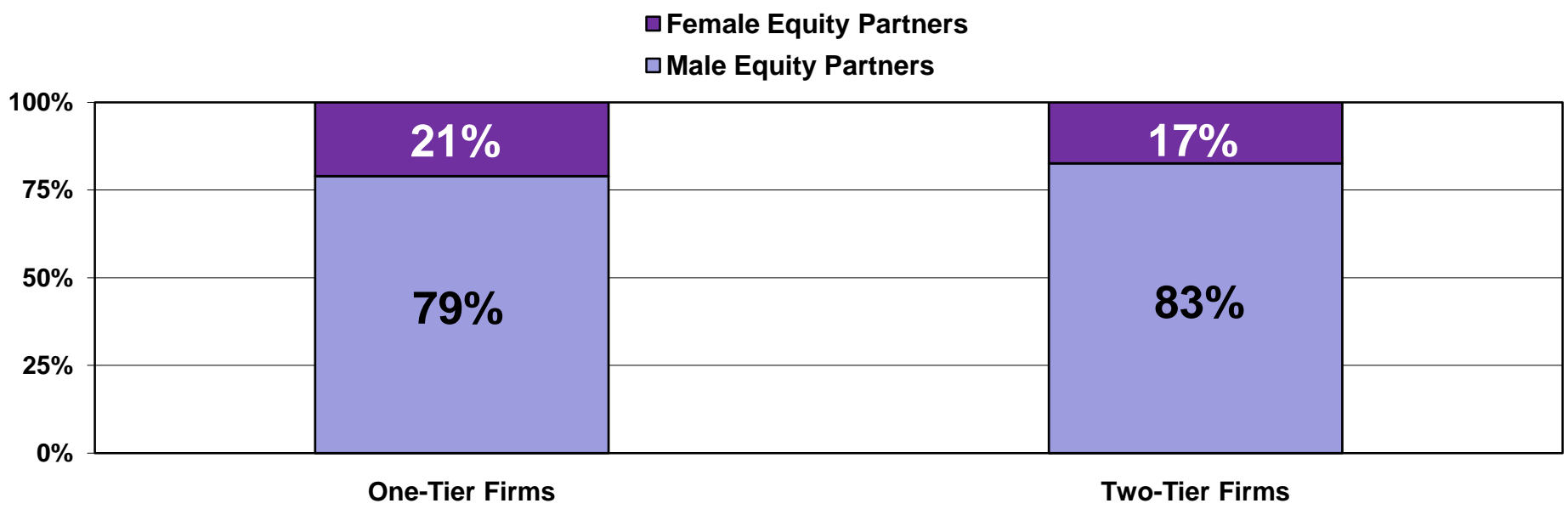
- Promotion rates for Newly-Admitted female Equity Partners is stronger at Firms with one track, as compared to data at Firms with two tracks.



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

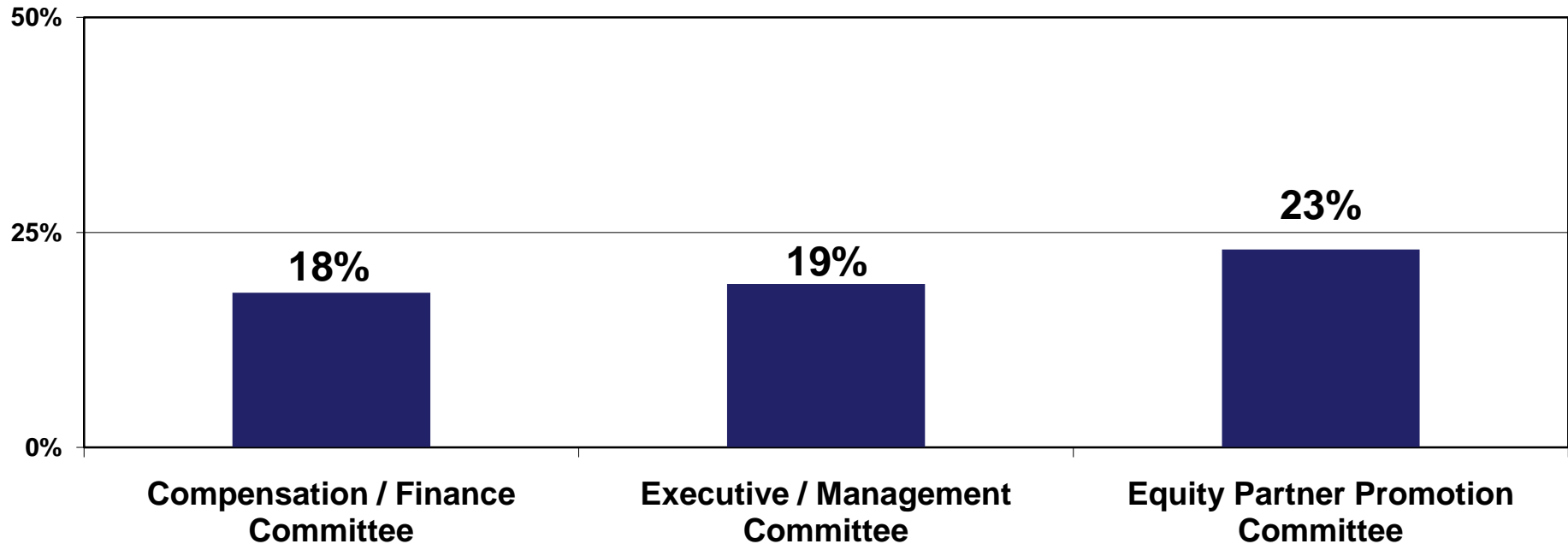


Source: National Association of Women Lawyers (NAWL) 2010 Survey Report
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Representation of Women on Influential Committees

- 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

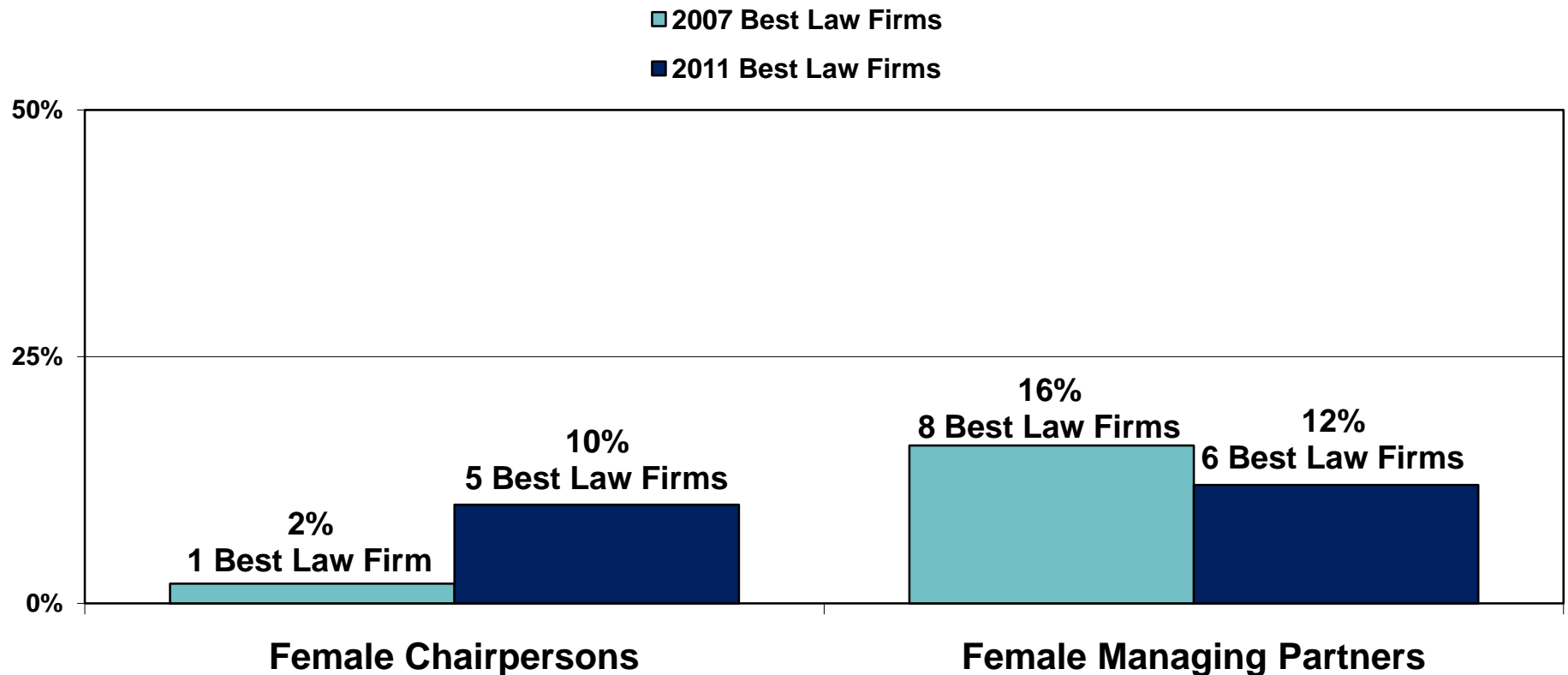




Representation of Women as Firm Leaders: 2007 v. 2011

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

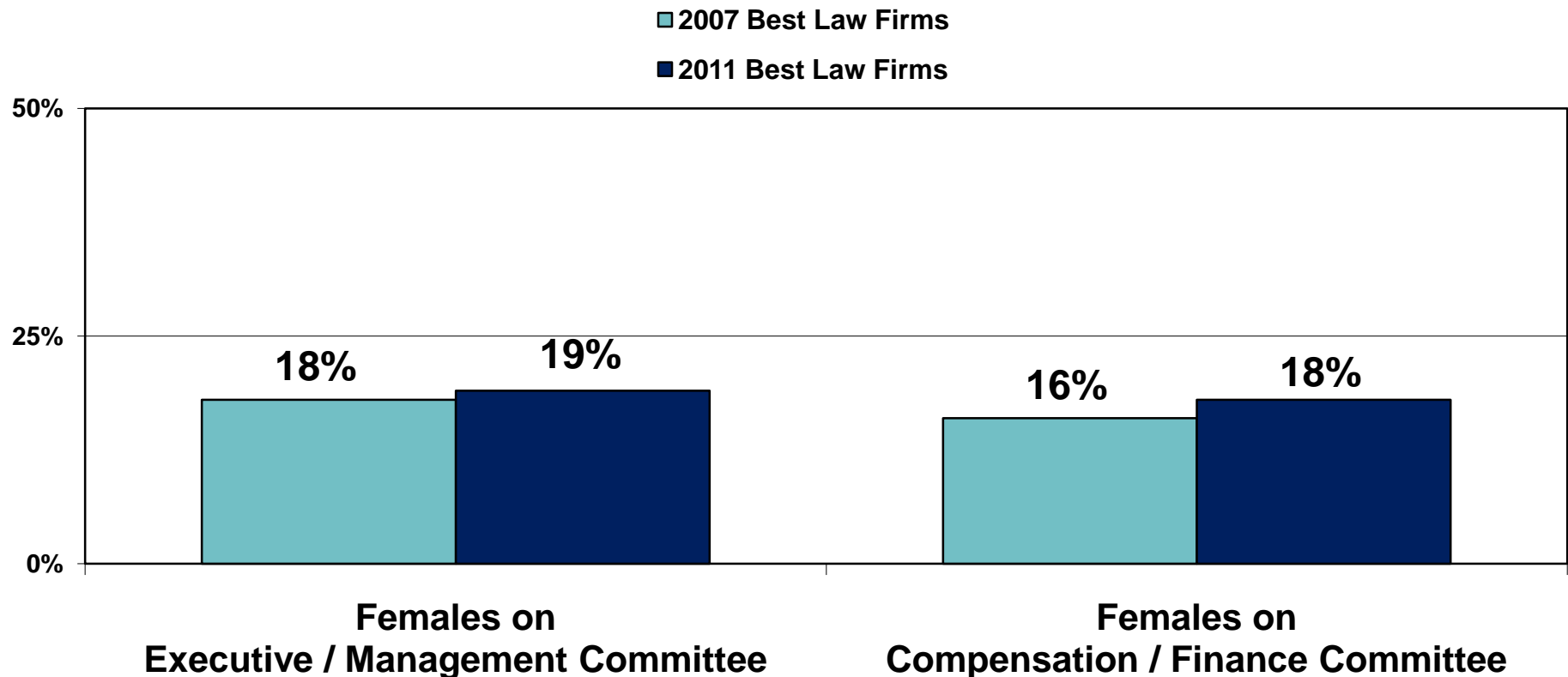
Representation of Women in Leadership Roles



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

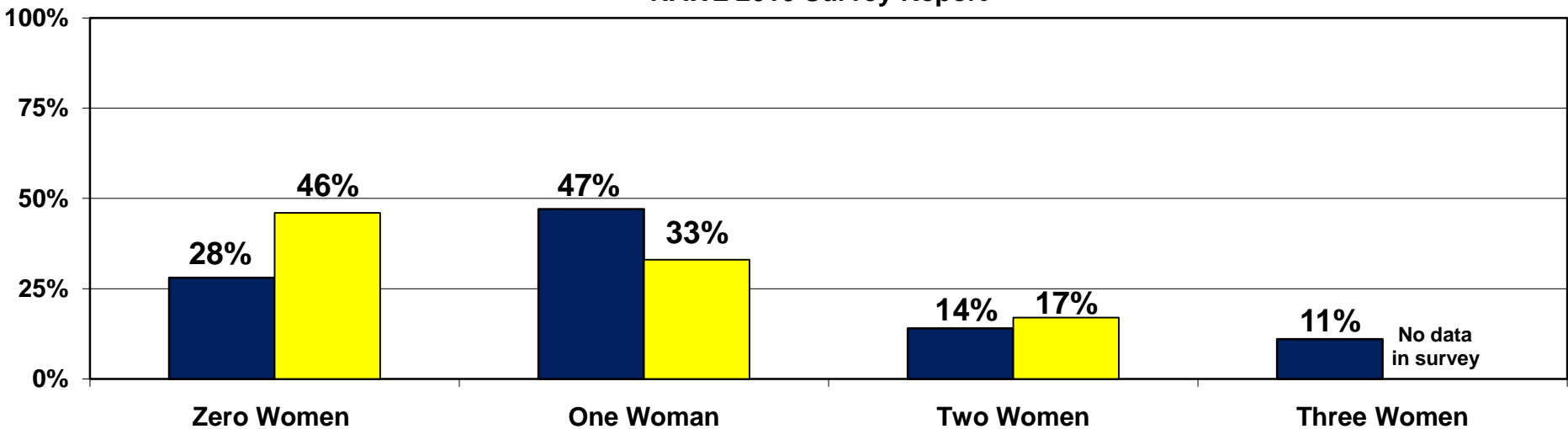


Top Ten Rainmakers

- 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

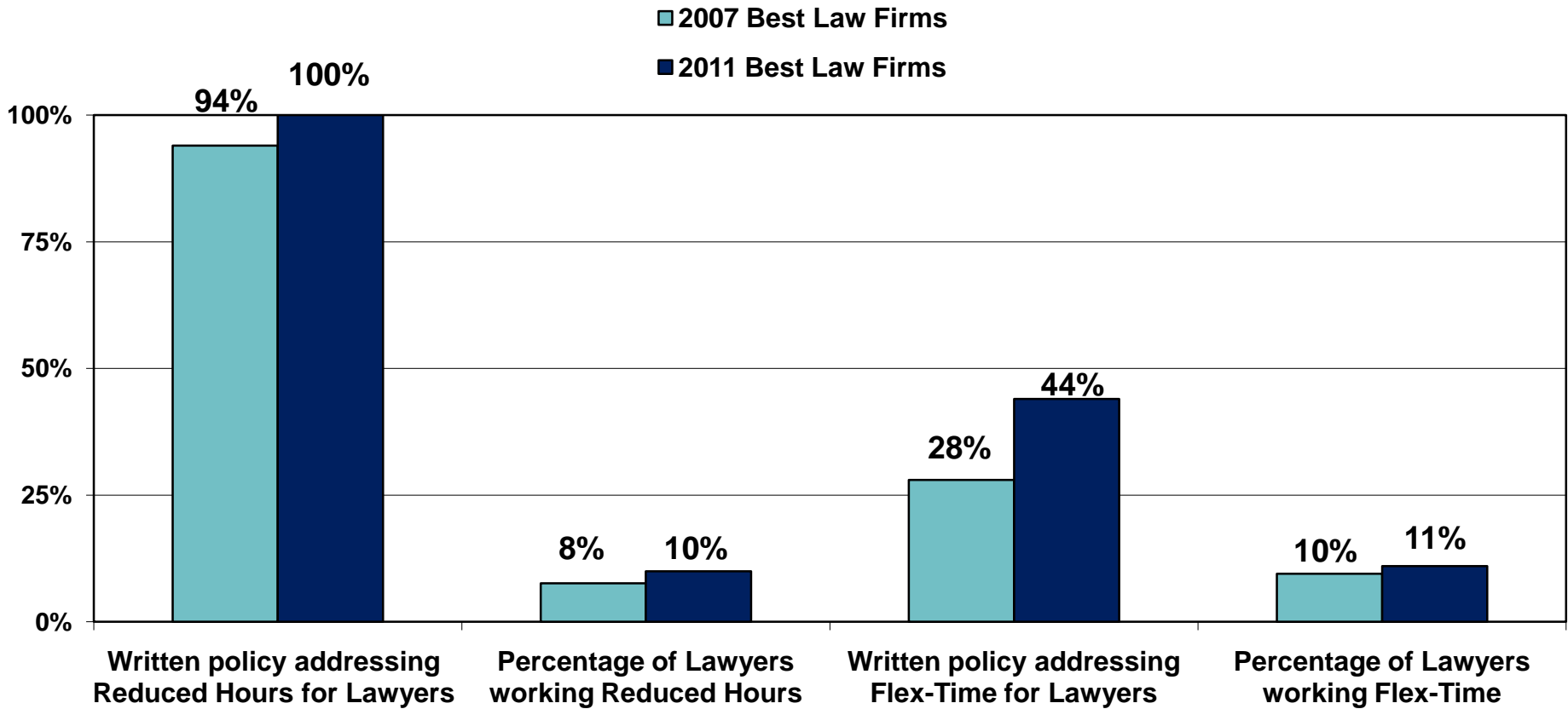
- The Best Law Firms have more Lawyers working Reduced Hours (10%) than the national average (6%).

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

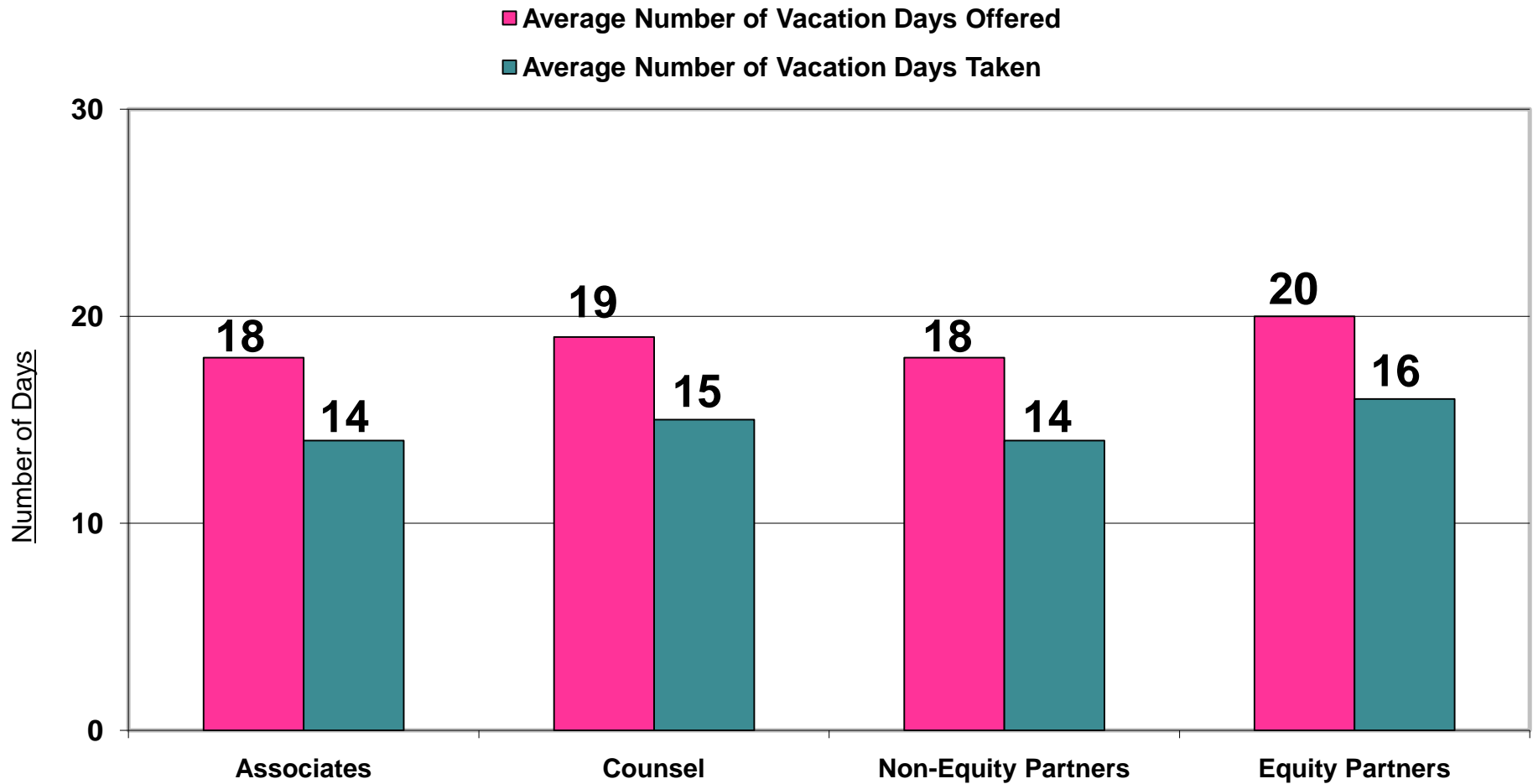
Written Policies and Usage Rates of Reduced Hours and Flex-Time



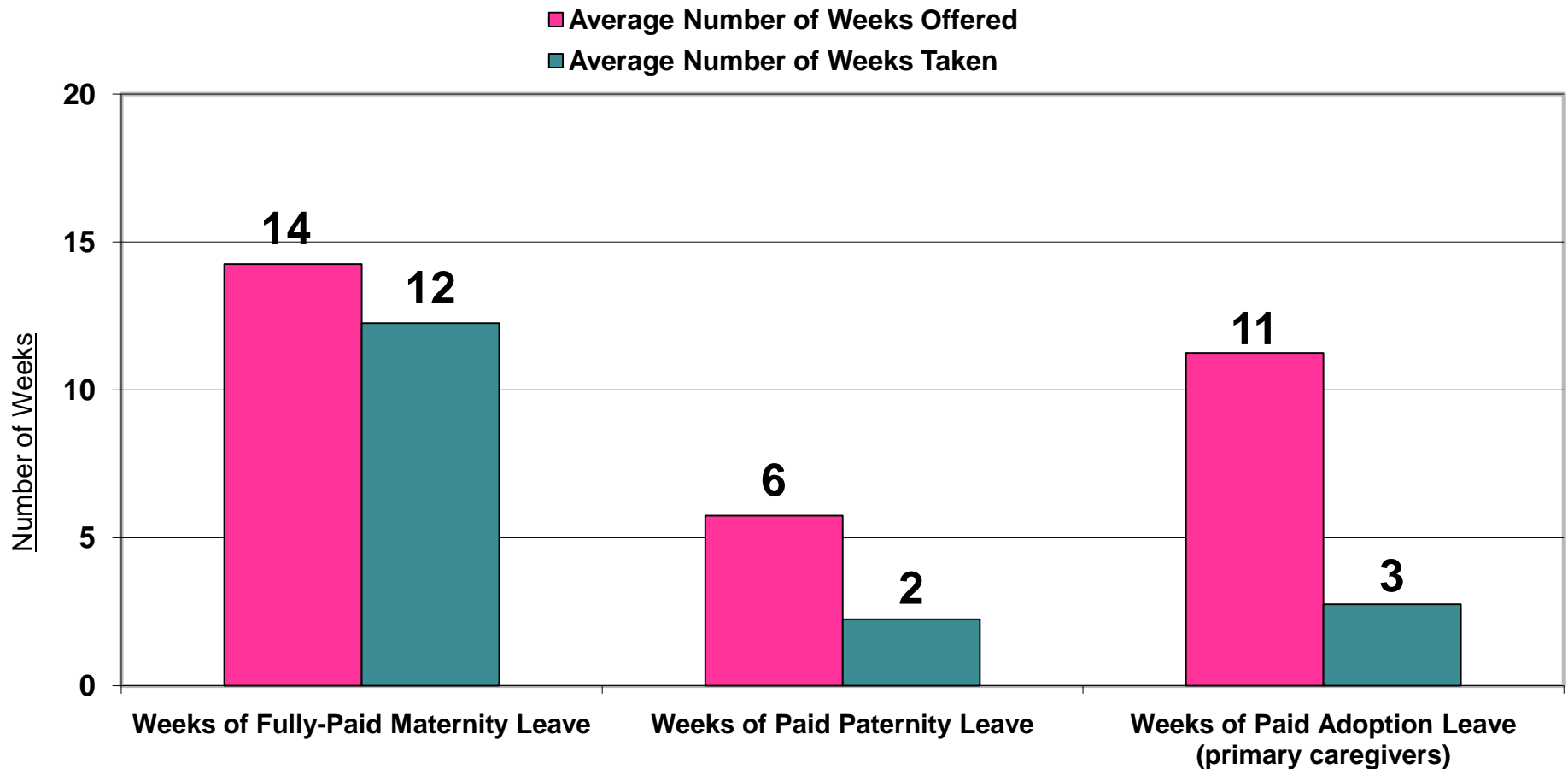
Promotion Rates for Reduced Hour Lawyers

- 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

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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	88%	96%
Firm offers management or leadership training for Lawyers	60%	90%
Firm offers mentoring circles for women to provide support and guidance	48%	80%
Firm offers mentoring targeted for senior women Associates or new women Partners to facilitate advancement or help with transition	66%	80%



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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