



Patricia Kosich, with daughter Maggie, 11, is a health-care associate at Arent Fox, where lawyers can set their own schedules.

27% OF ANDREWS KURTH'S business-development budget targets female lawyers.

Andrews Kurth

U.S. lawyers	406
Female associates	50%
Female counsel	29%
Female nonequity partners	N/A
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	20%
Lawyers working reduced hours	4%
Weeks paid maternity leave	12

HOUR POWER After two years, lawyers can opt to work reduced hours while staying on the partnership track. To date, two reduced-hours lawyers—both women—have been made equity partner under this four-year-old policy.

LEADERSHIP Firm chairman Howard Ayers, who leads a Houston Bar Association project on gender fairness, walks the talk at his firm: A woman heads the 43-member compensation committee, which includes eight women in all. Additionally, four women sit on the 18-member executive committee. Also impressive: Five women elevated to equity partner were among the firm's top 10% in terms of compensation for the years 2005 to 2007.

BEST PRACTICES A networking group and staff keep lawyers with nontraditional schedules in touch.

CARE PACKAGE Emergency backup child care at home is subsidized, and there's help finding elder-care resources.

TAKE LEAVE New mothers can ease back to work gradually with an automatic reduced-hours schedule for up to one year. All lawyers can negotiate unpaid sabbaticals while keeping their benefits during their time away from the firm.

Arent Fox

U.S. lawyers	335
Female associates	51%
Female counsel	10%
Female nonequity partners	37%
Female equity partners	19%
Female lawyers promoted to nonequity partner, 2003–07	39%
Female lawyers promoted to equity partner, 2003–07	33%
Lawyers working reduced hours	4%
Weeks paid maternity leave	12

FLEX IT Attorneys can set their own schedules. The firm will outfit a home office for flex timers and telecommuters.

CARE PACKAGE The firm sponsors a nearby child-care center.

HOUR POWER Associates and counsel working reduced hours at this firm have been eligible for promotion to equity and nonequity partner for more than 20 years, and between 2003 and 2007, one female lawyer working reduced hours got a bump up to nonequity partner.

WHAT'S NEW An advisory board helps the Women's Initiative Steering Committee address ways to improve the firm's ability to retain and advance women. Additionally, an on-staff professional career coach—and former lawyer—advises employees on work/life issues, with a focus on women.

MENTORING MUSCLE The firm's mentoring program makes sure younger female lawyers are included in client pitches.

LEADERSHIP Eleven women hold top posts among the 49 lawyers steering practice groups. Also, a woman sits on the firm's six-member compensation committee. Three women were among the firm's top 5% of earners between 2005 and 2007.

At Arnold & Porter, associates like Emily Pasquinelli are offered leadership training to gain the skills they need to make partner.

Arnold & Porter

U.S. lawyers	586
Female associates	49%
Female counsel	39%
Female nonequity partners	N/A
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	21%
Lawyers working reduced hours	10%
Weeks paid maternity leave	12

FLEX IT The firm promotes work/life benefits by allowing lawyers to set their own schedules, take extended leaves, telecommute and strike other flex arrangements, such as shorter workdays.

HOUR POWER There's no minimum billable-hours target for reduced-hours lawyers. Two women working reduced hours were promoted to equity partner between 2003 and 2007. New-mom lawyers can ease back to work gradually with a reduced-hours schedule over the course of a year.

MENTORING MUSCLE Each new attorney is assigned a mentor. A full-time career development manager is available to counsel employees on work/life issues confidentially.

LEADERSHIP To boost skills needed to make partner, female lawyers are paid and/or reimbursed for management or leadership training. Three women sit on the 20-lawyer management committee.

WHAT'S NEW All staffers can take up to six weeks of paid leave to care for ill family members. And new moms now enjoy 18 fully paid weeks of maternity leave, up from 12 paid weeks in 2007.



13 WEEKS OF PAID ADOPTION LEAVE CAN be taken by lawyers at Baker & McKenzie.

Bingham McCutchen equity partner Beth McGowen (with sons Cole, 6, and Ian, 10) has been working reduced hours since 2000.



Baker & McKenzie

U.S. lawyers	790
Female associates	51%
Female counsel	18%
Female nonequity partners	34%
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003-07	32%
Female lawyers promoted to equity partner, 2003-07	16%
Lawyers working reduced hours	3%
Weeks paid maternity leave	13

LEADERSHIP France's current minister of finance, Christine Lagarde, formerly chaired the firm, so it's no surprise that women play a vibrant role here. Four of its 26 practice group leaders are female, and a woman sits on the eight-person management committee.

CARE PACKAGE The firm sponsors backup child care and helps employees locate elder-care resources.

MENTORING MUSCLE The newly formed North American Women's Initiative Committee helps female lawyers increase their business. A woman-owned diversity consulting firm assists with coaching and training.

HOURLY POWER Three female lawyers made nonequity partner between 2003 and 2007 while working reduced hours.

TAKE LEAVE Lawyer dads with at least a year of service can take up to five weeks' paid paternity leave—and nine took the option last year. Partners who leave the firm are encouraged to return, without losing tenure.

Bass, Berry & Sims

U.S. lawyers	247
Female associates	44%
Female counsel	68%
Female nonequity partners	31%
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003-07	63%
Female lawyers promoted to equity partner, 2003-07	27%
Lawyers working reduced hours	18%
Weeks paid maternity leave	12

FLEX IT A formal policy encourages alternative work schedules. The firm will set up home offices for attorneys who wish to telecommute. Also, a support group is available to reduced-hours lawyers.

HOURLY POWER One female lawyer working reduced hours was elevated to nonequity partner between 2003 and 2007. Last year, nearly 35% of the firm's female lawyers worked reduced hours.

LEADERSHIP A woman sits on the firm's seven-member executive committee, while a female equity partner is among the top 5% of earners. A woman co-chairs the health-care practice group, one of eight practice groups at the firm.

TAKE LEAVE New mothers who wish to ease their way back into their office routine after their maternity leave can work a reduced schedule for one year; one new mother used the benefit in 2007. Both new moms and dads receive 12 weeks of paid leave to bond with their baby.

BEST PRACTICES Half of the firm's recruiting budget is targeted to women, while 40% is aimed at helping increase minority hiring.

Associates Kathryn Walker (left) and Wendy Warren work at Bass, Berry & Sims, where a formal policy encourages flextime and reduced-hours options.



Bingham McCutchen

U.S. lawyers	884
Female associates	51%
Female counsel	35%
Female nonequity partners	N/A
Female equity partners	21%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	30%
Lawyers working reduced hours	7%
Weeks paid maternity leave	14

HOURLY POWER Lawyers working reduced hours don't have to meet a billable-hours goal. Eight women working reduced hours were promoted to equity partner between 2003 and 2007, five of whom retained their reduced schedule.

FLEX IT A dedicated staff assists flextime and reduced-hours lawyers. Meanwhile, surveys keep tabs on female lawyers' concerns, and work/life balance policies are benchmarked to measure progress.

CARE PACKAGE Backup child care is available, and the firm will help lawyers locate elder-care resources.

LEADERSHIP A female partner co-chairs the diversity committee, while two others sit on the management and executive committees.

TAKE LEAVE New fathers get eight weeks of paid paternity leave; the average taken last year was three.

MENTORING MUSCLE The firm believes mentoring cannot be left to chance. That's why it pairs each associate with several senior lawyers. There's also a budget devoted to helping women improve networking skills so they can become rainmakers.



Sally Bloomfield, a partner at Bricker & Eckler, is a mother of two and grandmother of four.

Bricker & Eckler

U.S. lawyers	143
Female associates	36%
Female counsel	63%
Female nonequity partners	20%
Female equity partners	29%
Female lawyers promoted to nonequity partner, 2003-07	67%
Female lawyers promoted to equity partner, 2003-07	60%
Lawyers working reduced hours	6%
Weeks paid maternity leave	12

FLEX IT The firm issued guidelines last year allowing associates to work nontraditional schedules and fewer hours to better balance work and life. Those who telecommute (as one lawyer did in 2007) are outfitted with a home office. Four lawyers took advantage of a progressive job-sharing program between 2003 and 2007.

LEADERSHIP Women lead a fourth of the firm's practices and head a third of the firm's committees. There's a woman on the seven-lawyer executive committee, and another sits on the four-lawyer compensation committee.

TAKE LEAVE New moms can transition back to work with a temporary reduced-hours schedule for up to one year. Lawyers can also request a six-month sabbatical for any reason and return to a comparable job.

HOURLY POWER Last year, the firm adopted part-time partnership guidelines for associates. In all, eight lawyers opted for reduced-hours schedules between 2003 and 2007, including seven women.

Cleary Gottlieb senior attorney Elizabeth A. Chang relaxes with sons Alex, 6, and Nicholas, 3.



Chapman and Cutler

U.S. lawyers	219
Female associates	41%
Female counsel	36%
Female nonequity partners	26%
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003-07	19%
Female lawyers promoted to equity partner, 2003-07	30%
Lawyers working reduced hours	8%
Weeks paid maternity leave	12

HOURLY POWER Reduced-hours attorneys who work a 60% schedule or more can make partner. One female lawyer working reduced hours made nonequity partner between 2003 and 2007.

LEADERSHIP A woman sits on the five-lawyer compensation committee, and two women serve on the eight-member executive committee. Two women ranked among the top 10% in earnings between 2005 and 2007.

FLEX IT Associates can choose between two tracks and remain eligible for partnership: 1,850 annual billable hours for those looking for more flexibility and 2,000 hours for those who want the added pay. The difference is only in base pay, not the time it takes to be considered for promotion.

TAKE LEAVE After maternity leave, the firm automatically offers new moms the option to return to work gradually over a year, with reduced hours. New fathers receive two weeks of paid paternity leave to be used within the first four months.

MENTORING MUSCLE Among several mentoring programs, one targets senior women associates to help them advance to partnership.

Cleary Gottlieb Steen & Hamilton

U.S. lawyers	552
Female associates	47%
Female counsel	47%
Female nonequity partners	N/A
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	31%
Lawyers working reduced hours	7%
Weeks paid maternity leave	18

TAKE LEAVE New moms are encouraged to take as much time off as they wish. Last year, 25 female lawyers combined their 18 weeks of paid leave with unpaid job-guaranteed time off for an average of 26 weeks each. Lawyers can take unpaid leaves of absence, and there's a three- to six-month sabbatical program for partners who have at least eight years' service.

FLEX IT A new flextime policy formalizes an existing practice that allowed three female lawyers to set their own schedules last year. Additionally, two lawyers opted to telecommute last year from home offices set up by the firm.

LEADERSHIP Seven female partners were among the top 5% of earners between 2005 and 2007. A woman sits on the seven-member executive committee, and another serves on the ten-member finance committee.

HOURLY POWER There's no required minimum number of billable hours for reduced-hours lawyers. Two female lawyers who worked reduced schedules at some point in their careers followed by a full-time schedule made equity partner between 2003 and 2007.

MENTORING MUSCLE Female associates are mentored by female partners. The Committee on Women's Issues seeks to retain female lawyers and create enhanced business opportunities for them.

52% OF FEMALE LAWYERS AT CHAPMAN and Cutler were moms in 2007.

For definitions of terms, please see Methodology.

For definitions of terms, please see Methodology.

Kimberley Harris, here with her family, is a partner at Davis Polk, where flexibility is key to the firm's culture.

40% OF COVINGTON & BURLING'S recruiting dollars target women.

Covington & Burling

U.S. lawyers	625
Female associates	48%
Female counsel	32%
Female nonequity partners	N/A
Female equity partners	21%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	29%
Lawyers working reduced hours	4%
Weeks paid maternity leave	18

BEST PRACTICES The firm spends \$2.5 million annually to subsidize a child-care center it built in Washington, DC. A new health advocate program helps lawyers coordinate health-care needs and find care for elderly parents. **FLEX IT** Five flextimers—including two women—made equity partner between 2003 and 2007, as did three female lawyers working reduced hours. **HOURLY POWER** Setting your own schedule is encouraged. Lawyers have opted for reduced-hours schedules for everything from teaching a class to volunteering in the community to working on a political campaign. **LEADERSHIP** A woman sits on the seven-member management committee, and two belong to its ten-member budget committee. Overall, a dozen women rank among the 25 lawyers who serve in leadership positions. **TAKE LEAVE** Lawyer moms can take two weeks of paid prematernity leave as well as 18 weeks of paid maternity leave.



Rachel Skaistis, shown with her daughters, is a partner at Cravath, Swaine & Moore, which offers 22 weeks of paid maternity leave as well as on-site child care.

Cravath, Swaine & Moore

U.S. lawyers	466
Female associates	38%
Female counsel	34%
Female nonequity partners	N/A
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	29%
Lawyers working reduced hours	3%
Weeks paid maternity leave	22

FLEX IT With approval, attorneys can opt to telecommute, take afternoons off or work the academic year with summers off. Those who work reduced hours or full-time from home are set up with a laptop, a high-speed printer and a dedicated second phone line. **BEST PRACTICES** Lawyer moms who are nursing have access to a lactation room and may request a refrigerator for their office. When babies get older and visit Mom or Dad at work, they'll find high chairs and kid-friendly snacks in the cafeteria. The firm also offers a generous 22 weeks of paid maternity leave and an on-site child-care facility that can be used full-time for six months after parents return to work and as backup care until children are 13. **WHAT'S NEW** The Working Parents Group meets monthly, so moms and dads can share tips and advice. The firm picks up the lunch tab. **LEADERSHIP** Women hold positions at every level, including serving as firm managing partner of litigation.



Davis Polk & Wardwell

U.S. lawyers	652
Female associates	41%
Female counsel	58%
Female nonequity partners	N/A
Female equity partners	22%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	24%
Lawyers working reduced hours	5%
Weeks paid maternity leave	20

LEADERSHIP Back in 1971, Davis Polk was one of the first Wall Street firms to elect a woman partner, and its commitment to equality has continued. Over the past four years, women have accounted for nearly a quarter of new equity partners, and almost half made the leap while raising children. Four of the 17 partners who lead practice groups are female, and women and men are represented about equally in committee leadership. **TAKE LEAVE** Last year the firm upped its maternity benefits to 20 weeks of paid leave from 12. Ten weeks of paid time off are given for paternity leave, adoption and foster-care placements. **FLEX IT** Flexibility and support are key to the firm's culture. Flextime is on an ad-hoc basis, allowing partners to customize schedules for individual team members. Lawyers can also work reduced hours on an annualized basis. **NOTABLE NETWORKS** Women's affinity groups are on the rise here. Along with a parents' group and a diversity subcommittee focused on recruiting and retaining women, a new group, called DPWomen, now hosts popular town-hall-style discussions on work/life balance, professional development and other topics.

For definitions of terms, please see Methodology.

Helen S.A. Eng serves as a partner at Dorsey & Whitney, where the turnover rate among women has dropped dramatically.

95 WOMEN SIT ON COMMITTEES at Debevoise & Plimpton.

Debevoise & Plimpton

U.S. lawyers	530
Female associates	51%
Female counsel	44%
Female nonequity partners	N/A
Female equity partners	14%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	23%
Lawyers working reduced hours	10%
Weeks paid maternity leave	20

FLEX IT Forty years ago, when most firms were unabashed boys' clubs, this one tried something revolutionary: reduced-hours work arrangements. Since then, it has been committed to viewing careers as marathons, not sprints. Attorneys can work different schedules at important life junctures. And slowing down doesn't mean being sidelined: Several reduced-hours attorneys have been promoted to equity partner, one while on maternity leave. Attorneys get bonuses and/or compensatory time off when they work hours in excess of their commitments. **LEADERSHIP** If influence is power, then women have it here. They lead teams handling two of the firm's five biggest clients. Additionally, a female partner who worked reduced hours in the past cochaired the private equity group. Women also head up the employment litigation practice and sit on the firm's management committee. **WHAT'S NEW** The firm has established a technology reimbursement for lawyers who work from home. **NOTABLE NETWORKS** The Women's Resource Group meets regularly to discuss professional life issues. Working parents can tap into support and a dose of daily sanity through Park Bench, the firm's email chat group. **BEST PRACTICES** The firm allocated 10% of its 2007 pro bono budget to advocating for women's rights.

For definitions of terms, please see Methodology.

Dorsey & Whitney

U.S. lawyers	605
Female associates	51%
Female counsel	32%
Female nonequity partners	N/A
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	17%
Lawyers working reduced hours	12%
Weeks paid maternity leave	12

NOTABLE NETWORKS Retaining talented women has been a major goal in recent years. Female senior associates are paired with a mentor to guide them through the partnership process, and the firm hosts women-only client events and monthly internal networking lunches focusing on career and life issues. The payoff: Turnover among women dropped to 10.8% last year from 27% in 2005. **WHAT'S NEW** No tedious "mommy track" workloads here. Last year, the firm began formally tracking how projects are allocated to women to ensure equal advancement opportunities for all lawyers. **FLEX IT** Reduced hours, telecommuting and flexible full-time schedules are among the options. For example, one female equity partner works full-time by combining two days working from home with a half day and two marathon days in the office. **CARE PACKAGE** The firm is realistic about life's hiccups: It offers backup child care for emergencies. Meanwhile, new moms receive 12 weeks of paid maternity leave and can also take up to 14 additional weeks of job-guaranteed leave. **LEADERSHIP** The firm elected its first female managing partner, Marianne Short, last year. Women also head one of the firm's 13 U.S. offices and two of its 13 practice areas. Additionally, the firm's recruiting chair, one of its global diversity cochairs and its general counsel are women.



Farella Braun + Marcel

U.S. lawyers	111
Female associates	49%
Female counsel	43%
Female nonequity partners	N/A
Female equity partners	22%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	33%
Lawyers working reduced hours	14%
Weeks paid maternity leave	13

FLEX IT Attorneys can propose their own schedules to meet child- or elder-care needs or to attend to personal matters. (Common arrangements fall between 60% and 90% of full-time schedules, but some lawyers opt to work hourly as available.) A professional development director checks in each month to make sure reduced-hours lawyers are getting fulfilling assignments and sensible workloads while meeting client and firm needs. Lawyers who end up billing more hours than their target receive additional compensation. Six of the firm's 14 female equity partners are currently working reduced-hours schedules. **LEADERSHIP** Six women were among the firm's highest-paid 10% between 2005 and 2007. A woman chairs the wine industries practice and the professional development committee. Forty-five women sit on internal committees, out of 113 seats in all. **BEST PRACTICES** After four years of service, associates are eligible for a four-week paid sabbatical on top of annual vacation. Partners with five years' service get an even juicier deal: the ability to take a three-month paid sabbatical once every five years. **WHAT'S NEW** In addition to giving diversity-related bonuses, for the first time this year the firm will honor an attorney who has contributed to advancing diversity goals.



At Fenwick & West, female partners like Ilana Rubel strive to build community through events like rock climbing and poker night.

23 WEEKS OF JOB-GUARANTEED LEAVE were taken, on average, by new-mom lawyers at Foley Hoag in 2007.

Fenwick & West

U.S. lawyers	276
Female associates	45%
Female counsel	42%
Female nonequity partners	N/A
Female equity partners	15%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	15%
Lawyers working reduced hours	11%
Weeks paid maternity leave	13

FLEX IT A reduced-hours program comes with no strings attached: Any attorney, no matter the position or length of service, can opt for a reduced-hours schedule—for any reason. Reduced-hours lawyers still share in firm perks, including access to a Maui timeshare and travel for two. The firm places a premium on retention, so job-sharing and telecommuting are among the creative solutions for keeping talented lawyers on board.

BEST PRACTICES After convening a task force in 2006 to examine issues such as scheduling bias in the workforce and its impact on retaining female attorneys, the firm introduced two partner-level ombudsmen to regularly monitor reduced-hours attorneys' workloads and job satisfaction.

LEADERSHIP The firm participates in many Bay Area conferences on work/life issues and last year hosted 100 female attorneys and clients at a forum discussing retention and workforce reentry for lawyer moms.

NOTABLE NETWORKS Female partners are invested in building a lively community, sponsoring such events as poker nights and rock-climbing trips. When it comes to business, women chair the trademark and patent litigation groups, and a woman serves as managing partner.

WHAT'S NEW A state-of-the-art gym at the Mountain View headquarters promotes mind/body health.

Foley Hoag

U.S. lawyers	234
Female associates	42%
Female counsel	46%
Female nonequity partners	31%
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003–07	30%
Female lawyers promoted to equity partner, 2003–07	NP
Lawyers working reduced hours	6%
Weeks paid maternity leave	12

FLEX IT Attorneys are equipped with a BlackBerry and then left alone to create their schedules. Some arrive early so they can leave at five; others hit their desks midmorning after shuttling the kids to school and work late. Attorneys who work established reduced-hours schedules receive additional compensation for extra hours beyond their expectations and earn bonuses for bringing in new clients.

BEST PRACTICES The patent litigation practice group, which has a critical mass of female partners with children, operates on a family-friendly footing. There's give-and-take as attorneys juggle dual-career households, day-care pickups, sick children and other family issues that call for flexibility. And the group's attorneys have worked out arrangements to cover one another during maternity leaves.

LEADERSHIP Out of 18 lawyers who chair practice groups, four are female. Women also have top organizational roles in recruiting, operations and business development.

HOUR POWER Seventy-two women worked reduced hours between 2003 and 2007. They'll become eligible for partnership consideration at the same rate as their full-time peers.

Associate Risa J. Morris and son Josh, now 2½, enjoy the Folger Levin & Kahn annual family picnic.

Folger Levin & Kahn

U.S. lawyers	68
Female associates	60%
Female counsel	33%
Female nonequity partners	N/A
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	86%
Lawyers working reduced hours	19%
Weeks paid maternity leave	24

LEADERSHIP Numbers say it best: A whopping 86% of attorneys promoted to equity partner over the past five years were women. Two of the four practice heads are women, as is the firm's managing partner. Although there's a running internal joke about the "old girls' network," the firm prides itself on being "gender blind," a feat that comes easier with a nearly perfect male-female balance (49%–51%) in its attorney ranks.

TAKE LEAVE With 24 weeks, this firm's maternity leave benefit is among the best in the field.

FLEX IT Working reduced hours is common: Last year, 17% of associates, 33% of counsel and 19% of partners chose to do it. There's no minimum billable-hours requirement, so firm culture focuses on getting the important work done rather than trying to outbill colleagues. All staffing is done in teams so attorneys can cover for each other in family emergencies.

STAY CONNECTED The firm keeps in touch with female partners who've left for family reasons, inviting them to networking and professional development events. Some have taken on contract work with the firm.



Lauren P. McKenna is an equity partner at Fox Rothschild, where a woman heads the partnership advancement committee.

Fox Rothschild

U.S. lawyers	420
Female associates	45%
Female counsel	30%
Female nonequity partners	22%
Female equity partners	15%
Female lawyers promoted to nonequity partner, 2003–07	58%
Female lawyers promoted to equity partner, 2003–07	23%
Lawyers working reduced hours	8%
Weeks paid maternity leave	12

FLEX IT Working mothers fare well at this firm, where 20 of the 28 female equity partners have kids. Attorneys returning from maternity leave can opt for a reduced-hours transition, and telecommuters and reduced-hours lawyers are given tech support for home offices. There's also an internal group that meets to discuss the joys and pressures of "having it all."

NOTABLE IMPROVEMENT Diversity recruitment is a priority, and the firm has hired 51% women and 22% minorities, on average, from each of the past five summer programs.

LEADERSHIP The firm is well positioned to bring more talented women on board and help them advance, since females head both the hiring committee and the partnership advancement committee, the influential group that recommends attorneys for partnership.

WHAT'S NEW A pilot business-development training program, which combines individual coaching and monthly training sessions, was so beneficial to women who attended it last year that the firm is rolling out more sessions in 2008.

BEST PRACTICES The firm encourages attorneys to use skills gained on the job to benefit their communities. Many female attorneys serve on prestigious charitable boards and law-related forums.

71% OF FEMALE LAWYERS AT Fried, Frank have received leadership training since 2003.

Fried, Frank, Harris, Shriver & Jacobson

U.S. lawyers	544
Female associates	42%
Female counsel	34%
Female nonequity partners	N/A
Female equity partners	19%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	N/P
Lawyers working reduced hours	3%
Weeks paid maternity leave	14

LEADERSHIP In a field where men usually outearn women, salaries for female equity partners at this firm last year were 8% higher than those of their male counterparts. Women are solidly represented in leadership positions and on committees, with seven serving as practice chairs, out of 20 in all.

FLEX IT Maternity leave is viewed as part of a career continuum, not an interruption. As a result, it's not uncommon for an attorney to work out an individual transition plan with her managing partner when she returns to work. One partner, for instance, ran a summer associate program upon returning from maternity leave, a full-time role that was less grueling than a regular caseload. Lawyers can also work reduced hours to handle elder-care responsibilities.

WOMEN'S INITIATIVES The firm hosts an ambitious slate of women-specific programming every year, including Women-to-Women, a mentoring and networking event.

WHAT'S NEW Moms now enjoy 18 paid weeks of maternity leave, up from 14 in 2007. The firm also offers ten paid weeks for paternity or adoption leave, up from six in 2007.

BEST PRACTICES Both male and female attorneys are encouraged to join in work/life balance forums. Over the past five years, nearly every lawyer in the firm has participated in this area.

Gibbons

U.S. lawyers	220
Female associates	51%
Female counsel	26%
Female nonequity partners	16%
Female equity partners	20%
Female lawyers promoted to nonequity partner, 2003–07	35%
Female lawyers promoted to equity partner, 2003–07	100%
Lawyers working reduced hours	10%
Weeks paid maternity leave	12

WOMEN'S INITIATIVE The Gibbons Women's Initiative matches professional women with colleagues at the firm as well as clients and contacts to help them network and advance. Over the past 11 years, the initiative has grown, with more than 60 women within the firm participating and more than 2,000 members in all.

FLEX IT Reduced hours are offered at all levels. The only stipulation: Lawyers can work a 60% schedule for one year; after that, they must work at least 80% but can do so indefinitely. Reduced-hours employees are eligible for partnership, bonuses and benefits. In 2007, one woman was elected a nonequity partner while working reduced hours.

LEADERSHIP Two women sit on the ten-member executive committee, while three of nine practice groups are chaired by women. Nearly half of all committee members are female, and the firm provides leadership training targeted to women.

BEST PRACTICES The firm donates \$1 million annually to pro bono work and community service. A fellowship program allows two full-time fellows and more than 35 other attorneys from the firm to volunteer in support of causes, including the New Jersey Coalition for Battered Women.

TAKE LEAVE New moms with at least two years of service get 12 weeks of maternity leave at full pay and up to an additional 12 weeks of unpaid leave.

For definitions of terms, please see Methodology.

For definitions of terms, please see Methodology.



Melissa K. Bianchi, with Elena, 9, Sam, 20 months, and Julia, 6, has worked reduced hours at Hogan & Hartson and made partner in January.

15% OF EQUITY PARTNERS AT Gray Plant Mooty worked reduced hours in 2007.



Equity partner Jennifer Zbytowski Belveal balances family with her litigation practice at Honigman Miller.

5 WOMEN PARTNERS WERE AMONG the top 5% of Ice Miller's most highly paid lawyers between 2005 and 2007.

Gray Plant Mooty

U.S. lawyers	133
Female associates	34%
Female counsel	20%
Female nonequity partners	N/A
Female equity partners	25%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	36%
Lawyers working reduced hours	23%
Weeks paid maternity leave	6

FLEX IT Partners lead the way here, with 31 working reduced hours in 2007. Of those, 17 were equity partners and eight were women. Four women were elevated to equity partner while working reduced hours from 2003 to 2007. **LEADERSHIP** One woman holds three crucial posts: managing partner, chair of the board of directors and chair of the compensation committee. In addition, another five women chair or cochair practice groups, out of 15 seats in all. **HOURLY POWER** The seven lawyers who telecommute are offered computers, office equipment and supplies, as well as tech support. Indeed, a female partner who moved to Vermont in 2006 due to her husband's job is still practicing at the firm remotely. She works an 80% schedule and made equity partner the month she moved. **NOTABLE NETWORKS** Every year a female partner hosts a social-networking dinner at her home for women at the firm; last year, 25 lawyers attended the event. **BEST PRACTICES** Many mom attorneys allow their kids to page them during the workday over a firmwide public address system.

Heller Ehrman

U.S. lawyers	617
Female associates	43%
Female counsel	37%
Female nonequity partners	N/A
Female equity partners	21%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	35%
Lawyers working reduced hours	6%
Weeks paid maternity leave	12

WOMEN'S INITIATIVES Last year, the firm wrapped up its Opt-In Project, which looked for creative ways to ensure the retention and promotion of women within the business and legal communities. Findings were distributed through a series of biweekly podcasts and included a list of best practices to retain women lawyers and increase the number of women in leadership roles. **FLEX IT** Reduced hours are offered to all lawyers, and 32 of the 39 attorneys who took the option in 2007 were women. The firm also provides other flexible work options like telecommuting and flextime schedules to help lawyer moms better balance work and family responsibilities. **LEADERSHIP** A woman serves as managing partner at a secondary office, while 11 women chair practice groups, out of 40 seats in all. One woman sits on the seven-member executive committee, and two serve on the ten-member compensation committee. **WELCOME BACK** The firm sponsors recruiting programs and participates in outside initiatives aimed at encouraging lawyer moms who opt out of the profession to return. **MENTORING MUSCLE** Senior women associates and new women partners can tap into a mentoring program designed to help them advance as well as hone their business and professional development skills.

Hogan & Hartson

U.S. lawyers	949
Female associates	49%
Female counsel	24%
Female nonequity partners	31%
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003-07	32%
Female lawyers promoted to equity partner, 2003-07	29%
Lawyers working reduced hours	8%
Weeks paid maternity leave	10

LEADERSHIP The firm elected the first woman to its executive committee back in 1992, and she now serves both as managing partner of the Washington, DC, office and chair of the health practice. These days a woman serves on the five-member executive committee, another is part of the seven-member senior management group, and two oversee secondary offices as managing partner. In all, 36% of lawyers serving on committees are women. **WHAT'S NEW** All domestic offices now have a Women's Initiative Committee, and each holds gatherings to help members establish relationships. Additionally, the firm's annual partner/counsel retreat last year featured a women's initiative meeting to discuss advancement and retention of women at the firm. **FLEX IT** Eight women lawyers have been promoted to nonequity partner over the past five years while working a reduced-hours schedule. **TAKE LEAVE** Lawyer fathers can take four weeks of paid paternity leave; last year 25 fathers took an average of two weeks each to help welcome their newborns home. **MENTORING MUSCLE** Upon joining the firm, incoming associates are assigned both an associate and partner/counsel mentor. Three years ago, the firm created a new position, associate development partner, to manage the program.

Honigman Miller Schwartz and Cohn

U.S. lawyers	231
Female associates	32%
Female counsel	40%
Female nonequity partners	34%
Female equity partners	19%
Female lawyers promoted to nonequity partner, 2003-07	33%
Female lawyers promoted to equity partner, 2003-07	34%
Lawyers working reduced hours	9%
Weeks paid maternity leave	12

TAKE LEAVE The firm's CEO, a working dad, understands work/life challenges. He has seven children of his own—four under the age of 5. Parents are offered a full year of job-guaranteed time off following the birth of a child. Last year, four new-mom lawyers took an average of 15 weeks off, while five lawyer dads took an average of one week off. **FLEX IT** Last year, 21 lawyers worked reduced hours, and 15 of them were women. Among the firm's reduced-hours ranks, five women were promoted to equity partner and four to nonequity partner between 2003 and 2007. **LEADERSHIP** Out of 14 practice group chairs, four are women. Two women also head committees, and another two sit on the firm's 17-member management committee. **WELCOME BACK** Lawyers returning from maternity leave have the automatic option of tailoring their working hours to their needs. The firm also encourages lawyer moms who've left to raise a family to opt back in. For example, one lawyer mom took three years off to stay home with her kids; when she returned, it was at the same level as when she left, and within 15 months she was promoted to equity partner.

BOTTOM: MICHAEL KIRST

Hunton & Williams

U.S. lawyers	924
Female associates	43%
Female counsel	40%
Female nonequity partners	N/A
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	24%
Lawyers working reduced hours	7%
Weeks paid maternity leave	12

FLEX IT Reduced hours are allowed on an annualized basis: Lawyers can work full-time on a big case or deal, then take a break before coming back to work, as long as they meet an agreed-upon number of reduced hours for the year. Of 67 lawyers who took advantage of reduced hours in 2007, 42 were women. **LEADERSHIP** Women serve key roles. A woman is the partner in charge of lawyer resources and development, while two are managing partners, and one is an administrative partner outside the primary office. Two women sit on the 14-member executive committee; five chair departments (out of 59 seats), and 17 lead committees (out of 61 seats). In all, women hold 34% of committee seats. **TAKE LEAVE** The firm's Pathways for Success program allows lawyers to take an unpaid leave for up to five years. Although it's not required, they may take available projects for pay during their leave. Lawyers in the program are invited to firm events during that time, allowing for a smooth transition back to full-time or reduced-hours work when they're ready. **WHAT'S NEW** In 2007, the firm piloted a concierge program at its New York and Atlanta offices to provide help with day-to-day chores like dry cleaning and longer-term needs like pet-sitting when lawyers travel. It's expected that the service will roll out firmwide this summer.

Ice Miller

U.S. lawyers	263
Female associates	43%
Female counsel	55%
Female nonequity partners	N/A
Female equity partners	26%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	50%
Lawyers working reduced hours	6%
Weeks paid maternity leave	12

FLEX IT Lawyers can opt for reduced hours on a case-by-case basis each year, and the firm offers a support group for these attorneys. Of the 15 lawyers who chose this option last year, 12 were women. Meanwhile, two women were promoted to equity partner while working reduced hours between 2003 and 2007. **LEADERSHIP** Two women cochair the diversity committee, while another sits on the nine-member compensation committee. Seven of 23 practice group chairs are also held by women. **HOURLY POWER** Reduced-hours lawyers are offered computers, office equipment and tech support if they need to work remotely. The firm also allows lawyers to telecommute; two lawyers worked away from the office in 2007. **BEST PRACTICES** A career development partner works with male and female lawyers one-on-one to help them develop their business skills. **WOMEN'S INITIATIVES** Nearly a decade ago, when several attorney moms returned to work after giving birth, the firm established a "mothers' lounge" and purchased equipment for pumping and storing breast milk.



Hunton & Williams associate Catherine Allen, at left, strolls with managing partner Ann Marie Mortimer.

For definitions of terms, please see Methodology.

For definitions of terms, please see Methodology.

242

LAWYERS WORKED REDUCED HOURS at Katten Muchin Rosenman between 2003 and 2007.

Kutak Rock associate Jennifer Grafton spends time with daughter Savannah, 3.



New mom Michele Johnson, a litigation partner at Latham & Watkins, makes music with her baby.



Jenner & Block

U.S. lawyers	551
Female associates	45%
Female counsel	53%
Female nonequity partners	21%
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003-07	45%
Female lawyers promoted to equity partner, 2003-07	32%
Lawyers working reduced hours	5%
Weeks paid maternity leave	12

NOTABLE NETWORKS Last year, 160 women participated in an internal networking group for female lawyers. The firm also offers management training for female lawyers on a quarterly basis. Additionally, in 2007, the firm held eight events for women lawyers and female clients.

LEADERSHIP Female equity partners make up one third of the management committee. Eight female equity partners chair or cochair departments and/or practice groups, out of 76 attorneys in all. In addition, 15 of 39 committee leadership posts are held by women.

FLEX IT In 2007, 25 lawyers, including 20 women, worked reduced hours. Three lawyers were elevated to non-equity partner and one to equity partner while working reduced hours between 2003 and 2007. Additionally, three lawyer moms worked reduced hours last year as they transitioned back to work from maternity leave.

WHAT'S NEW The firm's Women's Forum has launched Making Connections, an informal networking program for female lawyers, cochaired by two senior associates.

BEST PRACTICES The director of associate development works with the diversity committee to help implement programs to foster associate mentoring, training and development opportunities. A mentoring program pairs all first-year associates with senior associates and all second- and third-year associates with partners.

Katten Muchin Rosenman

U.S. lawyers	658
Female associates	48%
Female counsel	34%
Female nonequity partners	35%
Female equity partners	15%
Female lawyers promoted to nonequity partner, 2003-07	33%
Female lawyers promoted to equity partner, 2003-07	21%
Lawyers working reduced hours	7%
Weeks paid maternity leave	12

LEADERSHIP Twelve women sit on the law firm's 58-member finance committee, while three serve on the 14-member executive committee. A woman serves as managing partner of a secondary office, while half of all committee chair and cochair slots are filled by women. Additionally, female lawyers hold six of 50 department leadership posts, and the most highly compensated equity partner is a lawyer mom.

FLEX IT Of 132 lawyers working flextime last year, 80 were women. Reduced hours are also offered, and six women working reduced hours were promoted to nonequity partner and one to equity partner between 2003 and 2007. All continued to work reduced hours.

NOTABLE NETWORKS The law firm has created an online interactive networking tool for the exclusive use of its female attorneys to help them build professional relationships internally and with clients.

WOMEN'S INITIATIVES The firm's Women's Leadership Forum provides support, mentoring and educational programs for female associates and partners, including business development training. The forum has formed mentoring clusters to promote communication among female attorneys at different levels and across various practice groups.

Kutak Rock

U.S. lawyers	433
Female associates	55%
Female counsel	43%
Female nonequity partners	N/A
Female equity partners	23%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	31%
Lawyers working reduced hours	4%
Weeks paid maternity leave	12

FLEX IT Flextime and reduced-hours programs have been available here for more than three decades. Last year, 18 lawyers worked reduced hours, including eight women, three of whom were equity partners. Two women working reduced hours were promoted to equity partner in 2007 and continue to maintain their reduced schedule.

LEADERSHIP Out of 31 practice group chairs, eight are women. Women also account for about a third of the 76 lawyers who sit on committees; four sit on the 19-member management committee, while one serves on the nine-member finance committee.

NOTABLE NETWORKS The firm has rolled out networking opportunities to help women lawyers connect with each other as well as with female clients. In 2007, it joined the National Association of Women Lawyers and held its first-ever membership drive, attracting 55 lawyers to the group.

WHAT'S NEW A director of diversity was hired two years ago to help develop work/life balance and women's programs. One of the newest programs is an affinity group for working moms and dads to help them achieve balance and success at work and home.

WOMEN'S INITIATIVES An informal working group has created a new initiative to give more structure and support to the firm's existing networking and affinity groups for women. It also provides a forum for female attorneys to network regularly with female clients.

10%

OF LITTLER MENDELSON'S recruiting budget is aimed at LGBT lawyers.

Latham & Watkins

U.S. lawyers	1,654
Female associates	44%
Female counsel	39%
Female nonequity partners	30%
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003-07	19%
Female lawyers promoted to equity partner, 2003-07	26%
Lawyers working reduced hours	4%
Weeks paid maternity leave	18

TAKE LEAVE A generous parental policy offers paid leave to birthmothers, adoptive parents and other primary and nonprimary caregivers. Birthmothers and adoptive parents can take 18 weeks of paid leave. Other primary caregivers can take ten, and nonprimary caregivers are eligible for four.

FLEX IT All partners who opt into a formal flextime program are treated and evaluated in the same manner as those working a traditional schedule. The firm supplies equipment, such as wireless routers and software-based phones, to those who telecommute.

LEADERSHIP Michele Penzer, a mom of two, is the first woman and youngest partner in the firm's history to be elected to its seven-member governing body. All told, women represent a third of the firm's committee members.

HOURLY POWER Through the firm's PRO-RATA program, all associates returning from parental leave can opt to work a reduced schedule for six months.

WHAT'S NEW An initiative called Women Enriching Business provides training for female attorneys to build broader networks and enhance their business development skills. With active participants in nearly all of the firm's 26 locations, the customized program also helps women lawyers build their practice, differentiate themselves in the marketplace and focus on specific communication techniques.

Lindquist & Vennum

U.S. lawyers	213
Female associates	60%
Female counsel	21%
Female nonequity partners	20%
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003-07	N/P
Female lawyers promoted to equity partner, 2003-07	31%
Lawyers working reduced hours	12%
Weeks paid maternity leave	12

HOURLY POWER Attorneys at all levels can opt for a reduced-hours schedule. A lawyer can also scale back her hours after a big case or deal and still be entitled to bonuses based on the same consideration as full-time colleagues. Four associates, 17 counsel, three nonequity partners and two equity partners worked reduced hours in 2007; 11 of them (42%) were female.

FLEX IT Flextime lawyers don't have to return to a traditional full-time schedule to be considered for partnership, and last year one female equity partner worked flextime.

LEADERSHIP Female lawyers lead six of this firm's committees, out of a total of 20, while women make up 29% of the firm's committee membership roster overall.

TAKE LEAVE New mothers can take up to 12 weeks of paid leave. Two seasoned senior women attorneys are assigned to help prepare expectant mothers for the transition to maternity leave and back to work.

WOMEN'S INITIATIVES Female lawyers are encouraged to take leadership and management training paid for by the firm. Additionally, the firm held two events last year to help female lawyers and clients network.

Littler Mendelson

U.S. lawyers	677
Female associates	60%
Female counsel	43%
Female nonequity partners	45%
Female equity partners	25%
Female lawyers promoted to nonequity partner, 2003-07	45%
Female lawyers promoted to equity partner, 2003-07	N/P
Lawyers working reduced hours	7%
Weeks paid maternity leave	12

FLEX IT Flextime has become a firm-endorsed practice in the last year, with a steady stream of lawyers opting in. Last year, 19 associates and counsel chose to work a nontraditional schedule, as did eight female non-equity and equity partners. Additionally, lawyers at all levels can take unlimited paid time off as long as they meet client obligations and fulfill their billable-hours target.

LEADERSHIP Eight of the firm's 36 managing partners are women, and 45 women sit on the firm's various committees, out of 192 seats in all.

HOURLY POWER Nine female associates and counsel made nonequity partner between 2003 and 2007 after having worked reduced hours at some point in their careers. Out of 296 associates, 45 were mothers and 48 were fathers last year.

WOMEN'S INITIATIVES The firm offers internal networking and affinity groups for female lawyers as well as an active work/life issues task force.

Longtime friends and lawyers Marlo Turcotte (left) and Marya Robben both joined Lindquist & Vennum last year.



TOP: WIZZYANDFRIENDS.COM

For definitions of terms, please see Methodology.

For definitions of terms, please see Methodology.



Becky Belke-Gallo serves as counsel at Manatt, Phelps & Phillips, where she is active in its women's initiatives.

28% OF WOMEN ELEVATED TO PARTNER AT Morgan, Lewis & Bockius between 2003 and 2007 worked an alternative schedule.



Kathy Vega, a partner at Neal, Gerber & Eisenberg, works reduced hours to spend more time with daughters Kendall, 6, and Kelsey, 4.

22% OF PATTON BOGGS'S pro bono work last year focused on women's rights.

Manatt, Phelps & Phillips

U.S. lawyers	335
Female associates	50%
Female counsel	34%
Female nonequity partners	26%
Female equity partners	19%
Female lawyers promoted to nonequity partner, 2003-07	35%
Female lawyers promoted to equity partner, 2003-07	26%
Lawyers working reduced hours	5%
Weeks paid maternity leave	12

NOTABLE NETWORKS The firm held a whopping 47 business development and training sessions in 2007, including a networking event for women lawyers and the firm's clients. Last year, 45 female lawyers joined an internal networking group.

LEADERSHIP Women lead offices, serve on the management team and board of directors and head some of the firm's most prominent practices as well. Seven women rank among the 12 lawyers who lead committees.

MENTORING MUSCLE Last year, 115 women participated in a mentoring program (as mentor or mentee). All female summer associates are paired with at least one female attorney mentor, and those looking for a more casual program can join a mentoring circle for women.

WHAT'S NEW Manatt Central, the firm's intranet, is adding a Women's Initiative forum to help its female lawyers and working moms connect nationwide, anywhere at any time.

Miller & Chevalier

U.S. lawyers	89
Female associates	52%
Female counsel	19%
Female nonequity partners	N/A
Female equity partners	15%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	20%
Lawyers working reduced hours	8%
Weeks paid maternity leave	12

LEADERSHIP Women serve vital roles, from chairperson Marianna Dyson on down. Women lead half of the firm's committees, and two serve on the six-member executive committee. One female partner ranked among the top 10% of earners between 2005 and 2007. Working moms also have a large presence here: Six of seven female equity partners are mothers.

TAKE LEAVE The firm's maternity leave policy allows new moms to take 12 weeks of paid leave plus accrued vacation. In addition, new moms can take 12 weeks of unpaid leave and then request a reduced-hours schedule for an agreed-upon time period.

FLEX IT As a way to boost efficiency and flexibility, the firm encourages both full-time and reduced-hours lawyers to choose the number of hours they work in the office and at home. "The firm's compensation system for associates, which sets 1,800 as a minimum for billable hours and grants bonuses for additional hours billed, enables working mothers to maintain a full-time schedule that is still manageable," says senior associate Layla Aksakal.

HOUR POWER Twelve female lawyers worked reduced hours between 2003 and 2007, three of whom made equity partner.

NOTABLE NETWORKS Last year, 24 women lawyers joined the firm's internal networking group.

Morgan, Lewis & Bockius

U.S. lawyers	1,332
Female associates	50%
Female counsel	42%
Female nonequity partners	21%
Female equity partners	21%
Female lawyers promoted to nonequity partner, 2003-07	28%
Female lawyers promoted to equity partner, 2003-07	28%
Lawyers working reduced hours	7%
Weeks paid maternity leave	13

HOUR POWER This firm supports and promotes reduced-hours lawyers: Between 2003 and 2007, three women working a reduced schedule were promoted to either equity or non-equity partner. Another four who had worked reduced hours at some point in their careers were elevated to either equity or nonequity partner.

FLEX IT Lawyers can telecommute from home or another location using equipment and technical support provided by the firm. Last year, 26 lawyers—or nearly 2% of the firm—opted to telecommute.

LEADERSHIP Women represent 25% of the senior lawyers in the firm's labor and employment practice group. Additionally, women head three administrative departments: information technology, human resources and marketing/communications.

MENTORING MUSCLE More than 450 female lawyers signed on to be mentors and mentees last year to work on building professional development skills. In addition, the firm offers an extensive mentoring program specifically designed to help more senior female associates make the transition to partner.

BEST PRACTICES Last fall, the firm devoted its entire annual partners' meeting to the topic of diversity, including a focus on issues facing working mothers.

Morrison & Foerster

U.S. lawyers	951
Female associates	49%
Female counsel	39%
Female nonequity partners	N/A
Female equity partners	19%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	26%
Lawyers working reduced hours	13%
Weeks paid maternity leave	13

LEADERSHIP Since naming its first female equity partner in 1978, the firm has tapped women for many leadership roles. A woman cochairs the business department, while another serves as managing partner for the New York office. Women also serve on the board of directors as well as the executive, partnership review and compensation committees.

TAKE LEAVE Attorneys can take 13 weeks of paid maternity leave and another 12 weeks unpaid. A new policy automatically enables all attorneys returning to work after maternity, paternity or adoption leave to work a reduced-hours schedule for one year.

BEST PRACTICES Emergency backup child care and elder care are available to attorneys. A lactation program includes counseling services, and the firm will help pay for the cost of a breast pump.

FLEX IT A written policy guarantees the same pay to flextime lawyers as to traditional full-time lawyers at the same level of experience. Additionally, eligibility for partnership comes at the same pace for flextime lawyers as for their traditional-schedule peers.

WHAT'S NEW The Women's Initiative Committee—consisting of partners, firm management and associates—is helping the firm retain and promote female attorneys as well as enhance reduced-hours and parental leave policies.

Neal, Gerber & Eisenberg

U.S. lawyers	199
Female associates	56%
Female counsel	43%
Female nonequity partners	36%
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003-07	36%
Female lawyers promoted to equity partner, 2003-07	40%
Lawyers working reduced hours	13%
Weeks paid maternity leave	12

FLEX IT Full-time attorneys can work from home or another location; last year, four attorneys—three partners and one associate—did so, with the firm setting up all necessary equipment. Meanwhile, 40% of the firm's female partners worked a reduced-hours schedule last year.

LEADERSHIP Female leaders are ubiquitous at this firm: Women head six of the 13 committees, and a woman sits on the executive committee. Women also lead 26% of the practice groups and hold seven of eight director-level positions.

HOUR POWER Six female associates and counsel were elevated to nonequity partner between 2003 and 2007 while working reduced hours, and all kept their schedules after their promotions. Four female nonequity partners working reduced hours were promoted to equity partner during the same period.

WOMEN'S INITIATIVES The Women's Network Committee organizes client appreciation events, educational lunches and cocktail receptions—all designed for informal networking. In total, 21% of the firm's business development budget is aimed at women-specific networking events.

NOTABLE NETWORKS An array of affinity groups—including those for lawyers working reduced schedules, women and people of color—typically meet once a month.

Patton Boggs

U.S. lawyers	567
Female associates	46%
Female counsel	29%
Female nonequity partners	18%
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003-07	26%
Female lawyers promoted to equity partner, 2003-07	N/P
Lawyers working reduced hours	6%
Weeks paid maternity leave	12

HOUR POWER Three female associates and counsel working reduced hours were elevated to nonequity partner between 2003 and 2007—and all kept their schedules after their promotions.

NOTABLE IMPROVEMENT The firm has upgraded its remote access technology capabilities so it's easier than ever for lawyers to work from home; last year, two lawyers opted to telecommute.

FLEX IT Flextime is a written policy accessible to all employees and doesn't require a set number of days in the office each week. Flextime lawyers are given formal reviews, just like their full-time colleagues, and a support network offers guidance.

LEADERSHIP Two women serve on the nine-member executive committee, and nearly a third of the lawyers who serve on committees are female.

Among 23 committee chairs, women hold four seats; they also fill about a fourth of practice group leadership slots.

WELCOME BACK The door remains open for moms who opt out of the firm for a few years to stay home with their kids. A formal program maintains communication with these lawyers, and the firm also offers recruiting programs specifically targeted to attracting moms back to work.

TAKE LEAVE Lawyers returning from maternity, paternity or adoption leave can request a reduced-hours schedule for as long as needed.

For definitions of terms, please see Methodology.

For definitions of terms, please see Methodology.

Shearman & Sterling partner Linda Rappaport serves on the senior management team and is mom to Matthew, 21.



40% OF NEW-MOM ASSOCIATES LAST YEAR enrolled in a Paul, Weiss program offering free full-time child care for three months.

Paul, Weiss, Rifkind, Wharton & Garrison

U.S. lawyers	509
Female associates	48%
Female counsel	45%
Female nonequity partners	N/A
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	26%
Lawyers working reduced hours	7%
Weeks paid maternity leave	12

BEST PRACTICES An Infant Transition program provides up to three months of full-time child care at no cost to associates and counsel in a child-care center one block from the firm’s New York City office.

FLEX IT An alternative work arrangement policy allows lawyers to structure their schedules in a variety of ways—even on a transaction-by-transaction basis—with no eligibility requirement. Each lawyer in the program has an advisor to ensure the program is working effectively.

LEADERSHIP Women are prime players from the associate level on up to partner: One third of those who lead committees are women, as are 17% of the firm’s partners.

MENTORING MUSCLE A mentoring program for senior women associates pairs them with partners who can guide and support them in their careers. It also offers training and development opportunities.

WHAT’S NEW This year, the firm expanded its parental leave policy so that primary caregivers who give birth or adopt or foster a child can take 18 weeks of paid leave. Non-primary caregivers are now entitled to up to ten weeks of paid leave.

CARE PACKAGE The firm offers in-home backup emergency child care and elder care 24 hours a day, seven days a week.

Perkins Coie

U.S. lawyers	665
Female associates	48%
Female counsel	43%
Female nonequity partners	34%
Female equity partners	15%
Female lawyers promoted to nonequity partner, 2003–07	31%
Female lawyers promoted to equity partner, 2003–07	16%
Lawyers working reduced hours	8%
Weeks paid maternity leave	12

LEADERSHIP The firm recently studied how it handled diversity and women’s issues, as well as how to increase the number of women promoted to leadership positions. As a result, a new position—director of diversity and professional development—was created to help the firm further its goals. Last year, Perkins named a woman to serve as managing partner for the firm’s largest office, in Seattle.

MENTORING MUSCLE Associates (second-year or higher) can sign up for a Career Mentor program, which pairs them with a formal mentor. The firm also matches lawyers about to become first-time moms with working-mother mentors. Discussion groups for working parents allow them to share best practices, local vendor referrals and tips.

FLEX IT Attorneys can telecommute, work reduced hours or take a family leave of absence—all without falling off the partnership track.

WOMEN’S INITIATIVES Perkins sponsors local organizations like the Mother Attorneys Mentoring Association of Seattle and has established the Women’s Forum to attract, retain and promote women. Last year, the firm held its second retreat for women.

BEST PRACTICES In 2007, the law firm devoted 60% of its community service activities and 15% of its pro bono work to advocating for women’s rights.

Shearman & Sterling

U.S. lawyers	541
Female associates	42%
Female counsel	28%
Female nonequity partners	N/A
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	33%
Lawyers working reduced hours	3%
Weeks paid maternity leave	13

LEADERSHIP One woman serves on the six-member executive committee, while another sits on the seven-member policy and compensation committee and three lead practice groups.

As director of the pro bono program, counsel Saralyn Cohen heads a pivotal practice. “The firm has a long-standing commitment to women’s rights, handling divorces, custody, adoptions, orders of protection and immigration matters for indigent women and victims of domestic violence,” she says.

MENTORING MUSCLE The Associate Mentoring Initiative pairs associates with other lawyers across practice groups and class years. The firm also supports informal mentoring through such efforts as the Oasis, an on-site informal meet-and-greet coffee bar in the New York City office.

FLEX IT Female lawyers make up the bulk of those opting for flex benefits: Three of the four associates and counsel who took the option last year were women, as were 33 of the 40 lawyers who worked reduced hours between 2003 and 2007.

WOMEN’S INITIATIVES The Women’s Initiative for Success, Excellence and Retention (WISER) is the first and largest of the firm’s affinity groups. It meets monthly to get “women partners more involved in associates’ careers,” says Jill Frizzley, an associate in the bankruptcy and reorganization group and a founder and former cochair of WISER.

For definitions of terms, please see Methodology.

37

NEW MOMS AT SKADDEN took an average of 12 weeks of job-guaranteed leave in 2007.

Partners Sharon Flanagan and Robyn Helmlinger share a laugh at Sidley Austin's San Francisco office.



Shook, Hardy & Bacon

U.S. lawyers	507
Female associates	48%
Female counsel	49%
Female nonequity partners	16%
Female equity partners	23%
Female lawyers promoted to nonequity partner, 2003–07	26%
Female lawyers promoted to equity partner, 2003–07	N/P
Lawyers working reduced hours	4%
Weeks paid maternity leave	14

FLEX IT The firm has revamped its alternative-schedule policy so that attorneys who use it can remain eligible for partnership; in the past, attorneys had to return to full-time status first. Additionally, the alternative work schedule coordinator (a newly created position) is a partner who works with reduced-hours attorneys and their supervisors to address concerns and career development.

HOUR POWER Eight women counsel worked reduced hours last year, while 27 female lawyers took on a lighter load temporarily as they transitioned back from maternity leave.

LEADERSHIP Helping women advance is a priority. Seven women serve on the 25-member management committee, while another holds one of 11 compensation committee seats. Three out of four division managing partners and three out of nine office managing partners are women.

WOMEN'S INITIATIVES The Women's Management Council, comprised of both equity and non-equity female partners, helps younger women lawyers develop the skills, mentoring relationships and marketing opportunities necessary to be considered for partnership. The firm also assigns formal mentors to all attorneys.

CARE PACKAGE New-dad lawyers receive the same leave as new moms: 14 weeks paid.

Sidley Austin

U.S. lawyers	1,619
Female associates	46%
Female counsel	41%
Female nonequity partners	N/A
Female equity partners	20%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	35%
Lawyers working reduced hours	5%
Weeks paid maternity leave	12

HOUR POWER Working reduced hours is not considered a barrier to your career here. In fact, 18 of this firm's current equity partners were elevated while working reduced-hours schedules. And its Committee on the Retention and Promotion of Women (CRPW) holds sessions to explain how the policy works and to emphasize management's support for it.

MENTORING MUSCLE An informal mentoring circle program gives female associates a chance to develop relationships with more experienced women lawyers. Additionally, the Women's Committee holds "tips" seminars for new women lawyers to help them succeed, while the Mid-Level Associates Conference gathers fifth-year associates each year to discuss strategies for success.

FLEX IT Lawyers may work reduced hours on an annualized basis and can take a break after working round-the-clock on big cases or deals. Last year, 36 associates, or 4%, worked reduced hours, as did 4% of equity partners. For both groups, more than 90% of those working reduced hours were women.

WHAT'S GREAT "Part of what makes our women's initiative so successful throughout the firm is that each office can take the model, replicate it and conform it to their needs," says Laurin Blumenthal Kleiman, one of 114 female equity partners and cochair of CRPW.

Skadden, Arps, Slate, Meagher & Flom

U.S. lawyers	1,753
Female associates	41%
Female counsel	37%
Female nonequity partners	N/A
Female equity partners	18%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	25%
Lawyers working reduced hours	5%
Weeks paid maternity leave	18

TAKE LEAVE Flexible Return from Maternity (FRM) and Sidebar are two new programs aimed at helping female lawyers find work/life balance. FRM allows attorneys to return from maternity leave on a flexible schedule—either reduced hours, flextime, or a combination of both—during the first year back. Sidebar helps attorneys who leave the firm maintain professional ties for up to three years.

FLEX IT "I've benefited from every flexible program Skadden had—and created some more as I went along," says litigation partner and mom of four Maura Barry Grinalds. Maura negotiated options like an extended maternity leave and "an ever-fluctuating part-time schedule" as well as telecommuting. Now that her children are in school, she's back working full-time.

LEADERSHIP Three women sit on the firm's 17-member policy committee, and two serve on the ten-member compensation committee.

NOTABLE IMPROVEMENT The firm increased its paid maternity leave to 18 weeks last year and expanded its elder-care backup options to include all of its offices as a way to help retain women attorneys.

JOHN SWANDA

For definitions of terms, please see Methodology.



Jennifer Poppe and Sandra Rodriguez are partners at Vinson & Elkins, where women hold 25% of all committee seats.

87% OF EQUITY PARTNERS at Steptoe & Johnson were parents in 2007.

Steptoe & Johnson

U.S. lawyers	425
Female associates	44%
Female counsel	30%
Female nonequity partners	N/A
Female equity partners	19%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	30%
Lawyers working reduced hours	11%
Weeks paid maternity leave	12

LEADERSHIP Antonia Ianniello, equity partner, cochair of the Women’s Forum and leader of the insurance practice, is a prime example of female leadership at the firm. “I serve on the firm’s executive committee along with several other women, not for the sake of diversity but because respect and inclusion are fundamental aspects of our firm’s culture,” she says.

FLEX IT Partnership and promotion are still in the mix for lawyers who opt for flextime, reduced hours, telecommuting or other alternate work arrangements—all of which are available on a case-by-case basis.

MENTORING MUSCLE Rising through the ranks, equity partner Jennifer Quinn-Barabanov benefited from mentors. These days she’s returning the favor: “Now that I’m a partner and a mother of two young daughters, I work hard to provide the same support to the more junior lawyers, particularly women and parents of young children.”

WOMEN’S INITIATIVES Lawyers here are committed to community service, including advocating for women’s rights and donating to groups such as the Women’s Law and Public Policy Fellowship Program.

Sullivan & Cromwell

U.S. lawyers	553
Female associates	41%
Female counsel	29%
Female nonequity partners	N/A
Female equity partners	16%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	32%
Lawyers working reduced hours	5%
Weeks paid maternity leave	18

FLEX IT Lawyers with family or other personal demands can adjust their work schedule—telecommuting one day a week or working full-time on a case and then taking time off before the next—while remaining eligible for partnership. Last year, 26 lawyers worked a flexible schedule, including three equity partners.

LEADERSHIP Nearly 10% of the firm’s 41 practice group heads are women. Four of its 15 committee leaders are female.

TAKE LEAVE The firm upped maternity and adoption leave for lawyers to 18 weeks from 12 last year.

CARE PACKAGE A new Infant Transition program at its New York City office gives lawyers returning from parental leave access to on-site child care for infants up to a year old; parents can use the center five days a week for up to three months.

MENTORING MUSCLE Transitional Partner Mentors are assigned to women returning from maternity and adoption leave to provide counseling and help them to limit business travel, if desired, and to maintain a balanced workload.

WOMEN’S INITIATIVES The firm is dedicated to improving its recruitment of women and hired an outside consultant to survey female recruits who declined the firm’s job offers. This year the firm will hold recruiting events focused exclusively on female law students.

Vinson & Elkins

U.S. lawyers	715
Female associates	44%
Female counsel	34%
Female nonequity partners	N/A
Female equity partners	17%
Female lawyers promoted to nonequity partner, 2003–07	N/A
Female lawyers promoted to equity partner, 2003–07	18%
Lawyers working reduced hours	7%
Weeks paid maternity leave	12

MENTORING MUSCLE A Maternity Mentoring program pairs lawyers who are expectant first-time moms with a working-mom partner or senior associate to talk about issues such as preparing for maternity leave and creating a workable schedule upon return.

FLEX IT A revamped flex policy includes an advisor to help lawyers create a schedule using options such as flexible full-time, reduced hours and telecommuting. Attorneys who opt for flexibility remain eligible for partnership.

TAKE LEAVE After three months of paid maternity leave, a phase-in program automatically allows a new mother to return to work gradually over the next three months, working part-time and building up to a full-time schedule. Additionally, lawyers caring for ill family members can take up to 12 weeks of leave at full pay.

LEADERSHIP Almost 25% of the lawyers who sit on the firm’s committees are women. One woman serves on the 14-member management committee, while nine sit on the 44-member associate compensation committee.

BEST PRACTICES An external advisory board meets biannually with firm leadership to recommend ways to promote advancement of women lawyers. Board members also serve as mentors to female attorneys, offering advice on topics such as business development and client management.

For definitions of terms, please see Methodology.



WilmerHale partner Erika Robinson is a member of the firm's Women's Leadership Initiative and serves on the Work-Life Balance Committee.

WilmerHale

U.S. lawyers	1,060
Female associates	50%
Female counsel	51%
Female nonequity partners	N/A
Female equity partners	21%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	31%
Lawyers working reduced hours	8%
Weeks paid maternity leave	12

FLEX IT Associate Shannon Rozner has been working a flex schedule for the past two years since returning from maternity leave. Flexibility and telecommuting technology “are the two most important factors that allow me to be home for dinner most nights,” she says.

LEADERSHIP Working mothers fill many leadership positions here: Three serve on the management committee, and working moms cochair the two committees responsible for recommending the election of lawyers to counsel and equity partner.

NOTABLE IMPROVEMENT Equity partners now serve as work/life balance advisors in every department, helping lawyers returning from family leave to smoothly transition back to work. The advisors also help lawyers interested in alternative work arrangements structure their schedule for success.

WOMEN'S INITIATIVES The firm's Women's Leadership Initiative has sponsored workshops for all equity partners on gender issues, with an emphasis on implicit gender biases and stereotyping. The firm has also sponsored workshops on career negotiation for female attorneys and cosponsored a National Association of Women Lawyers on-ramping program for those ready to return to work.

Wilson Sonsini Goodrich & Rosati

U.S. lawyers	775
Female associates	39%
Female counsel	45%
Female nonequity partners	N/A
Female equity partners	20%
Female lawyers promoted to nonequity partner, 2003-07	N/A
Female lawyers promoted to equity partner, 2003-07	20%
Lawyers working reduced hours	6%
Weeks paid maternity leave	12

LEADERSHIP The firm joined the Bar Association of San Francisco's No Glass Ceiling Initiative in 2002, which aims to have women make up at least 25% of all partners. (Currently, 20% of the firm's partners are female.) Last year, two women served on the firm's executive committee, while another two sat on its compensation committee; each group includes ten members.

FLEX IT With 86% of all female equity partners also working moms, it's no surprise that flexibility is key here. Associates can modify their schedules to work 60% or more while remaining on the partnership track. Last year, two female associates working reduced hours were elevated to equity partner.

MENTORING MUSCLE Most of the firm's departments pair associates with partner advisors to ensure they're developing the skills they need to advance. Lateral Link, a mentoring program for lateral hires, helps new lawyers transition into the firm.

WOMEN'S INITIATIVES The Women's Initiative Network, established in 2003, gives female lawyers access to career-planning tools. The firm also offers in-house career guidance as well as a Career Management Series, offering programs on popular topics such as dual-career couples and building the next generation of rainmakers. ■

Methodology

the application

The Best Law Firms for Women application was developed with Flex-Time Lawyers, a national consulting firm that advises attorneys and legal employers on work/life balance as well as retaining and promoting women. It includes questions about issues important to the retention and promotion of female lawyers. We selected the 50 winning firms based on their scored responses.

WHAT'S MEASURED Firms were evaluated on their workforce profile, family-friendly benefits and policies, flexibility, leadership, compensation, advancement of women and retention of women, among other factors.

THIS YEAR'S WINNERS The Best Law Firms were selected based on 2007 data. NetX Inc., a Columbus, NJ-based independent survey research company, tabulated scores and assisted with validating the applications.

MAKING THE LIST Firms with at least 50 lawyers were eligible to apply. The applicant pool was self-selected. Surveys were scored based on an algorithm that gave different weights to specific survey sections and questions. **HOW TO APPLY** Please register at wmmurveys.com/lawfirms09. Applications will be available in November 2008. Winning firms will be announced in our August/September 2009 issue.

definitions

COUNSEL Staff attorneys, senior attorneys, senior counsel and special counsel; not associates, partners or contract lawyers.

NONEQUITY PARTNERS Salaried partners who do not have an ownership stake in the firm and do not share profits.

EQUITY PARTNERS Lawyers who are part owners of their firm and share in its profits.

FLEXTIME Formal programs that allow lawyers to bill full-time hours while regularly working one or more days outside the office per week or shortened days in the office each week.

REDUCED HOURS Lawyers who work a reduced schedule and are paid a reduced percentage of a full-time lawyer's salary. Does not include lawyers who work flextime.

N/A Data not applicable.

N/P Data not provided by firm.

—Katherine Bowers, Irene Chang, Ilisa Cohen, Patty Orsini and Joanna Ramey