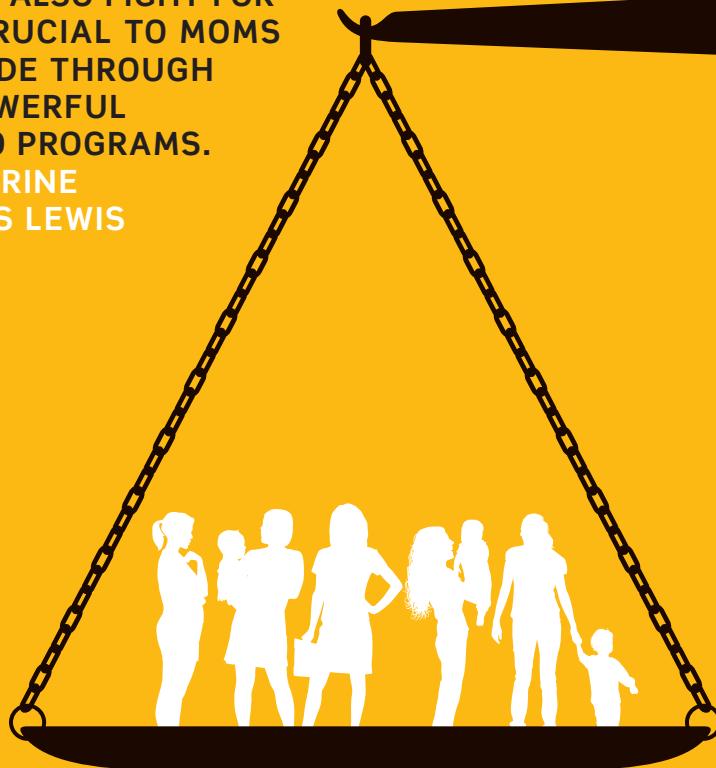


THE BEST LAW FIRMS FOR WOMEN OFFER EXCELLENT FLEXIBILITY AND OTHER FAMILY-FRIENDLY POLICIES. BUT THEY ALSO FIGHT FOR ISSUES CRUCIAL TO MOMS WORLDWIDE THROUGH THEIR POWERFUL PRO BONO PROGRAMS.

BY KATHERINE REYNOLDS LEWIS



FOR  
THE  
PUBLIC  
GOOD

**W**hen Jane Bartley's son, Jake, was 2½ years old, she faced a classic working-mother dilemma: As a partner at Shook, Hardy & Bacon, she was needed at an upcoming out-of-town trial, but it was scheduled for the same day as Jake's crucial medical appointment to be evaluated for autism.

"I told my firm, 'I can't do it,' and I felt universally supported by the partners with whom I was working," says Jane, 46, who lives in Overland Park, KS. "They echoed my thoughts that of course I needed to fulfill that responsibility first, and they would cover for me at work until I could get there."

But Shook, Hardy & Bacon took its support for Jane and other working

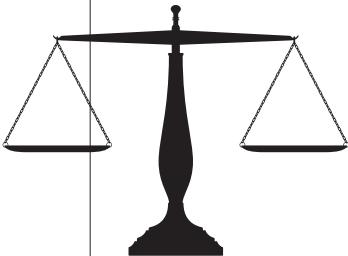
parents like her much further than offering one lawyer mom some much-needed flexibility. At Jane's suggestion, the firm eventually created a new pro bono (volunteer) program to serve parents of children with special needs, to ensure that their kids receive all the services they need and are entitled to at school.

Experiences like Jane's are not unusual at the 2013 Working Mother & Flex-Time Lawyers Best Law Firms for Women. Yes, these employers offer generous maternity leaves, reduced-hour schedules, flexible hours and telecommuting, and they have a record of promoting associates who flex to partner. But also notable in a competitive industry obsessed with the billable hour: They support far-reaching pro bono programs that benefit women

and families without the resources to hire a top-notch lawyer.

"The firms that are family-friendly, that do much better putting women in leadership positions, you will find they are also very strong in pro bono, supporting women who are less prosperous and have less power," says Esther Lardent, president and chief executive officer of the Pro Bono Institute, a Washington, DC-based research and consulting nonprofit that promotes broader access to legal services for the poor.

A full 71 percent of attorneys at Shook, Hardy & Bacon participated in pro bono cases last year, logging a whopping 20,000 volunteer hours (plus 5,000 more by staffers), says Matt Keenan, pro bono chair and a Shook partner in Kansas City, MO.



## 2013 WORKING MOTHER & FLEX-TIME LAWYERS 50 BEST LAW FIRMS FOR WOMEN

### Chapman and Cutler

Chicago, IL

EQUITY PARTNERS 18% NONEQUITY PARTNERS 28% REDUCED HOURS 7%

Associates here can utilize flexible schedules, work off-site up to 18 days per year and cut their annual hours by as much as 40% while remaining eligible for nonequity partner. Bonuses are based on effort and impact, not just billable amounts.

### Debevoise & Plimpton

New York, NY

EQUITY PARTNERS 18% NONEQUITY PARTNERS N/A REDUCED HOURS 10%

Women fill half of the associate and counsel positions here and since 2008 have earned the same proportion of promotions to equity partner. In 2012, one tenth of all the firm's attorneys held part-time schedules. New moms may take up to 20 paid weeks off.

### Cooley

Palo Alto, CA

EQUITY PARTNERS 22% NONEQUITY PARTNERS N/A REDUCED HOURS 8%

Female leaders serve as career counselors in this firm's Cooley Women's Initiative, which helps emerging attorneys build their skills toward partnership by offering targeted training, informative discussions and important networking events.

### DLA Piper US

Baltimore, MD

EQUITY PARTNERS 18% NONEQUITY PARTNERS N/A REDUCED HOURS 10%

Lawyers forge critical relationships in this firm's Leadership Alliance for Women, a nationwide resource group devoted to their training and advancement, which also hosts quarterly business forums for its members of color and stages global summits.

### Baker & McKenzie

Chicago, IL

EQUITY PARTNERS 17% NONEQUITY PARTNERS 32% REDUCED HOURS 7%

In 2012, 52% of this firm's associates were women. To accelerate their rise, management emphasizes progressive policies and supports alternative work options, gender-specific mentoring and education around unconscious bias.

### Crowell & Moring

Washington, DC

EQUITY PARTNERS 13% NONEQUITY PARTNERS 28% REDUCED HOURS 12%

Staying ahead of the curve, this firm recently introduced a pilot program that shows its 30 most influential partners how to sponsor high-potential associates, while educating female and diverse associates on the best ways to maximize such support.

### Dorsey & Whitney

Minneapolis, MN

EQUITY PARTNERS 20% NONEQUITY PARTNERS 20% REDUCED HOURS 12%

Parents here got a great gift in January, when the firm started granting attorneys two extra paid weeks off after a birth or adoption (the total is now eight weeks, plus disability and unpaid leave), with the option of working a 60% schedule for three months upon their return.

EQUITY PARTNERS = Equity partners who are women NONEQUITY PARTNERS = Nonequity partners who are women REDUCED HOURS = Lawyers working reduced hours



**19%**  
OF EQUITY PARTNERS  
AT BEST LAW FIRMS  
ARE WOMEN.

Lawyers who contribute to pro bono work are supported by three full-time pro bono attorneys. In addition to their work on behalf of kids with special needs, firm lawyers also work on matters involving adoption placement, juvenile delinquency and parent neglect and serve as guardians ad litem, whose role is to represent a child's best interests in court.

"My work life balance challenges were never greater than in that time period shortly after my son was diagnosed," says Jane (Jake is now 11, and daughter, Taylor, is 9). "I looked around me thinking there must be so many struggling families who don't have the resources available to me. I was quite busy getting my arms around the issues, but I remember pledging that when the opportunity

arose I would find a way to help others as they start on that journey."

It's a journey that's even tougher for clients in child-oriented pro bono cases, who are typically poor and lack education. Indeed, their need for legal assistance—simply to help them uphold their basic rights and stay above water financially—has never been greater. "The demand continues

to grow, and the recession hasn't helped," agrees Dianne Heins, pro bono counsel at Faegre Baker Daniels in Minneapolis. "Civil legal services programs can't meet the demand."

To help, many Best Law Firms have signed on to the Law Firm Pro Bono Challenge, an initiative organized by the Pro Bono Institute through which firms set a target of either 3 or 5 percent

**Duane Morris**

Philadelphia, PA

EQUITY PARTNERS **9%** NONEQUITY PARTNERS **26%** REDUCED HOURS **14%**

Unorthodox schedules are increasingly popular at this firm's 20 U.S. offices: In 2012, 80% of its lawyers flexed their hours or telecommuted, while 14% worked part-time. Impressively, 95% of them also received management or leadership education.

**Faegre Baker Daniels**

Global

EQUITY PARTNERS **20%** NONEQUITY PARTNERS **31%** REDUCED HOURS **9%**

The Women's Forum for Achievement offered by this firm boasts a wide range of useful programs for lawyers, with educational sessions, discussion groups and workshops that cover success strategies, sponsorship, mentoring, leadership development and more.

**Farella Braun + Martel**

San Francisco, CA

EQUITY PARTNERS **16%** NONEQUITY PARTNERS **70%** REDUCED HOURS **26%**

About a quarter of female lawyers here reduce their hours by 10% to 30%, but it doesn't affect their candidacy for key roles or assignments. (Paid sabbaticals are available, too.) Women equity partners chair 4 of 14 practice groups and departments.

**Finnegan, Henderson, Farabow, Garrett & Dunner**

Washington, DC

EQUITY PARTNERS **18%** NONEQUITY PARTNERS **25%** REDUCED HOURS **14%**

The future is bright for lawyers at this firm, who receive formal mentoring and enjoy new litigation and business development training programs. On-site fitness and day care centers enhance their personal lives.

**Foley & Lardner**

Milwaukee, WI

EQUITY PARTNERS **13%** NONEQUITY PARTNERS **18%** REDUCED HOURS **6%**

Customized work arrangements, an affinity group for users of alternative schedules, and "working-parent coaches" help lawyers here raise families. Special coaching programs and retreats are aimed at women; all assignments are monitored for gender parity.

**Frankfurt Kurnit Klein & Selz**

New York, NY

EQUITY PARTNERS **38%** NONEQUITY PARTNERS **29%** REDUCED HOURS **9%**

Half of all management and compensation committee members are female at this boutique firm, along with more than a third of equity partners. A new women's initiative helps attorneys obtain mentors, develop clients and pursue partnership.

**Fredrikson & Byron**

Minneapolis, MN

EQUITY PARTNERS **31%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **24%**

Talented lawyers gravitate to this firm's abundant networking events and may be sponsored to attend external conferences and development programs. In 2012, women were 46% of the associates and 32% of the partners involved in internal management and leadership training.

**Fulbright & Jaworski**

Houston, TX

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **40%** REDUCED HOURS **13%**

When partnership promotions were announced here in January, women scored 63%, up from 40% in 2012. Attorneys who are caregivers appreciate the firm's 14-week maternity and adoption leave, \$7,500 in adoption aid and subsidized backup dependent care.

**Gibbons**

Newark, NJ

EQUITY PARTNERS **17%** NONEQUITY PARTNERS **21%** REDUCED HOURS **7%**

"Mentoring Mondays" find partners at this firm advising female attorneys on work life balance, building their business and other topics; intensive training lifts rising stars. Women occupy 60% of executive administration positions and head 33% of practice groups.

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# 14 WEEKS IS THE AVERAGE PAID MATERNITY LEAVE OFFERED AT THE BEST LAW FIRMS.

of total billable hours or 60 to 100 hours per attorney each year. Participating firms generally give attorneys credit for pro bono work when looking at billable-hour quotas, although some cap that credit at 50 or 100 hours.

At another of the Best Law Firms, DLA Piper US, 90 percent of lawyers participate in pro bono work, averaging 80 hours per year for U.S.-based

attorneys, says Lisa Dewey, 45, pro bono partner and director of New Perimeter, DLA Piper's nonprofit affiliate dedicated to global pro bono work. The firm is working in communities where lawyers are usually viewed as a group to be feared and avoided, hoping to change that perception and become a useful resource to help make families more stable.

For instance, one signature program focuses on areas designated as "Promise Neighborhoods" by the U.S. Department of Education, where nonprofit groups are aiming to wrap the community in social services to support children from before birth through college. To help, DLA Piper represents nonprofit groups working in Promise Neighborhoods in Chicago, East Palo Alto, CA, and Washington, DC, operating legal clinics with a focus on landlord-tenant disputes, domestic violence cases, government benefits, special education and family law.

"Pro bono work can be very transformative for lawyers who've done it. I often hear from lawyers saying it's the most gratifying thing they do at the firm," says Lisa, mom of 10-year-old Aidan and 8-year old twins Stefan and

## Godfrey & Kahn

Milwaukee, WI

EQUITY PARTNERS 19% NONEQUITY PARTNERS N/A REDUCED HOURS 5%

Boasting career-friendly flexible schedules and a respected nonpartnership track, this firm currently has 60% more female lawyers in top roles than it did in 2003. Appointed advisors guide all of its attorneys, and its Women's Leadership Forum inspires.

## Goodwin Procter

Boston, MA

EQUITY PARTNERS 14% NONEQUITY PARTNERS 31% REDUCED HOURS 6%

Revised in 2012, the FlexWork program here makes it easier for lawyers to slash their hours by 20% to 50% or telecommute. Users variously leave the office early, shorten their weeks or stagger "on" periods, counseled by flex coaches and mentors.

## Hanson Bridgett

San Francisco, CA

EQUITY PARTNERS 27% NONEQUITY PARTNERS 26% REDUCED HOURS 30%

With a formidable women's initiative, dedicated business development workshops and external rainmaker programs, this firm helps female attorneys flourish. Moms (who are 27% of partners) like its in-house sessions on child safety and college financing.

## Haynes and Boone

Dallas, TX

EQUITY PARTNERS 17% NONEQUITY PARTNERS 18% REDUCED HOURS 12%

Every senior female associate at this firm participates in its Women's Leadership Academy, a two-year training program that introduces them to influential partners and helps them explore the skills, strategies and branding techniques they must master to advance.

**"We are delighted to see that firms are increasingly focused on pay equity, leadership and sponsorship of women, in addition to creating a more work-life-hospitable environment."**

—Deborah Epstein Henry, founder and president of Flex-Time Lawyers LLC

## Hogan Lovells

Global

EQUITY PARTNERS 18% NONEQUITY PARTNERS 33% REDUCED HOURS 7%

Women direct 31% of practice groups at this firm, where flexible schedules and off-site work are championed by the Alternative Work Arrangements Committee, and all 12 offices enjoy regular development events organized by branches of the women's initiative.

## Holland & Hart

Denver, CO

EQUITY PARTNERS 27% NONEQUITY PARTNERS 9% REDUCED HOURS 18%

Attorneys here know that they won't be rendered ineligible for management or partnership positions if they work reduced hours—in fact, four women who did so made equity partner in 2012. What's more, partners may take a paid sabbatical every five years.

## Honigman Miller Schwartz and Cohn

Detroit, MI

EQUITY PARTNERS 18% NONEQUITY PARTNERS 30% REDUCED HOURS 6%

To help its female nonequity partners broaden their horizons, this firm provides business development training and mentoring from its Committee on Women Attorney Initiatives. This year, women earned 33% of equity partner promotions.

## Hunton & Williams

Washington, DC

EQUITY PARTNERS 18% NONEQUITY PARTNERS N/A REDUCED HOURS 14%

There's plenty for parents here to love, from 18 weeks of paid primary caregiver leave to \$5,000 in adoption aid to subsidized concierge and dependent backup care programs. In 2012, 27% of female attorneys worked off-site or reduced their hours.

EQUITY PARTNERS = Equity partners who are women NONEQUITY PARTNERS = Nonequity partners who are women REDUCED HOURS = Lawyers working reduced hours



**15%**  
OF LAWYERS AT  
THE BEST LAW FIRMS  
USE FLEXTIME.

Skyler. “For our younger attorneys, pro bono often allows a great training experience that they may not get immediately on billable projects.”

Take the DLA Piper pro bono client who fled Guinea with her 3-year-old to protect the child from ritual female genital mutilation—a practice that killed the woman’s older daughter. “Her first daughter bled to death,” Lisa says. “With her second she put her foot down. She was brutally beaten by her husband and his family, and she was terrified that he was going to sneak off with her daughter and have this done.” DLA Piper successfully represented her claim for political asylum, got her a work authorization and eventually helped her become a citizen.

Attorneys are most strongly motivated to work on pro bono cases when

they feel that personal connection to the individual or community needing representation, says Faegre Baker Daniels’s Dianne Heins. In 2012, 45 percent of the firm’s pro bono matters aligned with advocacy on behalf of women’s issues. The firm (Minnesota’s largest) formed last year when Baker & Daniels merged with Faegre & Benson, and it is continuing the latter’s 19-year

commitment to partnering with the Minnesota Indian Women’s Resource Center to provide a weekly on-site legal clinic to meet the legal needs of American Indian women and their families. The merged firm also offers pro bono help to women entrepreneurs, female and child victims of domestic violence, families with immigration issues, breast cancer

**Ice Miller**

*Indianapolis, IN*

EQUITY PARTNERS **24%** NONEQUITY PARTNERS **22%** REDUCED HOURS **9%**

Intensive mentoring is a boon to new lawyers at this firm, who work with both peers and partners to strengthen core skills and devise long-range plans. On-site exercise classes, reimbursed gym memberships and \$1,000 health-savings-account grants encourage fitness.

**Jenner & Block**

*Chicago, IL*

EQUITY PARTNERS **16%** NONEQUITY PARTNERS **30%** REDUCED HOURS **7%**

Women broker alliances in this firm’s business development programs, pro bono sessions, nonprofit leadership initiatives and networking events. Its Mother’s Circle provides support and information to new parents and helps them transition back to work after a birth or adoption.

**Katten Muchin Rosenman**

*Chicago, IL*

EQUITY PARTNERS **16%** NONEQUITY PARTNERS **33%** REDUCED HOURS **8%**

Innovative work solutions give attorneys here personal freedom. Eligible associates may adjust their schedules while on the partnership track, take paid sabbaticals after five years or phase back to work for three months after their parental leave ends.

**Kirkland & Ellis**

*Chicago, IL*

EQUITY PARTNERS **13%** NONEQUITY PARTNERS **31%** REDUCED HOURS **3%**

“Busy” doesn’t begin to describe this firm’s 2012 agenda: It launched a wealth of managerial and leadership workshops, created a proprietary attorney business development program, staged two major women’s forums and treated female lawyers to 70 special events.

**Latham & Watkins**

*Global*

EQUITY PARTNERS **16%** NONEQUITY PARTNERS **37%** REDUCED HOURS **4%**

Empowerment is the mission of this firm’s new Women’s Leadership Academy, which provides female senior associates with the type of education and training that spawns distinguished careers. Broad-based mentoring and networking initiatives reinforce its lessons.

**Leonard, Street and Deinard**

*Minneapolis, MN*

EQUITY PARTNERS **20%** NONEQUITY PARTNERS **39%** REDUCED HOURS **10%**

Under recruiting director Kari Jensen Thomas (former president of the nonprofit Minnesota Women Lawyers), this firm has nearly doubled its female attorney population since 2009, drawing job seekers with inventive programs, thoughtful scheduling policies and family-friendly perks.

**Lindquist & Vennum**

*Minneapolis, MN*

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **36%** REDUCED HOURS **16%**

Multiple paths lead toward the top here. All associates choose partner-mentors and are coached on client development from year four. Working part-time, taking family leave, telecommuting or switching off and on the partnership track does not derail their progress.

**Littler Mendelson**

*San Francisco, CA*

EQUITY PARTNERS **27%** NONEQUITY PARTNERS **50%** REDUCED HOURS **3%**

Showing support for its diverse workforce, this firm maintains myriad affinity groups and a vital women’s leadership initiative, along with sterling benefits and flex schedules. In 2012, 63% of associates, 76% of counsel and 32% of partners (equity and nonequity) were women.

**Lowenstein Sandler**

*Roseland, NJ*

EQUITY PARTNERS **14%** NONEQUITY PARTNERS **11%** REDUCED HOURS **6%**

Thanks to a new policy, attorneys here may take unlimited paid time off, whenever and however they like, so long as they strive to hit their annual billable-hours targets. Everyone at the firm regularly works from home.

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# 9% OF LAWYERS AT THE BEST LAW FIRMS USE REDUCED HOURS.



patients who need end-of-life planning documents, low-wage health and child care workers, women in family court proceedings to modify child support, and LGBT or non-gender-conforming students experiencing harassment.

“I’ve seen lawyers moved to tears by some of the pro bono work we do,” says Dianne, recalling an adoption placement case in which the firm

represented the guardian ad litem for a child with special needs. “It was life-changing for the child in question but also for the lawyers involved.”

Beyond building morale and pride in the firm, pro bono programs also connect attorneys across different practice areas who otherwise might not work together, encouraging teamwork and bringing the members

of a global law firm closer. Moreover, they take lawyers out of their comfort zone, often giving young associates their first chance to appear in court. Pro bono work “adds a dimension to your own legal practice; it makes you a better lawyer for the clients that do pay us,” says Shook’s Matt Keenan. “You’re put into situations that are unlike anything you’ve faced before as a legal advocate.”

DLA Piper partner Stefanie Fogel, co-chair of the litigation group in Boston and co-founder and co-chair of the firm’s Leadership Alliance for Women, sees a connection between valuing pro bono and creating a firm culture where working mothers can excel. “Firms that are more family-friendly appreciate the importance of seeing different perspectives, being

## Manatt, Phelps & Phillips Los Angeles, CA

EQUITY PARTNERS 15% NONEQUITY PARTNERS 31% REDUCED HOURS 8%

Female lawyers bonded with top clients at the inaugural summit held by this firm’s women’s initiative in May 2012, which found attendees exploring the best ways to accelerate their professional growth. Regular panels foster conversations with partners.

## McGuireWoods Richmond, VA

EQUITY PARTNERS 12% NONEQUITY PARTNERS 22% REDUCED HOURS 7%

Lightening your workload won’t impact your odds of making equity partner here: Lawyers may decrease their hours by up to 40% or telecommute up to two days per week and still be considered for promotion. Quarterly career conferences give women a boost.

## Neal, Gerber & Eisenberg Chicago, IL

EQUITY PARTNERS 14% NONEQUITY PARTNERS 30% REDUCED HOURS 15%

Women comprise 22% of this firm’s practice group heads, 60% of its senior management team and 63% of its committee chairs and co-chairs. Personalized business plans, affinity groups, mentoring sessions and reduced schedules aid attorneys.

## O’Melveny & Myers Global

EQUITY PARTNERS 13% NONEQUITY PARTNERS 25% REDUCED HOURS 5%

To juggle both their on- and off-duty responsibilities, women here take advantage of formal alternative work options, 18 paid weeks of maternity leave, dependent backup care, parenting groups and sabbaticals that last up to two years.

## Orrick, Herrington & Sutcliffe New York, NY

EQUITY PARTNERS 19% NONEQUITY PARTNERS N/A REDUCED HOURS 8%

As a longtime advocate for female lawyers, the women’s initiative at this firm not only monitors female advancement, it also maintains essential business and networking groups and steadily generates development opportunities (notably, a one-year seminar for partners).

## Paul Hastings Los Angeles, CA

EQUITY PARTNERS 17% NONEQUITY PARTNERS 24% REDUCED HOURS 7%

Female attorneys chair this firm’s corporate and employment practices and direct its Los Angeles and Washington, DC, offices—but those at all levels benefit from flex schedules, unlimited vacation, generous parental leave and 50+ annual women’s events.

## Perkins Coie Seattle, WA

EQUITY PARTNERS 15% NONEQUITY PARTNERS 37% REDUCED HOURS 14%

With its new Flexible Career Paths Policy, this firm gives lawyers greater control over the structure of their professional lives. Work life balance and parenting groups, along with formal mentors and an in-house career coach, help women make informed choices.

## Pillsbury Winthrop Shaw Pittman New York, NY

EQUITY PARTNERS 17% NONEQUITY PARTNERS 22% REDUCED HOURS 20%

Designated partners counsel attorneys here through maternity, adoption or surrogacy leave and alternative work options; new moms often go part-time for 60 days on their return. Lawyers can also work remotely, using firm equipment.

## Quarles & Brady Milwaukee, WI

EQUITY PARTNERS 22% NONEQUITY PARTNERS 39% REDUCED HOURS 7%

Good things await lawyers here, from high-level training programs, multifaceted mentoring initiatives and stimulating Women’s Forum events to a fully subsidized executive MBA (via Notre Dame University). Women are 33% of all leaders; flexible schedules abound.

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NONEQUITY PARTNERS = Nonequity partners who are women  
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**96%**  
OF BEST LAW FIRMS PROVIDE BUSINESS DEVELOPMENT EDUCATION FOR WOMEN.

flexible in that perspective and understanding that what's fulfilling and makes one successful is not written in stone from when law firms were created," says Stefanie, 44, mom to Griffin Warren, 10, and Maizey Warren, 4. "The types of people who may have that open mind may also see the value of contributing to the community."

The variety of DLA Piper pro bono programs gives every attorney the chance to participate, even if just for a few hours here and there. Stefanie says it's "really wonderful for people who have a limited amount of time but still want to feel they're doing good things."

A strong pro bono program also helps firms recruit and retain a diverse group of lawyers, says Jerri Shick, 39, pro bono counsel for O'Melveny & Myers in New York City, which

requires all new attorneys to perform pro bono work in their first year and expects partners to supervise at least one pro bono case annually, with no cap on the billable-hours credit for pro bono work. O'Melveny & Myers does a variety of pro bono work for people in need, with a strong focus on women's issues—from helping low-income women start businesses to assisting

immigrant domestic violence victims in obtaining legal immigration status.

"Recruiting helps you get better lawyers, do better work and get better business," says Jerri, mom to Zarya, 1. "And if you care about morale and your attorneys being happy, you will think about these kinds of programs. Pro bono makes people really happy. They love doing it." ■

**Reed Smith**

Global

EQUITY PARTNERS **22%** NONEQUITY PARTNERS **22%** REDUCED HOURS **7%**

Women can go far at this firm, which tracks diversity metrics to ensure that they make progress. In 2012, they led 28% of major client teams, held 31% of top jobs and made up 40% of the executive committee. Backup child care supports working parents.

**Schiff Hardin**

Chicago, IL

EQUITY PARTNERS **22%** NONEQUITY PARTNERS **33%** REDUCED HOURS **7%**

Mothers praise this firm's three-month paid maternity leave, phase-back policies and flex schedules, with some (including associate Molly Lynch and partner Theresa Marx) testifying to promotions, expanded responsibilities and greater client access after baby.

**Seyfarth Shaw**

Chicago, IL

EQUITY PARTNERS **15%** NONEQUITY PARTNERS **27%** REDUCED HOURS **10%**

Senior associates here climb the career ladder with advice from a nationwide women's network, mentors, sponsors and flextime coaches. Women lead the firm's New York and Los Angeles offices and chair its two largest practice departments.

**Shook, Hardy & Bacon**

Kansas City, MO

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **29%** REDUCED HOURS **9%**

Guided by this firm's flex policy advisor, female attorneys (who make up 29% of office managing partners and 50% of office administrative partners) can adjust their hours, shorten their days, telecommute or phase back to work after childbirth or adoption.

**Sidley Austin**

Chicago, IL

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **7%**

This firm made huge strides in 2012. It launched a task force on retaining and advancing women, piloted a cross-marketing program for female attorneys, hosted panels on reduced schedules and rolled out a set of parental leave transition guidelines.

**Thompson Hine**

Cleveland, OH

EQUITY PARTNERS **18%** NONEQUITY PARTNERS **28%** REDUCED HOURS **6%**

Mentoring circles, professional development programs and a business-leader luncheon series help female associates advance here (this year, 25% of all new equity partners are women). New moms get 14 paid weeks off, plus special career guidance.

**Vinson & Elkins**

Houston, TX

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **8%**

The Women's Career Development Council at this firm supports attorneys by generating professional opportunities; connecting them with clients, colleagues and alumni; and recommending work life policies that promote balance. Everyone adjusts their hours or telecommutes as needed.

**WilmerHale**

Global

EQUITY PARTNERS **24%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **8%**

Women have earned 46% of promotions to equity partner here since 2009; after a decade in that role, they get paid sabbaticals. Formal flextime and remote work schedules, alternate career tracks, great leadership programs and backup dependent care also impress.

**Methodology**

The 2013 Working Mother & Flex-Time Lawyers 50 Best Law Firms for Women application includes more than 300 questions about workforce representation; time off and leaves; child care; flexibility; leadership, compensation and advancement of women; and development and retention of women. Profiles are culled from the applications and reflect 2012 data.

EQUITY PARTNERS = Equity partners who are women NONEQUITY PARTNERS = Nonequity partners who are women REDUCED HOURS = Lawyers working reduced hours