

WORKING
MOTHER



BEST LAW FIRMS FOR WOMEN

2015

Baker & McKenzie

Global

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **34%** REDUCED HOURS **6%**

This firm's Global Gender Initiative has set a serious goal: to see women become 30% of equity partners here. To that end, management offers female attorneys dedicated sponsorship, coaching and education programs, as well as myriad women's networks and diversity committees.

Blank Rome

Philadelphia, PA

EQUITY PARTNERS **14%** NONEQUITY PARTNERS **20%** REDUCED HOURS **5%**

Connections form at the gatherings of this firm's Women's Forum, where female attorneys trade tips, talk challenges and expand their networks. Alternative work schedules help many juggle responsibilities; a new OnRamp Fellowship program facilitates reentry to the firm after extended breaks.

Bradley Arant Boult Cummings

Birmingham, AL

EQUITY PARTNERS **14%** NONEQUITY PARTNERS **17%** REDUCED HOURS **4%**

Multicultural women have an ally in this firm's Diversity Advisory Committee, which tracks their utilization and amplifies attention around those being underused. In 2014, associate evaluations began emphasizing work quality over hours billed (highlighting more women for partnership).

Chapman and Cutler

Chicago, IL

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **33%** REDUCED HOURS **4%**

Attorneys at this firm can adjust their hours, telecommute at least one day a week and reduce their schedules by up to 20% without delaying the amount of time it takes to make partner. New mothers earn 16 fully paid weeks off and may phase back to work for six months after leave ends.

Cooley

Palo Alto, CA

EQUITY PARTNERS **22%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **9%**

Joe Conroy, the longtime CEO of this firm, is vocal about the need to advance women, who currently represent 25% of practice group chairs here. A women's initiative provides mentoring to female associates; additional events explore sponsorship, rainmaking and pay equity.

Crowell & Moring

Washington, DC

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **26%** REDUCED HOURS **14%**

Launched in 2014, this firm's one-year Leadership Development Program provides coaching to equity partners and educates them about talent development and industry economics. Women fill 66% of top positions here, among them firm (and executive committee) chair Angela Styles.

Davis Wright Tremaine

Seattle, WA

EQUITY PARTNERS **23%** NONEQUITY PARTNERS **27%** REDUCED HOURS **11%**

In 2014, primary caregivers began taking 15 fully paid weeks off after a birth or adoption (up from 12) and reducing billable hours for two months afterward. Also new: flex and telecommuting schedules; special mentoring and sponsorship offerings for women; a \$1,200 wellness bonus.

Debevoise & Plimpton

New York, NY

EQUITY PARTNERS **18%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **7%**

Informed by extensive research, benchmarking and alumnae interviews, the new Women's Task Force introduced by this firm in 2014 promotes programs that develop, retain and advance female attorneys. Alternative schedules have been used by 50% of women leaders here at some point.

DLA Piper

Global

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **11%**

Upgraded policies make it easier than ever for attorneys at this firm to telecommute or flex, compress and reduce their hours; a coordinator helps them file requests. New programs provide counseling to junior women attorneys and extend business coaching to mid-level female leaders.

Dorsey & Whitney

Minneapolis, MN

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **23%** REDUCED HOURS **8%**

Female attorneys at all career stages appreciate this firm's high-level coaching programs, three dedicated mentoring groups and parental leave consultations. Women direct or co-direct 32% of its most important client teams and make up 43% of its management committee.

Drinker Biddle & Reath

Philadelphia, PA

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **18%** REDUCED HOURS **7%**

Training starts early at this firm, where first-year associates have no billable-hour requirements for four months, and instead immerse themselves in client development, mentoring and education. Mary Devlin Capizzi, a mom of six, recently became one of the firm's three executive partners.

Duane Morris

Philadelphia, PA

EQUITY PARTNERS **14%** NONEQUITY PARTNERS **29%** REDUCED HOURS **12%**

Junior and mid-level female attorneys are mentored by senior partners in this firm's one-year Springboard to Success leadership program. The in-house Women's Initiative holds seminars on overcoming challenges and effectively mastering branding and communication.

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NONEQUITY PARTNERS = Nonequity partners who are women

REDUCED HOURS = Lawyers working reduced hours

Epstein Becker Green

New York, NY

EQUITY PARTNERS 21% NONEQUITY PARTNERS 34% REDUCED HOURS 6%

Long tenures are common at this firm, where attorneys say colleagues are respectful of their time and where working reduced or flexible hours does not affect promotion to partner. The Work/Life Balance Working Group helps women navigate the office-home divide.

Faegre Baker Daniels

Chicago, IL

EQUITY PARTNERS 23% NONEQUITY PARTNERS 31% REDUCED HOURS 12%

For more than a decade, women on reduced schedules have made equity partner at this firm; an annualized billable-hour system and competency-based promotion model further emphasize flexibility. Business Q&As and workshops hosted by the Women's Forum for Achievement inspire.

Farella Braun + Martel

San Francisco, CA

EQUITY PARTNERS 20% NONEQUITY PARTNERS 44% REDUCED HOURS 28%

Valuing its female associates highly, this firm encourages them to assume leadership positions at work and in the community, to get involved in presenting seminars and co-authoring articles and generally to pursue increased visibility. In 2014, 43% of its female attorneys reduced their hours.

Finnegan, Henderson, Farabow, Garrett & Dunner

Washington, DC

EQUITY PARTNERS 18% NONEQUITY PARTNERS 36% REDUCED HOURS 11%

Devoted to intellectual property law, this firm hires people with STEM experience and pays well. Attorneys who work 60% or 80% time are eligible for partnership; family and medical leaves come with reduced billable-hour targets (but full bonuses).

Foley & Lardner

Milwaukee, WI

EQUITY PARTNERS 13% NONEQUITY PARTNERS 21% REDUCED HOURS 7%

At a new retreat held in 2014, senior leaders brainstormed ways to support careers of diverse attorneys. Partners provide business development coaching and sponsorship to female associates and senior counsel; partners' history of staffing women on key assignments is tracked.



Frankfurt Kurnit Klein & Selz

New York, NY

EQUITY PARTNERS 35% NONEQUITY PARTNERS 45% REDUCED HOURS 10%

Mothers cheered when this firm recently upped primary caregiver leave for attorneys to 16 fully paid weeks from 12. Its women's initiative provides mentoring and professional development opportunities and works with nonprofits to accelerate members' advancement.

Fredrikson & Byron

Minneapolis, MN

EQUITY PARTNERS 35% NONEQUITY PARTNERS N/A REDUCED HOURS 31%

"There's an expectation that women will be successful here," says Leigh-Erin Irons, co-chair of the associate hiring committee at this firm, where 43% of current practice group leaders are female. Its Counsel for Women generates client development events.

Gibbons

Newark, NJ

EQUITY PARTNERS 13% NONEQUITY PARTNERS 19% REDUCED HOURS 10%

The Gibbons Leadership Academy helps female attorneys at this firm set goals, forge networks and expand their clientele. That's vital, especially since so many of them hold key roles here: Women represent 30% of all executive committee members and chair 33% of departments.

Goodwin Procter

Boston, MA

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

Busy women who work for this firm arrange their schedules to meet their needs; those with children access free backup day care and affordable in-home care. The new Owning Your Career program for female senior associates and counsel explores risk-taking and self-promotion.

Hanson Bridgett

San Francisco, CA

EQUITY PARTNERS 31% NONEQUITY PARTNERS 38% REDUCED HOURS 25%

Client service matters more than face time at this firm, where three working moms on reduced schedules made equity partner in January. All attorneys operate off-site at some point during the year; free nutrition coaching, on-site massages and meditation classes support wellness.

Hogan Lovells US

Washington, DC

EQUITY PARTNERS 20% NONEQUITY PARTNERS 31% REDUCED HOURS 5%

This firm's new global Agile Working Group ensures that alternative work options are available across all offices. Associates may pursue 1,800- or 1,950-billable-hour career tracks; partners become eligible for paid three-month sabbaticals after 10 years.

Holland & Hart

Denver, CO

EQUITY PARTNERS 28% NONEQUITY PARTNERS 7% REDUCED HOURS 22%

Groundbreaking at its 1986 launch, this firm's maternity leave policy was just updated to offer primary caregivers 12 to 16 fully paid weeks off (instead of 8). Working reduced hours doesn't preclude partnership; the firm is moving away from a lockstep system.

Hunton & Williams

Washington, DC

EQUITY PARTNERS 18% NONEQUITY PARTNERS N/A REDUCED HOURS 16%

Office discussion circles, networking dinners and one-on-one mentoring sessions give female attorneys at this firm a sense of community. Biennial retreats for women partners generate new development ideas; sponsorship, training programs and practice planning propel top talent.

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Ice Miller

Indianapolis, IN

EQUITY PARTNERS **25%** NONEQUITY PARTNERS **24%** REDUCED HOURS **8%**

Always influential, the Women's Initiative at this firm bolsters female attorneys' business development acumen, ramps up their training, exposes them to new ideas and facilitates professional alliances. For the past five years, 21% of newly elected equity partners here have been women.

Katten Muchin Rosenman

Chicago, IL

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **28%** REDUCED HOURS **8%**

Customized work options, subsidized backup care and lengthy sabbaticals lower stress at this firm. In 2014, it increased primary caregiver leave to 14 fully paid weeks (from 12.5) and doubled secondary caregiver leave to four weeks; leave-transition coaching is being piloted.

Kaye Scholer

New York, NY

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **4%**

Wowing in its list debut, this firm offers fantastic mentoring and networking opportunities, six affinity groups, tons of alternative work arrangements and 18 weeks of fully paid primary caregiver leave. Top women include Laurie Abramowitz, chair of the tax department.

King & Spalding

Atlanta, GA

EQUITY PARTNERS **NOT ANSWERED** NONEQUITY PARTNERS **NOT ANSWERED** REDUCED HOURS **5%**

Helping female attorneys more easily transition into partnership roles is the objective of this firm's K&S Women's Leadership Forum, a 10-program series (introduced last year) that explores topics such as resilience, entrepreneurship and work-family integration.

Kirkland & Ellis

Chicago, IL

EQUITY PARTNERS **13%** NONEQUITY PARTNERS **29%** REDUCED HOURS **3%**

Women have so far earned 31% of promotions to equity partner here this year (up from 25% in 2014). Flextime, telecommuting and reduced-billable-hour schedules are supported by a network of sponsors, mentors and administrators; special subcommittees tackle work life issues.



Latham & Watkins

Global

EQUITY PARTNERS **17%** NONEQUITY PARTNERS **38%** REDUCED HOURS **5%**

What a year this firm had in 2014. It extended formal mentoring to all associates, launched a leadership academy for female partners and turned its Women Enriching Business initiative (designed for female executives and attorneys) into an official committee, broadening its reach.

Lindquist & Vennum

Minneapolis, MN

EQUITY PARTNERS **20%** NONEQUITY PARTNERS **52%** REDUCED HOURS **15%**

In 2014, this firm revamped and formalized its alternative-hours policy, making clear that attorneys can work remotely, go part-time or ramp their hours up and down for as long as they like while remaining eligible for benefits, bonuses and partnership promotions.

Lowenstein Sandler

Roseland, NJ

EQUITY PARTNERS **17%** NONEQUITY PARTNERS **18%** REDUCED HOURS **6%**

Effective networking can change attorneys' careers. This firm has a new nine-month program in which associates and counsel attend 18 professional events and are mentored on their social skills by senior colleagues; female nonequity partners make contacts in external leadership courses.

Manatt, Phelps & Phillips

Los Angeles, CA

EQUITY PARTNERS **20%** NONEQUITY PARTNERS **26%** REDUCED HOURS **6%**

With a solid presence in this firm's eight U.S. offices, the Manatt Women's Initiative invites female business executives and experts to speak to members about succeeding professionally and avoiding career self-sabotage; intriguing panel discussions explore what it's like to be the boss.

McDermott Will & Emery

Chicago, IL

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **38%** REDUCED HOURS **6%**

Long-range planning readies women to become equity partners at this firm, providing those in nonequity roles with eight months of career coaching and encouraging them to share their ideas. Attorneys may work 60% to 80% time before and after partner admission.

Morrison & Foerster

San Francisco, CA

EQUITY PARTNERS **18%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **20%**

Partner-track attorneys can scale back their hours as much as 33% here; a new program guides them in doing so and advises their practice group heads and supervising partners. The Women's Strategy Committee compares diversity metrics with internal goals and promotes female leadership.

Munger, Tolles & Olson

Los Angeles, CA

EQUITY PARTNERS **22%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **3%**

Balancing kids, community activities and work means needing to stay on top of things. This firm helps attorneys do that by providing on-site child care (at HQ), \$15/day center-based backup care and \$6/hour in-home dependent care, plus on/off-ramp mentoring and a new parenting group.

Neal, Gerber & Eisenberg

Chicago, IL

EQUITY PARTNERS **11%** NONEQUITY PARTNERS **27%** REDUCED HOURS **18%**

Special business development training offered to this firm's associates in 2014 examined ways to attract clients, connect with peers and conduct "elevator pitches." Alternate career tracks and work life balance are covered by management in every performance review.

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Norton Rose Fulbright

Houston, TX

EQUITY PARTNERS 21% NONEQUITY PARTNERS 31% REDUCED HOURS 8%

There's a strong system in place to lift up women at this firm. Its Career Strategies Program nurtures female senior associates toward partnership, and its Women in Norton Rose Fulbright Leadership Committee develops female partners. Attorneys may work nontraditional or reduced hours.

O'Melveny & Myers

New York, NY

EQUITY PARTNERS 14% NONEQUITY PARTNERS 50% REDUCED HOURS 7%

All-female and mostly female trial teams have recently scored some of the biggest wins at this firm; this year, 44% of equity partner promotions have gone to women. The biennial Women's Leadership Academy event teaches female attorneys to be confident, resilient, visionary leaders.

Orrick, Herrington & Sutcliffe

Global

EQUITY PARTNERS 20% NONEQUITY PARTNERS N/A REDUCED HOURS 10%

Giving women a boost up the career ladder here are new initiatives launched in 2014. The Partner Sponsor Program highlights professional planning for junior partners, and the Business Development Coaching Program helps partners forge client relationships.

Perkins Coie

Seattle, WA

EQUITY PARTNERS 15% NONEQUITY PARTNERS 36% REDUCED HOURS 15%

Female partners here recently met one-on-one with the CFO and partner compensation committee chair to find out how to achieve their desired earnings goals. New moms earn 14 fully paid weeks off, plus 140 "legal credit" hours (which can add four weeks).

Pillsbury Winthrop Shaw Pittman

New York, NY

EQUITY PARTNERS 18% NONEQUITY PARTNERS 24% REDUCED HOURS 21%

Deborah Baum and Sheila Harvey were appointed to chair two of this firm's three legal departments in 2014. A special board committee meets with client team and practice leaders to ensure female attorneys get appropriate assignments and mentoring.



Quarles & Brady

Milwaukee, WI

EQUITY PARTNERS 23% NONEQUITY PARTNERS 42% REDUCED HOURS 11%

Forgo the 24/7 grind at this firm, where 11% of attorneys work reduced hours and doing so is no obstacle to equity partner promotion. Moms access lengthy maternity leaves, phase-back arrangements, "quiet rooms" for breastfeeding and 80 hours of backup care annually.

Reed Smith

Global

EQUITY PARTNERS 23% NONEQUITY PARTNERS 22% REDUCED HOURS 9%

Excellent training programs, a solid women's network and flexible schedules recommend this firm, where anyone working 60% time earns full benefits. Maternity leave lasts 16 fully paid weeks, and adoption leave is 10; afterward, parents may work reduced hours for three months.

Schiff Hardin

Chicago, IL

EQUITY PARTNERS 23% NONEQUITY PARTNERS 34% REDUCED HOURS 6%

At this firm, partners' compensation is impacted by how well they manage others' work life issues and diverse backgrounds; women equity partners share their own experiences and wisdom with female associates in the "Stories and Lessons Learned" series.

Seyfarth Shaw

Chicago, IL

EQUITY PARTNERS 15% NONEQUITY PARTNERS 28% REDUCED HOURS 3%

In a first for this firm, five women made equity partner here in January, outpacing their male colleagues, who earned four spots. The Seyfarth Women's Network provides coaching and development opportunities to nonequity partners and addresses issues in all female attorneys' careers.

Sidley Austin

Chicago, IL

EQUITY PARTNERS 22% NONEQUITY PARTNERS N/A REDUCED HOURS 7%

Attorneys can use flexible schedules indefinitely at this firm without losing any access to assignments or promotions; this year, one-on-one work life balance coaching is being launched for those with kids. Dedicated mentoring sessions, leadership events and coaching aid retention for women.

Vinson & Elkins

Houston, TX

EQUITY PARTNERS 16% NONEQUITY PARTNERS N/A REDUCED HOURS 6%

Experienced parents mentor new ones at this firm, which gives attorneys at least 12 weeks off after a birth or adoption and provides subsidized infant and backup care. Everyone is able to work remotely or adjust hours to meet personal and professional obligations.

WilmerHale

Washington, DC

EQUITY PARTNERS 25% NONEQUITY PARTNERS N/A REDUCED HOURS 8%

Client events, workshops and training programs hosted by this firm's Women's Leadership Initiative accelerate the development of female partners, associates and counsel. In 2014, 35% of committee chairs here were female, as were 28% of department and practice group heads.

Methodology

The 2015 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 2014 data.

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