



Best Law Firms for Women 2016

Arnold & Porter

Washington, DC

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **12%**

Female attorneys excel at this firm, which nurtures their development with myriad training initiatives, flexible schedules and at least 18 fully paid weeks of birth or adoption leave (plus \$10,000 in adoption aid). Excellent subsidized childcare abounds.

Baker & McKenzie

National

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **36%** REDUCED HOURS **5%**

This firm's Global Gender Initiative helps propel its talented women to success, generating opportunities (among them a 12-month sponsorship program) that raise their profile and increase their odds of being named partner. Widespread telecommuting boosts flexibility.

Bradley Arant Boult Cummings

Birmingham, AL

EQUITY PARTNERS **13%** NONEQUITY PARTNERS **20%** REDUCED HOURS **3%**

In 2015, 50% of new associates at this firm were female. Jennifer McGahey and Anne Marie Seibel, both moms, chair the recruiting and associate committees and drive policies supportive of caregivers. FMLA leave includes phase-back options.

Cooley

Palo Alto, CA

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **10%**

Every year, this firm's diversity and inclusion manager compares internal stats on female attorneys' hiring, head count, retention and promotions to results released by peer firms, evaluating progress and seeking improvement. Mentoring circles and business-development panels help women achieve.

Crowell & Moring

Washington, DC

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **26%** REDUCED HOURS **15%**

Unorthodox schedules are no barrier to accomplishment at this firm, as attorneys who flex or reduce their hours are helped to locate allies and premium assignments by dedicated affinity groups and advisers. Sponsors assist high performers in outlining workable paths to partnership.

Davis Wright Tremaine

Seattle, WA

EQUITY PARTNERS **24%** NONEQUITY PARTNERS **24%** REDUCED HOURS **15%**

Appealing perks recently introduced by this firm include 15 weeks of primary caregiver leave, alternative work options and on-ramping arrangements. Attrition has decreased by 11% since 2012. New women's summits and networks inspire attorneys at all levels.

Debevoise & Plimpton

New York, NY

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

Appointing part-time associates to partner since 1994, this firm can confirm that 50% of its U.S.-based female equity partners have reduced or flexed their hours while here. Special resource groups benefit women, and parents enjoy lengthy leaves and remote-tech allowances.

DLA Piper

National

EQUITY PARTNERS **20%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **9%**

Lawyers really like this firm's work-family seminars; free financial, legal and elder-care consultations; subsidized backup care services; and flex options. Its new Champions sponsorship program connects diverse, female and LGBT individuals with senior partners.

Dorsey & Whitney

Minneapolis, MN

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **23%** REDUCED HOURS **8%**

Education matters at this firm, where an in-house university offers leadership and skill-building classes; office sessions address parenting, eldercare, estate planning and nutrition; and the Women Attorneys group (with just-for-moms subgroup) provides insights from coaches and mentors.

Duane Morris

Philadelphia, PA

EQUITY PARTNERS **14%** NONEQUITY PARTNERS **30%** REDUCED HOURS **13%**

Advancing women to equity partner is critical for this firm, which introduces high-potential attorneys to influential contacts, assigns them leadership training and education, and provides six months of business development coaching. Moms-to-be get 16 fully paid weeks off.

Faegre Baker Daniels

Chicago, IL

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **32%** REDUCED HOURS **8%**

"Full-Flex" routines enable attorneys here to work full-time and adjust or reduce their hours when needed; sabbaticals and on- and off-ramping provide other options. Alternative career paths, leadership workshops and family-focused pro bono jobs are especially meaningful.

Finnegan, Henderson, Farabow, Garrett & Dunner

Washington, DC

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **41%** REDUCED HOURS **11%**

This firm draws women with 90-plus training programs and fantastic dependent-care provisions. In 2015, they chaired (or co-chaired) 47% of its industry groups and helmed its management committee and two largest practice sections.

EQUITY PARTNERS = Equity partners who are women

NONEQUITY PARTNERS = Nonequity partners who are women

REDUCED HOURS = Lawyers working reduced hours

Best Law Firms for Women 2016

Foley & Lardner

Milwaukee, WI

EQUITY PARTNERS 15% NONEQUITY PARTNERS 21% REDUCED HOURS 8%

Coaching by established partners helps junior women here learn how to attract clients, build teams and market themselves effectively; sponsorship initiatives in business law and litigation offer an extra boost. Attorneys can cut their hours 40% without penalty.

Fox Rothschild

Philadelphia, PA

EQUITY PARTNERS 20% NONEQUITY PARTNERS 32% REDUCED HOURS 6%

Change agents working on behalf of this firm's Women's Initiative monitor open leadership roles and help attorneys position themselves for consideration; aspiring partners are guided by experienced ones. In 2015, women earned 40% of equity-partner promotions.

Goodwin Procter

National

EQUITY PARTNERS 18% NONEQUITY PARTNERS 33% REDUCED HOURS 10%

Under this firm's FlexWork program, attorneys can cut their hours by up to 40%, design personalized schedules or regularly work off-site. Elaine Herrmann Blais, the new chair of its Boston litigation practice, has worked 80% time since 2002, and she now mentors other flex users.

Gray Plant Mooty

Minneapolis, MN

EQUITY PARTNERS 26% NONEQUITY PARTNERS N/A REDUCED HOURS 21%

"Family-friendly" aptly describes this 150-year-old firm, which just debuted a dependent-care resource and referral service, and offers lengthy phase-back arrangements after a birth or adoption. All of its new equity partners this year are female (versus 21% in 2014).

Holland & Hart

Denver, CO

EQUITY PARTNERS 27% NONEQUITY PARTNERS 43% REDUCED HOURS 20%

To give attorneys greater career flexibility, this firm eliminated billable-hours requirements for partners in 2015 and began basing compensation for mid- to senior-level associates on revenues, not in-office time. Its Women's Forum promotes new telecommuting and on- and off-ramping policies.

Holland & Knight

Miami, FL

EQUITY PARTNERS 17% NONEQUITY PARTNERS 28% REDUCED HOURS 4%

Talk about busy: Now marking its 20th year, this firm's Women's Initiative has launched female-focused mentoring, leadership and training programs; formalized flextime; expanded family leave; and sponsored summits on women's advancement. Its H&K Network addresses work life balance issues.

Ice Miller

Indianapolis, IN

EQUITY PARTNERS 23% NONEQUITY PARTNERS 28% REDUCED HOURS 10%

Compassionate policies define this firm, where women are 43% of the management committee and head 50% of practice groups. Kids are welcome on-site. Family events, lactation rooms, flex schedules, childcare leaves and pretax dependent-care accounts are appreciated by parents.

Katten Muchin Rosenman

Chicago, IL

EQUITY PARTNERS 21% NONEQUITY PARTNERS 26% REDUCED HOURS 7%

Solid fertility coverage, maternity leave, phase-back options and new-parent career coaching help attorneys here start families. The Women's Leadership Forum hosts skill-building programs, mentoring clusters and networking events; sponsors advise female associates and nonequity partners.

Kaye Scholer

New York, NY

EQUITY PARTNERS 19% NONEQUITY PARTNERS N/A REDUCED HOURS 6%

Work life integration is a central theme at this firm, where alternative schedules are common. Telecommuters and those on leave can attend training and events, and new mothers are welcomed back by a transition team, coaches and an affinity group.

Fredrikson & Byron

Minneapolis, MN

EQUITY PARTNERS 35% NONEQUITY PARTNERS N/A REDUCED HOURS 22%

Role models are easy to find at this firm, where women chair 53% of practice areas, and the Glass Ceiling Task Force dismantles barriers to advancement and retention. In 2015, at least 68% of attorneys used flextime, while 33% worked remotely at some point.

Hanson Bridgett

San Francisco, CA

EQUITY PARTNERS 37% NONEQUITY PARTNERS 28% REDUCED HOURS 24%

Bringing attorneys together across practice areas, this firm's HB Women's Impact Network gives them a place to share experiences, discuss the pursuit of major roles and obtain high-level mentors. Parents utilize subsidized backup care and attend an affinity group at HQ.

Hogan Lovells US

Washington, DC

EQUITY PARTNERS 21% NONEQUITY PARTNERS 32% REDUCED HOURS 6%

After setting goals around their promotion in 2012, this firm has seen women become 44% of practice group leaders, 40% of regional managing partners and 33% of management. Its new Global Diversity Plan should further increase women's visibility in high-ranking positions.

Gibbons

Newark, NJ

EQUITY PARTNERS 14% NONEQUITY PARTNERS 27% REDUCED HOURS 10%

In support of attorneys with kids, this firm provides generous parental leave, indefinite access to reduced schedules, backup childcare, free health-advocacy services and an employee-assistance program. Formal mentoring and leadership education aid women.

34 percent of all lawyers promoted to equity partner at the Best Law Firms last year were women.

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

Taking diversity and inclusion to the next level



At Ogletree Deakins, we believe that our philosophy and practice of inclusion—soliciting, valuing, and incorporating the myriad viewpoints of our lawyers—makes the firm more creative, stronger, and better able to address the evolving issues in the workplace.

With more than 700 attorneys in 49 offices in the USA, Europe, Canada, and Mexico, Ogletree Deakins is one of the nation's premier labor and employment law firms, exclusively representing management.

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TOYOTA

Let's
Go
Places

King & Spalding

National

EQUITY PARTNERS 16% NONEQUITY PARTNERS 29% REDUCED HOURS 4%

Formal mentoring programs, 15 affinity groups, leadership coaching and senior-associate retreats (this year's theme is Speaking Up: Practical Guidance on Building the Career You Want) motivate women at this firm. Subsidized full-time and backup childcare is available.

Lowenstein Sandler

Roseland, NJ

EQUITY PARTNERS 16% NONEQUITY PARTNERS 23% REDUCED HOURS 11%

Executive recruiters here aggressively seek out women for partnership roles. Potential hires like the firm's unlimited vacation, telecommuting privileges and parenting perks. Full-time work (with bonus) demands just 1,850 hours annually, and job-guaranteed maternity leave can last six months.

Morrison & Foerster

San Francisco, CA

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

Women at all levels benefit from this firm's new sponsorship initiatives, mentoring circles, leadership workshops, career boot camps and executive coaching sessions. New moms may reduce their hours for a year, an option that has led to near-total retention.

"We note some Best Law Firms for Women developing more creative ways to help women with transition, leave and parenting, and we are heartened by these renewed efforts."

—DEBORAH EPSTEIN HENRY
FOUNDER, FLEX-TIME LAWYERS

Neal, Gerber & Eisenberg

Chicago, IL

EQUITY PARTNERS 11% NONEQUITY PARTNERS 43% REDUCED HOURS 16%

Making strides for women, this firm recently hired consultants to help it identify and eradicate gender bias, launched coaching and business-development initiatives for female partners, and expanded its parenting activities. In 2015, 34% of female attorneys worked reduced hours.

Kirkland & Ellis

Chicago, IL

EQUITY PARTNERS 14% NONEQUITY PARTNERS 28% REDUCED HOURS 3%

The Women's Leadership Initiative at this firm supported female attorneys with 110 dedicated networking, training, mentoring and development programs in 2015. Its Diversity Integration Task Force also examines issues confronting women and devises strategies of support.

Manatt, Phelps & Phillips

Los Angeles, CA

EQUITY PARTNERS 20% NONEQUITY PARTNERS 27% REDUCED HOURS 6%

Working moms have their own mentoring group and weekend retreats at this firm, thanks to its Women's Initiative, which actively promotes business development, client relationships and summits for female attorneys. Remote work is aided by mobile tech.

Norton Rose Fulbright

Houston, TX

EQUITY PARTNERS 21% NONEQUITY PARTNERS 37% REDUCED HOURS 10%

By 2020, this firm (led by managing partner Linda Addison) aims to have women fill 30% of its board, management committee, and equity and nonequity partnership. Meanwhile, high-level groups work to attain key assignments for female attorneys.

Latham & Watkins

National

EQUITY PARTNERS 15% NONEQUITY PARTNERS 37% REDUCED HOURS 5%

Opportunity knocks for women at this firm, where they direct six offices, 26 departments, practices and industry groups, and 12 committees. They can also access a leadership academy, six new affinity groups and more than 70 attorney/client events annually.

McDermott Will & Emery

Chicago, IL

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

Power players at this firm include Carolyn Gleason and Lydia Kelley, who head its largest offices, in Washington, DC, and Chicago, respectively. Formal coaching helps female attorneys shine; education, networking and mentoring groups serve them across offices and practice areas.

O'Melveny & Myers

New York, NY

EQUITY PARTNERS 16% NONEQUITY PARTNERS 25% REDUCED HOURS 8%

Sabbaticals, customized schedules and expert coaching/consulting sessions (on child-rearing, life transitions, advancement) boost attorney retention here. The new Career Consultation initiative gives associates and counsel a place to discuss their career plans and prospects with partners.

Littler

San Francisco, CA

EQUITY PARTNERS 30% NONEQUITY PARTNERS 53% REDUCED HOURS 8%

Primary caregivers here get 16 fully paid weeks off to welcome a child and can work 50% time for six months afterward. Project-based remote positions are available with full benefits. Backup-care services and custom career tracks help moms thrive.

McGuireWoods

Richmond, VA

EQUITY PARTNERS 13% NONEQUITY PARTNERS 23% REDUCED HOURS 6%

Extremely popular (and newly expanded), the leadership-development program run by this firm's Women Lawyers Network shows high-potential associates how to make partner and balance work with a personal life. Backup-care services, eldercare planning and family-leave liaisons help attorneys.

Ogletree, Deakins, Nash, Smoak & Stewart

Greenville, SC

EQUITY PARTNERS 17% NONEQUITY PARTNERS 40% REDUCED HOURS 11%

When it's not busy tracking billing, salaries, promotions and other metrics for female attorneys, this firm's Women's Initiatives Network creates development programs, forges external alliances and hosts partnership retreats.

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NONEQUITY PARTNERS = Nonequity partners who are women
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Our firm proudly supports

**OUR WORKING MOTHERS
BEST LAW FIRMS FOR WOMEN 2016**

Lowenstein Sandler is proud to be named one of Working Mother and Flex-Time Lawyers' 2016 "Best Law Firms for Women"

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Advancing Women

We believe in the strength of women's leadership and are committed to ensuring that women lawyers ascend to the top of the legal industry.

FaegreBD.com/Womens-Forum-for-Achievement

**Debevoise
& Plimpton**

**Working mothers
are our heroes.**

To join the conversation about women in the workplace, visit the Debevoise Women's Review at www.dbevoise.com.

Debevoise congratulates everyone on the 2016 Working Mother and Flex-Time Lawyers list of "50 Best Law Firms for Women."

It has long been our mission to support women within the firm and just one reason we have had generation after generation of women leaders at Debevoise.

Here's to the next generation.

Orrick, Herrington & Sutcliffe

National

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

Parents-to-be cheered when this firm recently gave them nine job-guaranteed months off for birth, adoption or surrogacy (with 22 weeks fully paid); they may reduce their hours 40% on return. Backup care, college coaching and parenting forums support all ages.

Perkins Coie

Seattle, WA

EQUITY PARTNERS **17%** NONEQUITY PARTNERS **32%** REDUCED HOURS **16%**

Allowing its attorneys to develop at their own pace, this firm offers a flexible track to attaining equity or nonequity partner roles, reduced schedules and indefinite telecommuting options. Its emphasis on educating leaders about gender/diversity issues is spurring an increase in top women.

Pillsbury Winthrop Shaw Pittman

New York, NY

EQUITY PARTNERS **19%** NONEQUITY PARTNERS **23%** REDUCED HOURS **21%**

Every office here has a liaison who guides attorneys using reduced-hours, flexible or remote positions; anyone taking extended leave is assigned a partner as a point of contact. Business- and client-development training amplify women's gains.

Quarles & Brady

Milwaukee, WI

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **43%** REDUCED HOURS **11%**

Promoting women and people of color is a priority for firm chair Kimberly Johnson, who reviews employee demographics and succession plans monthly. Executive training, MBA courses, an in-house university and mentoring circles help attorneys rise. Reduced and flex schedules are popular.

Reed Smith

National

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

This firm's PipelineRS program uses mentoring, career planning and education to ready women for promotion; new partners receive special training, coaching and grants. Job-sharing, telecommuting and other alternative work options were formalized in 2015.

Schiff Hardin

Chicago, IL

EQUITY PARTNERS **24%** NONEQUITY PARTNERS **28%** REDUCED HOURS **5%**

Working remotely and reducing one's hours are part of the culture at this firm, where short-term leaves and sabbaticals are also available. Nearly 60% of all office coordinating partners are female. The Leadership Academy for Women provides executive education.

Seyfarth Shaw

Chicago, IL

EQUITY PARTNERS **18%** NONEQUITY PARTNERS **25%** REDUCED HOURS **4%**

Mothers do well at this firm, serving as office managing partners in three cities, leading the largest practice group and comprising 77% of female equity partners. Reduced-hours attorneys are eligible for top roles, and jobs on special staffing teams offer enhanced flexibility.

Troutman Sanders

Atlanta, GA

EQUITY PARTNERS **17%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **6%**

Individuals rave about working for this firm, where flex schedules are supported, mentoring addresses work life balance, maternity leave lasts 18 weeks, and a women's business-development initiative inspires. Its new Diversity and Inclusion Strategic Plan also engenders a welcoming environment.

Vinson & Elkins

Houston, TX

EQUITY PARTNERS **14%** NONEQUITY PARTNERS **N/A** REDUCED HOURS **6%**

Launched in 2015, this firm's Partner Pairing Program connects members of its management committee with female partners for extensive mentoring, coaching and sponsorship. Flextime and remote work are regularly used by nearly all attorneys here.

74 percent of the Best Law Firms offer backup childcare at an on-site or near-site facility.

Shook, Hardy & Bacon

Kansas City, MO

EQUITY PARTNERS **21%** NONEQUITY PARTNERS **39%** REDUCED HOURS **7%**

Succession-planning strategies here focus on advancing women and multicultural talent. The Diversity & Inclusion Committee helps female attorneys acquire skills they need for key positions; leadership webinars and academies further their growth. Task forces support parents and flex workers.

Sidley Austin

Chicago, IL

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

Ambitious attorneys have an ally in this firm's Committee on Retention and Promotion of Women, which champions gender equality, female advancement and supportive family policies. Moms participate in career coaching, affinity groups and seminars for parents.

WilmerHale

Washington, DC

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

"Flexibility, not face time" is this firm's maxim. Attorneys earn up to 20 days of vacation annually, utilize formal flex or telecommuting schedules, and tweak their career plans to accommodate personal goals (the partner track can stretch 8.5 to 12.5 years).

Methodology

The 2016 Working Mother & Flex-Time Lawyers 50 Best Law Firms for Women application includes more than 300 questions about workforce representation; time off and leaves; childcare; flexibility; leadership, compensation and advancement of women; and development and retention of women. Profiles are culled from the applications and reflect 2015 U.S. data.

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