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BEST LAW FIRMS FOR WOMEN

Meet the firms that are leading the way in attracting, retaining and promoting women lawyers.



Why Work Life Still Matters

By Deborah Epstein Henry

In my work with law firms and companies, I see women focusing more and more on seeking gender-equal compensation and opportunities for promotion,

leadership and business development. The thinking goes that until women represent a critical mass in the leadership and rainmaker ranks—about 30 percent of a firm

or company's ownership and management positions—they will not have enough influence to change the way business gets done.

This critical-mass emphasis represents a shift in focus, and it shows progress: Women have been able to expand their messages and goals in recent years. But while the Best Law Firms for Women seek

to improve women's advancement and leadership trajectories, and equalize compensation and business development credit, women's retention must not get lost in the climb to the top. Why is it important? Because nearly one third of women lawyers continue to leave the legal workforce, independent of maternity leave. Talk about critical mass.

Family reasons remain a significant factor in women's departures, along with lack of career satisfaction. If more of these "early leavers" are encouraged to remain in the workforce or are welcomed back after leaving, the pipeline of midlevel women lawyers and managers will fill with leadership candidates. These women will be positioned to achieve the critical mass at the top that is necessary for real change.

To retain these early leavers, law firms and companies need to institute more generous maternity leave policies, facilitate viable flexible and reduced hours and develop phase-back for returning new mothers and reentry policies for women who have stepped away from the profession. But policies alone will not do it. Those who reach leadership positions can take these policies a step further and use their platform of power to lead differently. For example, leaders can de-stigmatize work life offerings so that women and men can avail themselves of these options for reasons other than parenting. Men can be encouraged to be part of the process, too. They continue to make up the majority of the power base, so men need to be instrumental in women gaining power.

Advancing more women and supporting work life initiatives at the same time requires careful planning on the part of law firm and corporate leaders. Safeguards are needed to ensure that the power message is not diluted and women do not lose credibility or diminish their opportunity

to get a seat at the table by advocating for both. Here are three important steps that I recommend law firms and companies consider:

- **Track all levels of female representation.** The simultaneous push for retention and promotion will only be beneficial if it results in more women staying in or returning to the profession overall *and* in more women being represented at the highest level.

Nearly one third of women lawyers continue to leave the legal workforce, independent of maternity leave. Talk about critical mass.

- **Create an on-ramp that enables talented women to return to the advancement track.** In other words, women who've been on a slower track and are capable of doing more sophisticated, higher-paid work should be given the opportunity to resume the fast track.
- **Break down existing stereotypes.** Men and women must be educated



Deborah Epstein Henry is president of Flex-Time Lawyers LLC, an international consulting firm she founded in the late 1990s, advising employers and professionals on work life balance, retaining and promoting women and new models of legal practice. She is the author of Law & Reorder: Legal Industry Solutions for Restructure, Retention, Promotion & Work/Life Balance, the No. 1 best-selling American Bar Association Flagship Publishing book for 2011. For more information, please visit www.flextimelawyers.com.



about the different career paths available to them, what each entails and the risks and trade-offs of their potential choice. Law firms and companies must be vigilant that women are not being steered into "mommy" tracks that minimize their opportunities to reach leadership positions and equity partner status or gain equal compensation and business development credit. They must also guard against assumptions that all women or all mothers want their hours or responsibilities limited.

The bottom line is that when women achieve the critical mass at the top of their profession, they will be able to redesign the way careers are built, to allow for women who are singularly focused on seeking powerful positions as well as women who want to have children *and* lead a law firm, and every other variation in between. By embracing different career models, law firm and corporate leaders will not only ensure that early leavers remain in or come back to the profession, they will also increase the number of women in the leadership pipeline. ■

KEY

EQUITY PARTNERS = Equity partners who are women

NONEQUITY PARTNERS = Nonequity partners who are women

REDUCED HOURS = Lawyers working reduced hours



Arent Fox
Washington, DC

EQUITY PARTNERS 20% NONEQUITY PARTNERS 36% REDUCED HOURS 9%

Senior women actively mentor rising female attorneys at this law firm, inviting them to sit in on high-level client pitch meetings, exchange ideas at networking luncheons and take part in gatherings at partners' homes. The firm launched its leadership development initiative for women five years ago. Lawyers can access a backup care program, using in-home providers or local centers.

Baker & McKenzie
Chicago, IL

EQUITY PARTNERS 18% NONEQUITY PARTNERS 29% REDUCED HOURS 8%

With the launch of its global gender initiative in 2011, this law firm aimed to help more female lawyers advance into its highest ranks. Its North America Women's Initiative offers workshops and webinars that strengthen members' business savvy and financial acumen; formal coaching by equity partners helps female nonequity partners identify and repair gaps in their work experience.

Benesch, Friedlander, Coplan & Aronoff
Cleveland, OH

EQUITY PARTNERS 9% NONEQUITY PARTNERS 23% REDUCED HOURS 13%

Women chair three of this law firm's 13 practice groups, and their success inspires female attorneys coming up behind them. New associates can attend networking events hosted by the firm's Women's Initiative, where they forge relationships with clients and community leaders. To fend off stress, women enjoy monthly massages (free at all locations).

Bradley Arant Boult Cummings
Birmingham, AL

EQUITY PARTNERS 13% NONEQUITY PARTNERS 17% REDUCED HOURS 7%

In 1957, Ellene Winn became the first female partner at this law firm, which made her the first woman to hold that role at any southeastern firm of this size. It's a legacy that the firm honors by maintaining the Winn Initiative, an internal women's career development group that offers mentoring, networking events and training sessions on work life, leadership and negotiation.

Chapman and Cutler
Chicago, IL

EQUITY PARTNERS 17% NONEQUITY PARTNERS 20% REDUCED HOURS 6%

Major changes made this firm inviting to women in 2011. To help more female lawyers enter the pipeline for top jobs, management appointed diversity champions to each practice group to ensure that potential leaders are given development opportunities. To retain women who want to expand their families, the firm increased birth and adoption leave for primary caregivers from 12 to 16 fully paid weeks.

Cooley
Palo Alto, CA

EQUITY PARTNERS 22% REDUCED HOURS 11%

Great perks are everywhere at this law firm, among them a wide range of flexible schedules, subsidized backup care, a comprehensive wellness initiative and an employee assistance program. Equally enticing are its smaller offerings, from on-site massage therapy sessions and mini-golf and softball games to family holiday parties and brown-bag seminars on health and work life balance.

Covington & Burling
Washington, DC

EQUITY PARTNERS 21% REDUCED HOURS 8%

Having a flexible schedule has afforded Nora Gibson, a partner at this law firm, the best of both worlds. "It allows me to take my children to school and be home to hear about their day, while still feeling intellectually fulfilled by my work," she explains. The firm's formal Alternative Work Schedules program allows any attorney to cut his or her hours by up to 40% and still remain eligible for promotion.

Crowell & Moring
Washington, DC

EQUITY PARTNERS 12% NONEQUITY PARTNERS 30% REDUCED HOURS 16%

With its own child care center, a backup care program that dispenses babysitters and elder care providers, and a "balanced hours coordinator" with information on how to telecommute or work a reduced schedule, this firm is committed to attorneys' quality of life. It also fosters a close relationship with the National Association of Women Lawyers and the Leadership Council on Legal Diversity.

Debevoise & Plimpton
New York, NY

EQUITY PARTNERS 18% REDUCED HOURS 9%

Forget everything you know about the traditional "partner track." At this law firm, there's no set length of time during which attorneys must advance to the partnership, no official billable-hour target and no prohibition against reducing one's schedule while being up for promotion. "If people are happy and fulfilled, they are going to do their best work, which is the goal," says partner Mary Beth Hogan.

Dorsey & Whitney
Minneapolis, MN

EQUITY PARTNERS 19% NONEQUITY PARTNERS 25% REDUCED HOURS 11%

Women at this law firm enjoy mentoring relationships from day one, working with departmental mentors their first year, being counseled by senior female associates for their first three and learning from partners as they move up. Success doesn't have to mean abandoning a personal life: In 2011, 27% of the female partners, 58% of female counsel and 9% of female associates relied on reduced hours.

76%

of Best Law Firms offer backup child care.

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Duane Morris

Philadelphia, PA

EQUITY PARTNERS 9% NONEQUITY PARTNERS 23% REDUCED HOURS 14%

This law firm's 19 U.S. offices offer a multitude of opportunities for women. One of the most notable is its Springboard to Success program, which encourages junior partners to set clear goals, create business plans and devise marketing strategies. It also grants them a year of mentoring by senior attorneys. The Women's Initiative's annual awards recognize women who model work life balance.

Epstein Becker & Green

New York, NY

EQUITY PARTNERS 13% NONEQUITY PARTNERS 39% REDUCED HOURS 16%

"The firm has not only permitted me to work flexible hours; it promoted me to partner while I was doing so," says Lauri Rasnick, a lawyer in the labor and employment practice who adjusts her schedule to make time for her two daughters. Three of the four women who earned partnership promotions in 2011 work part-time, while many female attorneys flex their hours or telecommute.

Faegre Baker Daniels

Global

EQUITY PARTNERS 21% REDUCED HOURS 8%

Striking the right balance between work you love and a fulfilling personal life can be tricky. This firm's corporate practice group recently hired a consultant to educate its attorneys on ways to better communicate scheduling needs, prioritize what's important and maintain equilibrium. Women now represent one quarter of the firm's practice group leaders and executive committee and management board members.



Farella Braun + Martel

San Francisco, CA

EQUITY PARTNERS 16% NONEQUITY PARTNERS 63% REDUCED HOURS 23%

Lawyers at all levels meet in this firm's Moms Making It Work group, where they compare their experiences as parents in the legal industry. They cadge more advice in the firm's small-group mentoring circles, associate peer mentoring sessions and networking lunches for women attorneys. In 2011, the firm named two women to its partnership, both of whom were on maternity leave at the time.

Finnegan, Henderson, Farabow, Garrett & Dunner

Washington, DC

EQUITY PARTNERS 15% NONEQUITY PARTNERS 34% REDUCED HOURS 11%

Female attorneys often praise this law firm's formal flexibility program and compassionate leave policies, and it's easy to see why: In a 2011 survey, 88% said they were able to adjust their work schedules to suit their personal lives, and anyone who wants to can cut her hours by 20% to 40% while still retaining benefits, bonuses, maternity leaves and partnership eligibility.

Fredrikson & Byron

Minneapolis, MN

EQUITY PARTNERS 29% REDUCED HOURS 15%

Taking time off from the office when a family member is ill, or in order to spend more time looking after the kids, is hard for any working mom—and doubly so for attorneys. But at this Midwestern firm, it's part of the culture, thanks to a formal policy that allows attorneys to reduce their hours by as much as 20% and still earn full health benefits. Women lead 37% of practice groups at the firm.

Fried, Frank, Harris, Shriver & Jacobson

New York, NY

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

High-achieving women are everywhere at this firm, heading three practice groups, co-chairing four key committees and scoring half of all open partner slots in 2011. To accommodate talented attorneys, management instituted the Work-Life Balance subcommittee, which analyzes the utilization and efficacy of all flexible work arrangements.

84%

of Best Law Firms keep in touch with or recruit lawyer moms who have taken time off from the profession.

Fulbright & Jaworski

Houston, TX

EQUITY PARTNERS 18% NONEQUITY PARTNERS 48% REDUCED HOURS 12%

Listening to what its lawyers want has made this firm a tempting proposition for job applicants, who like its formal mentoring, fantastic parental leave and backup child care. Its recently expanded Flexible Work Schedule program allows attorneys to choose when and where to work and ensures that those with unorthodox arrangements get the same assignments as their peers.

Gibbons

Newark, NJ

EQUITY PARTNERS 15% NONEQUITY PARTNERS 19% REDUCED HOURS 11%

Whether they want to develop their personal brand, refine their presentation skills or generate more business, this firm's female attorneys benefit by taking part in its Gibbons Leadership Academy's classes, workshops and seminars. They may also investigate the firm's mentoring programs or take advantage of networking, education and training opportunities provided by its Women's Initiative.

Goodwin Procter

Boston, MA

EQUITY PARTNERS 13% NONEQUITY PARTNERS 29% REDUCED HOURS 6%

To get a sense of how this firm treats attorneys on flexible work schedules, look at Elaine Blais, a multitasking mom and equity partner who's been working about 80% of the firm's typical billable-hours goal for the past decade. "Seeing her manage successfully gave me the confidence to change my own schedule," says income partner (and mom of three) Emily Rapalino, who has adopted a similar arrangement.

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Hanson Bridgett

San Francisco, CA

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

A law firm isn't the first place that comes to mind when you think of a healthy environment, but this one is trying to change that equation. Lawyers at its headquarters enjoy frequent massages, fresh fruit deliveries and yoga classes, and they are able to lift weights or get their cardio fix in a fully equipped workout room (a similar exercise spot exists at the Sacramento, CA, office).



Hogan Lovells

Washington, DC

EQUITY PARTNERS 16% NONEQUITY PARTNERS 37% REDUCED HOURS 6%

Customized career plans and special training academies direct associates at this firm to think about the future, but mentoring circles, discussions and speeches hosted by its Women's Committee often have an immediate impact. As they move forward in their careers, some associates flex or reduce their hours or telecommute (which they can do as long as they spend at least 75% of their time in the office).

Holland & Knight

Miami, FL

EQUITY PARTNERS 12% NONEQUITY PARTNERS 23% REDUCED HOURS 9%

Lawyers praise the collegial culture of this law firm, where team players are valued, pro bono work is taken seriously, and all new hires are paired with a peer and a partner for mentoring. At present, women comprise 31% of the management committee. The firm's active Women's Initiative has coordinators in all 17 U.S. offices and frequently innovates networking events and career programs.

Honigman Miller Schwartz and Cohn

Detroit, MI

EQUITY PARTNERS 17% NONEQUITY PARTNERS 38% REDUCED HOURS 7%

At this Michigan firm, 17 lawyers (including four equity partners) work a reduced schedule, and others telecommute or flex their office hours as needed. All female associates are matched with female partners who advise them throughout the years leading up to their promotions, and the relationships help them make connections with key leaders.

Hunton & Williams

Washington, DC

EQUITY PARTNERS 17% REDUCED HOURS 12%

With chapters in seven offices, this law firm's Women's Networking Forum gives female attorneys a way to interact with top legal minds and make contact with local business leaders, which helps to expand their client base. In its decades-old Women Partners' Group (available firmwide), they gather to trade advice, detailing their savviest career moves and innovating strategies for advancement.

Husch Blackwell

St. Louis and Kansas City, MO

EQUITY PARTNERS 10% NONEQUITY PARTNERS 27% REDUCED HOURS 13%

Female attorneys don't have to look hard to find role models at this law firm, where leaders include executive board member Christine Miller, chair of the litigation division (who oversees 265 lawyers); Joan Gleich, co-chief operating officer and chief administrative officer; and three female office managing partners, based in Denver, CO, and Springfield and St. Louis, MO.

Ice Miller

Indianapolis, IN

EQUITY PARTNERS 27% NONEQUITY PARTNERS 43% REDUCED HOURS 8%

Founded 102 years ago, this firm has always set trends, becoming one of the first of its kind in the Midwest to employ women as managing partners. Today, 27% of its equity partners are female, as are 35% of its practice group leaders, and women chair three of its four key committees. The Women's Initiative helps female attorneys broker key connections and supports partners' business development initiatives.

Jenner & Block

Chicago, IL

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

Attorneys who belong to the firm's Women's Forum learn about long-range career planning, successful networking and building a personal brand; they also go on retreats and take part in fun activities, such as sushi making and trapeze class. In 2011, the firm introduced its Women's Empowerment Series, which shows junior and senior women how to develop business and get involved in the community.

Katten Muchin Rosenman

Chicago, IL

EQUITY PARTNERS 18% NONEQUITY PARTNERS 30% REDUCED HOURS 10%

Women who participate in the networking activities of the firm's Women's Leadership Forum are able to connect with senior mentors and potential clients, and everyone benefits from sessions on financial wellness, business development and work life balance. Nationwide backup care is available for 50 hours per year (cost: \$4 per hour for an in-home provider, \$2 per child, per hour at local centers).

100%
of Best Law Firms
offer flextime to
lawyers.

Kilpatrick Townsend & Stockton

Atlanta, GA

EQUITY PARTNERS 17% NONEQUITY PARTNERS 27% REDUCED HOURS 12%

Lawyers with families find this firm appealing, not least because of its day care center near headquarters and nationwide backup care. Expectant mothers also appreciate its seven-week Momentum pilot program, which pairs them with transition specialists and behavioral coaches who help plan their departure from and return to work.

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REDUCED HOURS = Lawyers working reduced hours

Kirkland & Ellis

Chicago, IL

EQUITY PARTNERS 13% NONEQUITY PARTNERS 32% REDUCED HOURS 3%

A formal flexible work arrangement policy permits this firm's attorneys to telecommute, adjust their schedules or reduce their hours by as much as 50% (equity partners, too). Mentoring circles and networking activities are hosted by the Women's Leadership Initiative, which staged 50-plus events in 2011. The firm's Diversity Integration Task Force generates further opportunities for women.

Latham & Watkins

Global

EQUITY PARTNERS 16% NONEQUITY PARTNERS 34% REDUCED HOURS 5%

When you're beginning your legal career, a mentor who shares your outlook on life can make a huge difference—which is why this firm encourages associates to detail the interests and specialties they would prefer in the partners and senior associates who'll guide them. Associates may also take advantage of continuing education, internal training academies and events hosted by its women's initiative.

Leonard, Street and Deinard

Minneapolis, MN

EQUITY PARTNERS 19% NONEQUITY PARTNERS 47% REDUCED HOURS 9%

Inspired by groundwork laid in 1953 by Irene Scott, the first female partner of this firm, generations of women have gone on to big careers here. Since January 2011, they've made up 60% of its new attorney hires, and they now fill 31% of all leadership roles, also occupying two of the nine positions on the board of directors. Mentoring and motivational peer-group meetings accelerate their progress.

Littler Mendelson

San Francisco, CA

EQUITY PARTNERS 27% NONEQUITY PARTNERS 46% REDUCED HOURS 5%

With 906 attorneys in offices from Anchorage, AK, to New York, NY, this law firm relies on alternative work arrangements to meet everyone's needs. Those in its Flex-Time Attorney program may design their own schedule or work remotely; some attorneys reduce their hours by 25% and remain eligible for the partnership, while others may choose a non-partnership track.

Manatt, Phelps & Phillips

Los Angeles, CA

EQUITY PARTNERS 21% NONEQUITY PARTNERS 30% REDUCED HOURS 7%

Women earned 70% of this firm's promotions to partner in 2011, including 67% of those to equity roles. "The firm does not just 'talk the talk' about women breaking through the glass ceiling," explains partner Amy B. Briggs. "It puts money behind the programs that help them do that." Attorneys benefit from coaching plus business development training through the Manatt Women's Initiative.

McDermott Will & Emery

Chicago, IL

EQUITY PARTNERS 15% NONEQUITY PARTNERS 34% REDUCED HOURS 5%

Nancy Gerrie, a mom of two, oversees more than 500 staff members and attorneys at the founding office of this firm. Joining her at the top are three women on the management committee, one female business unit leader and five female practice group heads. Talented partners can hone their business development skills in a new coaching intensive that helps them move from nonequity to equity positions.

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Congratulations to all the firms who have been recognized for their work in the development and advancement of women in the legal profession.

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McGuireWoods

Richmond, VA

EQUITY PARTNERS 12% NONEQUITY PARTNERS 21% REDUCED HOURS 6%

For attorneys, the joy of having kids often comes with a flood of worries about whether they'll be able to keep up with work and maintain their career status. This firm soothes parents' concerns by granting women 18 fully paid weeks off to give birth, adopt or foster a child, then allowing them to take another year of unpaid leave after that—without interrupting their progress to partner.

Neal, Gerber & Eisenberg

Chicago, IL

EQUITY PARTNERS 16% NONEQUITY PARTNERS 34% REDUCED HOURS 13%

Many female lawyers eventually hit that point where they wonder whether the demands of the profession are worth it. To address that issue, this firm recently introduced some supportive initiatives, including hosting a special retreat for women partners and creating a group of professional development advisors. Formal mentoring circles welcome women at all levels.

Orrick, Herrington & Sutcliffe

New York, NY

EQUITY PARTNERS 19% REDUCED HOURS 9%

To encourage attorneys to pursue personal interests, this law firm recently introduced a new policy that grants breaks of at least two weeks, without draining any vacation or compensation. Women who want a more lasting change can reduce hours by 10% to 30% or move onto the firm's "custom track," which can slow but maintain their progress to partnership.

Paul Hastings

New York, NY

EQUITY PARTNERS 16% NONEQUITY PARTNERS 17% REDUCED HOURS 7%

Bringing attorneys together across many of its U.S. offices, this firm's networking groups for women welcome speakers on diversity and gender issues, host dinners with senior leaders, hold workshops on building business plans and even throw fashion events for charity. Female partners take time on business trips to connect with and advise attorneys in their destination cities, especially on work life matters.

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Perkins Coie

Seattle, WA

EQUITY PARTNERS 15% NONEQUITY PARTNERS 34% REDUCED HOURS 14%

While attending a work retreat in California last November, 201 of this firm's female attorneys and leaders enjoyed programs on career planning, rainmaking and fostering client relationships, with hiking sessions and book club discussions on the side. Sponsored by the firm's Women's Forum, the biannual gathering complements the group's myriad other networking events.

Pillsbury Winthrop Shaw Pittman

New York, NY

EQUITY PARTNERS 17% NONEQUITY PARTNERS 23% REDUCED HOURS 19%

In the 13 years since this law firm named its first female chair, Mary Cranston, it's been working on programs to support the ascension of other women into the top tier. In 2011, 32% of its attorneys were female, and a special task force works with the firm's practice section heads to customize development plans for potential leaders.

Reed Smith

Global

EQUITY PARTNERS 20% NONEQUITY PARTNERS 21% REDUCED HOURS 7%

Women are 51% of the associates at this law firm, representing nearly half of those in each practice group and office. Helping them advance to partnership is the raison d'être of the PipelineRS program, which provides associates in their fourth year and beyond with education, sponsorship, training and mentoring. The firm's internal women's initiative offers a 16-hour business development program.

Riddell Williams

Seattle, WA

EQUITY PARTNERS 7% NONEQUITY PARTNERS 47% REDUCED HOURS 11%

This 57-attorney firm offers scheduling possibilities usually only associated with larger competitors: Lawyers can officially shrink their hours by 20% (without career penalty); adjust their workweeks to accommodate education, family, community service or hobbies; and ramp their workload up or down. Emerging lawyers can also learn how to build their practice at events hosted by the Women Attorneys Group.

Schiff Hardin

Chicago, IL

EQUITY PARTNERS 23% NONEQUITY PARTNERS 28% REDUCED HOURS 7%

All new associates at this firm are matched with senior partners for career guidance, and each of the eight offices has its own branch of the Women's Networking Group, which exposes attorneys to influential contacts, provides job training and coaching and hosts additional mentoring. Lawyers may take part in the firm's Parenting Group, hosted in Chicago and available by videoconference in other offices.

Seyfarth Shaw

Chicago, IL

EQUITY PARTNERS 14% NONEQUITY PARTNERS 26% REDUCED HOURS 8%

Women are moving rapidly into the pipeline for key roles at this firm, where they have earned 33% of all promotions to equity partner this year and nabbed more than 50% of those to nonequity partner since 2008. Because attorneys here make partner when they've mastered certain skills, and not necessarily because they have achieved a specific tenure, they're untied from a restrictive advancement structure.

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As working parents, attorneys Tessa Jacob, Christine Miller and Jennifer Ziegenhorn (from left) have prospered professionally and personally with the supportive work environment at Husch Blackwell.

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WORKING MOTHER IS PROUD TO CONGRATULATE the 2012 BEST LAW FIRMS FOR WOMEN

We salute these progressive firms for their leadership in developing innovative programs and policies to help female attorneys thrive.

Step toe & Johnson

Washington, DC

EQUITY PARTNERS 18%

REDUCED HOURS 5%

Smart attorneys make the most of the Women's Forum at this firm, participating in its mentoring circles, attending seminars on gender and leadership and chatting with senior partners at networking events. They may also take advantage of the firm's Customized Work Arrangement Policy, through which some opt to split work hours between home and office, reduce hours and telecommute periodically.

Thompson Hine

Cleveland, OH

EQUITY PARTNERS 17%

NONEQUITY PARTNERS 30%

REDUCED HOURS 7%

When Deborah Read was named this firm's newest managing partner in December 2011, it signaled to female attorneys here that even the most important positions were within reach. To encourage them to aim high, the firm offers the Spotlight on Women program, which provides mentoring, networking sessions with industry leaders and major sponsorship and development opportunities.

WilmerHale

Washington, DC

EQUITY PARTNERS 25%

REDUCED HOURS 7%

What's *not* to like about this law firm? Attorneys who desire greater flexibility in their work arrangements can go part-time, telecommute up to two days a week or adjust their schedules, and designated work life balance advisors are available to counsel anyone who uses these options. Women may take up to a year off to ease into parenthood or tend to ill family members, with 12 to 18 weeks fully paid.

Vinson & Elkins

Houston, TX

EQUITY PARTNERS 20%

REDUCED HOURS 7%

Having a baby? This firm helps its female attorneys prepare for maternity leave by pairing them with senior women who've been through it. In meetings, they learn what benefits to expect, where to find child care, how to prepare for leave and who will handle their work when they're gone. It's paying off: Since 2010, 96% of the women who have taken leave later returned to work at the firm.

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For more facts and figures about the 2012 Working Mother and Flex-Time Lawyers Best Law Firms for Women and to learn how we choose the winners, visit workingmother.com/bestlaw

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Here's to those who believe in flex ability.

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