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Yale Law Women
Proudly Presents...

THE TOP TEN
FEMALE & FAMILY
FRIENDLY FIRMS
LISTS
of 2018

MESSAGE FROM THE TOP TEN COMMITTEE

Yale Law Women is proud to present our thirteenth annual Top Ten Family Friendly Firms Report and our first separate Top Ten Female Friendly Firms Report. We produce these lists to monitor trends in family friendliness and gender equity among law firms ranked in the Vault 100, raise awareness of gender disparities within the legal profession, highlight progress being made in the industry, and identify areas for improvement. Of course, not all attorneys who have significant non-work obligations are women, and not all women have significant non-work obligations. We recognize that not everyone who identifies as a woman plans to raise children, and that everyone has different family caregiving needs. This year, we have expanded our focus on gender equity, and we are excited to share new insights.

By producing this report, we hope to spur a broader conversation within the legal profession about the role of gender and family in the workplace, and to encourage further advocacy in an otherwise opaque area of law firm culture. Although families and workplaces are changing, women still bear the brunt of caregiving burdens and disproportionately manage childcare needs. In particular, we hope this report inspires more men to make use of family friendly policies, as family friendliness ceases to be a “women’s issue” and instead becomes a consideration for all attorneys.

To create our Top Ten Lists, Yale Law Women invited all firms listed in the 2018 Vault Law 100 to participate in our survey of gender equity and family friendly policies. We collected data on family accommodations, part-time work, and paid leave, as well as indicators of gender equity such as partnership promotions and the composition of leadership committees. Our survey aimed to capture not only the policies on paper, but also their actual use by attorneys at each firm.

All data collected reflect policies and statistics from the 2017 calendar year and only include U.S. office locations. Firm responses to our survey were weighted based on the results of a concurrent survey conducted of Yale Law School alumni of all genders currently working at Vault 100 firms. These alumni were asked about the importance of policies and practices related to gender equity and family friendliness. For more information on our methodology, please see our Report Methodology on page 20.

The 2018 Top Ten YLW Female & Family Friendly Firms are those that received the highest overall score in our analysis of the survey results.



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THE TOP TEN YLW FEMALE FRIENDLY FIRMS

of 2018

ARNOLD & PORTER KAYE SCHOLER LLP

BRYAN CAVE LLP

HOGAN LOVELLS LLP

HOLLAND & KNIGHT LLP

KATTEN MUCHIN ROSENMAN LLP

LITTLER

MCDERMOTT WILL & EMERY

MORGAN, LEWIS & BOCKIUS LLP

MORRISON & FOERSTER LLP

ORRICK, HERRINGTON & SUTCLIFFE LLP

*Firms listed in alphabetical order.

FEMALE FRIENDLY POLICIES AND PRACTICES

There are many different criteria one can use to assess a law firm's family friendliness. The following pages discuss three categories of policies that contribute to the female friendliness of a firm: (1) **gender equity** among the firm's hiring levels, (2) the representation of women in a firm's **leadership and promotions**, and (3) the extent to which a firm is committed to equitable **training and mentorship** as it looks to the future.

Whenever the data permit, we award category honors to the highest-achieving firms on each of these categories of female friendliness. We also discuss the importance of each policy category, featuring comments from our alumni and statistics regarding the availability and use of various policies and practices across the law firms who responded to our survey.

Across this report, firm responses are reported in the aggregate, and responses from individual firms are kept confidential.

GENDER EQUITY

Category Honors

At Least 50% of Associates Were Women:

ARNOLD & PORTER KAYE SCHOLER LLP*

BRYAN CAVE LLP*

CLEARY GOTTlieb STEEN & HAMILTON LLP

DRINKER BIDDLE & REATH LLP

HOGAN LOVELLS LLP*

HOLLAND & KNIGHT LLP*

LITTLER*

MCDERMOTT WILL & EMERY*

MORGAN, LEWIS & BOCKIUS*

O'MELVENY & MYERS LLP

SQUIRE PATTON BOGGS LLP

At Least 25% of Equity Partners Were Women:

LITTLER*

ROPES & GRAY LLP

WILMERHALE

*denotes a 2018 Top Ten Female Friendly Firm.

GENDER EQUITY | *Why it Matters*

Gender equity is an important goal for recruitment, retention, and promotion of attorneys. Gender equity involves fostering informal mentorship relationships between women and helping women colleagues empower each other. Representation among equity partners also impacts the other two female friendly categories—Leadership & Promotions and Training & Mentorship—because it encourages firms to adopt female friendly policies and improve training and mentorship tailored to women.

GENDER EQUITY | *According to Alumni*

“My firm has made a significant effort in the past several years to become more female-friendly . . . in recent years, the firm has made a concerted and demonstrably effective effort to improve its female-friendliness. This past fall, a full 50% of the people elected to the partnership were women.”—ALUMNI COMMENT.

“The firm seems to have an increasing commitment to helping women help themselves, so to speak, by hosting events for us, etc., but there is no commitment whatsoever to encouraging our male peers to support us in this.”—ALUMNI COMMENT.

“I think my firm has made strides in the right direction, but the percentage of female partners and equity partners remains too low (though probably industry standard, sadly).”—ALUMNI COMMENT.

GENDER EQUITY | *By the Numbers*

Of the firms surveyed:

- 46% of associates were women
- 21% of equity partners were women
- 36% of attorneys promoted to equity partner in 2017 were women

LEADERSHIP & PROMOTIONS

Category Honors

At Least 50% of Attorneys Promoted to Equity Partner in 2017 Were Women:

ARNOLD & PORTER KAYE SCHOLER LLP*

BLANK ROME LLP

CADWALADER WICKERSHAM & TAFT

CRAVATH, SWAINE & MOORE LLP

KRAMER LEVIN NAFTAILS & FRANKEL LLP

LITTLER*

MORRISON & FOERSTER LLP*

SIDLEY AUSTIN LLP

O'MELVENY & MYERS LLP

WACHTELL, LIPTON, ROSEN & KATZ

Executive Committee Consisted of at Least 35% Women:

HUNTON & WILLIAMS LLP

MORRISON & FOERSTER LLP*

PERKINS COIE LLP

REED SMITH LLP

SQUIRE PATTON BOGGS

Executive and Management Committees make management and strategic decisions for the firm and provide overall long-range planning. Our alumni rated the percentage of women on a firm's executive committee as one of the most important measures of female friendliness.

*denotes a 2018 Top Ten Female Friendly Firm.

LEADERSHIP & PROMOTIONS | *Why they Matter*

Our alumni rated the percentage of firm leadership positions held by women, including heads of practice groups and partners in charge of offices, as one of the most important measures in assessing a firm's female friendliness. When women serve in leadership positions, firms experience a positive feedback loop, as better policies retain talented female attorneys. These attorneys go on to partnership and leadership positions that allow them to continue addressing issues particular to women in the workplace, making it easier for the next generation of talented women associates to succeed at the firm. Likewise, poor policies can create a negative feedback loop, making it increasingly difficult for firms to retain female attorneys.

LEADERSHIP & PROMOTIONS | *According to Alumni*

"We are highly committed to the advancement of female attorneys and to the inclusion of female attorneys in management positions. A fair (meaning a percentage at least equal to the percentage of our lawyers who are female) percentage of our key management positions, practice group leader positions, and governing board positions are occupied by women." —ALUMNI COMMENT.

"The firm has steadily increased the number of women in leadership positions. The number of women among the most highly paid lawyers has gone up steadily (not because of a policy but because of their practices), and our training, mentorship and diversity efforts are robust as well." —ALUMNI COMMENT.

LEADERSHIP & PROMOTIONS | *By the Numbers*

Of the firms surveyed:

- 36% of new equity partners were women
- 24% of heads of practice groups were women
- 22% of partners who were heads of offices were women
- 25% of Executive Committee members were women

TRAINING & MENTORSHIP

Category Honors

Highest Percentage of Women Partners Participating in Firm
Mentorship Programs:

LINKLATERS LLP

O'MELVENY & MYERS LLP

SHEARMAN & STERLING LLP

Highest Percentage of Women Associates Participating in
Firm Mentorship Programs:

CADWALADER WICKERSHAM & TAFT

CAHILL GORDON & REINDEL LLP

While outcome measures, such the percentage of partners and associates that are women, are important indicators of current female friendliness, participation in mentoring and diversity committees can reflect firm focus on improving gender equity in the future.

TRAINING & MENTORSHIP | *Why they Matter*

Training and mentorship opportunities are key elements of fostering the careers of women at law firms. Every firm that replied to our survey had a training program for new associates and most firms reported that they had a formal mentorship program for current attorneys, but the gender makeup of such programs can affect mentorship and diversity retention. Women experience unique challenges in the workplace, including the challenges associated with the expectation that women lead familial duties. Women with female mentors are able to discuss these challenges with other women who have found ways to address them.

TRAINING & MENTORSHIP | *According to Alumni*

"[T]here should still be more commitment to ensuring that women have female mentors (formal or informal) and that's something we (female associates in the NY office) are pushing for." —ALUMNI COMMENT.

"We have made significant investments in and strides in mentoring and other programs to support our diversity and inclusion goals, including gender parity in the highest ranks of our firm." —ALUMNI COMMENT.

TRAINING & MENTORSHIP | *By the Numbers*

Of the firms surveyed:

- 48% of junior associates participating in formal mentorship programs were women
- 26% of partners participating in formal mentorship programs were women
- 43% of partners participating in their firm's committee for diversity and inclusion were women

THE TOP TEN YLW FAMILY FRIENDLY FIRMS

of 2018

BRYAN CAVE LLP
FISH & RICHARDSON
HUNTON & WILLIAMS LLP
MCDERMOTT WILL & EMERY
MORGAN, LEWIS & BOCKIUS LLP
ORRICK, HERRINGTON & SUTCLIFFE LLP
PILLSBURY WINTHROP SHAW PITTMAN LLP
REED SMITH LLP
VINSON & ELKINS LLP
WILMERHALE

*Firms listed in alphabetical order.

FAMILY FRIENDLY POLICIES AND PRACTICES

There are many different criteria one can use to assess a law firm's family friendliness. The following pages discuss three categories of policies that contribute to the family friendliness of a firm: (1) the structure and expectations surrounding **billable hours and compensation** at a firm, (2) the availability and use of **parental and family accommodations**, and (3) the availability and use of **part-time and flexible full-time** work schedules. Firms and attorneys increasingly recognize that family friendliness is not just a women's issue, so this report also incorporates the utilization of policies like paid leave by men as a measure of the firm's commitment to family friendliness across genders.

Whenever the data permit, we award category honors to the highest-achieving firms on each of these categories of family friendliness. We also discuss the importance of each policy category, featuring comments from our alumni and statistics regarding the availability and use of various policies and practices across the law firms who responded to our survey.

Across this report, firm responses are reported in the aggregate, and responses from individual firms are kept confidential.

BILLABLE HOURS & COMPENSATION

BILLABLE HOURS & COMPENSATION | *Why They Matter*

As the central unit of firm revenue, the billable hour is very important to attorneys. Our alumni rated the average number of billable hours worked as one of the five most important factors in determining a firm's family friendliness. Many firms require attorneys to bill a certain number of hours to clients per year; many others have no formal policy but require a minimum hours threshold for bonus eligibility. Still others report that the firm does not track their attorneys' billable hours—but while this may sound attractive for attorneys trying to balance work and personal life, alumni tell us that ambiguity about billable hours can lead to attorney uncertainty, informal rules, and internal competition.

BILLABLE HOURS & COMPENSATION | *According to Alumni*

"[C]ompensation is extremely important. Money helps buy flexibility, whether it be a nanny with flexible hours rather than daycare with a fixed closing time, the ability to use alternative transportation to get children to work, sleepaway summer camp for children who want to go, or outside tutoring, rather than parents playing tutor." —ALUMNI COMMENT.

BILLABLE HOURS & COMPENSATION | *By the Numbers*

Not all firms responding to our survey reported the number of billable hours that their attorneys worked in 2017. Of the firms reporting these figures:

- Junior associates on average worked 1,734 billable hours in 2017
- Senior associates on average worked 1,890 billable hours in 2017
- Partners on average worked 1,615 billable hours in 2017
- 56% of firms required full-time associates to work a minimum number of billable hours to receive a bonus; for those firms, the median minimum was 1,910 hours
- 33% of firms counted mentoring or time spent serving on committees as partially or fully billable

PARENTAL & FAMILY ACCOMMODATIONS

Category Honors

Greatest Number of Weeks Offered for Paid Primary Caregiver
Leave:

HOGAN LOVELLS LLP

MORRISON & FOERSTER LLP

ORRICK, HERRINGTON & SUTCLIFFE LLP*

WINSTON & STRAWN LLP

Greatest Percentage of Associates Taking Paid Primary
Caregiver Leave:

MINTZ LEVIN

KATTEN MUCHIN ROSENMAN LLP

SQUIRE PATTON BOGGS LLP

Highest Percentage of Men Taking Caregiver Leave:

CADWALADER WICKERSHAM & TAFT

MINTZ LEVIN

MORGAN, LEWIS & BOCKIUS LLP*

Because women are more likely to bear caregiving burdens, alumni noted the importance of encouraging men to take leave as well. This category recognizes firms with the highest rates of men taking caregiver leave.

*denotes a 2018 Top Ten Family Friendly Firm.

PARENTAL & FAMILY ACCOMMODATIONS

PARENTAL & FAMILY ACCOMMODATIONS | *Why they Matter*

Parental, family, and personal leave are critical to workplace family friendliness. Although all the law firms we surveyed offer some paid leave, a firm's written policy doesn't reveal the cultural norms around taking leave. Thus, our survey looks not only at weeks of paid leave provided, but also examines the use of leave by attorneys. Our alumni indicated that in addition to parental leave and part-time/flex-time work schedules, it is critical to have other policies and practices geared toward making the workplace itself friendlier to the needs of attorneys with families.

We surveyed firms on the availability of backup or primary childcare services, the ease of using personal or sick days to care for a sick family member, health and wellness programs, and infertility treatment. 80% of firms that answered our survey create gender-neutral primary and secondary caregiver leave, with some firms giving significantly more leave to primary caregivers and others giving equal leave to all caregivers. In addition, we looked at the steps firms take to include or welcome back individuals who have moved in and out of the workforce. Many firms have formal policies of allowing their attorneys to take several years of leave and rehiring them later, or have created committees or programs designed to address work-life balance issues.

PARENTAL & FAMILY ACCOMMODATIONS | *According to Alumni*

"My firm has a strong and ever-strengthening commitment to family friendliness. In the past several years, I have seen more and more male attorneys taking extended paternity leave."—ALUMNI COMMENT.

PARENTAL & FAMILY ACCOMMODATIONS | *By the Numbers*

Of the firms surveyed:

- 65% of firms offer paid primary caregiver leave of at least 90 days
- 32% of attorneys taking some amount of caregiver leave were men
- 40% of firms allowed attorneys to take some number of years off and return
- 46% of firms offered paid caregiver leave for events other than the birth or adoption of a child (e.g., elder care or long-term illness in the family)

PART-TIME & FLEX-TIME

Category Honors

Highest Percentage of Associates on Part-Time or Flexible
Full-Time Schedules:

HUNTON & WILLIAMS LLP*

PILLSBURY WINTHROP SHAW PITTMAN LLP*

SQUIRE PATTON BOGGS LLP

Highest Percentage of Attorneys Promoted to Partner in 2017
Who Have Worked Part-Time or Flexible Full-Time Schedules:

MORGAN, LEWIS & BOCKIUS LLP*

ORRICK, HERRINGTON & SUTCLIFFE LLP*

WINSTON & STRAWN LLP

Our alumni rated this measure as one of the most important measures contributing to a firm's family friendliness. It identifies firms that allow attorneys to advance their careers despite having worked on alternate work schedules.

*denotes a 2018 Top Ten Family Friendly Firm.

PART-TIME & FLEX-TIME | *Why it Matters*

Many attorneys seek part-time schedules, where they work fewer hours for lower pay, or flexible full-time opportunities, where they use technology to telecommute or work nonstandard hours to conform their schedules to the demands of their personal and family needs. Alumni ranked the availability and use of part-time and flex-time policies as the most important category of policies in assessing a firm's family friendliness. Unfortunately, attorneys who use alternate work schedules often face diminished opportunities for advancement, so it is especially important to track how a firm promotes and supports its attorneys working part-time or flex-time.

Technology has helped make alternate work schedules possible—but alumni noted that the same technology that enables attorneys to telecommute also allows attorneys to conceivably be working or be reached at any moment. Thus, without a shift in partner and client attitudes about work-life balance, technology may make life harder, not easier, for attorneys seeking to prioritize family obligations.

PART-TIME & FLEX-TIME | *According to Alumni*

"We have both men and women who have taken advantage of the part-time option."—ALUMNI COMMENT.

"We've had a flex-time program for quite some time - I know a number of attorneys who have taken advantage of it, and know people who have made partner even though they spent some years in flex-time."—ALUMNI COMMENT.

PART-TIME & FLEX-TIME | *By the Numbers*

Of the firms surveyed:

- 5.5% of associates worked on part-time schedules
 - Of those working part-time, 70% were women
- 4.7% of partners worked on part-time schedules
- 17% of attorneys promoted to partner in 2017 had previously worked or were currently working part-time or flexible full-time schedules when promoted
- 89% of firms allow attorneys to work on flexible full-time schedules

RECOMMENDATIONS FOR STUDENTS

The Top Ten Committee welcomes feedback from students on additional indicators that would help to inform their decision about which firms to interview with or accept offers from. The following guidance aims to provide pragmatic information for students choosing a firm while increasing the conversation about gender equity and family friendliness.

RECOMMENDATIONS FOR STUDENTS | *Terms to Know*

The terms and phases below are either mentioned in this report or may be mentioned to students as they evaluate which law firms to interview with or accept offers from. A firm's policies related to these terms may have an impact on a firm's family friendliness.

BILLABLE HOURS: Law firms make money by billing their clients by the hour for their services; billable hours refer to the time a lawyer works on a project that is charged to the client.

EQUITY PARTNER: A lawyer who has become an owner of the firm and who shares in the profits of the firm.

EXECUTIVE OR MANAGEMENT COMMITTEE: This committee makes management and strategic decisions for the firm and provides overall long-range planning.

LOCK-STEP COMPENSATION MODEL: A pay structure in which law firms compensate associates in the same class year with the same base salary.

MANDATORY ARBITRATION: A practice in which a firm requires employees to agree to arbitrate legal disputes with the firm rather than going to court.

MERIT COMPENSATION MODEL: A pay structure in which law firms compensate associates based on their individual performance rather than their class year.

NON-EQUITY PARTNER: A partner who does not share in the profits of the firm and is not a firm decision-maker. Non-equity partners may or may not be eligible for promotion to equity partner, depending on the firm.

ON-RAMP/OFF-RAMP PROGRAM: A program through which law firms allow their attorneys to take several years of leave with the option to return to the firm.

VAULT LAW 100: An annual prestige ranking of the 100 most prestigious law firms, as rated by currently practicing lawyers at peer firms.

RECOMMENDATIONS FOR STUDENTS | *Questions to Ask*

When deciding between offers from law firms or while on callback interviews, students of all genders might want to ask attorneys or recruiters these questions to gauge how much a firm values work-life balance, supports families, and promotes gender equity.

- Does the firm have a face time requirement or offer the option to work remotely?
- Does the firm promote associates who have taken advantage of alternative work schedules?
- Do men at the firm take advantage of the firm's work-life balance benefits?
- Are partners at the firm part of a dual income family?
- Do associates or partners at the firm have young children?
- Is there gender parity on the firm's Executive Committee?

SURVEY METHODOLOGY

Consistent with previous years, Yale Law Women invited firms ranked in the 2017 Vault Law 100 to participate in this survey. We had a participation rate of around 50%, and we are grateful to the attorneys and staff who helped fill out our survey. All data collected reflect statistics from the 2017 calendar year and only include U.S. office locations.

Survey questions fell into six broad categories:

- Billable Hours & Compensation
- Part-Time & Flex-Time Policies
- Parental & Family Accommodations
- Gender Equity
- Leadership & Promotions
- Training & Mentorship

In addition to examining formal policies available at these law firms, the survey investigated how firms implemented those policies and whether attorneys used them. Survey questions focused on three inquiries: *whether* attorneys used these policies; *which* attorneys availed themselves of these policies by gender and position; and *how* attorneys used these policies.

Firm responses were weighted based on a concurrent survey of more than 350 Yale Law School alumni of all genders currently working at Vault 100 firms. These alumni were asked about the relative importance of each category of family friendly policies and practices, and were asked to rate the importance of several specific measures and policies.

TOP TEN COMMITTEE

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We would like to thank the entire Top Ten Committee for their outstanding work designing, executing, and analyzing this year's survey.

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