

# **NEW YORK WOMEN'S BAR ASSOCIATION**

## **Report on the 2007 NYWBA Survey of Manhattan Law Firms**

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## Executive Summary

The New York Women's Bar Association's 2007 survey of Manhattan firms provides insights into the status of women attorneys working in law firms – their successes, opportunities for advancement, and working environments. The 47 firms that participated in the inaugural survey employ 8,842 attorneys – 3,272 women and 5,570 men. Of these, 8,428 work full time, and 414 work part time.

Unlike other surveys on the status of women attorneys, the NYWBA did not limit the scope to large multinational firms; it included Manhattan law firms of every size. Where it made a difference, the responses were also analyzed by office size:

- 300 or more full-time attorneys (“jumbo”);
- 100-299 (“large”);
- 31-99 (“medium”); and
- Up to 30 (“small”).

This initial survey provides data to stimulate questions and, hopefully, attract management attention to what is being measured. To monitor the progress of women attorneys, the NYWBA plans to conduct the survey biannually.

The first portion of this report summarizes the survey results with respect to the following topics:

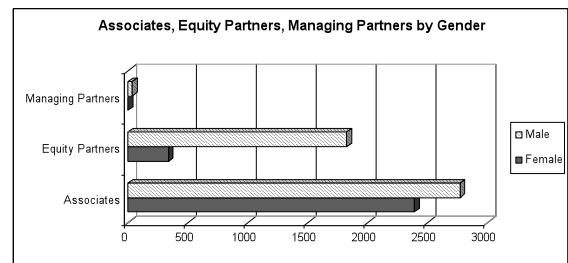
- *Ascension of Women Attorneys to Equity Partnership*
- *Participation of Women Equity Partners in Firm Management*
- *Rainmaking and Business Development*
- *Parenthood and Equity Partnership*
- *Availability and Utilization of Alternate Work Arrangements*
- *Programs to Facilitate Marketing Efforts by Women Attorneys*
- *Programs to Facilitate the Retention and Promotion of Women Attorneys*

The second portion provides details about the survey process, the responses received for each survey question, and the analysis of the results. The third section provides information about programs implemented by firms to facilitate the retention and promotion of women attorneys and to support their networking and marketing efforts. The final section contains a reprint of the inaugural survey, including the invitation sent to Manhattan law firms and the survey questions.

### *Ascension of Women Attorneys to Equity Partnership*

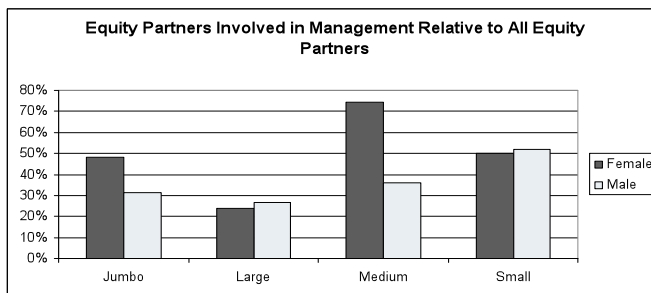
The most notable finding from the survey, as shown in the “Attorney Progressions” chart, is the huge gap between the number of female associates and the number of female equity partners. It is clear from these results that a male associate has a substantially better chance of becoming an equity partner than does a female associate.

This is particularly troubling when juxtaposed with the fact that there are nearly as many women associates in these offices as there are male associates. (*Id.*) Why is it relatively more difficult for women to become equity partners?



Participation of Women Equity Partners in Office Management

Although there are substantially fewer female equity partners, women who attain equity partnership are involved in managing their offices at least as much as male equity partners. At jumbo and medium offices, female equity partners are actually more involved in firm management than their

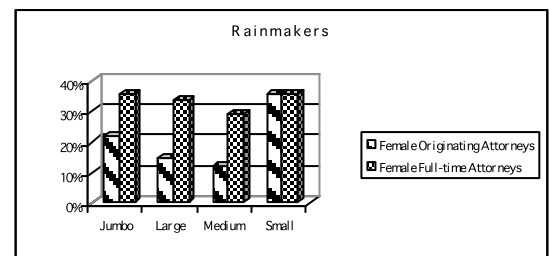


male counterparts, as shown in the “Equity Partners Involved in Management” chart. Why are female partners so disproportionately represented in office management relative to male partners? With this management experience, why are so few female equity

partners Managing Partners.

Rainmaking and Business Development

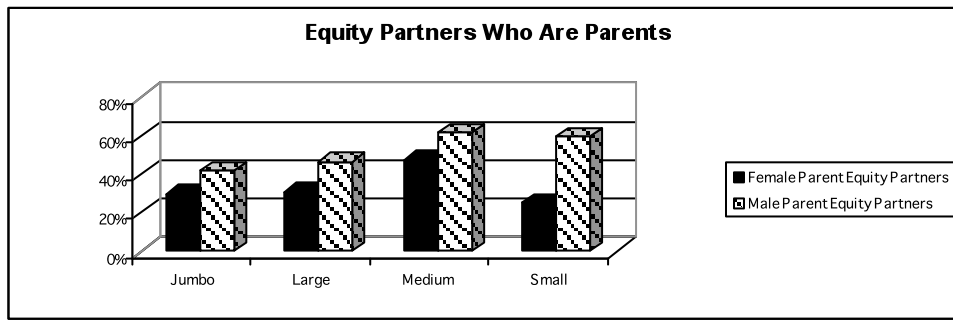
The disparity in business development between male and female attorneys at Manhattan law offices is striking. Only in small offices does the percentage of female attorneys who originate business, measured relative to all attorneys who originate business, roughly equal the percentage of female full-time attorneys, measured relative to all full-time attorneys. What factors contribute to male attorneys being credited as business originators more than female attorneys in larger firms? What factors favor women in generating business in small offices compared to other environments? What can be done to support women’s rainmaking efforts in larger firms?



Parenthood and Equity Partnership

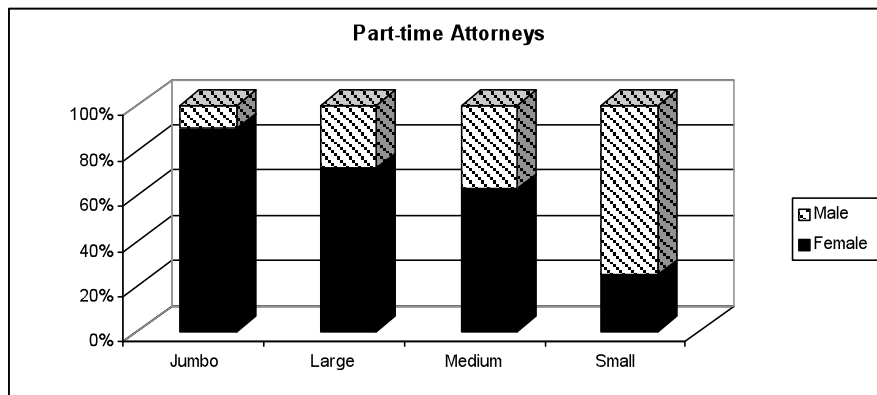
As shown in the “Equity Partners who are Parents” chart, male equity partners are more likely to be parents than female equity partners. For male equity partners, medium and small offices appear to be more conducive to being an attorney parent. For women, medium or larger offices appear to be

more conducive to being an attorney parent. Why does office size affect the likelihood of being a parent for women and men?



Availability and Utilization of Alternate Work Arrangements

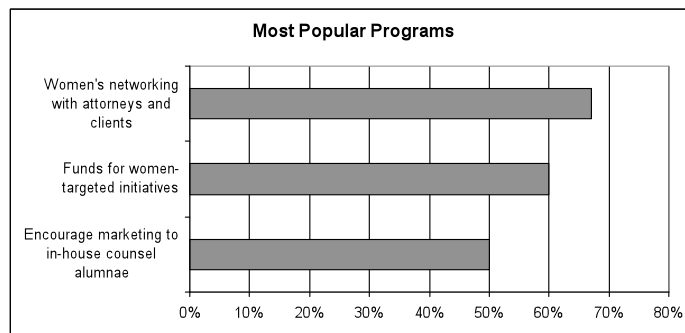
The vast majority of attorneys – both men and women – work full-time (95%). Among those



who work part-time, the vast majority are women attorneys, and the larger the office, the higher the percentage of part-time attorneys who are women. By contrast, in small offices, greater percentages of men work part-time. Why?

Programs to Facilitate Marketing Efforts by Women Attorneys

The majority of law firms that responded to the survey reported having programs to facilitate marketing and business development by women attorneys. Many of these programs involve creating networking opportunities between the firm’s clients and the women attorneys at the firm’s Manhattan office.



Programs to Facilitate the Retention and Promotion of Women Attorneys

Although women have constituted nearly 50% of all law students for more than two decades, our survey shows that women still constitute only 35% of full-time attorneys at Manhattan law firms.

Among the 47 respondent offices, 23 provided descriptions of programs their offices have adopted specifically to support women attorneys. These programs include:

- *Internal networking* – luncheons, mentoring groups, seminars;
- *External networking* – structured opportunities to meet with clients, introducing diversity attorneys to clients;
- *Management* – including diversity in the firm’s evaluation of managers’ performance;
- *Measurement* – using a database to track the diversity of attorneys working on the matters of the firm’s largest clients;
- *Training* – for senior associates, specific training preparing for partnership, pairing with an influential mentor;
- *Flexible environments* – part-time work, telecommuting, multi-year absences, free emergency child care and elder care services.

### Conclusion

NYWBA is pleased to be of service to the legal community by sponsoring this survey. The fact that firms are willing to share their data and provide insights into their programs and best practices will influence the ways that other firms treat attorneys – both female and male. This, in turn, will improve the retention, promotion and accomplishments of women attorneys and enhance the development of appropriate work/life balance for legal employers. It will also ensure that law firms better represent the communities they serve. Comments on the survey are welcome at [survey@nywba.org](mailto:survey@nywba.org).

*Law firms with Manhattan office(s) are encouraged to participate in our 2009 survey. Please send an email to [survey@nywba.org](mailto:survey@nywba.org), providing your firm name, the name of a contact person within your firm, and his/her the telephone number and email address.*

\* \* \*

*The New York Women’s Bar Association, established in 1934, is a full-service bar association whose mission includes enhancing the status of women in the profession and in society at large. The NYWBA is also a founding chapter of the Women’s Bar Association of the State of New York, the largest statewide women’s bar membership association in the United States.*

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## Survey Details

### 1. Methodology

#### 1.1 Background

The impetus for NYWBA to survey Manhattan law offices was to address the paucity of information about the status of women attorneys being readily available to the public, particularly for law firms other than the very largest national firms.

In refining the survey, the NYWBA reviewed surveys from other organizations, including in particular the Capital District Women's Bar Association, the Pennsylvania Bar (survey directed by Professor Marina Angel), the American Bar Association (survey organized by Professor Diane Yu), and the national survey entitled "Best Law Firms for Women" (administered by Flex-Time Lawyers for Working Mother's Magazine). The NYWBA also piloted the survey among a handful of firms to ensure that it was both functional and that the questions would retrieve the intended data.

#### 1.2 Question Selection

The NYWBA survey is intended to get beyond the basic facts, such as percentage of women partners in law offices, to gain insights into the progress of women in the legal profession. The challenge was to develop questions that would capture the key issues impacting the advancement of women in the practice of law, while keeping the total number of questions to a reasonable number to encourage participation in the survey. Therefore, the survey assesses the number of attorneys who are "parents" as a means of determining whether law firm environments are supportive of women attorneys who are parents. Similarly, it focuses on leadership positions that are involved in the management of the firm or its Manhattan office, rather than assessing all committees and other appointments within a law office, as these lesser positions are less determinative of whether women attorneys are achieving leadership positions. In order to assess the impact of business development support and training for women attorneys, the survey also focuses on origination credit. Many survey questions seek information about firm policies in order to gain insight into programs that appear to work to advance and retain women attorneys at law firms in Manhattan. While these policy questions do not lend themselves to bar graphs and pie charts, they are essential in developing a survey tool to assess and promote the advancement of women in the profession.

#### 1.3 Firm Selection

Most surveys of the legal profession sample the largest national law firms because information about such firms is readily available. However, this survey seeks to assess the status and progress of women practicing law in the Manhattan legal market, which is not necessarily the same as in the largest national law firms.

Accordingly, selection criteria had to be established so the survey could be conducted and the results compared from year to year. To ensure comprehensiveness, the NYWBA identified two directory resources that provided information about law firms with Manhattan offices – *Martindale.com* and the New York Law Journal Magazine. The NYWBA conducted searched at *Martindale.com* to identify all Manhattan Law Firms with 50 or more attorneys, and it reviewed the New York Law Journal Magazine's December 2006 issue of the top 100 law firms in New York State to identify all such firms with a Manhattan office.



## **2. Survey Logistics**

In February 2007, the NYWBA sent an email to the law firms it had identified from the Martindale.com and New York Law Journal. The email provided information about the survey and a copy of the survey questions, and it asked the firm to notify the NYWBA to whom the survey should be sent. In March 2007, the NYWBA then sent a link to the online survey by email to the designated individual at each firm. A second wave of invitations were sent by email in early June 2007 to any firms that had not yet responded to the survey. Most of the firms that responded completed the survey using our Internet survey site; a few provided paper responses.

## **3. Survey Participants**

The NYWBA thanks the following 47 firms for participating in the 2007 survey:

Alston & Bird LLP	Hunton & Williams LLP	Segwick, Detert, Moran & Arnold LLP
Arent Fox LLP	Katten Muchin Rosenman LLP	Sheppard Mullin Richter & Hampton LLP
Baker & McKenzie LLP	Kaye Scholer LLP	Simpson Thacher & Bartlett LLP
Bracewell & Giuliani LLP	Kelley Drye & Warren LLP	Skadden, Arps, Slate, Meagher & Flom LLP
Buchanan Ingersoll & Rooney	Kirkpatrick & Lockhart Preston Gates Ellis LLP	Stroock & Stroock & Lavan LLP
Cadwalader, Wickersham & Taft LLP	Kramer Levin Naftalis & Frankel LLP	Sutherland Asbill & Brennan LLP
Clifford Chance US LLP	LeBoeuf, Lamb Greene & MacRae LLP	Thompson & Knight LLP
Cravath, Swaine & Moore LLP	Mendes & Mount LLP	Vinson & Elkins LLP
Davis & Gilbert LLP	Mintzer Sarowitz Zeris Ledva & Meyers LLP	Wachtell, Lipton, Rosen and Katz
Davis Polk & Wardwell	Morrison Cohen LLP	Watson Farley & Williams LLP
Drinker Biddle & Reath LLP	Olshan Grundman Frome Rosenzweig & Wolosky LLP	Weil, Gotshal & Manges LLP
Fox Rothschild LLP	Orrick, Herrington & Sutcliffe LLP	Willkie Farr & Gallagher LLP
Fulbright & Jaworski LLP	Paul, Weiss, Rifkind, Wharton & Garrison LLP	Wilson Sonsini Goodrich & Rosati PC
Gibbons PC	Phillips Nizer LLP	
Haynes and Boone LLP	Proskauer Rose LLP	
Heller Ehrman LLP	Schiff Hardin LLP	
Holland & Knight LLP	Segal McCambridge Singer & Mahoney, Ltd.	

## **4. Survey Team**

The NYWBA Survey Committee is chaired by Brenda Pomerance and Donna Praiss, Co-Chairs of the Committee to Advance the Status of Women in the Profession. The members of the Survey Committee are Elise Alpert, Gina Anderson, Past President Elizabeth A. Bryson, Janet L. Canon, Mudita Chawla, Alexandra Duran, Leecia Eve, Susan Guercios, Stefanie S. Kraus, Karen Paik, Keila Ravelo, Narisa Sasitorn, Carol Schragger, Catherine Silie, Carla Varner, Vanessa Vazquez, Carla P. Vogel, Elizabeth Wieckowski and Jessica Zellner. The Co-Chairs thank everyone on the Survey Committee for their excellent work and support.

The Committee thanks Past President Martha E. Gifford and Diane C. Yu for serving as Honorary Chairpersons and for their ongoing review of the survey methodology and results. The guidance and experience of Professor Marina Angel of Temple University was tremendously helpful and influential as the survey was initially designed. The assistance of Peter Teitelbaum was also key as we crafted the final version of our survey questions. The Committee also thanks the Capital District Women's Bar Association, and particularly Linda Clark, for sharing their experiences with their survey on family leave policies in the Albany area. The Survey Committee thanks Hunton & Williams LLP for the administrative and logistical resources it provided and for hosting the meetings of the Survey Committee.

**5. Report Preparation**

**5.1 Office Size**

Participating firms were asked to provide all data as of December 31, 2006. The firms’ New York City offices were then sorted into one of four categories, based on the total number of full time lawyers in these offices:

Jumbo	Large	Medium	Small
300+ full-time lawyers	100-299 full-time lawyers	31-99 full-time lawyers	Up to 30 full-time lawyers

This resulted in a reasonably a fairly even distribution of offices in each category:

Jumbo	Large	Medium	Small	TOTAL
11 Offices	13 Offices	14 Offices	9 Offices	47 Offices

Generally, jumbo and large offices have national presence. For medium and small offices, some are the Manhattan offices of firms with national presence, while others are single-office firms.

**5.2 Presentation of Firm Data**

Firm responses are presented here in chart form (see sample, below). Each chart typically shows the number of female attorneys and male attorneys reported by firms in response to the question, sorted by office size, and the respective percentages of female and male attorneys relative to the total number of attorneys within each office size category. The overall number of female and male attorneys and their relative percentages (regardless of office size) are also presented (“Total”).

**Table Template**

Question / Issue	Jumbo (“J”)		Large (“L”)		Medium (“M”)		Small (“S”)		Total (“T”)	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.*
Female	J1	J1/ (J1+J2)	L1	L1/ (L1+L2)	M1	M1/ (M1+M2)	S1	S1/ (S1+S2)	T1 = J1+L1+M1+S1	T1/ T3
Male	J2	J2/ (J1+J2)	L2	L2/ (L1+L2)	M2	M2/ (M1+M2)	S2	S2/ (S1+S2)	T2 = J2+L2+M2+S2	T2/ T3
<b>Total</b>	<b>J1+J2</b>		<b>L1+L2</b>		<b>M1+M2</b>		<b>S1+S2</b>		<b>T3 = T1 + T2</b>	

*\* Note: Total averages are calculated using the total number of responses to each question rather than the total number of firms that participated in the survey.*

**6. Statistical Significance**

The statistics reported reflect the responses received from Manhattan firms that participated, not all law firm offices in Manhattan. While other firms may have additional relevant data, it is not possible to draw any inferences beyond the data received. We encourage all firms to participate in future Surveys.

**7. Results**

**Question 1 – Managing Partner**

<b>1. Is the Managing Partner, chairperson or other leader of your Manhattan office female or male?</b>
---------------------------------------------------------------------------------------------------------

Table 1 shows that leaders of Manhattan law firm offices are overwhelmingly male. While the number of attorneys who will ascend to the position of Managing Partner is always going to be very

small, as there is at most one per office, it is striking that only seven percent of the Managing Partners at Manhattan law firm offices are women (3 of 42). All 3 of the offices led by women are medium and small offices. None of the jumbo and large offices that have the position of Managing Partner are led by women despite the greater number of women equity partners in such offices.

**TABLE 1**

Manhattan Office Managing Partner, By Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Average
Female Managing Partner	0	0%	0	0%	1	7%	2	22%	3	6%
Male Managing Partner	8	80%	13	100%	11	79%	7	78%	39	85%
<b>Total Managing Partners</b>	<b>8</b>		<b>13</b>		<b>12</b>		<b>9</b>		<b>42</b>	
No Comparable Position	2	20%	0	0%	2	14%	0	0%	4	9%
<b>Total Responses</b>	<b>10</b>		<b>13</b>		<b>14</b>		<b>9</b>		<b>46</b>	

**Question 2 – Firm Management Positions**

2. “Management Positions” include Managing Partner, Management Committee member, Executive Committee member, Compensation Committee member, Practice Group head, that is, roles limited to being involved in management of the business of your firm. How many attorneys in Management Positions in your Manhattan office are [female / male]?

Table 2 shows that 21% of the top managers at Manhattan offices are female and 79% are male. Jumbo, medium and small offices have 23-24% female managers, while large offices have 13% female managers.

**TABLE 2**

Firm Managers, By Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Managers	96	23%	24	13%	23	24%	4	24%	147	21%
Male Managers	315	77%	158	87%	73	76%	13	76%	559	79%
<b>Total</b>	<b>411</b>		<b>182</b>		<b>96</b>		<b>17</b>		<b>706</b>	

In Tables 3 and 4, we compare the number and percentage of attorneys in the top management positions relative to the total number of equity partners in the office. (See “Equity Partners” in responses to Question 3, below.) The paucity of women managing partners cannot be explained by the number of available women managers, since these tables (summarized in Chart 1) show that women equity partners participate in office management at roughly *equal levels* at large and small offices and at even *higher levels than men* at jumbo and medium offices.

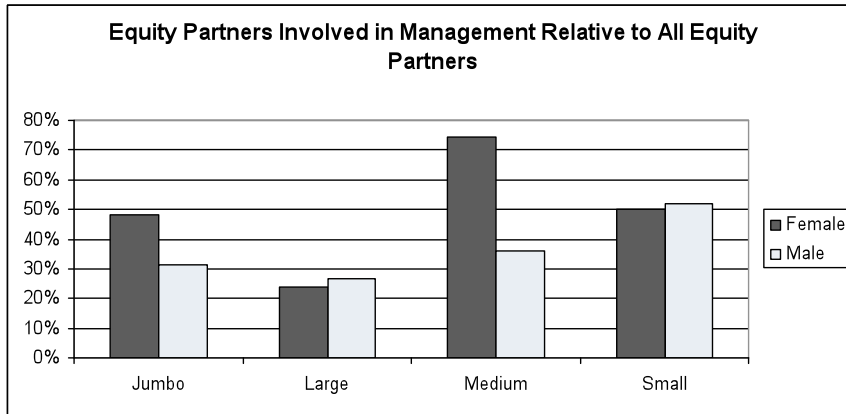
**TABLE 3**

Female Managers as Percent of Female Equity Partners	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Managers	96	48%	24	24%	23	74%	4	50%	147	44%
<b>Total Female Equity Partners</b>	<b>199</b>		<b>100</b>		<b>31</b>		<b>8</b>		<b>338</b>	

TABLE 4

Male Managers as Percent of Male Equity Partners	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Male Managers	315	31%	158	27%	73	36%	13	52%	559	31%
<b>Total Male Equity Partners</b>	<b>1,006</b>		<b>591</b>		<b>203</b>		<b>25</b>		<b>1,825</b>	

CHART 1



**Question 3 – Full-time Attorneys in Manhattan**

**3. In your Manhattan office, how many attorneys are FULL TIME [by attorney position]**

Table 5 shows that the law firms that responded to the inaugural survey employ a total of 8,428 full-time attorneys – 2,935 women and 5,493 men – in Manhattan.

TABLE 5

Full Time Attorneys, by Position and Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Equity Partner	190	4%	96	4%	30	4%	8	6%	324	4%
Male Equity Partner	1005	19%	590	26%	203	26%	25	19%	1,823	22%
Female Non-Equity Partner	14	0%	29	1%	25	3%	4	3%	72	1%
Male Non-Equity Partner	45	1%	123	5%	94	12%	21	16%	283	3%
Female Counsel/Of Counsel	155	3%	62	3%	18	2%	4	3%	239	3%
Male Counsel/Of Counsel	286	5%	145	6%	61	8%	8	6%	500	6%
Female Associate	1409	27%	575	26%	154	20%	33	24%	2,171	26%
Male Associate	1922	37%	592	26%	198	25%	32	24%	2,744	33%
Female Other	121	2%	5	0%	3	0%	0	0%	129	2%
Male Other	120	2%	22	1%	1	0%	0	0%	143	2%
<b>Total</b>	<b>5,267</b>		<b>2,239</b>		<b>787</b>		<b>135</b>		<b>8,428</b>	

Looking at the overall female and male distribution, Table 6 shows that 35% of full-time attorneys at Manhattan firms are women.

**TABLE 6**

Full-time Attorneys, By Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female	1,889	36%	767	34%	230	29%	49	36%	2,935	35%
Male	3,378	64%	1,472	66%	557	71%	86	64%	5,493	65%
<b>Total</b>	<b>5,267</b>		<b>2,239</b>		<b>787</b>		<b>135</b>		<b>8,428</b>	

Focusing on full-time Equity Partners, Table 7 shows that only 17% of the full-time Equity Partners in Manhattan law firm offices are women. In small offices, 24% of equity partners are women, while the percentage in other sized offices range from 13% to 16%.

**TABLE 7**

Full-time Equity Partners, By Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Equity Partners	190	16%	96	14%	30	13%	8	24%	324	17%
Male Equity Partners	1,005	84%	590	86%	203	87%	25	76%	1,823	83%
<b>Total</b>	<b>1,195</b>		<b>686</b>		<b>233</b>		<b>33</b>		<b>2,147</b>	

Focusing on full-time Associates, Table 8 shows 47% of full-time associates are female, with the highest percentage of female associates in small offices, and the percentage of full-time female associates generally decreasing as the office size increases.

**TABLE 8**

Full-time Associates	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Associates	1,409	42%	575	49%	154	44%	33	51%	2,171	47%
Male Associates	1,922	58%	592	51%	198	56%	32	49%	2,744	54%
<b>Total</b>	<b>3,331</b>		<b>1,167</b>		<b>352</b>		<b>65</b>		<b>4,915</b>	

**Question 4 – Part-time Attorneys in Manhattan**

**4. In your Manhattan office, how many attorneys are PART TIME**

Table 9 shows that the respondent firms employ a total of 414 part-time attorneys – 337 women and 77 men.

**TABLE 9**

Part-Time Attorneys, By Position and Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Equity Partner	9	4%	4	3%	1	3%	0	0%	14	3%
Male Equity Partner	1	0%	1	1%	0	0%	0	0%	2	0%
Female Non-Equity Partner	0	0%	1	1%	2	6%	0	0%	3	2%
Male Non-Equity Partner	0	0%	0	0%	0	0%	1	25%	1	6%
Female Counsel/Of Counsel	54	22%	28	22%	6	17%	1	25%	89	22%
Male Counsel/Of Counsel	10	4%	20	16%	12	34%	0	0%	42	14%
Female Associate	151	61%	56	44%	13	37%	0	0%	220	36%
Male Associate	8	3%	15	12%	1	3%	2	50%	26	17%
Female Other	8	3%	3	2%	0	0%	0	0%	11	1%
Male Other	6	2%	0	0%	0	0%	0	0%	6	1%

Part-Time Attorneys, By Position and Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
<b>Total</b>	<b>247</b>		<b>128</b>		<b>35</b>		<b>4</b>		<b>414</b>	

Part-time lawyers are 5% of all lawyers in our survey, as shown in Table 10.

**TABLE 10**

All Attorneys	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Full-time	5,267	96%	2,239	95%	787	96%	135	97%	8,428	95%
Part-time	247	4%	128	5%	35	4%	4	3%	414	5%
<b>Total</b>	<b>5,514</b>		<b>2,367</b>		<b>822</b>		<b>139</b>		<b>8,842</b>	

Looking at the overall female and male distribution, as shown in Table 11, of the total of 414 part-time attorneys, 81% are female.

**TABLE 11**

Part-time Attorneys	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female	222	90%	92	72%	22	63%	1	25%	337	81%
Male	25	10%	36	28%	13	37%	3	75%	77	19%
<b>Total</b>	<b>247</b>		<b>128</b>		<b>35</b>		<b>4</b>		<b>414</b>	

As shown in Chart 2, the larger the office, the higher the percentage of part-time attorneys who are women.

**CHART 2**

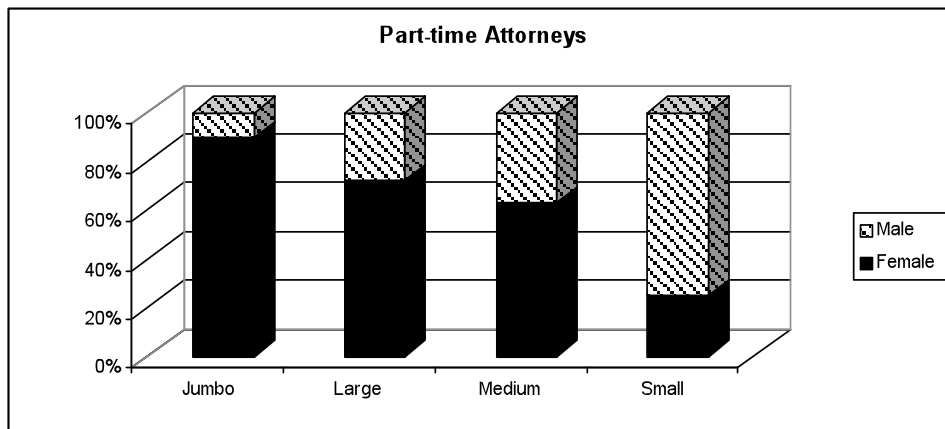


Table 12 considers the total number of Managing Partners when compared with the available pool of Equity Partners from which Managing Partners are selected. (As shown in Table 7, the number of Equity Partners is calculated as the total of full-time and part-time Equity Partners.) Of the total of 338 female Equity Partners, only 3 are Managing Partners (1 at a medium firm and 2 at a small firm). This means that fewer than one-percent (0.88%) of female Equity Partners are Managing Partners. Of 1,825 male Equity Partners, 39 are Managing Partners, which is 2%. Thus, male Equity Partners are more than twice as likely to be named Managing Partner over female Equity Partners. As noted above, none of the jumbo or large firms that have a managing partner position have a woman in that position.

TABLE 12

Managing Partners, By Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
<b>Female Managing Partners / Equity Partners</b>										
<b>Female Managing Partners</b>	<b>0</b>	<b>0.0%</b>	<b>0</b>	<b>0.0%</b>	<b>1</b>	<b>0.4%</b>	<b>2</b>	<b>6%</b>	<b>3</b>	<b>0.1%</b>
Female Equity Partners, Full-time	190	15.8%	96	14%	30	13%	8	24%	324	15%
Female Equity Partners, Part-time	9	0.7%	4	1%	1	0%	0	0%	14	1%
<b>Female Equity Partners, Total</b>	<b>199</b>	<b>16.5%</b>	<b>100</b>	<b>14%</b>	<b>31</b>	<b>13%</b>	<b>8</b>	<b>24%</b>	<b>338</b>	<b>16%</b>
<b>Male Managing Partners / Equity Partners</b>										
<b>Male Managing Partners</b>	<b>8</b>	<b>0.7%</b>	<b>13</b>	<b>2%</b>	<b>11</b>	<b>5%</b>	<b>7</b>	<b>21%</b>	<b>39</b>	<b>2%</b>
Male Equity Partners, Full-time	1,005	83.4%	590	85%	203	87%	25	76%	1,823	84%
Male Equity Partners, Part-time	1	0.1%	1	0%	0	0%	0	0%	2	0%
<b>Male Equity Partners, Total</b>	<b>1,006</b>	<b>83.5%</b>	<b>591</b>	<b>86%</b>	<b>203</b>	<b>87%</b>	<b>25</b>	<b>76%</b>	<b>1,825</b>	<b>84%</b>
<b>All Equity Partners</b>										
<b>Total Equity Partners (Female &amp; Male)</b>	<b>1,205</b>		<b>691</b>		<b>234</b>		<b>33</b>		<b>2,163</b>	

Note 1: The survey asked firms to identify (a) "full-time" and "part-time" equity partners, by gender, and (b) the gender of the "Managing Partner" (or equivalent title for the top leadership position at the firm's Manhattan office).

Note 2: All "Avg" references use "Total Equity Partners (Female & Male)" as the denominator.

Table 13 compares the number of female Associates with the number of male Associates.

TABLE 13

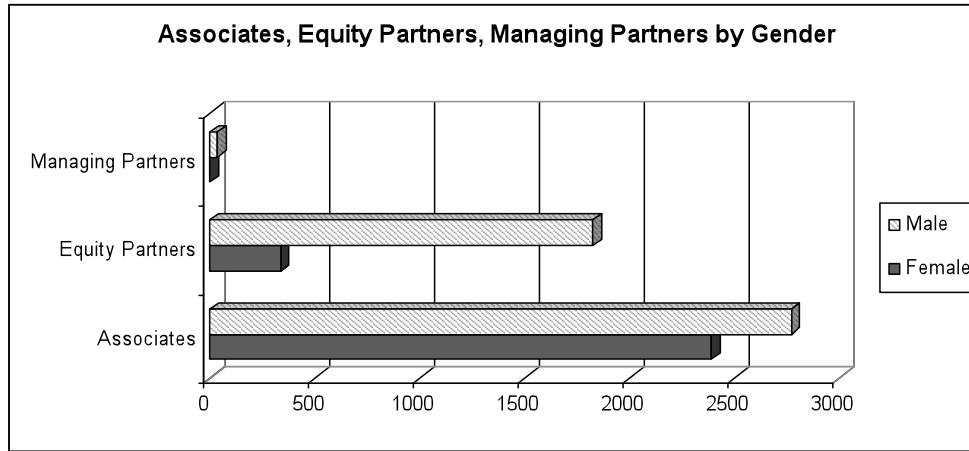
Associates, By Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Associates, Full-time	1,409	40%	575	46%	154	42%	33	49%	2,171	42%
Female Associates, Part-time	151	4%	56	4%	13	4%	0	0%	220	4%
<b>Female Associates, Total</b>	<b>1,560</b>	<b>44%</b>	<b>631</b>	<b>51%</b>	<b>167</b>	<b>46%</b>	<b>33</b>	<b>49%</b>	<b>2,391</b>	<b>46%</b>
Male Associates, Full-time	1,922	55%	592	48%	198	54%	32	48%	2,744	53%
Male Associates, Part-time	8	0%	15	1%	1	0%	2	3%	26	0%
<b>Male Associates, Total</b>	<b>1,930</b>	<b>55%</b>	<b>607</b>	<b>49%</b>	<b>199</b>	<b>54%</b>	<b>34</b>	<b>50%</b>	<b>2,770</b>	<b>54%</b>
<b>Total Associates (Female &amp; Male)</b>	<b>3,490</b>		<b>1,238</b>		<b>366</b>		<b>67</b>		<b>5,161</b>	

Table 14 shows the number, by gender of Associates, Equity Partners and Managing Partners. Chart 3 depicts the composition graphically.

TABLE 14

Attorney Positions, by Gender	Jumbo	Large	Medium	Small	Total
Total Female Associates	1,560	631	167	33	<b>2,391</b>
Total Female Equity Partners	199	100	31	8	<b>338</b>
Total Female Managing Partners	0	0	1	2	<b>3</b>
Total Male Associates	1,930	607	199	34	<b>2,770</b>
Total Male Equity Partners	1,006	591	203	25	<b>1,825</b>
Total Male Managing Partners	8	13	11	7	<b>39</b>

CHART 3



**Question 5 – What is Included in Billable Hours**

5. What types of activities are included in your firm’s definition of billable hours?

Table 15 shows that at many firms billable hours include not only time working on client matters, but also *pro bono* work, business development and recruiting, among other activities.

TABLE 15

Firms’ Billable Hours Include:	Jumbo		Large		Medium		Small		Total	
	11		13		14		9		47	
	No.	Avg.*	No.	Avg.*	No.	Avg.*	No.	Avg.*	No.	Avg.*
Working on client matters	10	91%	11	85%	14	100%	9	100%	44	94%
<i>Pro bono</i> work	8	73%	11	85%	12	86%	6	67%	37	79%
Business development	2	18%	5	38%	4	29%	2	22%	13	28%
Recruiting	3	27%	3	23%	2	14%	2	22%	10	21%
Participation in firm committees	2	18%	3	23%	3	21%	3	33%	11	23%
Participation in other firm programs, e.g., training	1	9%	2	15%	2	14%	2	22%	7	15%
Bar association activities	1	9%	1	8%	2	14%	1	11%	5	11%
Attendance at CLE programs	1	9%	1	8%	0	0%	1	11%	3	6%
Preparing for and presenting CLE programs	2	18%	5	38%	3	21%	1	11%	11	23%
Other (Please Specify)_____**	0		0		3		1		4	8%

\* Note 1: For this table only, “average” is calculated by dividing the number of responses to each option by the number of Manhattan law firm offices in the office size category (indicated above). Although presumably all firms would include “working on client matters” in “billable hours,” two jumbo firms and one large firm left the question blank; the large firm added that it did not have a billing requirement for its attorneys.

\*\* Note 2: In “Other,” three firms responded that time representing the firm counted towards billable hours; one responded that it includes time spent on disaster relief, and one indicated that all non-billable time was considered in making compensation decisions.

**Question 6 – Full-time Billable Hours**

6. What is the target number of billable hours for FULL TIME attorneys in your Manhattan office [by position & gender]: (enter NONE if no target)

Most respondents either stated they did not have billable hour targets or they did not provide their targets in response to the survey. For those that did provide targets, the Partner target was typically 1600-1800 hours annually, and the Associate target was typically 1900-2000 hours annually.



**Question 7 – Part-time Billable Hours**

7. What is the minimum target billable hours for PART TIME attorneys in your Manhattan office [by position & gender]: (enter NONE if no minimum)

Most respondents reported they did not have billable hour targets for part-time attorneys or indicated it “varied” or was “case-by-case.” For those that provided targets, it was only for Associate positions which ranged from 800 hours by one firm to more than 1500 hours at two firms, with the typical billable hours target around 1200 hours/yr.

**Question 8 – Impact of Part-Time Work on Partnership**

8. How many Partners in your Manhattan office worked PART TIME for one or more years as an Associate prior to becoming a Partner

Question 8 was included to determine whether working part-time affected chances for partnership and whether the part-time option was equally available to men and women. Table 16 shows the responses. The respondents indicated that 19 current partners spent a year or more working part-time while an associate prior to becoming partners. Strikingly, 95% (18/19) of them are women. Only one man was reported as having worked part-time prior to becoming a partner.

**TABLE 16**

Associates Who Worked Part-Time 1+ Years and Became a Partner	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female	8	89%	6	100%	4	100%	0	n/a	18	95%
Male	1	11%	0	0%	0	0%	0	n/a	1	5%
<b>Total</b>	<b>9</b>		<b>6</b>		<b>4</b>		<b>0</b>		<b>19</b>	

**Question 9 – Impact of Leaves of Absence on Partnership**

9. How many Partners in your Manhattan office took a leave of absence of one or more years, at any time while at your firm, prior to becoming a Partner

Question 9 was included to determine whether taking a leave of absence affected chances for partnership and whether leaves of absence were equally available to women and men. Table 17 shows the results. Only 14 partners took a leave of absence prior to becoming a partner. Notably, 71% (10 of 14) of the attorneys who took pre-partnership leaves and were later named Partner are men.

**TABLE 17**

Attorneys Who Took a Leave of Absence for 1+ Years and Became a Partner	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female	3	27%	0	n/a	1	33%	0	n/a	4	29%
Male	8	73%	0	n/a	2	67%	0	n/a	10	71%
<b>Total</b>	<b>11</b>		<b>0</b>		<b>3</b>		<b>0</b>		<b>14</b>	

**Question 10 – Rainmaking**

**10. How many attorneys in your Manhattan office are credited as an originating attorney for at least one client**

Question 10 asked firms to (a) identify the number of attorneys in their Manhattan offices, by position and gender, who are “rainmakers,” *i.e.*, originating attorneys who were responsible for bringing at least one client to the firm, and (b) of the rainmakers, how many of them are women attorneys (by position). Table 18 summarizes the responses. Notably, firms should use this metric to help determine whether their efforts to nurture rainmaking skills are effective or need improvement. Only 57% of the firms in this survey answered this question.

**TABLE 18**

Total Originating Attorneys, by Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Originating Attorneys	75	22%	79	14%	34	12%	12	32%	200	17%
Male Originating Attorneys	268	78%	465	85%	239	88%	25	68%	997	83%
<b>Total Originating Attorneys</b>	<b>343</b>		<b>544</b>		<b>273</b>		<b>37</b>		<b>1,197</b>	

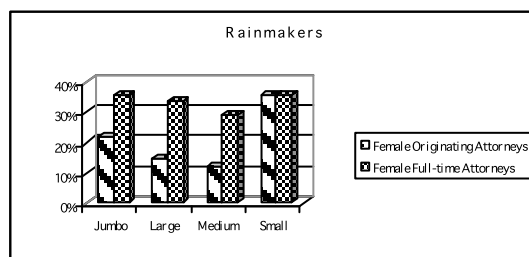
Table 19 further breaks down the female originating attorneys in Table 18 by position.

**TABLE 19**

Total Female Originating Attorneys, by Position	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Equity Partner	55	73%	64	81%	22	65%	11	92%	152	76%
Female Non-Equity Partner	0	0%	15	19%	12	35%	1	8%	28	14%
Female Counsel/Of Counsel	10	13%	0	0%	0	0%	0	0%	10	5%
Female Associate	10	13%	0	0%	0	0%	0	0%	10	5%
Female Other	0	0%	0	0%	0	0%	0	0%	0	0%
<b>Total Female Originating Attorneys</b>	<b>75</b>		<b>79</b>		<b>34</b>		<b>12</b>		<b>200</b>	

Chart 4 depicts the percentage of female originating attorneys relative to all female full-time attorneys based on firm size. Only in small offices does the percentage of female attorneys who originate business, measured relative to all attorneys who originate business, roughly equal the percentage of female full-time attorneys, measured relative to all full-time attorneys.

**CHART 4**



Question 11 – Parent Attorneys

11. A “Parent” is a person who is the primary custodian or guardian of one or more children under legal age (or who served as the primary custodian or guardian of one or more adult children when they were below legal age). How many attorneys in your Manhattan office are Parents?

Table 20 shows that, for the firms responding to our survey, 22% of the parent attorneys are women, and 78% of the parent attorneys are men.

**TABLE 20**

Total Attorneys who are Parents, By Gender and Position	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Equity Partner	59	6%	31	6%	15	6%	2	4%	107	0%
Male Equity Partner	427	40%	275	50%	126	51%	15	33%	843	44%
Female Non-Equity Partner	5	0%	7	1%	11	4%	0	0%	23	1%
Male Non-Equity Partner	4	0%	38	7%	44	18%	11	24%	97	12%
Female Counsel/Of Counsel	68	6%	23	4%	12	5%	1	2%	104	4%
Male Counsel/Of Counsel	99	9%	44	8%	31	13%	3	7%	177	9%
Female Associate	164	15%	62	11%	18	7%	5	11%	249	11%
Male Associate	220	21%	103	19%	41	17%	9	20%	373	19%
Female Other	4	0%	16	3%	1	0%	0	0%	21	1%
Male Other	10	1%	10	2%	0	0%	0	0%	20	1%
<b>Total Parents</b>	<b>1,060</b>		<b>609</b>		<b>299</b>		<b>46</b>		<b>2,014</b>	
Female Parents	300	28%	139	23%	57	19%	8	17%	504	25%
Male Parents	760	72%	470	77%	242	81%	38	83%	1,510	75%

Tables 21A to 21C focus on the Equity Partners who are parents and draws comparisons based on gender. The ratio of parent equity partners at Manhattan offices is approximately 11% women to 89% men independent of office size. Chart 5 shows the percentage of parent equity partners to total equity partners, by gender and by office size.

**TABLE 21A**

Total Equity Partners who are Parents, by Gender	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Parent Equity Partners	59	12%	31	10%	15	11%	2	12%	107	11%
Male Parent Equity Partners	427	88%	275	90%	126	89%	15	88%	843	89%
<b>Total Equity Partners</b>	<b>486</b>		<b>306</b>		<b>141</b>		<b>17</b>		<b>950</b>	

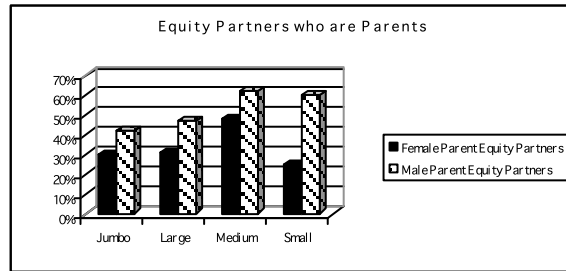
**TABLE 21B**

Female Equity Partners who are Parents	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Parent Equity Partners	59	29%	31	31%	15	48%	2	25%	107	32%
<b>Female Equity Partners, Total</b>	<b>199</b>		<b>100</b>		<b>31</b>		<b>8</b>		<b>338</b>	

**TABLE 21C**

Male Equity Partners who are Parents	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Male Parent Equity Partner	427	42%	275	47%	126	62%	15	60%	843	46%
<b>Male Equity Partners, Total</b>	<b>1,006</b>		<b>591</b>		<b>203</b>		<b>25</b>		<b>1,825</b>	

CHART 5



Question 12 – Telecommuting Attorneys

12. How many attorneys in your Manhattan office have a specific schedule in which they work from home (telecommute) in lieu of office hours, for at least 8 hours per week?

Table 22 shows that there are only 53 telecommuter attorneys among our survey respondents, about one per office. We note that 28% of telecommuting attorneys are female counsel and 62% are female associates.

TABLE 22

Total Telecommuting Attorneys	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Female Equity Partner	1	3%	0	0%	2	20%	0	0%	3	6%
Male Equity Partner	0	0%	0	0%	0	0%	0	0%	0	0%
Female Non-Equity Partner	1	3%	0	0%	1	10%	0	0%	2	4%
Male Non-Equity Partner	0	0%	0	0%	0	0%	0	0%	0	0%
Female Counsel/Of Counsel	7	19%	2	40%	5	50%	1	100%	15	28%
Male Counsel/Of Counsel	0	0%	1	20%	1	10%	0	0%	2	4%
Female Associate	31	84%	1	20%	1	10%	0	0%	33	62%
Male Associate	1	3%	0	0%	1	10%	0	0%	2	4%
Female Other	0	0%	0	0%	0	0%	0	0%	0	0%
Male Other	0	0%	1	20%	0	0%	0	0%	1	2%
<b>Total</b>	<b>37</b>		<b>5</b>		<b>10</b>		<b>1</b>		<b>53</b>	

Question 13 – Part-time Eligibility

13. Are all attorneys in your Manhattan office eligible to work PART TIME? (check all that apply)

Table 23 shows part-time work appears to be officially available in 63% of law firms participating in our survey, although not necessarily to new attorneys.

TABLE 23

Part-time Eligibility	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Yes	8	73%	9	64%	9	64%	4	44%	30	61%
Part-time not available to new attorneys	3	27%	4	29%	2	14%	1	11%	10	20%
Part-time not available in all practice areas	0	0%	0	0%	0	0%	2	22%	2	6%
Part-time not available to all attorneys for another reason	1	9%	0	0%	1	7%	1	11%	3	7%
Part-time not available at this office	0	0.0%	0	0%	0	0%	0	0%	0	0%

\* "Other", in one case, was answered as "need practice leader's approval."

**Question 14 – Mentors**

**14. Are female associates in your Manhattan office assigned a mentor?**

81% of firms reported that they have a mentor program. Table 24 shows that none of them required that only a woman serve as a mentor to female associates.

**TABLE 24**

Mentor Programs for Female Associates	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
Yes, another woman	0	0%	0	0%	0	0%	0	0%	0	0%
Yes, could be a woman or a man	9	82%	9	69%	11	79%	7	78%	36	77%
No, but we have a mentor program	1	9%	1	8%	0	0%	0	0%	2	4%
We don't have a mentor program	1	9%	3	23%	2	14%	1	11%	7	14%

**Question 15 – Internal Networking Groups**

**15. Does your Manhattan office have an internal networking group for women attorneys?**

82% of firms reported having an internal networking group for women attorneys. 15% of firms reported that they do not have an internal networking group for women attorneys, and about 2% of firms skipped this question. Generally, the networking group meets regularly.

**TABLE 25**

Internal Networking Group for Female Attorneys	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
No	0	0%	1	7%	3	21%	3	33%	7	15%
Yes, meets regularly (e.g., monthly, quarterly, annually)	10	91%	10	71%	9	64%	6	67%	35	74%
Yes, meets once in a while, as needed	1	9%	2	14%	1	7%	0	0%	4	8%

**Question 16 – Unpaid Leave Policy**

**16. Does your Manhattan office allow unpaid leave in excess of what is legally required (e.g., for new parents (biological or adopted), elder care, if the attorney or a dependent is ill, or for any other personal reason)?**

56% of firms reported that the decision to allow long unpaid leaves is made on a case-by-case basis. 28% of firms report having a predetermined maximum, but it is unclear whether this maximum differs from the legally required maximum of 12 weeks under the Family and Medical Leave Act of 1993.

**TABLE 26**

Unpaid Leave Policy in Excess of Federal Law	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
No	1	9%	0	0%	0	0%	1	11%	2	5%
Yes, up to a predetermined maximum	4	36%	2	14%	7	50%	1	11%	14	28%
Yes, amount determined on a case-by-case basis	4	36%	11	79%	6	43%	6	67%	27	56%
Yes, no limits	2	18%	0	0%	0	0%	0	0%	2	5%

**Question 17 – Women’s Marketing Support Programs**

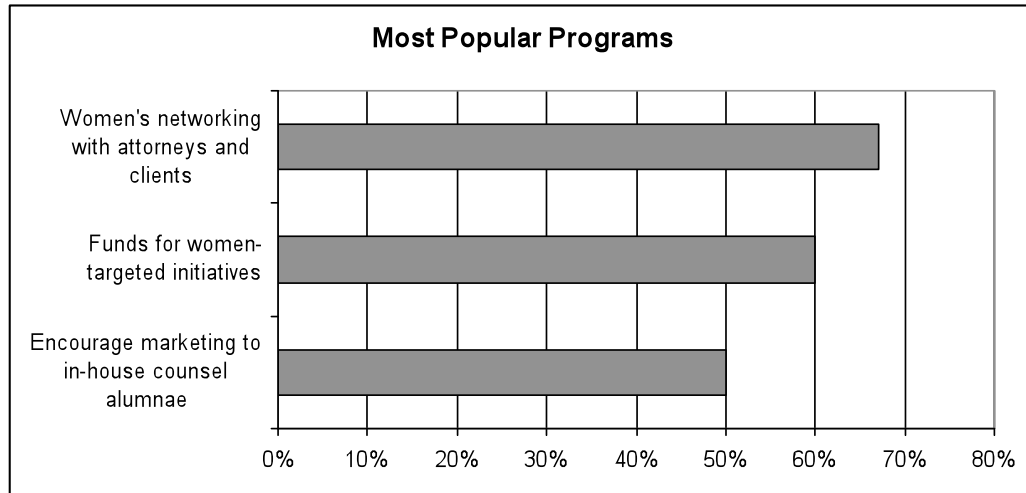
**17. Does your Manhattan office have a women’s marketing support program? (check all that apply)**

Table 27 shows that many of the firms in our survey have women’s marketing and support programs. Chart 6 shows the most popular marketing support activities for women are funding women-targeted business development programs and holding networking events with the firm’s women attorneys and its clients. Interestingly, both of these popular activities involve spending money by firms.

**TABLE 27**

Marketing Support Programs	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
No	2	18%	5	36%	3	21%	3	33%	13	27%
Yes, we have a special billable code so time spent on marketing counts towards billable hours	3	27%	1	7%	3	21%	0	0%	7	14%
Yes, we provide formal training to women attorneys on how to attract new business	3	27%	6	43%	8	57%	5	56%	22	46%
Yes, we provide formal training to women attorneys on how to retain clients and encourage more business from existing clients	3	27%	5	36%	8	57%	5	56%	21	44%
Yes, our budget includes funds for women-targeted business development and related initiatives	6	55%	8	57%	10	71%	5	56%	29	60%
Yes, we hold networking events with the firm’s women attorneys and the firm’s women clients	9	82%	7	50%	10	71%	6	67%	32	68%
Yes, we have an ‘alumna network’ to encourage women who used to be at our firm to stay in touch	7	64%	6	43%	4	29%	2	22%	19	40%
Yes, we encourage women attorneys to market to our alumna who are now in-house counsel	7	64%	5	36%	8	57%	4	44%	24	50%
Yes, we have a formal program to ensure that women attorneys are invited to participate in business development meetings with potential new clients	2	18%	0	0%	3	21%	2	22%	7	15%
Yes, we have a formal program to ensure that women attorneys have opportunities to inherit clients from partners who retire or leave the firm	1	9%	0	0%	2	14%	2	22%	5	11%

CHART 6



**Question 18 – Child Care Services**

18. Does your Manhattan office provide child care services or benefits? (check all that apply)

Table 28 shows that 32% of the firms participating in our survey report that they do not provide child care services or benefits, and most of these are small offices. The remainder either do provide such services, or skipped this question (only 3 medium firms and 1 small firm skipped this question). Of the offices providing child care services, all provide them off-site for emergency use, except that two jumbo offices have on-site child care for emergency use and two other jumbo offices have off-site child care for regular use.

TABLE 28

Child Care Services	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
No	0	0%	2	14%	6	43%	7	78%	15	32%
Yes, on site, for regular use	0	0%	0	0%	0	0%	0	0%	0	0%
Yes, on site, for emergency use	2	18%	0	0%	0	0%	0	0%	2	4%
Yes, off site, for regular use	2	18%	0	0%	0	0%	0	0%	2	4%
Yes, off site, for emergency use	8	73%	11	79%	5	36%	1	11%	25	53%
Other (please specify)	0	0%	0	0%	0	0%	0	0%	0	0%

Responses under “Other” include:

- In-home back-up care,
- Dependent care spending account for non-Partners, and
- Flex-care account.

**Question 19 – Clients Requesting Women Attorneys**

19. Have any clients of your Manhattan office requested that women attorneys handle their matters?

Table 29 shows that 34% of the firms participating in our survey do not collect information on whether clients request that women attorneys handle their matters. Of the firms collecting this information, 18% of jumbo firms report that several clients have, on multiple occasions requested that women attorneys handle their matters.

**TABLE 29**

Clients Requesting Women Attorneys	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
No	0	0%	3	21%	3	21%	5	56%	11	23%
Yes, happened once	0	0%	1	7%	0	0%	0	0%	1	2%
Yes, happened a few times (once for each of 2 or more clients)	1	9%	0	0%	3	21%	1	11%	5	11%
Yes, one client has requested 2 or more times	0	0%	0	0%	0	0%	0	0%	0	0%
Yes, several clients have requested 2 or more times	2	18%	1	7%	1	7%	0	0%	4	8%
Information not collected	5	45%	6	43%	4	29%	1	11%	16	34%

**Question 20 – Clients Requesting Statistics About Women Attorneys**

20. Have any clients of your Manhattan office requested statistics or other information about the number of women attorneys working on their matters?

Table 30 shows that among those law firms whose clients of their Manhattan office have asked for information about the number of women attorneys working on their matters, 53% estimate that 1 to 10% of clients have asked, and 11% estimate that 11 to 25% of clients have asked. While no law firm estimated greater than 25% of their clients have asked for such information, billing statements may provide sufficient detail for clients to discern this information.

**TABLE 30**

Clients Requesting Statistics	Jumbo		Large		Medium		Small		Total	
	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.	No.	Avg.
No	0	0%	2	14%	3	21%	6	67%	11	23%
Yes, 1% to 10% of clients have asked	8	73%	6	43%	9	64%	2	22%	25	53%
Yes, 11% to 25% of clients have asked	2	18%	3	21%	0	0%	0	0%	5	11%
Yes, 26% to 50% of clients have asked	0	0%	0	0%	0	0%	0	0%	0	0%
Yes, more than 50% of clients have asked	0	0%	0	0%	0	0%	0	0%	0	0%



**Appendix A – Programs at Manhattan Firms to Support Women Attorneys**

Among the 47 responses received to our survey, 23 firms contributed descriptions of programs their firm adopted specifically to support women attorneys. While all of these firms noted that their women attorneys meet regularly for networking, educational and social purposes, the short summaries below, which these firms consented to our publishing, showcase additional programs, strategies, and plans in which firms have invested in order to ensure that the female talent at their firms are adequately supported to carry their firms into the future.

**Clifford Chance US** formed a Women’s Subcommittee to its Diversity Committee in order to focus on the needs of female attorneys. The Women’s Subcommittee hosts educational events at the firm, hosts attorney networking events and supports recruitment activities. A separate Working Mother’s Lunch is held to focus on the specific needs of this group of attorneys. The firm also hosts family-focused lectures as part of a “lunch and learn” program; past presentations included “When to Give and When to Fold”, which provided an understanding of children’s behaviors and parental responses.

At **Cravath, Swaine & Moore**, women attorneys meet monthly for lunch and hold annual summer events in New York and London. In 1989, the firm established the first onsite, employer-run child-care facility in New York City. Cravath also established a program for associate re-entry after a leave of absence.

**Fulbright & Jaworski** has a formal Women’s Initiative Group in each office that meets monthly and a working group on Women in the Firm and the Profession, which was established by the Chair of the Firm and reports to the Executive Committee. The working group focuses on the retention and advancement of women and has established a formal Modified Work Schedules Program.

Gibbons Women’s Initiative was established in 1997 by **Gibbons PC** for all women attorneys to create quality educational and social programs with clients and other professionals in business and academia. In addition to Gibbons’ mentoring program open to all attorneys where they are paired with a partner who assists with integration in all aspects of firm life, provides career counseling, and identifies opportunities for growth, the Women’s Initiative created mentoring groups of women attorneys at various levels of experience who meet on a regular basis to discuss sensitive issues of the day. These groups create important support networks in which to air viewpoints, learn personal and professional development strategies and share ways of balancing family and work needs.

**Haynes and Boone LLP** emphasizes that its compensation system, which rewards teamwork and discourages internal competition, is an important key to its success in recruiting and retaining women attorneys. In the process of establishing partner income percentages, each partner is asked what she or he has done during the prior year to help the firm achieve its diversity goals. The firm has a Diversity Committee which is charged with overseeing the recruitment, development, retention and promotion of women and minorities. The heads of the firm’s sections report to the Committee regarding their efforts in this regard and the section heads are charged with ensuring progress in these areas. The firm also has various mentoring programs including quarterly lunches with groups of 6 to 8 women attorneys. To maximize connections and mentoring opportunities, the firm this year will initiate “3-minute-mentoring” along the lines of the recent “3-minute-dating” phenomenon. The hope is to provide more connections in a fun way. The firm also has a Women’s Initiative Subcommittee of the Attorney Liaison Committee composed of representative associates from different offices and practice groups who meet monthly and communicate concerns and ideas with the partners in an atmosphere that promotes free communication. The firm’s culture prioritizes taking the long view recognizing that a legal career is a marathon and not a sprint. When a woman attorney leaves the firm, she is interviewed and the firm endeavors to address any issues that may be

identified. The firm promotes business development opportunities for women, including events for women clients hosted by women attorneys. The firm writes that in addition to prioritizing the hiring of women attorneys in the early 1970's when the firm was founded in Dallas, it also stood behind its women attorneys and recounts "When a client told [the firm's founder] that he could not work with the woman attorney assigned to the project, Dick replied that, if that were so, the firm would not be able to work on the project."

**Holland & Knight** started its Women's Initiative in the mid-1990's as part of a firmwide commitment to diversity and to distinguish the firm in terms of the visibility and contributions of its women attorneys. As part of the Women's Initiative, the firm launched Rising Stars in 2003, a leadership program for women attorneys in their seventh year of practice and beyond. Each year, a select group is chosen to participate in this year-long program in leadership, marketing, management, professional mentoring and experiential learning. The goal is to prepare the Rising Stars for leadership opportunities within the firm, elevate their profiles within the legal profession and the community and increase their success in business development. It includes hands-on training in leadership and service, meetings with top firm managers to discuss and evaluate strategic issues, and preparation of detailed professional development plans that are assessed by specially selected mentors. Leading Ladies is a group that hosts videoconferences each year featuring presentations by prominent women partners in the firm, in which they provide insights as to their success, and discuss their careers and best practices. HK Connections is comprised of small groups of women from different offices and practice groups who meet in informal settings to share their work and life experiences with each other. HK Connections provides mentoring forums, promotes practice development, and creates new friendships for women associates and partners of the firm. Offices throughout the firm hold luncheons and breakfast meetings featuring lectures to provide networking.

Five years ago the **Hunton & Williams** Women's Networking Forum (WNF) was established as a community-wide organization where professional women could meet and exchange ideas. Now six offices have WNF chapters, including New York. In addition to informal mentoring of women attorneys through women attorney lunches sponsored by the firm's offices, all first- and second-year associates are paired upon arrival with senior associate coaches from their specific practice area. Recognizing that attorneys are first and foremost committed to their family, highly committed to their work, and knowing how difficult it is to balance these sometimes competing responsibilities, Hunton & Williams instituted a reduced-hours program in the 1980's. Today ten percent of attorneys firm-wide, including both women and men, enjoy reduced-hours arrangements that not only meet their specific needs but also meet the needs of firm clients. The firm also supports its attorneys by providing free emergency back-up child and elder care administered through Bright Horizons Family Services. To facilitate open communications, the firm uses pulse surveys, office-wide town meetings and conference calls with firm leaders, affinity group and advisory group meetings, and an interactive website.

**Katten Muchin Rosenman** established its Women's Leadership Forum ("WLF") in 2004 to foster communication among and provide support, mentoring and training programs for women associates and partners. The WLF offers programs to help women advance and develop not only in the Firm but also in the greater business community. Innovative programming has been designed to address issues of importance to women attorneys. For example, mentoring clusters, each comprised of 10 to 12 women from various departments and at different experience levels, which meet regularly to foster internal communications and connections. A bi-monthly lunch series, entitled "Two for the Road", where two partners have lunch with six female associates to discuss career development has been effective. In addition, the WLF also sponsors business development and networking workshops and other training programs on a regular basis. Most recently, Katten's WLF was the driving force behind a newly formed committee of leaders of women's initiatives in Chicago law firms. This

coalition is designed to harness the power of women leaders throughout the city and to allow a venue for sharing information and programming to help promote the advancement women attorneys. In July 2007, the Committee on Racial and Ethnic Diversity launched the Katten Leadership Institute for Women of Color, an internal program designed for female attorneys of color in all of the Firm's offices. The Leadership Institute is the first program of its kinds in the nation to proactively address the issue of women of color leaving law firms at a high rate by providing them with the tools they need to ensure long-term success in their careers as attorneys at the Firm. The Leadership Institute's inaugural event included a day of interactive workshops designed to assist attorneys in growing their careers to their fullest potential. The topics addressed included networking skills, career choices, internal and external visibility, maintaining personal strength and stamina, building support systems and marketing.

**Kaye Scholer** holds quarterly meetings for all women attorneys at which a topic of interest to women lawyers is addressed. Cocktail parties and luncheons for women attorneys are also held to enable women attorneys to gather, exchange ideas and mingle informally.

**Kirkpatrick & Lockhart Preston Gates Ellis (K&L Gates)** fosters a culture that allows its lawyers to thrive professionally in the face of competing demands of firm and family life. This culture is

demonstrated through the firm's Professional and Personal Life Integration Initiative (PPLI), the cornerstone of which is the Balanced Hours (BH) Program launched in 2006. K&L Gates has made a significant investment to ensure the success of the BH program, particularly by developing and implementing an infrastructure to meet our lawyers' needs, including: (i) A clearly defined BH policy, (ii) Dedicated personnel to oversee all aspects of implementation, including coaching, training, networking, and operational support, and (iii) Development of online resources. The BH Coordinator provides individual coaching to BH lawyers, develops individual work arrangements, provides support, monitors schedules and ensures the quality of work assignments. In addition, the firm maintains a secure portal page accessible only by BH lawyers that includes comprehensive online resources as well as social support (through facilitating network groups and coaching).

**Orrick, Herrington & Sutcliffe** established its Women's Initiative in 2003. The program supports the professional development needs of female lawyers by educating and informing all the firm's lawyers about issues impacting women in the practice of law. In 2005, Orrick established affinity groups in its U.S. offices, including an affinity group for female attorneys. A member of the firm's Executive Committee served as a "mentee" for each group and engaged in candid dialogue within each group about their unique experiences and concerns and developed recommendations to the firm regarding the recruitment, retention and professional development of the attorneys in each group. The Affinity Groups are continuing, with the active participation by members of the firm's Executive Committee and Orrick is in the process of implementing the recommendations that were submitted to its Executive Committee. In 2006, the firm launched its Women's Mentoring Circles program to provide women with more opportunities to develop mentoring relationships. The firm's Alternative Work Arrangement Program is overseen by a partner who actively works with associates to ensure that alternative work arrangements are successful. The support includes regular conference calls and group meetings to discuss concerns and opportunities, individual consultation and reviews. This year, an associate on an alternative work arrangement was promoted to partner. Orrick's professional training and development initiatives, including extensive training, clear developmental benchmarks, numerous mentoring opportunities and a culture of feedback provide all in the firm with a deep network of support. The firm provides emergency backup childcare and paid parental leave to reinforce that child care is not just a women's issue. Orrick is a recognized leader for its women's initiatives and was recently named as one of the 50 Best Law Firms for Women by *Working Mother Magazine* and Flex-Time Lawyers LLC. The firm was also ranked 1st among New York firms and

20th among the top 100 U.S. firms in Harvard Law School's 2006 survey "Presumed Equal, What America's Top Women Lawyers Really Think About Their Firms."

In 2005, **Paul, Weiss, Rifkind, Wharton & Garrison's** Management Committee approved an Action Plan developed by its Women's Initiatives Committee (WIC) to encourage the retention, support and professional development of the firm's women lawyers and also created a new Diversity and Gender Initiatives position to provide support for implementation of the Plan. The Plan includes a two-pronged approach to mentoring women lawyers. One prong is The Sponsor Program where women associates who received positive fifth-year reviews are carefully paired with influential partners who can help support their professional development and career paths in the firm. The second prong is Women's Networking Groups which are groups of women counsel and associates of varying levels who are led by at least one woman partner. Transactional and litigation attorneys are grouped separately and the groups meet on a quarterly basis. The socializing and networking aspect of the groups has been invaluable for professional as well as personal support. The Plan included a series of benefits for associates and counsel with children: (1) A transition program for new parents which provides child care support to new parents and offers opportunities for contact with their new baby during the day; (2) expanded weekly back-up child care and (3) in-home back-up child or elder care. The firm has an Alternative Work Schedule Program with no eligibility requirement. Each department appointed an Alternative Work Arrangement partner advisor to make sure associates are receiving appropriate, challenging work assignments and are developing as lawyers. The advisors participated in a training workshop and are instrumental in making the program successful. The firm sponsors an annual Women's Networking Event for women attorneys and women clients.

**Phillips Nizer** encourages participation in women's networking events, groups and training programs. Since the 1970's, the firm has provided liberal flex time/part time arrangements for child care and a participant in such an arrangement later became an equity partner.

**Simpson Thacher & Bartlett** established a Women's Committee in 2006 to focus on the retention, development, mentoring and promotion of female attorneys at all levels of seniority. The Committee, which meets periodically with the firm's Executive Committee to report on its initiatives, is comprised of 21 partners, including two members (both female) of the New Partners' Committee, a female member of the Compensation committee, and a member of the Executive Committee, and a Co-Administrative Partner of the firm. The Committee holds quarterly lunches for all women attorneys and periodic lunches among women partners and associates in different practice areas to facilitate mentoring. The Women's Committee, together with the Business Development Committee, has sponsored events with women clients. An Alumni Reception, held every two years, provides opportunities to reach out to firm alumna. The firm appointed a Flex-Time Task Force in 2006 to review its flexible work arrangements policies. At the recommendation of this Task Force, the firm adopted a revised flexible work arrangements policy which provides an expanded menu of work arrangements including telecommuting, job sharing, reduced hour schedules, and time-out leaves, and makes partner mentors available to participants in the program. The firm also subsidizes flex-time attorney's membership in the Flex-Time Lawyers LLC organization. In the summer of 2007, the firm increased to 18 months the paid portion of the up to 6 months of maternity leave for primary caregivers upon the birth or adoption of a child, and increased the back-up child care options available to employees in its domestic offices. The New York office has a lactation room to facilitate the transition back to work for new mothers.

**Skadden, Arps, Slate, Meagher & Flom** attorneys receive an annual \$3,000 technology allowance which can be applied toward resources that allow them to work remotely, consistent with the needs of their clients and department. The firm's Flexible Return from Maternity (FRM) program offers

attorneys returning from parental leave the flexibility of designing their own re-entry schedule for up to one year. Attorneys are eligible for backup childcare and eldercare support and domestic partner health benefits, parental leave and reduced-hours options. Skadden also provides a mothers' room, and lunches for attorneys with children to share parenting ideas. Through the firm's Side Bar program, attorneys in good standing may leave the firm for up to three years and are encouraged to return at the end of that period, consistent with the needs of the firm and their department. The firm invites participants in the Side Bar program to remain connected to the firm through attendances at various firm functions, as appropriate, including networking events, CLE programs and trainings, and department meetings.

**Thompson & Knight** hired a Chief Diversity Officer, a partner, to focus on designing, implementing and monitoring initiatives that support diversity and inclusion in all offices. The firm also hired a Chief Development Officer, a former partner, to focus on attorney development through structured programming, mentoring, and coaching at practice group and firm-wide levels. The firm is planning a retreat for all female attorneys of the firm to discuss women's issue and business development training. The firm has full-time managers in the trial and transactional practices whose responsibilities include coordinating assignment of work projects to ensure that female attorneys receive the same opportunities as other attorneys. The Women's Initiative Group, an adjunct to the Diversity and Inclusion Committee, is comprised of partners, associates and senior staff members. All employees of the firm will participate in a comprehensive micro inequities training program designed to promote true diversity through awareness of the effects of body language, spoken language, and cultural mores on overall productivity in the workplace. The firm tracks and reports the diversity of lawyers and hours worked on matters for the firm's top 200 clients. The firm actively introduces diverse attorneys to key clients so they can become involved and lead engagements.

**Weil, Gotschal & Manges** established their affinity group, Women at Weil, in 2006 to attract and retain the best and brightest women lawyers. It collects locally-driven best practices. Management of Women at Weil is comprised of a steering committee, individual office leaders, and six project committees, that directly connect the program efforts to bottom line goals: 1) Mentoring and Networking (also networks alumni); 2) Recruiting and Retention (includes summer associates); 3) Pro bono; 4) Business Development and Outreach; 5) Communications (internal and external); 6) Programs. Women at Weil is a business priority for the firm's chairman.

**Wilson Sonsini Goodrich & Rosati** created a firmwide networking group called Women's Initiative Network (WIN). The firm has a formal part-time policy for partners in addition to a partnership-track part-time policy for associates.

**Appendix B – Text of Letter Sent with Survey Invitation**

NEW YORK WOMEN'S BAR ASSOCIATION  
Committee to Advance the Status of Women in the Profession

Martha E. Gifford & Diane Yu  
Honorary Chairpersons

Re: NYWBA Annual Survey on the Status of Women Attorneys in New York City

The New York Women's Bar Association ("NYWBA") is conducting a survey of the largest 300 firms in New York City. This survey will examine the current status of women in the profession, their opportunities for advancement, and the accommodations firms make - for both women and men - with respect to part-time and flex-time work arrangements, parental and family leave, and child care.

Here is your link to the survey: [Survey Link]

The survey should be completed **by MARCH 30, 2007**. The survey software saves your responses from session-to-session, in case you cannot finish in one session. While we hope that you will answer all questions, if you cannot answer a question, just leave it blank. The survey questions can also be downloaded from our website ([www.nywba.org/surveyinfo](http://www.nywba.org/surveyinfo)), if you want to collect information before providing it to the survey software.

Later this year, the NYWBA will publish its report on these issues. The report will be an invaluable tool to measure the advancements made by women attorneys in New York City and to provide a benchmark for firms that are looking to recruit and retain women attorneys and provide competitive benefits.

Please note that your firm's responses will remain confidential. We plan to publish only aggregate data in our report, and the only firm-specific information that we anticipate releasing will be a list of firms that did (and did not) participate in the survey.

The NYWBA is considering the presentation of an annual award to the firm that has done the most to support, recruit and retain women and promote them into positions of authority within the firm. This award will be a public acknowledgement of the firm's contributions to the success of women attorneys in New York City on key issues such as percentage of women equity partnership, women in positions of leadership (e.g., managing partners, executive committee members, practice group heads), and the availability of alternate work arrangements, parental leave and child care, and their impact, if any, on partnership opportunities.

We thank you in advance for your assistance and consideration in helping us gather this important information about the legal profession in New York City. If you have any questions or need additional information, please contact us by sending an email to "[survey@nywba.org](mailto:survey@nywba.org)."

Sincerely,

Brenda Pomerance  
Donna M. Praiss  
Co-Chairs, NYWBA Committee to Advance the Status of Women in the Profession

**Appendix C – The Survey Questions**

Please provide answers for your firm’s MANHATTAN OFFICE only, as of December 31, 2006. If you need to explain an answer, there is a comment field at the end of the survey.

1. Is the Managing Partner, chairperson or other leader of your Manhattan office female or male?

Female	Male	No Comparable Leadership Position
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. “Management Positions” include Managing Partner, Management Committee member, Executive Committee member, Compensation Committee member, Practice Group head, that is, roles limited to being involved in management of the business of your firm. How many attorneys in Management Positions in your Manhattan office are:

	Female (enter no.)	
	Male (enter no.)	

3. In your Manhattan office, how many attorneys are FULL TIME (please be sure the individual lines add up to the total):

Female Equity Partner (enter no.)	
Male Equity Partner (enter no.)	
Female Non-Equity Partner (enter no.)	
Male Non-Equity Partner (enter no.)	
Female Counsel/Of Counsel (enter no.)	
Male Counsel/Of Counsel (enter no.)	
Female Associate (enter no.)	
Male Associate (enter no.)	
Female Other (enter no.)	
Male Other (enter no.)	
Total Full-time Attorneys (enter no.)	

4. In your Manhattan office, how many attorneys are PART TIME (please be sure the individual lines add up to the total):

Female Equity Partner (enter no.)	
Male Equity Partner (enter no.)	
Female Non-Equity Partner (enter no.)	
Male Non-Equity Partner (enter no.)	
Female Counsel/Of Counsel (enter no.)	
Male Counsel/Of Counsel (enter no.)	
Female Associate (enter no.)	
Male Associate (enter no.)	
Female Other (enter no.)	
Male Other (enter no.)	
Total Part-Time Attorneys (enter no.)	

5. What types of activities are included in your firm’s definition of billable hours? Check all that apply.

<input type="checkbox"/>	working on client matters
<input type="checkbox"/>	pro bono work
<input type="checkbox"/>	business development
<input type="checkbox"/>	Recruiting
<input type="checkbox"/>	participation in firm committees
<input type="checkbox"/>	participation in other firm programs, e.g., training
<input type="checkbox"/>	bar association activities
<input type="checkbox"/>	attendance at CLE programs
<input type="checkbox"/>	preparing for and presenting CLE programs
<input type="checkbox"/>	Other (please specify) _____

6. What is the target number of billable hours for FULL TIME attorneys in your Manhattan office who are: (enter NONE if no target)

Equity Partner (enter no.)	
Non-Equity Partner (enter no.)	
Counsel/Of Counsel (enter no.)	
Associate (enter no.)	
Other (enter no.)	

7. What is the minimum target billable hours for PART TIME attorneys in your Manhattan office who are: (enter NONE if no minimum)

Equity Partner (enter no.)	
Non-Equity Partner (enter no.)	
Counsel/Of Counsel (enter no.)	
Associate (enter no.)	
Other (enter no.)	

8. How many Partners in your Manhattan office worked PART TIME for one or more years as an associate prior to becoming a Partner:

Female (enter no.)	
Male (enter no.)	

9. How many Partners in your Manhattan office took a leave of absence of one or more years, at any time while at your firm, prior to becoming a Partner:

Female (enter no.)	
Male (enter no.)	

10. How many attorneys in your Manhattan office are credited as an originating attorney for at least one client:

Female Equity Partner (enter no.)	
Female Non-Equity Partner (enter no.)	
Female Counsel/Of Counsel (enter no.)	
Female Associate (enter no.)	
Female Other (enter no.)	
Total Originating Attorneys, M&F (enter no.)	

11. A "Parent" is a person who is the primary custodian or guardian of one or more children under legal age (or who served as the primary custodian or guardian of one or more adult children when they were below legal age). How many attorneys in your Manhattan office are Parents?

Female Equity Partner (enter no.)	
Male Equity Partner (enter no.)	
Female Non-Equity Partner (enter no.)	
Male Non-Equity Partner (enter no.)	
Female Counsel/Of Counsel (enter no.)	
Male Counsel/Of Counsel (enter no.)	
Female Associate (enter no.)	
Male Associate (enter no.)	
Female Other (enter no.)	
Male Other (enter no.)	
Total Parent Attorneys (enter no.)	

12. How many attorneys in your Manhattan office have a specific schedule in which they work from home (telecommute) in lieu of office hours, for at least 8 hours per week?

Female Equity Partner (enter no.)	
Male Equity Partner (enter no.)	
Female Non-Equity Partner (enter no.)	
Male Non-Equity Partner (enter no.)	
Female Counsel/Of Counsel (enter no.)	
Male Counsel/Of Counsel (enter no.)	
Female Associate (enter no.)	



Male Associate (enter no.)	
Female Other (enter no.)	
Male Other (enter no.)	
Total Telecommuter Attorneys (enter no.)	

**13. Are all attorneys in your Manhattan office eligible to work PART TIME? (check all that apply)**

Yes	
PART TIME not available to new attorneys	
PART TIME not available in all practice areas	
PART TIME not available to all attorneys for another reason	
PART TIME not available at this office	
Other (please specify):	

**14. Are female associates in your Manhattan office assigned a mentor?**

Yes, another woman	Yes, could be a woman or a man	No, but we have a mentor program	We don't have a mentor program
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**15. Does your Manhattan office have an internal networking group for women attorneys?**

No	Yes, meets regularly (e.g., monthly, quarterly, annually)	Yes, meets once in a while, as needed
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**16. Does your Manhattan office allow unpaid leave in excess of what is legally required (e.g., for new parents (biological or adopted), elder care, if the attorney or a dependent is ill, or for any other personal reason)?**

No	Yes, up to a predetermined maximum	Yes, amount determined on a case-by-case basis	Yes, no limits
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**17. Does your Manhattan office have a women's marketing support program? (check all that apply)**

No	
Yes, we have a special billable code so time spent on marketing counts towards billable hours	
Yes, we provide formal training to women attorneys on how to attract new business	
Yes, we provide formal training to women attorneys on how to retain clients and encourage more business from existing clients	
Yes, our budget includes funds for women-targeted business development and related initiatives	
Yes, we hold networking events with the firm's women attorneys and the firm's women clients	
Yes, we have an 'alumna network' to encourage women who used to be at our firm to stay in touch	
Yes, we encourage women attorneys to market to our alumna who are now in-house counsel	
Yes, we have a formal program to ensure that women attorneys are invited to participate in business development meetings with existing clients	
Yes, we have a formal program to ensure that women attorneys have opportunities to inherit clients from partners who retire or leave the firm	
Other (please specify):	

**18. Does your Manhattan office provide child care services or benefits? (check all that apply)**

No	
Yes, on site, for regular use	
Yes, on site, for emergency use	
Yes, off site, for regular use	
Yes, off site, for emergency use	
Other (please specify):	

19. Have any clients of your Manhattan office requested that women attorneys handle their matters?

	No
	Yes, happened once
	Yes, happened a few times (once for each of 2 or more clients)
	Yes, one client has requested 2 or more times
	Yes, several clients have requested 2 or more times
	Information not collected

20. Have any clients of your Manhattan office requested statistics or other information about the number of women attorneys working on their matters?

	No
	Yes, 1% to 10% of clients have asked
	Yes, 11% to 25% of clients have asked
	Yes, 26% to 50% of clients have asked
	Yes, more than 50% of clients have asked

21. Please tell us in the box below about programs your firm has adopted specifically to support women attorneys.

You can also send information about programs to:

NYWBA Survey  
 New York Women’s Bar Association  
 5009 Broadway, Suite 604  
 New York, New York 10034  
 or email to: Survey@nywba.org

22. Please provide the following information (even if you think we have it already). This information, which will remain confidential, will be used to send advance copies of our results to the right person at the firm and to contact the firm if we have any questions.

Firm Name	
Street Address	
City	
State	
Zip	
Contact Person Name (you)	
Contact Person Title	
Contact Person Telephone	
Contact Person E-mail	

We appreciate your contributions to this survey. We expect to announce the results of our survey in April 2007. We will send you an advance copy of the announcement.

In the meantime, if you have any questions or comments, please direct them to Survey@nywba.org.

Also, you are welcome to print a copy of this survey for your records before you click on “Done.”