

The background features a faint, light blue silhouette of a scale of justice on the right side and a woman's profile on the left side, both rendered in a light blue color. The scale has a vertical column and a horizontal beam with a pan hanging from it. The woman's profile is facing right.

2021

**YI
LW**

**TOP FIRMS
REPORT**




**GENDER EQUITY &
FAMILY FRIENDLINESS**

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Yale Law Women

TOP FIRM AWARDS 2021

HIRING PRACTICES	Morgan Lewis
DIVERSE LEADERSHIP	MORRISON FOERSTER
TRAINING & MENTORSHIP	JENNER & BLOCK LLP
PART-TIME OPTIONS	JENNER & BLOCK LLP
LGBTQ+ REPRESENTATION	LATHAM & WATKINS LLP
PROMOTION PRACTICES	WILMERHALE® 
SUPPORT FOR NEW PARENTS	
HEALTH & WELLNESS	CLEARY GOTTLIEB
RACIAL JUSTICE CONTRIBUTIONS	
COVID-19 RESPONSE	WACHTELL, LIPTON, ROSEN & KATZ

INTRODUCTION

Yale Law Women (YLW) is proud to present our Sixteenth Annual Top Firms for Gender Equity and Family Friendliness Report (Top Firms Report). Every year, YLW produces the Top Firms Report to raise awareness of inequities within the legal profession while highlighting progress being made in the industry. In order to best reflect the distinct needs and preferences of law firm employees, our report honors individual firms for excelling in specific categories that relate to overall gender equity and family friendliness. YLW hopes this report will serve as a tool for law firms, lawyers, and law students as we jointly aspire to build more equitable workplaces.

It is important to consider our efforts in the context of the legal industry's long history of sexual discrimination and harassment. In many ways, this problem persists today. Of the firms we surveyed, only 37% have fully eliminated mandatory arbitration clauses and non-disclosure agreements covering sexual harassment claims and other employment disputes across all job titles. The past few years have also seen a reckoning for prominent men in the profession who have been accused of sexual harassment. From the recent allegations against Judge Steven R. Reinhardt¹ to the suspension of Yale Law School Professor Jed Rubenfeld,² the industry is finally starting to catch up with the #MeToo movement. At the same time, harassment and sexual misconduct remain embedded within law firm culture.³

Law firms continue to take critical steps to increase gender equality year after year, but these efforts have had limited success. More than half of U.S. law school students are female, but only one-third become practicing lawyers and less than one-fifth of those practicing lawyers earn equity partner status in private practice.⁴ Additionally, representation of women in law firms decreases sharply above associate levels. While entering associate classes have been made up of approximately 45 percent women for decades, women constitute only 30 percent of non-equity partners and 20 percent of equity partners.⁵

The effect that COVID-19 has had on our workplaces has made these disparities increasingly stark for working women nationwide. As of January 2021, women lost 55 percent of the more than 9.8 million U.S. jobs lost since February 2020.⁶ Moreover, the burden of childcare, elder care, and remote learning has disproportionately fallen on

women, resulting in disengagement at work and alarming rates of women dropping out of the workforce entirely. By September 2020, more than 865,000 women left the labor force—more than four times the number of men who did the same.⁷ As of January 2021, this number has more than doubled to almost 2.1 million.⁸ Female lawyers specifically face unique challenges during the COVID-19 pandemic, because telework has made it more difficult to establish relationships with mentors and sponsors.

While the “work from home” work model spurred by the COVID-19 pandemic will likely lead to a positive shift in mindset about the effectiveness of remote work, the pandemic's dramatic effects have demonstrated the need for inclusive policies that are flexible, empathetic, and supportive of employees. We especially appreciate law firms' participation in the survey during this difficult time.

As the pandemic worsened, George Floyd's death began a national dialogue about racial injustice in this country, leading various law firms to issue firmwide statements condemning racism and supporting racial justice. Many firms pledged donations to legal service groups that aim to advance the cause.⁹ These efforts, while unprecedented, are not nearly enough to address historic disparities in the legal profession and across our society more broadly. We urge firms to do more to support marginalized communities and combat systemic racism.

Coupled with this increased attention to racial justice, the percentage of Black or African American associates surpassed 5 percent for the first time in 2020 since the National Association for Law Placement (NALP) began collecting data.¹⁰ Despite this promising news, however, law firms continue to struggle to create a truly diverse and inclusive workforce. Black and Latinx women each still account for less than 1 percent of all law firm partners nationwide.¹¹

YLW remains committed to equity within law schools and throughout the legal profession, and as law students we seek employment at law firms that demonstrate that same commitment. We deeply appreciate all of the firms who took the time to complete our survey and participate in this year's report. We hope law students and practitioners will join us in commending the efforts of the winning law firms and work with us to pursue further progress.

“YLW HOPES THIS REPORT WILL SERVE AS A TOOL FOR LAW FIRMS, LAWYERS, AND LAW STUDENTS AS WE JOINTLY ASPIRE TO BUILD MORE EQUITABLE WORKPLACES.”

Y^LW

TOP FIRM AWARD

HIRING PRACTICES

MORGAN, LEWIS & BOCKIUS LLP

HONORABLE
MENTIONS

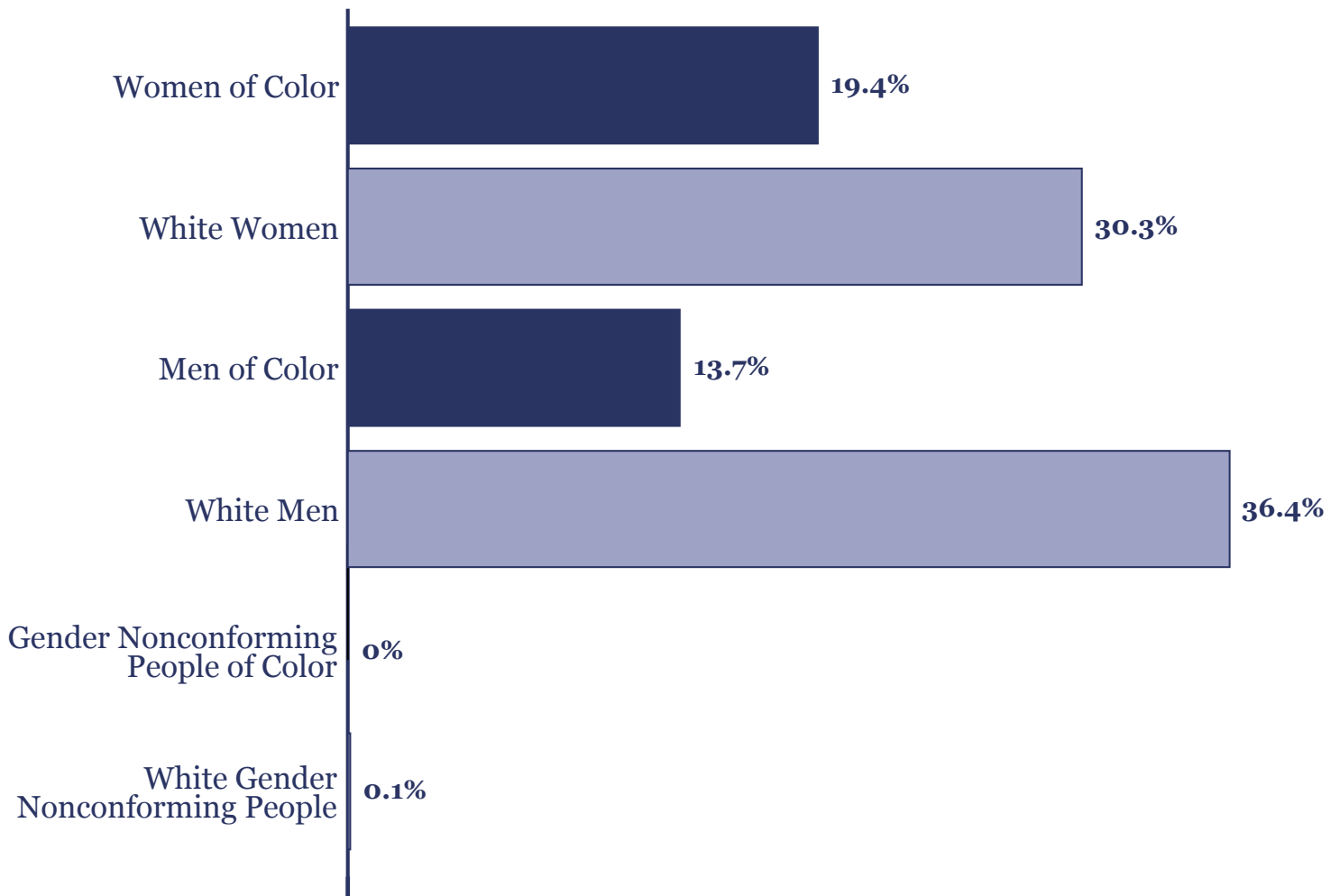
BALLARD SPAHR LLP
REED SMITH LLP
WILMERHALE

WHY IT MATTERS | Diversity and inclusion begin with hiring. Hiring practices that prioritize equity and representation are essential to fostering a diverse workforce. While hiring metrics are important benchmarks of firms' progress on diversity, they are also not nearly enough to achieve true workplace equity. New hires must also be given support and empowered to succeed. Today, women face greater levels of attrition and lower rates of promotion,¹² so strong diversity in hiring is necessary to achieve much greater rates of diversity in leadership. Diversity at the partner level and in firm leadership begins with thoughtful, conscientious hiring practices, bolstered by robust mentorship, training, and equitable promotion practices. In order to attract diverse candidates, a firm needs to show its commitment to diversity in hiring and in the other areas highlighted in this report.

HIRING PRACTICES

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES

DISTRIBUTION OF NEW ASSOCIATE HIRES (JUNIOR OR SENIOR)



“Commitment needs to come from the mouths of senior leadership, not be confined to a diversity committee or ‘initiatives.’

”

—EQUITY PARTNER

“[The firm] finally hit 100 female equity partners this year and elected its first female managing partner. That being said, I think a lot of the growth has come from hiring lateral partners.

”

—JUNIOR ASSOCIATE

YLW

TOP FIRM AWARD

DIVERSE LEADERSHIP

MORRISON & FOERSTER LLP

HONORABLE
MENTIONS

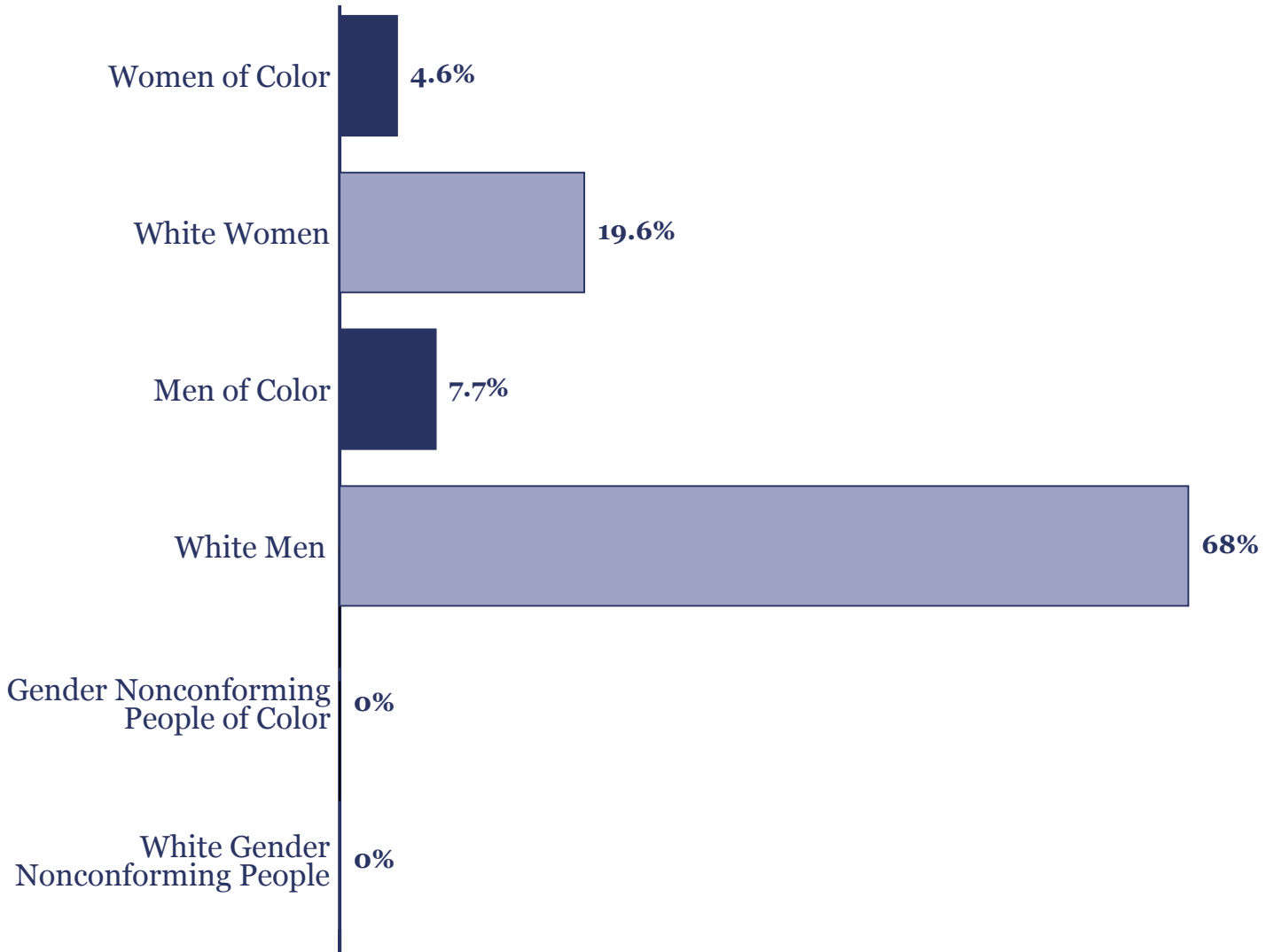
LITTLER MENDELSON P.C.
PAUL, WEISS, RIFKIND,
WHARTON & GARRISON LLP
WILMERHALE

WHY IT MATTERS | A law firm's leadership should reflect its core values. Diversity and equity at the top demonstrate a firm's commitment to diversity and equity in all other areas. Conversely, inequitable representation in leadership can reflect disparities and inequities in many other areas, including hiring, training and mentorship, and promotion practices. Diverse leaders are able to make decisions that are informed by a wider range of perspectives and can help to build a better work environment for diversity and equity at lower levels in the hierarchy. A firm with diverse leadership may reap additional benefits like improved innovation and financial performance.¹³ It is critical for law students and young lawyers to see themselves reflected in firm leadership and see the potential for upward mobility and career growth at firms.

DIVERSE LEADERSHIP

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES

DISTRIBUTION OF EQUITY PARTNERS



“Talk is cheap. By electing women into leadership roles, the firm is giving women visible platforms to increase their practices and to implement the leadership structures that matter to them.

”

—EQUITY PARTNER

“Diversity initiatives and programming are usually distractions from the main issue, which is diversity in the partnership and who actually gets made partner.

”

—JUNIOR ASSOCIATE

YLW

TOP FIRM AWARD

TRAINING & MENTORSHIP

JENNER & BLOCK LLP

HONORABLE
MENTIONS

CAHILL GORDON & REINDEL LLP

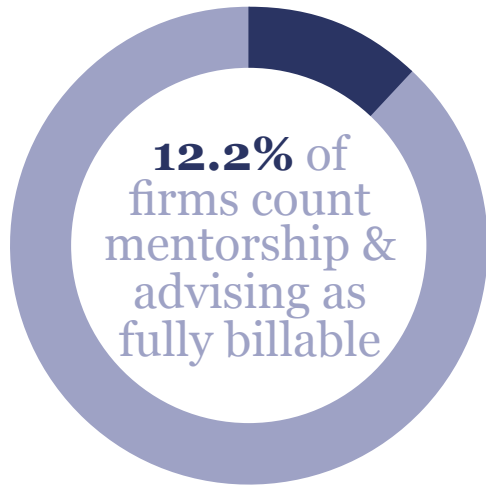
PAUL, WEISS, RIFKIND,
WHARTON & GARRISON LLP

WACHTELL, LIPTON, ROSEN & KATZ

WHY IT MATTERS | Training and mentorship are important tools, not only to improve key legal skills, but also to provide knowledge about the internal workings of a firm equally to relevant employees. Strong programs emphasize networking and management techniques that increase job satisfaction. Firms should invest in initiatives that keep mentees engaged and excited about their work. Access to good mentors improves the feeling of loyalty and connectedness that attorneys experience about their firms, thus reducing a firm's employee turnover and recruiting costs. Because people from marginalized backgrounds have historically faced more barriers to advancement and mentorship, these programs are a critical part of an equitable and inclusive work environment.

TRAINING & MENTORSHIP

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES



“The firm invests heavily in mentorship and diversity initiatives, but most importantly, beyond the structure that the firm has provided, it is just a very natural part of the culture. Partners prioritize having diverse teams without being told to and actively reach out to mentor diverse associates without prompting.”

”

—SENIOR ASSOCIATE

“The firm certainly has a Diversity & Inclusion committee, affinity groups, and review processes. These are all great as far as policies go, but I think what’s more helpful is ensuring that diverse and female associates have mentors, and have support beyond their second year, which is when firms start seeing the most attrition of diverse associates.”

”

—EQUITY PARTNER

YLW

TOP FIRM AWARD

PART-TIME OPTIONS

JENNER & BLOCK LLP

HONORABLE
MENTIONS

BLANK ROME LLP

FOLEY HOAG LLP

LITTLER MENDELSON P.C.

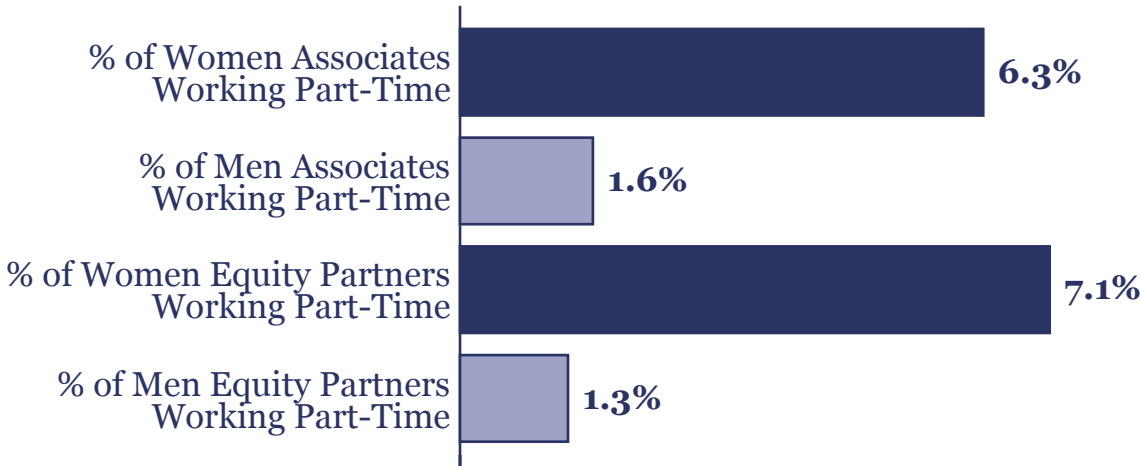
WHY IT MATTERS | Many attorneys seek part-time schedules or flexible full-time options to meet the demands of their personal lives and family needs. In practice, choosing whether to opt in to part-time or flex options tends to be a very gendered issue. Firms must ensure that women working part- or flex-time are not precluded from further opportunities for advancement, and moreover, that men who choose to opt-in to an alternative work schedule do not face cultural stigma that might similarly impair their career.

While more firms have adapted by necessity to the realities of remote work during the COVID-19 pandemic, it is unclear the extent to which these changes will carry forward into the future. As we enter a post-pandemic status quo, firms should seek to retain the elements of remote work that benefited employees and added flexibility for attorneys with families.

PART-TIME OPTIONS

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES

ATTORNEYS WORKING PART-TIME



“In my experience, it is extremely unusual for a male associate to request a flex schedule due to family obligations. As a male associate with a family, I would not feel comfortable to request a flex schedule because I feel that stigma would attach to the request. I think the net result is that part-time schedules are seen as being for female associates, perpetuating gender inequalities at higher levels.”

—SENIOR ASSOCIATE

“The firm is serious about taking part-time schedules seriously, and it promotes people accordingly. Taking a reduced schedule is common and, more impressively, talked about openly. I slightly reduced this year and haven’t had the slightest feeling of being off track or stigmatized for it. This is one thing the firm gets very right.”

—SENIOR ASSOCIATE

YLVW

TOP FIRM AWARD

LGBTQ+ REPRESENTATION

LATHAM & WATKINS LLP

HONORABLE
MENTIONS

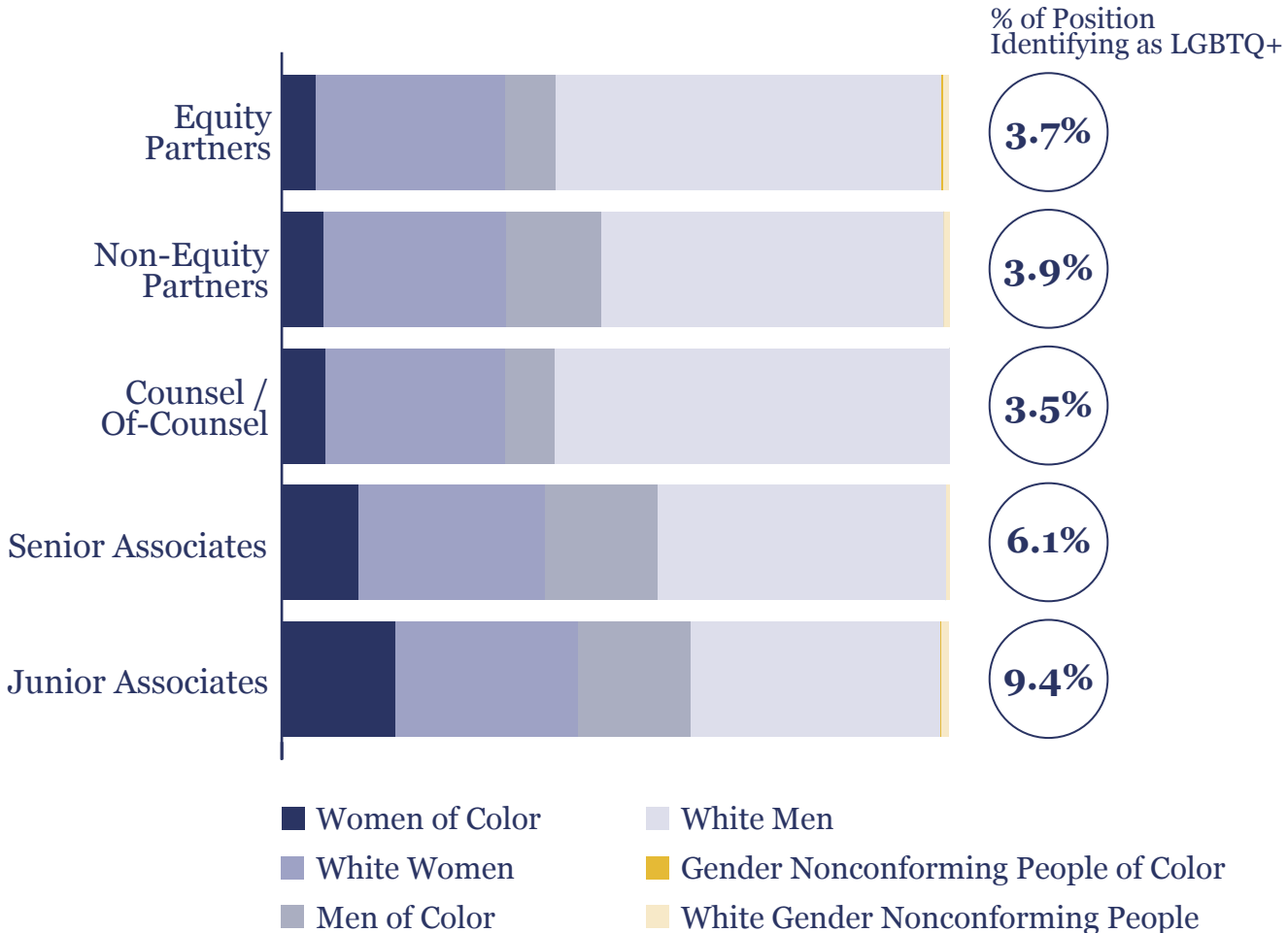
AKIN GUMP STRAUSS
HAUER & FELD LLP
REED SMITH LLP

WHY IT MATTERS | We have seen gradual and promising advancement of attorneys in the LGBTQ+ community over the past few decades. The number of LGBTQ+ lawyers in big firms continues to rise, and firms increasingly vie for LGBTQ+ talent. However, more change is needed. An inclusive and diverse environment is necessary to attract an increasingly diverse talent pool and client market.¹⁴ Firms must also focus on diversity within the LGBTQ+ community. Our survey found that LGBTQ+ attorneys were disproportionately white and male, and very few firms reported any gender non-conforming attorneys. Firms can and must do more to promote LGBTQ+ representation.

LGBTQ+ REPRESENTATION

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES

DIVERSITY WITHIN LGBTQ+ AFFILIATION GROUPS



“[The firm] has had numerous trainings in the past months about how to be more inclusive and recognize implicit bias. We’ve also had several round tables where partners and associates from all backgrounds have shared their experiences, including what it is like to be BIPOC or LGBTQ in the firm, in the legal field, and in the world in general. These have been eye opening to many people at the firm.”

—SENIOR ASSOCIATE

“[M]any of the leading partners for the office, including the current and past managing partners are women, BIPOC, and/or LGBTQ. These are the leaders of the firm, and their positions in the firm show that [the firm’s] commitment to workplace equity is more than just lip service.”

—SENIOR ASSOCIATE

YLVW

TOP FIRM AWARD

PROMOTION PRACTICES

WILMERHALE

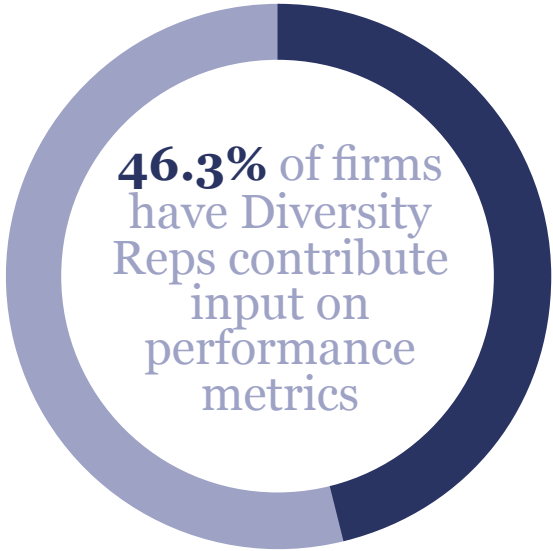
HONORABLE
MENTIONS

SIMPSON THACHER & BARTLETT LLP
WILSON SONSINI
GOODRICH & ROSATI
WINSTON & STRAWN LLP

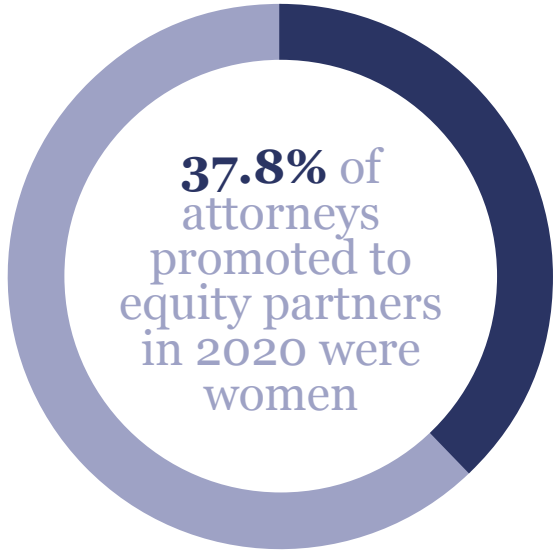
WHY IT MATTERS | Equity in promotion practices is an important step toward achieving representative leadership and a culture of inclusion at a firm. Although the proportion of equity partners from diverse backgrounds is on the rise in big firms, significant gaps still remain. Lawyers in historically marginalized groups are still better represented in the non-equity partner category rather than the equity partner category.¹⁵ Career-enhancing opportunities and compensation policies need to be tracked more meaningfully to develop a fuller picture of the progress on diverse and inclusive promotion practices.¹⁶ Fair and equitable promotion practices are necessary to build a leadership pool with varied backgrounds and experiences that can lead to more creativity, new perspectives, attorney satisfaction, and better overall team performance.

PROMOTION PRACTICES

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES



46.3% of firms have Diversity Reps contribute input on performance metrics



37.8% of attorneys promoted to equity partners in 2020 were women



9% of attorneys promoted to equity partners in 2020 were women of color



0% of attorneys promoted to equity partners in 2020 were gender non-conforming

“It’s important to see part-time lawyers make counsel and partner not only having been part-time in the past, but also while still on part-time schedules, and continuing part-time once they are promoted, too.”

”

–EQUITY PARTNER

“Having lockstep compensation and, to some extent bonuses, makes me feel equally valued. We have some extra bonuses for ‘exceptional contributions,’ meaning significantly more hours, but that feels fair to me and I felt no pressure to work toward a crazier number just for that.”

”

–SENIOR ASSOCIATE

YLW

TOP FIRM AWARD

SUPPORT FOR NEW PARENTS

ORRICK, HERRINGTON & SUTCLIFFE LLP

HONORABLE
MENTIONS

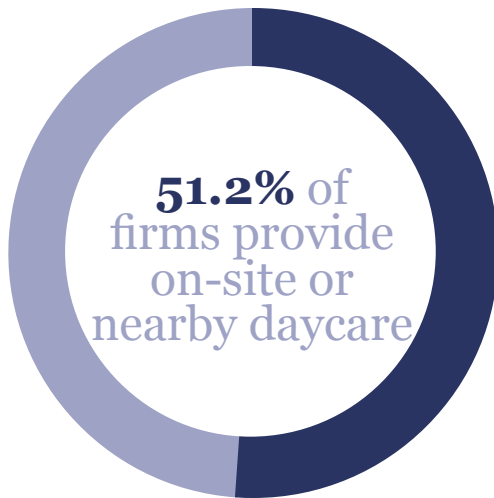
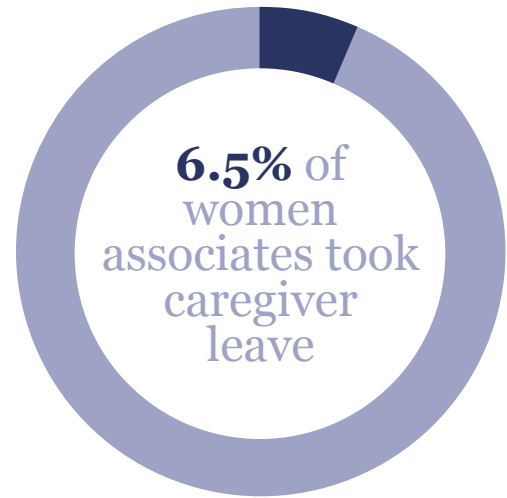
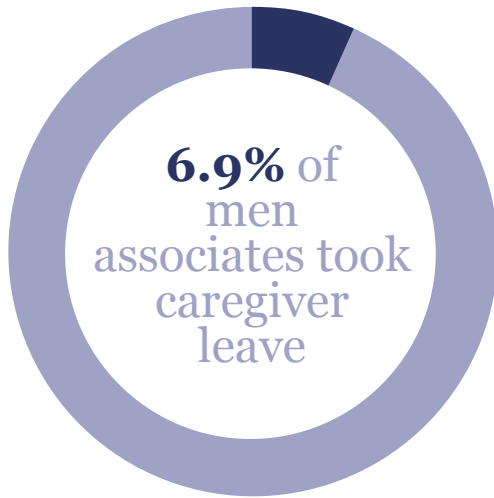
PROSKAUER ROSE LLP
WINSTON & STRAWN LLP

WHY IT MATTERS | Enabling new parents to take sufficient time off after the birth or adoption of a child matters for both equity and employee retention: employees who can afford to quit their jobs are more likely to return to work if they do not feel immediately forced to choose between work and family. This is particularly important in the United States, one of the few developed countries that fails to mandate paid parental leave.¹⁷

Though providing paid parental leave for new parents of all genders is a good start, it must be supported by both (1) a workplace culture that makes it acceptable for all employees to take all of their available leave without suffering professional consequences and (2) policies that support parents once parental leave ends, including but not limited to having a flexible work policy, allowing employees to take several years off and then rejoin the firm, providing on-site childcare, being flexible about face-time requirements, and permitting temporary part-time work, all while maintaining employee eligibility for promotions.

SUPPORT FOR NEW PARENTS

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES



“Hard to believe equal leave time for mothers and fathers is not yet the norm. I will let myself be cast out of law firms before I become a derelict father, which is a scenario that I am preparing to experience.”

”

—SENIOR ASSOCIATE

“Leave is only one piece of the puzzle. I returned from leave to an expectation that I'd be available at all times, regardless of time zone or the need to, say, get my very small children to bed at their bedtime.”

”

—SENIOR ASSOCIATE

YLW

TOP FIRM AWARD

HEALTH & WELLNESS

CLEARY GOTTlieb STEEN & HAMILTON LLP

HONORABLE
MENTIONS

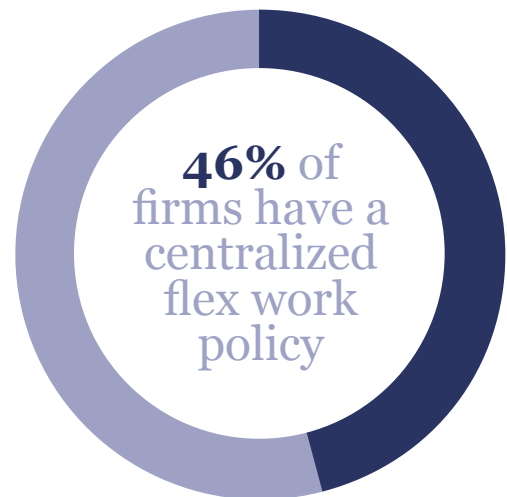
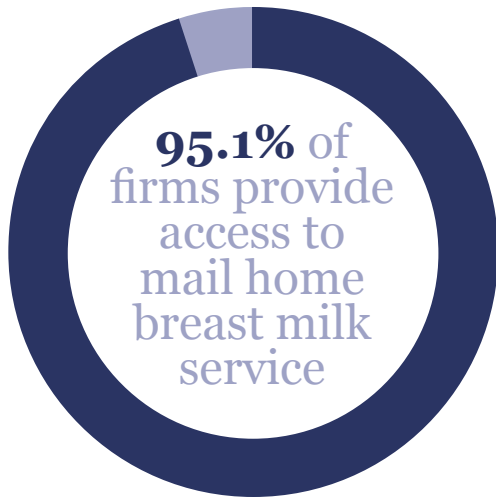
AKIN GUMP STRAUSS
HAUER & FELD LLP

ORRICK, HERRINGTON &
SUTCLIFFE LLP

WHY IT MATTERS | To fully achieve gender equity, firms must take steps to support the health and wellness of all employees. Firms should consider initiatives to support both the physical and mental health of their employees. Programs to address work-life balance and benefits that cover the physical needs of all employees are critical to this effort. For example, much like firms provide restrooms stocked with hand soap and paper products, inclusive workplaces should also provide menstrual products and lactation facilities for employees who need them. Firms should also invest in health insurance that provides access to important health services including fertility services, contraceptive services, and related health services for employees of all genders.

HEALTH & WELLNESS

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES



“We have glass walls, which are not allowed to be covered even for nursing (pumping) mothers. There could not be a clearer example of how little the firm wants us there.”

”

—SENIOR ASSOCIATE

“While plans for reopening have not been announced, the messaging has consistently emphasized being back in person once the public health crisis abates. If the firm follows through on that, I think it will be a huge, missed opportunity to foster a more equitable work environment by making remote work a regular option.”

”

—SENIOR ASSOCIATE

YI LW

TOP FIRM
AWARD

RACIAL JUSTICE
CONTRIBUTIONS

PILLSBURY WINTHROP SHAW PITTMAN LLP

HONORABLE
MENTIONS

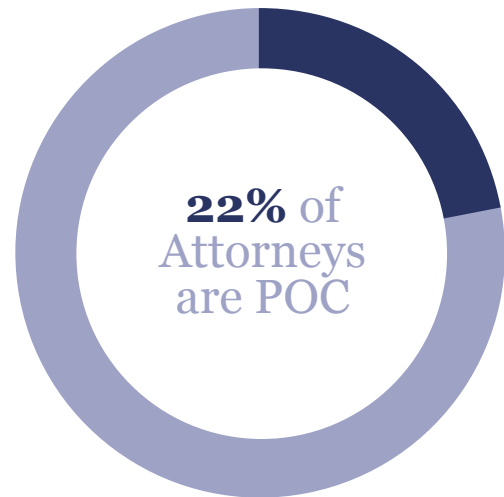
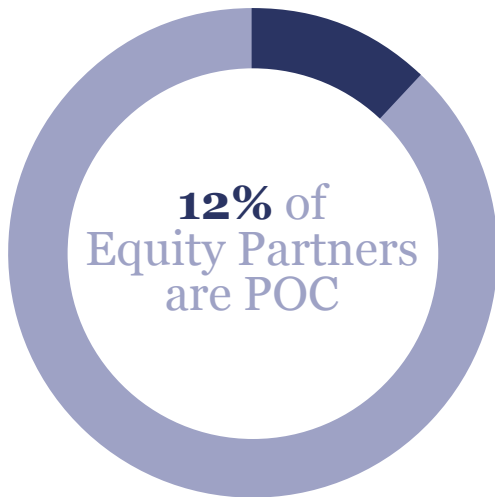
MORGAN LEWIS & BOCKIUS LLP
REED SMITH LLP

SIMPSON THACHER & BARTLETT LLP

WHY IT MATTERS | As the nation continues to reckon with systemic racial inequities, the disastrous effects of the COVID-19 pandemic have mapped along those same fault lines, harming people of color at disproportionately high rates.¹⁸ In the midst of grappling with this reality, communities of color remain threatened by yet another manifestation of institutional racism in the United States as the deaths of Ahmaud Arbery, Breonna Taylor, and George Floyd at the hands of active and retired police officers have grasped the nation's attention. These tragedies sparked unprecedented social advocacy in the form of worldwide protests and substantial donations to organizations such as Black Lives Matter, the Equal Justice Initiative, and the NAACP Legal Defense and Educational Fund.¹⁹ Recognizing their unique relationship with the justice system, many lawyers are engaging in advocacy within their firms and larger communities. Firms have begun taking the first steps in what should be a long-term effort to implement racial justice initiatives by improving implicit bias training and investing in racial justice organizations and impressive long-term pro bono projects.

RACIAL JUSTICE CONTRIBUTIONS

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES



“Here’s the thing: you can talk about diversity and gender equity until you’re blue in the face, and have committees, and say you’re committed. But if you don’t actually put policies in place, what good are the committees really?”

”

– SENIOR ASSOCIATE

“I believe it would help to promote equity if time spent serving on committees, speaking on panels, recruiting, and other non-billable work were tracked and credited more prominently, and perhaps a certain amount counted as billable. These tasks fall disproportionately to women and diverse attorneys, as the firm needs representation in these activities.”

”

– EQUITY PARTNER

YLW

TOP FIRM AWARD

COVID-19 RESPONSE

WACHTELL, LIPTON, ROSEN & KATZ

HONORABLE
MENTIONS

MORGAN, LEWIS & BOCKIUS LLP
SIMPSON THACHER & BARTLETT LLP
WINSTON & STRAWN LLP

WHY IT MATTERS | The impact of COVID-19 has been widespread and far-reaching, making it no surprise that law firms would face their own challenges, including safety, work-life balance, and equity. Some firms have communicated more clearly and responded to these challenges more coherently than others. Attorneys had to quickly learn how to navigate their jobs in a virtual world. More people stayed home, increasing the already disproportionate burden that women shoulder in managing home and workplace responsibilities. Working mothers were faced with increasing responsibilities in childcare, schooling, and elder care, and many faced increased loneliness and anxiety. Meanwhile, more challenges are still to come in the near future as vaccines are being distributed. Firms will have new decisions to make about returning to work in-person and whether to implement permanent flexible work-from-home, as well as ensuring that attorneys who choose flex work options are not unfairly penalized for this choice. Will the legal industry return to the pre-pandemic status quo, or will COVID-related changes become the new normal?

COVID-19 RESPONSE

INDUSTRY STATISTICS & ALUMNI PERSPECTIVES



“[My firm] laid off staff despite, by all indications, business continuing at a brisk (sometimes insane) pace across practice groups. Even if this was pre-planned, it seemed insensitive and unnecessary to me (and others) to lay off some of the firm’s lowest paid employees in mid-2020, when the pandemic was raging and its ultimate course was uncertain.

”

—SENIOR ASSOCIATE

“I actually contracted [COVID-19], and although it was a mild case I needed a lot of time to just rest. The firm gave me the space to do that for a very long time — work got moved away from me, I worked very few hours, and they were very encouraging of me taking the time to recover fully. HR also checked in with me periodically to see how I was doing.

”

—SENIOR ASSOCIATE

RECOMMENDATIONS FOR STUDENTS

During the recruitment process, students should seek to evaluate how much a firm values work-life balance, promotes gender equity, and supports families. Students may visit law firm websites or advocacy-oriented sites like The NALP Directory of Legal Employers, or speak with current associates and partners at firms they are interested in.

When deciding between firms, here are some questions students may want to ask:

- 1. How does your firm support the promotion of women and other diverse groups of people to partnership positions?**
- 2. Is there gender parity on the firm’s Executive Committee, Compensation Committee, and/or Hiring Committee?**
- 3. What formal mentorship and training programs does your firm offer that focus on fostering the legal careers of women and attorneys who come from diverse backgrounds?**
- 4. Does your firm count time spent on training and mentorship toward attorneys’ billable hours?**
- 5. Do men at the firm take advantage of the firm’s work-life balance benefits, including leave?**
- 6. How did your firm support employees and working parents during COVID-19?**
- 7. Does the firm have a “face-time” requirement or offer the option to work remotely?**
- 8. Does the firm promote associates who have taken advantage of alternative work schedules?**
- 9. Do associates or partners at the firm have young children?**
- 10. How does your firm handle complaints of harassment or discrimination? It may be helpful not only to speak with a partner at the firm familiar with these processes but also someone who has recently left the firm and may be able to speak more candidly.**

Note: It’s often less stressful to approach difficult subjects like these once a student has secured the offer, rather than when they are still being evaluated. We encourage you to ask these questions before accepting a position with a firm.

RECOMMENDATIONS FOR FIRMS

We appreciate firms' participation in our report and understand that sustaining an equitable firm environment takes dedication and adaptability, especially in this time of uncertainty. We encourage firms to approach gender equity holistically, looking beyond even the categories we have outlined in this report. Equity impacts not only the well-being of individual employees but also the overall well-being of a firm. Guided by alumni input, we recommend the following further actions:

- **Prioritizing mental health resources**
- **Providing on-site daycare in all offices**
- **Reconfiguring office spaces such that all areas are accessible for all employees, including pregnant employees**
- **Tracking the demographics of associates that work with each partner, to identify bias and encourage equity in mentorship opportunities**
- **Institutionalizing generous, fully-paid parental leave across gender and caregiver status**
- **Making firm management more transparent such that associates feel empowered to speak out about managerial ideas and feedback**
- **Explicitly soliciting associate feedback for large managerial decisions, whether via inclusion committees or another method**
- **Requiring implicit bias training for all employees**
- **Ensuring that part-time workers keep part-time hours, rather than being expected to work as long as full-time employees for less benefit**
- **Eliminating implicit and cultural expectations regarding parental leave and promotion**
- **Creating multiple pathways to mentorship, as individual needs differ**
- **Making diversity and inclusion committees fully billable**
- **Striving for complete transparency in regard to compensation**
- **Using a lockstep compensation model for associates**
- **Eliminating mandatory arbitration agreements**

SURVEY METHODOLOGY

Yale Law Women invited this year's Vault Law 100 firms to participate in our survey and reached a participation rate of over 40 percent. We asked firms to answer the survey with data reflecting the 2020 calendar year and their U.S. office locations. Firm responses are reported in the aggregate, and responses from individual firms are kept entirely confidential.

Questions focused on three general inquiries: (1) whether and how attorneys used these policies, (2) which attorneys used these policies by gender, race, and position, and (3) the current status of equity and inclusion at firms today. We also included response options to record attorneys with non-binary genders; however, the number of attorneys in this category was too low to provide reliable data.

This report also contains data from a survey of Yale Law School alumni of all genders currently working at Vault 100 firms; to promote honest responses, this survey was also entirely anonymous and confidential. In order to reduce response bias, we also randomized answer choices across respondents.

The alumni survey was completed by over 250 respondents. Alumni were asked about various policies and practices related to

gender equity and family friendliness as well as for their overall impressions of equity at their firm. Due to the anonymous nature of the survey, quotes are unattributed.

To increase the specificity and precision of the report, we honored top firms in specific categories that reflect firms' strengths. Honors were awarded by comparing metrics relevant to each category across participating firms. We ran several analyses to check for internal consistency and reached out to firms when we found discrepancies. We hope this analysis provides a more descriptive view of the law firms recognized in the report and serves to accentuate individualized experiences at law firms. Please note that the order of the categories in the report is not intended to signify anything about the importance of each category relative to the others.

Our report also uses the data we collected to provide metrics on the industry. In each section, we offer aggregated statistics that reflect how all surveyed firms were performing on goals of gender equity and family friendliness. These metrics are an average of firm responses, each firm receiving the same weight. The numbers in those graphs represent the percentage of total attorneys for a metric, giving larger firms more weight.

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Thank you to the entire Top Firms Committee for their outstanding work constructing, executing, and analyzing this year's survey.

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