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JUSTICIA
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Survey of Firms of Over 100 Lawyers

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The Law Society of
Upper Canada

Barreau
du Haut-Canada

REPORT OF FINDINGS OF SURVEYS OF JUSTICIA FIRMS OF OVER 100 LAWYERS

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INTRODUCTION

Launched in November 2008, the Justicia Project was the first of its kind in Canada and has grown to include 57 participating law firms across the province, with one out-of-province firm. Several other provincial law societies are following Ontario's lead and more than 75 law firms across Canada have joined or are about to make a long-term commitment to Justicia.

Through the Justicia Project, law firms indicated their commitment to developing resources to support the advancement of women in private practice. Ontario's Justicia firm representatives worked together to identify and adopt principles and best practices regarding the collection of gender demographic data, flexible work arrangements, networking, business development, mentoring and leadership skills for women.

Between December 2008 and February 2009, the Law Society of Upper Canada (the Law Society) conducted a survey of law firms participating in its Justicia project. At that time, there were fifty-three firms committed to the project. The survey was conducted to identify practices and programs adopted by firms to assist in retaining women lawyers in private practice. In February and March 2012, the Law Society conducted a second survey of Justicia law firms to outline progress in the implementation of Justicia resources. At that time, there were 57 Justicia firms. There remained 57 participating firms when the Law Society conducted its third survey of participating firms between January and May 2014.

This report is an analysis of the 2014 responses to the survey of firms of over 100 lawyers ("firms").¹ In 2014, thirteen large firms participated in the survey. The Questionnaire is presented at Appendix 1.

In 2013, Professor Fiona Kay published *Leaving Law and Barriers to Re-entry*, a longitudinal study of nearly 1,600 Ontario lawyers surveyed across a twenty-year period. In the abstract to her study, Professor Kay notes: "We find that women are leaving private practice at higher rates than men. These departures appear to be largely the consequence of organizational structures and a practice culture that remain resistant to flexible schedules, time gaps between jobs, and parental and other leaves."²

The analysis in this report shows that the Justicia Project has been successful in providing useful resources for Justicia firms to assist them in implementing programs to support women. This report also indicates that firms have been using the resources to develop policies and programs. Although change takes time, the infrastructure of firms is gradually adapting to the changing face of the profession. The Justicia resources are now publicly available and firms across Ontario are encouraged to use the resources, available at [public Justicia portal](#).

¹ The participating firms ranged in size from around 100 lawyers to approximately 700 lawyers and firms are usually located in Toronto, often with other offices in Ontario and out of Ontario.

² Professor Fiona Kay, *Leaving Law and Barriers to Re-entry: A Study of Departurees from and Re-entries to Private Practice* (Kingston: A report to the Law Society of Upper Canada, 2013) at iii.

GENDER DEMOGRAPHIC DATA

Collection of Data

The survey results indicate that approximately 65% of responding firms collected gender demographic data prior to Justicia while all responding firms but one now indicate collecting gender demographic data. Five of the firms that collected gender demographic data prior to Justicia said that they reviewed their methodology by using the gender data collection template developed in the Justicia project.

Almost all responding firms (92%) that collect gender demographic data do so based on the following categories:

- a. articling students;
- b. articling students hired back as associates;
- c. associates;
- d. partnership admission to equity partner; and
- e. equity partners.

To a slightly lesser extent, respondents indicated that they collect gender demographic data on associate lateral hires³, summer students⁴, partner lateral hires⁵, income partners⁶ and counsel positions⁷. Slightly more than half of the responding firms indicated that they collect gender demographic data on senior management and leadership positions. Sixty-two percent (62%) of firms said that they collect gender demographic data on maternity leaves and parental leaves, and 38% on other types of leaves.

A majority of responding firms that collect gender demographic data report collecting the data annually. The other responding firms indicated collecting the data as follows: quarterly; every two years; when lawyers leave; when lawyers are hired; and as changes occur so that reports can be produced in real time.

Most responding firms (92%) indicated that they provide access to the findings to their executive/management committees and their managing partners, while 67% provide access to their human resources department. Very few responding firms said that they provide the information more broadly, for example to partners⁸ or associates⁹, practice group leaders¹⁰, women's leadership committee¹¹ and directors of students and associates¹².

³ 85% of responding firms

⁴ 77% of responding firms.

⁵ 77% of responding firms.

⁶ 69% of responding firms. Two firms noted not having income partners.

⁷ 69% of participating firms. One firm noted not having counsel positions.

⁸ 2 responding firms.

Responding firms noted that they use the gender demographic data in a variety of ways, including the following:

- a. to assess whether the firm has any issues retaining talented women lawyers, and whether women lawyers are progressing appropriately;
- b. to monitor trends in recruitment, advancement and attrition among women lawyers and students, so the firm can consider changes that might make for improvement;
- c. to help support the women's network;
- d. to track and measure success in hiring practices, retention and advancement to partnership;
- e. to provide the information in requests for hire;
- f. to act as a benchmark for progress on gender diversity initiatives;
- g. to be analyzed by a diversity or women's initiatives committee and to make recommendations to the firm;
- h. for periodic reviews to assess whether the firm has any potential issues retaining talented women lawyers, and whether women lawyers are progressing appropriately.

Trends in Retention of Women

Most responding firms have, over the last three years, seen an increase in the retention of associates or partners at the firm.¹³ They believe that the increase is attributable to a number of factors such as the economy and engagement activities. The following are comments made:

- a. There has been an increase for the last two years that could be attributed to a women's initiative program.
- b. There has been an increase in retention at the firm. The firm has adopted numerous engagement activities for associates and partners. The firm made adjustments to the performance review process to increase transparency on feedback and assist lawyers with their careers.
- c. Attrition at the firm has been minimal in the last three years and the rate of attrition for women lawyers had been lower than that of male lawyers.
- d. The proportion of male/female associates has remained stable while for partners it has increased over the same period.
- e. There has been a slight increase in retention (reduction in departures). While the firm welcomes this, the increase is not significant enough that there is a clear explanation for the increase.

⁹ 1 responding firm

¹⁰ 2 responding firms

¹¹ 1 responding firm

¹² 1 responding firm

¹³ 3 responding firms indicated no increase.

- f. There has been an increase possibly due to the economy which leads to lawyers being reluctant to leave their positions.¹⁴
- g. The firm does not collect gender demographic data but anecdotally, the numbers appear to be consistent with past years. The firm does not have a history of lawyers leaving in large numbers on an annual basis.
- h. The associates' retention rate has fallen while the partners' retention rate has increased. This is likely attributable to increased availability of great in-house opportunities for associate-level lawyers.

Advancement of Women

As with the increase of women associates and partners, responding firms also generally reported an increase in the number of women who advanced into income partnership in the last 3 years.¹⁵ The following responses were provided:

- a. To increase the number of women in partnership, the board implemented a 3-year plan to enhance the advancement of women. Working with a third party facilitator, the firm conducted a series of focus groups with associates (female and male associates). The firm will also conduct focus groups with partners to review different themes that come from the meetings.
- b. Proportionate representation by women in the income partner group has increased significantly over the last three years. There is also a notable increase in the proportion of women associates who advance into income partnership. These developments are attributed to a variety of factors, including effective talent management, thoughtful succession planning, appropriate market and practice opportunities, and a commitment to diversity.
- c. The numbers go up and down but overall there has been an increase, attributable to more women being hired as laterals and a slight increase in the number of women coming out of law school.
- d. There has been an increase but it is difficult to attribute this to anything in particular. The time period is too brief to measure real change.
- e. There has been a slight increase of women income partners. The reason is unclear but in recent years there have been an increasing number of women associates in the firm. They are now reaching the stage of their careers where their level of experience and practice status has allowed them to meet the non-equity partnership admission criteria. That may be one of the factors behind the rise in the number of women equity/income partners.

¹⁴ 2 responding firms

¹⁵ 2 responding firms indicated that the overall numbers have remained the same or decreased.

Consistent with the increase in women associates and income partners, most responding firms have seen an increase in the number of women who advanced into equity partnership in the last 3 years.¹⁶ The following responses were provided:

- a. Yes there has been an increase. In 2012, 67% of the new equity partners were women. In 2013, 80 % of the new equity partners were women and in 2014, 44% of the new equity partners were women. The firm attributes this to the firm's commitment to developing its lawyers as well as the talents of those lawyers.
- b. Proportionate representation of women equity partners is at a 6 year high. The firm has also seen a notable increase in the proportion of women income partners who advance into equity partnership. The firm attributes these developments to a variety of factors, including effective talent management, thoughtful succession planning appropriate market and practice opportunities and a commitment to diversity.
- c. As there is a greater awareness of the supports that women need to succeed and there is greater attention to providing those supports, the representation of women as equity partners has increased. The firm identifies high potential women and works with them in the years prior to partnership to ensure that they are ready in time.
- d. There has been an increase and the firm attributes this to general demographics where there is a general increase in the number of women associates joining the firm.
- e. There was an increase last year but not in the prior two years.
- f. The firm has not seen an increase or a decrease in the number of women who have advanced to equity partnership in the last three years. The overall number of partners advancing to equity partnership is smaller than it was pre-2008.

¹⁶ 2 responding firms indicated that the numbers had decreased slightly.

MATERNITY/PARENTAL LEAVES

Policies

Respondents were asked to indicate whether they had maternity and parental leave policies prior to Justicia. All of the firms indicated that they had policies for associates and most had policies for partners (92% had maternity policies and 70% had parental policies for partners).

All responding firms that did not have maternity or parental leave policies prior to Justicia indicated that they have since adopted such policies. All but one responding firm that had maternity and parental leave policies prior to Justicia indicated that they reviewed their policies as a result of Justicia. The Justicia maternity/parental leave policy templates were rated either as somewhat helpful or very helpful (in equal measures). Six firms noted that they made changes to their policies as a result of the templates, while six made no changes and one indicated that the review of policies is in process.

Eligibility

The firms impose the following eligibility criteria:

Maternity leave policy for women associates

Women associates	Number of firms
Full-time	4
Part-time	4
Full-time after 13 weeks at the firm	4
Part-time after 13 weeks at the firm	4
Full-time after 12 months at the firm	4
Part-time after 12 months at the firm	3
Contract	1
Contract after 13 weeks at the firm	1

Maternity leave policy for women partners

Women partners	Number of firms
Full-time equity partners	13
Part-time equity partners	11
Full-time income partners	9
Part-time income partners	9

Parental leave policy for women associates

Women Associates	Number of firms
Full-time	5
Part-time	4
Full-time after 13 weeks at the firm	4
Part-time after 13 weeks at the firm	4
Contract after 13 weeks at the firm	1

Parental leave policy for men associates

Men Associates	Number of firms
Full-time	5
Part-time	5
Full-time after 12 months at the firm	3
Part-time after 12 months at the firm	3
Full-time after 13 weeks at the firm	3
Part-time after 13 weeks at the firm	3
Contract after 13 weeks at the firm	1

Parental leave policy for women partners

Women Partners	Number of firms
Full-time equity partners	11
Part-time equity partners	9
Part-time income partners	8

Parental leave policy for men partners

Men Partners	Number of firms
Full-time equity partners	9
Part-time equity partners	9
Full-time income partners	8
Part-time income partner	8

Benefits, firm practices and impact on partnership admission – Associates' benefits

Participants were asked to describe the benefits under their maternity and parental leave policies for associates, such as length of leave and remuneration.

Eleven firms indicated that, for maternity leaves, they provide full salary during the employment insurance waiting period and a 100% top-up for the 15 additional weeks of employment insurance. One firm indicated paying full salary for 18 weeks and one firm for 17 weeks. One firm pays a top-up for 6 months.

Five firms indicated that the parental leave eligibility is consistent with the *Employment Standards Act*. One firm provides 4 weeks of top-up and 35 weeks of leave if the person is not the birth parent, and another firm provides 100% salary for 10 weeks if the lawyer is the primary caregiver (in addition to the benefits under the *Employment Standards Act*).

Firms were asked whether maternity or parental leaves impact on advancement into partnership. Eight firms indicated that a leave will not, in and of itself, impact on the advancement into partnership and that each case is considered on a case by case basis. One firm indicated that if an associate has been out of active practice for a significant period of time, such time away may not be included in determining years of active practice for partnership admission purposes.

Benefits and firm practices – Partner

Firm benefits under maternity leave policies for partners vary greatly. For example, firms have adopted the following schemes:

- a. 17 weeks at full income;¹⁷
- b. 17 weeks at full income and 35 weeks unpaid;¹⁸
- c. 6 months at full income;¹⁹
- d. 4 months at full income for women only;²⁰
- e. for equity partners, 17 weeks for the birth mother at full income. Income partners are entitled to the same as associates (17 weeks at full salary/top-up);²¹

¹⁷ 2 responding firms

¹⁸ 2 responding firms

¹⁹ 2 responding firms

²⁰ 1 responding firm

²¹ 1 responding firm

- f. up to 17 weeks and may apply for an extension to 6 months. The remuneration is determined by a committee.²²

Firm benefits under parental leave policies for partners also vary for each firm and include the following:

- a. 35 weeks of unpaid leave;²³
- b. partners may have arrangements for up to six months with full income;²⁴
- c. arrangement at the discretion of partners;²⁵
- d. 4 weeks at full income;²⁶
- e. up to 35 weeks. If the partner has not taken maternity leave and is the primary caregiver, full income for up to 17 weeks. Otherwise, the income is proportionately reduced based on leave duration unless the equity partner elects to receive full draw during the parental leave as advance against future payment owing;²⁷
- f. women are entitled to 18 weeks while men are accommodated on a case by case basis.²⁸

Parental Tool Kit

Participants were asked whether their firms have adopted a parental tool kit based on the kit developed in the Justicia Project. Of the responding firms, only one firm indicated that it had not used the Justicia Parental Tool Kit. The other firms found it somewhat (7) or very (5) helpful.

²² 1 responding firm

²³ 2 responding firms

²⁴ 2 responding firms

²⁵ 2 responding firms

²⁶ 1 responding firm

²⁷ 1 responding firm

²⁸ 1 responding firm

FLEXIBLE WORK ARRANGEMENTS

Policies

Participating firms were asked whether they have a written flexible work arrangement (FWA) policy. Sixty-two percent (62%) of responding firms indicated that they had a written FWA prior to Justicia and 15% had a policy prior to Justicia but they updated their policy as a result of the Project. The remaining responding firms are in the process of developing a policy, have adopted a policy since the beginning of Justicia or offer FWA on an ad hoc basis.

Ad Hoc Practices

Participants were asked whether they offer ad hoc FWAs. Seventy percent (70%) of responding firms indicated offering ad hoc FWAs. The following are examples of ad hoc arrangements offered by respondents:

- a. For three years, a woman partner has been on a FWA.
- b. There are two types of FWAs: reduced overall hours and a four day work week.
- c. The firm has lawyers on lowered billable hours targets or 3 or 4 day week arrangements. There are usually two or three lawyers on FWAs at a time.
- d. The firm has part-time and reduced hours arrangements.
- e. The firm has reduced hours or shorter work weeks.
- f. The firm has varying arrangements for pre-determined periods of time. A small group of lawyers has permanent part-time arrangements.

Eligibility for FWAs

Participants were asked who is eligible for FWAs under a written policy. Eleven firms indicated that men and women are eligible for FWAs. Eleven firms have FWAs for associates, five for income partners and six for equity partners.

Participants were asked who is eligible for ad hoc FWAs. Three firms indicated that men and women are eligible for ad hoc FWAs, while three firms allow associates, four firms allow income partners and five firms allow equity partners to be on ad hoc FWAs.

FWA Guide

Seventy-seven percent (77%) of responding firms indicated that they have used the FWA guide developed in the Justicia Project and of those, 90% found it very helpful or somewhat helpful.

Deloitte FWA Profitability Model

None of the responding firms indicated that they use the Deloitte FWA profitability model. This could be because large law firms already have their own methods of calculating whether an FWA is profitable.

Target Hours

The firms were asked about the minimum target hours for a FWA. A majority of responding firms (66%) indicated that they do not use minimum targets. The arrangements are made on a case by case basis. The remainder of firms have minimum target hours as follows: 60% of target hours, pro-rated to target hours and 1,200, 1,400 or 1,500 hours.

The responding firms offered the following answers to the question: Do you have non billable target hours for your FWAs? A majority of firms (62%) indicated that the agreements are negotiated. One firm said that they do not have non billable target hours. Two firms indicated that they do have non billable target hours and they use a proportionate amount based on non-billable hours for associates.

Compensation and Bonuses

Participants were asked whether the compensation for a FWA is calculated based on a percentage relative to target FWA hours compared to full-time targets. Approximately half the respondents indicated that it depends on the negotiated arrangements, while about 40% answered yes and one firm indicated that for associates, it is prorated while for partners it depends on the negotiated arrangement.

Most responding firms (77%) indicated that FWA associates are eligible for bonuses while 15% indicated that it depends on the negotiated arrangement. One responding firm does not provide bonuses to those on FWAs. That firm has a compensation structure that does not provide bonuses to any associate.

Length of FWAs

Participants were asked whether the firm limits how long a lawyer can stay on an FWA. Nine firms indicated that they do not limit how long an associate can stay on an FWA, four firms do not have time limits for income partners and eight firms do not have time limits for equity partners.

The following comments were provided:

- a. The FWA policy applicable to associates provides that FWAs can last up to 12 months but this is not strictly enforced. Longer FWAs have been arranged. For partners, FWAs have been of variable lengths, depending on the arrangements made between the lawyer and the firm.

- b. Each arrangement is reviewed annually²⁹. For one firm, there is no expiration date and for another, FWAs are not permanent arrangements.
- c. Depends on the negotiated arrangement.

Partnership Eligibility

Participants were asked whether FWA associates are eligible for partnership. All responding firms noted that FWA associates are eligible for partnership.

The firms have approximately the following number of lawyers on FWAs.

Firm	Approximate number of FWA lawyers for firms that offer FWAs
Women associates	3 to 4
Men associates	1 to 2
Women partners (income)	2 to 3
Men partners (income)	1 to 2
Women partners (equity)	2 to 3
Men partners (equity)	1 to 2

²⁹ 4 responding firms.

LEADERSHIP POSITIONS

The following represents the number of women lawyers in senior leadership positions:

- a. One firm has a woman managing partner;
- b. Eight firms have women Chief Operating Officers or equivalent;³⁰
- c. Five firms have women as regional managing partners;³¹
- d. All but one firm have women on their executive committee or equivalent;³²
- e. All but two firms have women on their compensation committee or equivalent;³³
- f. Ten firms have women on their partnership admission committee or equivalent;³⁴
- g. Eight firms have women on their associates committee or equivalent;³⁵
- h. All responding firms have women as practice or department groups leads;³⁶
- i. Firms also have women as deputy managing partners, on the management committee, as board members, on the conflicts committee, on the errors and omissions committee and directors.

³⁰ Including two firms with two women.

³¹ Including one firm with three women.

³² Including one firm with four women, four firms with three women and four firms with two women.

³³ Including one firm with 7, one firm with 5, 2 firms with 4, 2 firms with 3 and 2 firms with 2.

³⁴ Including one with 12 women, one with 7 women, two with 4 women and three with 3 women.

³⁵ Including one firm with 9 women, one firm with 7, two firms with 5 and two firms with 4.

³⁶ Including one firm with 13, one firm with 7, three firms with 6, two firms with 5, one firm with 4, one firm with 3 and one firm with 2.

JUSTICIA GUIDES

More than half of respondents (58%) indicated that they have provided their executive committee or an equivalent committee with the *Career Advancement into Partnership: Guide for Law Firms*.

Responding firms also made the *Career Advancement into Partnership: Guide for Associates* available through the Justicia portal (5 firms) and the firm's intranet (2 firms) and have distributed the guide to all associates (4 firms), articling students (1 firm), senior management (1 firm), executive committee members (2 firms) and professional development leads (2 firms). One firm noted that the feedback on the guide was positive.

Responding firms have also made the *Guide to Developing Successful Flexible Work Arrangements* available through the Justicia portal (5 firms) and the firm's intranet (3 firms). They have also distributed the guide to all associates (1 firm), partners (1 firm), articling students (1 firm), the senior management (1 firm) and executive committee members (1 firm). One firm noted that the guide was distributed in the context of a continuing professional development program. Another firm indicated that the women's leadership development committee discussed the distribution of the guide. Another firm's working group appointed to develop the firm's policy used the guide extensively in the development of its policy.

Responding firms have made the *Guide to Business Development for Women Lawyers* available through the Justicia portal (4 firms) and the firm's intranet (5 firms) and have distributed the guide to all their associates (5 firms), articling students (1 firm), female lawyers (1 firm), the senior management (1 firm), the leadership of the women's network (1 firm), executive committee members (1 firms), to professional development programmers (1 firm) and at continuing profession development pograms. One firm noted that the women's leadership development committee was discussing the distribution of the guide.

Responding firms have made the *Justicia Guide to Women's Leadership in Law Firms* available through the Justicia portal (4 firms) and the firm's intranet (4 firmst). The firms also distributed the guide to all their associates (3 firms), articling students (1 firm), senior management (1 firm), the leadership of the women's network (1 firm), executive committee members (1 firms); and through the intranet (4 firms). One firm noted that the women's leadership development committee was discussing the distribution of the guide.

Firms were also asked whether the Justicia resources were provided to all new law students, articling students and lawyers when they join the firm. Responding firms answered that all new lawyers (1 firm) are provided with the resources, and the resources are available on the intranet (4 firms) and through the Justicia portal (2 firms).

Since the Justicia symposium on May 28, 2014, the guides are now readily available through the [public Justicia portal](#).

Responding firms have noted that the Justicia resources are extremely important as they are short, readable and practical.

One firm said that they talk about the resources during orientation sessions for example with law students, articling students, associates and lateral hires. The Justicia resources are also very valuable when drafting policies.

One firm noted that the feedback has been positive and that the resources are communicated annually to all associates and are available online.

Another firm noted that the guides are useful in setting up programming or helping with development of policies at the firm.

Another firm mentioned that the lawyers find the business development and leadership guides the most useful. Some of the templates are used often to prepare for performance reviews and to discuss how to build networks.

One firm commented that the Justicia Project was particularly worthwhile in the development of policy precedents for firms. The firm is developing parental leave materials and the guide will assist in that endeavor. The other materials produced are more general and are useful in highlighting some of the major issues for program development.

The Project also brought together great women from a number of law firms to focus and talk about the advancement of women. It was noted that it would be important to keep the discussion going because a number of representatives find that there are challenges in retaining and advancing women within law firms. The issues that are encountered have a lot to do with societal culture and trends. More dialogue might help move things forward.

**JUSTICIA IMPLEMENTATION SURVEY 2014
QUESTIONNAIRE**

Demographic Data

Name of your firm (voluntary)

Number of lawyers

Location/city of your firm (please list all that apply)

Gender Data Collection

2. Prior to Justicia, did your firm collect and maintain gender demographic data for the purpose of monitoring and tracking the retention and advancement of women lawyers in the firm?

3. If you answered "no", does your firm now collect gender demographic data as a result of Justicia?

4. If you answered "yes", did your firm review its methodology by using the gender data collection template developed in the Justicia Project?

5. Does your firm collect gender demographic data about the following? (answer all that apply)

	Yes	No	We do not have that position at the firm
Summer students			
Articling students			
Number of articling students			

	Yes	No	We do not have that position at the firm
hired back as associates			
Associates			
Associate lateral hires			
Partnership admission (Income Partners)			
Partnership admission (Equity)			
Partners (Income)			
Partners (Equity)			
Partner lateral hires			
Counsel			
Maternity leaves			
Parental leaves			
Other leaves			
Senior management			
Leadership positions			
Other (e.g. contract lawyers)			

6. How often does your firm collect gender demographic data?

7. Who has access to the gender demographic data? (answer all that apply)

- Managing Partner
- Executive/management committee
- Practice group leaders
- Partners
- Associates
- Human Resources

Other (please specify)

8. Please describe how your firm uses the gender demographic data:

9. Have you seen an increase in the retention of associates or partners at your firm in the last 3 years? To what do you attribute this to?

10. Have you seen an increase in the number of women who advanced into income partnership in the last 3 years? To what do you attribute this to?

11. Have you seen an increase in the number of women who advanced into equity partnership in the last 3 years? To what do you attribute this to?

Maternity/Parental Leave Policies

12. Did your firm have the following policies prior to Justicia? (answer all that apply)

	Yes	No
Maternity leave policy for associates		
Parental leave policy for associates		
Maternity leave policy for partners		
Parental leave policy for partners		

13. If your firm had maternity/parental leave policies prior to Justicia, has your firm reviewed those policies against the templates prepared by Justicia?

14. if you answered "no", has your firm adopted maternity/parental leave policies since the launch of Justicia?

	Yes	No	Not applicable
Maternity leave policy for associates			
Maternity leave policy for partners			
Parental leave policy for associates			
Parental leave policy for partners			

15. How helpful were the maternity/parental leave policy templates prepared by Justicia?

- Very helpful
- Somewhat helpful
- Not helpful
- Not used

16. Did your firm make any changes in its maternity/parental leave policies as a result of this review?

17. Who is eligible under your maternity leave policy for associates? (answer all that apply)

	Yes	No	We do not have that position at the firm	Not applicable
Full-time women associates no matter amount of time at the firm				
Full-time women associates after a specified period at the				

	Yes	No	We do not have that position at the firm	Not applicable
firm				
Part-time women associates no matter amount of time at the firm				
Part-time women associates after a specified period at the firm				
Contract women associates no matter amount of time at the firm				
Contract women associates after a specified period at the firm				

18. Who is eligible under your maternity leave policy for partners? (answer all that apply)

	Yes	No	We do not have that position at the firm	Not applicable
Full-time women equity partners no matter amount of time at the firm				
Full-time women equity partners after a specified period at the firm				
Part-time women equity partners no matter amount of time at the firm				
Part-time women				

	Yes	No	We do not have that position at the firm	Not applicable
equity partners after a specified period at the firm				
Full-time income partners no matter amount of time at the firm				
Full-time income partners after a specified period at the firm				
Part-time income partners no matter amount of time at the firm				
Part-time income partners after a specified period at the firm				

19. Who is eligible under your parental leave policy for associates? (answer all that apply)

	Yes	No	We do not have that position at the firm	Not applicable
Full-time women associates no matter amount of time at the firm				
Full-time women associates after a specified period at the firm				
Part-time women associates no matter amount				

	Yes	No	We do not have that position at the firm	Not applicable
of time at the firm				
Part-time women associates after a specified period at the firm				
Contract women associates no matter amount of time at the firm				
Contract women associates after a specified period at the firm				
Full-time men associates no matter amount of time at the firm				
Full-time men associates after a specified period at the firm				
Part-time men associates no matter amount of time at the firm				
Part-time men associates after a specified period at the firm				
Contract men associates no matter amount of time at the firm				
Contract men				

	Yes	No	We do not have that position at the firm	Not applicable
associates after a specified period at the firm				

20. Who is eligible under your parental leave policy for partners? (answer all that apply)

	Yes	No	We do not have that position at the firm	Not applicable
Full-time women equity partners no matter amount of time at the firm				
Full-time women equity partners after a specified period at the firm				
Part-time women equity partners no matter amount of time at the firm				
Part-time women equity partners after a specified period at the firm				
Full-time women income partners no matter amount of time at the firm				
Full-time women income partners after a specified period at the firm				
Part-time women income partners				

	Yes	No	We do not have that position at the firm	Not applicable
no matter amount of time at the firm				
Part-time women income partners after a specified period at the firm				
Full-time men equity partners no matter amount of time at the firm				
Full-time men equity partners after a specified period at the firm				
Part-time men equity partners no matter amount of time at the firm				
Part-time men equity partners after a specified period at the firm				
Full-time men partners no matter amount of time at the firm				
Full-time men income partners after a specified period at the firm				
Part-time men income partners no matter amount of time at the firm				

	Yes	No	We do not have that position at the firm	Not applicable
Part-time men income partners after a specified period at the firm				

21. Please describe the benefits under your maternity policy for associates (length of leave, remuneration, impact on advancement to partnership)

22. Please describe the benefits under your parental leave policy for associates (length of leave, remuneration, impact on advancement to partnership)

23. Please describe the benefits under your maternity leave policy for partners (length of leave, remuneration)

24. Please describe the benefits under your parental leave policy for partners (length of leave, remuneration)

25. How helpful was the model parental tool kit developed by Justicia?

- Very helpful
- Somewhat helpful
- Not helpful
- Not used

26. Does your firm have a written flexible work arrangement (FWA) policy?

- No, but the firm offers FWAs on an ad hoc basis
- Yes, had one prior to Justicia
- Had one prior to Justicia but updated it as a result of Justicia
- Yes, adopted since the beginning of Justicia
- In the process of developing one
- In the process of reviewing our policy

27. Who is eligible for FWAs? (answer all that apply):

Yes under a written policy

Yes eligible for ad hoc FWAs

	Yes under a written policy	Yes eligible for ad hoc FWAs
Women		
Men		

28. Who is eligible for FWAs? (answer all that apply)

	Yes under a written policy	Yes under ad hoc FWAs	We do not have that position at the firm
Associates			
Partners (Income)			
Partners (Equity)			

29. How helpful was the FWA guide developed through Justicia?

- Very helpful
- Somewhat helpful
- Not helpful
- Not applicable

30. Does your firm use the Deloitte profitability model to calculate the cost of FWAs?

- Yes
- No

Comment

31. How helpful is the Deloitte profitability model to calculate the cost of FWAs?

- Very helpful
- Somewhat helpful
- Not helpful
- Not used

32. What are the minimum target hours for FWAs under either your written FWA policy or ad hoc arrangements?

33. Do you have non billable target hours for your FWAs (either under the policy or ad hoc arrangements)?

- Yes
- No
- Depends on the negotiated arrangement

If so, what is the target?

34. Do you calculate compensation for a FWA of a percentage relative to target FWA hours compared to full-time hour targets? (i.e. If full-time billable target is 1800 hours and FWA billable hours are 1200, then FWA compensation is 66% of full-time compensation)

35. Are FWA associates eligible for bonuses?

36. Does your firm limit how long an associate or partner can stay on an FWA?

Yes	No	We do not have that position at the firm
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Associates

**Partners
(Income)**

Partners (Equity)

37. If yes, what is the length of time?

If yes, what is the length of time?

Associates

Partners (Income)

Partners (Equity)

38. Are associates on FWAs eligible for partnership?

- Yes
- No
- Not applicable

Comment

39. Approximately how many lawyers are on FWAs annually?

Approximately how many lawyers are on FWAs annually?
Women

associates

Men associates

Women partners
(Income)

Men partners
(Income)

Women partners
(Equity)

Men partners
(Equity)

40. Please list the number of women lawyers in senior leadership positions in your firm:

Please list the
number of women
lawyers in senior
leadership
positions in your
firm: Managing
Partner

Chief Operating
Officer or
equivalent

Regional
managing partner

Executive
committee or
equivalent

Compensation
committee or
equivalent

Partnership
admission
committee or
equivalent

Associates
committee or
equivalent

Department or
practice group
leads

Others (please
list)

41. Are you familiar with the Law Society of Upper Canada Contract Lawyers' Registry?

- Yes
- No

If so, has your firm used any lawyers from the Registry and what was your experience?

42. Has the Justicia guide "Career Advancement into Partnership : Guide for Law Firms" been provided to your executive committee or equivalent committee?

- Yes
- No

If yes, what is the feedback, if any?

43. Please indicate who has received the Justicia guide "Career Advancement into Partnership : Guide for Associates" (answer all that apply)

- All summer students
- All articling students
- All associates
- All partners
- All female summer students
- All female articling students
- All female associates
- All female partners
- The executive committee members
- It is available through intranet
- It is available through the Justicia portal

If yes, what is the feedback, if any?

44. Please indicate who has received the "Guide to Developing Successful Flexible Work Arrangements" (answer all that apply)

- All summer students
- All articling students
- All associates
- All partners
- All female summer students
- All female articling students

- All female associates
- All female partners
- The executive committee members
- It is available through intranet
- It is available through the Justicia portal

Other (please specify)

45. Please indicate who has received the "Guide to Business Development for Women Lawyers" in your firm (answer all that apply)

- All summer students
- All articling students
- All associates
- All partners
- All female summer students
- All female articling students
- All female associates
- All female partners
- The executive committee members
- It is available through intranet
- It is available through the Justicia portal

Other (please specify)

46. Please indicate who has received the "Justicia Guide to Women's Leadership in Law Firms" in your firm (answer all that apply)

- All summer students
- All articling students
- All associates
- All partners
- All female summer students
- All female articling students
- All female associates
- All female partners
- The executive committee members

- It is available through intranet
- It is available through the Justicia portal

Other (please specify)

47. Do the lawyers in your firm find the Justicia resources useful? Please explain.

48. Are the Justicia resources provided to new law students, articling students and lawyers when they join the firms? (answer all that apply)

- All new law students
- All new articling students
- All new lawyers
- All new female law students
- All new female articling students
- All new female lawyers
- Available on the firm's intranet
- Available through Justicia portal
- Not provided

If not provided, please explain reason

49. Please provide further comments that may be of assistance.