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Report of the Findings of the Second Survey of Justicia Firms of Less than 100 Lawyers

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The Law Society of
Upper Canada

Barreau
du Haut-Canada

Report of Findings of the Second Survey of Justicia Firms of Under 100 Lawyers

INTRODUCTION

1. Between December 2008 and February 2009, the Law Society of Upper Canada (the Law Society) conducted a survey of law firms participating in the Law Society's 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.
2. The findings are divided based on size of firms and analyzed in two reports, one focusing on firms of over 100 lawyers ("large firms") and one on firms of under 100 lawyers ("medium firms"), which includes the out of Ottawa and Toronto firms.
3. This report is an analysis of the findings of the second survey of **medium firms**. Nineteen responses were received of a potential thirty-one responses (response rate of 61%). The Questionnaire is presented at Appendix 1. Please note that the questions were not mandatory and questions were not necessarily answered by all respondents.

GENDER DEMOGRAPHIC DATA

Collection of Data

4. The respondents were asked whether they collected gender demographic data prior to Justicia. Only three firms indicated that they did, while sixteen firms indicated that they did not. Six of the firms that did not collect gender demographic data prior to Justicia confirmed that they now collect such data. All

of the responding regional firms (8 firms) indicated that they do not collect gender demographic data because their firm is too small. Five firms indicated that their firm reviewed the gender data collection methodology by using the gender data collection template developed in the Justicia Project.

5. Firms that collect demographic data do so based on the following categories:

Firms that collect demographic data

Position	Yes
Associates	9
Partners (Equity partners)	8
Articling students	7
Partnership admission (Equity partners)	6
Summer students	5
Associates lateral hires	5
Maternity leaves	4
Number of articling students hired back as associates	4
Partners (Income partners)	4
Parental leaves	3
Partnership admission (Income partners)	3
Leadership positions	2
Senior management	2
Other leaves	2
Partner lateral hires	2
Counsel	1
Contract lawyers	1

6. Seven of the firms collect the data annually, one every two years, one monthly as changes occur and one noted that the collection of data is ongoing and reports can be produced in real time.

7. Firms were asked who has access to the information. Most firms that collect data provide access to the executive/management committees, Human Resources and the Managing Partners. Only one firm provides access to their associates.

Who has access to the information?

Position	Numbers
Executive/management committee	9
Human Resources	7
Managing Partner	6
Partners	5
Practice Group Leaders	2
Associates	1
Justicia Representative	1
Diversity Committee	0
Women's Leadership Development Committee	0
Director Students and Associates	0

8. The gender demographic data is used in a variety of ways, including the following:
- a. The data is collected on a monthly basis and has been for several years. It is on hand should a partner or associate request it. There has always been a good balance with respect to gender in the firm.
 - b. To monitor the statistics compared to other firms in the industry.
 - c. Tracking only at this point
 - d. To measure how many women and men lawyers at the firm.
 - e. It has not been used to date. It will take many years of collection before the data has any meaning.
 - f. The firm has just started collecting the data.
 - g. The data has not been used to date.

Trends in Retention of Women

9. Firms were asked whether they have seen an increase in the retention of associates or partners at the firm in the last 3 years. The following responses were provided:
- a. No change (4 firms).
 - b. Yes (2 firm).
 - c. No increase but rather a decrease (3 firms).
 - d. Not necessarily an increase in retention but there is a sense that there is more open discussion about the concerns for women with balance work and home life, particularly post maternity leave.
 - e. No one has left voluntarily in the last three years (1 firm).
 - f. Not really. The firm never had an issue with retention, so it is difficult to improve (1 firm).
 - g. No. One associate and one partner (both women) and one man associate left for personal reasons related to family. The woman partner and man associate left the community.
 - h. No. In fact in the last three years, the firm has had more turnover.
 - i. One woman associate has left full time practice but is still associated with the firm.

Advancement of Women

10. Firms were asked whether they have seen an increase in the number of women who advanced into income partnership in the last 3 years. The following responses were provided:
- a. No change (2 firms).
 - b. Yes, one woman has been admitted to the partnership in the last 3 years and no men have been admitted (1 firm).
 - c. Yes, two women have advanced into income partnership (1 firm).
 - d. Yes (1 firm).
 - e. No. There are still very few women at the firm (1 firm).

- f. No. Associates are eligible to advance into income partnership based on performance (1 firm).
 - g. Yes, we have had five income partners join in the last three years, two of whom were women (1 firm).
 - h. No, although only three people have been admitted in the last three years and one is a woman (1 firm).
 - i. No, the firm has not had a new partner in 3 years. Nor is there tiered or equity/income partners.
 - j. No, the firm only has one woman partner out of the 8 partners. She has been the only woman partner the firm has had.
 - k. There has been no advancements into income partnership in the last three years, regardless of gender.
 - l. Not partnership, but an increase in female associates.
11. Firms were asked whether they have seen an increase in the number of women who advanced into equity partnership in the last 3 years. The following responses were provided:
- a. No change (9 firms).
 - b. Yes. One woman has been admitted to equity partnership in the last 3 years and one man (1 firm).
 - c. We have had no equity partners join in the last three years (1 firm).
 - d. The firm has had only one woman and one man advance into partnership in the last 3 years (1 firm).
 - e. No. The firm has not had a new partner in 3 years. Nor is there tiered or equity/income partners.
 - f. No, the firm only has one woman partner out of the 8 partners. She has been the only woman partner the firm has had.
 - g. There has been no advancements into equity partnership in the last three years, regardless of gender.

MATERNITY/PARENTAL LEAVES

Policies

12. Respondents were asked to indicate whether they have maternity and parental leave policies prior to Justicia. The following responses were provided:

	Had policy before Justicia	Adopted policy since Justicia launch
Maternity leave policy for associates	10	5
Parental leave policy for associates	6	4
Maternity leave policy for partners	3	7
Parental leave policy for partners	1	7

13. Most of the responding firms that had maternity and parental leave policies prior to Justicia indicated that they reviewed their policies as a result of Justicia. The maternity/parental leave policy templates were rated as somewhat helpful (5) or very helpful (5). Five firms noted that they made changes to their policies as a result of the template, while four made no changes and two indicated that the review is in process.

Eligibility

14. The firms impose the following eligibility criteria in their maternity/parental leave policies:
- a. Maternity leave policy for associates

Women associates	Number of firms
Full-time no matter the amount of time at the firm	8
Contract no matter amount of time at the firm	2

Women associates	Number of firms
Part-time no matter the amount of time at the firm	1
Full-time after 2 years at the firm	1
Full-time after 16 months at the firm	1
Full-time after 12 months at the firm for top-up benefits	1
Full-time after 13 weeks at the firm	1
Full-time after 90 days at the firm	1
Part-time after 13 weeks at the firm	1
Contract after 13 weeks at the firm	1
Full-time after unspecified period at the firm	1
Case by case	1

b. Maternity leave policy for partners

Women partners	Number of firms
Full-time women equity partners no matter the amount of time at the firm	9
Part-time women equity partners no matter amount of time at the firm	2
Full-time women income partners no matter amount of time at the firm	1
Case by case	1

c. Parental leave policy for associates

Associates	Number of firms
Full-time women associates no matter the amount of time at the firm	7
Full-time men associates no matter the amount of time at the firm	6
Contract women associates no matter amount of time at the firm	2
Contract men associates no matter amount of time at the firm	2
Part-time women associates no matter the amount of time at the	1

Associates	Number of firms
firm	
Part-time men associates no matter the amount of time at the firm	1
Full-time women associates after 2 years at firm	1
Full-time women associates after 13 weeks at the firm	1
Full-time women associates after 90 days at the firm	1
Full-time men associates after 2 years at firm	1
Full-time men associates after 13 weeks at the firm	1
Full-time men associates after 90 days at the firm	1
Part-time women associates after 13 weeks at the firm	1
Part-time men associates after 13 weeks at the firm	1
Contract women associates after 13 weeks at the firm	1
Contract men associates after 13 weeks at the firm	1

d. Parental leave policy for partners

Partners	Number of firms
Full-time women equity partners no matter the amount of time at the firm	6
Full-time men equity partners no matter amount of time at the firm	5
Part-time women equity partners no matter amount of time at the firm	2
Part-time men equity partners no matter amount of time at the firm	2
Full-time women income partners no matter amount of time at the firm	1

Benefits, firm practices and impact on partnership admission

15. Participants were asked to describe the benefits under their maternity policy for associates, such as length of leave, remuneration and impact on advancement to partnership. The following represents firm practices:

Benefits	Number of firms
Top-up for 17 weeks	3
75% of salary for 3 months. Not a top-up, just paid to any lawyer with less than 5 years at the firm regardless of year of call. 100% salary for three months, not a top-up, paid to any lawyer with more than 5 years at the firm regardless of year of call. Lawyers on maternity leave are also given the opportunity, if requested, to work part-time during their time off.	1
3 months full salary and benefits.	1
Up to 18 weeks. All regular benefits by the firm to associates continue to be paid.	1
Two levels of eligibility. Level 1 is a top-up of 85% of base salary for the 2 week waiting period and a top-up to 85% base salary for the 23 weeks immediately following the waiting period. Eligibility for this level is for all employees who have completed two full years of employment with the firm. Includes time spent in articles. Level 2 is a top-up to 95% of base salary for the 2 week waiting period and top-up to 95% of base salary for the 23 weeks immediately following the waiting period. Eligibility for this level is those who have completed 3 years of full-time employment with the firm. Includes time spent in articles.	1
17 weeks of pregnancy leave to associates who have been employed at least 13 weeks by the firm. Full salary is paid for the 2 week waiting period and top-up to 100% of salary for a further 15 weeks.	1

Benefits	Number of firms
Same as Employment Standard Act (17 weeks). Remuneration is at 100% for 2 week waiting period and a 20% top-up for the remaining 15 weeks.	1
Top-up to 80% of salary for 4 months of leave. Must be employed with the firm for 3 years prior to taking the leave.	1
95% top-up for 17 weeks – must return to work for at least 18 months	1
If a woman associate takes a leave of 17 weeks or less, she is paid a top-up to 100% of her pre-leave income, without bonus, for a maximum of 26 weeks. Woman associates are entitled to a leave of up to one year. There is a wind down and ramp-up plan for pre and post leave. This involves working reduced hours without a reduction in pay. There is also a Parenting Flexibility Program that allows an Associate to continue to work reduced hours for up to one year after return from leave with reduced pay, but without adversely affecting the prospect of partnership admission.	

- 16. Most medium firms indicate that leave will not, in or of itself, impact on the advancement into partnership and that each case is considered on a case by case basis.
- 17. Participants were asked to describe the benefits under their parental leave policy for associates, such as length of leave, remuneration and impact on advancement to partnership. The following represents firm practices:

Benefits	Number of firms
35 weeks unpaid	3
26 weeks. No impact on compensation.	1

Benefits	Number of firms
<p>For birth mothers:</p> <p>Two levels of eligibility. Level 1 is a top-up of 85% of base salary for the 2 week waiting period and a top-up to 85% base salary for the 23 weeks immediately following the waiting period. Eligibility for this level is for all employees who have completed two full years of employment with the firm. Includes time spent in articles. Level 2 is a top-up to 95% of base salary for the 2 week waiting period and top-up to 95% of base salary for the 23 weeks immediately following the waiting period. Eligibility for this level is those who have completed 3 years of full-time employment with the firm. Includes time spent in articles.</p> <p>Non birth parent: SUB benefits are payable for 12 weeks.</p>	1
<p>17 weeks of pregnancy leave to associates who have been employed at least 13 weeks by the firm. Full salary is paid for the 2 week waiting period and top-up to 100% of salary for a further 15 weeks.</p>	1
<p>Parental leave is 35 weeks. Top-up to 95% for 17 weeks. Pro rata bonus based on number of months worked.</p>	1
<p>Same as Employment Standard Act (17 weeks). Remuneration is at 100% for 2 week waiting period and a 20% top-up for the remaining 15 weeks.</p>	1
<p>No parental leave benefits</p>	1

18. Most firms indicate that a leave will not, in or of itself, impact on the advancement into partnership and that each case is considered on a case by case basis.
19. The following outlines firm benefits under the maternity leave policy for partners.

Benefits	Number of firms
Up to 17 weeks at full draw. All regular benefits continue.	2
26 weeks, no impact on compensation	2
Vary partner by partner. Very few partners have taken maternity leaves.	1
Only one woman partner has taken maternity leave (twice). Each time she continued working part-time and income did not decrease. Support from partners for file handling where required. Six months each time.	1
17 weeks of leave. Draw remains the same during the leave. With respect to division of profits, partner can use an average from the current and two prior years.	1

20. The following outlines firm benefits under the parental leave policy for partners.

Benefits	Number of firms
Depends on individual situation.	1
No pay	1
9 weeks, no impact on compensation	1
17 weeks at full compensation and other unpaid leave as approved by the executive committee	1
17 weeks of leave. Draw remains the same during the leave. With respect to division of profits, partner can use an average from the current and two prior years.	1

Parental Tool Kit

21. Participants were asked whether their firm had adopted a parental tool kit based on the kit developed in the Justicia Project. Only two firms indicated that it had adopted a parental tool kit. Three firms are in the process of developing their parental tool kit. Those who have used the Justicia parental tool kit have found it somewhat and very useful.

FLEXIBLE WORK ARRANGEMENTS

Policies

22. The firms were asked whether they have a written flexible work arrangement (FWA) policy. The following are noted

Answer	Number of firms
No but firm offers FWA on an ad hoc basis	12
Adopted one as a result of Justicia	2
Yes, had one prior to Justicia	1
In the process of developing one	1

Ad Hoc Practices

23. The firms were asked whether they offer ad hoc FWAs. Eight firms indicated offering ad hoc FWAs. The following are examples of ad hoc arrangements offered by the firms:
- More than 10 lawyers have taken advantage of the maternity leave policy over the last 10 years, many 2 times. 80% worked part-time on a FWA during the maternity leave, but returned to full-time work without FWA after the maternity leave. Only one woman associate is currently on FWA.

She is permanently a part-time associate. Formerly, a man partner had a FWA while on partial medical leave.

- b. Working from home, reduced hours/days.
- c. Modified work hours.
- d. A few times there were lawyers on shortened weeks or reduced hours.
- e. Flexible work hours.
- f. Flexibility based on the situation (e.g. working from home).
- g. Only one arrangement – reduced hours, reduced salary and limited type of work.
- h. Reduced hours, part-time, work from home.

2.5 days per week/800 billable hours per year for senior associates.

Eligibility for FWAs

24. Participants were asked who is eligible for FWAs under a written policy. The following are the answers:

Answer	Number of firms
Women	3
Associates	3
Men	2
Partners (Income)	
Partners (Equity)	1

25. Participants were asked who is eligible for ad hoc FWAs. The following are the answers:

Answer	Number of firms
Women	10
Men	10
Associates	10
Partners (Income)	7
Partners (Equity)	7

FWA Guide

26. Only three of the participating firms have used the FWA guide developed in the Justicia Project. They all found the guide very useful.

Deloitte FWA Profitability Model

27. Ten participants indicated that they are familiar with the Deloitte FWA profitability model. However, only two firms have indicated an intention of using it. The opportunity had not presented itself. Four respondents commented on the usefulness of the document rating it as somewhat useful while another respondent rated it as not useful.

Target Hours

28. The firms were asked about the minimum target hours for a FWA at the firm. The following answers were provided:
- a. No set minimum, ad hoc (4 firms).
 - b. No minimum target but paid based on docketed hours per week (1 firm).
 - c. Depends on the arrangements (1 firm).
 - d. 1550 hours (1 firm).
 - e. Never addressed in ad hoc arrangements (1 firm).

- f. 100 billable hours per month (1 firm).
 - g. Pro rated on number of days in arrangement, i.e. if arrangement is for 2.5 days per week worked, 800 billable hours (one half of full-time).
29. The firms offered the following answers to the question: Do you have non billable target hours for your FWAs?
- a. Depends on negotiated arrangement (8 firms)
 - b. No target but some lawyers on FWA did non billable projects (1 firm).
 - c. Depends on number of hours worked (1 firm).
 - d. No (1 firm).
 - e. Yes, but not specified (1 firm).

Compensation and Bonuses

30. 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. The following answers were provided:
- a. Depends on the negotiated arrangements (7 firms).
 - b. Yes (4 firms).
31. Participants were asked whether FWA associates are eligible for bonuses. The following answers were offered:
- a. Yes (3 firms).
 - b. Yes. Depends on negotiated arrangement (8 firms).
 - c. Yes, pro rated to a full-time (1 firm).

Length of FWAs

32. Participants were asked whether the firm limits how long a lawyer can stay on an FWA. The following answers were provided:

	Yes	No
Associates	2	9
Partners (Income)		6
Partners (Equity)		8

33. Two firms impose a maximum of 1 year on FWAs for associates.

Partnership Eligibility

34. Participants were asked whether FWA associates are eligible for partnership. Eight firms allow FWA associates to be eligible for partnership. Typically, being on a FWA does not impact the eligibility for partnership as long as the candidate meets the criteria.

35. The firms have the following numbers of FWA lawyers annually:

Firm	1	2	3	4	5	6	7	8
Women associates	1	1	1	1-2		2		1
Men associates				1-2				
Women partners (equity)							1	
Women partners (income)					1			
Men partners							1	

Firm	1	2	3	4	5	6	7	8
(income)								
MJen partners (equity)							All of them	

Leadership Positions

36. The following is a table that represents the number of women lawyers in senior leadership positions per firm:

Firm	1	2	3	4	5	6	7	8	9	10	11	12	13
Managing Partner	1		1	1			1	1		1			
Chief Operating Officer or equivalent		n/a								n/a			1 of 1
Regional managing partner		n/a		n/a		n/a		n/a		n/a			
Executive committee or equivalent		1 of 3	1		1	2		1 of 4		n/a			1 of 1
Compensation		2 of 4	2	1	1	1	1 of 4	1 of 4	1	n/a	1		2 of 6

Firm	1	2	3	4	5	6	7	8	9	10	11	12	13
committee or equivalent								4					
Partnership admission committee or equivalent		n/a	1			1	1 of 4	n/a	1	n/a	1		1 of 5
Associates committee or equivalent		1 of 2	3	1	1	1	1	3 of 3	1	1		1	2 of 5
Department or practice group leads	1	2 of 6	4		2	3	3	n/a	1				2 of 6
Other	See footnote ¹					See footnote ²	See footnote ³	See footnote ⁴					

¹ 4 women partners out of 10

² CFO is a woman (no CEO)

³ Head of business development

⁴ Fair representation on most committees

CONTRACT LAWYERS' REGISTRY

37. Participants were asked whether they are familiar with the Law Society's Contract Lawyers' Registry. While more than 60% of respondents indicated a familiarity with the program, no firm had accessed the program.

CAREER ADVANCEMENT INTO PARTNERSHIP GUIDES

38. Almost 60% of respondents indicated that they provided their executive committee or an equivalent committee with the *Career Advancement into Partnership: Guide for Law Firms*. However, only 2 of the respondents had provided the *Career Advancement into Partnership: Guide for Associates* to their associates. Those who have received feedback on the guides note that it is positive.

FINAL COMMENTS

39. One firm notes that the work product from the Justicia Project has been very helpful for recognizing issues, addressing the concerns and implementing changes. Another respondent notes that the success of this project will really take some 10 years to measure. It is not a failure if the firms report little effect of policies at this juncture.

Questionnaire

1. Demographic Data

Name of your firm

(voluntary)

Number of lawyers

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

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?

Yes

No

If no, why not?

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

Yes

No

Comment

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

Yes

No

Comment

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

- Summer students
- Articling students
- Number of articling students 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?

Annually

Every 2 years

Other (please specify)

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? Please elaborate:

10. Have you seen an increase in the number of women who advanced into income partnership in the last 3 years? Please elaborate:

11. Have you seen an increase in the number of women who advanced into equity partnership in the last 3 years? Please elaborate:

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

Yes

No

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?

Yes

No

Comment

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

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

- 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 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

What is the length of the specified wait period, if applicable?

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

- 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 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 associates after a specified period at the firm

What is the length of the specified wait period, if applicable?

applicable?

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

- 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 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
- Part-time men income partners after a specified period at the firm

What is the length of the specified wait period, if applicable?

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. Has your firm adopted a parental tool kit based on the kit developed by Justicia?

Yes

No

Comment

26. How helpful was the Justicia model parental tool kit?

Very helpful

Somewhat helpful

Not helpful

Not applicable

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

- No
- No, but the firm offers FWA 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

28. Does your firm have ad hoc FWAs?

- Yes
- No

If you answered "yes", what types of arrangements have been entered into and how often?

29. Who is eligible for FWAs under a written policy ? (answer all that apply):

- Women
- Men
- Associates
- Partners (Income)
- Partners (Equity)
- Not applicable

Others (please specify)

30. Who is eligible for ad hoc FWAs? (answer all that apply)

- Women

- Men
- Associates
- Partners (Income)
- Partners (Equity)
- Not applicable

Other (please specify)

31. Has your firm used the FWA guide developed through Justicia?

- Yes
- No

Comment

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

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

33. Are you aware of the profitability model developed by Deloitte in conjunction with Justicia to calculate the cost of a FWA?

- Yes
- No

Comment

34. If yes, does your firm use the Deloitte profitability model to calculate the cost of FWAs?

- Yes

No

Comment

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

Very helpful

Somewhat helpful

Not helpful

Not applicable

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

37. 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?

38. 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)

Yes

No

Depends on the negotiated arrangement

Other (please specify)

40. Are FWA associates eligible for bonuses?

- Yes
- No
- Depends on the negotiated arrangement

If yes, please describe how bonus is calculated.

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

Yes

No

Associates

Partners

(Income)

Partners

(Equity)

Comment

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

Associates

Partners
(Income)

Partners
(Equity)

43. Are associates on FWAs eligible for partnership?

- Yes
- No

Comment

44. **Approximately how many lawyers are on FWAs annually?**

Women associates	<input type="text"/>
Men associates	<input type="text"/>
Women partners (Income)	<input type="text"/>
Men partners (Income)	<input type="text"/>
Women partners (Equity)	<input type="text"/>
Men partners (Equity)	<input type="text"/>

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

Managing Partner	<input type="text"/>
Chief Operating Officer or equivalent	<input type="text"/>
Regional managing partner	<input type="text"/>
Executive committee or equivalent	<input type="text"/>
Compensation committee or equivalent	<input type="text"/>
Partnership admission	<input type="text"/>

committee or
equivalent

Associates

committee or
equivalent

Department or
practice group
leads

Others (please
list)

46. **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?

47. **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?

48. **Has the Justicia guide "Career Advancement into Partnership : Guide for Associates" been provided to your associates?**

Yes

No

If yes, what is the feedback, if any?

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

