



10TH
ANNIVERSARY

www.dfalliance.com

2012-2022

HIGHLIGHTS & TRENDS

Celebrating 10 years of
thought leadership,
community & collaboration.

2012 - 2022

HIGHLIGHTS & TRENDS

We're thrilled to be celebrating a decade of thought leadership, community & collaboration with all of you - our members and friends. We're so grateful for your partnership and the trust you have placed in us over the years.

It has been our honor to work with some of the most successful and forward-thinking law firms, companies and associations to provide guidance and collaboration on diversity and flexibility challenges and opportunities. We've consulted on a wide range of topics like the advancement of women, interrupting bias and leadership in a hybrid workplace and we've been at the forefront of trends like gender-neutral leave and holistic flexibility.

We've been privileged to engage with thousands of innovative leaders and exceptional professionals from many different industries and we are proud of the strong community we've built.

In the past decade, we've more than doubled our membership, advised more than 100 organizations, conducted countless trainings and reached thousands of individuals. We've researched the data, identified the trends and shared our advice and insights. We've honored the trailblazers, encouraged the innovators and learned from the experts and visionaries.

Together, we've weathered the storms and helped to shape a more humanized workplace.

Let's take a look back to 2012 to see how the workplace has evolved, along with some of our Alliance highlights.

39
Members

2012

2012 Alliance Highlights

What began in 2001 as a **personal mission** for our Founder, Manar Morales, to find a way to reduce her hours while maintaining a successful law career...



...Became a **movement** that would benefit many.

Manar created a **community of peers** with a common goal of bringing more diversity & flexibility to law firms and legal departments.

The goal was to provide **COMMUNITY, COLLABORATION & CAPABILITIES** to our 39 inaugural members!

Manar SHARED ADVICE... focusing on promoting reduced hour schedules and advancing more women into leadership.

Quarterly **Balanced Hour Coordinator** calls were offered to Alliance members.

2012 News

- 19.19% of law firm partners are women - [NALP](#)
- 6.71% of law firm partners are minorities - [NALP](#)
- Only 1.58% of law firm partners are LGBTQ - [NALP](#)



Bridging the Gap Between Policy & Practice



2013

2013 Alliance Highlights

- We became a team of 3 and our membership grew to 49!
- We released our first *New Partner Report*.
- We introduced the Flex Leadership Exchange Calls (FLEx).
- We presented the first Flex Success® Awards.
- We held Quarterly Balanced Hour Coordinator calls.
- 2013 Conference Theme - *Advancing Women: Flex, Power & Leadership*

2013 News

- 33% of new law firm partners were women (this will increase by 9% in 2021 to 42%)
- This stat was 29% in 2009
- 22 firms reported at least a 50/50 split in their new partner class.
- [DFA 2013 New Partner Report](#)

We SHARED ADVICE on timely topics like:

- *Characteristics of an Effective Flex Policy*
- *Flexible Flexibility - Tailored Schedules*
- *Supporting the Success of Flex Lawyers*
- *How Women Can Be Sponsor Ready*
- *Your Business Development Plan*
- *Flexibility as a Recruitment Tool*

We learned from THOUGHT LEADERS:

Demetria Johnson
Hogan Lovells



Ritu Bhasin
Bhasin Consulting



Sara Holtz
Advice to My
Younger Me





2014

2014 Alliance Highlights

- Our membership grew to 55.
- We conducted our first *Law Firm Flexibility Benchmarking Survey*.
- We held our first 2-day *Flex Success Leadership Institute* with a faculty of nine.
- We launched our *Members-Only Resource Library* - a comprehensive domain consisting of the latest research, news & reports on emerging topics.
- 2014 Conference Theme - *Diversity + Flexibility = Sustainability*

We SHARED ADVICE on timely topics like:

- Women's self-advocacy (in reviews)
- Mindset, Grit & Resilience
- The Business Case for Diversity & Flexibility
- Learning to Balance it All - Discussion for young and diverse attorneys

2014 News

- 34% of law firm new partners are women - [2014 DFA New Partner Report](#)
- More than 90% of law firms are implementing formal flexibility policies but only 13% of attorneys are using them
- Only 68% of law firms offered gender-neutral leave (vs 92 % in 2019) - [2014 DFA Law Firm Flexibility Benchmarking Survey](#)

We learned from THOUGHT LEADERS:

Sara Holtz
Advice to My
Younger Me



Tasneem Khokha
Akina



Mark Goldberg
Latham & Watkins



Milana Hogan
Sullivan & Cromwell



Victoria Pynchon
She Negotiates



We honored the TRAILBLAZERS:

Elizabeth Sharrer
Holland & Hart
2014 Flex Leader





2015

2015 Alliance Highlights

- Our membership grew to 57.
- We added three tiers of membership - Champion, Leader and Advocate.
- We developed a new website & launched our monthly newsletter DFA Forum.
- We held a new 2-hour Flex Advisor Workshop
- 2015 Conference Theme - *Diversity + Flexibility = Innovative Leadership*

We SHARED ADVICE on timely topics like:

- *Formalizing Flex*
- *Mindset & Grit*
- *Successfully Managing Your Remote Teams* (in partnership with NALP)

2015 News

- 34.4 % of new partners are women
- 23% of firms report that women make up at least half of the new partner class - [DFA New Partner Report](#).
- Women constitute 68% of reduced hours attorneys.
- Full-time flexibility usage has fallen relative to the 2014 survey results - [2015 Law Firm Flexibility Benchmarking Survey](#)



We learned from THOUGHT LEADERS:

Sara Holtz
Advice to My
Younger Me



Kit Chaskin
Reed Smith



Sally Olson
Sidley Austin



Kristen Page
Shook, Hardy & Bacon



Josh Frank
DHL Americas
2015 Flex Leader



Suzanne Franchetti
Franchetti Communications



Paul Burton
QuietSpacing



Laura Acosta
Goodwin



Kenji Yoshino
NYU



We honored the TRAILBLAZERS:



2016

2016 Alliance Highlights

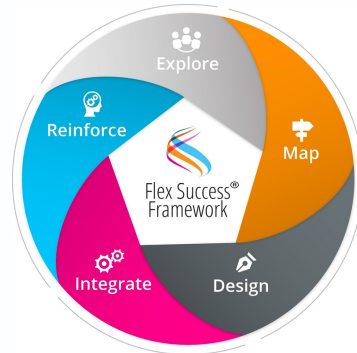
- We launched our **Leadership Symposium Series**.
- We launched our Blog *Insights*.
- We held a Flex Leader Exchange Call
- We added **Gender Neutral Leave** to our **Benchmarking Survey**
- Manar presented her first **International Keynote: Women's Inclusion and Advancement in the Legal Profession (Mexico City)**
- Created our *Flex Success® Framework*
- **2016 Annual Conference Theme - Diversity + Flexibility = Talent Success**

2016 News

- **37 % of law firm new partners are women - [DFA New Partner Report](#).**
- **Most law firms still retain primary & secondary caregiver designations.**

We SHARED ADVICE on timely topics like:

- *More Women Need Seats at the Table*
- *Reducing Bias in Evaluations*
- *Preparing Yourself for Sponsorship*
- *Using Flexibility to Recruit Your Next Generation of Superstars*
- *Created 7 Strategies for Managing Remote Teams*



We learned from THOUGHT LEADERS:

Zakiyyah Salim-Williams
Gibson, Dunn & Crutcher



Chris DeSantis
Author & Speaker



Vernā Myers
The Vernā Myers Company



Ritu Bhasin
Bhasin Consulting



Conference Featured Guest

Brigid Schulte
Author, *Overwhelmed*



Sara Holtz
Advice to My Younger Me



We honored the TRAILBLAZERS:

J. Stephen Poor
Seyfarth Shaw
2016 Flex Leader



2017

2017 Alliance Highlights

- Our membership grew to 61.
- We presented the Inaugural Flex Impact Awards
- We conducted a Telecommuting Pulse Poll
- We conducted our 4th Annual Law Firm Flexibility Benchmarking Survey
- 2017 Annual Conference Theme - *Diversity + Flexibility = An Evolving Culture*

We SHARED ADVICE on timely topics like:

- *Don't Overlook Overwork*
- *Feedback and Bias*
- *Gender Neutral Leave & On-Ramping*
- *When Cultural Fit is Ruining your Diversity & Recruitment Efforts*
- *Meritocracy*

2017 News

- 38% of new partners are women - [DFA New Partner Report](#)
- 94% of firms offer flex policies for attorneys, but only 17% offer the same for staff
- Less than 8% of attorneys used formal reduced hour policies - [DFA Law Firm Flexibility Benchmarking Survey](#)

We learned from THOUGHT LEADERS:

Vernā Myers
The Vernā Myers Company



Lauren Stiller Rikleen
Author, Ladder Down



Rachael Bosch
Fringe PD



Paul Burton
QuietSpacing



Lauren Rivera
Author, Pedigree



Ritu Bhasin
Bhasin Consulting



Conference Keynote
John Veihmeyer
KPMG (retired)



Denise Brosseau
Thought Leadership Lab



We honored the TRAILBLAZERS:

2017 Flex Impact Award
Honoree for their Gender Neutral
Parental Leave Policy



2017 Flex Impact Award
Honoree for their
Agile Working Initiative



Nancy Laben
Booz Allen Hamilton
2017 Flex Leader



2018

2018 Alliance Highlights

- We released a KPMG Women’s Initiative Case Study.
- We held our virtual *Flex Success®* Institute.
- We began our *Law Firm Flexibility Insight Interviews*.
- We offered a complimentary *Flex Advisor Workshop* for members.
- 2018 Annual Conference Theme - *Diversity + Flexibility = Embracing Change*

We SHARED ADVICE on timely topics like:

- *#METOO: Changing the Discussion and What it Means for Your Organization*
- *Trends in Parental Leave*
- *Truly Inclusive Flex Policies Must Include Staff*
- *Telecommuters Guide to Remote Work*
- *How to Be Sponsor Ready*

2018 News

- 39% of new partners are women - a 7-year high! - [DFA New Partner Report](#)

We learned from THOUGHT LEADERS:

Grace Speights
Morgan Lewis



Amy Gallo
HBR



Conference
Featured Speaker
Vipula Gandhi
Gallup



Christine Clapp
Spoken with Authority



Tasneem Khoka
Growthplay



Paul Burton
QuietSpacing



We honored the TRAILBLAZERS:

2018 Flex Impact Award
Honoree for their
International Flexible
Working Initiative



2018 Flex Impact Award
Honoree for their
Full-Pay On-Ramping Policy



2018 Flex Impact Award
Honoree for Gender-Neutral Leave Policy

WHITE & CASE

Kim Koopersmith
Akin Gump
2018 Flex Leader



2019

2019 Alliance Highlights

- We introduced our *Bright Spots* initiative.
- Held our inaugural *Flex Launch Bootcamps*.
- Presented our first *Luminary Award*.
- Created our "*Tipping the Scales*" recognition.
- Launched our conference Influencer speaker series.
- Completed our *Law Firm Insight Interviews* and released our *2019 Flexibility Benchmarking Study*
- 2019 Annual Conference Theme - *Inspire. Innovate. Ignite!*

We SHARED ADVICE on timely topics like:

- *Transgender Inclusion in the Workplace*
- *Encouraging Men to Take Leave*
- *Best Practices with Parental Leave*
- *Including all caregivers in your Parents Affinity Group*

2019 News

- 41.3 % of new partners are women - [DFA New Partner Report](#)
- 51 firms recognized for "Tipping the Scales" in gender parity
- 92% of law firms offer gender-neutral leave (up from 68% in 2014)
- 41% of law firms removed caregiver designations (up from 12% in 2017)
- 48% of firms offer full-paid on-ramping (up from 20% in 2017) - [DFA 2019 Law Firm Flexibility Benchmarking Study](#)

We learned from THOUGHT LEADERS:

We honored the TRAILBLAZERS:

Lily Zheng
Author, Gender Ambiguity
in the Workplace



Lauren Stiller Rikleen
Author, Shield of Silence



Lindsey Pollack
Author, The Remix



The Honorable
Tonya Parker



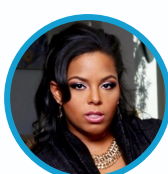
Sally Helgesen
Author, How Women Rise



Mary Abbajay
Author, Managing Up



Dia Simms
BRN Group



Melissa Dawn Simkins
The Velvet Suite



Sara Holtz
Advice to My Younger Me



2019 Flex Impact Award
Honoree for their
Flexibility2™ Program



Jennifer Flynn
Capital One
2019 Flex Leader



2019 Flex Impact Award
Honoree for their
Remote Working Program



JoAnn Jenkins
AARP
2019 Luminary
& Conference Keynote



2020

2020 Alliance Highlights

- We increased our member offerings to support our members as they adjusted to the workplace challenges of the pandemic.
- Increased our Signature Seminars and roundtables to discuss solutions.
- Hosted our first virtual conference.
- 2020 Annual Conference Theme - *Moments of Impact: Transforming Organizational Culture*

We SHARED ADVICE on timely topics like:

- *Transgender inclusion*
- *Building resilience in uncertain times*
- *Back to the Office: Reentry Strategies During COVID 19*
- *Business Continuity During COVID 19*

2020 News

- 85% of organizations have a task on office Re-Entry - [DFA Pulse Poll on COVID & Re-Entry](#)
- 2/3 of organizations plan to update their flex policies post-pandemic - [DFA Pulse Poll on Future of Work](#)
- 40.9 % of new partners are women
- 46 law firms honored for "Tipping the Scales" for gender parity in new partners - [DFA New Partner Report](#).

We learned from THOUGHT LEADERS:

Lily Zheng
Author, Gender Ambiguity
in the Workplace



Rachael Bosch
Fringe PD



Garry Ridge
WD-40
Conference Keynote



Christine Clapp
Spoken with Authority



Jill Dessalines
Strategic Advice for
Successful Lawyers



Jon Kropp
Mindfulness for Lawyers



Ari Kaplan
Ari Kaplan Advisors



Vernā Myers
Netflix



Mary Abbajay
Careerstone Group



We honored the TRAILBLAZERS:

2020 Flex Impact Award
Honoree for their
Flexible Working Initiative



2020 Flex Impact Award
Honoree for their
4-Week Paid Sabbatical



Barri Rafferty
Wells Fargo
2020 Flex Leader



Susan Neely
ACLI
2020 Luminary



2021

2021 Alliance Highlights

- Our membership grew to 74.
- We continued to offer support & training to our members and clients on the future of work.
- 2021 Annual Conference Theme - *Reflect. Reimagine. Recalibrate. Paving the Way to Inclusive Flexibility*

We SHARED ADVICE on timely topics like...

- *Return to Office Strategies*
- *Where do we go from here? Optimizing lessons learned*
- *Integrating flex into your organization's culture*
- *Gallup research on resilience and wellness*
- *Emotional Intelligence*

2021 News

- 42% of new partners are women (up 9% from 2012) - [DFA New Partner Report](#)
- 67 law firms are honored for "Tipping the Scales" towards gender parity in their new partner class
- 94% of organizations will implement a hybrid working policy moving forward - [DFA Pulse Poll: The Path Forward](#)

We learned from THOUGHT LEADERS:

Kori Carew
Seyfarth Shaw



Mo Bunnell
Bunnell Idea Group



Sang Lee
Thine



Tasneem Khokha
GrowthPlay



Vipula Gandhi
Gallup



Paul Burton
QuietSpacing



Julie Holunga
Chinook Executive
Solutions



Cara Alter
Speechskills



Jami Wintz McKeon
Morgan Lewis Bockius



We honored the TRAILBLAZERS:

2021 Flex Impact Award
Honoree for their
50% Remote Work Policy

Arnold & Porter

Lara Abrash
Deloitte
2021 Flex Leader
& Conference Keynote



2021 Flex Impact Award
Honoree for their
Flex Forward Initiative



The Honorable
Tonya Parker
2021 Luminary





2022

2022 Alliance Highlights

- Our membership is up to 80.
- We have instated quarterly member Innovation Circles.
- Manar Morales has completed 40+ presentations & trainings this year.
- 2022 Annual Conference Theme - *Cultivating a Holistic Work Culture: the Power of People, Purpose & Productivity*

We SHARED ADVICE on timely topics like...

- Leading inclusively in a hybrid environment
- Resilient leadership
- Preparing for the hybrid work environment
- Leveraging hybrid events to enhance collaboration

2022 News

- The share of new women partners is 40.1% - a slight drop from last year - [DFA New Partner Report](#).
- The share of new women partners in AMLAW 100 dropped by 4-5 % - [DFA New Partner Report](#).
- 57 law firms are recognized for "Tipping the Scales" towards gender parity in their new partner classes.

We learned from THOUGHT LEADERS:

Dr. Heidi Gardner
Harvard



Mo Bunnell
Bunnell Idea Group



Dr. Milana Hogan
Sullivan & Cromwell



Amy Gallo
HBR



Dr. Jeanine Turner
Georgetown



Vipula Gandhi
Gallup



Conference Keynote
Dr. Wendy Suzuki
NYU



Dr. Vanessa Bohns
Cornell



Casey Carpenter
Global Public Speaking



We honored the TRAILBLAZERS:

2022 Flex Impact Award
Honoree for their
My+ Program



Jason St. John
Saul Ewing
2022 Flex Leader



2022 Flex Impact Award
Honoree for their
Unplug & Recharge Policy

SheppardMullin

Anne Chow
AT&T Business
2022 Luminary &
Conference Keynote



A LOOK TOWARDS THE FUTURE OF THE WORKPLACE

We're excited about the future of the workplace and look forward to collaborating with our members and friends for many years to come.

Together, we are a powerful force that will pave the way to a more inclusive, flexible & humanized workplace where everyone can thrive.

We're happy to help you shape your organization's future and we'll be here for you as you navigate the unknown road ahead...as you prioritize diversity, equity and inclusion, embrace flexibility, and cultivate your holistic work culture.

Thank you to our members and friends. We're grateful for your trust & collaboration over the last decade.

The Alliance Team