



4TH EDITION

SEARCHING FOR BALANCE: Millennial Lawyers' Perspectives on the Legal Industry

Findings from the 2023 Major, Lindsey & Africa and Above the Law Millennial Survey



 **MAJOR, LINDSEY & AFRICA**

**ABOVE
THE LAW**

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As the legal industry continues to find its footing following the disruptions of a global pandemic, it must adjust not only to external forces, such as economic downturns, but also to internal developments like the evolving values and priorities of its own workforce. Members of the millennial generation now make up the largest portion of the legal profession and their influence is increasingly being reflected both in firm policies and in individual lawyers' attitudes.

To better understand these shifting workplace dynamics, Major, Lindsey & Africa and Above the Law have partnered since 2017 on a series of biannual surveys. Between January and March 2023, we surveyed the Above the Law audience to learn about the priorities and perspectives of millennial lawyers as well as the generational differences that may exist between this group and its older counterparts.

We found that in some instances—for example, on whether there is inherent gender or racial bias in law firm culture—younger partners are likely to share the perspectives of associates, while in others—such as whether increased associate workloads are justified by increases in associate pay—their views correlate more with their rank than with their generation.

Millennials as a group have been vocal about their desire for better balance between their professional and personal lives as well as the need to address longstanding problems of racial, gender, and other forms of bias in the legal industry. We see those attitudes reflected in our survey results. We have also found that women often hold their firms to higher standards with respect to issues of transparency, diversity, and equity.

Notable changes since the last survey was conducted in 2021 include an increase in the

number of respondents who want to make partner at their firm, along with a decrease in the number who said they are open to new job opportunities. In view of the current economic climate, recent layoffs, and other belt-tightening measures at some of the nation's top law firms, this shift may be unsurprising.

Attorneys' desire for greater work-life balance remains a priority. Although compensation also remains a critical factor for lawyers evaluating potential employers, more than half of respondents said they would trade compensation for more time off or reduced billable hours. And nearly everyone—almost 90% of respondents—would like the option to work from home at least a few days a week.

This year's results also highlight the continuing importance of mentorship, particularly informal mentorship, in helping shape attorneys' careers.

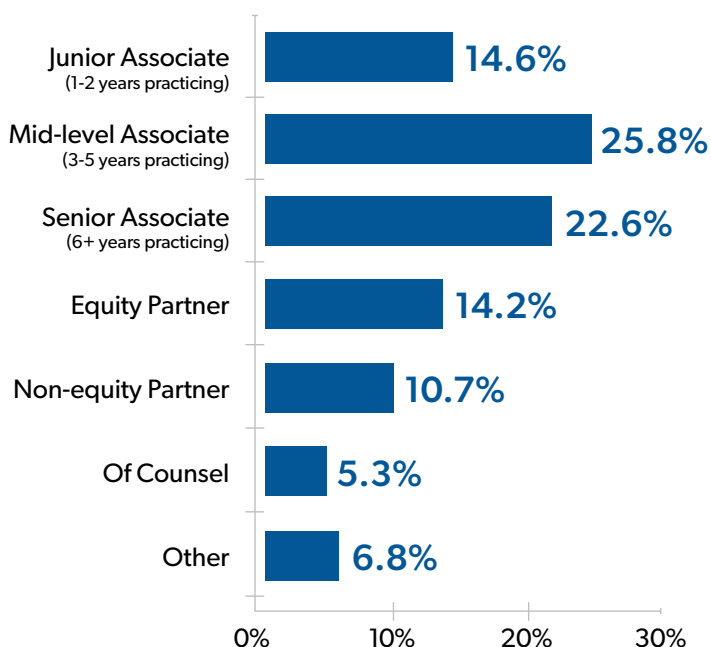
While some of the results underscore differences based on generation, position, gender, or race, there are other areas in which respondents were largely unified in their views. For example, we found general agreement across demographics that a diverse and inclusive workforce should be a priority for law firms. Most respondents also acknowledge that diminished associate loyalty is an inevitable consequence of fundamental changes in the law firm business model. And few respondents believe that bringing some form of non-attorney ownership to law firms would benefit the profession.

The influence of millennials will only grow as they continue to hone their skills, become partners, and move into leadership positions at their firms. Understanding their perspectives will help law firms develop strategies not only to attract new talent but also to ensure their current lawyers remain engaged and committed in the future.

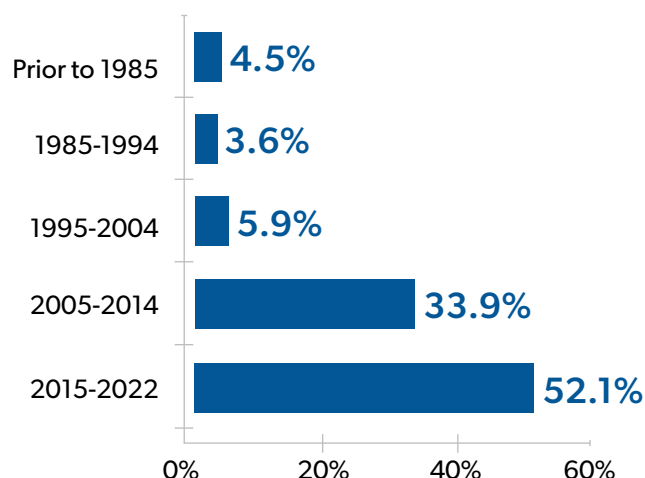
DEMOGRAPHICS

Total Respondents: 1,643

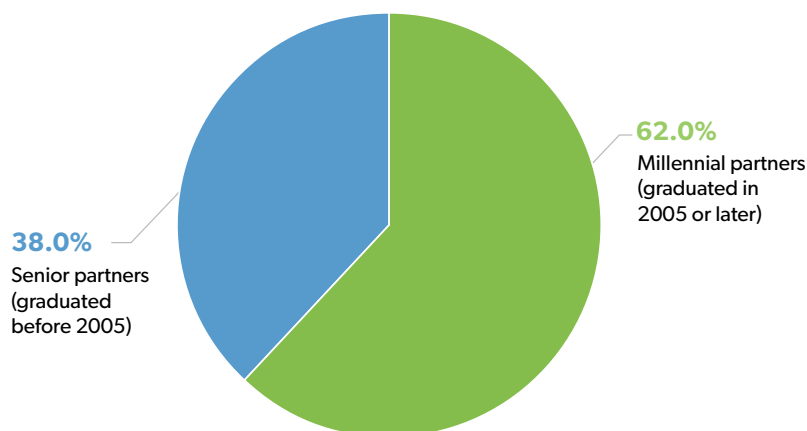
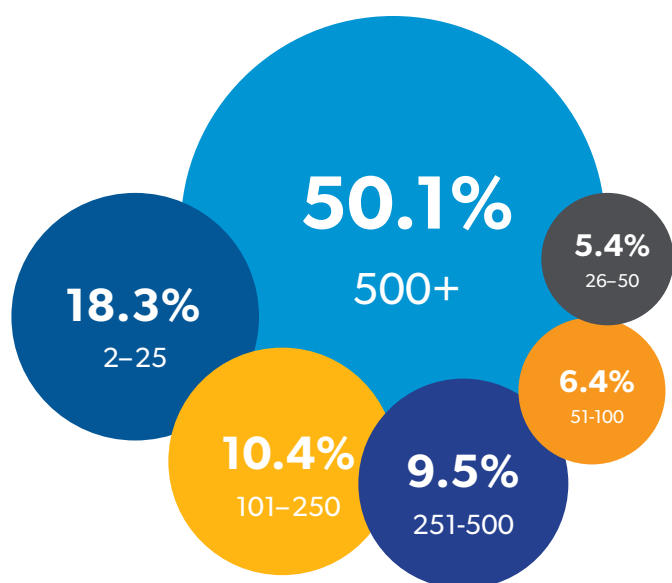
Positions



When Graduated Law School



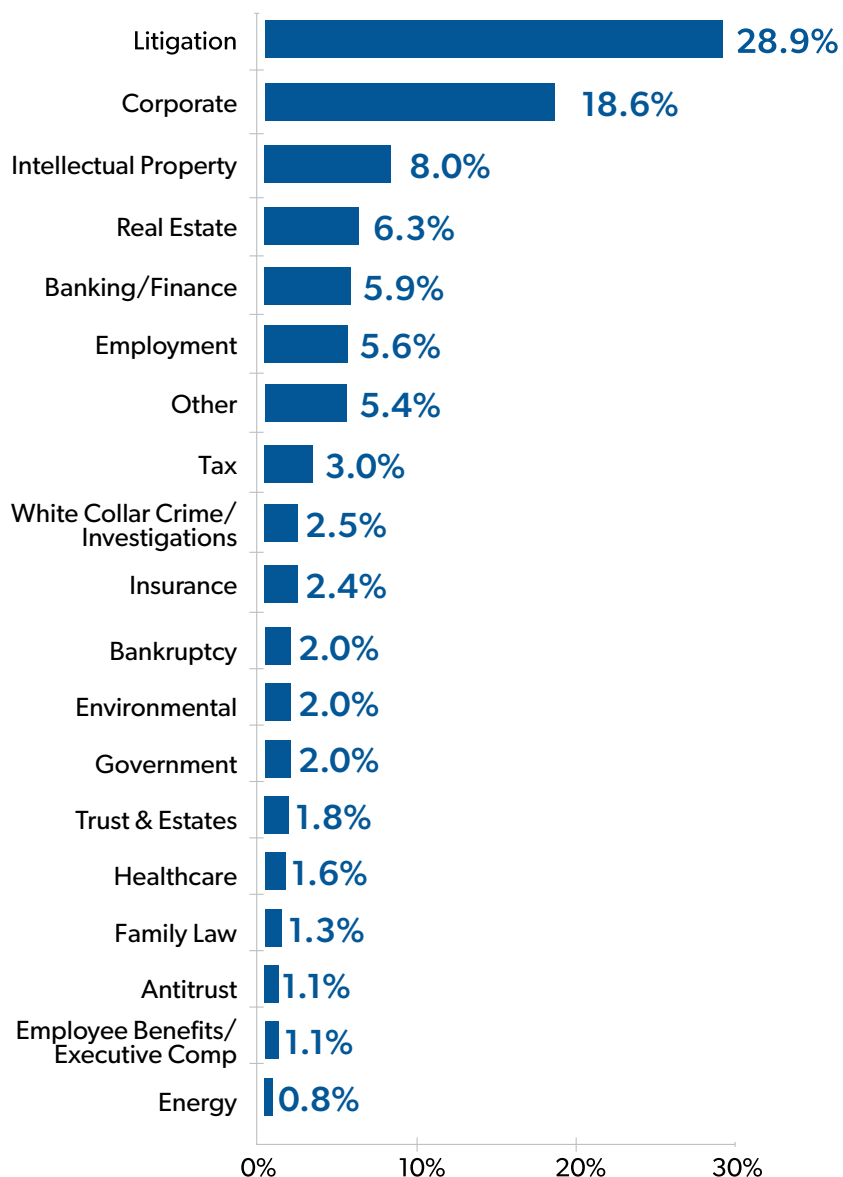
Size of Firm by Number of Attorneys



Where results are compared across generational lines, "millennial partners" refers to equity and non-equity partners who graduated in or after 2005 and "senior partners" includes all partners who graduated prior to 2005.

DEMOGRAPHICS

Practice Area

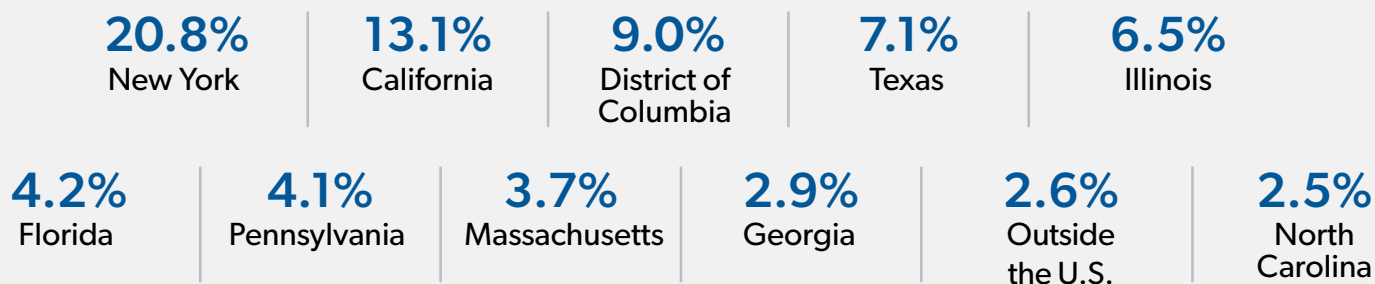


"Other" responses

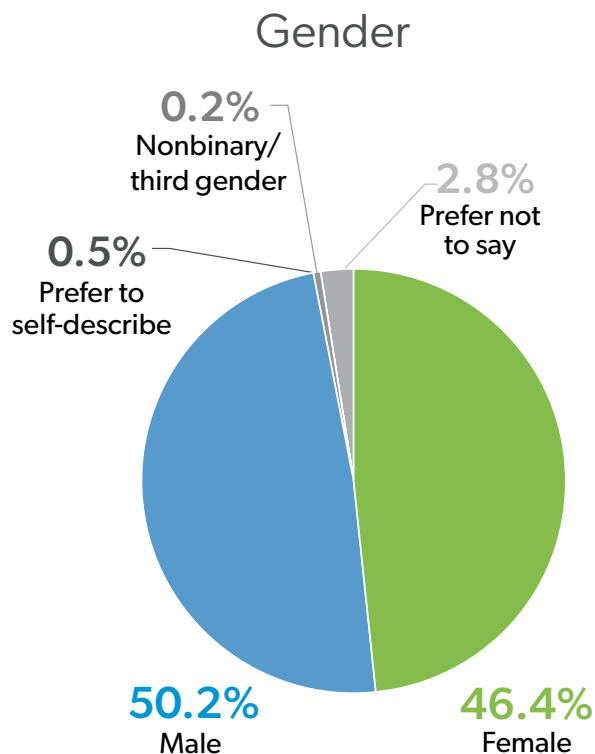
included (but not limited to):

- Business Immigration
- Cannabis Law
- Civil Forfeitures & Collection
- Class Action Defense
- Construction
- Consumer Protection
- Criminal Defense
- Cybersecurity
- Data Privacy
- Elder Law
- Entertainment Law
- Ethics & Compliance
- Immigration
- International Trade
- Investment Funds
- Investment Management
- Medical Malpractice
- Personal Injury
- Privacy
- Product Liability Defense
- Public Finance
- Public Interest
- Regulatory
- Risk/Conflicts
- Technology
- Transportation
- Workers' Compensation

Location (Top 10 Regions)



DEMOGRAPHICS



Position Breakdown by Gender

Associates

49.9%	46.9%	0.4%	0.4%	2.5%
Female	Male	Nonbinary/ third gender	Prefer to self-describe	Prefer not to say

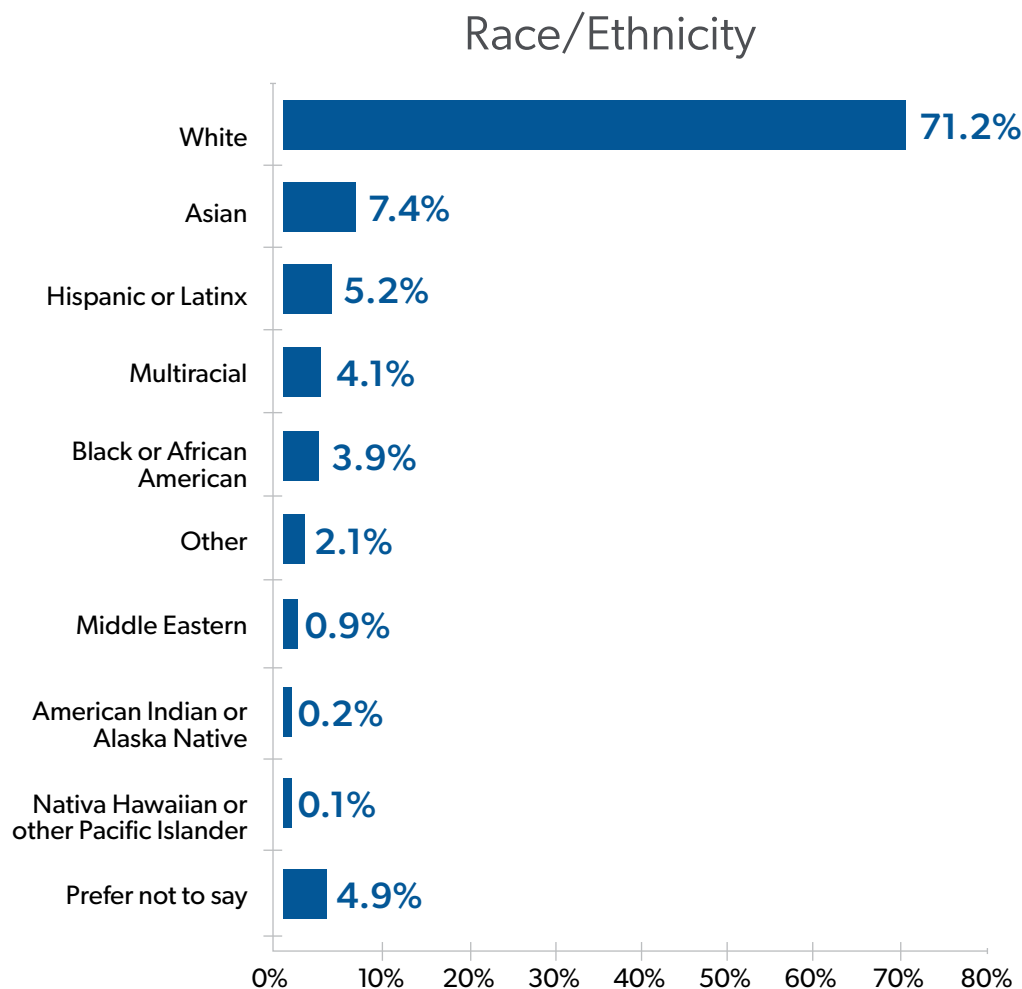
Partners

37.1%	60.1%	0.1%	0.5%	2.4%
Female	Male	Nonbinary/ third gender	Prefer to self-describe	Prefer not to say

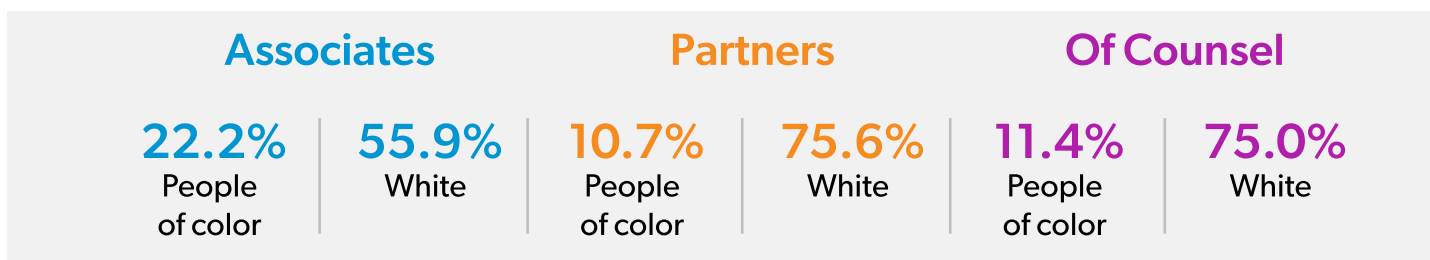
Of Counsel

0.0%	89.3%	0.0%	0.0%	10.7%
Female	Male	Nonbinary/ third gender	Prefer to self-describe	Prefer not to say

DEMOGRAPHICS



Position Breakdown by Race/Ethnicity

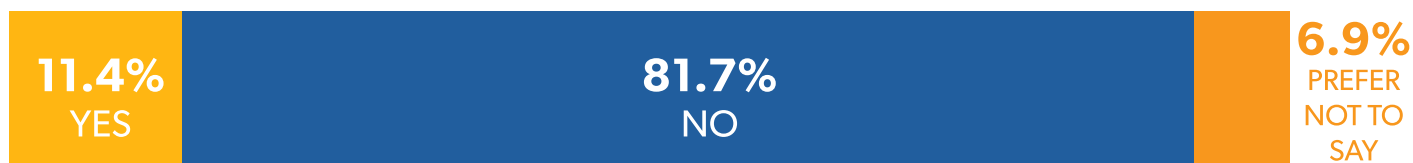


Where results are compared across racial/ethnic demographics, “people of color” or “attorneys of color” refer to respondents who identified as Asian, Hispanic or Latinx, Multiracial, Black or African American, Middle Eastern, American Indian or Alaska Native, or Native Hawaiian or other Pacific Islander.

DEMOGRAPHICS

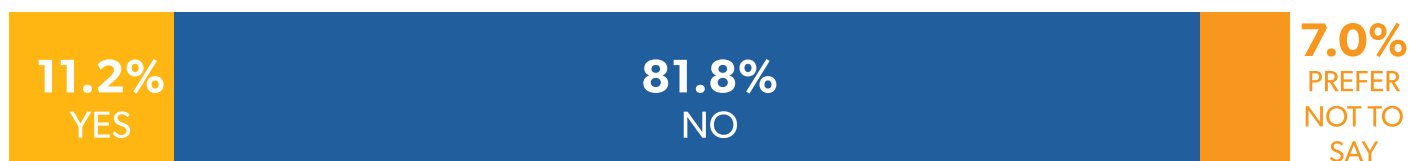
LGBTQIA+

Do you identify as LGBTQIA+?



Individuals with Disabilities

Do you have a disability?



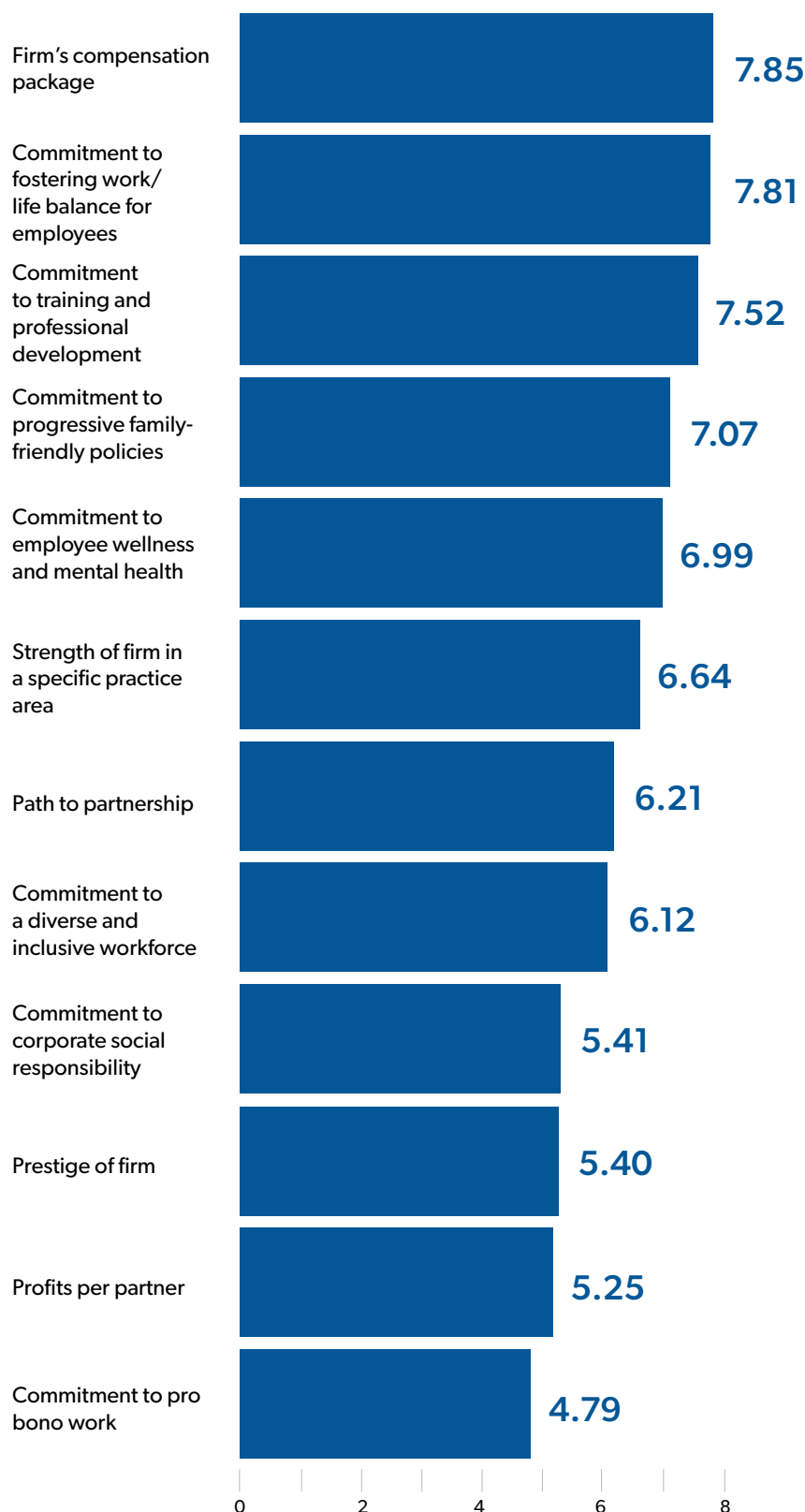


KEY FINDINGS

- > **Compensation** and **work/life balance** were rated the **most important factors** for respondents evaluating potential employers. Respondents identifying as female valued work/life balance slightly higher, while male respondents placed greater weight on compensation.
- > More than half of all respondents said they **would trade** a portion of their **compensation for more time off**, and over half of female respondents said they would give up some of their pay for a cut in billable hours.
- > Informal mentors continue to play a larger role than formal (firm-assigned) mentors for most respondents. Two-thirds said that **informal mentors** have played **significant or crucial roles** in their careers, while less than 40% said the same about their formal mentors.
- > Asked how long, ideally, they would like to work at their firm, **45%** of respondents said they **would like to make partner**. This represents a significant shift from the trend in previous surveys, where the number of respondents who said they wanted to make partner had been declining (from 34% in 2017 to 24% in 2021).
- > The proportion of respondents who said they are open to new job opportunities has also declined since 2021, from well over half (57%) to just under half (49%). Among those who are **open to new opportunities**, the number one reason is **dissatisfaction with work/life balance**.
- > Eighty-seven percent of respondents said that their firms allow them to work from home one or more days a week, with two days the most common option. A similar percentage **would prefer to work from home** at least **some of the time**. More than half would prefer three or more remote days, and over 20% would like to work from home all five days; partners and women expressed the most desire to work from home full-time.
- > Over half of all respondents believe that the **current generation of law firm leadership has outstayed their effectiveness** and that the **millennial generation is changing law firm policies and culture for the better**. These feelings are strongest among women, associates, and partners who graduated law school after 2004.
- > Partners, especially **millennial partners**, are much more inclined than associates to **believe** that their law firm **has made strides** in the past year to address issues of gender and racial **diversity, equity, and inclusion** in the workplace.
- > Seventy-one percent of respondents who identified as a person of color agreed that U.S. law firm culture is **inherently biased against racially diverse lawyers**. Almost 20% of all survey respondents disagreed that their firm is dedicated to the training and development of minority attorneys; among attorneys of color, the figure climbs to 35%.
- > More than 80% of female respondents believe that U.S. law firm culture is inherently biased against women, while less than half of male respondents do. The proportion of women who agree that there is a **persistent gender pay gap** at law firms (68%) is more than double that of men (29%).
- > Two-thirds of attorneys who identified as LGBTQIA+ agreed that their **firm treats LGBTQIA+ attorneys and non-LGBTQIA+ attorneys equally** when it comes to staffing matters—a higher figure than that reported by the overall survey pool (54%).
- > Many respondents voiced no opinion with respect to their firms' hiring, training, and staffing of people with disabilities. But among lawyers who identified as having a disability, 40% **disagreed** that their firm has an **authentic commitment to disability diversity in hiring** and almost one-third disagreed that their firm treats attorneys with and without disabilities equally when it comes to staffing matters.

PRIORITIES

How important are the following to you in evaluating a potential employer?
Respondents assigned each factor a value from zero (irrelevant) to 10 (very important).



PRIORITIES

2023 Factors Ranked by Mean *(options in italics are new this year)*

	Firm's compensation package	Commitment to fostering work/life balance for employees	Commitment to training and professional development	Commitment to progressive family-friendly policies	Commitment to employee wellness and mental health	Strength of firm in a specific practice area	<i>Path to partnership</i>	Commitment to a diverse and inclusive workforce	Commitment to corporate social responsibility	Prestige of firm	<i>Profits per partner</i>	Commitment to pro bono work
Mean	7.85	7.81	7.52	7.07	6.99	6.64	6.21	6.12	5.41	5.40	5.25	4.79
Variance	5.86	7.65	5.92	7.74	7.31	6.08	9.86	10.48	7.35	7.38	9.57	7.57

2021 Factors Ranked by Mean

	Firm's compensation package	Commitment to fostering work/life balance for employees	Commitment to training and professional development	Commitment to progressive family-friendly policies	Commitment to employee wellness and mental health	Strength of firm in a specific practice area	Commitment to a diverse and inclusive workforce	Prestige of firm	Commitment to corporate social responsibility	Commitment to pro bono work
Mean	8.28	8.10	8.04	7.46	7.31	7.26	6.50	5.89	5.84	5.19
Variance	3.92	5.40	4.64	6.74	6.79	5.49	9.34	6.00	8.45	8.03

Respondents placed the most importance on the **firm's compensation package** (7.85) when evaluating potential employers, although a commitment to fostering **work/life balance follows** close behind (7.81).

While the ranking order of factors remains the same as in our 2021 survey, the average ratings are slightly lower across the board. Compensation, for example, received an average rating of 8.28 two years ago, compared to 7.85 this year. Firm prestige averaged 5.89 in 2021; this year, it is 5.40.

This year's survey also included two new factors related specifically to partnership. On average, respondents rated a firm's path to partnership of some importance (6.21), just below strength of practice area, while profits per partner (5.25) fell between prestige (5.40) and pro bono work (4.79). Both of these new factors have high variances, suggesting a significant divergence of opinions as to their importance.

Compared with previous findings, variances have also **widened** for the following factors:

- Commitment to a diverse and inclusive workplace (from 9.34 to 10.48)
- Commitment to fostering work/life balance for employees (from 5.40 to 7.65)

PRIORITIES

2023 Mean Rating by Gender (*options in italics are new this year*)

	Commitment to fostering work/life balance for employees	Commitment to progressive family-friendly policies	Firm's compensation package	Commitment to training and professional development	Commitment to employee wellness and mental health	Commitment to a diverse and inclusive workforce	Strength of firm in a specific practice area	Path to partnership	Commitment to corporate social responsibility	Profits per partner	Prestige of firm	Commitment to pro bono work
Women	8.48	8.28	8.17	8.06	7.50	7.38	6.65	6.46	6.23	5.30	5.22	5.20
Men	7.27	6.13	7.89	7.00	6.58	5.18	6.73	6.39	4.47	5.10	5.45	3.98
Difference	1.21	2.15	0.28	1.06	0.92	2.20	-0.08	0.07	1.76	0.20	-0.23	1.22

2021 Mean Rating by Gender

	Commitment to fostering work/life balance for employee	Commitment to training and professional development	Firm's compensation package	Commitment to progressive family-friendly policies	Commitment to employee wellness and mental health	Commitment to a diverse and inclusive workforce	Strength of firm in a specific practice area	Commitment to corporate social responsibility	Prestige of firm	Commitment to pro bono work
Women	8.36	8.34	8.09	8.06	7.72	7.26	7.01	6.47	5.44	5.44
Men	7.79	7.73	8.53	6.89	6.77	5.55	7.56	5.04	6.36	4.78
Difference	0.57	0.61	-0.44	1.17	0.95	1.71	-0.55	1.43	-0.92	0.66

This year, reflecting a shift from 2021, female respondents gave a little more weight to compensation than male respondents (8.17 compared to 7.89). However, **for women**, compensation was still topped by **work/life balance** (8.48). Commitment to progressive family-friendly policies also received a slight uptick from female respondents (from 8.06 to 8.28), now scoring higher than both compensation and training and professional development.

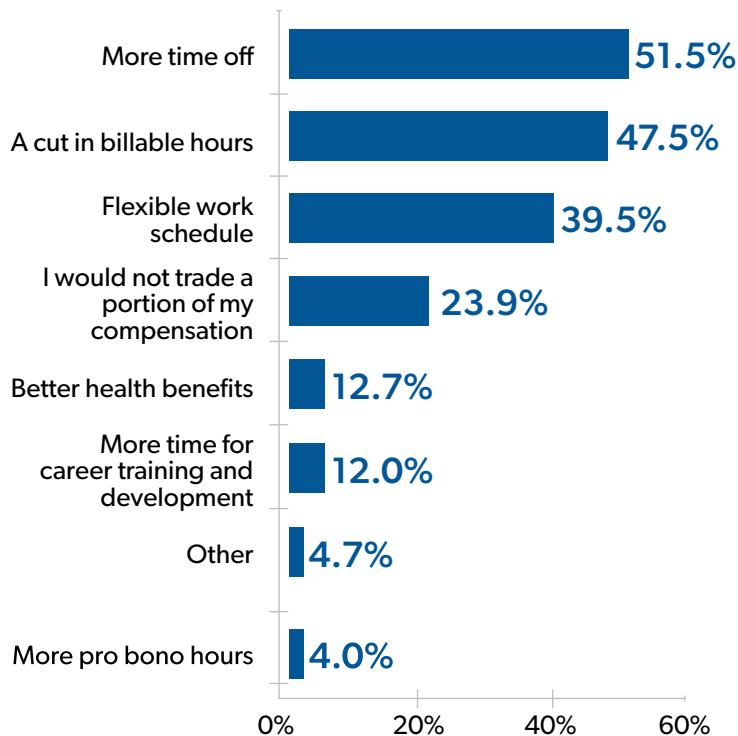
Men still rated **compensation** highest among factors, although the average rating this year (7.89) is lower than it was two years ago. Work/life balance had the second-highest rating among male respondents (7.27).

The rating gaps between genders are widest with respect to a firm's commitment to family-friendly policies and a diverse and inclusive workforce, both of which women rated more than two points higher than men.

PRIORITIES

Which of the following, if any, would you trade a portion of your compensation for?

(Multiple selections allowed)



Many attorneys would give up some of their pay for more free time or flexibility. Just over half of respondents said they would trade a portion of their compensation for **more time off**. Almost as many (47.5%) said they would trade part of their pay for a **cut in billable hours**. And nearly 40% of respondents would be willing to give up some compensation for a flexible work schedule.

But not everyone is willing to give up their pay; around 24% said they were not willing to trade any portion of their compensation.

The proportions of male and female respondents who would trade some of their pay for more time off is nearly identical (51% of women and 52% of men). But women are more willing than men to give up compensation for either a cut in billable hours (52.9% for women vs 42.2% for men) or a flexible work schedule (40.4% for women vs for 34.3% men).

“Other” responses included:

- Appropriate title: “I left a firm, in part, due to their failure to promote deserving people to partner status.”
- Better fringe benefits (Transportation, FSA, etc.)
- Fully remote
- Global mobility
- More maternity benefits
- More predictable schedule
- More time for teaching
- More work in which I have a special interest
- Remote work
- Sane partners
- Work from home

How important is it that your firm’s clients’ values align with your own?

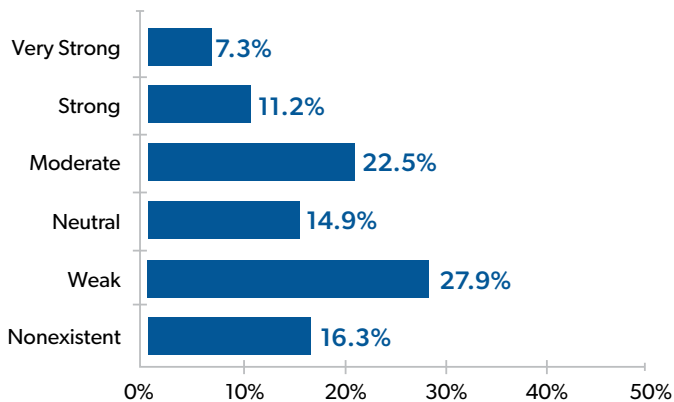
Respondents were asked to rate the importance on a scale from zero (irrelevant) to 10 (absolutely crucial).

5.06 Mean
Average Score

Compared with the 2021 survey, there was a slight **decrease** in the average rating, from 5.37 to 5.06. Women ascribe more importance to the alignment of values than men (5.80 vs 4.49).

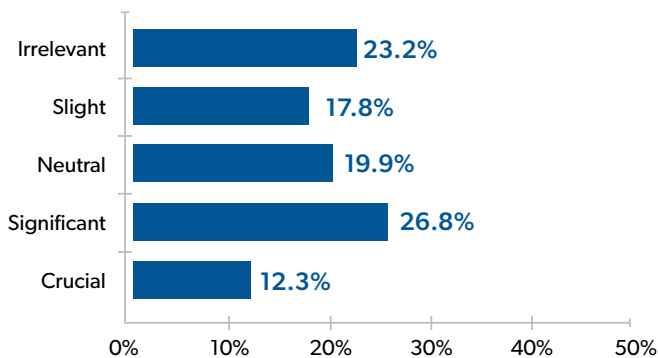
PRIORITIES

How would you rate the level of formal (i.e., assigned by the firm) mentorship that you receive?



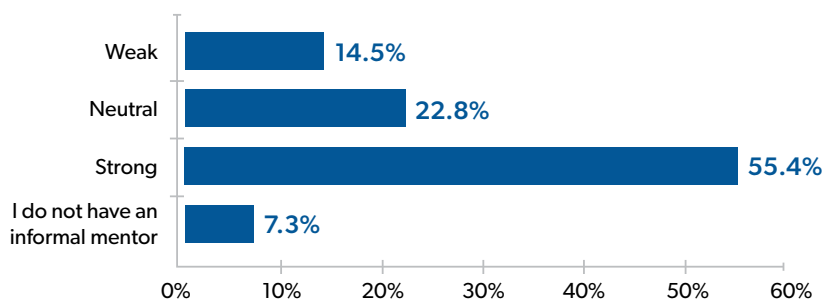
The largest group of respondents (27.9%) rated the level of formal mentorship they receive as **weak**. This figure is notably higher than the 19.4% who described it as weak in 2021. Less than 20% of respondents say it is strong or very strong.

How important a role does or has a formal mentor played in your career?



Many lawyers say that formal mentors have been irrelevant to their careers (23.2%). But a larger proportion said mentors have played a **significant role** (26.8%), and 12.3% described their role as crucial. In fact, the percentage of attorneys who say that formal mentors have been significant or crucial to their careers has steadily increased over the last four years, from 26.7% in 2019 to 33.5% in 2021 to 39.1% in 2023.

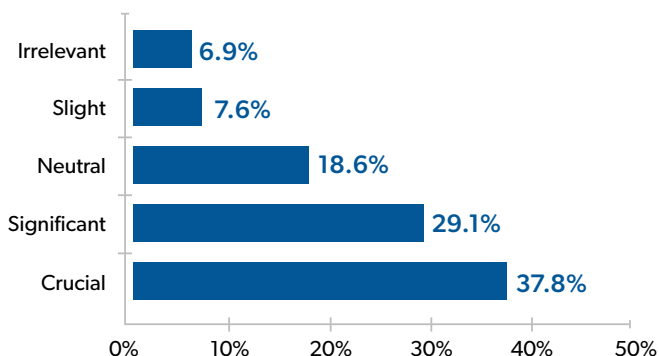
How would you rate the level of informal (i.e., personally developed) mentorship that you receive?



More than half of respondents (55.4%) reported that the level of informal mentorship they receive is **strong**. This figure is somewhat lower than the 2021 survey (61.5%), while the percentage of those who describe the level of mentorship as weak has grown from 7.8% to 14.5%.

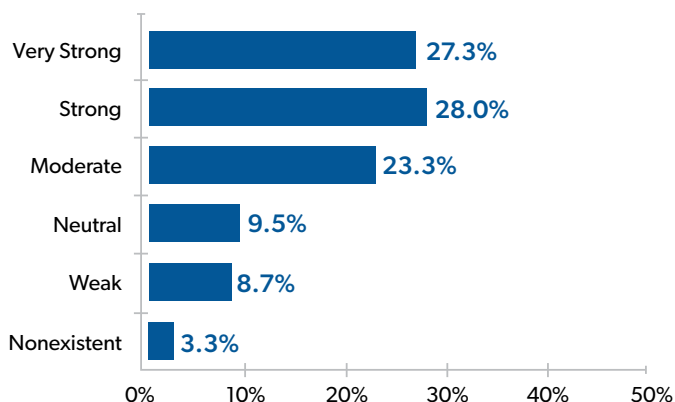
PRIORITIES

How important a role has an informal mentor played in your career?



This year's results, like those of prior surveys, suggest that informal mentors continue to play a far more important role in lawyers' careers than formal mentors. Two-thirds of respondents said that informal mentors have been either **significant** (29.1%) or **crucial** (37.8%).

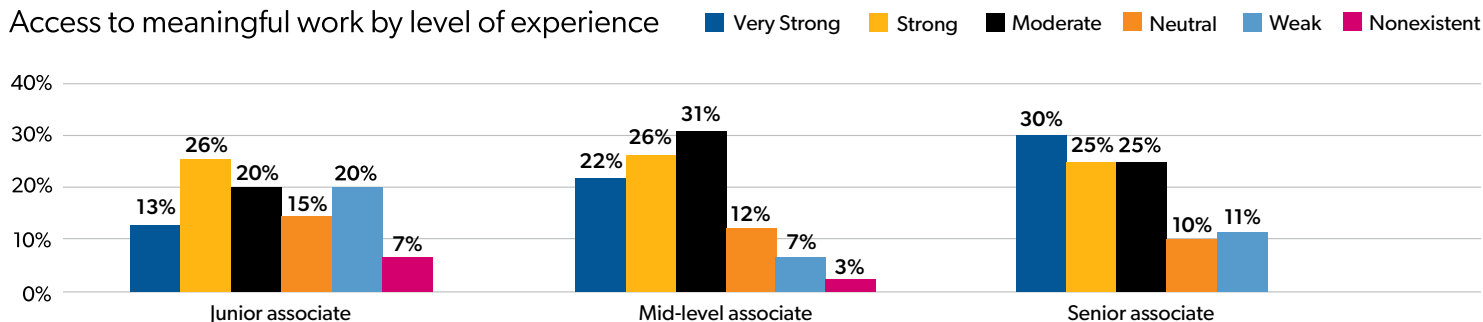
How would you rate your access to meaningful work, such as litigation speaking roles or leadership in dealmaking?



More than half of respondents (55.3%) reported that their access to meaningful work is either **strong** or **very strong**. This figure has dropped a few percentage points since 2021, when 60.1% said they had strong or very strong access to meaningful work. At the same time, the proportion of respondents who said their access was nonexistent or weak has risen from 8.0% to 12.1%.

PRIORITIES

Access to meaningful work by level of experience



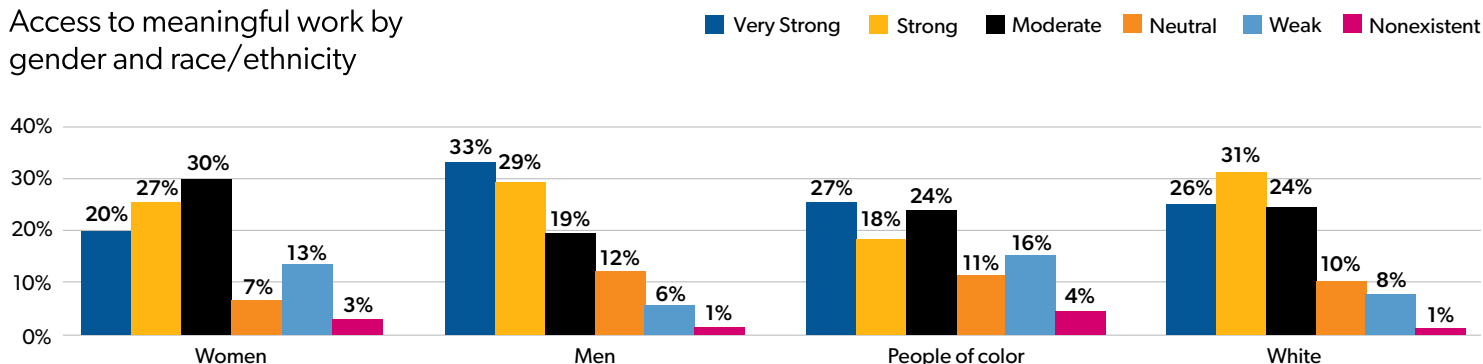
While almost the same proportions of associates across levels (approximately 25%) reported that their access to meaningful work was strong, senior associates were the most likely to describe it as very strong (29.5%).

Responses were more mixed among junior associates. Compared to 2021, a much higher percentage of junior associates said they have very strong access to meaningful work (13% in 2023 vs 2.2%

in 2021), but the number who described it as weak or nonexistent also rose by more than 10 percentage points, from 15.3% in 2021 to 26.1% this year.

In 2021, more than half (54.5%) of mid-level associates said they had strong or very strong access to meaningful work; this year, just 47.3% did. The largest group of mid-levels (31.1%) described their access as moderate.

Access to meaningful work by gender and race/ethnicity

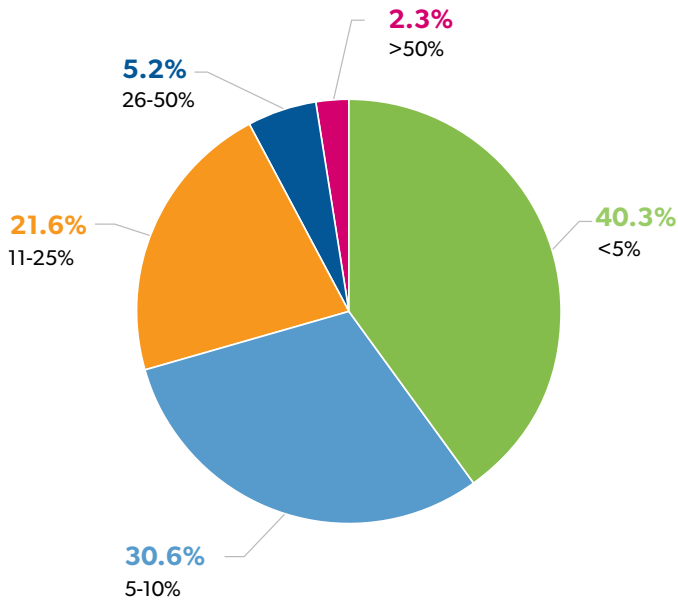


Compared to other demographics, **male respondents** were the most likely to describe their access to meaningful work as **very strong or strong** (62.7%). Less than half of female respondents (46.6%) said the same thing. Women more frequently rated their access as **moderate** (29.8%) than strong (26.9%).

Among respondents who identified as a person of color, the proportion who rated their access as strong or very strong is lower than that of white respondents (44.5% vs 56.3%). People of color and women were also more likely than either white or male respondents to say their access to meaningful work is either weak or nonexistent.

PRIORITIES

Approximately how much time do you spend on business development?



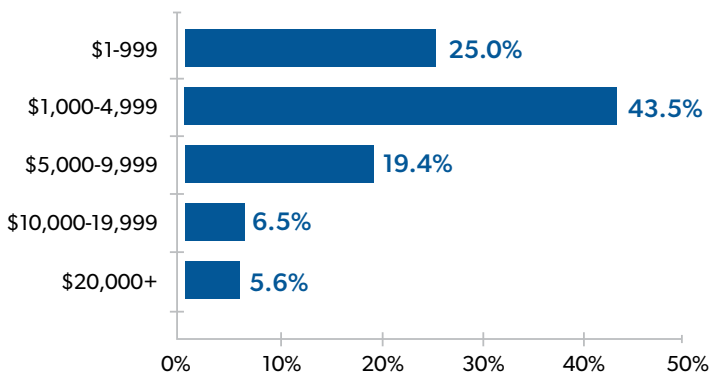
The largest group of respondents said they spend less than 5% of their time on business development (40.3%). This proportion is higher than that reported in 2021 (32.5%). The second-largest cohort (30.6%) spends between 5% and 10% of their time. Few respondents reported spending more than 25% of their time on business development.

Do you have a business development budget?



Most respondents (58.2%) reported that they do not have a business development budget. But the percentage who do have one has been steadily increasing over the last few years, from 34% in 2019 to 38% in 2021 to 42% in 2023.

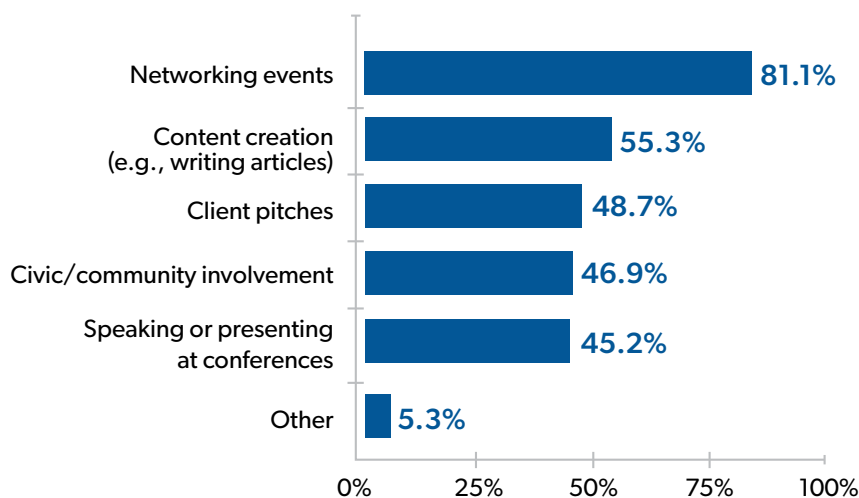
Which best describes your business development budget?



Among those who do have business development budgets, the most common range is between \$1,000 and \$5,000 (43.5%). This figure is in line with previous surveys.

PRIORITIES

Which of the following does your business development activity entail? (Multiple selections allowed)

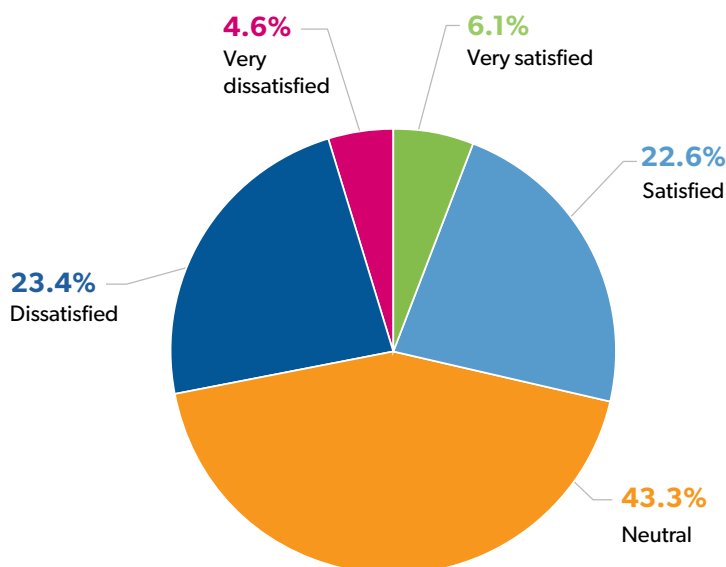


As with prior surveys, the most common business development activity attorneys engage in is attending **networking events**. Perhaps reflecting a return to more in-person events as pandemic restrictions have eased, the number of respondents who attend networking events has risen almost 10 percentage points since 2021, from 71.4% to 81.1%. Other activities respondents frequently engage in include content creation (55.3%), client pitches (48.7%), involvement with the community (46.9%), and speaking at conferences (45.2%).

"Other" responses included:

- Golf
- Managing client business development initiatives and internal client team
- Outreach/networking outside of events
- Relationship admin
- Social events

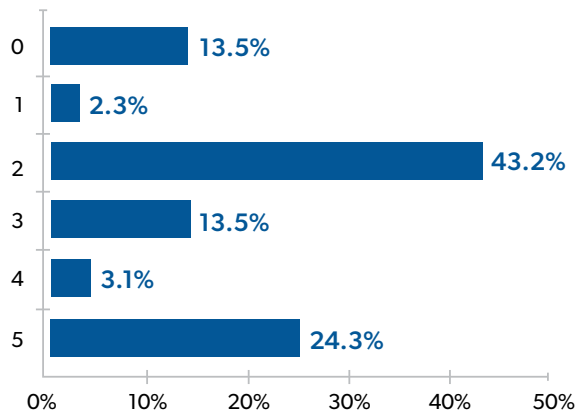
How satisfied are you with the amount of time you spend on business development?



The largest group of respondents (43.3%) said they feel neutral about the amount of time they spend on business development. The rest of attorneys are almost evenly split between those who are either satisfied or very satisfied and those who are dissatisfied or very dissatisfied.

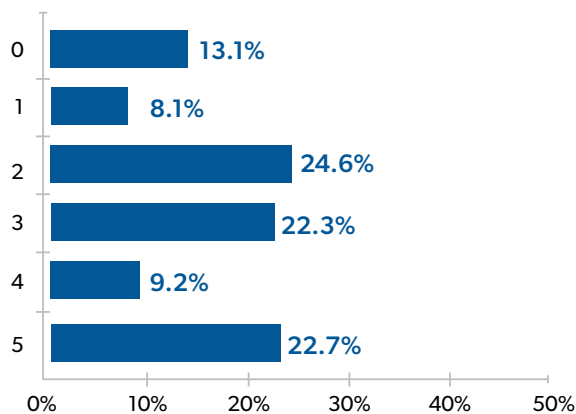
PRIORITIES

How many weekdays does your firm allow you to work from home?



This year, we asked respondents for details about remote work options, including how many weekdays they are permitted to work from home and how many days they would prefer to work from home. The largest set of respondents (43.2%) reported that they are **allowed** to work remotely **two days a week**. Almost one-fourth (24.3%) said they can work from home all week. Only a minority of respondents (13.5%) said they cannot work from home at all. And even fewer (2.3%) said that their firm permitted them to work just one day from home.

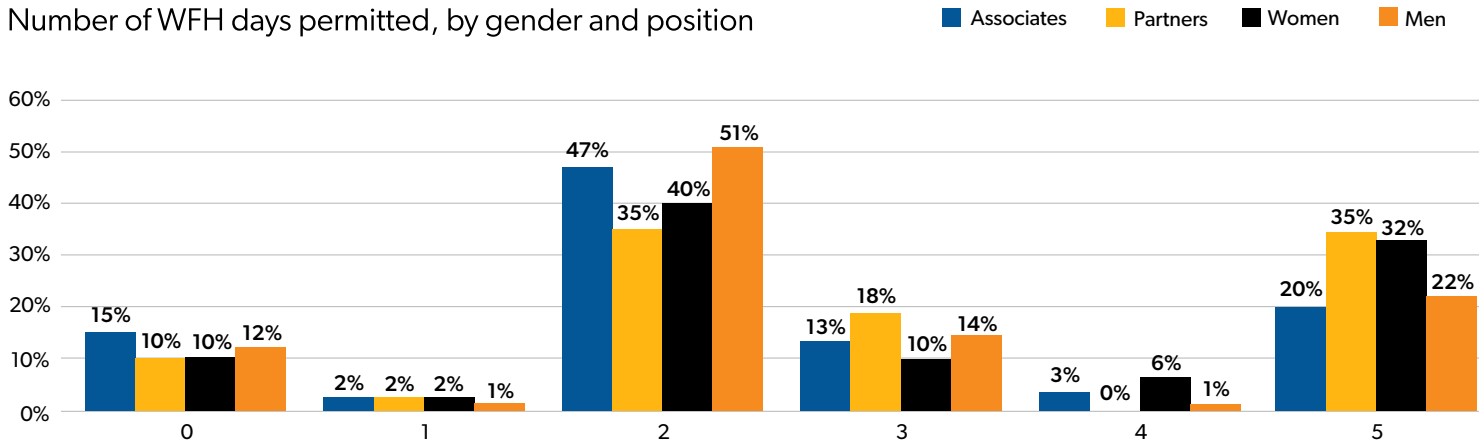
How many weekdays would you prefer to work from home?



The vast majority of respondents indicated that they **would like to work from home** at least some of the time—with results fairly evenly split for two days (24.6%), three days (22.3%), or all five days (22.7%). Among those who said they would prefer to work in the office full-time, the majority (75.8%) are currently allowed to work at least two days a week from home. They include associates (58.8%), partners (29.4%), and of counsel or senior counsel (11.8%).

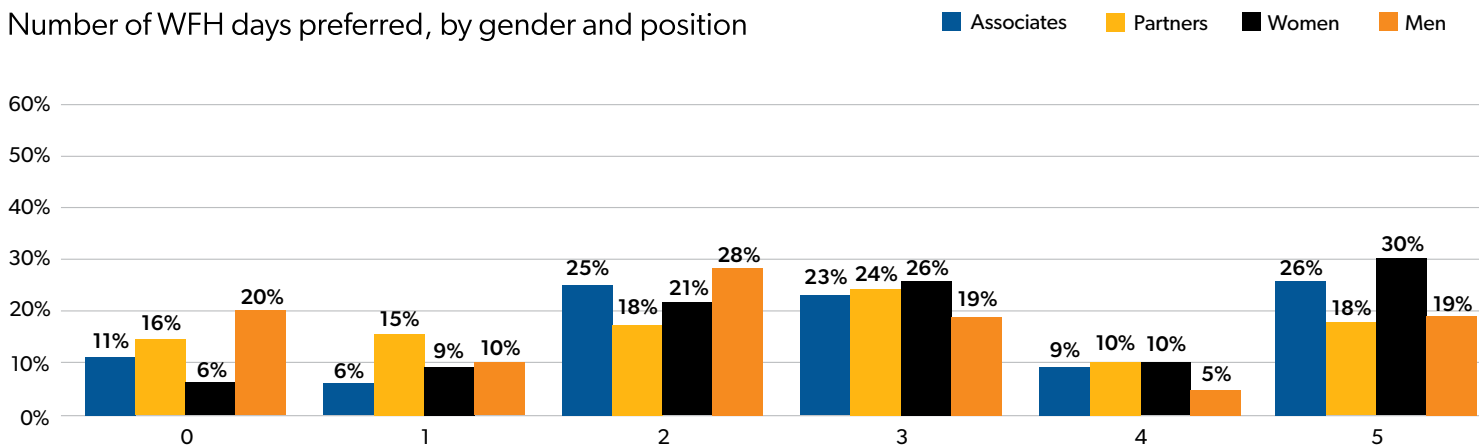
PRIORITIES

Number of WFH days permitted, by gender and position



Associates are a little less likely than partners to be permitted to work from home (15.0% of associates said they cannot work from home at all, compared to 9.7% of partners). Female respondents (32.4%) and partners (35.5%) most often reported being able to work from home all five days.

Number of WFH days preferred, by gender and position



While the majority of respondents across levels and genders said they would prefer to work from home at least one day a week, the numbers are highest among women. Just 5.7% of female respondents said they would prefer not to work from home at all, compared to 19.6% of male respondents. Almost 30% (29.5%) of **women** said they would like to **work entirely from home**. Among men, the most common preference was **two remote days** per week (28.4%). Associates also expressed more desire to work remotely full-time (25.9%) than partners did (17.7%). Among partners, three days a week was the most common preference (24.2%).

Did you change your geographic location because of the COVID-19 pandemic?

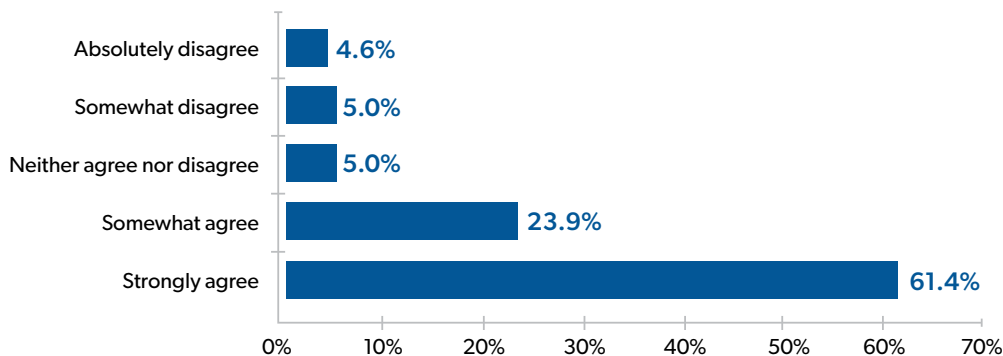


More than 10% (13.2%) of respondents said they moved to a different region as a result of the COVID-19 pandemic.

PRIORITIES

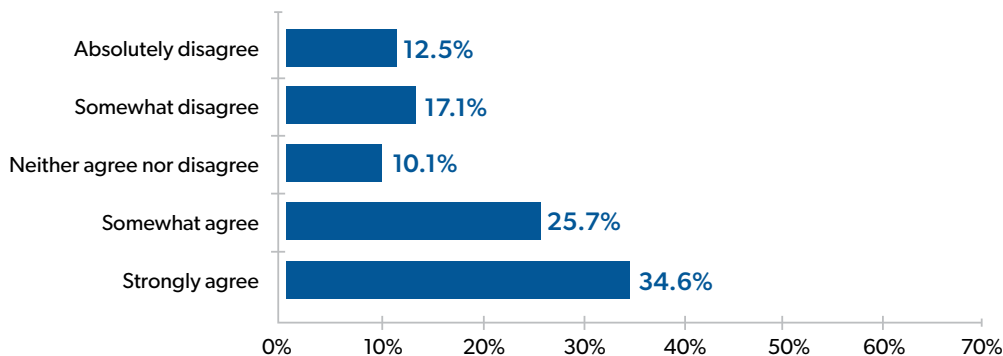
Respondents were asked to indicate their level of agreement with the following series of statements.

It is important for my firm to have a flexible work-from-home policy.



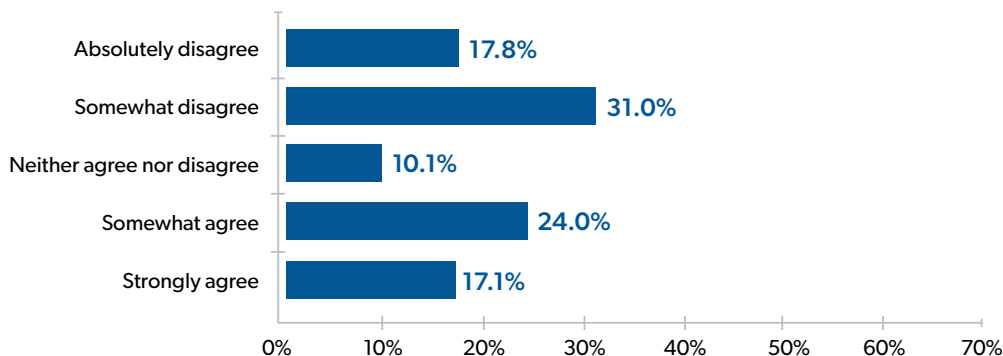
The majority of respondents (61.4%) **strongly agree** that it is important for their firm to have a flexible work-from-home policy. This figure is higher than that reported in 2021 (57.3%).

I am happy with my firm's work from home policy.



The majority of respondents agree at least **somewhat** (25.6%) **or strongly** (34.3%) that they are happy with their firm's work-from-home policy. But the proportion who either somewhat disagree or absolutely disagree has risen in the last two years from 22.5% to 29.9%.

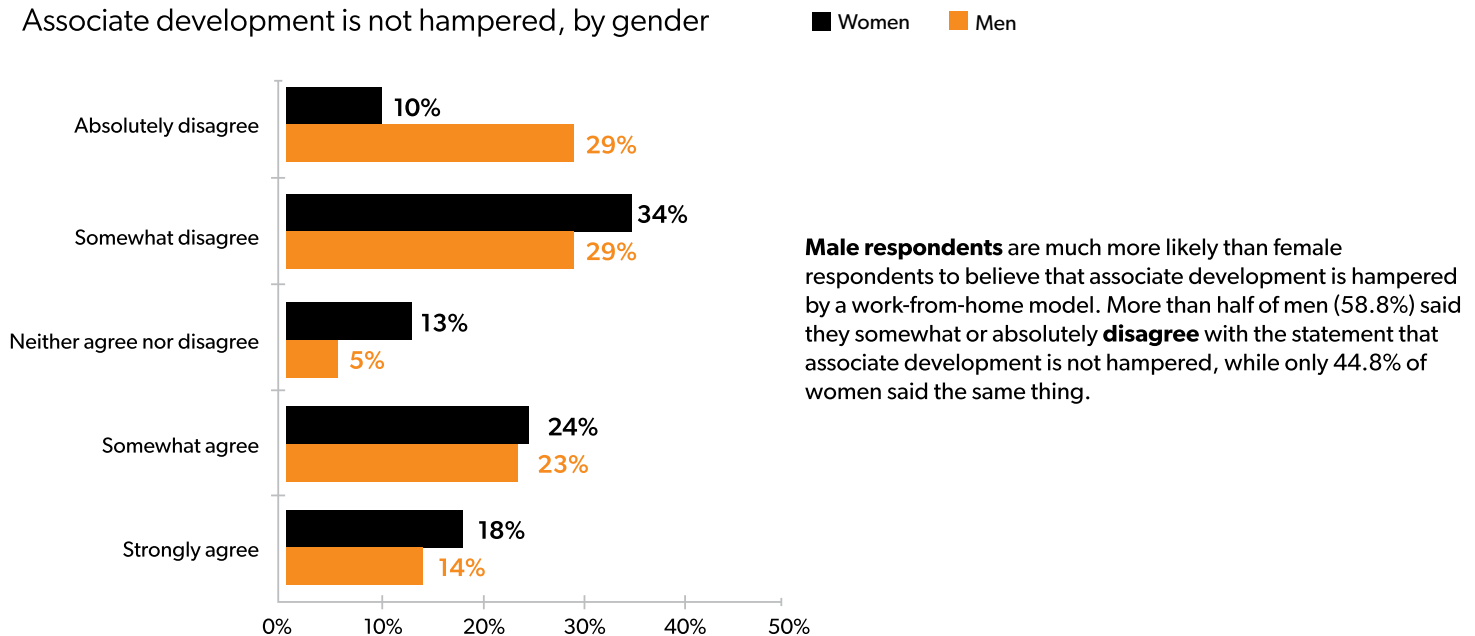
Associate development is not hampered in a work-from-home model.



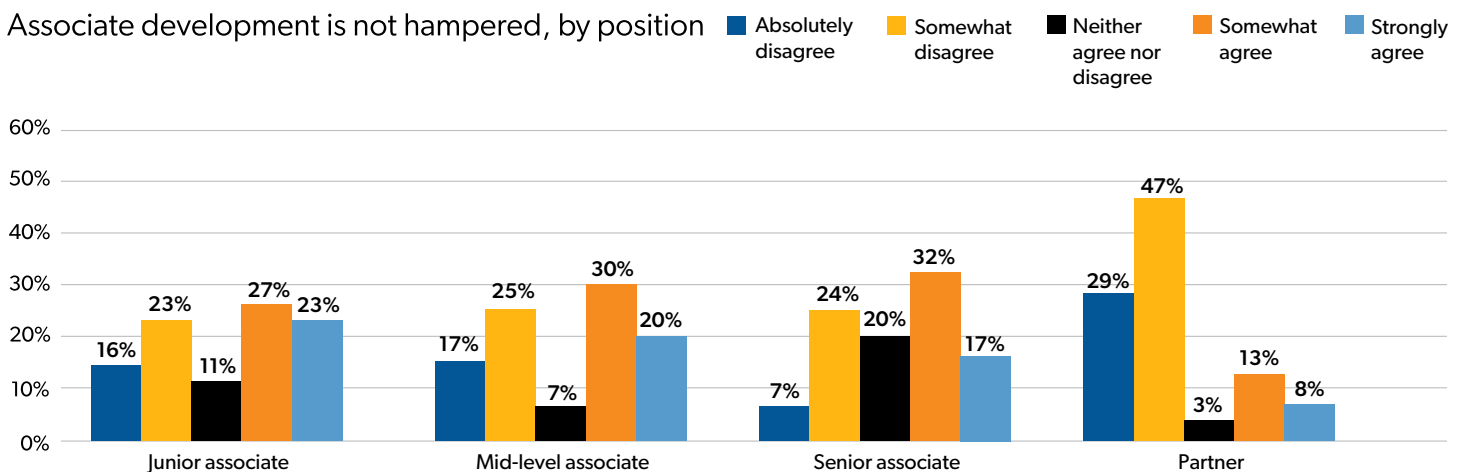
While a substantial number of respondents (41.1%) agree that associate development is not hampered in a work-from-home model, almost half (48.8%) either **somewhat or absolutely disagree**. This figure is almost identical to that reported by survey participants in 2021.

PRIORITIES

Associate development is not hampered, by gender



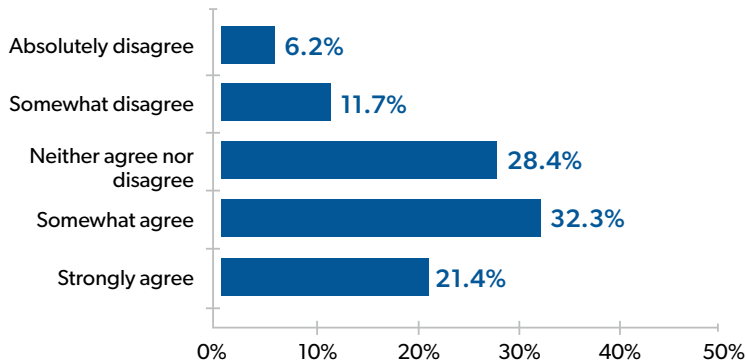
Associate development is not hampered, by position



Partners are also more likely than associates to disagree with the notion that associate development is not hampered by a work-from-home model. More than three-fourths of **partners** either somewhat **disagree** (46.8%) or absolutely disagree (29.0%). Between one-fourth and one-third of associates across levels somewhat agree that a work-from-home model does not hamper associate development. But senior associates are more inclined to be neutral (20.3%) than either juniors (11.4%) or mid-levels (7.3%).

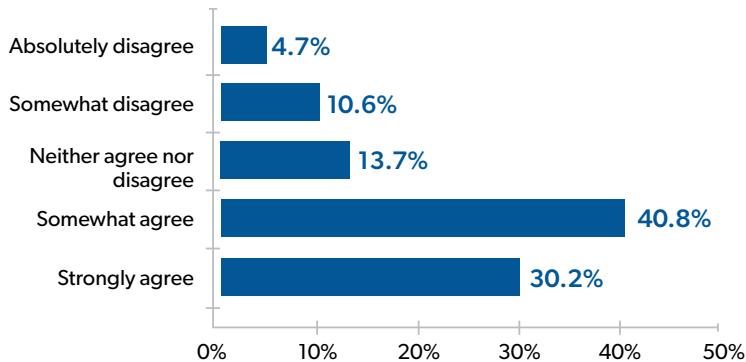
PRIORITIES

My firm has a distinct culture/personality despite the work-from-home model.



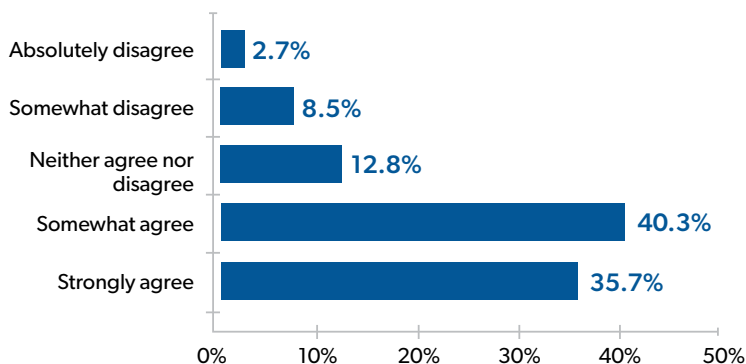
More than half of respondents (53.7%) either **somewhat or strongly agree** that their firm has a distinct culture/personality despite the work-from-home model. This figure is a little lower than our previous survey (60.4%).

Partners at my firm work collaboratively with each other.



The majority (71.0%) of respondents **somewhat or strongly agreed** that the partners at their firm work collaboratively with each other. This is in line with previous findings.

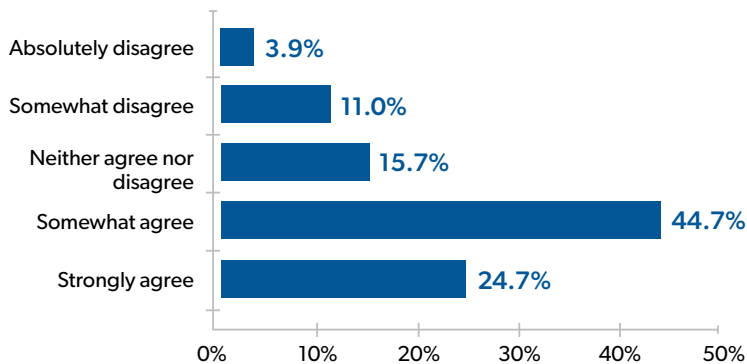
Associates at my firm work collaboratively with each other.



More than three-fourths of respondents (76.0%) **agreed** that the associates at their firm work collaboratively with each other. These results are also in line with our 2021 survey.

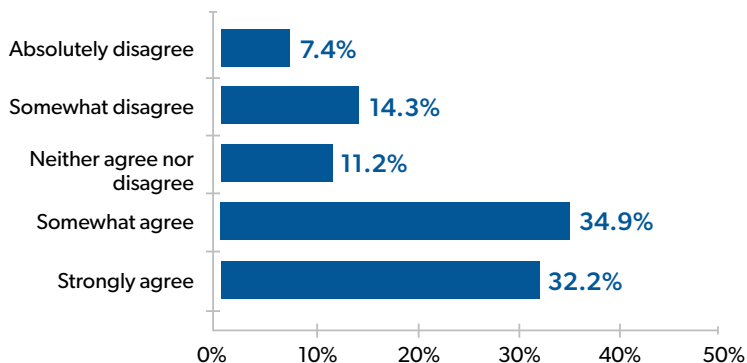
PRIORITIES

The attorneys at my firm genuinely like spending time with each other.



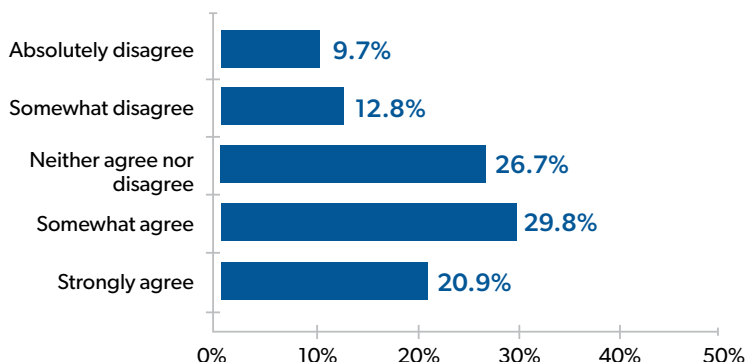
Almost 70% (69.4%) of respondents reported that they **agreed** that attorneys at their firm genuinely like spending time together. This figure is a little lower than that reported two years ago (75.7%).

The partners in my firm are appreciative and value when I work hard.



Approximately two-thirds of respondents (67.1%) **agreed** that the partners at their firm are appreciative and value when they work hard. This figure has declined a little since 2021 (71.6%). At the same time, the percentage of respondents who somewhat or absolutely disagreed with the statement rose from 16.0% to 21.7%.

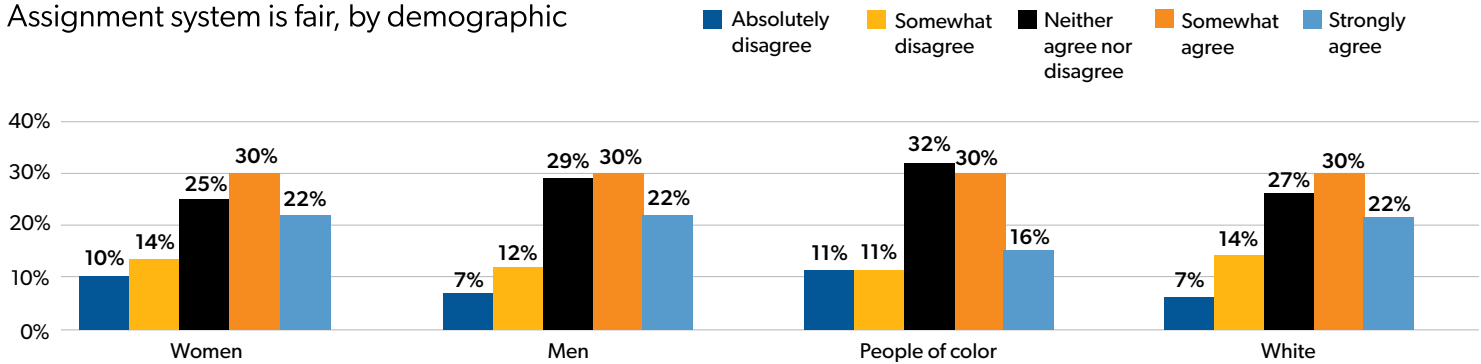
My firm's assignment system is fair.



Just over half of respondents (51.4%) **agreed** that their firm's assignment system is fair. Many (26.7%) neither agree nor disagree, while more than 20% of respondents (22.5%) disagree.

PRIORITIES

Assignment system is fair, by demographic



Overall, the percentages of respondents who agree, at least somewhat, that their firm's assignment system is fair do not differ substantially across demographic groups. That said, attorneys of color are both less likely to strongly agree (15.9% vs 22.3%) and

more likely to absolutely disagree than white attorneys (11.4% vs 7.0%). While nearly the same percentage of women and men agree that the system is fair (51.4% of women vs 52.0% of men), more women than men disagree (23.8% vs 18.7%).

Respondents were asked to rate their level of agreement with the following series of statements.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
My firm has an authentic commitment to racial diversity in hiring.	7.7%	15.5%	23.2%	31.9%	21.7%
My firm treats attorneys of color and non-minority attorneys equally when it comes to staffing matters.	5.8%	7.8%	29.1%	19.9%	37.4%
My firm is dedicated to the training and development of minority attorneys.	9.8%	9.3%	33.8%	23.0%	24.0%
Attorneys of color have equal access to quality matters through our assignment system.	5.0%	6.5%	30.4%	22.9%	35.3%
My firm has an authentic commitment to gender diversity in hiring.	7.5%	8.0%	24.5%	30.5%	29.5%
My firm treats female and male attorneys equally when it comes to staffing matters.	7.5%	9.6%	20.1%	23.1%	39.7%
My firm is dedicated to the training and development of female attorneys.	8.5%	6.5%	23.6%	25.6%	35.7%
Female attorneys have equal access to quality matters through our assignment system.	6.5%	5.5%	24.6%	21.1%	42.2%
My firm has an authentic commitment to LGBTQIA+ diversity in hiring.	8.5%	10.1%	32.7%	26.1%	22.6%
My firm treats LGBTQIA+ and non-LGBTQIA+ attorneys equally when it comes to staffing matters.	4.0%	4.0%	38.2%	18.1%	35.7%
My firm is dedicated to the training and development of LGBTQIA+ attorneys.	6.5%	4.0%	41.2%	21.1%	27.1%
LGBTQIA+ attorneys have equal access to quality matters through our assignment system.	5.6%	3.1%	38.6%	16.8%	36.0%
My firm has an authentic commitment to disability diversity in hiring.	9.1%	12.1%	50.0%	16.7%	12.1%
My firm treats attorneys with and without disabilities equally when it comes to staffing matters.	6.6%	5.6%	53.8%	11.7%	22.3%
My firm is dedicated to the training and development of attorneys with disabilities.	8.6%	4.6%	54.0%	16.2%	16.7%
Attorneys with disabilities have equal access to quality matters through our assignment system.	7.1%	4.6%	52.5%	12.6%	23.2%

DEMOGRAPHIC BREAKDOWNS

Notable discrepancies among different demographics are highlighted in magenta and blue.

My firm has an authentic commitment to racial diversity in hiring.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	8.6%	18.0%	25.9%	30.9%	16.6%
PARTNERS	4.3%	12.8%	17.0%	36.2%	29.8%
WOMEN	8.8%	18.6%	19.6%	30.4%	22.6%
MEN	6.3%	13.7%	27.4%	30.5%	22.1%
PEOPLE OF COLOR	16.3%	9.3%	30.2%	37.2%	7.0%
WHITE	5.4%	17.5%	20.1%	30.9%	26.2%

Respondents are divided by both position and race in their views on whether their firm has an authentic commitment to racial diversity in hiring. Almost two-thirds of partners (66.0%) strongly agree with the statement, compared to less than half (47.5%) of associates. Comparing results across racial/ethnic groups, it is at either end of the spectrum that opinions diverge the most. Among respondents who identified as a person of color, just 7.0% strongly agree with the statement, while 16.3% strongly disagree; among white respondents, 26.2% strongly agree and just 5.4% strongly disagree.

My firm treats attorneys of color and non-minority attorneys equally when it comes to staffing matters.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	6.5%	8.7%	34.1%	21.7%	29.0%
PARTNERS	4.3%	6.4%	14.9%	14.9%	59.6%
WOMEN	5.0%	12.9%	30.7%	15.8%	35.6%
MEN	6.3%	3.2%	25.3%	22.1%	43.2%
PEOPLE OF COLOR	11.6%	9.3%	30.2%	20.9%	27.9%
WHITE	4.1%	7.4%	27.7%	18.9%	41.9%

A majority of partners (59.6%) said they strongly agree with the statement that their firm treats attorneys of color and non-minority attorneys equally with respect to staffing matters. This figure is notably higher than it was in 2021 (46.3%). Associates seem less convinced; just 29.0% strongly agreed, while more than one-third (34.1%) said they neither agree nor disagree. The perspectives of white respondents and those who identified as a person of color are also quite different. Attorneys of color are the only group in which less than half of respondents agreed with the statement (48.8%), and more than 20% either somewhat disagreed (9.3%) or absolutely disagreed (11.6%).

DEMOGRAPHIC BREAKDOWNS

My firm is dedicated to the training and development of minority attorneys.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	11.0%	11.0%	38.2%	19.1%	20.6%
PARTNERS	6.4%	8.5%	19.2%	34.0%	31.9%
WOMEN	10.9%	12.9%	28.7%	22.8%	24.8%
MEN	8.6%	5.4%	38.7%	22.6%	24.7%
PEOPLE OF COLOR	20.9%	14.0%	30.2%	23.3%	11.6%
WHITE	6.9%	8.2%	33.6%	22.6%	28.8%

In their reactions to the statement that their firm is dedicated to the training and development of attorneys of color, the gaps between associates and partners and between white and minority attorneys are especially wide. The majority of partners (64.9%) believe that their firm is dedicated to the training and development of minority attorneys, but only 39.7% of associates agree. More than half of white respondents (51.4%) agree somewhat or strongly, while just over one-third of minority attorneys (34.9%) do. Over 20% of attorneys of color absolutely disagree with the statement.

People of color have equal access to quality matters through our assignment system.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	5.3%	7.5%	36.8%	21.8%	28.6%
PARTNERS	4.3%	4.3%	17.0%	21.3%	53.2%
WOMEN	5.0%	8.9%	34.7%	20.8%	30.7%
MEN	4.4%	3.3%	26.4%	23.1%	42.9%
PEOPLE OF COLOR	11.6%	11.6%	23.3%	27.9%	25.6%
WHITE	2.8%	4.9%	31.9%	21.5%	38.9%

There are also clear differences of opinion as to whether attorneys of color have equal access to quality matters through their firm's assignment system. Nearly three-fourths of partners (74.5%) agree somewhat or strongly that is the case, but just half of associates (50.4%) do. There are also gender and racial disparities in attorneys' responses. Proportionately more men than women agree with the statement (66.0% vs 51.5%), while attorneys of color are more likely to disagree than white respondents (23.3% vs 7.7%).

DEMOGRAPHIC BREAKDOWNS

My firm has an authentic commitment to gender diversity in hiring.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	9.1%	8.3%	26.5%	31.8%	24.2%
PARTNERS	4.3%	6.4%	17.0%	29.8%	42.6%
WOMEN	8.8%	11.8%	18.6%	35.3%	25.5%
MEN	6.7%	4.4%	30.0%	23.3%	35.6%
PEOPLE OF COLOR	11.9%	9.5%	31.0%	26.2%	21.4%
WHITE	6.2%	8.3%	22.1%	31.0%	32.4%

Although many respondents agree that their firm has an authentic commitment to gender diversity in hiring, partners, men, and white respondents tend to agree more strongly than associates, female respondents, and attorneys of color. More than 20% of women and people of color either somewhat or absolutely disagree.

My firm treats female and male attorneys equally when it comes to staffing matters.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	8.3%	12.1%	21.2%	23.5%	34.9%
PARTNERS	4.3%	4.3%	14.9%	23.4%	53.2%
WOMEN	10.0%	15.0%	20.0%	24.0%	31.0%
MEN	5.5%	4.4%	17.6%	20.9%	51.7%
PEOPLE OF COLOR	11.9%	4.8%	33.3%	19.1%	31.0%
WHITE	6.9%	11.1%	15.3%	23.6%	43.1%

Although the majority of men (72.6%) agree that their firm treats male and female attorneys equally with respect to staffing matters, just 55.0% of women believe that's the case. There are similar differentials between responses from associates and partners—the latter of whom are much more likely to agree with the statement—and between attorneys of color and white respondents.

DEMOGRAPHIC BREAKDOWNS

My firm is dedicated to the training and development of female attorneys.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	9.9%	7.6%	22.7%	25.8%	34.1%
PARTNERS	4.4%	4.4%	21.7%	26.1%	43.5%
WOMEN	13.9%	9.9%	18.8%	23.8%	33.7%
MEN	3.3%	2.2%	27.8%	26.7%	40.0%
PEOPLE OF COLOR	14.0%	7.0%	30.2%	27.9%	20.9%
WHITE	7.7%	7.0%	20.3%	24.5%	40.6%

We see similar divergence of opinions along gender, race, and position lines with respect to whether respondents' firms are dedicated to the training and development of female attorneys. More than 20% (23.8%) of women disagree with the statement, compared to 5.5% of men. Attorneys who identify as a member of a racial minority group are also less inclined to agree than respondents who identify as white.

Female attorneys have equal access to quality matters through our assignment system.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	8.3%	4.6%	26.5%	24.2%	36.4%
PARTNERS	4.4%	6.5%	17.4%	8.7%	63.0%
WOMEN	9.9%	8.9%	24.8%	19.8%	36.6%
MEN	3.3%	2.2%	22.2%	21.1%	51.1%
PEOPLE OF COLOR	7.0%	4.7%	37.2%	23.3%	27.9%
WHITE	7.0%	6.3%	19.6%	20.3%	46.9%

More than 60% (63.0%) of partners strongly agree that female attorneys have equal access to quality matters through their firm's assignment system. However, only 36.4% of associates feel the same. Over half of male respondents (51.1%) and almost half of white respondents (46.9%) also strongly agree, while only 36.6% of women and 27.9% of minority attorneys do.

DEMOGRAPHIC BREAKDOWNS

My firm has an authentic commitment to LGBTQIA+ diversity in hiring.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	11.4%	9.9%	31.8%	26.5%	20.5%
PARTNERS	2.2%	13.0%	30.4%	23.9%	30.4%
WOMEN	8.9%	10.9%	31.7%	25.7%	22.8%
MEN	8.9%	10.0%	33.3%	23.3%	24.4%
PEOPLE OF COLOR	16.3%	2.3%	44.2%	25.6%	11.6%
WHITE	7.0%	12.6%	28.7%	25.9%	25.9%
LGBTQIA+	19.1%	0.0%	28.6%	42.9%	9.5%

Proportionately more partners than associates agreed that their firm has an authentic commitment to LGBTQIA+ diversity in hiring. Among respondents who identified as LGBTQIA+, more than 40% (42.9%) somewhat agreed, but only 9.5% strongly agreed.

My firm treats LGBTQIA+ and non-LGBTQIA+ attorneys equally when it comes to staffing matters.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	4.6%	3.8%	43.2%	18.9%	29.6%
PARTNERS	2.2%	6.5%	21.7%	10.9%	58.7%
WOMEN	3.0%	5.0%	44.6%	16.8%	30.7%
MEN	5.6%	3.3%	31.1%	15.6%	44.4%
PEOPLE OF COLOR	9.3%	0.0%	46.5%	16.3%	27.9%
WHITE	2.8%	5.6%	35.7%	17.5%	38.5%
LGBTQIA+	4.8%	0.0%	28.6%	33.3%	33.3%

The sharpest division among respondents' perspectives with respect to the treatment of LGBTQIA+ attorneys when it comes to staffing matters is between associates and partners. More than half of partners (58.7%) strongly agree that their firm treats LGBTQIA+ and non-LGBTQIA+ attorneys equally for staffing, while just 29.6% of associates do.

DEMOGRAPHIC BREAKDOWNS

My firm is dedicated to the training and development of LGBTQIA+ attorneys.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	8.3%	3.0%	43.9%	19.7%	25.0%
PARTNERS	2.2%	8.7%	28.3%	21.7%	39.1%
WOMEN	6.9%	4.0%	43.6%	22.8%	22.8%
MEN	6.7%	3.3%	38.9%	16.7%	34.4%
PEOPLE OF COLOR	14.0%	0.0%	44.2%	23.3%	18.6%
WHITE	4.9%	5.6%	40.6%	18.9%	30.1%
LGBTQIA+	14.3%	9.5%	19.1%	28.6%	28.6%

More than half of LGBTQIA+ respondents agreed at least somewhat with the statement that their firm is dedicated to the training and development of LGBTQIA+ attorneys. But, compared to other demographic groups, a higher percentage of LGBTQIA+ attorneys either absolutely disagreed (14.3%) or somewhat disagreed (9.5%).

LGBTQIA+ attorneys have equal access to quality matters through our assignment system.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	6.8%	1.5%	43.9%	18.2%	29.6%
PARTNERS	2.3%	9.1%	20.5%	6.8%	61.4%
WOMEN	5.9%	3.0%	44.6%	17.8%	28.7%
MEN	5.7%	3.4%	30.7%	12.5%	47.7%
PEOPLE OF COLOR	9.3%	0.0%	48.8%	14.0%	27.9%
WHITE	5.0%	4.3%	35.5%	16.3%	39.0%
LGBTQIA+	4.8%	0.0%	38.1%	28.6%	28.6%

The percentage of partners who strongly agree that LGBTQIA+ attorneys have equal access to quality matters is more than double that of associates (61.4% vs 29.6%). There are also notable differences in responses among men and women, white attorneys and attorneys of color. More than half of LGBTQIA+ respondents either strongly (28.6%) or somewhat agree (28.6%) and very few (4.8%) disagree.

DEMOGRAPHIC BREAKDOWNS

My firm has an authentic commitment to disability diversity in hiring.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	11.4%	10.6%	50.0%	17.4%	10.6%
PARTNERS	4.4%	15.6%	48.9%	15.6%	15.6%
WOMEN	11.9%	12.9%	48.5%	14.9%	11.9%
MEN	6.7%	11.2%	51.7%	16.9%	13.5%
PEOPLE OF COLOR	18.2%	0.0%	59.1%	18.2%	4.6%
WHITE	7.0%	16.2%	47.2%	15.5%	14.1%
INDIVIDUALS WITH DISABILITIES	28.0%	12.0%	44.0%	8.0%	8.0%

Many respondents (in some cases more than half) voiced no opinion as to whether their firm has an authentic commitment to disability diversity in hiring. But among respondents who identified as having a disability, 40% disagreed.

My firm treats attorneys with and without disabilities equally when it comes to staffing matters.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	7.6%	6.1%	56.5%	13.0%	16.8%
PARTNERS	4.4%	4.4%	42.2%	8.9%	40.0%
WOMEN	7.9%	6.9%	56.4%	12.9%	15.8%
MEN	5.6%	4.5%	50.6%	7.9%	31.5%
PEOPLE OF COLOR	16.3%	0.0%	53.5%	9.3%	20.9%
WHITE	4.2%	7.8%	54.2%	11.3%	22.5%
INDIVIDUALS WITH DISABILITIES	28.0%	4.0%	40.0%	4.0%	24.0%

Almost one-third of respondents who identified as a person with a disability disagree that their firm treats attorneys with and without disabilities equally when it comes to staffing matters. Meanwhile, 40% of partners strongly agree with the statement, compared to 16.8% of associates.

DEMOGRAPHIC BREAKDOWNS

My firm is dedicated to the training and development of attorneys with disabilities.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	10.6%	5.3%	54.6%	16.7%	12.9%
PARTNERS	4.4%	2.2%	46.7%	17.8%	28.9%
WOMEN	9.9%	5.0%	59.4%	13.9%	11.9%
MEN	6.7%	4.5%	48.3%	16.9%	23.6%
PEOPLE OF COLOR	20.9%	0.0%	48.8%	14.0%	16.3%
WHITE	4.9%	6.3%	56.3%	15.5%	16.9%
INDIVIDUALS WITH DISABILITIES	24.0%	12.0%	32.0%	20.0%	12.0%

When it comes to whether their firm is dedicated to the training and development of attorneys with disabilities, more individuals with disabilities disagree (36.0%) than agree (32.0%).

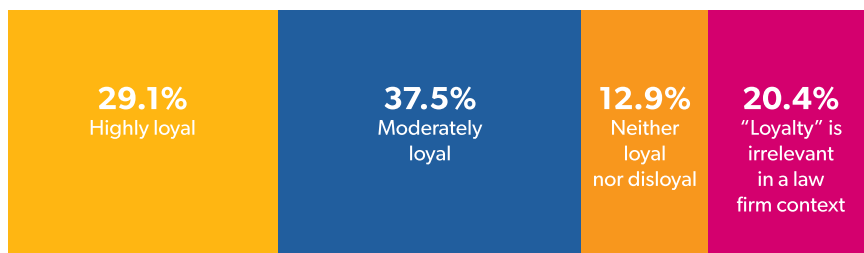
Attorneys with disabilities have equal access to quality matters through our assignment system.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ASSOCIATES	8.3%	3.8%	56.8%	13.6%	17.4%
PARTNERS	4.4%	6.7%	37.8%	8.9%	42.2%
WOMEN	8.9%	5.0%	57.4%	11.9%	16.8%
MEN	4.5%	4.5%	47.2%	11.2%	32.6%
PEOPLE OF COLOR	14.0%	0.0%	55.8%	9.3%	20.9%
WHITE	4.9%	6.3%	52.1%	12.0%	24.7%
INDIVIDUALS WITH DISABILITIES	24.0%	4.0%	44.0%	12.0%	16.0%

Almost one in four attorneys with disabilities (24.0%) absolutely disagrees that they have equal access to quality matters through their firm's assignment system. Only 28% either somewhat or strongly agree. Partners are much more likely to agree than associates, and men are more likely to agree than women.

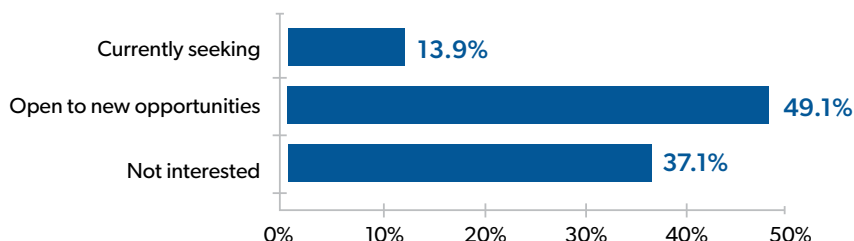
GOALS

How “loyal” are you to your firm?



Two-thirds of respondents (66.6%) said they are either **highly loyal or moderately loyal** to their firm. This figure is slightly lower than our last survey in 2021 (69.6%). Meanwhile the percentage of respondents who believe that loyalty is irrelevant in a law firm context has nearly doubled, from 10.9% to 20.4%.

How open are you to new job opportunities?



Compared to 2021, the proportion of respondents who are open to new job opportunities has dropped, while the number who say they are not interested has risen. In our previous survey, well over half of participants (56.9%) said they were open to new opportunities; this year, just under half (49.1%) said they are. Meanwhile, the percentage of attorneys who say they are not interested in new job opportunities has risen from 28.6% to 37.1%.

Please indicate the most important reason for your openness to a new job opportunity. Dissatisfaction with:

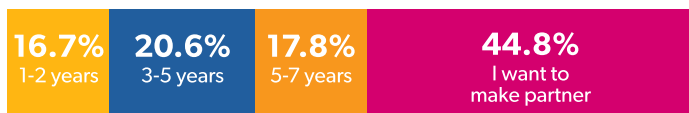
Among the respondents who said they are open to new opportunities, the most important reason given was dissatisfaction with **work/life balance**. Work/life balance was also the top-cited factor in 2021, but the proportion of respondents who identified it as the most important reason has fallen nearly 20 percentage points, from 47.5% to 28.7%.

Dissatisfaction with compensation is the second-most common reason (19.7%). Career trajectory plays into two of the reasons cited by more than 10% of respondents: dissatisfaction with the general law firm career path (14.0%) and dissatisfaction specifically with the path to partnership (12.4%), a new option included in this year's survey.



GOALS

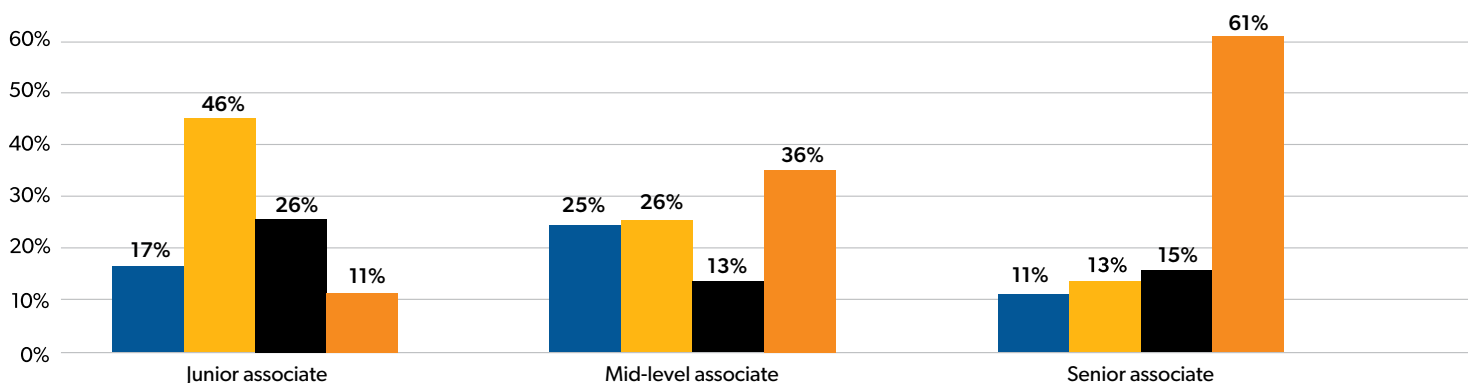
Ideally, how long would you like to work at your firm?



The largest group of respondents (44.8%) reported that ideally, they **would like to make partner** at their firm. This represents a significant shift from the trend seen over previous surveys, in which the percentage of respondents who said they wanted to make partner had been declining, from 33.9% in 2017 to 31.0% in 2019 to 23.5% in 2021.

How long would like to stay at firm, by level of experience

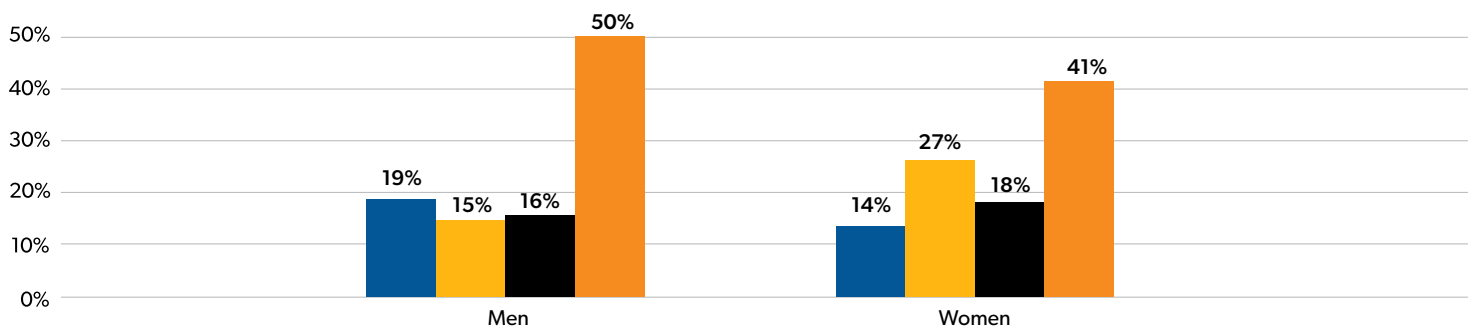
■ 1-2 years ■ 3-5 years ■ 5-7 years ■ I want to make partner



Perhaps unsurprisingly, senior associates are the most likely to have partnership in their sights. More than 60% (61.3%) of senior associates said they want to stay to make partner. Mid-levels were more divided: While the largest number (36.5%) want to make partner, many hope to leave their firm within one to two years (24.7%) or three to five years (25.9%). Among junior associates, the largest group (45.7%) would like to stay at their firm between three and five years. Only 11.4% of junior associates said they would like to stay long enough to make partner at their firm.

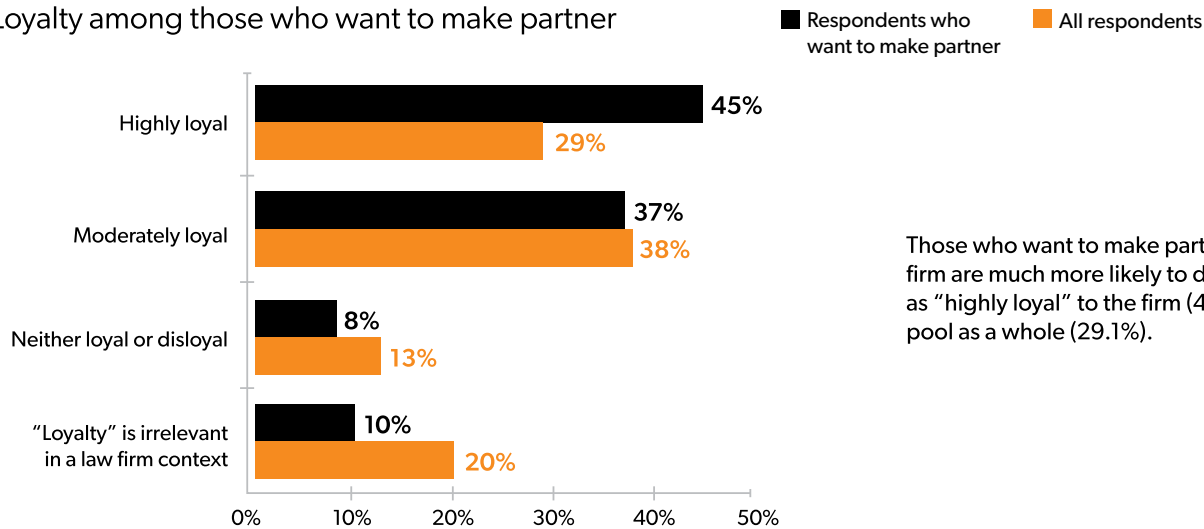
How long would like to stay at firm, by gender

■ 1-2 years ■ 3-5 years ■ 5-7 years ■ I want to make partner



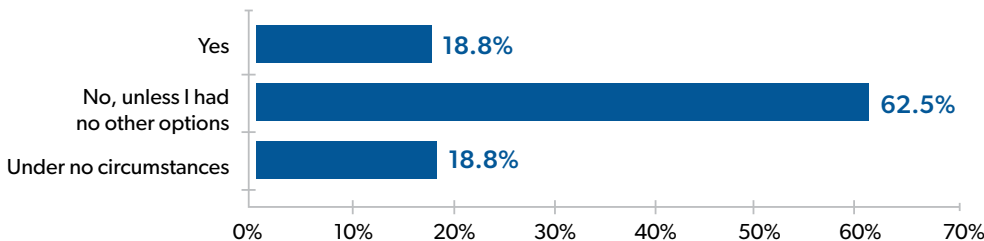
Although the largest sets of respondents of both genders said they want to stay at their firm to make partner, partnership was cited by more men than women (50.0% of men vs 41.1% of women).

Loyalty among those who want to make partner



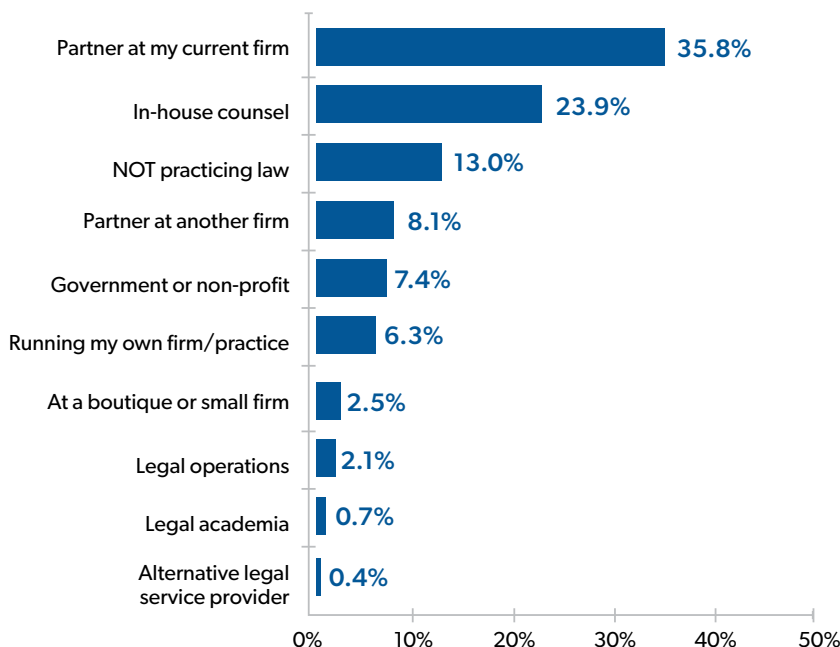
Those who want to make partner at their current firm are much more likely to describe themselves as "highly loyal" to the firm (45.2%) than the survey pool as a whole (29.1%).

Would you consider working on a short-term assignment or contract basis?



The majority of respondents (62.5%) said they would **not** consider working on a short-term assignment or contract basis **unless they had no other options**. This figure is slightly lower than that reported in 2021 (65.5%).

What do you see yourself doing in 10 years?



More than one-third of respondents (35.8%) said that in 10 years they **see themselves as partners** at their current firm. This figure is notably higher than our previous survey; in 2021, just 21.1% of respondents said they expect to be partners at their current firm. Another 24% (23.9%) expect to be in-house counsel—a somewhat lower percentage than two years ago (28.9%). And 13% expect to have left the practice of law entirely.

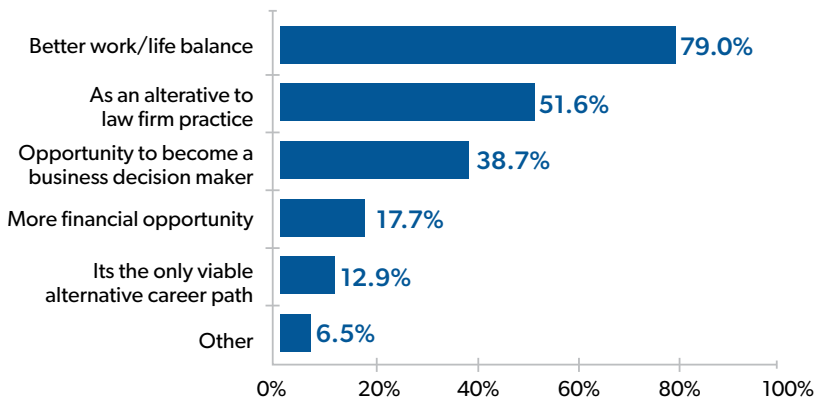
Among both men and women, partnership at their current firm was the most common response (38.2% of men and 31.9% of women), but **women** were almost as likely to see themselves as **in-house counsel** (30.2%, compared to 17.7% of men). A larger proportion of male respondents than female respondents said they could see themselves as partners at another firm (11.8% of men vs 5.2% of women) or running their own practice (8.1% of men vs 5.2% of women).

GOALS

Future career goals outside of legal practice included:

- Academia but not law school
- Anything
- Anything but practice
- Associate/attorney development advisor
- Business
- Business owner
- CEO/executive suite
- Entrepreneur
- I'd like to own a small business
- JD advantage, lobbyist, consultant, C-suite/business ops/admin
- Pro bono and consulting for a few clients
- Real estate development
- Retire in 10 years
- Retirement
- TBD
- Teaching
- Travel, property manager
- When I am debt free, I will decide on a better venture
- Writer

Why are you interested in going in-house? (Multiple selections allowed)



Among attorneys who said they hope to go in-house, by far the most common reason is better work/life balance, cited by almost 80% (79%) of respondents. This figure is slightly lower than our previous survey (84.3%). The percentage of respondents who said it is an opportunity to become a business decision maker has steadily been dropping over the last several years, from 57.1% in 2017 to 53.2% in 2019 to 49.9% in 2021 and, this year, down to 38.7%.

Other responses include:

- Actually solve problems rather than burn money in litigation
- Better leadership
- Current firm doesn't have strong opportunities for diverse lawyers

Why do you aspire to work at an ALSP?

Among the very few respondents who said they would like to work at an alternative legal services provider (0.4%), the only specific reason given was "I want to get involved in legal tech."

Why do you aspire to work in legal ops?

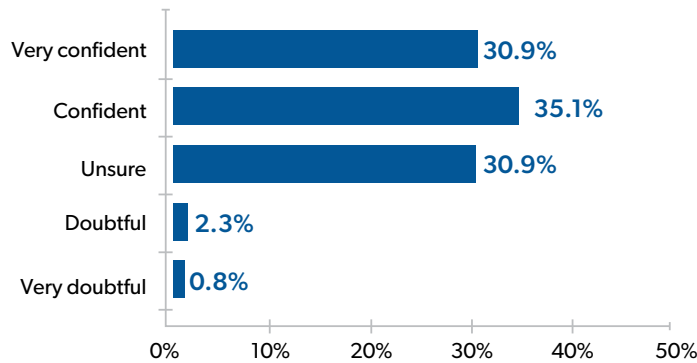
Legal operations was a slightly more popular choice among respondents this year (selected by 2.1% of respondents).

Reasons given include:

- Prefer to be on the business side of law
- It's fast paced and on the cutting edge of what's happening in legal

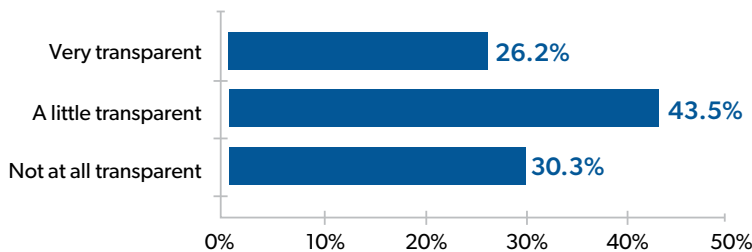
GOALS

How confident are you that you will achieve your goal in 10 years?



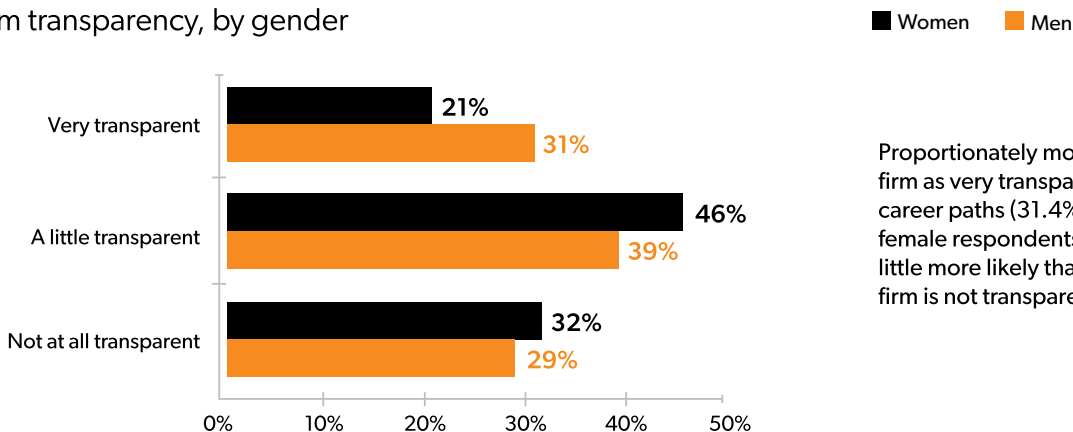
Almost two-thirds of respondents (66%) said that they were either **confident or very confident** that they would reach their goal in 10 years. This represents an uptick from the 2021 survey, when 59.9% of respondents expressed the same confidence.

How would you describe your firm's level of transparency regarding associate career paths (including feedback on whether an associate is on track for partnership)?



The majority of respondents say that their firm offers at least some transparency regarding associate career paths, with the largest group of respondents (43.5%) saying their firm is **a little transparent**. These results are in line with previous surveys.

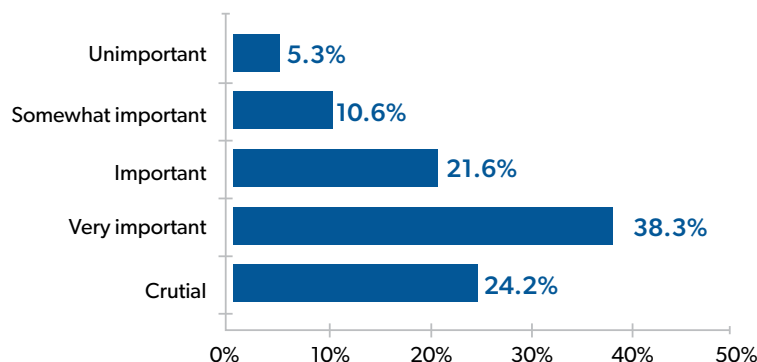
Firm transparency, by gender



Proportionately more men than women see their firm as very transparent with respect to associate career paths (31.4% of male respondents vs 21.4% of female respondents). Female respondents are also a little more likely than male respondents to say their firm is not transparent at all (32.5% vs 29.2%).

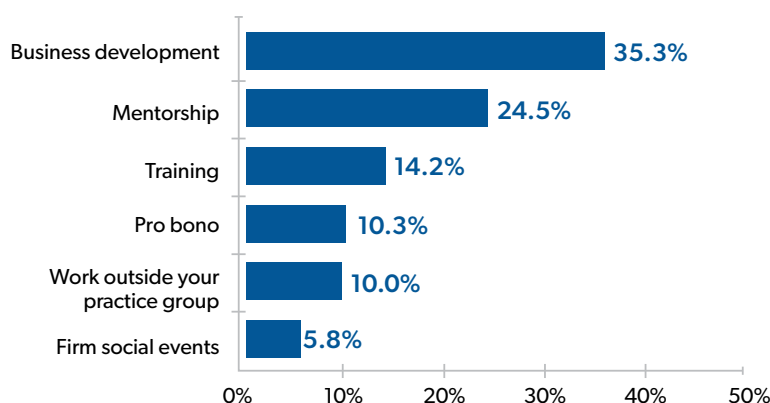
GOALS

How important to you is your firm's transparency regarding associate career paths?



Approximately 95% of respondents believe that firm transparency regarding associate career paths matters to some extent. This figure is virtually the same as that reported in 2021. Where the results differ is in the level of importance placed on such transparency. While the same proportion of respondents in both 2023 and 2021 described it as crucial (24%), more attorneys this year described firm transparency as **very important** rather than important or somewhat important (38.3% in 2023 vs 26.2% in 2021).

What would you like to spend more time doing?



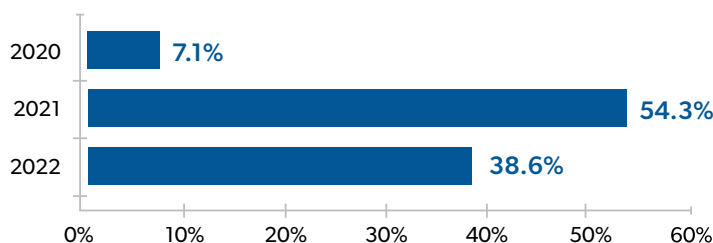
When asked what they would like to spend more time doing, respondents most frequently said **business development** (35.3%). This figure is somewhat higher than our 2021 survey (31.1%). Another common response (cited by 24.5% of attorneys) was mentorship. Attending firm social events received the fewest responses (5.8%).

Did you make a lateral move since the onset of the pandemic?



More than one-fourth of respondents (27.1%) said they have **made a lateral move** since the onset of the pandemic.

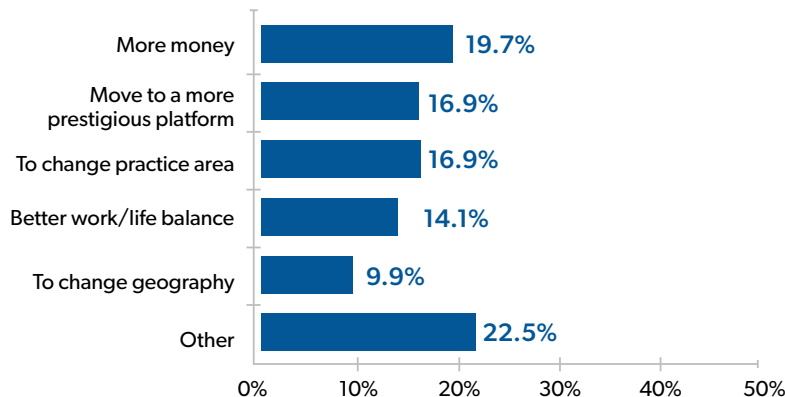
When did you change firms?



More than half of those who **changed firms** did so in **2021** (54.3%). Most of the others moved in 2022.

GOALS

What was the primary reason for your move?

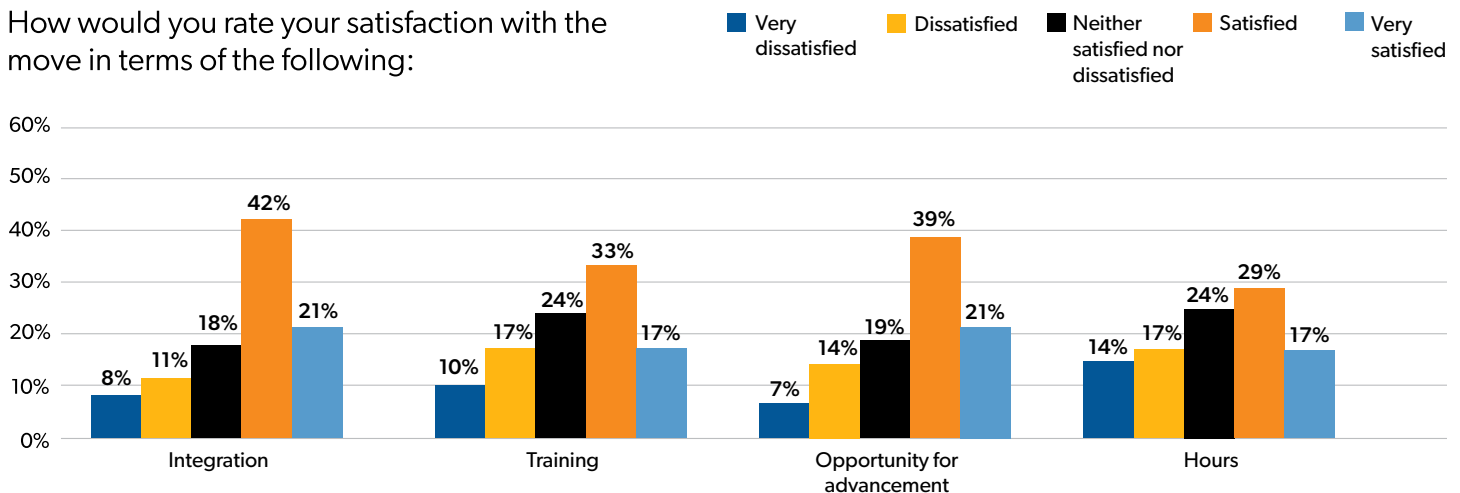


Respondents changed firms for a variety of reasons, including more money (19.7%), to change practice areas (16.9%), move to a more prestigious platform (16.9%), for better work/life balance (14.1%), or to change location (9.9%).

Other responses include:

- Better management, closer to home, continue working with department chair/mentor, more money
- Better people
- Finishing clerkship
- Follow a partner who lateraled
- Get away from bad manager
- Get away from bigots
- I wanted more opportunities to work remotely and my previous firm was smaller and still believed in "in person" interaction every day; there was also quite the disparity between younger partners and senior partners (like 30 years) and there were not clear plans for retirement or transitioning business.
- Left toxic work environment
- Management
- Moved with a partner
- Path to partner
- Poor COVID policies
- Recruited by a firm, government office where I worked was data breached, better pay
- [Unpleasant] boss
- Went from in-house back to private practice
- Work culture

How would you rate your satisfaction with the move in terms of the following:



At least half of respondents who changed firms said they are either **satisfied or very satisfied** with key aspects of their move, including **integration, training, and opportunity for advancement**. But less than half (45.9%) are satisfied with their hours, and more than 30% (30.6%) said they are dissatisfied or very dissatisfied with the hours.

GENERATIONAL DIFFERENCES

Respondents were asked to rate their level of agreement with a series of statements. Notable discrepancies among different demographics are highlighted in magenta and blue.

Note that in this report, the term “senior partners” is used only to distinguish partners who graduated law school prior to 2005 from “millennial partners” who graduated in 2005 or later.

The current generation of law firm leadership has outstayed their effectiveness.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	11.7%	15.9%	18.9%	32.6%	20.9%
ASSOCIATES	8.7%	15.4%	20.3%	33.2%	22.4%
PARTNERS	14.5%	20.2%	16.9%	32.3%	16.1%
WOMEN	7.8%	13.4%	15.6%	40.2%	22.9%
MEN	14.4%	18.6%	23.2%	25.3%	18.6%
MILLENNIAL PARTNERS	8.5%	25.4%	12.7%	35.2%	18.3%
SENIOR PARTNERS	21.6%	13.7%	21.6%	29.4%	13.7%

More than half of all respondents (53.5%) agree that the current generation of law firm leadership has outstayed their effectiveness. These feelings are particularly strong among women (63.1%). Associates are more inclined to agree than partners, although when responses from millennial partners are isolated, their perspectives seem a bit closer to those of associates than of their older peers. More than half of millennial partners (53.5%) at least somewhat agree, compared to 43.1% of partners from prior generations. And the percentage of senior partners who absolutely disagree is more than double that of millennial partners (21.6% vs 8.5%).

The millennial generation of lawyers is transforming law firm policies and culture for the better.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	5.5%	17.3%	24.5%	36.5%	16.3%
ASSOCIATES	3.3%	15.4%	21.7%	40.8%	18.8%
PARTNERS	8.1%	21.1%	28.5%	29.3%	13.0%
WOMEN	3.9%	11.8%	20.8%	43.3%	20.2%
MEN	5.7%	21.7%	28.4%	32.0%	12.4%
MILLENNIAL PARTNERS	4.3%	20.0%	25.7%	32.9%	17.1%
SENIOR PARTNERS	13.7%	23.5%	29.4%	25.5%	7.8%

More than half of all respondents (52.4%) agree that the millennial generation is changing law firm policies and culture for the better. Once again, these feelings are stronger among women than men. This year, the percentage of partners who agreed with the statement is notably higher than it was in 2021—42.3% vs 29.3%—although it still falls below that of associates (59.1%). Within the partnership ranks, there is a clear distinction between generations, as partners who graduated prior to 2005 are more likely to disagree than their younger counterparts (37.2% vs 24.3%).

GENERATIONAL DIFFERENCES

Compensation increases (including special bonuses) at many law firms are a fair reflection of associate contributions to firm profitability.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	8.8%	26.8%	17.8%	30.3%	16.5%
ASSOCIATES	7.9%	21.2%	16.2%	32.8%	22.0%
PARTNERS	11.4%	37.4%	17.1%	26.0%	8.1%
WOMEN	11.7%	24.0%	15.6%	30.7%	17.9%
MEN	5.7%	29.5%	19.2%	31.1%	14.5%
MILLENNIAL PARTNERS	10.0%	37.1%	20.0%	22.9%	10.0%
SENIOR PARTNERS	13.7%	37.3%	13.7%	29.4%	5.9%

The differences between associates and partners are substantial with respect to agreement with the statement that compensation increases are a fair reflection of associate contributions to firm profitability. More than half of associates somewhat or strongly agreed (54.8%), but far fewer partners did (34.1%). Millennial partners largely share the views of their older colleagues.

Associate workloads have increased since compensation increases.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	8.0%	19.5%	26.0%	29.5%	17.0%
ASSOCIATES	3.8%	12.5%	26.7%	33.8%	23.3%
PARTNERS	17.9%	34.2%	23.6%	18.7%	5.7%
WOMEN	6.7%	16.8%	26.8%	31.8%	17.9%
MEN	6.2%	23.2%	27.3%	27.3%	16.0%
MILLENNIAL PARTNERS	18.6%	40.0%	21.4%	15.7%	4.3%
SENIOR PARTNERS	17.7%	27.5%	25.5%	21.6%	7.8%

Compared to 2021, fewer respondents overall agreed that associate workloads have increased since compensation increases. In 2021, 28.9% of all respondents strongly agreed, but this year, just 17% said they strongly agree. The shift is most notable among partners, just 5.7% of whom strongly agreed and more than half of whom disagreed either somewhat or absolutely (52.1%) this year; two years ago, just 20.8% of partners disagreed. And it is millennial partners who feel most strongly that associate workloads have NOT increased with compensation increases.

GENERATIONAL DIFFERENCES

Increased associate workloads are justified by the recent salary (and special bonus) increases.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	15.3%	27.8%	26.5%	20.5%	10.0%
ASSOCIATES	22.5%	33.3%	24.2%	15.0%	5.0%
PARTNERS	4.1%	18.7%	28.5%	29.3%	19.5%
WOMEN	18.4%	28.5%	24.6%	20.7%	7.8%
MEN	11.9%	28.4%	26.8%	21.1%	11.9%
MILLENNIAL PARTNERS	5.7%	20.0%	25.7%	31.4%	17.1%
SENIOR PARTNERS	2.0%	17.7%	29.4%	27.5%	23.5%

More than half of associates (55.8%) disagree that increased workloads are justified by recent pay increases. Nearly half of partners (48.8%), on the other hand, agree with the statement.

Law firms should strive for maximum transparency with regard to compensation.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	3.5%	5.8%	5.3%	25.3%	60.2%
ASSOCIATES	2.1%	3.3%	2.9%	21.3%	70.4%
PARTNERS	4.9%	10.7%	9.0%	33.6%	41.8%
WOMEN	2.2%	3.4%	3.4%	22.4%	68.7%
MEN	3.1%	8.3%	6.7%	26.9%	54.9%
MILLENNIAL PARTNERS	5.7%	8.6%	5.7%	34.3%	45.7%
SENIOR PARTNERS	4.0%	14.0%	14.0%	32.0%	36.0%

Although the majority of respondents, across demographics, agree to some extent that law firms should strive for maximum transparency with regard to compensation, there are differences in how strongly that belief is held. More than 70% of associates strongly agree with the statement, whereas only 41.8% of partners do. But millennial partners are a little more inclined to agree than their older peers. There are also disparities among respondents of different genders, as more than two-thirds of women (68.7%) feel strongly that firms should strive for maximum transparency, while just 54.9% of men reported the same.

GENERATIONAL DIFFERENCES

Law firm partnership is much less desirable than it was a generation ago.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	4.3%	12.6%	12.8%	32.7%	37.7%
ASSOCIATES	3.7%	10.4%	14.9%	30.7%	40.3%
PARTNERS	5.7%	17.2%	10.7%	34.4%	32.0%
WOMEN	3.4%	12.4%	11.2%	32.6%	40.5%
MEN	4.1%	12.4%	15.5%	34.5%	33.5%
MILLENNIAL PARTNERS	4.3%	14.3%	11.4%	37.1%	32.9%
SENIOR PARTNERS	8.0%	20.0%	10.0%	30.0%	32.0%

The majority of survey respondents (70.4%) agree that law firm partnership is much less desirable than it was a generation ago. This figure is a little lower than the number who agreed in 2021 (76.1%). Although the feelings are somewhat stronger among associates and women than among partners and men, the differences are relatively small. Partners who have been practicing longer than millennials seem to be the most inclined to disagree (28.0% either somewhat or absolutely disagree), though more than 60% (62.0%) still do agree.

The partners at my firm genuinely care about associate professional development.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	13.8%	19.8%	13.0%	31.8%	21.8%
ASSOCIATES	14.5%	20.8%	12.0%	32.8%	19.9%
PARTNERS	11.4%	17.9%	13.0%	29.3%	28.5%
WOMEN	16.9%	20.2%	14.6%	28.7%	19.7%
MEN	10.8%	21.7%	10.8%	35.1%	21.7%
MILLENNIAL PARTNERS	10.0%	12.9%	11.4%	31.4%	34.3%
SENIOR PARTNERS	13.7%	25.5%	13.7%	25.5%	21.6%

While over half of respondents (53.6%) agree that the partners at their firm genuinely care about associate professional development, a substantial minority (33.6%) disagree at least somewhat. Partners as a whole are a little more inclined to agree than associates, although it seems to be primarily millennial partners who feel that most strongly (34.3% of millennial partners strongly agree, compared to 21.6% of other partners). Almost 40% (39.2%) of partners from prior generations disagree with the statement—a proportion even higher than among associates (35.3%).

GENERATIONAL DIFFERENCES

A diverse and inclusive workforce should be a priority for law firms.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	3.8%	6.3%	15.0%	30.1%	44.9%
ASSOCIATES	2.9%	5.0%	14.5%	27.4%	50.2%
PARTNERS	4.9%	9.8%	15.6%	34.4%	35.3%
WOMEN	1.1%	4.5%	11.2%	25.8%	57.3%
MEN	5.7%	8.3%	16.5%	36.1%	33.5%
MILLENNIAL PARTNERS	4.3%	10.0%	15.7%	28.6%	41.4%
SENIOR PARTNERS	6.0%	10.0%	16.0%	42.0%	26.0%
PEOPLE OF COLOR	3.4%	10.1%	7.9%	27.0%	51.7%
WHITE	2.6%	5.2%	15.4%	32.4%	44.5%
LGTBQIA+	4.3%	6.4%	2.1%	19.2%	68.1%
INDIVIDUALS WITH DISABILITIES	7.3%	4.9%	14.6%	26.8%	46.3%

A majority of respondents across demographics agree at least somewhat that a diverse and inclusive workforce should be a priority for law firms. The proportions who strongly agree, however, have declined since 2021, while the gaps between respondents of different genders and positions have widened.

In 2021, for example, 55.6% of associates and 44.8% of partners strongly agreed with the statement, whereas this year, 50.2% of associates and 35.3% of partners strongly agreed. Two years ago, 48.3% of men and 57.7% of women strongly agreed; this year, just 33.5% of men strongly agreed and 57.3% of women did. Millennial partners may be more inclined to strongly agree than older partners, but taken together, the percentages who agree either somewhat or strongly are fairly close (70% vs 68%).

Comparing results by race and ethnicity, the greatest disparity is in the proportion who strongly agree that a diverse and inclusive workforce should be a priority. More than half of respondents who identified as a person of color (51.7%) strongly agree that a diverse and inclusive workforce should be a priority, while the proportion among white respondents is 44.5%.

GENERATIONAL DIFFERENCES

U.S. law firm culture is inherently biased against women.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	9.3%	13.0%	15.0%	33.1%	29.6%
ASSOCIATES	7.1%	11.6%	11.2%	36.1%	34.0%
PARTNERS	12.3%	16.4%	21.3%	29.5%	20.5%
WOMEN	2.3%	4.5%	9.6%	34.8%	48.9%
MEN	13.4%	21.1%	19.1%	33.0%	13.4%
MILLENNIAL PARTNERS	10.0%	15.7%	17.1%	30.0%	27.1%
SENIOR PARTNERS	16.0%	16.0%	28.0%	28.0%	12.0%

The results here are similar to 2021 and underscore starkly different perspectives among men and women. More than 80% (83.7%) of women respondents either somewhat or strongly agree that U.S. law firm culture is inherently biased against women, while less than half of male respondents (46.4%) report the same. More than a third of men (34.5%) disagree with the statement, compared to just 6.8% of women. There are also clear divisions based on attorneys' positions, with partners much less inclined to see bias than associates. More than 70% of associates agree that law firm culture is inherently biased against women, while just half of partners do. The disparity is particularly sharp when comparing associates to partners from senior generations, only 40% of whom agree with the statement.

U.S. law firm culture is inherently biased against racially diverse lawyers.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	10.8%	16.3%	15.6%	30.2%	27.1%
ASSOCIATES	8.8%	13.3%	13.3%	30.4%	34.2%
PARTNERS	14.1%	22.3%	19.0%	28.1%	16.5%
WOMEN	2.8%	10.1%	14.0%	31.8%	41.3%
MEN	14.4%	23.7%	17.0%	29.4%	15.5%
MILLENNIAL PARTNERS	12.9%	22.9%	15.7%	24.3%	24.3%
SENIOR PARTNERS	16.3%	20.4%	24.5%	32.7%	6.1%
PEOPLE OF COLOR	7.8%	11.1%	10.0%	33.3%	37.8%
WHITE	8.5%	18.4%	18.0%	29.8%	25.4%

Respondents were somewhat less likely to see law firm culture as inherently biased against racially diverse lawyers than against women. This is particularly true among partners and male respondents, more than 37% of whom disagree that U.S. law firm culture is inherently biased against racially diverse lawyers. By contrast, more than 70% of women (73.1%) and people of color (71.1%) either strongly or somewhat agree. Compared to older partners, millennial partners are more inclined to agree that there is bias in law firm culture (48.6% compared to 38.8%). Among partners who preceded the millennial generation, just 6.1% strongly agree.

GENERATIONAL DIFFERENCES

Diminished associate loyalty to firms is an inevitable consequence of fundamental changes in the law firm business model.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	3.8%	8.8%	17.1%	37.2%	33.2%
ASSOCIATES	2.5%	6.3%	19.7%	34.7%	36.8%
PARTNERS	5.7%	12.3%	13.9%	39.3%	28.7%
WOMEN	3.4%	10.6%	17.9%	31.8%	36.3%
MEN	1.6%	6.2%	16.1%	43.0%	33.2%
MILLENNIAL PARTNERS	4.3%	12.9%	11.4%	44.3%	27.1%
SENIOR PARTNERS	8.0%	12.0%	16.0%	32.0%	32.0%

A majority of respondents across demographics agree that diminished associate loyalty to firms is an inevitable consequence of fundamental changes in the law firm business model. The consensus seems to be a little stronger this year than it was in 2021, particularly among male respondents. Two years ago, 16.9% of men disagreed with the statement, but only 7.8% disagreed this year.

Some form of non-attorney ownership of U.S. law firms would benefit the legal profession.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	30.6%	24.8%	22.6%	12.3%	9.8%
ASSOCIATES	24.6%	26.3%	27.5%	12.1%	9.6%
PARTNERS	43.4%	26.2%	9.8%	11.5%	9.0%
WOMEN	25.1%	25.1%	30.7%	12.9%	6.2%
MEN	34.0%	25.3%	16.5%	12.4%	11.9%
MILLENNIAL PARTNERS	47.1%	25.7%	10.0%	8.6%	8.6%
SENIOR PARTNERS	38.0%	26.0%	10.0%	16.0%	10.0%

When it comes to the question of non-attorney ownership of law firms, relatively few respondents of any demographic believe that it would benefit the profession. Partners expressed the strongest opinions. Almost 70% disagree—and many absolutely disagree (43.4%)—that some form of non-attorney ownership of U.S. law firms would benefit the legal profession. This percentage is even higher than it was in 2021 (63.8%). Millennial partners expressed even stronger disagreement than their older counterparts. Half of associates disagree as well, although a sizable minority (27.5%) say they neither agree nor disagree.

GENERATIONAL DIFFERENCES

There is a persistent gender pay gap at law firms.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	11.3%	16.9%	25.2%	23.4%	23.2%
ASSOCIATES	7.9%	16.7%	29.2%	22.9%	23.3%
PARTNERS	15.7%	19.8%	20.7%	22.3%	21.5%
WOMEN	3.4%	8.9%	19.6%	26.8%	41.3%
MEN	15.5%	24.7%	30.9%	20.6%	8.3%
MILLENNIAL PARTNERS	12.9%	21.4%	20.0%	25.7%	20.0%
SENIOR PARTNERS	20.4%	18.4%	22.5%	16.3%	22.5%

Overall, more than 45% of respondents agree that there is a persistent pay gap at law firms. But there is a sharp contrast between responses from male and female attorneys. Many women (41.5%) strongly agree that there is a persistent gender pay gap, but less than 10% (8.4%) of men do. The proportion of men who disagree (40.2%) is higher this year than it was in our 2021 survey (35.7%). There has also been an increase in the number of partners who disagree with the statement. Two years ago, 27.5% of partners disagreed; this year, 35.5% of partners do.

My law firm has made strides in the past year to address workplace gender issues.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	12.1%	15.6%	35.2%	30.4%	6.8%
ASSOCIATES	14.6%	15.5%	38.1%	27.2%	4.6%
PARTNERS	6.6%	13.9%	29.5%	39.3%	10.7%
WOMEN	19.6%	22.4%	30.7%	22.4%	5.0%
MEN	6.2%	10.4%	37.3%	37.8%	8.3%
MILLENNIAL PARTNERS	7.1%	12.9%	25.7%	45.7%	8.6%
SENIOR PARTNERS	6.0%	16.0%	36.0%	28.0%	14.0%

Partners are much more inclined than associates to believe that their law firm has made strides in the past year to address workplace gender issues. Half of partners agree with the statement, compared to 31.6% of associates. Agreement is strongest among millennial partners, 54.3% of whom at least somewhat agree, while the equivalent figure is 42.0% among more senior partners. The results also show notable gender disparity. More than 40% of female respondents (42.0%) disagree with the statement, while less than 20% (16.6%) of male respondents do.

GENERATIONAL DIFFERENCES

My law firm has made strides in the past year to address racial diversity, equity, and inclusion in the workplace.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	11.3%	17.3%	25.1%	32.9%	13.3%
ASSOCIATES	11.7%	18.8%	26.4%	32.6%	10.5%
PARTNERS	9.0%	13.1%	24.6%	36.1%	17.2%
WOMEN	16.8%	24.0%	17.3%	30.2%	11.7%
MEN	7.3%	11.9%	31.6%	33.7%	15.5%
MILLENNIAL PARTNERS	10.0%	12.9%	22.9%	38.6%	15.7%
SENIOR PARTNERS	8.0%	14.0%	26.0%	32.0%	20.0%
PEOPLE OF COLOR	12.2%	20.0%	21.1%	34.4%	12.2%
WHITE	11.4%	16.6%	25.5%	32.5%	14.0%

Partners also agreed more often than associates that their firm has made strides in the past year to address racial diversity, equity, and inclusion in the workplace (53.3% of partners vs. 43.1% of associates). Women were much more likely to disagree than men. More than 40% (40.8%) of women respondents absolutely or somewhat disagreed, compared to less than 20% (19.2%) of men. There is relatively little difference among racial/ethnic groups. The percentages of minority and white attorneys who agreed with the statement are nearly identical (46.6% and 46.5%), while among respondents who disagreed, there is only a difference of four percentage points between attorneys of color (32.2%) and white attorneys (28.0%).

The pandemic has revealed how law firm leverage models favor partners at the expense of associates.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	7.3%	13.0%	22.3%	27.6%	29.8%
ASSOCIATES	2.9%	3.3%	22.1%	32.1%	39.6%
PARTNERS	14.8%	29.5%	22.1%	22.1%	11.5%
WOMEN	5.0%	11.2%	17.9%	29.1%	36.9%
MEN	6.7%	16.0%	25.8%	27.3%	24.2%
MILLENNIAL PARTNERS	15.7%	30.0%	20.0%	22.9%	11.4%
SENIOR PARTNERS	14.0%	30.0%	22.0%	22.0%	12.0%

Asked to respond to the statement that the pandemic has revealed how law firm leverage models favor partners at the expense of associates, there is a clear difference in the perspectives of associates and partners. The majority of associates (71.7%) believe this to be the case, while only a third (33.6%) of partners do. The results are nearly identical across generations of partners. Almost two-thirds of women respondents agree (66.0%), which is only slightly lower than two years ago (67.7%). Meanwhile, the percentage of men who agree has dropped from 62.9% in 2021 to 51.5% this year, thereby widening the gender gap.

GENERATIONAL DIFFERENCES

The legal industry is more of a profession than a business.

	Absolutely disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
ALL RESPONDENTS	22.6%	31.4%	16.8%	20.1%	9.1%
ASSOCIATES	21.8%	30.1%	20.9%	17.6%	9.6%
PARTNERS	18.9%	33.6%	11.5%	27.9%	8.2%
WOMEN	23.5%	30.7%	20.1%	16.8%	8.9%
MEN	19.6%	34.5%	13.4%	23.7%	8.8%
MILLENNIAL PARTNERS	20.0%	31.4%	11.4%	30.0%	7.1%
SENIOR PARTNERS	18.0%	38.0%	10.0%	24.0%	10.0%

More than half of all respondents (54.0%) disagree with the statement that the legal industry is more of a profession than a business. This figure is very similar to previous findings. Male respondents and partners are a little more likely to agree than female respondents and associates.

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This survey is the brainchild of Ru Bhatt of Major, Lindsey & Africa.



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