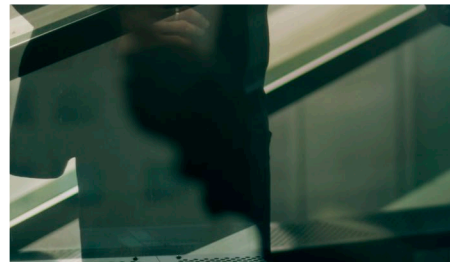
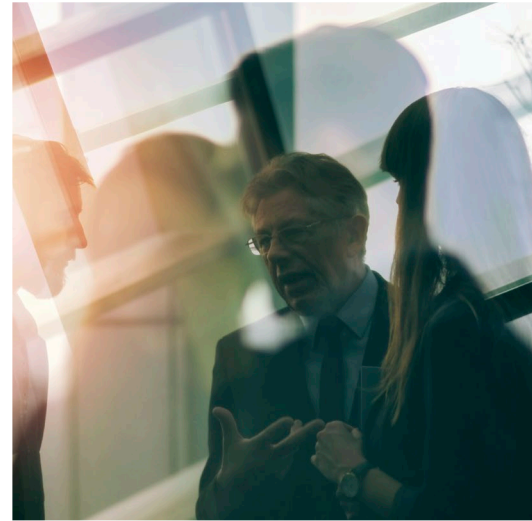


MULTIPLE GENERATIONS IN LAW FIRMS

Working Together

MARCH 2020



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PREFACE

NALP is pleased to present this new research report, *Multiple Generations in Law Firms: Working Together*, a study that we believe will be helpful to our members and others in the industry as it provides insights into some of the generational dynamics at play in the current law firm work setting. Produced in partnership with PP&C Consulting principals Aric Press and Yolanda Cartusciello, and with the guidance of an advisory group of NALP members that consisted of Jeff Becherer, Lois Casaleggi, Michael Gotham, Georgia Emery Gray, Ramji Kaul, Benson Lee, Amy Jones Mattock, Jessica Sisco, and outside advisor Dr. Larry Richard, this work was begun more than two years ago with the goal of testing some of the conventional wisdom about the various generations in the workplace by building a data-based understanding of the current generation of junior lawyers that will inherit and lead the law firms of the future.

With members of the Baby Boomer, Gen X, and Millennial generations all working together in today's law firms (with members of Gen Z waiting in the wings) and popular culture providing us with so many tropes and stereotypes for each of these distinct generations, the study's designers felt it was important to measure some of the similarities and differences in the opinions and attitudes held by partners and associates of a variety of ages. Not surprisingly, perhaps, as the authors point out, law firm lawyers from multiple generations are more similar than they are different, though some significant differences emerge. The most surprising finding for me, and certainly among the most important findings, is the finding that Black and Latinx associates are more likely than White associates to aspire to become partners at their current firms.

We are grateful to the law firms and lawyers who agreed to participate in this research project. The survey design included two separate surveys — one for associates and one for partners — and in the end nearly 2,500 lawyers completed surveys, 1,394 law firm partners and 1,079 associates, providing a rich data set that has yielded many insights. We are also grateful for the hours spent by NALP staff supporting this project and the publication of this report, particularly co-author Danielle A. Taylor, Director of Research, Lisa Quirk, Director of Technology and Electronic Information Resources, Andrew D. Parker, Editor-in-Chief and Staff Writer, and Annette M. Headley, Publications Manager. We hope that the findings contained here will be useful to partners and associates alike, to law firm leaders and managers, and to NALP members of every sort as they continue their work to support the career development of law students and lawyers of every age.

James G. Leipold
Executive Director
March 2020

ABOUT THE AUTHORS

Yolanda Cartusciello

Partner, PP&C Consulting

Yolanda Cartusciello, for more than 20 years, has served in senior administrative leadership roles in major law firms, including Debevoise & Plimpton and Cleary Gottlieb. At both firms, she led the marketing teams, designed their business development and media strategies and took charge of their implementation. She was the chief architect of profile enhancement strategies, perception studies, branding exercises, comprehensive client interview programs, and practice and lateral partner rollouts. Since joining PP&C Consulting in January 2016, Yolanda has worked with numerous firms on marketing function assessments, including a review of people, process and technology. She spends approximately half her time conducting client interviews for law firms.

Aric Press

Partner, PP&C Consulting

Aric Press is a partner at PP&C Consulting. Aric served as editor in chief of The American Lawyer and ALM Media for 16 years. Since leaving publishing, he and his partners have consulted with leading law firms across the nation on a variety of important client relationship, strategic, and communications matters. Aric is particularly interested in client feedback work which he regards as particularly valuable to law firms seeking to make progress in a splintered and highly competitive legal market. A graduate of Cornell and New York University Law School, Aric spent nearly 19 years at Newsweek magazine as a writer and editor before joining The American Lawyer.

Danielle A. Taylor

Director of Research, NALP

Danielle Taylor is the Director of Research at the National Association for Law Placement (NALP) where she manages NALP's research portfolio, including the administration of the annual Employment Report and Salary Survey and production of NALP's *Jobs & JDs* publication, which includes detailed employment outcomes data for the most recent class of law graduates. She has worked for 13 years in institutional research and effectiveness roles at national associations. Prior to joining NALP, Danielle worked at the American Association of Colleges of Pharmacy, where her work focused on exploring graduating student and alumni career satisfaction and helping member institutions use the association's rich national datasets for institutional improvement and assessment.

INTRODUCTION

Large law firms, by their nature, house several generations at a time. Broadly speaking, the oldest generation — the senior partners — sit at the top of the pyramid, finishing their time running the place and beginning to ponder, often reluctantly, the uncertain joys of retirement. The next generation — the mid-career partners — perform much of the heavy lifting, inherit or develop a set of clients, and plan for the day when they will manage the place more effectively. And the youngest generation — the associate classes and a smaller group of junior partners — try to master their craft and sort through the life and career choices that confront all young professionals.

These are intense institutions. For at least a half century, even as they have grown in an unprecedented manner, law firms have succeeded both by solving the problems of their demanding clientele and molding a select group of their juniors into formidable copies of their elders. Call it culture, or shared values, or a professional ethos, the firm's future has depended on reproducing the best characteristics of its past, including, perhaps paradoxically, a commitment to keeping pace with the changing business climates in which they operate.

Will that inter-generational process continue? Despite a great deal of hand-wringing and nervous speculation about the real and imagined foibles of the Millennial generation, the answer appears to be an unequivocal yes.

The oldest members of the Millennial generation have become partners at major U.S. law firms. It turns out that these new partners share most of the attitudes and habits of the partners they are replacing or joining. They prefer to work more often from home and they have a somewhat higher opinion of their associates than their elders express, but in terms of their commitment to their work, their overall satisfaction, and how closely their values align with their firms and clients, the Millennials appear to be cut from the same patterns as their predecessors.

This is a central finding of a new study of generational differences within large U.S. firms, *Multiple Generations in Law Firms: Working Together*. NALP, in partnership with PP&C Consulting principals Aric Press and Yolanda Cartusciello, surveyed 2,473 lawyers — 1,394 partners and 1,079 associates during 2019. They worked at a broad cross-section of firms — 25% were regional firms, 50% were national firms, and 25% were law firms that were identified as among the economic elite on the most recent rankings of the Am Law 100 and 200 by *The American Lawyer* magazine. (Many of these firms maintain offices around the world, but with only a few exceptions, the participants work in U.S.-based offices.) Copies of the survey instruments are available for reference in Appendix A and Appendix B.

Virtually all the associates surveyed were members of the Millennial generation, defined as those born between 1981 and 1996. The partners spanned generations: 41% were members of the Baby Boomer cohort (born between 1946 and 1964); 48% were part of Generation X (born between 1965 and 1980); 9% were Millennials (born between 1981 and 1996); and a small number of partners were born prior to 1946. These percentages reflect today's up-and-out law firm system. The Baby Boomer generation — the largest in U.S. history, according to Pew analysis of peak projection levels — has started to retire. Gen Xers are replacing them in law firm leadership and partnership roles. And the first wave of Millennials is now moving out of the associate ranks and into partnerships.

As the survey results make clear, the lawyers in these law firms are not monolithic. There are differences within and between generations, genders, and racial groups. However, it is also the case that the lawyers in the survey have more in common with each other than areas in which they differ. This reflects, among other factors, self-selection — those lawyers who choose to practice in large corporate firms — as well as the socialization process that these firms apply. While this survey focused on larger firms, the findings and conclusions may be useful to lawyers practicing at firms of all sizes.

The survey also reflects significant demographic changes at the firms. Among partners, 92% of those responding were White and 70% were men. Among associates who disclosed their race/ethnicity, 78% were White and 50% were men. Some demographic characteristics are changing faster than others. Among the Millennial partners who disclosed their gender, a greater percentage were women — 40% — than within previous generations. But, with both men and women who disclosed their race/ethnicity, the Millennial partners were still overwhelmingly White — 88% overall.

KEY FINDINGS

Millennials: Turns Out, They're Not So Different

For all the reporting on Millennials' supposed differences from prior generations, the reasons they were drawn to their current firms were remarkably consistent. Firm atmosphere and culture received the highest percentage of responses from all lawyers across all groups as an important factor in selecting their current firm. (70% of associates, 82% of Millennial partners, 73% of Gen X partners and 74% of Baby Boomer partners indicated it was a leading reason.) Additionally, the responses of Millennial partners matched closely with those of Gen X and Baby Boomer partners in many important areas, including commitment to work, overall satisfaction and values consistent with those of their firm and their clients. Seventy-two percent of Millennial partners, 73% of Gen X partners, and 77% of Baby Boomer partners agreed or strongly agreed that work is a central part of their lives and a significant majority of all three generations believe finding meaning in their work to be important (79% of Millennial partners; 79% of Gen X partners; 85% of Baby Boomer partners). Meaningful differences were found when comparing different roles within the firm (i.e., partners to associates rather than generation to generation). Those differences become even more apparent when looking at associates who indicated they were not interested in becoming partner at their current firm.

Common Ground

Irrespective of date of birth, title, gender, or race, there are some components of law firm life that were universally liked and some that were universally disliked. Billing and collections ranked first across all partner groups as the most disliked aspect of firm life. For associates, the least liked component was lack of schedule control. Across most groups of partners and associates, hours and firm politics scored as either the second- or third-least liked with only slight variations among the cohorts. On the positive side, all the groups valued and liked the intellectual challenge of the work, ranking second for associates and Millennial partners, and first for Gen X and Baby Boomer partners. Pay and benefits ranked first for associates and fifth for partners overall. Millennial partners ranked relationships with their colleagues as their favorite characteristic; Gen X and Baby Boomer partners placed colleagues as second and third, respectively. For associates, relationships with partners and other associates scored in fourth and fifth place, respectively.

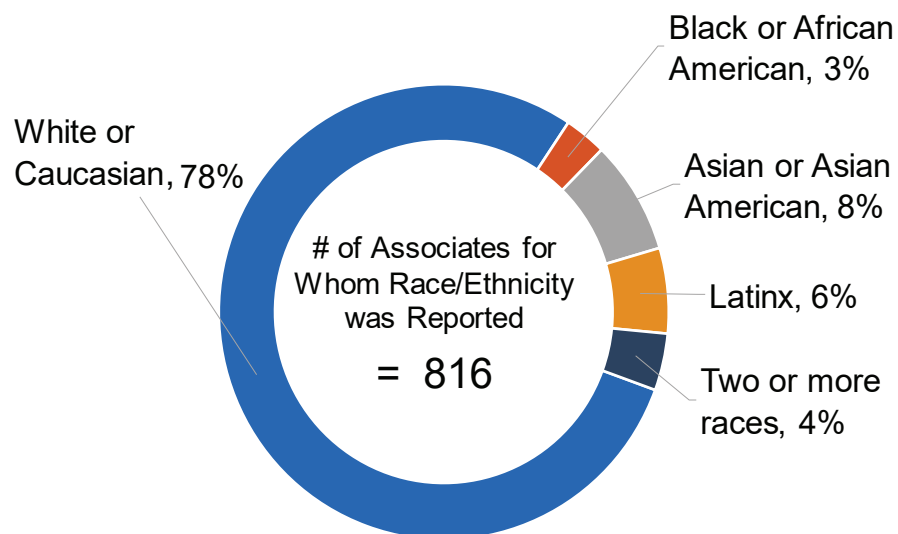
Chasing Partner

Most associates (59%) do not aspire to become partners at their current firms. Men were more likely to aspire to partnership (46%) than women (39%). And a significantly higher percentage of associates at regional firms (58%) said they wanted to be partners than those practicing at national firms (40%) or at economic elite firms (34%). The survey also found a significant geographical difference. Associates working in New York City (27%) were far less likely to want to become partners than those working elsewhere (45%).

Diversity Matters

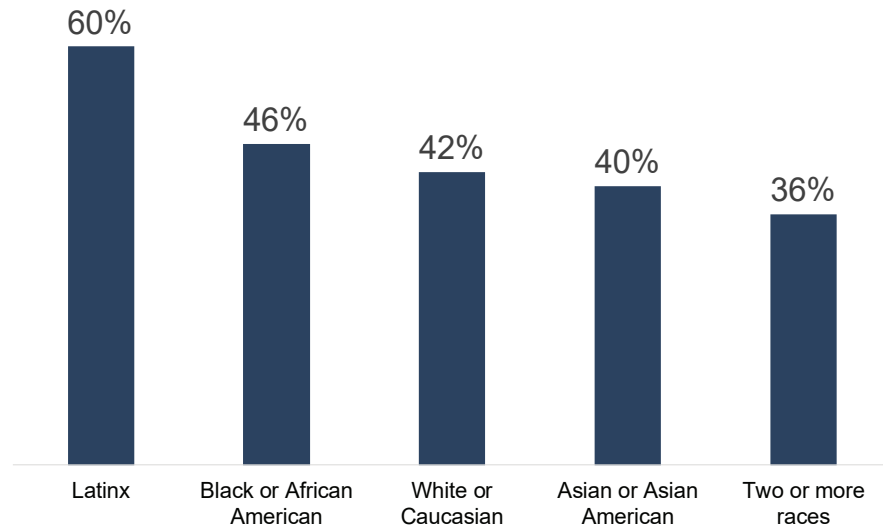
A higher percentage of both Black (46%) and Latinx (60%) associates than White (42%) associates aspired to becoming partners at their current firms. But Black associates (11%) were less likely to see their values as closely aligned with the firm, compared to Latinx (48%) and White (41%) associates. And among factors they disliked the most at their firms, Black (64%) associates were far more likely to cite a lack of diversity than White (13%) or Latinx (26%) associates. (“Hispanic or Latino” was the racial/ethnicity response option provided within survey; however, the term “Latinx”, a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.)

Participating Associates by Race/Ethnicity *(In percentages)*



Notes: One-quarter (25%) of participating associates did not report their race/ethnicity. American Indian or Alaska Native associates account for an additional 0.2% of associates, but are not shown in the chart. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

Percentage of Associates Aspiring to Be Partners at Current Firm in 10 Years by Race/Ethnicity



Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

Partner Attrition and Gender Differences

Compared to men, fewer women associates said they want to become partners at their current firms and, once promoted, it appears that fewer want to stay in that role. Among Generation X partners, 73% of men and 60% of women said they still wanted to be partners at their firms in 10 years. Among Millennial partners, the percentages were higher: 79% of men and 69% of women partners said they wanted to be partners at their firms in 10 years.

Why Can't They Be Like We Were?

The partners have serious doubts about the work ethic and skills of their associates. Across all three generations, partners said that their associates did not work as hard as they did when they were young lawyers. And only a bare majority (56%) of partners thought the associates were just as good at their jobs as they had been. Gen X partners were particularly critical. Only 29% strongly agreed or agreed that their associates worked as hard as they had, and just 50% thought the associates were as good at their jobs.

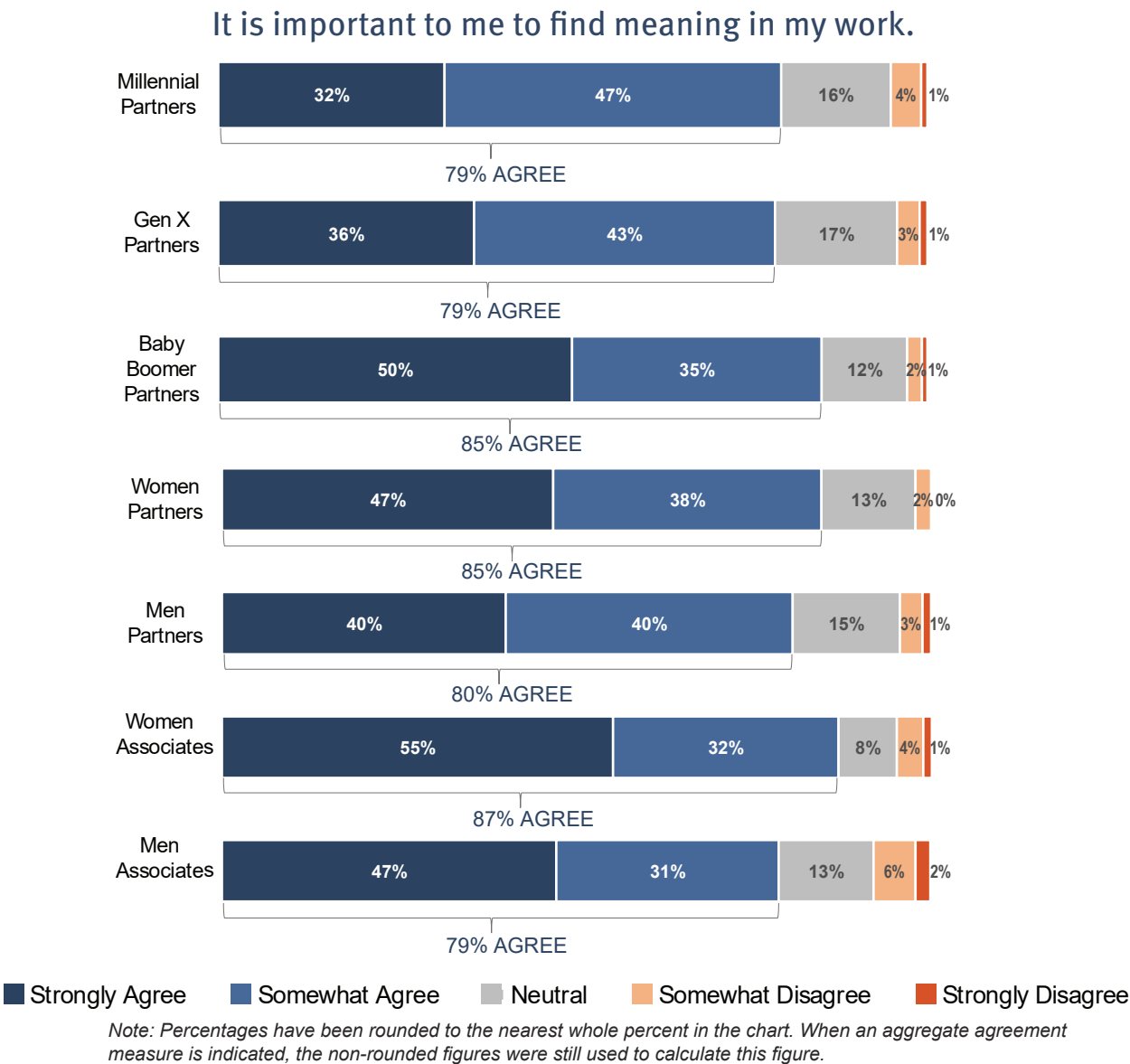
Mentoring, Feedback, and Training

Formal institutionalized mentoring has become a cornerstone of most firms, with 77% of associates reporting that they have a mentor or sponsor looking out for their careers. A whopping 90% of Millennial partners reported they had mentors while they were associates. Those percentages drop to 72% for Generation X and 53% for Baby Boomer partners. It can be inferred from this that the formalization of mento-

ring has increased significantly in the past 30 years, but that those who succeed in becoming partner today, either had, or believed they had mentorship in higher percentages than the overall associate population. A total of 84% of associates report their firms offer formalized training and 71% believe they receive adequate feedback. Nearly 67% of associates have received some business and client development training, yet over half (54%) of associates wish they had received such training earlier in their careers.

The Importance of Meaningful Work

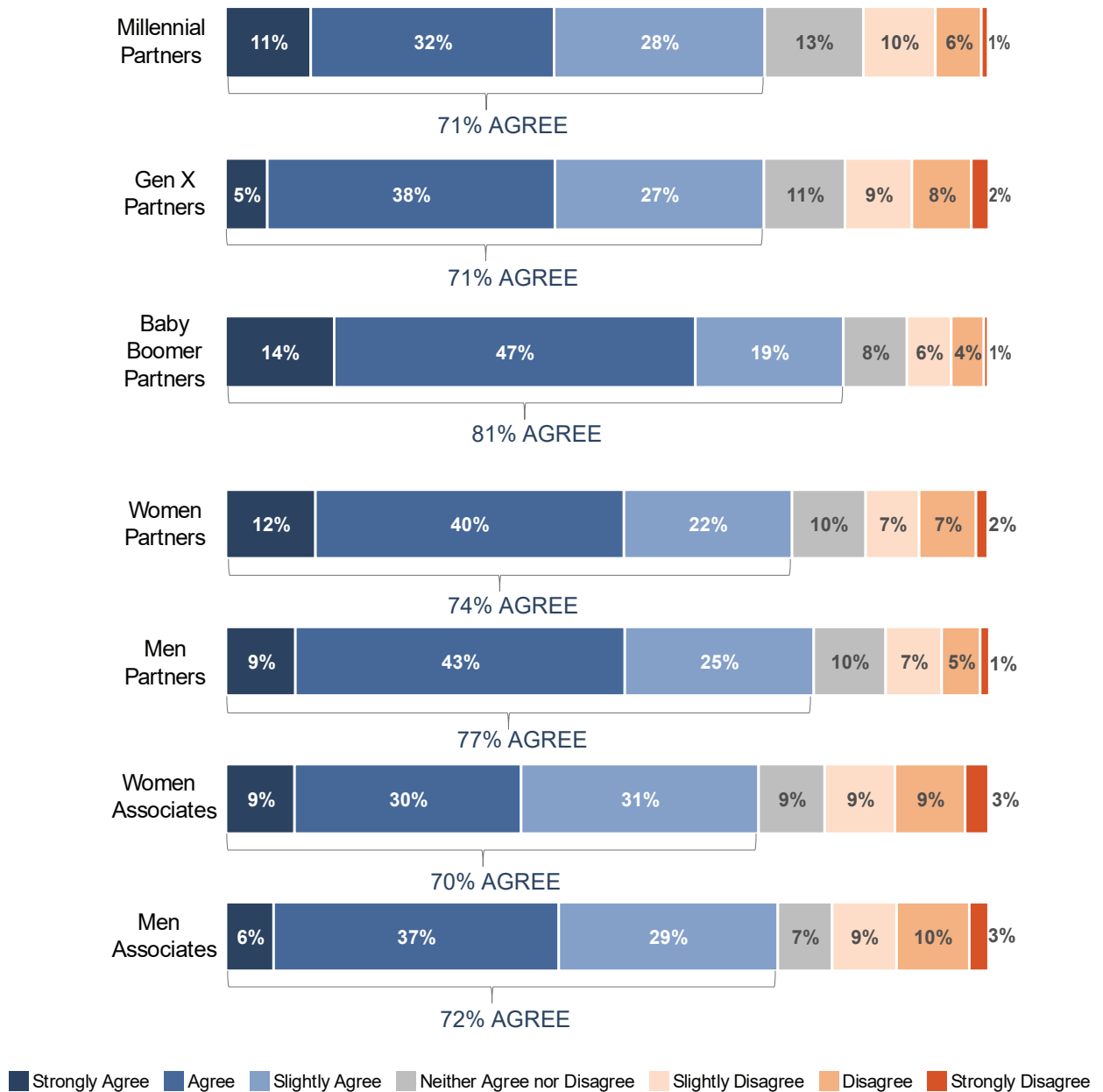
Baby Boomer partners (50%), women partners (47%), women associates (55%), and men associates (47%) were the most likely to strongly agree with the statement: “It is important to me to find meaning in my work.” In fact, meaningful work is important to the vast majority of the lawyers in the survey as demonstrated by adding together the strongly agree and agree responses. (See accompanying chart.) Finding meaning in their work appears to be somewhat more important to women than to men. The combined scores for women partners was 85% and for men partners 80%. The combined scores for women associates was 87% and for men associates 79%.



The Pursuit of Happiness

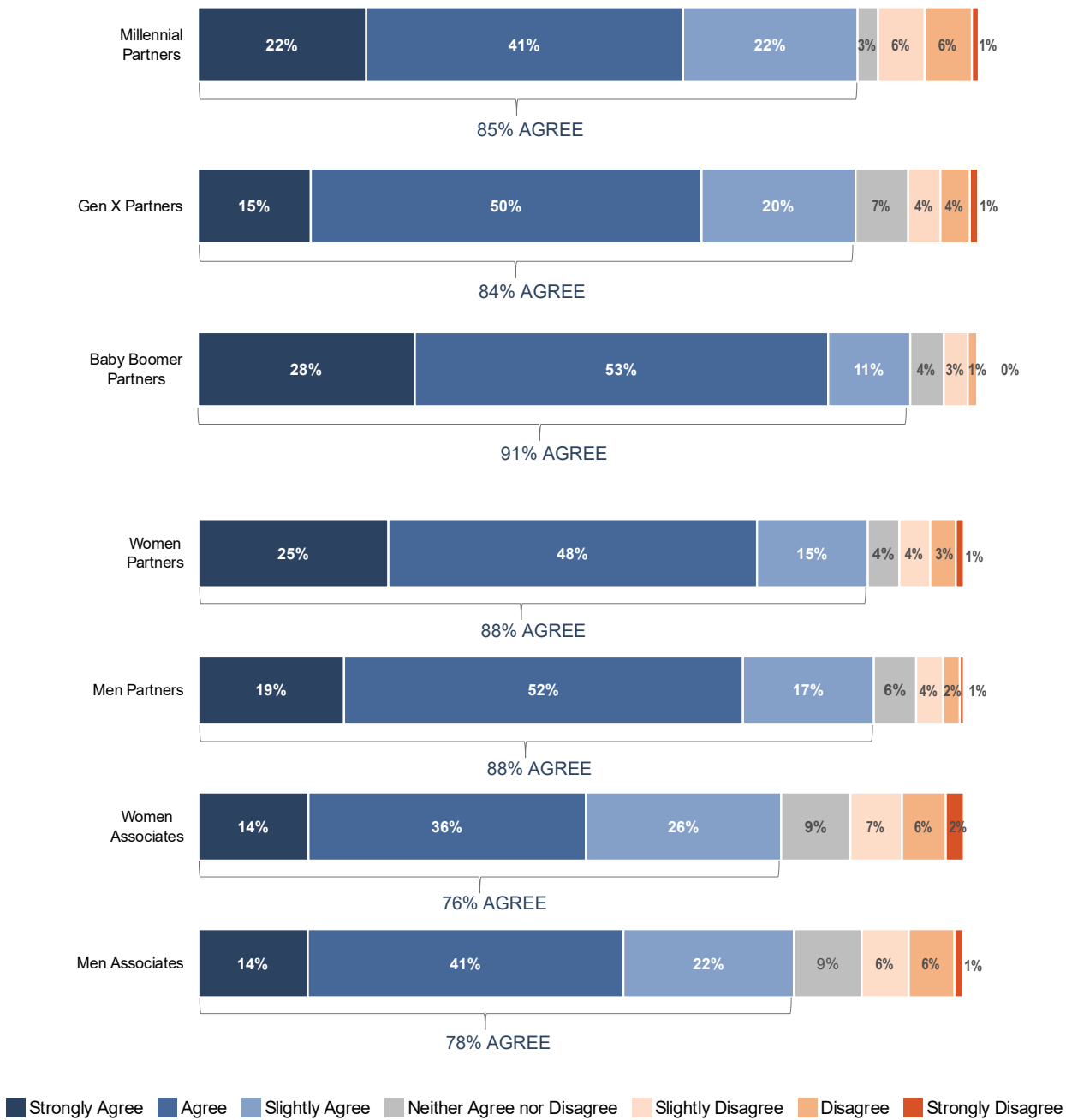
The happiest partners in the study were the oldest ones, the Baby Boomer partners. The least happy partners were their successors, the Generation X partners. The least content group were the associates, with women associates scoring lower than men on these quality-of-life questions.

In most ways, my life is close to my ideal.



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

So far I have gotten the most important things I want in life.



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

FOR ASSOCIATES, THERE'S ONE GREAT DIVIDING LINE

The most telling question asked on the survey of associates involved what job they want in 10 years. The answers to that question revealed two groups of associates: those who aspire to be partners at their current firm (41%) and those who do not (59%). Those groups report significant differences in job satisfaction, on the progress of their careers, their alignment with firm and client values, their eagerness to leave, and their ability to maintain their current work schedules.

On the surface, these groups appeared similar. They chose their jobs because of the atmosphere and culture at the firms, their excellent salaries, and the promise of interesting work. Among those who aspire to partnerships and disclosed their gender, 54% were men and 46% were women. Among those who do not, 46% were men and 53% were women. In addition, 47% of associates aspiring to partnership at their current firm were laterals compared to 35% of those not aspiring to partnership.

These groups are having very different experiences. As part of the survey, we invited participants to answer open-ended questions about their careers. Two examples drawn from hundreds of responses demonstrate the gap within the Millennial generation:

“

Wants to be partner:

“I would not change anything about my career, so long as it continues along the same trajectory toward intellectual stimulation, financial success, and positive community support within the workplace. Because my firm excels in each of these areas, I am extremely satisfied with my career prospects in the firm where I currently work.”

”

Doesn't want to be partner:

“If I could change one thing in my career, I would work in a constructive environment where I felt like success was even a possibility and that the people around me wanted me to succeed, rather than one that is passive aggressive where I feel cut down and belittled on a daily basis.”

Virtually all large law firms do not expect or have room to promote to partnership all the associates that they hire. So, in the national and economic elite firms, it may come as relief that only a minority hope to follow in their footsteps. What may come as a surprise, however, is the fact that partnership appears to be unattractive to associates from the beginning of their law firm careers. Among first- through third-year associates, only 33% said they aimed to be partners at their current firms. Among fourth- through sixth-year associates, 43% aspired to become partners. Even among senior associates, in years seven through 11, only a slight majority, 52%, said they hoped to be partners at their current firms in 10 years. This suggests that law firms may want to increase their efforts to identify the associates they want to keep and, just as importantly, who want to stay. They are the future of the firms and they need to be treated carefully.

One question to consider, and one this survey does not answer, is what the right percentage of “partner-aspirational” associates in any given class might be. Much like an incoming university freshman class, firms should rightly expect some of the new associates to change their minds about what they want to do, but the question is how much is healthy for a firm. To the extent that firms are attracting a majority of associates who are not interested in partnership, what effect is that having on the work itself, and possibly, the views of partners who rely on those associates to develop their skills and service the clients? Earlier it was mentioned that partners have serious doubts about the work ethic and skills of their associates. Might this be because most of the associates with whom they work are uninterested in becoming partner, and therefore may affect the dynamic between them?

This may be an opportune moment to seriously consider structures that allow firms to focus more development effort on those interested in partnership, while providing alternative career paths within the firm for talented, valuable lawyers who don’t wish for the

partnership life. These structures, such as permanent associates, temporary associate pools, or stronger reliance on paralegals and technology are not new. However, a reevaluation and engagement with such variations may allow firms to reduce the overall size of the incoming classes, screening more carefully for those who wish to be partners and placing their resources where it might benefit the firms most.

The unstated assumption about law firm life is that the associates are engaged in a multi-year “tournament” and that the winners will emerge as partners. It’s a nice metaphor but the survey results suggest that from the outset the majority of associates aren’t interested in participating in the joust. They’re not interested, and the law firm economic model doesn’t have room for them anyway. Perhaps then it’s time to redefine what it means to win and what the actual social contract is between firms and their associates. This may be a question firms want to take up in their own internal surveys and fact-gathering as another means of measuring the success of their recruiting efforts.

Of those who expect to leave, one-fifth say they want to go in-house. These lawyers are also part of the future of the firm, as they represent potential clients who will be in a position to send work to firms to which they feel a sense of loyalty and gratitude. Many of the most successful law firms have long had elaborate — formal and informal — alumni programs. And more appear to come online each year. Proactive firms are working diligently to help “place” associates into positions outside the firm when appropriate and have tied those efforts into some of their alumni programs.

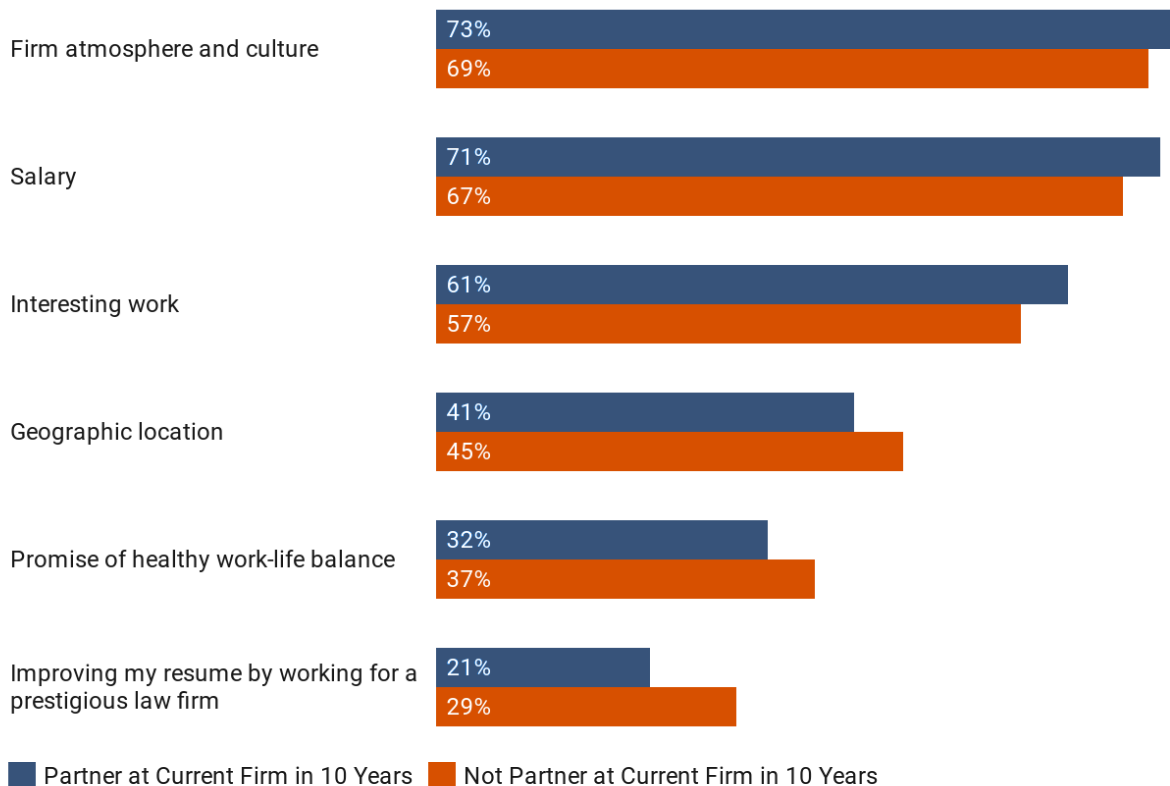
The most difficult group to gauge is the 35% who say they don’t know what they want to be doing in 10 years. There aren’t comparable numbers available for earlier generations of lawyers. Undoubtedly each cohort has been home to those uncertain about their career goals — but one-third of the sample size seems like a significant number. Of those that disclosed their

gender, there are more women (57%) than men (43%) in this group. The majority (60%) work at national firms and 30% at the economic elite. For the most part, these lawyers are not ignored at their firms — 74% have mentors, 69% have role models, and 65% get adequate feedback. Nor do they appear to be disengaged — 86% seek to find meaning in their work. Clearly, they need some help in finding their way. In one sense, the firms do not owe anything to these young lawyers who already achieved a modicum of professional success just by getting hired at these top-shelf firms. But that’s a churlish, ungenerous attitude. It’s a moment to remind all the lawyers involved of the quaint notion that they all are members of the same “learned” profession.

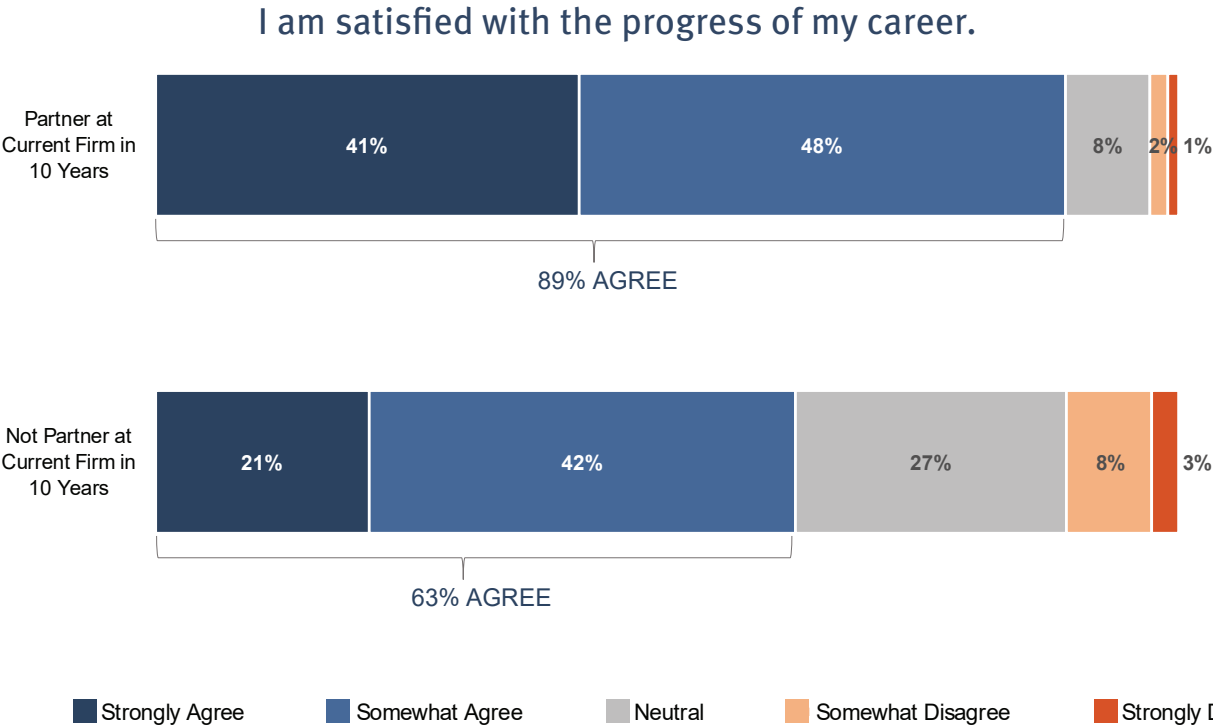
There is a problem lurking in the ambition of the associates working at regional firms. To repeat, a remarkable 58% of those lawyers said they hoped to be partners at their current firms in 10 years. It is unlikely that their firms will be able to absorb all of them. How the firms handle the selections and how the lawyers handle the inevitable disappointments will influence the mood and allure of lawyering for the next two decades.

What follows are highlights of the responses from the two groups discussed, those who said they wanted to be a partner at their current firm in 10 years and those who said they do not:

Which of the following factors were the most important in deciding to accept your current job?

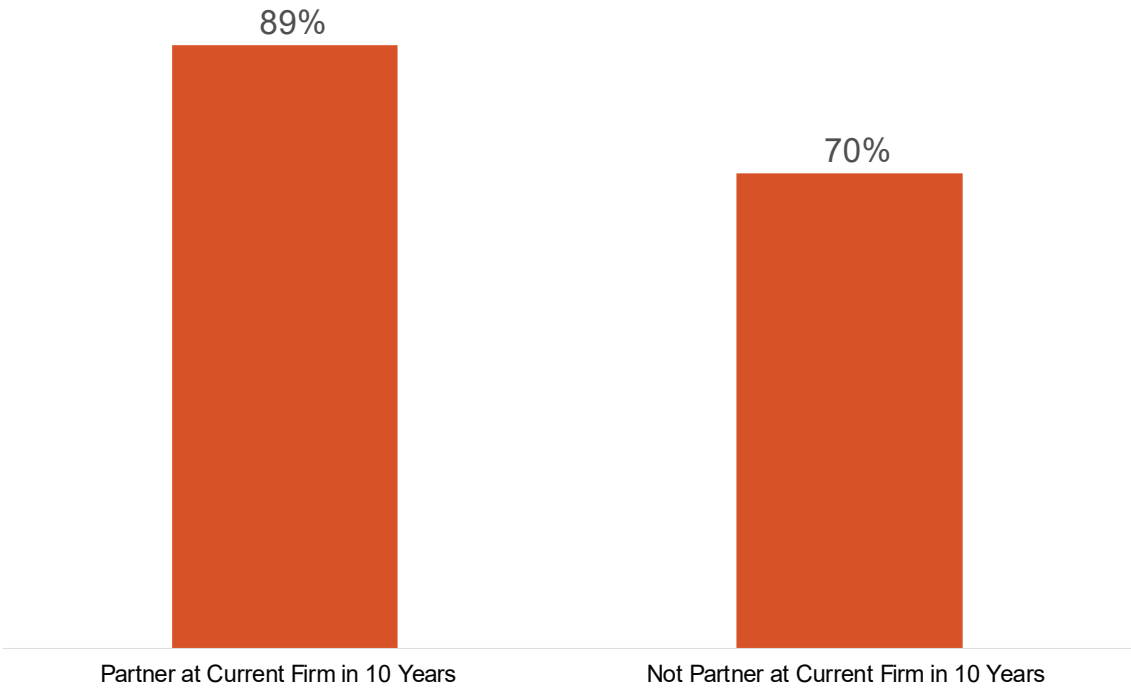


Note: Percentages do not add up to 100% because respondents could select up to four answer choices. See Appendix D for the full list of response options and results.

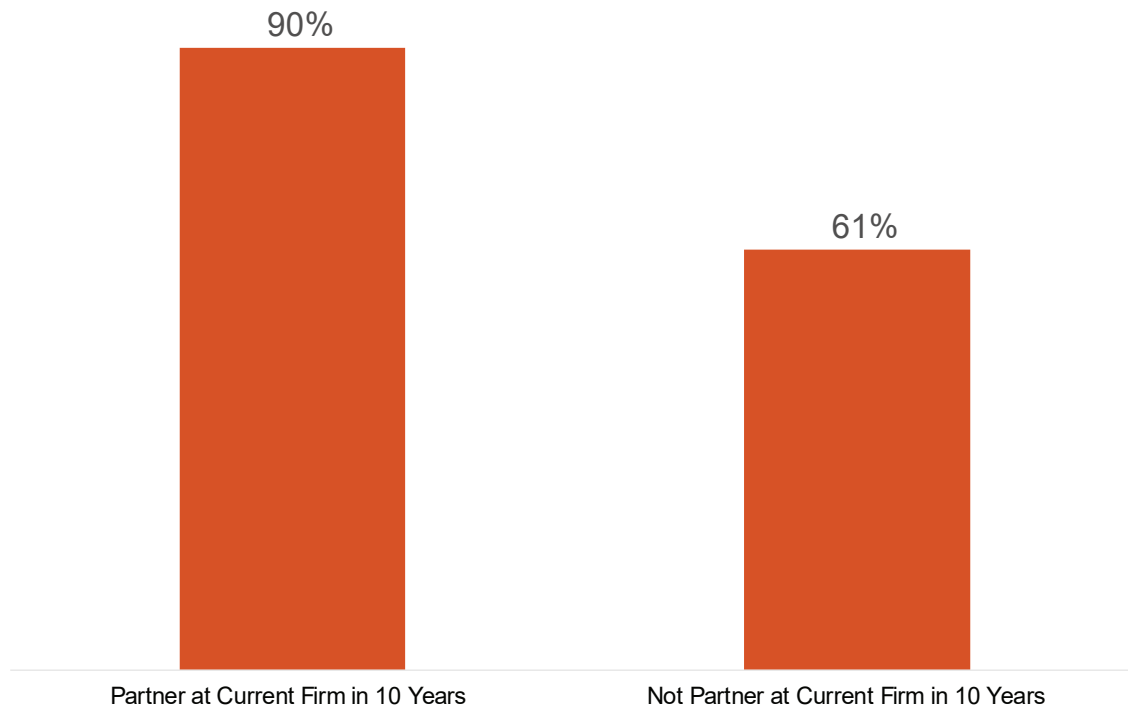


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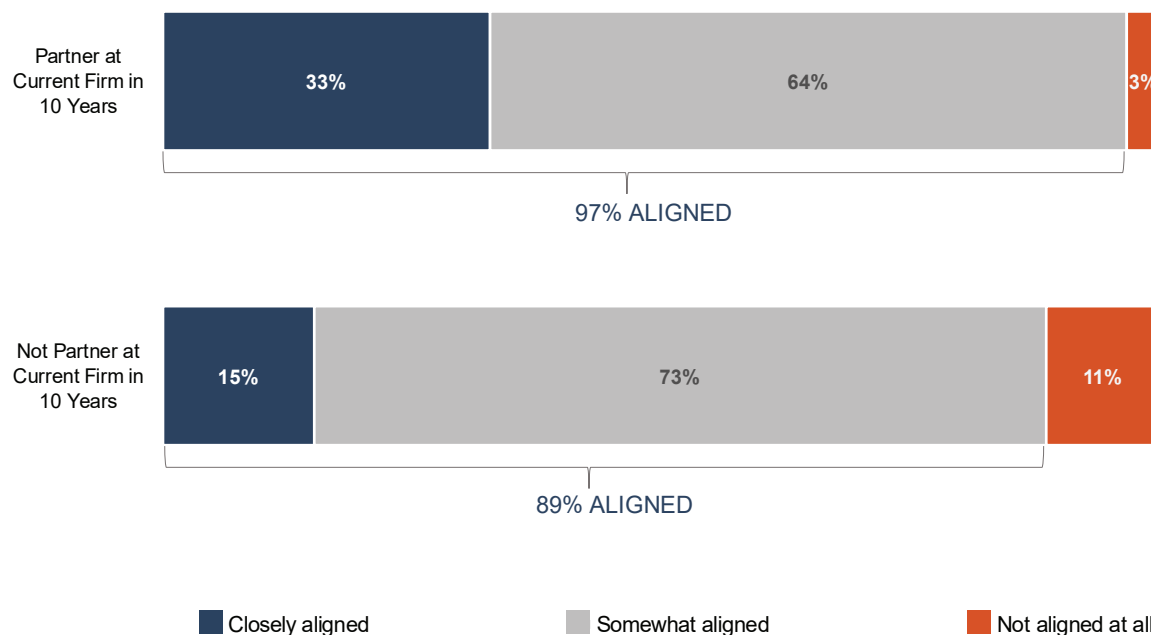
Do you have a mentor or a sponsor at the firm whom you think is looking out for your career?
(Percent Responding 'Yes')



At your firm, are you aware of partners whose careers and lives you would like to emulate?
In other words, do you see viable role models? *(Percent Responding 'Yes')*

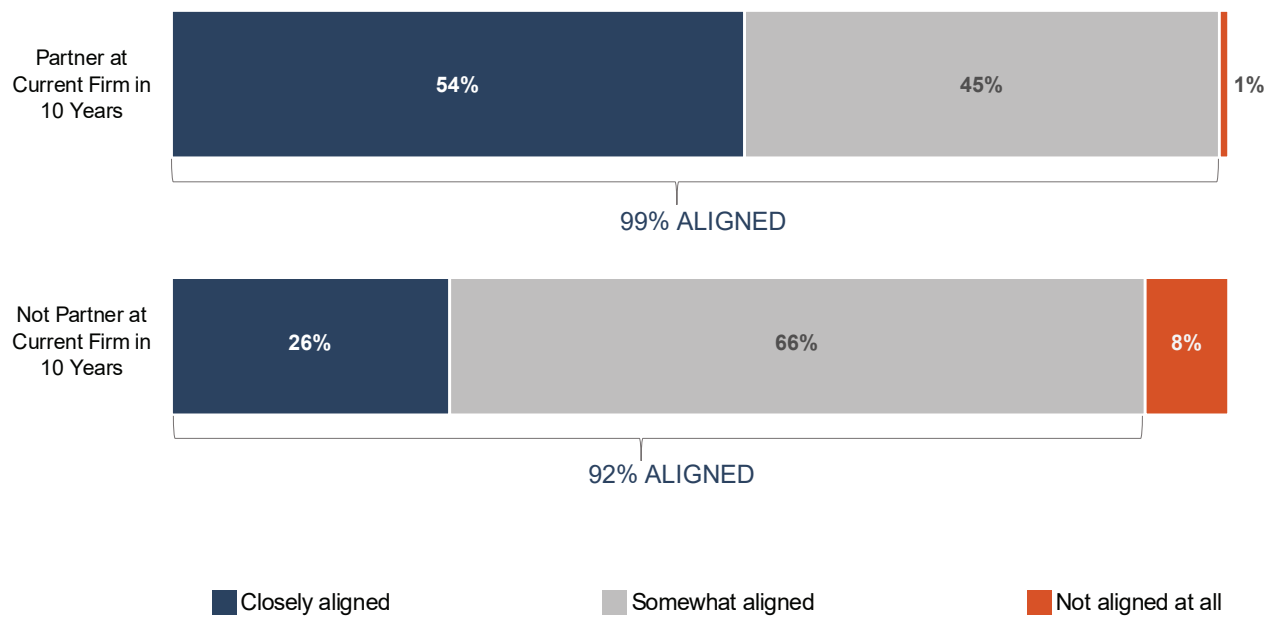


In your experience how aligned have your personal values been
with the legal and business values of your clients?



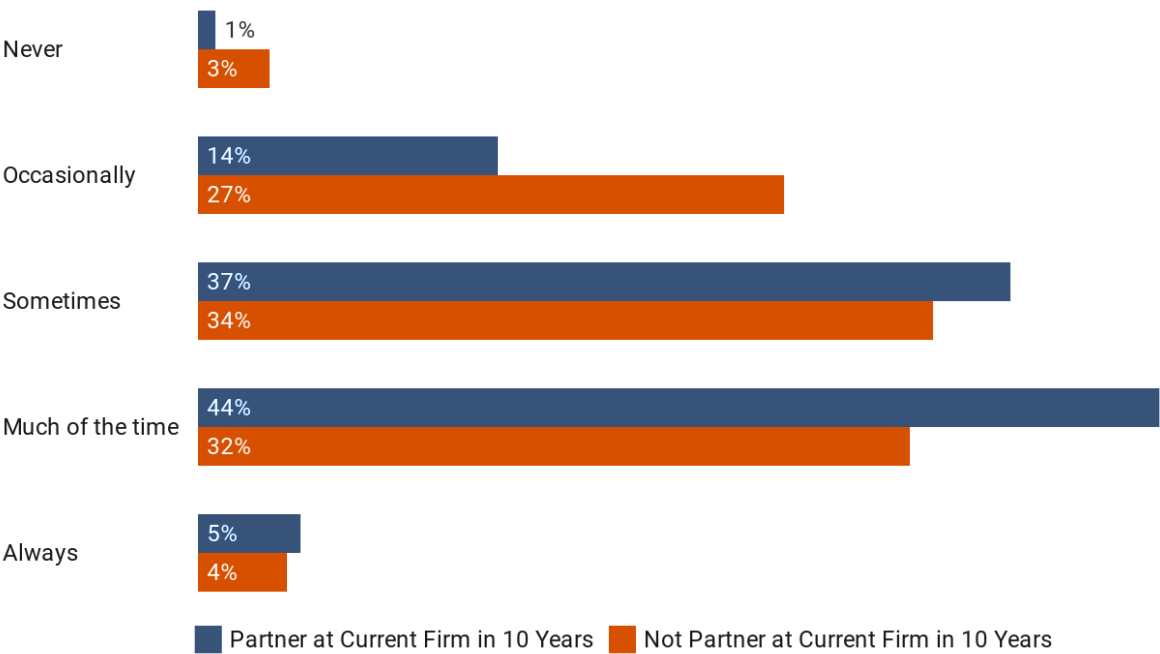
Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

In your experience how aligned have your personal values been with the values of your firm?

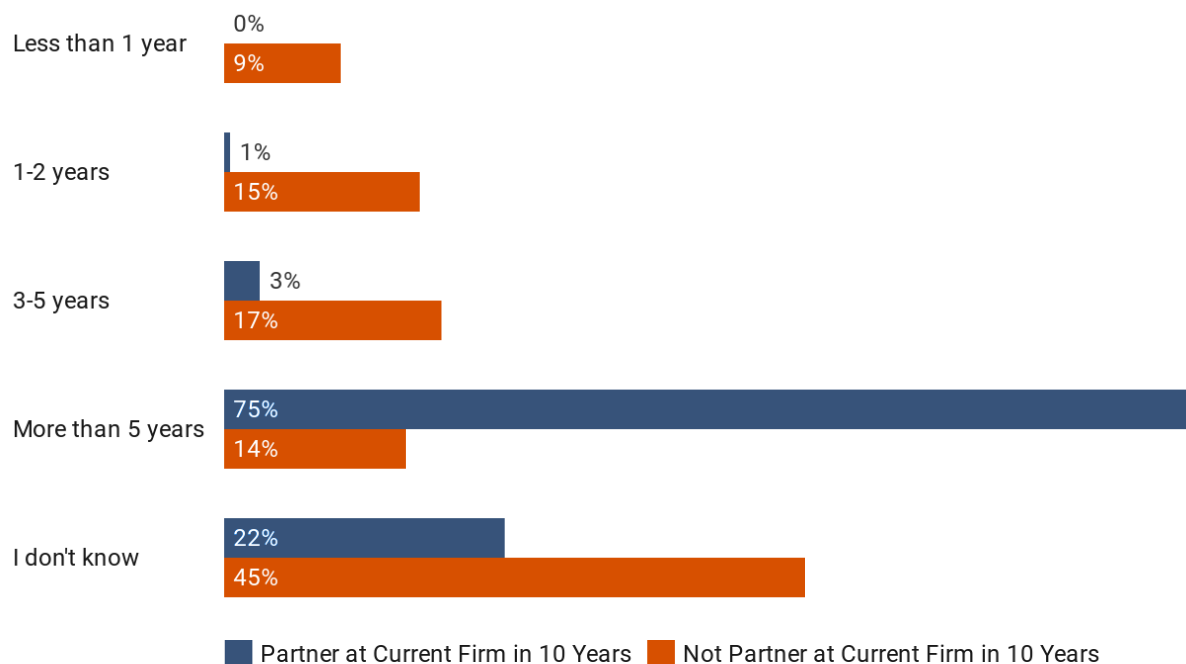


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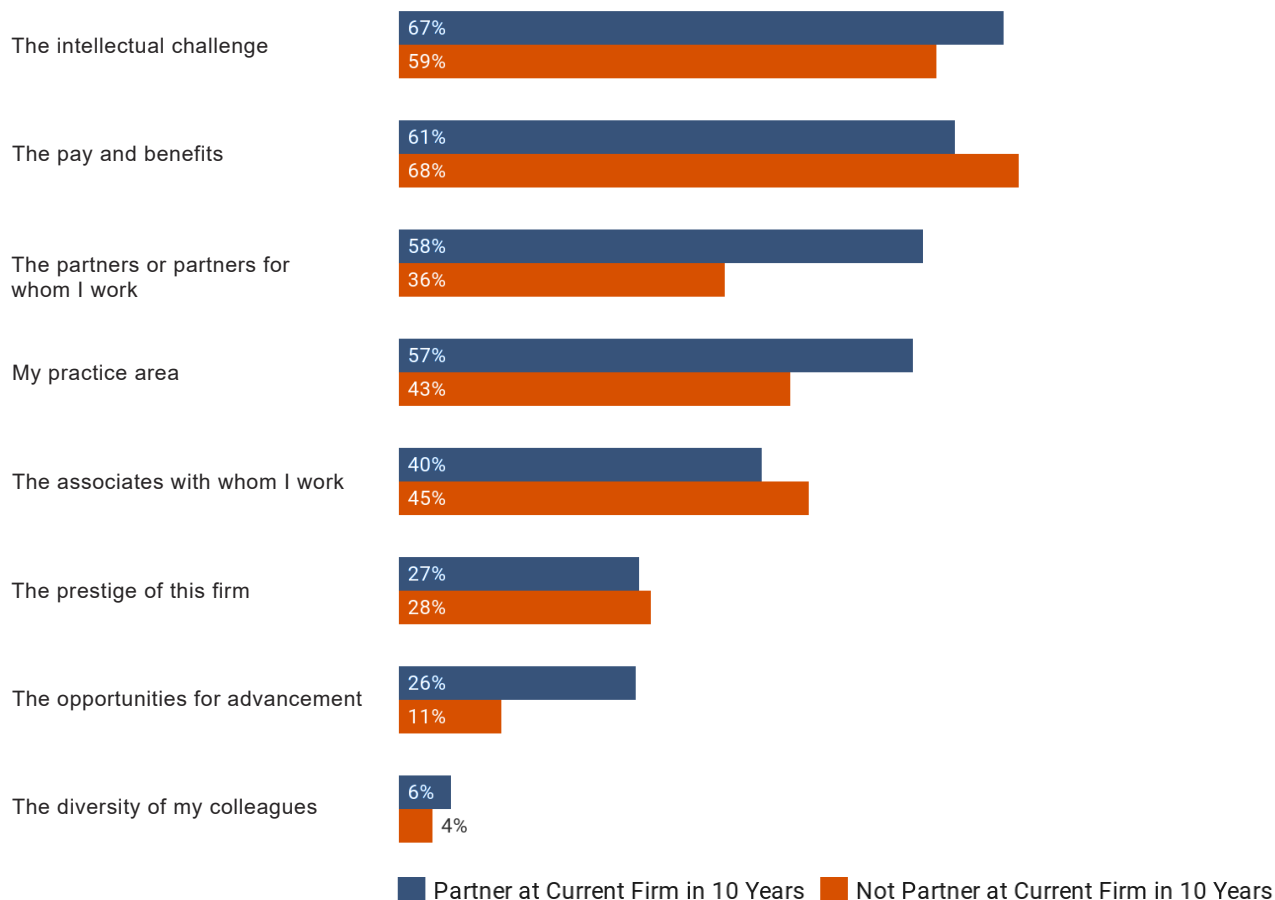
How often does your work schedule permit you to spend a satisfactory amount of time with your spouse, significant other, family and/or friends?



How long do you plan to remain at your current firm?

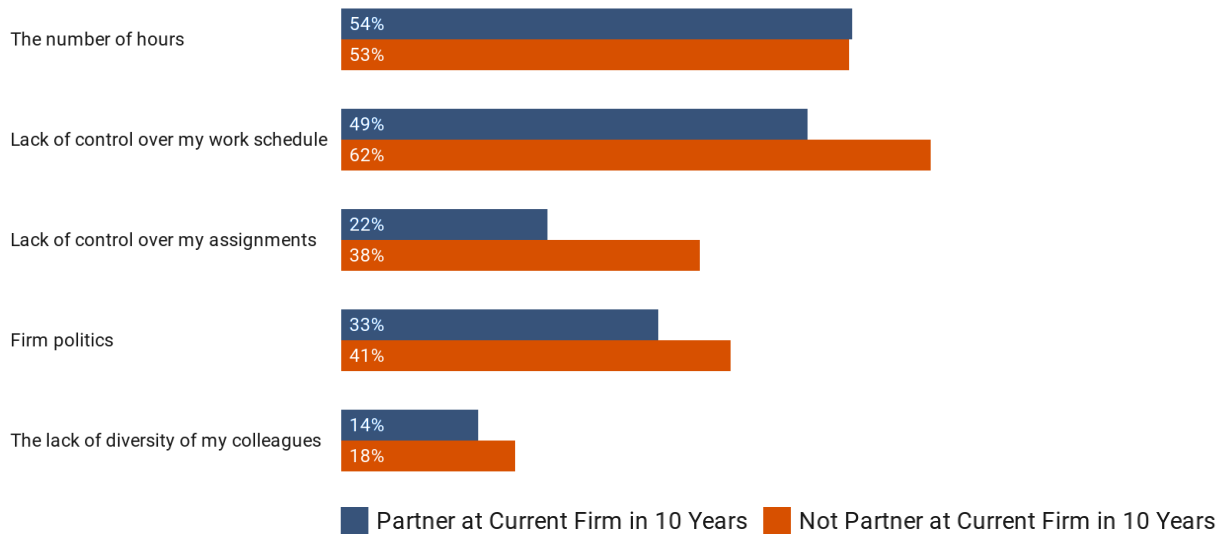


What do you like most about your job?



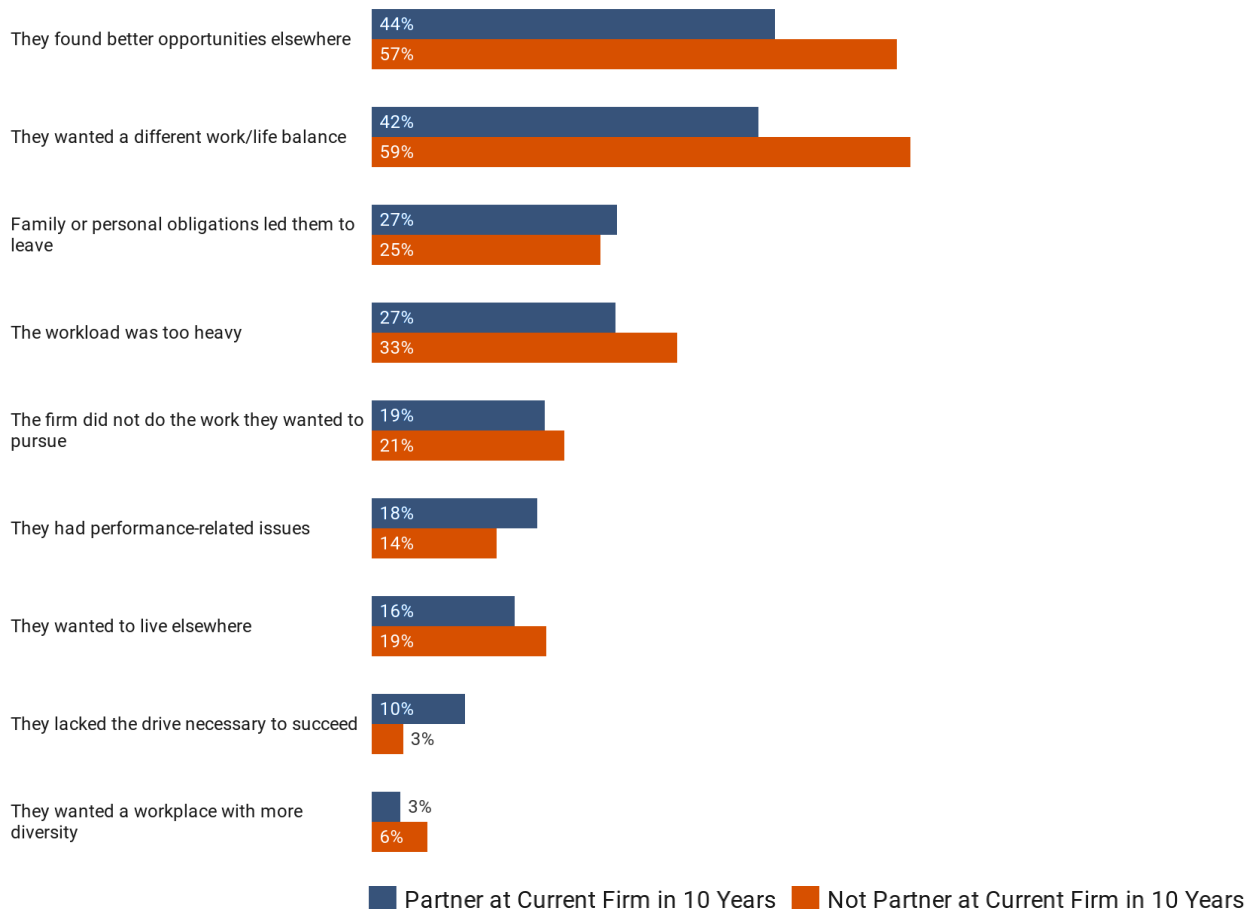
Note: Percentages do not add up to 100% because respondents could select up to four answer choices. Only selected response options are shown in the chart. See Appendix D for the full list of response options and results.

What do you dislike the most about your job?



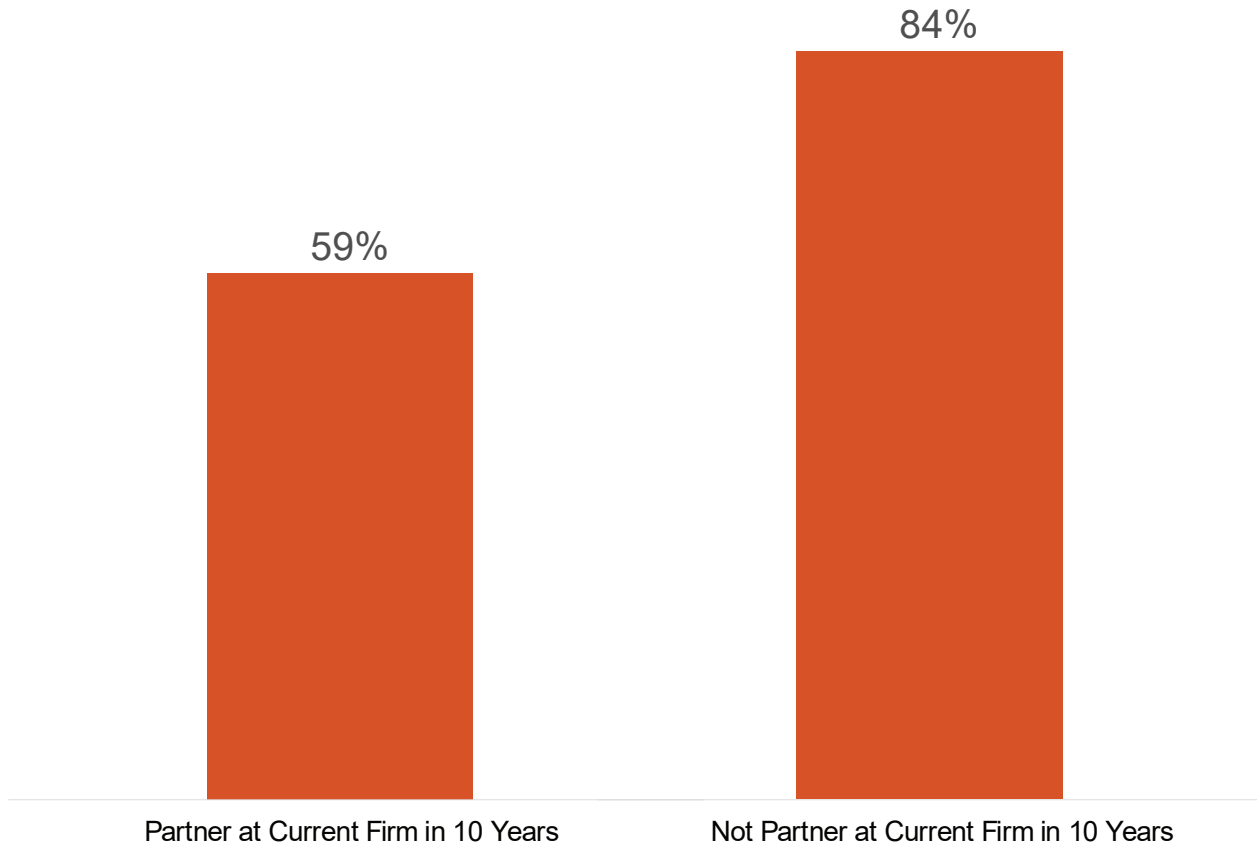
Note: Percentages do not add up to 100% because respondents could select up to four answer choices. Only selected response options are shown in the chart. See Appendix D for the full list of response options and results.

Thinking about lawyers with whom you started who have left the firm, why do you think they went elsewhere?

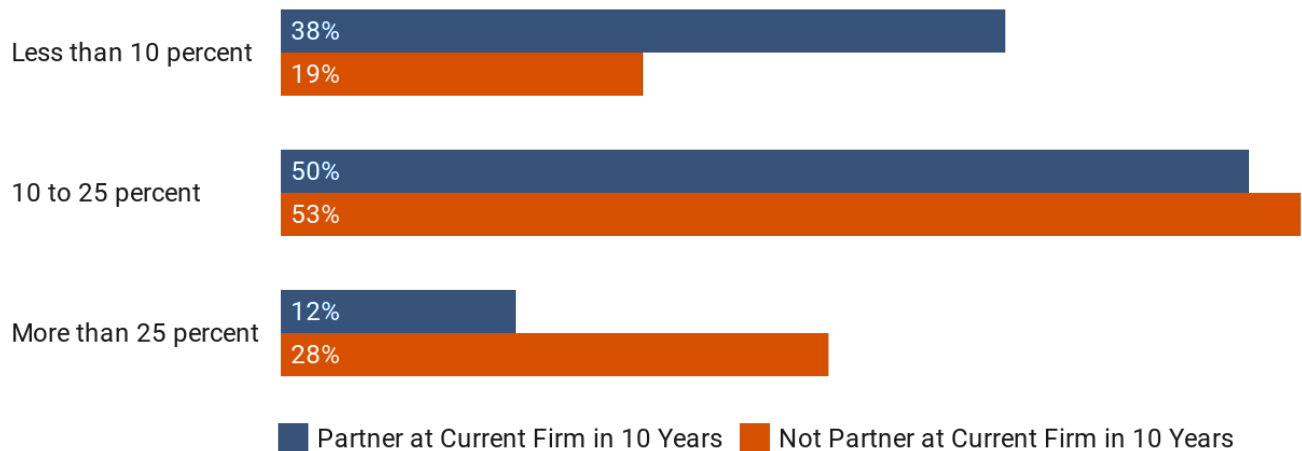


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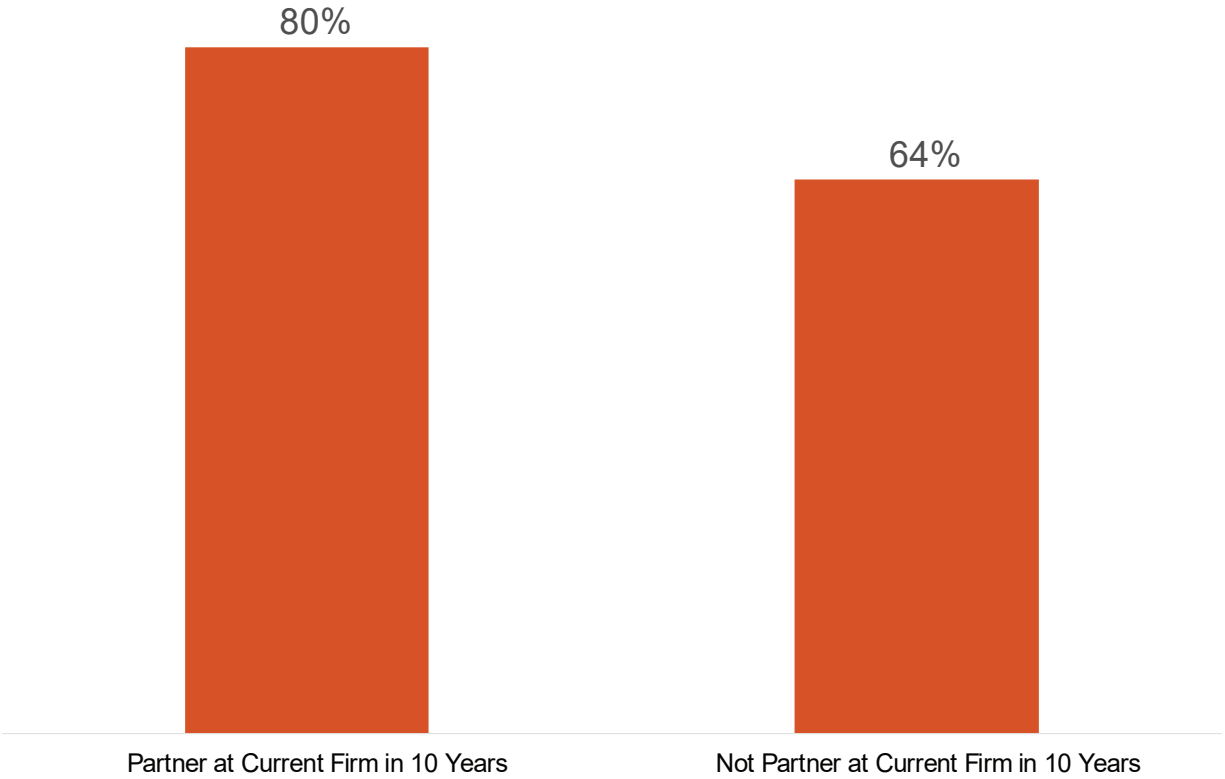
Would you consider accepting a lower paying job
if you were permitted to work substantially fewer hours? *(Percent Responding 'Yes')*



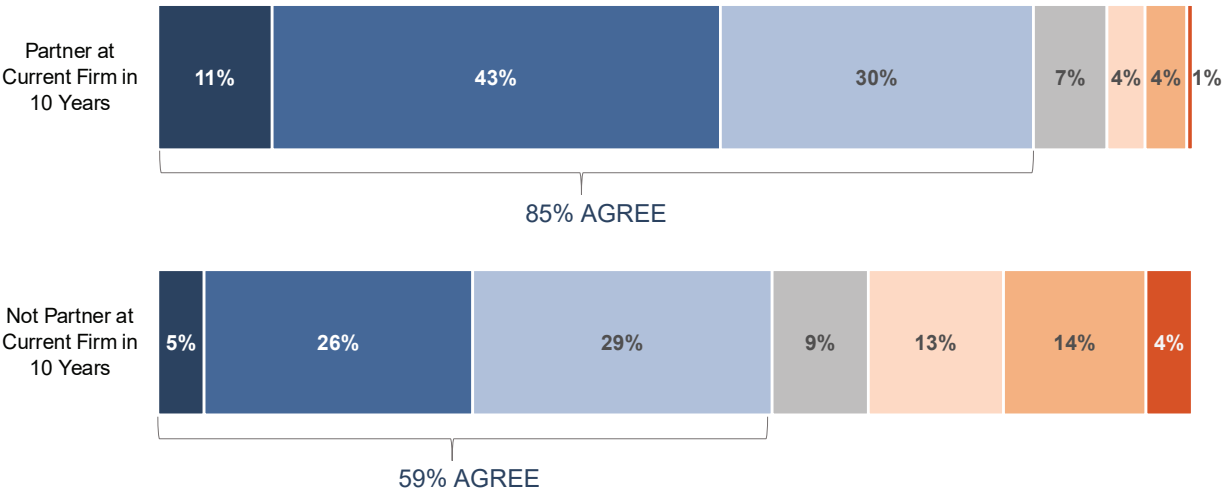
If yes, how big a pay cut would you accept?



Do you receive an adequate amount of feedback on your performance?
(Percent Responding 'Yes')



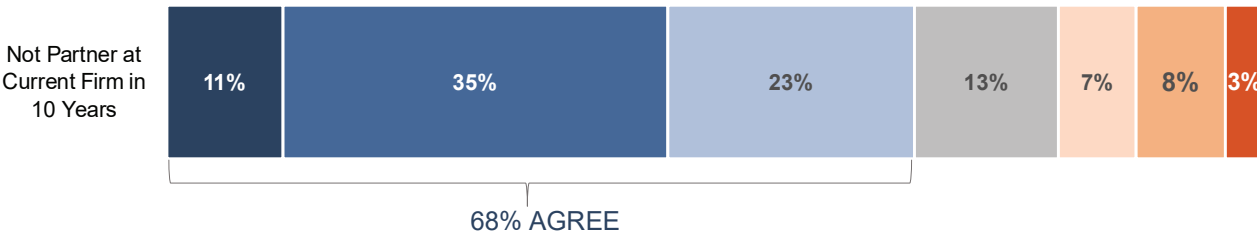
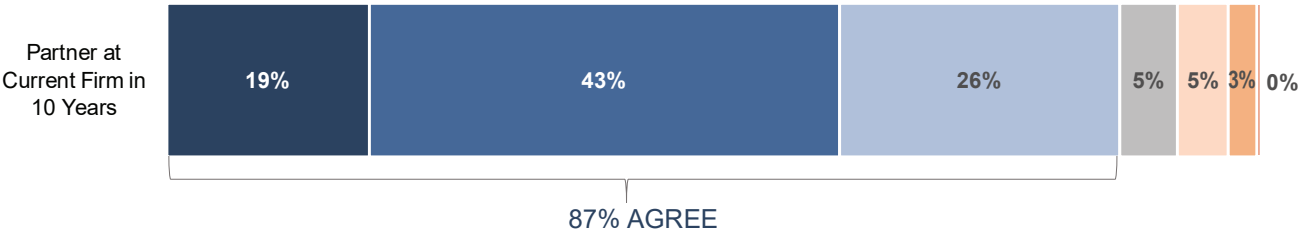
In most ways, my life is close to my ideal.



Strongly Agree Agree Slightly Agree Neither Agree nor Disagree Slightly Disagree Disagree Strongly Disagree

Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

So far I have gotten the most important things I want in life.



Strongly Agree Agree Slightly Agree Neither Agree nor Disagree Slightly Disagree Disagree Strongly Disagree

Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

INTERGENERATIONAL ATTITUDES

From the survey of associates, it can be inferred that many of the young lawyers think well of the partners they work with and observe. When asked what they liked least about their firms, only 9% mentioned the partners for whom they work. When asked what they liked best, 45% included the firm's partners among their top four choices. Furthermore, almost three-quarters (73%) of associates answered positively when asked, "At your firm, are you aware of partners whose careers and lives you would like to emulate? In other words, do you see viable role models?" The lowest responses to that question came from associates who did not aspire to become partners. But even among them, 61% said they could find good examples among the partners at their firms.

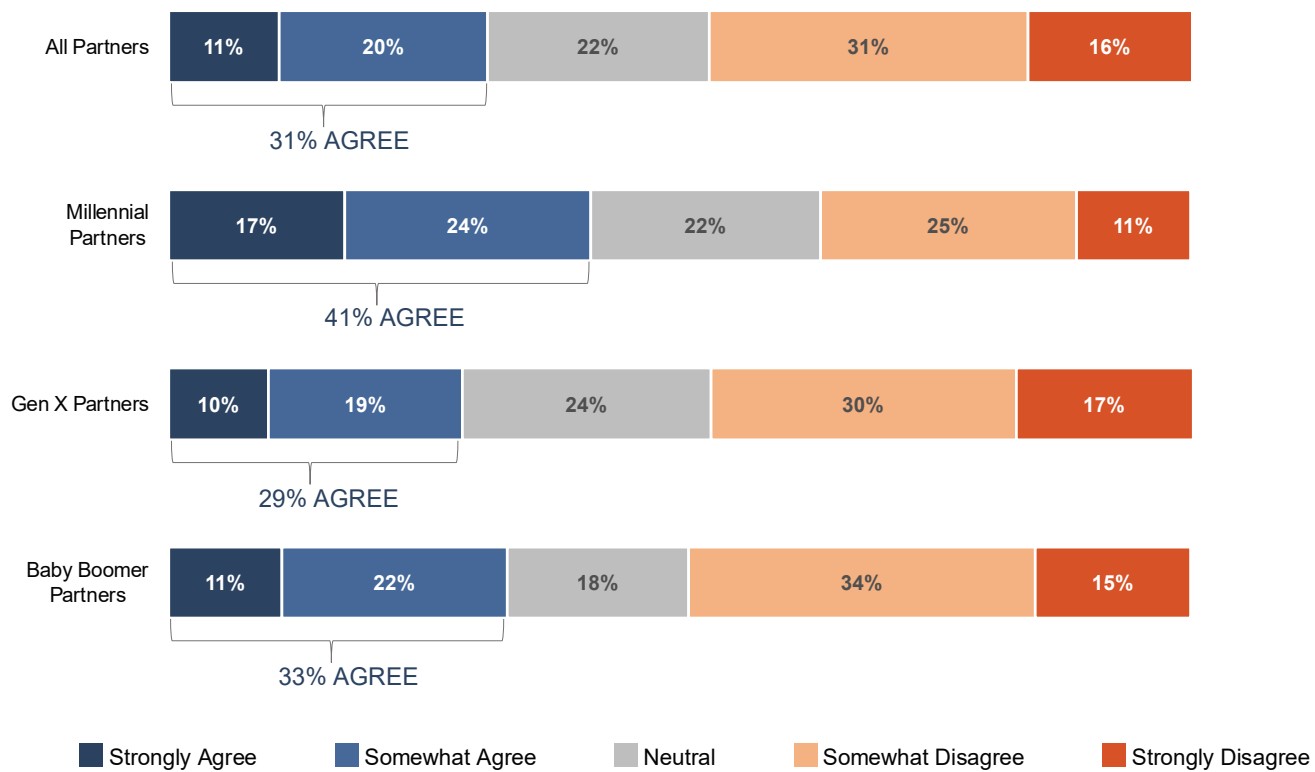
The partners had less rosy views of their associates. While a majority of partners regarded the associates as talented lawyers, an even larger majority declared that their associates did not work as hard as they had when they were coming up through the ranks. (As mentioned previously, only a bare majority, at 56%, of partners thought the associates were just as good at their jobs as they had been. Gen X partners were particularly critical. Only 29% strongly agreed or agreed that their associates worked as hard as they had, and just 50% thought they were just as good at their jobs as young lawyers.) Also, a substantial minority of partners felt that their associates expected too much from the firms and put their own needs ahead of their work.

Partners also had different views of why associates left the firm than their associates did. Both groups pointed to lawyers seeking better opportunities or an improved work/life balance as the main reasons for departures. Only 15% of associates said that their former colleagues had left because of performance-related issues, but 44% of partners pointed to performance-related issues. At the economic elite firms, that number was far higher — 72% of Millennial partners, 59% of Gen X partners, and 54% of Baby Boomer partners cited performance-related issues as a main reason for departure.

To understand the attitudes of the partners, the survey asked them to compare the current associates to their own experience as young lawyers. Our hypothesis was that law firm partners, like other humans, have selective memories. There was never a doubt that partners would recall vividly their own Herculean efforts to succeed, but we suspected that they might not re-

call their peers who failed to make partner, or never wanted to make partner, or left quickly after making a dent in their student loans. To that end, the survey asked whether they agreed or disagreed with a series of statements including: “The younger lawyers in my firm work as hard as my classmates did.” Here are the results:

The younger lawyers in my firm work as hard as my classmates did.

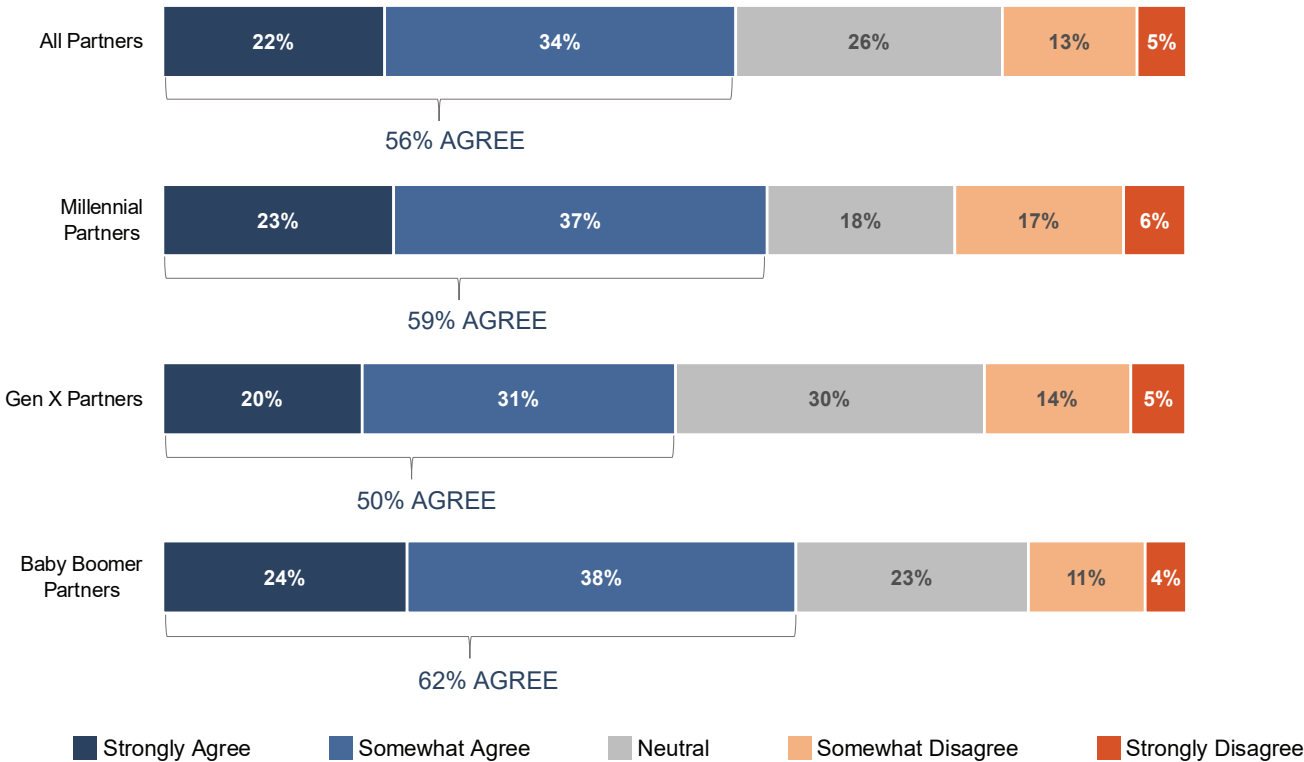


Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

The partners were more generous in assessing the skills of the associates that they had hired. The survey asked whether they agreed with the statement, “The

younger lawyers in my firm are just as good at their jobs as my classmates were.” Here are the results:

The younger lawyers in my firm are just as good at their jobs as my classmates were.

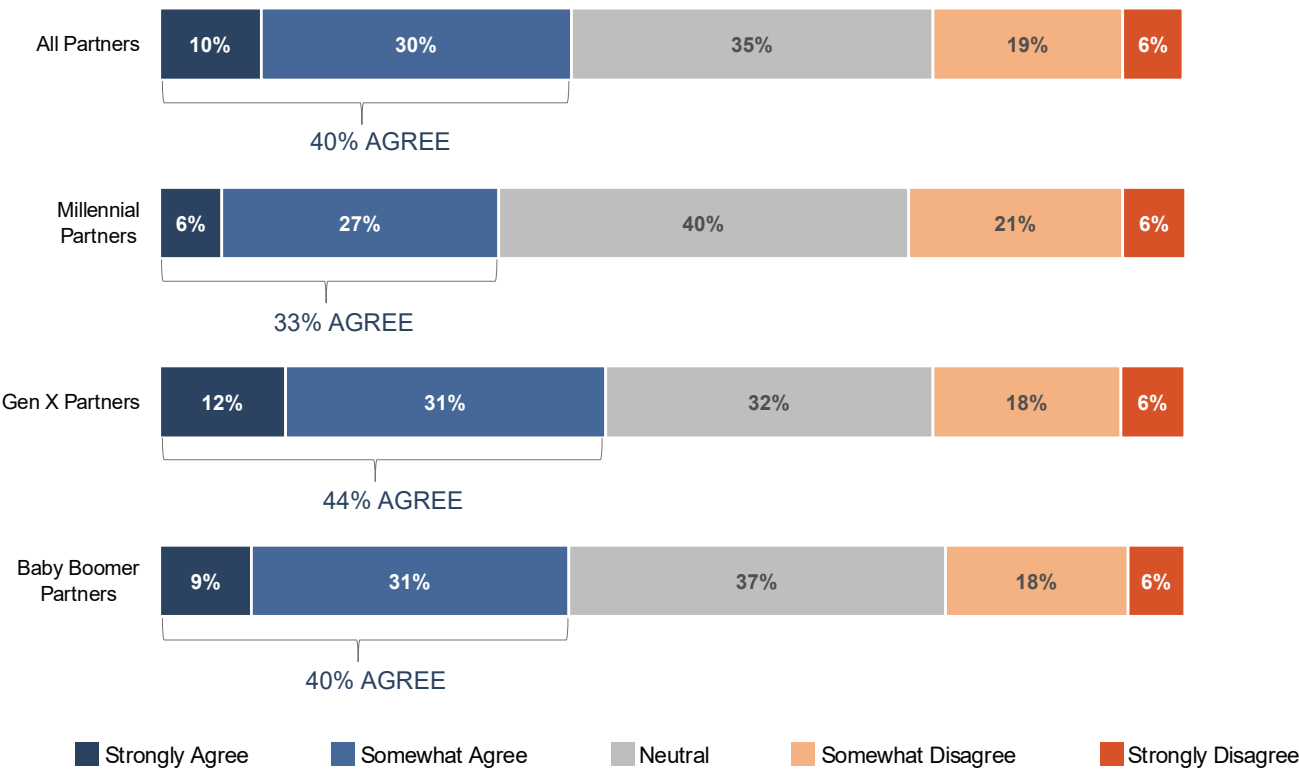


Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

The less generous view of course is that 44% of the partners thought the younger lawyers in their firms were not as good as they had been, back in their day. This can be read as a neutral assessment of the younger generation’s skills or, perhaps, an indictment of the recruiting efforts of the firms. (Or, as a sign of a general dyspeptic attitude toward the disappointing world that they confront.)

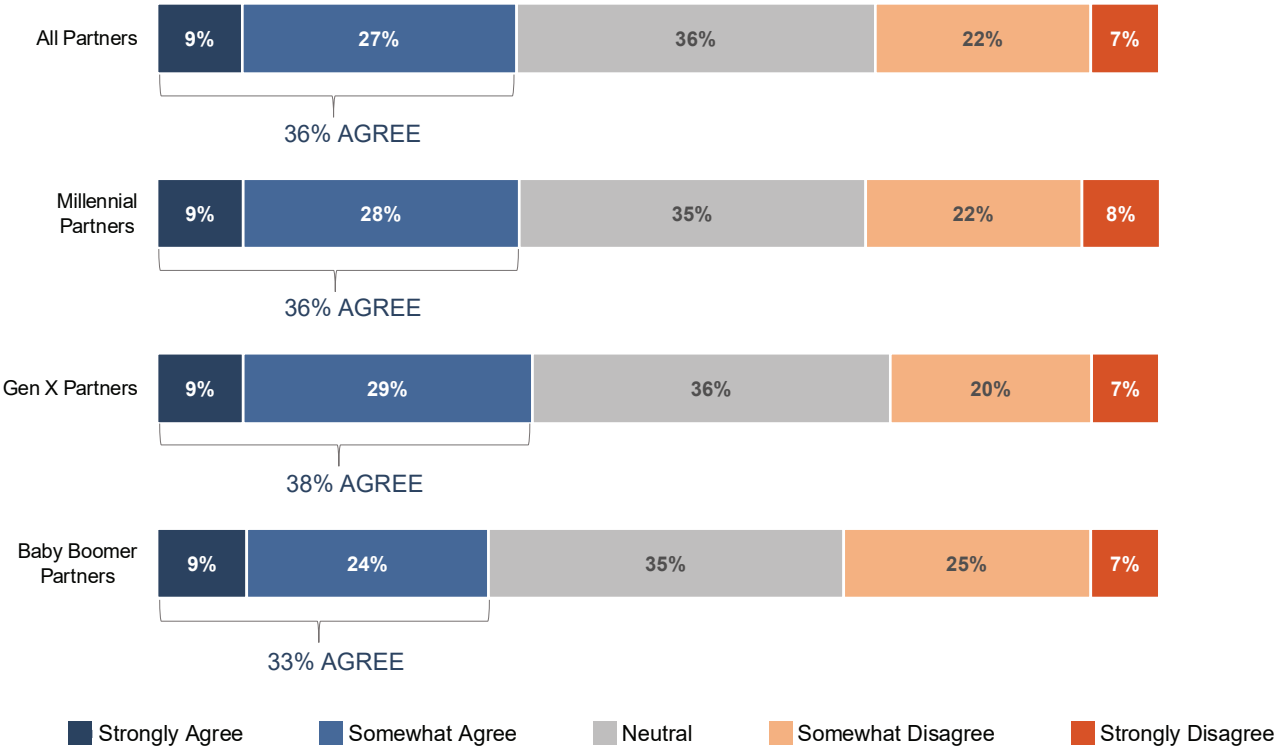
Millennials are often accused of exhibiting a counter-productive sense of entitlement about their working conditions and approach to life. To assess what the partners thought, the survey asked two questions. The first: “The younger lawyers in my firm expect too much from the firm.” And the second: “The younger lawyers in my firm put their own needs and interests ahead of those of the firm and our clients.”

The younger lawyers in my firm expect too much from the firm.



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

The younger lawyers in my firm put their own needs and interests ahead of those of the firm and our clients.



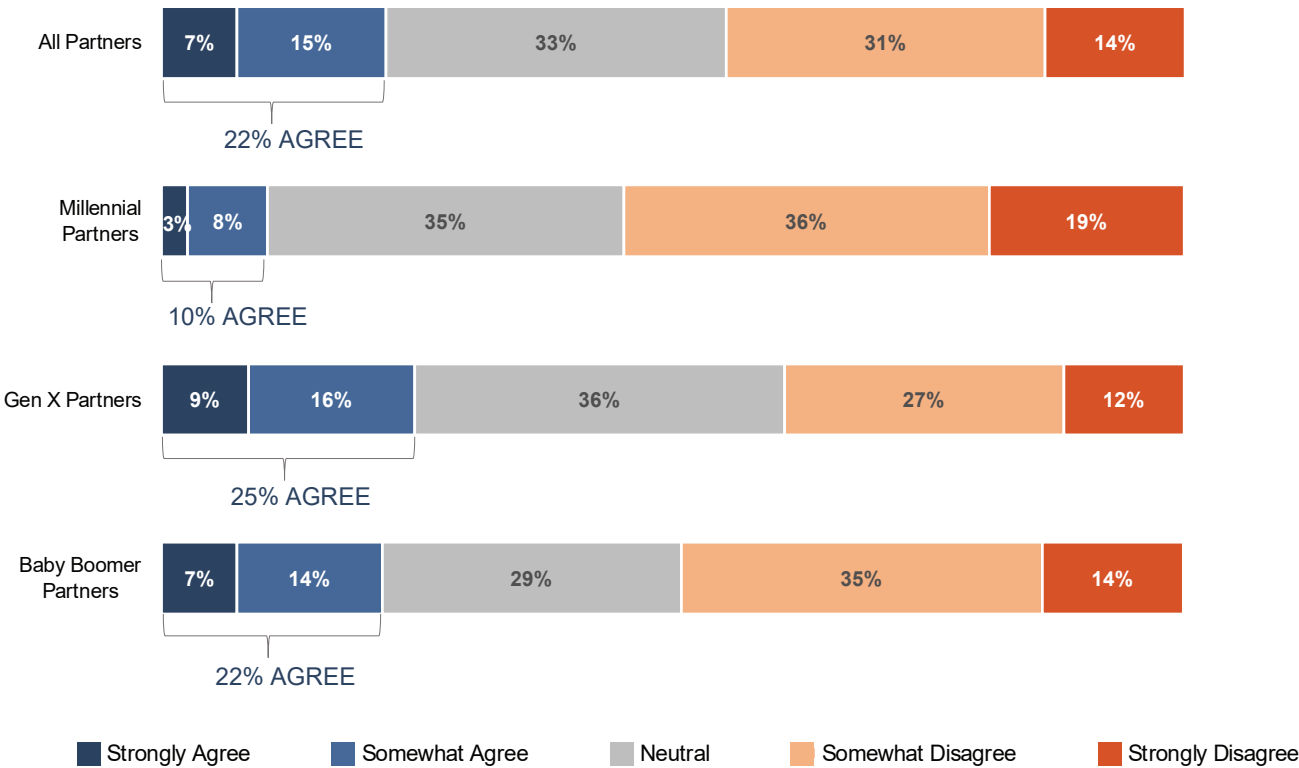
Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

Overall, these are positive responses in that a clear majority of partners did not view their younger lawyers as too demanding or too selfish. But it’s hard to ignore the fact that at least one-third of the partners saw the associates in a negative light. Whether their behavior warrants that conclusion is not the issue. In this case,

perception is what is being judged and the perception of at least a portion of the partners is harsh.

Finally, the survey asked the partners to agree or disagree with this statement: “Our firm worries too much about what our younger lawyers think.” Here is the response:

Our firm worries too much about what our younger lawyers think.



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

We read these responses as a recognition by the partners that their firms need to be concerned about the care and development of their associates. It is unclear whether the motivation is their self-interest, their professional interest, or both.

To further analyze these responses, we separated the data for equity partners from partners who identified as income or non-equity partners only to find slight variations in the responses, and therefore not bearing statistical significance. This also held true when separating the partner data by gender.

To review, a substantial percentage of partners appear to be disappointed in their associates. A majority don't think today's young lawyers work as hard as they did. A substantial minority think young lawyers are not as skilled as they were. And about a third find their associates selfish. They are speaking broadly, of course. And in practice they allow for exceptions — every firm in the survey promotes new partners each year, young lawyers who, by definition, have not disappointed their senior partners, at least not yet.

It is striking that the group most consistently critical of the Millennial associates were the Gen X partners. Why? Any answer would only be speculation. Across the firms, the Gen Xers are the workhorse generation and they may have less patience or time for those coming behind them, especially the substantial group of young lawyers who have no desire to stay on and replicate the careers of their elders. Also, the firms are much bigger. Arguably, the partners may barely know one another, let alone the associates. Can this growth spurt and the inevitable alienation it produced reduce the intergenerational empathy and increase the negativity in the Gen X partners' perceptions?

DIVERSITY AND INCLUSION MATTERS

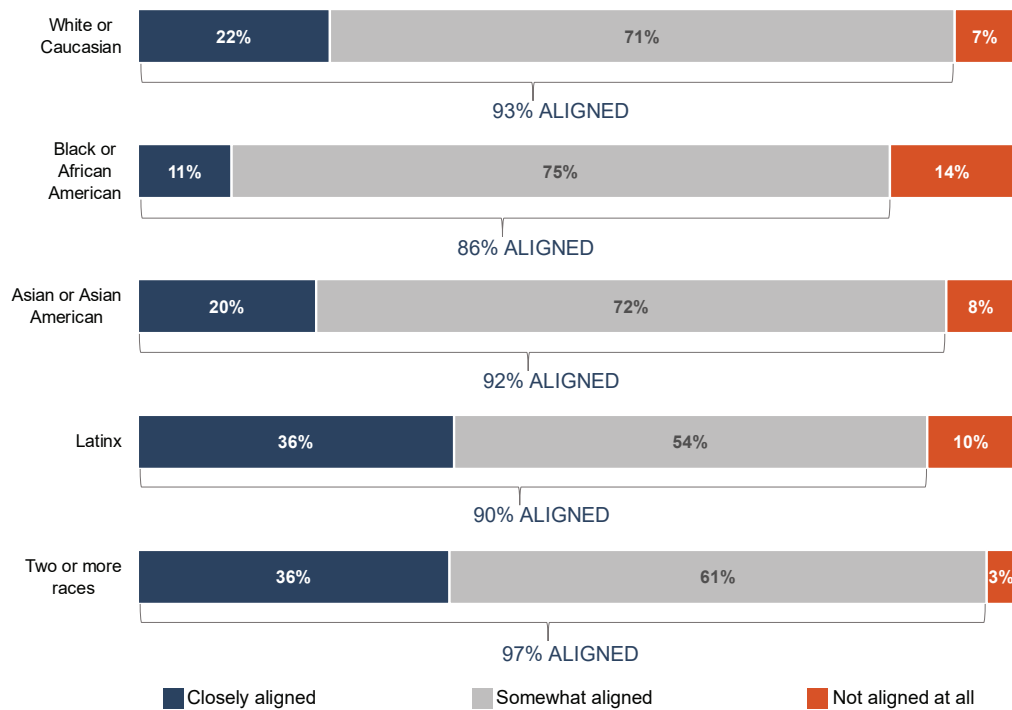
As reflects the law firm population, the Millennial associates who participated in this survey were mostly White. Of the 75% of the sample who identified their race, 78% were White, 3% were Black, 8% were Asian-American, 6% were Latinx, and 4% were of two or more races.

While there was substantial overlap in their responses, these groups differed in their ambitions, attitudes, and reactions. Other than the White associates, these sample sizes are small, and we are reluctant to generalize from them. Nonetheless, the results are provocative and deserve highlighting.

For example, Black and Latinx associates are more likely than White associates to aspire to become partners at their current firms. Both groups are less likely to leave their firms over the next two years than White associates; both are more likely to have mentor relationships; and both say they are less likely than their White colleagues to consider taking a pay cut in return for working fewer hours.

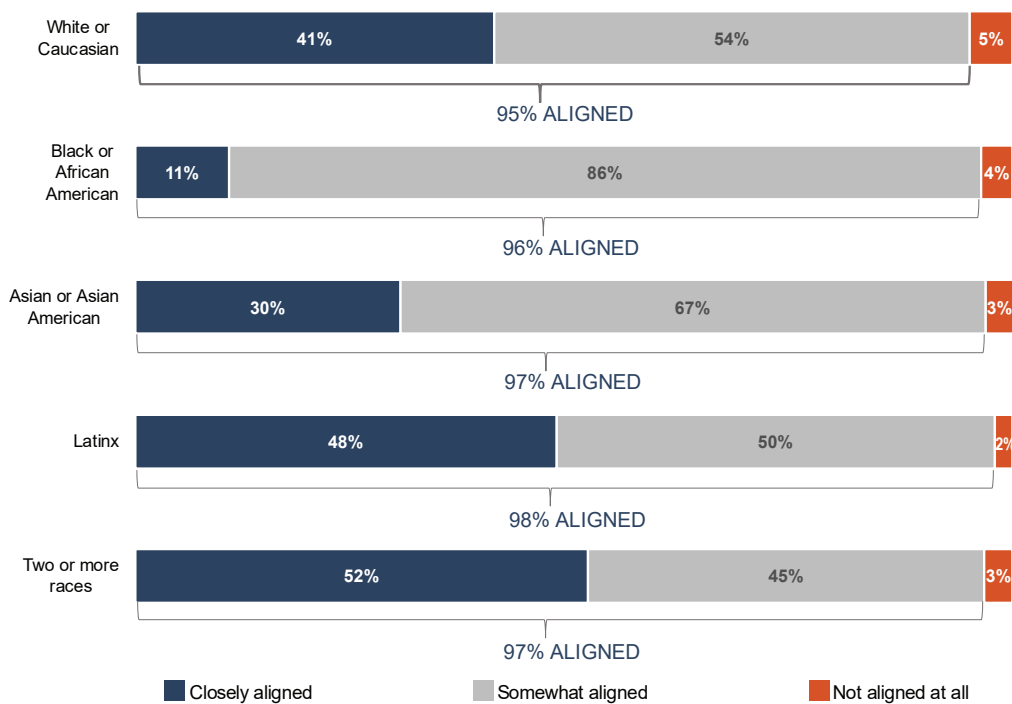
However, the Black and Latinx associates are not in lockstep. Black associates are much less likely than Latinx associates to feel closely aligned with either the values of the firm or the values of the clients they represent. And Latinx associates are more likely to be satisfied with the progress of their careers than Black associates. Finally, Black associates are far more likely than any other group to cite a lack of diversity as one of the main factors they do not like about their firms. Sixty-four percent of Black associates cited a lack of diversity compared to 26% of Latinx and 13% of White associates.

In your experience how aligned have your personal values been with the legal and business values of your clients?



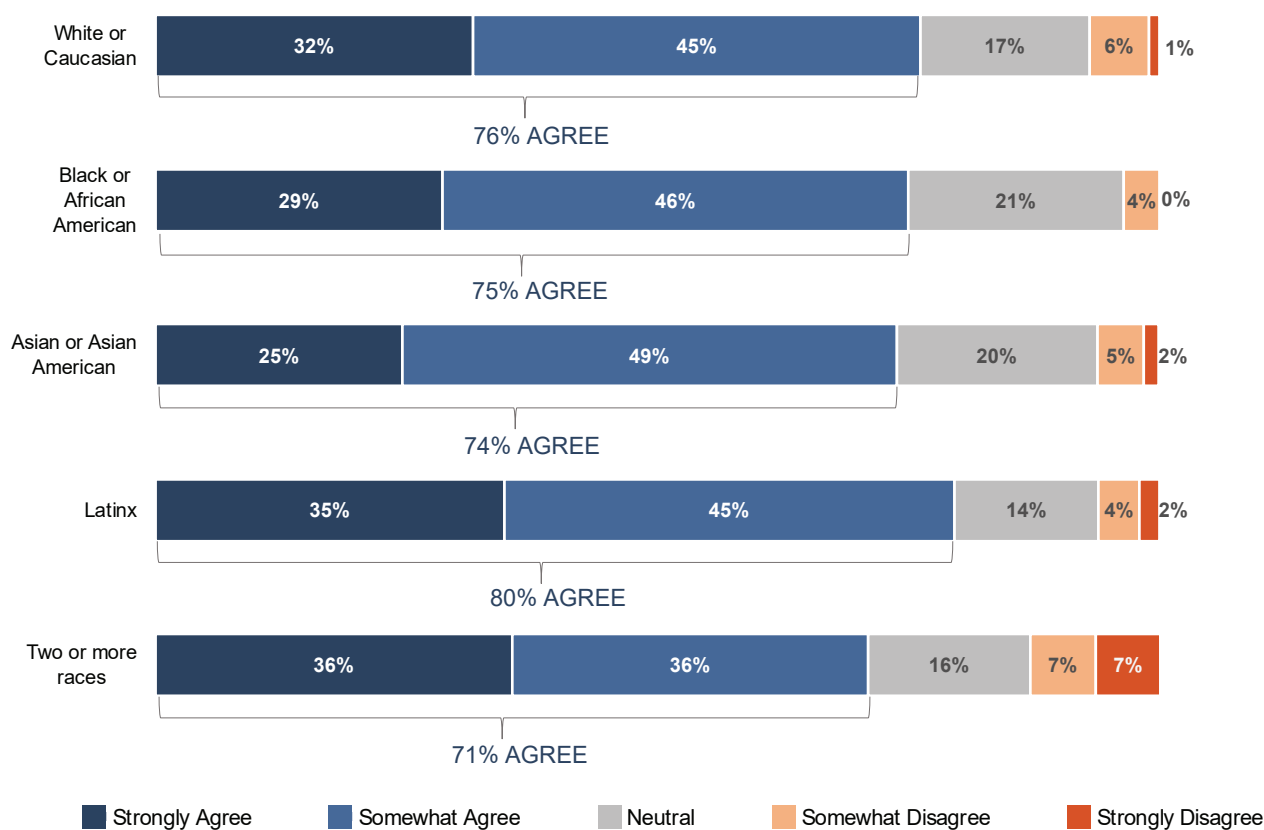
Notes: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

In your experience how aligned have your personal values been with the values of your firm?



Notes: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

I am satisfied with the progress of my career.



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These numbers suggest a disconnect between the firms and Black associates. There is no lack of ambition — 46% of Black associates aspire to partnership at their current firms, which is 4 percentage points higher than White associates. However, there appears to be some inferable alienation present in the workplace. Black associates report that their values do not closely align with those of their firms or their clients. Indeed, of those Black associates aspiring to partnership, only 8% say their values are closely aligned with their clients and firms. By contrast, among White associates aspiring to partnership, 31% say they are closely aligned with their clients and 58% say they are closely aligned with the values of their firms.

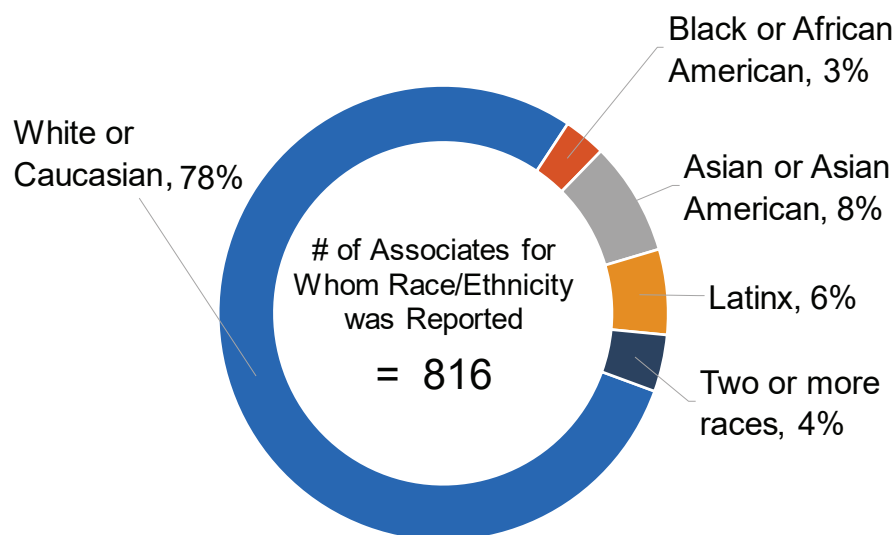
Some Asian-American associates are also finding that they are not perfect fits in their law firms. They are slightly more likely to leave within two years than their White colleagues, hold less ambition to become partner than their Black or Latinx colleagues, and report that their values do not closely align with either their clients or their firm as White associates.

Simply put, these results are another reminder of the often unstated or unexamined burdens that some professionals of color carry. Young lawyers of color at elite law firms are trying to succeed in institutions where many do not feel as comfortable as their White colleagues. These are not easy places for anyone of

any background. It seems obvious that they are more difficult for those who are not well aligned with the firm's zeitgeist. The challenge then for firms is to retain their core values and operational styles even as they work to be more inclusive and mindful of uncon-

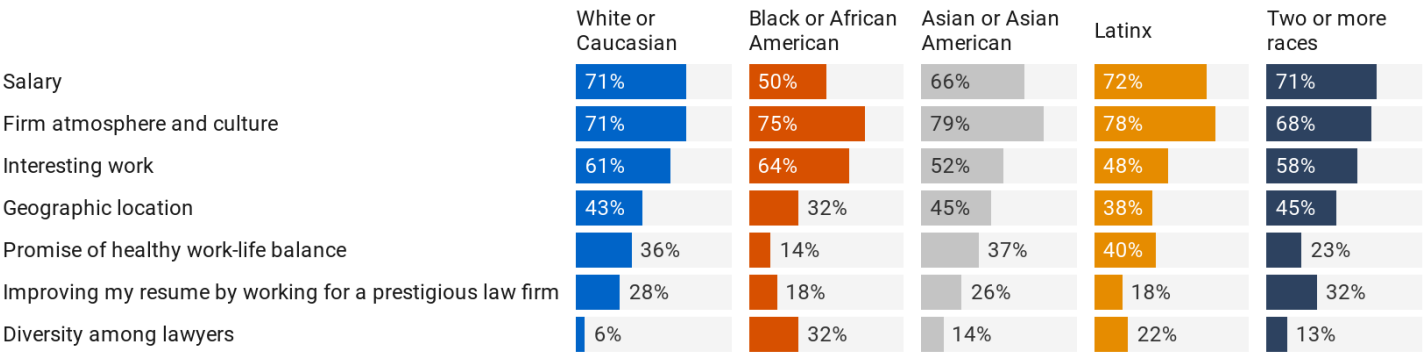
scious biases. This survey suggests that the pipeline of associates of color is neither robust nor empty. It's an open question whether firms will try to maximize their diversity possibilities or continue to limp along, content with expressing the best of intentions.

Participating Associates by Race/Ethnicity *(In percentages)*



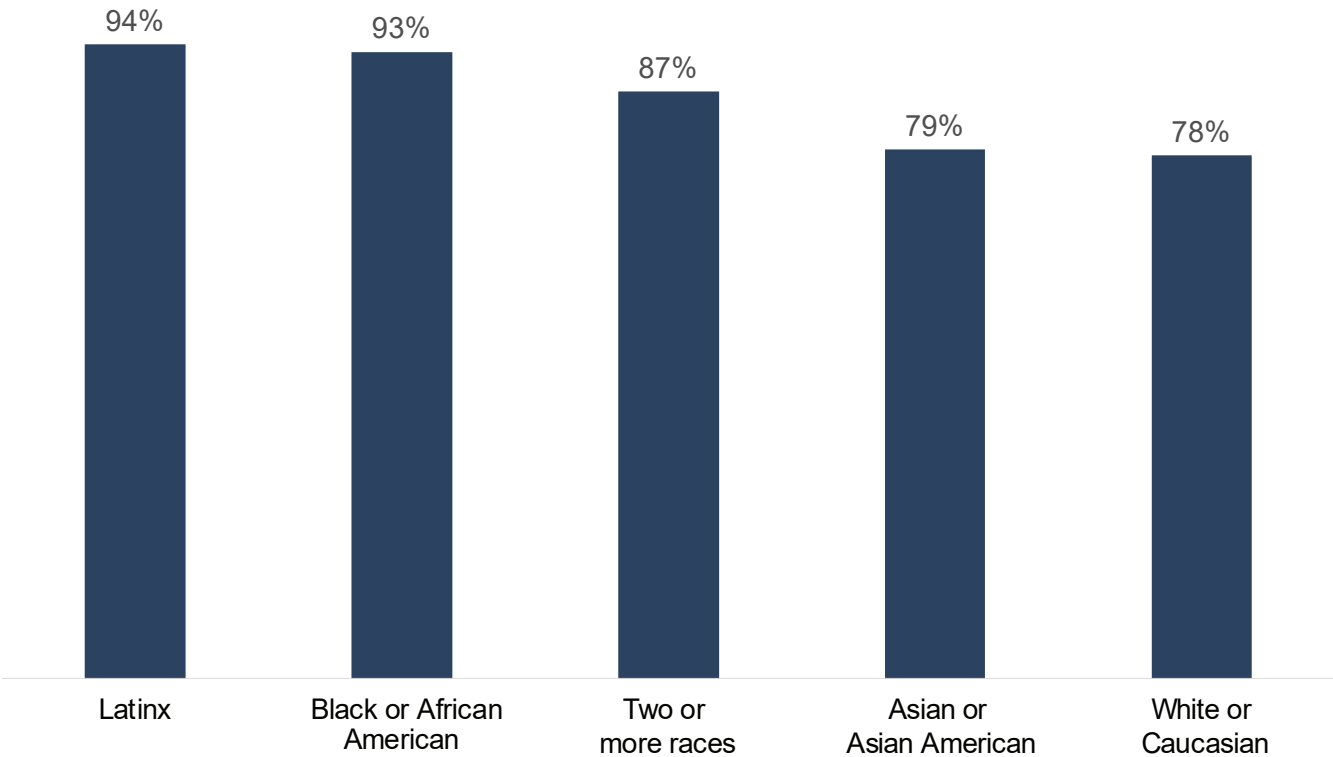
Note: One-quarter (25%) of participating associates did not report their race/ethnicity. American Indian or Alaska Native associates account for an additional 0.2% of associates, but are not shown in the chart. For comparison, 25% of associates included within the NALP 2019 Report on Diversity in U.S. Law Firms were people of color and 33% of graduates within NALP's Jobs & JDs: Employment and Salaries of New Graduates, Class of 2018 were people of color.

Which of the following factors were the most important in deciding to accept your current job?



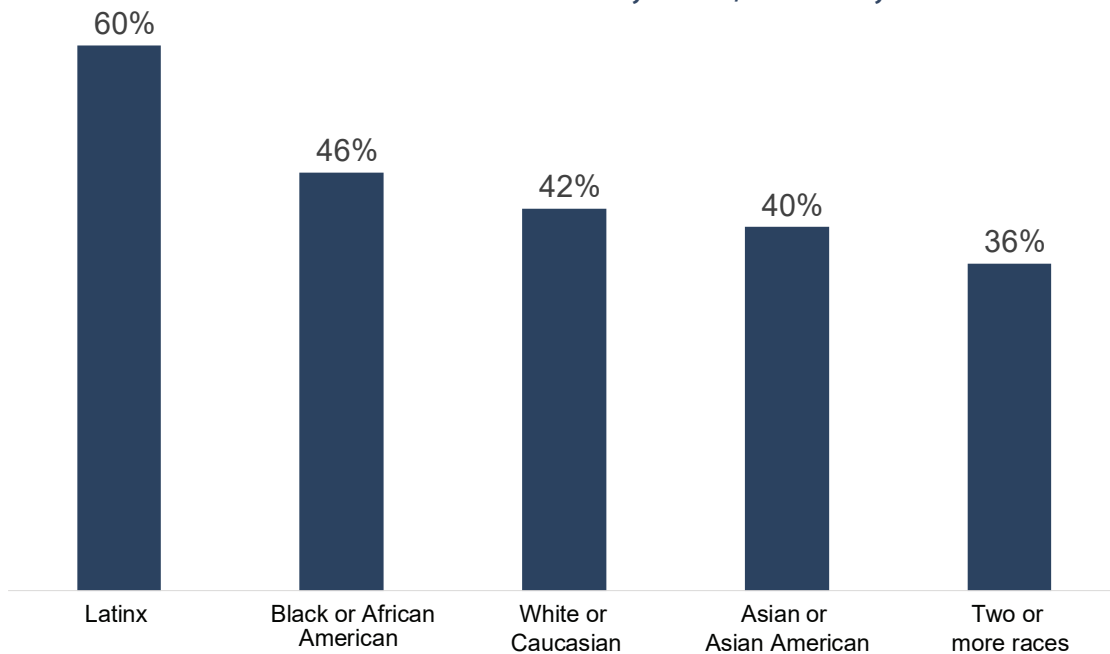
Notes: Percentages do not add up to 100% because respondents could select up to four answer choices. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population. Only selected response options are shown in the chart. See Appendix D for the full list of response options and results.

Do you have a mentor or a sponsor at the firm whom you think is looking out for your career? (Percent responding 'Yes')



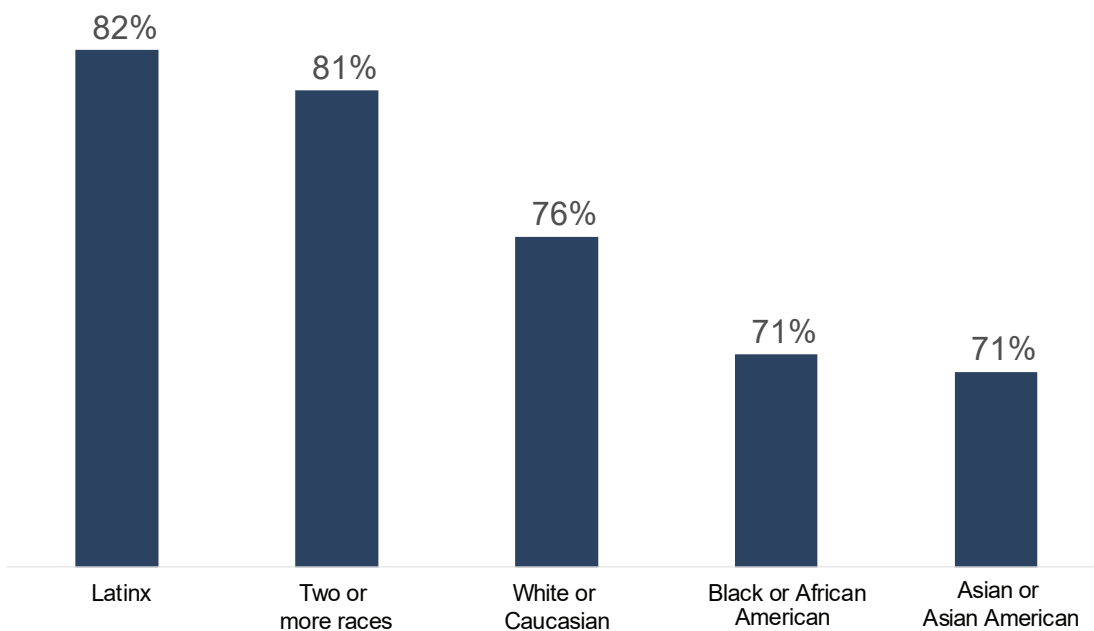
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

Percentage of Associates Aspiring to Be Partners at Current Firm in 10 Years by Race/Ethnicity



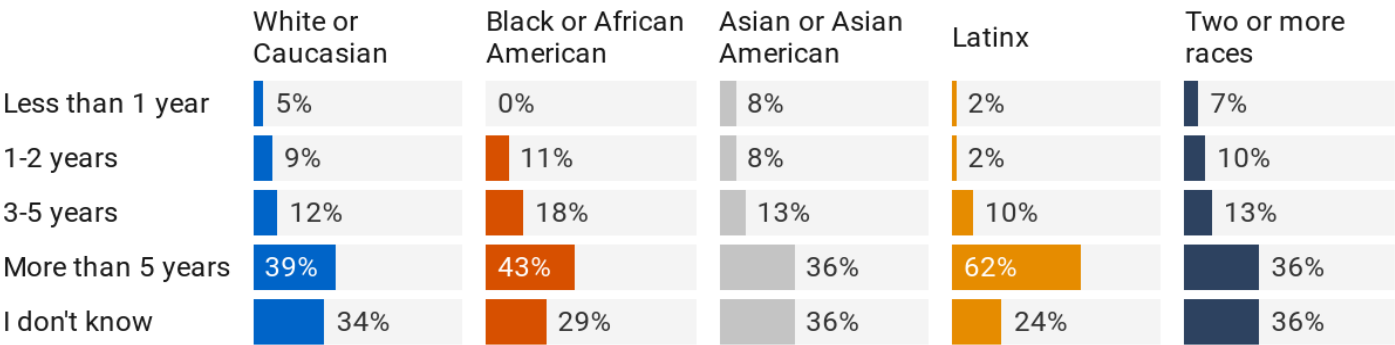
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

At your firm, are you aware of partners whose careers and lives you would like to emulate? In other words, do you see viable role models? (Percent responding 'Yes')



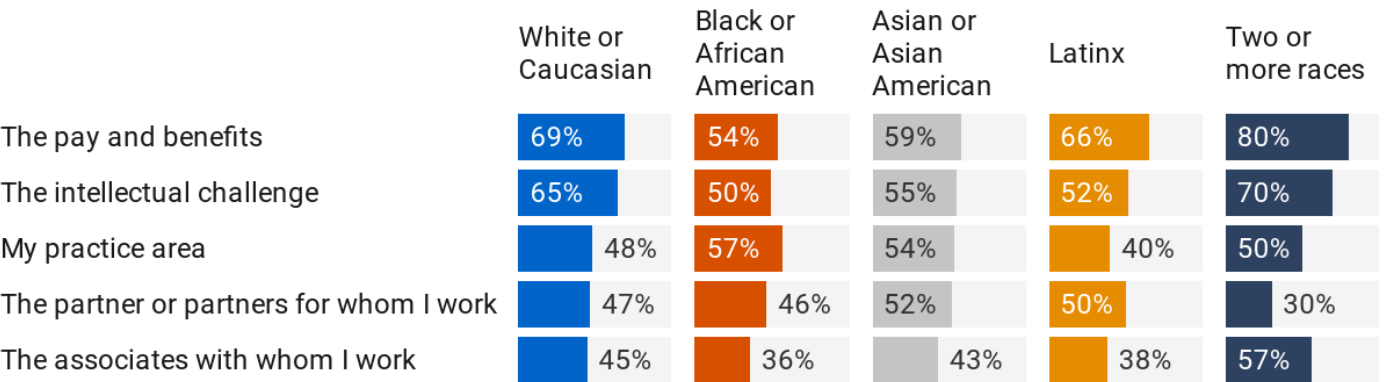
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

How long do you plan to remain at your current firm?



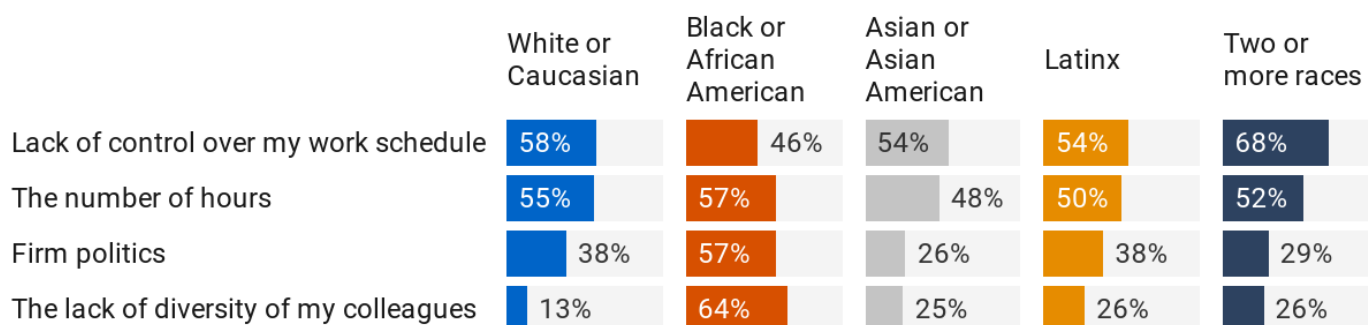
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

What do you like most about your job?



Notes: Percentages do not add up to 100% because respondents could select up to four answer choices. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population. Only selected response options are shown in the chart. See Appendix D for the full list of response options and results.

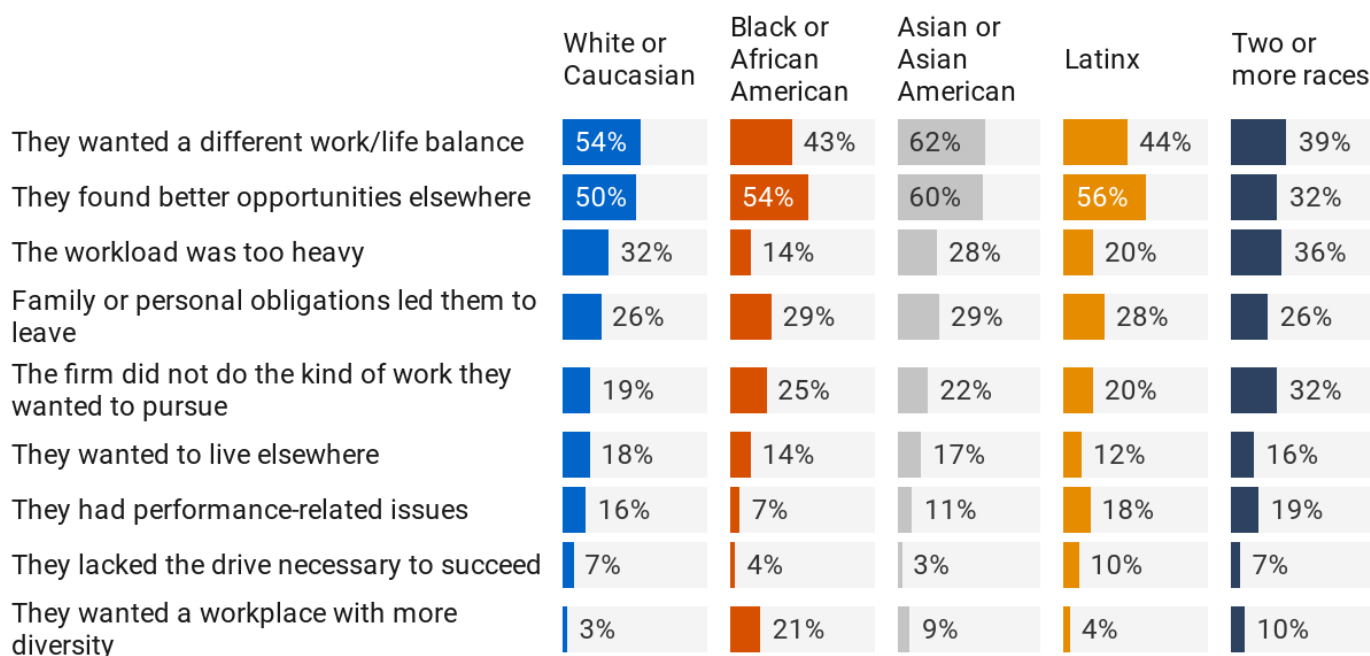
What do you dislike the most about your job?



Notes: Percentages do not add up to 100% because respondents could select up to four answer choices. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population. Only selected response options are shown in the chart. See Appendix D for the full list of response options and results.

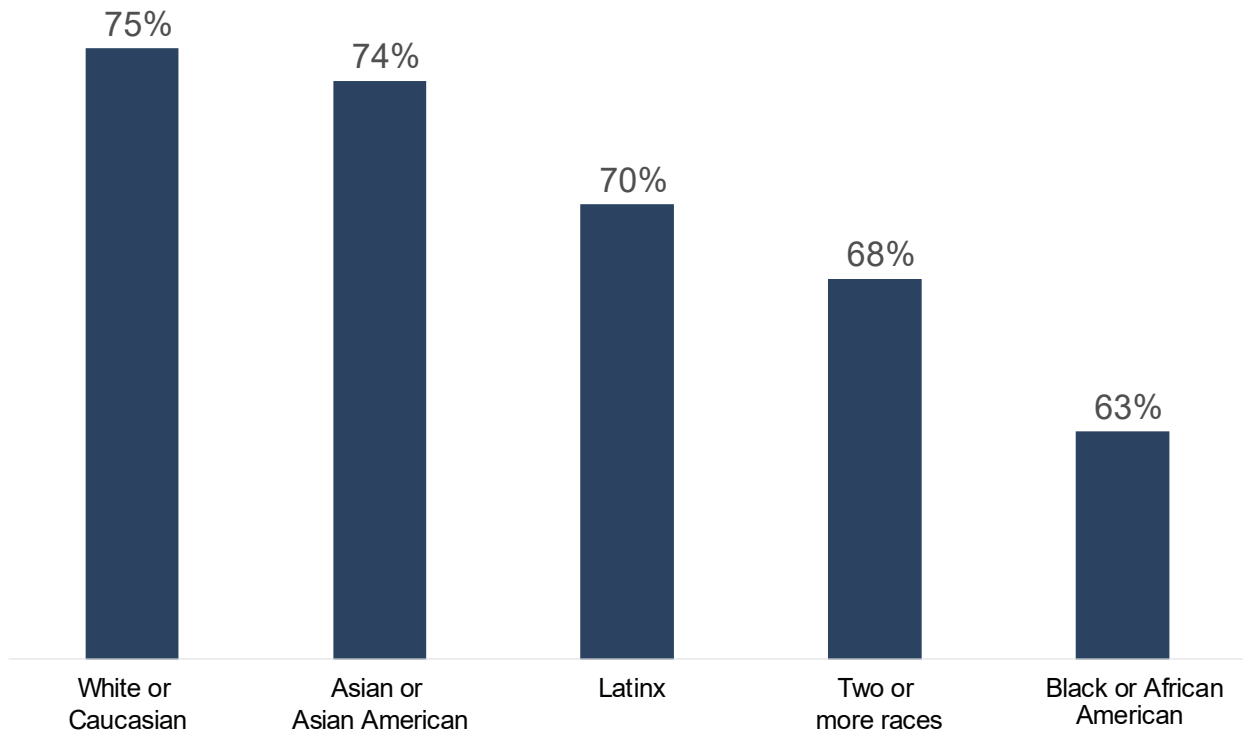
Thinking about lawyers with whom you started who have left the firm, why do you think they went elsewhere?

(By Race/Ethnicity of the Respondent)



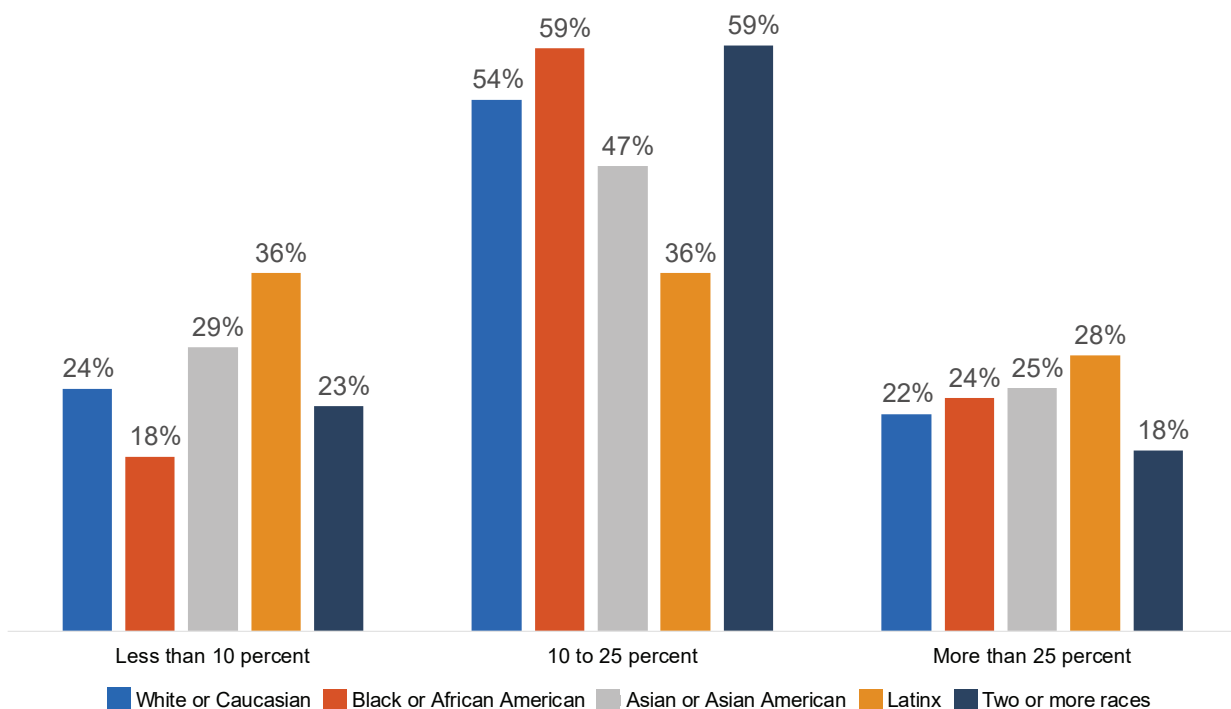
Notes: Percentages do not add up to 100% because respondents could select up to four answer choices. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population. Only selected response options are shown in the chart. See Appendix D for the full list of response options and results.

Would you consider accepting a lower paying job if you were permitted to work substantially fewer hours? (Percent Responding 'Yes')



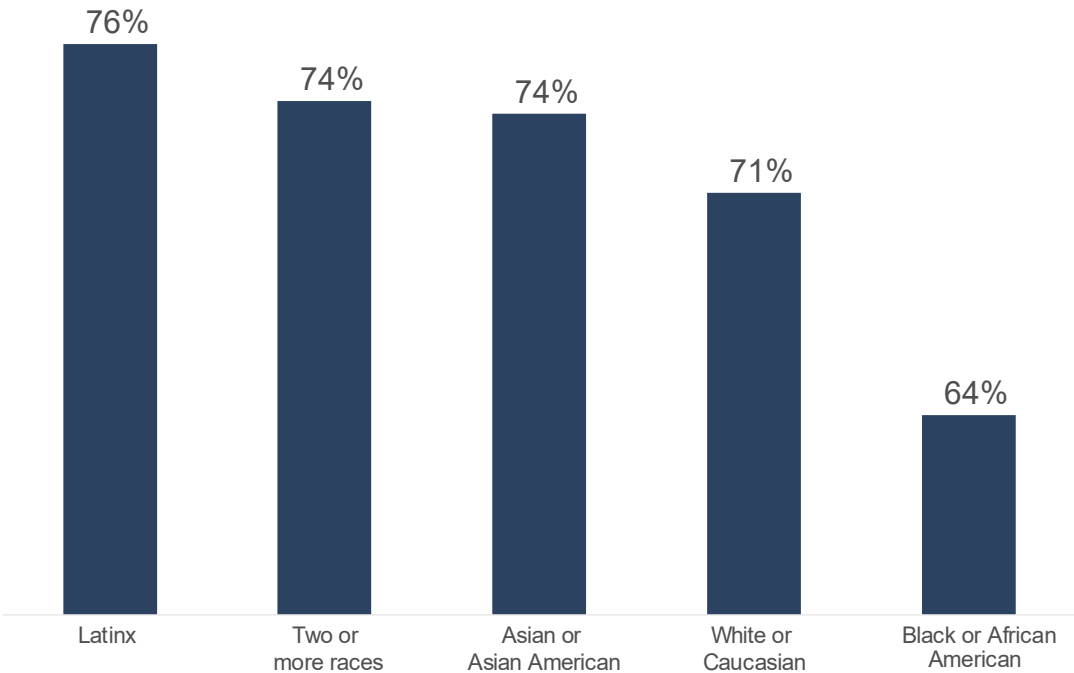
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

If yes, how big a pay cut would you accept?



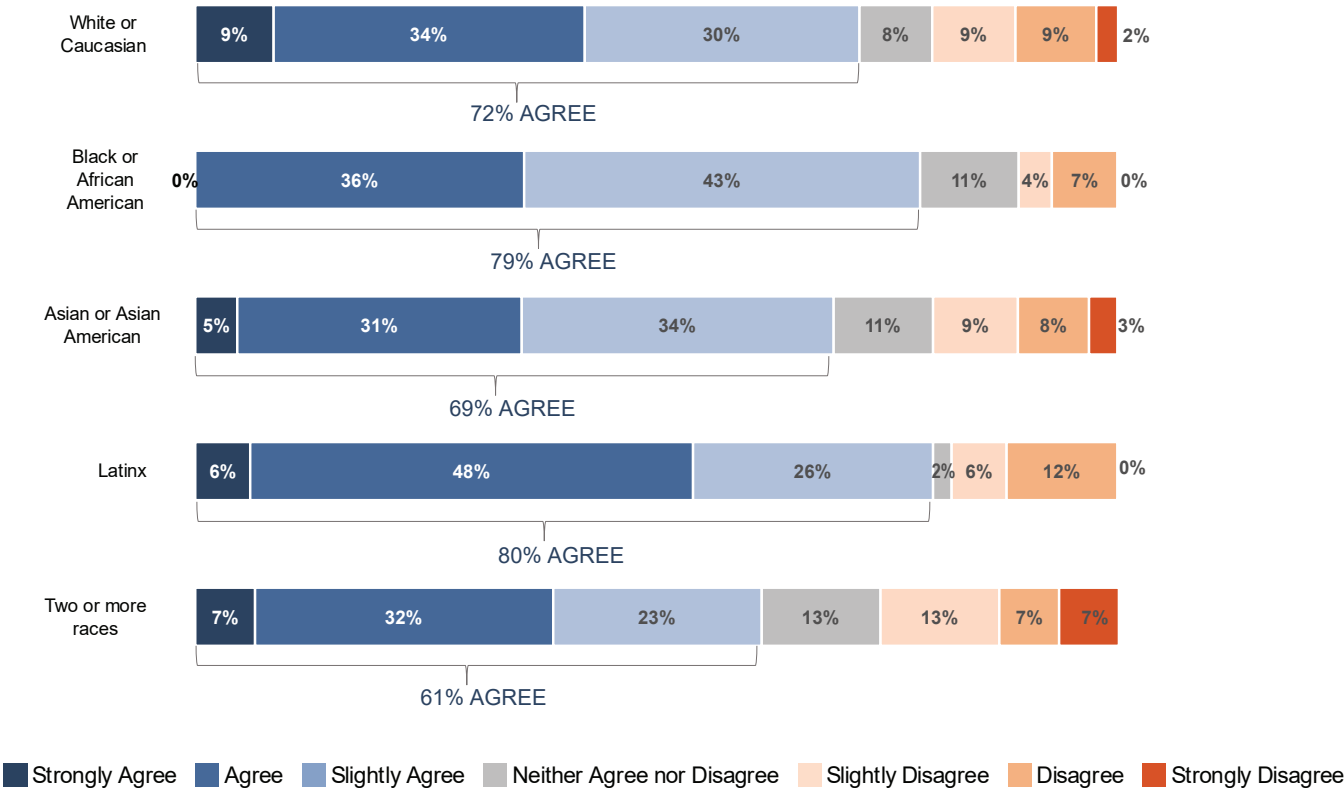
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

Do you receive an adequate amount of feedback on your performance? (Percent Responding ‘Yes’)



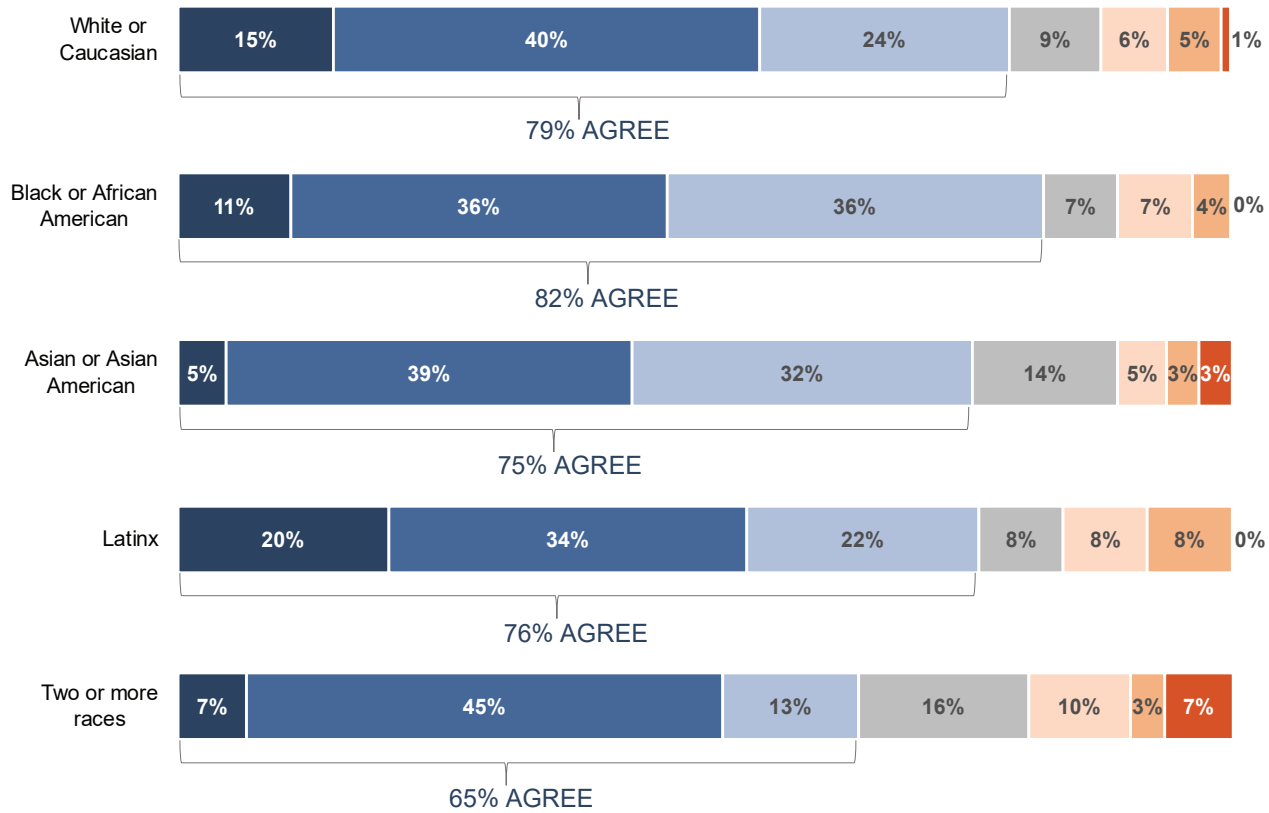
Note: 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

In most ways, my life is close to my ideal.



Notes: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

So far I have gotten the most important things I want in life.

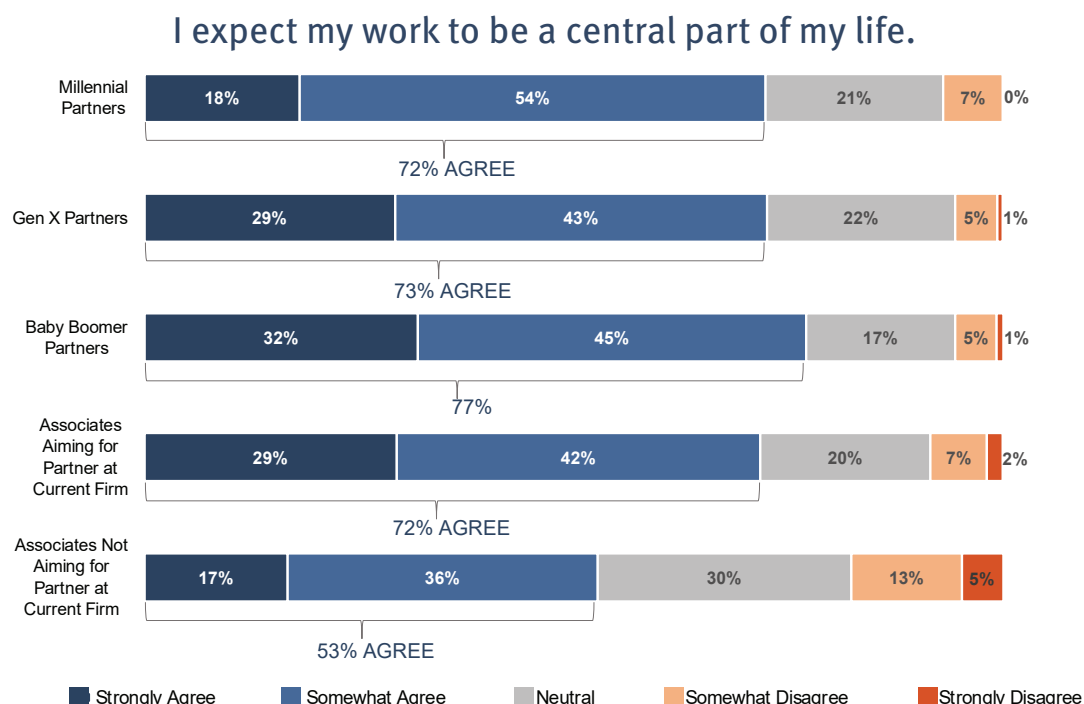


■ Strongly Agree
 ■ Agree
 ■ Slightly Agree
 ■ Neither Agree nor Disagree
 ■ Slightly Disagree
 ■ Disagree
 ■ Strongly Disagree

Notes: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure. 'Hispanic or Latino' was used as the racial/ethnicity category within survey; however, the term 'Latinx', a gender-neutral term for people of Latin American descent, is used within this report when referring to the Hispanic or Latino population.

Attitudes Toward Work

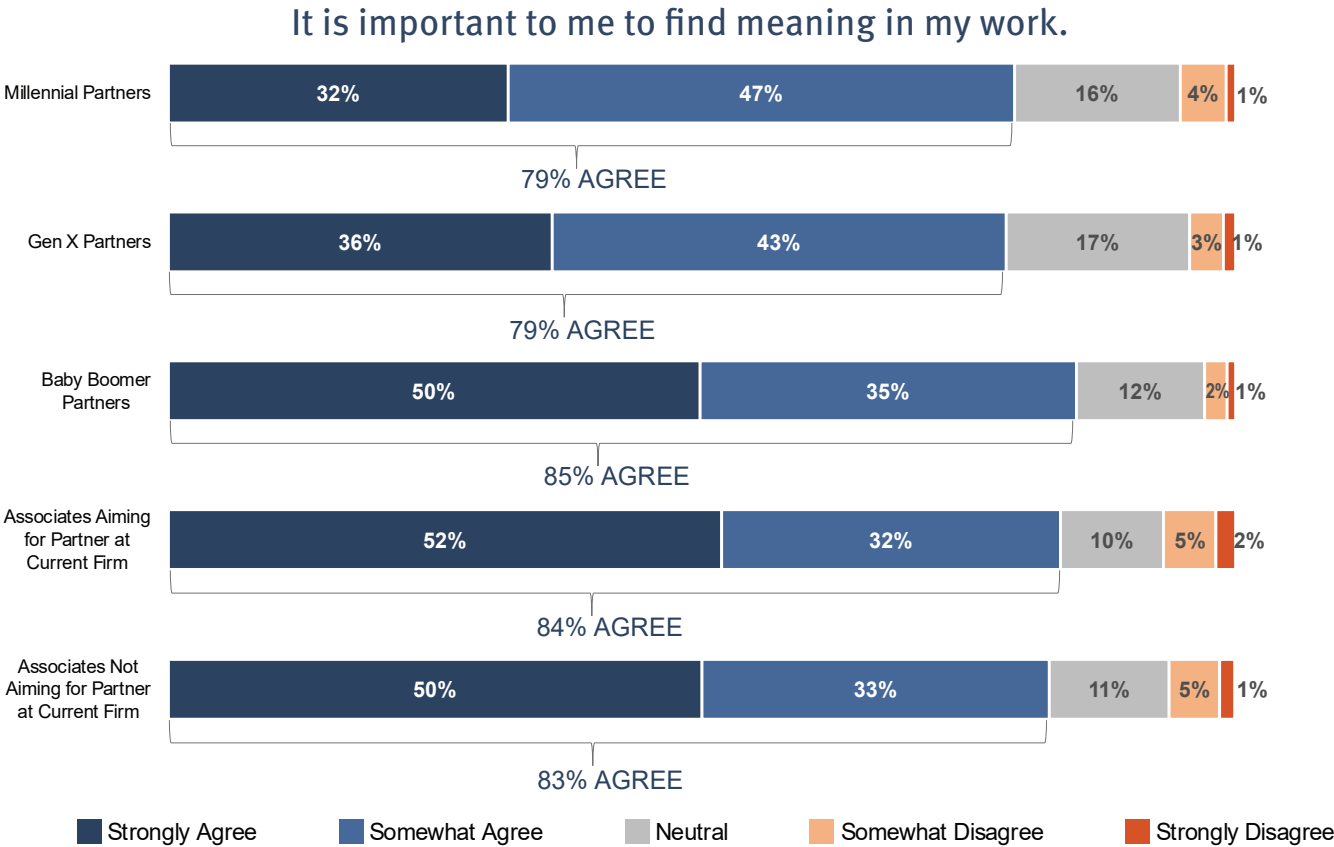
There may be good reason to think that partners — and those who want to be partners — are different from other lawyers, at least with respect to their attitudes toward work. The survey asked both partners and associates to agree or disagree with the statement, “I expect my work to be a central part of my life.” Here are the results:



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

Given the pressures on partners — both to achieve the rank and then retain the position — this obsession with work is not a surprise. This is true for men (74% combined) and women partners (76% combined), for economic elite firm partners (75% combined) and regional firm partners (76% combined), and for those practicing in Washington, D.C. (69% combined), Chicago (71% combined), and particularly in New York City (78% combined). In fact, the anomalous result may be that nearly 30% of partners or aspiring partners do not view work as a central part of their lives.

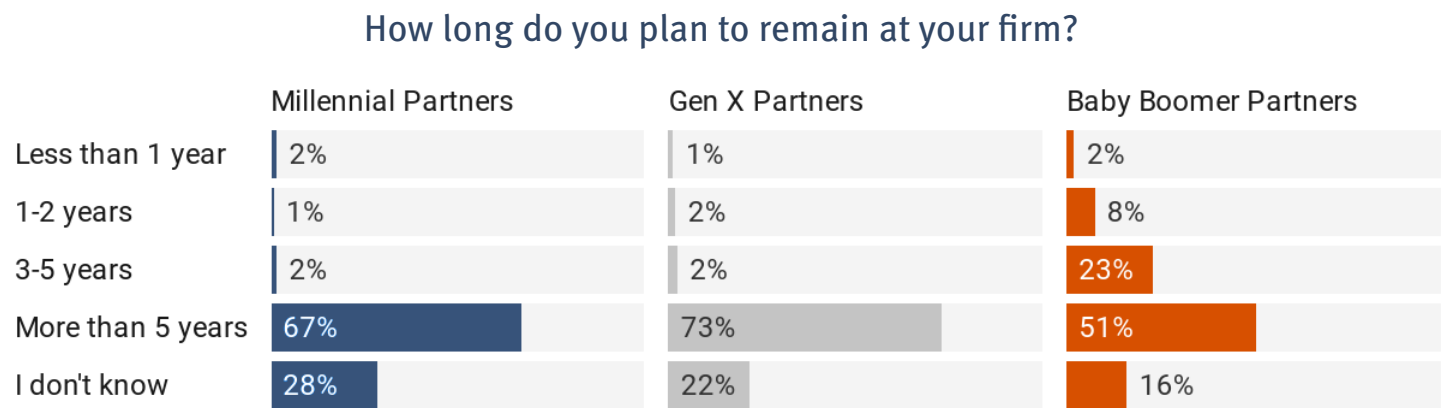
Gauging the centrality of work is not the same as assessing whether they care about what they do. When asked to agree or disagree with the statement, “It is important to me to find meaning in my work,” an overwhelming majority of the lawyers agreed. Here are the results:



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

The explanation here may be no more complicated than the bromide that some people live to work and others work to live. Most big firm partners, the survey responses suggest, live to work. Is it possible to succeed with a different attitude? Yes. Does it seem likely? No.

Is Partnership Forever?
Not for all. A substantial majority of partners (62%) expect to remain at their firms for more than five years. The percentage varies by group.



Note: Fifty-seven percent of Baby Boomer partners expect to retire within 10 years.

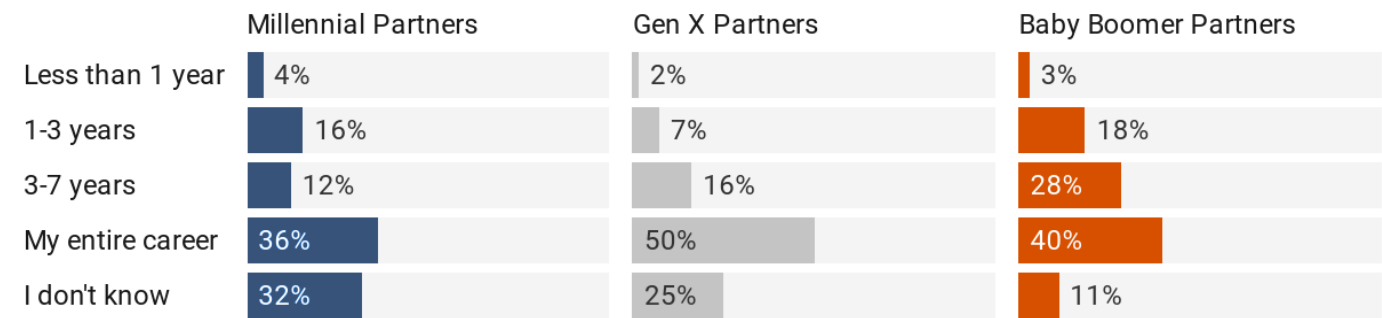
It is worth noting that among the Millennial and Generation X partners, most were not planning to depart immediately. Indeed, the largest group said they did not know how long they would stay. For the undecideds, the percentages were:

- Millennial partners — 28%
- Gen X partners — 22%
- Baby Boomer partners — 16%

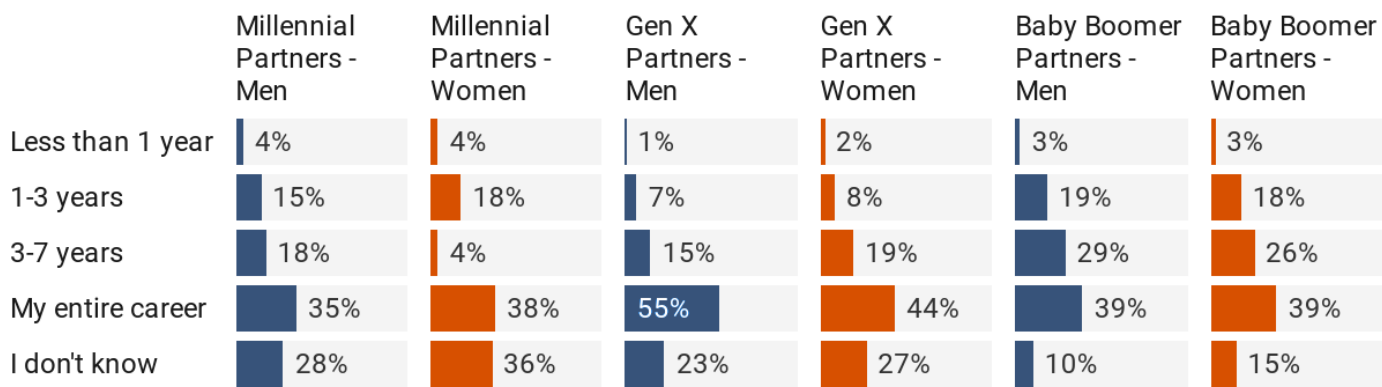
One problem the partners face is the pace of their activity. When asked, “how long will you be able to sustain your current work schedule?” 44% said their entire careers. Again, the percentage varied by group.

There was some differences between genders in response to that question.

How long will you be able to sustain your current work schedule?



How long will you be able to sustain your current work schedule?



IS LIFE AT THE ECONOMIC ELITE FIRMS DIFFERENT?

Lawyers in this survey were drawn from regional firms, national firms, and firms that were identified as among the “economic elite” on the most recent rankings of the Am Law 100 and 200. Not surprisingly, across the firms, these lawyers were more alike than different. However, there were some anomalies that seemed worth highlighting. They include:

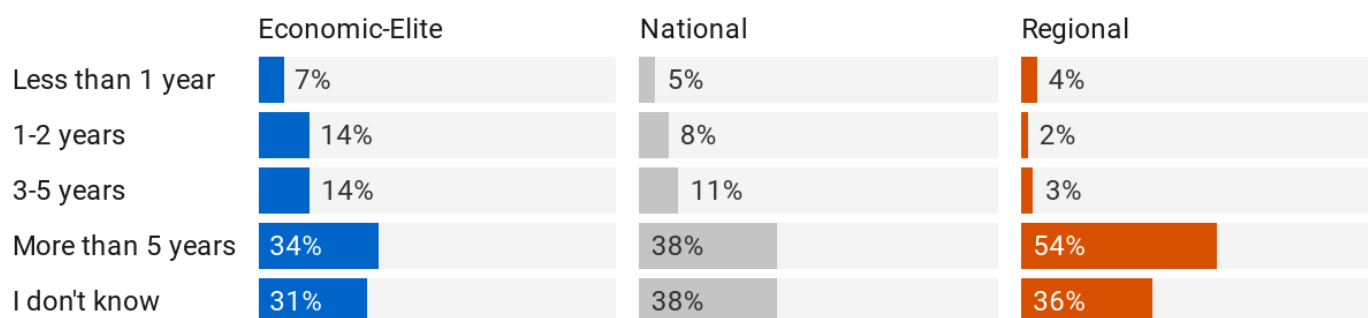
- Among the factors that influenced the decision of where they worked, firm atmosphere and culture mattered more to the associates at the economic elite firms (76%) than it did to either the associates at the national firms (67%) or regional firms (71%).
- Promise of a healthy work/life balance mattered far less in that decision to the associates at the economic elite firms (18%) than it did to associates at either the national firms (41%) or regional firms (48%). Their actual experience was not as disparate, however. At the economic elite firms, 24% of associates said they never or rarely spent adequate amounts of time with their family and friends and 42% said they always or nearly always did. At the regional firms, 19% of associates answered never or rarely and 51% said always or nearly always.
- Most associates said they had mentors, but it was a considerably higher percentage at regional firms (86%) than at national (78%) or economic elite firms (73%). Similarly, 73% of the associates at regional firms and 72% at national firms judge the feedback they received as adequate, somewhat higher than the 66% at the economic elite firms.
- A much higher percentage of associates at regional firms (58%) aspired to be partners at their current firms than at national (40%) or economic elite firms (34%). At least some of the difference in ambition can be explained by the different realities these associates face. In general, the leverage ratio of associates to partners is much higher at the economic elite firm. At all these firms, the promotion funnel narrows sharply but that is particularly the case at the economic-elite firms. Many of those associates may choose not to compete for partnership because they know the odds of success are very long.

- Consistent with their different ambitions, the economic elite firm associates plan to leave sooner than their peers at the other firms.

When looking at the same data for the economic elite firms by partner generations, the study found marked differences from their counterparts at other firms, which may be contributing to the disparity in perceptions. For example, economic elite Millennial partners find the lack of schedule control (83%) by far the aspect of their firm and life they most disliked, with

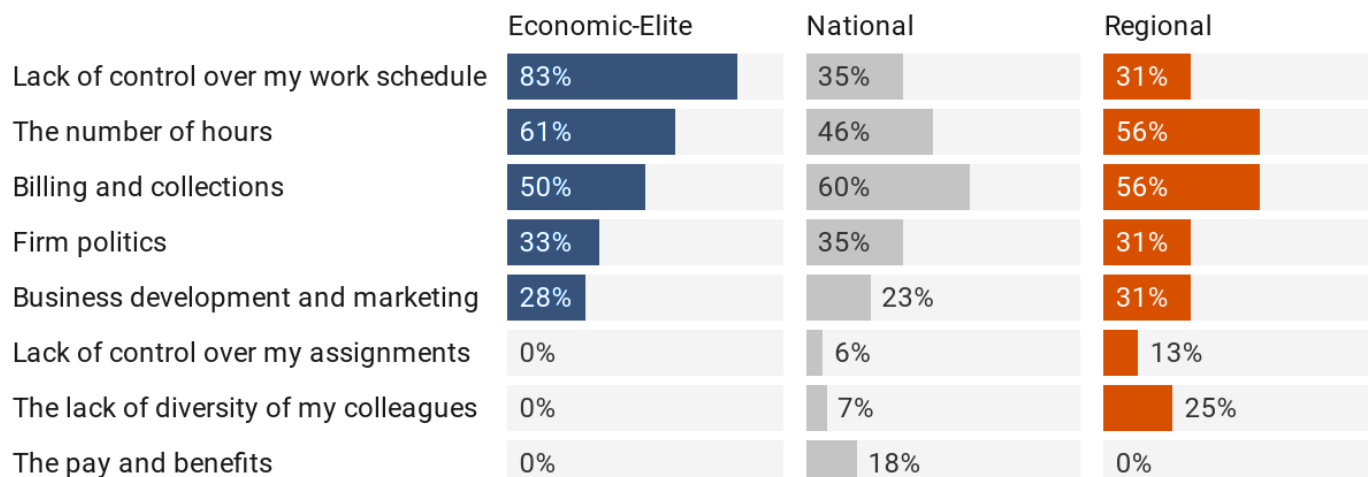
number of hours ranking second at 61%. Since the Millennial partners are closest in age and seniority to associates, it is little wonder that associates at economic elite firms looking at their example of punishing hours, no schedule control and no end in sight, may decide to leave more quickly than those at national and regional firms. Interestingly, 44% of economic-elite Millennial partners report that they believe associates leave because the workload was too heavy. That percentage is significantly higher than their counterparts at national firms (27%) and regional firms (38%) reported.

Associates: How long do you plan to remain at your current firm?



What do you dislike the most about your job?

Millennial Partners

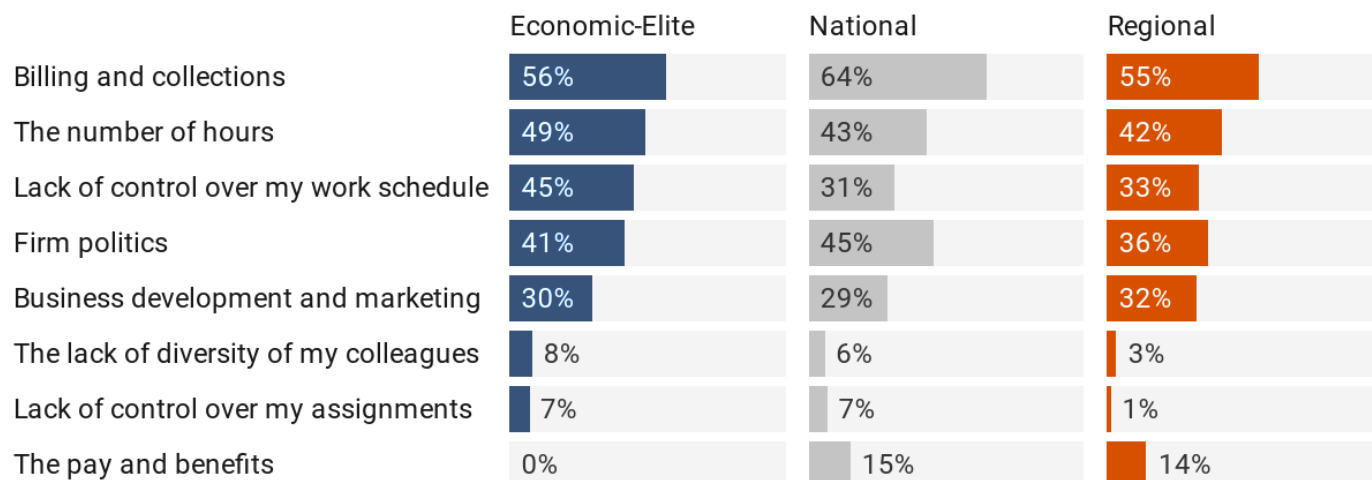


Note: Percentages do not add up to 100% because respondents could select up to four answer choices. Only selected response options are shown in the chart. See Appendix C for the full results.

(continued)

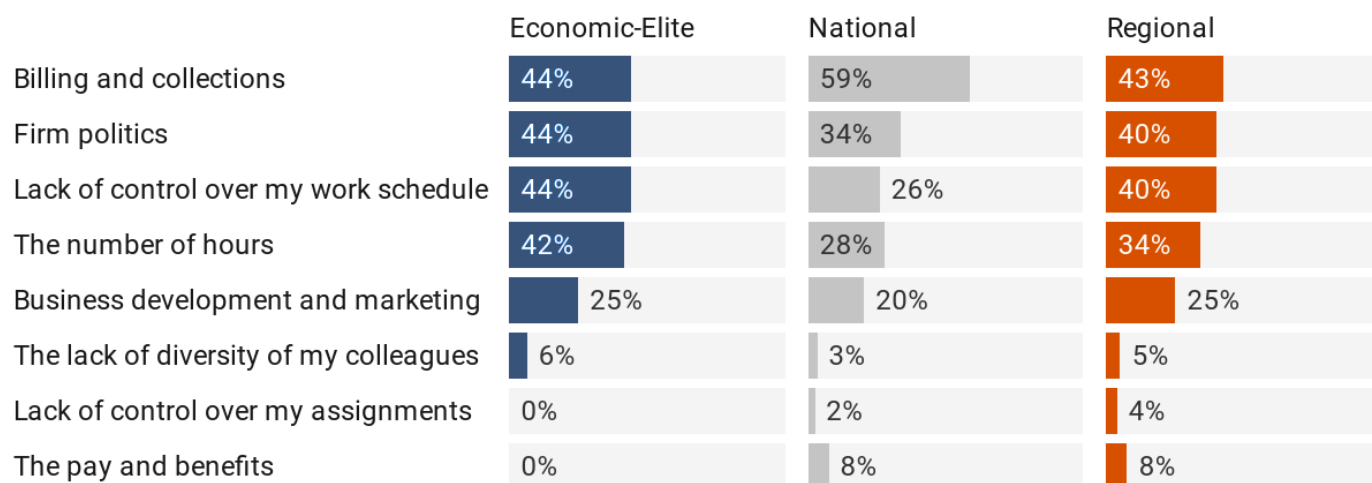
What do you dislike the most about your job? *(continued from previous page)*

Gen X Partners



Note: Percentages do not add up to 100% because respondents could select up to four answer choices. Only selected response options are shown in the chart. See Appendix C for the full results.

Baby Boomer Partners



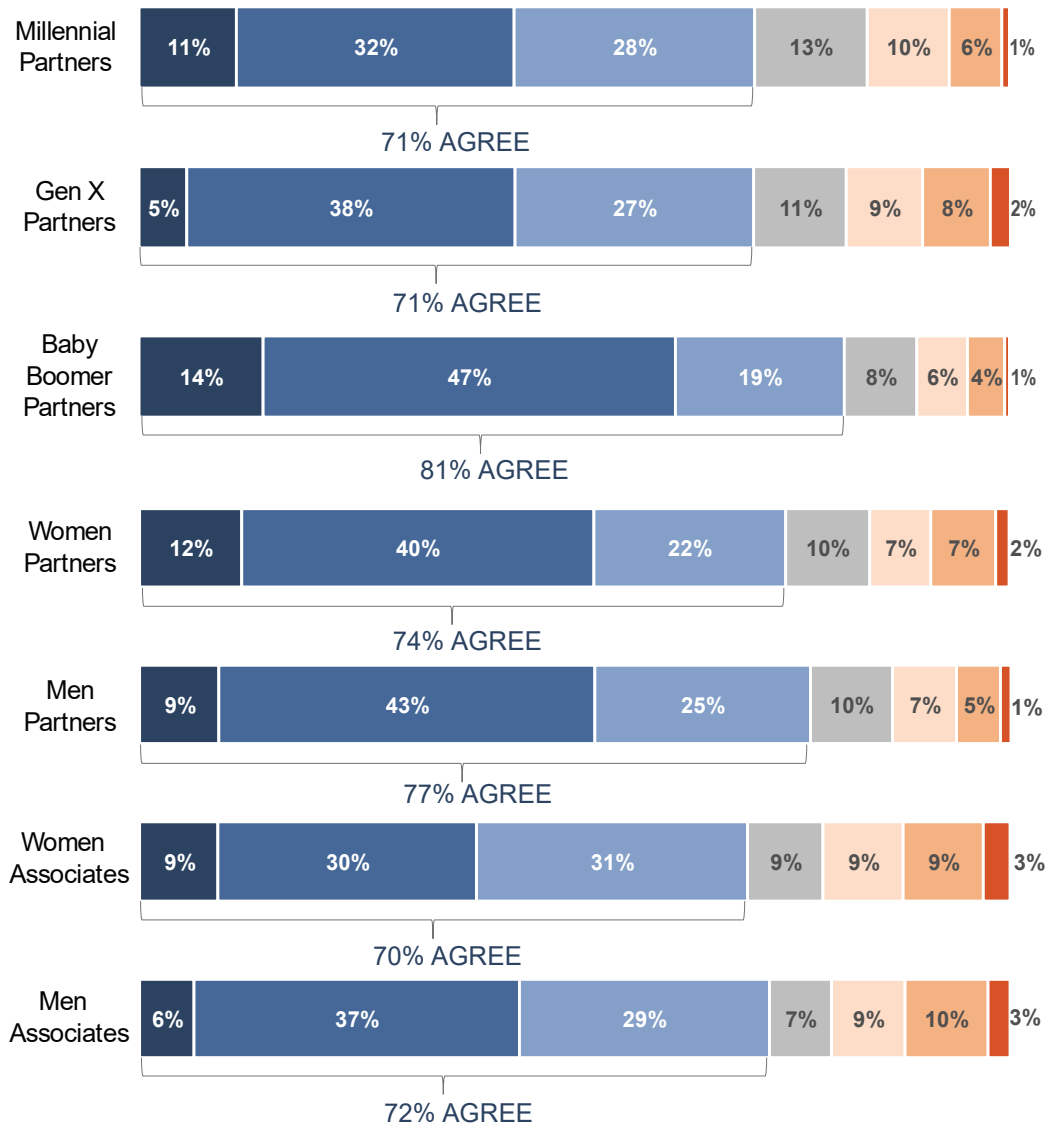
Note: Percentages do not add up to 100% because respondents could select up to four answer choices. Only selected response options are shown in the chart. See Appendix C for the full results.

BUT ARE THEY HAPPY?

This is a population of high-achieving people who, across generations, share many of the same likes and dislikes about their careers. Their lives are busy, complicated, and often stressful. Across all categories at least half express real satisfaction with what they have experienced and how their lives have developed.

As noted earlier in the report, the happiest partners are the oldest ones, the Baby Boomer partners. The least happy partners are their successors, the Generation X partners. The least content group were the associates, with women associates scoring lower than their male colleagues on these quality-of-life questions.

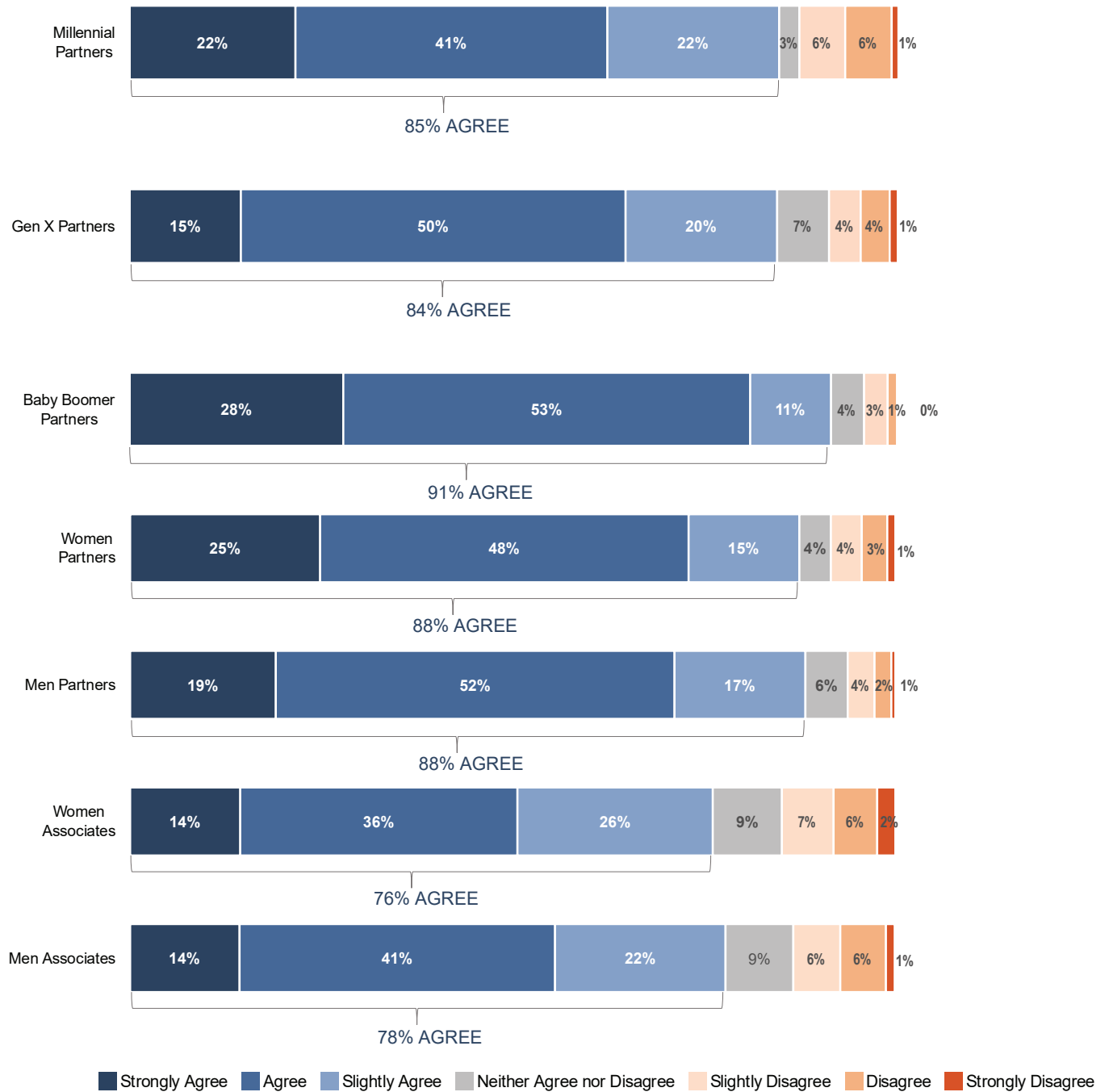
In most ways, my life is close to my ideal.



■ Strongly Agree ■ Agree ■ Slightly Agree ■ Neither Agree nor Disagree ■ Slightly Disagree ■ Disagree ■ Strongly Disagree

Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

So far I have gotten the most important things I want in life.



Note: Percentages have been rounded to the nearest whole percent in the chart. When an aggregate agreement measure is indicated, the non-rounded figures were still used to calculate this figure.

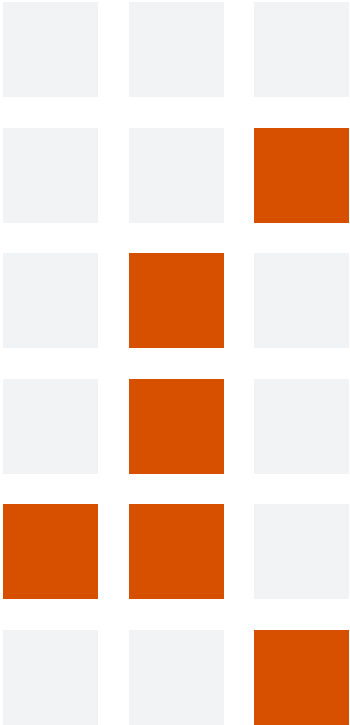
As important, on these two questions only a small percentage of partners and associates expressed real unhappiness with their lives. Among all partners, just 7% strongly disagreed or disagreed with the question about whether their lives were ideal. And in terms of whether they had gotten the important things in life, only 4% disagreed or strongly disagreed. The numbers were a little higher for associates: 13% disagreed with the statement that their lives were ideal and 8% disagreed with the statement that they had gotten the important things in life.

The survey also asked them to agree or disagree with the following statement: I am satisfied with the progress of my career. Among partners 77% strongly agreed or agreed and 7% strongly disagreed or disagreed. Among associates, 72% agreed or strongly agreed and 8% disagreed or strongly disagreed. To put it a little differently, about one-quarter of these lawyers who are practicing at the top of their profession were not satisfied with the progress of their careers. They weren't rending their garments but something was clearly lacking.

When the partners and associates were asked about what they would change, the answers from both groups were similar and familiar to regular observers of the legal market. They wish they could spend less time working, have more time with their families, have more predictable schedules, and feel less pressure to bill hours. They want fairer compensation systems, less emphasis on profitability, relief from administrative burdens, and support for parents of all generations.

But as the character Hyman Roth from *The Godfather Part II* might remind them, this is the life they've chosen. The changes that they desire are completely reasonable and understandable but, in a high-pressure, highly competitive professional services organization, unrealistic. Lawyers can stay or they can go. The firms and their customers seem unlikely to fundamentally change.

Let's be clear: It's not that lawyers don't like their work. Many would just like a little less of it. As one partner put it, "If my job was 8-to-5, I would work until the day I died. I love it. But I work 24/7. Even if I am not billing, I am developing business, attending events, mentoring, managing, reviewing bills, etc. Feels like all I do is 'work'. It is not sustainable." And yet he has no immediate plan to leave and instead will beat on, a boat against the current.



APPENDICES

Appendices A – D contain copies of the survey instruments referenced within this report, along with detailed summaries of the survey results by various partner and associate subgroups. Survey results are not presented for open-ended response questions. All of the survey items were optional; therefore, the number of responses may vary by question throughout the partner and associate subgroups.

For some survey items, such as those for gender and race/ethnicity, a “prefer not to respond” option was available to respondents. Within the report, figures may have been recalculated to exclude those “prefer not to respond” responses; however, they are still reported within the appendices. There are also some instances within the report where only the most frequently reported response options were referenced for a survey item; however, the appendices contain data for the full set of response options. Additionally, some survey items were designed to allow for respondents to select multiple options; therefore, percentages may not add up to 100%. In these cases, the ability to select multiple response options is noted within the text of the question.

Appendices:

- Appendix A: Partner Survey Instrument
- Appendix B: Associate Survey Instrument
- Appendix C: Detailed Summary of Partner Survey Results
- Appendix D: Detailed Summary of Associate Survey Results



APPENDIX A: PARTNER SURVEY INSTRUMENT





Multiple Generations in Law Firms: Working Together (Partner Survey)

NALP has partnered with PP&C Consulting to launch an important new research project, Multiple Generations in Law Firms: Working Together. Our aim is to test some of the conventional wisdom and attempt to surface what is on the minds of the law firm partners who are currently leading firms and the more junior lawyers who will inherit and lead the law firms of the future.

The survey should take only about 10-12 minutes to complete. All survey responses will be anonymous, and the identity of any individual survey respondent will not be known to NALP or to the law firm. Individual law firm or law office results will not be reported publicly. Only aggregate results will be published and distributed, but firms with a sufficient response rate (at least 10 partners and 25 associates) can obtain an anonymized set of their own results.

Thank you for your participation!

1. In 10 years, what job would you like to have?

- | | |
|-------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <input type="radio"/> Partner at current firm | <input type="radio"/> Government service including prosecutor, regulator, or aide to public official |
| <input type="radio"/> Partner at another firm | |
| <input type="radio"/> Counsel at current law firm | <input type="radio"/> Teaching law |
| <input type="radio"/> Solo practitioner | <input type="radio"/> Lawyer at a not-for-profit |
| <input type="radio"/> General counsel or other senior in-house position | <input type="radio"/> Judge |
| <input type="radio"/> Non-legal (business) position at a company | <input type="radio"/> Leading my own company |
| | <input type="radio"/> Retired |
| <input type="radio"/> Other (please specify) | |

2. Did you join the firm as a lateral partner?

- ☐ Yes
- ☐ No

3. If Yes, did you come from:

- | | |
|----------------------------------------------------------------|----------------------------------------------------|
| <input type="radio"/> Another firm where you were a partner | <input type="radio"/> An in-house counsel position |
| <input type="radio"/> Another firm where you were an associate | <input type="radio"/> A business position |
| <input type="radio"/> Another firm where you were a counsel | <input type="radio"/> Government position |
| <input type="radio"/> Other (please specify) | |

4. If No, when did you join the firm?

- ☐ Directly after working here as a summer associate ☐ After lateraling here as an associate from another firm
- ☐ After a judicial clerkship ☐ After working as an in-house counsel
- ☐ Directly from law school but not as a summer associate here ☐ After working in a government position
- ☐ Other (please specify)

5. Which of the following factors were the most important when you decided to join your current firm? (Please select up to four.)

- | | |
|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Income | <input type="checkbox"/> Firm reputation |
| <input type="checkbox"/> Interesting or challenging work | <input type="checkbox"/> Diversity among lawyers |
| <input type="checkbox"/> Firm atmosphere and culture | <input type="checkbox"/> Promise of healthy work-life balance |
| <input type="checkbox"/> Pro bono opportunities | <input type="checkbox"/> Family friendly benefits—subsidized day care, flexible work schedule, parental leave, etc. |
| <input type="checkbox"/> Platform for my practice, including absence of conflicts | <input type="checkbox"/> Financial stability of the firm |
| <input type="checkbox"/> Other (please specify) | |

6. Before you were promoted to partner, did you have a mentor or a sponsor at the firm who looked out for your career?

- ☐ Yes
- ☐ No

7. Now that you are a partner, do you act currently as a mentor or a sponsor to associates or counsel at the firm?

- ☐ Yes
- ☐ No

8. If yes, how many associates are you mentoring?

- ☐ 1
- ☐ 2-4
- ☐ More than 4

9. If yes, how did you become a mentor?

- ☐ The firm assigned associates to me
- ☐ The relationships developed naturally out of our work
- ☐ Both firm assignment and developed naturally

10. Do you feel that you have adequate control over your time and matters?

Always Neutral Never



11. It is important to me to find meaning in my work.

Strongly agree Neutral Strongly disagree



12. In your experience how aligned are your personal values generally with the legal and business values of your clients?

- ☐ Closely aligned
- ☐ Somewhat aligned
- ☐ Not aligned at all

13. In your experience how aligned are your personal values generally with the values of your firm?

- ☐ Closely aligned
- ☐ Somewhat aligned
- ☐ Not aligned at all

14. Have you made close friends at your firm?

- ☐ Yes
- ☐ No

15. How important is it to you to feel part of a meaningful and satisfying community at your firm?

Not important Extremely important



16. How long do you plan to remain at your firm?

- ☐ Less than 1 year
- ☐ 1-2 years
- ☐ 3-5 years
- ☐ More than 5 years
- ☐ I don't know

17. How often does your work schedule permit you to spend a satisfactory amount of time with your spouse, significant other, family, and/or friends?

Always Never



18. How long will you be able to sustain your current work schedule?

- ☐ < One year
- ☐ 1-3 years
- ☐ 3-7 years
- ☐ My entire career
- ☐ I don't know

19. I expect my work to be a central part of my life.

Strongly Agree Strongly Disagree



20. I am satisfied with the progress of my career.

Strongly Agree Strongly Disagree



21. What do you like most about your job? (Please select up to four.)

- | | |
|-------------------------------------------------------------------|-------------------------------------------------------------------------|
| <input type="checkbox"/> The intellectual challenge | <input type="checkbox"/> The prestige of this firm |
| <input type="checkbox"/> My practice area | <input type="checkbox"/> The diversity of my colleagues |
| <input type="checkbox"/> My colleagues | <input type="checkbox"/> The recognition I receive for doing a good job |
| <input type="checkbox"/> The pay and benefits | <input type="checkbox"/> The opportunities for advancement |
| <input type="checkbox"/> My work schedule | <input type="checkbox"/> The clients with whom I work |
| <input type="checkbox"/> The partner or partners with whom I work | |
| <input type="checkbox"/> Other (please specify) | |

22. What do you dislike the most about your job? (Please select up to four.)

- ☐ The number of hours
- ☐ My practice area
- ☐ Lack of control over my work schedule
- ☐ Lack of control over my assignments
- ☐ The associates with whom I work
- ☐ The partners with whom I work
- ☐ The lack of diversity of my colleagues
- ☐ Other (please specify)
- ☐ Billing and collections
- ☐ Firm politics
- ☐ The pay and benefits
- ☐ Business development and marketing
- ☐ The clients with whom I work
- ☐ Nothing

23. How often are you bored with your work?

Always

Never

24. What are the main reasons that associates leave your firm ? (Please select up to four.)

- ☐ They found better opportunities elsewhere
- ☐ The firm did not do the kind of work they wanted to pursue
- ☐ The workload was too heavy
- ☐ Family or personal obligations led them to leave
- ☐ They had performance-related issues
- ☐ They did not receive adequate training or mentoring
- ☐ They wanted to live elsewhere
- ☐ They did not bill sufficient hours to succeed
- ☐ Other (please specify)
- ☐ They did not like the firm
- ☐ They did not like the work
- ☐ They wanted a different work/life balance
- ☐ They wanted a workplace with more diversity
- ☐ They no longer wanted to practice law
- ☐ They had problematic relationships with other lawyers at the firm
- ☐ They lacked the drive necessary to succeed
- ☐ I don't know or have an opinion

25. To what extent do you agree with the following statements:

	Strongly Agree					Strongly Disagree
The younger lawyers in my firm work as hard as my classmates did.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The younger lawyers in my firm are just as good at their jobs as my classmates were.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The younger lawyers in my firm are not as ambitious as my classmates were.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The younger lawyers in my firm expect too much from the firm.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The younger lawyers in my firm put their own needs and interests ahead of those of the firm and our clients.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Our firm worries too much about what our younger lawyers think.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. How often would you think formal feedback to the associates and counsel with whom you work should be required??

<input type="radio"/> Annually	<input type="radio"/> Weekly
<input type="radio"/> Semi-annually	<input type="radio"/> At the conclusion of every assignment
<input type="radio"/> Quarterly	<input type="radio"/> The system does not need to change
<input type="radio"/> Monthly	

27. If you worked on a pro bono matter in the last 24 months, how did the pro bono work compare to your regular assignments?

<input type="radio"/> About as satisfying	<input type="radio"/> No opinion
<input type="radio"/> Less satisfying	<input type="radio"/> I have not worked on any pro bono matters
<input type="radio"/> More satisfying	

28. On average, how often do you spend a meaningful amount of time working from home? (Please check all that apply)

- ☐ One day each week
- ☐ 2-3 days each week
- ☐ One night each week
- ☐ 2-3 nights each week
- ☐ Part of each weekend
- ☐ Never
- ☐ Other (please specify)

29. Are you satisfied with your firm's approach to cyber security?

- ☐ Yes
- ☐ No
- ☐ I don't know

30. If not, what would you like improved?

31. Do you see opportunities to use technology to provide additional value to your firm's clients?

- ☐ Yes
- ☐ No

32. If yes, please describe

33. To what extent do you agree with the following statements

	Strongly Agree	Agree	Slightly Agree	Neither Agree Nor Disagree	Slightly Disagree	Disagree	Strongly Disagree
In most ways, my life is close to my ideal.	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
So far I have gotten the most important things I want in life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

34. If you could change one thing about your career what would it be?

35. If you could change one thing about your firm, what would it be?

* 36. Gender

- ☐ Male
 ☐ I identify as transgender
- ☐ Female
 ☐ I prefer not to respond
- ☐ I do not identify as male or female

* 37. In what year were you born? (enter 4-digit birth year; for example, 1976)

* 38. Position at law firm

- ☐ Counsel
- ☐ Non-equity partner
- ☐ Equity partner

*** 39. Race/ethnicity**

- | | |
|-------------------------------------------------|-----------------------------------------------------------------|
| <input type="radio"/> White or Caucasian | <input type="radio"/> American Indian or Alaska Native |
| <input type="radio"/> Black or African American | <input type="radio"/> Native Hawaiian or other Pacific Islander |
| <input type="radio"/> Hispanic or Latino | <input type="radio"/> Two or more races |
| <input type="radio"/> Asian or Asian American | <input type="radio"/> I prefer not to respond |

40. Marital status

- | | |
|---------------------------------------------------|-----------------------------------------------------------|
| <input type="radio"/> Married | <input type="radio"/> Unmarried but living with a partner |
| <input type="radio"/> Unmarried and never married | <input type="radio"/> I prefer not to respond |
| <input type="radio"/> Unmarried and divorced | |

41. Children

- ☐ None
- ☐ One
- ☐ Two
- ☐ More than two

*** 42. City where you practice**

- | | |
|----------------------------------------------|-------------------------------------------|
| <input type="radio"/> Atlanta | <input type="radio"/> New York City |
| <input type="radio"/> Austin | <input type="radio"/> Orlando/Winter Park |
| <input type="radio"/> Baltimore | <input type="radio"/> Ottawa |
| <input type="radio"/> Boston | <input type="radio"/> Philadelphia |
| <input type="radio"/> Calgary | <input type="radio"/> Phoenix |
| <input type="radio"/> Chicago | <input type="radio"/> Pittsburgh |
| <input type="radio"/> Columbus | <input type="radio"/> San Diego |
| <input type="radio"/> Dallas | <input type="radio"/> San Francisco |
| <input type="radio"/> Denver | <input type="radio"/> Seattle |
| <input type="radio"/> Houston | <input type="radio"/> St. Louis |
| <input type="radio"/> Indianapolis | <input type="radio"/> Tampa |
| <input type="radio"/> Los Angeles | <input type="radio"/> Toronto |
| <input type="radio"/> Miami | <input type="radio"/> Vancouver |
| <input type="radio"/> Minneapolis/St. Paul | <input type="radio"/> Washington, DC |
| <input type="radio"/> Montreal | |
| <input type="radio"/> Other (please specify) | |

*** 43. Size of your law firm**☐ <100☐ 501-1000☐ 101-250☐ 1001-1500☐ 251-500☐ >1500*** 44. Size of the office where you work**☐ <50☐ 51-100☐ 101-250☐ >250*** 45. In what year did you graduate from law school? (enter 4-digit year; for example, 1986)****46. For how many employers have you worked since graduation from law school?****47. For how many law firms have you worked since graduation from law school?****48. Main practice area**



APPENDIX B: ASSOCIATE SURVEY INSTRUMENT



Multiple Generations in Law Firms: Working Together (Associate Survey)

NALP has partnered with PP&C Consulting to launch an important new research project, Multiple Generations in Law Firms: Working Together. Our aim is to test some of the conventional wisdom and attempt to surface what is on the minds of the law firm partners who are currently leading firms and the more junior lawyers who will inherit and lead the law firms of the future.

The survey should take only about 10-12 minutes to complete. All survey responses will be anonymous, and the identity of any individual survey respondent will not be known to NALP or to the law firm. Individual law firm or law office results will not be reported publicly. Only aggregate results will be published and distributed, but firms with a sufficient response rate (at least 10 partners and 25 associates) can obtain an anonymized set of their own results.

Thank you for your participation!

1. Which of the following factors were the most important in deciding to accept your current job? (Please select up to four.)

- | | |
|------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Salary | <input type="checkbox"/> Diversity among lawyers |
| <input type="checkbox"/> Interesting work | <input type="checkbox"/> Geographic location |
| <input type="checkbox"/> Firm atmosphere and culture | <input type="checkbox"/> Promise of healthy work-life balance |
| <input type="checkbox"/> Pro bono opportunities | <input type="checkbox"/> Family friendly benefits—subsidized day care, flexible work schedule, parental leave, etc. |
| <input type="checkbox"/> Firm's training program | <input type="checkbox"/> Financial stability of the firm |
| <input type="checkbox"/> Improving my resume by working for a prestigious law firm | <input type="checkbox"/> Outplacement program |
| <input type="checkbox"/> Possibility for advancement | |
| <input type="checkbox"/> Other (please specify) | |

2. I am satisfied with the progress of my career.

Strongly Agree

Strongly Disagree

☐ ☐ ☐ ☐ ☐

3. Does your firm offer formal training in substantive legal work?

- ☐ Yes
- ☐ No

4. If yes, how valuable is the training?

Not at all valuableExtremely valuable

5. Does your firm offer formal training in Business Development and Client Relationship Building?

- ☐ Yes
- ☐ No

6. If yes, how valuable is the training?

Not at all valuableExtremely valuable

7. Does your firm offer formal training in Practice Management?

- ☐ Yes
- ☐ No

8. If yes, how valuable is the training?

Not at all valuableExtremely valuable

9. In what areas do you wish you had been trained early in your career?

☐ Basic technology, such as Excel, Power Point, etc.

☐ Financial literacy

☐ Business Development

☐ Legal technology skills, such as e-discovery, contract analysis, etc.

☐ Communication

☐ Managing teams

☐ Other (please specify)

10. Which of the following methods do you believe is the most effective for firmwide communications? Please choose one.

- | | |
|--------------------------------------------------------|--------------------------------------------------|
| <input type="radio"/> Email | <input type="radio"/> Town hall meetings |
| <input type="radio"/> Distributed print communications | <input type="radio"/> Website posts |
| <input type="radio"/> In-person small group meetings | <input type="radio"/> Instant messages |
| <input type="radio"/> Voice mail | <input type="radio"/> Firm's own message channel |
| <input type="radio"/> One on one meetings | |
| <input type="radio"/> Other (please specify) | |

11. Do you have a mentor or a sponsor at the firm whom you think is looking out for your career?

- ☐ Yes
- ☐ No

12. If you have a mentor or sponsor, how did this relationship develop?

- ☐ The firm assigned one to me
- ☐ The relationship developed out of working together
- ☐ Other (please specify)

13. In 10 years, what job would you like to have?

- | | |
|------------------------------------------------------------------------------------------------------|--------------------------------------------------|
| <input type="radio"/> Partner at current firm | <input type="radio"/> Teaching law |
| <input type="radio"/> Partner at another firm | <input type="radio"/> Lawyer at a not-for-profit |
| <input type="radio"/> Permanent associate or counsel at a law firm | <input type="radio"/> Judge |
| <input type="radio"/> Solo practitioner | <input type="radio"/> Leading my own company |
| <input type="radio"/> In-house counsel | <input type="radio"/> Retired |
| <input type="radio"/> Non-legal (business) position at a company | <input type="radio"/> I don't know |
| <input type="radio"/> Government service including prosecutor, regulator, or aide to public official | |
| <input type="radio"/> Other (please specify) | |

14. At your firm, are you aware of partners whose careers and lives you would like to emulate? In other words, do you see viable role models?

- ☐ Yes
- ☐ No

15. It is important to me to find meaning in my work.

Strongly agree

Strongly disagree



16. In your experience how aligned have your personal values been with the legal and business values of your clients?

- ☐ Closely aligned
- ☐ Somewhat aligned
- ☐ Not aligned at all

17. In your experience how aligned have your personal values been with the values of your firm?

- ☐ Closely aligned
- ☐ Somewhat aligned
- ☐ Not aligned at all

18. Have you made close friends at your firm?

- ☐ Yes
- ☐ No

19. How important is it to you to feel part of a meaningful and satisfying community at your firm?

Not important

Extremely important



20. How often does your work schedule permit you to spend a satisfactory amount of time with your spouse, significant other, family, and/or friends?

Never Always



21. How long will you be able to sustain your current schedule?

- | | |
|----------------------------------|----------------------------------------|
| <input type="radio"/> < One year | <input type="radio"/> My entire career |
| <input type="radio"/> 1-3 years | <input type="radio"/> I don't know |
| <input type="radio"/> 3-7 years | |

22. How long do you plan to remain at your current firm?

- | | |
|----------------------------------------|-----------------------------------------|
| <input type="radio"/> Less than 1 year | <input type="radio"/> More than 5 years |
| <input type="radio"/> 1-2 years | <input type="radio"/> I don't know |
| <input type="radio"/> 3-5 year | |

23. Getting promoted to partner is important to me

Strongly agree Strongly disagree



24. If you do not become a partner, would you like to remain at your current firm in another capacity?

- ☐ Yes
- ☐ No
- ☐ I don't know

25. I expect my work to be a central part of my life

Strongly agree Strongly disagree



26. What do you like most about your job? (Please select up to four.)

- | | |
|------------------------------------------------------------------|-------------------------------------------------------------------------|
| <input type="checkbox"/> The intellectual challenge | <input type="checkbox"/> The prestige of this firm |
| <input type="checkbox"/> My practice area | <input type="checkbox"/> The diversity of my colleagues |
| <input type="checkbox"/> The associates with whom I work | <input type="checkbox"/> The recognition I receive for doing a good job |
| <input type="checkbox"/> The pay and benefits | <input type="checkbox"/> The opportunities for advancement |
| <input type="checkbox"/> My work schedule | <input type="checkbox"/> The clients with whom I work |
| <input type="checkbox"/> The partner or partners for whom I work | |
| <input type="checkbox"/> Other (please specify) | |

27. What do you dislike the most about your job? (Please select up to four.)

- | | |
|------------------------------------------------------------------|-----------------------------------------------------------------|
| <input type="checkbox"/> The number of hours | <input type="checkbox"/> The lack of diversity of my colleagues |
| <input type="checkbox"/> My practice area | <input type="checkbox"/> Firm politics |
| <input type="checkbox"/> Lack of control over my work schedule | <input type="checkbox"/> The pay and benefits |
| <input type="checkbox"/> Lack of control over my assignments | <input type="checkbox"/> Business development and marketing |
| <input type="checkbox"/> The associates with whom I work | <input type="checkbox"/> The clients with whom I work |
| <input type="checkbox"/> The partner or partners for whom I work | <input type="checkbox"/> Nothing |
| <input type="checkbox"/> Other (please specify) | |

28. 1. I am bored with my work

Never

Frequently

☐ ☐ ☐ ☐ ☐

29. Thinking about lawyers with whom you started who have left the firm, why do you think they went elsewhere? (Please select up to four.)

- | | |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|
| <input type="checkbox"/> They found better opportunities elsewhere | <input type="checkbox"/> They did not like the firm |
| <input type="checkbox"/> The firm did not do the kind of work they wanted to pursue | <input type="checkbox"/> They did not like the work |
| <input type="checkbox"/> The workload was too heavy | <input type="checkbox"/> They wanted a different work/life balance |
| <input type="checkbox"/> Family or personal obligations led them to leave | <input type="checkbox"/> They wanted a workplace with more diversity |
| <input type="checkbox"/> They had performance-related issues | <input type="checkbox"/> They no longer wanted to practice law |
| <input type="checkbox"/> They did not receive adequate training or mentoring | <input type="checkbox"/> They had problematic relationships with other lawyers at the firm |
| <input type="checkbox"/> They wanted to live elsewhere | <input type="checkbox"/> They lacked the drive necessary to succeed |
| <input type="checkbox"/> They did not bill sufficient hours to succeed | <input type="checkbox"/> I don't know or have an opinion |
| <input type="checkbox"/> Other (please specify) | |

30. Would you consider accepting a lower paying job if you were permitted to work substantially fewer hours?

- ☐ Yes
- ☐ No

31. If yes, how big a pay cut would you accept?

- ☐ < 10 percent
- ☐ 10-25 percent
- ☐ >25 percent

32. Do you receive an adequate amount of feedback on your performance?

- ☐ Yes
- ☐ No

33. If you could change your firm's review system, how often would you receive formal feedback?

- | | |
|-------------------------------------|-------------------------------------------------------------|
| <input type="radio"/> Annually | <input type="radio"/> Weekly |
| <input type="radio"/> Semi-annually | <input type="radio"/> At the conclusion of every assignment |
| <input type="radio"/> Quarterly | <input type="radio"/> No need to change the review system |
| <input type="radio"/> Monthly | |

34. What, if anything, is missing from the feedback that you receive?

35. If you worked on a pro bono matter in the last 24 months, how did the pro bono work compare to your regular assignments?

- | | |
|-------------------------------------------|-----------------------------------------------------------------|
| <input type="radio"/> About as satisfying | <input type="radio"/> No opinion |
| <input type="radio"/> Less satisfying | <input type="radio"/> I have not worked on any pro bono matters |
| <input type="radio"/> More satisfying | |

36. On average, how often do you spend a meaningful amount of time—two hours or more—working from home?
(Please check all that apply)

- | | |
|-------------------------------------------------|-----------------------------------------------|
| <input type="checkbox"/> One day each week | <input type="checkbox"/> 2-3 nights each week |
| <input type="checkbox"/> 2-3 days each week | <input type="checkbox"/> Part of each weekend |
| <input type="checkbox"/> One night each week | <input type="checkbox"/> Never |
| <input type="checkbox"/> Other (please specify) | |

37. How do you feel about the amount of time you spend working from home?

- ☐ I spend too much time working from home
- ☐ I would prefer to spend more time working from home -- and less in the office
- ☐ The time I spend working from home seems about right

38. Are you satisfied with the firm's technology?

- ☐ Yes
- ☐ No

39. If No, what would you like to see improved?

40. Do you see opportunities to use technology to provide additional value to your firm's clients?

- ☐ Yes
- ☐ No

41. If yes, please describe.

42. To what extent do you agree with the following

	Strongly agree	Agree	Slightly agree	Neither agree nor disagree	Slightly disagree	Disagree	Strongly disagree
In most ways, my life is close to my ideal.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
So far I have gotten the most important things I want in life.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

43. If you could change one thing about your career what would it be?

44. If you could change one thing about working in a law firm, what would it be?

*** 45. Gender**

- ☐ Male ☐ I identify as transgender
- ☐ Female ☐ Prefer not to respond
- ☐ I do not identify as male or female

*** 46. In what year were you born? (enter 4-digit birth year; for example, 1976)***** 47. Position at law firm**

- ☐ Associate
- ☐ Counsel
- ☐ Staff Attorney
- ☐ Other (please specify)

*** 48. Race/ethnicity**

- ☐ White or Caucasian ☐ American Indian or Alaska Native
- ☐ Black or African American ☐ Native Hawaiian or other Pacific Islander
- ☐ Hispanic or Latino ☐ Two or more races
- ☐ Asian or Asian American ☐ Prefer not to respond

49. Marital status

- ☐ Married ☐ Unmarried but living with a partner
- ☐ Unmarried and never married ☐ Prefer not to respond
- ☐ Unmarried and divorced

50. Children

- ☐ None
- ☐ One
- ☐ Two
- ☐ More than two

*** 51. City/metropolitan area where you practice:**

- | | |
|----------------------------------------------|-------------------------------------------|
| <input type="radio"/> Atlanta | <input type="radio"/> New York City |
| <input type="radio"/> Austin | <input type="radio"/> Orlando/Winter Park |
| <input type="radio"/> Baltimore | <input type="radio"/> Ottawa |
| <input type="radio"/> Boston | <input type="radio"/> Philadelphia |
| <input type="radio"/> Calgary | <input type="radio"/> Phoenix |
| <input type="radio"/> Chicago | <input type="radio"/> Pittsburgh |
| <input type="radio"/> Columbus | <input type="radio"/> San Diego |
| <input type="radio"/> Dallas | <input type="radio"/> San Francisco |
| <input type="radio"/> Denver | <input type="radio"/> Seattle |
| <input type="radio"/> Houston | <input type="radio"/> St. Louis |
| <input type="radio"/> Indianapolis | <input type="radio"/> Tampa |
| <input type="radio"/> Los Angeles | <input type="radio"/> Toronto |
| <input type="radio"/> Miami | <input type="radio"/> Washington, DC |
| <input type="radio"/> Minneapolis/St. Paul | <input type="radio"/> Vancouver |
| <input type="radio"/> Montreal | |
| <input type="radio"/> Other (please specify) | |

*** 52. Size of your firm:**

- | | |
|-------------------------------|---------------------------------|
| <input type="radio"/> <100 | <input type="radio"/> 501-1000 |
| <input type="radio"/> 101-250 | <input type="radio"/> 1001-1500 |
| <input type="radio"/> 251-500 | <input type="radio"/> >1500 |

* 53. Size of the office where you work:

- ☐ <50
- ☐ 51-100
- ☐ 101-250
- ☐ >250

* 54. In what year did you graduate from law school? (enter 4-digit year; for example, 1996)

55. For how many employers have you worked since graduation from law school?

56. For how many law firms have you worked since graduation from law school?

57. Main practice area



APPENDIX C: DETAILED SUMMARY OF PARTNER SURVEY REPORTS



Question 1. In 10 years, what job would you like to have?

Partner Subset	Partner at current firm (%)	Partner at another firm (%)	Counsel at current law firm (%)	Solo practitioner (%)	General counsel or other senior in-house position (%)	Non-legal (business) position at a company (%)	Government service including prosecutor, regulator, or aide to public official (%)
Partners – All	52.0%	0.7%	2.0%	0.3%	3.6%	1.2%	0.7%
Men Partners	53.1%	0.5%	2.0%	0.2%	2.7%	1.0%	0.5%
Women Partners	51.2%	1.1%	1.4%	0.3%	4.9%	1.6%	1.1%
Millennial Partners – All	73.9%	0.9%	0.9%	0.0%	6.1%	2.6%	2.6%
Millennial Partners – Men	79.1%	0.0%	1.5%	0.0%	4.5%	1.5%	1.5%
Millennial Partners – Women	68.9%	2.2%	0.0%	0.0%	6.7%	4.4%	4.4%
Gen X Partners – All	67.5%	0.8%	1.3%	0.7%	4.9%	1.6%	0.3%
Gen X Partners – Men	72.7%	0.5%	0.8%	0.5%	4.8%	2.1%	0.3%
Gen X Partners – Women	60.1%	1.4%	1.9%	0.5%	5.2%	0.9%	0.5%
Baby Boomer Partners – All	30.8%	0.4%	2.7%	0.0%	1.2%	0.4%	0.4%
Baby Boomer Partners – Men	31.6%	0.5%	3.3%	0.0%	0.5%	0.0%	0.3%
Baby Boomer Partners – Women	26.2%	0.0%	0.9%	0.0%	3.7%	1.9%	0.9%
Partners at Economic Elite Firms	47.9%	0.0%	3.0%	0.0%	2.4%	1.2%	2.4%
Partners at National Firms	51.9%	0.9%	1.6%	0.4%	3.9%	1.3%	0.5%
Partners at Regional Firms	55.6%	0.5%	3.2%	0.0%	2.8%	0.9%	0.5%
New York City Partners	56.9%	0.0%	2.4%	0.0%	1.2%	0.6%	0.6%
Non-New York City Partners	51.8%	0.7%	1.7%	0.4%	3.7%	1.3%	0.6%

(continued)

Partner Subset	Teaching law (%)	Lawyer at a not-for-profit (%)	Judge (%)	Leading my own company (%)	Retired (%)	Other (%)	Total N
Partners – All	1.2%	0.7%	2.2%	1.7%	29.0%	4.7%	1,382
Men Partners	1.0%	0.4%	2.2%	1.7%	31.1%	3.7%	865
Women Partners	1.1%	0.8%	3.0%	1.9%	25.6%	6.0%	367
Millennial Partners – All	2.6%	0.9%	5.2%	2.6%	0.0%	1.7%	115
Millennial Partners – Men	3.0%	0.0%	6.0%	3.0%	0.0%	0.0%	67
Millennial Partners – Women	2.2%	0.0%	4.4%	2.2%	0.0%	4.4%	45
Gen X Partners – All	0.7%	0.7%	3.6%	2.8%	10.2%	5.0%	615
Gen X Partners – Men	0.8%	0.3%	3.5%	2.7%	7.8%	3.2%	374
Gen X Partners – Women	0.5%	1.4%	4.2%	2.8%	13.6%	7.0%	213
Baby Boomer Partners – All	1.2%	0.4%	0.4%	0.6%	56.7%	5.0%	517
Baby Boomer Partners – Men	1.0%	0.5%	0.5%	0.8%	56.4%	4.8%	399
Baby Boomer Partners – Women	1.9%	0.0%	0.0%	0.0%	59.8%	4.7%	107
Partners at Economic Elite Firms	0.0%	0.6%	0.6%	0.0%	34.9%	7.1%	169
Partners at National Firms	1.3%	0.6%	2.5%	2.0%	28.6%	4.5%	997
Partners at Regional Firms	1.4%	0.9%	2.3%	1.9%	26.4%	3.7%	216
New York City Partners	0.0%	0.0%	1.2%	2.4%	30.5%	4.2%	167
Non-New York City Partners	1.2%	0.6%	2.5%	1.7%	29.0%	4.8%	1,107

Question 2. Did you join the firm as a lateral partner?

Partner Subset	Yes (%)	No (%)	Total N
Partners — All	47.5%	52.5%	1,387
Men Partners	52.1%	47.9%	867
Women Partners	40.7%	59.3%	366
Millennial Partners — All	12.1%	87.9%	116
Millennial Partners — Men	11.8%	88.2%	68
Millennial Partners — Women	13.3%	86.7%	45
Gen X Partners — All	39.4%	60.6%	617
Gen X Partners — Men	41.6%	58.4%	375
Gen X Partners — Women	38.3%	61.7%	214
Baby Boomer Partners — All	64.1%	35.9%	515
Baby Boomer Partners — Men	66.7%	33.3%	399
Baby Boomer Partners — Women	56.2%	43.8%	105
Partners at Economic Elite Firms	28.8%	71.2%	170
Partners at National Firms	54.2%	45.9%	1,001
Partners at Regional Firms	31.5%	68.5%	216
New York City Partners	55.2%	44.9%	165
Non-New York City Partners	46.9%	53.2%	1,110

Question 3. If yes, did you come from:

Partner Subset	Another firm where you were a partner (%)	Another firm where you were an associate (%)	Another firm where you were a counsel (%)	An in-house counsel position (%)	A business position (%)	Government position (%)	Other (%)	Total N
Partners – All	78.7%	6.6%	5.7%	3.4%	0.3%	3.0%	2.3%	700
Men Partners	82.1%	5.9%	4.4%	2.9%	0.2%	2.1%	2.3%	476
Women Partners	70.4%	6.9%	10.1%	4.4%	0.6%	5.7%	1.9%	159
Millennial Partners – All	41.2%	35.3%	11.8%	5.9%	0.0%	0.0%	5.9%	17
Millennial Partners – Men	30.0%	50.0%	10.0%	10.0%	0.0%	0.0%	0.0%	10
Millennial Partners – Women	57.1%	14.3%	14.3%	0.0%	0.0%	0.0%	14.3%	7
Gen X Partners – All	76.4%	8.8%	6.8%	4.6%	0.4%	2.3%	0.8%	263
Gen X Partners – Men	77.9%	9.3%	4.7%	4.1%	0.6%	2.3%	1.2%	172
Gen X Partners – Women	72.1%	8.1%	11.6%	5.8%	0.0%	2.3%	0.0%	86
Baby Boomer Partners – All	83.3%	2.9%	5.0%	2.4%	0.0%	3.8%	2.6%	341
Baby Boomer Partners – Men	86.4%	2.2%	4.4%	2.2%	0.0%	2.2%	2.6%	272
Baby Boomer Partners – Women	70.3%	4.7%	7.8%	3.1%	0.0%	10.9%	3.1%	64
Partners at Economic Elite Firms	75.0%	5.8%	3.9%	9.6%	0.0%	5.8%	0.0%	52
Partners at National Firms	78.8%	6.6%	5.9%	3.0%	0.4%	3.1%	2.3%	576
Partners at Regional Firms	80.6%	6.9%	5.6%	2.8%	0.0%	0.0%	4.2%	72
New York City Partners	76.5%	5.1%	10.2%	7.1%	0.0%	1.0%	0.0%	98
Non-New York City Partners	79.9%	6.4%	4.9%	2.6%	0.4%	3.3%	2.6%	547

Question 4. If no, when did you join the firm?

Partner Subset	Directly after working here as a summer associate (%)	After a judicial clerkship (%)	Directly from law school but not as a summer associate here (%)	After lateralizing here as an associate from another firm (%)	After working as an in-house counsel (%)	After working in a government position (%)	Other (%)	Total N
Partners – All	33.2%	8.6%	8.6%	37.3%	2.4%	4.0%	6.0%	721
Men Partners	29.3%	8.8%	10.2%	38.3%	2.4%	4.4%	6.6%	410
Women Partners	37.8%	9.5%	7.7%	32.4%	2.7%	4.5%	5.4%	222
Millennial Partners – All	40.6%	11.9%	4.0%	40.6%	1.0%	0.0%	2.0%	101
Millennial Partners – Men	35.6%	13.6%	6.8%	40.7%	0.0%	0.0%	3.4%	59
Millennial Partners – Women	46.2%	10.3%	0.0%	41.0%	2.6%	0.0%	0.0%	39
Gen X Partners – All	31.9%	8.1%	7.3%	41.9%	1.9%	4.3%	4.6%	370
Gen X Partners – Men	30.2%	7.6%	7.1%	42.9%	1.9%	4.7%	5.7%	212
Gen X Partners – Women	35.6%	9.6%	8.2%	36.3%	2.2%	4.4%	3.7%	135
Baby Boomer Partners – All	28.7%	8.5%	16.0%	27.1%	4.3%	6.4%	9.0%	188
Baby Boomer Partners – Men	25.4%	9.0%	17.2%	30.6%	4.5%	6.0%	7.5%	134
Baby Boomer Partners – Women	37.5%	8.3%	12.5%	14.6%	4.2%	8.3%	14.6%	48
Partners at Economic Elite Firms	43.7%	14.3%	11.8%	21.9%	0.8%	4.2%	3.4%	119
Partners at National Firms	26.9%	7.5%	7.7%	43.1%	3.3%	4.0%	7.5%	453
Partners at Regional Firms	43.6%	7.4%	8.7%	32.2%	0.7%	4.0%	3.4%	149
New York City Partners	16.4%	11.0%	6.8%	50.7%	2.7%	6.8%	5.5%	73
Non-New York City Partners	34.2%	8.5%	9.5%	35.7%	2.4%	3.9%	5.9%	591

Question 5. Which of the following factors were the most important when you decided to join your current firm?
(Please select up to four.)

Partner Subset	Income (%)	Interesting or challenging work (%)	Firm atmosphere and culture (%)	Pro bono opportunities (%)	Platform for my practice, including absence of conflicts (%)	Firm reputation (%)
Partners – All	48.7%	51.1%	73.5%	2.3%	33.2%	55.0%
Men Partners	51.9%	49.9%	74.6%	2.2%	36.3%	54.9%
Women Partners	40.0%	56.3%	72.8%	2.5%	28.8%	56.8%
Millennial Partners – All	65.5%	58.6%	81.9%	4.3%	19.0%	68.1%
Millennial Partners – Men	72.1%	54.4%	85.3%	5.9%	16.2%	67.7%
Millennial Partners – Women	57.8%	66.7%	75.6%	2.2%	22.2%	68.9%
Gen X Partners – All	50.8%	55.8%	73.1%	2.3%	33.5%	54.5%
Gen X Partners – Men	54.8%	54.8%	73.4%	2.1%	37.8%	54.5%
Gen X Partners – Women	44.4%	57.9%	71.5%	2.3%	28.0%	54.2%
Baby Boomer Partners – All	42.5%	46.3%	73.6%	1.9%	36.1%	54.3%
Baby Boomer Partners – Men	47.0%	45.5%	73.5%	1.8%	36.8%	53.8%
Baby Boomer Partners – Women	24.3%	47.7%	74.8%	2.8%	33.6%	57.0%
Partners at Economic Elite Firms	46.5%	69.4%	86.5%	5.9%	30.6%	63.5%
Partners at National Firms	48.8%	47.1%	70.6%	2.0%	36.1%	52.5%
Partners at Regional Firms	50.0%	55.1%	76.6%	0.9%	22.0%	59.6%
New York City Partners	41.3%	47.9%	73.1%	4.2%	40.7%	41.9%
Non-New York City Partners	49.4%	52.5%	74.4%	2.0%	32.6%	57.5%

(continued)

Question 5. Which of the following factors were the most important when you decided to join your current firm?
(Please select up to four.) (continued from previous page)

Partner Subset	Diversity among lawyers (%)	Promise of healthy work-life balance (%)	Family friendly benefits—subsidized day care, flexible work schedule, parental leave, etc. (%)	Financial stability of the firm (%)	Other (%)	Total N
Partners – All	5.6%	18.7%	1.6%	38.7%	9.2%	1,386
Men Partners	3.8%	17.3%	0.7%	40.4%	9.4%	869
Women Partners	8.4%	21.7%	3.0%	35.1%	9.2%	368
Millennial Partners – All	4.3%	31.9%	3.5%	31.0%	7.8%	116
Millennial Partners – Men	4.4%	33.8%	4.4%	33.8%	8.8%	68
Millennial Partners – Women	4.4%	26.7%	2.2%	24.4%	6.7%	45
Gen X Partners – All	6.8%	21.5%	1.6%	35.3%	8.6%	618
Gen X Partners – Men	4.5%	20.0%	0.5%	35.6%	8.0%	376
Gen X Partners – Women	9.8%	23.4%	3.7%	34.1%	9.8%	214
Baby Boomer Partners – All	4.1%	13.5%	0.6%	45.0%	9.9%	518
Baby Boomer Partners – Men	3.0%	12.8%	0.3%	46.3%	10.3%	400
Baby Boomer Partners – Women	7.5%	16.8%	1.9%	41.1%	9.4%	107
Partners at Economic Elite Firms	5.3%	6.5%	1.8%	35.3%	8.8%	170
Partners at National Firms	6.2%	19.0%	1.7%	39.4%	9.8%	998
Partners at Regional Firms	3.2%	26.6%	0.9%	38.5%	6.9%	218
New York City Partners	4.2%	15.0%	0.6%	34.1%	12.6%	167
Non-New York City Partners	5.6%	19.4%	1.4%	39.6%	8.7%	1,112

Question 6. Before you were promoted to partner, did you have a mentor or a sponsor at the firm who looked out for your career?

Partner Subset	Yes (%)	No (%)	Total N
Partners – All	64.1%	36.0%	1,324
Men Partners	60.6%	39.4%	843
Women Partners	74.9%	25.1%	358
Millennial Partners – All	90.4%	9.7%	114
Millennial Partners – Men	91.0%	9.0%	67
Millennial Partners – Women	88.6%	11.4%	44
Gen X Partners – All	71.7%	28.3%	607
Gen X Partners – Men	67.8%	32.3%	369
Gen X Partners – Women	77.3%	22.8%	211
Baby Boomer Partners – All	53.4%	46.6%	500
Baby Boomer Partners – Men	50.5%	49.5%	388
Baby Boomer Partners – Women	65.4%	34.7%	101
Partners at Economic Elite Firms	76.1%	23.9%	163
Partners at National Firms	61.8%	38.2%	963
Partners at Regional Firms	65.2%	34.9%	198
New York City Partners	65.2%	34.8%	161
Non-New York City Partners	65.1%	34.9%	1,081

Question 7. Now that you are a partner, do you act currently as a mentor or a sponsor to associates or counsel at the firm?

Partner Subset	Yes (%)	No (%)	Total N
Partners – All	80.8%	19.2%	1,357
Men Partners	80.7%	19.3%	865
Women Partners	84.4%	15.6%	365
Millennial Partners – All	83.3%	16.7%	114
Millennial Partners – Men	83.6%	16.4%	67
Millennial Partners – Women	84.1%	15.9%	44
Gen X Partners – All	83.4%	16.6%	615
Gen X Partners – Men	82.9%	17.1%	375
Gen X Partners – Women	84.4%	15.6%	212
Baby Boomer Partners – All	80.6%	19.4%	516
Baby Boomer Partners – Men	79.2%	20.9%	398
Baby Boomer Partners – Women	86.0%	14.0%	107
Partners at Economic Elite Firms	88.5%	11.5%	165
Partners at National Firms	79.2%	20.9%	988
Partners at Regional Firms	82.4%	17.7%	204
New York City Partners	77.1%	22.9%	166
Non-New York City Partners	82.5%	17.5%	1,106

Question 8. If yes, how many associates are you mentoring?

Partner Subset	1 (%)	2–4 (%)	More than 4 (%)	Total N
Partners – All	22.9%	64.0%	13.1%	1,101
Men Partners	23.8%	65.6%	10.6%	701
Women Partners	21.7%	58.9%	19.4%	309
Millennial Partners – All	19.8%	60.4%	19.8%	96
Millennial Partners – Men	14.3%	71.4%	14.3%	56
Millennial Partners – Women	29.0%	42.1%	29.0%	38
Gen X Partners – All	19.8%	65.8%	14.4%	515
Gen X Partners – Men	21.1%	67.7%	11.2%	313
Gen X Partners – Women	18.4%	61.5%	20.1%	179
Baby Boomer Partners – All	27.2%	62.5%	10.3%	416
Baby Boomer Partners – Men	28.3%	62.2%	9.5%	315
Baby Boomer Partners – Women	25.0%	60.9%	14.1%	92
Partners at Economic Elite Firms	6.2%	65.8%	28.1%	146
Partners at National Firms	24.4%	64.1%	11.5%	786
Partners at Regional Firms	30.2%	62.1%	7.7%	169
New York City Partners	17.7%	70.0%	12.3%	130
Non-New York City Partners	23.5%	63.2%	13.2%	914

Question 9. If yes, how did you become a mentor?

Partner Subset	The firm assigned associates to me (%)	The relationships developed naturally out of our work (%)	Both firm assignment & developed naturally (%)	Total N
Partners – All	8.2%	55.4%	36.5%	1,102
Men Partners	8.3%	57.6%	34.1%	703
Women Partners	8.4%	50.6%	41.0%	310
Millennial Partners – All	15.6%	40.6%	43.8%	96
Millennial Partners – Men	10.7%	41.1%	48.2%	56
Millennial Partners – Women	23.7%	36.8%	39.5%	38
Gen X Partners – All	7.6%	52.7%	39.7%	516
Gen X Partners – Men	8.0%	55.6%	36.4%	313
Gen X Partners – Women	7.2%	48.9%	43.9%	180
Baby Boomer Partners – All	7.7%	60.3%	32.1%	418
Baby Boomer Partners – Men	8.5%	60.6%	30.9%	317
Baby Boomer Partners – Women	4.4%	59.8%	35.9%	92
Partners at Economic Elite Firms	2.8%	53.1%	44.1%	145
Partners at National Firms	8.8%	57.7%	33.6%	787
Partners at Regional Firms	10.0%	46.5%	43.5%	170
New York City Partners	6.9%	63.9%	29.2%	130
Non-New York City Partners	8.4%	54.1%	37.5%	917

Question 10. Do you feel that you have adequate control over your time and matters?

Partner Subset	Always (%)	2 (%)	Neutral (%)	4 (%)	Never (%)	Total N
Partners – All	18.0%	38.6%	26.1%	15.2%	2.1%	1,359
Men Partners	19.4%	38.0%	25.8%	14.8%	2.1%	867
Women Partners	15.3%	42.8%	23.7%	15.8%	2.5%	367
Millennial Partners – All	8.6%	48.3%	30.2%	12.1%	0.9%	116
Millennial Partners – Men	7.4%	57.4%	27.9%	5.9%	1.5%	68
Millennial Partners – Women	11.1%	33.3%	33.3%	22.2%	0.0%	45
Gen X Partners – All	15.6%	40.1%	25.8%	15.3%	3.3%	616
Gen X Partners – Men	15.7%	37.9%	27.2%	15.7%	3.5%	375
Gen X Partners – Women	16.4%	45.1%	22.1%	13.6%	2.8%	213
Baby Boomer Partners – All	20.7%	37.3%	25.0%	15.7%	1.4%	517
Baby Boomer Partners – Men	22.3%	35.6%	25.6%	15.5%	1.0%	399
Baby Boomer Partners – Women	15.0%	41.1%	23.4%	17.8%	2.8%	107
Partners at Economic Elite Firms	10.2%	38.0%	28.3%	21.1%	2.4%	166
Partners at National Firms	18.4%	38.6%	26.6%	14.5%	1.8%	984
Partners at Regional Firms	22.5%	39.2%	22.0%	13.4%	2.9%	209
New York City Partners	19.8%	37.1%	21.0%	18.6%	3.6%	167
Non-New York City Partners	17.6%	39.9%	26.1%	14.5%	2.0%	1,109

Question 11. It is important to me to find meaning in my work.

Partner Subset	Strongly agree (%)	Somewhat agree (%)	Neutral (%)	Somewhat disagree (%)	Strongly disagree (%)	Total N
Partners – All	42.0%	39.8%	14.6%	2.7%	1.0%	1,361
Men Partners	40.0%	40.4%	15.2%	3.1%	1.3%	868
Women Partners	46.7%	37.8%	13.3%	2.2%	0.0%	368
Millennial Partners – All	31.9%	47.4%	15.5%	4.3%	0.9%	116
Millennial Partners – Men	26.5%	45.6%	22.1%	4.4%	1.5%	68
Millennial Partners – Women	42.2%	46.7%	6.7%	4.4%	0.0%	45
Gen X Partners – All	36.0%	42.5%	17.2%	3.2%	1.1%	617
Gen X Partners – Men	32.0%	42.7%	18.9%	4.5%	1.9%	375
Gen X Partners – Women	42.1%	42.5%	14.0%	1.4%	0.0%	214
Baby Boomer Partners – All	49.8%	35.3%	12.0%	2.1%	0.8%	518
Baby Boomer Partners – Men	47.8%	38.5%	11.3%	1.8%	0.8%	400
Baby Boomer Partners – Women	57.0%	25.2%	15.0%	2.8%	0.0%	107
Partners at Economic Elite Firms	29.3%	51.5%	15.0%	3.6%	0.6%	167
Partners at National Firms	44.2%	38.9%	13.8%	2.2%	0.8%	984
Partners at Regional Firms	41.9%	34.3%	17.6%	4.3%	1.9%	210
New York City Partners	47.3%	32.9%	15.0%	3.0%	1.8%	167
Non-New York City Partners	41.2%	40.6%	14.6%	2.8%	0.8%	1,111

Question 12. In your experience how aligned are your personal values generally with the legal and business values of your clients?

Partner Subset	Closely aligned (%)	Somewhat aligned (%)	Not aligned at all (%)	Total N
Partners – All	45.3%	52.9%	1.8%	1,360
Men Partners	46.1%	52.2%	1.7%	868
Women Partners	45.8%	52.9%	1.4%	367
Millennial Partners – All	31.9%	65.5%	2.6%	116
Millennial Partners – Men	29.4%	67.7%	2.9%	68
Millennial Partners – Women	31.1%	66.7%	2.2%	45
Gen X Partners – All	40.8%	57.0%	2.3%	616
Gen X Partners – Men	40.0%	57.3%	2.7%	375
Gen X Partners – Women	42.7%	56.3%	0.9%	213
Baby Boomer Partners – All	53.7%	45.4%	1.0%	518
Baby Boomer Partners – Men	53.0%	46.3%	0.8%	400
Baby Boomer Partners – Women	57.0%	41.1%	1.9%	107
Partners at Economic Elite Firms	43.1%	53.3%	3.6%	167
Partners at National Firms	44.4%	54.0%	1.6%	983
Partners at Regional Firms	51.4%	47.6%	1.0%	210
New York City Partners	36.5%	59.9%	3.6%	167
Non-New York City Partners	47.3%	51.3%	1.4%	1,110

Question 13. In your experience how aligned are your personal values generally with the values of your firm?

Partner Subset	Closely aligned (%)	Somewhat aligned (%)	Not aligned at all (%)	Total N
Partners – All	51.5%	45.7%	2.8%	1,357
Men Partners	54.3%	43.5%	2.2%	867
Women Partners	49.2%	47.8%	3.0%	366
Millennial Partners – All	44.0%	52.6%	3.5%	116
Millennial Partners – Men	39.7%	55.9%	4.4%	68
Millennial Partners – Women	48.9%	48.9%	2.2%	45
Gen X Partners – All	48.8%	47.8%	3.4%	615
Gen X Partners – Men	50.9%	45.9%	3.2%	375
Gen X Partners – Women	47.6%	49.1%	3.3%	212
Baby Boomer Partners – All	57.3%	41.6%	1.2%	517
Baby Boomer Partners – Men	58.7%	40.4%	1.0%	399
Baby Boomer Partners – Women	52.3%	45.8%	1.9%	107
Partners at Economic Elite Firms	48.2%	47.6%	4.2%	166
Partners at National Firms	50.5%	46.6%	3.0%	981
Partners at Regional Firms	59.1%	40.0%	1.0%	210
New York City Partners	52.1%	46.1%	1.8%	167
Non-New York City Partners	52.4%	45.0%	2.6%	1,108

Question 14. Have you made close friends at your firm?

Partner Subset	Yes (%)	No (%)	Total N
Partners – All	80.0%	20.0%	1,358
Men Partners	79.2%	20.8%	866
Women Partners	83.9%	16.1%	367
Millennial Partners – All	86.1%	13.9%	115
Millennial Partners – Men	88.1%	11.9%	67
Millennial Partners – Women	82.2%	17.8%	45
Gen X Partners – All	79.6%	20.5%	616
Gen X Partners – Men	77.6%	22.4%	375
Gen X Partners – Women	85.0%	15.0%	213
Baby Boomer Partners – All	80.5%	19.5%	517
Baby Boomer Partners – Men	80.0%	20.1%	399
Baby Boomer Partners – Women	82.2%	17.8%	107
Partners at Economic Elite Firms	82.5%	17.5%	166
Partners at National Firms	79.7%	20.4%	983
Partners at Regional Firms	79.9%	20.1%	209
New York City Partners	75.5%	24.6%	167
Non-New York City Partners	81.1%	19.0%	1,108

Question 15. How important is it to you to feel part of a meaningful and satisfying community at your firm?

Partner Subset	Not important (%)	2 (%)	Neutral (%)	4 (%)	Extremely important (%)	Total N
Partners – All	2.0%	6.4%	11.8%	41.9%	37.9%	1,352
Men Partners	2.2%	7.4%	12.3%	43.7%	34.4%	863
Women Partners	1.9%	4.1%	10.4%	36.2%	47.4%	365
Millennial Partners – All	0.9%	3.5%	12.9%	41.4%	41.4%	116
Millennial Partners – Men	0.0%	4.4%	16.2%	48.5%	30.9%	68
Millennial Partners – Women	2.2%	2.2%	8.9%	26.7%	60.0%	45
Gen X Partners – All	1.3%	5.7%	12.7%	41.8%	38.5%	613
Gen X Partners – Men	1.3%	7.2%	14.2%	43.3%	34.0%	374
Gen X Partners – Women	1.4%	3.3%	10.9%	38.2%	46.2%	212
Baby Boomer Partners – All	2.9%	7.4%	9.9%	42.5%	37.2%	513
Baby Boomer Partners – Men	3.0%	7.8%	9.6%	44.4%	35.1%	396
Baby Boomer Partners – Women	2.8%	5.7%	10.4%	36.8%	44.3%	106
Partners at Economic Elite Firms	1.2%	6.6%	13.8%	49.1%	29.3%	167
Partners at National Firms	2.1%	7.0%	11.8%	40.7%	38.5%	976
Partners at Regional Firms	2.4%	3.8%	10.1%	41.6%	42.1%	209
New York City Partners	3.6%	8.4%	15.1%	41.0%	31.9%	166
Non-New York City Partners	1.8%	6.1%	11.2%	41.7%	39.3%	1,103

Question 16. How long do you plan to remain at your firm?

Partner Subset	Less than 1 year (%)	1–2 years (%)	3–5 years (%)	More than 5 years (%)	I don't know (%)	Total N
Partners – All	1.6%	4.2%	11.0%	61.8%	21.4%	1,359
Men Partners	1.5%	5.0%	12.6%	62.7%	18.2%	866
Women Partners	1.9%	3.0%	9.0%	62.0%	24.2%	368
Millennial Partners – All	1.7%	0.9%	1.7%	67.2%	28.5%	116
Millennial Partners – Men	1.5%	1.5%	1.5%	69.1%	26.5%	68
Millennial Partners – Women	2.2%	0.0%	2.2%	66.7%	28.9%	45
Gen X Partners – All	1.3%	2.0%	2.4%	72.7%	21.6%	616
Gen X Partners – Men	0.8%	2.1%	1.9%	76.2%	19.0%	374
Gen X Partners – Women	1.9%	1.9%	3.3%	69.2%	23.8%	214
Baby Boomer Partners – All	2.1%	7.5%	23.2%	50.9%	16.3%	517
Baby Boomer Partners – Men	2.3%	7.8%	23.6%	51.9%	14.5%	399
Baby Boomer Partners – Women	1.9%	6.5%	22.4%	46.7%	22.4%	107
Partners at Economic Elite Firms	2.4%	3.0%	12.6%	65.9%	16.2%	167
Partners at National Firms	1.6%	4.2%	11.1%	60.5%	22.6%	982
Partners at Regional Firms	1.0%	5.2%	9.1%	64.8%	20.0%	210
New York City Partners	1.8%	3.0%	12.6%	66.5%	16.2%	167
Non-New York City Partners	1.6%	4.5%	11.2%	61.5%	21.2%	1,109

Question 17. How often does your work schedule permit you to spend a satisfactory amount of time with your spouse, significant other, family, and/or friends?

Partner Subset	Always (%)	Much of the time (%)	Sometimes (%)	Occasionally (%)	Never (%)	Total N
Partners – All	9.0%	42.3%	32.4%	14.2%	2.2%	1,285
Men Partners	10.1%	43.9%	31.7%	12.4%	2.0%	821
Women Partners	7.8%	37.9%	33.1%	17.8%	3.5%	348
Millennial Partners – All	0.9%	45.1%	38.7%	13.5%	1.8%	111
Millennial Partners – Men	1.5%	45.5%	40.9%	10.6%	1.5%	66
Millennial Partners – Women	0.0%	42.9%	35.7%	19.1%	2.4%	42
Gen X Partners – All	7.6%	38.6%	34.1%	17.0%	2.8%	581
Gen X Partners – Men	7.1%	39.9%	35.3%	15.4%	2.3%	351
Gen X Partners – Women	9.4%	37.9%	30.1%	18.7%	3.9%	203
Baby Boomer Partners – All	12.2%	45.1%	28.9%	11.8%	2.0%	492
Baby Boomer Partners – Men	13.4%	47.4%	26.8%	10.5%	1.8%	380
Baby Boomer Partners – Women	6.9%	36.6%	37.6%	15.8%	3.0%	101
Partners at Economic Elite Firms	6.9%	37.7%	37.1%	17.0%	1.3%	159
Partners at National Firms	8.9%	42.5%	32.4%	13.9%	2.3%	922
Partners at Regional Firms	11.3%	44.6%	28.4%	13.2%	2.5%	204
New York City Partners	12.8%	31.4%	35.3%	18.6%	1.9%	156
Non-New York City Partners	8.7%	43.4%	31.9%	13.7%	2.4%	1,054

Question 18. How long will you be able to sustain your current work schedule?

Partner Subset	Less than one year (%)	1–3 years (%)	3–7 years (%)	My entire career (%)	I don't know (%)	Total N
Partners – All	2.4%	13.3%	20.2%	43.8%	20.4%	1,353
Men Partners	2.1%	13.5%	21.5%	45.3%	17.6%	868
Women Partners	2.7%	12.3%	19.4%	41.4%	24.3%	367
Millennial Partners – All	4.3%	15.5%	12.1%	36.2%	31.9%	116
Millennial Partners – Men	4.4%	14.7%	17.7%	35.3%	27.9%	68
Millennial Partners – Women	4.4%	17.8%	4.4%	37.8%	35.6%	45
Gen X Partners – All	1.6%	7.3%	16.2%	49.8%	25.0%	616
Gen X Partners – Men	0.5%	6.7%	14.7%	55.2%	22.9%	375
Gen X Partners – Women	2.3%	8.4%	19.2%	43.5%	26.6%	214
Baby Boomer Partners – All	2.9%	18.4%	28.2%	39.5%	11.0%	517
Baby Boomer Partners – Men	3.0%	18.5%	29.0%	39.3%	10.3%	400
Baby Boomer Partners – Women	2.8%	17.9%	25.5%	38.7%	15.1%	106
Partners at Economic Elite Firms	0.6%	13.2%	20.4%	47.9%	18.0%	167
Partners at National Firms	2.8%	13.0%	20.4%	43.7%	20.3%	978
Partners at Regional Firms	1.9%	14.9%	19.2%	40.9%	23.1%	208
New York City Partners	3.0%	11.4%	19.8%	49.7%	16.2%	167
Non-New York City Partners	2.3%	13.3%	20.9%	42.9%	20.6%	1,109

Question 19. I expect my work to be a central part of my life.

Partner Subset	Strongly agree (%)	Somewhat agree (%)	Neutral (%)	Somewhat disagree (%)	Strongly disagree (%)	Total N
Partners – All	29.1%	44.3%	20.7%	5.1%	0.8%	1,355
Men Partners	27.9%	45.9%	20.4%	5.2%	0.7%	868
Women Partners	32.3%	43.5%	19.0%	4.6%	0.5%	368
Millennial Partners – All	18.1%	54.3%	20.7%	6.9%	0.0%	116
Millennial Partners – Men	17.7%	52.9%	22.1%	7.4%	0.0%	68
Millennial Partners – Women	20.0%	57.8%	15.6%	6.7%	0.0%	45
Gen X Partners – All	29.2%	43.4%	21.9%	4.9%	0.7%	617
Gen X Partners – Men	28.5%	45.6%	20.8%	4.5%	0.5%	375
Gen X Partners – Women	30.8%	41.1%	22.4%	4.7%	0.9%	214
Baby Boomer Partners – All	31.9%	45.2%	17.4%	4.8%	0.8%	518
Baby Boomer Partners – Men	29.0%	46.3%	18.5%	5.3%	1.0%	400
Baby Boomer Partners – Women	40.2%	42.1%	14.0%	3.7%	0.0%	107
Partners at Economic Elite Firms	25.2%	50.3%	18.6%	5.4%	0.6%	167
Partners at National Firms	30.7%	41.7%	21.5%	5.2%	0.8%	980
Partners at Regional Firms	24.5%	51.4%	18.8%	4.3%	1.0%	208
New York City Partners	35.9%	42.5%	15.0%	5.4%	1.2%	167
Non-New York City Partners	28.3%	45.1%	21.1%	5.0%	0.5%	1,111

Question 20. I am satisfied with the progress of my career.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	35.1%	42.0%	15.8%	5.7%	1.4%	1,354
Men Partners	35.6%	44.1%	14.2%	5.0%	1.2%	867
Women Partners	38.0%	37.2%	17.9%	5.2%	1.6%	368
Millennial Partners – All	32.8%	47.4%	11.2%	6.0%	2.6%	116
Millennial Partners – Men	23.5%	55.9%	8.8%	8.8%	2.9%	68
Millennial Partners – Women	42.2%	37.8%	15.6%	2.2%	2.2%	45
Gen X Partners – All	27.4%	43.3%	20.6%	6.7%	2.0%	616
Gen X Partners – Men	27.0%	46.5%	18.5%	6.4%	1.6%	374
Gen X Partners – Women	30.4%	39.3%	22.0%	6.1%	2.3%	214
Baby Boomer Partners – All	44.6%	39.6%	12.2%	3.3%	0.4%	518
Baby Boomer Partners – Men	43.8%	41.3%	11.5%	3.0%	0.5%	400
Baby Boomer Partners – Women	50.5%	33.6%	11.2%	4.7%	0.0%	107
Partners at Economic Elite Firms	39.2%	40.4%	12.1%	5.4%	3.0%	166
Partners at National Firms	33.9%	43.1%	15.9%	6.0%	1.1%	980
Partners at Regional Firms	37.5%	38.5%	18.3%	4.3%	1.4%	208
New York City Partners	31.7%	47.9%	13.2%	4.8%	2.4%	167
Non-New York City Partners	36.4%	40.7%	16.5%	5.2%	1.2%	1,110

Question 21. What do you like most about your job? (Please select up to four.)

Partner Subset	The intellectual challenge (%)	My practice area (%)	My colleagues (%)	The pay and benefits (%)	My work schedule (%)	The partner or partners with whom I work (%)	The prestige of this firm (%)	The diversity of my colleagues (%)	The recognition I receive for doing a good job (%)	The opportunities for advancement (%)	The clients with whom I work (%)	Other (%)	Total N
Partners – All	71.0%	54.2%	57.9%	46.1%	19.6%	24.5%	16.5%	4.1%	13.8%	6.3%	47.3%	3.4%	1,342
Men Partners	72.0%	53.2%	58.6%	48.7%	18.2%	24.7%	18.3%	4.2%	14.2%	7.2%	46.8%	2.7%	864
Women Partners	68.5%	57.9%	61.4%	40.0%	20.7%	22.6%	10.9%	4.9%	13.6%	5.2%	49.7%	5.2%	368
Millennial Partners – All	60.3%	39.7%	62.1%	53.5%	19.8%	26.7%	25.9%	1.7%	13.8%	24.1%	34.5%	1.7%	116
Millennial Partners – Men	60.3%	38.2%	57.4%	57.4%	20.6%	25.0%	29.4%	2.9%	11.8%	27.9%	27.9%	1.5%	68
Millennial Partners – Women	60.0%	42.2%	68.9%	46.7%	13.3%	31.1%	22.2%	0.0%	15.6%	20.0%	44.4%	2.2%	45
Gen X Partners – All	69.8%	52.4%	59.9%	48.5%	21.9%	25.1%	14.4%	4.2%	11.4%	7.5%	44.2%	3.9%	613
Gen X Partners – Men	71.2%	51.2%	61.5%	52.0%	20.2%	25.9%	16.7%	3.8%	11.6%	9.7%	42.3%	3.0%	371
Gen X Partners – Women	67.3%	57.0%	58.9%	43.0%	24.3%	22.0%	9.8%	5.6%	12.6%	4.7%	47.7%	5.6%	214
Baby Boomer Partners – All	74.9%	58.1%	57.1%	43.2%	15.1%	22.4%	16.0%	5.0%	17.0%	1.4%	53.9%	3.3%	518
Baby Boomer Partners – Men	74.8%	56.0%	56.3%	46.3%	14.3%	23.0%	17.8%	4.8%	17.5%	1.8%	53.8%	2.8%	400
Baby Boomer Partners – Women	73.8%	66.4%	62.6%	31.8%	16.8%	20.6%	8.4%	5.6%	15.0%	0.0%	56.1%	5.6%	107
Partners at Economic Elite Firms	78.7%	43.9%	67.7%	68.3%	11.0%	18.9%	22.6%	1.2%	12.2%	3.1%	44.5%	3.7%	164
Partners at National Firms	72.1%	56.1%	56.3%	41.9%	20.7%	25.9%	14.3%	5.0%	14.3%	5.9%	46.6%	3.4%	970
Partners at Regional Firms	60.1%	53.4%	57.7%	48.6%	21.2%	22.6%	21.6%	2.4%	12.5%	10.6%	52.9%	2.9%	208
New York City Partners	80.7%	55.4%	56.6%	36.8%	16.3%	26.5%	13.3%	3.0%	18.7%	4.2%	44.0%	3.0%	166
Non-New York City Partners	69.7%	53.9%	59.3%	47.5%	19.8%	23.9%	16.6%	4.5%	13.1%	6.7%	47.9%	3.4%	1,108

Question 22. What do you dislike the most about your job? (Please select up to four.)

Partner Subset	The number of hours (%)	My practice area (%)	Lack of control over my work schedule (%)	Lack of control over my assignments (%)	The associates with whom I work (%)	The partners with whom I work (%)	The lack of diversity of my colleagues (%)	Billing and collections (%)	Firm politics (%)	The pay and benefits (%)	Business development and marketing (%)	The clients with whom I work (%)	Nothing (%)	Other (%)	Total N
Partners – All	37.5%	1.3%	31.7%	4.4%	2.6%	1.9%	5.5%	58.1%	39.7%	10.6%	25.4%	2.9%	7.2%	10.1%	1,341
Men Partners	36.7%	1.3%	33.5%	4.2%	2.9%	1.4%	2.2%	56.7%	36.9%	10.8%	24.7%	3.0%	8.9%	8.8%	865
Women Partners	42.1%	1.4%	29.6%	4.4%	1.9%	2.7%	11.4%	62.2%	44.8%	9.2%	26.6%	3.3%	4.1%	11.7%	368
Millennial Partners – All	50.0%	1.7%	42.2%	6.0%	6.0%	1.7%	8.6%	57.8%	34.5%	12.9%	25.0%	2.6%	2.6%	5.2%	116
Millennial Partners – Men	52.9%	2.9%	42.7%	4.4%	10.3%	1.5%	4.4%	54.4%	32.4%	19.1%	22.1%	2.9%	2.9%	2.9%	68
Millennial Partners – Women	48.9%	0.0%	42.2%	8.9%	0.0%	2.2%	13.3%	64.4%	37.8%	4.4%	28.9%	2.2%	2.2%	8.9%	45
Gen X Partners – All	43.7%	2.3%	33.1%	5.8%	3.6%	2.1%	5.7%	61.7%	43.3%	12.8%	29.4%	3.6%	4.6%	11.0%	616
Gen X Partners – Men	44.7%	2.1%	36.9%	6.2%	3.5%	1.3%	1.6%	61.5%	42.0%	13.9%	30.0%	3.7%	4.8%	9.1%	374
Gen X Partners – Women	42.1%	2.3%	26.6%	4.7%	3.3%	3.3%	11.7%	63.1%	45.8%	9.8%	28.5%	3.7%	4.7%	13.1%	214
Baby Boomer Partners – All	30.0%	0.4%	29.8%	2.3%	1.0%	1.2%	3.9%	54.7%	35.8%	6.8%	21.5%	2.1%	10.4%	9.7%	517
Baby Boomer Partners – Men	27.8%	0.3%	30.1%	2.5%	1.3%	1.0%	2.3%	53.1%	33.1%	5.8%	21.1%	2.3%	12.3%	9.5%	399
Baby Boomer Partners – Women	40.2%	0.0%	30.8%	1.9%	0.0%	1.9%	10.3%	58.9%	45.8%	10.3%	21.5%	1.9%	3.7%	10.3%	107
Partners at Economic Elite Firms	46.6%	0.6%	48.5%	4.3%	1.8%	1.8%	6.8%	50.9%	41.1%	0.6%	27.0%	3.7%	3.7%	9.8%	163
Partners at National Firms	35.9%	1.4%	28.4%	4.5%	3.0%	2.0%	5.2%	60.9%	39.9%	12.4%	24.7%	2.9%	7.8%	10.3%	971
Partners at Regional Firms	37.7%	1.5%	33.8%	3.9%	1.5%	1.5%	6.3%	50.7%	37.7%	10.1%	27.1%	2.4%	7.3%	9.7%	207
New York City Partners	35.9%	0.6%	35.9%	4.2%	3.0%	1.2%	5.4%	52.7%	37.1%	12.0%	22.2%	3.6%	8.4%	6.6%	167
Non-New York City Partners	38.4%	1.5%	31.6%	4.3%	2.6%	1.9%	5.1%	59.1%	39.6%	10.3%	26.0%	2.9%	7.1%	10.4%	1,108

Question 23. How often are you bored with your work?

Partner Subset	Always (%)	2 (%)	3 (%)	4 (%)	Never (%)	Total N
Partners – All	0.3%	7.2%	24.7%	43.6%	24.2%	1,303
Men Partners	0.4%	7.1%	26.1%	44.9%	21.7%	836
Women Partners	0.0%	7.3%	19.0%	43.3%	30.5%	358
Millennial Partners – All	0.0%	6.5%	30.8%	48.6%	14.0%	107
Millennial Partners – Men	0.0%	8.1%	37.1%	43.6%	11.3%	62
Millennial Partners – Women	0.0%	4.8%	21.4%	57.1%	16.7%	42
Gen X Partners – All	0.5%	9.7%	25.0%	44.2%	20.6%	597
Gen X Partners – Men	0.6%	9.4%	27.8%	45.8%	16.4%	360
Gen X Partners – Women	0.0%	8.1%	18.6%	44.8%	28.6%	210
Baby Boomer Partners – All	0.2%	5.5%	22.0%	42.8%	29.5%	505
Baby Boomer Partners – Men	0.3%	5.1%	22.3%	44.6%	27.7%	390
Baby Boomer Partners – Women	0.0%	6.7%	19.2%	35.6%	38.5%	104
Partners at Economic Elite Firms	0.6%	5.7%	21.5%	50.6%	21.5%	158
Partners at National Firms	0.3%	7.5%	25.1%	42.2%	24.9%	940
Partners at Regional Firms	0.0%	7.3%	25.4%	44.4%	22.9%	205
New York City Partners	0.0%	5.0%	29.6%	40.9%	24.5%	159
Non-New York City Partners	0.4%	7.9%	23.6%	44.2%	23.9%	1,076

Question 24. What are the main reasons that associates leave your firm ? (Please select up to four.)

Partner Subset	They found better opportunities elsewhere (%)	The firm did not do the kind of work they wanted to pursue (%)	The workload was too heavy (%)	Family or personal obligations led them to leave (%)	They had performance-related issues (%)	They did not receive adequate training or mentoring (%)	They wanted to live elsewhere (%)	They did not bill sufficient hours to succeed (%)	They did not like the firm (%)
Partners – All	51.1%	10.5%	19.0%	26.6%	44.3%	8.8%	13.5%	12.9%	5.9%
Men Partners	53.4%	11.4%	17.0%	26.9%	45.2%	6.7%	16.2%	13.1%	4.6%
Women Partners	47.8%	8.7%	24.3%	27.1%	43.4%	13.1%	8.5%	12.3%	6.6%
Millennial Partners – All	39.7%	13.8%	31.0%	27.6%	38.8%	10.3%	19.0%	11.2%	8.6%
Millennial Partners – Men	41.2%	16.2%	25.0%	26.5%	41.2%	7.4%	23.5%	8.8%	7.4%
Millennial Partners – Women	37.8%	11.1%	40.0%	28.9%	35.6%	15.6%	11.1%	15.6%	8.9%
Gen X Partners – All	51.9%	8.7%	22.0%	27.1%	46.2%	9.1%	13.1%	16.0%	5.9%
Gen X Partners – Men	54.2%	8.3%	20.6%	27.4%	44.2%	6.7%	15.8%	16.9%	5.1%
Gen X Partners – Women	48.6%	8.5%	25.5%	28.3%	47.6%	12.7%	7.6%	13.2%	6.6%
Baby Boomer Partners – All	53.5%	12.4%	13.3%	26.6%	44.4%	7.9%	13.9%	9.7%	4.1%
Baby Boomer Partners – Men	54.3%	13.5%	12.8%	27.0%	46.3%	6.8%	15.5%	9.5%	3.5%
Baby Boomer Partners – Women	50.5%	8.4%	15.9%	24.3%	38.3%	12.2%	9.4%	9.4%	5.6%
Partners at Economic Elite Firms	36.8%	13.5%	38.0%	34.4%	57.7%	7.4%	22.7%	4.9%	1.8%
Partners at National Firms	54.2%	11.6%	16.3%	23.8%	42.7%	9.4%	10.7%	13.3%	6.9%
Partners at Regional Firms	47.8%	3.4%	16.6%	33.2%	41.5%	7.3%	19.5%	17.1%	4.4%
New York City Partners	54.6%	13.9%	15.2%	24.9%	44.2%	6.7%	23.0%	12.7%	3.6%
Non-New York City Partners	51.1%	10.2%	19.6%	27.1%	45.0%	9.0%	12.5%	13.2%	5.7%

(continued)

Question 24. What are the main reasons that associates leave your firm ? (Please select up to four.) (continued from previous page)

Partner Subset	They did not like the work (%)	They wanted a different work/life balance (%)	They wanted a workplace with more diversity (%)	They no longer wanted to practice law (%)	They had problematic relationships with other lawyers at the firm (%)	They lacked the drive necessary to succeed (%)	I don't know or have an opinion (%)	Other (%)	Total N
Partners – All	9.6%	47.5%	2.2%	7.5%	9.9%	17.1%	13.3%	8.4%	1,329
Men Partners	10.6%	46.2%	0.9%	8.3%	9.4%	18.5%	12.8%	7.3%	866
Women Partners	7.4%	51.9%	4.6%	5.7%	10.1%	13.9%	13.1%	10.1%	366
Millennial Partners – All	10.3%	52.6%	4.3%	6.0%	11.2%	16.4%	9.5%	12.1%	116
Millennial Partners – Men	11.8%	50.0%	1.5%	5.9%	10.3%	19.1%	11.8%	13.2%	68
Millennial Partners – Women	8.9%	55.6%	8.9%	6.7%	11.1%	13.3%	6.7%	11.1%	45
Gen X Partners – All	9.8%	48.5%	2.5%	8.3%	11.3%	20.4%	11.9%	8.7%	613
Gen X Partners – Men	11.0%	47.2%	1.3%	9.7%	11.3%	22.5%	12.3%	6.4%	373
Gen X Partners – Women	8.0%	52.8%	3.8%	6.6%	11.3%	16.5%	11.8%	10.9%	212
Baby Boomer Partners – All	9.5%	46.1%	1.4%	7.1%	7.1%	13.9%	14.3%	7.5%	518
Baby Boomer Partners – Men	10.5%	45.3%	0.5%	8.0%	7.0%	15.0%	13.0%	7.3%	400
Baby Boomer Partners – Women	5.6%	49.5%	4.7%	3.7%	7.5%	8.4%	17.8%	8.4%	107
Partners at Economic Elite Firms	13.5%	64.4%	0.0%	11.7%	3.7%	19.6%	7.4%	4.9%	163
Partners at National Firms	10.0%	44.4%	2.6%	6.9%	10.5%	16.1%	14.7%	8.2%	961
Partners at Regional Firms	4.9%	48.3%	2.0%	7.3%	12.2%	19.5%	11.7%	11.7%	205
New York City Partners	6.7%	42.4%	0.6%	10.3%	6.1%	17.6%	11.5%	9.7%	165
Non-New York City Partners	10.0%	48.3%	2.3%	7.0%	10.2%	17.2%	13.1%	8.2%	1,109

Question 25(a). To what extent do you agree with the following statement: The younger lawyers in my firm work as hard as my classmates did.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	10.8%	20.4%	21.6%	31.2%	16.0%	1,322
Men Partners	9.3%	20.1%	22.6%	31.9%	16.1%	864
Women Partners	14.0%	21.9%	18.6%	30.4%	15.1%	365
Millennial Partners – All	17.2%	24.1%	22.4%	25.0%	11.2%	116
Millennial Partners – Men	19.1%	22.1%	22.1%	22.1%	14.7%	68
Millennial Partners – Women	11.1%	26.7%	24.4%	31.1%	6.7%	45
Gen X Partners – All	9.8%	18.9%	24.3%	29.8%	17.3%	614
Gen X Partners – Men	8.6%	18.2%	26.7%	30.0%	16.6%	374
Gen X Partners – Women	12.3%	20.3%	19.3%	30.7%	17.5%	212
Baby Boomer Partners – All	11.1%	22.0%	17.7%	33.9%	15.2%	513
Baby Boomer Partners – Men	8.6%	22.2%	18.4%	35.0%	15.9%	397
Baby Boomer Partners – Women	18.9%	22.6%	14.2%	30.2%	14.2%	106
Partners at Economic Elite Firms	14.2%	18.5%	19.8%	38.3%	9.3%	162
Partners at National Firms	9.7%	20.6%	22.2%	29.3%	18.3%	957
Partners at Regional Firms	13.3%	21.2%	20.7%	34.5%	10.3%	203
New York City Partners	7.8%	18.1%	24.7%	34.3%	15.1%	166
Non-New York City Partners	11.3%	20.9%	21.1%	30.7%	15.9%	1,104

Question 25(b). To what extent do you agree with the following statement: The younger lawyers in my firm are just as good at their jobs as my classmates were.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	21.7%	34.3%	26.1%	13.1%	4.9%	1,319
Men Partners	20.5%	34.2%	25.8%	14.3%	5.2%	862
Women Partners	24.5%	35.4%	25.6%	11.0%	3.6%	364
Millennial Partners – All	22.6%	36.5%	18.3%	16.5%	6.1%	115
Millennial Partners – Men	23.5%	36.8%	14.7%	16.2%	8.8%	68
Millennial Partners – Women	18.2%	38.6%	22.7%	18.2%	2.3%	44
Gen X Partners – All	19.5%	30.6%	30.2%	14.3%	5.4%	615
Gen X Partners – Men	16.8%	29.4%	31.6%	16.8%	5.4%	374
Gen X Partners – Women	24.4%	33.8%	27.2%	10.3%	4.2%	213
Baby Boomer Partners – All	23.9%	38.0%	22.7%	11.4%	4.1%	511
Baby Boomer Partners – Men	22.5%	38.6%	23.0%	11.4%	4.6%	396
Baby Boomer Partners – Women	27.6%	37.1%	22.9%	9.5%	2.9%	105
Partners at Economic Elite Firms	21.6%	36.4%	25.3%	16.1%	0.6%	162
Partners at National Firms	20.1%	33.2%	27.3%	13.5%	5.9%	954
Partners at Regional Firms	29.1%	37.4%	21.2%	8.9%	3.5%	203
New York City Partners	14.5%	33.7%	33.1%	15.1%	3.6%	166
Non-New York City Partners	23.0%	34.2%	24.7%	13.1%	5.1%	1,101

Question 25(c). To what extent do you agree with the following statement: The younger lawyers in my firm are not as ambitious as my classmates were.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	10.3%	31.1%	28.9%	21.0%	8.7%	1,317
Men Partners	10.2%	32.9%	27.7%	22.1%	7.1%	860
Women Partners	10.2%	28.0%	31.3%	19.0%	11.5%	364
Millennial Partners – All	6.9%	26.7%	26.7%	26.7%	12.9%	116
Millennial Partners – Men	7.4%	27.9%	22.1%	29.4%	13.2%	68
Millennial Partners – Women	6.7%	26.7%	33.3%	24.4%	8.9%	45
Gen X Partners – All	10.1%	31.9%	28.8%	20.8%	8.5%	612
Gen X Partners – Men	10.0%	35.5%	26.6%	21.2%	6.7%	372
Gen X Partners – Women	9.4%	26.9%	32.6%	19.3%	11.8%	212
Baby Boomer Partners – All	11.0%	31.2%	28.8%	20.8%	8.2%	510
Baby Boomer Partners – Men	10.6%	31.4%	29.1%	22.0%	6.8%	395
Baby Boomer Partners – Women	13.3%	29.5%	28.6%	16.2%	12.4%	105
Partners at Economic Elite Firms	6.8%	30.9%	34.0%	19.8%	8.6%	162
Partners at National Firms	11.6%	31.3%	27.9%	20.8%	8.4%	952
Partners at Regional Firms	7.4%	30.1%	29.6%	23.2%	9.9%	203
New York City Partners	6.6%	29.5%	31.3%	26.5%	6.0%	166
Non-New York City Partners	10.8%	31.5%	28.3%	20.4%	9.0%	1,099

Question 25(d). To what extent do you agree with the following statement: The younger lawyers in my firm expect too much from the firm.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	10.0%	30.3%	35.3%	18.5%	5.9%	1,317
Men Partners	9.9%	32.1%	34.6%	18.3%	5.1%	862
Women Partners	11.1%	27.4%	36.2%	18.0%	7.5%	362
Millennial Partners – All	6.1%	27.0%	40.0%	20.9%	6.1%	115
Millennial Partners – Men	7.5%	25.4%	38.8%	22.4%	6.0%	67
Millennial Partners – Women	4.4%	28.9%	42.2%	17.8%	6.7%	45
Gen X Partners – All	12.3%	31.2%	32.0%	18.3%	6.2%	612
Gen X Partners – Men	12.3%	34.5%	30.0%	17.9%	5.4%	374
Gen X Partners – Women	12.4%	26.2%	34.3%	19.1%	8.1%	210
Baby Boomer Partners – All	9.0%	30.9%	36.8%	17.8%	5.5%	511
Baby Boomer Partners – Men	8.6%	30.8%	37.4%	18.2%	5.1%	396
Baby Boomer Partners – Women	11.4%	27.6%	38.1%	16.2%	6.7%	105
Partners at Economic Elite Firms	9.3%	31.1%	28.6%	24.8%	6.2%	161
Partners at National Firms	10.5%	31.2%	35.5%	17.1%	5.7%	954
Partners at Regional Firms	7.9%	25.3%	39.6%	20.3%	6.9%	202
New York City Partners	8.5%	27.9%	35.8%	20.6%	7.3%	165
Non-New York City Partners	10.4%	31.4%	34.8%	17.9%	5.6%	1,100

Question 25(e). To what extent do you agree with the following statement: The younger lawyers in my firm put their own needs and interests ahead of those of the firm and our clients.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	8.5%	27.4%	35.8%	21.5%	6.8%	1,318
Men Partners	9.3%	26.5%	35.4%	21.8%	7.0%	861
Women Partners	6.8%	28.2%	35.9%	22.2%	6.8%	365
Millennial Partners – All	8.6%	27.6%	34.5%	21.6%	7.8%	116
Millennial Partners – Men	14.7%	26.5%	32.4%	16.2%	10.3%	68
Millennial Partners – Women	0.0%	31.1%	37.8%	28.9%	2.2%	45
Gen X Partners – All	8.7%	28.9%	35.7%	20.1%	6.7%	613
Gen X Partners – Men	9.1%	28.4%	37.3%	19.8%	5.4%	373
Gen X Partners – Women	6.6%	29.7%	33.5%	20.8%	9.4%	212
Baby Boomer Partners – All	9.0%	24.1%	35.4%	24.7%	6.8%	511
Baby Boomer Partners – Men	8.9%	24.1%	34.2%	25.3%	7.6%	395
Baby Boomer Partners – Women	10.4%	24.5%	39.6%	21.7%	3.8%	106
Partners at Economic Elite Firms	6.8%	23.0%	34.2%	28.0%	8.1%	161
Partners at National Firms	9.2%	27.5%	36.2%	20.7%	6.5%	954
Partners at Regional Firms	6.4%	30.5%	35.5%	20.2%	7.4%	203
New York City Partners	6.6%	23.5%	35.5%	27.7%	6.6%	166
Non-New York City Partners	9.0%	27.4%	35.5%	21.1%	7.0%	1,101

Question 25(f). To what extent do you agree with the following statement: Our firm worries too much about what our younger lawyers think.

Partner Subset	Strongly agree (%)	Agree (%)	Neutral (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	7.4%	14.6%	33.2%	31.2%	13.7%	1,318
Men Partners	8.1%	14.4%	32.6%	32.3%	12.7%	862
Women Partners	6.1%	13.5%	34.2%	30.6%	15.7%	363
Millennial Partners – All	2.6%	7.8%	34.8%	35.7%	19.1%	115
Millennial Partners – Men	4.4%	7.4%	36.8%	35.3%	16.2%	68
Millennial Partners – Women	0.0%	6.8%	34.1%	36.4%	22.7%	44
Gen X Partners – All	8.5%	16.3%	36.1%	27.3%	11.8%	612
Gen X Partners – Men	10.2%	16.6%	35.9%	26.3%	11.0%	373
Gen X Partners – Women	5.7%	14.7%	37.0%	28.9%	13.7%	211
Baby Boomer Partners – All	7.4%	14.2%	29.2%	35.3%	13.8%	513
Baby Boomer Partners – Men	7.0%	13.6%	29.2%	37.3%	12.9%	397
Baby Boomer Partners – Women	9.4%	14.2%	29.3%	30.2%	17.0%	106
Partners at Economic Elite Firms	3.7%	14.2%	33.3%	37.7%	11.1%	162
Partners at National Firms	8.0%	14.2%	33.8%	30.2%	13.9%	954
Partners at Regional Firms	7.4%	16.8%	30.2%	30.7%	14.9%	202
New York City Partners	5.4%	15.1%	34.3%	31.3%	13.9%	166
Non-New York City Partners	7.7%	14.6%	32.7%	31.6%	13.5%	1,100

Question 26. How often would you think formal feedback to the associates and counsel with whom you work should be required?

Partner Subset	Annually (%)	Semi-annually (%)	Quarterly (%)	Monthly (%)	Weekly (%)	At the conclusion of every assignment (%)	The system does not need to change (%)	Total N
Partners – All	16.6%	34.2%	15.8%	5.6%	1.9%	18.9%	7.0%	1,326
Men Partners	16.4%	34.1%	16.7%	5.4%	2.4%	17.7%	7.3%	865
Women Partners	17.1%	34.5%	14.4%	5.7%	0.8%	22.0%	5.4%	368
Millennial Partners – All	15.5%	32.8%	24.1%	7.8%	1.7%	12.1%	6.0%	116
Millennial Partners – Men	13.2%	36.8%	26.5%	7.4%	2.9%	7.4%	5.9%	68
Millennial Partners – Women	20.0%	26.7%	20.0%	8.9%	0.0%	20.0%	4.4%	45
Gen X Partners – All	17.6%	35.0%	15.1%	4.9%	2.1%	17.9%	7.5%	615
Gen X Partners – Men	19.0%	33.2%	16.1%	4.6%	3.2%	15.8%	8.0%	373
Gen X Partners – Women	15.4%	38.3%	14.5%	4.7%	0.5%	20.1%	6.5%	214
Baby Boomer Partners – All	16.1%	33.9%	14.7%	6.0%	1.7%	21.3%	6.4%	517
Baby Boomer Partners – Men	15.5%	34.6%	15.3%	5.8%	1.8%	20.1%	7.0%	399
Baby Boomer Partners – Women	19.6%	30.8%	12.2%	6.5%	1.9%	26.2%	2.8%	107
Partners at Economic Elite Firms	20.6%	45.0%	11.9%	1.3%	0.0%	15.0%	6.3%	160
Partners at National Firms	16.8%	31.5%	16.5%	6.0%	2.0%	20.9%	6.2%	962
Partners at Regional Firms	12.3%	38.2%	15.7%	6.9%	2.9%	12.8%	11.3%	204
New York City Partners	19.3%	40.4%	14.5%	1.8%	1.8%	19.9%	2.4%	166
Non-New York City Partners	16.0%	33.3%	16.1%	6.2%	1.9%	19.0%	7.6%	1,109

Question 27. If you worked on a pro bono matter in the last 24 months, how did the pro bono work compare to your regular assignments?

Partner Subset	About as satisfying (%)	Less satisfying (%)	More satisfying (%)	No opinion (%)	I have not worked on any pro bono matters (%)	Total N
Partners – All	35.8%	12.2%	10.6%	10.9%	30.5%	1,297
Men Partners	36.3%	12.8%	10.7%	11.1%	29.2%	847
Women Partners	35.8%	11.7%	11.2%	9.5%	31.8%	358
Millennial Partners – All	32.2%	14.8%	15.7%	7.8%	29.6%	115
Millennial Partners – Men	32.4%	16.2%	13.2%	4.4%	33.8%	68
Millennial Partners – Women	31.8%	13.6%	18.2%	13.6%	22.7%	44
Gen X Partners – All	33.8%	13.5%	11.5%	11.7%	29.6%	601
Gen X Partners – Men	34.0%	14.0%	12.1%	12.6%	27.4%	365
Gen X Partners – Women	34.1%	13.5%	11.1%	10.1%	31.3%	208
Baby Boomer Partners – All	39.1%	10.5%	9.3%	9.5%	31.6%	504
Baby Boomer Partners – Men	38.6%	11.1%	9.5%	10.5%	30.3%	389
Baby Boomer Partners – Women	40.4%	7.7%	8.7%	5.8%	37.5%	104
Partners at Economic Elite Firms	44.4%	15.6%	12.5%	7.5%	20.0%	160
Partners at National Firms	35.0%	11.9%	10.7%	10.1%	32.3%	938
Partners at Regional Firms	32.7%	10.6%	9.1%	17.1%	30.7%	199
New York City Partners	39.0%	14.5%	11.3%	10.1%	25.2%	159
Non-New York City Partners	35.6%	12.0%	10.8%	10.7%	31.0%	1,088

Question 28. On average, how often do you spend a meaningful amount of time working from home? (Please check all that apply)

Partner Subset	One day each week (%)	2-3 days each week (%)	One night each week (%)	2-3 nights each week (%)	Part of each weekend (%)	Never (%)	Other (%)	Total N
Partners – All	21.8%	12.6%	14.7%	32.1%	47.3%	7.7%	15.1%	1,331
Men Partners	21.5%	11.3%	14.5%	30.5%	46.6%	9.0%	12.7%	867
Women Partners	22.8%	14.7%	15.0%	36.1%	48.6%	3.8%	20.1%	368
Millennial Partners – All	30.2%	13.8%	21.6%	50.0%	53.5%	5.2%	6.0%	116
Millennial Partners – Men	30.9%	11.8%	17.7%	52.9%	50.0%	5.9%	5.9%	68
Millennial Partners – Women	26.7%	13.3%	22.2%	46.7%	55.6%	4.4%	6.7%	45
Gen X Partners – All	24.0%	12.2%	15.6%	35.6%	48.5%	5.0%	15.1%	616
Gen X Partners – Men	25.9%	9.4%	15.2%	35.3%	49.7%	6.2%	10.7%	374
Gen X Partners – Women	20.6%	16.4%	15.9%	35.5%	46.3%	3.3%	22.4%	214
Baby Boomer Partners – All	18.2%	11.8%	13.1%	25.1%	46.0%	10.0%	17.2%	518
Baby Boomer Partners – Men	16.3%	11.8%	14.0%	22.8%	44.5%	11.3%	16.0%	400
Baby Boomer Partners – Women	26.2%	12.2%	10.3%	32.7%	50.5%	4.7%	21.5%	107
Partners at Economic Elite Firms	17.8%	14.1%	11.7%	38.7%	58.3%	6.1%	15.3%	163
Partners at National Firms	21.9%	12.7%	13.2%	32.0%	45.9%	8.3%	14.8%	964
Partners at Regional Firms	24.5%	10.8%	24.0%	27.5%	45.6%	5.9%	16.2%	204
New York City Partners	22.8%	13.2%	10.8%	37.7%	49.7%	4.8%	15.6%	167
Non-New York City Partners	21.8%	12.4%	15.5%	31.5%	47.1%	7.8%	14.9%	1,110

Question 29. Are you satisfied with your firm's approach to cyber security?

Partner Subset	Yes (%)	No (%)	I don't know (%)	Total N
Partners – All	77.6%	4.3%	18.2%	1,328
Men Partners	79.5%	4.6%	15.9%	864
Women Partners	74.7%	3.5%	21.7%	368
Millennial Partners – All	73.3%	1.7%	25.0%	116
Millennial Partners – Men	76.5%	2.9%	20.6%	68
Millennial Partners – Women	66.7%	0.0%	33.3%	45
Gen X Partners – All	76.9%	5.5%	17.6%	615
Gen X Partners – Men	77.2%	6.2%	16.6%	373
Gen X Partners – Women	77.1%	3.7%	19.2%	214
Baby Boomer Partners – All	80.0%	3.9%	16.1%	516
Baby Boomer Partners – Men	81.9%	3.8%	14.3%	398
Baby Boomer Partners – Women	72.9%	4.7%	22.4%	107
Partners at Economic Elite Firms	76.1%	5.5%	18.4%	163
Partners at National Firms	77.8%	4.5%	17.8%	962
Partners at Regional Firms	77.8%	2.5%	19.7%	203
New York City Partners	71.3%	6.0%	22.8%	167
Non-New York City Partners	79.0%	4.2%	16.8%	1,107

Question 31. Do you see opportunities to use technology to provide additional value to your firm's clients?

Partner Subset	Yes (%)	No (%)	Total N
Partners – All	57.8%	42.2%	1,283
Men Partners	57.0%	43.0%	848
Women Partners	58.6%	41.5%	345
Millennial Partners – All	58.0%	42.0%	112
Millennial Partners – Men	59.7%	40.3%	67
Millennial Partners – Women	54.8%	45.2%	42
Gen X Partners – All	60.8%	39.2%	594
Gen X Partners – Men	61.0%	39.0%	367
Gen X Partners – Women	59.8%	40.2%	199
Baby Boomer Partners – All	54.5%	45.5%	501
Baby Boomer Partners – Men	53.6%	46.4%	390
Baby Boomer Partners – Women	57.8%	42.2%	102
Partners at Economic Elite Firms	50.6%	49.4%	154
Partners at National Firms	58.5%	41.5%	937
Partners at Regional Firms	59.9%	40.1%	192
New York City Partners	52.2%	47.8%	161
Non-New York City Partners	58.4%	41.6%	1,072

Question 33(a). To what extent do you agree with the following statement: In most ways, my life is close to my ideal.

Partner Subset	Strongly agree (%)	Agree (%)	Slightly agree (%)	Neither agree nor disagree (%)	Slightly disagree (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	9.6%	41.2%	23.9%	9.9%	7.8%	6.2%	1.4%	1,318
Men Partners	9.1%	43.2%	24.7%	9.5%	7.3%	5.1%	1.2%	864
Women Partners	11.8%	40.4%	22.1%	9.6%	7.1%	7.4%	1.6%	366
Millennial Partners – All	11.2%	31.9%	27.6%	12.9%	9.5%	6.0%	0.9%	116
Millennial Partners – Men	5.9%	33.8%	32.4%	8.8%	13.2%	5.9%	0.0%	68
Millennial Partners – Women	17.8%	31.1%	17.8%	20.0%	4.4%	6.7%	2.2%	45
Gen X Partners – All	5.4%	37.8%	27.4%	10.6%	8.8%	7.8%	2.3%	614
Gen X Partners – Men	3.2%	38.9%	29.5%	11.8%	7.8%	6.7%	2.1%	373
Gen X Partners – Women	9.9%	39.9%	23.5%	7.5%	9.4%	8.0%	1.9%	213
Baby Boomer Partners – All	14.2%	47.4%	19.4%	8.4%	5.8%	4.3%	0.6%	515
Baby Boomer Partners – Men	14.1%	48.7%	19.4%	7.8%	6.3%	3.3%	0.5%	398
Baby Boomer Partners – Women	13.2%	45.3%	21.7%	8.5%	3.8%	6.6%	0.9%	106
Partners at Economic Elite Firms	9.4%	46.3%	21.9%	7.5%	8.8%	5.0%	1.3%	160
Partners at National Firms	10.0%	38.8%	24.2%	11.4%	7.3%	6.7%	1.6%	954
Partners at Regional Firms	8.3%	48.5%	24.0%	4.9%	9.3%	4.4%	0.5%	204
New York City Partners	11.5%	40.4%	21.1%	10.8%	6.0%	8.4%	1.8%	166
Non-New York City Partners	9.7%	41.4%	24.3%	9.7%	7.7%	5.9%	1.4%	1,106

Question 33(b). To what extent do you agree with the following statement: So far I have gotten the most important things I want in life.

Partner Subset	Strongly agree (%)	Agree (%)	Slightly agree (%)	Neither agree nor disagree (%)	Slightly disagree (%)	Disagree (%)	Strongly disagree (%)	Total N
Partners – All	20.6%	50.0%	16.6%	5.4%	4.0%	2.9%	0.7%	1,317
Men Partners	19.1%	52.1%	17.1%	5.5%	3.5%	2.2%	0.6%	862
Women Partners	24.9%	48.1%	14.5%	4.1%	4.1%	3.3%	1.1%	366
Millennial Partners – All	21.6%	40.5%	22.4%	2.6%	6.0%	6.0%	0.9%	116
Millennial Partners – Men	17.7%	41.2%	27.9%	1.5%	7.4%	4.4%	0.0%	68
Millennial Partners – Women	24.4%	40.0%	15.6%	4.4%	4.4%	8.9%	2.2%	45
Gen X Partners – All	14.5%	50.0%	19.7%	6.8%	4.1%	3.8%	1.1%	614
Gen X Partners – Men	11.3%	52.2%	21.5%	7.0%	3.5%	3.5%	1.1%	372
Gen X Partners – Women	20.6%	49.5%	16.4%	5.1%	4.7%	2.3%	1.4%	214
Baby Boomer Partners – All	27.8%	52.9%	10.5%	4.3%	3.1%	1.2%	0.2%	514
Baby Boomer Partners – Men	26.1%	54.5%	10.6%	4.8%	3.0%	0.8%	0.3%	398
Baby Boomer Partners – Women	34.3%	47.6%	10.5%	1.9%	2.9%	2.9%	0.0%	105
Partners at Economic Elite Firms	19.4%	51.3%	18.1%	3.1%	4.4%	3.8%	0.0%	160
Partners at National Firms	21.4%	48.9%	16.3%	5.7%	4.0%	2.8%	0.9%	953
Partners at Regional Firms	17.7%	53.9%	16.7%	5.9%	3.4%	2.5%	0.0%	204
New York City Partners	25.0%	43.9%	16.5%	6.1%	3.7%	4.3%	0.6%	164
Non-New York City Partners	20.2%	51.2%	16.3%	5.2%	3.8%	2.6%	0.7%	1,106

Question 36. Gender

Partner Subset	Male (%)	Female (%)	I do not identify as male or female (%)	I identify as transgender (%)	I prefer not to respond (%)	Total N
Partners – All	68.0%	28.8%	0.0%	0.1%	3.2%	1,280
Men Partners	100.0%	0.0%	0.0%	0.0%	0.0%	870
Women Partners	0.0%	100.0%	0.0%	0.0%	0.0%	368
Millennial Partners – All	58.6%	38.8%	0.0%	0.0%	2.6%	116
Millennial Partners – Men	100.0%	0.0%	0.0%	0.0%	0.0%	68
Millennial Partners – Women	0.0%	100.0%	0.0%	0.0%	0.0%	45
Gen X Partners – All	60.8%	34.6%	0.0%	0.0%	4.5%	618
Gen X Partners – Men	100.0%	0.0%	0.0%	0.0%	0.0%	376
Gen X Partners – Women	0.0%	100.0%	0.0%	0.0%	0.0%	214
Baby Boomer Partners – All	77.3%	20.6%	0.0%	0.2%	1.9%	519
Baby Boomer Partners – Men	100.0%	0.0%	0.0%	0.0%	0.0%	401
Baby Boomer Partners – Women	0.0%	100.0%	0.0%	0.0%	0.0%	107
Partners at Economic Elite Firms	68.0%	29.5%	0.0%	0.0%	2.6%	156
Partners at National Firms	67.2%	29.3%	0.0%	0.0%	3.4%	931
Partners at Regional Firms	71.5%	25.4%	0.0%	0.5%	2.6%	193
New York City Partners	66.5%	30.5%	0.0%	0.0%	3.0%	167
Non-New York City Partners	68.2%	28.5%	0.0%	0.1%	3.2%	1,113

Question 38. Position at law firm

Partner Subset	Counsel (%)	Non-equity partner (%)	Equity partner (%)	Total N
Partners – All	3.4%	35.0%	61.6%	1,280
Men Partners	3.1%	31.7%	65.2%	870
Women Partners	3.3%	42.9%	53.8%	368
Millennial Partners – All	5.2%	78.5%	16.4%	116
Millennial Partners – Men	7.4%	79.4%	13.2%	68
Millennial Partners – Women	2.2%	77.8%	20.0%	45
Gen X Partners – All	3.4%	36.6%	60.0%	618
Gen X Partners – Men	2.9%	33.8%	63.3%	376
Gen X Partners – Women	4.2%	41.6%	54.2%	214
Baby Boomer Partners – All	2.7%	22.7%	74.6%	519
Baby Boomer Partners – Men	2.2%	21.0%	76.8%	401
Baby Boomer Partners – Women	1.9%	29.9%	68.2%	107
Partners at Economic Elite Firms	9.6%	16.0%	74.4%	156
Partners at National Firms	2.8%	36.6%	60.6%	931
Partners at Regional Firms	1.0%	42.5%	56.5%	193
New York City Partners	3.0%	32.9%	64.1%	167
Non-New York City Partners	3.4%	35.3%	61.3%	1,113

Question 39. Race/ethnicity

Partner Subset	White or Caucasian (%)	Black or African American (%)	Hispanic or Latino (%)	Asian or Asian American (%)	American Indian or Alaska Native (%)	Native Hawaiian or other Pacific Islander (%)	Two or more races (%)	I prefer not to respond (%)	Total N
Partners – All	86.8%	0.9%	2.8%	2.7%	0.1%	0.0%	1.3%	5.4%	1,280
Men Partners	91.0%	0.2%	2.4%	1.8%	0.0%	0.0%	1.3%	3.2%	870
Women Partners	84.0%	2.7%	4.1%	4.9%	0.3%	0.0%	1.4%	2.7%	368
Millennial Partners – All	85.3%	3.5%	0.9%	3.5%	0.0%	0.0%	3.5%	3.5%	116
Millennial Partners – Men	91.2%	0.0%	0.0%	2.9%	0.0%	0.0%	4.4%	1.5%	68
Millennial Partners – Women	82.2%	8.9%	2.2%	4.4%	0.0%	0.0%	2.2%	0.0%	45
Gen X Partners – All	82.2%	1.1%	4.5%	3.6%	0.2%	0.0%	1.6%	6.8%	618
Gen X Partners – Men	87.8%	0.5%	4.3%	1.9%	0.0%	0.0%	1.6%	4.0%	376
Gen X Partners – Women	79.0%	2.3%	5.6%	6.5%	0.5%	0.0%	1.9%	4.2%	214
Baby Boomer Partners – All	92.1%	0.2%	1.4%	1.7%	0.0%	0.0%	0.4%	4.2%	519
Baby Boomer Partners – Men	93.8%	0.0%	1.3%	1.8%	0.0%	0.0%	0.5%	2.7%	401
Baby Boomer Partners – Women	94.4%	0.9%	1.9%	1.9%	0.0%	0.0%	0.0%	0.9%	107
Partners at Economic Elite Firms	85.9%	2.6%	0.6%	4.5%	0.0%	0.0%	1.9%	4.5%	156
Partners at National Firms	86.9%	0.5%	3.0%	2.6%	0.1%	0.0%	0.9%	6.0%	931
Partners at Regional Firms	87.1%	1.6%	3.6%	2.1%	0.0%	0.0%	2.6%	3.1%	193
New York City Partners	84.4%	1.2%	1.8%	5.4%	0.0%	0.0%	0.6%	6.6%	167
Non-New York City Partners	87.2%	0.9%	3.0%	2.3%	0.1%	0.0%	1.4%	5.2%	1,113

Question 40. Marital status

Partner Subset	Married (%)	Unmarried & never married (%)	Unmarried & divorced (%)	Unmarried but living with a partner (%)	I prefer not to respond (%)	Total N
Partners – All	87.4%	3.1%	4.6%	1.3%	3.5%	1,272
Men Partners	92.3%	1.7%	3.8%	0.8%	1.4%	866
Women Partners	80.8%	6.9%	6.9%	2.8%	2.8%	364
Millennial Partners – All	85.3%	8.6%	1.7%	0.9%	3.5%	116
Millennial Partners – Men	91.2%	5.9%	1.5%	0.0%	1.5%	68
Millennial Partners – Women	80.0%	13.3%	2.2%	2.2%	2.2%	45
Gen X Partners – All	87.3%	3.6%	4.4%	1.1%	3.6%	614
Gen X Partners – Men	91.7%	2.1%	4.0%	0.5%	1.6%	373
Gen X Partners – Women	83.6%	6.6%	5.6%	2.4%	1.9%	213
Baby Boomer Partners – All	87.8%	1.6%	5.4%	1.6%	3.7%	516
Baby Boomer Partners – Men	93.0%	0.8%	4.0%	1.0%	1.3%	401
Baby Boomer Partners – Women	75.0%	4.8%	11.5%	3.9%	4.8%	104
Partners at Economic Elite Firms	87.2%	4.5%	3.9%	1.3%	3.2%	156
Partners at National Firms	86.9%	3.1%	4.8%	1.3%	3.9%	923
Partners at Regional Firms	90.2%	2.1%	4.2%	1.6%	2.1%	193
New York City Partners	83.2%	5.4%	5.4%	0.6%	5.4%	167
Non-New York City Partners	88.1%	2.8%	4.4%	1.5%	3.3%	1,105

Question 41. Children

Partner Subset	None (%)	One (%)	Two (%)	More than two (%)	Total N
Partners – All	11.1%	10.7%	46.7%	31.6%	1,255
Men Partners	6.5%	8.7%	47.9%	36.9%	862
Women Partners	22.0%	15.2%	43.0%	19.8%	363
Millennial Partners – All	25.7%	23.0%	34.5%	16.8%	113
Millennial Partners – Men	19.4%	16.4%	41.8%	22.4%	67
Millennial Partners – Women	36.4%	31.8%	22.7%	9.1%	44
Gen X Partners – All	13.1%	9.5%	48.9%	28.5%	603
Gen X Partners – Men	7.8%	8.4%	50.3%	33.5%	370
Gen X Partners – Women	22.2%	10.9%	46.2%	20.8%	212
Baby Boomer Partners – All	5.7%	9.4%	47.1%	37.9%	512
Baby Boomer Partners – Men	3.0%	7.8%	47.0%	42.3%	400
Baby Boomer Partners – Women	16.2%	16.2%	45.7%	21.9%	105
Partners at Economic Elite Firms	11.6%	11.0%	46.5%	31.0%	155
Partners at National Firms	11.4%	11.0%	46.9%	30.7%	909
Partners at Regional Firms	8.9%	8.9%	46.1%	36.1%	191
New York City Partners	15.7%	10.2%	49.4%	24.7%	166
Non-New York City Partners	10.4%	10.7%	46.3%	32.6%	1,089

Question 42. City where you practice

Partner Subset	New York City (%)	Non-New York City (%)	Total N
Partners – All	13.1%	86.9%	1,280
Men Partners	12.8%	87.2%	870
Women Partners	13.9%	86.1%	368
Millennial Partners – All	10.3%	89.7%	116
Millennial Partners – Men	7.4%	92.7%	68
Millennial Partners – Women	15.6%	84.4%	45
Gen X Partners – All	11.5%	88.5%	618
Gen X Partners – Men	11.2%	88.8%	376
Gen X Partners – Women	11.7%	88.3%	214
Baby Boomer Partners – All	15.4%	84.6%	519
Baby Boomer Partners – Men	15.2%	84.8%	401
Baby Boomer Partners – Women	16.8%	83.2%	107
Partners at Economic Elite Firms	30.8%	69.2%	156
Partners at National Firms	12.1%	87.9%	931
Partners at Regional Firms	3.1%	96.9%	193
New York City Partners	100.0%	0.0%	167
Non-New York City Partners	0.0%	100.0%	1,113

Question 43. Size of your law firm

Partner Subset	Less than 100 (%)	101–250 (%)	251–500 (%)	501–1000 (%)	1001–1500 (%)	More than 1500 (%)	Total N
Partners – All	1.1%	6.9%	28.2%	51.5%	2.5%	9.8%	1,280
Men Partners	0.8%	6.7%	29.0%	51.3%	2.3%	10.0%	870
Women Partners	1.9%	7.6%	26.1%	51.1%	3.3%	10.1%	368
Millennial Partners – All	0.0%	5.2%	23.3%	57.8%	2.6%	11.2%	116
Millennial Partners – Men	0.0%	5.9%	23.5%	52.9%	4.4%	13.2%	68
Millennial Partners – Women	0.0%	4.4%	20.0%	66.7%	0.0%	8.9%	45
Gen X Partners – All	1.3%	7.3%	27.4%	51.3%	2.4%	10.4%	618
Gen X Partners – Men	1.6%	7.2%	27.1%	50.8%	2.1%	11.2%	376
Gen X Partners – Women	0.9%	7.5%	28.0%	50.9%	3.3%	9.4%	214
Baby Boomer Partners – All	1.2%	6.7%	29.7%	50.7%	2.7%	9.1%	519
Baby Boomer Partners – Men	0.3%	6.2%	30.9%	51.9%	2.2%	8.5%	401
Baby Boomer Partners – Women	4.7%	9.4%	24.3%	44.9%	4.7%	12.2%	107
Partners at Economic Elite Firms	0.0%	0.0%	25.0%	46.2%	6.4%	22.4%	156
Partners at National Firms	0.6%	0.3%	23.9%	63.1%	2.4%	9.8%	931
Partners at Regional Firms	4.2%	44.0%	51.8%	0.0%	0.0%	0.0%	193
New York City Partners	0.6%	4.8%	28.1%	41.3%	10.2%	15.0%	167
Non-New York City Partners	1.2%	7.2%	28.2%	53.0%	1.4%	9.1%	1,113

Question 44. Size of the office where you work

Partner Subset	Less than 50 (%)	51–100 (%)	101–250 (%)	More than 250 (%)	Total N
Partners – All	30.5%	31.3%	26.0%	12.2%	1,280
Men Partners	29.7%	31.3%	27.1%	12.0%	870
Women Partners	31.5%	32.3%	22.8%	13.3%	368
Millennial Partners – All	24.1%	39.7%	19.8%	16.4%	116
Millennial Partners – Men	32.4%	35.3%	16.2%	16.2%	68
Millennial Partners – Women	13.3%	44.4%	24.4%	17.8%	45
Gen X Partners – All	33.8%	31.7%	23.6%	10.8%	618
Gen X Partners – Men	31.7%	31.9%	24.5%	12.0%	376
Gen X Partners – Women	36.5%	31.8%	22.4%	9.4%	214
Baby Boomer Partners – All	27.6%	29.1%	30.8%	12.5%	519
Baby Boomer Partners – Men	26.7%	30.2%	32.2%	11.0%	401
Baby Boomer Partners – Women	29.9%	28.0%	23.4%	18.7%	107
Partners at Economic Elite Firms	14.1%	26.9%	14.7%	44.2%	156
Partners at National Firms	34.4%	33.9%	22.3%	9.3%	931
Partners at Regional Firms	24.9%	22.3%	52.9%	0.0%	193
New York City Partners	4.2%	28.7%	39.5%	27.5%	167
Non-New York City Partners	34.4%	31.7%	24.0%	9.9%	1,113

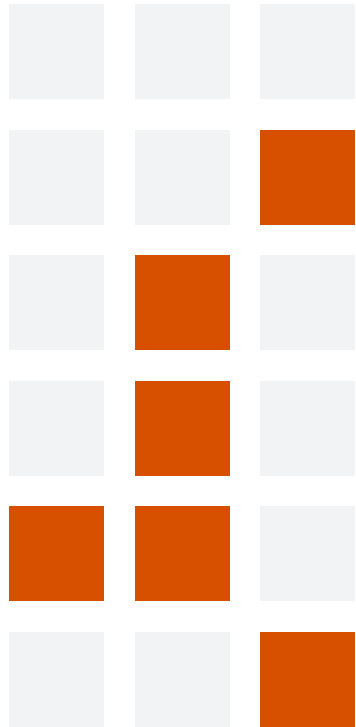
Question 48. Main practice area

Partner Subset	Admiralty/ Maritime/ Aviation (%)	Appellate Law (%)	Arbitration/ Mediation/ Dispute Resolution (%)	Banking/ Finance (%)	Bankruptcy (%)	Business/ Corporate (%)	Civil Rights/ Human Rights/ Constitutional (%)	Energy (%)	Family (%)	General Practice (%)
Partners – All	0.0%	1.8%	0.3%	5.7%	2.2%	15.8%	0.0%	1.7%	0.3%	0.5%
Men Partners	0.0%	1.3%	0.1%	5.3%	2.8%	17.2%	0.0%	1.6%	0.4%	0.5%
Women Partners	0.0%	3.2%	0.6%	7.3%	1.2%	11.3%	0.0%	1.5%	0.3%	0.6%
Millennial Partners – All	0.0%	3.7%	0.0%	9.2%	0.9%	13.8%	0.0%	0.9%	0.0%	0.0%
Millennial Partners – Men	0.0%	4.6%	0.0%	10.8%	1.5%	15.4%	0.0%	0.0%	0.0%	0.0%
Millennial Partners – Women	0.0%	2.4%	0.0%	7.1%	0.0%	11.9%	0.0%	0.0%	0.0%	0.0%
Gen X Partners – All	0.0%	2.1%	0.5%	5.6%	2.4%	16.0%	0.0%	1.6%	0.5%	0.4%
Gen X Partners – Men	0.0%	2.3%	0.0%	5.9%	2.8%	17.7%	0.0%	1.1%	0.6%	0.0%
Gen X Partners – Women	0.0%	2.0%	1.0%	5.5%	2.0%	10.9%	0.0%	2.5%	0.5%	1.0%
Baby Boomer Partners – All	0.0%	1.2%	0.2%	5.2%	2.4%	15.9%	0.0%	1.8%	0.2%	0.8%
Baby Boomer Partners – Men	0.0%	0.0%	0.3%	3.9%	3.1%	16.9%	0.0%	2.1%	0.3%	1.0%
Baby Boomer Partners – Women	0.0%	6.1%	0.0%	11.1%	0.0%	12.1%	0.0%	0.0%	0.0%	0.0%
Partners at Economic Elite Firms	0.0%	2.0%	0.7%	8.8%	1.4%	17.0%	0.0%	2.0%	0.0%	1.4%
Partners at National Firms	0.0%	2.1%	0.3%	5.7%	2.5%	15.8%	0.0%	1.5%	0.5%	0.3%
Partners at Regional Firms	0.0%	0.6%	0.0%	3.3%	1.6%	14.8%	0.0%	2.2%	0.0%	0.6%
New York City Partners	0.0%	0.0%	0.0%	11.7%	2.0%	20.8%	0.0%	0.0%	0.7%	0.7%
Non-New York City Partners	0.0%	2.1%	0.4%	4.9%	2.3%	15.1%	0.0%	1.9%	0.3%	0.5%

(continued)

Question 48. Main practice area (continued from previous page)

Partner Subset	Government/ Regulatory/ Administrative (%)	Intellectual Property (%)	International Law (%)	Labor and Employment (%)	Litigation (%)	Real Estate/ Land Use (%)	Tax (%)	Trusts & Estates (%)	Other (%)	Total N
Partners – All	6.5%	9.3%	0.6%	5.4%	28.8%	10.3%	3.2%	2.4%	5.0%	1,203
Men Partners	5.8%	9.3%	0.6%	5.1%	29.6%	10.1%	3.4%	2.3%	4.8%	831
Women Partners	8.4%	9.3%	0.6%	6.1%	26.7%	11.6%	3.2%	2.6%	5.8%	345
Millennial Partners – All	5.5%	9.2%	0.0%	4.6%	38.5%	9.2%	2.8%	0.9%	0.9%	109
Millennial Partners – Men	6.2%	10.8%	0.0%	1.5%	40.0%	6.2%	1.5%	1.5%	0.0%	65
Millennial Partners – Women	4.8%	7.1%	0.0%	7.1%	38.1%	14.3%	4.8%	0.0%	2.4%	42
Gen X Partners – All	5.9%	11.1%	0.7%	4.7%	29.6%	8.9%	3.1%	1.9%	5.0%	575
Gen X Partners – Men	5.9%	10.7%	0.6%	4.5%	30.1%	8.2%	2.8%	1.7%	5.3%	356
Gen X Partners – Women	5.9%	11.4%	1.0%	5.5%	28.7%	10.9%	4.0%	2.5%	5.0%	202
Baby Boomer Partners – All	7.0%	7.2%	0.6%	6.2%	26.6%	12.7%	3.4%	3.0%	5.4%	497
Baby Boomer Partners – Men	5.4%	7.7%	0.8%	5.9%	28.2%	13.1%	4.1%	2.6%	4.9%	390
Baby Boomer Partners – Women	14.1%	6.1%	0.0%	7.1%	18.2%	12.1%	1.0%	4.0%	8.1%	99
Partners at Economic Elite Firms	4.1%	17.7%	0.0%	2.0%	25.2%	5.4%	7.5%	0.0%	4.8%	147
Partners at National Firms	6.0%	9.1%	0.8%	5.7%	28.3%	10.9%	2.9%	2.9%	4.8%	873
Partners at Regional Firms	10.9%	3.8%	0.0%	6.6%	34.4%	11.5%	1.6%	2.2%	6.0%	183
New York City Partners	4.6%	12.3%	0.0%	2.0%	20.8%	12.3%	6.5%	0.0%	5.8%	154
Non-New York City Partners	6.8%	8.9%	0.7%	5.9%	30.0%	10.0%	2.8%	2.8%	4.9%	1,049



**APPENDIX D:
DETAILED SUMMARY
OF ASSOCIATE SURVEY
RESULTS**

Question 1. Which of the following factors were the most important in deciding to accept your current job? (Please select up to four.)

Associate Subset	Salary (%)	Interesting work (%)	Firm atmosphere & culture (%)	Pro bono opportunities (%)	Firm's training program (%)	Improving resume by working for prestigious law firm (%)	Possibility for advancement (%)	Diversity among lawyers (%)
Associates – All	68.0%	58.8%	70.1%	11.0%	9.3%	25.3%	27.6%	10.0%
Men Associates	72.8%	62.6%	71.6%	8.8%	8.3%	29.8%	28.4%	6.2%
Women Associates	65.3%	57.1%	71.4%	13.4%	9.8%	24.1%	27.2%	11.7%
White or Caucasian Associates	71.1%	60.6%	70.9%	12.0%	8.4%	28.4%	26.7%	5.8%
Black or African American Associates	50.0%	64.3%	75.0%	0.0%	14.3%	17.9%	17.9%	32.1%
Latinx Associates	72.0%	48.0%	78.0%	10.0%	14.0%	18.0%	38.0%	22.0%
Asian or Asian American Associates	66.2%	52.3%	78.5%	7.7%	6.2%	26.2%	36.9%	13.9%
Two or More Races Associates	71.0%	58.1%	67.7%	0.0%	16.1%	32.3%	22.6%	12.9%
Associates Aspiring to Partner at Current Firm in 10 Years	70.5%	61.4%	72.7%	5.1%	7.3%	20.7%	40.9%	9.9%
Associates Not Aspiring to Partner at Current Firm in 10 Years	66.8%	56.9%	69.2%	14.8%	10.5%	29.2%	18.4%	9.8%
Associates at Economic Elite Firms	67.9%	69.1%	75.9%	15.5%	11.9%	34.2%	19.9%	7.1%
Associates at National Firms	68.7%	54.4%	66.8%	9.9%	7.3%	23.0%	29.5%	11.4%
Associates at Regional Firms	64.8%	53.1%	71.1%	3.9%	11.7%	13.3%	39.1%	10.9%
New York City Associates	62.1%	64.1%	75.8%	20.2%	9.6%	26.8%	25.8%	8.1%
Non-New York City Associates	70.8%	58.1%	70.1%	8.6%	9.2%	26.4%	28.2%	10.2%

(continued)

Associate Subset	Geographic location (%)	Promise of healthy work-life balance (%)	Family-friendly benefits—subsidized day care, flexible work schedule, parental leave, etc. (%)	Financial stability of the firm (%)	Outplacement program (%)	Other (%)	Total N
Associates – All	42.8%	34.5%	9.6%	20.1%	0.6%	4.5%	1,078
Men Associates	46.6%	29.1%	5.9%	22.7%	0.7%	4.0%	423
Women Associates	39.6%	39.1%	14.1%	18.3%	0.7%	4.7%	427
White or Caucasian Associates	43.1%	35.6%	9.7%	20.9%	0.8%	4.2%	640
Black or African American Associates	32.1%	14.3%	14.3%	14.3%	0.0%	10.7%	28
Latinx Associates	38.0%	40.0%	10.0%	22.0%	0.0%	2.0%	50
Asian or Asian American Associates	44.6%	36.9%	15.4%	21.5%	1.5%	3.1%	65
Two or More Races Associates	45.2%	22.6%	3.2%	12.9%	0.0%	6.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	40.7%	32.3%	9.3%	24.8%	0.5%	4.0%	396
Associates Not Aspiring to Partner at Current Firm in 10 Years	45.4%	36.8%	9.8%	18.0%	0.5%	4.5%	582
Associates at Economic Elite Firms	39.3%	17.6%	8.0%	21.1%	1.2%	3.3%	336
Associates at National Firms	41.2%	41.0%	9.8%	18.6%	0.3%	5.9%	614
Associates at Regional Firms	59.4%	47.7%	12.5%	25.0%	0.0%	0.8%	128
New York City Associates	32.3%	34.3%	7.6%	18.7%	1.0%	3.5%	198
Non-New York City Associates	46.0%	34.8%	10.3%	20.5%	0.6%	4.5%	706

Question 2. I am satisfied with the progress of my career.

Associate Subset	Strongly agree (%)	Somewhat agree (%)	Neutral (%)	Somewhat disagree (%)	Strongly disagree (%)	Total N
Associates – All	29.2%	43.3%	19.2%	6.4%	2.0%	1,059
Men Associates	34.3%	45.6%	13.9%	5.0%	1.2%	417
Women Associates	27.5%	42.5%	21.5%	6.4%	2.2%	419
White or Caucasian Associates	31.6%	44.6%	16.8%	5.9%	1.1%	626
Black or African American Associates	28.6%	46.4%	21.4%	3.6%	0.0%	28
Latinx Associates	34.7%	44.9%	14.3%	4.1%	2.0%	49
Asian or Asian American Associates	24.6%	49.2%	20.0%	4.6%	1.5%	65
Two or More Races Associates	35.5%	35.5%	16.1%	6.5%	6.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	41.4%	47.6%	8.2%	1.8%	1.0%	391
Associates Not Aspiring to Partner at Current Firm in 10 Years	20.9%	41.7%	26.5%	8.3%	2.6%	569
Associates at Economic Elite Firms	31.6%	44.5%	16.3%	6.4%	1.2%	326
Associates at National Firms	28.3%	42.5%	20.8%	6.3%	2.1%	607
Associates at Regional Firms	27.0%	43.7%	19.1%	7.1%	3.2%	126
New York City Associates	23.7%	43.8%	21.1%	9.8%	1.6%	194
Non-New York City Associates	31.4%	44.0%	18.0%	4.6%	2.0%	694

Question 3. Does your firm offer formal training in substantive legal work?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	83.5%	16.5%	1,058
Men Associates	87.9%	12.1%	422
Women Associates	82.9%	17.1%	426
White or Caucasian Associates	85.5%	14.6%	639
Black or African American Associates	85.7%	14.3%	28
Latinx Associates	92.0%	8.0%	50
Asian or Asian American Associates	81.3%	18.8%	64
Two or More Races Associates	80.7%	19.4%	31
Associates Aspiring to Partner at Current Firm in 10 Years	86.3%	13.7%	395
Associates Not Aspiring to Partner at Current Firm in 10 Years	82.1%	17.9%	580
Associates at Economic Elite Firms	92.5%	7.6%	331
Associates at National Firms	81.1%	18.9%	603
Associates at Regional Firms	71.0%	29.0%	124
New York City Associates	84.8%	15.2%	197
Non-New York City Associates	84.1%	15.9%	705

Question 4. If yes, how valuable is the training?

Associate Subset	Not at all valuable (%)	2 (%)	Neutral (%)	4 (%)	Extremely valuable (%)	Total N
Associates – All	2.3%	10.2%	32.0%	39.7%	15.9%	925
Men Associates	1.6%	11.3%	32.1%	40.5%	14.5%	380
Women Associates	2.4%	8.0%	32.3%	38.9%	18.4%	375
White or Caucasian Associates	2.1%	9.6%	31.3%	40.7%	16.3%	572
Black or African American Associates	0.0%	8.0%	36.0%	48.0%	8.0%	25
Latinx Associates	2.2%	8.7%	34.8%	37.0%	17.4%	46
Asian or Asian American Associates	1.9%	5.6%	27.8%	44.4%	20.4%	54
Two or More Races Associates	0.0%	11.1%	44.4%	25.9%	18.5%	27
Associates Aspiring to Partner at Current Firm in 10 Years	1.7%	6.5%	31.4%	39.7%	20.7%	353
Associates Not Aspiring to Partner at Current Firm in 10 Years	2.8%	13.3%	33.3%	38.4%	12.3%	505
Associates at Economic Elite Firms	0.3%	9.3%	29.5%	44.9%	16.0%	312
Associates at National Firms	3.5%	11.7%	34.2%	35.1%	15.6%	521
Associates at Regional Firms	2.2%	4.4%	28.3%	47.8%	17.4%	92
New York City Associates	0.0%	11.6%	35.3%	41.0%	12.1%	173
Non-New York City Associates	2.9%	9.9%	31.7%	38.8%	16.7%	624

Question 5. Does your firm offer formal training in Business Development and Client Relationship Building?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	66.6%	33.4%	1,029
Men Associates	68.7%	31.3%	419
Women Associates	67.1%	32.9%	423
White or Caucasian Associates	68.0%	32.0%	631
Black or African American Associates	71.4%	28.6%	28
Latinx Associates	74.0%	26.0%	50
Asian or Asian American Associates	64.6%	35.4%	65
Two or More Races Associates	67.7%	32.3%	31
Associates Aspiring to Partner at Current Firm in 10 Years	77.2%	22.8%	391
Associates Not Aspiring to Partner at Current Firm in 10 Years	59.3%	40.7%	577
Associates at Economic Elite Firms	58.4%	41.6%	322
Associates at National Firms	68.6%	31.4%	586
Associates at Regional Firms	78.5%	21.5%	121
New York City Associates	53.1%	46.9%	196
Non-New York City Associates	70.8%	29.2%	698

Question 6. If yes, how valuable is the training?

Associate Subset	Not at all valuable (%)	2 (%)	Neutral (%)	4 (%)	Extremely valuable (%)	Total N
Associates – All	6.0%	13.0%	43.2%	28.2%	9.6%	748
Men Associates	5.5%	13.3%	41.8%	29.5%	10.0%	309
Women Associates	5.5%	11.6%	45.5%	27.1%	10.3%	310
White or Caucasian Associates	6.0%	12.0%	43.4%	29.5%	9.0%	465
Black or African American Associates	0.0%	13.0%	34.8%	39.1%	13.0%	23
Latinx Associates	2.6%	15.4%	43.6%	23.1%	15.4%	39
Asian or Asian American Associates	8.7%	10.9%	41.3%	30.4%	8.7%	46
Two or More Races Associates	4.6%	18.2%	50.0%	9.1%	18.2%	22
Associates Aspiring to Partner at Current Firm in 10 Years	2.2%	7.8%	43.3%	32.9%	13.8%	319
Associates Not Aspiring to Partner at Current Firm in 10 Years	9.1%	16.9%	43.5%	24.5%	6.0%	384
Associates at Economic Elite Firms	8.2%	15.9%	41.1%	29.5%	5.3%	207
Associates at National Firms	6.1%	11.8%	45.9%	26.6%	9.6%	440
Associates at Regional Firms	1.0%	11.9%	35.6%	32.7%	18.8%	101
New York City Associates	8.7%	13.0%	43.5%	28.7%	6.1%	115
Non-New York City Associates	5.4%	13.1%	42.7%	27.9%	10.9%	534

Question 7. Does your firm offer formal training in Practice Management?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	37.1%	62.9%	1,002
Men Associates	45.8%	54.2%	413
Women Associates	31.8%	68.2%	418
White or Caucasian Associates	39.6%	60.4%	626
Black or African American Associates	25.0%	75.0%	28
Latinx Associates	43.8%	56.3%	48
Asian or Asian American Associates	42.2%	57.8%	64
Two or More Races Associates	24.1%	75.9%	29
Associates Aspiring to Partner at Current Firm in 10 Years	44.3%	55.7%	388
Associates Not Aspiring to Partner at Current Firm in 10 Years	32.6%	67.4%	567
Associates at Economic Elite Firms	49.0%	51.0%	312
Associates at National Firms	32.1%	67.9%	574
Associates at Regional Firms	30.2%	69.8%	116
New York City Associates	41.5%	58.6%	193
Non-New York City Associates	36.8%	63.2%	690

Question 8. If yes, how valuable is the training?

Associate Subset	Not at all valuable (%)	2 (%)	Neutral (%)	4 (%)	Extremely valuable (%)	Total N
Associates – All	11.2%	10.1%	41.5%	29.7%	7.6%	475
Men Associates	7.5%	10.2%	46.5%	27.9%	8.0%	226
Women Associates	13.0%	8.5%	37.9%	33.3%	7.3%	177
White or Caucasian Associates	9.2%	7.9%	43.6%	32.5%	6.9%	305
Black or African American Associates	0.0%	22.2%	44.4%	33.3%	0.0%	9
Latinx Associates	14.8%	14.8%	40.7%	18.5%	11.1%	27
Asian or Asian American Associates	8.6%	8.6%	42.9%	31.4%	8.6%	35
Two or More Races Associates	10.0%	20.0%	30.0%	20.0%	20.0%	10
Associates Aspiring to Partner at Current Firm in 10 Years	6.2%	10.1%	40.2%	33.0%	10.5%	209
Associates Not Aspiring to Partner at Current Firm in 10 Years	14.7%	10.6%	43.3%	26.5%	4.9%	245
Associates at Economic Elite Firms	6.4%	10.4%	43.4%	31.2%	8.7%	173
Associates at National Firms	15.1%	9.7%	39.5%	29.1%	6.6%	258
Associates at Regional Firms	6.8%	11.4%	45.5%	27.3%	9.1%	44
New York City Associates	6.6%	9.9%	47.3%	28.6%	7.7%	91
Non-New York City Associates	11.8%	9.7%	41.7%	29.6%	7.3%	331

Question 9. In what areas do you wish you had been trained early in your career? (Select all that apply.)

Associate Subset	Basic technology (Excel, Power-Point, etc.) (%)	Business Development (%)	Communication (%)	Financial literacy (%)	Legal technology skills (e-discovery, contract analysis, etc.) (%)	Managing teams (%)	Other (%)	Total N
Associates – All	17.0%	53.7%	28.1%	42.0%	33.5%	34.9%	6.8%	929
Men Associates	15.5%	56.5%	26.7%	39.1%	33.2%	34.7%	7.3%	386
Women Associates	18.2%	50.0%	29.6%	45.4%	35.2%	35.2%	6.6%	412
White or Caucasian Associates	17.3%	51.9%	26.7%	42.1%	34.5%	34.7%	6.8%	603
Black or African American Associates	7.7%	69.2%	26.9%	34.6%	26.9%	46.2%	15.4%	26
Latinx Associates	14.6%	43.8%	18.8%	50.0%	33.3%	29.2%	10.4%	48
Asian or Asian American Associates	21.7%	55.0%	48.3%	50.0%	35.0%	33.3%	6.7%	60
Two or More Races Associates	10.7%	57.1%	35.7%	35.7%	35.7%	35.7%	0.0%	28
Associates Aspiring to Partner at Current Firm in 10 Years	12.9%	57.3%	23.9%	39.0%	29.8%	34.7%	5.7%	372
Associates Not Aspiring to Partner at Current Firm in 10 Years	19.9%	51.0%	31.0%	44.4%	36.3%	35.2%	7.7%	549
Associates at Economic Elite Firms	19.7%	48.8%	27.7%	48.4%	31.9%	38.3%	4.2%	285
Associates at National Firms	16.7%	56.3%	29.5%	38.8%	35.3%	32.7%	8.1%	533
Associates at Regional Firms	11.7%	54.1%	22.5%	40.5%	28.8%	36.9%	7.2%	111
New York City Associates	22.3%	51.1%	33.0%	57.5%	30.3%	38.8%	3.7%	188
Non-New York City Associates	15.2%	54.5%	26.9%	38.3%	35.6%	34.5%	7.8%	663

Question 10. Which of the following methods do you believe is the most effective for firmwide communications? Please choose one.

Associate Subset	Email (%)	Distributed print communications (%)	In-person small group meetings (%)	Voice mail (%)	One on one meetings (%)	Town hall meetings (%)	Website posts (%)	Instant messages (%)	Firm's own message channel (%)	Other (%)	Total N
Associates – All	69.1%	1.1%	12.6%	0.1%	2.4%	12.2%	0.5%	0.8%	0.3%	0.8%	984
Men Associates	69.7%	1.4%	11.1%	0.2%	2.1%	13.3%	0.5%	1.0%	0.5%	0.2%	422
Women Associates	69.0%	0.7%	13.6%	0.0%	1.9%	11.7%	0.5%	0.9%	0.2%	1.4%	426
White or Caucasian Associates	69.9%	0.9%	12.5%	0.2%	1.6%	12.1%	0.6%	0.6%	0.3%	1.3%	638
Black or African American Associates	64.3%	3.6%	10.7%	0.0%	3.6%	14.3%	0.0%	3.6%	0.0%	0.0%	28
Latinx Associates	68.0%	0.0%	10.0%	0.0%	10.0%	10.0%	0.0%	2.0%	0.0%	0.0%	50
Asian or Asian American Associates	70.8%	0.0%	13.9%	0.0%	1.5%	13.9%	0.0%	0.0%	0.0%	0.0%	65
Two or More Races Associates	64.5%	3.2%	9.7%	0.0%	0.0%	22.6%	0.0%	0.0%	0.0%	0.0%	31
Associates Aspiring to Partner at Current Firm in 10 Years	67.1%	1.3%	13.7%	0.3%	2.3%	12.9%	0.0%	1.3%	0.5%	0.8%	395
Associates Not Aspiring to Partner at Current Firm in 10 Years	70.4%	1.0%	12.1%	0.0%	2.6%	11.5%	0.9%	0.5%	0.2%	0.9%	581
Associates at Economic Elite Firms	70.5%	0.7%	11.2%	0.3%	1.0%	13.4%	0.0%	2.0%	0.0%	1.0%	305
Associates at National Firms	69.2%	1.4%	13.7%	0.0%	2.3%	11.0%	0.5%	0.4%	0.5%	0.9%	562
Associates at Regional Firms	65.0%	0.9%	11.1%	0.0%	6.8%	14.5%	1.7%	0.0%	0.0%	0.0%	117
New York City Associates	62.6%	0.0%	10.6%	0.5%	2.0%	21.2%	0.0%	1.5%	0.0%	1.5%	198
Non-New York City Associates	71.0%	1.4%	12.8%	0.0%	2.6%	9.8%	0.6%	0.7%	0.4%	0.7%	704

Question 11. Do you have a mentor or a sponsor at the firm whom you think is looking out for your career?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	77.3%	22.7%	982
Men Associates	77.3%	22.7%	423
Women Associates	80.4%	19.6%	424
White or Caucasian Associates	77.6%	22.5%	637
Black or African American Associates	92.9%	7.1%	28
Latinx Associates	94.0%	6.0%	50
Asian or Asian American Associates	78.5%	21.5%	65
Two or More Races Associates	87.1%	12.9%	31
Associates Aspiring to Partner at Current Firm in 10 Years	88.6%	11.5%	393
Associates Not Aspiring to Partner at Current Firm in 10 Years	69.7%	30.3%	581
Associates at Economic Elite Firms	72.8%	27.2%	305
Associates at National Firms	77.9%	22.1%	561
Associates at Regional Firms	86.2%	13.8%	116
New York City Associates	68.2%	31.8%	198
Non-New York City Associates	80.2%	19.8%	703

Question 12. If you have a mentor or sponsor, how did this relationship develop?

Associate Subset	The firm assigned one to me (%)	The relationship developed out of working together (%)	Other (%)	Total N
Associates – All	34.4%	58.9%	6.8%	814
Men Associates	35.2%	59.9%	4.9%	349
Women Associates	33.6%	57.7%	8.7%	366
White or Caucasian Associates	35.1%	58.1%	6.7%	535
Black or African American Associates	32.0%	48.0%	20.0%	25
Latinx Associates	40.4%	55.3%	4.3%	47
Asian or Asian American Associates	25.9%	72.2%	1.9%	54
Two or More Races Associates	32.1%	53.6%	14.3%	28
Associates Aspiring to Partner at Current Firm in 10 Years	33.1%	61.7%	5.2%	363
Associates Not Aspiring to Partner at Current Firm in 10 Years	35.7%	56.4%	7.9%	445
Associates at Economic Elite Firms	34.3%	59.3%	6.5%	248
Associates at National Firms	30.9%	61.8%	7.3%	463
Associates at Regional Firms	50.5%	44.7%	4.8%	103
New York City Associates	33.1%	58.3%	8.6%	151
Non-New York City Associates	34.8%	58.8%	6.3%	600

Question 13. In 10 years, what job would you like to have?

Associate Subset	Partner at current firm (%)	Partner at another firm (%)	Permanent associate or counsel at a law firm (%)	Solo practitioner (%)	In-house counsel (%)	Non-legal (business) position at a company (%)	Government service (prosecutor, regulator, or aide to public official) (%)	Teaching law (%)
Associates – All	40.5%	3.5%	3.2%	0.1%	12.3%	3.6%	4.5%	1.6%
Men Associates	46.2%	3.8%	2.9%	0.2%	10.0%	3.1%	5.7%	1.0%
Women Associates	38.6%	2.6%	4.0%	0.0%	14.1%	3.5%	3.5%	2.1%
White or Caucasian Associates	42.1%	3.0%	3.2%	0.0%	12.0%	3.2%	5.5%	1.9%
Black or African American Associates	46.4%	3.6%	0.0%	0.0%	10.7%	14.3%	0.0%	0.0%
Latinx Associates	60.0%	2.0%	2.0%	0.0%	8.0%	2.0%	0.0%	4.0%
Asian or Asian American Associates	40.0%	4.6%	4.6%	0.0%	12.3%	6.2%	1.5%	0.0%
Two or More Races Associates	35.5%	0.0%	6.5%	0.0%	12.9%	3.2%	3.2%	0.0%
Associates Aspiring to Partner at Current Firm in 10 Years	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Associates Not Aspiring to Partner at Current Firm in 10 Years	0.0%	5.8%	5.3%	0.2%	20.6%	6.0%	7.6%	2.8%
Associates at Economic Elite Firms	33.9%	2.3%	4.0%	0.0%	13.5%	5.3%	7.9%	2.0%
Associates at National Firms	40.4%	4.1%	3.2%	0.2%	12.5%	2.9%	3.4%	1.6%
Associates at Regional Firms	58.3%	3.5%	0.9%	0.0%	7.8%	2.6%	0.9%	0.9%
New York City Associates	26.9%	4.1%	3.1%	0.0%	15.2%	5.6%	8.6%	2.5%
Non-New York City Associates	45.2%	3.3%	3.3%	0.1%	10.8%	3.0%	3.7%	1.6%

(continued)

Associate Subset	Lawyer at a not-for-profit (%)	Judge (%)	Leading my own company (%)	Retired (%)	I don't know (%)	Other (%)	Total N
Associates – All	1.8%	2.4%	3.0%	1.3%	21.1%	1.2%	978
Men Associates	0.7%	2.6%	4.3%	1.2%	17.1%	1.2%	420
Women Associates	3.1%	2.4%	1.7%	0.9%	22.1%	1.4%	425
White or Caucasian Associates	1.4%	2.8%	3.3%	1.4%	19.2%	1.1%	635
Black or African American Associates	0.0%	3.6%	0.0%	0.0%	17.9%	3.6%	28
Latinx Associates	0.0%	2.0%	6.0%	0.0%	14.0%	0.0%	50
Asian or Asian American Associates	7.7%	1.5%	0.0%	0.0%	20.0%	1.5%	65
Two or More Races Associates	0.0%	3.2%	0.0%	0.0%	32.3%	3.2%	31
Associates Aspiring to Partner at Current Firm in 10 Years	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	396
Associates Not Aspiring to Partner at Current Firm in 10 Years	3.1%	4.0%	5.0%	2.2%	35.4%	2.1%	582
Associates at Economic Elite Firms	2.6%	3.0%	2.6%	1.3%	20.4%	1.3%	304
Associates at National Firms	1.6%	2.3%	3.0%	1.3%	22.2%	1.3%	559
Associates at Regional Firms	0.9%	0.9%	3.5%	1.7%	17.4%	0.9%	115
New York City Associates	4.1%	2.0%	1.5%	0.5%	24.4%	1.5%	197
Non-New York City Associates	1.3%	2.7%	3.4%	1.1%	19.3%	1.1%	701

Question 14. At your firm, are you aware of partners whose careers and lives you would like to emulate? In other words, do you see viable role models?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	72.8%	27.2%	966
Men Associates	80.2%	19.8%	420
Women Associates	70.0%	30.0%	423
White or Caucasian Associates	75.5%	24.5%	632
Black or African American Associates	71.4%	28.6%	28
Latinx Associates	82.0%	18.0%	50
Asian or Asian American Associates	70.8%	29.2%	65
Two or More Races Associates	80.7%	19.4%	31
Associates Aspiring to Partner at Current Firm in 10 Years	90.1%	9.9%	393
Associates Not Aspiring to Partner at Current Firm in 10 Years	60.8%	39.2%	566
Associates at Economic Elite Firms	71.0%	29.0%	300
Associates at National Firms	71.3%	28.7%	551
Associates at Regional Firms	84.4%	15.7%	115
New York City Associates	69.4%	30.6%	196
Non-New York City Associates	74.5%	25.5%	699

Question 15. It is important to me to find meaning in my work.

Associate Subset	Strongly agree (%)	Somewhat agree (%)	Neutral (%)	Somewhat disagree (%)	Strongly disagree (%)	Total N
Associates – All	50.7%	32.3%	10.5%	5.0%	1.6%	970
Men Associates	47.1%	31.4%	13.3%	6.0%	2.1%	420
Women Associates	55.1%	31.8%	8.2%	3.8%	1.2%	425
White or Caucasian Associates	49.8%	32.6%	10.9%	4.9%	1.9%	635
Black or African American Associates	50.0%	39.3%	10.7%	0.0%	0.0%	28
Latinx Associates	60.0%	26.0%	6.0%	4.0%	4.0%	50
Asian or Asian American Associates	56.9%	26.2%	12.3%	4.6%	0.0%	65
Two or More Races Associates	51.6%	22.6%	12.9%	12.9%	0.0%	31
Associates Aspiring to Partner at Current Firm in 10 Years	51.9%	31.7%	9.7%	4.9%	1.8%	391
Associates Not Aspiring to Partner at Current Firm in 10 Years	50.0%	32.6%	11.2%	4.7%	1.4%	570
Associates at Economic Elite Firms	45.9%	34.6%	11.6%	6.3%	1.7%	301
Associates at National Firms	53.7%	31.1%	9.8%	4.0%	1.5%	553
Associates at Regional Firms	49.1%	31.9%	11.2%	6.0%	1.7%	116
New York City Associates	53.1%	28.6%	11.7%	4.1%	2.6%	196
Non-New York City Associates	50.9%	32.6%	10.1%	5.1%	1.3%	703

Question 16. In your experience how aligned are your personal values generally with the legal and business values of your clients?

Associate Subset	Closely aligned (%)	Somewhat aligned (%)	Not aligned at all (%)	Total N
Associates – All	22.4%	69.6%	8.0%	972
Men Associates	27.1%	65.6%	7.4%	421
Women Associates	18.5%	74.2%	7.3%	426
White or Caucasian Associates	21.9%	71.2%	6.9%	638
Black or African American Associates	10.7%	75.0%	14.3%	28
Latinx Associates	36.0%	54.0%	10.0%	50
Asian or Asian American Associates	20.3%	71.9%	7.8%	64
Two or More Races Associates	35.5%	61.3%	3.2%	31
Associates Aspiring to Partner at Current Firm in 10 Years	32.8%	63.9%	3.3%	393
Associates Not Aspiring to Partner at Current Firm in 10 Years	15.2%	73.4%	11.4%	571
Associates at Economic Elite Firms	19.6%	67.4%	13.0%	301
Associates at National Firms	21.8%	72.3%	6.0%	555
Associates at Regional Firms	32.8%	62.1%	5.2%	116
New York City Associates	20.7%	68.7%	10.6%	198
Non-New York City Associates	22.8%	69.6%	7.7%	703

Question 17. In your experience how aligned are your personal values generally with the values of your firm?

Associate Subset	Closely aligned (%)	Somewhat aligned (%)	Not aligned at all (%)	Total N
Associates - All	37.5%	57.4%	5.0%	972
Men Associates	43.5%	51.8%	4.8%	421
Women Associates	34.6%	61.6%	3.8%	425
White or Caucasian Associates	40.9%	54.2%	4.9%	638
Black or African American Associates	10.7%	85.7%	3.6%	28
Latinx Associates	48.0%	50.0%	2.0%	50
Asian or Asian American Associates	30.2%	66.7%	3.2%	63
Two or More Races Associates	51.6%	45.2%	3.2%	31
Associates Aspiring to Partner at Current Firm in 10 Years	54.2%	45.0%	0.8%	393
Associates Not Aspiring to Partner at Current Firm in 10 Years	26.3%	65.9%	7.9%	571
Associates at Economic Elite Firms	39.3%	55.0%	5.7%	300
Associates at National Firms	34.5%	61.0%	4.5%	556
Associates at Regional Firms	47.4%	46.6%	6.0%	116
New York City Associates	37.1%	60.4%	2.5%	197
Non-New York City Associates	38.3%	56.1%	5.7%	703

Question 18. Have you made close friends at your firm?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	74.3%	25.7%	969
Men Associates	71.8%	28.2%	419
Women Associates	78.8%	21.2%	425
White or Caucasian Associates	75.9%	24.1%	634
Black or African American Associates	67.9%	32.1%	28
Latinx Associates	76.0%	24.0%	50
Asian or Asian American Associates	80.0%	20.0%	65
Two or More Races Associates	74.2%	25.8%	31
Associates Aspiring to Partner at Current Firm in 10 Years	76.7%	23.3%	390
Associates Not Aspiring to Partner at Current Firm in 10 Years	72.6%	27.4%	573
Associates at Economic Elite Firms	78.9%	21.1%	299
Associates at National Firms	73.1%	26.9%	554
Associates at Regional Firms	68.1%	31.9%	116
New York City Associates	72.6%	27.4%	197
Non-New York City Associates	75.3%	24.7%	701

Question 19. How important is it to you to feel part of a meaningful and satisfying community at your firm?

Associate Subset	Not important (%)	2 (%)	Neutral (%)	4 (%)	Extremely important (%)	Total N
Associates – All	1.0%	2.8%	11.1%	40.1%	45.0%	977
Men Associates	1.4%	2.6%	13.0%	47.0%	35.9%	423
Women Associates	0.2%	1.6%	8.0%	34.0%	56.2%	427
White or Caucasian Associates	0.6%	2.0%	10.3%	42.8%	44.2%	640
Black or African American Associates	0.0%	3.6%	14.3%	32.1%	50.0%	28
Latinx Associates	0.0%	4.0%	8.0%	26.0%	62.0%	50
Asian or Asian American Associates	0.0%	1.5%	9.2%	33.9%	55.4%	65
Two or More Races Associates	3.2%	6.5%	9.7%	38.7%	41.9%	31
Associates Aspiring to Partner at Current Firm in 10 Years	0.8%	2.5%	9.9%	40.3%	46.6%	395
Associates Not Aspiring to Partner at Current Firm in 10 Years	1.2%	3.0%	11.9%	40.0%	44.0%	573
Associates at Economic Elite Firms	1.3%	2.7%	11.3%	39.1%	45.7%	302
Associates at National Firms	1.1%	2.7%	11.3%	41.0%	43.9%	558
Associates at Regional Firms	0.0%	3.4%	9.4%	38.5%	48.7%	117
New York City Associates	1.5%	1.5%	12.1%	41.4%	43.4%	198
Non-New York City Associates	0.7%	2.8%	10.5%	39.7%	46.3%	706

Question 20. How often does your work schedule permit you to spend a satisfactory amount of time with your spouse, significant other, family, and/or friends?

Associate Subset	Never (%)	Occasionally (%)	Sometimes (%)	Much of the time (%)	Always (%)	Total N
Associates – All	2.3%	21.4%	34.8%	37.3%	4.3%	888
Men Associates	2.3%	21.9%	32.0%	38.7%	5.2%	388
Women Associates	2.0%	20.7%	36.9%	37.1%	3.3%	396
White or Caucasian Associates	1.9%	21.0%	33.9%	38.8%	4.4%	587
Black or African American Associates	4.0%	16.0%	56.0%	20.0%	4.0%	25
Latinx Associates	0.0%	19.2%	31.9%	46.8%	2.1%	47
Asian or Asian American Associates	3.3%	25.0%	31.7%	38.3%	1.7%	60
Two or More Races Associates	0.0%	17.2%	41.4%	31.0%	10.3%	29
Associates Aspiring to Partner at Current Firm in 10 Years	0.8%	13.7%	37.0%	43.8%	4.7%	365
Associates Not Aspiring to Partner at Current Firm in 10 Years	3.3%	26.7%	33.5%	32.4%	4.1%	516
Associates at Economic Elite Firms	2.2%	22.2%	33.3%	38.7%	3.6%	279
Associates at National Firms	2.4%	21.8%	36.6%	34.6%	4.6%	500
Associates at Regional Firms	1.8%	17.4%	30.3%	45.9%	4.6%	109
New York City Associates	2.2%	29.1%	31.9%	32.4%	4.4%	182
Non-New York City Associates	2.3%	19.4%	35.7%	38.6%	4.0%	650

Question 21. How long will you be able to sustain your current work schedule?

Associate Subset	Less than one year (%)	1–3 years (%)	3–7 years (%)	My entire career (%)	I don't know (%)	Total N
Associates – All	6.0%	26.1%	17.2%	24.4%	26.4%	967
Men Associates	5.0%	22.3%	18.1%	29.7%	24.9%	421
Women Associates	6.8%	30.3%	16.9%	19.5%	26.5%	426
White or Caucasian Associates	6.1%	26.2%	16.9%	25.2%	25.6%	638
Black or African American Associates	3.6%	25.0%	28.6%	14.3%	28.6%	28
Latinx Associates	6.0%	16.0%	24.0%	26.0%	28.0%	50
Asian or Asian American Associates	6.3%	28.1%	17.2%	25.0%	23.4%	64
Two or More Races Associates	9.7%	19.4%	19.4%	25.8%	25.8%	31
Associates Aspiring to Partner at Current Firm in 10 Years	1.8%	16.0%	17.3%	35.8%	29.2%	394
Associates Not Aspiring to Partner at Current Firm in 10 Years	9.0%	33.1%	17.1%	16.4%	24.5%	568
Associates at Economic Elite Firms	5.4%	28.2%	15.8%	26.2%	24.5%	298
Associates at National Firms	6.5%	25.7%	17.0%	23.0%	27.9%	553
Associates at Regional Firms	5.2%	22.4%	21.6%	26.7%	24.1%	116
New York City Associates	5.6%	30.5%	12.7%	20.3%	31.0%	197
Non-New York City Associates	6.4%	25.0%	18.8%	25.0%	24.9%	704

Question 22. How long do you plan to remain at your current firm?

Associate Subset	Less than 1 year (%)	1–2 years (%)	3–5 years (%)	More than 5 years (%)	I don't know (%)	Total N
Associates – All	5.3%	9.1%	11.1%	38.9%	35.6%	964
Men Associates	5.7%	9.3%	10.3%	43.4%	31.3%	419
Women Associates	3.8%	9.2%	14.3%	36.6%	36.2%	426
White or Caucasian Associates	5.2%	9.3%	12.0%	39.3%	34.3%	636
Black or African American Associates	0.0%	10.7%	17.9%	42.9%	28.6%	28
Latinx Associates	2.0%	2.0%	10.0%	62.0%	24.0%	50
Asian or Asian American Associates	7.8%	7.8%	12.5%	35.9%	35.9%	64
Two or More Races Associates	6.5%	9.7%	12.9%	35.5%	35.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	0.0%	0.5%	2.8%	75.0%	21.7%	392
Associates Not Aspiring to Partner at Current Firm in 10 Years	9.0%	15.1%	16.9%	14.1%	44.9%	568
Associates at Economic Elite Firms	7.0%	14.1%	14.4%	33.9%	30.5%	298
Associates at National Firms	4.6%	8.0%	10.9%	38.4%	38.2%	550
Associates at Regional Firms	4.3%	1.7%	3.5%	54.3%	36.2%	116
New York City Associates	9.2%	14.3%	15.8%	26.5%	34.2%	196
Non-New York City Associates	4.0%	7.8%	10.7%	42.0%	35.6%	703

Question 23. Getting promoted to partner is important to me.

Associate Subset	Strongly agree (%)	Somewhat agree (%)	Neutral (%)	Somewhat disagree (%)	Strongly disagree (%)	Total N
Associates – All	31.8%	25.3%	17.5%	13.9%	11.5%	965
Men Associates	34.7%	25.4%	18.1%	13.1%	8.8%	421
Women Associates	28.5%	25.7%	17.2%	15.1%	13.4%	424
White or Caucasian Associates	30.2%	26.1%	18.1%	14.7%	10.9%	635
Black or African American Associates	35.7%	39.3%	10.7%	14.3%	0.0%	28
Latinx Associates	46.0%	24.0%	14.0%	4.0%	12.0%	50
Asian or Asian American Associates	33.9%	21.5%	10.8%	18.5%	15.4%	65
Two or More Races Associates	29.0%	22.6%	29.0%	6.5%	12.9%	31
Associates Aspiring to Partner at Current Firm in 10 Years	60.3%	30.3%	4.8%	3.6%	1.0%	393
Associates Not Aspiring to Partner at Current Firm in 10 Years	12.4%	21.6%	26.3%	21.0%	18.7%	566
Associates at Economic Elite Firms	26.9%	21.9%	17.9%	18.9%	14.5%	297
Associates at National Firms	33.7%	25.0%	17.2%	13.0%	11.1%	552
Associates at Regional Firms	35.3%	35.3%	18.1%	5.2%	6.0%	116
New York City Associates	23.5%	20.9%	21.4%	17.4%	16.8%	196
Non-New York City Associates	33.7%	26.2%	16.6%	13.2%	10.4%	703

Question 24. If you do not become a partner, would you like to remain at your current firm in another capacity?

Associate Subset	Yes (%)	No (%)	I don't know (%)	Total N
Associates – All	24.1%	35.5%	40.4%	963
Men Associates	18.8%	38.6%	42.6%	420
Women Associates	30.4%	31.8%	37.7%	424
White or Caucasian Associates	24.1%	35.0%	40.9%	635
Black or African American Associates	14.3%	57.1%	28.6%	28
Latinx Associates	32.0%	34.0%	34.0%	50
Asian or Asian American Associates	29.7%	23.4%	46.9%	64
Two or More Races Associates	25.8%	38.7%	35.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	22.8%	34.5%	42.6%	394
Associates Not Aspiring to Partner at Current Firm in 10 Years	24.8%	36.4%	38.8%	564
Associates at Economic Elite Firms	22.0%	37.8%	40.2%	296
Associates at National Firms	25.6%	34.3%	40.1%	551
Associates at Regional Firms	22.4%	35.3%	42.2%	116
New York City Associates	17.9%	41.8%	40.3%	196
Non-New York City Associates	25.6%	33.9%	40.5%	702

Question 25. I expect my work to be a central part of my life.

Associate Subset	Strongly agree (%)	Somewhat agree (%)	Neutral (%)	Somewhat disagree (%)	Strongly disagree (%)	Total N
Associates – All	21.9%	38.5%	25.7%	10.4%	3.5%	969
Men Associates	22.1%	40.6%	24.0%	10.2%	3.1%	421
Women Associates	20.8%	38.9%	26.2%	11.0%	3.0%	427
White or Caucasian Associates	22.4%	41.3%	23.6%	10.0%	2.7%	639
Black or African American Associates	10.7%	28.6%	39.3%	14.3%	7.1%	28
Latinx Associates	28.0%	38.0%	18.0%	12.0%	4.0%	50
Asian or Asian American Associates	17.2%	39.1%	28.1%	9.4%	6.3%	64
Two or More Races Associates	22.6%	29.0%	32.3%	12.9%	3.2%	31
Associates Aspiring to Partner at Current Firm in 10 Years	29.4%	42.4%	19.8%	6.6%	1.8%	394
Associates Not Aspiring to Partner at Current Firm in 10 Years	16.7%	36.1%	29.6%	12.9%	4.8%	568
Associates at Economic Elite Firms	25.6%	40.4%	23.6%	7.7%	2.7%	297
Associates at National Firms	20.5%	38.0%	25.9%	11.9%	3.8%	556
Associates at Regional Firms	19.0%	36.2%	30.2%	10.3%	4.3%	116
New York City Associates	24.9%	36.6%	21.3%	12.2%	5.1%	197
Non-New York City Associates	21.0%	39.0%	26.4%	10.6%	3.0%	705

Question 26. What do you like most about your job? (Please select up to four.)

Associate Subset	The intellectual challenge (%)	My practice area (%)	Associates with whom I work (%)	The pay and benefits (%)	My work schedule (%)	Partner or partners for whom I work (%)	Prestige of this firm (%)
Associates – All	62.5%	48.8%	43.2%	65.6%	17.7%	44.9%	27.2%
Men Associates	62.3%	48.1%	41.7%	69.9%	16.1%	45.5%	28.4%
Women Associates	63.9%	50.4%	45.9%	63.7%	19.4%	46.4%	27.4%
White or Caucasian Associates	65.3%	48.1%	44.5%	68.9%	18.0%	46.6%	28.0%
Black or African American Associates	50.0%	57.1%	35.7%	53.6%	10.7%	46.4%	25.0%
Latinx Associates	52.0%	40.0%	38.0%	66.0%	26.0%	50.0%	28.0%
Asian or Asian American Associates	55.4%	53.9%	43.1%	58.5%	21.5%	52.3%	30.8%
Two or More Races Associates	70.0%	50.0%	56.7%	80.0%	6.7%	30.0%	30.0%
Associates Aspiring to Partner at Current Firm in 10 Years	66.8%	56.8%	40.1%	61.4%	19.5%	57.8%	26.5%
Associates Not Aspiring to Partner at Current Firm in 10 Years	59.4%	43.1%	45.3%	68.5%	16.4%	36.0%	27.8%
Associates at Economic Elite Firms	67.7%	42.8%	51.5%	78.1%	10.4%	38.0%	36.4%
Associates at National Firms	60.4%	50.9%	39.9%	62.1%	19.2%	46.5%	22.0%
Associates at Regional Firms	58.8%	54.4%	36.8%	50.0%	29.0%	55.3%	28.1%
New York City Associates	64.1%	46.5%	47.5%	74.2%	17.7%	39.4%	27.3%
Non-New York City Associates	62.4%	49.2%	42.1%	64.4%	17.9%	46.9%	27.6%

(continued)

Associate Subset	Diversity of my colleagues (%)	Recognition I receive for doing a good job (%)	Opportunities for advancement (%)	Clients with whom I work (%)	Other (%)	Total N
Associates – All	4.5%	16.5%	17.2%	18.2%	2.7%	957
Men Associates	4.0%	16.8%	19.2%	17.8%	2.8%	422
Women Associates	4.7%	17.6%	15.7%	17.3%	2.8%	427
White or Caucasian Associates	3.1%	16.6%	15.5%	16.1%	2.7%	640
Black or African American Associates	10.7%	14.3%	25.0%	25.0%	0.0%	28
Latinx Associates	6.0%	14.0%	30.0%	30.0%	2.0%	50
Asian or Asian American Associates	12.3%	21.5%	27.7%	16.9%	3.1%	65
Two or More Races Associates	6.7%	20.0%	23.3%	16.7%	0.0%	30
Associates Aspiring to Partner at Current Firm in 10 Years	5.7%	17.5%	26.2%	22.9%	2.3%	389
Associates Not Aspiring to Partner at Current Firm in 10 Years	3.7%	15.7%	11.2%	15.0%	3.0%	561
Associates at Economic Elite Firms	2.4%	12.1%	15.8%	13.5%	3.0%	297
Associates at National Firms	5.5%	18.1%	16.7%	20.2%	2.4%	546
Associates at Regional Firms	5.3%	20.2%	23.7%	21.1%	3.5%	114
New York City Associates	5.1%	14.1%	13.6%	12.1%	3.0%	198
Non-New York City Associates	4.4%	17.3%	18.0%	19.7%	2.7%	704

Question 27. What do you dislike the most about your job? (Please select up to four.)

Associate Subset	Number of hours (%)	My practice area (%)	Lack of control over my work schedule (%)	Lack of control over my assignments (%)	Associates with whom I work (%)	Partner or partners for whom I work (%)	Lack of diversity of my colleagues (%)
Associates – All	53.4%	4.0%	56.8%	31.0%	2.0%	9.1%	16.8%
Men Associates	56.8%	4.1%	56.6%	30.9%	1.0%	9.8%	9.1%
Women Associates	53.0%	3.3%	58.6%	29.6%	2.8%	8.3%	25.3%
White or Caucasian Associates	55.3%	3.0%	57.7%	32.0%	1.7%	8.9%	13.0%
Black or African American Associates	57.1%	10.7%	46.4%	17.9%	3.6%	3.6%	64.3%
Latinx Associates	50.0%	4.0%	54.0%	22.0%	2.0%	6.0%	26.0%
Asian or Asian American Associates	47.7%	4.6%	53.9%	29.2%	4.6%	12.3%	24.6%
Two or More Races Associates	51.6%	6.5%	67.7%	22.6%	0.0%	6.5%	25.8%
Associates Aspiring to Partner at Current Firm in 10 Years	53.7%	1.0%	49.0%	21.6%	1.3%	3.9%	14.3%
Associates Not Aspiring to Partner at Current Firm in 10 Years	53.3%	6.1%	61.9%	37.6%	2.5%	12.7%	18.3%
Associates at Economic Elite Firms	58.8%	2.0%	67.9%	31.1%	2.7%	6.8%	17.2%
Associates at National Firms	50.8%	5.4%	52.7%	30.9%	1.9%	10.7%	18.1%
Associates at Regional Firms	51.4%	2.7%	46.9%	31.5%	0.9%	7.2%	9.0%
New York City Associates	55.6%	3.0%	68.7%	34.9%	2.0%	8.1%	19.2%
Non-New York City Associates	54.0%	4.2%	54.2%	30.3%	2.0%	9.6%	16.0%

(continued)

Associate Subset	Firm politics (%)	Pay & benefits (%)	Business development & marketing (%)	Clients with whom I work (%)	Nothing (%)	Other (%)	Total N
Associates – All	37.7%	11.2%	15.2%	5.1%	5.4%	7.5%	948
Men Associates	32.6%	8.6%	16.1%	5.3%	6.5%	8.6%	417
Women Associates	42.6%	12.1%	16.1%	4.5%	4.3%	6.4%	423
White or Caucasian Associates	38.0%	9.4%	16.6%	5.1%	4.8%	7.8%	631
Black or African American Associates	57.1%	17.9%	3.6%	0.0%	7.1%	3.6%	28
Latinx Associates	38.0%	8.0%	12.0%	4.0%	8.0%	8.0%	50
Asian or Asian American Associates	26.2%	16.9%	18.5%	9.2%	6.2%	4.6%	65
Two or More Races Associates	29.0%	3.2%	19.4%	0.0%	6.5%	6.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	33.3%	9.1%	16.2%	2.1%	9.6%	6.0%	384
Associates Not Aspiring to Partner at Current Firm in 10 Years	40.8%	12.7%	14.5%	7.2%	2.5%	8.4%	559
Associates at Economic Elite Firms	39.2%	1.4%	13.2%	8.5%	4.7%	5.7%	296
Associates at National Firms	37.9%	12.9%	16.3%	3.3%	5.4%	8.5%	541
Associates at Regional Firms	32.4%	28.8%	15.3%	4.5%	7.2%	7.2%	111
New York City Associates	37.9%	6.1%	13.6%	7.1%	2.5%	9.1%	198
Non-New York City Associates	38.1%	11.9%	15.8%	4.6%	5.9%	7.0%	696

Question 28. I am bored with my work.

Associate Subset	Never (%)	2 (%)	3 (%)	4 (%)	Frequently (%)	Total N
Associates – All	14.9%	40.9%	29.3%	9.9%	5.1%	929
Men Associates	14.4%	42.3%	29.2%	9.0%	5.1%	411
Women Associates	16.1%	39.8%	31.1%	9.6%	3.4%	415
White or Caucasian Associates	14.2%	41.5%	31.0%	9.2%	4.2%	622
Black or African American Associates	22.2%	29.6%	29.6%	14.8%	3.7%	27
Latinx Associates	18.4%	49.0%	24.5%	6.1%	2.0%	49
Asian or Asian American Associates	17.2%	40.6%	28.1%	10.9%	3.1%	64
Two or More Races Associates	20.7%	34.5%	20.7%	17.2%	6.9%	29
Associates Aspiring to Partner at Current Firm in 10 Years	21.5%	49.2%	22.6%	5.3%	1.3%	376
Associates Not Aspiring to Partner at Current Firm in 10 Years	10.4%	34.7%	34.2%	13.0%	7.7%	547
Associates at Economic Elite Firms	14.8%	40.3%	27.6%	11.7%	5.5%	290
Associates at National Firms	15.2%	40.2%	31.1%	8.8%	4.8%	525
Associates at Regional Firms	13.2%	45.6%	25.4%	10.5%	5.3%	114
New York City Associates	10.9%	38.5%	33.9%	12.0%	4.7%	192
Non-New York City Associates	16.3%	41.0%	28.6%	9.3%	4.8%	686

Question 29. Thinking about lawyers with whom you started who have left the firm, why do you think they went elsewhere? (Please select up to four.)

Associate Subset	They found better opportunities elsewhere (%)	The firm did not do the kind of work they wanted to pursue (%)	The workload was too heavy (%)	Family or personal obligations led them to leave (%)	They had performance-related issues (%)	They did not receive adequate training or mentoring (%)	They wanted to live elsewhere (%)	They did not bill sufficient hours to succeed (%)	They did not like the firm (%)
Associates – All	51.7%	20.2%	30.7%	25.7%	15.4%	11.9%	17.6%	9.1%	14.6%
Men Associates	52.3%	19.0%	31.8%	29.4%	15.9%	8.7%	20.2%	9.2%	13.3%
Women Associates	48.6%	20.8%	30.0%	23.1%	15.6%	14.6%	15.8%	10.4%	14.2%
White or Caucasian Associates	50.4%	19.0%	32.0%	26.0%	16.3%	10.6%	18.4%	8.6%	13.5%
Black or African American Associates	53.6%	25.0%	14.3%	28.6%	7.1%	25.0%	14.3%	3.6%	17.9%
Latinx Associates	56.0%	20.0%	20.0%	28.0%	18.0%	12.0%	12.0%	20.0%	16.0%
Asian or Asian American Associates	60.0%	21.5%	27.7%	29.2%	10.8%	12.3%	16.9%	12.3%	10.8%
Two or More Races Associates	32.3%	32.3%	35.5%	25.8%	19.4%	9.7%	16.1%	9.7%	9.7%
Associates Aspiring to Partner at Current Firm in 10 Years	44.0%	18.8%	26.6%	26.8%	18.0%	8.9%	15.6%	11.7%	9.9%
Associates Not Aspiring to Partner at Current Firm in 10 Years	57.4%	21.0%	33.3%	24.9%	13.6%	13.8%	19.0%	7.4%	17.7%
Associates at Economic Elite Firms	41.6%	24.2%	41.0%	30.0%	17.8%	11.3%	25.3%	7.2%	12.6%
Associates at National Firms	54.6%	19.6%	27.4%	23.0%	15.2%	13.5%	12.6%	10.6%	15.7%
Associates at Regional Firms	64.0%	12.3%	20.2%	27.2%	10.5%	6.1%	21.9%	7.0%	14.0%
New York City Associates	48.2%	25.9%	32.5%	27.4%	12.7%	14.2%	22.8%	8.1%	13.7%
Non-New York City Associates	52.7%	18.3%	30.6%	25.4%	16.5%	11.1%	16.5%	9.6%	14.5%

(continued)

Question 29. Thinking about lawyers with whom you started who have left the firm, why do you think they went elsewhere?
(Please select up to four.) *(continued from previous page)*

Associate Subset	They did not like the work (%)	They wanted a different work/life balance (%)	They wanted a workplace with more diversity (%)	They no longer wanted to practice law (%)	They had problematic relationships with other lawyers at the firm (%)	They lacked the drive necessary to succeed (%)	I don't know or have an opinion (%)	Other (%)	Total N
Associates – All	13.7%	52.1%	4.9%	7.8%	14.5%	6.1%	11.1%	6.1%	947
Men Associates	13.5%	51.3%	2.2%	8.4%	14.2%	8.7%	11.3%	5.8%	415
Women Associates	13.7%	54.5%	7.1%	6.8%	14.4%	4.5%	11.8%	5.7%	424
White or Caucasian Associates	13.0%	54.0%	3.3%	6.8%	15.4%	7.0%	10.9%	5.2%	631
Black or African American Associates	14.3%	42.9%	21.4%	14.3%	17.9%	3.6%	17.9%	3.6%	28
Latinx Associates	8.0%	44.0%	4.0%	8.0%	6.0%	10.0%	14.0%	14.0%	50
Asian or Asian American Associates	21.5%	61.5%	9.2%	12.3%	7.7%	3.1%	9.2%	10.8%	65
Two or More Races Associates	16.1%	38.7%	9.7%	12.9%	9.7%	6.5%	16.1%	6.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	10.9%	42.2%	3.1%	8.6%	13.3%	10.2%	15.1%	7.3%	384
Associates Not Aspiring to Partner at Current Firm in 10 Years	15.8%	58.8%	6.1%	7.2%	15.4%	3.4%	8.4%	5.4%	558
Associates at Economic Elite Firms	18.4%	63.5%	6.5%	8.2%	11.6%	9.6%	8.2%	2.7%	293
Associates at National Firms	12.2%	48.7%	4.8%	7.4%	15.0%	5.0%	12.0%	5.7%	540
Associates at Regional Firms	8.8%	38.6%	0.9%	8.8%	19.3%	2.6%	14.0%	16.7%	114
New York City Associates	19.3%	58.4%	5.6%	8.1%	12.7%	5.1%	9.1%	5.1%	197
Non-New York City Associates	11.8%	51.0%	4.6%	7.2%	15.2%	6.6%	11.9%	6.3%	696

Question 30. Would you consider accepting a lower paying job if you were permitted to work substantially fewer hours?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	73.5%	26.5%	950
Men Associates	72.2%	27.8%	421
Women Associates	75.7%	24.4%	423
White or Caucasian Associates	74.8%	25.2%	635
Black or African American Associates	63.0%	37.0%	27
Latinx Associates	70.0%	30.0%	50
Asian or Asian American Associates	73.9%	26.2%	65
Two or More Races Associates	67.7%	32.3%	31
Associates Aspiring to Partner at Current Firm in 10 Years	58.8%	41.2%	386
Associates Not Aspiring to Partner at Current Firm in 10 Years	83.6%	16.4%	560
Associates at Economic Elite Firms	76.6%	23.4%	295
Associates at National Firms	73.8%	26.3%	541
Associates at Regional Firms	64.0%	36.0%	114
New York City Associates	77.2%	22.8%	197
Non-New York City Associates	73.3%	26.7%	700

Question 31. If yes, how big a pay cut would you accept?

Associate Subset	Less than 10 percent (%)	10–25 percent (%)	More than 25 percent (%)	Total N
Associates – All	25.0%	51.9%	23.1%	709
Men Associates	23.9%	54.2%	21.9%	310
Women Associates	25.2%	52.3%	22.5%	325
White or Caucasian Associates	24.4%	53.6%	22.0%	483
Black or African American Associates	17.7%	58.8%	23.5%	17
Latinx Associates	36.1%	36.1%	27.8%	36
Asian or Asian American Associates	28.6%	46.9%	24.5%	49
Two or More Races Associates	22.7%	59.1%	18.2%	22
Associates Aspiring to Partner at Current Firm in 10 Years	37.5%	50.2%	12.2%	237
Associates Not Aspiring to Partner at Current Firm in 10 Years	18.8%	52.9%	28.4%	469
Associates at Economic Elite Firms	21.2%	50.2%	28.6%	227
Associates at National Firms	25.5%	51.2%	23.3%	408
Associates at Regional Firms	33.8%	60.8%	5.4%	74
New York City Associates	23.0%	46.7%	30.3%	152
Non-New York City Associates	25.6%	53.4%	21.0%	524

Question 32. Do you receive an adequate amount of feedback on your performance?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	70.7%	29.3%	944
Men Associates	72.0%	28.0%	422
Women Associates	72.2%	27.8%	424
White or Caucasian Associates	71.3%	28.7%	637
Black or African American Associates	64.3%	35.7%	28
Latinx Associates	76.0%	24.0%	50
Asian or Asian American Associates	73.9%	26.2%	65
Two or More Races Associates	74.2%	25.8%	31
Associates Aspiring to Partner at Current Firm in 10 Years	79.8%	20.2%	382
Associates Not Aspiring to Partner at Current Firm in 10 Years	64.4%	35.6%	556
Associates at Economic Elite Firms	66.0%	34.0%	294
Associates at National Firms	72.7%	27.3%	538
Associates at Regional Firms	73.2%	26.8%	112
New York City Associates	60.4%	39.6%	197
Non-New York City Associates	73.3%	26.7%	701

Question 33. If you could change your firm's review system, how often would you receive formal feedback?

Associate Subset	Annually (%)	Semi-annually (%)	Quarterly (%)	Monthly (%)	Weekly (%)	At the conclusion of every assignment (%)	No need to change the review system (%)	Total N
Associates – All	6.1%	21.9%	22.1%	6.3%	0.9%	9.6%	33.1%	935
Men Associates	9.1%	23.6%	23.1%	5.1%	1.0%	6.7%	31.5%	416
Women Associates	3.1%	22.8%	20.7%	6.7%	1.0%	11.6%	34.2%	421
White or Caucasian Associates	5.3%	22.6%	22.4%	6.2%	1.1%	9.1%	33.4%	629
Black or African American Associates	0.0%	21.4%	14.3%	17.9%	0.0%	7.1%	39.3%	28
Latinx Associates	8.0%	22.0%	20.0%	8.0%	0.0%	12.0%	30.0%	50
Asian or Asian American Associates	4.7%	29.7%	20.3%	1.6%	0.0%	15.6%	28.1%	64
Two or More Races Associates	10.0%	13.3%	26.7%	3.3%	0.0%	10.0%	36.7%	30
Associates Aspiring to Partner at Current Firm in 10 Years	7.6%	24.6%	20.2%	5.2%	0.5%	7.1%	34.8%	382
Associates Not Aspiring to Partner at Current Firm in 10 Years	5.1%	20.2%	23.7%	6.9%	1.1%	11.3%	31.7%	549
Associates at Economic Elite Firms	4.1%	20.6%	26.8%	8.3%	0.7%	11.3%	28.2%	291
Associates at National Firms	6.4%	22.9%	21.2%	6.0%	1.1%	9.4%	32.9%	532
Associates at Regional Firms	9.8%	20.5%	14.3%	2.7%	0.0%	6.3%	46.4%	112
New York City Associates	6.1%	26.0%	27.0%	6.1%	0.5%	12.8%	21.4%	196
Non-New York City Associates	6.1%	21.3%	20.6%	6.3%	1.0%	8.7%	36.0%	694

Question 35. If you worked on a pro bono matter in the last 24 months, how did the pro bono work compare to your regular assignments?

Associate Subset	About as satisfying (%)	Less satisfying (%)	More satisfying (%)	No opinion (%)	I have not worked on any pro bono matters (%)	Total N
Associates – All	31.7%	9.8%	29.2%	7.8%	21.6%	922
Men Associates	30.7%	12.1%	26.1%	9.7%	21.5%	414
Women Associates	32.2%	8.2%	31.7%	6.3%	21.6%	416
White or Caucasian Associates	30.5%	10.6%	29.4%	7.7%	21.8%	623
Black or African American Associates	42.9%	3.6%	21.4%	3.6%	28.6%	28
Latinx Associates	32.7%	8.2%	32.7%	6.1%	20.4%	49
Asian or Asian American Associates	39.1%	6.3%	23.4%	7.8%	23.4%	64
Two or More Races Associates	37.9%	13.8%	34.5%	6.9%	6.9%	29
Associates Aspiring to Partner at Current Firm in 10 Years	37.3%	11.5%	16.9%	9.1%	25.2%	373
Associates Not Aspiring to Partner at Current Firm in 10 Years	28.0%	8.7%	37.0%	7.0%	19.3%	543
Associates at Economic Elite Firms	29.9%	10.7%	35.4%	5.2%	18.9%	291
Associates at National Firms	33.3%	9.8%	28.9%	8.4%	19.5%	522
Associates at Regional Firms	28.4%	7.3%	13.8%	11.9%	38.5%	109
New York City Associates	27.9%	7.1%	39.1%	5.1%	20.8%	197
Non-New York City Associates	32.3%	10.8%	26.8%	8.5%	21.6%	684

Question 36. On average, how often do you spend a meaningful amount of time — two hours or more — working from home? (Please check all that apply)

Associate Subset	One day each week (%)	2–3 days each week (%)	One night each week (%)	2–3 nights each week (%)	Part of each weekend (%)	Never (%)	Other (%)	Total N
Associates – All	20.8%	13.2%	15.7%	40.9%	46.8%	4.3%	13.5%	941
Men Associates	20.4%	14.5%	14.7%	40.9%	43.2%	4.8%	12.1%	421
Women Associates	20.5%	12.7%	16.0%	42.0%	50.2%	3.3%	16.0%	424
White or Caucasian Associates	20.6%	12.6%	16.2%	41.0%	49.5%	3.1%	14.0%	636
Black or African American Associates	15.4%	23.1%	3.9%	46.2%	38.5%	11.5%	15.4%	26
Latinx Associates	18.0%	16.0%	18.0%	40.0%	46.0%	4.0%	12.0%	50
Asian or Asian American Associates	24.6%	16.9%	12.3%	41.5%	30.8%	9.2%	10.8%	65
Two or More Races Associates	22.6%	12.9%	6.5%	35.5%	38.7%	3.2%	12.9%	31
Associates Aspiring to Partner at Current Firm in 10 Years	19.3%	12.8%	14.6%	41.2%	49.7%	5.0%	12.2%	384
Associates Not Aspiring to Partner at Current Firm in 10 Years	21.8%	13.4%	16.7%	40.8%	45.0%	3.6%	14.5%	551
Associates at Economic Elite Firms	21.9%	15.1%	12.3%	49.0%	50.7%	2.1%	12.0%	292
Associates at National Firms	20.5%	12.5%	17.3%	38.2%	45.8%	3.7%	15.1%	537
Associates at Regional Firms	19.6%	11.6%	17.0%	33.0%	41.1%	12.5%	9.8%	112
New York City Associates	17.4%	9.2%	13.3%	45.4%	51.5%	1.0%	15.8%	196
Non-New York City Associates	22.0%	14.7%	16.9%	39.4%	45.3%	5.0%	13.3%	700

Question 37. How do you feel about the amount of time you spend working from home?

Associate Subset	I spend too much time working from home (%)	I would prefer to spend more time working from home — and less in the office (%)	The time I spend working from home seems about right (%)	Total N
Associates – All	11.5%	38.7%	49.7%	937
Men Associates	12.0%	35.4%	52.6%	418
Women Associates	11.1%	39.2%	49.8%	424
White or Caucasian Associates	11.0%	37.4%	51.6%	634
Black or African American Associates	25.0%	17.9%	57.1%	28
Latinx Associates	10.0%	46.0%	44.0%	50
Asian or Asian American Associates	3.1%	45.3%	51.6%	64
Two or More Races Associates	16.1%	35.5%	48.4%	31
Associates Aspiring to Partner at Current Firm in 10 Years	10.2%	33.3%	56.5%	382
Associates Not Aspiring to Partner at Current Firm in 10 Years	12.6%	42.4%	45.0%	549
Associates at Economic Elite Firms	8.2%	42.2%	49.7%	294
Associates at National Firms	13.4%	37.9%	48.8%	531
Associates at Regional Firms	11.6%	33.9%	54.5%	112
New York City Associates	10.2%	47.2%	42.6%	197
Non-New York City Associates	11.8%	36.4%	51.8%	697

Question 38. Are you satisfied with the firm's technology?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	68.3%	31.7%	947
Men Associates	68.9%	31.1%	421
Women Associates	69.3%	30.7%	427
White or Caucasian Associates	71.0%	29.0%	638
Black or African American Associates	64.3%	35.7%	28
Latinx Associates	68.0%	32.0%	50
Asian or Asian American Associates	63.1%	36.9%	65
Two or More Races Associates	61.3%	38.7%	31
Associates Aspiring to Partner at Current Firm in 10 Years	73.6%	26.4%	386
Associates Not Aspiring to Partner at Current Firm in 10 Years	64.8%	35.3%	556
Associates at Economic Elite Firms	67.5%	32.5%	295
Associates at National Firms	67.4%	32.7%	539
Associates at Regional Firms	75.2%	24.8%	113
New York City Associates	63.1%	36.9%	198
Non-New York City Associates	69.6%	30.4%	704

Question 40. Do you see opportunities to use technology to provide additional value to your firm's clients?

Associate Subset	Yes (%)	No (%)	Total N
Associates – All	50.6%	49.4%	893
Men Associates	49.6%	50.4%	409
Women Associates	50.6%	49.4%	395
White or Caucasian Associates	50.0%	50.0%	602
Black or African American Associates	61.5%	38.5%	26
Latinx Associates	48.0%	52.0%	50
Asian or Asian American Associates	47.5%	52.5%	61
Two or More Races Associates	55.2%	44.8%	29
Associates Aspiring to Partner at Current Firm in 10 Years	53.0%	47.0%	366
Associates Not Aspiring to Partner at Current Firm in 10 Years	48.9%	51.1%	526
Associates at Economic Elite Firms	51.4%	48.6%	280
Associates at National Firms	49.7%	50.3%	505
Associates at Regional Firms	52.8%	47.2%	108
New York City Associates	50.3%	49.7%	189
Non-New York City Associates	50.2%	49.8%	663

Question 42(a). To what extent do you agree with the following statement: In most ways, my life is close to my ideal.

Associate Subset	Strongly agree (%)	Agree (%)	Slightly agree (%)	Neither agree nor disagree (%)	Slightly disagree (%)	Disagree (%)	Strongly disagree (%)	Total N
Associates – All	7.2%	33.2%	29.4%	8.5%	9.2%	9.8%	2.8%	935
Men Associates	6.2%	37.4%	28.7%	7.1%	8.5%	9.5%	2.6%	422
Women Associates	9.0%	29.7%	31.1%	8.7%	9.2%	9.2%	3.1%	424
White or Caucasian Associates	8.5%	33.7%	29.8%	7.9%	9.0%	8.8%	2.4%	635
Black or African American Associates	0.0%	35.7%	42.9%	10.7%	3.6%	7.1%	0.0%	28
Latinx Associates	6.0%	48.0%	26.0%	2.0%	6.0%	12.0%	0.0%	50
Asian or Asian American Associates	4.6%	30.8%	33.9%	10.8%	9.2%	7.7%	3.1%	65
Two or More Races Associates	6.5%	32.3%	22.6%	12.9%	12.9%	6.5%	6.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	11.1%	43.3%	30.3%	7.1%	3.7%	4.0%	0.5%	379
Associates Not Aspiring to Partner at Current Firm in 10 Years	4.6%	26.0%	28.9%	9.3%	13.1%	13.8%	4.4%	550
Associates at Economic Elite Firms	5.9%	34.8%	26.9%	8.6%	12.1%	9.0%	2.8%	290
Associates at National Firms	7.9%	31.3%	30.0%	8.1%	8.3%	11.4%	3.0%	533
Associates at Regional Firms	7.1%	37.5%	33.0%	9.8%	6.3%	4.5%	1.8%	112
New York City Associates	5.1%	29.4%	29.4%	11.2%	9.6%	12.2%	3.1%	197
Non-New York City Associates	7.8%	34.5%	29.5%	7.1%	9.3%	9.0%	2.9%	702

Question 42(b). To what extent do you agree with the following statement: So far I have gotten the most important things I want in life.

Associate Subset	Strongly agree (%)	Agree (%)	Slightly agree (%)	Neither agree nor disagree (%)	Slightly disagree (%)	Disagree (%)	Strongly disagree (%)	Total N
Associates – All	13.8%	38.5%	23.8%	9.9%	6.1%	6.0%	1.9%	933
Men Associates	14.3%	41.3%	22.3%	8.8%	6.2%	5.9%	1.2%	421
Women Associates	14.4%	36.3%	25.5%	9.0%	6.8%	5.7%	2.4%	424
White or Caucasian Associates	14.9%	40.4%	23.7%	8.7%	6.3%	5.1%	1.0%	633
Black or African American Associates	10.7%	35.7%	35.7%	7.1%	7.1%	3.6%	0.0%	28
Latinx Associates	20.0%	34.0%	22.0%	8.0%	8.0%	8.0%	0.0%	50
Asian or Asian American Associates	4.6%	38.5%	32.3%	13.9%	4.6%	3.1%	3.1%	65
Two or More Races Associates	6.5%	45.2%	12.9%	16.1%	9.7%	3.2%	6.5%	31
Associates Aspiring to Partner at Current Firm in 10 Years	18.5%	43.0%	25.6%	5.3%	4.8%	2.6%	0.3%	379
Associates Not Aspiring to Partner at Current Firm in 10 Years	10.6%	35.2%	22.6%	13.1%	7.1%	8.2%	3.1%	548
Associates at Economic Elite Firms	13.1%	39.2%	21.7%	10.7%	7.6%	5.8%	2.1%	291
Associates at National Firms	13.8%	38.4%	24.1%	9.2%	5.3%	7.0%	2.3%	531
Associates at Regional Firms	16.2%	36.9%	27.9%	10.8%	6.3%	1.8%	0.0%	111
New York City Associates	9.1%	39.1%	23.9%	12.2%	8.1%	6.1%	1.5%	197
Non-New York City Associates	15.4%	38.4%	23.7%	8.9%	5.9%	5.9%	1.9%	700

Question 45. Gender

Associate Subset	Male (%)	Female (%)	I do not identify as male or female (%)	I identify as transgender (%)	I prefer not to respond (%)	Total N
Associates – All	46.8%	47.2%	0.0%	0.1%	5.9%	904
Men Associates	100.0%	0.0%	0.0%	0.0%	0.0%	423
Women Associates	0.0%	100.0%	0.0%	0.0%	0.0%	427
White or Caucasian Associates	50.8%	47.5%	0.0%	0.2%	1.6%	640
Black or African American Associates	35.7%	64.3%	0.0%	0.0%	0.0%	28
Latinx Associates	50.0%	46.0%	0.0%	0.0%	4.0%	50
Asian or Asian American Associates	32.3%	67.7%	0.0%	0.0%	0.0%	65
Two or More Races Associates	54.8%	45.2%	0.0%	0.0%	0.0%	31
Associates Aspiring to Partner at Current Firm in 10 Years	52.4%	44.3%	0.0%	0.0%	3.2%	370
Associates Not Aspiring to Partner at Current Firm in 10 Years	42.8%	49.4%	0.0%	0.2%	7.6%	528
Associates at Economic Elite Firms	51.6%	43.5%	0.0%	0.4%	4.6%	283
Associates at National Firms	42.8%	51.6%	0.0%	0.0%	5.6%	516
Associates at Regional Firms	53.3%	36.2%	0.0%	0.0%	10.5%	105
New York City Associates	48.0%	47.0%	0.0%	0.5%	4.6%	198
Non-New York City Associates	46.5%	47.3%	0.0%	0.0%	6.2%	706

Question 47. Position at law firm

Associate Subset	Associate (%)	Counsel (%)	Staff Attorney (%)	Other (%)	Total N
Associates – All	95.1%	3.3%	0.7%	0.9%	904
Men Associates	95.7%	3.1%	0.5%	0.7%	423
Women Associates	94.2%	4.0%	0.9%	0.9%	427
White or Caucasian Associates	94.7%	3.8%	0.8%	0.8%	640
Black or African American Associates	100.0%	0.0%	0.0%	0.0%	28
Latinx Associates	98.0%	2.0%	0.0%	0.0%	50
Asian or Asian American Associates	93.9%	4.6%	0.0%	1.5%	65
Two or More Races Associates	93.6%	0.0%	3.2%	3.2%	31
Associates Aspiring to Partner at Current Firm in 10 Years	95.7%	3.2%	0.0%	1.1%	370
Associates Not Aspiring to Partner at Current Firm in 10 Years	94.9%	3.2%	1.1%	0.8%	528
Associates at Economic Elite Firms	96.5%	2.8%	0.7%	0.0%	283
Associates at National Firms	94.2%	3.7%	0.6%	1.6%	516
Associates at Regional Firms	96.2%	2.9%	1.0%	0.0%	105
New York City Associates	95.0%	4.6%	0.0%	0.5%	198
Non-New York City Associates	95.2%	3.0%	0.9%	1.0%	706

Question 48. Race/ethnicity

Associate Subset	White or Caucasian (%)	Black or African American (%)	Hispanic or Latino (%)	Asian or Asian American (%)	American Indian or Alaska Native (%)	Native Hawaiian or other Pacific Islander (%)	Two or more races (%)	I prefer not to respond (%)	Total N
Associates – All	70.8%	3.1%	5.5%	7.2%	0.2%	0.0%	3.4%	9.7%	904
Men Associates	76.8%	2.4%	5.9%	5.0%	0.0%	0.0%	4.0%	5.9%	423
Women Associates	71.2%	4.2%	5.4%	10.3%	0.5%	0.0%	3.3%	5.2%	427
White or Caucasian Associates	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	640
Black or African American Associates	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	28
Latinx Associates	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	50
Asian or Asian American Associates	0.0%	0.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.0%	65
Two or More Races Associates	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	31
Associates Aspiring to Partner at Current Firm in 10 Years	72.2%	3.5%	8.1%	7.0%	0.3%	0.0%	3.0%	6.0%	370
Associates Not Aspiring to Partner at Current Firm in 10 Years	69.7%	2.8%	3.8%	7.4%	0.2%	0.0%	3.8%	12.3%	528
Associates at Economic Elite Firms	72.8%	2.8%	3.5%	8.5%	0.0%	0.0%	4.2%	8.1%	283
Associates at National Firms	69.8%	3.3%	6.2%	7.0%	0.4%	0.0%	3.3%	10.1%	516
Associates at Regional Firms	70.5%	2.9%	7.6%	4.8%	0.0%	0.0%	1.9%	12.4%	105
New York City Associates	73.7%	3.0%	3.5%	9.6%	0.0%	0.0%	3.5%	6.6%	198
Non-New York City Associates	70.0%	3.1%	6.1%	6.5%	0.3%	0.0%	3.4%	10.6%	706

Question 49. Marital status

Associate Subset	Married (%)	Unmarried and never married (%)	Unmarried and divorced (%)	Unmarried but living with a partner (%)	I prefer not to respond (%)	Total N
Associates – All	56.8%	24.2%	2.0%	9.8%	7.1%	884
Men Associates	65.2%	21.1%	1.9%	9.4%	2.4%	417
Women Associates	53.1%	29.2%	2.4%	11.0%	4.3%	418
White or Caucasian Associates	62.6%	22.8%	2.2%	10.5%	1.9%	628
Black or African American Associates	42.3%	42.3%	0.0%	11.5%	3.9%	26
Latinx Associates	44.0%	36.0%	4.0%	12.0%	4.0%	50
Asian or Asian American Associates	64.1%	28.1%	1.6%	4.7%	1.6%	64
Two or More Races Associates	43.3%	43.3%	3.3%	10.0%	0.0%	30
Associates Aspiring to Partner at Current Firm in 10 Years	68.6%	17.8%	2.5%	7.1%	4.1%	366
Associates Not Aspiring to Partner at Current Firm in 10 Years	48.3%	29.0%	1.8%	11.7%	9.2%	513
Associates at Economic Elite Firms	50.5%	30.0%	2.5%	11.6%	5.4%	277
Associates at National Firms	59.2%	22.6%	2.0%	8.5%	7.7%	505
Associates at Regional Firms	61.8%	16.7%	1.0%	11.8%	8.8%	102
New York City Associates	50.3%	27.2%	2.6%	13.3%	6.7%	195
Non-New York City Associates	58.6%	23.4%	1.9%	8.9%	7.3%	689

Question 50. Children

Associate Subset	None (%)	One (%)	Two (%)	More than two (%)	Total N
Associates – All	62.0%	16.5%	16.3%	5.2%	865
Men Associates	56.6%	16.6%	19.8%	7.0%	415
Women Associates	66.4%	17.3%	13.4%	2.9%	411
White or Caucasian Associates	60.0%	15.7%	19.1%	5.1%	623
Black or African American Associates	76.9%	11.5%	3.9%	7.7%	26
Latinx Associates	72.0%	20.0%	4.0%	4.0%	50
Asian or Asian American Associates	60.9%	20.3%	15.6%	3.1%	64
Two or More Races Associates	80.0%	16.7%	3.3%	0.0%	30
Associates Aspiring to Partner at Current Firm in 10 Years	53.9%	21.5%	19.0%	5.6%	358
Associates Not Aspiring to Partner at Current Firm in 10 Years	67.8%	13.1%	14.1%	5.0%	503
Associates at Economic Elite Firms	69.0%	11.4%	16.2%	3.3%	271
Associates at National Firms	59.3%	17.9%	16.3%	6.5%	496
Associates at Regional Firms	56.1%	23.5%	16.3%	4.1%	98
New York City Associates	71.7%	11.5%	13.6%	3.1%	191
Non-New York City Associates	59.2%	18.0%	17.1%	5.8%	674

Question 51. City/metropolitan area where you practice

Associate Subset	New York City (%)	Non-New York City (%)	Total N
Associates – All	21.9%	78.1%	904
Men Associates	22.5%	77.5%	423
Women Associates	21.8%	78.2%	427
White or Caucasian Associates	22.8%	77.2%	640
Black or African American Associates	21.4%	78.6%	28
Latinx Associates	14.0%	86.0%	50
Asian or Asian American Associates	29.2%	70.8%	65
Two or More Races Associates	22.6%	77.4%	31
Associates Aspiring to Partner at Current Firm in 10 Years	14.3%	85.7%	370
Associates Not Aspiring to Partner at Current Firm in 10 Years	27.3%	72.7%	528
Associates at Economic Elite Firms	45.9%	54.1%	283
Associates at National Firms	12.4%	87.6%	516
Associates at Regional Firms	3.8%	96.2%	105
New York City Associates	100.0%	0.0%	198
Non-New York City Associates	0.0%	100.0%	706

Question 52. Size of your firm

Associate Subset	Less than 100 (%)	101–250 (%)	251–500 (%)	501–1000 (%)	1001–1500 (%)	More than 1500 (%)	Total N
Associates - All	1.4%	9.5%	23.1%	40.9%	7.2%	17.8%	904
Men Associates	1.2%	9.2%	23.2%	43.0%	5.9%	17.5%	423
Women Associates	1.2%	8.7%	23.7%	39.1%	8.7%	18.7%	427
White or Caucasian Associates	0.9%	9.4%	23.0%	40.2%	7.0%	19.5%	640
Black or African American Associates	0.0%	10.7%	17.9%	46.4%	10.7%	14.3%	28
Latinx Associates	0.0%	12.0%	18.0%	54.0%	4.0%	12.0%	50
Asian or Asian American Associates	3.1%	6.2%	30.8%	36.9%	15.4%	7.7%	65
Two or More Races Associates	3.2%	3.2%	32.3%	32.3%	6.5%	22.6%	31
Associates Aspiring to Partner at Current Firm in 10 Years	1.1%	12.7%	27.3%	41.4%	3.5%	14.1%	370
Associates Not Aspiring to Partner at Current Firm in 10 Years	1.5%	7.4%	20.1%	40.9%	9.7%	20.5%	528
Associates at Economic Elite Firms	0.7%	1.4%	28.6%	40.6%	11.0%	17.7%	283
Associates at National Firms	0.4%	1.9%	20.2%	49.4%	6.6%	21.5%	516
Associates at Regional Firms	8.6%	68.6%	22.9%	0.0%	0.0%	0.0%	105
New York City Associates	0.5%	4.0%	29.3%	40.9%	11.6%	13.6%	198
Non-New York City Associates	1.7%	11.1%	21.4%	40.9%	6.0%	19.0%	706

Question 53. Size of the office where you work

Associate Subset	Less than 50 (%)	51–100 (%)	101–250 (%)	More than 250 (%)	Total N
Associates - All	23.3%	27.0%	24.0%	25.7%	904
Men Associates	22.9%	25.5%	22.9%	28.6%	423
Women Associates	23.4%	28.1%	25.1%	23.4%	427
White or Caucasian Associates	21.4%	27.2%	23.8%	27.7%	640
Black or African American Associates	7.1%	32.1%	50.0%	10.7%	28
Latinx Associates	26.0%	28.0%	26.0%	20.0%	50
Asian or Asian American Associates	36.9%	21.5%	15.4%	26.2%	65
Two or More Races Associates	16.1%	35.5%	19.4%	29.0%	31
Associates Aspiring to Partner at Current Firm in 10 Years	26.2%	28.4%	28.1%	17.3%	370
Associates Not Aspiring to Partner at Current Firm in 10 Years	21.2%	26.0%	21.2%	31.6%	528
Associates at Economic Elite Firms	10.3%	24.7%	14.1%	50.9%	283
Associates at National Firms	28.5%	28.7%	26.0%	16.9%	516
Associates at Regional Firms	33.3%	24.8%	41.0%	1.0%	105
New York City Associates	5.1%	19.7%	18.7%	56.6%	198
Non-New York City Associates	28.5%	29.0%	25.5%	17.0%	706

Question 57. Main practice area

Associate Subset	Admiralty/ Maritime/ Aviation (%)	Appellate Law (%)	Arbitration/ Mediation/ Dispute Resolution (%)	Banking/ Finance (%)	Bankruptcy (%)	Business/ Corporate (%)	Civil Rights/ Human Rights/ Constitutional (%)	Energy (%)	Family (%)	General Practice (%)
Associates - All	0.0%	1.5%	0.1%	5.3%	0.8%	23.1%	0.1%	2.3%	0.1%	0.4%
Men Associates	0.0%	2.6%	0.0%	7.9%	1.1%	22.1%	0.0%	2.6%	0.0%	0.3%
Women Associates	0.0%	0.5%	0.3%	3.2%	0.5%	23.9%	0.3%	1.9%	0.3%	0.5%
White or Caucasian Associates	0.0%	2.1%	0.2%	5.2%	0.9%	21.5%	0.0%	2.3%	0.2%	0.4%
Black or African American Associates	0.0%	0.0%	0.0%	3.9%	0.0%	30.8%	0.0%	3.9%	0.0%	0.0%
Latinx Associates	0.0%	0.0%	0.0%	8.5%	2.1%	23.4%	0.0%	0.0%	0.0%	0.0%
Asian or Asian American Associates	0.0%	0.0%	0.0%	5.1%	0.0%	30.5%	1.7%	0.0%	0.0%	0.0%
Two or More Races Associates	0.0%	0.0%	0.0%	6.9%	0.0%	24.1%	0.0%	6.9%	0.0%	0.0%
Associates Aspiring to Partner at Current Firm in 10 Years	0.0%	1.2%	0.3%	7.8%	0.3%	23.1%	0.0%	2.4%	0.0%	0.0%
Associates Not Aspiring to Partner at Current Firm in 10 Years	0.0%	1.8%	0.0%	3.6%	1.1%	23.1%	0.2%	2.2%	0.2%	0.7%
Associates at Economic Elite Firms	0.0%	1.2%	0.4%	6.8%	1.2%	29.0%	0.0%	2.8%	0.0%	0.4%
Associates at National Firms	0.0%	2.0%	0.0%	4.2%	0.7%	19.2%	0.2%	2.5%	0.2%	0.5%
Associates at Regional Firms	0.0%	0.0%	0.0%	6.6%	0.0%	26.4%	0.0%	0.0%	0.0%	0.0%
New York City Associates	0.0%	0.0%	0.0%	10.6%	1.8%	23.5%	0.0%	0.6%	0.6%	0.6%
Non-New York City Associates	0.0%	1.9%	0.2%	3.9%	0.5%	23.0%	0.2%	2.8%	0.0%	0.3%

(continued)

Question 57. Main practice area (continued from previous page)

Associate Subset	Government/ Regulatory/ Administrative (%)	Intellectual Property (%)	International Law (%)	Labor and Employment (%)	Litigation (%)	Real Estate/ Land Use (%)	Tax (%)	Trusts & Estates (%)	Other (%)	Total N
Associates - All	5.1%	11.2%	0.8%	4.2%	31.0%	7.4%	1.9%	1.0%	3.8%	788
Men Associates	4.7%	10.5%	1.1%	4.2%	28.9%	7.4%	1.3%	0.0%	5.5%	381
Women Associates	5.3%	11.2%	0.5%	4.5%	32.7%	7.7%	2.4%	2.1%	2.1%	376
White or Caucasian Associates	4.9%	9.8%	0.7%	3.9%	33.4%	7.7%	2.1%	1.2%	3.7%	572
Black or African American Associates	0.0%	7.7%	0.0%	15.4%	23.1%	11.5%	0.0%	0.0%	3.9%	26
Latinx Associates	10.6%	4.3%	4.3%	6.4%	27.7%	8.5%	0.0%	0.0%	4.3%	47
Asian or Asian American Associates	5.1%	20.3%	0.0%	3.4%	20.3%	10.2%	1.7%	0.0%	1.7%	59
Two or More Races Associates	3.5%	17.2%	0.0%	6.9%	24.1%	3.5%	0.0%	0.0%	6.9%	29
Associates Aspiring to Partner at Current Firm in 10 Years	5.4%	11.1%	0.9%	5.4%	27.0%	7.8%	1.8%	2.1%	3.6%	334
Associates Not Aspiring to Partner at Current Firm in 10 Years	4.9%	11.3%	0.7%	3.3%	34.2%	6.9%	2.0%	0.2%	3.8%	451
Associates at Economic Elite Firms	1.6%	13.7%	0.4%	0.8%	32.3%	3.2%	2.8%	0.0%	3.2%	248
Associates at National Firms	5.4%	11.4%	1.1%	6.2%	31.4%	9.1%	1.6%	1.1%	3.3%	449
Associates at Regional Firms	13.2%	3.3%	0.0%	3.3%	25.3%	9.9%	1.1%	3.3%	7.7%	91
New York City Associates	1.2%	4.7%	0.0%	3.5%	40.0%	9.4%	1.8%	0.0%	1.8%	170
Non-New York City Associates	6.2%	12.9%	1.0%	4.4%	28.5%	6.8%	1.9%	1.3%	4.4%	618

