# 2018 PARTNER COMPENSATION SURVEY

MAJOR, LINDSEY & AFRICA

**JEFFREY A. LOWE, ESQ.**
Global Practice Leader Law Firm Practice
Managing Partner, Washington, D.C.

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# BACKGROUND

In the spring of 2018, Major, Lindsey & Africa (MLA) launched its 2018 Partner Compensation Survey in partnership with Acritas. The Survey, which was sent independently by Acritas to more than 60,000 law firm partners in AmLaw 200, NLJ 350- and Global 100-size firms across the United States, was the fifth in a series of groundbreaking, biennial surveys begun by MLA in 2010.

The MLA Partner Compensation Survey continues to be the most comprehensive effort ever undertaken to identify ranges of partner compensation, the criteria law firms use in determining partner compensation and the satisfaction of law firm partners with their compensation and compensation systems. In 2018, we added a number of new questions relating to the gender pay gap and the perceived obstacles faced by Non-Equity partners to making partner. We also reintroduced several questions from prior Surveys concerning compensation systems, including what partners would like to see changed about their current firm's system as well as factors they believe are valued by their firms in determining compensation.

This Report provides (i) an overview of the Survey, (ii) the demographic breakdown of the respondents to the Survey, (iii) selected highlights of compensation and other practice metrics as reported by the respondents, (iv) selected highlights of compensation satisfaction and overall satisfaction as reported by the respondents, (v) perceptions of a gender pay gap affecting female partners and (vi) expected retirement age.

# THE SURVEY

The Survey consisted of 30 questions, with the results broken down into five major categories:

1. Demographic information about each respondent and the respondent's law firm, including:
   - Partnership Tenure
   - Partnership Status (*i.e.*, Equity vs. Non-Equity)
   - Primary Practice Area
   - City
   - Lateral Status (*i.e.*, "Homegrown" vs. Lateral)
   - Compensation Transparency (*i.e.*, Open vs. Closed compensation system)
   - Compensation System (*i.e.*, Lockstep vs. Non-Lockstep)
   - Firm Size
   - Age
   - Gender
   - Sexual Orientation
   - Ethnicity
2. Objective information about a respondent's compensation and practice metrics for 2017, including:
   - Total compensation
   - Total originations
   - Total working attorney receipts
   - Standard hourly billing rate discount
   - Total billable hours
   - Total non-billable hours
   - For lateral respondents, whether their compensation changed as a result of the lateral move and, if so, by what percent

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3. Subjective information about a respondent's perception of his or her compensation, compensation system and satisfaction with his or her life as an attorney, including:
   - Satisfaction with total compensation
   - Whether any perceived bias affects the calculation of compensation
   - Which factors the respondent believes are important to their firm when determining compensation
   - Which one factor in particular respondents feel is viewed by their firm as the most important factor and what respondents themselves believe *should be* the most important factor
   - Whether the respondent would like to see any changes made to their compensation system and, if so, what
   - Overall satisfaction with his or her life as an attorney, factoring compensation into the equation
   - Overall satisfaction with his or her life as an attorney, without factoring compensation into the equation
   - Whether the respondent would trade a portion of his or her compensation for non-monetary benefits and, if so, what percentage of compensation he or she would be willing to trade
   - Non-Equity partners' perceived obstacles to making Equity partner
4. Objective and subjective information about a respondent's perception as to the existence of a gender pay gap affecting female partners within their firm and what, if any, steps their firm's management has taken to address the possibility of a female partner gender pay gap:
   - Whether partners believe female partners experience a gender pay gap within their firm
   - For those respondents who do believe there is a gender pay gap, what they believe the female partner gender pay gap to be, expressed as a percentage
   - Whether firm management has discussed/raised the possibility of a female partner gender pay gap in any way and, if so, in what ways firm management has addressed this issue
   - Whether a respondent's firm has taken any active steps to address or eliminate the possibility of a female partner gender pay gap and, if so, what active steps their firm has taken to address or eliminate the possibility of such a gap
5. Expected Retirement Age

METHODOLOGY ON NEXT PAGE ›

# METHODOLOGY

This Survey was sponsored and developed by Major, Lindsey & Africa (MLA) in association with Acritas, a legal market intelligence and research specialist. By having all correspondence and survey responses go through Acritas, MLA enabled all respondents to answer confidentially and anonymously and MLA at no time was made aware of respondents' names or firms, either individually or in the aggregate.

Data for this Survey were collected using an online questionnaire hosted by Acritas. Invitations were emailed to 63,582 partners across the United States at firms which have been Am Law 200-, NLJ 350- or Global 100-ranked in the past five years. The emailed invitation contained a link that partners could use to access the online survey, which was open between April 11, 2018 and August 31, 2018. To maximize the response rate, five email reminders, each spaced approximately two weeks apart, were also sent.

The recipient list was sourced through an aggregated and vetted online attorney database and supplemented by desk research conducted by Acritas. A minority of respondents also participated after being notified of the Survey through MLA's own LinkedIn campaign. The Survey was developed by MLA with additional questions suggested by Acritas. As an incentive to complete the Survey, respondents were advised that MLA had agreed to make a donation to The Legal Aid Society for each respondent who completed the Survey. Additionally, partners who participated became eligible to receive a $1,500 American Express gift card, which was to be awarded to one respondent who completed the Survey before its close. Acritas randomly selected one respondent to receive this prize after the Survey closed.

A total of 1,390 responses were received from partners practicing across the United States. 230 of the initial emails were returned as undeliverable. Assuming that all of the remaining partners contacted received the invitation, the overall response rate was 2.3%.

As is customary with surveys of this nature, not every respondent answered every question.

Each data table notes the actual number of respondents for each category. In order for us to present the data meaningfully, in certain cases individual respondents were grouped into larger categories.

In Questions 5b and 5c, 8 through 13, 18a and 23a of the Survey, respondents were given ranges as response choices. For example, total compensation values were typically grouped in $50,000 ranges (*e.g.*, $800,000 to $850,000). In order to calculate the data for this Report, Acritas used, wherever possible, the midpoint for all responses that were expressed as ranges. In those cases where midpoints were not identifiable (*e.g.*, responses where one parameter of the range was open-ended), Acritas and MLA jointly agreed on values to be used for those responses.

In order to protect respondents' identities, this Report does not disclose any information about any individual or any individual law firm. All information is reported in the aggregate to ensure anonymity. Acritas did not provide the names, email addresses or any other identifying information of individual respondents or any law firm to MLA. At all times MLA remained blind to the specific sources of the data.

In many instances, this Report compares the results of the 2018 Survey with those of the 2016 Survey. The complete results of the 2016 Survey can be found by clicking on this link.

*For a detailed profile of the Survey respondents, please refer to **Appendix I–Respondent Profile**.*

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# STATISTICAL TERMS USED

The statistical terms used in the Report are defined below.

- The **median** (or the 50th percentile) is the middle or central number in a series of numbers arranged in order of value. There are equal numbers of smaller and larger observations.
- The **average** (or mean) is the total value of all observations divided by the number of observations.
- Percentages may not total 100 because of rounding.
- Rounding of data points may account for slight discrepancies in graphical depictions of the data.

# KEY FINDINGS

## Compensation

- Average compensation for all partners was $885,000, up 1% from 2016 ($877,000). Median compensation has remained the same as 2016 ($575,000).
- Equity partners continue to outpace Non-Equity partners in compensation, with the average compensation for Equity partners being three times greater than that of Non-Equity partners ($1,136,000 vs. $371,000). However, when it comes to billing rates, the gap between Equity and Non-Equity partners is much smaller ($775 vs. $599).
- As in our prior Surveys, male partners' average compensation continues to significantly outpace that of female partners' ($959,000 vs. $627,000). The average male partner's total compensation is 53% more than the average female partner, compared to the 44% differential reported in our 2016 Survey.
- The average total compensation for those identifying with a non-White ethnicity is 15% lower than that of White (not Hispanic) partners ($738,000 vs. $864,000).
- Among the seven practice areas grouped for the purposes of this Report, Labor & Employment partners continue to report the lowest average total compensation ($681,000), although that practice area has seen the highest percentage growth in compensation compared to 2016 (+14%). Corporate partners continue to report the highest level of average compensation ($1,180,000), up 12% from 2016. Tax & ERISA partners show a modest increase of 4%, with average compensation of $932,000. Litigation and Real Estate partners, who showed the largest percentage increases in 2016, are reporting substantially lower total compensation in 2018 (-11% and -9%, respectively). IP partners also recorded a decrease of 9% in compensation after a nominal increase in 2016.
- The disparity in compensation among cities continues to be pronounced. Average total compensation ranged from a low of $593,000 in Minneapolis to a high of $1,448,000 in New York. As in 2016, most major cities saw increases, with the exception of Atlanta (-22%), Houston (-14%) and Minneapolis (-8%). Dallas (+55%) and New York (+24%) showed the largest gains.

KEY FINDINGS CONTINUED ON NEXT PAGE ›

## Billing Rates

- The average billing rate for all partners was $718, up $33 (+5%) from 2016.
- Unlike 2016, when all practices reported higher billing rates and all practices showed at least a 7% increase in billing rates, the 2018 results were more varied. Litigation partners report virtually no change since 2016 ($640, up $1), the only practice area to remain virtually flat. Tax & ERISA and Corporate partners reported the highest percentage increase in billing rates (+6%), while the former continues to have the highest average hourly billing rate ($831) of all practice areas. Labor & Employment partners showed an increase of 5% (now $596, though still the lowest rate of all practice groups). IP and Real Estate partners showed nominal increases of 1% and 3%, respectively.
- All major cities reported an increase in billing rates, with the biggest percentage increase in Dallas (+21%, now $793) and the highest rates found in New York ($994) and D.C./Northern Virginia ($885). The lowest rates were reported in Minneapolis ($550) and Philadelphia ($618).

## Originations

- Average originations for all respondents were $2,571,000, up 5% from $2,456,000 in 2016. Equity partners and Non-Equity partners reported 10% and 9% increases, respectively, in average originations ($3,419,000 vs. $786,000, respectively). Thus, Equity partners continue to originate more than four times the amount of business than Non-Equity partners generate, which is consistent with our prior Surveys. Male partners reported average originations of $2,788,000, representing an 8% gain over 2016. Female partners, however, after posting a 40% gain in originations between 2014 and 2016, are now reporting an 8% decrease, with average originations of $1,589,000.

## Compensation Systems

- 60% of respondents said they would like to see aspects of their compensation system changed, down from 65% in 2014 and 67% in 2012. Certain categories of partners were more likely than others to desire change: those in Closed compensation systems (69%), female partners (66%), Non-Equity partners (66%), homegrowns (64%) and those with lower total compensation.
- Unsurprisingly, the desire for change inversely correlates with compensation levels (*i.e.*, the higher a partner's compensation, the less likely he or she is to desire change). 27% would like a more transparent system, with suggestions from partners generally focused on greater transparency surrounding compensation criteria, and those in Closed compensation systems desiring a shift to a more open system.
- 23% want their system to become more performance-based, with greater credit for originations, reward for overall performance and an improved bonus structure. 19% want the system to reward broader responsibilities, for example by balancing the emphasis on billable and non-billable hours or awarding credit for collaboration between partners.

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## Satisfaction

- Once again, we attempted to measure respondents' overall satisfaction with their lives as attorneys, both factoring in compensation and without regard to compensation. Not surprisingly, factoring compensation into the question resulted in higher levels of satisfaction, but once again the differences were much less than we originally expected when we first measured this in 2016. 78% of respondents classified themselves as Very Satisfied, Moderately Satisfied or Slightly Satisfied when factoring in compensation, versus 70% when compensation was not taken into consideration. These numbers are down slightly from 2016, which were 82% and 72%, respectively. 50% of respondents would trade a percentage of their compensation for other benefits, down from 62% in 2016.

## Gender Pay Gap

- For the first time in 2018, we introduced several new questions aimed at investigating whether a gender pay gap exists for female partners and, if so, what firms are doing to address any imbalance.[1] 28% of all respondents believe a gender pay gap exists. When analyzing the data by gender, female partners were six times as likely to perceive a pay gap than their male counterparts (67% vs. 11%).
- Across all respondents, including those who don't believe there is a pay gap, the gender pay gap is perceived to average 6% (*i.e.*, female partners are being paid 6% less than male partners for the same work or contribution to the firm). The differences in how large both genders perceive this gap to be are stark: only 3% of females thought the pay gap was 10% or less, compared to 21% of males. Conversely, 35% of female partners who believed a gap existed estimated it to exceed 20%, compared to 13% of male partners.
- Only 23% of partners say firm management has addressed the possibility of a gender pay gap; and where this is the case, it has most commonly been discussed through partnership meetings, working groups and internal memoranda. 26% said their firm has taken active steps to eliminate this gap. These steps include adjusting membership of the firm's management committee to include more females (67%), adjusting membership of the compensation committee (51%) and raising female partners' compensation (40%).
- Since the inception of this Survey in 2010, male partners consistently have reported substantially higher average compensation than female partners (ranging from 32%–53% higher), as well as higher average originations and billing rates than female partners. When compensation is controlled exclusively for gender and originations, female partners report lower average compensation nearly 80% of the time.
- Given the apparent disconnect between a perceived gender pay gap of only 6% and the statistics mentioned above, MLA asked Acritas to undertake a rigorous, scientific analysis of the data. Acritas determined through regression analysis that (i) 75% of variation in compensation among partners is accounted for by originations and hourly rate, (ii) gender does not have a statistically significant impact on compensation and (iii) 25% of overall variance is accounted for by "other factors/differences between firms."
- While the data may not suggest a conscious bias against women, the predominant compensation model in BigLaw today, which heavily rewards partners for their originations and WAR, may be failing to recognize women's wider contributions to their firms and putting them at a disadvantage. Similarly, the tendency of female partners to disproportionately cluster in less profitable practice areas, coupled with fewer mentoring opportunities, might also play a role. In any event, the question remains as to why female partners' originations are on average so much lower and whether firms could be doing more to support female partners in increasing their originations and hence driving up their compensation.

[1] The gender pay gap was defined to all respondents in the Survey as "the difference in compensation received by women as compared to men for the same work or contribution to the firm."

# COMPENSATION, ORIGINATIONS, RECEIPTS, BILLING RATES AND HOURS

Questions 8 through 13 of the Survey dealt with the principal practice metrics of the respondents for the 2017 fiscal year, and address total compensation, total originations, total working attorney receipts, standard hourly billing rate, standard billing rate discount, total billable hours and total non-billable hours. These key practice metrics were then sorted by the following categories:

1. Partnership Tenure
2. Partnership Status
3. Practice Area
4. City
5. Compensation Transparency
6. Lockstep Type
7. Firm Size
8. Gender
9. Ethnicity

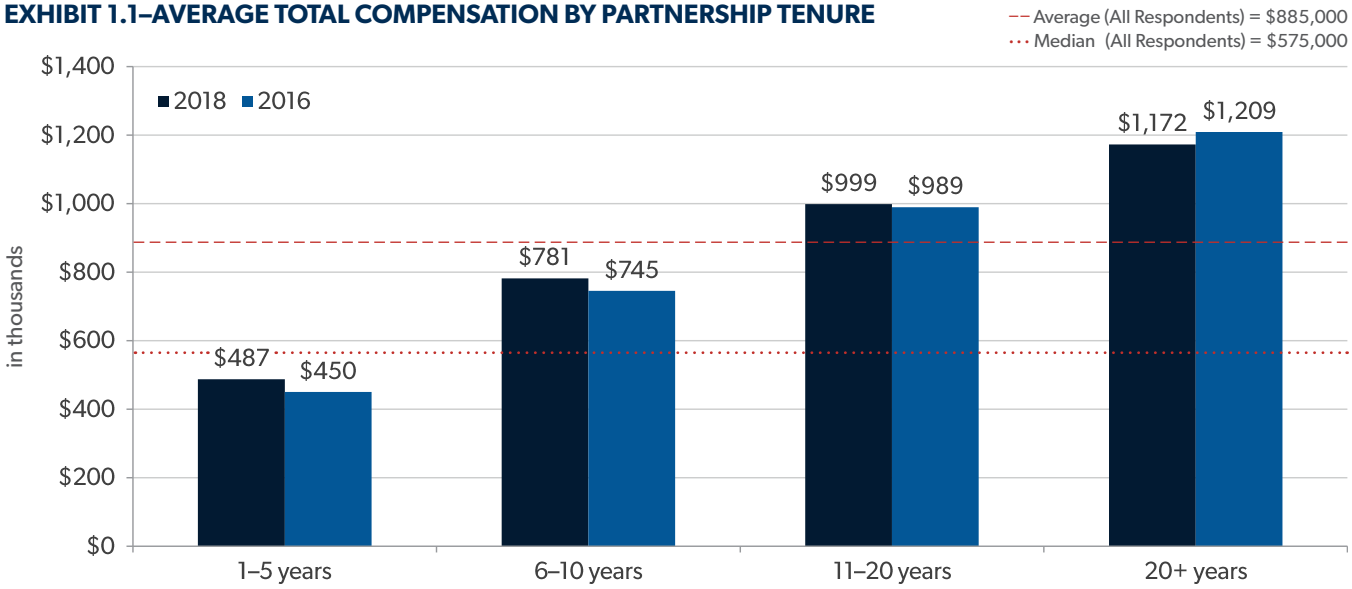
## Compensation

A total of 1,261 partners provided their compensation data, with reported compensation ranging from less than $100,000 (6 respondents) to over $8,000,000 (4 respondents). Average compensation for all partners was $885,000, up 1% from 2016 ($877,000). Median compensation has remained consistent with 2016 at $575,000.

### Partnership Tenure and Partnership Status

As in previous MLA Partner Compensation Surveys, when sorted by Partnership Tenure, average compensation climbs steadily by tenure grouping, from an average of $487,000 for those in the 1–5 year category up to $1,172,000 for those in the category 20+ years. Three of the groupings show an increase: 1–5 years (+8%), 6–10 years (+5%) and 11–20 years (+1%). Partners with 20+ years of tenure showed a decline of 3% in total compensation.

**EXHIBIT 1.1–AVERAGE TOTAL COMPENSATION BY PARTNERSHIP TENURE**

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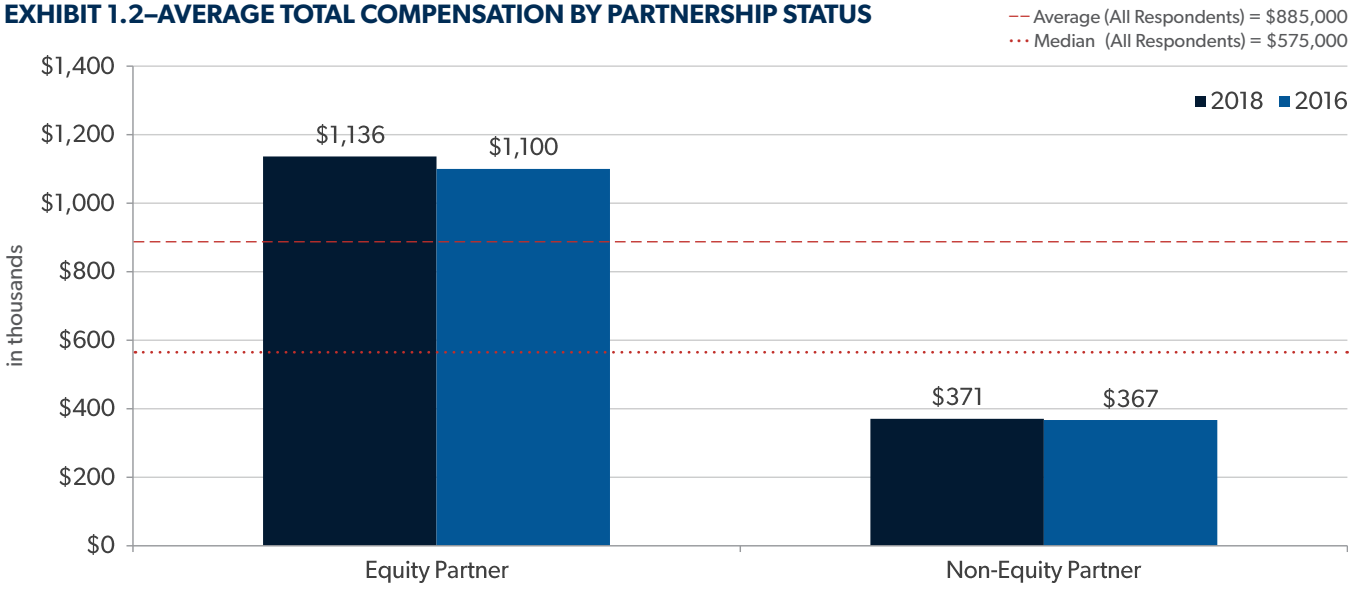
As in our 2016 Survey, Equity partners continue to average three times the total compensation of their Non-Equity colleagues ($1,136,000 vs. $371,000). While the majority of Non-Equity partners earn less than $500,000, Equity partner pay levels show greater spread. 39% of Equity Partners report total compensation of over $1 million, compared to only 2% of Non-Equity partners. Average compensation for Equity Partners has risen slightly since 2016 ($1,136,000 vs. $1,100,000), while Non-Equity partner compensation has also essentially remained flat ($371,000 vs. $367,000) after an increase of 9% in 2016. Median compensation for Non-Equity partners is also stable at $325,000, whereas for Equity partners it has increased from $775,000 to $825,000 (+6%).

**EXHIBIT 1.2–AVERAGE TOTAL COMPENSATION BY PARTNERSHIP STATUS**




## Practice Area

Among the seven practice areas grouped for the purposes of this Report, Labor & Employment partners continue to report the lowest average total compensation ($681,000), although that practice area has seen the highest percentage growth in compensation compared to 2016 (+14%). Corporate partners continue to report the highest level of average compensation ($1,180,000), up 12% from 2016. Tax & ERISA partners also show a modest increase of 4%, with average compensation of $932,000. Litigation and Real Estate partners, who showed the largest percentage increases in 2016, are reporting substantially lower total compensation in 2018 (-11% and -9%, respectively). IP partners also recorded a decrease of 9% in compensation after a nominal increase in 2016.

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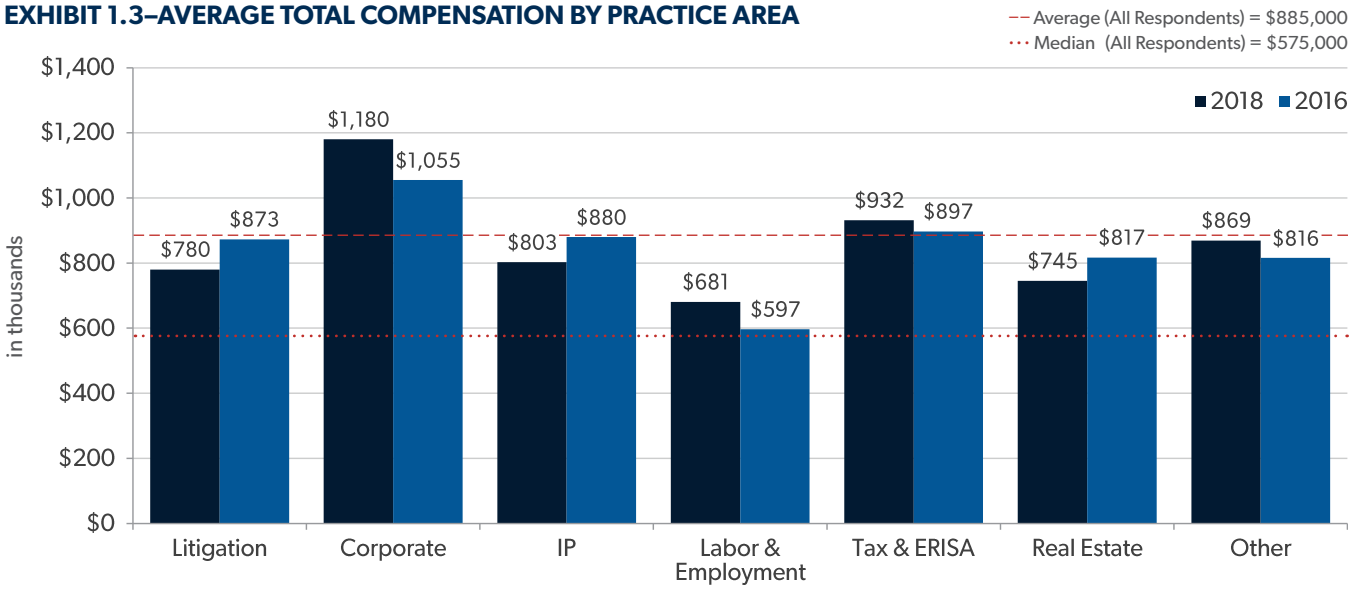
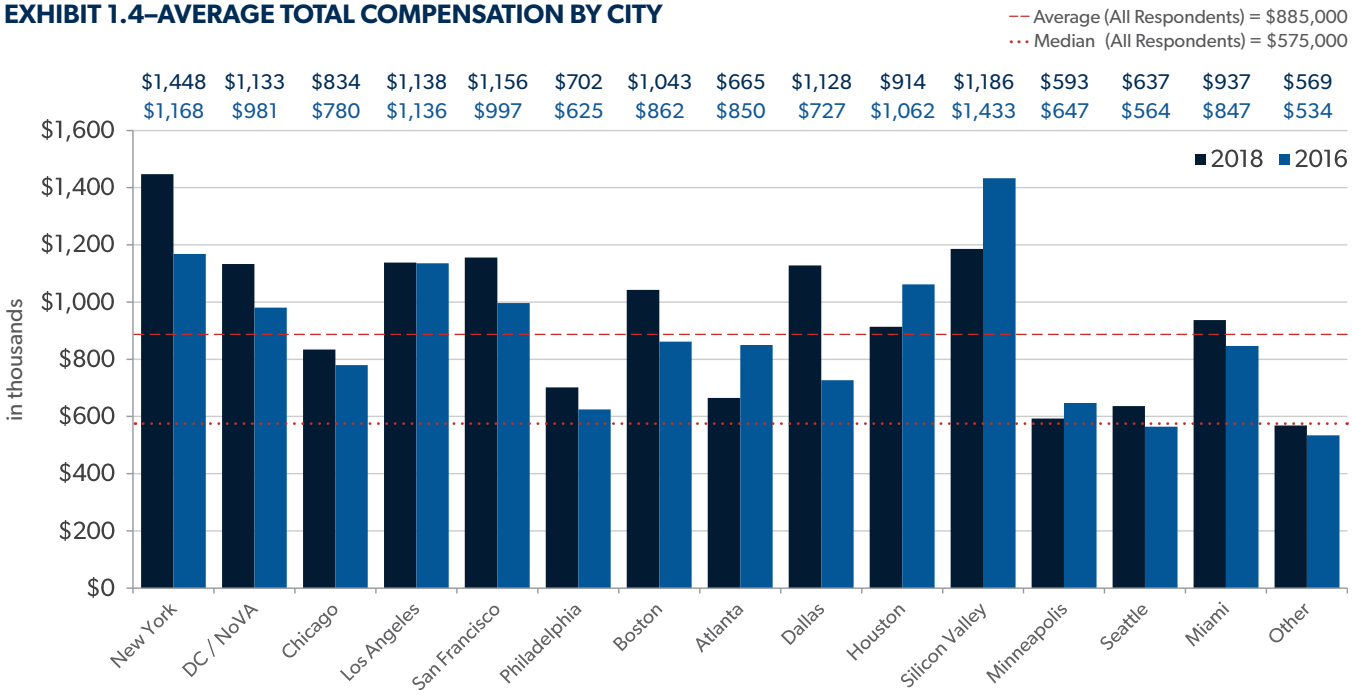
**EXHIBIT 1.3–AVERAGE TOTAL COMPENSATION BY PRACTICE AREA**




## City

The disparity in compensation among cities continues to be pronounced. Average total compensation ranged from a low of $593,000 in Minneapolis to a high of $1,448,000 in New York. As in 2016, most major cities saw increases, with the exception of Atlanta (-22%), Houston (-14%) and Minneapolis (-8%). Dallas (+55%) and New York (+24%) showed the largest gains.[2] Outside the major cities, average compensation was even lower: $569,000.

**EXHIBIT 1.4–AVERAGE TOTAL COMPENSATION BY CITY**




[2] The 11 cities shown in Exhibit 1.4 were chosen based on their total response counts. All cities, except Silicon Valley (19), Seattle (17) and Miami (27) had at least 30 respondents; New York, D.C./Northern Virgina and Chicago all had over 100 respondents. Silicon Valley, Seattle and Miami are shown here as we included them in previous reports.

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## Compensation Transparency and Lockstep Type

As in our prior Surveys, partners in Open compensation systems reported *significantly* higher average compensation ($991,000; -1%) compared to partners in Partially Open and Closed systems, although this figure does represent a narrowing of the gap from 2016. Average compensation for partners in Partially Open systems was $846,000 (+10%) and $659,000 (+8%) for those in Closed systems. These figures were $1,004,000, $770,000 and $608,000, respectively, in 2016.

When sorted by Lockstep type, Pure Lockstep partners reported average compensation of $844,000 (-46%) compared to average compensation of $897,000 (+1%) for Non-Lockstep partners.[3] Partners who classified their compensation system as Generally Lockstep are no longer reporting lower compensation than those in the other categories, with an average compensation of $854,000 (+10%).

**EXHIBIT 1.5–AVERAGE TOTAL COMPENSATION BY COMPENSATION TRANSPARENCY**

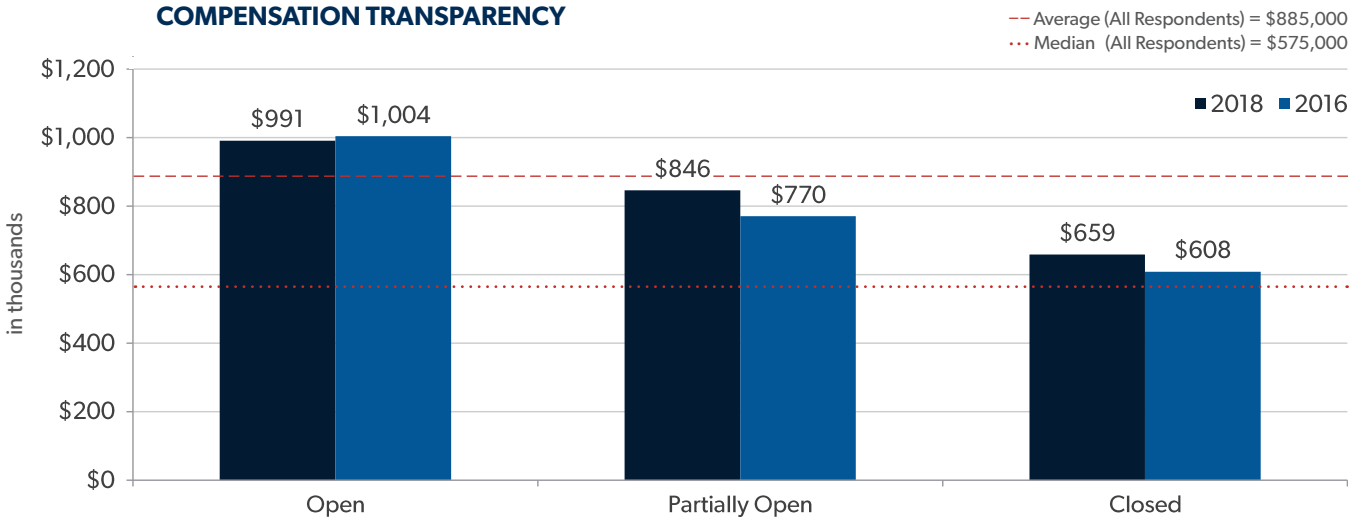
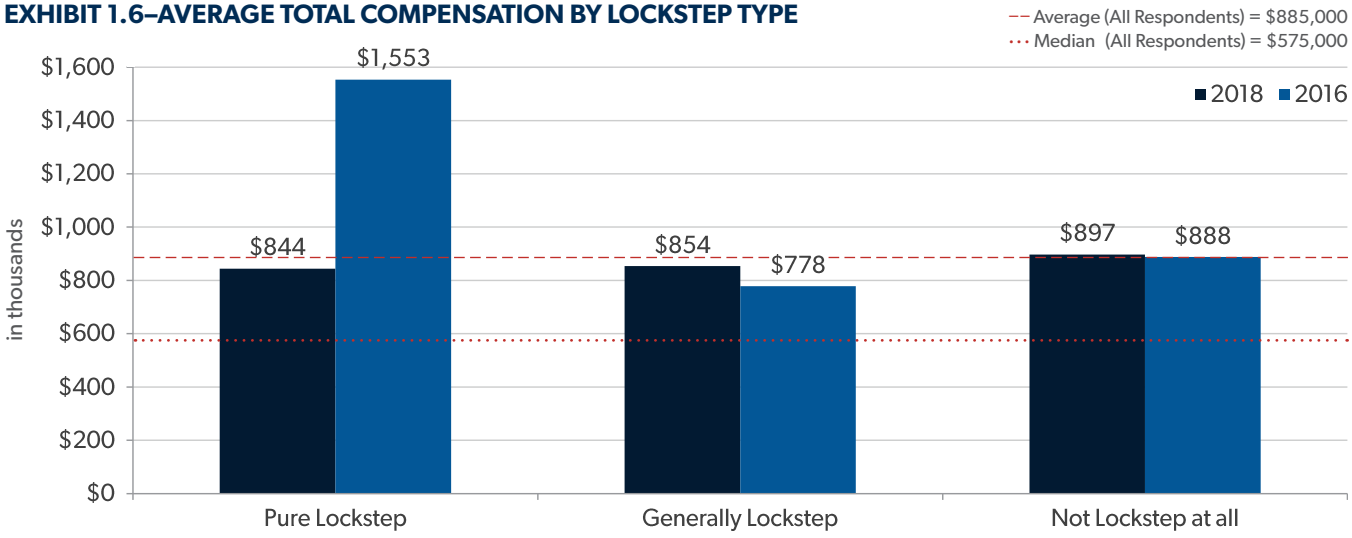



**EXHIBIT 1.6–AVERAGE TOTAL COMPENSATION BY LOCKSTEP TYPE**

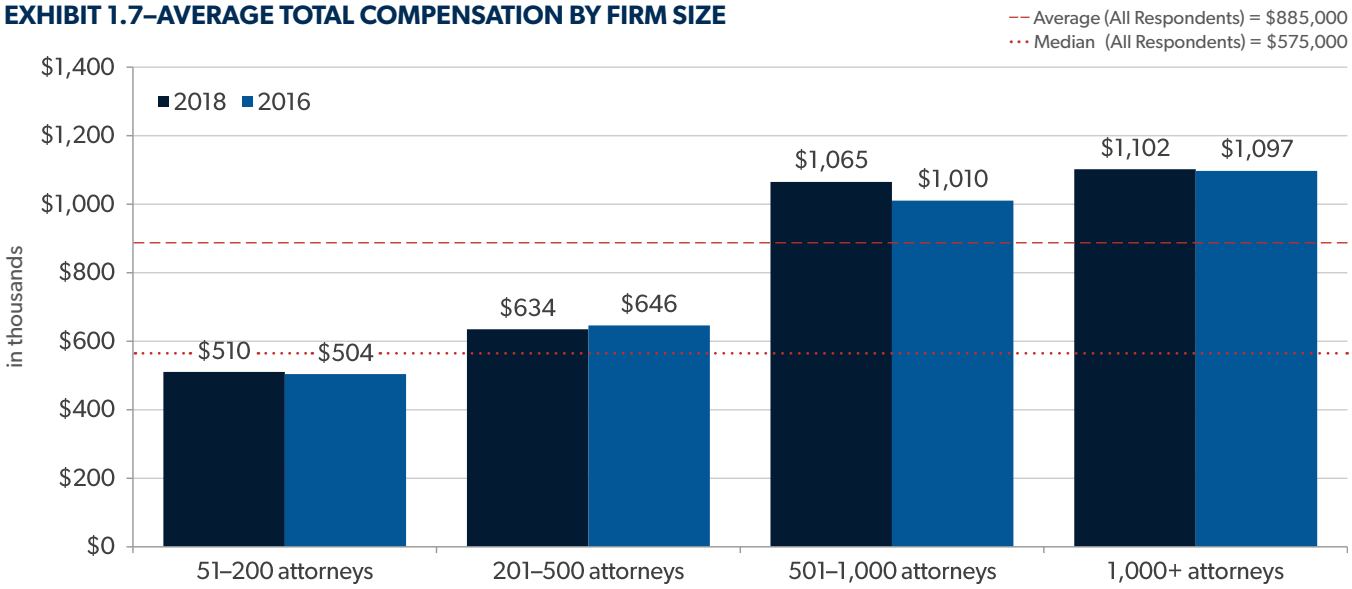



[3] Because the population size for the Pure Lockstep category (8 respondents) is much lower than for the other categories, which had 1,081 (Non-Lockstep) and 211 (Generally Lockstep) responses, it is difficult to draw meaningful conclusions for this category due to potential greater variance in the reported data.

## Firm Size

Looking at firms by number of lawyers, compensations for partners at firms with 51–200 lawyers is up 1%. Partners at firms with 201–500 lawyers report a dip of 2% in compensation compared to 2016. The group showing the biggest change over time is those at firms with 501–1,000 lawyers, who are showing an increase in total compensation of 5%. There has been virtually no change for those at firms with more than 1,000 lawyers. This is in stark contrast to the 2016 Survey, where all groups reported double-digit increases in average compensation.

**EXHIBIT 1.7–AVERAGE TOTAL COMPENSATION BY FIRM SIZE**




## Gender and Ethnicity

As in our prior Surveys, when data are sorted by gender, male partners' average compensation continues to significantly outpace that of female partners' ($959,000 vs. $627,000). The average male partner's total compensation is 53% more than the average female partner's, compared to the 44% differential reported in our 2016 Survey.

The average total compensation for those identifying with a non-White ethnicity is 15% lower than that of White (not Hispanic) partners ($738,000 vs. $864,000).[4]

[4] The ethnic categories used in the Survey and this Report track those previously used by the American Bar Association. The number of respondents by ethnic category was as follows: White, not Hispanic (1,030), Black, not Hispanic (24), Hispanic (29), Asian Pacific, not Hispanic (55), American Indian, not Hispanic (1), Native Hawaiian or Pacific Islander, not Hispanic (2), Mixed Races (22). Because of the relatively small number of non-White respondents, it is difficult to draw statistically meaningful conclusions for those categories and therefore changes over time have not been shown.

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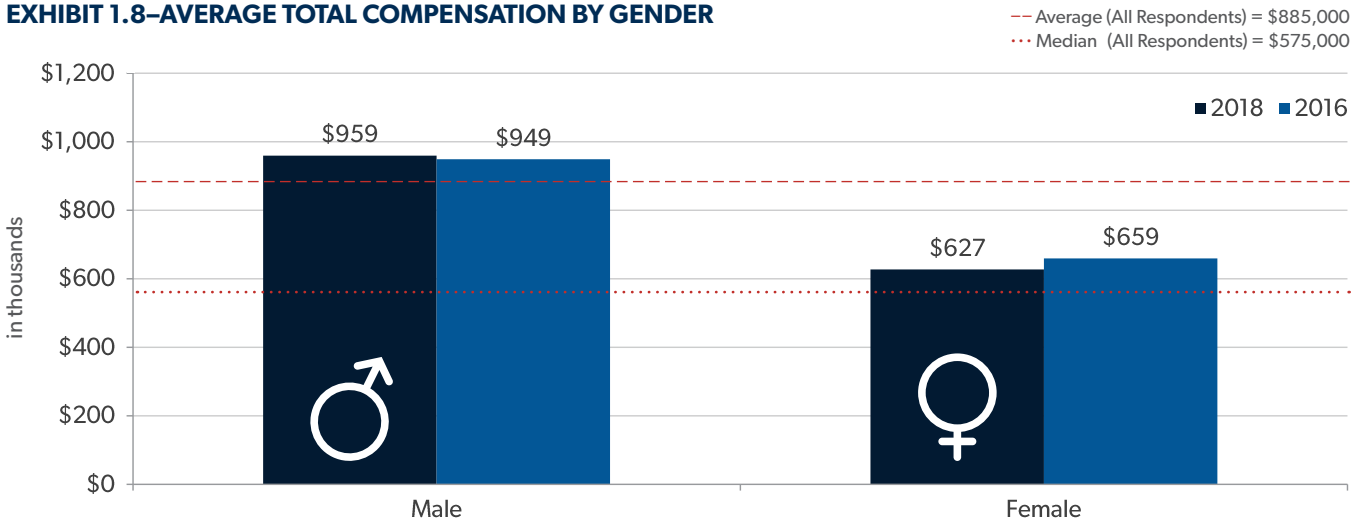
**EXHIBIT 1.8–AVERAGE TOTAL COMPENSATION BY GENDER**




## Changes in Compensation for Lateral Partners

Questions 5 of the Survey was directed at lateral partners and asked whether their compensation changed as a result of their lateral move and, if so, by what percent.

A total of 566 respondents reported that they joined their current firm laterally as a partner from another law firm. Approximately 49% of those respondents reported that their compensation increased 10% or more as a result of the lateral move, compared to 56% in 2016. Approximately 10% saw it decrease by 10% or more, compared to 8% in 2016, and approximately 41% said their compensation stayed basically the same, compared to 36% in 2016.

*For the complete results, please refer to* ***Appendix II–Average Total Compensation*** *and* ***Appendix III–Compensation Change for Lateral Partners****.*

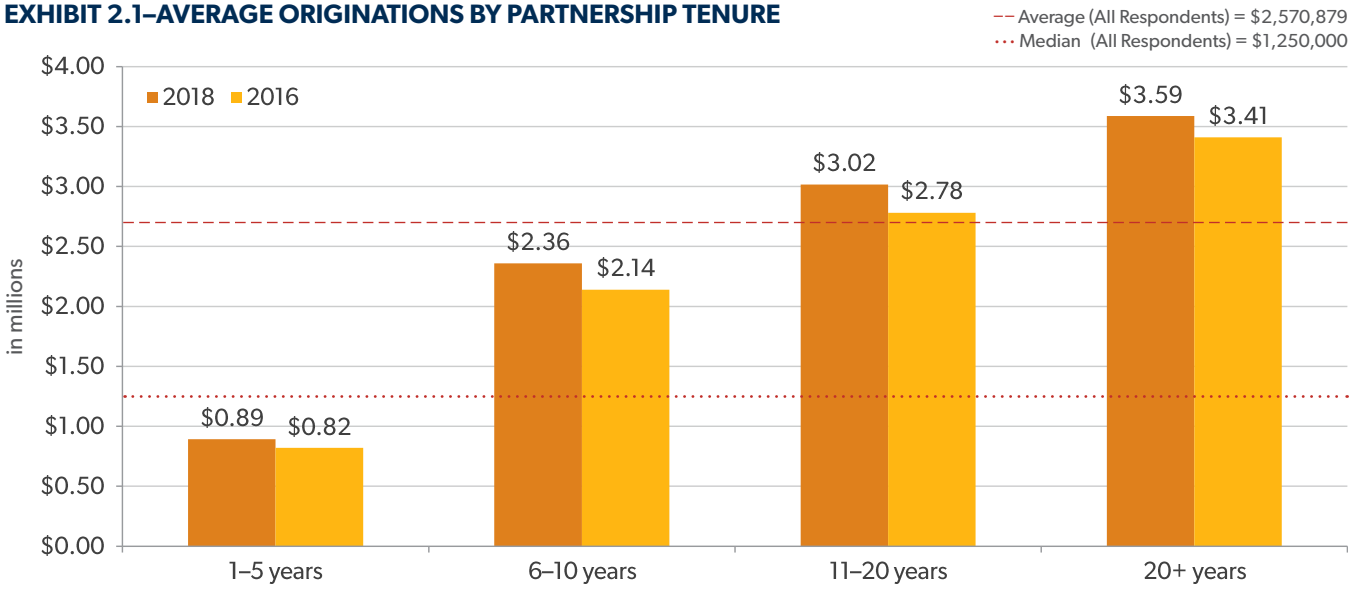
## Originations

A total of 1,250 respondents provided their originations data, with reported originations ranging from less than $100,000 (107 respondents) to over $30 million (8 respondents). Average originations for all partners were $2,571,000, up 5% from $2,456,000 in 2016. Median originations remained stable at $1,250,000.

### Partnership Tenure and Partnership Status

As in our 2016 Survey, partners in all groupings showed increases in originations. The biggest increase was for those in the 6–10 year grouping (+10%; $2,358,000), closely followed by those in the 1–5 year grouping (+9%; $893,000), who have registered a substantial increase for the first time since our 2012 Survey. Those in the 11–20 year grouping also show an increase (+8%; $3,016,000), with the smallest increase coming for those in the 20+ year groupings (+5%; $3,587,000).

**EXHIBIT 2.1–AVERAGE ORIGINATIONS BY PARTNERSHIP TENURE**




Equity partners and Non-Equity partners reported similar increases in average originations ($3,419,000, +10% and $786,000, +9%, respectively). Thus, Equity partners continue to originate more than four times the amount of business that Non-Equity partners generate, which is consistent with our previous Surveys. Moreover, whereas average originations for Equity partners has grown 37% since 2010 ($3,419,000 vs. $2,490,000), average originations for Non-Equity partners has grown only 12% ($786,000 vs. $700,000) during that same period. Median originations for Equity partners were $2,050,000, up 11% since 2016, while the median for Non-Equity partners remains unchanged at $450,000.

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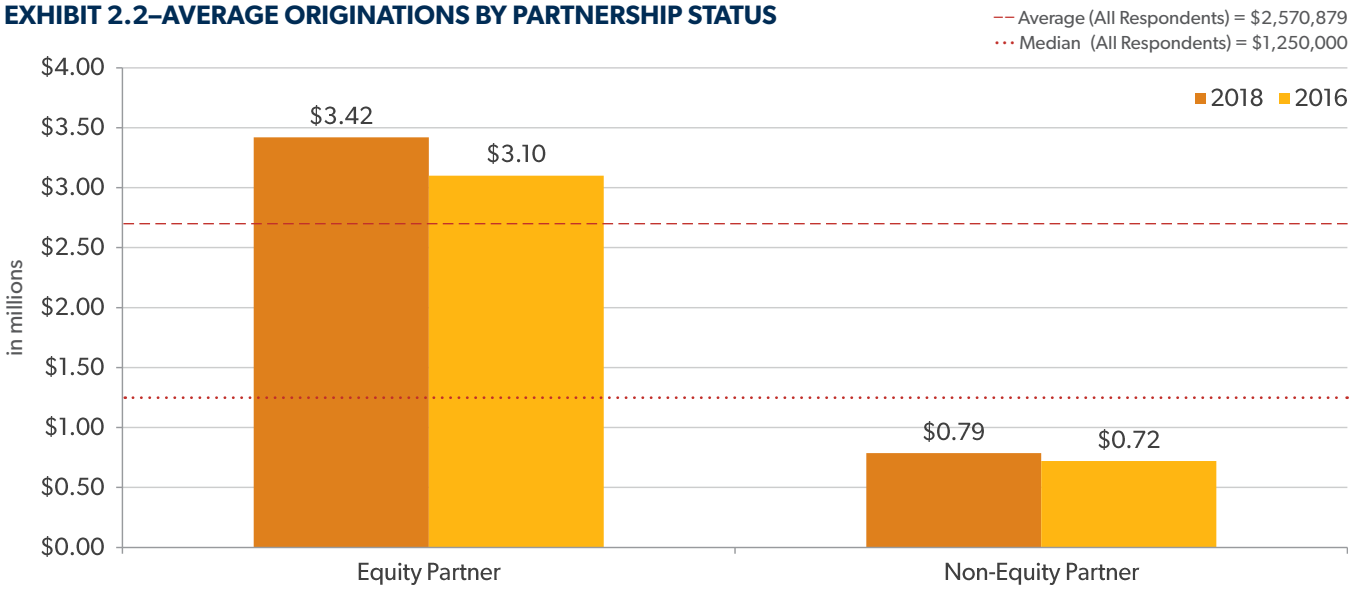
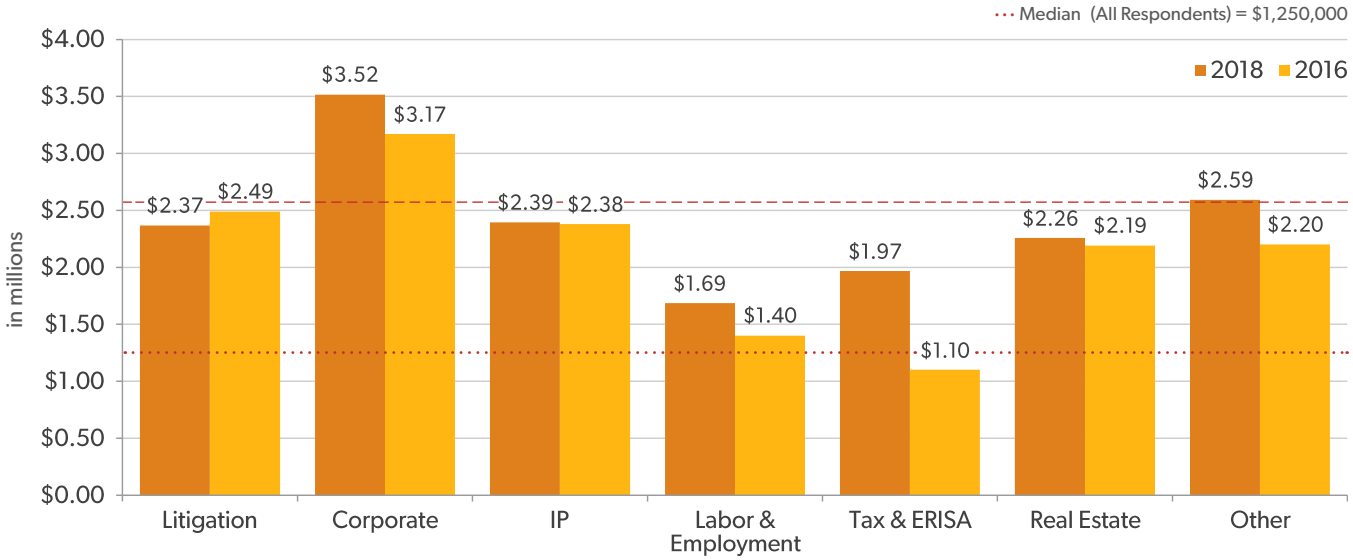
**EXHIBIT 2.2–AVERAGE ORIGINATIONS BY PARTNERSHIP STATUS**




## Practice Area

Average originations by Practice Area generally tracked compensation trends. At the high end, Corporate partners reported average originations of $3,516,000 (+11%) and, on the low end, Labor & Employment partners reported $1,686,000 in originations (though this does represent an increase of 20% since 2016). Tax & ERISA partners, who reported the lowest average originations in 2016, reported a 79% increase in their mean total originations ($1,968,000). However, the median for Tax & ERISA partners is still the lowest of all practices ($650,000), which suggests its average is affected by a handful of high-value outliers. Litigation partners showed the only decline in originations ($2,367,000, -5%). The remaining practices show only small increases compared to 2016: Real Estate ($2,257,000; +3%) and IP ($2,394,000; +0.6%).

**EXHIBIT 2.3–AVERAGE ORIGINATIONS BY PRACTICE AREA**

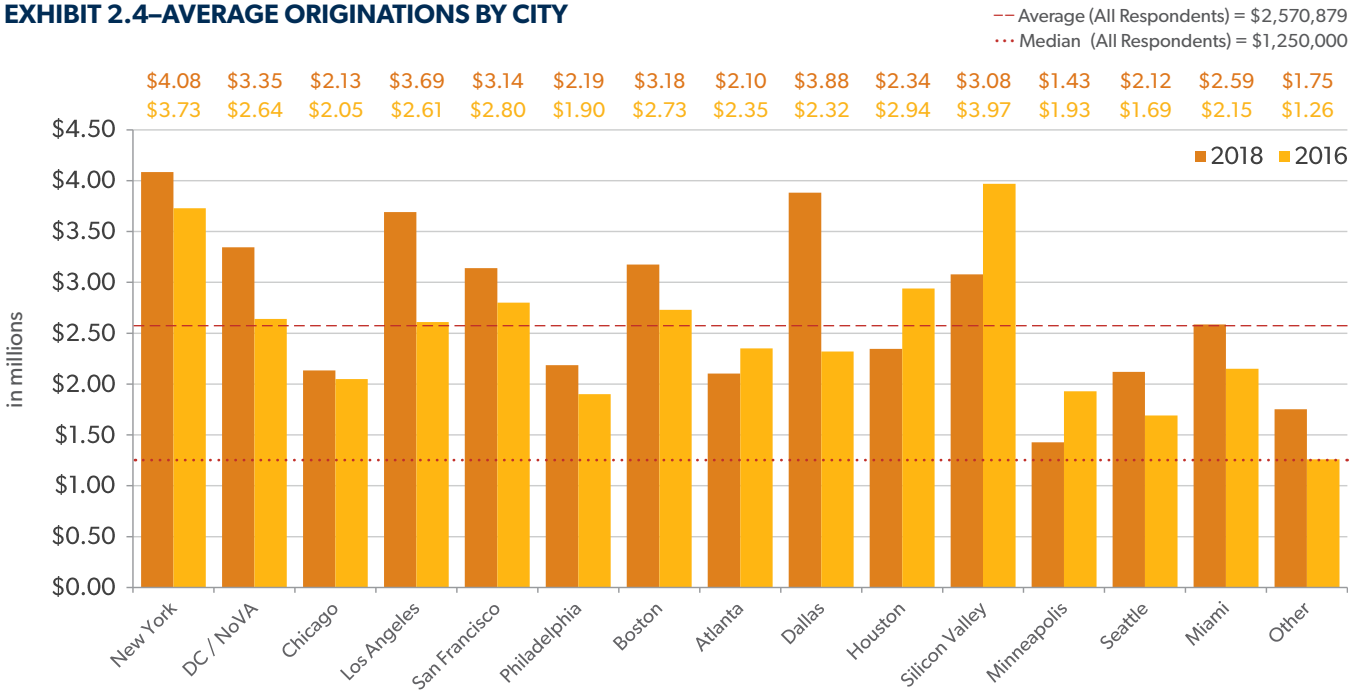


## City

Origination trends by City also tended to follow compensation trends. Average originations ranged from a low of $1,427,000 in Minneapolis (-26%) to a high of $4,085,000 in New York (+10%). Though New York partners report the highest average originations, they are reporting slower growth than other major cities. Cities with the highest percentage jumps in total originations were Dallas (+67%), Los Angeles (+41%) and D.C./Northern Virginia (+27%).

Three cities registered a decline in originations: Minneapolis (-26%), Houston (-20%) and Atlanta (-11%).

**EXHIBIT 2.4–AVERAGE ORIGINATIONS BY CITY**




## Compensation Transparency and Lockstep Type

Partners in Open compensation systems ($2,894,000; +5%) continued to report average originations higher than their Partially Open ($2,491,000; +15%) and Closed compensation system ($1,844,000; +22%) counterparts. We continue to believe the wide disparity in originations among these groups accounts for much of the disparity in compensation for the groups. Partners at firms which are Generally Lockstep recorded an increase ($2,536,000; +9%), as did Non-Lockstep partners ($2,601,000; +10%).

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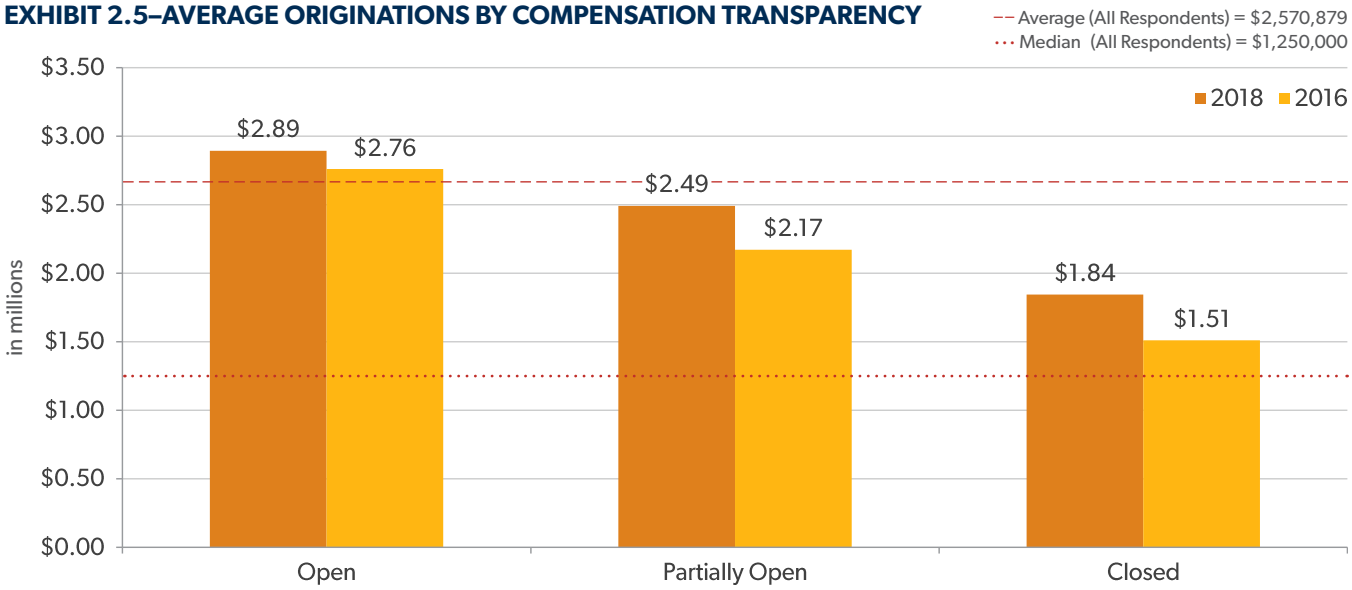
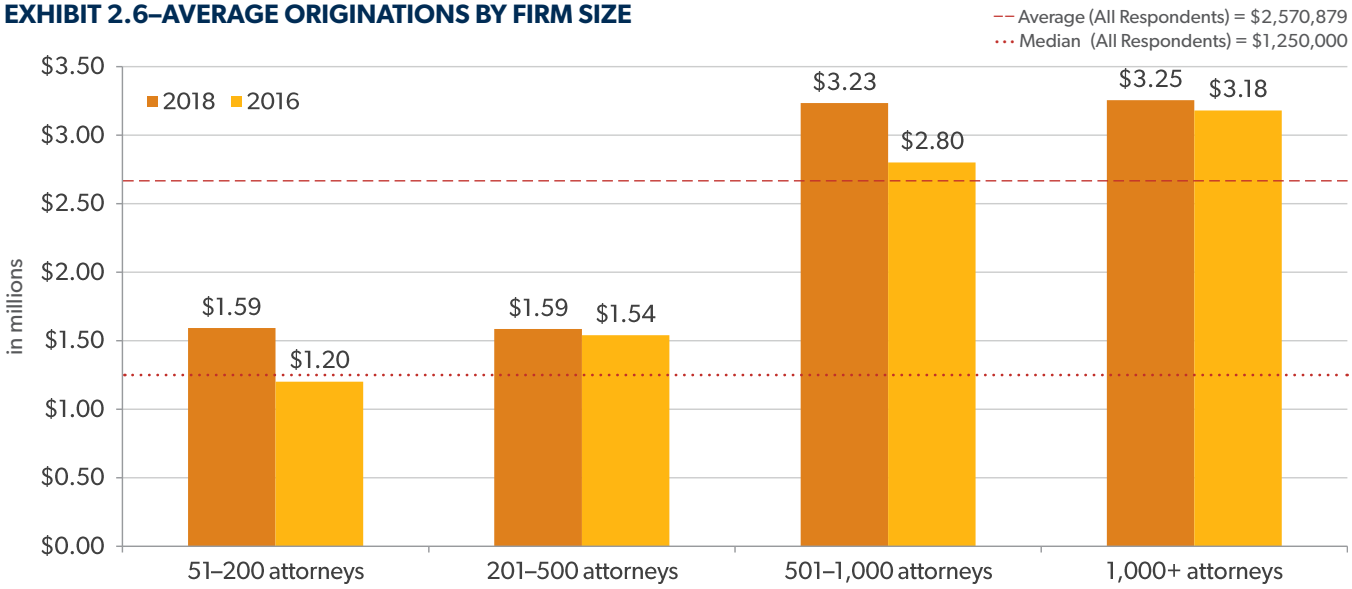
**EXHIBIT 2.5–AVERAGE ORIGINATIONS BY COMPENSATION TRANSPARENCY**




## Firm Size

Originations at firms with 51–200 lawyers showed the strongest gains (+33%), although this did not translate to a similar increase in total compensation (+1%). Partners at firms with 501–1000 lawyers reported a 15% increase in originations ($3,233,000) and of all the groupings showed the biggest increase in compensation (+5%). Average originations have increased only slightly for partners at firms with 201–500 lawyers (+3%) and over 1,000 lawyers (+2%).

**EXHIBIT 2.6–AVERAGE ORIGINATIONS BY FIRM SIZE**



### Gender and Ethnicity

Male partners are significantly outpacing female partners in originations. Male partners reported average originations of $2,788,000, representing an 8% gain over 2016. Female partners, however, after posting a 40% gain in originations between 2014 and 2016, are now reporting an 8% decrease, with average originations of $1,589,000.

White partners averaged $2,482,000 in originations (+4%). Originations for non-White partners were significantly lower ($1,925,000) when compared to all partners who responded to the Survey.[5]

*For the complete results, please refer to* ***Appendix IV–Average Total Originations****.*

## Working Attorney Receipts

A total of 1,230 respondents provided their working attorney receipts (WAR) data, with reported WAR ranging from less than $100,000 (9 respondents) to over $4 million (32 respondents).

Average WAR for all respondents was $1,166,000, down 3% from 2016 ($1,207,000).

Equity partners' average WAR decreased 3% ($1,288,000), whereas Non-Equity partners posted a 2% increase ($911,000); though, as we discuss later in this Report, originations rather than billable hours/WAR has a greater bearing on compensation levels.

Most practice areas reported a decrease in average WAR. Despite leading the pack in terms of total compensation, Corporate partners reported one of the biggest percentage decreases in WAR (-13%), as did IP and Real Estate partners (-15% and -13%, respectively). Tax & ERISA partners reported the biggest increase (+12%) after being the only practice to report a decrease in 2016. Labor & Employment partners registered a 6% increase.

The general downward trend in WAR is also shared by partners of both genders: male partners reported a 4% decrease ($1,190,000) and female partners posted a 7% decrease ($1,020,000).

WAR trends by tenure varied; 14% for partners 6–10 years, 4% for partners 11–20 years. Those in Open or Partially Open compensation systems also recorded a decline (-5% and -2%, respectively), with an increase of less than 1% for those in Closed systems.

*For the complete results, please refer to* ***Appendix V–Average Total Working Attorney Receipts****.*

[5] Average originations for partners self-describing as Black, Hispanic, Asian Pacific and Mixed Race are reporting very large differences compared to 2016. This is most likely a consequence of a relatively small number of partners from each of these groupings responding to the Survey, which makes analysis difficult. A full breakdown of results by ethnicity is available in Appendix IV–Average Total Originations.

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## Billing Rates, Discounts, Billable Hours and Non-Billable Hours

1,324 respondents provided their hourly billing rate data. Hourly billing rates ranged from less than $75 (1 respondent) to greater than $2,500 (1 respondent), though the majority (51%) had a standard rate of less than $700. Only 16% bill over $1,000. The average billing rate for all respondents was $718, up $33 (+5%) from 2016.

The gap in billing rates between Equity and Non-Equity partners is much smaller than their compensation gap ($775 vs. $599). Compared to 2016, Equity partners' average billing rate rose 6%, and the average billing rate for Non-Equity partners increased 3%.

39% of partners do not provide a standard discount off their hourly billing rate. Of those that do, the majority give a discount of 15% or less, and only 10% of all partners provide a discount above this figure. The mean discount for all partners is 6.6%. Discount data was not previously tracked by our Survey.

Reported billable hours ranged from 1,000 hours or below (78 respondents) to 3,000 hours or more (6 respondents). Reported non-billable hours ranged from 50 hours or below (25 respondents) to 1,000 hours or more (213 respondents).

The average billed time for all partners was 1,683 hours, which is in line with the 2016 and 2014 averages (1,686 and 1,687 hours, respectively), and non-billed time averaged 569 hours, down 9% from 2016 (625 hours). As in previous years, level of compensation positively correlates with number of billable and non-billable hours.

**EXHIBIT 3.1–AVERAGE BILLING RATE BY FIRM SIZE**

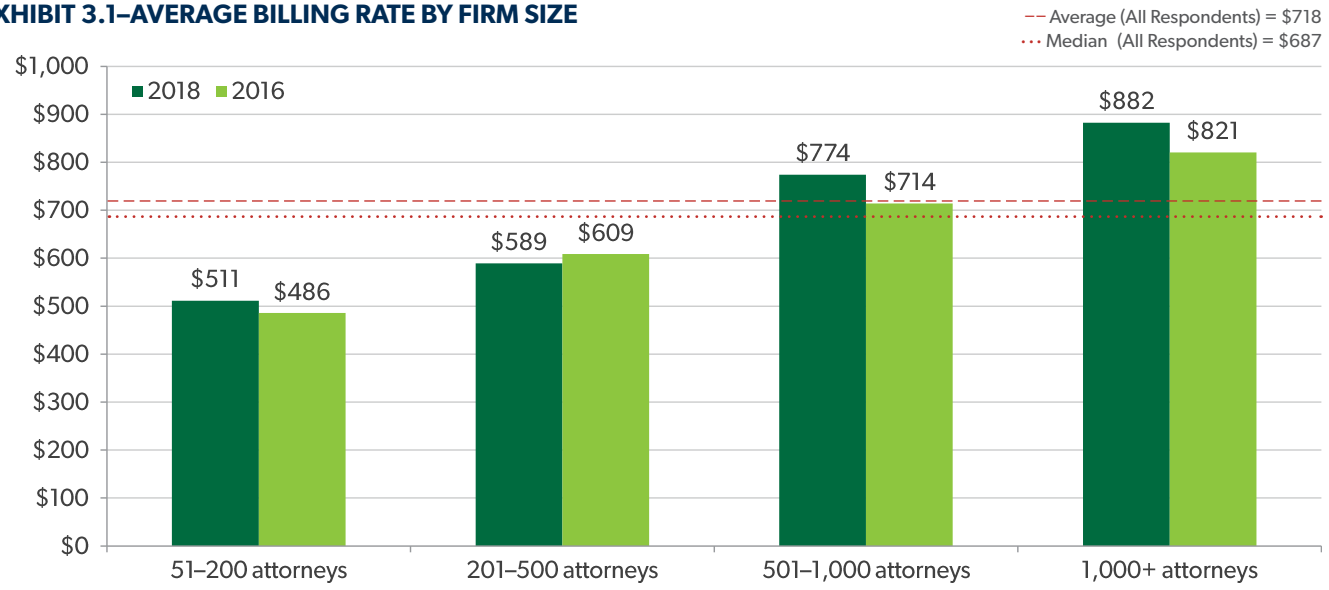


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**EXHIBIT 3.2–AVERAGE BILLABLE HOURS BY FIRM SIZE**

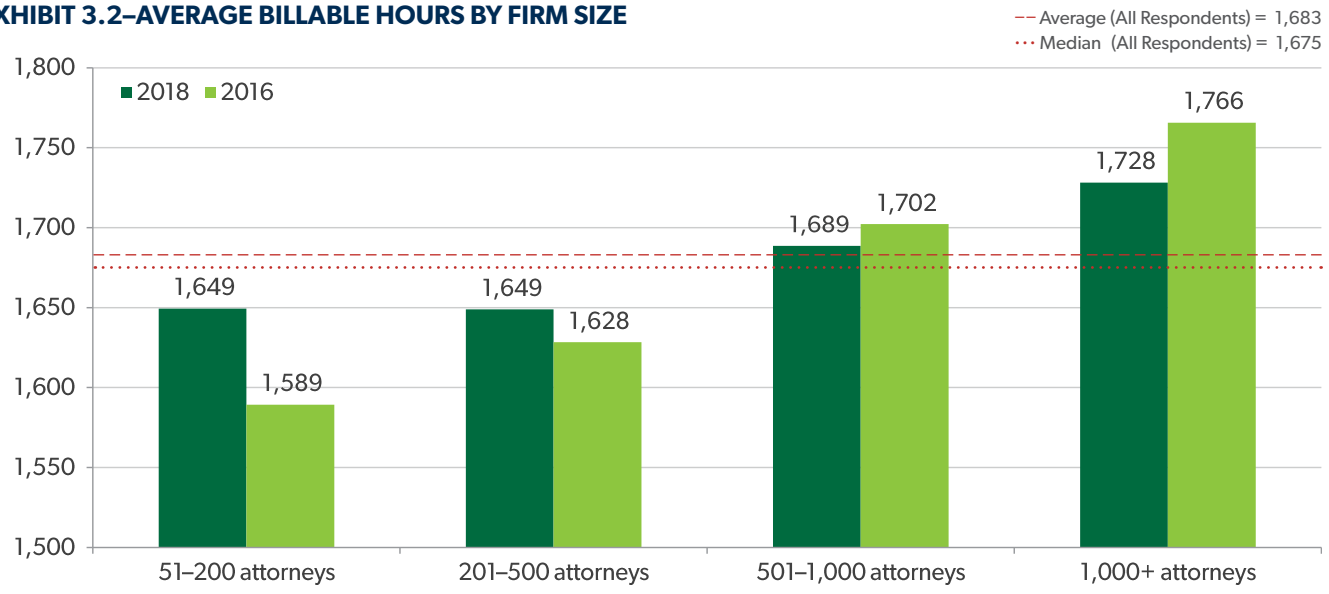
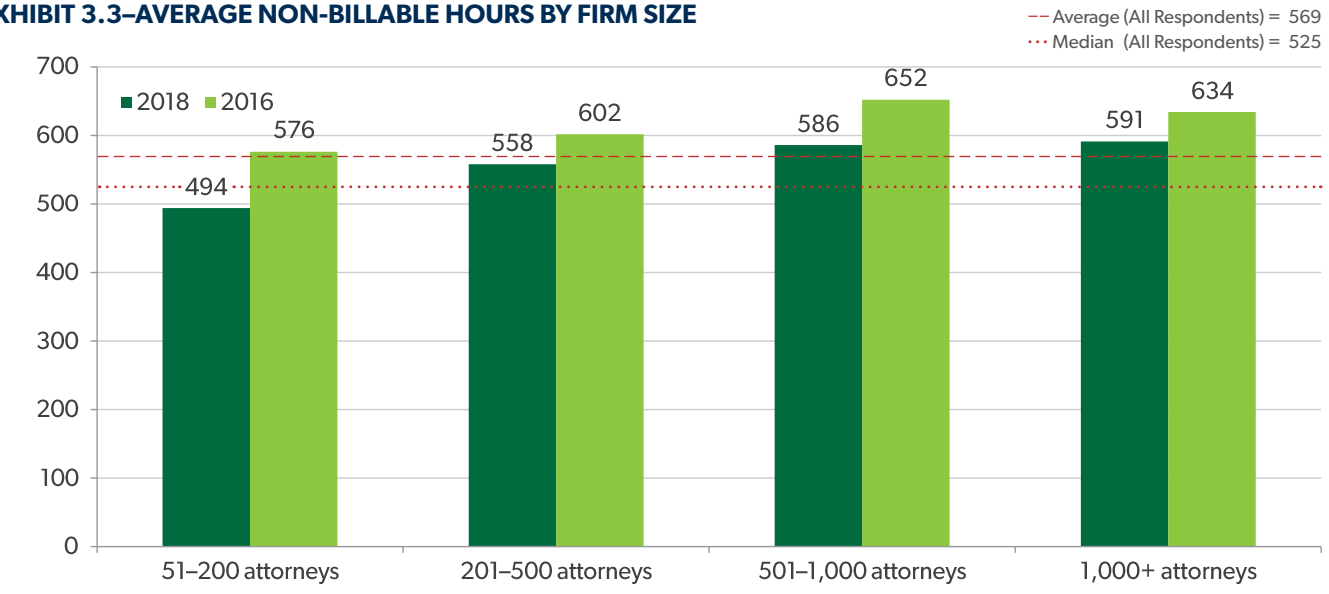



**EXHIBIT 3.3–AVERAGE NON-BILLABLE HOURS BY FIRM SIZE**




Below are highlights of selected billing rates, billable hours and non-billable hours data.

## Billing Rates

- Unlike 2016, where all practices reported higher billing rates and all practices showed at least a 7% increase in billing rates, the 2018 results were varied. Litigation partners report virtually no change since 2016 ($640; up $1), the only practice area to remain virtually flat. Tax & ERISA and Corporate partners reported the highest percentage increase in billing rates (+6%), while the former continues to have the highest average hourly billing rate ($831) of all practice areas.
- Labor & Employment partners showed an increase of 5% (now $596, though still the lowest rate of all practice groups). IP and Real Estate partners showed nominal increases of 1% and 3%, respectively.

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- All major cities reported an increase in billing rates, with the biggest percentage increase in Dallas (+21%; now $793) and the highest rates found in New York ($994) and D.C./Northern Virginia ($885). The lowest rates were reported in Minneapolis ($550) and Philadelphia ($618).
- Female partners' average hourly billing rate has not increased in line with both the overall trend and male counterparts', having only risen $14 (from $636 to $650; +2%) from 2016. Male partners' average hourly billing rate has increased from $701 in 2016 to $736, a 5% increase, in line with the trend for all partners (from $685 to $718).

## Billable Hours

- Equity and Non-Equity partners average roughly the same amount of billable hours (1,684 vs. 1,680), a narrowing of the gap from 2016 (1,696 vs. 1,663).
- No practice area reported a dramatic change in the number of billable hours, with the exception of IP partners (-4%). Litigation partners average the most billable hours of all practice areas (1,751), consistent with results from previous Surveys.
- Changes in billable hours by City were also generally small in scale. There were, nevertheless, several exceptions: Miami reported an increase of 17%, but it should be noted that it had the lowest number of responding partners overall (29); therefore, it is difficult to draw any meaningful conclusions. Chicago and Houston posted the joint second-largest increase (+3%) and Los Angeles the largest decrease (-7%; 1,714) of the bigger cities.
- Male and female partners reported billable hours of 1,701 and 1,635, respectively, which represent minute changes in both directions compared to 2016 (-0.1% for males and +0.2% for females).
- Homegrown partners reported a higher number of billable hours (1,722) than laterals from industry (1,572) and laterals from law firms (1,648).
- Partners in Closed compensation systems reported a higher number of billable hours (1,728) than partners in Partially Open (1,699) and Open (1,661) systems.

## Non-Billable Hours

- Equity partners continue to report a higher number of non-billable hours than Non-Equity partners (610 vs. 482). Both groups showed a decrease from 2016: Equity partners, -9%; Non-Equity partners, -6%.
- In contrast to 2016, all partnership tenure groupings reported a decrease in the number of non-billable hours, ranging from -16% for partners in the 6–10 year grouping to -1% for partners in the 1–5 years and 11–20 year groupings.
- The majority of cities also conform to the general trend of a decrease in non-billable hours, with the exception of Los Angeles, which posted a 17% increase (614 vs. 527); Dallas, which reported a 9% increase (657 vs. 601); Minneapolis, which reported an increase of 5% (604 vs. 576); and Boston, a 4% increase (637 vs. 614).
- Open compensation system partners again significantly outpaced Closed compensation system partners in non-billable hours, reporting 601 non-billable hours (-10%) versus 494 (-9%).
- Male and female partners reported generally similar non-billable hours (571 vs. 554), representing similar decreases from 2016 (-9% vs. -11%, respectively).
- Laterals from industry report a higher number of non-billable hours than homegrown partners (646 vs. 538), with laterals from other law firms (602) also performing more non-billable hours than homegrown partners.

*For the complete results, please refer to **Appendix VI–Average Billing Rates**, **Appendix VII–Average Billable Hours** and **Appendix VIII–Average Non-Billable Hours**.*

# COMPENSATION SATISFACTION

Question 14 of the Survey dealt with compensation satisfaction and was sorted by the following categories:

1. Partnership Tenure
2. Partnership Status
3. Practice Area
4. City
5. Lateral Status
6. Compensation Transparency
7. Lockstep Type
8. Total Compensation
9. Total Originations
10. Total Billable Hours
11. Firm Size
12. Gender
13. Ethnicity

## Satisfaction Ratings

A total of 1,319 respondents answered this question. 22% classified themselves as Very Satisfied with their current compensation, 35% classified themselves as Moderately Satisfied and 10% as Slightly Satisfied. Conversely, 9% classified themselves Slightly Dissatisfied, 10% as Moderately Dissatisfied and 8% as Very Dissatisfied. 7% felt Neutral. In contrast to previous years, the categories used to measure satisfaction were changed to look at levels of satisfaction at a more granular level and to provide a Neutral option.[6]

**EXHIBIT 4.1A–OVERALL SATISFACTION WITH TOTAL COMPENSATION (*2018*)**

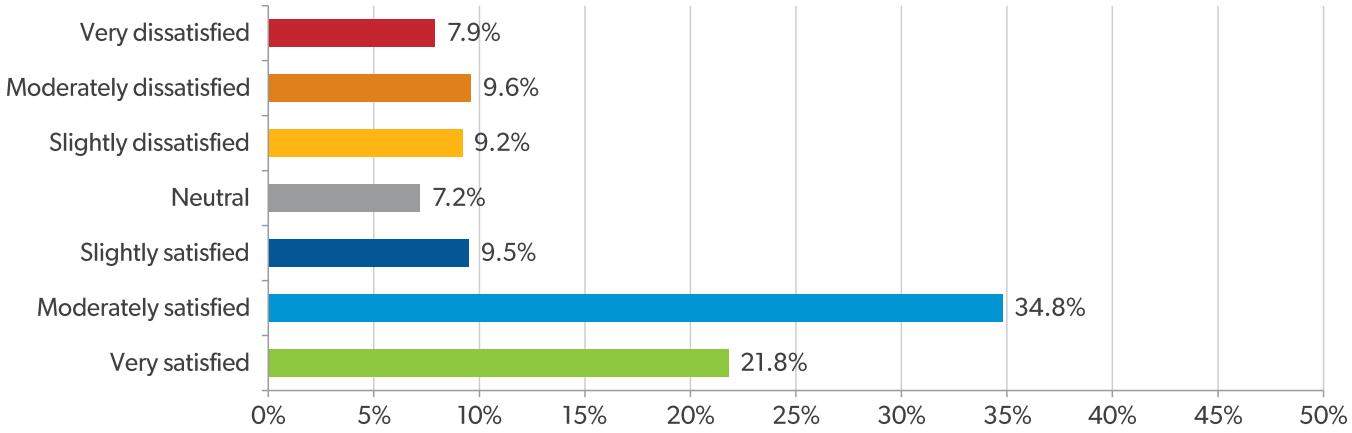
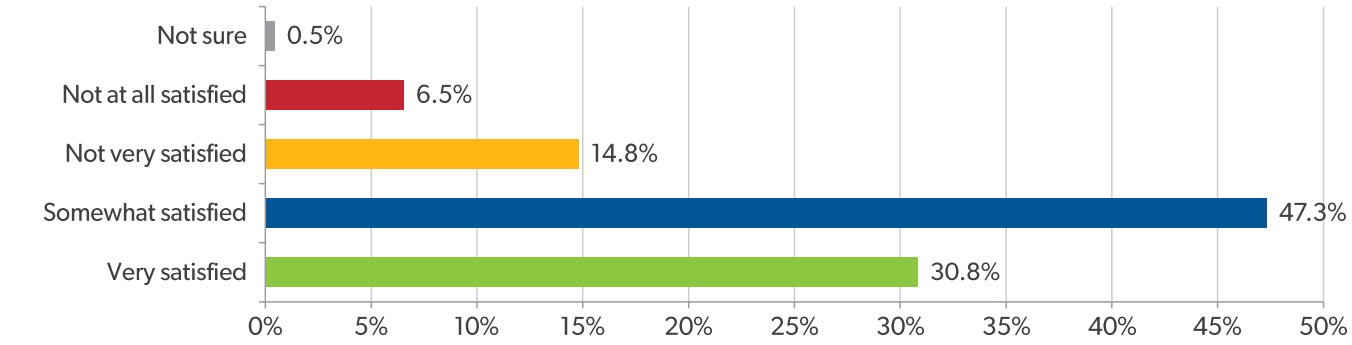



**EXHIBIT 4.1B–OVERALL SATISFACTION WITH TOTAL COMPENSATION (*2016*)**




[6] In previous Surveys, respondents could choose from five options: Very Satisfied, Somewhat Satisfied, Not Very Satisfied, Not at All Satisfied and Not Sure.

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## Partnership Tenure and Partnership Status

Once again, the two most senior groupings of partners were more likely to classify themselves as Very Satisfied with their compensation (24% and 27% for categories 11–20 years and 20+ years, respectively, vs. 17% and 19% for categories 1–5 years and 6–10 years, respectively). The gap between Equity partners' and Non-Equity partners' compensation satisfaction remains wide, with 27% of Equity partners Very Satisfied compared to 11% of Non-Equity partners. Conversely, Non-Equity partners were twice as likely to classify themselves as Very Dissatisfied (12% vs. 6%).

**EXHIBIT 4.2A–SATISFACTION BY PARTNERSHIP TENURE *(2018)***

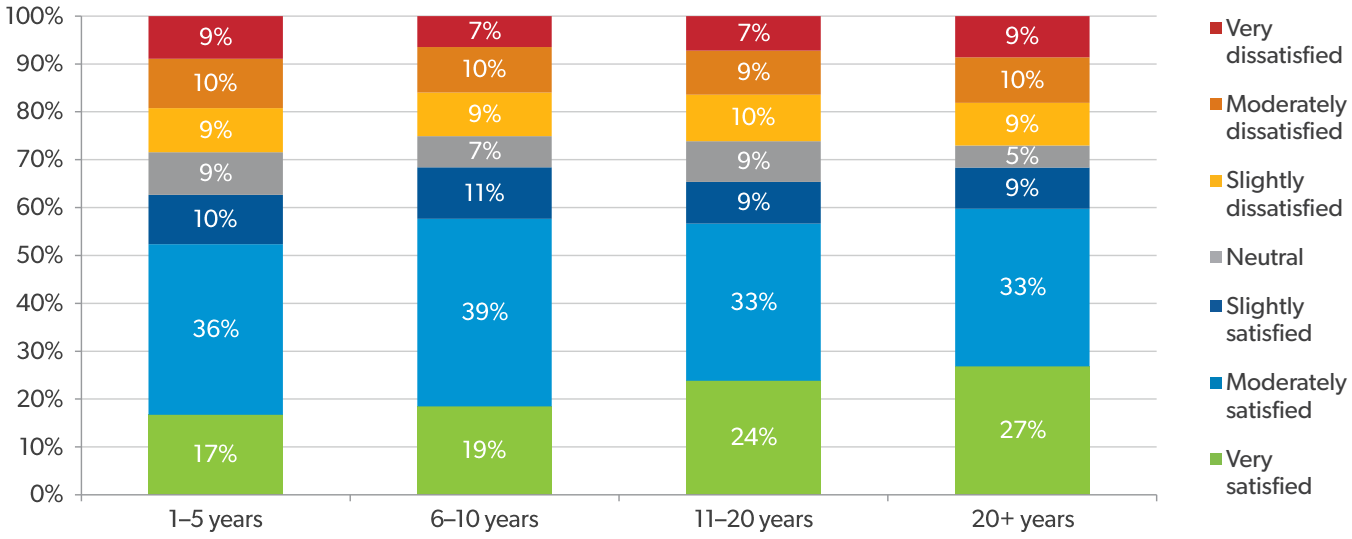



**EXHIBIT 4.2B–SATISFACTION BY PARTNERSHIP TENURE *(2016)***

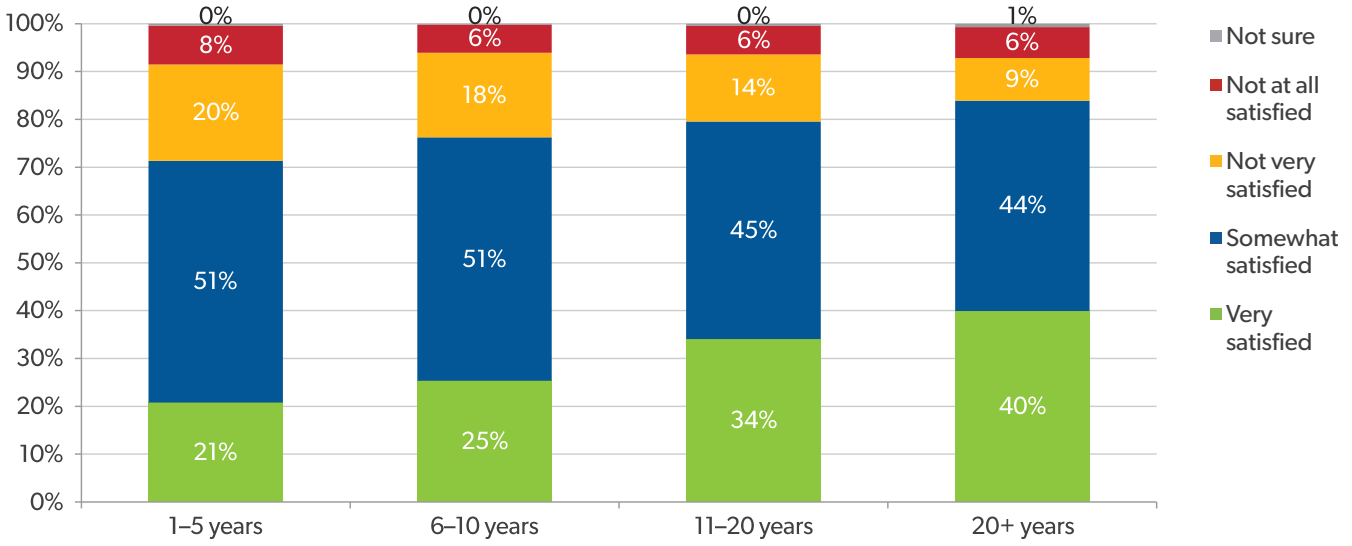


**EXHIBIT 4.3A–SATISFACTION BY PARTNERSHIP STATUS (*2018*)**

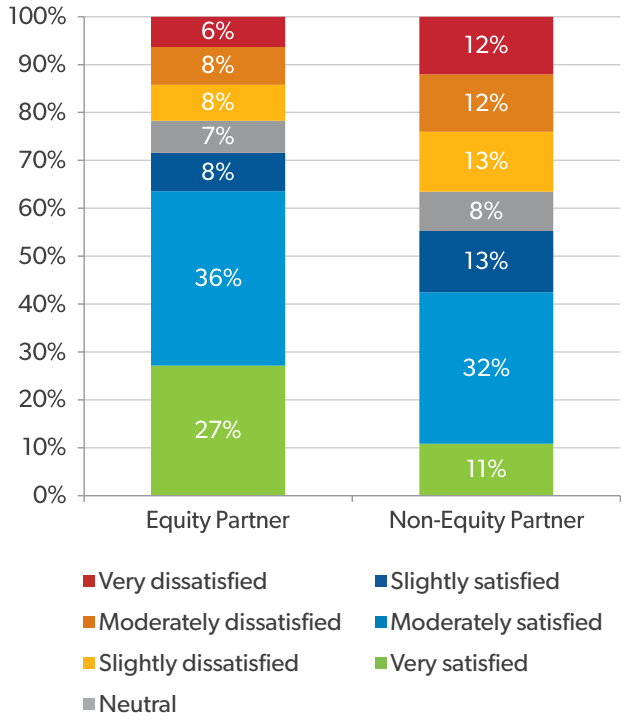
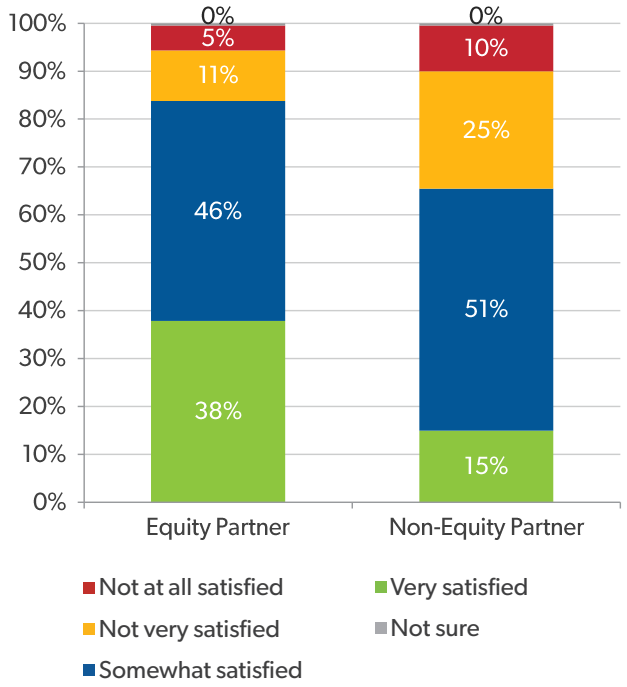



**EXHIBIT 4.3B–SATISFACTION BY PARTNERSHIP STATUS (*2016*)**

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## Practice Area

Analyzing the data by Practice Area, IP partners were most likely to classify themselves as Very Satisfied (23%); whereas Real Estate partners were least likely (13%), despite being the most satisfied in 2016. However, when grouping survey responses together, Real Estate had one of the highest proportions of partners selecting one of the Satisfied choices (72%). Labor & Employment had the highest proportion of Satisfied partners overall (74%), with all other practice areas having 62%–67% Satisfied partners. All practice areas had at least 25% selecting one of the Dissatisfied choices, with Litigation partners having the highest proportion of partners falling into this category (30%).

**EXHIBIT 4.4A–SATISFACTION BY PRACTICE AREA *(2018)***

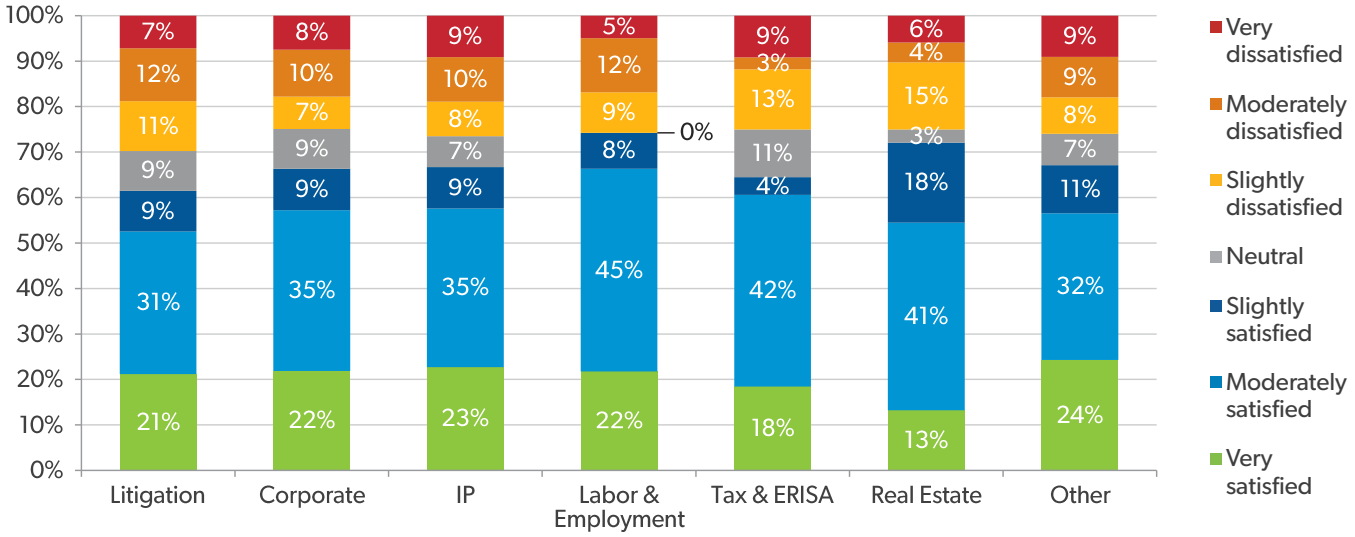
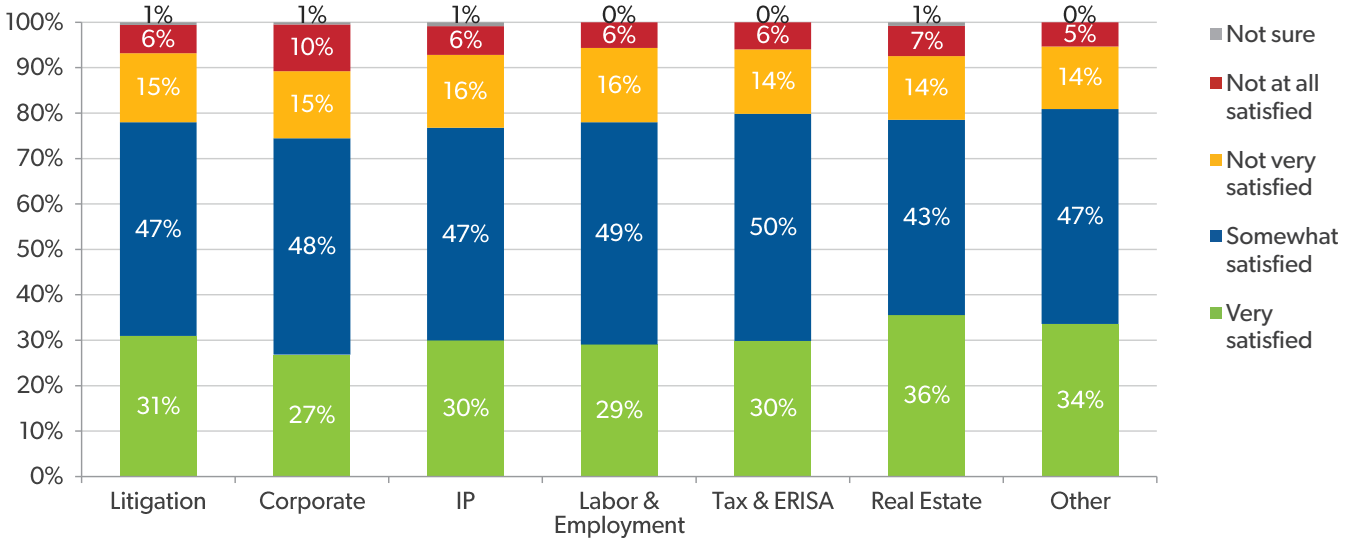



**EXHIBIT 4.4B–SATISFACTION BY PRACTICE AREA *(2016)***



## City

Los Angeles has the highest level of partners classifying themselves as Very Satisfied (31%). At the other end of the spectrum, only 12% of Philadelphia-based partners reported that they are Very Satisfied. When grouping survey responses together, Boston and Dallas had the highest proportion of partners selecting one of the Satisfied choices (75% for each city), followed by San Francisco (74%). Minneapolis had the highest proportion of partners falling into one of the Dissatisfied categories (33%), though this is based on a small number of respondents compared to other cities. Houston and Philadelphia also had at least 30% of partners classifying themselves as Dissatisfied to some extent (31% and 30%, respectively).

**EXHIBIT 4.5A–SATISFACTION BY CITY (*2018*)**

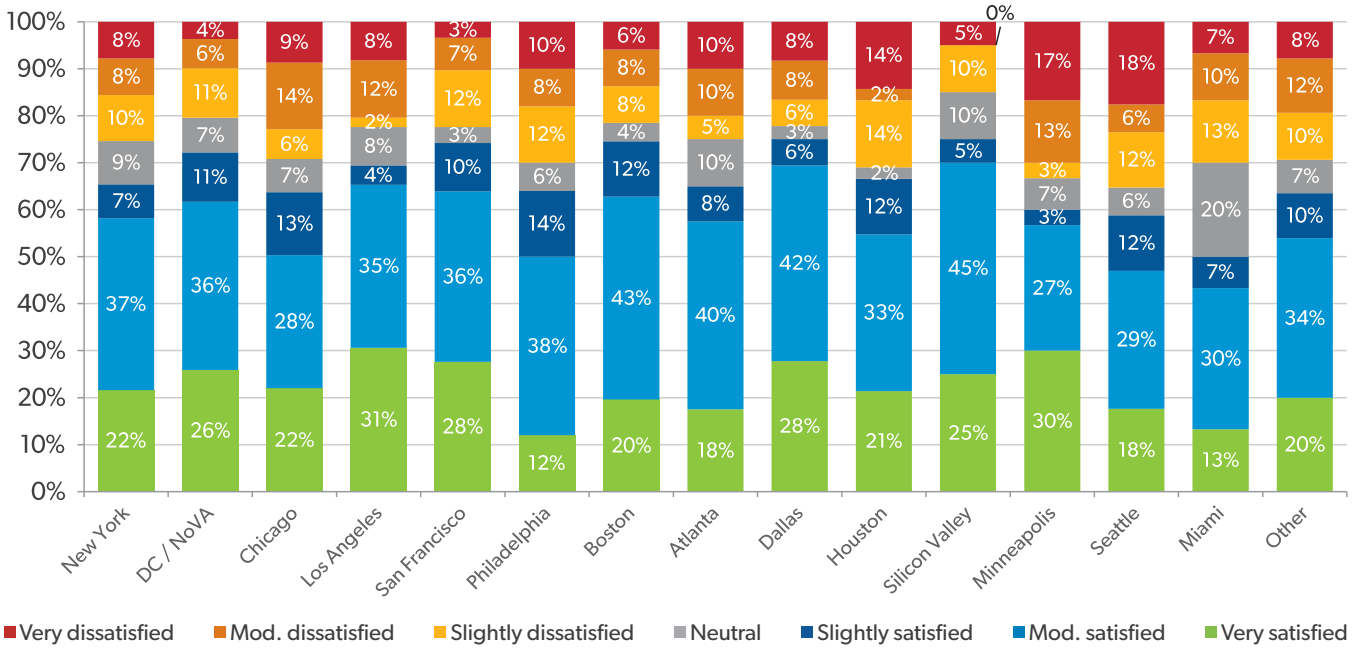
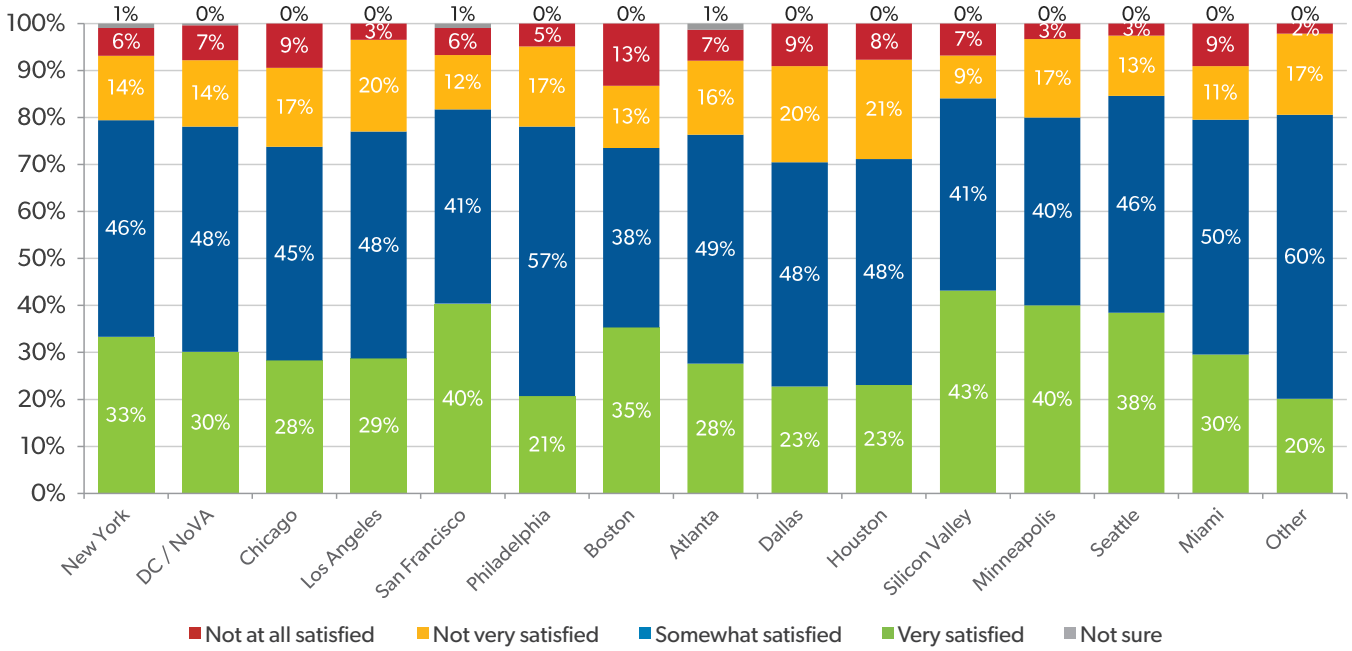



**EXHIBIT 4.5B–SATISFACTION BY CITY (*2016*)**

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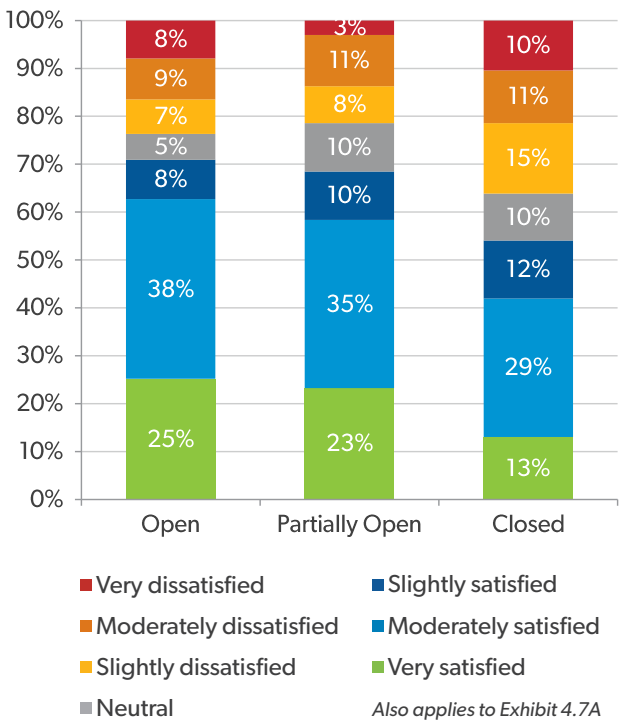
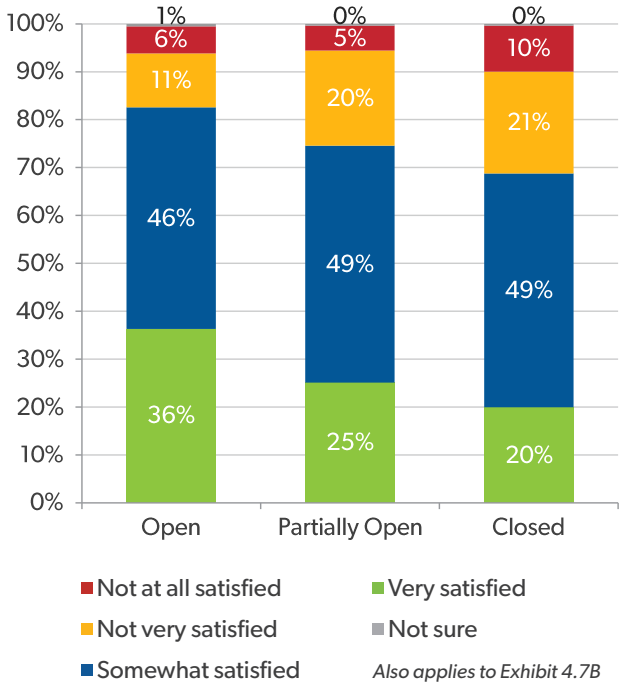
## Compensation Transparency and Lateral Status

Once again, partners in Open compensation systems were more likely to classify themselves as Very Satisfied (25%) than those in Partially Open (23%) or Closed (13%) compensation systems. Partners who joined their firms laterally from law firms and industry were more likely to classify themselves as Very Satisfied (23% and 30%, respectively) compared to homegrown partners (20%).

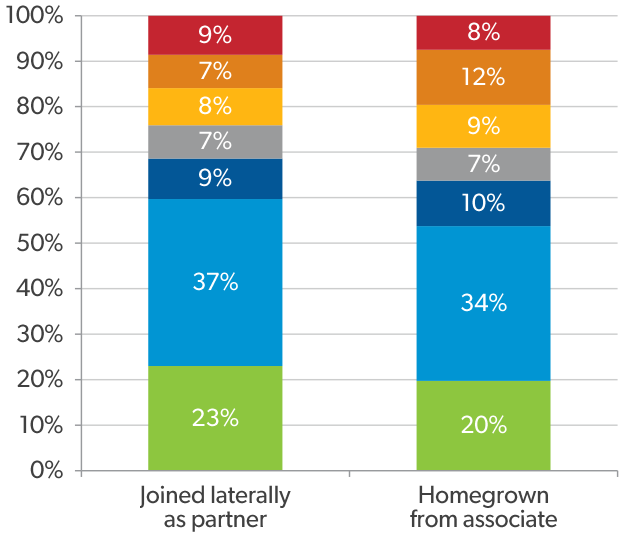
### EXHIBIT 4.6A–SATISFACTION BY COMPENSATION TRANSPARENCY (*2018*)



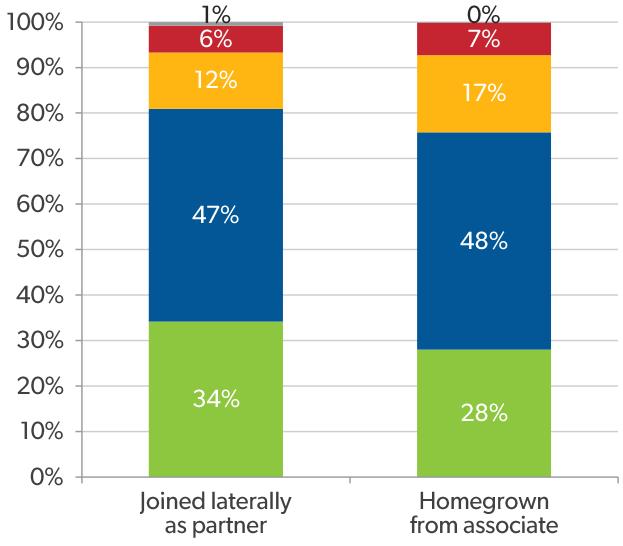

### EXHIBIT 4.6B–SATISFACTION BY COMPENSATION TRANSPARENCY (*2016*)




### EXHIBIT 4.7A–SATISFACTION BY LATERAL STATUS (*2018*)




### EXHIBIT 4.7B–SATISFACTION BY LATERAL STATUS (*2016*)



## Total Compensation, Total Originations and Billable Hours

Not surprisingly, compensation satisfaction climbs in relation to total compensation. The relationship between compensation satisfaction and originations generally mirrors that of compensation, with the proportion of those describing themselves as Very Satisfied rising steadily as originations increase. Those recording the most billable hours (2,401+ hours) are also most likely to be Very Satisfied with their compensation (35%).

**EXHIBIT 4.8A–SATISFACTION BY TOTAL COMPENSATION (*2018*)**

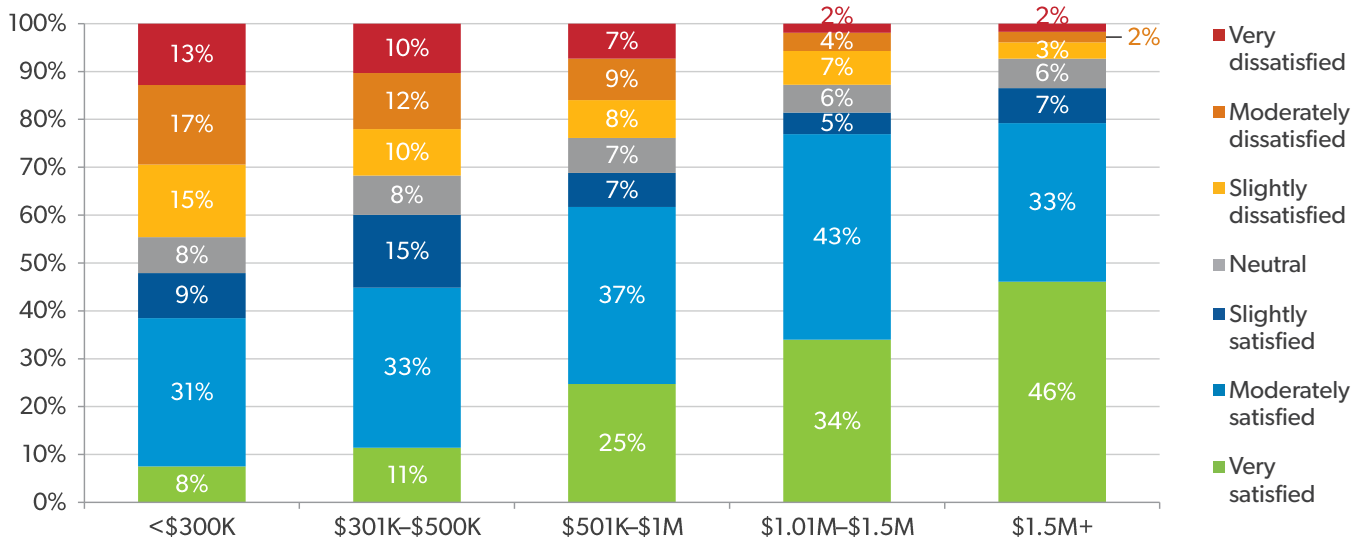



**EXHIBIT 4.8B–SATISFACTION BY TOTAL COMPENSATION (*2016*)**

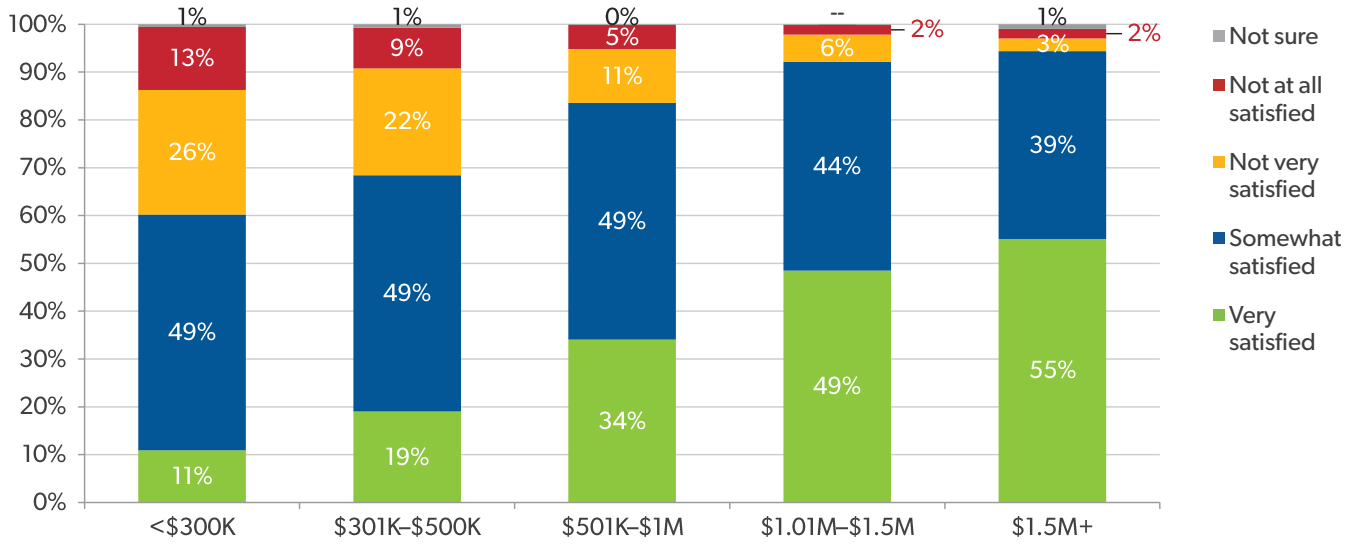



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**EXHIBIT 4.9A–SATISFACTION BY TOTAL ORIGINATIONS (*2018*)**

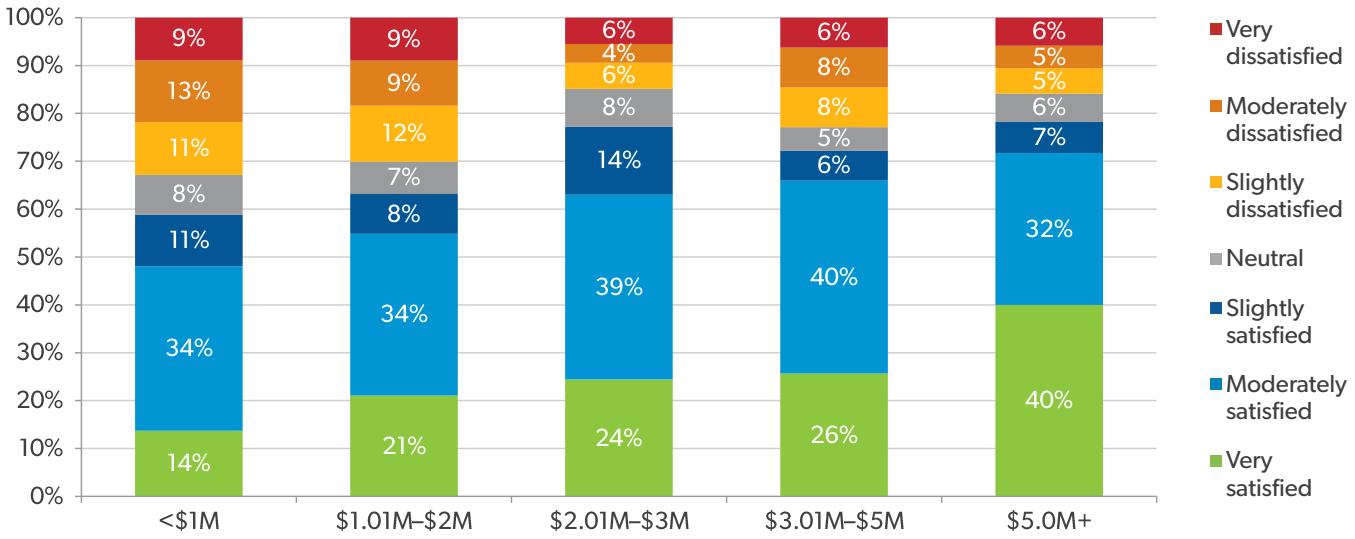



**EXHIBIT 4.9B–SATISFACTION BY TOTAL ORIGINATIONS (*2016*)**

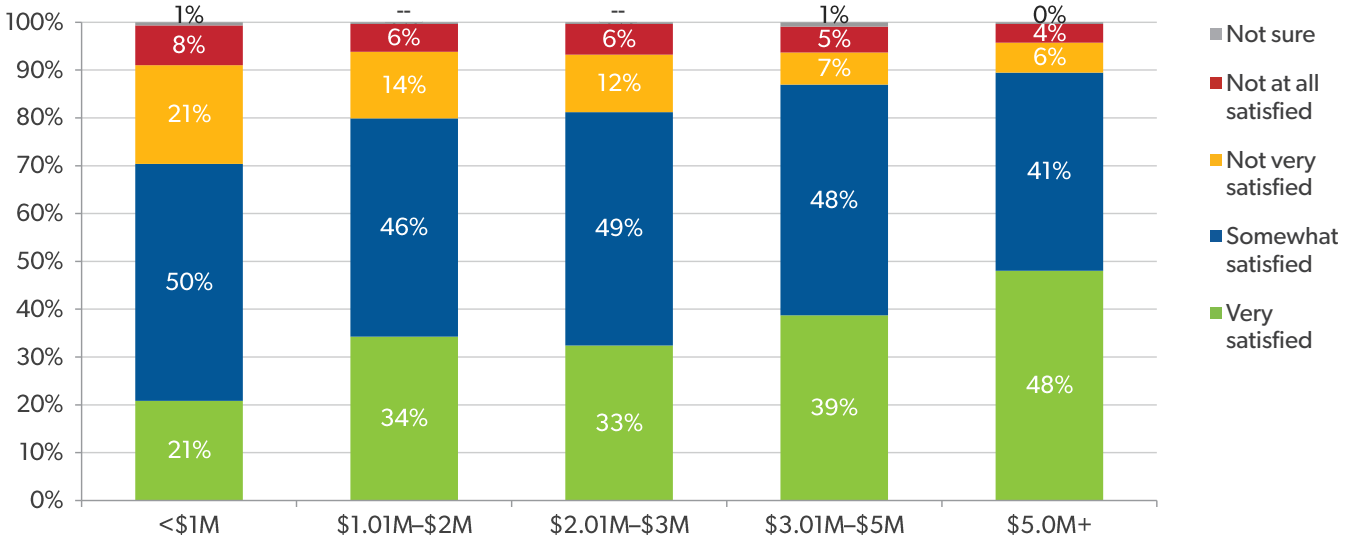


**EXHIBIT 4.10A–SATISFACTION BY BILLABLE HOURS (*2018*)**

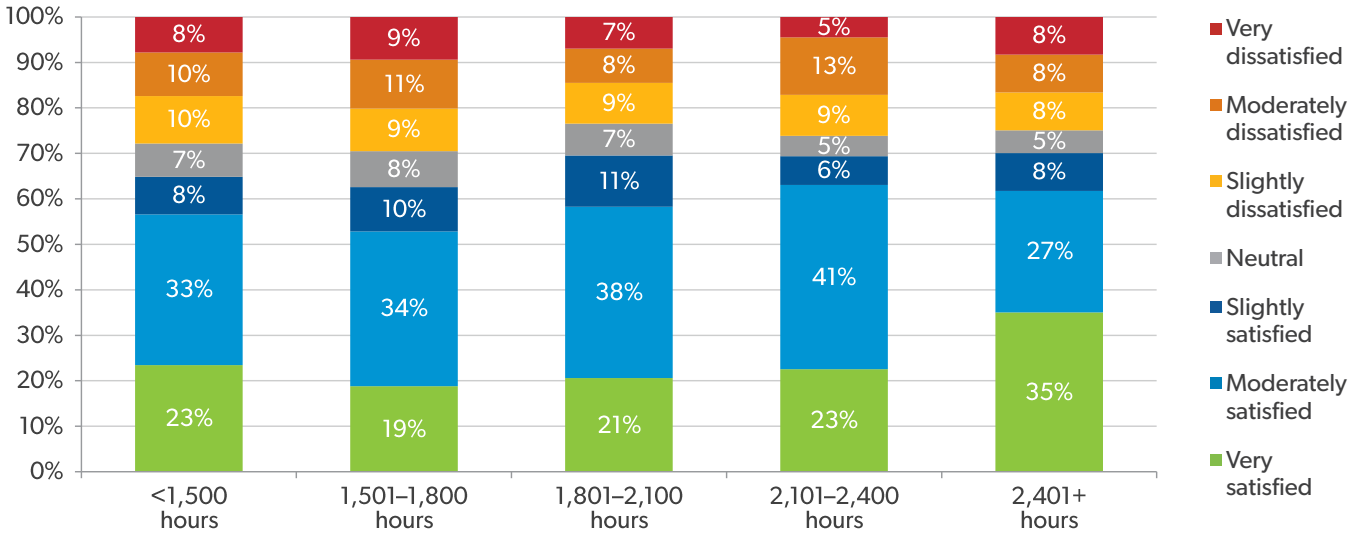
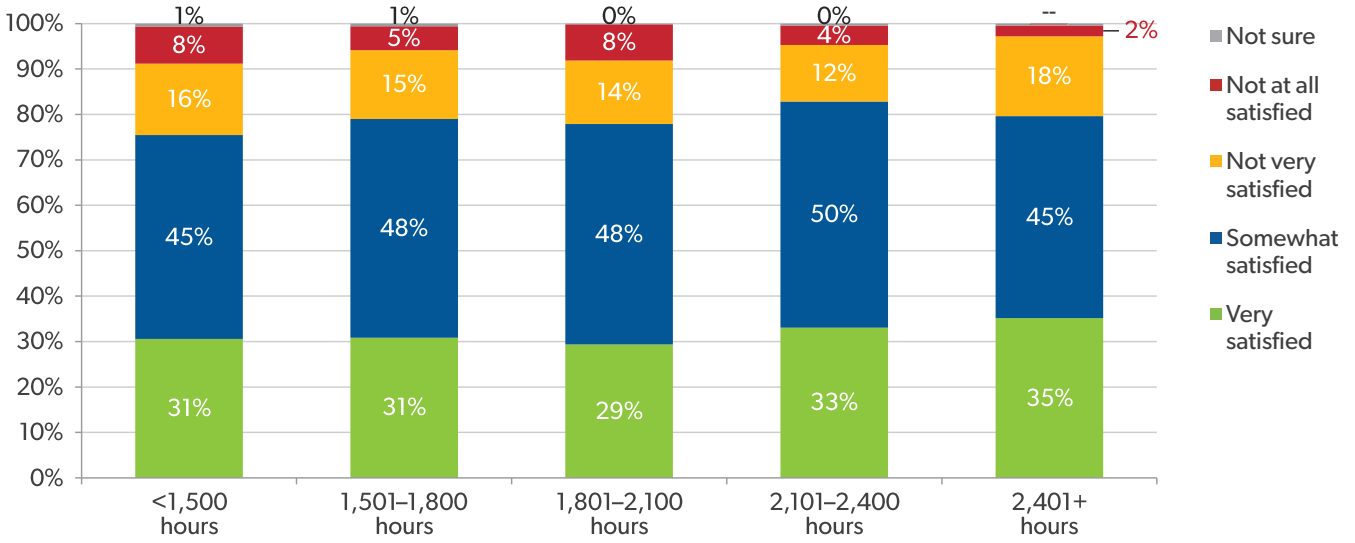



**EXHIBIT 4.10B–SATISFACTION BY BILLABLE HOURS (*2016*)**

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## Firm Size

Firm Size seemed to have no significant bearing on compensation satisfaction in 2016, though in this year's results those at firms with 501–1,000 lawyers were more likely to be Very Satisfied (27%).

**EXHIBIT 4.11A–SATISFACTION BY FIRM SIZE (*2018*)**

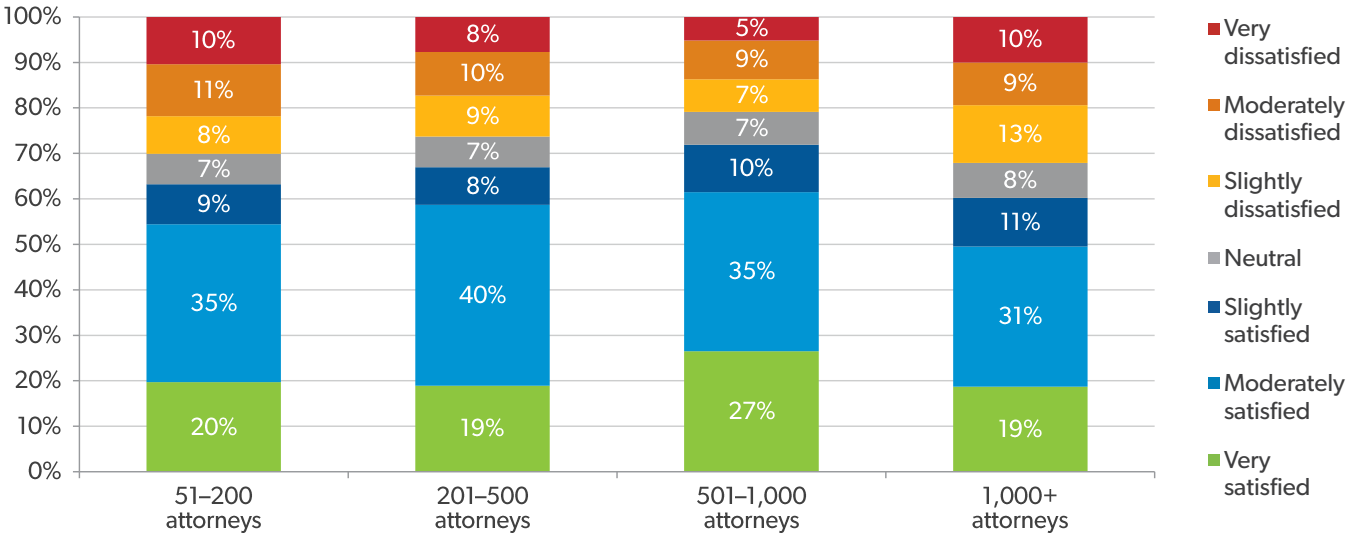
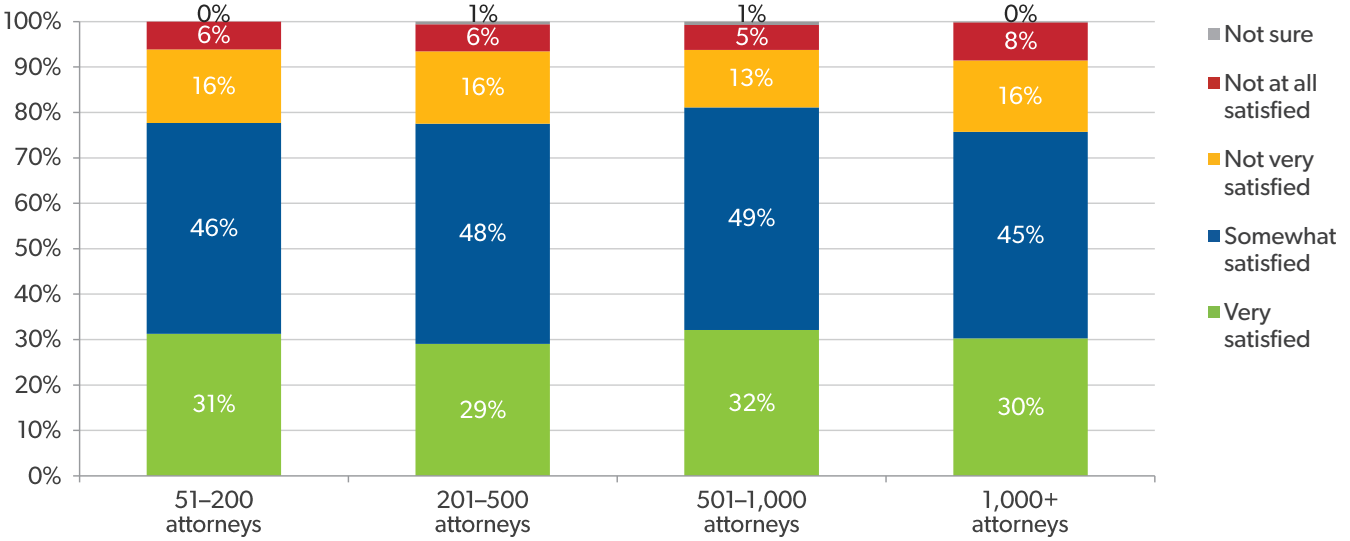



**EXHIBIT 4.11B–SATISFACTION BY FIRM SIZE (*2016*)**



## Gender and Ethnicity

19% of female partners reported they were Very Satisfied with their compensation, compared to 23% of male partners. At the opposite end, a higher proportion of female partners placed themselves in one of the Dissatisfied categories (33% vs. 23% of males).

**EXHIBIT 4.12A–SATISFACTION BY GENDER (*2018*)**

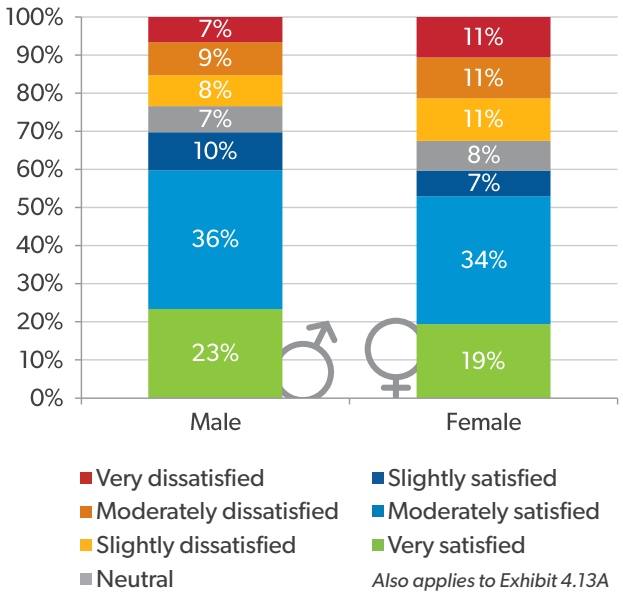
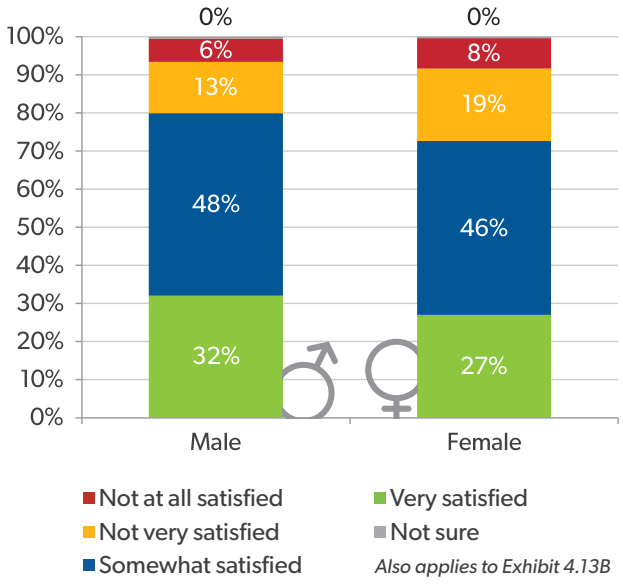



**EXHIBIT 4.12B–SATISFACTION BY GENDER (*2016*)**




White partners were more likely to classify themselves in one of the Satisfied categories than were those identifying with most other ethnicities (67% vs. 63%, 61%, 60% and 74% for Black, Hispanic, Asian Pacific and Mixed partners, respectively). Black partners were most likely to classify themselves as Very Dissatisfied (17% vs. 8%, 4%, 6% and 0% for White, Hispanic, Asian Pacific and Mixed partners, respectively).

**EXHIBIT 4.13A–SATISFACTION BY ETHNICITY (*2018*)**

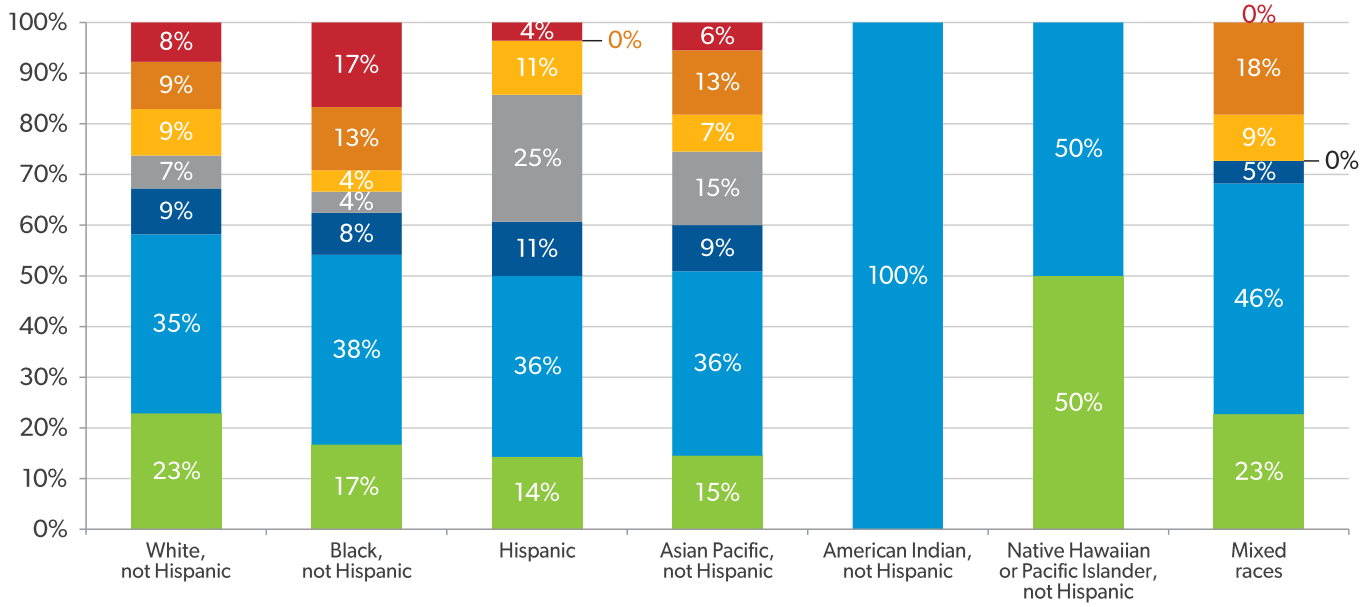



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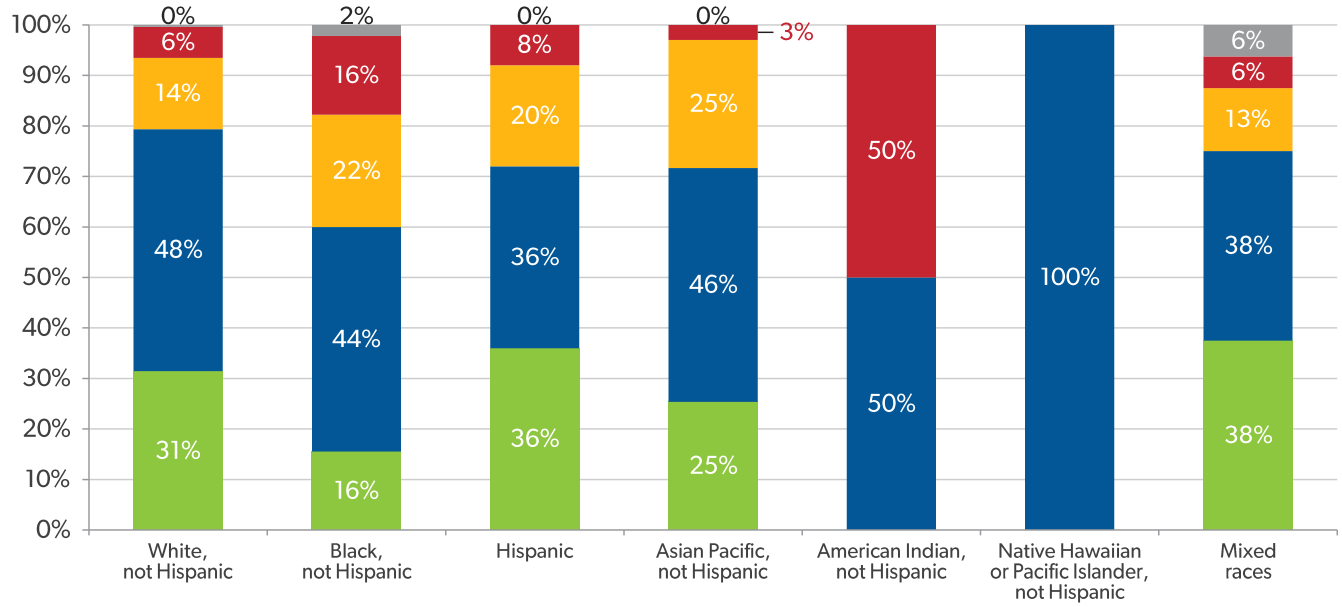
**EXHIBIT 4.13B–SATISFACTION BY ETHNICITY (*2016*)**




## Compensation Satisfaction and Perceived Bias

Respondents were asked whether they felt their firm exercised any of the following types of biases when determining compensation: cronyism, gender bias, racial bias, sexual orientation bias, bias against laterals or bias against homegrown partners. A total of 1,251 respondents answered this question.

Approximately 36% of respondents highlighted cronyism, with that factor once again outpacing all of the other enumerated reasons and being mentioned more frequently than in previous Surveys (24% in 2016 and 30% in 2014). 18% believed a gender bias existed, with female partners more than twice as likely to think such bias existed within their firm (47%). The proportion believing gender bias exists has increased over the previous two Surveys (10% in 2016 and 12% in 2014) despite no equivalent increase in the proportion of female partners responding to the survey. 14% believe there is bias against homegrown partners (up from 10% in 2016), while 7% think laterals face bias (up from 4% in 2016). 4% of respondents believed there was racial bias (up from 1% in 2016) and 1% of respondents believed there was sexual orientation bias (unchanged from 2014 and 2016). 33% indicated that their firm did not exercise any such bias in terms of compensation, slightly up from the 31% who selected this option in 2016.

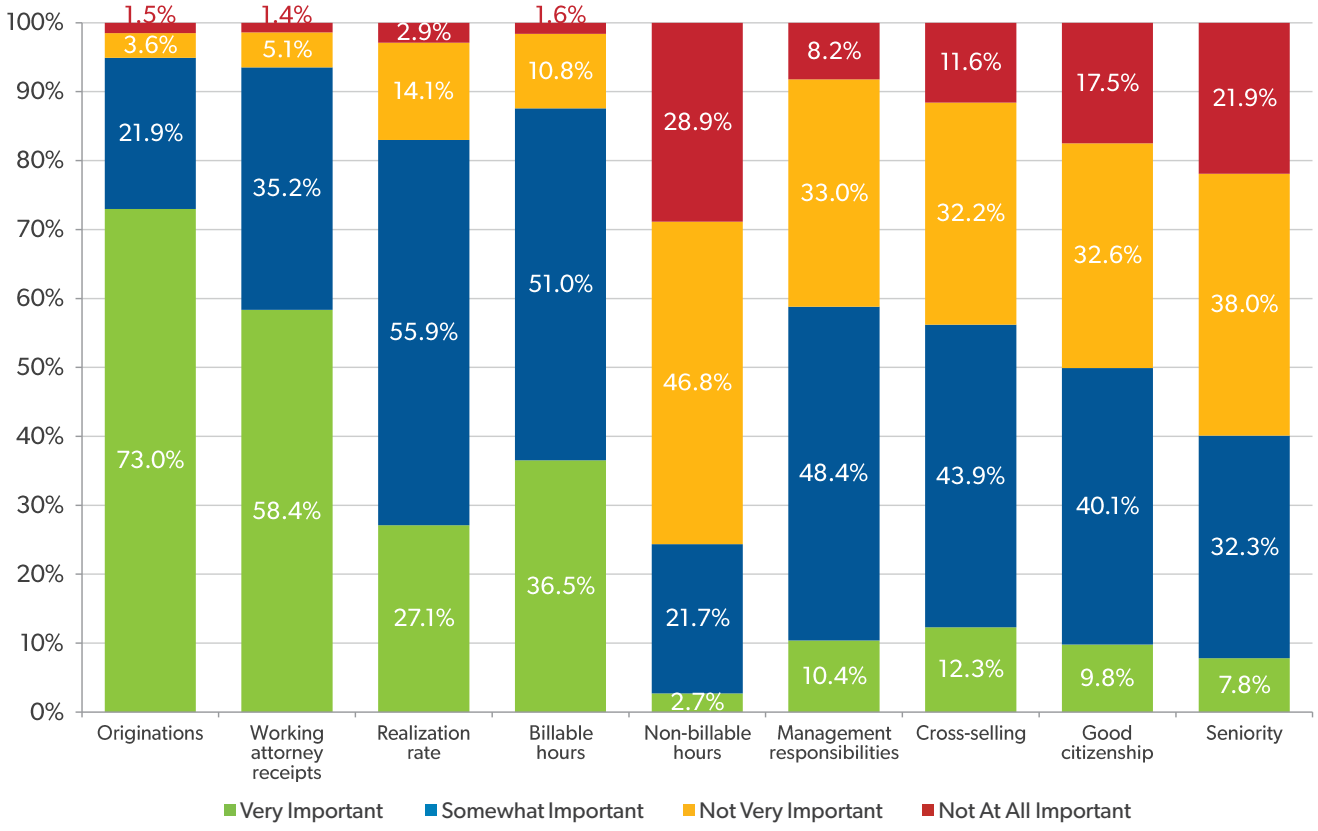
# DESIRED CHANGES TO COMPENSATION SYSTEMS

## Factors Determining Compensation

The 2018 Survey revived questions from previous editions of the Survey regarding (i) factors partners believe are important to their firm when determining compensation, (ii) which factor partners believe is viewed by their firm as the most important factor and (iii) what partners themselves believe should be the most important factor.

73% of partners believe originations are viewed as being Very Important to their firm in determining compensation, which is virtually unchanged since 2014 (74%), with 58% and 37% believing WAR and billable hours, respectively, are also Very Important. Only 3% felt non-billable hours were viewed as being Very Important (with 29% saying they felt they were Not at all Important to their firm), and the majority of respondents believed that good citizenship and seniority were also not viewed as important.

**EXHIBIT 5.1–IMPORTANCE OF FACTORS WHEN DETERMINING COMPENSATION**

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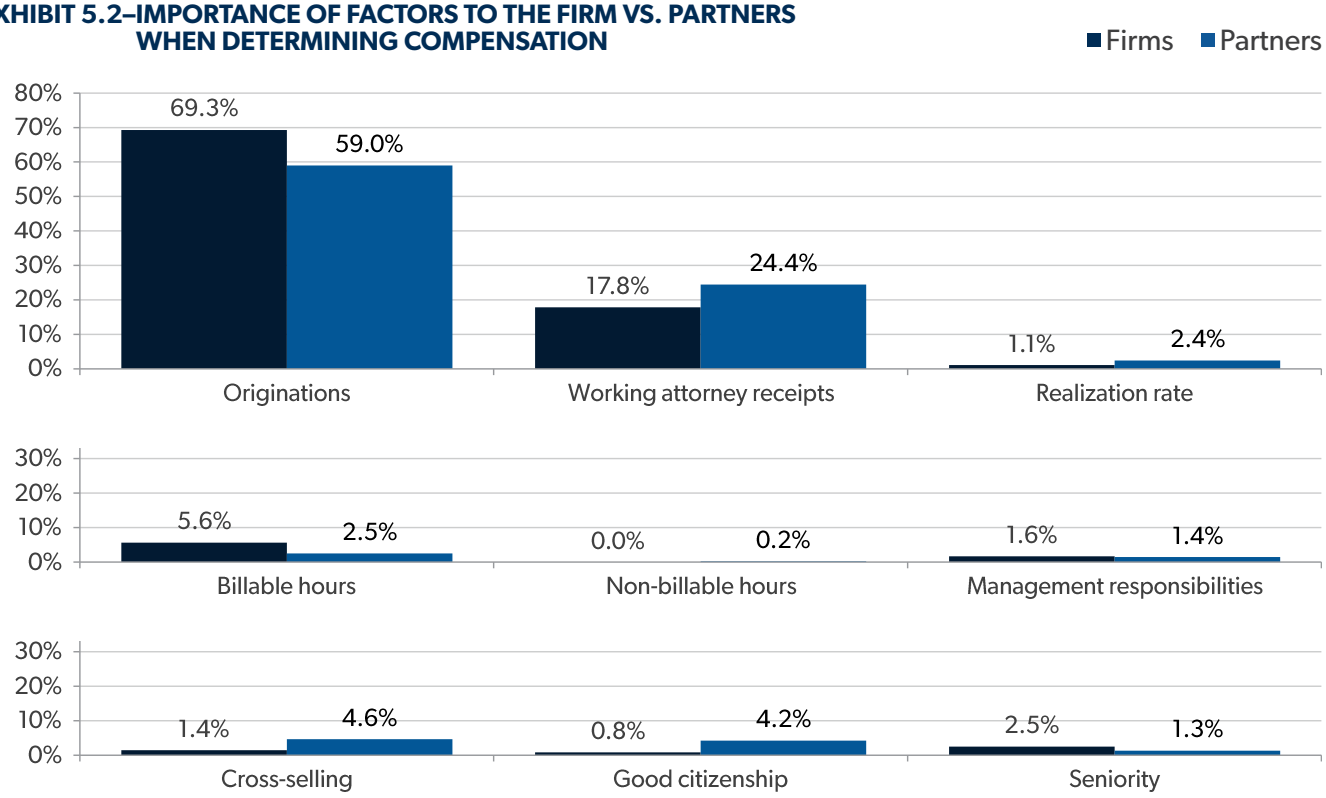
Although only 58% of partners believe that originations ***should be*** the most important factor to their firm in determining compensation, 69% of partners believe that originations ***are*** the most important factor for their firm's management.

Partners would like to see greater emphasis placed on WAR: 25% of partners believe it should be the most important factor, with 18% believing it to be the most important factor to their firm. Non-Equity, female and homegrown partners in particular were more likely to select WAR as the factor they would like to see of primary importance (33%, 31% and 30%, respectively). These results are all strikingly consistent with the 2014 results.

**EXHIBIT 5.2–IMPORTANCE OF FACTORS TO THE FIRM VS. PARTNERS WHEN DETERMINING COMPENSATION**

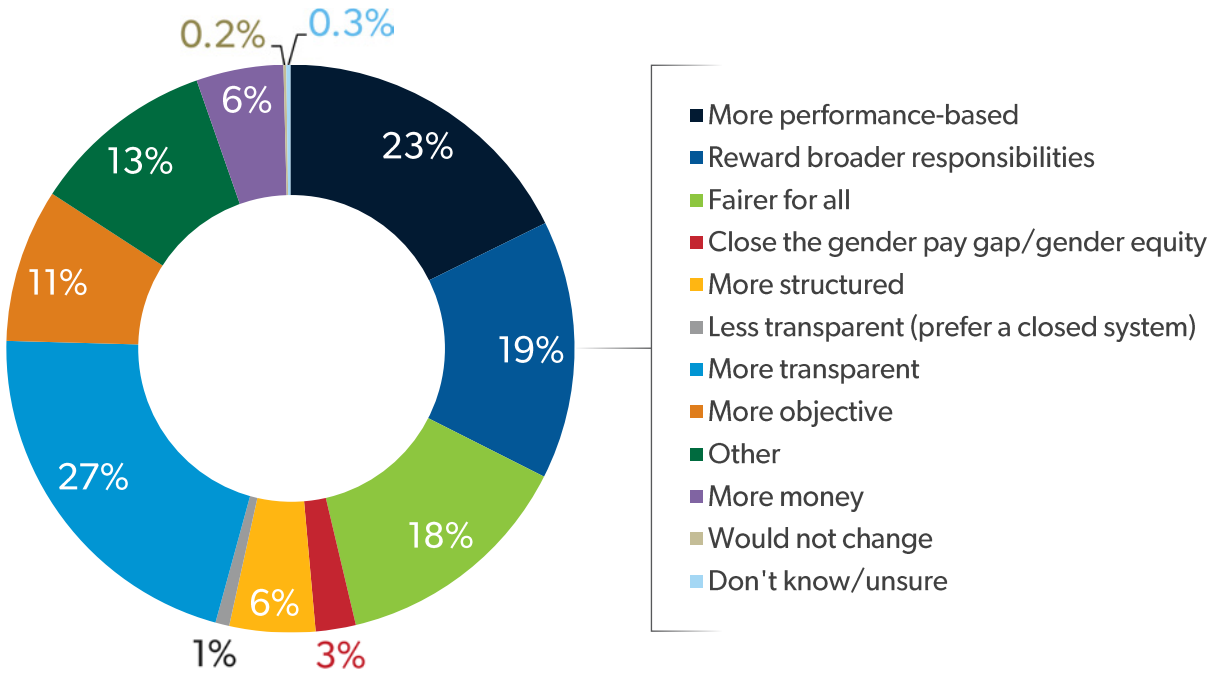


## Changes to Compensation Systems

A total of 1,317 partners responded to the question of whether there are things about their compensation system that they would like to see changed. 60% of respondents said they would like to see aspects of their compensation system changed, down from 65% in 2014 and 67% in 2012. Certain categories of partners were more likely than others to desire change: those in Closed compensation systems (69%), female partners (66%), Non-Equity partners (66%), homegrowns (64%) and those with lower total compensation. Unsurprisingly, the desire for change inversely correlates to compensation levels, *i.e.*, the higher a partner's compensation, the less likely they desire change.

Partners who would like to see changes to their firm's compensation system were then posed an open-ended question on what in particular they would like to see changed. Their individual responses were then grouped into broader themes at the analysis stage. 27% would like a more transparent system, with suggestions from partners generally focused on greater transparency surrounding compensation criteria and those in Closed compensation systems desiring a shift to a more open system. 23% want their system to become more performance-based, with greater credit for originations, reward for overall performance and an improved bonus structure. 19% want the system to reward broader responsibilities, for example, by balancing the emphasis on billable and non-billable hours or awarding credit for collaboration between partners.

**EXHIBIT 5.3–WHAT PARTNERS WOULD LIKE TO SEE CHANGED**




*For the complete results, please refer to* ***Appendix IX–Satisfaction with Total Compensation****.*

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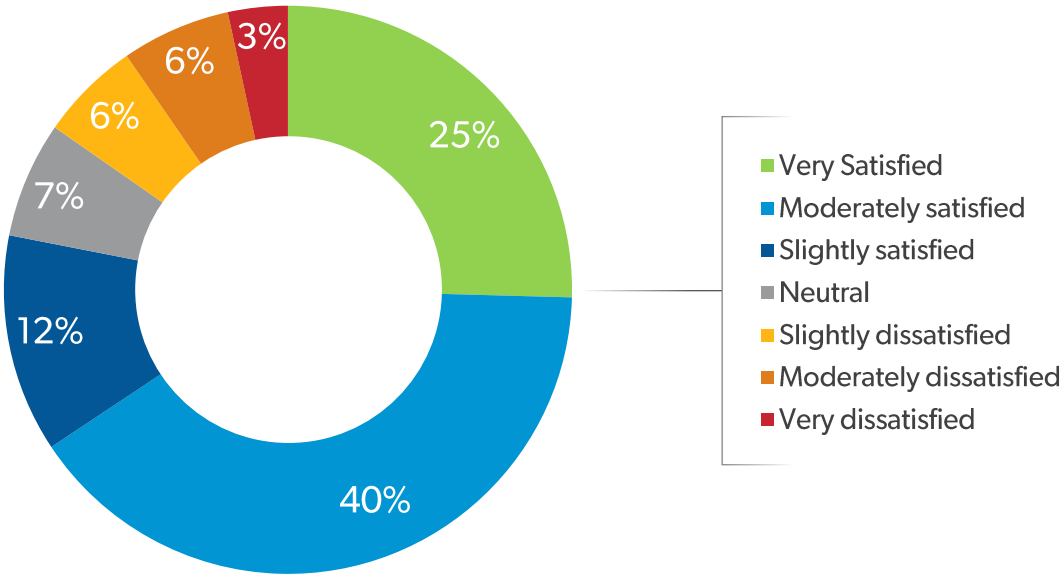
# OVERALL SATISFACTION/ COMPENSATION TRADE-OFF

Question 16 of the Survey asked respondents about their overall satisfaction as an attorney when factoring compensation into the equation, whereas Question 17 asked about their overall satisfaction as an attorney *without* factoring compensation into the equation. As with compensation satisfaction, these questions were also sorted by the following categories:

1. Partnership Tenure
2. Partnership Status
3. Practice Area
4. City
5. Lateral Status
6. Compensation Transparency
7. Lockstep Type
8. Firm Size
9. Gender
10. Ethnicity

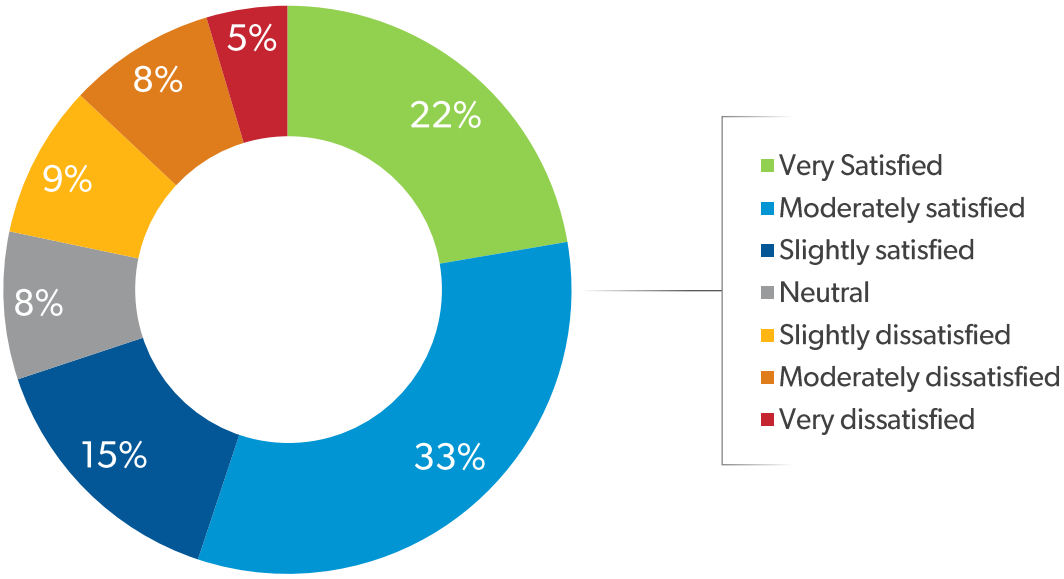
A total of 1,297 respondents answered the question factoring compensation levels into their overall satisfaction: 25% classified themselves as Very Satisfied, 40% classified themselves as Moderately Satisfied, 12% said they were Slightly Satisfied, 6% said they were Slightly Dissatisfied, 6% said they were Moderately Dissatisfied and 3% were Very Dissatisfied. 7% classed themselves as Neutral. When grouping these results together, 78% classed themselves as Satisfied and 15% as Dissatisfied.

**EXHIBIT 6.1–OVERALL SATISFACTION, FACTORING IN COMPENSATION**



A total of 1,294 respondents answered the question excluding compensation levels from their overall satisfaction: 22% classified themselves as Very Satisfied, 33% classified themselves as Moderately Satisfied, 15% said they were Slightly Satisfied, 9% said they were Slightly Dissatisfied, 8% described themselves as Moderately Dissatisfied and 5% were Very Dissatisfied. 8% were Neutral. When the results were grouped together, 70% classed themselves as Satisfied and 22% as Dissatisfied.

**EXHIBIT 6.2–OVERALL SATISFACTION, NOT FACTORING IN COMPENSATION**




Factoring compensation into the equation did result in higher levels of overall satisfaction, 78%, compared to 70% when compensation was not taken into consideration. This gap of 8% is similar to the 9% gap we saw in 2016. Similarly, only 15% of respondents classified themselves as either Slightly Dissatisfied, Moderately Dissatisfied or Very Dissatisfied when factoring in compensation, versus 22% when not. This is roughly the same gap we saw in 2016.

Question 18 asked respondents whether they would be willing to trade a portion of their compensation for a non-monetary benefit, such as more time off, flexible work schedule, cut in billable hours, etc. Nearly half (49%) would not trade a portion of their compensation for any benefit or incentive, up significantly from 38% in 2016.

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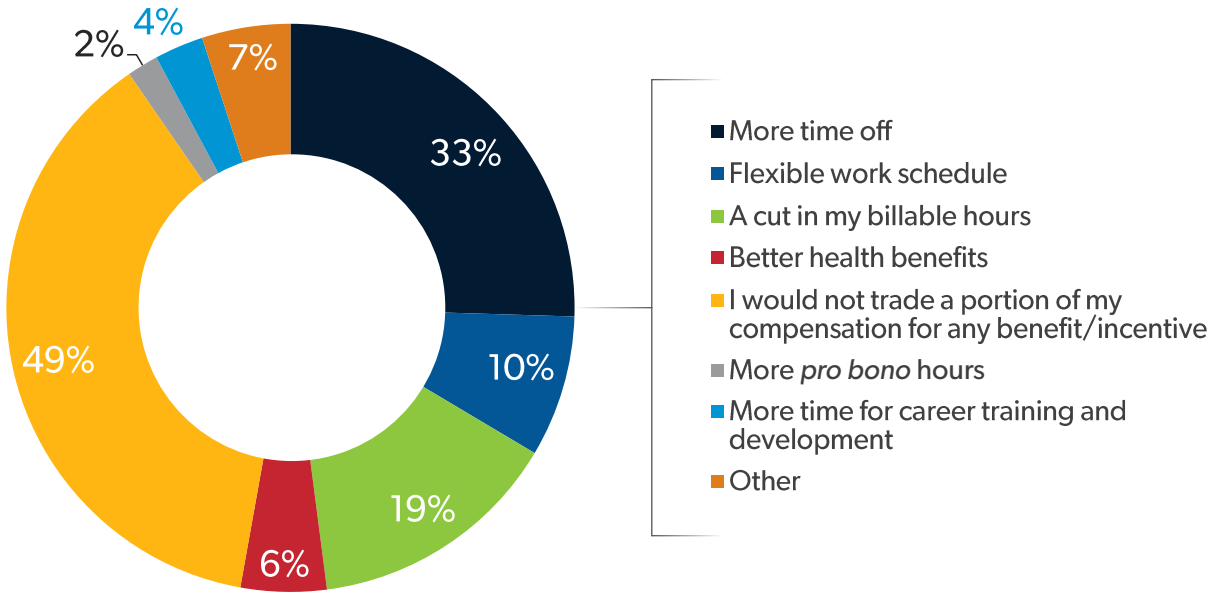
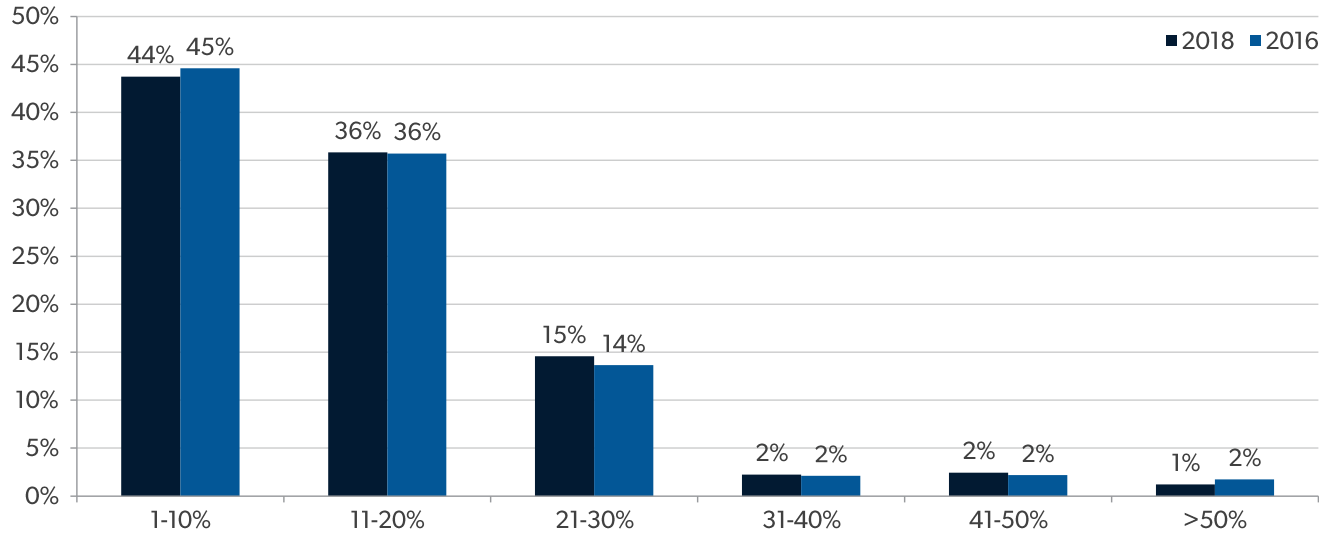
**EXHIBIT 6.3–COMPENSATION TRADE FOR NON-MONETARY BENEFIT**




Those respondents who were willing to trade a portion of their compensation for a benefit or incentive were next asked what percentage of their compensation they would be willing to trade in. Of those who felt able to say, 44% of respondents were willing to forego 1%–10% of their compensation, 36% were willing to forego 11%–20% and an additional 15% were willing to forego 21%–30%. Only 5% of respondents were willing to forego more than 30% of their compensation. These results are virtually identical to the 2016 results.

**EXHIBIT 6.4–PERCENTAGE COMPENSATION WILLING TO FOREGO**



Below are highlights of selected overall satisfaction data.

## Overall Satisfaction

- Overall satisfaction, with and without regard to compensation (expressed below as X%/X% Very Satisfied), generally rose with partnership tenure, from 16%/14% for the 1–5 year grouping to 39%/40% for the 20+ years grouping. However, the 6–10 year grouping registered slightly lower satisfaction when not including compensation than the 1–5 year grouping (13% vs. 14%).
- 31%/25% of Equity partners classified themselves as Very Satisfied, versus 15%/17% of Non-Equity partners. As in 2016, a slightly higher percentage of Non-Equity partners classified themselves as Very Satisfied when compensation was not factored into the equation.
- In two consecutive Surveys, Real Estate partners have had the highest percentage of partners classifying themselves as Very Satisfied (31%/32%). Miami had the lowest percentage of Very Satisfied respondents for the second Survey in a row (10%/7%), though this was based on a relatively small number of respondents.
- 30%/28% of lateral partners from other firms described themselves as Very Satisfied, compared to 26%/24% of laterals from industry and 22%/18% of homegrown partners. Similarly, 28%/22% of Open compensation system partners described themselves as Very Satisfied, versus 21%/22% of Closed system partners.
- 27%/23% of male partners classified themselves as Very Satisfied, versus 23%/20% of female partners.

## Compensation Trade-off

- Once again, a respondent's unwillingness to trade any compensation for a non-monetary benefit rose with partnership tenure, from 45% for the 1–5 year grouping to 53% for the 20+ years grouping. Both of these numbers are somewhat higher than the 2016 results, which were 31% and 45%, respectively. As we noted in 2016, given that more senior partners typically make more money than junior partners, one might have expected that senior partners would be more willing to forego some portion of their compensation. However, it is possible that more junior partners simply place a higher value on non-monetary benefits than more senior partners. This analysis would be consistent with studies that show that younger generations place a higher value on quality-of-life issues than their predecessors.
- 52% of Equity partners were unwilling to trade compensation for non-monetary benefits, versus 45% of Non-Equity partners. Both of these numbers are higher than the 2016 results, which were 42% and 31%, respectively. Again, since Equity partners on average make significantly more money than Non-Equity partners, one might have expected that Equity partners would be more willing to forego compensation. However, with regard to those Equity partners who were willing to forego compensation, they were generally willing to forego a higher percentage of their compensation than were Non-Equity partners.
- 51% of Tax & ERISA partners were unwilling to trade compensation for a non-monetary benefit, versus a low of 43% of IP partners. When data was sorted by city, Miami had the lowest percentage of partners unwilling to trade compensation (31%), with New York having the highest (61%).
- 52% of male partners said they would not trade compensation, versus 46% for female partners, compared to 42% and 28%, respectively, in 2016.

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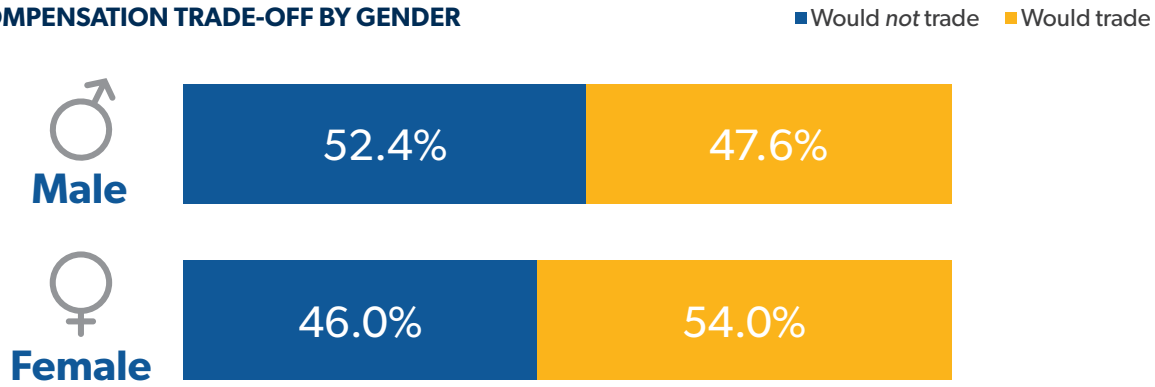
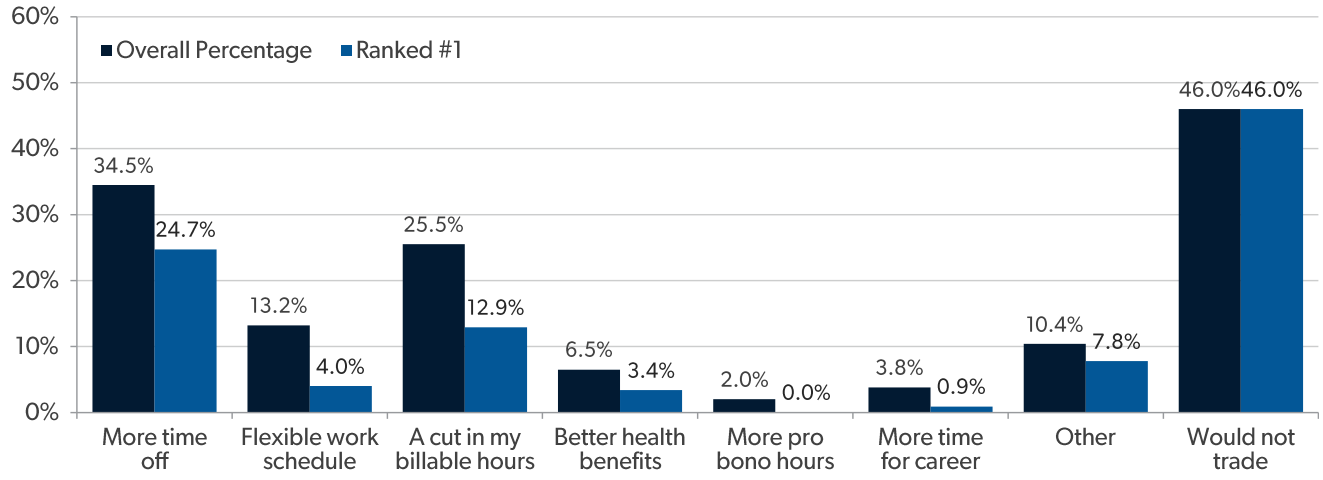
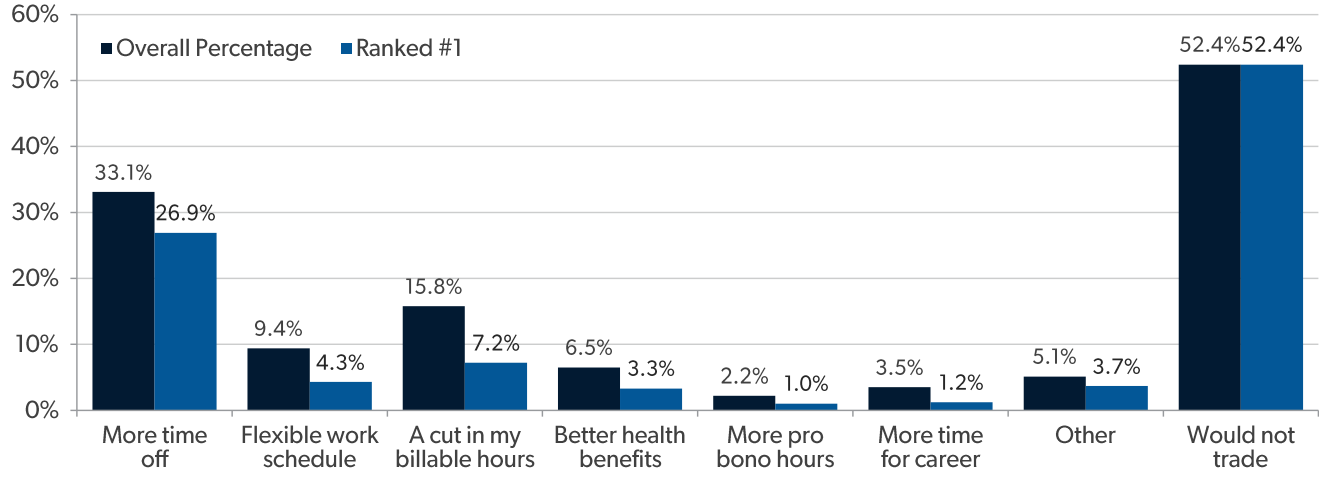
## EXHIBIT 6.5–COMPENSATION TRADE-OFF BY GENDER




## EXHIBIT 6.6–**FEMALES** WOULD TRADE COMPENSATION FOR…




## EXHIBIT 6.7–**MALES** WOULD TRADE COMPENSATION FOR…

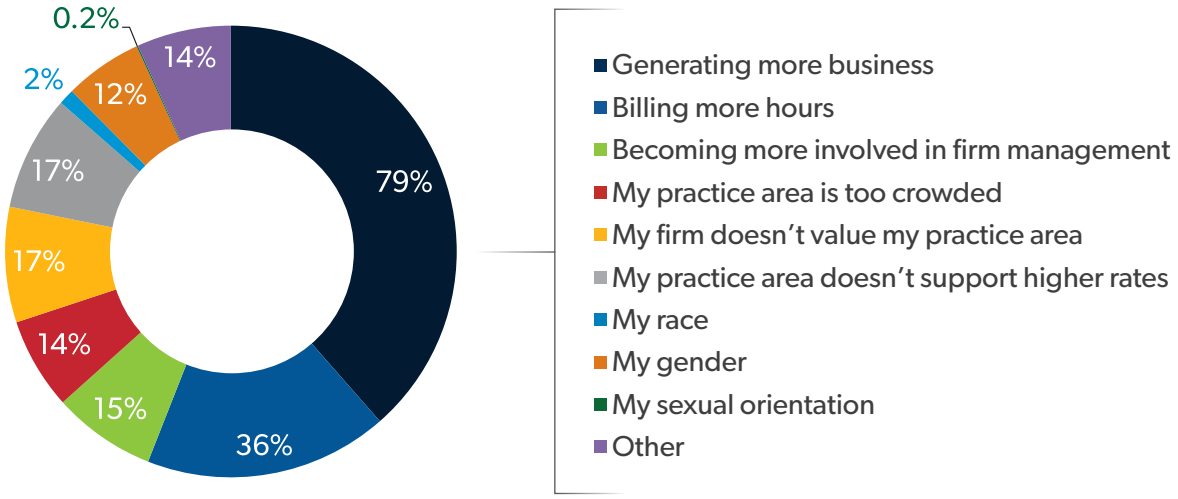


## Non-Equity Partners' Path to Progression

In 2018, we introduced new questions for Non-Equity partners on the perceived obstacles to making partner. A total of 427 Non-Equity partners responded to the question as to whether they ever expect to make Equity partner: almost half (49%) believe they will make it to Equity partner. When looking at the results by gender, male partners were more inclined to believe they would make Equity partner than were females (55% vs. 41%), and a much higher proportion of female partners was unsure if they would make it (41% compared to 29% of male partners). When looking at the results by ethnicity, a higher proportion of partners identifying with a non-White ethnicity believe they would make Equity partner compared to White partners (63% vs. 48%). Of those Non-Equity partners who don't expect to make Equity partner, 67% believe they are permitted to stay at their firm indefinitely (24% did not know).

Non-Equity partners were then asked to select up to three factors they believed to be the most significant obstacles to making Equity partner. The majority felt generating more business was a barrier, with 64% selecting this as the primary obstacle to progression and 79% selecting it in their top three. Billing more hours was placed in the top three by 36% of respondents, with 17% concerned that their practice area does not support higher rates and an equal proportion believing the firm did not value their practice area. 15% felt becoming more involved in firm management was one of the main barriers and 14% felt their practice area was too crowded to allow for their progression. Smaller proportions believed gender, race and sexual orientation were among the top three obstacles facing them (12%, 2% and 0.2%, respectively).

**EXHIBIT 7.1–BARRIERS TO MAKING PARTNER**




*For the complete results, please refer to* ***Appendix X–Overall Satisfaction/Compensation Trade-Off****.*

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# EXPECTED AGE AT RETIREMENT

A total of 1,241 partners responded to the question on their expected retirement age. The majority (67%) expect to retire between the ages 61–70, with 40% expecting to retire between the ages 61–65. Expectations differ considerably depending on tenure: only 5% of partners in the 1–5 year grouping believe they will be over 70 when they retire, compared to 17% of partners who have been in the role for more than 20 years.[7] Female partners expect to retire slightly earlier than males, with 65% of females expecting to retire before the age of 66, compared to 56% of males.

[7] A similar question was included in the 2016 report, though it provided different options which makes it difficult to benchmark the results. In 2016, 50% of respondents selected the option "no mandatory retirement age (at my firm)," which was not included in the list of options to select from in 2018.

# PERCEPTIONS OF A GENDER PAY GAP

## Background and Perception

For the first time in 2018, we introduced several new questions aimed at investigating whether a gender pay gap exists for female partners and, if so, what firms are doing to address any imbalance. For purposes of this Survey, the gender pay gap was defined as "the difference in compensation received by women as compared to men for the same work or contribution to the firm."

Respondents were asked whether they believed female partners in their firm experience a gender pay gap. A total of 1,261 partners responded to this question, with 28% responding that they believed a gender pay gap exists within their firm. When analyzing the data by gender, female partners were six times as likely to perceive a pay gap as their male counterparts (67% vs. 11%). Those in Closed compensation systems were also more inclined to believe a gender pay gap existed (33%) than those in Open (25%) or Partially Open (28%) systems.

Across all respondents, including those who don't believe there is a pay gap, the gender pay gap is perceived to average 6% (*i.e.*, female partners are being paid 6% less than male partners for the same work or contribution to the firm). Of those respondents who believe a gender pay gap exists, over a third (36%) believe it to be 11%–20%. A further fifth (22%) believe the gender pay gap to sit somewhere between 21% and 30%. The difference in how large each gender perceives this gap to be is stark: only 3% of females thought the pay gap was 10% or less, compared to 21% of males. Conversely, 35% of female partners who believed a gap existed estimated it exceeded 20%, compared to 13% of male partners.

Respondents were also asked how their firm management has responded to the possibility of a gender pay gap. A total of 1,248 partners responded, with 23% saying their firm management has addressed the possibility of a gender pay gap. Of those respondents, 60% said the issue has been discussed in partnership meetings, 52% in working groups and 28% via internal memoranda. Again, a gap in perceptions between the two genders exists: 57% of female partners did not believe their firm has discussed the possibility of a gender pay gap, compared to 40% of males. It should be noted, however, that over a fifth of female partners and over a third of male partners did not know whether the possibility of a pay gap in their firm has been discussed.

In terms of how firms are addressing the possibility of a gender pay gap, 26% said their firm has taken active steps to eliminate this gap, although the majority of respondents did not know whether their firm had taken any action or not. Of the 26% who said their firm had taken action, the most commonly mentioned mechanisms used to address the imbalance were adjusting membership of the firm's management committee to include more females (67%), adjusting membership of the compensation committee (51%) and raising female partners' compensation (40%).

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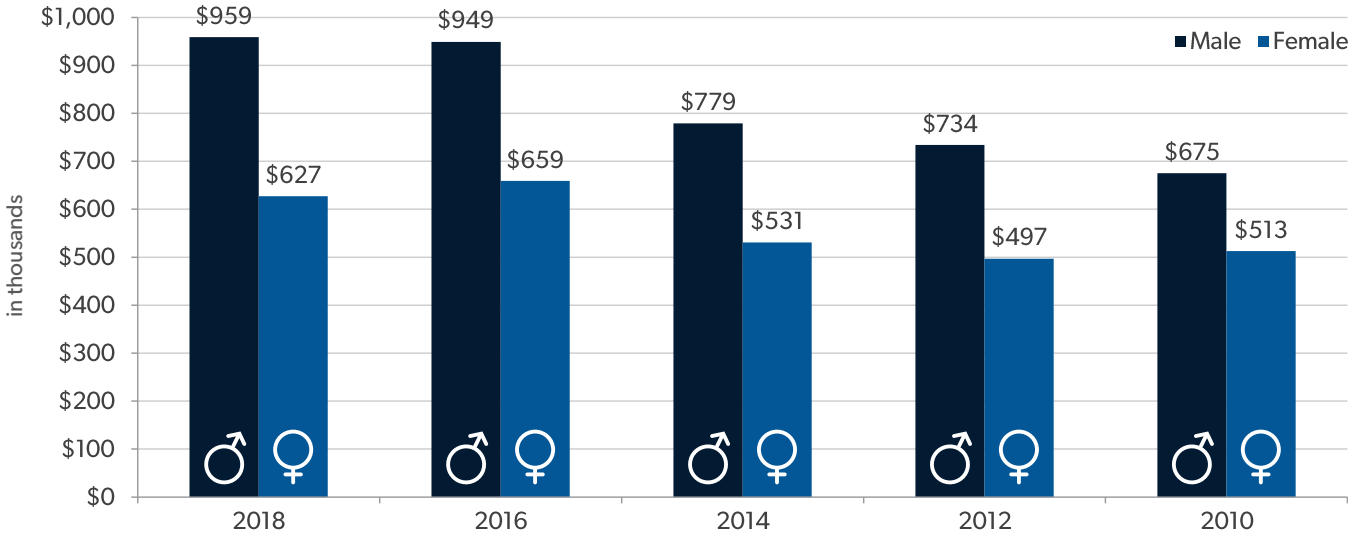
## The Data

Since the inception of this Survey in 2010, male partners consistently have reported substantially higher average compensation than female partners.[8]

**EXHIBIT 8.1–AVERAGE COMPENSATION BY GENDER**




As noted on page 40, Desired Changes to Compensation Systems–Factors Determining Compensation, the 2018 Survey revived questions from previous editions of the Survey regarding (i) factors partners believe are important to their firm when determining compensation, (ii) which factor partners believe is viewed by their firm as the most important factor and (iii) what partners themselves believe should be the most important factor. 73% of partners viewed originations as being Very Important to their firm in determining compensation (virtually unchanged since 2014, 74%), with 58% and 37% believing WAR and billable hours, respectively, are also Very Important. Although only 58% of partners believe that originations should be the most important factor to their firm in determining compensation, 69% of partners believe that originations are the most important factor for their firm's management.

Given the importance/perceived importance placed by partners on originations in determining compensation, we next sought to examine the relationship between compensation and originations for male and female partners. On the following page, Exhibit 8.2 shows the average compensation for male and female partners within their reported origination bands for each Survey.

[8] Since creating this Survey in 2010, MLA has viewed its role as a conduit for providing the entire legal community with previously unattainable data. Cognizant of its limitations as a legal search and consulting firm, MLA historically has chosen to provide limited commentary to the data and instead let the data speak for itself. For the 2018 Survey, MLA partnered with Acritas, a legal market and intelligence research specialist, so that Acritas could bring its research-led, scientific approach and expertise to the gender pay gap issue.

**EXHIBIT 8.2–COMPENSATION VS. ORIGINATIONS BY GENDER**

| | 2010 | | 2012 | | 2014 | | 2016 | | 2018 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Average | $675 | $513 | $734 | $498 | $779 | $531 | $934 | $659 | $959 | $627 |
| <$500K | $348 | $319 | $382 | $287 | $352 | $293 | $441 | $330 | $431 | $341 |
| $0.5K–$1M | $385 | $390 | $406 | $395 | $444 | $375 | $449 | $446 | $454 | $458 |
| $1M–$1.5M | $532 | $477 | $525 | $486 | $563 | $571 | $645 | $543 | $555 | $460 |
| $1.5M–$2M | $612 | $655 | $702 | $618 | $646 | $617 | $703 | $602 | $671 | $632 |
| $2M–$2.5M | $782 | $633 | $783 | $724 | $816 | $735 | $858 | $933 | $816 | $693 |
| $2.5M–$3M | $801 | $805 | $947 | $753 | $902 | $722 | $961 | $841 | $976 | $1,039 |
| $3M–$3.5M | $1,018 | $1,192 | $963 | $883 | $1,051 | $752 | $1,047 | $989 | $1,035 | $906 |
| $3.5M–$4M | $1,143 | $1,115 | $1,194 | $858 | $1,246 | $1,386 | $1,200 | $1,176 | $1,164 | $1,000 |
| $4M–$4.5M | $1,092 | $1,025 | $1,289 | $975 | $1,296 | $1,342 | $1,518 | $1,277 | $1,321 | $1,039 |
| $4.5M–$5M | $1,346 | $725 | $1,399 | $875 | $1,448 | $713 | $1,471 | $1,466 | $1,436 | $1,167 |
| $5M–$6M | $1,367 | $1,450 | $1,362 | $925 | $1,492 | $1,100 | $1,706 | $1,468 | $1,665 | $1,291 |
| $6M–$7M | $1,775 | $1,415 | $1,716 | $1,531 | $2,109 | $1,995 | $1,782 | $1,200 | $2,102 | $2,138 |
| $7M–$8M | $2,015 | $1,475 | $1,892 | $1,600 | $1,750 | $1,525 | $1,785 | $2,105 | $2,344 | $2,008 |
| $8M–$9M | $1,835 | $1,908 | $1,657 | $1,458 | $1,933 | $2,450 | $2,405 | $2,075 | $1,927 | $2,450 |
| $9M–$10M | $1,685 | -- | $1,870 | $1,850 | $2,073 | $1,650 | $2,503 | $2,300 | $3,090 | -- |

**Differential in Female/Male Compensation**

■ >30% lower ■ 21%–30% lower ■ 11%–20% lower ■ 0%–10% lower □ Even ■ 0%–10% higher ■ 11%–20% higher ■ >20% higher

*For the complete results, please refer to* ***Appendix XI–Perceptions of a Gender Pay Gap****.*

As you can see from this chart, over the course of five biennial Surveys, when compensation is controlled exclusively for gender and originations, female partners report lower average compensation than males in all but 16 of the 73 data blocks where there were both male and female respondents.

## Statistical Modeling by Acritas

Given the apparent disconnect between (i) a perceived gender pay gap of only 6%, (ii) a difference in reported average compensation between male and female partners that has ranged between 32% and 53% over the course of five Surveys and (iii) historical data that suggests when compensation is controlled exclusively for gender and originations, female partners report lower average compensation nearly 80% of the time, MLA asked Acritas to undertake a rigorous, scientific analysis of the data. A copy of Acritas's report is set forth at ***Appendix XII–Acritas Gender Pay Gap Statistical Modeling****.*

The first step of Acritas's investigation was determining which factors had the greatest impact on compensation. Factors tested by Acritas included both metric/scalar variables (originations, hourly rate, WAR, total billable/non-billable hours, age, billable hours, number of lawyers at firm and non-billable hours) and classification/categorical variables (gender, partner status, practice area, lateral status, ethnicity and sexual identity). Acritas determined as an initial matter that all of these variables other than ethnicity and sexual identity had some

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statistically significant relationship with compensation.[9] However, when all these variables were combined, Acritas found that several had no statistically significant impact once the other factors were controlled for. Acritas determined through regression analysis that across the whole data set, 75% of variance in pay compensation can be attributed to a combination of an individual's originations and hourly billing rate. Adding any one or more of WAR, number of lawyers at firm, and partner status—those factors with statistical significance—into the equation did not increase the variance above 75%. Thus, Acritas determined that there was no difference in compensation between males and females, once the other factors had been controlled for.

According to Acritas, about 48% of overall variance in compensation is accounted for by the variance in originations, 27% of overall variance is accounted for by the variance in hourly rates[10] and 25% of overall variance is accounted for by "other factors, including differences between firms."

## So Where Do We Go from Here?

### To recap:

1. Male partners have consistently averaged between 32%–53% greater compensation than female partners over the history of our Survey;
2. Male partners consistently report higher average originations and billing rates than female partners;
3. Originations and WAR (which is typically a function of hourly rate multiplied by billable hours) are identified by Survey respondents as the two most important factors to their firms in determining a partner's compensation;
4. 67% of female partners and only 11% of male partners perceive there to be a gender pay gap;
5. Of those partners who believe there to be a gender pay gap, the differences between genders concerning the extent of such gap is stark: 3% of females and 22% of males believe it to be between 0%–10%, 38% of females and 32% of males believe it to be between 11%–20% and 35% of females and 13% of males believe it to be higher than 20%;
6. Over the history of our Survey, when compensation is controlled exclusively for gender and originations, female partners report lower average compensation nearly 80% of the time; and
7. Acritas's regression analysis suggests that (i) 75% of variation in compensation is accounted for by originations and hourly rate, (ii) gender does not have a statistically significant impact on compensation in its general linear model and (iii) 25% of overall variance is accounted for by "other factors/differences between firms."

PERCEPTIONS OF A GENDER PAY GAP CONTINUED ON NEXT PAGE ›

[9] Although two variables may have a "statistically significant" relationship, their correlation may not be strong.

[10] Acritas did note that "hourly rates and [WAR] are quite highly correlated with each other. So although hourly rates appear to have a greater impact than WAR on compensation overall, it is possible that some individual firms could be using WAR rather than hourly rates in their calculations."

One obvious question is whether the current compensation models employed by firms are inherently unfair to women. While the data might not suggest a conscious bias against women, the predominant compensation model in BigLaw today, which heavily rewards partners for their originations and WAR, may be failing to recognize women's wider contributions to their firms and putting them at a disadvantage. Differing perceptions of what constitutes the "same work or contribution to the firm" between genders could explain why so many more females partners than male partners perceive there to be a gender pay gap.

Since female partners tend to disproportionately cluster in less profitable practice areas such as Labor & Employment rather than more lucrative practice areas such as Corporate and Litigation,[11] it's not surprising to see lower average originations and hourly rates for female partners. However, we believe the extent of the gender disparity in originations in particular cannot be explained by practice area differences alone.[12] So, the question remains as to why female partners' originations are on average so much lower and whether firms could be doing more to support female partners in increasing their originations and hence driving up their compensation.

As we noted earlier in the Survey, 66% of female partners and 57% of male partners desire some form of change in their firm's compensation model. MLA and Acritas strongly believe that further review of BigLaw's compensation systems would benefit the ***entire*** legal community, male and female, and we look forward to discussing this further in 2019.

[11] Which in itself raises the question as to whether this tendency is the result of some deliberate or unconscious bias or biases.

[12] Fewer mentoring opportunities for female (and diverse) partners may also play a role.

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# NOTES

## About the Author

Jeffrey A. Lowe is the Global Practice Leader of Major, Lindsey & Africa's Law Firm Practice Group, the Managing Partner of MLA's Washington, D.C., office and the leader of the Washington, D.C., Partner Practice Group. He regularly handles the most significant placements in Washington, D.C., and is widely regarded as one of the leading partner recruiters and advisors in the United States. He was named to Lawdragon's "100 Leading Legal Consultants and Strategists" in 2016 and 2017.

Jeffrey is the creator and author of the Major, Lindsey & Africa Partner Compensation Surveys, the most comprehensive efforts ever undertaken to identify ranges of partner compensation and the criteria law firms use in determining partner compensation, and the co-author of the 2014 Major, Lindsey & Africa Lateral Partner Satisfaction Survey. He is regularly quoted by leading legal publications and periodicals, such as *The American Lawyer*, *The Wall Street Journal* and *Law 360*, and his articles have been published in the *D.C. Legal Times*, *The New York Law Journal*, *The National Law Journal*, the *Law Firm Partnership & Benefits Report* and the *Texas Lawyer*.

Prior to opening the Washington, D.C., office of Major, Lindsey & Africa in 2003, Jeffrey was a partner in the Washington, D.C., office of Hogan & Hartson L.L.P. (now Hogan Lovells). He joined Hogan & Hartson in 1991 and was elected to the partnership in 1998. In 1994–1995, Jeffrey worked in Tokyo, Japan, with Mori Sogo Law Offices (now Mori Hamada & Matsumoto), one of Japan's leading international and domestic law firms.

## About Major, Lindsey & Africa

Founded in 1982, Major, Lindsey & Africa is the largest and most experienced legal search firm in the world. With more than 25 offices worldwide, Major, Lindsey & Africa has earned recognition for its track record of successful general counsel, corporate counsel, partner, associate and law firm management placements. The firm also provides law firms and companies with highly specialized legal professionals on project, interim and temporary-to-permanent hire bases. Combining local market knowledge and a global recruiting network, Major, Lindsey & Africa recruiters are dedicated to understanding and meeting client and candidate needs while maintaining the highest degree of professionalism and confidentiality. The firm considers every search a diversity search and has been committed to diversity in the law since its inception. Major, Lindsey & Africa is an Allegis Group company, the global leader in talent solutions.

To learn more about Major, Lindsey & Africa, visit www.mlaglobal.com.

# APPENDICES

# I–Respondent Profile

## Respondents by **Partnership Tenure**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| 1–5 years | 362 | 26% |
| 6–10 years | 242 | 18% |
| 11–20 years | 415 | 30% |
| More than 20 years | 365 | 26% |
| TOTAL | 1,384 | |

## Respondents by **Partnership Status**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| Equity partner | 900 | 65% |
| Non-Equity partner | 429 | 31% |
| Not a partner during 2017 | 56 | 4% |
| TOTAL | 1,385 | |

## Respondents by **Practice Area**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| Other | 374 | 35% |
| Litigation | 350 | 25% |
| Labor & Employment | 108 | 8% |
| Tax & ERISA | 76 | 6% |
| Corporate | 267 | 19% |
| Real Estate | 71 | 5% |
| IP | 135 | 10% |
| TOTAL | 1,381 | |

## Respondents by **Gender**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| Female | 361 | 29% |
| Male | 848 | 68% |
| Non-binary/third gender | 2 | 0% |
| Prefer to self-describe | 0 | 0% |
| Prefer not to say | 37 | 3% |
| TOTAL | 1,248 | |

## Respondents by **Ethnicity**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| White, not Hispanic | 1,039 | 83% |
| Black, not Hispanic | 24 | 2% |
| Hispanic | 29 | 2% |
| Asian Pacific, not Hispanic | 55 | 4% |
| American Indian, not Hispanic | 1 | 0.1% |
| Native Hawaiian or Pacific Islander, not Hispanic | 2 | 0.2% |
| Mixed races | 22 | 2% |
| Prefer not to say | 74 | 6% |
| TOTAL | 1,246 | |

## Respondents by **Compensation Transparency**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| Open: Partners know what everyone makes, or can easily find out | 841 | 61% |
| Partially Open: Partners know ranges of compensation, but do not know exactly who makes what | 170 | 12% |
| Closed: Partners do not know what anyone else makes | 364 | 27% |
| TOTAL | 1,375 | |

## Respondents by **Lockstep Type**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| My firm is pure lockstep | 10 | 1% |
| My firm is generally lockstep, but allows for some variance | 221 | 16% |
| My firm is not lockstep at all | 1,139 | 83% |
| TOTAL | 1,370 | |

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## Respondents by **City**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| Other | 476 | 34% |
| Washington, D.C./NoVA | 177 | 13% |
| New York, NY | 158 | 11% |
| Chicago, IL | 138 | 10% |
| San Francisco, CA | 59 | 4% |
| Philadelphia, PA | 52 | 4% |
| Boston, MA | 52 | 4% |
| Los Angeles, CA | 49 | 4% |
| Houston, TX | 45 | 3% |
| Atlanta, GA | 41 | 3% |
| Dallas, TX | 36 | 3% |
| Minneapolis, MN | 32 | 2% |
| Miami, FL | 31 | 2% |
| Palo Alto/Silicon Valley, CA* | 20 | 1% |
| Seattle, WA | 17 | 1% |
| **TOTAL** | 1,383 | |

## Respondents by **Firm Size**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| 51–200 attorneys | 200 | 15% |
| 201–500 attorneys | 326 | 24% |
| 501–1,000 attorneys | 505 | 37% |
| 1,000+ attorneys | 319 | 24% |
| **TOTAL** | 1,350 | |

## Respondents by **Lateral Status**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| I joined my present firm laterally as a partner from another law firm | 578 | 42% |
| I joined my present firm laterally as a partner from government service or private industry | 72 | 5% |
| I was previously an associate or counsel with my present firm before making partner | 714 | 52% |
| **TOTAL** | 1,364 | |

## Respondents by **Total Compensation**

| | FREQUENCY | PERCENTAGE |
|---|---|---|
| Less than $300K | 265 | 20% |
| $300,001–$500,000 | 344 | 26% |
| $500,001–$1M | 371 | 28% |
| $1.01M–$1.5M | 158 | 12% |
| $1.51M+ | 178 | 14% |
| **TOTAL** | 1,316 | |

*Palo Alto/Silicon Valley, CA, appears in the Report as "Silicon Valley."

# II–Average Total Compensation

› *Respondents who were partners in 2017*

## Partnership Tenure

| | 2018 | 2016 |
|---|---|---|
| 1–5 years | $487K | $450K |
| 6–10 years | $781K | $745K |
| 11–20 years | $999K | $989K |
| More than 20 years | $1.17M | $1.21M |

## Partnership Status

| | 2018 | 2016 |
|---|---|---|
| Equity Partner | $1.14M | $1.10M |
| Non-Equity Partner | $371K | $367K |

## Practice Area

| | 2018 | 2016 |
|---|---|---|
| Litigation | $780K | $873K |
| Corporate | $1.18M | $1.06M |
| IP | $803K | $880K |
| Labor & Employment | $681K | $597K |
| Tax & ERISA | $932K | $897K |
| Real Estate | $745K | $817K |
| Other | $869K | $816K |

## Gender

| | 2018 | 2016 |
|---|---|---|
| Male | $959K | $949K |
| Female | $627K | $659K |

## Ethnicity

| | 2018 | 2016 |
|---|---|---|
| White, not Hispanic | $864K | $876K |
| Black, not Hispanic | $539K | $797K |
| Hispanic | $747K | $956K |
| Asian Pacific, not Hispanic | $744K | $875K |
| American Indian, not Hispanic | $275K | $612K |
| Native Hawaiian or Pacific Islander, not Hispanic | $963K | $150K |
| Mixed races | $929K | $704K |

## Compensation Transparency

| | 2018 | 2016 |
|---|---|---|
| Open | $991K | $1.00M |
| Partially Open | $846K | $770K |
| Closed | $659K | $608K |

## Compensation System

| | 2018 | 2016 |
|---|---|---|
| Pure Lockstep | $844K | $1.55M |
| Generally Lockstep | $854K | $778K |
| Not Lockstep at all | $897K | $888K |

## City

| | 2018 | 2016 |
|---|---|---|
| New York | $1.45M | $1.17M |
| DC / NoVA | $1.13M | $981K |
| Chicago | $834K | $780K |
| Los Angeles | $1.14M | $1.14M |
| San Francisco | $1.16M | $997K |
| Philadelphia | $702K | $625K |
| Boston | $1.04M | $862K |
| Atlanta | $665K | $850K |
| Dallas | $1.13M | $727K |
| Houston | $914K | $1.06M |
| Silicon Valley | $1.19M | $1.43M |
| Minneapolis | $593K | $647K |
| Seattle | $637K | $564K |
| Miami | $937K | $847K |
| Other | $569K | $534K |

## Firm Size

| | 2018 | 2016 |
|---|---|---|
| 51–200 attorneys | $510K | $504K |
| 201–500 attorneys | $634K | $646K |
| 501–1,000 attorneys | $1.07M | $1.01M |
| 1,000+ attorneys | $1.10M | $1.10M |

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# III–Compensation Change for Lateral Partners

## Lateral Status

| | 2018 | 2016 |
|---|---|---|
| I joined my present firm laterally as a partner from another law firm | 44% | 47%** |
| I joined my present firm laterally as a partner from government service or private industry | 5% | |
| I was previously an associate or counsel with my present firm before making partner | 51% | 53% |

## Compensation Change

| | 2018 | 2016 |
|---|---|---|
| Compensation increased 10% or more | 49% | 56% |
| Compensation decreased 10% or more | 10% | 8% |
| Compensation stayed about the same (increased or decreased by less than 10%) | 41% | 36% |

## Compensation Increase

| | 2018 | 2016 |
|---|---|---|
| 10%–20% | 41% | 39.4% |
| 21%–30% | 24% | 26.5% |
| 31%–40% | 14% | 10% |
| 41%–50% | 5% | 6% |
| 51%–60% | 5% | 4% |
| 61%–70% | 3% | 2% |
| 71%–80% | 1% | 1% |
| 81%–90% | 1% | 1% |
| 91%–100% | 3% | 1% |
| More than 100% | 4% | 8% |

## Compensation Decrease

| | 2018 | 2016 |
|---|---|---|
| 10%–20% | 53% | 43% |
| 21%–30% | 26% | 33% |
| 31%–40% | 13% | 12% |
| 41%–50% | 4% | 5% |
| 51%–60% | 2% | 5% |
| 61%–70% | 0% | 2% |
| 71%–80% | 0% | -- |
| 81%–90% | 0% | -- |
| 91%–100% | 2% | 0% |

**2016 Survey response options were "Joined laterally as partner" or "Homegrown from associate."

# IV–Average Total Originations

› *Respondents who were partners in 2017*

## Partnership Tenure

| | 2018 | 2016 |
|---|---|---|
| 1–5 years | $0.89M | $0.82M |
| 6–10 years | $2.36M | $2.14M |
| 11–20 years | $3.02M | $2.78M |
| More than 20 years | $3.59M | $3.41M |

## Partnership Status

| | 2018 | 2016 |
|---|---|---|
| Equity Partner | $3.42M | $3.10M |
| Non-Equity Partner | $0.79M | $0.72M |

## Practice Area

| | 2018 | 2016 |
|---|---|---|
| Litigation | $2.37M | $2.49M |
| Corporate | $3.52M | $3.17M |
| IP | $2.39M | $2.38M |
| Labor & Employment | $1.69M | $1.40M |
| Tax & ERISA | $1.97M | $1.10M |
| Real Estate | $2.26M | $2.19M |
| Other | $2.59M | $2.20M |

## Gender

| | 2018 | 2016 |
|---|---|---|
| Male | $2.79M | $2.59M |
| Female | $1.59M | $1.73M |

## Ethnicity

| | 2018 | 2016 |
|---|---|---|
| White, not Hispanic | $2.48M | $2.38M |
| Black, not Hispanic | $1.58M | $2.53M |
| Hispanic | $1.55M | $2.84M |
| Asian Pacific, not Hispanic | $2.05M | $2.05M |
| American Indian, not Hispanic | $0.05M | $2.80M |
| Native Hawaiian or Pacific Islander, not Hispanic | $0.80M | $1.00M |
| Mixed races | $2.66M | $1.92M |

## Compensation Transparency

| | 2018 | 2016 |
|---|---|---|
| Open | $2.89M | $2.76M |
| Partially Open | $2.49M | $2.17M |
| Closed | $1.84M | $1.51M |

## Compensation System

| | 2018 | 2016 |
|---|---|---|
| Pure Lockstep | $1.67M | $3.64M |
| Generally Lockstep | $2.54M | $2.33M |
| Not Lockstep at all | $2.60M | $2.37M |

## City

| | 2018 | 2016 |
|---|---|---|
| New York | $4.08M | $3.73M |
| DC / NoVA | $3.35M | $2.64M |
| Chicago | $2.13M | $2.05M |
| Los Angeles | $3.69M | $2.61M |
| San Francisco | $3.14M | $2.80M |
| Philadelphia | $2.19M | $1.90M |
| Boston | $3.18M | $2.73M |
| Atlanta | $2.10M | $2.35M |
| Dallas | $3.88M | $2.32M |
| Houston | $2.34M | $2.94M |
| Silicon Valley | $3.08M | $3.97M |
| Minneapolis | $1.43M | $1.93M |
| Seattle | $2.12M | $1.69M |
| Miami | $2.59M | $2.15M |
| Other | $1.75M | $1.26M |

## Firm Size

| | 2018 | 2016 |
|---|---|---|
| 51–200 attorneys | $1.59M | $1.20M |
| 201–500 attorneys | $1.59M | $1.54M |
| 501–1,000 attorneys | $3.23M | $2.80M |
| 1,000+ attorneys | $3.25M | $3.18M |

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# V–Average Total Working Attorney Receipts

› *Respondents who were partners in 2017*

## Partnership Tenure

| | 2018 | 2016 |
|---|---|---|
| 1–5 years | $1.01M | $1.00M |
| 6–10 years | $1.12M | $1.30M |
| 11–20 years | $1.24M | $1.19M |
| More than 20 years | $1.23M | $1.28M |

## Partnership Status

| | 2018 | 2016 |
|---|---|---|
| Equity Partner | $1.29M | $1.33M |
| Non-Equity Partner | $0.91M | $0.89M |

## Practice Area

| | 2018 | 2016 |
|---|---|---|
| Litigation | $1.04M | $1.10M |
| Corporate | $1.32M | $1.51M |
| IP | $1.09 M | $1.28 M |
| Labor & Employment | $0.99M | $0.94M |
| Tax & ERISA | $1.25M | $1.12M |
| Real Estate | $1.02M | $1.17M |
| Other | $1.26M | $1.13M |

## Gender

| | 2018 | 2016 |
|---|---|---|
| Male | $1.19M | $1.24M |
| Female | $1.02M | $1.09M |

## Ethnicity

| | 2018 | 2016 |
|---|---|---|
| White, not Hispanic | $1.15M | $1.19M |
| Black, not Hispanic | $0.84M | $1.45M |
| Hispanic | $1.03M | $1.01M |
| Asian Pacific, not Hispanic | $1.15M | $1.48M |
| American Indian, not Hispanic | $0.65M | $0.80M |
| Native Hawaiian or Pacific Islander, not Hispanic | $1.75M | $0.35M |
| Mixed races | $1.09M | $1.29M |

## Compensation Transparency

| | 2018 | 2016 |
|---|---|---|
| Open | $1.19M | $1.25M |
| Partially Open | $1.21M | $1.24M |
| Closed | $1.09 M | $1.08M |

## Compensation System

| | 2018 | 2016 |
|---|---|---|
| Pure Lockstep | $1.02M | $1.67M |
| Generally Lockstep | $1.28M | $1.18M |
| Not Lockstep at all | $1.15M | $1.21M |

## City

| | 2018 | 2016 |
|---|---|---|
| New York | $1.85M | $1.79M |
| DC / NoVA | $1.49M | $1.48M |
| Chicago | $1.26M | $1.23M |
| Los Angeles | $1.31M | $1.24M |
| San Francisco | $1.39M | $1.46M |
| Philadelphia | $1.12M | $1.14M |
| Boston | $1.39M | $1.27M |
| Atlanta | $0.94M | $0.99M |
| Dallas | $1.19M | $0.87M |
| Houston | $1.20M | $1.19M |
| Silicon Valley | $1.46M | $2.26M |
| Minneapolis | $0.77M | $0.97M |
| Seattle | $0.82M | $0.79M |
| Miami | $1.00M | $0.99M |
| Other | $0.83M | $0.85M |

## Firm Size

| | 2018 | 2016 |
|---|---|---|
| 51–200 attorneys | $0.77M | $0.74M |
| 201–500 attorneys | $0.90M | $1.02M |
| 501–1,000 attorneys | $1.29M | $1.28M |
| 1,000+ attorneys | $1.52M | $1.53M |

# VI–Average Billing Rates

› *Respondents who were partners in 2017*

## Partnership Tenure

| | 2018 | 2016 |
|---|---|---|
| 1–5 years | $644 | $593 |
| 6–10 years | $691 | $668 |
| 11–20 years | $734 | $708 |
| More than 20 years | $781 | $748 |

## Partnership Status

| | 2018 | 2016 |
|---|---|---|
| Equity Partner | $775 | $730 |
| Non-Equity Partner | $599 | $581 |

## Practice Area

| | 2018 | 2016 |
|---|---|---|
| Litigation | $640 | $639 |
| Corporate | $820 | $775 |
| IP | $715 | $706 |
| Labor & Employment | $596 | $566 |
| Tax & ERISA | $831 | $780 |
| Real Estate | $681 | $663 |
| Other | $734 | $623 |

## Gender

| | 2018 | 2016 |
|---|---|---|
| Male | $736 | $701 |
| Female | $650 | $636 |

## Ethnicity

| | 2018 | 2016 |
|---|---|---|
| White, not Hispanic | $705 | $682 |
| Black, not Hispanic | $635 | $660 |
| Hispanic | $691 | $695 |
| Asian Pacific, not Hispanic | $769 | $720 |
| American Indian, not Hispanic | $387 | $887 |
| Native Hawaiian or Pacific Islander, not Hispanic | $612 | $275 |
| Mixed races | $692 | $706 |

## Compensation Transparency

| | 2018 | 2016 |
|---|---|---|
| Open | $734 | $699 |
| Partially Open | $759 | $695 |
| Closed | $663 | $642 |

## Compensation System

| | 2018 | 2016 |
|---|---|---|
| Pure Lockstep | $735 | $781 |
| Generally Lockstep | $696 | $640 |
| Not Lockstep at all | $723 | $691 |

## City

| | 2018 | 2016 |
|---|---|---|
| New York | $994 | $920 |
| DC / NoVA | $885 | $804 |
| Chicago | $736 | $687 |
| Los Angeles | $777 | $740 |
| San Francisco | $833 | $753 |
| Philadelphia | $618 | $600 |
| Boston | $841 | $711 |
| Atlanta | $625 | $620 |
| Dallas | $793 | $654 |
| Houston | $785 | $731 |
| Silicon Valley | $873 | $857 |
| Minneapolis | $550 | $526 |
| Seattle | $653 | $572 |
| Miami | $658 | $652 |
| Other | $541 | $524 |

## Firm Size

| | 2018 | 2016 |
|---|---|---|
| 51–200 attorneys | $511 | $486 |
| 201–500 attorneys | $589 | $609 |
| 501–1,000 attorneys | $774 | $714 |
| 1,000+ attorneys | $882 | $821 |

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## Hourly Discount***

| | 2018 |
|---|---|
| No standard discount | 39% |
| <5% | 6% |
| 5%–10% | 34% |
| 11%–15% | 12% |
| 16%–20% | 5% |
| 21%–25% | 2% |
| 26%–30% | 2% |
| 31%–35% | 0% |
| 36%–40% | 1% |
| 41%–45% | 0% |
| 46%–50% | 1% |
| >50% | 0% |

***The 2016 Survey did not include a question on Hourly Discount Rate.

# VII–Average Billable Hours

› *Respondents who were partners in 2017*

## Partnership Tenure

| | 2018 | 2016 |
|---|---|---|
| 1–5 years | 1,746 | 1,775 |
| 6–10 years | 1,748 | 1,719 |
| 11–20 years | 1,679 | 1,693 |
| More than 20 years | 1,591 | 1,576 |

## Partnership Status

| | 2018 | 2016 |
|---|---|---|
| Equity Partner | 1,684 | 1,696 |
| Non-Equity Partner | 1,680 | 1,663 |

## Practice Area

| | 2018 | 2016 |
|---|---|---|
| Litigation | 1,751 | 1,738 |
| Corporate | 1,608 | 1,644 |
| IP | 1,658 | 1,726 |
| Labor & Employment | 1,702 | 1,698 |
| Tax & ERISA | 1,716 | 1,720 |
| Real Estate | 1,670 | 1,677 |
| Other | 1,674 | 1,667 |

## Gender

| | 2018 | 2016 |
|---|---|---|
| Male | 1,701 | 1,703 |
| Female | 1,635 | 1,632 |

## Ethnicity

| | 2018 | 2016 |
|---|---|---|
| White, not Hispanic | 1,686 | 1,688 |
| Black, not Hispanic | 1,514 | 1,640 |
| Hispanic | 1,555 | 1,524 |
| Asian Pacific, not Hispanic | 1,619 | 1,708 |
| American Indian, not Hispanic | 1,775 | 1,513 |
| Native Hawaiian or Pacific Islander, not Hispanic | 2,425 | 2,200 |
| Mixed races | 1,718 | 1,796 |

## Compensation Transparency

| | 2018 | 2016 |
|---|---|---|
| Open | 1,661 | 1,670 |
| Partially Open | 1,699 | 1,737 |
| Closed | 1,728 | 1,698 |

## Compensation System

| | 2018 | 2016 |
|---|---|---|
| Pure Lockstep | 1,660 | 1,673 |
| Generally Lockstep | 1,720 | 1,758 |
| Not Lockstep at all | 1,674 | 1,674 |

## City

| | 2018 | 2016 |
|---|---|---|
| New York | 1,724 | 1,746 |
| DC / NoVA | 1,707 | 1,744 |
| Chicago | 1,748 | 1,695 |
| Los Angeles | 1,714 | 1,834 |
| San Francisco | 1,719 | 1,773 |
| Philadelphia | 1,705 | 1,689 |
| Boston | 1,653 | 1,712 |
| Atlanta | 1,633 | 1,634 |
| Dallas | 1,618 | 1,601 |
| Houston | 1,654 | 1,609 |
| Silicon Valley | 1,636 | 1,778 |
| Minneapolis | 1,609 | 1,619 |
| Seattle | 1,654 | 1,622 |
| Miami | 1,766 | 1,508 |
| Other | 1,649 | 1,654 |

## Firm Size

| | 2018 | 2016 |
|---|---|---|
| 51–200 attorneys | 1,649 | 1,589 |
| 201–500 attorneys | 1,649 | 1,628 |
| 501–1,000 attorneys | 1,689 | 1,702 |
| 1,000+ attorneys | 1,728 | 1,766 |

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# VIII–Average Non-Billable Hours

*› Respondents who were partners in 2017*

## Partnership Tenure

| | 2018 | 2016 |
|---|---|---|
| 1–5 years | 492 | 497 |
| 6–10 years | 550 | 651 |
| 11–20 years | 583 | 590 |
| More than 20 years | 629 | 731 |

## Partnership Status

| | 2018 | 2016 |
|---|---|---|
| Equity Partner | 610 | 674 |
| Non-Equity Partner | 482 | 515 |

## Practice Area

| | 2018 | 2016 |
|---|---|---|
| Litigation | 493 | 552 |
| Corporate | 612 | 723 |
| IP | 578 | 634 |
| Labor & Employment | 549 | 653 |
| Tax & ERISA | 588 | 598 |
| Real Estate | 579 | 592 |
| Other | 602 | 577 |

## Gender

| | 2018 | 2016 |
|---|---|---|
| Male | 571 | 626 |
| Female | 554 | 623 |

## Ethnicity

| | 2018 | 2016 |
|---|---|---|
| White, not Hispanic | 562 | 619 |
| Black, not Hispanic | 745 | 615 |
| Hispanic | 569 | 745 |
| Asian Pacific, not Hispanic | 620 | 689 |
| American Indian, not Hispanic | 525 | 962 |
| Native Hawaiian or Pacific Islander, not Hispanic | 475 | 26 |
| Mixed races | 506 | 642 |

## Compensation Transparency

| | 2018 | 2016 |
|---|---|---|
| Open | 601 | 669 |
| Partially Open | 566 | 570 |
| Closed | 494 | 543 |

## Compensation System

| | 2018 | 2016 |
|---|---|---|
| Pure Lockstep | 570 | 821 |
| Generally Lockstep | 501 | 537 |
| Not Lockstep at all | 582 | 638 |

## City

| | 2018 | 2016 |
|---|---|---|
| New York | 560 | 594 |
| DC / NoVA | 649 | 694 |
| Chicago | 470 | 523 |
| Los Angeles | 614 | 527 |
| San Francisco | 542 | 659 |
| Philadelphia | 526 | 573 |
| Boston | 637 | 614 |
| Atlanta | 643 | 746 |
| Dallas | 657 | 601 |
| Houston | 625 | 730 |
| Silicon Valley | 675 | 788 |
| Minneapolis | 604 | 576 |
| Seattle | 428 | 659 |
| Miami | 432 | 679 |
| Other | 556 | 604 |

## Firm Size

| | 2018 | 2016 |
|---|---|---|
| 51–200 attorneys | 494 | 576 |
| 201–500 attorneys | 558 | 602 |
| 501–1,000 attorneys | 586 | 652 |
| 1,000+ attorneys | 591 | 634 |

# IX–Satisfaction with Total Compensation

### Partnership Tenure *(2018)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 1–5 years | 17% | 36% | 10% | 9% | 9% | 10% | 9% |
| 6–10 years | 19% | 39% | 11% | 7% | 9% | 10% | 7% |
| 11–20 years | 24% | 33% | 9% | 9% | 10% | 9% | 7% |
| More than 20 years | 27% | 33% | 9% | 5% | 9% | 10% | 9% |

### Partnership Tenure *(2016)*

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| 1–5 years | 21% | 51% | 20% | 8% | 0% |
| 6–10 years | 25% | 51% | 18% | 6% | 0% |
| 11–20 years | 34% | 45% | 14% | 6% | 0% |
| More than 20 years | 40% | 44% | 9% | 6% | 1% |

### Partnership Status *(2018)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Equity Partner | 27% | 36% | 8% | 7% | 8% | 8% | 6% |
| Non-Equity Partner | 11% | 32% | 13% | 8% | 13% | 12% | 12% |

### Partnership Status *(2016)*

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Equity Partner | 38% | 46% | 11% | 5% | 0% |
| Non-Equity Partner | 15% | 51% | 25% | 10% | 0% |

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## Practice Area (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Litigation | 21% | 31% | 9% | 9% | 11% | 12% | 7% |
| Corporate | 22% | 35% | 9% | 9% | 7% | 10% | 8% |
| IP | 23% | 35% | 9% | 7% | 8% | 10% | 9% |
| Labor & Emp. | 22% | 45% | 8% | 0% | 9% | 12% | 5% |
| Tax & ERISA | 18% | 42% | 4% | 11% | 13% | 3% | 9% |
| Real Estate | 13% | 41% | 18% | 3% | 15% | 4% | 6% |
| Other | 24% | 32% | 11% | 7% | 8% | 9% | 9% |

## Practice Area (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Litigation | 31% | 47% | 15% | 6% | 1% |
| Corporate | 27% | 48% | 15% | 10% | 1% |
| IP | 30% | 47% | 16% | 6% | 1% |
| Labor & Emp. | 29% | 49% | 16% | 6% | 0% |
| Tax & ERISA | 30% | 50% | 14% | 6% | 0% |
| Real Estate | 36% | 43% | 14% | 7% | 1% |
| Other | 34% | 47% | 14% | 5% | 0% |

SATISFACTION WITH TOTAL COMPENSATION CONTINUED ON NEXT PAGE ›

## City (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| New York | 22% | 37% | 7% | 9% | 10% | 8% | 8% |
| DC / NoVA | 26% | 36% | 11% | 7% | 11% | 6% | 4% |
| Chicago | 22% | 28% | 13% | 7% | 6% | 14% | 9% |
| Los Angeles | 31% | 35% | 4% | 8% | 2% | 12% | 8% |
| San Francisco | 28% | 36% | 10% | 3% | 12% | 7% | 3% |
| Philadelphia | 12% | 38% | 14% | 6% | 12% | 8% | 10% |
| Boston | 20% | 43% | 12% | 4% | 8% | 8% | 6% |
| Atlanta | 18% | 40% | 8% | 10% | 5% | 10% | 10% |
| Dallas | 28% | 42% | 6% | 3% | 6% | 8% | 8% |
| Houston | 21% | 33% | 12% | 2% | 14% | 2% | 14% |
| Silicon Valley | 25% | 45% | 5% | 10% | 10% | 0% | 5% |
| Minneapolis | 30% | 27% | 3% | 7% | 3% | 13% | 17% |
| Seattle | 18% | 29% | 12% | 6% | 12% | 6% | 18% |
| Miami | 13% | 30% | 7% | 20% | 13% | 10% | 7% |
| Other | 20% | 34% | 10% | 7% | 10% | 12% | 8% |

## City (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| New York | 33% | 46% | 14% | 6% | 1% |
| DC / NoVA | 30% | 48% | 14% | 7% | 0% |
| Chicago | 28% | 45% | 17% | 9% | 0% |
| Los Angeles | 29% | 48% | 20% | 3% | 0% |
| San Francisco | 40% | 41% | 12% | 6% | 1% |
| Philadelphia | 21% | 57% | 17% | 5% | 0% |
| Boston | 35% | 38% | 13% | 13% | 0% |
| Atlanta | 28% | 49% | 16% | 7% | 1% |
| Dallas | 23% | 48% | 20% | 9% | 0% |
| Houston | 23% | 48% | 21% | 8% | 0% |
| Silicon Valley | 43% | 41% | 9% | 7% | 0% |
| Minneapolis | 40% | 40% | 17% | 3% | 0% |
| Seattle | 38% | 46% | 13% | 3% | 0% |
| Miami | 30% | 50% | 11% | 9% | 0% |
| Other | 20% | 60% | 17% | 2% | 0% |

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## Lateral Status (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 23% | 37% | 9% | 7% | 8% | 7% | 9% |
| Homegrown from associate | 20% | 34% | 10% | 7% | 9% | 12% | 8% |

## Lateral Status (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Joined laterally as partner | 34% | 47% | 12% | 6% | 1% |
| Homegrown from associate | 28% | 48% | 17% | 7% | 0% |

## Compensation Change When Joined Laterally as Partner from Another Firm (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Comp. increased 10% or more | 30% | 39% | 8% | 7% | 7% | 4% | 6% |
| Comp. decreased 10% or more | 4% | 25% | 0% | 8% | 17% | 27% | 19% |
| Comp. stayed about the same (inc. or dec. by less than 10%) | 19% | 37% | 13% | 8% | 8% | 7% | 9% |

## Compensation Change When Joined Laterally as Partner from Another Firm (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Comp. increased 10% or more | 39% | 46% | 11% | 4% | 1% |
| Comp. decreased 10% or more | 21% | 40% | 22% | 16% | 1% |
| Comp. stayed about the same (inc. or dec. by less than 10%) | 29% | 50% | 13% | 7% | 1% |

SATISFACTION WITH TOTAL COMPENSATION CONTINUED ON NEXT PAGE ›

### Compensation Transparency (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Open | 25% | 38% | 8% | 5% | 7% | 9% | 8% |
| Partially Open | 23% | 35% | 10% | 10% | 8% | 11% | 3% |
| Closed | 13% | 29% | 12% | 10% | 15% | 11% | 10% |

### Compensation Transparency (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Open | 36% | 46% | 11% | 6% | 1% |
| Partially Open | 25% | 49% | 20% | 5% | 0% |
| Closed | 20% | 49% | 21% | 10% | 0% |

### Compensation System (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Pure Lockstep | 11% | 22% | 11% | 22% | 0% | 11% | 22% |
| Generally Lockstep | 23% | 32% | 10% | 12% | 8% | 10% | 7% |
| Not Lockstep at all | 22% | 36% | 9% | 6% | 10% | 10% | 8% |

### Compensation System (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Pure Lockstep | 54% | 38% | 0% | 8% | 0% |
| Generally Lockstep | 30% | 45% | 21% | 3% | 0% |
| Not Lockstep at all | 31% | 48% | 14% | 7% | 0% |

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### Firm Size (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 51–200 attorneys | 20% | 35% | 9% | 7% | 8% | 11% | 10% |
| 201–500 attorneys | 19% | 40% | 8% | 7% | 9% | 10% | 8% |
| 501–1,000 attorneys | 27% | 35% | 10% | 7% | 7% | 9% | 5% |
| 1,000+ attorneys | 19% | 31% | 11% | 8% | 13% | 9% | 10% |

### Firm Size (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| 51–200 attorneys | 31% | 46% | 16% | 6% | 0% |
| 201–500 attorneys | 29% | 48% | 16% | 6% | 1% |
| 501–1,000 attorneys | 32% | 49% | 13% | 5% | 1% |
| 1,000+ attorneys | 30% | 45% | 16% | 8% | 0% |

### Gender (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Male | 23% | 36% | 10% | 7% | 8% | 9% | 7% |
| Female | 19% | 34% | 7% | 8% | 11% | 11% | 11% |

### Gender (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Male | 32% | 48% | 13% | 6% | 0% |
| Female | 27% | 46% | 19% | 8% | 0% |

SATISFACTION WITH TOTAL COMPENSATION CONTINUED ON NEXT PAGE ›

### Ethnicity (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| White, not Hispanic | 23% | 35% | 9% | 7% | 9% | 9% | 8% |
| Black, not Hispanic | 17% | 38% | 8% | 4% | 4% | 13% | 17% |
| Hispanic | 14% | 36% | 11% | 25% | 11% | 0% | 4% |
| Asian Pacific, not Hispanic | 15% | 36% | 9% | 15% | 7% | 13% | 6% |
| American Indian, not Hispanic | 0% | 100% | 0% | 0% | 0% | 0% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 50% | 50% | 0% | 0% | 0% | 0% | 0% |
| Mixed races | 23% | 46% | 5% | 0% | 9% | 18% | 0% |

### Ethnicity (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| White, not Hispanic | 31% | 48% | 14% | 6% | 0% |
| Black, not Hispanic | 16% | 44% | 22% | 16% | 2% |
| Hispanic | 36% | 36% | 20% | 8% | 0% |
| Asian Pacific, not Hispanic | 25% | 46% | 25% | 3% | 0% |
| American Indian, not Hispanic | 0% | 50% | 0% | 50% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 100% | 0% | 0% | 0% |
| Mixed races | 38% | 38% | 13% | 6% | 6% |

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## Total Compensation (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| <$300K | 8% | 31% | 9% | 8% | 15% | 17% | 13% |
| $301K–$500K | 11% | 33% | 15% | 8% | 10% | 12% | 10% |
| $501K–$1M | 25% | 37% | 7% | 7% | 8% | 9% | 7% |
| $1.01M–$1.5M | 34% | 43% | 5% | 6% | 7% | 4% | 2% |
| $1.5M+ | 46% | 33% | 7% | 6% | 3% | 2% | 2% |

## Total Compensation (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| <$300K | 11% | 49% | 26% | 13% | 1% |
| $301K–$500K | 19% | 49% | 22% | 9% | 1% |
| $501K–$1M | 34% | 49% | 11% | 5% | 0% |
| $1.01M–$1.5M | 49% | 44% | 6% | 2% | -- |
| $1.5M+ | 55% | 39% | 3% | 2% | 1% |

## Total Originations (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| <$1M | 14% | 34% | 11% | 8% | 11% | 13% | 9% |
| $1.01M–$2M | 21% | 34% | 8% | 7% | 12% | 9% | 9% |
| $2.01M–$3M | 24% | 39% | 14% | 8% | 6% | 4% | 6% |
| $3.01M–$5M | 26% | 40% | 6% | 5% | 8% | 8% | 6% |
| $5.0M+ | 40% | 32% | 7% | 6% | 5% | 5% | 6% |

## Total Originations (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| <$1M | 21% | 50% | 21% | 8% | 1% |
| $1.01M–$2M | 34% | 46% | 14% | 6% | -- |
| $2.01M–$3M | 33% | 49% | 12% | 6% | -- |
| $3.01M–$5M | 39% | 48% | 7% | 5% | 1% |
| $5.0M+ | 48% | 41% | 6% | 4% | 0% |

SATISFACTION WITH TOTAL COMPENSATION CONTINUED ON NEXT PAGE ›

### Billable Hours *(2018)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| <1,500 Hours | 23% | 33% | 8% | 7% | 10% | 10% | 8% |
| 1,501–1,800 Hours | 19% | 34% | 10% | 8% | 9% | 11% | 9% |
| 1,801–2,100 Hours | 21% | 38% | 11% | 7% | 9% | 8% | 7% |
| 2,101–2,400 Hours | 23% | 41% | 6% | 5% | 9% | 13% | 5% |
| 2,401+ Hours | 35% | 27% | 8% | 5% | 8% | 8% | 8% |

### Billable Hours *(2016)*

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| <1,500 Hours | 31% | 45% | 16% | 8% | 1% |
| 1,501–1,800 Hours | 31% | 48% | 15% | 5% | 1% |
| 1,801–2,100 Hours | 29% | 48% | 14% | 8% | 0% |
| 2,101–2,400 Hours | 33% | 50% | 12% | 4% | 0% |
| 2,401+ Hours | 35% | 45% | 18% | 2% | -- |

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## Compensation Bias (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Racial bias | 9% | 28% | 9% | 8% | 9% | 13% | 23% |
| Sexual orientation bias | 6% | 18% | 6% | 6% | 12% | 24% | 29% |
| Bias against laterals | 5% | 23% | 3% | 10% | 13% | 22% | 24% |
| Bias against homegrown | 12% | 27% | 11% | 8% | 12% | 14% | 16% |
| Gender bias | 8% | 25% | 11% | 7% | 15% | 17% | 18% |
| Cronyism | 9% | 28% | 11% | 8% | 12% | 16% | 15% |
| No firm bias | 40% | 39% | 7% | 4% | 5% | 3% | 2% |
| Other reason | 10% | 34% | 8% | 8% | 8% | 13% | 18% |
| Not sure | 21% | 40% | 11% | 10% | 10% | 6% | 2% |

## Compensation Bias (*2016*)

| | Very satisfied | Somewhat satisfied | Not Very satisfied | Not At All satisfied | Not sure |
|---|---|---|---|---|---|
| Racial bias | 14% | 32% | 24% | 30% | 0% |
| Sexual orientation bias | 0% | 38% | 31% | 31% | 0% |
| Bias against laterals | 11% | 42% | 34% | 13% | 0% |
| Bias against homegrown | 11% | 48% | 26% | 15% | 1% |
| Gender bias | 17% | 45% | 25% | 13% | 0% |
| Cronyism | 13% | 50% | 24% | 13% | 0% |
| No firm bias | 53% | 40% | 5% | 2% | 0% |
| Other reason | 13% | 47% | 23% | 17% | 1% |
| Not sure | 22% | 59% | 15% | 4% | 1% |

# X–Overall Satisfaction/Compensation Trade-Off

## SATISFACTION WITH ATTORNEY LIFE WHEN COMPENSATION IS A FACTOR

### Partnership Tenure *(2018)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 1–5 years | 16% | 42% | 18% | 9% | 8% | 4% | 4% |
| 6–10 years | 20% | 47% | 12% | 6% | 5% | 5% | 5% |
| 11–20 years | 26% | 41% | 9% | 7% | 7% | 8% | 4% |
| More than 20 years | 39% | 34% | 11% | 5% | 3% | 7% | 2% |

### Partnership Tenure *(2016)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 1–5 years | 19% | 43% | 13% | 6% | 7% | 9% | 3% |
| 6–10 years | 31% | 42% | 8% | 5% | 6% | 5% | 3% |
| 11–20 years | 24% | 42% | 16% | 4% | 6% | 6% | 2% |
| More than 20 years | 42% | 38% | 9% | 3% | 2% | 4% | 2% |

### Partnership Status *(2018)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Equity Partner | 31% | 40% | 11% | 6% | 5% | 5% | 3% |
| Non-Equity Partner | 15% | 40% | 16% | 7% | 7% | 9% | 6% |

### Partnership Status *(2016)*

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Equity Partner | 36% | 41% | 9% | 4% | 4% | 4% | 2% |
| Non-Equity Partner | 15% | 43% | 17% | 6% | 7% | 8% | 4% |

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## Practice Area (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Litigation | 23% | 38% | 14% | 8% | 8% | 6% | 3% |
| Corporate | 26% | 40% | 11% | 10% | 4% | 6% | 4% |
| IP | 21% | 45% | 15% | 6% | 5% | 8% | 2% |
| Labor & Emp. | 28% | 42% | 12% | 5% | 6% | 4% | 3% |
| Tax & ERISA | 25% | 33% | 21% | 8% | 3% | 5% | 4% |
| Real Estate | 31% | 34% | 14% | 8% | 5% | 5% | 5% |
| Other | 28% | 43% | 9% | 4% | 6% | 6% | 4% |

## Practice Area (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Litigation | 28% | 43% | 8% | 4% | 7% | 7% | 2% |
| Corporate | 25% | 44% | 11% | 6% | 5% | 6% | 3% |
| IP | 29% | 43% | 10% | 3% | 4% | 6% | 5% |
| Labor & Emp. | 30% | 41% | 15% | 2% | 4% | 6% | 3% |
| Tax & ERISA | 25% | 40% | 19% | 6% | 5% | 0% | 4% |
| Real Estate | 34% | 37% | 12% | 5% | 2% | 5% | 4% |
| Other | 33% | 40% | 8% | 7% | 5% | 6% | 2% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

## City (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| New York | 23% | 42% | 13% | 9% | 4% | 7% | 3% |
| DC / NoVA | 33% | 41% | 13% | 4% | 4% | 4% | 1% |
| Chicago | 24% | 39% | 15% | 7% | 5% | 6% | 3% |
| Los Angeles | 29% | 48% | 4% | 8% | 0% | 2% | 8% |
| San Francisco | 33% | 40% | 7% | 4% | 11% | 5% | 0% |
| Philadelphia | 26% | 39% | 16% | 2% | 4% | 8% | 6% |
| Boston | 24% | 39% | 16% | 6% | 6% | 10% | 0% |
| Atlanta | 30% | 38% | 11% | 11% | 8% | 0% | 3% |
| Dallas | 22% | 58% | 3% | 8% | 0% | 6% | 3% |
| Houston | 29% | 37% | 7% | 0% | 10% | 10% | 7% |
| Silicon Valley | 20% | 55% | 5% | 10% | 5% | 5% | 0% |
| Minneapolis | 29% | 26% | 10% | 10% | 10% | 10% | 7% |
| Seattle | 12% | 41% | 24% | 6% | 12% | 6% | 0% |
| Miami | 10% | 28% | 28% | 14% | 10% | 7% | 3% |
| Other | 24% | 40% | 13% | 7% | 6% | 6% | 5% |

## City (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| New York | 30% | 39% | 10% | 5% | 6% | 6% | 3% |
| DC / NoVA | 30% | 43% | 9% | 4% | 4% | 4% | 6% |
| Chicago | 24% | 43% | 12% | 7% | 5% | 7% | 3% |
| Los Angeles | 30% | 38% | 14% | 2% | 5% | 9% | 2% |
| San Francisco | 36% | 40% | 12% | 1% | 6% | 5% | 1% |
| Philadelphia | 27% | 50% | 9% | 4% | 4% | 4% | 4% |
| Boston | 35% | 32% | 13% | 7% | 4% | 4% | 3% |
| Atlanta | 26% | 45% | 13% | 3% | 11% | 1% | 1% |
| Dallas | 36% | 30% | 7% | 9% | 7% | 9% | 2% |
| Houston | 25% | 46% | 12% | 6% | 4% | 8% | 0% |
| Silicon Valley | 30% | 39% | 23% | 2% | 2% | 2% | 2% |
| Minneapolis | 40% | 33% | 10% | 0% | 10% | 7% | 0% |
| Seattle | 38% | 41% | 3% | 3% | 8% | 5% | 3% |
| Miami | 20% | 57% | 11% | 0% | 7% | 5% | 0% |
| Other | 24% | 45% | 11% | 6% | 6% | 7% | 1% |

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### Lateral Status (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 30% | 39% | 12% | 5% | 4% | 6% | 3% |
| Homegrown from associate | 22% | 40% | 14% | 8% | 7% | 6% | 4% |

### Lateral Status (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 35% | 40% | 9% | 4% | 4% | 5% | 2% |
| Homegrown from associate | 25% | 43% | 13% | 5% | 6% | 6% | 3% |

### Compensation Transparency (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Open | 28% | 41% | 11% | 6% | 5% | 5% | 4% |
| Partially Open | 23% | 48% | 13% | 6% | 6% | 5% | 1% |
| Closed | 21% | 34% | 15% | 9% | 8% | 8% | 5% |

### Compensation Transparency (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Open | 34% | 43% | 9% | 4% | 4% | 5% | 2% |
| Partially Open | 26% | 39% | 14% | 7% | 7% | 5% | 2% |
| Closed | 21% | 39% | 14% | 6% | 7% | 9% | 4% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

### Compensation System (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Pure Lockstep | 0% | 33% | 0% | 33% | 0% | 22% | 11% |
| Generally Lockstep | 22% | 40% | 11% | 9% | 10% | 6% | 2% |
| Not Lockstep at all | 26% | 41% | 13% | 6% | 5% | 6% | 4% |

### Compensation System (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Pure Lockstep | 31% | 38% | 15% | 0% | 0% | 15% | 0% |
| Generally Lockstep | 24% | 42% | 13% | 5% | 7% | 7% | 2% |
| Not Lockstep at all | 30% | 41% | 11% | 4% | 5% | 5% | 3% |

### Firm Size (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 51–200 attorneys | 25% | 42% | 10% | 7% | 5% | 10% | 2% |
| 201–500 attorneys | 23% | 41% | 15% | 5% | 7% | 7% | 3% |
| 501–1,000 attorneys | 27% | 43% | 10% | 7% | 4% | 6% | 3% |
| 1,000+ attorneys | 28% | 35% | 15% | 8% | 6% | 5% | 4% |

### Firm Size (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 51–200 attorneys | 27% | 41% | 10% | 4% | 9% | 6% | 4% |
| 201–500 attorneys | 26% | 45% | 12% | 6% | 4% | 5% | 2% |
| 501–1,000 attorneys | 33% | 40% | 11% | 3% | 5% | 6% | 2% |
| 1,000+ attorneys | 30% | 40% | 11% | 5% | 5% | 5% | 3% |

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## Gender (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Male | 27% | 42% | 12% | 6% | 5% | 5% | 3% |
| Female | 23% | 38% | 13% | 6% | 7% | 8% | 5% |

## Gender (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Male | 32% | 42% | 10% | 5% | 4% | 5% | 2% |
| Female | 23% | 40% | 14% | 4% | 7% | 9% | 3% |

## Ethnicity (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| White, not Hispanic | 27% | 41% | 12% | 5% | 6% | 6% | 4% |
| Black, not Hispanic | 13% | 50% | 21% | 13% | 4% | 0% | 0% |
| Hispanic | 10% | 45% | 14% | 17% | 3% | 7% | 3% |
| Asian Pacific, not Hispanic | 18% | 42% | 13% | 11% | 4% | 7% | 6% |
| American Indian, not Hispanic | 0% | 100% | 0% | 0% | 0% | 0% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 100% | 0% | 0% | 0% | 0% | 0% |
| Mixed races | 32% | 36% | 9% | 14% | 5% | 5% | 0% |

## Ethnicity (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| White, not Hispanic | 30% | 42% | 11% | 4% | 5% | 5% | 2% |
| Black, not Hispanic | 18% | 51% | 4% | 11% | 4% | 7% | 4% |
| Hispanic | 30% | 36% | 10% | 4% | 10% | 4% | 6% |
| Asian Pacific, not Hispanic | 22% | 36% | 22% | 12% | 6% | 1% | 0% |
| American Indian, not Hispanic | 0% | 0% | 50% | 0% | 0% | 0% | 50% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 50% | 50% | 0% | 0% | 0% | 0% |
| Mixed races | 31% | 38% | 13% | 0% | 6% | 6% | 6% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

## SATISFACTION WITH ATTORNEY LIFE WHEN COMPENSATION IS *NOT* A FACTOR

### Partnership Tenure (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 1–5 years | 14% | 31% | 20% | 10% | 9% | 10% | 6% |
| 6–10 years | 13% | 37% | 15% | 10% | 12% | 7% | 6% |
| 11–20 years | 20% | 34% | 14% | 10% | 8% | 10% | 5% |
| More than 20 years | 40% | 30% | 11% | 4% | 7% | 5% | 2% |

### Partnership Tenure (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 1–5 years | 17% | 35% | 13% | 10% | 9% | 10% | 6% |
| 6–10 years | 23% | 36% | 13% | 5% | 9% | 9% | 4% |
| 11–20 years | 18% | 31% | 18% | 9% | 10% | 10% | 5% |
| More than 20 years | 37% | 38% | 9% | 4% | 4% | 5% | 3% |

### Partnership Status (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Equity Partner | 25% | 33% | 14% | 8% | 8% | 8% | 4% |
| Non-Equity Partner | 17% | 33% | 16% | 9% | 10% | 10% | 6% |

### Partnership Status (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Equity Partner | 28% | 35% | 13% | 5% | 7% | 8% | 4% |
| Non-Equity Partner | 16% | 36% | 13% | 9% | 10% | 10% | 6% |

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## Practice Area (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Litigation | 19% | 35% | 16% | 9% | 9% | 8% | 6% |
| Corporate | 16% | 32% | 15% | 12% | 11% | 9% | 5% |
| IP | 17% | 36% | 19% | 9% | 9% | 6% | 4% |
| Labor & Emp. | 27% | 29% | 19% | 6% | 8% | 8% | 3% |
| Tax & ERISA | 19% | 36% | 13% | 5% | 13% | 9% | 4% |
| Real Estate | 32% | 22% | 8% | 14% | 3% | 19% | 3% |
| Other | 29% | 33% | 14% | 6% | 7% | 7% | 5% |

## Practice Area (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Litigation | 24% | 37% | 12% | 5% | 9% | 8% | 4% |
| Corporate | 20% | 37% | 13% | 8% | 7% | 10% | 6% |
| IP | 25% | 32% | 14% | 5% | 11% | 7% | 7% |
| Labor & Emp. | 28% | 30% | 13% | 6% | 9% | 11% | 3% |
| Tax & ERISA | 17% | 33% | 18% | 11% | 6% | 10% | 6% |
| Real Estate | 27% | 36% | 12% | 7% | 5% | 7% | 6% |
| Other | 31% | 37% | 16% | 5% | 5% | 5% | 2% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

## City (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| New York | 22% | 32% | 13% | 12% | 8% | 7% | 5% |
| DC / NoVA | 29% | 32% | 15% | 6% | 7% | 6% | 6% |
| Chicago | 17% | 34% | 18% | 8% | 9% | 10% | 5% |
| Los Angeles | 21% | 40% | 8% | 6% | 6% | 15% | 4% |
| San Francisco | 26% | 32% | 14% | 11% | 4% | 9% | 5% |
| Philadelphia | 29% | 43% | 4% | 4% | 6% | 6% | 8% |
| Boston | 20% | 24% | 24% | 6% | 8% | 14% | 6% |
| Atlanta | 24% | 35% | 14% | 8% | 11% | 5% | 3% |
| Dallas | 17% | 61% | 11% | 0% | 6% | 3% | 3% |
| Houston | 20% | 29% | 20% | 10% | 12% | 7% | 2% |
| Silicon Valley | 20% | 40% | 10% | 10% | 10% | 10% | 0% |
| Minneapolis | 23% | 30% | 7% | 7% | 23% | 10% | 0% |
| Seattle | 12% | 53% | 6% | 0% | 6% | 18% | 6% |
| Miami | 7% | 31% | 10% | 10% | 3% | 28% | 10% |
| Other | 23% | 30% | 17% | 9% | 10% | 8% | 4% |

## City (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| New York | 25% | 34% | 13% | 8% | 6% | 6% | 7% |
| DC / NoVA | 21% | 40% | 13% | 4% | 7% | 10% | 4% |
| Chicago | 17% | 37% | 13% | 6% | 11% | 9% | 6% |
| Los Angeles | 23% | 33% | 9% | 9% | 13% | 8% | 5% |
| San Francisco | 24% | 41% | 16% | 0% | 11% | 6% | 2% |
| Philadelphia | 24% | 41% | 11% | 7% | 6% | 7% | 2% |
| Boston | 34% | 27% | 10% | 10% | 6% | 9% | 3% |
| Atlanta | 32% | 33% | 12% | 9% | 8% | 5% | 1% |
| Dallas | 25% | 36% | 7% | 5% | 11% | 9% | 7% |
| Houston | 19% | 48% | 13% | 6% | 4% | 8% | 2% |
| Silicon Valley | 23% | 30% | 16% | 9% | 9% | 7% | 7% |
| Minneapolis | 33% | 17% | 33% | 0% | 13% | 0% | 3% |
| Seattle | 33% | 44% | 5% | 3% | 3% | 10% | 3% |
| Miami | 16% | 34% | 18% | 9% | 11% | 11% | 0% |
| Other | 22% | 38% | 14% | 6% | 9% | 9% | 3% |

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### Lateral Status (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 28% | 32% | 14% | 6% | 9% | 7% | 5% |
| Homegrown from associate | 18% | 34% | 16% | 10% | 9% | 9% | 5% |

### Lateral Status (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 29% | 36% | 12% | 5% | 6% | 8% | 4% |
| Homegrown from associate | 20% | 35% | 14% | 7% | 10% | 9% | 4% |

### Compensation Transparency (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Open | 22% | 34% | 15% | 8% | 9% | 8% | 4% |
| Partially Open | 23% | 35% | 14% | 6% | 8% | 9% | 6% |
| Closed | 22% | 29% | 16% | 10% | 8% | 9% | 7% |

### Compensation Transparency (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Open | 28% | 35% | 13% | 5% | 8% | 8% | 3% |
| Partially Open | 18% | 40% | 14% | 7% | 8% | 8% | 5% |
| Closed | 20% | 33% | 12% | 9% | 8% | 10% | 7% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

### Compensation System (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Pure Lockstep | 0% | 22% | 33% | 22% | 0% | 0% | 22% |
| Generally Lockstep | 16% | 30% | 16% | 10% | 14% | 10% | 5% |
| Not Lockstep at all | 24% | 33% | 15% | 8% | 8% | 8% | 4% |

### Compensation System (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Pure Lockstep | 46% | 15% | 0% | 8% | 8% | 15% | 8% |
| Generally Lockstep | 18% | 35% | 16% | 10% | 6% | 11% | 5% |
| Not Lockstep at all | 25% | 35% | 13% | 6% | 8% | 8% | 4% |

### Firm Size (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 51–200 attorneys | 25% | 32% | 13% | 12% | 9% | 5% | 5% |
| 201–500 attorneys | 22% | 33% | 17% | 9% | 7% | 9% | 4% |
| 501–1,000 attorneys | 22% | 34% | 15% | 7% | 9% | 8% | 5% |
| 1,000+ attorneys | 23% | 32% | 14% | 8% | 9% | 10% | 4% |

### Firm Size (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| 51–200 attorneys | 25% | 36% | 12% | 8% | 8% | 6% | 5% |
| 201–500 attorneys | 25% | 34% | 16% | 5% | 6% | 9% | 4% |
| 501–1,000 attorneys | 25% | 35% | 13% | 7% | 8% | 8% | 4% |
| 1,000+ attorneys | 22% | 36% | 12% | 6% | 10% | 10% | 4% |

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## Gender (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Male | 23% | 33% | 15% | 8% | 9% | 8% | 4% |
| Female | 20% | 34% | 15% | 9% | 9% | 10% | 4% |

## Gender (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| Male | 26% | 35% | 13% | 7% | 8% | 7% | 4% |
| Female | 20% | 36% | 13% | 5% | 9% | 13% | 5% |

## Ethnicity (*2018*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| White, not Hispanic | 23% | 33% | 15% | 8% | 9% | 8% | 4% |
| Black, not Hispanic | 17% | 50% | 4% | 13% | 4% | 8% | 4% |
| Hispanic | 14% | 28% | 17% | 17% | 7% | 7% | 10% |
| Asian Pacific, not Hispanic | 16% | 36% | 20% | 11% | 2% | 7% | 7% |
| American Indian, not Hispanic | 0% | 0% | 0% | 0% | 100% | 0% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 0% | 0% | 0% | 50% | 50% | 0% |
| Mixed races | 27% | 36% | 18% | 5% | 5% | 9% | 0% |

## Ethnicity (*2016*)

| | Very satisfied | Moderately satisfied | Slightly satisfied | Neutral | Slightly dissatisfied | Moderately dissatisfied | Very dissatisfied |
|---|---|---|---|---|---|---|---|
| White, not Hispanic | 25% | 36% | 13% | 6% | 8% | 8% | 4% |
| Black, not Hispanic | 16% | 38% | 20% | 11% | 2% | 11% | 2% |
| Hispanic | 28% | 22% | 18% | 2% | 6% | 16% | 8% |
| Asian Pacific, not Hispanic | 14% | 33% | 11% | 11% | 14% | 12% | 6% |
| American Indian, not Hispanic | 0% | 50% | 0% | 0% | 50% | 0% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 0% | 100% | 0% | 0% | 0% | 0% |
| Mixed races | 25% | 38% | 6% | 6% | 0% | 19% | 6% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

## WOULD TRADE A PORTION OF COMPENSATION FOR…

### Partnership Tenure (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| 1–5 yrs | 38% | 13% | 26% | 11% | 2% | 6% | 45% | 5% |
| 6–10 yrs | 36% | 9% | 21% | 4% | 1% | 4% | 51% | 4% |
| 11–20 yrs | 31% | 11% | 16% | 6% | 2% | 3% | 51% | 8% |
| 20+ yrs | 32% | 9% | 14% | 5% | 3% | 2% | 53% | 8% |

### Partnership Tenure (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| 1–5 yrs | 29% | 10% | 18% | 4% | 2% | 3% | 31% | 3% |
| 6–10 yrs | 27% | 6% | 16% | 3% | 1% | 3% | 39% | 6% |
| 11–20 yrs | 25% | 10% | 15% | 5% | 1% | 2% | 37% | 4% |
| 20+ yrs | 27% | 7% | 13% | 2% | 1% | 1% | 45% | 4% |

### Partnership Status (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Equity | 34% | 9% | 15% | 5% | 2% | 3% | 52% | 7% |
| Non-Equity | 35% | 15% | 27% | 9% | 2% | 5% | 45% | 6% |

### Partnership Status (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Equity | 28% | 7% | 14% | 2% | 1% | 2% | 42% | 4% |
| Non-Equity | 26% | 10% | 19% | 5% | 2% | 3% | 31% | 4% |

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## Practice Area (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Litigation | 32% | 11% | 19% | 7% | 4% | 4% | 49% | 7% |
| Corporate | 37% | 12% | 16% | 8% | 1% | 3% | 49% | 6% |
| IP | 38% | 13% | 29% | 11% | 2% | 6% | 43% | 6% |
| Labor & Emp. | 35% | 12% | 28% | 6% | 1% | 3% | 48% | 5% |
| Tax & ERISA | 36% | 14% | 19% | 3% | 3% | 6% | 51% | 8% |
| Real Estate | 39% | 11% | 20% | 5% | 2% | 5% | 45% | 6% |
| Other | 32% | 8% | 16% | 5% | 2% | 2% | 55% | 7% |

## Practice Area (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Litigation | 26% | 8% | 17% | 4% | 2% | 2% | 35% | 5% |
| Corporate | 28% | 8% | 10% | 3% | 1% | 2% | 44% | 4% |
| IP | 29% | 8% | 19% | 4% | 1% | 2% | 35% | 4% |
| Labor & Emp. | 31% | 9% | 20% | 2% | 1% | 2% | 32% | 4% |
| Tax & ERISA | 30% | 7% | 17% | 2% | 1% | 5% | 34% | 5% |
| Real Estate | 25% | 10% | 14% | 3% | 2% | 1% | 43% | 3% |
| Other | 27% | 9% | 15% | 6% | 1% | 2% | 36% | 4% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

## City (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| New York | 26% | 10% | 12% | 2% | 2% | 2% | 61% | 7% |
| DC / NoVA | 37% | 11% | 19% | 7% | 2% | 3% | 51% | 5% |
| Chicago | 33% | 14% | 18% | 7% | 2% | 6% | 49% | 5% |
| Los Angeles | 38% | 6% | 23% | 2% | 2% | 0% | 47% | 6% |
| San Francisco | 30% | 12% | 16% | 2% | 0% | 4% | 53% | 14% |
| Philadelphia | 28% | 8% | 12% | 8% | 2% | 6% | 53% | 12% |
| Boston | 46% | 12% | 30% | 8% | 0% | 6% | 42% | 2% |
| Atlanta | 38% | 5% | 22% | 11% | 3% | 3% | 49% | 8% |
| Dallas | 25% | 14% | 14% | 6% | 0% | 0% | 58% | 6% |
| Houston | 33% | 8% | 21% | 3% | 0% | 8% | 51% | 8% |
| Silicon Valley | 21% | 16% | 32% | 16% | 0% | 0% | 47% | 0% |
| Minneapolis | 36% | 3% | 19% | 13% | 10% | 0% | 45% | 16% |
| Seattle | 47% | 12% | 18% | 0% | 6% | 6% | 47% | 6% |
| Miami | 48% | 7% | 24% | 0% | 7% | 7% | 31% | 3% |
| Other | 35% | 11% | 20% | 8% | 3% | 4% | 48% | 6% |

## City (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| New York | 26% | 9% | 9% | 2% | 1% | 2% | 47% | 4% |
| DC / NoVA | 25% | 8% | 19% | 2% | 1% | 1% | 40% | 4% |
| Chicago | 27% | 8% | 18% | 5% | 2% | 2% | 34% | 5% |
| Los Angeles | 31% | 9% | 20% | 2% | 3% | 0% | 30% | 5% |
| San Francisco | 31% | 6% | 18% | 2% | 0% | 2% | 32% | 9% |
| Philadelphia | 23% | 10% | 13% | 11% | 0% | 3% | 38% | 3% |
| Boston | 31% | 4% | 12% | 4% | 4% | 2% | 39% | 5% |
| Atlanta | 22% | 8% | 14% | 2% | 2% | 2% | 49% | 0% |
| Dallas | 18% | 18% | 19% | 0% | 0% | 2% | 42% | 2% |
| Houston | 33% | 2% | 15% | 0% | 2% | 2% | 44% | 2% |
| Silicon Valley | 32% | 7% | 20% | 2% | 2% | 3% | 33% | 2% |
| Minneapolis | 24% | 11% | 14% | 5% | 0% | 0% | 41% | 5% |
| Seattle | 33% | 11% | 18% | 2% | 4% | 0% | 25% | 7% |
| Miami | 16% | 11% | 13% | 4% | 4% | 7% | 42% | 4% |
| Other | 25% | 10% | 16% | 4% | 2% | 5% | 36% | 3% |

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## Lateral Status (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 29% | 9% | 16% | 5% | 3% | 2% | 54% | 8% |
| Homegrown from associate | 38% | 12% | 22% | 8% | 2% | 5% | 46% | 5% |

## Lateral Status (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Joined laterally as partner | 25% | 8% | 15% | 3% | 1% | 2% | 43% | 4% |
| Homegrown from associate | 29% | 8% | 16% | 4% | 2% | 3% | 34% | 5% |

## Compensation Transparency (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Open | 33% | 8% | 18% | 6% | 3% | 3% | 52% | 6% |
| Partially Open | 32% | 13% | 23% | 10% | 3% | 3% | 49% | 7% |
| Closed | 36% | 16% | 20% | 7% | 1% | 5% | 46% | 8% |

## Compensation Transparency (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Open | 28% | 7% | 14% | 3% | 1% | 2% | 40% | 4% |
| Partially Open | 26% | 9% | 18% | 3% | 2% | 2% | 36% | 4% |
| Closed | 24% | 10% | 17% | 5% | 1% | 2% | 36% | 5% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

## Compensation System (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Pure Lockstep | 11% | 11% | 33% | 11% | 11% | 11% | 33% | 22% |
| Generally Lockstep | 35% | 13% | 17% | 10% | 3% | 5% | 50% | 5% |
| Not Lockstep at all | 34% | 10% | 19% | 6% | 2% | 3% | 50% | 7% |

## Compensation System (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Pure Lockstep | 15% | 0% | 31% | 0% | 0% | 0% | 54% | 0% |
| Generally Lockstep | 28% | 10% | 19% | 4% | 3% | 3% | 31% | 3% |
| Not Lockstep at all | 27% | 8% | 15% | 3% | 1% | 2% | 39% | 5% |

## Firm Size (*2018*)

| Attorneys | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| 51–200 | 37% | 11% | 17% | 8% | 1% | 3% | 47% | 9% |
| 201–500 | 32% | 8% | 20% | 7% | 3% | 4% | 52% | 7% |
| 501–1,000 | 36% | 12% | 20% | 6% | 3% | 4% | 49% | 5% |
| 1,000+ | 33% | 12% | 17% | 5% | 1% | 3% | 52% | 8% |

## Firm Size (*2016*)

| Attorneys | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| 51–200 | 25% | 7% | 14% | 4% | 3% | 4% | 38% | 5% |
| 201–500 | 29% | 8% | 15% | 3% | 1% | 2% | 38% | 4% |
| 501–1,000 | 27% | 8% | 15% | 3% | 1% | 2% | 38% | 6% |
| 1,000+ | 27% | 8% | 18% | 2% | 1% | 2% | 39% | 3% |

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## Ethnicity (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| White, not Hispanic | 35% | 10% | 19% | 6% | 2% | 3% | 50% | 7% |
| Black, not Hispanic | 30% | 13% | 30% | 9% | 9% | 13% | 52% | 13% |
| Hispanic | 24% | 14% | 17% | 7% | 3% | 10% | 55% | 3% |
| Asian Pacific, not Hispanic | 30% | 17% | 22% | 9% | 0% | 6% | 48% | 6% |
| American Indian, not Hispanic | 100% | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 0% | 0% | 0% | 50% | 0% | 50% | 0% |
| Mixed races | 36% | 5% | 14% | 9% | 0% | 0% | 50% | 9% |

## Ethnicity (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| White, not Hispanic | 27% | 8% | 16% | 3% | 1% | 2% | 39% | 4% |
| Black, not Hispanic | 19% | 10% | 17% | 5% | 2% | 5% | 34% | 8% |
| Hispanic | 18% | 9% | 17% | 5% | 3% | 5% | 37% | 6% |
| Asian Pacific, not Hispanic | 38% | 4% | 18% | 4% | 0% | 1% | 31% | 4% |
| American Indian, not Hispanic | 0% | 0% | 0% | 0% | 0% | 0% | 100% | 0% |
| Native Hawaiian or Pacific Islander, not Hispanic | 0% | 13% | 0% | 13% | 0% | 13% | 13% | 50% |
| Mixed races | 26% | 13% | 9% | 9% | 9% | 0% | 26% | 9% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

### Gender (*2018*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Male | 33% | 9% | 16% | 7% | 2% | 4% | 52% | 5% |
| Female | 35% | 13% | 26% | 7% | 2% | 4% | 46% | 10% |

### Gender (*2016*)

| | More time off | Flexible work schedule | A cut in my billable hours | Better health benefits | More *pro bono* hours | More career training and development | Would not make a trade | Other |
|---|---|---|---|---|---|---|---|---|
| Male | 26% | 7% | 14% | 3% | 1% | 2% | 42% | 4% |
| Female | 28% | 10% | 21% | 3% | 2% | 3% | 28% | 5% |

## GIVEN THE RIGHT INCENTIVE, WHAT PERCENTAGE OF YOUR COMPENSATION WOULD YOU BE WILLING TO TRADE IN?

### Partnership Tenure (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| 1–5 years | 46% | 38% | 13% | 1% | 1% | 1% |
| 6–10 years | 46% | 33% | 14% | 2% | 5% | 1% |
| 11–20 years | 42% | 35% | 14% | 5% | 3% | 1% |
| More than 20 years | 43% | 37% | 17% | 1% | 2% | 1% |

### Partnership Tenure (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| 1–5 years | 55% | 32% | 10% | 0% | 1% | 2% |
| 6–10 years | 46% | 34% | 14% | 2% | 3% | 1% |
| 11–20 years | 41% | 39% | 14% | 3% | 2% | 2% |
| More than 20 years | 35% | 39% | 17% | 4% | 3% | 2% |

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### Partnership Status (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Equity Partner | 40% | 36% | 17% | 3% | 3% | 1% |
| Non-Equity Partner | 49% | 36% | 11% | 2% | 1% | 1% |

### Partnership Status (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Equity Partner | 40% | 37% | 16% | 3% | 3% | 2% |
| Non-Equity Partner | 54% | 32% | 9% | 1% | 1% | 2% |

### Practice Area (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Litigation | 46% | 32% | 16% | 2% | 2% | 2% |
| Corporate | 40% | 32% | 19% | 3% | 3% | 2% |
| IP | 41% | 38% | 13% | 7% | 2% | 0% |
| Labor & Employment | 39% | 51% | 7% | 0% | 2% | 0% |
| Tax & ERISA | 59% | 35% | 3% | 0% | 0% | 3% |
| Real Estate | 35% | 45% | 20% | 0% | 0% | 0% |
| Other | 45% | 36% | 15% | 1% | 3% | 0% |

### Practice Area (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Litigation | 47% | 34% | 13% | 2% | 2% | 2% |
| Corporate | 46% | 34% | 12% | 3% | 4% | 1% |
| IP | 41% | 38% | 16% | 2% | 1% | 2% |
| Labor & Employment | 46% | 41% | 11% | 0% | 1% | 0% |
| Tax & ERISA | 46% | 38% | 10% | 1% | 1% | 3% |
| Real Estate | 46% | 42% | 8% | 2% | 2% | 0% |
| Other | 51% | 28% | 10% | 4% | 4% | 3% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

### City (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| New York | 38% | 46% | 17% | 0% | 0% | 0% |
| DC / NoVA | 35% | 43% | 12% | 7% | 2% | 2% |
| Chicago | 53% | 28% | 14% | 4% | 0% | 2% |
| Los Angeles | 37% | 47% | 16% | 0% | 0% | 0% |
| San Francisco | 35% | 35% | 17% | 0% | 13% | 0% |
| Philadelphia | 65% | 30% | 5% | 0% | 0% | 0% |
| Boston | 55% | 40% | 5% | 0% | 0% | 0% |
| Atlanta | 50% | 36% | 0% | 0% | 14% | 0% |
| Dallas | 42% | 42% | 17% | 0% | 0% | 0% |
| Houston | 29% | 36% | 36% | 0% | 0% | 0% |
| Silicon Valley | 60% | 30% | 10% | 0% | 0% | 0% |
| Minneapolis | 58% | 25% | 8% | 0% | 8% | 0% |
| Seattle | 14% | 71% | 14% | 0% | 0% | 0% |
| Miami | 54% | 23% | 15% | 0% | 0% | 8% |
| Other | 43% | 33% | 17% | 3% | 3% | 1% |

### City (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| New York | 42% | 34% | 16% | 2% | 4% | 1% |
| DC / NoVA | 36% | 38% | 19% | 1% | 3% | 4% |
| Chicago | 42% | 38% | 13% | 5% | 2% | 1% |
| Los Angeles | 39% | 43% | 9% | 4% | 4% | 2% |
| San Francisco | 36% | 41% | 20% | 0% | 3% | 0% |
| Philadelphia | 53% | 33% | 15% | 0% | 0% | 0% |
| Boston | 57% | 29% | 9% | 3% | 0% | 3% |
| Atlanta | 57% | 33% | 10% | 0% | 0% | 0% |
| Dallas | 42% | 42% | 11% | 0% | 0% | 5% |
| Houston | 54% | 29% | 14% | 0% | 0% | 4% |
| Silicon Valley | 42% | 25% | 29% | 4% | 0% | 0% |
| Minneapolis | 0% | 100% | 0% | 0% | 0% | 0% |
| Seattle | 48% | 24% | 20% | 4% | 4% | 0% |
| Miami | 65% | 30% | 0% | 5% | 0% | 0% |
| Other | 42% | 37% | 16% | 3% | 1% | 0% |

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### Lateral Status (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Joined laterally as partner | 42% | 35% | 16% | 2% | 3% | 2% |
| Homegrown from associate | 45% | 36% | 14% | 3% | 2% | 1% |

### Lateral Status (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Joined laterally as partner | 41% | 36% | 15% | 3% | 3% | 2% |
| Homegrown from associate | 47% | 35% | 13% | 2% | 2% | 2% |

### Compensation Transparency (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Open | 41% | 36% | 17% | 3% | 3% | 0% |
| Partially Open | 42% | 41% | 9% | 1% | 4% | 3% |
| Closed | 50% | 32% | 13% | 2% | 1% | 3% |

### Compensation Transparency (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Open | 44% | 36% | 14% | 2% | 2% | 1% |
| Partially Open | 41% | 41% | 12% | 3% | 2% | 1% |
| Closed | 47% | 31% | 13% | 2% | 3% | 3% |

OVERALL SATISFACTION/COMPENSATION TRADE-OFF CONTINUED ON NEXT PAGE ›

### Compensation System (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Pure Lockstep | 50% | 50% | 0% | 0% | 0% | 0% |
| Generally Lockstep | 41% | 39% | 16% | 1% | 3% | 0% |
| Not Lockstep at all | 44% | 36% | 15% | 3% | 2% | 2% |

### Compensation System (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Pure Lockstep | 50% | 17% | 17% | 0% | 0% | 17% |
| Generally Lockstep | 45% | 33% | 16% | 1% | 2% | 2% |
| Not Lockstep at all | 44% | 36% | 13% | 2% | 2% | 2% |

### Firm Size (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| 51–200 attorneys | 53% | 32% | 14% | 1% | 0% | 0% |
| 201–500 attorneys | 48% | 37% | 10% | 2% | 2% | 2% |
| 501–1,000 attorneys | 38% | 39% | 17% | 2% | 4% | 2% |
| 1,000+ attorneys | 44% | 33% | 16% | 4% | 2% | 1% |

### Firm Size (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| 51–200 attorneys | 55% | 31% | 13% | 0% | 1% | 1% |
| 201–500 attorneys | 49% | 35% | 9% | 3% | 3% | 1% |
| 501–1,000 attorneys | 42% | 37% | 16% | 2% | 1% | 2% |
| 1,000+ attorneys | 39% | 38% | 15% | 3% | 3% | 2% |

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### Gender (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Male | 44% | 35% | 16% | 2% | 2% | 1% |
| Female | 42% | 40% | 11% | 3% | 4% | 0% |

### Gender (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| Male | 45% | 37% | 12% | 2% | 2% | 2% |
| Female | 44% | 33% | 17% | 2% | 2% | 2% |

### Ethnicity (*2018*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| White, not Hispanic | 42% | 38% | 15% | 3% | 2% | 1% |
| Black, not Hispanic | 56% | 22% | 11% | 0% | 11% | 0% |
| Hispanic | 70% | 10% | 10% | 0% | 0% | 10% |
| Asian Pacific, not Hispanic | 59% | 27% | 9% | 0% | 5% | 0% |
| American Indian, not Hispanic | NA | NA | NA | NA | NA | NA |
| Native Hawaiian or Pacific Islander, not Hispanic | 100% | 0% | 0% | 0% | 0% | 0% |
| Mixed races | 17% | 50% | 17% | 17% | 0% | 0% |

### Ethnicity (*2016*)

| | 1%–10% | 11%–20% | 21%–30% | 31%–40% | 41%–50% | More than 50% |
|---|---|---|---|---|---|---|
| White, not Hispanic | 43% | 37% | 14% | 2% | 3% | 2% |
| Black, not Hispanic | 60% | 24% | 12% | 4% | 0% | 0% |
| Hispanic | 48% | 36% | 12% | 0% | 0% | 4% |
| Asian Pacific, not Hispanic | 67% | 19% | 12% | 2% | 0% | 0% |
| American Indian, not Hispanic | -- | -- | -- | -- | -- | -- |
| Native Hawaiian or Pacific Islander, not Hispanic | 100% | 0% | 0% | 0% | 0% | 0% |
| Mixed races | 60% | 40% | 0% | 0% | 0% | 0% |

# XI–Perceptions of a Gender Pay Gap

### Belief That Female Partners Experience Gender Pay Gap

| | PERCENTAGE |
|---|---|
| Yes | 28% |
| No | 47% |
| Don't know/not sure | 27% |

### Belief That Firm Has Discussed Possibility of Gender Pay Gap

| | PERCENTAGE |
|---|---|
| Yes | 23% |
| No | 45% |
| Don't know/not sure | 32% |

### Perceived Percentage of Gender Pay Gap

| | PERCENTAGE |
|---|---|
| Don't know/not sure | 28% |
| 0%–10% | 8% |
| 11%–20% | 36% |
| 21%–30% | 22% |
| 31%–40% | 5% |
| 41%–50% | 1% |
| 51%–60% | 0% |
| 61%–70% | 0% |
| 71%–80% | 0% |
| 81%–90% | 0% |
| 91%–100% | 0% |
| >100% | 0% |

### How Firm Has Discussed Possibility of Gender Pay Gap

| | PERCENTAGE |
|---|---|
| Internal memoranda | 28% |
| Working group | 52% |
| Partnership meetings | 60% |
| Other (please specify) | 19% |

### Belief That Firm Has Taken Active Steps to Address Possibility of Gender Pay Gap

| | PERCENTAGE |
|---|---|
| Yes | 26% |
| No | 21% |
| Don't know/not sure | 53% |

### Active Steps Firm Has Taken to Address Possibility of Gender Pay Gap

| | PERCENTAGE |
|---|---|
| Hired external consultants to examine the issue | 30% |
| Adjusted the firm's compensation system | 16% |
| Adjusted membership of the firm's compensation committee to include more female partners | 51% |
| Adjusted membership of the firm's management committee(s) to include more female partners | 67% |
| Raised female partners' compensation | 40% |
| Lowered male partners' compensation | 11% |
| Other (please specify) | 15% |

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## Gender Originations Comparison: 2010–2018

| | | 2010 | | 2012 | | 2014 | | 2016 | | 2018 | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | Male | Female | Male | Female | Male | Female | Male | Female | Male | Female |
| Average | Mean | $675 | $513 | $734 | $498 | $779 | $531 | $934 | $659 | $959 | $627 |
| | Count | 1,296 | 346 | 1,547 | 410 | 1,538 | 510 | 1,564 | 498 | 778 | 314 |
| <$500K | Mean | $348 | $319 | $382 | $287 | $352 | $293 | $441 | $330 | $431 | $341 |
| | Count | 371 | 142 | 379 | 172 | 370 | 186 | 346 | 182 | 169 | 111 |
| $0.5K–$1M | Mean | $385 | $390 | $406 | $395 | $444 | $375 | $449 | $446 | $454 | $458 |
| | Count | 235 | 61 | 277 | 75 | 257 | 100 | 265 | 83 | 117 | 59 |
| $1M–$1.5M | Mean | $532 | $477 | $525 | $486 | $563 | $571 | $645 | $543 | $555 | $460 |
| | Count | 185 | 47 | 230 | 53 | 195 | 49 | 216 | 68 | 107 | 40 |
| $1.5M–$2M | Mean | $612 | $655 | $702 | $618 | $646 | $617 | $703 | $602 | $671 | $632 |
| | Count | 87 | 23 | 131 | 25 | 128 | 41 | 133 | 44 | 74 | 22 |
| $2M–$2.5M | Mean | $782 | $633 | $783 | $724 | $816 | $735 | $858 | $933 | $816 | $693 |
| | Count | 93 | 13 | 139 | 18 | 97 | 18 | 121 | 32 | 54 | 20 |
| $2.5M–$3M | Mean | $801 | $805 | $947 | $753 | $902 | $722 | $961 | $841 | $976 | $1,039 |
| | Count | 42 | 10 | 59 | 15 | 68 | 8 | 86 | 9 | 32 | 9 |
| $3M–$3.5M | Mean | $1,018 | $1,192 | $963 | $883 | $1,051 | $752 | $1,047 | $989 | $1,035 | $906 |
| | Count | 48 | 9 | 62 | 6 | 72 | 12 | 78 | 16 | 35 | 13 |
| $3.5M–$4M | Mean | $1,143 | $1,115 | $1,194 | $858 | $1,246 | $1,386 | $1,200 | $1,176 | $1,164 | $1,000 |
| | Count | 22 | 5 | 35 | 6 | 35 | 11 | 42 | 14 | 28 | 4 |
| $4M–$4.5M | Mean | $1,092 | $1,025 | $1,289 | $975 | $1,296 | $1,342 | $1,518 | $1,277 | $1,321 | $1,039 |
| | Count | 39 | 6 | 49 | 5 | 34 | 3 | 38 | 9 | 20 | 7 |
| $4.5M–$5M | Mean | $1,346 | $725 | $1,399 | $875 | $1,448 | $713 | $1,471 | $1,466 | $1,436 | $1,167 |
| | Count | 20 | 1 | 19 | 1 | 23 | 2 | 19 | 6 | 14 | 6 |
| $5M–$6M | Mean | $1,367 | $1,450 | $1,362 | $925 | $1,492 | $1,100 | $1,706 | $1,468 | $1,665 | $1,291 |
| | Count | 31 | 4 | 36 | 2 | 28 | 4 | 54 | 8 | 43 | 8 |
| $6M–$7M | Mean | $1,775 | $1,415 | $1,716 | $1,531 | $2,109 | $1,995 | $1,782 | $1,200 | $2,102 | $2,138 |
| | Count | 27 | 5 | 24 | 4 | 17 | 5 | 42 | 5 | 16 | 6 |
| $7M–$8M | Mean | $2,015 | $1,475 | $1,892 | $1,600 | $1,750 | $1,525 | $1,785 | $2,105 | $2,344 | $2,008 |
| | Count | 7 | 1 | 21 | 2 | 18 | 7 | 14 | 5 | 12 | 3 |
| $8M–$9M | Mean | $1,835 | $1,908 | $1,657 | $1,458 | $1,933 | $2,450 | $2,405 | $2,075 | $1,927 | $2,450 |
| | Count | 11 | 3 | 11 | 3 | 13 | 3 | 21 | 4 | 16 | 3 |
| $9M–$10M | Mean | $1,685 | -- | $1,870 | $1,850 | $2,073 | $1,650 | $2,503 | $2,300 | $3,090 | -- |
| | Count | 5 | -- | 5 | 3 | 12 | 1 | 8 | 2 | 5 | -- |

**DIFFERENTIAL IN FEMALE/MALE COMPENSATION**

■ >30% lower ■ 21%–30% lower ■ 11%–20% lower ■ 0%–10% lower □ Even ■ 0%–10% higher ■ 11%–20% higher ■ >20% higher

# XII–Acritas Gender Pay Gap Statistical Modeling

## Regression Analysis

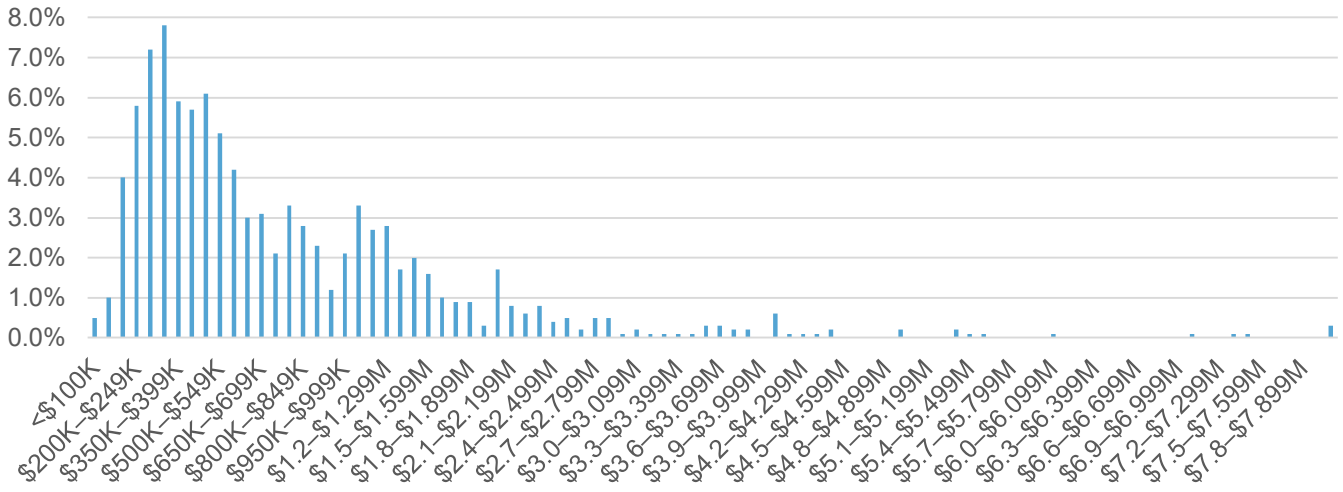
### Developing a Compensation Model

- Investigate which factors have the greatest impact on compensation.
- Factors (variables) tested include:
  - Metrics (*e.g.*, billable hours)
  - Classification data (*e.g.*, age, practice area)
- Aim to be able to estimate a partner's compensation based on responses to other questions.

### Data Preparation

- Respondents described as "not a partner in 2017" were removed from the data set for this analysis.
- Hourly rates, billable/non-billable hours, originations, working attorney receipts and compensation all required respondents to select the appropriate band. These were all converted to scalar variables by using mid points of each band.
  - The data for hourly rates, originations and compensation all followed a smooth distribution.
  - Other variables had too many respondents in the upper or lower band to show a smooth distribution:
    - Working attorney receipts >$4M (27 cases)
    - Billable hours <1,000 (76 cases)
    - Non-billable hours >1,000 (191 cases)
  - In the first stage of analysis, the latter three variables were each tested against compensation, both including and then excluding the problematic data bands.
- The following slides illustrate smooth and non-smooth distributions.

**COMPENSATION: SMOOTH DISTRIBUTION**

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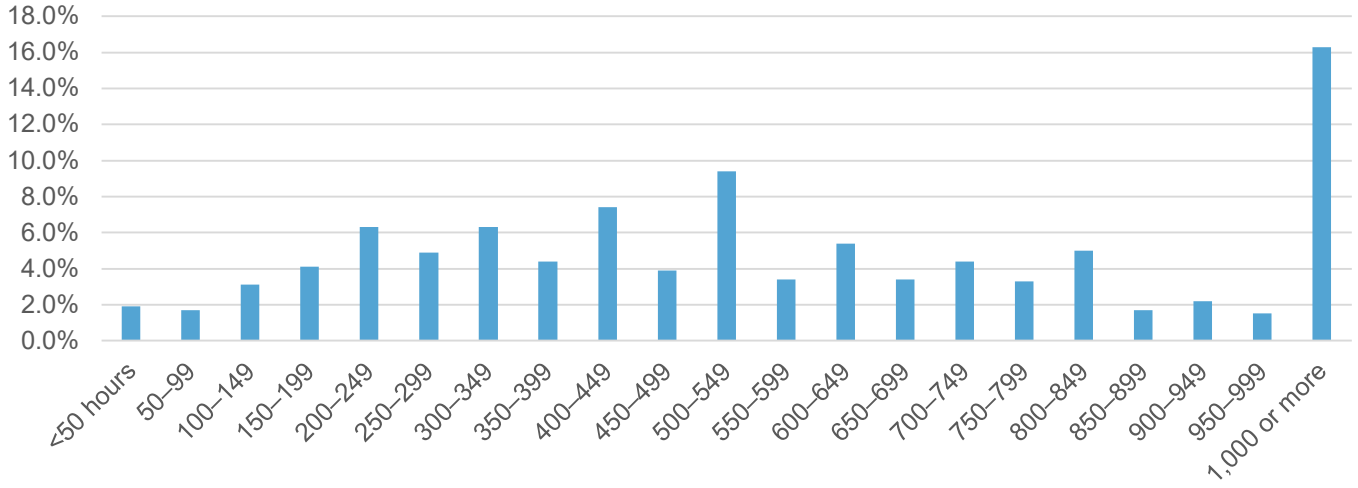
**NON-BILLABLE HOURS: DISTRIBUTION NOT SMOOTH**




## Analysis Steps

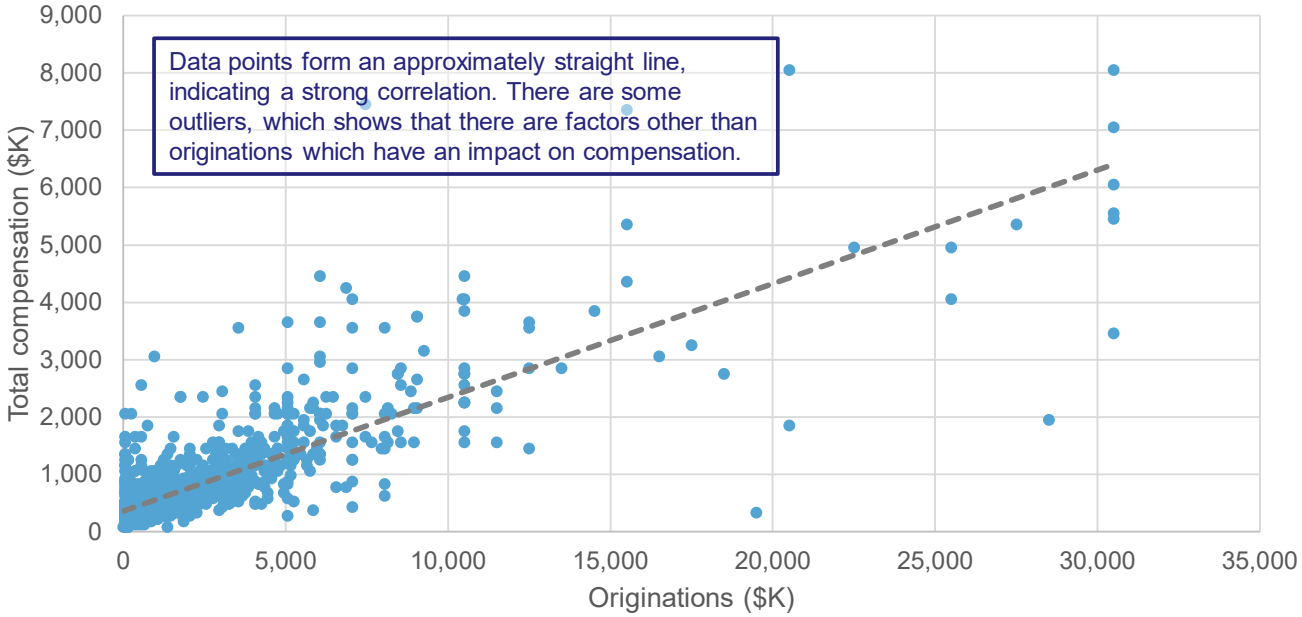
Step-by-step process to create model:

1. **Identify which factors relate to compensation.** Measure individual relationship (correlation) between each variable and compensation. Discard variables for which relationship is not statistically significant.
2. **Look at all these factors together.** Input all remaining variables into a general linear model (GLM), to test impact of each variable, once the other variables have been taken into account. Discard any variables with no significant independent impact.
3. **Simplify model.** Identify model which uses the fewest variables (parsimonious model) but which nevertheless explains the maximum variance of the data; remove remaining variables in rotation to reach final model.
4. **Identify relative importance of each factor.** Calculate regression equation and relative contribution of each variable to the model.

REGRESSION ANALYSIS CONTINUED ON NEXT PAGE ›

## Step 1: Pairwise Correlations

### COMPENSATION: SMOOTH DISTRIBUTION




### Individual Variables' Impact on Compensation

Each variable is individually tested for relationship with compensation. Correlations are used for scalar variables—in this data, each showed a statistically significant correlation. Note, however, only correlations above 0.5 are considered to indicate a strong relationship.

| Scalar variables | Correlation with compensation |
|---|---|
| Originations | 0.811 (sig.) |
| Hourly rate | 0.670 (sig.) |
| Working attorney receipts (excl. >$4M) | 0.530 (sig.) |
| Total billable + non-billable hours | 0.278 (sig.) |
| Age | 0.192 (sig.) |
| Billable hours (excl. <1,000) | 0.177 (sig.) |
| Number of lawyers at firm | 0.155 (sig.) |
| Non-billable hours (excl. >1,000) | 0.088 (sig.) |

| Categorical variables | T-test / ANOVA result |
|---|---|
| Gender (m/f) | Significant |
| Partner status (Equity/Non-Equity) | Significant |
| Practice area | Significant |
| Status (Lateral/Homegrown) | Significant |
| *Ethnicity (White/Other)* | *Not significant* |
| *Sexuality (Heterosexual/Other)* | *Not significant* |
| | |
| | |

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## Step 2: Combined Effects of Variables (General Linear Model)

All variables are then entered into general linear model calculations. A GLM is a regression model which can use both scalar and categorical variables.

This model analyzes all variables together, and identifies whether each continues to have a significant impact on compensation once all others have been taken into account.

| Scalar variables | Correlation with compensation |
|---|---|
| **Originations** | **Significant** |
| **Hourly rate** | **Significant** |
| **Working attorney receipts** | **Significant** |
| *Total billable + Non-billable hours* | *Not significant* |
| *Age* | *Not significant* |
| **Number of lawyers at firm** | **Significant** |

| Categorical variables | T-test / ANOVA result |
|---|---|
| *Gender (m/f)* | *Not significant* |
| **Partner status (Equity/Non-Equity)** | **Significant** |
| *Practice area* | *Not significant* |
| *Status (lateral/homegrown)* | *Not significant* |
| | |
| | |

## Step 3: Simplifying Model

| Significant contribution to model |
|---|
| Originations |
| Hourly rate |
| Working attorney receipts |
| Number of lawyers at firm |
| Partner status (Equity/Non-Equity) |

A model can be created with significant contributions from each of the five variables on the left.

However, a model containing only originations and hourly rate accounts for 75% of the variation in compensation (indicated by the adjusted r squared value). Addition of any combination of the other three variables does not increase this above 75%.

REGRESSION ANALYSIS CONTINUED ON NEXT PAGE ›

## Step 4: Regression Equation

The model produces an equation which could be used to predict any partner's compensation, if we know that partner's originations and hourly rate.

- Compensation ($K) = 0.16 * Originations ($K) + 1.2 * Hourly Rate ($) – 377

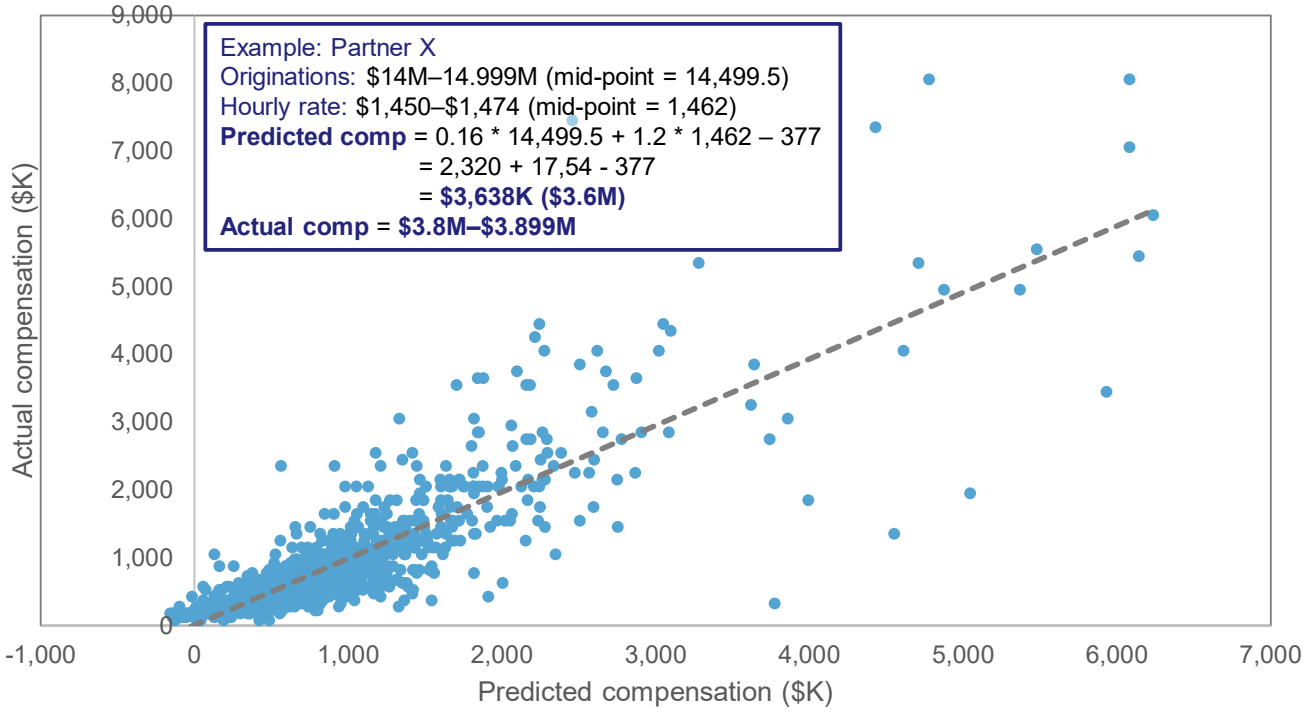
Standardized coefficients are also given, which indicate the relative contribution of each to the model. These show that originations have roughly twice the impact of hourly rates:

- Originations 0.634
- Hourly rates 0.353

Overall, the model accounts for 75% of variance in compensation. Therefore:

- About half of overall variance in compensation is accounted for by the variance in originations
- One-quarter is accounted for by hourly rates
- One-quarter is accounted for by other factors/difference among firms

**MODEL FIT: ACTUAL V. MODEL-PREDICTED COMPENSATION**

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## Conclusions

- Although exact compensation models will vary from firm to firm, the data provide evidence of commonality of key component factors.
- Partners' origination figures contribute the most to compensation, followed by hourly rates.
- Overall, other factors do not have a significant impact on compensation, once originations and hourly rates have been taken into account. For example:
  - Employment/labor is the practice area with the lowest average compensation, but this can be explained by low average originations and hourly rates.
  - There is no evidence that labor partners are paid less *because they are labor partners*; compensation figures simply reflect the lower originations and hourly rates which are typical in this practice.
- Note: Hourly rates and working attorney receipts are quite highly correlated with each other. Therefore, although hourly rates appear to have a greater impact than WAR on compensation overall, it is possible that some individual firms could be using WAR rather than hourly rates in their calculations.

Acritas

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# QUESTIONNAIRE

# **2018** MAJOR, LINDSEY & AFRICA PARTNER COMPENSATION SURVEY

Thank you for taking part in the 2018 Major, Lindsey & Africa Partner Compensation Survey. Major, Lindsey & Africa has commissioned Acritas, a specialist legal market research agency, to administer this survey on its behalf. Your responses will be kept strictly confidential by Acritas and no identifying information will be associated with your answers or forwarded to Major, Lindsey & Africa or any other party.

Each participant will receive a free copy of the final report. If you are not sure of an answer to a question, please feel free to skip that question.

**FIRST, SOME GENERAL QUESTIONS ABOUT YOUR PARTNERSHIP STATUS AND PRACTICE.**

Q1. How many years have you been a partner at a law firm in total? Please include all law firms, including your current one.

- 1–5 years
- 6–10 years
- 11–20 years
- More than 20 years

Q2. What was your Partnership Status during the 2017 compensation year?

*For purposes of this survey, **Equity Partners** are those who receive no more than half their compensation on a fixed-income basis and **Non-Equity Partners** are those who receive more than half their compensation on a fixed basis. If your status changed during the year, please use your status as of the end of the year.*

- Equity Partner
- Non-Equity Partner
- Not a partner during 2017

Q2a. **[For Non-Equity Partners]** Do you ever expect to make Equity Partner?

- Yes
- No
- Don't know/not sure

Q2b. **[For Non-Equity Partners]** Which do you believe are your most significant obstacles to making Equity Partner? Please select up to three in order of importance.

- Generating more business
- Billing more hours
- Becoming more involved in firm management
- My practice area is too crowded
- My firm doesn't value my practice area
- My practice area doesn't support higher rates
- My race
- My gender
- My sexual orientation
- Other (please specify) _____

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Q2c. **[For Non-Equity Partners who do not expect to make Equity Partner]** Are you permitted to stay at your firm indefinitely as a Non-Equity Partner?

- Yes
- No
- Don't know/not sure

Q3. What is your primary practice area?

- Administrative/ Regulatory
- Antitrust
- Banking
- Bankruptcy
- Corporate–General
- Corporate– Emerging Company/ Venture Capital
- Corporate–Finance/ Securities/Capital Markets
- Corporate–M&A
- Employment/Labor
- Energy
- Entertainment
- Environmental
- ERISA/Benefits
- Government Contracts
- Healthcare
- Immigration
- Insurance
- International
- IP–Litigation
- IP–Transactional
- Litigation–General
- Litigation–Appellate
- Litigation–White Collar/ Securities Enforcement
- Privacy/Cybersecurity
- Project Finance
- Real Estate
- Tax
- Trusts & Estates
- Other (please specify) _____

Q4. In what city do you primarily practice?

- Akron, OH
- Albuquerque, NM
- Arlington, TX
- Atlanta, GA
- Austin, TX
- Baltimore, MD
- Birmingham, AL
- Boston, MA
- Buffalo, NY
- Charlotte, NC
- Chicago, IL
- Cincinnati, OH
- Cleveland, OH
- Colorado Springs, CO
- Columbia, SC
- Columbus, OH
- Dallas, TX
- Denver, CO
- Detroit, MI
- El Paso, TX
- Fort Worth, TX
- Fresno, CA
- Greenville, SC
- Hartford, CT
- Honolulu, HI
- Houston, TX
- Indianapolis, IN
- Irvine, CA
- Jacksonville, FL
- Kansas City, MO
- Las Vegas, NV
- Long Beach, CA
- Los Angeles, CA
- Louisville, KY
- Memphis, TN
- Mesa, AZ
- Miami, FL
- Milwaukee, WI
- Minneapolis, MN
- Mountain View, CA
- Nashville, TN
- New Orleans, LA
- New York, NY
- Newark, NJ/Northern NJ
- Oakland, CA
- Oklahoma City, OK
- Omaha, NE
- Orange County, CA
- Orlando, FL
- Palo Alto/Silicon Valley, CA*
- Philadelphia, PA
- Phoenix, AZ
- Pittsburgh, PA

*Palo Alto/Silicon Valley, CA, appears in the Report as "Silicon Valley."

CITIES CONTINUED ON NEXT PAGE ›

- Portland, OR
- Providence, RI
- Raleigh, NC
- Richmond, VA
- Sacramento, CA
- San Antonio, TX
- San Diego, CA
- San Francisco, CA
- San Jose, CA
- Seattle, WA
- St. Louis, MO
- Tallahassee, FL
- Tampa, FL
- Tucson, AZ
- Tulsa, OK
- Virginia Beach/ Tidewater, VA
- Washington, D.C./NoVA
- Westchester, NY
- Winston-Salem, NC
- Other (please specify) _____

Q5. Did you join your present firm (i) laterally as a partner from another law firm, (ii) laterally as a partner from government service or private industry, or (iii) were you previously an associate or counsel with your present firm before making partner?

- I joined my present firm laterally as a partner from another law firm
- I joined my present firm laterally as a partner from government service or private industry
- I was previously an associate or counsel with my present firm before making partner

Q5a. **[Only for those who joined laterally as a partner from another law firm]** When you joined your present firm laterally as a partner, did your total compensation increase, decrease or stay about the same as in your previous position?

*By total compensation we mean all base and bonus compensation earned by you in respect of a fiscal year, even if it was paid in the following fiscal year.*

- Compensation increased 10% or more
- Compensation decreased 10% or more
- Compensation stayed about the same (increased or decreased by less than 10%)

Q5b. **[For those whose compensation increased]** By about what percent did your total compensation increase?

- 10%–20%
- 21%–30%
- 31%–40%
- 41%–50%
- 51%–60%
- 61%–70%
- 71%–80%
- 81%–90%
- 91%–100%
- More than 100%

Q5c. **[For those whose compensation decreased]** By about what percent did your total compensation decrease?

- 10%–20%
- 21%–30%
- 31%–40%
- 41%–50%
- 51%–60%
- 61%–70%
- 71%–80%
- 81%–90%
- 91%–100%

Q6. Is your firm's compensation system an open or closed one, *i.e.*, do partners know what other partners make?

- Open: Partners know what everyone makes, or can easily find out
- Partially Open: Partners know ranges of compensation, but do not know exactly who makes what
- Closed: Partners do not know what anyone else makes

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Q7. Is your firm's compensation system pure lockstep, generally lockstep but allows for some variance based on certain factors, or not lockstep at all?

- My firm is pure lockstep
- My firm is generally lockstep, but allows for some variance
- My firm is not lockstep at all

**NOW SOME QUESTIONS ABOUT YOUR BILLING RATE, HOURS, COMPENSATION AND ORIGINATIONS.**

Q8. What was your **standard hourly billing rate** for 2017? If your rate changed, please select the option which reflects the majority of the year.

- Less than $50
- $50–$74
- $75–$99
- $100 –$ 124
- $125–$149
- $150–$174
- $175–$199
- $200 –$ 224
- $225–$249
- $250–$274
- $275–$299
- $300–$324
- $325–$349
- $350–$374
- $375–$399
- $400–$424
- $425–$449
- $450–$474
- $475–$499
- $500–$524
- $525–$549
- $550–$574
- $575–$599
- $600–$624
- $625–$649
- $650–$674
- $675–$699
- $700–$724
- $725–$749
- $750–$774
- $775–$799
- $800–$824
- $825–$849
- $850–$874
- $875–$899
- $900–$924
- $925–$949
- $950–$974
- $975–$999
- $1,000–$1,024
- $1,025–$1,049
- $1,050–$1,074
- $1,075–$1,099
- $1,100–$1,124
- $1,125–$1,149
- $1,150–$1,174
- $1,175–$1,199
- $1,200–$1,224
- $1,225–$1,249
- $1,250–$1,274
- $1,275–$1,299
- $1,300–$1,324
- $1,325–$1,349
- $1,350–$1,374
- $1,375–$1,399
- $1,400–$1,424
- $1,425–$1,449
- $1,450–$1,474
- $1,475–$1,499
- $1,500–$1,524
- $1,525–$1,549
- $1,550–$1,574
- $1,575–$1,599
- $1,600–$1,624
- $1,625–$1,649
- $1,650–$1,674
- $1,675–$1,699
- $1,700–$1,724
- $1,725–$1,749
- $1,750–$1,774
- $1,775–$1,799
- $1,800–$1,824
- $1,825–$1,849
- $1,850–$1,874
- $1,875–$1,899
- $1,900–$1,924
- $1,925–$1,949
- $1,950–$1,974
- $1,975–$1,999
- $2,000–$2,024
- $2,025–$2,049
- $2,050–$2,074
- $2,075–$2,099
- $2,100–$2,124
- $2,125–$2,149
- $2,150–$2,174
- $2,175–$2,199
- $2,200–$2,224
- $2,225–$2,249
- $2,250–$2,274
- $2,275–$2,299
- $2,300–$2,324
- $2,325–$2,349
- $2,350–$2,374
- $2,375–$2,399
- $2,400–$2,424
- $2,425–$2,449
- $2,450–$2,474
- $2,475–$2,499
- $2,500 or more

Q8a. What was your **standard discount off your hourly billing rate** for 2017?

- No standard discount
- <5%
- 5–10%
- 11–15%
- 16–20%
- 21–25%
- 26–30%
- 31–35%
- 36–40%
- 41–45%
- 46–50%
- >50%

Q9. What were your **total billable hours** for 2017?

- Less than 1,000 hours
- 1,000–1,049
- 1,050–1,099
- 1,100–1,149
- 1,150–1,199
- 1,200–1,249
- 1,250–1,299
- 1,300–1,349
- 1,350–1,399
- 1,400–1,449
- 1,450–1,499
- 1,500–1,549
- 1,550–1,599
- 1,600–1,649
- 1,650–1,699
- 1,700–1,749
- 1,750–1,799
- 1,800–1,849
- 1,850–1,899
- 1,900–1,949
- 1,950–1,999
- 2,000–2,049
- 2,050–2,099
- 2,100–2,149
- 2,150–2,199
- 2,200–2,249
- 2,250–2,299
- 2,300–2,349
- 2,350–2,399
- 2,400–2,449
- 2,450–2,499
- 2,500–2,549
- 2,550–2,599
- 2,600–2,649
- 2,650–2,699
- 2,700–2,749
- 2,750–2,799
- 2,800–2,849
- 2,850–2,899
- 2,900–2,949
- 2,950–2,999
- 3,000 hours or more

Q10. What were your **total non-billable hours** for 2017?

- Less than 50 hours
- 50–99
- 100–149
- 150–199
- 200–249
- 250–299
- 300–349
- 350–399
- 400–449
- 450–499
- 500–549
- 550–599
- 600–649
- 650–699
- 700–749
- 750–799
- 800–849
- 850–899
- 900–949
- 950–999
- 1,000 hours or more

Q11. What was your **total compensation** for 2017 (including base and bonus, but excluding one-time contingency case payments, signing bonuses or other unusual payments that are not likely to re-occur)?

- Less than $100K
- $100K–$149K
- $150K–$199K
- $200K–$249K
- $250K–$299K
- $300K–$349K
- $350K–$399K
- $400K–$449K
- $450K–$499K
- $500K–$549K
- $550K–$599K
- $600K–$649K
- $650K–$699K
- $700K–$749K
- $750K–$799K
- $800K–$849K
- $850K–$899K
- $900K–$949K
- $950K–$999K
- $1.0M–$1.099M
- $1.1M–$1.199M
- $1.2M–$1.299M
- $1.3M–$1.399M
- $1.4M–$1.499M
- $1.5M–$1.599M
- $1.6M–$1.699M
- $1.7M–$1.799M
- $1.8M–$1.899M
- $1.9M–$1.999M
- $2.0M–$2.099M
- $2.1M–$2.199M
- $2.2M–$2.299M
- $2.3M–$2.399M
- $2.4M–$2.499M
- $2.5M–$2.599M
- $2.6M–$2.699M
- $2.7M–$2.799M
- $2.8M–$2.899M
- $2.9M–$2.999M
- $3.0M–$3.099M
- $3.1M–$3.199M
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- $3.4M–$3.499M
- $3.5M–$3.599M
- $3.6M–$3.699M
- $3.7M–$3.799M
- $3.8M–$3.899M
- $3.9M–$3.999M
- $4.0M–$4.099M
- $4.1M–$4.199M
- $4.2M–$4.299M
- $4.3M–$4.399M
- $4.4M–$4.499M
- $4.5M–$4.599M
- $4.6M–$4.699M
- $4.7M–$4.799M

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- $4.8M–$4.899M
- $4.9M–$4.999M
- $5.0M–$5.099M
- $5.1M–$5.199M
- $5.2M–$5.299M
- $5.3M–$5.399M
- $5.4M–$5.499M
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- $5.6M–$5.699M
- $5.7M–$5.799M
- $5.8M–$5.899M
- $5.9M–$5.999M
- $6.0M–$6.099M
- $6.1M–$6.199M
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- $6.8M–$6.899M
- $6.9M–$6.999M
- $7.0M–$7.099M
- $7.1M–$7.199M
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- $7.3M–$7.399M
- $7.4M–$7.499M
- $7.5M–$7.599M
- $7.6M–$7.699M
- $7.7M–$7.799M
- $7.8M–$7.899M
- $7.9M–$7.999M
- $8.0M or more

Q12. What were your **total originations** for 2017? If your firm doesn't track originations, please provide your best estimate if possible. By total originations, we mean the total dollar value of work performed and collected by you and the other attorneys at your firm for which your efforts were the proximate cause of such work coming to the firm.

- Don't know/not sure
- Less than $100K
- $100K–$199K
- $200K–$299K
- $300K–$399K
- $400K–$499K
- $500K–$599K
- $600K–$699K
- $700K–$799K
- $800K–$899K
- $900K–$999K
- $1.0M–$1.099M
- $1.1M–$1.199M
- $1.2M–$1.299M
- $1.3M–$1.399M
- $1.4M–$1.499M
- $1.5M–$1.599M
- $1.6M–$1.699M
- $1.7M–$1.799M
- $1.8M–$1.899M
- $1.9M–$1.999M
- $2.0M–$2.099M
- $2.1M–$2.199M
- $2.2M–$2.299M
- $2.3M–$2.399M
- $2.4M–$2.499M
- $2.5M–$2.599M
- $2.6M–$2.699M
- $2.7M–$2.799M
- $2.8M–$2.899M
- $2.9M–$2.999M
- $3.0M–$3.099M
- $3.1M–$3.199M
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- $3.8M–$3.899M
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- $4.0M–$4.099M
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- $4.4M–$4.499M
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- $4.9M–$4.999M
- $5.0M–$5.099M
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- $5.6M–$5.699M
- $5.7M–$5.799M
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- $5.9M–$5.999M
- $6.0M–$6.099M
- $6.1M–$6.199M
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- $6.5M–$6.599M
- $6.6M–$6.699M
- $6.7M–$6.799M
- $6.8M–$6.899M
- $6.9M–$6.999M
- $7.0M–$7.099M

ORIGINATIONS RANGES CONTINUED ON NEXT PAGE ›

- $7.1M–$7.199M
- $7.2M–$7.299M
- $7.3M–$7.399M
- $7.4M–$7.499M
- $7.5M–$7.599M
- $7.6M–$7.699M
- $7.7M–$7.799M
- $7.8M–$7.899M
- $7.9M–$7.999M
- $8.0M–$8.099M
- $8.1M–$8.199M
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- $8.8M–$8.899M
- $8.9M–$8.999M
- $9.0M–$9.099M
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- $9.2M–$9.299M
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- $9.6M–$9.699M
- $9.7M–$9.799M
- $9.8M–$9.899M
- $9.9M–$9.999M
- $10M–$10.999M
- $11M–$11.999M
- $12M–$12.999M
- $13M–$13.999M
- $14M–$14.999M
- $15M–$15.999M
- $16M–$16.999M
- $17M–$17.999M
- $18M–$18.999M
- $19M–$19.999M
- $20M–$20.999M
- $21M–$21.999M
- $22M–$22.999M
- $23M–$23.999M
- $24M–$24.999M
- $25M–$25.999M
- $26M–$26.999M
- $27M–$27.999M
- $28M–$28.999M
- $29M–$29.999M
- $30M or more

Q13. What were your **total working attorney receipts** for 2017? By total working attorney receipts, we mean the number of dollars collected (or expected to be collected) by your firm for work performed personally by you (*e.g.*, your billable hours multiplied by your billing rate) in a fiscal year, even if it was collected in the following fiscal year. (Please exclude one-time contingency case payments or other unusual payments that are unlikely to recur.)

- Don't know/not sure
- Less than $100K
- $100K–$199K
- $200K–$299K
- $300K–$399K
- $400K–$499K
- $500K–$599K
- $600K–$699K
- $700K–$799K
- $800K–$899K
- $900K–$999K
- $1.0M–$1.099M
- $1.1M–$1.199M
- $1.2M–$1.299M
- $1.3M–$1.399M
- $1.4M–$1.499M
- $1.5M–$1.599M
- $1.6M–$1.699M
- $1.7M–$1.799M
- $1.8M–$1.899M
- $1.9M–$1.999M
- $2.0M–$2.099M
- $2.1M–$2.199M
- $2.2M–$2.299M
- $2.3M–$2.399M
- $2.4M–$2.499M
- $2.5M–$2.599M
- $2.6M–$2.699M
- $2.7M–$2.799M
- $2.8M–$2.899M
- $2.9M–$2.999M
- $3.0M–$3.099M
- $3.1M–$3.199M
- $3.2M–$3.299M
- $3.3M–$3.399M
- $3.4M–$3.499M
- $3.5M–$3.599M
- $3.6M–$3.699M
- $3.7M–$3.799M
- $3.8M–$3.899M
- $3.9M–$3.999M
- $4M or more

Q14. Generally, how satisfied are you with **your total compensation**?

- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Neutral
- Slightly dissatisfied
- Moderately dissatisfied
- Very dissatisfied

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Q15. Are there any things about your compensation system that you would like to see changed?

- Yes
- No
- Don't know/not sure

Q15a. **[For those that answered yes to Q15]** What would you like to see changed?

_____

Q16. Overall, how satisfied are you with your life as an attorney **when you factor your compensation into the equation**? Please consider your career/professional satisfaction, work-life balance and/or any other factors that are important to you.

- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Neutral
- Slightly dissatisfied
- Moderately dissatisfied
- Very dissatisfied

Q17. Overall, how satisfied are you with your life as an attorney when you **DO NOT** factor your compensation into the equation? Please consider your career/professional satisfaction, work-life balance and/or any other factors that are important to you.

- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Neutral
- Slightly dissatisfied
- Moderately dissatisfied
- Very dissatisfied

Q18. Which of the following, if any, would you trade a portion of your compensation for? Select all that apply. Please select in order of importance.

- More time off
- Flexible work schedule
- A cut in my billable hours
- Better health benefits
- More *pro bono* hours
- More time for career training and development
- Other (please specify) _____
- I would not trade a portion of my compensation for any benefit/incentive

Q18a. **[For those that would trade a portion of their compensation]** Given the right incentive, what percentage of your compensation would you be willing to trade in?

- Don't know/not sure
- Up to 10%
- 11–20%
- 21–30%
- 31–40%
- 41–50%
- More than 50%

Q19. For each factor below, please tell us how important it is to your firm when determining compensation.

*[Drop-down menu of importance listing "Very Important," "Somewhat Important," "Not Very Important" and "Not At All Important."]*

- Originations
- Working attorney receipts
- Realization rate
- Billable hours
- Non-billable hours
- Management responsibilities
- Cross-selling
- Good citizenship
- Seniority

Q20. Which one of these factors do you feel is **viewed by your firm** as the **most** important?

- Originations
- Working attorney receipts
- Realization rate
- Billable hours
- Non-billable hours
- Management responsibilities
- Cross-selling
- Good citizenship
- Seniority

Q21. And which one **do you** feel should be the **most** important?

- Originations
- Working attorney receipts
- Realization rate
- Billable hours
- Non-billable hours
- Management responsibilities
- Cross-selling
- Good citizenship
- Seniority

Q22. Do you feel that your firm exercises any of the following types of biases when determining compensation? Select all that apply.

- Racial bias
- Sexual orientation bias
- Bias against laterals
- Bias against homegrown partners
- Gender bias
- Cronyism
- Other type of bias (please specify) _____
- Not sure
- My firm does not exercise any such bias in terms of compensation

Q23. Do you believe female partners in your firm experience a gender pay gap? For purposes of this survey, the gender pay gap is the difference in compensation received by women as compared to men for the same work or contribution to the firm.

- Yes
- No
- Don't know/not sure

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Q23a. **[For those that believe there is a gender pay gap]** What do you believe the female partner gender pay gap to be at your firm, expressed as a percentage? For example, if you believe female partners are paid $400,000 and male partners are paid $500,000 for the same work or contribution to the firm, the gender pay gap for female partners would be 20%, as female partners are paid 20% less than male partners for the same work or contribution to the firm.

- Don't know/not sure
- 0–10%
- 11–20%
- 21–30%
- 31–40%
- 41–50%
- 51–60%
- 61–70%
- 71–80%
- 81–90%
- 91–100%
- >100%

Q24. Has firm management discussed/raised the possibility of a female partner gender pay gap in any way, either through internal memoranda, working groups, partnership meetings, etc.?

- Yes
- No
- Don't know/not sure

Q24a. **[For those that answered yes to Q24]** In what way has your firm management discussed/raised the possibility of a female partner gender pay gap? Select all that apply.

- Internal memoranda
- Working group
- Partnership meetings
- Other (please specify) _____

Q24b. Has your firm taken any active steps to address or eliminate the possibility of a female partner gender pay gap?

- Yes
- No
- Don't know/not sure

Q24c. **[For those that answered yes to Q24b]** What active steps has your firm taken to address or eliminate the possibility of a female partner gender pay gap? Select all that apply.

- Hired external consultants to examine the issue
- Adjusted the firm's compensation system
- Adjusted membership of the firm's compensation committee to include more female partners
- Adjusted membership of the firm's management committee(s) to include more female partners
- Raised female partners' compensation
- Lowered male partners' compensation
- Other (please specify) _____

## FINALLY, JUST A FEW DEMOGRAPHIC QUESTIONS.

Q25. What is your age?

- 25
- 26
- 27
- 28
- 29
- 30
- 31
- 32
- 33
- 34
- 35
- 36
- 37
- 38
- 39
- 40
- 41
- 42
- 43
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- 45
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- 48
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- 62
- 63
- 64
- 65
- 66
- 67
- 68
- 69
- 70
- 71
- 72
- 73
- 74
- 75
- 76
- 77
- 78
- 79
- 80
- Over 80

Q26. At what age do you expect to retire?

- Prior to 50
- 50
- 51
- 52
- 53
- 54
- 55
- 56
- 57
- 58
- 59
- 60
- 61
- 62
- 63
- 64
- 65
- 66
- 67
- 68
- 69
- 70
- 71
- 72
- 73
- 74
- 75
- 76
- 77
- 78
- 79
- 80
- After 80
- Don't know/ not sure
- I don't plan to retire

Q27. Do you work full-time or part-time?

- I work full-time
- I work part-time

Q27a. **[For those that work part-time]** What is your work schedule, expressed as a percentage of what full-time partners at your firm are expected to work?

- 5%
- 10%
- 15%
- 20%
- 25%
- 30%
- 35%
- 40%
- 45%
- 50%
- 55%
- 60%
- 65%
- 70%
- 75%
- 80%
- 85%
- 90%
- 95%

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Q28. What is your gender?

- Female
- Male
- Non-binary/third gender
- Prefer to self-describe: _____
- Prefer not to say

Q29. Which of the following statuses do you most closely associate with?

- Heterosexual
- Gay or Lesbian
- Bisexual
- Prefer to self-describe: _____
- Prefer not to say

Q30. Which of these categories, used by the American Bar Association, best describes your ethnicity?

- White, not Hispanic
- Black, not Hispanic
- Hispanic
- Asian Pacific, not Hispanic
- American Indian, not Hispanic
- Native Hawaiian or Pacific Islander, not Hispanic
- Mixed races
- Prefer not to say

By hitting the Submit button, you will be completing this survey and submitting your responses to Acritas.

Thank you for participating in the Major, Lindsey & Africa Partner Compensation Survey. For Managing Partners and members of firm management who want a more detailed briefing on the results of this survey, please contact Jeffrey Lowe, Global Practice Leader, Law Firm Practice and Managing Partner, Washington, D.C., at jlowe@mlaglobal.com or 202-628-0661.

To learn more about Major, Lindsey & Africa, visit www.mlaglobal.com.

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