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IBA Young Lawyers' Report



Legal Policy & Research Unit
International Bar Association

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The IBA Legal Policy & Research Unit (LPRU) undertakes research and develops initiatives that are relevant to the rule of law, the legal profession and the broader global community. The LPRU engages with legal professionals, law firms, law societies and bar associations, governments, non-governmental organisations and international institutions to ensure innovative, collaborative and effective outcomes.

This report considers sensitive issues, which may cause distress among some readers. Readers are encouraged to seek appropriate support. In many countries, free telephone and online counselling services are available.

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Forewords

The young lawyers of today are the senior leaders of tomorrow, so understanding their concerns today will help to shape the profession for the future. Relevant across the globe, this research should be carefully considered with action in mind.

As society develops at an unprecedented pace, the strains and pressures facing those entering the legal profession, and indeed those who will enter it in the near future, are often novel but certainly developing. The challenge of achieving equal gender representation, maintaining mental and physical health and creating and implementing the sustainable strategies so critical for the future of the planet reflect wider societal concerns. This reflection of social concerns certainly enhances their relevance to the legal profession. The sudden change in circumstances brought by the Covid-19 global pandemic exacerbated the strains felt by young lawyers in some areas of the profession, but arguably demonstrated their capacity for flexibility in the face of necessity. Accommodation was essential while operating through the Covid-19 pandemic, just as evolving to meet needs of young lawyers will be key to the future success of the profession.

Global stability and peace can be achieved through the administration of justice, but only if the legal profession fits within the modern society that it serves. This report acts as a starting point for analysing the changes that are required to attract and retain talented young lawyers within the legal profession. It is these young lawyers who will continue to defend and promote the fundamental values upon which our global society is based into the future.

I congratulate the IBA Young Lawyers' Committee for its efforts, and encourage the whole legal profession to carefully read the findings of this report. I hope that it will form the basis for future change within the profession.

A handwritten signature in black ink, appearing to read 'Sternford Moyo'. The signature is stylized with a large initial 'S' and 'M'.

Sternford Moyo

President, International Bar Association



It may sound trite, but young people really are the future.

Jane Goodall

It is no secret that the future of the legal profession is in the hands of the younger generation. All legal institutions need to understand the concerns, motivations and positions of the younger members of their community to retain talent and remain competitive. High turnover of young lawyers can cause problems on many levels, including the disruption of productivity and damage to client relationships. By understanding what drives young lawyers and by building a culture of support and engagement, legal institutions will benefit from an inspired and motivated workforce.

This survey report is the IBA's contribution to aid this discussion and process. It should enable the voices of younger members of the legal profession to be heard, persuade more senior members to listen and, we hope, take the necessary action to ensure the continuity of their business or activities.

The IBA Legal Policy & Research Unit (LPRU) and the IBA Young Lawyers' Committee have worked with Acritas to compile this report, which provides valuable insight for decision-makers in the legal profession. It shows the concerns and priorities of young lawyers across different jurisdictions on topics such as:

- what motivates them;
- what they want and need;
- what troubles them about the legal profession;
- their view of the future and the expectations they have from their working environment; and
- what about senior colleagues? The dynamics between young lawyers and senior colleagues?

Management of legal institutions tend to believe that catering for this demographic is complex. Nonetheless, this report shows uniformity in the topics of interest and makes practical suggestions for action to ensure that the workplace is healthy, energised and relevant for future generations.

There is no doubt that in order to succeed and thrive in the long term, organisations have to look ahead and plan now for that future. The human aspect of this planning is paramount for the business' success in the coming years. This report will be a very useful tool for law firms and businesses in planning the management and retention of their talent.

Marco Monaco Sorge and Marie Caroline Brasseur

Co-Chairs of the IBA Young Lawyers' Committee

Executive summary of key findings

The Young Lawyers' Survey Report identifies a number of key findings on the subject of young lawyers' interests and concerns. These can be relied upon as a basis for further discussions about the future of the legal profession and the maintenance of meaningful engagement with young lawyers. The key findings from the survey are summarised below.

In the next five years, half of young lawyers are somewhat likely, or highly likely, to move to a new but comparable workplace, a third to a new legal profession and a fifth to leave the legal profession entirely.

As to their reasons for leaving their current roles, solicitors are more likely to cite work-life balance and mental health than their in-house counterparts. According to the survey, in-house lawyers struggle the most with finding mentors and promotion opportunities and tend to have a desire to work abroad.

Across all regions, salary is the most-cited factor pushing young lawyers out of their current roles. It is also worth noting that salary is also the biggest factor responsible for drawing young lawyers towards a new legal role across all regions.

Over a third of those surveyed view balancing commitments as a hindrance to their career progression, and this is even more pronounced in young solicitors and female respondents. Only one in ten of the young lawyers who responded reported that they have not experienced any barriers to their progression.

A lack of work-life balance is a concern for over 60 per cent of young lawyers. This concern was the greatest for those lawyers in the 25 and under age bracket – with 71 per cent citing this as an issue. Sixty six per cent of female lawyers and 68 per cent of solicitors also find work-life balance a concern.

Approximately two thirds of respondents agree completely that a high level of English is essential to a career in law. Furthermore, 53 per cent of Spanish-speaking respondents completely agree that a high level of English is essential for their future careers.

While 27 per cent of male respondents expressed concern about the lack of action within legal workplaces to address toxic workplace cultures, this rose to 43 per cent amongst female respondents. Equally, 44 per cent of the 25 and under age group found this a concern, in comparison to just 28 per cent of the 36–40 age group. The failure of employers to address toxic workplaces is also a great concern for academics and researchers (53 per cent).

Fifty-four per cent of respondents felt that flexible working arrangements were key to the long-term continuity of the legal profession and 40 per cent viewed artificial intelligence (AI) and legal technology training as critical for their future.

Introduction

Context

In recent years, the IBA has sought to improve its understanding of the issues affecting global legal practitioners on a personal level, and not just as experts in their field of practice. Noting trends and areas of broader workplace and societal concern, it has undertaken a range of projects looking at issues of: gender diversity, workplace behaviour, mental wellbeing and issues affecting younger members of the profession. Typically, recommendations are then made based upon empirical evidence, often in the form of survey data, which provides a more robust basis for determining action.

In 2017, the IBA undertook a survey of almost 6,000 legal professionals for its *Women in Commercial Legal Practice* report.¹ This research was undertaken to understand why, despite the achievement of entry-level gender-parity in many jurisdictions, women remained significantly underrepresented at senior levels in commercial law firms. One of the more concerning results showed that one in three female respondents reported being sexually harassed in their current workplace, while one in two female respondents had been bullied.²

This led the IBA to focus on the phenomenon of bullying and sexual harassment in the legal profession. In 2018, it carried out the largest ever international survey on this topic, with nearly 7,000 responses providing empirical confirmation that bullying and sexual harassment were and are rife within the global legal profession.³ Furthermore, it showed that these conducts disproportionately affect younger members of the profession, with younger respondents reporting more experience of bullying and sexual harassment and less satisfaction with workplace approaches to addressing such conduct.⁴ Extensive stakeholder engagement followed publication of the report, which flagged a growing divergence between attitudes of the older and younger members of the profession. Previously tolerated or ignored behaviours are no longer regarded as acceptable by younger professionals, who are increasingly prepared to recognise and call out reprehensible conduct.

This generational disconnect between the profession's current and future leaders needs to be addressed, both on this issue and on wider workplace matters. This was one of several factors that led the IBA to focus on the priorities, interests and concerns affecting junior lawyers.

Similarly, in 2019 the Junior Lawyer's Division of the Law Society of England and Wales conducted a survey of young lawyers, finding that a third reported feeling stress on a regular basis as a result of work within the

1 Legal Policy & Research Unit, 'Women in Commercial Legal Practice' (International Bar Association, 2017) www.ibanet.org/LPRU/Women-business-Lawyers-Initiative-Front-page.aspx accessed 10 May 2021.

2 *Ibid* 34.

3 Legal Policy & Research Unit, 'Us Too? Bullying and Sexual Harassment in the Legal Profession' (International Bar Association, 2019) www.ibanet.org/bullying-and-sexual-harassment accessed 10 May 2021.

4 These findings were similar to studies carried out by the Law Society of Scotland in 2011 and the New Zealand Law Society's 2018 survey. See Law Society of Scotland, 'Bullying and Harassment in the Legal Profession' (2011) www.lawsocot.org.uk/media/10166/preventing_bullying_and_harassment_report_june_2011.pdf accessed 21 June 2021; New Zealand Law Society, 'The 2018 Legal Workplace Environment' (2018) www.lawsociety.org.nz/news/lawtalk/issue-919/the-2018-legal-workplace-environment-survey/ accessed 21 June 2021.

month prior to taking the survey.⁵ In 2018, the Law Society of South Africa conducted its own young lawyers survey, and nearly half of the respondents said that work had negatively impacted upon their quality of life.⁶ The IBA has itself embarked upon a global project aimed at addressing the mental wellbeing of legal professionals. The IBA Presidential Taskforce on Mental Wellbeing in the Legal Profession was formed in 2019 by former President Horacio Bernardes Neto and has continued to be a priority for the IBA under Sternford Moyo's presidency (2021–22). According to the recent IBA report, *Mental Wellbeing in the Legal Profession: A Global Study*, one in ten respondents aged under 30 have experienced suicidal thoughts as a result of work.⁷

We need to understand why the profession is losing talent, what creates obstacles and areas of concern. For those who decide to stay, we must also understand whether they are lacking opportunity or satisfaction in their current roles and, ultimately, what changes should be made to create improved working conditions and reduce attrition rates.

In 2020, the IBA Young Lawyers' Committee and the IBA Legal Policy & Research Unit (LPRU) worked together to draft a survey aimed at young lawyers, to answer these questions. The survey was available over the summer of 2020, during the Covid-19 pandemic lockdowns in many jurisdictions. The data gathered reflects the priorities, interests and concerns of young lawyers around the world, and across various areas of the profession. While much contemporary debate has focused solely on private practice, this survey was designed to include advocates, solicitor-advocates, barristers, in-house lawyers, legal advisors/officers, academics, paralegals and judges.

Young lawyers are the future leaders of the legal profession. It is therefore in the best interests of the profession that talented individuals remain committed and engaged in the law so that they may contribute to its advancement, reform and the championing of the rule of law. Their experience and how their interests are managed in the workplace will undoubtedly affect their future at the workplace, in the sector or within the legal profession more generally.

Methodology

In early 2020, the IBA, in conjunction with market research company, Acritas,⁸ launched a global online survey to gather quantitative and qualitative data from young lawyers practicing in the legal profession around the world.

This online survey was open between April and August 2020 and was available in English and Spanish. A total of 3,056 young lawyers took part.

5 Junior Lawyers Division, 'Resilience and wellbeing survey 2019' (The Law Society, 2019) <https://communities.lawsociety.org.uk/Uploads/b/y/k/resilience-wellbeing-survey-report-2019.pdf> accessed 29 September 2021.

6 Law Society of South Africa, 'Results of a survey of young lawyers' (Law Society of South Africa, 2019) www.lssa.org.za/wp-content/uploads/2019/11/Presentation-LSSA-Young-Lawyers-Survey-results-March-2019.pdf accessed 29 September 2021.

7 Legal Policy & Research Unit, 'Mental Wellbeing in the Legal Profession: A Global Study' (International Bar Association, 2021) www.ibanet.org/mental-wellbeing-in-the-legal-profession.aspx accessed 29 September 2021.

8 Now part of Thomson Reuters.

The survey (see **Appendix 1**) began by asking for demographic information: age, primary profession, gender, jurisdiction and whether respondents were IBA members.⁹ Respondents were then asked about their current working situation, academic background and the career changes undertaken until the survey.

The core questions in this survey concerned young lawyers' future career plans: whether they were contemplating leaving their current roles for a new but comparable workplace; whether they were considering a different legal profession; or whether they were thinking of leaving the legal profession entirely. Respondents were also asked which factors would make them leave their current role and which factors were attractive to them when thinking about moving to a new workplace. Questions were also asked about the necessity of having a good level of English to succeed in the legal profession and about whether technology is playing a role in their workplaces.

The survey included both closed and open questions. Closed questions provided respondents with a list of responses to choose from. Open questions offered respondents a text box in which to write their answers.

The survey was distributed widely via: the IBA website, emails to IBA members, social media posts (LinkedIn, Twitter and Facebook) and through promotional material. The IBA also contacted every IBA member bar association and law society, asking them to distribute the survey, especially within the young lawyers' divisions and committees within their organisations.

The survey was open to all members of the profession aged 40 or under (IBA membership was not required). The survey was anonymous and neither the IBA, nor Acritas was able to identify individual respondents or their workplaces.

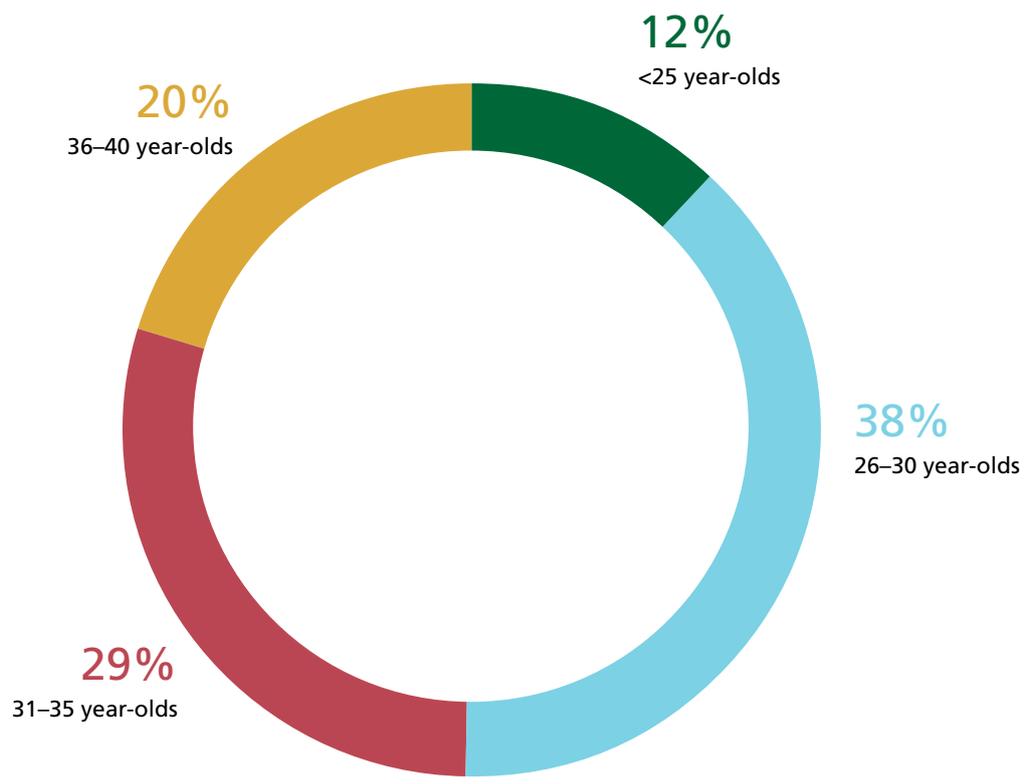
Demographics

Age

Respondents were instructed to complete the survey if aged 40 or under. There were a higher number of respondents in the mid-range brackets (26–30 year-olds and 31–35 year-olds). The least represented group was the under 25 year-olds, which may be due to the qualifications required to enter the profession. For example, some jurisdictions do not provide law as a course at undergraduate level and some require further professional qualifications beyond a law degree. As such, many people under 25 are still studying or have only just entered the profession, leading to a lower response rate.

⁹ The survey was available to both IBA members and non-members. However, IBA members were asked to complete nine extra questions. This report does not include those IBA-related responses.

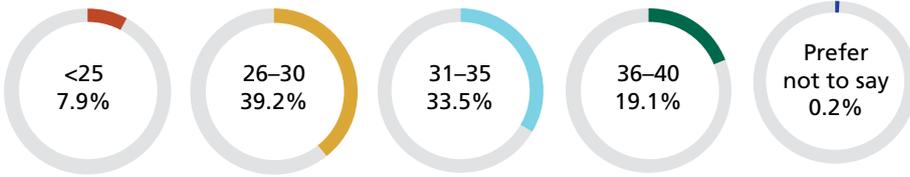
Figure 1: age of survey respondents



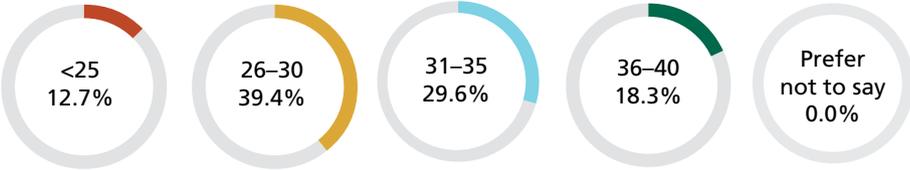
There is slight variation among the IBA regional fora, but in all of them the age groups answered in roughly the same proportions (see Figure 2).

Figure 2: age and region of survey respondents

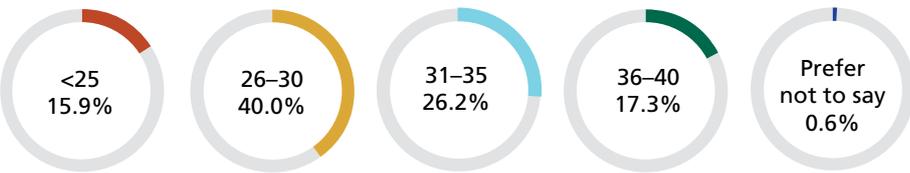
African Forum



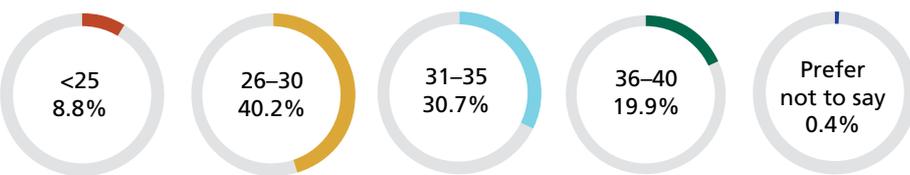
Arab Forum



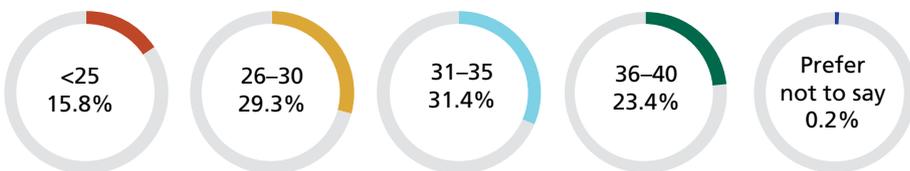
Asia Pacific Forum



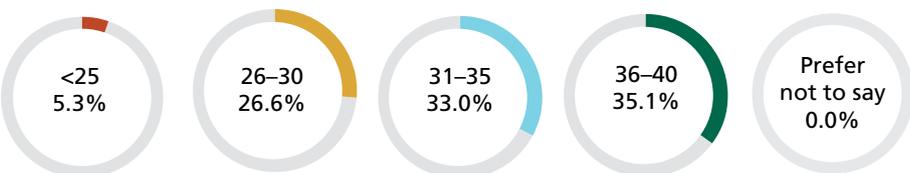
European Forum



Latin American Forum



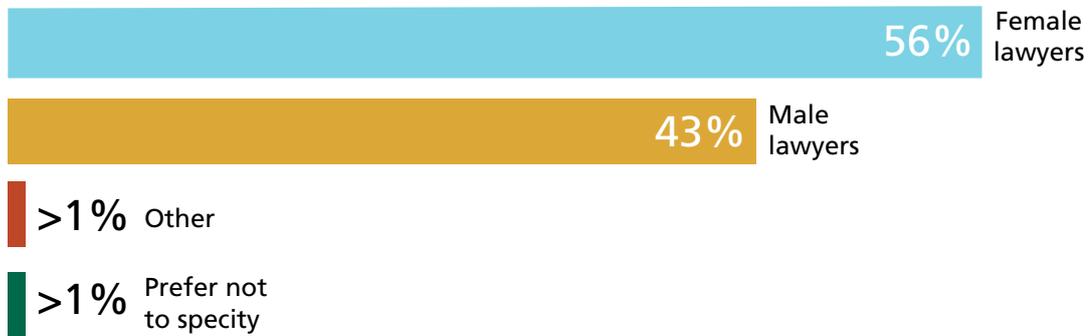
North American Forum



Gender

A total of 3,056 young lawyers completed the survey, of whom 1,719 respondents were female, 1,321 were male, 12 preferred to self-define and four preferred not to specify. Overall, the proportions of male and female respondents were reasonably balanced, with slightly more female lawyers answering the survey.

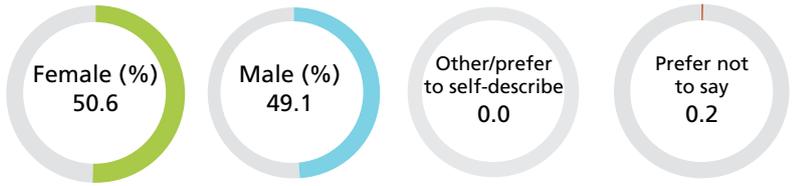
Figure 3: gender of survey respondents



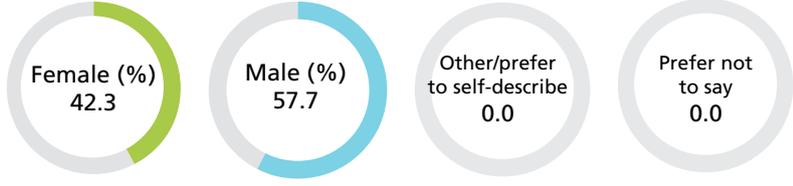
However, it is noteworthy that these proportions were not consistent across regions. Significantly more female lawyers than male lawyers answered the survey across the Asia Pacific, Europe and North America. The Arab region was the only one from which more male lawyers responded (see Figure 4).

Figure 4: gender and region of survey respondents

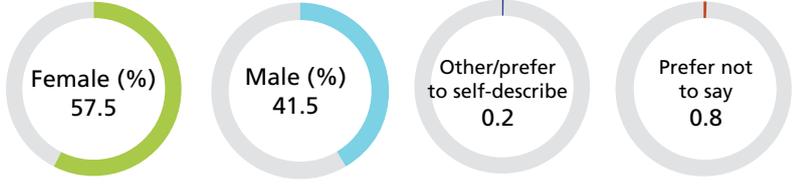
African region



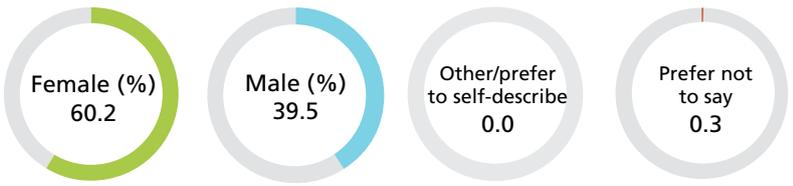
Arab region



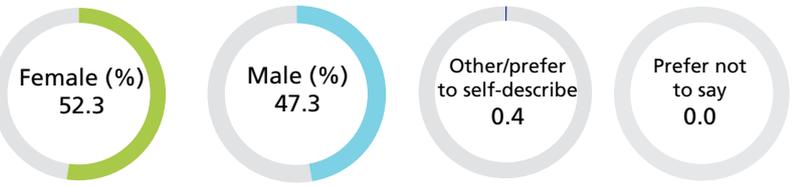
Asia Pacific region



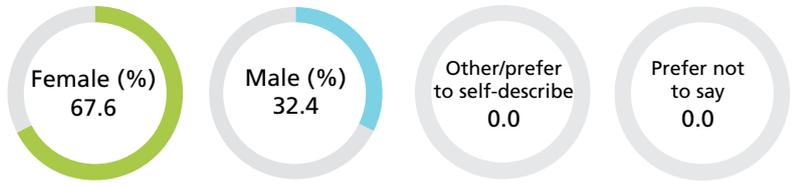
European region



Latin American region



North American region

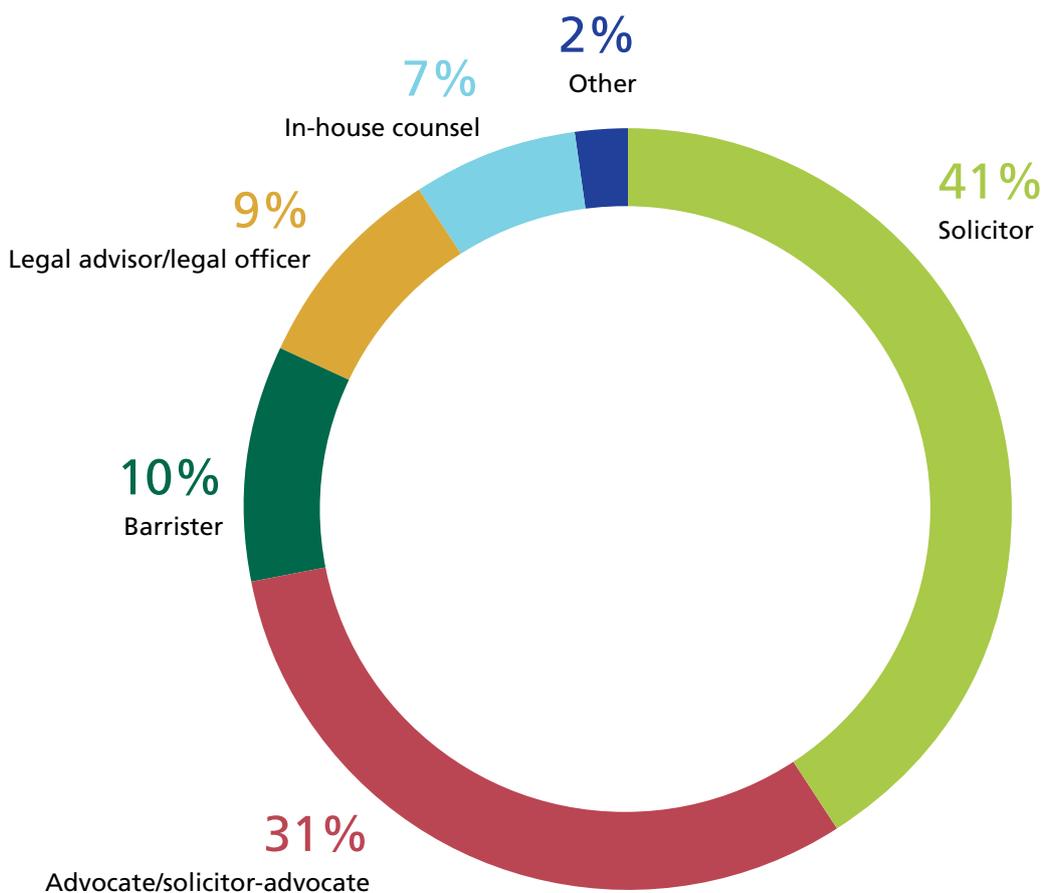


Profession

The survey received a good spread of responses across the different subsections of the broader legal profession, although there were a particularly high level of responses from solicitors. This has been noticed in previous IBA surveys, and it is not unusual given the demographics of the IBA's membership. The present membership is comprised largely of: international lawyers, law firms, law societies and bar associations. This is also unsurprising given the channels used to disseminate the survey: the National Representatives of the IBA Young Lawyers' Committee and bulk emails to the IBA membership. While the legal profession is unified in many jurisdictions, a separate category was used for barristers to reflect the experiences of respondents working in jurisdictions with bifurcated legal professions. Respondents from this category also made up a significant proportion of the responses. Other significant categories included in-house counsel and legal officers.

The lowest levels of responses include the judiciary and academics, which is perhaps not surprising as these professions are associated with and/or require a high level of seniority and experience in many jurisdictions.

Figure 5: profession of survey respondents



Language

This survey was available in English and Spanish. English remained the primary language of completion.

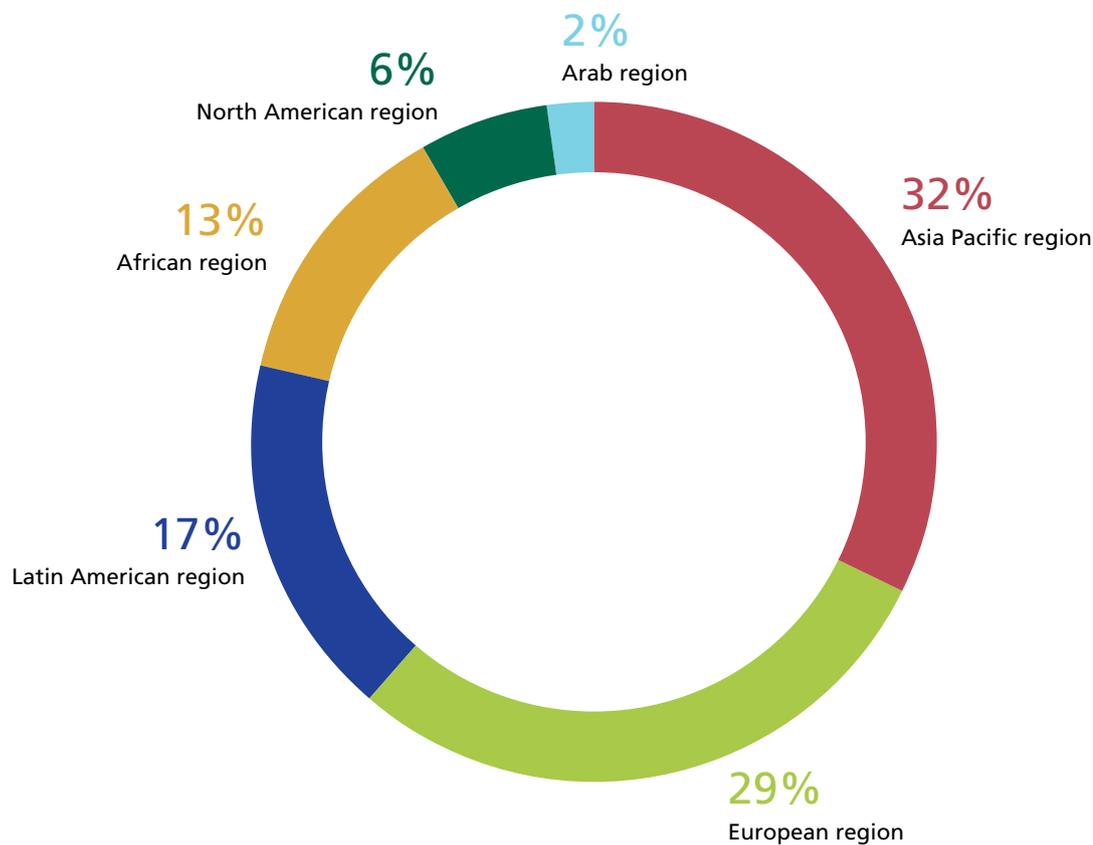
Figure 6: language of completion



Region

Taken together, just over 60 per cent of responses came from Europe and Asia Pacific regions. The lowest response rates were from North America and Arab regions.

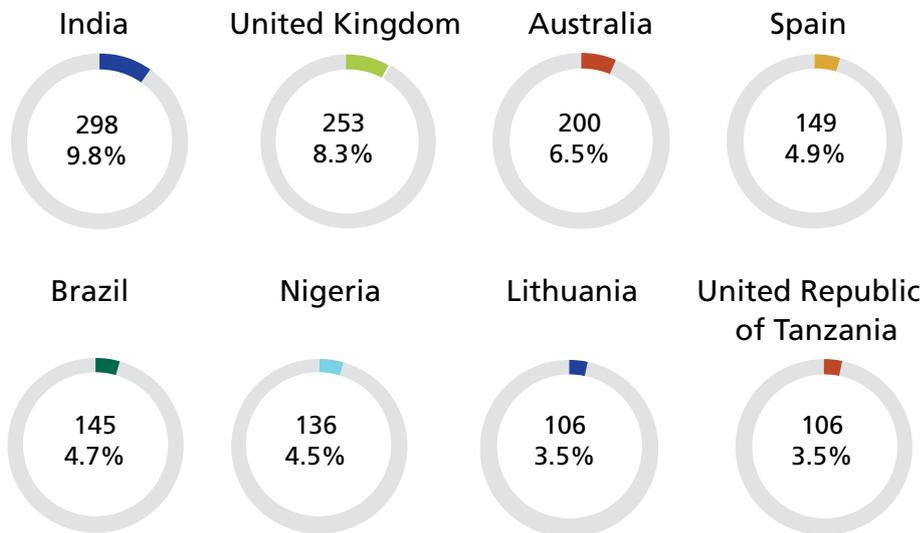
Figure 7: region of survey respondents



Top countries

Eight countries crossed the threshold of having more than 100 respondents (see Figure 8). This is the threshold required to have sufficient data to make country-level findings.

Figure 8: country of survey respondents



1. What is happening in the legal sector?

This chapter explores the reasons why young lawyers decide to enter the legal profession. These reasons are personal interest; to achieve academic excellence; and to be able to focus on a particular practice area. Building upon the factors of attraction to the profession, it was a pivotal part of the survey to inquire about the probability of the respondents moving out of their current legal roles. This section also explores: the reasons why young lawyers are considering leaving; the aspects of their current job that they believe have impacted negatively upon their careers; and the concerns they have moving forward.

Young lawyers' academic background and attraction to the profession

Respondents were asked whether they had entered the legal profession straight after law school. A total of 96 per cent of respondents entered the profession within five years after graduation. Of these, 83 per cent of respondents entered the profession immediately after graduating, nine per cent within two years of graduating and four per cent within five years of graduating.

Respondents were then asked the top three factors that had influenced their decision to enter their current profession within the law:

- 54 per cent of respondents were motivated by personal interest;
- 38 per cent were motivated by academic excellence and interest in a given practice area;
- 34 per cent were motivated by work experience;
- 31 per cent were motivated by the opportunity to earn a large salary;
- 26 per cent cited the desire to work in a courtroom and job stability;
- 16 per cent referenced expectations from family, friends and peers; and
- 14 per cent mentioned experience at law school.

Current career changes in the legal sector

Respondents were then asked a series of questions relating to their job mobility: whether or not they had moved law-based workplaces during their career; how many law-based workplaces they had worked at before their current role; and how likely they were to move outside their current roles.

Sixty-two per cent of respondents indicated they had moved between law-based workplaces during their career, with 50 per cent having moved within the same profession (eg, from one law firm to another) and 12 per cent having moved to a new profession within the law (eg, from an in-house role to academia). Of the 62 per cent who reportedly moved from one law-based workplace to another (within the same profession or to a different one), 26 per cent of respondents indicated that they moved between the private and the public sectors. Seventy-four per cent had therefore stayed within the private sector or the public sector exclusively.

Thirty-five per cent of respondents indicated that they had worked in one legal workplace before joining their current workplace, and 53 per cent of respondents have worked in two or three law-based workplaces before entering their current workplace. Eleven per cent of respondents have had four or five previous law-based workplaces and two per cent have had six or more. Therefore, 66 per cent of respondents have moved at least twice from one workplace to another.

Young lawyers leaving their current roles

A significant majority of young lawyers are leaving or thinking about leaving their current legal job. In the next five years, 54 per cent of young lawyers are somewhat or highly likely to move to a new but comparable workplace, and 33 per cent feel they will be moving to a new legal profession. One in five (20 per cent) are somewhat or highly likely to leave the profession entirely. This is true especially among solicitors, advocates, in-house lawyers and legal advisors/officers. Barristers, academics and researchers and paralegals show the lowest reported percentages of prospective attrition beyond the legal profession.

The survey results indicate that those motivated to enter the profession by personal interest are significantly less likely to predict moving out of it in the next five years. However, those motivated by peer expectations and/or job stability are significantly more likely to be considering the profession entirely within the next five years.

What are the problems and why are young lawyers leaving?

Barriers to career progression

A significant number of respondents find it difficult to balance their professional and personal lives, and they therefore feel that they are hindering their opportunities for career progression. When asked about the factors having a direct negative impact upon their own career progression, over a third of young lawyers cited balancing commitments and the lack of mentorship as a hindrance to progression (37 per cent and 36 per cent respectively). Another perceived barrier to career progression was the lack of promotion opportunities, cited by 31 per cent of respondents. Only one in ten respondents report that they have not experienced any barriers at all to their progression.

According to the responses, solicitors struggle to balance commitments more commonly than other legal professionals. Forty-one per cent of solicitors cited balancing commitments as having a negative impact upon their career progression, whereas only 30 per cent of in-house lawyers cited this. In contrast, 42 per cent of in-house lawyer respondents cited a lack of promotion opportunities as having a negative impact upon progression, compared to just 28 per cent of solicitors.

In Their Own Words:



The more senior you get the less opportunities there appear to be. In-house counsel budgets means that companies will forgo experience over cost.

Female, In-house counsel, Australia

In recent years, the role of the in-house lawyer has transformed from one of crisis management, to participation in the wider objectives and decision-making processes of the company. Legal in-house teams are also increasing in size. The growth first experienced by in-house legal teams in the United States and the United Kingdom has extended globally to create larger cohorts of, and greater dependence on, in-house lawyers within corporate structures, not dissimilar to multi-jurisdictional firms.¹⁰ This is reflected in New Zealand, for example, where 95 per cent of in-house legal teams were maintained or grew over the year 2019,¹¹ with similar trends highlighted by Deloitte in Portugal, and which are forecasted to continue.¹² In the UK almost one quarter of lawyers now work in-house – a number which has almost tripled over the last 20 years, according to the Law Society.¹³ However, notwithstanding these larger teams, the results from this survey show that a significant proportion of young, in-house lawyers feel the opportunities for promotion remain insufficient in comparison to working in a law firm. As such, they feel their careers are inhibited.

While a large proportion of young lawyers of both genders experience barriers to career progression, female lawyers appear to be disproportionately affected by many different factors including, but not limited to, direct discrimination. Forty per cent of female respondents, compared to 34 per cent of male respondents cited balancing commitments; 39 per cent of women, compared to 32 per cent of men, cited a lack of available mentorship and career guidance; and 31 per cent of women, compared to 21 per cent of men cited a lack of on-the-job assistance as factors which present a challenge to their career progression. However, the largest gender difference is seen in relation to direct discrimination, where 20 per cent of women and just 9 per cent of men cited this factor as having had a negative impact upon their career progression.

In Their Own Words:



The profession is too conservative and older lawyers don't understand the concept of active mentorship despite several conversations on the topic.

Female, Solicitor, United Kingdom

Why are young lawyers leaving?

Of those who are somewhat or highly likely to leave their current role in the next five years, almost half of respondents cited salary (49 per cent) as the most significant reason for wanting to leave their current roles. This consideration is followed by a lack of progression (38 per cent), and then by concerns over workload and work-life balance (36 per cent). Other factors pushing young lawyers out of their current roles include: a desire to work abroad (33 per cent), an interest in moving to another profession in the law (29 per cent), and the impact of work upon their mental health and wellbeing (28 per cent).

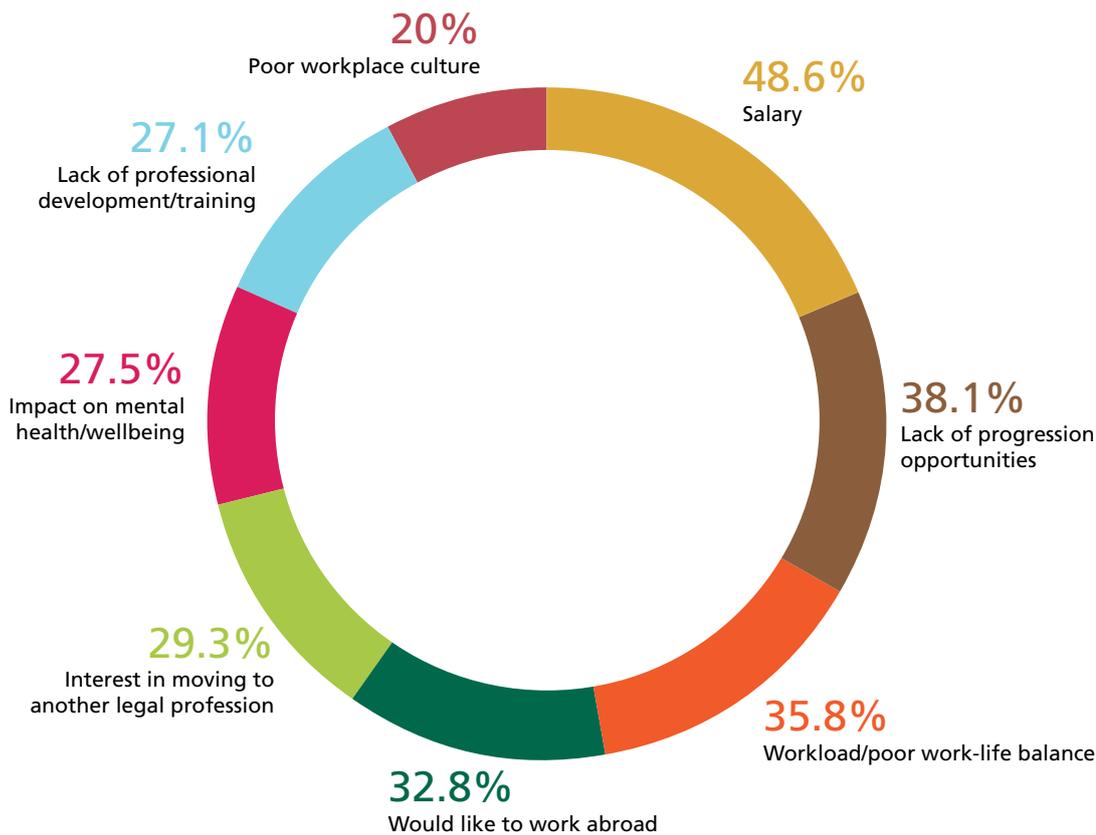
10 Legal Club, 'In-House Legal Industry Report' (2019) 7, www2.deloitte.com/content/dam/Deloitte/pt/Documents/about-deloitte/In-house_Legal_Industry_Report.pdf accessed 10 June 2021.

11 Deloitte, 'In-house legal: A force to be reckoned with – 2019 In-House Legal Counsel Survey' (2019) 18 www2.deloitte.com/content/dam/Deloitte/nz/Documents/risk/ILANZ-Survey-Report-Presentation.pdf accessed 10 Jun 2021.

12 Legal Club, 'In-House Legal Industry Report' (2019) 60, www2.deloitte.com/content/dam/Deloitte/pt/Documents/about-deloitte/In-house_Legal_Industry_Report.pdf accessed 10 June 2021.

13 Access the Law Society's Annual Statistics Report 2019 here: www.lawsociety.org.uk/topics/research/annual-statistics-report-2019

Figure 9: reasons to leave current role



Unsurprisingly, the percentages of some of the aforementioned factors are higher among the responses from those likely to leave the legal profession entirely. For instance, workload is cited by 41 per cent of those who are somewhat or highly likely to leave the profession entirely, as opposed to 36 per cent of those who are somewhat or highly likely to move to a comparable workplace, or to a new legal profession. Furthermore, the impact upon their mental health is cited by 39 per cent of respondents thinking about abandoning the profession entirely, compared to 28 per cent of those who are considering leaving their current roles in search of a comparable workplace, or a new role within the profession.

The results suggest that solicitors seek work-life balance and mental wellbeing in their careers; while in-house lawyers prioritise opportunities to work abroad and for professional development. According to the survey, 43 per cent of solicitors cited issues with workload and work-life balance as reasons to leave their current roles, while only 28 per cent of in-house lawyers cited these factors as an issue. Additionally, 33 per cent of solicitors cited a negative impact upon their mental health, compared with just 20 per cent of in-house lawyers. Conversely, 40 per cent of in-house lawyers reported wanting to work abroad as a factor leading them to consider other roles, compared to 31 per cent of solicitors. Thirty-five per cent of in-house lawyers also said that professional development was an important factor, compared to just 23 per cent of solicitors.

What concerns young lawyers about their future?

Poor work-life balance is the greatest concern by an almost 20 per cent margin, with 62 per cent of young lawyers citing poor work-life balance as the main factor of concern for their future career in the law. This is especially true for those at the youngest end of the spectrum, as well as female lawyers and solicitors.

Age groups also show trends in other areas. Younger respondents (71 per cent of those aged 25 and under) are several percentage points more likely to be concerned about work-life balance than those over the age of 35 (52 per cent). These figures reflect the resignation with which young lawyers ultimately face the work-life balance challenges they encounter throughout the early years of their careers. Women are more concerned about work-life balance than men, with 67 per cent of female respondents, compared to 54 per cent of male respondents, citing poor work-life balance as their biggest concern. Finally, 68 per cent of solicitors, compared to 54 per cent of in-house respondents, are concerned about not having a better work-life balance in the future.

Other concerns cited by respondents were:

- the lack of opportunities for growth (43 per cent);
- the oversaturation of the labour market with new law graduates (36 per cent);
- the failure of the legal profession to address toxic workplaces (36 per cent);
- difficulty in finding work (31 per cent);
- the commoditisation of legal services (24 per cent); and
- threats to the independence of the legal profession and the judiciary (24 per cent).

Concern over the toxicity of the workplace, the oversaturation of the market with law graduates and the difficulty in finding work also decreases with age. In contrast, the percentage of concern regarding the commoditisation of legal services and the independence of the legal profession increases with age.

Already, this survey demonstrates that a combination of work-life balance and career development challenges appear to be the factors pushing young lawyers out of their current roles and having a negative impact upon their careers. They also appear to be the factors raising the most concerns for their futures.

In Their Own Words:



Expecting an associate to bill over 2,000 hours and also regularly attend networking events to build profile or reach new clients is unrealistic.

Male, Solicitor, United Kingdom

2. The future of the legal profession

What are young lawyers looking for?

What attracts young lawyers to a different role?

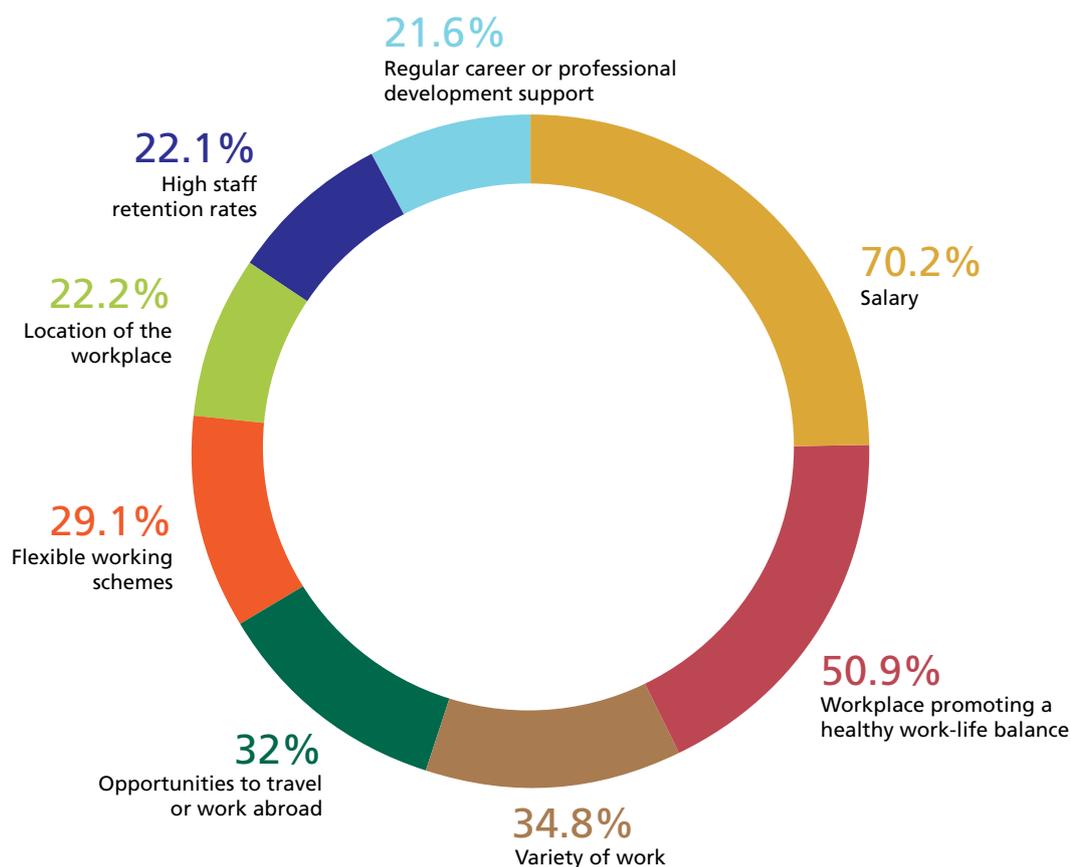
We now have a better insight into why young lawyers are leaving their roles and/or the profession, but what are they looking for from other legal workplaces? Perhaps, we expect to observe that young lawyers choose to leave their current legal roles for factors reflective of what they are seeking elsewhere within the profession or beyond it.

Broadly speaking, this report shows that young lawyers are most attracted by: career opportunities, salary and work-life balance. According to the survey, these factors are ranked as follows:

- 70 per cent of respondents cited salary as the biggest attraction of a new role;
- 51 per cent cited work-life balance elements;
- 35 per cent cited a greater variety of work; and
- 32 per cent cited opportunities to travel or work abroad (32 per cent).

Other factors with similar percentages include: flexible working schemes, location of the workplace, high staff retention rates, regular career support and having a high level of responsibility (see Figure 10).

Figure 10: attractive moving factors



In Their Own Words:



I would like to reconcile more responsibilities with a healthier work-personal life balance.

Male, Solicitor-advocate, Spain

The youngest of lawyers are more interested in having opportunities to travel and regular career and mental health support. For example, opportunities to travel was cited by 37 per cent of those aged 25 and under, compared to just 28 per cent of those aged 36–40; and regular career support was cited by 31 per cent of those aged 25 and under, compared to just 18 per cent of those aged 36–40.

The gender distribution of attractive moving factors must also be noted. Women are more likely than men to seek work-life balance, flexibility and diversity; whereas male respondents are more likely to pursue a role with a higher level of responsibility and prominent clients. For example, when evaluating the merits of a new role, almost 25 per cent of young female professionals cited equal gender representation at management level, compared to only four per cent of men. Twenty-seven per cent of men, as opposed to 15 per cent of women, said that they were attracted by the idea of having a high level of responsibility.

What excites young lawyers about their future in the law?

Respondents were asked to write about what excites them most about their future careers in the law. Young lawyers wrote that they were eager to continue learning, to challenge themselves and to develop their careers. In total 33 per cent of respondents wrote that they wanted to learn, expressing their desire to continue challenging themselves; 20 per cent were excited about their career development; and 17 per cent wrote that they were excited about witnessing and being part of the evolution of the law and were looking forward to seeing how technology and innovation changes the legal landscape.

In Their Own Words:



I hope that with the developments we are seeing in technology, legal professionals can focus more on legal and commercial assessments than on clerical work.

Male, Solicitor, Sweden

According to the survey, in-house lawyers are more enthusiastic about technology and innovation developments than solicitors. Over 16 per cent of in-house lawyers are excited about technology and innovation in the law, compared to just eight per cent of solicitor respondents. However, both professions are equally excited about being part of the law evolving (ten per cent).

Reported levels of enthusiasm to continue learning appears to decrease with age. Twenty-five per cent of respondents ages 25 and under stated that they were excited about the possibility of continuing their learning, compared to just 14 per cent of respondents from the 36–40 age bracket. However, the survey results show that excitement about the challenges ahead and being part of the law evolving increases with age.

Career opportunities and progression

When considering the reasons for leaving their current roles, 38 per cent of respondents cited the lack of progression and 27 per cent felt disappointed that there was limited professional development. These statistics can be explained in light of the factors most valued by the respondents.

Specifically, young lawyers are motivated by the prospect of carrying a high level of responsibility and, as such, one in five respondents cited it as the most attractive factor in considering a new role. A similar interest is displayed with regards to career support, with one in five (22 per cent) citing regular career support as an advantage to the profession. Therefore, we expect to witness young lawyers' attrition among those not sufficiently guided or challenged in relation to their prospects of career development and progression.

The statistics on the barriers to career progression confirm this assumption. Discontented young lawyers cited the following factors as a hindrance to their progression:

- lack of mentorship and career guidance (36 per cent);
- lack of promotion opportunities (31 per cent);
- lack of on-the-job assistance (26 per cent); and
- a lack of performance appraisals (21 per cent).

According to the respondents, the appeal of the profession is further hindered by complicated promotion processes (23 per cent). The recently published IBA report on mental health and wellbeing in the legal profession¹⁴ further corroborates the feeling of emptiness that young lawyers appear to experience when seeking guidance and advice in their daily work; more than one in three lawyers had experienced both a lack of clarity and a lack of support at work in the 12 months prior to the survey being conducted.

The evidence, therefore, suggests that the availability of progression in the legal profession and the support systems available are at odds with the expectations of the next generation of lawyers. Young lawyers appear to enter the profession with the intention of taking up a challenge and achieving academic excellence, and are then discouraged by the limited means by which they can achieve those aims.

Opportunities for flexible working and AI and legal technology training are seen as vital in order to stay relevant and appropriately skilled in the future. When asked which three areas were most critical for the future, 54 per cent of respondents cited flexible working arrangements, 40 per cent cited AI and legal technology training and 28 per cent cited networking opportunities.

The importance of flexibility varied significantly according to gender. Sixty-one per cent of female respondents, as opposed to 44 per cent of male respondents, viewed flexibility as key for the legal profession's long-term continuity. The survey also suggests that flexible working is particularly important among solicitors. Sixty-four per cent of solicitors view flexibility as key; compared to 49 per cent, 46 per cent and 45 per cent of barristers, in-house lawyers and advocates/advocate-solicitors, respectively.

14 Legal Policy & Research Unit, 'Mental Wellbeing in the Legal Profession: A Global Study' (International Bar Association, 2021) www.ibanet.org/mental-wellbeing-in-the-legal-profession.aspx accessed 29 September 2021.

Respondents were also asked about the necessity of speaking English. Notably, two thirds completely agreed that a high level of spoken and written English was essential to a successful career in the law, and approximately 28 per cent somewhat agreed with this. Furthermore, 53 per cent of Spanish-speaking respondents strongly agree that a high level of English is essential for their future career prospects.

Diversity and inclusion

Workload, impact on mental health, diversity and harassment are some of the factors pushing young lawyers to leave the profession. Of those who are somewhat or highly likely to leave their current roles in the next five years:

- 36 per cent cited workload and poor work-life balance;
- 28 per cent cited impact on their mental health;
- 20 per cent indicated poor workplace culture;
- eight per cent indicated a lack of diversity and inclusion commitments; and
- five per cent indicated bullying and/or sexual harassment.

Over recent years, diversity has become an important factor for young lawyers when choosing their workplace. When asked what factors were most attractive in a new role, 38 per cent of respondents indicated factors relating to the ethics of employers. A significant proportion of respondents chose factors such as: equal gender representation among partners or at an executive level (16 per cent); a commitment to diversity and inclusion at all levels within the workplace (14 per cent); and the workplace addressing corporate social responsibility (ten per cent) as reasons to move into a role.

The emphasis young lawyers place upon diversity and inclusion is reflective of their concerns about working within the legal industry. When asked about their future in the law, 36 per cent of respondents said that they were concerned about the failure of both workplaces and the profession to address toxic workplace cultures; and 21 per cent said that they were concerned about the lack of progress made regarding diversity and inclusion within the legal profession.

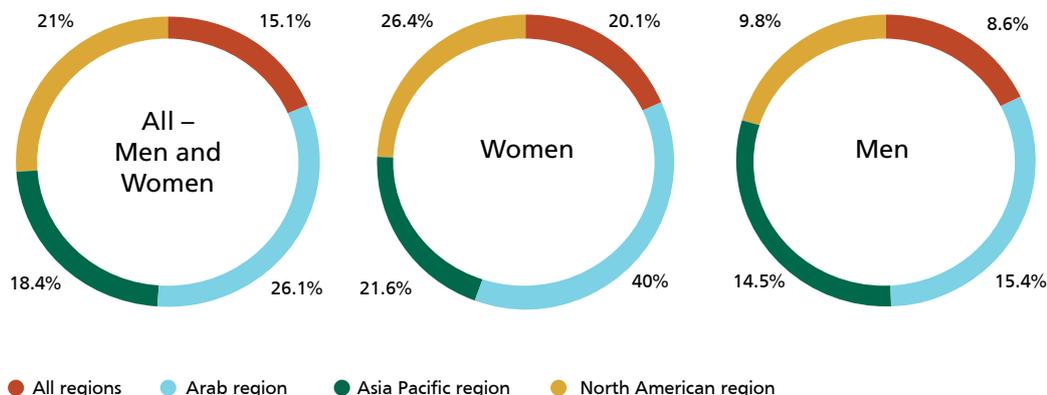
A significant minority of 15 per cent reported that discrimination impeded their career progression. Discrimination in this survey was defined broadly, to include negative treatment on the basis of: gender, ethnicity, social background and sexual orientation, and so on. However, as the survey did not record the ethnicity, social background or the sexual orientation of respondents, it is not possible to determine the type of discrimination which was faced by them.

The reported prevalence of discrimination varies across professions. Fourteen per cent of in-house lawyers and 11 per cent of solicitors reported that their career progression has been affected by discrimination, which is lower than the average response rate. On the other hand, professions in which respondents are more likely to have experienced discrimination as a barrier to progression include legal academics (35 per cent), paralegals (33 per cent) and barristers (22 per cent).

The table below shows the proportion of respondents who reported that discrimination had a negative impact upon their career progression, using the responses from all the regional fora taken together as a baseline. Discrimination is a particular issue in the Arab, Asia Pacific and North American regions. Even in

regions where the rate of reported discrimination is generally higher, women are more likely to have their careers affected by discrimination than men.

Figure 11: discrimination having a negative impact on career progression



The *IBA International Principles on Conduct for the Legal Profession* should be noted at this point. Principle number 2, on honesty, integrity and fairness, states that lawyers should neither discriminate against nor harass anyone in the course of their professional dealings. This Principle also states that a lawyer should ‘approach recruitment and employment in a way that encourages equality of opportunity and respect for diversity’,¹⁵ and that any complaint of discrimination should be dealt with ‘promptly, fairly, openly, and effectively’.¹⁶

In Their Own Words:

“Work environment “dominated by men”, in which there is little room for leadership, ideas, interests and conceptions of success different from the traditional ones.

Female, Solicitor, Mexico

15 International Bar Association, *IBA International Principles on Conduct for the Legal Profession* (International Bar Association, 2018), available at www.ibanet.org/MediaHandler?id=e067863f-8f42-41d8-9f48-d813f25f793c accessed 15 October 2021.

16 *Ibid* 16.

3. Regional results

African region

Four-hundred-and-three responses were completed by young lawyers based in the African region, mostly from: Kenya, Nigeria, Tanzania, South Africa and Zimbabwe. Thirty-nine per cent of respondents were in the age bracket of 26–30, and 34 per cent were in the 31–35 age bracket. Almost half (49 per cent) of respondents are advocates or solicitor-advocates.

Among the top responses to the question regarding factors which have a negative impact upon their career progression: 39 per cent of respondents cited the lack of mentorship and/or career guidance and support in the workplace; 35 per cent cited a lack of promotion opportunities; and 32 per cent cited not being able to find the right work in the practice area of their choice.

Almost three out of five respondents from the African region cited salary as one of the five factors making them consider leaving their current role. A lack of progression opportunities in their current workplace and/or role was another significant reason cited by respondents from this region (49 per cent). Wanting to live abroad or in another location was also a major factor, cited by 39 per cent of respondents.

It was difficult to find a pattern in the responses to the question regarding factors which concern young lawyers in Africa about their future career in the law. A variety of responses, from career entry issues, to work-life balance concerns, to large-scale constitutional issues can be drawn from the results. The top responses included:

- threats to the independence of the legal profession and the judiciary (56 per cent);
- the lack of opportunities for growth (49 per cent);
- the difficulty in finding work (41 per cent);
- the oversaturation in the market because of an increase in law graduates (39 per cent); and
- poor work-life balance (39 per cent).

If they were to move to another workplace within the legal sector, 66 per cent of the young lawyers in this part of the world cited salary as an attractive factor; 42 per cent cited the opportunity to travel or to work abroad and 35 per cent cited having an employer who was able to sponsor them for courses relating to their professional qualifications.

According to the survey, young lawyers in the African region were most excited by: the possibility to continue learning and growing (14 per cent); by legal technology and innovation in the law (ten per cent) and by helping those in need (nine per cent).

When asked to select the three areas most critical for young lawyers to stay relevant in the future, AI and legal technology was cited by 45 per cent of respondents; followed by networking opportunities, which was selected by 44 per cent; and having practice area-specific training, selected by 34 per cent of respondents.

Arab region

There were only 71 responses from this region. Forty-seven per cent of respondents were based in Iran, 23 per cent in Turkey, 11 per cent in Pakistan and 11 per cent in the United Arab Emirates (UAE). There were also single digit responses from Azerbaijan, Jordan and Lebanon. Consequently, the survey results will not be representative of the entire region. Of those who responded from this region, a significant proportion were advocates/solicitor-advocates (41 per cent), followed by solicitors (16 per cent) and barristers (14 per cent).

When asked about the factors having a negative impact upon their careers, 42 per cent of respondents cited the lack of promotion opportunities, 38 per cent cited a lack of available mentors and/or career guidance and support in the workplace, and 33 per cent cited a lack of continued legal education and/or training.

In response to the question regarding the factors making young lawyers consider leaving their current role, salary was undoubtedly the primary factor (54 per cent). Another very significant factor was the desire to work abroad or in another location (48 per cent). Other common factors cited by respondents were:

- an interest in moving to another legal profession, workplace or practice area (32 per cent);
- the impact upon their mental health (32 per cent);
- a poor workplace culture (30 per cent); and
- a lack of professional development in their current role (28 per cent).

Young lawyers' concerns about their careers in this region are a mixture of worries about career development, and large-scale structural and political issues. When asked about the factors that concern them about their future career in the law, the responses were as follows:

- difficulty in finding work (57 per cent);
- a lack of opportunities for growth (49 per cent);
- threats to the independence of the legal profession and the judiciary (48 per cent);
- the oversaturation of the market because of the increase in law graduates (42 per cent);
- the decrease in legal aid funding (31 per cent); and
- a poor work-life balance (31 per cent).

When asked about which factors were most attractive in considering a new job, the most alluring factor was salary, selected by 72 per cent of respondents. Other attractive factors cited by respondents were: the opportunity to travel or work abroad (47 per cent), having a high level of responsibility (34 per cent) and the promotion of a healthy work-life balance in the workplace (31 per cent).

When asked about what excited them about their future career in the law, 16 per cent of respondents reported that they were most excited about the possibility of excelling in their careers. Young lawyers in this region also said that they were excited about the job itself (14 per cent) and about making a difference to society (11 per cent).

In terms of the skills and opportunities which are critical for young lawyers to stay relevant in the future, legal professionals in this region reported a need for: networking opportunities (30 per cent), flexible working arrangements (34 per cent) and AI and legal technology training (29 per cent).

Asia Pacific region

There were 966 responses from the Asia Pacific region, across Australia, China, India, Japan, Malaysia and Singapore. Most respondents were either advocates/solicitor-advocates (36 per cent) or solicitors (35 per cent). However, other professions, such as legal advisors (ten per cent) and barristers (nine per cent) are also well represented in the responses from this region.

In our inquiry about the factors young lawyers perceived as a hindrance to their career progression, the following issues were cited by the respondents:

- the difficulty in balancing commitments (40 per cent);
- the lack of available mentors (36 per cent);
- the lack of promotion opportunities (30 per cent);
- the limited availability of on-the-job assistance (32 per cent); and
- finding the right work in a practice area of their choice (28 per cent).

Interestingly, only 18 per cent of respondents in this region were displeased with the existence of discrimination in the workplace.

With regards to the factors making young lawyers in the Asia Pacific region consider leaving their current role, salary was once again the most cited factor, accounting for 49 per cent of the responses. Other factors cited by respondents were:

- the lack of progression opportunities in their current role or workplace (38 per cent);
- a poor work-life balance (37 per cent);
- the desire to live abroad or in another location (36 per cent); and
- an interest in moving to another legal profession, workplace or practice area (32 per cent).

The main challenges for the future of the legal profession, which are concerning young lawyers in this region are:

- a poor work-life balance (66 per cent);
- the failure of workplaces and the legal profession to address toxic workplace culture (45 per cent);
- a lack of opportunities for growth (41 per cent);
- the oversaturation of the market due to an increase in law graduates (33 per cent); and
- the difficulty of finding work (33 per cent).

The responses given to the question regarding which factors attract young lawyers to new roles mirror those given regarding which factors push young lawyers out of their current roles. According to the survey, the factors which attract young lawyers to new roles are ranked as follows:

- salary (68 per cent);
- a workplace which promotes a healthy work-life balance (50 per cent);
- the variety and type of work undertaken, alongside the intellectual challenge that this entails (35 per cent);
- the opportunity to travel or work abroad (34 per cent); and
- having flexible working schemes (28 per cent).

The main factors that seem to motivate and excite young lawyers in this region when thinking about their future career tend to be centered around the intellectual challenge the profession involves and the opportunities offered for further learning. Salary also appears to be a highly motivating factor. The factors that motivated and excited respondents in this area are ranked as follows:

- the opportunity to continue learning and growing (15 per cent);
- having a challenge is important (12 per cent);
- being part of the law's evolution (ten per cent); and
- having a good salary (nine per cent).

The desire for a better work-life balance is also reinforced by the top responses given to the question regarding the skills and opportunities that are critical to stay relevant in the future. The responses given to this question by young lawyers in this region are as follows:

- flexible working arrangements (53 per cent);
- AI and legal technology training (39 per cent);
- commercial acumen training and having increased and better networking opportunities (28 per cent);
- practice area-specific training (27 per cent cited);
- mentorship opportunities (26 per cent); and
- career guidance and support (22 per cent).

European region

We received 891 responses from the European region; most of the respondents fall within the age brackets of 26 to 30 (44 per cent) and 31 to 35 (29 per cent). Most of the European respondents reported that their primary profession was solicitor (48 per cent). The UK, Spain, Lithuania, Poland and Portugal were the countries with the highest number of responses respectively.

When responding to the question regarding the factors that young lawyers feel are having a negative impact upon their career progression, the issues identified ranked as follows:

- difficulty in balancing commitments (41 per cent);
- a lack of available mentors (35 per cent);
- a lack of career guidance and support within the workplace (35 per cent); and
- a lack of promotion opportunities (31 per cent).

The most commonly cited reasons for young lawyers considering leaving their current roles were workload and a poor work-life balance. These reasons were chosen by 48 per cent of European respondents. Other reasons indicated were: salary (44 per cent); a lack of progression opportunities (37 per cent); a negative impact on their mental health and wellbeing (32 per cent); and a poor support system (also 32 per cent).

The following factors were cited by the young European lawyers in response to the question regarding their concerns about their futures in the legal profession:

- poor work-life balance (70 per cent);
- the lack of opportunities for growth (38 per cent);
- the oversaturation of the market because of the increase in law graduates (35 per cent); and
- employers' failure to address a toxic workplace culture (32 per cent).

In response to the question about which factors would be most attractive to them in moving to a new workplace, the vast majority of the young lawyers in this region indicated salary (71 per cent). The next two most-cited factors were workplaces promoting a healthy work-life balance (57 per cent) and having a greater variety of work (39 per cent).

Finally, when asked about the three areas that they believe will be most critical to stay relevant in the future, the lawyers in this region responded as follows: 66 per cent cited having flexible working hours and/or work arrangements; 37 per cent cited having AI and legal technology training; and 24 per cent cited mentorship.

Latin American region

The survey received 526 responses from young lawyers in Latin America. These responses came mostly from Argentina, Brazil, Chile, Colombia and Mexico. Respondents between the ages of 31–35 made up 31 per cent of those taking part in this region, whereas those under the age of 25 accounted for just 16 per cent of the responses. Sixty-one per cent of all the respondents were recorded as practicing solicitors.

The respondents indicated the following factors as having a negative impact upon their career progression: difficulty in balancing commitments, cited by 36 per cent of respondents; a complicated or lengthy promotion process was cited by another 36 per cent; and the lack of available mentorship, career guidance and support, cited by 32 per cent of respondents.

Similarly to the other regions, salary was recorded as the primary factor driving respondents to consider leaving their current role (47 per cent). Another driving factor behind this desire to change roles was the

possibility of working abroad (39 per cent). This was particularly pronounced in younger respondents, accounting for 53 per cent of responses in the 25 and under age bracket. Other common responses to this question were: workload or a poor work-life balance (38 per cent); a lack of progression (36 per cent); and a lack of professional opportunities and training (30 per cent).

When asked what factors concerned them most about their future careers in the law, the issue of work-life balance featured prominently across all age groups, with 61 per cent of respondents listing it as a concern. Other common concerns in this region were the lack of opportunities for growth (50 per cent) and the oversaturation of the market with new law graduates (42 per cent).

As in other regions, the most common answer to the question about what attracted young lawyers when moving to another legal role was salary, cited by 79 per cent of respondents. Other important factors cited were: having an employer that promotes a healthy work-life balance (56 per cent) and having a greater variety of work (36 per cent).

As to what excited respondents from this region the most about their future careers in the law, the most common answers were those concerned with personal growth and increased knowledge: 23 per cent cited continued learning and opportunities for growth; 14 per cent indicated having a challenge and 11 per cent cited technology and innovation in the law.

Young lawyers' desire for a better work-life balance was also reinforced by the most popular answer to the question regarding the skills and opportunities that are critical to stay relevant in the future; flexible working hours and working arrangements were cited by 51 per cent of respondents. Other popular responses for this region's young lawyers were: AI and legal technology training (47 per cent) and having greater networking opportunities (32 per cent).

North American region

There were 188 responses completed by the North American region: primarily from Canada, the US and then Jamaica. A broad range of professions were represented in these responses: attorneys (67 per cent), advocates/solicitor-advocates (16 per cent), legal advisors/legal officers (eight per cent) and in-house counsels (seven per cent).

In response to the question regarding the factors having a negative impact upon their career progression the two most cited factors were: the lack of available mentors and career guidance and support within the workplace (40 per cent) and the difficulty in balancing commitments (39 per cent). Other factors cited were: the lack of promotion opportunities (28 per cent); limited assistance or constructive feedback in the workplace (26 per cent); and the lack of flexible working arrangements (24 per cent).

In response to the question about the factors pushing young lawyers in this region out of their current role, the following factors were indicated:

- salary (52 per cent);
- interest in moving to another profession within the law (39 per cent);
- the lack of progression opportunities in their current role or workplace (30 per cent);

- the impact upon mental health and wellbeing (26 per cent); and
- workload or a poor work-life balance (25 per cent).

According to the survey, young lawyers in this region are primarily concerned about a poor work-life balance (selected by 62 per cent of respondents) when looking to their futures in the law. Other common concerns reported were those related to workplace culture and diversity and to career progression:

- the failure of workplaces and the profession to address toxic workplaces (44 per cent);
- the lack of opportunities for growth (39 per cent);
- the oversaturation of the market with an increase in law graduates (31 per cent); and
- the lack of diversity and inclusion progression within the legal profession (31 per cent).

The responses given in this region regarding the question about the most attractive factors when moving into a new role are as follows:

- salary (68 per cent);
- workplace promoting a healthy work-life balance (57 per cent);
- variety and type of work undertaken (40 per cent);
- flexible working schemes (35 per cent); and
- location of workplace (32 per cent).

Respondents in this region also placed a lot of emphasis on diversity and inclusion when considering a new role. Commitment to diversity and inclusion at all levels within the workplace was selected by 23 per cent of respondents and equal gender representation at an executive or partner level was cited by another 23 per cent.

The most common answers to the question regarding what excites young North American lawyers about their future careers in the law show that respondents are particularly keen to continue learning and to have a positive impact upon society. The top four answers in this category were:

- to continue learning and have the opportunity for growth (16 per cent);
- to make a difference to society (14 per cent);
- technology and innovation in the law (11 per cent); and
- to help those who need it (11 per cent).

The need for a better work-life balance and for more resources for career development are reinforced by the answers given to the question regarding the skills and opportunities needed to stay relevant in the future. The responses were as follows:

- flexible work hours and/or work arrangements was cited by three out of four respondents from this region;
- mentorship was cited by 37 per cent;
- AI and legal technology training was cited by 33 per cent;

- career guidance and support was indicated by 30 per cent; and
- practice-area-specific training was chosen by 26 per cent.

4. Young lawyers and Covid-19

The full effects of the Covid-19 pandemic are yet to be seen, both at a professional and personal level. However, we know from what has been published so far that there have been concerns about its impact on mental wellbeing, female progression in the workplace and on younger members of the profession. This survey was live between April and August 2020. As such, when the survey was released many jurisdictions were at a relatively early stage of the pandemic. As a result, the limited Covid-related questions were not meant to be exhaustive, but were rather meant to give a picture of the more immediate and short-term effects of lockdown.

It is undeniable that the pandemic has had a dramatic impact, creating new challenges for the profession and for society as a whole. The IBA, as a community of international lawyers, is interested in hearing how the pandemic has affected young lawyers personally: the short-term impacts upon their working situation; their relationships with clients and society; and the potential positive outcomes that may yet emerge from the crisis.

Young lawyers were first asked about how the Covid-19 crisis had affected their current working situation. Approximately one in four respondents (24 per cent) changed work location or moved to working from home in the first months of the pandemic; 22 per cent of respondents reported that their workload decreased, while 18 per cent reported that their workload increased. As previously mentioned, the survey was open during the early months of the pandemic. Due to this, some countries were under lockdown, while others were not. Therefore, the overall sense of workloads increasing and decreasing, and the possibility or necessity of working remotely captured by the survey is limited to the earlier window of the pandemic, perhaps not reflecting the reality of the experience of extended lockdowns and other pandemic-related restrictions.

The survey showed that in-house lawyers were significantly more likely than solicitors to experience workload increase during the Covid-19 crisis. Thirty-three per cent of in-house lawyers indicated an increase in their workload during this time, compared to just 17 per cent of solicitors. In contrast, a decrease in workload was experienced by 25 per cent of solicitors, but only by eight per cent of in-house lawyers. These statistics may be unsurprising to some.

According to research undertaken by Gartner (a leading research and advisory company), 68 per cent of the legal and compliance leaders surveyed at in-house departments struggled to manage their workload in August 2020. Vidhya Balasubramanian, the managing Vice President of the Gartner Legal & Compliance practice, said in a statement: ‘Nearly two thirds of legal leaders tell us they have been pulling resources from other workstreams to support unplanned work since the beginning of the pandemic.’ This research also shows that legal leaders of in-house teams are reviewing whether it is still necessary to resort to outside counsel in matters that could be resolved internally.¹⁷

In the survey, respondents were asked whether they thought that clients and society in general needed them to be doing something differently at this time of crisis. The responses regarding this were as follows:

17 Emma Cueto, ‘In-House Attys Struggle With COVID-19 Workloads’ (Law 360, 6 August 2020) available at www.law360.com/articles/1298993/in-house-attys-struggle-with-covid-19-workloads, last accessed 5 December 2021.

- thirteen per cent of respondents indicated that clients and society will be likely to ask that legal professionals are more flexible and adaptable to the changing circumstances;
- eleven per cent indicated that they will have to be more empathic and understanding;
- nine per cent replied that being able to adapt to new technologies would be important; and
- seven per cent cited the need to be more cost-conscious.

Finally, respondents were also asked about the positive impact this crisis may have upon the legal industry's working practices. Thirty-five per cent of respondents would like to see working from home remain as a long-term option for lawyers, another 35 per cent were eager to see more flexible working arrangements in place and 26 per cent were keen to see an increase in the technological tools available to the legal profession.

Conclusion

The legal profession is already aware of the issues affecting its younger members. Surveys intended to better understand the challenges faced by young lawyers have been undertaken (and continue to take place) around the world by bars, law societies and young lawyers' associations.¹⁸ These have unearthed problems in a wide range of areas: from wellbeing and diversity, to pay and working conditions more generally.

However, such studies have normally focused on a specific jurisdiction, providing only a snapshot of the issues faced by younger lawyers in that part of the world. This report is unique in that it is the first to offer a global perspective. It provides evidence that many of the core issues identified by existing regional studies are, in fact, faced by young lawyers worldwide. In doing so, it also adds to the mounting body of evidence regarding what is currently lacking from employers' responses to these problems, and the changes that are needed when it comes to employer engagement with the needs of younger lawyers.

This is important because a failure to address these concerns will inevitably lead to greater attrition rates. Consequently, this will give rise to increased challenges for some firms, and for the law more broadly, in recruiting the best candidates into the profession. The IBA Young Lawyers' Committee believes that it is now time for legal workplaces and institutions to take the necessary steps towards gaining a better understanding of the working dynamics within their own organisations, and about how these impact upon younger members of the profession.

Without this concerted engagement with the younger generation, the legal profession will not know how best to attract and retain the best talent, despite the labour market being saturated with law graduates. Those graduates are increasingly clear and steadfast regarding their expectations from their career choices. Legal workplaces must begin to ask themselves what it is that they can offer that will make their workplace, and a career in law more broadly, more attractive than the increasingly competitive and diverse alternatives.

The IBA Young Lawyers' Survey included nine extra questions to capture the experiences of the members of the IBA Young Lawyers' Committee. The IBA's next step will be to review these responses and action the necessary improvements.

18 To name a few: The Florida Bar, 'Results of the Young Lawyers Division Mental Health & Wellness in the Legal Profession Survey' (2019) www-media.floridabar.org/uploads/2019/04/Young-Lawyers-Division-Mental-Health-Wellness-Survey-Report-Final.pdf accessed 14 October 2021; Law Council of Australia, 'National Inquiry into Sexual Harassment in Australian Workplaces' (2019) https://humanrights.gov.au/sites/default/files/submission_249_-_law_council_of_australia_0.pdf accessed 14 October 2021; Junior Lawyers Division, 'Resilience and Wellbeing Survey 2019' (The Law Society 2019) <https://communities.lawsociety.org.uk/Uploads/b/y/k/resilience-wellbeing-survey-report-2019.pdf> accessed 14 October 2021.

Areas for action and future focus

Overall, it is hoped that this report will provide further impetus for important conversations to be had, and actions to be taken by employers in relation to the key issues outlined below.

1. The relative importance of remuneration

Young lawyers want to be paid well and are willing to work hard, but not at the expense of their mental wellbeing and broader work-life balance.¹⁹ This inevitably creates a complex challenge, but is one which needs to be considered more widely by the profession and legal workplaces.

The survey results show that almost half of respondents cited salary as a reason to leave their current role, with 70 per cent citing it as an attractive factor when considering a new position. To some, this might appear a surprising statistic, particularly when considering the importance respondents also attribute to the non-salary-related aspects of the legal profession when choosing their career.

The truth is, however, that high remuneration alone is not enough. Attrition rates are a matter of concern. In the US, lawyer turnover increased in 2019 in firms of all sizes, except for those with 50–99 lawyers. In law firms with 200 or more lawyers, the average attorney turnover rate more than doubled, increasing from 10.8 per cent in 2018, to nearly 27 per cent the following year.²⁰ This report suggests that within the next five years, approximately half of young lawyers are somewhat or highly likely to move to a new but comparable workplace, a third to a new area of the legal profession and a fifth to leave the legal profession entirely. Money alone will not fix these issues.

2. Work-life balance and mental wellbeing

This survey has highlighted that balancing commitments outside of work is the most common barrier for young lawyers entering the profession, with a lack of work-life balance being a concern for over 60 per cent of young lawyers.

Working long or anti-social hours is a key feature of working in the legal profession, and no firm or institution can be expected to promise young lawyers that they will never be subject to periods of intense demand upon their time. What is not necessary, however, is the expectation that lawyers should never be able to enjoy a healthy balance between life inside and outside the office. Younger lawyers in particular need shielding from the unreasonable demands of clients or senior figures within firms, who may rob younger lawyers of the chance to work a realistic or healthy number of hours in a way that can often be indistinguishable from bullying in the workplace.

Firms and institutions should introduce and/or review work-life balance-related policies where necessary to retain talent. These must be tailored to each individual workplace and reviewed on a continual basis. Such

19 For further information on the global picture of mental wellbeing in the legal profession, see the work of the IBA's Mental Wellbeing Taskforce: www.ibanet.org/mental-wellbeing-in-the-legal-profession accessed, 1 October 2021.

20 Association of Legal Administrators, 'ALA's 2019 Compensation and Benefits Survey' (2019) www.alanet.org/docs/default-source/compensation-benefits-survey/2019-compensation-and-benefits-survey-sample-sectiona72df218-0de4-4126-af04-d796637e9693.pdf?sfvrsn=f3a324ab_3 accessed 14 October 2021.

policies should clearly set out what is, and what is not expected or tolerated regarding the demands on employees' time. Furthermore, lawyers should be reminded regularly of the policies in place within their organisation; it is important that they know that those policies exist and are in place for all lawyers to make use of when needed.

In recent years, many legal workplaces have made huge efforts to bring about change within their organisations to help improve the overall mental wellbeing of their staff. However, there is a sense that many firms are saying the appropriate things regarding these issues, but are not following through with them in practice. Offering employees yoga and meditation classes, for example, is not enough to address the issues raised by this survey. What young lawyers actually need is cultural change within the workplace and adequate training for all those who hold senior positions.²¹

Regardless of which form the mental wellbeing and work-life policies, initiatives and training take, it is vital that all of these measures co-exist as much as possible. For example, it is futile for a law firm to introduce mental wellbeing initiatives at work (eg, counselling) if lawyers are too busy to take advantage of them due to workload pressure.

3. Technology and career development

Young lawyers are ambitious and would like to thrive in their chosen field, but it is clear that they are also worried about threats to their future careers due to a number of different developments. For instance, 40 per cent of respondents view AI and legal technology training as key to their staying relevant in the future. They hope to see better legal technology education in law schools, and for legal workplaces to introduce legal technology training. Young lawyers clearly do not wish to stagnate in their roles and this is why many look for employers that are willing to offer them continuous training in areas that are proving to be essential for their future careers.

Some workplaces have already identified opportunities in the relationship between technology and the law. Clifford Chance, for example, offers a specific training contract called IGNITE, with an emphasis on technology.²² Some law firms have also provided a safe space for lawyers to pitch innovative ideas that they feel could improve their daily tasks.²³

Jurisdictions such as the US and Canada have made it mandatory for lawyers to be technologically competent. In 2012, the American Bar Association amended their Model Rules on Professional Conduct to address competency in technology: 'To maintain the requisite knowledge and skill, a lawyer should keep abreast of changes in the law and its practice, including the benefits and risks associated with relevant technology, engage in continuing study and education and comply with all continuing legal education requirements to which the lawyer is subject.'²⁴ In Canada, the Model Code of Professional Conduct of the Federation of Law Societies of Canada states that: 'To maintain the required level of competence, a lawyer

21 See the Principles contained in the IBA's, Mental Wellbeing in the Legal Profession, report for more details: www.ibanet.org/mental-wellbeing-in-the-legal-profession.

22 See <https://careers.cliffordchance.com/london/what-we-offer/ignite.html>

23 www.law.com/americanlawyer/2021/07/12/how-innovative-firms-are-harnessing-young-lawyers-ideas-to-gain-a-competitive-edge/.

24 American Bar Association, 'Model Rules of Professional Conduct' (last updated August 2020) www.americanbar.org/groups/professional_responsibility/publications/model_rules_of_professional_conduct/rule_1_1_competence/comment_on_rule_1_1/ accessed 14 October 2021.

should develop an understanding of, and ability to use, technology relevant to the nature and area of the lawyer's practice and responsibilities.²⁵

Legal workplaces should ensure that they keep abreast of the latest developments in legal technology and train their professionals accordingly. As with any other training, legal technology training should be regularly updated and offered on a continuous basis.

4. Workplace culture

The role of workplace culture is becoming increasingly important for the younger generation of lawyers and for those law graduates thinking about their first steps in the legal industry. This study shows that whereas 27 per cent of male respondents were concerned about the failure to address toxic workplace cultures, this rose to 43 per cent among female respondents. Equally, 44 per cent of the 25 and under age group found this a concern, in comparison to just 28 per cent of the 36–40 age group. The failure to address toxic workplaces is also a concern from the perspective of mental wellbeing. A lack of workload control, no proper support and combatting bullying and harassment were the three areas in which respondents to the IBA's mental wellbeing surveys labelled their employer's responses as somewhat, or highly, ineffective.²⁶

All legal workplaces should strive towards improving the overall workplace culture within their organisations. It is crucial that the positive changes that take place start at the top. Leaders of the profession should, within their workplaces, implement the strategies aimed at creating supportive working environments. After this, all lawyers should strive to make the culture of the organisation a positive one and work towards its steady improvement. As Cherie Blair notes in her 2019 paper: *Back to the Future: Reshaping law firm culture*: 'We must embrace the contribution that the younger generation, people from all classes and walks of life, individuals from diverse cultural backgrounds, [...] can bring.'²⁷

5. Recovering from the effects of Covid-19

The legal profession must actively work to recover from the Covid-19 pandemic which has exacerbated the challenges of working in the legal profession for many lawyers. A similar number of respondents reported both increases and decreases in their workloads, which means that the pandemic has affected every lawyer differently. Salaries also need to recover, as 15 per cent of respondents to this survey have experienced a forced pay reduction. This is especially important as salary is the most common stimulus for young lawyers looking to leave their current role. These results suggest that while young lawyers appreciate the more flexible working arrangements brought about by the pandemic, salary cuts and increased workloads risk pushing young lawyers out of their current roles.

6. Communication and evaluation

25 Federation of Law Societies of Canada, 'Model Code of Professional Conduct' (last updated October 2019) <https://flsc.ca/wp-content/uploads/2019/11/Model-Code-October-2019.pdf> accessed 14 October 2021.

26 See the IBA's *Mental Wellbeing in the Legal Profession Report* for more details here: www.ibanet.org/mental-wellbeing-in-the-legal-profession accessed 1 October 2021.

27 Obelisk Legal, 'Back to the Future: Reshaping law firm culture' (2019) <https://obelisksupport.com/wp-content/uploads/2019/08/Obelisk-Support-Back-To-The-Future-cR2zeKG9F4Qy7QTXCBdabRWkHL97HzGy.pdf> accessed 14 October 2021.

Communication is key, as is evaluating the success of any interventions and changes made as a result of conversations with young lawyers about the aforementioned issues.

There are several different ways of gathering data and feedback. The most widely used approach being an engagement survey.²⁸ Workplaces should consider undertaking regular staff engagement surveys, sharing the results and then taking any necessary action. Additionally, young lawyers should also be given the opportunity to give feedback at any time: permanent online suggestion boxes or intranet pages might prove useful for this purpose.

Surveys are only part of the solution, however, one-to-one meetings have also proven to be helpful when measuring employee sentiment and needs, and should be encouraged as frequently as possible.

Regardless of the methods used by legal organisations to gather information about their employees' satisfaction in the workplace, any feedback given will help to reveal areas of improvement. The feedback gathered by employers will also highlight which workplace policies and initiatives are currently working successfully.

7. Introducing and reviewing policies, initiatives and training

Legal workplaces must acknowledge and build upon the results received from the feedback-gathering exercise. The next phase should be to act upon this feedback wherever possible, in order to address the issues of concern. Work-life balance, career development and workplace culture have emerged as the three key issues and these must not be dealt with in isolation as they do not exist in a vacuum. A lack of work-life balance, will inevitably impact upon the workplace culture of an organisation, for example. It is clear that all the issues explored through this report are interlinked, and that only by understanding the bigger picture and taking a holistic view of the legal landscape, will it be possible to create a healthier and more fulfilling profession for all.

²⁸ For the purposes of providing a useful template, the Young Lawyers' Survey used by the IBA has been **annexed** to this report (**Appendix 1**).

Working Group

This project was developed in collaboration with a Working Group drawn from across the IBA's membership. The Working Group's significant contribution to the report is sincerely acknowledged.

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Appendix 1: IBA Young Lawyers' Survey

International Bar Association – Young Lawyers' Survey Questionnaire – April 2020

S1. Which of the following age groups do you fall into?

25 and under	
26–30	
31–35	
36–40	
Over 40 (proceed to screen out)	
Prefer not to say (please only proceed if you are aged 40 or under)	

S2. Which of the below best describes your primary profession?

Solicitor	
Barrister	
Advocate/solicitor-advocate	
In-house counsel	
Judge/magistrate	
Legal advisor/legal officer	
Academic/researcher	
Paralegal	
Other legal role (please specify)	
None of the above	

S3 – What is your gender?

Female	
Male	
Other/prefer to self-describe (please specify)	
Prefer not to say	

S4 – Which country do you currently live in?

Full drop-down list of countries on survey	
North America	
Latin America	
Africa	
Middle East/North Africa	
Mainland Europe	
UK	
Eurasia/South Asia	
East Asia	
Australia/Pacific	

S5 – Are you an IBA member?

Yes – Individual IBA member	
Yes – Group IBA member	
No	
Unsure	

Q1 - Which best describes your current working situation?

Full-time work (at least 35 hours/week)	
Part-time work (less than 35 hours/week)	
Casual work	
Self-employed/contractor	
On long-term leave (eg, parental leave, leave of absence, etc)	
Current working situation affected by Covid-19 crisis (eg, placed on furlough or made redundant with/without agreement to return to role post-crisis)	
Not employed	
Other (please specify)	

Q2 - How many years have you been in your current working situation?

Up to 1 year	
>1-2 years	
>2-5 years	
>5-10 years	
10+ years	

Q3 - Do you primarily work in the public or private sector?

Public	
Private	
Both	
N/A	

Q4 - At what stage of your career (after qualifying/registering to practise law) did you join your current workplace?

Up to 1 year	
>1-2 years	
>2-5 years	
>5-10 years	
10+ years	

Q5 -After qualifying/registering to practise law, did you have the option to choose your practice area/s?

Yes – and I was given my preferred option/s	
Yes – but I was not given my preferred option/s	
No	
N/A	

Q6 – Did you enter the legal profession straight after law school?

Yes	
No – but within two years of graduating	
No – but within five years of graduating	
No – but five years or more after graduating	
Other (please specify)	

Q7 – Of the options given below, what were the top three factors that influenced your decision to enter your current profession within the law?

Experience at law school	
Expectations by family/friends/colleagues/peers	
Personal interest	
Academic excellence/interest in practice area	
Opportunity to earn large salary	
Desire to work in courtroom / advocacy	
Work experience	
Job stability	
Other (please specify)	

Q8 – Did you undertake any work experience or internships at a law-based workplace prior to starting your career?

Yes – paid legal work experience or internship	
Yes – unpaid legal work experience or internship	
Yes – both paid and unpaid legal work experience or internship	
No	

Q9 – Have you changed law-based workplaces during your career?

Yes – stayed within the same profession (eg, move between law firms)	
Yes – moved to a different profession (eg, move from a law firm to academia)	
No	

Q10 – How many law-based workplaces did you work at before your current workplace?

1	
2–3	
4–5	
6+	

Q11 – Have you changed workplaces between the private and public sector during your career?

Yes	
No	

Q12 – Have you moved into new practice area/s within the same workplace during your career?

Yes	
No	

Q13 – Have you moved into new practice area/s at the same time as moving to a new workplace during your career?

Yes – when commencing at current workplace	
Yes – when commencing at previous workplace	
No	

Q14 – How likely do you feel it is that you will do each of the following in the next five years?

- Move to a new but comparable workplace (eg, from one law firm to another)
- Move to a different legal profession (eg, from a barrister to legal academic)
- Move out of the legal profession entirely

Highly likely	
Somewhat likely	
Somewhat unlikely	
Highly unlikely	
Unsure	

Q15 – Which, if any, of the following factors are making you consider leaving your current role? Select up to five factors that apply.

Salary/compensation (too low/uncompetitive/no increases)	
Workload/frequently working unsociable hours (eg, late nights and weekends)/poor work-life balance	
Interest in moving to another profession in the law/workplace/specialisation	
Interest in moving outside of the legal profession	
Impact on mental health/wellbeing/poor support	
Lack of progression opportunities in current role/workplace	
Lack of professional development/training in current role/workplace	
Insufficient flexibility/agility in current role	
Insufficient parental/carers leave and pay	
Practical considerations (long commute, local housing prices etc)	
Poor workplace culture	
Experiencing bullying and/or sexual harassment in the workplace	
Lack of support/feedback from line manager (or equivalent)	
Lack of diversity and inclusion commitments/actions	

Would like to work abroad/in another location	
Other personal reasons (eg, spouse relocating, financial or health reasons)	
None of the above	
Other (please specify)	

Q16 – Which, if any, of the following factors do you feel have had a direct negative impact on your own career progression? (Please select all that apply)

Lack of available mentors/career guidance and support from workplace	
Lack of continuing legal education/training	
Little or lack of on-the-job assistance/guidance/constructive feedback	
Little or lack of performance appraisals	
Lack of promotion opportunities	
Complicated or length promotion process	
Competition with other colleagues on same job level	
Discrimination (gender, ethnicity, social background, sexual orientation etc)	
Finding the right work in practice area of choice	
Lack of flexible working arrangements	
Difficulty in balancing commitments (work, family, studies etc)	
Being on long-term leave due to personal circumstances (eg, parental, medical, carers)	
None of the above	
Other (please specify)	

Q17 – Does new technology (including cryptocurrency), new computer programs or artificial intelligence play a role in your current workplace? If yes, please specify the name of the technology and what it is used for.

Tech name	Usage
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Q18 – If you were to move to a new workplace within the legal sector, which of the following factors would be most attractive to you? Select up to five factors that apply.

Salary/compensation	
Variety of practice areas to work in	
Variety and type of work undertaken / intellectual challenge	
High level of responsibility	
Regular client contact	
Prominent clients/specific type of clients	
Regular career or professional development support/feedback on work by supervisor	
Employer sponsorship for courses relating to professional qualifications or accreditations	
Size/type of workplace	
Location of the workplace	

High staff retention rates/job stability	
Billable hour targets lower than current workplace	
Workplace promoting a healthy work-life balance	
Flexible working schemes or accrual of TOIL hours/flex time	
Opportunities to travel or work abroad	
Opportunities to work in clients' in-house teams	
Equal gender representation at executive/management/partner level	
Commitment to diversity and inclusion at all levels within the workplace	
Workplace mentoring/sponsorship programmes	
Workplace mental health support programmes	
Workplace addressing corporate social responsibility issues	
None of the above	
Other (please specify)	

Q19 – To what extent do you agree or disagree with the following statement:

A high level of spoken/written English is essential to a successful career in the law.

Completely agree	
Somewhat agree	
Neither agree nor disagree	
Somewhat disagree	
Completely disagree	
Don't know	

Q20 – Which, if any, of the following factors concerns you about your future career in the law? (Please select all that apply)

Artificial intelligence / technology taking the place of people	
Lack of opportunities for growth	
Commoditisation of legal services	
Difficulty in finding work	
Oversaturation of the market with increase in law graduates	
Lack of diversity and inclusion progression within the legal profession (eg, gender, ethnicity, disability etc)	
Failure of workplaces and the profession to address toxic workplace cultures	
Threats to independence of the legal profession and the judiciary	
Decrease in legal aid funding	
Poor work-life balance	
Cybersecurity concerns	
None of the above	
Other (please specify)	

Q21 – What excites you about your future career in the law?

Open ended question / written response.

Q22 – From the following list, which three areas do you think are most critical for young lawyers to stay relevant in the future?

Practice area specific training	
AI and legal technology training	
Mentorship	
Career guidance and support	
Networking opportunities	
Flexible work hours and/or work arrangements	
Greater exposure to clients	
Project management training	
Commercial acumen training	
Sector-specific training	
None of the above	
Other (please specify)	

C19a – How has the Covid-19 crisis affected your current working situation? (eg, voluntary or forced pay reductions; redundancy; working hours/days reduced or increased; smaller or greater workload than usual; more responsibilities due to colleagues off sick etc)

Open ended question / written response.

C19b– What do you think clients/society needs you to be doing differently at this time of crisis?

Open ended question/written response.

C19c - What positive things do you think will come out of this crisis, in terms of the legal industry's working practices?

Open ended question/written response.

C19d – What do you expect/wish to see from the IBA after the Covid-19 crisis passes?

Open ended question/written response.

Q23 – Have you ever been to any IBA conference or event? If yes, which ones? If no, why?

Yes – If yes, which ones?	
No – If no, why?	

Q24 – What topics would you like to see covered in the YLC training sessions? Select up to three topics that apply.

Practice area-specific training	
Legal updates/developments	
Legal technology/IT/artificial intelligence	
Professional skills/networking	
Mental health and wellbeing	
Diversity and inclusion strategies	
Career development and guidance	
Other (please specify)	

Q25 - Would you be willing to travel internationally to attend IBA conferences? If not, why?

Yes	
No – If no, why?	

Q26 – Would you pay the IBA ~USD\$10 to carbon offset your travel for you?

Yes – I would pay the IBA	
No – my workplace would pay the carbon offset	
No – I already pay airlines/other travel operators directly for carbon offset	
No – I already pay a third party for carbon offset	
No – I do not wish to pay for carbon offset	

Q27 - Would you be interested in attending a young lawyer-only topic specific conference? (eg, for young M&A lawyers only). If no, why?

Yes	
No – If no, why?	

Q28 - Do you think the IBA should engage with lawyers earlier in their careers? (eg, while at university/law school). If yes, how? If no, why not?

Yes – If yes, how?	
No – If no, why not?	

Q29 – Do you think the IBA only operating in English is a barrier to greater membership for young lawyers?

Yes	
No	

Q30 – What do you think may prevent other young lawyers from engaging with the IBA and the YLC? Select up to three factors that apply.

Language	
Workplace/law firm policy	
Time commitment	
Cost	
Lack of incentives to engage with the IBA and YLC	
Lack of suitable opportunities tailored to personal or professional needs and interests	
Not applicable	
I don't believe any factors prevent engagement	
Other (please specify)	

Q31 – What other events or initiatives would you like to see the YLC do for members? Select up to three factors that apply.

More frequent newsletters to update on YLC work	
Mentoring opportunities	
Career guidance and support workshops	
Webinars/podcasts	
Monthly updates on legal developments in specific geographical regions/practice areas	
Regional-based networking events	
Sponsorship/promotion for networking or training events organised by members	
Scholarship opportunities	
None of the above	
Other (please specify)	



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