

2022

# Law Firm Culture:

## Values and Views Survey



International  
Trademark  
Association

Our world and our working environments are in an ongoing state of change due to the COVID-19 pandemic. Law Firms—including managing partners, heads of business practices, and law firm leaders—are realizing that the related work environment and staff challenges and adjustments require innovative thinking, sensitivity, and collaboration.

The Law Firm Culture, DE&I, and Management Subcommittees of the Law Firm Committee set out to better understand law firm culture and current work challenges within firms through the 2022 **Law Firm Culture: Values and Views survey** that was sent to all INTA law firm members in October 2022. The responding law firms are from all INTA regions around the world and represent firms of all sizes—from solo practitioners to global law firms.

Read on to see what our law firm members reported.

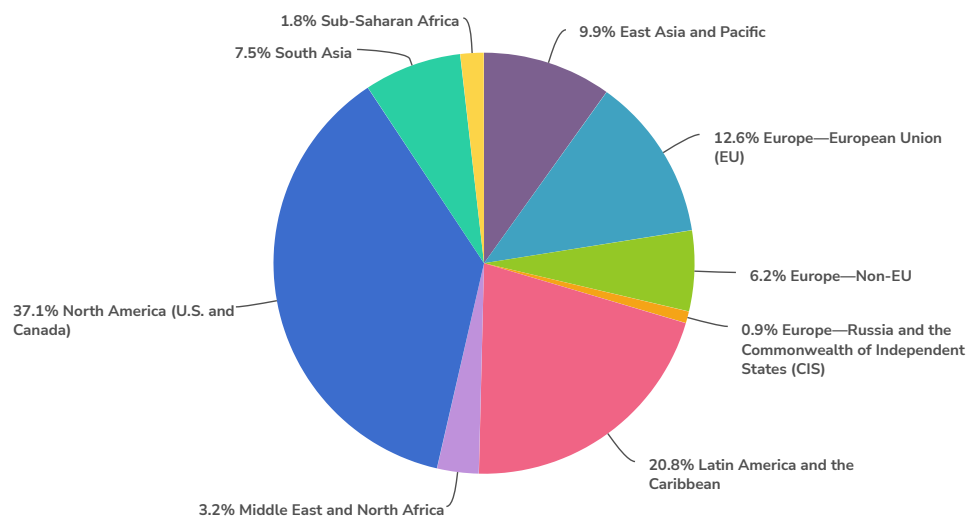


# Report for 2022 Law Firm Culture: Values and Views

## Response Counts

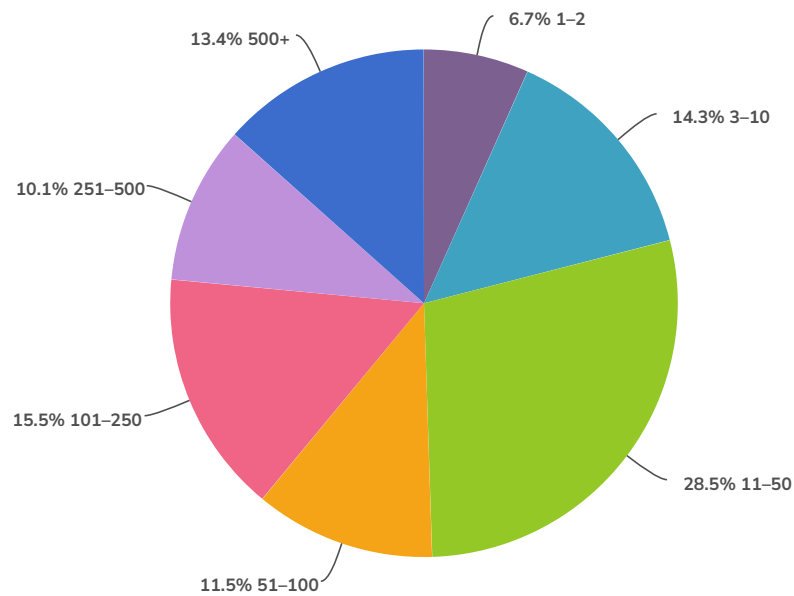
<b>Completion Rate:</b>	<b>60.1%</b>	
	Complete	360
	Partial	239
		<b>Totals: 599</b>

## 1. In which of the following regions of the world do you live?



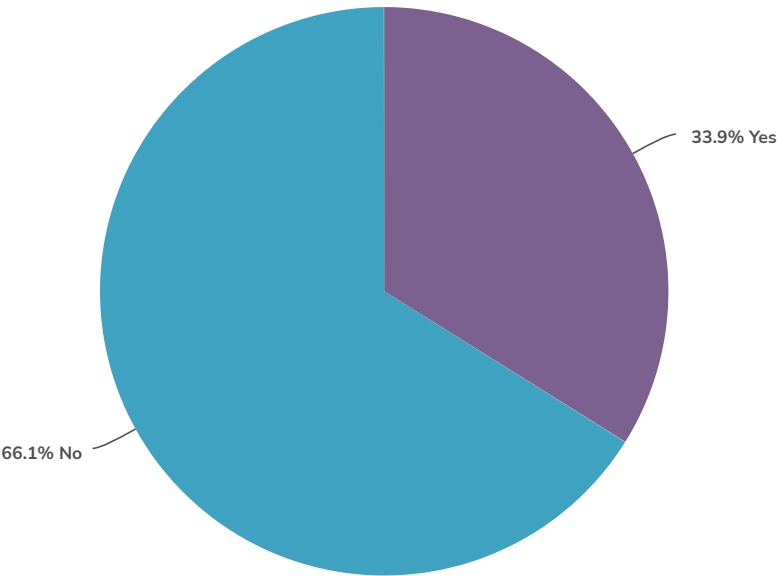
Value	Percent	Responses
East Asia and Pacific	9.9%	56
Europe—European Union (EU)	12.6%	71
Europe—Non-EU	6.2%	35
Europe—Russia and the Commonwealth of Independent States (CIS)	0.9%	5
Latin America and the Caribbean	20.8%	117
Middle East and North Africa	3.2%	18
North America (U.S. and Canada)	37.1%	209
South Asia	7.5%	42
Sub-Saharan Africa	1.8%	10
		<b>Totals: 563</b>

## 2. How large is your law firm? (Number of attorneys)



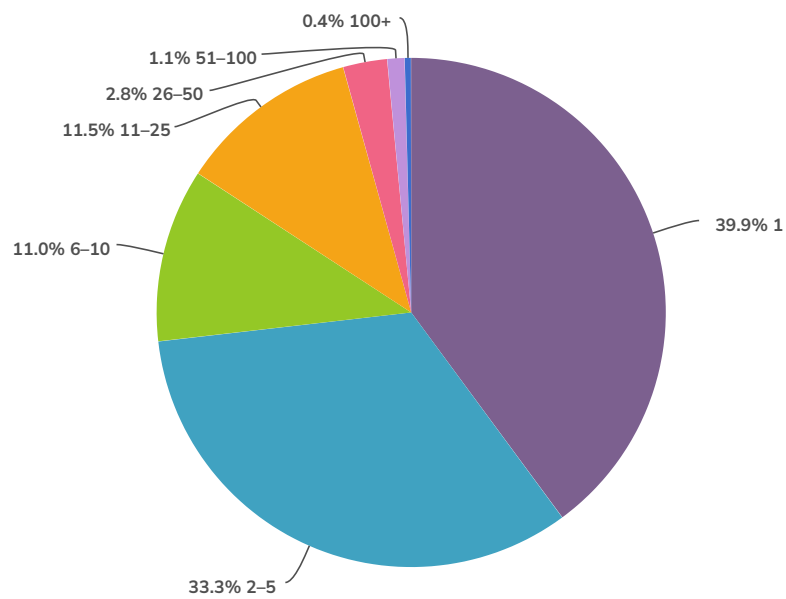
Value	Percent	Responses
1-2	6.7%	36
3-10	14.3%	77
11-50	28.5%	153
51-100	11.5%	62
101-250	15.5%	83
251-500	10.1%	54
500+	13.4%	72
		Totals: 537

3. Does your law firm have offices in multiple countries?



Value	Percent	Responses
Yes	33.9%	182
No	66.1%	355
		Totals: 537

#### 4. How many offices does your law firm have?



Value	Percent	Responses
1	39.9%	214
2-5	33.3%	179
6-10	11.0%	59
11-25	11.5%	62
26-50	2.8%	15
51-100	1.1%	6
100+	0.4%	2
		Totals: 537

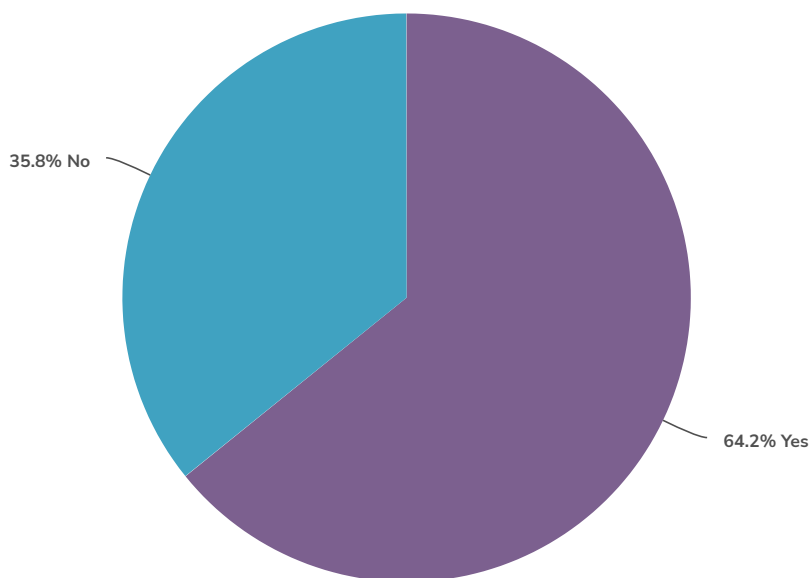
## 5. How many offices does your law firm have? - comments

[Hide Responses ▼](#)

ResponseID	Response
	we handle applications throughtout the Central-American region using our BMANETWORK system
	We have an ver good net of agents to work with, worldwide.
	One, we we also have remote attorney living in different countries, all admitted to practice in the US.
	satellite office in another city
	We have an IberoAmerican desk

ResponseID	Response
	most people work remotely now
	local ip botique
	Outside the U.S. we mainly have Of Counsel
	Na
	Guatemala, El Salvador, Honduras, Nicaragua and Costa Rica.
	We have Associate Offices in 23 African countries, but our attorneys are all based in South Africa.
	3 offices in 3 different countries
	We are situated in the Capital City of the Country
	we are situated in the Capital City of Sri Lanka

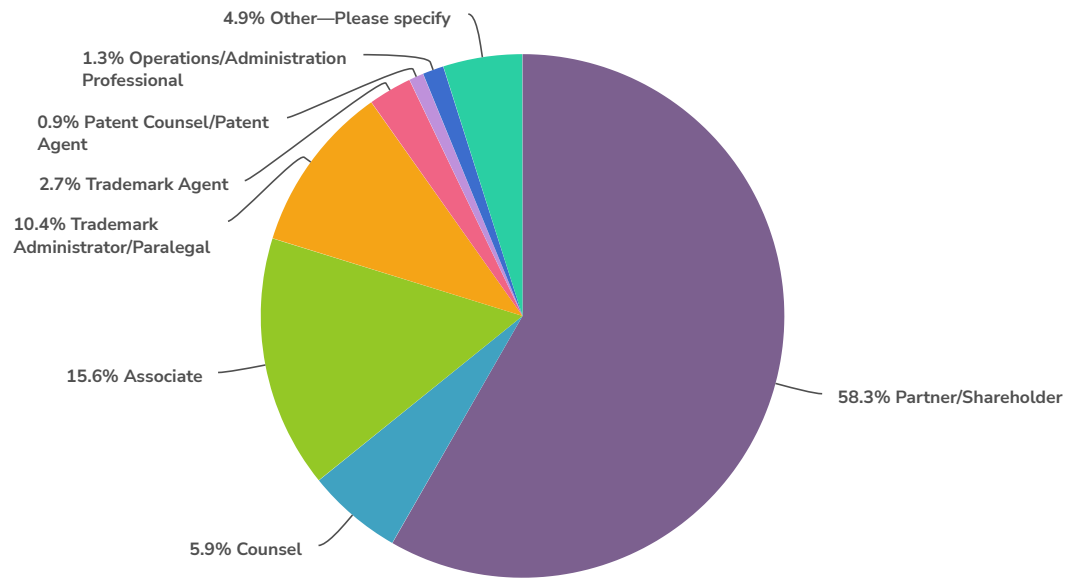
6. Are you in a management/leadership role? (This includes managing partner, practice group leaders, local office leaders, sub-group leaders, firm committee leaders, etc).



Value	Percent	Responses
Yes	64.2%	339
No	35.8%	189
		Totals: 528



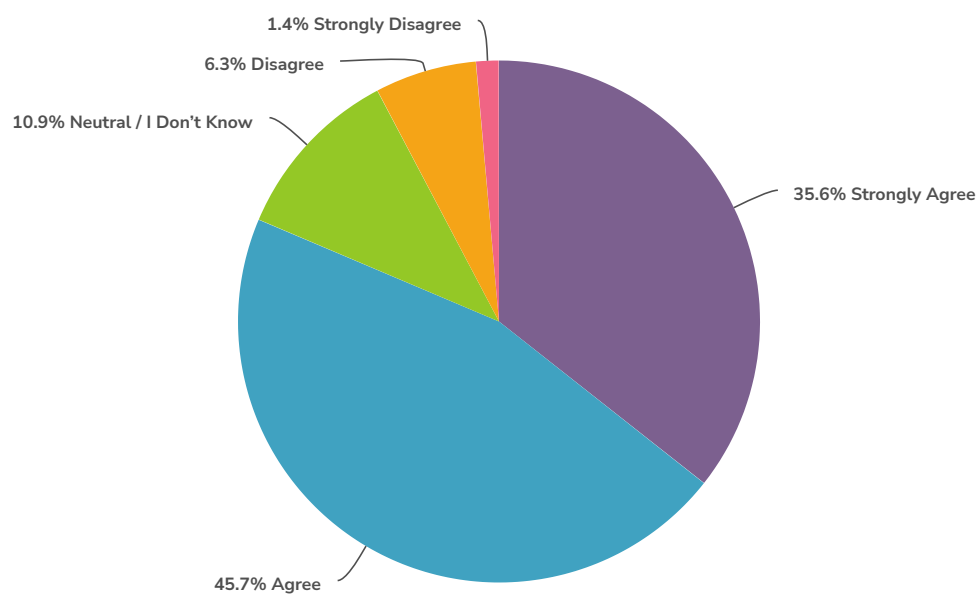
## 7. Which of the following best describes your primary job function?



Value	Percent	Responses
Partner/Shareholder	58.3%	307
Counsel	5.9%	31
Associate	15.6%	82
Trademark Administrator/Paralegal	10.4%	55
Trademark Agent	2.7%	14
Patent Counsel/Patent Agent	0.9%	5
Operations/Administration Professional	1.3%	7
<u>Other—Please specify (click to view)</u>	4.9%	26
		<b>Totals: 527</b>

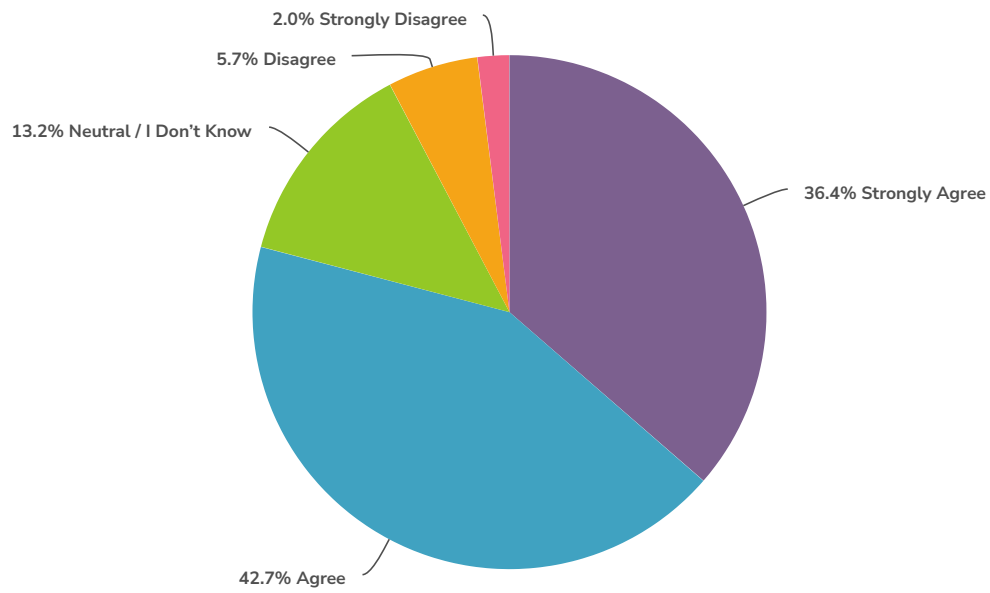
Other—Please specify	Count
Senior Associate	3
Managing partner	2
Attorney-at-law	1
CEO/TRADEMARK AGENT / PATENT AGENT	1
Chief DEI Officer	1
Consultant	1
DIRECTOR	1
Director	1
Emeritus partner (mandatory retirement from equity)	1
Founder and Managing Partner	1
Head of Marketing and Business Development	1
Head, member of executive team	1
I am Director of the Trademark and Patent area so I perform functions of various of the items below.	1
Non-equity partner	1
Of Counsel	1
Salary Partner	1
Senior Associate - Brand Protection	1
Solicitor	1
Trade Mark Specialist + Quality and Security Co-ordinator	1
Trademark Attorney	1
business development manager	1
non-partner officer (attorney)	1
sales leader	1
Totals	26

8. My firm communicates its values and priorities with respect to firm culture.



Value	Percent	Responses
Strongly Agree	35.6%	176
Agree	45.7%	226
Neutral / I Don't Know	10.9%	54
Disagree	6.3%	31
Strongly Disagree	1.4%	7
		Totals: 494

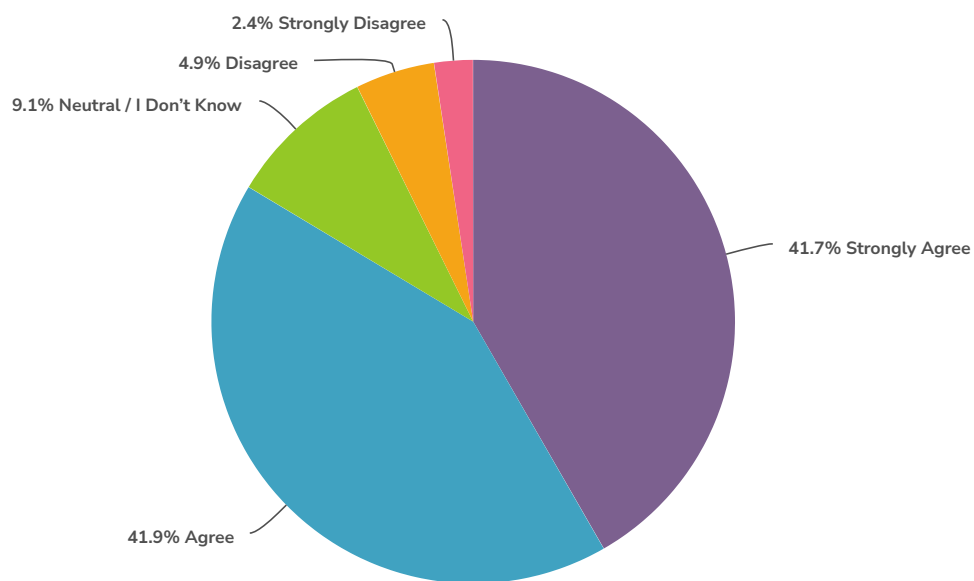
## 9. My firm practices its stated firm culture.



Value	Percent	Responses
Strongly Agree	36.4%	180
Agree	42.7%	211
Neutral / I Don't Know	13.2%	65
Disagree	5.7%	28
Strongly Disagree	2.0%	10

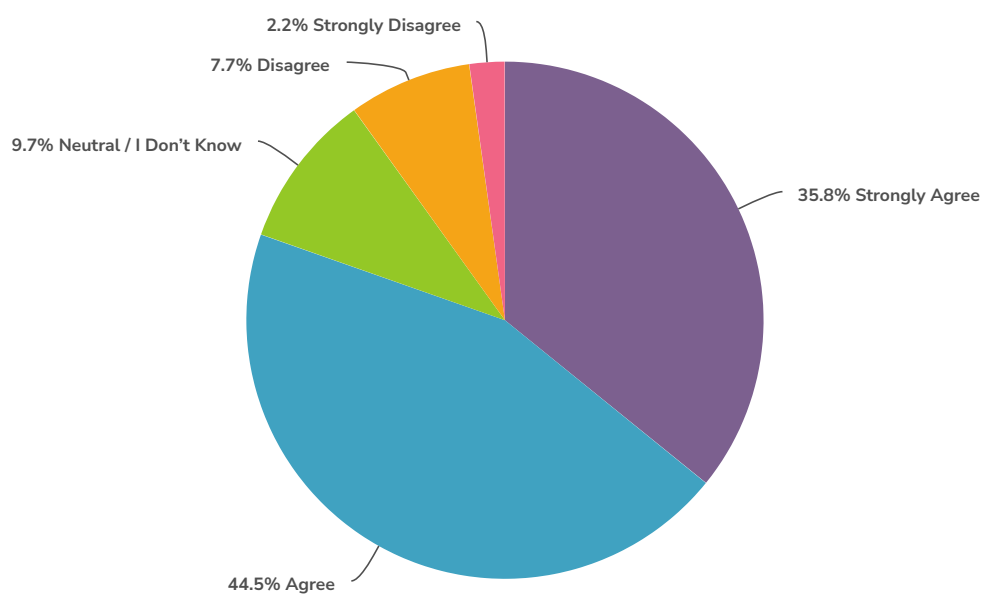
**Totals: 494**

10. My firm values and actively tries to build a healthy firm culture.



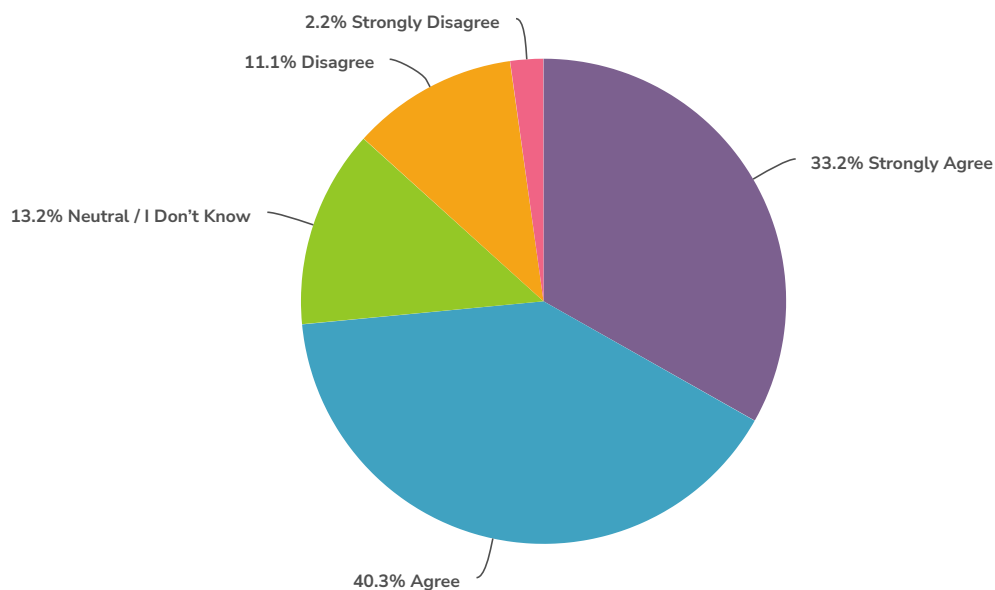
Value	Percent	Responses
Strongly Agree	41.7%	206
Agree	41.9%	207
Neutral / I Don't Know	9.1%	45
Disagree	4.9%	24
Strongly Disagree	2.4%	12
		Totals: 494

## 11. My firm supports and encourages a healthy work-life balance.



Value	Percent	Responses
Strongly Agree	35.8%	177
Agree	44.5%	220
Neutral / I Don't Know	9.7%	48
Disagree	7.7%	38
Strongly Disagree	2.2%	11
		Totals: 494

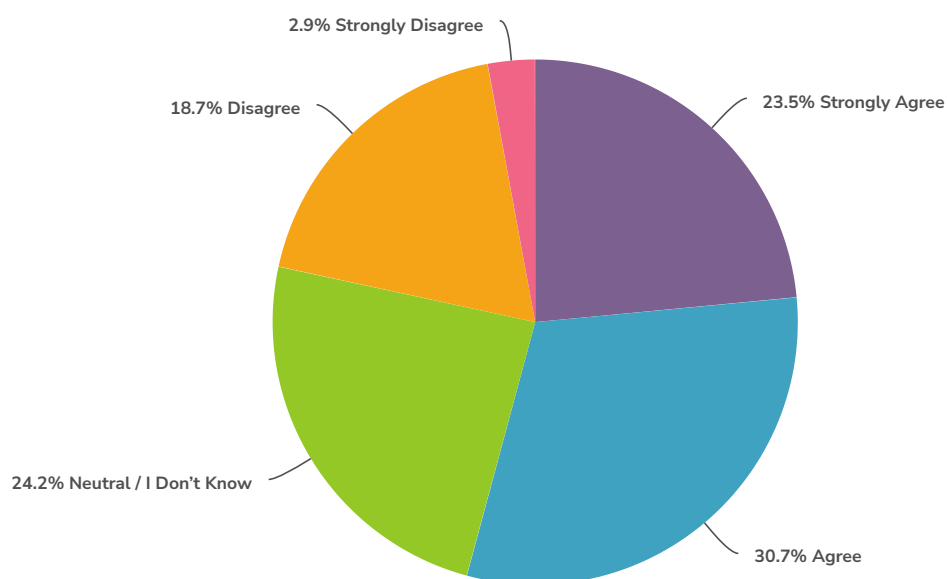
12. My firm provides and supports a generous vacation / leave / time-off policy.



Value	Percent	Responses
Strongly Agree	33.2%	164
Agree	40.3%	199
Neutral / I Don't Know	13.2%	65
Disagree	11.1%	55
Strongly Disagree	2.2%	11

**Totals: 494**

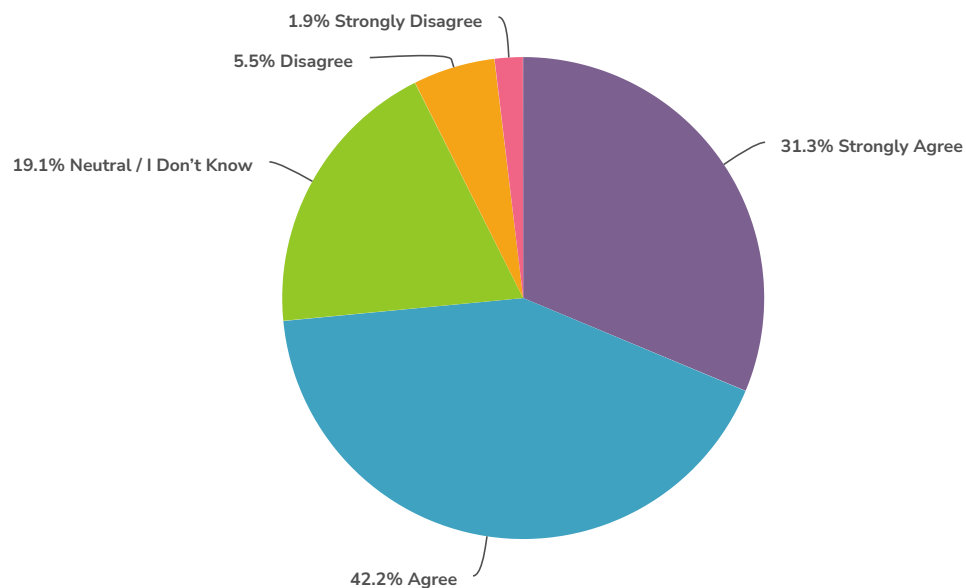
13. My firm provides resources or programs relating to mental health and well-being.



Value	Percent	Responses
Strongly Agree	23.5%	112
Agree	30.7%	146
Neutral / I Don't Know	24.2%	115
Disagree	18.7%	89
Strongly Disagree	2.9%	14
		Totals: 476

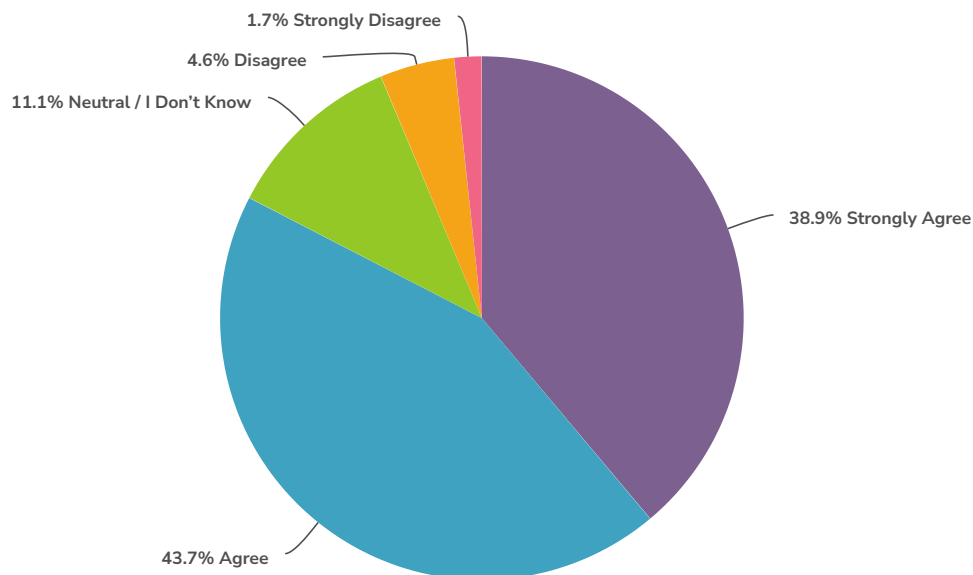


14. My firm has a supportive parental or family leave policy.



Value	Percent	Responses
Strongly Agree	31.3%	149
Agree	42.2%	201
Neutral / I Don't Know	19.1%	91
Disagree	5.5%	26
Strongly Disagree	1.9%	9
		Totals: 476

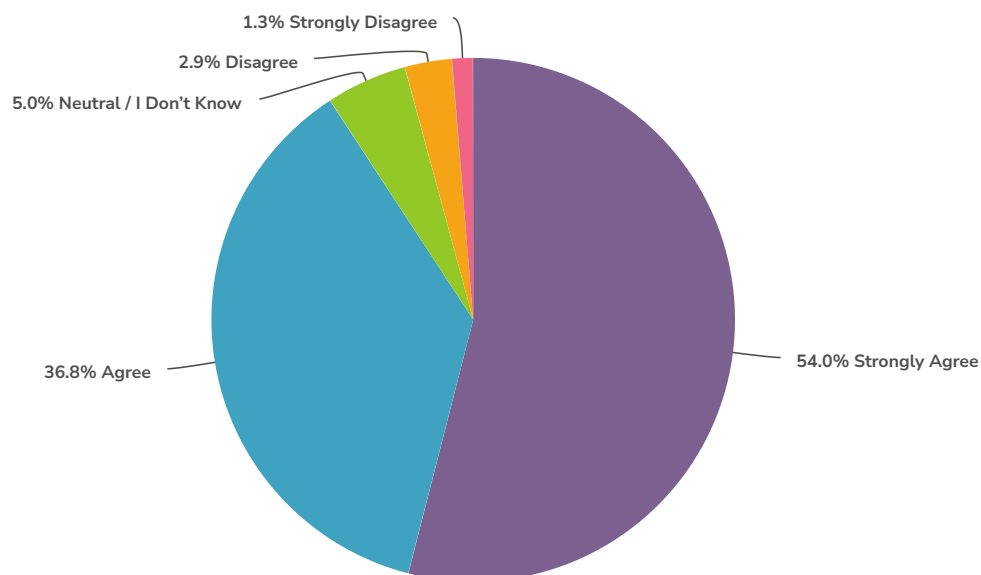
15. My firm values and employs a diverse (in terms of gender, race, ethnicity, ability, religion, etc.) workforce.



Value	Percent	Responses
Strongly Agree	38.9%	185
Agree	43.7%	208
Neutral / I Don't Know	11.1%	53
Disagree	4.6%	22
Strongly Disagree	1.7%	8

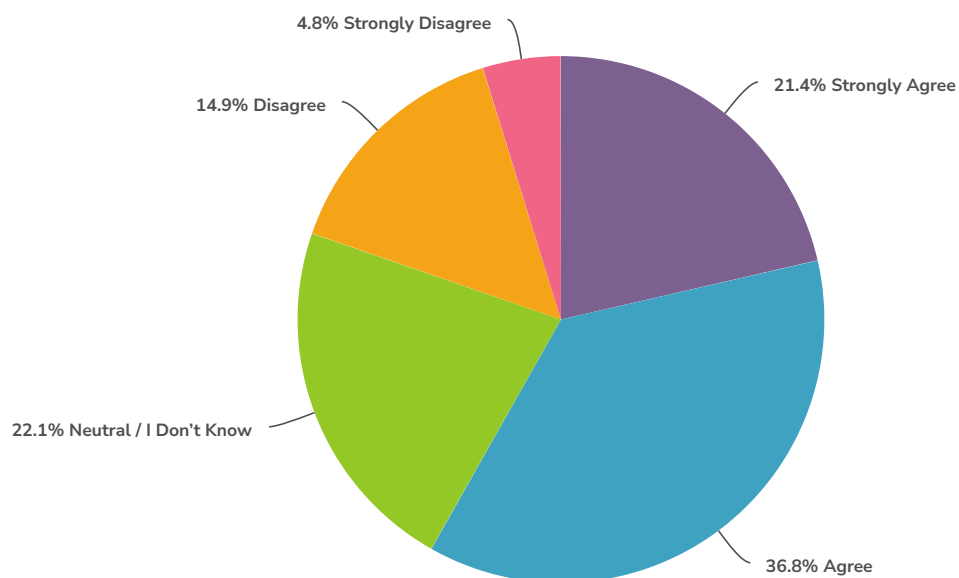
Totals: 476

16. My firm treats its staff professionals with respect.



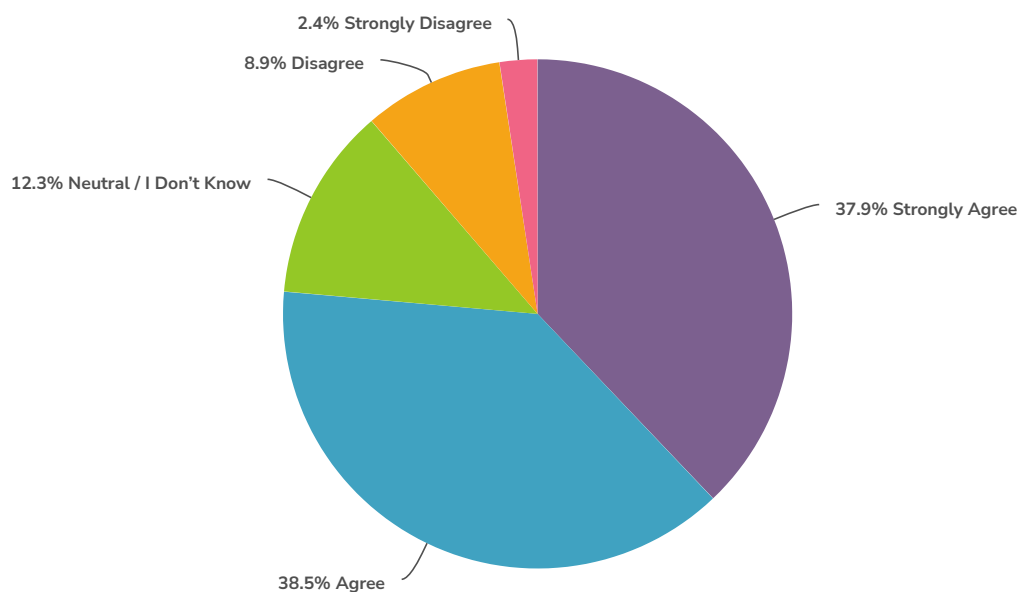
Value	Percent	Responses
Strongly Agree	54.0%	257
Agree	36.8%	175
Neutral / I Don't Know	5.0%	24
Disagree	2.9%	14
Strongly Disagree	1.3%	6
		Totals: 476

17. My firm's culture supports sustainability efforts (for example, "green" initiatives, banning of single-use plastics, stipends for using public transit, etc.)



Value	Percent	Responses
Strongly Agree	21.4%	102
Agree	36.8%	175
Neutral / I Don't Know	22.1%	105
Disagree	14.9%	71
Strongly Disagree	4.8%	23
		Totals: 476

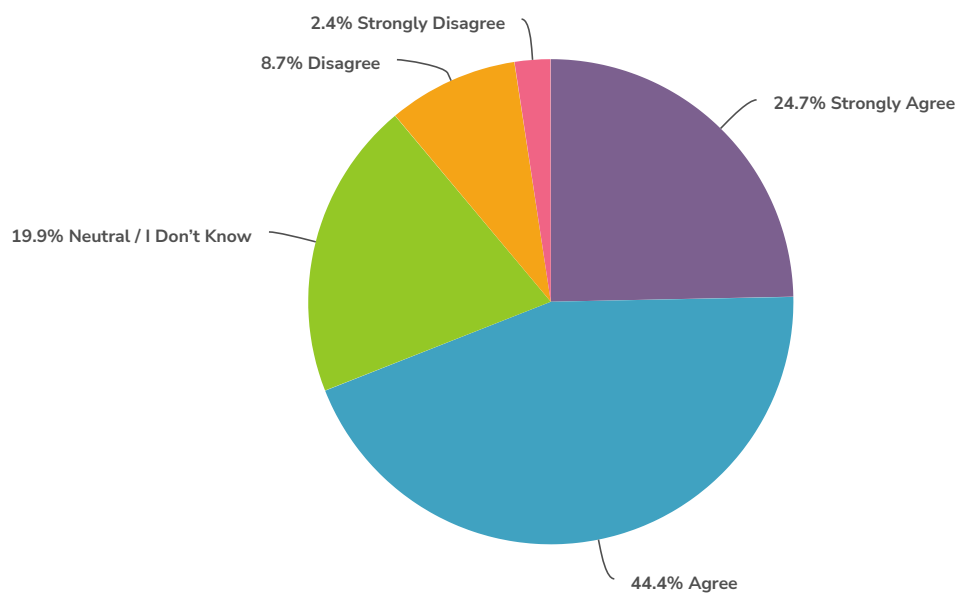
18. My firm's culture matches my personal values.



Value	Percent	Responses
Strongly Agree	37.9%	175
Agree	38.5%	178
Neutral / I Don't Know	12.3%	57
Disagree	8.9%	41
Strongly Disagree	2.4%	11

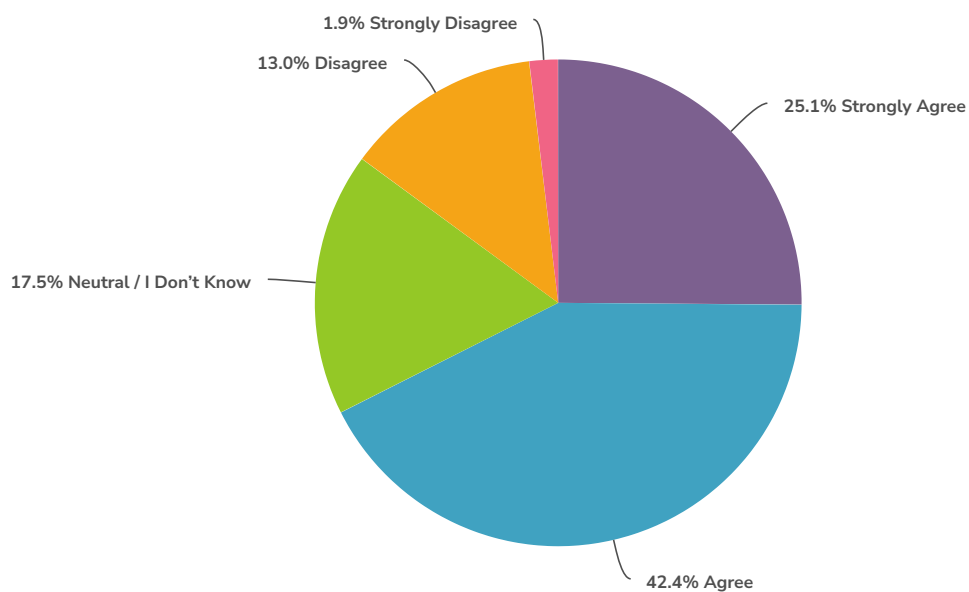
**Totals: 462**

19. My firm communicates firm culture as part of the onboarding process for new hires.



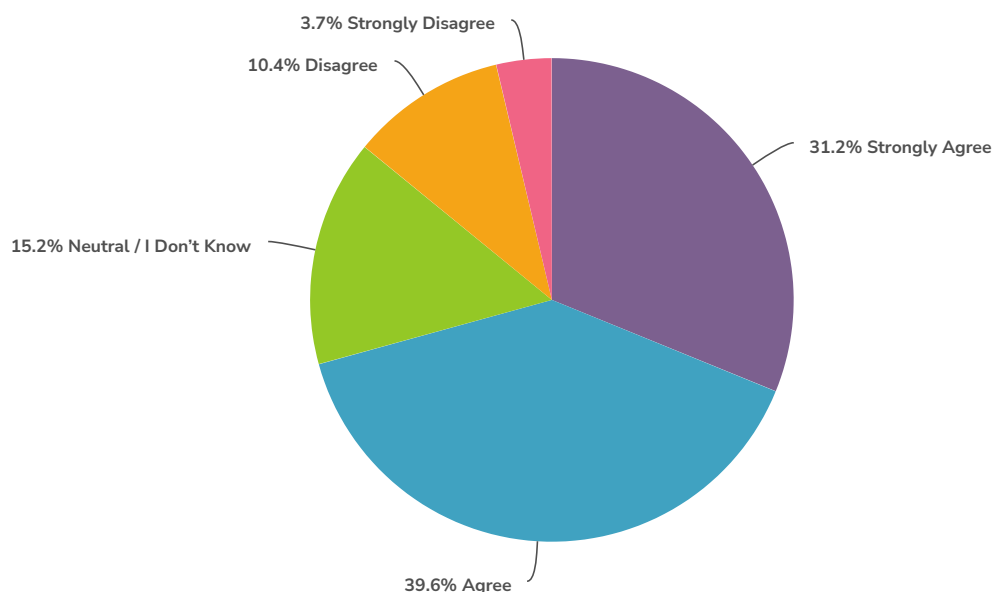
Value	Percent	Responses
Strongly Agree	24.7%	114
Agree	44.4%	205
Neutral / I Don't Know	19.9%	92
Disagree	8.7%	40
Strongly Disagree	2.4%	11
		Totals: 462

20. My firm supports and encourages mentorships programs among its attorneys and staff professionals



Value	Percent	Responses
Strongly Agree	25.1%	116
Agree	42.4%	196
Neutral / I Don't Know	17.5%	81
Disagree	13.0%	60
Strongly Disagree	1.9%	9
		Totals: 462

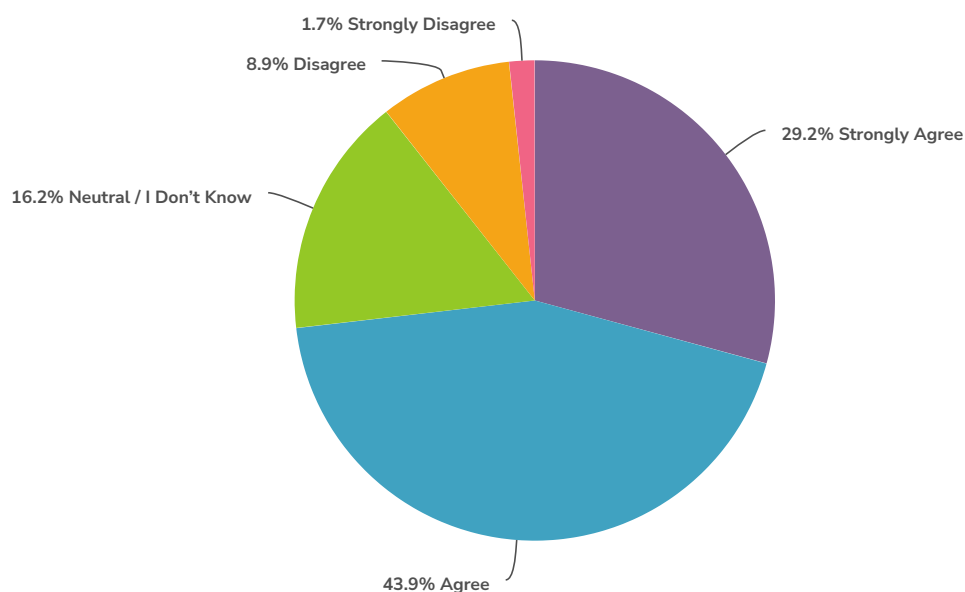
21. My firm is socially aware and encourages pro bono work and/or community involvement (for example, community volunteer work, board service, etc.).



Value	Percent	Responses
Strongly Agree	31.2%	144
Agree	39.6%	183
Neutral / I Don't Know	15.2%	70
Disagree	10.4%	48
Strongly Disagree	3.7%	17
		Totals: 462

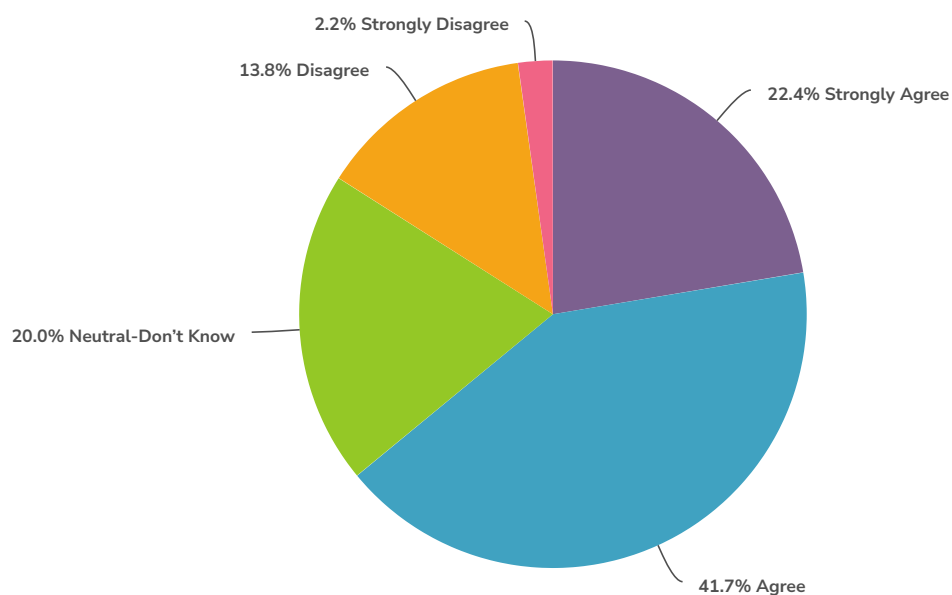


22. My firm is successful in communicating/applying its culture even in a work-from-home or hybrid scheme of work.



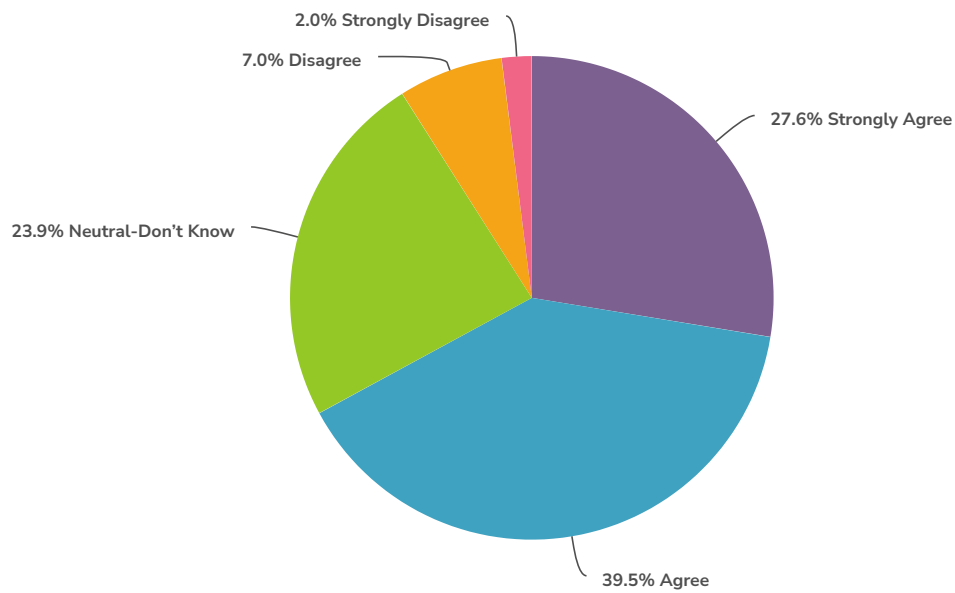
Value	Percent	Responses
Strongly Agree	29.2%	135
Agree	43.9%	203
Neutral / I Don't Know	16.2%	75
Disagree	8.9%	41
Strongly Disagree	1.7%	8
		<b>Totals: 462</b>

23. My firm is successful in retaining attorneys with diverse backgrounds.



Value	Percent	Responses
Strongly Agree	22.4%	102
Agree	41.7%	190
Neutral-Don't Know	20.0%	91
Disagree	13.8%	63
Strongly Disagree	2.2%	10
		Totals: 456

24. My firm actively attempt to attract a diverse attorney pool.

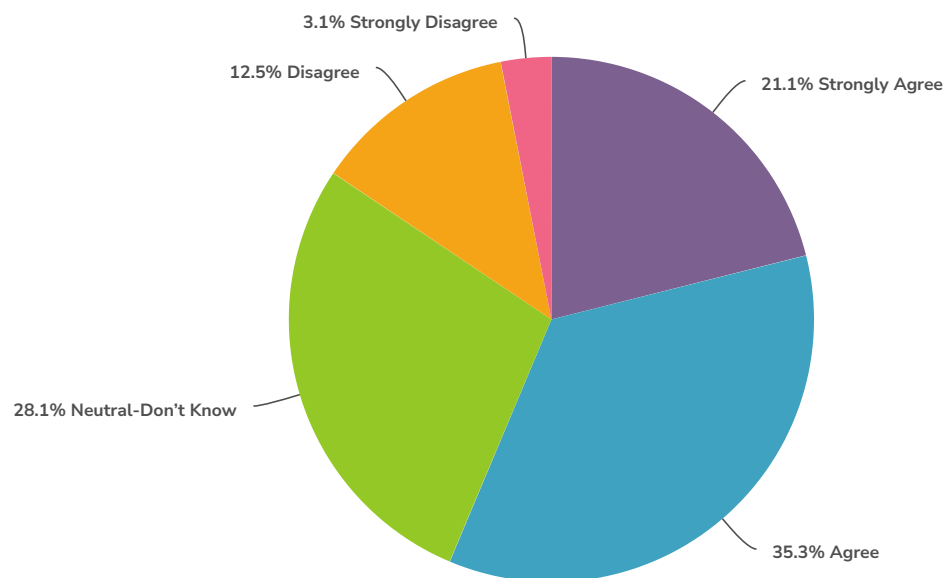


Value	Percent	Responses
Strongly Agree	27.6%	126
Agree	39.5%	180
Neutral-Don't Know	23.9%	109
Disagree	7.0%	32
		Totals: 456

25. Does your firm have an official committee focused on DEI matters?

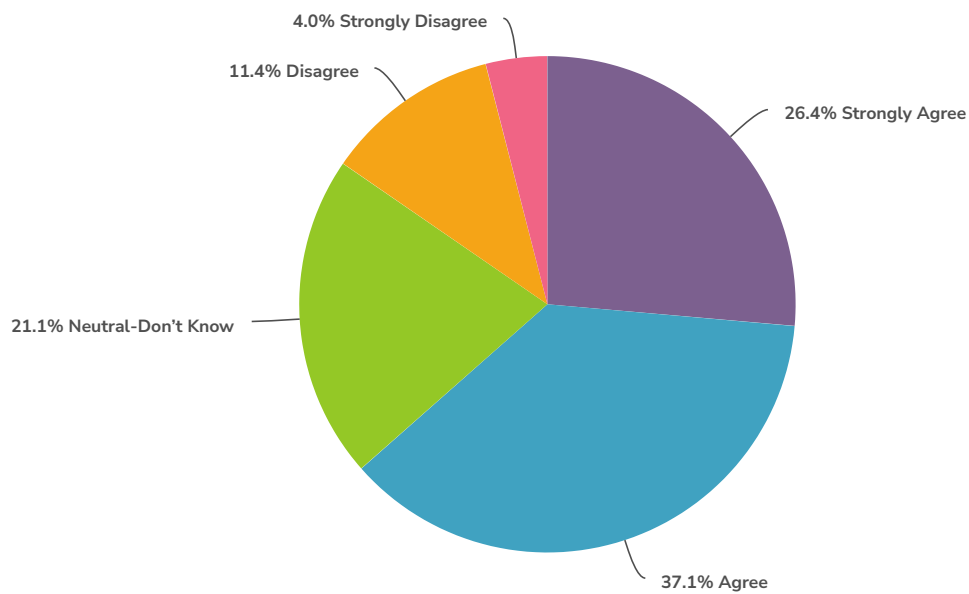
Q.25 yielded no results as a result of an amendment to the survey.

26. My firm has established initiatives relating to mentorship, sponsorship, allyship, or the support of others identifying as diverse.



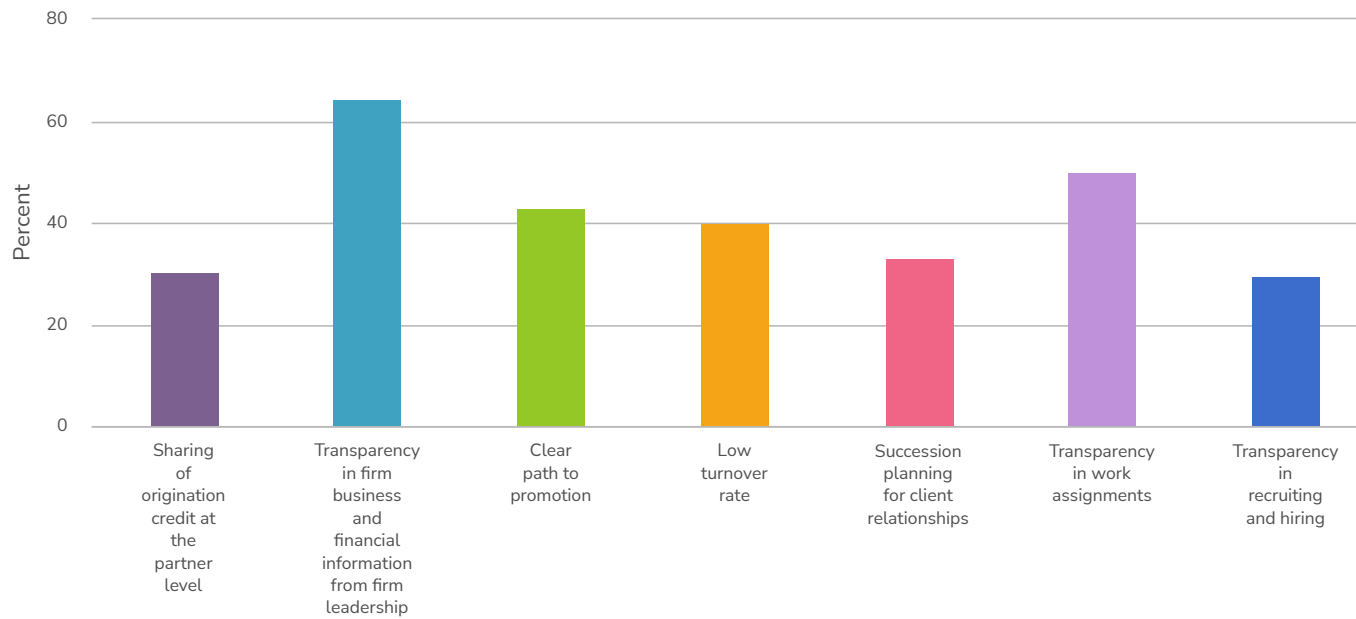
Value	Percent	Responses
Strongly Agree	21.1%	96
Agree	35.3%	161
Neutral-Don't Know	28.1%	128
Disagree	12.5%	57
Strongly Disagree	3.1%	14
		Totals: 456

27. My firm has established initiatives specific to women's issues.



Value	Percent	Responses
Strongly Agree	26.4%	120
Agree	37.1%	169
Neutral-Don't Know	21.1%	96
Disagree	11.4%	52
Strongly Disagree	4.0%	18
		Totals: 455

28. Of the following, please indicate the three concepts that are most important to you with respect to your law firm's culture:



Value	Percent	Responses
Sharing of origination credit at the partner level	30.2%	128
Transparency in firm business and financial information from firm leadership	64.2%	272
Clear path to promotion	42.9%	182
Low turnover rate	39.9%	169
Succession planning for client relationships	33.0%	140
Transparency in work assignments	50.2%	213
Transparency in recruiting and hiring	29.5%	125

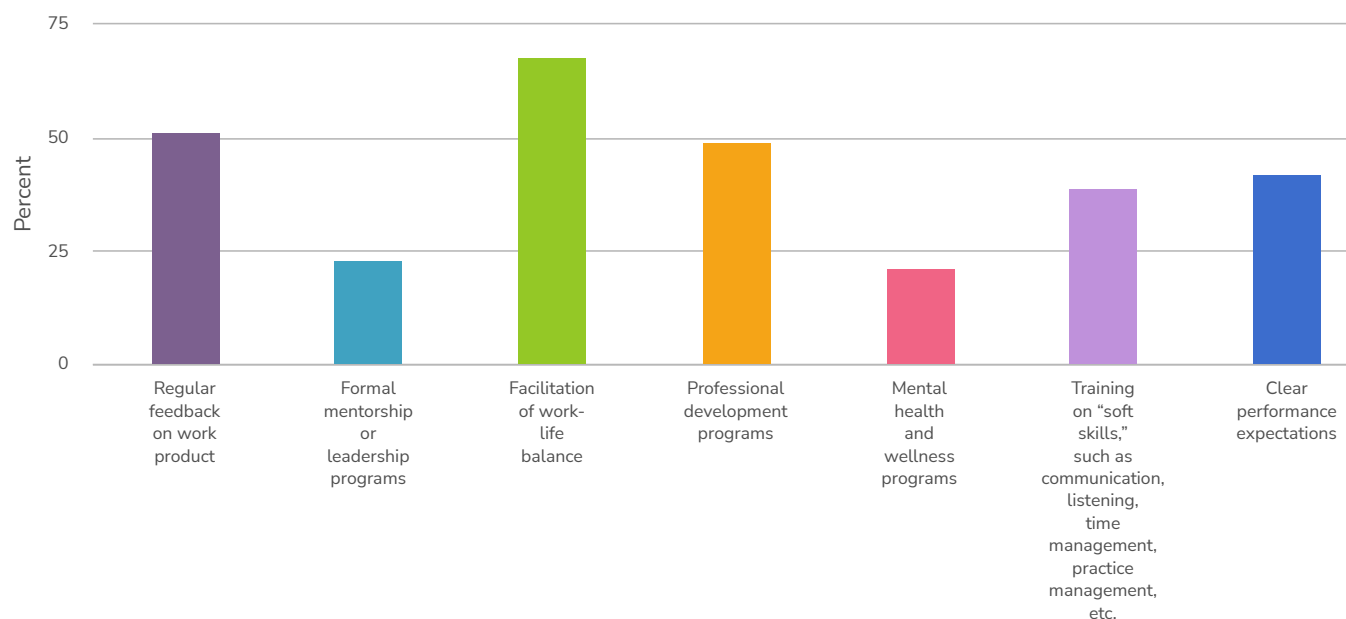
29. Of the following, please indicate the three concepts that are most important to you with respect to your law firm's culture:



Value	Percent	Responses
Support for pro bono work	34.6%	146
Awareness of and activity in social issues	49.8%	210
Diversity of the workforce (gender, race, ethnicity, ability, religion, etc.)	61.6%	260
Mandatory bias training	12.1%	51
Diversity among attorneys with active roles on client teams	42.9%	181
Prestigious industry ranking	40.3%	170
Rewards given for work on non-billable firm matters, such as leadership and organizational roles	47.4%	200

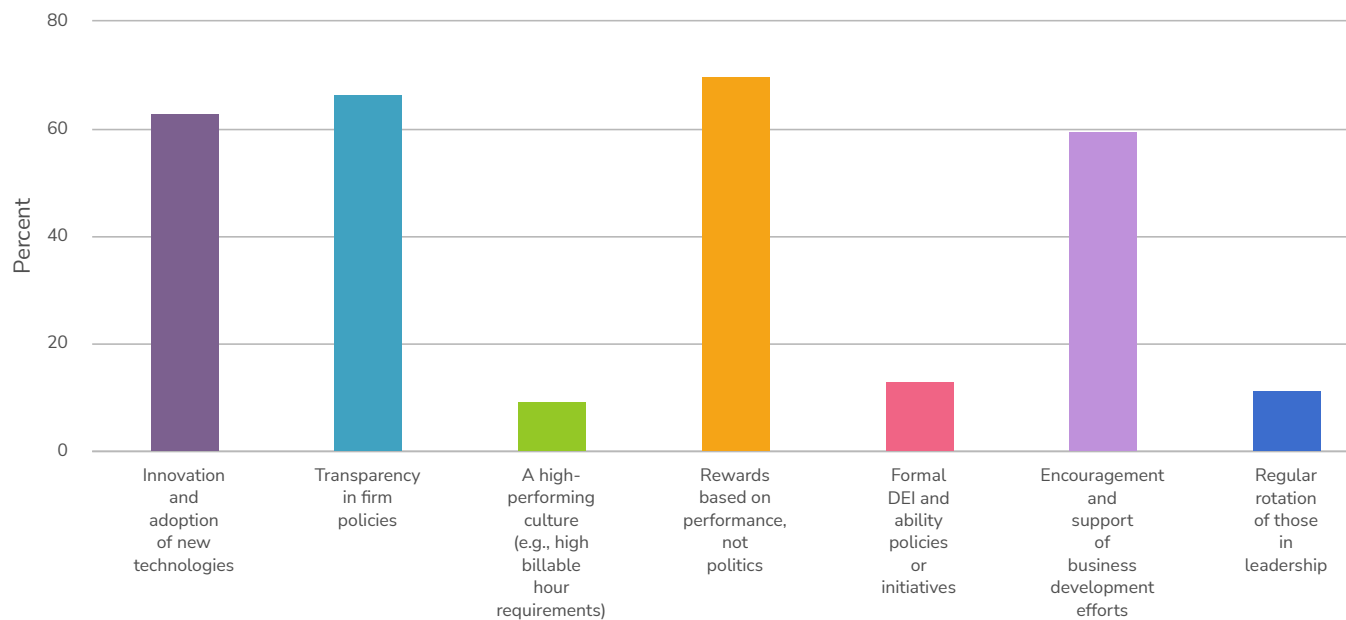


30. Of the following, please indicate the three concepts that are most important to you with respect to your law firm's culture:



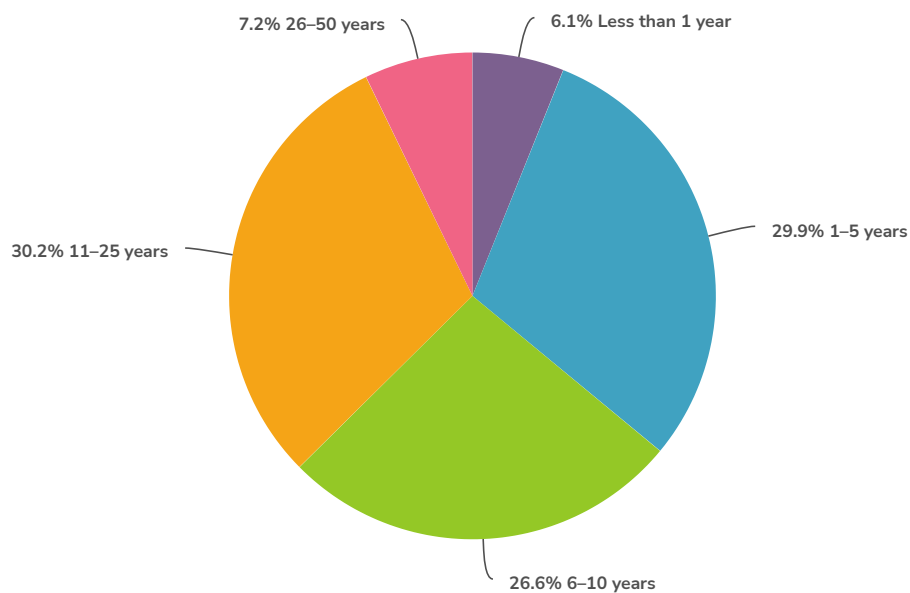
Value	Percent	Responses
Regular feedback on work product	51.2%	216
Formal mentorship or leadership programs	23.0%	97
Facilitation of work-life balance	67.8%	286
Professional development programs	49.3%	208
Mental health and wellness programs	21.1%	89
Training on "soft skills," such as communication, listening, time management, practice management, etc.	38.9%	164
Clear performance expectations	42.2%	178

31. Of the following, please indicate the three concepts that are most important to you with respect to your law firm's culture:



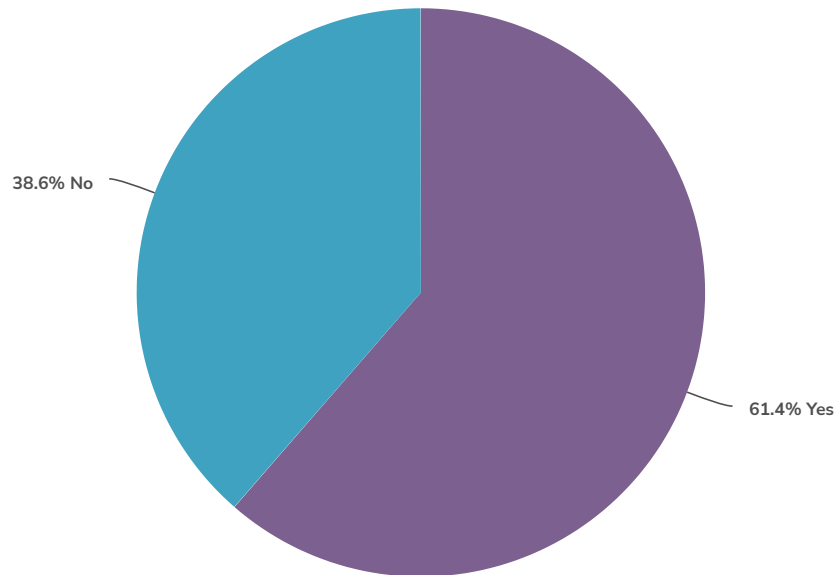
Value	Percent	Responses
Innovation and adoption of new technologies	62.9%	266
Transparency in firm policies	66.7%	282
A high-performing culture (e.g., high billable hour requirements)	9.2%	39
Rewards based on performance, not politics	70.0%	296
Formal DEI and ability policies or initiatives	13.2%	56
Encouragement and support of business development efforts	59.8%	253
Regular rotation of those in leadership	11.3%	48

### 32. How many years have you served in a leadership position in your law firm?



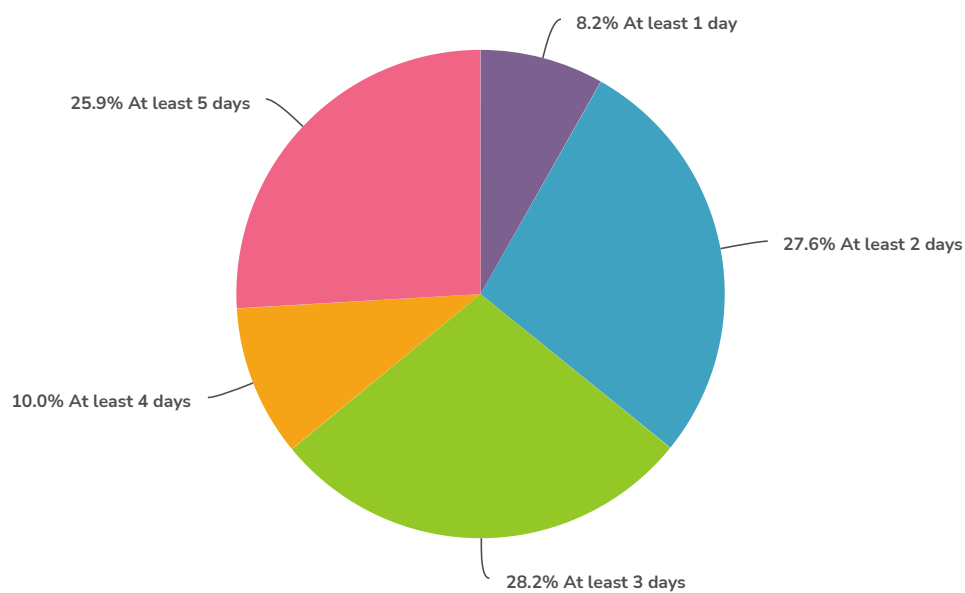
Value	Percent	Responses
Less than 1 year	6.1%	17
1-5 years	29.9%	83
6-10 years	26.6%	74
11-25 years	30.2%	84
26-50 years	7.2%	20
		Totals: 278

### 33. Does your firm require attorneys to come into the office?



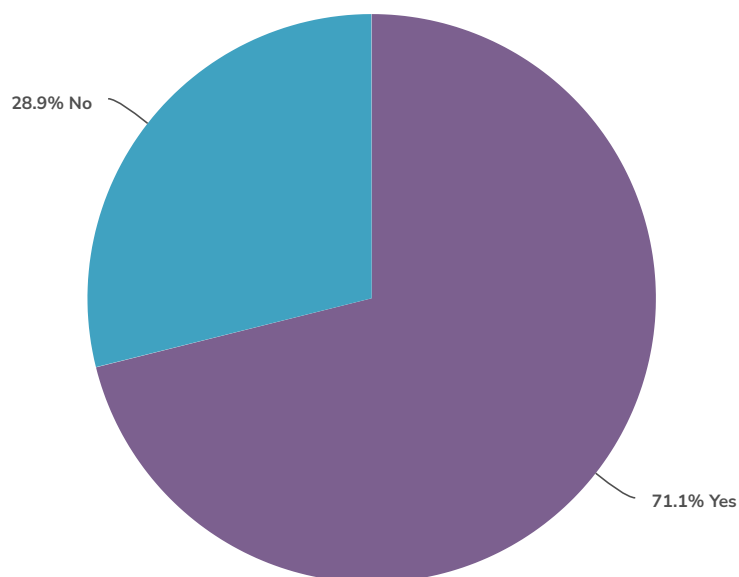
Value	Percent	Responses
Yes	61.4%	170
No	38.6%	107
		Totals: 277

### 34. How many days a week?



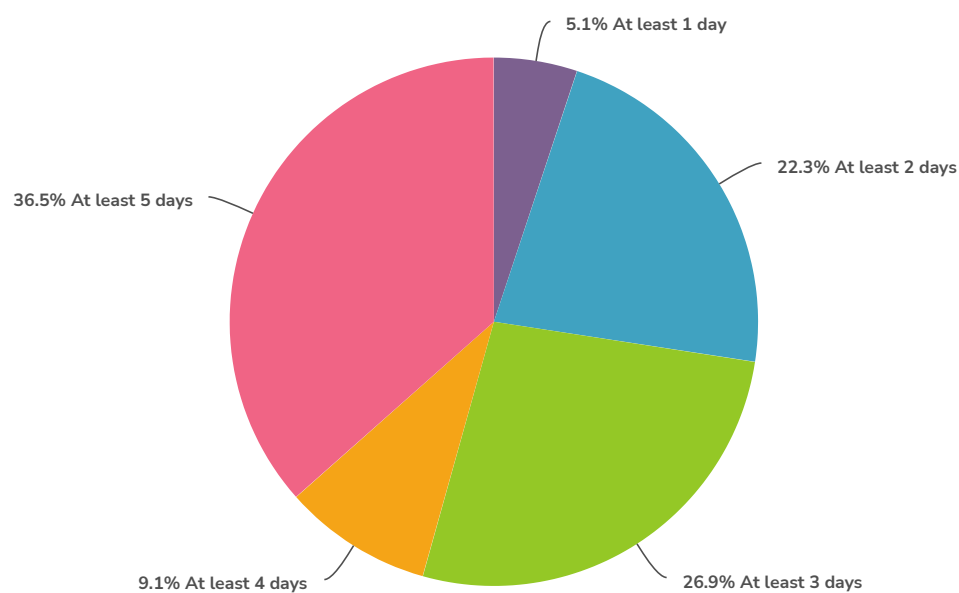
Value	Percent	Responses
At least 1 day	8.2%	14
At least 2 days	27.6%	47
At least 3 days	28.2%	48
At least 4 days	10.0%	17
At least 5 days	25.9%	44
		Totals: 170

35. Does your firm require non-attorney staff to come into the office?



Value	Percent	Responses
Yes	71.1%	197
No	28.9%	80
		Totals: 277

### 36. How many days a week?



Value	Percent	Responses
At least 1 day	5.1%	10
At least 2 days	22.3%	44
At least 3 days	26.9%	53
At least 4 days	9.1%	18
At least 5 days	36.5%	72
		Totals: 197

37. Of the following, with regard to retaining attorneys, what are the most challenging issues your law firm faces? (1—most important to 4—least important)

Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Compensation	1		830	269
Shifting priorities for work-life balance	2		703	263
Work from home flexibility	3		645	267
In-house opportunities	4		485	263
		Lowest Rank   Highest Rank		



38. Of the following, with regard to retaining attorneys, what are the most challenging issues your law firm faces? (1—most important to 4—least important) - comments

[Hide Responses ▼](#)

ResponseID	Response
------------	----------

	Remote Location, Language requirements
--	--

	Attracting and keeping attorneys of color.
--	--

	Retention of employees
--	------------------------

	We are two attorneys and have been for 20+ years. We have no retention issues.
--	--

	inability to shake off tradition to work more effectively understaffing to increase profit
--	--

	Bringing in good paying clients; getting the work done; getting paid; compensation to attorneys based fees collected
--	--

	lack of professional supporting staff
--	---------------------------------------

	Soft skills for younger team
--	------------------------------

	na
--	----

	Location Big law competition
--	------------------------------

	The cost of keeping the firm open (malpractice insurance, necessary third party software, security, etc.) when also attempting to perform services for the public at low and reasonable rates. It costs my firm \$45 per hour (\$90K a year) just to keep its doors open. This makes it hard to pay a high salary to associate attorneys when we do not charge our clients high rates for work.
--	---

ResponseID	Response
------------	----------

	There is a problem in this page. Our challenge is to get all Attorneys to see that they have a marketing / business development role too in the practice
--	--

	Foreign work opportunities (in particular in the Middle-East)
--	---

	As I am the only attorney, this question is not really an issue.
--	--

	NOTHING
--	---------

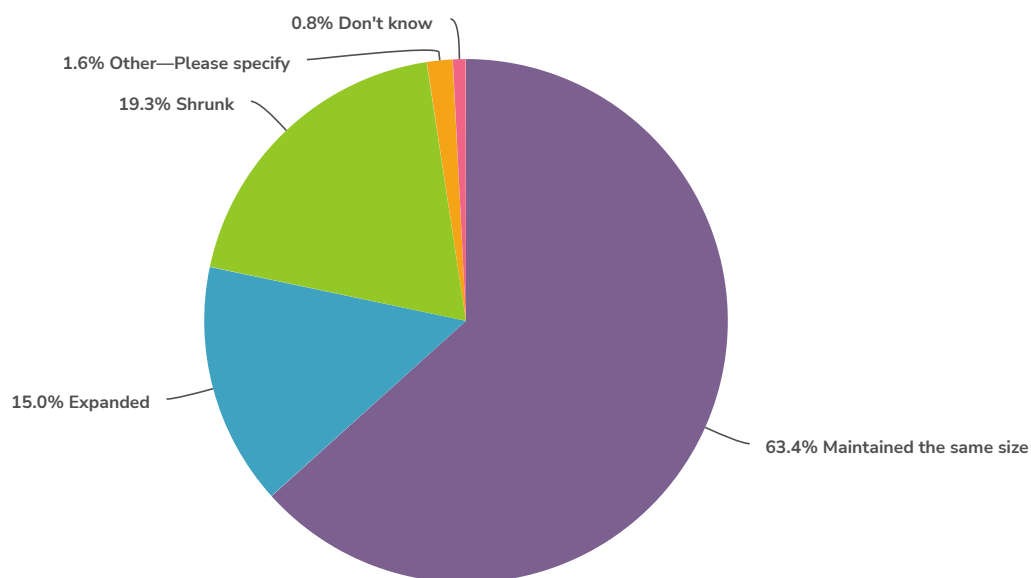
	Growth possibilities (1)
--	--------------------------

	Ensuring consistent stream of high quality work needed to challenge bright juniors
--	--

	Doing work for clients who pay
--	--------------------------------

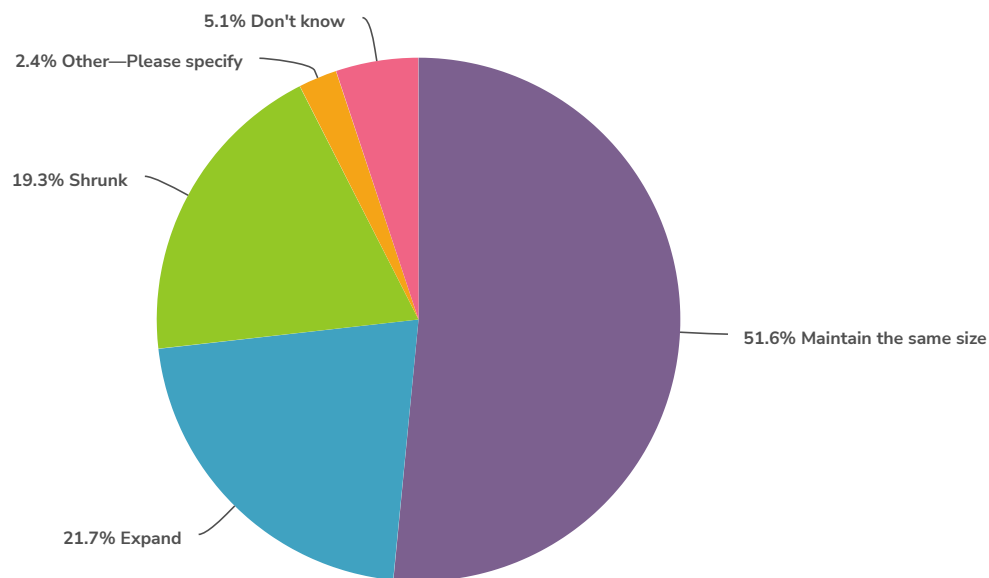
	Compensation based on the work done regardless the gender, usually men get higher compensation
--	--

39. Since the COVID-19 pandemic, your firm's office space has (select one of the following):



Value	Percent	Responses
Maintained the same size	63.4%	161
Expanded	15.0%	38
Shrunk	19.3%	49
<a href="#">Other—Please specify (click to view)</a>	1.6%	4
Don't know	0.8%	2
		Totals: 254

40. In the next two years, which of the following do you expect your firm's office space to do?



Value	Percent	Responses
Maintain the same size	51.6%	131
Expand	21.7%	55
Shrunk	19.3%	49
<a href="#">Other—Please specify (click to view)</a>	2.4%	6
Don't know	5.1%	13

Totals: 254

Other—Please specify	Count
Change	1
Downsize a floor and open a 2nd local office in a suburban location	1
Optimize workspaces	1
We will continue to be a virtual law firm.	1
eliminating office space entirely summer 2023	1
we are completely virtual and do not have office space	1
Totals	6

41. When considering what you perceive to be important to younger attorneys in your law firm, please rank the following items from most important (1) to least important (6):

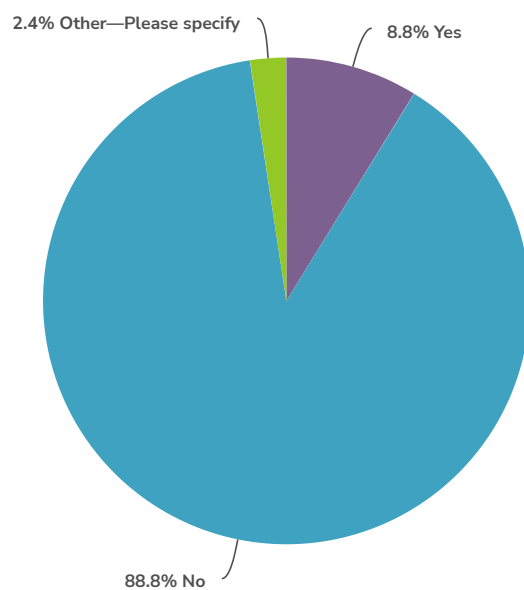
Item	Overall Rank	Rank Distribution	Score	No. of Rankings
Salary	1		1,153	250
Flexible Working Hours	2		966	251
Advancement Opportunities	3		954	250
Learning Opportunities	4		888	250
Part-time Remote Work	5		771	251
Full-time Remote Work	6		536	250
		Lowest Rank   Highest Rank		

42. When considering what you perceive to be important to younger attorneys in your law firm, please rank the following items from most important (1) to least important (6): - comments

[Hide Responses](#) ▼

ResponseID	Response
	"Pro bono opportunities" I would rank above "learning opportunities"
	We don't actually have younger attorneys, so this is not relevant to our firm
	To be gratified/congratulated
	Car
	Work-life balance
	There are no other attorneys
	Office support for studies and work abroad
	I have struggled with this question as I consider most of these to be equally important to our younger attorneys.

43. Does your firm still maintain any travel restrictions for your attorneys?



Value	Percent	Responses
Yes	8.8%	22

Other—Please specify	Count
We are more selective with the trips we must mak	1
We have started to travel again, slowly.	1
only budgetary	1
trips are more selective	1
we are more selective with the trips we must make	1
Totals	5

44. What has your firm done to retain and/or attract attorneys? In what ways have you found these actions to be beneficial or not beneficial?

[Hide Responses ▼](#)

ResponseID	Response
12	Career Advancement Coaching Benefits package
13	Provide opportunities to propose new services/regions/ideas.
15	The firm offers mental health sessions for those who have a personal or professional issue. This has help people to stay since they can realize that perhaps the issue is not related with the firm itself.
24	Communicate firm strategy; review and adjust remuneration to market rates; provide benefits to health and wellbeing; run leadership and development courses either mixed or women only, committees for diversity and social mobility to attract a truly diverse workforce including apprenticeships and access to law programmes
26	Financial incentives.
32	Promote face-to-face meetings and social gatherings. [somewhat effective] Participate in the associate compensation race in raising compensation. [somewhat effective]
33	Teaching in master programs and maintaining contact Being known as mentor and respected as scholar
36	Advance salaries and flexible hours and remote working;
37	Offer competitive salaries, and flexible work arrangements.
38	interviews and lobbying with friends
41	Direct recruitment, mentoring, positive culture. All have worked to some degree. We started a Diversity Committee for the first time and held a Pride Event and a Juneteenth Event
55	Competitive salaries and time flexibility allow employees to balance work and personal life
59	Flexible work schedule and flexibility to work from home. Attractive benefits package
73	provide good work environment, learning and growing opportunities
86	Mentoring, which has been beneficial.
94	Keeping the salaries to match the high inflation in ARgentina. Learning opportunities (courses, workshops, congresses)
119	Improve their compensation and tolerate / understand their need for social and personal time. We have been flexible regarding office hours.
121	To give a porcentage for the billed work.
132	Permitted substantial remote work. Although it enables us to retain attorneys, it results in an empty office, even on days when we "require" in-person work.
135	Sharing origination credit to promote advancement and relationship sharing

45. Since the beginning of this year, what has your firm done to maintain firm culture and in what ways have you found these actions to be beneficial or not beneficial?

[Hide Responses](#) ▼

ResponseID	Response
12	Health insurance Maternity leave policy
13	Communicate and invite attorneys to participate in the construction of the culture
15	The firm has tried to get back to normal as much as possible so there is more personal interaction. For some members, this recalls the culture we have. However, there is a trend from some members to be able to work from home as well.
24	Video and e-mail and in person communications from senior and managing partner to keep the whole firm informed; partners conference to encourage collaboration and firm culture and strategy
26	Group games and financial incentives. This is fine but what people want is more money in their pocket and not short term financial gain.
32	Regular firm meetings [in persona and remote]...[not sure of effectiveness]. Free food and beverages made available. [doubt the effectiveness].
33	Regular team events for everyone not just attorneys including travel. Very beneficial.
36	More social activities;
37	Ramped up social events in the office to encourage people to come into the office and reconnect with colleagues
38	weekly feedback meetings
41	Activiites (Game Night, Softball, Happy Hours), Work from home policy ( 1 to 2 days a week depending on position - - would like Admin Assistants to have 2 days, not 1 from home, but others strongly disagree). Activities seem to be improving relationships. Quarterly state of the firm meeting
55	Emphasizing work performance over time spent in the office has resulted in more committed and efficient personnel
59	Weekly firm meetings with open agenda (anyone in firm can identify an issue to discuss at the meeting)
73	provide good work environment, learning and growing opportunities
86	We have strived to get people back into the office.
94	We hired a Human Resources specialist to put more order in the processes and develop tools to organize the Firm in a more efficient way
99	Provide a clear procedure to permit limited work from home opportunities for staff and attorneys.
115	the firm is entirely remote, eliminating the office in June of 2023. We meet 1 to 2 times a year for retreats, we also meet weekly for social time.
119	Encourage them to engage in outdoors activities, visit friends, leave the office earlier in order to enjoy time with their families. It has proven to be beneficial for both.
121	No actions



46. Since the beginning of this year, what is the best thing you have done to keep your workforce engaged?

ResponseID	Response
12	Promotions and benefits
13	Empowered them
15	I have tried to keep closer on their endeavours and needs.
24	regular in person and remote meetings; one on one reviews to discuss career paths and advancement and goal setting, socials to get to know each other and other departments better
26	Remind them that they matter and they are being listened to.
32	try to have social meetings/events
33	Trip to the Munich Oktoberfest
36	More social activities;
37	In person social gatherings.
38	keep close to the team
41	Engaging activities and happy hours -- for the most part. But there are some who do not participate and should be reached other ways.
55	Listening to individual needs and concerns and finding together the best ways to optimize performance
73	provide good work environment, learning and growing opportunities
86	Fun activities in the office.
94	Payment of good salaries, flexible hours, home-office during all year long.
99	Get them back into the office. Work from home has been very detrimental to the development of our younger attorneys.
115	weekly meetings, weekly social meetings
119	A one day trip to the countryside, which involved a lot of conversations and wonderful meals.
132	We have instituted an firm lunch every Wednesday.

47. Since the beginning of this year, what have you done to improve the mental and/or emotional health of your workforce?

[Hide Responses ▼](#)

ResponseID	Response
12	Coaching Webinars about well being
13	we have hired private services of mental health assistance for free to our staff
15	The fiirm offers free of charge mental health sessions online to any person interested in the same.
24	Maintain personal contact, inform about all the support for mental wellbeing from stories of others issues, support services, talks on wellbeing and health,
32	na
33	Keep in touch with everyone
36	Try to be flexible on hours and remote work;
37	Offer mental health seminars and hire a Head of Wellness professionals to develop and lead mental health programs
38	Nothing
41	Reiterate mental health services available, engagement activities.
55	Facilitating resources, support and information on mental/emotional health
59	Flexible work schedule, positive encouragement
94	Listening tio problems or issues, being clise to all our employees.
99	Encourage telephone calls or visits to my office by associates and staff as an alternative to sending emails.
100	nothing
111	started a yoga program
115	We instituted 1/2 day Fridays for the entire summer. It was very well received.
119	Being supportive and a good listener. Assuring them that we understand that their health becomes first. Recommending sport activities and of course professional advise when necessary.
121	NOthing
151	We let people take time off but we need to do more. We have brought in a speaker on managing stress, but it was for attorneys only.

48. Since the beginning of this year, what other negative or difficult issues has your law firm been experiencing?

ResponseID	Response
12	Leavers on the business support Difficulties in recruitment Retention
13	burn out of some staff
15	Turnover is starting to increase due to flexibilities being offer by some competitors.
24	planning in an economically challenging environment
32	Trying to get people to return to the office.
33	Nothing major
36	Balancing work/life/family expectations;
37	The most challenging aspect for management is encouraging staff and professionals to return to the office
38	Facing a reduction of workload derived from the reduction in foreign investment due to mistaken government policies
41	Tension between "old school" and "new school" about flexible working hours and work from home policies.
55	Contraction of the economy and marketplace, besides the continued threat of Covid 19
59	Lack of travel due to pandemic to visit clients
94	Having to constantly adapt to the different economic and finacial policies that the Argentine government constantly changes and matching salaries with a high inflation.
99	Strong resistance to returning to the office, even for 3 or 4 days a week.
100	shrinking clientele.
111	The reaction of the different offices-courts we deal with to the pandemic is dragging substantial back log on procedures
115	A client of ours has cut back, causing us to lay off a staff member for the first time.
119	After COVID 19 the firm has experienced a sad mood from many of our coworkers. It has been difficult to overcome the concern of many regarding the future and the uncertainty.
135	Fight for talent in the marketplace
151	High turnover both attorneys and staff, low morale, patriarchal leadership, and uncompetitive compensation. Some attorneys and staff are working too hard to compensate for those not working hard due to overwhelm, burnout.

49. Since the beginning of this year, what positive or exciting issues is your law firm experiencing?

[Hide Responses ▼](#)

ResponseID	Response
13	more engaged staff, happier staff, attorneys want to learn new things and started thinking out-of-the box
15	There is an evident recovery in all our activities. We are doing at least as well as in 2019.
24	Engagement of people at all levels to collaborate and grow
32	Firm has generally been quite busy.
33	Growth of client base
36	Increase in staffing levels
37	Onboarding new talent in the business; winning new work.
38	Receiving more patent work derived from an appropriate and fair regime in the hiring and equitable remuneration of the corresponding area
41	Work levels on an uptick and people are happy to get back to in person trials, meetings, etc.
55	Exploring new fields of business, due to the development of new technologies
59	Merger with another law firm
94	Evaluation of all employees through a consultant, payment of better bonus according to merit,
100	looking for new work oportunities
111	The firm has been able to maintain and implement a mix home-office work scheme
115	We are picking up new smaller clients
119	We have become a member of a local group of Law Firms seeking to provide services in other fields to our IP clients; and it has increase the morale of the team in general. Seeking new matters and clients is invigorating.
151	New laptops, much needed.
154	Increases in productivity
161	We have a brand new beautiful office with great spaces to work; this new coach has changed the state of mine of the majority and has had positive outcomes in our personal and proffesional lifes

50. Please identify any law firm culture and/or DEI topics that you would like to see INTA address through programming, curriculum, or events:

[Hide Responses ▼](#)

ResponseID	Response
12	Not sure
13	Challenging with millennials staff
15	N/A
18	Allyship skills. The importance of establishing an environment in which working parents can succeed and benefit the firm.
24	I think INTA is addressing issues such as women leaders, women's career advancement, and diversity - perhaps social mobility and access to careers in the law for those who do not have the traditional college/university/ and law school route
31	As an attorney in an underrepresented group, how do you treat microaggressions, especially when you know leadership is not open to the discussion.
33	I personally consider that substantive programming is more on point and more INTA's mission.
35	Woman Issues
37	An deep dive into international standards on DEI generally, and what clients will demand of law firms. What lens do they use? Are the DEI expectations of a US corporate client different from Japan? China? France? How does a law firm accommodate clients on an international scale?
38	EPSTEIN DRANGEL LLP
41	How to make work from home work, even when we aren't facing covid or other societal emergencies. How to convince the old school attorneys to move into the new school
52	Improving law firm technology, listening to users and changing out antiquated software and systems in favor of more efficient ones; creating project teams and actually listening to their feedback when choosing new software. So many systems and processes are designed/purchased by people who aren't in the weeds with the systems/processes.
55	Keep on exploring new fields created by the development of new technologies
57	Practical training for traditionally non-diverse firms and managers to actually diversify their workforce, attorneys, and leadership.
59	how to promote firm transparency and make everyone feel included/part of team; how to deal with and eliminate toxic attitudes from workplace
77	Work life balance
80	Integration and retention of diverse attorneys / Firm's taking positions on social justice issues and the best practices in doing so
84	the importance of diverse staffing
94	Organization of lawfirms Marketing for lawfirms
98	.

51. Please identify changes that you believe would create a more inclusive law firm environment, including any specific initiatives that have been successful in your firm:

ResponseID	Response
12	Not sure
13	Provide staff with knowledge and training on agile methodology and project management skills
14	respect in the workplace training, diversity committees, women in leadership initiatives
15	N/A
16	More training and mentorship for our support staff such as paralegals. Higher retention of support staff. We are trying these at our firm but the programs are too recent to know whether they are successful.
24	Our diversity and social mobility committee work
35	Workshops addressed for women in the workforce.
37	DEI training; unconscious bias training; and a survey and debate regarding the social merits / demerits concerning promotion founded on equity vs. equality and/or merit vs. diversity.
38	Hiring a professional with expertise in building effective teams and solid experience with financial & strategic planning with business-oriented vision.
41	Diversity committee with diverse members -- we held pride and juneteenth events for the first time this year. In offering engagement activities, alternate morning, mid-day, evening, family friendly versus firm only, find something for everyone if you can.
59	A clear parental leave policy
77	Credit sharing system
84	encouraging parental leave for both men and women; making time-off easier
94	We have been very successfull trusting our employees with home office and only starting to request that they come into te office once a week. They have all worked in a very efficient way.
98	.
119	Groups meeting in different environments for activities not related with the firm.
126	Choose people based on merit regardless of background or any physical or religious status
127	Allowing diverse persons to earn leadership roles on an equal basis.
137	I feel like the law firm environment, especially in the Southeastern part of the U.S., could do a much better job when it comes to diversity and inclusion. They also need to make sure they have practices in place to help their employees' health and mental well-being, including better time off policies and family policies that actually offer some sort of compensation rather than dipping into one's PTO pool. I think PTO and Sick Leave should always be offered and should always be two separate types of leave.

## 52. Please provide any additional feedback that you would like to provide to INTA:

[Hide Responses ▼](#)

ResponseID	Response
13	...
14	My firm has great ideas and is well-known for its pro bono efforts and diversity initiatives, but could do better to practice what it preaches.
31	n/a
35	Great to be having these issues out.
37	NA
52	It's unfortunate that law firms pool sick time and vacation time into the same bucket. Before Covid, I always went to work sick so as not to use up my vacation time; not sure how I'll handle this the next time I get sick or am not feeling well. Have any law firms changed their policies with respect to sick time following Covid?
98	.
119	The subject of working remotely must be revised with respect to its advantages. In many cases is more stressful to attend to several online meetings which are set just to make sure that people is working. In my opinion there is nothing like meeting at the office to feel that you are part of it.
164	DEI initiatives I am sure have a positive motivation, but it is not being questioned and is becoming an excuse to impose ideological views threatening freedom of thought, speech, economy, among others.
178	INTA should create an LGBTQ+ committee to create and develop policies of inclusion
184	No comment
186	N/A
208	Although the questions were specific to my firm, the answers I gave were more relevant to my team (department) within the firm. I find that the team (department) culture was more relevant and important to me than the firm culture in some ways as it has a seemingly more immediate impact on me, my job, my day to day.
209	N/A
216	Thanks for the great survey!
219	INTA should get out of the social activism business and returned to the basics of its mission of protecting trademarks and brand values
226	NA
233	N/A
242	Nil
246	Find ways to a higher industry participation in your events.

# In-Person Law Firm Culture Survey Reveals Key Themes

---

As a follow up to the written Law Firm Culture: Values and Views Survey circulated to all INTA members in 2022, the INTA Law Firm Culture Subcommittee recently conducted informal in-person surveys with various INTA members who attended the May 2023 Annual Meeting in Singapore.

“Law firm culture” generally refers to a firm’s core principles, communication norms, expectations for lawyers’ productivity, opportunities for career advancement, collegiality among colleagues, leadership style, and decision-making methods. The purpose of the original survey and in-person follow up was to gain insights into law firm culture globally, with a focus on values related to diversity, equity, and inclusion (DEI) in the legal profession, and to assess how INTA can best work with its members to study and support positive and productive workplace cultures.

The in-person participants were asked to identify what they valued the most about the culture of their respective companies or firms. While “flexibility,” “openness,” and “collegiality” were the terms used by respondents most frequently, several key themes also emerged from their responses and are listed here in no particular order:

- **Giving back to the IP community:** Many respondents valued their firm’s commitment to contributing and supporting the intellectual property (IP) and local communities, indicating a sense of social responsibility.
- **Relationship-building and teamwork:** Culture that encourages and fosters strong relationships among colleagues was highly valued. Respondents appreciated the collaborative mindset and the encouragement of teamwork.
- **Openness and transparency:** Culture that promotes openness and transparency was considered significant. This included a willingness to listen to suggestions and advice from employees at all levels, fostering an environment that supports creativity and the exchange of ideas.
- **Flexibility and work-life balance:** Respondents highly appreciated firms that offered a flexible and laid-back approach to management, avoiding unnecessary pressure on employees and allowing for a better work-life balance.
- **Collaboration and pro bono work:** Firms that prioritized collaboration and were committed to pro bono work and social causes were seen favorably by respondents.
- **Care and consideration for employees:** Many valued firms that showed genuine care for their employees’ well-being and personal interests by providing opportunities for personal growth and prioritizing wellness issues.
- **Inclusivity and diversity:** The importance of diversity and inclusion was highlighted in the responses. Firms that considered people internally, regardless of their position, and provided opportunities for young professionals were greatly appreciated.
- **Education and professional development:** Firms that offered educational opportunities and supported employees’ growth were valued for their commitment to personal and professional development.
- **Trust and autonomy:** Respondents appreciated being treated with trust and respect, wanting to have autonomy in the workplace.

Overall, the respondents emphasized the importance of firms fostering a positive and inclusive firm culture that values collaboration, transparency, diversity, and employee well-being.





**International  
Trademark  
Association**

**[www.inta.org](http://www.inta.org)**