

2011 Billing Rate & Associate Salary Survey ^{plus} Initial Release

Standard Report

Issued: May 2011



Standard Report

National Groups X-XIII Combined - Firms (97 members)

Issued: May 2011

Group Report

Confidential

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Comparison Group Information

National Groups X-XIII Combined - Firms

Number of Members in the Group
Your Office or Practice Area Displayed in this Report is a Member of the Group
Defined Size Range¹ of Group Members (# of Attorneys)
Maximum
Minimum
Your Office or Practice Area Size¹ (# of Attorneys)
Average Size of Group Members¹ (# of Attorneys in the Office or Practice Area)
Reporting Entities Included in the Group (Geographic Comparison Groups Only)
Number of Total Firms
Number of Principal Offices (including Single Office Firms)
Number of Non-Principal Offices

| Group Information |
|-------------------|
| 97 |
| No Maximum |
| 251 |
| 634 |
| 97 |
| 0 |
| 0 |

Billing Rate & Associate Salary Adjustment Practices

Date of Last Partner Billing Rate Increase

| Your Firm | Number of Firms Reporting |
|-----------------------------------|---------------------------|
| January 2, 2010 - March 31, 2010 | 0 |
| April 1, 2010 - June 30, 2010 | 1 |
| July 1, 2010 - September 30, 2010 | 2 |
| October 1, 2010 - January 1, 2011 | 89 |
| January 2, 2011 - March 1, 2011 | 3 |

Date of Last Associate/Senior Attorney Salary Increase

| Your Firm | Number of Firms Reporting |
|-----------------------------------|---------------------------|
| January 2, 2010 - March 31, 2010 | 0 |
| April 1, 2010 - June 30, 2010 | 3 |
| July 1, 2010 - September 30, 2010 | 6 |
| October 1, 2010 - January 1, 2011 | 70 |
| January 2, 2011 - March 1, 2011 | 8 |

Date of Last Associate/Senior Attorney Scale based Rate Increase

| Your Firm | Number of Firms Reporting |
|-----------------------------------|---------------------------|
| January 2, 2010 - March 31, 2010 | 1 |
| April 1, 2010 - June 30, 2010 | 1 |
| July 1, 2010 - September 30, 2010 | 3 |
| October 1, 2010 - January 1, 2011 | 85 |
| January 2, 2011 - March 1, 2011 | 2 |

Date of Last Associate/Senior Attorney Lock-step/Class Year based Rate Increase

| Your Firm | Number of Firms Reporting |
|-----------------------------------|---------------------------|
| January 2, 2010 - March 31, 2010 | 0 |
| April 1, 2010 - June 30, 2010 | 2 |
| July 1, 2010 - September 30, 2010 | 5 |
| October 1, 2010 - January 1, 2011 | 80 |
| January 2, 2011 - March 1, 2011 | 3 |

¹ Firm, Office or Practice Area size as of 1/1/2011. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Summary of Key Statistics

| | Period | Your Firm | | Group | | | Your Firm | | % Change - 1 year | | |
|--|-------------------|-----------|-----------|--------------------------|-----------|--------------------------|-------------------|-----------|--------------------------|--------|--------------------------|
| | | Average | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Standard Billing Rate | As of 1/1/11 | | | | | | | | | | |
| Equity Partners | | | / 95 | \$748 | \$645 | \$514 | / 87 | | 4.6 | 3.7 | 2.6 |
| Non-Equity Partners | | | / 79 | 639 | 541 | 435 | / 70 ‡ | | 4.5 | 3.7 | 2.0 |
| Associate/Sr. Attys | | | / 96 | 481 | 395 | 325 | / 87 | | 5.5 | 3.4 | 1.9 |
| Worked Rate | 1/1/10 - 12/31/10 | | | | | | | | | | |
| Equity Partners | | | / 90 | \$694 | \$584 | \$479 | / 82 | | 3.6 | 2.7 | 1.3 |
| Non-Equity Partners | | | / 75 | 585 | 498 | 395 | / 66 ‡ | | 3.6 | 2.6 | 1.2 |
| Associate/Sr. Attys | | | / 90 | 420 | 354 | 299 | / 81 | | 4.5 | 2.5 | 0.9 |
| Effective Rate | 1/1/10 - 12/31/10 | | | | | | | | | | |
| Equity Partners | | | / 93 | \$655 | \$547 | \$458 | / 84 | | 4.7 | 2.9 | 1.8 |
| Non-Equity Partners | | | / 76 | 540 | 470 | 376 | / 67 ‡ | | 3.8 | 2.1 | 0.4 |
| Associate/Sr. Attys | | | / 93 | 388 | 319 | 271 | / 83 | | 4.9 | 2.8 | 0.7 |
| Billable Hours | 1/1/10 - 12/31/10 | | | | | | | | | | |
| Equity Partners | | | / 92 | 1,666 | 1,576 | 1,498 | / 84 | | 3.9 | 0.3 | (1.8) |
| Non-Equity Partners | | | / 76 | 1,612 | 1,507 | 1,383 | / 67 ‡ | | 4.5 | 0.7 | (3.0) |
| Associate/Sr. Attys | | | / 92 | 1,784 | 1,720 | 1,631 | / 83 | | 4.6 | 1.6 | (1.9) |
| Fees Billed | 1/1/10 - 12/31/10 | | | | | | | | | | |
| Equity Partners | | | / 92 | \$1,046,337 | \$844,673 | \$679,306 | / 84 | | 7.0 | 3.4 | 0.4 |
| Non-Equity Partners | | | / 76 | 771,005 | 648,592 | 550,743 | / 67 ‡ | | 6.7 | 1.9 | (1.4) |
| Associate/Sr. Attys | | | / 92 | 660,504 | 533,096 | 427,717 | / 83 | | 7.1 | 2.4 | 0.1 |
| Leverage Ratios | 1/1/10 - 12/31/10 | | | | | | | | | | |
| Ratio of Other Attys to Equity Partners | | | / 93 | 2.88 | 2.21 | 1.49 | | | | | |
| Ratio of Non-Partner Attys to Partners | | | / 93 | 1.52 | 1.01 | 0.77 | | | | | |
| Assoc/Sr. Atty Base Salary | As of 1/1/11 | | | | | | | | | | |
| 2010 Associate | | | / 77 | \$158,529 | \$137,219 | \$116,778 | | | | | |
| All Associates & Sr. Attys | | | / 82 | 204,233 | 172,287 | 144,877 | / 77 | | 5.4 | 1.4 | (2.1) |
| All Associates (excl Sr. Attys) | | | / 82 | 192,907 | 165,804 | 138,865 | / 77 | | 4.7 | 0.6 | (1.3) |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Initial Release

National Groups X-XIII Combined - Firms (97 members)

Partner Standard Billing Rates

As of January 1, 2011

| | Your Firm | | Group | | | Your Firm | | Group | | | |
|---|-----------|-----------|--------------------------|--------|--------------------------|-------------------|-------------------|--------------------------|--------|--------------------------|-----|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | % Change - 2 year | % Change - 1 year | | Median % Change - 2 Year | |
| | | | | | | | | 1 st Quartile | Median | 3 rd Quartile | |
| Equity Partners | | | | | | | | | | | |
| High | | / 95 | \$1,050 | \$940 | \$750 | | | 4.9 | 2.9 | 0.0 | 5.3 |
| Middle | | / 95 | 734 | 635 | 500 | | | 4.9 | 3.8 | 2.9 | 6.3 |
| Low | | / 95 | 555 | 445 | 348 | | | 7.3 | 4.3 | 1.7 | 7.1 |
| Average | | / 95 | 748 | 645 | 514 | | | 4.6 | 3.7 | 2.6 | 6.5 |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | | |
| 10 Years or Less | | / 61 ‡ | \$652 | \$545 | \$408 | | ‡ | 6.7 | 2.0 | (0.0) | 5.7 |
| 11 - 15 Years | | / 91 | 658 | 563 | 464 | | | 5.2 | 4.0 | 1.7 | 6.0 |
| 16 - 20 Years | | / 91 | 698 | 598 | 485 | | | 5.1 | 3.1 | 1.7 | 5.5 |
| 21 - 25 Years | | / 91 | 723 | 627 | 509 | | | 4.8 | 3.5 | 2.0 | 5.7 |
| 26 - 30 Years | | / 91 | 752 | 650 | 528 | | | 4.9 | 3.7 | 2.3 | 5.9 |
| 31 - 35 Years | | / 91 | 789 | 677 | 541 | | | 5.2 | 3.6 | 2.3 | 6.0 |
| > 35 Years | | / 90 | 806 | 694 | 566 | | | 4.4 | 3.2 | 1.7 | 5.3 |
| Non-Equity Partners | | | | | | | | | | | |
| High | | / 79 | \$920 | \$825 | \$635 | | ‡ | 5.1 | 2.8 | 0.1 | 4.7 |
| Middle | | / 79 | 625 | 525 | 434 | | ‡ | 5.0 | 3.5 | 2.1 | 6.4 |
| Low | | / 79 | 478 | 390 | 303 | | ‡ | 7.1 | 3.2 | 0.0 | 5.1 |
| Average | | / 79 | 639 | 541 | 435 | | ‡ | 4.5 | 3.7 | 2.0 | 6.7 |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | | |
| 10 Years or Less | | / 72 ‡ | \$570 | \$479 | \$388 | | ‡ | 5.7 | 3.6 | 0.8 | 5.9 |
| 11 - 15 Years | | / 76 | 595 | 504 | 411 | | ‡ | 5.2 | 3.2 | 1.4 | 6.0 |
| 16 - 20 Years | | / 76 | 633 | 548 | 431 | | ‡ | 5.6 | 3.5 | 0.2 | 6.5 |
| > 20 Years | | / 76 | 682 | 588 | 477 | | ‡ | 5.2 | 3.5 | 1.9 | 6.6 |
| All Partner Composite | | | | | | | | | | | |
| High | | / 96 | \$1,050 | \$945 | \$750 | | | 5.1 | 2.7 | 0.0 | 5.1 |
| Middle | | / 96 | 701 | 600 | 490 | | | 4.8 | 3.9 | 2.6 | 6.2 |
| Low | | / 96 | 515 | 413 | 305 | | | 6.7 | 4.2 | 0.0 | 6.3 |
| Average | | / 96 | 714 | 614 | 499 | | | 4.5 | 3.5 | 2.6 | 6.3 |
| Contract Partner Average | | | ** | ** | ** | | | ** | ** | ** | ** |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Distribution of Partner Standard Billing Rates

By Years of Experience - As of January 1, 2011

| Equity Partners | <\$400 | \$400 - \$449 | \$450 - \$499 | \$500 - \$549 | \$550 - \$599 | \$600 - \$649 | \$650 - \$699 | \$700 - \$749 | \$750 - \$799 | \$800 - \$849 | \$850 - \$899 | \$900+ |
|--------------------------------|--------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------|
| 10 Years or Less | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group ‡ | 21.8% | 16.5% | 12.6% | 7.1% | 8.1% | 10.5% | 10.7% | 4.9% | 3.9% | 0.8% | 1.7% | 1.3% |
| 11 - 15 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 12.2% | 7.4% | 9.5% | 9.8% | 11.3% | 11.9% | 10.4% | 8.4% | 9.7% | 3.3% | 2.6% | 3.5% |
| 16 - 20 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 9.4% | 8.0% | 8.4% | 8.0% | 9.6% | 11.2% | 10.8% | 9.1% | 9.0% | 5.8% | 4.5% | 6.2% |
| 21 - 25 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 6.1% | 7.4% | 8.5% | 8.5% | 9.5% | 9.8% | 12.2% | 10.0% | 8.9% | 6.0% | 5.2% | 7.8% |
| 26 - 30 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 4.4% | 5.6% | 10.7% | 8.8% | 10.7% | 8.6% | 10.6% | 10.2% | 9.2% | 6.4% | 5.7% | 9.1% |
| 31 - 35 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 4.4% | 6.5% | 9.2% | 7.7% | 8.3% | 8.8% | 11.0% | 10.6% | 10.3% | 6.9% | 6.7% | 9.6% |
| > 35 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 3.2% | 4.7% | 8.1% | 7.6% | 8.4% | 8.6% | 11.2% | 10.4% | 9.0% | 8.3% | 8.0% | 12.5% |
| All Equity Partners | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 6.7% | 6.6% | 8.6% | 7.9% | 9.1% | 9.5% | 11.2% | 10.0% | 9.5% | 6.5% | 5.7% | 8.7% |
| Non-Equity Partners | <\$400 | \$400 - \$449 | \$450 - \$499 | \$500 - \$549 | \$550 - \$599 | \$600 - \$649 | \$650 - \$699 | \$700 - \$749 | \$750 - \$799 | \$800+ | | |
| 10 Years or Less | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group ‡ | 31.3% | 9.1% | 12.7% | 11.7% | 10.5% | 7.6% | 9.8% | 4.2% | 1.9% | 1.3% | | |
| 11 - 15 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 19.4% | 10.2% | 11.7% | 11.8% | 15.1% | 10.7% | 8.4% | 7.5% | 3.0% | 2.0% | | |
| 16 - 20 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 13.6% | 10.5% | 13.0% | 8.7% | 14.9% | 14.1% | 10.0% | 7.6% | 4.0% | 3.7% | | |
| > 20 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 9.1% | 8.3% | 10.8% | 8.9% | 11.3% | 12.1% | 12.7% | 9.8% | 6.4% | 10.5% | | |
| All Non-Equity Partners | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 16.9% | 9.2% | 11.6% | 10.1% | 12.9% | 11.3% | 10.6% | 7.7% | 4.3% | 5.4% | | |
| All Partners | <\$400 | \$400 - \$449 | \$450 - \$499 | \$500 - \$549 | \$550 - \$599 | \$600 - \$649 | \$650 - \$699 | \$700 - \$749 | \$750 - \$799 | \$800 - \$849 | \$850 - \$899 | \$900+ |
| Your Firm | | | | | | | | | | | | |
| Total Group | 9.9% | 7.4% | 9.6% | 8.6% | 10.3% | 10.1% | 11.0% | 9.3% | 7.9% | 5.2% | 4.3% | 6.5% |

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Non-Partner Timekeeper Standard Billing Rates

As of January 1, 2011

| Class of | Your Firm | | Group | | | Your Firm | | Group | | | Median % Change - 2 Year |
|--|-----------|-----------|-----------------------------|--------|-----------------------------|----------------------|----------------------|-----------------------------|--------|-----------------------------|--------------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | % Change - 2 Year | % Change - 1 Year | | | |
| | | | | | | | | 1 st Quartile | Median | 3 rd Quartile | |
| Associates & Senior Attorneys | | | | | | | | | | | |
| 2010 | | / 88 | \$334 | \$293 | \$247 | | | | | | |
| 2009 | | / 94 | 367 | 299 | 255 | | | 20.5 | 13.3 | 8.6 | |
| 2008 | | / 94 | 414 | 323 | 271 | | | 17.1 | 12.7 | 9.3 | 23.5 |
| 2007 | | / 94 | 453 | 348 | 288 | | | 15.3 | 12.3 | 7.7 | 23.4 |
| 2006 | | / 94 | 478 | 370 | 305 | | | 12.7 | 10.1 | 6.9 | 20.5 |
| 2005 | | / 94 | 493 | 391 | 316 | | | 11.1 | 8.5 | 6.6 | 18.2 |
| 2004 | | / 94 | 541 | 407 | 338 | | | 10.5 | 8.0 | 6.3 | 16.9 |
| 2003 | | / 94 | 542 | 421 | 348 | | | 9.0 | 7.0 | 5.2 | 14.1 |
| Prior | | / 94 | 589 | 478 | 392 | | | 6.8 | 5.1 | 3.5 | 10.0 |
| All Associates & Senior Attys | | / 96 | 481 | 395 | 325 | | | 5.5 | 3.4 | 1.9 | 9.2 |
| All Associates (excl Sr. Attys) | | / 96 | 457 | 373 | 311 | | | 5.9 | 3.8 | 1.4 | 8.5 |
| Other Attorney Averages | | | | | | | | | | | |
| Of Counsel | | / 78 | \$697 | \$587 | \$471 | ‡ | ‡ | 7.1 | 3.0 | 0.0 | 6.5 |
| Staff Attorneys | | / 63 ‡ | 370 | 304 | 243 | ‡ | ‡ | 6.7 | 3.1 | (1.8) | 7.7 |
| All Attorney Average | | / 96 | \$576 | \$511 | \$421 | | | 5.0 | 4.0 | 2.8 | 8.8 |
| Contract Associate Average | | / 28 ‡ | \$431 | \$358 | \$272 | | | ** | ** | ** | ** |
| Other Timekeeper Averages | | | | | | | | | | | |
| Lobbyists | | | ** | ** | ** | | | ** | ** | ** | ** |
| Specialists | | / 45 ‡ | 340 | 288 | 247 | ‡ | ‡ | 10.2 | 5.7 | (0.5) | 10.1 |
| Litigation Support | | / 46 ‡ | 242 | 197 | 161 | ‡ | ‡ | 10.8 | 3.4 | 0.0 | 9.1 |
| Patent Agents | | / 34 ‡ | 304 | 255 | 240 | ‡ | ‡ | 11.2 | 6.5 | 0.1 | 8.0 |
| Case Clerks | | / 44 ‡ | 161 | 130 | 105 | ‡ | ‡ | 13.7 | 5.0 | 0.0 | 4.8 |
| Law Clerks/Trust Accts. | | / 46 ‡ | 268 | 228 | 153 | ‡ | ‡ | 26.7 | 2.8 | (6.3) | 3.3 |
| Paralegals | | | | | | | | | | | |
| High | | / 91 | \$340 | \$300 | \$260 | | | 5.5 | 3.2 | 0.0 | 5.6 |
| Middle | | / 91 | 240 | 215 | 195 | | | 6.9 | 4.9 | 2.2 | 8.0 |
| Low | | / 91 | 150 | 125 | 100 | | | 24.6 | 5.0 | 0.0 | 11.8 |
| Average | | / 91 | 240 | 212 | 194 | | | 6.1 | 4.1 | 1.9 | 8.0 |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Distribution of Select Non-Partner Timekeeper Standard Billing Rates

As of January 1, 2011

| Assoc & Sr. Attys - by Class | <\$275 | \$275 - \$299 | \$300 - \$324 | \$325 - \$349 | \$350 - \$374 | \$375 - \$399 | \$400 - \$424 | \$425 - \$449 | \$450 - \$474 | \$475 - \$499 | \$500 - \$524 | \$525+ |
|-----------------------------------|--------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------|
| 2010 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 23.0% | 15.6% | 12.8% | 16.4% | 11.5% | 15.3% | 3.9% | 0.6% | 0.8% | 0.1% | | 0.1% |
| 2009 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 19.7% | 11.1% | 10.0% | 7.2% | 11.4% | 13.0% | 7.7% | 9.9% | 5.1% | 4.6% | 0.2% | 0.2% |
| 2008 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 14.6% | 6.9% | 7.7% | 9.8% | 5.6% | 7.3% | 8.5% | 10.9% | 7.2% | 9.1% | 3.6% | 8.9% |
| 2007 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 12.3% | 6.4% | 6.7% | 8.4% | 6.5% | 5.5% | 5.7% | 7.8% | 6.6% | 9.7% | 2.5% | 22.0% |
| 2006 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 9.1% | 4.9% | 5.1% | 6.8% | 7.6% | 8.1% | 6.0% | 4.1% | 7.2% | 6.0% | 6.2% | 28.9% |
| 2005 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 8.4% | 4.5% | 3.6% | 6.7% | 5.7% | 8.5% | 7.2% | 4.5% | 4.9% | 4.9% | 5.5% | 35.6% |
| 2004 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 6.4% | 5.0% | 4.0% | 5.4% | 5.8% | 8.0% | 6.5% | 5.6% | 4.8% | 5.4% | 4.1% | 39.1% |
| 2003 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 4.6% | 4.3% | 4.0% | 4.7% | 4.8% | 6.3% | 6.0% | 6.2% | 4.8% | 4.8% | 5.5% | 44.1% |
| Prior | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 2.7% | 2.5% | 3.2% | 3.9% | 4.1% | 5.6% | 4.7% | 5.5% | 5.5% | 7.8% | 5.5% | 49.0% |
| All Assoc & Sr. Attys | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 10.1% | 5.8% | 5.7% | 6.8% | 6.4% | 7.9% | 6.2% | 6.4% | 5.5% | 6.4% | 4.0% | 28.7% |
| All Assoc (excl Sr. Attys) | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 11.1% | 6.5% | 6.3% | 7.5% | 7.0% | 8.5% | 6.6% | 6.7% | 5.6% | 6.5% | 3.8% | 24.0% |
| Paralegals | <\$125 | \$125 - \$149 | \$150 - \$174 | \$175 - \$199 | \$200 - \$224 | \$225 - \$249 | \$250 - \$274 | \$275 - \$299 | \$300+ | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 3.0% | 5.1% | 12.2% | 15.9% | 19.5% | 17.6% | 11.8% | 8.7% | 6.0% | | | |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Full Year Partner¹ Standard Billing Rates & Annual Percent Change

As of January 1, 2011

| | Your Firm | | Group | | | Your Firm | | Group | | |
|---------------------------------------|-----------|-----------|--------------------------|--------|--------------------------|-------------------|-----------|--------------------------|--------|--------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Equity Partners | | | | | | | | | | |
| High | | / 94 | \$1,049 | \$940 | \$750 | | / 94 | 4.7 | 2.7 | 0.0 |
| Middle | | / 94 | 735 | 635 | 505 | | / 94 | 5.0 | 3.9 | 2.9 |
| Low | | / 94 | 571 | 448 | 356 | | / 94 | 6.9 | 4.5 | 3.0 |
| Average | | / 94 | 753 | 647 | 514 | | / 94 | 4.8 | 4.1 | 3.2 |
| <u>Average by Years of Experience</u> | | | | | | | | | | |
| 10 Years or Less | | / 53 ‡ | \$670 | \$550 | \$424 | | / 53 ‡ | 7.2 | 5.7 | 3.5 |
| 11 - 15 Years | | / 89 | 659 | 562 | 450 | | / 89 | 6.2 | 4.9 | 3.7 |
| 16 - 20 Years | | / 90 | 704 | 598 | 483 | | / 90 | 5.2 | 4.4 | 3.2 |
| 21 - 25 Years | | / 90 | 724 | 632 | 509 | | / 90 | 4.7 | 4.0 | 3.1 |
| 26 - 30 Years | | / 90 | 752 | 651 | 528 | | / 90 | 4.6 | 3.9 | 3.0 |
| 31 - 35 Years | | / 90 | 791 | 684 | 536 | | / 90 | 4.6 | 3.6 | 2.6 |
| > 35 Years | | / 89 | 809 | 695 | 564 | | / 89 | 4.3 | 3.6 | 2.3 |
| Non-Equity Partners | | | | | | | | | | |
| High | | / 77 | \$915 | \$820 | \$640 | | / 77 | 5.0 | 3.6 | 1.9 |
| Middle | | / 77 | 625 | 535 | 435 | | / 77 | 5.6 | 4.2 | 3.0 |
| Low | | / 77 | 485 | 395 | 310 | | / 77 | 8.8 | 5.2 | 3.2 |
| Average | | / 77 | 641 | 547 | 437 | | / 77 | 5.5 | 4.0 | 3.2 |
| <u>Average by Years of Experience</u> | | | | | | | | | | |
| 10 Years or Less | | / 68 ‡ | \$585 | \$486 | \$371 | | / 68 ‡ | 7.3 | 5.6 | 4.1 |
| 11 - 15 Years | | / 75 | 591 | 513 | 407 | | / 75 | 5.9 | 4.7 | 3.5 |
| 16 - 20 Years | | / 75 | 634 | 553 | 435 | | / 75 | 5.1 | 4.2 | 3.1 |
| > 20 Years | | / 75 | 684 | 592 | 467 | | / 75 | 4.8 | 3.6 | 2.7 |
| All Partner Composite | | | | | | | | | | |
| High | | / 94 | \$1,049 | \$955 | \$756 | | / 94 | 4.7 | 2.7 | 0.0 |
| Middle | | / 94 | 710 | 613 | 496 | | / 94 | 5.2 | 4.0 | 2.9 |
| Low | | / 94 | 540 | 425 | 316 | | / 94 | 9.0 | 5.2 | 3.1 |
| Average | | / 94 | 719 | 618 | 510 | | / 94 | 4.8 | 4.1 | 3.2 |
| Contract Partner Average | | | | | | | | | | |
| | | | ** | ** | ** | | | ** | ** | ** |

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2010 through 1/1/2011, excluding Partners who had a title change during the year.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Full Year Non-Partner Timekeeper¹ Standard Billing Rates & Annual Percent Change

As of January 1, 2011

| | Your Firm | | Group | | | Your Firm | | Group | | |
|--|-----------|-----------|-----------------------------|--------|-----------------------------|----------------------|-----------|-----------------------------|--------|-----------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Associates & Senior Attorneys | | | | | | | | | | |
| <i>Class of</i> | | | | | | | | | | |
| 2010 | | / 52 ‡ | \$346 | \$287 | \$244 | | | | | |
| 2009 | | / 91 | 364 | 299 | 253 | | / 91 | 21.7 | 14.3 | 8.2 |
| 2008 | | / 92 | 420 | 325 | 266 | | / 92 | 17.0 | 12.7 | 9.1 |
| 2007 | | / 93 | 453 | 349 | 286 | | / 93 | 14.6 | 11.6 | 8.0 |
| 2006 | | / 93 | 478 | 372 | 303 | | / 93 | 12.1 | 9.6 | 7.6 |
| 2005 | | / 93 | 495 | 400 | 322 | | / 93 | 10.9 | 8.9 | 7.2 |
| 2004 | | / 93 | 547 | 409 | 336 | | / 93 | 9.8 | 8.1 | 6.5 |
| 2003 | | / 93 | 544 | 425 | 344 | | / 93 | 9.0 | 6.8 | 5.3 |
| Prior | | / 93 | 591 | 481 | 390 | | / 93 | 5.9 | 5.0 | 3.4 |
| <i>All Associates & Senior Attys</i> | | / 95 | 496 | 397 | 331 | | / 95 | 10.6 | 8.3 | 6.7 |
| <i>Associates (excl. Senior Attys)</i> | | / 95 | 485 | 379 | 315 | | / 95 | 12.0 | 9.6 | 7.6 |
| Other Attorney Averages | | | | | | | | | | |
| Of Counsel | | / 74 | \$703 | \$585 | \$478 | | / 74 | 3.8 | 3.0 | 1.4 |
| Staff Attorneys | | / 61 ‡ | 373 | 304 | 248 | | / 61 ‡ | 6.4 | 4.7 | 2.7 |
| All Attorney Average | | / 95 | \$596 | \$521 | \$429 | | / 95 | 7.3 | 5.6 | 4.7 |
| Contract Associate Average | | / 27 ‡ | \$434 | \$374 | \$296 | | / 27 ‡ | 9.3 | 4.3 | 0.7 |
| Other Timekeeper Averages | | | | | | | | | | |
| Lobbyists | | | ** | ** | ** | | | ** | ** | ** |
| Specialists | | / 44 ‡ | 354 | 289 | 256 | | / 44 ‡ | 7.0 | 4.7 | 2.2 |
| Litigation Support | | / 46 ‡ | 236 | 196 | 163 | | / 46 ‡ | 6.6 | 4.2 | 0.9 |
| Patent Agents | | / 33 ‡ | 330 | 275 | 243 | | / 33 ‡ | 8.0 | 5.3 | 3.1 |
| Case Clerks | | / 41 ‡ | 158 | 130 | 102 | | / 41 ‡ | 6.8 | 3.7 | 0.9 |
| Law Clerks/Trust Accts. | | / 36 ‡ | 294 | 250 | 175 | | / 36 ‡ | 10.0 | 5.7 | 3.2 |
| Paralegals | | | | | | | | | | |
| High | | / 90 | \$340 | \$300 | \$260 | | / 90 | 5.0 | 3.3 | 0.4 |
| Middle | | / 90 | 244 | 218 | 195 | | / 90 | 6.6 | 4.9 | 3.2 |
| Low | | / 90 | 154 | 125 | 105 | | / 90 | 33.0 | 9.2 | 3.4 |
| Average | | / 90 | 242 | 216 | 197 | | / 90 | 6.3 | 5.2 | 3.2 |

¹ Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2010 through 1/1/2011, excluding timekeepers who had a title change during the year.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | | Your Firm | | Group | | | Median % Change - 2 Year |
|------------------------------------|-----------|-----------|-----------------------------|--------|-----------------------------|----------------------|----------------------|-----------------------------|--------|-----------------------------|--------------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 year | % Change - 2 year | 1 st Quartile | Median | 3 rd Quartile | |
| Equity Partners | | | | | | | | | | | |
| High | | / 90 | \$997 | \$884 | \$708 | | | 5.6 | 3.2 | 0.1 | 5.1 |
| Middle | | / 90 | 683 | 577 | 463 | | | 3.7 | 2.8 | 1.0 | 6.1 |
| Low | | / 90 | 445 | 327 | 275 | | | 9.3 | 2.0 | (2.2) | 5.7 |
| Average | | / 90 | 694 | 584 | 479 | | | 3.6 | 2.7 | 1.3 | 5.6 |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | | |
| 10 Years or Less | | / 48 ‡ | \$602 | \$508 | \$396 | ‡ | ‡ | 6.3 | 1.7 | (0.8) | 4.5 |
| 11 - 15 Years | | / 85 | 607 | 520 | 422 | | | 4.6 | 2.4 | 0.3 | 5.0 |
| 16 - 20 Years | | / 86 | 648 | 547 | 448 | | | 4.1 | 2.1 | 0.4 | 5.0 |
| 21 - 25 Years | | / 86 | 671 | 575 | 478 | | | 4.3 | 2.6 | 0.7 | 5.0 |
| 26 - 30 Years | | / 86 | 704 | 582 | 482 | | | 3.6 | 2.6 | 1.0 | 5.8 |
| 31 - 35 Years | | / 86 | 717 | 613 | 502 | | | 4.3 | 2.8 | 1.1 | 6.0 |
| > 35 Years | | / 86 | 738 | 624 | 516 | | | 4.0 | 2.2 | 0.0 | 6.2 |
| Non-Equity Partners | | | | | | | | | | | |
| High | | / 75 | \$877 | \$790 | \$635 | ‡ | ‡ | 6.3 | 1.1 | (0.3) | 6.7 |
| Middle | | / 75 | 576 | 505 | 387 | ‡ | ‡ | 3.7 | 2.0 | 0.7 | 5.9 |
| Low | | / 75 | 397 | 296 | 239 | ‡ | ‡ | 5.5 | 0.0 | (4.5) | 1.7 |
| Average | | / 75 | 585 | 498 | 395 | ‡ | ‡ | 3.6 | 2.6 | 1.2 | 5.9 |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | | |
| 10 Years or Less | | / 64 ‡ | \$516 | \$439 | \$337 | ‡ | ‡ | 3.6 | 0.7 | (2.9) | 3.4 |
| 11 - 15 Years | | / 72 ‡ | 545 | 472 | 372 | ‡ | ‡ | 3.8 | 2.1 | (0.4) | 5.2 |
| 16 - 20 Years | | / 71 ‡ | 578 | 507 | 414 | ‡ | ‡ | 4.2 | 2.0 | (1.4) | 4.0 |
| > 20 Years | | / 73 | 631 | 541 | 430 | ‡ | ‡ | 4.4 | 2.4 | 0.4 | 7.1 |
| All Partner Composite | | | | | | | | | | | |
| High | | / 90 | \$997 | \$910 | \$744 | | | 5.8 | 2.8 | 0.0 | 5.1 |
| Middle | | / 90 | 649 | 548 | 438 | | | 3.4 | 2.5 | 1.2 | 5.8 |
| Low | | / 90 | 411 | 293 | 239 | | | 8.9 | 0.9 | (4.4) | 5.4 |
| Average | | / 90 | 652 | 547 | 448 | | | 3.7 | 2.6 | 1.2 | 5.7 |
| Contract Partner Average | | | | | | | | | | | |
| | | | ** | ** | ** | | | ** | ** | ** | ** |

¹ Calculated by taking the value of billable time worked during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Distribution of Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2010

| Equity Partners | <\$300 | \$300 - \$349 | \$350 - \$399 | \$400 - \$449 | \$450 - \$499 | \$500 - \$549 | \$550 - \$599 | \$600 - \$649 | \$650 - \$699 | \$700 - \$749 | \$750 - \$799 | \$800+ |
|--------------------------------|--------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------|
| 10 Years or Less | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group ‡ | 8.5% | 7.2% | 19.5% | 19.5% | 10.9% | 12.6% | 6.1% | 7.2% | 3.4% | 3.1% | | 2.0% |
| 11 - 15 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 3.2% | 6.6% | 9.7% | 11.7% | 12.9% | 12.5% | 13.1% | 10.1% | 7.2% | 5.4% | 4.5% | 3.4% |
| 16 - 20 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 2.3% | 6.0% | 8.0% | 9.6% | 10.6% | 11.4% | 13.0% | 10.1% | 9.0% | 7.5% | 5.3% | 7.3% |
| 21 - 25 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 2.0% | 4.0% | 7.1% | 8.5% | 10.8% | 10.4% | 12.6% | 11.9% | 9.7% | 7.4% | 6.1% | 9.5% |
| 26 - 30 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 1.3% | 2.9% | 6.2% | 9.2% | 11.4% | 11.5% | 11.0% | 10.6% | 9.0% | 8.0% | 7.0% | 11.7% |
| 31 - 35 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 1.4% | 2.8% | 7.0% | 8.0% | 9.3% | 9.9% | 10.6% | 11.8% | 10.1% | 8.2% | 6.9% | 14.0% |
| > 35 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 1.3% | 2.3% | 4.8% | 6.8% | 8.6% | 8.8% | 11.8% | 10.5% | 10.3% | 7.8% | 9.5% | 17.4% |
| All Equity Partners | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 2.0% | 4.1% | 7.2% | 9.0% | 10.4% | 10.7% | 11.7% | 10.7% | 9.2% | 7.6% | 6.5% | 11.0% |
| Non-Equity Partners | <\$300 | \$300 - \$349 | \$350 - \$399 | \$400 - \$449 | \$450 - \$499 | \$500 - \$549 | \$550 - \$599 | \$600 - \$649 | \$650 - \$699 | \$700+ | | |
| 10 Years or Less | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group ‡ | 19.2% | 14.8% | 11.7% | 12.0% | 14.8% | 11.8% | 8.6% | 3.7% | 2.1% | 1.3% | | |
| 11 - 15 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group ‡ | 7.9% | 9.6% | 11.3% | 11.9% | 13.9% | 14.9% | 13.5% | 7.6% | 4.8% | 4.6% | | |
| 16 - 20 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group ‡ | 5.7% | 8.3% | 9.5% | 11.3% | 12.4% | 14.8% | 14.0% | 9.2% | 7.0% | 7.8% | | |
| > 20 Years | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 4.1% | 5.6% | 7.6% | 8.9% | 10.8% | 11.4% | 15.1% | 11.5% | 9.7% | 15.5% | | |
| All Non-Equity Partners | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 7.6% | 8.4% | 9.5% | 10.6% | 12.4% | 13.1% | 13.4% | 9.0% | 6.7% | 9.1% | | |
| All Partners | <\$300 | \$300 - \$349 | \$350 - \$399 | \$400 - \$449 | \$450 - \$499 | \$500 - \$549 | \$550 - \$599 | \$600 - \$649 | \$650 - \$699 | \$700 - \$749 | \$750 - \$799 | \$800+ |
| Your Firm | | | | | | | | | | | | |
| Total Group | 3.6% | 5.3% | 7.9% | 9.4% | 11.0% | 11.4% | 12.2% | 10.2% | 8.5% | 6.7% | 5.4% | 8.4% |

¹ Calculated by taking the value of billable time worked during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Non-Partner Timekeeper Average Worked¹ Rates

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | | Your Firm | | Group | | | Median % Change - 2 Year |
|--|-----------|-----------|-----------------------------|--------|-----------------------------|----------------------|----------------------|-----------------------------|--------|-----------------------------|--------------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | % Change - 2 Year | 1 st Quartile | Median | 3 rd Quartile | |
| Associates & Senior Attorneys | | | | | | | | | | | |
| <u>Class of</u> | | | | | | | | | | | |
| 2010 | | / 74 | \$301 | \$264 | \$228 | | | | | | |
| 2009 | | / 88 | 297 | 267 | 228 | ‡ | | 10.3 | 4.9 | 1.3 | |
| 2008 | | / 88 | 337 | 290 | 235 | | | 13.2 | 8.8 | 5.2 | 15.1 |
| 2007 | | / 88 | 371 | 304 | 255 | | | 12.3 | 8.1 | 5.8 | 21.4 |
| 2006 | | / 88 | 394 | 322 | 271 | | | 11.4 | 7.9 | 5.8 | 19.0 |
| 2005 | | / 88 | 430 | 345 | 285 | | | 9.8 | 7.8 | 4.6 | 18.5 |
| 2004 | | / 88 | 458 | 358 | 305 | | | 9.2 | 6.6 | 4.1 | 14.9 |
| 2003 | | / 88 | 476 | 376 | 315 | | | 8.7 | 6.9 | 4.1 | 13.8 |
| Prior | | / 88 | 527 | 425 | 366 | | | 6.5 | 4.4 | 2.9 | 9.5 |
| All Associates & Senior Attys | | / 90 | 420 | 354 | 299 | | | 4.5 | 2.5 | 0.9 | 6.3 |
| All Associates (excl Sr. Attys) | | / 90 | 402 | 337 | 283 | | | 4.4 | 1.8 | 0.0 | 5.8 |
| Other Attorney Averages | | | | | | | | | | | |
| Of Counsel | | / 66 ‡ | \$645 | \$529 | \$446 | ‡ | ‡ | 4.6 | 1.5 | (1.5) | 4.9 |
| Staff Attorneys | | / 57 ‡ | 327 | 275 | 222 | ‡ | ‡ | 5.9 | 0.7 | (3.6) | 4.1 |
| All Attorney Average | | / 91 | \$520 | \$453 | \$374 | | | 4.2 | 3.0 | 1.6 | 7.0 |
| Contract Associate Average | | | ** | ** | ** | | | ** | ** | ** | ** |
| Other Timekeeper Averages | | | | | | | | | | | |
| Lobbyists | | | ** | ** | ** | | | ** | ** | ** | ** |
| Specialists | | / 40 ‡ | 322 | 259 | 232 | ‡ | ‡ | 8.2 | 3.3 | 0.8 | 8.6 |
| Litigation Support | | / 40 ‡ | 207 | 183 | 146 | ‡ | ‡ | 7.1 | 3.0 | (0.3) | 7.7 |
| Patent Agents | | / 27 ‡ | 282 | 238 | 212 | | | ** | ** | ** | ** |
| Case Clerks | | / 38 ‡ | 147 | 120 | 93 | ‡ | ‡ | 10.7 | 3.4 | (1.3) | 8.4 |
| Law Clerks/Trust Accts. | | / 52 ‡ | 241 | 188 | 155 | ‡ | ‡ | 8.8 | 1.2 | (2.3) | 0.7 |
| Paralegals | | | | | | | | | | | |
| High | | / 86 | \$335 | \$292 | \$250 | | | 5.6 | 2.8 | 0.0 | 5.9 |
| Middle | | / 86 | 213 | 196 | 170 | | | 5.7 | 3.1 | 0.6 | 8.1 |
| Low | | / 86 | 114 | 98 | 76 | | | 14.0 | 0.0 | (4.3) | 13.0 |
| Average | | / 86 | 212 | 195 | 177 | | | 5.2 | 3.1 | 0.9 | 8.2 |

¹ Calculated by taking the value of billable time worked during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Distribution of Select Non-Partner Timekeeper Average Worked¹ Rates

For the 12-month period ending December 31, 2010

| Assoc & Sr. Attys - by Class | <\$275 | \$275 - \$299 | \$300 - \$324 | \$325 - \$349 | \$350 - \$374 | \$375 - \$399 | \$400 - \$424 | \$425 - \$449 | \$450 - \$474 | \$475 - \$499 | \$500 - \$524 | \$525+ |
|-----------------------------------|--------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------|
| 2010 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 35.1% | 16.2% | 24.3% | 10.8% | 8.1% | 2.7% | 2.7% | | | | | |
| 2009 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 42.4% | 17.1% | 13.0% | 11.4% | 8.7% | 3.7% | 0.6% | 1.5% | 0.9% | 0.7% | 0.1% | 0.1% |
| 2008 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 30.6% | 13.9% | 12.2% | 10.0% | 9.9% | 6.1% | 5.7% | 6.1% | 2.5% | 1.1% | 1.1% | 0.6% |
| 2007 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 25.8% | 10.0% | 11.9% | 9.6% | 7.9% | 6.1% | 7.2% | 6.6% | 5.6% | 4.3% | 2.4% | 2.5% |
| 2006 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 19.3% | 9.2% | 10.0% | 11.4% | 8.4% | 8.1% | 5.3% | 7.1% | 3.9% | 4.2% | 4.4% | 8.7% |
| 2005 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 16.2% | 6.7% | 9.5% | 9.6% | 10.5% | 8.2% | 6.4% | 5.4% | 4.6% | 4.9% | 4.9% | 13.0% |
| 2004 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 14.3% | 5.8% | 7.1% | 8.6% | 9.8% | 9.6% | 6.2% | 6.3% | 4.8% | 4.4% | 4.9% | 18.2% |
| 2003 | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 12.7% | 5.0% | 6.2% | 7.5% | 7.7% | 7.4% | 6.5% | 6.6% | 6.1% | 5.2% | 5.2% | 23.9% |
| Prior | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 7.9% | 4.2% | 5.0% | 5.6% | 5.3% | 7.0% | 7.2% | 7.4% | 7.0% | 6.8% | 5.8% | 30.9% |
| All Assoc & Sr. Attys | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 19.4% | 8.3% | 8.8% | 8.6% | 7.9% | 7.0% | 6.0% | 6.1% | 4.8% | 4.3% | 3.9% | 14.8% |
| All Assoc (excl Sr. Attys) | | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 21.3% | 9.1% | 9.5% | 9.2% | 8.5% | 7.3% | 6.1% | 6.2% | 4.6% | 4.0% | 3.5% | 10.7% |
| Paralegals | <\$125 | \$125 - \$149 | \$150 - \$174 | \$175 - \$199 | \$200 - \$224 | \$225 - \$249 | \$250 - \$274 | \$275 - \$299 | \$300+ | | | |
| Your Firm | | | | | | | | | | | | |
| Total Group | 7.1% | 11.7% | 16.7% | 18.8% | 17.2% | 13.9% | 7.9% | 4.1% | 2.7% | | | |

¹ Calculated by taking the value of billable time worked during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Partner Average Effective¹ Rates

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | | Your Firm | | % Change - 1 Year | | | Median % Change - 2 Year |
|---|-----------|-----------|-----------------------------|--------|-----------------------------|----------------------|----------------------|-----------------------------|--------|-----------------------------|--------------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 year | % Change - 2 Year | 1 st Quartile | Median | 3 rd Quartile | |
| Equity Partners | | | | | | | | | | | |
| High | | / 93 | \$1,279 | \$968 | \$739 | | | 17.6 | 5.1 | (3.1) | 4.9 |
| Middle | | / 93 | 634 | 539 | 451 | | | 4.0 | 2.5 | 1.3 | 5.1 |
| Low | | / 93 | 345 | 284 | 215 | | | 29.6 | 7.3 | (4.2) | 1.1 |
| Average | | / 93 | 655 | 547 | 458 | | | 4.7 | 2.9 | 1.8 | 4.6 |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | | |
| 10 Years or Less | | / 50 ‡ | \$562 | \$461 | \$376 | ‡ | ‡ | 7.7 | 3.4 | (1.1) | 4.8 |
| 11 - 15 Years | | / 87 | 570 | 484 | 388 | | | 5.2 | 2.4 | (0.5) | 3.1 |
| 16 - 20 Years | | / 88 | 610 | 514 | 428 | | | 5.7 | 2.6 | (0.2) | 4.0 |
| 21 - 25 Years | | / 88 | 642 | 545 | 448 | | | 5.3 | 2.4 | 0.3 | 3.9 |
| 26 - 30 Years | | / 88 | 654 | 548 | 466 | | | 4.5 | 2.9 | 1.2 | 4.6 |
| 31 - 35 Years | | / 88 | 687 | 577 | 480 | | | 6.1 | 3.9 | 0.9 | 5.9 |
| > 35 Years | | / 88 | 701 | 597 | 488 | | | 4.8 | 1.9 | (1.5) | 3.8 |
| Non-Equity Partners | | | | | | | | | | | |
| High | | / 76 | \$908 | \$766 | \$608 | ‡ | ‡ | 11.3 | 2.3 | (6.0) | 6.3 |
| Middle | | / 76 | 533 | 470 | 362 | ‡ | ‡ | 4.5 | 2.4 | 0.6 | 4.5 |
| Low | | / 76 | 293 | 211 | 139 | ‡ | ‡ | 24.9 | (2.8) | (22.3) | (0.9) |
| Average | | / 76 | 540 | 470 | 376 | ‡ | ‡ | 3.8 | 2.1 | 0.4 | 4.2 |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | | |
| 10 Years or Less | | / 65 ‡ | \$490 | \$403 | \$321 | ‡ | ‡ | 4.7 | 0.9 | (2.8) | 2.2 |
| 11 - 15 Years | | / 73 | 511 | 439 | 343 | ‡ | ‡ | 4.2 | 1.9 | (0.4) | 2.7 |
| 16 - 20 Years | | / 72 ‡ | 538 | 467 | 380 | ‡ | ‡ | 5.4 | 2.0 | (1.7) | 2.7 |
| > 20 Years | | / 74 | 591 | 505 | 410 | ‡ | ‡ | 4.5 | 2.4 | 0.7 | 5.2 |
| All Partner Composite | | | | | | | | | | | |
| High | | / 93 | \$1,330 | \$989 | \$775 | | | 25.9 | 3.4 | (5.0) | 4.1 |
| Middle | | / 93 | 599 | 514 | 414 | | | 3.8 | 2.3 | 1.5 | 4.5 |
| Low | | / 93 | 302 | 215 | 145 | | | 46.1 | 0.4 | (21.1) | (0.9) |
| Average | | / 93 | 612 | 524 | 424 | | | 4.0 | 2.8 | 1.6 | 4.3 |
| Contract Partner Average | | | ** | ** | ** | | | ** | ** | ** | ** |

¹ Calculated by taking the actual value of amount billed during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Non-Partner Timekeeper Average Effective¹ Rates

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | | Your Firm | | Group | | | Median % Change - 2 Year |
|--|-----------|-----------|-----------------------------|--------|-----------------------------|----------------------|----------------------|-----------------------------|--------|-----------------------------|--------------------------------|
| | Rate | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 year | % Change - 2 Year | 1 st Quartile | Median | 3 rd Quartile | |
| Associates & Senior Attorneys | | | | | | | | | | | |
| <u>Class of</u> | | | | | | | | | | | |
| 2010 | | / 77 | \$263 | \$230 | \$201 | | | | | | |
| 2009 | | / 91 | 271 | 238 | 205 | ‡ | | 13.4 | 8.5 | 2.3 | |
| 2008 | | / 91 | 308 | 259 | 217 | | | 15.8 | 10.8 | 6.6 | 19.5 |
| 2007 | | / 91 | 339 | 277 | 232 | | | 14.5 | 9.2 | 6.0 | 22.0 |
| 2006 | | / 91 | 371 | 299 | 252 | | | 13.0 | 9.1 | 6.5 | 19.8 |
| 2005 | | / 91 | 386 | 319 | 270 | | | 10.9 | 7.2 | 4.8 | 17.0 |
| 2004 | | / 91 | 425 | 331 | 280 | | | 9.8 | 7.4 | 3.4 | 15.5 |
| 2003 | | / 91 | 437 | 355 | 289 | | | 9.8 | 6.1 | 3.0 | 13.4 |
| Prior | | / 91 | 488 | 397 | 327 | | | 6.9 | 4.2 | 1.7 | 8.6 |
| All Associates & Senior Attys | | / 93 | 388 | 319 | 271 | | | 4.9 | 2.8 | 0.7 | 5.5 |
| All Associates (excl Sr. Attys) | | / 93 | 373 | 311 | 258 | | | 4.8 | 2.6 | 0.0 | 4.9 |
| Other Attorney Averages | | | | | | | | | | | |
| Of Counsel | | / 69 ‡ | \$570 | \$495 | \$407 | ‡ | ‡ | 5.9 | 1.0 | (2.8) | 5.2 |
| Staff Attorneys | | / 59 ‡ | 305 | 247 | 212 | ‡ | ‡ | 6.4 | 1.5 | (3.3) | 5.5 |
| All Attorney Average | | / 94 | \$488 | \$423 | \$358 | | | 4.4 | 3.1 | 1.6 | 6.1 |
| Contract Associate Average | | | ** | ** | ** | | | ** | ** | ** | ** |
| Other Timekeeper Averages | | | | | | | | | | | |
| Lobbyists | | | ** | ** | ** | | | ** | ** | ** | ** |
| Specialists | | / 41 ‡ | 301 | 240 | 215 | ‡ | ‡ | 10.7 | 4.2 | 0.5 | 10.2 |
| Litigation Support | | / 41 ‡ | 181 | 159 | 123 | ‡ | ‡ | 13.5 | 4.4 | (2.8) | 8.6 |
| Patent Agents | | / 29 ‡ | 262 | 218 | 197 | | | ** | ** | ** | ** |
| Case Clerks | | / 38 ‡ | 127 | 97 | 84 | ‡ | ‡ | 17.6 | 6.3 | (2.6) | 6.8 |
| Law Clerks/Trust Accts. | | / 52 ‡ | 196 | 157 | 115 | ‡ | ‡ | 22.8 | 4.4 | (6.5) | 1.3 |
| Paralegals | | | | | | | | | | | |
| High | | / 89 | \$352 | \$283 | \$246 | | | 14.6 | 4.3 | (0.7) | 4.8 |
| Middle | | / 89 | 187 | 175 | 153 | | | 6.3 | 3.2 | 0.0 | 6.8 |
| Low | | / 89 | 93 | 67 | 41 | | | 45.5 | 7.4 | (20.5) | 15.1 |
| Average | | / 89 | 189 | 175 | 158 | | | 6.3 | 3.9 | 1.7 | 6.9 |

¹ Calculated by taking the actual value of amount billed during the period 1/1/2010 through 12/31/2010, divided by the corresponding billable hours worked.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Partner Average Worked Rate Realization ¹

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | |
|------------------------------------|-----------------------|-----------|--------------------------|--------|--------------------------|
| | Average Realization % | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Equity Partners | | | | | |
| Average | | / 84 | 97.5 | 95.7 | 94.2 |
| <u>Avg. by Years of Experience</u> | | | | | |
| 10 Years or Less | | / 50 ‡ | 99.9 | 98.0 | 94.3 |
| 11 - 15 Years | | / 80 | 99.1 | 96.7 | 93.8 |
| 16 - 20 Years | | / 81 | 98.0 | 96.1 | 93.9 |
| 21 - 25 Years | | / 80 | 97.9 | 96.0 | 93.7 |
| 26 - 30 Years | | / 81 | 97.8 | 95.5 | 93.5 |
| 31 - 35 Years | | / 81 | 97.4 | 96.2 | 93.2 |
| > 35 Years | | / 80 | 97.7 | 95.6 | 93.8 |
| Non-Equity Partners | | | | | |
| Average | | / 69 ‡ | 97.8 | 96.2 | 94.0 |
| <u>Avg. by Years of Experience</u> | | | | | |
| 10 Years or Less | | / 62 ‡ | 100.0 | 96.6 | 94.4 |
| 11 - 15 Years | | / 67 ‡ | 98.4 | 96.6 | 94.8 |
| 16 - 20 Years | | / 67 ‡ | 97.6 | 95.5 | 93.7 |
| > 20 Years | | / 67 ‡ | 97.9 | 95.6 | 93.5 |
| All Partner Average | | / 84 | 97.8 | 95.8 | 94.2 |
| Contract Partner Average | | | ** | ** | ** |

¹ Calculated by dividing the average worked rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Non-Partner Timekeeper Average Worked Rate Realization ¹

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | |
|--|-----------------------|-----------|--------------------------|--------|--------------------------|
| | Average Realization % | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Associates & Senior Attorneys | | | | | |
| <i>Class of</i> | | | | | |
| 2010 | | / 75 | 101.7 | 99.8 | 97.1 |
| 2009 | | / 82 | 100.9 | 99.1 | 96.6 |
| 2008 | | / 82 | 100.1 | 97.9 | 95.6 |
| 2007 | | / 83 | 99.6 | 96.9 | 94.4 |
| 2006 | | / 82 | 99.1 | 96.7 | 94.3 |
| 2005 | | / 83 | 99.5 | 96.8 | 93.2 |
| 2004 | | / 83 | 98.4 | 96.1 | 93.9 |
| 2003 | | / 83 | 98.5 | 96.6 | 94.4 |
| Prior | | / 83 | 98.0 | 95.9 | 93.6 |
| <i>All Associates & Senior Attys</i> | | / 85 | 99.1 | 96.6 | 94.5 |
| <i>All Associates (excl Sr. Attys)</i> | | / 85 | 99.1 | 96.6 | 94.4 |
| Other Attorney Averages | | | | | |
| Of Counsel | | / 66 ‡ | 98.3 | 94.7 | 91.4 |
| Staff Attorneys | | / 58 ‡ | 100.4 | 97.3 | 94.3 |
| All Attorney Average | | / 85 | 98.2 | 96.3 | 94.0 |
| Contract Associate Average | | | ** | ** | ** |
| Other Timekeeper Averages | | | | | |
| Lobbyists | | | ** | ** | ** |
| Specialists | | / 41 ‡ | 100.0 | 97.1 | 93.0 |
| Litigation Support | | / 39 ‡ | 99.7 | 96.8 | 92.4 |
| Patent Agents | | / 31 ‡ | 99.9 | 99.2 | 95.7 |
| Case Clerks | | / 38 ‡ | 100.0 | 98.0 | 95.1 |
| Law Clerks/Trust Accts. | | / 52 ‡ | 101.7 | 99.2 | 95.9 |
| Paralegals | | | | | |
| Average | | / 80 | 98.5 | 95.6 | 93.2 |

¹ Calculated by dividing the average worked rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Partner Average Effective Rate Realization ¹

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | |
|------------------------------------|-----------------------|-----------|--------------------------|--------|--------------------------|
| | Average Realization % | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Equity Partners | | | | | |
| Average | | / 86 | 92.9 | 90.3 | 88.7 |
| <u>Avg. by Years of Experience</u> | | | | | |
| 10 Years or Less | | / 51 ‡ | 95.6 | 92.6 | 88.7 |
| 11 - 15 Years | | / 81 | 94.0 | 91.5 | 88.4 |
| 16 - 20 Years | | / 82 | 93.7 | 91.1 | 88.3 |
| 21 - 25 Years | | / 81 | 93.5 | 90.5 | 87.4 |
| 26 - 30 Years | | / 82 | 93.2 | 90.4 | 87.8 |
| 31 - 35 Years | | / 82 | 92.7 | 90.5 | 88.1 |
| > 35 Years | | / 81 | 94.2 | 89.3 | 87.1 |
| Non-Equity Partners | | | | | |
| Average | | / 70 ‡ | 92.8 | 89.9 | 87.4 |
| <u>Avg. by Years of Experience</u> | | | | | |
| 10 Years or Less | | / 63 ‡ | 94.1 | 90.0 | 87.7 |
| 11 - 15 Years | | / 68 ‡ | 93.3 | 90.8 | 88.1 |
| 16 - 20 Years | | / 68 ‡ | 92.3 | 89.7 | 85.4 |
| > 20 Years | | / 68 ‡ | 93.0 | 89.5 | 86.8 |
| All Partner Average | | / 86 | 92.6 | 90.3 | 88.1 |
| Contract Partner Average | | | ** | ** | ** |

¹ Calculated by dividing the average effective rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Non-Partner Timekeeper Average Effective Rate Realization ¹

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | |
|--|-----------------------|-----------|--------------------------|--------|--------------------------|
| | Average Realization % | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Associates & Senior Attorneys | | | | | |
| <i>Class of</i> | | | | | |
| 2010 | | / 77 | 93.2 | 88.3 | 80.8 |
| 2009 | | / 84 | 92.8 | 89.3 | 85.0 |
| 2008 | | / 84 | 93.0 | 88.8 | 85.6 |
| 2007 | | / 85 | 91.5 | 88.3 | 84.8 |
| 2006 | | / 84 | 91.7 | 88.3 | 85.9 |
| 2005 | | / 85 | 92.3 | 88.0 | 85.0 |
| 2004 | | / 85 | 92.0 | 88.1 | 85.0 |
| 2003 | | / 85 | 91.9 | 89.3 | 85.6 |
| Prior | | / 85 | 92.1 | 88.4 | 84.4 |
| <i>All Associates & Senior Attys</i> | | / 87 | 91.9 | 88.3 | 85.8 |
| <i>All Associates (excl Sr. Attys)</i> | | / 87 | 91.9 | 88.4 | 85.7 |
| Other Attorney Averages | | | | | |
| Of Counsel | | / 69 ‡ | 92.7 | 87.0 | 82.9 |
| Staff Attorneys | | / 59 ‡ | 94.9 | 89.9 | 84.5 |
| All Attorney Average | | / 87 | 91.8 | 89.4 | 86.7 |
| Contract Associates Average | | | ** | ** | ** |
| Other Timekeeper Averages | | | | | |
| Lobbyists | | | ** | ** | ** |
| Specialists | | / 42 ‡ | 97.1 | 90.5 | 86.9 |
| Litigation Support | | / 40 ‡ | 89.8 | 84.2 | 76.4 |
| Patent Agents | | / 32 ‡ | 94.4 | 88.6 | 84.4 |
| Case Clerks | | / 38 ‡ | 95.0 | 85.8 | 82.1 |
| Law Clerks/Trust Accts. | | / 53 ‡ | 94.7 | 83.9 | 73.1 |
| Paralegals | | | | | |
| Average | | / 82 | 89.9 | 86.6 | 83.1 |

¹ Calculated by dividing the average effective rate for the one-year period ending 12/31/2010 by the average standard rate for the one-year period ending 12/31/2010.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2010

| | Your Firm | | Group | | | Your Firm | | Group | | |
|------------------------------------|---------------|-----------|--------------------------|--------|--------------------------|-------------------|--------------------------|-------------------|--------------------------|--|
| | Average Hours | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | | % Change - 1 Year | | |
| | | | | | | | 1 st Quartile | Median | 3 rd Quartile | |
| Equity Partners | | | | | | | | | | |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | |
| 10 Years or Less | | / 49 ‡ | 1,930 | 1,766 | 1,531 | ‡ | 8.6 | 2.3 | (8.5) | |
| 11 - 15 Years | | / 86 | 1,825 | 1,709 | 1,600 | | 7.0 | 1.9 | (2.3) | |
| 16 - 20 Years | | / 87 | 1,745 | 1,651 | 1,556 | | 5.3 | 0.9 | (2.3) | |
| 21 - 25 Years | | / 87 | 1,704 | 1,593 | 1,529 | | 5.8 | 0.9 | (2.1) | |
| 26 - 30 Years | | / 87 | 1,690 | 1,595 | 1,476 | | 4.5 | 1.1 | (2.8) | |
| 31 - 35 Years | | / 87 | 1,640 | 1,522 | 1,433 | | 3.8 | 0.4 | (4.0) | |
| > 35 Years | | / 87 | 1,542 | 1,405 | 1,282 | | 7.4 | 0.7 | (4.3) | |
| All Equity Partners | | / 92 | 1,666 | 1,576 | 1,498 | | 3.9 | 0.3 | (1.8) | |
| Non-Equity Partners | | | | | | | | | | |
| <u>Avg. by Years of Experience</u> | | | | | | | | | | |
| 10 Years or Less | | / 65 ‡ | 1,858 | 1,743 | 1,638 | ‡ | 9.7 | 4.6 | 0.9 | |
| 11 - 15 Years | | / 73 | 1,728 | 1,621 | 1,533 | ‡ | 6.7 | 1.3 | (1.9) | |
| 16 - 20 Years | | / 72 ‡ | 1,621 | 1,513 | 1,344 | ‡ | 5.8 | (0.2) | (5.4) | |
| > 20 Years | | / 74 | 1,425 | 1,350 | 1,202 | ‡ | 5.6 | (0.7) | (6.1) | |
| All Non-Equity Partners | | / 76 | 1,612 | 1,507 | 1,383 | ‡ | 4.5 | 0.7 | (3.0) | |
| All Partner Average | | / 92 | 1,647 | 1,573 | 1,485 | | 3.0 | 0.8 | (1.3) | |

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Distribution of Partner Billable Hours Worked

By Years of Experience - For the 12-month period ending December 31, 2010

| Equity Partners | <1,300 | 1,300 - 1,399 | 1,400 - 1,499 | 1,500 - 1,599 | 1,600 - 1,699 | 1,700 - 1,799 | 1,800 - 1,899 | 1,900 - 1,999 | 2,000 - 2,099 | 2,100 - 2,199 | 2,200+ |
|--------------------------------|--------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------|
| 10 Years or Less | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group ‡ | 10.1% | 2.7% | 6.1% | 8.1% | 9.1% | 11.5% | 11.5% | 9.5% | 11.8% | 6.4% | 13.2% |
| 11 - 15 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 14.7% | 4.9% | 6.1% | 8.4% | 10.0% | 9.4% | 11.3% | 9.5% | 8.8% | 5.4% | 11.5% |
| 16 - 20 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 18.2% | 5.7% | 7.0% | 8.5% | 9.9% | 11.3% | 9.9% | 8.1% | 7.5% | 4.1% | 9.8% |
| 21 - 25 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 21.4% | 6.2% | 7.7% | 8.8% | 10.2% | 8.8% | 10.7% | 8.0% | 5.7% | 4.3% | 8.3% |
| 26 - 30 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 25.8% | 6.9% | 8.2% | 9.3% | 10.0% | 9.4% | 7.3% | 7.0% | 5.0% | 3.3% | 7.8% |
| 31 - 35 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 29.7% | 7.3% | 7.2% | 9.0% | 9.0% | 9.6% | 8.4% | 5.3% | 4.7% | 2.6% | 7.1% |
| > 35 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 40.3% | 7.1% | 7.1% | 9.0% | 8.4% | 7.2% | 5.7% | 4.6% | 3.3% | 2.3% | 5.0% |
| All Equity Partners | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 24.5% | 6.2% | 7.2% | 8.6% | 9.4% | 9.3% | 9.0% | 7.3% | 6.0% | 3.8% | 8.7% |
| Non-Equity Partners | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group ‡ | 11.3% | 3.7% | 4.8% | 6.5% | 8.3% | 12.5% | 13.3% | 11.9% | 10.3% | 5.5% | 11.8% |
| 11 - 15 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 17.5% | 5.2% | 7.5% | 8.9% | 10.4% | 10.2% | 11.3% | 9.0% | 8.8% | 3.7% | 7.4% |
| 16 - 20 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group ‡ | 24.7% | 6.6% | 8.1% | 9.0% | 9.5% | 10.5% | 10.3% | 7.0% | 6.1% | 3.6% | 4.6% |
| > 20 Years | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 40.6% | 7.1% | 9.1% | 7.4% | 8.3% | 7.6% | 6.8% | 4.7% | 3.3% | 1.8% | 3.3% |
| All Non-Equity Partners | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 26.7% | 5.9% | 7.7% | 8.0% | 9.1% | 9.5% | 9.7% | 7.5% | 6.6% | 3.2% | 6.0% |
| All Partners | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 25.1% | 6.1% | 7.3% | 8.4% | 9.3% | 9.4% | 9.2% | 7.4% | 6.1% | 3.6% | 7.9% |

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 2010

| Your Firm | | Group | | | Your Firm | Group | | |
|--------------------------------------|-----------|--------------------------|--------|--------------------------|-------------------|--------------------------|--------------------------|--|
| Average Hours | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | % Change - 1 Year | % Change - 1 Year | | |
| | | | | | | 1 st Quartile | 3 rd Quartile | |
| Associates & Senior Attys | | | | | | | | |
| <i>Class of</i> | | | | | | | | |
| 2010 | / 76 | 1,642 | 1,536 | 1,243 | | | | |
| 2009 | / 90 | 1,831 | 1,676 | 1,591 | ‡ | 36.0 | 14.6 | |
| 2008 | / 90 | 1,865 | 1,766 | 1,690 | | 11.2 | 6.3 | |
| 2007 | / 90 | 1,887 | 1,800 | 1,708 | | 8.7 | 3.7 | |
| 2006 | / 90 | 1,848 | 1,777 | 1,719 | | 5.9 | 1.6 | |
| 2005 | / 90 | 1,850 | 1,758 | 1,683 | | 6.2 | 1.1 | |
| 2004 | / 90 | 1,835 | 1,764 | 1,679 | | 4.6 | 1.9 | |
| 2003 | / 90 | 1,870 | 1,773 | 1,666 | | 5.7 | 1.2 | |
| Prior | / 90 | 1,730 | 1,627 | 1,503 | | 2.3 | (1.1) | |
| All Associates & Sr. Attys | / 92 | 1,784 | 1,720 | 1,631 | | 4.6 | 1.6 | |
| All Associates (excl Sr. Attys) | / 92 | 1,815 | 1,746 | 1,670 | | 4.7 | 2.0 | |
| Of Counsel | / 68 ‡ | 1,433 | 1,109 | 746 | ‡ | 18.4 | 2.6 | |
| Staff Attorneys | / 58 ‡ | 1,795 | 1,557 | 1,372 | ‡ | 8.9 | 2.4 | |
| All Attorneys | / 93 | 1,717 | 1,626 | 1,539 | | 3.6 | 1.0 | |
| Lobbyists | | ** | ** | ** | | ** | ** | |
| Specialists | / 41 ‡ | 1,481 | 1,212 | 1,069 | ‡ | 10.5 | 6.7 | |
| Litigation Support | / 41 ‡ | 1,329 | 1,186 | 805 | ‡ | 5.1 | (2.8) | |
| Patent Agents | / 28 ‡ | 1,663 | 1,487 | 1,303 | | ** | ** | |
| Case Clerks | / 39 ‡ | 1,264 | 812 | 582 | ‡ | 15.7 | (5.9) | |
| Law Clerks/Trust Accts. | / 54 ‡ | 1,067 | 782 | 516 | ‡ | 57.3 | 18.3 | |
| Paralegals | / 88 | 1,475 | 1,355 | 1,232 | | 4.0 | 0.5 | |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Distribution of Select Non-Partner Timekeeper Billable Hours Worked

For the 12-month period ending December 31, 2010

| Assoc & Sr. Attys - by Class | <1,300 | 1,300 - 1,399 | 1,400 - 1,499 | 1,500 - 1,599 | 1,600 - 1,699 | 1,700 - 1,799 | 1,800 - 1,899 | 1,900 - 1,999 | 2,000 - 2,099 | 2,100 - 2,199 | 2,200+ |
|-----------------------------------|--------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------|
| 2010 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 61.4% | 4.5% | 4.5% | 2.3% | 6.8% | 11.4% | 4.5% | 2.3% | | | 2.3% |
| 2009 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 17.0% | 5.3% | 6.7% | 6.4% | 8.4% | 7.9% | 10.2% | 11.2% | 9.7% | 7.0% | 10.2% |
| 2008 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 8.9% | 3.0% | 4.5% | 6.2% | 7.3% | 9.2% | 11.4% | 14.3% | 14.0% | 8.9% | 12.3% |
| 2007 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 8.8% | 3.1% | 3.4% | 5.8% | 7.5% | 8.9% | 12.7% | 14.6% | 13.9% | 7.6% | 13.7% |
| 2006 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 9.6% | 3.0% | 4.1% | 4.9% | 7.0% | 9.1% | 12.6% | 14.9% | 13.6% | 8.1% | 13.1% |
| 2005 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 11.1% | 3.3% | 4.5% | 5.2% | 6.8% | 9.2% | 12.0% | 13.7% | 13.5% | 8.0% | 12.7% |
| 2004 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 11.3% | 2.8% | 4.2% | 6.1% | 7.2% | 8.5% | 10.0% | 14.8% | 13.1% | 8.5% | 13.4% |
| 2003 | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 11.1% | 3.7% | 4.2% | 7.1% | 6.0% | 7.7% | 10.0% | 13.7% | 13.0% | 9.2% | 14.3% |
| Prior | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 20.6% | 4.9% | 5.8% | 6.4% | 8.3% | 8.6% | 9.4% | 11.3% | 9.5% | 6.4% | 8.8% |
| All Assoc & Sr. Attys | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 14.4% | 3.9% | 4.9% | 6.0% | 7.5% | 8.6% | 10.7% | 13.0% | 11.8% | 7.5% | 11.6% |
| All Assoc (excl Sr. Attys) | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 12.6% | 3.7% | 4.7% | 6.0% | 7.4% | 8.6% | 11.0% | 13.4% | 12.5% | 7.9% | 12.1% |
| Paralegals | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 9.9% | 3.0% | 4.0% | 5.7% | 7.6% | 8.1% | 9.2% | 10.0% | 9.8% | 9.3% | 23.4% |

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY *plus* Initial Release

National Groups X-XIII Combined - Firms (97 members)

Timekeeper Average Fees Billed

For the 12-month period ending December 31, 2010

| <i>Your Firm</i> | | <i>Group</i> | | | <i>Your Firm</i> | <i>Group</i> | | |
|---|------------------|--------------------------------|---------------|--------------------------------|--------------------------|--------------------------------|---------------|--------------------------------|
| <i>Average Fees</i> | <i>Rank / Of</i> | <i>1st Quartile</i> | <i>Median</i> | <i>3rd Quartile</i> | <i>% Change - 1 Year</i> | <i>% Change - 1 Year</i> | | |
| | | | | | | <i>1st Quartile</i> | <i>Median</i> | <i>3rd Quartile</i> |
| Equity Partners | | | | | | | | |
| <u><i>Avg. by Years of Experience</i></u> | | | | | | | | |
| 10 Years or Less | / 49 ‡ | \$990,000 | \$739,424 | \$568,600 | ‡ | 17.1 | 6.4 | (5.9) |
| 11 - 15 Years | / 86 | 979,402 | 767,584 | 631,603 | | 11.1 | 5.6 | (0.4) |
| 16 - 20 Years | / 87 | 1,010,564 | 838,763 | 676,119 | | 9.0 | 2.2 | (0.8) |
| 21 - 25 Years | / 87 | 1,027,710 | 854,274 | 662,787 | | 9.9 | 3.6 | (1.1) |
| 26 - 30 Years | / 87 | 1,045,119 | 854,865 | 693,290 | | 7.3 | 2.8 | (1.6) |
| 31 - 35 Years | / 87 | 1,048,457 | 879,766 | 679,775 | | 12.5 | 4.3 | (2.0) |
| > 35 Years | / 87 | 1,006,159 | 810,521 | 631,253 | | 11.5 | 2.5 | (4.7) |
| <i>All Equity Partners</i> | / 92 | 1,046,337 | 844,673 | 679,306 | | 7.0 | 3.4 | 0.4 |
| Non-Equity Partners | | | | | | | | |
| <u><i>Avg. by Years of Experience</i></u> | | | | | | | | |
| 10 Years or Less | / 65 ‡ | \$821,706 | \$649,461 | \$534,928 | ‡ | 12.8 | 6.1 | (0.1) |
| 11 - 15 Years | / 73 | 807,301 | 654,897 | 541,978 | ‡ | 10.9 | 4.3 | (1.1) |
| 16 - 20 Years | / 72 ‡ | 792,546 | 653,046 | 512,502 | ‡ | 10.6 | 1.9 | (6.7) |
| > 20 Years | / 74 | 743,865 | 623,690 | 502,964 | ‡ | 6.2 | 1.3 | (5.1) |
| <i>All Non-Equity Partners</i> | / 76 | 771,005 | 648,592 | 550,743 | ‡ | 6.7 | 1.9 | (1.4) |
| <i>All Partner Average</i> | / 92 | 976,510 | 772,740 | 643,281 | | 6.1 | 3.3 | 1.0 |
| Associates & Senior Attys | | | | | | | | |
| <u><i>Class of</i></u> | | | | | | | | |
| 2010 | / 76 | \$296,539 | \$207,302 | \$167,540 | | | | |
| 2009 | / 90 | 433,402 | 378,061 | 302,134 | ‡ | 127.3 | 71.1 | 46.2 |
| 2008 | / 90 | 532,432 | 454,175 | 354,399 | | 28.9 | 21.1 | 11.8 |
| 2007 | / 90 | 596,391 | 490,397 | 406,429 | | 21.0 | 12.4 | 7.9 |
| 2006 | / 90 | 649,776 | 522,100 | 418,629 | | 17.3 | 9.5 | 5.5 |
| 2005 | / 90 | 655,683 | 547,490 | 447,709 | | 14.8 | 9.4 | 3.2 |
| 2004 | / 90 | 723,038 | 562,556 | 461,773 | | 14.9 | 9.3 | 3.4 |
| 2003 | / 90 | 802,305 | 608,024 | 485,431 | | 14.7 | 8.7 | 3.8 |
| Prior | / 90 | 772,580 | 617,792 | 478,591 | | 5.3 | 2.1 | (2.8) |
| <i>All Associates & Sr. Attys</i> | / 92 | 660,504 | 533,096 | 427,717 | | 7.1 | 2.4 | 0.1 |
| <i>All Associates (excl Sr. Attys)</i> | / 92 | 617,499 | 527,441 | 416,668 | | 6.4 | 2.7 | (0.2) |
| Of Counsel | / 69 ‡ | \$641,711 | \$475,207 | \$345,277 | ‡ | 24.9 | 3.5 | (9.3) |
| Staff Attorneys | / 58 ‡ | 487,698 | 388,604 | 300,788 | ‡ | 13.2 | (0.2) | (7.5) |
| <i>All Attorneys</i> | / 93 | 774,006 | 651,109 | 535,074 | | 6.6 | 3.1 | 1.0 |
| Paralegals | / 88 | 262,285 | 230,697 | 194,551 | | 7.5 | 4.2 | (2.2) |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Timekeeper Capacity & Leverage Ratios

For the 12-month period ending December 31, 2010

Timekeeper Capacity

| | Total Billable Hours | | | Total Headcount ¹ | | |
|---------------------------|----------------------|-----------|------------------|------------------------------|-----------|------------------|
| | Your Firm | | | Your Firm | | |
| | Hours | Rank / Of | % of Total Group | FTE | Rank / Of | % of Total Group |
| Attorneys | | | | | | |
| Equity Partners | | / 92 | | | / 93 | |
| Non-Equity Partners | | / 77 | | | / 76 | |
| All Partners | | / 92 | | | / 93 | |
| Associates & Senior Attys | | / 93 | | | / 95 | |
| All Attorneys | | / 93 | | | / 95 | |
| Paralegals | | / 88 | | | / 89 | |

Leverage Ratios

| | For the 12-month period ending December 31, 2010 | | | | | For the 12-month period ending December 31, 2009 | | | | |
|---|--|-----------|--------------------------|--------|--------------------------|--|-----------|--------------------------|--------|--------------------------|
| | Your Firm | | Group | | | Your Firm | | Group | | |
| | Ratio | Rank / Of | 1 st Quartile | Median | 3 rd Quartile | Ratio | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| Ratio of Other ² Attys to Equity Partners | | / 93 | 2.88 | 2.21 | 1.49 | | / 87 | 2.94 | 2.21 | 1.57 |
| Ratio of Non-Partner Attys ³ to Partners | | / 93 | 1.52 | 1.01 | 0.77 | | / 87 | 1.54 | 1.06 | 0.80 |
| Ratio of Non-Partner Timekeepers ⁴ to Partners | | / 93 | 1.98 | 1.45 | 1.08 | | / 87 | 2.03 | 1.47 | 1.15 |
| Ratio of Paralegals to Attorneys | | / 89 | 0.17 | 0.14 | 0.11 | | / 82 | 0.17 | 0.15 | 0.12 |

¹ Total full-time equivalent headcount for the period 1/1/2010 through 12/31/2010.

² Other Attorneys include Non-Equity Partners, Associates, Senior and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

³ Non-Partner Attorneys include Associates, Senior and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

⁴ Non-Partner Timekeepers include Associates, Senior and Staff Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Case Clerks, Law Clerks/Trust Accts and Paralegals. Of Counsel attorneys are excluded from this calculation.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Timekeeper Terminations

For the 12-month period ending December 31, 2010

Distribution of Terminated Timekeepers

| <u>Timekeeper Class</u> | Percent of All Timekeepers | | | | | Percent of Timekeeper Class | | | | |
|--|----------------------------|-----------|----------|--------|----------|-----------------------------|-----------|----------|--------|----------|
| | Your Firm | | Group | | | Your Firm | | Group | | |
| | Percent | Rank / Of | 1st Qtle | Median | 3rd Qtle | Percent | Rank / Of | 1st Qtle | Median | 3rd Qtle |
| Equity Partners | | / 93 | 11.8 | 8.3 | 4.2 | | / 92 | 4.8 | 3.1 | 1.7 |
| Non-Equity Partners | | / 93 | 20.6 | 10.5 | 2.5 | | / 76 | 12.9 | 8.6 | 5.7 |
| Associates & Sr. Attorneys Of Counsel | | / 93 | 80.0 | 73.6 | 61.3 | | / 93 | 19.7 | 16.3 | 13.1 |
| Staff Attorneys | | / 93 | 4.9 | 0.9 | 0.0 | | / 74 | 16.6 | 8.3 | 0.0 |
| <i>All Attorneys</i> | 100% | | | | | | / 63 ‡ | 25.0 | 15.4 | 8.3 |
| Paralegals | | / 84 | 96.7 | 81.7 | 63.6 | | / 88 | 13.5 | 11.5 | 9.2 |
| Other Non-Legal Tkprs ¹ | | / 84 | 36.4 | 18.4 | 3.3 | | / 78 | 20.3 | 15.6 | 10.4 |
| <i>All Non-Legal Tkprs</i> | 100% | | | | | | / 88 | 25.0 | 15.0 | 8.4 |
| | | | | | | | | 19.9 | 15.9 | 12.5 |

Distribution of Terminated Associates & Senior Attorneys by Class Year

| <u>Class Year</u> | Percent of All Timekeepers | | | | | Percent of Timekeeper Class | | | | |
|-------------------|----------------------------|-----------|----------|--------|----------|-----------------------------|-----------|----------|--------|----------|
| | Your Firm | | Group | | | Your Firm | | Group | | |
| | Percent | Rank / Of | 1st Qtle | Median | 3rd Qtle | Percent | Rank / Of | 1st Qtle | Median | 3rd Qtle |
| 2010 | | / 90 | 0.0 | 0.0 | 0.0 | | / 55 ‡ | 0.0 | 0.0 | 0.0 |
| 2009 | | / 90 | 5.7 | 3.5 | 1.2 | | / 91 | 13.8 | 7.1 | 1.3 |
| 2008 | | / 90 | 14.9 | 10.5 | 6.8 | | / 91 | 23.8 | 15.4 | 10.0 |
| 2007 | | / 90 | 15.0 | 11.7 | 7.4 | | / 91 | 22.6 | 18.8 | 10.7 |
| 2006 | | / 90 | 16.7 | 13.1 | 7.7 | | / 91 | 25.9 | 21.4 | 12.2 |
| 2005 | | / 90 | 13.8 | 10.8 | 6.1 | | / 91 | 24.1 | 17.9 | 10.8 |
| 2004 | | / 90 | 11.8 | 9.6 | 6.7 | | / 91 | 25.0 | 19.4 | 12.5 |
| 2003 | | / 90 | 10.0 | 6.5 | 4.3 | | / 91 | 25.9 | 15.4 | 9.1 |
| Prior | | / 90 | 35.8 | 28.9 | 20.0 | | / 91 | 19.8 | 15.9 | 11.7 |
| | 100% | | | | | | | | | |

¹ Non-Legal Timekeepers includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks. Law Clerks/Trust Accountants are excluded from this calculation.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Associate & Senior Attorney Salary Information

Average Annual Base Salary As of January 1, 2011

| <u>Class of</u> | <u>Your Firm</u> | | <u>Group</u> | | |
|---|------------------|------------------|--------------------------------|---------------|--------------------------------|
| | <u>Salary</u> | <u>Rank / Of</u> | <u>1st Quartile</u> | <u>Median</u> | <u>3rd Quartile</u> |
| 2010 | | / 77 | \$158,529 | \$137,219 | \$116,778 |
| 2009 | | / 82 | 163,179 | 144,519 | 120,135 |
| 2008 | | / 82 | 170,000 | 152,034 | 124,815 |
| 2007 | | / 82 | 182,280 | 159,478 | 134,619 |
| 2006 | | / 82 | 203,624 | 169,090 | 140,401 |
| 2005 | | / 82 | 215,687 | 173,852 | 145,009 |
| 2004 | | / 82 | 225,367 | 180,521 | 150,978 |
| 2003 | | / 82 | 234,435 | 190,874 | 156,761 |
| Prior | | / 82 | 249,521 | 195,507 | 171,485 |
| <i>All Associates & Sr. Attorneys</i> | | / 82 | 204,233 | 172,287 | 144,877 |
| <i>All Associates (excl Sr. Attys)</i> | | / 82 | 192,907 | 165,804 | 138,865 |

Percent Change in Average Annual Base Salary

| <u>Class of</u> | <u>Your Firm</u> | | <u>Group</u> | | |
|---|-------------------------------|--------------------------|--------------------------------|---------------|--------------------------------|
| | <u>Base Salary @ 1/1/2011</u> | <u>% Change - 1 Year</u> | <u>% Change - 1 Year</u> | | |
| | | | <u>1st Quartile</u> | <u>Median</u> | <u>3rd Quartile</u> |
| 2009 | | ‡ | 8.2 | 4.1 | 0.9 |
| 2008 | | | 9.5 | 4.9 | 1.3 |
| 2007 | | | 13.0 | 6.3 | 2.7 |
| 2006 | | | 13.3 | 6.7 | 2.9 |
| 2005 | | | 12.1 | 5.2 | 2.1 |
| 2004 | | | 10.3 | 6.3 | 2.4 |
| 2003 | | | 9.0 | 4.7 | 1.2 |
| Prior | | | 6.0 | 1.5 | (1.8) |
| <i>All Associates & Sr. Attorneys</i> | | | 5.4 | 1.4 | (2.1) |
| <i>All Associates (excl Sr. Attys)</i> | | | 4.7 | 0.6 | (1.3) |

** omitted due to insufficient data
‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Associate & Senior Attorney Bonus Information

Percent of Associates & Senior Attys Receiving a Bonus ¹

| Class of | Your Firm | | Group | | |
|----------------------------|-----------|-----------|--------------------------|--------|--------------------------|
| | Percent | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| 2010 | | / 77 | 23.1 | 0.0 | 0.0 |
| 2009 | | / 82 | 62.3 | 40.6 | 8.1 |
| 2008 | | / 82 | 68.8 | 57.7 | 42.2 |
| 2007 | | / 82 | 75.0 | 61.2 | 44.0 |
| 2006 | | / 82 | 73.9 | 61.1 | 47.1 |
| 2005 | | / 82 | 73.3 | 61.5 | 43.7 |
| 2004 | | / 82 | 76.1 | 63.8 | 46.8 |
| 2003 | | / 82 | 74.2 | 58.0 | 42.4 |
| Prior | | / 82 | 68.5 | 49.0 | 32.7 |
| All Assoc & Sr. Attys | | / 82 | 63.5 | 52.4 | 38.5 |
| All Assoc (excl Sr. Attys) | | / 82 | 65.6 | 54.3 | 41.0 |

Average Bonus Awarded ²

| Class of | Your Firm | | Group | | |
|----------------------------|-----------|-----------|--------------------------|---------|--------------------------|
| | Bonus | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| 2010 | | / 30 ‡ | \$8,769 | \$6,050 | \$5,000 |
| 2009 | | / 68 ‡ | 12,589 | 7,978 | 5,732 |
| 2008 | | / 80 | 16,560 | 11,679 | 7,278 |
| 2007 | | / 80 | 20,158 | 14,930 | 8,458 |
| 2006 | | / 79 | 23,294 | 18,138 | 10,471 |
| 2005 | | / 80 | 27,973 | 19,842 | 12,763 |
| 2004 | | / 81 | 31,140 | 20,341 | 12,500 |
| 2003 | | / 80 | 37,881 | 24,934 | 14,409 |
| Prior | | / 79 | 32,094 | 21,337 | 12,518 |
| All Assoc & Sr. Attys | | / 82 | 24,532 | 17,942 | 11,439 |
| All Assoc (excl Sr. Attys) | | / 81 | 24,398 | 16,594 | 11,138 |

Average Bonus for the Entire Class

| Your Firm | | Group | | |
|-----------|-----------|--------------------------|--------|--------------------------|
| Bonus | Rank / Of | 1 st Quartile | Median | 3 rd Quartile |
| | / 77 | \$1,286 | \$0 | \$0 |
| | / 82 | 5,547 | 2,962 | 477 |
| | / 82 | 10,096 | 6,572 | 3,366 |
| | / 82 | 13,492 | 8,433 | 4,415 |
| | / 82 | 15,621 | 9,949 | 4,940 |
| | / 82 | 18,557 | 11,508 | 5,638 |
| | / 82 | 23,247 | 12,538 | 5,509 |
| | / 82 | 22,699 | 11,679 | 7,315 |
| | / 82 | 19,045 | 10,193 | 4,629 |
| | / 82 | 13,963 | 9,141 | 4,780 |
| | / 82 | 13,472 | 8,731 | 4,668 |

¹ Includes only those Associates and Senior Attorneys who were at your firm at 1/1/2011.

² Includes only those Associates and Senior Attorneys who were at your firm at 1/1/2011, and who received a bonus.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Associate & Senior Attorney Compensation

Aggregate Compensation¹ As of January 1, 2011

| <u>Class of</u> | <u>Your Firm</u> | <u>Rank / Of</u> | <u>1st Quartile</u> | <u>Group Median</u> | <u>3rd Quartile</u> |
|-----------------------------------|------------------|------------------|--------------------------------|---------------------|--------------------------------|
| 2010 | | / 77 | \$160,000 | \$141,500 | \$117,003 |
| 2009 | | / 82 | 171,134 | 159,103 | 123,050 |
| 2008 | | / 82 | 185,126 | 166,540 | 134,557 |
| 2007 | | / 82 | 203,157 | 176,373 | 142,337 |
| 2006 | | / 82 | 224,356 | 192,665 | 148,316 |
| 2005 | | / 82 | 243,524 | 193,604 | 158,034 |
| 2004 | | / 82 | 258,567 | 200,871 | 166,583 |
| 2003 | | / 82 | 268,226 | 216,099 | 174,513 |
| Prior | | / 82 | 277,101 | 217,223 | 179,922 |
| All Assoc & Sr. Attys | | / 82 | 232,614 | 192,760 | 158,075 |
| All Assoc (excl Sr. Attys) | | / 82 | 223,571 | 188,205 | 150,609 |

Distribution of Associates & Senior Attorneys

| <u>Class of</u> | <u>At 1/1/2011</u> | | <u>At 1/1/2010</u> | |
|-----------------|--------------------|-----------------------|--------------------|-----------------------|
| | <u>Your Firm %</u> | <u>Group Median %</u> | <u>Your Firm %</u> | <u>Group Median %</u> |
| 2010 | | 1.5 | | |
| 2009 | | 10.1 | | 1.2 |
| 2008 | | 11.5 | | 11.8 |
| 2007 | | 11.5 | | 12.4 |
| 2006 | | 11.0 | | 11.3 |
| 2005 | | 9.6 | | 10.7 |
| 2004 | | 8.3 | | 9.3 |
| 2003 | | 7.4 | | 8.2 |
| Prior | | 29.5 | | 34.6 |

¹ Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2010 with average base salaries at 1/1/2011.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Associate & Senior Attorney Adjustment Information
by Years of Experience ¹

Standard Billing Rate As of January 1, 2011

| <u>Years of Experience</u> | Your Firm | | Group % Change | | |
|----------------------------|------------------|------------------|--------------------------------|---------------|--------------------------------|
| | % Change | Rank / Of | 1st Quartile | Median | 3rd Quartile |
| 1 Year | | / 87 | 5.5 | 3.8 | 0.9 |
| 2 Years | | / 87 | 6.2 | 3.5 | 1.0 |
| 3 Years | | / 87 | 6.8 | 3.5 | 0.2 |
| 4 Years | | / 87 | 5.6 | 3.0 | 0.6 |
| 5 Years | | / 87 | 6.4 | 3.5 | 1.5 |
| 6 Years | | / 87 | 6.2 | 3.4 | 0.7 |

Average Annual Base Salary As of January 1, 2011

| <u>Years of Experience</u> | Your Firm | | Group % Change | | |
|----------------------------|------------------|------------------|--------------------------------|---------------|--------------------------------|
| | % Change | Rank / Of | 1st Quartile | Median | 3rd Quartile |
| 1 Year | | / 77 | 3.1 | 0.2 | (3.6) |
| 2 Years | | / 77 | 6.5 | 0.5 | (2.1) |
| 3 Years | | / 77 | 6.6 | 1.8 | (1.8) |
| 4 Years | | / 77 | 8.1 | 0.7 | (2.5) |
| 5 Years | | / 77 | 5.3 | 0.1 | (3.3) |
| 6 Years | | / 77 | 7.2 | 0.6 | (3.9) |

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2011 to the corresponding years of experience at 1/1/2010. For example, an associate with one year of experience would be included in law school class year 2009 at 1/1/2011, and included in law school class year 2008 at 1/1/2010.

** omitted due to insufficient data

‡ less than 75% population response

2011 BILLING RATE & ASSOCIATE SALARY SURVEY ^{plus} Initial Release

National Groups X-XIII Combined - Firms (97 members)

Associate & Senior Attorney Discretionary Benefits Information

| | Your Firm <i>(designated with an X)</i> | # of Responses | % of Group Responding |
|--|---|-----------------------|------------------------------|
| 1. Types of Benefits offered to Associates/Sr. Attorneys | | | |
| <i>(Number of Firms Responding: 87)</i> | | | |
| a. 401(k) pre-tax employee deferrals | | 86 | 98.9 |
| b. 401(k) pre-tax employer matching contributions | | 7 | 8.0 |
| c. 401(k) post-tax employee deferrals | | 49 | 56.3 |
| d. Additional non-elective employer contributions ("Profit Sharing") | | 22 | 25.3 |
| e. Qualified defined benefit plan | | 7 | 8.0 |
| f. Non-qualified or unfunded retirement plan | | ** | |
| g. Active healthcare benefits | | 87 | 100.0 |
| h. Post-retirement healthcare benefits | | 19 | 21.8 |
| 2. For Firms offering a 401(k) pre-tax deferral, the definition of compensation used is: | | | |
| (Firms responding to 1a) | | | |
| a. Base pay only | | 8 | 9.3 |
| b. Total compensation (W-2, Box 1) | | 70 | 81.4 |
| 3. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution is: | | | |
| (Firms responding to 1b) | | | |
| a. Between 1% and 1.9% of compensation | | 4 | 57.1 |
| b. Between 2% and 2.9% of compensation | | 0 | 0.0 |
| c. Between 3% and 3.9% of compensation | | 0 | 0.0 |
| d. Between 4% and 4.9% of compensation | | 3 | 42.9 |
| e. 5% of compensation or above | | 0 | 0.0 |

** omitted due to insufficient data

Associate & Senior Attorney Discretionary Benefits Information (Continued)

| | Your Firm <i>(designated with an X)</i> | # of Responses | % of Group Responding |
|--|---|-----------------------|------------------------------|
| 4. For Firms offering an additional non-elective employer contribution, the most recent contribution was: | | | |
| (Firms responding to 1d) | | | |
| a. Between 1% and 1.9% of compensation | | 1 | 4.5 |
| b. Between 2% and 2.9% of compensation | | 0 | 0.0 |
| c. Between 3% and 3.9% of compensation | | 5 | 22.7 |
| d. Between 4% and 4.9% of compensation | | 1 | 4.5 |
| e. Between 5% and 5.9% of compensation | | 4 | 18.2 |
| f. 6% of compensation or above | | 7 | 31.8 |
| 5. For Firms offering a qualified defined benefit plan, the type of plan offered is: | | | |
| (Firms responding to 1e) | | | |
| a. Cash Balance Plan | | 4 | 57.1 |
| b. Final Average Pay Plan | | 0 | 0.0 |
| c. Career Average Pay Plan | | 0 | 0.0 |
| d. Pension Equity Plan | | 0 | 0.0 |
| 6. For Firms offering active healthcare benefits, the type of benefits offered is: | | | |
| (Firms responding to 1g) | | | |
| a. Medical benefits | | 86 | 98.9 |
| b. Prescription drug benefits | | 86 | 98.9 |
| c. Dental benefits | | 85 | 97.7 |
| d. Vision benefits | | 73 | 83.9 |
| e. Mental health benefits | | 80 | 92.0 |
| f. Wellness benefits and incentives | | 72 | 82.8 |
| 7. At what ages are you offering post-retirement healthcare benefits? | | | |
| (Firms responding to 1h) | | | |
| a. Before age 65 - not eligible for Medicare | | 6 | 31.6 |
| b. Age 65 or higher - eligible for Medicare | | 2 | 10.5 |
| c. Both eligible and non-eligible for Medicare | | 11 | 57.9 |

** omitted due to insufficient data

APPENDIX

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2011 Billing Rate & Associate Salary Survey ^{plus} include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

Remarks:

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values.

One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

Remarks:

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

Example

The Phoenix comparison group includes 11 members. The average Equity Partner standard billing rates are sorted in descending order and the median and quartile values are determined as follows:

| | | | | |
|--------------------|---------|-------------------|----|---|
| Firm Value: | \$1,000 | Firm Rank: | 1 | |
| | 900 | | 2 | |
| | 875 | | 3 | |
| | 850 ← | | 4 | <i>\$863 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%</i> |
| | 850 | | 5 | |
| | 840 ← | | 6 | <i>\$840 - Represents the value at the median; 6.0 represents the entry point to the top 50%</i> |
| | 800 | | 7 | |
| | 750 | | 8 | |
| | 700 ← | | 9 | <i>\$725 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%</i> |
| | 650 | | 10 | |
| | 650 | | 11 | |

Note: If your firm is ranked 12th in the above example, then your firm is NOT a member of the comparison group and falls below all 11 firms included in the group.