

2016 Revenue Management Report

Compiled from the 2016 Billing Rate & Associate Salary Survey^{plus}
Initial Release

Issued: May 2016



Revenue Management Report

AmLaw Second 100 xNYC - (55 members)

Issued: May 2016

Group Report

Confidential

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* *Includes new pages of summary charts*

Guide to Interpreting the Stacked Bar Graphs Presented in this Report

Your Firm's value for the current year is displayed as a dark solid line across the results for all comparison groups.

Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

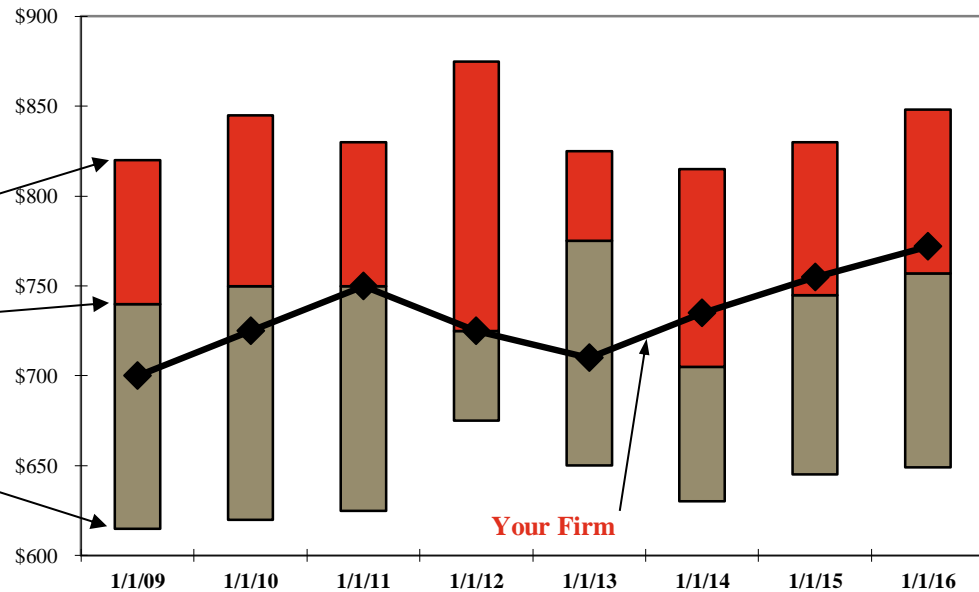
First Quartile Value

Median Value

Third Quartile Value

Given the three group statistics presented, each bar represents the values for the middle 50% of the group. The regions which represent the top 25% and the bottom 25% are implied by position, but they are not depicted.

Standard Rates - Equity Partners



Example Interpretation of this Graph:

Your firm's value is at the Median Level for years 2011 and 2012, above the Median Level and below the First Quartile Level for years 2014, 2015 and 2016 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for years 2009, 2010 and 2013 (i.e., in the Third Quartile).

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2016 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 Sample comparison group below 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:		Firm Rank:	
\$1,000		1	
900		2	
875		3	
850	←	4	\$863 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%
850		5	
840	←	6	\$840 - Represents the value at the median; 6.0 represents the entry point to the top 50%
800		7	
750	←	8	
700		9	\$725 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%
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.

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Comparison Group Information

AmLaw Second 100 xNYC -

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 Firm, Office or Practice Area Size (# of Attorneys)

Average Size of Group Members¹ (# of Attorneys in the Office or Practice Area)

Reporting Entities Included in the Group

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information
55
No Maximum No Minimum
346
55
0
0

Billing Rate Adjustment Practices

Date of Last Partner Billing Rate Increase

Your Firm	Number of Firms Reporting
January 2, 2015 - March 31, 2015	0
April 1, 2015 - June 30, 2015	1
July 1, 2015 - September 30, 2015	1
October 1, 2015 - January 1, 2016	46
January 2, 2016 - March 1, 2016	0

Date of Last Associate/Sr. Attorney

Lock-step/Class Year based Rate Increase

Your Firm	Number of Firms Reporting
January 2, 2015 - March 31, 2015	0
April 1, 2015 - June 30, 2015	1
July 1, 2015 - September 30, 2015	1
October 1, 2015 - January 1, 2016	46
January 2, 2016 - March 1, 2016	0

Date of Last Associate/Sr. Attorney

Scale based Rate Increase

Your Firm	Number of Firms Reporting
January 2, 2015 - March 31, 2015	0
April 1, 2015 - June 30, 2015	1
July 1, 2015 - September 30, 2015	1
October 1, 2015 - January 1, 2016	46
January 2, 2016 - March 1, 2016	0

¹ Firm, Office or Practice Area size as of 1/1/2016. 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.

** omitted due to insufficient data

SUMMARY CHARTS

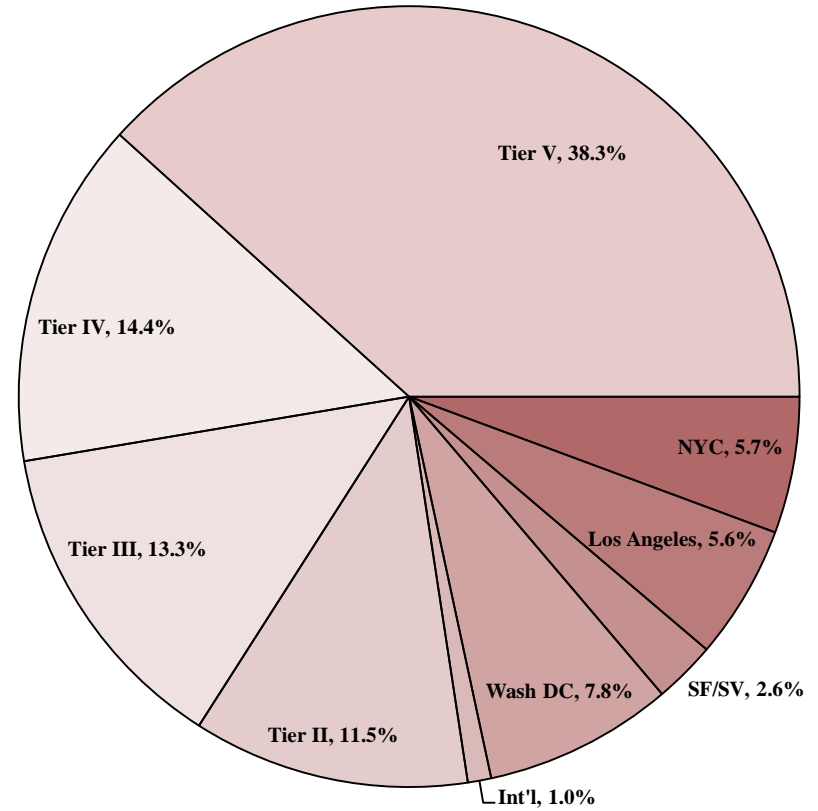
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AmLaw Second 100 xNYC - (55 members)

Geographic Footprint¹

Your Firm

Total Group



	NYC	Los Angeles	SF/SV	Wash DC	Int'l	Tier II	Tier III	Tier IV	Tier V
Your Firm									
Total Group	5.7%	5.6%	2.6%	7.8%	1.0%	11.5%	13.3%	14.4%	38.3%

Tier II includes Boston, Chicago, and Philadelphia.

Tier III includes Cleveland, Dallas, Houston, Miami, Minneapolis, and Seattle.

Tier IV includes Atlanta, Austin, Charlotte, Denver, Detroit, Kansas City, Phoenix, and Pittsburgh.

Tier V includes all other cities not graphically represented in the charts.

¹ Values for both the Firm and the Total Group include only those offices submitted to the Survey.

** omitted due to insufficient data

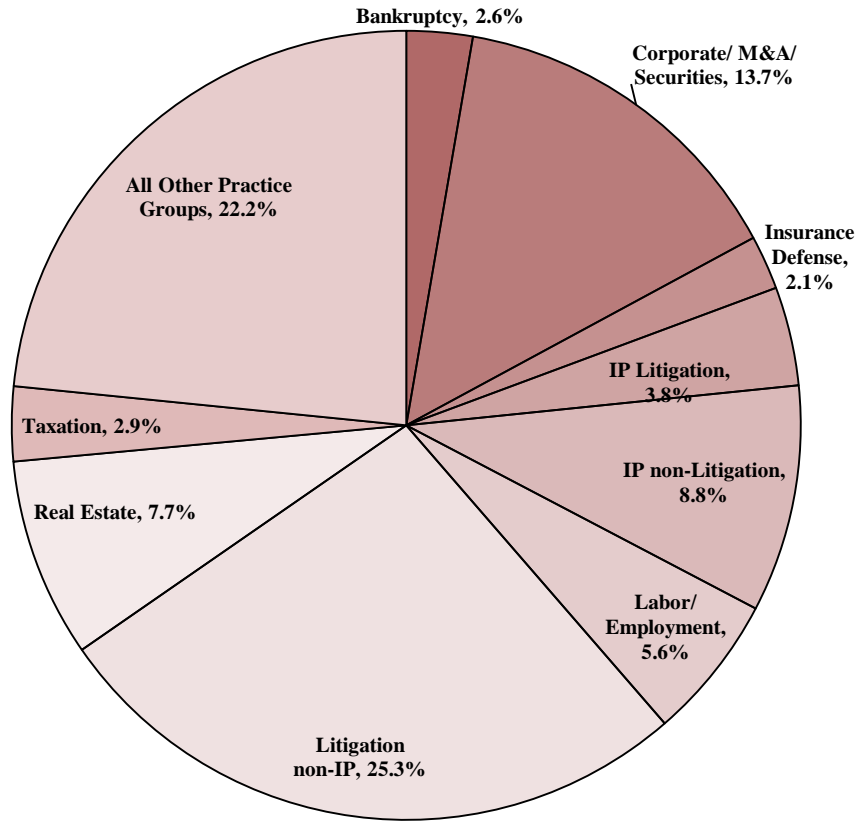
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Practice Group Footprint¹

Your Firm

Total Group



	Banking/ Finance	Bankruptcy	Corporate/ M&A/ Securities	Insurance Defense	IP Litigation	IP non- Litigation	Labor/ Employment	Litigation non-IP	Real Estate	Taxation	All Other Practice Groups
Your Firm											
Total Group	5.2%	2.6%	13.7%	2.1%	3.8%	8.8%	5.6%	25.3%	7.7%	2.9%	22.2%

¹ Values for both the Firm and the Total Group include only the US-based attorneys in each practice group.

** omitted due to insufficient data

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Summary of Key Statistics

	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 Rates	<i>As of 1/1/16</i>											
Equity Partners		/ 53		\$723	\$574	\$508	/ 49		4.2	3.0	1.8	
Non-Equity Partners		/ 50		641	496	436	/ 46		4.5	2.8	0.2	
Associates		/ 53		432	327	300	/ 49		5.1	1.8	0.0	
Worked Rates	<i>1/1/15 - 12/31/15</i>											
Equity Partners		/ 53		\$669	\$520	\$443	/ 49		4.3	2.9	1.4	
Non-Equity Partners		/ 50		576	438	382	/ 46		4.3	2.8	0.8	
Associates		/ 53		405	298	270	/ 49		4.4	2.9	1.8	
Billed Rates	<i>1/1/15 - 12/31/15</i>											
Equity Partners		/ 53		\$628	\$487	\$430	/ 49		3.9	2.2	0.9	
Non-Equity Partners		/ 50		533	420	355	/ 46		4.0	2.2	0.1	
Associates		/ 53		377	287	247	/ 49		3.9	2.2	0.0	
Billable Hours	<i>1/1/15 - 12/31/15</i>											
Equity Partners		/ 54		1,643	1,513	1,460	/ 47		1.8	0.0	(2.8)	
Non-Equity Partners		/ 51		1,514	1,430	1,329	/ 44		1.2	(0.8)	(4.9)	
Associates		/ 53		1,757	1,711	1,644	/ 47		1.3	(0.4)	(2.6)	
Leverage Ratios	<i>1/1/15 - 12/31/15</i>											
Ratio of Other Attorneys ¹ to Equity Partners		/ 55		2.40	1.74	1.37						
Ratio of Non-Partner Attorneys ² to Partners		/ 55		0.84	0.68	0.56						

¹ Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

² Non-Partner Attorneys include Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

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

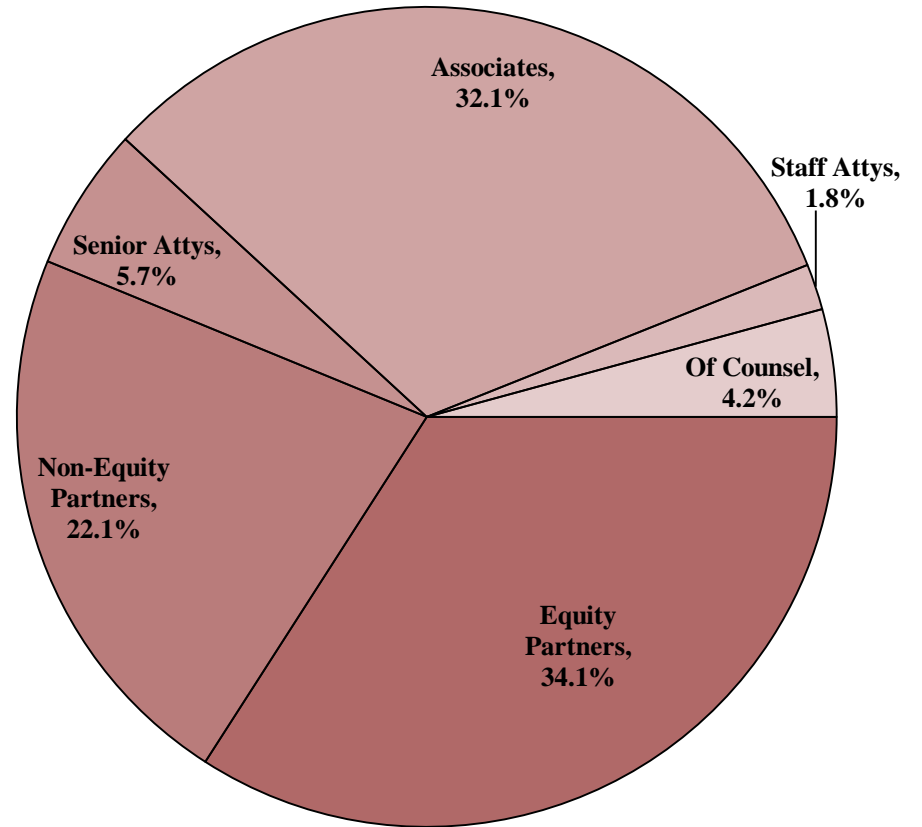
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Attorney Footprint

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm (%)						
Your Firm (FTE)						
Total Group (%)	34.1%	22.1%	5.7%	32.1%	1.8%	4.2%
Total Group (FTE)	6,005	3,895	995	5,656	319	746

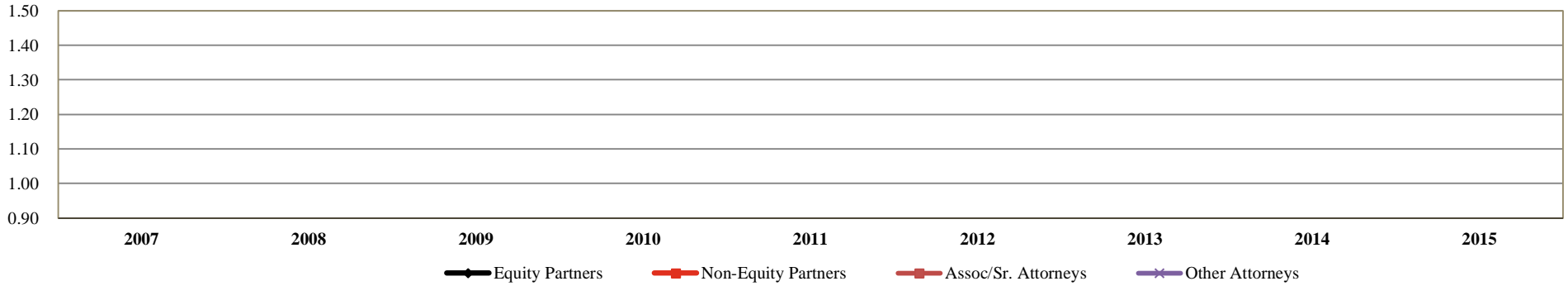
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Historical Attorney Footprint¹

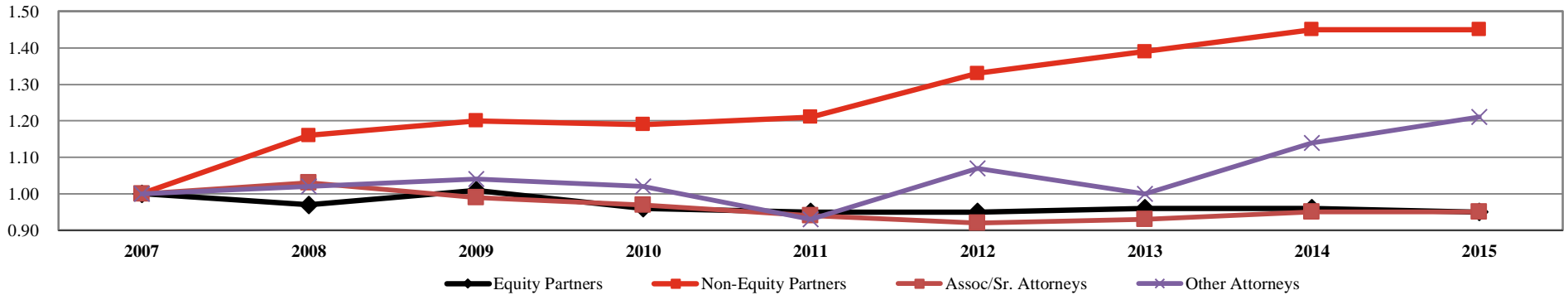
Your Firm



Your Firm (FTE)
Equity Partner
Non-Equity Partner
Associates/Sr. Attorneys
Other Attorneys²

	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Equity Partner										
Non-Equity Partner										
Associates/Sr. Attorneys										
Other Attorneys ²										

Total Group



Total Group (FTE)
Equity Partner
Non-Equity Partner
Associates/Sr. Attorneys
Other Attorneys²

	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Equity Partner	3,997	3,869	4,052	3,839	3,802	3,792	3,825	3,839	3,779	(5.4%)
Non-Equity Partner	1,296	1,504	1,555	1,540	1,573	1,728	1,801	1,882	1,874	44.5%
Associates/Sr. Attorneys	4,372	4,523	4,349	4,238	4,117	4,022	4,085	4,159	4,146	(5.2%)
Other Attorneys ²	439	449	456	448	407	472	437	500	532	21.2%

¹ Includes only those Firms that participated for the past 9 years; All values indexed to 2007.

² Other Attorneys include Of Counsel and Staff Attorneys.

** omitted due to insufficient data

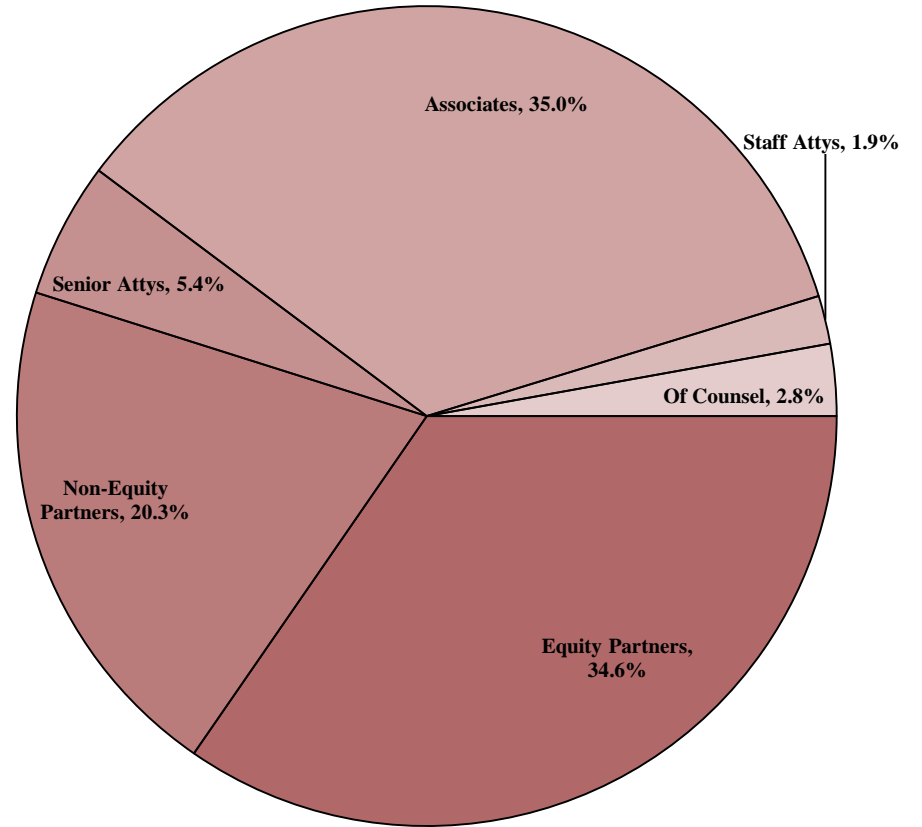
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Attorney Billable Hours by Classification

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	34.6%	20.3%	5.4%	35.0%	1.9%	2.8%

** omitted due to insufficient data

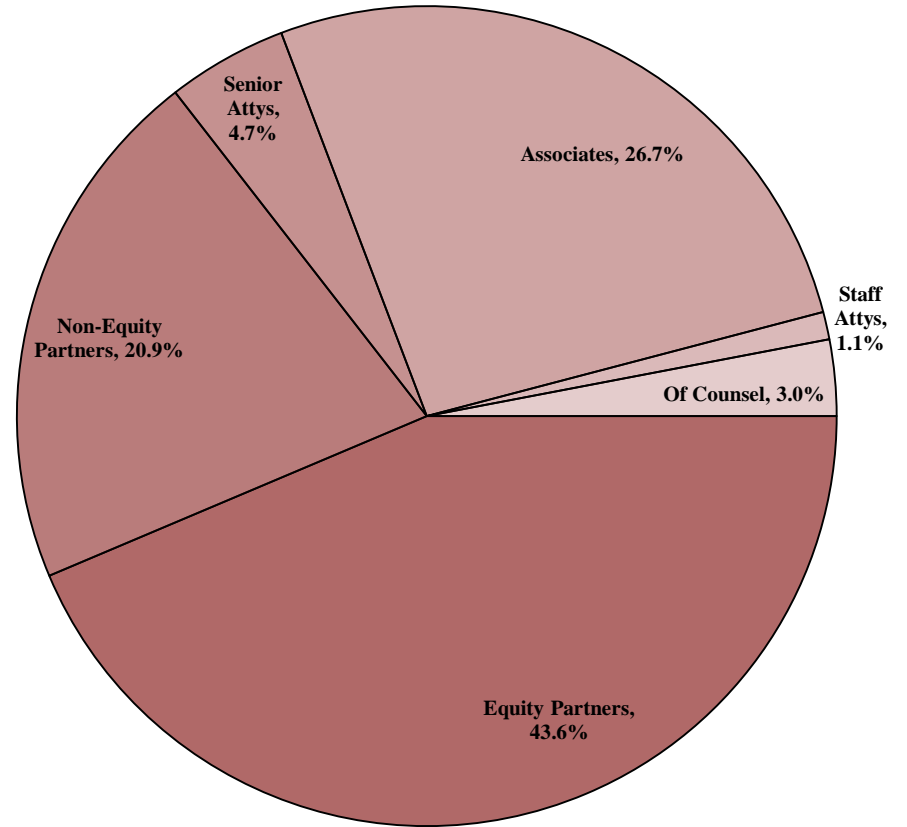
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Attorney Fees Billed by Classification

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	43.6%	20.9%	4.7%	26.7%	1.1%	3.0%

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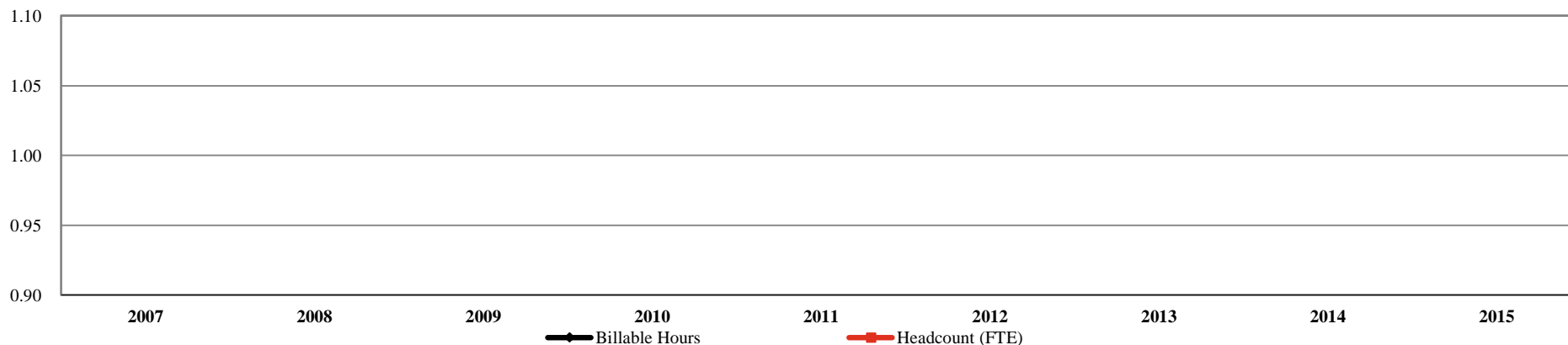
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Attorney Capacity¹

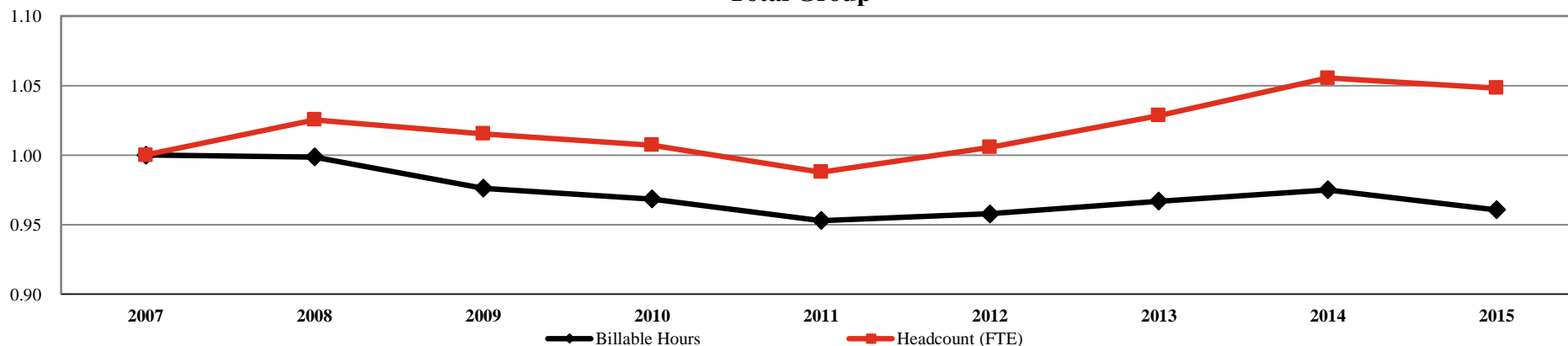
For the 12-month period ending December 31 of the stated year

Your Firm



Your Firm	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours										
Headcount (FTE)										

Total Group



Total Group	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours	17,204,095	17,180,343	16,795,303	16,660,050	16,395,080	16,478,016	16,635,237	16,775,031	16,527,565	(3.9%)
Headcount (FTE)	10,285	10,548	10,443	10,360	10,160	10,344	10,578	10,856	10,782	4.8%

¹ Includes only those Firms that participated for the past 9 years; All values indexed to 2007.

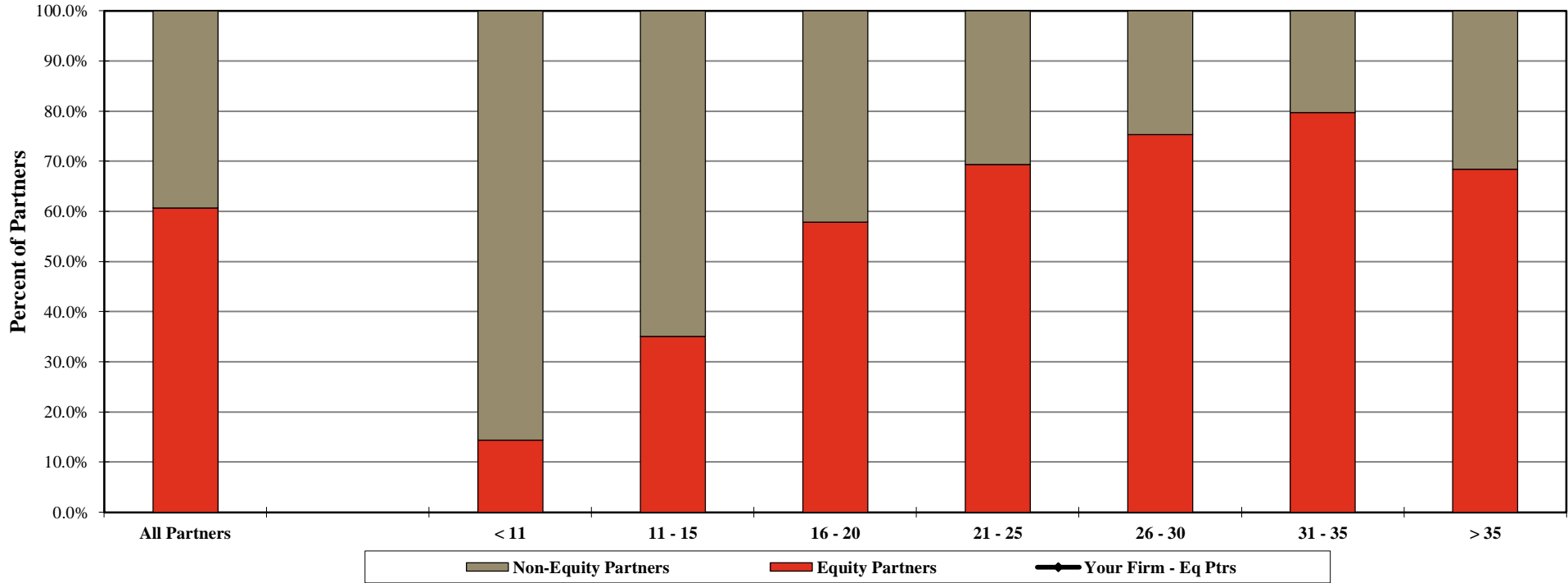
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AmLaw Second 100 xNYC - (55 members)

Partner Demographics¹

For the 12-month period ending December 31, 2015



<u>By Years of Experience</u>	<i>Your Firm</i>		<i>Total Group</i>	
	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			14.4%	85.6%
11 - 15 Years			35.0%	65.0%
16 - 20 Years			57.8%	42.2%
21 - 25 Years			69.4%	30.6%
26 - 30 Years			75.3%	24.7%
31 - 35 Years			79.6%	20.4%
> 35 Years			68.4%	31.6%
All Partners			60.7%	39.3%

¹ Years of experience includes the length of time practicing law since passing the bar exam.

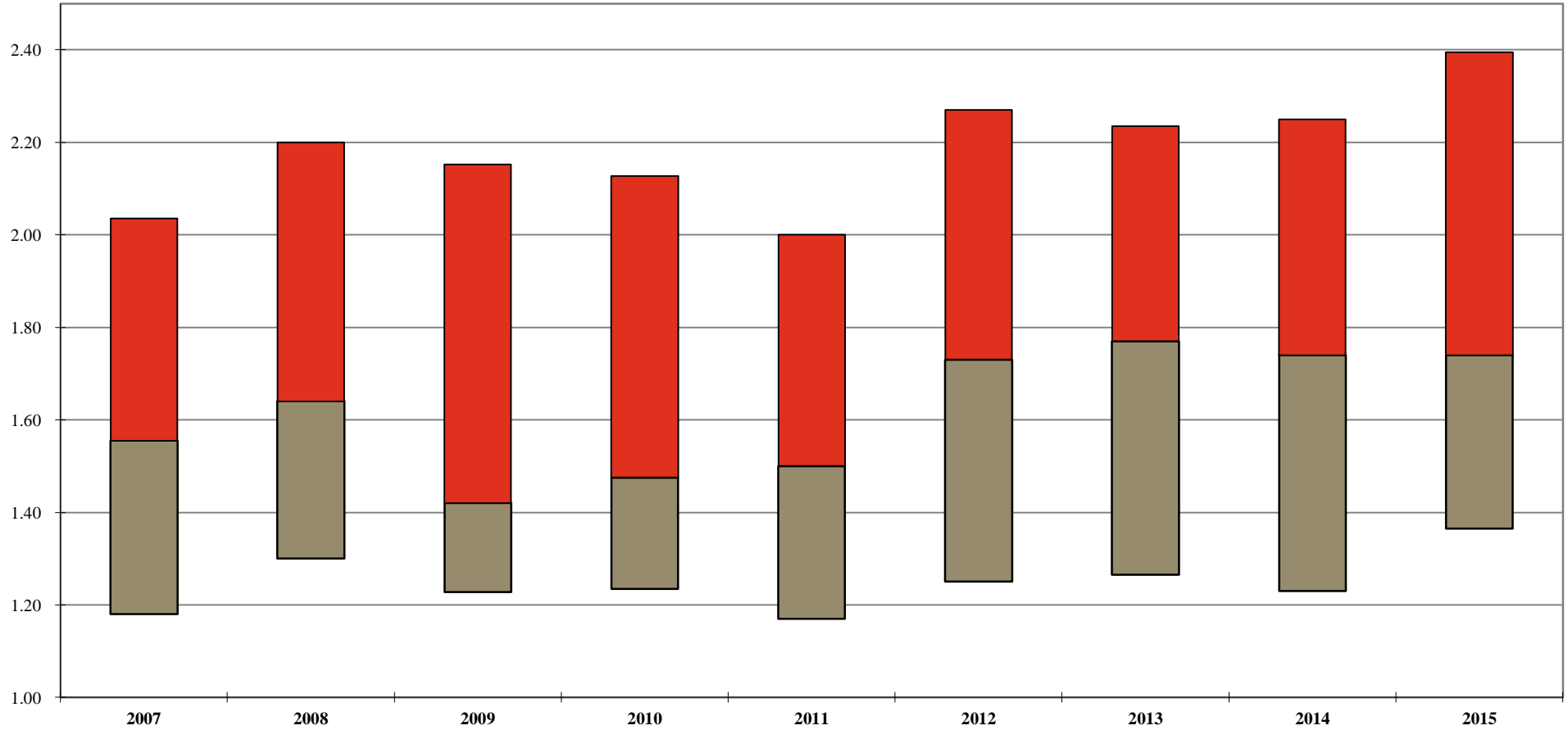
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Equity Partner Leverage¹

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm									
1st Qtle	2.04	2.20	2.15	2.13	2.00	2.27	2.24	2.25	2.40
Median	1.56	1.64	1.42	1.48	1.50	1.73	1.77	1.74	1.74
3rd Qtle	1.18	1.30	1.23	1.24	1.17	1.25	1.27	1.23	1.37

¹ Ratio of Other Attorneys to Equity Partners. Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

Additional detail can be found on Page 114.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

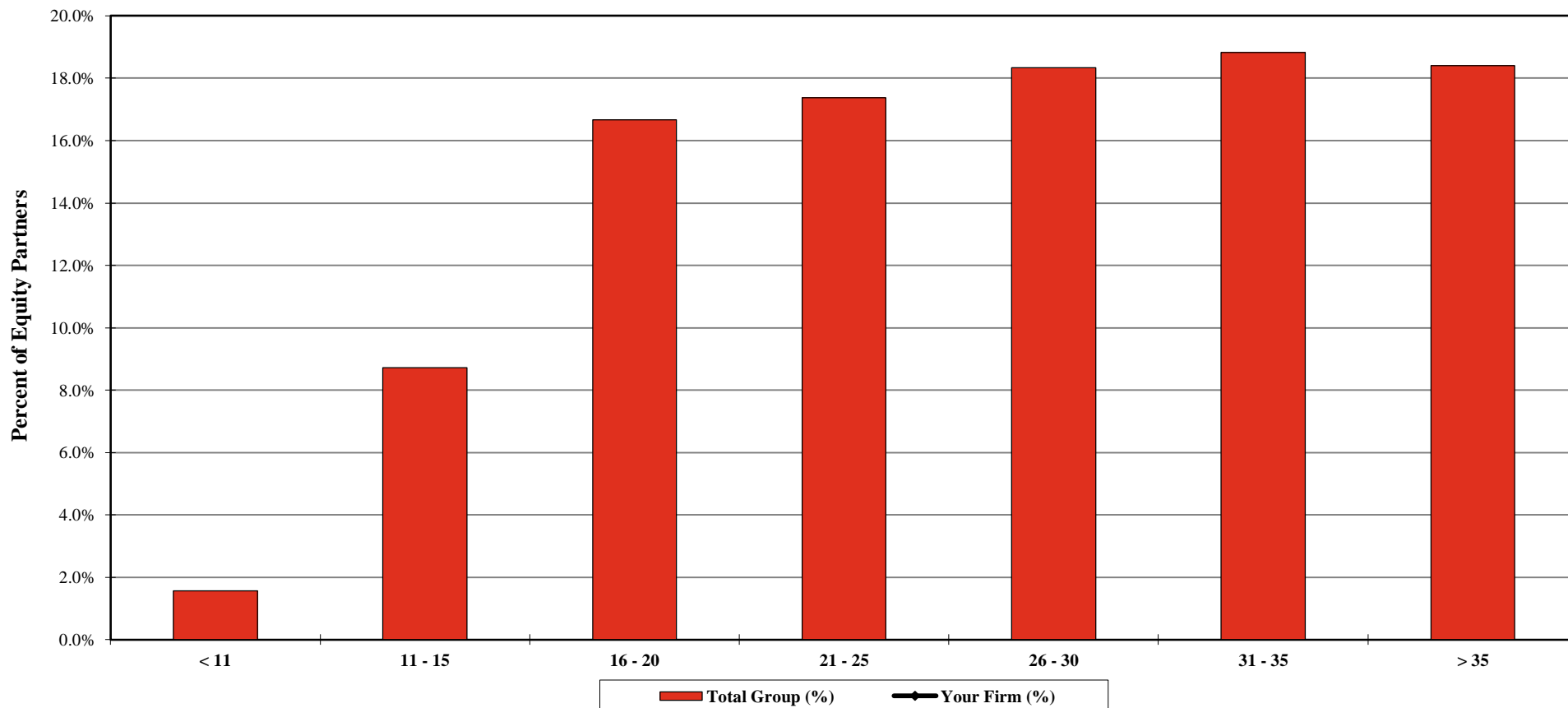
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Distribution of Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2015



Equity Partners by Years of Experience							
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm (%)							
Your Firm (FTE)							
Total Group (%)	1.6%	8.7%	16.7%	17.4%	18.3%	18.8%	18.4%
Total Group (FTE)	94	523	1,000	1,044	1,101	1,131	1,106

¹ Years of experience includes the length of time practicing law since passing the bar exam.

** omitted due to insufficient data

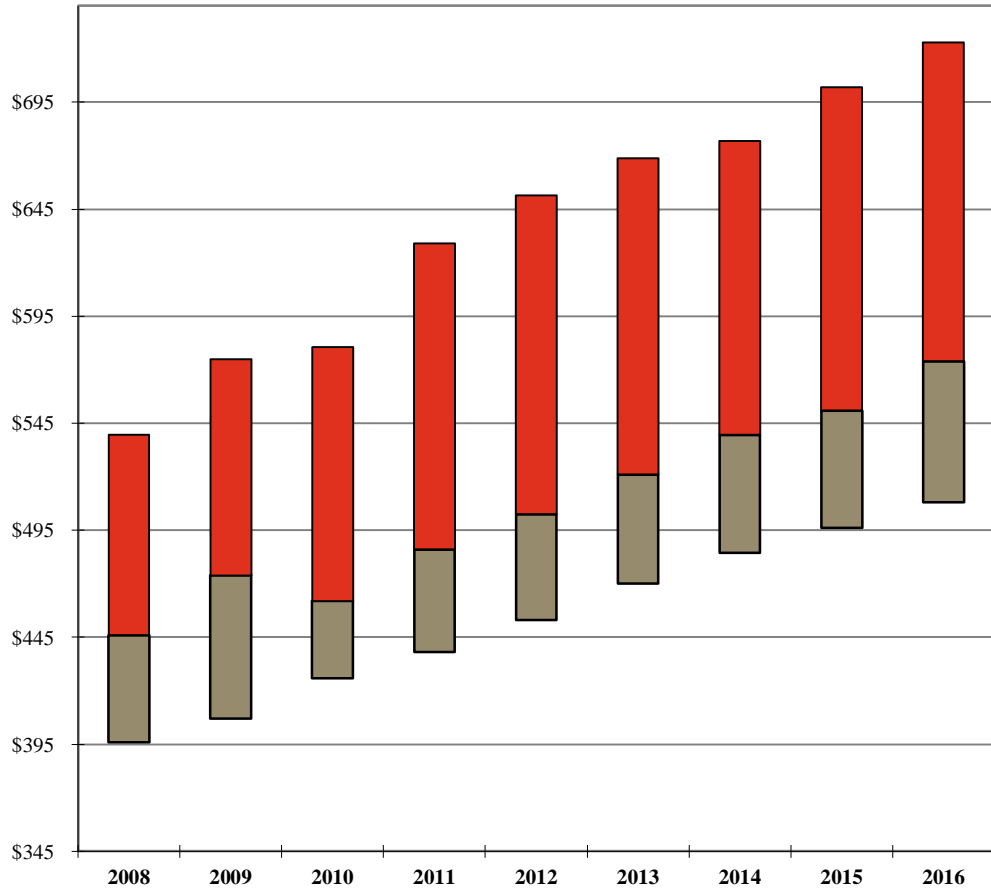
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Equity Partner Rates

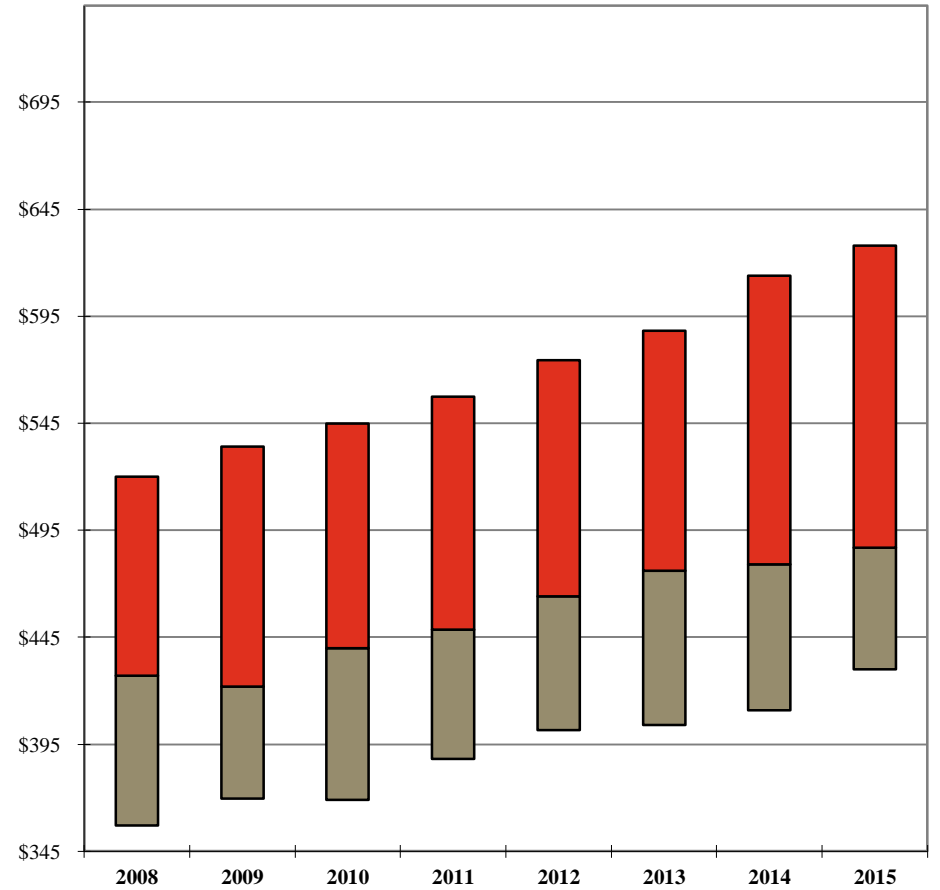
Standard Rates

As of January 1st of the stated year



Billed Rates

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm									
1st Qtle	\$540	\$575	\$581	\$629	\$652	\$669	\$677	\$702	\$723
Median	446	474	462	486	503	521	540	551	574
3rd Qtle	396	407	426	438	453	470	485	496	508

	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	\$520	\$534	\$545	\$558	\$575	\$588	\$614	\$628
Median	427	422	440	449	464	476	479	487
3rd Qtle	357	370	369	388	402	404	411	430

Additional detail can be found on Pages 75 and 94.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

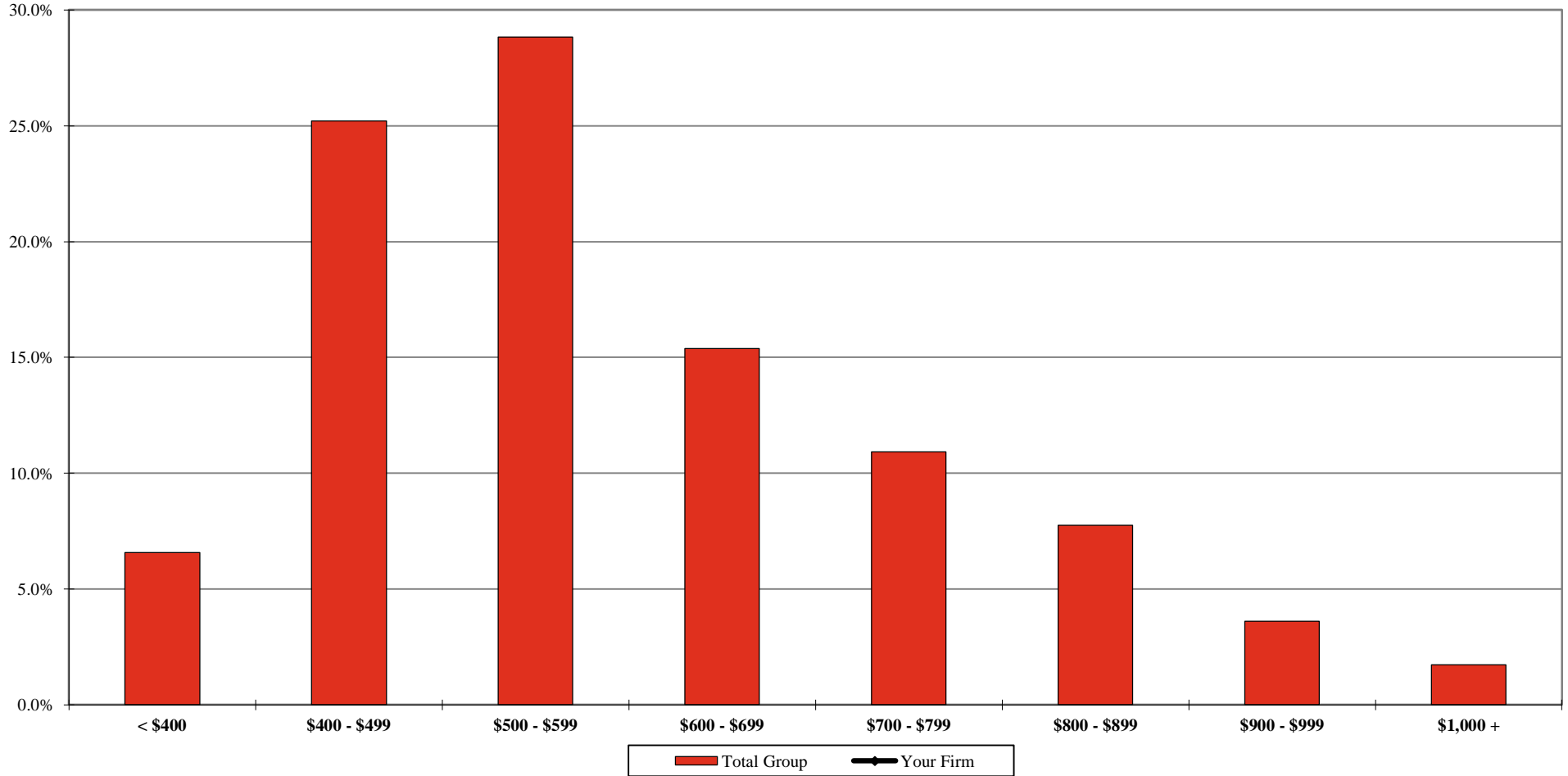
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Distribution of Equity Partner Standard Billing Rates

As of January 1, 2016



	< \$400	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 - \$899	\$900 - \$999	\$1,000 +
Your Firm								
Total Group	6.6%	25.2%	28.8%	15.4%	10.9%	7.8%	3.6%	1.7%

Additional detail can be found on Page 77.

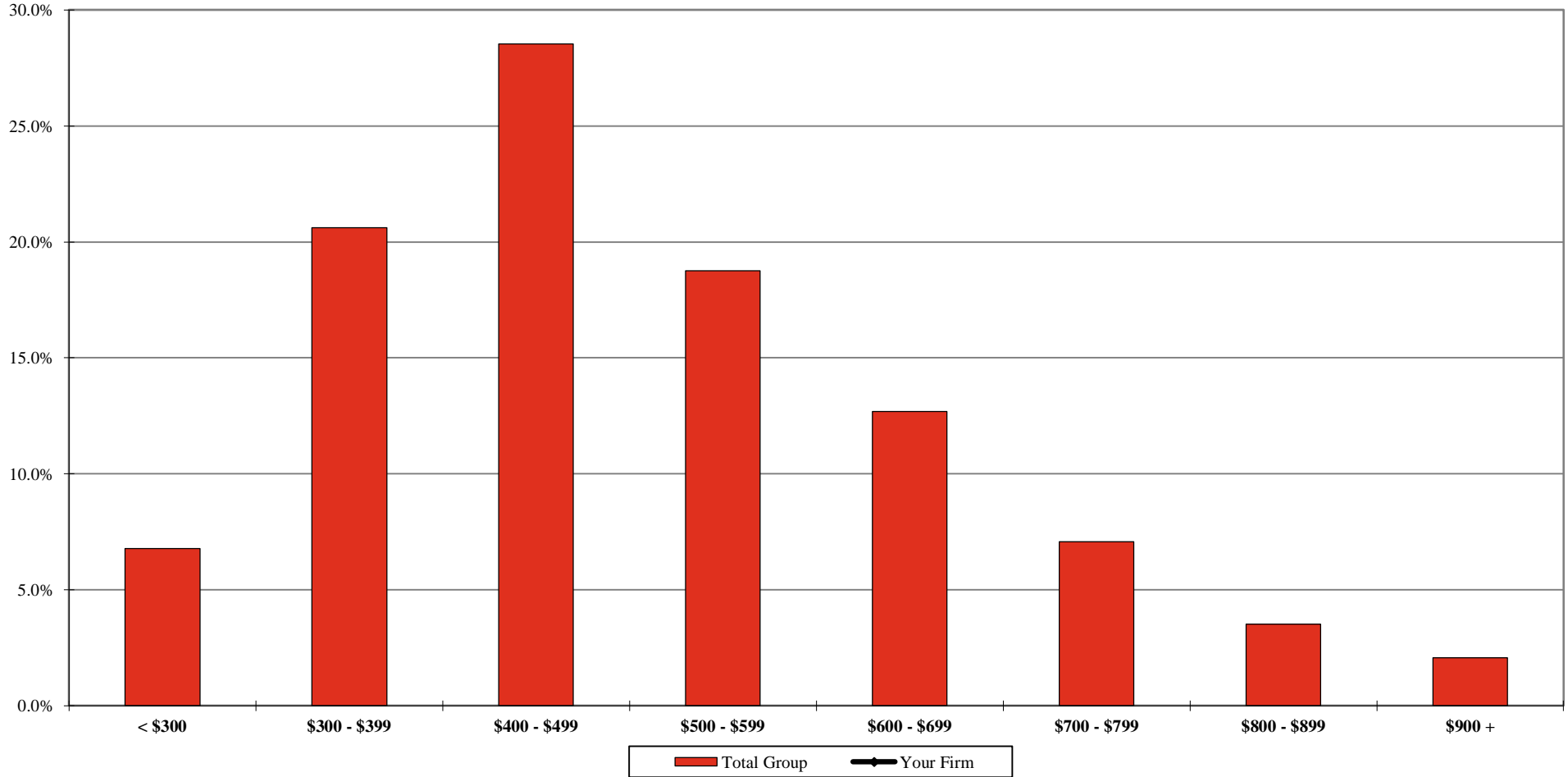
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Distribution of Equity Partner Billed Rates

For the 12-month period ending December 31, 2015



	< \$300	\$300 - \$399	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 - \$899	\$900 +
Your Firm								
Total Group	6.8%	20.6%	28.5%	18.7%	12.7%	7.1%	3.5%	2.1%

Additional detail can be found on Page 96.

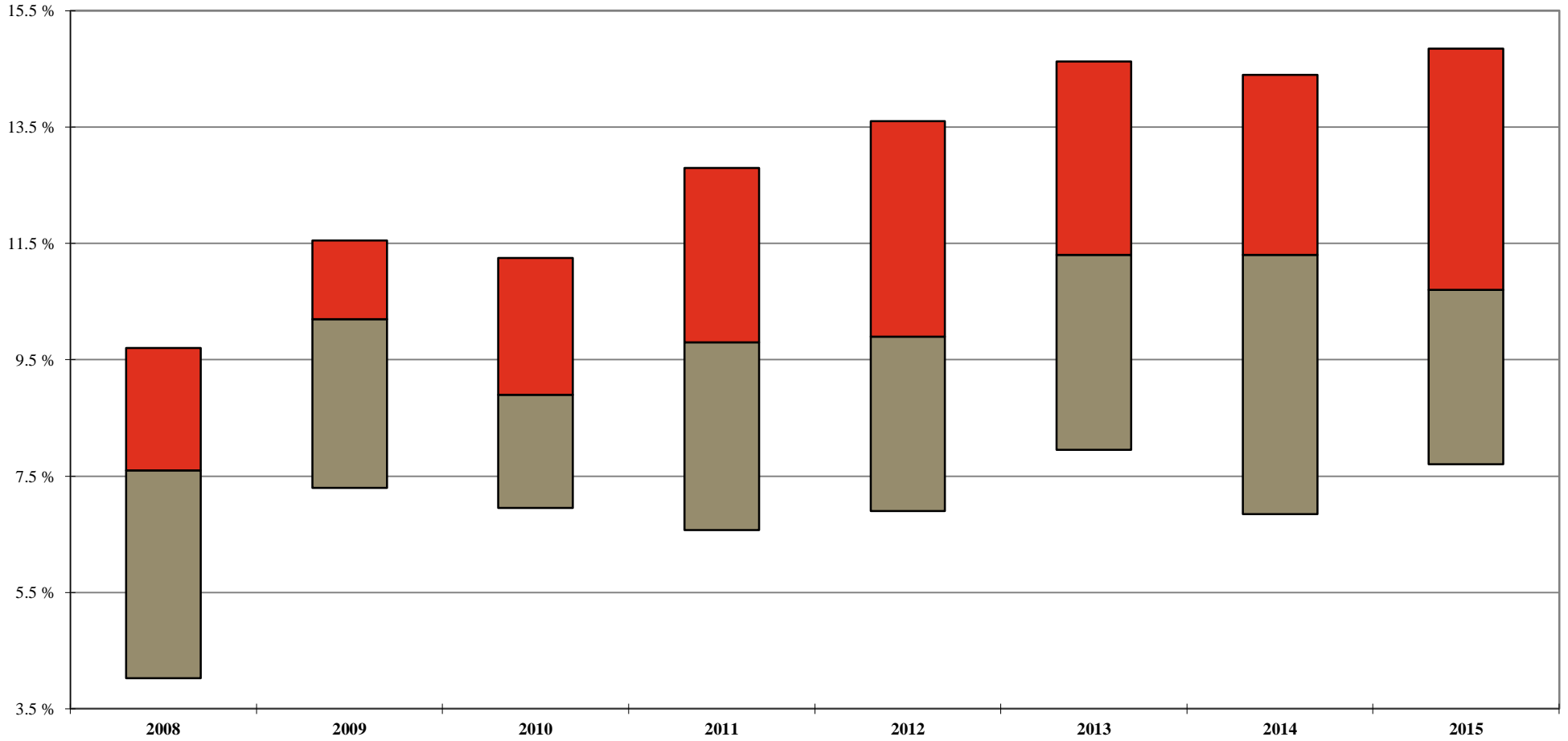
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Equity Partner Discounting¹

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	9.7%	11.6%	11.3%	12.8%	13.6%	14.6%	14.4%	14.9%
Median	7.6%	10.2%	8.9%	9.8%	9.9%	11.3%	11.3%	10.7%
3rd Qtle	4.0%	7.3%	7.0%	6.6%	6.9%	8.0%	6.9%	7.7%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 104.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

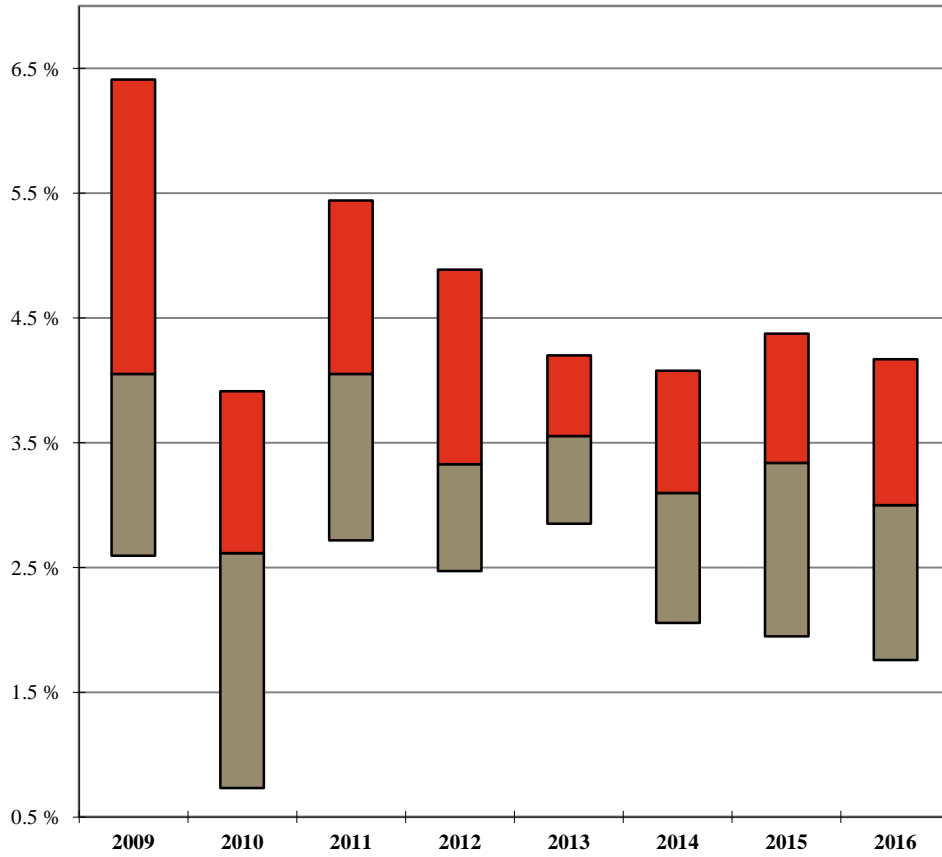
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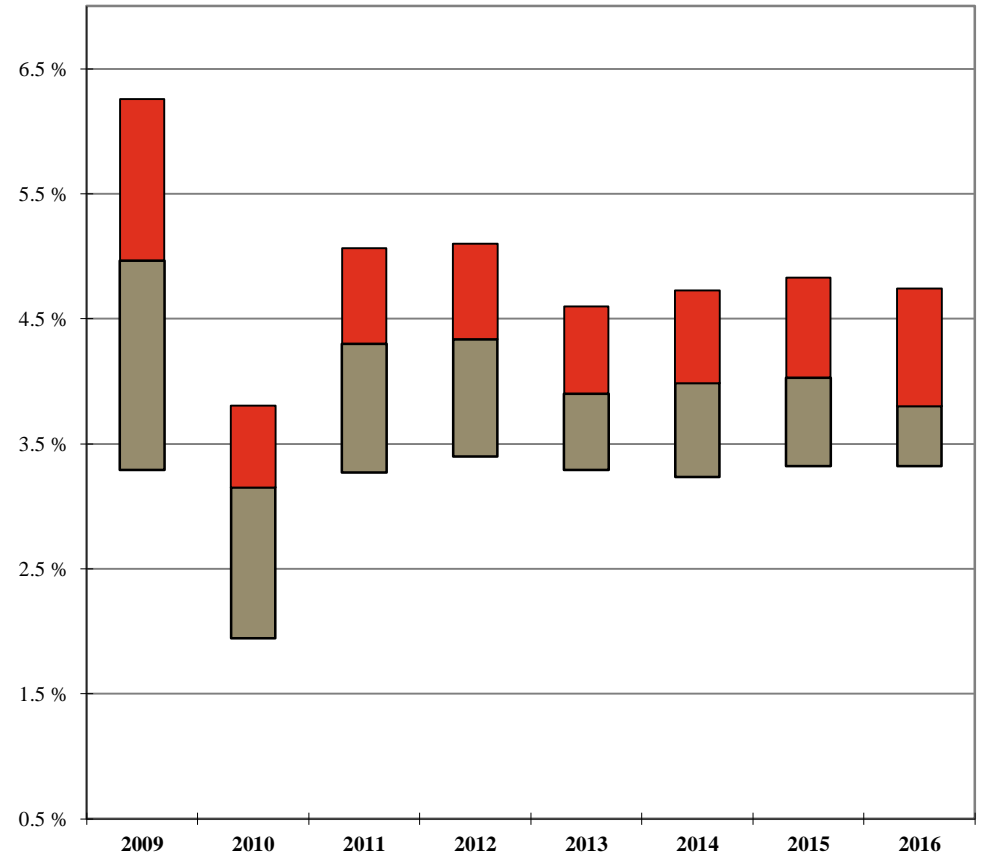
Annual Change¹ : Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	6.4%	3.9%	5.4%	4.9%	4.2%	4.1%	4.4%	4.2%
Median	4.1%	2.6%	4.1%	3.3%	3.6%	3.1%	3.3%	3.0%
3rd Qtle	2.6%	0.7%	2.7%	2.5%	2.9%	2.1%	1.9%	1.8%

	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	6.3%	3.8%	5.1%	5.1%	4.6%	4.7%	4.8%	4.7%
Median	5.0%	3.2%	4.3%	4.3%	3.9%	4.0%	4.0%	3.8%
3rd Qtle	3.3%	1.9%	3.3%	3.4%	3.3%	3.2%	3.3%	3.3%

¹ 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Pages 75 and 82.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

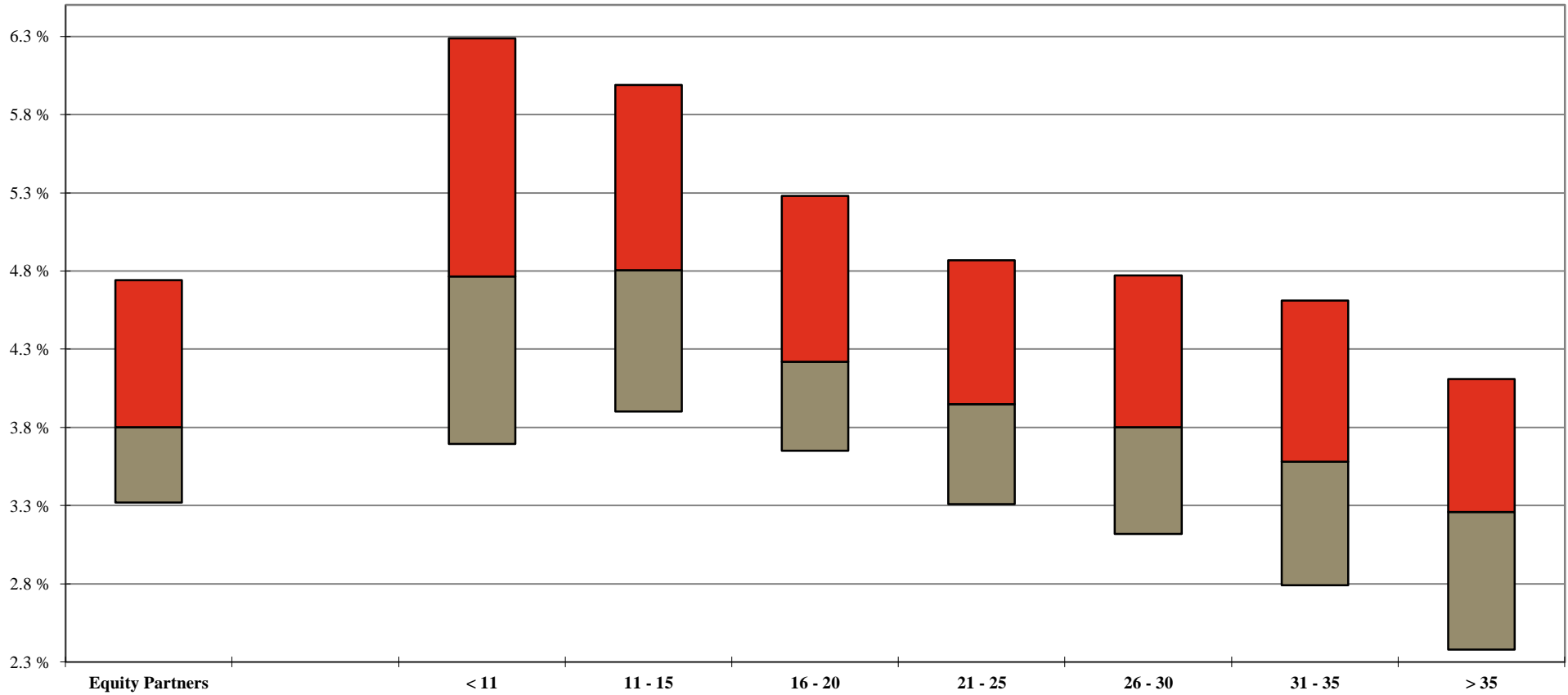
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2016



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	4.7%	6.3%	6.0%	5.3%	4.9%	4.8%	4.6%	4.1%
Median	3.8%	4.8%	4.8%	4.2%	4.0%	3.8%	3.6%	3.3%
3rd Qtle	3.3%	3.7%	3.9%	3.7%	3.3%	3.1%	2.8%	2.4%

¹ 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year. Additional detail can be found on Page 82.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

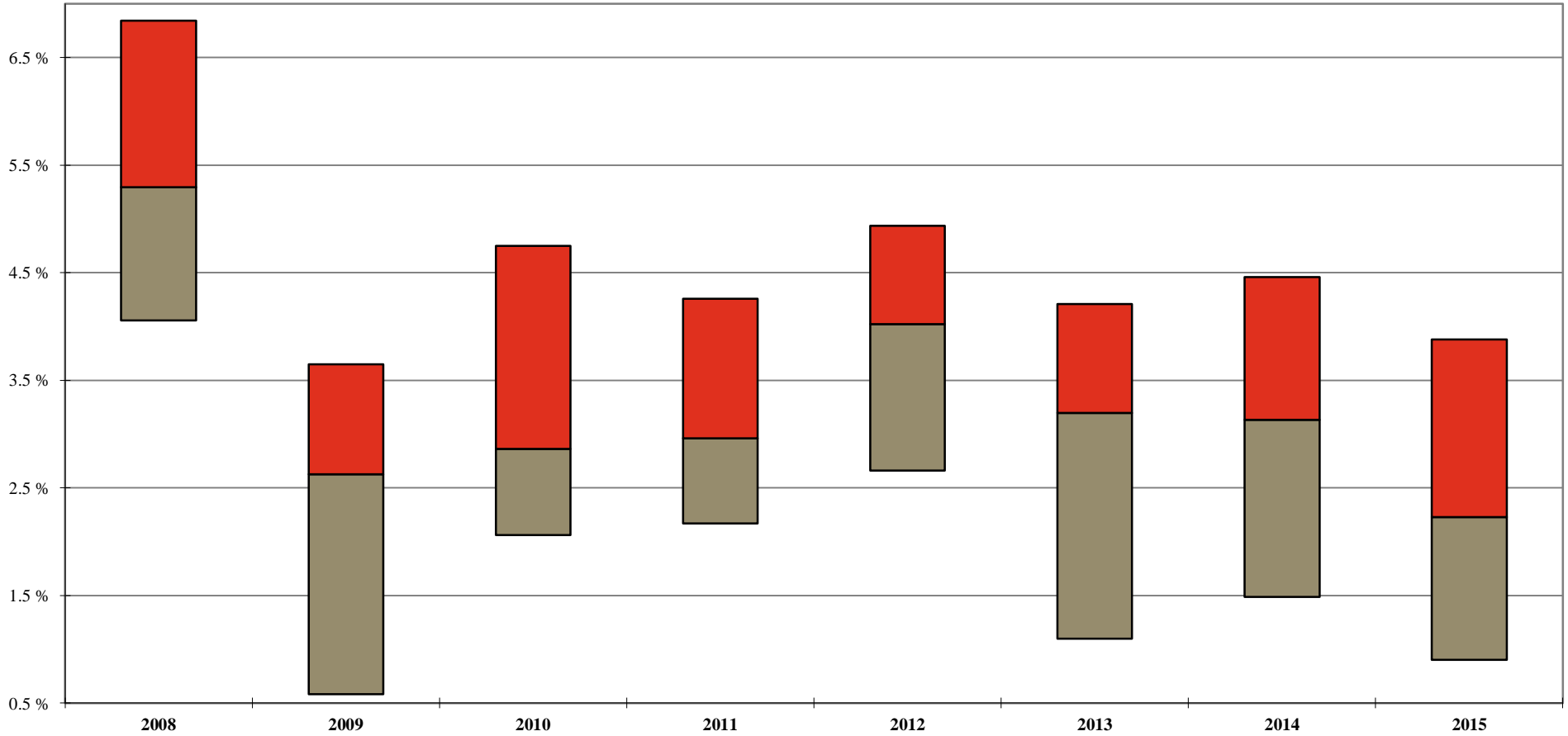
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Annual Change: Equity Partner Billed Rates

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	6.8%	3.6%	4.8%	4.3%	4.9%	4.2%	4.5%	3.9%
Median	5.3%	2.6%	2.9%	3.0%	4.0%	3.2%	3.1%	2.2%
3rd Qtle	4.1%	0.6%	2.1%	2.2%	2.7%	1.1%	1.5%	0.9%

Additional detail can be found on Page 94.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

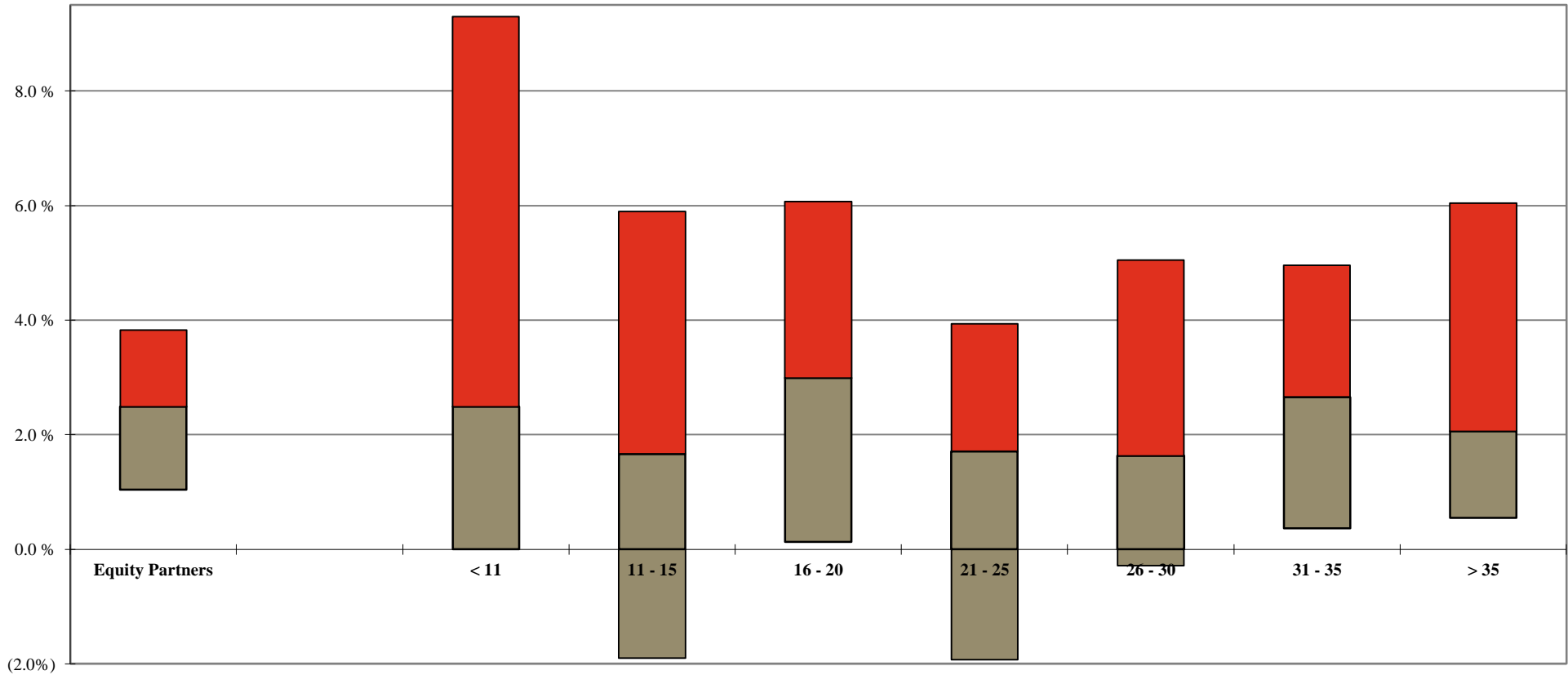
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2016



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	3.8%	9.3%	5.9%	6.1%	3.9%	5.1%	5.0%	6.0%
Median	2.5%	2.5%	1.7%	3.0%	1.7%	1.6%	2.7%	2.1%
3rd Qtle	1.0%	0.0%	(1.9%)	0.1%	(1.9%)	(0.3%)	0.4%	0.6%

¹ 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year. Additional detail can be found on Page 82.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

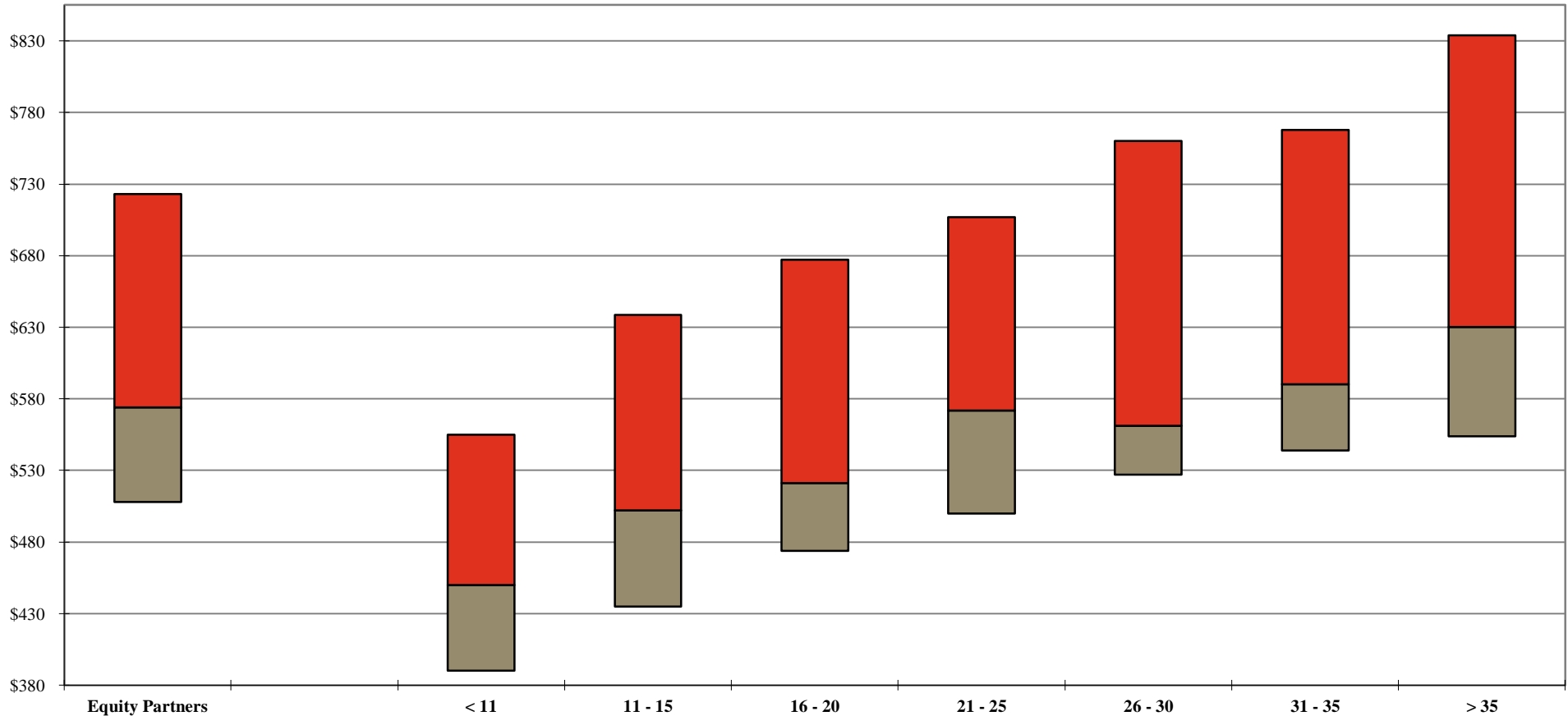
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Standard Rates by Years of Experience

As of January 1, 2016



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	\$723	\$555	\$639	\$677	\$707	\$760	\$768	\$834
Median	574	450	502	521	572	561	590	630
3rd Qtle	508	390	435	474	500	527	544	554

Additional detail can be found on Page 75.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

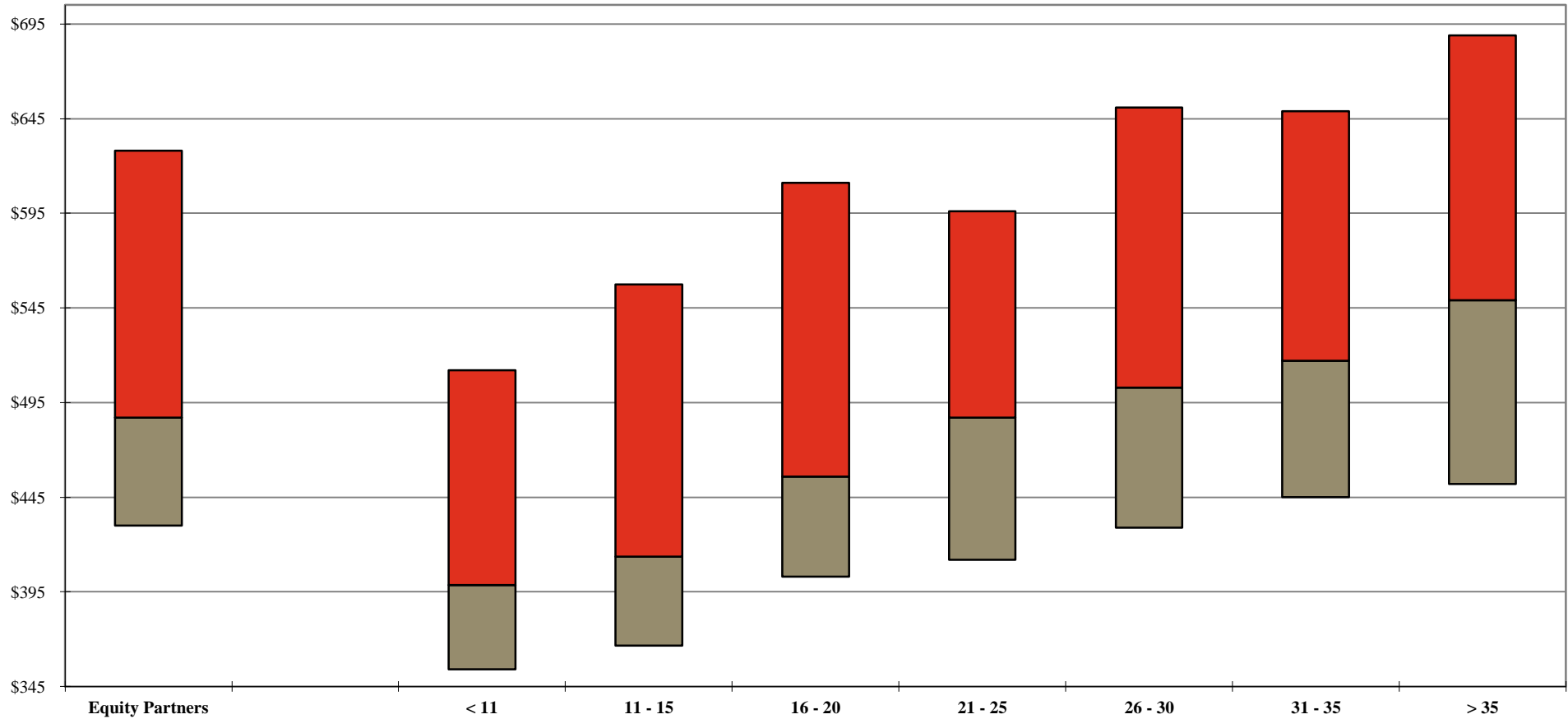
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Billed Rates by Years of Experience

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	\$628	\$512	\$558	\$611	\$596	\$651	\$649	\$689
Median	487	399	414	456	487	503	517	549
3rd Qtle	430	354	367	403	412	429	445	452

Additional detail can be found on Page 94.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

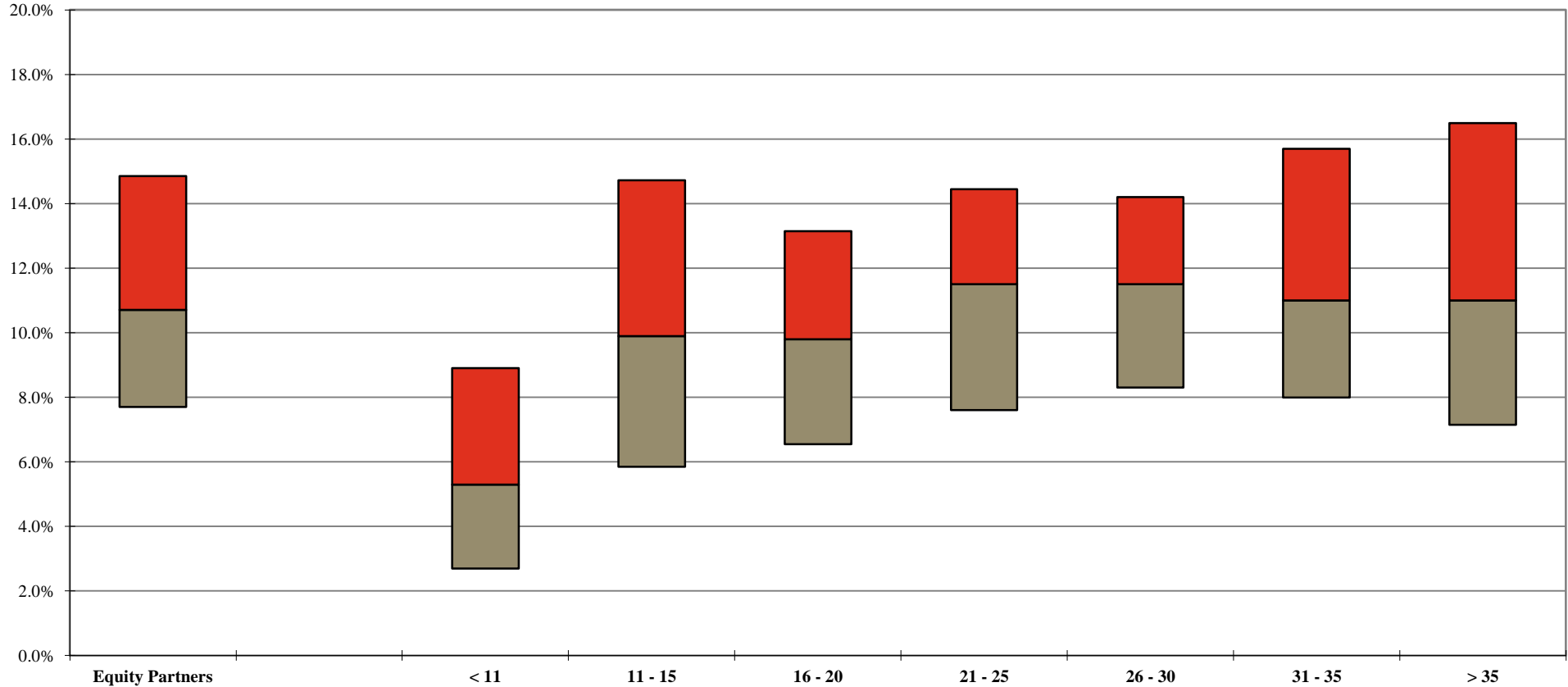
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Discounting¹ by Years of Experience

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	14.9%	8.9%	14.7%	13.2%	14.5%	14.2%	15.7%	16.5%
Median	10.7%	5.3%	9.9%	9.8%	11.5%	11.5%	11.0%	11.0%
3rd Qtle	7.7%	2.7%	5.9%	6.6%	7.6%	8.3%	8.0%	7.2%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 104.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

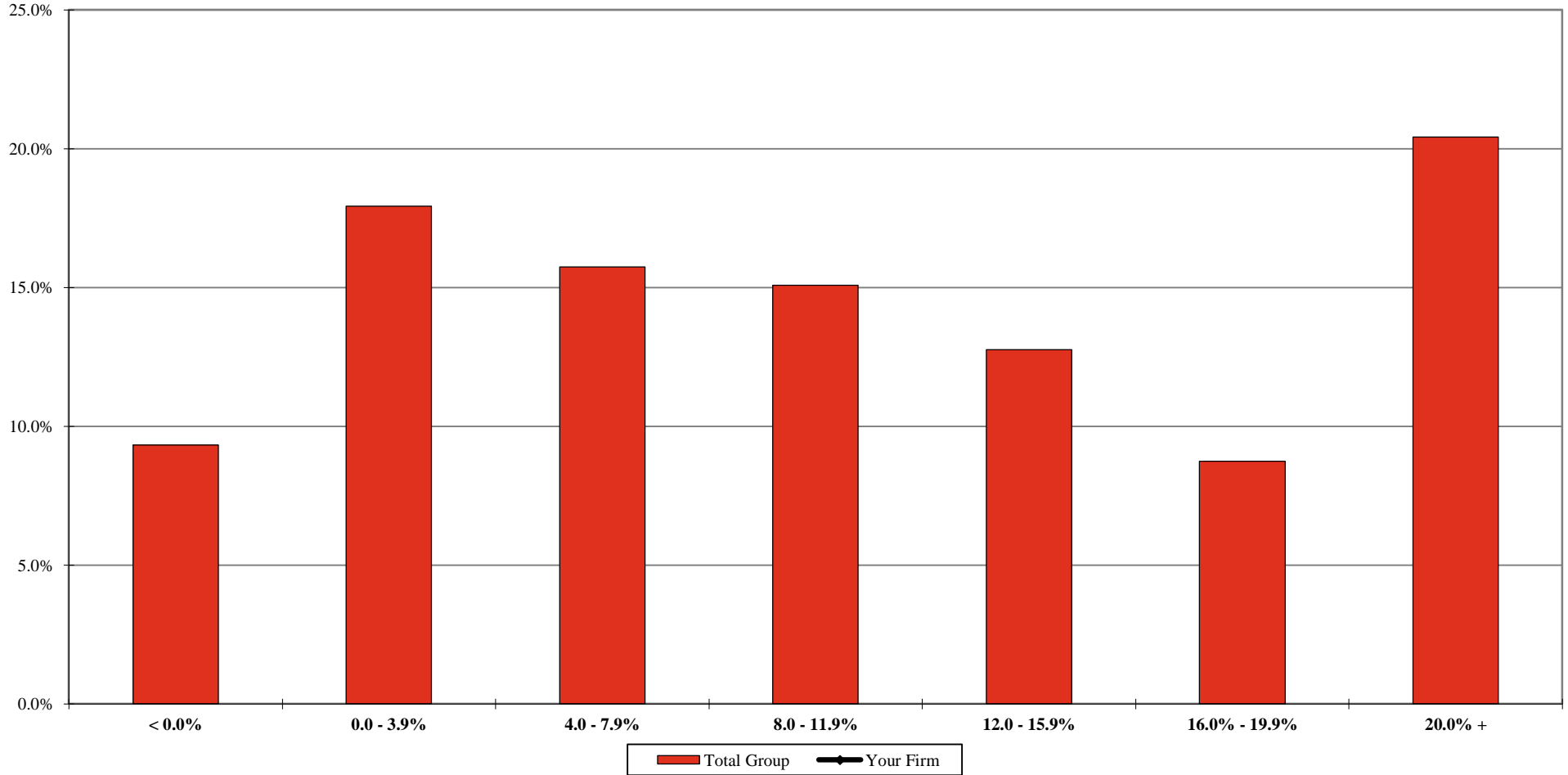
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Equity Partners by Discount Levels ¹

For the 12-month period ending December 31, 2015



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
Your Firm							
Total Group	9.3%	17.9%	15.7%	15.1%	12.8%	8.7%	20.4%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 106.

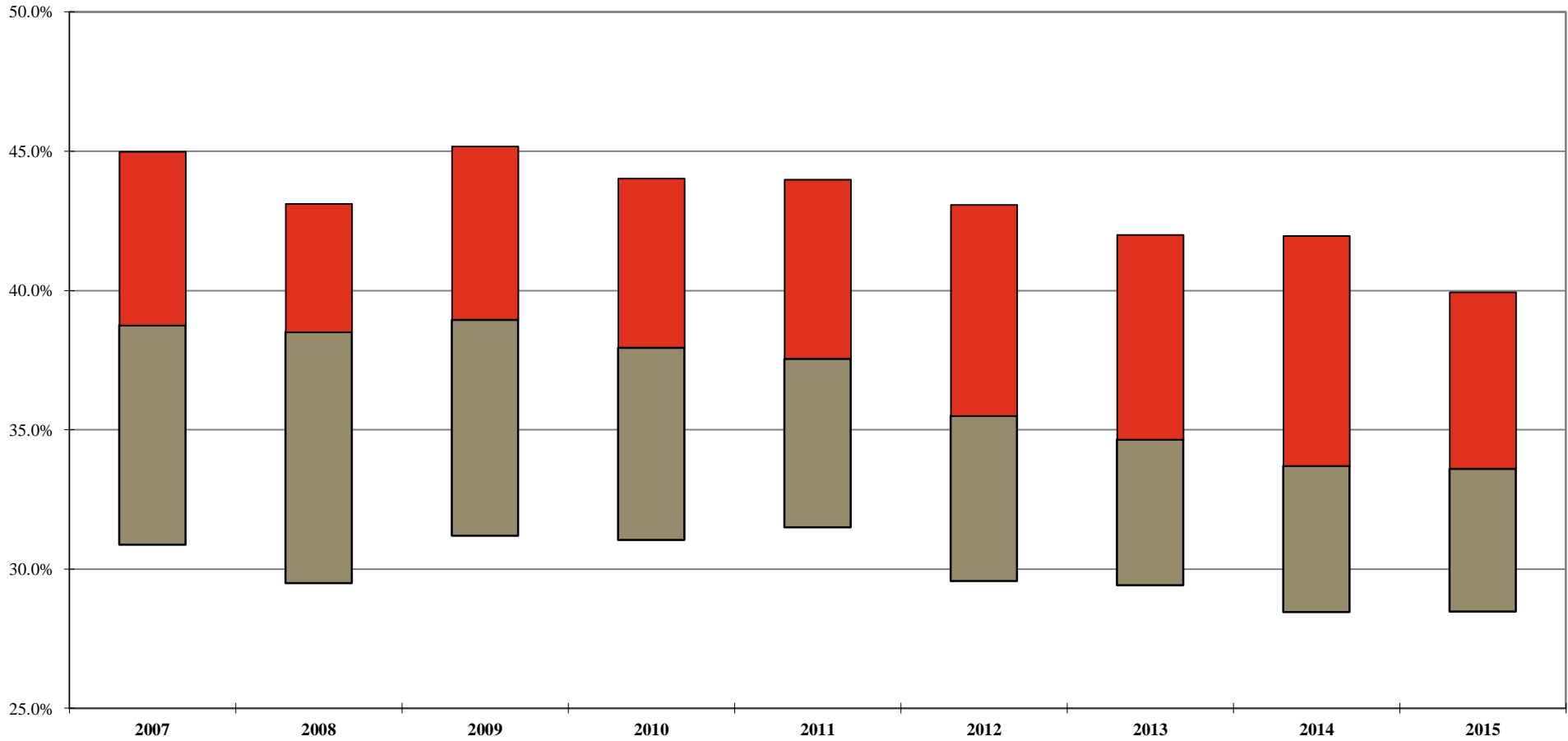
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Hours as a Percentage of All Attorney Hours

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm									
1st Qtle	45.0%	43.1%	45.2%	44.0%	44.0%	43.1%	42.0%	42.0%	39.9%
Median	38.8%	38.5%	39.0%	38.0%	37.6%	35.5%	34.7%	33.7%	33.6%
3rd Qtle	30.9%	29.5%	31.2%	31.1%	31.5%	29.6%	29.4%	28.5%	28.5%

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

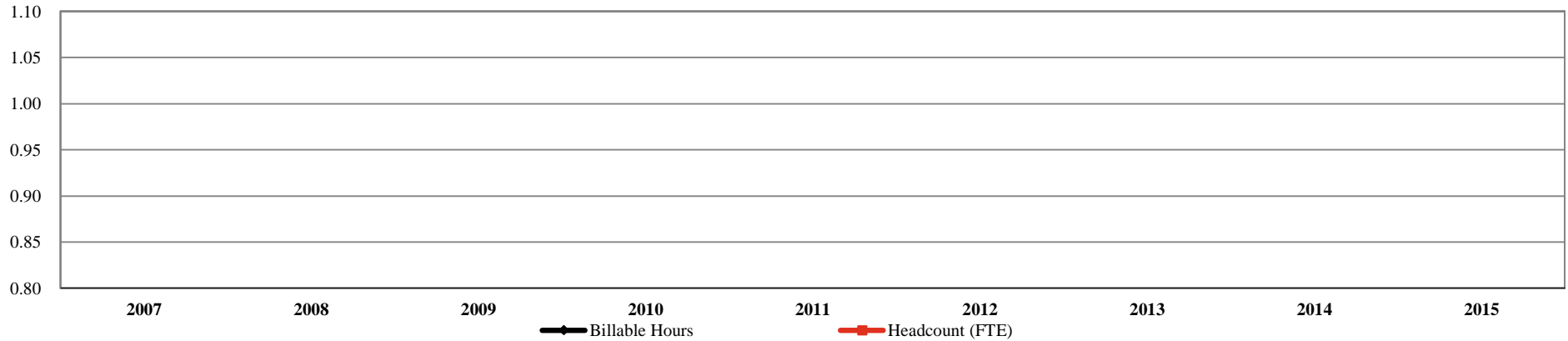
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

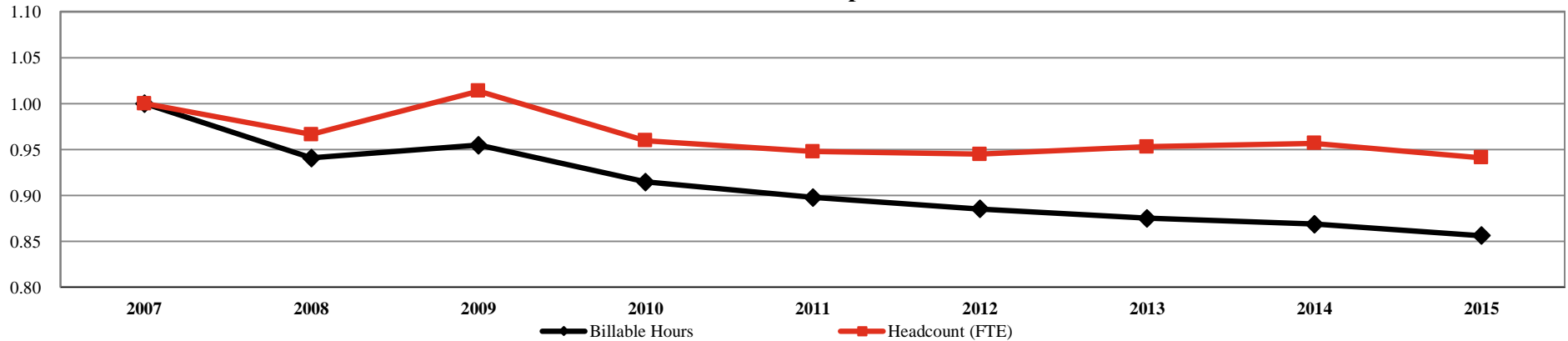
Equity Partner Capacity¹
For the 12-month period ending December 31 of the stated year

Your Firm



Your Firm	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours										
Headcount (FTE)										

Total Group



Total Group	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours	6,590,511	6,200,191	6,292,392	6,028,553	5,916,092	5,834,445	5,767,547	5,724,978	5,642,164	(14.4%)
Headcount (FTE)	3,941	3,808	3,995	3,781	3,735	3,723	3,756	3,770	3,709	(5.9%)

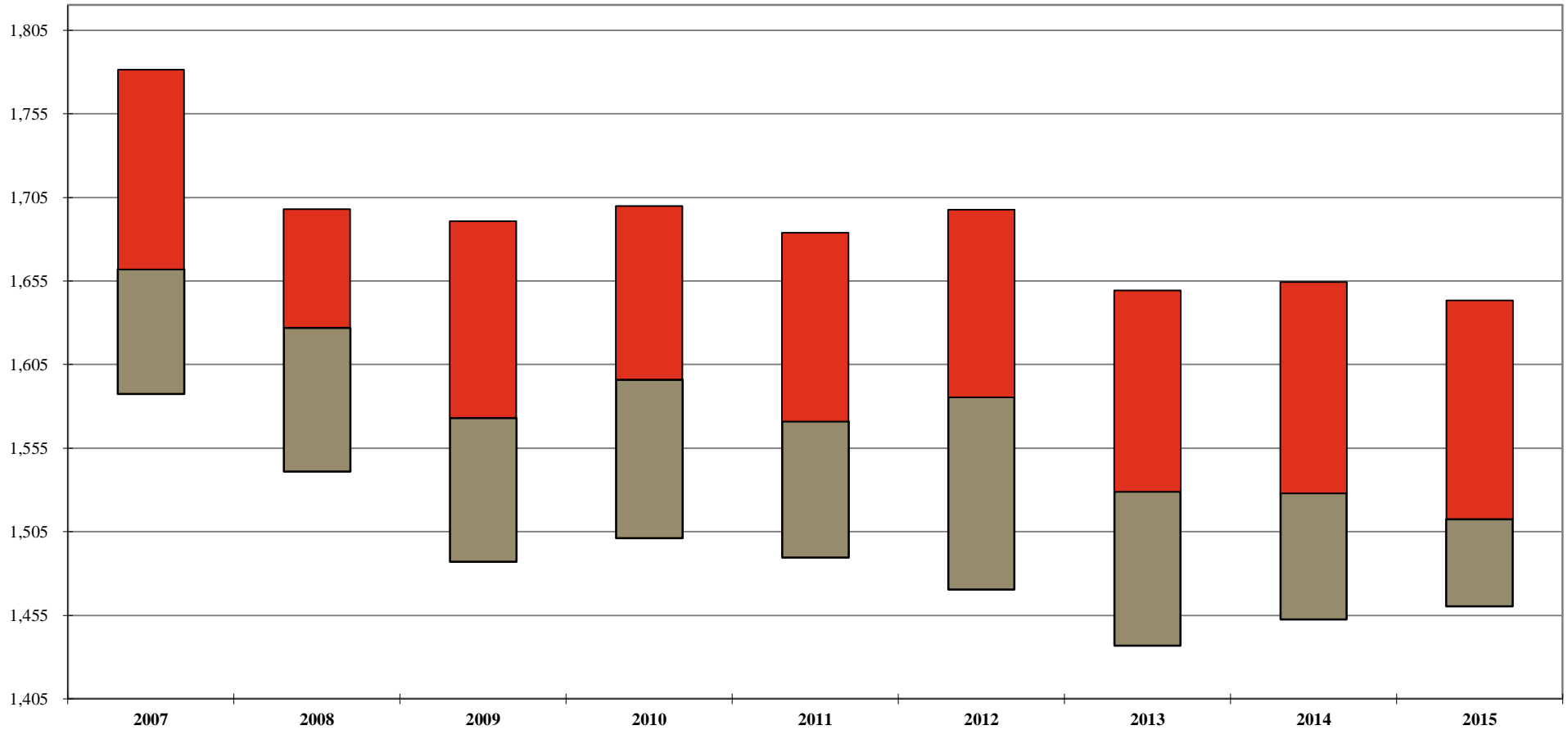
¹ Includes only those Firms that participated for the past 9 years; All values indexed to 2007.
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Utilization

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015	Change: '07-'15
Your Firm										
1st Qtle	1,782	1,698	1,691	1,700	1,684	1,698	1,649	1,655	1,643	(138)
Median	1,662	1,627	1,573	1,596	1,571	1,586	1,529	1,528	1,513	(150)
3rd Qtle	1,587	1,541	1,487	1,501	1,490	1,471	1,437	1,453	1,460	(127)

Additional detail can be found on Page 109.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

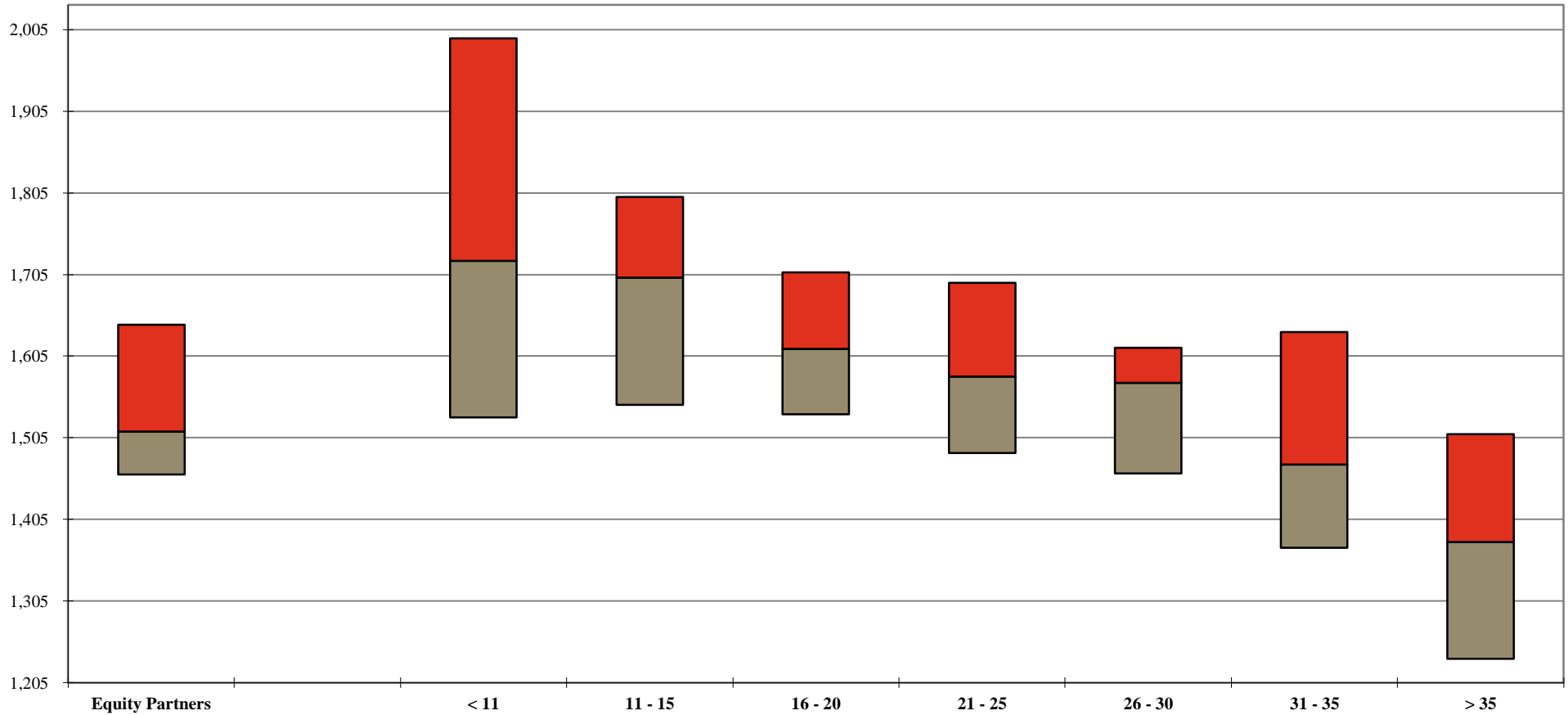
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	1,643	1,994	1,800	1,708	1,695	1,615	1,635	1,510
Median	1,513	1,722	1,701	1,614	1,580	1,573	1,473	1,377
3rd Qtle	1,460	1,530	1,546	1,534	1,486	1,461	1,370	1,234

Additional detail can be found on Page 109.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

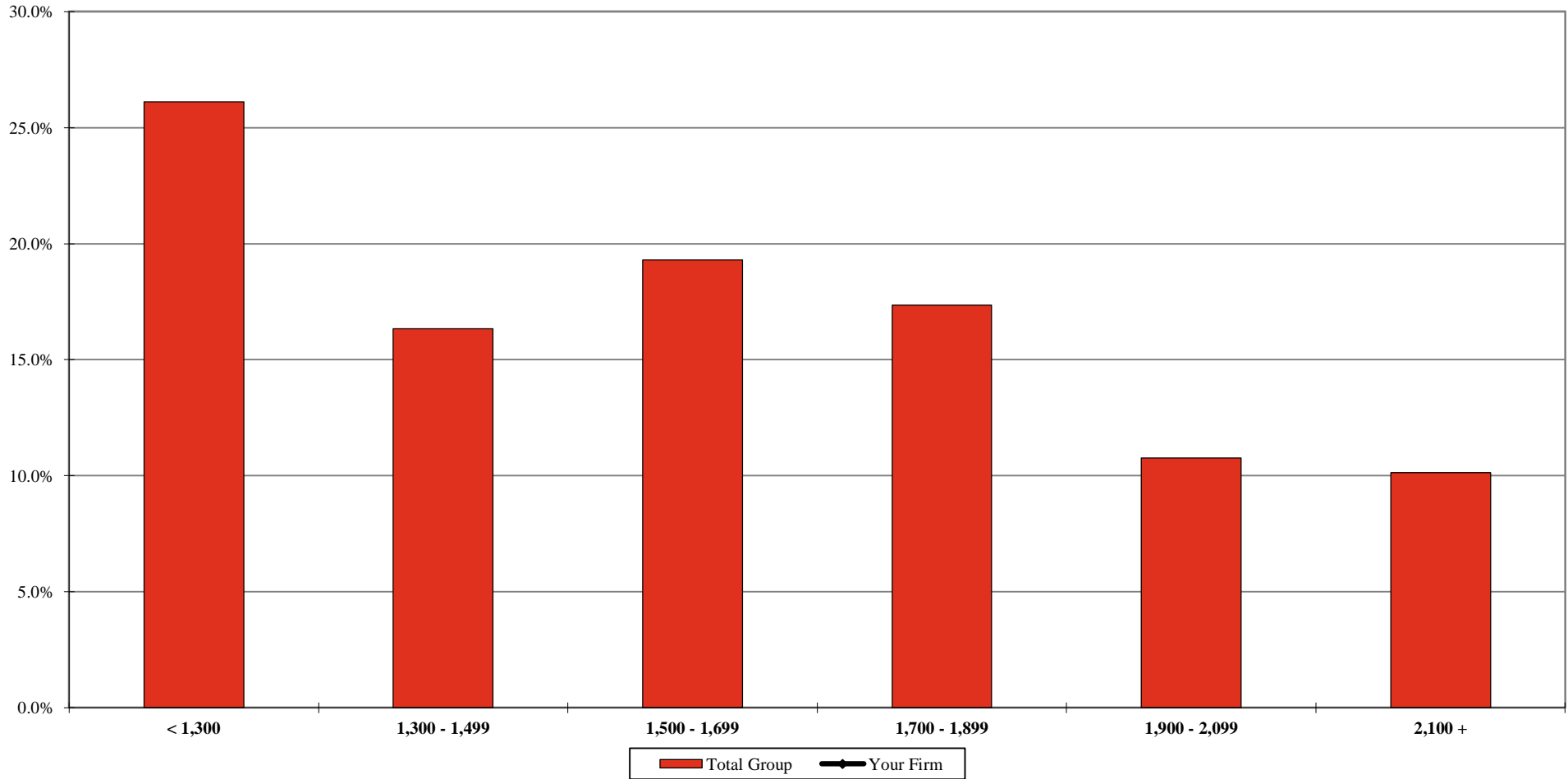
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Equity Partners by Utilization Levels¹

For the 12-month period ending December 31, 2015



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	26.1%	16.3%	19.3%	17.4%	10.8%	10.1%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level.
Additional detail can be found on Page 110.

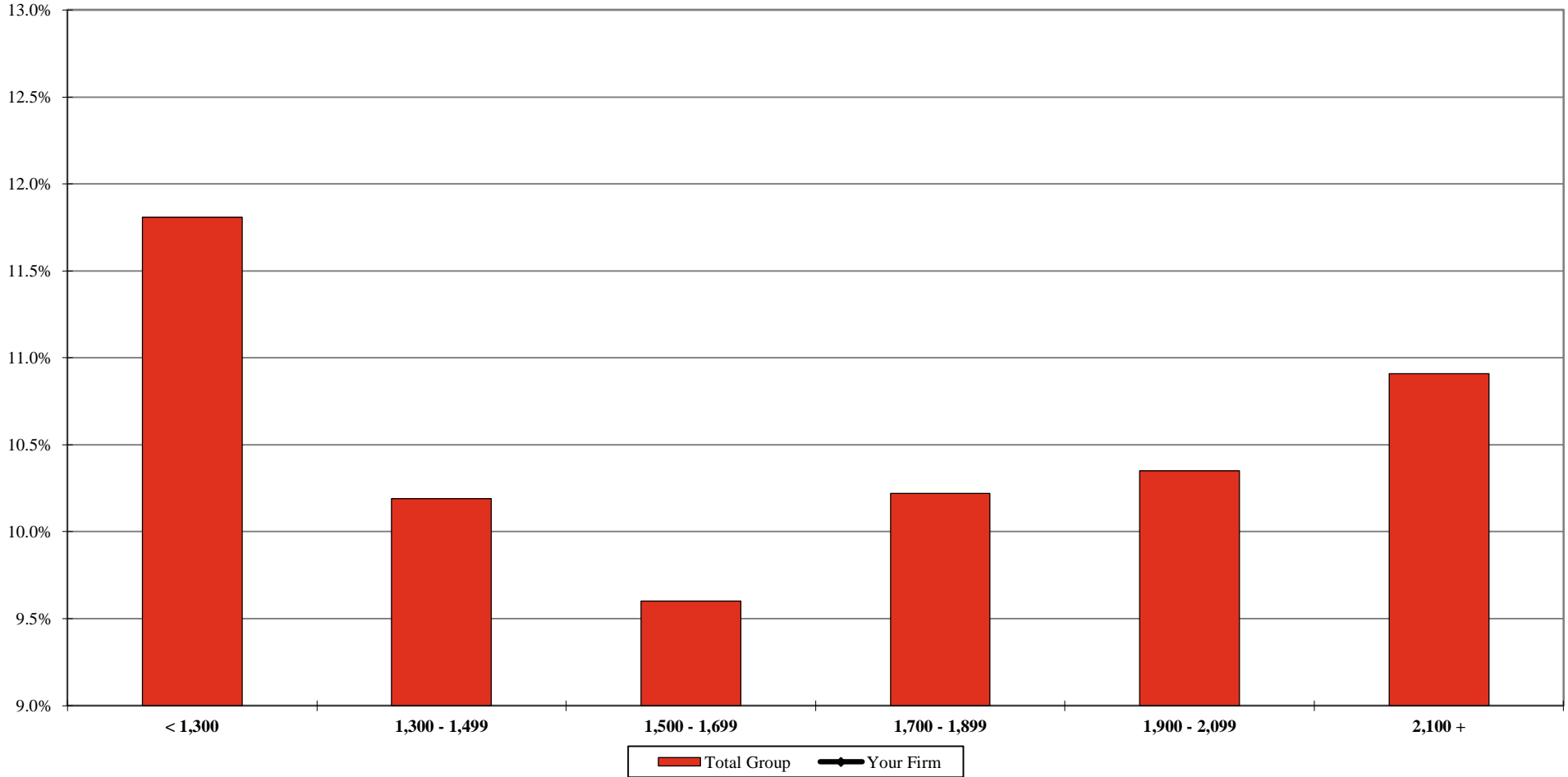
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Equity Partner Discounting¹ by Utilization Levels

For the 12-month period ending December 31, 2015



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	11.8%	10.2%	9.6%	10.2%	10.4%	10.9%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

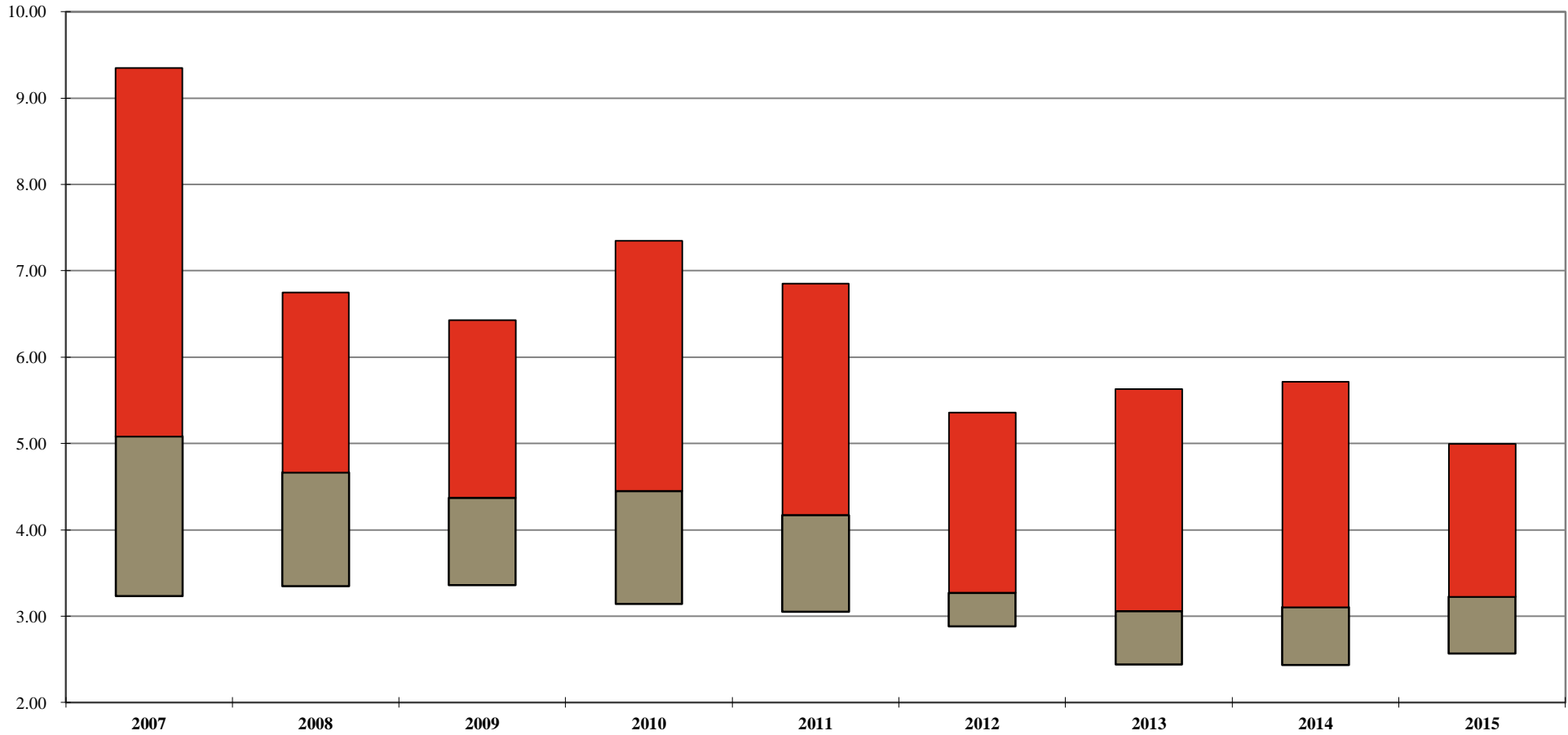
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Leverage¹

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm									
1st Qtle	9.35	6.75	6.43	7.35	6.85	5.36	5.63	5.71	4.99
Median	5.08	4.67	4.37	4.45	4.17	3.27	3.06	3.11	3.23
3rd Qtle	3.23	3.35	3.36	3.14	3.05	2.88	2.44	2.44	2.57

¹ Ratio of Other Attorneys to Non-Equity Partners. Other Attorneys include Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

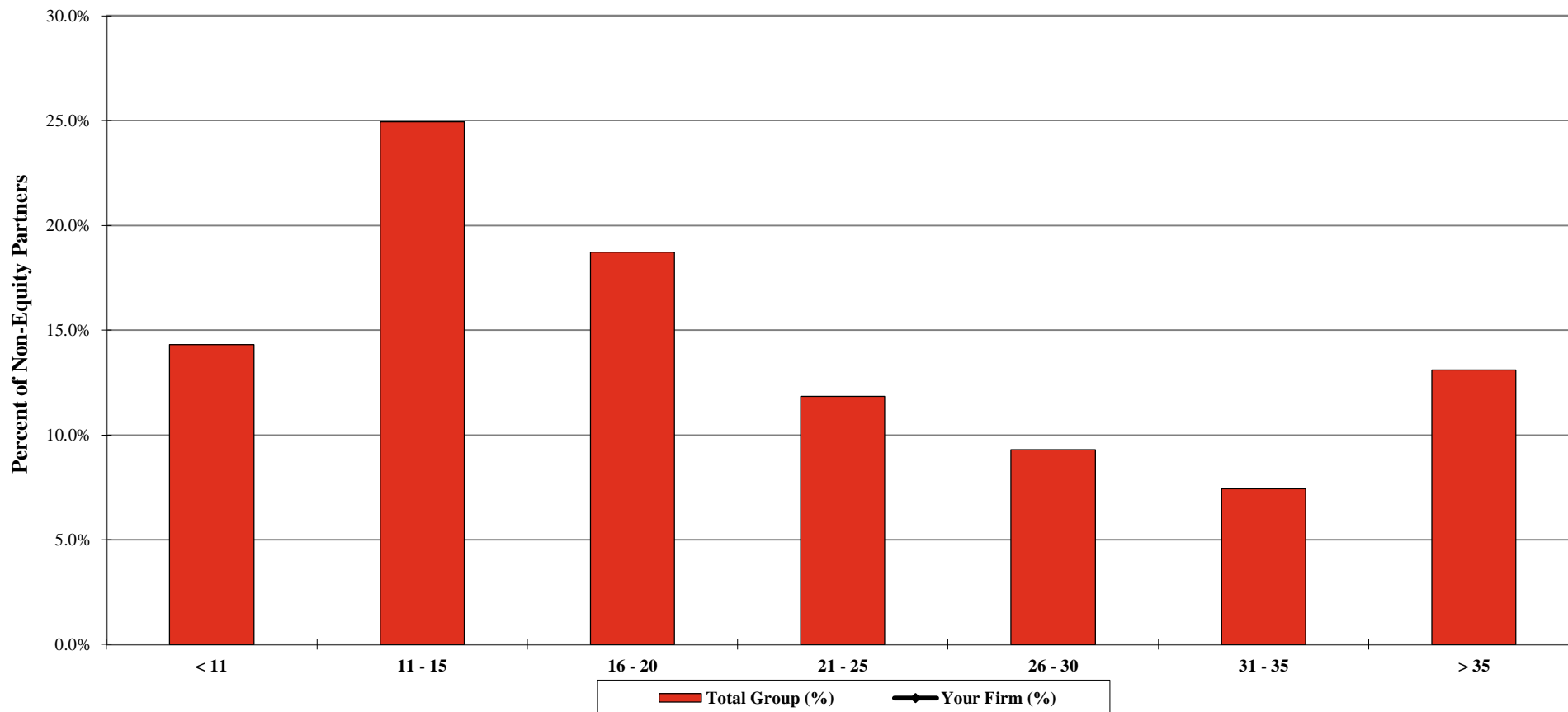
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2015



Non-Equity Partners by Years of Experience

	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm (%)							
Your Firm (FTE)							
Total Group (%)	14.3%	24.9%	18.7%	11.8%	9.3%	7.4%	13.1%
Total Group (FTE)	558	971	730	461	362	289	511

¹ Years of experience includes the length of time practicing law since passing the bar exam.

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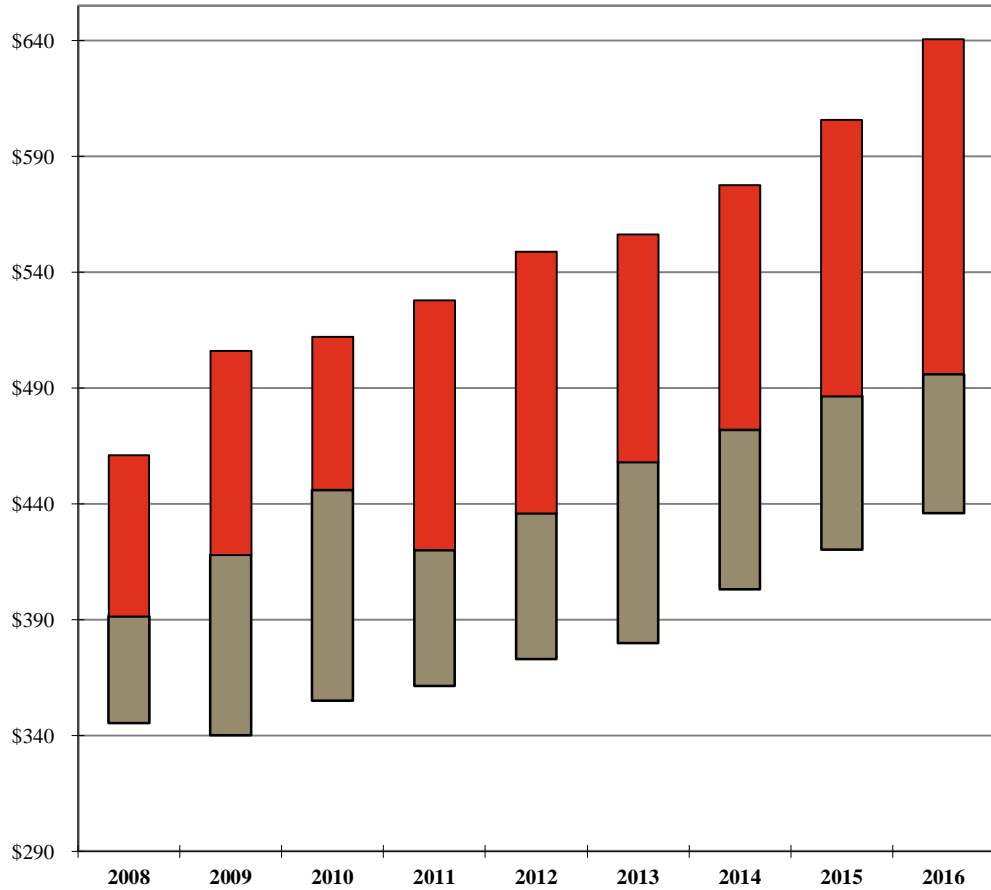
2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Rates

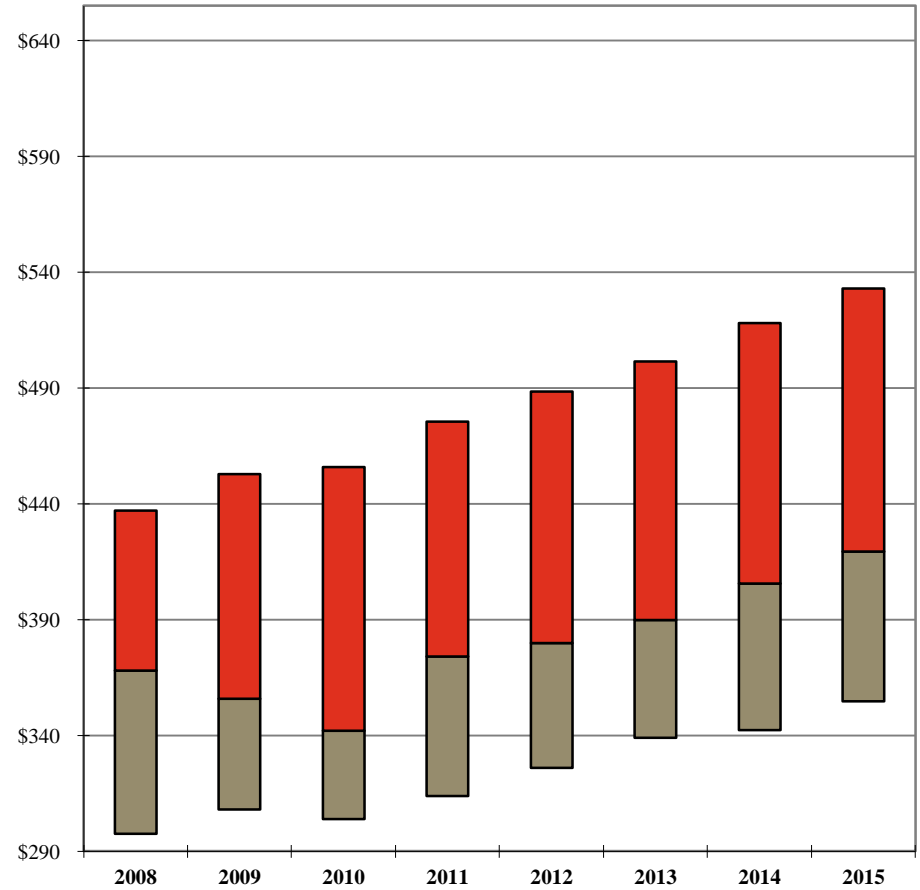
Standard Rates

As of January 1st of the stated year



Billed Rates

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm									
1st Qtle	\$461	\$506	\$512	\$528	\$549	\$556	\$578	\$606	\$641
Median	392	418	446	420	436	458	472	487	496
3rd Qtle	345	340	355	362	373	380	403	420	436

	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	\$437	\$453	\$456	\$476	\$489	\$502	\$518	\$533
Median	368	356	342	374	380	390	406	420
3rd Qtle	298	308	304	314	326	339	342	355

Additional detail can be found on Pages 75 and 94.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

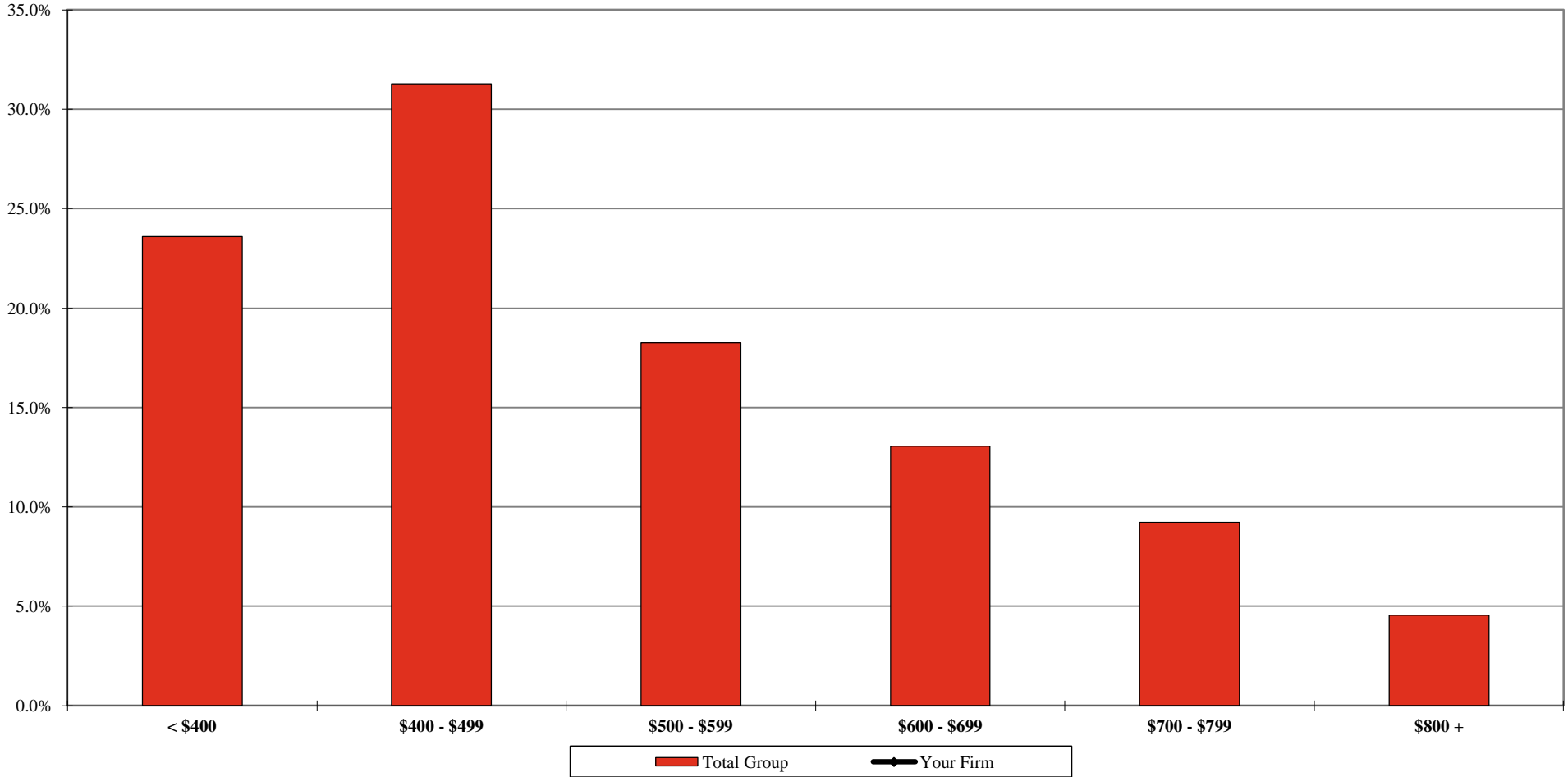
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Non-Equity Partner Standard Billing Rates

As of January 1, 2016



	< \$400	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 - \$799	\$800 +
Your Firm						
Total Group	23.6%	31.3%	18.3%	13.1%	9.2%	4.6%

Additional detail can be found on Page 77.

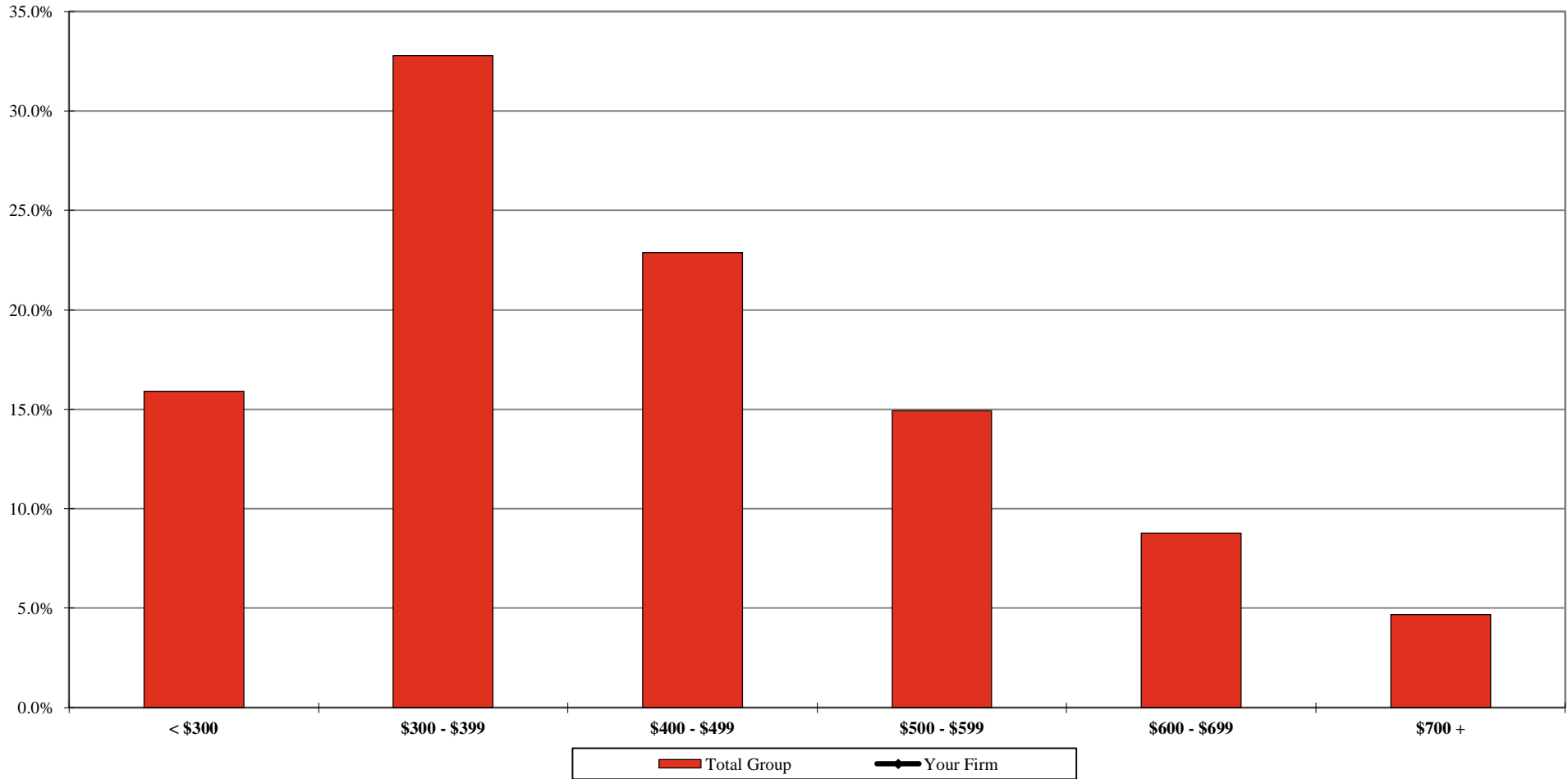
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Non-Equity Partner Billed Rates¹

For the 12-month period ending December 31, 2015



	< \$300	\$300 - \$399	\$400 - \$499	\$500 - \$599	\$600 - \$699	\$700 +
Your Firm						
Total Group	15.9%	32.8%	22.9%	14.9%	8.8%	4.7%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

Additional detail can be found on Page 96.

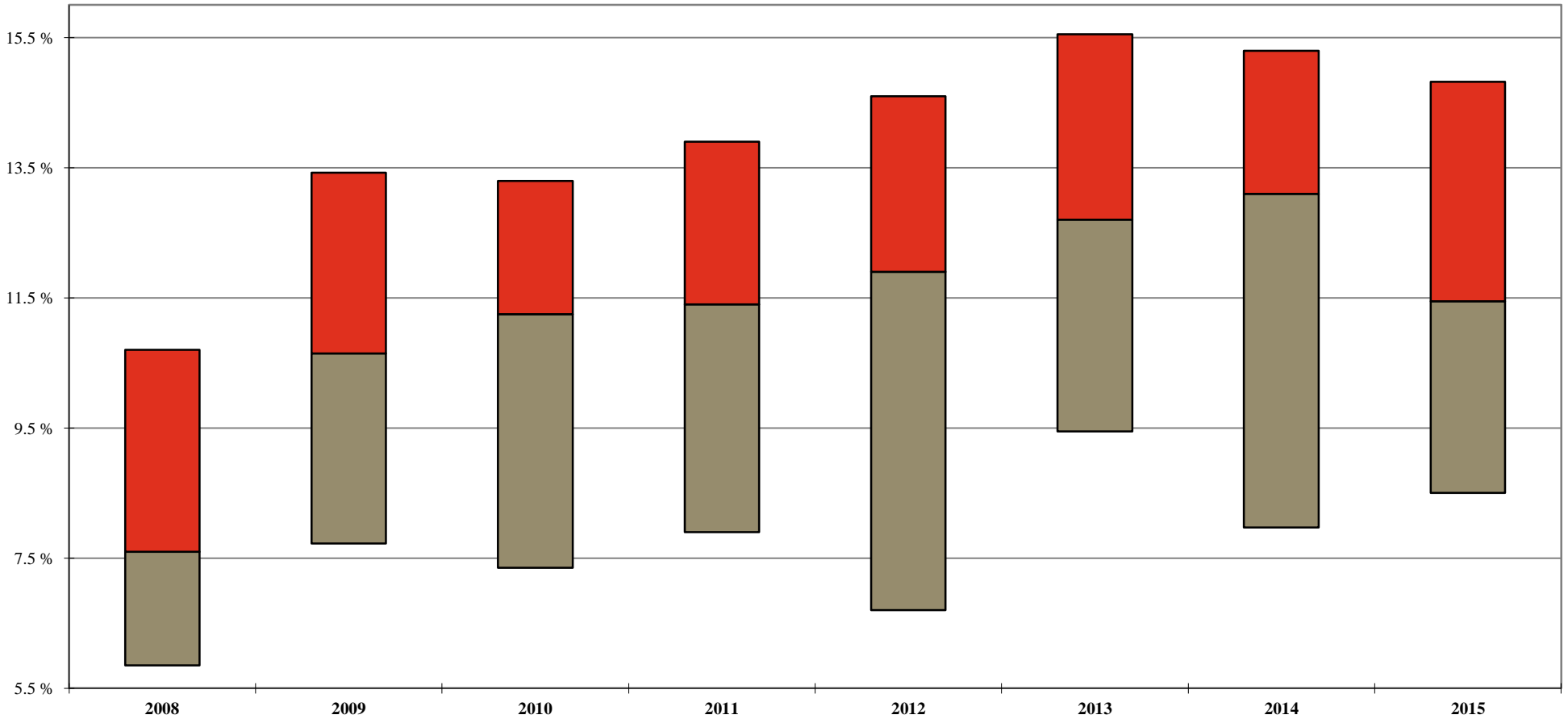
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Discounting¹

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	10.7%	13.4%	13.3%	13.9%	14.6%	15.6%	15.3%	14.8%
Median	7.6%	10.7%	11.3%	11.4%	11.9%	12.7%	13.1%	11.5%
3rd Qtle	5.9%	7.7%	7.4%	7.9%	6.7%	9.5%	8.0%	8.5%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 104.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

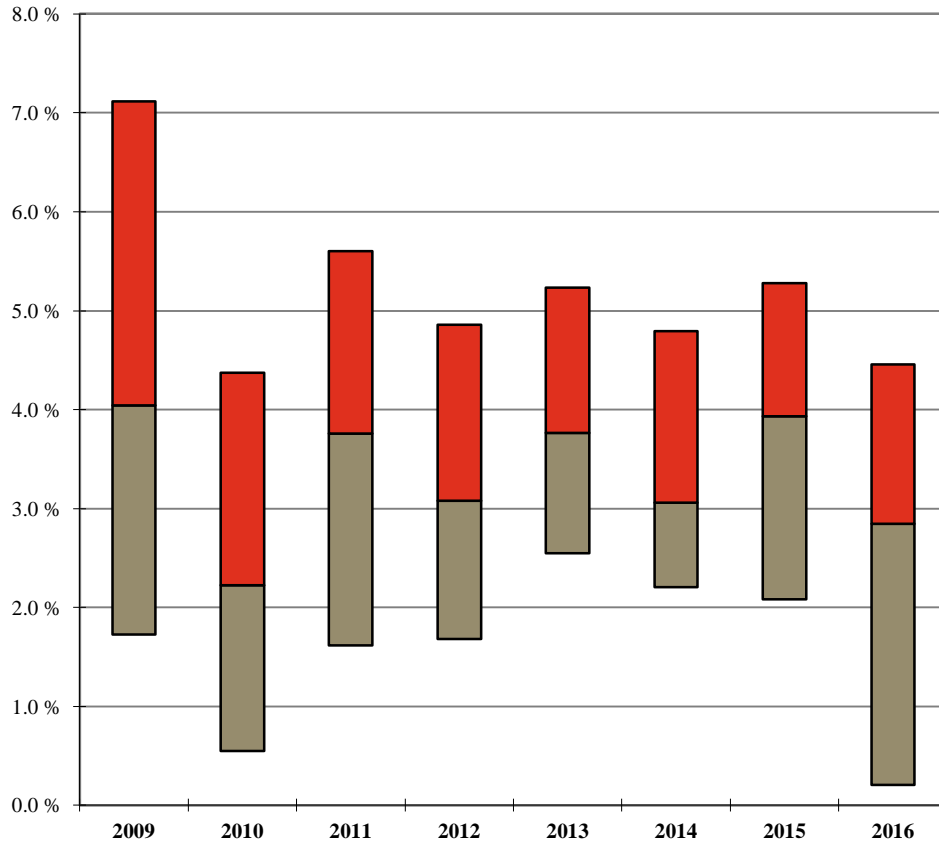
2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

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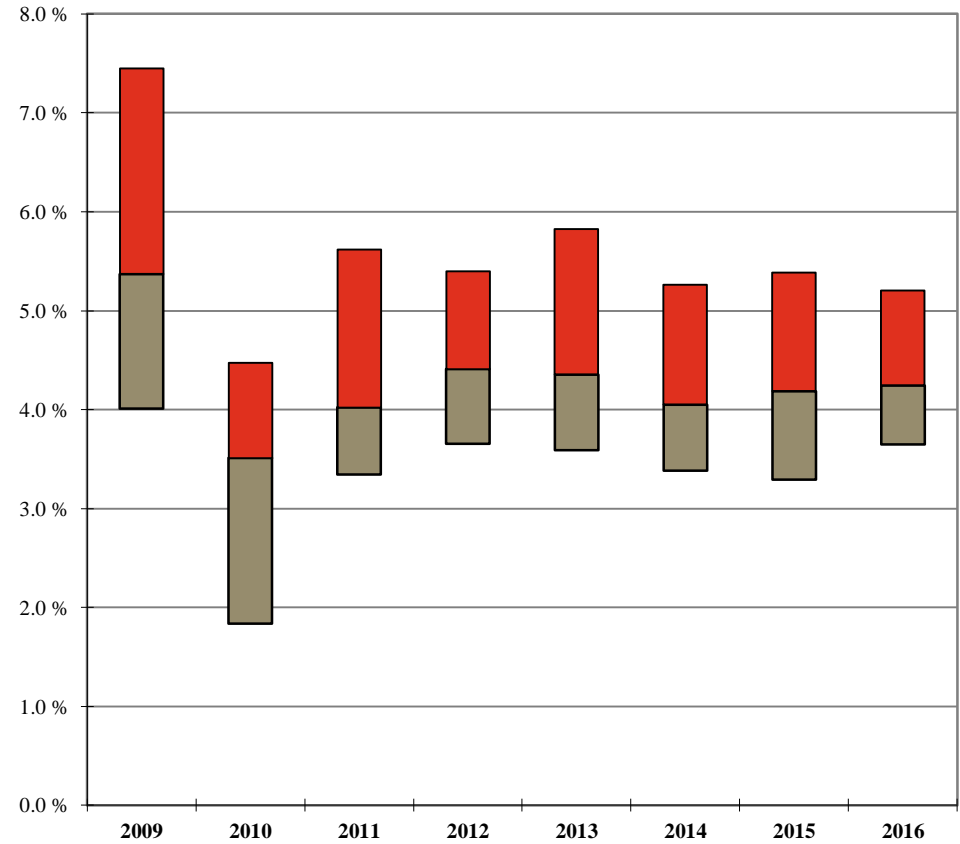
Annual Change¹ : Non-Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	7.1%	4.4%	5.6%	4.9%	5.2%	4.8%	5.3%	4.5%
Median	4.0%	2.2%	3.8%	3.1%	3.8%	3.1%	3.9%	2.8%
3rd Qtle	1.7%	0.5%	1.6%	1.7%	2.5%	2.2%	2.1%	0.2%

	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	7.5%	4.5%	5.6%	5.4%	5.8%	5.3%	5.4%	5.2%
Median	5.4%	3.5%	4.0%	4.4%	4.4%	4.1%	4.2%	4.2%
3rd Qtle	4.0%	1.8%	3.3%	3.7%	3.6%	3.4%	3.3%	3.6%

¹ 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Pages 75 and 82.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

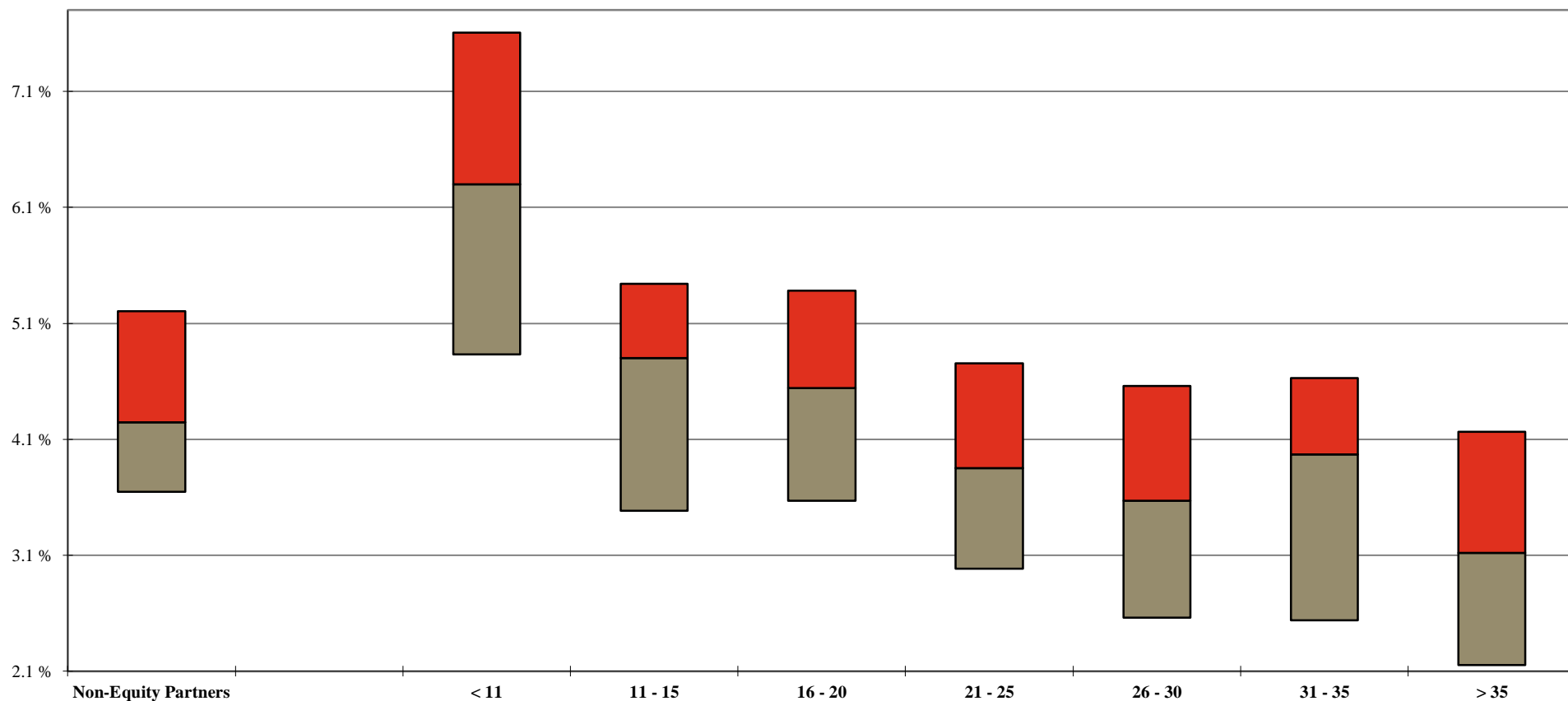
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Non-Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2016



		Years of Experience						
Non-Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
Your Firm								
1st Qtle	5.2%	7.6%	5.4%	5.4%	4.8%	4.6%	4.6%	4.2%
Median	4.2%	6.3%	4.8%	4.5%	3.9%	3.6%	4.0%	3.1%
3rd Qtle	3.6%	4.8%	3.5%	3.6%	3.0%	2.6%	2.5%	2.2%

¹ 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Page 82.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

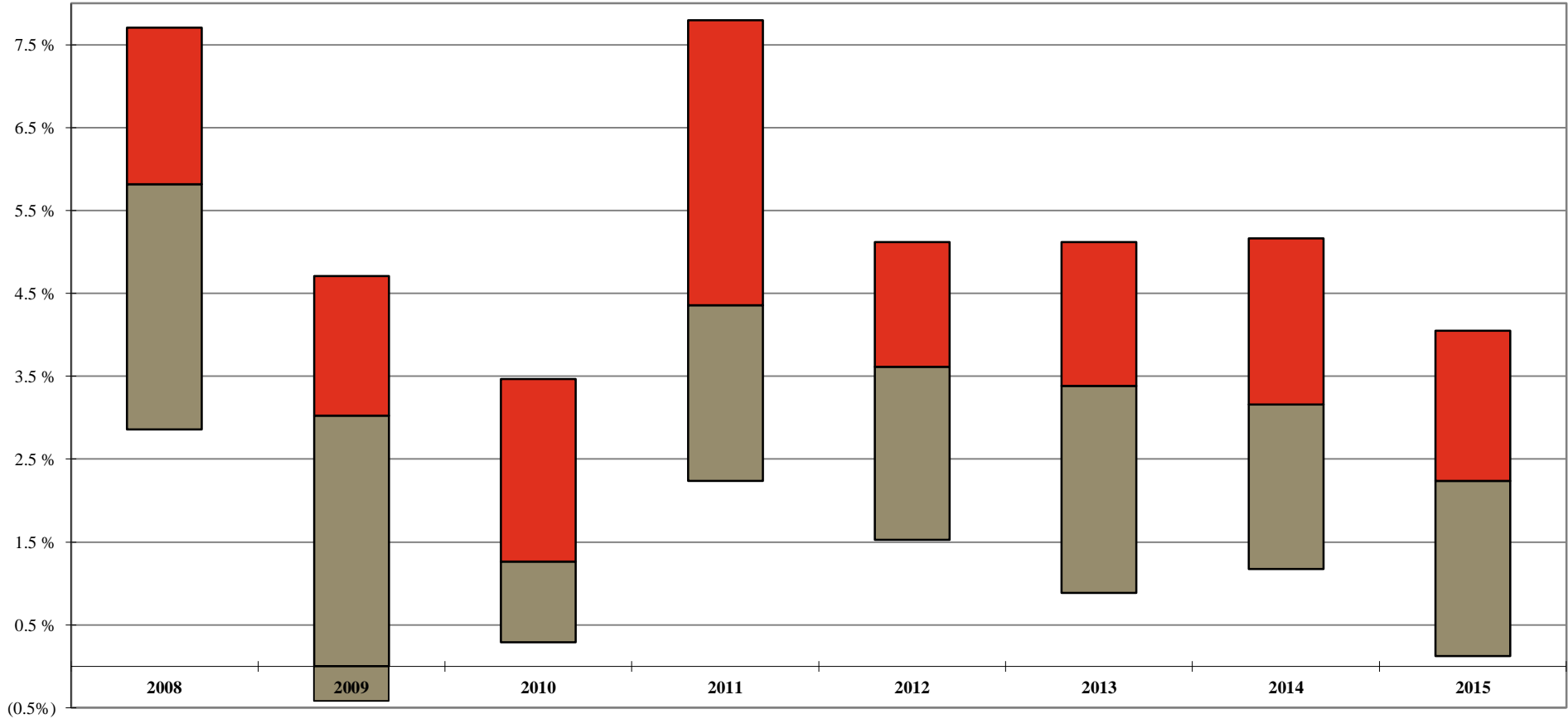
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Annual Change: Non-Equity Partner Billed Rates

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	7.7%	4.7%	3.5%	7.8%	5.1%	5.1%	5.2%	4.0%
Median	5.8%	3.0%	1.3%	4.4%	3.6%	3.4%	3.2%	2.2%
3rd Qtle	2.9%	(0.4%)	0.3%	2.2%	1.5%	0.9%	1.2%	0.1%

Additional detail can be found on Page 94.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

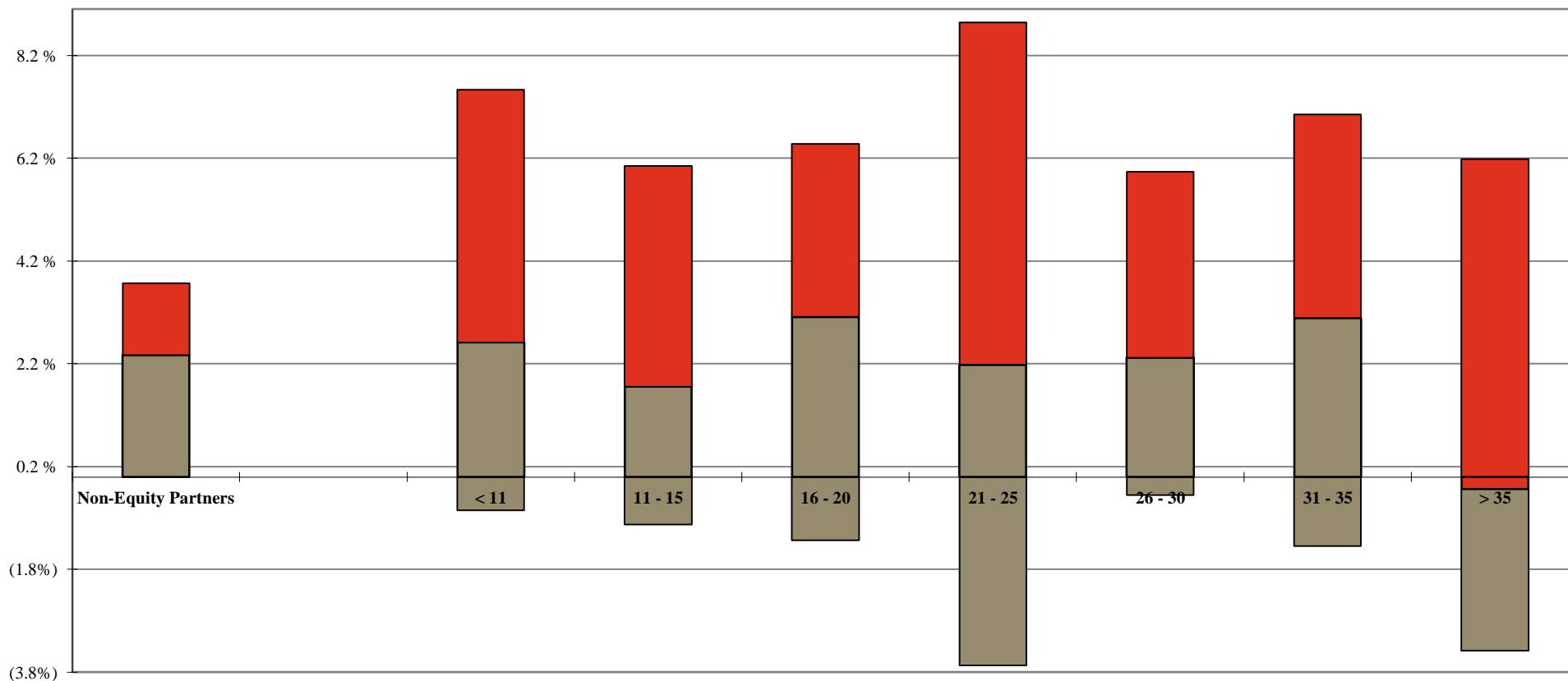
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Non-Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2016



Your Firm	Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	3.8%	7.5%	6.0%	6.5%	8.8%	5.9%	7.1%	6.2%
Median	2.4%	2.6%	1.8%	3.1%	2.2%	2.3%	3.1%	(0.2%)
3rd Qtle	0.0%	(0.7%)	(0.9%)	(1.2%)	(3.7%)	(0.4%)	(1.3%)	(3.4%)

¹ 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Page 82.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

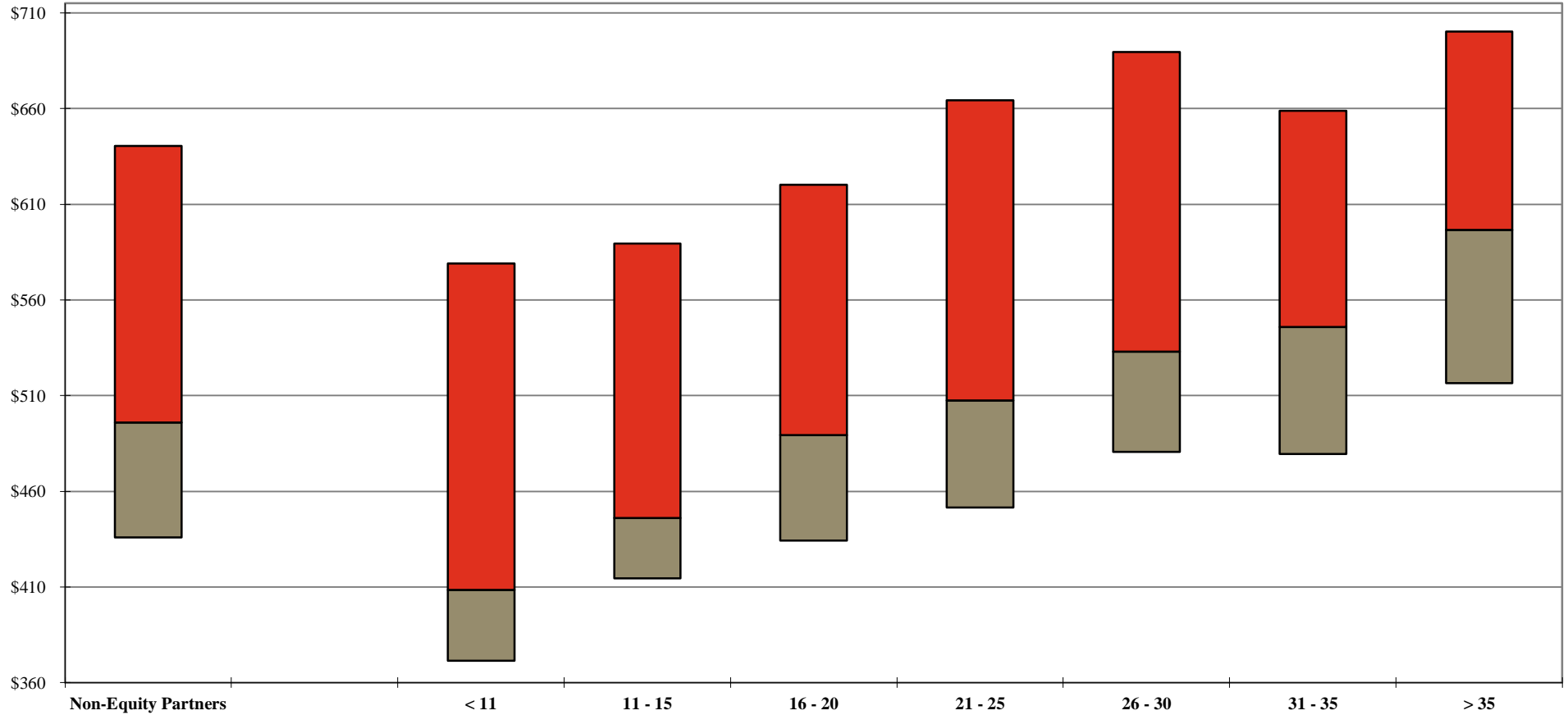
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Standard Rates by Years of Experience

As of January 1, 2016



Your Firm	Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	\$641	\$579	\$590	\$620	\$665	\$690	\$659	\$700
Median	496	409	446	490	508	533	546	597
3rd Qtle	436	372	415	434	452	481	480	517

Additional detail can be found on Page 75.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

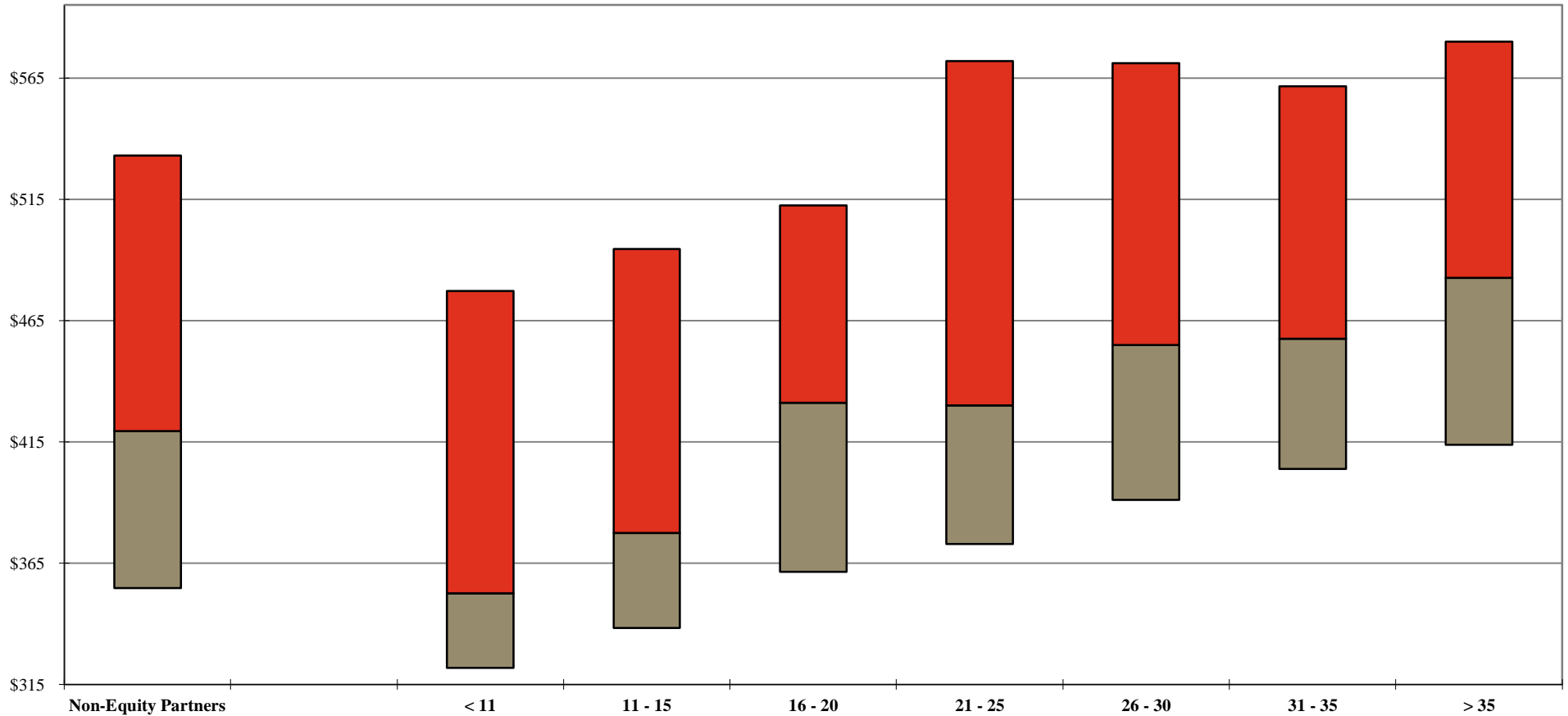
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Billed Rates by Years of Experience

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	\$533	\$477	\$495	\$513	\$572	\$571	\$562	\$580
Median	420	353	378	431	430	455	458	483
3rd Qtle	355	322	338	362	373	391	404	414

Additional detail can be found on Page 94.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

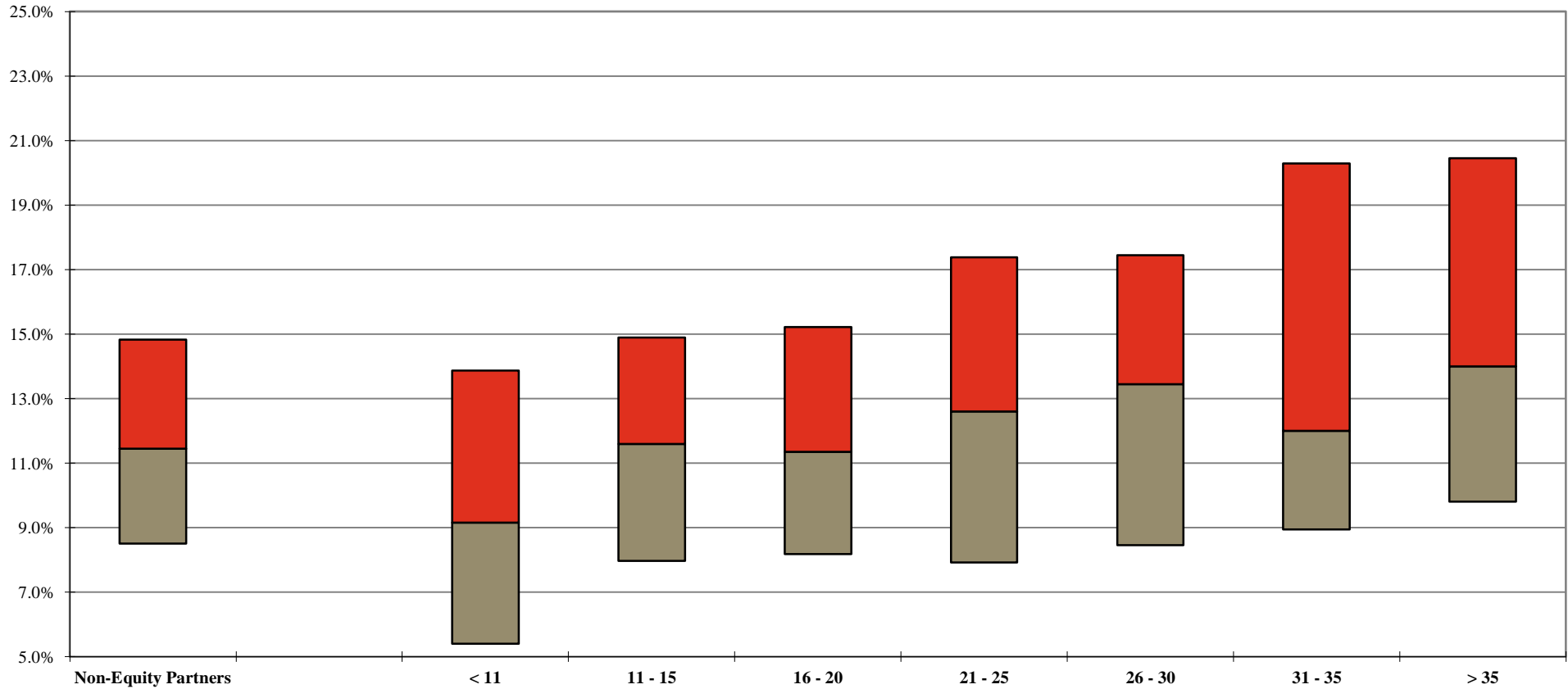
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Discounting¹ by Years of Experience

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	14.8%	13.9%	14.9%	15.2%	17.4%	17.5%	20.3%	20.5%
Median	11.5%	9.2%	11.6%	11.4%	12.6%	13.5%	12.0%	14.0%
3rd Qtle	8.5%	5.4%	8.0%	8.2%	7.9%	8.5%	9.0%	9.8%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 104.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

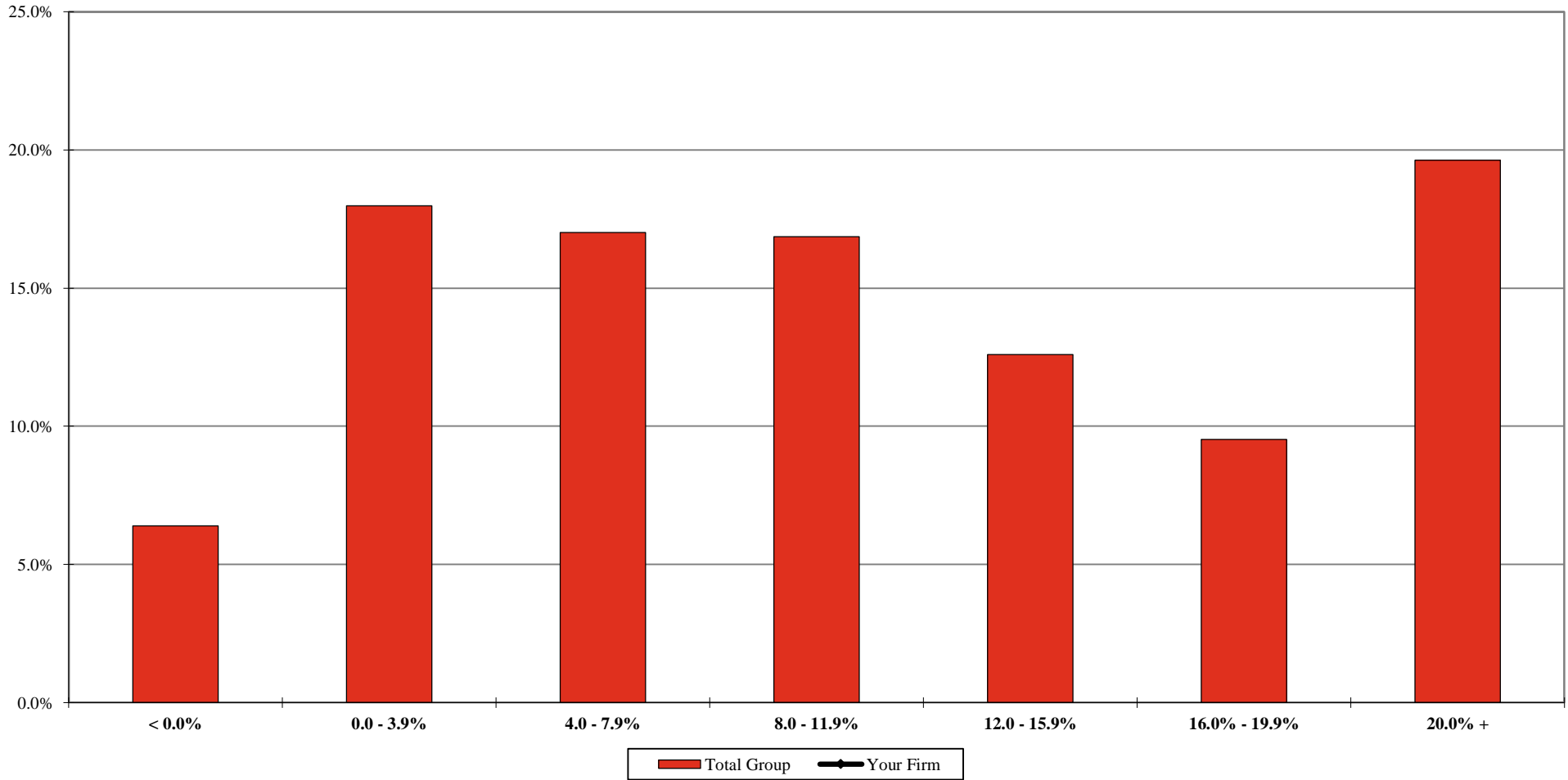
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Non-Equity Partners by Discount Levels¹

For the 12-month period ending December 31, 2015



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
Your Firm							
Total Group	6.4%	18.0%	17.0%	16.9%	12.6%	9.5%	19.6%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 106.

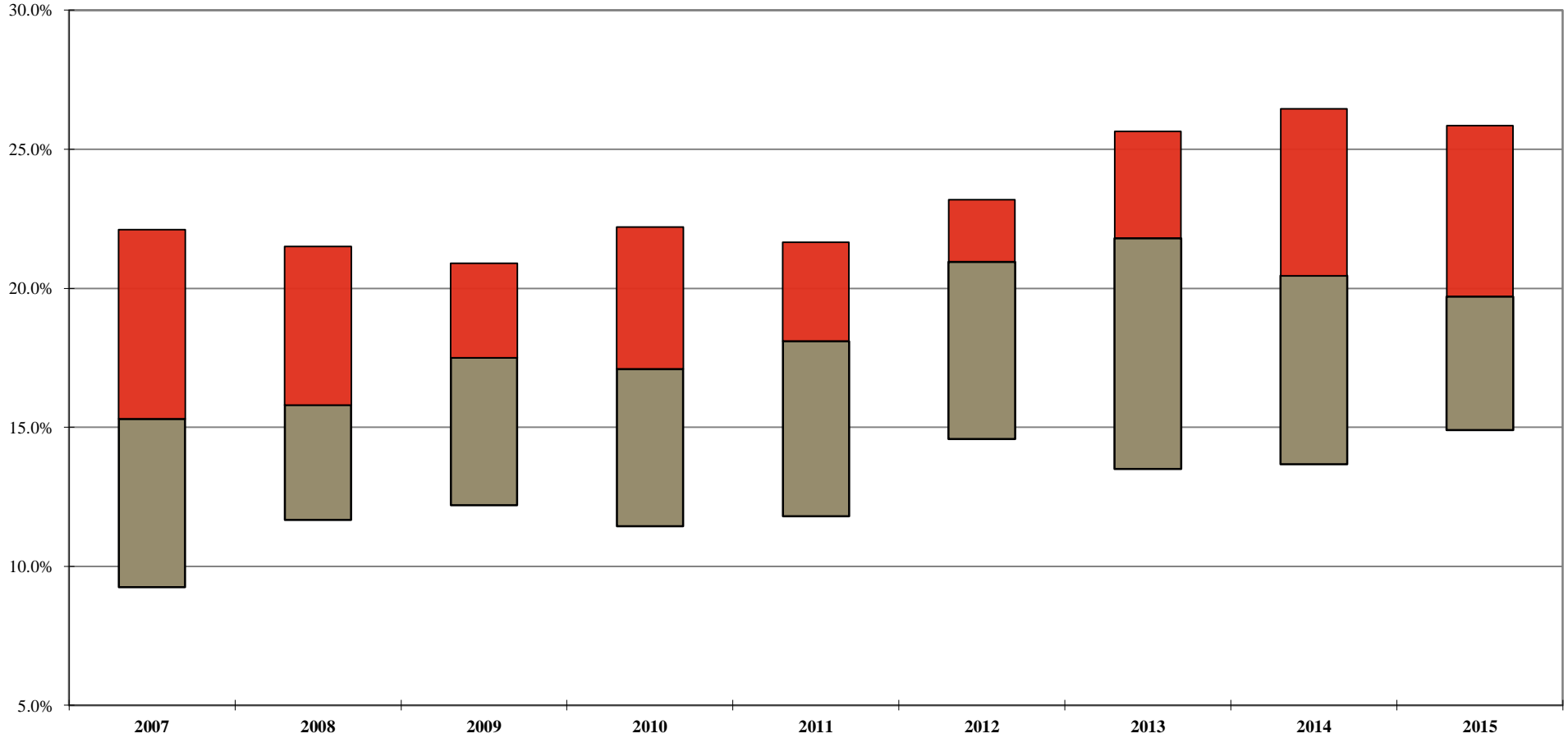
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Hours as a Percentage of All Attorney Hours

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm									
1st Qtle	22.1%	21.5%	20.9%	22.2%	21.7%	23.2%	25.7%	26.5%	25.9%
Median	15.3%	15.8%	17.5%	17.1%	18.1%	21.0%	21.8%	20.5%	19.7%
3rd Qtle	9.3%	11.7%	12.2%	11.5%	11.8%	14.6%	13.5%	13.7%	14.9%

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

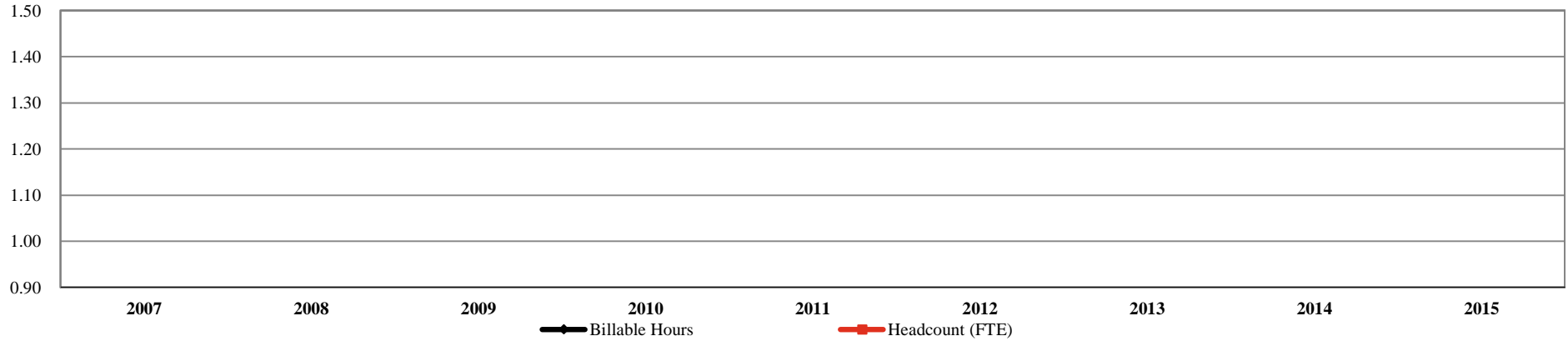
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Capacity¹
For the 12-month period ending December 31 of the stated year

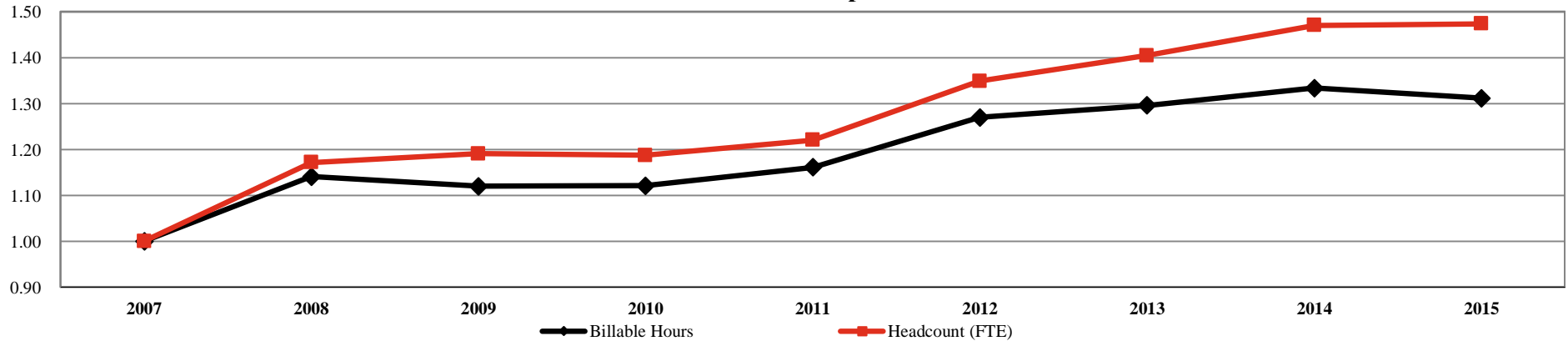
Your Firm



Your Firm

	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours										
Headcount (FTE)										

Total Group



Total Group

	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours	1,954,772	2,229,744	2,189,423	2,191,634	2,269,817	2,482,876	2,533,649	2,607,465	2,563,899	31.2%
Headcount (FTE)	1,236	1,448	1,472	1,467	1,508	1,667	1,736	1,817	1,822	47.4%

¹ Includes only those Firms that participated for the past 9 years; All values indexed to 2007.

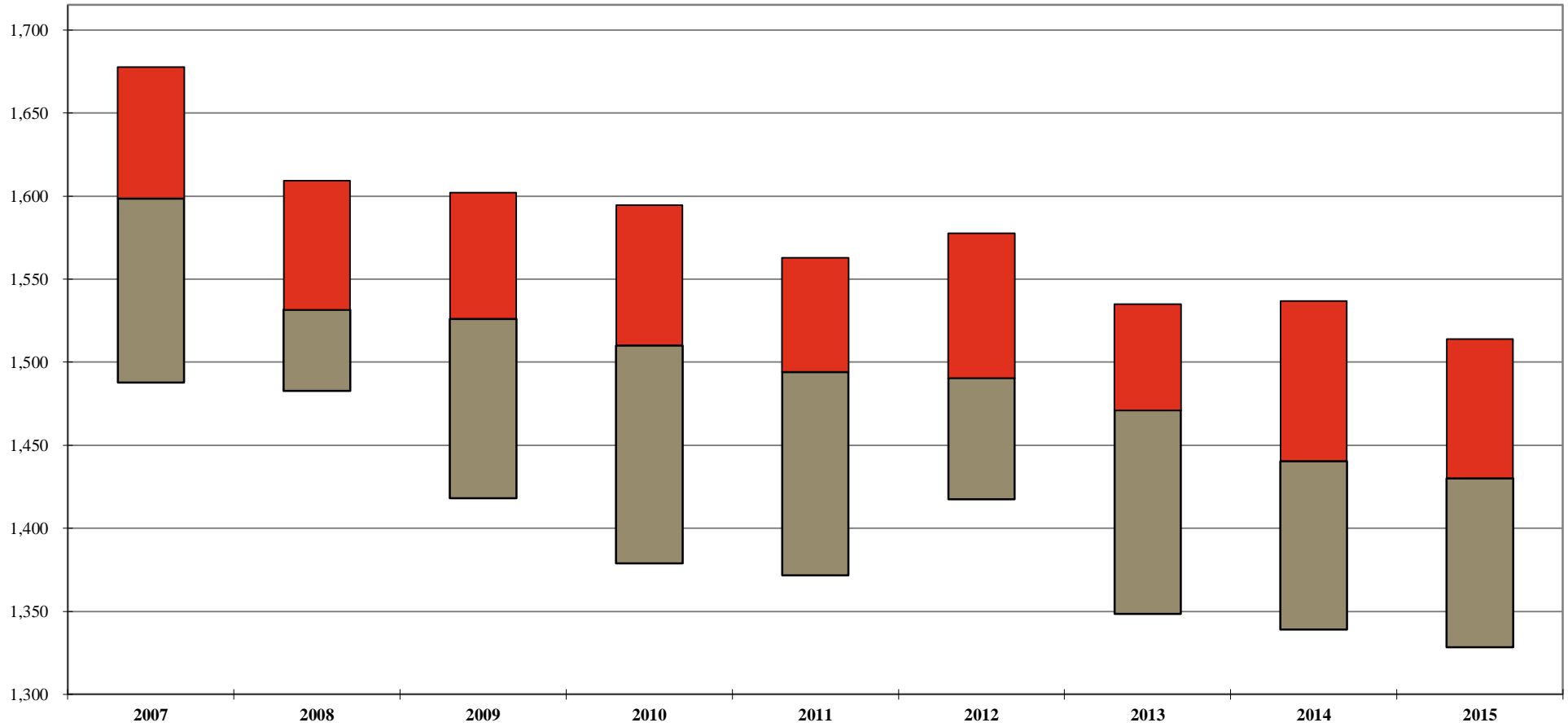
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Utilization

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015	Change: '07-'15
Your Firm										
1st Qtle	1,678	1,609	1,602	1,595	1,563	1,578	1,535	1,537	1,514	(164)
Median	1,599	1,532	1,526	1,510	1,494	1,491	1,471	1,441	1,430	(169)
3rd Qtle	1,488	1,483	1,418	1,379	1,372	1,418	1,349	1,339	1,329	(159)

Additional detail can be found on Page 109.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

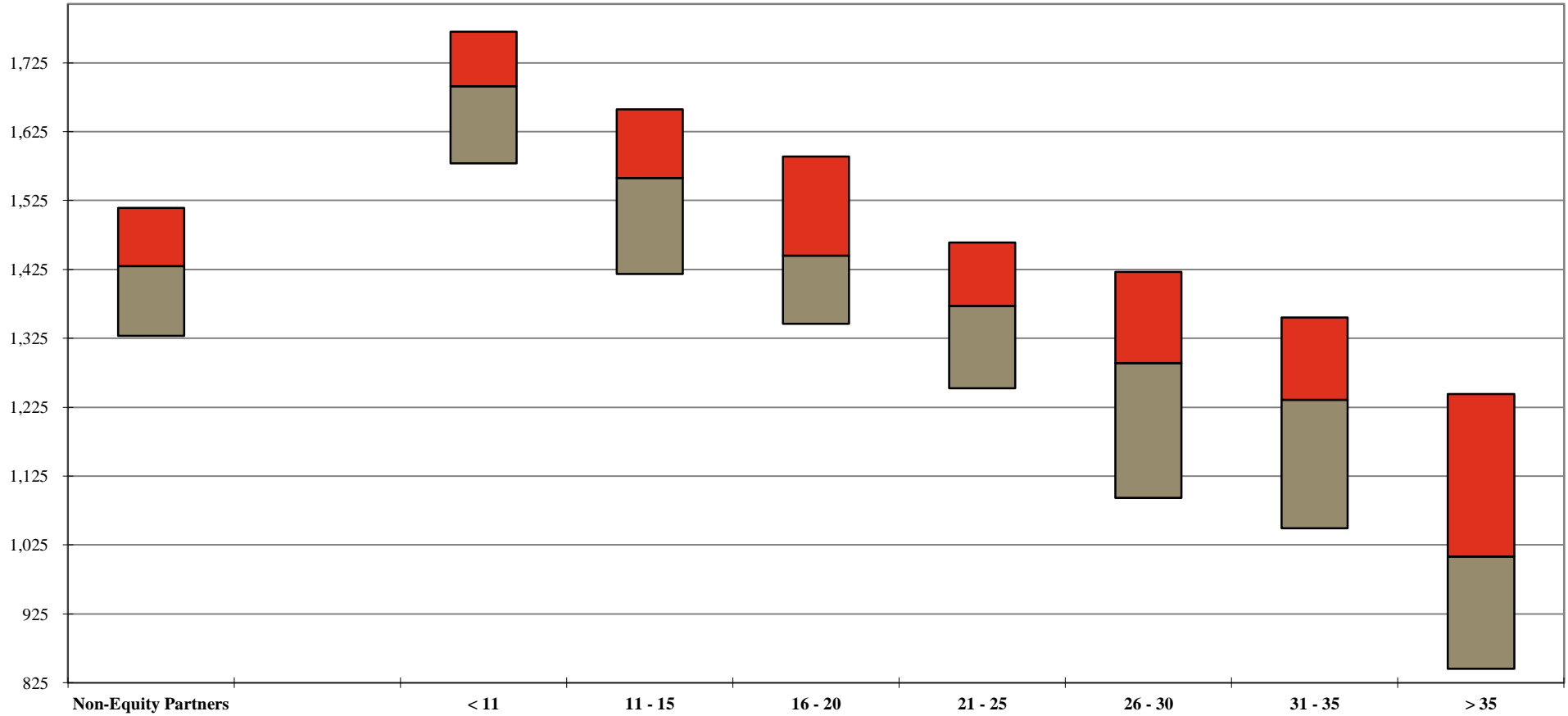
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2015



Your Firm	Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	1,514	1,770	1,657	1,589	1,464	1,422	1,355	1,244
Median	1,430	1,691	1,558	1,445	1,372	1,289	1,236	1,008
3rd Qtle	1,329	1,579	1,419	1,346	1,252	1,094	1,049	845

Additional detail can be found on Page 109.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

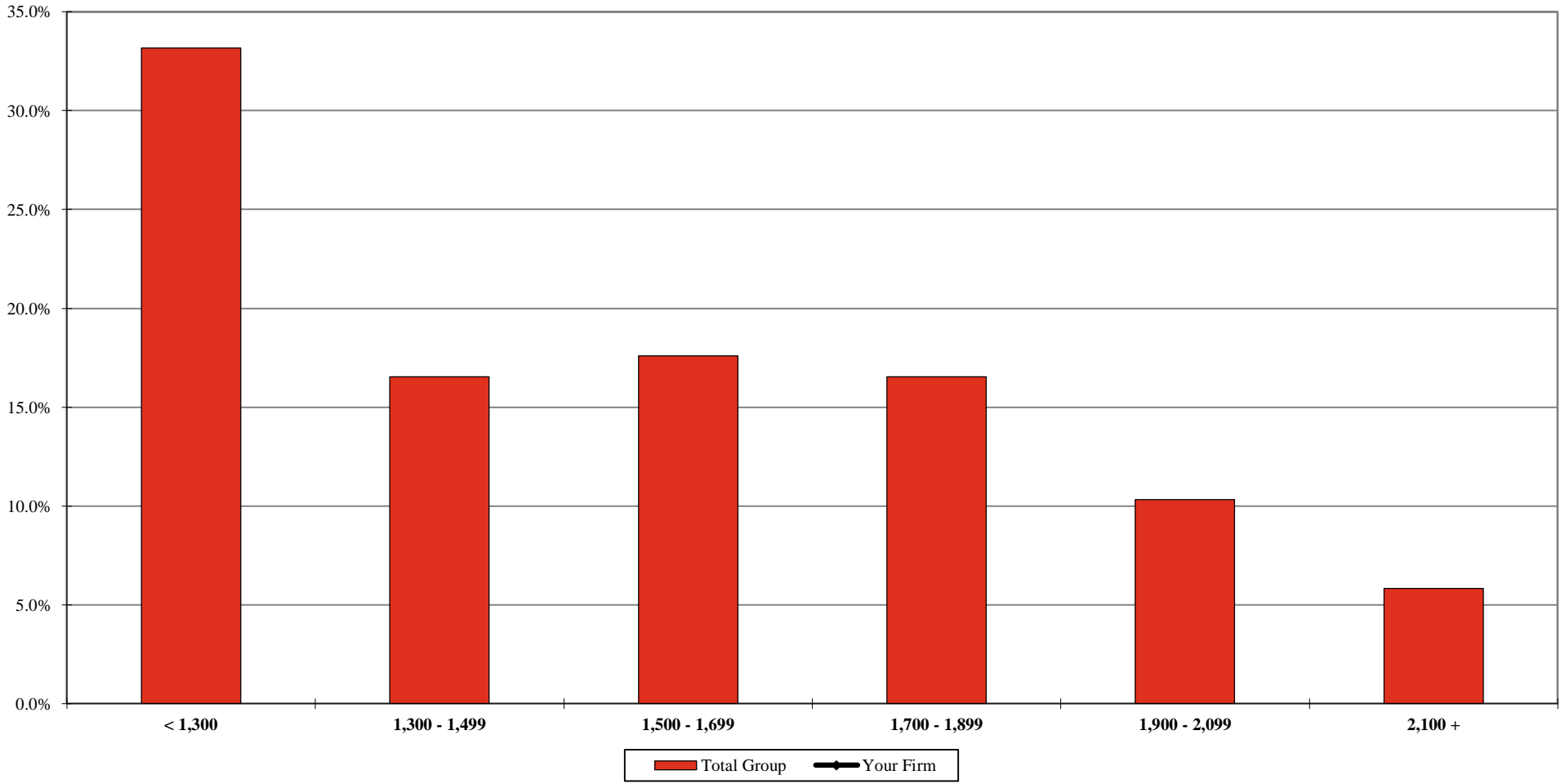
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Non-Equity Partners by Utilization Levels¹

For the 12-month period ending December 31, 2015



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	33.2%	16.5%	17.6%	16.5%	10.3%	5.8%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Additional detail can be found on Page 110.

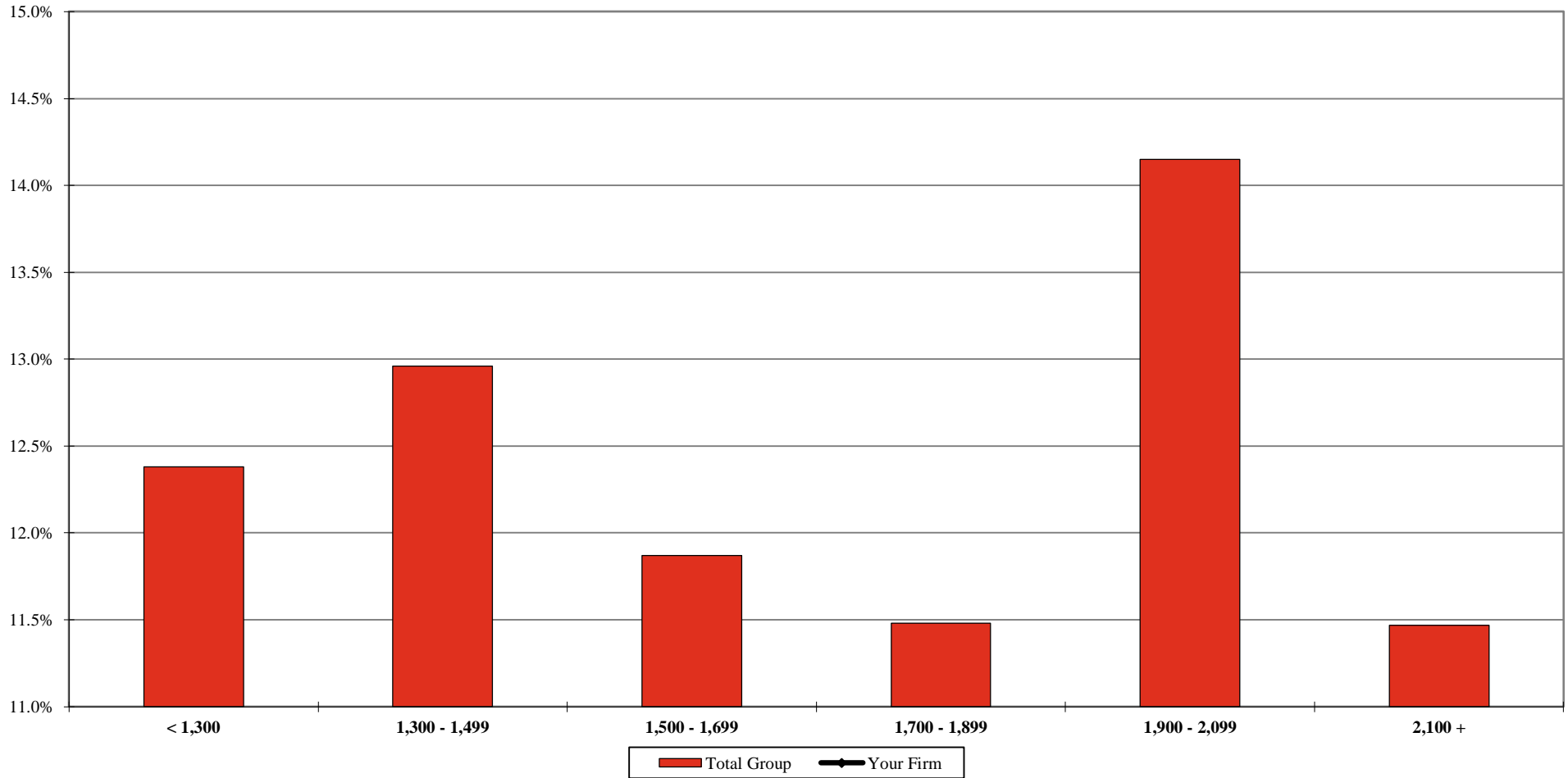
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Equity Partner Discounting¹ by Utilization Levels

For the 12-month period ending December 31, 2015



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	12.4%	13.0%	11.9%	11.5%	14.2%	11.5%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

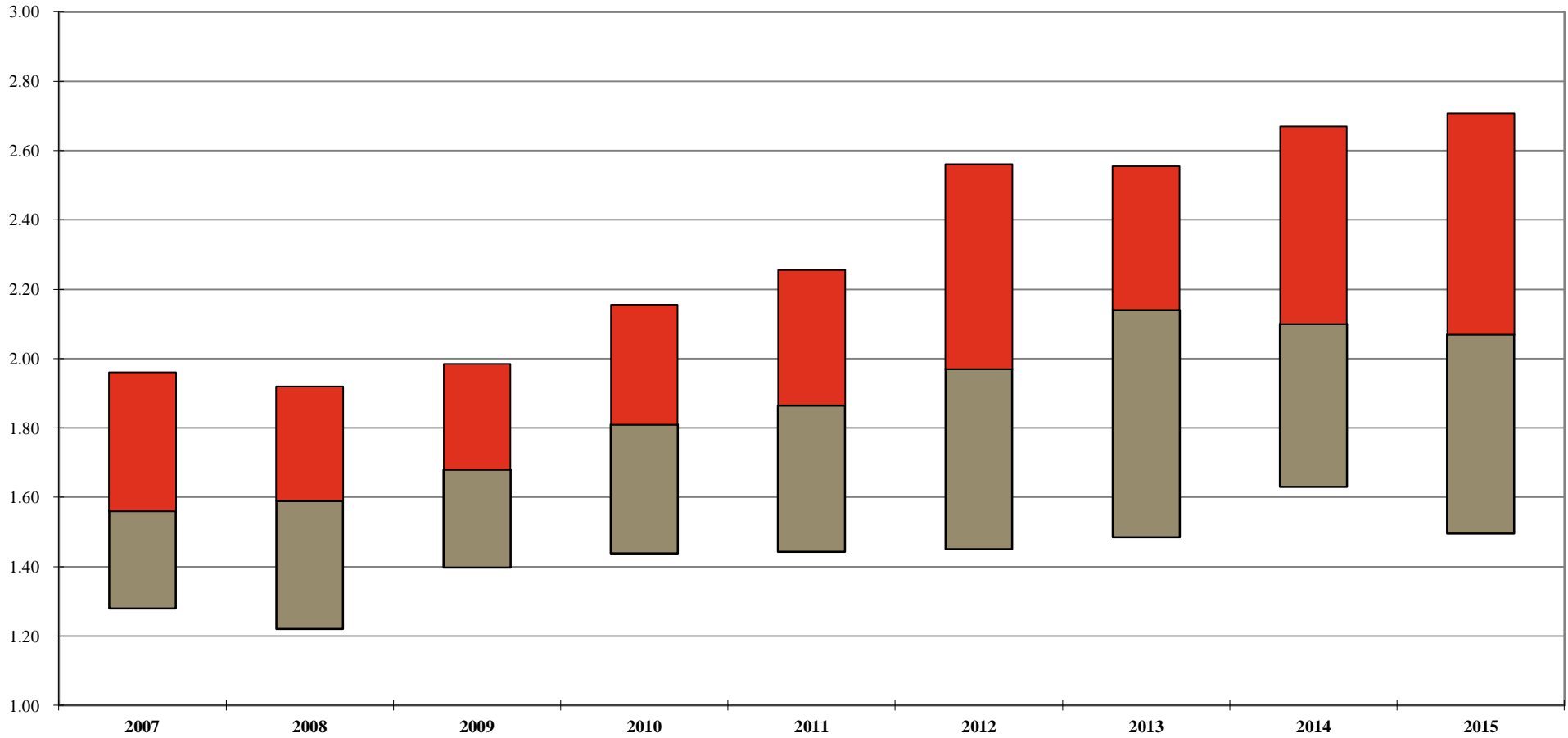
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Leverage¹

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm									
1st Qtle	1.96	1.92	1.99	2.16	2.26	2.56	2.56	2.67	2.71
Median	1.56	1.59	1.68	1.81	1.87	1.97	2.14	2.10	2.07
3rd Qtle	1.28	1.22	1.40	1.44	1.44	1.45	1.49	1.63	1.50

¹ Ratio of Other Attorneys to Associates. Other Attorneys include Equity Partners, Non-Equity Partners, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

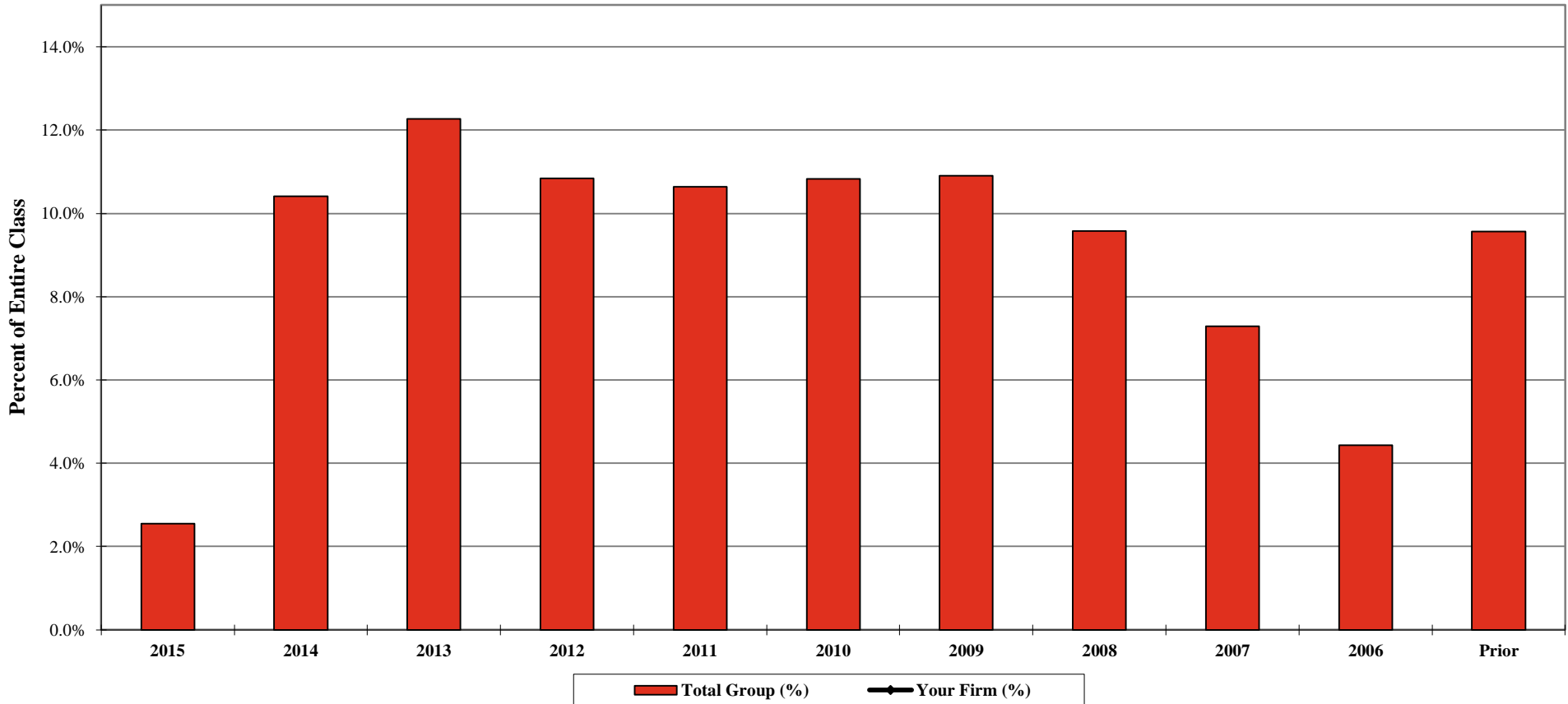
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associates by Law School Class Year

For the 12-month period ending December 31, 2015



	Law Class Year										
	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
Your Firm (%)											
Your Firm (FTE)											
Total Group (%)	2.5%	10.4%	12.3%	10.8%	10.6%	10.8%	10.9%	9.6%	7.3%	4.4%	9.6%
Total Group (FTE)	144	589	694	144	602	613	616	541	413	251	541

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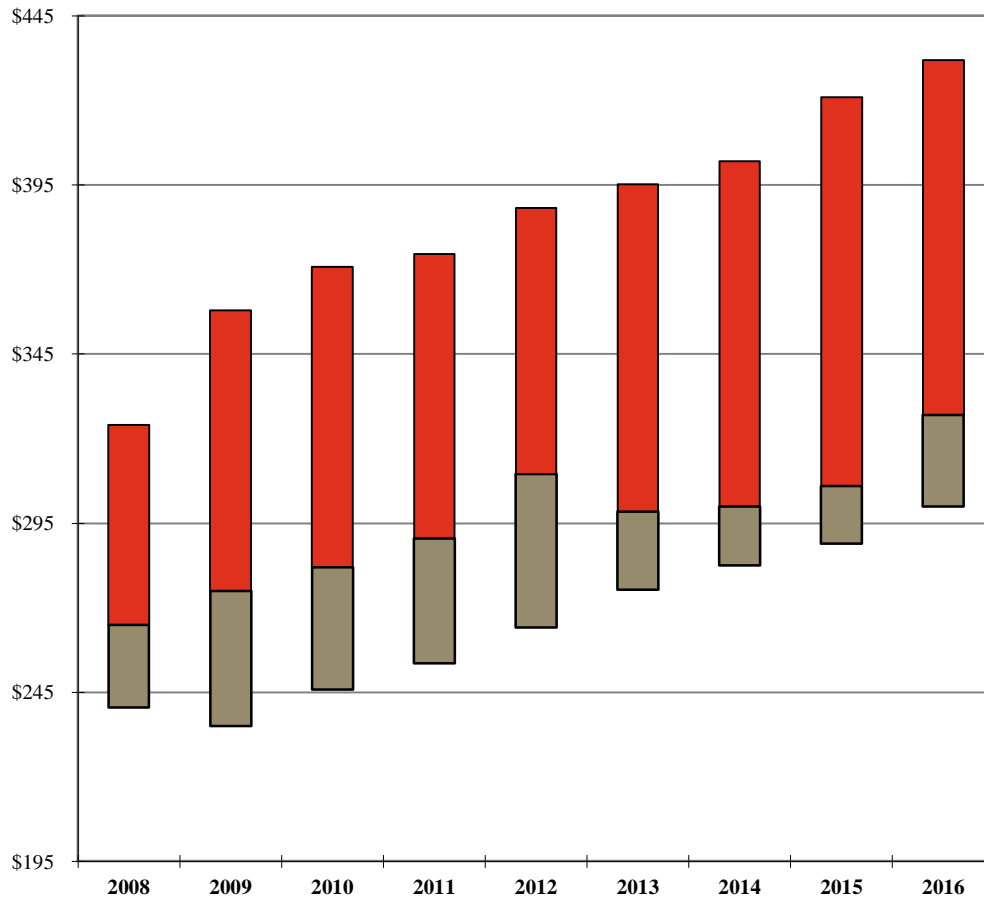
2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Rates

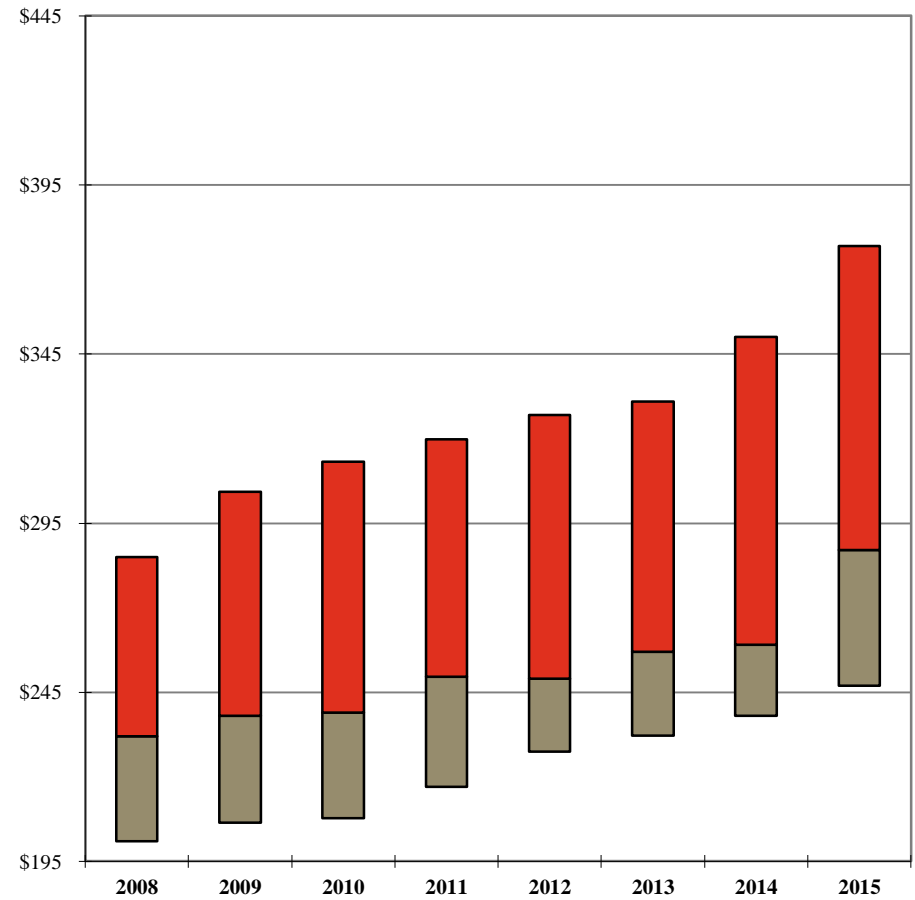
Standard Rates

As of January 1st of the stated year



Billed Rates

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm									
1st Qtle	\$324	\$358	\$371	\$375	\$388	\$395	\$402	\$421	\$432
Median	265	275	282	291	310	299	300	306	327
3rd Qtle	241	235	246	254	264	275	283	289	300

	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	\$285	\$304	\$313	\$320	\$327	\$331	\$350	\$377
Median	232	238	239	250	249	257	259	287
3rd Qtle	201	207	208	217	228	232	238	247

Additional detail can be found on Pages 79 and 98.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

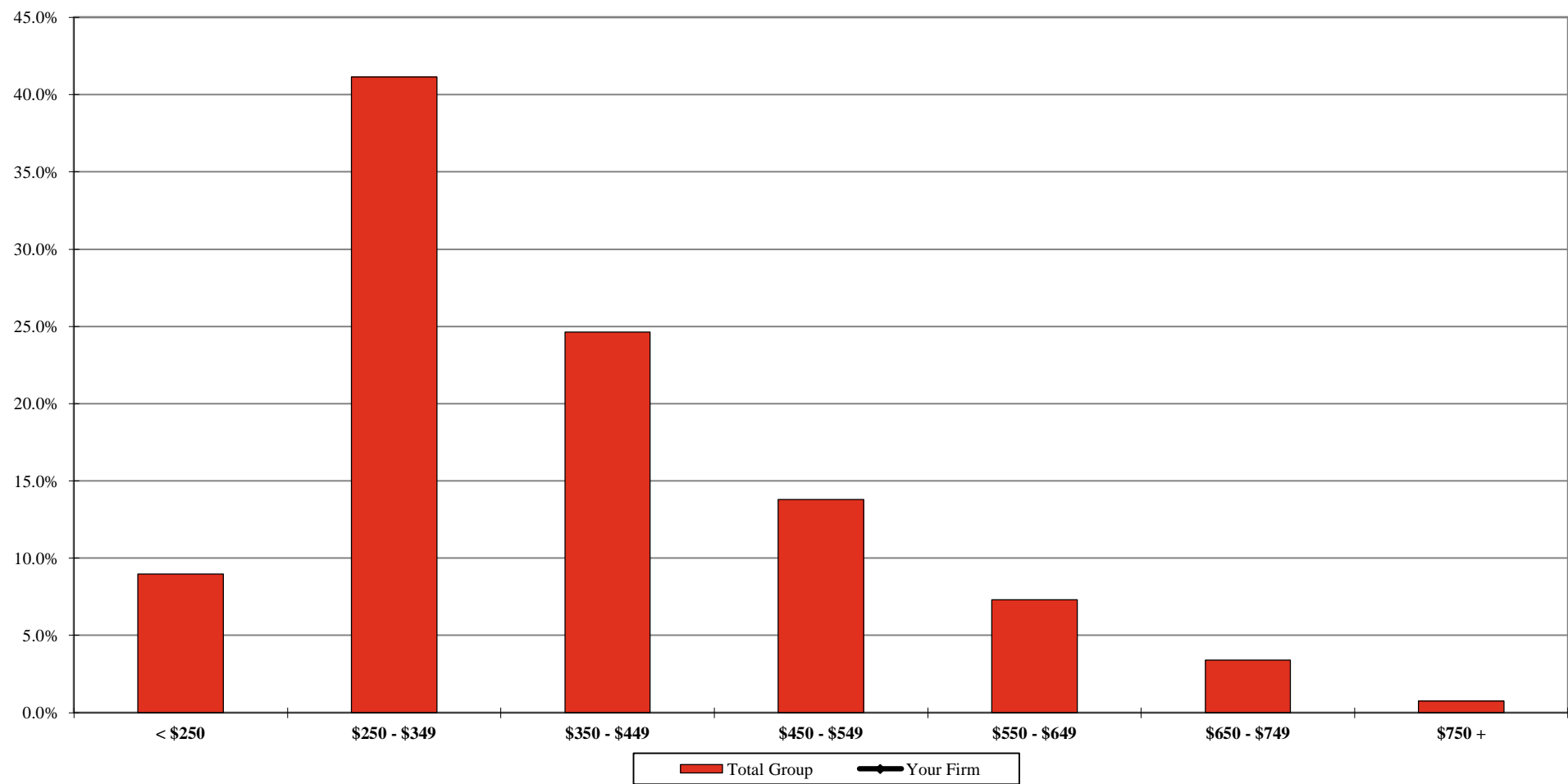
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associate Standard Billing Rates

As of January 1, 2016



	< \$250	\$250 - \$349	\$350 - \$449	\$450 - \$549	\$550 - \$649	\$650 - \$749	\$750 +
Your Firm							
Total Group	9.0%	41.2%	24.6%	13.8%	7.3%	3.4%	0.7%

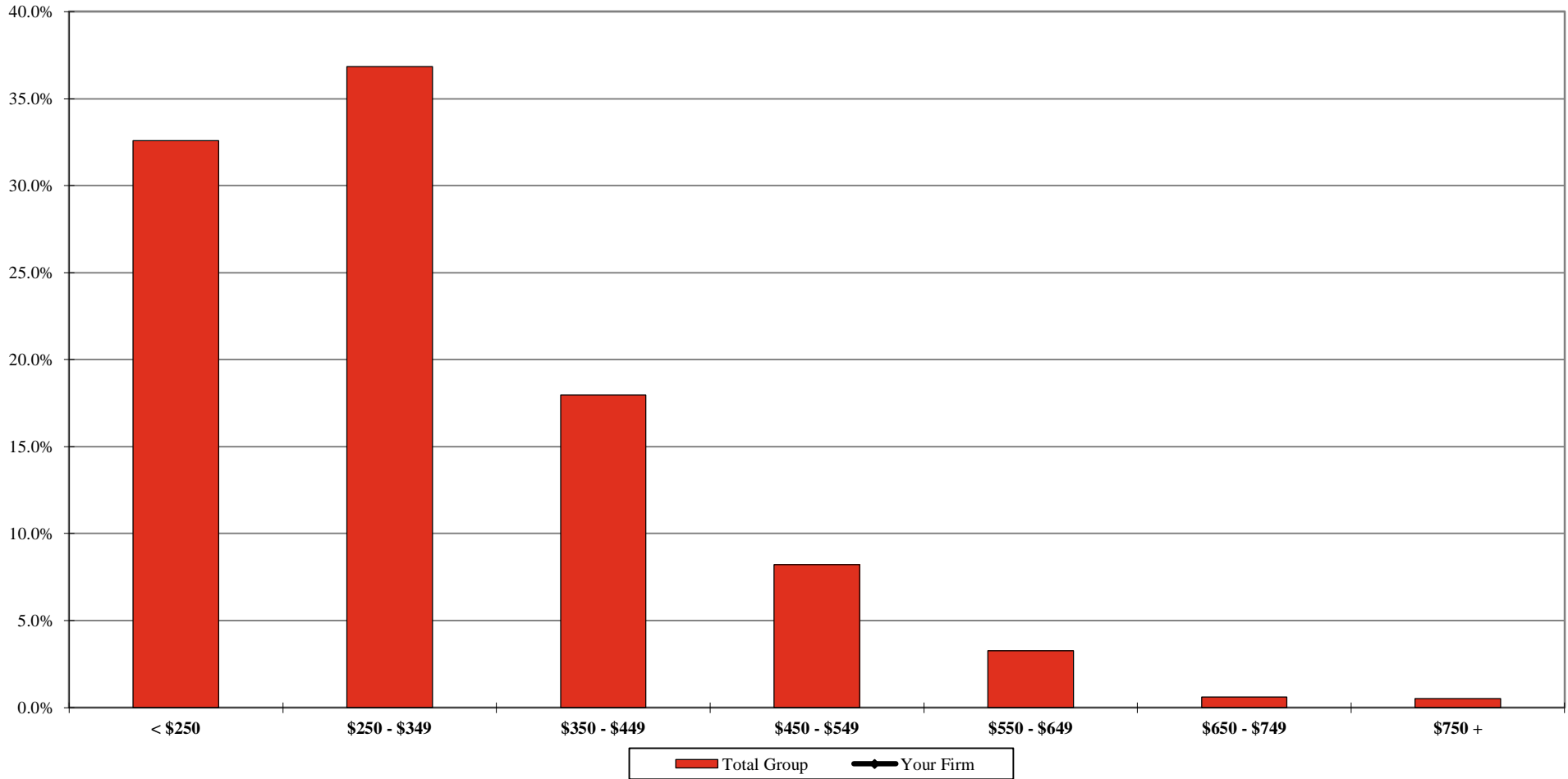
Additional detail can be found on Page 81.
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associate Billed Rates¹

For the 12-month period ending December 31, 2015



	< \$250	\$250 - \$349	\$350 - \$449	\$450 - \$549	\$550 - \$649	\$650 - \$749	\$750 +
Your Firm							
Total Group	32.6%	36.8%	18.0%	8.2%	3.3%	0.6%	0.5%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

Additional detail can be found on Page 99.

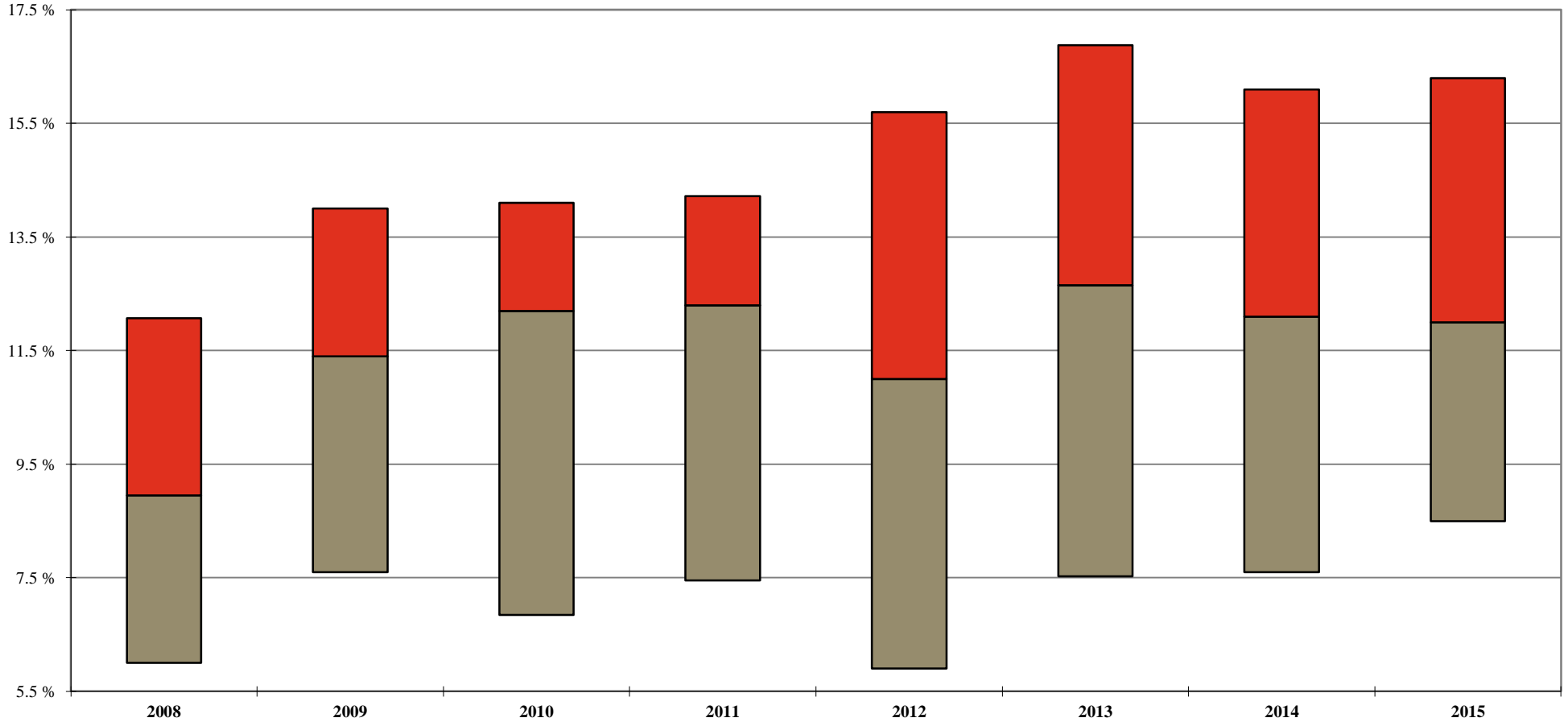
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Discounting¹

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	12.1%	14.0%	14.1%	14.2%	15.7%	16.9%	16.1%	16.3%
Median	9.0%	11.4%	12.2%	12.3%	11.0%	12.7%	12.1%	12.0%
3rd Qtle	6.0%	7.6%	6.9%	7.5%	5.9%	7.5%	7.6%	8.5%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 105.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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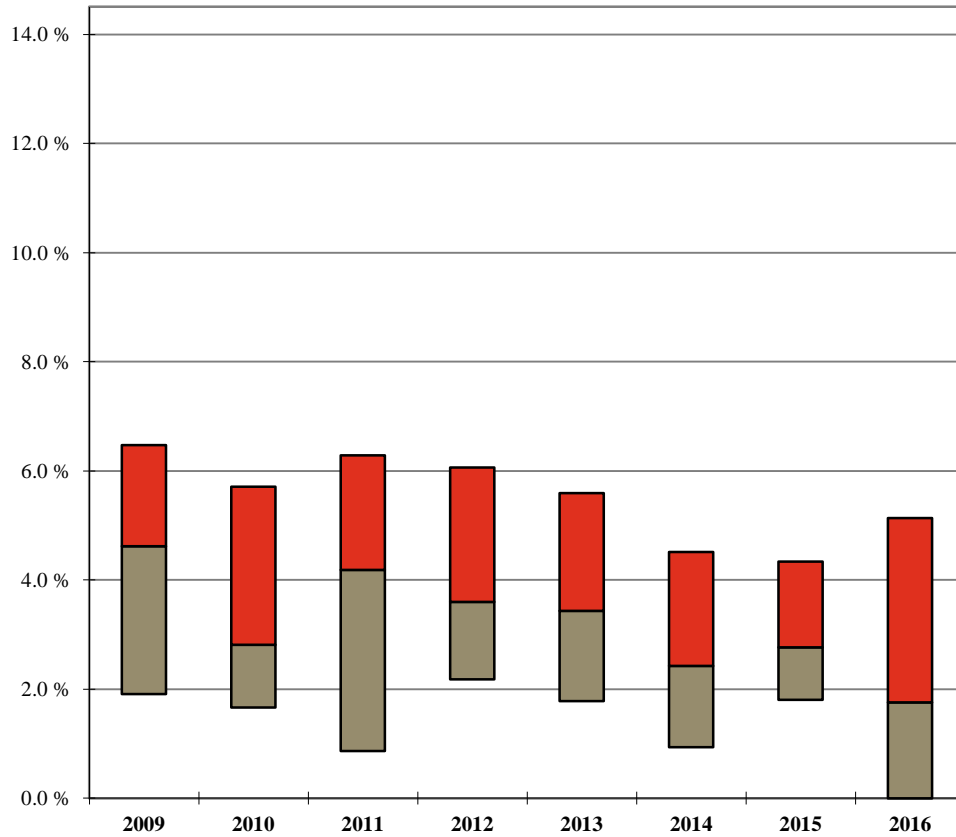
2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

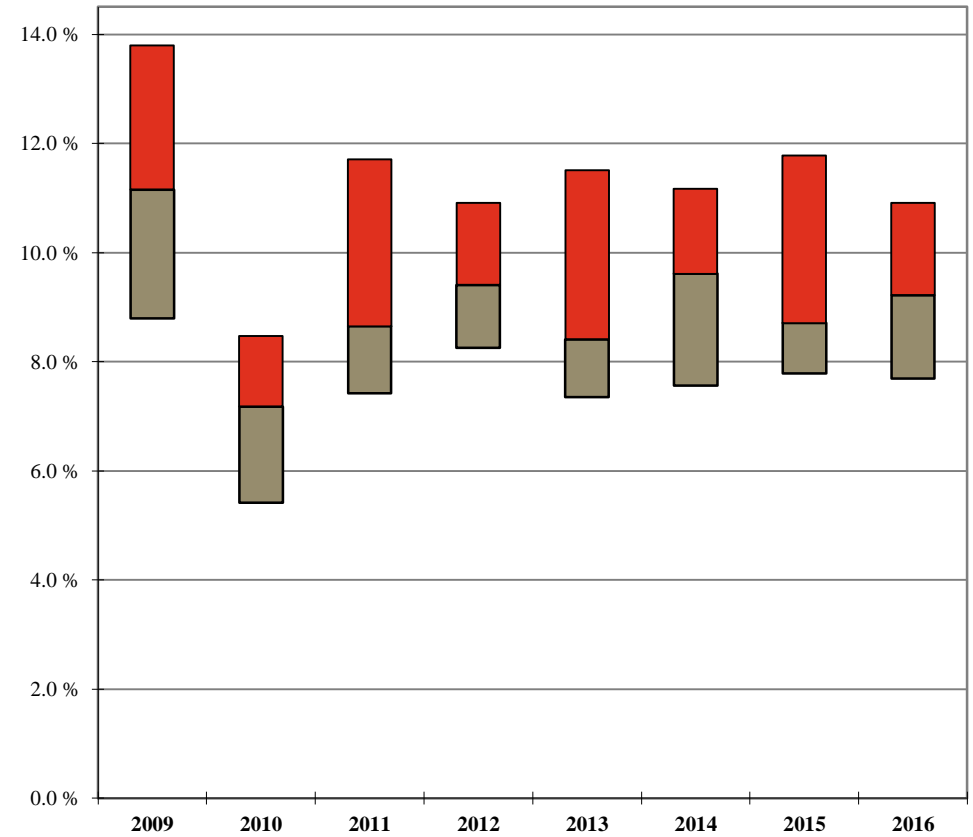
Annual Change¹ : Associate Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	6.5%	5.7%	6.3%	6.1%	5.6%	4.5%	4.3%	5.1%
Median	4.6%	2.8%	4.2%	3.6%	3.4%	2.4%	2.8%	1.8%
3rd Qtle	1.9%	1.7%	0.9%	2.2%	1.8%	0.9%	1.8%	0.0%

	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	13.8%	8.5%	11.7%	10.9%	11.5%	11.2%	11.8%	10.9%
Median	11.2%	7.2%	8.7%	9.4%	8.4%	9.6%	8.7%	9.2%
3rd Qtle	8.8%	5.4%	7.4%	8.3%	7.3%	7.6%	7.8%	7.7%

¹ 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Pages 79 and 84.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

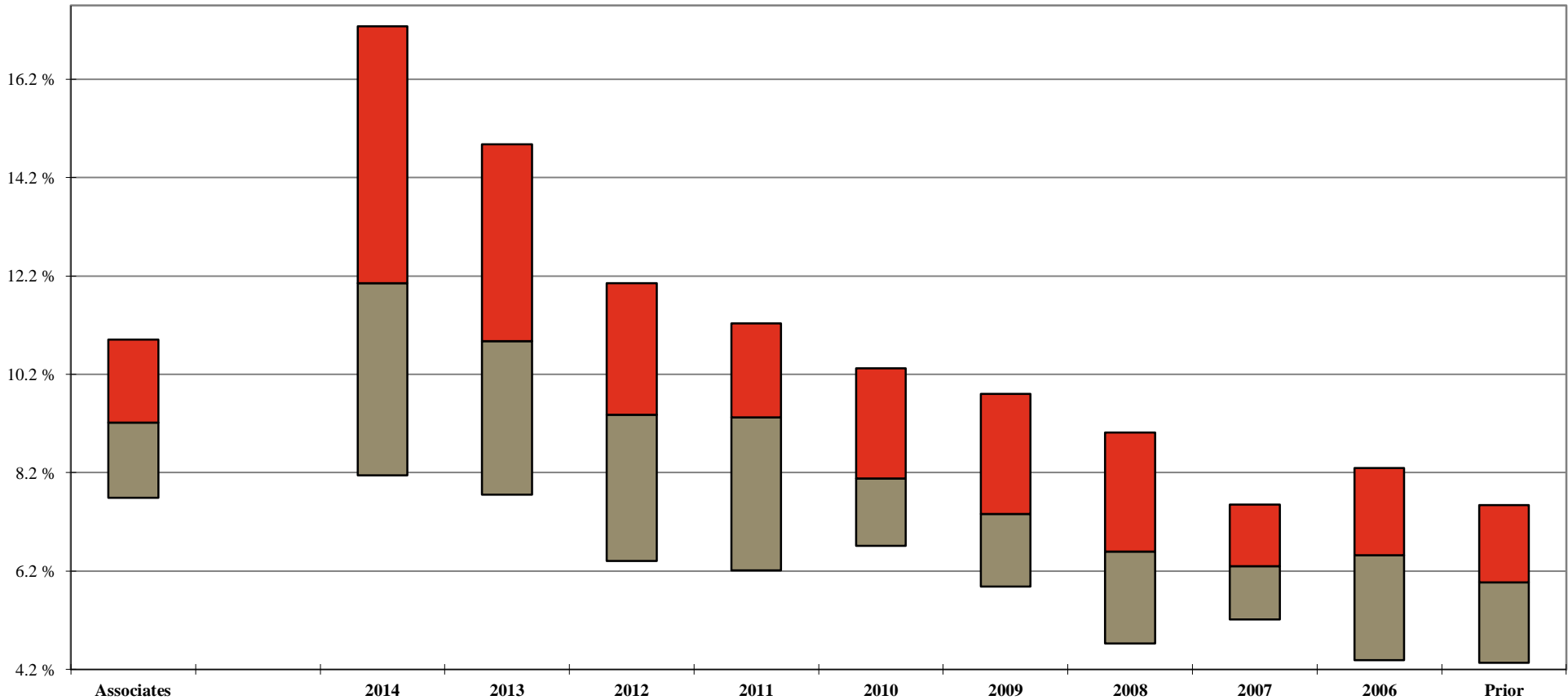
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Associates Standard Rate Change by Class Year

As of January 1, 2016



Your Firm	Law Class Year										
	Associates	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
1st Qtle	10.9%	17.3%	14.9%	12.1%	11.2%	10.3%	9.8%	9.0%	7.6%	8.3%	7.5%
Median	9.2%	12.1%	10.9%	9.4%	9.3%	8.1%	7.4%	6.6%	6.3%	6.5%	6.0%
3rd Qtle	7.7%	8.1%	7.8%	6.4%	6.2%	6.7%	5.9%	4.7%	5.2%	4.4%	4.3%

¹ 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Page 84.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

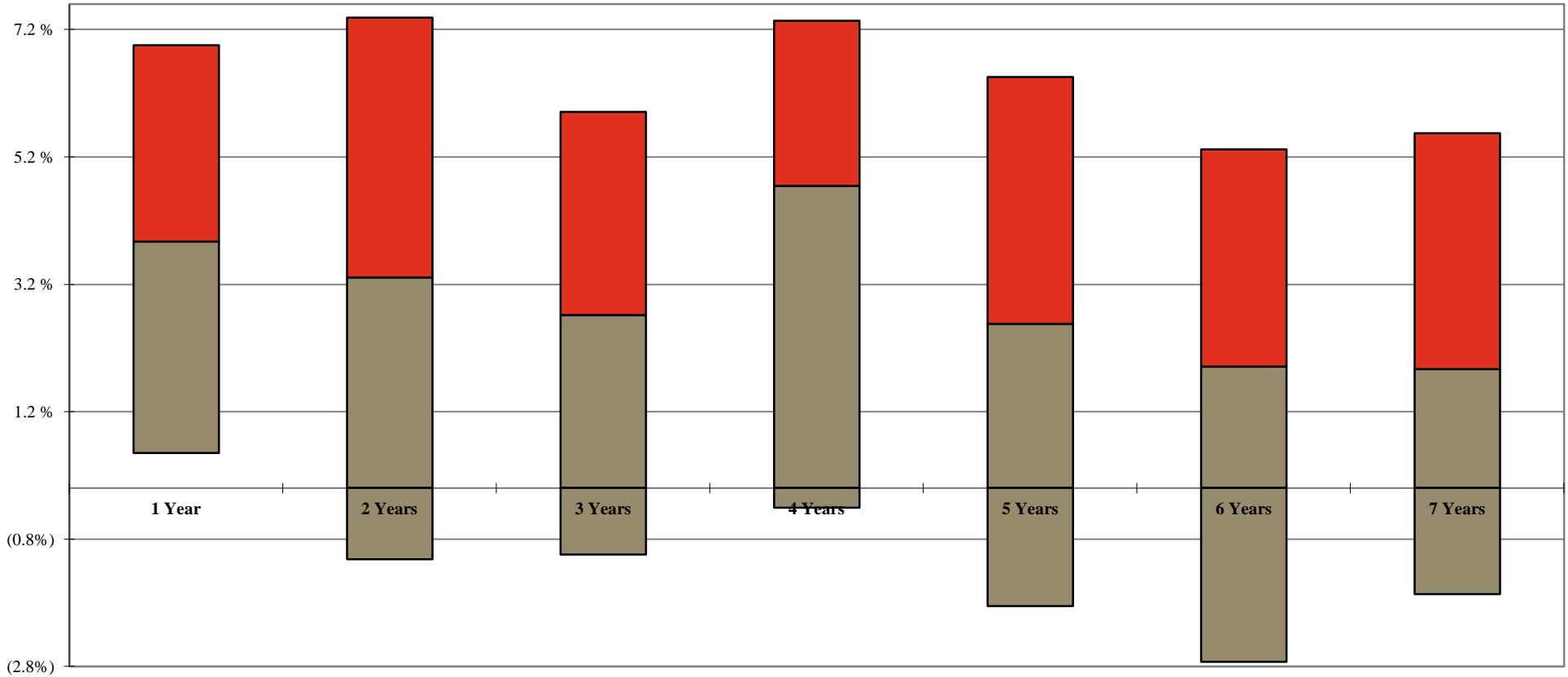
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate 'Full-Year' Standard Rate Change by Years of Experience ¹

As of January 1, 2016



	Years of Experience						
	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years
Your Firm							
1st Qtle	7.0%	7.4%	5.9%	7.3%	6.5%	5.3%	5.6%
Median	3.9%	3.3%	2.7%	4.8%	2.6%	1.9%	1.9%
3rd Qtle	0.6%	(1.1%)	(1.0%)	(0.3%)	(1.9%)	(2.7%)	(1.7%)

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2016 to the corresponding years of experience at 1/1/2015. For example, an associate with one year of experience would be included in law school class year 2014 at 1/1/2016, and included in law school class year 2013 at 1/1/2015.

Additional detail can be found on Page 85.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

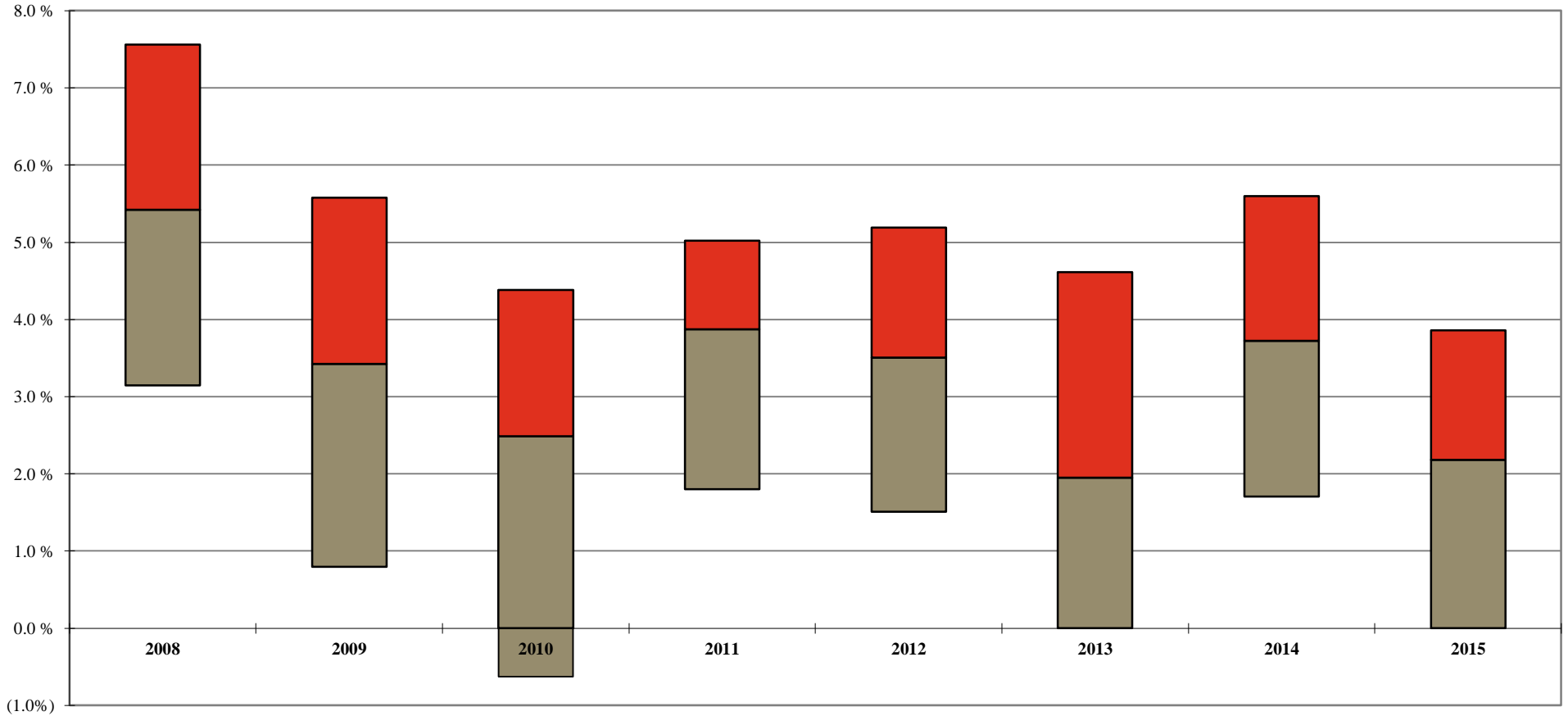
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Annual Change: Associate Billed Rates

For the 12-month period ending December 31 of the stated year



	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm								
1st Qtle	7.6%	5.6%	4.4%	5.0%	5.2%	4.6%	5.6%	3.9%
Median	5.4%	3.4%	2.5%	3.9%	3.5%	2.0%	3.7%	2.2%
3rd Qtle	3.1%	0.8%	(0.6%)	1.8%	1.5%	0.0%	1.7%	0.0%

Additional detail can be found on Page 98.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

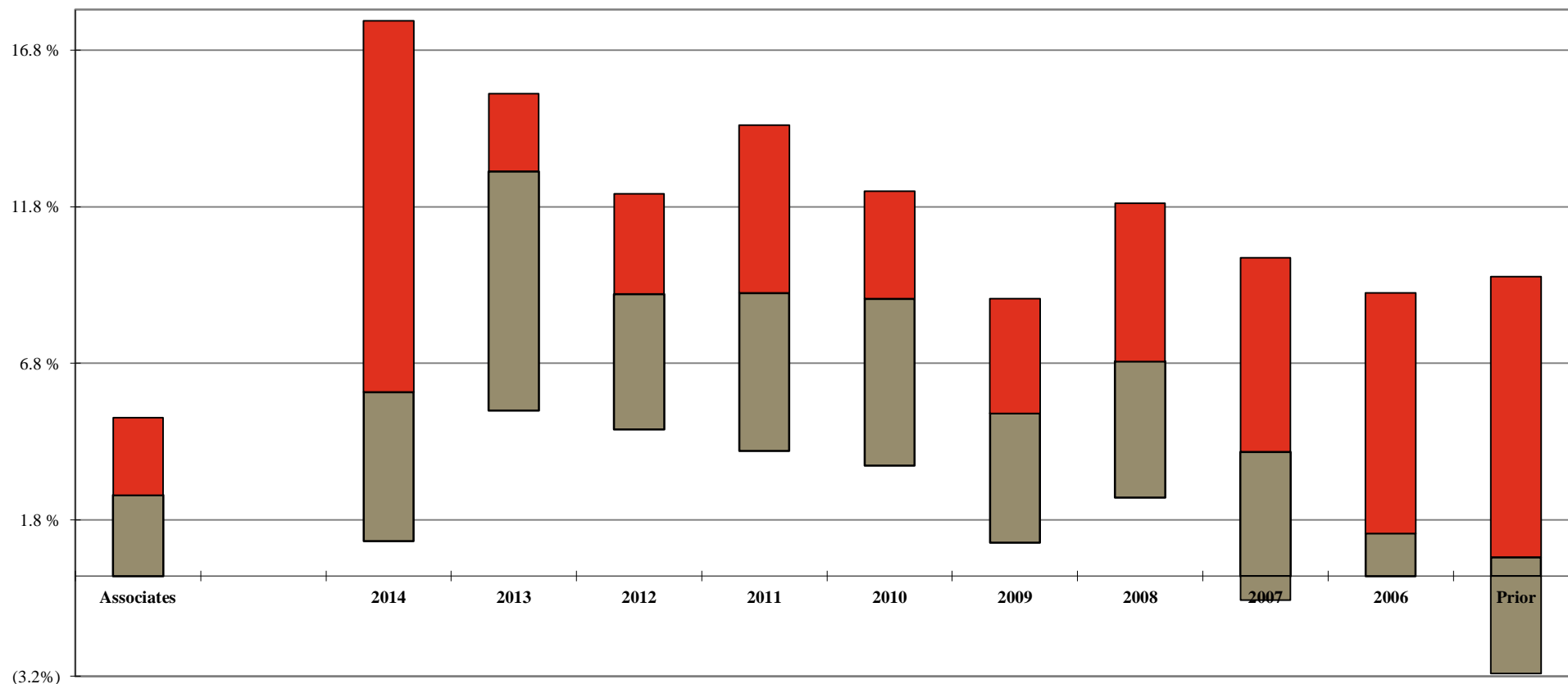
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Associates Billed Rate Change by Class Year

As of January 1, 2016



Your Firm	Law Class Year										
	Associates	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
1st Qtle	5.1%	17.7%	15.4%	12.2%	14.4%	12.3%	8.9%	11.9%	10.2%	9.1%	9.6%
Median	2.6%	5.9%	12.9%	9.0%	9.0%	8.9%	5.2%	6.9%	4.0%	1.4%	0.6%
3rd Qtle	0.0%	1.1%	5.3%	4.7%	4.0%	3.5%	1.1%	2.5%	(0.8%)	0.0%	(3.1%)

¹ 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Page 84.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

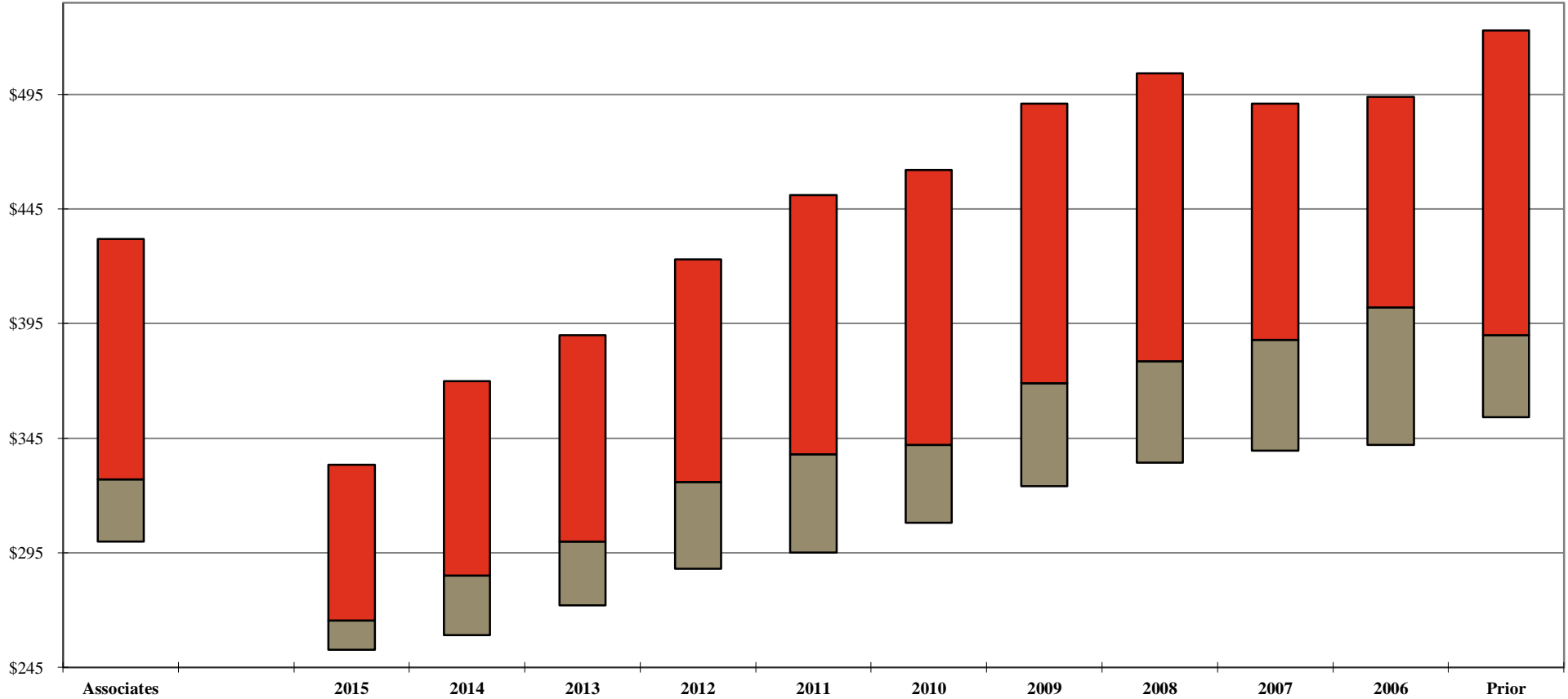
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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Standard Rates by Class Year

As of January 1, 2016



Your Firm	Law Class Year											
	Associates	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
1st Qtle	\$432	\$334	\$370	\$390	\$423	\$451	\$462	\$491	\$504	\$491	\$494	\$523
Median	327	266	285	300	326	338	342	369	379	388	402	390
3rd Qtle	300	253	259	272	288	295	308	324	334	340	342	354

Additional detail can be found on Page 79.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

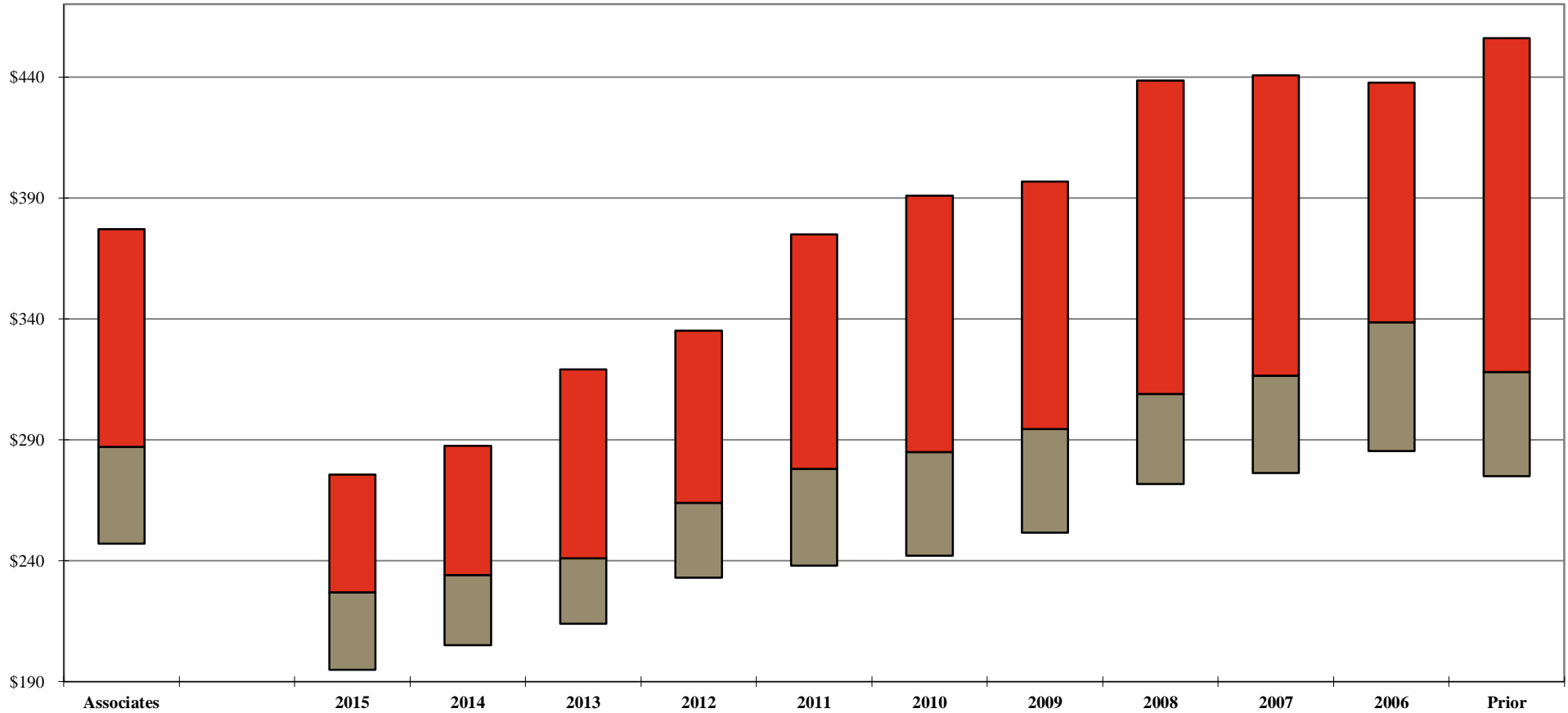
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Billed Rates by Class Year

For the 12-month period ending December 31, 2015



Your Firm	Law Class Year											
	Associates	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
1st Qtle	\$377	\$276	\$288	\$319	\$335	\$375	\$391	\$397	\$439	\$441	\$438	\$456
Median	287	227	234	241	264	278	285	295	309	317	339	318
3rd Qtle	247	195	205	214	233	238	242	252	272	276	285	275

Additional detail can be found on Page 98.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

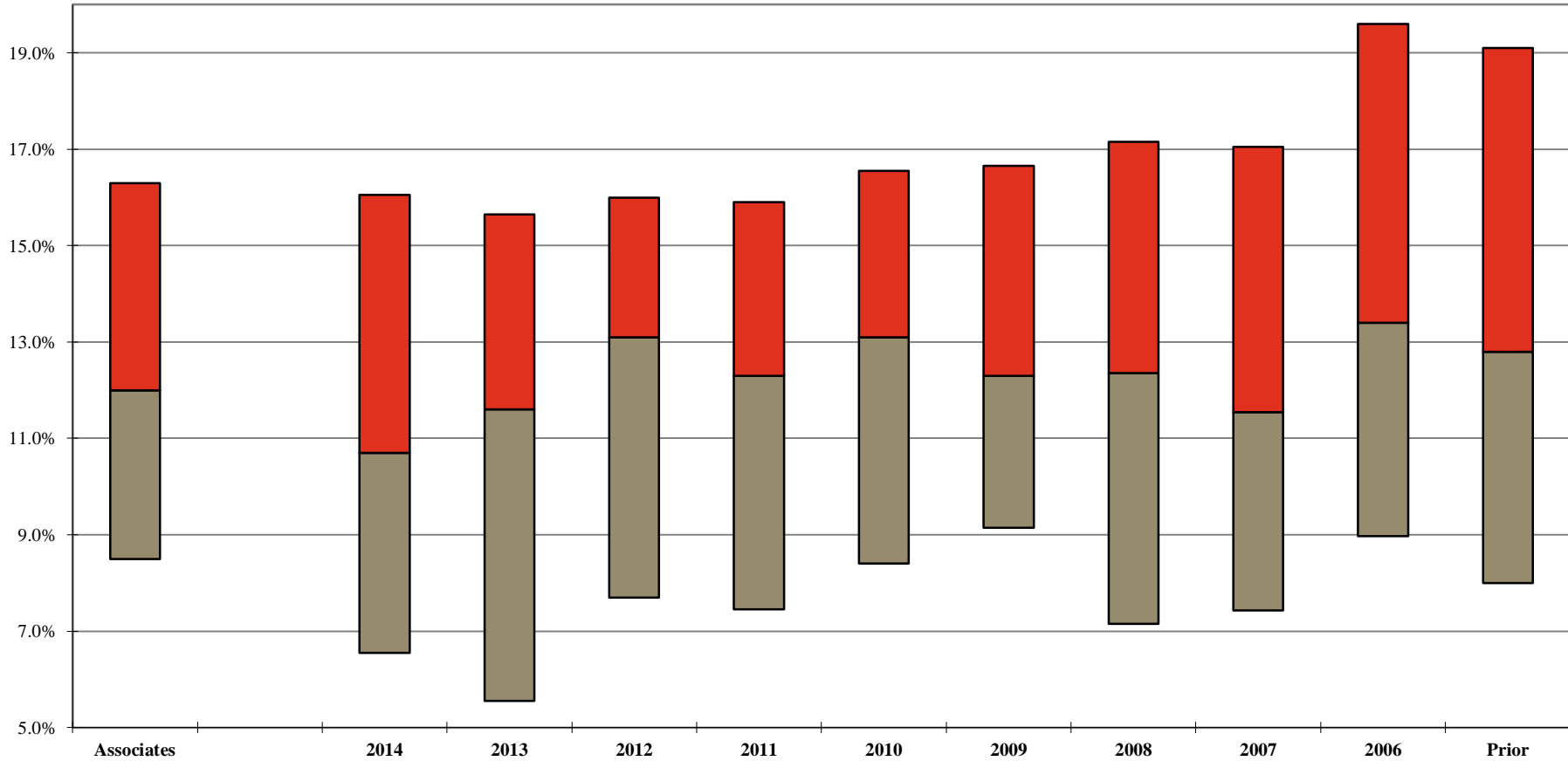
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Discounting¹ by Class Year

For the 12-month period ending December 31, 2015



	Associates	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
Your Firm											
1st Qtle	16.3%	16.1%	15.7%	16.0%	15.9%	16.6%	16.7%	17.2%	17.1%	19.6%	19.1%
Median	12.0%	10.7%	11.6%	13.1%	12.3%	13.1%	12.3%	12.4%	11.6%	13.4%	12.8%
3rd Qtle	8.5%	6.6%	5.6%	7.7%	7.5%	8.4%	9.2%	7.2%	7.4%	9.0%	8.0%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 105.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

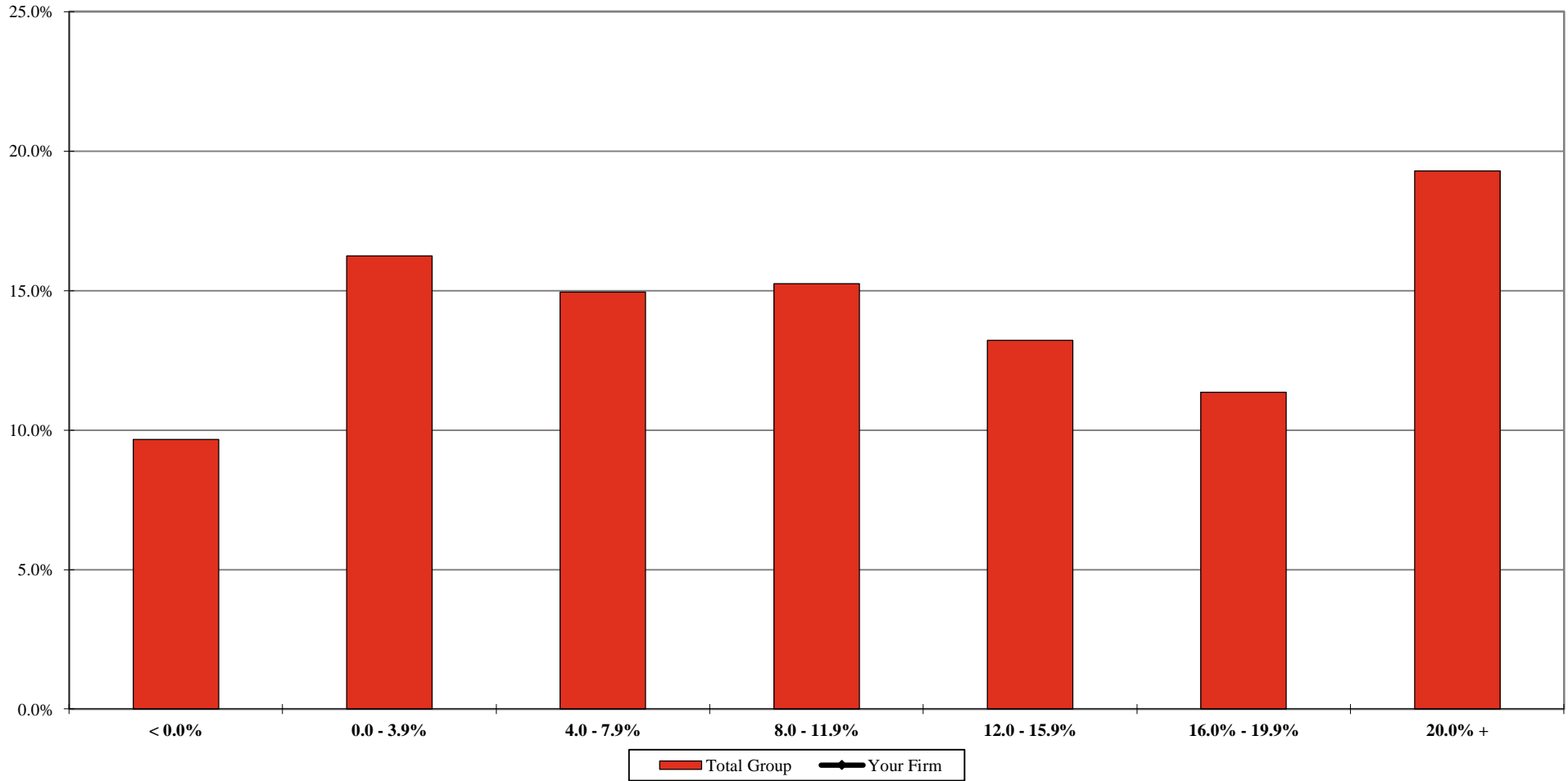
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associates by Discount Levels¹

For the 12-month period ending December 31, 2015



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
Your Firm							
Total Group	9.7%	16.3%	15.0%	15.2%	13.2%	11.4%	19.3%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 108.

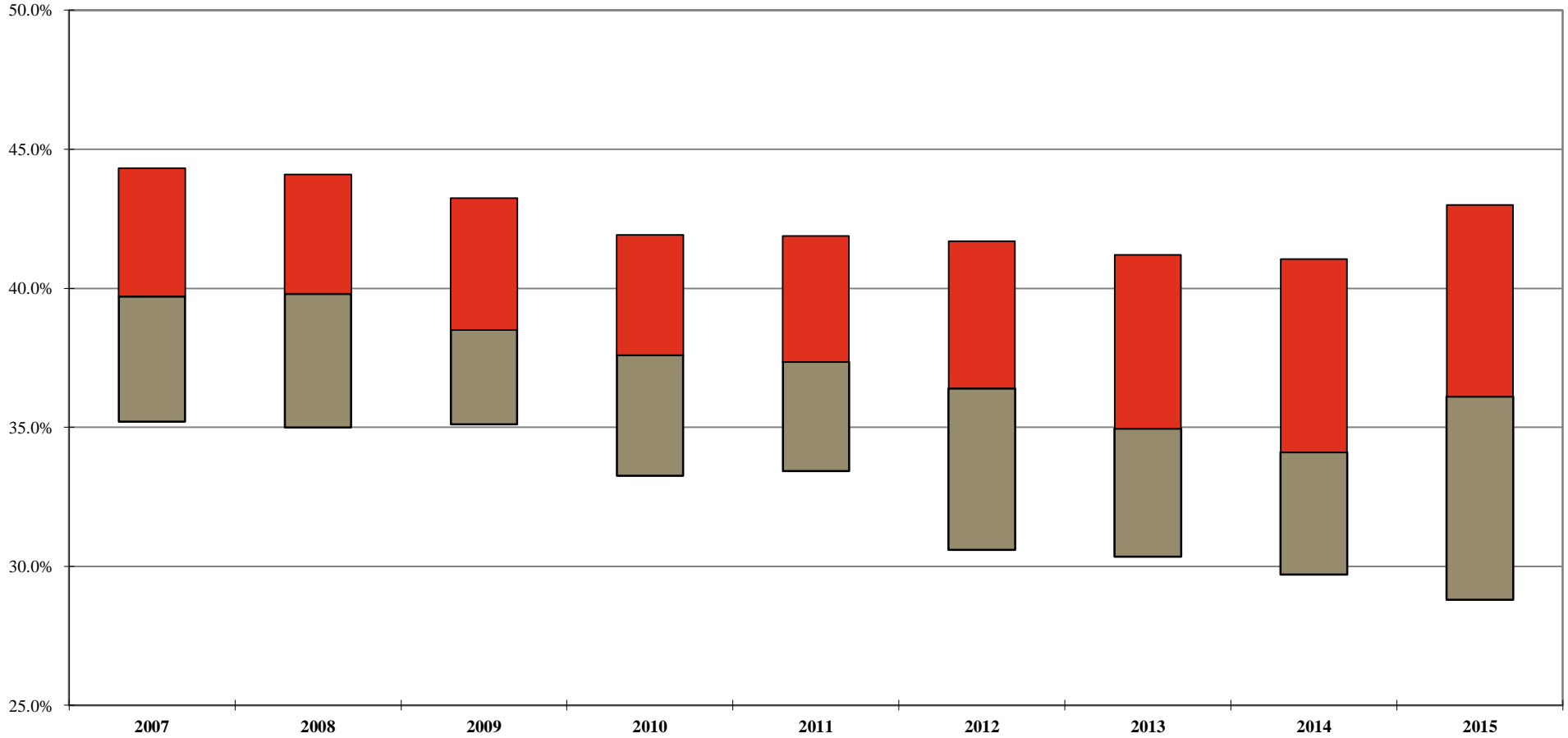
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Hours as a Percentage of All Attorney Hours

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015
Your Firm									
1st Qtle	44.3%	44.1%	43.3%	41.9%	41.9%	41.7%	41.2%	41.1%	43.0%
Median	39.7%	39.8%	38.5%	37.6%	37.4%	36.4%	35.0%	34.1%	36.1%
3rd Qtle	35.2%	35.0%	35.1%	33.3%	33.4%	30.6%	30.4%	29.7%	28.8%

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

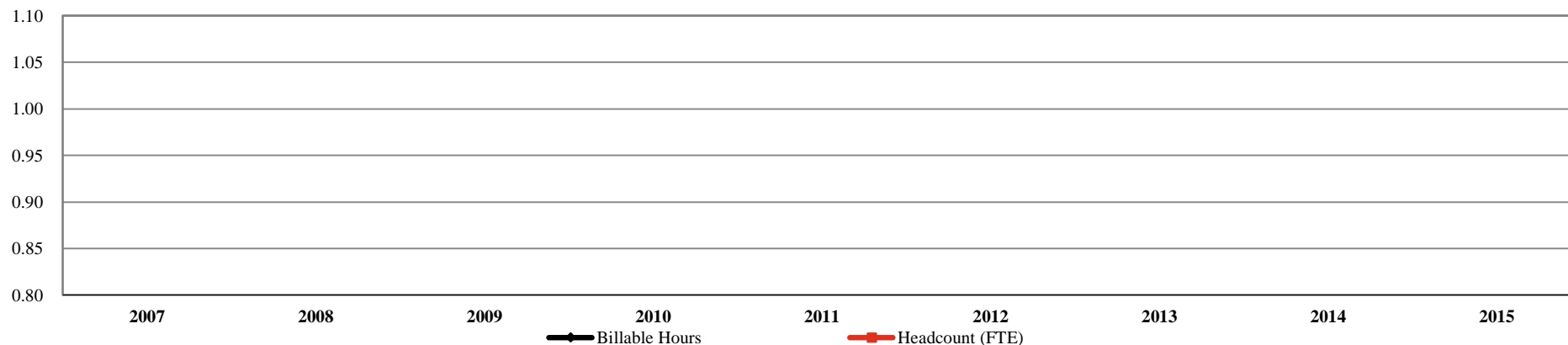
2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Capacity¹

For the 12-month period ending December 31 of the stated year

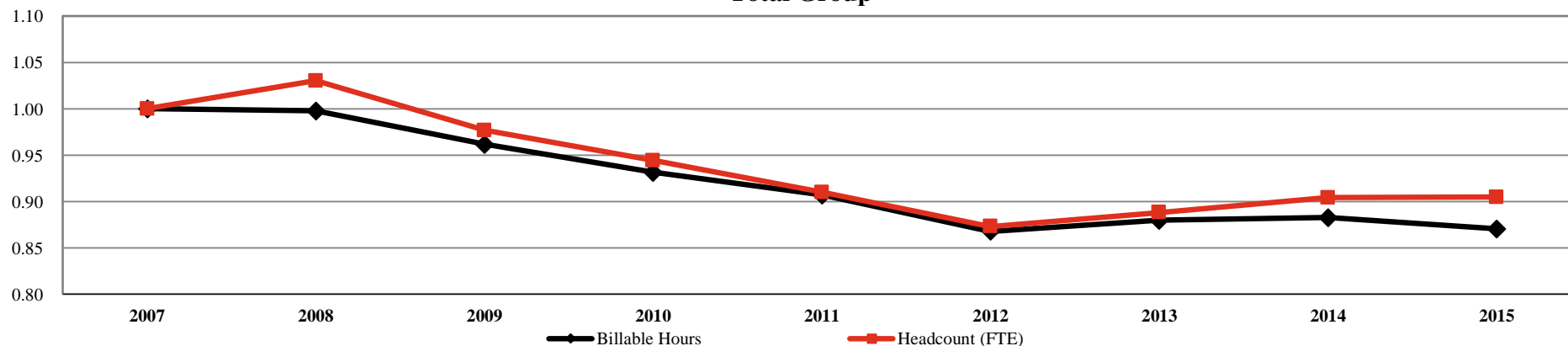
Your Firm



Your Firm

	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours										
Headcount (FTE)										

Total Group



Total Group

	2007	2008	2009	2010	2011	2012	2013	2014	2015	% Chg: '07-'15
Billable Hours	6,839,091	6,823,151	6,576,370	6,370,161	6,202,440	5,934,067	6,015,485	6,035,442	5,953,347	(13.0%)
Headcount (FTE)	3,872	3,989	3,783	3,657	3,524	3,381	3,439	3,501	3,503	(9.5%)

¹ Includes only those Firms that participated for the past 9 years; All values indexed to 2007.

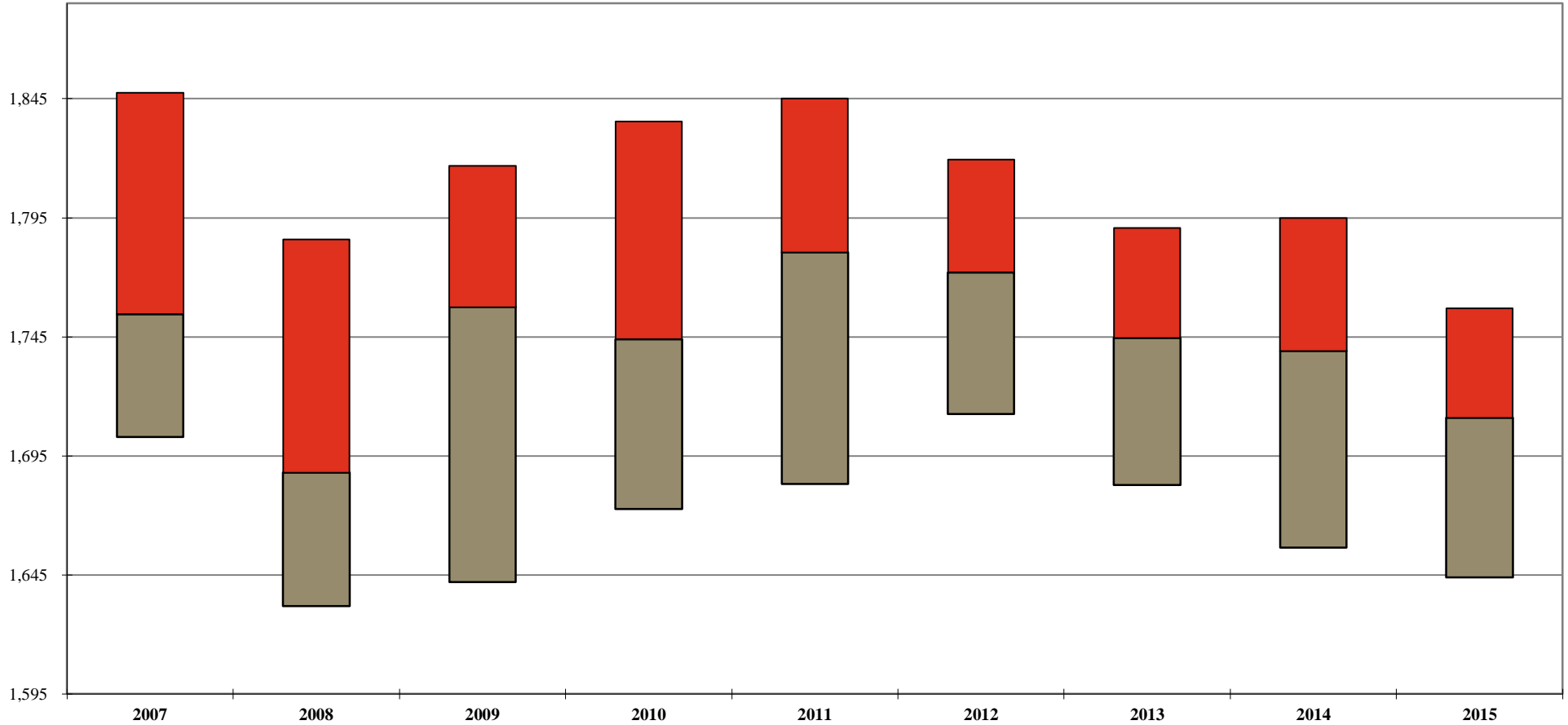
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Utilization

For the 12-month period ending December 31 of the stated year



	2007	2008	2009	2010	2011	2012	2013	2014	2015	Change: '07-'15
Your Firm										
1st Qtle	1,848	1,786	1,817	1,836	1,845	1,820	1,791	1,795	1,757	(91)
Median	1,755	1,688	1,758	1,744	1,781	1,772	1,745	1,739	1,711	(44)
3rd Qtle	1,703	1,632	1,642	1,673	1,683	1,713	1,683	1,657	1,644	(59)

Additional detail can be found on Page 112.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

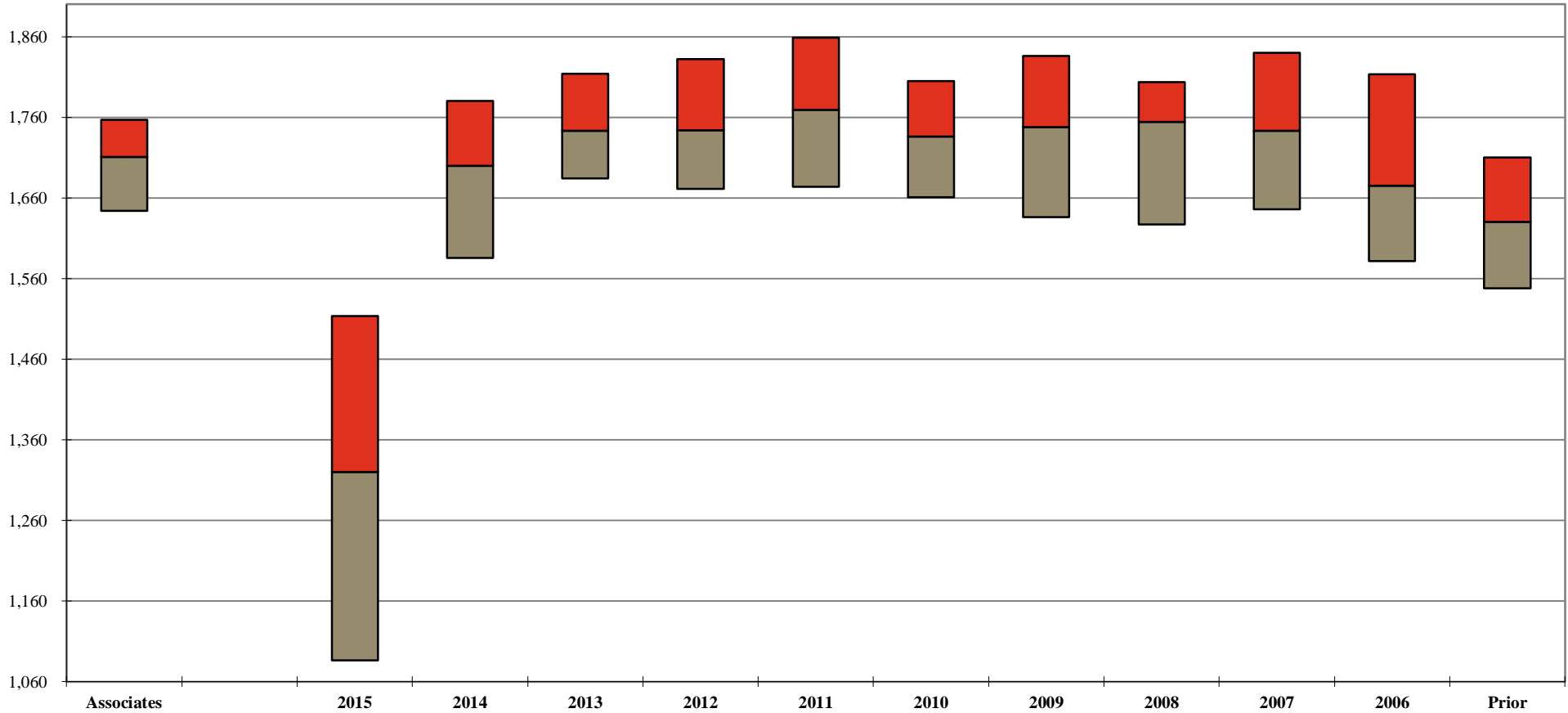
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2015



Your Firm	Law Class Year											
	Associates	2015	2014	2013	2012	2011	2010	2009	2008	2007	2006	Prior
1st Qtle	1,757	1,514	1,781	1,814	1,832	1,859	1,805	1,836	1,804	1,840	1,813	1,710
Median	1,711	1,320	1,700	1,743	1,744	1,769	1,736	1,748	1,755	1,743	1,675	1,630
3rd Qtle	1,644	1,087	1,586	1,684	1,671	1,674	1,661	1,636	1,627	1,646	1,582	1,548

Additional detail can be found on Page 112.

Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

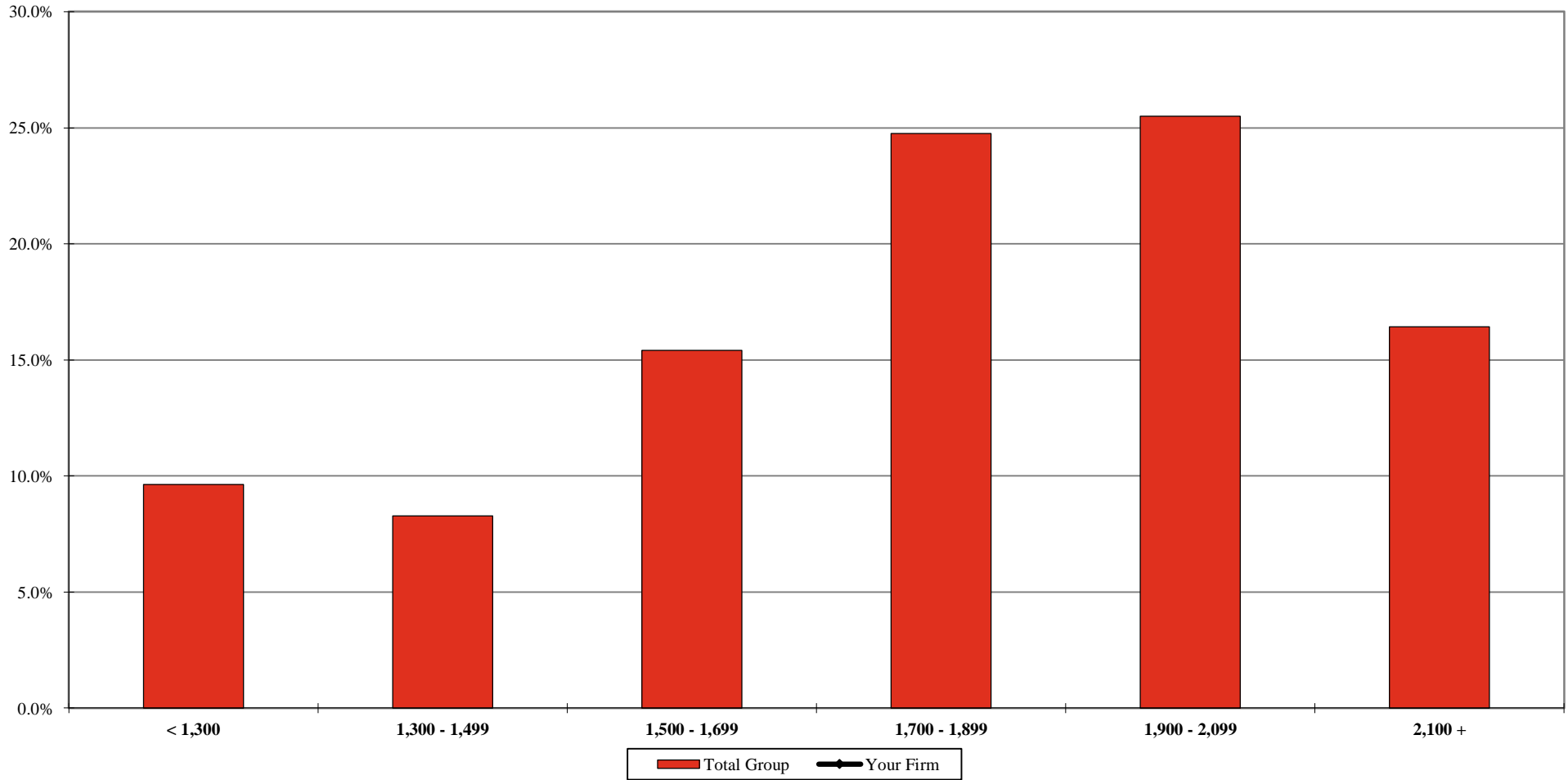
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associates by Utilization Levels ¹

For the 12-month period ending December 31, 2015



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	9.6%	8.3%	15.4%	24.8%	25.5%	16.4%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level.

Additional detail can be found on Page 113.

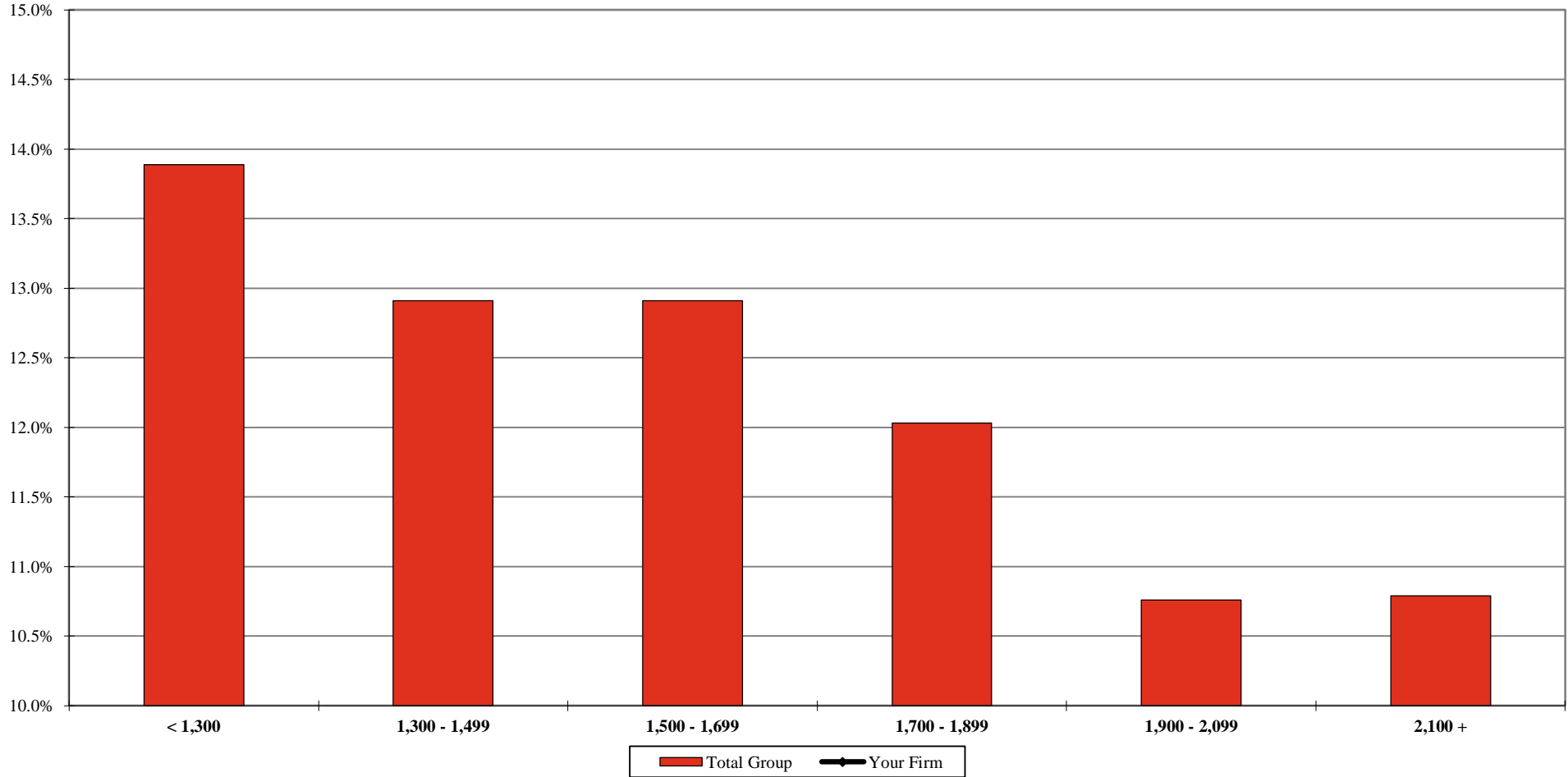
** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate Discounting¹ by Utilization Levels

For the 12-month period ending December 31, 2015



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	13.9%	12.9%	12.9%	12.0%	10.8%	10.8%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

** omitted due to insufficient data

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Estimated Impact of Performance Improvements

	<i>Your Firm</i>	<i>2% Increase</i>			<i>5% Increase</i>		
	<i>Value</i>	<i>Target</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>	<i>Target</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>
Average Billable Hours <i>for the 12-month period ending 12/31/2015</i>							
Equity Partners							
Non-Equity Partners							
Associates							
Standard Billing Rates at 1/1/2016							
Equity Partners							
Non-Equity Partners							
Associates							
Average Billed Rates <i>for the 12-month period ending 12/31/2015</i>							
Equity Partners							
Non-Equity Partners							
Associates							

Legend:

Variance - The difference between your firm's value and the target increase.

\$ Impact per Equity Partner - The net effect, on a per equity partner basis, of achieving the target increase level. Results of less than \$5,000 are denoted as such.

\$ Impact per Equity Partner Calculations:

*Average Billable Hours: (Variance) * (Average Billed Rate) * (FTE) / (Number of Equity Partners)*

*Standard Billing Rate: (Variance) * (Average Billable Hours) * (FTE) / (Number of Equity Partners)*

** Note: this calculation does not include any adjustment for write-offs from the standard rate at the time of billing.*

*Average Billed Rates: (Variance) * (Average Billable Hours) * (FTE) / (Number of Equity Partners)*

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (39 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Does your firm track AFAs in your accounting system?		39	79.5
Indicate the AFAs utilized by your firm:		37	
Flat fees for some or all stages of a matter			100.0
Flat fee for the entire matter			97.3
Blended Rates			94.6
Incentive or success fees			81.1
Collars and/or fee caps			86.5
Contingency fees			97.3
Annual retainer fee for a portfolio of services			73.0
Holdbacks			48.6
Other			8.1
The majority of AFAs are approved by:		35	
Billing Committee			22.9
CEO/Managing Partner			14.3
CFO/Finance Partner			20.0
COO			8.6
Practice Leaders			17.1
Relationship Partners			11.4
Other Partners			5.7
Over the past 5 years, how has the number of AFAs changed?		31	
Increased >50%			19.4
Increased 25% - 50%			9.7
Increased up to 25%			41.9
Decreased			19.4
No Change			0.0

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (39 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Over the past 5 years, the approximate percentage of revenue generated from AFAs has:		29	
Increased >10%			41.4
Increased 5% - 10%			24.1
Increased up to 5%			27.6
Decreased			3.4
No Change			3.4
Over the next 5 years, how do you anticipate the amount of revenue generated from AFAs changing?		29	
Increase >10%			34.5
Increase <10%			44.8
Decrease			13.8
No Change			3.4
Indicate the alternative staffing arrangements utilized by your firm:		36	
Secondments			77.8
Contract lawyers working at your law firm			77.8
Work outsourced to third party lawyers			52.8
Work outsourced to third party non-lawyers			36.1
Shared staffing with third party			16.7
Other			0.0
None			13.9

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Approximate percentage of revenue generated in 2015 from AFAs (000's)		/ 27 ‡	14.2	10.0	5.1

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

DETAILED METRICS

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Standard Billing Rates

As of January 1, 2016

	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	
Equity Partners											
High		/ 53	\$985	\$820	\$740			4.5	3.0	0.3	5.2
Middle		/ 53	715	550	505			4.3	3.1	1.2	6.1
Low		/ 53	515	400	360			4.9	3.9	0.0	7.4
Average		/ 53	723	574	508			4.2	3.0	1.8	6.6
<u>By Years of Experience</u>											
< 11 Years		/ 29 ‡	\$555	\$450	\$390		‡	6.1	1.3	(2.4)	3.7
11 - 15 Years		/ 51	639	502	435			6.3	3.2	0.5	4.8
16 - 20 Years		/ 53	677	521	474			4.3	3.3	0.4	7.0
21 - 25 Years		/ 53	707	572	500			4.4	2.5	0.8	5.7
26 - 30 Years		/ 53	760	561	527			4.6	3.1	1.3	6.0
31 - 35 Years		/ 53	768	590	544			3.8	3.1	1.2	5.1
> 35 Years		/ 53	834	630	554			3.9	2.5	1.1	5.4
Non-Equity Partners											
High		/ 50	\$873	\$740	\$646			4.0	2.1	0.0	7.1
Middle		/ 50	621	473	424			4.0	2.4	0.7	6.5
Low		/ 50	490	358	316			7.6	3.2	0.0	9.1
Average		/ 50	641	496	436			4.5	2.8	0.2	6.6
<u>By Years of Experience</u>											
< 11 Years		/ 48	\$579	\$409	\$372			5.7	3.9	0.0	6.8
11 - 15 Years		/ 50	590	446	415			4.6	3.0	0.1	6.4
16 - 20 Years		/ 50	620	490	434			5.8	2.5	(0.9)	5.9
21 - 25 Years		/ 48	665	508	452		‡	5.1	3.0	(1.7)	6.1
26 - 30 Years		/ 47	690	533	481		‡	6.1	3.2	0.0	7.1
31 - 35 Years		/ 44	659	546	480		‡	5.6	2.5	(0.1)	6.6
> 35 Years		/ 46	700	597	517		‡	5.6	2.6	(0.3)	7.8

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Standard Billing Rates
As of January 1, 2016

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 year</i>	<i>% Change - 1 year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
High		/ 53	\$995	\$870	\$750			4.6	3.0	0.0	6.2
Middle		/ 53	705	528	475			4.4	3.1	0.6	6.0
Low		/ 53	490	365	320			6.3	3.2	0.0	8.1
Average		/ 53	714	535	479			4.1	2.9	1.5	7.0
<u>By Years of Experience</u>											
< 11 Years		/ 53	\$585	\$431	\$380			6.0	4.1	(1.1)	6.4
11 - 15 Years		/ 53	615	465	426			4.7	2.9	1.0	5.7
16 - 20 Years		/ 53	673	509	463			4.5	2.7	0.5	5.6
21 - 25 Years		/ 53	696	551	486			4.1	2.6	0.8	5.6
26 - 30 Years		/ 53	743	560	521			4.3	3.4	1.2	5.9
31 - 35 Years		/ 53	768	577	541			3.9	2.8	1.7	5.8
> 35 Years		/ 53	820	613	544			4.0	2.6	1.5	6.3
Contract Partners			**	**	**			**	**	**	**

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Standard Billing Rates

By Years of Experience - As of January 1, 2016

Equity Partners	Count*	< \$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 - \$949	\$950 - \$999	\$1,000 +
< 11 Years															
Your Firm															
Total Group	123 ‡	19.5%	20.3%	8.9%	25.2%	16.3%		0.8%	2.4%	4.1%		1.6%	0.8%		
11 - 15 Years															
Your Firm															
Total Group	582	17.2%	25.1%	17.0%	8.4%	7.2%	6.2%	6.4%	3.6%	3.4%	3.4%	0.9%	0.3%	0.3%	0.5%
16 - 20 Years															
Your Firm															
Total Group	1,041	8.3%	14.5%	22.7%	14.2%	8.0%	5.8%	9.4%	4.4%	4.6%	2.7%	3.2%	1.1%	0.3%	1.0%
21 - 25 Years															
Your Firm															
Total Group	1,047	6.4%	9.1%	19.2%	17.8%	9.0%	6.7%	8.3%	6.5%	5.6%	4.2%	2.9%	1.8%	1.3%	1.2%
26 - 30 Years															
Your Firm															
Total Group	1,081	4.3%	6.6%	15.5%	17.0%	14.6%	7.5%	7.3%	5.9%	6.2%	4.6%	5.9%	1.0%	1.8%	1.7%
31 - 35 Years															
Your Firm															
Total Group	1,101	3.7%	5.2%	10.4%	16.4%	19.1%	10.1%	7.4%	6.1%	5.9%	4.3%	3.7%	3.4%	1.8%	2.5%
> 35 Years															
Your Firm															
Total Group	1,057	3.0%	3.4%	10.4%	13.9%	19.6%	10.5%	7.1%	6.5%	5.4%	3.5%	6.2%	4.3%	3.1%	3.0%
All Equity Partners															
Your Firm															
Total Group	6,036	6.6%	9.6%	15.6%	15.3%	13.5%	7.8%	7.6%	5.6%	5.3%	3.8%	4.0%	2.1%	1.5%	1.7%
Non-Equity Ptrs	Count*	< \$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 +				
< 11 Years															
Your Firm															
Total Group	736	54.5%	14.7%	12.2%	3.8%	4.6%	3.8%	1.8%	2.6%	1.6%	0.4%				
11 - 15 Years															
Your Firm															
Total Group	928	31.9%	20.5%	12.9%	6.3%	7.3%	7.3%	6.0%	4.7%	1.4%	1.6%				
16 - 20 Years															
Your Firm															
Total Group	674	16.2%	20.0%	19.3%	11.7%	7.1%	5.8%	8.0%	6.8%	3.3%	1.8%				
21 - 25 Years															
Your Firm															
Total Group	422	10.2%	15.9%	23.0%	14.0%	5.9%	6.4%	7.6%	6.9%	4.5%	5.7%				
26 - 30 Years															
Your Firm															
Total Group	348	8.3%	16.7%	16.1%	14.1%	10.9%	6.3%	7.8%	7.5%	6.3%	6.0%				
31 - 35 Years															
Your Firm															
Total Group	273	8.1%	11.4%	17.6%	15.4%	13.9%	8.8%	5.5%	5.1%	7.3%	7.0%				
> 35 Years															
Your Firm															
Total Group	540	5.2%	6.5%	12.2%	11.1%	16.5%	12.4%	7.0%	7.4%	6.1%	15.6%				
All Non-Equity Partners															
Your Firm															
Total Group	3,933	23.6%	15.9%	15.4%	9.5%	8.7%	7.1%	6.0%	5.6%	3.7%	4.6%				

* Includes the number of corresponding headcount values at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Standard Billing Rates

By Years of Experience - As of January 1, 2016

All Partners	Count*	< \$400	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 - \$949	\$950 - \$999	\$1,000 +
< 11 Years															
Your Firm															
Total Group	859	49.5%	15.5%	11.8%	6.9%	6.3%	3.3%	1.6%	2.6%	2.0%	0.2%	0.3%	0.1%		
11 - 15 Years															
Your Firm															
Total Group	1,510	26.2%	22.3%	14.5%	7.1%	7.3%	6.9%	6.2%	4.3%	2.2%	1.9%	0.5%	0.2%	0.1%	0.5%
16 - 20 Years															
Your Firm															
Total Group	1,715	11.4%	16.7%	21.3%	13.2%	7.6%	5.8%	8.9%	5.4%	4.1%	2.3%	1.9%	0.6%	0.2%	0.6%
21 - 25 Years															
Your Firm															
Total Group	1,469	7.5%	11.0%	20.3%	16.7%	8.1%	6.6%	8.1%	6.6%	5.3%	4.1%	2.3%	1.4%	1.0%	1.0%
26 - 30 Years															
Your Firm															
Total Group	1,429	5.3%	9.0%	15.7%	16.3%	13.7%	7.2%	7.4%	6.3%	6.2%	3.9%	5.2%	0.8%	1.4%	1.4%
31 - 35 Years															
Your Firm															
Total Group	1,374	4.6%	6.4%	11.9%	16.2%	18.0%	9.8%	7.0%	5.9%	6.2%	3.9%	3.6%	2.8%	1.5%	2.1%
> 35 Years															
Your Firm															
Total Group	1,597	3.8%	4.4%	11.0%	13.0%	18.5%	11.1%	7.1%	6.8%	5.6%	3.8%	6.0%	3.5%	2.5%	2.8%
All Partners															
Your Firm															
Total Group	9,969	13.3%	12.1%	15.5%	13.1%	11.6%	7.5%	7.0%	5.6%	4.7%	3.0%	3.0%	1.4%	1.0%	1.3%

* Includes the number of corresponding headcount values at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate & Sr. Attorney Standard Billing Rates
As of January 1, 2016

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st	Median	3 rd	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			
			Quartile		Quartile			1 st	Median	3 rd	
Associates											
<u>Class of</u>											
2015		/ 48	\$334	\$266	\$253						
2014		/ 53	370	285	259			15.2	10.2	6.4	
2013		/ 53	390	300	272			15.5	8.9	5.8	21.3
2012		/ 53	423	326	288			12.9	9.5	6.4	21.2
2011		/ 53	451	338	295			10.7	8.2	6.0	19.5
2010		/ 53	462	342	308			10.3	7.8	4.4	17.0
2009		/ 53	491	369	324			9.4	6.6	4.0	15.5
2008		/ 52	504	379	334			7.9	5.8	1.2	14.8
2007		/ 51	491	388	340			7.6	4.8	0.2	11.8
2006		/ 41 ‡	494	402	342		‡	7.0	3.3	0.0	9.6
Prior		/ 48	523	390	354			6.5	2.3	(1.3)	8.2
All Associates		/ 53	432	327	300			5.1	1.8	0.0	6.5
Sr. Attorneys											
<u>Class of</u>											
2008 - 2015		/ 22 ‡	\$408	\$339	\$291		‡	11.6	4.3	1.3	**
2007		/ 17 ‡	465	390	325		‡	6.1	3.3	0.0	**
2006		/ 22 ‡	515	400	361		‡	5.4	3.3	0.7	**
2005		/ 27 ‡	446	403	358		‡	6.5	3.2	(0.4)	3.2
2004		/ 24 ‡	481	410	334		‡	6.4	2.7	0.0	7.9
2003		/ 23 ‡	540	440	362		‡	7.6	3.5	0.3	8.1
2002		/ 26 ‡	581	412	350		‡	4.1	0.0	(0.1)	7.0
Prior		/ 39 ‡	601	462	408		‡	5.5	2.9	0.0	7.1
All Sr. Attorneys		/ 40 ‡	540	451	386		‡	4.6	1.6	0.0	5.1

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Other Timekeeper Standard Billing Rates
As of January 1, 2016

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Median % Change - 2 Year</i>
Of Counsel											
<u><i>By Years of Experience</i></u>											
< 21 Years	/ 23 ‡	\$582	\$444	\$385	‡	‡	5.4	0.0	(2.9)	2.3	
21 - 25 Years	/ 16 ‡	583	495	432	‡	‡	5.1	2.4	0.3	**	
26 - 30 Years	/ 28 ‡	681	519	490	‡	‡	7.9	5.6	0.0	7.6	
> 30 Years	/ 45	701	559	504	‡	‡	5.4	3.5	0.0	5.1	
<i>All Of Counsel</i>	/ 48	681	548	475	‡	‡	5.7	3.5	1.1	5.5	
Staff Attorneys											
<u><i>By Years of Experience</i></u>											
< 6 Years	/ 23 ‡	\$290	\$262	\$229	‡	‡	10.9	5.9	4.3	7.0	
6 - 10 Years	/ 24 ‡	360	317	272	‡	‡	6.7	3.9	(0.9)	4.1	
11 - 15 Years	/ 20 ‡	371	325	282	‡	‡	7.1	2.8	0.0	7.4	
> 15 Years	/ 17 ‡	373	325	261	‡	‡	6.5	4.3	0.0	8.9	
<i>All Staff Attorneys</i>	/ 37 ‡	367	288	243	‡	‡	7.2	4.0	(0.6)	7.3	
<i>All Attorneys</i>	/ 53	\$609	\$467	\$420			4.0	2.6	1.8	6.3	
<i>Contract Associates</i>	/ 14 ‡	\$515	\$307	\$228	‡		15.4	0.0	(5.4)	**	
Other Timekeepers											
Lobbyists		**	**	**			**	**	**	**	
Specialists	/ 29 ‡	353	275	220	‡	‡	5.4	1.4	(3.9)	5.0	
Litigation Support	/ 28 ‡	275	210	187	‡	‡	7.4	4.4	0.0	7.7	
Patent Agents	/ 19 ‡	346	292	260	‡	‡	7.4	3.3	0.0	7.7	
Case Clerks	/ 23 ‡	167	130	112	‡	‡	5.8	3.8	0.2	5.4	
Law Clerks	/ 19 ‡	243	180	147	‡	‡	**	**	**	9.0	
Paralegals											
High	/ 53	\$325	\$300	\$260			4.6	3.4	0.0	6.9	
Middle	/ 53	270	220	200			5.1	3.9	2.4	6.6	
Low	/ 53	180	150	125			7.9	3.1	0.0	8.1	
Average	/ 53	267	224	204			4.8	4.0	1.7	7.3	

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associate & Sr. Attorney Standard Billing Rates
As of January 1, 2016

Associates	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
2015													
Your Firm													
Total Group	432	22.7%	33.3%	26.4%	7.4%	8.3%	1.6%		0.2%				
2014													
Your Firm													
Total Group	661	19.2%	33.4%	12.3%	14.4%	11.0%	7.0%	0.2%	2.6%				
2013													
Your Firm													
Total Group	698	14.0%	32.2%	15.3%	12.2%	9.7%	6.0%	7.7%	1.1%		1.6%		
2012													
Your Firm													
Total Group	601	10.3%	27.3%	19.1%	13.3%	10.0%	6.0%	3.5%	9.3%	0.2%	0.2%	0.8%	
2011													
Your Firm													
Total Group	582	6.5%	25.4%	18.9%	12.0%	10.5%	8.9%	7.0%	1.9%	7.2%			1.5%
2010													
Your Firm													
Total Group	595	5.4%	16.3%	24.7%	11.6%	11.4%	11.1%	5.5%	3.7%	3.4%	5.5%	0.5%	0.8%
2009													
Your Firm													
Total Group	576	2.3%	13.5%	26.0%	13.7%	11.6%	9.9%	6.6%	5.9%	2.1%	5.2%	2.6%	0.5%
2008													
Your Firm													
Total Group	469	0.9%	7.9%	26.0%	16.8%	10.0%	12.4%	5.5%	6.2%	4.9%	2.6%	5.5%	1.3%
2007													
Your Firm													
Total Group	313	2.6%	8.0%	16.6%	20.8%	11.5%	9.3%	10.9%	4.8%	6.7%	4.2%	3.2%	1.6%
2006													
Your Firm													
Total Group	176 ‡	0.6%	8.0%	13.6%	18.2%	13.1%	14.2%	9.1%	7.4%	8.5%	4.5%	1.7%	1.1%
Prior													
Your Firm													
Total Group	428	3.5%	10.0%	15.0%	19.2%	12.9%	9.6%	8.2%	6.5%	8.6%	3.5%	0.9%	2.1%
All Associates													
Your Firm													
Total Group	5,560	9.0%	21.6%	19.6%	13.9%	10.7%	8.3%	5.5%	4.2%	3.1%	2.2%	1.2%	0.7%
Sr. Attorneys													
Your Firm													
Total Group	1,074 ‡	2.7%	8.8%	10.1%	15.7%	18.3%	11.8%	7.6%	7.4%	7.8%	4.6%	2.6%	2.4%

* Includes the number of corresponding headcount values at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2016

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 53	\$985	\$820	\$730		/ 53	4.4	3.1	1.7
Middle		/ 53	713	550	505		/ 53	4.8	3.9	2.9
Low		/ 53	545	410	365		/ 53	5.8	4.3	3.4
Average		/ 53	730	570	509		/ 53	4.7	3.8	3.3
<u>By Years of Experience</u>										
< 11 Years		/ 24 ‡	\$545	\$445	\$405		/ 24 ‡	6.3	4.8	3.7
11 - 15 Years		/ 50	675	495	435		/ 50	6.0	4.8	3.9
16 - 20 Years		/ 53	677	521	469		/ 53	5.3	4.2	3.7
21 - 25 Years		/ 53	707	567	499		/ 53	4.9	4.0	3.3
26 - 30 Years		/ 53	760	561	524		/ 53	4.8	3.8	3.1
31 - 35 Years		/ 53	768	590	544		/ 53	4.6	3.6	2.8
> 35 Years		/ 53	834	630	554		/ 53	4.1	3.3	2.4
Non-Equity Partners										
High		/ 50	\$873	\$735	\$623		/ 50	4.3	3.2	0.9
Middle		/ 50	628	483	423		/ 50	5.4	4.5	3.5
Low		/ 50	490	375	325		/ 50	8.2	6.0	3.3
Average		/ 50	644	500	433		/ 50	5.2	4.2	3.6
<u>By Years of Experience</u>										
< 11 Years		/ 46	\$564	\$418	\$377		/ 46	7.6	6.3	4.8
11 - 15 Years		/ 50	585	447	410		/ 50	5.4	4.8	3.5
16 - 20 Years		/ 50	622	490	431		/ 50	5.4	4.5	3.6
21 - 25 Years		/ 47	673	510	451		/ 47	4.8	3.9	3.0
26 - 30 Years		/ 45	698	530	475		/ 45	4.6	3.6	2.6
31 - 35 Years		/ 43	648	542	479		/ 43	4.6	4.0	2.5
> 35 Years		/ 44	696	593	518		/ 44	4.2	3.1	2.2

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding Partners who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2016

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partner Composite										
High		/ 53	\$995	\$870	\$730		/ 53	4.4	3.1	1.7
Middle		/ 53	705	535	475		/ 53	5.0	4.0	3.1
Low		/ 53	495	375	325		/ 53	7.9	5.8	3.2
Average		/ 53	727	543	485		/ 53	4.8	3.9	3.5
<u>By Years of Experience</u>										
< 11 Years		/ 52	\$560	\$437	\$384		/ 52	7.3	6.1	4.9
11 - 15 Years		/ 53	620	466	427		/ 53	5.7	4.8	4.1
16 - 20 Years		/ 53	673	510	463		/ 53	5.2	4.3	3.8
21 - 25 Years		/ 53	702	541	486		/ 53	4.8	3.9	3.2
26 - 30 Years		/ 53	751	564	518		/ 53	4.7	3.7	3.2
31 - 35 Years		/ 53	768	577	541		/ 53	4.7	3.7	2.7
> 35 Years		/ 53	820	613	544		/ 53	4.1	3.1	2.2
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding Partners who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Associate & Sr. Attorney Standard Billing Rates & Annual Percent Change

As of January 1, 2016

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Associates										
<u>Class of</u>										
2014		/ 51	368	285	260		/ 51	17.3	12.1	8.1
2013		/ 53	390	299	274		/ 53	14.9	10.9	7.8
2012		/ 53	423	315	289		/ 53	12.1	9.4	6.4
2011		/ 53	451	339	297		/ 53	11.2	9.3	6.2
2010		/ 53	462	350	310		/ 53	10.3	8.1	6.7
2009		/ 53	491	354	325		/ 53	9.8	7.4	5.9
2008		/ 52	511	383	335		/ 52	9.0	6.6	4.7
2007		/ 49	517	388	345		/ 49	7.6	6.3	5.2
2006		/ 39 ‡	495	408	353		/ 39 ‡	8.3	6.5	4.4
Prior		/ 48	529	390	357		/ 48	7.5	6.0	4.3
All Associates		/ 53	437	328	302		/ 53	10.9	9.2	7.7
Sr. Attorneys										
<u>Class of</u>										
2008 - 2015		/ 18 ‡	\$412	\$352	\$291		/ 18 ‡	7.8	4.5	3.0
2007		/ 11 ‡	453	355	300		/ 11 ‡	6.1	4.9	3.9
2006		/ 17 ‡	467	405	365		/ 17 ‡	7.5	5.2	4.2
2005		/ 21 ‡	437	410	355		/ 21 ‡	7.9	5.9	3.6
2004		/ 20 ‡	528	410	334		/ 20 ‡	6.4	5.0	3.5
2003		/ 21 ‡	565	437	355		/ 21 ‡	4.7	3.8	3.3
2002		/ 24 ‡	591	423	344		/ 24 ‡	4.9	4.1	2.9
Prior		/ 38 ‡	576	460	409		/ 38 ‡	4.9	3.6	2.6
All Sr. Attorneys		/ 39 ‡	555	456	387		/ 39 ‡	5.2	4.4	3.4

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding timekeepers who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate 'Full-Year' Standard Rate Change
By Years of Experience ¹

Standard Billing Rate As of January 1, 2016

<u>Years of Experience</u>	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1 Year		/ 46	7.0	3.9	0.6
2 Years		/ 49	7.4	3.3	(1.1)
3 Years		/ 49	5.9	2.7	(1.0)
4 Years		/ 49	7.3	4.8	(0.3)
5 Years		/ 48	6.5	2.6	(1.9)
6 Years		/ 48	5.3	1.9	(2.7)
7 Years		/ 48	5.6	1.9	(1.7)

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2016 to the corresponding years of experience at 1/1/2015. For example, an associate with one year of experience would be included in law school class year 2014 at 1/1/2016, and included in law school class year 2013 at 1/1/2015.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Other Timekeeper Standard Billing Rates & Annual Percent Change

As of January 1, 2016

	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
Of Counsel										
<u>By Years of Experience</u>										
< 21 Years		/ 22 ‡	\$586	\$464	\$382		/ 22 ‡	5.8	4.8	4.0
21 - 25 Years		/ 15 ‡	556	490	434		/ 15 ‡	5.0	4.4	3.0
26 - 30 Years		/ 26 ‡	619	518	478		/ 26 ‡	5.0	3.7	1.3
> 30 Years		/ 42	735	579	505		/ 42	4.4	3.0	1.9
All Of Counsel		/ 44	718	553	470		/ 44	4.6	3.6	2.4
Staff Attorneys										
<u>By Years of Experience</u>										
< 6 Years		/ 22 ‡	\$290	\$262	\$231		/ 22 ‡	9.8	6.8	3.9
6 - 10 Years		/ 24 ‡	363	317	269		/ 24 ‡	7.4	4.3	2.4
11 - 15 Years		/ 19 ‡	400	340	285		/ 19 ‡	5.9	3.9	1.3
> 15 Years		/ 16 ‡	377	339	283		/ 16 ‡	6.1	5.0	1.6
All Staff Attorneys		/ 36 ‡	368	295	261		/ 36 ‡	7.4	5.7	3.3
All Attorneys		/ 53	\$626	\$470	\$427		/ 53	6.5	5.1	4.2
Contract Associates		/ 14 ‡	\$524	\$307	\$231		/ 14 ‡	6.2	2.8	1.1
Other Timekeepers										
Lobbyists			**	**	**			**	**	**
Specialists		/ 29 ‡	362	275	217		/ 29 ‡	6.6	4.9	3.2
Litigation Support		/ 28 ‡	278	210	187		/ 28 ‡	5.2	4.5	2.3
Patent Agents		/ 19 ‡	353	300	276		/ 19 ‡	6.4	4.8	3.2
Case Clerks		/ 23 ‡	164	130	114		/ 23 ‡	6.5	4.0	1.2
Law Clerks		/ 13 ‡	252	190	157		/ 13 ‡	18.0	7.4	2.6
Paralegals										
High		/ 53	\$325	\$300	\$260		/ 53	4.8	3.9	2.4
Middle		/ 53	270	225	200		/ 53	5.3	4.1	2.6
Low		/ 53	185	150	125		/ 53	12.1	5.6	2.9
Average		/ 53	268	226	205		/ 53	5.3	4.2	3.3

¹ Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding timekeepers who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Average Worked¹ Rates
For the 12-month period ending December 31, 2015

	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		/ 53	\$990	\$825	\$672			5.5	3.3	0.0	6.8
Middle		/ 53	660	516	443			4.2	3.5	1.5	5.6
Low		/ 53	406	330	252			9.0	3.3	(0.6)	4.4
Average		/ 53	669	520	443			4.3	2.9	1.4	5.7
<u>By Years of Experience</u>											
< 11 Years		/ 24 ‡	\$509	\$424	\$374		‡	8.4	4.8	0.0	8.8
11 - 15 Years		/ 50	589	457	388			6.5	3.0	(0.7)	4.0
16 - 20 Years		/ 53	635	461	419			4.9	3.1	0.9	6.4
21 - 25 Years		/ 53	636	511	428			4.3	2.6	0.0	4.1
26 - 30 Years		/ 53	677	519	457			5.4	1.8	(0.8)	4.7
31 - 35 Years		/ 53	692	547	479			4.2	2.6	0.7	5.2
> 35 Years		/ 53	761	583	471			4.1	2.6	0.6	4.8
Non-Equity Partners											
High		/ 50	\$869	\$745	\$631			8.8	2.9	0.0	7.9
Middle		/ 50	569	430	374			5.3	3.1	0.6	6.5
Low		/ 50	350	269	235			8.8	1.1	(2.5)	2.6
Average		/ 50	576	438	382			4.3	2.8	0.8	6.7
<u>By Years of Experience</u>											
< 11 Years		/ 48	\$522	\$373	\$340		‡	4.6	2.3	(0.6)	6.4
11 - 15 Years		/ 50	536	407	364			6.2	2.6	0.1	6.1
16 - 20 Years		/ 50	559	440	378			5.9	2.0	0.3	5.6
21 - 25 Years		/ 45	585	456	391		‡	4.5	1.6	(1.4)	5.6
26 - 30 Years		/ 45	592	489	422		‡	5.6	1.0	(2.8)	5.0
31 - 35 Years		/ 42	598	496	446		‡	6.3	2.2	(0.9)	4.1
> 35 Years		/ 44	620	537	451		‡	6.8	2.0	(1.3)	7.1

¹ Calculated by taking the value of billable time worked during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Average Worked¹ Rates
For the 12-month period ending December 31, 2015

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 year</i>	<i>% Change - 2 year</i>	<i>% Change - 1 Year</i>		<i>Median % Change - 2 Year</i>	
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
High		/ 53	\$990	\$849	\$694			5.9	3.3	0.6	7.2
Middle		/ 53	637	478	426			4.2	2.8	1.4	5.7
Low		/ 53	357	268	236			11.7	1.1	(3.2)	4.9
Average		/ 53	643	491	425			4.1	3.0	1.4	5.7
<u>By Years of Experience</u>											
< 11 Years		/ 52	\$526	\$381	\$346			6.0	2.8	(0.4)	5.1
11 - 15 Years		/ 53	557	426	370			5.4	2.9	0.5	4.9
16 - 20 Years		/ 53	602	463	412			4.8	3.0	0.5	5.8
21 - 25 Years		/ 53	627	500	428			4.7	2.4	(0.7)	4.8
26 - 30 Years		/ 53	666	509	454			4.1	2.7	(0.4)	4.6
31 - 35 Years		/ 53	686	532	477			4.3	2.6	0.8	4.8
> 35 Years		/ 53	736	574	476			4.3	3.1	0.6	5.5
Contract Partners			**	**	**			**	**	**	**

¹ Calculated by taking the value of billable time worked during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Average Worked¹ Rates
By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years															
Your Firm															
Total Group	88 ‡	1.1%	5.7%	20.5%	6.8%	26.1%	27.3%	1.1%	2.3%	4.5%	1.1%	1.1%	1.1%	1.1%	
11 - 15 Years															
Your Firm															
Total Group	492	6.5%	12.2%	22.2%	18.3%	7.7%	6.7%	7.5%	7.5%	4.1%	3.3%	1.8%	0.6%	0.4%	1.2%
16 - 20 Years															
Your Firm															
Total Group	947	4.9%	6.7%	11.8%	22.0%	15.0%	9.2%	5.2%	8.6%	4.8%	4.8%	2.7%	2.3%	1.0%	1.3%
21 - 25 Years															
Your Firm															
Total Group	999	5.3%	5.6%	10.2%	16.0%	17.4%	9.1%	8.3%	5.9%	6.5%	5.4%	2.9%	3.1%	2.1%	2.1%
26 - 30 Years															
Your Firm															
Total Group	1,018	4.3%	5.2%	7.5%	13.8%	17.1%	13.2%	10.3%	5.1%	5.9%	5.2%	3.7%	4.2%	2.1%	2.5%
31 - 35 Years															
Your Firm															
Total Group	1,051	3.7%	3.9%	7.2%	10.4%	15.8%	15.9%	12.2%	7.6%	5.8%	5.3%	2.9%	3.5%	2.9%	2.9%
> 35 Years															
Your Firm															
Total Group	1,013	3.7%	3.3%	5.6%	10.6%	14.1%	14.2%	11.7%	6.6%	6.5%	6.2%	4.5%	3.8%	4.2%	4.8%
All Equity Partners															
Your Firm															
Total Group	5,613	4.5%	5.5%	9.8%	14.6%	15.3%	12.1%	9.3%	6.7%	5.7%	5.1%	3.2%	3.1%	2.3%	2.5%
Non-Equity Ptrs	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 +				
< 11 Years															
Your Firm															
Total Group	469	24.3%	28.4%	20.7%	9.0%	5.1%	3.6%	3.0%	3.6%	1.7%	0.6%				
11 - 15 Years															
Your Firm															
Total Group	823	12.8%	19.4%	21.9%	12.9%	6.8%	6.3%	6.9%	6.1%	4.0%	2.9%				
16 - 20 Years															
Your Firm															
Total Group	579	9.8%	12.6%	19.9%	15.2%	12.6%	6.4%	5.5%	6.6%	7.1%	4.3%				
21 - 25 Years															
Your Firm															
Total Group	363	10.7%	7.2%	11.3%	19.6%	11.8%	9.6%	3.6%	8.5%	8.0%	9.6%				
26 - 30 Years															
Your Firm															
Total Group	296	10.8%	7.4%	11.5%	10.1%	17.9%	10.8%	8.4%	4.4%	6.8%	11.8%				
31 - 35 Years															
Your Firm															
Total Group	241	7.5%	6.2%	11.6%	14.5%	15.8%	12.4%	9.1%	4.1%	5.4%	13.3%				
> 35 Years															
Your Firm															
Total Group	403	3.5%	4.5%	7.2%	11.7%	14.1%	12.4%	9.2%	8.2%	8.4%	20.8%				
All Non-Equity Partners															
Your Firm															
Total Group	3,187	11.9%	14.0%	16.4%	13.1%	10.8%	8.0%	6.3%	6.1%	5.6%	7.6%				

¹ Calculated by taking the value of billable time worked during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

* Includes the number of corresponding full-time, full-year individuals at each level; ** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years															
Your Firm															
Total Group	557	20.6%	24.8%	20.6%	8.6%	8.4%	7.4%	2.7%	3.4%	2.2%	0.5%	0.4%	0.2%	0.2%	
11 - 15 Years															
Your Firm															
Total Group	1,315	10.4%	16.7%	22.0%	14.9%	7.1%	6.5%	7.1%	6.6%	4.0%	2.1%	1.2%	0.5%	0.2%	0.5%
16 - 20 Years															
Your Firm															
Total Group	1,526	6.7%	8.9%	14.9%	19.4%	14.1%	8.1%	5.3%	7.8%	5.6%	4.2%	1.9%	1.6%	0.6%	0.8%
21 - 25 Years															
Your Firm															
Total Group	1,362	6.8%	6.0%	10.5%	17.0%	15.9%	9.3%	7.0%	6.6%	6.9%	5.3%	3.0%	2.5%	1.7%	1.5%
26 - 30 Years															
Your Firm															
Total Group	1,314	5.8%	5.7%	8.4%	12.9%	17.3%	12.6%	9.9%	4.9%	6.1%	5.4%	3.6%	3.5%	2.0%	1.9%
31 - 35 Years															
Your Firm															
Total Group	1,292	4.4%	4.3%	8.0%	11.1%	15.8%	15.2%	11.6%	7.0%	5.7%	5.4%	3.1%	3.2%	2.5%	2.6%
> 35 Years															
Your Firm															
Total Group	1,416	3.6%	3.6%	6.1%	10.9%	14.1%	13.7%	11.0%	7.1%	7.1%	5.9%	5.0%	4.0%	3.7%	4.2%
All Partners															
Your Firm															
Total Group	8,800	7.2%	8.6%	12.2%	14.1%	13.7%	10.6%	8.3%	6.5%	5.7%	4.5%	2.8%	2.4%	1.7%	1.8%

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* Includes the number of corresponding full-time, full-year individuals at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2015

	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											
<i>Class of</i>											
2015		/ 43	\$308	\$258	\$234						
2014		/ 51	319	257	233	‡		9.0	4.6	2.3	
2013		/ 53	343	265	236		‡	13.4	9.0	5.4	13.6
2012		/ 53	359	294	257			15.0	9.5	5.6	17.0
2011		/ 53	397	299	261			12.1	8.0	4.6	16.9
2010		/ 53	425	303	272			10.6	7.2	4.1	18.0
2009		/ 52	436	310	284			9.2	6.6	4.3	14.9
2008		/ 52	449	328	299			9.9	7.2	4.0	13.8
2007		/ 51	467	341	299			7.2	4.7	0.5	12.4
2006		/ 44	488	370	312	‡	‡	8.7	5.1	0.0	13.4
Prior		/ 49	520	351	303			5.7	1.8	0.0	6.9
<i>All Associates</i>		/ 53	405	298	270			4.4	2.9	1.8	6.4
Sr. Attorneys											
<i>Class of</i>											
2008 - 2015		/ 17 ‡	\$350	\$313	\$257			**	**	**	**
2007		/ 12 ‡	403	311	299			**	**	**	**
2006		/ 18 ‡	417	354	307			**	**	**	**
2005		/ 22 ‡	402	358	317	‡		4.8	0.5	(1.7)	**
2004		/ 22 ‡	448	350	311	‡	‡	10.1	2.2	0.0	6.6
2003		/ 24 ‡	504	378	316	‡	‡	5.8	1.9	0.0	4.6
2002		/ 19 ‡	466	352	289	‡		3.6	0.0	(5.0)	**
Prior		/ 37 ‡	512	414	355	‡	‡	4.1	2.9	0.0	5.3
<i>All Sr. Attorneys</i>		/ 39 ‡	489	394	342	‡	‡	3.9	1.2	0.0	3.1

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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2015

Associates	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
2015													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2014													
Your Firm													
Total Group	442	39.4%	20.1%	26.5%	10.2%	1.4%	2.5%						
2013													
Your Firm													
Total Group	515	37.5%	21.9%	15.7%	15.1%	6.8%	1.0%	1.0%	0.2%	0.8%			
2012													
Your Firm													
Total Group	425	28.0%	25.4%	16.2%	12.9%	9.4%	4.5%	2.1%	0.2%	0.5%	0.2%	0.5%	
2011													
Your Firm													
Total Group	439	26.0%	28.0%	11.8%	10.5%	9.8%	7.1%	2.7%	1.8%	0.2%	0.5%		1.6%
2010													
Your Firm													
Total Group	446	22.2%	23.3%	14.3%	11.7%	9.6%	8.1%	4.9%	2.2%	2.2%	0.2%	0.2%	0.9%
2009													
Your Firm													
Total Group	448	13.2%	30.1%	17.2%	11.2%	8.7%	6.7%	7.1%	2.9%	1.1%	0.7%	0.4%	0.7%
2008													
Your Firm													
Total Group	398	8.3%	22.4%	22.1%	13.1%	10.1%	6.3%	8.0%	4.0%	3.5%	1.5%	0.3%	0.5%
2007													
Your Firm													
Total Group	298	6.0%	19.8%	19.5%	15.1%	10.7%	8.4%	7.0%	7.7%	3.4%	1.3%		1.0%
2006													
Your Firm													
Total Group	166	7.8%	15.7%	24.1%	10.8%	7.8%	11.4%	9.6%	8.4%	1.8%	2.4%		
Prior													
Your Firm													
Total Group	346	10.1%	19.1%	14.5%	11.8%	9.5%	12.4%	8.7%	9.0%	3.2%	0.9%	0.3%	0.6%
All Associates													
Your Firm													
Total Group	3,973	21.7%	23.4%	17.6%	12.3%	8.3%	6.3%	4.6%	2.9%	1.5%	0.6%	0.2%	0.5%
Sr. Attorneys													
Your Firm													
Total Group	725 ‡	8.3%	16.6%	16.1%	17.5%	11.0%	7.4%	6.5%	6.1%	5.1%	2.8%	1.5%	1.1%

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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Other Timekeeper Average Worked¹ Rates

For the 12-month period ending December 31, 2015

	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	
Of Counsel											
<u>By Years of Experience</u>											
< 21 Years		/ 23 ‡	\$505	\$415	\$347	‡	‡	3.5	1.4	(1.5)	3.9
21 - 25 Years		/ 13 ‡	478	415	378			**	**	**	**
26 - 30 Years		/ 19 ‡	572	455	394	‡		12.5	0.6	(1.8)	**
> 30 Years		/ 38 ‡	670	537	433	‡	‡	4.4	1.8	(0.7)	5.0
All Of Counsel		/ 41 ‡	687	520	417	‡	‡	5.0	2.2	0.0	4.9
Staff Attorneys											
<u>By Years of Experience</u>											
< 6 Years		/ 26 ‡	\$272	\$231	\$201	‡	‡	13.6	4.3	0.0	6.2
6 - 10 Years		/ 21 ‡	302	258	213	‡	‡	6.8	2.2	(1.0)	2.0
11 - 15 Years		/ 15 ‡	340	261	222	‡	‡	6.7	3.5	2.8	1.8
> 15 Years		/ 15 ‡	329	314	284	‡	‡	13.1	7.9	2.6	13.7
All Staff Attorneys		/ 36 ‡	317	263	223	‡	‡	10.8	3.2	0.0	3.7
All Attorneys		/ 53	\$537	\$430	\$371			4.4	3.1	1.9	6.3
Contract Associates		/ 11 ‡	\$432	\$347	\$233			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 29 ‡	345	249	189	‡	‡	4.8	0.8	(3.9)	6.4
Litigation Support		/ 26 ‡	256	195	166	‡	‡	4.3	2.1	0.2	4.8
Patent Agents		/ 18 ‡	317	289	259	‡	‡	6.8	3.7	1.5	**
Case Clerks		/ 22 ‡	161	126	104	‡	‡	7.1	3.9	0.0	7.1
Law Clerks		/ 28 ‡	216	193	156	‡	‡	5.6	1.6	0.0	6.2
Paralegals											
High		/ 53	\$314	\$285	\$239			5.1	3.4	0.0	5.9
Middle		/ 53	247	204	178			5.6	3.7	1.2	5.5
Low		/ 53	149	110	86			16.2	6.7	(1.4)	8.5
Average		/ 53	241	203	174			4.5	3.5	1.8	5.7

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Average Billed¹ Rates
For the 12-month period ending December 31, 2015

	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		/ 53	\$1,009	\$841	\$683			4.1	0.0	(9.4)	4.4
Middle		/ 53	630	476	423			4.4	2.9	0.9	5.9
Low		/ 53	334	249	190			12.7	0.0	(16.6)	2.8
Average		/ 53	628	487	430			3.9	2.2	0.9	5.6
<u>By Years of Experience</u>											
< 11 Years		/ 24 ‡	\$512	\$399	\$354	‡	‡	8.9	2.7	(1.1)	10.8
11 - 15 Years		/ 50	558	414	367			6.9	1.2	(2.4)	2.2
16 - 20 Years		/ 53	611	456	403			6.1	2.7	(0.4)	5.6
21 - 25 Years		/ 53	596	487	412			3.9	1.7	(1.5)	4.2
26 - 30 Years		/ 53	651	503	429			6.4	1.6	(0.3)	4.1
31 - 35 Years		/ 53	649	517	445			4.5	2.8	0.5	6.1
> 35 Years		/ 53	689	549	452			6.4	2.6	(0.8)	6.2
Non-Equity Partners											
High		/ 50	\$883	\$755	\$594			7.8	0.9	(2.7)	6.2
Middle		/ 50	528	409	349			6.1	3.4	1.2	6.9
Low		/ 50	285	233	177			12.5	0.0	(14.1)	3.0
Average		/ 50	533	420	355			4.0	2.2	0.1	6.4
<u>By Years of Experience</u>											
< 11 Years		/ 48	\$477	\$353	\$322		‡	5.8	3.2	(0.9)	5.8
11 - 15 Years		/ 50	495	378	338			6.6	2.7	0.0	5.0
16 - 20 Years		/ 50	513	431	362			7.7	3.1	(1.3)	6.1
21 - 25 Years		/ 45	572	430	373	‡	‡	6.6	2.1	(3.9)	4.7
26 - 30 Years		/ 45	571	455	391	‡	‡	8.8	1.7	(1.4)	6.7
31 - 35 Years		/ 42	562	458	404	‡	‡	6.3	2.3	(2.8)	3.4
> 35 Years		/ 44	580	483	414	‡	‡	3.0	0.0	(2.9)	5.1

¹ Calculated by taking the actual value of amount billed during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2015

	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	
All Partner Composite											
High		/ 53	\$1,200	\$880	\$696			8.3	0.0	(8.3)	6.8
Middle		/ 53	599	451	403			4.6	3.3	0.7	6.5
Low		/ 53	278	201	148			18.3	0.0	(19.2)	3.1
Average		/ 53	592	471	404			4.1	2.3	0.7	6.2
<u>By Years of Experience</u>											
< 11 Years		/ 52	\$508	\$370	\$327			6.6	3.7	(0.8)	6.5
11 - 15 Years		/ 53	524	400	351			5.2	2.3	0.3	4.8
16 - 20 Years		/ 53	586	443	388			6.0	3.2	(0.3)	5.6
21 - 25 Years		/ 53	584	487	400			2.9	0.9	(1.1)	4.1
26 - 30 Years		/ 53	642	482	426			5.8	1.6	0.2	5.4
31 - 35 Years		/ 53	634	506	451			4.6	2.8	0.0	5.2
> 35 Years		/ 53	661	544	448			6.0	2.1	(0.6)	5.0
Contract Partners			**	**	**			**	**	**	**

¹ Calculated by taking the actual value of amount billed during the period 1/1/2015 through 12/31/2015, divided by the corresponding billable hours worked.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Average Billed¹ Rates
By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years Your Firm															
Total Group	88 ‡	3.4%	9.1%	18.2%	10.2%	25.0%	21.6%		3.4%	2.3%	2.3%	2.3%	1.1%		1.1%
11 - 15 Years Your Firm															
Total Group	491	11.6%	17.7%	20.8%	12.4%	6.7%	6.5%	8.8%	6.7%	2.9%	2.6%	1.2%	0.2%	1.0%	0.8%
16 - 20 Years Your Firm															
Total Group	946	7.9%	9.2%	15.2%	19.8%	10.8%	8.6%	6.6%	8.8%	4.2%	3.5%	2.7%	1.2%	0.2%	1.4%
21 - 25 Years Your Firm															
Total Group	996	7.3%	8.7%	11.9%	17.4%	13.8%	9.9%	5.3%	8.2%	5.9%	3.7%	2.0%	2.7%	0.9%	2.1%
26 - 30 Years Your Firm															
Total Group	1,016	5.6%	7.4%	11.4%	15.7%	14.6%	10.9%	9.3%	6.2%	5.1%	4.8%	3.1%	2.3%	1.8%	1.8%
31 - 35 Years Your Firm															
Total Group	1,049	5.5%	5.6%	9.3%	14.5%	14.3%	13.0%	10.8%	7.0%	6.6%	4.8%	3.1%	1.9%	1.4%	2.3%
> 35 Years Your Firm															
Total Group	1,009	5.6%	4.9%	10.5%	13.2%	12.9%	11.7%	8.8%	7.8%	5.6%	5.2%	4.2%	3.3%	3.0%	3.5%
All Equity Partners Your Firm															
Total Group	5,601	6.8%	8.1%	12.5%	15.6%	12.9%	10.6%	8.1%	7.4%	5.2%	4.2%	2.9%	2.1%	1.4%	2.1%
Non-Equity Ptrs	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 +				
< 11 Years Your Firm															
Total Group	469	33.5%	27.9%	16.6%	7.5%	4.7%	3.8%	2.8%	1.1%	0.9%	1.3%				
11 - 15 Years Your Firm															
Total Group	822	16.7%	24.1%	19.1%	10.7%	7.1%	8.5%	6.8%	2.9%	1.8%	2.3%				
16 - 20 Years Your Firm															
Total Group	577	13.2%	16.1%	20.1%	13.9%	12.0%	7.1%	8.3%	4.7%	3.6%	1.0%				
21 - 25 Years Your Firm															
Total Group	363	12.4%	9.6%	15.4%	18.7%	9.9%	7.2%	6.9%	9.4%	6.1%	4.4%				
26 - 30 Years Your Firm															
Total Group	294	12.2%	10.9%	11.9%	13.3%	14.6%	9.9%	8.2%	7.5%	4.8%	6.8%				
31 - 35 Years Your Firm															
Total Group	240	10.4%	10.8%	12.5%	14.6%	15.8%	9.2%	8.3%	4.2%	5.8%	8.3%				
> 35 Years Your Firm															
Total Group	402	7.5%	5.5%	8.5%	13.9%	14.7%	10.4%	9.2%	8.7%	6.7%	14.9%				
All Non-Equity Partners Your Firm															
Total Group	3,180	15.9%	16.9%	15.9%	12.6%	10.3%	7.9%	7.1%	5.1%	3.7%	4.7%				

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* Includes the number of corresponding full-time, full-year individuals at each level; ** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Average Billed¹ Rates
By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Count*	< \$300	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 - \$799	\$800 - \$849	\$850 - \$899	\$900 +
< 11 Years Your Firm															
Total Group	557	28.7%	25.0%	16.9%	7.9%	7.9%	6.6%	2.3%	1.4%	1.1%	1.3%	0.5%	0.2%		0.2%
11 - 15 Years Your Firm															
Total Group	1,313	14.8%	21.7%	19.7%	11.3%	6.9%	7.8%	7.5%	4.3%	2.2%	1.6%	0.8%	0.3%	0.5%	0.4%
16 - 20 Years Your Firm															
Total Group	1,523	9.9%	11.8%	17.1%	17.5%	11.2%	8.0%	7.2%	7.2%	4.0%	2.3%	1.8%	0.8%	0.1%	0.9%
21 - 25 Years Your Firm															
Total Group	1,359	8.7%	9.0%	12.9%	17.7%	12.7%	9.2%	5.7%	8.5%	6.0%	3.5%	1.8%	2.1%	0.7%	1.5%
26 - 30 Years Your Firm															
Total Group	1,310	7.1%	8.2%	11.5%	15.2%	14.6%	10.7%	9.0%	6.5%	5.0%	4.6%	2.7%	2.1%	1.5%	1.5%
31 - 35 Years Your Firm															
Total Group	1,289	6.4%	6.6%	9.9%	14.5%	14.6%	12.3%	10.3%	6.4%	6.4%	4.7%	2.7%	1.9%	1.2%	1.9%
> 35 Years Your Firm															
Total Group	1,411	6.1%	5.0%	9.9%	13.4%	13.4%	11.3%	8.9%	8.1%	6.0%	5.4%	3.8%	3.1%	2.6%	3.0%
All Partners Your Firm															
Total Group	8,781	10.1%	11.3%	13.7%	14.6%	11.9%	9.6%	7.7%	6.6%	4.7%	3.5%	2.2%	1.6%	1.0%	1.4%

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* Includes the number of corresponding full-time, full-year individuals at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Associate & Sr. Attorney Average Billed¹ Rates

For the 12-month period ending December 31, 2015

	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											
<i>Class of</i>											
2015		/ 43	\$276	\$227	\$195						
2014		/ 51	288	234	205	‡		15.5	9.1	3.0	
2013		/ 53	319	241	214		‡	15.4	10.3	3.6	19.2
2012		/ 53	335	264	233			12.3	8.7	5.5	19.2
2011		/ 53	375	278	238			13.5	9.1	4.7	19.5
2010		/ 53	391	285	242			11.4	6.5	2.1	16.5
2009		/ 52	397	295	252			8.5	4.3	1.1	12.9
2008		/ 52	439	309	272			10.9	6.5	4.3	13.1
2007		/ 50	441	317	276			7.4	3.6	0.0	10.8
2006		/ 44	438	339	285	‡	‡	10.2	2.3	(3.4)	11.6
Prior		/ 49	456	318	275			6.1	0.0	(2.1)	6.0
<i>All Associates</i>		/ 53	377	287	247			3.9	2.2	0.0	6.0
Sr. Attorneys											
<i>Class of</i>											
2008 - 2015		/ 17 ‡	\$317	\$265	\$235			**	**	**	**
2007		/ 12 ‡	373	284	274			**	**	**	**
2006		/ 17 ‡	405	335	283			**	**	**	**
2005		/ 22 ‡	394	331	280	‡		9.5	0.0	(3.1)	**
2004		/ 22 ‡	434	311	250	‡	‡	6.1	0.9	(1.2)	5.3
2003		/ 24 ‡	452	333	282	‡	‡	9.6	4.2	(1.7)	4.9
2002		/ 19 ‡	424	285	262	‡		6.0	0.0	(3.9)	**
Prior		/ 37 ‡	484	367	310	‡	‡	7.1	2.1	(0.3)	5.0
<i>All Sr. Attorneys</i>		/ 39 ‡	443	350	305	‡	‡	3.5	1.2	0.0	3.5

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associate & Sr. Attorney Average Billed¹ Rates

For the 12-month period ending December 31, 2015

Associates	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
2015													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2014													
Your Firm													
Total Group	442	52.0%	21.9%	17.9%	4.8%	1.6%	1.8%						
2013													
Your Firm													
Total Group	515	49.3%	16.7%	15.7%	12.2%	3.3%	1.2%	0.8%	0.6%		0.2%		
2012													
Your Firm													
Total Group	425	41.2%	21.9%	13.4%	10.8%	8.2%	2.8%	0.2%	0.7%		0.2%	0.5%	
2011													
Your Firm													
Total Group	438	37.9%	22.4%	11.9%	10.7%	7.8%	4.3%	2.1%	0.9%	0.5%	0.2%		1.4%
2010													
Your Firm													
Total Group	446	31.2%	22.2%	13.0%	10.8%	8.1%	7.6%	2.5%	2.9%	0.7%	0.4%		0.7%
2009													
Your Firm													
Total Group	447	27.1%	27.3%	12.8%	10.3%	8.3%	5.4%	3.8%	2.5%	1.6%	0.7%		0.4%
2008													
Your Firm													
Total Group	398	17.8%	23.6%	19.1%	12.1%	9.3%	6.8%	4.0%	3.5%	1.8%	1.0%		1.0%
2007													
Your Firm													
Total Group	297	15.2%	22.6%	15.8%	11.8%	10.8%	7.7%	7.1%	4.7%	2.7%	1.0%		0.7%
2006													
Your Firm													
Total Group	167	12.0%	19.8%	22.8%	10.8%	9.0%	12.0%	7.2%	3.0%	1.8%	1.8%		
Prior													
Your Firm													
Total Group	346	16.5%	21.1%	11.8%	12.7%	11.3%	10.4%	5.8%	7.2%	1.4%	0.3%	0.6%	0.9%
All Associates													
Your Firm													
Total Group	3,971	32.6%	21.9%	14.9%	10.6%	7.4%	5.3%	2.9%	2.3%	0.9%	0.5%	0.1%	0.5%
Sr. Attorneys	Count*	< \$250	\$250 - \$299	\$300 - \$349	\$350 - \$399	\$400 - \$449	\$450 - \$499	\$500 - \$549	\$550 - \$599	\$600 - \$649	\$650 - \$699	\$700 - \$749	\$750 +
Your Firm													
Total Group	715 ‡	15.2%	20.6%	14.5%	14.1%	10.2%	6.3%	6.7%	5.7%	3.6%	1.4%	0.8%	0.7%

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2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Other Timekeeper Average Billed¹ Rates

For the 12-month period ending December 31, 2015

	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	
Of Counsel											
<u>By Years of Experience</u>											
< 21 Years		/ 23 ‡	\$463	\$377	\$320	‡	‡	6.6	0.0	(2.0)	2.3
21 - 25 Years		/ 13 ‡	422	367	330			**	**	**	**
26 - 30 Years		/ 19 ‡	509	433	366	‡		8.0	0.5	(5.0)	**
> 30 Years		/ 38 ‡	621	498	416	‡	‡	7.1	0.8	(6.4)	7.1
All Of Counsel		/ 41 ‡	642	469	392	‡	‡	6.5	2.0	(1.8)	6.6
Staff Attorneys											
<u>By Years of Experience</u>											
< 6 Years		/ 26 ‡	\$235	\$201	\$178	‡	‡	19.0	5.1	(2.2)	13.2
6 - 10 Years		/ 20 ‡	269	219	194	‡	‡	10.0	4.6	(6.9)	(0.5)
11 - 15 Years		/ 15 ‡	309	245	209	‡	‡	11.8	6.6	3.7	3.7
> 15 Years		/ 15 ‡	308	278	233	‡	‡	17.9	12.6	2.5	10.0
All Staff Attorneys		/ 36 ‡	286	223	203	‡	‡	13.3	3.5	(3.7)	7.5
All Attorneys		/ 53	\$497	\$400	\$351			4.1	2.4	0.9	5.4
Contract Associates		/ 11 ‡	\$408	\$336	\$200			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 29 ‡	296	230	187	‡	‡	7.4	1.5	(5.6)	8.0
Litigation Support		/ 26 ‡	198	182	134	‡	‡	7.1	1.0	(1.1)	7.4
Patent Agents		/ 18 ‡	289	255	214	‡	‡	12.6	4.6	1.9	**
Case Clerks		/ 23 ‡	145	108	78	‡	‡	20.0	3.7	0.5	11.6
Law Clerks		/ 28 ‡	161	128	109	‡	‡	9.4	3.6	(2.9)	17.6
Paralegals											
High		/ 53	\$398	\$295	\$237			17.5	5.3	0.0	6.9
Middle		/ 53	216	191	155			6.9	3.1	0.4	6.8
Low		/ 53	110	81	59			16.1	0.0	(18.6)	17.7
Average		/ 53	225	196	162			6.6	3.6	1.3	7.1

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Partner Average Billed Rates & Annual Percent Change

As of January 1, 2016

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 53	\$1,009	\$832	\$683		/ 49	4.1	0.0	(8.7)
Middle		/ 53	\$628	\$480	\$422		/ 49	4.1	2.7	1.1
Low		/ 53	\$349	\$265	\$227		/ 49	8.7	0.0	(10.7)
Average		/ 53	\$624	\$490	\$428		/ 49	3.8	2.5	1.0
<u>By Years of Experience</u>										
< 11 Years		/ 24 ‡	\$513	\$399	\$354		/ 17 ‡	9.3	2.5	0.0
11 - 15 Years		/ 50	\$560	\$417	\$367		/ 46	5.9	1.7	(1.9)
16 - 20 Years		/ 53	\$606	\$438	\$403		/ 49	6.1	3.0	0.1
21 - 25 Years		/ 53	\$596	\$492	\$412		/ 49	3.9	1.7	(1.9)
26 - 30 Years		/ 53	\$651	\$503	\$426		/ 49	5.1	1.6	(0.3)
31 - 35 Years		/ 53	\$660	\$516	\$447		/ 49	5.0	2.7	0.4
> 35 Years		/ 53	\$699	\$548	\$449		/ 48	6.0	2.1	0.6
Non-Equity Partners										
High		/ 50	\$856	\$698	\$592		/ 46	8.2	2.0	(2.6)
Middle		/ 50	\$525	\$406	\$348		/ 46	5.4	2.8	0.1
Low		/ 50	\$320	\$236	\$196		/ 46	12.6	2.4	(6.3)
Average		/ 50	\$535	\$417	\$355		/ 46	3.8	2.4	0.0
<u>By Years of Experience</u>										
< 11 Years		/ 46	\$480	\$359	\$317		/ 42	7.5	2.6	(0.7)
11 - 15 Years		/ 50	\$493	\$377	\$339		/ 46	6.0	1.8	(0.9)
16 - 20 Years		/ 50	\$506	\$431	\$360		/ 46	6.5	3.1	(1.2)
21 - 25 Years		/ 47	\$573	\$442	\$384		/ 41 ‡	8.8	2.2	(3.7)
26 - 30 Years		/ 45	\$566	\$458	\$398		/ 39 ‡	5.9	2.3	(0.4)
31 - 35 Years		/ 43	\$519	\$440	\$388		/ 41 ‡	7.1	3.1	(1.3)
> 35 Years		/ 44	\$593	\$478	\$421		/ 38 ‡	6.2	(0.2)	(3.4)

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding Partners who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Partner Average Billed Rates & Annual Percent Change

As of January 1, 2016

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
All Partner Composite										
High		/ 53	\$1,164	\$876	\$696		/ 49	5.3	0.0	(8.3)
Middle		/ 53	\$603	\$452	\$403		/ 49	4.8	2.8	1.0
Low		/ 53	\$316	\$234	\$180		/ 49	16.6	0.0	(14.7)
Average		/ 53	\$600	\$471	\$405		/ 49	4.1	2.0	0.7
<u>By Years of Experience</u>										
< 11 Years		/ 52	\$494	\$369	\$324		/ 46	8.7	3.1	(0.5)
11 - 15 Years		/ 53	\$525	\$392	\$349		/ 49	5.4	2.7	(0.7)
16 - 20 Years		/ 53	\$590	\$438	\$387		/ 49	5.5	2.9	0.0
21 - 25 Years		/ 53	\$586	\$486	\$400		/ 49	3.0	1.2	(1.3)
26 - 30 Years		/ 53	\$639	\$492	\$424		/ 49	4.8	1.4	0.2
31 - 35 Years		/ 53	\$640	\$505	\$447		/ 49	4.5	2.7	(0.7)
> 35 Years		/ 53	\$687	\$534	\$448		/ 49	7.3	2.6	(0.3)
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding Partners who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

'Full Year'¹ Associate & Sr. Attorney Average Billed Rates & Annual Percent Change

As of January 1, 2016

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Rate</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>Rank / Of</i>		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Associates										
<u><i>Class of</i></u>										
2014		/ 51	287	232	201	/ 29 ‡		17.7	5.9	1.1
2013		/ 53	322	242	217	/ 48		15.4	12.9	5.3
2012		/ 53	330	266	233	/ 49		12.2	9.0	4.7
2011		/ 53	376	281	240	/ 49		14.4	9.0	4.0
2010		/ 53	389	283	244	/ 49		12.3	8.9	3.5
2009		/ 53	406	296	251	/ 48		8.9	5.2	1.1
2008		/ 52	441	307	273	/ 48		11.9	6.9	2.5
2007		/ 49	444	311	260	/ 45		10.2	4.0	(0.8)
2006		/ 39 ‡	428	323	274	/ 33 ‡		9.1	1.4	0.0
Prior		/ 48	480	314	273	/ 43		9.6	0.6	(3.1)
<i>All Associates</i>		/ 53	370	276	245	/ 49		5.1	2.6	0.0
Sr. Attorneys										
<u><i>Class of</i></u>										
2008 - 2015		/ 18 ‡	313	261	234			**	**	**
2007		/ 11 ‡	385	293	258			**	**	**
2006		/ 16 ‡	403	330	283			**	**	**
2005		/ 21 ‡	359	331	273	/ 15 ‡		9.0	0.0	(3.2)
2004		/ 20 ‡	443	292	239	/ 15 ‡		4.9	0.7	0.0
2003		/ 21 ‡	431	339	283	/ 17 ‡		13.6	2.2	0.0
2002		/ 24 ‡	432	365	264	/ 19 ‡		7.7	0.0	(3.6)
Prior		/ 38 ‡	486	371	316			**	**	**
<i>All Sr. Attorneys</i>		/ 39 ‡	472	347	306	/ 35 ‡		4.3	0.6	0.0

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2015 through 12/31/2015, excluding timekeepers who had a title change during the year.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Realization¹

For the 12-month period ending December 31, 2015

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average Realization %</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
Average		/ 51	92.3	89.3	85.2
<u>By Years of Experience</u>					
< 11 Years		/ 25 ‡	97.3	94.7	91.1
11 - 15 Years		/ 48	94.2	90.1	85.3
16 - 20 Years		/ 51	93.5	90.2	86.9
21 - 25 Years		/ 51	92.4	88.5	85.6
26 - 30 Years		/ 51	91.7	88.5	85.8
31 - 35 Years		/ 51	92.0	89.0	84.3
> 35 Years		/ 51	92.9	89.0	83.5
Non-Equity Partners					
Average		/ 48	91.5	88.6	85.2
<u>By Years of Experience</u>					
< 11 Years		/ 46	94.6	90.9	86.1
11 - 15 Years		/ 48	92.0	88.4	85.1
16 - 20 Years		/ 48	91.8	88.7	84.8
21 - 25 Years		/ 46	92.1	87.4	82.6
26 - 30 Years		/ 46	91.6	86.6	82.6
31 - 35 Years		/ 43	91.1	88.0	79.7
> 35 Years		/ 42	90.2	86.0	79.6
All Partner Composite					
Average		/ 51	92.0	88.9	85.8
<u>By Years of Experience</u>					
< 11 Years		/ 50	95.4	91.5	87.6
11 - 15 Years		/ 51	93.4	90.0	85.7
16 - 20 Years		/ 51	93.0	88.7	86.3
21 - 25 Years		/ 51	92.3	88.4	85.3
26 - 30 Years		/ 51	91.5	88.0	86.1
31 - 35 Years		/ 51	91.6	88.7	84.0
> 35 Years		/ 51	92.7	88.8	84.4
Contract Partners			**	**	**

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2015 by the Average Standard Rate for the one-year period ending 12/31/2015.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Partner Timekeeper Realization¹

For the 12-month period ending December 31, 2015

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average Realization %</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Associates					
<i>Class of</i>					
2015		/ 45	95.4	84.5	78.3
2014		/ 51	93.5	89.3	84.0
2013		/ 51	94.5	88.4	84.4
2012		/ 51	92.3	86.9	84.0
2011		/ 51	92.6	87.7	84.1
2010		/ 51	91.6	86.9	83.5
2009		/ 51	90.9	87.7	83.4
2008		/ 50	92.9	87.7	82.9
2007		/ 50	92.6	88.5	83.0
2006		/ 46	91.0	86.6	80.4
Prior		/ 49	92.0	87.2	80.9
<i>All Associates</i>		/ 51	91.5	88.0	83.7
Sr. Attorneys		/ 37 ‡	90.6	85.9	80.8
Other Attorneys					
Of Counsel		/ 43	92.0	87.0	82.8
Staff Attorneys		/ 35 ‡	89.8	85.3	79.2
All Attorneys		/ 51	91.2	88.8	85.1
Contract Associates		/ 14 ‡	93.4	89.4	87.5
Other Timekeepers					
Lobbyists			**	**	**
Specialists		/ 28 ‡	95.7	91.0	83.4
Litigation Support		/ 25 ‡	90.3	83.3	71.7
Patent Agents		/ 18 ‡	93.9	89.8	83.3
Case Clerks		/ 21 ‡	94.6	88.9	71.8
Law Clerks		/ 28 ‡	87.3	74.5	47.0
Paralegals		/ 51	93.0	85.6	80.6

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2015 by the Average Standard Rate for the one-year period ending 12/31/2015.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partners by Discount Levels ¹
By Years of Experience - For the 12-month period ending December 31, 2015

Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
<i>< 11 Years</i>								
Your Firm								
Total Group	88 ‡	13.6%	46.6%	14.8%	11.4%	8.0%		5.7%
<i>11 - 15 Years</i>								
Your Firm								
Total Group	465	11.6%	19.1%	17.8%	12.7%	13.5%	8.4%	16.8%
<i>16 - 20 Years</i>								
Your Firm								
Total Group	899	10.8%	20.1%	16.7%	12.9%	14.1%	9.9%	15.5%
<i>21 - 25 Years</i>								
Your Firm								
Total Group	955	8.6%	17.6%	14.0%	16.5%	13.7%	10.1%	19.5%
<i>26 - 30 Years</i>								
Your Firm								
Total Group	983	7.9%	14.4%	17.5%	16.7%	11.0%	9.0%	23.5%
<i>31 - 35 Years</i>								
Your Firm								
Total Group	1,017	8.5%	17.9%	15.6%	15.6%	13.0%	7.3%	22.1%
<i>> 35 Years</i>								
Your Firm								
Total Group	993	9.3%	16.7%	14.1%	15.0%	12.3%	8.8%	23.9%
All Equity Partners								
Your Firm								
Total Group	5,406	9.3%	17.9%	15.7%	15.1%	12.8%	8.7%	20.4%
Non-Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
<i>< 11 Years</i>								
Your Firm								
Total Group	436	9.6%	18.8%	21.1%	16.7%	10.6%	9.6%	13.5%
<i>11 - 15 Years</i>								
Your Firm								
Total Group	783	7.8%	19.5%	17.5%	18.9%	13.7%	7.3%	15.3%
<i>16 - 20 Years</i>								
Your Firm								
Total Group	548	5.5%	18.8%	16.2%	15.3%	13.7%	9.7%	20.8%
<i>21 - 25 Years</i>								
Your Firm								
Total Group	350	4.9%	19.1%	16.6%	14.6%	12.3%	11.4%	21.1%
<i>26 - 30 Years</i>								
Your Firm								
Total Group	279	4.3%	17.9%	14.7%	15.8%	15.1%	10.0%	22.2%
<i>31 - 35 Years</i>								
Your Firm								
Total Group	231 ‡	3.5%	16.5%	13.9%	18.2%	11.3%	9.1%	27.7%
<i>> 35 Years</i>								
Your Firm								
Total Group	392 ‡	5.6%	13.0%	16.3%	17.1%	10.7%	12.2%	25.0%
All Non-Equity Partners								
Your Firm								
Total Group	3,032	6.4%	18.0%	17.0%	16.9%	12.6%	9.5%	19.6%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

* Includes the number of corresponding full-time, full-time individuals at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partners by Discount Levels ¹
By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
< 11 Years								
Your Firm								
Total Group	524	10.3%	23.5%	20.0%	15.8%	10.1%	8.0%	12.2%
11 - 15 Years								
Your Firm								
Total Group	1,248	9.2%	19.4%	17.6%	16.6%	13.6%	7.7%	15.9%
16 - 20 Years								
Your Firm								
Total Group	1,447	8.8%	19.6%	16.5%	13.8%	14.0%	9.8%	17.5%
21 - 25 Years								
Your Firm								
Total Group	1,305	7.6%	18.0%	14.7%	16.0%	13.3%	10.4%	19.9%
26 - 30 Years								
Your Firm								
Total Group	1,262	7.1%	15.2%	16.9%	16.5%	11.9%	9.2%	23.2%
31 - 35 Years								
Your Firm								
Total Group	1,248	7.5%	17.6%	15.3%	16.1%	12.7%	7.6%	23.2%
> 35 Years								
Your Firm								
Total Group	1,385	8.2%	15.7%	14.7%	15.6%	11.8%	9.7%	24.2%
All Equity Partners								
Your Firm								
Total Group	8,438	8.3%	17.9%	16.2%	15.7%	12.7%	9.0%	20.1%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

* Includes the number of corresponding full-time, full-year individuals at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associates & Sr. Attorneys by Discount Levels ¹

For the 12-month period ending December 31, 2015

Associates	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
2015								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
2014								
Your Firm								
Total Group	425	10.6%	17.6%	14.4%	15.8%	13.2%	9.4%	19.1%
2013								
Your Firm								
Total Group	492	10.6%	15.7%	15.4%	16.9%	14.6%	10.2%	16.7%
2012								
Your Firm								
Total Group	403	8.7%	15.6%	17.1%	14.9%	12.4%	15.1%	16.1%
2011								
Your Firm								
Total Group	420	8.8%	18.6%	12.6%	17.9%	16.0%	8.6%	17.6%
2010								
Your Firm								
Total Group	423	10.6%	13.9%	17.0%	13.5%	14.2%	12.1%	18.7%
2009								
Your Firm								
Total Group	418	9.1%	14.6%	13.6%	14.4%	14.4%	12.7%	21.3%
2008								
Your Firm								
Total Group	373	8.3%	14.5%	14.5%	19.3%	11.3%	12.1%	20.1%
2007								
Your Firm								
Total Group	286	8.0%	15.4%	16.8%	13.6%	10.5%	13.6%	22.0%
2006								
Your Firm								
Total Group	157 ‡	7.6%	15.9%	17.8%	13.4%	11.5%	9.6%	24.2%
Prior								
Your Firm								
Total Group	337	10.7%	21.4%	13.1%	11.9%	11.3%	11.0%	20.8%
All Associates								
Your Firm								
Total Group	3,784	9.7%	16.3%	15.0%	15.2%	13.2%	11.4%	19.3%
Sr. Attorneys	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0% - 19.9%	20.0% +
Your Firm								
Total Group	648 ‡	6.9%	14.0%	14.8%	14.4%	15.0%	9.6%	25.3%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

* Includes the number of corresponding full-time, full-year individuals at each level; ** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Hours	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	
Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 24 ‡	1,994	1,722	1,530	‡	‡	4.4	(2.9)	(16.6)	(1.2)
11 - 15 Years		/ 51	1,800	1,701	1,546			2.2	(0.3)	(4.2)	0.3
16 - 20 Years		/ 54	1,708	1,614	1,534			3.0	(0.3)	(4.8)	(2.4)
21 - 25 Years		/ 54	1,695	1,580	1,486			3.9	0.5	(3.9)	(0.8)
26 - 30 Years		/ 54	1,615	1,573	1,461			6.2	(0.8)	(5.5)	1.7
31 - 35 Years		/ 54	1,635	1,473	1,370			6.1	1.7	(2.8)	0.3
> 35 Years		/ 54	1,510	1,377	1,234			4.1	0.9	(6.4)	1.1
All Equity Partners		/ 54	1,643	1,513	1,460			1.8	0.0	(2.8)	(0.4)
Non-Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 49	1,770	1,691	1,579		‡	4.1	(2.4)	(6.7)	(2.6)
11 - 15 Years		/ 51	1,657	1,558	1,419			2.0	(2.1)	(7.6)	(2.9)
16 - 20 Years		/ 51	1,589	1,445	1,346			6.6	(1.8)	(6.6)	(0.5)
21 - 25 Years		/ 46	1,464	1,372	1,252	‡	‡	7.3	(0.7)	(7.6)	0.2
26 - 30 Years		/ 46	1,422	1,289	1,094	‡	‡	11.0	1.9	(7.3)	(4.4)
31 - 35 Years		/ 43	1,355	1,236	1,049	‡	‡	11.8	2.0	(10.8)	(1.0)
> 35 Years		/ 45	1,244	1,008	845	‡	‡	9.0	(2.6)	(16.0)	(5.4)
All Non-Equity Partners		/ 51	1,514	1,430	1,329			1.2	(0.8)	(4.9)	(4.0)
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years		/ 53	1,774	1,694	1,592			3.4	(2.3)	(6.3)	(3.0)
11 - 15 Years		/ 54	1,733	1,611	1,480			0.8	(2.0)	(5.8)	(1.6)
16 - 20 Years		/ 54	1,644	1,555	1,472			3.3	(0.8)	(4.5)	(3.0)
21 - 25 Years		/ 54	1,628	1,511	1,421			2.8	0.5	(2.8)	(1.6)
26 - 30 Years		/ 54	1,575	1,487	1,426			4.9	0.1	(3.4)	1.4
31 - 35 Years		/ 54	1,539	1,429	1,322			7.0	1.8	(2.8)	0.4
> 35 Years		/ 54	1,381	1,247	1,161			2.9	(0.3)	(6.1)	(2.2)
All Partner Composite		/ 54	1,562	1,475	1,419			0.6	(1.2)	(2.9)	(1.5)

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

***Distribution of Partner Billable Hours Worked
By Years of Experience - For the 12-month period ending December 31, 2015***

Equity Partners	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
< 11 Years Your Firm							
Total Group	88 ‡	2.3%	14.8%	20.5%	28.4%	17.0%	17.0%
11 - 15 Years Your Firm							
Total Group	495	11.7%	12.9%	17.4%	25.5%	17.4%	15.2%
16 - 20 Years Your Firm							
Total Group	952	15.5%	15.2%	24.2%	20.9%	13.8%	10.4%
21 - 25 Years Your Firm							
Total Group	1,013	22.2%	16.2%	20.6%	18.7%	12.2%	10.1%
26 - 30 Years Your Firm							
Total Group	1,029	25.5%	16.7%	19.8%	17.7%	10.2%	10.1%
31 - 35 Years Your Firm							
Total Group	1,068	30.8%	17.6%	18.8%	14.9%	9.2%	8.7%
> 35 Years Your Firm							
Total Group	1,026	44.3%	17.6%	14.4%	10.1%	5.1%	8.4%
All Equity Partners Your Firm							
Total Group	5,676	26.1%	16.3%	19.3%	17.4%	10.8%	10.1%
Non-Equity Partners	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
< 11 Years Your Firm							
Total Group	478	10.0%	12.8%	20.1%	26.8%	17.4%	13.0%
11 - 15 Years Your Firm							
Total Group	837	21.4%	13.9%	21.6%	21.9%	13.3%	8.0%
16 - 20 Years Your Firm							
Total Group	583	26.1%	20.1%	19.6%	16.5%	11.5%	6.3%
21 - 25 Years Your Firm							
Total Group	367	34.9%	22.1%	20.2%	13.1%	7.1%	2.7%
26 - 30 Years Your Firm							
Total Group	299	44.1%	18.4%	15.4%	11.4%	9.0%	1.7%
31 - 35 Years Your Firm							
Total Group	245	53.5%	19.2%	10.2%	11.8%	4.1%	1.2%
> 35 Years Your Firm							
Total Group	412	70.6%	13.8%	8.0%	4.1%	2.4%	1.0%
All Non-Equity Partners Your Firm							
Total Group	3,234	33.2%	16.5%	17.6%	16.5%	10.3%	5.8%

* Includes the number of corresponding full-time, full-year individuals at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Partner Billable Hours Worked
By Years of Experience - For the 12-month period ending December 31, 2015

All Partners	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	566	8.8%	13.1%	20.1%	27.0%	17.3%	13.6%
11 - 15 Years							
Your Firm							
Total Group	1,332	17.8%	13.5%	20.0%	23.2%	14.8%	10.7%
16 - 20 Years							
Your Firm							
Total Group	1,535	19.5%	17.1%	22.4%	19.2%	12.9%	8.9%
21 - 25 Years							
Your Firm							
Total Group	1,380	25.6%	17.8%	20.5%	17.2%	10.9%	8.1%
26 - 30 Years							
Your Firm							
Total Group	1,328	29.7%	17.1%	18.8%	16.3%	9.9%	8.2%
31 - 35 Years							
Your Firm							
Total Group	1,313	35.0%	17.9%	17.2%	14.3%	8.2%	7.3%
> 35 Years							
Your Firm							
Total Group	1,438	51.9%	16.6%	12.6%	8.4%	4.3%	6.3%
All Partners							
Your Firm							
Total Group	8,910	28.7%	16.4%	18.7%	17.1%	10.6%	8.6%

* Includes the number of corresponding full-time, full-year individuals at each level

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			
	Average Hours	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	
Associates											
Class of											
2015		/ 43	1,514	1,320	1,087						
2014		/ 51	1,781	1,700	1,586	‡		37.6	22.3	9.4	
2013		/ 53	1,814	1,743	1,684		‡	8.0	4.1	0.0	24.7
2012		/ 53	1,832	1,744	1,671			2.3	0.0	(6.1)	(0.7)
2011		/ 53	1,859	1,769	1,674			2.9	0.0	(4.5)	2.1
2010		/ 53	1,805	1,736	1,661			4.1	(0.4)	(5.0)	(2.2)
2009		/ 52	1,836	1,748	1,636			2.0	(0.5)	(3.9)	(2.4)
2008		/ 52	1,804	1,755	1,627			3.5	0.0	(5.3)	0.4
2007		/ 51	1,840	1,743	1,646			3.5	(0.2)	(5.2)	(0.6)
2006		/ 44	1,813	1,675	1,582	‡	‡	2.5	(1.6)	(9.1)	(4.6)
Prior		/ 49	1,710	1,630	1,548			7.9	0.0	(2.7)	(5.3)
All Associates		/ 53	1,757	1,711	1,644			1.3	(0.4)	(2.6)	(0.7)
Sr. Attorneys		/ 39 ‡	1,492	1,369	1,263	‡	‡	1.9	0.0	(4.7)	(0.5)
Other Attorneys											
Of Counsel		/ 41 ‡	1,256	1,016	816	‡	‡	8.8	1.6	(9.7)	5.4
Staff Attorneys		/ 36 ‡	1,687	1,498	1,339	‡	‡	11.8	5.7	(2.8)	(1.1)
All Attorneys		/ 54	1,615	1,540	1,464			1.1	(0.3)	(2.1)	(2.0)
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 29 ‡	1,520	1,265	899	‡	‡	7.6	0.2	(11.0)	5.3
Litigation Support		/ 26 ‡	1,060	745	662	‡	‡	0.5	(2.3)	(8.3)	(5.4)
Patent Agents		/ 18 ‡	1,664	1,516	1,207	‡	‡	8.7	1.5	(8.3)	**
Case Clerks		/ 22 ‡	978	579	431	‡	‡	4.5	(8.4)	(20.3)	(14.4)
Law Clerks		/ 28 ‡	747	525	405	‡	‡	15.5	0.0	(13.0)	(5.1)
Paralegals		/ 53	1,377	1,252	1,151			1.7	(0.1)	(4.2)	(4.1)

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Distribution of Associate & Sr. Attorney Billable Hours Worked
For the 12-month period ending December 31, 2015

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2015							
Your Firm							
Total Group	**	**	**	**	**	**	**
2014							
Your Firm							
Total Group	442	11.5%	9.7%	16.5%	24.7%	23.5%	14.0%
2013							
Your Firm							
Total Group	515	7.0%	7.6%	17.5%	25.8%	25.0%	17.1%
2012							
Your Firm							
Total Group	425	8.2%	4.9%	14.1%	27.1%	28.7%	16.9%
2011							
Your Firm							
Total Group	440	8.0%	8.9%	12.3%	21.8%	25.7%	23.4%
2010							
Your Firm							
Total Group	445	7.4%	9.4%	16.0%	21.6%	27.9%	17.8%
2009							
Your Firm							
Total Group	448	6.7%	9.6%	10.7%	29.5%	27.0%	16.5%
2008							
Your Firm							
Total Group	398	8.0%	7.3%	18.8%	21.6%	28.4%	15.8%
2007							
Your Firm							
Total Group	298	7.0%	7.4%	15.8%	25.5%	28.5%	15.8%
2006							
Your Firm							
Total Group	167	12.0%	7.2%	15.0%	30.5%	19.8%	15.6%
Prior							
Your Firm							
Total Group	346	15.9%	11.0%	18.2%	24.9%	19.7%	10.4%
All Associates							
Your Firm							
Total Group	3,974	9.6%	8.3%	15.4%	24.8%	25.5%	16.4%
Sr. Attorneys							
Your Firm							
Total Group	726 ‡	33.5%	17.6%	16.4%	17.4%	10.6%	4.5%

* Includes the number of corresponding full-time, full-year individuals at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Timekeeper Leverage Ratios

For the 12-month period ending December 31, 2015

<i>Your Firm</i>		<i>Group</i>		
<i>Ratio</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Ratio of Other¹ Attys to Equity Partners	/ 55	2.40	1.74	1.37
Ratio of Non-Partner Attys² to Partners	/ 55	0.84	0.68	0.56
Ratio of Non-Partner Timekeepers³ to Partners	/ 54	1.34	1.05	0.88
Ratio of Paralegals to Attorneys	/ 54	0.16	0.14	0.11

For the 12-month period ending December 31, 2014

<i>Your Firm</i>		<i>Group</i>		
<i>Ratio</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
	/ 49	2.25	1.74	1.23
	/ 49	0.78	0.65	0.53
	/ 49	1.25	0.99	0.86
	/ 48	0.17	0.14	0.11

¹ Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

² Non-Partner Attorneys include Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation.

³ Non-Partner Timekeepers include Associates, Sr. and Staff Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Case Clerks, Law Clerks and Paralegals. Of Counsel attorneys are excluded from this calculation.

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Fees	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	
Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 24 ‡	\$931,657	\$749,574	\$572,566	‡	‡	15.8	(1.6)	(10.2)	9.3
11 - 15 Years		/ 50	952,408	710,495	598,861			7.8	3.4	(4.5)	5.1
16 - 20 Years		/ 53	970,804	744,112	623,753			8.8	5.1	(1.9)	6.9
21 - 25 Years		/ 53	893,707	782,600	642,523			7.3	2.4	(2.5)	5.0
26 - 30 Years		/ 53	1,033,160	763,890	630,597			9.6	2.7	(3.8)	5.7
31 - 35 Years		/ 53	930,580	753,951	651,221			9.9	3.0	(1.4)	6.1
> 35 Years		/ 53	953,667	730,287	615,205			10.2	3.6	(2.9)	6.4
All Equity Partners		/ 53	969,909	762,860	632,170			6.8	2.8	0.0	6.5
Non-Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 48	\$797,093	\$616,164	\$512,799		‡	11.6	1.4	(3.1)	2.1
11 - 15 Years		/ 50	726,386	599,458	501,762			7.2	(0.1)	(4.1)	2.8
16 - 20 Years		/ 50	685,796	587,925	507,892			13.5	4.8	(3.3)	2.4
21 - 25 Years		/ 45	703,033	557,361	487,065	‡	‡	15.7	3.9	(5.0)	5.6
26 - 30 Years		/ 45	654,641	570,705	461,506	‡	‡	12.1	6.6	1.2	4.0
31 - 35 Years		/ 42	656,175	554,989	441,363	‡	‡	17.4	1.7	(8.3)	3.9
> 35 Years		/ 44	619,553	483,353	392,330	‡	‡	9.8	(0.2)	(18.4)	1.1
All Non-Equity Partners		/ 50	697,043	577,106	510,596			6.0	1.4	(1.8)	2.0
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years		/ 52	\$832,630	\$623,715	\$529,060			9.4	0.2	(3.3)	2.1
11 - 15 Years		/ 53	829,532	652,337	536,522			4.7	1.4	(4.1)	4.8
16 - 20 Years		/ 53	901,291	679,821	592,004			7.3	3.8	(2.1)	4.2
21 - 25 Years		/ 53	888,029	703,299	607,164			5.7	2.4	(2.4)	4.5
26 - 30 Years		/ 53	998,432	731,127	605,198			8.8	3.8	(2.7)	5.8
31 - 35 Years		/ 53	885,060	713,435	627,352			9.3	2.7	(1.9)	6.3
> 35 Years		/ 53	843,133	633,994	554,789			11.1	0.8	(5.0)	5.5
All Partner Composite		/ 53	873,972	679,531	594,955			5.1	2.2	(0.1)	4.8

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

2016 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (55 members)

Non-Partner Timekeeper Average Fees Billed

For the 12-month period ending December 31, 2015

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Fees	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											
<u>Class of</u>											
2015		/ 43	\$262,997	\$190,599	\$149,826						
2014		/ 51	460,917	356,894	296,408	‡		133.0	77.4	54.5	
2013		/ 53	542,870	394,933	360,130		‡	27.8	15.8	6.4	113.0
2012		/ 53	561,938	443,535	377,874			17.0	6.3	0.0	22.8
2011		/ 53	620,860	473,537	399,876			16.5	7.1	2.5	25.5
2010		/ 53	647,727	486,049	423,178			12.4	6.0	(0.1)	20.1
2009		/ 52	685,081	507,907	453,905			13.7	3.1	(1.4)	12.5
2008		/ 52	708,235	535,915	484,915			10.9	5.5	0.0	14.8
2007		/ 51	760,923	564,639	489,246			10.8	0.1	(2.1)	12.7
2006		/ 44	725,810	569,011	454,543	‡	‡	8.3	0.0	(5.6)	9.2
Prior		/ 49	715,217	548,257	446,090			17.4	5.3	(2.8)	1.5
All Associates		/ 53	626,416	471,812	422,231			6.1	2.3	(0.2)	5.9
Sr. Attorneys		/ 39 ‡	\$545,937	\$481,721	\$406,085	‡	‡	6.5	0.7	(4.2)	2.8
Other Attorneys											
Of Counsel		/ 41 ‡	557,455	458,738	302,706	‡	‡	11.7	0.5	(9.4)	4.9
Staff Attorneys		/ 36 ‡	423,893	333,064	275,274	‡	‡	30.4	8.2	(0.8)	5.0
All Attorneys		/ 53	769,277	589,862	517,397			5.1	2.4	0.0	4.9
Paralegals		/ 53	267,251	224,908	190,658			6.7	1.7	(1.5)	3.6

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