

2017 Partner Management Report

Compiled from the 2017 Billing Rate & Associate Salary Survey *plus*

Initial Release

Issued: June 2017



Partner Management Report

AmLaw 100 - Domestic Offices (57 members)

Issued: June 2017

Group Report

Confidential

This report is intended solely for the information of Partners and authorized employees of the firm.

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Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2017 Partner Management Report 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.

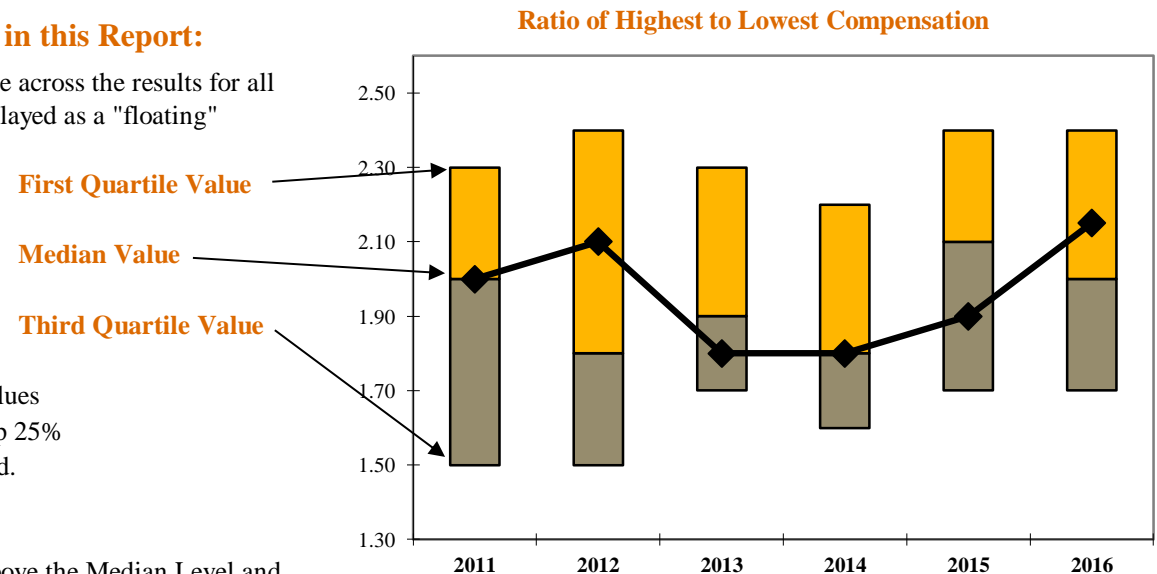
Guide to Interpreting the Stacked Bar Graphs Presented in this Report:

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:

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.

Example Interpretation of this Graph:

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



2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

Comparison Group Information

AmLaw 100 - Domestic Offices

Number of Members in the Group

Your Office or Practice Area Displayed in this Report is a Member of the Group

Number of Members in the Group that submitted Partner Compensation Data

Your Firm submitted Partner Compensation Data

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 Firm, Office or Practice Area)

Reporting Entities Included in the Group (Geographic Comparison Groups Only)

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information
57
19
No
No Maximum
No Minimum
808
57
0
0

Partner Compensation Adjustment Practices

Partner Compensation

(most recent fiscal year-end)

January 2, 2016 - March 31, 2016

April 1, 2016 - June 30, 2016

July 1, 2016 - September 30, 2016

October 1, 2016 - January 1, 2017

January 2, 2017 - March 1, 2017

Your Firm	Number of Firms Reporting
	0
	1
	0
	35
	0

¹ Firm, Office or Practice Area size as of 1/1/2017. 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.

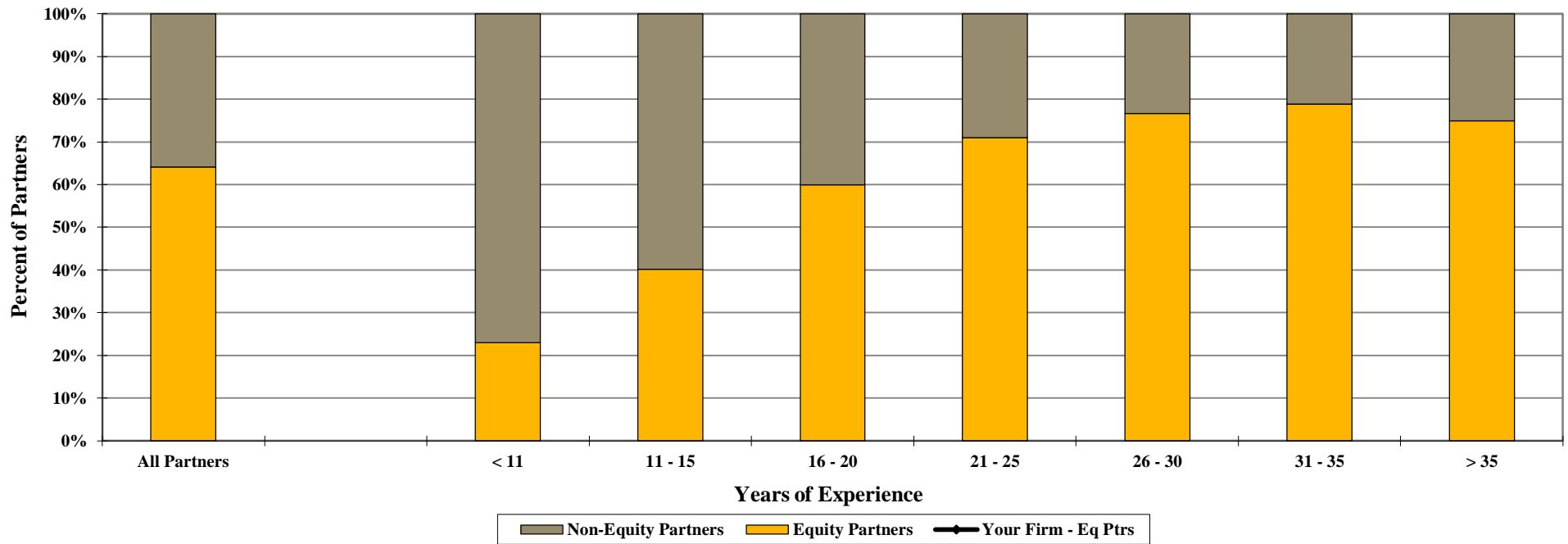
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SUMMARY CHARTS

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Years of Experience¹ - All Partners For the 12-month period ending December 31, 2016



	<i>Your Firm</i>		<i>Total Group</i>	
<u>By Years of Experience</u>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			23.0%	77.0%
11 - 15 Years			40.2%	59.8%
16 - 20 Years			60.0%	40.0%
21 - 25 Years			71.0%	29.0%
25 - 30 Years			76.6%	23.4%
31 - 35 Years			78.8%	21.2%
> 35 Years			74.9%	25.1%
All Partners			64.2%	35.8%

¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

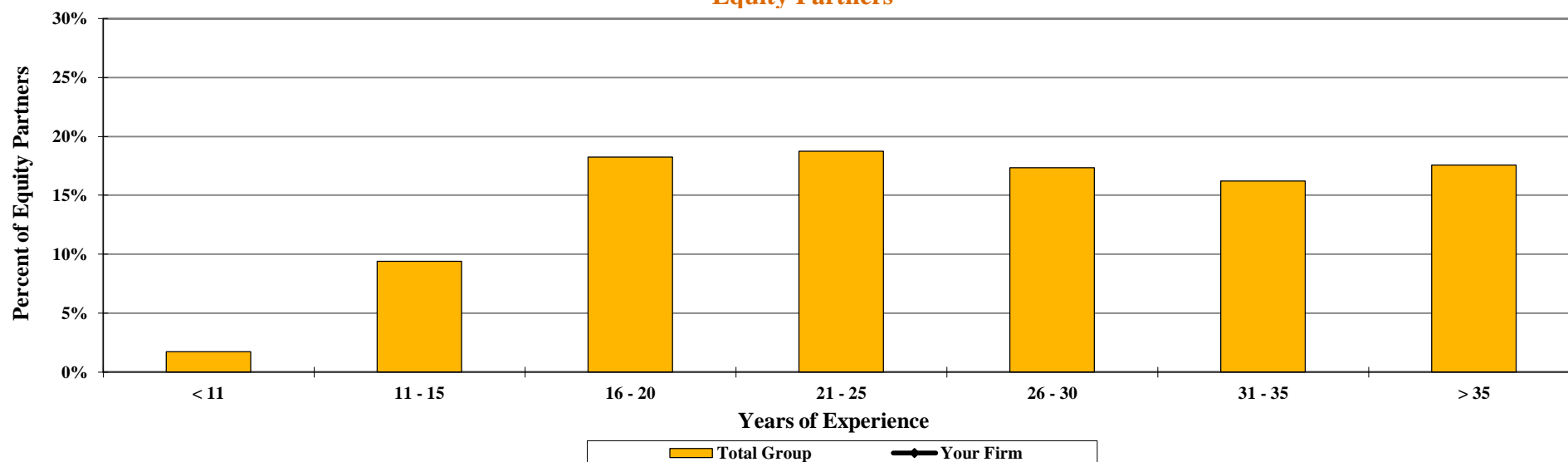
2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

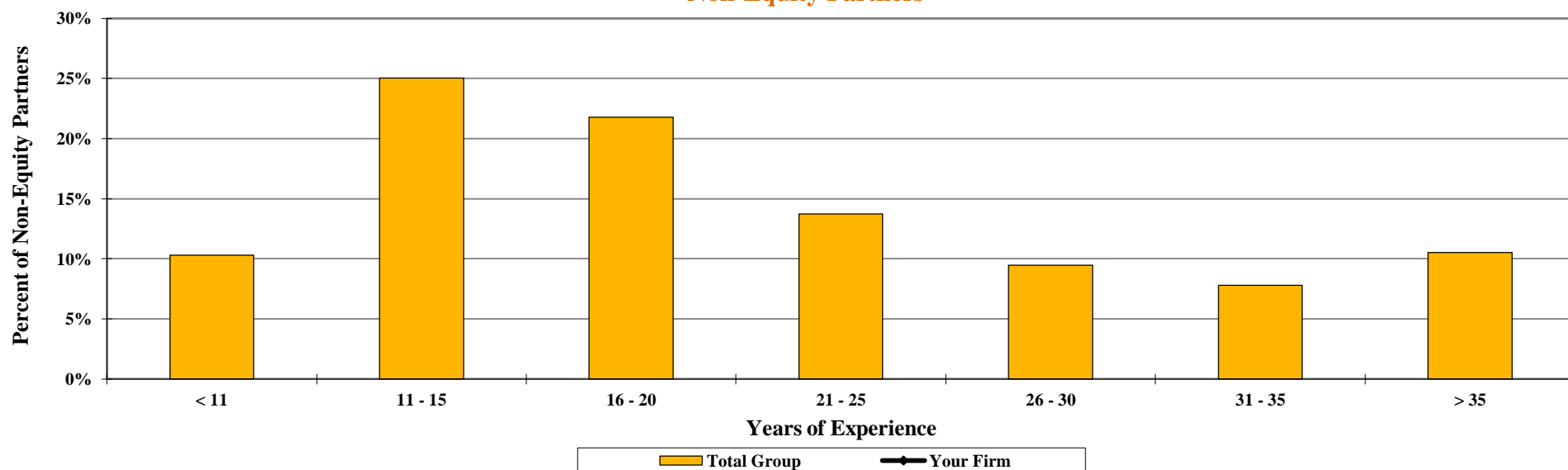
Distribution of Partners by Years of Experience ¹

For the 12-month period ending December 31, 2016

Equity Partners



Non-Equity Partners

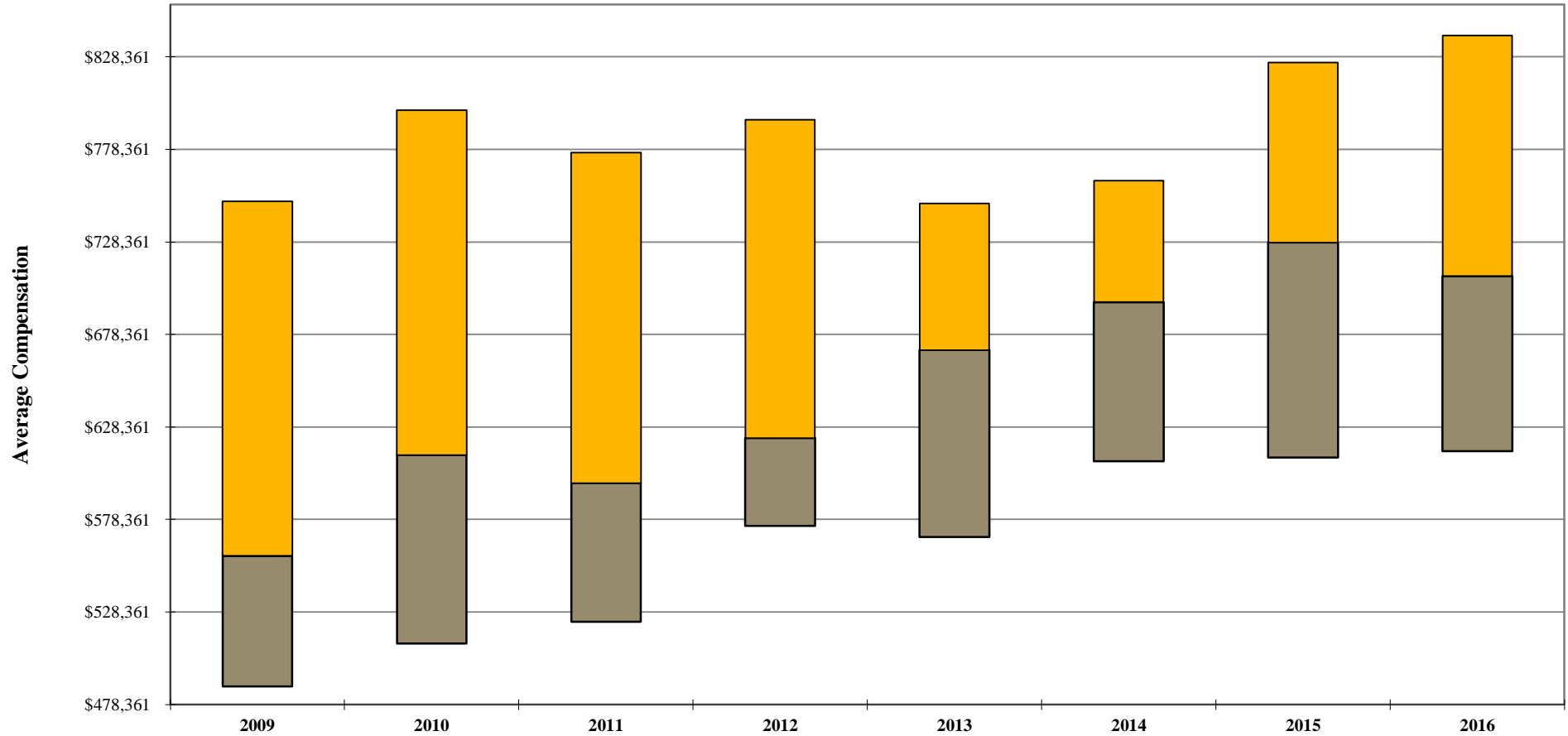


¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - All Partners At the fiscal year-end of the stated year



	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	\$750,177	\$799,657	\$776,661	\$794,511	\$749,059	\$761,541	\$825,340	\$839,869
Median	558,579	613,200	598,021	622,331	669,883	695,831	728,050	709,830
3rd Qtle	488,123	511,457	522,979	575,011	568,888	609,859	611,899	615,247

Additional detail can be found on Page 34.

^ Membership on this page includes only those participants that submitted partner compensation.

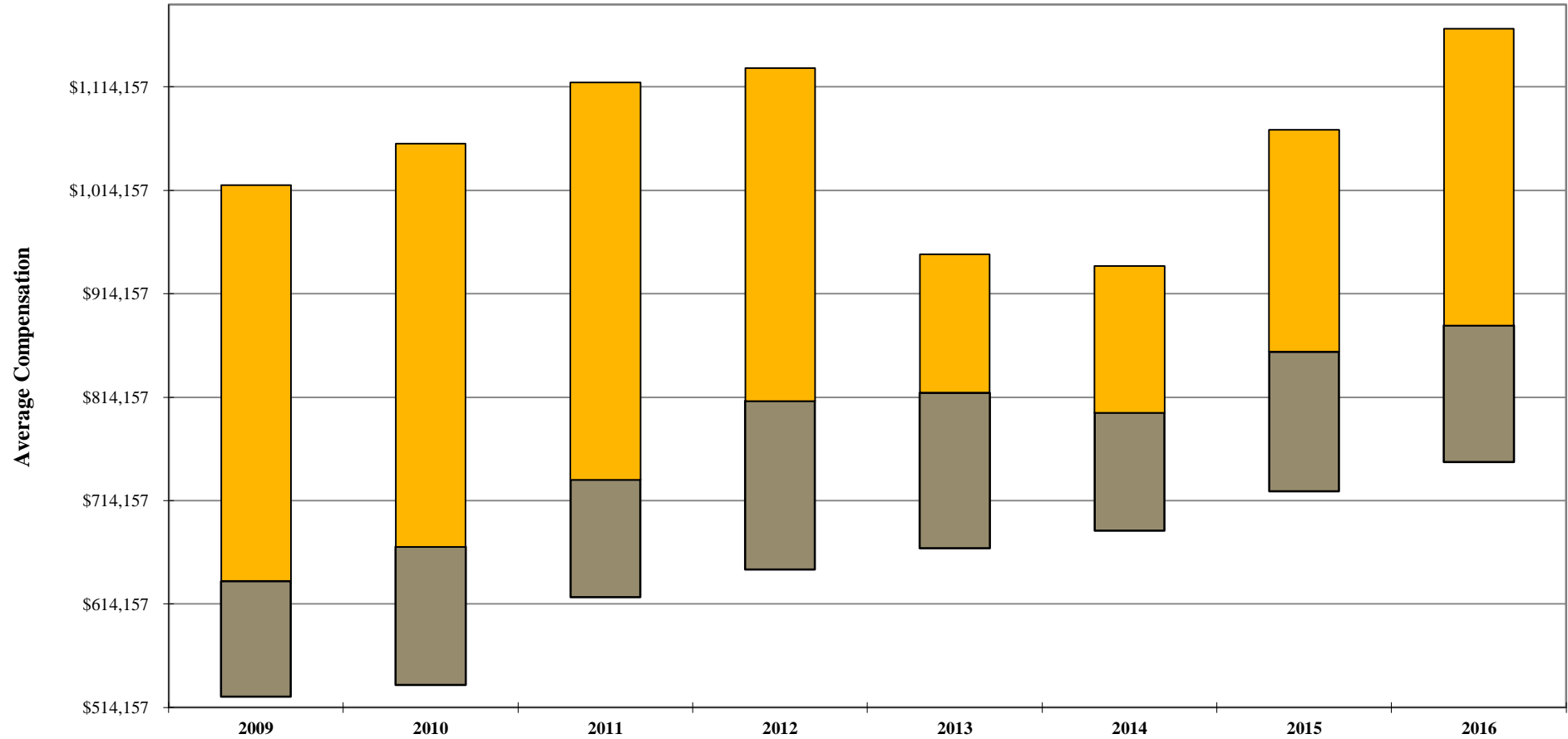
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Equity Partners At the fiscal year-end of the stated year



	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	\$1,019,250	\$1,059,437	\$1,118,252	\$1,132,130	\$952,383	\$941,236	\$1,072,732	\$1,170,450
Median	636,232	669,563	734,291	810,439	818,345	799,137	858,030	883,539
3rd Qtle	524,650	536,084	620,528	647,718	668,075	684,843	722,861	751,562

Additional detail can be found on Page 34.

^ Membership on this page includes only those participants that submitted partner compensation.

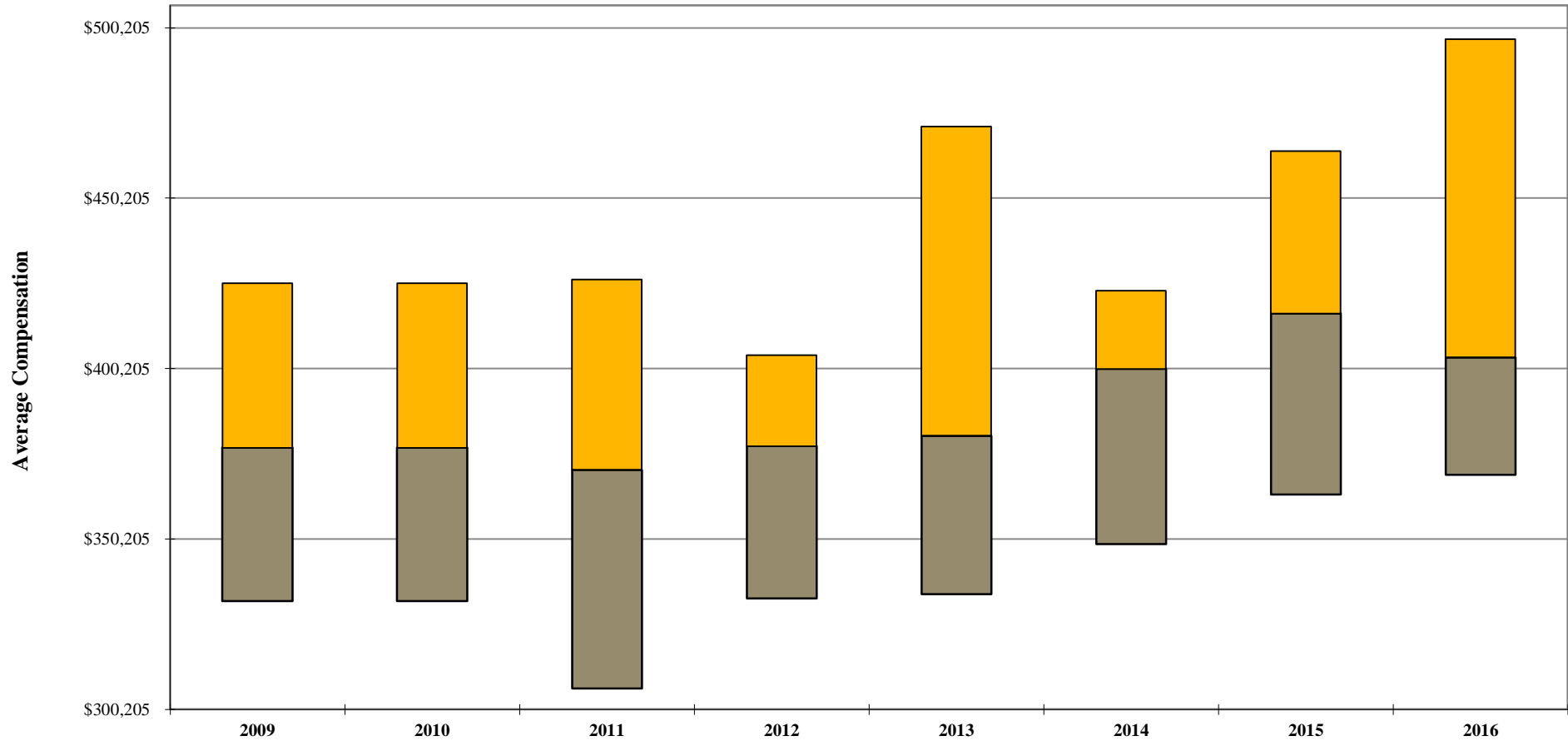
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Non-Equity Partners At the fiscal year-end of the stated year



	2009	2010	2011	2012	2013	2014	2015	2016
Your Firm								
1st Qtle	\$425,294	\$425,294	\$426,362	\$404,166	\$471,169	\$423,110	\$463,950	\$496,859
Median	376,973	376,973	370,480	377,443	380,466	400,077	416,360	403,502
3rd Qtle	331,947	331,947	306,332	332,763	334,028	348,637	363,252	369,075

Additional detail can be found on Page 34.

^ Membership on this page includes only those participants that submitted partner compensation.

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

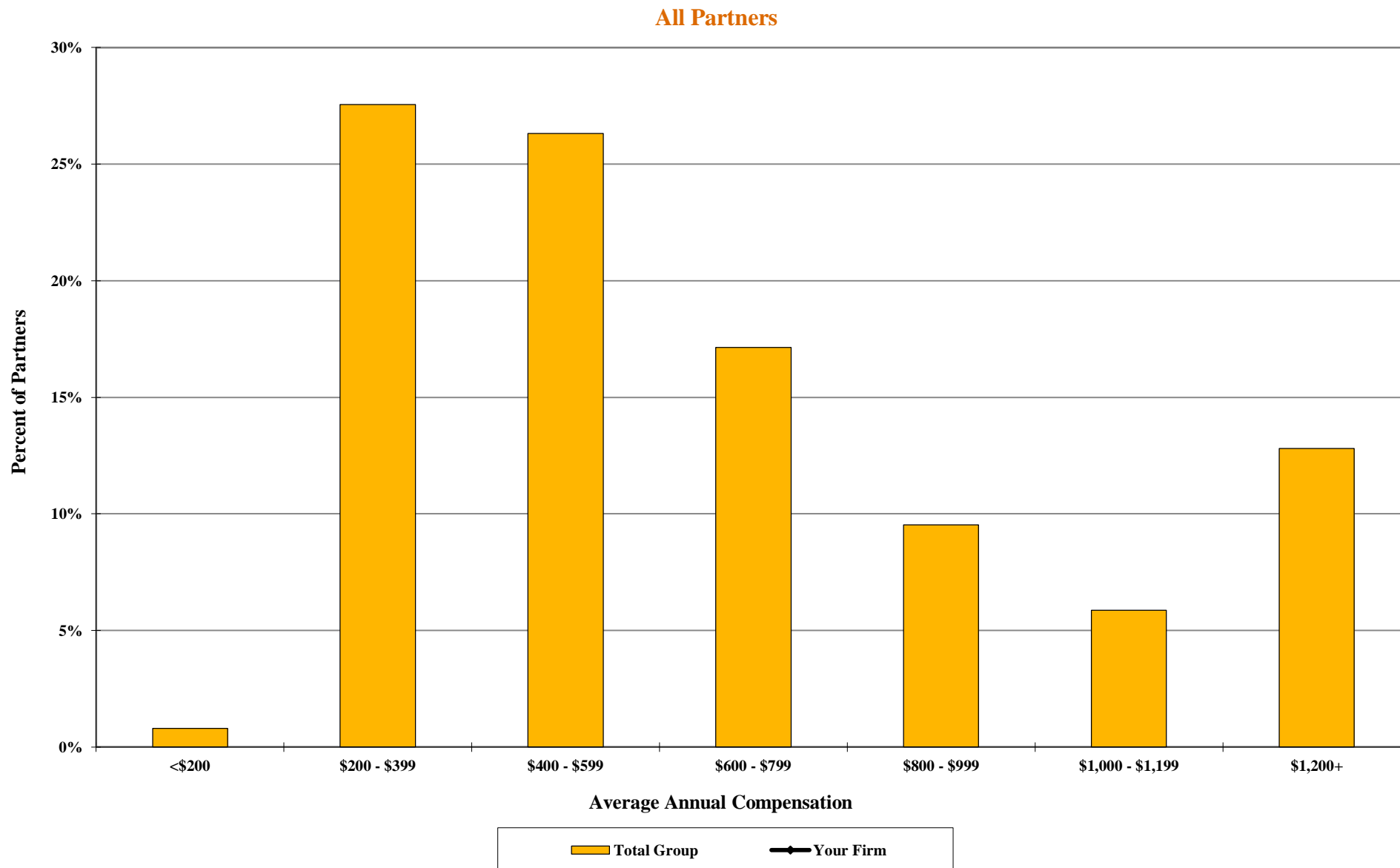
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partners by Compensation Intervals - All Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's



Additional detail can be found on Page 36.

^ Membership on this page includes only those participants that submitted partner compensation.

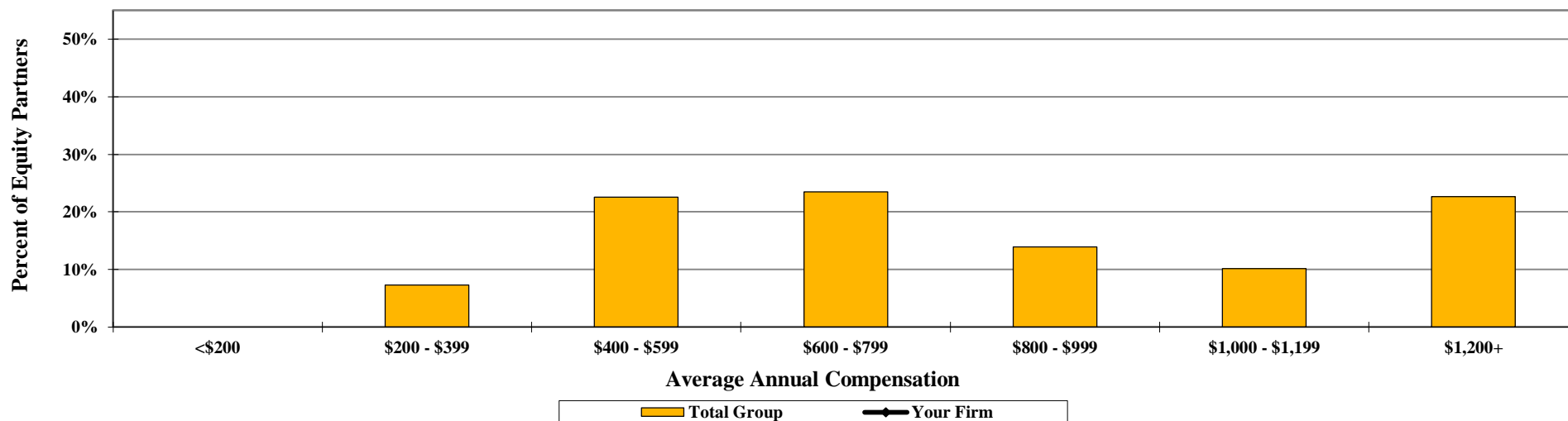
2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

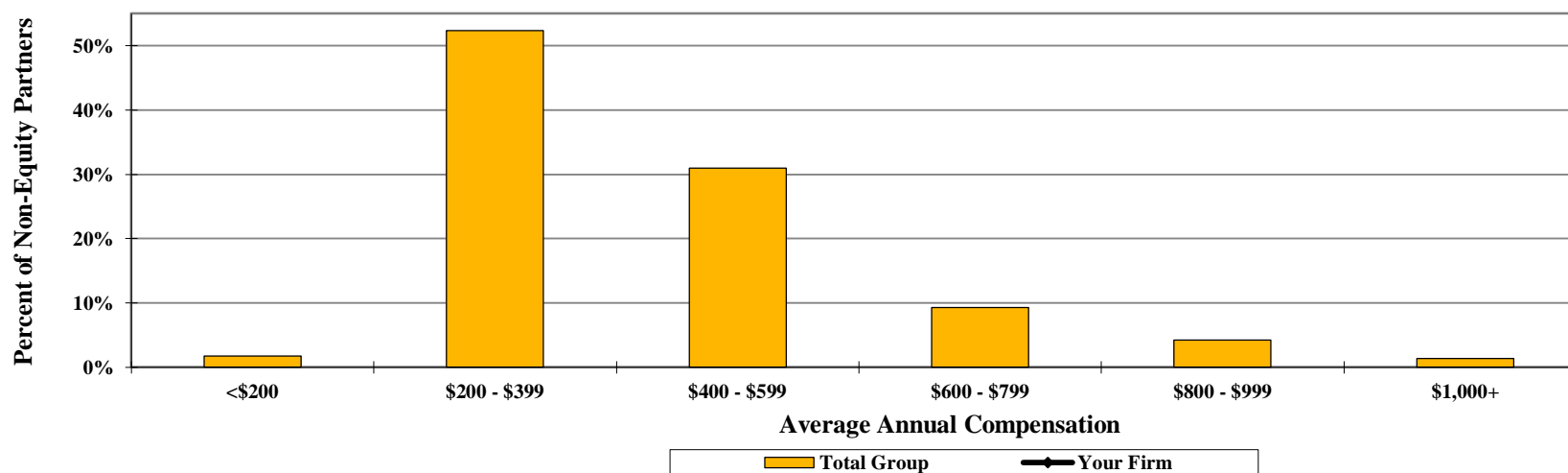
Distribution of Partners by Compensation Intervals

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 35.

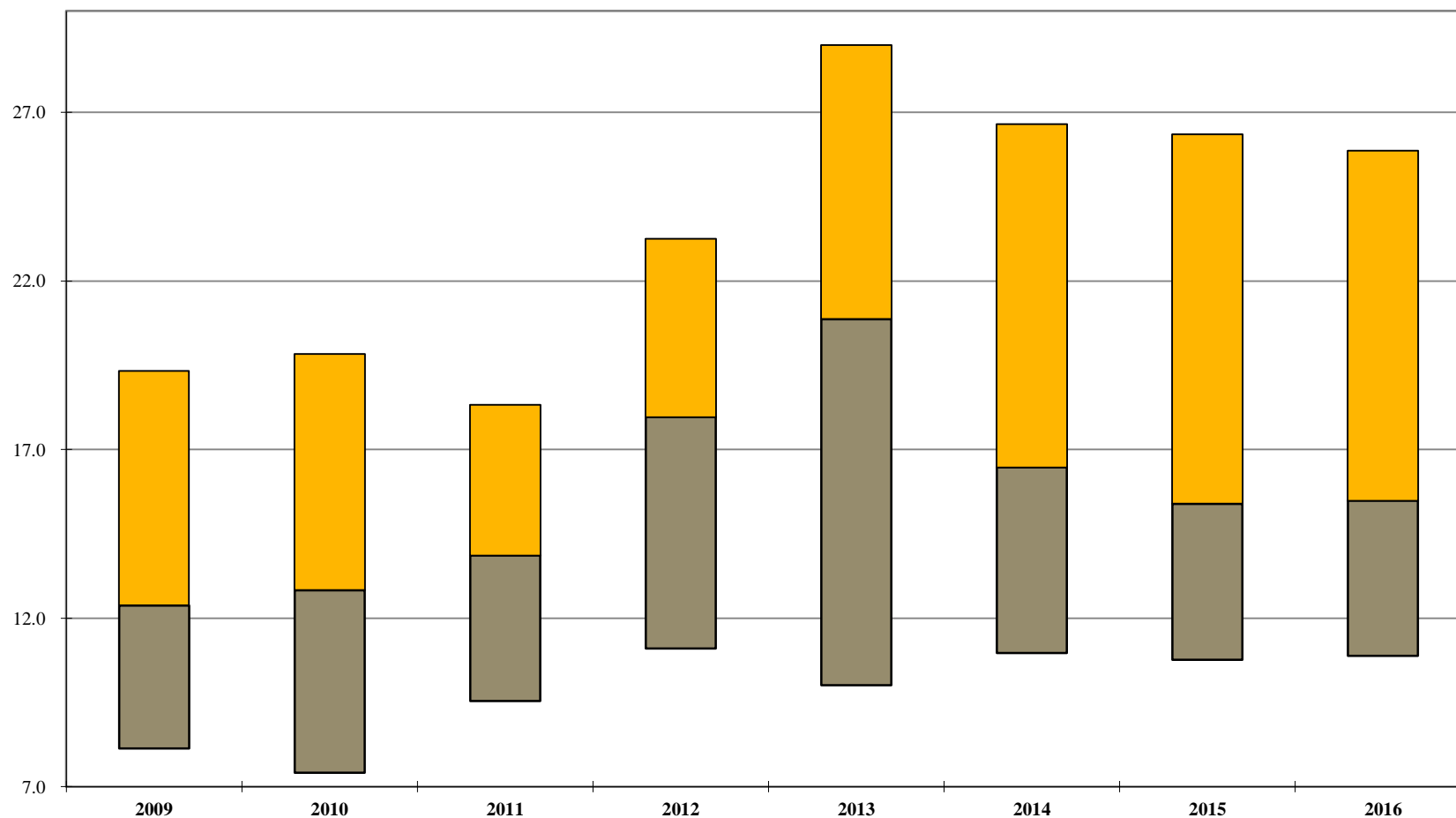
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - All Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2009	2010	2011	2012	2013	2014	2015	2016
19.3	19.8	18.3	23.3	29.0	26.7	26.4	25.9
12.4	12.8	13.9	18.0	20.9	16.5	15.4	15.5
8.1	7.4	9.5	11.1	10.0	11.0	10.8	10.9

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

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

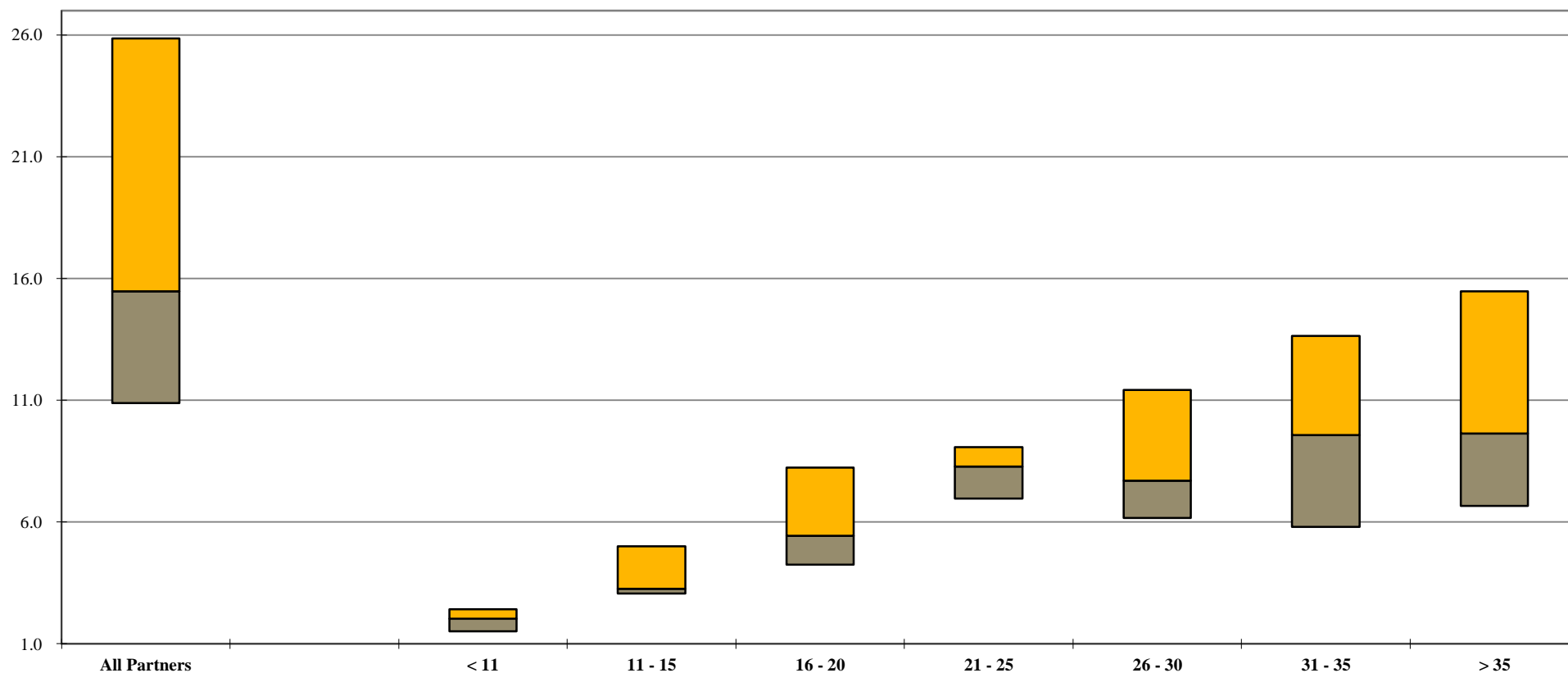
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation by Experience - All Partners

As of the most recent fiscal year-end



Your Firm	Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
	25.9	2.4	5.0	8.2	9.1	11.4	13.7	15.5
	15.5	2.0	3.3	5.4	8.3	7.7	9.6	9.6
	10.9	1.5	3.1	4.3	7.0	6.2	5.8	6.7

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

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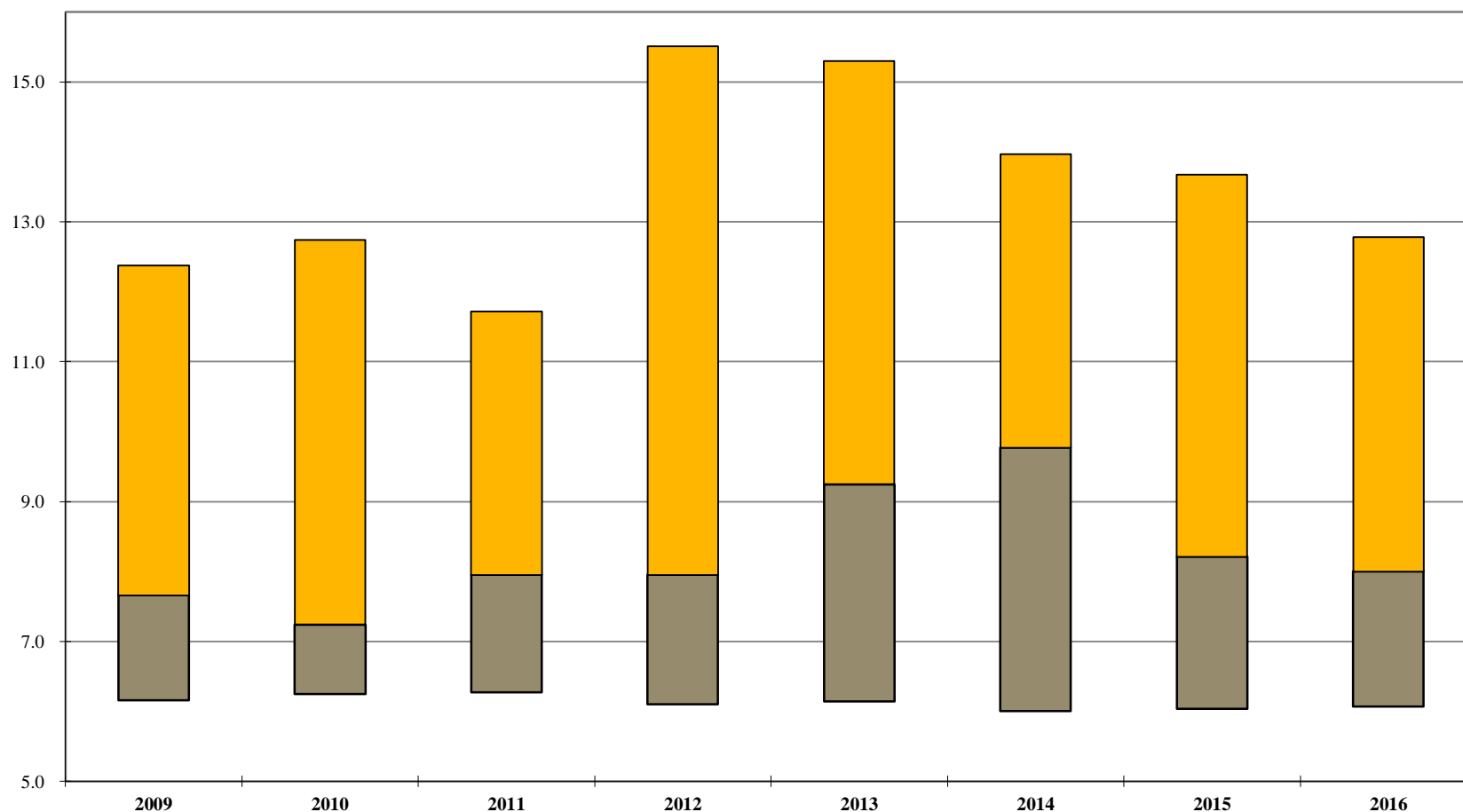
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - Equity Partners

At the fiscal year-end of the stated year



Your Firm	2009	2010	2011	2012	2013	2014	2015	2016
1st Qtle	12.4	12.7	11.7	15.5	15.3	14.0	13.7	12.8
Median	7.7	7.2	8.0	8.0	9.2	9.8	8.2	8.0
3rd Qtle	6.2	6.2	6.3	6.1	6.1	6.0	6.0	6.1

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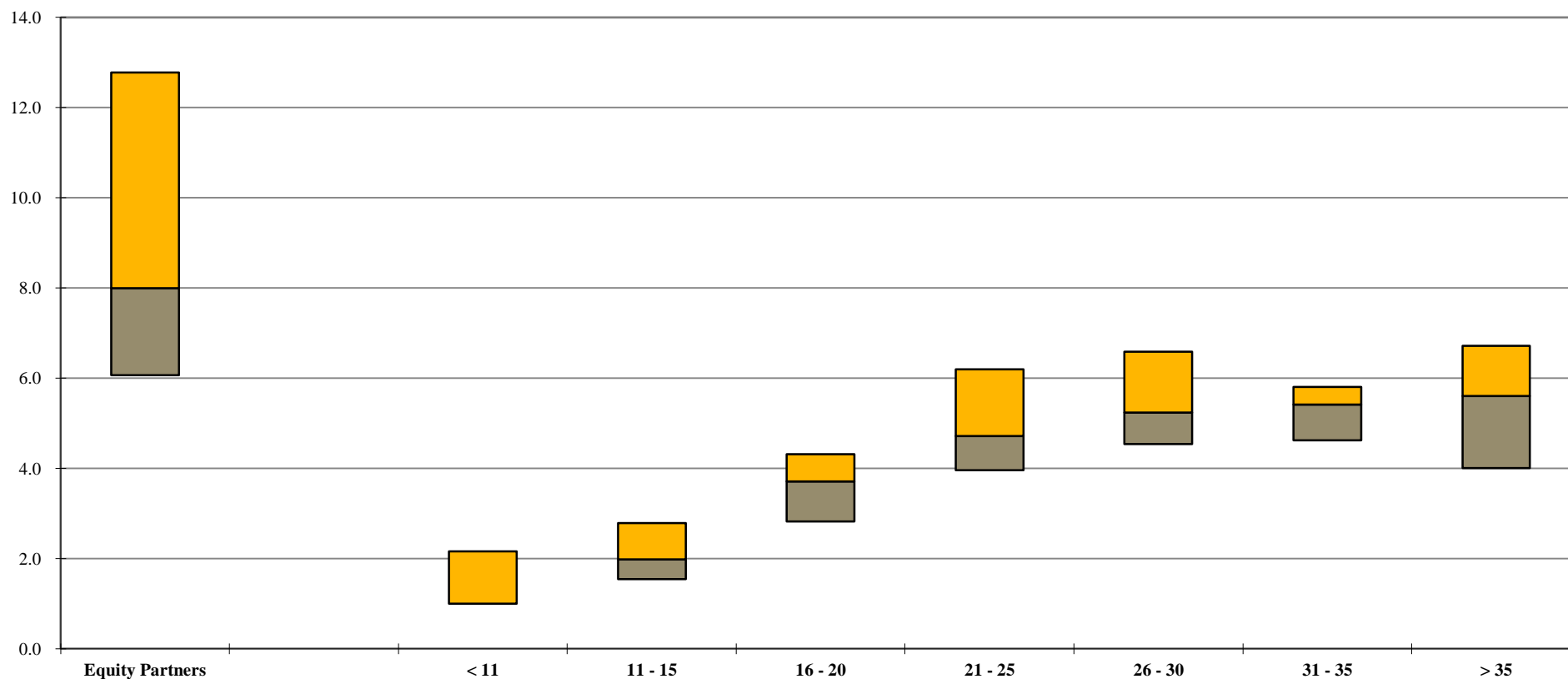
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Equity Partners

As of the most recent fiscal year-end



Your Firm	Years of Experience								
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	12.8	2.2	2.8	4.3	6.2	6.6	5.8	6.7
	Median	8.0	1.0	2.0	3.7	4.7	5.2	5.4	5.6
	3rd Qtle	6.1	1.0	1.5	2.8	4.0	4.5	4.6	4.0

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

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

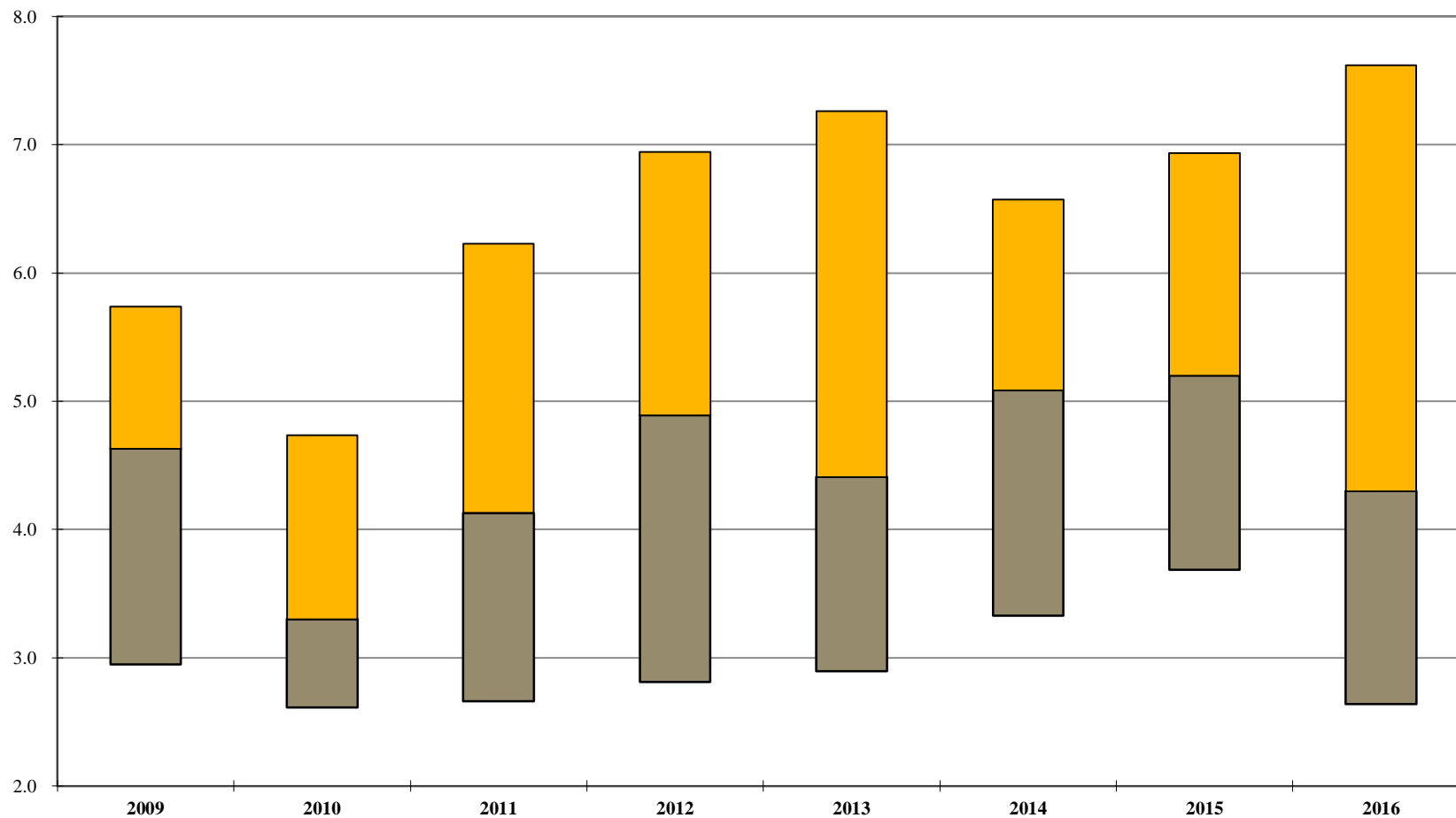
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - Non-Equity Partners

At the fiscal year-end of the stated year



Your Firm	2009	2010	2011	2012	2013	2014	2015	2016
1st Qtile	5.7	4.7	6.2	6.9	7.3	6.6	6.9	7.6
Median	4.6	3.3	4.1	4.9	4.4	5.1	5.2	4.3
3rd Qtile	3.0	2.6	2.7	2.8	2.9	3.3	3.7	2.6

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

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

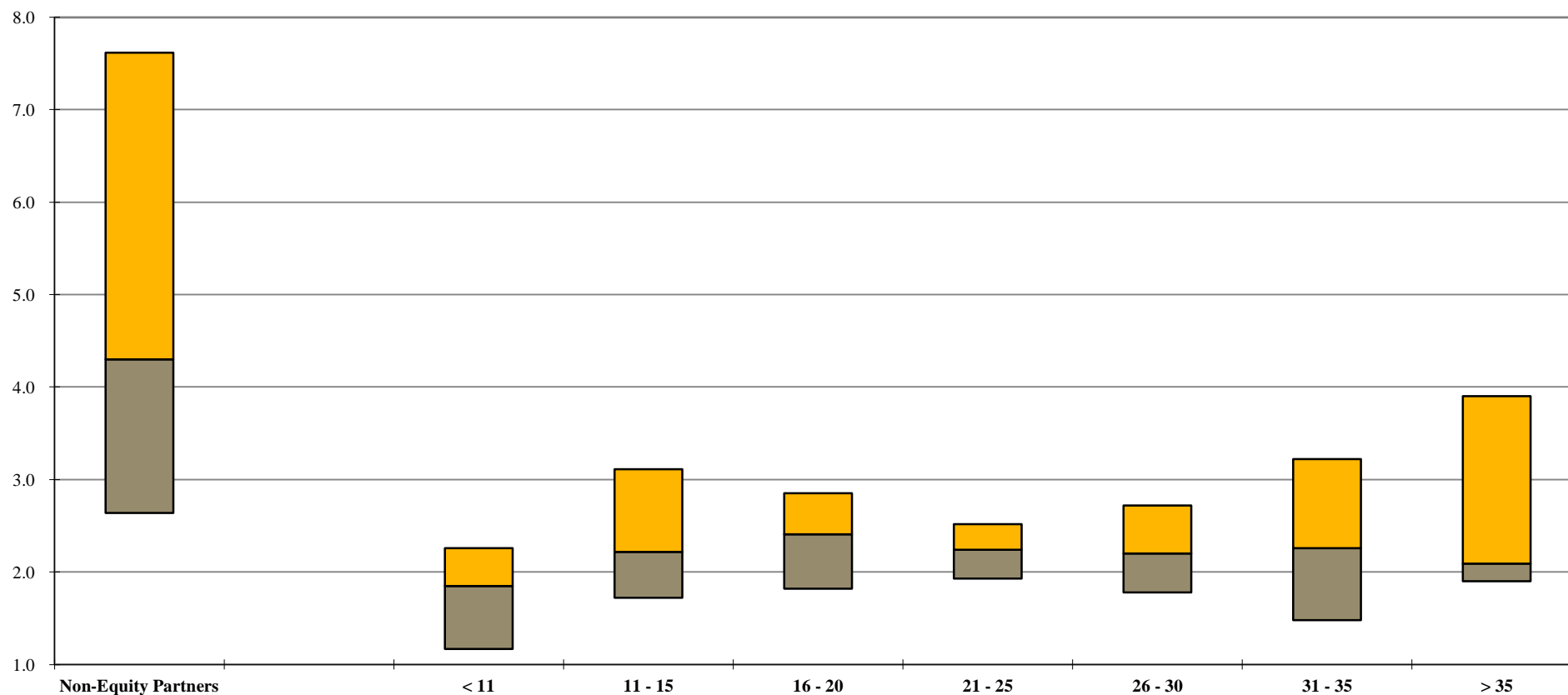
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Non-Equity Partners

As of the most recent fiscal year-end



Your Firm

1st Qtle

Median

3rd Qtle

Non-Equity Partners	Years of Experience						
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35
1st Qtle	2.3	3.1	2.9	2.5	2.7	3.2	3.9
Median	1.9	2.2	2.4	2.2	2.2	2.3	2.1
3rd Qtle	1.2	1.7	1.8	1.9	1.8	1.5	1.9

Additional detail can be found on Page 37.

^ Membership on this page includes only those participants that submitted partner compensation.

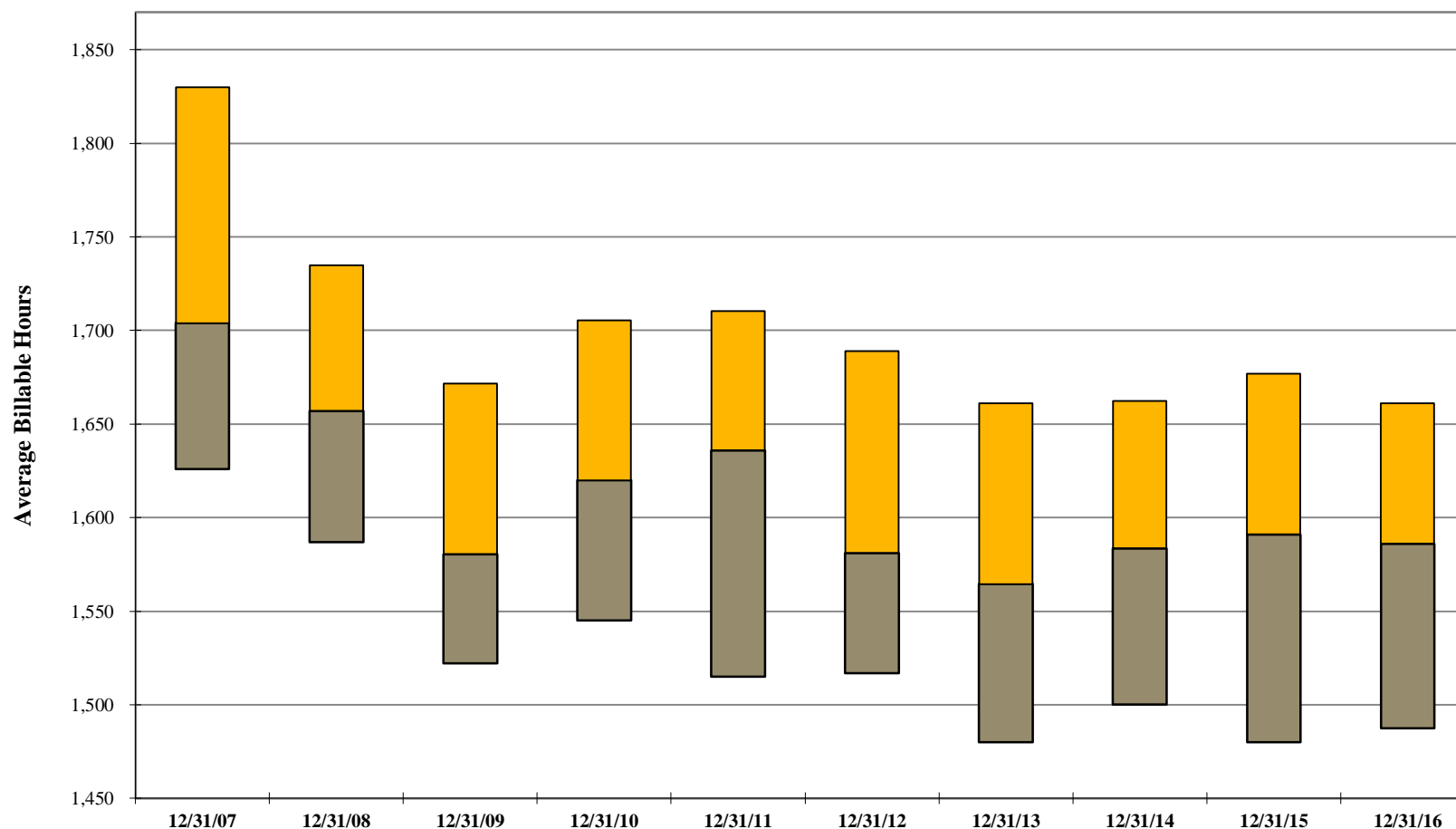
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - All Partners for the 12-month period ending



	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	12/31/16	Change: '07-'16
Your Firm											
1st Qtle	1,830	1,735	1,672	1,706	1,711	1,689	1,661	1,662	1,677	1,661	(169)
Median	1,704	1,657	1,581	1,620	1,636	1,581	1,565	1,584	1,591	1,586	(118)
3rd Qtle	1,626	1,587	1,522	1,545	1,515	1,517	1,480	1,500	1,480	1,488	(139)

Additional detail can be found on Page 38.

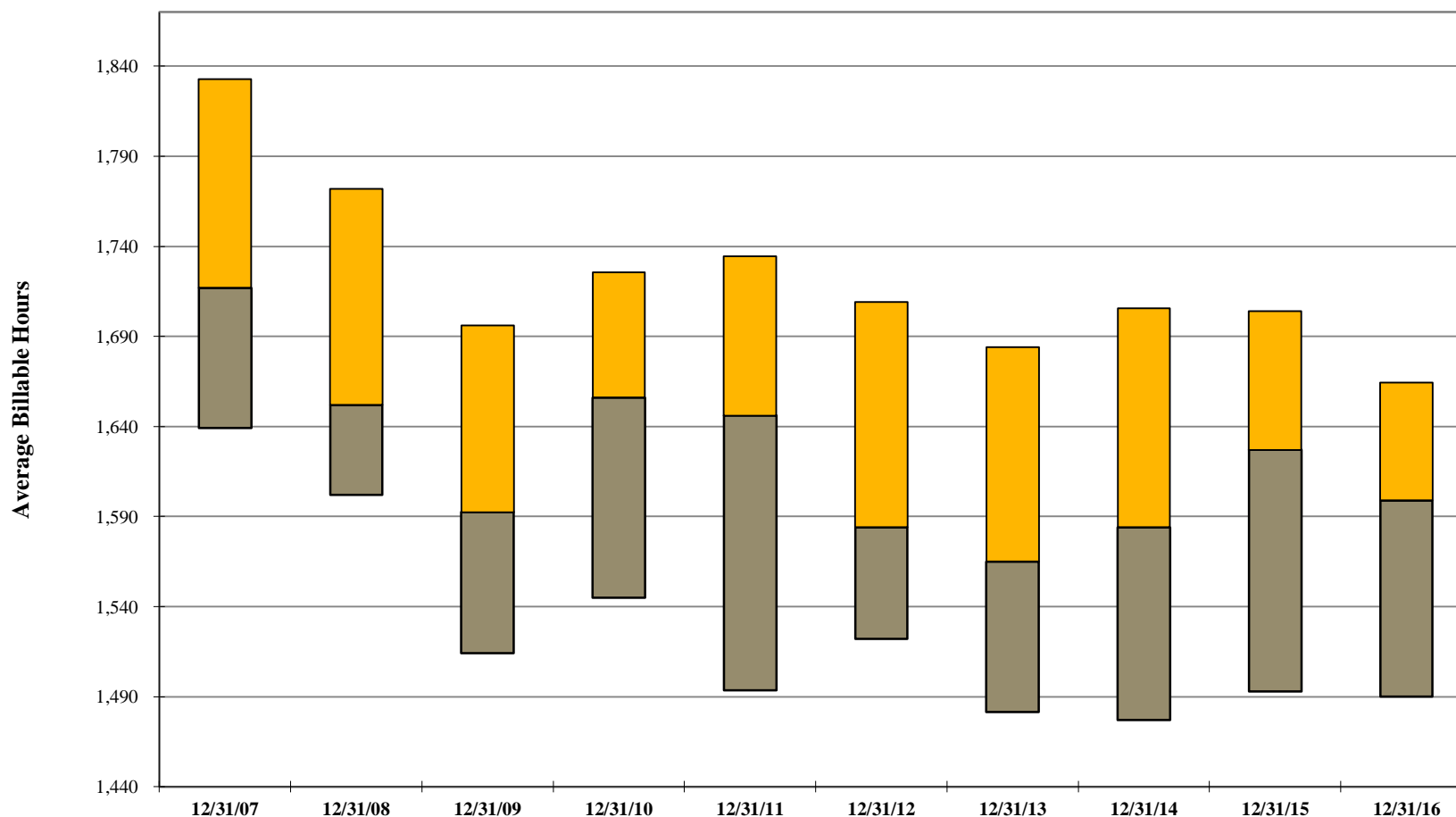
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - Equity Partners for the 12-month period ending



	12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	12/31/16	Change: '07-'16
Your Firm											
1st Qtile	1,833	1,772	1,696	1,726	1,735	1,709	1,684	1,706	1,704	1,665	(169)
Median	1,717	1,652	1,593	1,656	1,646	1,584	1,565	1,584	1,627	1,599	(118)
3rd Qtile	1,639	1,602	1,514	1,545	1,494	1,522	1,482	1,477	1,493	1,490	(149)

Additional detail can be found on Page 38.

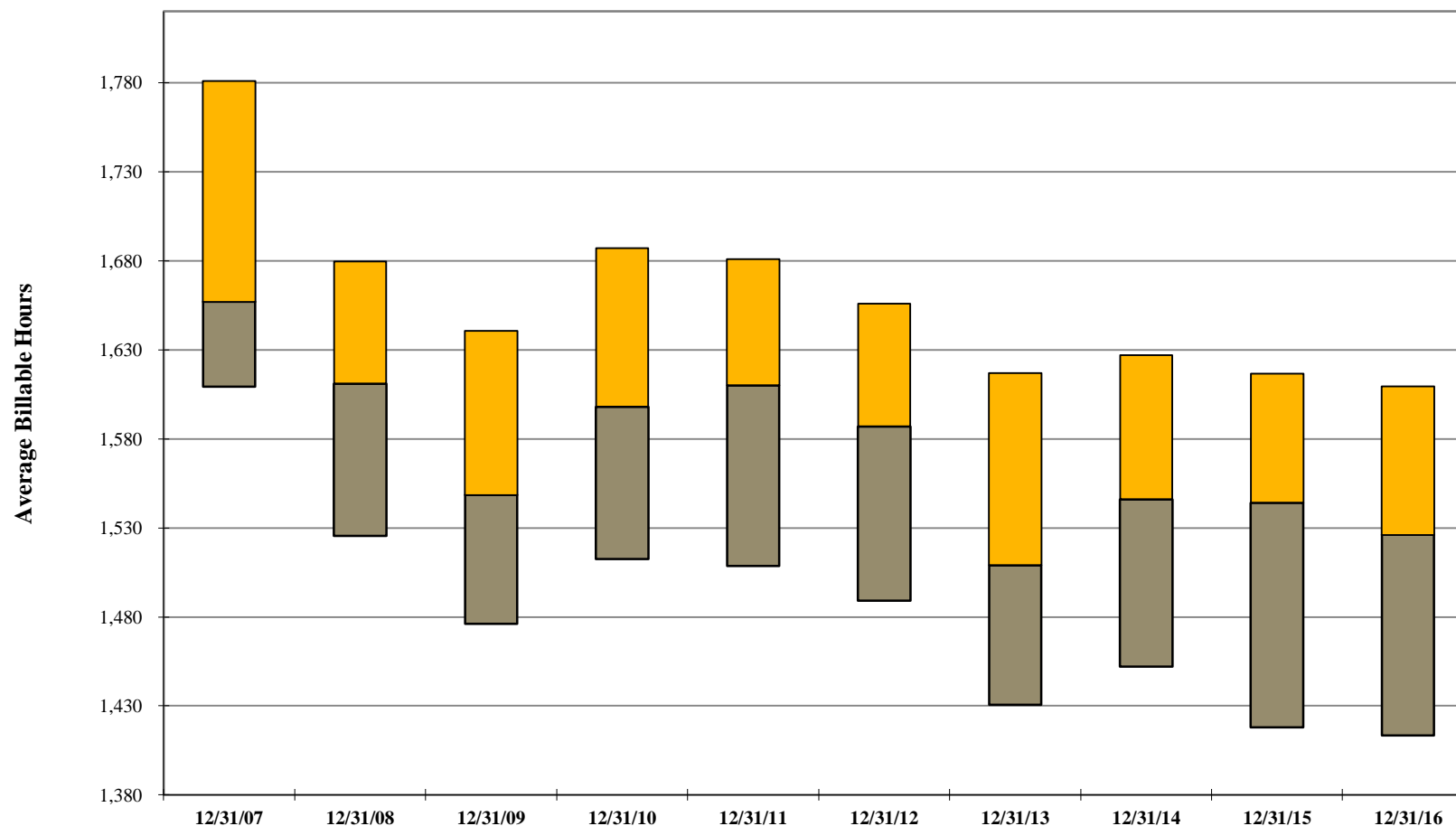
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Billable Hours - Non-Equity Partners for the 12-month period ending



Your Firm

1st Qtile

Median

3rd Qtile

12/31/07	12/31/08	12/31/09	12/31/10	12/31/11	12/31/12	12/31/13	12/31/14	12/31/15	12/31/16	Change: '07-'16
1,781	1,680	1,641	1,687	1,681	1,656	1,617	1,627	1,617	1,610	(172)
1,657	1,611	1,549	1,598	1,610	1,587	1,509	1,546	1,544	1,526	(131)
1,609	1,526	1,476	1,513	1,509	1,489	1,431	1,452	1,418	1,414	(196)

Additional detail can be found on Page 38.

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

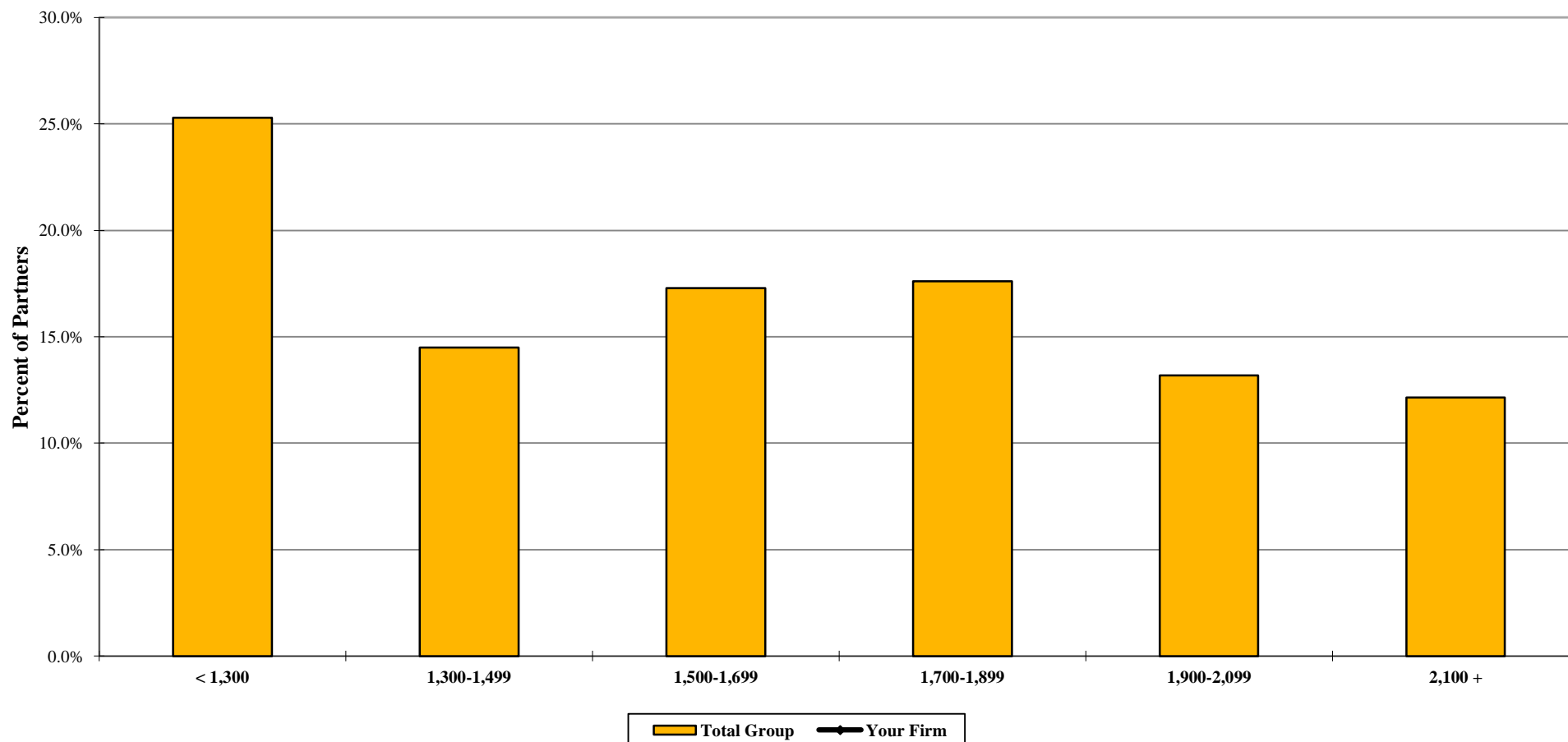
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - All Partners

For the 12-month period ending December 31, 2016



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
25.3%	14.5%	17.3%	17.6%	13.2%	12.1%

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

Additional detail can be found on Page 40.

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

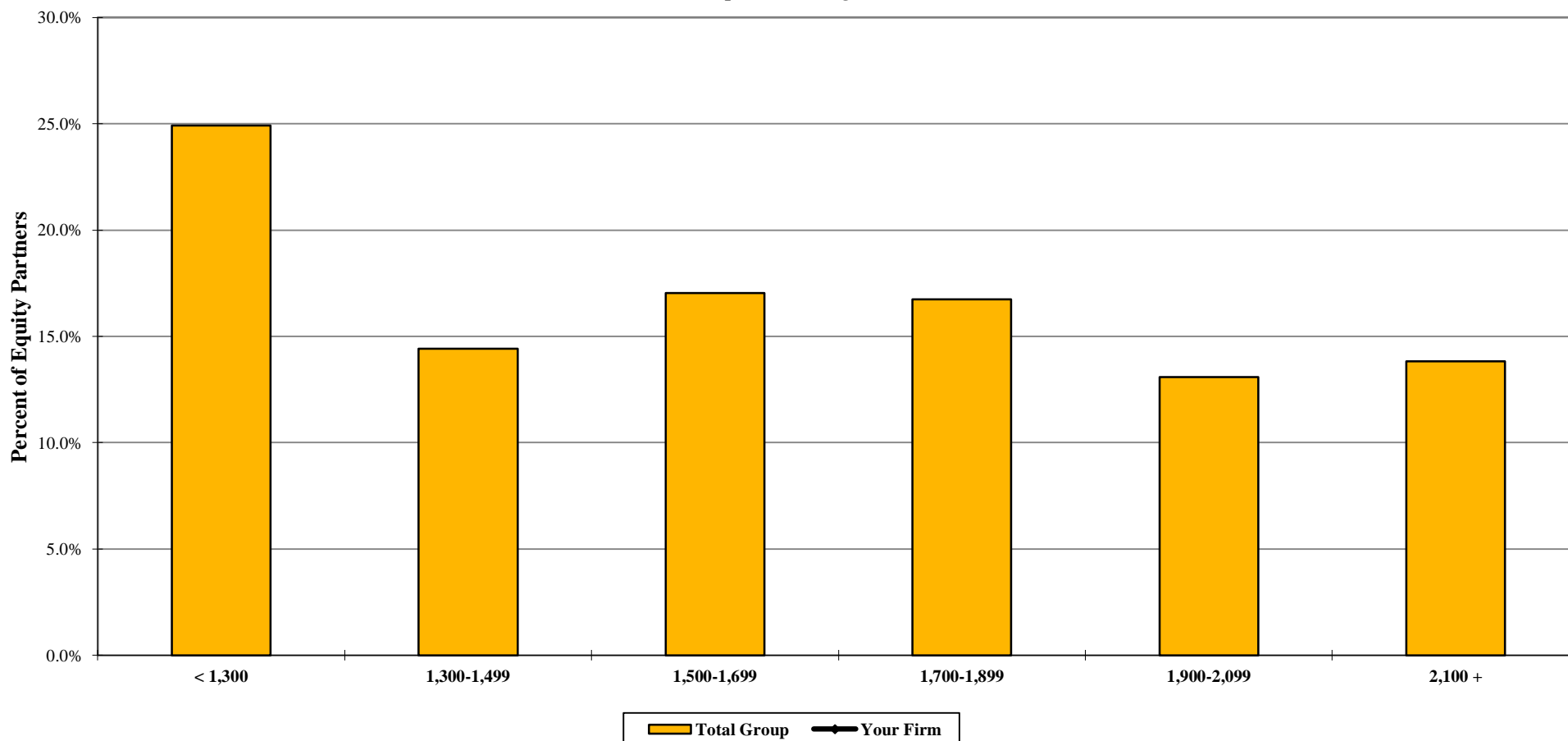
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - Equity Partners

For the 12-month period ending December 31, 2016



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
24.9%	14.4%	17.0%	16.7%	13.1%	13.8%

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

Additional detail can be found on Page 39.

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

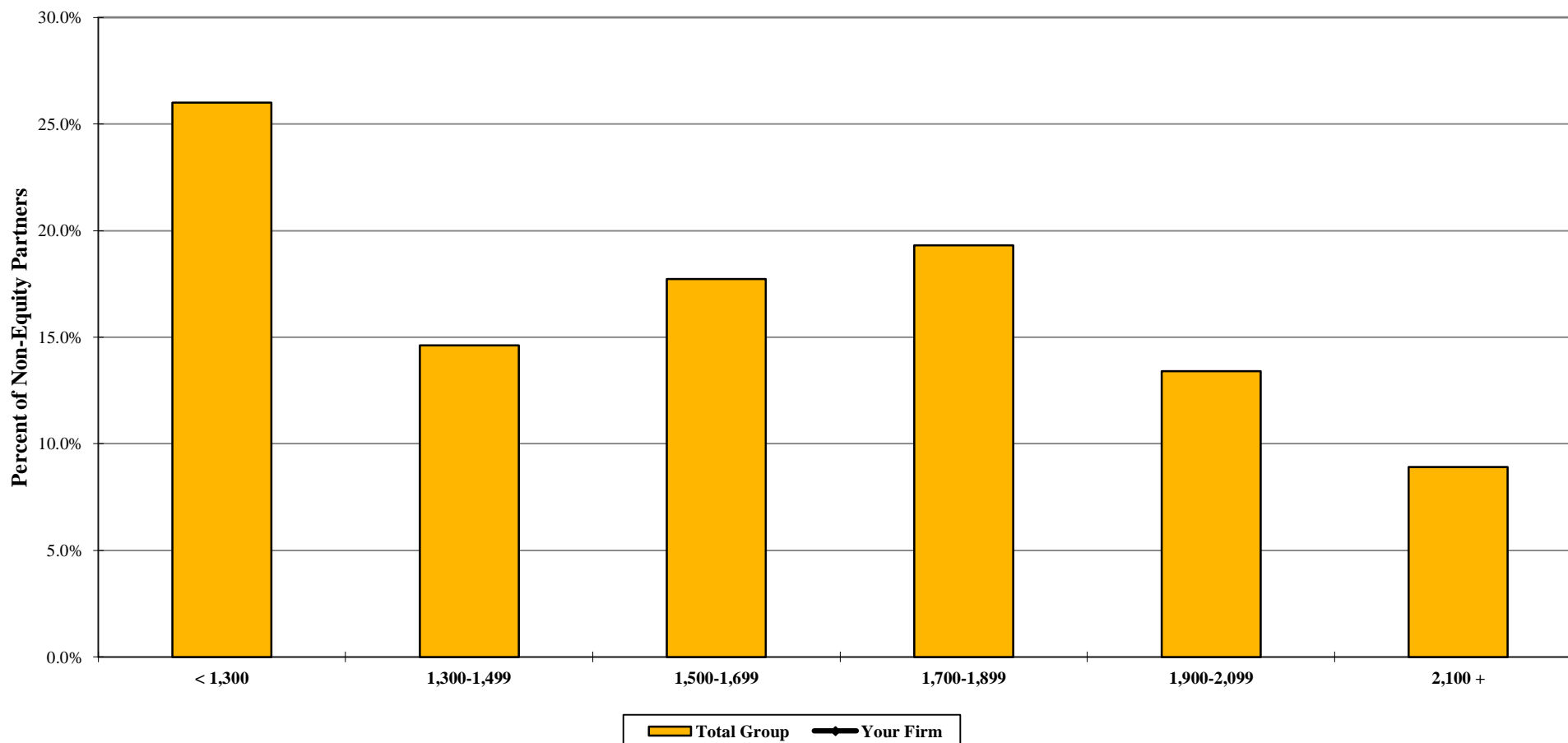
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of All Partners by Utilization Levels¹ - Non-Equity Partners

For the 12-month period ending December 31, 2016



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
26.0%	14.6%	17.7%	19.3%	13.4%	8.9%

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

Additional detail can be found on Page 39.

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

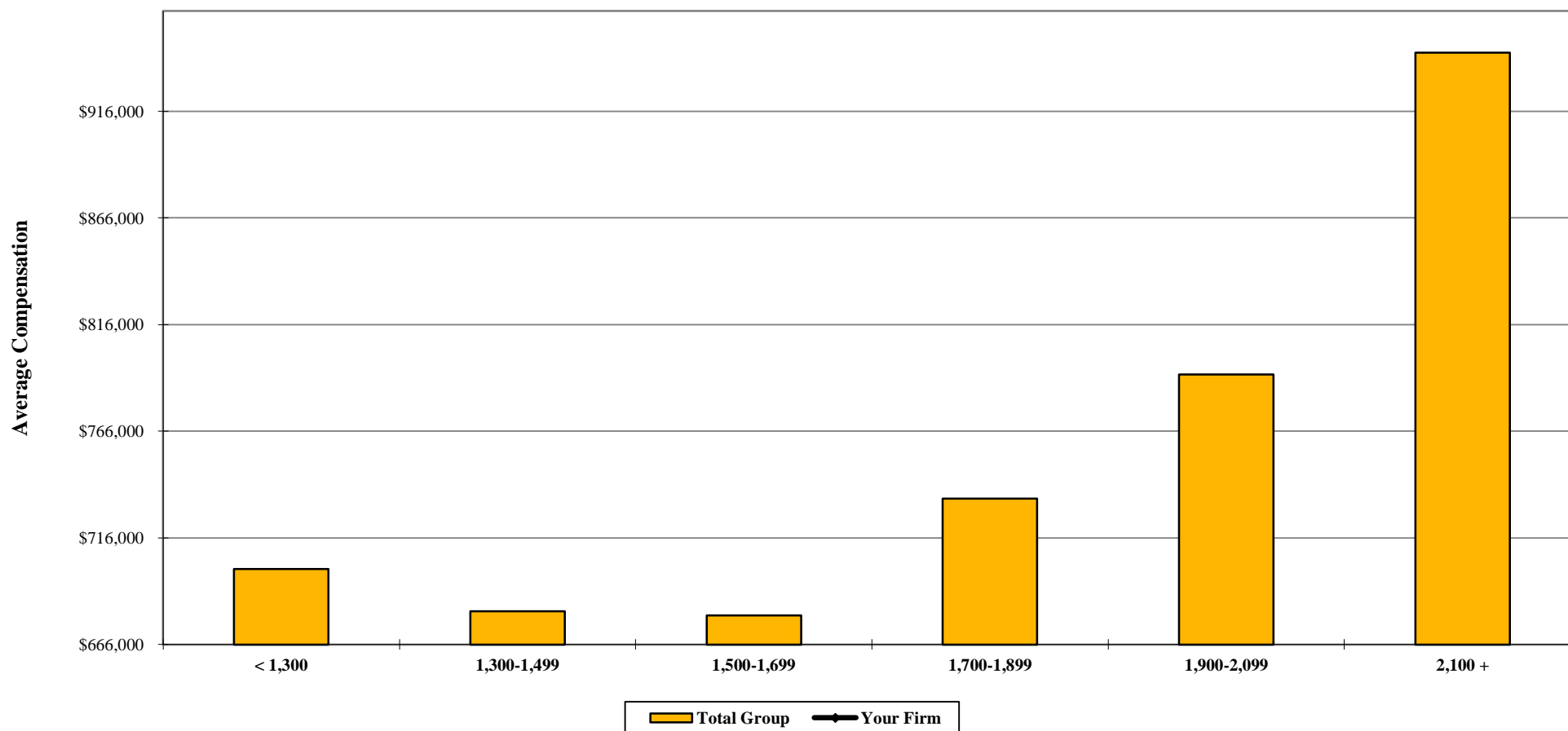
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - All Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$701,429	\$681,565	\$679,595	\$734,384	\$792,695	\$943,388

Additional detail can be found on Page 42.

^ Membership on this page includes only those participants that submitted partner compensation.

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

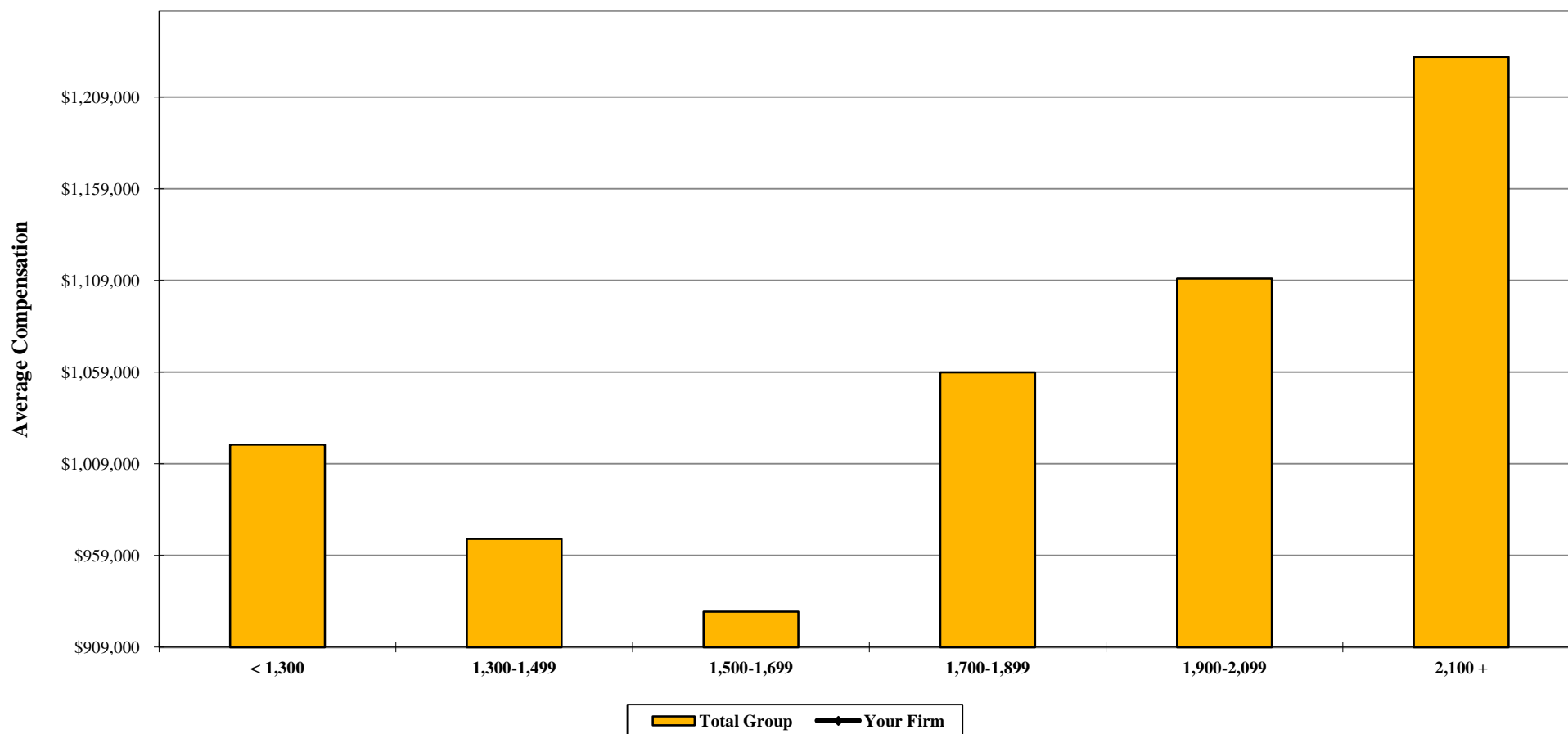
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Equity Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$1,019,451	\$967,938	\$928,268	\$1,058,942	\$1,110,097	\$1,230,794

Additional detail can be found on Page 41.

^ Membership on this page includes only those participants that submitted partner compensation.

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

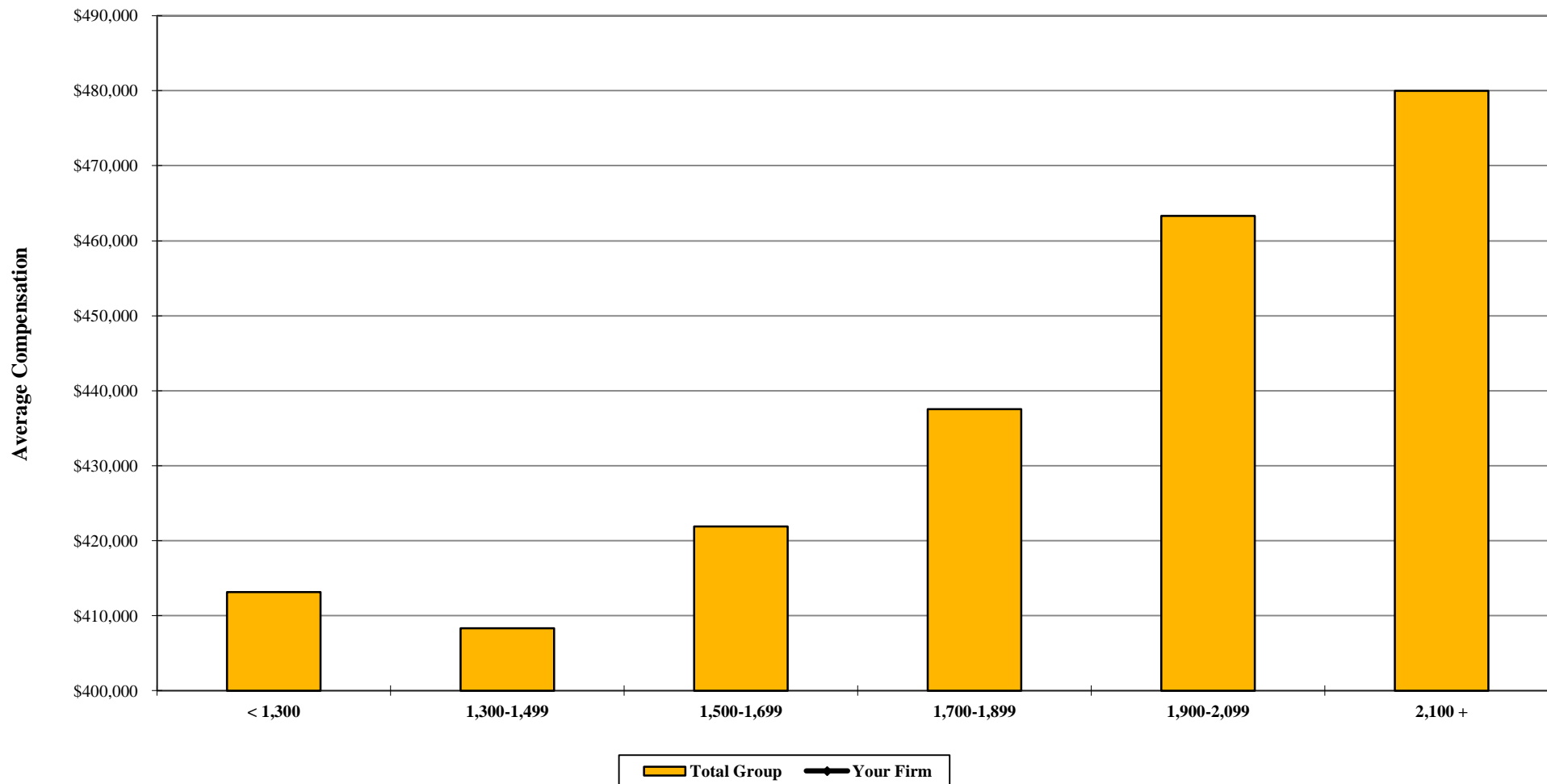
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Non-Equity Partners

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
\$413,138	\$408,322	\$421,912	\$437,530	\$463,294	\$480,017

Additional detail can be found on Page 41.

^ Membership on this page includes only those participants that submitted partner compensation.

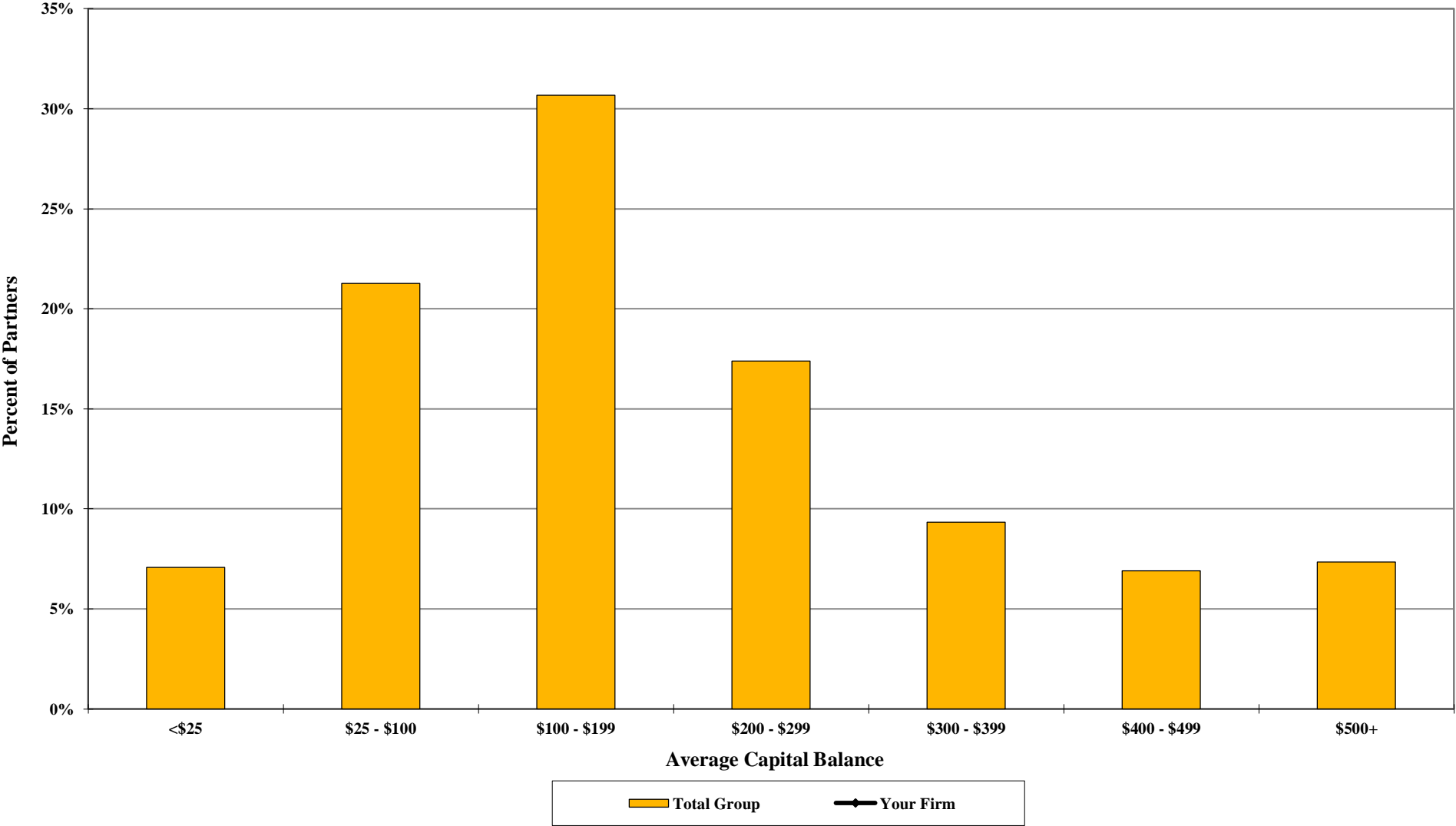
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partners by Capital Balance Intervals - All Partners
As of the most recent fiscal year-end; in 000's



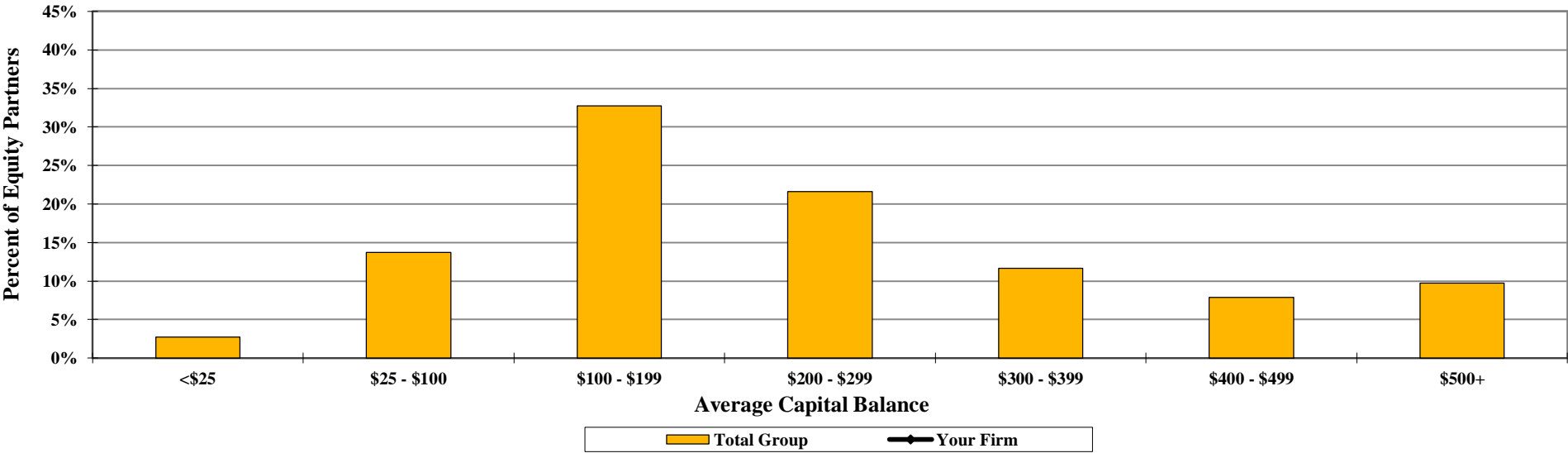
Additional detail can be found on Page 45.
^ Membership on this page includes only those participants that submitted partner compensation.

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

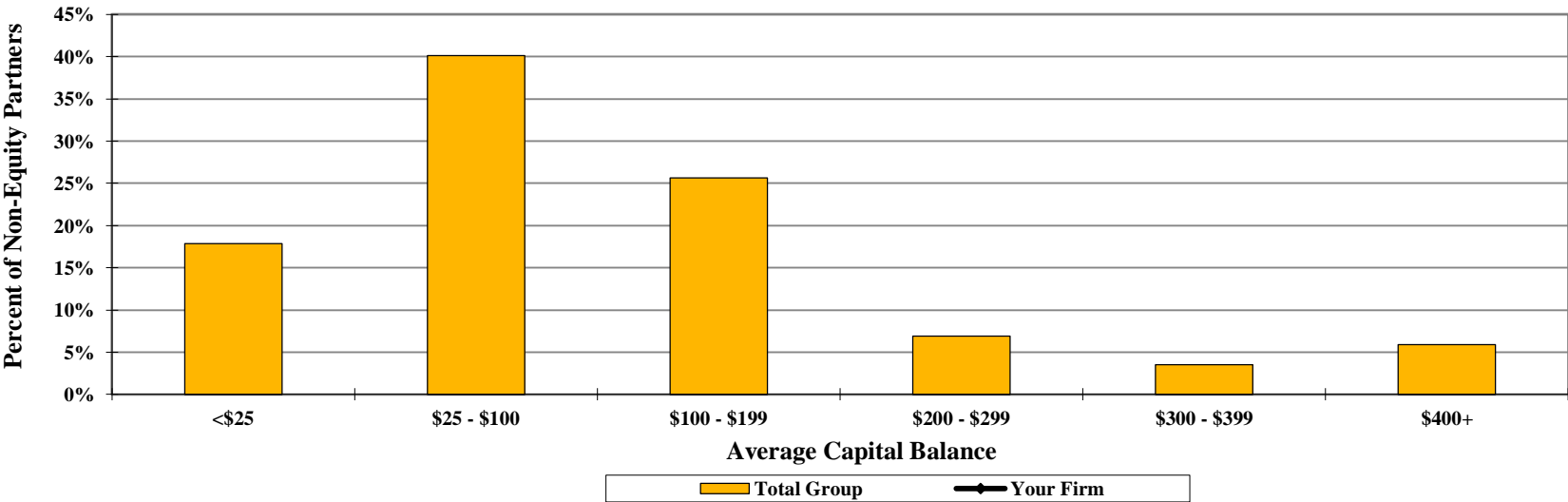
AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partners by Capital Balance Intervals
As of the most recent fiscal year-end; in 000's

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 44.

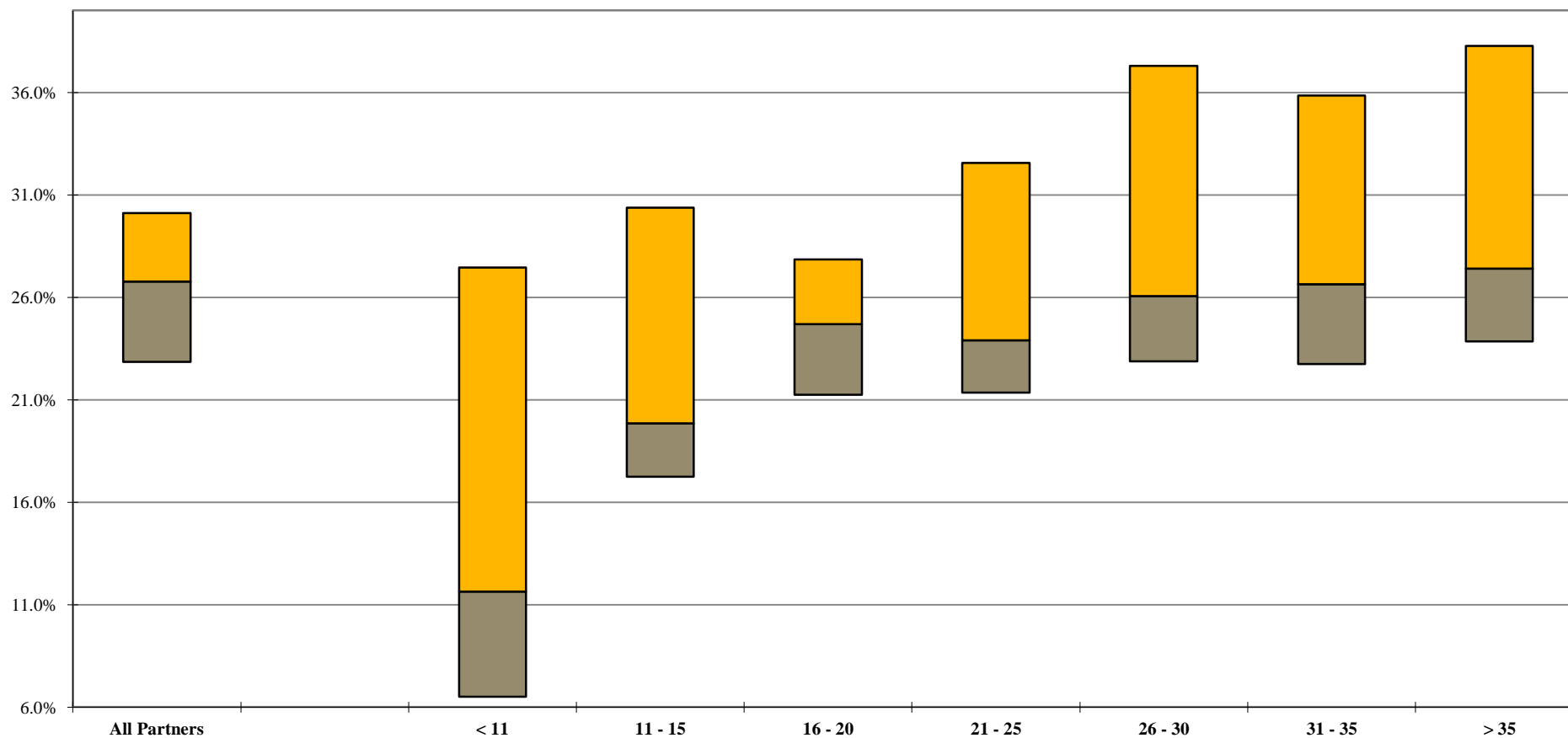
^ Membership on this page includes only those participants that submitted partner compensation.

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Percentage of Capital Balance to Compensation - All Partners

As of the most recent fiscal year-end



Your Firm		Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	30.1%	27.5%	30.4%	27.9%	32.6%	37.3%	35.9%	38.3%
	Median	26.8%	11.6%	19.9%	24.7%	23.9%	26.1%	26.6%	27.4%
	3rd Qtle	22.9%	6.5%	17.3%	21.3%	21.3%	22.9%	22.7%	23.8%

^ Membership on this page includes only those participants that submitted partner compensation.

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

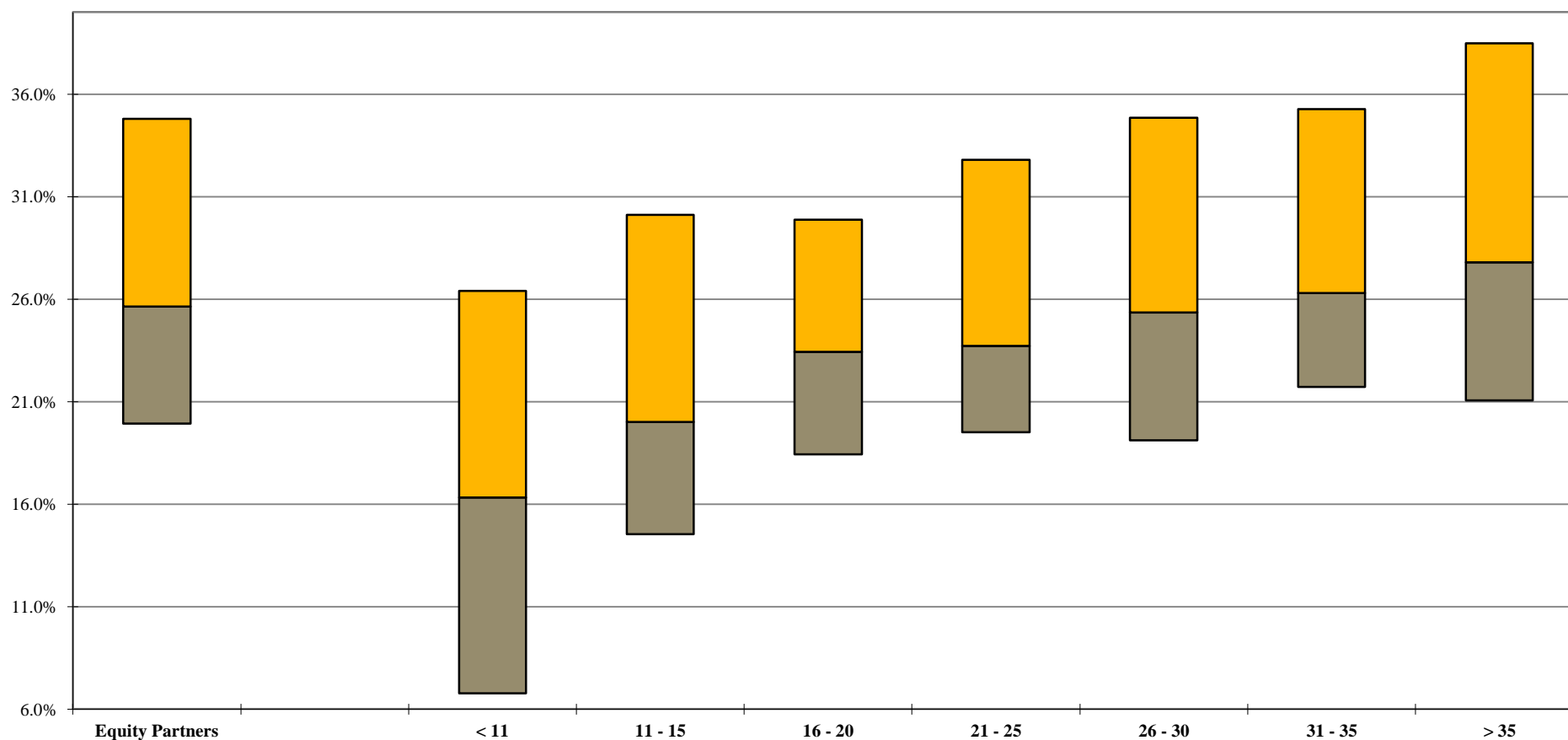
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Percentage of Capital Balance to Compensation - Equity Partners

As of the most recent fiscal year-end



Your Firm		Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	34.8%	26.4%	30.1%	29.9%	32.8%	34.8%	35.3%	38.5%
	Median	25.6%	16.3%	20.0%	23.4%	23.7%	25.3%	26.3%	27.8%
	3rd Qtle	19.9%	6.8%	14.5%	18.4%	19.5%	19.1%	21.7%	21.0%

^ Membership on this page includes only those participants that submitted partner compensation.

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

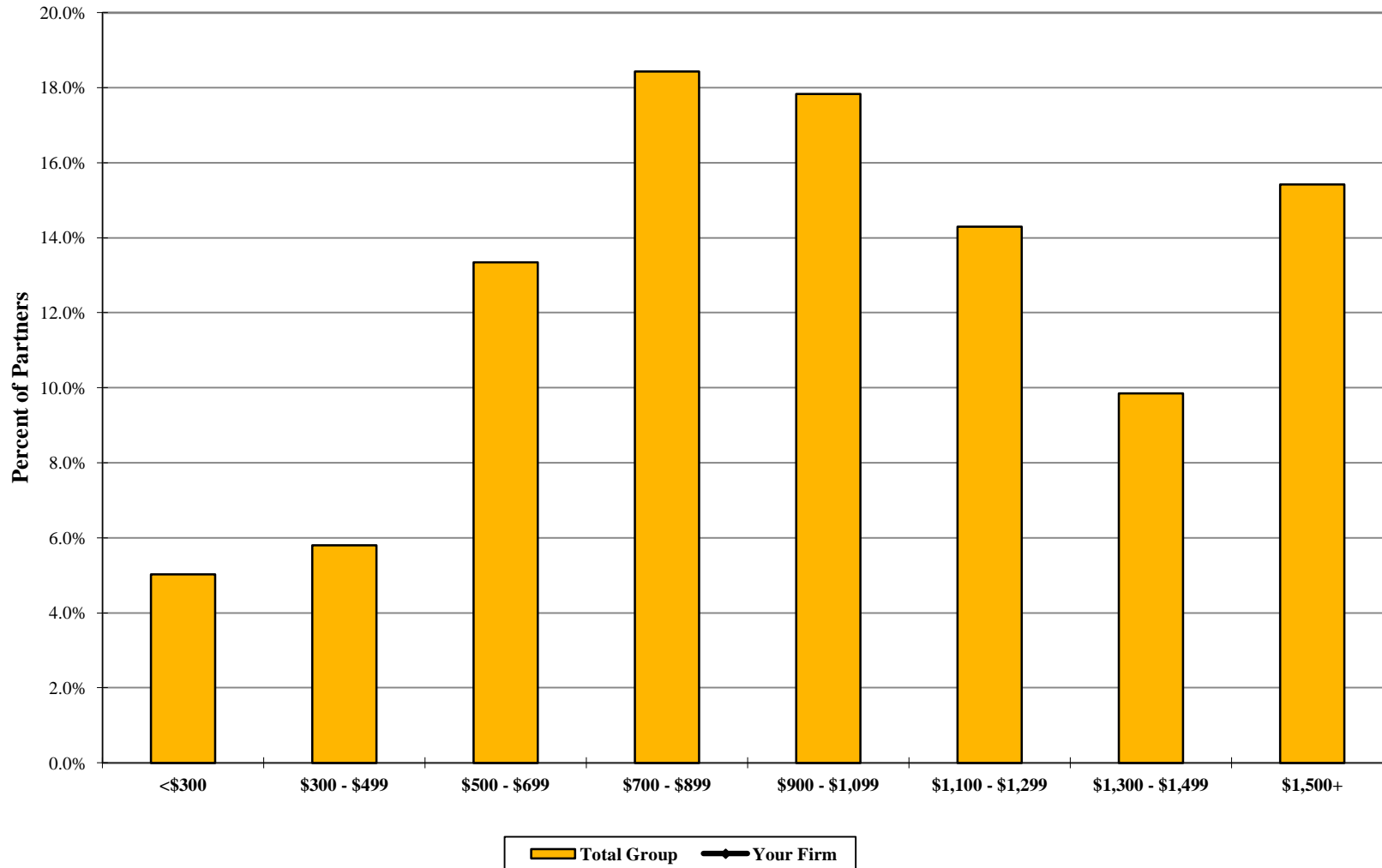
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - All Partners

For the 12-month period ending December 31, 2016; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
5.0%	5.8%	13.3%	18.4%	17.8%	14.3%	9.9%	15.4%

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

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

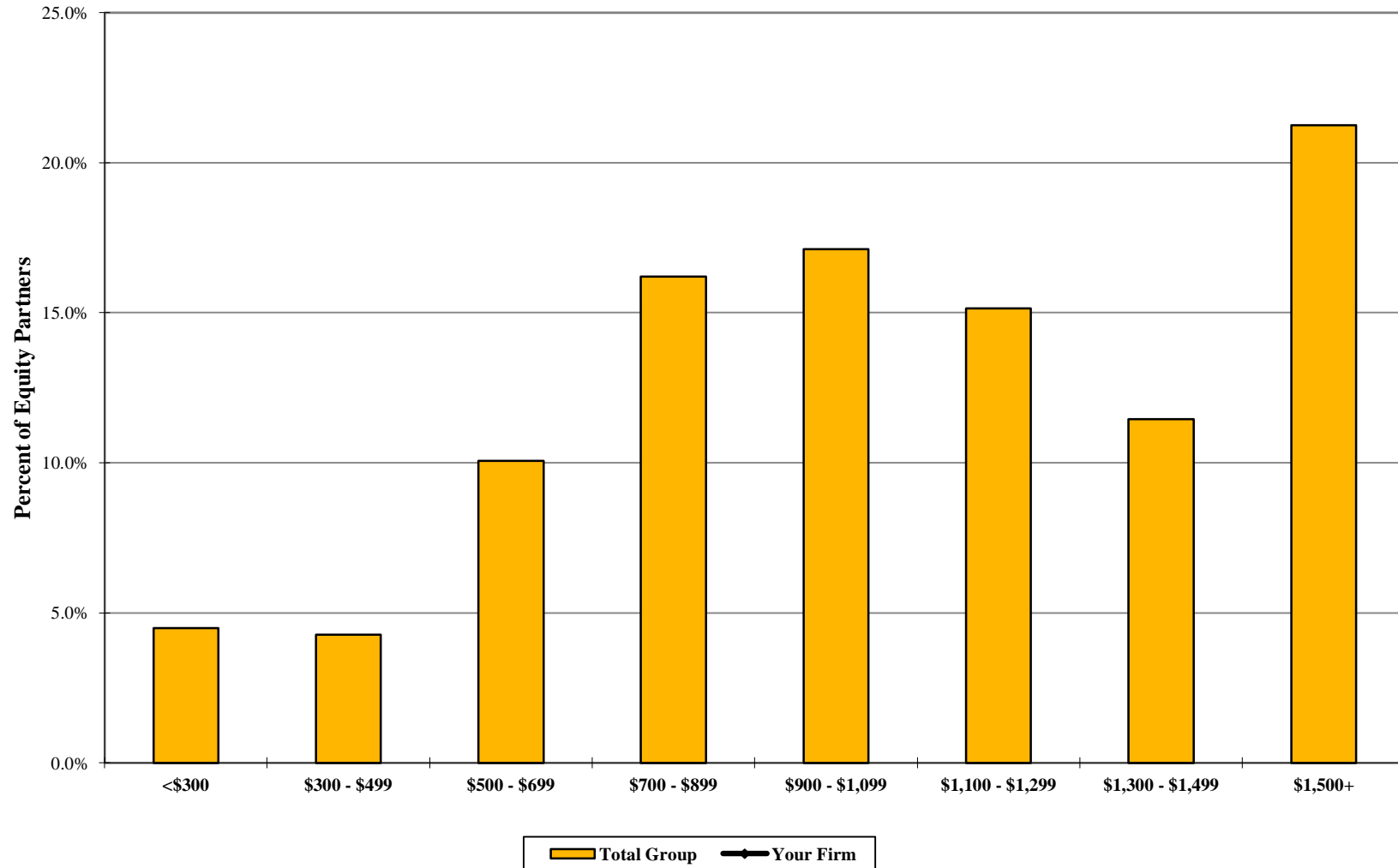
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - Equity Partners

For the 12-month period ending December 31, 2016; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
4.5%	4.3%	10.1%	16.2%	17.1%	15.1%	11.5%	21.2%

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

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

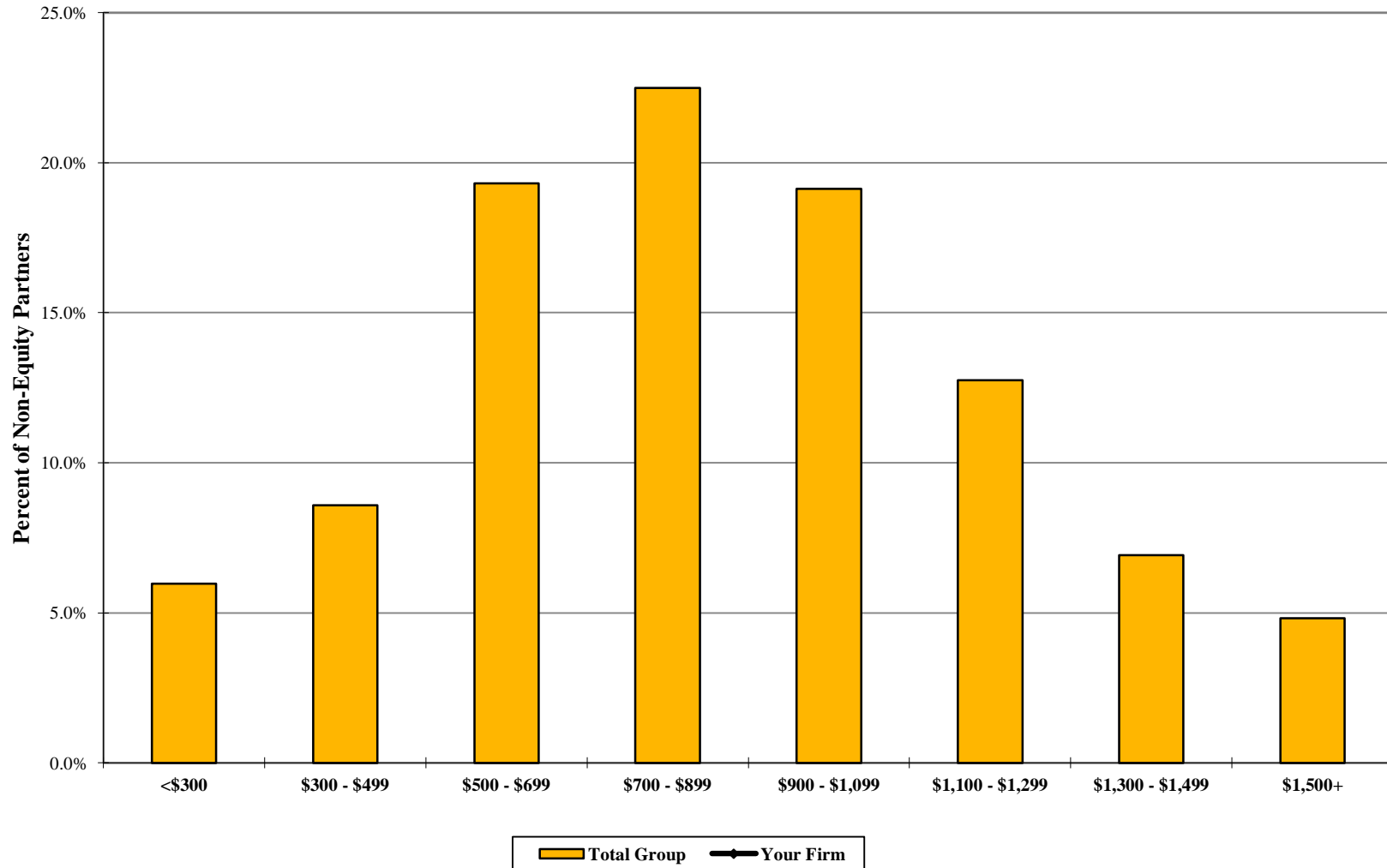
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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partners by Fees Billed¹ - Non-Equity Partners

For the 12-month period ending December 31, 2016; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
6.0%	8.6%	19.3%	22.5%	19.1%	12.8%	6.9%	4.8%

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

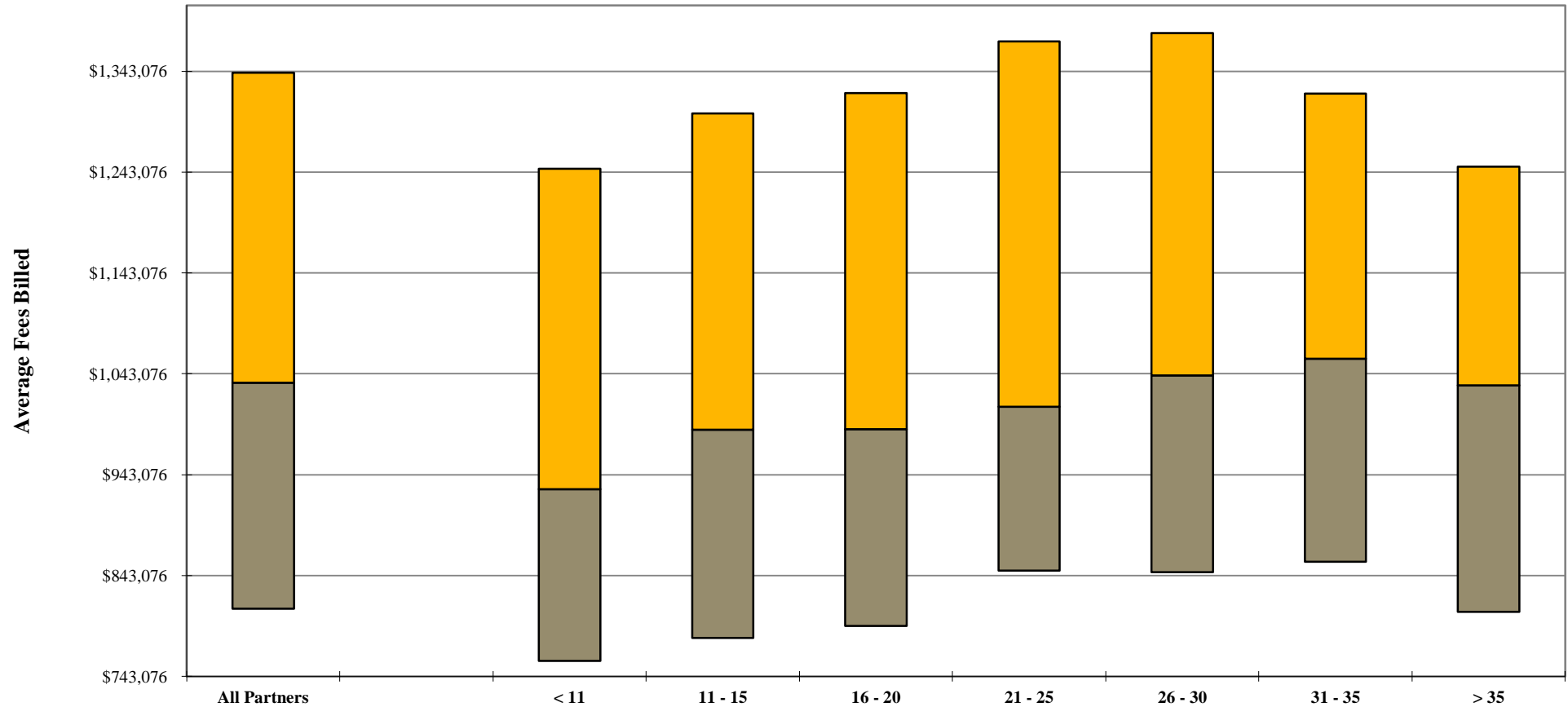
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - All Partners For the 12-month period ending December 31, 2016



Your Firm		Years of Experience							
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$1,341,750	\$1,246,256	\$1,301,041	\$1,321,539	\$1,372,814	\$1,380,781	\$1,320,703	\$1,248,283
	Median	1,034,224	928,604	987,750	987,914	1,010,185	1,041,329	1,058,269	1,031,397
	3rd Qtle	810,040	758,241	780,928	793,135	847,841	846,605	856,662	807,074

Additional detail can be found on Page 46.

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

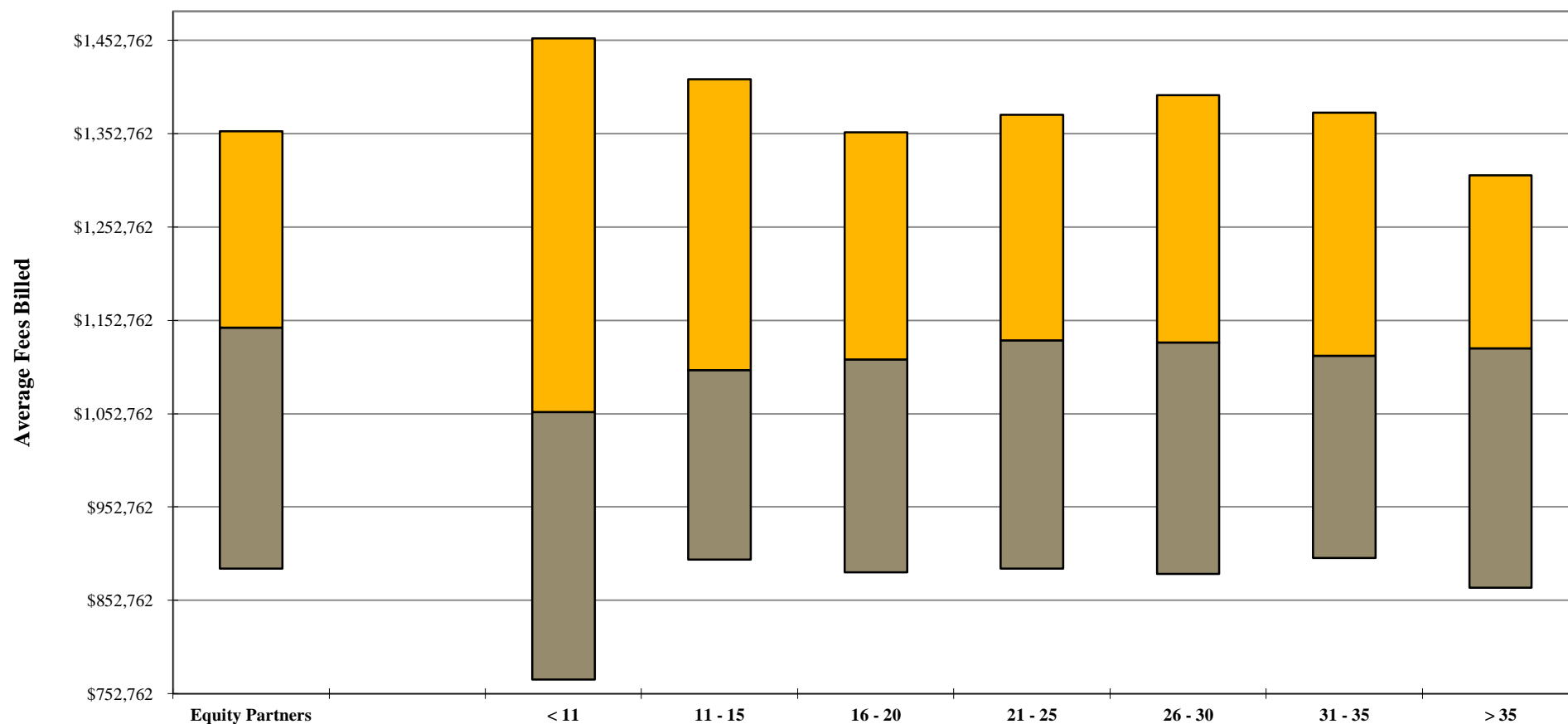
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - Equity Partners

For the 12-month period ending December 31, 2016



Your Firm		Years of Experience							
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$1,355,662	\$1,454,899	\$1,411,109	\$1,354,428	\$1,372,814	\$1,394,036	\$1,375,539	\$1,308,320
	Median	1,145,073	1,054,674	1,099,301	1,110,701	1,131,049	1,129,241	1,114,607	1,122,657
	3rd Qtle	886,775	768,125	896,449	882,685	886,972	881,277	898,172	866,107

Additional detail can be found on Page 46.

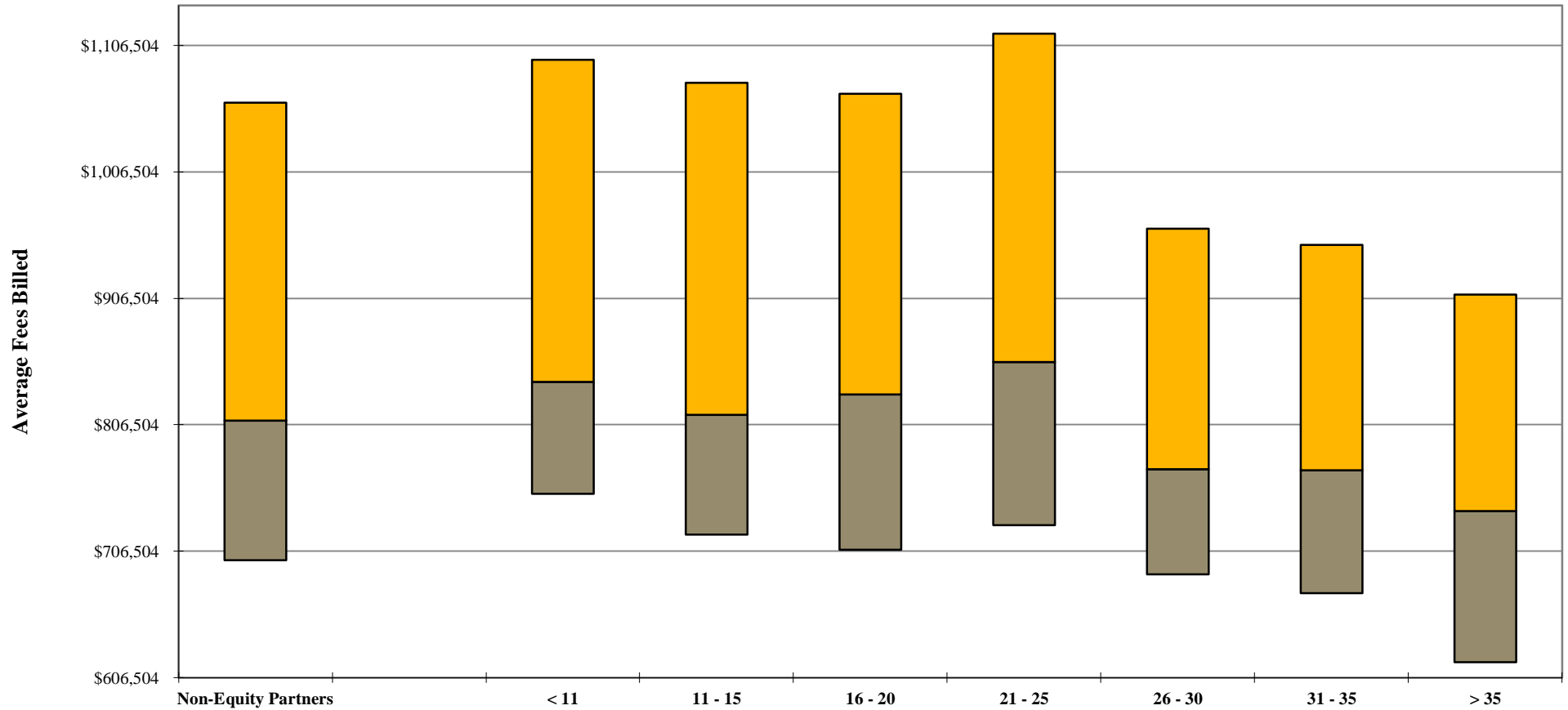
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Average Fees Billed by Years of Experience - Non-Equity Partners
For the 12-month period ending December 31, 2016



Your Firm		Years of Experience							
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	> 35	
	1st Qtle	\$1,061,030	\$1,095,237	\$1,076,832	\$1,068,382	\$1,115,867	\$961,432	\$948,665	\$909,595
	Median	809,745	840,281	814,465	830,664	856,006	771,529	770,575	738,392
	3rd Qtle	699,242	751,942	719,500	707,823	727,286	688,115	673,345	618,883

Additional detail can be found on Page 46.

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

** omitted due to insufficient data

DETAILED METRICS

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Compensation

As of the most recent fiscal year-end

Values reported only for full-time partners that were at your firm for the entire one-year period

Your Firm		Group			Your Firm		Group		
Average Rank / Of		1 st Quartile	Median	3 rd Quartile	%Change-1 Yr	% Change - 1 Year			
						1 st Quartile	Median	3 rd Quartile	
Equity Partners									
High	/ 17	\$4,871,155	\$3,850,000	\$2,787,879		11.1	4.5	(2.0)	
Middle	/ 17	988,623	766,600	605,616		7.5	2.0	(5.2)	
Low	/ 17	489,266	400,000	290,000		20.1	(1.6)	(10.9)	
Average	/ 17	1,170,450	883,539	751,562		6.3	2.8	(6.8)	
By Years of Experience									
< 11 Years	/ 7 ‡	\$758,398	\$436,430	\$365,821		**	**	**	
11 - 15 Years	/ 17	1,029,631	566,980	479,191		11.9	1.2	(11.8)	
16 - 20 Years	/ 17	1,107,840	734,630	633,424		5.2	(0.7)	(8.7)	
21 - 25 Years	/ 17	1,207,473	835,413	761,749		9.0	2.2	(2.0)	
26 - 30 Years	/ 17	1,131,982	990,969	810,116		6.8	2.5	(7.7)	
31 - 35 Years	/ 17	1,311,904	1,027,904	779,947		6.6	3.2	(3.5)	
> 35 Years	/ 17	1,219,471	979,348	825,040		12.2	1.9	(13.2)	
Non-Equity Partners									
High	/ 17	\$1,572,728	\$1,000,000	\$600,000		22.9	(0.3)	(19.2)	
Middle	/ 17	412,947	381,153	333,697		2.3	0.0	(4.2)	
Low	/ 17	250,000	226,738	160,000		20.9	0.6	(16.2)	
Average	/ 17	496,859	403,502	369,075		2.5	0.6	(3.3)	
By Years of Experience									
< 11 Years	/ 16	\$368,888	\$341,350	\$288,195		11.0	4.0	(3.1)	
11 - 15 Years	/ 17	453,279	353,424	318,750		2.7	(0.3)	(8.6)	
16 - 20 Years	/ 17	501,932	406,880	376,026		8.1	2.9	(1.9)	
21 - 25 Years	/ 17	459,069	418,927	350,667		3.5	(2.0)	(6.0)	
26 - 30 Years	/ 17	470,824	413,491	356,818		5.6	(1.8)	(6.7)	
31 - 35 Years	/ 17	501,673	426,626	350,000		5.0	(1.2)	(10.8)	
> 35 Years	/ 17	599,177	476,548	384,542		2.9	(7.3)	(14.4)	
All Partners									
High	/ 17	\$4,871,155	\$3,850,000	\$2,787,879		11.1	4.5	(2.0)	
Middle	/ 17	695,996	605,605	538,552		5.9	(1.3)	(6.0)	
Low	/ 17	255,960	231,495	174,463		13.9	8.4	(10.9)	
Average	/ 17	839,869	709,830	615,247		6.2	0.7	(6.8)	
By Years of Experience									
< 11 Years	/ 16	\$395,314	\$349,267	\$319,632		11.2	4.1	(2.5)	
11 - 15 Years	/ 17	519,661	428,397	396,617		7.4	(2.2)	(6.0)	
16 - 20 Years	/ 17	721,702	636,941	540,080		4.6	(1.5)	(9.2)	
21 - 25 Years	/ 17	917,731	730,488	657,916		7.8	(2.0)	(8.6)	
26 - 30 Years	/ 17	939,343	817,597	743,618		7.7	1.4	(4.5)	
31 - 35 Years	/ 17	1,065,709	841,594	743,363		7.8	1.0	(3.6)	
> 35 Years	/ 17	1,159,500	867,297	740,692		4.5	(3.1)	(11.6)	

^ Membership on this page includes only those participants that submitted partner compensation.

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation*By Years of Experience**As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's*

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	35 ‡		74.3%	14.3%	5.7%	2.9%		2.9%
11 - 15 Years								
Your Firm								
Total Group	213		24.9%	45.5%	16.4%	5.2%	2.8%	5.2%
16 - 20 Years								
Your Firm								
Total Group	462		8.4%	28.8%	27.3%	10.8%	8.4%	16.2%
21 - 25 Years								
Your Firm								
Total Group	534		4.9%	21.3%	25.1%	13.7%	10.1%	24.9%
26 - 30 Years								
Your Firm								
Total Group	508		5.3%	17.7%	21.9%	15.7%	12.4%	27.0%
31 - 35 Years								
Your Firm								
Total Group	479		2.1%	18.0%	24.8%	16.9%	12.3%	25.9%
> 35 Years								
Your Firm								
Total Group	558		3.9%	18.5%	23.1%	16.3%	11.1%	27.1%
All Equity Partners								
Your Firm								
Total Group	2,789		7.3%	22.5%	23.5%	13.9%	10.1%	22.7%
Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+	
< 11 Years								
Your Firm								
Total Group	222	2.3%	71.6%	23.9%	1.8%		0.5%	
11 - 15 Years								
Your Firm								
Total Group	577	2.8%	62.6%	26.0%	6.2%	1.6%	0.9%	
16 - 20 Years								
Your Firm								
Total Group	507	1.8%	49.9%	32.7%	10.7%	4.1%	0.8%	
21 - 25 Years								
Your Firm								
Total Group	336	1.2%	44.6%	35.1%	11.9%	5.7%	1.5%	
26 - 30 Years								
Your Firm								
Total Group	230	0.4%	38.3%	37.4%	11.7%	9.6%	2.6%	
31 - 35 Years								
Your Firm								
Total Group	175	1.1%	44.6%	36.0%	12.0%	5.1%	1.1%	
> 35 Years								
Your Firm								
Total Group	230	1.3%	45.2%	30.0%	13.0%	7.0%	3.5%	
All Non-Equity Partners								
Your Firm								
Total Group	2,277	1.8%	52.4%	31.0%	9.3%	4.2%	1.4%	

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	257	1.9%	72.0%	22.6%	2.3%	0.4%	0.4%	0.4%
11 - 15 Years								
Your Firm								
Total Group	790	2.0%	52.4%	31.3%	9.0%	2.5%	1.0%	1.8%
16 - 20 Years								
Your Firm								
Total Group	969	0.9%	30.1%	30.9%	18.6%	7.3%	4.4%	7.7%
21 - 25 Years								
Your Firm								
Total Group	870	0.5%	20.2%	26.7%	20.0%	10.6%	6.6%	15.5%
26 - 30 Years								
Your Firm								
Total Group	738	0.1%	15.6%	23.8%	18.7%	13.8%	8.5%	19.4%
31 - 35 Years								
Your Firm								
Total Group	654	0.3%	13.5%	22.8%	21.4%	13.8%	9.2%	19.1%
> 35 Years								
Your Firm								
Total Group	788	0.4%	16.0%	21.8%	20.2%	13.6%	8.2%	19.8%
All Partners								
Your Firm								
Total Group	5,066	0.8%	27.6%	26.3%	17.1%	9.5%	5.9%	12.8%

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Compensation
Ratio of Highest to Lowest Compensation
As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 7 ‡	2.2	1.0	1.0
11 - 15 Years		/ 17	2.8	2.0	1.5
16 - 20 Years		/ 17	4.3	3.7	2.8
21 - 25 Years		/ 17	6.2	4.7	4.0
26 - 30 Years		/ 17	6.6	5.2	4.5
31 - 35 Years		/ 17	5.8	5.4	4.6
> 35 Years		/ 17	6.7	5.6	4.0
<i>All Equity Partners</i>		/ 17	12.8	8.0	6.1
Non-Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 16	2.3	1.9	1.2
11 - 15 Years		/ 17	3.1	2.2	1.7
16 - 20 Years		/ 17	2.9	2.4	1.8
21 - 25 Years		/ 17	2.5	2.2	1.9
26 - 30 Years		/ 17	2.7	2.2	1.8
31 - 35 Years		/ 17	3.2	2.3	1.5
> 35 Years		/ 17	3.9	2.1	1.9
<i>All Non-Equity Partners</i>		/ 17	7.6	4.3	2.6
All Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 16	2.4	2.0	1.5
11 - 15 Years		/ 17	5.0	3.3	3.1
16 - 20 Years		/ 17	8.2	5.4	4.3
21 - 25 Years		/ 17	9.1	8.3	7.0
26 - 30 Years		/ 17	11.4	7.7	6.2
31 - 35 Years		/ 17	13.7	9.6	5.8
> 35 Years		/ 17	15.5	9.6	6.7
<i>All Partner Composite</i>		/ 17	25.9	15.5	10.9

^ Membership on this page includes only those participants that submitted partner compensation.

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group				
	Average		1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median	
	Hours	Rank / Of						1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year
Equity Partners												
Avg. by Years of Experience												
< 11 Years		/ 31 ‡	1,971	1,808	1,564	‡	‡	10.8	3.2	(5.9)	2.3	
11 - 15 Years		/ 55	1,894	1,772	1,662			1.7	(2.6)	(7.3)	(1.3)	
16 - 20 Years		/ 55	1,769	1,703	1,596		‡	1.3	(1.4)	(5.3)	(2.0)	
21 - 25 Years		/ 55	1,716	1,636	1,551		‡	2.5	(1.4)	(3.3)	(0.8)	
26 - 30 Years		/ 55	1,667	1,573	1,443		‡	2.1	(1.1)	(5.5)	(0.7)	
31 - 35 Years		/ 55	1,613	1,500	1,412		‡	2.7	0.6	(2.9)	(0.4)	
> 35 Years		/ 55	1,493	1,420	1,301		‡	1.8	(2.0)	(5.2)	(0.5)	
All Equity Partners		/ 55	1,665	1,599	1,490			0.1	(1.4)	(3.3)	(1.5)	
Non-Equity Partners												
Avg. by Years of Experience												
< 11 Years		/ 37 ‡	1,908	1,779	1,622	‡	‡	3.2	(0.7)	(7.4)	(0.9)	
11 - 15 Years		/ 41 ‡	1,763	1,661	1,517	‡	‡	2.3	(2.1)	(3.9)	(0.1)	
16 - 20 Years		/ 42 ‡	1,665	1,549	1,441	‡	‡	5.8	0.1	(4.2)	(3.4)	
21 - 25 Years		/ 42 ‡	1,589	1,489	1,355	‡	‡	1.6	(2.9)	(7.0)	(4.2)	
26 - 30 Years		/ 38 ‡	1,515	1,377	1,269	‡	‡	3.7	(5.0)	(10.6)	(4.7)	
31 - 35 Years		/ 40 ‡	1,519	1,341	1,185	‡	‡	9.9	(1.7)	(5.2)	(0.3)	
> 35 Years		/ 41 ‡	1,366	1,194	1,013	‡	‡	2.5	(3.7)	(8.3)	(3.4)	
All Non-Equity Partners		/ 43	1,610	1,526	1,414	‡	‡	1.3	(1.2)	(4.1)	(2.5)	
All Partner Composite												
Avg. by Years of Experience												
< 11 Years		/ 53	1,916	1,799	1,676		‡	4.9	(1.9)	(7.1)	2.3	
11 - 15 Years		/ 55	1,824	1,717	1,616			1.5	(1.7)	(3.9)	(0.3)	
16 - 20 Years		/ 55	1,755	1,618	1,541			2.6	(1.0)	(4.0)	(2.5)	
21 - 25 Years		/ 55	1,675	1,602	1,507			1.2	(1.0)	(4.0)	(1.8)	
26 - 30 Years		/ 55	1,644	1,526	1,416			0.9	(0.9)	(5.6)	(2.6)	
31 - 35 Years		/ 55	1,553	1,478	1,395			3.2	(0.9)	(3.4)	(1.0)	
> 35 Years		/ 55	1,425	1,372	1,266			2.3	(2.1)	(4.9)	(2.7)	
All Partner Composite		/ 55	1,661	1,586	1,488			0.6	(1.4)	(3.4)	(2.0)	

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2016

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	164 ‡	13.4%	11.0%	13.4%	17.7%	15.2%	29.3%
11 - 15 Years Your Firm							
Total Group	952 ‡	11.4%	11.4%	15.4%	21.5%	19.0%	21.1%
16 - 20 Years Your Firm							
Total Group	1,881 ‡	15.8%	13.2%	18.8%	18.7%	16.2%	17.3%
21 - 25 Years Your Firm							
Total Group	1,923 ‡	21.0%	15.0%	17.6%	16.9%	15.2%	14.3%
26 - 30 Years Your Firm							
Total Group	1,815 ‡	24.5%	14.0%	18.0%	19.0%	12.5%	12.0%
31 - 35 Years Your Firm							
Total Group	1,706 ‡	29.7%	17.1%	17.9%	14.1%	10.7%	10.5%
> 35 Years Your Firm							
Total Group	1,806 ‡	42.1%	15.0%	13.8%	12.2%	7.3%	9.6%
All Equity Partners Your Firm							
Total Group	10,296 ‡	24.9%	14.4%	17.0%	16.7%	13.1%	13.8%
Non-Equity Ptrs	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	555 ‡	8.1%	9.4%	13.3%	24.7%	25.4%	19.1%
11 - 15 Years Your Firm							
Total Group	1,365 ‡	14.0%	13.3%	19.0%	23.7%	17.4%	12.6%
16 - 20 Years Your Firm							
Total Group	1,177 ‡	22.8%	14.9%	18.9%	21.2%	14.0%	8.2%
21 - 25 Years Your Firm							
Total Group	730 ‡	28.1%	14.5%	21.2%	18.1%	11.6%	6.4%
26 - 30 Years Your Firm							
Total Group	514 ‡	33.9%	16.1%	19.1%	17.3%	7.8%	5.8%
31 - 35 Years Your Firm							
Total Group	424 ‡	40.3%	22.2%	14.4%	13.0%	6.8%	3.3%
> 35 Years Your Firm							
Total Group	547 ‡	57.0%	15.5%	13.9%	8.4%	3.7%	1.5%
All Non-Equity Partners Your Firm							
Total Group	5,355 ‡	26.0%	14.6%	17.7%	19.3%	13.4%	8.9%

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

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Distribution of Partner Billable Hours By Years of Experience - For the 12-month period ending December 31, 2016

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	719	9.3%	9.7%	13.4%	23.1%	23.1%	21.4%
11 - 15 Years							
Your Firm							
Total Group	2,317	12.9%	12.6%	17.5%	22.8%	18.0%	16.1%
16 - 20 Years							
Your Firm							
Total Group	3,058	18.5%	13.9%	18.8%	19.6%	15.3%	13.8%
21 - 25 Years							
Your Firm							
Total Group	2,653	22.9%	14.9%	18.6%	17.2%	14.2%	12.1%
26 - 30 Years							
Your Firm							
Total Group	2,329	26.6%	14.5%	18.2%	18.6%	11.4%	10.6%
31 - 35 Years							
Your Firm							
Total Group	2,130	31.8%	18.1%	17.2%	13.8%	10.0%	9.1%
> 35 Years							
Your Firm							
Total Group	2,353	45.6%	15.1%	13.9%	11.3%	6.4%	7.7%
All Partners							
Your Firm							
Total Group	15,651	25.3%	14.5%	17.3%	17.6%	13.2%	12.1%

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

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2016

Equity Partners	Average*	< 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	\$541,622 ‡	\$497,743	\$299,630	\$535,739	\$328,812	\$429,810	\$556,398
11 - 15 Years Your Firm							
Total Group	\$790,169	\$548,414	\$677,422	\$702,110	\$909,411	\$708,560	\$764,816
16 - 20 Years Your Firm							
Total Group	\$880,702	\$872,441	\$807,242	\$819,604	\$848,403	\$844,884	\$1,072,391
21 - 25 Years Your Firm							
Total Group	\$1,044,602	\$1,031,363	\$908,374	\$921,817	\$1,070,380	\$1,149,621	\$1,182,855
26 - 30 Years Your Firm							
Total Group	\$1,105,210	\$1,044,981	\$1,120,764	\$918,670	\$1,201,609	\$1,053,033	\$1,369,034
31 - 35 Years Your Firm							
Total Group	\$1,131,914	\$1,026,044	\$977,201	\$974,875	\$1,143,172	\$1,446,062	\$1,389,374
> 35 Years Your Firm							
Total Group	\$1,185,001	\$1,106,986	\$960,414	\$1,083,353	\$1,264,827	\$1,374,965	\$1,650,009
All Equity Partners Your Firm							
Total Group	\$1,040,365	\$1,019,451	\$967,938	\$928,268	\$1,058,942	\$1,110,097	\$1,230,794
Non-Equity Ptrs	Average*	< 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	\$339,625	\$351,725	\$336,081	\$327,569	\$342,481	\$357,012	\$394,112
11 - 15 Years Your Firm							
Total Group	\$384,465	\$351,526	\$363,884	\$383,891	\$393,542	\$403,636	\$519,379
16 - 20 Years Your Firm							
Total Group	\$426,566	\$389,907	\$382,419	\$429,360	\$475,621	\$484,587	\$477,995
21 - 25 Years Your Firm							
Total Group	\$433,611	\$412,240	\$414,531	\$456,732	\$489,554	\$480,733	\$509,016
26 - 30 Years Your Firm							
Total Group	\$446,330	\$445,810	\$469,409	\$473,847	\$506,026	\$494,539	\$597,128
31 - 35 Years Your Firm							
Total Group	\$426,648	\$370,406	\$449,087	\$415,430	\$480,032	\$543,429	\$467,073
> 35 Years Your Firm							
Total Group	\$509,207	\$454,344	\$492,991	\$463,288	\$504,890	\$1,087,674	\$607,760
All Non-Equity Partners Your Firm							
Total Group	\$425,118	\$413,138	\$408,322	\$421,912	\$437,530	\$463,294	\$480,017

^ Membership on this page includes only those participants that submitted partner compensation

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels By Years of Experience - For the 12-month period ending December 31, 2016

All Partners	Average*	< 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	\$364,091	\$372,495	\$330,473	\$346,412	\$340,658	\$367,412	\$434,684
11 - 15 Years							
Your Firm							
Total Group	\$452,877	\$387,437	\$421,282	\$450,866	\$472,587	\$487,264	\$571,061
16 - 20 Years							
Your Firm							
Total Group	\$621,526	\$554,896	\$550,615	\$591,565	\$641,986	\$675,894	\$876,575
21 - 25 Years							
Your Firm							
Total Group	\$786,916	\$699,898	\$683,937	\$704,975	\$838,385	\$912,738	\$1,016,270
26 - 30 Years							
Your Firm							
Total Group	\$851,789	\$776,575	\$782,480	\$774,527	\$950,280	\$866,836	\$1,174,030
31 - 35 Years							
Your Firm							
Total Group	\$908,934	\$786,039	\$847,835	\$772,386	\$923,674	\$1,195,855	\$1,232,441
> 35 Years							
Your Firm							
Total Group	\$923,484	\$797,307	\$821,913	\$925,544	\$1,073,050	\$1,347,022	\$1,497,064
All Partners							
Your Firm							
Total Group	\$734,378	\$701,429	\$681,565	\$679,595	\$734,384	\$792,695	\$943,388

^ Membership on this page includes only those participants that submitted partner compensation

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Permanent Capital Balance

As of the most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 15	\$1,281,866	\$825,000	\$615,780
Middle		/ 15	289,658	217,205	149,500
Low		/ 15	124,750	92,000	53,111
Average		/ 15	325,018	244,823	178,271
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 6 ‡	\$172,126	\$60,813	\$22,035
11 - 15 Years		/ 15	214,396	132,000	94,000
16 - 20 Years		/ 15	266,340	180,928	138,724
21 - 25 Years		/ 15	328,920	237,392	182,124
26 - 30 Years		/ 15	336,025	281,726	180,785
31 - 35 Years		/ 15	399,785	291,384	182,992
> 35 Years		/ 15	438,631	293,527	234,359
Non-Equity Partners					
High		/ 10 ‡	\$347,081	\$158,676	\$94,425
Middle		/ 10 ‡	117,041	78,306	47,344
Low		/ 10 ‡	63,750	31,875	14,625
Average		/ 10 ‡	108,290	84,041	49,323
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 7 ‡	\$93,715	\$73,000	\$23,804
11 - 15 Years		/ 10 ‡	118,205	76,820	46,779
16 - 20 Years		/ 10 ‡	112,569	72,193	48,010
21 - 25 Years		/ 8 ‡	110,616	81,262	49,571
26 - 30 Years		/ 8 ‡	130,269	95,568	54,814
31 - 35 Years		/ 8 ‡	112,252	88,568	65,441
> 35 Years		/ 8 ‡	112,993	102,430	60,186
All Partners					
High		/ 15	\$1,281,866	\$825,000	\$615,780
Middle		/ 15	239,102	178,125	112,500
Low		/ 15	82,450	28,750	9,893
Average		/ 15	266,734	181,104	148,968
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 11 ‡	\$93,715	\$32,589	\$21,253
11 - 15 Years		/ 15	133,529	86,806	69,807
16 - 20 Years		/ 15	184,281	146,384	118,058
21 - 25 Years		/ 15	258,523	205,900	153,755
26 - 30 Years		/ 15	327,022	239,268	162,337
31 - 35 Years		/ 15	350,215	255,240	167,648
> 35 Years		/ 15	375,533	255,952	198,267

^ Membership on this page includes only those participants that submitted partner compensation.

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance*By Years of Experience**As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's*

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	36 ‡	66.7%	19.4%	8.3%		5.6%		
11 - 15 Years								
Your Firm								
Total Group	211	11.8%	45.5%	33.2%	5.7%	1.4%	0.5%	1.9%
16 - 20 Years								
Your Firm								
Total Group	436	2.5%	18.8%	41.1%	22.2%	8.0%	5.0%	2.3%
21 - 25 Years								
Your Firm								
Total Group	511	0.8%	12.5%	33.9%	25.8%	12.7%	5.7%	8.6%
26 - 30 Years								
Your Firm								
Total Group	468	1.1%	9.2%	31.6%	23.7%	14.3%	9.6%	10.5%
31 - 35 Years								
Your Firm								
Total Group	441	0.2%	6.8%	31.1%	23.1%	15.0%	11.1%	12.7%
> 35 Years								
Your Firm								
Total Group	502	0.2%	7.0%	28.3%	21.7%	13.1%	11.8%	17.9%
All Equity Partners								
Your Firm								
Total Group	2,605	2.7%	13.7%	32.7%	21.6%	11.7%	7.9%	9.7%
Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+	
< 11 Years								
Your Firm								
Total Group	97 ‡	48.5%	35.1%	11.3%	5.2%			
11 - 15 Years								
Your Firm								
Total Group	231 ‡	24.2%	47.2%	15.6%	11.3%	1.7%		
16 - 20 Years								
Your Firm								
Total Group	238 ‡	14.3%	38.7%	33.2%	5.9%	2.1%	5.9%	
21 - 25 Years								
Your Firm								
Total Group	161 ‡	12.4%	40.4%	23.0%	8.1%	7.5%	8.7%	
26 - 30 Years								
Your Firm								
Total Group	126 ‡	8.7%	29.4%	38.1%	5.6%	6.3%	11.9%	
31 - 35 Years								
Your Firm								
Total Group	83 ‡	10.8%	38.6%	36.1%	4.8%	3.6%	6.0%	
> 35 Years								
Your Firm								
Total Group	110 ‡	9.1%	46.4%	24.5%	2.7%	4.5%	12.7%	
All Non-Equity Partners								
Your Firm								
Total Group	1,046 ‡	17.9%	40.2%	25.6%	6.9%	3.5%	5.9%	

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	133 ‡	53.4%	30.8%	10.5%	3.8%	1.5%		
11 - 15 Years								
Your Firm								
Total Group	442	18.3%	46.4%	24.0%	8.6%	1.6%	0.2%	0.9%
16 - 20 Years								
Your Firm								
Total Group	674	6.7%	25.8%	38.3%	16.5%	5.9%	5.2%	1.6%
21 - 25 Years								
Your Firm								
Total Group	672	3.6%	19.2%	31.3%	21.6%	11.5%	6.0%	7.0%
26 - 30 Years								
Your Firm								
Total Group	594	2.7%	13.5%	33.0%	19.9%	12.6%	9.4%	8.9%
31 - 35 Years								
Your Firm								
Total Group	524	1.9%	11.8%	31.9%	20.2%	13.2%	10.1%	10.9%
> 35 Years								
Your Firm								
Total Group	612	1.8%	14.1%	27.6%	18.3%	11.6%	10.9%	15.7%
All Partners								
Your Firm								
Total Group	3,651	7.1%	21.3%	30.7%	17.4%	9.3%	6.9%	7.3%

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (57 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 2016

	Your Firm		Group			Your Firm		Group			
	Average Fees		1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median % Change - 2 Year
	Rank / Of							1 st Quartile	Median	3 rd Quartile	
Equity Partners											
Avg. by Years of Experience											
< 11 Years	/ 27	‡	\$1,454,899	\$1,054,674	\$768,125	‡	‡	15.8	(0.2)	(6.0)	1.5
11 - 15 Years	/ 51		1,411,109	1,099,301	896,449	‡	‡	8.0	3.0	(3.5)	8.7
16 - 20 Years	/ 51		1,354,428	1,110,701	882,685	‡	‡	5.1	1.3	(3.8)	5.8
21 - 25 Years	/ 51		1,372,814	1,131,049	886,972	‡	‡	7.8	2.0	(2.3)	5.8
26 - 30 Years	/ 51		1,394,036	1,129,241	881,277	‡	‡	7.6	1.2	(3.7)	4.2
31 - 35 Years	/ 51		1,375,539	1,114,607	898,172	‡	‡	8.7	1.8	(1.4)	4.5
> 35 Years	/ 51		1,308,320	1,122,657	866,107	‡	‡	7.0	1.8	(3.3)	5.9
All Equity Partners	/ 51		1,355,662	1,145,073	886,775	‡	‡	4.3	1.6	(0.6)	5.3
Non-Equity Partners											
Avg. by Years of Experience											
< 11 Years	/ 35	‡	\$1,095,237	\$840,281	\$751,942	‡	‡	8.2	2.2	(6.0)	4.7
11 - 15 Years	/ 39	‡	1,076,832	814,465	719,500	‡	‡	7.3	0.1	(2.1)	4.3
16 - 20 Years	/ 40	‡	1,068,382	830,664	707,823	‡	‡	9.3	2.6	(5.6)	3.6
21 - 25 Years	/ 40	‡	1,115,867	856,006	727,286	‡	‡	9.0	0.7	(7.7)	2.6
26 - 30 Years	/ 37	‡	961,432	771,529	688,115	‡	‡	7.7	(2.9)	(10.1)	(0.6)
31 - 35 Years	/ 39	‡	948,665	770,575	673,345	‡	‡	12.2	1.1	(7.1)	6.3
> 35 Years	/ 39	‡	909,595	738,392	618,883	‡	‡	9.8	(0.5)	(10.2)	(0.4)
All Non-Equity Partners	/ 41	‡	1,061,030	809,745	699,242	‡	‡	6.6	0.6	(3.0)	4.1
All Partner Composite											
Avg. by Years of Experience											
< 11 Years	/ 49		\$1,246,256	\$928,604	\$758,241		‡	8.2	1.6	(6.9)	6.6
11 - 15 Years	/ 51		1,301,041	987,750	780,928			6.7	1.8	(1.6)	6.7
16 - 20 Years	/ 51		1,321,539	987,914	793,135		‡	5.2	0.1	(2.2)	3.9
21 - 25 Years	/ 51		1,372,814	1,010,185	847,841		‡	6.5	1.7	(1.7)	5.3
26 - 30 Years	/ 51		1,380,781	1,041,329	846,605		‡	5.7	0.8	(2.8)	2.4
31 - 35 Years	/ 51		1,320,703	1,058,269	856,662		‡	7.7	2.0	(1.9)	5.5
> 35 Years	/ 51		1,248,283	1,031,397	807,074		‡	5.4	0.9	(1.0)	4.0
All Partner Composite	/ 51		1,341,750	1,034,224	810,040			4.7	1.9	(0.7)	5.0

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

Partner Admission Policies

PricewaterhouseCoopers LLP

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (42 members^)

Equity Partner Compensation Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The type of Compensation System at the firm:		24	
a. Pure lockstep (combination formula)	‡		0.0
b. Partial lockstep (subjective)			12.5
c. Non-lockstep			79.2
2. The Compensation System transparency type:		25	
a. Open system	‡		52.0
b. Closed system			24.0
c. Partially open system			24.0
3. The three most significant factors impacting Equity Partner Compensation:		21	
a. Originations	‡	15	71.4
b. Realization		5	23.8
c. All revenue generated		11	52.4
d. Collections on working attorney hours		7	33.3
e. Billable hours		7	33.3
f. Non-billable hours			
g. Business development		6	28.6
h. Good citizenship			
i. Management responsibility		2	9.5
j. Seniority			
k. Profit margin		2	9.5
l. Quality of lawyering		1	4.8

Treatment of Non-Equity Partners

	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status	‡	100.0%	100.0%	66.0%
2. Percentage of Non-Equity Partners who contribute capital	‡	100.0%	11.0%	0.0%
3. Percentage of Non-Equity Partners who have voting privileges	‡	100.0%	95.3%	0.0%

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

2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (42 members^)

Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The firm has a mandatory retirement policy:	‡	25	
a. Yes, and there are no exceptions			0.0
b. Yes, but there are allowable exceptions or extensions			20.0
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			16.0
d. No, we removed or abandoned the mandatory policy			36.0
e. No, we never had a mandatory retirement policy			28.0
2. The age your firm requires partners to leave the firm, or change their Equity status within the firm is:	‡	9	
(Firms responding to 1a, 1b, or 1c)			
a. < 60			
b. 60 - 63			
c. 64 - 67			66.7
d. 68 - 71			33.3
e. 72 - 75			
f. > 75			
3. The firm has a transition phase prior to retiring, or changing status, from the firm?		23	47.8
4. The age your firm typically begins the transition phase:		**	
(Firms responding 'Yes' to 3)			
a. < 55			
b. 55 - 60			
c. 61 - 65			
d. 66 - 70			
e. > 70			
5. The firm provides the following type of support for partners who retire:	‡	25	
a. Qualified defined benefit plan (including cash balance plans)		17	68.0
b. Non-qualified or unfunded retirement plan		8	32.0
c. Non-qualified or unfunded retirement plan that has been frozen or discontinued (select partners only)		9	36.0
d. Qualified defined contribution plan (401k)		15	60.0
e. Post-retirement healthcare benefits		10	40.0
f. Payments for performing client services after retirement		10	40.0
g. Office space		16	64.0
h. Secretary or administrative staff services		14	56.0
i. Bar dues		5	20.0
j. None		1	4.0

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Equity Partner Retirement Information (continued)

	<div>Your Firm (designated with an X)</div>	<div># of Responses</div>	<div>% of Grp. Resp. - Yes</div>	
6. Provide benefits through a qualified defined benefit plan: (Firms responding 'Yes' to 5a)		17		
a. A new plan with no previous qualified defined benefit plans			41.2	
b. A replacement plan to a previously terminated qualified defined benefit plan			41.2	
c. A conversion of a previous qualified defined benefit plan			0.0	
7. Different types of qualified defined benefit plan offered: (Firms responding 'Yes' to 5a)		17		
a. Cash Balance Plan			94.1	
b. Final Average or Career Average Pay Plan			5.9	
c. Pension Equity Plan			0.0	
d. Variable Annuity Plan			0.0	
8. Interest credit basis used on Cash Balance Plan: (Firms responding to 7a)		16		
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			18.8	
b. Equity Based (e.g., S&P 500 index)			0.0	
c. Return on actual plan assets			81.3	
9. Any adjustments or other limitations imposed on the interest credit basis? (Firms responding to 7a)		16	43.8	
10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:	<div>Your Firm</div>		<div>Group</div>	
a. Minimum amount		1 st Quartile	Median	3 rd Quartile
b. Average amount (for all partners who contribute)		\$20,000	\$6,100	\$2,000
c. Maximum amount		85,069	61,135	33,500
		263,000	168,000	100,750
	<div>Your Firm (designated with an X)</div>	<div># of Responses</div>	<div>% of Grp. Resp. - Yes</div>	
11. Do partners have a desire to make larger deferrals?		18	50.0	
12. Does the plan permit in-service distributions after attaining the plan's normal retirement age?		19	78.9	

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2017 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

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New Partner Capital Buy-In

1. Initial Buy-In is:

- A one-time contribution based on a fixed amount
- A one-time contribution based on points
- Over a defined time period and is based on a fixed amount
- Over an undefined time period and is based on a fixed amount
- Over a defined time period and is based on partner tenure or points
- No contribution is required
- Other

2. Funding of Initial Buy-in:

- The firm has a bank arrangement to finance at favorable rates
- Partners expected to raise the funds independently
- The firm has an established deferred payment program
- The firm has a deferred forgiveness program

3. Amount of Initial Capital Contribution is:

- Formula based on the modified-cash basis value of the firm
- Formula based on the accrual basis value of the firm
(e.g., including WIP and A/R)
- Formula based on first-year earnings
- Formula based on current and/or anticipated earnings
- Formula based on fixed point value (may include other factors,
e.g., partner tenure)
- Fixed dollar amount
- No contribution is required
- Other

4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?

Lateral Partners

Your Firm	# of Resp.	% of Group Resp.
‡	24	
	8	33.3
	8	33.3
	1	4.2
	6	25.0
	2	8.3
	2	8.3
‡	22	
	18	81.8
	6	27.3
	5	22.7
‡	23	
	8	34.8
	9	39.1
	5	21.7
	2	8.7
	2	8.7
Your Firm	# of Resp.	Median
	**	**

Organic Partners

Your Firm	# of Resp.	% of Group Resp.
‡	23	
	5	21.7
	7	30.4
	3	13.0
	7	30.4
	2	8.7
	2	8.7
‡	21	
	16	76.2
	5	23.8
	6	28.6
‡	21	
	7	33.3
	9	42.9
	5	23.8
	2	9.5
	1	4.8
Your Firm	# of Resp.	Median
‡	9	2.0

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