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2017 Talent Management Report

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

Issued: June 2017



Talent Management Report

AmLaw Ranked - 50-100 (31 members)

Issued: June 2017

Group Report

Confidential

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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:

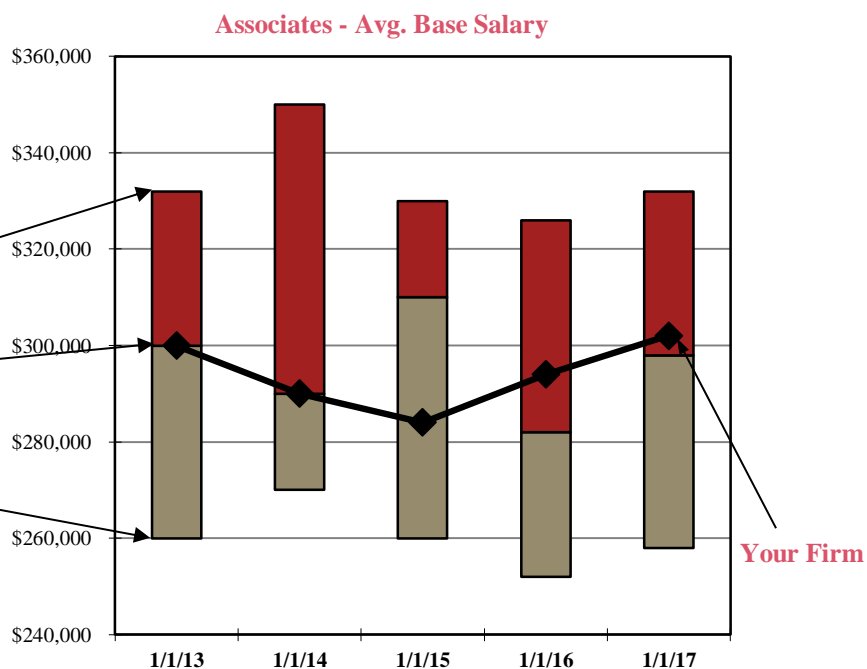
First Quartile Value

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.



Example Interpretation of this Graph:

For the current year, your firm's value is at the Median Level for years 2013 and 2014, above the Median Level and below the First Quartile Level for years 2016 and 2017 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2015 (i.e., in the Third Quartile).

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2017 Talent 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.

Example

The Sample comparison group below includes 11 members. The average billable hours for female Equity Partners are sorted in descending order and the median and quartile values are determined as follows:

| | | | | |
|--------------------|-------|-------------------|----|---|
| Firm Value: | 1,875 | Firm Rank: | 1 | |
| | 1,790 | | 2 | |
| | 1,764 | | 3 | |
| | 1,730 | | 4 | 1,747 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25% |
| | 1,687 | | 5 | |
| | 1,632 | | 6 | 1,632 - Represents the value at the median; 6.0 represents the entry point to the top 50% |
| | 1,587 | | 7 | |
| | 1,521 | | 8 | |
| | 1,477 | | 9 | 1,499 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25% |
| | 1,452 | | 10 | |
| | 1,390 | | 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.

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

Comparison Group Information

AmLaw Ranked - 50-100

Number of Members in the Group

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

Number of Members in the Group that submitted gender and/or race

Your Firm submitted gender and/or race

Defined Size Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

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

Your US Firm, Office or Practice Area Size¹ (# of Attorneys)

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

| Group Information | |
|-------------------|-----|
| | 31 |
| | 18 |
| | No |
| No Maximum | |
| No Minimum | |
| | 904 |

Associate/Sr. Attorney Salary Adjustment Practices

Date of Last Associate/Sr. Attorney Salary Increase

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 |
| | 0 |
| | 2 |
| | 23 |
| | 0 |

Survey Methodology

Please refer to the following key points when reviewing the results delineated by gender and/or racial classification within this comparison group.

- Non-Minority refers to any US-based timekeeper identified as White.
- Minority refers to any US-based timekeeper identified as African American/Black, American Indian/Alaska Native, Asian, Hispanic/Latino, Native Hawaiian/Pacific Islander, Two or more races, or Other.
- Any timekeeper whose gender or race classification was identified as 'Restricted' is not included in the corresponding metrics throughout the report.
- On report pages where "by Gender & Minority Status" metrics are provided, the "Your Firm" components will not sum to 100% if select timekeepers had missing or 'Restricted' race or gender information provided.
- Racial classifications are applicable only to US-based timekeepers.

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.

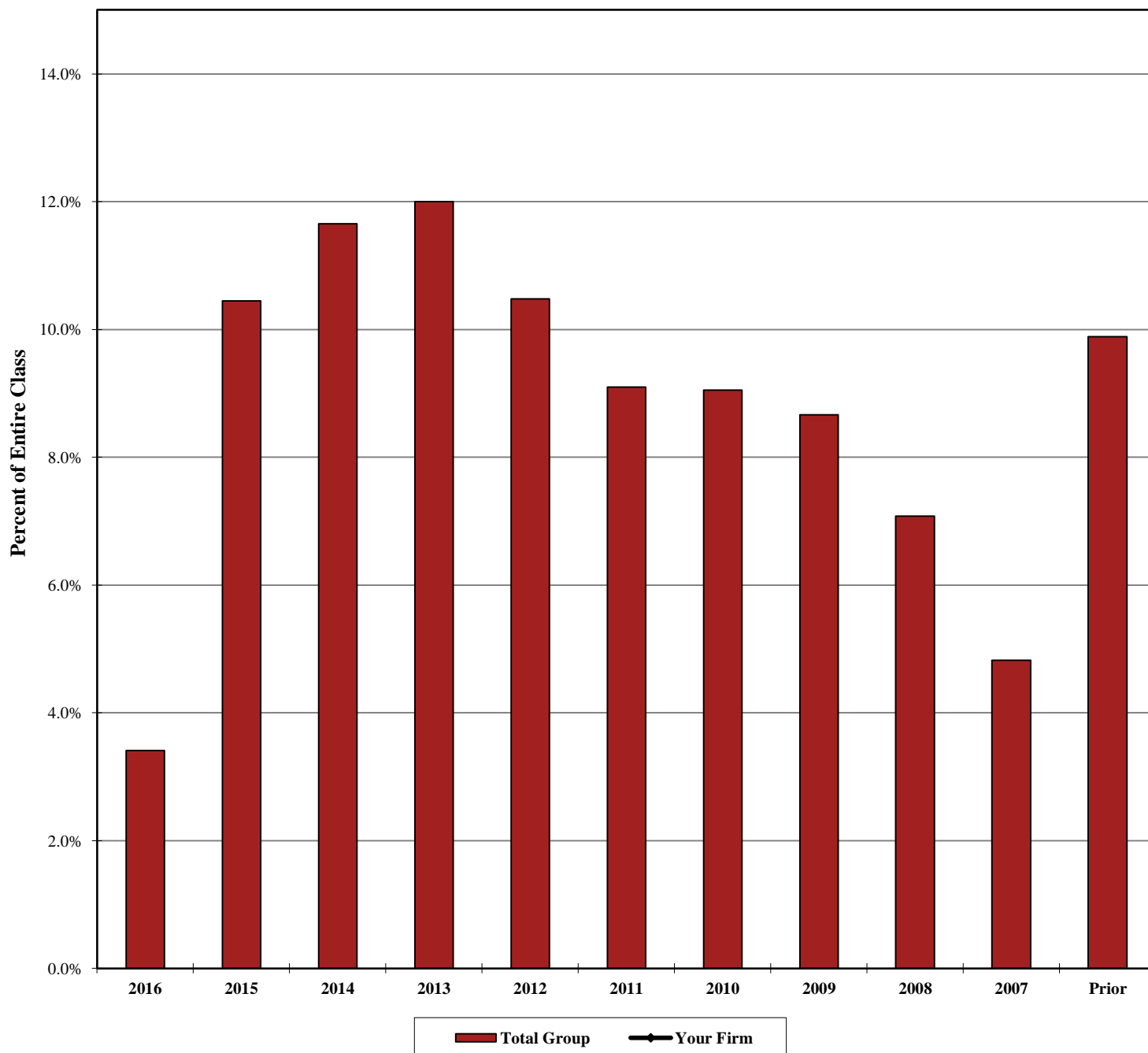
Associate Compensation & Utilization

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Distribution of Associates by Law Class Year

For the 12-month period ending December 31, 2016



| | Law Class Year | | | | | | | | | | |
|-------------|----------------|------|------|------|------|------|------|------|------|------|-------|
| | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
| | | | | | | | | | | | |
| Your Firm | | | | | | | | | | | |
| Total Group | 3.4 | 10.5 | 11.7 | 12.0 | 10.5 | 9.1 | 9.1 | 8.7 | 7.1 | 4.8 | 9.9 |

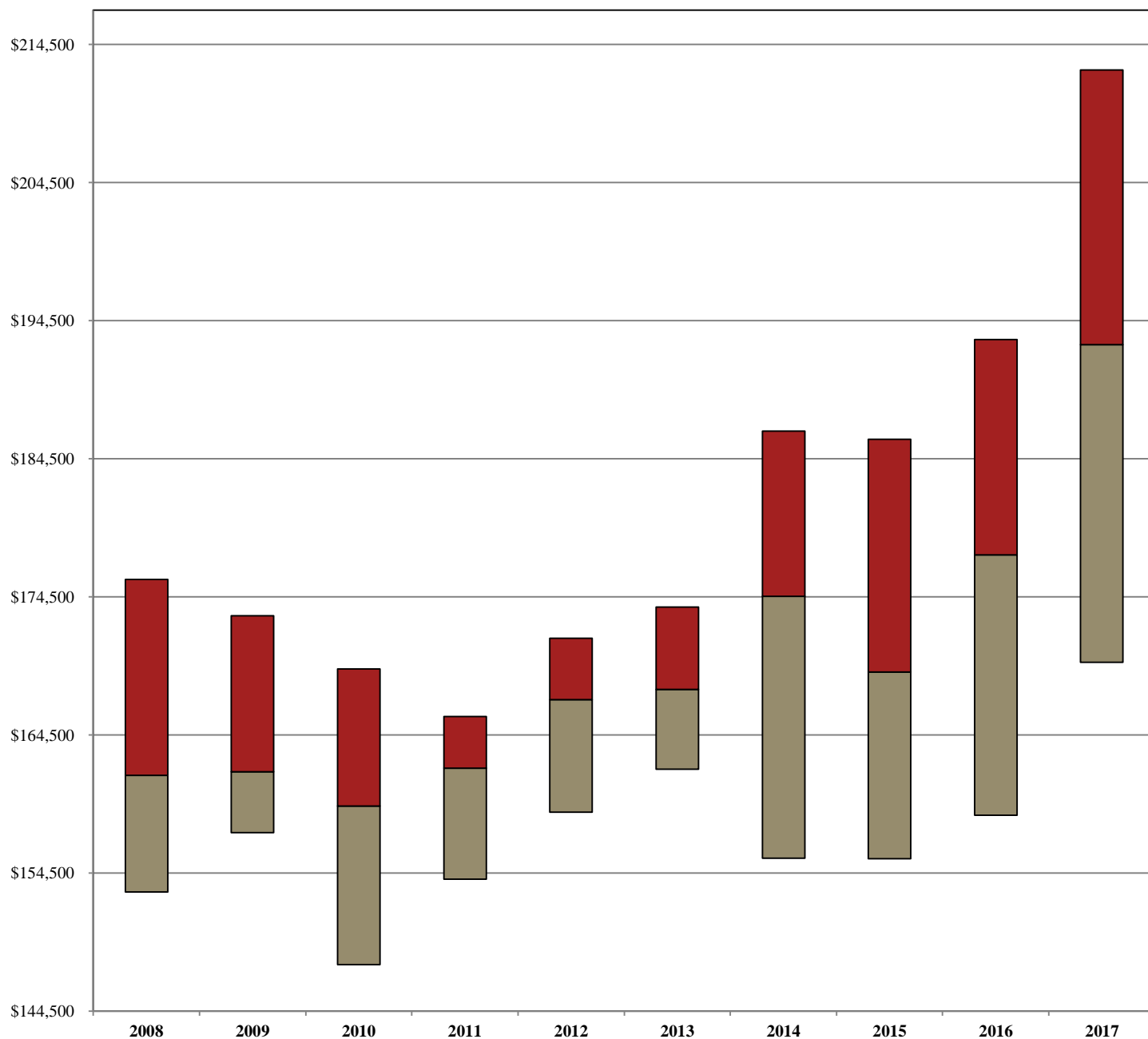
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Average Annual Base Salary

As of January 1 of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | | | | | | | | | | |
| 1st Qtile | \$175,752 | \$173,128 | \$169,276 | \$165,839 | \$171,492 | \$173,751 | \$186,492 | \$185,917 | \$193,123 | \$212,680 |
| Median | 161,561 | 161,827 | 159,324 | 162,102 | 167,038 | 167,796 | 174,532 | 169,056 | 177,552 | 192,783 |
| 3rd Qtile | 153,116 | 157,432 | 147,841 | 154,043 | 158,881 | 162,024 | 155,575 | 155,532 | 158,688 | 169,736 |

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

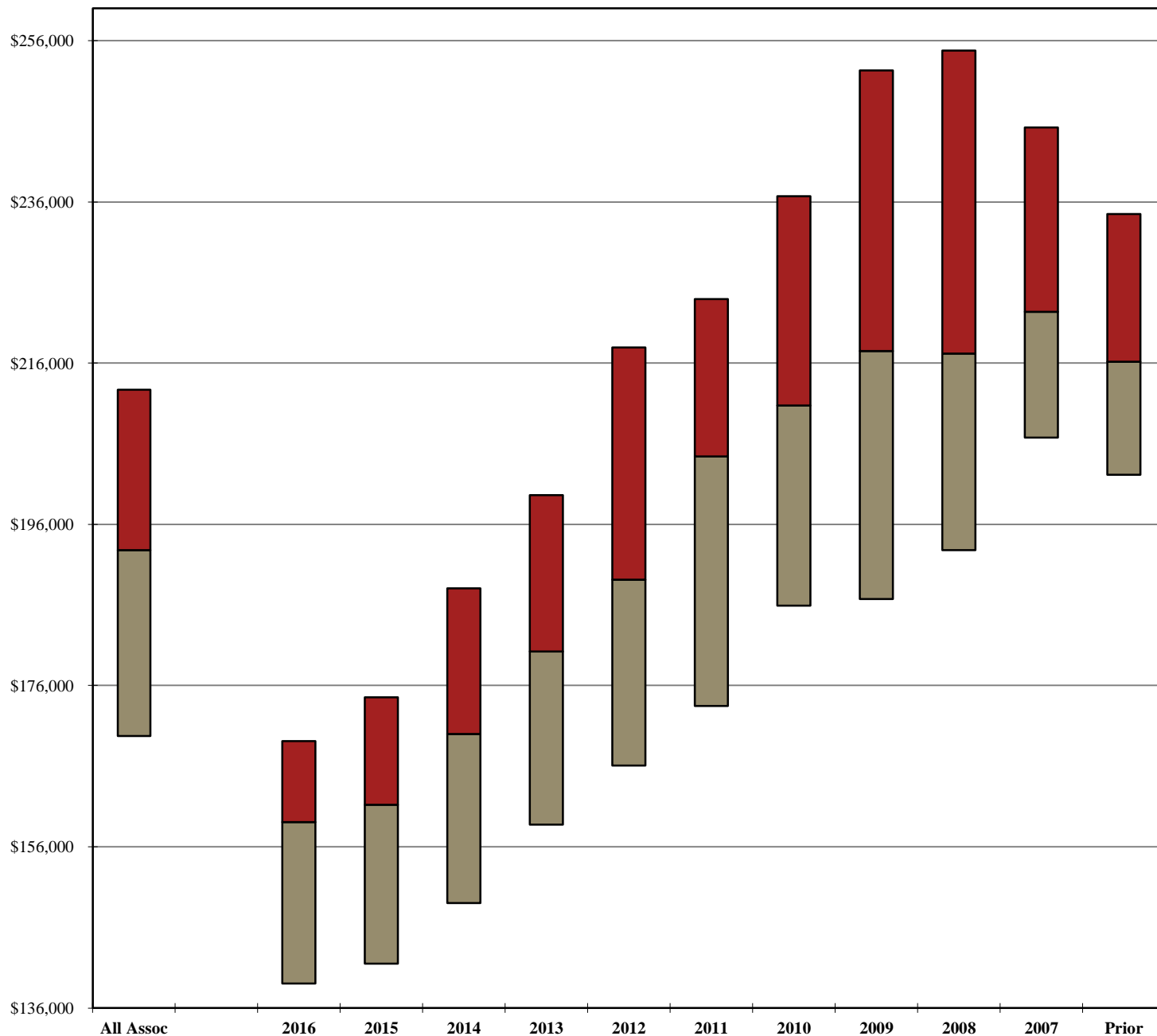
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Average Annual Base Salary by Law Class Year

As of January 1, 2017



| | Law Class Year | | | | | | | | | | | |
|------------------|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | All Assoc | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
| Your Firm | | | | | | | | | | | | |
| 1st Qtile | \$212,680 | \$169,118 | \$174,527 | \$188,085 | \$199,614 | \$217,926 | \$223,947 | \$236,725 | \$252,347 | \$254,754 | \$245,231 | \$234,483 |
| Median | 192,783 | 159,044 | 161,211 | 170,002 | 180,232 | 189,127 | 204,427 | 210,735 | 217,490 | 217,210 | 222,391 | 216,170 |
| 3rd Qtile | 169,736 | 139,053 | 141,478 | 149,025 | 158,746 | 166,071 | 173,440 | 185,939 | 186,765 | 192,790 | 206,786 | 202,140 |

Additional detail can be found on Page 13.

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

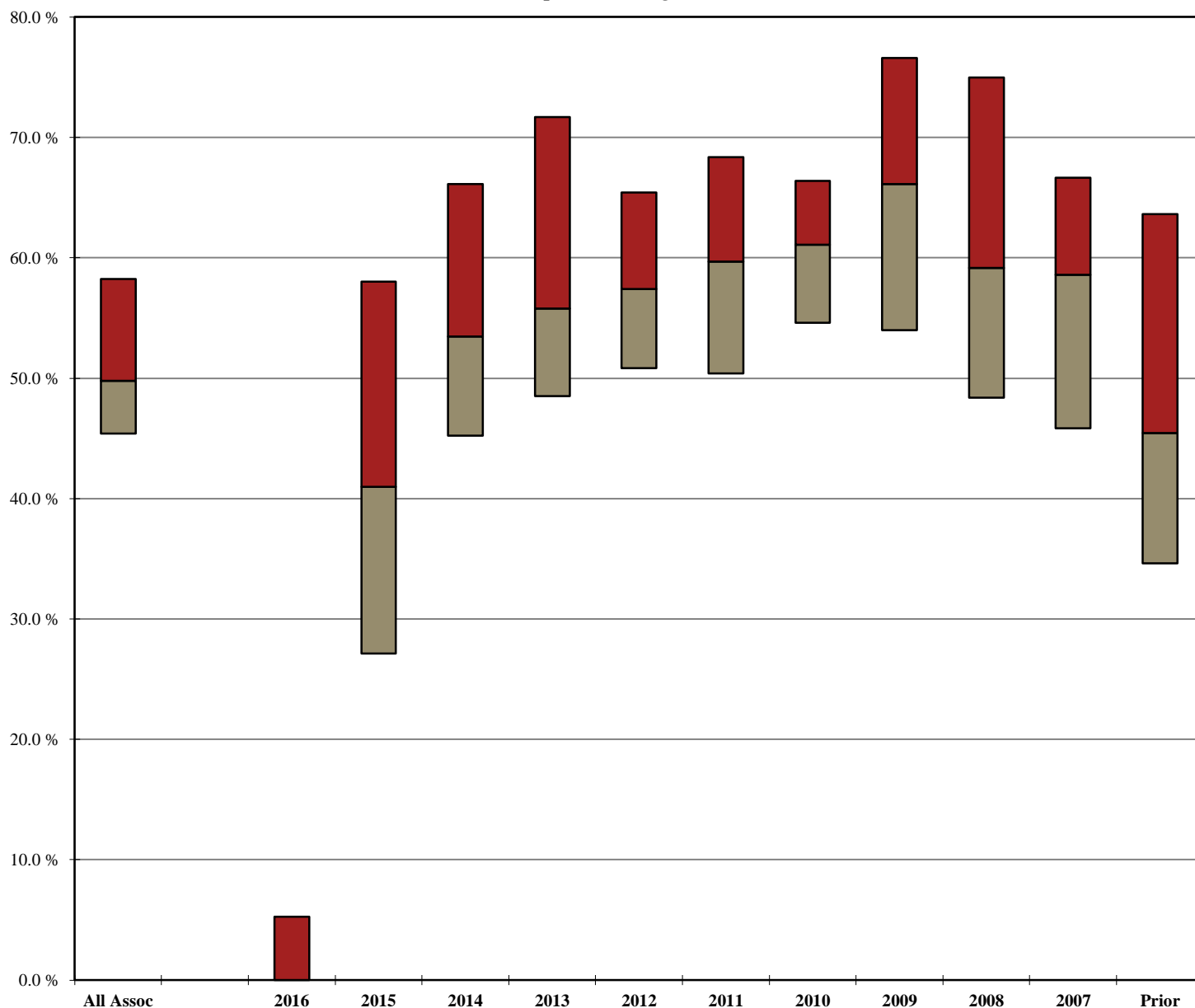
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Percent of Associates Receiving a Bonus¹ by Law Class Year

For the 12-month period ending December 31, 2016



Your Firm

1st Qtle

Median

3rd Qtle

| Law Class Year | | | | | | | | | | | |
|----------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| All Assoc | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
| 58.2% | 5.2% | 58.0% | 66.1% | 71.7% | 65.4% | 68.4% | 66.4% | 76.6% | 75.0% | 66.7% | 63.6% |
| 49.8 | 0.0 | 41.0 | 53.5 | 55.8 | 57.4 | 59.7 | 61.1 | 66.1 | 59.2 | 58.6 | 45.5 |
| 45.4 | 0.0 | 27.1 | 45.2 | 48.5 | 50.8 | 50.4 | 54.6 | 54.0 | 48.4 | 45.8 | 34.6 |

Additional detail can be found on Page 14.

¹ Includes only those Associates who were at your firm at 1/1/2017.

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

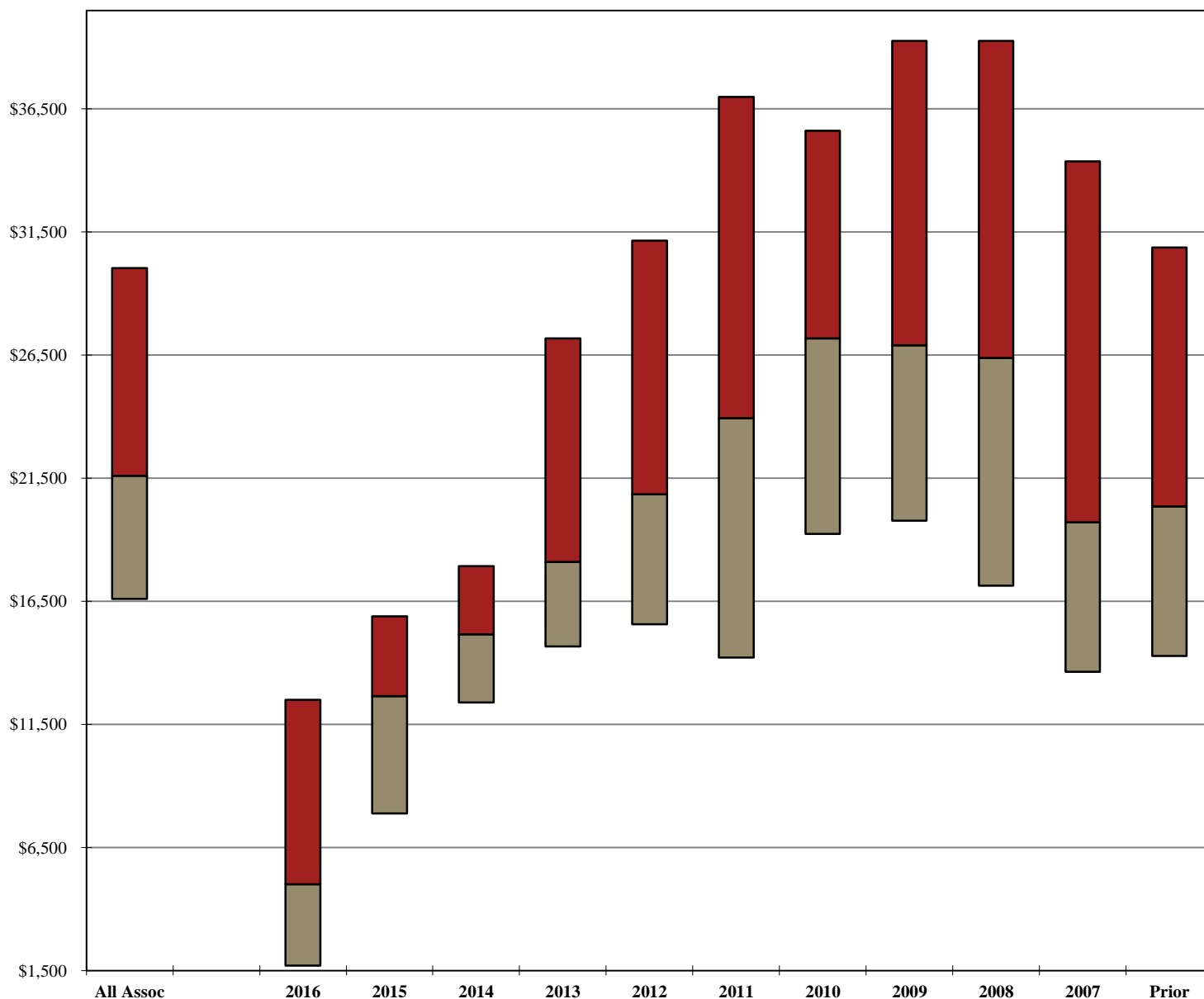
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associates Average Bonus Awarded¹ by Law Class Year

For the 12-month period ending December 31, 2016



| Your Firm | | Law Class Year | | | | | | | | | | | |
|-----------|-----------|----------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| | All Assoc | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior | |
| | | | | | | | | | | | | | |
| | 1st Qtle | \$30,027 | \$12,500 | \$15,875 | \$17,924 | \$27,182 | \$31,146 | \$36,992 | \$35,622 | \$39,259 | \$39,256 | \$34,370 | \$30,875 |
| | Median | 21,606 | 5,000 | 12,644 | 15,149 | 18,100 | 20,840 | 23,928 | 27,179 | 26,902 | 26,383 | 19,712 | 20,355 |
| | 3rd Qtle | 16,583 | 1,700 | 7,870 | 12,389 | 14,656 | 15,566 | 14,216 | 19,224 | 19,771 | 17,131 | 13,624 | 14,265 |

Additional detail can be found on Page 14.

¹ Includes only those Associates who were at your firm at 1/1/2017, and who received a bonus.

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

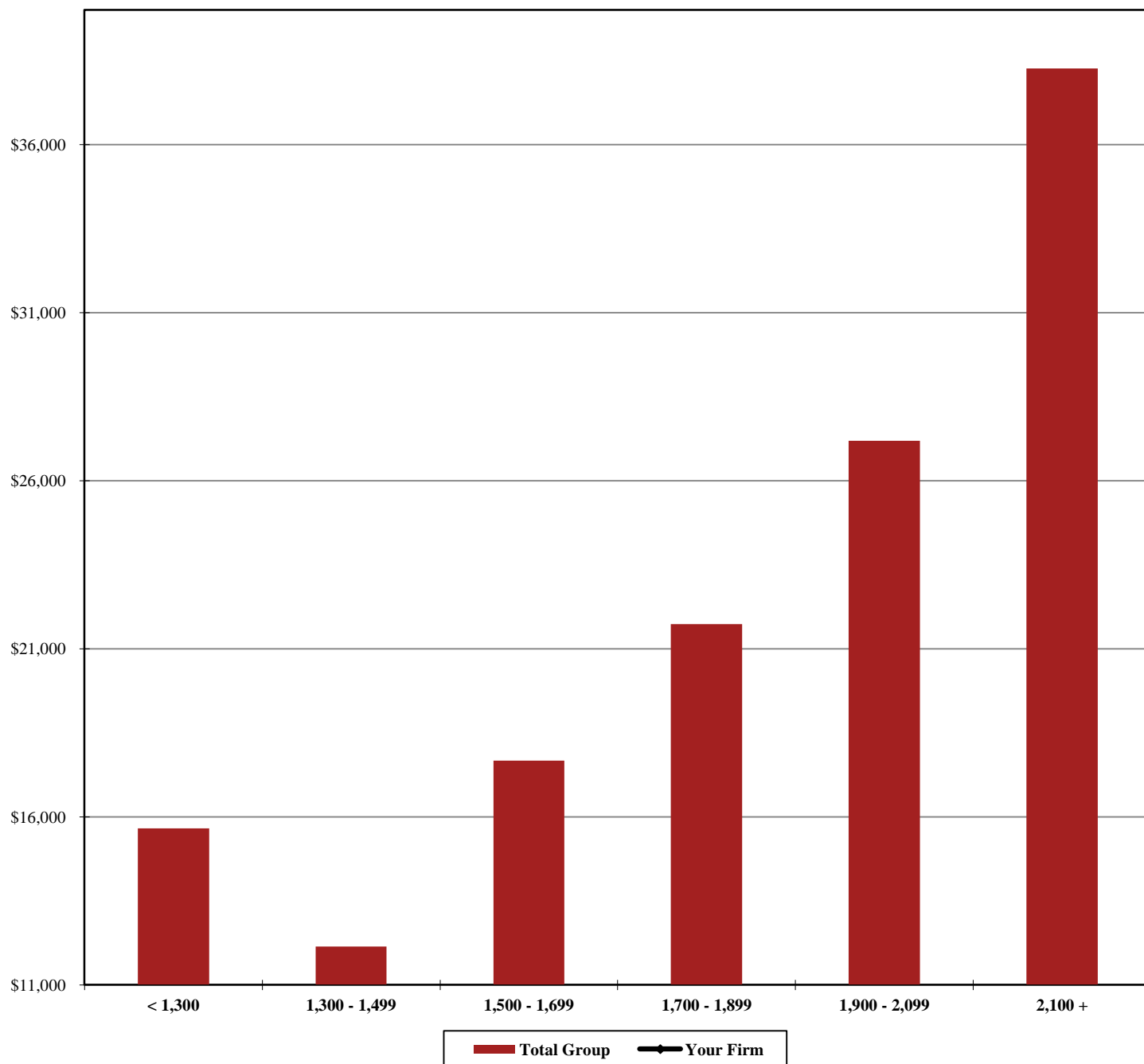
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associates Average Bonus Awarded by Utilization Levels

For the 12-month period ending December 31, 2016



| | < 1,300 | 1,300 - 1,499 | 1,500 - 1,699 | 1,700 - 1,899 | 1,900 - 2,099 | 2,100 + |
|--------------------|----------|---------------|---------------|---------------|---------------|----------|
| Your Firm | | | | | | |
| Total Group | \$15,650 | \$12,141 | \$17,677 | \$21,728 | \$27,187 | \$38,267 |

Additional detail can be found on Page 16.

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

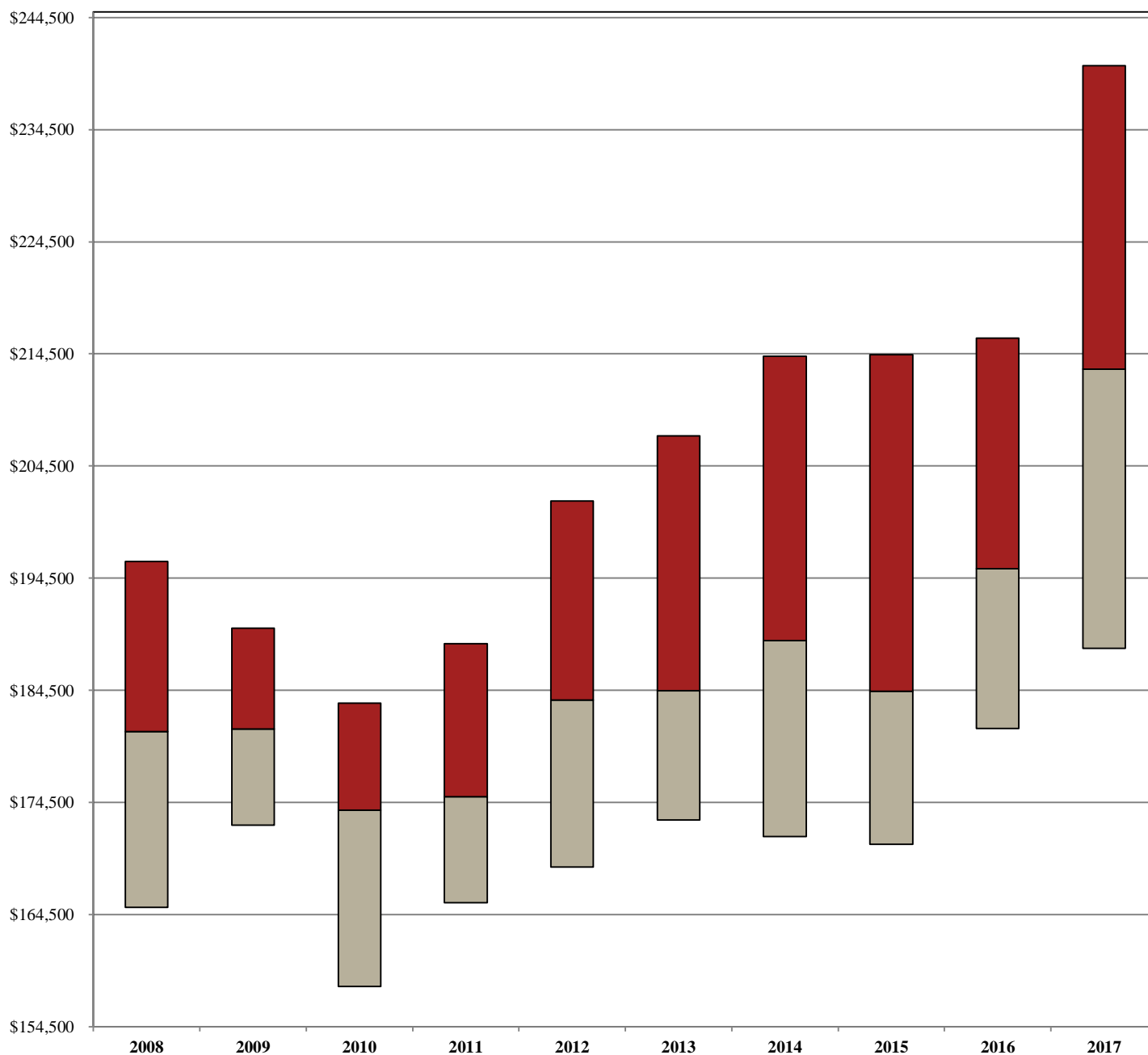
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Aggregate Compensation¹

As of January 1 of the stated year



| | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Your Firm | | | | | | | | | | |
| 1st Qtle | \$195,979 | \$190,049 | \$183,338 | \$188,670 | \$201,367 | \$207,186 | \$214,295 | \$214,443 | \$215,889 | \$240,194 |
| Median | 180,820 | 181,036 | 173,819 | 175,004 | 183,602 | 184,443 | 188,932 | 184,385 | 195,340 | 213,134 |
| 3rd Qtle | 165,114 | 172,442 | 158,076 | 165,530 | 168,705 | 172,928 | 171,428 | 170,774 | 181,105 | 188,217 |

¹ Aggregate compensation combines the average base salaries at 1/1 with the average bonuses for the corresponding prior year ending 12/31.

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

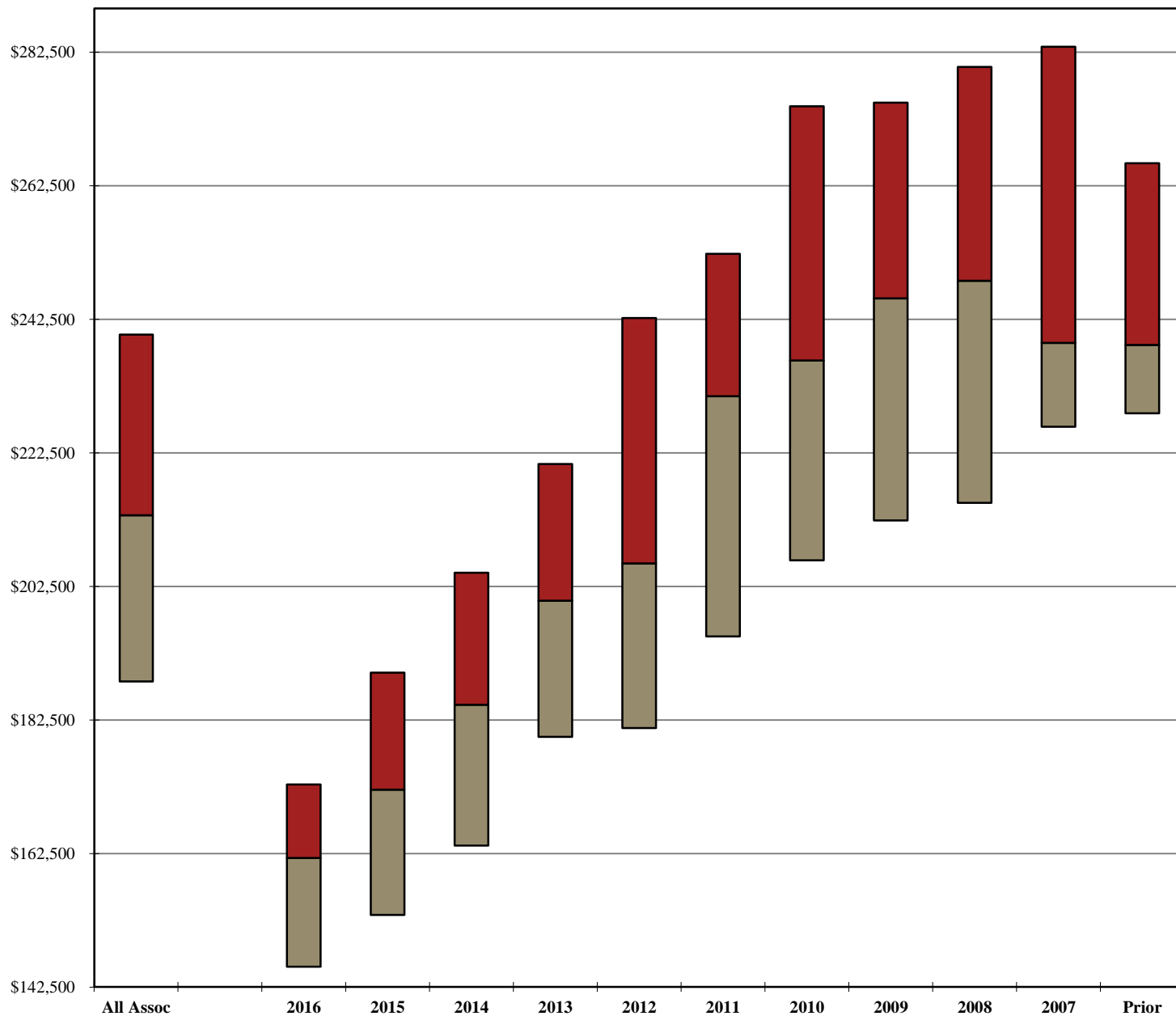
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Aggregate Compensation¹ by Law Class Year

As of January 1, 2017



| | Law Class Year | | | | | | | | | | | |
|-----------|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | All Assoc | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
| Your Firm | | | | | | | | | | | | |
| 1st Qtle | \$240,194 | \$172,830 | \$189,597 | \$204,564 | \$220,786 | \$242,702 | \$252,315 | \$274,384 | \$274,939 | \$280,277 | \$283,292 | \$265,875 |
| Median | 213,134 | 161,794 | 172,032 | 184,721 | 200,337 | 205,901 | 230,939 | 236,305 | 245,627 | 248,237 | 238,942 | 238,648 |
| 3rd Qtle | 188,217 | 145,565 | 153,300 | 163,683 | 179,984 | 181,304 | 195,008 | 206,382 | 212,320 | 214,964 | 226,382 | 228,387 |

¹ Aggregate compensation combines the average base salaries at 1/1 with the average bonuses for the corresponding prior year ending 12/31.

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

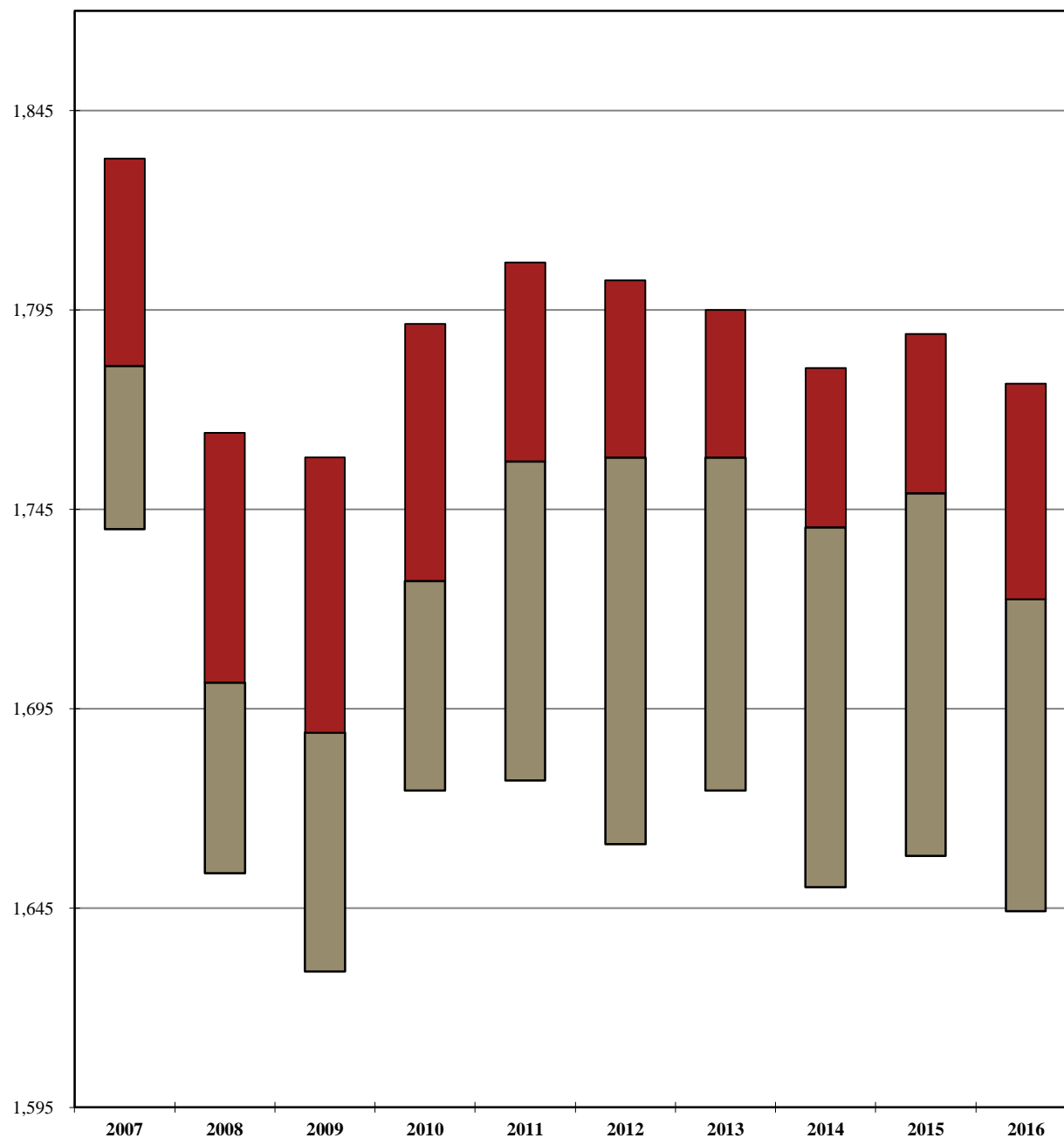
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Utilization

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



| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | Change: '07-'16 |
|------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----------------|
| Your Firm | | | | | | | | | | | |
| 1st Qtle | 1,833 | 1,764 | 1,758 | 1,792 | 1,807 | 1,803 | 1,795 | 1,781 | 1,789 | 1,777 | (57) |
| Median | 1,781 | 1,702 | 1,689 | 1,727 | 1,757 | 1,758 | 1,758 | 1,741 | 1,749 | 1,723 | (59) |
| 3rd Qtle | 1,740 | 1,654 | 1,629 | 1,675 | 1,677 | 1,661 | 1,675 | 1,650 | 1,658 | 1,644 | (96) |

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

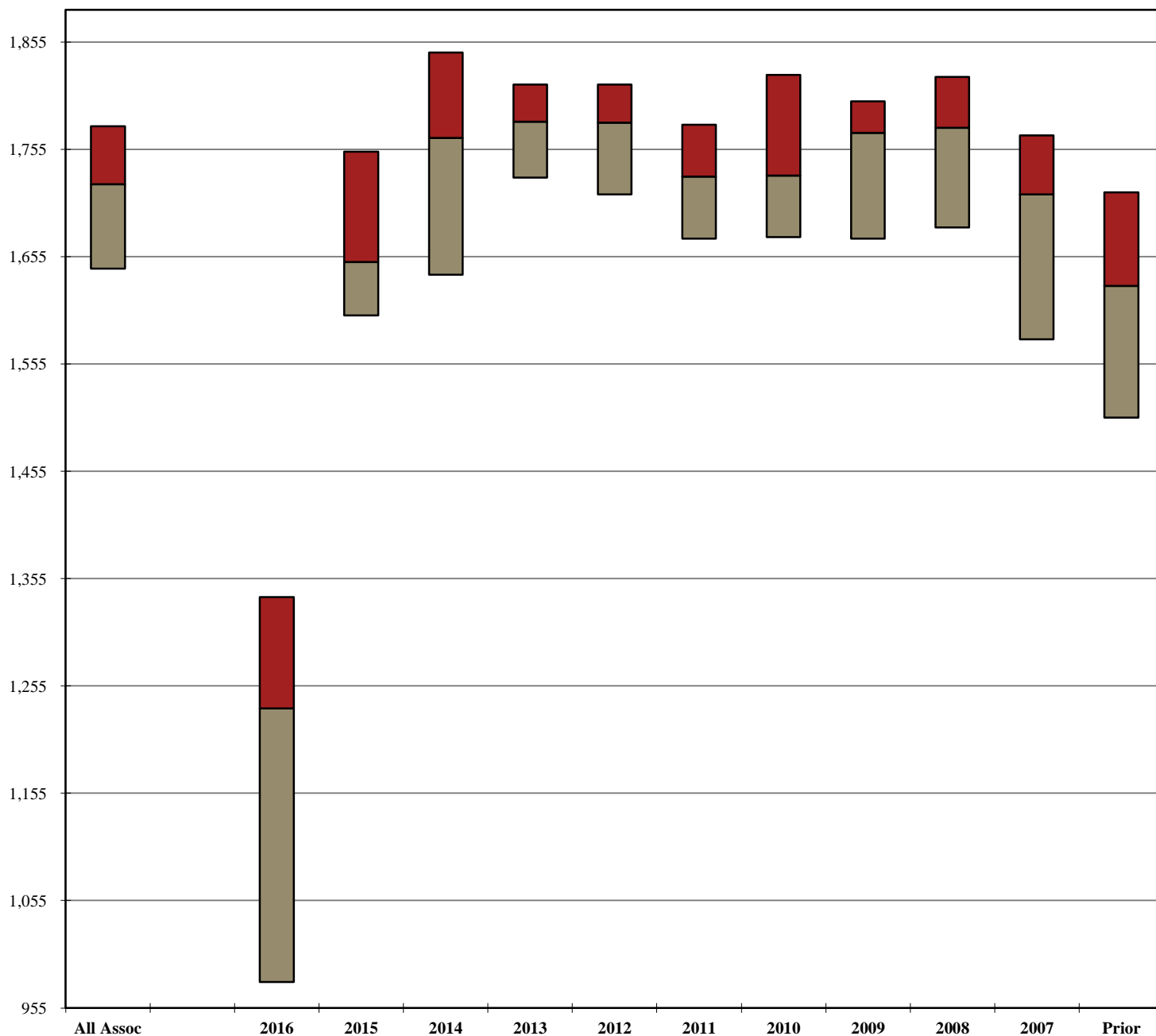
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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2016



| Your Firm | | | Law Class Year | | | | | | | | | | |
|-----------|-----------|-------|----------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| | All Assoc | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior | |
| | | | | | | | | | | | | | |
| | 1st Qtle | 1,777 | 1,338 | 1,753 | 1,846 | 1,816 | 1,816 | 1,778 | 1,825 | 1,800 | 1,823 | 1,768 | 1,715 |
| | Median | 1,723 | 1,234 | 1,650 | 1,766 | 1,781 | 1,780 | 1,730 | 1,731 | 1,771 | 1,776 | 1,713 | 1,628 |
| | 3rd Qtle | 1,644 | 979 | 1,601 | 1,638 | 1,729 | 1,713 | 1,672 | 1,674 | 1,672 | 1,682 | 1,578 | 1,505 |

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

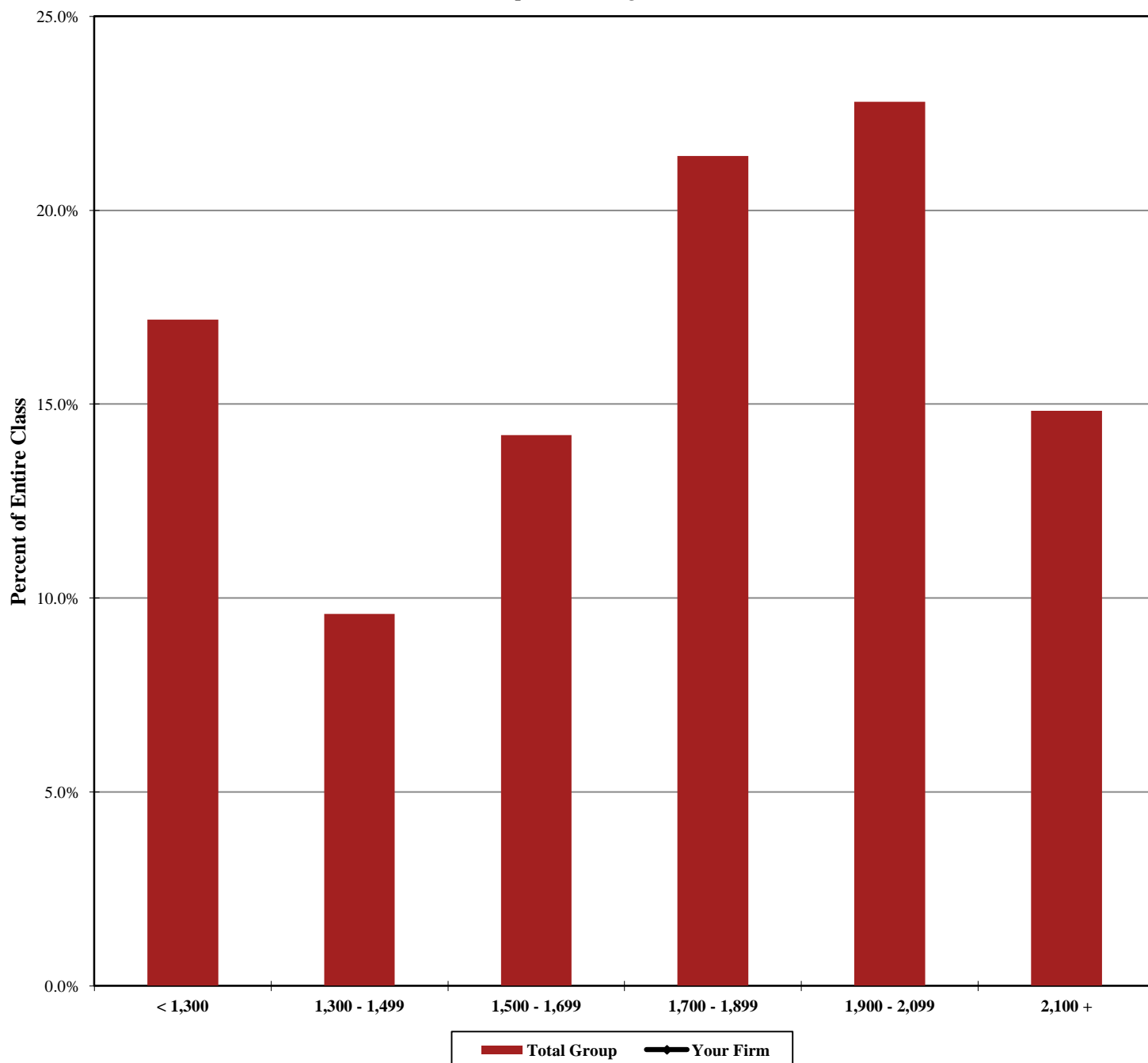
** omitted due to insufficient data

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Distribution of Associates by Utilization Levels

For the 12-month period ending December 31, 2016



| | < 1,300 | 1,300 - 1,499 | 1,500 - 1,699 | 1,700 - 1,899 | 1,900 - 2,099 | 2,100 + |
|--------------------|---------|---------------|---------------|---------------|---------------|---------|
| Your Firm | | | | | | |
| Total Group | 17.2% | 9.6% | 14.2% | 21.4% | 22.8% | 14.8% |

Additional detail can be found on Page 19.

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 - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate & Sr. Attorney Base Salary by Law Class Year

As of January 1, 2017

| | <i>Your Firm</i> | | <i>Group</i> | | |
|---------------------------------------|------------------|----------------|--------------------------------|---------------|--------------------------------|
| | <i>Salary</i> | <i>Rank Of</i> | <i>1st Quartile</i> | <i>Median</i> | <i>3rd Quartile</i> |
| <u><i>Associates - Class Year</i></u> | | | | | |
| 2016 | | / 22 ‡ | \$169,118 | \$159,044 | \$139,053 |
| 2015 | | / 22 ‡ | 174,527 | 161,211 | 141,478 |
| 2014 | | / 22 ‡ | 188,085 | 170,002 | 149,025 |
| 2013 | | / 22 ‡ | 199,614 | 180,232 | 158,746 |
| 2012 | | / 22 ‡ | 217,926 | 189,127 | 166,071 |
| 2011 | | / 22 ‡ | 223,947 | 204,427 | 173,440 |
| 2010 | | / 22 ‡ | 236,725 | 210,735 | 185,939 |
| 2009 | | / 22 ‡ | 252,347 | 217,490 | 186,765 |
| 2008 | | / 22 ‡ | 254,754 | 217,210 | 192,790 |
| 2007 | | / 22 ‡ | 245,231 | 222,391 | 206,786 |
| Prior | | / 21 ‡ | 234,483 | 216,170 | 202,140 |
| <i>All Associates</i> | | / 22 ‡ | 212,680 | 192,783 | 169,736 |
| <i>Sr. Attorneys</i> | | / 17 ‡ | 245,405 | 225,810 | 211,875 |

Percent Change in Average Annual Base Salary

| | <i>Your Firm</i> | | <i>Group</i> | | |
|---------------------------------------|-----------------------------------|------------------------------|--------------------------|---------------|---------------------|
| | <i>Base Salary @ 1/1/2017</i> | <i>% Change - 1 Year</i> | <i>% Change - 1 Year</i> | | |
| <u><i>Associates - Class Year</i></u> | | | <i>1st Quartile</i> | <i>Median</i> | <i>3rd Quartile</i> |
| 2015 | | ‡ | 17.7 | 13.1 | 6.1 |
| 2014 | | ‡ | 22.5 | 14.2 | 10.8 |
| 2013 | | ‡ | 23.4 | 15.9 | 11.9 |
| 2012 | | ‡ | 23.4 | 18.2 | 10.4 |
| 2011 | | ‡ | 21.7 | 16.0 | 9.0 |
| 2010 | | ‡ | 18.5 | 13.7 | 10.2 |
| 2009 | | ‡ | 20.8 | 12.5 | 7.7 |
| 2008 | | ‡ | 13.8 | 11.0 | 7.7 |
| 2007 | | ‡ | 15.0 | 10.9 | 7.5 |
| Prior | | ‡ | 9.4 | 4.2 | (2.2) |
| <i>All Associates</i> | | ‡ | 12.2 | 8.2 | 5.1 |
| <i>Sr. Attorneys</i> | | ‡ | 4.5 | (0.2) | (1.5) |

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate & Sr. Attorney Bonuses by Law Class Year
For the 12-month period ending December 31, 2016

| Percent of Associates Receiving a Bonus ¹ | | | | | |
|--|---------|---------|--------------------------|--------|--------------------------|
| Your Firm | | Group | | | |
| Associates - Class Year | Percent | Rank Of | 1 st Quartile | Median | 3 rd Quartile |
| 2016 | | / 22 ‡ | 5.2 | 0.0 | 0.0 |
| 2015 | | / 22 ‡ | 58.0 | 41.0 | 27.1 |
| 2014 | | / 22 ‡ | 66.1 | 53.5 | 45.2 |
| 2013 | | / 22 ‡ | 71.7 | 55.8 | 48.5 |
| 2012 | | / 22 ‡ | 65.4 | 57.4 | 50.8 |
| 2011 | | / 22 ‡ | 68.4 | 59.7 | 50.4 |
| 2010 | | / 22 ‡ | 66.4 | 61.1 | 54.6 |
| 2009 | | / 22 ‡ | 76.6 | 66.1 | 54.0 |
| 2008 | | / 22 ‡ | 75.0 | 59.2 | 48.4 |
| 2007 | | / 22 ‡ | 66.7 | 58.6 | 45.8 |
| Prior | | / 21 ‡ | 63.6 | 45.5 | 34.6 |
| All Associates | | / 22 ‡ | 58.2 | 49.8 | 45.4 |
| Sr. Attorneys | | / 17 ‡ | 60.0 | 48.1 | 34.9 |

| Average Bonus Awarded ² | | | | | |
|------------------------------------|-------|---------|--------------------------|---------|--------------------------|
| Your Firm | | Group | | | |
| Associates - Class Year | Bonus | Rank Of | 1 st Quartile | Median | 3 rd Quartile |
| 2016 | | / 9 ‡ | \$12,500 | \$5,000 | \$1,700 |
| 2015 | | / 20 ‡ | 15,875 | 12,644 | 7,870 |
| 2014 | | / 22 ‡ | 17,924 | 15,149 | 12,389 |
| 2013 | | / 22 ‡ | 27,182 | 18,100 | 14,656 |
| 2012 | | / 22 ‡ | 31,146 | 20,840 | 15,566 |
| 2011 | | / 22 ‡ | 36,992 | 23,928 | 14,216 |
| 2010 | | / 22 ‡ | 35,622 | 27,179 | 19,224 |
| 2009 | | / 22 ‡ | 39,259 | 26,902 | 19,771 |
| 2008 | | / 22 ‡ | 39,256 | 26,383 | 17,131 |
| 2007 | | / 20 ‡ | 34,370 | 19,712 | 13,624 |
| Prior | | / 21 ‡ | 30,875 | 20,355 | 14,265 |
| All Associates | | / 22 ‡ | 30,027 | 21,606 | 16,583 |
| Sr. Attorneys | | / 17 ‡ | 32,448 | 27,755 | 18,786 |

¹ Includes only those Associates and Sr. Attorneys who were at your firm at 1/1/2017.

² Includes only those Associates and Sr. Attorneys who were at your firm at 1/1/2017, and who received a bonus.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate & Sr. Attorney Bonuses by Law Class Year
For the 12-month period ending December 31, 2016

| Average Bonus for the Entire Class | | | | | |
|------------------------------------|-------|---------|--------------------------|--------|--------------------------|
| Your Firm | | Group | | | |
| Associates - Class Year | Bonus | Rank Of | 1 st Quartile | Median | 3 rd Quartile |
| 2016 | | / 22 ‡ | \$296 | \$0 | \$0 |
| 2015 | | / 22 ‡ | 6,695 | 5,440 | 2,204 |
| 2014 | | / 22 ‡ | 11,643 | 8,896 | 5,353 |
| 2013 | | / 22 ‡ | 20,421 | 11,082 | 7,276 |
| 2012 | | / 22 ‡ | 19,313 | 13,124 | 9,333 |
| 2011 | | / 22 ‡ | 24,504 | 14,921 | 8,677 |
| 2010 | | / 22 ‡ | 22,350 | 17,312 | 11,184 |
| 2009 | | / 22 ‡ | 26,261 | 17,902 | 11,865 |
| 2008 | | / 22 ‡ | 24,016 | 15,622 | 9,925 |
| 2007 | | / 20 ‡ | 21,009 | 12,788 | 6,979 |
| Prior | | / 21 ‡ | 17,466 | 9,923 | 5,091 |
| All Associates | | / 22 ‡ | 16,242 | 11,779 | 8,173 |
| Sr. Attorneys | | / 17 ‡ | 17,348 | 12,721 | 8,125 |

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

*Distribution of Associates Average Bonus Awarded by Utilization Levels**
For the 12-month period ending December 31, 2016

| Associates | Average* | < 1,300 | 1,300 - 1,499 | 1,500 - 1,699 | 1,700 - 1,899 | 1,900 - 2,099 | 2,100 + |
|-----------------------|------------|----------|---------------|---------------|---------------|---------------|----------|
| 2016 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | ** | ** | ** | ** | ** | ** | ** |
| 2015 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$13,211 ‡ | \$5,991 | \$4,578 | \$11,505 | \$11,018 | \$13,223 | \$20,485 |
| 2014 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$16,527 ‡ | \$10,831 | \$9,146 | \$15,609 | \$14,244 | \$15,964 | \$23,642 |
| 2013 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$23,230 ‡ | \$14,593 | \$19,533 | \$19,501 | \$18,588 | \$23,351 | \$32,433 |
| 2012 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$26,917 ‡ | \$7,715 | \$5,344 | \$18,020 | \$22,020 | \$27,634 | \$37,485 |
| 2011 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$29,895 ‡ | \$18,710 | \$15,856 | \$14,514 | \$23,867 | \$30,194 | \$43,729 |
| 2010 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$33,797 ‡ | \$8,343 | \$11,161 | \$19,315 | \$27,998 | \$36,375 | \$51,228 |
| 2009 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$34,273 ‡ | \$10,804 | \$12,198 | \$14,401 | \$26,893 | \$36,271 | \$51,572 |
| 2008 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$32,785 ‡ | \$28,489 | \$12,172 | \$21,026 | \$32,986 | \$33,488 | \$56,302 |
| 2007 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$29,079 ‡ | \$11,925 | \$8,310 | \$16,926 | \$28,625 | \$29,154 | \$66,820 |
| Prior | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$27,693 ‡ | \$14,979 | \$7,658 | \$25,171 | \$26,750 | \$32,867 | \$53,146 |
| All Associates | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | \$26,064 ‡ | \$15,650 | \$12,141 | \$17,677 | \$21,728 | \$27,187 | \$38,267 |

* Includes only those individuals whose employment percentage (FTE) = 1.0

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate & Sr. Attorney Aggregate Compensation¹ by Law Class Year

As of January 1, 2017

| | Your Firm | Rank Of | 1 st Quartile | Group Median | 3 rd Quartile |
|--------------------------------|-----------|---------|--------------------------|--------------|--------------------------|
| <u>Associates - Class Year</u> | | | | | |
| 2016 | | / 22 ‡ | \$172,830 | \$161,794 | \$145,565 |
| 2015 | | / 22 ‡ | 189,597 | 172,032 | 153,300 |
| 2014 | | / 22 ‡ | 204,564 | 184,721 | 163,683 |
| 2013 | | / 22 ‡ | 220,786 | 200,337 | 179,984 |
| 2012 | | / 22 ‡ | 242,702 | 205,901 | 181,304 |
| 2011 | | / 22 ‡ | 252,315 | 230,939 | 195,008 |
| 2010 | | / 22 ‡ | 274,384 | 236,305 | 206,382 |
| 2009 | | / 22 ‡ | 274,939 | 245,627 | 212,320 |
| 2008 | | / 22 ‡ | 280,277 | 248,237 | 214,964 |
| 2007 | | / 22 ‡ | 283,292 | 238,942 | 226,382 |
| Prior | | / 21 ‡ | 265,875 | 238,648 | 228,387 |
| All Associates | | / 22 ‡ | 240,194 | 213,134 | 188,217 |
| Sr. Attorneys | | / 17 ‡ | 273,160 | 251,216 | 237,702 |

¹ Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2016 with average base salaries at 1/1/2017.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Associate Base Salary Adjustment Information
By Years of Experience¹

Average Annual Base Salary As of January 1, 2017

| <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 | | / 22 ‡ | 13.9 | 8.9 | 4.7 |
| 2 Years | | / 22 ‡ | 15.7 | 7.6 | 1.7 |
| 3 Years | | / 22 ‡ | 16.1 | 10.9 | 7.6 |
| 4 Years | | / 22 ‡ | 16.5 | 10.5 | 3.2 |
| 5 Years | | / 22 ‡ | 18.2 | 8.9 | 6.3 |
| 6 Years | | / 22 ‡ | 14.6 | 9.4 | 2.3 |

¹ Calculated as the percent change for an Associate with the respective years of experience at 1/1/2017 to the corresponding years of experience at 1/1/2016. For example, an Associate with one year of experience would be included in law school class year 2016 at 1/1/2017, and included in law school class year 2015 at 1/1/2016.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Distribution of Associates by Billable Hours
For the 12-month period ending December 31, 2016

| Associates | Count* | < 1,300 | 1,300 - 1,499 | 1,500 - 1,699 | 1,700 - 1,899 | 1,900 - 2,099 | 2,100 + |
|-----------------------|--------|---------|---------------|---------------|---------------|---------------|---------|
| 2016 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 84 ‡ | 85.7% | 8.3% | 3.6% | | 1.2% | 1.2% |
| 2015 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 873 | 19.7% | 11.9% | 17.2% | 21.5% | 18.3% | 11.3% |
| 2014 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 906 | 12.3% | 8.9% | 15.1% | 23.4% | 24.0% | 16.3% |
| 2013 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 906 | 12.4% | 8.8% | 13.5% | 21.7% | 25.8% | 17.8% |
| 2012 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 783 | 10.0% | 7.8% | 13.5% | 24.3% | 25.5% | 18.9% |
| 2011 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 662 | 12.8% | 9.7% | 12.7% | 23.0% | 27.5% | 14.4% |
| 2010 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 647 | 12.2% | 8.8% | 14.8% | 21.9% | 26.1% | 16.1% |
| 2009 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 664 | 10.1% | 8.7% | 14.3% | 23.9% | 24.8% | 18.1% |
| 2008 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 538 | 12.6% | 9.7% | 14.5% | 21.0% | 26.4% | 15.8% |
| 2007 | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 354 | 14.1% | 8.2% | 13.6% | 20.9% | 26.3% | 16.9% |
| Prior | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 706 | 25.6% | 12.7% | 15.4% | 20.3% | 15.9% | 10.1% |
| All Associates | | | | | | | |
| Your Firm | | | | | | | |
| Total Group | 7,370 | 17.2% | 9.6% | 14.2% | 21.4% | 22.8% | 14.8% |

* Includes only those individuals whose employment percentage (FTE) =1.0

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (27 members^)

Associate & Sr. Attorney Discretionary Benefits Information

| | Your Firm (designated with an X) | # of Responses | % of Group Resp. - Yes |
|--|-------------------------------------|-------------------|---------------------------|
| 1. Types of Benefits offered to Associates/Sr. Attorneys | | 22 | |
| a. 401(k) pre-tax employee deferrals | | | 95.5 |
| b. 401(k) roth employee deferrals | | | 86.4 |
| c. 401(k) pre-tax employer matching contributions | | | 13.6 |
| d. 401(k) post-tax employee deferrals | | | 18.2 |
| e. Additional non-elective employer contributions ("Profit Sharing") | | | 36.4 |
| f. Qualified defined benefit plan | | | 9.1 |
| g. Non-qualified or unfunded retirement plan | | | 4.5 |
| h. Active healthcare benefits | | | 95.5 |
| i. Post-retirement healthcare benefits | | | 13.6 |
| 2. For Firms offering a 401(k) deferrals, matching contributions and/or non-elective contributions, the definition of compensation used is: (Firms responding to 1a, b, c, d, or e) | | 21 | |
| a. Base pay only | | | 23.8 |
| b. Total compensation (W-2, Box 1) | | | 71.4 |
| c. Medicare wages and tips (W-2, Box 5) | | | 4.8 |
| 3. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution is: (Firms responding to 1c) | | 3 | |
| a. Between 1% and 1.9% of compensation | | | 33.3 |
| b. Between 2% and 2.9% of compensation | | | 66.7 |
| c. Between 3% and 3.9% of compensation | | | |
| d. Between 4% and 4.9% of compensation | | | |
| e. 5% of compensation or above | | | |
| 4. For Firms offering an additional non-elective employer contribution, the most recent contribution was: (Firms responding to 1e) | ‡ | 8 | |
| a. Between 1% and 2.9% of compensation | | | 25.0 |
| b. Between 3% and 4.9% of compensation | | | 25.0 |
| c. Between 5% and 6.9% of compensation | | | 25.0 |
| d. Between 7% and 8.9% of compensation | | | 12.5 |
| e. 9% of compensation or above | | | |
| f. Sliding scale based on compensation level | | | |
| 5. For Firms offering a qualified defined benefit plan, the type of plan offered is: (Firms responding to 1f) | | 3 | |
| a. Cash Balance Plan | | | 100.0 |
| b. Final Average Pay Plan | | | |
| c. Career Average Pay Plan | | | |
| d. Pension Equity Plan | | | |

^ Membership on this page includes only those participants that submitted benefits related data.
‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (27 members^)

Associate & Sr. Attorney Discretionary Benefits Information (Continued)

| | Your Firm (designated with an X) | # of Responses | % of Group Resp. - Yes |
|---|-------------------------------------|-------------------|---------------------------|
| 6. For Firms with a Cash Balance Plan, the interest credit basis utilized is: (Firms responding to 5a) | | 4 | |
| a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate) | | | 25.0 |
| b. Equity Based (e.g., return on plan assets or S&P 500 index) | | | 75.0 |
| 7. For Firms offering active healthcare benefits, the type of benefits offered is: (Firms responding to 1h) | | 22 | |
| a. Medical benefits | | | 95.5 |
| b. Healthcare Spending Account (HSA) | | | 90.9 |
| c. Prescription drug benefits | | | 95.5 |
| d. Dental benefits | | | 95.5 |
| e. Vision benefits | | | 95.5 |
| f. Mental health benefits | | | 95.5 |
| g. Wellness benefits and incentives (e.g., gym membership) | | | 72.7 |
| h. Health Advocacy Programs | | | 72.7 |
| i. Long term / short term disability | | | 90.9 |
| j. Critical illness plans / Long term care | | | 59.1 |
| k. Life Insurance | | | 90.9 |
| l. Flexible spending accounts | | | 95.5 |
| m. Employee Assistance Programs (EAPs) | | | 95.5 |
| n. Emergency childcare / eldercare | | | 72.7 |
| o. Parking / transit | | | 77.3 |
| 8. For Firms that offer post-retirement healthcare benefits, the age this is offered is: (Firms responding to 1i) | | 3 | |
| a. Before age 65 - not eligible for Medicare | | | 100.0 |
| b. Age 65 or higher - eligible for Medicare | | | |
| c. Both eligible and non-eligible for Medicare | | | |

^ Membership on this page includes only those participants that submitted benefits related data.
‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (27 members^)

Partner Admission Policies

| | Your Firm (designated with an X) | # of Resp. | % of Grp. Resp. - Yes |
|---|--|------------------------------------|------------------------------------|
| 1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status: | | 21 | |
| a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner | | | 42.9 |
| b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner | | | 47.6 |
| c. Directly to Equity Partner status | | | 9.5 |
| 2. The Firm has an alternative (non-partner) career path for an Associate/Sr. Attorney: | | 20 | |
| a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner | | | 35.0 |
| b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys | | | 55.0 |
| c. No, it is strictly an 'up or out' progression | | | |
| 3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house): | | 19 | |
| a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status | | | 10.5 |
| b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner | | | 36.8 |
| c. Hired on a contractual basis for a designated period of time | | | 10.5 |
| d. Directly to Equity Partner status | | | 31.6 |
| | | Group | |
| | | 1st Quartile | 3rd Quartile |
| 4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission: | Your Firm | | |
| | ‡ | 6.5 | 5.0 |
| 5. Typical number of years as an Associate/Sr. Attorney before Equity Partner | | ** | ** |
| 6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path: | ‡ | 10.0 | 10.0 |
| 7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner: | ‡ | 4.0 | 3.0 |

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

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Distribution of Terminated Timekeepers
For the 12-month period ending December 31, 2016

| <u><i>Timekeeper Class</i></u> | <i>Percent of All Timekeepers</i> | | | | |
|------------------------------------|-----------------------------------|----------------|-----------------|---------------|-----------------|
| | <i>Your Firm</i> | | <i>Group</i> | | |
| | <i>Percent</i> | <i>Rank Of</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | / 30 | 11.9 | 9.0 | 4.3 |
| Non-Equity Partners | | / 30 | 21.2 | 16.6 | 9.8 |
| Associates | | / 30 | 61.5 | 53.6 | 48.9 |
| Sr. Attorneys | | / 30 | 10.2 | 8.4 | 4.2 |
| Of Counsel | | / 30 | 12.5 | 4.6 | 1.7 |
| Staff Attorneys | | / 30 | 7.6 | 4.6 | 1.7 |
| <i>All Attorneys</i> | 100% | | | | |
| Paralegals | | / 30 | 87.2 | 72.5 | 63.6 |
| Other Non-Legal Tkprs ¹ | | / 30 | 36.4 | 27.6 | 12.8 |
| <i>All Non-Legal Tkprs</i> | 100% | | | | |

| <u><i>Timekeeper Class</i></u> | <i>Percent of Timekeeper Class</i> | | | | |
|------------------------------------|------------------------------------|----------------|-----------------|---------------|-----------------|
| | <i>Your Firm</i> | | <i>Group</i> | | |
| | <i>Percent</i> | <i>Rank Of</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | / 30 | 5.3 | 3.5 | 2.1 |
| Non-Equity Partners | | / 26 | 14.0 | 8.7 | 6.2 |
| Associates | | / 30 | 17.7 | 16.5 | 15.3 |
| Sr. Attorneys | | / 25 | 16.1 | 10.2 | 7.7 |
| Of Counsel | | / 27 | 24.7 | 16.7 | 7.9 |
| Staff Attorneys | | / 27 | 25.7 | 21.4 | 13.6 |
| <i>All Attorneys</i> | | / 30 | 13.4 | 10.9 | 9.8 |
| Paralegals | | / 30 | 23.3 | 17.4 | 14.1 |
| Other Non-Legal Tkprs ¹ | | / 28 | 25.4 | 16.3 | 13.4 |
| <i>All Non-Legal Tkprs</i> | | / 30 | 22.5 | 19.2 | 15.2 |

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

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (31 members)

Distribution of Terminated Associates by Law Class Year
For the 12-month period ending December 31, 2016

| <u>Class Year</u> | <i>Percent of All Associates</i> | | | | |
|-------------------|----------------------------------|----------------|-----------------|---------------|-----------------|
| | <i>Your Firm</i> | | <i>Group</i> | | |
| | <i>Percent</i> | <i>Rank Of</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| 2016 | | / 30 | 0.0 | 0.0 | 0.0 |
| 2015 | | / 30 | 8.0 | 6.0 | 3.5 |
| 2014 | | / 30 | 13.5 | 10.4 | 8.8 |
| 2013 | | / 30 | 14.9 | 12.8 | 9.0 |
| 2012 | | / 30 | 15.2 | 13.0 | 8.5 |
| 2011 | | / 30 | 13.2 | 9.7 | 8.0 |
| 2010 | | / 30 | 13.1 | 9.1 | 7.6 |
| 2009 | | / 30 | 10.6 | 8.8 | 5.8 |
| 2008 | | / 30 | 9.2 | 6.7 | 4.5 |
| 2007 | | / 30 | 6.2 | 4.4 | 2.7 |
| Prior | | / 30 | 16.3 | 12.5 | 7.5 |
| | 100% | | | | |

| <u>Class Year</u> | <i>Percent of Associate Class</i> | | | | |
|-------------------|-----------------------------------|----------------|-----------------|---------------|-----------------|
| | <i>Your Firm</i> | | <i>Group</i> | | |
| | <i>Percent</i> | <i>Rank Of</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| 2016 | | / 26 | 0.0 | 0.0 | 0.0 |
| 2015 | | / 30 | 15.0 | 12.2 | 7.2 |
| 2014 | | / 30 | 21.7 | 17.6 | 12.7 |
| 2013 | | / 30 | 23.9 | 19.0 | 11.2 |
| 2012 | | / 30 | 23.2 | 18.5 | 14.5 |
| 2011 | | / 30 | 24.4 | 18.1 | 12.8 |
| 2010 | | / 30 | 22.0 | 14.2 | 10.1 |
| 2009 | | / 30 | 19.9 | 16.5 | 9.2 |
| 2008 | | / 30 | 19.9 | 16.2 | 10.4 |
| 2007 | | / 30 | 22.0 | 16.4 | 11.2 |
| Prior | | / 29 | 25.0 | 19.0 | 14.6 |

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

Timekeeper Diversity Information

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Your Firm Profile

Timekeeper Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2016

| | Headcount | Male | Female | Non-Minority | Minority |
|------------------------------|-----------|------|--------|--------------|----------|
| Equity Partners | | | | | |
| % of Total | | | | | |
| Non-Equity Partners | | | | | |
| % of Total | | | | | |
| Associates | | | | | |
| <u>Law School Class Year</u> | | | | | |
| 2016 | | | | | |
| % of Total | | | | | |
| 2015 | | | | | |
| % of Total | | | | | |
| 2014 | | | | | |
| % of Total | | | | | |
| 2013 | | | | | |
| % of Total | | | | | |
| 2012 | | | | | |
| % of Total | | | | | |
| 2011 | | | | | |
| % of Total | | | | | |
| 2010 | | | | | |
| % of Total | | | | | |
| 2009 | | | | | |
| % of Total | | | | | |
| 2008 | | | | | |
| % of Total | | | | | |
| 2007 | | | | | |
| % of Total | | | | | |
| Prior | | | | | |
| % of Total | | | | | |
| All Associates | | | | | |
| % of Total | | | | | |

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Your Firm Profile

Timekeeper Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2016

| | Headcount | Male | Female | Non-Minority | Minority |
|---|-----------|------|--------|--------------|----------|
| Sr. Attorneys % of Total | | | | | |
| Other Attorneys¹ % of Total | | | | | |
| All Attorneys % of Total | | | | | |
| Law Clerks % of Total | | | | | |
| Paralegals % of Total | | | | | |
| Other Non-Legal Timekeepers² % of Total | | | | | |
| All Non-Attorney Timekeepers³ % of Total | | | | | |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Your Firm Profile

Timekeeper Racial Classification Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2016

| | Headcount | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|------------------------------|-----------|-------------------------|--------------------------------|-------|------------------|-----------------------------------|-------------------|-------|-------|
| Equity Partners | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Non-Equity Partners | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Associates | | | | | | | | | |
| <u>Law School Class Year</u> | | | | | | | | | |
| 2016 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2015 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2014 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2013 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2012 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2011 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2010 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2009 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2008 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| 2007 | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Prior | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| All Associates | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Your Firm Profile

Timekeeper Racial Classification Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2016

| | Headcount | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|---|-----------|-------------------------|--------------------------------|-------|------------------|-----------------------------------|-------------------|-------|-------|
| Sr. Attorneys | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Other Attorneys¹ | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| All Attorneys | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Law Clerks | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Paralegals | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| Other Non-Legal Timekeepers² | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |
| All Non-Attorney Timekeepers³ | | | | | | | | | |
| <i>% of Total</i> | | | | | | | | | |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

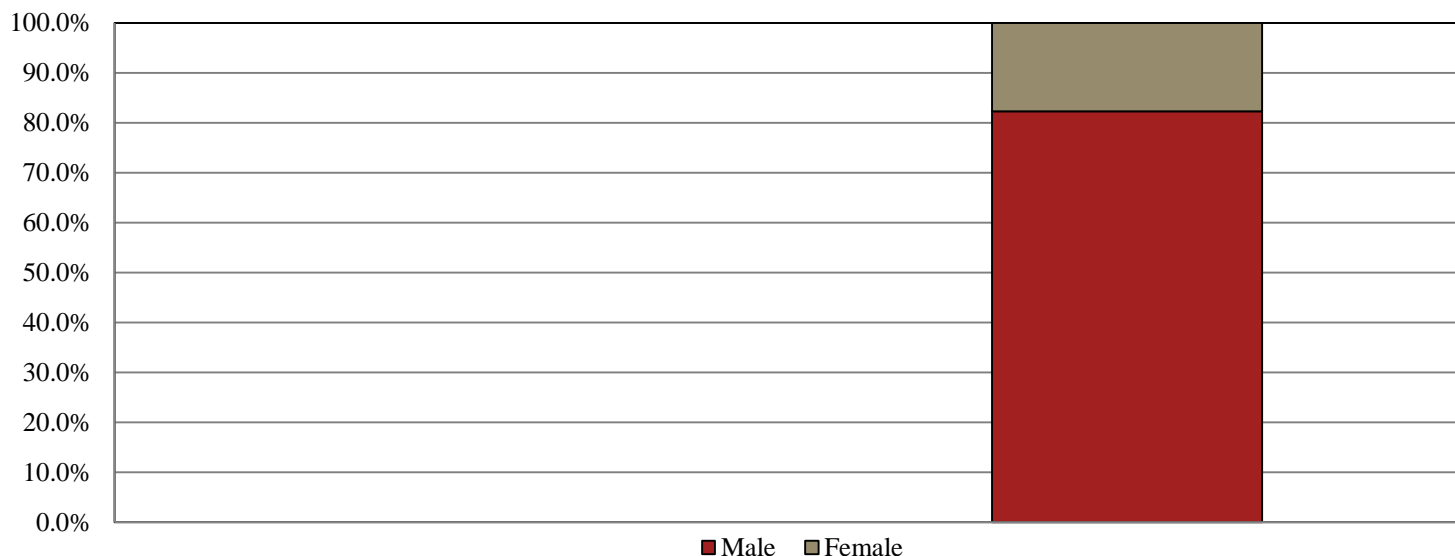
2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Partner Staffing Summary by Gender¹

Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Equity Partners



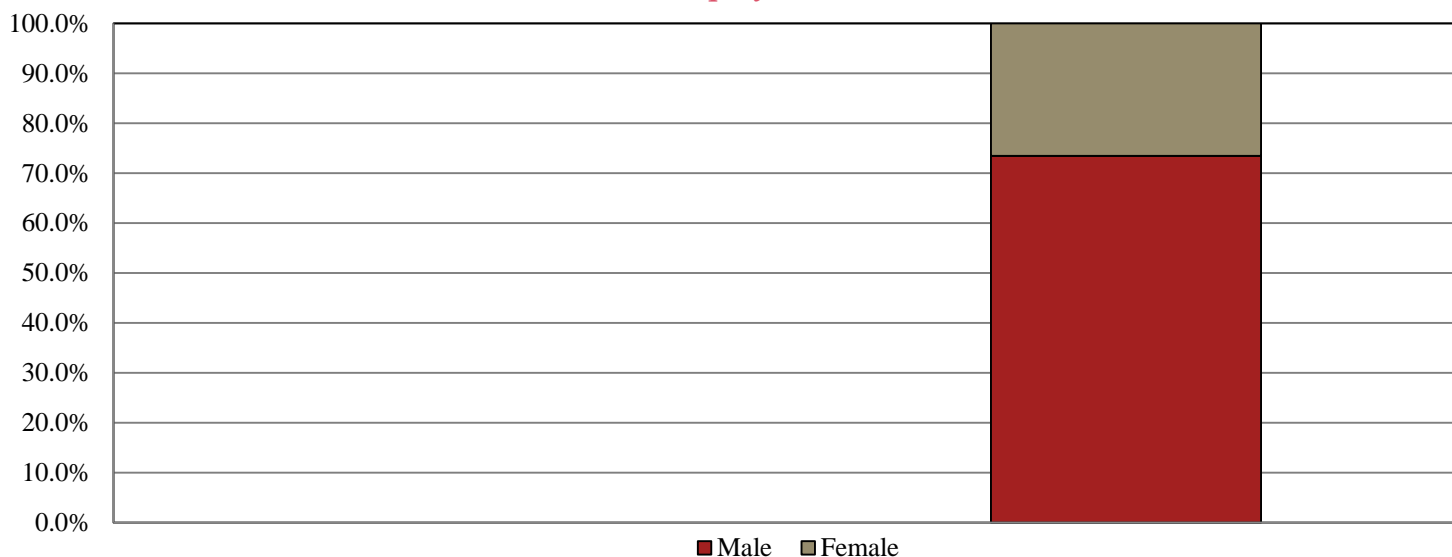
Your Firm

| Headcount | Male | Female |
|-----------|------|--------|
| | | |

Total Group

| Headcount | Male | Female |
|-----------|-------|--------|
| 3,385.6 | 82.3% | 17.6% |

Non-Equity Partners



Your Firm

| Headcount | Male | Female |
|-----------|------|--------|
| | | |

Total Group

| Headcount | Male | Female |
|-----------|-------|--------|
| 2,344.5 | 73.4% | 26.5% |

Additional detail can be found on Page 48.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

[^] Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

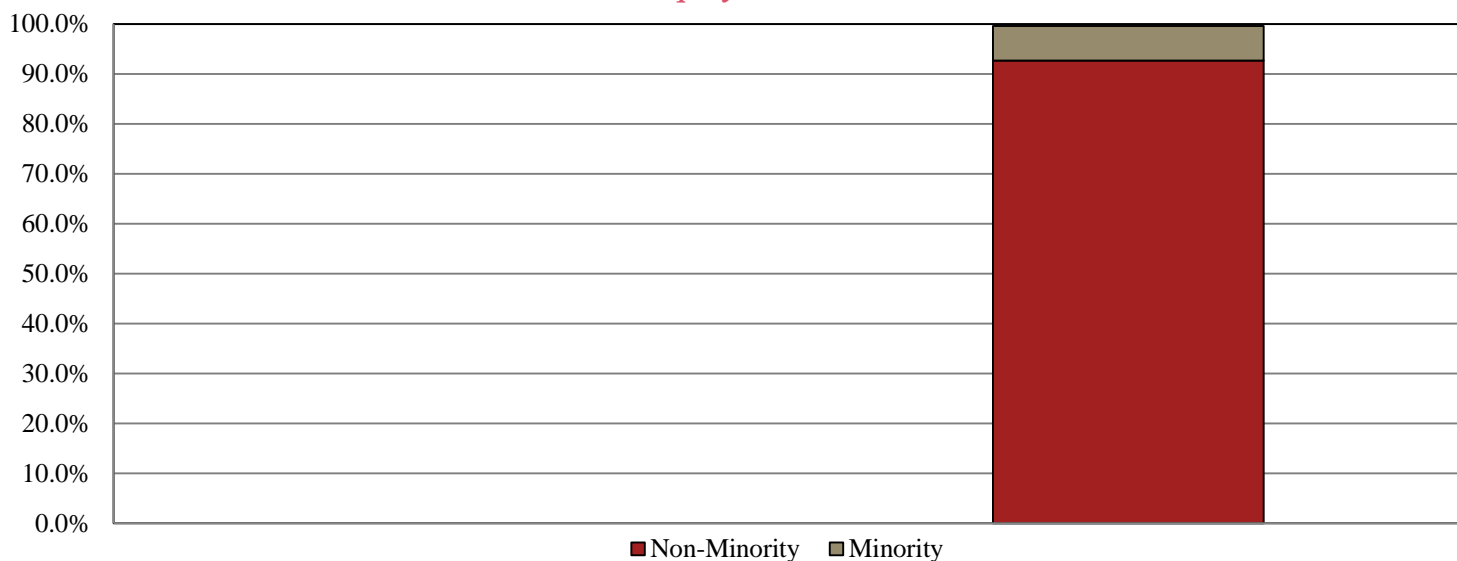
‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Partner Staffing Summary by Minority Status¹
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Equity Partners



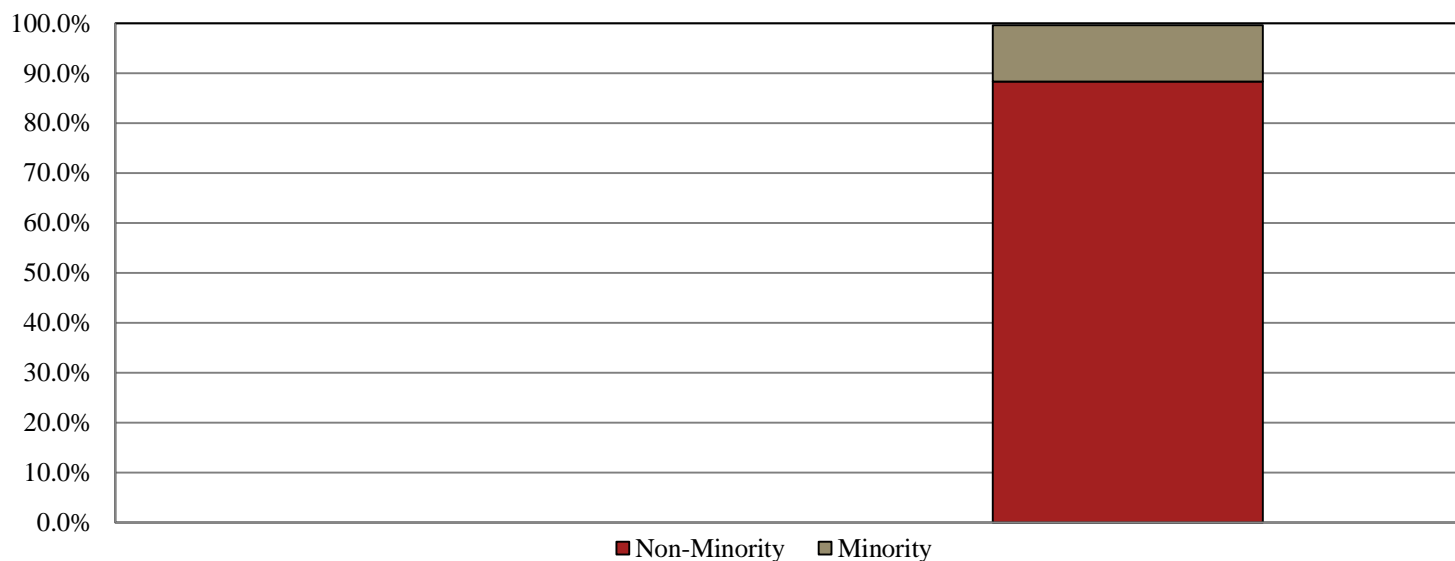
Your Firm

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| | | |

Total Group

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| 3,385.6 | 92.6% | 7.0% |

Non-Equity Partners



Your Firm

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| | | |

Total Group

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| 2,344.5 | 88.3% | 11.2% |

Additional detail can be found on Page 48.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

[^] Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

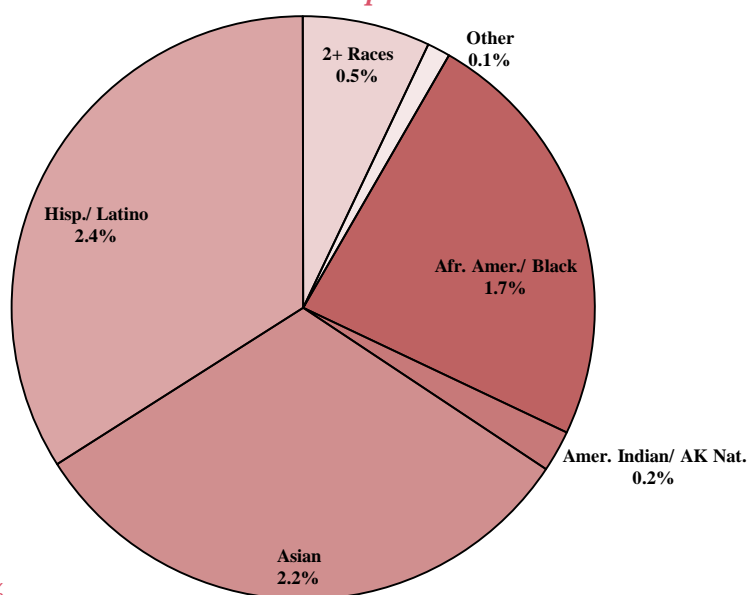
AmLaw Ranked - 50-100 (18 members^)

Equity Partner Minority Staffing Summary by Racial Classification
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Your Firm

| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| | | | | | | | | |

Total Group



Total Minority: 7.0%

| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| 3,372.1 | 1.7% | 0.2% | 2.2% | 2.4% | | 0.5% | 93.0% | 0.1% |

Additional detail can be found on Page 50.

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

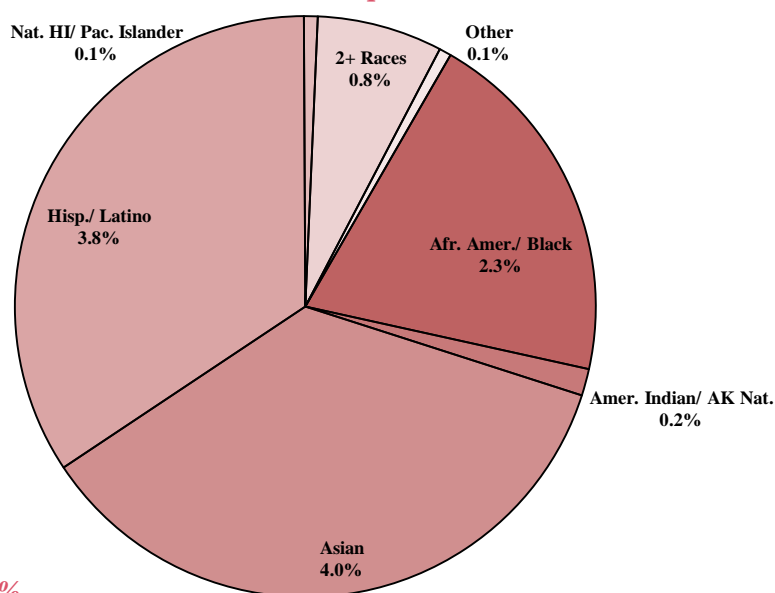
AmLaw Ranked - 50-100 (18 members^)

Non-Equity Partner Minority Staffing Summary by Racial Classification
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Your Firm

| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| | | | | | | | | |

Total Group



| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| 2,332.8 | 2.3% | 0.2% | 4.0% | 3.8% | 0.1% | 0.8% | 88.8% | 0.1% |

Additional detail can be found on Page 50.

^ Membership on this page includes only those participants that submitted gender and/or race.

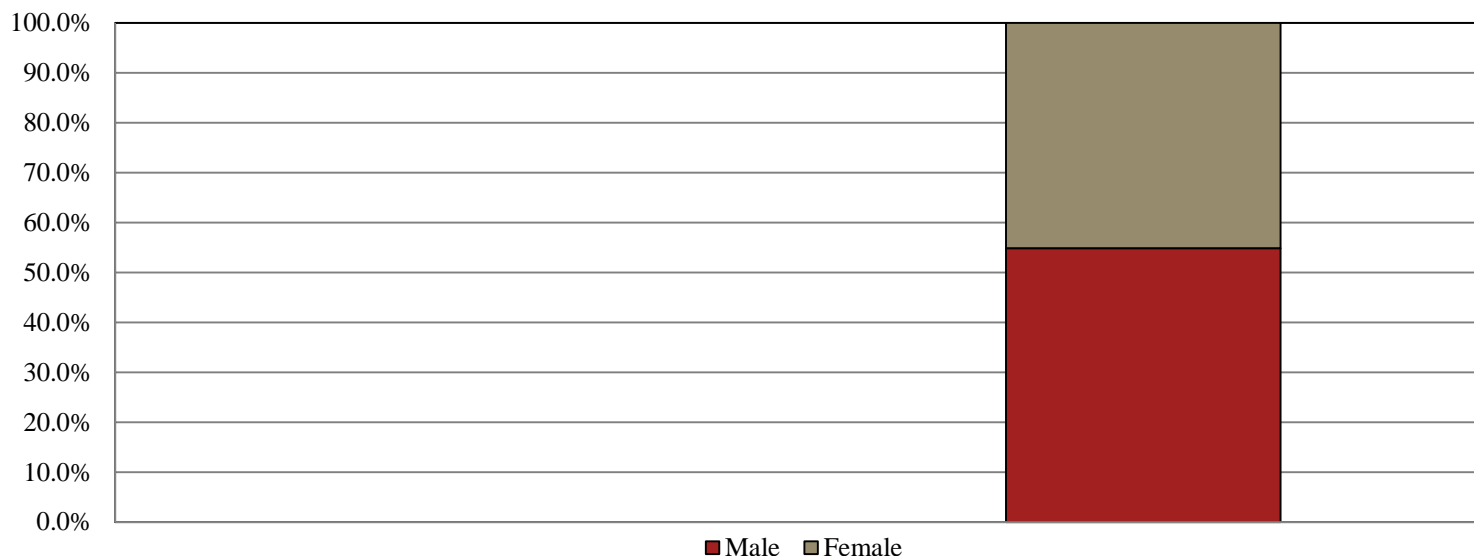
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associates & All Attorneys Staffing Summary by Gender¹ Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Associates



Your Firm

| Headcount | Male | Female |
|-----------|------|--------|
| | | |

Total Group

| Headcount | Male | Female |
|-----------|-------|--------|
| 4,181.3 | 54.8% | 45.2% |

All Attorneys²



Your Firm

| Headcount | Male | Female |
|-----------|------|--------|
| | | |

Total Group

| Headcount | Male | Female |
|-----------|-------|--------|
| 11,823.5 | 66.9% | 33.0% |

Additional detail can be found on Page 48.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

[^] Membership on this page includes only those participants that submitted gender and/or race.

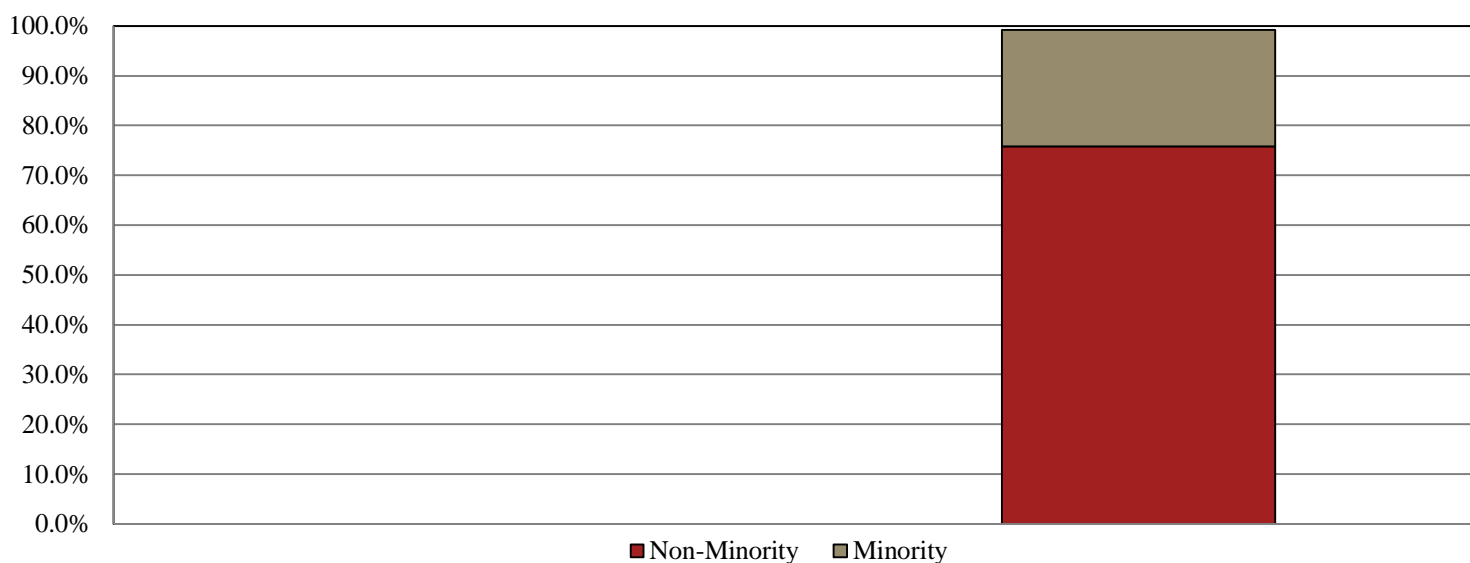
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associates & All Attorneys Staffing Summary by Minority Status ¹
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Associates



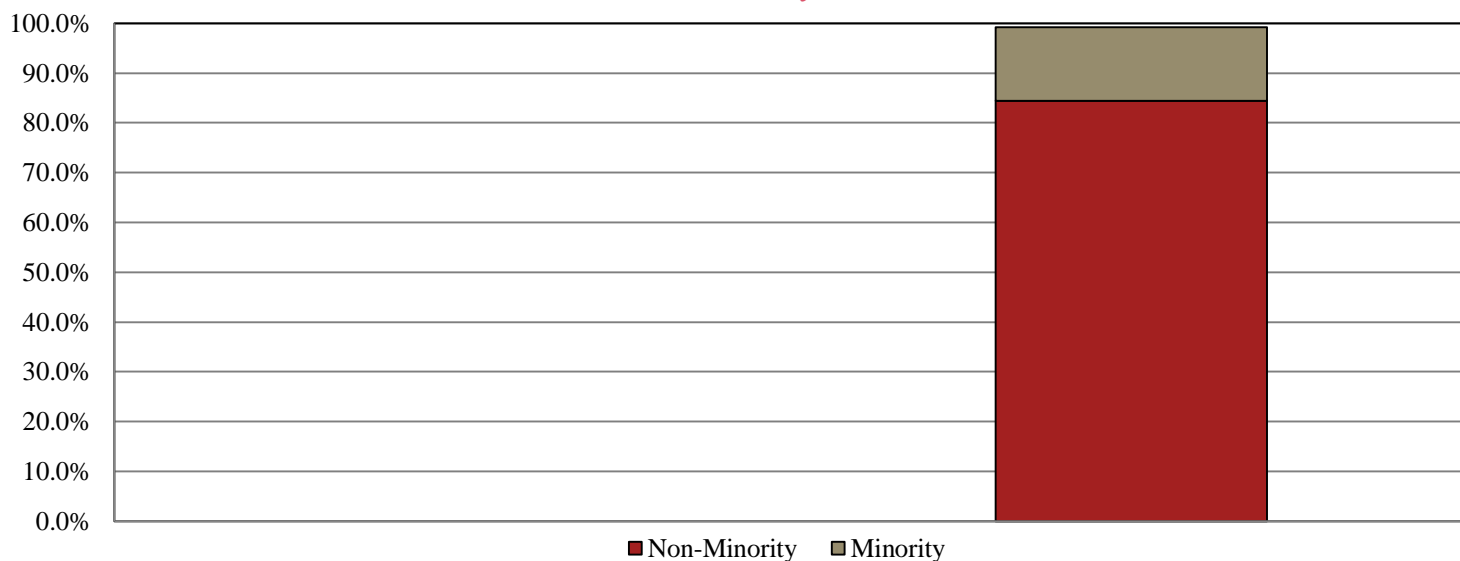
Your Firm

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| | | |

Total Group

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| 4,181.3 | 75.9% | 23.3% |

All Attorneys ²



Your Firm

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| | | |

Total Group

| Headcount | Non-Minority | Minority |
|-----------|--------------|----------|
| 11,823.5 | 84.4% | 14.8% |

Additional detail can be found on Page 48.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

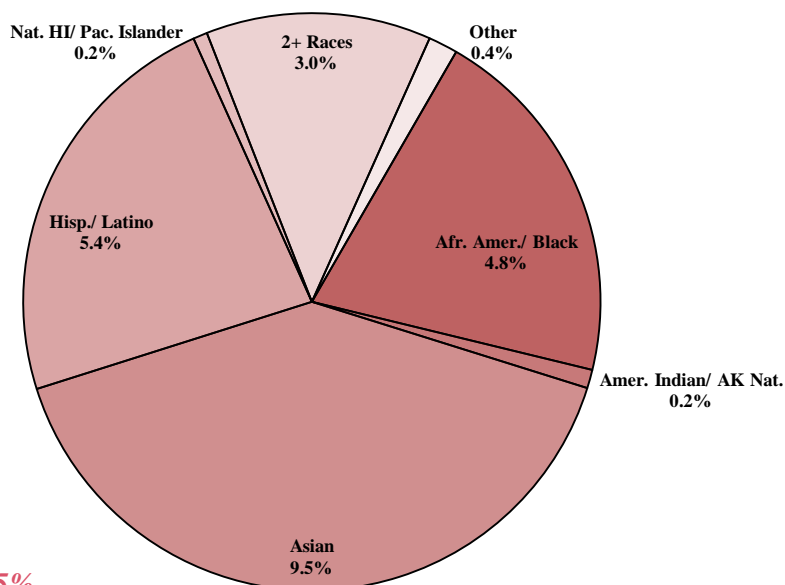
AmLaw Ranked - 50-100 (18 members^)

Associates Minority Staffing Summary by Racial Classification
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Your Firm

| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| | | | | | | | | |

Total Group



Total Minority: 23.5%

| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| 4,148.2 | 4.8% | 0.2% | 9.5% | 5.4% | 0.2% | 3.0% | 76.5% | 0.4% |

Additional detail can be found on Page 50.

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

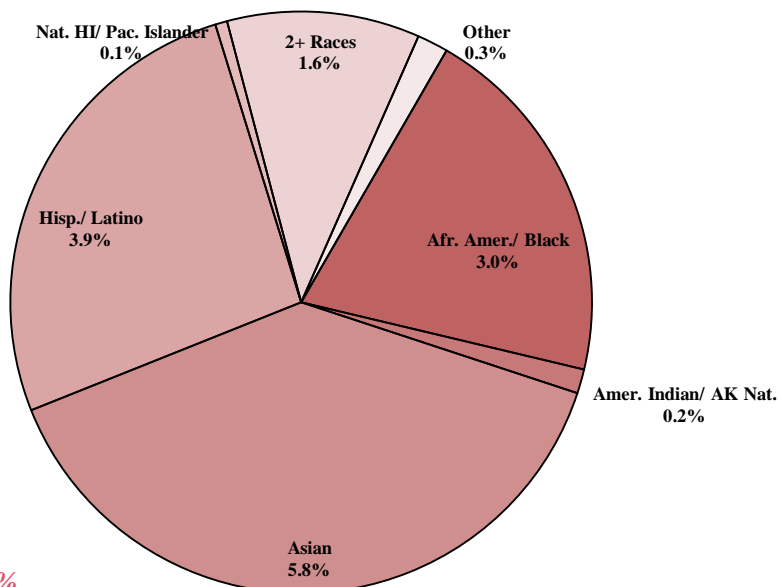
AmLaw Ranked - 50-100 (18 members^)

All Attorneys Minority Staffing Summary by Racial Classification
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Your Firm

| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| | | | | | | | | |

Total Group



| Headcount | Afr. Amer./ Black | Amer. Indian/ AK Nat. | Asian | Hisp./ Latino | Nat. HI/ Pac. Islander | 2+ Races | White | Other |
|-----------|-------------------------|-----------------------------|-------|------------------|------------------------------|----------|-------|-------|
| 11,729.4 | 3.0% | 0.2% | 5.8% | 3.9% | 0.1% | 1.6% | 85.1% | 0.3% |

Additional detail can be found on Page 50.

^ Membership on this page includes only those participants that submitted gender and/or race.

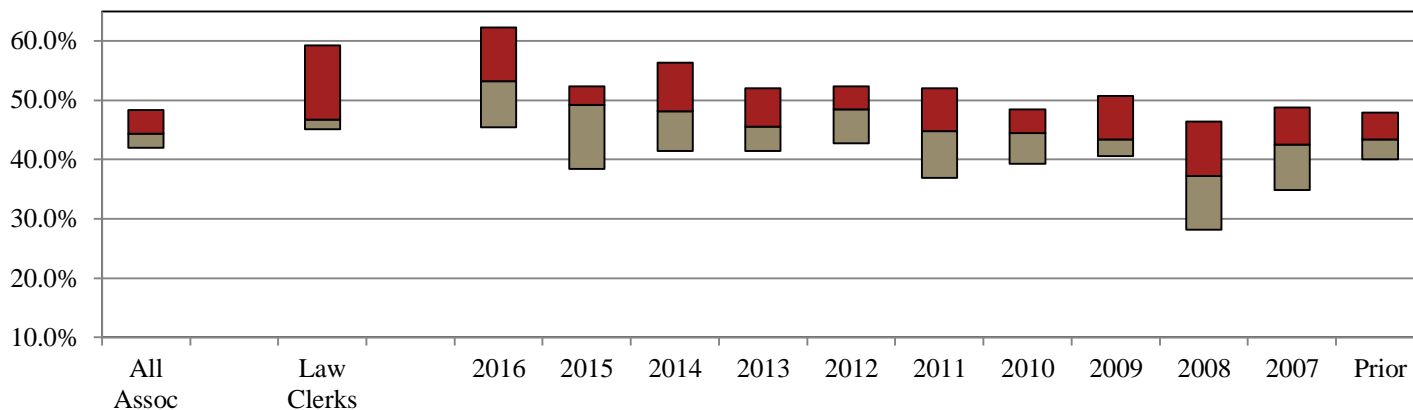
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

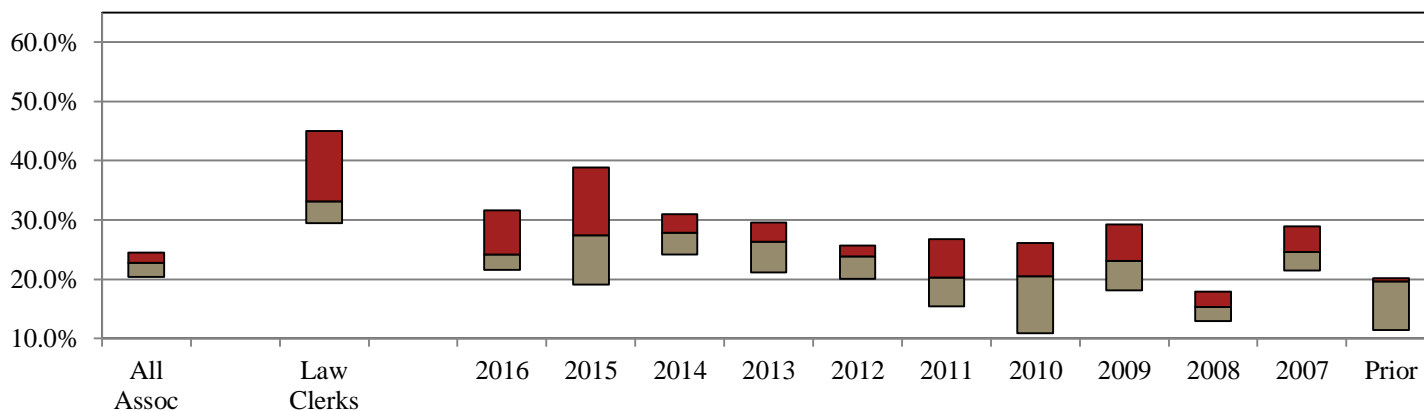
Associate Staffing Summary by Law Class Year Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

Female Associates by Law Class Year



| | All Assoc | Law Clerks | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
|------------------|-----------|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Your Firm | | ‡ | | | | | | | | | | | |
| 1st Qtle | 48.4% | 59.3% | 62.3% | 52.4% | 56.4% | 52.0% | 52.4% | 52.1% | 48.4% | 50.8% | 46.4% | 48.8% | 47.9% |
| Median | 44.4 | 46.7 | 53.2 | 49.2 | 48.1 | 45.5 | 48.4 | 44.8 | 44.5 | 43.4 | 37.3 | 42.6 | 43.4 |
| 3rd Qtle | 42.0 | 45.1 | 45.4 | 38.4 | 41.5 | 41.5 | 42.7 | 37.0 | 39.3 | 40.6 | 28.1 | 34.9 | 40.0 |

Minority Associates by Law Class Year



| | All Assoc | Law Clerks | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
|------------------|-----------|------------|------|------|------|------|------|------|------|------|------|------|-------|
| Your Firm | | ‡ | | | | | | | | | | | |
| 1st Qtle | 24.5 | 45.1 | 31.6 | 38.9 | 31.0 | 29.6 | 25.7 | 26.8 | 26.1 | 29.2 | 17.9 | 29.0 | 20.2 |
| Median | 22.8 | 33.1 | 24.2 | 27.4 | 27.9 | 26.3 | 23.9 | 20.3 | 20.5 | 23.1 | 15.4 | 24.6 | 19.7 |
| 3rd Qtle | 20.4 | 29.5 | 21.6 | 19.1 | 24.2 | 21.2 | 20.1 | 15.5 | 10.9 | 18.2 | 13.0 | 21.5 | 11.5 |

Additional detail can be found on Page 49.

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

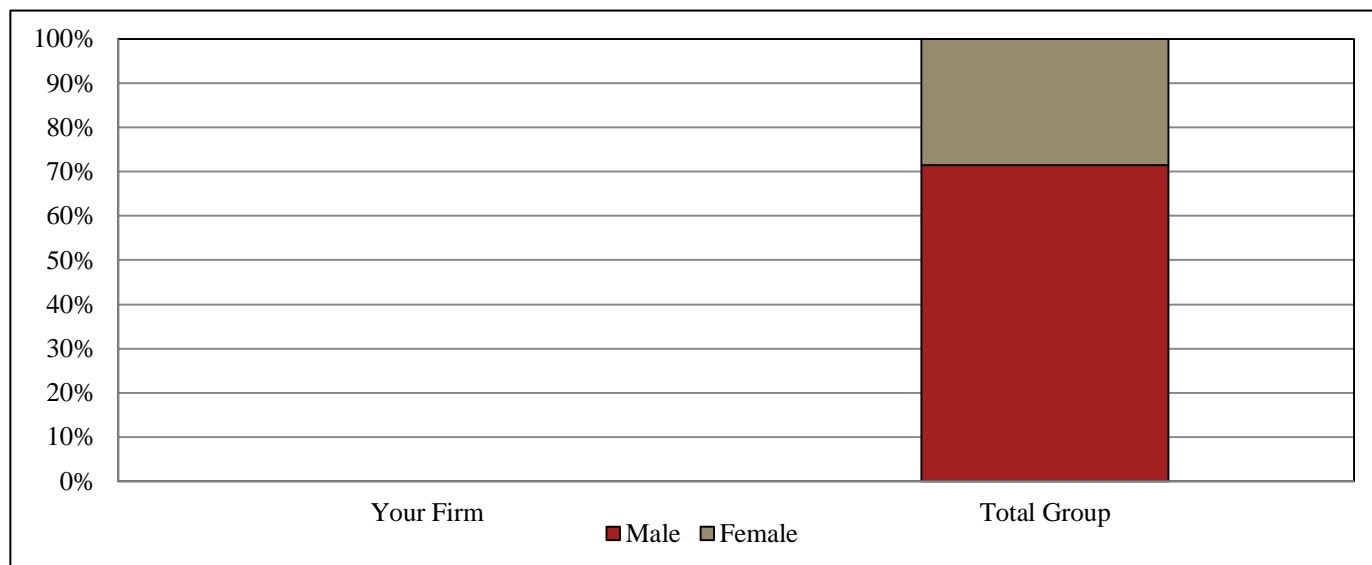
2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Partner Promotions by Gender¹

As of January 1, 2017

Equity Partners



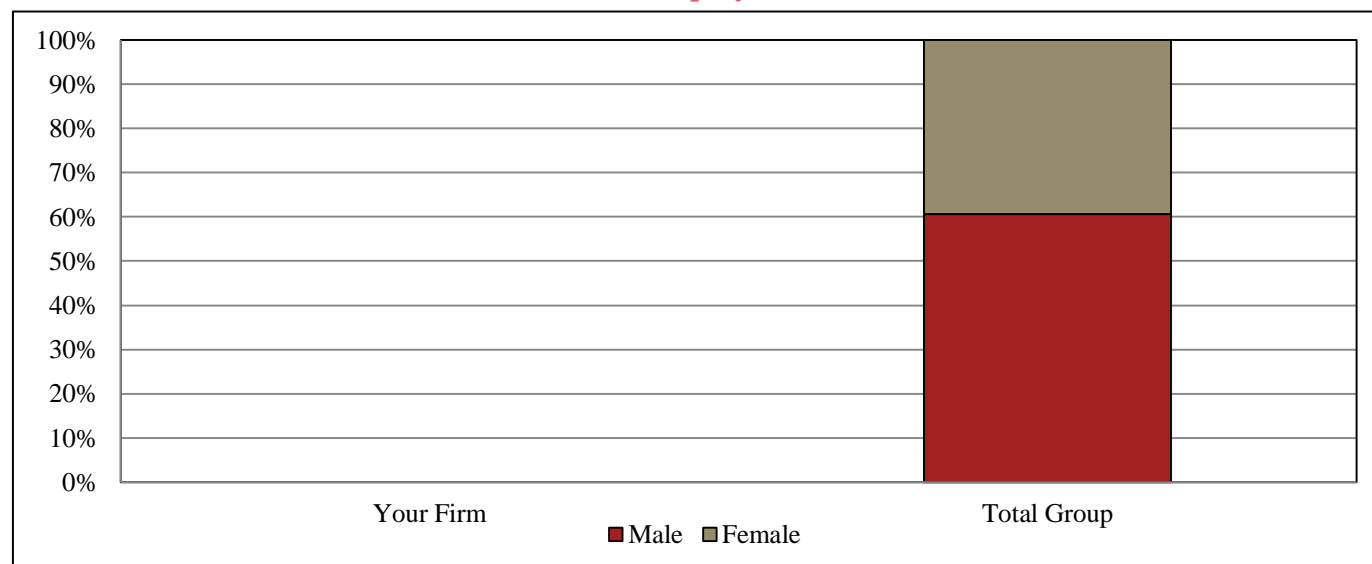
Your Firm

| Count | Male | Female |
|-------|------|--------|
| | | |

Total Group

| Count | Male | Female |
|-------|-------|--------|
| 91 | 71.4% | 28.6% |

Non-Equity Partners



Your Firm

| Count | Male | Female |
|-------|------|--------|
| | | |

Total Group

| Count | Male | Female |
|-------|-------|--------|
| 165 | 60.6% | 39.4% |

¹ Includes only promotions that occurred at 1/1/2017. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

** omitted due to insufficient data

‡ less than 75% population response

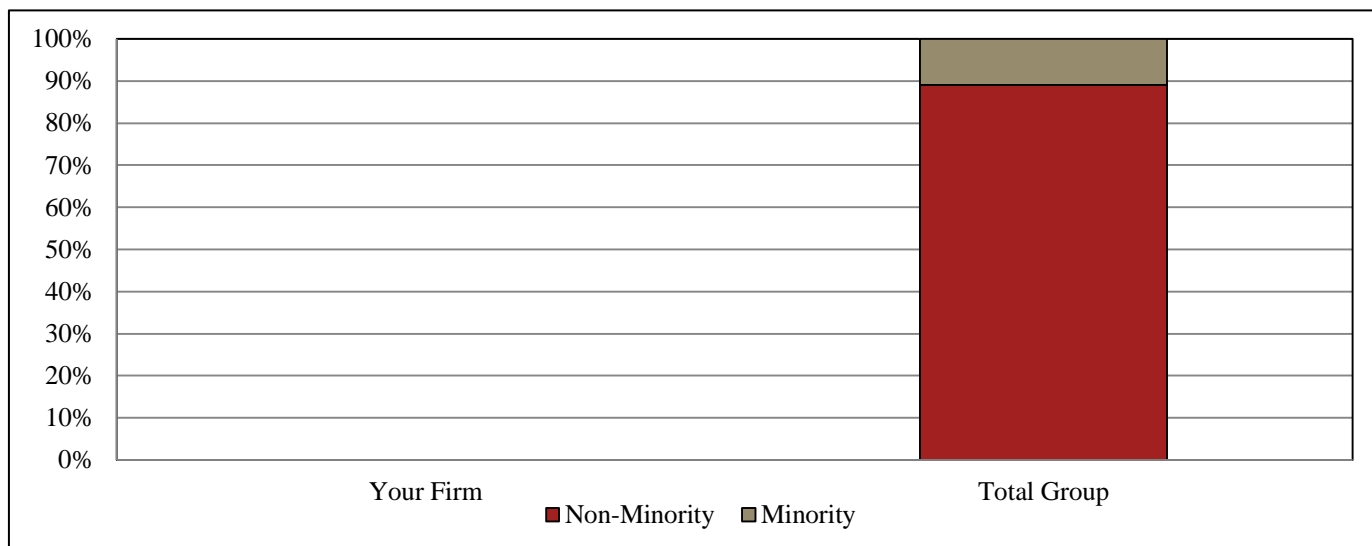
2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Partner Promotions by Minority Status ¹

As of January 1, 2017

Equity Partners



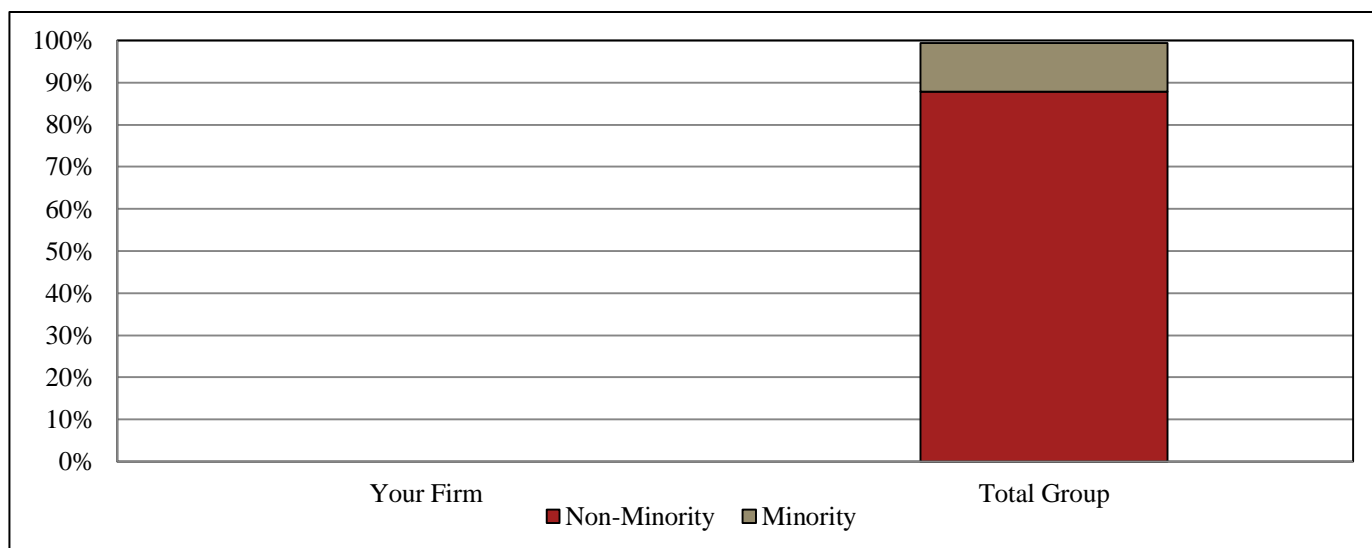
Your Firm

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| | | |

Total Group

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| 91 | 89.0% | 11.0% |

Non-Equity Partners



Your Firm

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| | | |

Total Group

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| 165 | 87.9% | 11.5% |

¹ Includes only promotions that occurred at 1/1/2017. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

** omitted due to insufficient data

‡ less than 75% population response

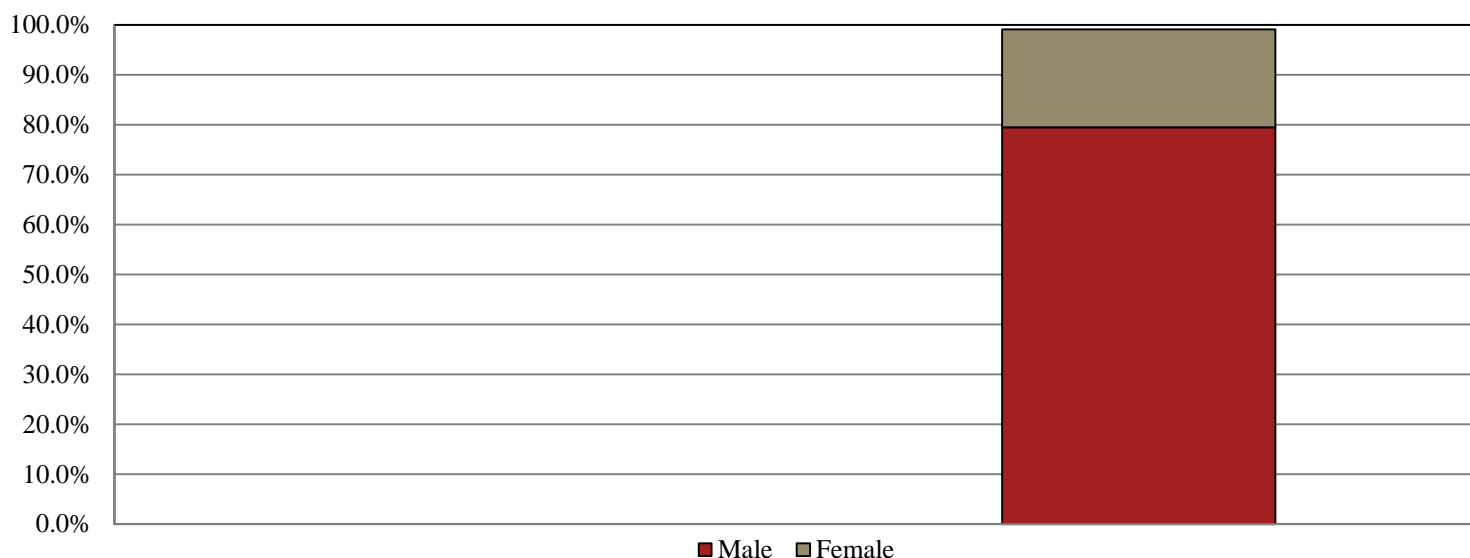
2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Partner Terminations by Gender¹

Percent of Partners for the 12-month period ending December 31, 2016

Equity Partners



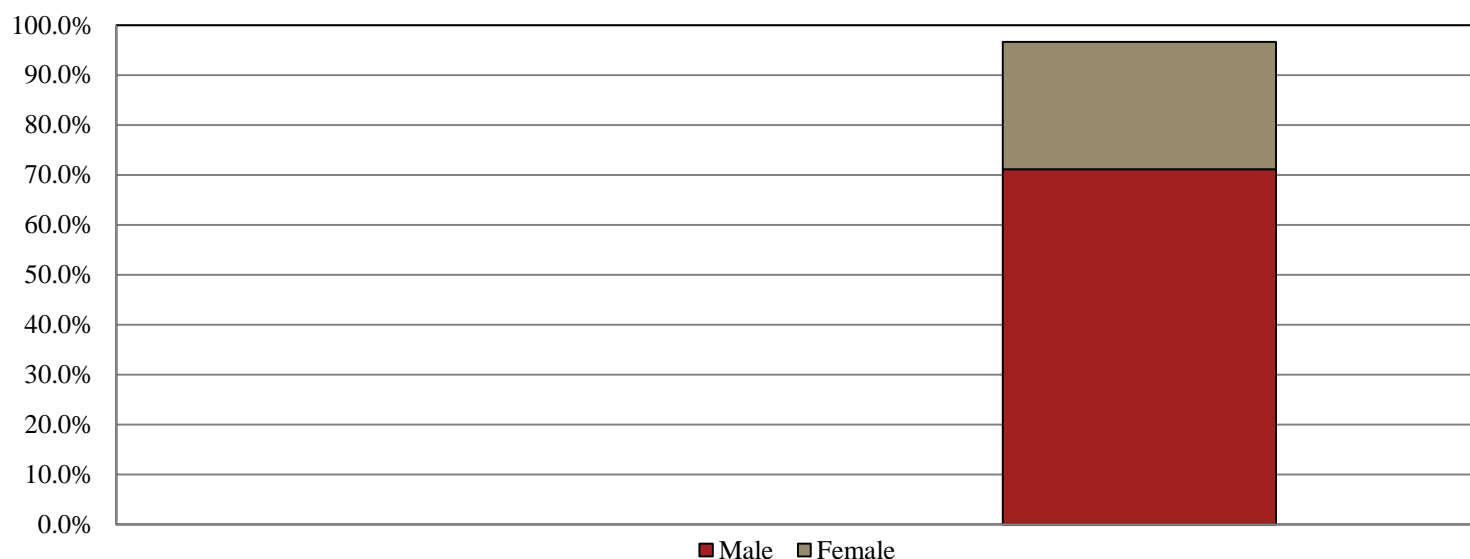
Your Firm

| Count | Male | Female |
|-------|------|--------|
| | | |

Total Group

| Count | Male | Female |
|-------|-------|--------|
| 112 | 79.5% | 19.6% |

Non-Equity Partners



Your Firm

| Count | Male | Female |
|-------|------|--------|
| | | |

Total Group

| Count | Male | Female |
|-------|-------|--------|
| 208 | 71.2% | 25.5% |

Additional detail can be found on Page 52.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

[^] Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

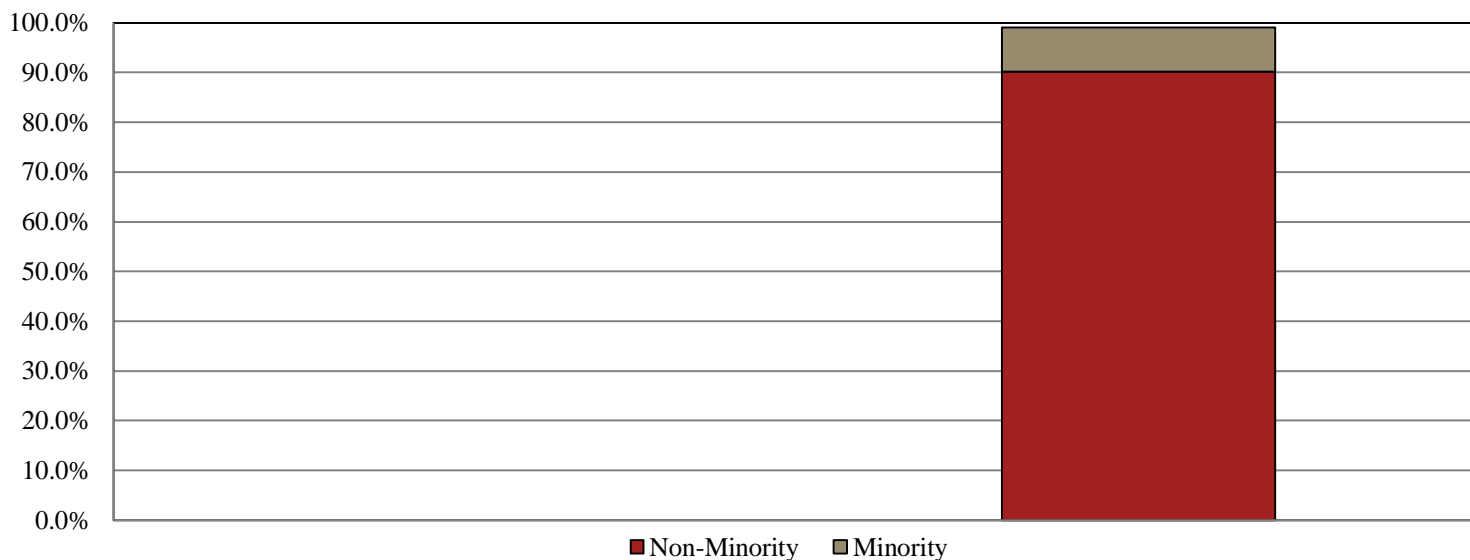
‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Partner Terminations by Minority Status¹ Percent of Partners for the 12-month period ending December 31, 2016

Equity Partners



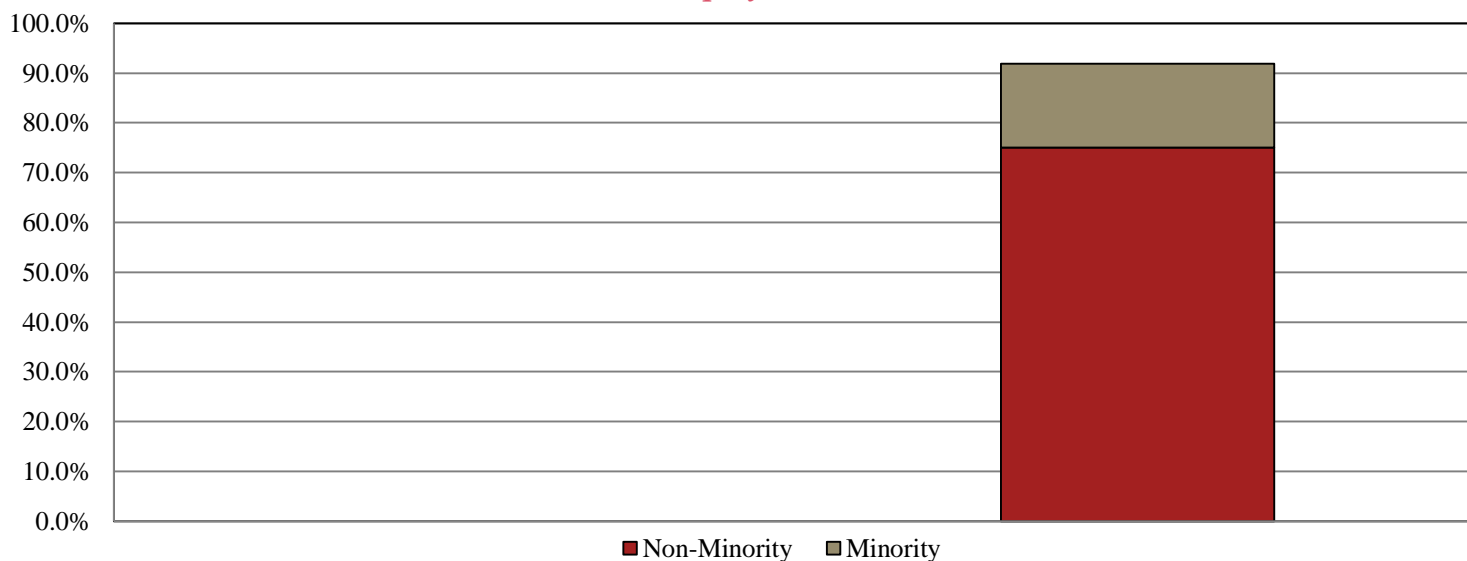
Your Firm

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| | | |

Total Group

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| 112 | 90.2% | 8.9% |

Non-Equity Partners



Your Firm

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| | | |

Total Group

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| 208 | 75.0% | 16.8% |

Additional detail can be found on Page 52.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

[^] Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

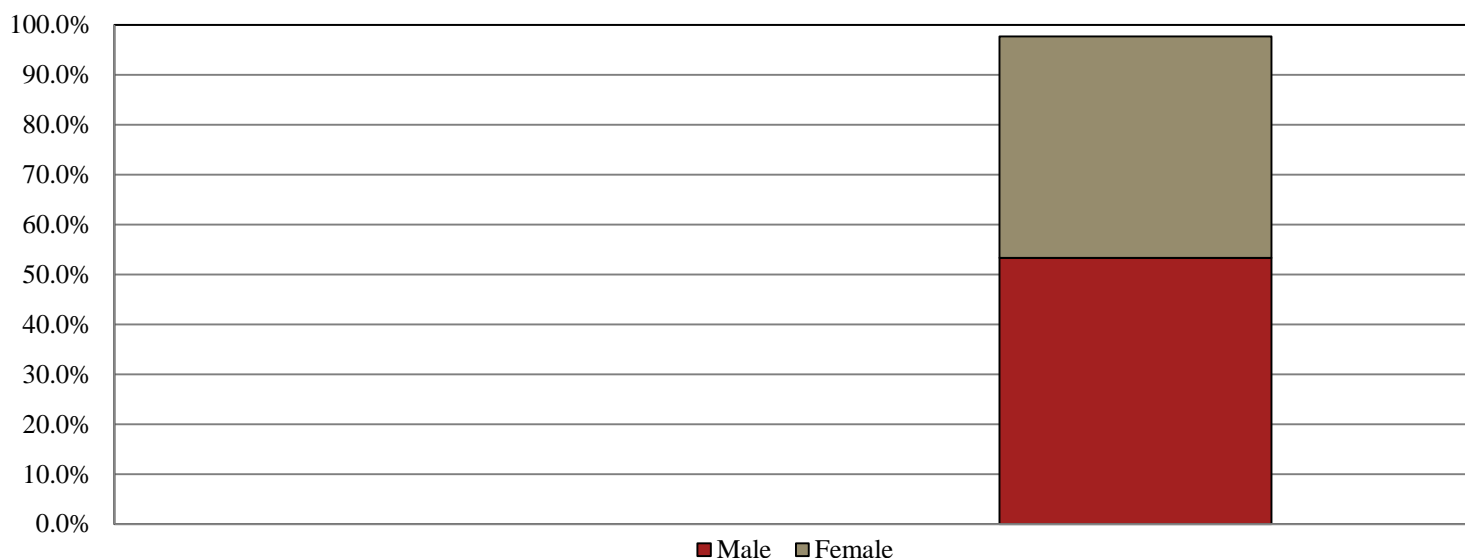
2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associates & All Attorneys Terminations by Gender¹

Percent of Associates and All Attorneys for the 12-month period ending December 31, 2016

Associates



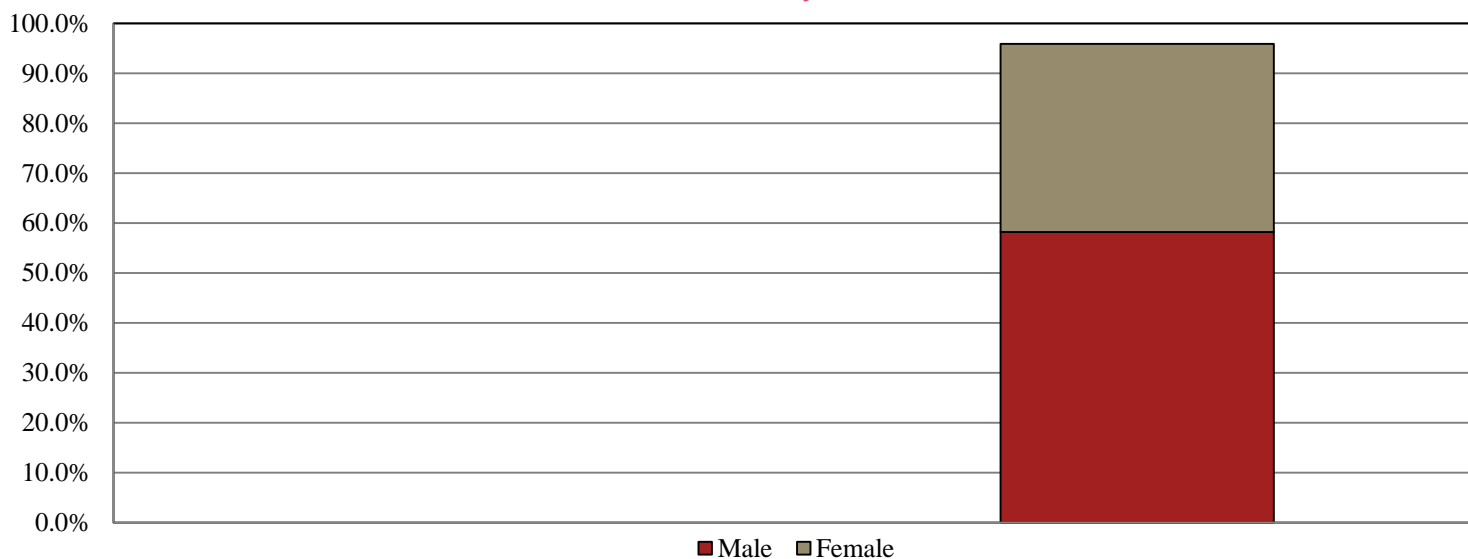
Your Firm

| Count | Male | Female |
|-------|------|--------|
| | | |

Total Group

| Count | Male | Female |
|-------|-------|--------|
| 739 | 53.3% | 44.4% |

All Attorneys²



Your Firm

| Count | Male | Female |
|-------|------|--------|
| | | |

Total Group

| Count | Male | Female |
|-------|-------|--------|
| 1,433 | 58.1% | 37.7% |

Additional detail can be found on Page 52.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

^ Membership on this page includes only those participants that submitted gender and/or race.

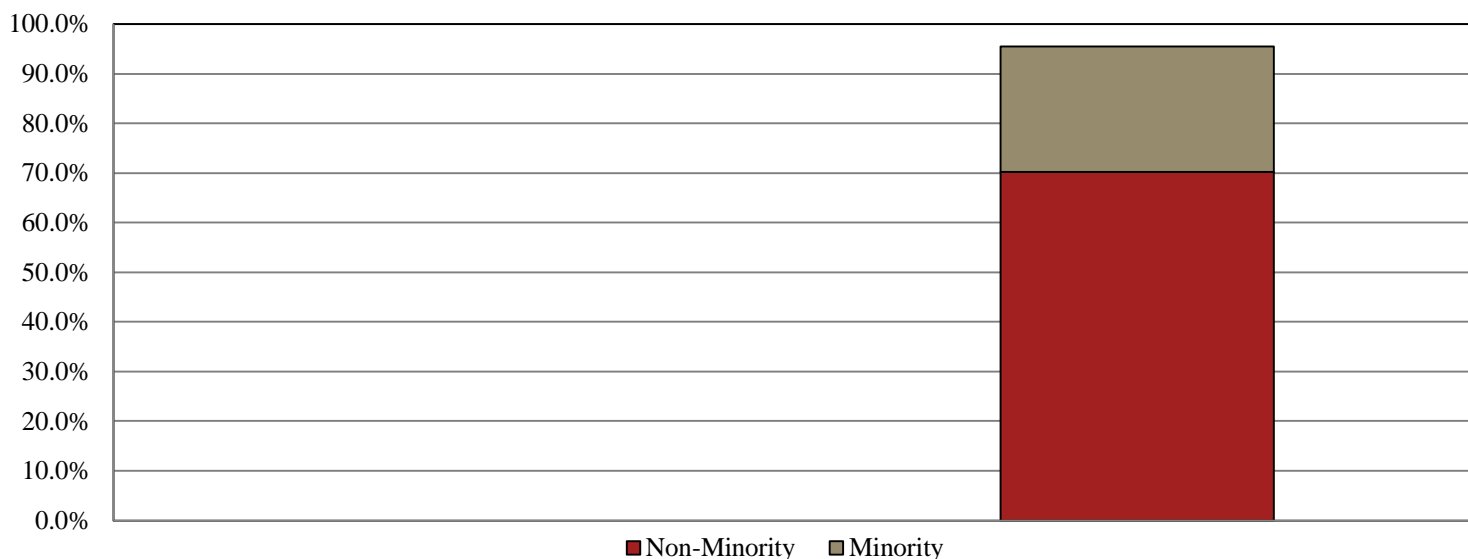
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associates & All Attorneys Terminations by Minority Status¹
Percent of Associates and All Attorneys for the 12-month period ending December 31, 2016

Associates



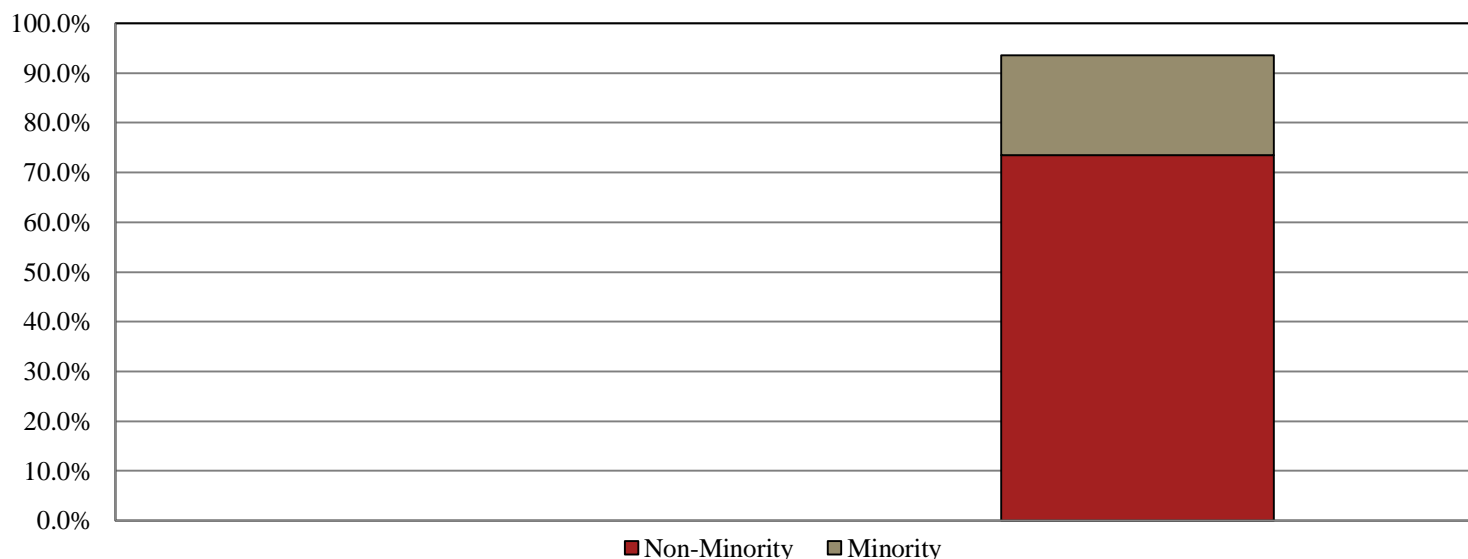
Your Firm

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| | | |

Total Group

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| 739 | 70.2% | 25.3% |

All Attorneys²



Your Firm

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| | | |

Total Group

| Count | Non-Minority | Minority |
|-------|--------------|----------|
| 1,433 | 73.6% | 20.0% |

Additional detail can be found on Page 52.

¹ Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

[^] Membership on this page includes only those participants that submitted gender and/or race.

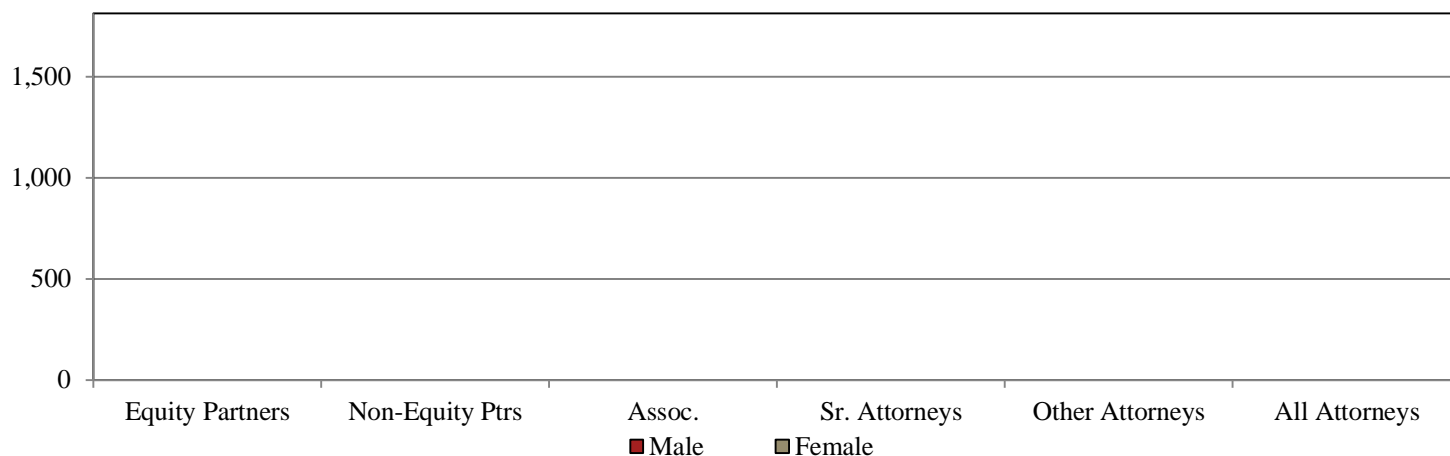
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

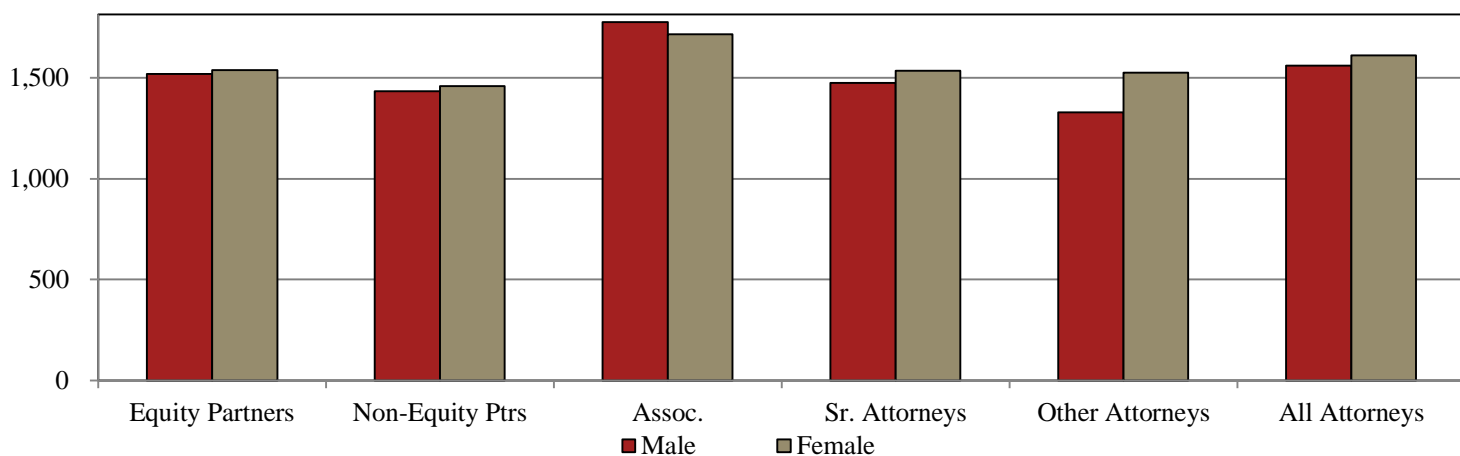
All Attorneys Average Billable Hours by Gender
For the 12-month period ending December 31, 2016

Your Firm



| | Equity Partners | Non-Equity Ptrs | Assoc. | Sr. Attorneys | Other Attorneys ¹ | All Attorneys ² |
|------------|-----------------|-----------------|--------|---------------|------------------------------|----------------------------|
| Average | | | | | | |
| Male | | | | | | |
| Female | | | | | | |
| Difference | | | | | | |

Total Group



| | Equity Partners | Non-Equity Ptrs | Assoc. | Sr. Attorneys | Other Attorneys ¹ | All Attorneys ² |
|------------|-----------------|-----------------|--------|---------------|------------------------------|----------------------------|
| Average | 1,521 | 1,437 | 1,748 | 1,499 | 1,400 | 1,576 |
| Male | 1,518 | 1,434 | 1,776 | 1,475 | 1,328 | 1,560 |
| Female | 1,538 | 1,458 | 1,717 | 1,535 | 1,526 | 1,612 |
| Difference | 20 | 24 | (59) | 60 | 198 | 52 |

Additional detail can be found on Page 54.

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

^ Membership on this page includes only those participants that submitted gender and/or race.

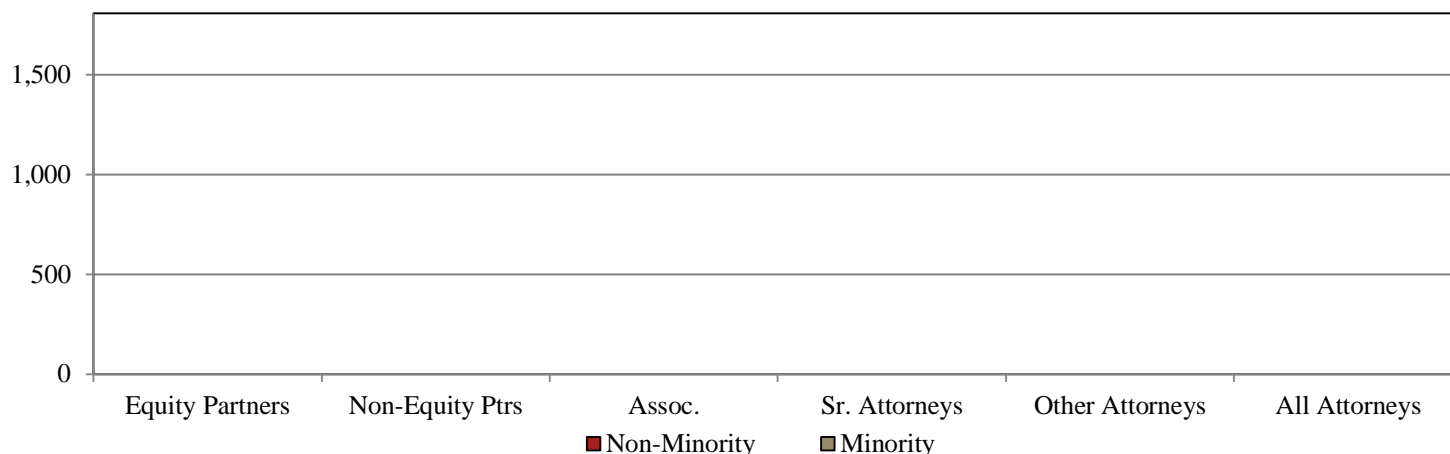
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

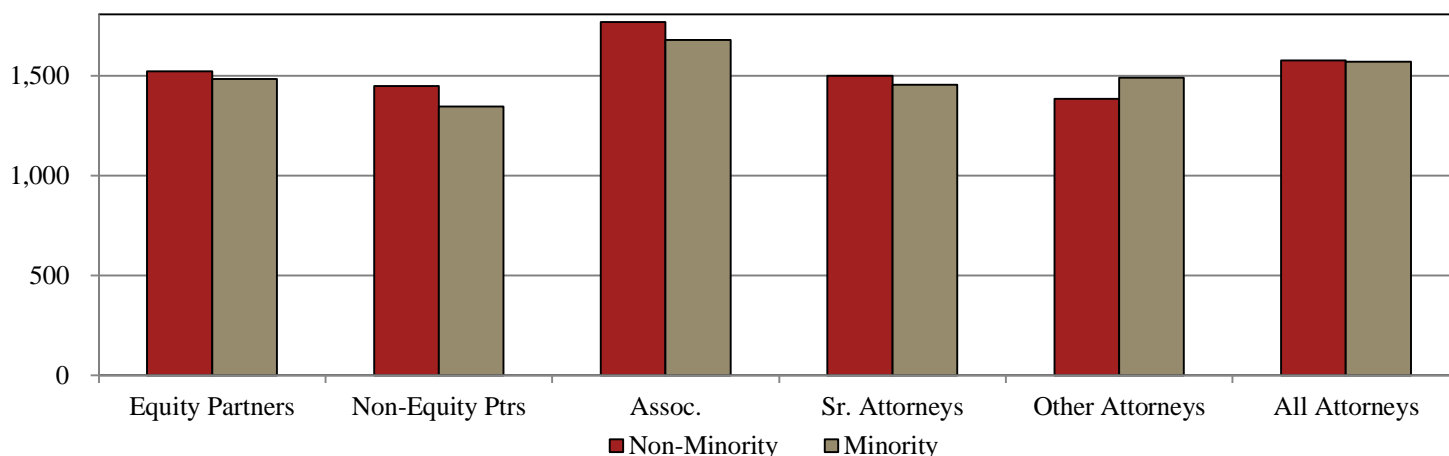
All Attorneys Average Billable Hours by Minority Status
For the 12-month period ending December 31, 2016

Your Firm



| | Equity Partners | Non-Equity Ptrs | Assoc. | Sr. Attorneys | Other Attorneys ¹ | All Attorneys ² |
|--------------|-----------------|-----------------|--------|---------------|------------------------------|----------------------------|
| Average | | | | | | |
| Non-Minority | | | | | | |
| Minority | | | | | | |
| Difference | | | | | | |

Total Group



| | Equity Partners | Non-Equity Ptrs | Assoc. | Sr. Attorneys | Other Attorneys ¹ | All Attorneys ² |
|--------------|-----------------|-----------------|--------|---------------|------------------------------|----------------------------|
| Average | 1,521 | 1,437 | 1,748 | 1,499 | 1,400 | 1,576 |
| Non-Minority | 1,524 | 1,449 | 1,771 | 1,502 | 1,386 | 1,579 |
| Minority | 1,485 | 1,347 | 1,681 | 1,455 | 1,491 | 1,571 |
| Difference | (39) | (102) | (90) | (47) | 105 | (8) |

Additional detail can be found on Page 54.

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

^ Membership on this page includes only those participants that submitted gender and/or race.

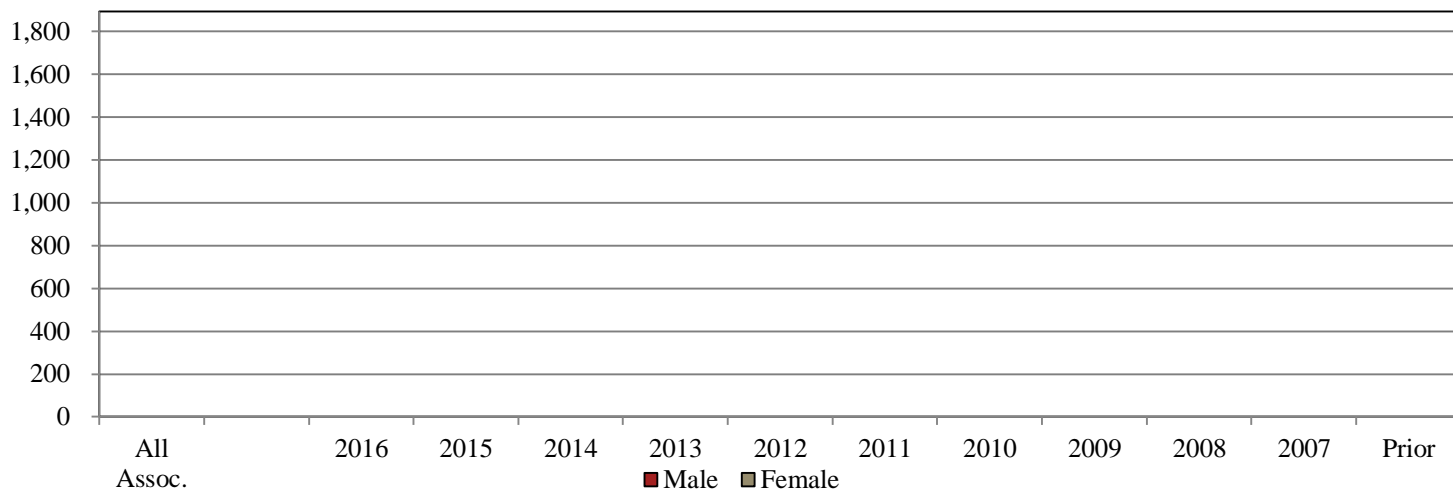
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

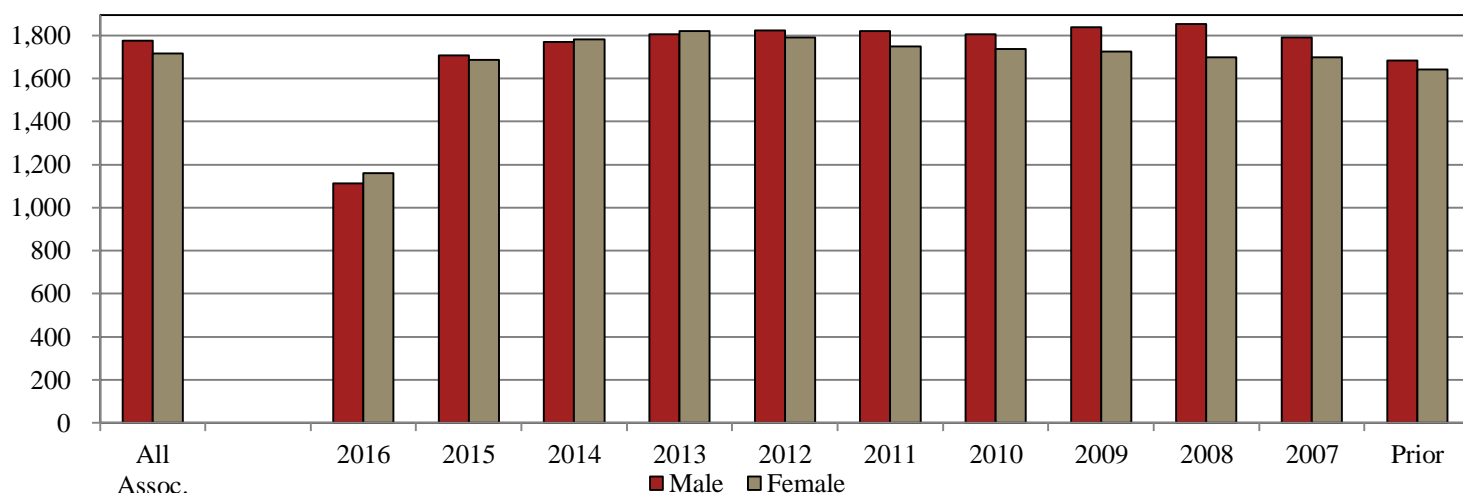
Associate Average Billable Hours by Gender By Law Class Year; For the 12-month period ending December 31, 2016

Your Firm



| | All Assoc. | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
|------------|------------|------|------|------|------|------|------|------|------|------|------|-------|
| Average | | | | | | | | | | | | |
| Male | | | | | | | | | | | | |
| Female | | | | | | | | | | | | |
| Difference | | | | | | | | | | | | |

Total Group



| | All Assoc. | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
|------------|------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average | 1,748 | 1,168 | 1,697 | 1,776 | 1,808 | 1,808 | 1,783 | 1,775 | 1,786 | 1,794 | 1,758 | 1,662 |
| Male | 1,776 | 1,112 | 1,707 | 1,769 | 1,803 | 1,823 | 1,819 | 1,804 | 1,838 | 1,853 | 1,791 | 1,682 |
| Female | 1,717 | 1,160 | 1,687 | 1,782 | 1,818 | 1,789 | 1,749 | 1,736 | 1,725 | 1,698 | 1,697 | 1,640 |
| Difference | (59) | 48 | (20) | 13 | 15 | (34) | (70) | (68) | (113) | (155) | (94) | (42) |

Additional detail can be found on Page 55.

^ Membership on this page includes only those participants that submitted gender and/or race.

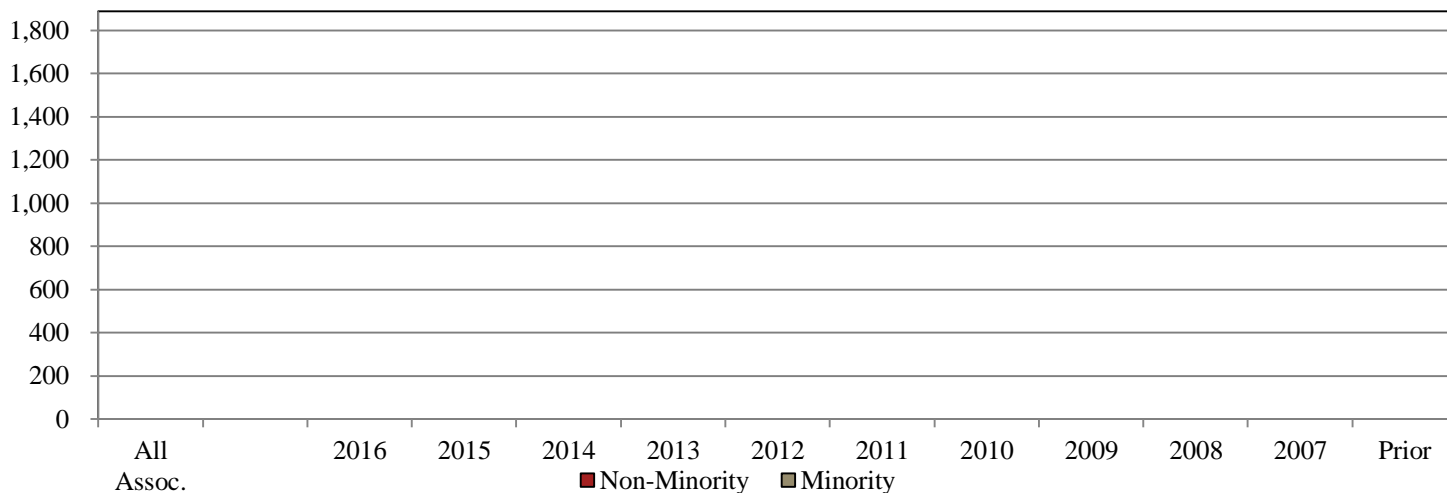
** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

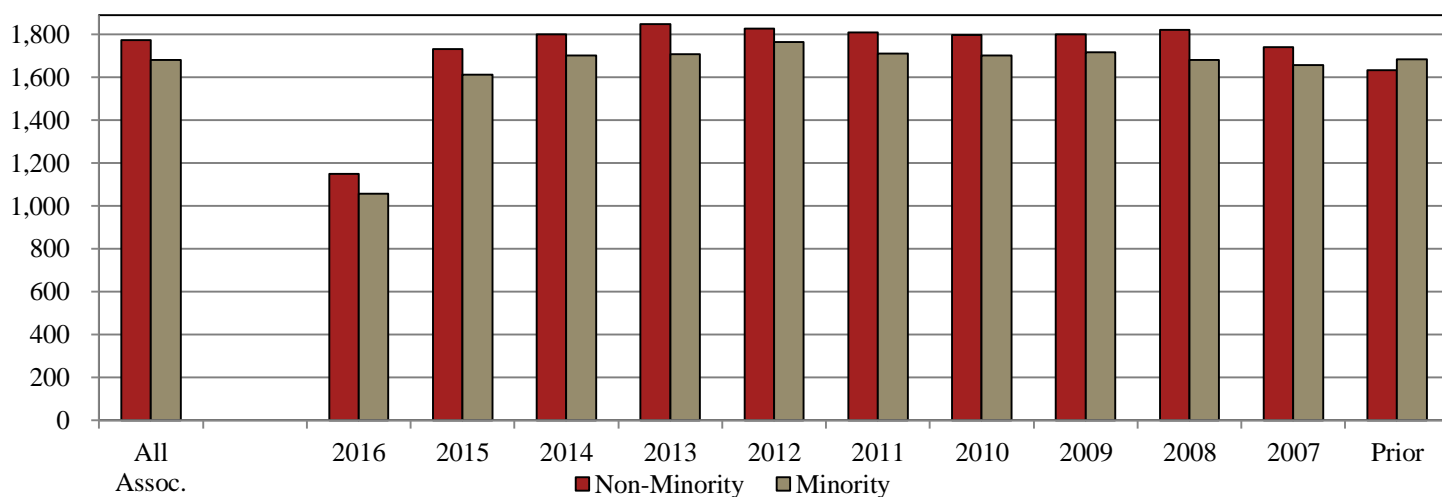
Associate Average Billable Hours by Minority Status
By Law Class Year; For the 12-month period ending December 31, 2016

Your Firm



| | All Assoc. | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
|--------------|------------|------|------|------|------|------|------|------|------|------|------|-------|
| Average | | | | | | | | | | | | |
| Non-Minority | | | | | | | | | | | | |
| Minority | | | | | | | | | | | | |
| Difference | | | | | | | | | | | | |

Total Group



| | All Assoc. | 2016 | 2015 | 2014 | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | Prior |
|--------------|------------|---------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Average | 1,748 | 1,168 | 1,697 | 1,776 | 1,808 | 1,808 | 1,783 | 1,775 | 1,786 | 1,794 | 1,758 | 1,662 |
| Non-Minority | 1,771 | 1,149 | 1,729 | 1,800 | 1,848 | 1,825 | 1,808 | 1,795 | 1,799 | 1,819 | 1,740 | 1,631 |
| Minority | 1,681 | 1,057 ‡ | 1,612 | 1,702 | 1,708 | 1,762 | 1,711 | 1,700 | 1,714 | 1,679 | 1,655 | 1,682 |
| Difference | (90) | (92) | (117) | (98) | (140) | (63) | (97) | (95) | (85) | (140) | (85) | 51 |

Additional detail can be found on Page 55.

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Timekeeper Staffing Summary by Gender & Minority Status
Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

| <u>All Attorneys</u> | <i>Your Firm</i> | | <i>Group %</i> | | | |
|------------------------------|------------------|----------------|----------------|-----------------|---------------|-----------------|
| | <i>Percent</i> | <i>Rank Of</i> | <i>Total</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | / 18 | 28.6 | 33.5 | 28.4 | 24.3 |
| Non-Equity Partners | | / 17 | 19.8 | 27.0 | 20.0 | 16.4 |
| Associates | | / 18 | 35.4 | 40.2 | 34.5 | 30.8 |
| Sr. Attorneys | | / 16 | 9.6 | 11.2 | 9.5 | 8.4 |
| Other Attorneys ¹ | | / 18 | 6.6 | 9.2 | 5.5 | 4.3 |
| <i>All Attorneys</i> | 100% | | | | | |

| <u>Timekeepers by Gender</u> | <i>Your Firm</i> | | | <i>Group % Female</i> | | | |
|--|------------------|-----------------|-------------------------------|-----------------------|-----------------|---------------|-----------------|
| | <i>% Male</i> | <i>% Female</i> | <i>Rank Of - % Female</i> | <i>Total</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | | / 18 | 17.6 | 20.1 | 17.3 | 13.7 |
| Non-Equity Partners | | | / 17 | 26.5 | 28.4 | 26.3 | 22.3 |
| Associates | | | / 18 | 45.2 | 48.4 | 44.4 | 42.0 |
| Sr. Attorneys | | | / 16 | 42.0 | 48.3 | 39.8 | 35.7 |
| Other Attorneys ¹ | | | / 18 | 40.4 | 47.2 | 43.5 | 35.7 |
| <i>All Attorneys</i> | | | / 18 | 33.0 | 35.9 | 32.8 | 30.7 |
| Law Clerks | | | / 12 ‡ | 53.1 | 59.3 | 46.7 | 45.1 |
| Paralegals | | | / 18 | 79.1 | 85.8 | 79.4 | 74.1 |
| Other Non-Legal Timekeepers ² | | | / 17 | 56.7 | 65.1 | 54.3 | 46.6 |
| <i>All Non-Legal Timekeepers³</i> | | | / 18 | 71.2 | 76.8 | 70.7 | 67.3 |

| <u>Timekeepers by Minority Status</u> | <i>Your Firm</i> | | | <i>Group % Minority</i> | | | |
|--|-----------------------|-------------------|---------------------------------|-------------------------|-----------------|---------------|-----------------|
| | <i>% Non-Minority</i> | <i>% Minority</i> | <i>Rank Of - % Minority</i> | <i>Total</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | | / 18 | 7.0 | 8.6 | 7.1 | 5.3 |
| Non-Equity Partners | | | / 17 | 11.2 | 12.1 | 9.0 | 7.3 |
| Associates | | | / 18 | 23.3 | 24.5 | 22.8 | 20.4 |
| Sr. Attorneys | | | / 16 | 13.8 | 16.8 | 14.8 | 9.4 |
| Other Attorneys ¹ | | | / 18 | 14.9 | 16.6 | 12.9 | 10.4 |
| <i>All Attorneys</i> | | | / 18 | 14.8 | 16.3 | 14.1 | 13.3 |
| Law Clerks | | | / 11 ‡ | 35.0 | 45.1 | 33.1 | 29.5 |
| Paralegals | | | / 18 | 21.9 | 25.2 | 21.8 | 19.3 |
| Other Non-Legal Timekeepers ² | | | / 17 | 25.9 | 34.1 | 28.4 | 18.4 |
| <i>All Non-Legal Timekeepers³</i> | | | / 18 | 23.5 | 28.4 | 23.1 | 21.6 |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associate Staffing Summary by Gender & Minority Status

Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

| <u>Associates - Class Year</u> | <u>Your Firm</u> | | <u>Group %</u> | | | |
|--------------------------------|------------------|----------------|----------------|-----------------|---------------|-----------------|
| | <u>Percent</u> | <u>Rank Of</u> | <u>Total</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| 2016 | | / 18 | 2.8 | 3.5 | 3.0 | 2.2 |
| 2015 | | / 18 | 10.2 | 11.2 | 10.7 | 9.3 |
| 2014 | | / 18 | 10.6 | 12.5 | 10.7 | 9.5 |
| 2013 | | / 18 | 12.4 | 14.1 | 12.7 | 11.2 |
| 2012 | | / 18 | 11.2 | 12.5 | 11.6 | 10.0 |
| 2011 | | / 18 | 9.6 | 10.6 | 9.3 | 8.5 |
| 2010 | | / 18 | 10.1 | 11.0 | 10.4 | 9.4 |
| 2009 | | / 18 | 9.9 | 11.7 | 9.9 | 8.6 |
| 2008 | | / 18 | 8.1 | 10.0 | 7.9 | 6.1 |
| 2007 | | / 18 | 5.5 | 5.8 | 5.1 | 3.9 |
| Prior | | / 17 | 9.5 | 13.7 | 9.4 | 7.2 |
| All Associates | 100% | | | | | |

| <u>Associates - Class Year</u> | <u>Your Firm</u> | | | <u>Group % Female</u> | | | |
|--------------------------------|------------------|-----------------|---------------------------|-----------------------|-----------------|---------------|-----------------|
| | <u>% Male</u> | <u>% Female</u> | <u>Rank Of - % Female</u> | <u>Total</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| 2016 | | | / 18 | 54.8 | 62.3 | 53.2 | 45.4 |
| 2015 | | | / 18 | 46.2 | 52.4 | 49.2 | 38.4 |
| 2014 | | | / 18 | 47.7 | 56.4 | 48.1 | 41.5 |
| 2013 | | | / 18 | 47.2 | 52.0 | 45.5 | 41.5 |
| 2012 | | | / 18 | 46.4 | 52.4 | 48.4 | 42.7 |
| 2011 | | | / 18 | 45.1 | 52.1 | 44.8 | 37.0 |
| 2010 | | | / 18 | 43.7 | 48.4 | 44.5 | 39.3 |
| 2009 | | | / 18 | 45.4 | 50.8 | 43.4 | 40.6 |
| 2008 | | | / 18 | 37.6 | 46.4 | 37.3 | 28.1 |
| 2007 | | | / 18 | 42.8 | 48.8 | 42.6 | 34.9 |
| Prior | | | / 17 | 43.7 | 47.9 | 43.4 | 40.0 |
| All Associates | | | / 18 | 45.2 | 48.4 | 44.4 | 42.0 |

| <u>Associates - Class Year</u> | <u>Your Firm</u> | | | <u>Group % Minority</u> | | | |
|--------------------------------|-----------------------|-------------------|-----------------------------|-------------------------|-----------------|---------------|-----------------|
| | <u>% Non-Minority</u> | <u>% Minority</u> | <u>Rank Of - % Minority</u> | <u>Total</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| 2016 | | | / 17 | 25.8 | 31.6 | 24.2 | 21.6 |
| 2015 | | | / 18 | 31.8 | 38.9 | 27.4 | 19.1 |
| 2014 | | | / 18 | 26.9 | 31.0 | 27.9 | 24.2 |
| 2013 | | | / 18 | 25.9 | 29.6 | 26.3 | 21.2 |
| 2012 | | | / 18 | 24.5 | 25.7 | 23.9 | 20.1 |
| 2011 | | | / 18 | 21.6 | 26.8 | 20.3 | 15.5 |
| 2010 | | | / 18 | 19.5 | 26.1 | 20.5 | 10.9 |
| 2009 | | | / 18 | 23.0 | 29.2 | 23.1 | 18.2 |
| 2008 | | | / 18 | 17.0 | 17.9 | 15.4 | 13.0 |
| 2007 | | | / 15 | 20.1 | 29.0 | 24.6 | 21.5 |
| Prior | | | / 17 | 18.5 | 20.2 | 19.7 | 11.5 |
| All Associates | | | / 18 | 23.3 | 24.5 | 22.8 | 20.4 |

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^*)

Timekeeper Staffing Summary by Racial Classification

Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

| | Headcount* | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|---|------------|-------------------------|--------------------------------|-------|------------------|-----------------------------------|-------------------|-------|-------|
| Equity Partners | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 3,372.1 | 1.7% | 0.2% | 2.2% | 2.4% | 0.5% | 93.0% | 0.1% | |
| Non-Equity Partners | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 2,332.8 | 2.3% | 0.2% | 4.0% | 3.8% | 0.1% | 0.8% | 88.8% | 0.1% |
| Associates | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 4,148.2 | 4.8% | 0.2% | 9.5% | 5.4% | 0.2% | 3.0% | 76.5% | 0.4% |
| Sr. Attorneys | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,117.9 | 1.9% | 0.3% | 6.2% | 3.9% | 0.1% | 1.2% | 86.0% | 0.5% |
| Other Attorneys¹ | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 758.5 | 3.5% | 0.1% | 6.4% | 2.5% | 0.1% | 2.1% | 84.8% | 0.6% |
| All Attorneys | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 11,729.4 | 3.0% | 0.2% | 5.8% | 3.9% | 0.1% | 1.6% | 85.1% | 0.3% |
| Law Clerks | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 52.5 ‡ | 6.8% | 1.0% | 17.4% | 10.0% | | 3.4% | 59.3% | 2.1% |
| Paralegals | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,476.9 | 7.1% | 0.3% | 5.1% | 7.7% | 0.1% | 1.7% | 77.5% | 0.3% |
| Other Non-Legal Timekeepers² | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 736.7 | 6.8% | 0.2% | 10.9% | 6.4% | 0.4% | 1.4% | 73.4% | 0.5% |
| All Non-Attorney Timekeepers³ | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 2,266.1 | 7.0% | 0.3% | 7.3% | 7.4% | 0.2% | 1.7% | 75.8% | 0.4% |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

* Includes the number of corresponding headcount values at each level

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^*)

Associate Staffing Summary by Racial Classification

Percent of (FTE) Headcount for the 12-month period ending December 31, 2016

| Law School Class Year | Headcount | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|-----------------------|----------------|-------------------------|--------------------------------|--------------|------------------|-----------------------------------|-------------------|--------------|-------------|
| 2016 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 114.2 | 8.3% | 9.1% | 4.6% | 0.3% | 3.9% | 73.6% | 0.3% | |
| 2015 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 423.2 | 5.5% | 0.7% | 11.7% | 8.1% | 0.4% | 4.6% | 68.0% | 0.9% |
| 2014 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 443.5 | 6.1% | 0.2% | 10.6% | 5.2% | 0.2% | 4.2% | 73.0% | 0.5% |
| 2013 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 511.4 | 4.2% | 11.6% | 7.7% | | 2.8% | 73.8% | | |
| 2012 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 464.7 | 5.7% | 0.4% | 8.8% | 5.1% | 0.2% | 4.1% | 75.2% | 0.4% |
| 2011 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 400.0 | 4.9% | 0.2% | 9.9% | 4.7% | 1.5% | 78.3% | 0.6% | |
| 2010 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 420.8 | 3.8% | 0.0% | 9.5% | 3.7% | 2.4% | 80.4% | 0.2% | |
| 2009 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 410.8 | 4.6% | 0.5% | 7.2% | 6.3% | 0.4% | 3.8% | 76.8% | 0.5% |
| 2008 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 336.8 | 2.8% | 8.9% | 4.0% | 0.2% | 0.7% | 83.0% | 0.4% | |
| 2007 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 229.6 | 3.4% | 10.0% | 4.3% | | 2.5% | 79.8% | | |
| Prior | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 393.3 | 5.2% | 0.3% | 6.2% | 4.3% | 0.3% | 2.1% | 81.3% | 0.3% |
| All Associates | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 4,148.2 | 4.8% | 0.2% | 9.5% | 5.4% | 0.2% | 3.0% | 76.5% | 0.4% |

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Timekeeper Terminations by Gender & Minority Status

Percent of Timekeepers for the 12-month period ending December 31, 2016

| <u>All Timekeepers</u> | <i>Your Firm</i> | | <i>Group %</i> | | | |
|------------------------------|------------------|----------------|----------------|-----------------|---------------|-----------------|
| | <i>Percent</i> | <i>Rank Of</i> | <i>Total</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | / 18 | 7.8 | 10.9 | 7.0 | 3.1 |
| Non-Equity Partners | | / 17 | 14.5 | 18.4 | 17.7 | 10.2 |
| Associates | | / 18 | 51.6 | 58.8 | 52.5 | 46.7 |
| Sr. Attorneys | | / 16 | 11.3 | 14.4 | 9.6 | 7.9 |
| Other Attorneys ¹ | | / 18 | 14.8 | 19.8 | 13.1 | 7.5 |
| <i>All Attorneys</i> | 100% | | | | | |

| <u>Timekeepers by Gender</u> | <i>Your Firm</i> | | | <i>Group % Female</i> | | | |
|--|------------------|-----------------|-------------------------------|-----------------------|-----------------|---------------|-----------------|
| | <i>% Male</i> | <i>% Female</i> | <i>Rank Of - % Female</i> | <i>Total</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | | / 14 | 19.6 | 22.3 | 15.5 | 2.8 |
| Non-Equity Partners | | | / 17 | 25.5 | 33.3 | 23.1 | 17.6 |
| Associates | | | / 18 | 44.4 | 50.0 | 45.6 | 40.2 |
| Sr. Attorneys | | | / 16 | 37.0 | 54.2 | 34.2 | 25.0 |
| Other Attorneys ¹ | | | / 16 | 36.3 | 50.8 | 35.7 | 22.8 |
| <i>All Attorneys</i> | | | / 18 | 37.7 | 44.4 | 39.0 | 33.2 |
| Paralegals | | | / 18 | 75.6 | 86.5 | 80.0 | 72.0 |
| Other Non-Legal Timekeepers ² | | | / 15 | 45.9 | 63.4 | 50.0 | 35.4 |
| <i>All Non-Legal Timekeepers³</i> | | | / 18 | 64.3 | 74.7 | 71.8 | 63.9 |

| <u>Timekeepers by Minority Status</u> | <i>Your Firm</i> | | | <i>Group % Minority</i> | | | |
|--|-----------------------|-------------------|---------------------------------|-------------------------|-----------------|---------------|-----------------|
| | <i>% Non-Minority</i> | <i>% Minority</i> | <i>Rank Of - % Minority</i> | <i>Total</i> | <i>1st Qtle</i> | <i>Median</i> | <i>3rd Qtle</i> |
| Equity Partners | | | / 14 | 8.9 | 13.9 | 2.5 | 0.0 |
| Non-Equity Partners | | | / 17 | 16.8 | 20.0 | 17.6 | 0.0 |
| Associates | | | / 18 | 25.3 | 31.4 | 23.8 | 17.4 |
| Sr. Attorneys | | | / 16 | 9.9 | 15.7 | 7.8 | 0.0 |
| Other Attorneys ¹ | | | / 16 | 18.4 | 28.8 | 19.1 | 8.6 |
| <i>All Attorneys</i> | | | / 18 | 20.0 | 22.9 | 19.4 | 14.8 |
| Paralegals | | | / 18 | 19.6 | 26.0 | 18.7 | 13.7 |
| Other Non-Legal Timekeepers ² | | | / 15 | 25.8 | 31.7 | 25.0 | 16.7 |
| <i>All Non-Legal Timekeepers³</i> | | | / 18 | 22.0 | 26.6 | 22.1 | 15.9 |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks.

³ Includes Paralegals, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^*)

Timekeeper Terminations by Racial Classification

Percent of Timekeepers for the 12-month period ending December 31, 2016

| | Count | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|---|-------|-------------------------|--------------------------------|-------|------------------|-----------------------------------|-------------------|-------|-------|
| Equity Partners | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 111 | 3.6% | 0.9% | 2.7% | | 1.8% | 91.0% | | |
| Non-Equity Partners | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 191 | 3.7% | 5.2% | 8.4% | | 0.5% | 81.7% | 0.5% | |
| Associates | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 706 | 6.5% | 0.3% | 11.6% | 5.5% | 0.1% | 1.8% | 73.5% | 0.6% |
| Sr. Attorneys | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 142 | 2.1% | 0.7% | 4.9% | 2.8% | | | 88.7% | 0.7% |
| Other Attorneys¹ | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 191 | 4.7% | 0.5% | 10.5% | 2.6% | | 1.6% | 79.6% | 0.5% |
| All Attorneys | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,341 | 5.1% | 0.3% | 8.9% | 5.0% | 0.1% | 1.4% | 78.6% | 0.5% |
| Paralegals | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 285 | 8.1% | 0.4% | 3.5% | 7.0% | 0.7% | 1.8% | 78.2% | 0.4% |
| Other Non-Legal Timekeepers² | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 181 | 6.1% | 12.2% | 7.2% | | 1.7% | 72.4% | 0.6% | |
| All Non-Attorney Timekeepers³ | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 466 | 7.3% | 0.2% | 6.9% | 7.1% | 0.4% | 1.7% | 76.0% | 0.4% |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

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‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Timekeeper Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2016

| <u>All Timekeepers</u> | <u>Your Firm</u> | | <u>Group</u> | | | |
|--|------------------|----------------|----------------|-----------------|---------------|-----------------|
| | <u>Average</u> | <u>Rank Of</u> | <u>Average</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| Equity Partners | | / 18 | 1,521 | 1,616 | 1,503 | 1,421 |
| Non-Equity Partners | | / 17 | 1,437 | 1,514 | 1,439 | 1,378 |
| All Associates | | / 18 | 1,748 | 1,802 | 1,764 | 1,721 |
| Sr. Attorneys | | / 16 | 1,499 | 1,614 | 1,473 | 1,389 |
| Other Attorneys ¹ | | / 18 | 1,400 | 1,593 | 1,410 | 1,208 |
| All Attorneys | | / 18 | 1,576 | 1,638 | 1,565 | 1,514 |
| Paralegals | | / 18 | 1,299 | 1,344 | 1,299 | 1,198 |
| Other Non-Legal Timekeepers ² | | / 18 | 1,095 | 1,355 | 1,141 | 832 |
| All Non-Legal Timekeepers ³ | | / 18 | 1,235 | 1,299 | 1,231 | 1,168 |

| <u>Timekeepers by Gender</u> | <u>Your Firm</u> | | | <u>Group Female</u> | | | |
|--|------------------|---------------|-------------------------|---------------------|-----------------|---------------|-----------------|
| | <u>Male</u> | <u>Female</u> | <u>Rank Of - Female</u> | <u>Average</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| Equity Partners | | | / 18 | 1,538 | 1,643 | 1,538 | 1,446 |
| Non-Equity Partners | | | / 17 | 1,458 | 1,549 | 1,459 | 1,368 |
| All Associates | | | / 18 | 1,717 | 1,764 | 1,731 | 1,692 |
| Sr. Attorneys | | | / 16 | 1,535 | 1,636 | 1,541 | 1,424 |
| Other Attorneys ¹ | | | / 18 | 1,526 | 1,695 | 1,518 | 1,328 |
| All Attorneys | | | / 18 | 1,612 | 1,683 | 1,613 | 1,575 |
| Paralegals | | | / 18 | 1,301 | 1,371 | 1,274 | 1,208 |
| Other Non-Legal Timekeepers ² | | | / 16 | 1,111 | 1,387 | 1,220 | 834 |
| All Non-Legal Timekeepers ³ | | | / 18 | 1,246 | 1,322 | 1,251 | 1,156 |

| <u>Timekeepers by Minority Status</u> | <u>Your Firm</u> | | | <u>Group Minority</u> | | | |
|--|---------------------|-----------------|---------------------------|-----------------------|-----------------|---------------|-----------------|
| | <u>Non-Minority</u> | <u>Minority</u> | <u>Rank Of - Minority</u> | <u>Average</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| Equity Partners | | | / 18 | 1,485 | 1,568 | 1,518 | 1,381 |
| Non-Equity Partners | | | / 17 | 1,347 | 1,489 | 1,355 | 1,305 |
| All Associates | | | / 18 | 1,681 | 1,747 | 1,688 | 1,633 |
| Sr. Attorneys | | | / 16 | 1,455 | 1,574 | 1,439 | 1,377 |
| Other Attorneys ¹ | | | / 17 | 1,491 | 1,677 | 1,571 | 1,265 |
| All Attorneys | | | / 18 | 1,571 | 1,650 | 1,590 | 1,473 |
| Paralegals | | | / 18 | 1,242 | 1,300 | 1,220 | 1,160 |
| Other Non-Legal Timekeepers ² | | | / 16 | 1,139 | 1,402 | 1,114 | 855 |
| All Non-Legal Timekeepers ³ | | | / 18 | 1,198 | 1,330 | 1,184 | 1,103 |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associate Average Billable Hours by Gender & Minority Status

For the 12-month period ending December 31, 2016

| <u>Associates - Class Year</u> | <u>Your Firm</u> | | <u>Group</u> | | | |
|--------------------------------|------------------|----------------|----------------|-----------------|---------------|-----------------|
| | <u>Average</u> | <u>Rank Of</u> | <u>Average</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| 2016 | | / 18 | 1,168 | 1,303 | 1,196 | 979 |
| 2015 | | / 18 | 1,697 | 1,783 | 1,728 | 1,641 |
| 2014 | | / 18 | 1,776 | 1,850 | 1,778 | 1,666 |
| 2013 | | / 18 | 1,808 | 1,867 | 1,810 | 1,757 |
| 2012 | | / 18 | 1,808 | 1,846 | 1,803 | 1,751 |
| 2011 | | / 18 | 1,783 | 1,872 | 1,773 | 1,702 |
| 2010 | | / 18 | 1,775 | 1,852 | 1,794 | 1,710 |
| 2009 | | / 18 | 1,786 | 1,842 | 1,792 | 1,711 |
| 2008 | | / 18 | 1,794 | 1,868 | 1,802 | 1,710 |
| 2007 | | / 18 | 1,758 | 1,816 | 1,766 | 1,674 |
| Prior | | / 17 | 1,662 | 1,737 | 1,683 | 1,628 |
| All Associates | | / 18 | 1,748 | 1,802 | 1,764 | 1,721 |

| <u>Associates - Class Year</u> | <u>Your Firm</u> | | | <u>Group Female</u> | | | |
|--------------------------------|------------------|---------------|-------------------------|---------------------|-----------------|---------------|-----------------|
| | <u>Male</u> | <u>Female</u> | <u>Rank Of - Female</u> | <u>Average</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| 2016 | | | / 18 | 1,160 | 1,321 | 1,132 | 1,004 |
| 2015 | | | / 18 | 1,687 | 1,781 | 1,670 | 1,603 |
| 2014 | | | / 18 | 1,782 | 1,885 | 1,742 | 1,691 |
| 2013 | | | / 18 | 1,818 | 1,895 | 1,835 | 1,733 |
| 2012 | | | / 18 | 1,789 | 1,826 | 1,797 | 1,732 |
| 2011 | | | / 18 | 1,749 | 1,861 | 1,741 | 1,621 |
| 2010 | | | / 18 | 1,736 | 1,799 | 1,731 | 1,714 |
| 2009 | | | / 18 | 1,725 | 1,794 | 1,739 | 1,646 |
| 2008 | | | / 18 | 1,698 | 1,801 | 1,695 | 1,590 |
| 2007 | | | / 17 | 1,697 | 1,780 | 1,661 | 1,610 |
| Prior | | | / 17 | 1,640 | 1,739 | 1,617 | 1,562 |
| All Associates | | | / 18 | 1,717 | 1,764 | 1,731 | 1,692 |

| <u>Associates - Class Year</u> | <u>Your Firm</u> | | | <u>Group Minority</u> | | | |
|--------------------------------|---------------------|-----------------|---------------------------|-----------------------|-----------------|---------------|-----------------|
| | <u>Non-Minority</u> | <u>Minority</u> | <u>Rank Of - Minority</u> | <u>Average</u> | <u>1st Qtle</u> | <u>Median</u> | <u>3rd Qtle</u> |
| 2016 | | | / 13 ‡ | 1,057 | 1,197 | 1,090 | 915 |
| 2015 | | | / 18 | 1,612 | 1,698 | 1,643 | 1,565 |
| 2014 | | | / 18 | 1,702 | 1,821 | 1,774 | 1,565 |
| 2013 | | | / 18 | 1,708 | 1,812 | 1,778 | 1,603 |
| 2012 | | | / 18 | 1,762 | 1,842 | 1,781 | 1,664 |
| 2011 | | | / 18 | 1,711 | 1,882 | 1,708 | 1,514 |
| 2010 | | | / 16 | 1,700 | 1,804 | 1,733 | 1,608 |
| 2009 | | | / 18 | 1,714 | 1,779 | 1,659 | 1,610 |
| 2008 | | | / 18 | 1,679 | 1,825 | 1,691 | 1,543 |
| 2007 | | | / 14 | 1,655 | 1,778 | 1,691 | 1,526 |
| Prior | | | / 17 | 1,682 | 1,840 | 1,722 | 1,616 |
| All Associates | | | / 18 | 1,681 | 1,747 | 1,688 | 1,633 |

^ Membership on this page includes only those participants that submitted gender and/or race.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Timekeeper Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2016

| | Average | Male | Female | Non-Minority | Minority |
|---|---------|-------|--------|--------------|----------|
| Equity Partners | | | | | |
| Your Firm | | | | | |
| Total Group | 1,521 | 1,518 | 1,538 | 1,524 | 1,485 |
| Non-Equity Partners | | | | | |
| Your Firm | | | | | |
| Total Group | 1,437 | 1,434 | 1,458 | 1,449 | 1,347 |
| Associates | | | | | |
| Your Firm | | | | | |
| Total Group | 1,748 | 1,776 | 1,717 | 1,771 | 1,681 |
| Sr. Attorneys | | | | | |
| Your Firm | | | | | |
| Total Group | 1,499 | 1,475 | 1,535 | 1,502 | 1,455 |
| Other Attorneys¹ | | | | | |
| Your Firm | | | | | |
| Total Group | 1,400 | 1,328 | 1,526 | 1,386 | 1,491 |
| All Attorneys | | | | | |
| Your Firm | | | | | |
| Total Group | 1,576 | 1,560 | 1,612 | 1,579 | 1,571 |
| Paralegals | | | | | |
| Your Firm | | | | | |
| Total Group | 1,299 | 1,285 | 1,301 | 1,313 | 1,242 |
| Other Non-Legal Timekeepers² | | | | | |
| Your Firm | | | | | |
| Total Group | 1,095 | 1,096 | 1,111 | 1,060 | 1,139 |
| All Non-Attorney Timekeepers³ | | | | | |
| Your Firm | | | | | |
| Total Group | 1,235 | 1,203 | 1,246 | 1,245 | 1,198 |

¹ Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Associate Average Billable Hours by Gender & Minority Status

For the 12-month period ending December 31, 2016

| <u>Law School Class Year</u> | Average | Male | Female | Non-Minority | Minority |
|------------------------------|--------------|--------------|--------------|--------------|--------------|
| 2016 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,168 | 1,112 | 1,160 | 1,149 | 1,057 |
| 2015 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,697 | 1,707 | 1,687 | 1,729 | 1,612 |
| 2014 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,776 | 1,769 | 1,782 | 1,800 | 1,702 |
| 2013 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,808 | 1,803 | 1,818 | 1,848 | 1,708 |
| 2012 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,808 | 1,823 | 1,789 | 1,825 | 1,762 |
| 2011 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,783 | 1,819 | 1,749 | 1,808 | 1,711 |
| 2010 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,775 | 1,804 | 1,736 | 1,795 | 1,700 |
| 2009 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,786 | 1,838 | 1,725 | 1,799 | 1,714 |
| 2008 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,794 | 1,853 | 1,698 | 1,819 | 1,679 |
| 2007 | | | | | |
| Your Firm | | | | | |
| Total Group | 1,758 | 1,791 | 1,697 | 1,740 | 1,655 |
| Prior | | | | | |
| Your Firm | | | | | |
| Total Group | 1,662 | 1,682 | 1,640 | 1,631 | 1,682 |
| All Associates | | | | | |
| Your Firm | | | | | |
| Total Group | 1,748 | 1,776 | 1,717 | 1,771 | 1,681 |

^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Timekeeper Average Billable Hours by Racial Classification¹

For the 12-month period ending December 31, 2016

| | Average | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|---|---------|-------------------------|--------------------------------|-------|------------------|-----------------------------------|-------------------|-------|-------|
| Equity Partners | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,537 | 1,357 | 1,629 | 1,479 | 1,519 | 1,666 | 1,540 | 1,751 | |
| Non-Equity Partners | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,469 | 1,193 | 1,657 | 1,448 | 1,525 | 2,006 | 1,514 | 1,479 | 1,791 |
| Associates | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,824 | 1,660 | 1,894 | 1,738 | 1,844 | 1,937 | 1,749 | 1,844 | 1,893 |
| Sr. Attorneys | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,520 | 1,285 | 1,536 | 1,461 | 1,487 | 1,931 | 1,485 | 1,525 | 1,044 |
| Other Attorneys² | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,451 | 1,265 | | 1,608 | 1,604 | | 1,622 | 1,436 | 1,378 |
| All Attorneys | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,611 | 1,484 | 1,743 | 1,633 | 1,682 | 1,945 | 1,677 | 1,610 | 1,725 |
| Paralegals | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,301 | 1,144 | 1,485 | 1,298 | 1,295 | 1,557 | 1,168 | 1,318 | 1,572 |
| Other Non-Legal Timekeepers³ | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,026 | 1,040 | 1,387 | 1,219 | 872 | 1,064 | 649 | 996 | 328 |
| All Non-Attorney Timekeepers⁴ | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,211 | 1,103 | 1,460 | 1,253 | 1,183 | 1,188 | 993 | 1,226 | 747 |

¹ Statistics presented only for timekeepers having an Employment Percentage/FTE value of 1.

² Includes Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

³ Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

⁴ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^*)

Associate Average Billable Hours by Racial Classification ¹

For the 12-month period ending December 31, 2016

| Law School Class Year | Average | African American/ Black | American Indian/ Alaska Native | Asian | Hispanic/ Latino | Native Hawaiian/ Pacific Islander | Two or more races | White | Other |
|-----------------------|---------|-------------------------|--------------------------------|-------|------------------|-----------------------------------|-------------------|-------|-------|
| 2016 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | ** | ** | ** | ** | ** | ** | ** | ** | ** |
| 2015 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,748 | 1,463 | 1,546 | 1,693 | 1,825 | 1,819 | 1,692 | 1,784 | 1,332 |
| 2014 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,831 | 1,575 | 1,903 | 1,780 | 1,706 | 1,916 | 1,656 | 1,858 | 2,077 |
| 2013 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,879 | 1,575 | | 1,809 | 1,908 | | 1,757 | 1,906 | |
| 2012 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,873 | 1,809 | 2,305 | 1,779 | 1,838 | 2,059 | 1,842 | 1,887 | 2,081 |
| 2011 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,842 | 1,893 | | 1,680 | 1,848 | | 1,604 | 1,871 | 2,144 |
| 2010 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,821 | 1,707 | | 1,731 | 1,930 | | 1,684 | 1,843 | 1,042 |
| 2009 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,834 | 1,579 | 2,214 | 1,812 | 1,907 | 1,929 | 1,783 | 1,834 | 2,073 |
| 2008 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,838 | 1,609 | | 1,717 | 1,843 | | 2,142 | 1,857 | 2,282 |
| 2007 | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,803 | 1,471 | | 1,609 | 1,807 | | 1,879 | 1,791 | |
| Prior | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,756 | 1,686 | 1,807 | 1,748 | 1,883 | 1,963 | 1,800 | 1,748 | |
| All Associates | | | | | | | | | |
| Your Firm | | | | | | | | | |
| Total Group | 1,824 | 1,660 | 1,894 | 1,738 | 1,844 | 1,937 | 1,749 | 1,844 | 1,893 |

¹ Statistics presented only for timekeepers having an Employment Percentage/FTE value of 1.

^ Membership on this page includes only those participants that submitted gender and/or race.

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

Spotlight on Select Firmwide Diversity Initiatives

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members[^])

Leadership

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp | % of Group Resp - Yes |
|---|-----------|-----------|--------------------------|
| 1. The D&I Leader at your Firm is: | | 14 | |
| a. A staff member who has a variety of other non-diversity related responsibilities and priorities | | | 21.4 |
| b. A dedicated leader who reports under other senior executives | | | 21.4 |
| c. A dedicated leader who is considered a peer to other C-suite executives | | | 57.1 |
| d. Our Firm does not have a clear leader for D&I efforts | | | |
| 2. Accountability for D&I within my Firm: | ‡ | 12 | |
| a. Leaders are tasked with specific D&I goals | | 11 | 91.7 |
| b. Leaders' progress toward meeting their D&I goals is measured | | 8 | 66.7 |
| c. Progress towards meeting D&I goals influences performance evaluation and compensation outcomes for leaders | | 6 | 50.0 |
| d. Progress towards meeting D&I goals influences performance evaluation and compensation outcomes for all employees | | 2 | 16.7 |
| e. None of the above | | | |
| 3. How do you anticipate the diversity function changing in the next 3 years? | | 13 | |
| a. Staying the same | | | |
| b. Increasing | | | 100.0 |
| c. Decreasing | | | |

[^] Membership on this page includes only those participants that submitted diversity data.

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Diversity Initiatives/Programs

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp | % of Group Resp - Yes |
|--|-----------|-----------|--------------------------|
| 1. Primary objective of my Firm's D&I program is to: | | 13 | |
| a. Comply with legal requirements | | | |
| b. Enhance external reputation | | | |
| c. Attract and retain talent | | | 53.8 |
| d. Respond to client expectations | | | 7.7 |
| e. Achieve business results | | | 38.5 |
| 2. D&I initiatives at my Firm have a strong focus on: | | 13 | |
| a. One or two dimensions of diversity | | | |
| b. A broad range of diversity dimensions | | | 23.1 |
| c. Creating an inclusive environment for all employees | | | 76.9 |
| d. None of the above | | | 0.0 |
| 3. My Firm has D&I initiatives in place to: | ‡ | 13 | |
| a. Recruit diverse candidates | | 13 | 100.0 |
| b. Develop a pipeline of diverse leaders | | 12 | 92.3 |
| c. Provide targeted development opportunities for diverse employees | | 13 | 100.0 |
| d. Demonstrate fairness in performance and compensation decisions | | 12 | 92.3 |
| e. None of the above | | | |
| 4. D&I initiatives/program results are formally reviewed: | | 13 | |
| a. Never | | | |
| b. Reviewed only on an informal basis | | | |
| c. Weekly | | | |
| d. Monthly | | | 46.2 |
| e. Quarterly | | | 30.8 |
| f. Semi-annually | | | |
| g. Annually | | | 23.1 |
| 5. Types of data gathered and analysed: | ‡ | 13 | |
| a. Employee demographic, compensation, or other data required to comply with regulatory requirements | | 12 | 92.3 |
| b. Discrepancies in performance rankings by gender, race and/or other dimensions of diversity | | 11 | 84.6 |
| c. Discrepancies in compensation by gender, race and/or other dimensions of diversity | | 10 | 76.9 |
| d. Discrepancies in promotions by gender, race and/or other dimensions of diversity | | 12 | 92.3 |
| e. Feedback from clients on our D&I practices | | 11 | 84.6 |
| f. None of the above | | 1 | 7.7 |

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

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Diversity Initiatives/Programs (Continued)

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp | % of Group Resp - Yes |
|---|-----------|-----------|--------------------------|
| 6. Method(s) of measurement used to evaluate the effectiveness of the D&I diversity initiatives/program: | ‡ | 13 | |
| a. Recruitment | | 13 | 100.0 |
| b. Attrition | | 13 | 100.0 |
| c. Retention | | 13 | 100.0 |
| d. Client-retention | | 11 | 84.6 |
| e. Internal staff surveys | | 7 | 53.8 |
| f. Client-satisfaction surveys | | 6 | 46.2 |
| g. External recognition (e.g., awards) | | 12 | 92.3 |
| h. Discussions with minorities, women and/or LGBT individuals | | 13 | 100.0 |
| i. Discussions with diversity committee members | | 13 | 100.0 |
| j. Exit interviews | | 12 | 92.3 |
| k. Diverse attorneys on "priority" (or "key") client assignments | | 7 | 53.8 |
| l. Other | | 1 | 7.7 |
| 7. Failure to achieve diversity goals and objectives is addressed: | ‡ | 11 | |
| a. As a component of the firm's compensation review process | | 5 | 45.5 |
| b. Participation in mandatory diversity training, seminars, conferences | | 2 | 18.2 |
| c. Discussion with client(s) as to why the firm did not meet diversity goals and objectives | | 9 | 81.8 |
| d. Change in composition of client teams | | 7 | 63.6 |
| e. As a component of an individual's annual performance goals | | 5 | 45.5 |
| f. Other | | 6 | 54.5 |
| 8. Which of the following does your firm incorporate into the evaluation and compensation process? | ‡ | 12 | |
| a. Hours devoted to internal diversity initiatives/programs | | 6 | 50.0 |
| b. Individual diversity efforts | | 10 | 83.3 |
| c. Diversity results | | 5 | 41.7 |
| d. Our firm does not incorporate any diversity efforts | | 2 | 16.7 |
| e. Other | | 2 | 16.7 |
| 9. When selecting third party suppliers/vendors to work with, my Firm: | ‡ | 13 | |
| a. Does not consider supplier diversity | | | 15.4 |
| b. Considers supplier diversity on an ad-hoc basis or when requested to do | | | 46.2 |
| c. Consistently considers supplier diversity | | | 38.5 |
| d. Proactively solicits proposals from and contracts with diverse suppliers as part of the Firm's overarching supply chain strategy | | | |
| 10. Does your firm have a social responsibility policy? | | 13 | 38.5 |

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Attorney Recruitment Information

For the period 1/1/2016 through 12/31/2016

| | Your Firm | Success Rating (1 - 5; 5 is very successful) | # of Resp. | % of Group Resp. - Yes | Group Avg Success Rating |
|---|-----------|---|------------|------------------------|--------------------------|
| 1. The firm engages in the following recruiting efforts towards women and minorities and views each activities | | | 14 | | |
| a. Recruiting at Minority College Initiative Programs (HBCUs, HACUs, TACUs/TCPs and PACUs) | | | 6 | 42.9 | 2.5 |
| b. Recruiting at law schools with a high percentage of minority law students | | | 12 | 85.7 | 3.4 |
| c. Participation in minority job fairs | | | 14 | 100.0 | 3.7 |
| d. Participation in minority bar association events | | | 14 | 100.0 | 3.7 |
| e. Participation in job fairs for women | | | 3 | 21.4 | |
| f. Participation in women bar association events | | | 13 | 92.9 | 3.7 |
| g. Participation in career panels at school | | | 14 | 100.0 | 3.5 |
| h. Pipeline program | | | | | |
| i. Elementary or middle school (up to grade 8) | | | 3 | 21.4 | 4.0 |
| ii. High school | | | 9 | 64.3 | 3.7 |
| iii. College | | | 11 | 78.6 | 3.5 |
| iv. Law school | | | 13 | 92.9 | 4.3 |
| i. Summer intern program | | | | | |
| i. High school | | | 9 | 64.3 | 3.6 |
| ii. College | | | 6 | 42.9 | 3.5 |
| iii. Law school | | | 14 | 100.0 | 4.6 |
| j. Scholarships/fellowships for minority law students | | | 12 | 85.7 | 4.7 |
| k. Scholarships/fellowships for female law students | | | 3 | 21.4 | |
| l. Hold reception(s) for minority law students | | | 13 | 92.9 | 4.0 |
| m. Hold reception(s) for female law students | | | 8 | 57.1 | 4.0 |
| n. Advertise in minority law student and/or bar association publications | | | 10 | 71.4 | 3.1 |
| o. Participate in diversity clerkship programs | | | 13 | 92.9 | 3.9 |
| p. Partnership with women-owned or minority law firms | | | 5 | 35.7 | 4.0 |
| q. Partnership with external (outside) diverse organizations | | | 14 | 100.0 | 3.9 |
| r. Host dinners for minority attorneys | | | 9 | 64.3 | 3.8 |
| s. Host dinners for female attorneys | | | 8 | 57.1 | 3.8 |
| t. Work with clients in recruiting diverse attorneys | | | 9 | 64.3 | 4.0 |
| u. Work with internal firm attorneys in recruiting women and minority attorneys | | | 13 | 92.9 | 4.2 |
| v. Utilize executive placement firms that specialize in the placement of minority lawyers | | | 11 | 78.6 | 2.8 |
| w. Educate interviewers in best practices for interviewing diverse candidates | | | 11 | 78.6 | 3.9 |

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Attorney Recruitment Information (Continued)

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp. | % of Group Resp. - Yes |
|--|-----------|------------|---------------------------|
| 2. The firm actively engages in the following internal strategies towards recruiting women and/or racial and ethnic minority attorneys: | | 31 | |
| a. Involve the diversity committee in recruiting efforts | | 13 | 41.9 |
| b. Revise the firm's marketing materials to emphasize the firm's commitment to diversity | | 14 | 45.2 |
| c. Devote a section of the firm's website to diversity | | 14 | 45.2 |
| d. Support affinity groups in the firm | | 14 | 45.2 |
| e. Incentivize Partners or other Leaders to recruit from diverse populations | | 6 | 19.4 |
| f. Change compensation system to focus less on billable hours and more on subjective matters | | 5 | 16.1 |
| g. Host internal diversity speaker series | | 13 | 41.9 |
| h. Host diversity retreats | | 11 | 35.5 |
| i. Ensure women and minorities have leadership positions on internal committees and boards | | 12 | 38.7 |
| j. Firm sponsored minority scholarships and/or internships | | 6 | 19.4 |
| 3. The firm takes steps specifically directed at recruiting self-identified LGBT attorneys | | 14 | 92.9 |
| 4. The firm takes steps specifically directed at recruiting attorneys with a disability | | 14 | 28.6 |

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Retention and Promotion: Orientation Phase

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp | % of Group Resp - Yes |
|---|-----------|-----------|--------------------------|
| 1. There are specific elements of the firm's orientation program designed to introduce all new attorneys to the firm's culture and values | | 14 | 100.0 |
| 2. The firm provides additional training and support for all new attorneys to help them acculturate to the firm's culture | | 14 | 92.9 |
| 3. The firm offers diversity training for its new attorneys | | 14 | 57.1 |
| 4. New attorneys are required to participate in diversity training | | 14 | 35.7 |
| 5. Women and minority attorneys are assigned a peer mentor to help them acculturate during their first year | | 14 | 100.0 |
| 6. The firm has a more specific mentorship program for women and minority attorneys (e.g., a sponsor or champion that takes an active role to ensure the attorney works on key client assignments or is staying on a leadership track) | | 14 | 64.3 |
| 7. The firm has corporate transition programs for attorneys who have different backgrounds or life experiences than their peers | | 14 | 0.0 |
| 8. New attorneys are assigned a coach or senior partner to review performance expectations of both parties within the first month after hire | | 14 | 50.0 |
| 9. New attorneys (within the first year) meet with their coach or senior partner to review expectations: | | 14 | |
| a. Monthly | | | 14.3 |
| b. Quarterly | | | 21.4 |
| c. Semi-annually | | | 21.4 |
| d. Annually | | | 7.1 |
| e. No regular or defined time periods | | | 35.7 |
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** omitted due to insufficient data; ‡ less than 75% population response

2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Retention and Promotion: Post-Orientation Phase

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp | % of Group Resp - Yes |
|---|-----------|-----------|--------------------------|
| 1. The firm has post-orientation programs for women or diverse attorneys to help them acculturate to the firm's culture | | 14 | 85.7 |
| 2. The firm offers diversity training for all attorneys | | 14 | 78.6 |
| 3. The firm offers the following diversity training to its attorneys: | ‡ | 11 | |
| a. Training designed to increase awareness of the diversity of the organization's workforce and the impact of exclusive behavior | | 9 | 81.8 |
| b. Skills training focused on changing behavior and helping employees create a more inclusive environment (e.g., coaching, working across cultures, interviewing, leveraging and benefiting from differences) | | 8 | 72.7 |
| c. Firm training, not specific to diversity, that integrates components of diversity and inclusion into the training curriculum | | 9 | 81.8 |
| d. Mentoring training to partners and others who participate in mentoring programs | | 5 | 45.5 |
| e. Training focused exclusively on overcoming biases based on sexual orientation | | 1 | 9.1 |
| f. Training focused exclusively on overcoming unconscious or implicit | | 8 | 72.7 |
| g. Training focused exclusively on overcoming generational differences | | 9 | 81.8 |
| h. Topics related to gender identity or expression | | 5 | 45.5 |
| i. Other | | 1 | 9.1 |
| 4. All attorneys are required to participate in diversity training? | | 11 | 18.2 |
| 5. How often are all attorneys required to participate in diversity training? | | 9 | |
| a. Once | | | 11.1 |
| b. Annually | | | |
| c. Every 2-3 years | | | 22.2 |
| d. Never | | | 11.1 |
| e. Other | | | 55.6 |
| 6. The firm offers the following affinity groups for attorneys who have different backgrounds or life experiences than their peers: | | 14 | |
| a. Women | | 11 | 78.6 |
| b. African American | | 5 | 35.7 |
| c. Hispanic/Latino | | 5 | 35.7 |
| d. Asian/Pacific Islander | | 5 | 35.7 |
| e. Self-identified LGBT individuals and straight allies | | 9 | 64.3 |
| f. One group that includes all of the above groups of individuals | | 1 | 7.1 |
| g. One group that includes all minorities | | 7 | 50.0 |
| h. Religion/Faith-based | | | |
| i. Individuals with a disability | | 3 | 21.4 |
| j. Individuals on flex-time or reduced schedules | | 3 | 21.4 |
| k. Working parents | | 5 | 35.7 |
| l. Not applicable | | | |
| m. Other | | 3 | 21.4 |

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members[^])

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp | % of Group Resp - Yes |
|---|-----------|-----------|--------------------------|
| 7. The firm actively engages in the following retention efforts: | | 14 | |
| a. Require regular reporting by practice group leaders on efforts to diversify practice group teams | | 5 | 35.7 |
| b. Make firm leaders accountable for meeting diversity goals through the compensation process | | 7 | 50.0 |
| c. Count diversity-related activities towards "billable hour" requirements | | 4 | 28.6 |
| d. Include diversity competence as a component in your upward feedback program | | 1 | 7.1 |
| e. Develop and support internal diversity networks/affinity groups | | 14 | 100.0 |
| f. Institute mentoring programs across attorneys' groups based on minority status | | 9 | 64.3 |
| g. Host retreats for women and minority lawyers | | 13 | 92.9 |
| h. Promote D&I success stories in firmwide communications | | 12 | 85.7 |
| i. Sponsor attorneys who want to attend regional or national diversity conferences | | 14 | 100.0 |
| j. Sponsor attorney membership in women and minority bar associations | | 13 | 92.9 |
| k. Conduct internal conferences for women and minority lawyers on: | | | |
| i. Business development | | 13 | 92.9 |
| ii. Leadership development | | 13 | 92.9 |
| iii. Presentation skills | | 10 | 71.4 |
| iv. Billing practices | | 8 | 57.1 |
| v. Work life balance | | 10 | 71.4 |
| vi. Other | | 4 | 28.6 |
| l. Require equal access for diverse attorney to priority or key work assignments, formal and informal events, and clients | | 6 | 42.9 |
| m. Require annual (or periodic) reporting by practice leaders on goals and efforts to diversity practice groups | | 5 | 35.7 |
| n. Other | | 2 | 14.3 |

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members[^])

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Responses | % of Group Resp. - Yes |
|--|-----------|----------------|------------------------|
| 8. The following are the most common reasons that <u>non-minority women</u> have willingly left the firm: | | 14 | |
| a. Family/personal reasons | | 11 | 78.6 |
| b. Culture of firm around inclusion | | 1 | 7.1 |
| c. Billable hour requirements | | 3 | 21.4 |
| d. Management | | | |
| e. Evaluations | | 2 | 14.3 |
| f. Greater opportunities | | 11 | 78.6 |
| g. Career change | | 9 | 64.3 |
| h. Other | | 1 | 7.1 |
| 9. The following are the most common reasons that <u>minorities</u> have willingly left your firm: | | 14 | |
| a. Family/personal reasons | | 7 | 50.0 |
| b. Culture of firm around inclusion | | 2 | 14.3 |
| c. Billable hour requirements | | | |
| d. Management | | 2 | 14.3 |
| e. Evaluations | | 1 | 7.1 |
| f. Greater opportunities | | 14 | 100.0 |
| g. Career change | | 9 | 64.3 |
| h. Other | | 2 | 14.3 |

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2017 BRASS+ INITIAL RELEASE - TALENT MANAGEMENT REPORT

AmLaw Ranked - 50-100 (18 members^)

Initiatives Directed Towards Self-Identified LGBT Individuals

For the period 1/1/2016 through 12/31/2016

| | Your Firm | # of Resp. | % of Group Resp. - Yes |
|--|-----------|------------|---------------------------|
| 1. The firm's diversity mission statement covers sexual orientation | | 14 | 100.0 |
| 2. The firm's diversity mission statement covers gender identity/expression | | 14 | 100.0 |
| 3. The firm's non-discrimination policy or EEO policy includes the term "sexual orientation" | | 14 | 100.0 |
| 4. The firm's non-discrimination policy or EEO policy includes the term "gender identity or expression" | | 14 | 100.0 |
| 5. The firm currently tracks self-identified LGBT individuals with: | | 14 | |
| a. Human Resources Information system(s) | | 11 | 78.6 |
| b. Employment Satisfaction Survey(s) | | 4 | 28.6 |
| c. Does not track | | 1 | 7.1 |
| d. Self-identification | | 13 | 92.9 |
| e. Other | | 1 | 7.1 |
| 6. The firm seeks out certified LGBT-owned businesses as part of a supplier diversity program | ‡ | 13 | 30.8 |
| 7. The firm currently participates in the Corporate Equality Index Survey (produced by the Human Rights Campaign) | | 14 | 85.7 |
| 8. The firm plans to provide transgender inclusive health insurance benefits | | 14 | 100.0 |
| 9. The firm does not provide transgender inclusive health insurance benefits but there is a plan to in the future | | ** | |
| 10. The firm has taken action to make up for the income tax inequity incurred with health benefits for domestic partners | ‡ | 13 | 23.1 |

| | Your Firm | Group | | |
|---|-----------|----------------------|--------|----------------------|
| | | 1 st Qtle | Median | 3 rd Qtle |
| 11. The firm's 2017 Corporate Equality Index Survey score | ‡ | 100.0 | 100.0 | 97.5 |

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