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2018 Partner Management Report

Compiled from the 2018 Billing Rate & Associate Salary Survey *plus*

Initial Release

Issued: June 2018



PwC Law Firm Surveys

Thank you for participating in the Billing Rate and Associate Salary Survey, Law Firm Statistical Survey, and/or Senior Administrative Leaders Compensation and Staffing survey (collectively, the “Surveys”) conducted by PwC Product Sales LLC (“PwC” or “we”). Enclosed are the associated reports (“Reports”) you ordered, which were prepared by PwC based on the data submitted in connection with the Surveys.

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Laurie Lieb (623) 561-8481 or Gregg Sincoff (646) 471-1335 from the PwC LFS Survey Team.

Partner Management Report

AmLaw 100 - Domestic Offices (59 members)

Issued: June 2018

Group Report

Confidential

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

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* New in 2018

Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2018 Partner Management Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

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

Your Firm's value for the current year is displayed as a dark solid line across the results for all comparison groups. Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

First Quartile Value

Median Value

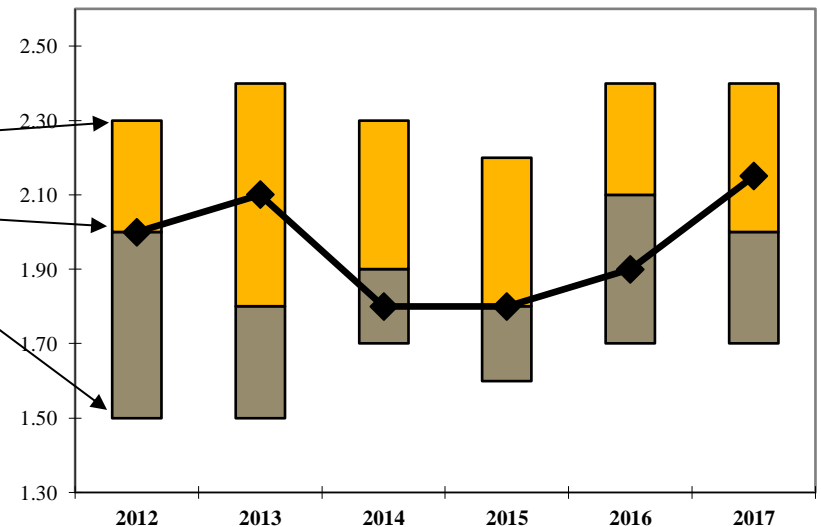
Third Quartile Value

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:

Your firm's value is at the Median Level for years 2012 and 2015, above the Median Level and below the First Quartile Level for years 2013 and 2018 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2014 and 2017 (i.e., in the Third Quartile).

Ratio of Highest to Lowest Compensation



2018 BRASS+ INITIAL RELEASE - PARTNER MANAGEMENT REPORT

Comparison Group Information

AmLaw 100 - Domestic Offices

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

Number of Members in the Group that submitted Partner Compensation Data
Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)
Maximum
Minimum

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

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

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

Number of Total Firms
Number of Principal Offices (including Single Office Firms)
Number of Non-Principal Offices

Group Information	
Number of Members in the Group	59
Number of Members in the Group that submitted Partner Compensation Data	19
Defined Size Range ¹ of Group Members (# of Attorneys)	No Maximum No Minimum
Your Firm, Office or Practice Area Size (# of Attorneys)	824
Reporting Entities Included in the Group (Geographic Comparison Groups Only)	59
Number of Total Firms	0
Number of Principal Offices (including Single Office Firms)	0
Number of Non-Principal Offices	0

Partner Compensation Adjustment Practices

Partner Compensation
(most recent fiscal year-end)

January 2, 2017 - March 31, 2017
April 1, 2017 - June 30, 2017
July 1, 2017 - September 30, 2017
October 1, 2017 - January 1, 2018
January 2, 2018 - March 1, 2018

Your Firm	Number of Firms Reporting
January 2, 2017 - March 31, 2017	0
April 1, 2017 - June 30, 2017	1
July 1, 2017 - September 30, 2017	0
October 1, 2017 - January 1, 2018	34
January 2, 2018 - March 1, 2018	0

¹ Firm, Office or Practice Area size as of 1/1/2018. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

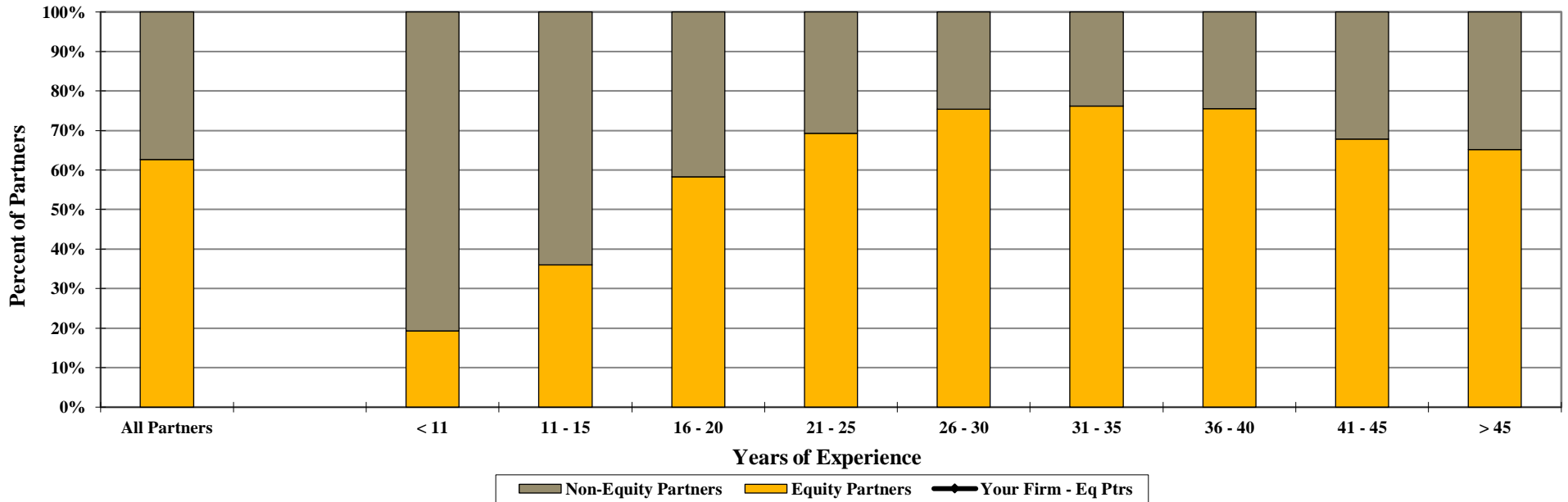
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SUMMARY CHARTS

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partners by Years of Experience¹ - All Partners
For the 12-month period ending December 31, 2017



<i>By Years of Experience</i>	<i>Your Firm</i>		<i>Total Group</i>	
	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			19.3%	80.7%
11 - 15 Years			36.0%	64.0%
16 - 20 Years			58.2%	41.8%
21 - 25 Years			69.2%	30.8%
25 - 30 Years			75.4%	24.6%
31 - 35 Years			76.2%	23.8%
36 - 40 Years			75.5%	24.5%
41 - 45 Years			67.8%	32.2%
> 45 Years			65.1%	34.9%
All Partners			62.7%	37.3%

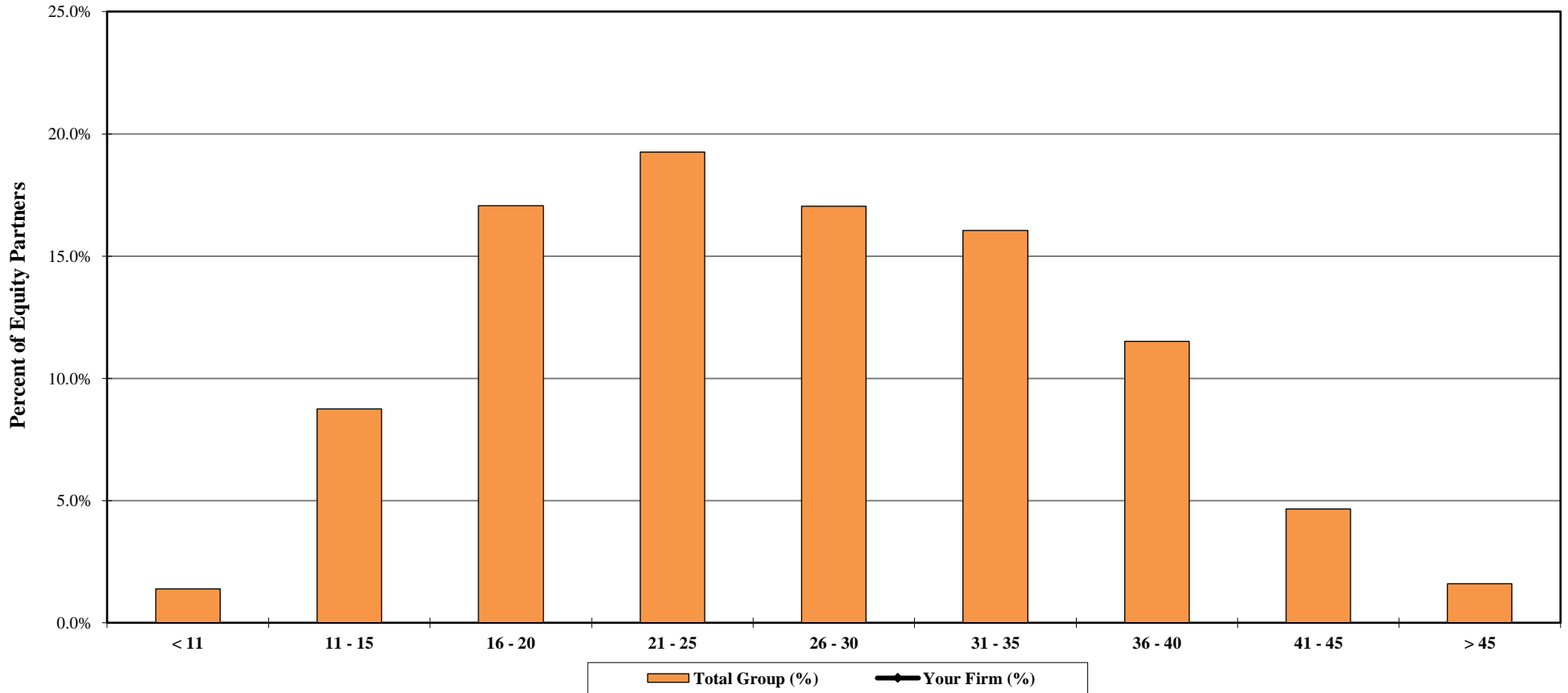
¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2017



Equity Partners by Years of Experience									
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	1.4%	8.8%	17.1%	19.3%	17.0%	16.0%	11.5%	4.7%	1.6%
Total Group (FTE)	157	1,000	1,948	2,200	1,945	1,833	1,314	533	183

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

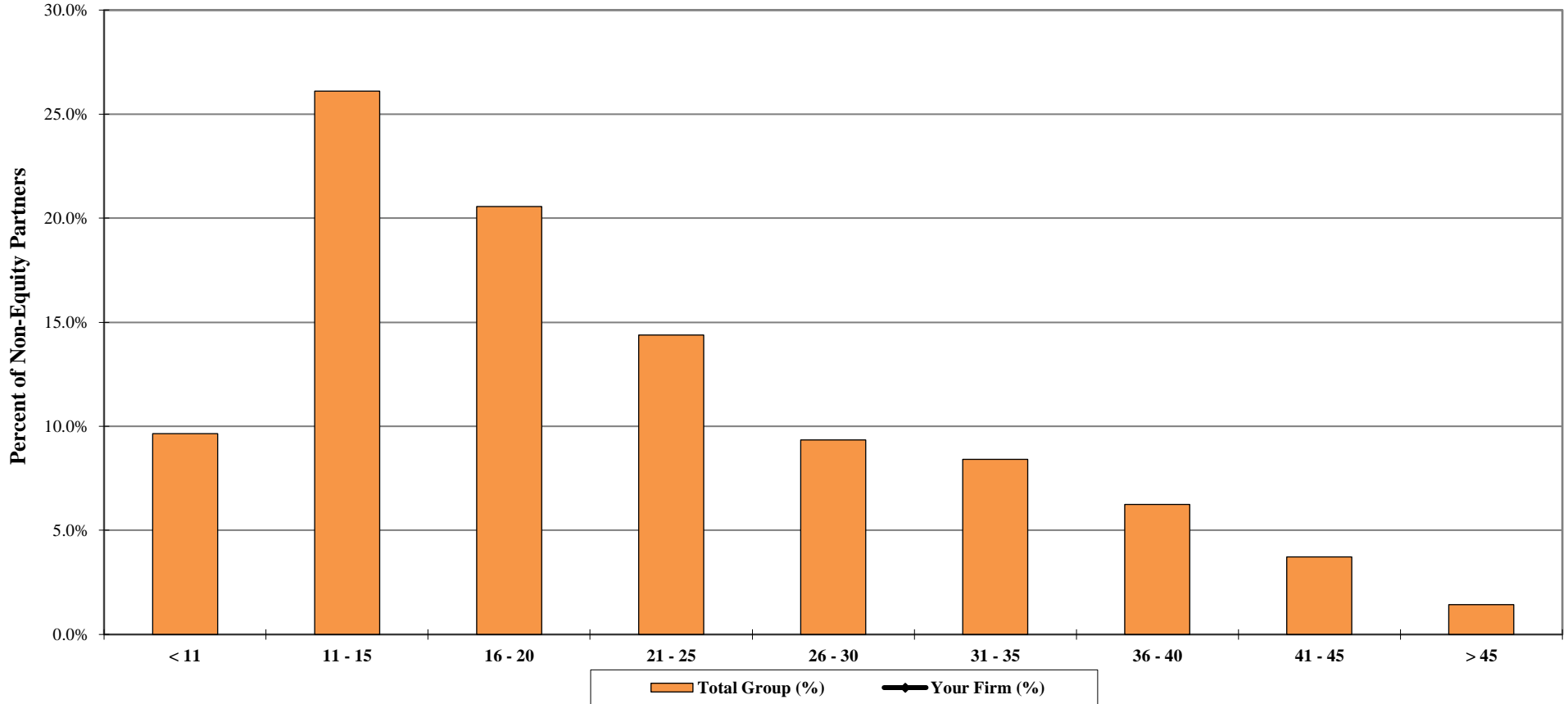
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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2017



Non-Equity Partners by Years of Experience

	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	9.7%	26.1%	20.6%	14.4%	9.3%	8.4%	6.3%	3.7%	1.4%
Total Group (FTE)	656	1,775	1,398	978	635	572	425	253	98

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

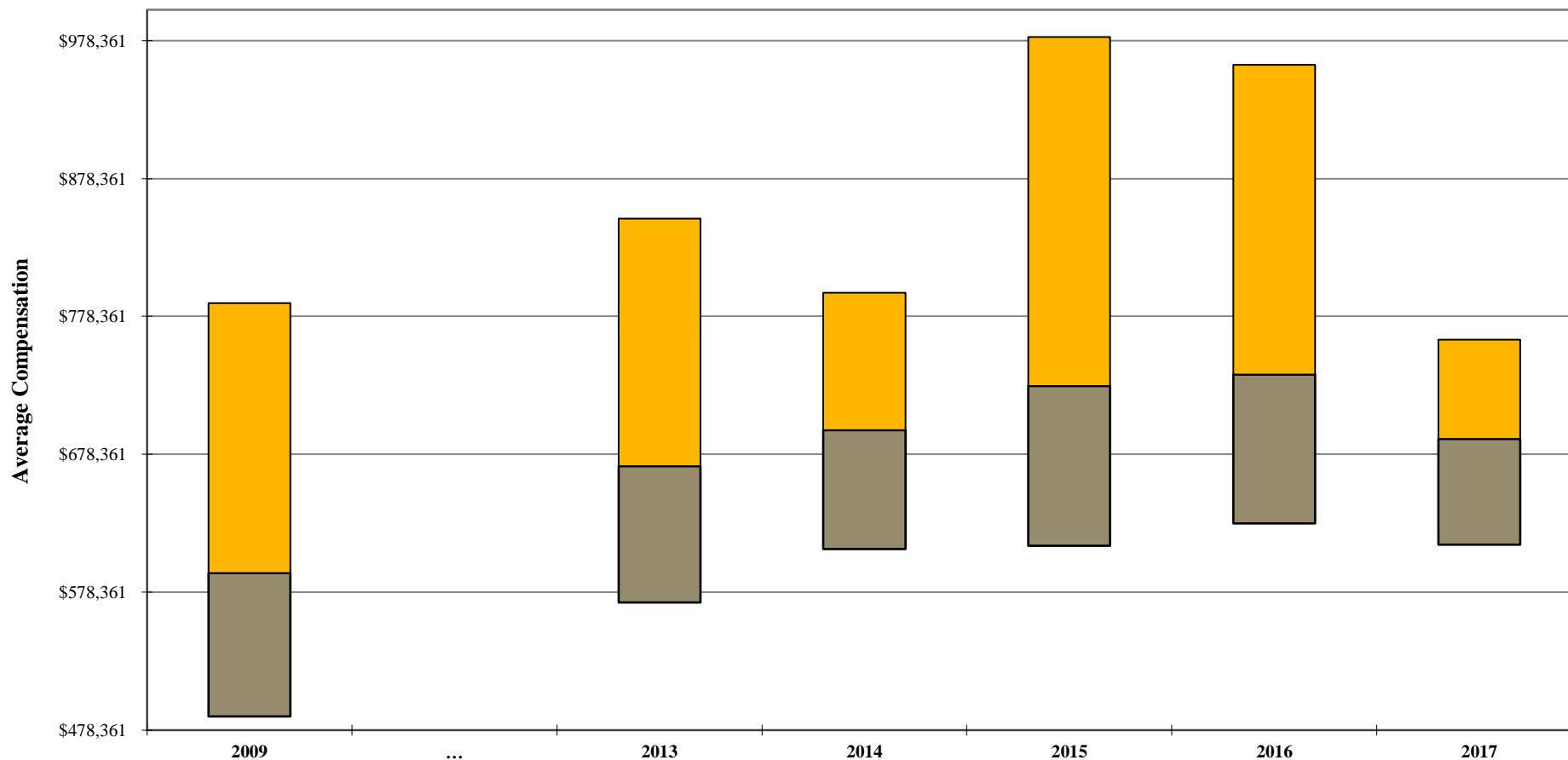
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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - All Partners

At the fiscal year-end of the stated year



	2009	2013	2014	2015	2016	2017
Your Firm						
1st Qtle	\$788,169	\$849,509	\$795,620	\$981,153	\$960,924	\$761,645
Median	592,214	669,883	695,831	727,984	736,280	689,694
3rd Qtle	488,123	570,976	609,859	611,899	628,418	612,692

Additional detail can be found on Page 36.

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

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

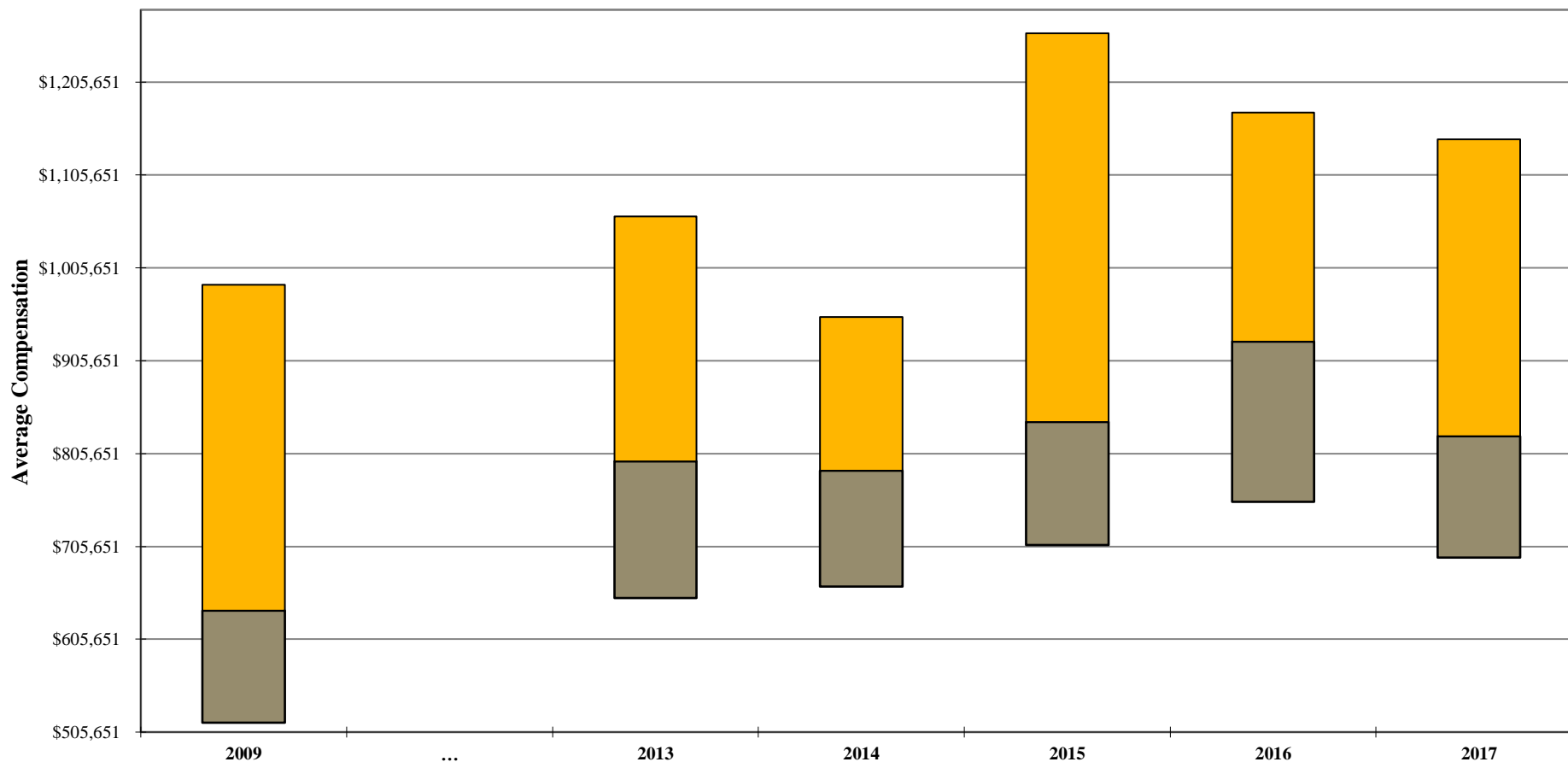
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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Equity Partners

At the fiscal year-end of the stated year



	2009	2013	2014	2015	2016	2017
Your Firm						
1st Qtile	\$987,156	\$1,061,275	\$952,815	\$1,258,494	\$1,172,718	\$1,144,079
Median	636,232	797,380	787,097	839,803	926,050	824,554
3rd Qtile	515,971	650,021	662,600	707,294	753,557	693,374

Additional detail can be found on Page 35.

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

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

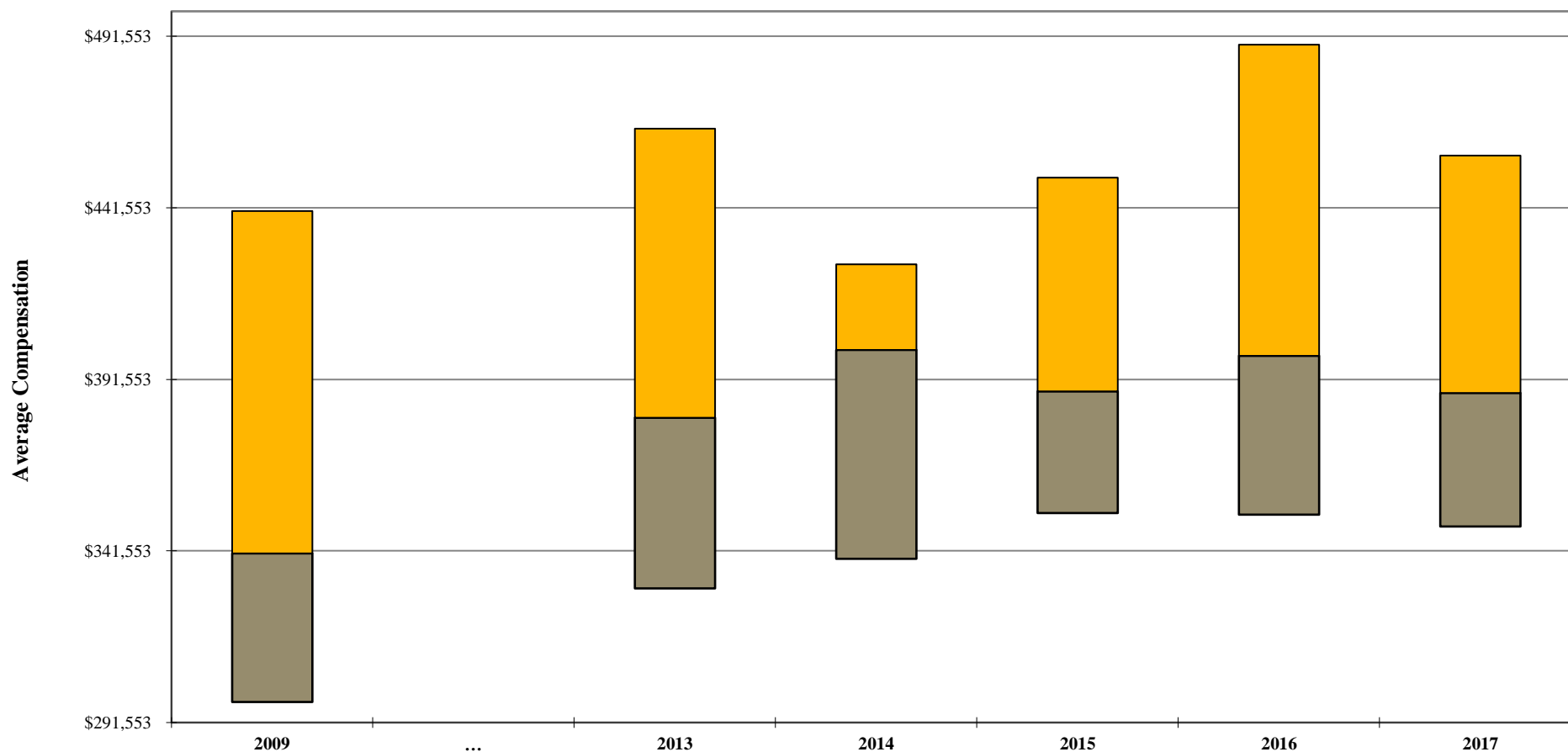
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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Non-Equity Partners

At the fiscal year-end of the stated year



	2009	2013	2014	2015	2016	2017
Your Firm						
1st Qile	\$440,617	\$464,583	\$425,131	\$450,326	\$489,033	\$456,761
Median	340,800	380,417	400,077	388,000	398,478	387,611
3rd Qile	297,503	330,708	339,307	352,558	352,076	348,681

Additional detail can be found on Page 35.

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

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

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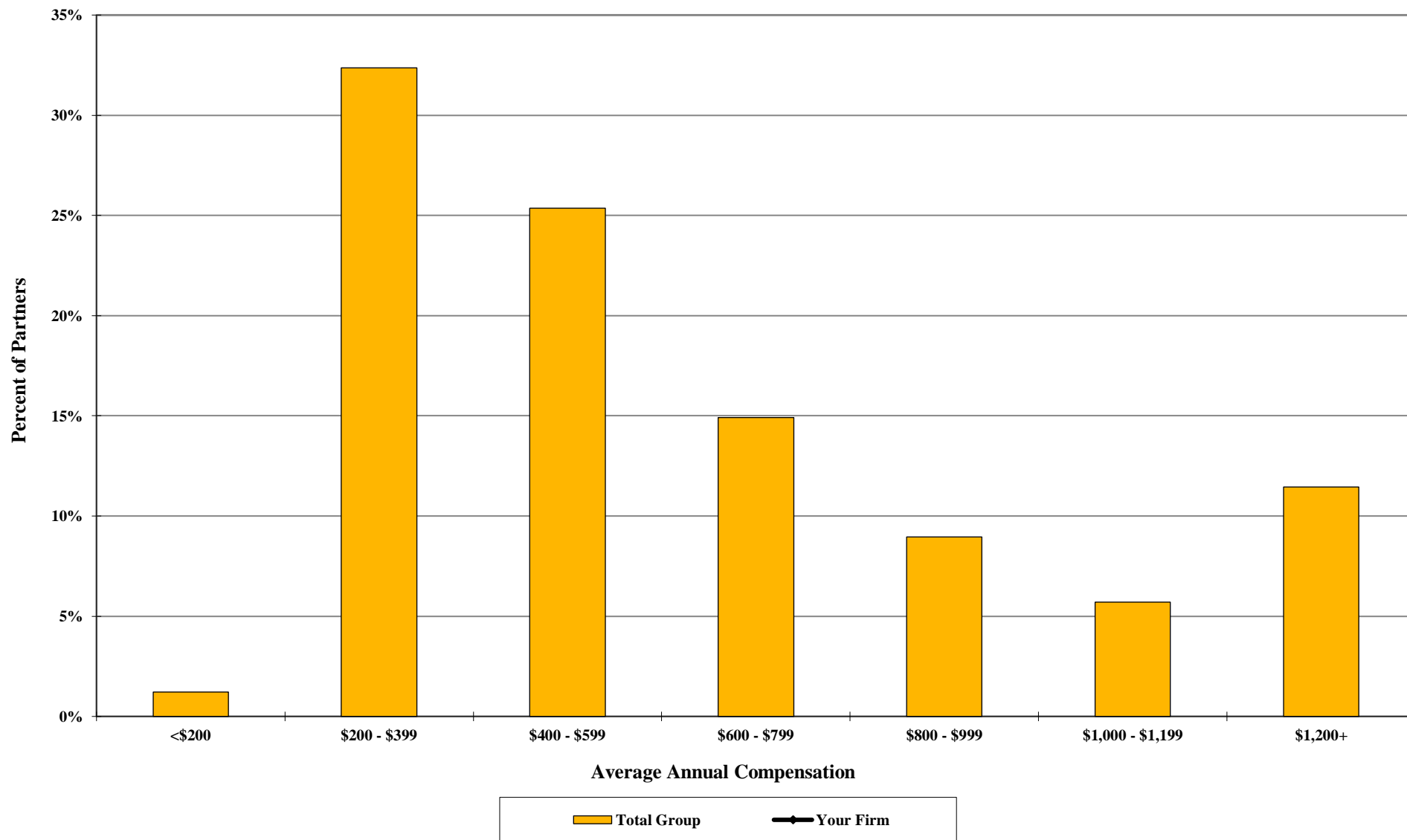
2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members[^])

Distribution of Partners by Compensation Intervals - All Partners

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

All Partners



Additional detail can be found on Page 39.

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

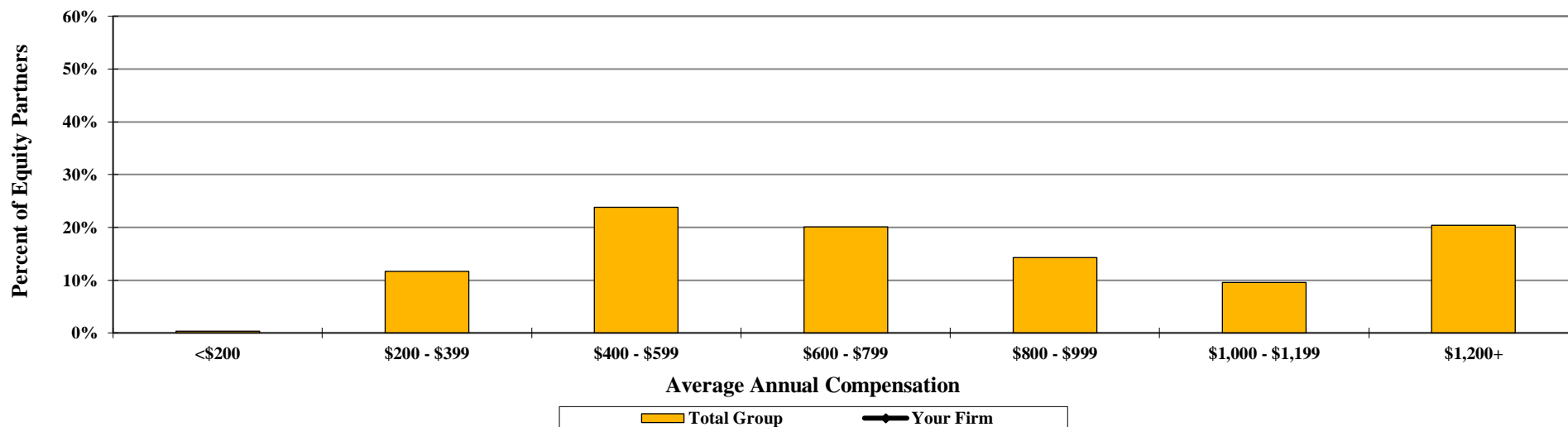
2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

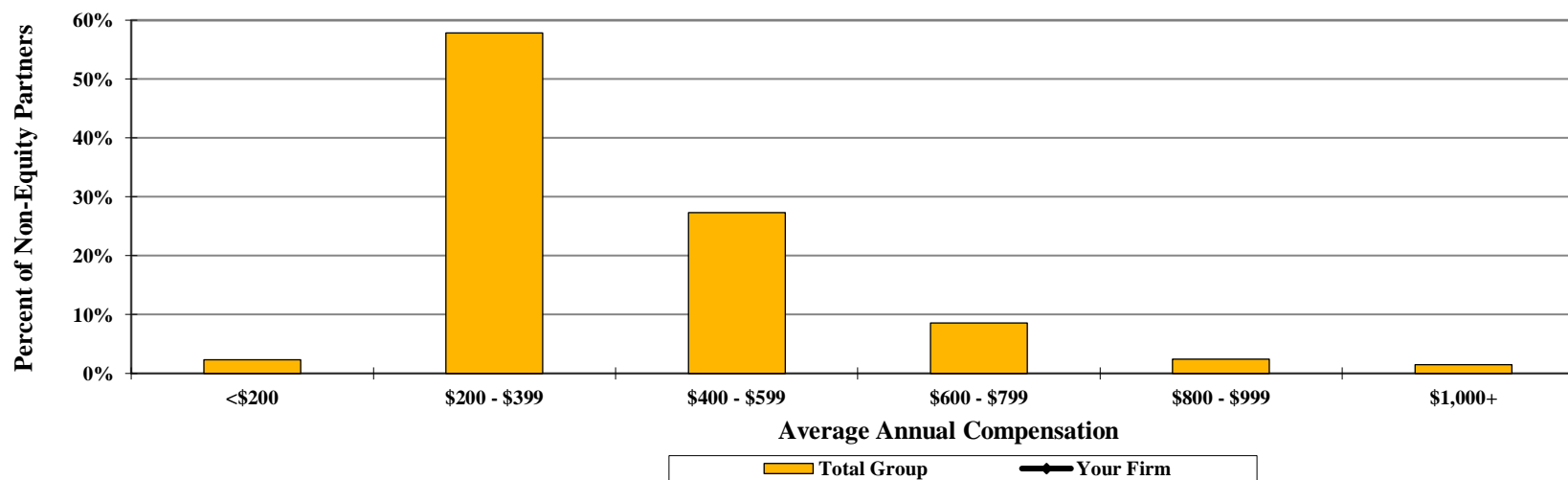
Distribution of Partners by Compensation Intervals

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

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 37 and 38.

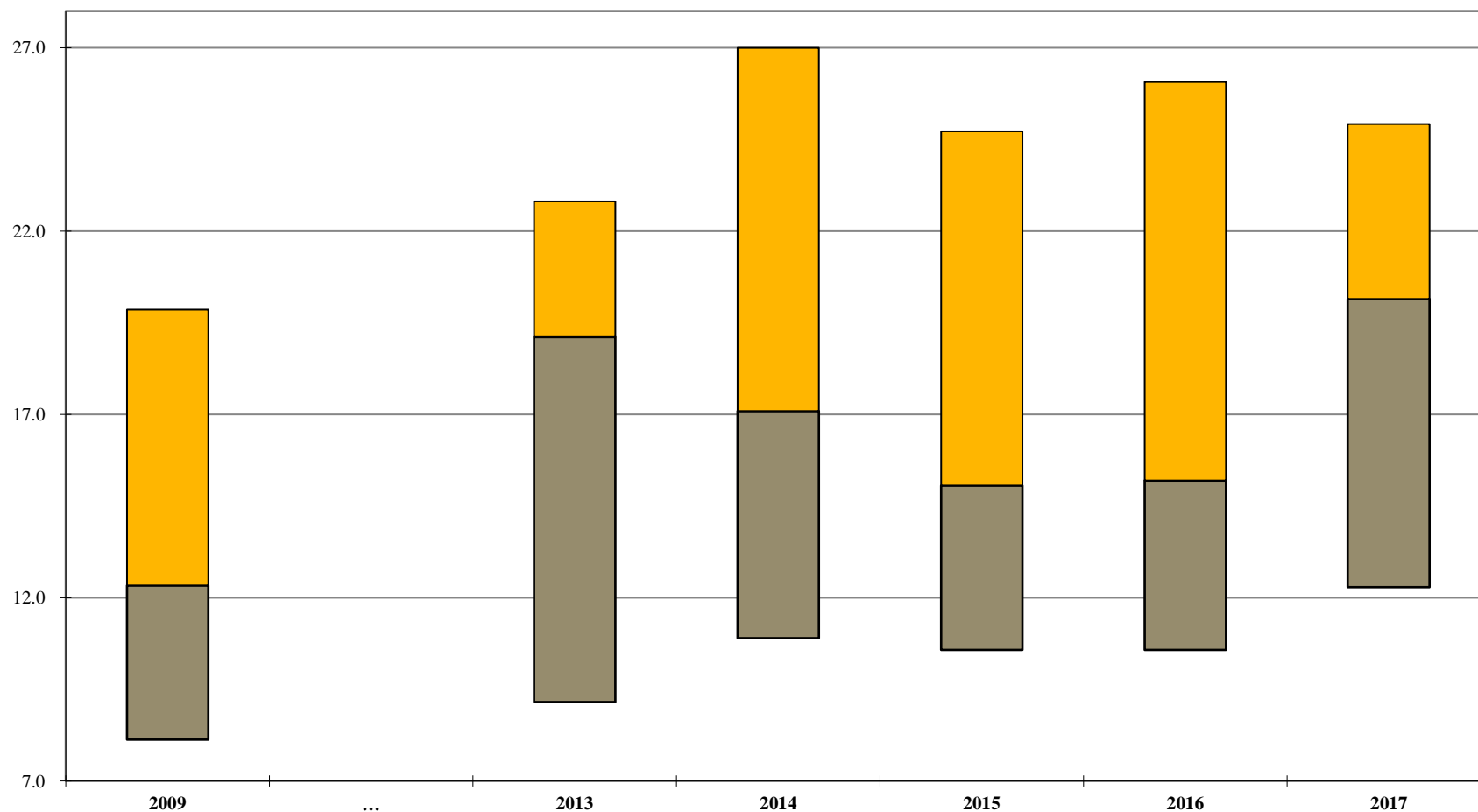
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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - All Partners

At the fiscal year-end of the stated year



	2009	...	2013	2014	2015	2016	2017
Your Firm							
1st Qtile	19.9		22.8	27.0	24.7	26.1	24.9
Median	12.3		19.1	17.1	15.1	15.2	20.1
3rd Qtile	8.1		9.2	10.9	10.6	10.6	12.3

Additional detail can be found on Page 41.

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

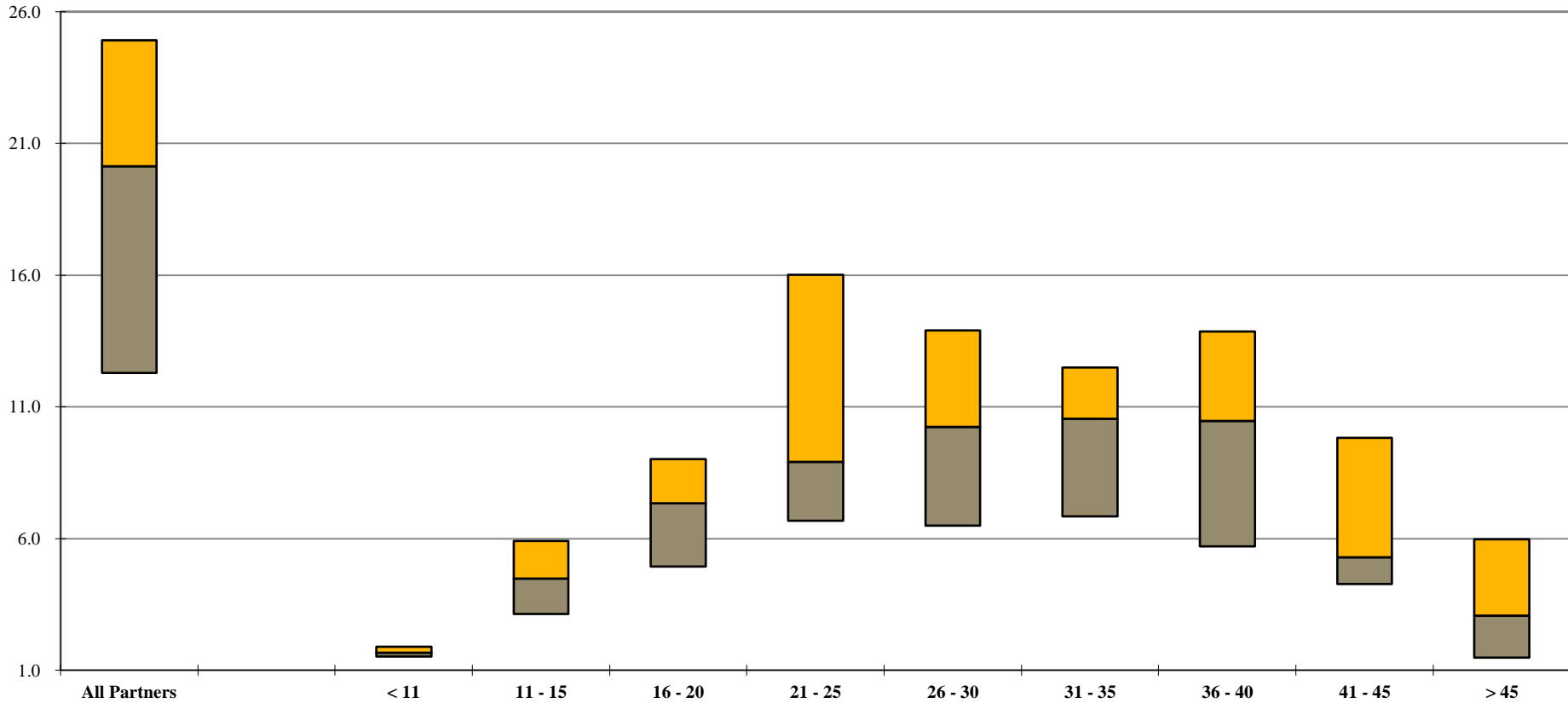
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation by Experience - All Partners
As of the most recent fiscal year-end



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	24.9	1.9	5.9	9.0	16.0	13.9	12.5	13.9	9.8	6.0
Median	20.1	1.7	4.5	7.3	8.9	10.2	10.5	10.5	5.3	3.1
3rd Qtle	12.3	1.5	3.1	4.9	6.7	6.5	6.8	5.7	4.3	1.5

Additional detail can be found on Page 41.

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

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

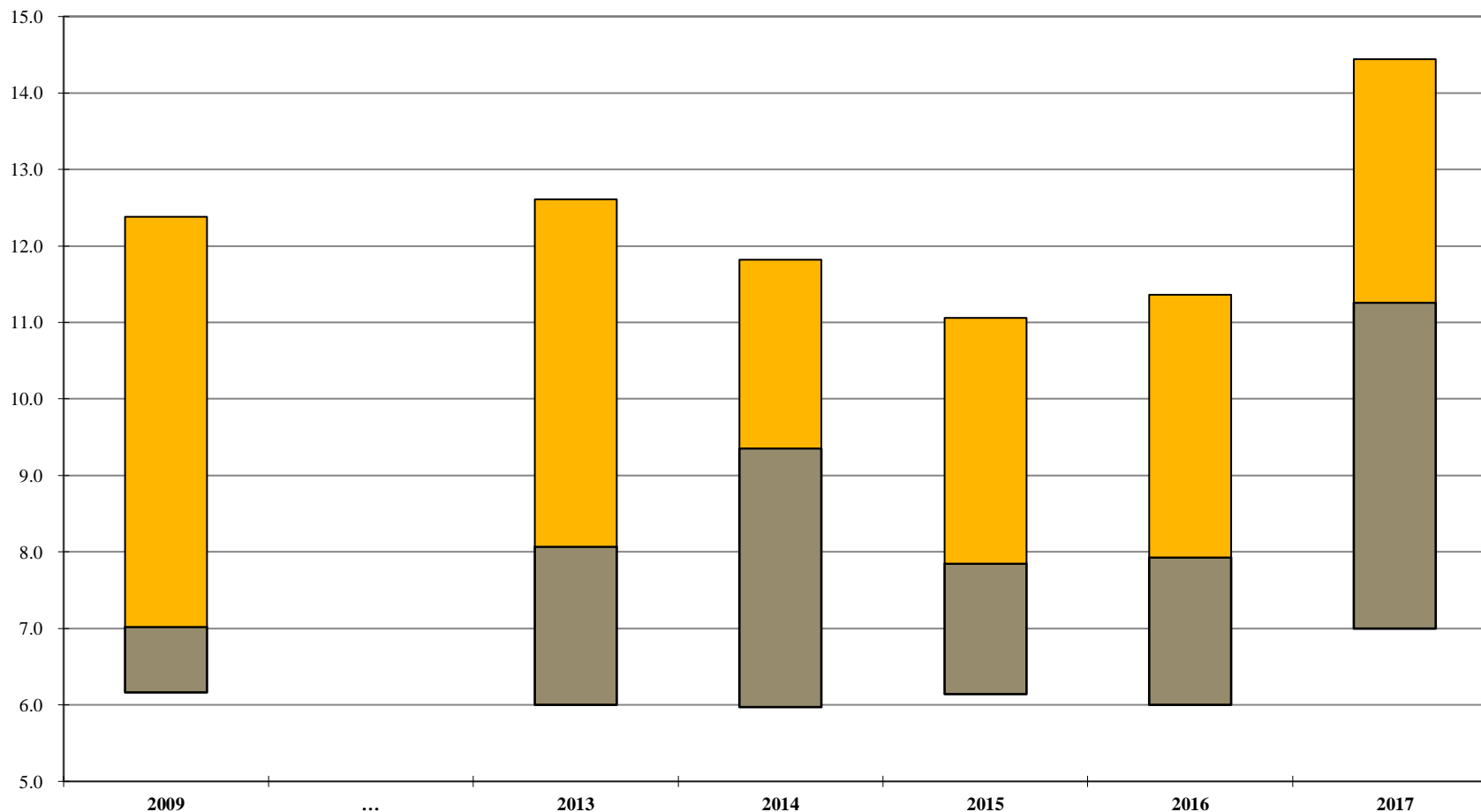
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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - Equity Partners

At the fiscal year-end of the stated year



	2009	2013	2014	2015	2016	2017
Your Firm						
1st Qtile	12.4	12.6	11.8	11.1	11.4	14.4
Median	7.0	8.1	9.4	7.9	7.9	11.3
3rd Qtile	6.2	6.0	6.0	6.1	6.0	7.0

Additional detail can be found on Page 40.

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

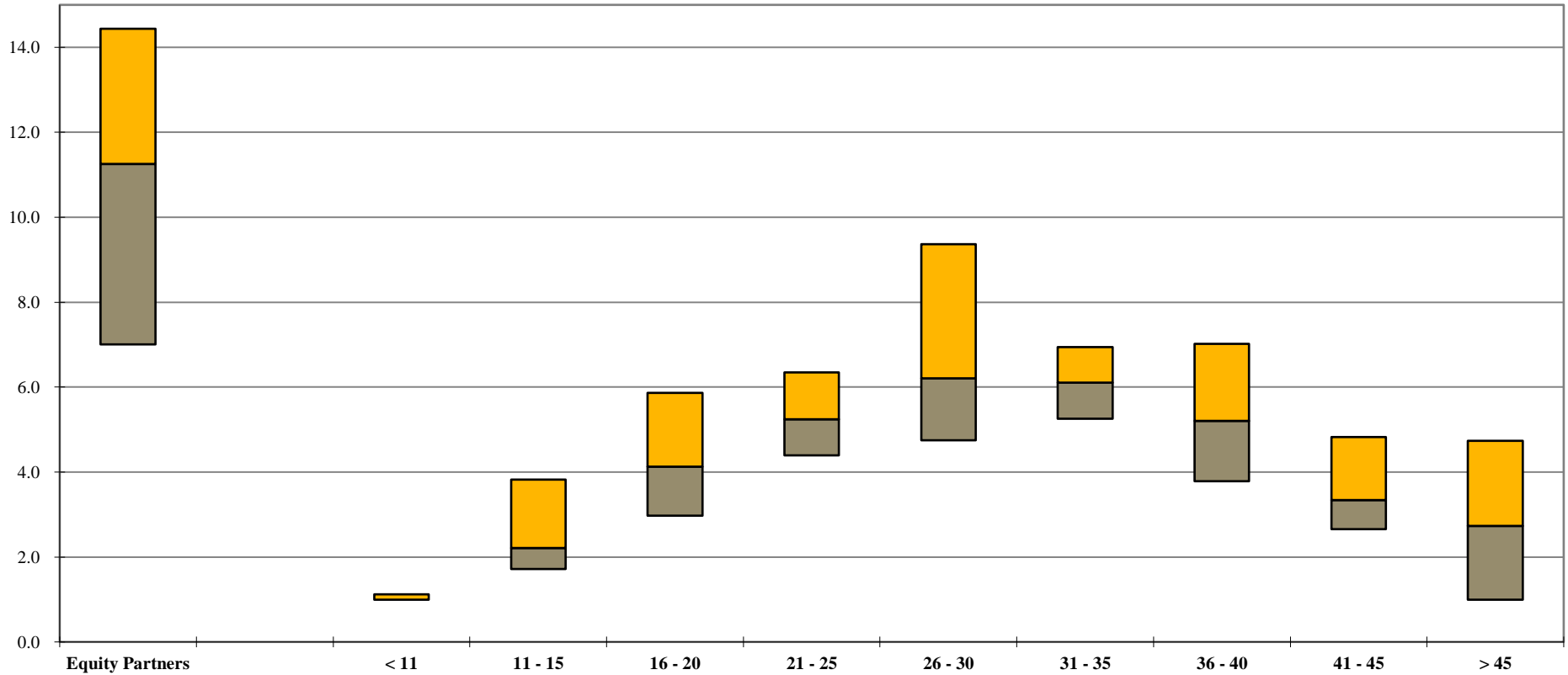
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Equity Partners
As of the most recent fiscal year-end



		Years of Experience								
Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	14.4	1.1	3.8	5.9	6.3	9.4	6.9	7.0	4.8	4.7
Median	11.3	1.0	2.2	4.1	5.2	6.2	6.1	5.2	3.3	2.7
3rd Qtle	7.0	1.0	1.7	3.0	4.4	4.8	5.3	3.8	2.7	1.0

Additional detail can be found on Page 40.

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

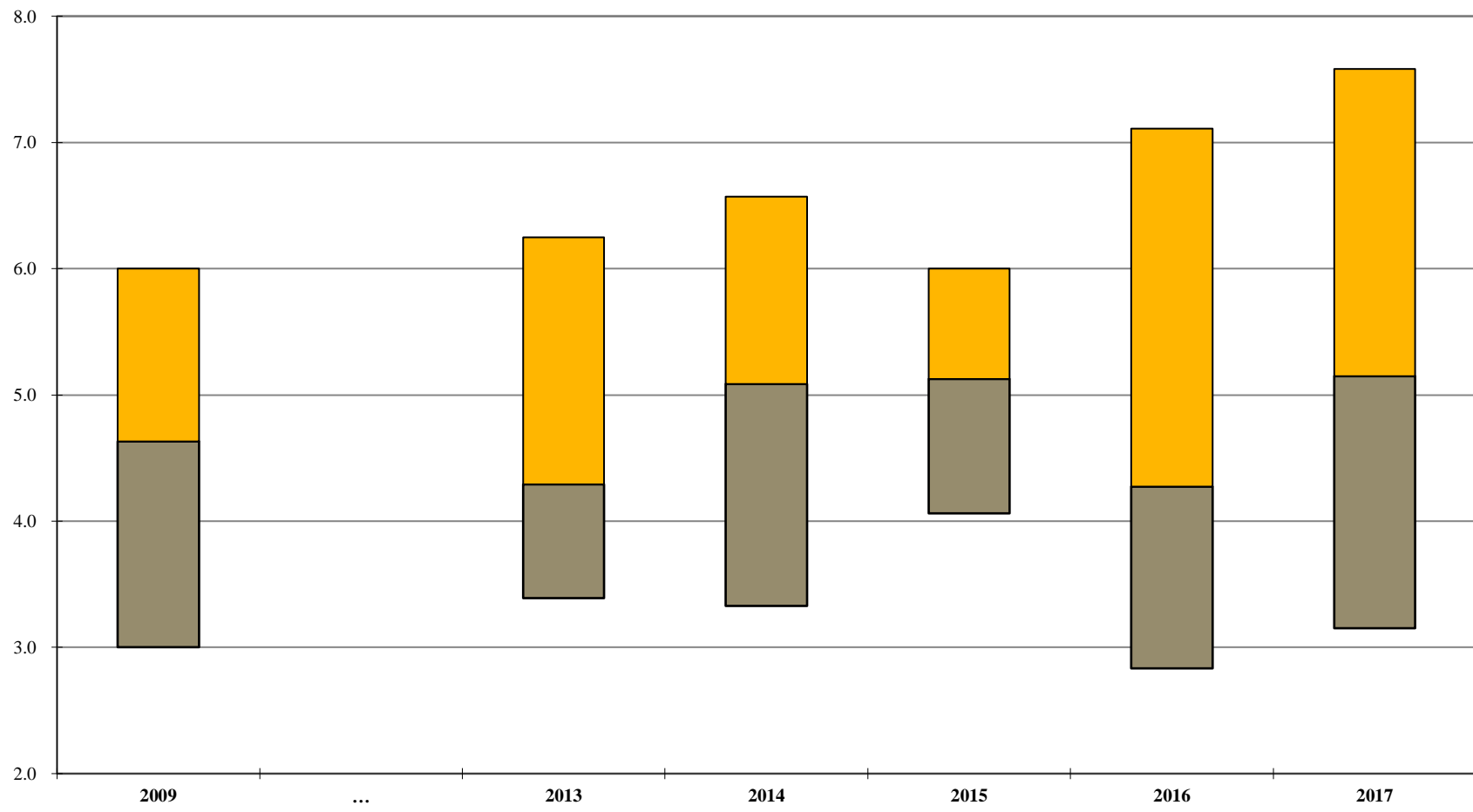
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - Non-Equity Partners
At the fiscal year-end of the stated year



	2009	2013	2014	2015	2016	2017
Your Firm						
1st Qtle	6.0	6.3	6.6	6.0	7.1	7.6
Median	4.6	4.3	5.1	5.1	4.3	5.2
3rd Qtle	3.0	3.4	3.3	4.1	2.8	3.2

Additional detail can be found on Page 40.

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

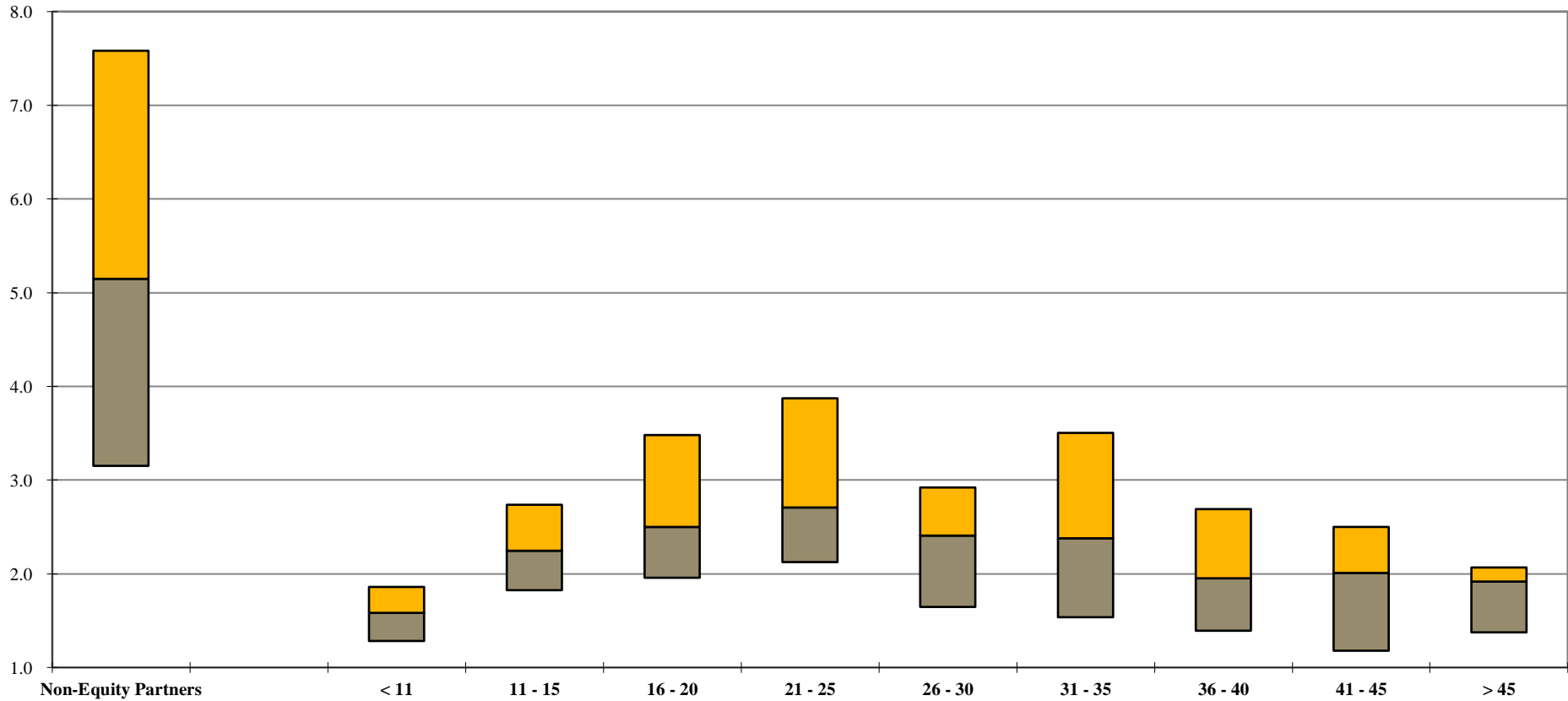
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Non-Equity Partners
As of the most recent fiscal year-end



		Years of Experience								
Non-Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	7.6	1.9	2.7	3.5	3.9	2.9	3.5	2.7	2.5	2.1
Median	5.2	1.6	2.2	2.5	2.7	2.4	2.4	2.0	2.0	1.9
3rd Qtle	3.2	1.3	1.8	2.0	2.1	1.6	1.5	1.4	1.2	1.4

Additional detail can be found on Page 40.

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

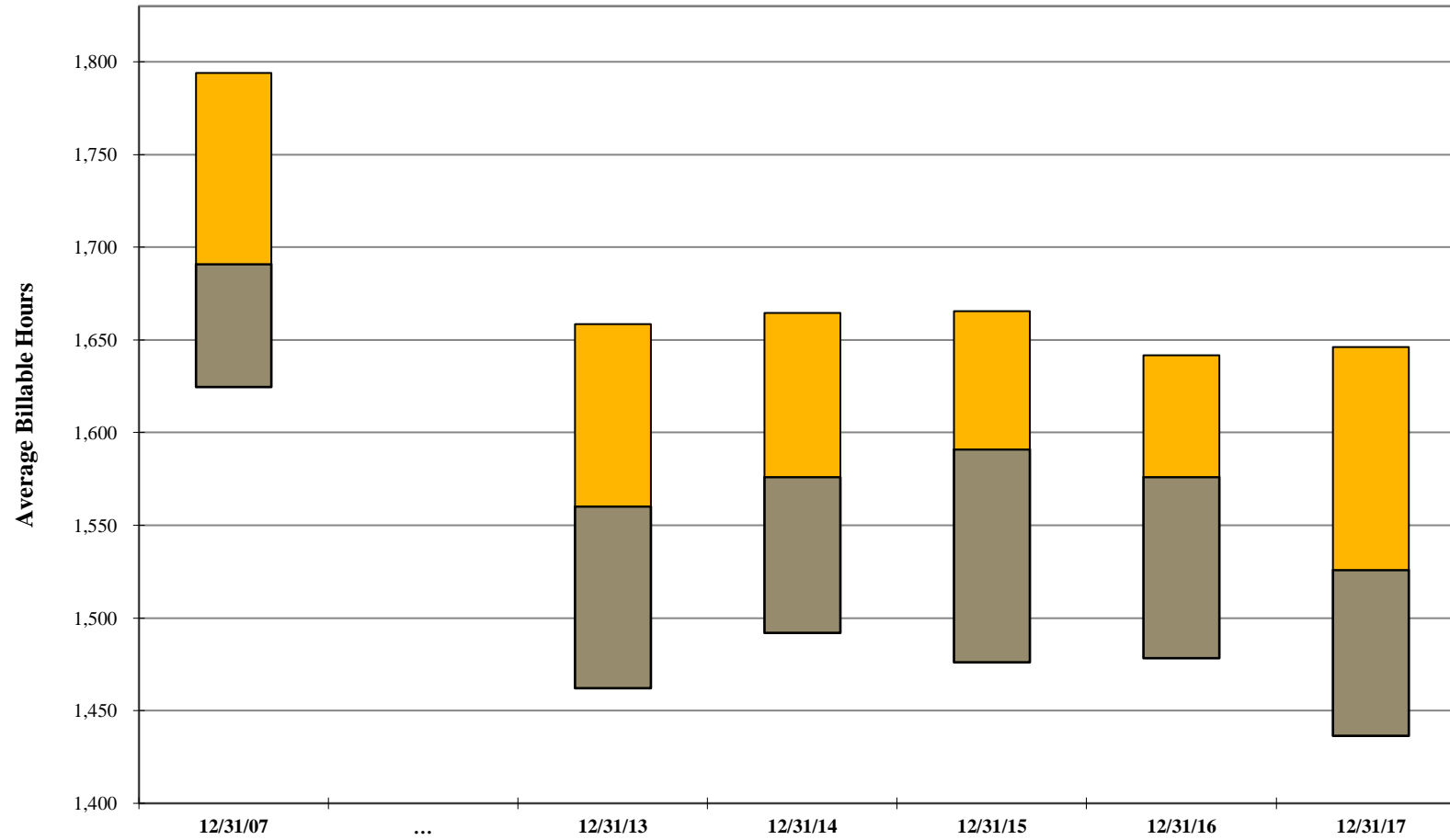
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

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



	12/31/07	12/31/13	12/31/14	12/31/15	12/31/16	12/31/17	Change: '07-'17
Your Firm							
1st Qtile	1,794	1,659	1,665	1,666	1,642	1,646	(148)
Median	1,691	1,560	1,576	1,591	1,576	1,526	(165)
3rd Qtile	1,625	1,462	1,492	1,476	1,478	1,437	(188)

Additional detail can be found on Page 43.

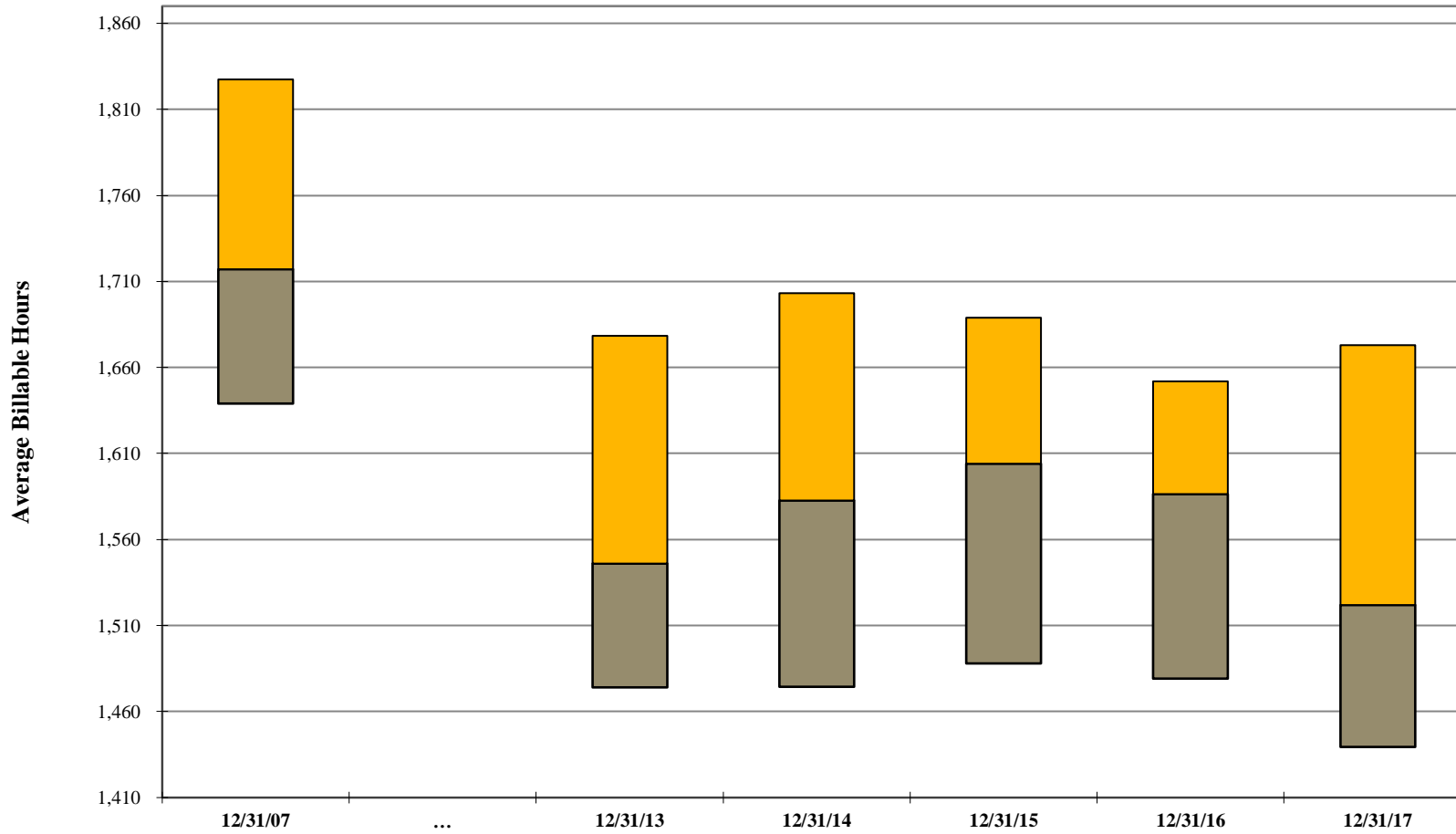
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

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



	12/31/07	12/31/13	12/31/14	12/31/15	12/31/16	12/31/17	Change: '07-'17
Your Firm							
1st Qtle	1,828	1,679	1,703	1,689	1,652	1,673	(155)
Median	1,717	1,546	1,583	1,604	1,587	1,522	(195)
3rd Qtle	1,639	1,474	1,475	1,488	1,479	1,440	(200)

Additional detail can be found on Page 42.

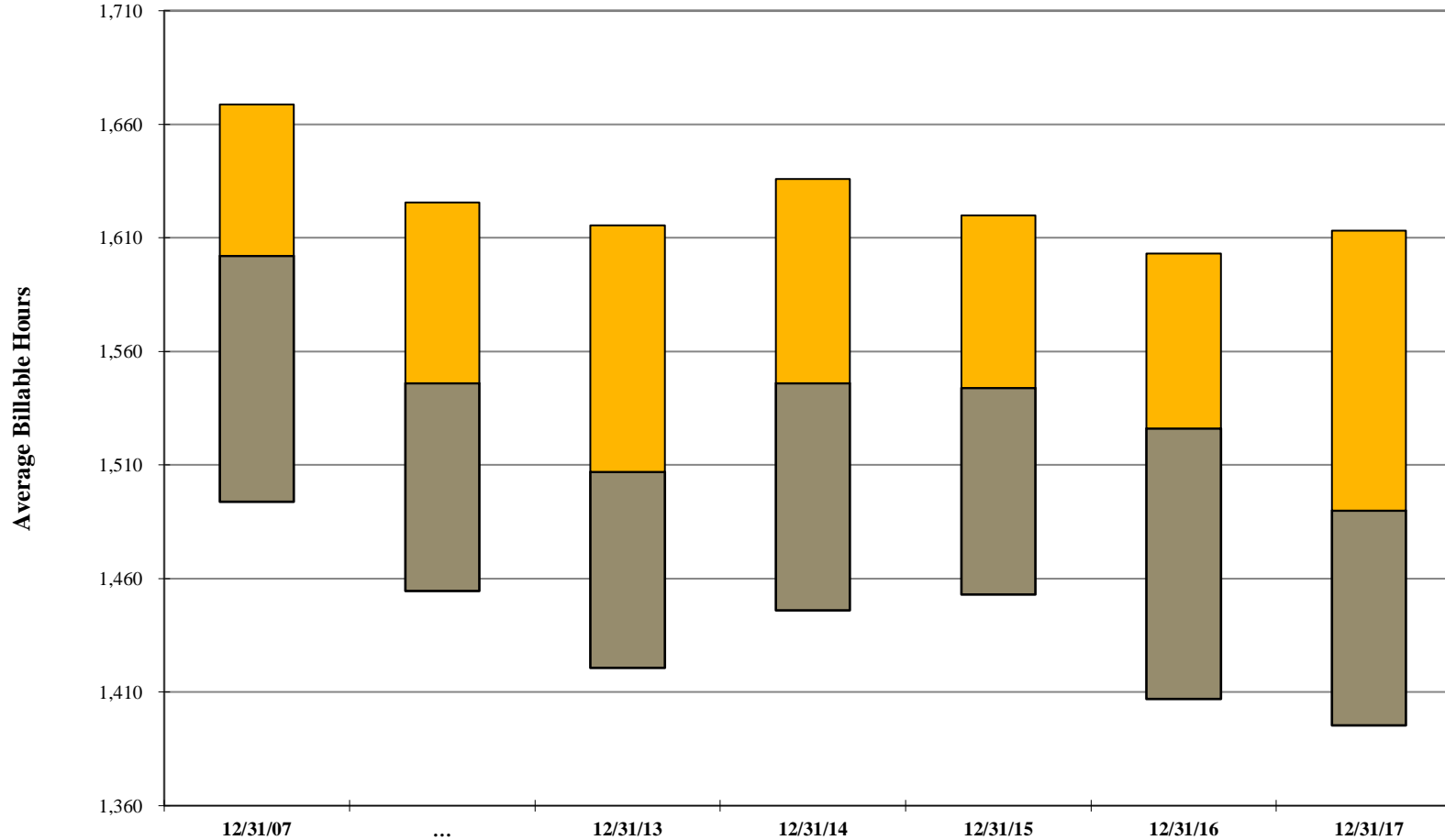
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

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



	12/31/07	12/31/13	12/31/14	12/31/15	12/31/16	12/31/17	Change: '07-'17
Your Firm							
1st Qtle	1,669	1,616	1,636	1,620	1,603	1,613	(56)
Median	1,602	1,507	1,546	1,544	1,526	1,490	(112)
3rd Qtle	1,494	1,421	1,446	1,453	1,407	1,395	(99)

Additional detail can be found on Page 42.

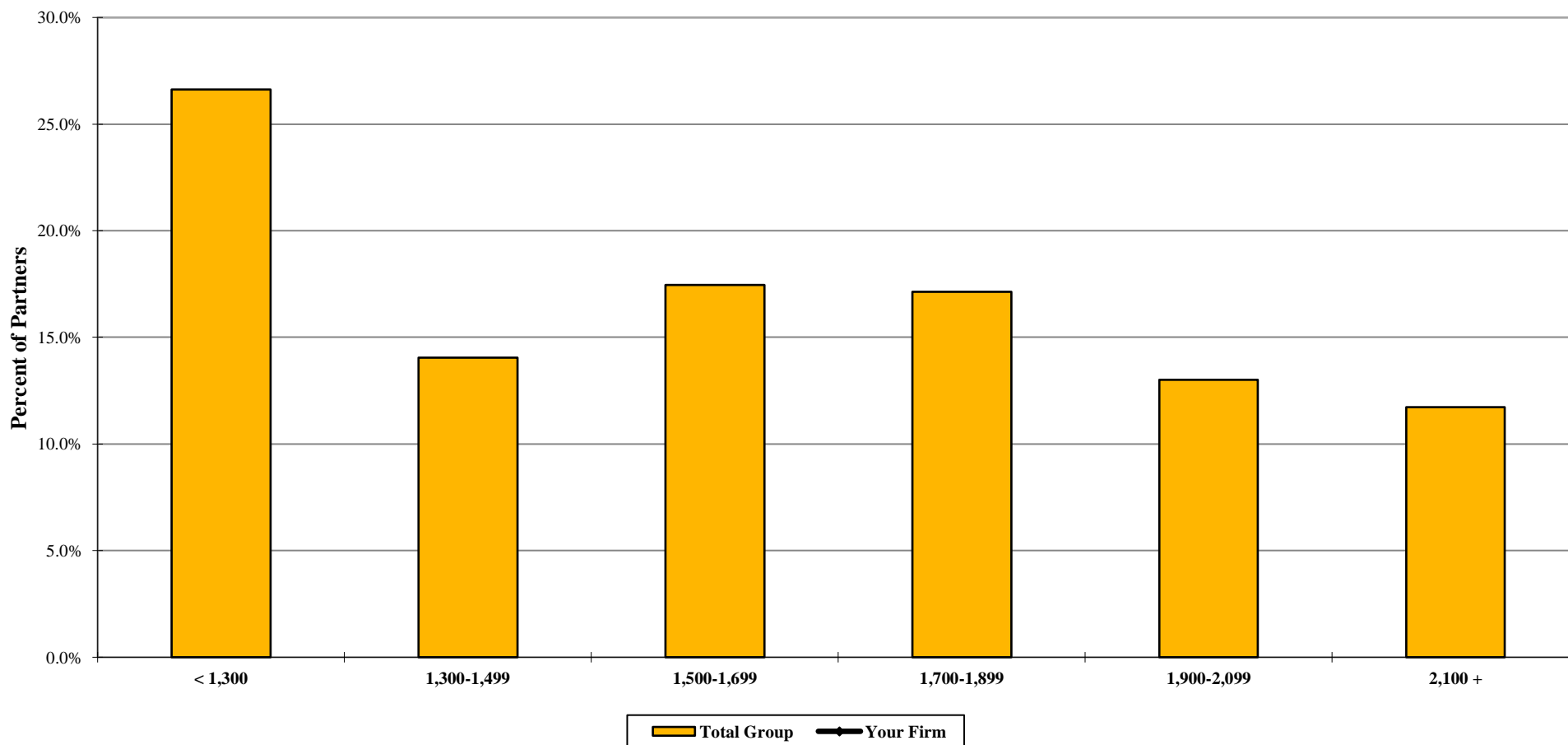
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of All Partners by Utilization Levels¹ - All Partners
For the 12-month period ending December 31, 2017



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	26.6%	14.0%	17.5%	17.1%	13.0%	11.7%

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

Additional detail can be found on Page 46.

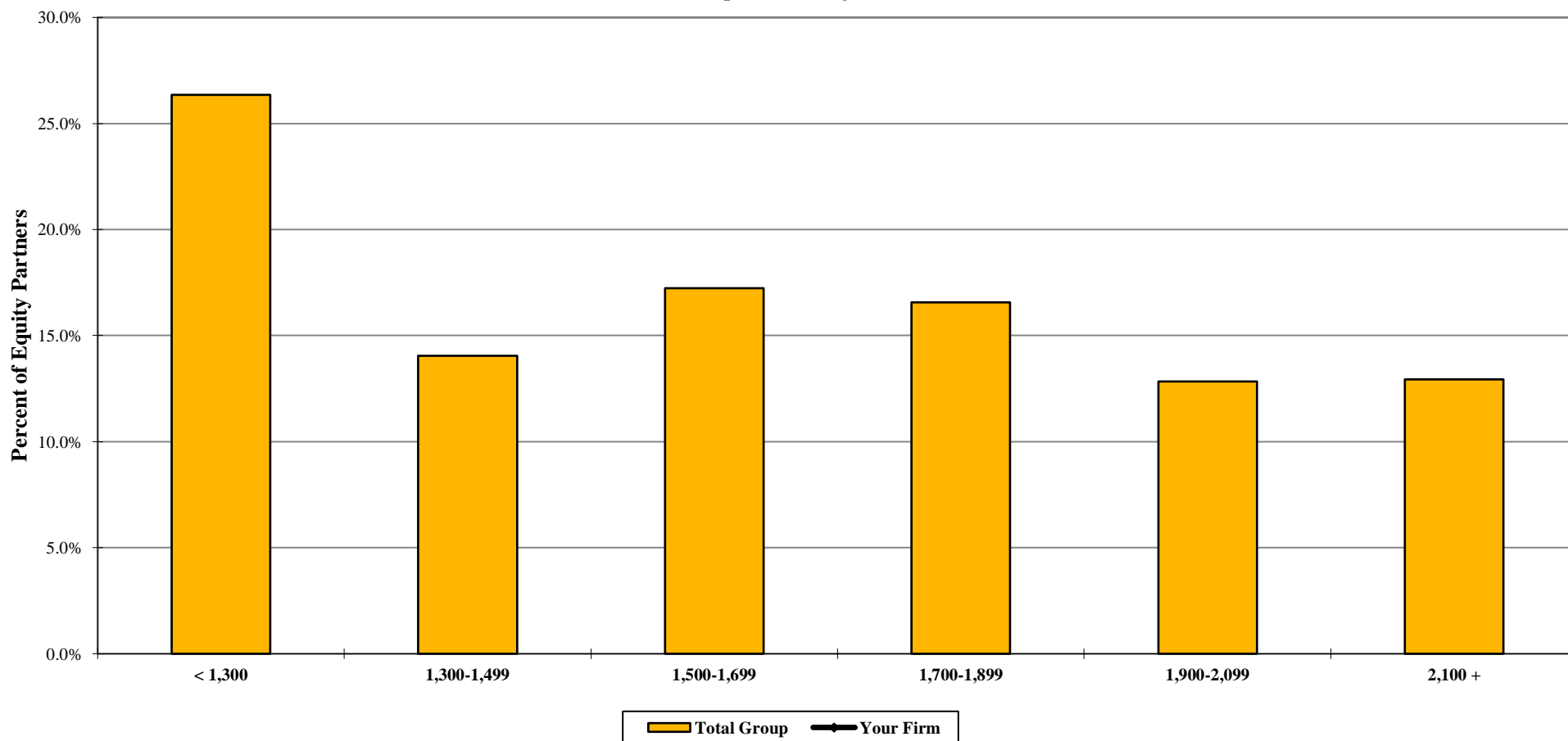
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of All Partners by Utilization Levels¹ - Equity Partners

For the 12-month period ending December 31, 2017



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	26.4%	14.0%	17.2%	16.6%	12.8%	12.9%

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

Additional detail can be found on Page 44.

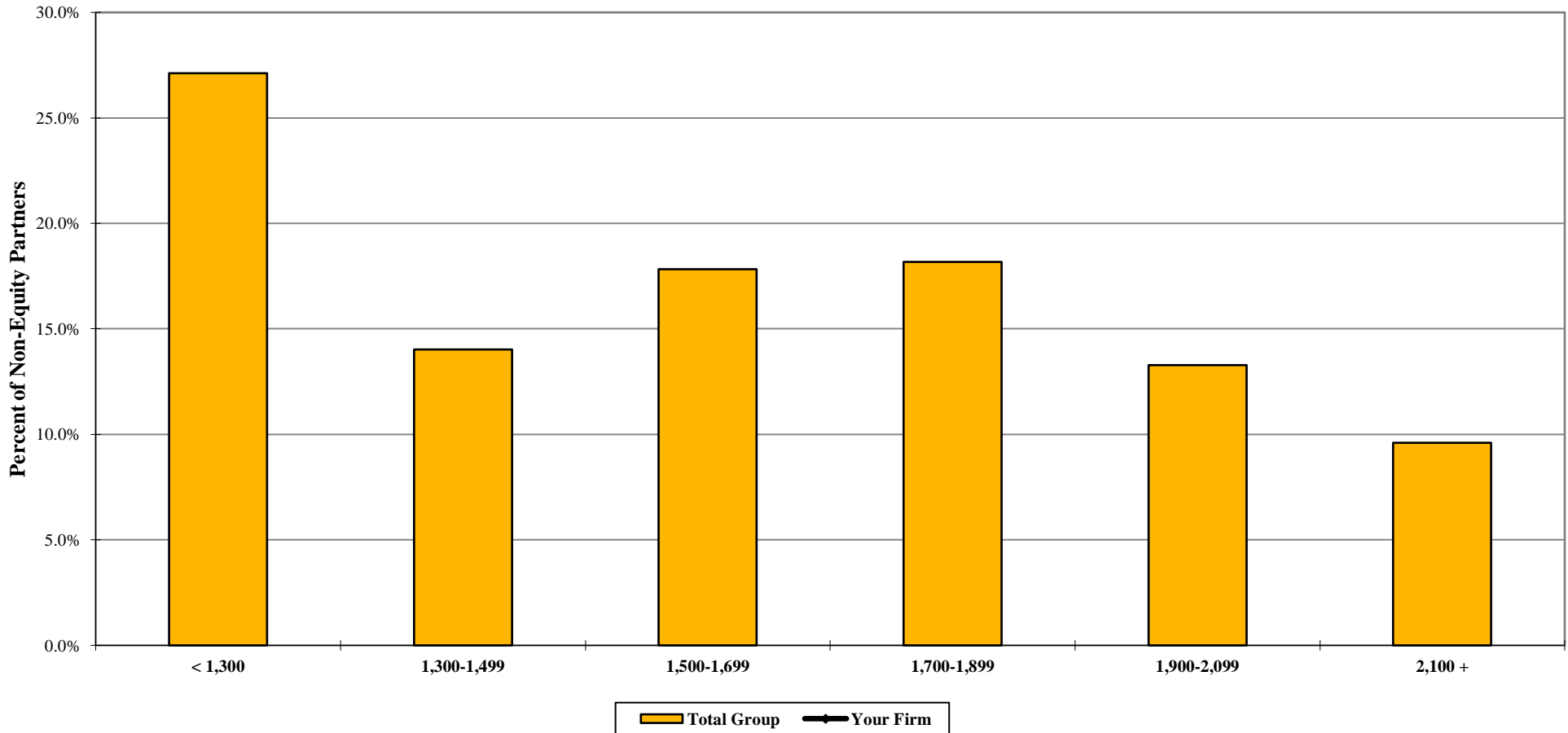
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

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

For the 12-month period ending December 31, 2017



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	27.1%	14.0%	17.8%	18.2%	13.3%	9.6%

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

Additional detail can be found on Page 45.

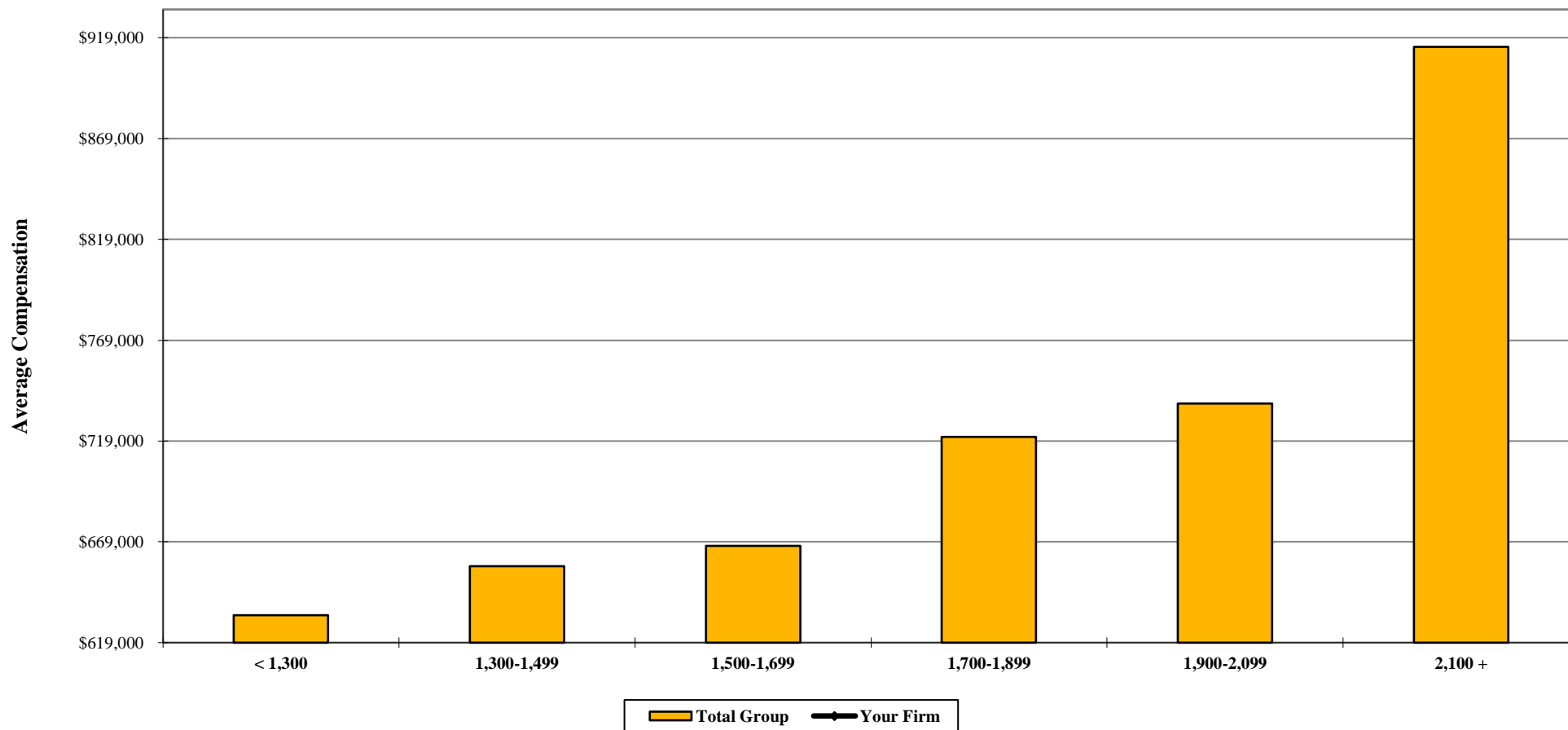
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - All Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$632,606	\$656,804	\$666,959	\$720,940	\$737,598	\$914,569

Additional detail can be found on Page 49.

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

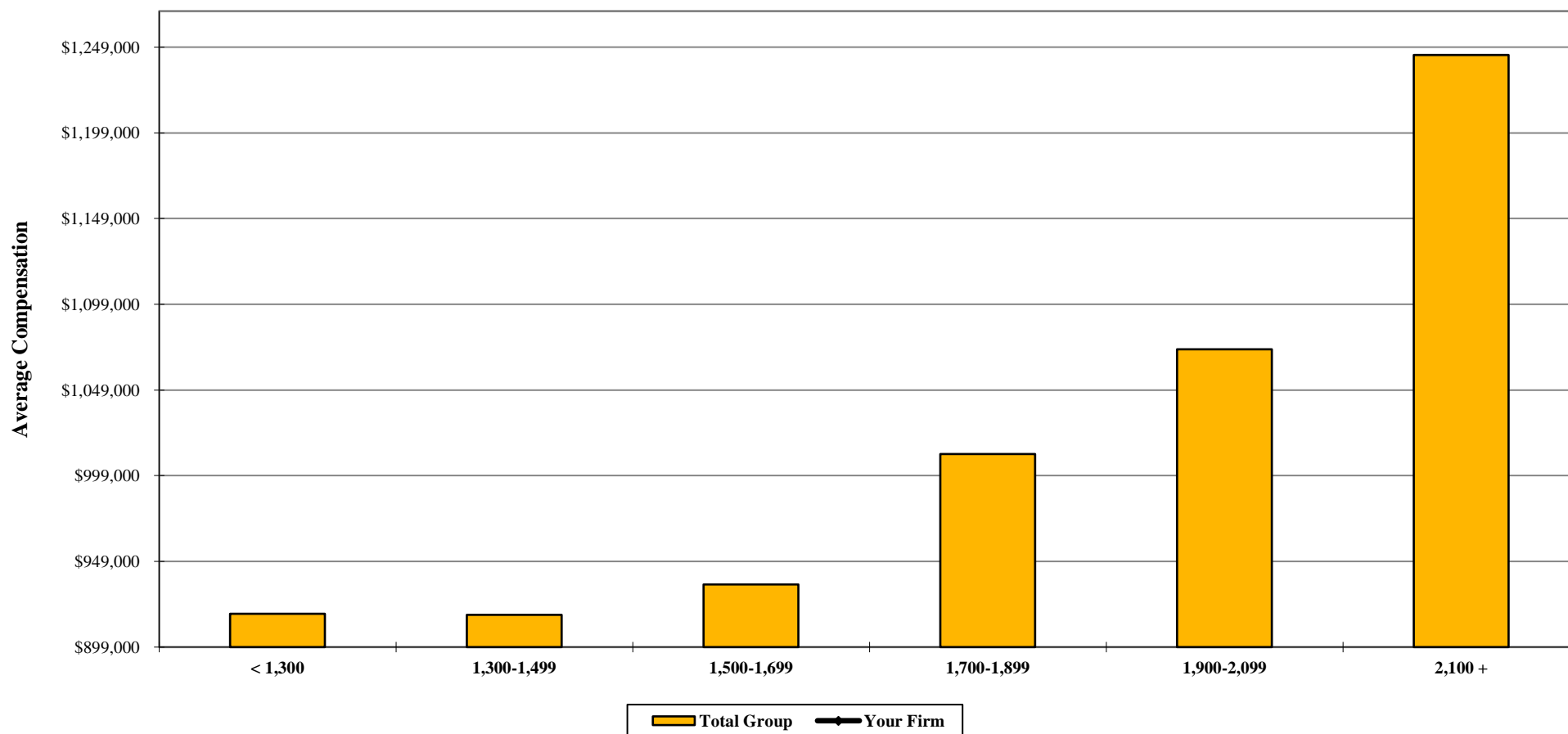
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$918,527	\$917,680	\$935,444	\$1,011,715	\$1,072,770	\$1,244,390

Additional detail can be found on Page 47.

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

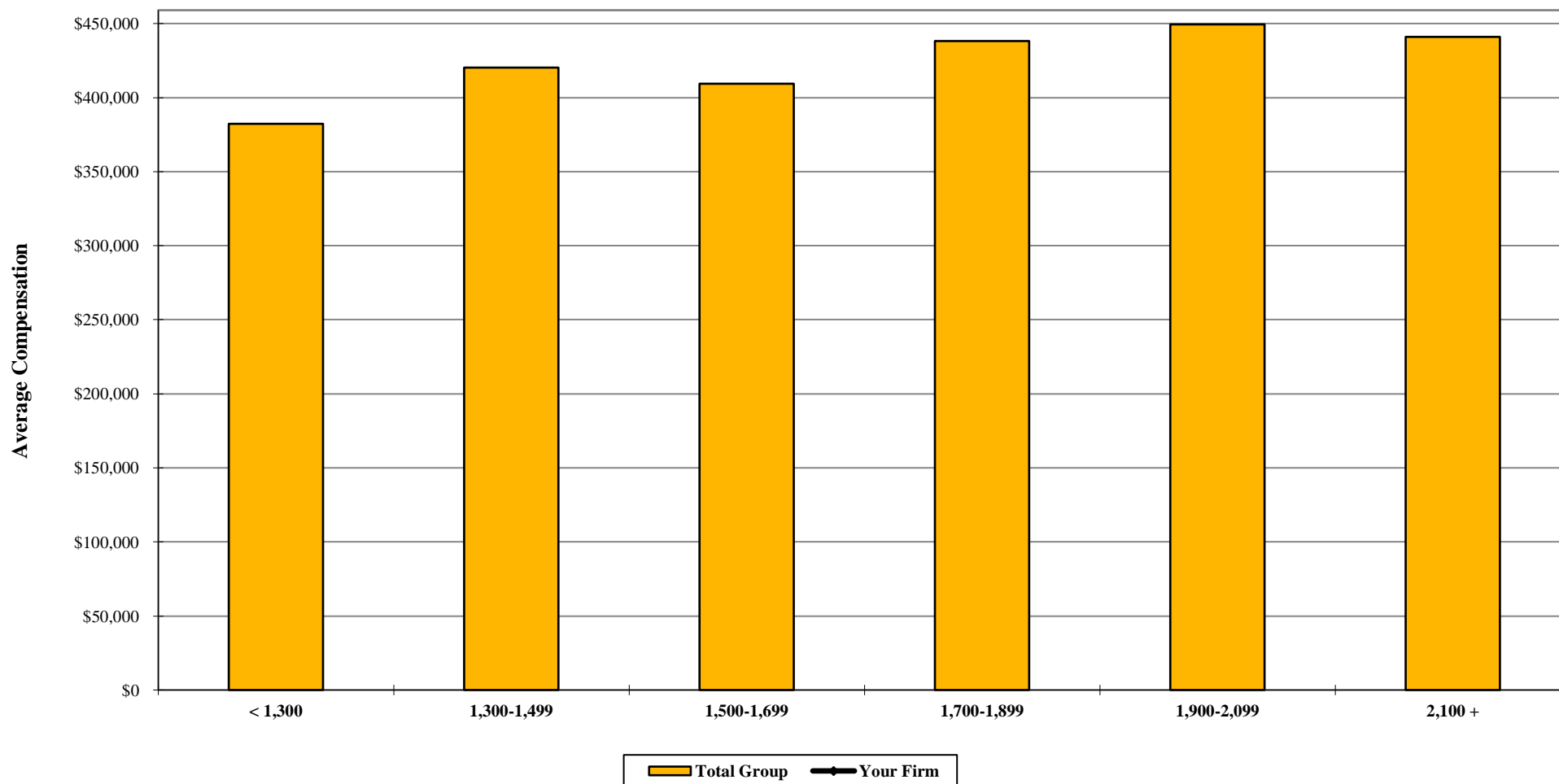
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Non-Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$382,334	\$420,399	\$409,347	\$438,171	\$449,441	\$441,150

Additional detail can be found on Page 48.

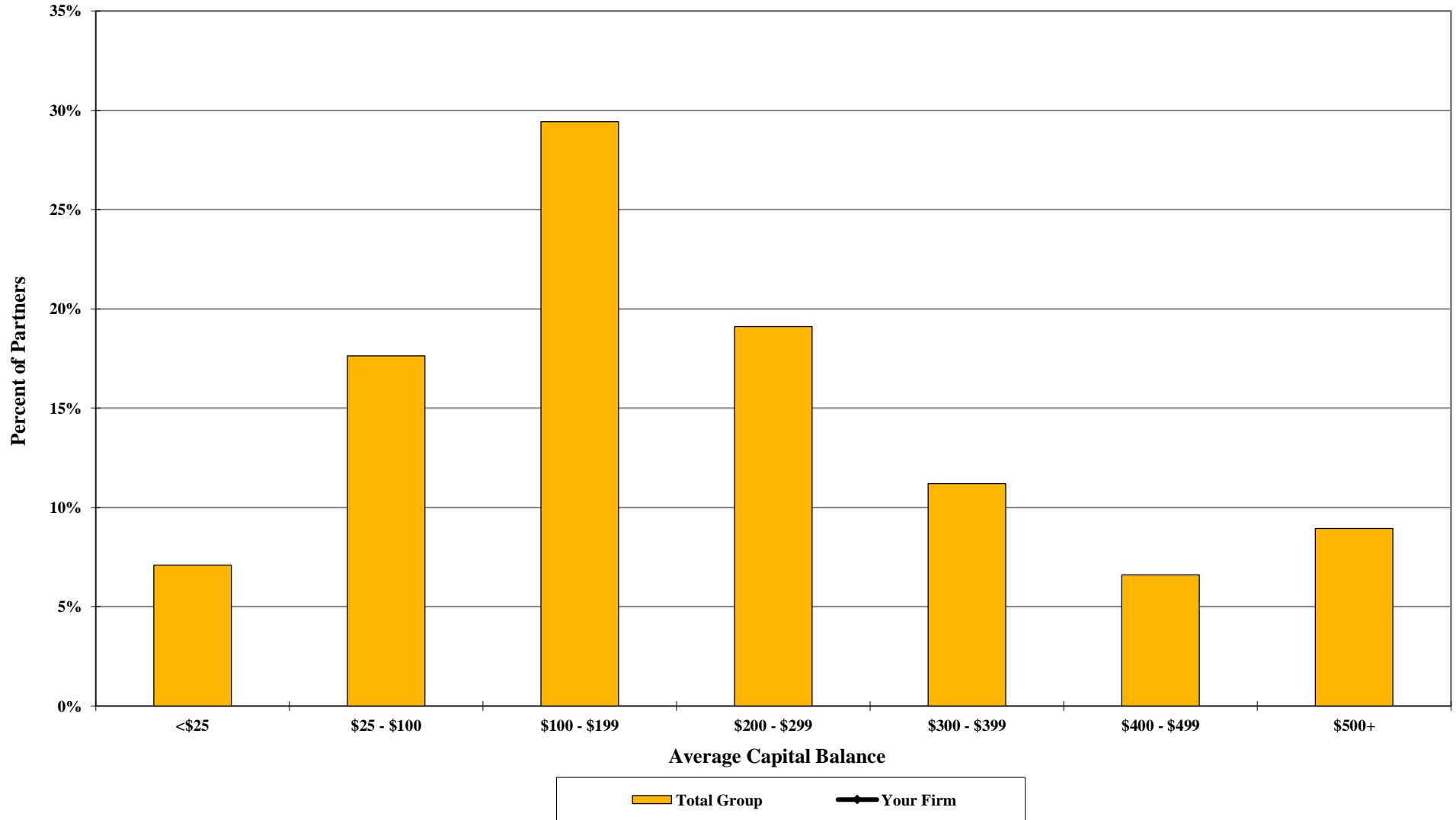
^ Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



Additional detail can be found on Page 54.

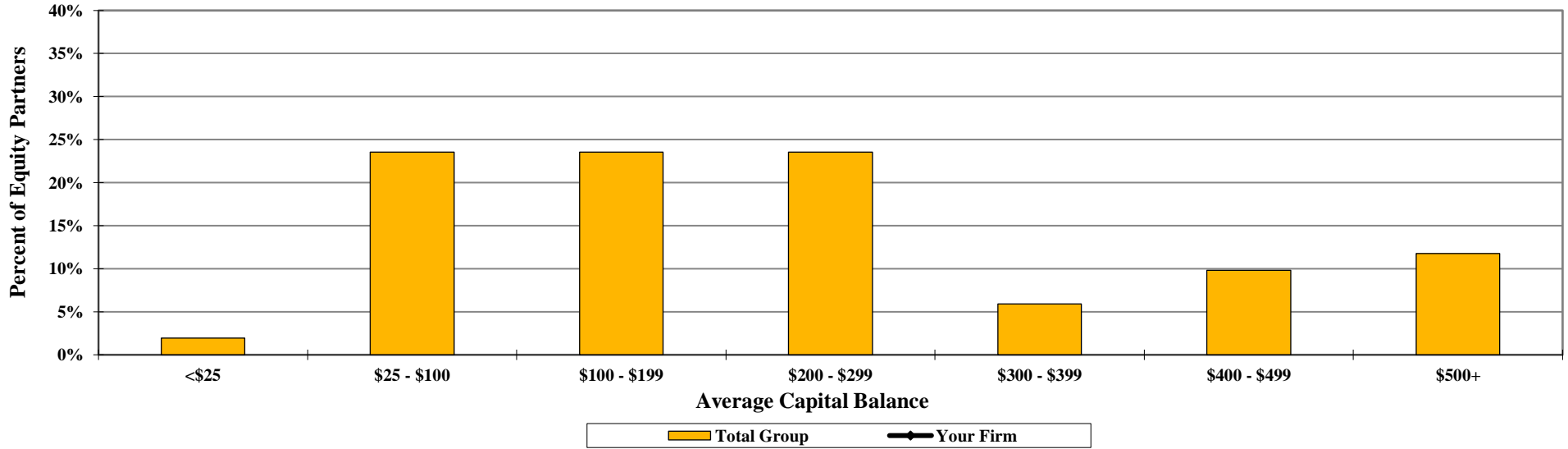
^ Membership on this page includes only those participants that submitted partner compensation.

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

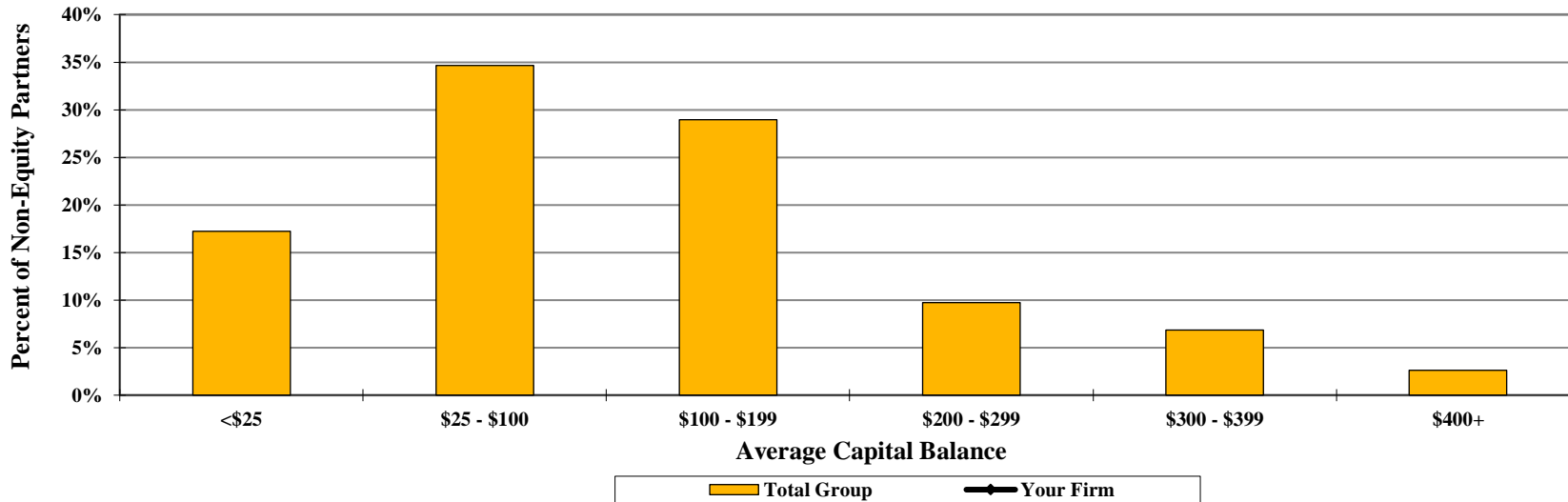
AmLaw 100 - Domestic Offices (19 members^)

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

Equity Partners



Non-Equity Partners



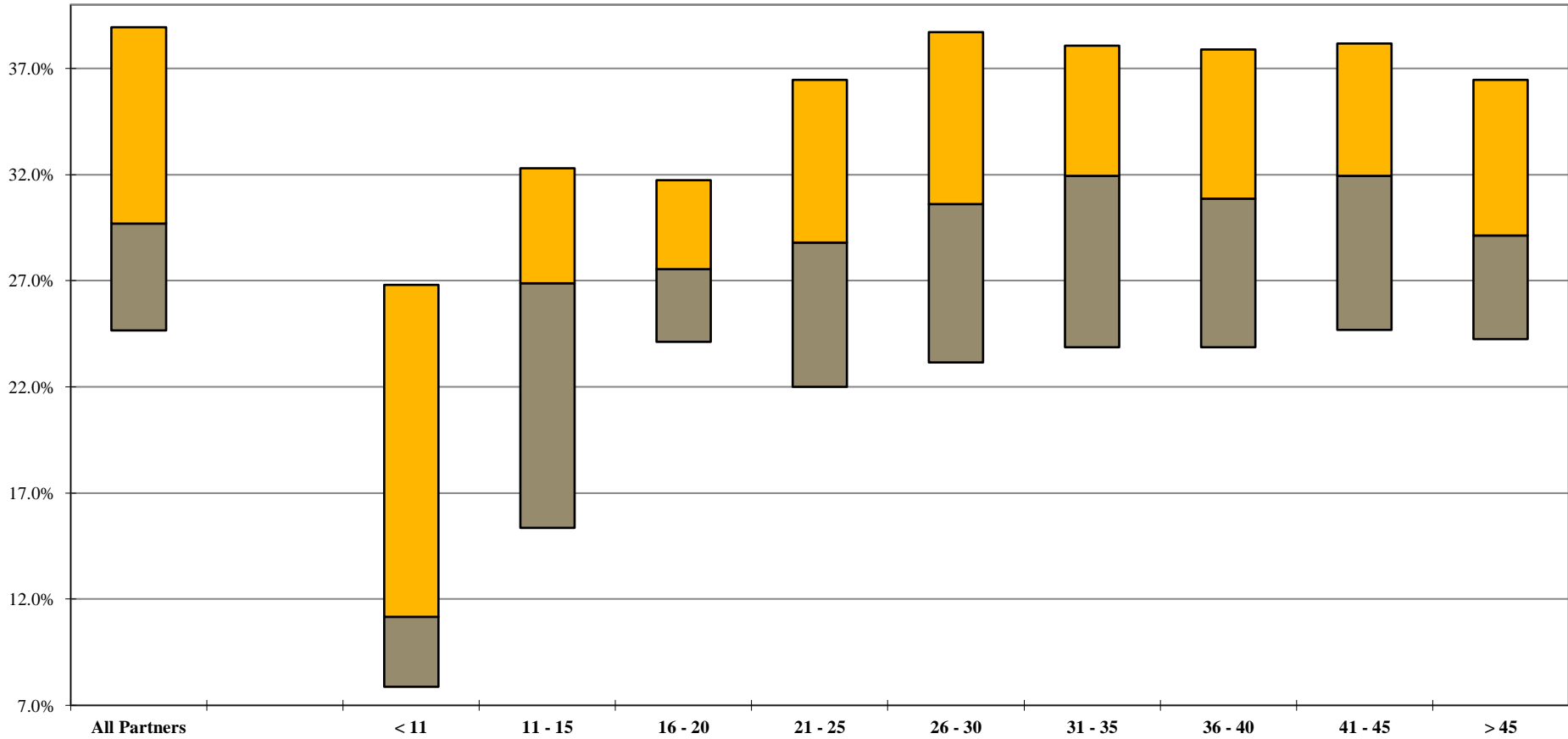
Additional detail can be found on Page 52 and 53.

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Percentage of Capital Balance to Compensation - All Partners
As of the most recent fiscal year-end



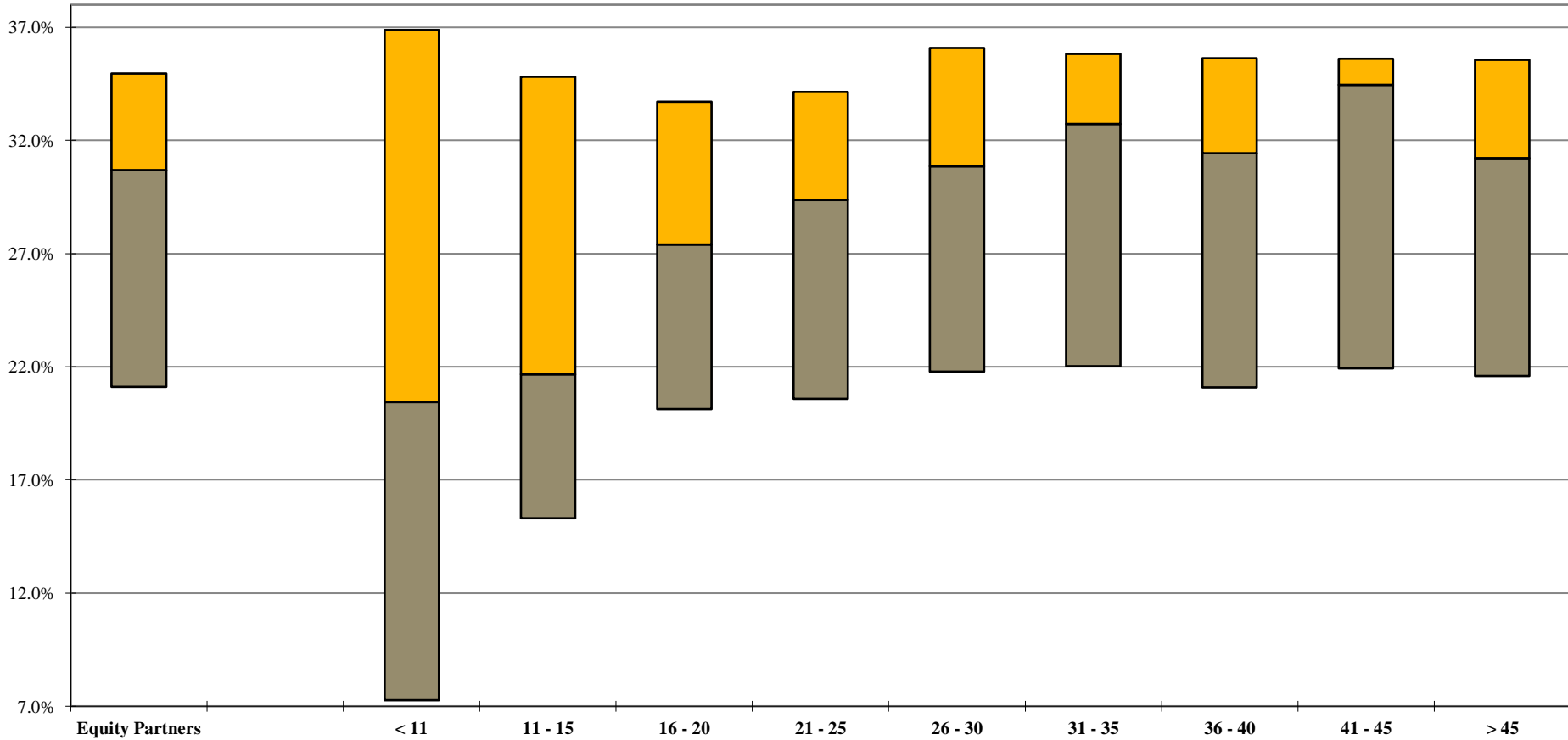
Your Firm	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	38.9%	26.8%	32.3%	31.7%	36.5%	38.7%	38.1%	37.9%	38.2%	36.5%
Median	29.7%	11.2%	26.9%	27.5%	28.8%	30.6%	31.9%	30.9%	32.0%	29.1%
3rd Qtle	24.7%	7.9%	15.4%	24.1%	22.0%	23.2%	23.9%	23.9%	24.7%	24.3%

^ Membership on this page includes only those participants that submitted partner compensation.
 Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
 ** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Percentage of Capital Balance to Compensation - Equity Partners
As of the most recent fiscal year-end



Your Firm	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	35.0%	36.9%	34.8%	33.7%	34.1%	36.1%	35.8%	35.6%	35.6%	35.6%
Median	30.7%	20.4%	21.7%	27.4%	29.4%	30.9%	32.7%	31.4%	34.5%	31.2%
3rd Qtle	21.1%	7.3%	15.3%	20.1%	20.6%	21.8%	22.0%	21.1%	21.9%	21.6%

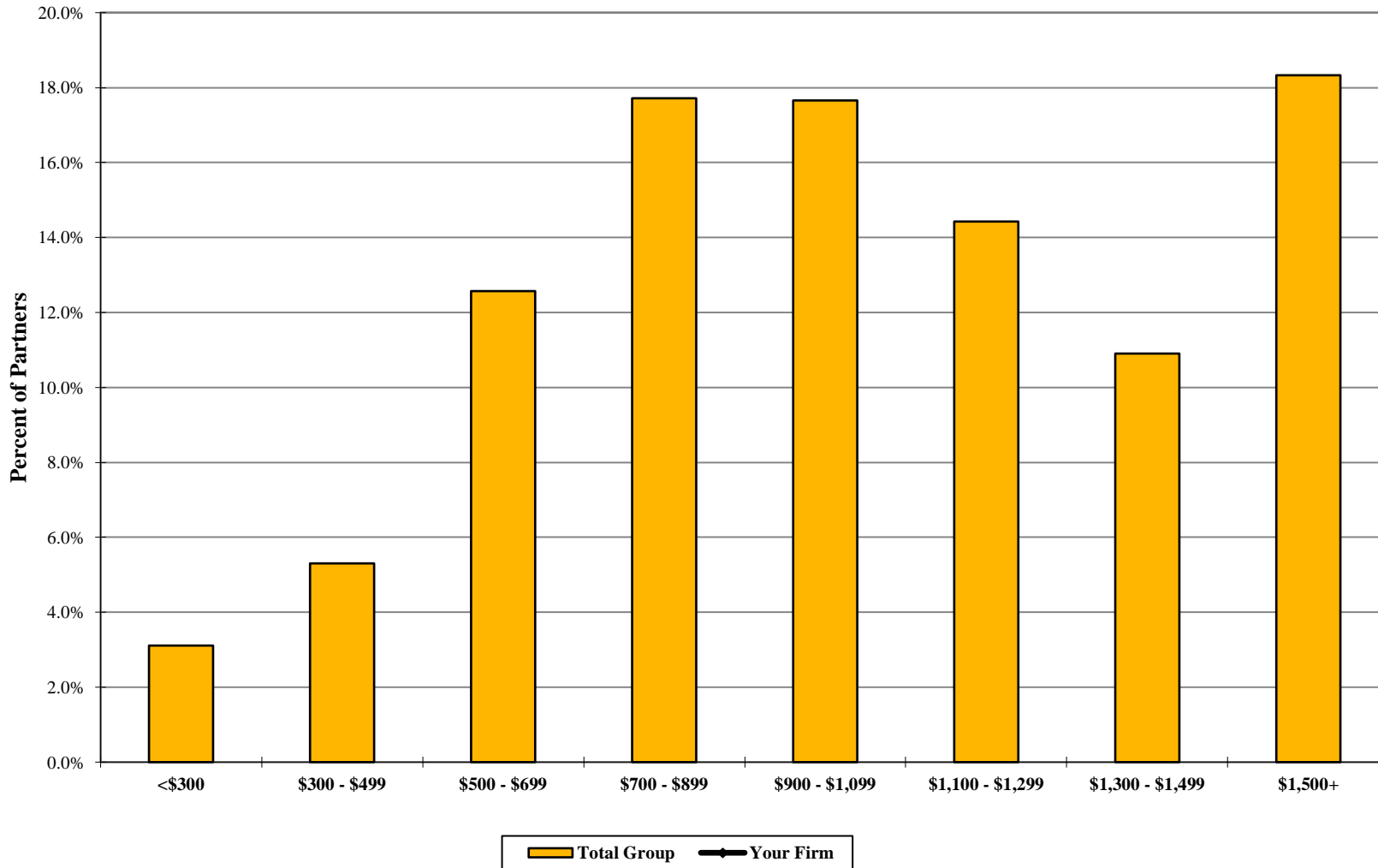
^ Membership on this page includes only those participants that submitted partner compensation.
 Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
 ** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partners by Fees Billed¹ - All Partners

For the 12-month period ending December 31, 2017; in 000's



Your Firm
Total Group

	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	3.1%	5.3%	12.6%	17.7%	17.7%	14.4%	10.9%	18.3%

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

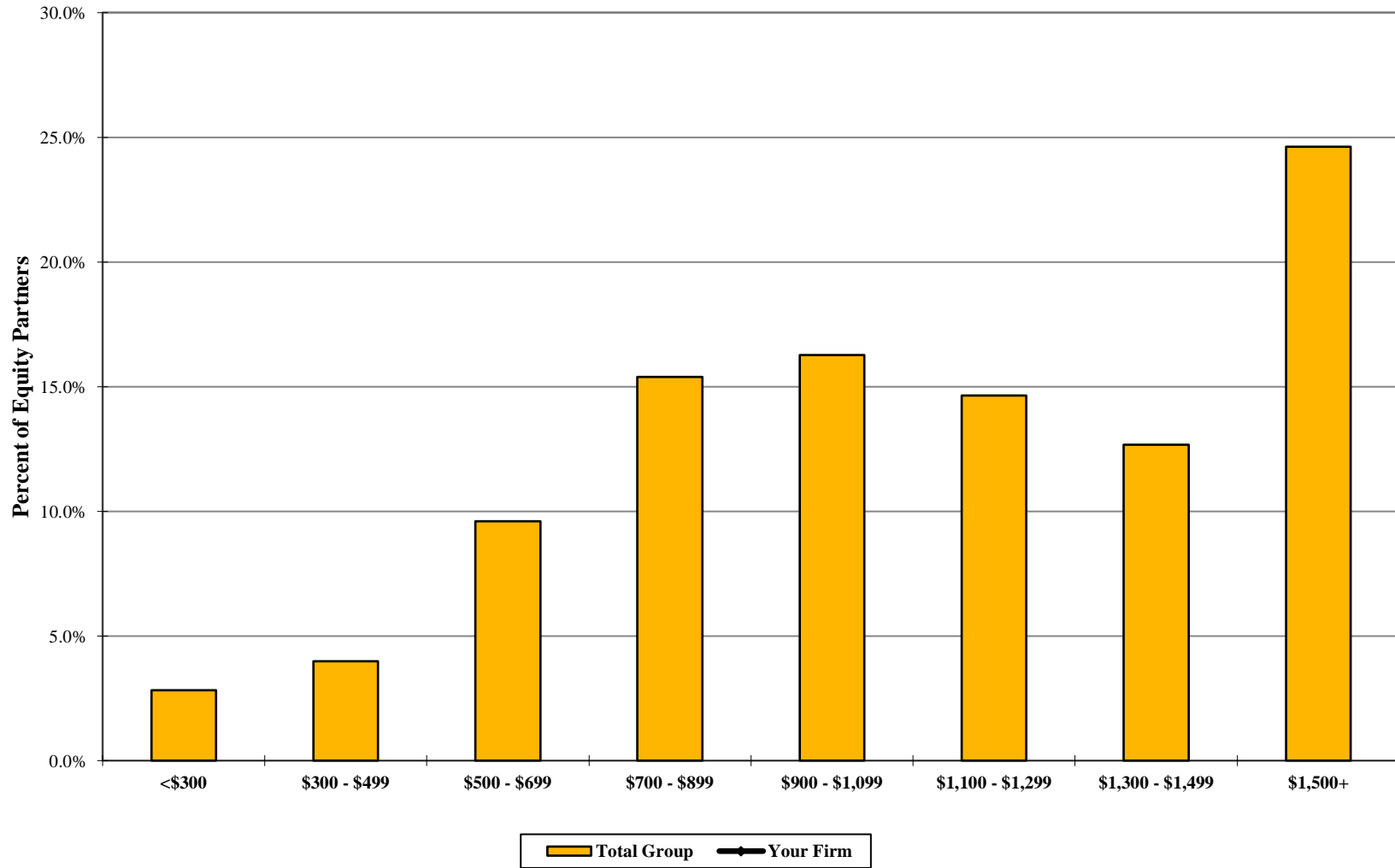
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partners by Fees Billed¹ - Equity Partners

For the 12-month period ending December 31, 2017; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.8%	4.0%	9.6%	15.4%	16.3%	14.6%	12.7%	24.6%

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

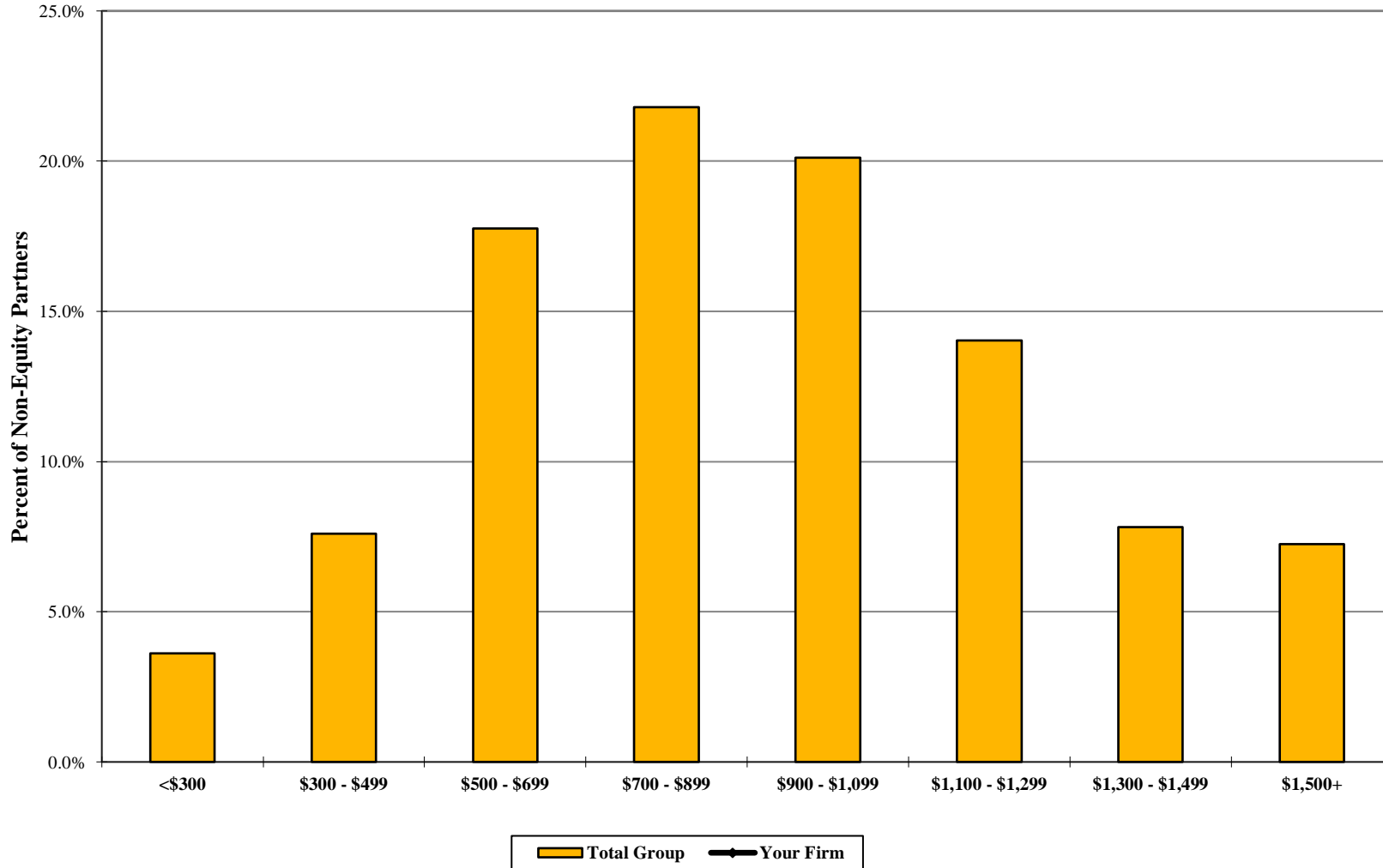
** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partners by Fees Billed¹ - Non-Equity Partners

For the 12-month period ending December 31, 2017; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	3.6%	7.6%	17.8%	21.8%	20.1%	14.0%	7.8%	7.3%

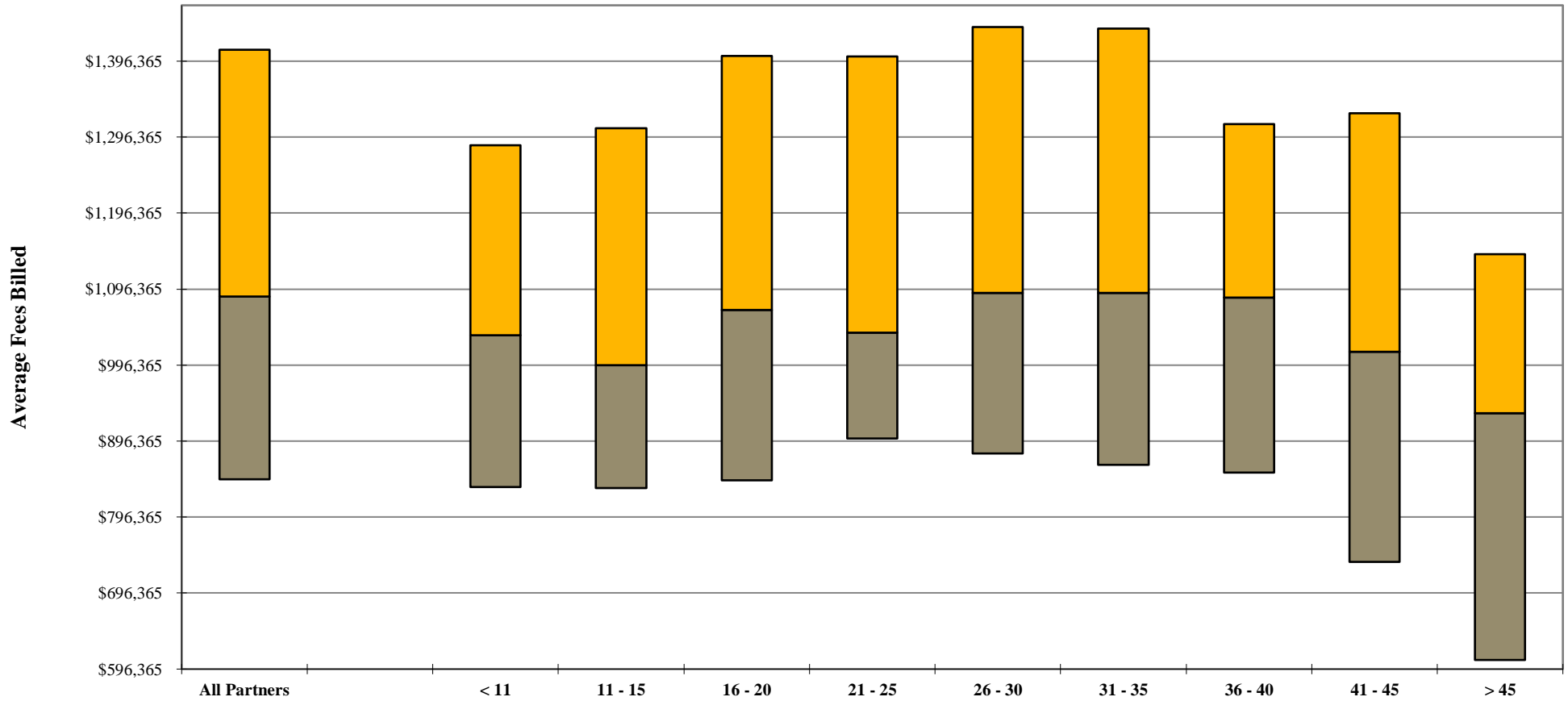
¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Average Fees Billed by Years of Experience - All Partners
For the 12-month period ending December 31, 2017



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,411,649	\$1,285,749	\$1,308,285	\$1,403,139	\$1,402,276	\$1,441,050	\$1,439,060	\$1,313,432	\$1,327,935	\$1,142,348
Median	1,086,929	1,035,529	996,067	1,069,162	1,039,371	1,091,319	1,091,676	1,085,148	1,014,197	932,936
3rd Qtle	846,109	836,166	834,282	844,495	899,511	879,878	864,919	855,025	737,084	608,536

Additional detail can be found on Page 56.

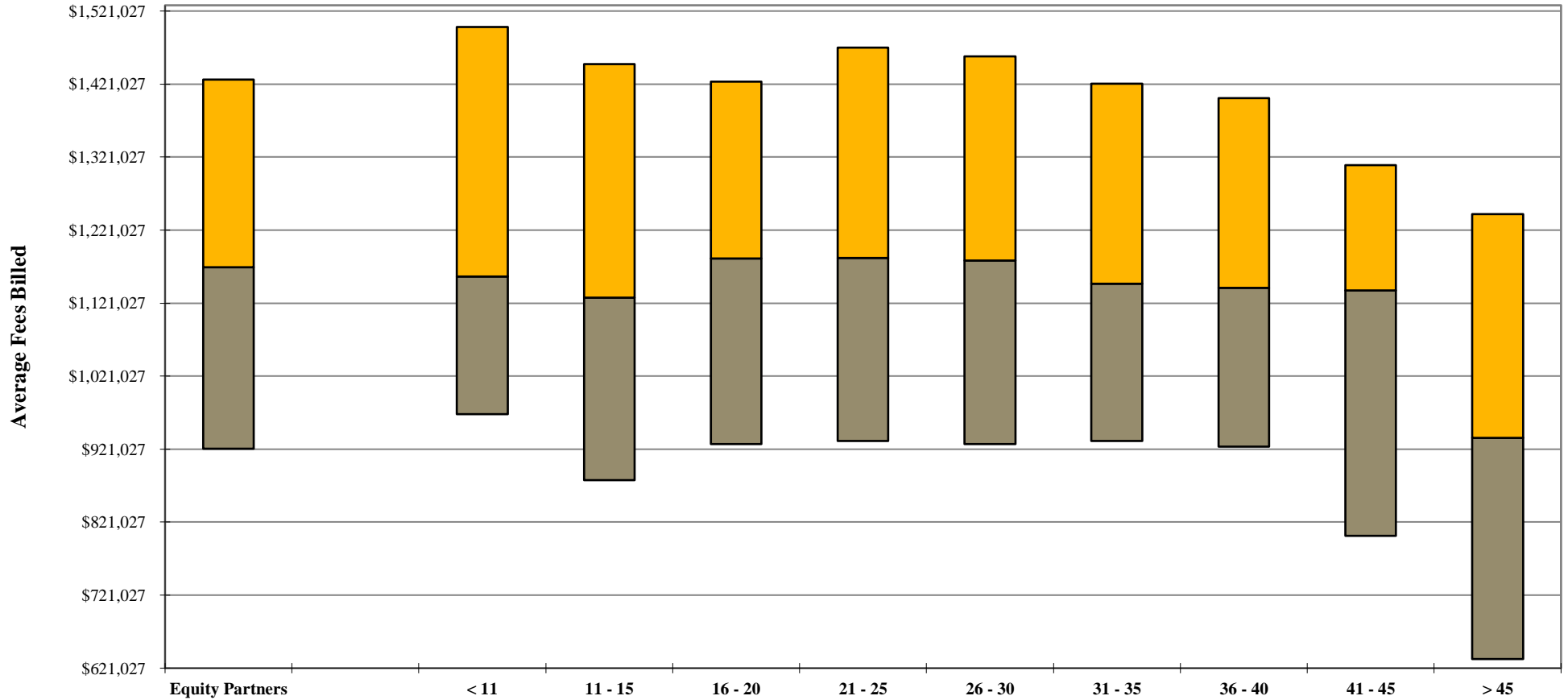
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Average Fees Billed by Years of Experience - Equity Partners
For the 12-month period ending December 31, 2017



	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,427,291	\$1,498,893	\$1,448,398	\$1,424,185	\$1,470,603	\$1,458,740	\$1,421,601	\$1,401,749	\$1,310,085	\$1,242,849
Median	1,170,102	1,157,483	1,128,766	1,182,299	1,182,600	1,179,098	1,147,701	1,141,717	1,138,683	936,598
3rd Qtle	921,315	968,586	878,815	928,090	932,289	927,831	931,815	924,378	802,237	633,702

Additional detail can be found on Page 55.

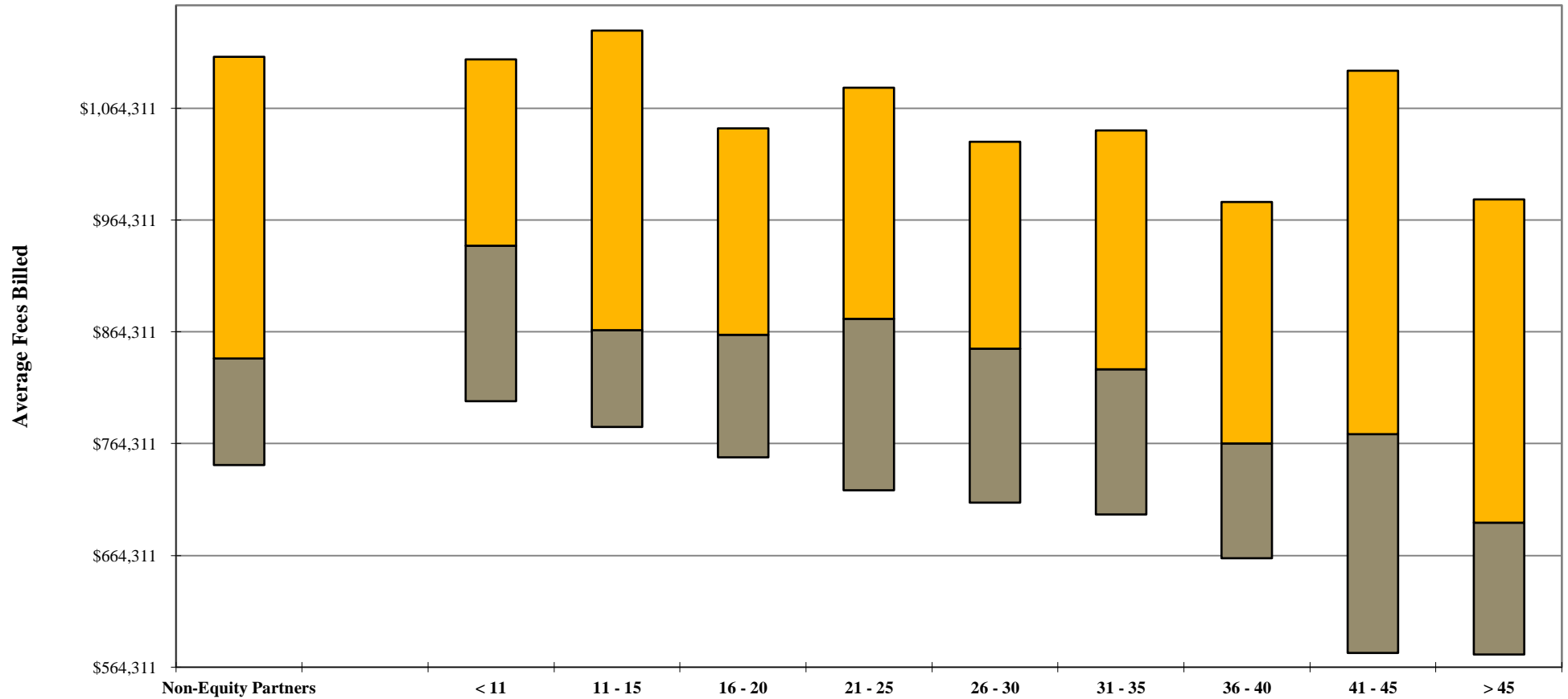
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Average Fees Billed by Years of Experience - Non-Equity Partners
For the 12-month period ending December 31, 2017



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,110,529	\$1,108,164	\$1,133,803	\$1,046,369	\$1,082,808	\$1,034,194	\$1,044,458	\$980,312	\$1,097,869	\$982,722
Median	840,578	941,180	865,885	861,640	876,132	849,206	830,687	764,486	772,741	693,773
3rd Qtle	745,317	802,040	779,192	752,130	722,436	711,321	700,794	661,819	577,161	575,828

Additional detail can be found on Page 55.

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

** omitted due to insufficient data

DETAILED METRICS

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Compensation
As of the most recent fiscal year-end

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

	Your Firm		Group			Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	%Change-1 Yr	% Change - 1 Year			
			1 st Quartile	Median	3 rd Quartile		1 st Quartile	Median	3 rd Quartile	
Equity Partners										
High	/ 17		\$4,417,015	\$3,485,812	\$2,462,620		11.0	2.5	(4.5)	
Middle	/ 17		933,676	729,324	584,058		4.4	1.9	(1.5)	
Low	/ 17		427,760	305,000	210,000		10.9	0.7	(16.9)	
Average	/ 17		1,144,079	824,554	693,374		4.2	2.4	(0.1)	
<u>By Years of Experience</u>										
< 11 Years	/ 8 ‡		\$536,773	\$385,853	\$344,157		**	**	**	
11 - 15 Years	/ 16		803,485	574,634	457,413		8.6	(0.4)	(10.7)	
16 - 20 Years	/ 17		1,009,756	727,174	563,752		12.7	6.5	(1.0)	
21 - 25 Years	/ 17		1,221,972	887,500	702,110		6.3	3.5	(0.7)	
26 - 30 Years	/ 17		1,073,410	960,073	754,099		3.0	0.4	(3.7)	
31 - 35 Years	/ 17		1,124,063	955,586	807,090		5.2	3.2	(2.6)	
36 - 40 Years	/ 17		1,310,620	1,030,034	757,224		9.1	2.8	(6.0)	
41 - 45 Years	/ 16		1,029,420	854,677	741,183		8.6	(3.4)	(18.8)	
> 45 Years	/ 13 ‡		1,158,160	971,501	608,550		15.0	(4.7)	(14.9)	
Non-Equity Partners										
High	/ 18		\$1,375,000	\$784,000	\$651,250		25.7	(3.1)	(28.1)	
Middle	/ 18		402,885	368,406	327,743		9.8	3.0	0.0	
Low	/ 18		224,350	187,926	138,750		4.4	(11.9)	(24.4)	
Average	/ 18		456,761	387,611	348,681		7.8	1.0	(1.3)	
<u>By Years of Experience</u>										
< 11 Years	/ 17		\$382,968	\$323,139	\$295,140		11.1	5.8	0.9	
11 - 15 Years	/ 18		409,243	355,730	305,932		11.8	4.6	(1.9)	
16 - 20 Years	/ 18		467,982	378,039	358,947		13.4	1.2	(4.7)	
21 - 25 Years	/ 18		512,914	398,183	333,414		7.8	(1.1)	(5.3)	
26 - 30 Years	/ 18		487,027	410,666	351,727		11.7	5.6	(1.7)	
31 - 35 Years	/ 18		473,998	391,046	347,895		10.1	0.1	(4.9)	
36 - 40 Years	/ 18		504,847	401,046	336,625		7.2	1.3	(9.1)	
41 - 45 Years	/ 17		553,052	425,000	312,000		7.5	(5.2)	(27.4)	
> 45 Years	/ 10 ‡		488,149	362,500	310,995		4.2	(4.1)	(11.9)	

^ Membership on this page includes only those participants that submitted partner compensation.
** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Compensation
As of the most recent fiscal year-end

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

	Your Firm		Group			Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change-1 Yr	% Change - 1 Year			
			1 st Quartile	Median	3 rd Quartile		1 st Quartile	Median	3 rd Quartile	
All Partners										
High	/ 17		\$4,417,015	\$3,485,812	\$2,462,620		11.0	2.5	(4.5)	
Middle	/ 17		674,445	566,525	525,000		4.9	0.7	(2.9)	
Low	/ 17		229,750	191,697	143,273		1.7	(8.1)	(25.5)	
Average	/ 17		761,645	689,694	612,692		2.6	0.6	(2.5)	
<u>By Years of Experience</u>										
< 11 Years	/ 16		\$391,206	\$340,620	\$310,137		10.8	5.6	(3.9)	
11 - 15 Years	/ 17		500,468	442,227	368,671		8.0	2.4	(1.3)	
16 - 20 Years	/ 17		717,850	603,683	488,001		10.8	1.4	(2.5)	
21 - 25 Years	/ 17		827,132	729,327	657,612		5.0	1.7	(0.9)	
26 - 30 Years	/ 17		892,685	789,997	651,076		5.0	0.7	(3.3)	
31 - 35 Years	/ 17		958,595	833,797	747,721		3.1	(2.1)	(6.9)	
36 - 40 Years	/ 17		1,042,570	894,323	725,639		9.8	3.9	(6.1)	
41 - 45 Years	/ 16		937,764	756,036	620,597		2.7	(6.0)	(26.2)	
> 45 Years	/ 14 ‡		932,627	791,355	503,749		12.6	(0.5)	(13.7)	

^ Membership on this page includes only those participants that submitted partner compensation.
** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

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

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	35 ‡		80.0%	17.1%		2.9%		
11 - 15 Years								
Your Firm								
Total Group	243	0.8%	37.4%	34.6%	15.6%	5.3%	2.1%	4.1%
16 - 20 Years								
Your Firm								
Total Group	456	0.2%	13.2%	28.7%	23.7%	10.1%	9.4%	14.7%
21 - 25 Years								
Your Firm								
Total Group	547	0.2%	7.5%	24.1%	23.9%	13.0%	9.1%	22.1%
26 - 30 Years								
Your Firm								
Total Group	539	0.2%	6.3%	22.3%	18.9%	15.8%	11.9%	24.7%
31 - 35 Years								
Your Firm								
Total Group	507	0.2%	7.1%	18.5%	19.7%	17.4%	12.2%	24.9%
36 - 40 Years								
Your Firm								
Total Group	402	0.5%	7.0%	21.9%	17.9%	17.9%	9.7%	25.1%
41 - 45 Years								
Your Firm								
Total Group	180	0.6%	10.0%	20.0%	20.6%	20.0%	9.4%	19.4%
> 45 Years								
Your Firm								
Total Group	60 ‡	1.7%	16.7%	25.0%	15.0%	18.3%	5.0%	18.3%
All Equity Partners								
Your Firm								
Total Group	2,969	0.3%	11.7%	23.8%	20.1%	14.2%	9.5%	20.3%

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

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+
< 11 Years							
Your Firm	0						
Total Group	233	1.3%	81.5%	15.9%	1.3%		
11 - 15 Years							
Your Firm	0						
Total Group	655	1.8%	69.0%	22.4%	4.4%	1.2%	1.1%
16 - 20 Years							
Your Firm	0						
Total Group	516	2.1%	53.5%	29.7%	9.5%	3.3%	1.9%
21 - 25 Years							
Your Firm	0						
Total Group	356	2.2%	48.6%	32.0%	11.8%	3.1%	2.2%
26 - 30 Years							
Your Firm	0						
Total Group	216	0.9%	48.1%	33.8%	11.1%	5.1%	0.9%
31 - 35 Years							
Your Firm	0						
Total Group	196	3.6%	41.8%	35.2%	14.3%	3.6%	1.5%
36 - 40 Years							
Your Firm	0						
Total Group	137	4.4%	52.6%	25.5%	13.9%	0.7%	2.9%
41 - 45 Years							
Your Firm	0						
Total Group	77	6.5%	44.2%	29.9%	10.4%	5.2%	3.9%
> 45 Years							
Your Firm	0						
Total Group	29 ‡	6.9%	48.3%	31.0%	13.8%		
All Non-Equity Partners							
Your Firm	0						
Total Group	2,415	2.3%	57.8%	27.3%	8.5%	2.4%	1.5%

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

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

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

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	268	1.1%	81.3%	16.0%	1.1%	0.4%		
11 - 15 Years								
Your Firm								
Total Group	898	1.6%	60.5%	25.7%	7.5%	2.3%	1.3%	1.1%
16 - 20 Years								
Your Firm								
Total Group	972	1.2%	34.6%	29.2%	16.2%	6.5%	5.1%	7.2%
21 - 25 Years								
Your Firm								
Total Group	903	1.0%	23.7%	27.2%	19.2%	9.1%	6.1%	13.7%
26 - 30 Years								
Your Firm								
Total Group	755	0.4%	18.3%	25.6%	16.7%	12.7%	8.6%	17.7%
31 - 35 Years								
Your Firm								
Total Group	703	1.1%	16.8%	23.2%	18.2%	13.5%	9.0%	18.2%
36 - 40 Years								
Your Firm								
Total Group	539	1.5%	18.6%	22.8%	16.9%	13.5%	7.4%	19.3%
41 - 45 Years								
Your Firm								
Total Group	257	2.3%	20.2%	23.0%	17.5%	15.6%	7.4%	14.0%
> 45 Years								
Your Firm								
Total Group	89	3.4%	27.0%	27.0%	14.6%	12.4%	3.4%	12.4%
All Partners								
Your Firm								
Total Group	5,384	1.2%	32.4%	25.4%	14.9%	9.0%	5.7%	11.5%

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

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 8 ‡	1.1	1.0	1.0
11 - 15 Years		/ 16	3.8	2.2	1.7
16 - 20 Years		/ 17	5.9	4.1	3.0
21 - 25 Years		/ 17	6.3	5.2	4.4
26 - 30 Years		/ 17	9.4	6.2	4.8
31 - 35 Years		/ 17	6.9	6.1	5.3
36 - 40 Years		/ 17	7.0	5.2	3.8
41 - 45 Years		/ 16	4.8	3.3	2.7
> 45 Years		/ 13 ‡	4.7	2.7	1.0
All Equity Partners		/ 17	14.4	11.3	7.0
Non-Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 17	1.9	1.6	1.3
11 - 15 Years		/ 18	2.7	2.2	1.8
16 - 20 Years		/ 18	3.5	2.5	2.0
21 - 25 Years		/ 18	3.9	2.7	2.1
26 - 30 Years		/ 18	2.9	2.4	1.6
31 - 35 Years		/ 18	3.5	2.4	1.5
36 - 40 Years		/ 18	2.7	2.0	1.4
41 - 45 Years		/ 17	2.5	2.0	1.2
> 45 Years		/ 10 ‡	2.1	1.9	1.4
All Non-Equity Partners		/ 18	7.6	5.2	3.2

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

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 16	1.9	1.7	1.5
11 - 15 Years		/ 17	5.9	4.5	3.1
16 - 20 Years		/ 17	9.0	7.3	4.9
21 - 25 Years		/ 17	16.0	8.9	6.7
26 - 30 Years		/ 17	13.9	10.2	6.5
31 - 35 Years		/ 17	12.5	10.5	6.8
36 - 40 Years		/ 17	13.9	10.5	5.7
41 - 45 Years		/ 16	9.8	5.3	4.3
> 45 Years		/ 14 ‡	6.0	3.1	1.5
All Partner Composite		/ 17	24.9	20.1	12.3

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

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		% Change - 1 Year			Median
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile			% Change - 2 Year
								Median	3 rd Quartile	Median	
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 25 ‡	2,063	1,820	1,714	‡	‡	6.5	(2.6)	(8.3)	5.4
11 - 15 Years		/ 53	1,886	1,750	1,514			3.0	(3.4)	(7.5)	(4.6)
16 - 20 Years		/ 54	1,801	1,669	1,530			4.3	(0.5)	(4.6)	(2.8)
21 - 25 Years		/ 54	1,715	1,596	1,527			2.1	(0.2)	(2.8)	1.3
26 - 30 Years		/ 54	1,650	1,564	1,426			2.6	0.0	(5.1)	(2.6)
31 - 35 Years		/ 54	1,621	1,480	1,366			2.8	(0.8)	(4.8)	(0.6)
36 - 40 Years		/ 54	1,570	1,414	1,308			5.3	(1.0)	(4.1)	(1.2)
41 - 45 Years		/ 49	1,539	1,333	1,179			4.4	(3.2)	(8.7)	(3.3)
> 45 Years		/ 41 ‡	1,541	1,145	842	‡	‡	1.9	(11.4)	(24.1)	1.4
All Equity Partners		/ 55	1,673	1,522	1,440			0.6	(1.4)	(2.9)	(2.7)
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 39 ‡	1,933	1,776	1,662	‡	‡	5.4	1.1	(4.0)	(2.3)
11 - 15 Years		/ 42 ‡	1,766	1,663	1,552	‡	‡	3.4	1.5	(1.9)	(1.0)
16 - 20 Years		/ 43 ‡	1,639	1,507	1,436	‡	‡	5.9	1.6	(2.9)	1.7
21 - 25 Years		/ 44 ‡	1,533	1,429	1,312	‡	‡	5.3	(1.4)	(6.9)	(3.2)
26 - 30 Years		/ 41 ‡	1,497	1,365	1,288	‡	‡	9.5	(2.0)	(9.4)	(2.7)
31 - 35 Years		/ 42 ‡	1,513	1,265	1,224	‡	‡	6.1	1.4	(6.9)	0.5
36 - 40 Years		/ 41 ‡	1,329	1,151	1,040	‡	‡	6.3	(2.7)	(10.4)	(9.4)
41 - 45 Years		/ 40 ‡	1,425	1,208	989	‡	‡	6.9	(0.7)	(11.7)	1.5
> 45 Years		/ 25 ‡	1,388	1,092	791	‡	‡	7.1	(8.8)	(21.6)	9.7
All Non-Equity Partners		/ 44 ‡	1,613	1,490	1,395	‡	‡	2.0	(0.1)	(2.0)	(2.0)

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2017

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Average Hours</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years		/ 51	1,936	1,777	1,698			4.1	(0.2)	(4.0)	(1.2)
11 - 15 Years		/ 54	1,804	1,695	1,558			1.8	(0.6)	(3.3)	(2.6)
16 - 20 Years		/ 54	1,743	1,633	1,491			3.1	1.3	(2.8)	(1.9)
21 - 25 Years		/ 54	1,673	1,570	1,466			2.6	(0.3)	(2.7)	(1.1)
26 - 30 Years		/ 54	1,610	1,514	1,387			2.3	(1.1)	(3.9)	(3.5)
31 - 35 Years		/ 54	1,551	1,428	1,357			2.4	(0.8)	(4.1)	(0.5)
36 - 40 Years		/ 54	1,479	1,342	1,275			3.1	(1.3)	(4.5)	(2.8)
41 - 45 Years		/ 50	1,464	1,290	1,123			4.7	(2.6)	(9.5)	(2.6)
> 45 Years		/ 44 ‡	1,367	1,130	917		‡	11.4	(6.0)	(20.4)	(3.1)
All Partner Composite		/ 55	1,646	1,526	1,437			0.8	(0.7)	(2.2)	(2.4)

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2017

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	122 ‡	6.6%	8.2%	11.5%	18.9%	27.0%	27.9%
11 - 15 Years							
Your Firm							
Total Group	850	15.8%	12.0%	15.1%	21.1%	16.6%	19.5%
16 - 20 Years							
Your Firm							
Total Group	1,716	17.2%	12.2%	19.0%	18.8%	16.6%	16.3%
21 - 25 Years							
Your Firm							
Total Group	1,952	20.6%	13.7%	18.5%	18.5%	14.3%	14.3%
26 - 30 Years							
Your Firm							
Total Group	1,761	25.6%	14.2%	19.1%	16.9%	12.6%	11.7%
31 - 35 Years							
Your Firm							
Total Group	1,682	31.6%	16.5%	17.2%	14.1%	10.2%	10.3%
36 - 40 Years							
Your Firm							
Total Group	1,200	38.5%	15.8%	15.4%	13.9%	7.7%	8.8%
41 - 45 Years							
Your Firm							
Total Group	470	50.2%	12.8%	14.5%	7.2%	8.1%	7.2%
> 45 Years							
Your Firm							
Total Group	153 ‡	59.5%	13.7%	8.5%	4.6%	7.2%	6.5%
All Equity Partners							
Your Firm							
Total Group	10,182	26.4%	14.0%	17.2%	16.6%	12.8%	12.9%

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2017

Non-Equity Ptrs	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm	0						
Total Group	559 ‡	8.8%	8.1%	15.0%	23.1%	24.7%	20.4%
11 - 15 Years							
Your Firm	0						
Total Group	1,513 ‡	15.1%	11.3%	19.4%	22.9%	17.3%	14.0%
16 - 20 Years							
Your Firm	0						
Total Group	1,212 ‡	22.4%	14.6%	20.2%	19.0%	14.4%	9.3%
21 - 25 Years							
Your Firm	0						
Total Group	830 ‡	30.8%	16.7%	18.7%	16.3%	11.6%	5.9%
26 - 30 Years							
Your Firm	0						
Total Group	553 ‡	36.7%	16.8%	17.9%	14.8%	8.5%	5.2%
31 - 35 Years							
Your Firm	0						
Total Group	485 ‡	39.2%	19.2%	18.1%	14.6%	5.2%	3.7%
36 - 40 Years							
Your Firm	0						
Total Group	354 ‡	55.1%	17.2%	10.5%	11.6%	2.8%	2.8%
41 - 45 Years							
Your Firm	0						
Total Group	207 ‡	58.0%	13.5%	12.1%	7.2%	6.3%	2.9%
> 45 Years							
Your Firm	0						
Total Group	74 ‡	74.3%	4.1%	8.1%	4.1%	4.1%	5.4%
All Non-Equity Partners							
Your Firm	0						
Total Group	5,792 ‡	27.1%	14.0%	17.8%	18.2%	13.3%	9.6%

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2017

All Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	681	8.4%	8.1%	14.4%	22.3%	25.1%	21.7%
11 - 15 Years							
Your Firm							
Total Group	2,363	15.3%	11.6%	17.9%	22.2%	17.1%	16.0%
16 - 20 Years							
Your Firm							
Total Group	2,928	19.4%	13.2%	19.5%	18.9%	15.7%	13.4%
21 - 25 Years							
Your Firm							
Total Group	2,782	23.7%	14.6%	18.6%	17.8%	13.5%	11.8%
26 - 30 Years							
Your Firm							
Total Group	2,314	28.2%	14.8%	18.8%	16.4%	11.6%	10.2%
31 - 35 Years							
Your Firm							
Total Group	2,167	33.3%	17.1%	17.4%	14.2%	9.0%	8.9%
36 - 40 Years							
Your Firm							
Total Group	1,554	42.3%	16.1%	14.3%	13.4%	6.6%	7.4%
41 - 45 Years							
Your Firm							
Total Group	677	52.6%	13.0%	13.7%	7.2%	7.5%	5.9%
> 45 Years							
Your Firm							
Total Group	227 ‡	64.3%	10.6%	8.4%	4.4%	6.2%	6.2%
All Partners							
Your Firm							
Total Group	15,974	26.6%	14.0%	17.5%	17.1%	13.0%	11.7%

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2017

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$464,725 ‡	\$304,677	\$328,546	\$322,975	\$361,961	\$408,372	\$583,245
11 - 15 Years							
Your Firm							
Total Group	\$733,752	\$532,693	\$462,736	\$597,449	\$698,193	\$796,052	\$756,101
16 - 20 Years							
Your Firm							
Total Group	\$869,300	\$811,408	\$855,041	\$806,784	\$792,150	\$924,434	\$1,120,441
21 - 25 Years							
Your Firm							
Total Group	\$1,029,101	\$838,247	\$865,018	\$951,230	\$1,031,353	\$1,102,178	\$1,176,300
26 - 30 Years							
Your Firm							
Total Group	\$1,073,648	\$1,003,117	\$912,332	\$923,643	\$1,124,435	\$1,178,858	\$1,320,113
31 - 35 Years							
Your Firm							
Total Group	\$1,082,083	\$936,026	\$965,930	\$1,018,075	\$1,185,790	\$1,364,334	\$1,592,822
36 - 40 Years							
Your Firm							
Total Group	\$1,137,998	\$1,020,294	\$1,084,123	\$1,085,546	\$1,134,167	\$995,253	\$1,605,903
41 - 45 Years							
Your Firm							
Total Group	\$1,138,394	\$937,164	\$1,048,778	\$883,125	\$1,563,318	\$1,574,504	\$1,698,308
> 45 Years							
Your Firm							
Total Group	\$1,000,040 ‡	\$851,717	\$703,855	\$1,229,712	\$683,498	\$2,151,607	\$1,922,263
All Equity Partners							
Your Firm							
Total Group	\$1,005,207	\$918,527	\$917,680	\$935,444	\$1,011,715	\$1,072,770	\$1,244,390

^ Membership on this page includes only those participants that submitted partner compensation
** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members[^])

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2017

Non-Equity Ptrs	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$345,700	\$328,806	\$362,122	\$322,364	\$341,016	\$343,428	\$366,636
11 - 15 Years							
Your Firm							
Total Group	\$378,419	\$330,242	\$402,308	\$362,453	\$396,809	\$425,899	\$457,698
16 - 20 Years							
Your Firm							
Total Group	\$412,223	\$377,194	\$384,861	\$413,991	\$461,933	\$488,658	\$491,024
21 - 25 Years							
Your Firm							
Total Group	\$424,935	\$385,271	\$417,701	\$449,453	\$462,821	\$533,001	\$455,900
26 - 30 Years							
Your Firm							
Total Group	\$434,528	\$415,702	\$430,446	\$416,820	\$451,648	\$521,275	\$460,482
31 - 35 Years							
Your Firm							
Total Group	\$423,261	\$388,733	\$440,794	\$468,137	\$520,525	\$554,780	\$524,523
36 - 40 Years							
Your Firm							
Total Group	\$432,836	\$378,775	\$497,493	\$409,204	\$664,782	\$676,295	\$322,500
41 - 45 Years							
Your Firm							
Total Group	\$473,087	\$397,241	\$507,449	\$532,865	\$702,333	\$465,000	
> 45 Years							
Your Firm							
Total Group	\$396,347 ‡	\$381,186		\$368,460		\$435,000	\$400,000
All Non-Equity Partners							
Your Firm							
Total Group	\$406,750	\$382,334	\$420,399	\$409,347	\$438,171	\$449,441	\$441,150

[^] Membership on this page includes only those participants that submitted partner compensation
^{**} omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2017

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$354,127	\$327,762	\$354,928	\$325,831	\$341,272	\$355,605	\$394,523
11 - 15 Years							
Your Firm							
Total Group	\$434,058	\$372,440	\$410,387	\$392,997	\$438,036	\$484,319	\$532,527
16 - 20 Years							
Your Firm							
Total Group	\$597,127	\$530,909	\$561,626	\$582,497	\$589,918	\$630,944	\$832,085
21 - 25 Years							
Your Firm							
Total Group	\$757,823	\$611,869	\$625,981	\$738,381	\$787,236	\$829,320	\$1,047,708
26 - 30 Years							
Your Firm							
Total Group	\$862,015	\$811,372	\$717,014	\$747,165	\$962,061	\$1,018,411	\$1,129,613
31 - 35 Years							
Your Firm							
Total Group	\$856,360	\$701,498	\$820,769	\$910,714	\$964,610	\$1,239,635	\$1,306,789
36 - 40 Years							
Your Firm							
Total Group	\$889,262	\$732,048	\$935,325	\$988,978	\$956,224	\$923,257	\$1,586,507
41 - 45 Years							
Your Firm							
Total Group	\$860,249	\$658,471	\$906,076	\$759,094	\$1,187,559	\$1,451,226	\$1,698,308
> 45 Years							
Your Firm							
Total Group	\$834,942	\$723,257	\$703,855	\$655,544	\$683,498	\$1,293,304	\$1,414,842
All Partners							
Your Firm							
Total Group	\$702,100	\$632,606	\$656,804	\$666,959	\$720,940	\$737,598	\$914,569

^ Membership on this page includes only those participants that submitted partner compensation
 ** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Permanent Capital Balance
As of the most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 16	\$1,447,857	\$1,063,601	\$693,763
Middle		/ 16	316,363	244,132	164,875
Low		/ 16	133,960	55,000	11,649
Average		/ 16	374,227	278,038	189,026
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 9 ‡	\$130,075	\$70,000	\$22,682
11 - 15 Years		/ 15	215,719	150,808	80,680
16 - 20 Years		/ 16	300,586	232,412	142,255
21 - 25 Years		/ 16	382,026	261,879	198,089
26 - 30 Years		/ 16	380,850	283,541	215,675
31 - 35 Years		/ 16	462,142	360,146	201,707
36 - 40 Years		/ 16	491,872	331,529	230,746
41 - 45 Years		/ 15	455,302	323,294	225,586
> 45 Years		/ 12 ‡	477,865	275,543	185,652
Non-Equity Partners					
High		/ 11 ‡	\$359,792	\$146,488	\$91,204
Middle		/ 11 ‡	138,361	90,000	55,000
Low		/ 11 ‡	50,758	28,750	9,639
Average		/ 11 ‡	132,188	91,746	55,458
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 6 ‡	\$166,273	\$49,097	\$19,106
11 - 15 Years		/ 8 ‡	140,981	83,258	36,085
16 - 20 Years		/ 10 ‡	118,906	72,529	45,500
21 - 25 Years		/ 10 ‡	98,945	71,975	50,875
26 - 30 Years		/ 9 ‡	132,778	108,704	75,000
31 - 35 Years		/ 10 ‡	130,906	106,954	66,104
36 - 40 Years		/ 9 ‡	153,661	66,757	55,593
41 - 45 Years		/ 7 ‡	195,835	120,204	65,992
> 45 Years		/ 5 ‡	100,454	79,867	52,625

^ Membership on this page includes only those participants that submitted partner compensation.
** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Permanent Capital Balance
As of the most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
High		/ 16	\$1,447,857	\$1,063,601	\$693,763
Middle		/ 16	262,310	198,724	126,398
Low		/ 16	40,000	11,955	8,171
Average		/ 16	294,042	226,591	167,443
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 12 ‡	\$98,575	\$40,722	\$24,351
11 - 15 Years		/ 16	167,568	95,983	67,347
16 - 20 Years		/ 16	232,676	162,174	130,328
21 - 25 Years		/ 16	283,296	222,472	171,746
26 - 30 Years		/ 16	367,985	260,213	196,544
31 - 35 Years		/ 16	392,595	325,888	183,718
36 - 40 Years		/ 16	457,320	313,606	210,961
41 - 45 Years		/ 15	455,302	279,503	209,895
> 45 Years		/ 12 ‡	477,865	261,047	109,221

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	39 ‡	79.5%	10.3%	7.7%		2.6%		
11 - 15 Years								
Your Firm								
Total Group	243	12.8%	32.9%	42.8%	7.4%	2.1%	1.2%	0.8%
16 - 20 Years								
Your Firm								
Total Group	448	2.5%	16.7%	36.2%	24.6%	8.9%	6.0%	5.1%
21 - 25 Years								
Your Firm								
Total Group	562	1.2%	8.7%	33.8%	24.2%	14.8%	5.7%	11.6%
26 - 30 Years								
Your Firm								
Total Group	516	1.4%	9.3%	25.8%	26.0%	16.1%	9.1%	12.4%
31 - 35 Years								
Your Firm								
Total Group	493	1.8%	6.5%	26.0%	22.1%	15.0%	12.6%	16.0%
36 - 40 Years								
Your Firm								
Total Group	385	1.0%	6.2%	24.2%	22.9%	15.8%	10.4%	19.5%
41 - 45 Years								
Your Firm								
Total Group	176	1.1%	8.5%	21.0%	26.1%	11.9%	13.6%	17.6%
> 45 Years								
Your Firm								
Total Group	51 ‡	2.0%	23.5%	23.5%	23.5%	5.9%	9.8%	11.8%
All Equity Partners								
Your Firm								
Total Group	2,913	3.5%	11.6%	29.6%	22.4%	12.7%	8.2%	11.8%

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+
< 11 Years							
Your Firm	0						
Total Group	76 ‡	38.2%	30.3%	21.1%	10.5%		
11 - 15 Years							
Your Firm	0						
Total Group	247 ‡	30.4%	31.6%	23.5%	10.5%	4.0%	
16 - 20 Years							
Your Firm	0						
Total Group	222 ‡	11.7%	39.6%	31.1%	9.5%	6.3%	1.8%
21 - 25 Years							
Your Firm	0						
Total Group	154 ‡	11.0%	37.7%	32.5%	6.5%	9.7%	2.6%
26 - 30 Years							
Your Firm	0						
Total Group	113 ‡	8.8%	30.1%	35.4%	10.6%	10.6%	4.4%
31 - 35 Years							
Your Firm	0						
Total Group	98 ‡	8.2%	26.5%	37.8%	12.2%	10.2%	5.1%
36 - 40 Years							
Your Firm	0						
Total Group	60 ‡	16.7%	38.3%	18.3%	11.7%	5.0%	10.0%
41 - 45 Years							
Your Firm	0						
Total Group	42 ‡	2.4%	40.5%	31.0%	9.5%	11.9%	4.8%
> 45 Years							
Your Firm	0						
Total Group	15 ‡	6.7%	60.0%	20.0%		6.7%	6.7%
All Non-Equity Partners							
Your Firm	0						
Total Group	1,027 ‡	17.2%	34.7%	28.9%	9.7%	6.8%	2.6%

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	115 ‡	52.2%	23.5%	16.5%	7.0%	0.9%		
11 - 15 Years								
Your Firm								
Total Group	490	21.6%	32.2%	33.1%	9.0%	3.1%	0.6%	0.4%
16 - 20 Years								
Your Firm								
Total Group	670	5.5%	24.3%	34.5%	19.6%	8.1%	4.6%	3.4%
21 - 25 Years								
Your Firm								
Total Group	716	3.4%	14.9%	33.5%	20.4%	13.7%	4.9%	9.2%
26 - 30 Years								
Your Firm								
Total Group	629	2.7%	13.0%	27.5%	23.2%	15.1%	8.1%	10.3%
31 - 35 Years								
Your Firm								
Total Group	591	2.9%	9.8%	27.9%	20.5%	14.2%	11.2%	13.5%
36 - 40 Years								
Your Firm								
Total Group	445	3.1%	10.6%	23.4%	21.3%	14.4%	9.7%	17.5%
41 - 45 Years								
Your Firm								
Total Group	218	1.4%	14.7%	22.9%	22.9%	11.9%	11.9%	14.2%
> 45 Years								
Your Firm								
Total Group	66 ‡	3.0%	31.8%	22.7%	18.2%	6.1%	7.6%	10.6%
All Partners								
Your Firm								
Total Group	3,940	7.1%	17.6%	29.4%	19.1%	11.2%	6.6%	8.9%

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		% Change - 1 Year			Median
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 24 ‡	\$1,498,893	\$1,157,483	\$968,586	‡	‡	15.3	5.8	(4.2)	12.2
11 - 15 Years		/ 52	1,448,398	1,128,766	878,815			7.8	1.0	(6.7)	3.2
16 - 20 Years		/ 53	1,424,185	1,182,299	928,090			8.7	3.9	1.1	3.4
21 - 25 Years		/ 53	1,470,603	1,182,600	932,289			9.2	3.2	(0.9)	9.4
26 - 30 Years		/ 53	1,458,740	1,179,098	927,831			7.6	4.3	(0.1)	7.6
31 - 35 Years		/ 53	1,421,601	1,147,701	931,815			6.9	2.4	(3.8)	7.4
36 - 40 Years		/ 53	1,401,749	1,141,717	924,378			8.6	2.9	(1.3)	5.8
41 - 45 Years		/ 48	1,310,085	1,138,683	802,237		‡	9.6	2.0	(8.7)	9.3
> 45 Years		/ 41 ‡	1,242,849	936,598	633,702	‡	‡	23.4	(8.3)	(24.4)	(3.0)
All Equity Partners		/ 54	1,427,291	1,170,102	921,315			5.9	2.7	0.9	4.8
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 37 ‡	\$1,108,164	\$941,180	\$802,040	‡	‡	12.2	6.2	0.7	6.7
11 - 15 Years		/ 40 ‡	1,133,803	865,885	779,192	‡	‡	8.4	5.5	0.3	6.5
16 - 20 Years		/ 41 ‡	1,046,369	861,640	752,130	‡	‡	9.3	4.8	(2.0)	10.3
21 - 25 Years		/ 42 ‡	1,082,808	876,132	722,436	‡	‡	8.9	2.5	(4.8)	2.5
26 - 30 Years		/ 40 ‡	1,034,194	849,206	711,321	‡	‡	12.0	0.4	(5.5)	(1.0)
31 - 35 Years		/ 41 ‡	1,044,458	830,687	700,794	‡	‡	12.2	5.4	(0.2)	5.2
36 - 40 Years		/ 39 ‡	980,312	764,486	661,819	‡	‡	11.0	3.7	(9.4)	(1.5)
41 - 45 Years		/ 39 ‡	1,097,869	772,741	577,161	‡	‡	20.4	6.6	(12.0)	5.8
> 45 Years		/ 24 ‡	982,722	693,773	575,828	‡	‡	6.9	(4.4)	(17.3)	20.9
All Non-Equity Partners		/ 42 ‡	1,110,529	840,578	745,317	‡	‡	5.4	3.8	0.1	4.7

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

2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (59 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2017

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Average Fees</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years		/ 50	\$1,285,749	\$1,035,529	\$836,166			10.5	6.1	(2.7)	6.5
11 - 15 Years		/ 53	1,308,285	996,067	834,282			6.2	3.4	(2.4)	4.5
16 - 20 Years		/ 53	1,403,139	1,069,162	844,495			7.6	3.9	0.6	6.3
21 - 25 Years		/ 53	1,402,276	1,039,371	899,511			8.5	3.4	(1.3)	8.1
26 - 30 Years		/ 53	1,441,050	1,091,319	879,878			5.8	2.5	0.3	4.1
31 - 35 Years		/ 53	1,439,060	1,091,676	864,919			6.8	3.4	(1.9)	7.1
36 - 40 Years		/ 53	1,313,432	1,085,148	855,025			7.6	4.3	(1.5)	5.0
41 - 45 Years		/ 49	1,327,935	1,014,197	737,084			11.2	2.3	(9.1)	5.2
> 45 Years		/ 44 ‡	1,142,348	932,936	608,536		‡	26.6	(3.6)	(20.5)	9.9
All Partner Composite		/ 54	1,411,649	1,086,929	846,109			5.8	2.7	0.3	5.2

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (44 members^)

Partner Admission Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes		
1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:		27			
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner				48.1	
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status (<i>exceptions exist</i>)				40.7	
c. Directly to Equity Partner status				11.1	
2. The Firm has an alternative (<i>non-partner</i>) career path for an Associate/Sr. Attorney:		27			
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner				33.3	
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys				55.6	
c. No, it is strictly an 'up or out' progression				0.0	
3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house):		27			
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status				7.4	
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner status (<i>exceptions exist</i>)				33.3	
c. Hired on a contractual basis for a designated period of time				11.1	
d. Directly to Equity Partner status				40.7	
			Group		
			1st Quartile	Median	3rd Quartile
4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:	‡	5.0		4.2	2.0
5. Typical number of years as an Associate/Sr. Attorney before Equity Partner admission:		**		**	**
6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:	‡	10.0		9.0	8.0
7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:	‡	4.0		3.0	2.0

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (44 members^)

Equity Partner Compensation Policies

	Your Firm <i>(designated with an X)</i>	# of Responses	% of Grp. Resp. - Yes
1. The type of Compensation System at the firm:	‡	26	
a. Pure lockstep (<i>combination formula</i>)			0.0
b. Partial lockstep (<i>subjective</i>)			15.4
c. Non-lockstep			80.8
2. The Compensation System transparency type:	‡	26	
a. Open system			50.0
b. Closed system			23.1
c. Partially open system			26.9
3. The three most significant factors impacting Equity Partner Compensation:	‡	24	
a. Originations		18	75.0
b. Realization		5	20.8
c. All revenue generated		15	62.5
d. Collections on working attorney hours		9	37.5
e. Billable hours		9	37.5
f. Non-billable hours			
g. Business development		3	12.5
h. Good citizenship			
i. Management responsibility		3	12.5
j. Seniority			
k. Profit margin		2	8.3
l. Quality of lawyering		1	4.2
m. Good leverage (<i>pushing down work to other attorneys</i>)			

Treatment of Non-Equity Partners

	Your Firm	<i>Group</i>		
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status	‡	100.0%	100.0%	57.0%
2. Percentage of Non-Equity Partners who contribute capital	‡	88.8%	0.0%	0.0%
3. Percentage of Non-Equity Partners who have voting privileges	‡	100.0%	90.1%	0.0%

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (44 members^)

Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The firm has a mandatory retirement policy:		27	
a. Yes, and there are no exceptions	‡		0.0
b. Yes, but there are allowable exceptions or extensions			14.8
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			14.8
d. No, we removed or abandoned the mandatory policy			29.6
e. No, we never had a mandatory retirement policy			37.0
2. The age your firm requires partners to leave the firm, or change their Equity status within the firm is:		**	
(Firms responding to 1a, 1b, or 1c)			
a. < 60			
b. 60 - 63			
c. 64 - 67			
d. 68 - 71			
e. 72 - 75			
f. > 75			
3. The firm has a transition phase prior to retiring, or changing status, from the firm?		27	51.9
4. The age your firm typically begins the transition phase:		9	
(Firms responding 'Yes' to 3)	‡		
a. < 55			
b. 55 - 60			
c. 61 - 65			77.8
d. 66 - 70			22.2
e. > 70			
5. The firm provides the following type of support for partners who retire:		27	
a. Qualified defined benefit plan (including cash balance plans)	‡	20	74.1
b. Non-qualified or unfunded retirement plan		7	25.9
c. Non-qualified or unfunded retirement plan that has been frozen or discontinued (select partners only)		12	44.4
d. Qualified defined contribution plan (401k)		16	59.3
e. Post-retirement healthcare benefits		9	33.3
f. Payments for performing client services after retirement		11	40.7
g. Office space		15	55.6
h. Secretary or administrative staff services		13	48.1
i. Bar dues		5	18.5
j. None		1	3.7

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (44 members^)

Equity Partner Retirement Information (continued)

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
6. Provide benefits through a qualified defined benefit plan: (Firms responding 'Yes' to 5a)	‡	19		
a. A new plan with no previous qualified defined benefit plans			36.8	
b. A replacement plan to a previously terminated qualified defined benefit plan			47.4	
c. A conversion of a previous qualified defined benefit plan			0.0	
7. Different types of qualified defined benefit plan offered: (Firms responding 'Yes' to 5a)	‡	19		
a. Cash Balance Plan			100.0	
b. Final Average or Career Average Pay Plan			0.0	
c. Pension Equity Plan			0.0	
d. Variable Annuity Plan	0.0			
8. Interest credit basis used on Cash Balance Plan: (Firms responding to 7a)	‡	17		
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			23.5	
b. Equity Based (e.g., S&P 500 index)			0.0	
c. Return on actual plan assets	76.5			
9. Any adjustments or other limitations imposed on the interest credit basis? (Firms responding to 7a)		15	40.0	
			<i>Group</i>	
10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:	Your Firm	1st Quartile	Median	3rd Quartile
a. Minimum amount	‡	\$8,300	\$6,000	\$1,125
b. Average amount (for all partners who contribute)	‡	80,539	64,700	35,000
c. Maximum amount	‡	269,400	168,000	98,875
	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
11. Do partners have a desire to make larger deferrals?		15	60.0	
12. Does the plan permit in-service distributions after attaining the plan's normal retirement age?		18	100.0	

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (44 members^)

New Partner Capital Buy-In

	Lateral Partners			Organic Partners		
	Your Firm	# of Resp.	% of Group Resp.	Your Firm	# of Resp.	% of Group Resp.
1. Initial Buy-In is:						
a. A one-time contribution based on a fixed amount	‡	25		‡	25	
b. A one-time contribution based on points		6	24.0		4	16.0
c. Over a defined time period and is based on a fixed amount		11	44.0		9	36.0
d. Over an undefined time period and is based on a fixed amount		2	8.0		4	16.0
e. Over a defined time period and is based on partner tenure or points		1	4.0		1	4.0
f. No contribution is required		4	16.0		6	24.0
g. Other		2	8.0		2	8.0
		1	4.0		1	4.0
2. Funding of Initial Buy-in:						
a. The firm has a bank arrangement to finance at favorable rates	‡	22		‡	22	
b. Partners expected to raise the funds independently		19	86.4		18	81.8
c. The firm has an established deferred payment program		7	31.8		7	31.8
d. The firm has a deferred forgiveness program		4	18.2		6	27.3
3. Amount of Initial Capital Contribution is:						
a. Formula based on the modified-cash basis value of the firm	‡	24		‡	24	
b. Formula based on the accrual basis value of the firm (e.g., including WIP and A/R)						
c. Formula based on first-year earnings		5	20.8		5	20.8
d. Formula based on current and/or anticipated earnings		9	37.5		9	37.5
e. Formula based on fixed point value (may include other factors, e.g., partner tenure)		6	25.0		6	25.0
f. Fixed dollar amount		2	8.3		2	8.3
g. No contribution is required					1	4.2
h. Other		6	25.0		5	20.8
	Your Firm	# of Resp.	Median	Your Firm	# of Resp.	Median
4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?		**	**		**	**

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2018 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (34 members^)

Partner Turnover
For the 12-month period ending December 31, 2017

	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Total at the end of the prior year (as of 12/31/2016)			100.0%	100.0%	100.0%
Additions					
<i>Lateral Admissions (Attorneys who joined the Firm with prior experience)</i>					
Hired directly into Equity Partner status		/ 21 ‡	5.2	2.6	1.6
Promoted from an interim classification at the firm		/ 11 ‡	4.3	3.0	1.5
<i>Organic Admissions (Attorneys whose only experience was at the firm)</i>					
Promoted from a Non-Equity Partner		/ 20 ‡	4.4	2.9	1.6
Promoted from an Associate/Sr. Attorney/Counsel		/ 7 ‡	4.2	2.9	0.9
Reductions					
Classification change to Non-Equity Partner status (e.g., de-equitized)		/ 17 ‡	4.7	3.0	1.3
Classification change to Of Counsel Attorney		/ 15 ‡	2.0	1.5	1.0
Terminations		/ 25 ‡	5.0	3.4	1.5
Retirements		/ 14 ‡	2.2	1.7	1.1
Total at the end of the current year (as of 12/31/2017)		/ 26	101.9	100.5	98.3
Non-Equity Partners					
Total at the end of the prior year (as of 12/31/2016)			100.0%	100.0%	100.0%
Additions					
Lateral Admissions (Attorneys who joined the Firm with prior experience)		/ 22 ‡	10.6	9.0	7.4
Organic Admissions (Attorneys whose only experience was at the firm)		/ 20 ‡	11.5	8.4	6.3
Attorneys who were previously Equity Partners at the Firm		/ 17 ‡	5.8	3.3	1.6
Reductions					
Promoted to Equity Partner		/ 21 ‡	5.9	4.3	3.2
Status change (other than Equity Partner)		/ 18 ‡	2.9	1.4	0.7
Terminations		/ 21 ‡	11.0	9.6	7.1
Retirements		/ 13 ‡	5.1	2.2	1.2
Total at the end of the current year (as of 12/31/2017)		/ 22 ‡	108.7	100.4	96.3

^ Membership on this page includes only those participants that submitted attorney turnover information.
** omitted due to insufficient data; ‡ less than 75% population response