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# *2018 Revenue Management Report*

Compiled from the 2018 Billing Rate & Associate Salary Survey<sup>plus</sup>  
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.

# Revenue Management Report

*AmLaw Second 100 xNYC - (60 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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## TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
<b>Guide to Interpreting the Stacked Bar Graphs Presented in this Report</b>	
<b>Guide to Interpreting the Statistics Presented in this Report</b>	
<b>Comparison Group Information and Billing Rate Adjustment Practices</b>	1
<b>Firmwide Overview</b>	
Geographic Footprint	2
Practice Group Footprint	3
<b>Office/Practice Group Overview</b>	
Summary of Key Statistics	4
Attorney Footprint	5 - 6
Billable Hours by Classification	7
Fees Billed by Classification	8
Attorney Capacity	9
Partner Demographics	10
<b>Summary Charts - by Attorney Classification</b>	
Equity Partners	11 - 30
Non-Equity Partners	31 - 50
Associates	51 - 71
<b>Estimated Impact of Performance Improvements</b>	72
<b>Annual Billable Hour Targets</b>	73
<b>Alternative Fee Arrangements</b>	74 - 75
<b>Detailed Metrics</b>	
Standard Billing Rates	76 - 88
Worked Rates	89 - 96
Billed Rates	97 - 107
Realization	108 - 109
Discounting	110 - 113
Billable Hours Worked	114 - 120
Leverage Ratios	121
Average Fees Billed	122 - 123

### *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.

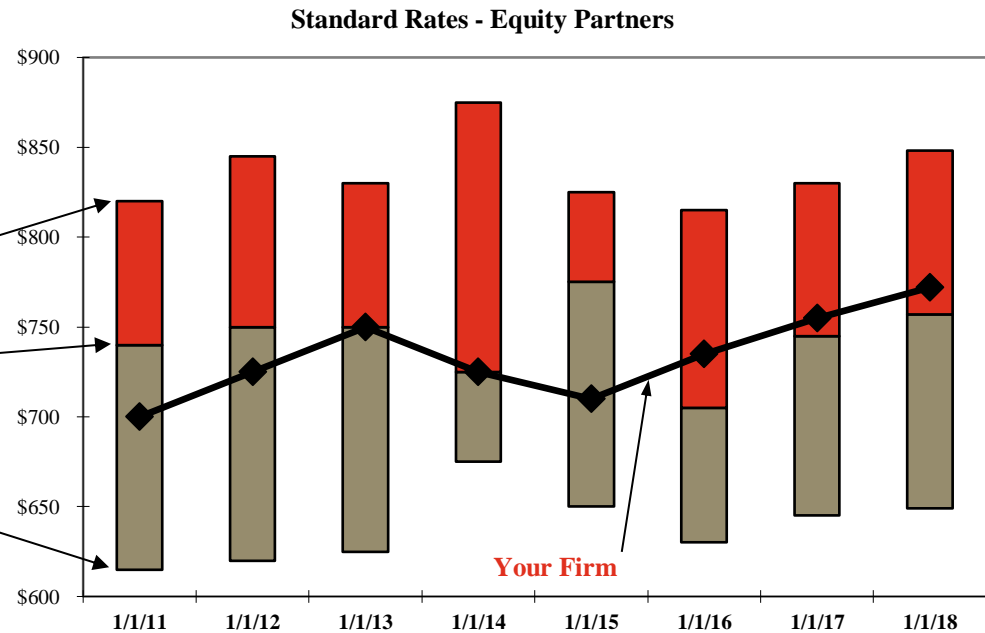
Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

**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 2013 and 2014, above the Median Level and below the First Quartile Level for years 2016, 2017 and 2018 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for years 2011, 2012 and 2015 (i.e., in the Third Quartile).

### *Guide to Interpreting the Statistics Presented in this Report*

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

#### Median Value

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

#### **Remarks:**

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

#### Quartile Values

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

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

#### **Remarks:**

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

#### Example

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

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

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

**AmLaw Second 100 xNYC -**

Group Information	
60	
No Maximum	
No Minimum	
319	
60	
0	
0	

Your Firm	Number of Firms Reporting
	0
	1
	0
	47
	1
	0
	1
	0
	46
	0

January 2, 2018 - March 1, 2018

Your Firm	Number of Firms Reporting
	0
	1
	0
	46
	1

PricewaterhouseCoopers LLP

SUMMARY CHARTS



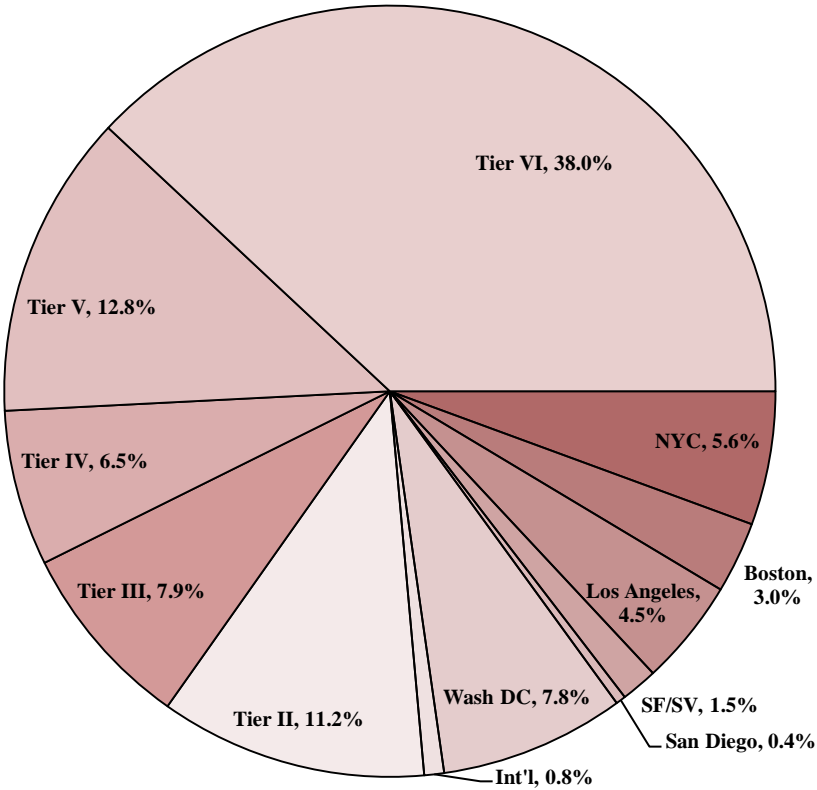
2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Geographic Footprint<sup>1</sup>

Your Firm

Total Group



	NYC	Boston	Los Angeles	SF/SV	San Diego	Wash DC	Int'l	Tier II	Tier III	Tier IV	Tier V	Tier VI
Your Firm												
Total Group	5.6%	3.0%	4.5%	1.5%	0.4%	7.8%	0.8%	11.2%	7.9%	6.5%	12.8%	38.0%

- Tier I: Boston, Los Angeles, San Francisco / Silicon Valley, San Diego, Washington, DC
- Tier II: Chicago, Houston, Dallas
- Tier III: Philadelphia, Miami, Pittsburgh, Austin, Seattle
- Tier IV: Denver, Atlanta, Minneapolis, Charlotte
- Tier V: Cleveland, Phoenix, Detroit, Kansas City, St. Louis
- Tier VI: All Other Cities
- NYC is excluded from all Tiers

<sup>1</sup> Values for both the Firm and the Total Group include only those offices submitted to the Survey.  
\*\* omitted due to insufficient data

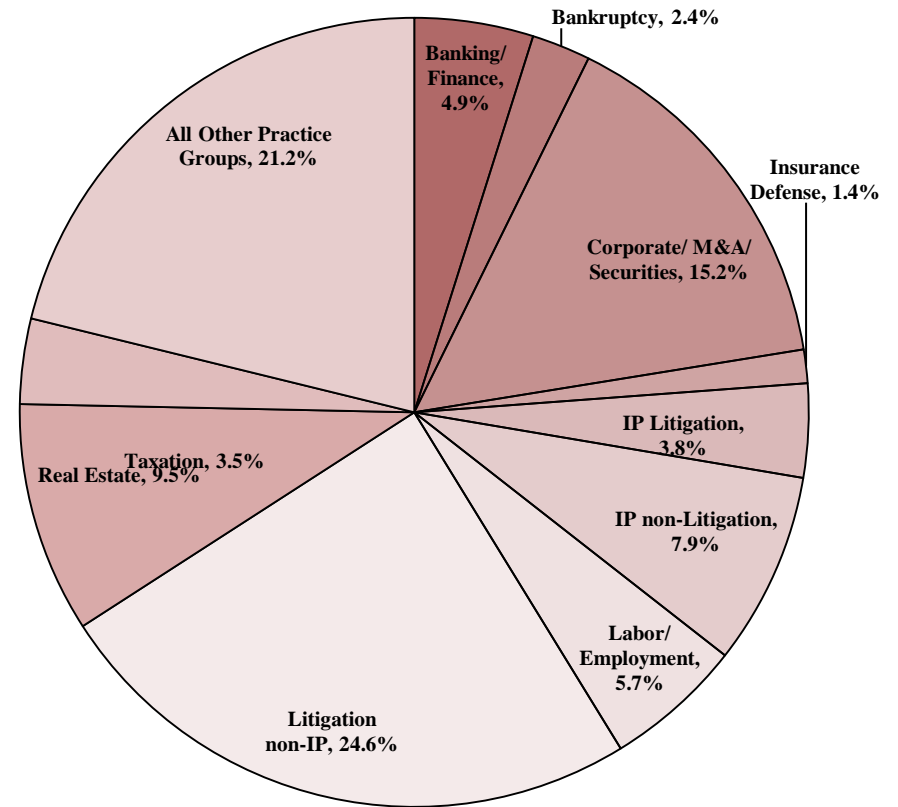
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AmLaw Second 100 xNYC - (60 members)

Practice Group Footprint<sup>1</sup>

Your Firm

Total Group



	Banking/ Finance	Bankruptcy	Corporate/ M&A/ Securities	Insurance Defense	IP Litigation	IP non- Litigation	Labor/ Employment	Litigation non-IP	Real Estate	Taxation	All Other Practice Groups
Your Firm											
Total Group	4.9%	2.4%	15.2%	1.4%	3.8%	7.9%	5.7%	24.6%	9.5%	3.5%	21.2%

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

\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Summary of Key Statistics

	Period	Your Firm		Group			Your Firm		Group		
		Average	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change - 1 Year	Rank / Of	% Change - 1 year		
				Quartile		Quartile			1 <sup>st</sup>	Median	3 <sup>rd</sup>
</											

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

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

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

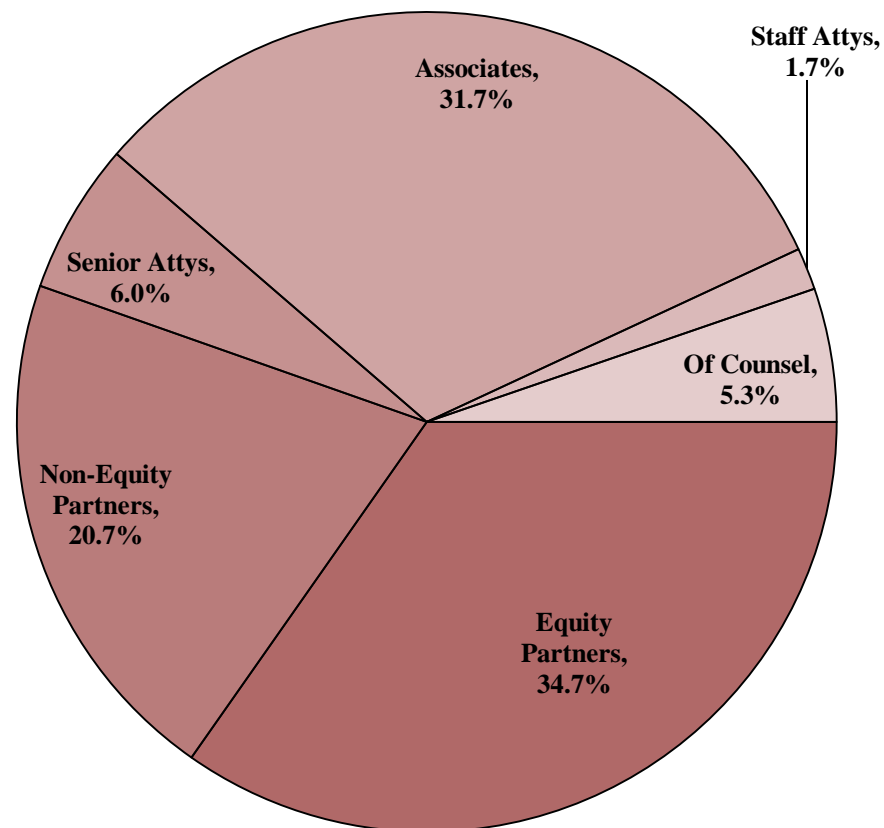
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AmLaw Second 100 xNYC - (60 members)

*Attorney Footprint*

**Your Firm**

**Total Group**



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
<b>Your Firm (%)</b>						
<b>Your Firm (FTE)</b>						
<b>Total Group (%)</b>	34.7%	20.7%	6.0%	31.7%	1.7%	5.3%
<b>Total Group (FTE)</b>	6,160	3,663	1,056	5,628	294	934

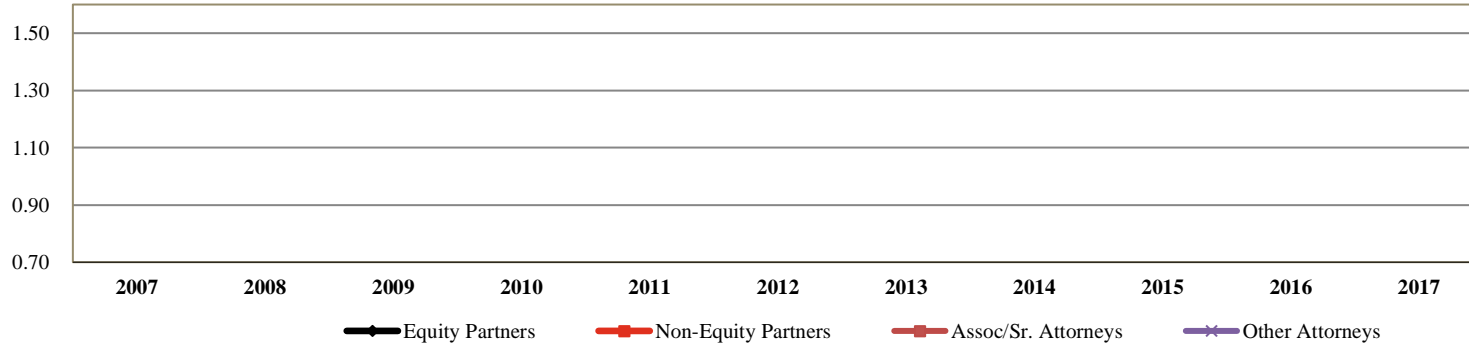
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Historical Attorney Footprint<sup>1</sup>

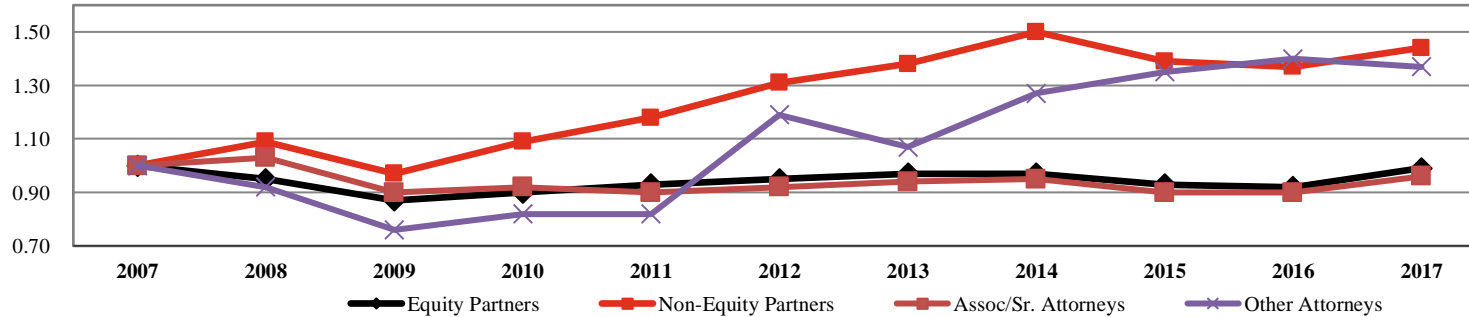
Your Firm



**Your Firm (FTE)**  
Equity Partner  
Non-Equity Partner  
Associates/Sr. Attorneys  
Other Attorneys<sup>2</sup>

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Equity Partner												
Non-Equity Partner												
Associates/Sr. Attorneys												
Other Attorneys <sup>2</sup>												

### Total Group



**Total Group (FTE)**  
Equity Partner  
Non-Equity Partner  
Associates/Sr. Attorneys  
Other Attorneys<sup>2</sup>

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Equity Partner	4,207	3,999	3,657	3,802	3,902	4,014	4,100	4,074	3,922	3,866	4,153	(1.3%)
Non-Equity Partner	1,539	1,670	1,496	1,673	1,813	2,012	2,130	2,310	2,141	2,115	2,208	43.5%
Associates/Sr. Attorneys	4,490	4,611	4,020	4,146	4,057	4,142	4,209	4,284	4,039	4,026	4,320	(3.8%)
Other Attorneys <sup>2</sup>	494	454	377	407	403	587	527	627	669	691	678	37.3%

<sup>1</sup> Includes only those Firms that participated for the past 11 years; All values indexed to 2007.

<sup>2</sup> Other Attorneys include Of Counsel and Staff Attorneys.

\*\* omitted due to insufficient data

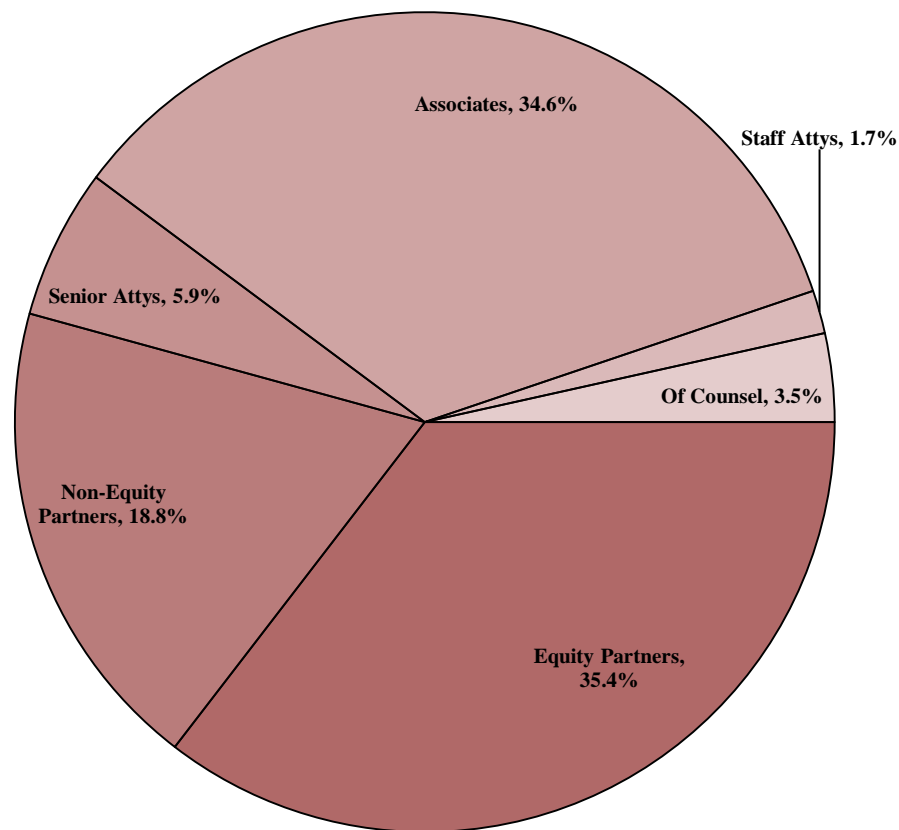
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AmLaw Second 100 xNYC - (60 members)

*Attorney Billable Hours by Classification*

**Your Firm**

**Total Group**



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
<b>Your Firm</b>						
<b>Total Group</b>	35.4%	18.8%	5.9%	34.6%	1.7%	3.5%

\*\* omitted due to insufficient data

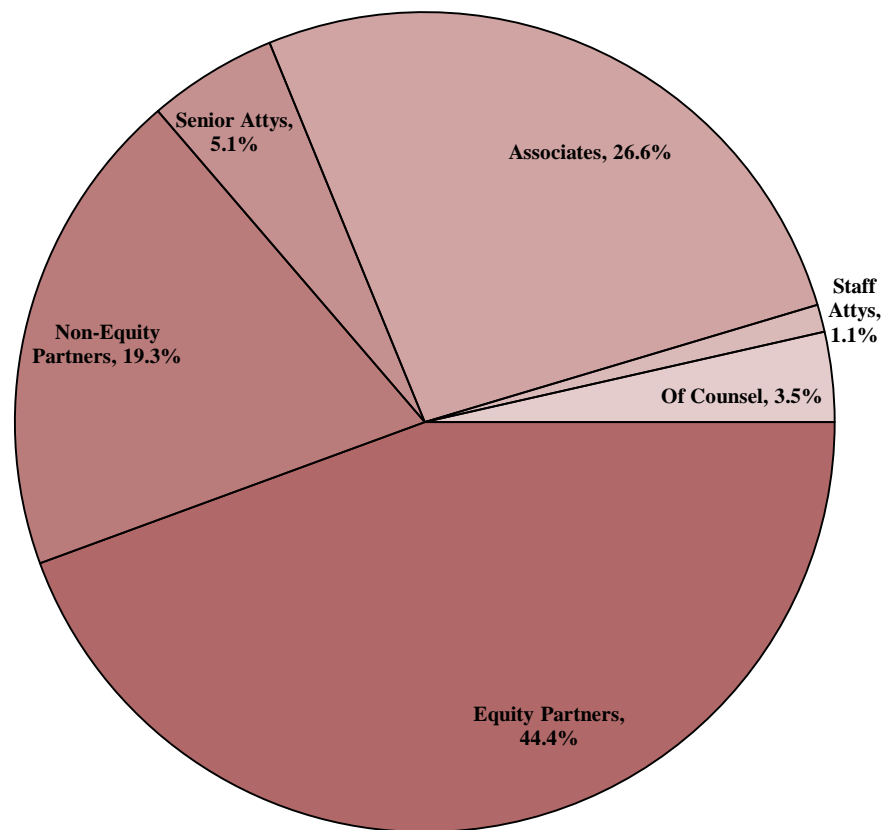
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AmLaw Second 100 xNYC - (60 members)

*Attorney Fees Billed by Classification*

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	44.4%	19.3%	5.1%	26.6%	1.1%	3.5%

\*\* omitted due to insufficient data

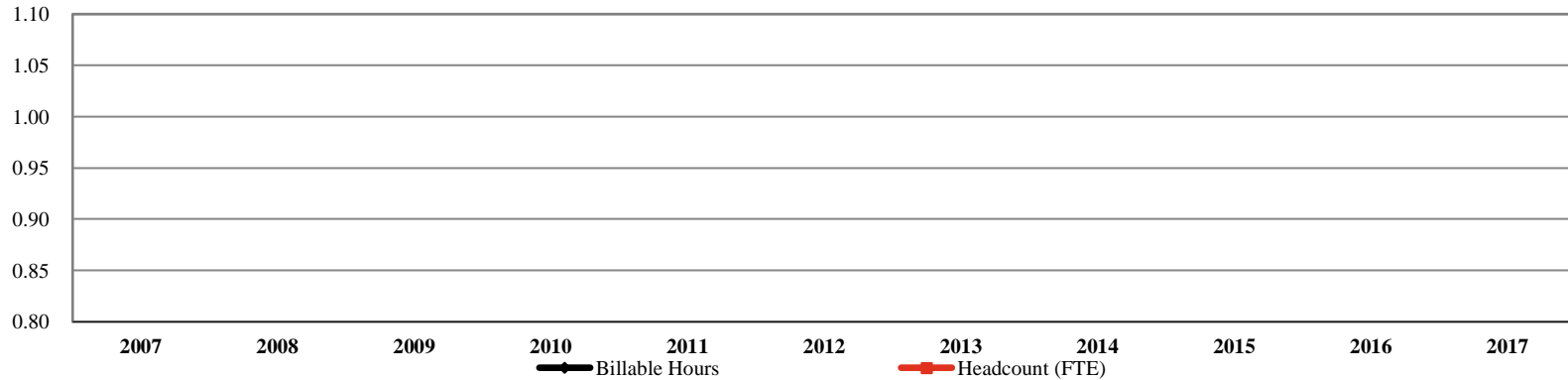
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AmLaw Second 100 xNYC - (60 members)

### Attorney Capacity<sup>1</sup>

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

#### Your Firm



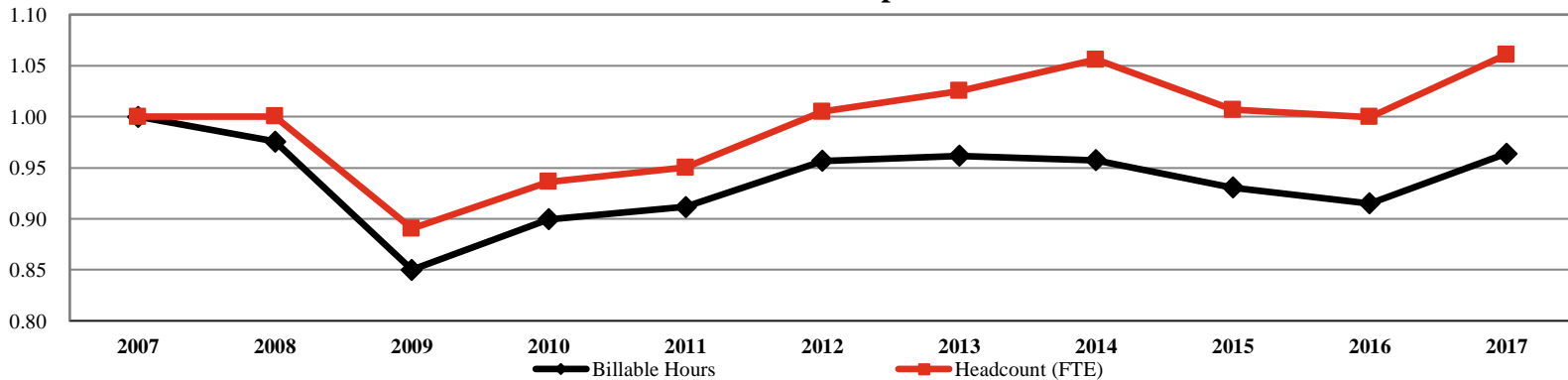
#### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours												
Headcount (FTE)												

#### Total Group<sup>2</sup>



#### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours	17,946,032	17,507,279	15,254,782	16,139,332	16,357,906	17,169,303	17,255,885	17,177,830	16,700,031	16,420,181	17,296,151	(3.6%)
Headcount (FTE)	10,731	10,735	9,555	10,047	10,196	10,785	11,000	11,332	10,805	10,728	11,386	6.1%

<sup>1</sup> Includes only those Firms that participated for the past 11 years; All values indexed to 2007.

<sup>2</sup> Number of members represented in the group results: 37

\*\* omitted due to insufficient data

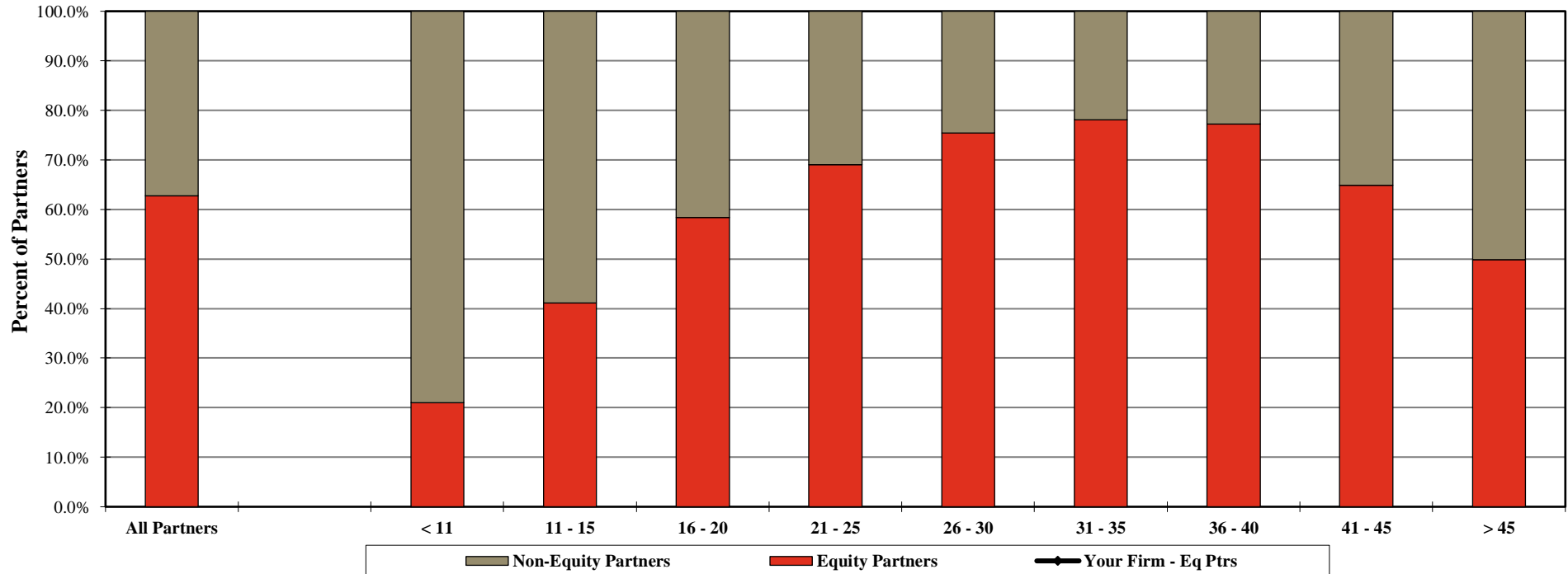


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Partner Demographics<sup>1</sup>

For the 12-month period ending December 31, 2017



	Your Firm		Total Group	
By Years of Experience	Equity Partners	Non-Equity Partners	Equity Partners	Non-Equity Partners
< 11 Years			21.0%	79.0%
11 - 15 Years			41.2%	58.8%
16 - 20 Years			58.3%	41.7%
21 - 25 Years			69.1%	30.9%
26 - 30 Years			75.5%	24.5%
31 - 35 Years			78.0%	22.0%
36 - 40 Years			77.2%	22.8%
41 - 45 Years			64.9%	35.1%
> 45 Years			49.9%	50.1%
All Partners			62.7%	37.3%

<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.

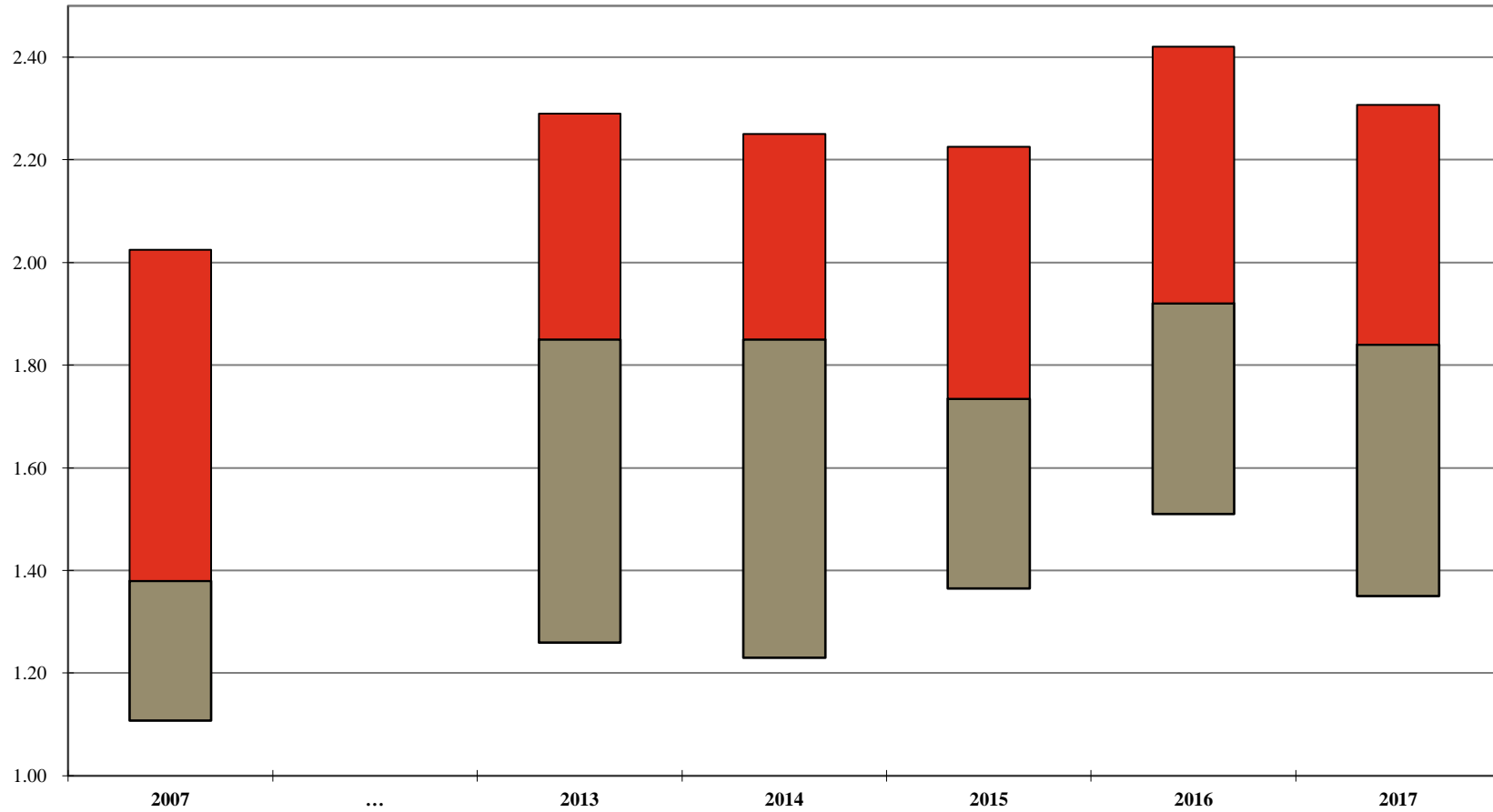
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Leverage<sup>1</sup>

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



	2007	2013	2014	2015	2016	2017
<b>Your Firm</b>						
<b>1st Qtile</b>	2.03	2.29	2.25	2.23	2.42	2.31
<b>Median</b>	1.38	1.85	1.85	1.74	1.92	1.84
<b>3rd Qtile</b>	1.11	1.26	1.23	1.37	1.51	1.35

<sup>1</sup> Ratio of Other Attorneys to Equity Partners. Other Attorneys include Non-Equity Partners, Associates, Sr. and Staff Attorneys. Of Counsel attorneys are excluded from this calculation. Additional detail can be found on Page 121.

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

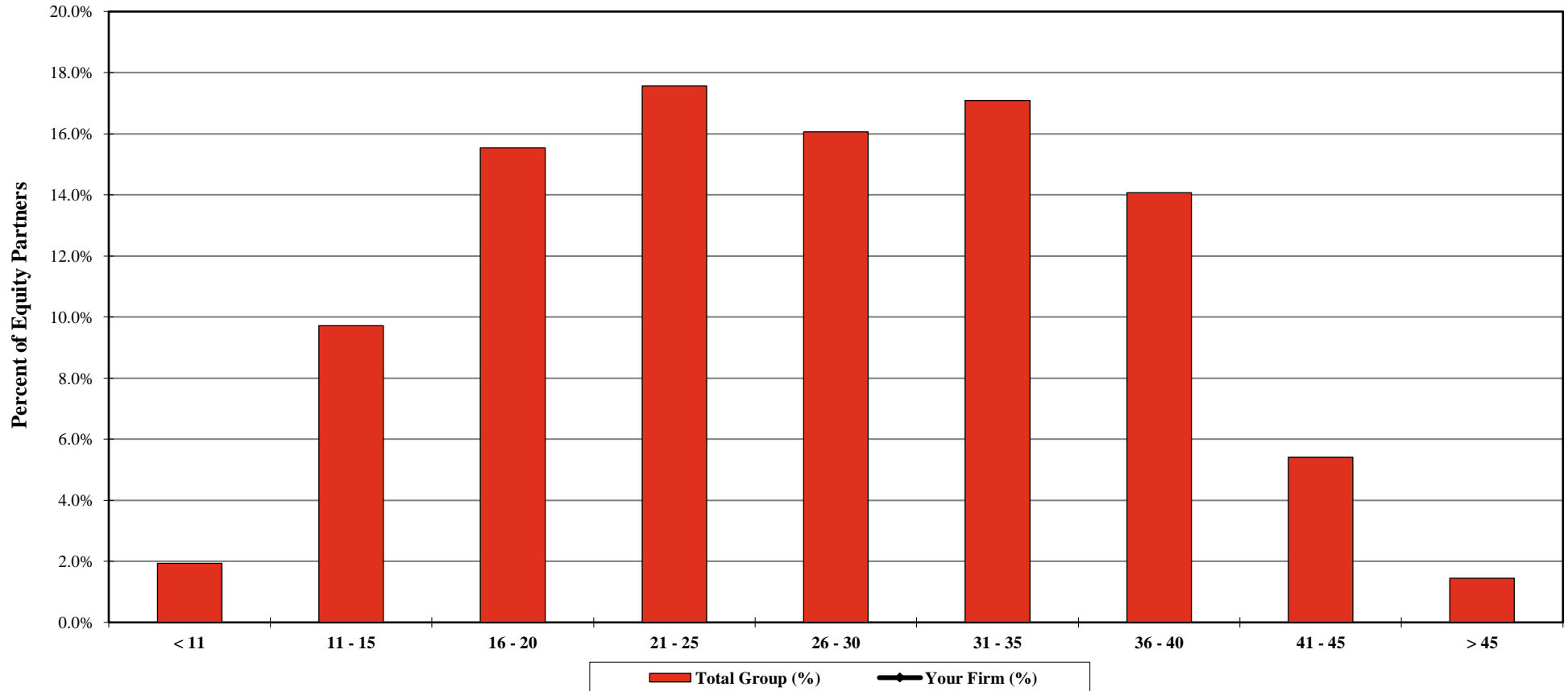
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### *Distribution of Equity Partners by Years of Experience<sup>1</sup>*

*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 (%)	1.9%	9.7%	15.5%	17.6%	16.1%	17.1%	14.1%	5.4%
Total Group (FTE)	119	598	957	1,081	989	1,052	866	333	89

<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.

\*\* omitted due to insufficient data

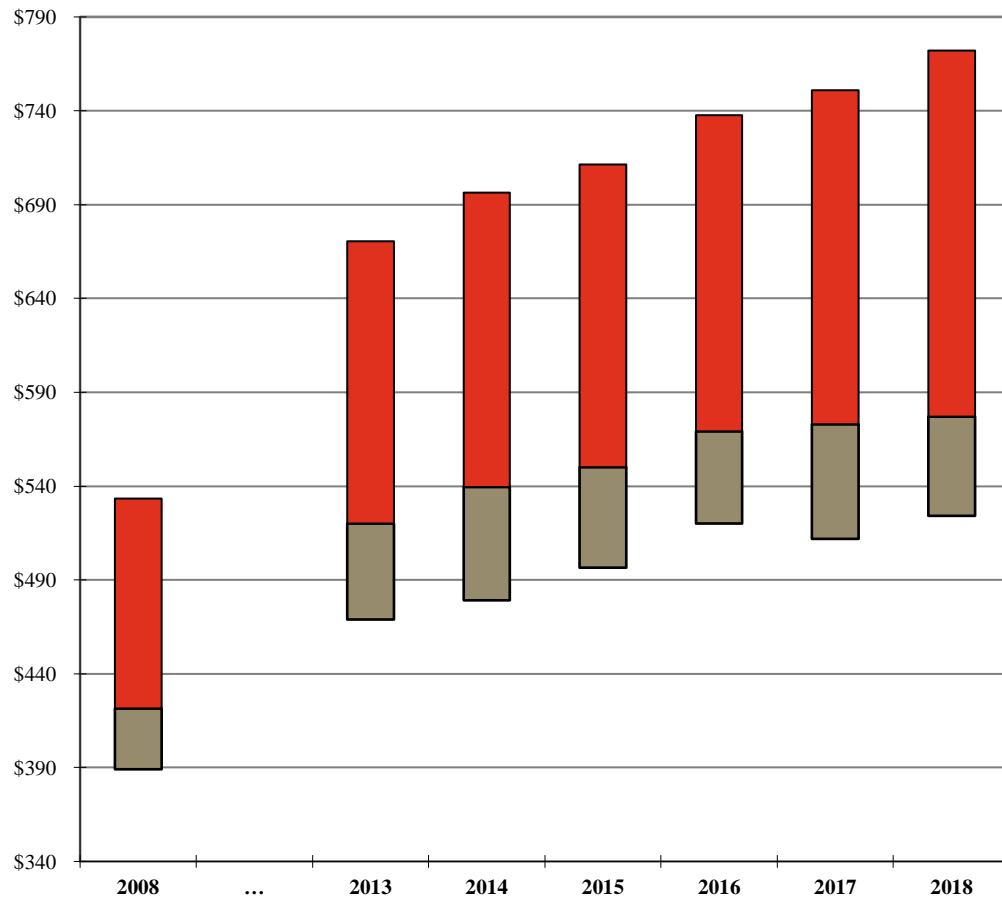
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### Equity Partner Rates

#### Standard Rates

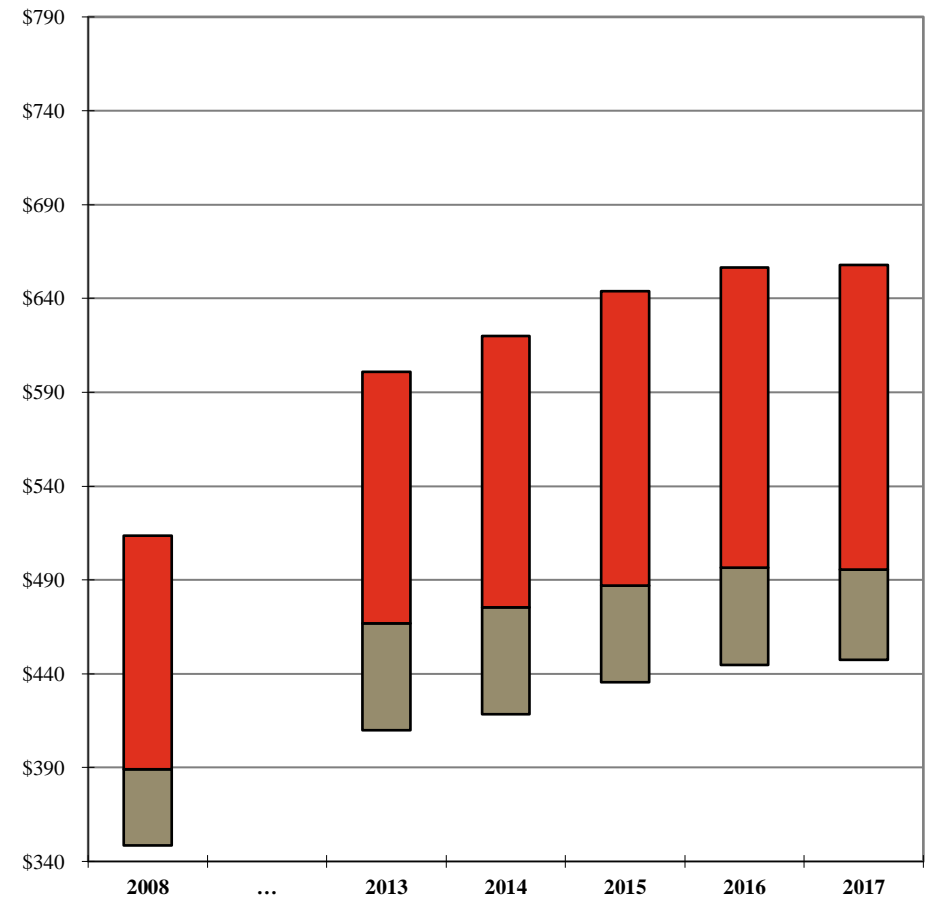
As of January 1st of the stated year



	2008	2013	2014	2015	2016	2017	2018
<b>Your Firm</b>							
<b>1st Qtle</b>	\$534	\$671	\$697	\$712	\$738	\$751	\$772
<b>Median</b>	422	520	540	550	569	573	577
<b>3rd Qtle</b>	389	469	479	497	520	512	524

#### Billed Rates

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



	2008	2013	2014	2015	2016	2017
<b>Your Firm</b>						
<b>1st Qtle</b>	\$514	\$601	\$620	\$644	\$657	\$658
<b>Median</b>	389	467	476	487	497	496
<b>3rd Qtle</b>	349	410	419	436	445	447

Additional detail can be found on Pages 76 and 97.

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

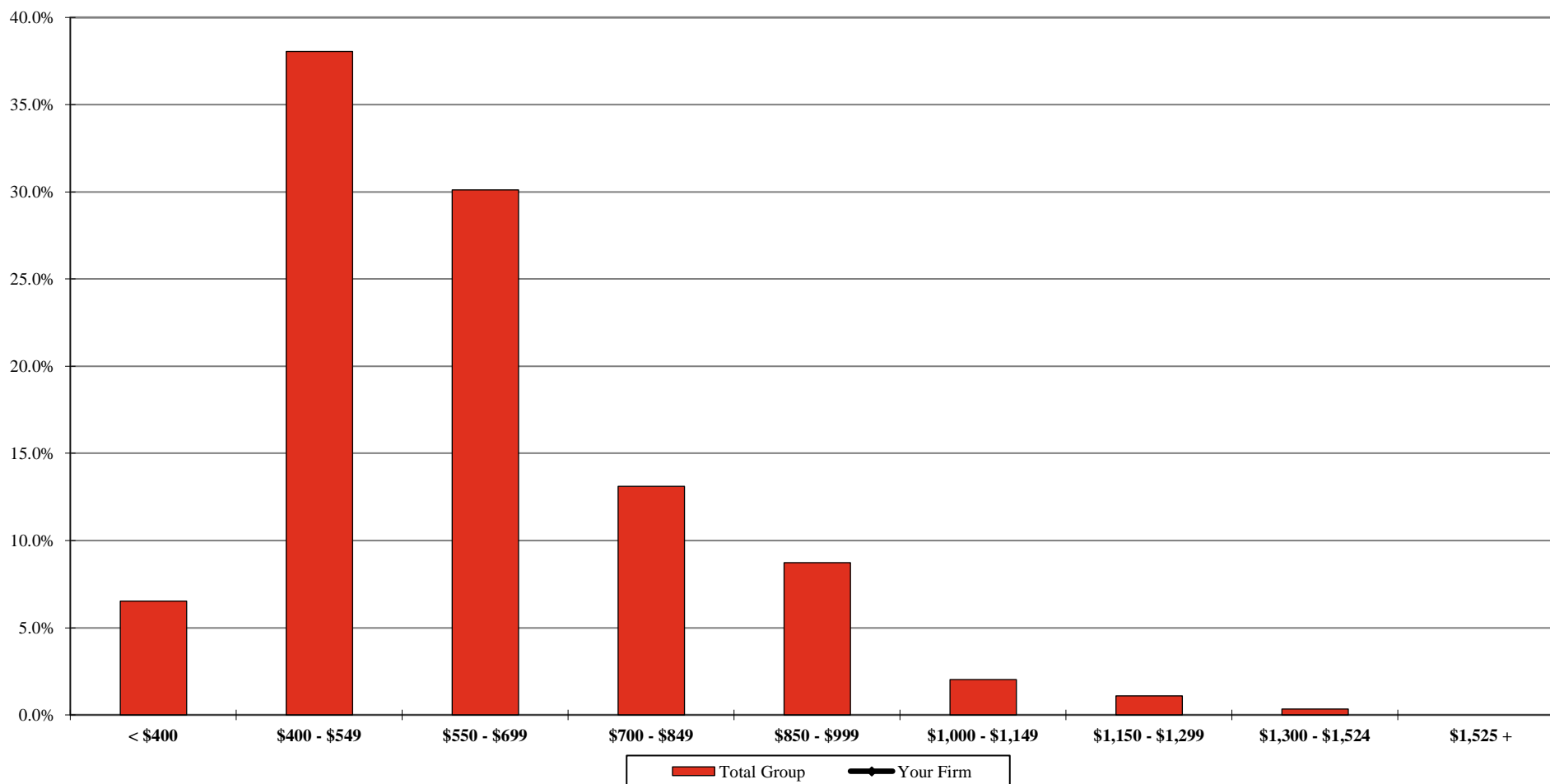
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Equity Partner Standard Billing Rates

As of January 1, 2018



**Your Firm**  
**Total Group**

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
6.5%	38.0%	30.1%	13.1%	8.7%	2.0%	1.1%	0.3%	

Additional detail can be found on Page 78.

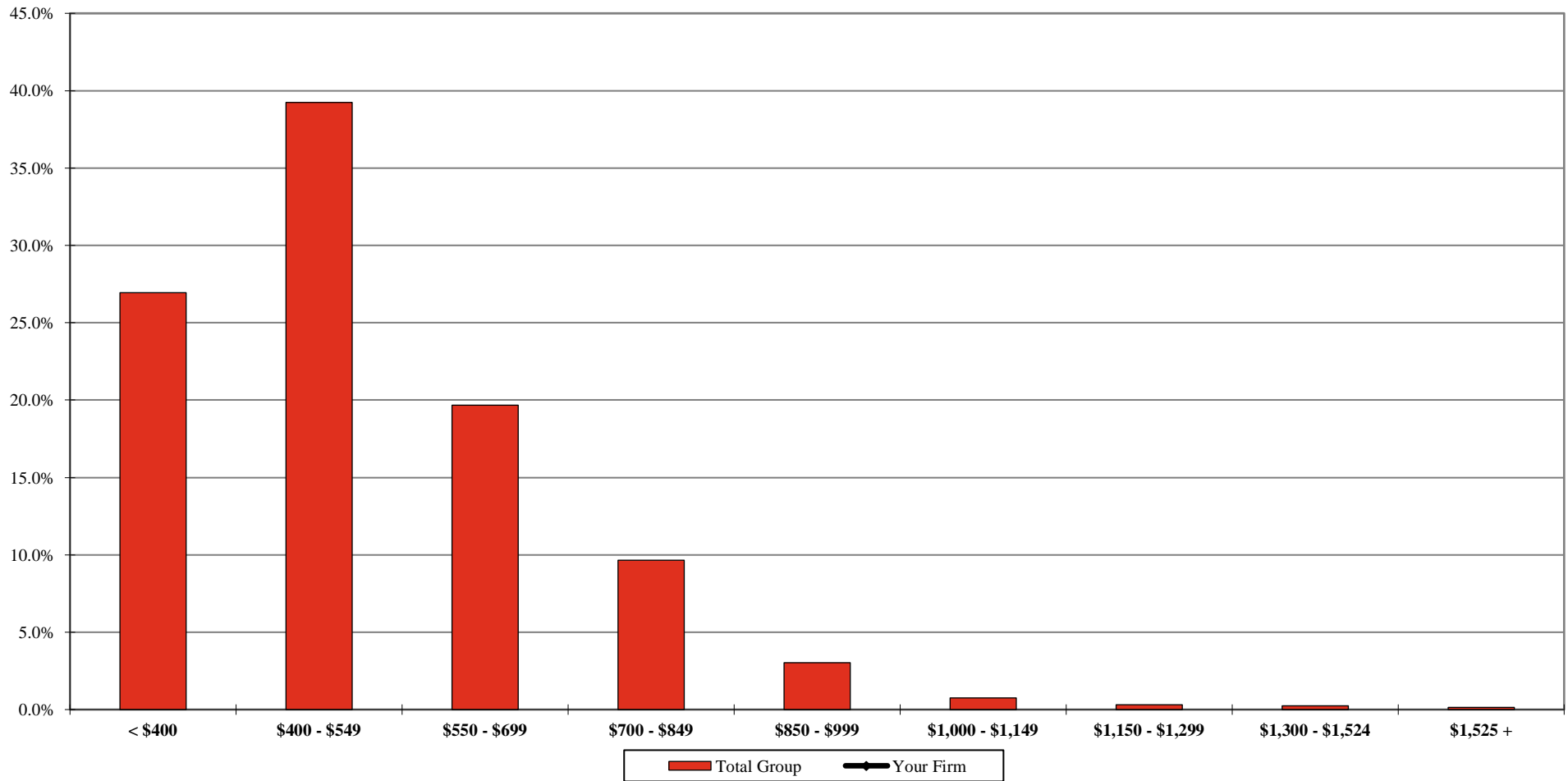
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Equity Partner Billed Rates

For the 12-month period ending December 31, 2017



	< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
<b>Your Firm</b>									
<b>Total Group</b>	27.0%	39.2%	19.7%	9.6%	3.0%	0.8%	0.3%	0.2%	0.1%

Additional detail can be found on Page 99.

\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Discounting<sup>1</sup>

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



	2008	2013	2014	2015	2016	2017
<b>Your Firm</b>						
<b>1st Qtle</b>	9.0%	14.9%	14.3%	13.9%	14.6%	15.9%
<b>Median</b>	6.8%	10.1%	10.3%	10.1%	11.0%	12.3%
<b>3rd Qtle</b>	3.7%	6.4%	4.8%	7.3%	7.5%	8.8%

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

Additional detail can be found on Page 108.

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

\*\* omitted due to insufficient data

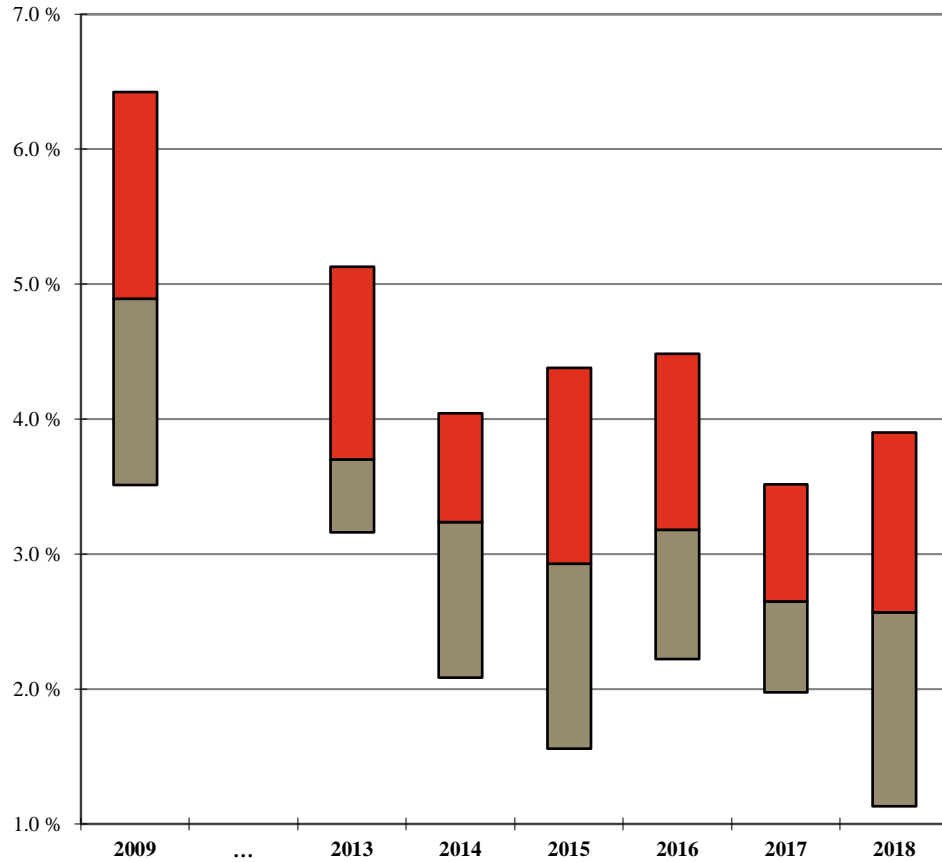
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AmLaw Second 100 xNYC - (60 members)

### Annual Change<sup>1</sup> : Equity Partner Standard Rates

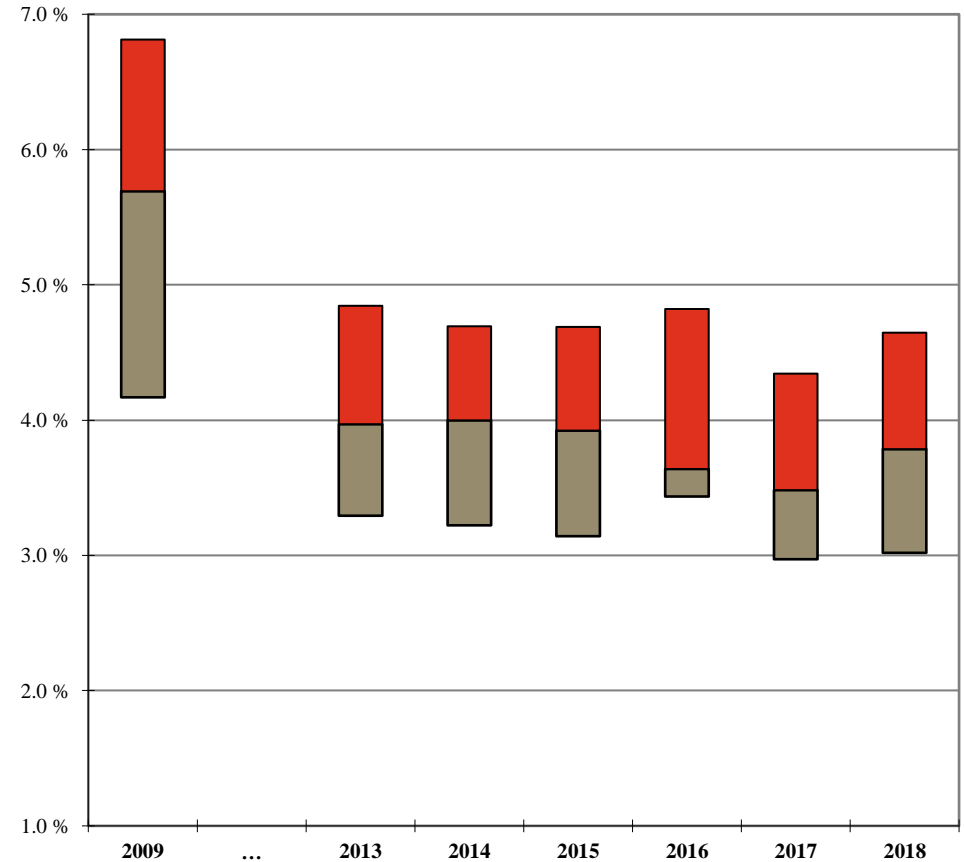
As of January 1st of the stated year

'Net' Change



Your Firm	2009	2013	2014	2015	2016	2017	2018
1st Qtle	6.4%	5.1%	4.0%	4.4%	4.5%	3.5%	3.9%
Median	4.9%	3.7%	3.2%	2.9%	3.2%	2.7%	2.6%
3rd Qtle	3.5%	3.2%	2.1%	1.6%	2.2%	2.0%	1.1%

'Full Year' Change



Your Firm	2009	2013	2014	2015	2016	2017	2018
1st Qtle	6.8%	4.8%	4.7%	4.7%	4.8%	4.3%	4.6%
Median	5.7%	4.0%	4.0%	3.9%	3.6%	3.5%	3.8%
3rd Qtle	4.2%	3.3%	3.2%	3.1%	3.4%	3.0%	3.0%

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

Additional detail can be found on Pages 76 and 84.

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

\*\* omitted due to insufficient data

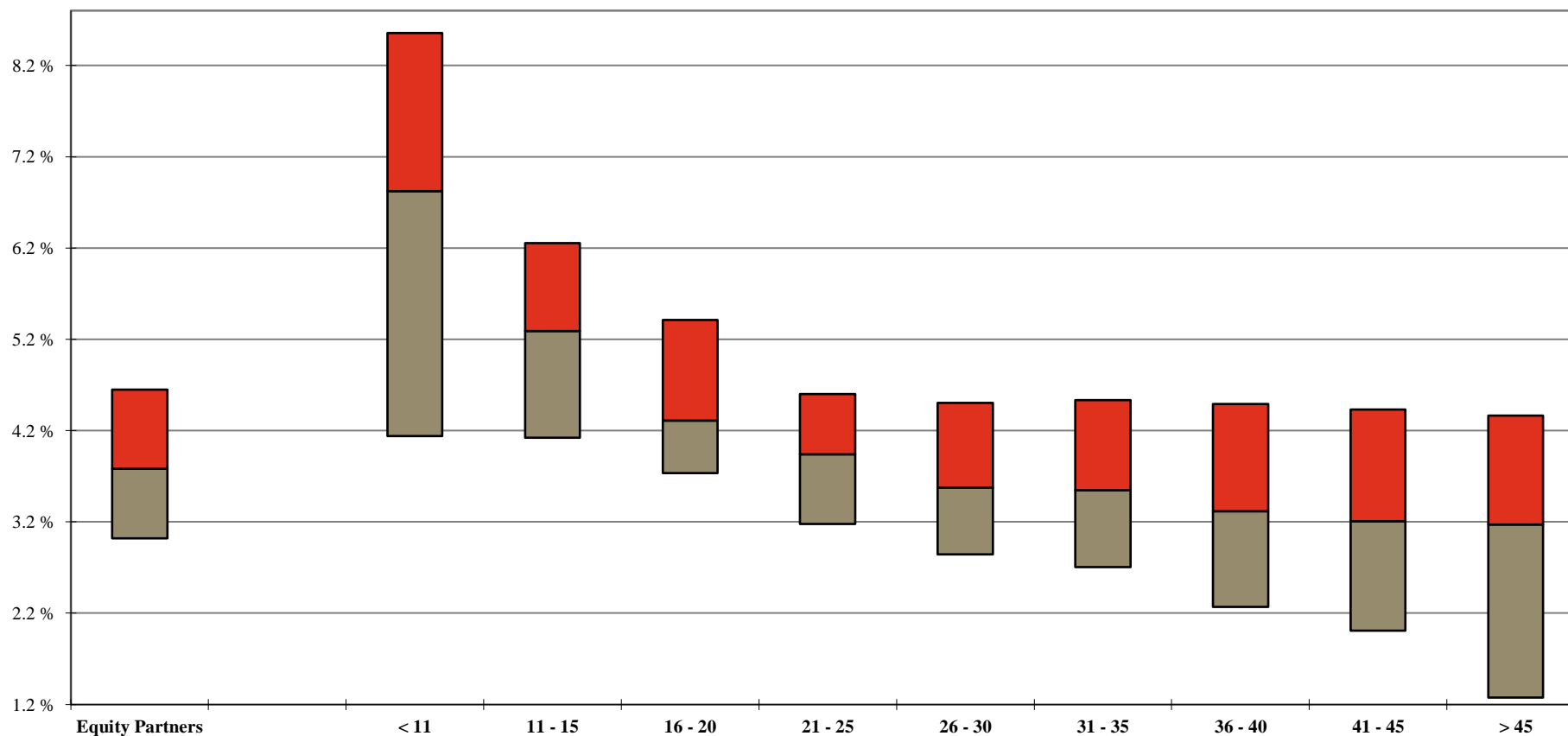


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### 'Full Year'<sup>1</sup> Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2018



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	4.6%	8.6%	6.3%	5.4%	4.6%	4.5%	4.5%	4.5%	4.4%	4.4%
	Median	3.8%	6.8%	5.3%	4.3%	3.9%	3.6%	3.6%	3.3%	3.2%	3.2%
	3rd Qtle	3.0%	4.1%	4.1%	3.7%	3.2%	2.8%	2.7%	2.3%	2.0%	1.3%

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

Additional detail can be found on Page 84.

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

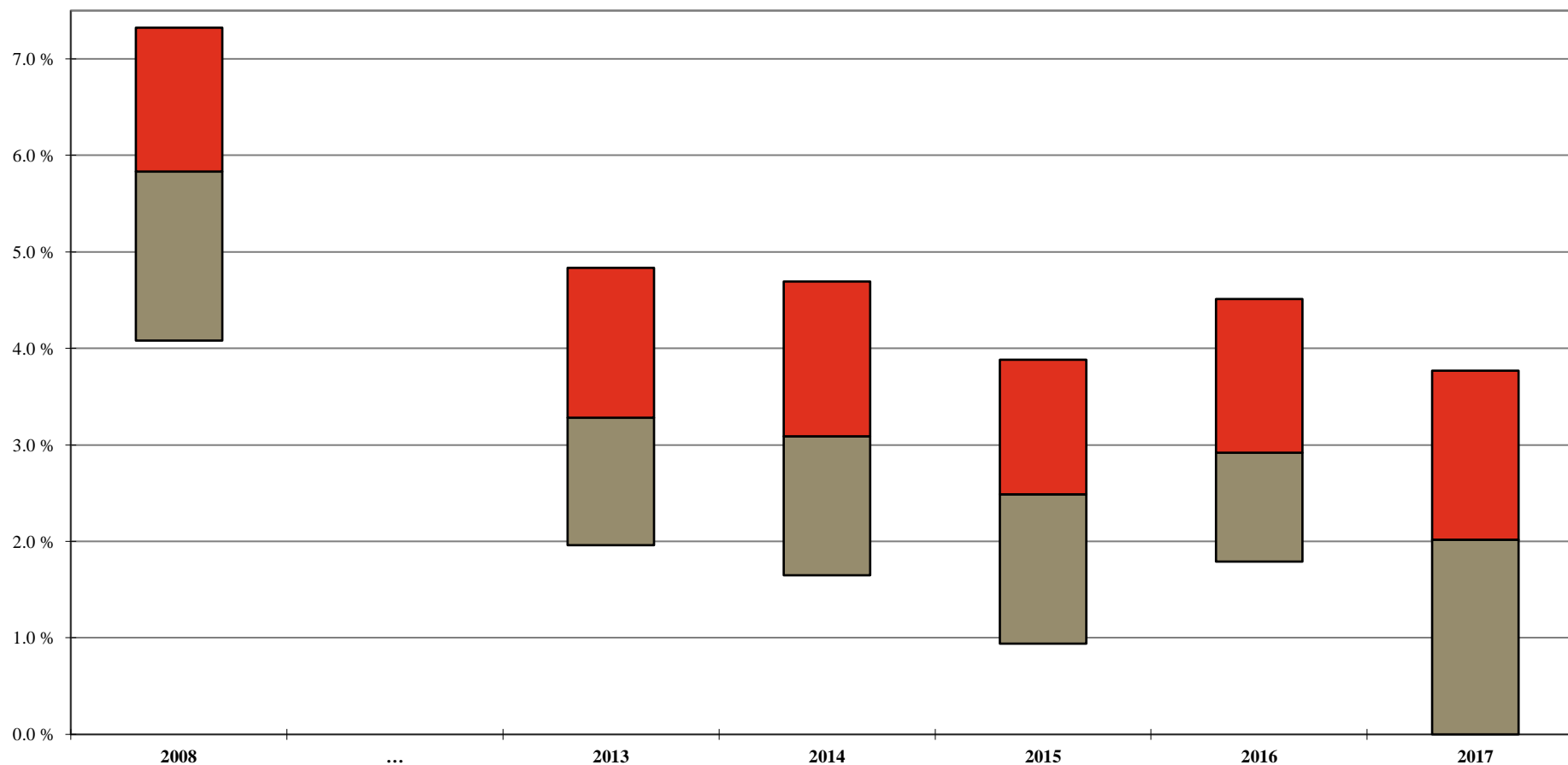
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Annual Change: Equity Partner Billed Rates

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



Your Firm

1st Qtile

Median

3rd Qtile

2008
7.3%
5.8%
4.1%

2013	2014	2015	2016	2017
4.8%	4.7%	3.9%	4.5%	3.8%
3.3%	3.1%	2.5%	2.9%	2.0%
2.0%	1.7%	0.9%	1.8%	0.0%

Additional detail can be found on Page 97.

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

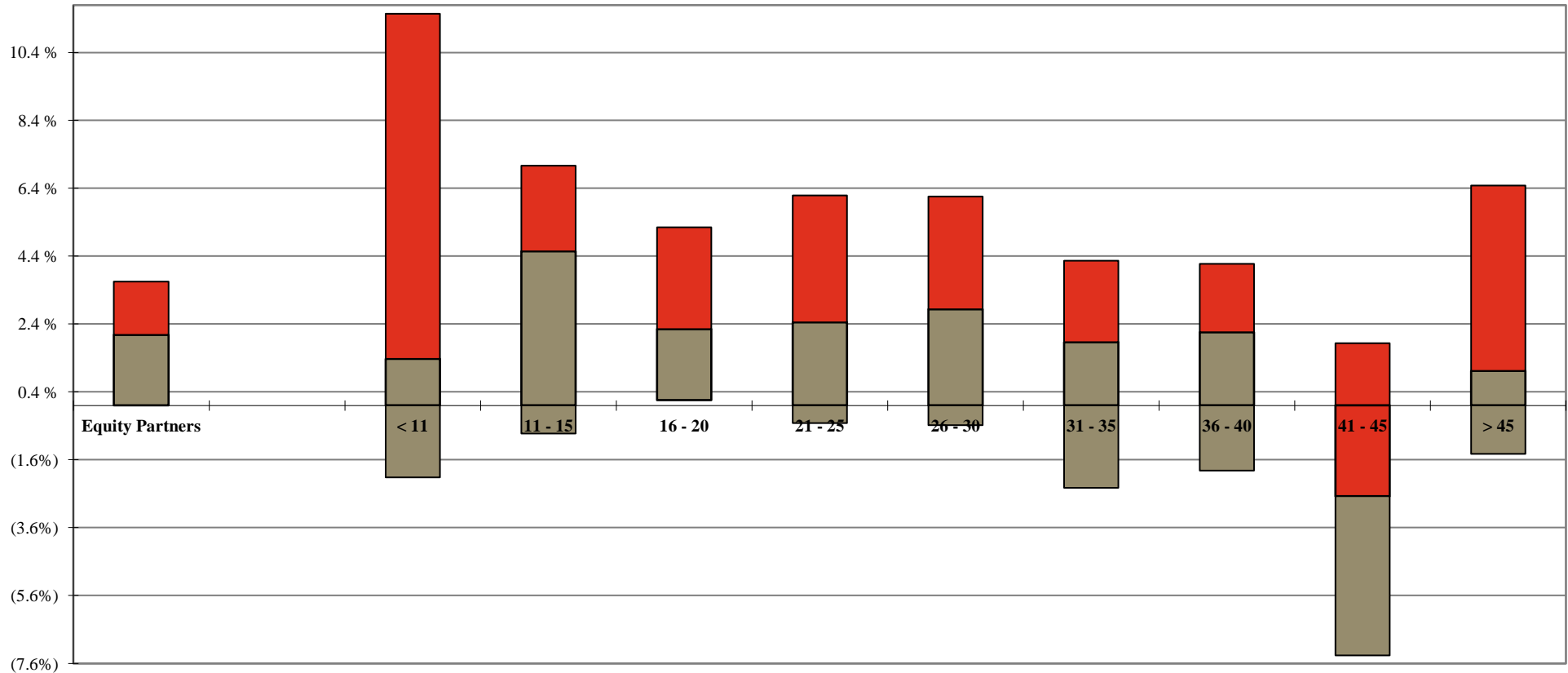
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### 'Full Year'<sup>1</sup> Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2018



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	3.7%	11.5%	7.1%	5.3%	6.2%	6.2%	4.3%	4.2%	1.8%	6.5%
Median	2.1%	1.4%	4.6%	2.3%	2.5%	2.8%	1.9%	2.2%	(2.7%)	1.0%
3rd Qtle	0.0%	(2.1%)	(0.8%)	0.2%	(0.5%)	(0.6%)	(2.4%)	(1.9%)	(7.4%)	(1.4%)

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

Additional detail can be found on Page 105.

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

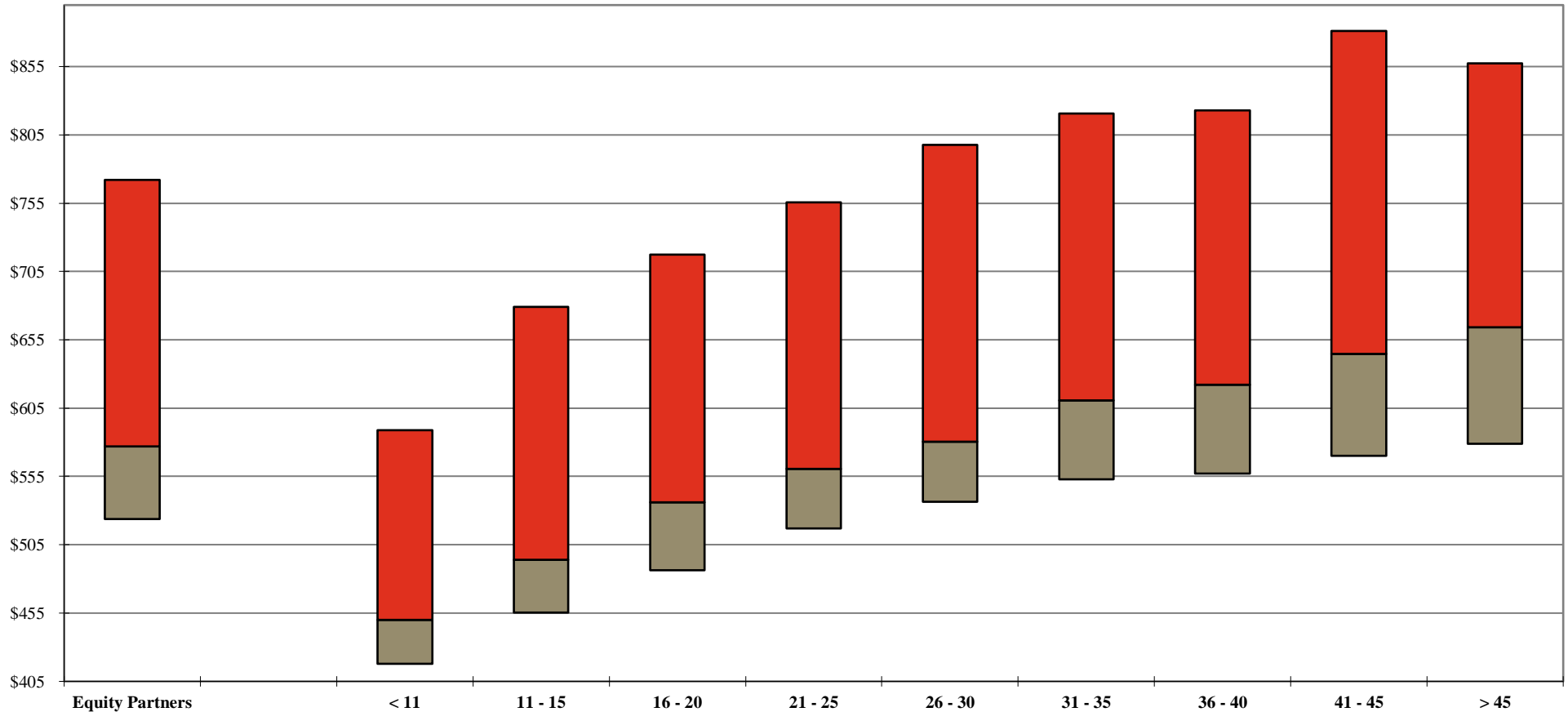
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Standard Rates by Years of Experience

As of January 1, 2018



	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
<b>Your Firm</b>										
<b>1st Qtle</b>	\$772	\$589	\$679	\$717	\$756	\$798	\$821	\$823	\$881	\$858
<b>Median</b>	577	450	494	536	561	581	611	622	645	664
<b>3rd Qtle</b>	524	418	456	486	517	536	553	557	570	579

Additional detail can be found on Page 76.

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

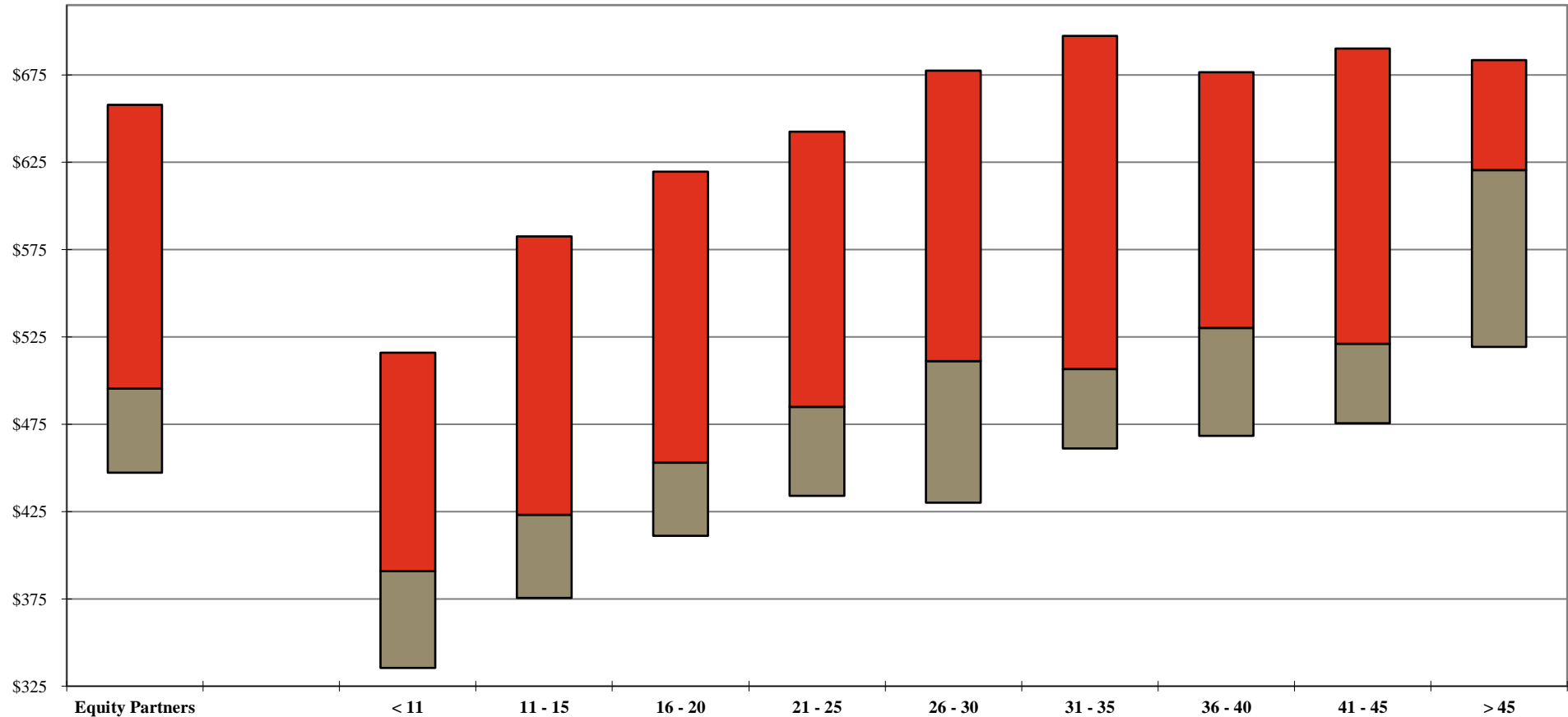
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Billed Rates by Years of Experience

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	\$658	\$516	\$583	\$620	\$643	\$678	\$697	\$677	\$690	\$684
	Median	496	391	423	453	485	511	507	530	521	621
	3rd Qtle	447	336	376	411	434	430	461	468	476	519

Additional detail can be found on Page 97.

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

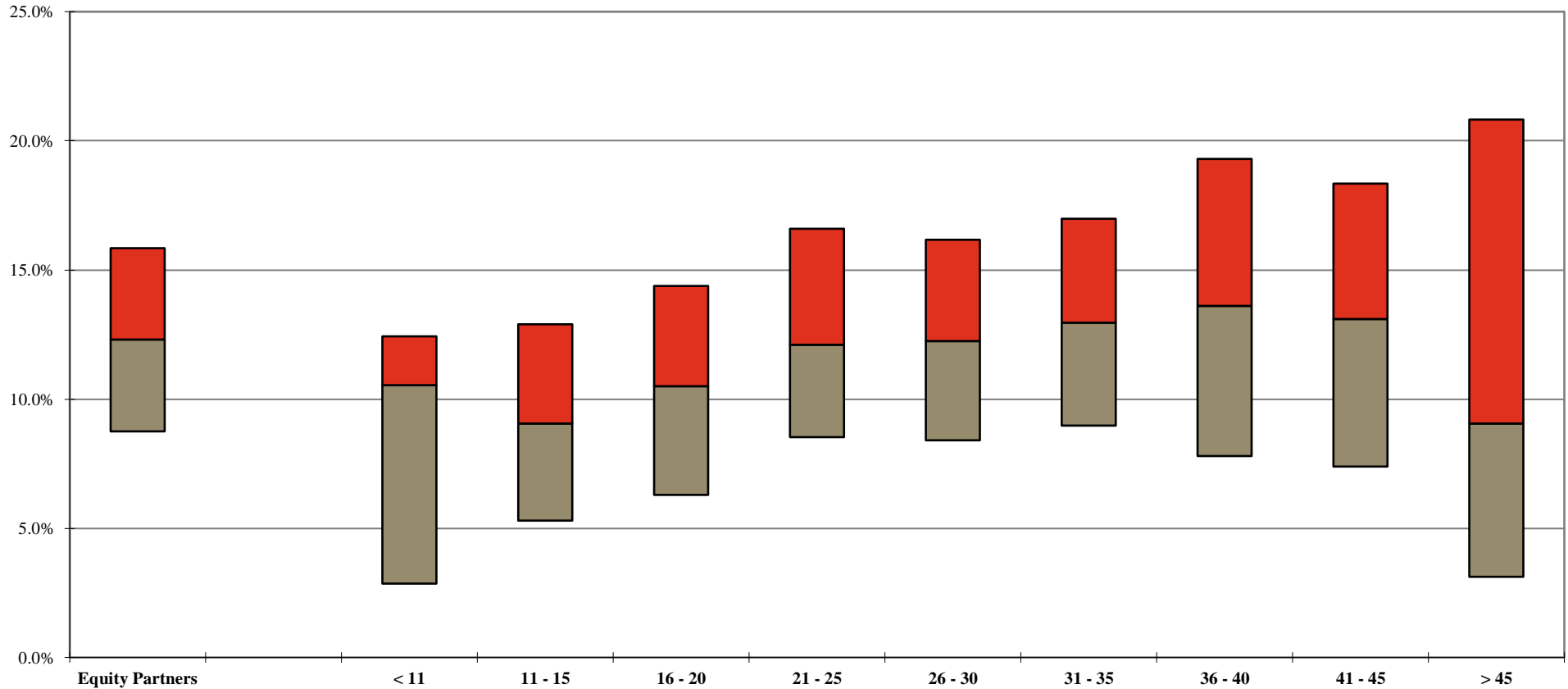
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Discounting<sup>1</sup> by Years of Experience

For the 12-month period ending December 31, 2017



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	15.9%	12.4%	12.9%	14.4%	16.6%	16.2%	17.0%	19.3%	18.4%	20.8%
	Median	12.3%	10.6%	9.1%	10.5%	12.1%	12.3%	13.0%	13.6%	13.1%	9.1%
	3rd Qtle	8.8%	2.9%	5.3%	6.3%	8.5%	8.4%	9.0%	7.8%	7.4%	3.1%

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

Additional detail can be found on Page 108.

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

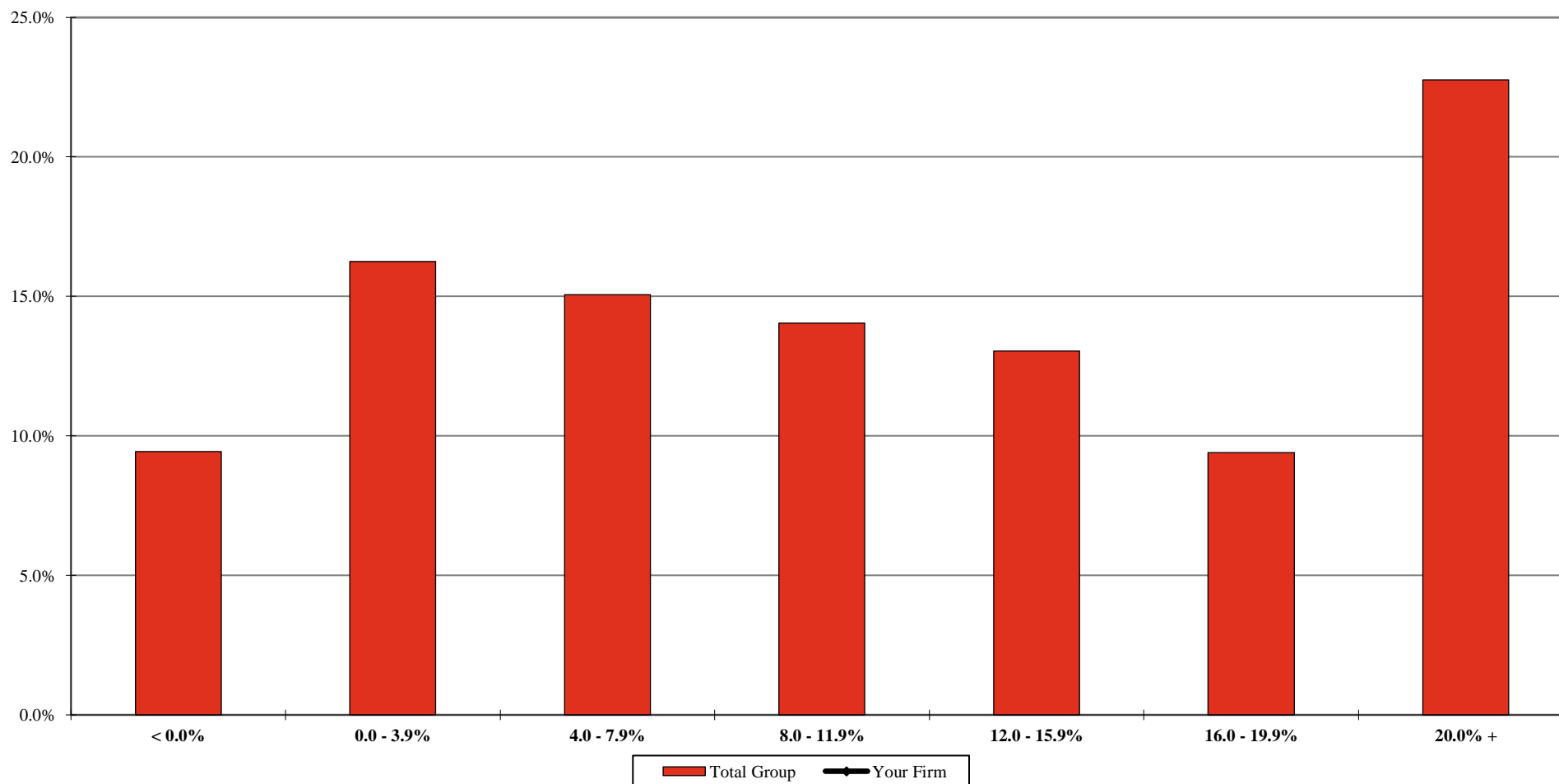
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Equity Partners by Discount Levels <sup>1</sup>

For the 12-month period ending December 31, 2017



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>Your Firm</b>							
<b>Total Group</b>	9.4%	16.2%	15.1%	14.0%	13.1%	9.4%	22.8%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 111.

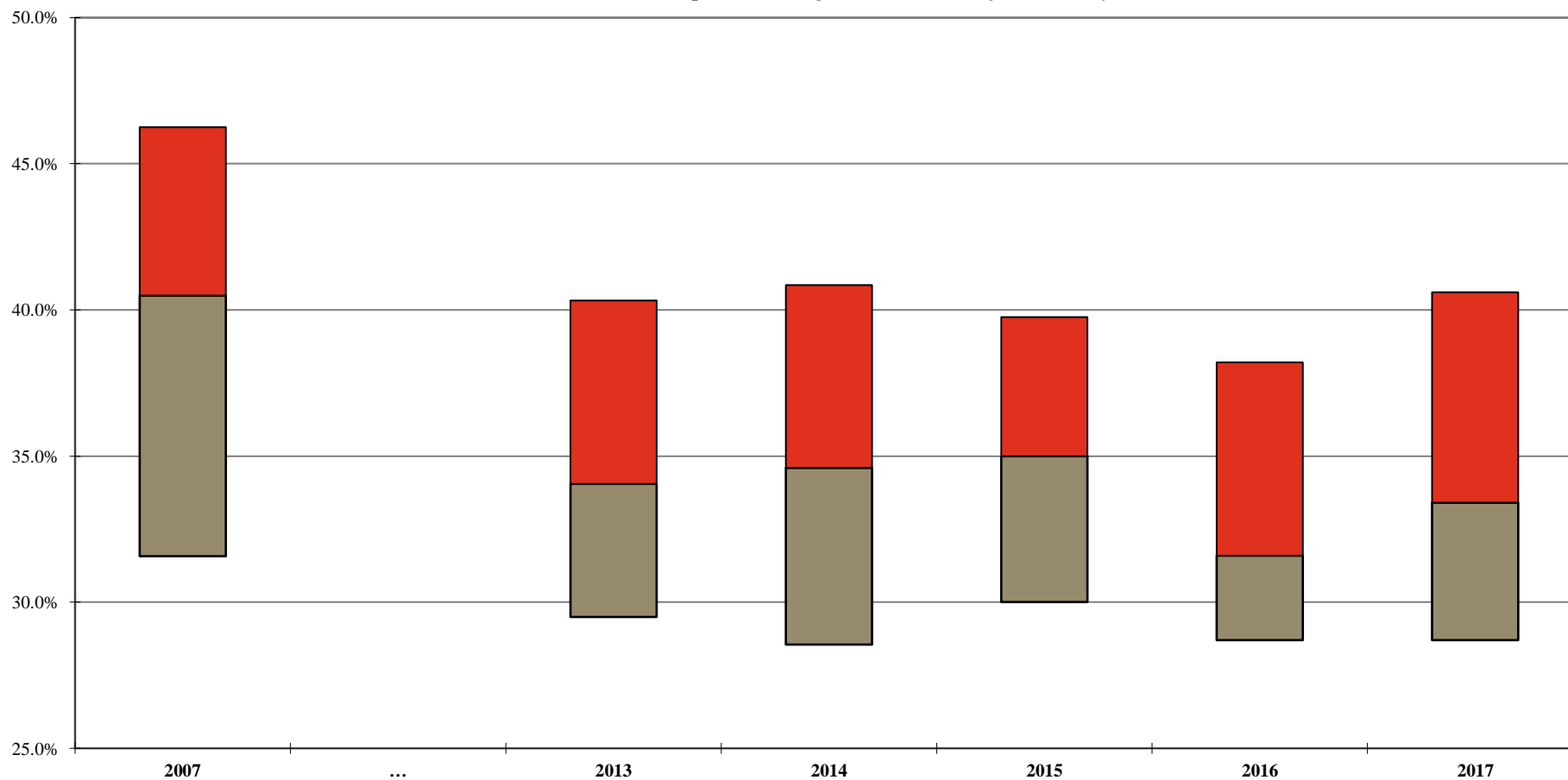
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Hours as a Percentage of All Attorney Hours

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



Your Firm

1st Qtile

Median

3rd Qtile

2007
46.3%
40.5%
31.6%

2013	2014	2015	2016	2017
40.3%	40.9%	39.8%	38.2%	40.6%
34.1%	34.6%	35.0%	31.6%	33.4%
29.5%	28.6%	30.0%	28.7%	28.7%

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

\*\* omitted due to insufficient data



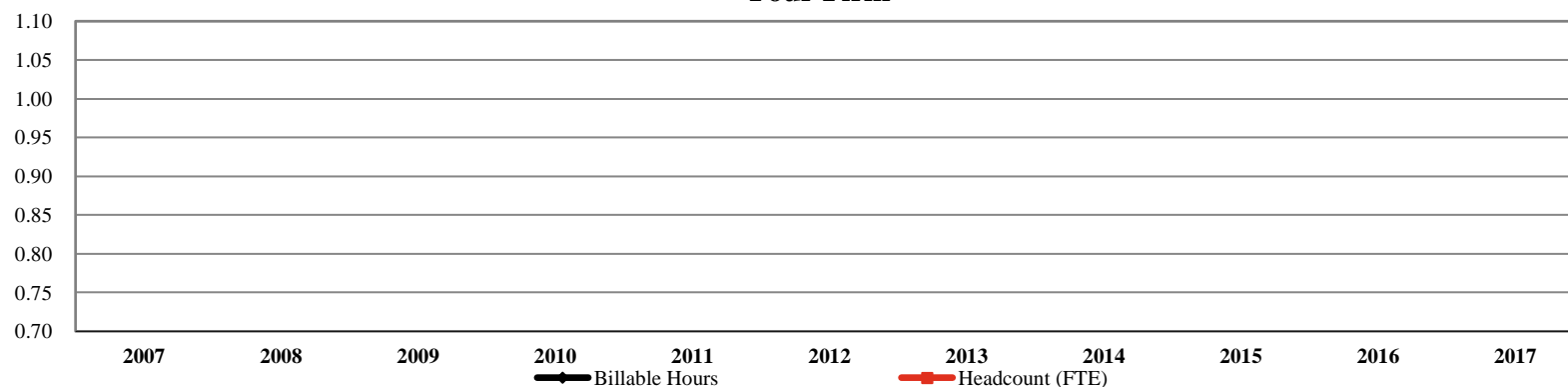
# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Equity Partner Capacity<sup>1</sup>

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

### Your Firm



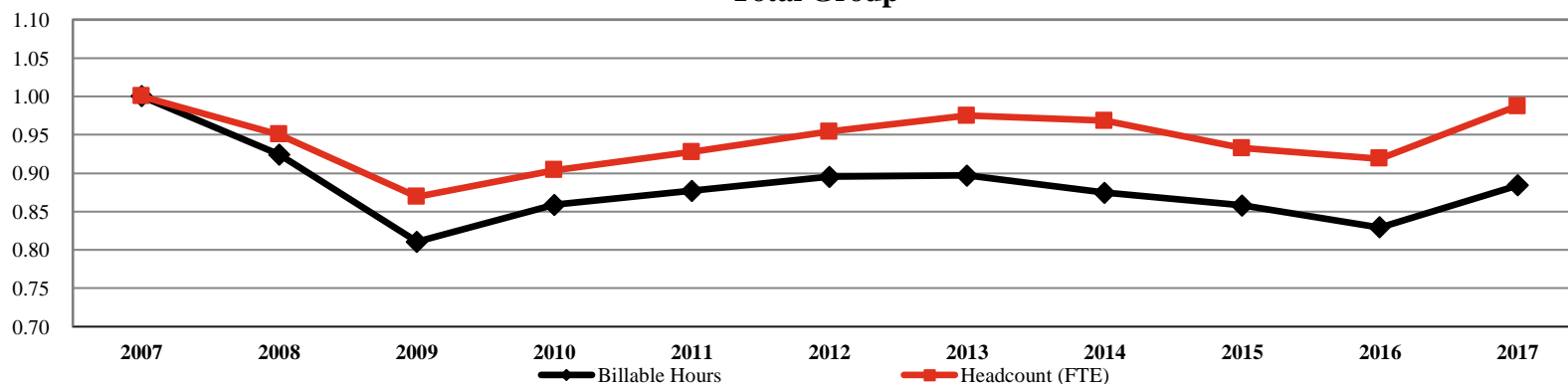
### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours												
Headcount (FTE)												

### Total Group<sup>2</sup>



### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours	7,049,962	6,517,091	5,715,347	6,053,717	6,181,755	6,310,316	6,322,859	6,166,489	6,049,133	5,846,692	6,231,080	(11.6%)
Headcount (FTE)	4,207	3,999	3,657	3,802	3,902	4,014	4,100	4,074	3,922	3,866	4,153	(1.3%)

<sup>1</sup> Includes only those Firms that participated for the past 11 years; All values indexed to 2007.

<sup>2</sup> Number of members represented in the group results: 37

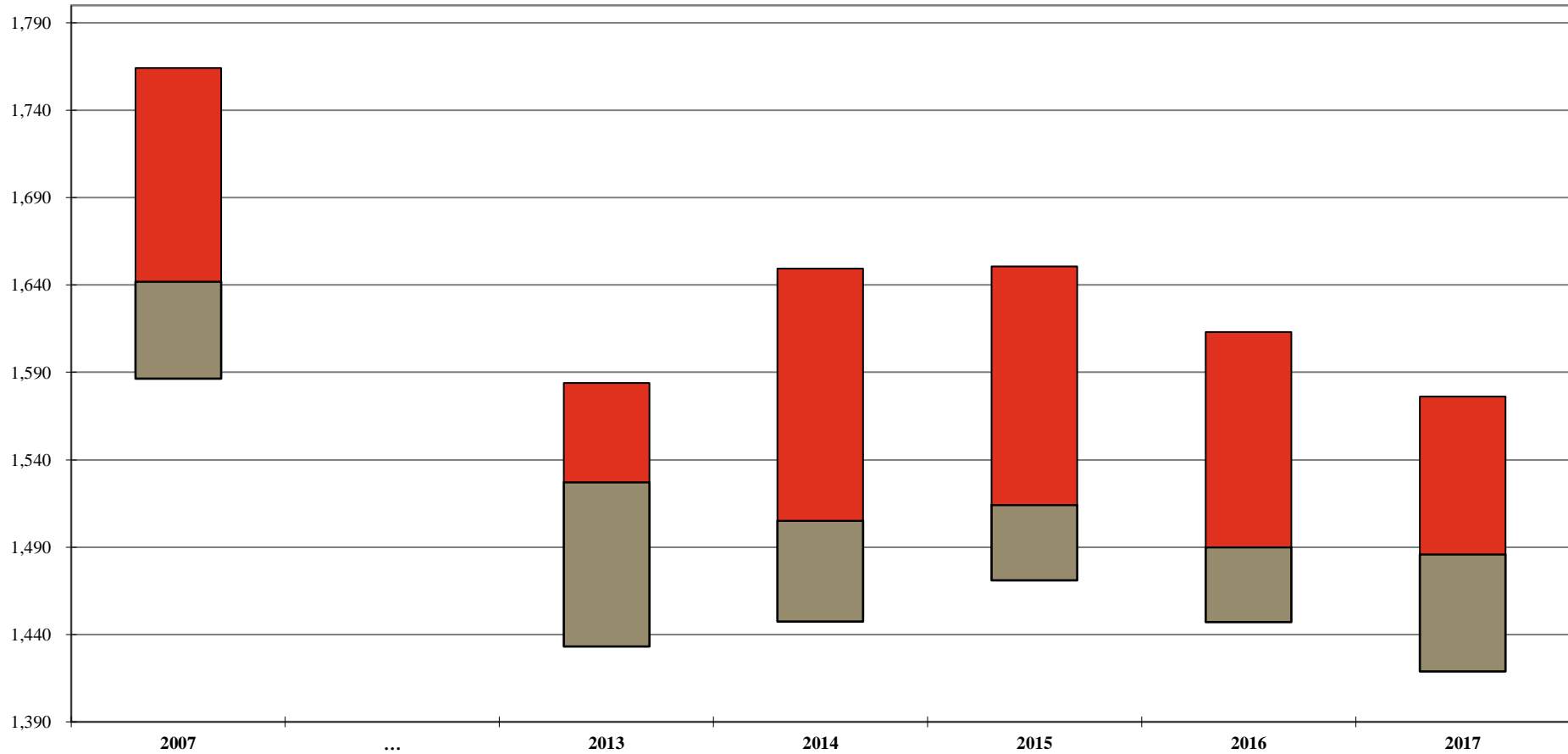
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Utilization

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



	2007	2013	2014	2015	2016	2017	Change: '07-'17
<b>Your Firm</b>							
<b>1st Qtle</b>	1,764	1,584	1,649	1,651	1,613	1,576	(188)
<b>Median</b>	1,642	1,527	1,505	1,514	1,490	1,486	(156)
<b>3rd Qtle</b>	1,587	1,433	1,448	1,471	1,447	1,419	(168)

Additional detail can be found on Page 114.

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

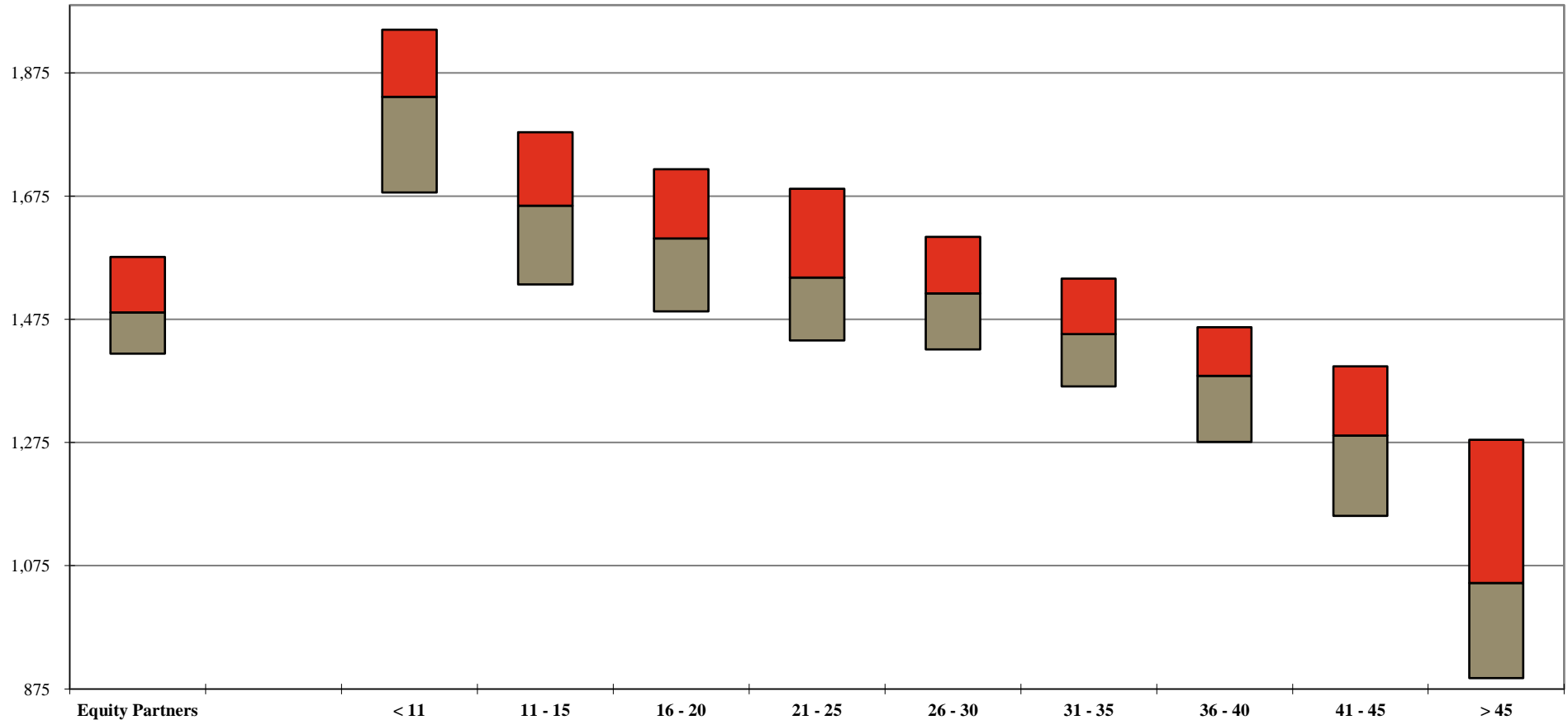
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2017



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	1,576	1,946	1,779	1,719	1,687	1,609	1,541	1,462	1,399	1,280
	Median	1,486	1,836	1,660	1,607	1,543	1,517	1,451	1,383	1,286	1,047
	3rd Qtle	1,419	1,681	1,532	1,488	1,441	1,426	1,367	1,276	1,156	893

Additional detail can be found on Page 114.

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

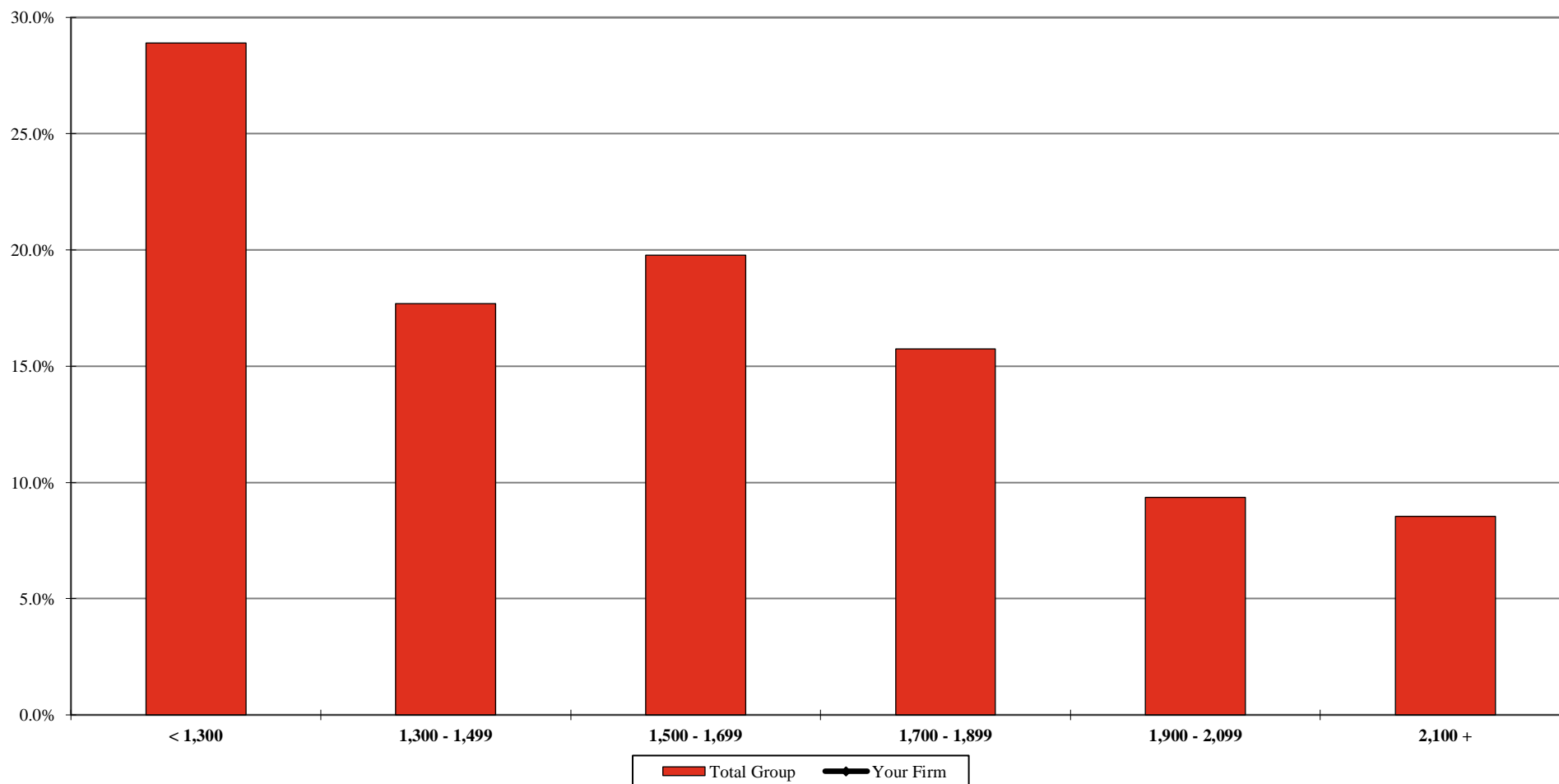
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Equity Partners by Utilization Levels<sup>1</sup>

For the 12-month period ending December 31, 2017



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
28.9%	17.7%	19.8%	15.8%	9.4%	8.5%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.  
Additional detail can be found on Page 116.

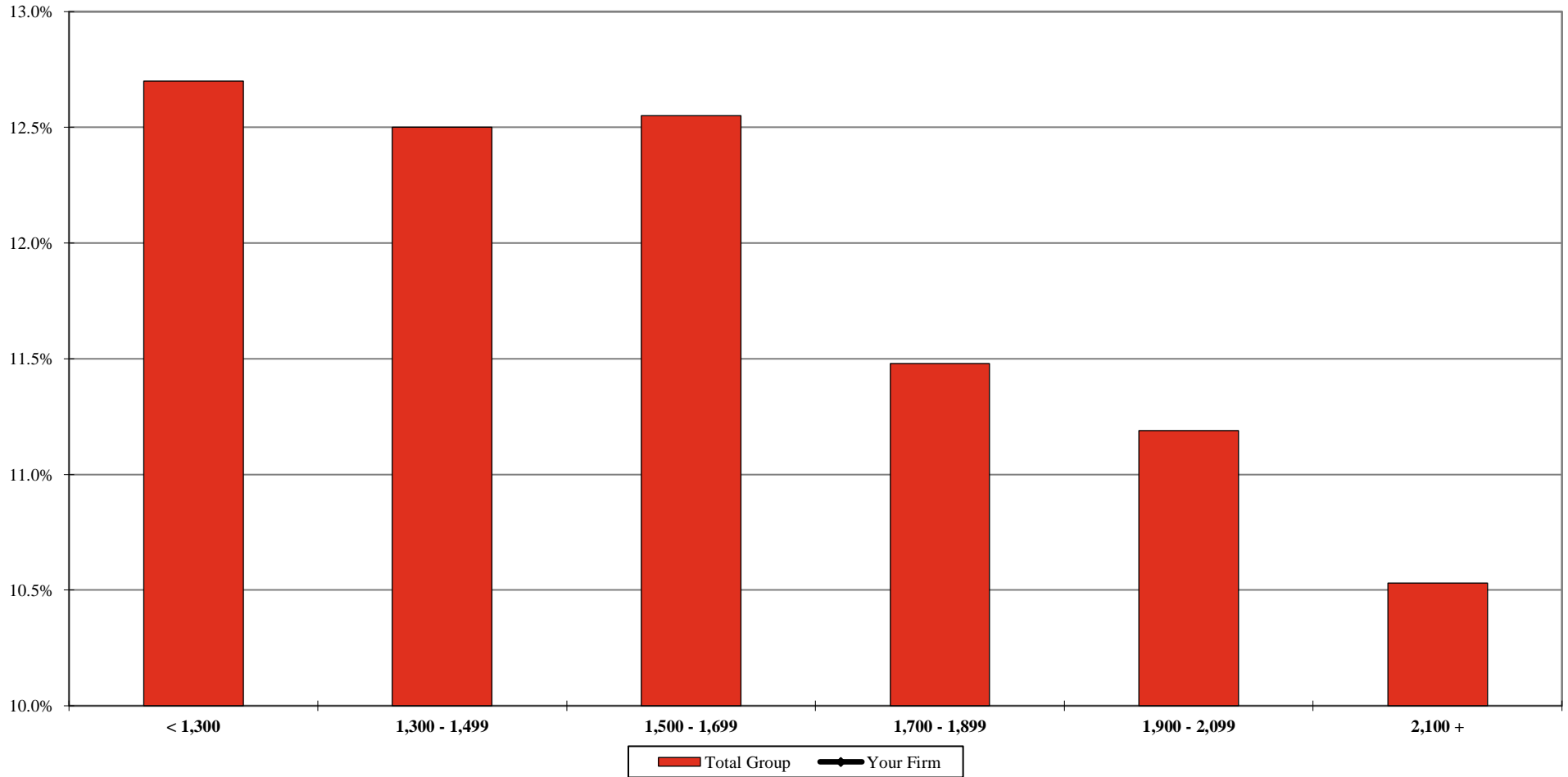
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Equity Partner Discounting<sup>1</sup> by Utilization Levels

For the 12-month period ending December 31, 2017



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
12.7%	12.5%	12.6%	11.5%	11.2%	10.5%

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

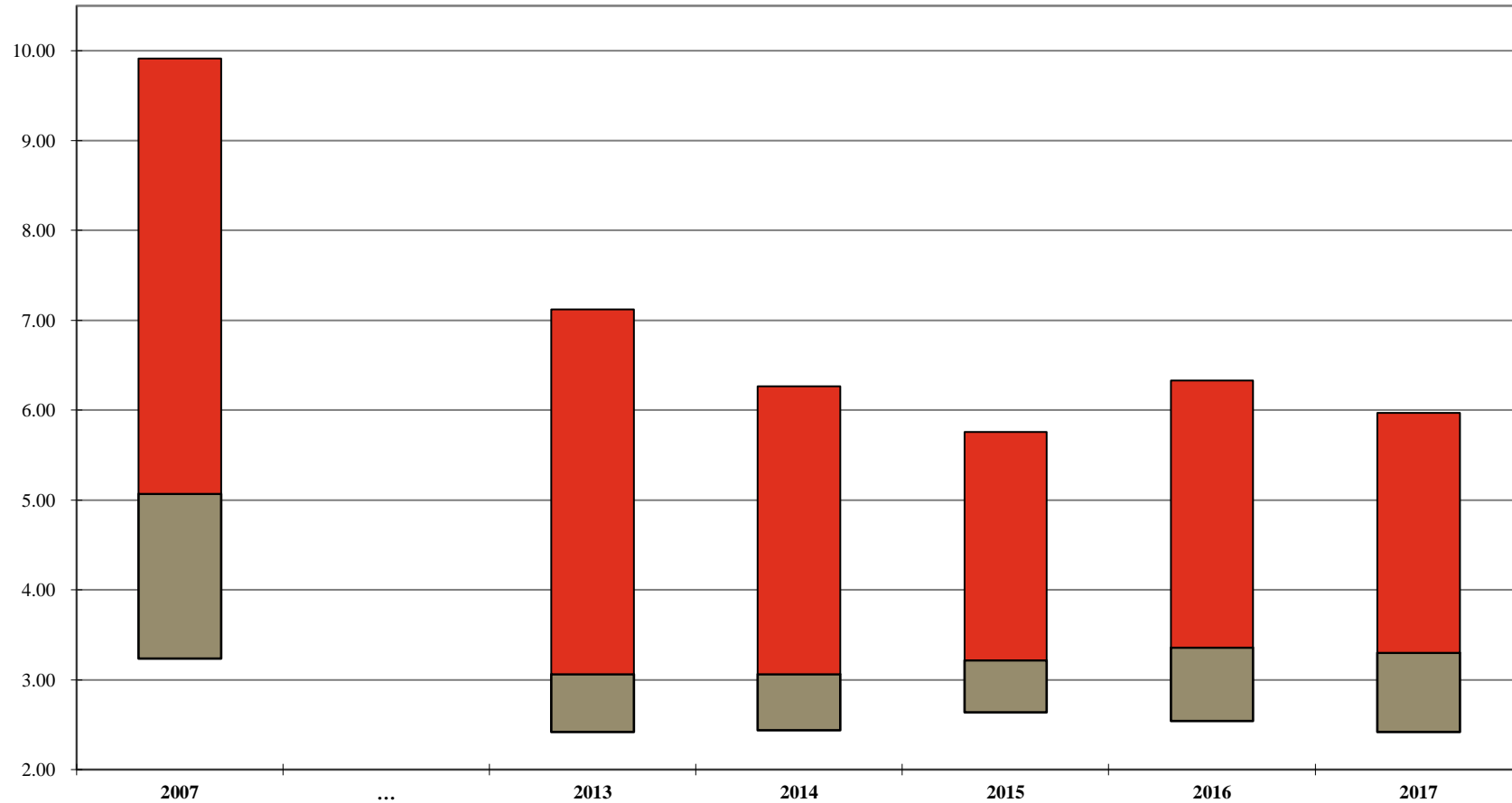
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Leverage<sup>1</sup>

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



	2007	2013	2014	2015	2016	2017
<b>Your Firm</b>						
<b>1st Qtle</b>	9.91	7.12	6.27	5.76	6.33	5.97
<b>Median</b>	5.07	3.06	3.06	3.22	3.36	3.30
<b>3rd Qtle</b>	3.24	2.42	2.44	2.64	2.54	2.42

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

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

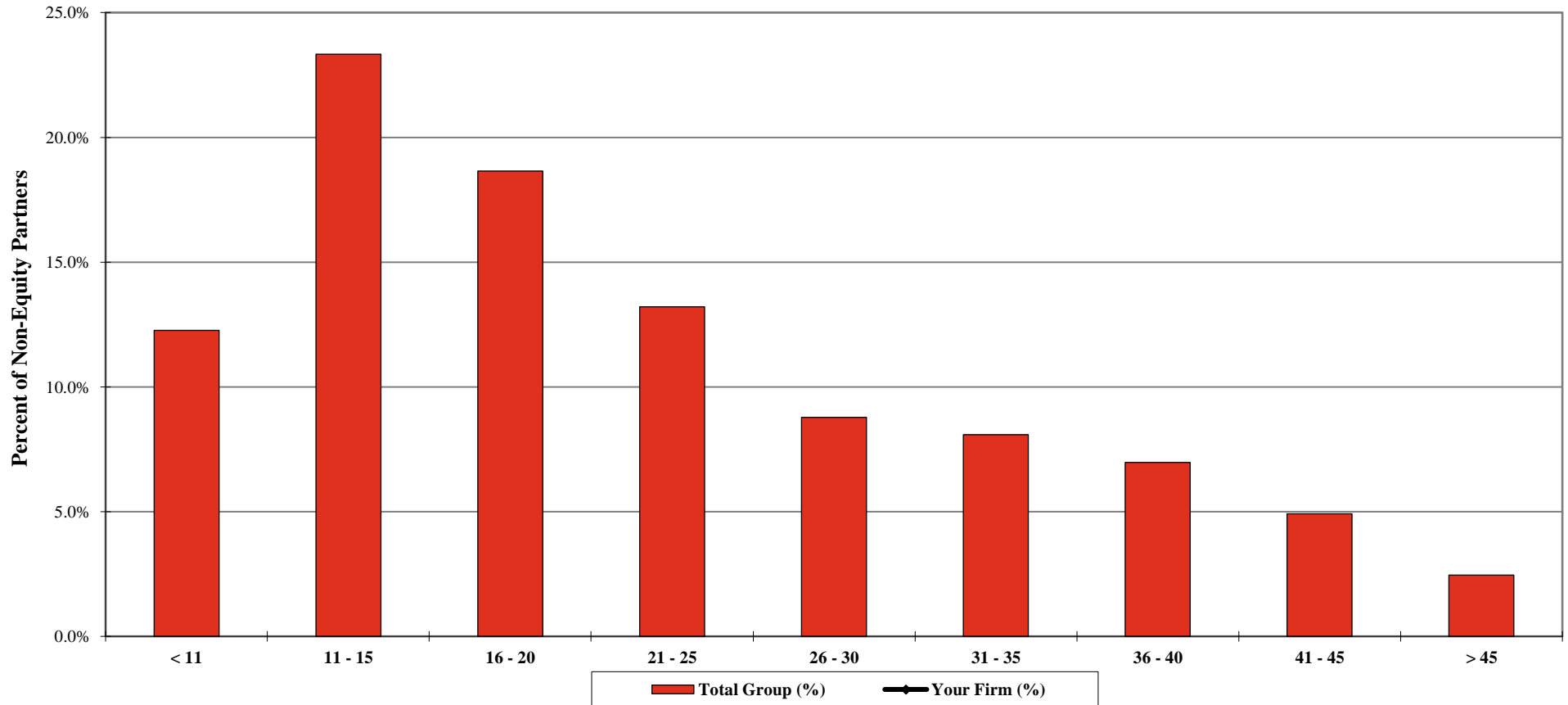
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Non-Equity Partners by Years of Experience<sup>1</sup>

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 (%)	12.3%	23.3%	18.7%	13.2%	8.8%	8.1%	7.0%	4.9%	2.4%
Total Group (FTE)	449	855	683	484	321	296	255	180	90

<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.

\*\* omitted due to insufficient data

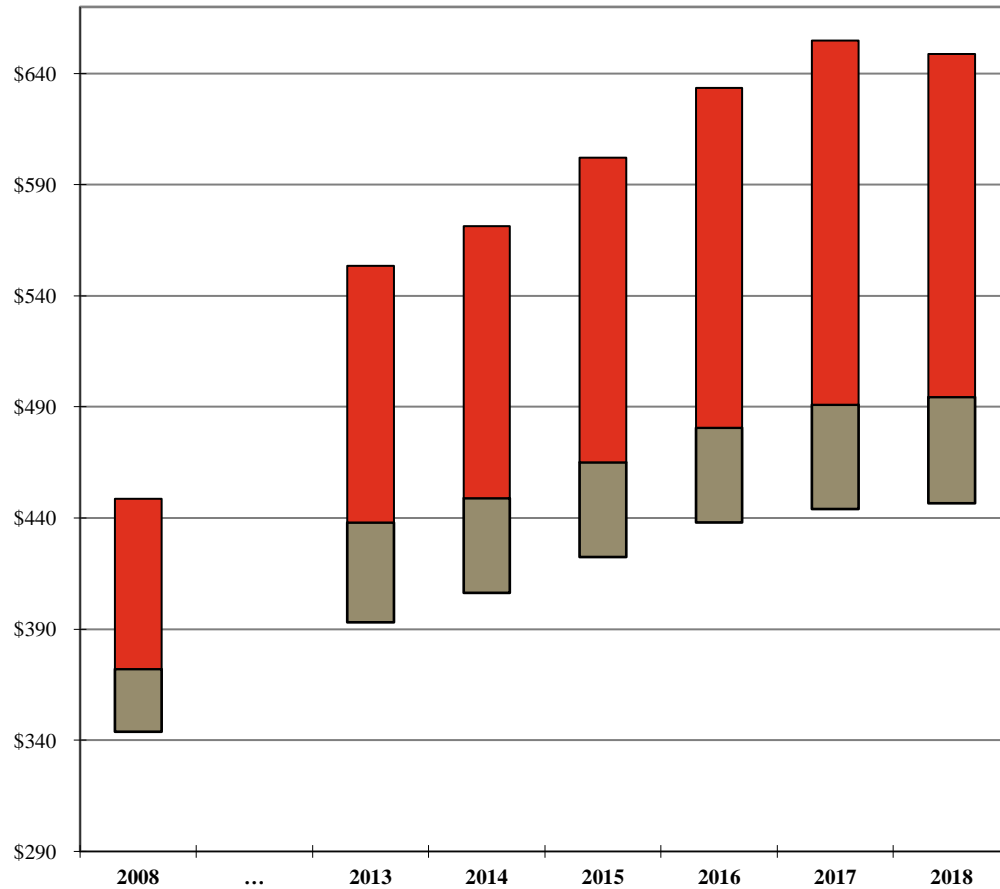
## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Rates

#### Standard Rates

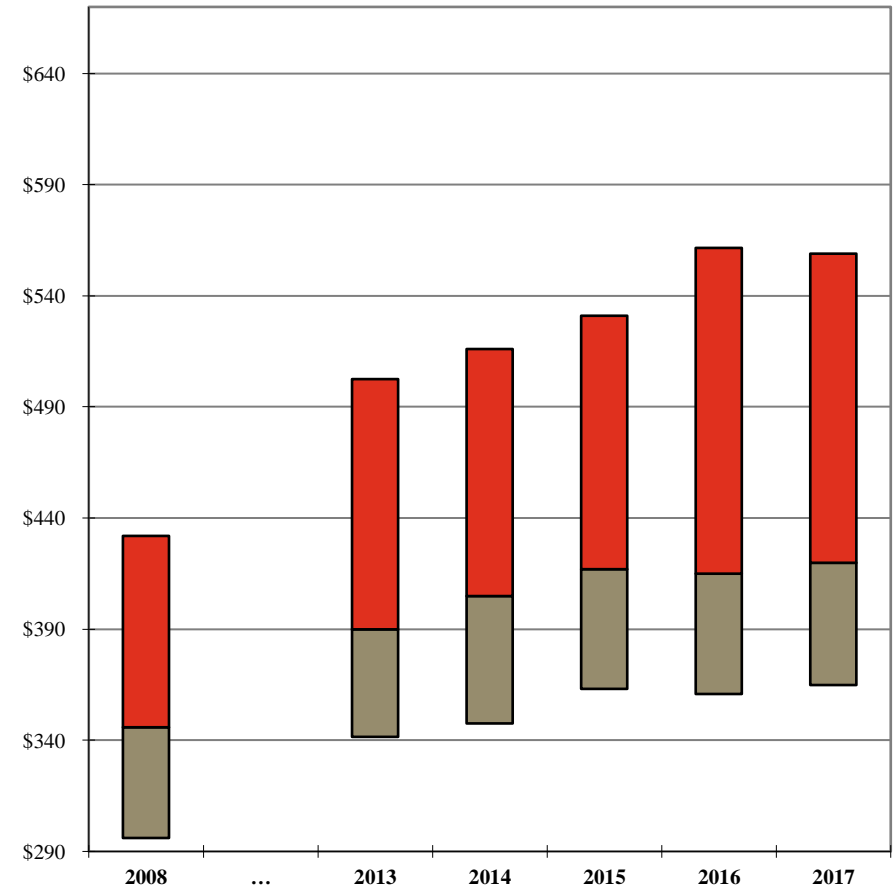
As of January 1st of the stated year



Your Firm	2008	2013	2014	2015	2016	2017	2018
1st Qtle	\$449	\$554	\$571	\$602	\$634	\$655	\$649
Median	372	438	449	465	481	491	495
3rd Qtle	344	393	406	423	438	444	447

#### Billed Rates

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



Your Firm	2008	2013	2014	2015	2016	2017
1st Qtle	\$432	\$503	\$516	\$531	\$562	\$559
Median	346	390	405	417	415	420
3rd Qtle	296	342	348	363	361	365

Additional detail can be found on Pages 76 and 97.

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

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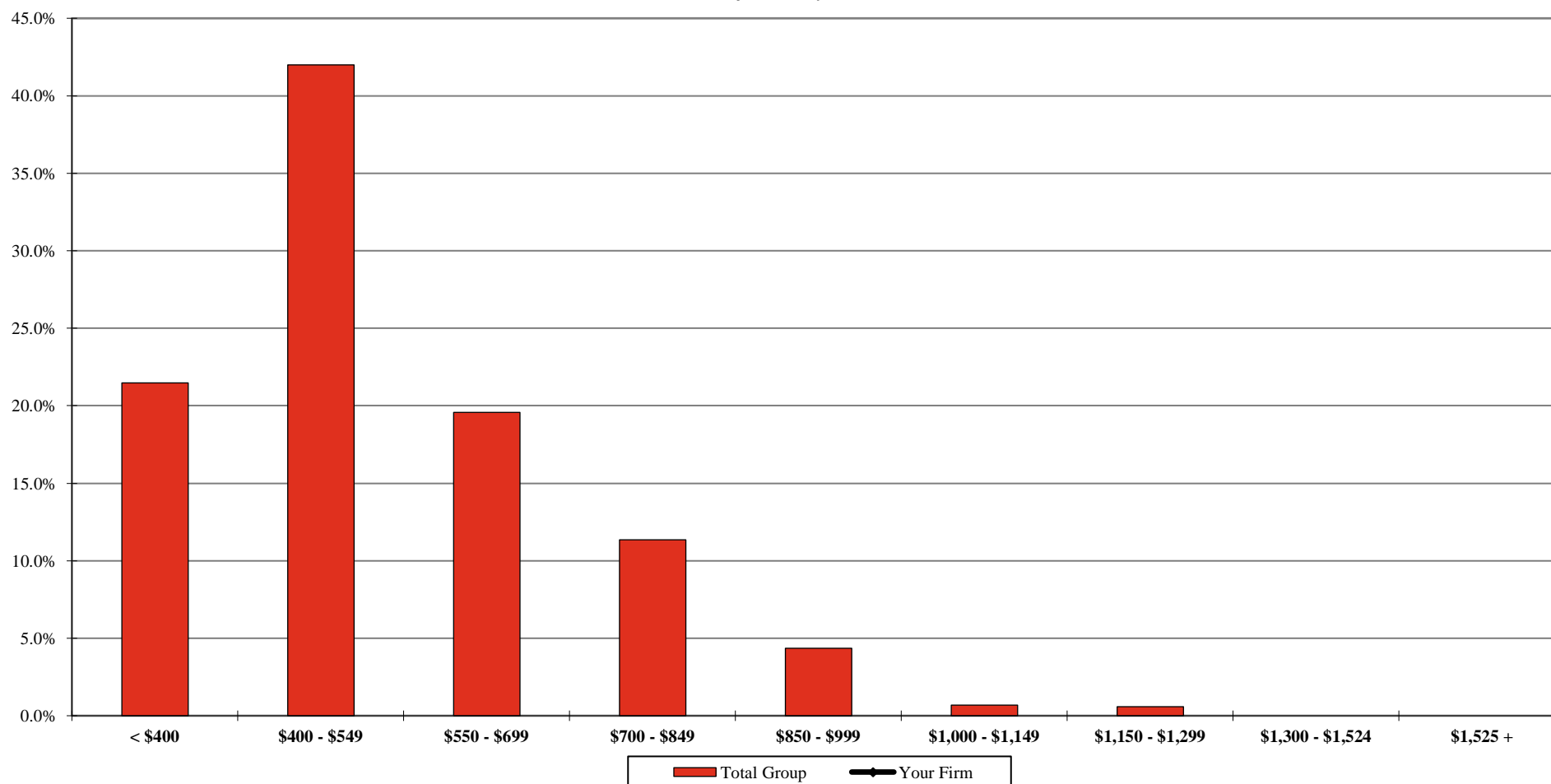


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Non-Equity Partner Standard Billing Rates

As of January 1, 2018



Your Firm  
Total Group

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
21.5%	42.0%	19.6%	11.3%	4.4%	0.7%	0.6%		

Additional detail can be found on Page 79.

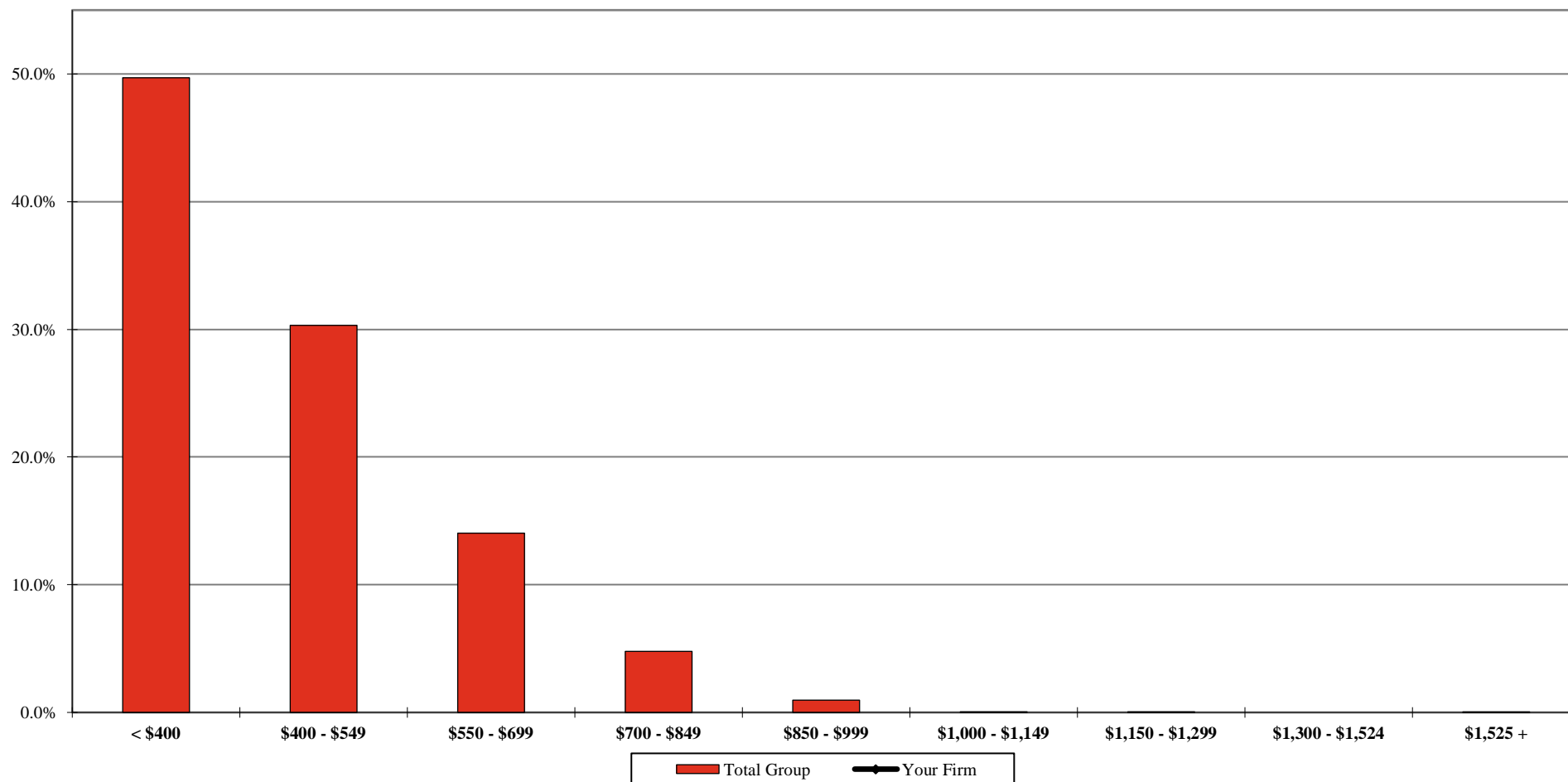
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### *Distribution of Non-Equity Partner Billed Rates<sup>1</sup>*

*For the 12-month period ending December 31, 2017*



**Your Firm**  
**Total Group**

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
49.7%	30.3%	14.1%	4.8%	1.0%	0.1%	0.1%		0.0%

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

Additional detail can be found on Page 100.

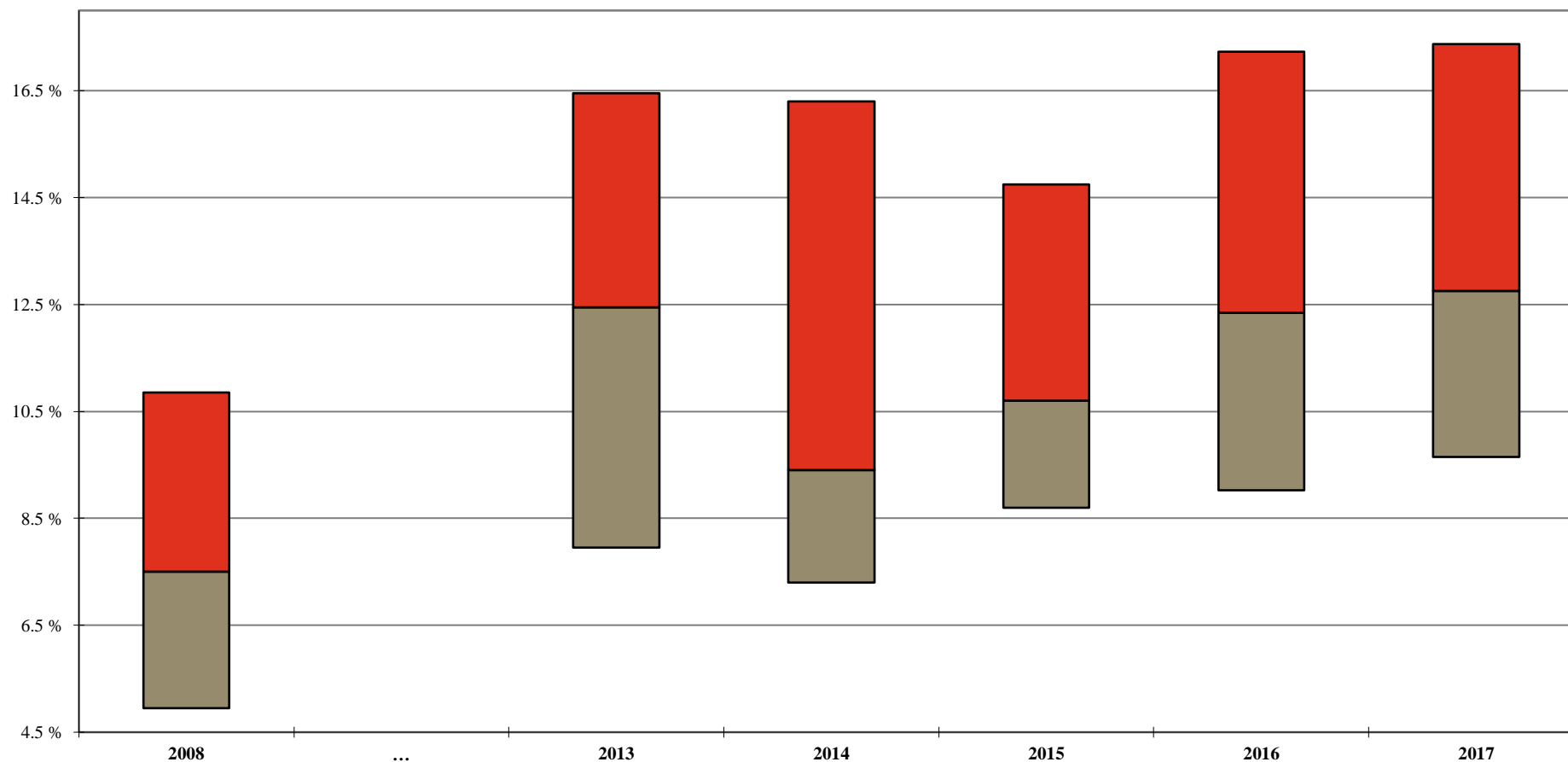
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Discounting<sup>1</sup>

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



Your Firm	2008	2013	2014	2015	2016	2017
	1st Qtile	16.5%	16.3%	14.8%	17.2%	17.4%
	Median	12.5%	9.4%	10.7%	12.4%	12.8%
	3rd Qtile	8.0%	7.3%	8.7%	9.0%	9.7%

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

Additional detail can be found on Page 108.

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

\*\* omitted due to insufficient data

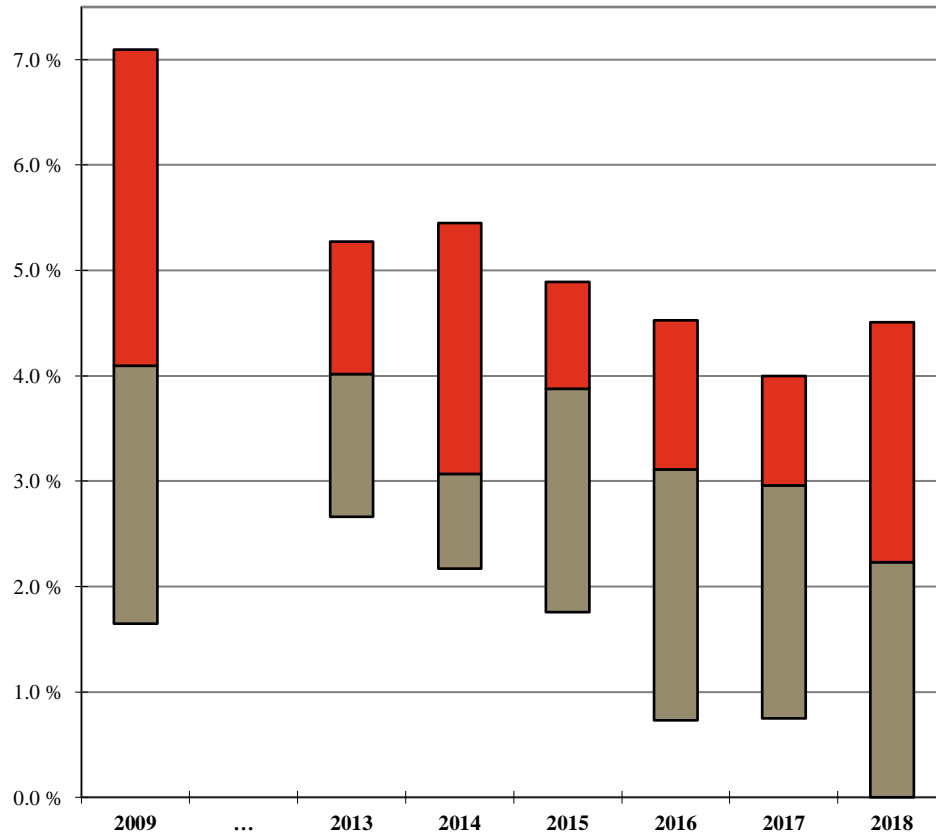
## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Annual Change<sup>1</sup>: Non-Equity Partner Standard Rates

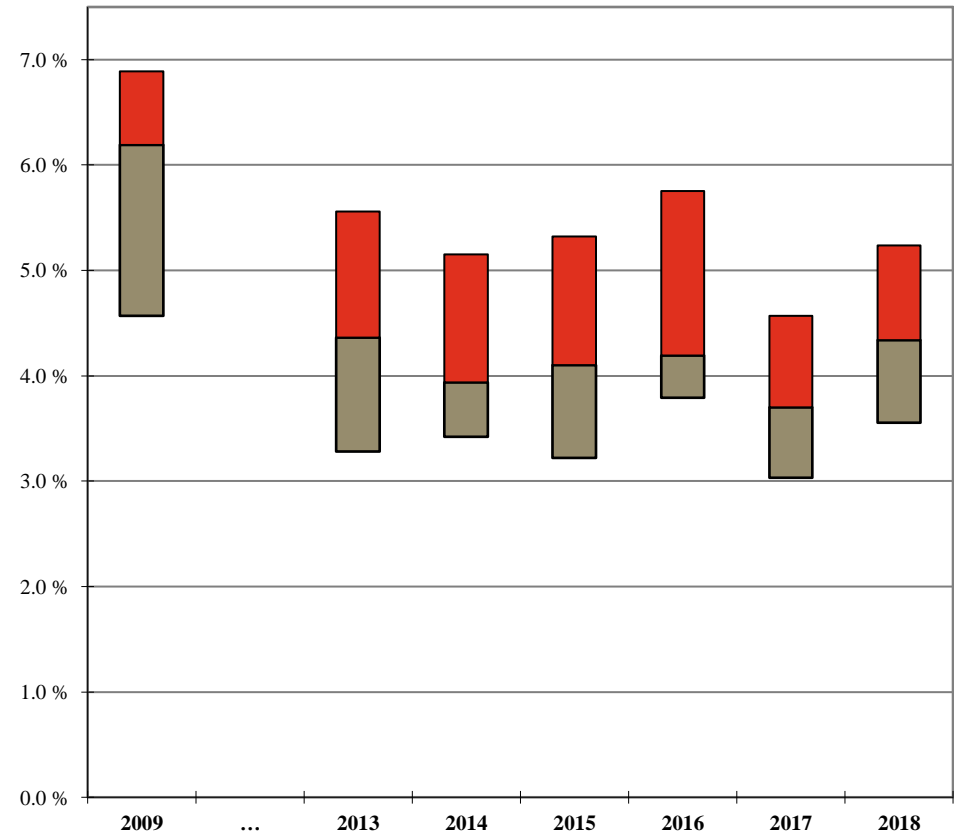
As of January 1st of the stated year

'Net' Change



Your Firm	2009	2013	2014	2015	2016	2017	2018
1st Qtle	7.1%	5.3%	5.5%	4.9%	4.5%	4.0%	4.5%
Median	4.1%	4.0%	3.1%	3.9%	3.1%	3.0%	2.2%
3rd Qtle	1.6%	2.7%	2.2%	1.8%	0.7%	0.8%	0.0%

'Full Year' Change



Your Firm	2009	2013	2014	2015	2016	2017	2018
1st Qtle	6.9%	5.6%	5.2%	5.3%	5.8%	4.6%	5.2%
Median	6.2%	4.4%	3.9%	4.1%	4.2%	3.7%	4.3%
3rd Qtle	4.6%	3.3%	3.4%	3.2%	3.8%	3.0%	3.6%

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

Additional detail can be found on Pages 76 and 84.

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

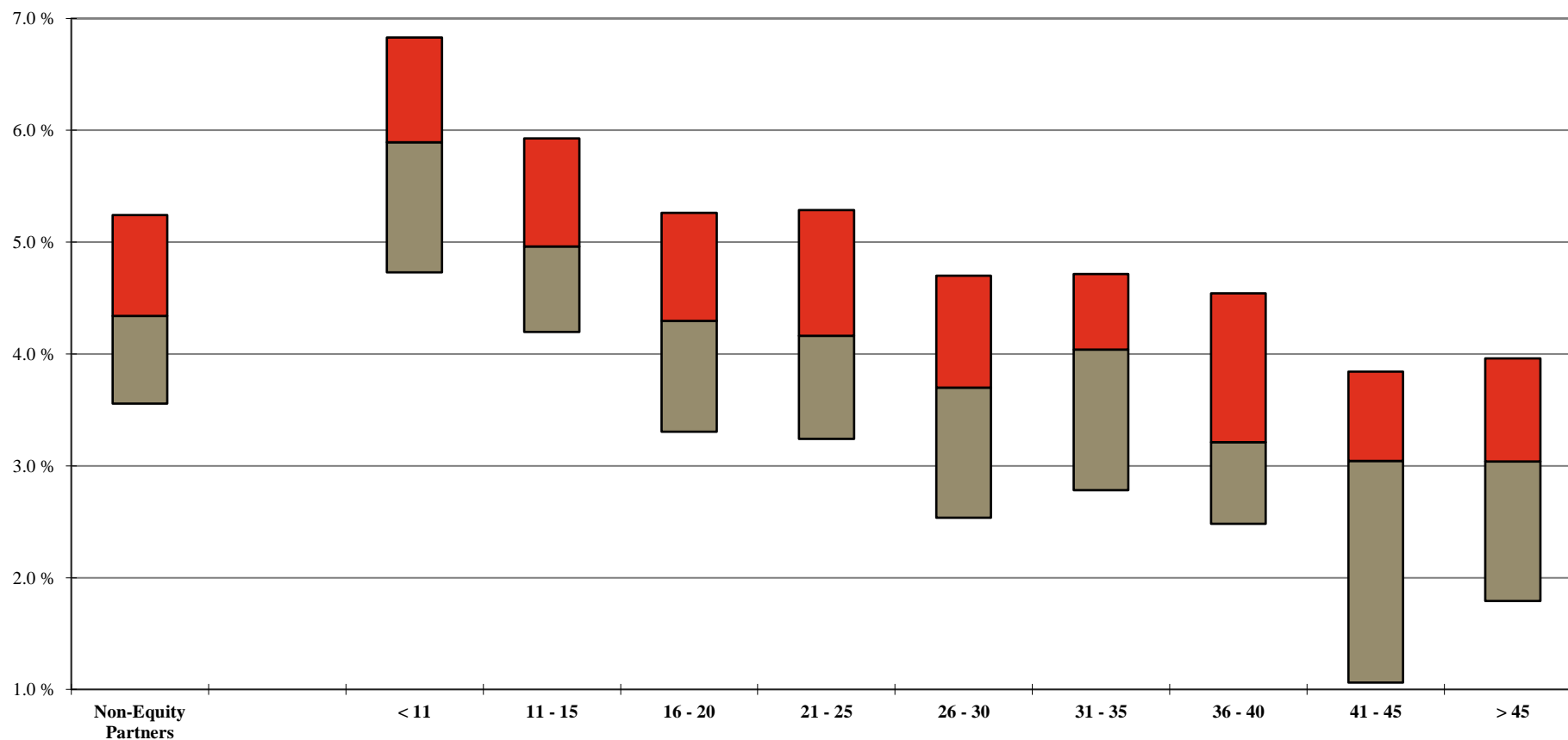
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### 'Full Year'<sup>1</sup> Non-Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2018



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
<b>Your Firm</b>										
<b>1st Qtle</b>	5.2%	6.8%	5.9%	5.3%	5.3%	4.7%	4.7%	4.5%	3.8%	4.0%
<b>Median</b>	4.3%	5.9%	5.0%	4.3%	4.2%	3.7%	4.0%	3.2%	3.0%	3.0%
<b>3rd Qtle</b>	3.6%	4.7%	4.2%	3.3%	3.2%	2.5%	2.8%	2.5%	1.1%	1.8%

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

Additional detail can be found on Page 84.

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

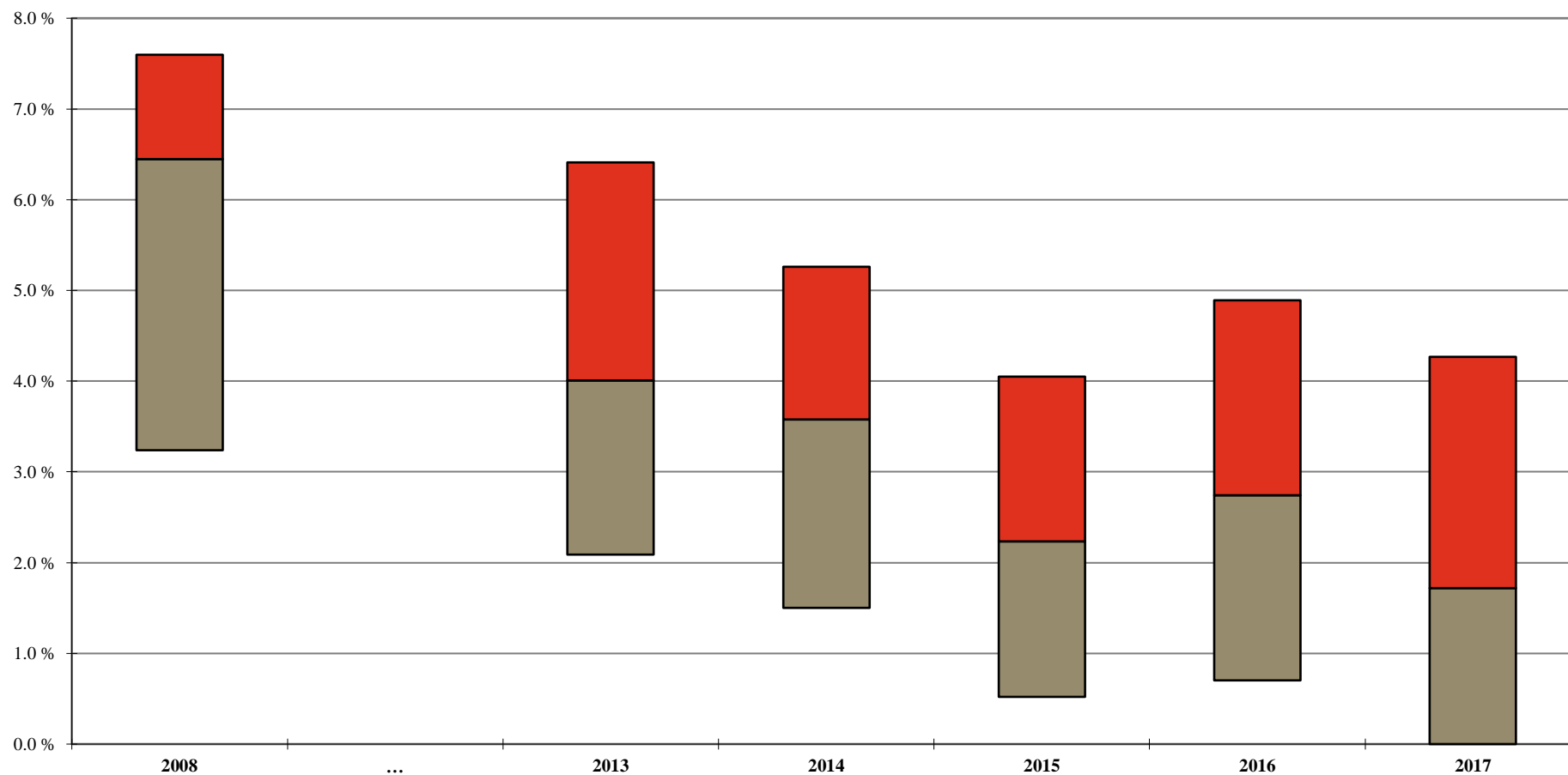
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Annual Change: Non-Equity Partner Billed Rates

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



Your Firm

1st Qtile

Median

3rd Qtile

2008
7.6%
6.5%
3.2%

2013	2014	2015	2016	2017
6.4%	5.3%	4.0%	4.9%	4.3%
4.0%	3.6%	2.2%	2.7%	1.7%
2.1%	1.5%	0.5%	0.7%	0.0%

Additional detail can be found on Page 97.

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

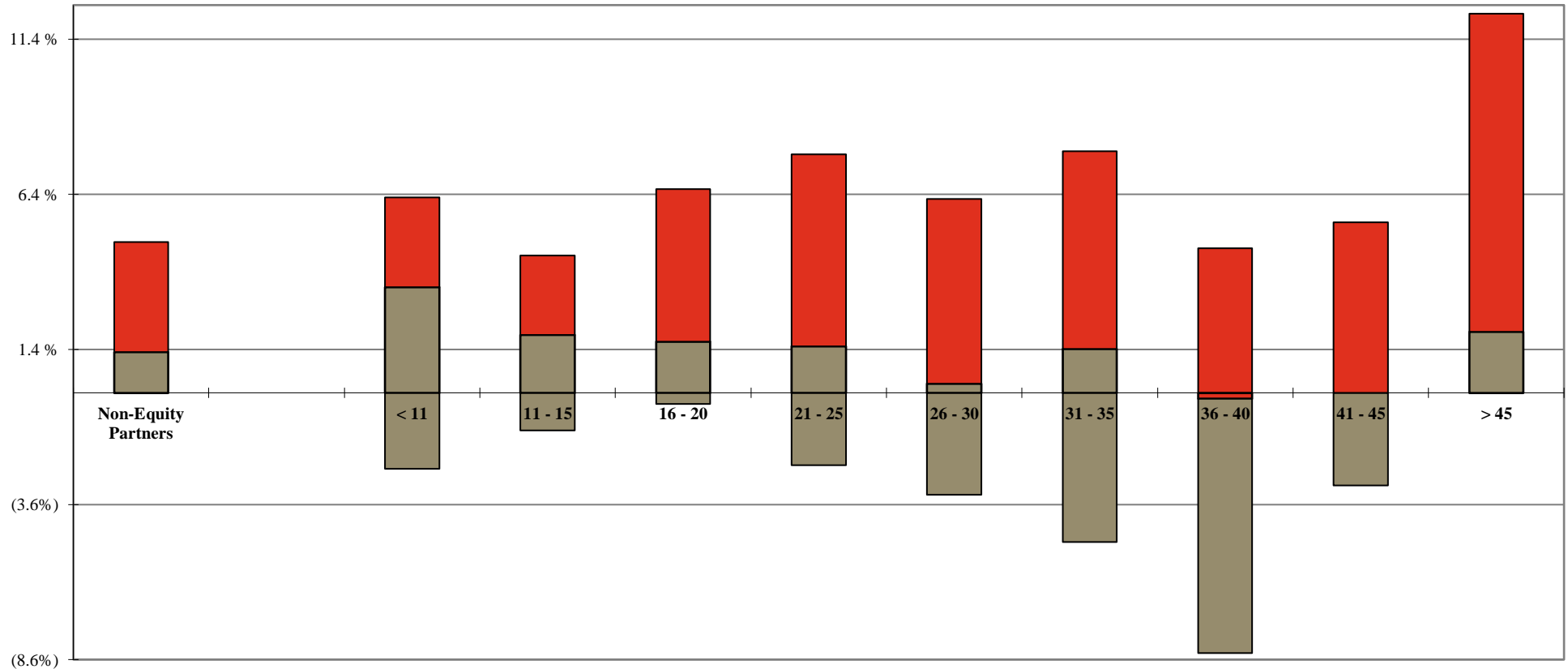
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### 'Full Year'<sup>1</sup> Non-Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2018



Your Firm		Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	4.9%	6.3%	4.4%	6.6%	7.7%	6.3%	7.8%	4.7%	5.5%	12.2%
	Median	1.3%	3.4%	1.9%	1.7%	1.5%	0.3%	1.4%	(0.2%)	0.0%	2.0%
	3rd Qtle	0.0%	(2.4%)	(1.2%)	(0.4%)	(2.3%)	(3.3%)	(4.8%)	(8.4%)	(3.0%)	0.0%

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

Additional detail can be found on Page 105.

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

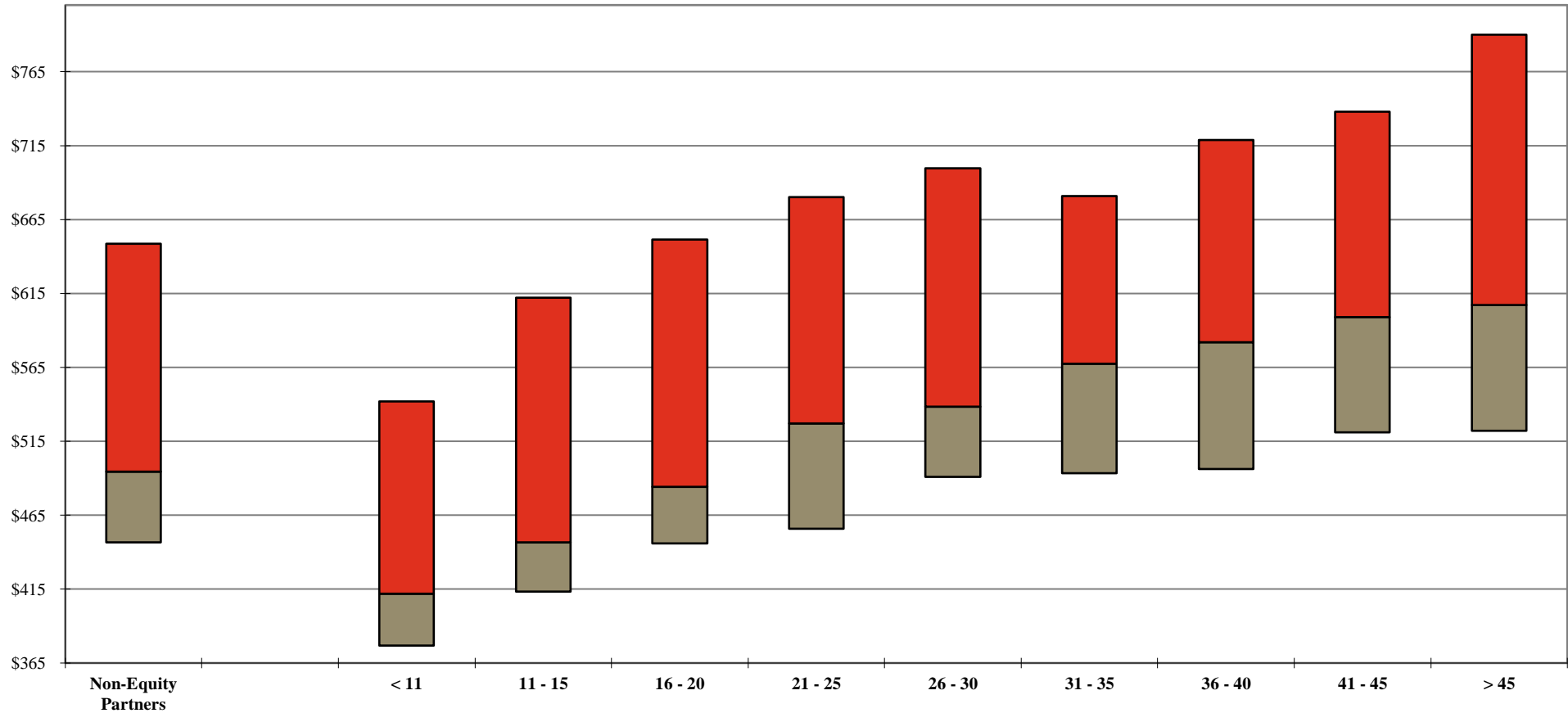
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Standard Rates by Years of Experience

As of January 1, 2018



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
<b>Your Firm</b>										
<b>1st Qtile</b>	\$649	\$542	\$612	\$652	\$680	\$700	\$681	\$719	\$738	\$790
<b>Median</b>	495	412	447	484	527	539	568	582	599	607
<b>3rd Qtile</b>	447	377	413	446	456	491	494	496	521	522

Additional detail can be found on Page 76.

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

\*\* omitted due to insufficient data

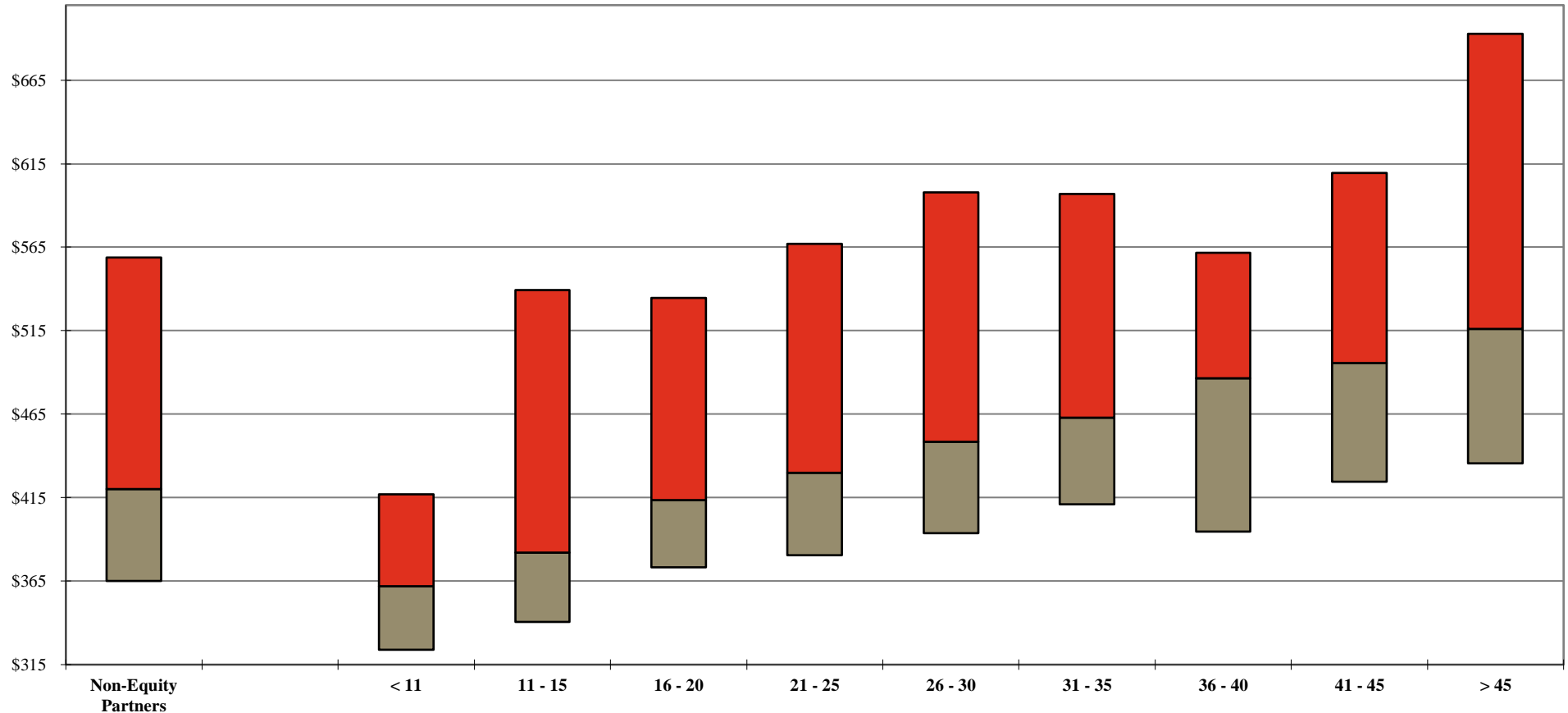


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Billed Rates by Years of Experience

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
<b>Your Firm</b>										
<b>1st Qtle</b>	\$559	\$417	\$540	\$535	\$567	\$598	\$597	\$562	\$610	\$693
<b>Median</b>	420	362	382	414	430	449	463	487	496	516
<b>3rd Qtle</b>	365	324	341	373	381	394	411	395	425	436

Additional detail can be found on Page 97.

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

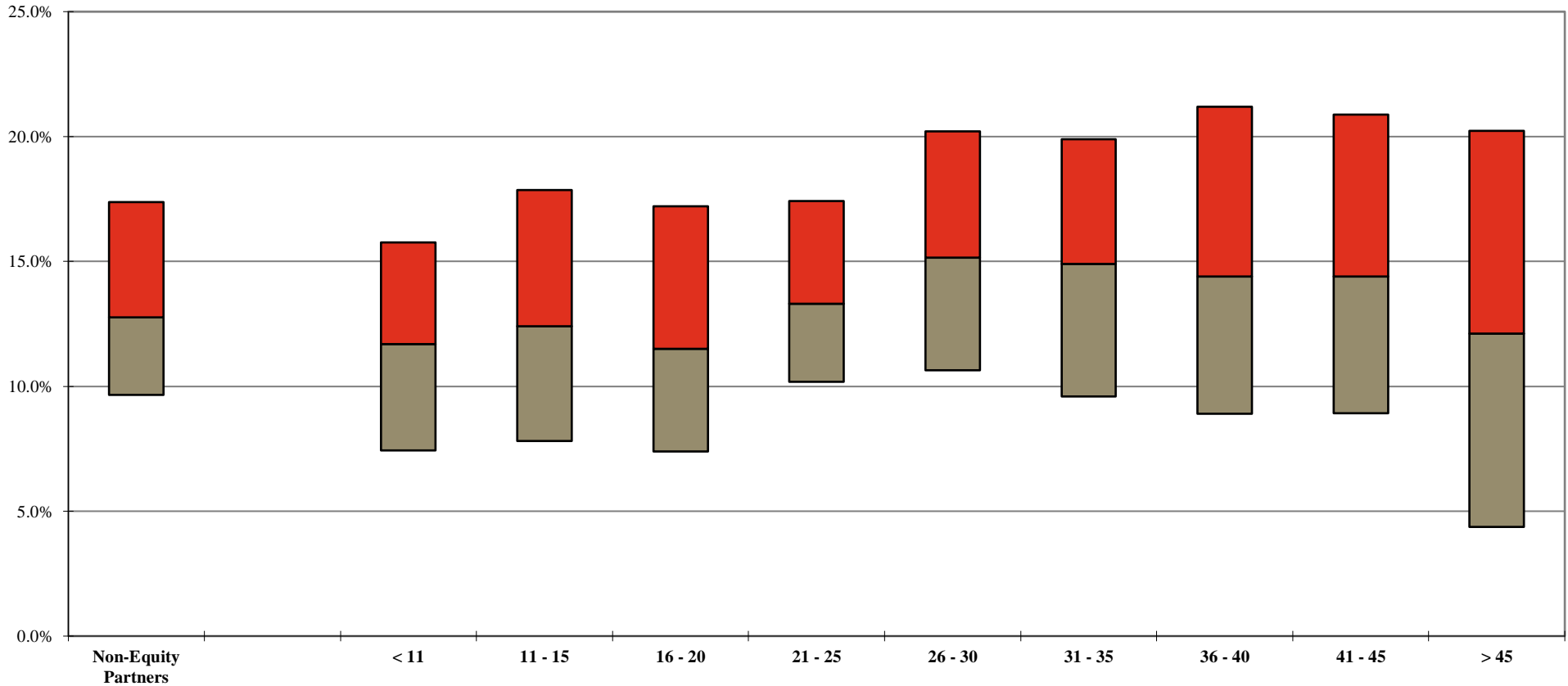
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Discounting<sup>1</sup> by Years of Experience

For the 12-month period ending December 31, 2017



Your Firm		Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	17.4%	15.8%	17.9%	17.2%	17.4%	20.2%	19.9%	21.2%	20.9%	20.2%
	Median	12.8%	11.7%	12.4%	11.5%	13.3%	15.2%	14.9%	14.4%	14.4%	12.1%
	3rd Qtle	9.7%	7.4%	7.8%	7.4%	10.2%	10.7%	9.6%	8.9%	8.9%	4.4%

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

Additional detail can be found on Page 108.

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

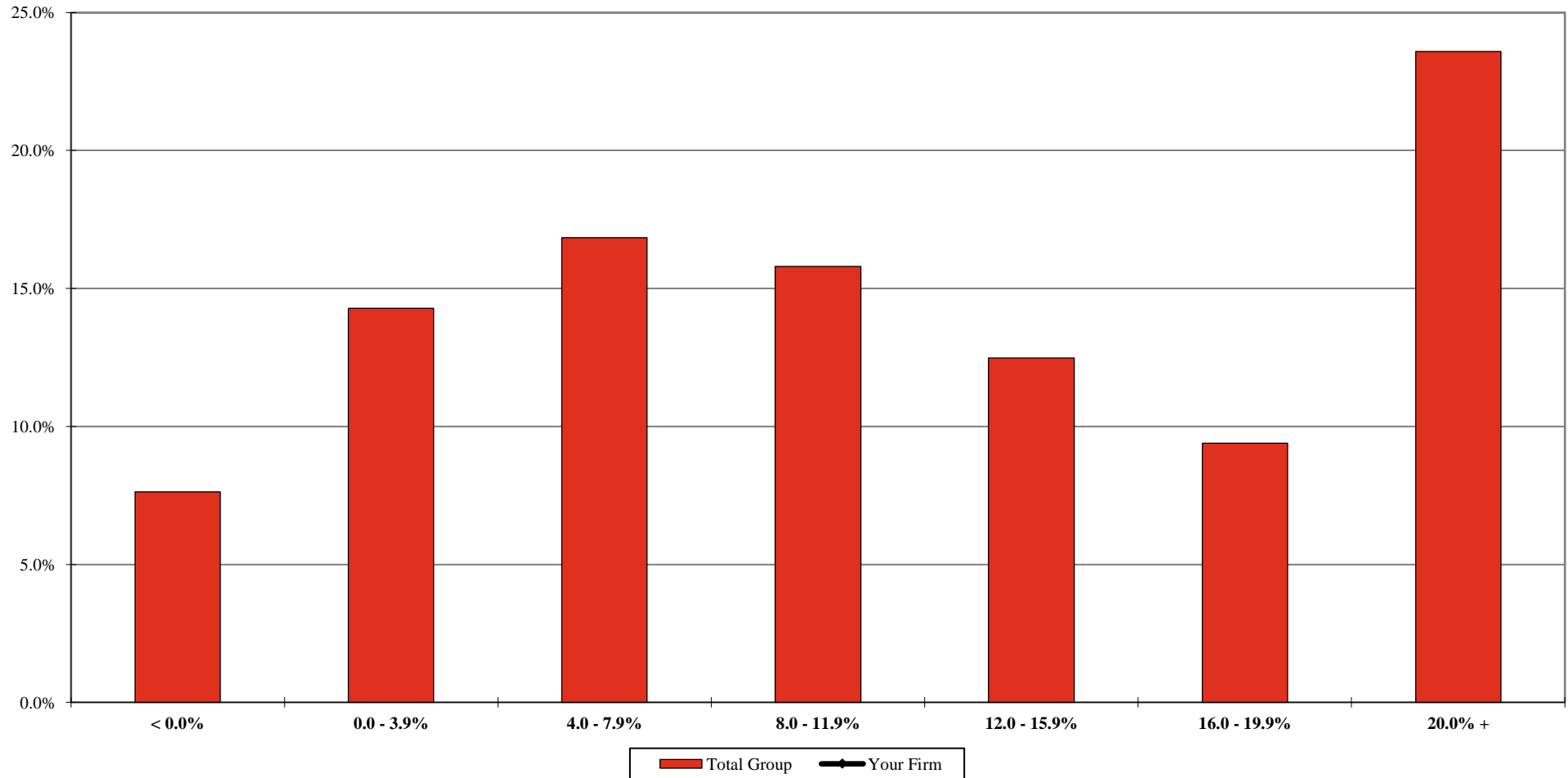
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### *Distribution of Non-Equity Partners by Discount Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2017*



**Your Firm**  
**Total Group**

< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
7.6%	14.3%	16.8%	15.8%	12.5%	9.4%	23.6%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 112.

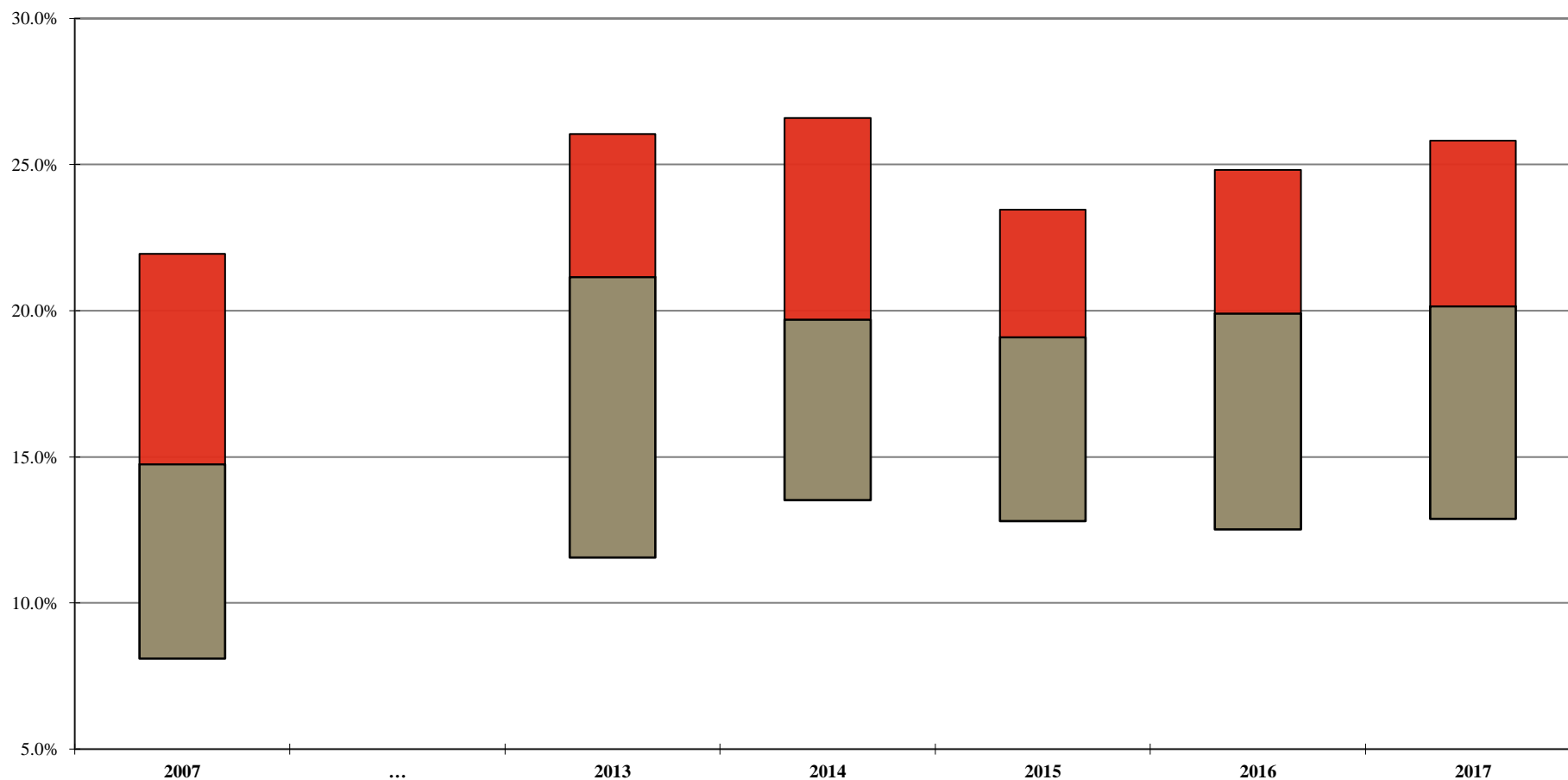
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

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

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



Your Firm

1st Qtile

Median

3rd Qtile

2007
22.0%
14.8%
8.1%

2013	2014	2015	2016	2017
26.1%	26.6%	23.5%	24.8%	25.8%
21.2%	19.7%	19.1%	19.9%	20.2%
11.6%	13.5%	12.8%	12.5%	12.9%

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

\*\* omitted due to insufficient data

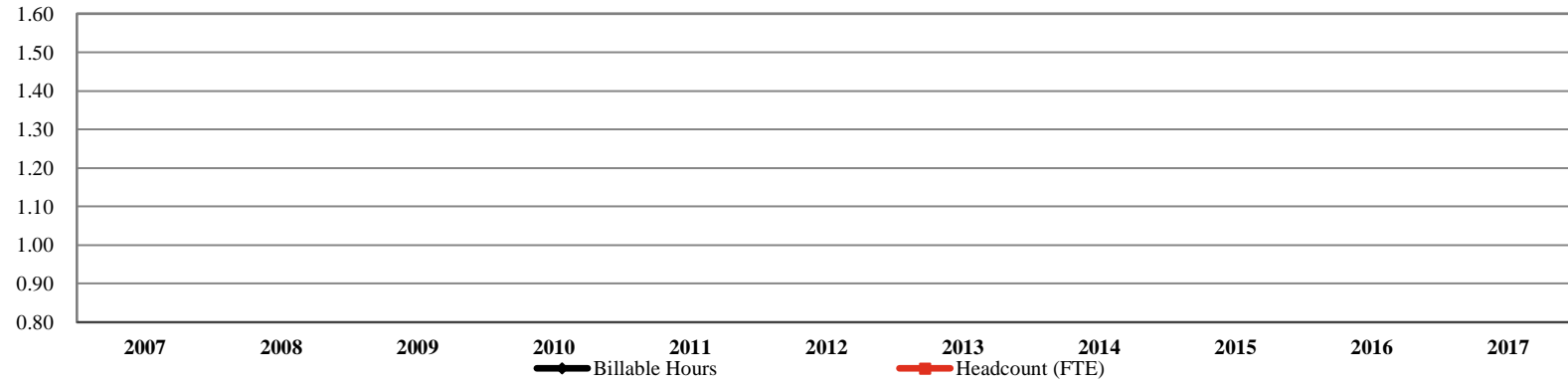
## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Capacity<sup>1</sup>

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

#### Your Firm



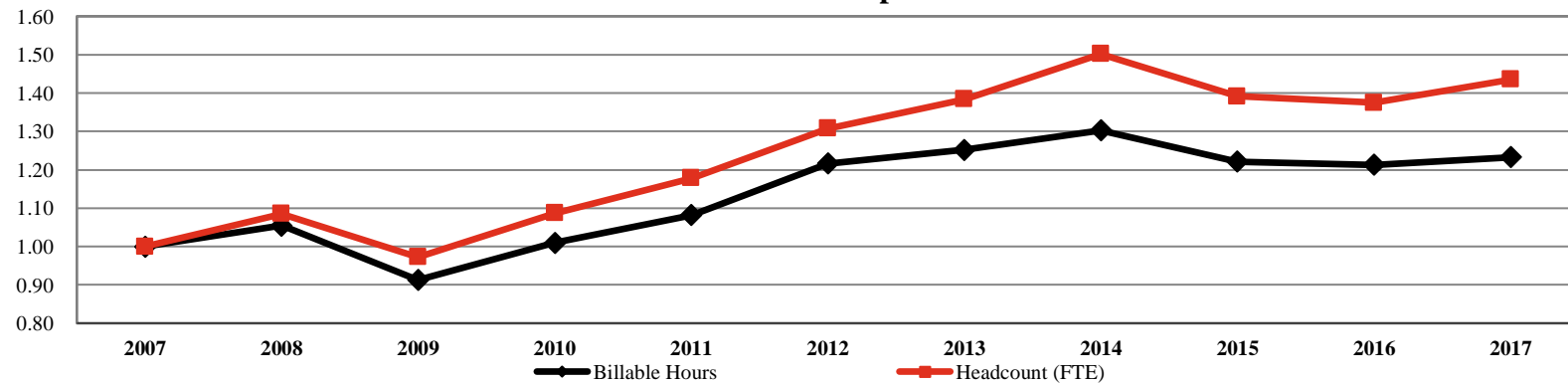
#### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours												
Headcount (FTE)												

#### Total Group<sup>2</sup>



#### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours	2,439,497	2,572,016	2,226,344	2,463,332	2,639,049	2,967,742	3,054,011	3,177,211	2,979,290	2,958,066	3,007,979	23.3%
Headcount (FTE)	1,539	1,670	1,496	1,673	1,813	2,012	2,130	2,310	2,141	2,115	2,208	43.5%

<sup>1</sup> Includes only those Firms that participated for the past 11 years; All values indexed to 2007.

<sup>2</sup> Number of members represented in the group results: 33

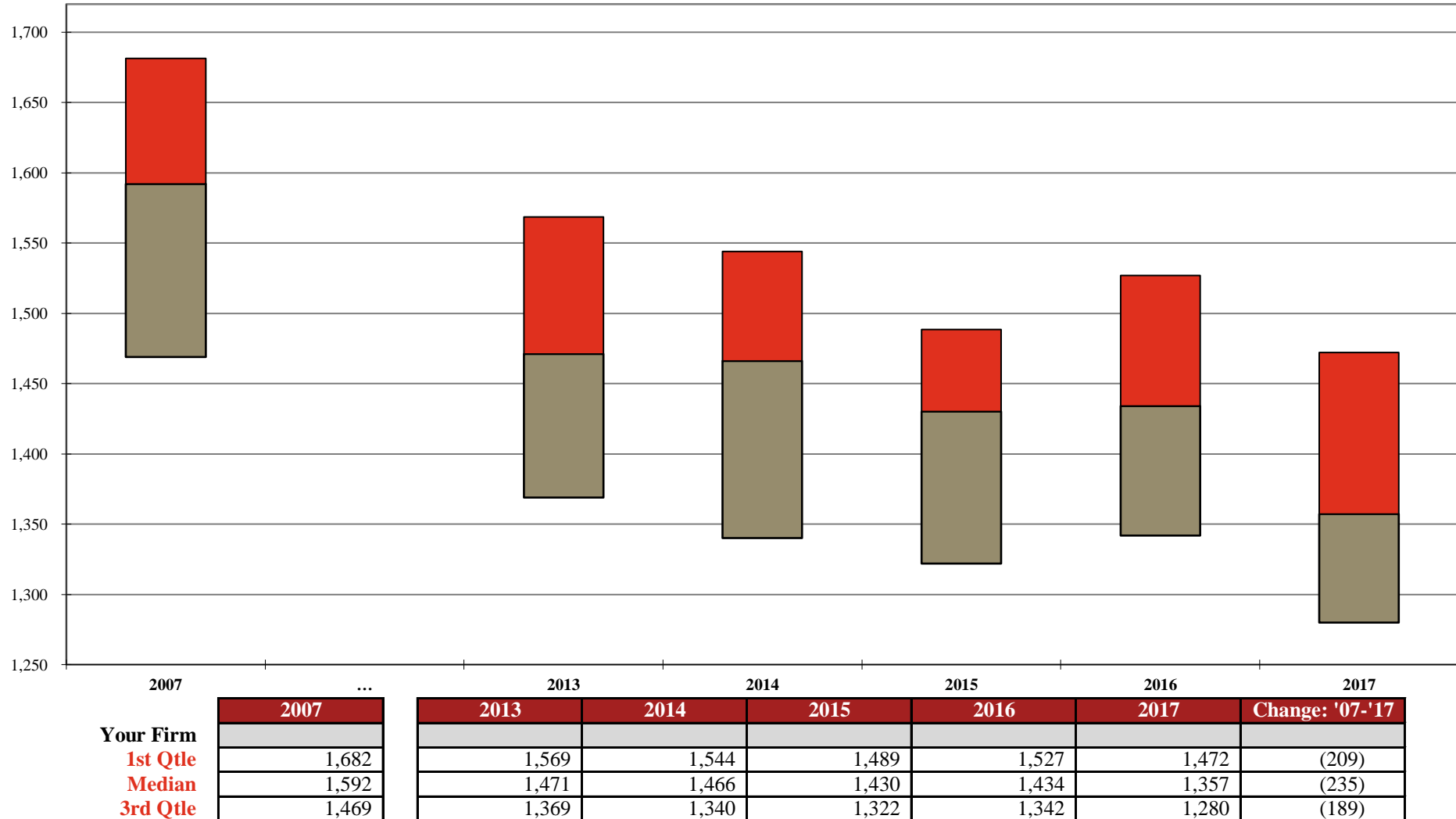
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Utilization

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



Additional detail can be found on Page 114.

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

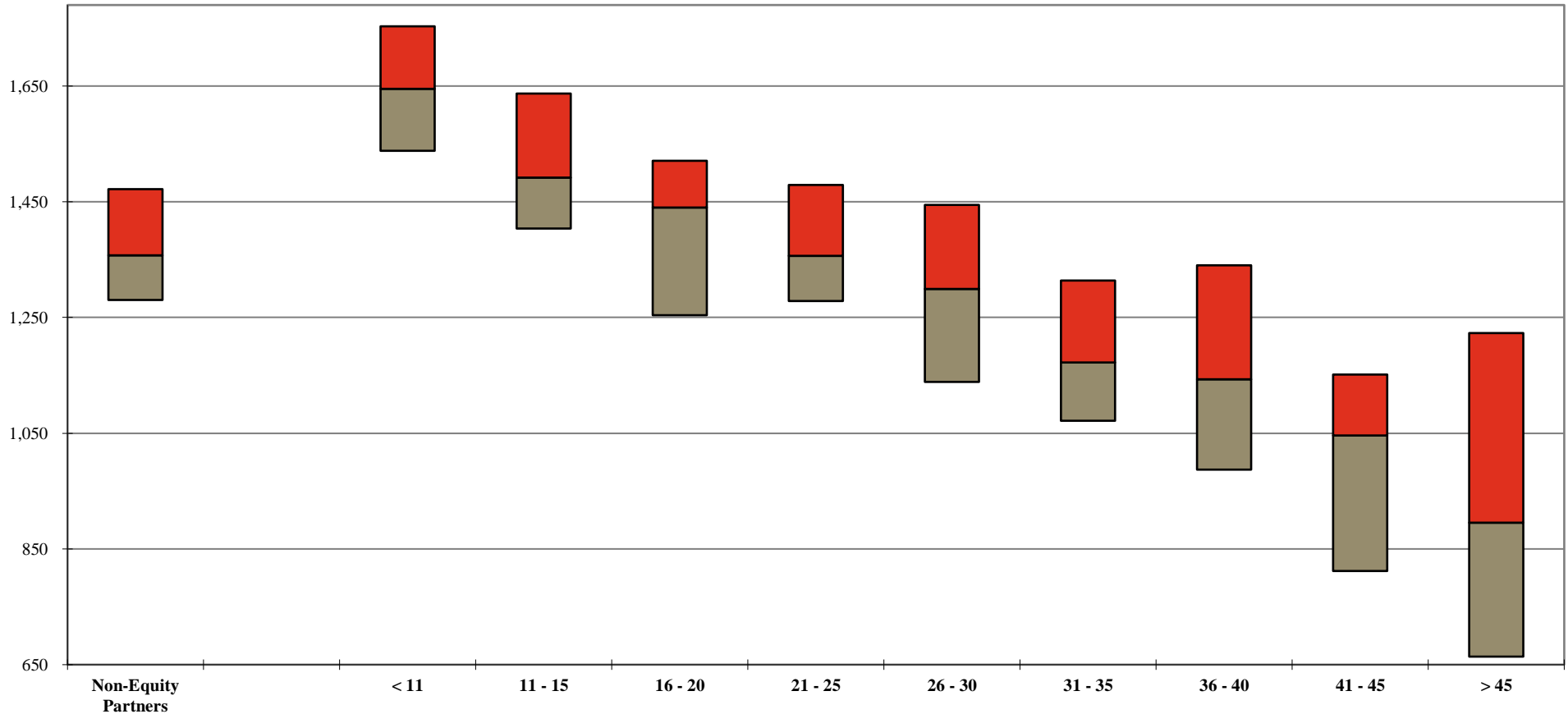
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2017



Your Firm		Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	1,472	1,754	1,637	1,521	1,479	1,445	1,314	1,341	1,152	1,223
	Median	1,357	1,645	1,492	1,440	1,357	1,299	1,172	1,143	1,046	895
	3rd Qtle	1,280	1,539	1,404	1,254	1,278	1,139	1,071	988	812	664

Additional detail can be found on Page 114.

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

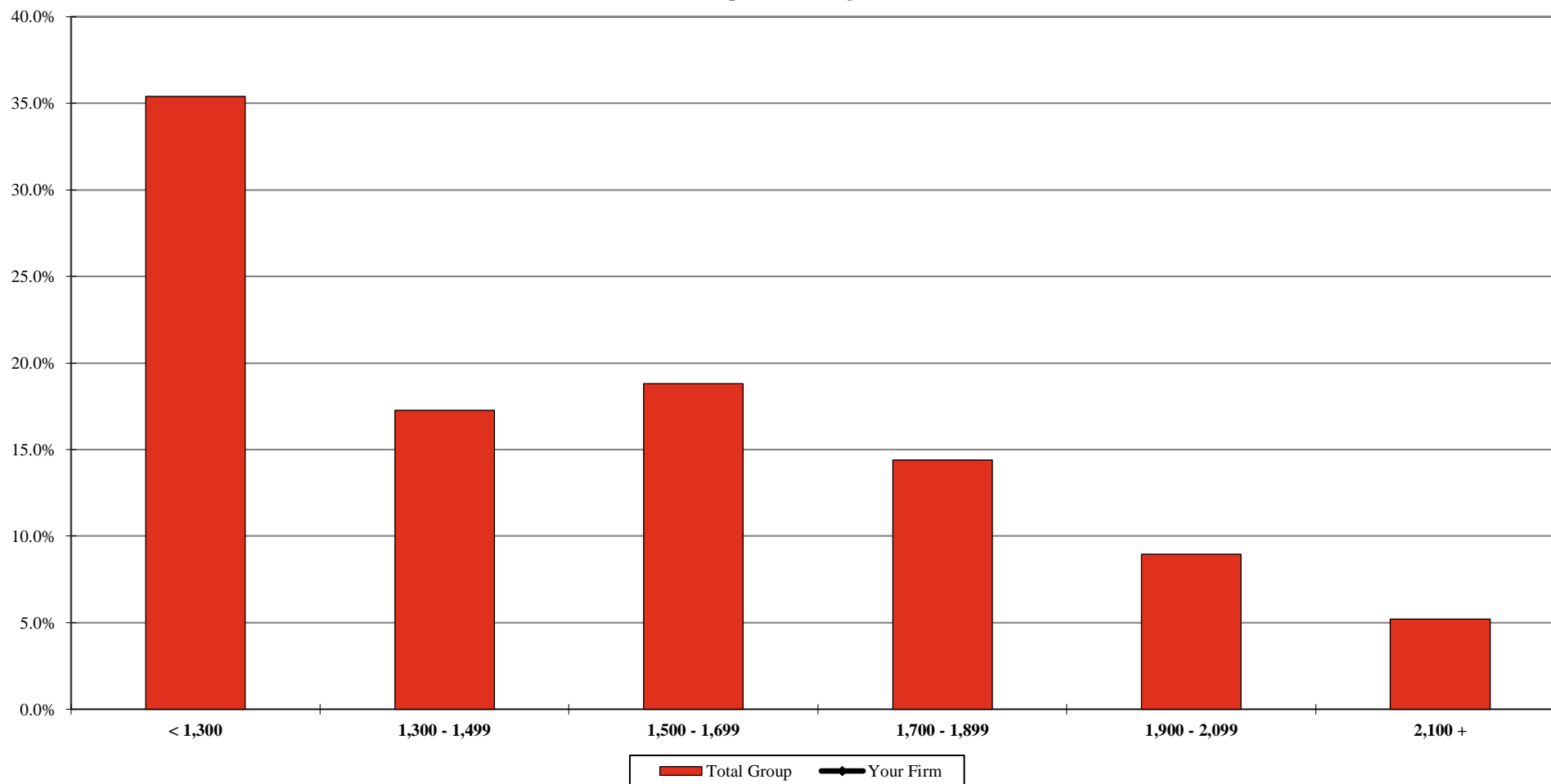
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### *Distribution of Non-Equity Partners by Utilization Levels<sup>1</sup>*

*For the 12-month period ending December 31, 2017*



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
35.4%	17.3%	18.8%	14.4%	9.0%	5.2%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.  
Additional detail can be found on Page 117.

\*\* omitted due to insufficient data

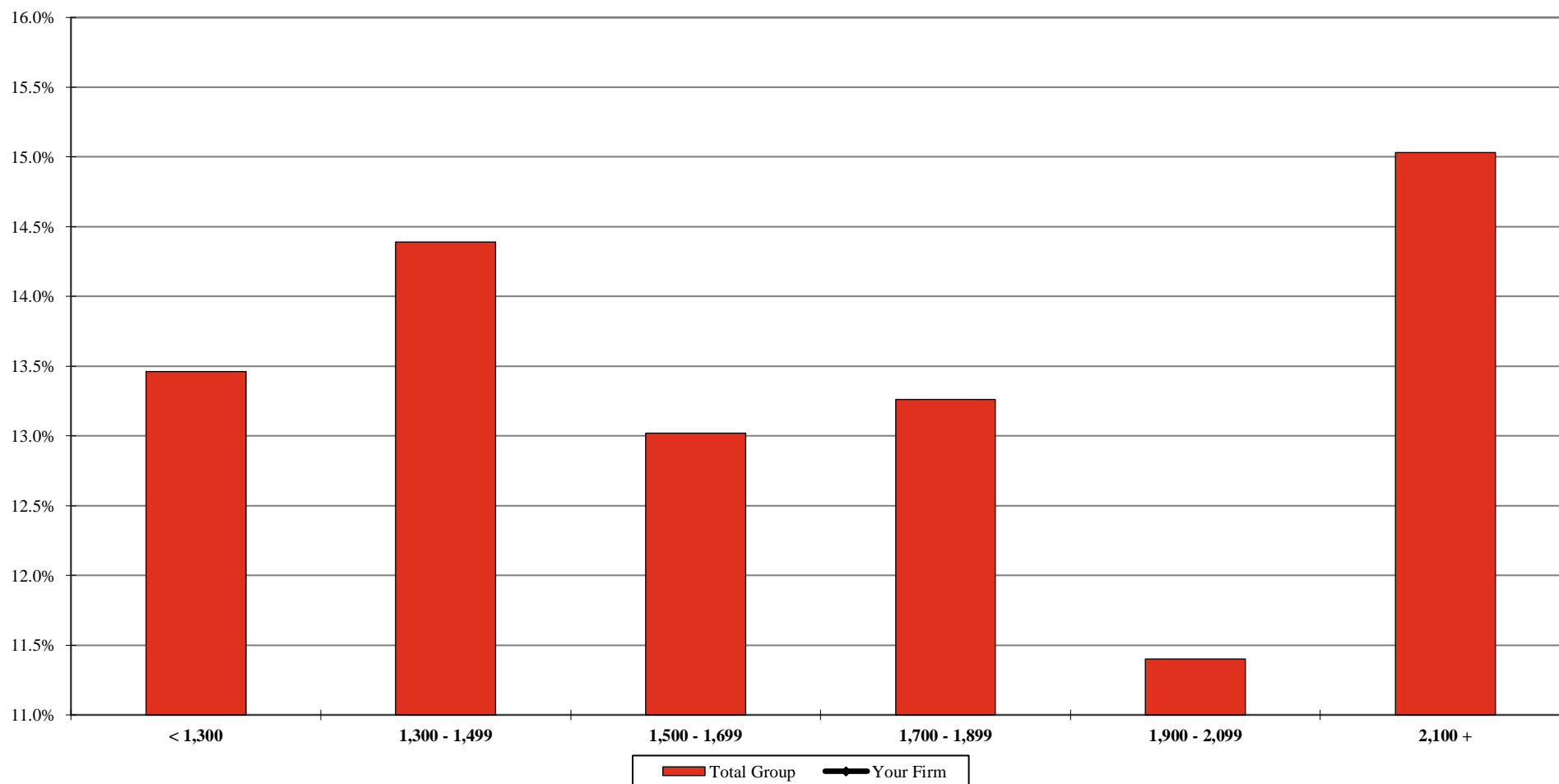


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Non-Equity Partner Discounting<sup>1</sup> by Utilization Levels

For the 12-month period ending December 31, 2017



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
13.5%	14.4%	13.0%	13.3%	11.4%	15.0%

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

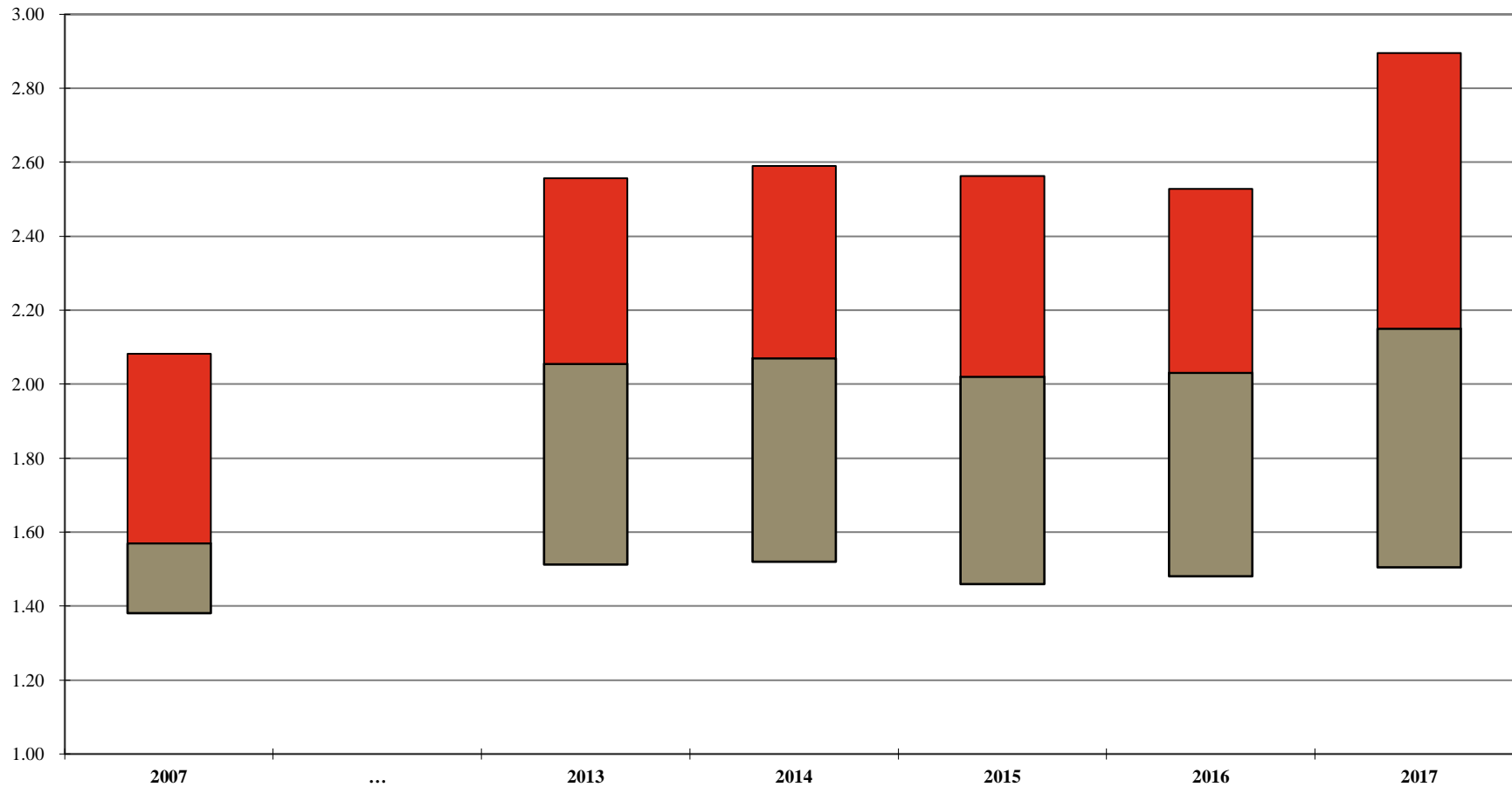
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Leverage<sup>1</sup>

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



Your Firm

1st Qtle

Median

3rd Qtle

2007	2013	2014	2015	2016	2017
2.08	2.56	2.59	2.56	2.53	2.90
1.57	2.06	2.07	2.02	2.03	2.15
1.38	1.51	1.52	1.46	1.48	1.51

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

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

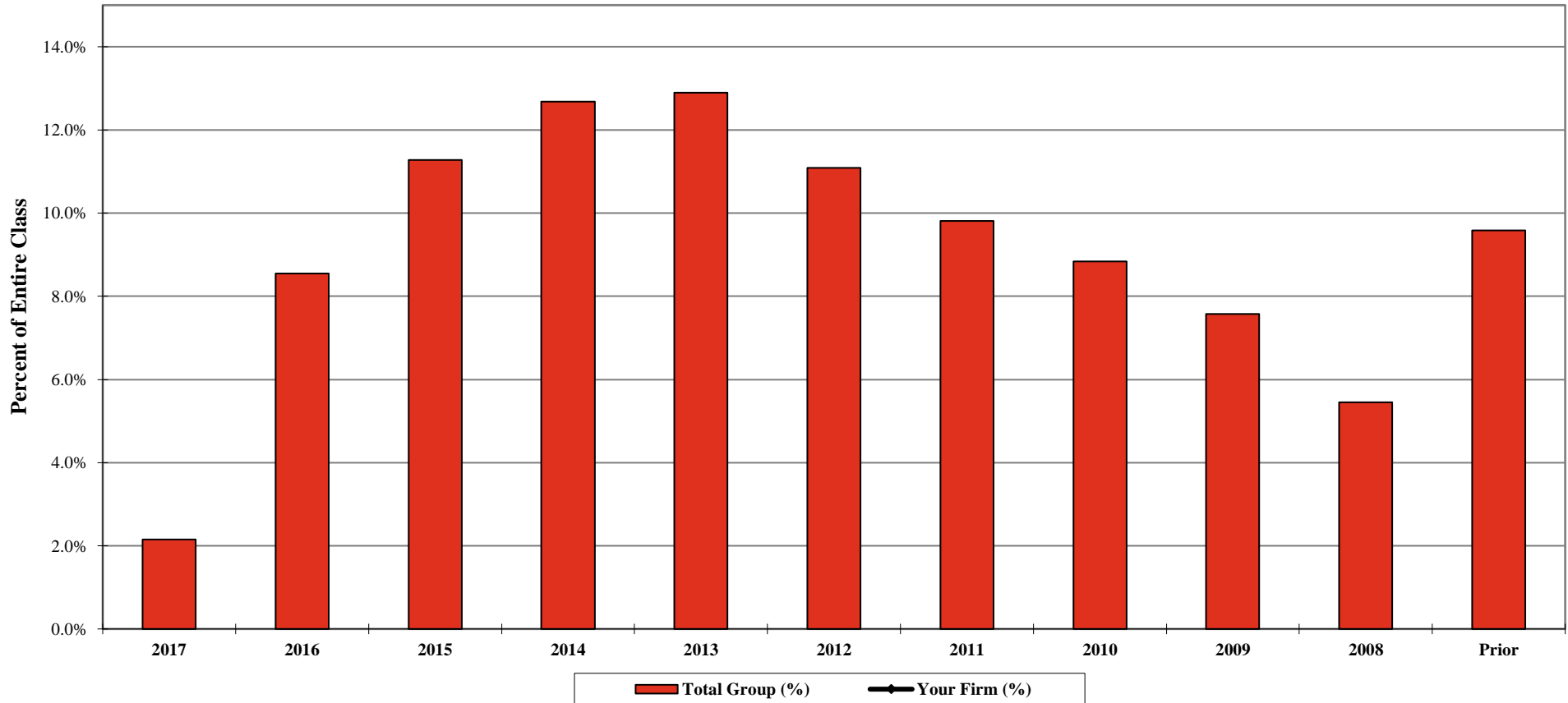
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### *Distribution of Associates by Law School Class Year*

*For the 12-month period ending December 31, 2017*



	Law Class Year										
	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior
<b>Your Firm (%)</b>											
<b>Your Firm (FTE)</b>											
<b>Total Group (%)</b>	2.2%	8.6%	11.3%	12.7%	12.9%	11.1%	9.8%	8.8%	7.6%	5.5%	9.6%
<b>Total Group (FTE)</b>	121	481	635	713	726	624	552	497	426	307	540

\*\* omitted due to insufficient data

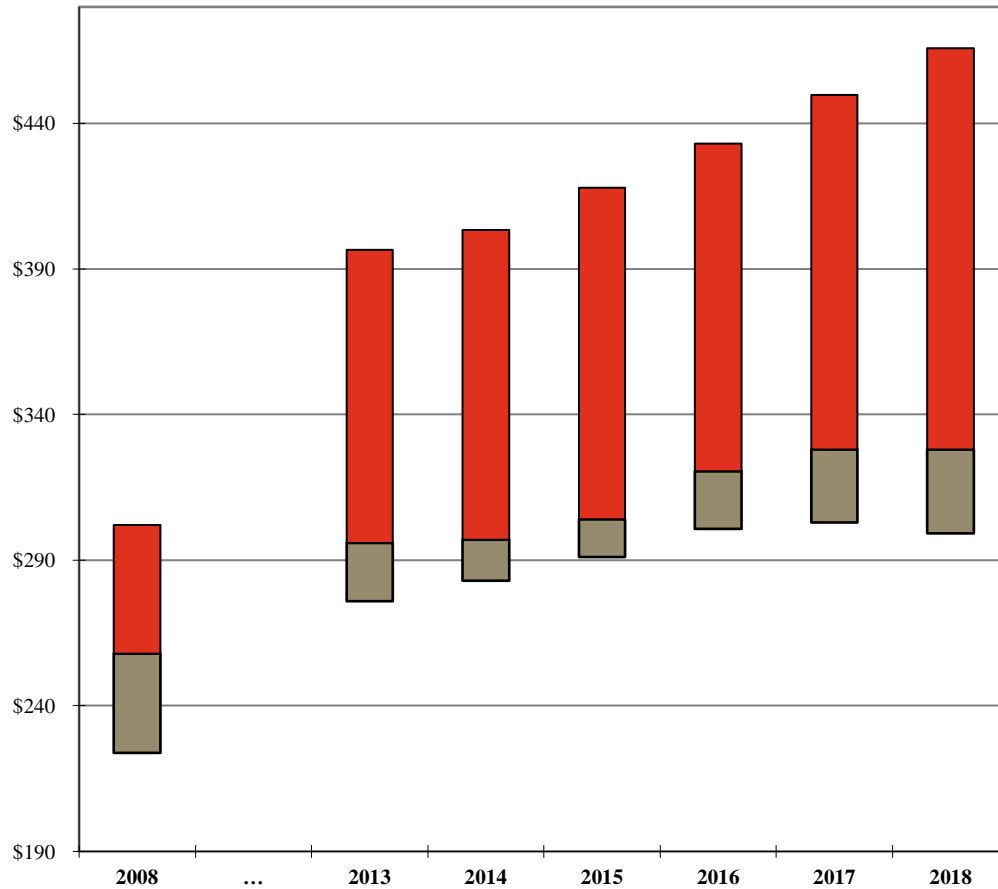
## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Rates

#### Standard Rates

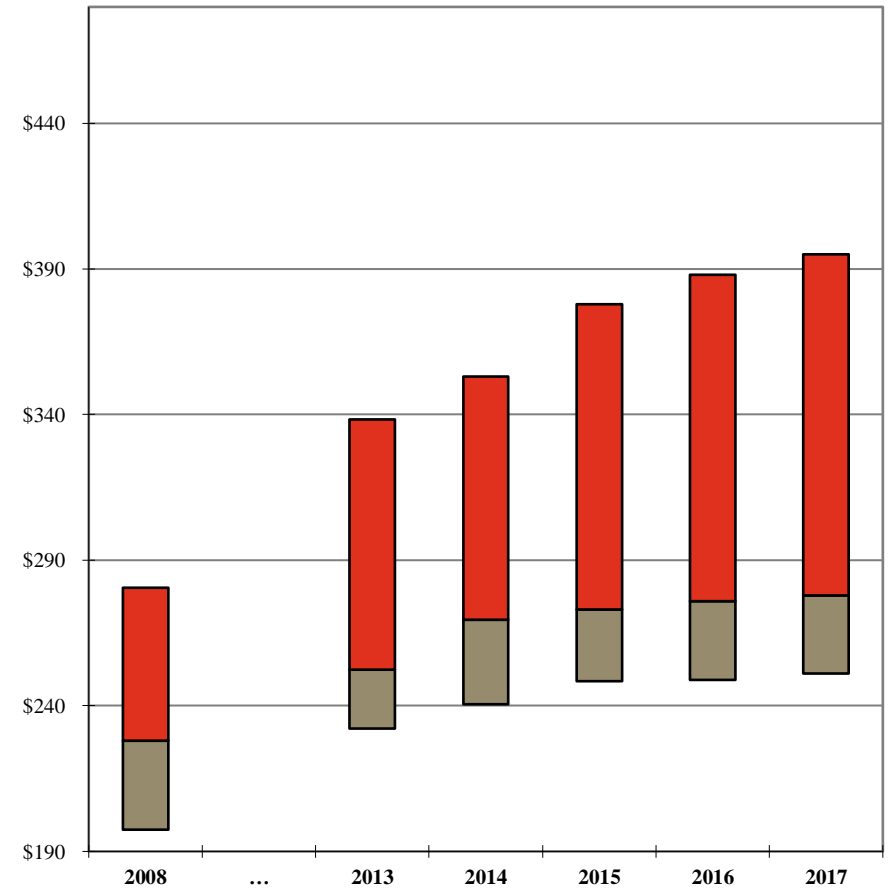
As of January 1st of the stated year



	2008	2013	2014	2015	2016	2017	2018
<b>Your Firm</b>							
<b>1st Qtle</b>	\$302	\$397	\$404	\$418	\$433	\$450	\$466
<b>Median</b>	258	296	297	304	321	328	328
<b>3rd Qtle</b>	224	276	283	291	301	303	299

#### Billed Rates

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



	2008	2013	2014	2015	2016	2017
<b>Your Firm</b>						
<b>1st Qtle</b>	\$281	\$338	\$353	\$378	\$388	\$395
<b>Median</b>	228	253	270	273	276	278
<b>3rd Qtle</b>	198	232	241	249	249	251

Additional detail can be found on Pages 81 and 102.

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

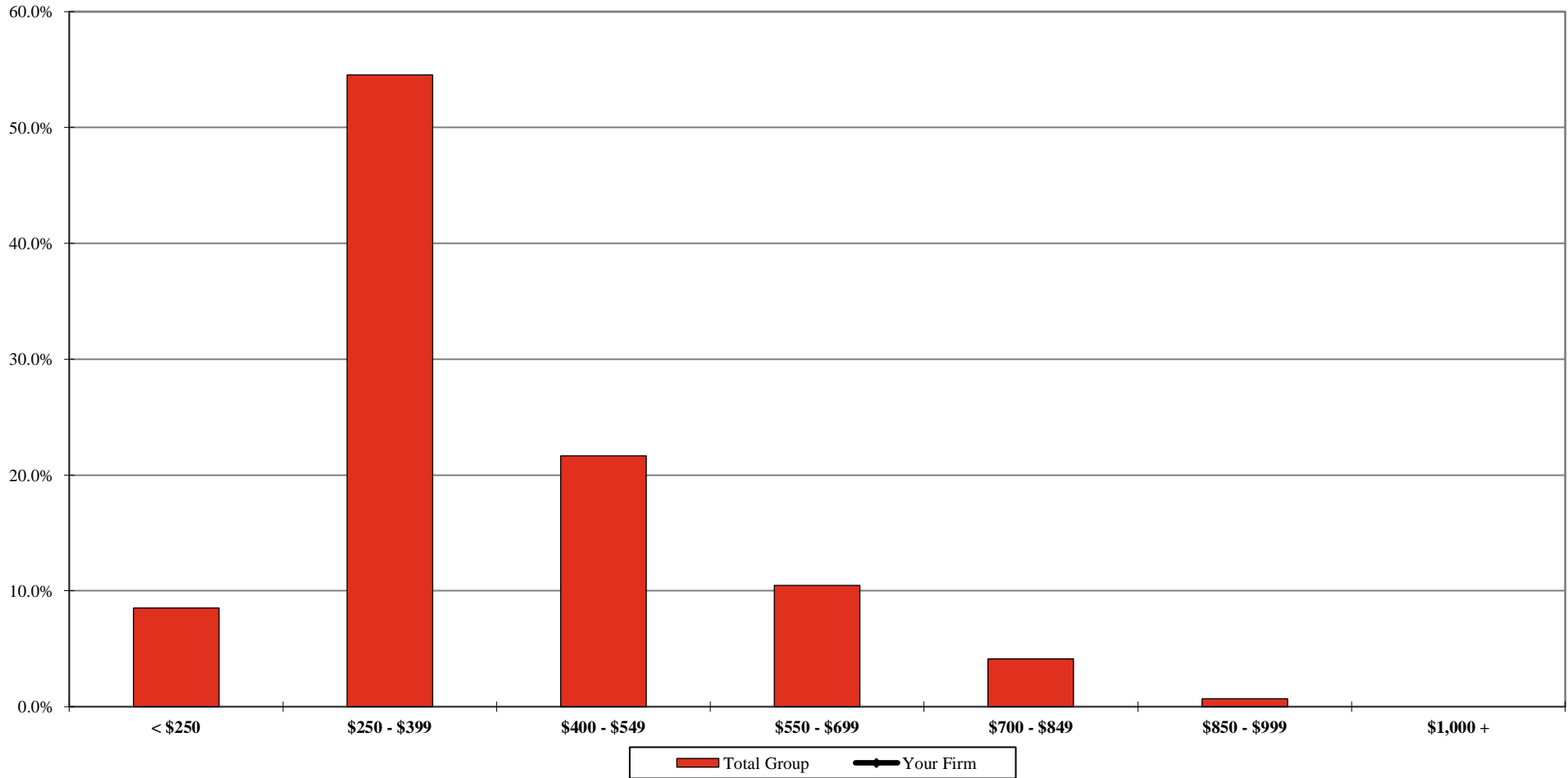
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Associate Standard Billing Rates

As of January 1, 2018



**Your Firm**  
**Total Group**

< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
8.5%	54.6%	21.7%	10.5%	4.1%	0.7%	

Additional detail can be found on Page 83.

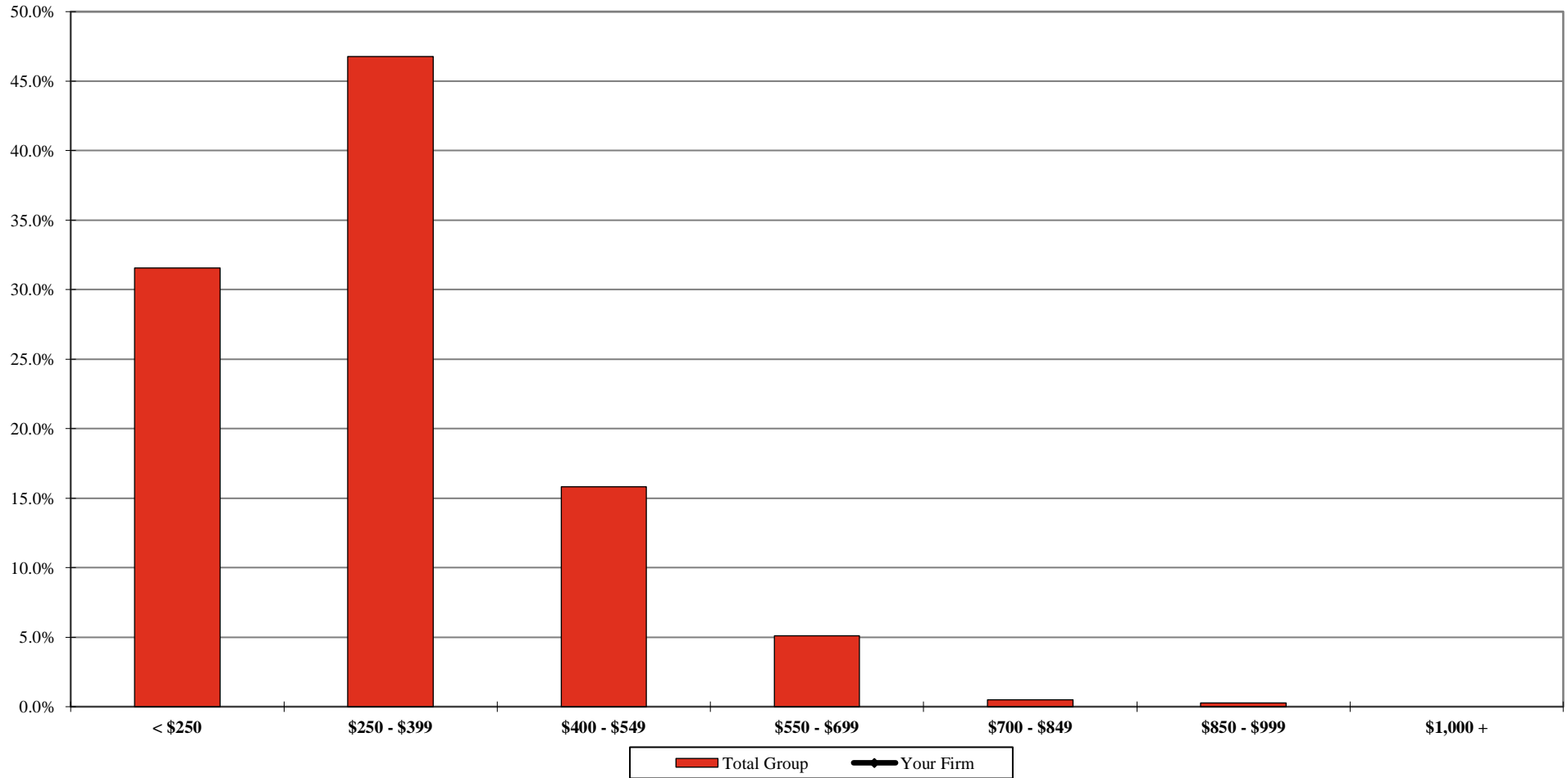
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### *Distribution of Associate Billed Rates<sup>1</sup>*

*For the 12-month period ending December 31, 2017*



**Your Firm**  
**Total Group**

< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
31.6%	46.8%	15.8%	5.1%	0.5%	0.3%	

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

Additional detail can be found on Page 103.

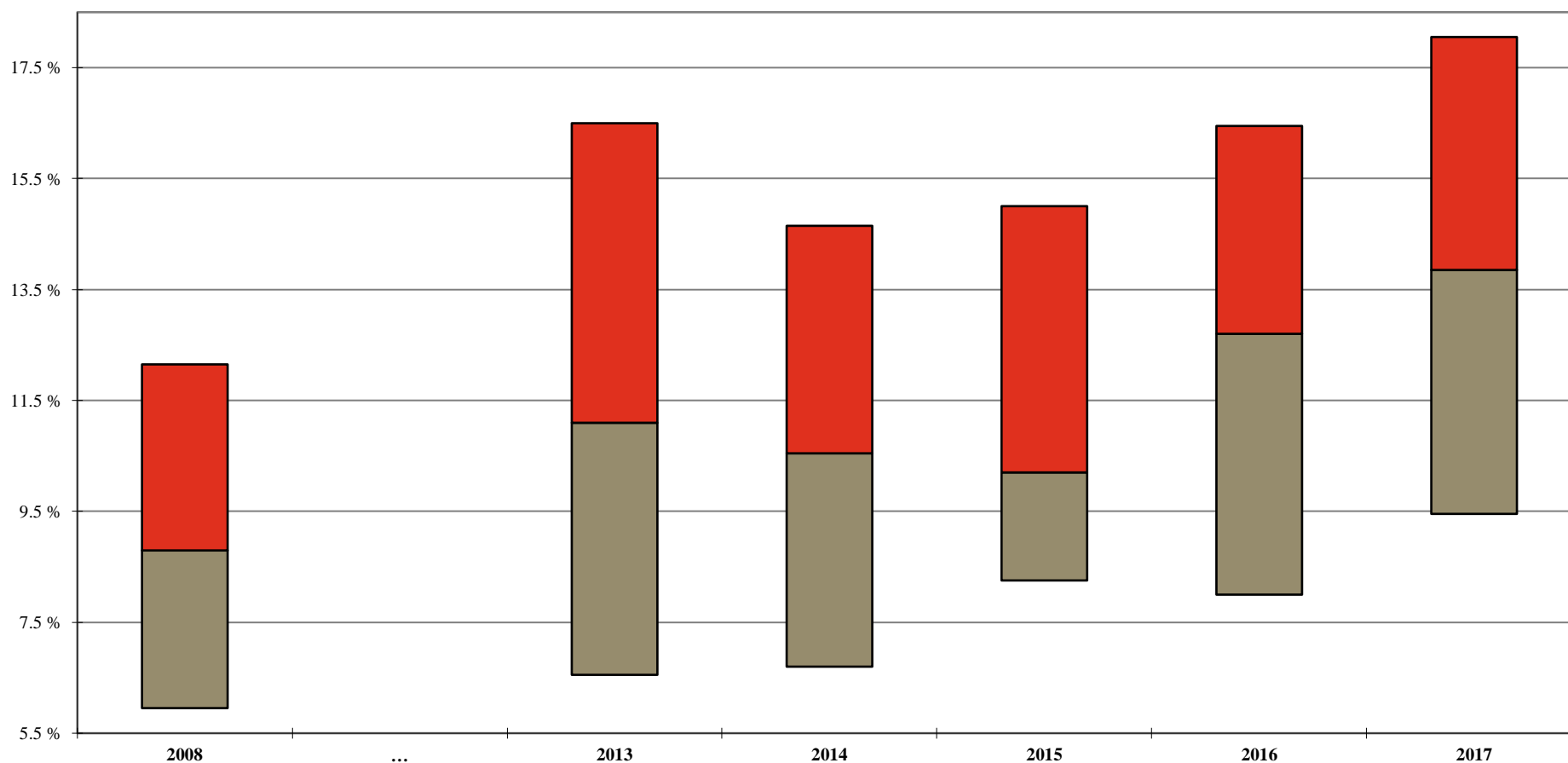
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## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Discounting<sup>1</sup>

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



	2008	2013	2014	2015	2016	2017
<b>Your Firm</b>						
<b>1st Qtle</b>	12.2%	16.5%	14.7%	15.0%	16.5%	18.1%
<b>Median</b>	8.8%	11.1%	10.6%	10.2%	12.7%	13.9%
<b>3rd Qtle</b>	6.0%	6.6%	6.7%	8.3%	8.0%	9.5%

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

Additional detail can be found on Page 109.

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

\*\* omitted due to insufficient data

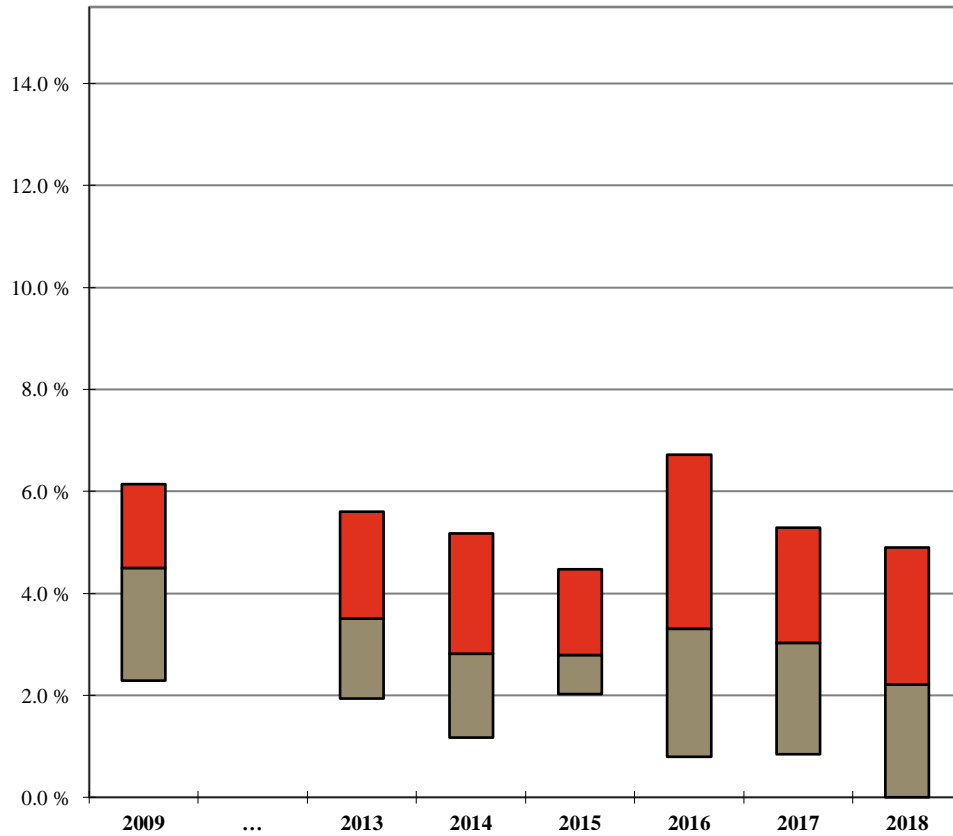
## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

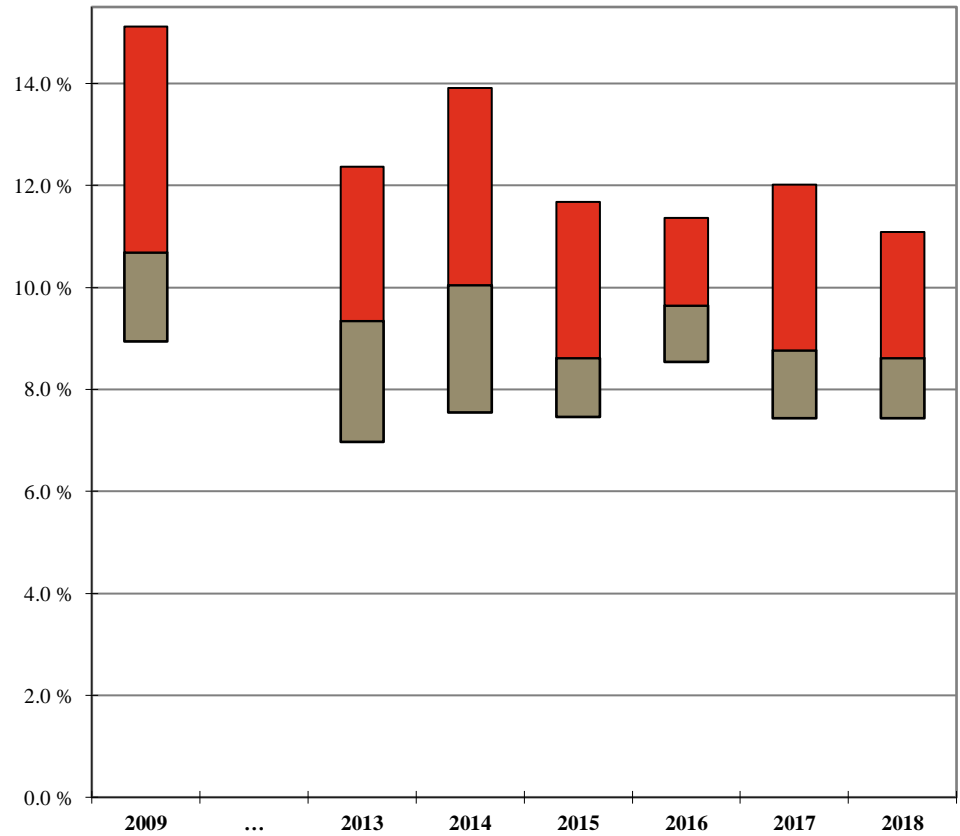
### Annual Change<sup>1</sup>: Associate Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



Your Firm	2009	2013	2014	2015	2016	2017	2018
1st Qtle	6.1%	5.6%	5.2%	4.5%	6.7%	5.3%	4.9%
Median	4.5%	3.5%	2.8%	2.8%	3.3%	3.0%	2.2%
3rd Qtle	2.3%	1.9%	1.2%	2.0%	0.8%	0.8%	0.0%

Your Firm	2009	2013	2014	2015	2016	2017	2018
1st Qtle	15.1%	12.4%	13.9%	11.7%	11.4%	12.0%	11.1%
Median	10.7%	9.3%	10.0%	8.6%	9.6%	8.8%	8.6%
3rd Qtle	8.9%	7.0%	7.6%	7.5%	8.5%	7.4%	7.4%

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

Additional detail can be found on Pages 81 and 86.

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

\*\* omitted due to insufficient data

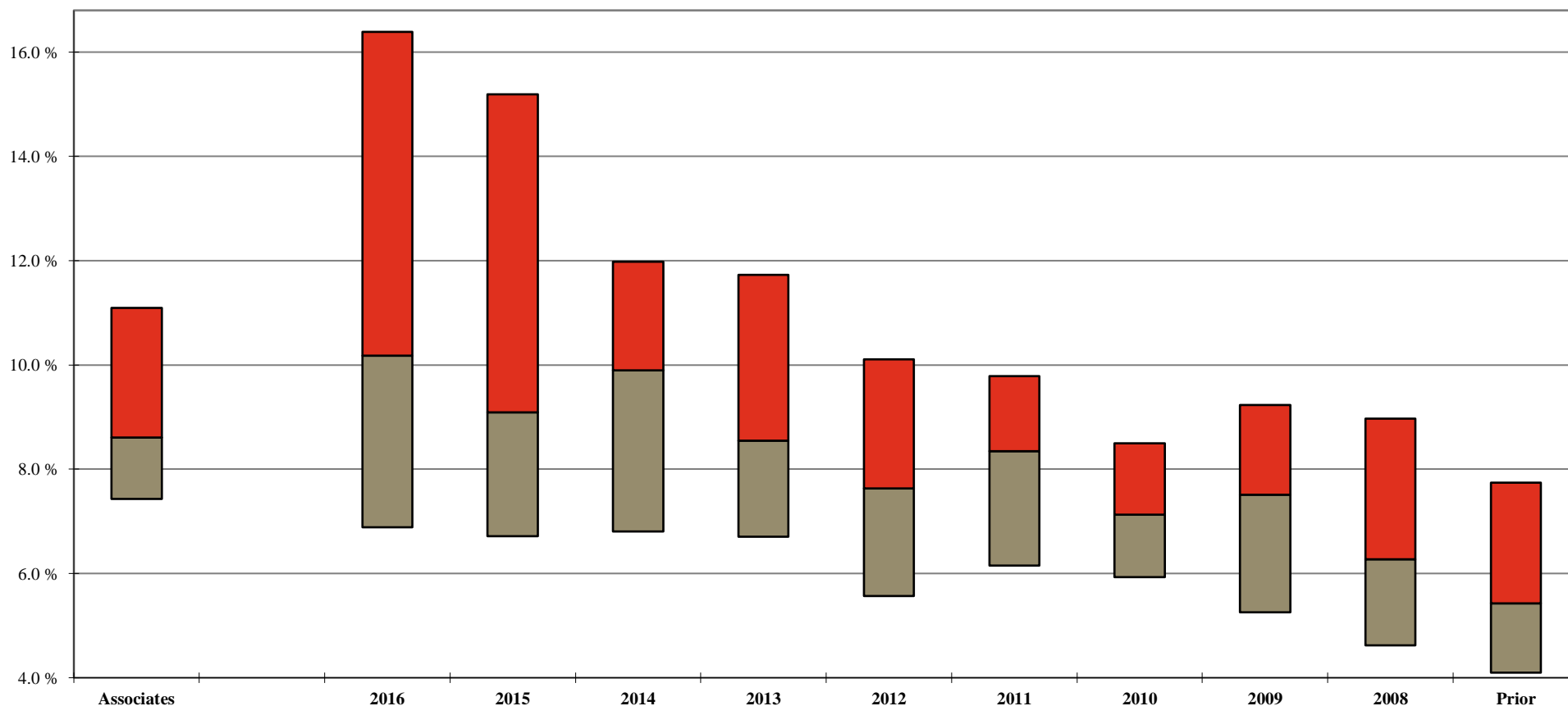


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### 'Full Year'<sup>1</sup> Associates Standard Rate Change by Class Year

As of January 1, 2018



Your Firm

1st Qtle

Median

3rd Qtle

Law Class Year										
Associates	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior
11.1%	16.4%	15.2%	12.0%	11.7%	10.1%	9.8%	8.5%	9.2%	9.0%	7.7%
8.6%	10.2%	9.1%	9.9%	8.6%	7.6%	8.4%	7.1%	7.5%	6.3%	5.4%
7.4%	6.9%	6.7%	6.8%	6.7%	5.6%	6.2%	5.9%	5.3%	4.6%	4.1%

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

Additional detail can be found on Page 86.

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

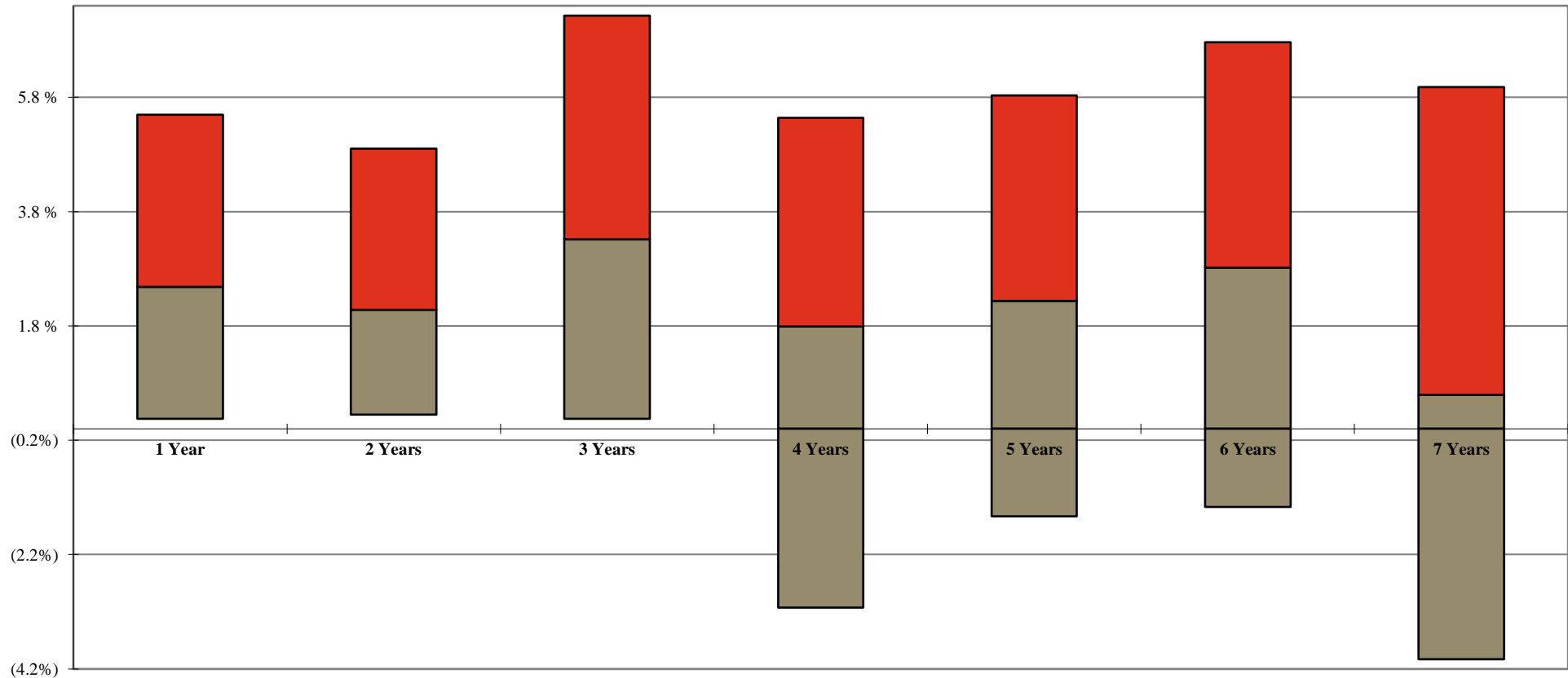
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate 'Full-Year' Standard Rate Change by Years of Experience<sup>1</sup>

As of January 1, 2018



	Years of Experience						
	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years
<b>Your Firm</b>							
<b>1st Qtle</b>	5.5%	4.9%	7.2%	5.4%	5.8%	6.8%	6.0%
<b>Median</b>	2.5%	2.1%	3.3%	1.8%	2.2%	2.8%	0.6%
<b>3rd Qtle</b>	0.2%	0.2%	0.2%	(3.1%)	(1.5%)	(1.4%)	(4.0%)

<sup>1</sup> Calculated as the percent change for an associate with the respective years of experience at 1/1/2018 to the corresponding years of experience at 1/1/2017. For example, an associate with one year of experience would be included in law school class year 2016 at 1/1/2018, and included in law school class year 2015 at 1/1/2017.

Additional detail can be found on Page 87.

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

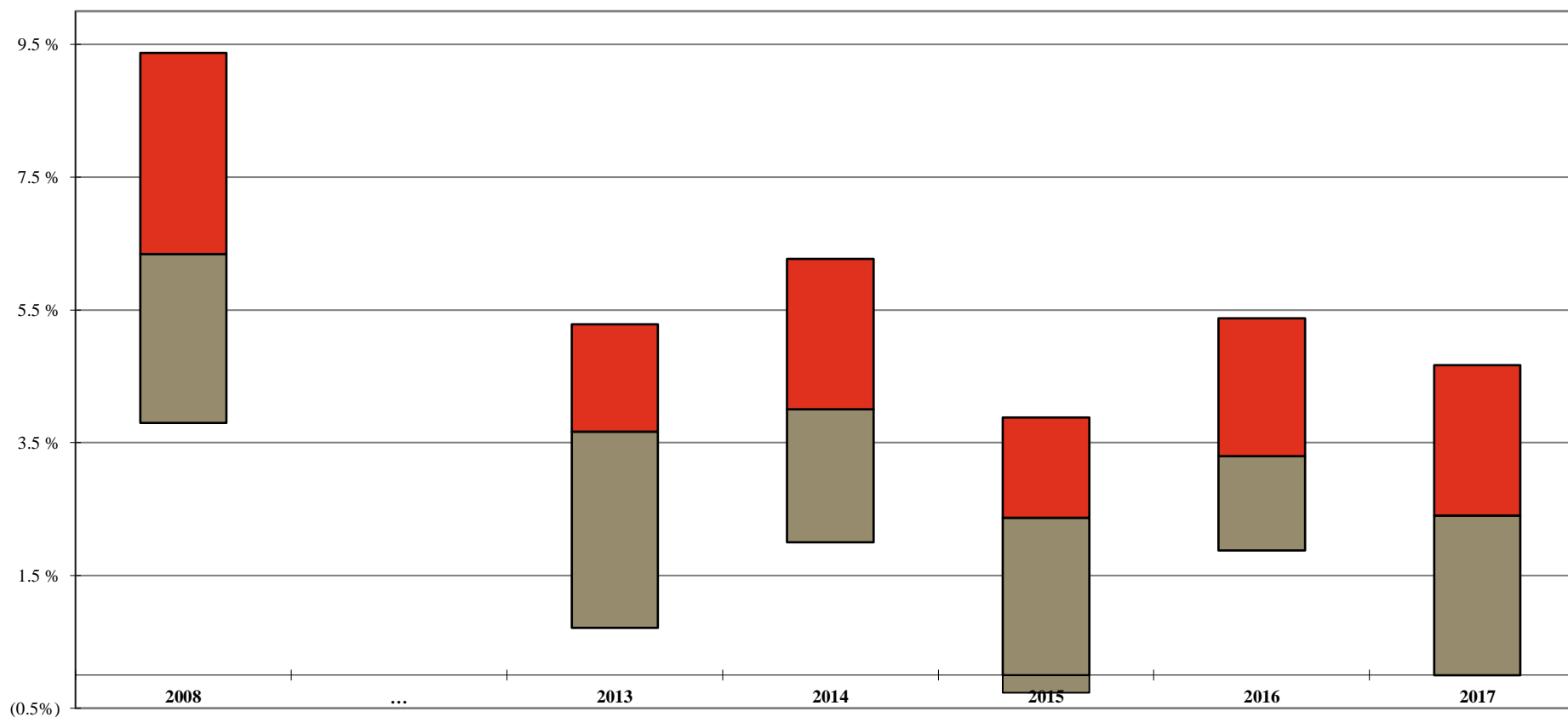
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Annual Change: Associate Billed Rates

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



Your Firm

1st Qtile

Median

3rd Qtile

2008
9.4%
6.3%
3.8%

2013	2014	2015	2016	2017
5.3%	6.3%	3.9%	5.4%	4.7%
3.7%	4.0%	2.4%	3.3%	2.4%
0.7%	2.0%	(0.3%)	1.9%	0.0%

Additional detail can be found on Page 102.

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

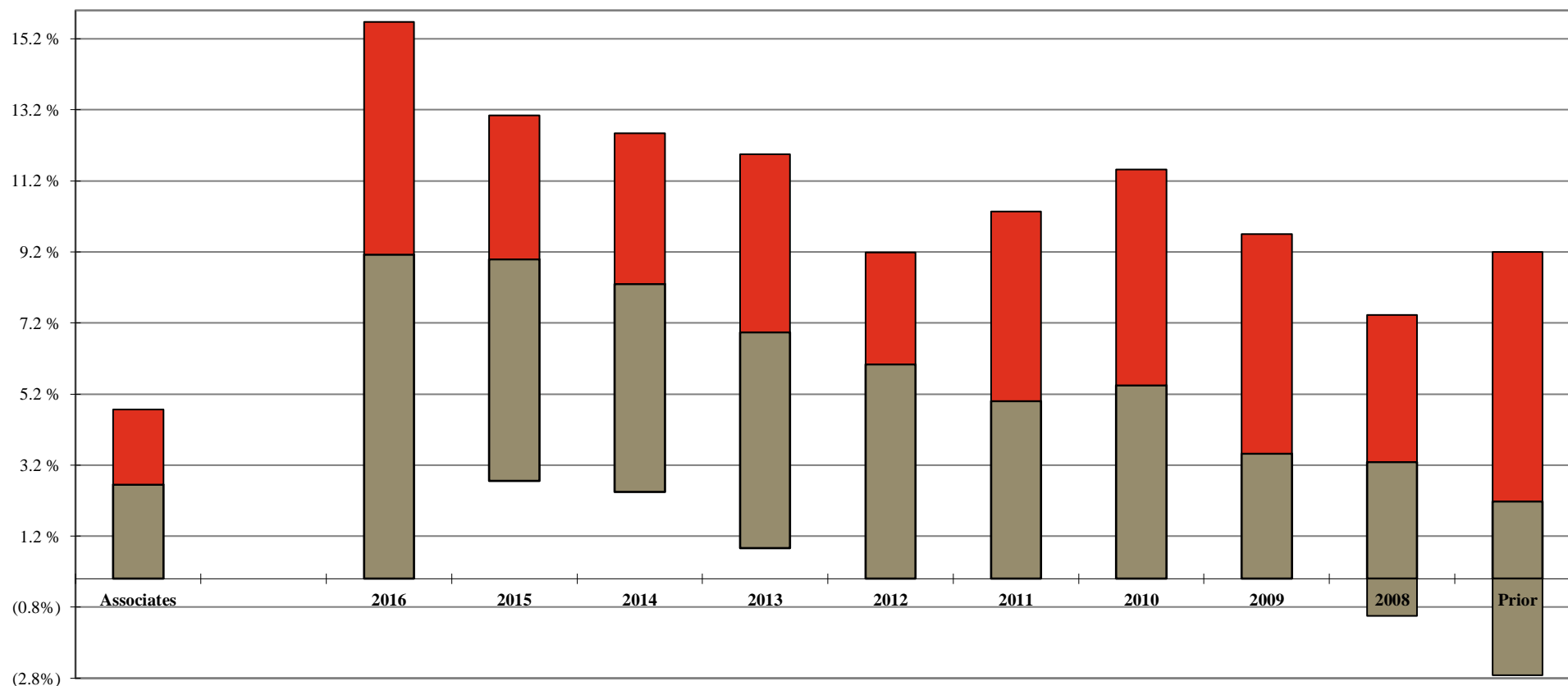
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### 'Full Year'<sup>1</sup> Associates Billed Rate Change by Class Year

As of January 1, 2018



Your Firm		Law Class Year										
	Associates	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior	
	1st Qtle	4.8%	15.7%	13.0%	12.5%	12.0%	9.2%	10.3%	11.5%	9.7%	7.4%	9.2%
	Median	2.7%	9.1%	9.0%	8.3%	6.9%	6.0%	5.0%	5.5%	3.5%	3.3%	2.2%
	3rd Qtle	0.0%	0.0%	2.8%	2.5%	0.9%	0.0%	0.0%	0.0%	0.0%	(1.1%)	(2.7%)

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

Additional detail can be found on Page 107.

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

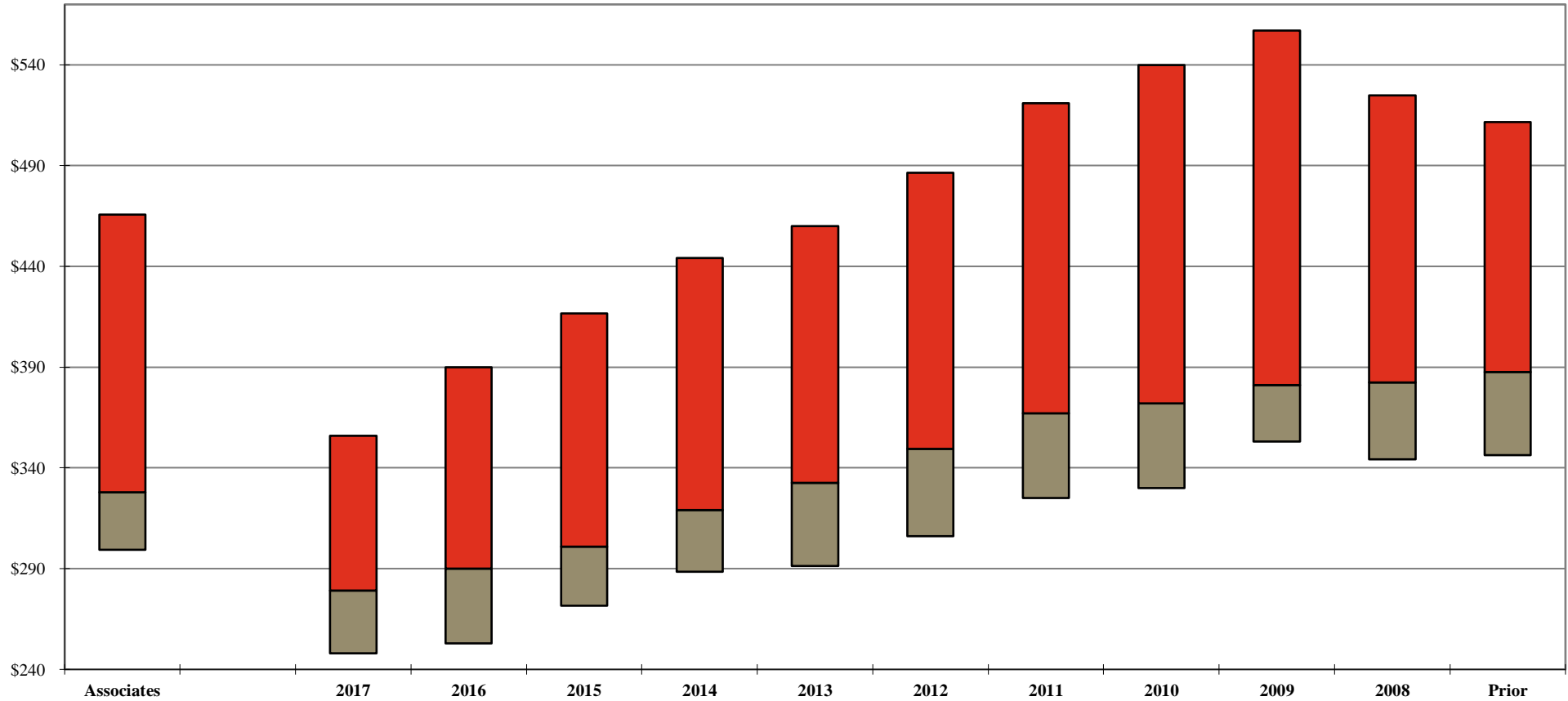
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Standard Rates by Class Year

As of January 1, 2018



Your Firm		Law Class Year											
	Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior	
	1st Qtle	\$466	\$356	\$390	\$417	\$444	\$460	\$487	\$521	\$540	\$557	\$525	\$512
	Median	328	279	290	301	319	333	350	367	372	381	383	388
	3rd Qtle	299	248	253	272	289	291	306	325	330	353	344	346

Additional detail can be found on Page 81.

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

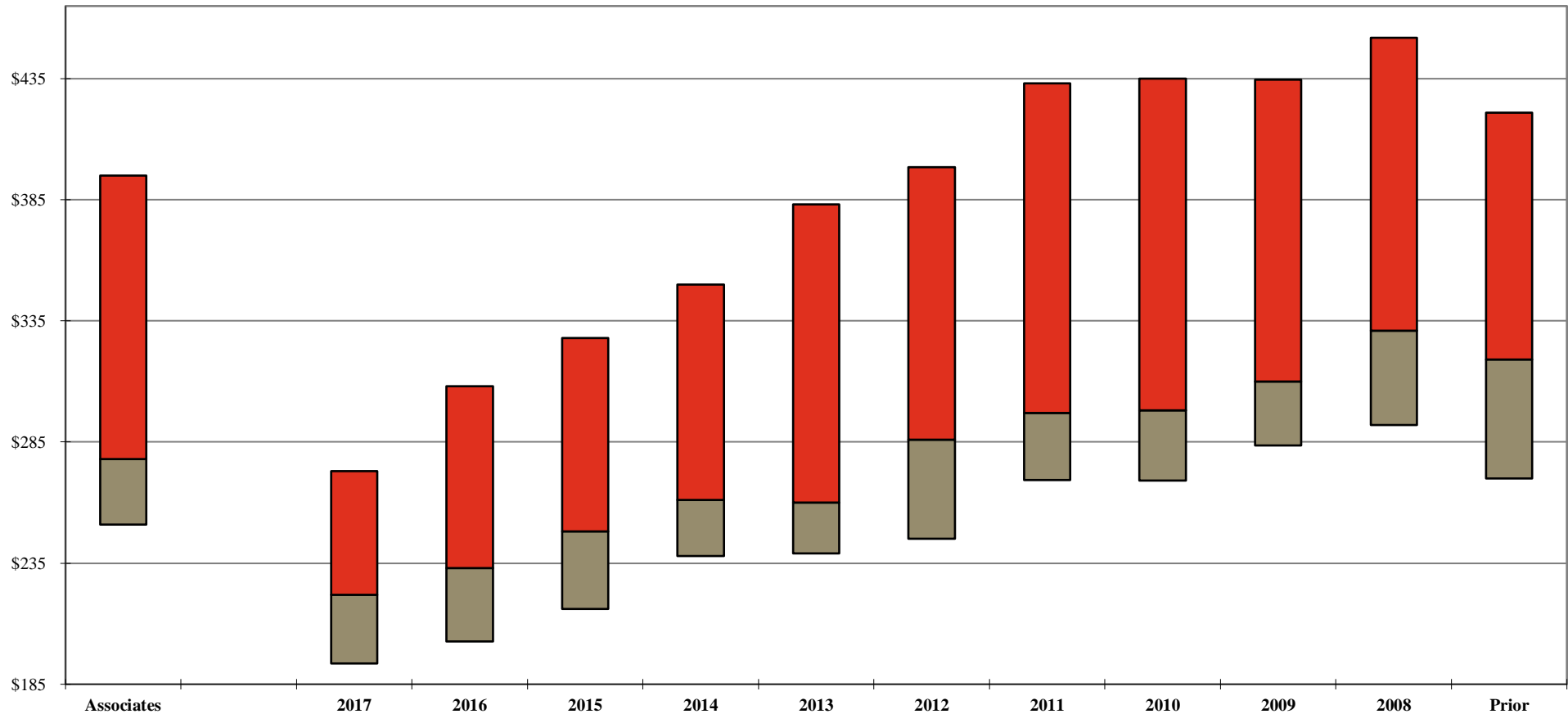
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Billed Rates by Class Year

For the 12-month period ending December 31, 2017



	Law Class Year											
	Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior
<b>Your Firm</b>												
<b>1st Qtle</b>	\$395	\$273	\$308	\$328	\$350	\$383	\$399	\$433	\$435	\$435	\$452	\$421
<b>Median</b>	278	222	233	248	261	260	286	297	298	310	331	319
<b>3rd Qtle</b>	251	194	203	216	238	239	245	269	269	284	292	270

Additional detail can be found on Page 102.

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

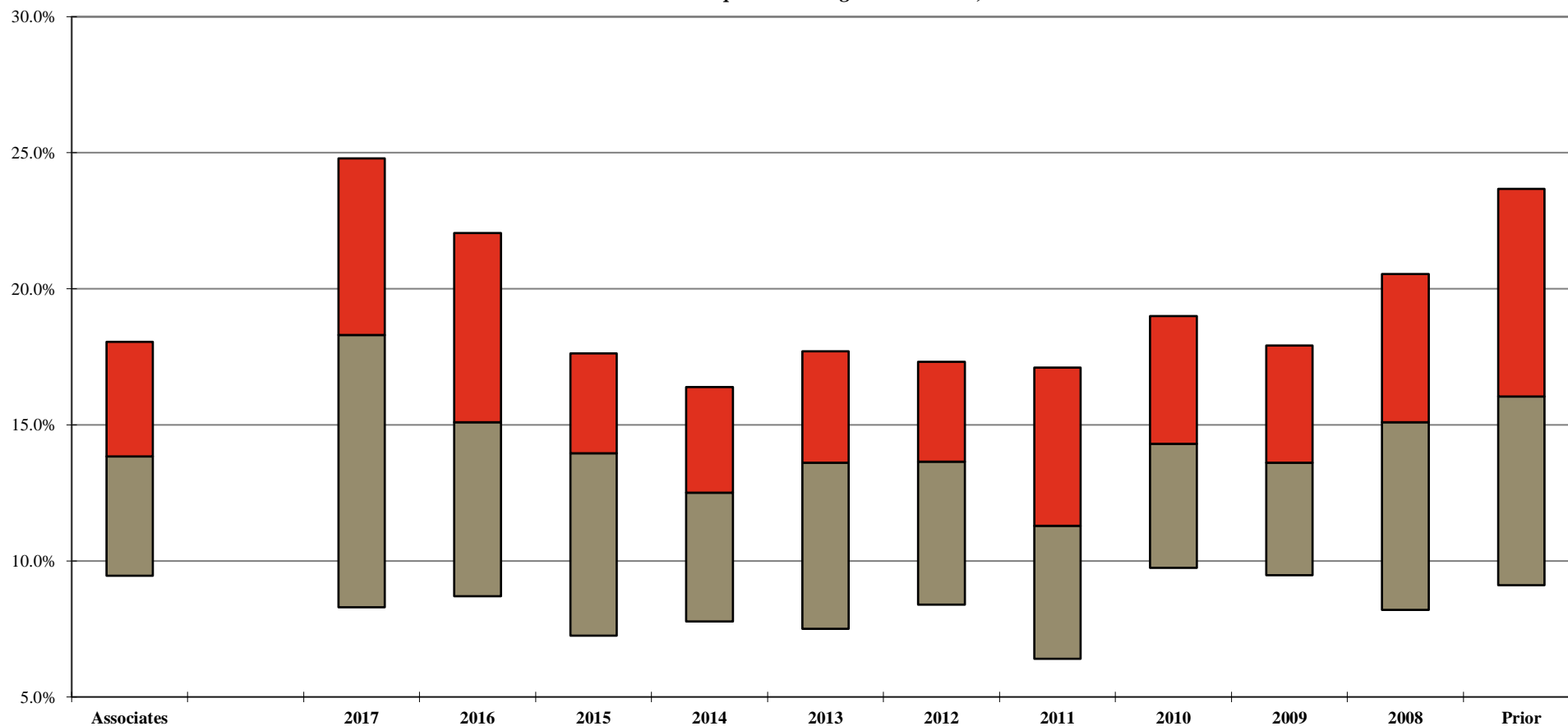
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Discounting<sup>1</sup> by Class Year

For the 12-month period ending December 31, 2017



Your Firm	Law Class Year												
	Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior	
	1st Qtle	18.1%	24.8%	22.1%	17.6%	16.4%	17.7%	17.3%	17.1%	19.0%	17.9%	20.6%	23.7%
	Median	13.9%	18.3%	15.1%	14.0%	12.5%	13.6%	13.7%	11.3%	14.3%	13.6%	15.1%	16.1%
	3rd Qtle	9.5%	8.3%	8.7%	7.3%	7.8%	7.5%	8.4%	6.4%	9.8%	9.5%	8.2%	9.1%

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

Additional detail can be found on Page 109.

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

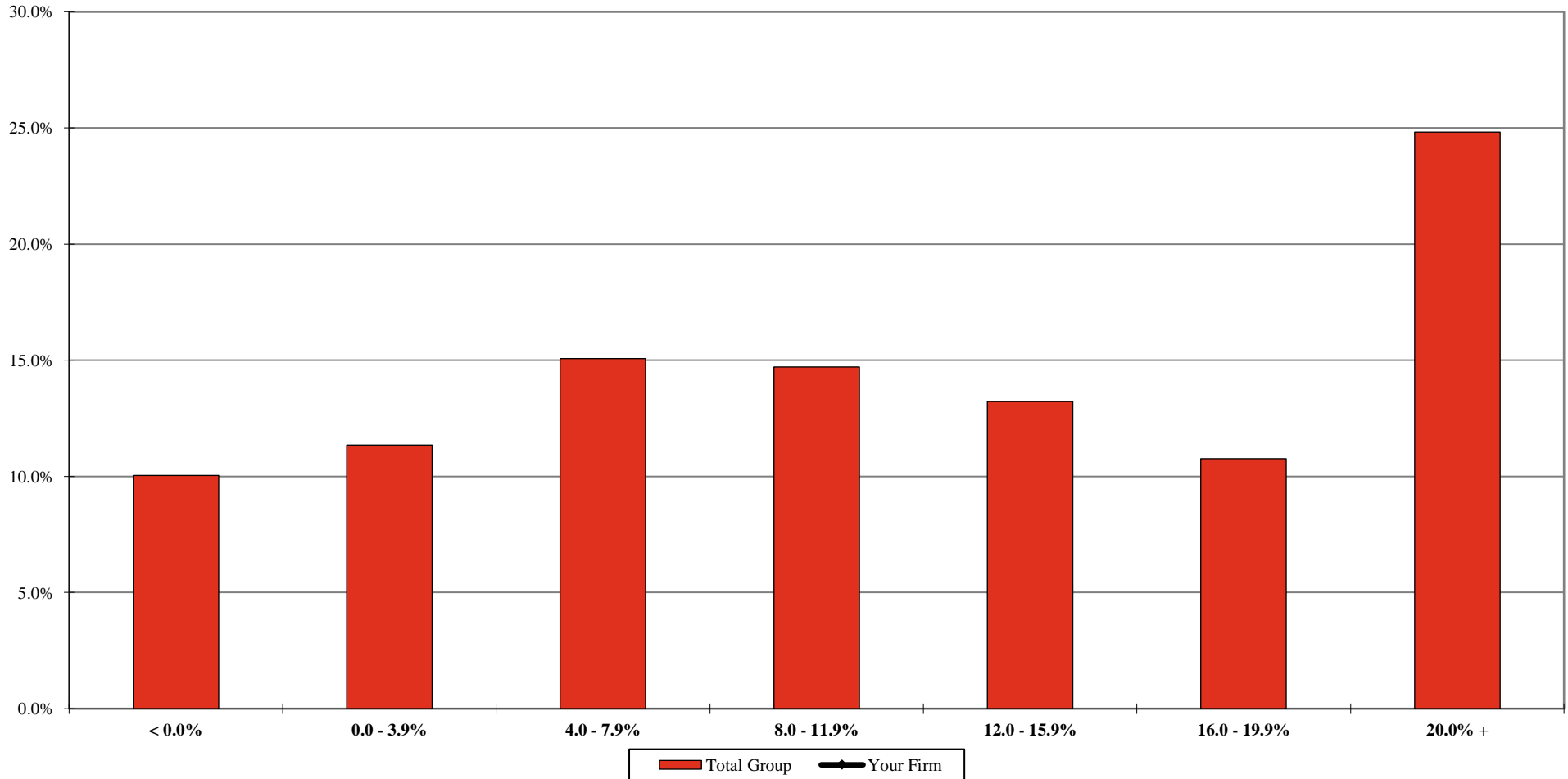
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Associates by Discount Levels<sup>1</sup>

For the 12-month period ending December 31, 2017



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>Your Firm</b>							
<b>Total Group</b>	10.0%	11.3%	15.1%	14.7%	13.2%	10.8%	24.8%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.  
Additional detail can be found on Page 113.

\*\* omitted due to insufficient data

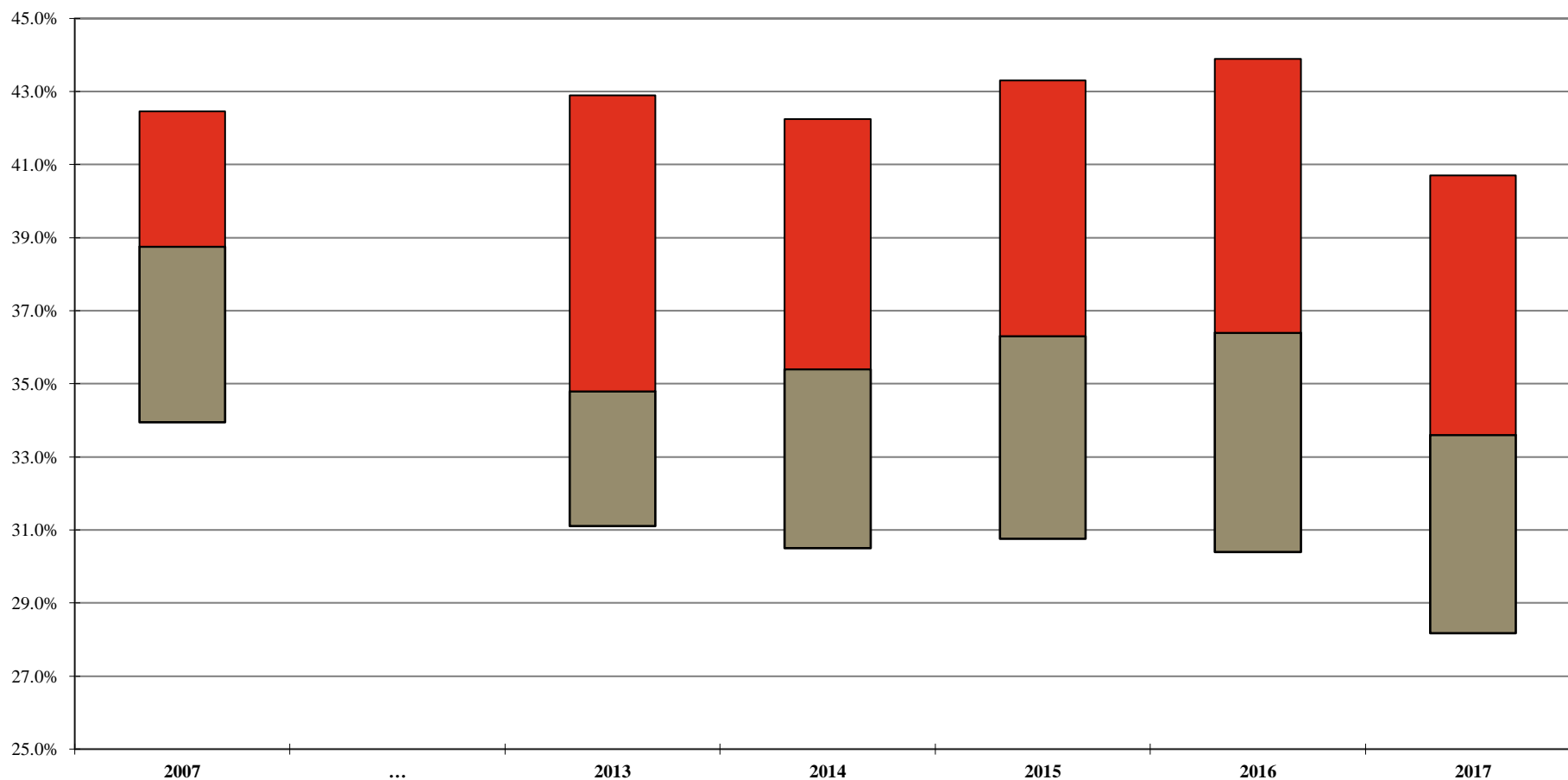


## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Hours as a Percentage of All Attorney Hours

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



**Your Firm**

**1st Qtile**

**Median**

**3rd Qtile**

2007
42.5%
38.8%
34.0%

2013	2014	2015	2016	2017
42.9%	42.3%	43.3%	43.9%	40.7%
34.8%	35.4%	36.3%	36.4%	33.6%
31.1%	30.5%	30.8%	30.4%	28.2%

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

\*\* omitted due to insufficient data

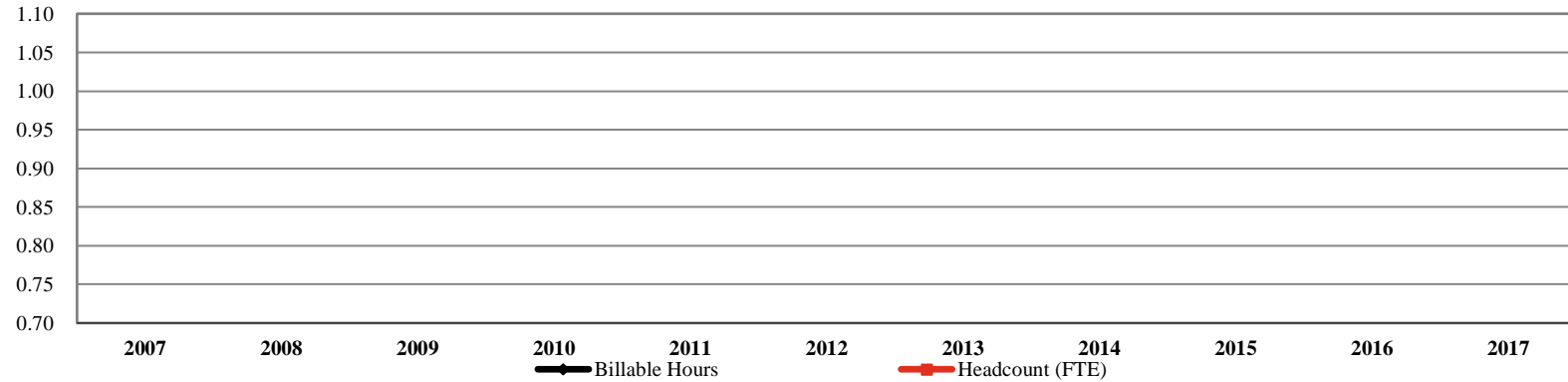
## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Capacity<sup>1</sup>

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

#### Your Firm



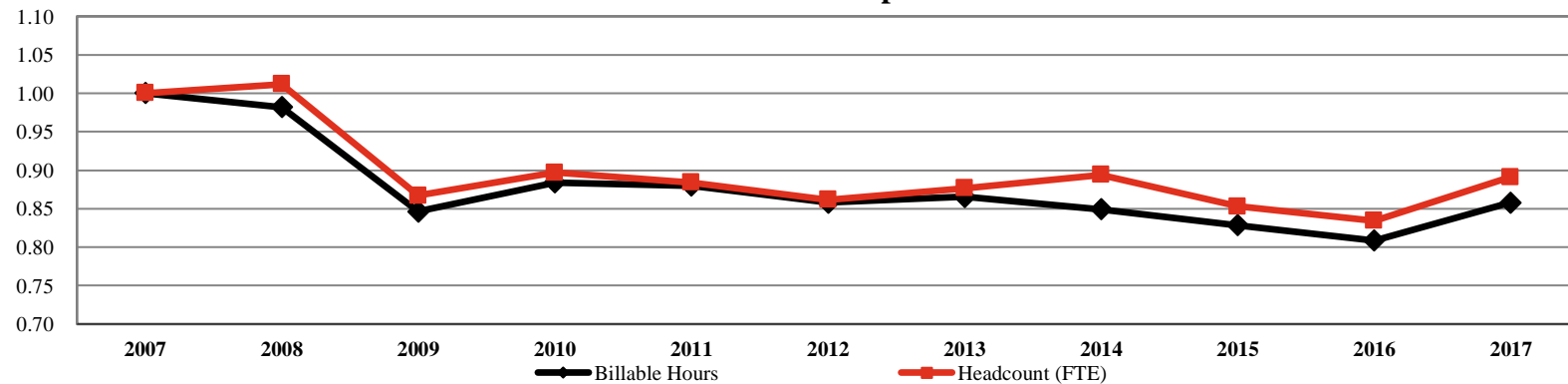
#### Your Firm

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours												
Headcount (FTE)												

#### Total Group<sup>2</sup>



#### Total Group

Billable Hours

Headcount (FTE)

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% Chg: '07-'17
Billable Hours	6,993,905	6,868,009	5,917,949	6,183,024	6,153,973	5,999,119	6,051,020	5,939,129	5,792,971	5,654,310	6,000,725	(14.2%)
Headcount (FTE)	3,953	3,999	3,427	3,546	3,495	3,406	3,465	3,533	3,372	3,298	3,523	(10.9%)

<sup>1</sup> Includes only those Firms that participated for the past 11 years; All values indexed to 2007.

<sup>2</sup> Number of members represented in the group results: 37

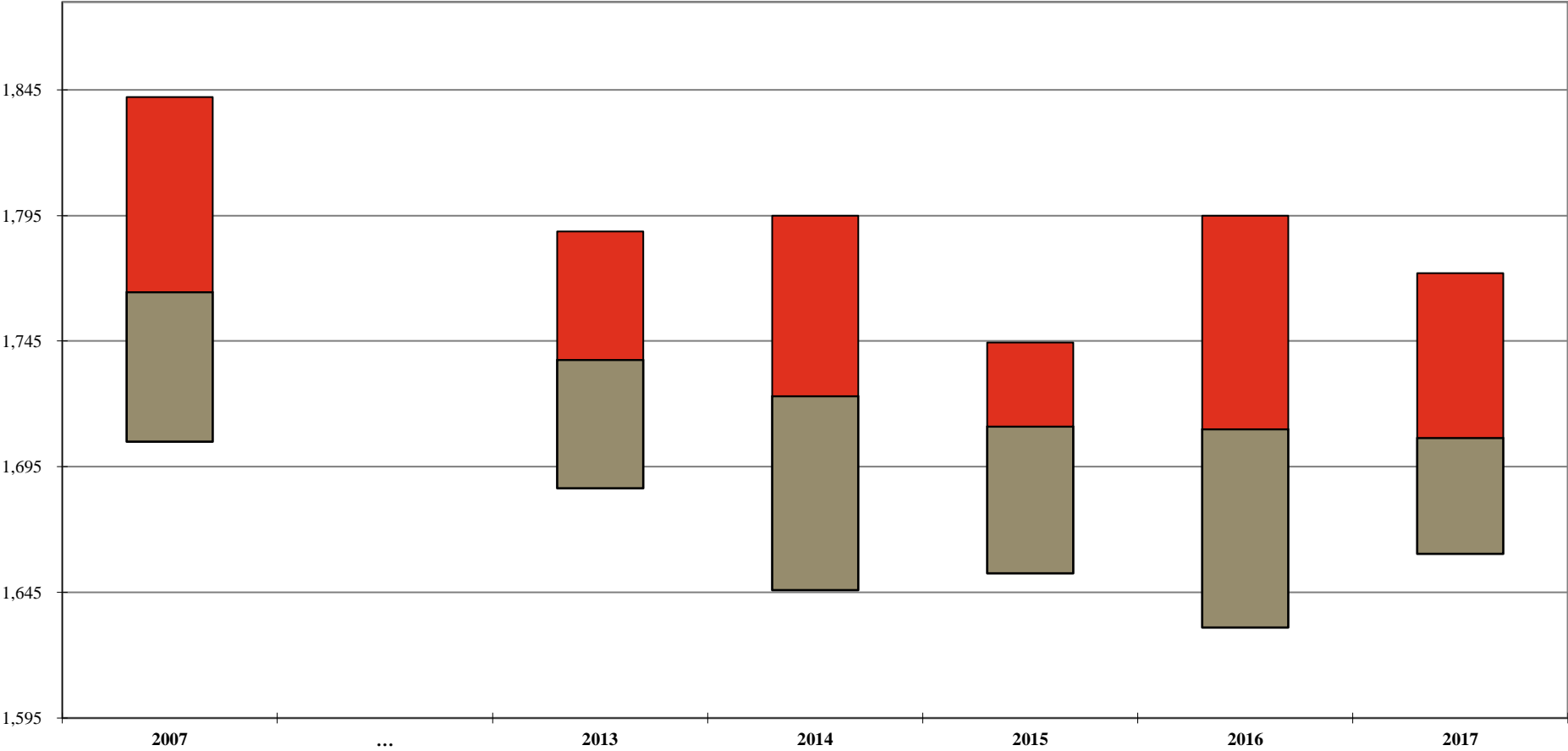
\*\* omitted due to insufficient data

2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Associate Utilization

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



Your Firm	2007	2013	2014	2015	2016	2017	Change: '07-'17
	1,842	1,789	1,795	1,745	1,795	1,772	(70)
	1,765	1,738	1,723	1,711	1,710	1,707	(58)
	1,705	1,687	1,646	1,653	1,631	1,660	(45)

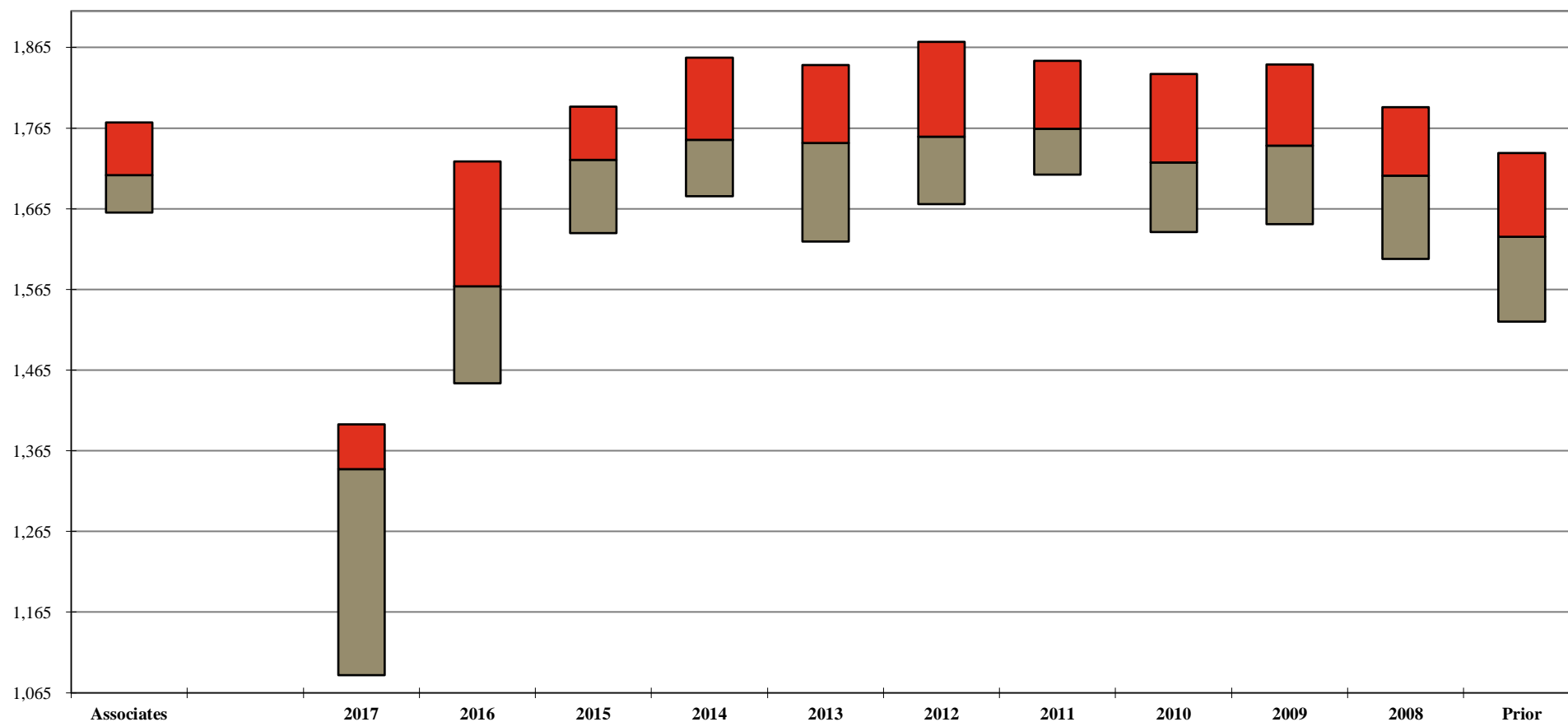
Additional detail can be found on Page 119.  
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.  
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2017



	Law Class Year											
	Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008	Prior
<b>Your Firm</b>												
<b>1st Qtle</b>	1,772	1,398	1,724	1,791	1,852	1,843	1,872	1,848	1,832	1,844	1,791	1,734
<b>Median</b>	1,707	1,342	1,569	1,726	1,751	1,747	1,754	1,764	1,722	1,743	1,706	1,631
<b>3rd Qtle</b>	1,660	1,087	1,449	1,635	1,681	1,625	1,671	1,707	1,636	1,646	1,603	1,525

Additional detail can be found on Page 119.

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

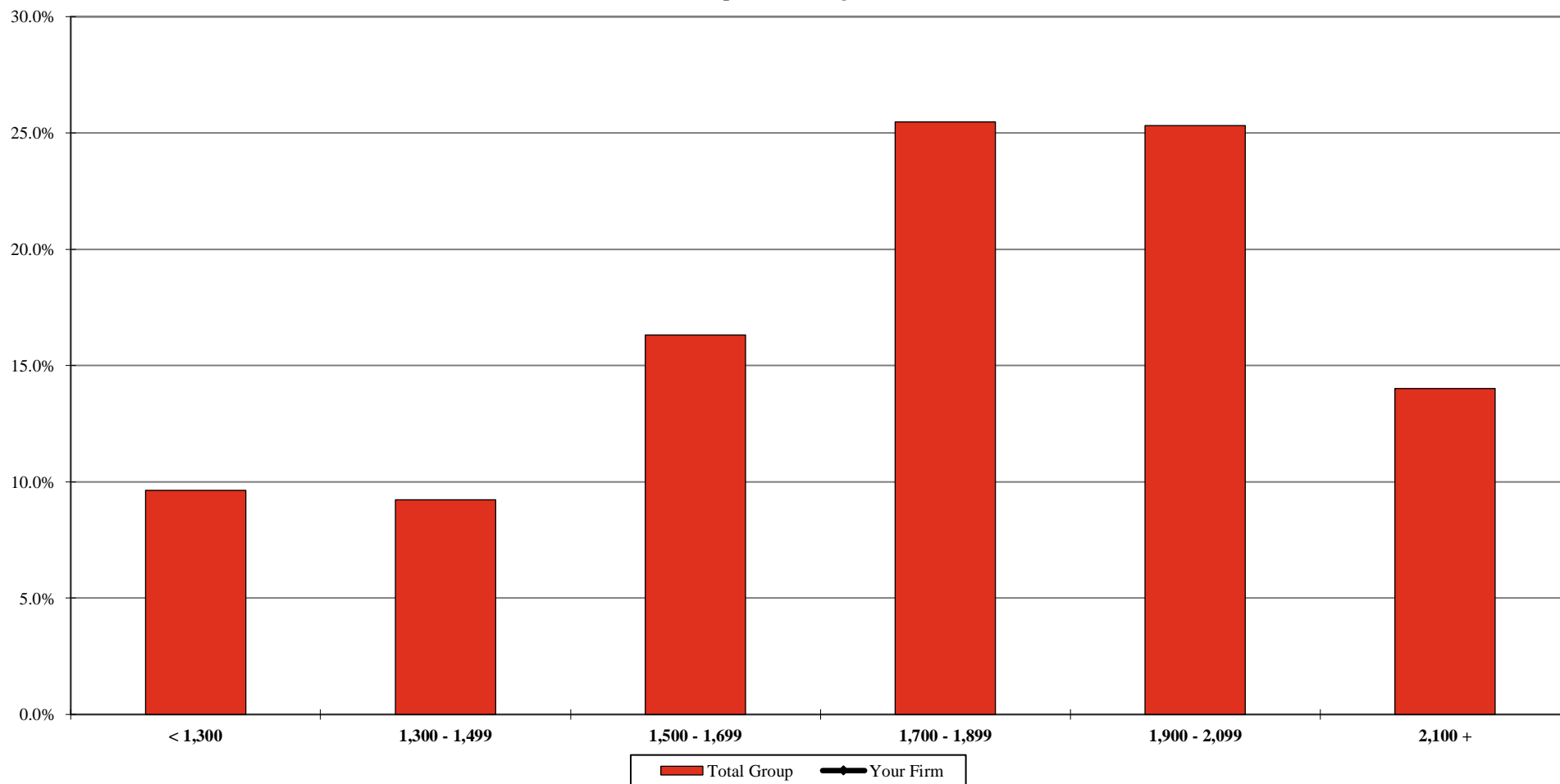
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Distribution of Associates by Utilization Levels <sup>1</sup>

For the 12-month period ending December 31, 2017



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
9.6%	9.2%	16.3%	25.5%	25.3%	14.0%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.  
Additional detail can be found on Page 120.

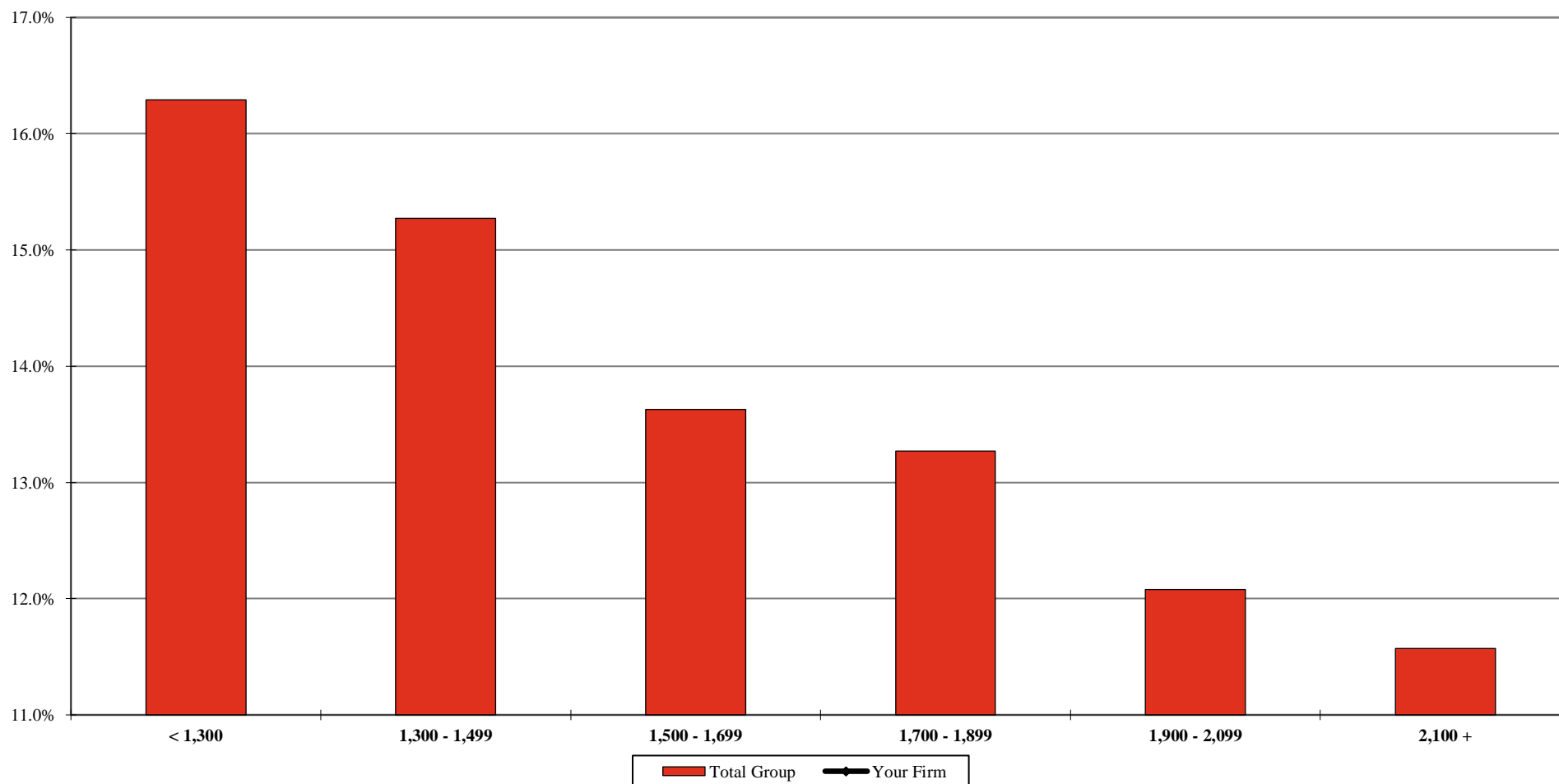
\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Associate Discounting<sup>1</sup> by Utilization Levels

For the 12-month period ending December 31, 2017



**Your Firm**  
**Total Group**

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
16.3%	15.3%	13.6%	13.3%	12.1%	11.6%

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

\*\* omitted due to insufficient data

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Estimated Impact of Performance Improvements

	Your Firm	2% Increase			5% Increase		
		Target	Variance	\$ Impact per Equity Partner	Target	Variance	\$ Impact per Equity Partner
<b>Average Billable Hours</b> <i>for the 12-month period ending 12/31/2017</i>							
Equity Partners							
Non-Equity Partners							
Associates							
<b>Standard Billing Rates at 1/1/2018</b>							
Equity Partners							
Non-Equity Partners							
Associates							
<b>Average Billed Rates</b> <i>for the 12-month period ending 12/31/2017</i>							
Equity Partners							
Non-Equity Partners							
Associates							

#### Legend:

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

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

#### \$ Impact per Equity Partner Calculations:

**Average Billable Hours:**  $(\text{Variance}) * (\text{Average Billed Rate}) * (\text{FTE}) / (\text{Number of Equity Partners})$

**Standard Billing Rate:**  $(\text{Variance}) * (\text{Average Billable Hours}) * (\text{FTE}) / (\text{Number of Equity Partners})$

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

**Average Billed Rates:**  $(\text{Variance}) * (\text{Average Billable Hours}) * (\text{FTE}) / (\text{Number of Equity Partners})$

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Attorney Billable Hour Targets

#### Target billable hour requirements:

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
Equity Partners		/ 30 ‡	1,800	1,750	1,663
Non-Equity Partners		/ 30 ‡	1,800	1,800	1,700
Associates		/ 36 ‡	1,913	1,850	1,800
Sr. Attorneys		/ 24 ‡	1,900	1,800	1,738
Staff Attorneys		/ 24 ‡	1,863	1,800	1,738
Paralegals		/ 30 ‡	1,600	1,525	1,500

#### Percentage of the Attorneys in each classification that achieved their target billable hour requirements:

Equity Partners	/ 28 ‡	37.8	26.5	21.8
Non-Equity Partners	/ 27 ‡	26.8	17.5	12.8
Associates	/ 31 ‡	45.6	38.6	31.7
Sr. Attorneys	/ 20 ‡	40.4	23.8	12.9
Staff Attorneys	/ 19 ‡	39.1	17.0	0.0
Paralegals	/ 28 ‡	33.6	23.1	12.0

\*\* omitted due to insufficient data

‡ less than 75% population response



## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Does your firm track AFAs in your accounting system?	‡	41	82.9
Indicate the AFAs utilized by your firm:	‡	39	
Flat fees for some or all stages of a matter			97.4
Flat fee for the entire matter			97.4
Blended Rates			92.3
Incentive or success fees			87.2
Collars and/or fee caps			84.6
Contingency fees			97.4
Annual retainer fee for a portfolio of services			79.5
Holdbacks			51.3
Other			5.1
The majority of AFAs are approved by:		39	
Billing Committee			28.2
CEO/Managing Partner			7.7
CFO/Finance Partner			20.5
COO			7.7
Practice Leaders			17.9
Relationship Partners			12.8
Other Partners			5.1
Over the <u>past 5 years</u> , how has the number of AFAs changed?		35	
Increased >50%			11.4
Increased 25% - 50%			11.4
Increased up to 25%			42.9
Decreased			25.7
No Change			2.9

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Alternative Fee Arrangements (AFAs)

		Group	
	Your Firm	# of Members Responding	% Yes Responses
Over the past 5 years, the approximate percentage of revenue generated from AFAs has:		32	
Increased >10%			40.6
Increased 5% - 10%			25.0
Increased up to 5%			25.0
Decreased			6.3
No Change			3.1
Over the next 5 years, how do you anticipate the amount of revenue generated from AFAs changing?		35	
Increase >10%			37.1
Increase <10%			25.7
Decrease			20.0
No Change		2.9	
Indicate the alternative staffing arrangements utilized by your firm:	‡	39	
Secondments			76.9
Contract lawyers working at your law firm			79.5
Work outsourced to third party lawyers			59.0
Work outsourced to third party non-lawyers			30.8
Shared staffing/partnering with a third party/vendor			15.4
Other			2.6
None		7.7	

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Approximate percentage of revenue generated in 2017 from AFAs (000's)</b>		/ 29 ‡	14.5	11.2	7.0

\*\* omitted due to insufficient data

‡ less than 75% population response

DETAILED METRICS

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Standard Billing Rates

As of January 1, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 year			
			Quartile		Quartile	1 Year	2 year	1 <sup>st</sup>	3 <sup>rd</sup>		
Equity Partners											
High		/ 57	\$1,050	\$835	\$720		‡	3.9	3.0	0.0	5.5
Middle		/ 57	760	575	520		‡	4.0	2.7	0.5	5.3
Low		/ 57	600	410	355		‡	7.1	3.0	0.0	5.7
Average		/ 57	772	577	524		‡	3.9	2.6	1.1	5.5
<u>By Years of Experience</u>											
< 11 Years		/ 37 ‡	\$589	\$450	\$418		‡	7.0	3.7	(0.3)	4.9
11 - 15 Years		/ 56	679	494	456		‡	5.6	3.4	0.0	6.2
16 - 20 Years		/ 56	717	536	486		‡	4.4	2.5	1.2	4.8
21 - 25 Years		/ 56	756	561	517		‡	4.6	2.6	(0.4)	5.3
26 - 30 Years		/ 56	798	581	536		‡	4.3	2.9	1.3	5.5
31 - 35 Years		/ 56	821	611	553		‡	3.9	2.4	0.6	5.9
36 - 40 Years		/ 54	823	622	557		‡	4.1	1.8	0.2	5.2
41 - 45 Years		/ 50	881	645	570		‡	5.0	2.3	(1.9)	6.7
> 45 Years		/ 28 ‡	858	664	579		‡	4.5	1.8	0.8	5.3
<u>Non-Equity Partners</u>											
High		/ 52	\$928	\$758	\$641		‡	5.4	2.7	0.0	6.7
Middle		/ 52	645	480	432		‡	4.2	2.3	0.0	5.7
Low		/ 52	501	358	310		‡	8.4	3.1	0.0	6.0
Average		/ 52	649	495	447		‡	4.5	2.2	0.0	5.1
<u>By Years of Experience</u>											
< 11 Years		/ 48	\$542	\$412	\$377		‡	4.7	2.1	(0.3)	4.5
11 - 15 Years		/ 50	612	447	413		‡	4.9	2.6	(0.4)	5.0
16 - 20 Years		/ 51	652	484	446		‡	4.7	1.9	(1.7)	4.5
21 - 25 Years		/ 48	680	527	456		‡	6.5	2.9	0.9	3.5
26 - 30 Years		/ 44 ‡	700	539	491		‡	5.0	0.9	(1.3)	4.2
31 - 35 Years		/ 44 ‡	681	568	494		‡	7.7	3.3	(0.5)	6.3
36 - 40 Years		/ 46	719	582	496		‡	6.0	2.5	(2.2)	4.5
41 - 45 Years		/ 40 ‡	738	599	521		‡	5.3	0.2	(2.5)	9.9
> 45 Years		/ 33 ‡	790	607	522		‡	5.3	1.6	0.0	5.9

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Standard Billing Rates

As of January 1, 2018

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 year		Median	
			Quartile		Quartile	1 Year	2 year	1 <sup>st</sup>	3 <sup>rd</sup>	% Change -	
								Quartile	Median	Quartile	2 Year
All Partner Composite											
High		/ 57	\$1,065	\$850	\$755		‡	4.1	2.7	0.0	5.7
Middle		/ 57	735	535	495		‡	4.3	2.6	0.0	5.1
Low		/ 57	505	360	310		‡	8.2	3.6	0.0	6.1
Average		/ 57	748	549	496		‡	4.0	2.4	0.7	4.8
By Years of Experience											
< 11 Years		/ 55	\$567	\$439	\$388		‡	4.9	2.4	(0.2)	5.4
11 - 15 Years		/ 57	650	467	428		‡	4.8	1.9	0.5	5.2
16 - 20 Years		/ 56	707	519	474		‡	4.3	2.3	0.5	5.5
21 - 25 Years		/ 56	748	552	496		‡	4.3	2.2	0.2	5.5
26 - 30 Years		/ 56	784	569	521		‡	4.4	2.3	1.2	5.3
31 - 35 Years		/ 56	807	603	542		‡	4.0	2.4	0.3	6.0
36 - 40 Years		/ 54	828	610	552		‡	4.1	1.8	0.6	5.1
41 - 45 Years		/ 54	879	633	552		‡	5.0	2.1	(1.9)	6.6
> 45 Years		/ 43 ‡	891	645	551		‡	5.0	2.9	0.3	5.2
Contract Partners			**	**	**			**	**	**	**

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2018

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm	0																	
Total Group	164 ‡	25.0%	23.2%	22.6%	18.9%	2.4%	0.6%	4.9%	1.8%		0.6%							
11 - 15 Years																		
Your Firm	0																	
Total Group	648	14.8%	32.1%	17.9%	9.1%	10.8%	4.0%	4.9%	3.9%	1.1%	0.8%		0.6%					
16 - 20 Years																		
Your Firm	0																	
Total Group	979	9.3%	22.4%	30.0%	8.7%	6.3%	9.6%	4.1%	3.8%	4.3%	0.6%	0.3%	0.5%	0.1%				
21 - 25 Years																		
Your Firm	0																	
Total Group	1,093	6.3%	14.8%	29.9%	16.3%	6.6%	8.7%	5.7%	4.8%	3.7%	1.9%	0.3%	0.6%	0.3%	0.1%			
26 - 30 Years																		
Your Firm	0																	
Total Group	989	4.7%	11.6%	21.2%	23.4%	9.7%	7.6%	7.1%	4.4%	6.2%	1.5%	0.9%	0.8%	0.8%		0.1%		
31 - 35 Years																		
Your Firm	0																	
Total Group	1,043	3.5%	8.5%	18.9%	24.5%	15.1%	7.8%	6.4%	5.9%	4.8%	1.3%	0.5%	1.0%	1.1%	0.5%	0.1%	0.1%	
36 - 40 Years																		
Your Firm	0																	
Total Group	848	3.1%	8.8%	17.2%	27.0%	17.9%	5.2%	7.2%	2.9%	6.0%	1.8%	1.2%	0.2%	0.5%	0.8%		0.1%	
41 - 45 Years																		
Your Firm	0																	
Total Group	315	0.6%	5.7%	18.4%	25.1%	16.2%	8.3%	7.0%	4.4%	7.3%	4.1%	1.0%	1.3%	0.3%			0.3%	
> 45 Years																		
Your Firm	0																	
Total Group	88 ‡	1.1%	3.4%	15.9%	26.1%	18.2%	12.5%	4.5%	4.5%	4.5%	2.3%	2.3%	1.1%		1.1%	2.3%		
All Equity Partners																		
Your Firm	0																	
Total Group	6,245	6.5%	15.1%	22.9%	19.1%	11.0%	7.3%	5.9%	4.3%	4.5%	1.5%	0.6%	0.7%	0.4%	0.2%	0.1%	0.0%	

\* Includes the number of corresponding headcount values at each level

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Non-Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2018

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
<b>Total Group</b>	<b>619</b>	<b>49.9%</b>	<b>26.2%</b>	<b>7.8%</b>	<b>4.4%</b>	<b>4.0%</b>	<b>2.7%</b>	<b>5.0%</b>										
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>833</b>	<b>28.0%</b>	<b>30.1%</b>	<b>11.4%</b>	<b>7.7%</b>	<b>8.8%</b>	<b>7.9%</b>	<b>3.4%</b>	<b>1.0%</b>	<b>1.2%</b>			<b>0.6%</b>					
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>620</b>	<b>16.9%</b>	<b>31.0%</b>	<b>20.3%</b>	<b>7.1%</b>	<b>7.1%</b>	<b>9.4%</b>	<b>4.0%</b>	<b>2.6%</b>	<b>1.1%</b>	<b>0.2%</b>		<b>0.3%</b>					
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>436</b>	<b>13.1%</b>	<b>26.4%</b>	<b>24.3%</b>	<b>10.3%</b>	<b>7.3%</b>	<b>6.9%</b>	<b>5.7%</b>	<b>3.7%</b>	<b>1.6%</b>	<b>0.2%</b>		<b>0.5%</b>					
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>298 ‡</b>	<b>8.7%</b>	<b>21.8%</b>	<b>23.5%</b>	<b>13.8%</b>	<b>10.4%</b>	<b>5.7%</b>	<b>6.7%</b>	<b>5.7%</b>	<b>2.3%</b>	<b>0.7%</b>	<b>0.7%</b>						
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>278 ‡</b>	<b>6.8%</b>	<b>19.8%</b>	<b>19.8%</b>	<b>20.5%</b>	<b>11.2%</b>	<b>5.4%</b>	<b>7.6%</b>	<b>3.2%</b>	<b>2.5%</b>	<b>1.4%</b>		<b>1.8%</b>					
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>247</b>	<b>7.7%</b>	<b>12.6%</b>	<b>19.4%</b>	<b>20.6%</b>	<b>12.1%</b>	<b>6.5%</b>	<b>6.5%</b>	<b>8.1%</b>	<b>4.0%</b>	<b>1.2%</b>	<b>1.2%</b>						
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>189 ‡</b>	<b>6.3%</b>	<b>11.1%</b>	<b>21.7%</b>	<b>24.9%</b>	<b>12.7%</b>	<b>7.4%</b>	<b>3.7%</b>	<b>4.2%</b>	<b>3.2%</b>	<b>1.6%</b>	<b>1.1%</b>	<b>0.5%</b>	<b>1.6%</b>				
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>111 ‡</b>	<b>2.7%</b>	<b>9.9%</b>	<b>20.7%</b>	<b>20.7%</b>	<b>19.8%</b>	<b>3.6%</b>	<b>5.4%</b>	<b>6.3%</b>	<b>4.5%</b>	<b>2.7%</b>	<b>0.9%</b>	<b>2.7%</b>					
All Non-Equity Partners																		
Your Firm																		
<b>Total Group</b>	<b>3,686</b>	<b>21.5%</b>	<b>25.0%</b>	<b>17.0%</b>	<b>11.1%</b>	<b>8.5%</b>	<b>6.5%</b>	<b>4.9%</b>	<b>2.8%</b>	<b>1.6%</b>	<b>0.5%</b>	<b>0.2%</b>	<b>0.5%</b>	<b>0.1%</b>				

\* Includes the number of corresponding headcount values at each level

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of All Partner Standard Billing Rates

By Years of Experience - As of January 1, 2018

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
<b>Total Group</b>	783	44.7%	25.5%	10.9%	7.4%	3.7%	2.3%	5.0%	0.4%		0.1%							
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	1,481	22.2%	31.0%	14.2%	8.3%	9.7%	6.2%	4.1%	2.2%	1.1%	0.3%		0.6%					
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	1,599	12.3%	25.7%	26.3%	8.1%	6.6%	9.5%	4.1%	3.3%	3.1%	0.4%	0.2%	0.4%	0.1%				
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	1,529	8.2%	18.1%	28.3%	14.6%	6.8%	8.2%	5.7%	4.5%	3.1%	1.4%	0.2%	0.6%	0.2%	0.1%			
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	1,287	5.6%	14.0%	21.8%	21.1%	9.9%	7.1%	7.0%	4.7%	5.3%	1.3%	0.9%	0.6%	0.6%		0.1%		
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	1,321	4.2%	10.9%	19.1%	23.7%	14.3%	7.3%	6.7%	5.4%	4.3%	1.4%	0.4%	1.1%	0.8%	0.4%	0.1%	0.1%	
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	1,095	4.1%	9.7%	17.7%	25.6%	16.6%	5.5%	7.0%	4.1%	5.6%	1.6%	1.2%	0.2%	0.4%	0.6%		0.1%	
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	504	2.8%	7.7%	19.6%	25.0%	14.9%	7.9%	5.8%	4.4%	5.8%	3.2%	1.0%	1.0%	0.8%			0.2%	
> 45 Years																		
Your Firm																		
<b>Total Group</b>	199 ‡	2.0%	7.0%	18.6%	23.1%	19.1%	7.5%	5.0%	5.5%	4.5%	2.5%	1.5%	2.0%		0.5%	1.0%		
All Partners																		
Your Firm																		
<b>Total Group</b>	9,931	12.1%	18.8%	20.8%	16.1%	10.1%	7.0%	5.5%	3.7%	3.4%	1.1%	0.4%	0.6%	0.3%	0.1%	0.0%	0.0%	

\* Includes the number of corresponding headcount values at each level

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



2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2018

Your Firm		Group			Your Firm		Group		
Rate	Rank / Of	% Change - 1 Year		Median	% Change - 1 Year		% Change - 2 Year		Median
		1 <sup>st</sup> Quartile	3 <sup>rd</sup> Quartile		1 <sup>st</sup> Quartile	3 <sup>rd</sup> Quartile	1 <sup>st</sup> Quartile	3 <sup>rd</sup> Quartile	
Associates									
Class of									
2017	/ 49	\$356	\$279	\$248					
2016	/ 57	390	290	253			13.7	8.6	3.9
2015	/ 58	417	301	272	†		11.4	8.0	4.9
2014	/ 58	444	319	289	†		12.7	8.4	4.3
2013	/ 58	460	333	291	†		10.9	7.1	5.0
2012	/ 58	487	350	306	†		9.8	6.7	2.4
2011	/ 57	521	367	325	†		9.2	6.2	2.0
2010	/ 57	540	372	330	†		8.1	5.7	0.0
2009	/ 53	557	381	353	†	†	7.5	4.6	0.0
2008	/ 48	525	383	344	†	†	7.9	4.2	0.0
Prior	/ 52	512	388	346	†	†	5.8	1.0	(0.8)
All Associates	/ 58	466	328	299	†	†	4.9	2.2	0.0
Sr. Attorneys									
Class of									
2010 - 2017	/ 18 †	\$534	\$432	\$346			**	**	**
2009	/ 20 †	494	391	340	†		7.2	4.0	0.8
2008	/ 18 †	549	405	381	†		7.6	3.8	0.0
2007	/ 26 †	620	413	366	†		7.6	4.0	0.0
2006	/ 29 †	635	440	373	†	†	8.0	5.6	2.8
2005	/ 27 †	566	440	390	†	†	6.6	3.9	0.0
2004	/ 29 †	625	445	375	†	†	8.7	4.2	0.3
Prior	/ 40 †	648	474	429	†	†	5.7	2.4	0.0
All Sr. Attorneys	/ 41 †	642	450	415	†	†	5.1	2.0	0.0

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Other Timekeeper Standard Billing Rates

As of January 1, 2018

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 Year		Median	
		Quartile		Quartile	1 Year	2 Year	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -
							Quartile	Quartile	2 Year	
Of Counsel										
<u>By Years of Experience</u>										
< 21 Years	/ 34 ‡	\$544	\$451	\$395	‡	‡	3.8	1.5	(0.2)	4.4
21 - 25 Years	/ 30 ‡	622	504	462	‡	‡	5.5	0.0	(3.1)	(0.9)
26 - 30 Years	/ 28 ‡	711	545	463	‡	‡	4.0	2.6	0.0	7.2
> 30 Years	/ 49	765	575	514	‡	‡	4.3	1.6	0.0	6.8
All Of Counsel	/ 50	695	558	456	‡	‡	4.6	1.3	0.0	4.5
Staff Attorneys										
<u>By Years of Experience</u>										
< 6 Years	/ 27 ‡	\$301	\$280	\$230	‡	‡	5.0	3.0	(1.8)	9.8
6 - 10 Years	/ 30 ‡	361	303	277	‡	‡	10.2	4.6	(0.7)	5.3
11 - 15 Years	/ 21 ‡	405	340	265	‡	‡	6.0	3.7	(0.3)	4.8
> 15 Years	/ 23 ‡	391	325	225	‡	‡	4.6	1.8	(1.2)	8.6
All Staff Attorneys	/ 36 ‡	372	300	255	‡	‡	7.2	2.4	0.0	8.9
All Attorneys	/ 58	\$598	\$469	\$430		‡	3.7	2.4	0.2	5.6
Contract Associates	/ 19 ‡	\$410	\$310	\$226	‡		9.2	0.0	(4.9)	**
Other Timekeepers										
Lobbyists		**	**	**			**	**	**	**
Specialists	/ 27 ‡	334	293	250	‡	‡	4.8	2.7	0.2	7.8
Litigation Support	/ 25 ‡	269	225	210	‡	‡	4.0	3.0	(2.7)	6.5
Patent Agents	/ 22 ‡	342	313	265	‡	‡	7.6	3.5	0.0	6.9
Case Clerks	/ 17 ‡	162	139	120	‡	‡	9.1	3.7	0.6	4.6
Law Clerks	/ 20 ‡	268	243	179			**	**	**	**
Paralegals										
High	/ 56	\$350	\$308	\$269		‡	4.5	2.7	1.1	6.9
Middle	/ 56	276	239	221		‡	4.7	2.8	0.0	6.8
Low	/ 56	190	150	120		‡	4.8	0.0	(16.7)	1.9
Average	/ 56	279	233	216		‡	3.7	2.2	0.0	5.8

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

**2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (60 members)

***Distribution of Associate & Sr. Attorney Standard Billing Rates***

As of January 1, 2018

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2017													
Your Firm													
<b>Total Group</b>	<b>416</b>	<b>23.1%</b>	<b>39.9%</b>	<b>23.3%</b>	<b>9.1%</b>	<b>2.6%</b>	<b>1.9%</b>						
2016													
Your Firm													
<b>Total Group</b>	<b>553</b>	<b>17.7%</b>	<b>38.2%</b>	<b>18.4%</b>	<b>15.2%</b>	<b>8.0%</b>	<b>1.1%</b>	<b>1.4%</b>					
2015													
Your Firm													
<b>Total Group</b>	<b>654</b>	<b>10.9%</b>	<b>40.8%</b>	<b>15.3%</b>	<b>18.0%</b>	<b>5.8%</b>	<b>8.0%</b>		<b>1.2%</b>				
2014													
Your Firm													
<b>Total Group</b>	<b>691</b>	<b>11.6%</b>	<b>36.5%</b>	<b>16.5%</b>	<b>13.7%</b>	<b>11.3%</b>	<b>2.2%</b>	<b>6.7%</b>		<b>1.6%</b>			
2013													
Your Firm													
<b>Total Group</b>	<b>682</b>	<b>8.1%</b>	<b>36.1%</b>	<b>17.0%</b>	<b>13.6%</b>	<b>8.5%</b>	<b>6.0%</b>	<b>5.7%</b>	<b>3.8%</b>	<b>1.2%</b>			
2012													
Your Firm													
<b>Total Group</b>	<b>579</b>	<b>3.6%</b>	<b>30.6%</b>	<b>23.8%</b>	<b>9.5%</b>	<b>12.8%</b>	<b>8.3%</b>	<b>3.1%</b>	<b>6.4%</b>	<b>1.4%</b>	<b>0.5%</b>		
2011													
Your Firm													
<b>Total Group</b>	<b>487</b>	<b>4.7%</b>	<b>24.0%</b>	<b>30.6%</b>	<b>10.7%</b>	<b>7.4%</b>	<b>7.2%</b>	<b>5.1%</b>	<b>2.9%</b>	<b>4.1%</b>	<b>2.3%</b>	<b>1.0%</b>	
2010													
Your Firm													
<b>Total Group</b>	<b>426</b>	<b>2.3%</b>	<b>24.6%</b>	<b>33.8%</b>	<b>8.5%</b>	<b>7.3%</b>	<b>6.6%</b>	<b>7.5%</b>	<b>4.0%</b>	<b>3.3%</b>	<b>1.2%</b>	<b>0.9%</b>	
2009													
Your Firm													
<b>Total Group</b>	<b>350</b>	<b>1.1%</b>	<b>13.7%</b>	<b>37.1%</b>	<b>10.9%</b>	<b>13.1%</b>	<b>7.7%</b>	<b>8.9%</b>	<b>3.1%</b>	<b>3.4%</b>	<b>0.9%</b>		
2008													
Your Firm													
<b>Total Group</b>	<b>228</b>	<b>0.4%</b>	<b>16.7%</b>	<b>34.6%</b>	<b>10.5%</b>	<b>13.6%</b>	<b>9.6%</b>	<b>6.1%</b>	<b>2.6%</b>	<b>5.3%</b>	<b>0.4%</b>		
Prior													
Your Firm													
<b>Total Group</b>	<b>398</b>	<b>1.8%</b>	<b>20.9%</b>	<b>26.1%</b>	<b>13.1%</b>	<b>12.1%</b>	<b>8.3%</b>	<b>11.1%</b>	<b>4.0%</b>	<b>1.5%</b>	<b>1.3%</b>		
All Associates													
Your Firm													
<b>Total Group</b>	<b>5,481</b>	<b>8.5%</b>	<b>31.3%</b>	<b>23.3%</b>	<b>12.6%</b>	<b>9.1%</b>	<b>5.8%</b>	<b>4.7%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>0.5%</b>	<b>0.2%</b>	
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
<b>Total Group</b>	<b>1,003 ‡</b>	<b>1.4%</b>	<b>10.5%</b>	<b>21.9%</b>	<b>23.3%</b>	<b>11.7%</b>	<b>8.5%</b>	<b>12.6%</b>	<b>4.6%</b>	<b>2.1%</b>	<b>3.1%</b>	<b>0.2%</b>	<b>0.2%</b>

\* Includes the number of corresponding headcount values at each level

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'Full Year'<sup>1</sup> Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2018

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>										
High		/ 56	\$1,046	\$830	\$715		/ 56	4.1	3.2	1.9
Middle		/ 56	764	573	524		/ 56	4.8	3.7	2.6
Low		/ 56	600	410	385		/ 56	8.0	5.9	3.8
Average		/ 56	773	575	526		/ 56	4.6	3.8	3.0
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 27 ‡	\$575	\$459	\$409		/ 27 ‡	8.6	6.8	4.1
11 - 15 Years		/ 55	671	497	455		/ 55	6.3	5.3	4.1
16 - 20 Years		/ 55	725	527	488		/ 55	5.4	4.3	3.7
21 - 25 Years		/ 55	753	559	518		/ 55	4.6	3.9	3.2
26 - 30 Years		/ 55	789	579	532		/ 55	4.5	3.6	2.8
31 - 35 Years		/ 55	819	608	553		/ 55	4.5	3.6	2.7
36 - 40 Years		/ 53	823	622	560		/ 53	4.5	3.3	2.3
41 - 45 Years		/ 49	902	642	570		/ 49	4.4	3.2	2.0
> 45 Years		/ 27 ‡	818	652	578		/ 27 ‡	4.4	3.2	1.3
<b>Non-Equity Partners</b>										
High		/ 51	\$895	\$740	\$633		/ 51	4.7	3.5	1.8
Middle		/ 51	643	475	438		/ 51	5.4	4.5	3.6
Low		/ 51	513	370	325		/ 51	7.0	5.3	3.2
Average		/ 51	656	492	452		/ 51	5.2	4.3	3.6
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 42 ‡	\$514	\$420	\$388		/ 42 ‡	6.8	5.9	4.7
11 - 15 Years		/ 47	626	438	412		/ 47	5.9	5.0	4.2
16 - 20 Years		/ 50	651	489	444		/ 50	5.3	4.3	3.3
21 - 25 Years		/ 47	666	509	454		/ 47	5.3	4.2	3.2
26 - 30 Years		/ 43 ‡	703	555	488		/ 43 ‡	4.7	3.7	2.5
31 - 35 Years		/ 43 ‡	700	565	497		/ 43 ‡	4.7	4.0	2.8
36 - 40 Years		/ 44 ‡	724	571	507		/ 44 ‡	4.5	3.2	2.5
41 - 45 Years		/ 38 ‡	710	599	521		/ 38 ‡	3.8	3.0	1.1
> 45 Years		/ 33 ‡	790	630	522		/ 33 ‡	4.0	3.0	1.8

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding Partners who had a title change during the year.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'Full Year'<sup>1</sup> Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2018

	Your Firm		Group			Your Firm		Group		
			% Change - 1 Year							
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>All Partner Composite</b>										
High		/ 56	\$1,054	\$843	\$748		/ 56	4.3	3.6	2.1
Middle		/ 56	746	542	492		/ 56	4.7	3.9	2.9
Low		/ 56	529	373	325		/ 56	8.3	5.6	3.3
Average		/ 56	758	554	499		/ 56	4.7	3.9	3.4
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 50	\$571	\$439	\$394		/ 50	7.7	6.4	4.9
11 - 15 Years		/ 55	650	472	429		/ 55	6.2	5.3	4.2
16 - 20 Years		/ 55	703	518	474		/ 55	5.3	4.5	3.6
21 - 25 Years		/ 55	745	545	498		/ 55	4.7	4.0	3.3
26 - 30 Years		/ 55	782	570	522		/ 55	4.5	3.6	2.7
31 - 35 Years		/ 55	809	602	541		/ 55	4.7	3.5	2.8
36 - 40 Years		/ 53	835	605	552		/ 53	4.1	3.2	2.5
41 - 45 Years		/ 53	899	629	551		/ 53	4.4	3.2	2.2
> 45 Years		/ 42 ‡	872	645	552		/ 42 ‡	4.1	3.0	2.0
<b>Contract Partners</b>			**	**	**			**	**	**

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding Partners who had a title change during the year.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'Full Year'<sup>1</sup> Associate & Sr. Attorney Standard Billing Rates & Annual Percent Change

As of January 1, 2018

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates</b>										
<u>Class of</u>										
2016		/ 56	\$389	\$290	\$253		/ 56	16.4	10.2	6.9
2015		/ 57	419	300	270		/ 57	15.2	9.1	6.7
2014		/ 56	450	322	290		/ 56	12.0	9.9	6.8
2013		/ 57	457	335	291		/ 57	11.7	8.6	6.7
2012		/ 57	500	347	307		/ 57	10.1	7.6	5.6
2011		/ 56	524	365	325		/ 56	9.8	8.4	6.2
2010		/ 56	539	369	330		/ 56	8.5	7.1	5.9
2009		/ 52	574	380	343		/ 52	9.2	7.5	5.3
2008		/ 47	530	381	345		/ 47	9.0	6.3	4.6
Prior		/ 51	520	387	340		/ 51	7.7	5.4	4.1
<b>All Associates</b>		/ 57	471	330	302		/ 57	11.1	8.6	7.4
<b>Sr. Attorneys</b>										
<u>Class of</u>										
2010 - 2017		/ 15 ‡	\$515	\$410	\$339		/ 15 ‡	6.2	4.7	3.8
2009		/ 17 ‡	540	385	338		/ 17 ‡	5.9	4.2	3.6
2008		/ 18 ‡	538	398	326		/ 18 ‡	6.3	4.7	3.9
2007		/ 24 ‡	629	447	377		/ 24 ‡	7.0	5.6	3.6
2006		/ 26 ‡	627	414	371		/ 26 ‡	8.1	4.7	3.4
2005		/ 25 ‡	583	480	395		/ 25 ‡	7.5	5.3	4.0
2004		/ 29 ‡	625	445	375		/ 29 ‡	6.1	4.5	3.6
Prior		/ 40 ‡	648	482	432		/ 40 ‡	5.6	4.3	3.1
<b>All Sr. Attorneys</b>		/ 41 ‡	644	461	421		/ 41 ‡	5.5	4.6	3.2

<sup>1</sup> Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding timekeepers who had a title change during the year.

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

2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

**Associate 'Full-Year' Standard Rate Change**

*By Years of Experience<sup>1</sup>*

*Standard Billing Rate As of January 1, 2018*

	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<u><i>Years of Experience</i></u>					
1 Year		/ 48	5.5	2.5	0.2
2 Years		/ 47	4.9	2.1	0.2
3 Years		/ 48	7.2	3.3	0.2
4 Years		/ 49	5.4	1.8	(3.1)
5 Years		/ 49	5.8	2.2	(1.5)
6 Years		/ 48	6.8	2.8	(1.4)
7 Years		/ 45	6.0	0.6	(4.0)

<sup>1</sup> Calculated as the percent change for an associate with the respective years of experience at 1/1/2018 to the corresponding years of experience at 1/1/2017. For example, an associate with one year of experience would be included in law school class year 2016 at 1/1/2018, and included in law school class year 2015 at 1/1/2017.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'*Full Year*'<sup>1</sup> Other Timekeeper Standard Billing Rates & Annual Percent Change

As of January 1, 2018

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Of Counsel</b>										
<b><i>By Years of Experience</i></b>										
< 21 Years		/ 31 ‡	\$549	\$434	\$397		/ 31 ‡	6.0	4.6	2.7
21 - 25 Years		/ 28 ‡	620	504	462		/ 28 ‡	4.7	3.8	2.5
26 - 30 Years		/ 25 ‡	700	545	458		/ 25 ‡	4.8	3.8	2.4
> 30 Years		/ 47	769	574	512		/ 47	3.9	2.4	1.2
<b><i>All Of Counsel</i></b>		/ 49	732	554	454		/ 49	4.8	3.2	2.1
<b>Staff Attorneys</b>										
<b><i>By Years of Experience</i></b>										
< 6 Years		/ 25 ‡	\$302	\$281	\$235		/ 25 ‡	12.1	6.9	3.5
6 - 10 Years		/ 28 ‡	368	308	280		/ 28 ‡	8.0	4.8	3.4
11 - 15 Years		/ 19 ‡	412	340	250		/ 19 ‡	5.1	3.9	1.5
> 15 Years		/ 21 ‡	388	330	248		/ 21 ‡	5.7	4.2	2.7
<b><i>All Staff Attorneys</i></b>		/ 36 ‡	362	300	250		/ 36 ‡	6.7	4.2	3.3
<b>All Attorneys</b>		/ 57	\$615	\$475	\$435		/ 57	6.0	4.9	4.1
<b>Contract Associates</b>		/ 18 ‡	\$414	\$300	\$233		/ 18 ‡	5.9	4.4	0.4
<b>Other Timekeepers</b>										
Lobbyists			**	**	**			**	**	**
Specialists		/ 27 ‡	343	294	250		/ 27 ‡	5.3	4.0	2.5
Litigation Support		/ 25 ‡	269	225	211		/ 25 ‡	5.6	4.0	3.0
Patent Agents		/ 20 ‡	353	325	274		/ 20 ‡	6.2	4.1	3.4
Case Clerks		/ 17 ‡	158	150	120		/ 17 ‡	6.9	4.7	3.1
Law Clerks			**	**	**			**	**	**
<b>Paralegals</b>										
High		/ 55	\$350	\$305	\$268		/ 55	4.7	3.4	1.7
Middle		/ 55	277	235	221		/ 55	4.9	3.8	2.2
Low		/ 55	198	160	125		/ 55	13.4	5.6	3.2
Average		/ 55	279	232	217		/ 55	5.4	4.2	3.2

<sup>1</sup> Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding timekeepers who had a title change during the year.

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



## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Partner Average Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	Median % Change - 2 Year
Equity Partners											
High		/ 56	\$1,027	\$813	\$679			5.4	3.0	0.0	7.1
Middle		/ 56	680	514	466			3.8	2.0	0.1	3.8
Low		/ 56	437	299	255			8.2	2.5	(0.4)	4.3
Average		/ 56	689	516	464			3.1	2.3	1.5	4.7
By Years of Experience											
< 11 Years		/ 27 ‡	\$531	\$416	\$365		‡	10.9	1.0	(0.9)	4.7
11 - 15 Years		/ 55	604	457	399			5.1	2.8	0.0	6.5
16 - 20 Years		/ 55	673	469	434			3.6	2.1	1.1	4.7
21 - 25 Years		/ 55	676	502	455			5.4	2.4	0.1	4.8
26 - 30 Years		/ 55	712	532	462			5.7	2.4	0.6	5.7
31 - 35 Years		/ 54	720	532	489			3.7	1.6	(0.5)	4.6
36 - 40 Years		/ 54	750	552	497			3.6	2.0	(1.0)	3.7
41 - 45 Years		/ 52	798	557	512		‡	4.4	2.2	(3.0)	4.3
> 45 Years		/ 26 ‡	713	629	529		‡	6.0	2.8	(1.5)	0.7
Non-Equity Partners											
High		/ 51	\$930	\$714	\$611		‡	4.3	2.1	(0.1)	4.7
Middle		/ 51	599	434	385		‡	4.0	2.3	0.4	5.6
Low		/ 51	361	284	237		‡	4.7	0.0	(4.3)	2.6
Average		/ 51	595	441	395		‡	3.9	1.9	0.0	5.5
By Years of Experience											
< 11 Years		/ 43 ‡	\$429	\$386	\$348		‡	4.9	2.1	(1.4)	4.8
11 - 15 Years		/ 47	573	395	367		‡	3.5	1.9	(1.2)	3.7
16 - 20 Years		/ 50	584	446	393		‡	5.0	2.5	(0.5)	6.0
21 - 25 Years		/ 47	619	467	395		‡	6.8	3.4	0.7	4.2
26 - 30 Years		/ 42 ‡	647	475	417		‡	5.4	0.8	(1.6)	3.0
31 - 35 Years		/ 43 ‡	594	491	444		‡	9.4	3.2	(4.2)	9.7
36 - 40 Years		/ 42 ‡	608	504	411		‡	3.9	(0.2)	(4.4)	4.0
41 - 45 Years		/ 38 ‡	636	509	444		‡	4.8	0.7	(3.1)	8.1
> 45 Years		/ 26 ‡	770	529	466		‡	5.0	3.4	(0.2)	8.5

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Average Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

	Your Firm		Group		Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 year	% Change - 1 Year 1 <sup>st</sup> Quartile	Median % Change - 2 Year
<b>All Partner Composite</b>									
High		/ 56	\$1,033	\$860	\$701			5.2	6.3
Middle		/ 56	658	489	443			3.5	4.7
Low		/ 56	396	282	225			5.1	3.8
Average		/ 56	667	496	447			3.1	4.1
<b><u>By Years of Experience</u></b>									
< 11 Years		/ 51	\$531	\$393	\$352	‡	‡	4.3	5.6
11 - 15 Years		/ 55	594	423	385			3.8	4.5
16 - 20 Years		/ 55	656	464	423			4.1	5.8
21 - 25 Years		/ 55	671	489	450			4.2	4.4
26 - 30 Years		/ 55	706	513	461			5.6	5.6
31 - 35 Years		/ 55	719	530	481			4.0	4.6
36 - 40 Years		/ 54	743	530	489			3.1	4.6
41 - 45 Years		/ 54	767	556	491			4.6	5.0
> 45 Years		/ 40 ‡	766	591	478	‡	‡	5.4	4.7
<b>Contract Partners</b>			**	**	**			**	**

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Distribution of Equity Partner Average Worked<sup>1</sup> Rates

By Years of Experience - For the 12-month period ending December 31, 2017

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	115 ‡	39.1%	14.8%	27.0%	11.3%	2.6%	3.5%	0.9%			0.9%							
11 - 15 Years																		
Your Firm																		
Total Group	559	31.5%	27.5%	10.4%	14.0%	6.4%	5.4%	2.7%	0.9%	0.5%		0.4%	0.4%					
16 - 20 Years																		
Your Firm																		
Total Group	897	24.6%	29.3%	14.9%	7.5%	9.1%	6.5%	4.7%	2.0%	0.6%	0.1%	0.3%	0.1%		0.2%			
21 - 25 Years																		
Your Firm																		
Total Group	1,009	19.8%	22.7%	24.4%	8.8%	6.8%	6.6%	4.8%	3.3%	1.5%	0.5%	0.1%	0.2%	0.1%	0.4%			
26 - 30 Years																		
Your Firm																		
Total Group	916	17.5%	18.4%	21.7%	13.1%	9.4%	6.2%	5.9%	4.7%	1.6%	0.5%	0.4%	0.1%	0.1%	0.2%			
31 - 35 Years																		
Your Firm																		
Total Group	975	15.9%	16.1%	22.8%	17.7%	8.0%	6.1%	5.2%	3.5%	1.6%	1.1%	0.6%	0.9%	0.1%	0.1%	0.2%		
36 - 40 Years																		
Your Firm																		
Total Group	791	16.1%	16.4%	24.0%	15.5%	9.0%	6.6%	3.8%	3.0%	2.9%	1.1%	0.6%	0.4%	0.3%	0.1%	0.1%		
41 - 45 Years																		
Your Firm																		
Total Group	307	11.1%	12.4%	21.8%	22.1%	10.4%	6.8%	5.2%	3.3%	3.6%	2.0%	0.7%		0.3%				0.3%
> 45 Years																		
Your Firm																		
Total Group	81 ‡	4.9%	16.0%	14.8%	25.9%	18.5%	3.7%	4.9%	3.7%	2.5%	1.2%			1.2%	2.5%			
All Equity Partners																		
Your Firm																		
Total Group	5,723	19.8%	20.8%	20.7%	13.3%	8.2%	6.1%	4.6%	3.0%	1.6%	0.7%	0.4%	0.3%	0.1%	0.2%	0.1%		0.0%

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

*Distribution of Non-Equity Partner Average Worked<sup>1</sup> Rates**By Years of Experience - For the 12-month period ending December 31, 2017*

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
<b>Total Group</b>	<b>416</b>	‡ 71.6%	15.4%	2.6%	3.6%	3.4%	3.4%											
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>691</b>	52.4%	16.6%	8.1%	8.7%	6.7%	5.5%	1.3%	0.4%	0.1%					0.1%			
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>537</b>	37.8%	26.4%	11.5%	7.4%	7.3%	6.5%	2.0%	0.6%	0.4%								
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>379</b>	32.7%	27.2%	14.5%	6.9%	6.3%	6.6%	4.0%	1.3%	0.5%								
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>248</b>	‡ 29.8%	24.2%	16.1%	8.1%	6.9%	6.0%	4.0%	3.2%	0.8%	0.8%							
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>224</b>	‡ 24.6%	21.0%	19.6%	10.7%	8.0%	8.5%	2.7%	2.7%	0.9%	0.9%	0.4%						
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>248</b>	‡ 29.8%	24.2%	16.1%	8.1%	6.9%	6.0%	4.0%	3.2%	0.8%	0.8%							
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>224</b>	‡ 24.6%	21.0%	19.6%	10.7%	8.0%	8.5%	2.7%	2.7%	0.9%	0.9%	0.4%						
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>197</b>	‡ 25.9%	19.3%	20.3%	11.7%	6.1%	9.1%	4.6%	1.5%	1.5%								
All Non-Equity Partners																		
Your Firm																		
<b>Total Group</b>	<b>161</b>	‡ 17.4%	29.8%	17.4%	13.0%	9.3%	6.8%	2.5%	2.5%	1.2%								

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of All Partner Average Worked<sup>1</sup> Rates

By Years of Experience - For the 12-month period ending December 31, 2017

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
<b>Total Group</b>	<b>531</b>	<b>64.6%</b>	<b>15.3%</b>	<b>7.9%</b>	<b>5.3%</b>	<b>3.2%</b>	<b>3.4%</b>	<b>0.2%</b>			<b>0.2%</b>							
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,250</b>	<b>43.0%</b>	<b>21.5%</b>	<b>9.1%</b>	<b>11.0%</b>	<b>6.6%</b>	<b>5.4%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>0.3%</b>		<b>0.2%</b>	<b>0.2%</b>		<b>0.1%</b>			
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,434</b>	<b>29.6%</b>	<b>28.2%</b>	<b>13.7%</b>	<b>7.5%</b>	<b>8.4%</b>	<b>6.5%</b>	<b>3.7%</b>	<b>1.5%</b>	<b>0.5%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.1%</b>		<b>0.1%</b>			
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,388</b>	<b>23.3%</b>	<b>23.9%</b>	<b>21.7%</b>	<b>8.3%</b>	<b>6.7%</b>	<b>6.6%</b>	<b>4.5%</b>	<b>2.7%</b>	<b>1.2%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.3%</b>			
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,164</b>	<b>20.1%</b>	<b>19.7%</b>	<b>20.5%</b>	<b>12.0%</b>	<b>8.8%</b>	<b>6.2%</b>	<b>5.5%</b>	<b>4.4%</b>	<b>1.5%</b>	<b>0.6%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.2%</b>			
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,199</b>	<b>17.5%</b>	<b>17.0%</b>	<b>22.2%</b>	<b>16.4%</b>	<b>8.0%</b>	<b>6.5%</b>	<b>4.8%</b>	<b>3.3%</b>	<b>1.5%</b>	<b>1.1%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.2%</b>		
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>988</b>	<b>18.0%</b>	<b>17.0%</b>	<b>23.3%</b>	<b>14.8%</b>	<b>8.4%</b>	<b>7.1%</b>	<b>3.9%</b>	<b>2.7%</b>	<b>2.6%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>		
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>468</b>	<b>13.2%</b>	<b>18.4%</b>	<b>20.3%</b>	<b>19.0%</b>	<b>10.0%</b>	<b>6.8%</b>	<b>4.3%</b>	<b>3.0%</b>	<b>2.8%</b>	<b>1.3%</b>	<b>0.4%</b>		<b>0.2%</b>				<b>0.2%</b>
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>163</b> ‡	<b>10.4%</b>	<b>18.4%</b>	<b>19.0%</b>	<b>21.5%</b>	<b>10.4%</b>	<b>3.1%</b>	<b>6.1%</b>	<b>4.3%</b>	<b>3.1%</b>	<b>1.2%</b>		<b>0.6%</b>	<b>0.6%</b>	<b>1.2%</b>			
All Partners																		
Your Firm																		
<b>Total Group</b>	<b>8,701</b>	<b>27.1%</b>	<b>21.1%</b>	<b>17.8%</b>	<b>11.6%</b>	<b>7.6%</b>	<b>6.1%</b>	<b>3.8%</b>	<b>2.4%</b>	<b>1.2%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.0%</b>		<b>0.0%</b>

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Associate & Sr. Attorney Average Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 <sup>st</sup>		3 <sup>rd</sup>	% Change -	% Change -	1 <sup>st</sup>	3 <sup>rd</sup>	Median	
		Quartile	Median	Quartile	1 Year	2 Year	Quartile	Median	Quartile	% Change -
									2 Year	
Associates										
Class of										
2017	/ 35 ‡	\$310	\$256	\$229						
2016	/ 56	339	261	235	‡		10.0	5.4	0.0	
2015	/ 57	355	270	240		‡	11.2	6.6	2.8	14.5
2014	/ 57	386	278	255		‡	10.5	7.5	3.1	16.9
2013	/ 57	394	291	259		‡	10.2	7.2	4.5	16.5
2012	/ 56	424	311	273		‡	9.4	6.2	2.2	13.9
2011	/ 56	461	318	290		‡	8.6	6.3	3.2	14.2
2010	/ 55	487	325	293		‡	9.6	5.2	0.4	12.5
2009	/ 51	474	327	303	‡	‡	7.4	5.5	0.4	12.8
2008	/ 47	500	352	314	‡	‡	7.0	3.9	0.0	10.5
Prior	/ 53	483	347	316	‡	‡	5.4	0.6	(0.2)	6.8
All Associates	/ 57	416	305	278		‡	4.4	2.0	0.0	6.1
Sr. Attorneys										
Class of										
2010 - 2017	/ 15 ‡	\$422	\$370	\$320			**	**	**	**
2009	/ 19 ‡	461	321	301			**	**	**	**
2008	/ 18 ‡	462	350	300	‡		9.6	5.0	0.4	**
2007	/ 20 ‡	576	377	317	‡		5.2	3.0	0.0	**
2006	/ 27 ‡	471	362	329	‡		8.0	3.1	0.3	**
2005	/ 26 ‡	549	413	365	‡	‡	7.0	3.7	0.0	6.7
2004	/ 28 ‡	528	390	318	‡	‡	9.4	3.7	0.0	6.1
Prior	/ 39 ‡	568	399	372	‡	‡	3.2	0.4	(1.2)	4.1
All Sr. Attorneys	/ 40 ‡	542	387	356	‡	‡	3.9	1.6	(0.1)	3.3

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

**2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (60 members)

***Distribution of Associate & Sr. Attorney Average Worked<sup>1</sup> Rates***

For the 12-month period ending December 31, 2017

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
<b>2017</b>													
Your Firm													
<b>Total Group</b>	**	**	**	**	**	**	**	**	**	**	**	**	**
<b>2016</b>													
Your Firm													
<b>Total Group</b>	371	35.6%	27.2%	27.8%	7.5%	1.6%	0.3%						
<b>2015</b>													
Your Firm													
<b>Total Group</b>	502	31.7%	30.9%	21.9%	11.6%	2.4%	0.4%	1.2%					
<b>2014</b>													
Your Firm													
<b>Total Group</b>	517	28.2%	35.0%	13.5%	12.8%	7.7%	0.6%		1.5%	0.6%			
<b>2013</b>													
Your Firm													
<b>Total Group</b>	519	20.6%	37.0%	14.6%	12.1%	8.1%	5.8%	0.4%	0.6%	0.4%	0.4%		
<b>2012</b>													
Your Firm													
<b>Total Group</b>	436	15.8%	34.4%	18.8%	12.2%	8.7%	5.5%	3.7%	0.2%		0.7%		
<b>2011</b>													
Your Firm													
<b>Total Group</b>	386	14.8%	36.0%	14.8%	13.5%	8.5%	4.4%	6.0%	0.8%			1.3%	
<b>2010</b>													
Your Firm													
<b>Total Group</b>	342	12.3%	34.5%	20.2%	9.1%	9.6%	5.8%	5.6%	1.5%	0.3%		1.2%	
<b>2009</b>													
Your Firm													
<b>Total Group</b>	311	7.1%	32.5%	23.5%	9.3%	10.9%	7.4%	5.8%	3.2%	0.3%			
<b>2008</b>													
Your Firm													
<b>Total Group</b>	215	10.2%	24.7%	27.4%	10.7%	11.2%	7.4%	6.0%	2.3%				
<b>Prior</b>													
Your Firm													
<b>Total Group</b>	330	13.9%	23.3%	26.7%	8.5%	12.4%	8.8%	5.2%	1.2%				
<b>All Associates</b>													
Your Firm													
<b>Total Group</b>	3,937	20.4%	32.3%	20.0%	10.9%	7.7%	4.2%	2.9%	1.0%	0.2%	0.1%	0.2%	
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
<b>Total Group</b>	710 ‡	8.6%	20.6%	24.2%	15.6%	10.1%	10.4%	4.9%	4.1%	0.7%	0.4%	0.1%	0.1%

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Other Timekeeper Average Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	Median % Change - 2 Year
Of Counsel											
By Years of Experience											
< 21 Years		/ 29 ‡	\$460	\$394	\$356	‡	‡	2.9	0.3	(2.0)	0.0
21 - 25 Years		/ 26 ‡	547	447	405	‡	‡	5.4	0.1	(2.9)	**
26 - 30 Years		/ 19 ‡	644	469	376	‡	‡	3.5	(1.0)	(4.3)	**
> 30 Years		/ 43 ‡	694	526	429	‡	‡	3.4	0.0	(1.7)	4.2
All Of Counsel		/ 47	625	455	386	‡	‡	1.5	0.0	(2.8)	2.5
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 23 ‡	\$289	\$238	\$207	‡	‡	7.6	1.2	(1.6)	10.4
6 - 10 Years		/ 26 ‡	319	286	253	‡	‡	10.4	4.4	(1.2)	6.4
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years		/ 19 ‡	358	307	249	‡	‡	6.3	4.6	(0.9)	**
All Staff Attorneys		/ 36 ‡	323	277	237	‡	‡	6.7	2.0	(0.3)	7.0
All Attorneys		/ 57	\$560	\$427	\$380	‡	‡	3.0	2.3	0.3	4.9
Contract Associates		/ 13 ‡	\$527	\$254	\$203			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 26 ‡	318	264	233	‡	‡	6.8	2.4	0.0	5.7
Litigation Support		/ 25 ‡	235	204	181	‡	‡	5.6	3.3	1.2	9.8
Patent Agents		/ 20 ‡	340	288	260	‡	‡	8.4	3.0	1.5	9.8
Case Clerks		/ 18 ‡	153	134	110	‡	‡	8.4	1.9	(1.2)	8.0
Law Clerks		/ 29 ‡	266	189	172	‡	‡	11.2	1.6	(4.1)	9.5
Paralegals											
High		/ 55	\$331	\$294	\$257		‡	5.2	3.5	0.4	7.4
Middle		/ 55	252	212	185		‡	4.0	1.1	0.0	5.3
Low		/ 55	148	108	83		‡	2.1	(3.0)	(26.5)	(2.7)
Average		/ 55	246	212	187		‡	3.8	1.5	0.0	5.8

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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



## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

**Partner Average Billed<sup>1</sup> Rates**

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	Median % Change - 2 Year
Equity Partners											
High		/ 56	\$1,101	\$831	\$731		‡	10.4	3.5	(3.1)	8.3
Middle		/ 56	654	489	438		‡	4.2	2.4	0.4	5.7
Low		/ 56	314	251	185		‡	5.3	(0.7)	(26.3)	2.5
Average		/ 56	658	496	447		‡	3.8	2.0	0.0	4.8
By Years of Experience											
< 11 Years		/ 27 ‡	\$516	\$391	\$336		‡	11.3	2.1	(1.9)	4.2
11 - 15 Years		/ 55	583	423	376		‡	6.8	4.5	(0.0)	7.2
16 - 20 Years		/ 55	620	453	411		‡	4.9	2.1	(0.2)	5.4
21 - 25 Years		/ 55	643	485	434		‡	6.0	2.9	(0.4)	4.8
26 - 30 Years		/ 55	678	511	430		‡	5.9	2.8	(1.2)	6.9
31 - 35 Years		/ 54	697	507	461		‡	4.2	1.9	(2.9)	4.7
36 - 40 Years		/ 54	677	530	468		‡	4.2	2.3	(1.2)	5.2
41 - 45 Years		/ 51	690	521	476		‡	3.4	(1.9)	(6.3)	6.9
> 45 Years		/ 26 ‡	684	621	519		‡	7.5	2.3	(5.0)	0.8
Non-Equity Partners											
High		/ 51	\$931	\$764	\$619		‡	6.3	0.3	(4.9)	3.6
Middle		/ 51	543	406	354		‡	5.0	1.5	0.0	4.6
Low		/ 51	271	231	184		‡	12.8	0.0	(11.1)	2.8
Average		/ 51	559	420	365		‡	4.3	1.7	0.0	4.7
By Years of Experience											
< 11 Years		/ 43 ‡	\$417	\$362	\$324		‡	5.7	1.1	(1.9)	4.5
11 - 15 Years		/ 47	540	382	341		‡	3.6	1.6	(2.4)	3.8
16 - 20 Years		/ 50	535	414	373		‡	8.3	2.8	(1.8)	6.4
21 - 25 Years		/ 47	567	430	381		‡	7.4	3.1	(2.2)	3.9
26 - 30 Years		/ 42 ‡	598	449	394		‡	4.2	0.7	(2.3)	3.4
31 - 35 Years		/ 43 ‡	597	463	411		‡	7.0	2.8	(4.2)	10.1
36 - 40 Years		/ 42 ‡	562	487	395		‡	8.1	(1.1)	(6.1)	3.2
41 - 45 Years		/ 38 ‡	610	496	425		‡	5.8	0.2	(1.6)	5.4
> 45 Years		/ 26 ‡	693	516	436		‡	15.0	4.3	0.0	12.6

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Average Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change -	% Change -	% Change - 1 Year	Median		
			Quartile		Quartile	1 year	2 Year	1 <sup>st</sup>		Quartile	
All Partner Composite											
High		/ 56	\$1,222	\$904	\$746		‡	10.4	2.0	(1.0)	8.3
Middle		/ 56	630	457	417		‡	3.6	2.4	0.2	4.8
Low		/ 56	264	214	150		‡	17.2	0.0	(27.4)	3.4
Average		/ 56	629	466	422		‡	3.6	2.0	0.2	4.9
By Years of Experience											
< 11 Years		/ 51	\$486	\$372	\$332		‡	6.1	1.8	(2.5)	4.1
11 - 15 Years		/ 55	554	399	358		‡	5.0	1.8	(1.0)	5.1
16 - 20 Years		/ 55	599	440	400		‡	5.8	2.2	(0.7)	4.3
21 - 25 Years		/ 55	630	461	426		‡	4.7	2.3	(0.2)	4.8
26 - 30 Years		/ 55	665	499	420		‡	5.3	2.1	0.2	5.9
31 - 35 Years		/ 55	706	499	455		‡	4.2	1.2	(2.0)	4.7
36 - 40 Years		/ 54	660	508	462		‡	5.1	1.9	(1.4)	5.1
41 - 45 Years		/ 53	689	512	459		‡	2.1	(0.2)	(4.4)	6.2
> 45 Years		/ 40 ‡	701	560	482		‡	8.3	3.6	(2.1)	7.4
Contract Partners			**	**	**			**	**	**	**

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Distribution of Equity Partner Average Billed<sup>1</sup> Rates

By Years of Experience - For the 12-month period ending December 31, 2017

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
<b>Total Group</b>	115 ‡	47.0%	11.3%	25.2%	9.6%	2.6%	2.6%	0.9%	0.9%									
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	559	41.1%	20.6%	8.9%	12.3%	9.1%	4.8%	2.0%	0.4%		0.2%	0.2%	0.4%					
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	896	34.2%	25.4%	12.1%	7.3%	9.9%	5.2%	3.7%	1.3%	0.2%	0.3%	0.1%			0.1%			0.1%
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	1,006	26.4%	25.9%	18.1%	8.1%	7.6%	6.9%	3.0%	2.3%	0.7%	0.2%	0.2%		0.2%	0.2%	0.1%	0.1%	0.1%
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	915	23.1%	21.6%	18.6%	11.7%	9.1%	5.9%	4.9%	3.0%	0.8%	0.4%	0.2%	0.1%	0.1%		0.3%		0.2%
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	974	21.8%	19.1%	20.9%	13.0%	7.8%	6.8%	5.0%	1.6%	1.7%	0.4%	0.7%	0.4%	0.2%	0.1%	0.1%		0.2%
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	787	22.9%	20.7%	18.2%	14.1%	8.0%	5.7%	3.4%	3.6%	1.1%	0.5%	0.9%	0.3%	0.1%	0.5%			
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	306	17.3%	14.7%	25.2%	14.1%	9.8%	7.2%	3.9%	3.9%	1.3%	0.7%	1.0%	0.3%					0.7%
> 45 Years																		
Your Firm																		
<b>Total Group</b>	82 ‡	11.0%	18.3%	12.2%	24.4%	14.6%	7.3%	2.4%	2.4%	4.9%				2.4%				
All Equity Partners																		
Your Firm																		
<b>Total Group</b>	5,713	27.0%	21.8%	17.4%	11.2%	8.5%	6.0%	3.7%	2.2%	0.9%	0.4%	0.4%	0.2%	0.1%	0.1%	0.1%	0.0%	0.1%

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Distribution of Non-Equity Partner Average Billed<sup>1</sup> Rates

By Years of Experience - For the 12-month period ending December 31, 2017

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
<b>Total Group</b>	<b>416</b>	‡ 77.6%	10.6%	3.8%	4.3%	2.6%	1.0%											
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>691</b>	59.0%	14.8%	8.5%	9.0%	5.1%	2.5%	0.6%	0.3%		0.1%							0.1%
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>536</b>	47.9%	21.1%	11.4%	8.4%	7.3%	2.6%	0.7%	0.4%	0.2%								
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>379</b>	42.7%	22.7%	14.2%	8.4%	5.3%	4.5%	1.8%		0.3%								
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>247</b>	‡ 38.5%	25.1%	12.1%	10.1%	4.9%	4.5%	2.8%	0.4%	1.2%			0.4%					
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>224</b>	‡ 33.0%	22.3%	14.3%	11.6%	7.6%	6.3%	1.3%	2.7%	0.9%								
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>196</b>	‡ 36.2%	19.4%	17.3%	7.7%	7.7%	8.7%	1.5%	0.5%	1.0%								
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>161</b>	‡ 27.3%	26.1%	18.0%	9.3%	9.9%	5.6%	1.9%	0.6%	0.6%			0.6%					
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>82</b>	‡ 22.0%	24.4%	20.7%	11.0%	3.7%	4.9%	4.9%	4.9%	2.4%	1.2%							
All Non-Equity Partners																		
Your Firm																		
<b>Total Group</b>	<b>2,975</b>	49.7%	19.1%	11.3%	8.4%	5.6%	3.6%	1.2%	0.6%	0.4%	0.1%		0.1%					0.0%

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Distribution of All Partner Average Billed<sup>1</sup> Rates

By Years of Experience - For the 12-month period ending December 31, 2017

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	531	71.0%	10.7%	8.5%	5.5%	2.6%	1.3%	0.2%	0.2%									
11 - 15 Years																		
Your Firm																		
Total Group	1,250	51.0%	17.4%	8.7%	10.5%	6.9%	3.5%	1.2%	0.3%		0.2%	0.1%	0.2%					0.1%
16 - 20 Years																		
Your Firm																		
Total Group	1,432	39.3%	23.8%	11.8%	7.7%	8.9%	4.3%	2.6%	1.0%	0.2%	0.2%	0.1%			0.1%			0.1%
21 - 25 Years																		
Your Firm																		
Total Group	1,385	30.9%	25.1%	17.0%	8.2%	6.9%	6.2%	2.7%	1.7%	0.6%	0.1%	0.1%		0.1%	0.1%	0.1%	0.1%	0.1%
26 - 30 Years																		
Your Firm																		
Total Group	1,162	26.3%	22.4%	17.2%	11.4%	8.2%	5.6%	4.5%	2.4%	0.9%	0.3%	0.2%	0.2%	0.1%		0.3%		0.2%
31 - 35 Years																		
Your Firm																		
Total Group	1,198	23.9%	19.7%	19.7%	12.8%	7.8%	6.7%	4.3%	1.8%	1.6%	0.3%	0.6%	0.3%	0.2%	0.1%	0.1%		0.2%
36 - 40 Years																		
Your Firm																		
Total Group	983	25.5%	20.4%	18.0%	12.8%	7.9%	6.3%	3.1%	3.0%	1.1%	0.4%	0.7%	0.2%	0.1%	0.4%			
41 - 45 Years																		
Your Firm																		
Total Group	467	20.8%	18.6%	22.7%	12.4%	9.9%	6.6%	3.2%	2.8%	1.1%	0.4%	0.6%	0.4%					0.4%
> 45 Years																		
Your Firm																		
Total Group	164 ‡	16.5%	21.3%	16.5%	17.7%	9.1%	6.1%	3.7%	3.7%	3.7%	0.6%			1.2%				
All Partners																		
Your Firm																		
Total Group	8,688	34.7%	20.9%	15.3%	10.3%	7.5%	5.1%	2.8%	1.6%	0.7%	0.3%	0.3%	0.1%	0.1%	0.1%	0.1%	0.0%	0.1%

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Associate & Sr. Attorney Average Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change - 1 year	% Change - 2 Year	% Change - 1 Year			Median
		Quartile		Quartile			1 <sup>st</sup>	Median	3 <sup>rd</sup>	% Change - 2 Year
Associates										
<u>Class of</u>										
2017	/ 35 ‡	\$273	\$222	\$194						
2016	/ 56	308	233	203	‡		15.9	7.0	1.1	
2015	/ 57	328	248	216		‡	13.4	9.0	3.4	18.8
2014	/ 57	350	261	238		‡	12.4	8.1	3.1	21.0
2013	/ 57	383	260	239		‡	10.8	7.2	1.7	17.5
2012	/ 56	399	286	245		‡	9.4	6.4	1.9	16.1
2011	/ 56	433	297	269		‡	11.1	6.9	2.3	17.5
2010	/ 55	435	298	269		‡	10.4	5.1	0.0	14.4
2009	/ 51	435	310	284	‡	‡	8.7	5.1	0.0	16.0
2008	/ 47	452	331	292	‡	‡	5.5	3.1	0.0	9.9
Prior	/ 53	421	319	270	‡	‡	7.5	3.4	(0.9)	6.9
All Associates	/ 57	395	278	251		‡	4.7	2.4	0.0	6.2
Sr. Attorneys										
<u>Class of</u>										
2010 - 2017	/ 15 ‡	\$376	\$313	\$291			**	**	**	**
2009	/ 19 ‡	386	302	270			**	**	**	**
2008	/ 18 ‡	399	333	286	‡		10.1	4.9	(0.8)	**
2007	/ 20 ‡	568	354	280	‡		9.3	0.2	(2.7)	**
2006	/ 27 ‡	400	356	300	‡		9.6	4.9	(0.4)	**
2005	/ 25 ‡	486	375	328	‡	‡	5.4	1.9	(1.1)	11.7
2004	/ 28 ‡	445	363	312	‡	‡	8.9	3.6	0.0	11.8
Prior	/ 39 ‡	494	373	328	‡	‡	4.1	0.0	(2.2)	4.5
All Sr. Attorneys	/ 40 ‡	475	361	317	‡	‡	3.6	0.8	(1.0)	4.6

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

**2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT**

AmLaw Second 100 xNYC - (60 members)

***Distribution of Associate & Sr. Attorney Average Billed<sup>1</sup> Rates****For the 12-month period ending December 31, 2017*

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
<b>2017</b>													
Your Firm													
<b>Total Group</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>**</b>
<b>2016</b>													
Your Firm													
<b>Total Group</b>	<b>370</b>	<b>50.8%</b>	<b>25.4%</b>	<b>20.8%</b>	<b>1.9%</b>	<b>1.1%</b>							
<b>2015</b>													
Your Firm													
<b>Total Group</b>	<b>502</b>	<b>45.6%</b>	<b>24.1%</b>	<b>22.3%</b>	<b>6.0%</b>	<b>0.8%</b>	<b>0.6%</b>	<b>0.6%</b>					
<b>2014</b>													
Your Firm													
<b>Total Group</b>	<b>516</b>	<b>41.9%</b>	<b>26.9%</b>	<b>15.9%</b>	<b>9.3%</b>	<b>3.7%</b>	<b>0.6%</b>	<b>1.2%</b>	<b>0.6%</b>				
<b>2013</b>													
Your Firm													
<b>Total Group</b>	<b>519</b>	<b>35.8%</b>	<b>27.7%</b>	<b>13.3%</b>	<b>15.0%</b>	<b>5.4%</b>	<b>1.7%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.4%</b>			
<b>2012</b>													
Your Firm													
<b>Total Group</b>	<b>435</b>	<b>26.2%</b>	<b>32.2%</b>	<b>15.6%</b>	<b>12.0%</b>	<b>7.6%</b>	<b>4.4%</b>	<b>1.6%</b>		<b>0.2%</b>	<b>0.2%</b>		
<b>2011</b>													
Your Firm													
<b>Total Group</b>	<b>386</b>	<b>25.6%</b>	<b>31.6%</b>	<b>11.4%</b>	<b>13.5%</b>	<b>9.6%</b>	<b>3.6%</b>	<b>2.8%</b>	<b>0.5%</b>		<b>0.8%</b>	<b>0.5%</b>	
<b>2010</b>													
Your Firm													
<b>Total Group</b>	<b>342</b>	<b>21.6%</b>	<b>34.8%</b>	<b>15.8%</b>	<b>7.9%</b>	<b>8.8%</b>	<b>5.6%</b>	<b>3.5%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.6%</b>	
<b>2009</b>													
Your Firm													
<b>Total Group</b>	<b>311</b>	<b>12.2%</b>	<b>36.3%</b>	<b>19.6%</b>	<b>10.6%</b>	<b>9.3%</b>	<b>4.5%</b>	<b>6.4%</b>	<b>1.0%</b>				
<b>2008</b>													
Your Firm													
<b>Total Group</b>	<b>214</b>	<b>17.3%</b>	<b>27.6%</b>	<b>21.5%</b>	<b>9.8%</b>	<b>9.8%</b>	<b>9.8%</b>	<b>2.8%</b>	<b>0.9%</b>		<b>0.5%</b>		
<b>Prior</b>													
Your Firm													
<b>Total Group</b>	<b>330</b>	<b>18.2%</b>	<b>32.4%</b>	<b>18.5%</b>	<b>10.0%</b>	<b>10.9%</b>	<b>7.0%</b>	<b>2.4%</b>	<b>0.6%</b>				
<b>All Associates</b>													
Your Firm													
<b>Total Group</b>	<b>3,933</b>	<b>31.6%</b>	<b>29.4%</b>	<b>17.3%</b>	<b>9.7%</b>	<b>6.1%</b>	<b>3.2%</b>	<b>1.9%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.1%</b>	
<b>Sr. Attorneys</b>	<b>Count*</b>	<b>&lt; \$250</b>	<b>\$250 - \$324</b>	<b>\$325 - \$399</b>	<b>\$400 - \$374</b>	<b>\$475 - \$549</b>	<b>\$550 - \$624</b>	<b>\$625 - \$699</b>	<b>\$700 - \$574</b>	<b>\$775 - \$849</b>	<b>\$850 - \$924</b>	<b>\$925 - \$999</b>	<b>\$1,000 +</b>
Your Firm													
<b>Total Group</b>	<b>706 ‡</b>	<b>13.7%</b>	<b>25.1%</b>	<b>25.2%</b>	<b>10.6%</b>	<b>9.6%</b>	<b>8.2%</b>	<b>4.7%</b>	<b>1.8%</b>	<b>0.3%</b>	<b>0.6%</b>	<b>0.1%</b>	

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Other Timekeeper Average Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	Median % Change - 2 Year
Of Counsel											
By Years of Experience											
< 21 Years		/ 29 ‡	\$430	\$368	\$336	‡	‡	6.1	0.0	(3.8)	0.6
21 - 25 Years		/ 26 ‡	537	432	374	‡		4.1	0.6	(1.8)	**
26 - 30 Years		/ 19 ‡	546	432	363	‡		5.9	(2.3)	(4.4)	**
> 30 Years		/ 43 ‡	654	491	397	‡	‡	6.7	0.3	(3.3)	3.9
All Of Counsel		/ 47	592	440	362	‡	‡	6.6	0.0	(3.6)	4.5
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 23 ‡	\$244	\$204	\$173	‡	‡	7.5	5.5	(2.5)	8.3
6 - 10 Years		/ 26 ‡	284	266	212	‡	‡	10.8	2.3	(3.6)	4.8
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years		/ 19 ‡	337	286	216	‡		7.8	5.0	(2.1)	**
All Staff Attorneys		/ 36 ‡	307	239	205	‡	‡	9.4	2.6	(1.6)	5.6
All Attorneys		/ 57	\$525	\$402	\$359		‡	3.7	1.8	0.0	4.9
Contract Associates		/ 13 ‡	\$489	\$250	\$180			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 25 ‡	291	253	202	‡	‡	6.1	0.0	(1.2)	4.1
Litigation Support		/ 25 ‡	221	178	152	‡	‡	9.5	6.7	(0.7)	7.3
Patent Agents		/ 20 ‡	304	266	217	‡	‡	11.7	4.4	0.0	8.3
Case Clerks		/ 18 ‡	148	112	92	‡	‡	5.8	0.0	(8.6)	2.1
Law Clerks		/ 29 ‡	175	128	101	‡	‡	31.9	3.2	(5.8)	1.3
Paralegals											
High		/ 55	\$382	\$297	\$256		‡	6.5	2.5	(0.6)	6.8
Middle		/ 55	217	189	168		‡	3.6	0.0	(3.5)	4.1
Low		/ 55	119	85	63		‡	0.9	(7.0)	(24.8)	(1.4)
Average		/ 55	226	199	172		‡	3.3	0.8	(0.8)	4.4

<sup>1</sup> Calculated by taking the actual value of amount billed during the period 1/1/2017 through 12/31/2017, divided by the corresponding billable hours worked.

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



## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'*Full Year*'<sup>1</sup> Partner Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2017

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Rate</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>			<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>		
			<i>1<sup>st</sup></i>	<i>Median</i>	<i>3<sup>rd</sup></i>			<i>1<sup>st</sup></i>	<i>Median</i>	<i>3<sup>rd</sup></i>
			<i>Quartile</i>		<i>Quartile</i>			<i>Quartile</i>		<i>Quartile</i>
<b>Equity Partners</b>										
High		/ 56	\$1,101	\$821	\$712		/ 48	10.2	3.5	(3.1)
Middle		/ 56	652	488	438		/ 48	4.2	2.0	0.3
Low		/ 56	356	261	217		/ 48	10.4	(0.2)	(14.2)
Average		/ 56	659	495	442		/ 48	3.7	2.1	0.0
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 27 ‡	\$517	\$391	\$337		/ 15 ‡	11.5	1.4	(2.1)
11 - 15 Years		/ 55	583	430	376		/ 48	7.1	4.6	(0.8)
16 - 20 Years		/ 55	621	453	410		/ 48	5.3	2.3	0.2
21 - 25 Years		/ 55	643	476	434		/ 48	6.2	2.5	(0.5)
26 - 30 Years		/ 55	684	509	430		/ 48	6.2	2.8	(0.6)
31 - 35 Years		/ 55	724	512	462		/ 48	4.3	1.9	(2.4)
36 - 40 Years		/ 53	695	529	469		/ 46	4.2	2.2	(1.9)
41 - 45 Years		/ 48	700	516	474		/ 40 ‡	1.8	(2.7)	(7.4)
> 45 Years		/ 26 ‡	697	561	503		/ 20 ‡	6.5	1.0	(1.4)
<b>Non-Equity Partners</b>										
High		/ 51	870	670	589		/ 43 ‡	5.3	1.4	(1.7)
Middle		/ 51	545	406	353		/ 43 ‡	4.6	0.9	(1.2)
Low		/ 51	298	237	195		/ 43 ‡	7.6	0.0	(12.1)
Average		/ 51	551	416	364		/ 43 ‡	4.9	1.3	0.0
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 42 ‡	\$409	\$360	\$323		/ 35 ‡	6.3	3.4	(2.4)
11 - 15 Years		/ 47	539	379	334		/ 42 ‡	4.4	1.9	(1.2)
16 - 20 Years		/ 50	546	411	359		/ 43 ‡	6.6	1.7	(0.4)
21 - 25 Years		/ 47	517	429	375		/ 40 ‡	7.7	1.5	(2.3)
26 - 30 Years		/ 43 ‡	562	455	397		/ 35 ‡	6.3	0.3	(3.3)
31 - 35 Years		/ 43 ‡	601	466	416		/ 35 ‡	7.8	1.4	(4.8)
36 - 40 Years		/ 44 ‡	550	481	404		/ 35 ‡	4.7	(0.2)	(8.4)
41 - 45 Years		/ 38 ‡	599	484	407		/ 27 ‡	5.5	0.0	(3.0)
> 45 Years		/ 33 ‡	706	502	426		/ 23 ‡	12.2	2.0	0.0

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding Partners who had a title change during the year.

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

2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'Full Year'<sup>1</sup> Partner Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group		
			% Change - 1 Year							
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>All Partner Composite</b>										
High		/ 56	\$1,120	\$862	\$718		/ 48	10.6	3.5	(2.1)
Middle		/ 56	632	459	418		/ 48	3.3	2.1	0.4
Low		/ 56	277	232	183		/ 48	8.0	0.0	(21.8)
Average		/ 56	630	467	422		/ 48	3.6	2.0	0.1
<b><u>By Years of Experience</u></b>										
< 11 Years		/ 50	\$473	\$373	\$334		/ 42 ‡	6.2	2.2	(2.9)
11 - 15 Years		/ 55	556	399	358		/ 48	4.9	2.2	(1.5)
16 - 20 Years		/ 55	605	441	398		/ 48	5.6	2.2	(0.4)
21 - 25 Years		/ 55	628	463	424		/ 48	4.8	1.8	(0.7)
26 - 30 Years		/ 55	661	503	420		/ 48	5.5	2.8	(0.3)
31 - 35 Years		/ 55	723	503	456		/ 48	4.6	1.4	(2.6)
36 - 40 Years		/ 53	690	516	454		/ 46	5.3	1.7	(2.5)
41 - 45 Years		/ 52	690	507	450		/ 44 ‡	3.9	0.2	(4.4)
> 45 Years		/ 42 ‡	718	534	471		/ 33 ‡	10.3	2.8	0.0
<b>Contract Partners</b>			**	**	**			**	**	**

<sup>1</sup> Contains statistics only for Partners who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding Partners who had a title change during the year.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

'*Full Year*'<sup>1</sup> Associate & Sr. Attorney Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2017

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Rate</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>		
								<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>Associates</b>										
<i>Class of</i>										
2016		/ 56	\$308	\$229	\$200		/ 33 ‡	15.7	9.1	0.0
2015		/ 57	330	245	215		/ 49	13.0	9.0	2.8
2014		/ 56	354	263	236		/ 47	12.5	8.3	2.5
2013		/ 57	384	266	236		/ 49	12.0	6.9	0.9
2012		/ 57	411	288	244		/ 49	9.2	6.0	0.0
2011		/ 56	419	299	264		/ 48	10.3	5.0	0.0
2010		/ 56	444	299	265		/ 48	11.5	5.5	0.0
2009		/ 52	440	312	281		/ 43 ‡	9.7	3.5	0.0
2008		/ 47	430	315	283		/ 37 ‡	7.4	3.3	(1.1)
Prior		/ 51	399	317	268		/ 42 ‡	9.2	2.2	(2.7)
<i>All Associates</i>		/ 57	394	277	247		/ 49	4.8	2.7	0.0
<b>Sr. Attorneys</b>										
<i>Class of</i>										
2010 - 2017		/ 15 ‡	415	313	283			**	**	**
2009		/ 17 ‡	388	291	263			**	**	**
2008		/ 17 ‡	391	319	250		/ 13 ‡	11.9	5.8	(1.9)
2007		/ 24 ‡	568	340	278		/ 16 ‡	5.0	0.4	(0.9)
2006		/ 26 ‡	399	354	301		/ 18 ‡	14.8	2.9	0.0
2005		/ 24 ‡	474	365	321		/ 18 ‡	6.0	1.7	0.0
2004		/ 29 ‡	512	365	312		/ 22 ‡	4.2	0.0	(1.5)
Prior		/ 40 ‡	504	398	330			**	**	**
<i>All Sr. Attorneys</i>		/ 41 ‡	493	377	314		/ 36 ‡	4.6	0.6	(1.4)

<sup>1</sup> Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2017 through 12/31/2017, excluding timekeepers who had a title change during the year.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Partner Realization<sup>1</sup>

For the 12-month period ending December 31, 2017

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>					
Average		/ 55	91.3	87.7	84.2
<u>By Years of Experience</u>					
< 11 Years		/ 28 ‡	97.2	89.5	87.6
11 - 15 Years		/ 54	94.7	91.0	87.1
16 - 20 Years		/ 54	93.7	89.5	85.6
21 - 25 Years		/ 54	91.5	87.9	83.4
26 - 30 Years		/ 54	91.6	87.8	83.8
31 - 35 Years		/ 54	91.0	87.1	83.0
36 - 40 Years		/ 53	92.2	86.4	80.7
41 - 45 Years		/ 51	92.6	86.9	81.7
> 45 Years		/ 28 ‡	96.9	91.0	79.2
<b>Non-Equity Partners</b>					
Average		/ 50	90.4	87.3	82.6
<u>By Years of Experience</u>					
< 11 Years		/ 42 ‡	92.6	88.3	84.3
11 - 15 Years		/ 47	92.2	87.6	82.2
16 - 20 Years		/ 49	92.6	88.5	82.8
21 - 25 Years		/ 46	89.8	86.7	82.6
26 - 30 Years		/ 42 ‡	89.4	84.9	79.8
31 - 35 Years		/ 43 ‡	90.4	85.1	80.1
36 - 40 Years		/ 45	91.1	85.6	78.8
41 - 45 Years		/ 38 ‡	91.1	85.6	79.1
> 45 Years		/ 32 ‡	95.6	87.9	79.8
<b>All Partner Composite</b>					
Average		/ 55	91.1	87.6	83.6
<u>By Years of Experience</u>					
< 11 Years		/ 50	93.9	88.9	85.3
11 - 15 Years		/ 54	93.1	88.6	85.3
16 - 20 Years		/ 54	93.2	89.2	84.5
21 - 25 Years		/ 54	91.4	86.8	83.6
26 - 30 Years		/ 54	91.3	87.1	82.8
31 - 35 Years		/ 54	90.5	86.2	82.6
36 - 40 Years		/ 53	90.8	86.2	80.7
41 - 45 Years		/ 52	93.7	86.4	80.8
> 45 Years		/ 41 ‡	94.5	89.2	79.6
<b>Contract Partners</b>			**	**	**

<sup>1</sup> Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2017 by the Average Standard Rate for the one-year period ending 12/31/2017.

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

Non-Partner Timekeeper Realization<sup>1</sup>

For the 12-month period ending December 31, 2017

	Your Firm		Group		
	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Associates</b>					
<b><u>Class of</u></b>					
2017		/ 45	91.7	81.7	75.2
2016		/ 55	91.3	84.9	78.0
2015		/ 56	92.8	86.1	82.4
2014		/ 56	92.2	87.5	83.6
2013		/ 56	92.5	86.4	82.3
2012		/ 56	91.6	86.4	82.7
2011		/ 55	93.6	88.7	82.9
2010		/ 55	90.3	85.7	81.0
2009		/ 52	90.5	86.4	82.1
2008		/ 50	91.8	84.9	79.5
Prior		/ 54	90.9	84.0	76.3
<b>All Associates</b>		/ 56	90.6	86.2	82.0
<b>Sr. Attorneys</b>		/ 40 ‡	87.4	84.2	78.1
<b>Other Attorneys</b>					
Of Counsel		/ 49	92.2	86.8	76.7
Staff Attorneys		/ 36 ‡	90.5	83.4	78.3
<b>All Attorneys</b>		/ 56	90.3	86.2	82.6
<b>Contract Associates</b>		/ 18 ‡	97.1	94.0	87.1
<b>Other Timekeepers</b>					
Lobbyists			**	**	**
Specialists		/ 26 ‡	97.3	89.7	81.4
Litigation Support		/ 25 ‡	91.9	79.7	74.6
Patent Agents		/ 22 ‡	93.0	83.9	73.6
Case Clerks		/ 17 ‡	93.9	83.4	73.9
Law Clerks		/ 36 ‡	82.7	65.8	45.0
<b>Paralegals</b>		/ 54	90.6	84.7	78.6

<sup>1</sup> Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2017 by the Average Standard Rate for the one-year period ending 12/31/2017.

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of All Partners by Discount Levels<sup>1</sup>

By Years of Experience - For the 12-month period ending December 31, 2017

All Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>&lt; 11 Years</b>								
Your Firm								
<b>Total Group</b>	<b>523</b>	<b>12.6%</b>	<b>19.7%</b>	<b>17.8%</b>	<b>15.5%</b>	<b>14.3%</b>	<b>7.5%</b>	<b>12.6%</b>
<b>11 - 15 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,218</b>	<b>11.0%</b>	<b>16.5%</b>	<b>17.2%</b>	<b>16.3%</b>	<b>13.1%</b>	<b>8.8%</b>	<b>17.1%</b>
<b>16 - 20 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,403</b>	<b>9.3%</b>	<b>16.0%</b>	<b>18.1%</b>	<b>13.6%</b>	<b>12.5%</b>	<b>9.0%</b>	<b>21.4%</b>
<b>21 - 25 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,357</b>	<b>7.7%</b>	<b>16.1%</b>	<b>13.1%</b>	<b>16.8%</b>	<b>14.0%</b>	<b>9.9%</b>	<b>22.3%</b>
<b>26 - 30 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,144</b>	<b>6.3%</b>	<b>15.7%</b>	<b>15.2%</b>	<b>14.1%</b>	<b>13.1%</b>	<b>10.5%</b>	<b>25.1%</b>
<b>31 - 35 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,172</b>	<b>8.7%</b>	<b>13.8%</b>	<b>15.3%</b>	<b>13.7%</b>	<b>11.3%</b>	<b>10.2%</b>	<b>26.9%</b>
<b>36 - 40 Years</b>								
Your Firm								
<b>Total Group</b>	<b>973</b>	<b>8.1%</b>	<b>14.3%</b>	<b>15.0%</b>	<b>12.4%</b>	<b>12.7%</b>	<b>8.9%</b>	<b>28.5%</b>
<b>41 - 45 Years</b>								
Your Firm								
<b>Total Group</b>	<b>462</b>	<b>9.3%</b>	<b>10.6%</b>	<b>13.0%</b>	<b>16.5%</b>	<b>10.6%</b>	<b>10.4%</b>	<b>29.7%</b>
<b>&gt; 45 Years</b>								
Your Firm								
<b>Total Group</b>	<b>163</b> ‡	<b>6.7%</b>	<b>22.1%</b>	<b>11.7%</b>	<b>9.8%</b>	<b>11.7%</b>	<b>6.1%</b>	<b>31.9%</b>
<b>All Equity Partners</b>								
Your Firm								
<b>Total Group</b>	<b>8,531</b>	<b>8.8%</b>	<b>15.6%</b>	<b>15.7%</b>	<b>14.6%</b>	<b>12.9%</b>	<b>9.4%</b>	<b>23.0%</b>

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

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

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Equity Partners by Discount Levels<sup>1</sup>

By Years of Experience - For the 12-month period ending December 31, 2017

Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
<b>Total Group</b>	<b>115</b> ‡	<b>15.7%</b>	<b>29.6%</b>	<b>14.8%</b>	<b>13.0%</b>	<b>11.3%</b>	<b>7.0%</b>	<b>8.7%</b>
11 - 15 Years								
Your Firm								
<b>Total Group</b>	<b>546</b>	<b>13.2%</b>	<b>19.6%</b>	<b>16.1%</b>	<b>15.0%</b>	<b>14.1%</b>	<b>8.4%</b>	<b>13.6%</b>
16 - 20 Years								
Your Firm								
<b>Total Group</b>	<b>881</b>	<b>10.9%</b>	<b>16.3%</b>	<b>17.8%</b>	<b>13.5%</b>	<b>13.3%</b>	<b>8.4%</b>	<b>19.8%</b>
21 - 25 Years								
Your Firm								
<b>Total Group</b>	<b>988</b>	<b>9.1%</b>	<b>17.2%</b>	<b>11.7%</b>	<b>16.5%</b>	<b>14.7%</b>	<b>9.0%</b>	<b>21.8%</b>
26 - 30 Years								
Your Firm								
<b>Total Group</b>	<b>904</b>	<b>6.6%</b>	<b>15.9%</b>	<b>15.2%</b>	<b>14.6%</b>	<b>13.3%</b>	<b>10.4%</b>	<b>24.0%</b>
31 - 35 Years								
Your Firm								
<b>Total Group</b>	<b>956</b>	<b>8.5%</b>	<b>14.1%</b>	<b>15.4%</b>	<b>13.0%</b>	<b>11.9%</b>	<b>10.8%</b>	<b>26.4%</b>
36 - 40 Years								
Your Firm								
<b>Total Group</b>	<b>782</b>	<b>9.0%</b>	<b>15.1%</b>	<b>15.7%</b>	<b>11.8%</b>	<b>12.7%</b>	<b>8.7%</b>	<b>27.1%</b>
41 - 45 Years								
Your Firm								
<b>Total Group</b>	<b>305</b>	<b>10.2%</b>	<b>11.1%</b>	<b>12.5%</b>	<b>16.1%</b>	<b>8.9%</b>	<b>11.5%</b>	<b>29.8%</b>
> 45 Years								
Your Firm								
<b>Total Group</b>	<b>82</b> ‡	<b>7.3%</b>	<b>24.4%</b>	<b>13.4%</b>	<b>8.5%</b>	<b>12.2%</b>	<b>7.3%</b>	<b>26.8%</b>
All Equity Partners								
Your Firm								
<b>Total Group</b>	<b>5,632</b>	<b>9.4%</b>	<b>16.2%</b>	<b>15.1%</b>	<b>14.0%</b>	<b>13.1%</b>	<b>9.4%</b>	<b>22.8%</b>

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

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

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

# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Non-Equity Partners by Discount Levels<sup>1</sup>

By Years of Experience - For the 12-month period ending December 31, 2017

Non-Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>&lt; 11 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>408</b> ‡	<b>11.8%</b>	<b>16.9%</b>	<b>18.6%</b>	<b>16.2%</b>	<b>15.2%</b>	<b>7.6%</b>	<b>13.7%</b>
<b>11 - 15 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>672</b>	<b>9.2%</b>	<b>14.0%</b>	<b>18.2%</b>	<b>17.3%</b>	<b>12.4%</b>	<b>9.1%</b>	<b>19.9%</b>
<b>16 - 20 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>522</b>	<b>6.7%</b>	<b>15.5%</b>	<b>18.6%</b>	<b>13.8%</b>	<b>11.3%</b>	<b>10.0%</b>	<b>24.1%</b>
<b>21 - 25 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>369</b>	<b>4.1%</b>	<b>13.3%</b>	<b>16.8%</b>	<b>17.6%</b>	<b>12.2%</b>	<b>12.2%</b>	<b>23.8%</b>
<b>26 - 30 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>240</b> ‡	<b>5.0%</b>	<b>15.0%</b>	<b>15.4%</b>	<b>12.1%</b>	<b>12.5%</b>	<b>10.8%</b>	<b>29.2%</b>
<b>31 - 35 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>216</b> ‡	<b>9.7%</b>	<b>12.5%</b>	<b>14.8%</b>	<b>17.1%</b>	<b>8.8%</b>	<b>7.9%</b>	<b>29.2%</b>
<b>36 - 40 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>191</b> ‡	<b>4.7%</b>	<b>11.0%</b>	<b>12.0%</b>	<b>15.2%</b>	<b>13.1%</b>	<b>9.9%</b>	<b>34.0%</b>
<b>41 - 45 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>157</b> ‡	<b>7.6%</b>	<b>9.6%</b>	<b>14.0%</b>	<b>17.2%</b>	<b>14.0%</b>	<b>8.3%</b>	<b>29.3%</b>
<b>&gt; 45 Years</b>								
Your Firm	0							
<b>Total Group</b>	<b>81</b> ‡	<b>6.2%</b>	<b>19.8%</b>	<b>9.9%</b>	<b>11.1%</b>	<b>11.1%</b>	<b>4.9%</b>	<b>37.0%</b>
<b>All Non-Equity Partners</b>								
Your Firm	0							
<b>Total Group</b>	<b>2,899</b>	<b>7.6%</b>	<b>14.3%</b>	<b>16.8%</b>	<b>15.8%</b>	<b>12.5%</b>	<b>9.4%</b>	<b>23.6%</b>

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

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

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



# 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Associates & Sr. Attorneys by Discount Levels<sup>1</sup>

For the 12-month period ending December 31, 2017

Associates	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<b>2017</b>								
Your Firm								
<b>Total Group</b>	**	**	**	**	**	**	**	**
<b>2016</b>								
Your Firm								
<b>Total Group</b>	362	9.4%	9.9%	14.6%	11.3%	12.7%	10.2%	31.8%
<b>2015</b>								
Your Firm								
<b>Total Group</b>	492	10.4%	12.0%	15.7%	13.6%	13.0%	11.2%	24.2%
<b>2014</b>								
Your Firm								
<b>Total Group</b>	505	7.3%	13.7%	17.0%	16.4%	14.5%	8.1%	23.0%
<b>2013</b>								
Your Firm								
<b>Total Group</b>	511	9.8%	10.6%	15.3%	17.0%	12.9%	11.7%	22.7%
<b>2012</b>								
Your Firm								
<b>Total Group</b>	424	9.7%	10.6%	15.1%	15.8%	13.7%	12.0%	23.1%
<b>2011</b>								
Your Firm								
<b>Total Group</b>	382	11.8%	12.3%	17.0%	15.7%	10.5%	12.3%	20.4%
<b>2010</b>								
Your Firm								
<b>Total Group</b>	335	9.3%	7.2%	17.3%	14.3%	15.8%	10.1%	26.0%
<b>2009</b>								
Your Firm								
<b>Total Group</b>	305	9.5%	10.2%	13.1%	16.4%	15.7%	11.1%	23.9%
<b>2008</b>								
Your Firm								
<b>Total Group</b>	212	14.6%	17.5%	8.5%	12.3%	10.8%	12.7%	23.6%
<b>Prior</b>								
Your Firm								
<b>Total Group</b>	326	10.4%	11.0%	13.2%	12.0%	12.3%	9.2%	31.9%
<b>All Associates</b>								
Your Firm								
<b>Total Group</b>	3,862	10.0%	11.3%	15.1%	14.7%	13.2%	10.8%	24.8%
<b>Sr. Attorneys</b>	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm								
<b>Total Group</b>	680 ‡	5.7%	9.1%	12.6%	11.6%	14.4%	15.1%	31.3%

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
	Average		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median
	Hours	Rank / Of						1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year
Equity Partners											
By Years of Experience											
< 11 Years		/ 27 ‡	1,946	1,836	1,681	‡	‡	12.4	5.5	(3.4)	0.6
11 - 15 Years		/ 56	1,779	1,660	1,532		‡	3.2	(0.8)	(5.8)	(1.7)
16 - 20 Years		/ 56	1,719	1,607	1,488		‡	2.9	(1.3)	(6.1)	(1.9)
21 - 25 Years		/ 56	1,687	1,543	1,441		‡	4.3	0.9	(2.5)	0.1
26 - 30 Years		/ 56	1,609	1,517	1,426		‡	4.1	(1.1)	(4.0)	(3.2)
31 - 35 Years		/ 55	1,541	1,451	1,367		‡	1.2	(2.6)	(5.5)	(2.8)
36 - 40 Years		/ 55	1,462	1,383	1,276		‡	1.9	(1.5)	(8.5)	(3.2)
41 - 45 Years		/ 53	1,399	1,286	1,156	‡	‡	8.0	(0.4)	(8.1)	5.8
> 45 Years		/ 27 ‡	1,280	1,047	893	‡	‡	9.0	(0.4)	(16.8)	(15.9)
All Equity Partners		/ 57	1,576	1,486	1,419		‡	0.0	(1.5)	(2.9)	(2.5)
Non-Equity Partners											
By Years of Experience											
< 11 Years		/ 43 ‡	1,754	1,645	1,539	‡	‡	8.1	(0.8)	(5.9)	(3.4)
11 - 15 Years		/ 48	1,637	1,492	1,404	‡	‡	4.0	(1.7)	(7.5)	0.4
16 - 20 Years		/ 51	1,521	1,440	1,254	‡	‡	4.6	(0.5)	(6.7)	(3.1)
21 - 25 Years		/ 48	1,479	1,357	1,278	‡	‡	2.2	(5.1)	(12.1)	(0.3)
26 - 30 Years		/ 43 ‡	1,445	1,299	1,139	‡	‡	8.0	0.7	(8.2)	1.3
31 - 35 Years		/ 44 ‡	1,314	1,172	1,071	‡	‡	2.6	(5.5)	(15.0)	(7.7)
36 - 40 Years		/ 43 ‡	1,341	1,143	988	‡	‡	14.8	3.4	(7.8)	10.3
41 - 45 Years		/ 39 ‡	1,152	1,046	812	‡	‡	20.9	(0.7)	(13.9)	(2.5)
> 45 Years		/ 26 ‡	1,223	895	664	‡	‡	2.6	(2.1)	(11.8)	20.8
All Non-Equity Partners		/ 52	1,472	1,357	1,280	‡	‡	0.3	(1.6)	(5.5)	(1.9)

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year			
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	Median % Change - 2 Year
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years		/ 51	1,770	1,683	1,569	‡	‡	8.2	0.8	(4.0)	(1.5)
11 - 15 Years		/ 56	1,690	1,587	1,482		‡	2.4	0.1	(4.0)	(0.3)
16 - 20 Years		/ 56	1,639	1,524	1,440		‡	1.8	(1.4)	(3.9)	(3.1)
21 - 25 Years		/ 56	1,577	1,492	1,437		‡	2.6	(1.1)	(3.7)	(0.7)
26 - 30 Years		/ 56	1,561	1,456	1,404		‡	3.7	(1.0)	(4.4)	(2.2)
31 - 35 Years		/ 56	1,506	1,399	1,309		‡	2.5	(2.3)	(7.6)	(2.5)
36 - 40 Years		/ 55	1,426	1,334	1,224		‡	3.2	(0.9)	(5.7)	(1.0)
41 - 45 Years		/ 55	1,302	1,172	1,048		‡	5.6	(1.4)	(10.8)	(0.2)
> 45 Years		/ 41 ‡	1,258	994	820	‡	‡	7.7	0.0	(11.5)	(2.8)
All Partner Composite		/ 57	1,527	1,450	1,404		‡	0.0	(1.2)	(2.7)	(1.5)

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Equity Partner Billable Hours Worked

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							
<b>Total Group</b>	115 ‡	2.6%	11.3%	31.3%	23.5%	17.4%	13.9%
11 - 15 Years							
Your Firm							
<b>Total Group</b>	565	15.4%	13.6%	22.1%	21.6%	16.6%	10.6%
16 - 20 Years							
Your Firm							
<b>Total Group</b>	910	18.2%	18.1%	23.1%	20.5%	11.0%	9.0%
21 - 25 Years							
Your Firm							
<b>Total Group</b>	1,024	21.4%	21.1%	20.5%	17.5%	9.9%	9.7%
26 - 30 Years							
Your Firm							
<b>Total Group</b>	933	27.9%	16.9%	23.5%	14.5%	8.5%	8.8%
31 - 35 Years							
Your Firm							
<b>Total Group</b>	988	32.6%	20.2%	16.8%	15.4%	8.2%	6.8%
36 - 40 Years							
Your Firm							
<b>Total Group</b>	801	44.9%	16.2%	15.4%	9.2%	5.7%	8.5%
41 - 45 Years							
Your Firm							
<b>Total Group</b>	311	54.3%	15.4%	12.9%	7.4%	4.5%	5.5%
> 45 Years							
Your Firm							
<b>Total Group</b>	83 ‡	73.5%	7.2%	7.2%	6.0%	6.0%	
All Equity Partners							
Your Firm							
<b>Total Group</b>	5,803	28.9%	17.7%	19.8%	15.8%	9.4%	8.5%

\* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of Non-Equity Partner Billable Hours Worked

By Years of Experience - For the 12-month period ending December 31, 2017

Non-Equity Partners	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
<b>&lt; 11 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>416 ‡</b>	<b>15.4%</b>	<b>13.5%</b>	<b>20.7%</b>	<b>24.0%</b>	<b>18.3%</b>	<b>8.2%</b>
<b>11 - 15 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>705</b>	<b>20.4%</b>	<b>17.7%</b>	<b>23.7%</b>	<b>19.6%</b>	<b>11.8%</b>	<b>6.8%</b>
<b>16 - 20 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>546</b>	<b>28.0%</b>	<b>19.6%</b>	<b>22.3%</b>	<b>15.2%</b>	<b>8.6%</b>	<b>6.2%</b>
<b>21 - 25 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>385</b>	<b>37.7%</b>	<b>23.6%</b>	<b>17.1%</b>	<b>11.7%</b>	<b>5.5%</b>	<b>4.4%</b>
<b>26 - 30 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>256 ‡</b>	<b>44.9%</b>	<b>12.5%</b>	<b>20.3%</b>	<b>10.2%</b>	<b>8.2%</b>	<b>3.9%</b>
<b>31 - 35 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>233 ‡</b>	<b>53.6%</b>	<b>17.6%</b>	<b>15.5%</b>	<b>8.6%</b>	<b>3.9%</b>	<b>0.9%</b>
<b>36 - 40 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>208 ‡</b>	<b>60.1%</b>	<b>15.4%</b>	<b>12.0%</b>	<b>7.7%</b>	<b>3.4%</b>	<b>1.4%</b>
<b>41 - 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>163 ‡</b>	<b>73.6%</b>	<b>12.3%</b>	<b>4.9%</b>	<b>3.1%</b>	<b>1.2%</b>	<b>4.9%</b>
<b>&gt; 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>82 ‡</b>	<b>79.3%</b>	<b>11.0%</b>	<b>3.7%</b>		<b>4.9%</b>	<b>1.2%</b>
<b>All Non-Equity Partners</b>							
Your Firm	0						
<b>Total Group</b>	<b>3,037</b>	<b>35.4%</b>	<b>17.3%</b>	<b>18.8%</b>	<b>14.4%</b>	<b>9.0%</b>	<b>5.2%</b>

\* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Distribution of All Partner Billable Hours Worked

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	531	12.6%	13.0%	23.0%	23.9%	18.1%	9.4%
11 - 15 Years							
Your Firm							
Total Group	1,270	18.2%	15.9%	23.0%	20.5%	13.9%	8.5%
16 - 20 Years							
Your Firm							
Total Group	1,456	21.9%	18.7%	22.8%	18.5%	10.1%	8.0%
21 - 25 Years							
Your Firm							
Total Group	1,409	25.8%	21.8%	19.6%	15.9%	8.7%	8.2%
26 - 30 Years							
Your Firm							
Total Group	1,189	31.5%	16.0%	22.8%	13.5%	8.4%	7.7%
31 - 35 Years							
Your Firm							
Total Group	1,221	36.6%	19.7%	16.5%	14.1%	7.4%	5.7%
36 - 40 Years							
Your Firm							
Total Group	1,009	48.1%	16.1%	14.7%	8.9%	5.3%	7.0%
41 - 45 Years							
Your Firm							
Total Group	474	61.0%	14.3%	10.1%	5.9%	3.4%	5.3%
> 45 Years							
Your Firm							
Total Group	165 ‡	76.4%	9.1%	5.5%	3.0%	5.5%	0.6%
All Partners							
Your Firm							
Total Group	8,840	31.1%	17.5%	19.4%	15.3%	9.2%	7.4%

\* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 2017

Your Firm		Group			Your Firm		Group			
Average Hours      Rank / Of		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median
							1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
Associates										
Class of										
2017	/ 35 ‡	1,398	1,342	1,087						
2016	/ 56	1,724	1,569	1,449	‡		46.9	23.8	4.5	
2015	/ 58	1,791	1,726	1,635		‡	8.4	2.3	(1.0)	26.5
2014	/ 58	1,852	1,751	1,681		‡	4.6	0.5	(1.2)	5.3
2013	/ 58	1,843	1,747	1,625		‡	2.0	0.0	(4.6)	0.6
2012	/ 57	1,872	1,754	1,671		‡	1.9	0.0	(2.8)	1.2
2011	/ 57	1,848	1,764	1,707		‡	3.8	0.0	(3.0)	(0.3)
2010	/ 56	1,832	1,722	1,636		‡	2.1	0.0	(3.7)	(2.1)
2009	/ 52	1,844	1,743	1,646	‡	‡	4.9	0.0	(4.2)	0.2
2008	/ 48	1,791	1,706	1,603	‡	‡	2.7	(0.5)	(5.6)	(3.0)
Prior	/ 54	1,734	1,631	1,525		‡	4.8	0.0	(4.9)	(3.8)
All Associates	/ 58	1,772	1,707	1,660		‡	2.0	(0.1)	(2.6)	(0.1)
Sr. Attorneys	/ 41 ‡	1,503	1,421	1,261	‡	‡	3.1	0.0	(3.8)	1.5
Other Attorneys										
Of Counsel	/ 48	1,373	1,137	892	‡	‡	8.2	0.0	(5.9)	0.0
Staff Attorneys	/ 36 ‡	1,566	1,500	1,327	‡	‡	1.9	(1.6)	(9.8)	(6.7)
All Attorneys	/ 58	1,596	1,514	1,466		‡	0.7	(0.4)	(2.3)	(0.8)
Other Timekeepers										
Lobbyists	/ 12 ‡	1,221	1,135	508			**	**	**	**
Specialists	/ 26 ‡	1,376	1,164	1,000	‡	‡	1.5	(1.3)	(6.7)	(2.9)
Litigation Support	/ 26 ‡	999	781	554	‡	‡	9.9	(6.2)	(24.5)	(5.1)
Patent Agents	/ 20 ‡	1,731	1,571	1,322	‡	‡	8.7	2.9	(3.9)	(1.6)
Case Clerks	/ 19 ‡	816	557	435	‡	‡	4.9	(1.5)	(28.6)	4.0
Law Clerks	/ 30 ‡	941	732	455	‡	‡	30.3	8.2	(19.7)	(25.8)
Paralegals	/ 56	1,318	1,216	1,115		‡	0.0	(0.8)	(5.1)	(1.8)

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

*Distribution of Associate & Sr. Attorney Billable Hours Worked**For the 12-month period ending December 31, 2017*

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2017							
Your Firm							
Total Group	**	**	**	**	**	**	**
2016							
Your Firm							
Total Group	371	20.8%	16.2%	17.0%	19.9%	15.9%	10.2%
2015							
Your Firm							
Total Group	511	8.8%	11.4%	20.4%	25.2%	21.5%	12.7%
2014							
Your Firm							
Total Group	527	5.5%	6.8%	15.2%	27.7%	29.0%	15.7%
2013							
Your Firm							
Total Group	524	10.9%	6.3%	13.7%	26.0%	27.9%	15.3%
2012							
Your Firm							
Total Group	438	4.6%	10.5%	15.5%	27.2%	25.1%	17.1%
2011							
Your Firm							
Total Group	394	6.3%	5.3%	15.5%	25.6%	31.0%	16.2%
2010							
Your Firm							
Total Group	345	9.3%	9.9%	11.6%	26.4%	28.4%	14.5%
2009							
Your Firm							
Total Group	314	7.6%	8.3%	15.9%	23.6%	29.0%	15.6%
2008							
Your Firm							
Total Group	218	11.9%	8.7%	20.2%	25.2%	22.9%	11.0%
Prior							
Your Firm							
Total Group	333	13.5%	10.2%	19.5%	27.0%	20.7%	9.0%
All Associates							
Your Firm							
Total Group	3,983	9.6%	9.2%	16.3%	25.5%	25.3%	14.0%
Sr. Attorneys	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm							
Total Group	770 ‡	33.1%	16.2%	16.9%	17.0%	12.1%	4.7%

\* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

### Timekeeper Leverage Ratios

For the 12-month period ending December 31, 2017

Your Firm		Group		
Ratio	Rank / Of	1 <sup>st</sup> Quartile	Median	3rd Quartile
Ratio of Other <sup>1</sup> Attys to Equity Partners	/ 58	2.31	1.84	1.35
Ratio of Non-Partner Attys <sup>2</sup> to Partners	/ 58	0.78	0.65	0.53
Ratio of Non-Partner Timekeepers <sup>3</sup> to Partners	/ 58	1.23	0.97	0.81
Ratio of Paralegals to Attorneys	/ 57	0.17	0.13	0.11

For the 12-month period ending December 31, 2016

Your Firm		Group		
Ratio	Rank / Of	1 <sup>st</sup> Quartile	Median	3rd Quartile
	/ 41 ‡	2.42	1.92	1.51
	/ 41 ‡	0.97	0.72	0.61
	/ 41 ‡	1.39	1.04	0.89
	/ 41 ‡	0.16	0.13	0.10

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

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

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

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Partner Average Fees Billed

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year			Median
	Average Fees	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
<b>Equity Partners</b>											
<u>By Years of Experience</u>											
< 11 Years		/ 27 ‡	\$971,741	\$734,432	\$588,477	‡	‡	39.2	13.5	1.2	5.3
11 - 15 Years		/ 55	930,401	709,924	624,872	‡	‡	7.5	2.9	(5.5)	3.4
16 - 20 Years		/ 55	968,303	731,444	637,709	‡	‡	7.6	1.4	(3.2)	3.3
21 - 25 Years		/ 55	976,019	786,735	645,301	‡	‡	8.2	3.6	(0.8)	4.2
26 - 30 Years		/ 55	999,328	751,471	641,640	‡	‡	10.2	2.1	(2.9)	4.0
31 - 35 Years		/ 54	989,784	719,722	656,631	‡	‡	4.4	(1.2)	(5.2)	1.9
36 - 40 Years		/ 54	858,337	726,777	637,592	‡	‡	6.2	0.3	(2.6)	1.9
41 - 45 Years		/ 52	907,433	661,089	600,202	‡	‡	9.6	(2.4)	(6.9)	10.2
> 45 Years		/ 26 ‡	838,827	702,186	437,301	‡	‡	10.1	(3.1)	(19.0)	(14.4)
All Equity Partners		/ 56	983,461	720,006	629,184	‡	‡	4.9	1.3	(0.8)	2.6
<b>Non-Equity Partners</b>											
<u>By Years of Experience</u>											
< 11 Years		/ 43 ‡	\$742,099	\$578,548	\$530,211	‡	‡	9.6	1.5	(4.2)	3.0
11 - 15 Years		/ 47	776,520	587,215	505,703	‡	‡	5.6	(1.1)	(5.6)	4.6
16 - 20 Years		/ 50	685,671	577,382	506,226	‡	‡	11.2	2.7	(3.0)	1.2
21 - 25 Years		/ 47	675,093	561,762	498,564	‡	‡	10.3	(0.2)	(9.4)	3.1
26 - 30 Years		/ 42 ‡	694,771	554,116	453,948	‡	‡	10.0	2.5	(7.5)	7.9
31 - 35 Years		/ 43 ‡	625,663	566,757	469,243	‡	‡	12.0	(2.1)	(12.9)	4.7
36 - 40 Years		/ 42 ‡	600,033	520,308	414,869	‡	‡	11.3	(1.3)	(8.3)	19.2
41 - 45 Years		/ 38 ‡	623,963	469,641	379,404	‡	‡	9.8	0.2	(9.6)	(0.5)
> 45 Years		/ 26 ‡	710,312	374,201	329,196	‡	‡	1.1	(1.2)	(12.1)	28.1
All Non-Equity Partners		/ 51	718,942	542,931	502,953	‡	‡	4.3	0.0	(3.1)	2.7
<b>All Partner Composite</b>											
<u>By Years of Experience</u>											
< 11 Years		/ 51	\$829,753	\$624,490	\$541,482	‡	‡	12.4	4.8	(3.4)	5.0
11 - 15 Years		/ 55	843,291	633,939	564,682	‡	‡	5.2	0.8	(3.7)	3.9
16 - 20 Years		/ 55	901,984	672,961	595,991	‡	‡	4.8	2.2	(3.2)	1.9
21 - 25 Years		/ 55	931,679	699,536	609,235	‡	‡	8.0	1.4	(2.8)	2.1
26 - 30 Years		/ 55	925,329	700,804	598,555	‡	‡	6.7	2.5	(1.9)	4.2
31 - 35 Years		/ 55	908,459	686,479	616,421	‡	‡	3.3	(0.4)	(5.2)	4.4
36 - 40 Years		/ 54	849,810	685,141	568,967	‡	‡	7.0	0.4	(2.9)	2.4
41 - 45 Years		/ 54	787,930	605,477	466,140	‡	‡	10.8	(3.0)	(7.8)	9.0
> 45 Years		/ 40 ‡	798,933	504,993	355,224	‡	‡	11.8	(1.5)	(13.7)	(10.9)
All Partner Composite		/ 56	903,177	647,624	588,965	‡	‡	3.1	0.8	0.0	4.1

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

## 2018 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (60 members)

## Non-Partner Timekeeper Average Fees Billed

For the 12-month period ending December 31, 2017

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Fees	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			
								1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
Associates											
Class of											
2017		/ 34 ‡	\$229,361	\$186,191	\$158,641						
2016		/ 56	431,359	333,768	276,320	‡		135.5	85.4	17.0	
2015		/ 57	553,755	405,669	344,673		‡	26.1	15.5	3.2	
2014		/ 57	594,999	445,033	412,268		‡	19.0	11.6	5.0	
2013		/ 57	676,682	449,660	404,974		‡	14.1	6.9	0.0	
2012		/ 56	680,421	485,420	442,272		‡	12.9	5.6	0.0	
2011		/ 56	751,239	534,722	467,356		‡	15.1	5.5	0.0	
2010		/ 55	738,544	529,252	451,259		‡	11.0	4.0	0.0	
2009		/ 51	772,497	548,349	475,882	‡	‡	11.4	2.5	(0.8)	
2008		/ 47	719,383	564,929	478,806	‡	‡	9.0	0.0	(5.2)	
Prior		/ 53	703,250	510,120	437,281	‡	‡	11.6	0.0	(2.4)	
All Associates		/ 57	645,201	463,484	419,087		‡	5.6	1.9	(0.3)	
Sr. Attorneys		/ 40 ‡	\$579,507	\$495,441	\$404,834	‡	‡	4.8	0.2	(1.4)	
Other Attorneys											
Of Counsel		/ 47	601,727	458,810	339,686	‡	‡	13.5	0.0	(4.9)	
Staff Attorneys		/ 36 ‡	454,189	324,152	255,510	‡	‡	6.6	0.0	(9.6)	
All Attorneys		/ 57	776,881	580,789	522,968		‡	2.9	1.3	0.0	
Paralegals		/ 55	272,842	230,175	203,743		‡	1.1	(0.7)	(5.6)	

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