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2018 Partner Management Report

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

Mid-Year Release

Issued: October 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.

As you know, PwC is committed to complying with all applicable antitrust laws. Federal and state antitrust laws impose significant prohibitions on joint activity by business competitors that restrains trade, as well as severe penalties for violating those prohibitions. As a Survey participant, it is your responsibility to comply with all applicable antitrust laws. You are not permitted to share or discuss the contents of the Surveys or Reports with any third party or any other participant in the Surveys, nor should you use any Report for any purpose or in any manner that is inconsistent with applicable antitrust laws.

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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 (602) 364-8299 or Gregg Sincoff (646) 471-1335 from the PwC LFS Survey Team.

Partner Management Report

AmLaw 100 - Domestic Offices (60 members)

Issued: October 2018

Group Report

Confidential

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

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Guide to Interpreting the Statistics Presented in this Report

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

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

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

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

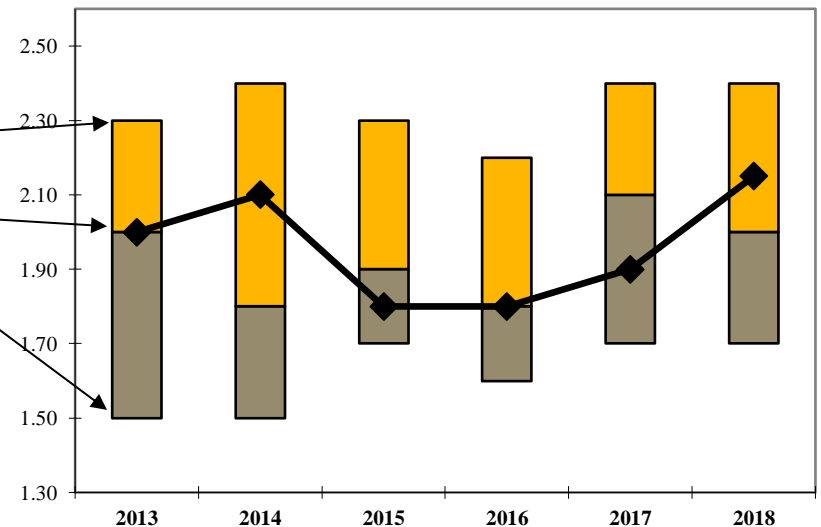
- First Quartile Value
- Median Value
- Third Quartile Value

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

Example Interpretation of this Graph:

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

Ratio of Highest to Lowest Compensation



Comparison Group Information

AmLaw 100 - Domestic Offices

Number of Members in the Group

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

Number of Members in the Group that submitted Partner Compensation Data

Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

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

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

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

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information	
	60
	19
	No
	No Maximum
	No Minimum
	815
	60
	0
	0

Partner Compensation Adjustment Practices

Your Firm	Number of Firms Reporting
	0
	37
	0
	0

Partner Compensation

(most recent fiscal year-end)

July 2, 2017 - September 30, 2017

October 1, 2017 - January 1, 2018

January 2, 2018 - March 31, 2018

April 1, 2018 - July 1, 2018

¹ Firm, Office or Practice Area size as of 7/1/2018. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

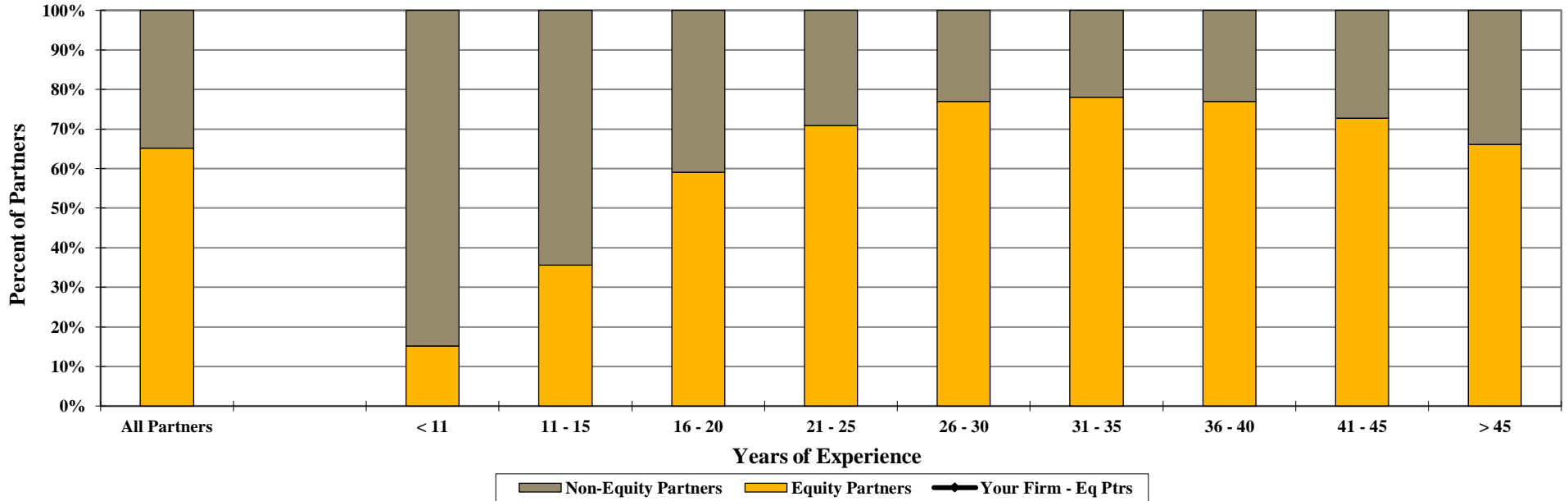
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SUMMARY CHARTS

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partners by Years of Experience¹ - All Partners
For the 12-month period ending June 30, 2018



<i>By Years of Experience</i>	<i>Your Firm</i>		<i>Total Group</i>	
	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			15.2%	84.8%
11 - 15 Years			35.7%	64.3%
16 - 20 Years			59.1%	40.9%
21 - 25 Years			70.9%	29.1%
25 - 30 Years			77.0%	23.0%
31 - 35 Years			78.1%	21.9%
36 - 40 Years			76.9%	23.1%
41 - 45 Years			72.8%	27.2%
> 45 Years			66.1%	33.9%
All Partners			65.2%	34.8%

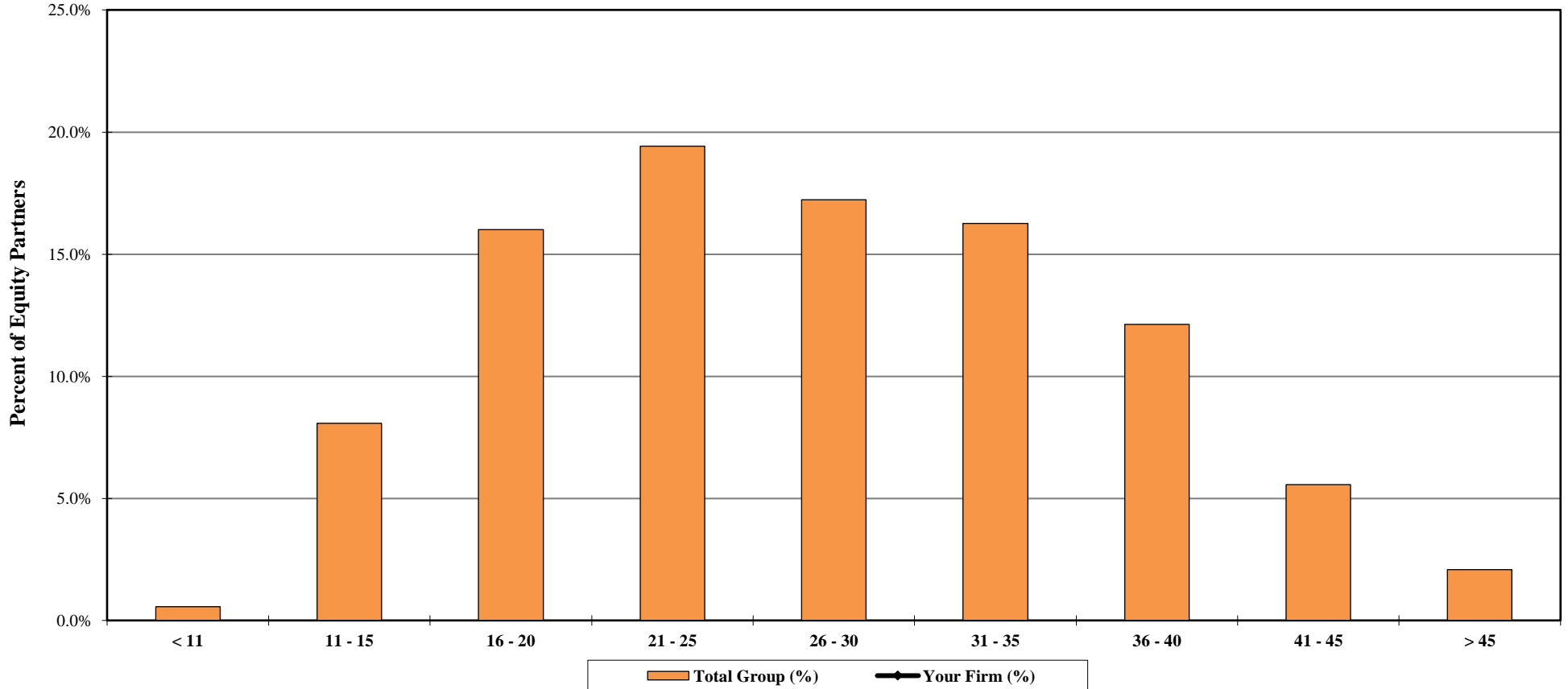
¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Equity Partners by Years of Experience¹

For the 12-month period ending June 30, 2018



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 (%)	0.6%	8.1%	16.0%	19.4%	17.2%	16.3%	12.1%	5.6%	2.1%
Total Group (FTE)	65	926	1,834	2,226	1,973	1,863	1,388	638	238

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

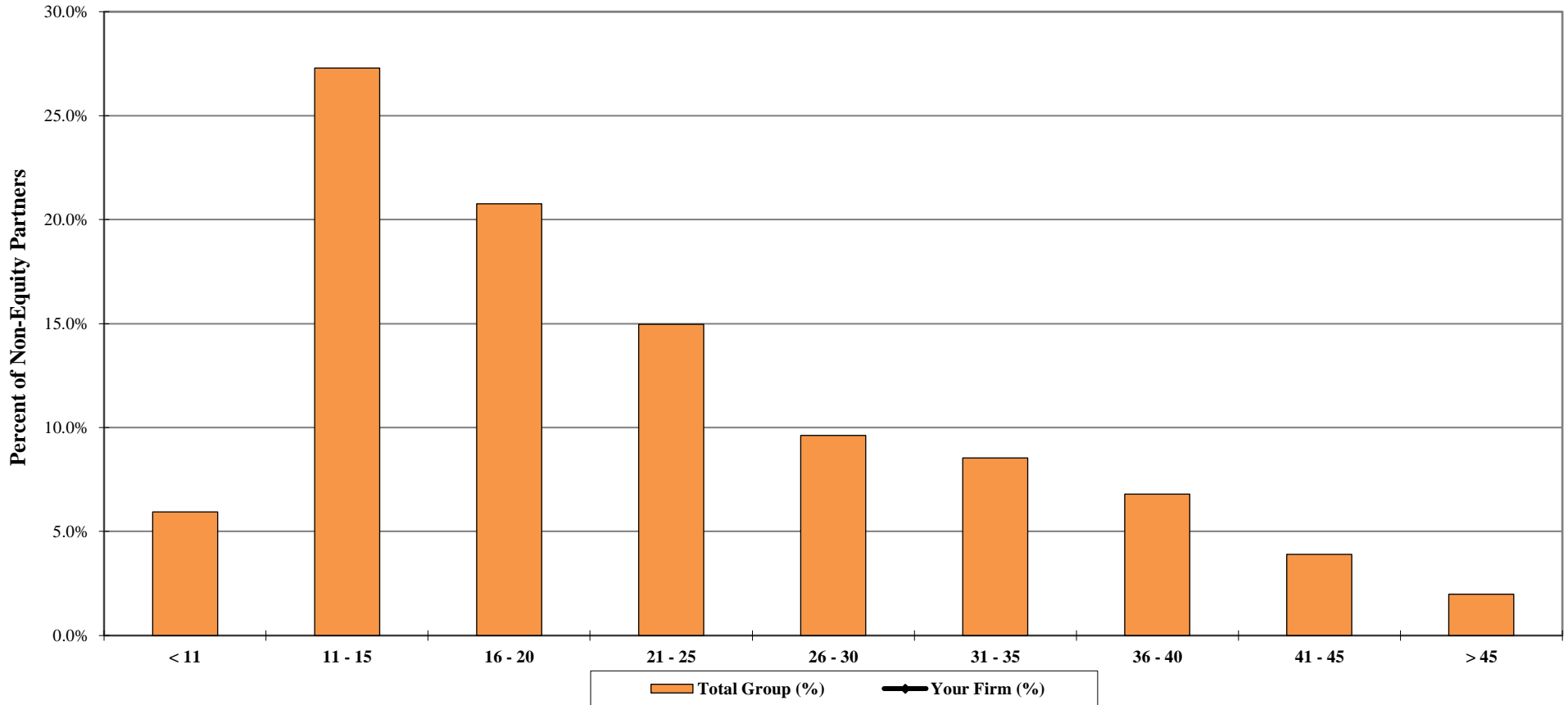
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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending June 30, 2018



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 (%)	6.0%	27.3%	20.8%	15.0%	9.6%	8.5%	6.8%	3.9%	2.0%
Total Group (FTE)	364	1,670	1,270	915	589	522	416	239	122

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

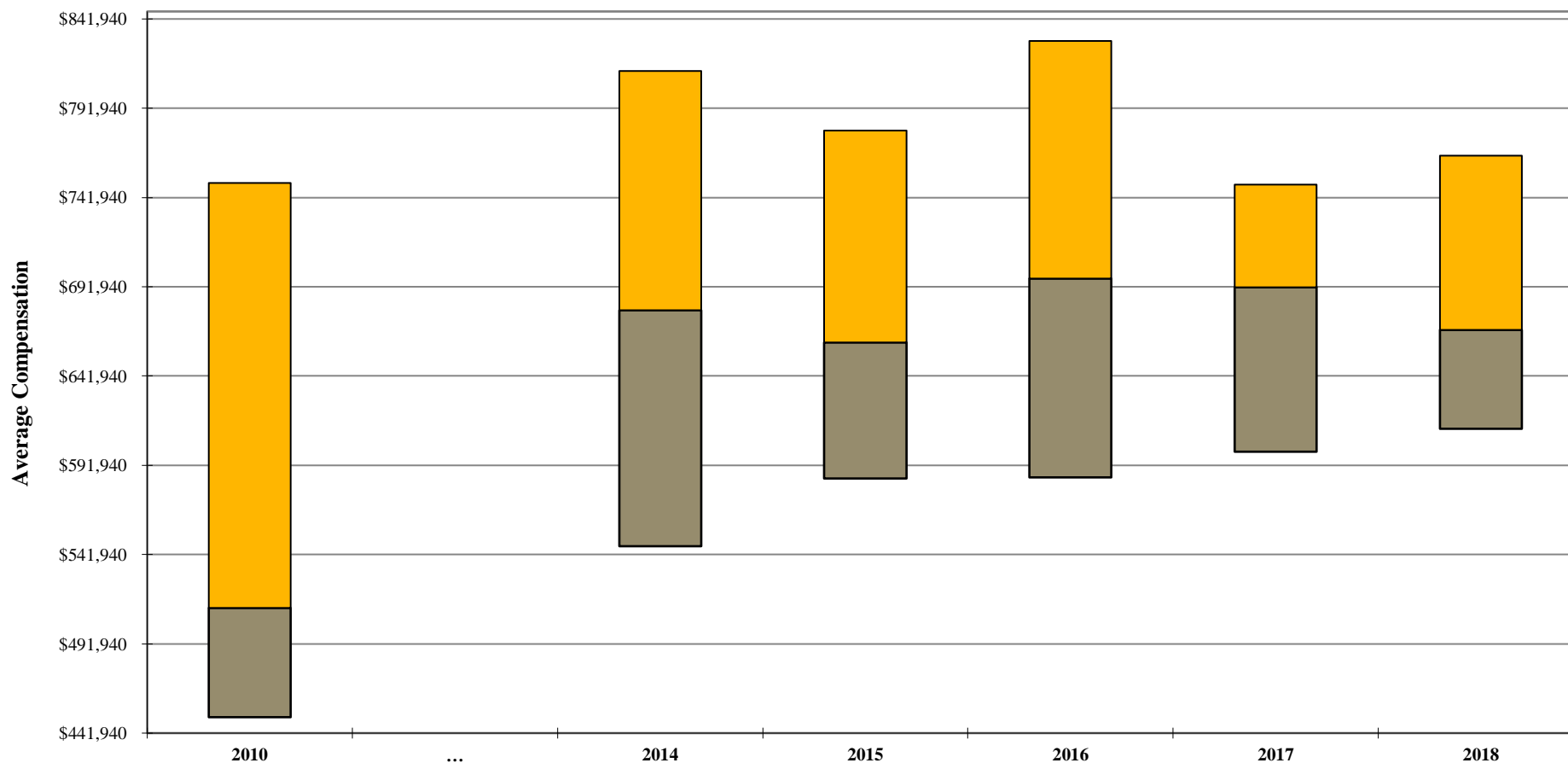
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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - All Partners

At the fiscal year-end of the stated year



	2010	...	2014	2015	2016	2017	2018
Your Firm							
1st Qtle	\$750,177		\$812,709	\$779,479	\$829,565	\$749,256	\$765,372
Median	511,967		678,826	660,701	696,667	691,771	667,678
3rd Qtle	450,959		546,561	584,508	585,071	599,508	612,279

Additional detail can be found on Page 36.

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

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

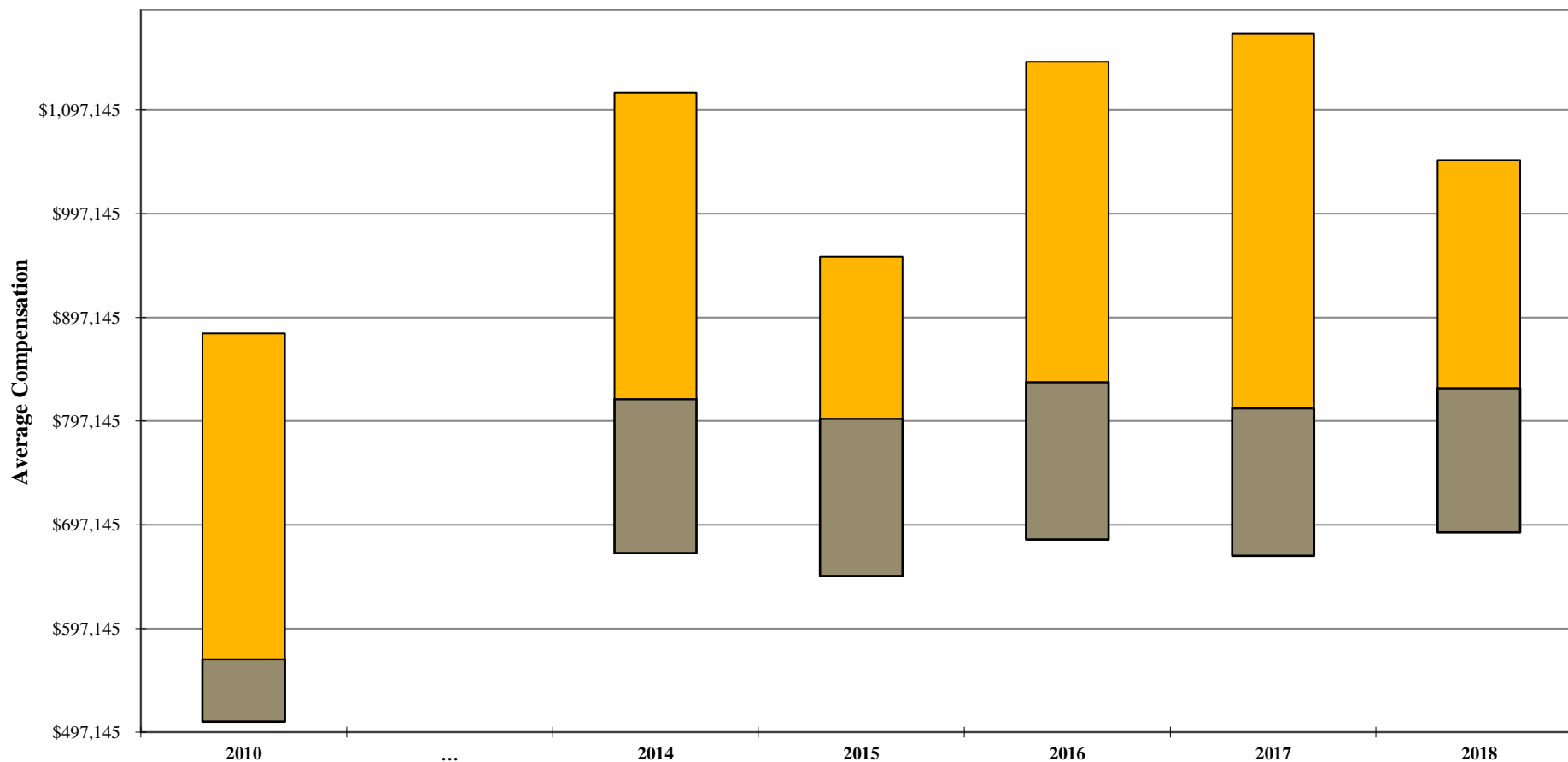
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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Equity Partners

At the fiscal year-end of the stated year



	2010	2014	2015	2016	2017	2018
Your Firm						
1st Qtle	\$881,657	\$1,113,667	\$955,321	\$1,143,796	\$1,170,450	\$1,048,908
Median	567,302	818,345	799,137	834,746	809,204	828,898
3rd Qtle	507,291	669,454	647,522	683,094	667,038	689,865

Additional detail can be found on Page 35.

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

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

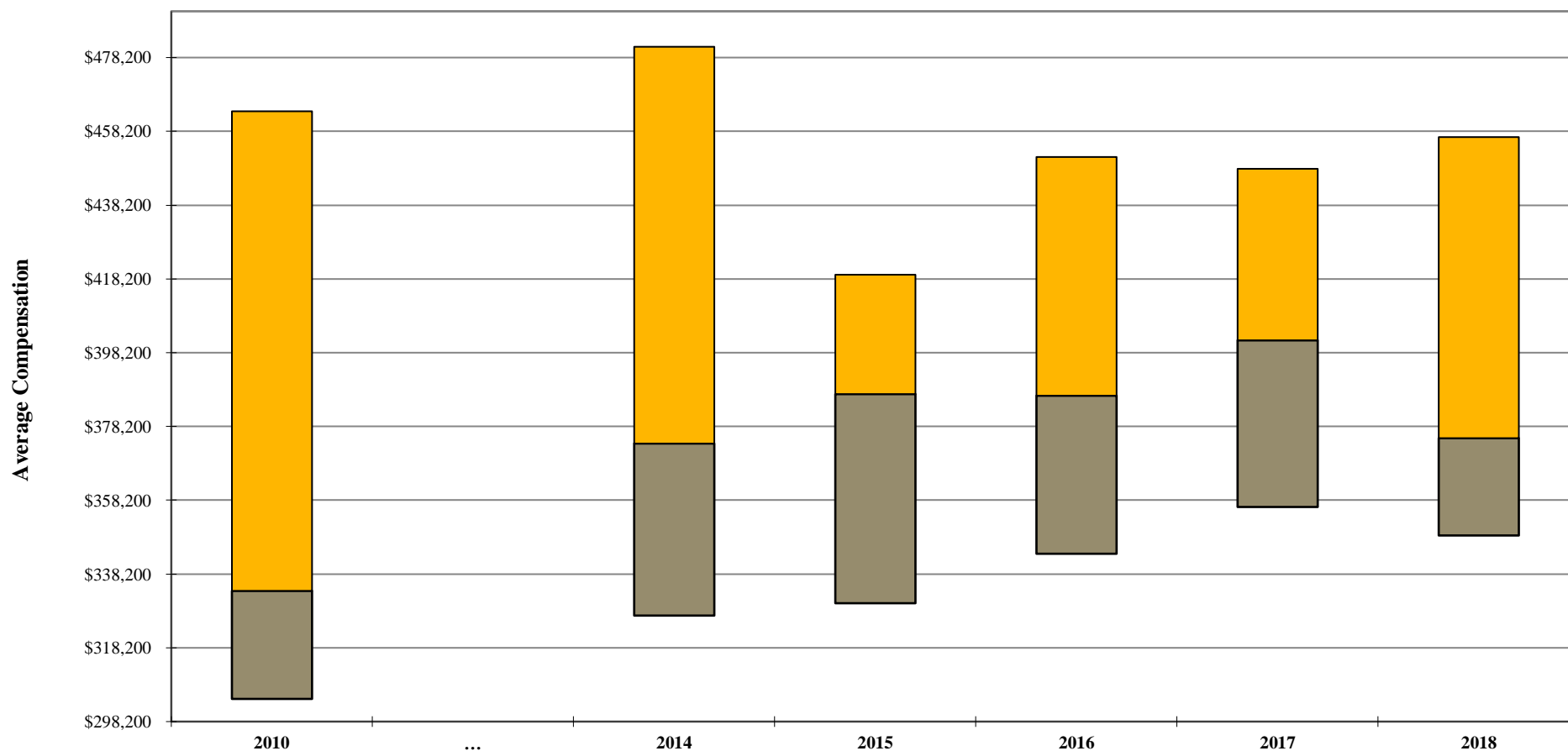
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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Non-Equity Partners

At the fiscal year-end of the stated year



	2010	2014	2015	2016	2017	2018
Your Firm						
1st Qtle	\$463,685	\$481,127	\$419,303	\$451,255	\$447,979	\$456,673
Median	333,609	373,617	386,975	386,580	401,557	375,071
3rd Qtle	304,286	326,938	330,266	343,696	356,396	348,681

Additional detail can be found on Page 35.

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

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

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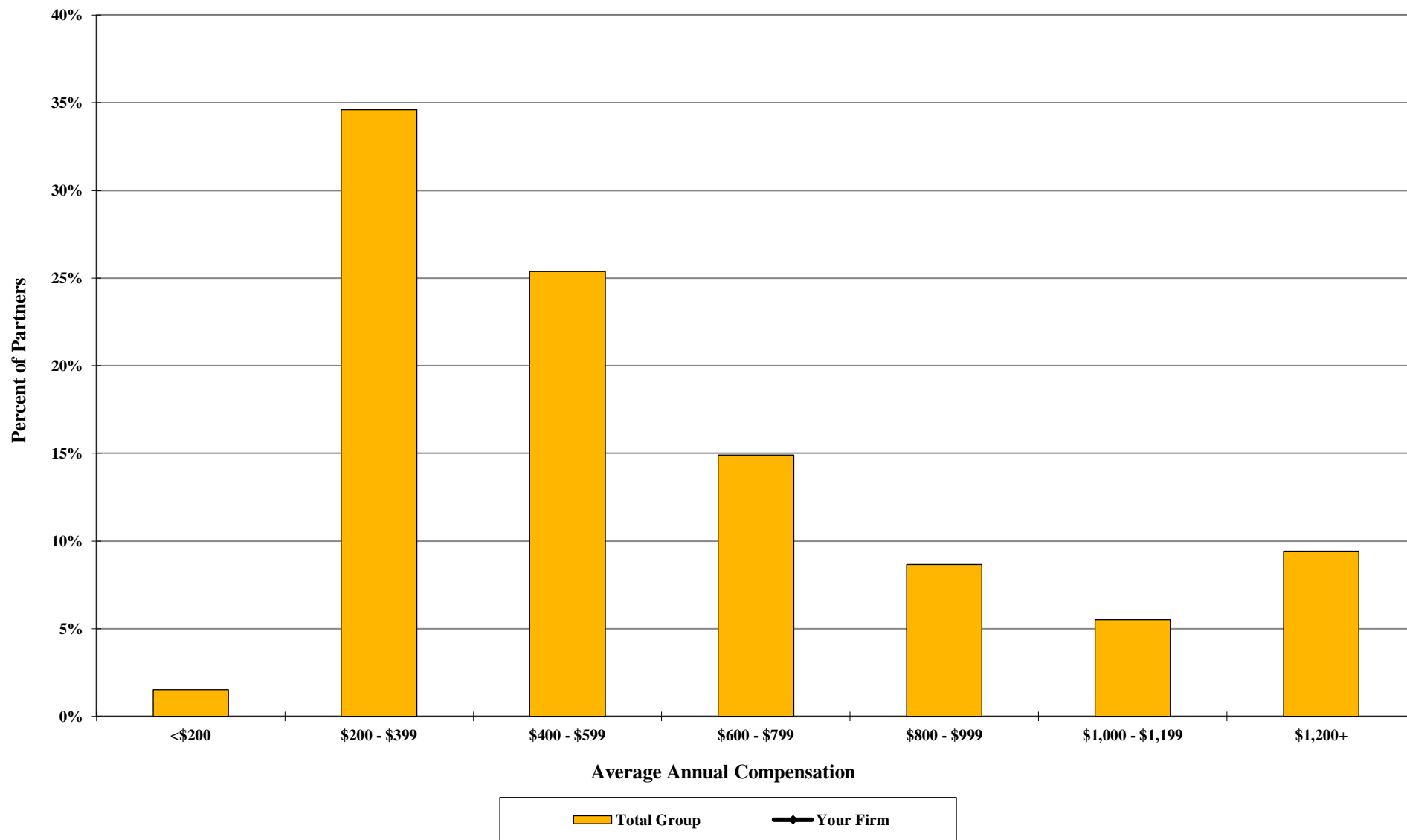
2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partners by Compensation Intervals - All Partners

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

All Partners



Additional detail can be found on Page 39.

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

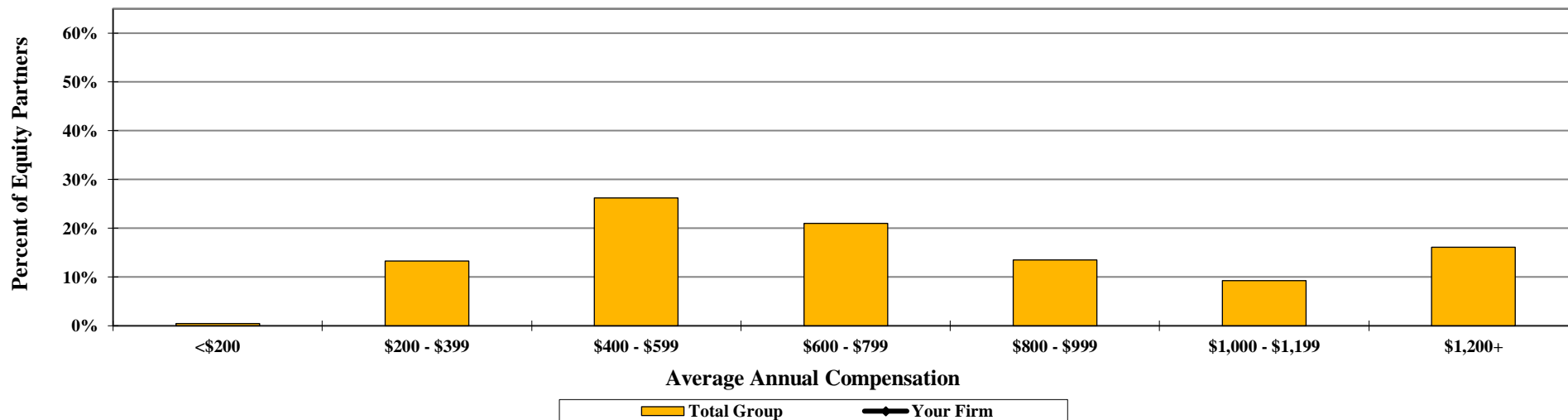
2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

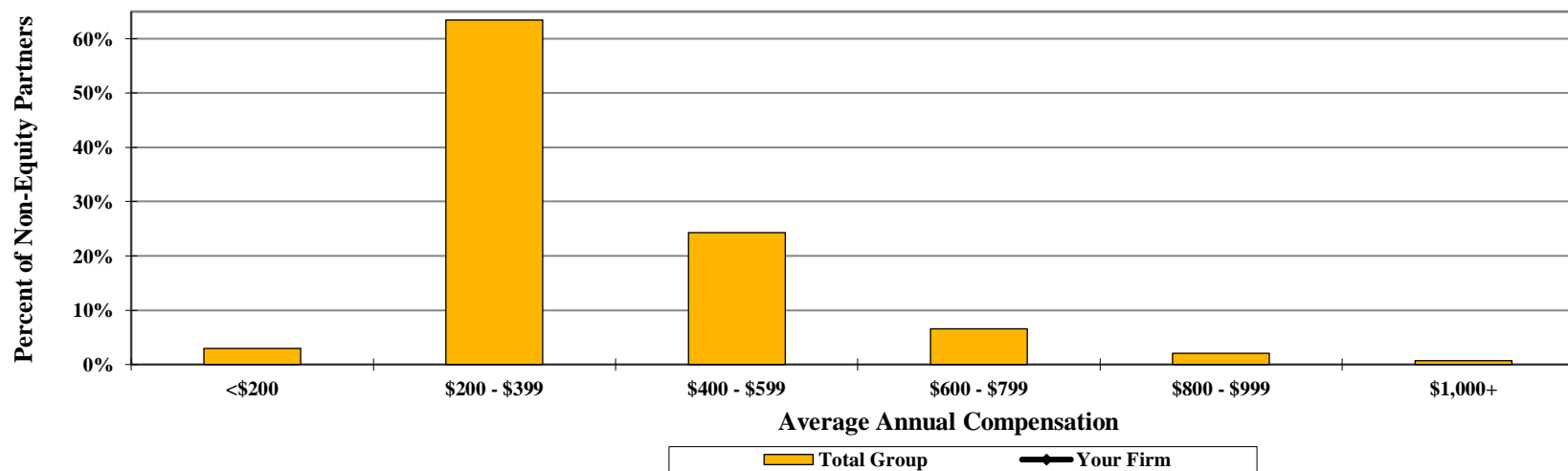
Distribution of Partners by Compensation Intervals

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

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 37 and 38.

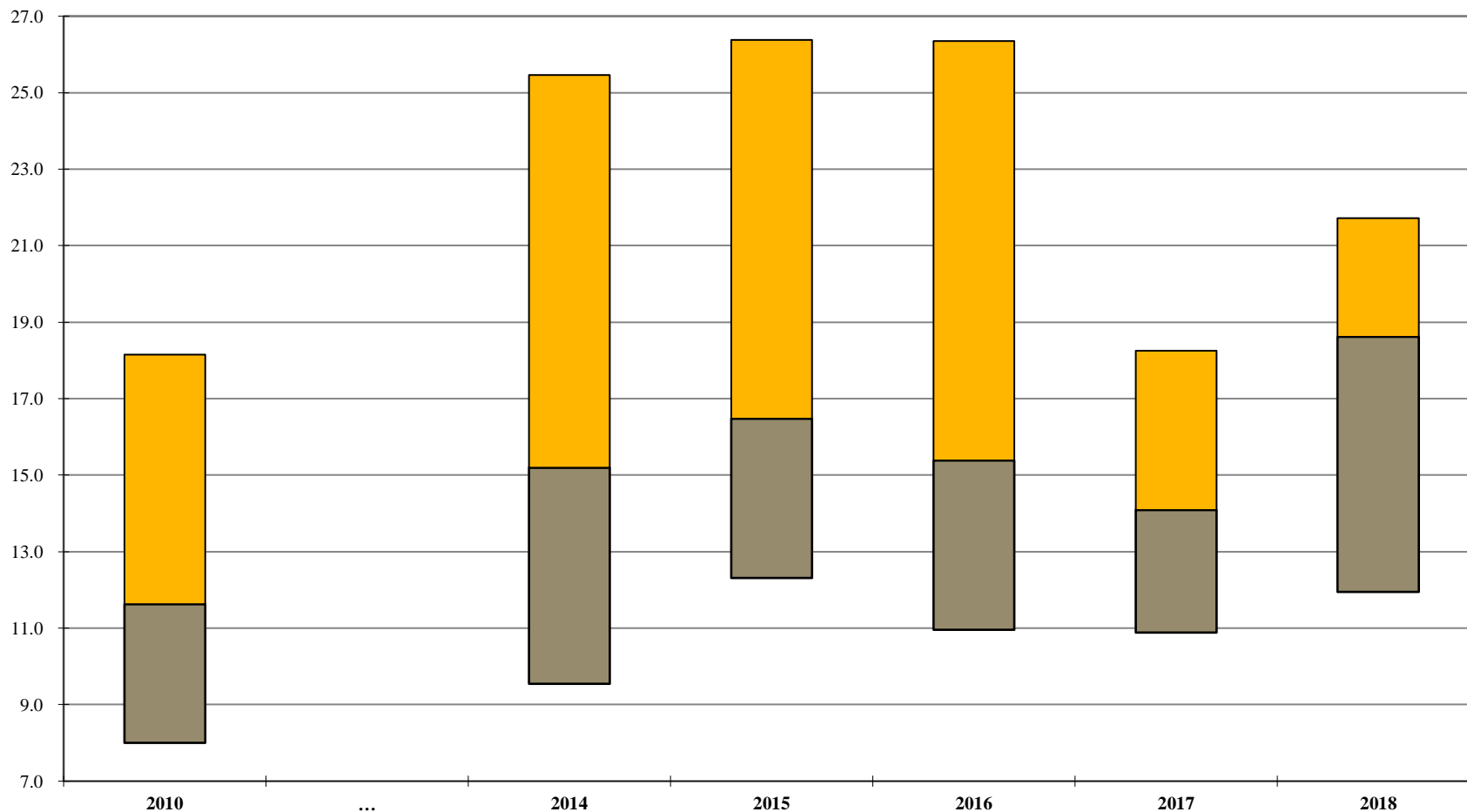
^ Membership on this page includes only those participants that submitted partner compensation.

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - All Partners

At the fiscal year-end of the stated year



	2010	...	2014	2015	2016	2017	2018
Your Firm							
1st Qtle	18.2		25.5	26.4	26.4	18.3	21.7
Median	11.6		15.2	16.5	15.4	14.1	18.6
3rd Qtle	8.0		9.5	12.3	11.0	10.9	12.0

Additional detail can be found on Page 41.

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

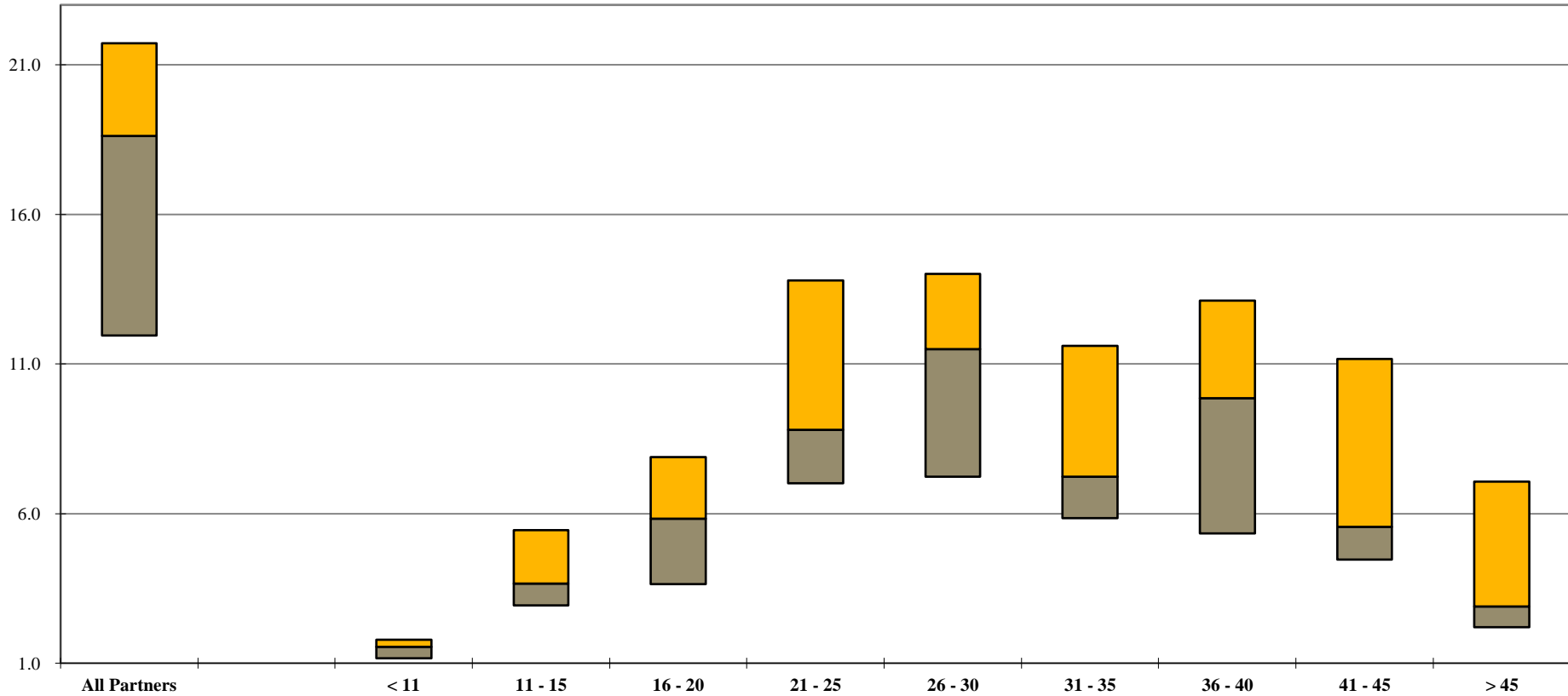
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



		Years of Experience									
Your Firm		All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
	1st Qtle	21.7	1.8	5.4	7.9	13.8	14.0	11.6	13.1	11.2	7.1
	Median	18.6	1.6	3.7	5.8	8.8	11.5	7.2	9.9	5.6	2.9
	3rd Qtle	12.0	1.2	2.9	3.6	7.0	7.2	5.8	5.3	4.5	2.2

Additional detail can be found on Page 41.

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

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

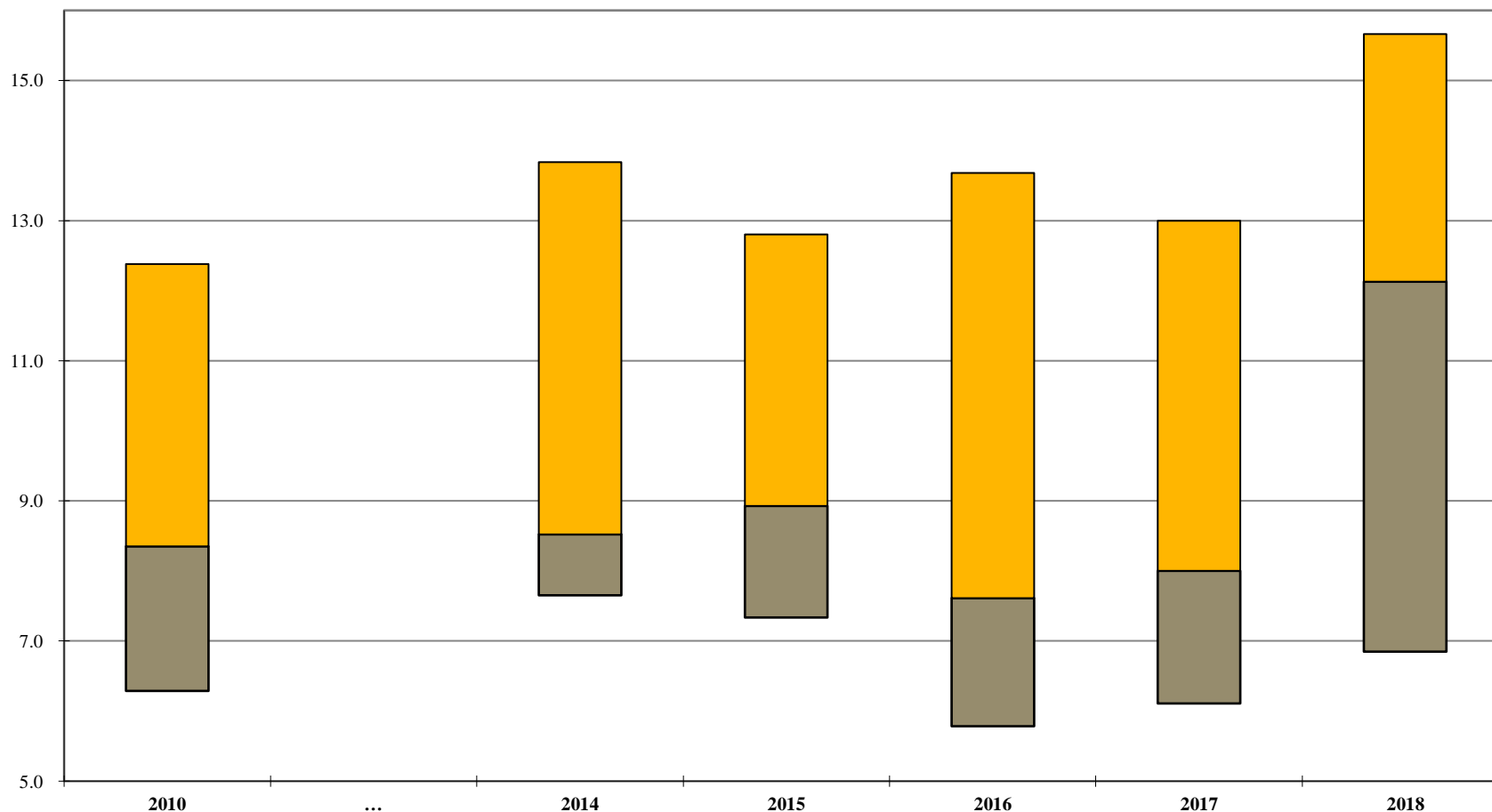
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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - Equity Partners

At the fiscal year-end of the stated year



	2010	...	2014	2015	2016	2017	2018
Your Firm							
1st Qtle	12.4		13.8	12.8	13.7	13.0	15.7
Median	8.4		8.5	8.9	7.6	8.0	12.1
3rd Qtle	6.3		7.7	7.3	5.8	6.1	6.8

Additional detail can be found on Page 40.

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

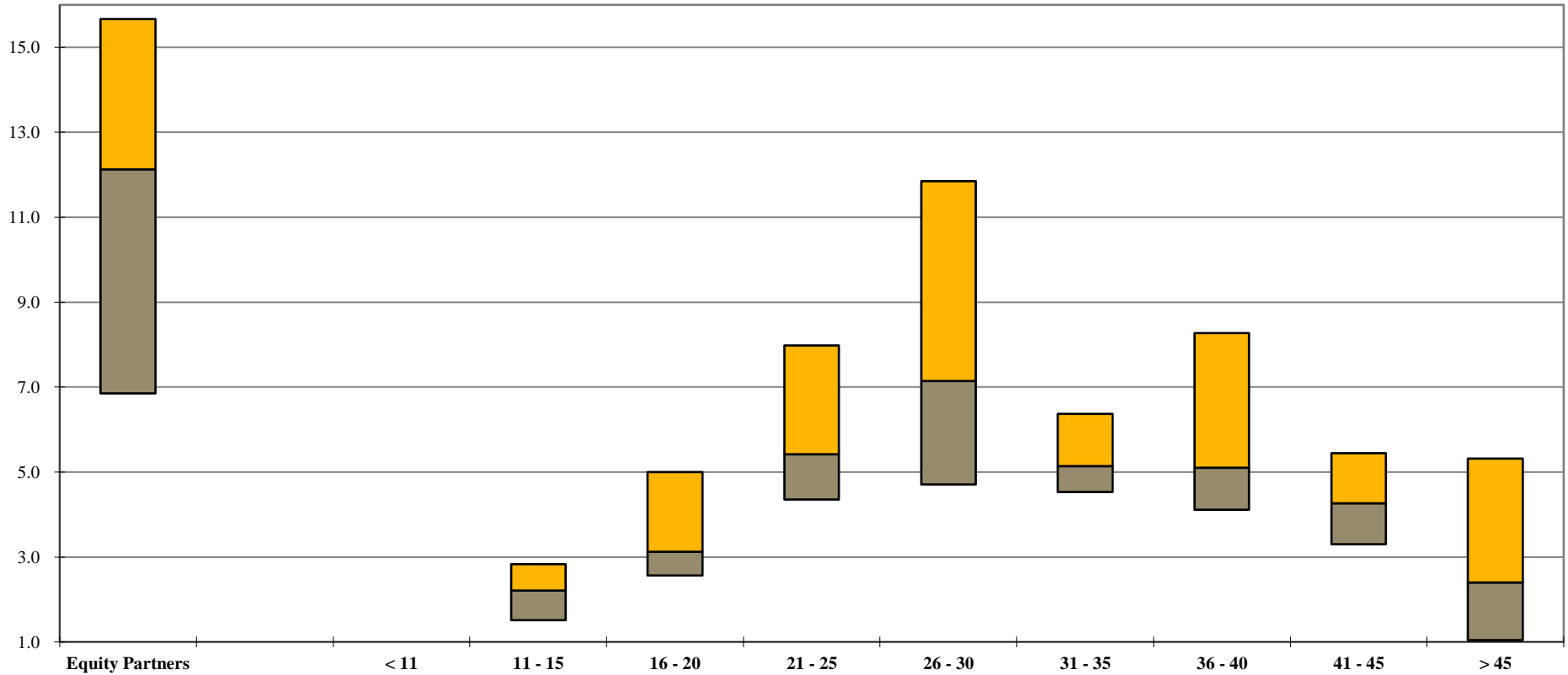
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



		Years of Experience								
Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	15.7	**	2.8	5.0	8.0	11.9	6.4	8.3	5.4	5.3
Median	12.1	**	2.2	3.1	5.4	7.1	5.1	5.1	4.3	2.4
3rd Qtle	6.8	**	1.5	2.6	4.3	4.7	4.5	4.1	3.3	1.0

Additional detail can be found on Page 40.

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

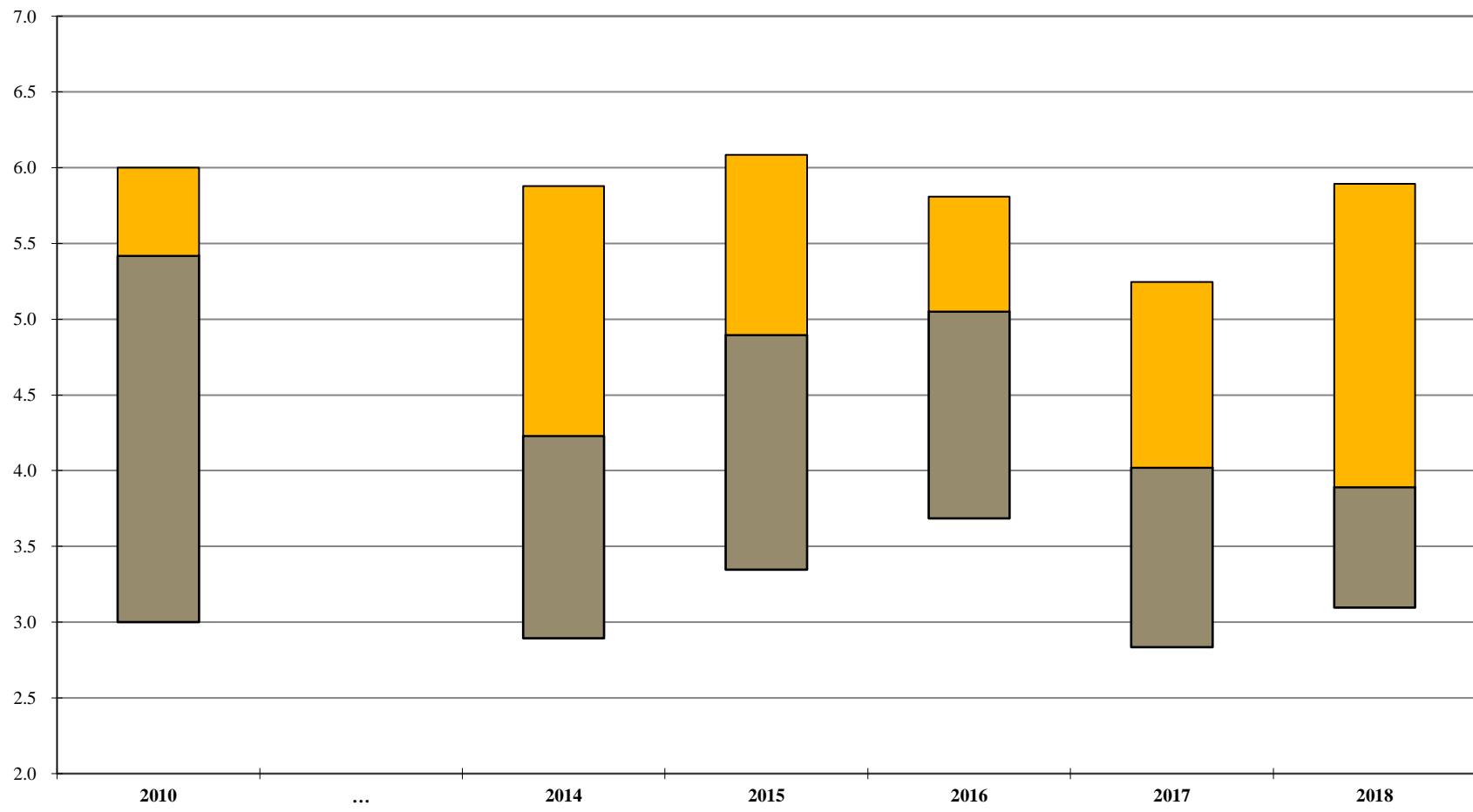
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



	2010	...	2014	2015	2016	2017	2018
Your Firm							
1st Qtle	6.0		5.9	6.1	5.8	5.2	5.9
Median	5.4		4.2	4.9	5.1	4.0	3.9
3rd Qtle	3.0		2.9	3.3	3.7	2.8	3.1

Additional detail can be found on Page 40.

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

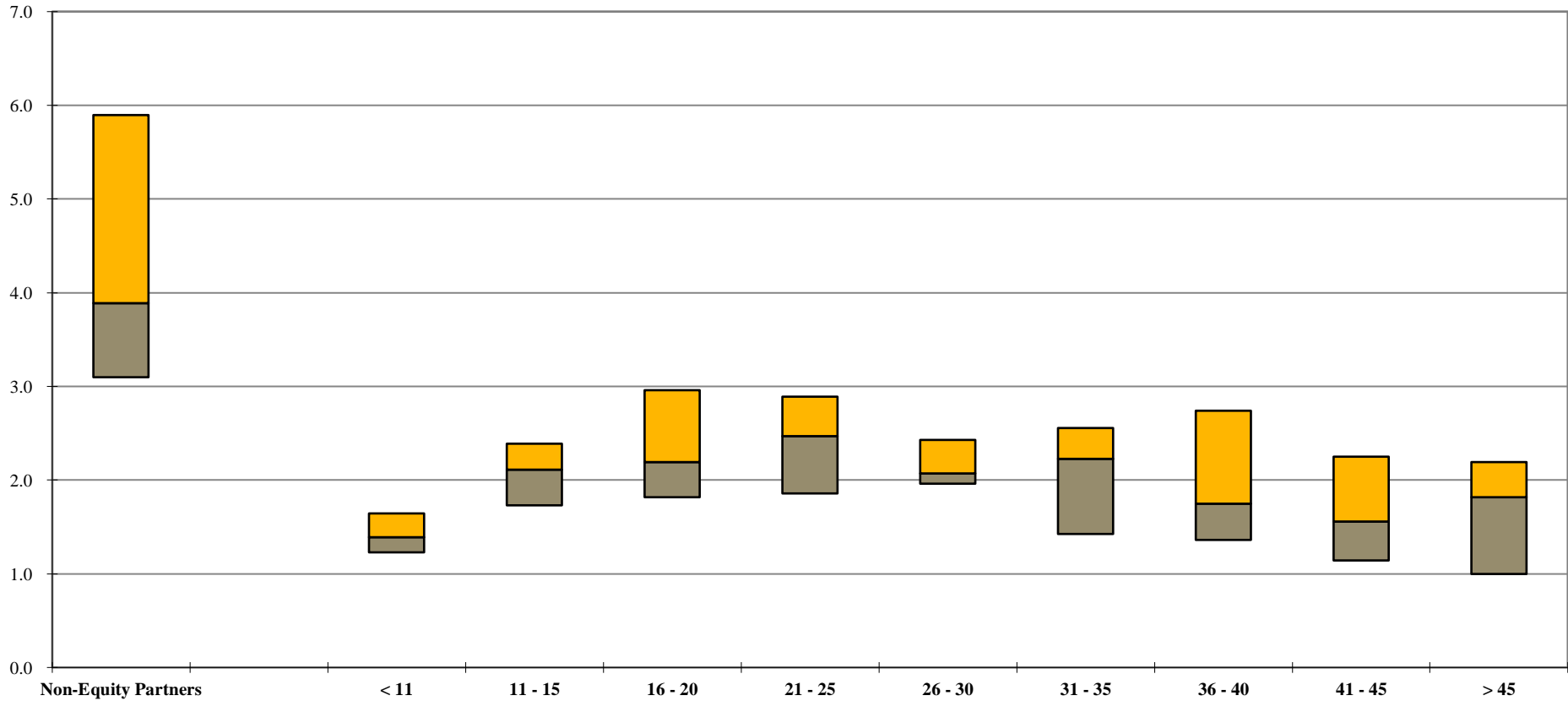
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



		Years of Experience								
Non-Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	5.9	1.6	2.4	3.0	2.9	2.4	2.6	2.7	2.3	2.2
Median	3.9	1.4	2.1	2.2	2.5	2.1	2.2	1.8	1.6	1.8
3rd Qtle	3.1	1.2	1.7	1.8	1.9	2.0	1.4	1.4	1.1	1.0

Additional detail can be found on Page 40.

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

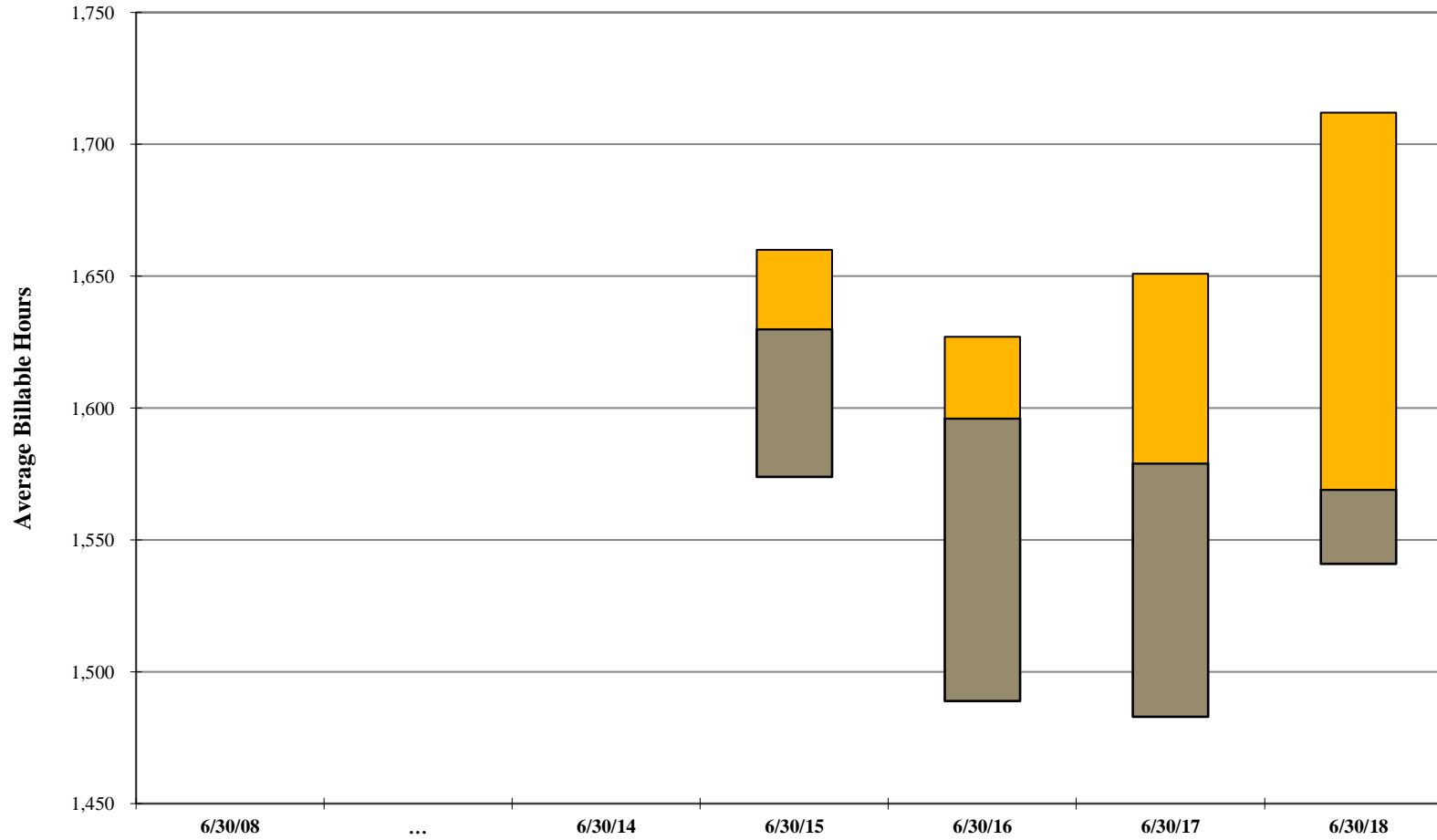
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

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



	6/30/08	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	Change: '08-'18
Your Firm							
1st Qtle	**	**	1,660	1,627	1,651	1,712	
Median	**	**	1,630	1,596	1,579	1,569	
3rd Qtle	**	**	1,574	1,489	1,483	1,541	

Additional detail can be found on Page 43.

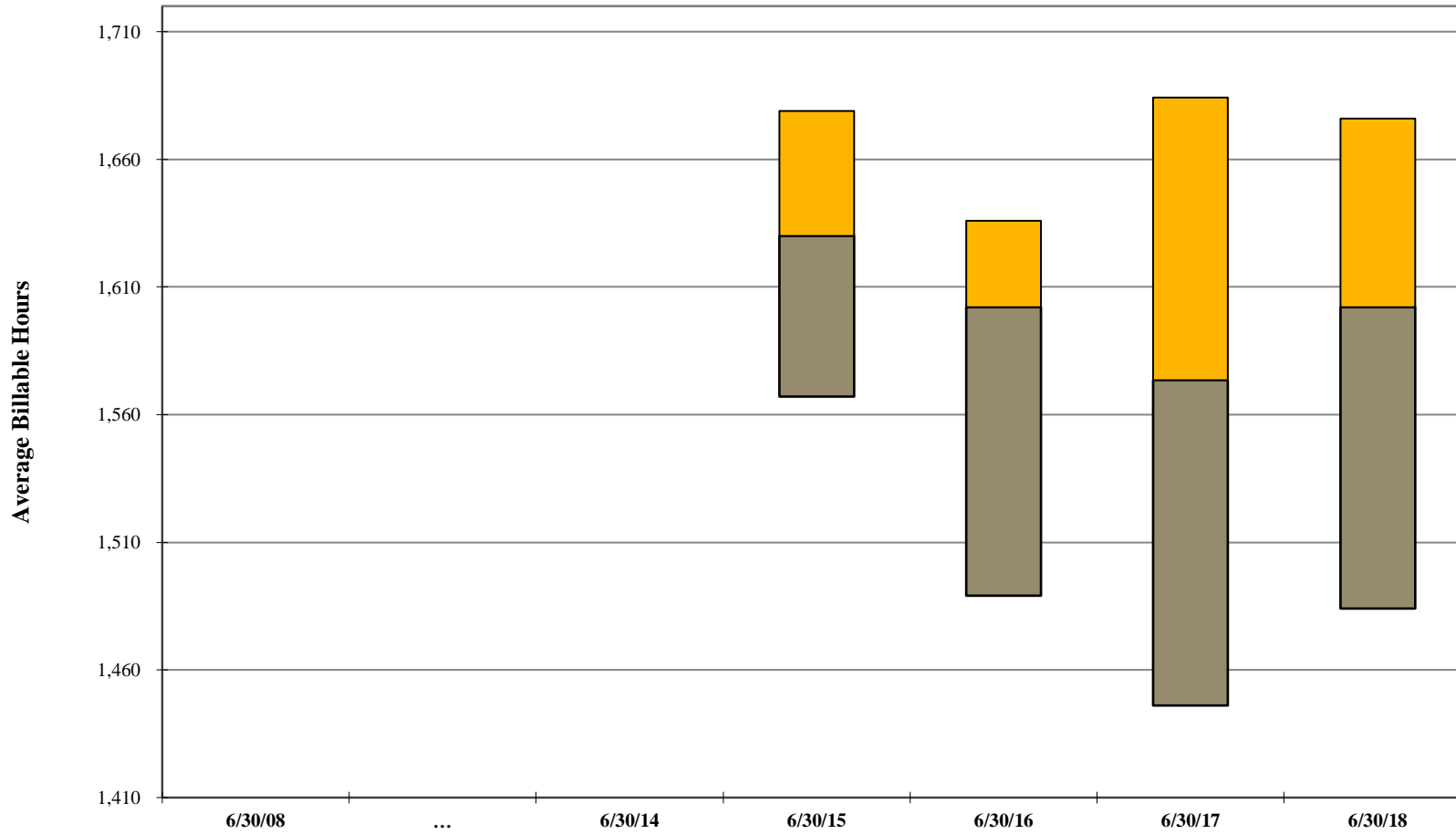
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

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



	6/30/08	...	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	Change: '08-'18
Your Firm	**							
1st Qtle	**		**	1,679	1,636	1,684	1,676	
Median	**		**	1,630	1,602	1,574	1,602	
3rd Qtle	**		**	1,567	1,489	1,446	1,484	

Additional detail can be found on Page 42.

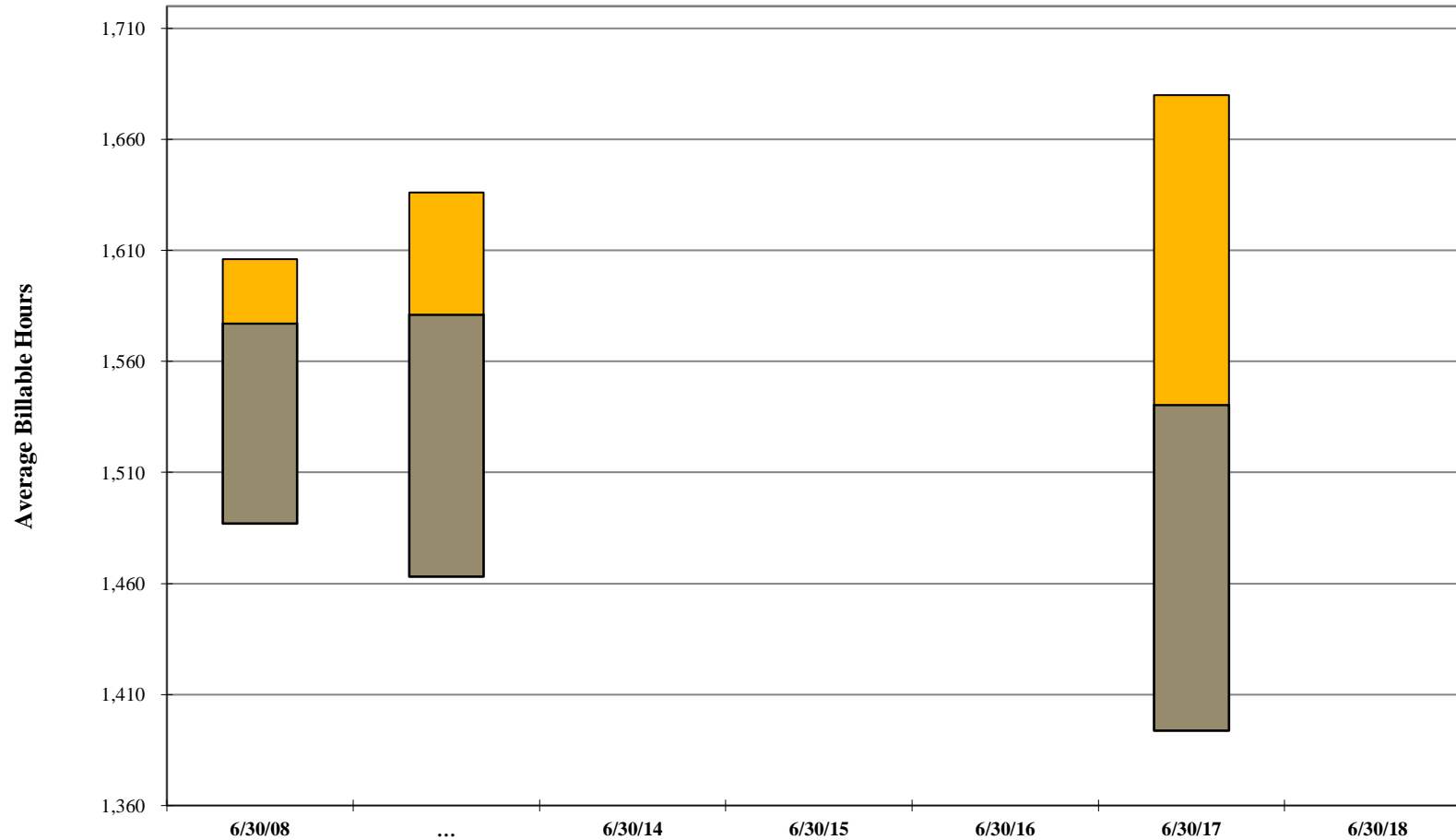
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

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



	6/30/08	6/30/14	6/30/15	6/30/16	6/30/17	6/30/18	Change: '08-'18
Your Firm							
1st Qtle	1,606	**	**	**	1,680	**	
Median	1,577	**	**	**	1,541	**	
3rd Qtle	1,487	**	**	**	1,394	**	

Additional detail can be found on Page 42.

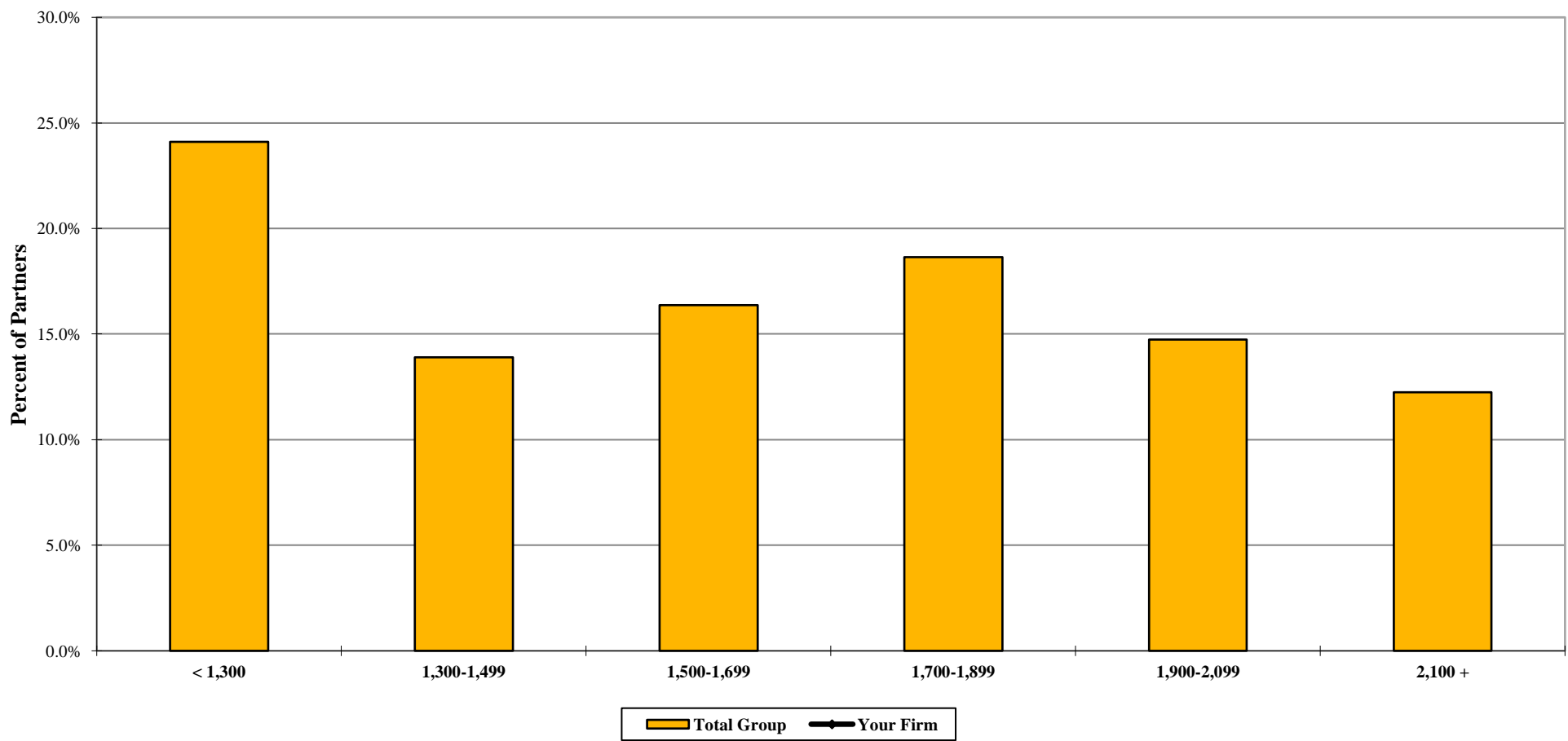
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of All Partners by Utilization Levels¹ - All Partners
For the 12-month period ending June 30, 2018



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	24.1%	13.9%	16.4%	18.6%	14.7%	12.2%

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

Additional detail can be found on Page 46.

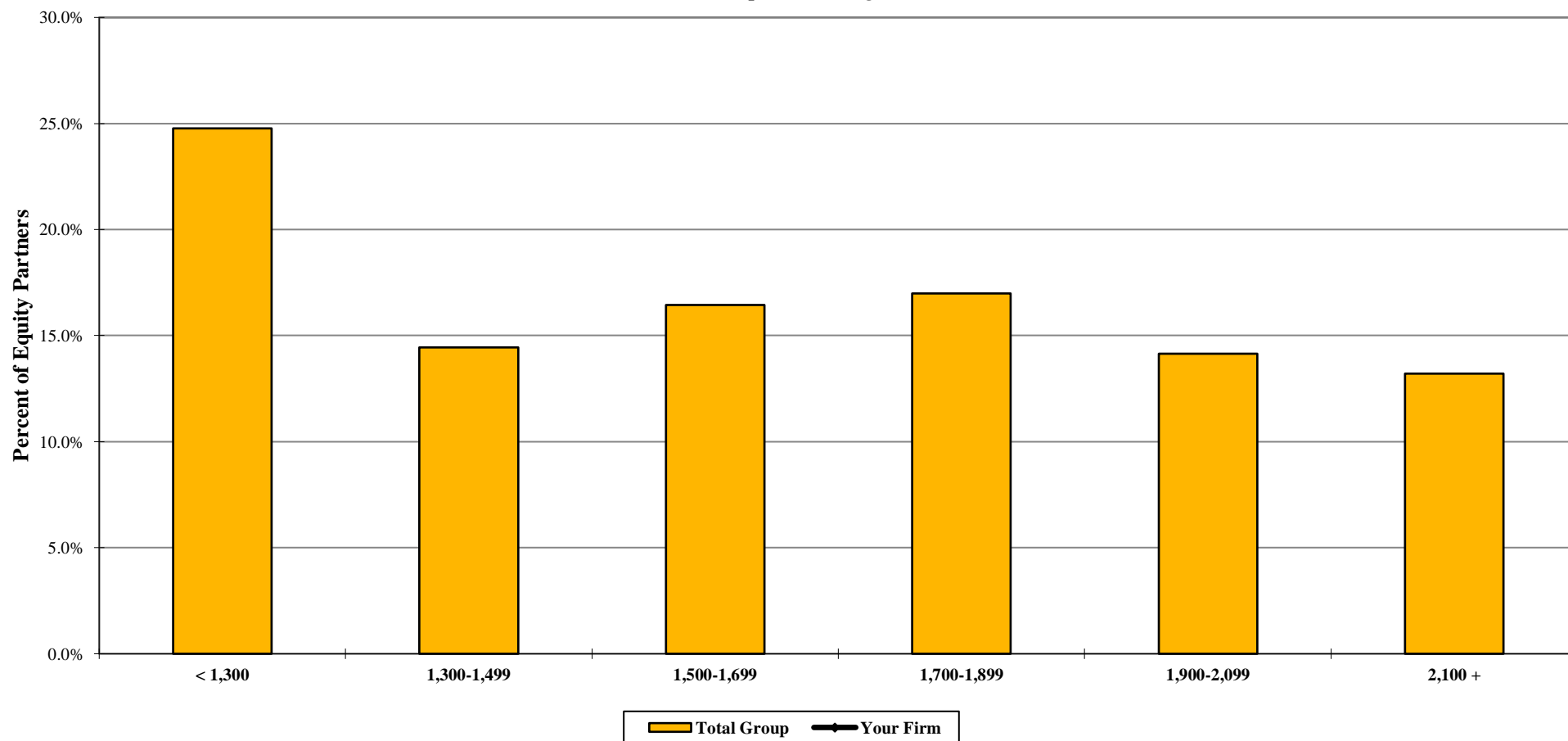
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of All Partners by Utilization Levels¹ - Equity Partners

For the 12-month period ending June 30, 2018



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	24.8%	14.4%	16.4%	17.0%	14.2%	13.2%

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

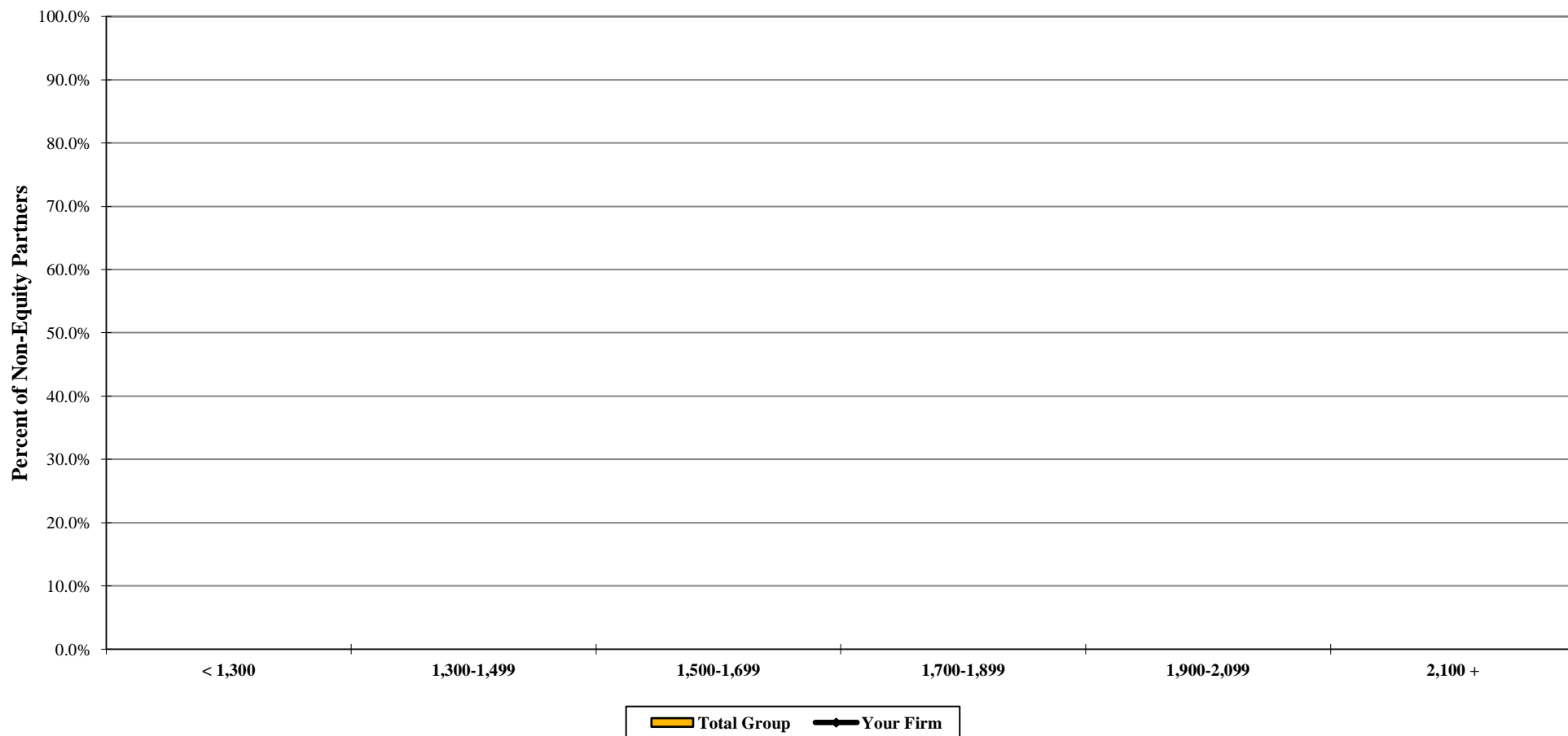
Additional detail can be found on Page 44.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of All Partners by Utilization Levels¹ - Non-Equity Partners
For the 12-month period ending June 30, 2018



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	**	**	**	**	**	**

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

Additional detail can be found on Page 45.

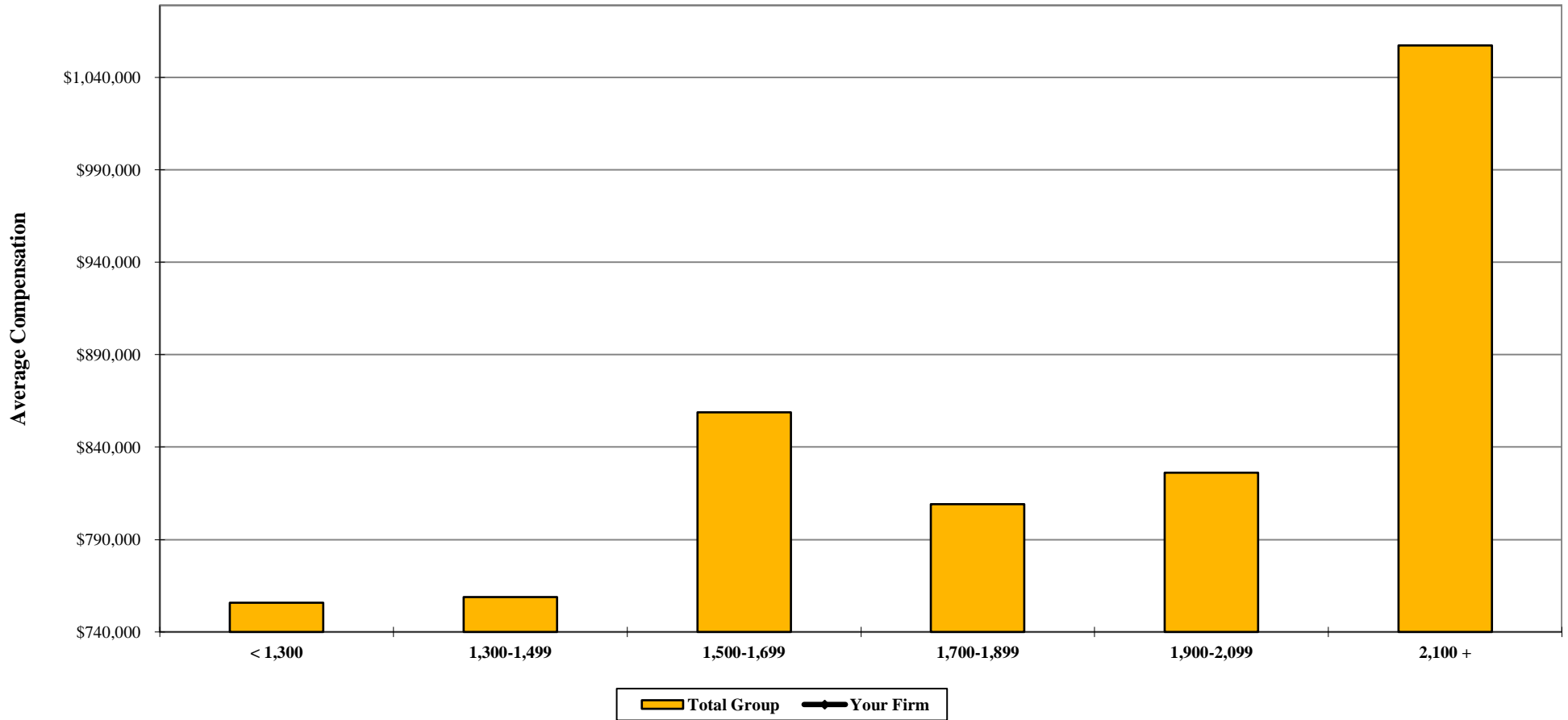
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - All Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$755,941	\$758,892	\$858,907	\$808,992	\$826,222	\$1,057,299

Additional detail can be found on Page 49.

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

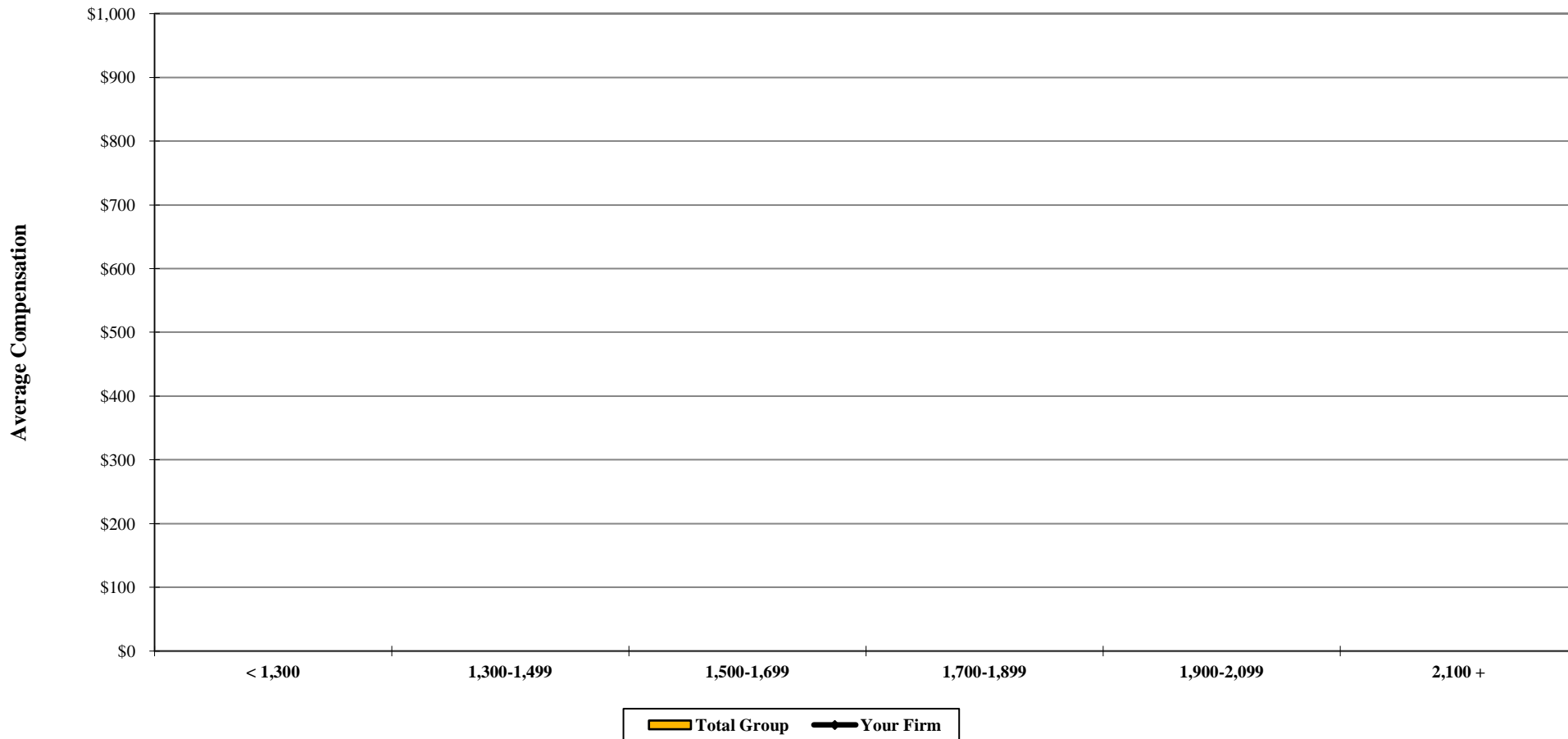
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	**	**	**	**	**	**

Additional detail can be found on Page 47.

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

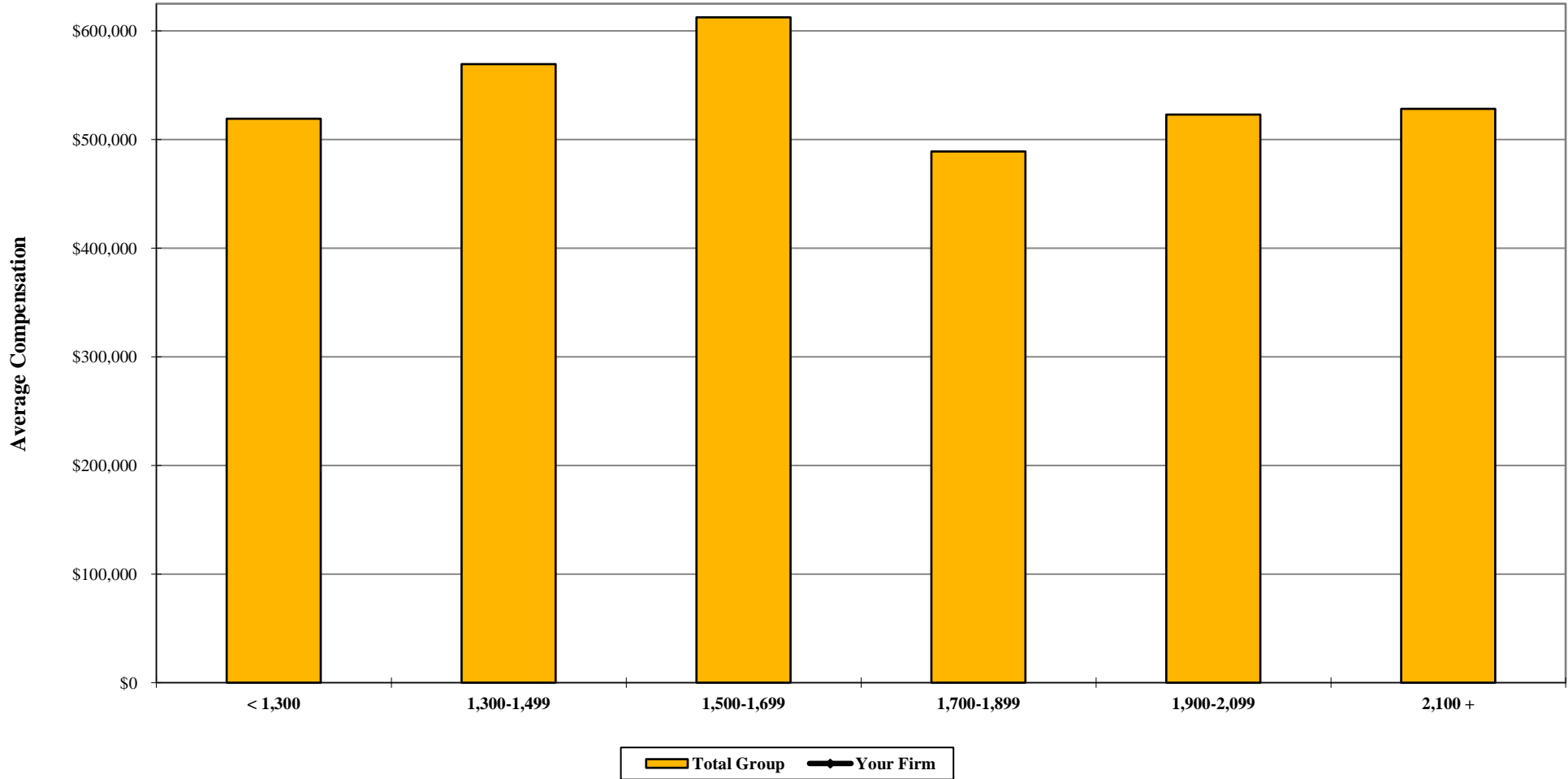
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

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

Average Compensation by Utilization Levels - Non-Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$519,110	\$569,435	\$612,519	\$488,905	\$523,184	\$528,367

Additional detail can be found on Page 48.

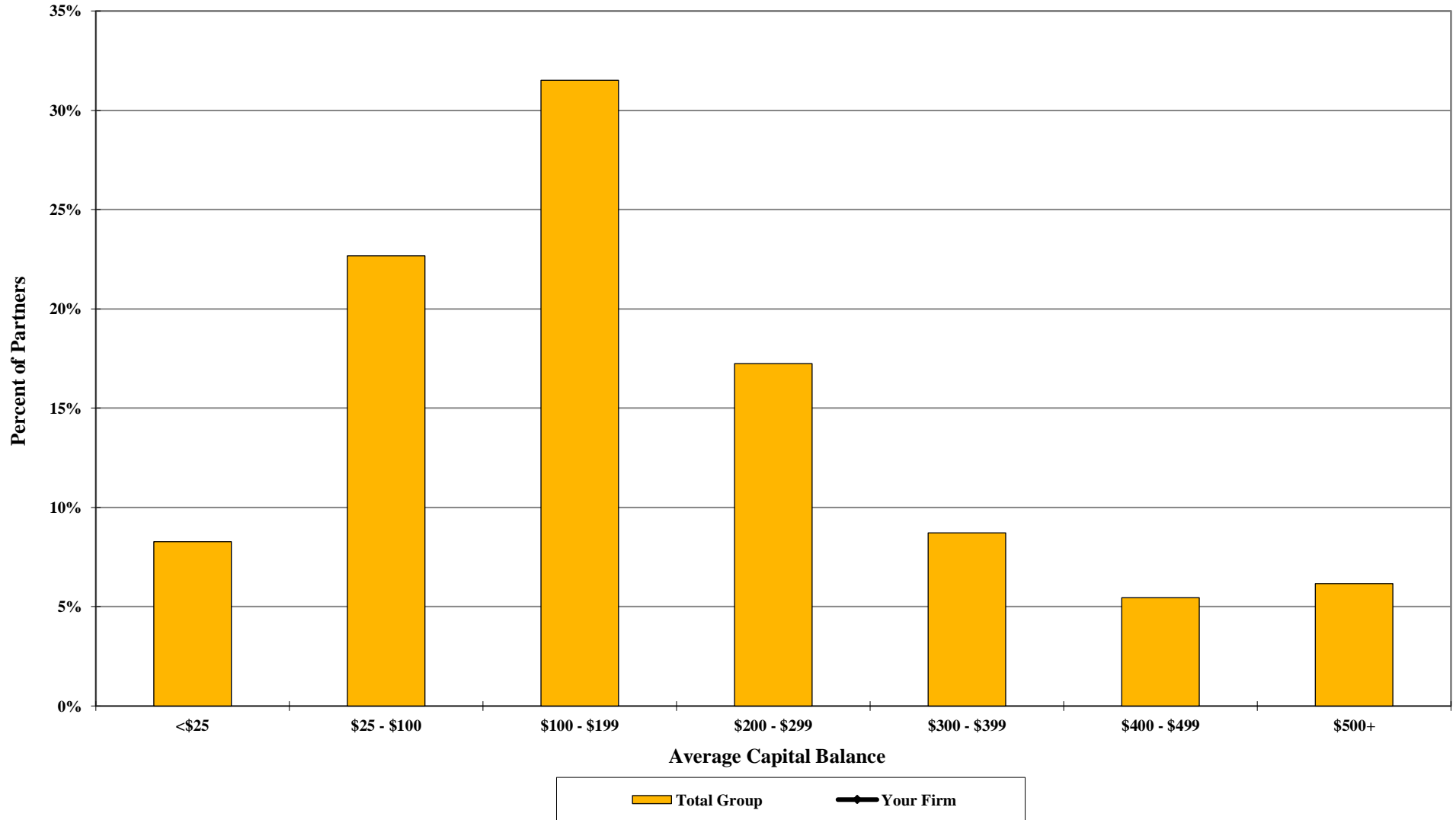
[^] Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



Additional detail can be found on Page 54.

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

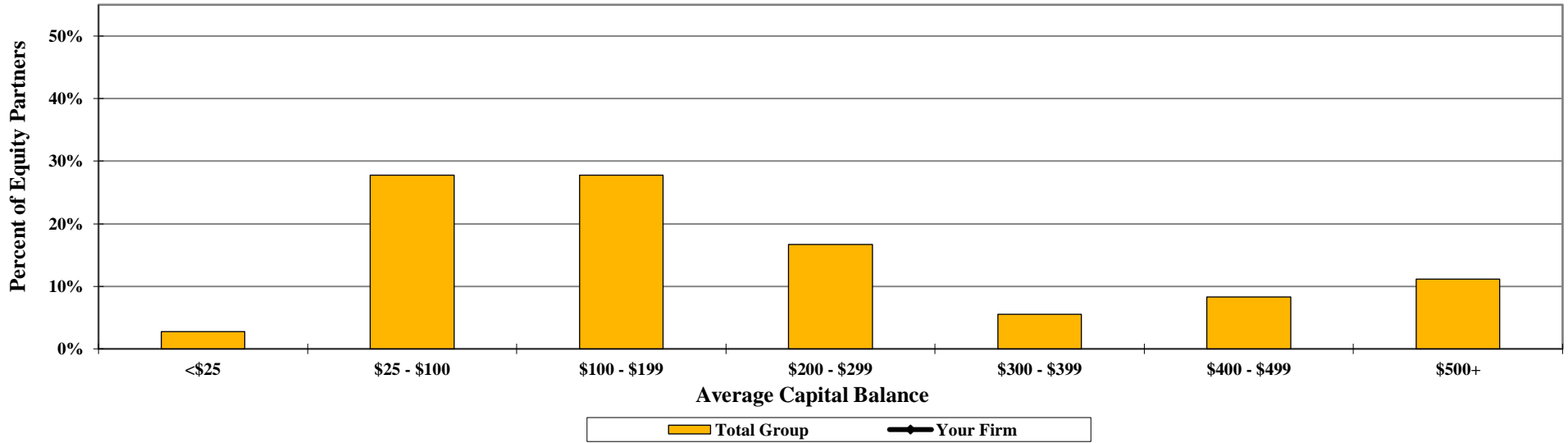
2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

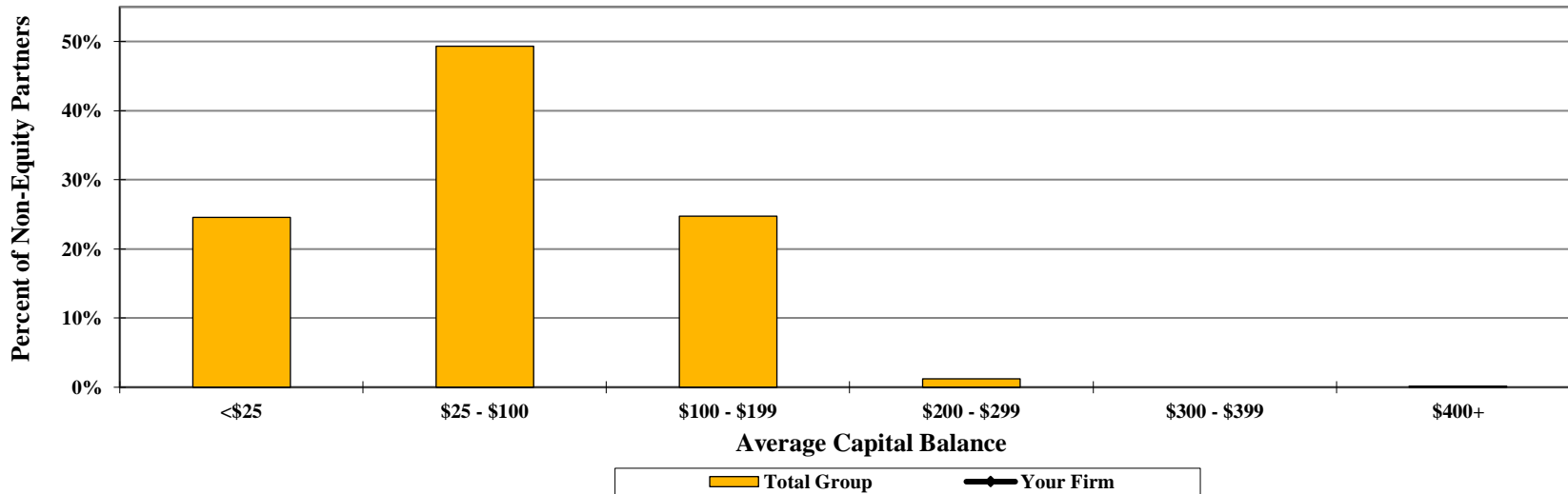
Distribution of Partners by Capital Balance Intervals

As of the most recent fiscal year-end; in 000's

Equity Partners



Non-Equity Partners



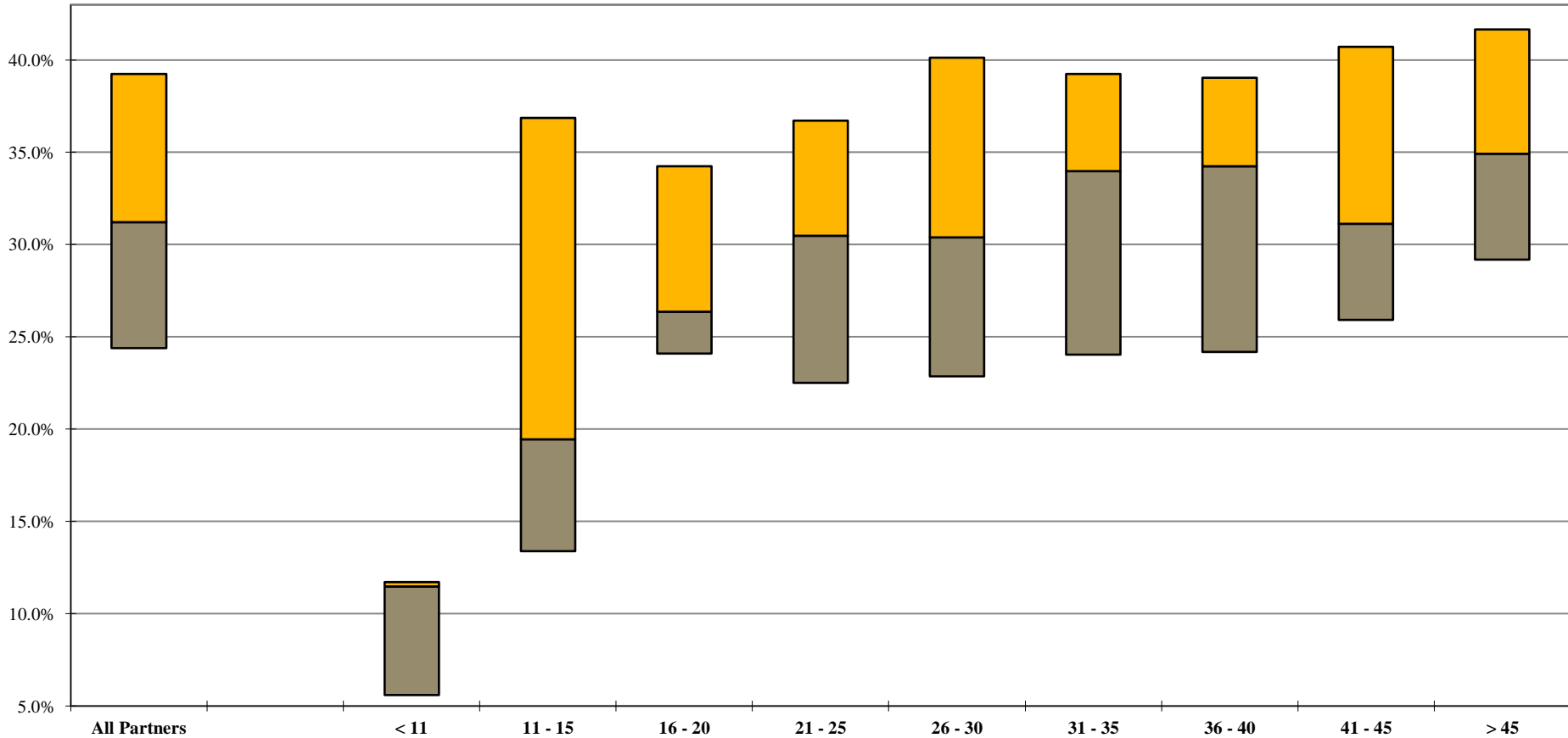
Additional detail can be found on Page 52 and 53.

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



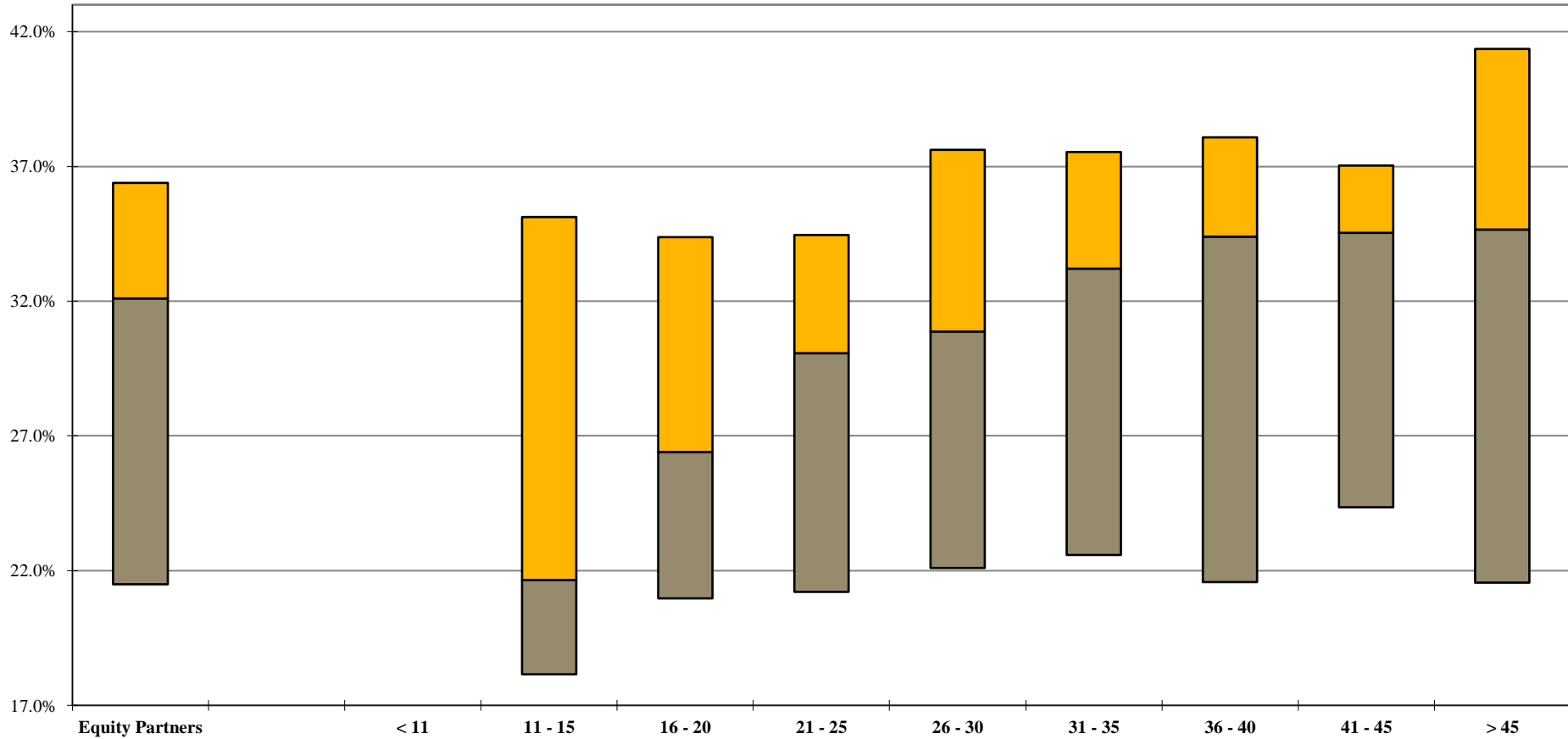
Your Firm	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	39.2%	11.7%	36.9%	34.2%	36.7%	40.1%	39.2%	39.0%	40.7%	41.7%
Median	31.2%	11.5%	19.5%	26.4%	30.5%	30.4%	34.0%	34.3%	31.1%	34.9%
3rd Qtle	24.4%	5.6%	13.4%	24.1%	22.5%	22.9%	24.0%	24.2%	25.9%	29.2%

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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



Your Firm	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	36.4%	**	35.1%	34.4%	34.5%	37.6%	37.5%	38.1%	37.0%	41.4%
Median	32.1%	**	21.7%	26.4%	30.1%	30.9%	33.2%	34.4%	34.5%	34.7%
3rd Qtle	21.5%	**	18.2%	21.0%	21.2%	22.1%	22.6%	21.6%	24.4%	21.5%

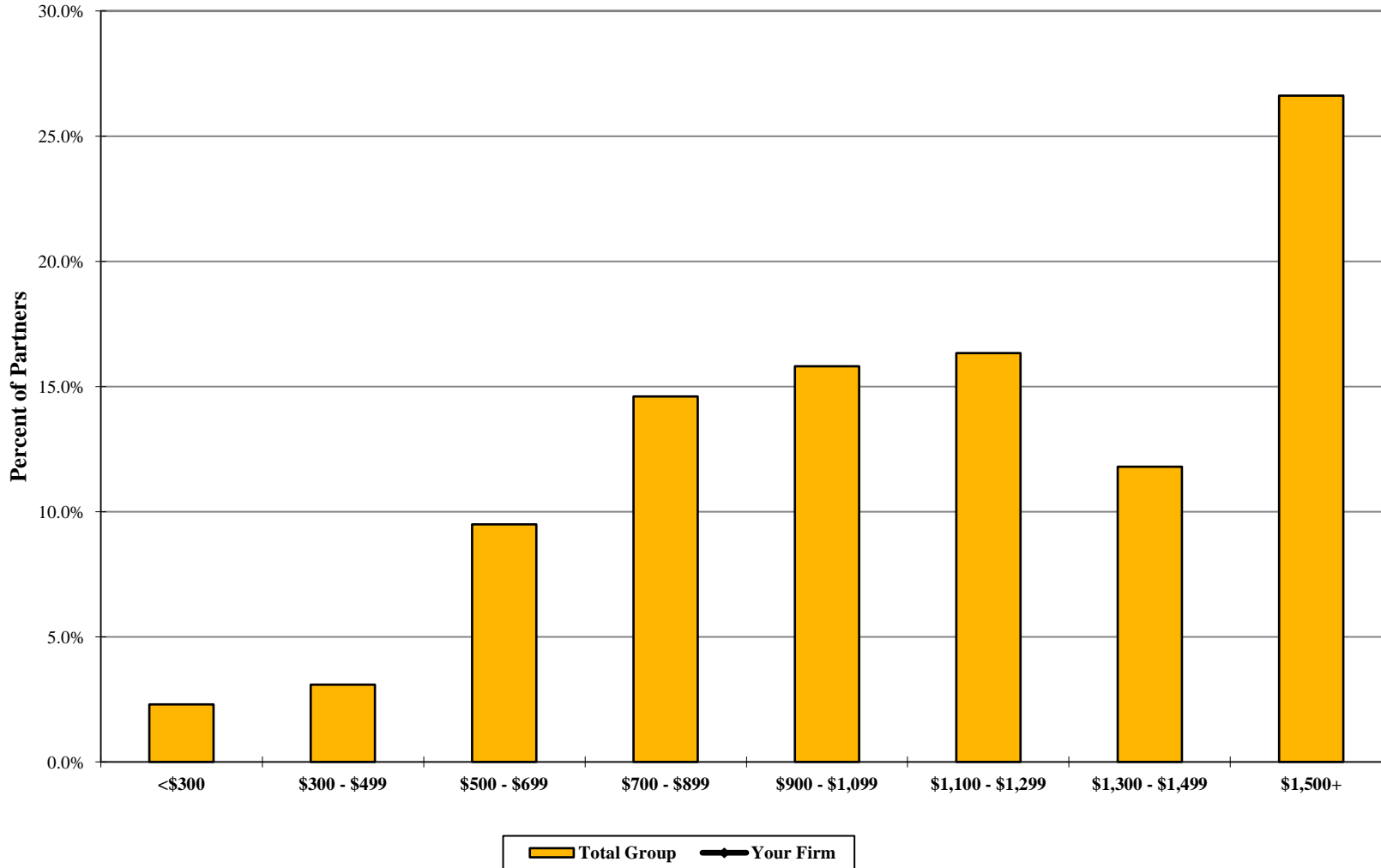
^ Membership on this page includes only those participants that submitted partner compensation.
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partners by Fees Billed¹ - All Partners

For the 12-month period ending June 30, 2018; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.3%	3.1%	9.5%	14.6%	15.8%	16.3%	11.8%	26.6%

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

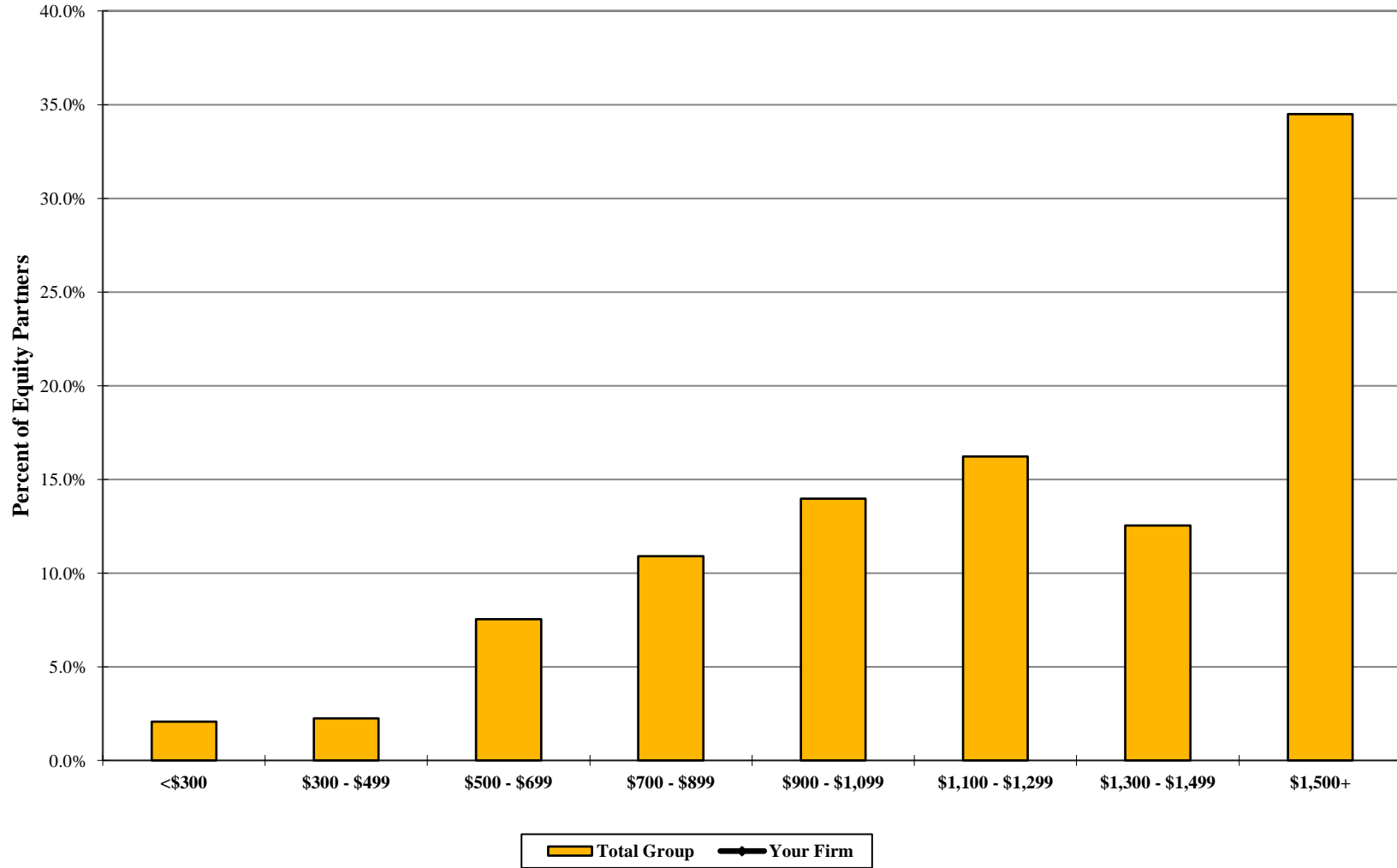
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partners by Fees Billed¹ - Equity Partners

For the 12-month period ending June 30, 2018; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.1%	2.2%	7.6%	10.9%	14.0%	16.2%	12.5%	34.5%

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

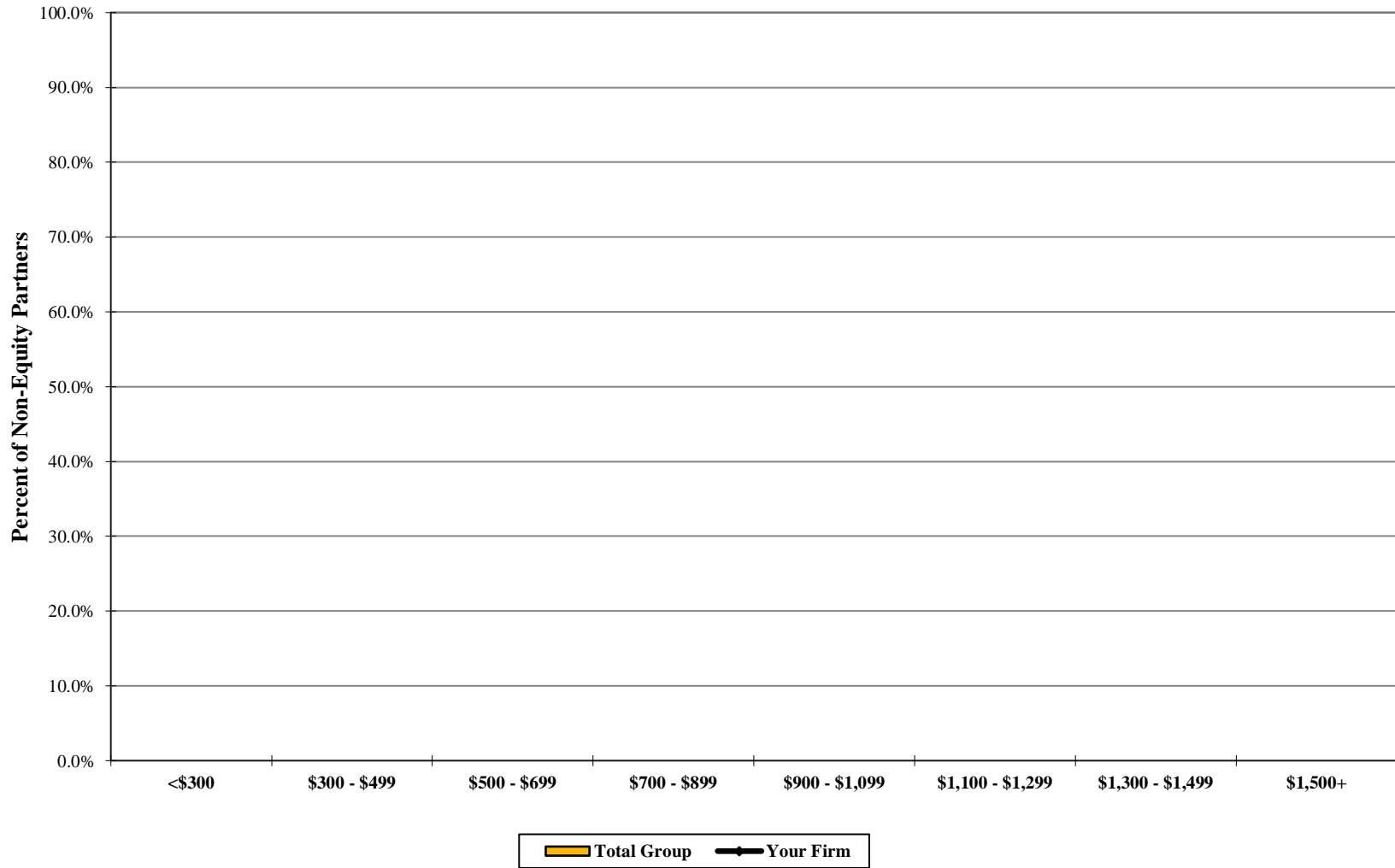
** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partners by Fees Billed¹ - Non-Equity Partners

For the 12-month period ending June 30, 2018; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	**	**	**	**	**	**	**	**

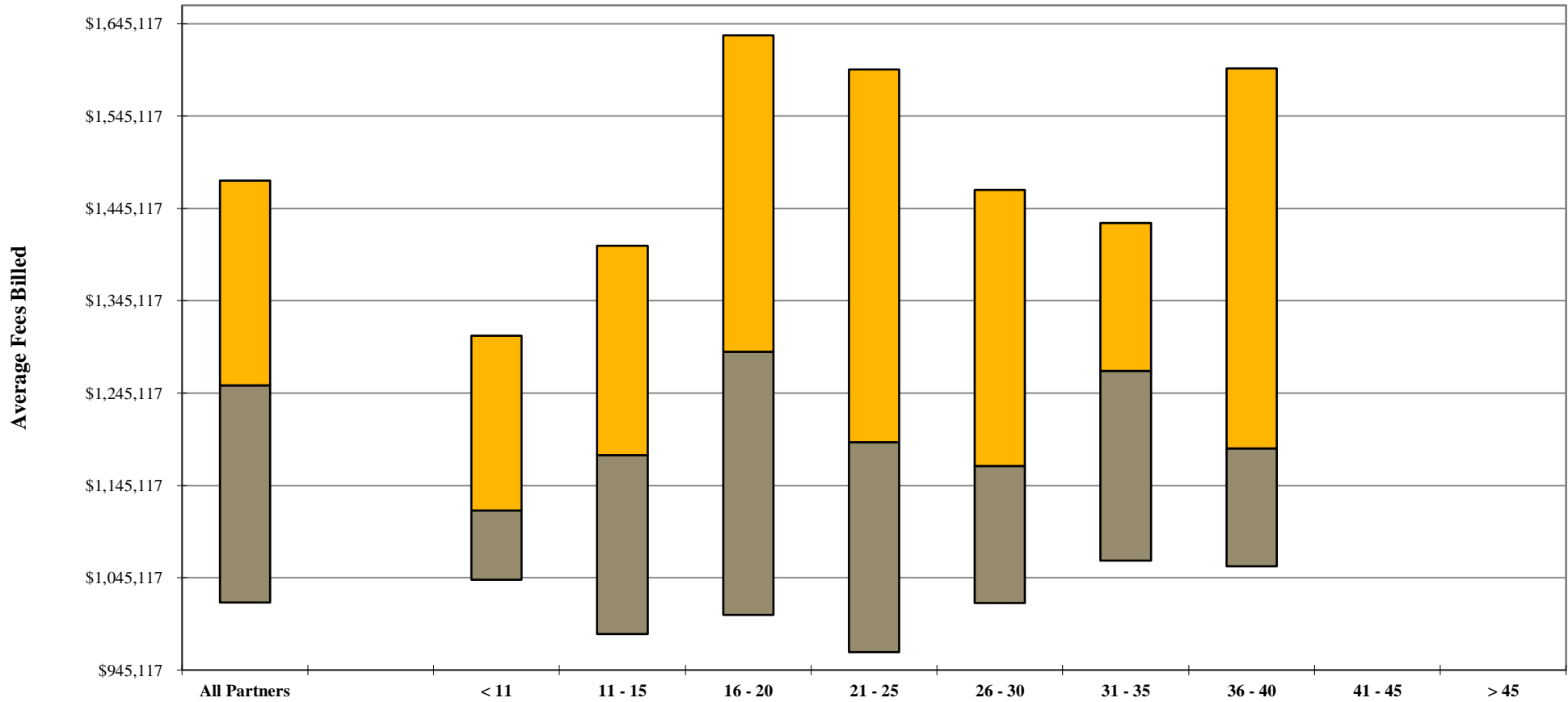
¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Average Fees Billed by Years of Experience - All Partners
For the 12-month period ending June 30, 2018



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,475,530	\$1,307,511	\$1,404,689	\$1,632,513	\$1,595,613	\$1,465,235	\$1,429,112	\$1,597,048	**	**
Median	1,253,560	1,118,186	1,177,772	1,289,782	1,191,687	1,166,016	1,269,005	1,185,104	**	**
3rd Qtle	1,018,153	1,042,704	983,990	1,004,745	964,405	1,017,713	1,063,746	1,057,467	**	**

Additional detail can be found on Page 56.

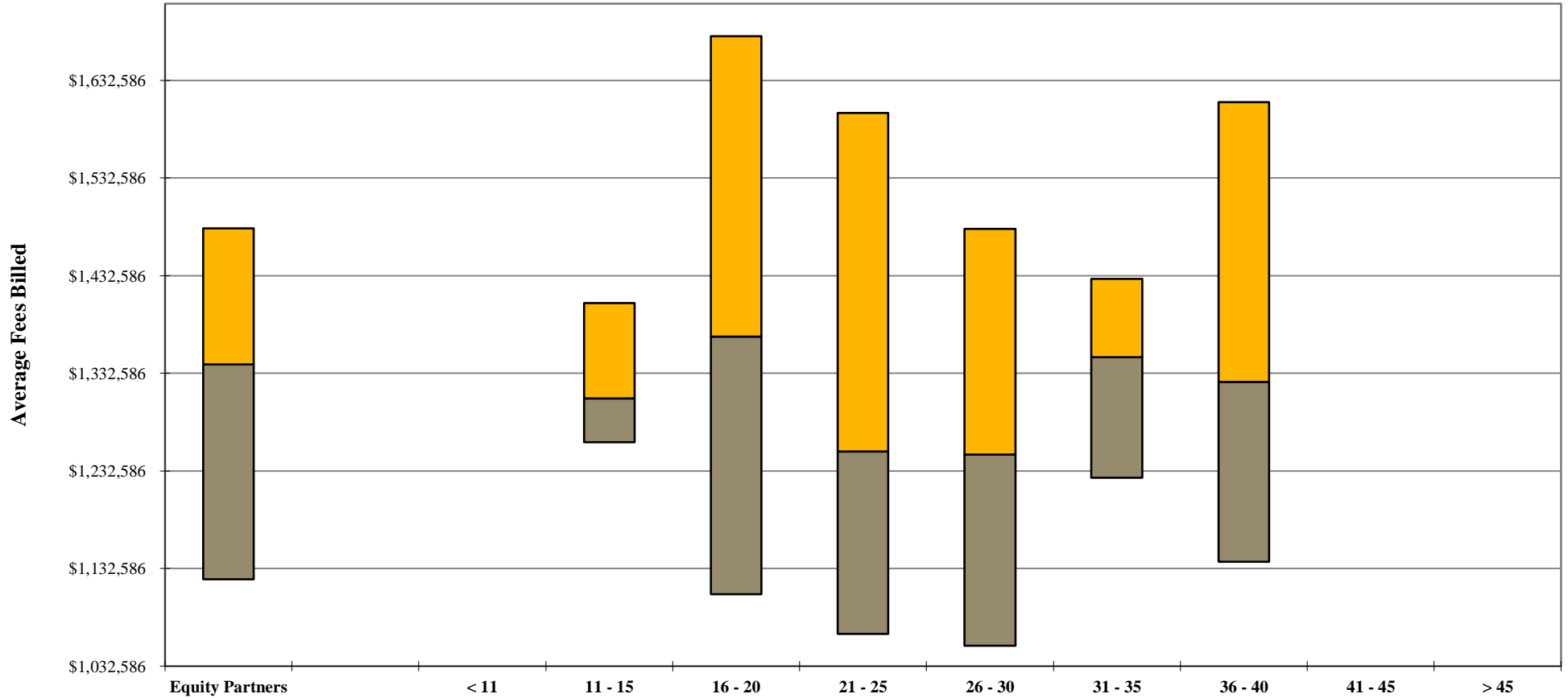
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Average Fees Billed by Years of Experience - Equity Partners
For the 12-month period ending June 30, 2018



	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,480,994	**	\$1,404,689	\$1,677,685	\$1,599,238	\$1,480,329	\$1,429,112	\$1,610,482	**	**
Median	1,341,652	**	1,306,784	1,370,120	1,252,463	1,249,268	1,348,864	1,323,917	**	**
3rd Qtle	1,121,501	**	1,262,103	1,106,390	1,065,496	1,053,660	1,225,349	1,139,504	**	**

Additional detail can be found on Page 55.

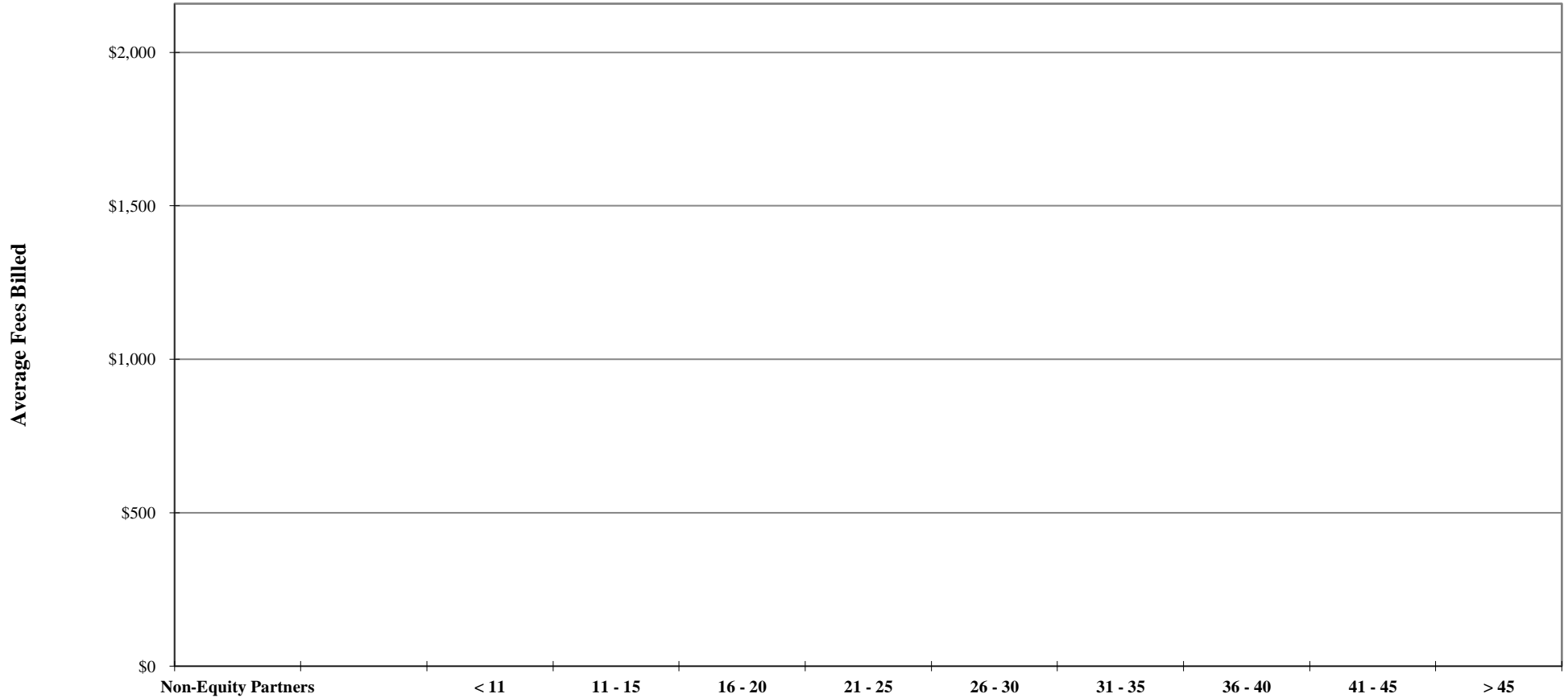
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Average Fees Billed by Years of Experience - Non-Equity Partners
For the 12-month period ending June 30, 2018



		Years of Experience								
Non-Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	**	**	**	**	**	**	**	**	**	**
Median	**	**	**	**	**	**	**	**	**	**
3rd Qtle	**	**	**	**	**	**	**	**	**	**

Additional detail can be found on Page 55.

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

** omitted due to insufficient data

DETAILED METRICS

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Compensation
As of the most recent fiscal year-end

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

	Your Firm		Group			Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	%Change-1 Yr	% Change - 1 Year			
			1 st Quartile	Median	3 rd Quartile		1 st Quartile	Median	3 rd Quartile	
Equity Partners										
High		/ 16	\$4,272,337	\$3,442,906	\$2,414,928		9.0	0.0	(6.9)	
Middle		/ 16	872,252	740,452	581,317		4.1	0.6	(1.3)	
Low		/ 16	409,225	247,319	200,771		9.3	0.0	(22.0)	
Average		/ 16	1,048,908	828,898	689,865		4.3	1.3	(1.7)	
<u>By Years of Experience</u>										
< 11 Years			**	**	**		**	**	**	
11 - 15 Years		/ 16	663,197	571,413	469,150		13.4	(3.4)	(15.3)	
16 - 20 Years		/ 16	845,675	664,233	544,280		7.5	0.8	(5.5)	
21 - 25 Years		/ 16	1,140,649	830,207	675,097		9.1	0.7	(5.7)	
26 - 30 Years		/ 16	1,061,319	916,065	759,426		7.5	1.4	(3.1)	
31 - 35 Years		/ 16	1,050,381	941,766	808,745		6.8	(1.4)	(7.9)	
36 - 40 Years		/ 16	1,259,248	975,252	768,394		7.5	0.9	(7.1)	
41 - 45 Years		/ 15	1,033,576	962,931	819,406		4.1	(0.7)	(3.1)	
> 45 Years		/ 15	1,154,900	931,274	628,680		0.6	(14.7)	(18.2)	
Non-Equity Partners										
High		/ 18	\$1,134,610	\$784,000	\$651,250		17.6	0.0	(15.5)	
Middle		/ 18	402,885	367,800	327,305		2.8	0.0	(0.7)	
Low		/ 18	245,000	199,723	152,500		1.0	(7.9)	(18.3)	
Average		/ 18	456,673	375,071	348,681		5.9	0.4	(2.9)	
<u>By Years of Experience</u>										
< 11 Years		/ 14 ‡	\$392,724	\$313,119	\$295,538		14.6	7.4	2.9	
11 - 15 Years		/ 17	403,957	353,246	299,683		10.0	1.8	0.1	
16 - 20 Years		/ 18	460,649	375,201	331,228		1.7	(3.0)	(13.2)	
21 - 25 Years		/ 17	429,692	348,529	316,522		6.1	(0.8)	(8.9)	
26 - 30 Years		/ 17	486,316	409,004	353,000		10.1	1.0	(3.0)	
31 - 35 Years		/ 18	521,053	409,975	355,500		12.5	5.2	(0.6)	
36 - 40 Years		/ 18	452,023	396,109	340,413		7.6	(1.8)	(14.1)	
41 - 45 Years		/ 17	550,000	425,000	325,000		2.4	(0.8)	(22.0)	
> 45 Years		/ 12 ‡	457,000	330,000	295,486		(1.4)	(12.7)	(12.8)	

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Partner Compensation

As of the most recent fiscal year-end

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

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>%Change-1 Yr</i>	<i>% Change - 1 Year</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partners										
High		/ 16	\$4,272,337	\$3,442,906	\$2,414,928		9.0	0.0	(6.9)	
Middle		/ 16	667,381	554,009	503,796		9.1	0.0	(1.6)	
Low		/ 16	229,813	190,849	148,318		1.7	(5.4)	(17.8)	
Average		/ 16	765,372	667,678	612,279		7.8	1.7	(2.5)	
<u>By Years of Experience</u>										
< 11 Years		/ 12 ‡	\$383,172	\$336,168	\$304,962		15.3	7.9	2.0	
11 - 15 Years		/ 16	433,981	390,337	340,016		5.8	(0.9)	(5.5)	
16 - 20 Years		/ 16	647,551	577,635	456,853		7.5	0.6	(6.0)	
21 - 25 Years		/ 16	834,000	695,627	611,463		8.6	(1.1)	(4.0)	
26 - 30 Years		/ 16	857,280	816,712	689,414		8.8	2.0	(5.4)	
31 - 35 Years		/ 16	968,275	806,659	722,828		11.6	(2.6)	(6.9)	
36 - 40 Years		/ 16	1,032,660	865,234	705,760		12.0	4.2	(5.7)	
41 - 45 Years		/ 15	926,354	808,474	666,214		1.4	(1.5)	(6.8)	
> 45 Years		/ 15	979,132	735,452	544,706		5.1	0.6	(20.5)	

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

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

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
11 - 15 Years								
Your Firm								
Total Group	229	0.4%	48.0%	33.2%	12.7%	3.1%	0.9%	1.7%
16 - 20 Years								
Your Firm								
Total Group	446	1.1%	15.7%	33.2%	24.9%	7.6%	8.7%	8.7%
21 - 25 Years								
Your Firm								
Total Group	580	0.2%	9.1%	27.9%	25.5%	13.6%	8.6%	15.0%
26 - 30 Years								
Your Firm								
Total Group	569	0.4%	8.4%	24.4%	20.7%	15.5%	10.7%	19.9%
31 - 35 Years								
Your Firm								
Total Group	520		8.1%	21.7%	19.2%	16.9%	12.9%	21.2%
36 - 40 Years								
Your Firm								
Total Group	425	0.9%	7.5%	23.8%	21.2%	15.3%	9.9%	21.4%
41 - 45 Years								
Your Firm								
Total Group	201	0.5%	10.9%	20.9%	18.4%	21.9%	9.0%	18.4%
> 45 Years								
Your Firm								
Total Group	85	1.2%	22.4%	25.9%	14.1%	12.9%	5.9%	17.6%
All Equity Partners								
Your Firm								
Total Group	3,069	0.5%	13.3%	26.2%	21.0%	13.6%	9.3%	16.2%

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+
< 11 Years							
Your Firm	0						
Total Group	100 ‡	2.0%	84.0%	14.0%			
11 - 15 Years							
Your Firm	0						
Total Group	661	2.4%	74.7%	20.1%	1.8%	0.8%	0.2%
16 - 20 Years							
Your Firm	0						
Total Group	517	3.1%	60.7%	24.6%	7.2%	3.9%	0.6%
21 - 25 Years							
Your Firm	0						
Total Group	339	3.2%	62.2%	22.7%	9.4%	1.2%	1.2%
26 - 30 Years							
Your Firm	0						
Total Group	216	1.9%	53.2%	33.8%	7.9%	2.3%	0.9%
31 - 35 Years							
Your Firm	0						
Total Group	184	1.6%	45.7%	33.7%	13.6%	4.3%	1.1%
36 - 40 Years							
Your Firm	0						
Total Group	139	5.0%	56.1%	23.7%	12.9%	0.7%	1.4%
41 - 45 Years							
Your Firm	0						
Total Group	69	7.2%	49.3%	30.4%	10.1%	1.4%	1.4%
> 45 Years							
Your Firm	0						
Total Group	40 ‡	7.5%	55.0%	25.0%	5.0%	5.0%	2.5%
All Non-Equity Partners							
Your Firm	0						
Total Group	2,265	3.0%	63.4%	24.3%	6.6%	2.0%	0.7%

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

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

Distribution of Partner Compensation

By Years of Experience

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

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	114	1.8%	85.1%	13.2%				
11 - 15 Years								
Your Firm								
Total Group	890	1.9%	67.9%	23.5%	4.6%	1.3%	0.3%	0.4%
16 - 20 Years								
Your Firm								
Total Group	963	2.2%	39.9%	28.6%	15.4%	5.6%	4.4%	4.0%
21 - 25 Years								
Your Firm								
Total Group	919	1.3%	28.7%	26.0%	19.6%	9.0%	5.8%	9.6%
26 - 30 Years								
Your Firm								
Total Group	785	0.8%	20.8%	27.0%	17.2%	11.8%	8.0%	14.4%
31 - 35 Years								
Your Firm								
Total Group	704	0.4%	17.9%	24.9%	17.8%	13.6%	9.7%	15.8%
36 - 40 Years								
Your Firm								
Total Group	564	2.0%	19.5%	23.8%	19.1%	11.7%	7.4%	16.5%
41 - 45 Years								
Your Firm								
Total Group	270	2.2%	20.7%	23.3%	16.3%	16.7%	6.7%	14.1%
> 45 Years								
Your Firm								
Total Group	125	3.2%	32.8%	25.6%	11.2%	10.4%	4.0%	12.8%
All Partners								
Your Firm								
Total Group	5,334	1.5%	34.6%	25.4%	14.9%	8.7%	5.5%	9.4%

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years			**	**	**
11 - 15 Years		/ 16	2.8	2.2	1.5
16 - 20 Years		/ 16	5.0	3.1	2.6
21 - 25 Years		/ 16	8.0	5.4	4.3
26 - 30 Years		/ 16	11.9	7.1	4.7
31 - 35 Years		/ 16	6.4	5.1	4.5
36 - 40 Years		/ 16	8.3	5.1	4.1
41 - 45 Years		/ 15	5.4	4.3	3.3
> 45 Years		/ 15	5.3	2.4	1.0
All Equity Partners		/ 16	15.7	12.1	6.8
Non-Equity Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 14 ‡	1.6	1.4	1.2
11 - 15 Years		/ 17	2.4	2.1	1.7
16 - 20 Years		/ 18	3.0	2.2	1.8
21 - 25 Years		/ 17	2.9	2.5	1.9
26 - 30 Years		/ 17	2.4	2.1	2.0
31 - 35 Years		/ 18	2.6	2.2	1.4
36 - 40 Years		/ 18	2.7	1.8	1.4
41 - 45 Years		/ 17	2.3	1.6	1.1
> 45 Years		/ 12 ‡	2.2	1.8	1.0
All Non-Equity Partners		/ 18	5.9	3.9	3.1

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

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

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 12 ‡	1.8	1.6	1.2
11 - 15 Years		/ 16	5.4	3.7	2.9
16 - 20 Years		/ 16	7.9	5.8	3.6
21 - 25 Years		/ 16	13.8	8.8	7.0
26 - 30 Years		/ 16	14.0	11.5	7.2
31 - 35 Years		/ 16	11.6	7.2	5.8
36 - 40 Years		/ 16	13.1	9.9	5.3
41 - 45 Years		/ 15	11.2	5.6	4.5
> 45 Years		/ 15	7.1	2.9	2.2
All Partner Composite		/ 16	21.7	18.6	12.0

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Partner Average Billable Hours
For the 12-month period ending June 30, 2018

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Average Hours</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
Equity Partners											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years			**	**	**			**	**	**	**
11 - 15 Years		/ 13 ‡	1,982	1,730	1,627			**	**	**	**
16 - 20 Years		/ 13 ‡	1,738	1,661	1,614			**	**	**	**
21 - 25 Years		/ 13 ‡	1,756	1,699	1,548			**	**	**	**
26 - 30 Years		/ 13 ‡	1,701	1,595	1,460			**	**	**	**
31 - 35 Years		/ 13 ‡	1,661	1,613	1,309			**	**	**	**
36 - 40 Years		/ 13 ‡	1,577	1,496	1,371			**	**	**	**
41 - 45 Years		/ 12 ‡	1,603	1,342	1,254			**	**	**	**
> 45 Years			**	**	**			**	**	**	**
<i>All Equity Partners</i>		/ 13 ‡	1,676	1,602	1,484			**	**	**	**
Non-Equity Partners											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
16 - 20 Years			**	**	**			**	**	**	**
21 - 25 Years			**	**	**			**	**	**	**
26 - 30 Years			**	**	**			**	**	**	**
31 - 35 Years			**	**	**			**	**	**	**
36 - 40 Years			**	**	**			**	**	**	**
41 - 45 Years			**	**	**			**	**	**	**
> 45 Years			**	**	**			**	**	**	**
<i>All Non-Equity Partners</i>			**	**	**			**	**	**	**

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Partner Average Billable Hours
For the 12-month period ending June 30, 2018

	Your Firm		Group			Your Firm		Group			
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median % Change - 2 Year
								1 st Quartile	Median	3 rd Quartile	
All Partner Composite											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 13 ‡	2,000	1,956	1,818			**	**	**	**
11 - 15 Years		/ 13 ‡	1,827	1,738	1,649			**	**	**	**
16 - 20 Years		/ 13 ‡	1,741	1,661	1,642			**	**	**	**
21 - 25 Years		/ 13 ‡	1,737	1,663	1,499			**	**	**	**
26 - 30 Years		/ 13 ‡	1,679	1,579	1,446			**	**	**	**
31 - 35 Years		/ 13 ‡	1,638	1,550	1,299			**	**	**	**
36 - 40 Years		/ 13 ‡	1,499	1,460	1,316			**	**	**	**
41 - 45 Years		/ 12 ‡	1,478	1,365	1,283			**	**	**	**
> 45 Years			**	**	**			**	**	**	**
All Partner Composite		/ 13 ‡	1,712	1,569	1,541			**	**	**	**

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending June 30, 2018

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm							
Total Group	185 ‡	11.9%	11.4%	10.3%	18.9%	21.1%	26.5%
16 - 20 Years							
Your Firm							
Total Group	363 ‡	15.4%	14.3%	19.6%	19.0%	15.4%	16.3%
21 - 25 Years							
Your Firm							
Total Group	384 ‡	17.2%	15.6%	17.7%	20.8%	17.2%	11.5%
26 - 30 Years							
Your Firm							
Total Group	342 ‡	25.4%	17.3%	16.1%	16.4%	14.9%	9.9%
31 - 35 Years							
Your Firm							
Total Group	335 ‡	30.1%	12.2%	18.8%	15.5%	12.5%	10.7%
36 - 40 Years							
Your Firm							
Total Group	224 ‡	36.2%	15.6%	16.1%	14.7%	8.5%	8.9%
41 - 45 Years							
Your Firm							
Total Group	133 ‡	45.9%	15.0%	13.5%	8.3%	6.8%	10.5%
> 45 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
All Equity Partners							
Your Firm							
Total Group	2,014 ‡	24.8%	14.4%	16.4%	17.0%	14.2%	13.2%

* 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+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending June 30, 2018

Non-Equity Ptrs	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
16 - 20 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
21 - 25 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
26 - 30 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
31 - 35 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
36 - 40 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
41 - 45 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
> 45 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
All Non-Equity Partners							
Your Firm	0						
Total Group	**	**	**	**	**	**	**

* 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+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending June 30, 2018

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	112 ‡	9.8%	4.5%	9.8%	25.0%	28.6%	22.3%
11 - 15 Years							
Your Firm							
Total Group	502 ‡	11.2%	11.4%	14.3%	23.5%	21.3%	18.3%
16 - 20 Years							
Your Firm							
Total Group	573 ‡	15.7%	13.3%	18.8%	22.2%	15.4%	14.7%
21 - 25 Years							
Your Firm							
Total Group	518 ‡	20.8%	15.4%	17.8%	20.5%	15.3%	10.2%
26 - 30 Years							
Your Firm							
Total Group	420 ‡	26.2%	17.9%	17.1%	15.0%	14.5%	9.3%
31 - 35 Years							
Your Firm							
Total Group	419 ‡	32.2%	13.6%	18.1%	15.5%	11.2%	9.3%
36 - 40 Years							
Your Firm							
Total Group	294 ‡	40.8%	15.3%	15.6%	14.3%	6.8%	7.1%
41 - 45 Years							
Your Firm							
Total Group	156 ‡	46.2%	16.0%	12.8%	9.6%	5.8%	9.6%
> 45 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
All Partners							
Your Firm							
Total Group	3,041 ‡	24.1%	13.9%	16.4%	18.6%	14.7%	12.2%

* 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+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending June 30, 2018

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
16 - 20 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
21 - 25 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
26 - 30 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
31 - 35 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
36 - 40 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
41 - 45 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
> 45 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
All Equity Partners							
Your Firm							
Total Group	**	**	**	**	**	**	**

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

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

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending June 30, 2018

Non-Equity Ptrs	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
16 - 20 Years							
Your Firm							
Total Group	\$514,532 ‡	\$441,557	\$441,384	\$554,016	\$495,652	\$635,974	\$544,091
21 - 25 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
26 - 30 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
31 - 35 Years							
Your Firm							
Total Group	\$537,414 ‡	\$535,530	\$460,726	\$491,161	\$502,833	\$869,991	\$700,533
36 - 40 Years							
Your Firm							
Total Group	\$582,178 ‡	\$658,199	\$676,797	\$733,928	\$489,649		\$781,837
41 - 45 Years							
Your Firm							
Total Group	\$646,617 ‡	\$523,078	\$643,064	\$762,869	\$625,416		\$1,425,000
> 45 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
All Non-Equity Partners							
Your Firm							
Total Group	\$567,408 ‡	\$519,110	\$569,435	\$612,519	\$488,905	\$523,184	\$528,367

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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

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

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending June 30, 2018

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm							
Total Group	\$435,307 ‡	\$448,360	\$387,605	\$368,951	\$407,488	\$476,456	\$506,002
16 - 20 Years							
Your Firm							
Total Group	\$664,521 ‡	\$561,632	\$606,480	\$688,696	\$644,802	\$738,381	\$778,286
21 - 25 Years							
Your Firm							
Total Group	\$832,862 ‡	\$744,659	\$724,767	\$818,326	\$877,706	\$789,996	\$1,072,764
26 - 30 Years							
Your Firm							
Total Group	\$892,787 ‡	\$919,949	\$757,177	\$805,681	\$1,101,017	\$1,152,047	\$841,824
31 - 35 Years							
Your Firm							
Total Group	\$969,475 ‡	\$767,888	\$1,023,818	\$990,746	\$864,932	\$1,119,157	\$1,963,263
36 - 40 Years							
Your Firm							
Total Group	\$872,566 ‡	\$813,693	\$1,058,169	\$828,988	\$1,089,774	\$1,799,691	\$1,629,486
41 - 45 Years							
Your Firm							
Total Group	\$1,104,034 ‡	\$891,332	\$630,067	\$857,880	\$872,123	\$1,168,536	\$1,471,452
> 45 Years							
Your Firm							
Total Group	\$1,525,796 ‡	\$746,085	\$485,058	\$4,300,000	\$1,746,383	\$1,544,135	\$1,221,176
All Partners							
Your Firm							
Total Group	\$832,734 ‡	\$755,941	\$758,892	\$858,907	\$808,992	\$826,222	\$1,057,299

[^] Membership on this page includes only those participants that submitted partner compensation
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2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 13 ‡	\$1,562,542	\$789,849	\$660,053
Middle		/ 13 ‡	254,507	215,955	164,500
Low		/ 13 ‡	94,000	32,000	10,119
Average		/ 13 ‡	290,312	252,971	186,754
<u>Avg. by Years of Experience</u>					
< 11 Years			**	**	**
11 - 15 Years		/ 13 ‡	207,227	123,380	61,269
16 - 20 Years		/ 13 ‡	241,408	147,898	122,527
21 - 25 Years		/ 13 ‡	267,088	230,351	185,807
26 - 30 Years		/ 13 ‡	310,136	276,774	194,986
31 - 35 Years		/ 13 ‡	366,683	297,115	200,117
36 - 40 Years		/ 13 ‡	372,781	314,159	196,279
41 - 45 Years		/ 12 ‡	414,336	325,263	224,280
> 45 Years		/ 12 ‡	452,017	224,840	179,774
Non-Equity Partners					
High		/ 8 ‡	\$208,546	\$130,244	\$90,712
Middle		/ 8 ‡	110,583	83,305	36,861
Low		/ 8 ‡	32,442	10,875	7,209
Average		/ 8 ‡	100,119	81,938	42,197
<u>Avg. by Years of Experience</u>					
< 11 Years			**	**	**
11 - 15 Years		/ 6 ‡	113,327	66,875	23,929
16 - 20 Years		/ 7 ‡	77,870	43,594	25,795
21 - 25 Years		/ 7 ‡	89,055	57,135	29,787
26 - 30 Years		/ 6 ‡	96,891	90,131	59,521
31 - 35 Years		/ 7 ‡	108,531	65,375	54,571
36 - 40 Years		/ 8 ‡	93,711	74,083	59,796
41 - 45 Years		/ 5 ‡	106,507	60,090	53,661
> 45 Years			**	**	**

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
High		/ 13 ‡	\$1,562,542	\$789,849	\$660,053
Middle		/ 13 ‡	250,145	165,140	120,000
Low		/ 13 ‡	16,347	10,119	4,850
Average		/ 13 ‡	276,871	187,535	168,458
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 5 ‡	\$41,429	\$36,406	\$20,410
11 - 15 Years		/ 13 ‡	128,613	62,946	49,437
16 - 20 Years		/ 13 ‡	167,914	124,793	114,214
21 - 25 Years		/ 13 ‡	256,466	187,086	155,833
26 - 30 Years		/ 13 ‡	291,279	197,636	187,734
31 - 35 Years		/ 13 ‡	339,655	257,157	172,665
36 - 40 Years		/ 13 ‡	372,781	292,684	187,920
41 - 45 Years		/ 12 ‡	400,822	259,483	201,168
> 45 Years		/ 12 ‡	452,017	212,090	157,930

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
11 - 15 Years								
Your Firm								
Total Group	236 ‡	26.7%	30.9%	35.6%	5.5%	0.8%		0.4%
16 - 20 Years								
Your Firm								
Total Group	401 ‡	2.5%	26.9%	41.1%	18.5%	5.5%	4.2%	1.2%
21 - 25 Years								
Your Firm								
Total Group	535 ‡	2.1%	13.3%	39.4%	24.1%	12.3%	3.7%	5.0%
26 - 30 Years								
Your Firm								
Total Group	534 ‡	1.1%	15.5%	29.8%	24.5%	13.7%	7.5%	7.9%
31 - 35 Years								
Your Firm								
Total Group	458 ‡	2.8%	9.0%	31.4%	21.0%	12.9%	11.6%	11.4%
36 - 40 Years								
Your Firm								
Total Group	385 ‡	0.8%	9.4%	29.9%	23.9%	13.2%	8.8%	14.0%
41 - 45 Years								
Your Firm								
Total Group	180 ‡	1.1%	13.3%	19.4%	26.1%	15.0%	10.6%	14.4%
> 45 Years								
Your Firm								
Total Group	72 ‡	2.8%	27.8%	27.8%	16.7%	5.6%	8.3%	11.1%
All Equity Partners								
Your Firm								
Total Group	2,816 ‡	4.4%	16.3%	33.1%	21.1%	10.8%	6.7%	7.6%

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+
< 11 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm	0						
Total Group	188 ‡	43.6%	41.0%	14.9%	0.5%		
16 - 20 Years							
Your Firm	0						
Total Group	140 ‡	16.4%	56.4%	27.1%			
21 - 25 Years							
Your Firm	0						
Total Group	109 ‡	17.4%	52.3%	30.3%			
26 - 30 Years							
Your Firm	0						
Total Group	71 ‡	16.9%	50.7%	31.0%	1.4%		
31 - 35 Years							
Your Firm	0						
Total Group	63 ‡	9.5%	47.6%	41.3%	1.6%		
36 - 40 Years							
Your Firm	0						
Total Group	44 ‡	22.7%	47.7%	20.5%	6.8%		2.3%
41 - 45 Years							
Your Firm	0						
Total Group	27 ‡	7.4%	63.0%	25.9%	3.7%		
> 45 Years							
Your Firm	0						
Total Group	**	**	**	**	**	**	**
All Non-Equity Partners							
Your Firm	0						
Total Group	675 ‡	24.6%	49.3%	24.7%	1.2%		0.1%

^ Membership on this page includes only those participants that submitted partner compensation; * Includes the number of corresponding full-time, full-year individuals at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	40 ‡	60.0%	37.5%	2.5%				
11 - 15 Years								
Your Firm								
Total Group	424 ‡	34.2%	35.4%	26.4%	3.3%	0.5%		0.2%
16 - 20 Years								
Your Firm								
Total Group	541 ‡	6.1%	34.6%	37.5%	13.7%	4.1%	3.1%	0.9%
21 - 25 Years								
Your Firm								
Total Group	644 ‡	4.7%	19.9%	37.9%	20.0%	10.2%	3.1%	4.2%
26 - 30 Years								
Your Firm								
Total Group	605 ‡	3.0%	19.7%	29.9%	21.8%	12.1%	6.6%	6.9%
31 - 35 Years								
Your Firm								
Total Group	521 ‡	3.6%	13.6%	32.6%	18.6%	11.3%	10.2%	10.0%
36 - 40 Years								
Your Firm								
Total Group	429 ‡	3.0%	13.3%	28.9%	22.1%	11.9%	8.2%	12.6%
41 - 45 Years								
Your Firm								
Total Group	207 ‡	1.9%	19.8%	20.3%	23.2%	13.0%	9.2%	12.6%
> 45 Years								
Your Firm								
Total Group	80 ‡	3.8%	28.8%	28.8%	16.3%	5.0%	7.5%	10.0%
All Partners								
Your Firm								
Total Group	3,491 ‡	8.3%	22.7%	31.5%	17.2%	8.7%	5.4%	6.2%

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

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Partner Average Fees Billed
For the 12-month period ending June 30, 2018

	Your Firm		Group			Your Firm		Group			
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median % Change - 2 Year
								1 st Quartile	Median	3 rd Quartile	
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years			**	**	**			**	**	**	**
11 - 15 Years		/ 12 ‡	1,404,689	1,306,784	1,262,103			**	**	**	**
16 - 20 Years		/ 12 ‡	1,677,685	1,370,120	1,106,390			**	**	**	**
21 - 25 Years		/ 12 ‡	1,599,238	1,252,463	1,065,496			**	**	**	**
26 - 30 Years		/ 12 ‡	1,480,329	1,249,268	1,053,660			**	**	**	**
31 - 35 Years		/ 12 ‡	1,429,112	1,348,864	1,225,349			**	**	**	**
36 - 40 Years		/ 12 ‡	1,610,482	1,323,917	1,139,504			**	**	**	**
41 - 45 Years			**	**	**			**	**	**	**
> 45 Years			**	**	**			**	**	**	**
All Equity Partners		/ 12 ‡	1,480,994	1,341,652	1,121,501			**	**	**	**
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
16 - 20 Years			**	**	**			**	**	**	**
21 - 25 Years			**	**	**			**	**	**	**
26 - 30 Years			**	**	**			**	**	**	**
31 - 35 Years			**	**	**			**	**	**	**
36 - 40 Years			**	**	**			**	**	**	**
41 - 45 Years			**	**	**			**	**	**	**
> 45 Years			**	**	**			**	**	**	**
All Non-Equity Partners			**	**	**			**	**	**	**

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

2018 BRASS+ MID-YEAR RELEASE - PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (60 members)

Partner Average Fees Billed
For the 12-month period ending June 30, 2018

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Average Fees</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years		/ 12 ‡	\$1,307,511	\$1,118,186	\$1,042,704			**	**	**	**
11 - 15 Years		/ 12 ‡	1,404,689	1,177,772	983,990			**	**	**	**
16 - 20 Years		/ 12 ‡	1,632,513	1,289,782	1,004,745			**	**	**	**
21 - 25 Years		/ 12 ‡	1,595,613	1,191,687	964,405			**	**	**	**
26 - 30 Years		/ 12 ‡	1,465,235	1,166,016	1,017,713			**	**	**	**
31 - 35 Years		/ 12 ‡	1,429,112	1,269,005	1,063,746			**	**	**	**
36 - 40 Years		/ 12 ‡	1,597,048	1,185,104	1,057,467			**	**	**	**
41 - 45 Years			**	**	**			**	**	**	**
> 45 Years			**	**	**			**	**	**	**
All Partner Composite		/ 12 ‡	1,475,530	1,253,560	1,018,153			**	**	**	**

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