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2019 Partner Management Report

Compiled from the 2019 Billing Rate & Associate Salary Survey *plus*

Initial Release

Issued: June 2019



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

Partner Management Report

AmLaw 100 - Domestic Offices (62 members)

Issued: June 2019

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 2019 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

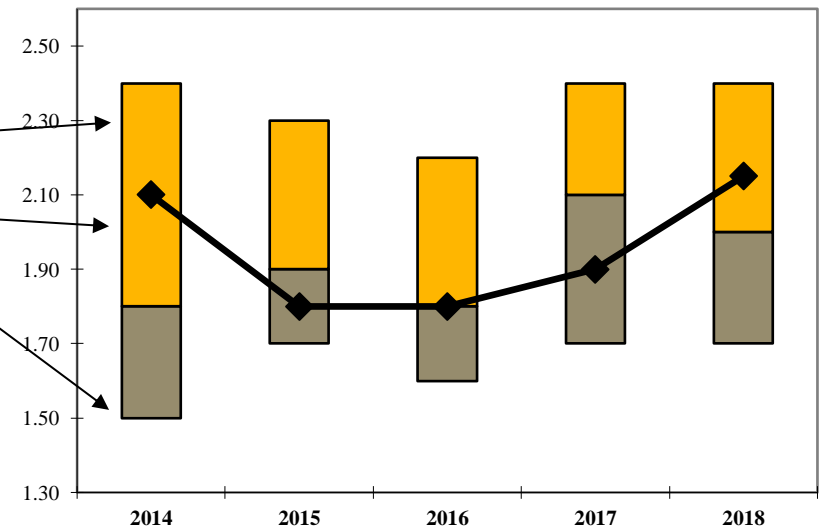
Third Quartile Value

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

Ratio of Highest to Lowest Compensation



2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

Comparison Group Information

AmLaw 100 - Domestic Offices

Number of Members in the Group

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

Number of Members in the Group that submitted Partner Compensation Data

Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

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

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

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

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information
62
22
No
No Maximum
No Minimum
834
62
0
0

Partner Compensation Adjustment Practices

Partner Compensation

(most recent fiscal year-end)

January 2, 2018 - March 31, 2018

April 1, 2018 - June 30, 2018

July 1, 2018 - September 30, 2018

October 1, 2018 - January 1, 2019

January 2, 2019 - March 1, 2019

Your Firm	Number of Firms Reporting
	0
	1
	0
	35
	0

¹ Firm, Office or Practice Area size as of 1/1/2019. 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.

** omitted due to insufficient data

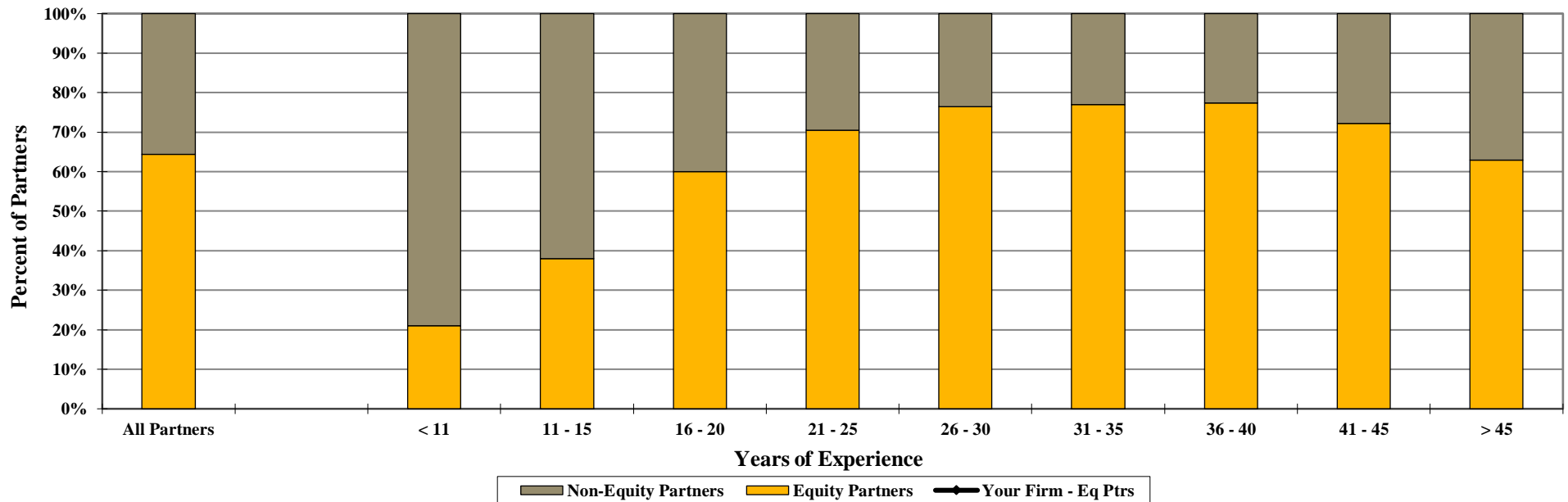
SUMMARY CHARTS

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partners by Years of Experience¹ - All Partners

For the 12-month period ending December 31, 2018



	<i>Your Firm</i>		<i>Total Group</i>	
<i>By Years of Experience</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			21.1%	78.9%
11 - 15 Years			38.1%	61.9%
16 - 20 Years			60.1%	39.9%
21 - 25 Years			70.4%	29.6%
25 - 30 Years			76.4%	23.6%
31 - 35 Years			77.0%	23.0%
36 - 40 Years			77.4%	22.6%
41 - 45 Years			72.2%	27.8%
> 45 Years			63.0%	37.0%
All Partners			64.4%	35.6%

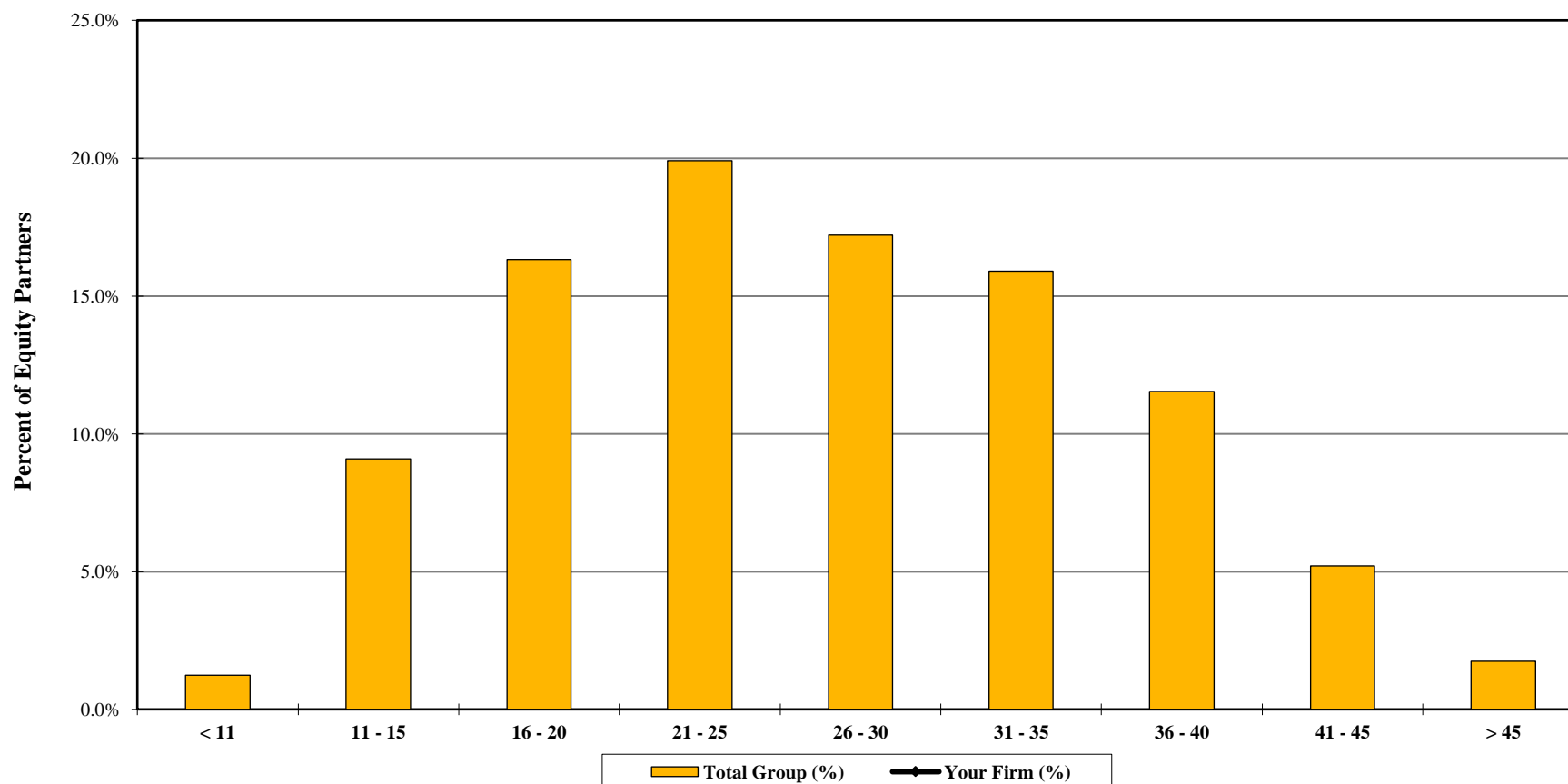
¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Equity Partners by Years of Experience ¹

For the 12-month period ending December 31, 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 (%)	1.2%	9.1%	16.3%	19.9%	17.2%	15.9%	11.5%	5.2%	1.7%
Total Group (FTE)	152	1,115	2,003	2,443	2,111	1,951	1,415	639	213

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

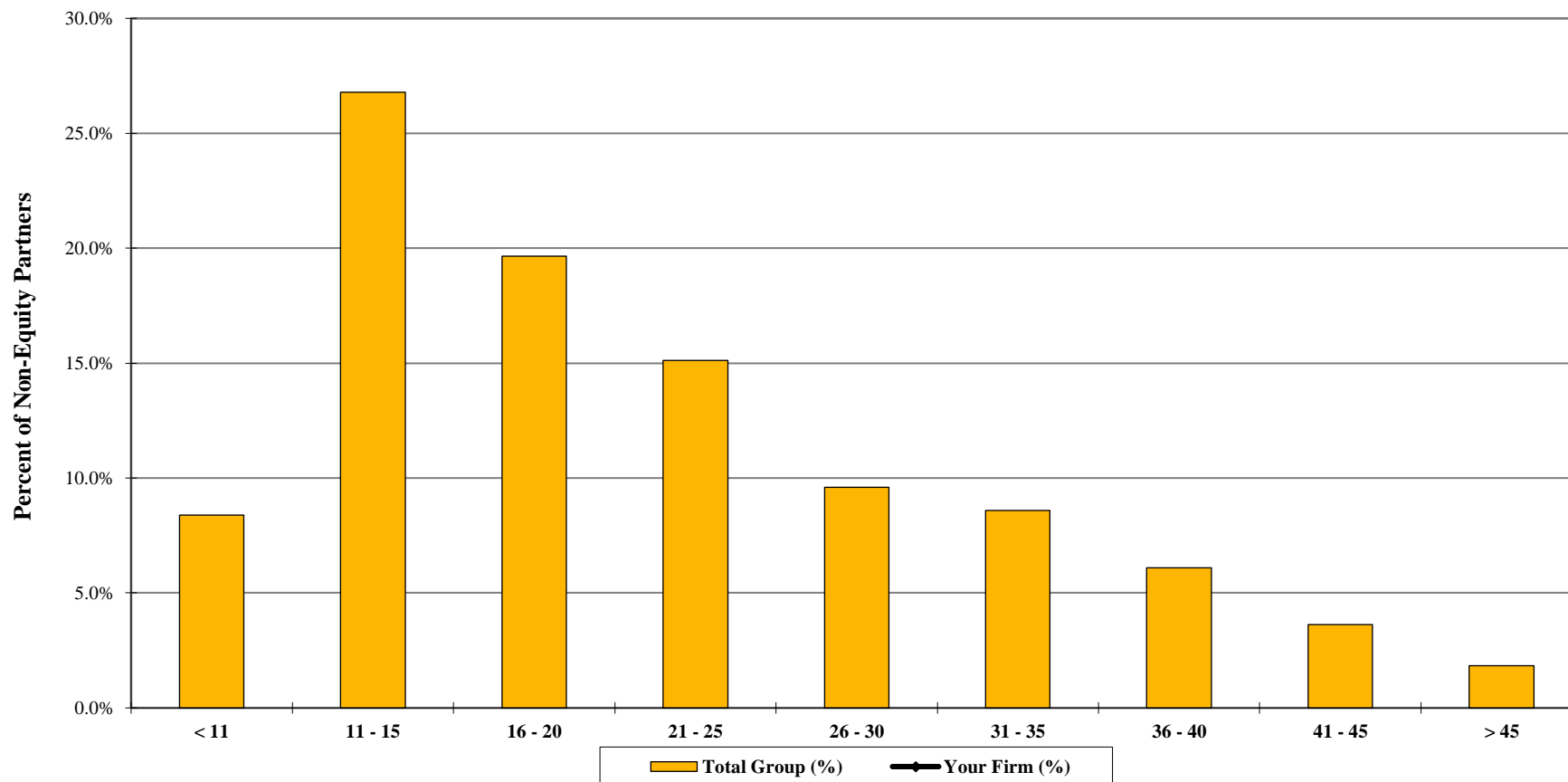
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 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 (%)	8.4%	26.8%	19.6%	15.1%	9.6%	8.6%	6.1%	3.6%	1.8%
Total Group (FTE)	569	1,815	1,331	1,025	650	582	412	246	125

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

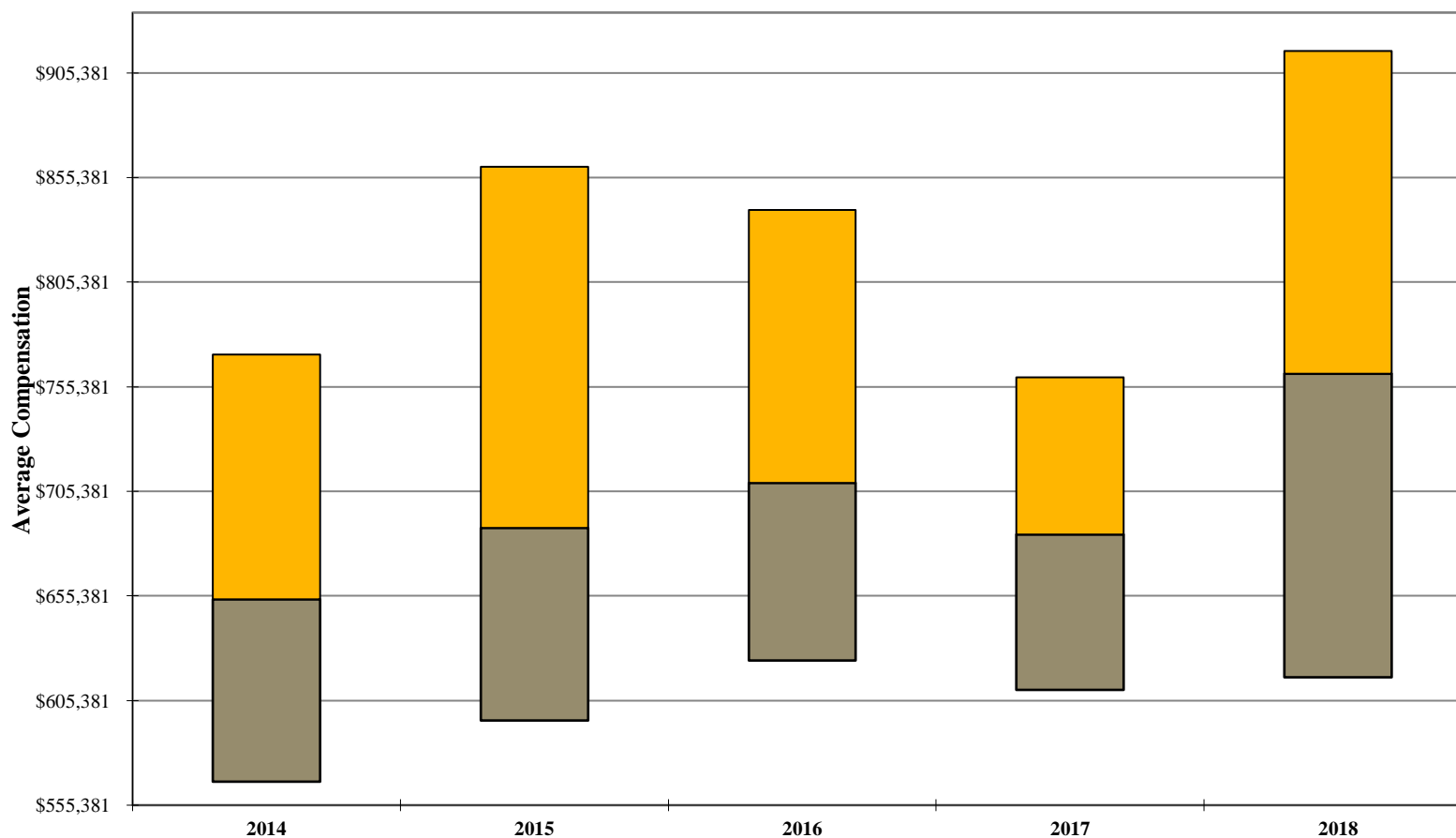
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - All Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018
	\$770,794	\$860,556	\$839,869	\$759,869	\$915,955
	653,687	687,844	709,360	684,638	761,759
	566,715	595,961	624,663	610,520	616,380

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.

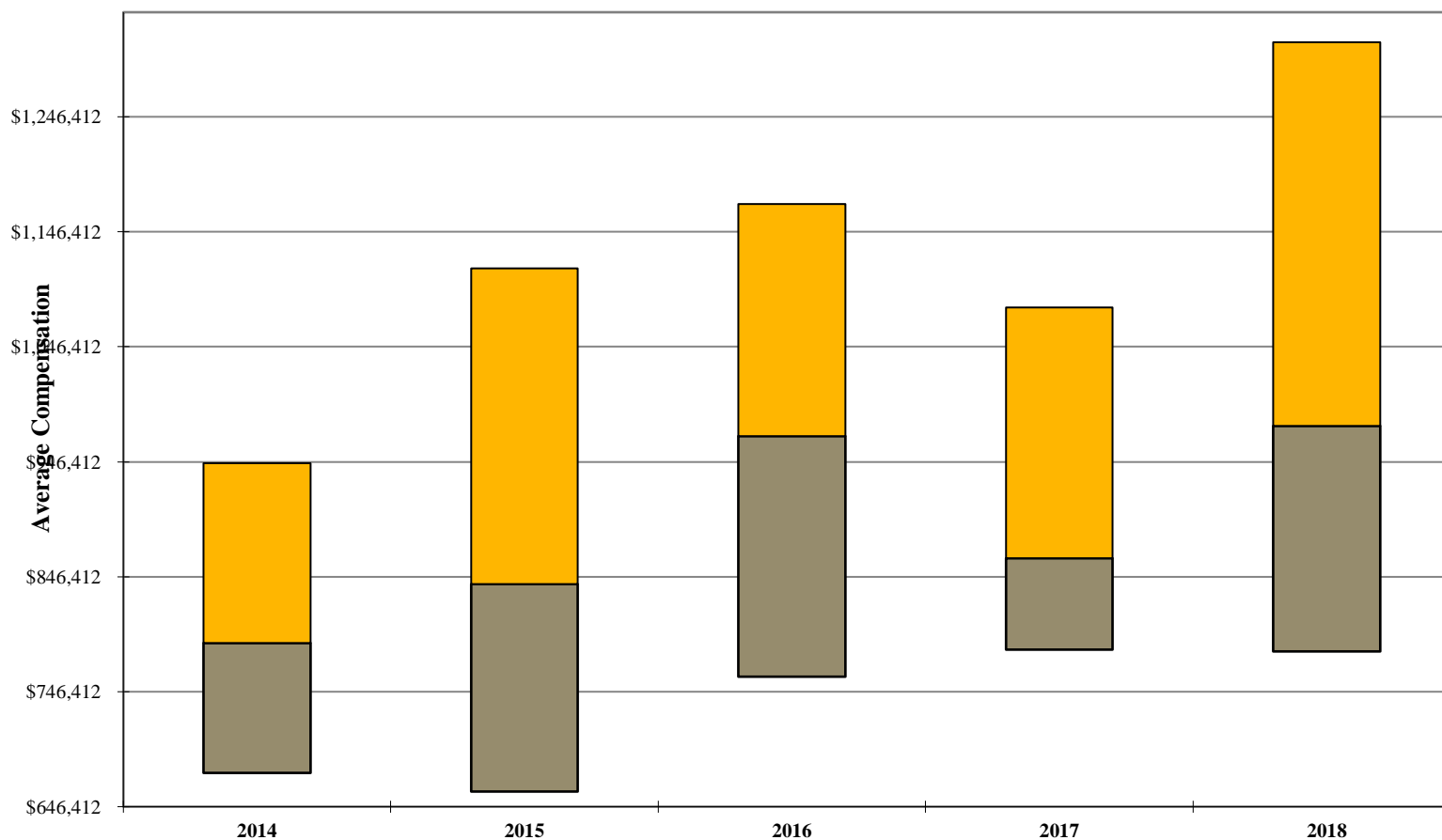
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - Equity Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2014	2015	2016	2017	2018
\$945,096	\$1,114,753	\$1,170,450	\$1,080,632	\$1,311,138
788,536	839,803	968,561	862,345	977,603
676,024	659,604	759,540	782,758	781,522

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.

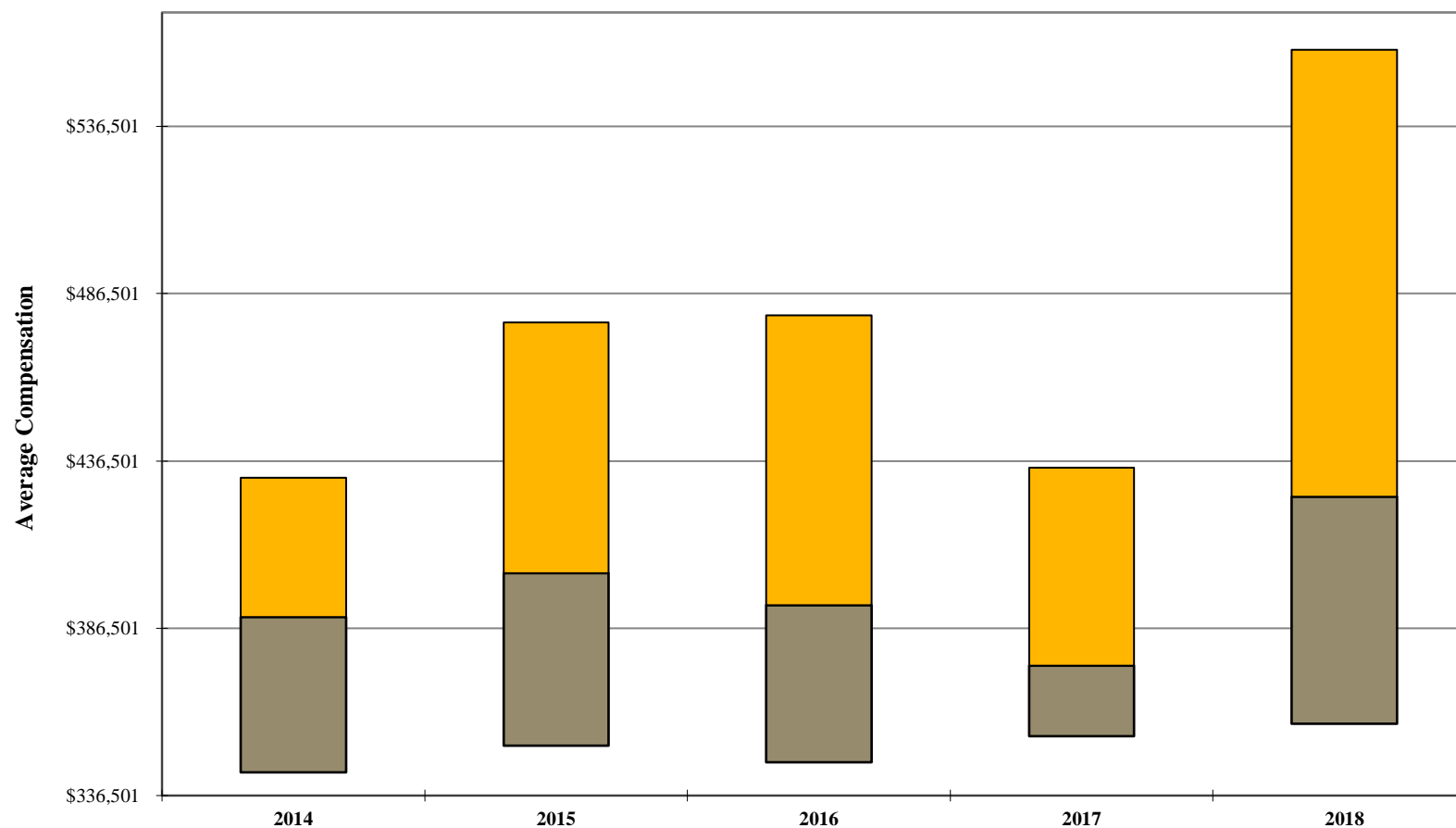
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - Non-Equity Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018
1st Qtle	\$431,407	\$477,969	\$480,034	\$434,579	\$559,372
Median	389,929	402,890	393,453	375,307	425,897
3rd Qtle	343,369	351,423	346,409	354,311	358,019

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.

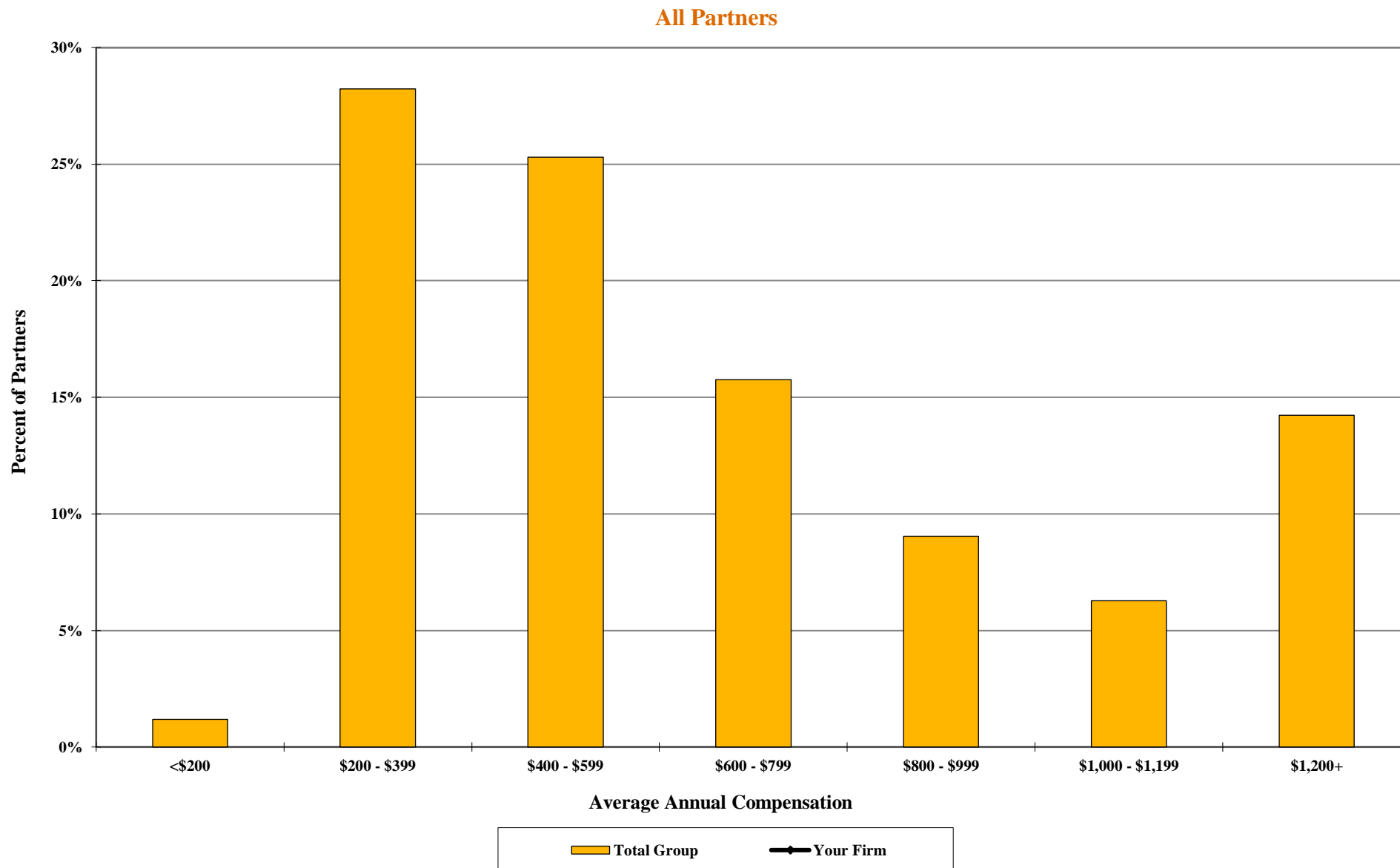
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partners by Compensation Intervals - All Partners

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



Additional detail can be found on Page 39.

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

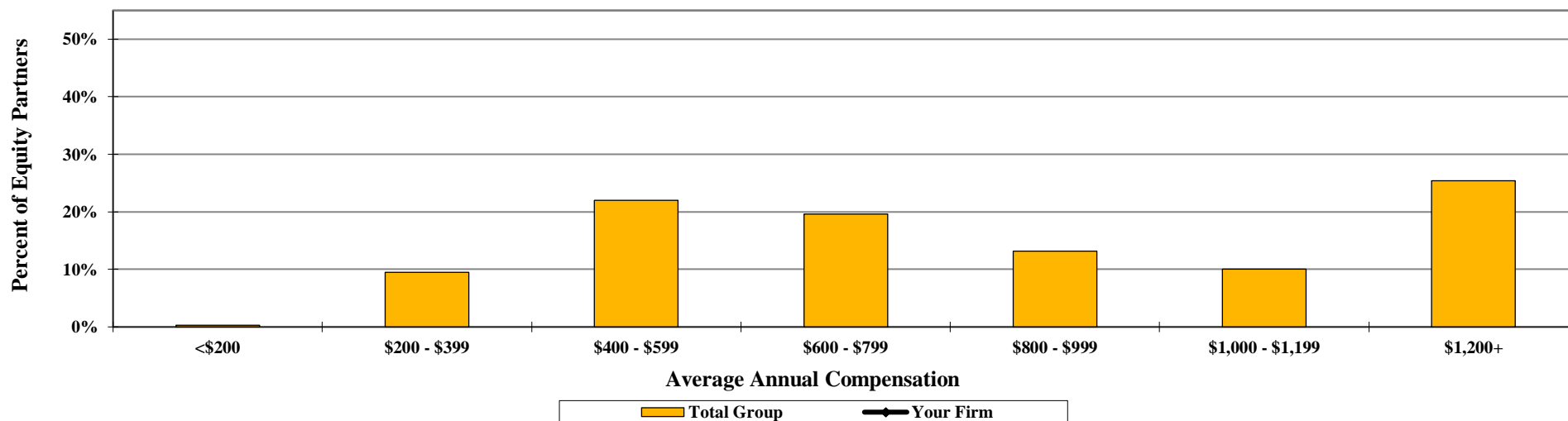
2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

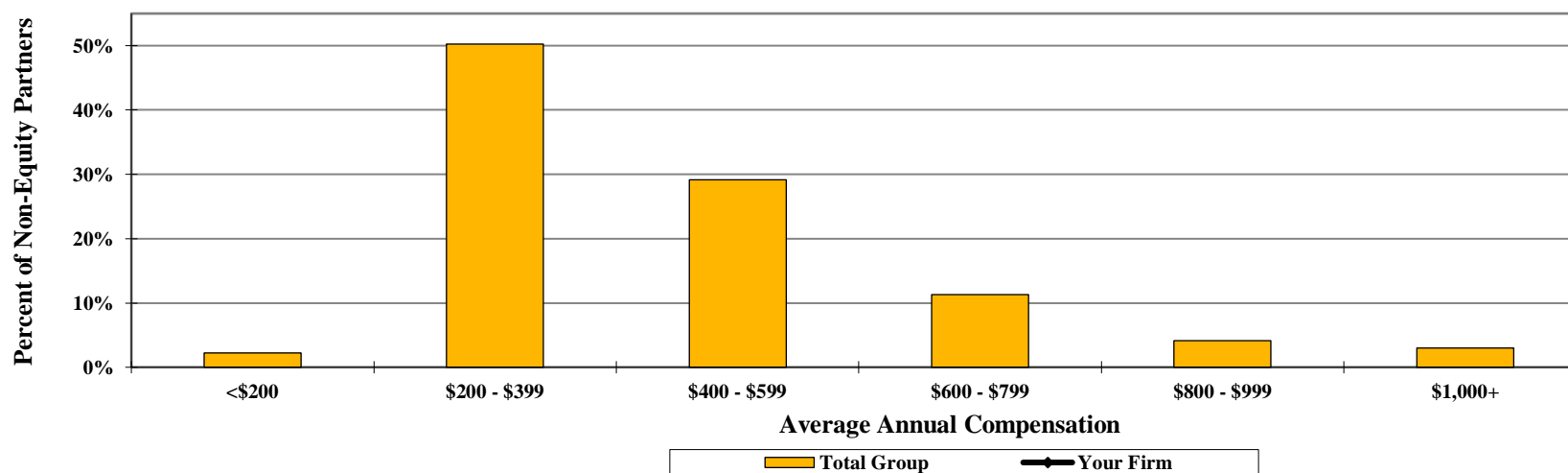
Distribution of Partners by Compensation Intervals

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.

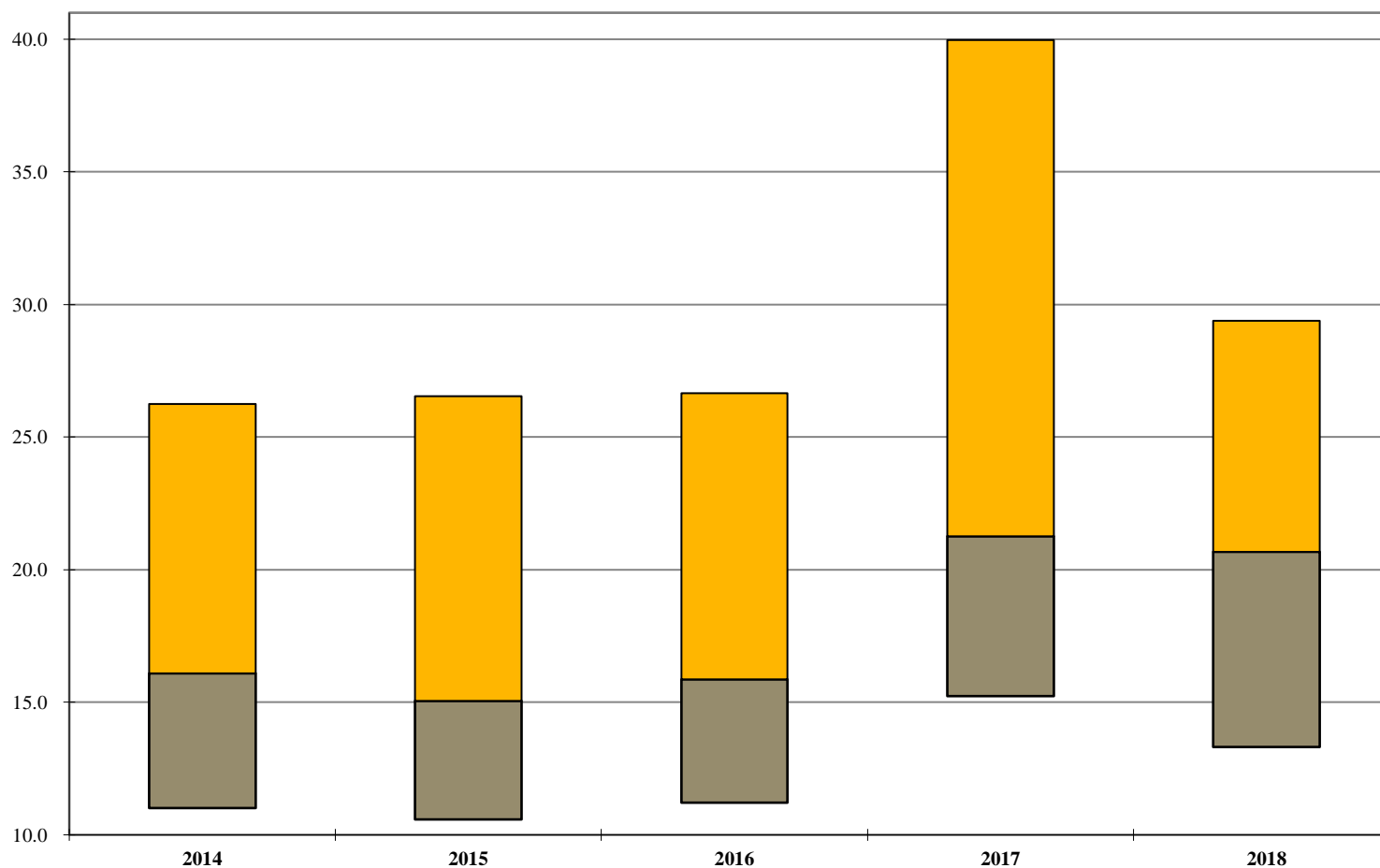
^ Membership on this page includes only those participants that submitted partner compensation.

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation - All Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2014	2015	2016	2017	2018
26.2	26.5	26.7	40.0	29.4
16.1	15.1	15.9	21.3	20.7
11.0	10.6	11.2	15.2	13.3

Additional detail can be found on Page 41.

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

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

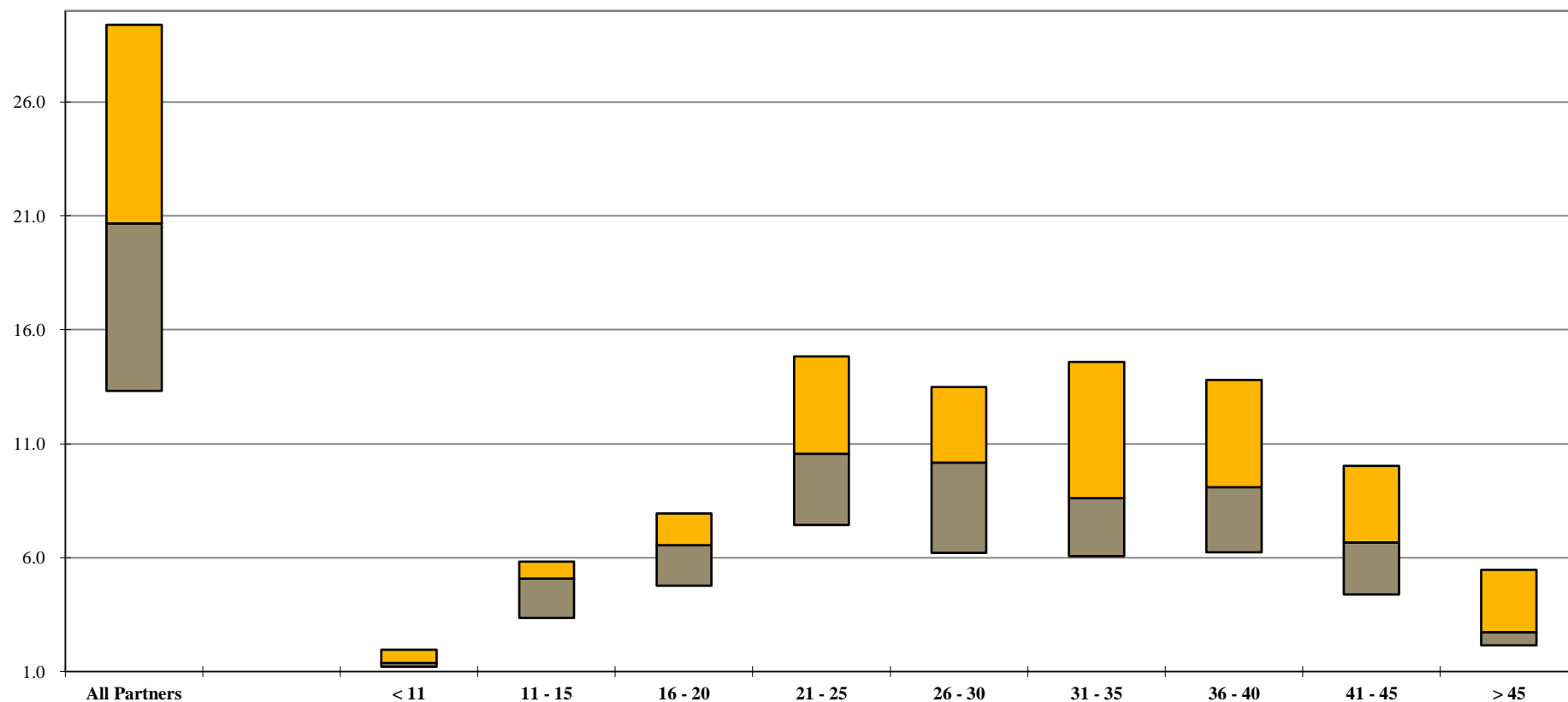
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation by Experience - All Partners

As of the most recent fiscal year-end



Your Firm	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
	29.4	2.0	5.8	7.9	14.8	13.5	14.6	13.8	10.0	5.5
	20.7	1.4	5.1	6.6	10.6	10.2	8.6	9.1	6.7	2.7
	13.3	1.2	3.4	4.8	7.4	6.2	6.1	6.2	4.4	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.

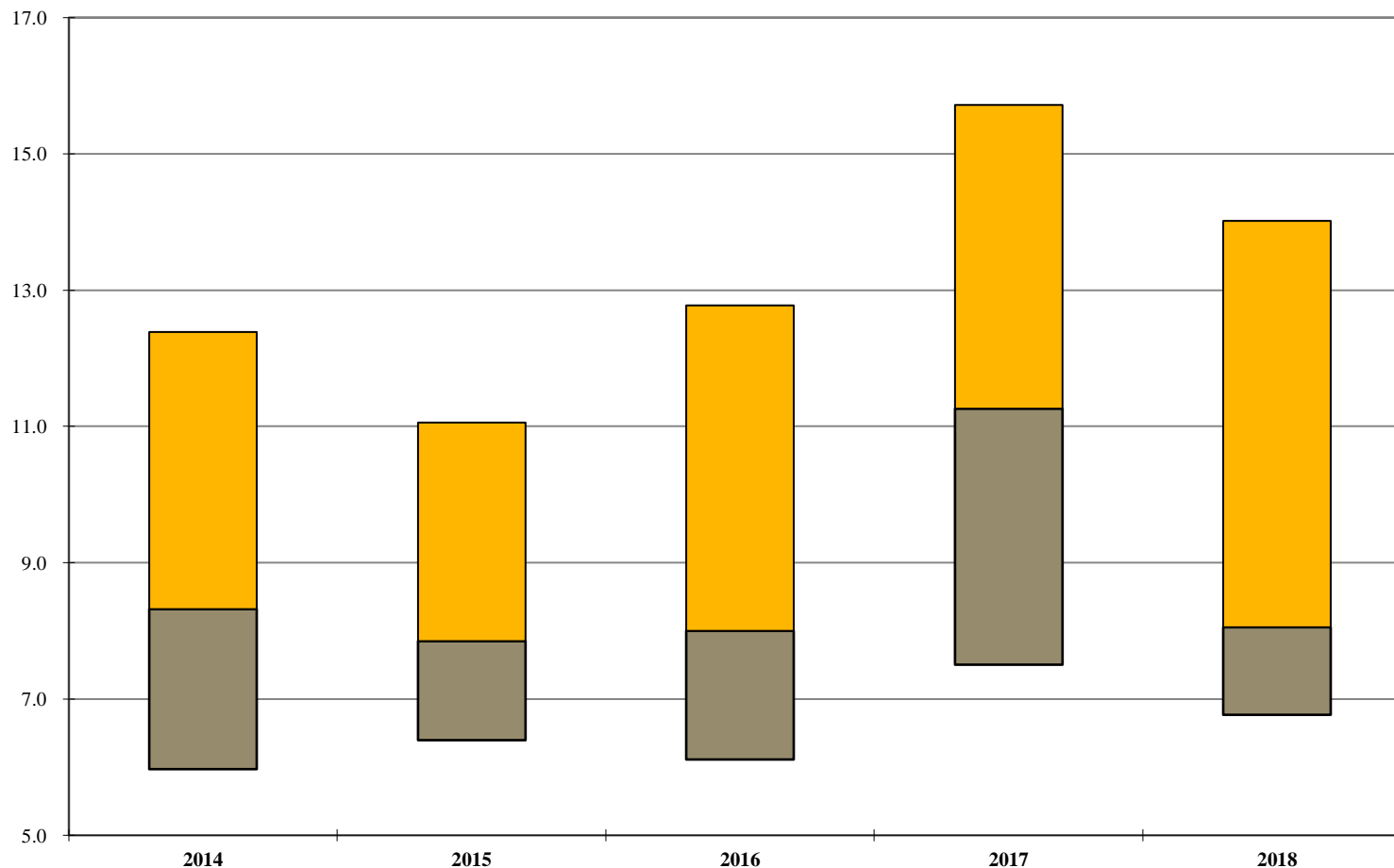
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation - Equity Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtle

Median

3rd Qtle

2014	2015	2016	2017	2018
12.4	11.1	12.8	15.7	14.0
8.3	7.9	8.0	11.3	8.1
6.0	6.4	6.1	7.5	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.

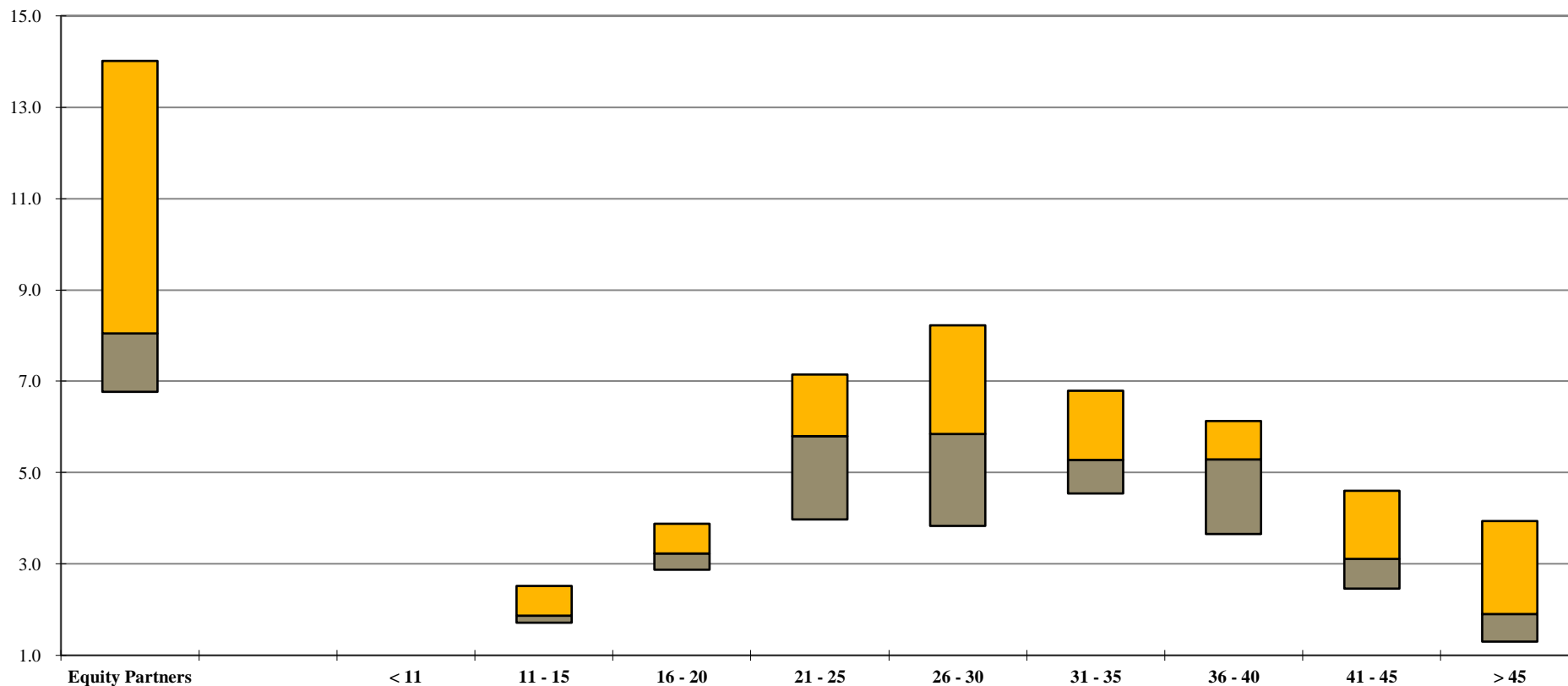
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

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

As of the most recent fiscal year-end



	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	14.0	**	2.5	3.9	7.2	8.2	6.8	6.1	4.6	3.9
Median	8.1	**	1.9	3.2	5.8	5.9	5.3	5.3	3.1	1.9
3rd Qtle	6.8	**	1.7	2.9	4.0	3.8	4.5	3.7	2.5	1.3

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.

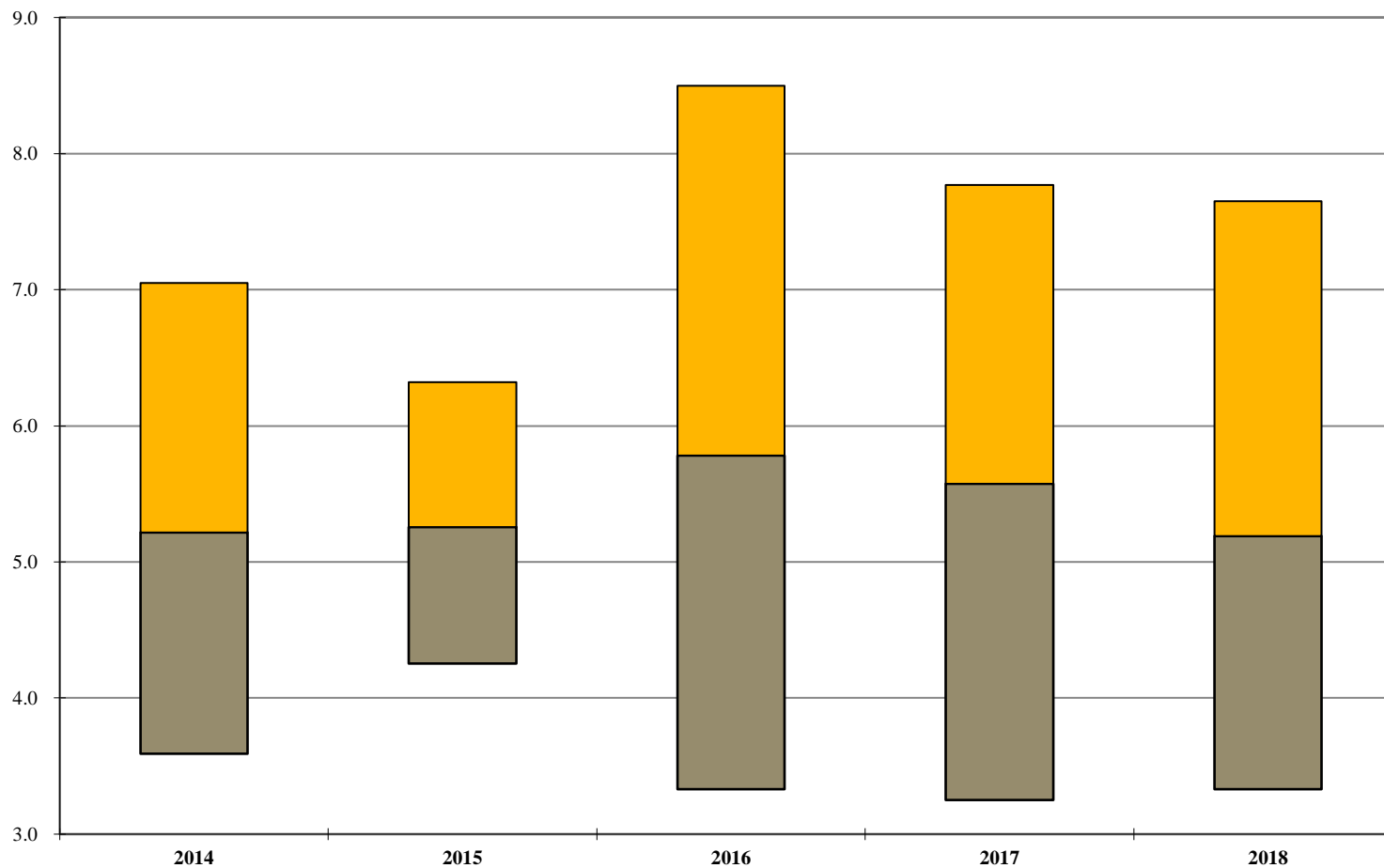
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation - Non-Equity Partners

At the fiscal year-end of the stated year



Your Firm

1st Qtile

Median

3rd Qtile

2014	2015	2016	2017	2018
7.0	6.3	8.5	7.8	7.7
5.2	5.3	5.8	5.6	5.2
3.6	4.3	3.3	3.3	3.3

Additional detail can be found on Page 40.

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

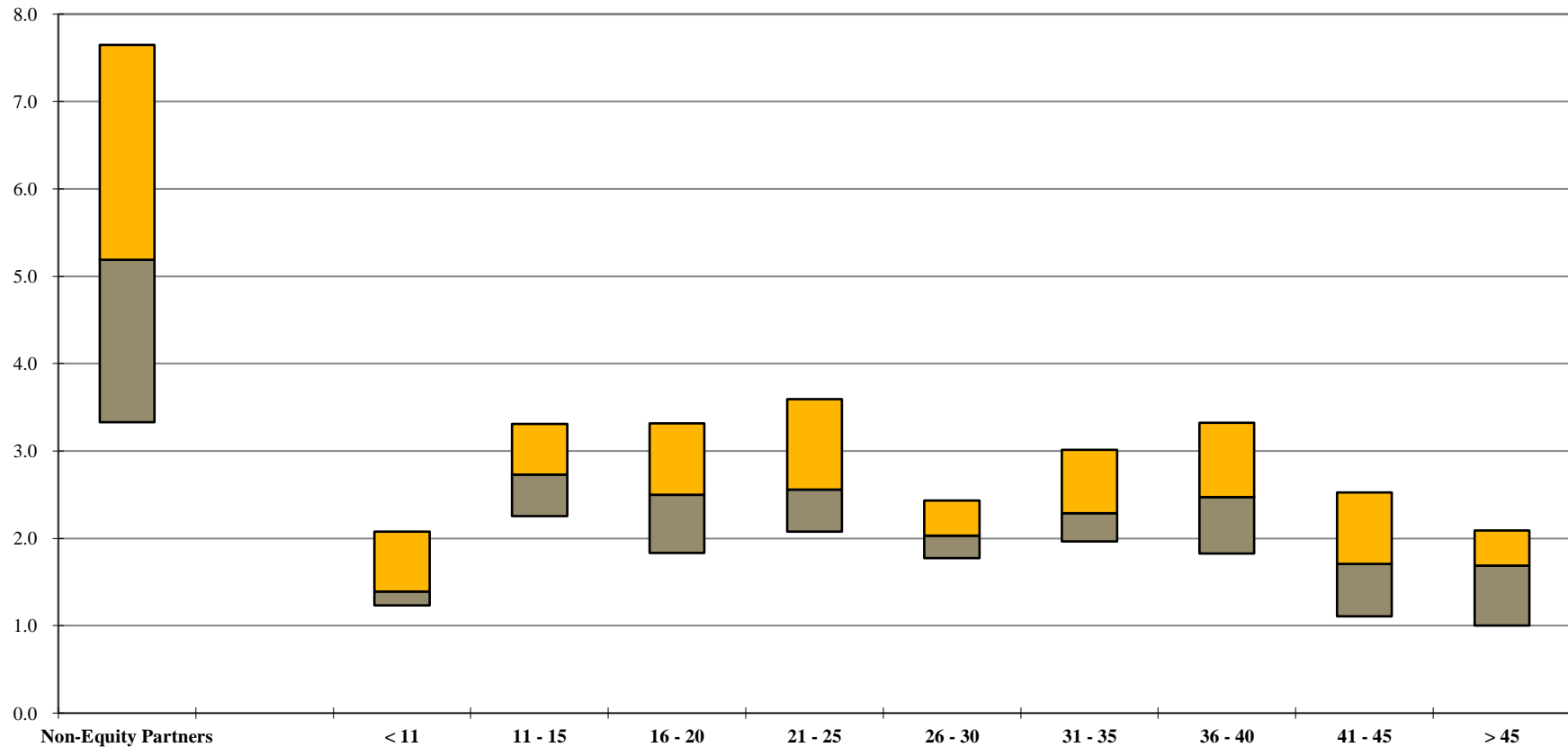
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

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



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	7.7	2.1	3.3	3.3	3.6	2.4	3.0	3.3	2.5	2.1
Median	5.2	1.4	2.7	2.5	2.6	2.0	2.3	2.5	1.7	1.7
3rd Qtle	3.3	1.2	2.3	1.8	2.1	1.8	2.0	1.8	1.1	1.0

Additional detail can be found on Page 40.

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

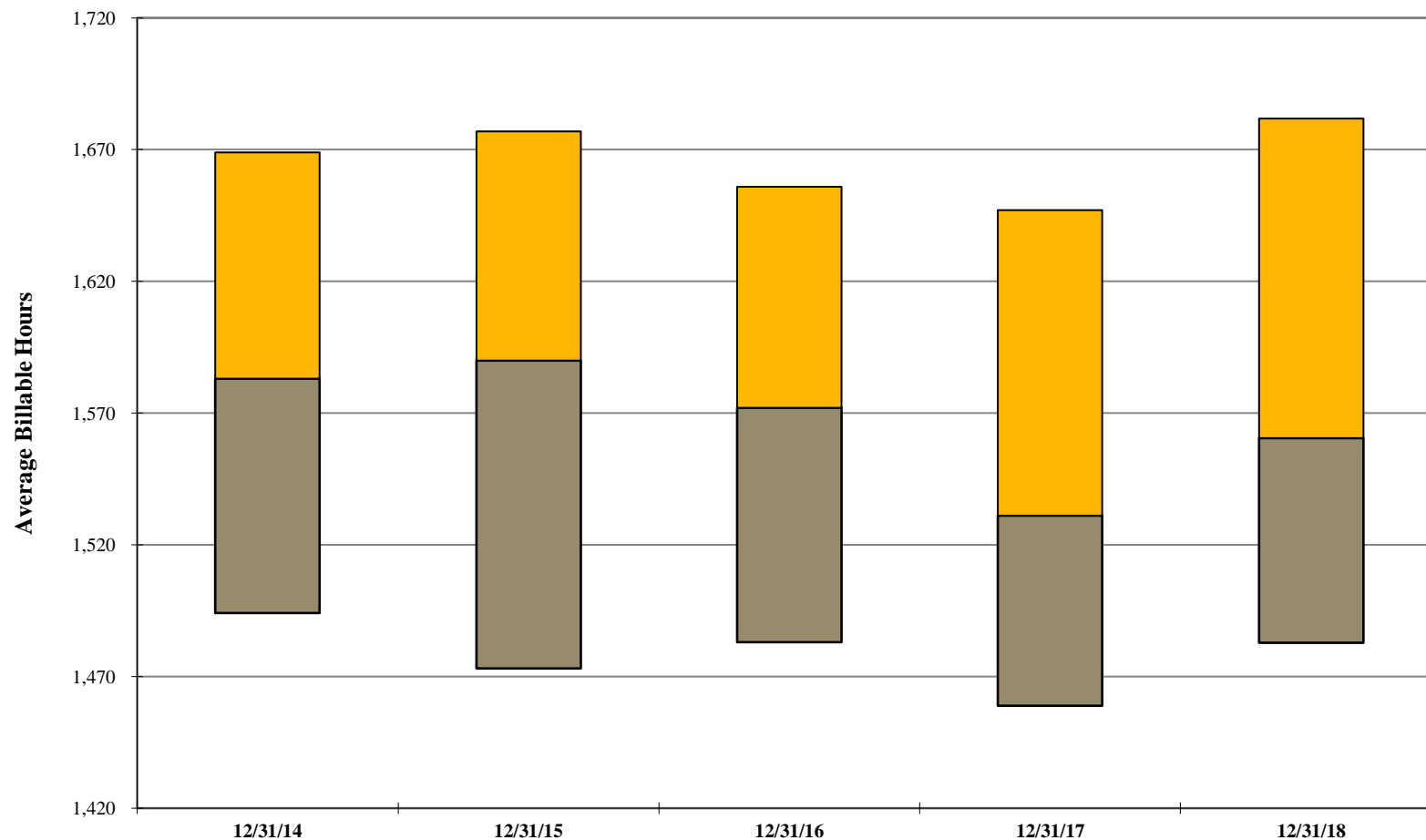
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

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



	12/31/14	12/31/15	12/31/16	12/31/17	12/31/18	Change: '14-'18
Your Firm						
1st Qtle	1,669	1,677	1,656	1,647	1,682	13
Median	1,583	1,590	1,572	1,531	1,561	(23)
3rd Qtle	1,494	1,473	1,483	1,459	1,483	(11)

Additional detail can be found on Page 43.

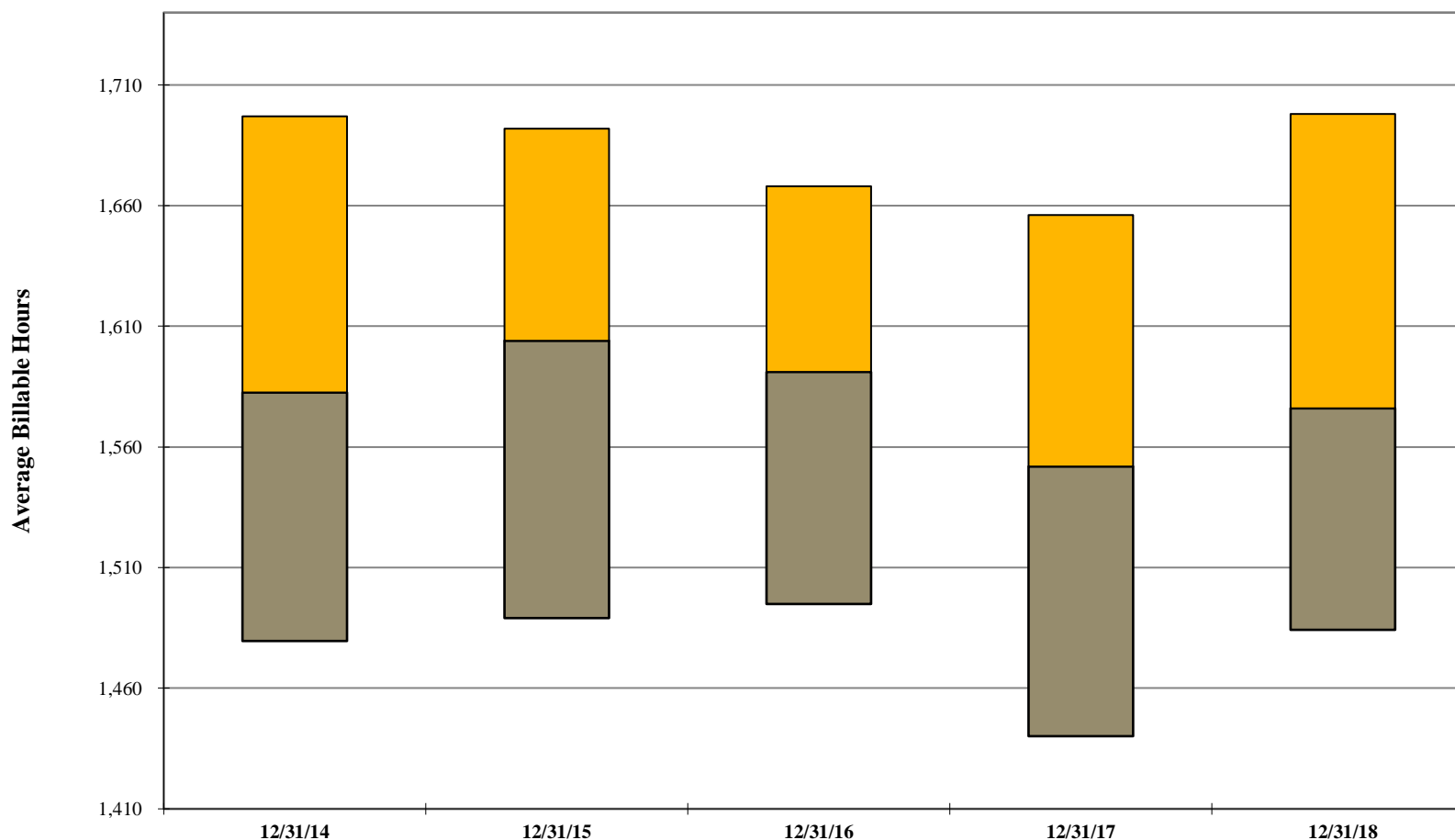
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

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



	12/31/14	12/31/15	12/31/16	12/31/17	12/31/18	Change: '14-'18
Your Firm						
1st Qtle	1,697	1,692	1,668	1,656	1,698	1
Median	1,583	1,604	1,591	1,552	1,576	(7)
3rd Qtle	1,480	1,489	1,495	1,440	1,484	5

Additional detail can be found on Page 42.

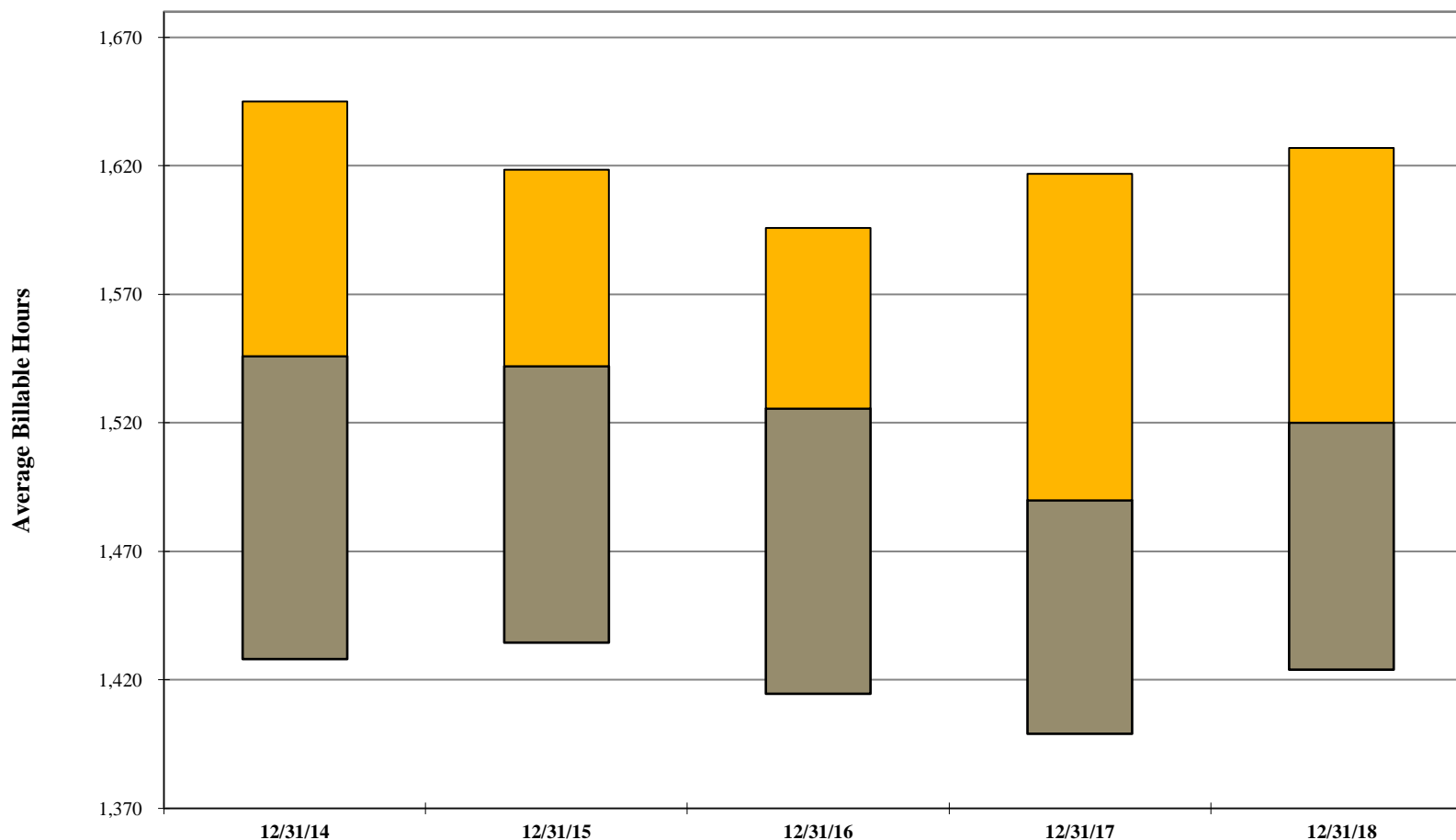
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

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



	12/31/14	12/31/15	12/31/16	12/31/17	12/31/18	Change: '14-'18
Your Firm						
1st Qtle	1,645	1,619	1,596	1,617	1,627	(18)
Median	1,546	1,542	1,526	1,490	1,520	(26)
3rd Qtle	1,428	1,435	1,415	1,399	1,424	(4)

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.

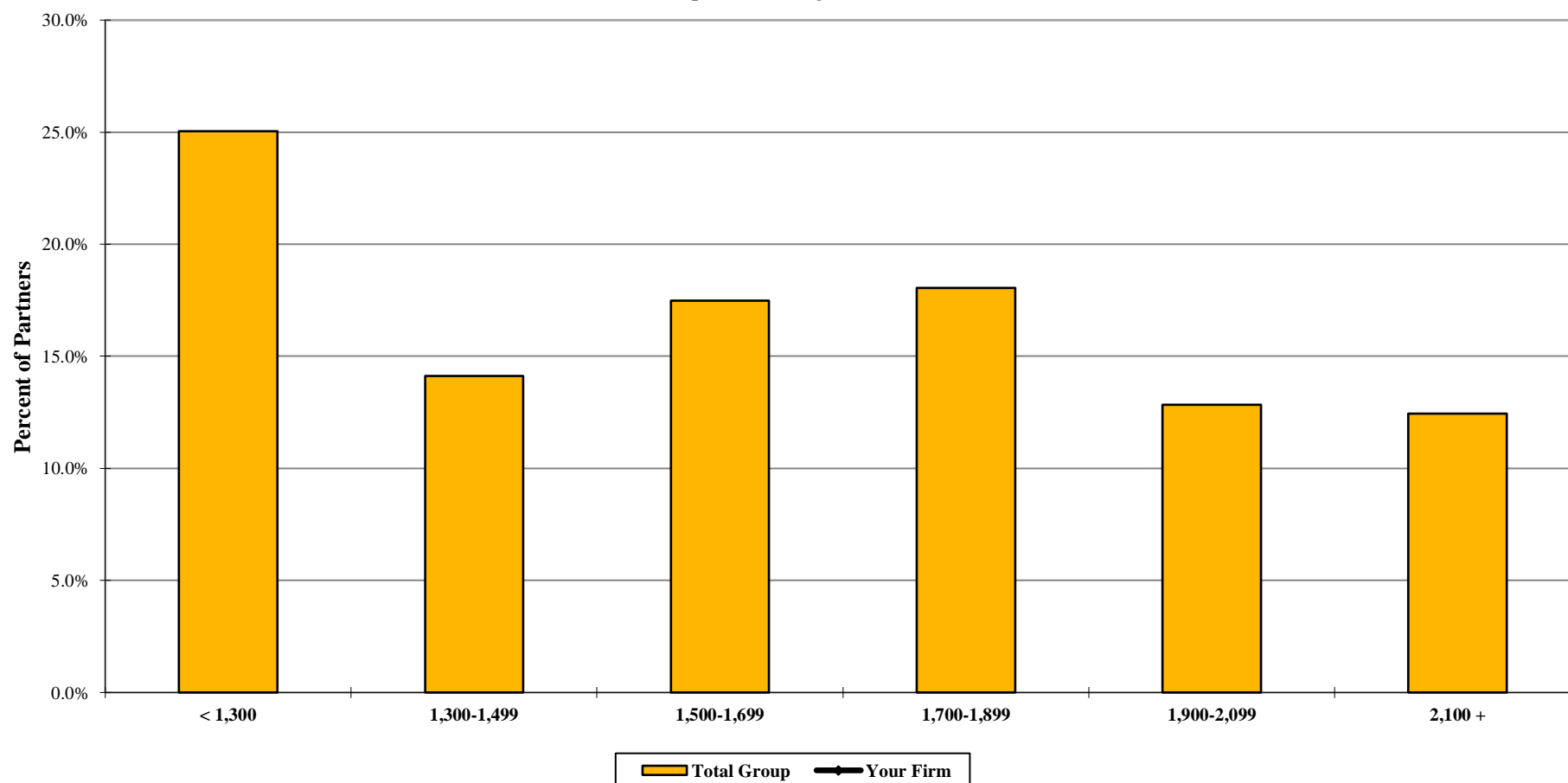
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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of All Partners by Utilization Levels¹ - All Partners

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
25.1%	14.1%	17.5%	18.1%	12.8%	12.4%

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

Additional detail can be found on Page 46.

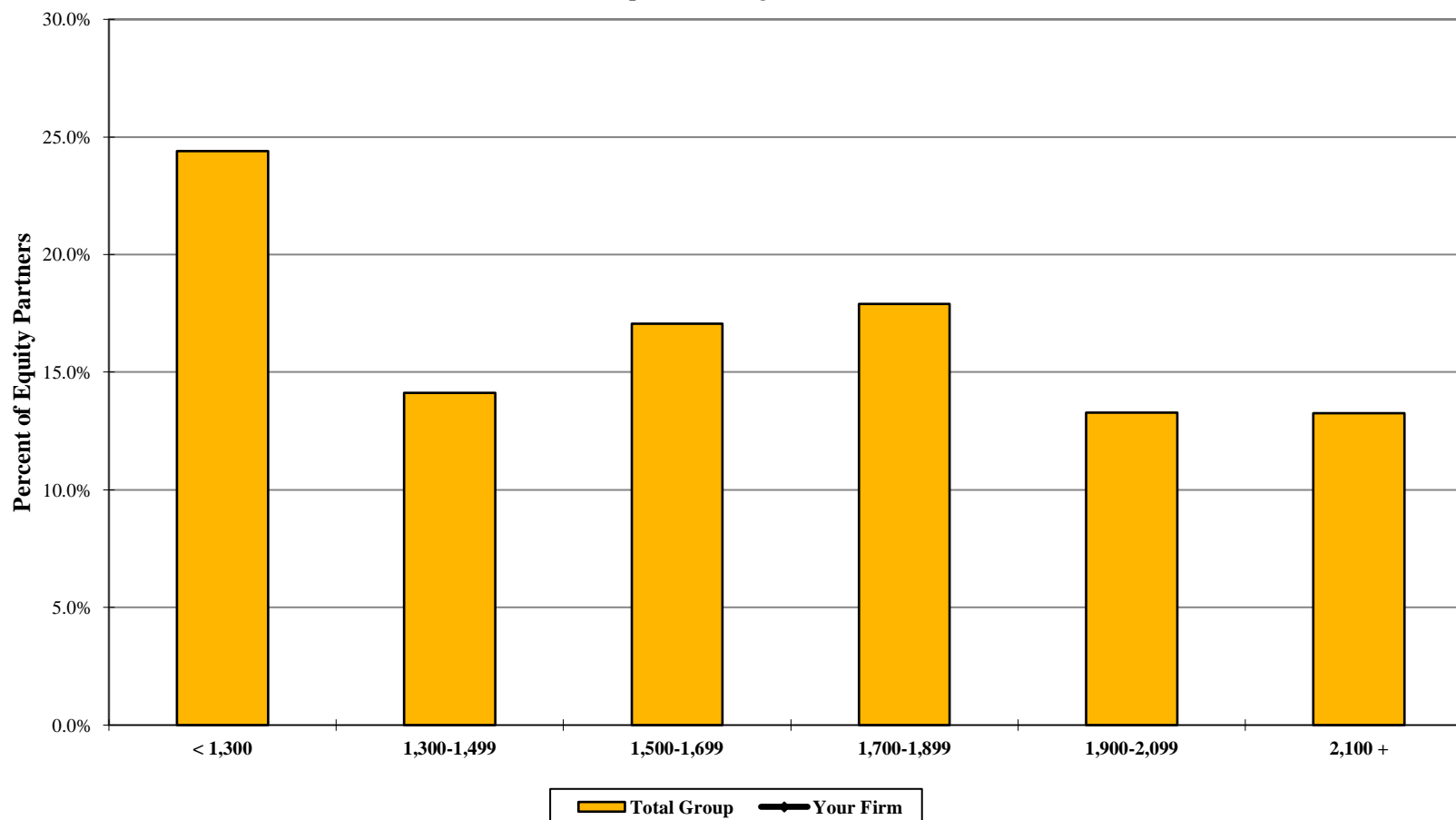
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of All Partners by Utilization Levels¹ - Equity Partners

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
24.4%	14.1%	17.1%	17.9%	13.3%	13.2%

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

Additional detail can be found on Page 44.

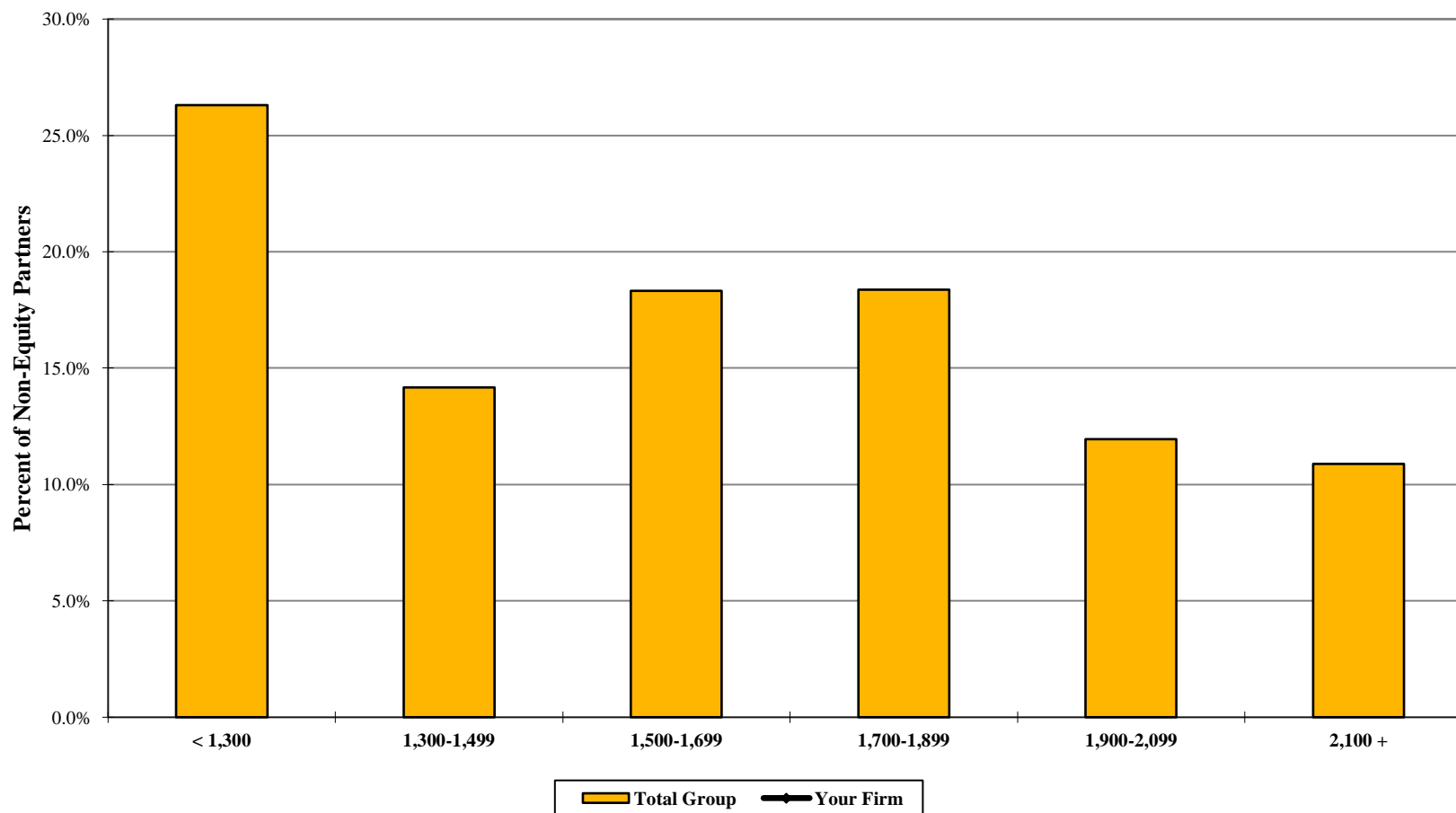
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

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

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
26.3%	14.2%	18.3%	18.4%	12.0%	10.9%

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

Additional detail can be found on Page 45.

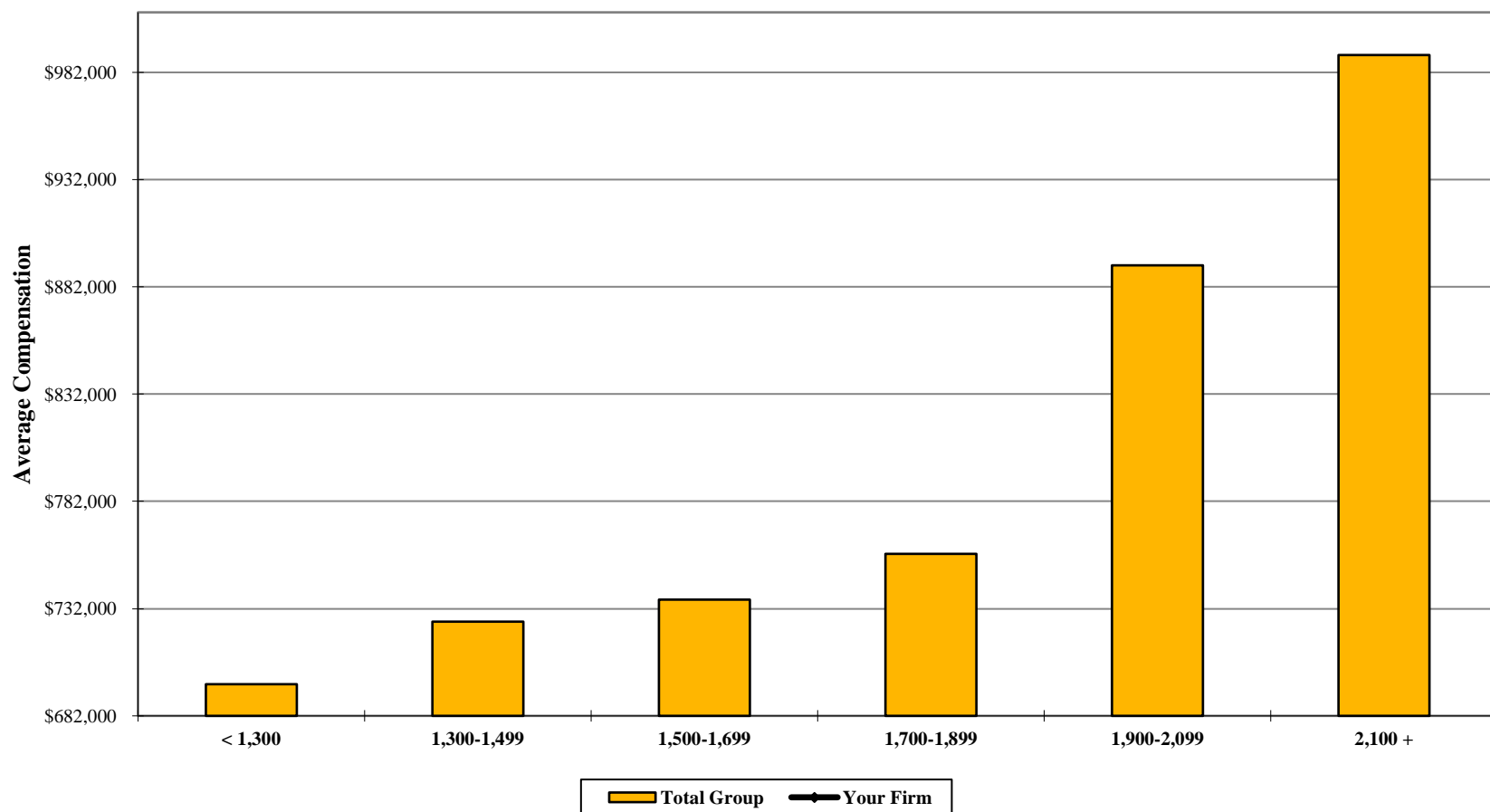
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	\$696,774	\$725,890	\$736,073	\$757,401	\$891,939	\$990,186

Additional detail can be found on Page 49.

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

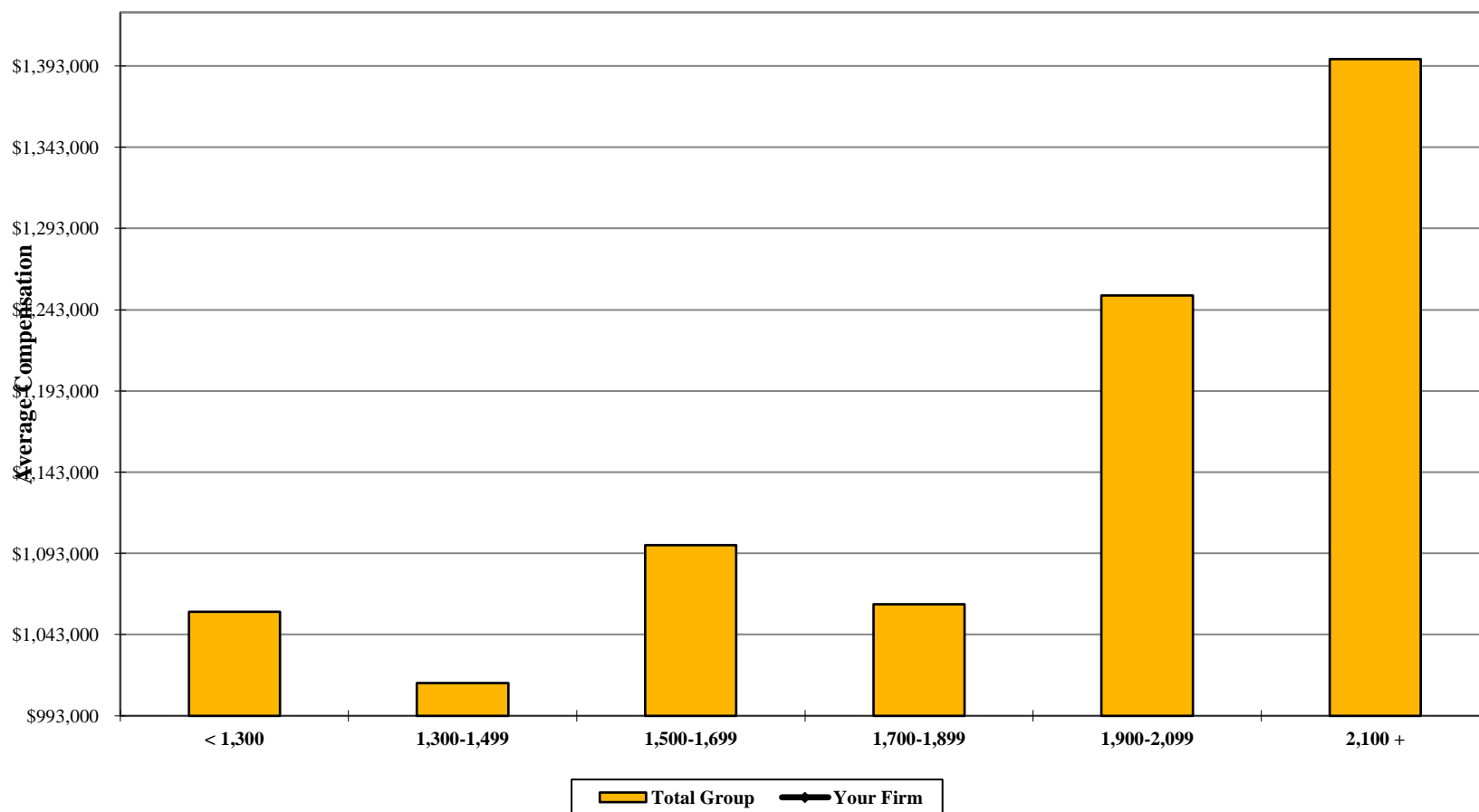
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels - Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$1,056,889	\$1,013,351	\$1,098,121	\$1,061,839	\$1,251,632	\$1,397,135

Additional detail can be found on Page 47.

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

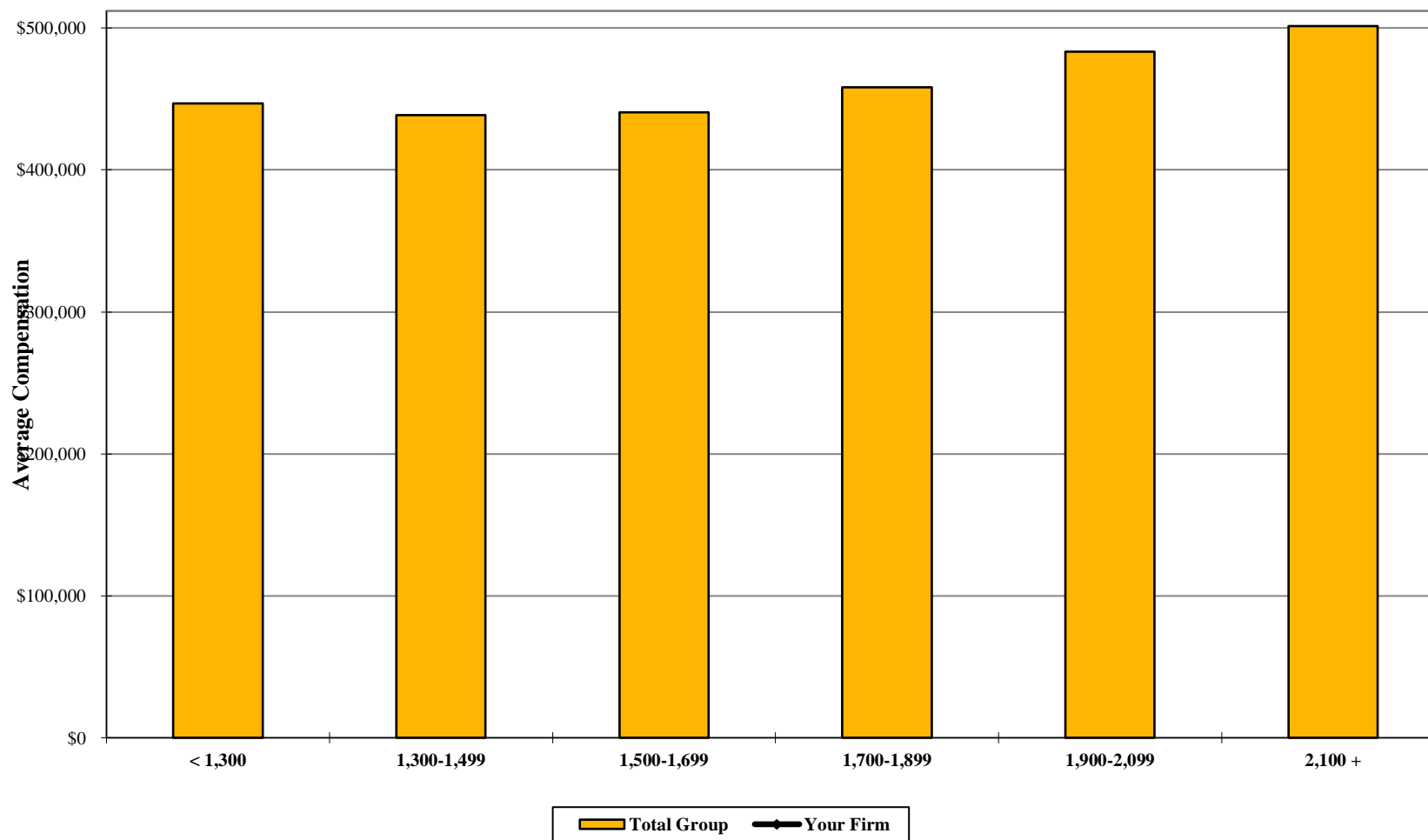
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	\$446,965	\$438,636	\$440,460	\$458,132	\$483,249	\$501,152

Additional detail can be found on Page 48.

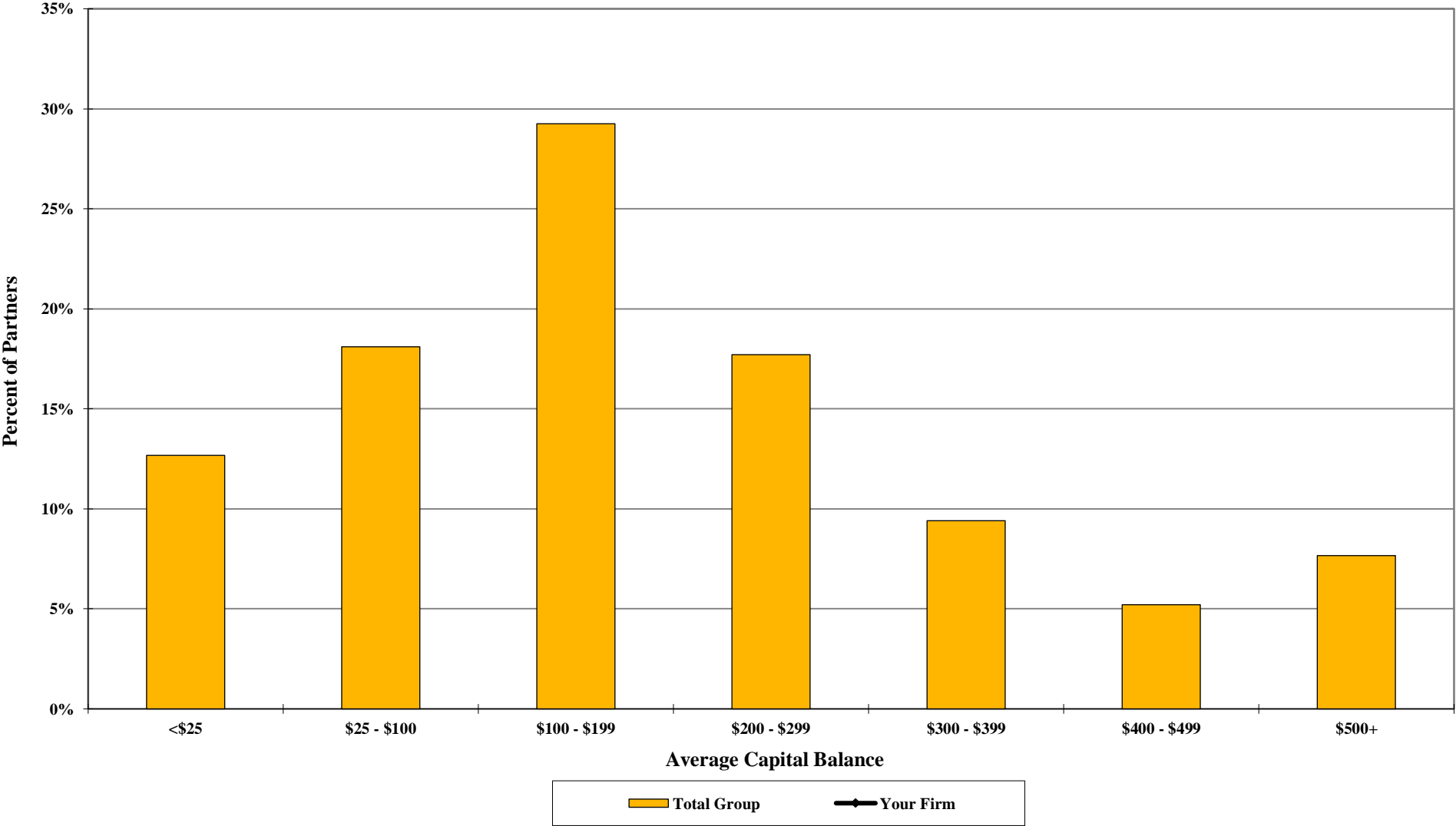
^ Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

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



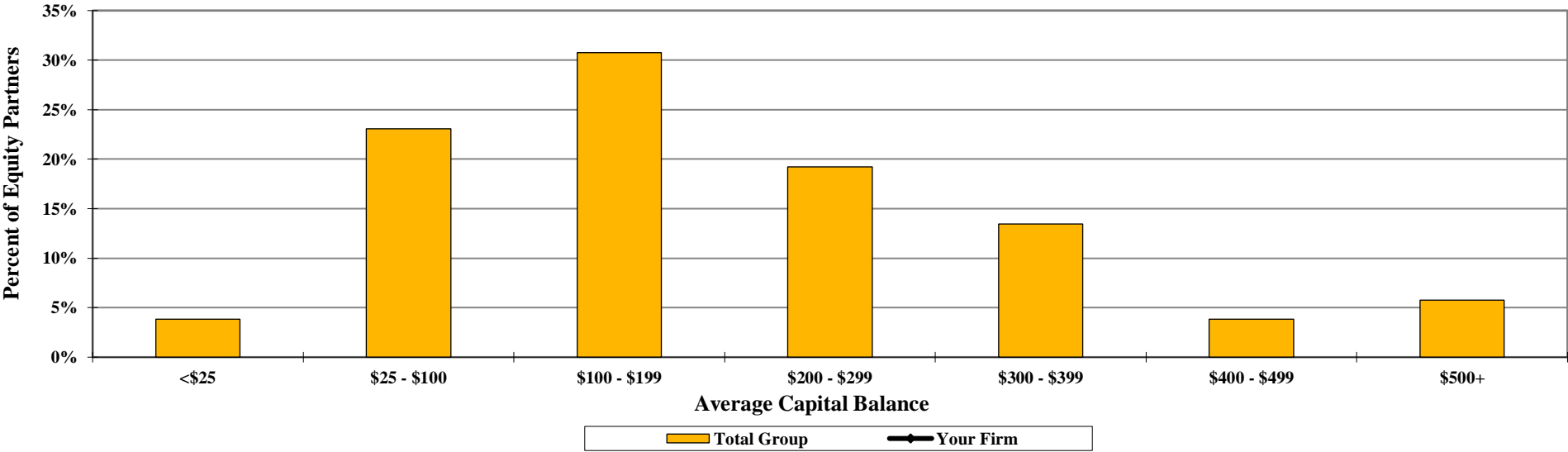
Additional detail can be found on Page 54.
^ Membership on this page includes only those participants that submitted partner compensation.

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

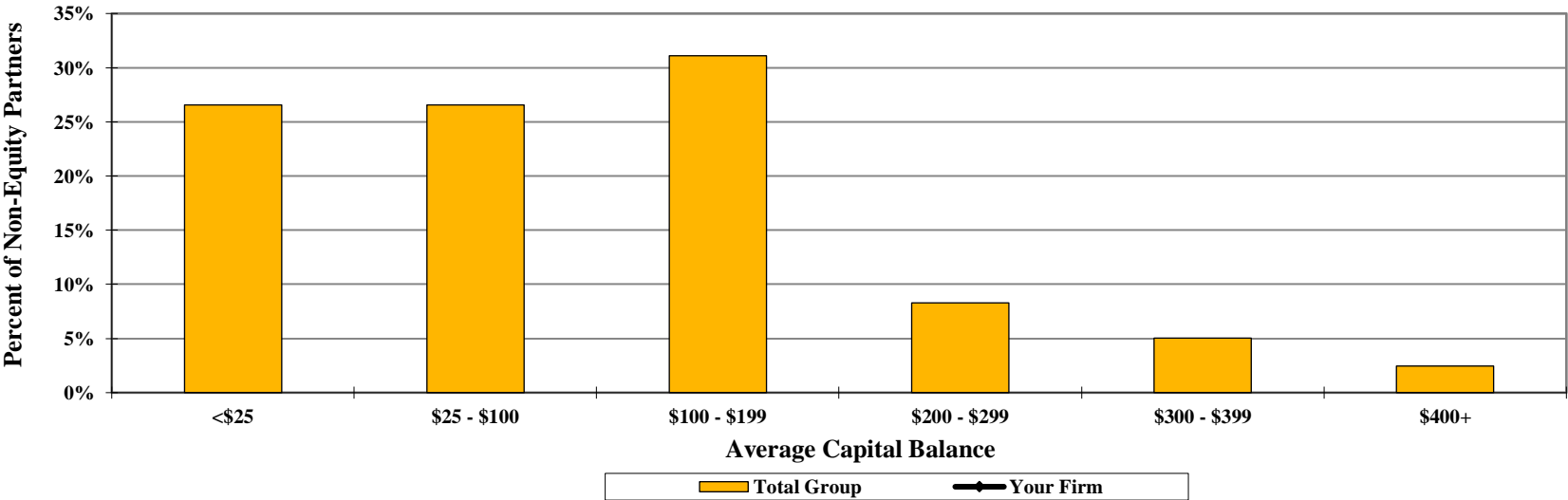
AmLaw 100 - Domestic Offices (22 members^)

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

Equity Partners



Non-Equity Partners



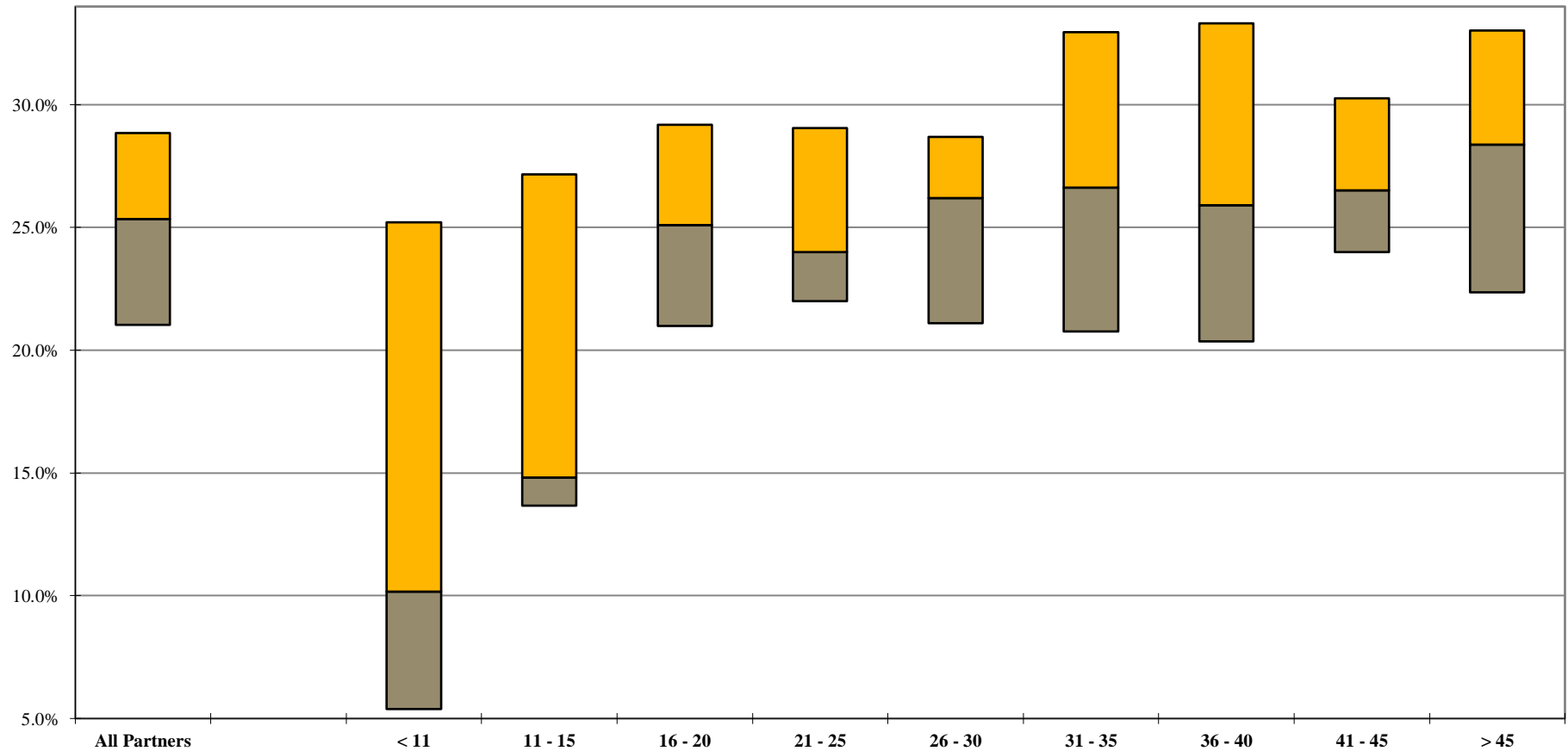
Additional detail can be found on Page 52 and 53.

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	28.8%	25.2%	27.2%	29.2%	29.1%	28.7%	33.0%	33.3%	30.3%	33.0%
	Median	25.4%	10.2%	14.8%	25.1%	24.0%	26.2%	26.6%	25.9%	26.5%	28.4%
	3rd Qtle	21.0%	5.4%	13.7%	21.0%	22.0%	21.1%	20.8%	20.4%	24.0%	22.4%

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

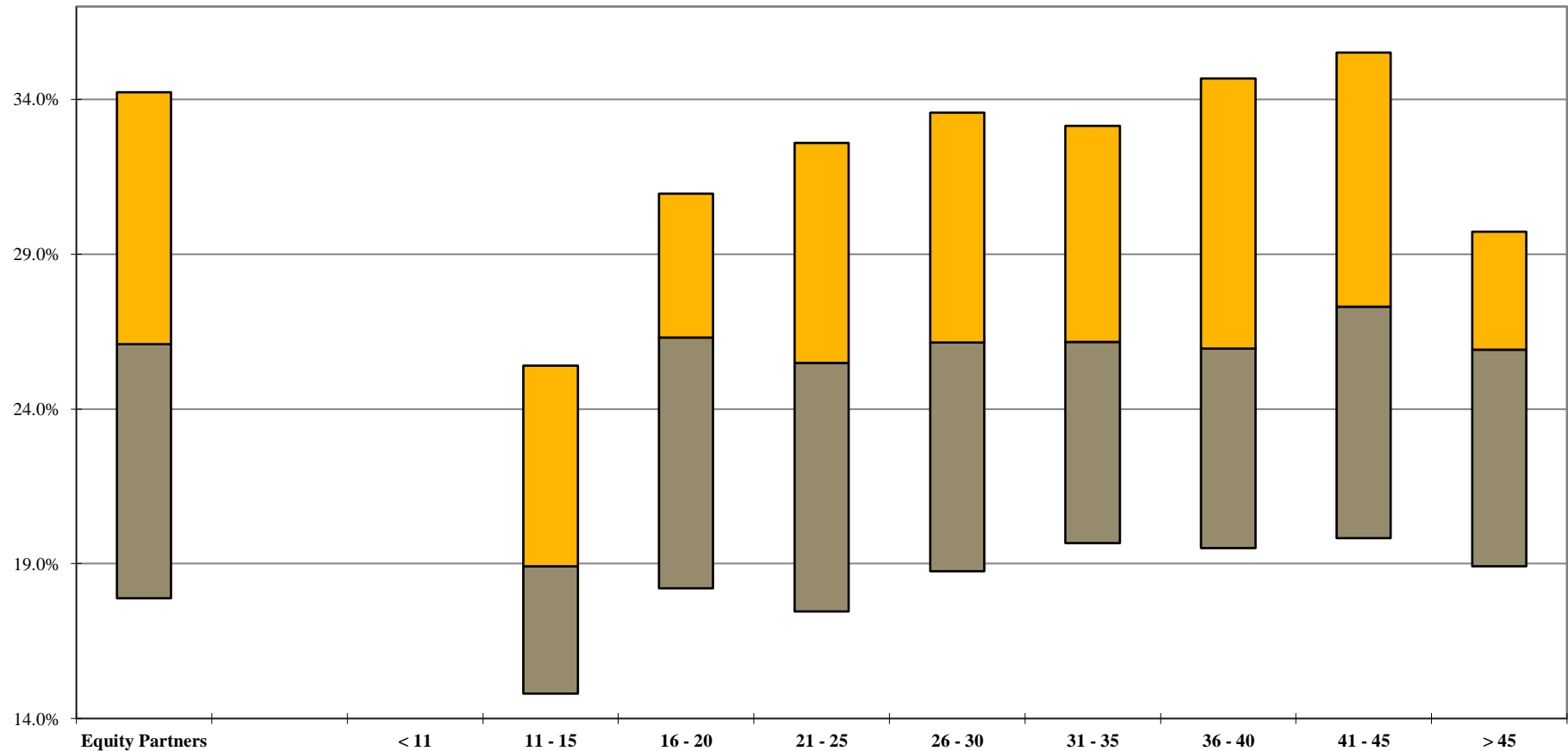
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	34.2%	**	25.4%	31.0%	32.6%	33.6%	33.1%	34.7%	35.5%	29.7%
	Median	26.1%	**	18.9%	26.3%	25.5%	26.1%	26.2%	26.0%	27.3%	25.9%
	3rd Qtle	17.9%	**	14.8%	18.2%	17.5%	18.8%	19.7%	19.5%	19.8%	18.9%

^ 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.

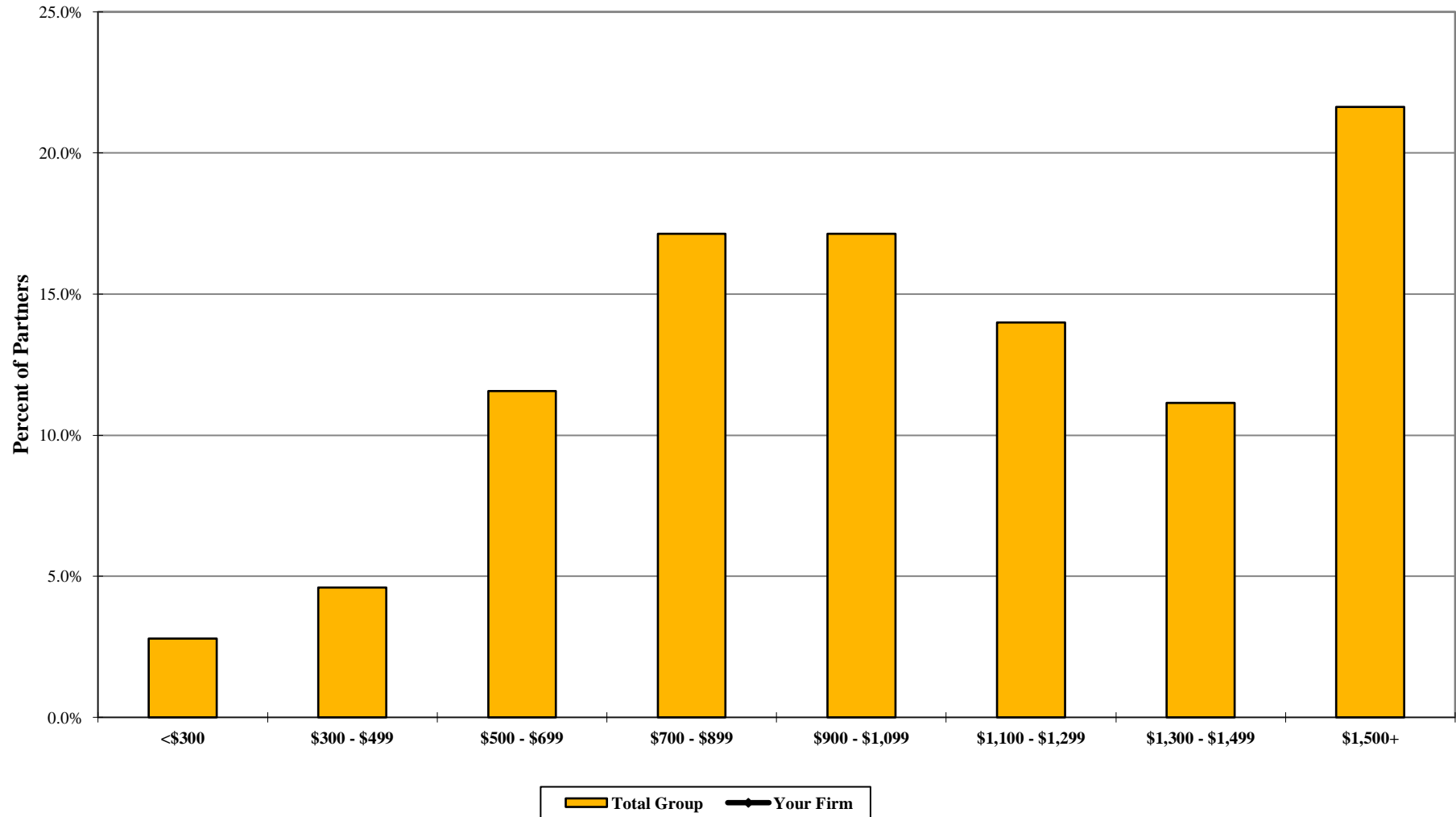
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partners by Fees Billed¹ - All Partners

For the 12-month period ending December 31, 2018; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
2.8%	4.6%	11.6%	17.1%	17.1%	14.0%	11.2%	21.6%

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

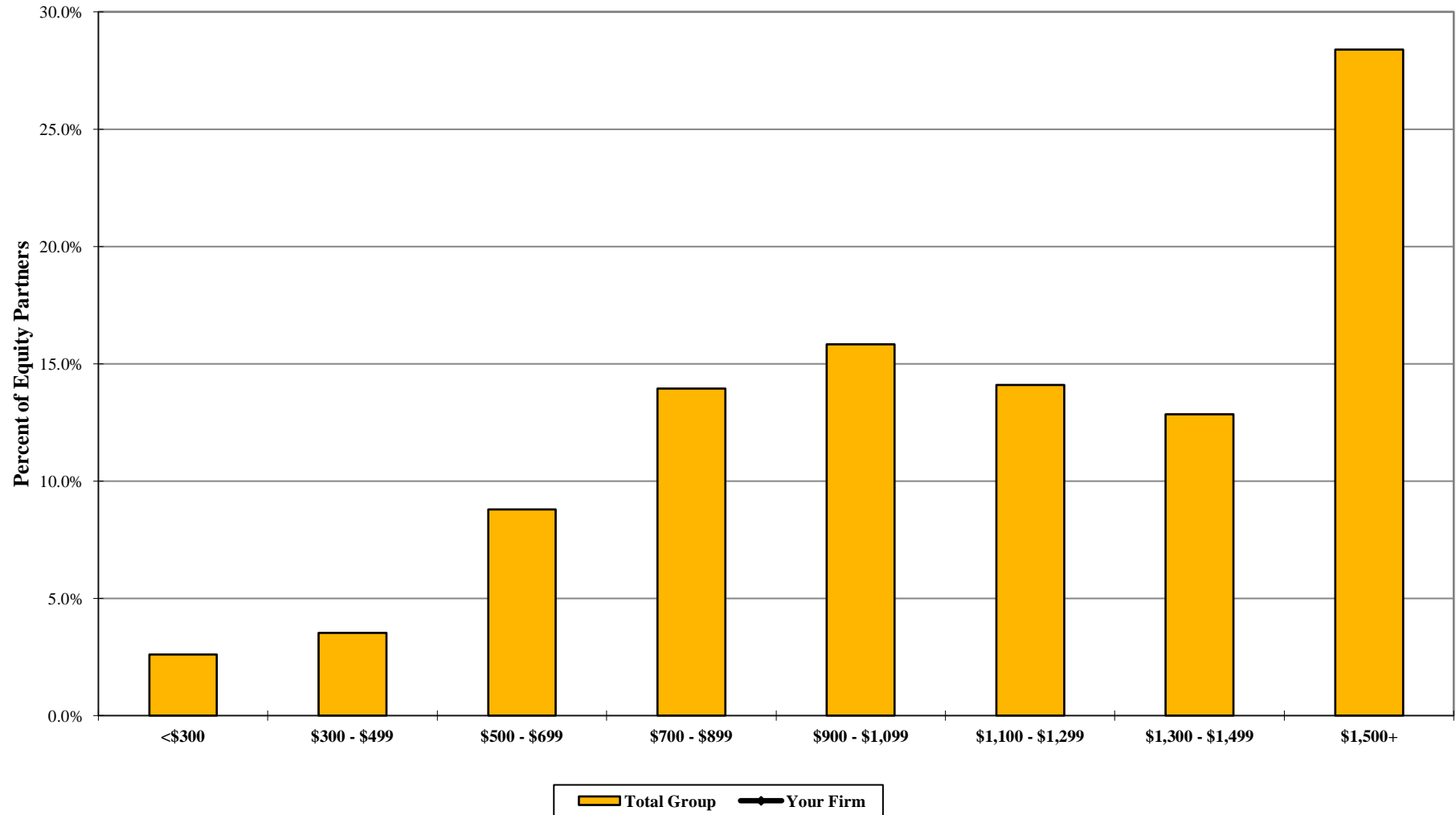
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partners by Fees Billed¹ - Equity Partners

For the 12-month period ending December 31, 2018; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
2.6%	3.5%	8.8%	13.9%	15.8%	14.1%	12.8%	28.4%

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

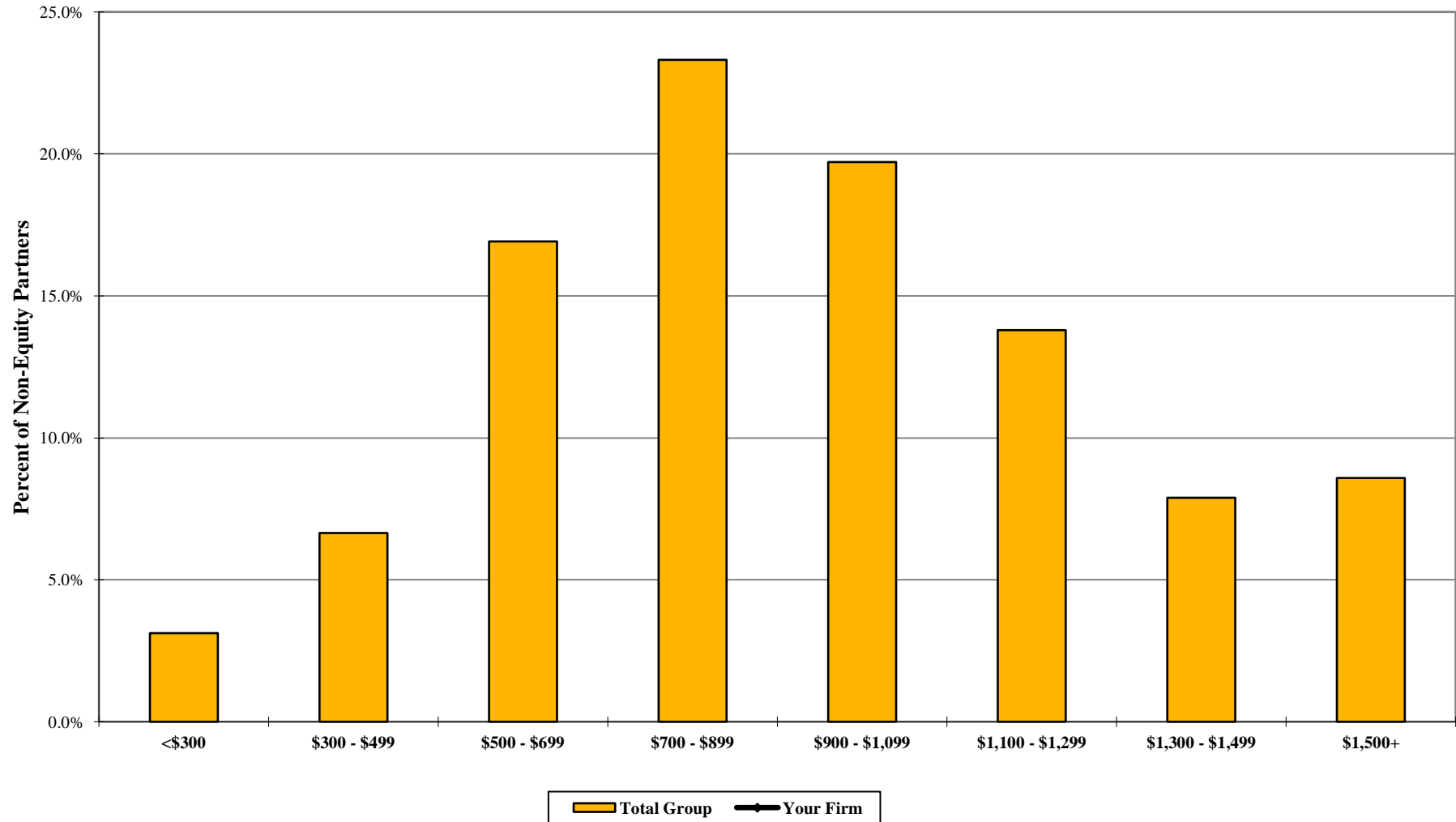
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partners by Fees Billed¹ - Non-Equity Partners

For the 12-month period ending December 31, 2018; in 000's



Your Firm
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
3.1%	6.6%	16.9%	23.3%	19.7%	13.8%	7.9%	8.6%

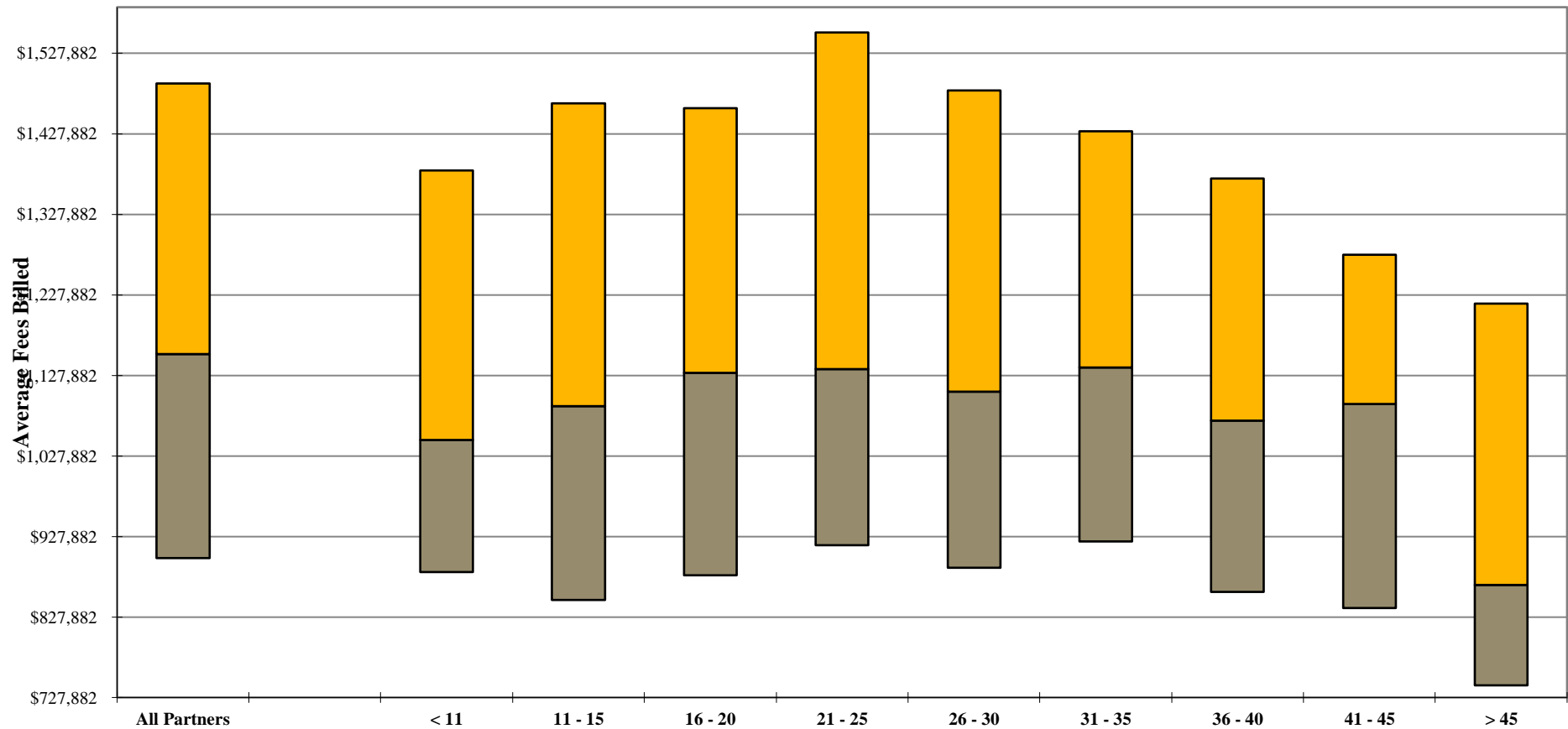
¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Average Fees Billed by Years of Experience - All Partners For the 12-month period ending December 31, 2018



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	\$1,490,389	\$1,382,500	\$1,465,323	\$1,459,637	\$1,553,887	\$1,481,581	\$1,431,223	\$1,372,382	\$1,277,900	\$1,217,249
	Median	1,154,093	1,047,755	1,089,734	1,131,013	1,135,658	1,107,348	1,137,761	1,071,277	1,092,309	867,810
	3rd Qtle	901,168	883,297	848,975	879,374	917,049	889,141	921,329	858,920	839,253	742,738

Additional detail can be found on Page 56.

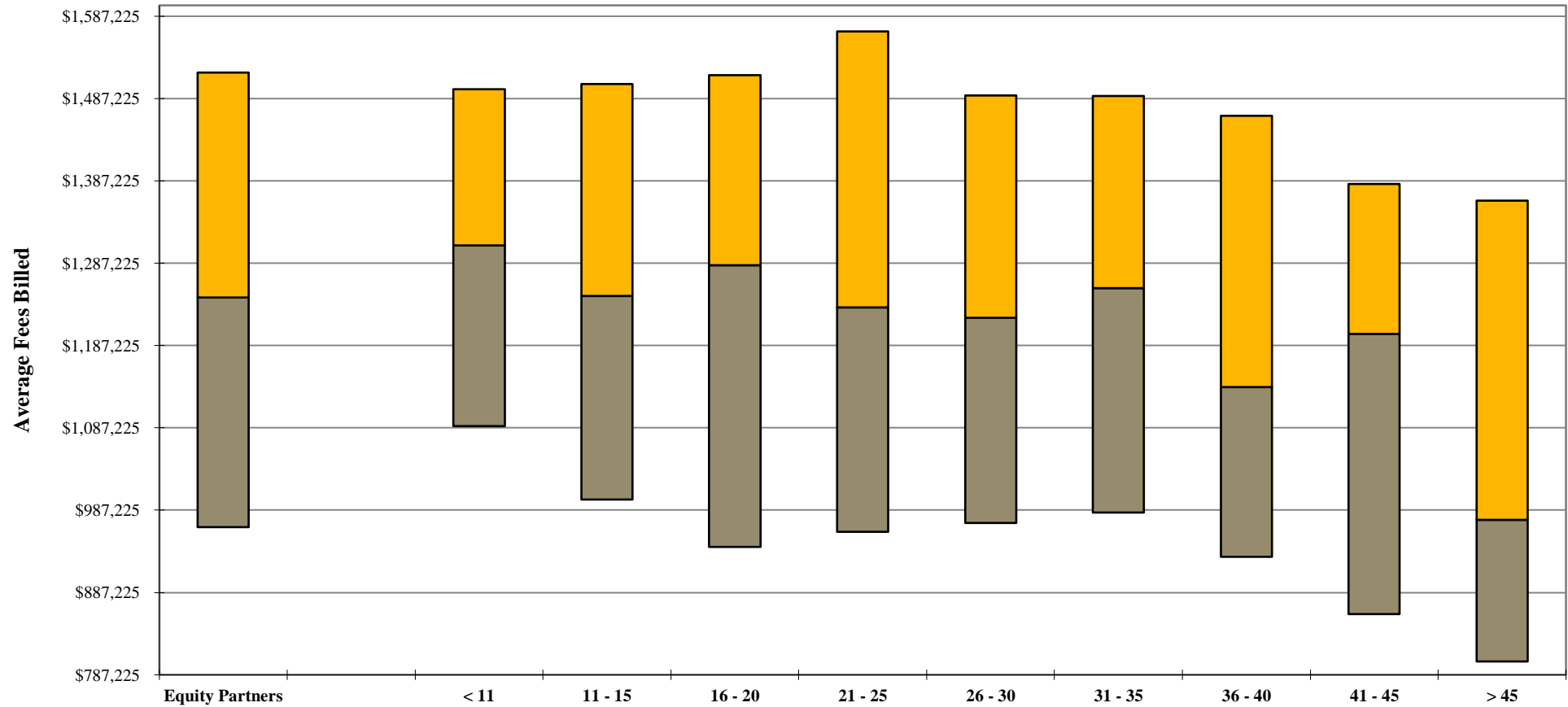
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Average Fees Billed by Years of Experience - Equity Partners For the 12-month period ending December 31, 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	\$1,519,032	\$1,498,887	\$1,505,045	\$1,515,458	\$1,569,105	\$1,491,298	\$1,490,271	\$1,466,162	\$1,383,279	\$1,363,038
	Median	1,245,787	1,308,970	1,247,205	1,284,886	1,233,637	1,220,652	1,256,904	1,137,080	1,201,594	975,710
	3rd Qtle	966,806	1,089,276	1,000,153	942,298	960,939	971,401	984,576	930,373	860,825	803,291

Additional detail can be found on Page 55.

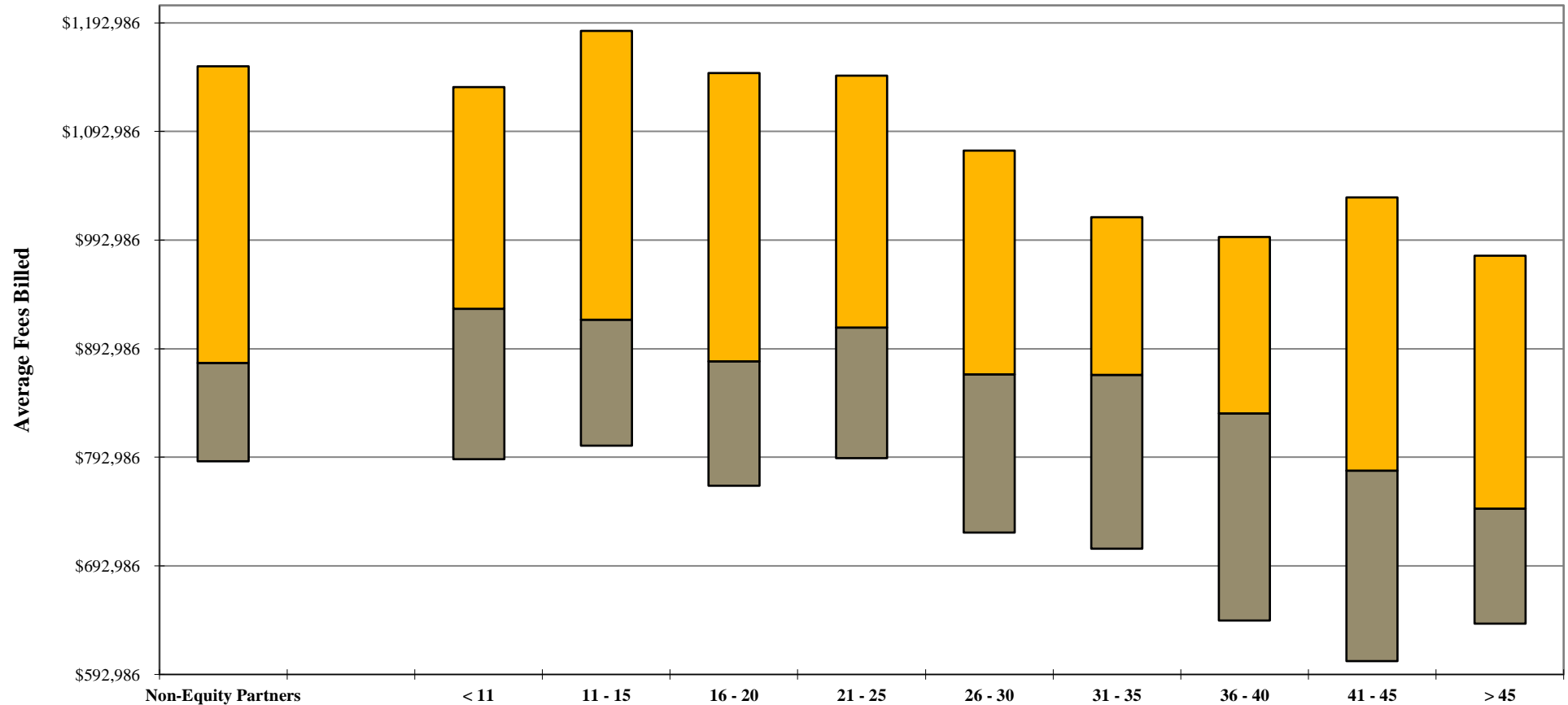
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Average Fees Billed by Years of Experience - Non-Equity Partners For the 12-month period ending December 31, 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	\$1,153,222	\$1,133,948	\$1,185,460	\$1,146,757	\$1,144,596	\$1,075,603	\$1,013,885	\$995,712	\$1,032,382	\$978,370
	Median	879,960	929,944	919,816	881,460	912,526	869,213	869,068	833,452	780,745	745,787
	3rd Qtle	789,202	791,116	803,550	766,574	792,258	723,712	708,694	642,631	605,088	639,534

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation

As of the most recent fiscal year-end

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

Your Firm		Group			Your Firm	Group		
Average Rank / Of		1 st Quartile	Median	3 rd Quartile	% Change-1 Yr	% Change - 1 Year		
						1 st Quartile	Median	3 rd Quartile
Equity Partners								
High	/ 19	\$6,232,778	\$4,169,840	\$2,853,017		19.2	8.9	1.3
Middle	/ 19	1,060,592	810,637	674,518		11.2	5.7	0.0
Low	/ 19	539,513	400,367	305,000		47.1	1.0	(0.6)
Average	/ 19	1,311,138	977,603	781,522		13.1	5.2	0.0
<u>By Years of Experience</u>								
< 11 Years		**	**	**		**	**	**
11 - 15 Years	/ 19	1,273,919	747,667	553,243		20.0	4.4	(4.2)
16 - 20 Years	/ 19	1,358,077	794,595	667,396		11.0	4.0	(5.0)
21 - 25 Years	/ 19	1,445,747	1,015,244	731,698		14.3	6.4	0.1
26 - 30 Years	/ 19	1,277,809	1,041,064	801,980		14.4	6.0	(5.1)
31 - 35 Years	/ 19	1,427,445	1,021,568	837,870		13.2	8.3	(2.1)
36 - 40 Years	/ 19	1,438,121	916,375	804,946		5.9	2.6	(0.5)
41 - 45 Years	/ 18	1,360,325	1,024,627	860,753		24.9	11.8	1.9
> 45 Years	/ 13 ‡	1,565,761	1,025,055	604,043		35.2	11.6	(9.0)
Non-Equity Partners								
High	/ 21	\$1,310,950	\$955,364	\$727,400		8.7	0.0	(6.1)
Middle	/ 21	477,706	380,000	337,125		8.7	3.7	0.6
Low	/ 21	275,000	240,640	180,000		80.4	8.9	0.0
Average	/ 21	559,372	425,897	358,019		13.5	4.4	1.1
<u>By Years of Experience</u>								
< 11 Years	/ 19	\$471,718	\$365,540	\$316,310		20.8	4.2	0.7
11 - 15 Years	/ 20	547,438	375,952	326,637		14.5	4.3	(1.2)
16 - 20 Years	/ 20	560,979	392,008	346,517		10.3	2.6	0.2
21 - 25 Years	/ 20	552,280	420,680	351,575		8.5	2.0	(1.3)
26 - 30 Years	/ 20	512,609	405,816	301,697		8.0	0.7	(3.0)
31 - 35 Years	/ 20	553,847	413,063	374,807		8.7	3.3	(1.2)
36 - 40 Years	/ 19	577,546	414,946	353,954		24.3	6.7	0.5
41 - 45 Years	/ 20	649,668	423,867	373,043		32.4	15.5	(2.4)
> 45 Years	/ 17	599,119	416,241	334,493		8.7	4.6	0.8

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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>
All Partners										
High		/ 19	\$6,232,778	\$4,169,840	\$2,853,017			19.2	8.9	1.3
Middle		/ 19	740,641	628,415	501,099			14.5	1.6	0.0
Low		/ 19	262,625	238,849	181,677			80.4	20.6	0.0
Average		/ 19	915,955	761,759	616,380			14.3	3.0	0.0
<u>By Years of Experience</u>										
< 11 Years		/ 18	\$471,810	\$382,809	\$309,268			14.7	0.7	(11.1)
11 - 15 Years		/ 19	656,894	458,763	381,864			11.5	3.8	(0.0)
16 - 20 Years		/ 19	812,547	628,593	526,807			11.3	5.3	(2.7)
21 - 25 Years		/ 19	987,009	819,068	591,323			14.6	6.7	(0.5)
26 - 30 Years		/ 19	1,041,031	871,363	680,632			14.1	1.9	(6.5)
31 - 35 Years		/ 19	1,084,296	876,308	738,618			14.7	8.1	(2.6)
36 - 40 Years		/ 19	1,126,747	843,220	704,129			10.4	5.7	(0.9)
41 - 45 Years		/ 19	1,038,192	827,786	724,180			35.4	13.8	0.4
> 45 Years		/ 16 ‡	978,220	658,629	433,474			24.8	3.7	2.0

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	200		28.5%	33.5%	15.0%	6.5%	6.0%	10.5%
16 - 20 Years								
Your Firm								
Total Group	458	0.7%	11.8%	25.5%	24.2%	11.6%	9.0%	17.2%
21 - 25 Years								
Your Firm								
Total Group	629		8.4%	21.6%	18.9%	13.2%	10.0%	27.8%
26 - 30 Years								
Your Firm								
Total Group	601	0.3%	4.5%	17.5%	20.8%	14.6%	12.3%	30.0%
31 - 35 Years								
Your Firm								
Total Group	579		6.9%	18.1%	19.3%	14.5%	10.2%	30.9%
36 - 40 Years								
Your Firm								
Total Group	437	0.5%	6.9%	24.0%	16.2%	14.4%	10.3%	27.7%
41 - 45 Years								
Your Firm								
Total Group	207	0.5%	8.7%	21.7%	22.2%	14.0%	11.1%	21.7%
> 45 Years								
Your Firm								
Total Group	66 ‡	1.5%	12.1%	25.8%	19.7%	13.6%	6.1%	21.2%
All Equity Partners								
Your Firm								
Total Group	3,203	0.3%	9.5%	22.0%	19.6%	13.2%	10.0%	25.4%

^ 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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	186	4.3%	65.6%	28.0%	1.6%		0.5%
11 - 15 Years							
Your Firm	0						
Total Group	759	2.6%	59.3%	26.0%	7.6%	2.4%	2.1%
16 - 20 Years							
Your Firm	0						
Total Group	566	1.6%	45.6%	30.6%	13.3%	5.1%	3.9%
21 - 25 Years							
Your Firm	0						
Total Group	409	1.5%	48.9%	29.1%	13.7%	4.9%	2.0%
26 - 30 Years							
Your Firm	0						
Total Group	269	1.5%	41.3%	36.4%	10.8%	5.9%	4.1%
31 - 35 Years							
Your Firm	0						
Total Group	228	3.1%	35.5%	34.6%	18.4%	6.1%	2.2%
36 - 40 Years							
Your Firm	0						
Total Group	156	1.3%	50.6%	25.0%	13.5%	5.1%	4.5%
41 - 45 Years							
Your Firm	0						
Total Group	98	1.0%	39.8%	28.6%	13.3%	8.2%	9.2%
> 45 Years							
Your Firm	0						
Total Group	52	7.7%	51.9%	17.3%	19.2%		3.8%
All Non-Equity Partners							
Your Firm	0						
Total Group	2,727	2.2%	50.2%	29.2%	11.3%	4.1%	3.0%

^ 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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	212	3.8%	66.0%	27.8%	1.4%	0.5%		0.5%
11 - 15 Years								
Your Firm								
Total Group	959	2.1%	52.9%	27.5%	9.2%	3.2%	1.9%	3.2%
16 - 20 Years								
Your Firm								
Total Group	1,024	1.2%	30.5%	28.3%	18.2%	8.0%	5.6%	8.3%
21 - 25 Years								
Your Firm								
Total Group	1,038	0.6%	24.4%	24.6%	16.9%	9.9%	6.7%	17.0%
26 - 30 Years								
Your Firm								
Total Group	870	0.7%	15.9%	23.3%	17.7%	12.0%	9.5%	20.9%
31 - 35 Years								
Your Firm								
Total Group	807	0.9%	15.0%	22.8%	19.1%	12.1%	7.7%	22.4%
36 - 40 Years								
Your Firm								
Total Group	593	0.7%	18.4%	24.3%	15.5%	12.0%	7.9%	21.2%
41 - 45 Years								
Your Firm								
Total Group	305	0.7%	18.7%	23.9%	19.3%	12.1%	9.5%	15.7%
> 45 Years								
Your Firm								
Total Group	118	4.2%	29.7%	22.0%	19.5%	7.6%	5.1%	11.9%
All Partners								
Your Firm								
Total Group	5,930	1.2%	28.2%	25.3%	15.8%	9.0%	6.3%	14.2%

^ 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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation Ratios

As of most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Ratio of Highest to Lowest Compensation					
<u>Avg. by Years of Experience</u>					
< 11 Years			**	**	**
11 - 15 Years		/ 19	2.5	1.9	1.7
16 - 20 Years		/ 19	3.9	3.2	2.9
21 - 25 Years		/ 19	7.2	5.8	4.0
26 - 30 Years		/ 19	8.2	5.9	3.8
31 - 35 Years		/ 19	6.8	5.3	4.5
36 - 40 Years		/ 19	6.1	5.3	3.7
41 - 45 Years		/ 18	4.6	3.1	2.5
> 45 Years		/ 13 ‡	3.9	1.9	1.3
All Equity Partners		/ 19	14.0	8.1	6.8
Ratio of Equity Partner Compensation to 1st Year Associate Compensation		/ 16 ‡	7.5	6.0	4.9
Non-Equity Partners					
Ratio of Highest to Lowest Compensation					
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 19	2.1	1.4	1.2
11 - 15 Years		/ 20	3.3	2.7	2.3
16 - 20 Years		/ 20	3.3	2.5	1.8
21 - 25 Years		/ 20	3.6	2.6	2.1
26 - 30 Years		/ 20	2.4	2.0	1.8
31 - 35 Years		/ 20	3.0	2.3	2.0
36 - 40 Years		/ 19	3.3	2.5	1.8
41 - 45 Years		/ 20	2.5	1.7	1.1
> 45 Years		/ 17	2.1	1.7	1.0
All Non-Equity Partners		/ 21	7.7	5.2	3.3
Ratio of Non-Equity Partner Compensation to 1st Year Associate Compensation		/ 18	3.1	2.6	2.2

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation

As of most recent fiscal year-end

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
All Partners					
Ratio of Highest to Lowest Compensation					
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 18	2.0	1.4	1.2
11 - 15 Years		/ 19	5.8	5.1	3.4
16 - 20 Years		/ 19	7.9	6.6	4.8
21 - 25 Years		/ 19	14.8	10.6	7.4
26 - 30 Years		/ 19	13.5	10.2	6.2
31 - 35 Years		/ 19	14.6	8.6	6.1
36 - 40 Years		/ 19	13.8	9.1	6.2
41 - 45 Years		/ 19	10.0	6.7	4.4
> 45 Years		/ 16 ‡	5.5	2.7	2.2
All Partner Composite		/ 19	29.4	20.7	13.3
Ratio of All Partner Compensation to 1st Year Associate Compensation		/ 16 ‡	5.6	4.3	3.9

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2018

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
								<i>% Change - 1 Year</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>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Median % Change - 2 Year</i>
Equity Partners											
<i>Avg. by Years of Experience</i>											
< 11 Years		/ 25 ‡	2,021	1,843	1,726			6.5	1.2	(1.4)	3.8
11 - 15 Years		/ 59	1,901	1,809	1,657			7.9	2.6	(1.4)	(1.1)
16 - 20 Years		/ 59	1,810	1,699	1,600			4.5	1.9	(2.5)	0.2
21 - 25 Years		/ 59	1,742	1,646	1,531			5.1	2.1	(1.8)	0.6
26 - 30 Years		/ 59	1,652	1,578	1,471			4.5	0.6	(2.6)	0.6
31 - 35 Years		/ 59	1,624	1,547	1,380			5.9	2.3	(2.6)	0.9
36 - 40 Years		/ 59	1,543	1,446	1,326			5.2	0.2	(4.7)	1.1
41 - 45 Years		/ 56	1,584	1,378	1,231			13.1	4.3	(4.0)	(0.5)
> 45 Years		/ 38 ‡	1,369	1,200	973			22.2	3.8	(9.1)	0.4
<i>All Equity Partners</i>		/ 60	1,698	1,576	1,484			3.0	1.3	(0.1)	(0.1)
Non-Equity Partners											
<i>Avg. by Years of Experience</i>											
< 11 Years		/ 40 ‡	1,927	1,786	1,667			4.7	(0.0)	(3.7)	2.4
11 - 15 Years		/ 44 ‡	1,763	1,715	1,578			4.6	2.6	(0.7)	1.3
16 - 20 Years		/ 44 ‡	1,667	1,551	1,425			8.0	0.6	(2.2)	2.4
21 - 25 Years		/ 45 ‡	1,580	1,491	1,355			7.8	3.4	(3.7)	(0.4)
26 - 30 Years		/ 42 ‡	1,539	1,441	1,307			10.0	3.2	(6.0)	2.0
31 - 35 Years		/ 44 ‡	1,461	1,313	1,195			6.3	(3.4)	(8.5)	(0.7)
36 - 40 Years		/ 43 ‡	1,396	1,208	1,066			16.0	2.9	(6.3)	0.1
41 - 45 Years		/ 39 ‡	1,372	1,143	910			8.6	0.0	(14.1)	(0.3)
> 45 Years		/ 32 ‡	1,270	984	820			15.9	1.6	(10.7)	4.2
<i>All Non-Equity Partners</i>		/ 45 ‡	1,627	1,520	1,424			3.4	0.7	(1.0)	1.0

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2018

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
								<i>% Change - 1 Year</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>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Median % Change - 2 Year</i>
All Partner Composite											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years		/ 58	1,937	1,811	1,699			6.2	0.3	(3.9)	2.3
11 - 15 Years		/ 59	1,832	1,731	1,625			5.7	3.0	0.0	1.2
16 - 20 Years		/ 59	1,752	1,656	1,558			4.7	0.5	(2.0)	0.9
21 - 25 Years		/ 59	1,701	1,605	1,493			4.1	1.7	(1.2)	1.1
26 - 30 Years		/ 59	1,635	1,522	1,448			5.3	1.2	(3.5)	0.9
31 - 35 Years		/ 59	1,581	1,443	1,372			5.1	1.2	(2.0)	1.7
36 - 40 Years		/ 59	1,488	1,387	1,265			5.5	1.3	(4.1)	0.4
41 - 45 Years		/ 57	1,431	1,306	1,188			11.9	0.0	(5.7)	(3.6)
> 45 Years		/ 45 ‡	1,334	1,075	939	‡	‡	13.9	3.2	(9.5)	0.3
All Partner Composite		/ 60	1,682	1,561	1,483			2.8	1.1	0.0	0.4

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 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	121 ‡	7.4%	9.1%	15.7%	28.1%	21.5%	18.2%
11 - 15 Years							
Your Firm							
Total Group	979	12.6%	9.3%	17.1%	21.7%	18.3%	21.1%
16 - 20 Years							
Your Firm							
Total Group	1,829	15.0%	12.1%	17.8%	19.9%	18.8%	16.4%
21 - 25 Years							
Your Firm							
Total Group	2,265	19.1%	13.9%	19.0%	19.9%	14.4%	13.7%
26 - 30 Years							
Your Firm							
Total Group	1,976	24.3%	16.0%	17.6%	17.9%	11.6%	12.6%
31 - 35 Years							
Your Firm							
Total Group	1,832	28.6%	16.4%	15.9%	16.5%	11.3%	11.2%
36 - 40 Years							
Your Firm							
Total Group	1,306	37.1%	15.4%	16.8%	13.8%	8.2%	8.8%
41 - 45 Years							
Your Firm							
Total Group	576	48.1%	14.1%	13.0%	11.3%	6.6%	6.9%
> 45 Years							
Your Firm							
Total Group	182 ‡	58.2%	13.7%	7.1%	8.8%	4.9%	7.1%
All Equity Partners							
Your Firm							
Total Group	11,242	24.4%	14.1%	17.1%	17.9%	13.3%	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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 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	480 ‡	8.3%	6.7%	16.3%	21.0%	24.4%	23.3%
11 - 15 Years							
Your Firm	0						
Total Group	1,562 ‡	13.6%	12.4%	17.7%	23.9%	16.1%	16.5%
16 - 20 Years							
Your Firm	0						
Total Group	1,139 ‡	21.9%	16.1%	20.0%	19.7%	10.6%	11.8%
21 - 25 Years							
Your Firm	0						
Total Group	852 ‡	28.3%	15.8%	21.4%	16.9%	9.9%	7.7%
26 - 30 Years							
Your Firm	0						
Total Group	563 ‡	32.3%	18.5%	19.9%	15.8%	9.4%	4.1%
31 - 35 Years							
Your Firm	0						
Total Group	500 ‡	42.8%	15.4%	16.2%	14.6%	7.2%	3.8%
36 - 40 Years							
Your Firm	0						
Total Group	350 ‡	50.9%	16.3%	17.7%	10.0%	3.1%	2.0%
41 - 45 Years							
Your Firm	0						
Total Group	198 ‡	62.6%	12.1%	11.1%	6.1%	6.1%	2.0%
> 45 Years							
Your Firm	0						
Total Group	94 ‡	72.3%	7.4%	10.6%	4.3%	2.1%	3.2%
All Non-Equity Partners							
Your Firm	0						
Total Group	5,748 ‡	26.3%	14.2%	18.3%	18.4%	12.0%	10.9%

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 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	601	8.2%	7.2%	16.1%	22.5%	23.8%	22.3%
11 - 15 Years							
Your Firm							
Total Group	2,541	13.2%	11.2%	17.4%	23.0%	16.9%	18.3%
16 - 20 Years							
Your Firm							
Total Group	2,968	17.6%	13.6%	18.7%	19.8%	15.6%	14.6%
21 - 25 Years							
Your Firm							
Total Group	3,117	21.6%	14.4%	19.6%	19.1%	13.2%	12.1%
26 - 30 Years							
Your Firm							
Total Group	2,539	26.1%	16.5%	18.1%	17.4%	11.1%	10.7%
31 - 35 Years							
Your Firm							
Total Group	2,332	31.6%	16.2%	16.0%	16.1%	10.4%	9.6%
36 - 40 Years							
Your Firm							
Total Group	1,656	40.0%	15.6%	17.0%	13.0%	7.1%	7.4%
41 - 45 Years							
Your Firm							
Total Group	774	51.8%	13.6%	12.5%	9.9%	6.5%	5.7%
> 45 Years							
Your Firm							
Total Group	276 ‡	63.0%	11.6%	8.3%	7.2%	4.0%	5.8%
All Partners							
Your Firm							
Total Group	16,990	25.1%	14.1%	17.5%	18.1%	12.8%	12.4%

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 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	\$938,162	\$799,084	\$859,277	\$764,666	\$714,856	\$936,645	\$1,090,132
16 - 20 Years							
Your Firm							
Total Group	\$949,257	\$779,777	\$1,005,648	\$835,649	\$910,913	\$957,773	\$1,017,006
21 - 25 Years							
Your Firm							
Total Group	\$1,147,789	\$1,071,339	\$1,003,895	\$1,072,925	\$965,533	\$1,262,917	\$1,428,389
26 - 30 Years							
Your Firm							
Total Group	\$1,150,136	\$1,063,273	\$977,144	\$1,085,866	\$1,134,006	\$1,344,352	\$1,323,096
31 - 35 Years							
Your Firm							
Total Group	\$1,233,392	\$1,153,437	\$975,279	\$1,151,611	\$1,083,952	\$1,303,083	\$1,899,041
36 - 40 Years							
Your Firm							
Total Group	\$1,260,766	\$1,027,115	\$1,112,905	\$1,152,522	\$1,358,679	\$1,437,384	\$1,765,737
41 - 45 Years							
Your Firm							
Total Group	\$1,326,329	\$1,039,884	\$1,122,079	\$1,350,084	\$854,664	\$1,300,354	\$1,872,401
> 45 Years							
Your Firm							
Total Group	\$1,328,026 ‡	\$839,175	\$858,107	\$1,084,823	\$1,515,866		\$2,679,675
All Equity Partners							
Your Firm							
Total Group	\$1,135,468	\$1,056,889	\$1,013,351	\$1,098,121	\$1,061,839	\$1,251,632	\$1,397,135

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 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	\$384,006	\$378,768	\$325,418	\$352,627	\$372,489	\$359,156	\$391,590
11 - 15 Years							
Your Firm							
Total Group	\$434,054	\$405,567	\$416,409	\$419,093	\$437,594	\$440,240	\$518,600
16 - 20 Years							
Your Firm							
Total Group	\$449,613	\$436,141	\$427,784	\$438,679	\$458,675	\$532,930	\$528,735
21 - 25 Years							
Your Firm							
Total Group	\$458,903	\$439,300	\$432,609	\$451,200	\$471,225	\$532,605	\$502,001
26 - 30 Years							
Your Firm							
Total Group	\$449,129	\$418,706	\$458,218	\$504,611	\$460,937	\$538,213	\$495,231
31 - 35 Years							
Your Firm							
Total Group	\$462,888	\$429,098	\$470,189	\$463,722	\$531,260	\$515,217	\$464,249
36 - 40 Years							
Your Firm							
Total Group	\$480,310	\$422,167	\$523,951	\$526,222	\$522,689	\$729,783	\$689,492
41 - 45 Years							
Your Firm							
Total Group	\$518,878	\$489,506	\$559,065	\$615,010	\$633,465	\$588,606	\$432,112
> 45 Years							
Your Firm							
Total Group	\$478,256	\$429,103	\$450,000	\$386,015	\$915,000	\$410,000	
All Non-Equity Partners							
Your Firm							
Total Group	\$458,435	\$446,965	\$438,636	\$440,460	\$458,132	\$483,249	\$501,152

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 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	\$382,360	\$374,843	\$325,418	\$347,720	\$366,096	\$372,225	\$391,590
11 - 15 Years							
Your Firm							
Total Group	\$498,558	\$496,262	\$482,500	\$473,810	\$486,090	\$555,597	\$603,553
16 - 20 Years							
Your Firm							
Total Group	\$634,711	\$545,990	\$638,119	\$561,156	\$665,177	\$716,974	\$774,069
21 - 25 Years							
Your Firm							
Total Group	\$837,197	\$686,889	\$733,260	\$772,857	\$763,230	\$1,006,024	\$1,173,997
26 - 30 Years							
Your Firm							
Total Group	\$894,847	\$775,079	\$809,145	\$887,985	\$911,435	\$1,070,806	\$1,190,776
31 - 35 Years							
Your Firm							
Total Group	\$952,582	\$835,624	\$832,087	\$950,699	\$880,304	\$1,110,802	\$1,694,579
36 - 40 Years							
Your Firm							
Total Group	\$998,550	\$772,605	\$950,249	\$981,037	\$1,208,426	\$1,410,667	\$1,612,731
41 - 45 Years							
Your Firm							
Total Group	\$963,220	\$751,493	\$890,670	\$1,255,722	\$804,890	\$1,137,984	\$1,848,452
> 45 Years							
Your Firm							
Total Group	\$863,670	\$544,756	\$832,879	\$822,770	\$1,382,340	\$410,000	\$2,679,675
All Partners							
Your Firm							
Total Group	\$774,365	\$696,774	\$725,890	\$736,073	\$757,401	\$891,939	\$990,186

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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		/ 14 ‡	\$1,519,566	\$1,035,355	\$617,436
Middle		/ 14 ‡	301,265	226,875	137,883
Low		/ 14 ‡	149,881	80,961	15,503
Average		/ 14 ‡	377,304	268,811	172,007
<u>Avg. by Years of Experience</u>					
< 11 Years			**	**	**
11 - 15 Years		/ 14 ‡	220,543	178,932	121,156
16 - 20 Years		/ 14 ‡	302,383	240,351	143,365
21 - 25 Years		/ 14 ‡	367,524	261,266	191,759
26 - 30 Years		/ 14 ‡	402,648	282,958	195,442
31 - 35 Years		/ 14 ‡	472,681	283,661	190,404
36 - 40 Years		/ 14 ‡	406,499	279,776	218,497
41 - 45 Years		/ 12 ‡	334,702	283,022	187,754
> 45 Years		/ 11 ‡	290,178	236,068	150,548
Non-Equity Partners					
High		/ 10 ‡	\$296,250	\$185,989	\$105,943
Middle		/ 10 ‡	127,293	67,826	27,000
Low		/ 10 ‡	59,520	20,375	5,780
Average		/ 10 ‡	119,901	76,209	41,735
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 7 ‡	\$117,553	\$36,406	\$19,776
11 - 15 Years		/ 8 ‡	139,343	81,841	21,238
16 - 20 Years		/ 9 ‡	143,051	87,012	45,667
21 - 25 Years		/ 9 ‡	117,000	66,719	48,728
26 - 30 Years		/ 8 ‡	141,597	84,016	49,550
31 - 35 Years		/ 8 ‡	132,259	98,656	61,384
36 - 40 Years		/ 8 ‡	146,018	66,542	41,993
41 - 45 Years		/ 7 ‡	177,942	116,700	56,786
> 45 Years		/ 7 ‡	98,875	78,214	50,244

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

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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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
All Partners					
High		/ 14 ‡	\$1,519,566	\$1,035,355	\$617,436
Middle		/ 14 ‡	217,894	152,051	124,680
Low		/ 14 ‡	56,629	13,097	5,041
Average		/ 14 ‡	248,660	180,034	163,571
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 9 ‡	\$107,647	\$36,406	\$16,639
11 - 15 Years		/ 14 ‡	171,514	98,807	45,782
16 - 20 Years		/ 14 ‡	204,970	147,717	131,779
21 - 25 Years		/ 14 ‡	236,651	191,362	173,788
26 - 30 Years		/ 14 ‡	306,545	195,707	189,028
31 - 35 Years		/ 14 ‡	330,324	245,335	181,711
36 - 40 Years		/ 14 ‡	391,088	227,641	181,186
41 - 45 Years		/ 12 ‡	276,537	224,098	183,876
> 45 Years		/ 11 ‡	248,938	183,450	117,562

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	185 ‡	23.2%	34.1%	27.0%	7.6%	5.4%	2.2%	0.5%
16 - 20 Years								
Your Firm								
Total Group	353 ‡	6.5%	18.1%	34.3%	19.8%	9.1%	4.5%	7.6%
21 - 25 Years								
Your Firm								
Total Group	466 ‡	5.6%	9.7%	29.2%	25.1%	12.0%	7.3%	11.2%
26 - 30 Years								
Your Firm								
Total Group	462 ‡	2.2%	11.7%	27.7%	23.4%	15.2%	6.9%	13.0%
31 - 35 Years								
Your Firm								
Total Group	427 ‡	3.0%	9.8%	26.2%	22.5%	13.1%	11.9%	13.3%
36 - 40 Years								
Your Firm								
Total Group	318 ‡	2.5%	11.3%	27.7%	27.4%	9.7%	5.7%	15.7%
41 - 45 Years								
Your Firm								
Total Group	156 ‡	4.5%	12.2%	26.9%	25.6%	12.2%	5.1%	13.5%
> 45 Years								
Your Firm								
Total Group	52 ‡	3.8%	23.1%	30.8%	19.2%	13.5%	3.8%	5.8%
All Equity Partners								
Your Firm								
Total Group	2,443 ‡	6.0%	14.0%	28.4%	22.2%	11.5%	6.8%	11.1%

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	62 ‡	30.6%	17.7%	50.0%	1.6%		
11 - 15 Years							
Your Firm	0						
Total Group	305 ‡	38.4%	21.6%	28.9%	8.9%	2.3%	
16 - 20 Years							
Your Firm	0						
Total Group	228 ‡	18.4%	31.1%	32.0%	11.0%	5.7%	1.8%
21 - 25 Years							
Your Firm	0						
Total Group	187 ‡	25.7%	28.3%	32.6%	5.9%	4.3%	3.2%
26 - 30 Years							
Your Firm	0						
Total Group	126 ‡	24.6%	30.2%	25.4%	9.5%	6.3%	4.0%
31 - 35 Years							
Your Firm	0						
Total Group	122 ‡	15.6%	23.0%	41.8%	7.4%	9.0%	3.3%
36 - 40 Years							
Your Firm	0						
Total Group	69 ‡	30.4%	26.1%	24.6%	8.7%	2.9%	7.2%
41 - 45 Years							
Your Firm	0						
Total Group	50 ‡	20.0%	32.0%	12.0%	10.0%	18.0%	8.0%
> 45 Years							
Your Firm	0						
Total Group	22 ‡	18.2%	45.5%	22.7%	4.5%	4.5%	4.5%
All Non-Equity Partners							
Your Firm	0						
Total Group	1,171 ‡	26.6%	26.6%	31.1%	8.3%	5.0%	2.5%

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (22 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	86 ‡	39.5%	22.1%	36.0%	2.3%			
11 - 15 Years								
Your Firm								
Total Group	490 ‡	32.7%	26.3%	28.2%	8.4%	3.5%	0.8%	0.2%
16 - 20 Years								
Your Firm								
Total Group	581 ‡	11.2%	23.2%	33.4%	16.4%	7.7%	3.4%	4.6%
21 - 25 Years								
Your Firm								
Total Group	653 ‡	11.3%	15.0%	30.2%	19.6%	9.8%	6.1%	8.0%
26 - 30 Years								
Your Firm								
Total Group	588 ‡	7.0%	15.6%	27.2%	20.4%	13.3%	6.1%	10.4%
31 - 35 Years								
Your Firm								
Total Group	549 ‡	5.8%	12.8%	29.7%	19.1%	12.2%	9.7%	10.7%
36 - 40 Years								
Your Firm								
Total Group	387 ‡	7.5%	14.0%	27.1%	24.0%	8.5%	5.4%	13.4%
41 - 45 Years								
Your Firm								
Total Group	206 ‡	8.3%	17.0%	23.3%	21.8%	13.6%	5.3%	10.7%
> 45 Years								
Your Firm								
Total Group	74 ‡	8.1%	29.7%	28.4%	14.9%	10.8%	4.1%	4.1%
All Partners								
Your Firm								
Total Group	3,614 ‡	12.7%	18.1%	29.2%	17.7%	9.4%	5.2%	7.7%

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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group		
								% Change - 1 Year		
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile
Equity Partners										
<u>Avg. by Years of Experience</u>										
< 11 Years		/ 24 ‡	\$1,498,887	\$1,308,970	\$1,089,276	‡	‡	12.0	5.1	0.7
11 - 15 Years		/ 57	1,505,045	1,247,205	1,000,153			17.8	6.7	2.3
16 - 20 Years		/ 57	1,515,458	1,284,886	942,298			9.1	4.5	(1.7)
21 - 25 Years		/ 57	1,569,105	1,233,637	960,939			9.8	5.3	0.3
26 - 30 Years		/ 57	1,491,298	1,220,652	971,401			9.1	4.2	(2.5)
31 - 35 Years		/ 57	1,490,271	1,256,904	984,576			12.3	7.0	(0.3)
36 - 40 Years		/ 57	1,466,162	1,137,080	930,373			7.7	1.6	(5.5)
41 - 45 Years		/ 54	1,383,279	1,201,594	860,825	‡	‡	24.1	5.5	(5.2)
> 45 Years		/ 37 ‡	1,363,038	975,710	803,291	‡	‡	32.7	10.6	(10.5)
All Equity Partners		/ 58	1,519,032	1,245,787	966,806			7.3	4.9	1.5
Non-Equity Partners										
<u>Avg. by Years of Experience</u>										
< 11 Years		/ 38 ‡	\$1,133,948	\$929,944	\$791,116	‡	‡	9.5	2.2	(4.2)
11 - 15 Years		/ 42 ‡	1,185,460	919,816	803,550	‡	‡	9.5	6.5	2.4
16 - 20 Years		/ 41 ‡	1,146,757	881,460	766,574	‡	‡	14.2	5.0	0.0
21 - 25 Years		/ 43 ‡	1,144,596	912,526	792,258	‡	‡	15.5	8.8	2.3
26 - 30 Years		/ 41 ‡	1,075,603	869,213	723,712	‡	‡	10.5	6.6	(2.9)
31 - 35 Years		/ 43 ‡	1,013,885	869,068	708,694	‡	‡	9.7	1.8	(13.9)
36 - 40 Years		/ 41 ‡	995,712	833,452	642,631	‡	‡	14.2	2.9	(2.6)
41 - 45 Years		/ 38 ‡	1,032,382	780,745	605,088	‡	‡	19.1	0.1	(11.1)
> 45 Years		/ 31 ‡	978,370	745,787	639,534	‡	‡	14.6	10.0	0.0
All Non-Equity Partners		/ 43 ‡	1,153,222	879,960	789,202	‡	‡	9.5	4.5	2.2

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (62 members)

Partner Average Fees Billed For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			
	Average Fees		1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year		Median	
	Rank / Of							1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
All Partner Composite											
Avg. by Years of Experience											
< 11 Years		/ 56	\$1,382,500	\$1,047,755	\$883,297			11.2	3.8	(3.1)	10.4
11 - 15 Years		/ 57	1,465,323	1,089,734	848,975			11.3	7.1	2.5	7.9
16 - 20 Years		/ 57	1,459,637	1,131,013	879,374			9.0	4.8	0.6	9.0
21 - 25 Years		/ 57	1,553,887	1,135,658	917,049			9.1	5.9	2.2	9.5
26 - 30 Years		/ 57	1,481,581	1,107,348	889,141			9.6	4.2	(1.2)	6.8
31 - 35 Years		/ 57	1,431,223	1,137,761	921,329			9.9	5.6	(0.3)	7.3
36 - 40 Years		/ 57	1,372,382	1,071,277	858,920			9.4	1.1	(3.6)	6.7
41 - 45 Years		/ 55	1,277,900	1,092,309	839,253	‡	‡	16.9	4.3	(4.0)	1.0
> 45 Years		/ 44 ‡	1,217,249	867,810	742,738	‡	‡	25.3	9.8	(1.4)	13.1
All Partner Composite		/ 58	1,490,389	1,154,093	901,168			7.5	5.7	2.4	8.3

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

Partner Admission Policies

PricewaterhouseCoopers LLP

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (45 members^)

Equity Partner Compensation Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The type of Compensation System at the firm:	‡	23	
a. Pure lockstep (combination formula)			0.0
b. Partial lockstep (subjective)			8.7
c. Non-lockstep			82.6
2. The Compensation System transparency type:	‡	22	
a. Open system			36.4
b. Closed system			31.8
c. Partially open system			31.8
3. The three most significant factors impacting Equity Partner Compensation:	‡	21	
a. Originations		16	76.2
b. Realization		7	33.3
c. All revenue generated		11	52.4
d. Collections on working attorney hours		5	23.8
e. Billable hours		5	23.8
f. Non-billable hours			
g. Business development		3	14.3
h. Good citizenship			
i. Management responsibility		5	23.8
j. Seniority			
k. Profit margin		4	19.0
l. Quality of lawyering			
m. Good leverage (pushing down work to other attorneys)			

Treatment of Non-Equity Partners

	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status	‡	100.0%	100.0%	100.0%
2. Percentage of Non-Equity Partners who contribute capital	‡	36.5%	0.0%	0.0%
3. Percentage of Non-Equity Partners who have voting privileges	‡	100.0%	0.0%	0.0%

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

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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (45 members^)

Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The firm has a mandatory retirement policy:	‡	23	
a. Yes, and there are no exceptions			0.0
b. Yes, but there are allowable exceptions or extensions			17.4
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			21.7
d. No, we removed or abandoned the mandatory policy			34.8
e. No, we never had a mandatory retirement policy			26.1
f. Not currently, but considering one in the near future			0.0
2. The age your firm requires partners to leave the firm, or change their Equity status within the firm is:	‡	9	
(Firms responding to 1a, 1b, or 1c)			
a. < 60			
b. 60 - 63			
c. 64 - 67			55.6
d. 68 - 71			44.4
e. 72 - 75			
f. > 75			
3. The firm has a transition phase prior to retiring, or changing status, from the firm?		23	52.2
4. The age your firm typically begins the transition phase:		**	
(Firms responding 'Yes' to 3)			
a. < 55			
b. 55 - 60			
c. 61 - 65			
d. 66 - 70			
e. > 70			
5. The firm provides the following type of support for partners who retire:	‡	23	
a. Qualified defined benefit plan (including cash balance plans)		18	78.3
b. Non-qualified or unfunded retirement plan		6	26.1
c. Non-qualified or unfunded retirement plan that has been frozen or discontinued (select partners only)		11	47.8
d. Qualified defined contribution plan (401k)		15	65.2
e. Post-retirement healthcare benefits		11	47.8
f. Payments for performing client services after retirement		8	34.8
g. Office space		13	56.5
h. Secretary or administrative staff services		14	60.9
i. Bar dues		6	26.1
j. None		1	4.3

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (45 members^)

Equity Partner Retirement Information (continued)

	<div>Your Firm (designated with an X)</div>	<div># of Responses</div>	<div>% of Grp. Resp. - Yes</div>	
6. Provide benefits through a qualified defined benefit plan: (Firms responding 'Yes' to 5a)		19		
a. A new plan with no previous qualified defined benefit plans			31.6	
b. A replacement plan to a previously terminated qualified defined benefit plan			52.6	
c. A conversion of a previous qualified defined benefit plan			5.3	
7. Different types of qualified defined benefit plan offered: (Firms responding 'Yes' to 5a)		19		
a. Cash Balance Plan			94.7	
b. Final Average or Career Average Pay Plan			0.0	
c. Pension Equity Plan			5.3	
d. Variable Annuity Plan			0.0	
8. Interest credit basis used on Cash Balance Plan: (Firms responding to 7a)		17		
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			11.8	
b. Equity Based (e.g., S&P 500 index)			0.0	
c. Return on actual plan assets			88.2	
9. Any adjustments or other limitations imposed on the interest credit basis? (Firms responding to 7a)		15	53.3	

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2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (45 members^)

New Partner Capital Buy-In

1. Initial Buy-In is:

- a. A one-time contribution based on a fixed amount
- b. A one-time contribution based on points
- c. Over a defined time period and is based on a fixed amount
- d. Over an undefined time period and is based on a fixed amount
- e. Over a defined time period and is based on partner tenure or points
- f. No contribution is required
- g. Other

2. Funding of Initial Buy-in:

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

3. Amount of Initial Capital Contribution is:

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

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

Lateral Partners			Organic Partners		
Your Firm	# of Resp.	% of Group Resp.	Your Firm	# of Resp.	% of Group Resp.
‡	22		‡	22	
	7	31.8		5	22.7
	8	36.4		6	27.3
				2	9.1
	4	18.2		6	27.3
	2	9.1		2	9.1
	3	13.6		3	13.6
‡	20		‡	20	
	16	80.0		15	75.0
	4	20.0		4	20.0
	4	20.0		6	30.0
‡	20		‡	20	
	1	5.0		1	5.0
	1	5.0		1	5.0
	3	15.0		3	15.0
	6	30.0		6	30.0
	5	25.0		5	25.0
	2	10.0		2	10.0
				1	5.0
	4	20.0		3	15.0
Your Firm	# of Resp.	Median	Your Firm	# of Resp.	Median
‡	9	1.0	‡	11	1.0

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

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

2019 BRASS+ INITIAL RELEASE-PARTNER MANAGEMENT REPORT

AmLaw 100 - Domestic Offices (34 members^)

Partner Turnover

For the 12-month period ending December 31, 2018

	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Total at the end of the prior year (as of 12/31/2017)			100.0%	100.0%	100.0%
Additions					
<i>Lateral Admissions (Attorneys who joined the Firm with prior experience)</i>					
Hired directly into Equity Partner status		/ 20 ‡	7.5	4.7	2.7
Promoted from an interim classification at the firm		/ 8 ‡	6.8	4.0	1.4
<i>Organic Admissions (Attorneys whose only experience was at the firm)</i>					
Promoted from a Non-Equity Partner		/ 14 ‡	6.3	3.8	2.4
Promoted from an Associate/Sr. Attorney/Counsel			**	**	**
Reductions					
Classification change to Non-Equity Partner status (e.g., de-equitized)		/ 17 ‡	5.1	3.8	2.4
Classification change to Of Counsel Attorney		/ 13 ‡	1.6	1.1	0.5
Terminations		/ 24 ‡	6.4	4.4	2.7
Retirements		/ 13 ‡	1.5	0.6	0.5
Total at the end of the current year (as of 12/31/2018)		/ 24 ‡	103.4	100.9	100.1
Non-Equity Partners					
Total at the end of the prior year (as of 12/31/2017)			100.0%	100.0%	100.0%
Additions					
Lateral Admissions (Attorneys who joined the Firm with prior experience)		/ 19 ‡	14.1	9.6	6.5
Organic Admissions (Attorneys whose only experience was at the firm)		/ 17 ‡	8.1	6.3	3.8
Attorneys who were previously Equity Partners at the Firm		/ 16 ‡	7.7	3.4	1.5
Reductions					
Promoted to Equity Partner		/ 16 ‡	10.2	6.3	3.8
Status change (other than Equity Partner)		/ 14 ‡	4.3	3.0	1.6
Terminations		/ 19 ‡	9.7	7.3	4.7
Retirements		/ 8 ‡	9.5	4.4	3.3
Total at the end of the current year (as of 12/31/2018)		/ 19 ‡	108.7	101.1	96.2

^ Membership on this page includes only those participants that submitted attorney turnover information.

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