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2019 Revenue 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.

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.

Revenue Management Report

AmLaw Second 100 xNYC - (56 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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TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Guide to Interpreting the Stacked Bar Graphs Presented in this Report	
Guide to Interpreting the Statistics Presented in this Report	
Comparison Group Information and Billing Rate Adjustment Practices	1
Firmwide Overview	
Geographic Footprint	2
Practice Group Footprint	3
Office/Practice Group Overview	
Summary of Key Statistics	4
Attorney Footprint	5 - 6
Billable Hours by Classification	7
Fees Billed by Classification	8
Attorney Capacity	9
Partner Demographics	10
Summary Charts - by Attorney Classification	
Equity Partners	11 - 31
Non-Equity Partners	32 - 52
Associates	53 - 74
Estimated Impact of Performance Improvements	75
Annual Billable Hour Targets	76
Alternative Fee Arrangements	77 - 78
Detailed Metrics	
Standard Billing Rates	79 - 91
Worked Rates	92 - 99
Billed Rates	100 - 110
Realization	111 - 112
Discounting	113 - 116
Billable Hours Worked	117 - 123
Leverage Ratios	124
Average Fees Billed	125 - 126

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.

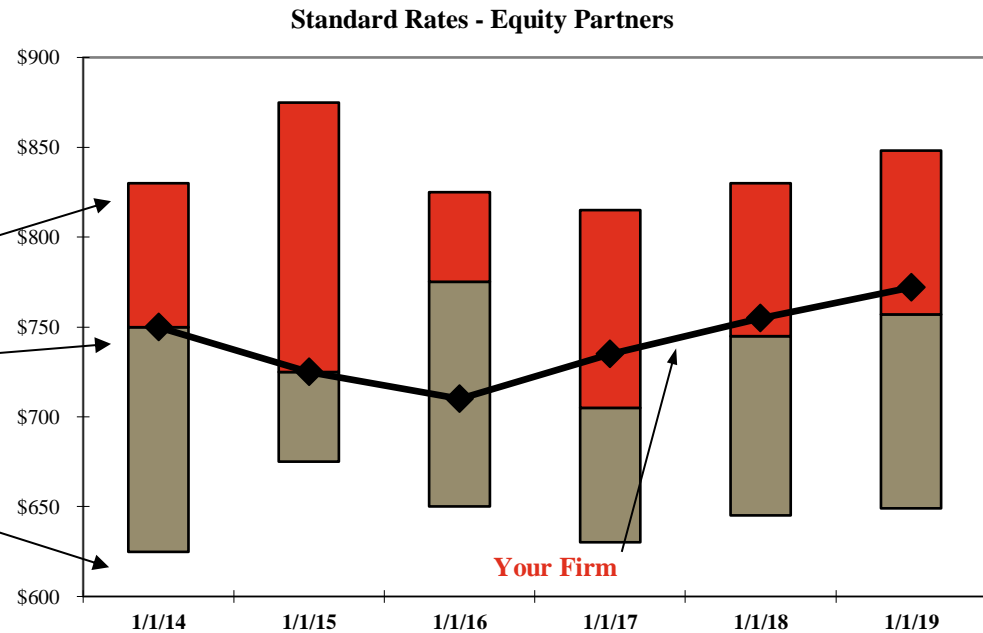
Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

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 2014 and 2015, above the Median Level and below the First Quartile Level for years 2017, 2018 and 2019 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for 2016 (i.e., in the Third Quartile).

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2019 Billing Rate & Associate Salary Survey+ include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

Example

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

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

Comparison Group Information

AmLaw Second 100 xNYC -

Number of Members in the Group

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

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

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information
56
No Maximum
No Minimum
299
56
0
0

Billing Rate Adjustment Practices

Your Firm	Number of Firms Reporting
Date of Last Partner Billing Rate Increase	
January 2, 2018 - March 31, 2018	1
April 1, 2018 - June 30, 2018	1
July 1, 2018 - September 30, 2018	0
October 1, 2018 - January 1, 2019	44
January 2, 2019 - March 1, 2019	0
Date of Last Associate/Sr. Attorney Lock-step/Class Year based Rate Increase	
January 2, 2018 - March 31, 2018	0
April 1, 2018 - June 30, 2018	1
July 1, 2018 - September 30, 2018	0
October 1, 2018 - January 1, 2019	44
January 2, 2019 - March 1, 2019	0

Date of Last Associate/Sr. Attorney Scale based Rate Increase

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
	1
	1
	0
	44
	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

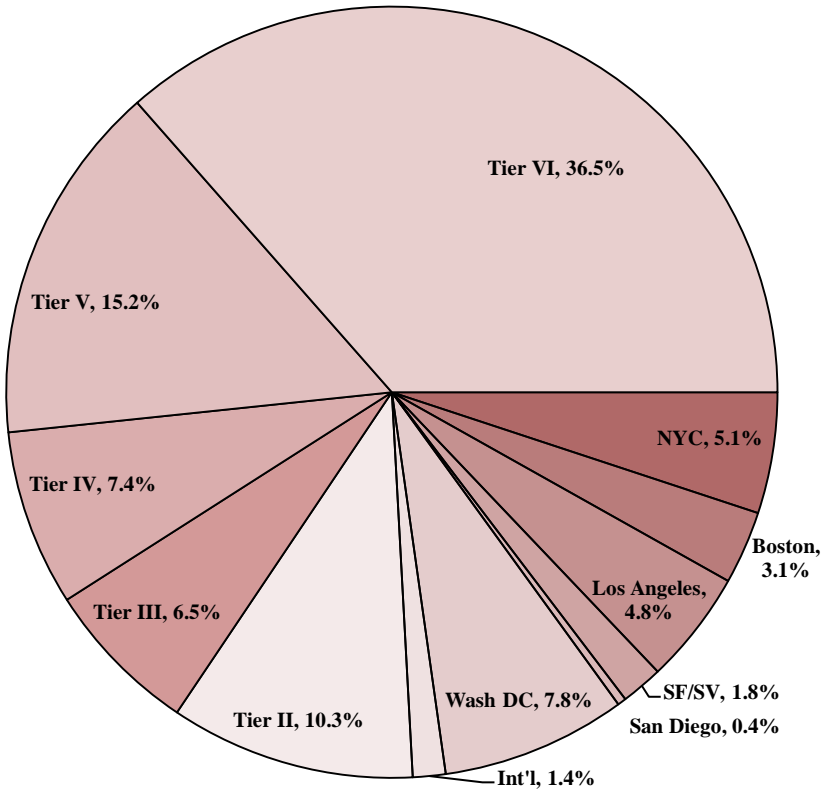
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AmLaw Second 100 xNYC - (56 members)

Geographic Footprint¹

Your Firm

Total Group



	NYC	Boston	Los Angeles	SF/SV	San Diego	Wash DC	Int'l	Tier II	Tier III	Tier IV	Tier V	Tier VI
Your Firm												
Total Group	5.1%	3.1%	4.8%	1.8%	0.4%	7.8%	1.4%	10.3%	6.5%	7.4%	15.2%	36.5%

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

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

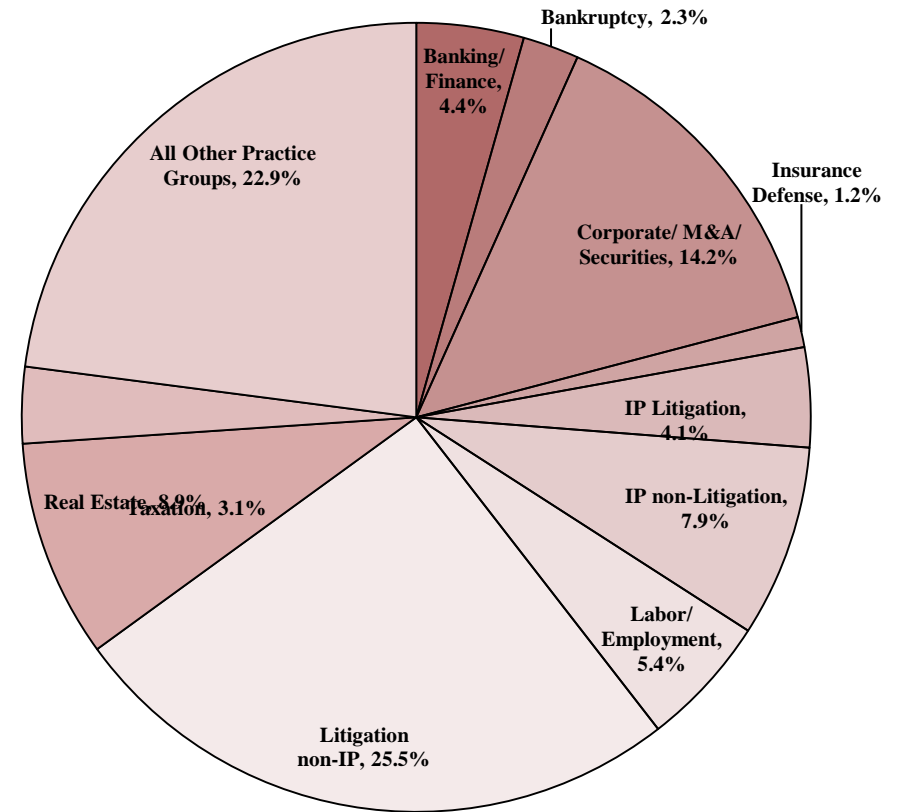
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AmLaw Second 100 xNYC - (56 members)

Practice Group Footprint¹

Your Firm

Total Group



	Banking/ Finance	Bankruptcy	Corporate/ M&A/ Securities	Insurance Defense	IP Litigation	IP non- Litigation	Labor/ Employment	Litigation non-IP	Real Estate	Taxation	All Other Practice Groups
Your Firm											
Total Group	4.4%	2.3%	14.2%	1.2%	4.1%	7.9%	5.4%	25.5%	8.9%	3.1%	22.9%

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

** omitted due to insufficient data

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AmLaw Second 100 xNYC - (56 members)

Summary of Key Statistics

	Period	Your Firm		Group			Your Firm		Group		
		Average	Rank / Of	1 st	Median	3 rd	% Change -		% Change - 1 year		
				Quartile		Quartile	1 Year	Rank / Of	1 st	Median	3 rd
Standard Billing Rates	As of 1/1/19										
Equity Partners			/ 56	\$797	\$603	\$538		/ 50	4.3	2.6	1.0
Non-Equity Partners			/ 52	652	516	465		/ 46	5.2	3.1	0.6
Associates			/ 56	495	337	313		/ 50	4.7	3.3	0.0
Worked Rates	1/1/18 - 12/31/18										
Equity Partners			/ 53	\$718	\$551	\$469		/ 47	4.4	2.3	0.5
Non-Equity Partners			/ 49	588	463	411		/ 44	4.1	2.6	0.0
Associates			/ 53	457	315	280		/ 47	4.5	2.8	0.3
Billed Rates	1/1/18 - 12/31/18										
Equity Partners			/ 54	\$677	\$522	\$456		/ 48	4.2	2.3	0.0
Non-Equity Partners			/ 49	554	432	390		/ 44	5.7	3.2	0.2
Associates			/ 54	408	293	258		/ 48	5.4	1.6	0.0
Billable Hours	1/1/18 - 12/31/18										
Equity Partners			/ 55	1,587	1,474	1,415		/ 49	2.0	0.0	(1.7)
Non-Equity Partners			/ 50	1,495	1,390	1,279		/ 45	3.5	0.0	(3.2)
Associates			/ 55	1,773	1,702	1,642		/ 49	1.7	0.0	(2.8)
Leverage Ratios	1/1/18 - 12/31/18										
Ratio of Other Attorneys ¹ to Equity Partners			/ 55	2.32	1.56	1.13					
Ratio of Non-Partner Attorneys ² to Partners			/ 55	0.85	0.65	0.53					

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

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

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

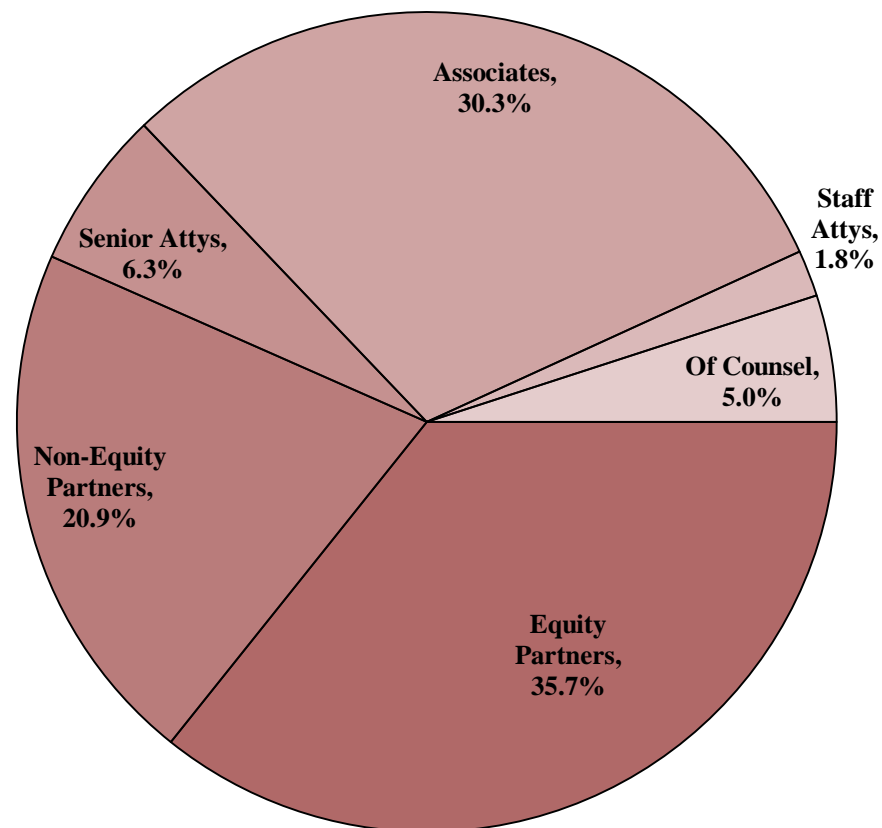
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AmLaw Second 100 xNYC - (56 members)

Attorney Footprint

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm (%)						
Your Firm (FTE)						
Total Group (%)	35.7%	20.9%	6.3%	30.3%	1.8%	5.0%
Total Group (FTE)	5,793	3,384	1,016	4,912	296	810

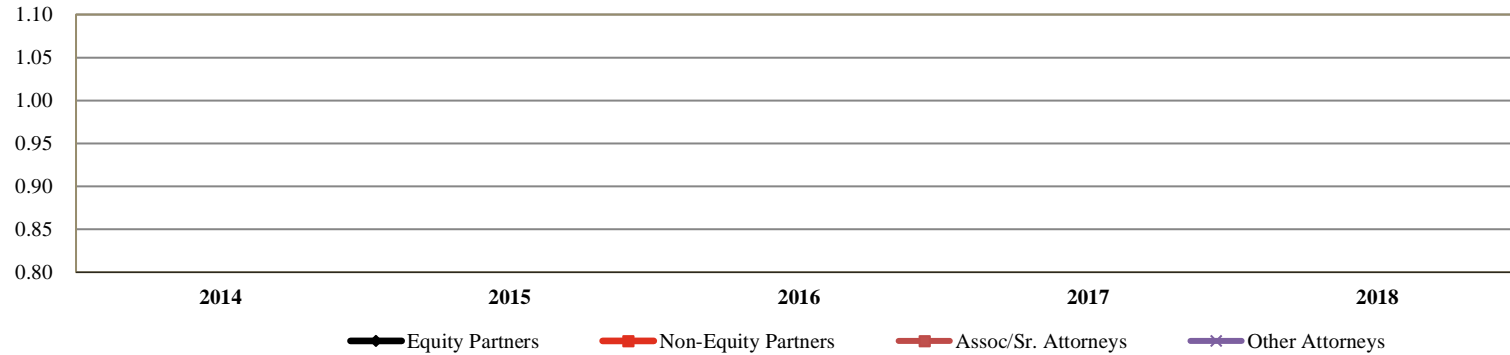
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AmLaw Second 100 xNYC - (56 members)

Historical Attorney Footprint¹

Your Firm

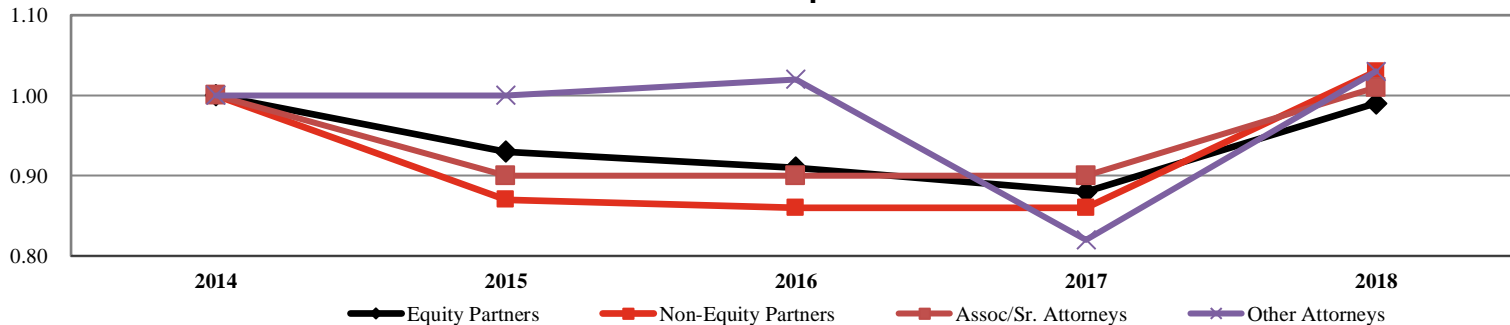


Your Firm (FTE)

Equity Partner
Non-Equity Partner
Associates/Sr. Attorneys
Other Attorneys²

	2014	2015	2016	2017	2018	% Chg: '14-'18
Equity Partner						
Non-Equity Partner						
Associates/Sr. Attorneys						
Other Attorneys ²						

Total Group



Total Group (FTE)

Equity Partner
Non-Equity Partner
Associates/Sr. Attorneys
Other Attorneys²

	2014	2015	2016	2017	2018	% Chg: '14-'18
Equity Partner	4,728	4,412	4,280	4,151	4,679	(1.0%)
Non-Equity Partner	2,728	2,381	2,337	2,353	2,818	3.3%
Associates/Sr. Attorneys	4,985	4,495	4,493	4,474	5,031	0.9%
Other Attorneys ²	703	706	717	574	725	3.1%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2014.

² Other Attorneys include Of Counsel and Staff & eDiscovery Attorneys.

** omitted due to insufficient data

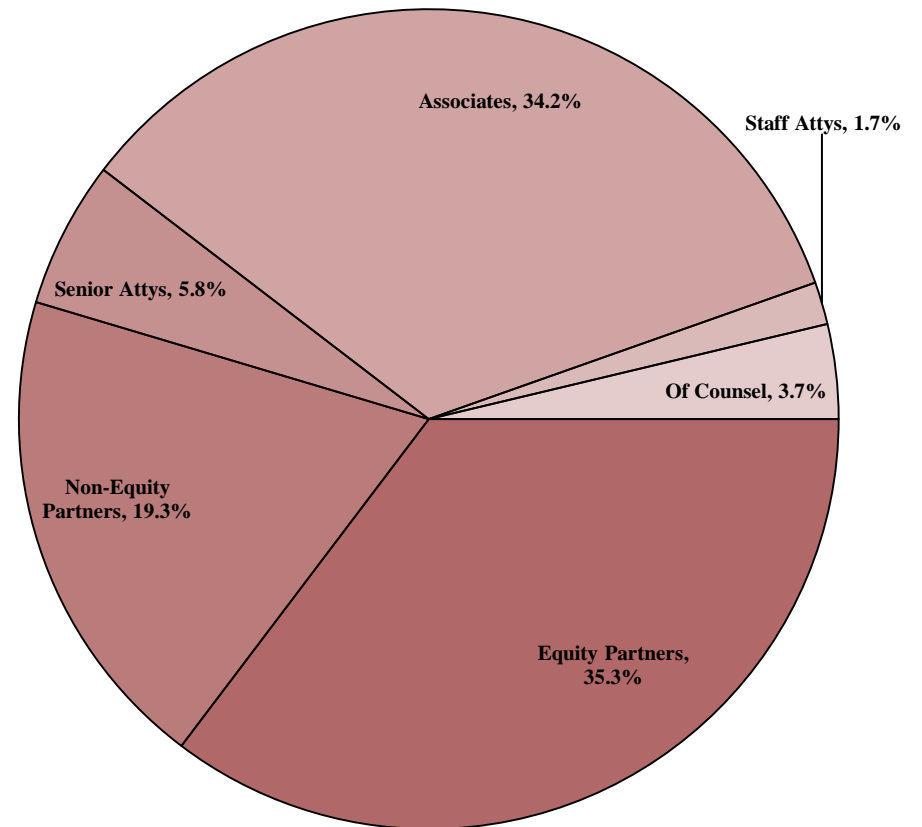
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AmLaw Second 100 xNYC - (56 members)

Attorney Billable Hours by Classification

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	35.3%	19.3%	5.8%	34.2%	1.7%	3.7%

** omitted due to insufficient data

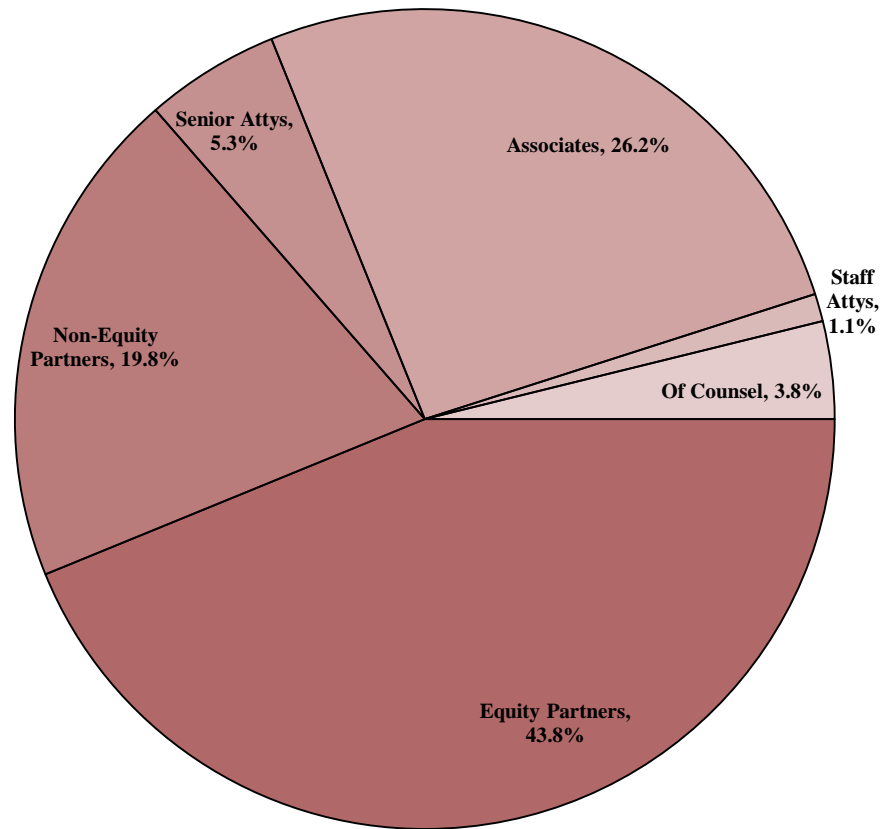
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AmLaw Second 100 xNYC - (56 members)

Attorney Fees Billed by Classification

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	43.8%	19.8%	5.3%	26.2%	1.1%	3.8%

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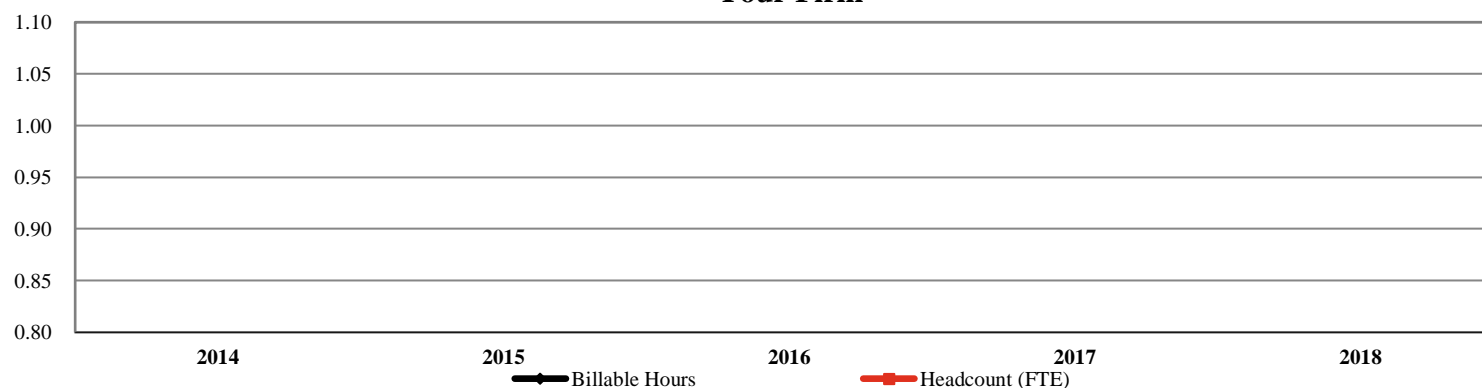
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AmLaw Second 100 xNYC - (56 members)

Attorney Capacity¹

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

Your Firm



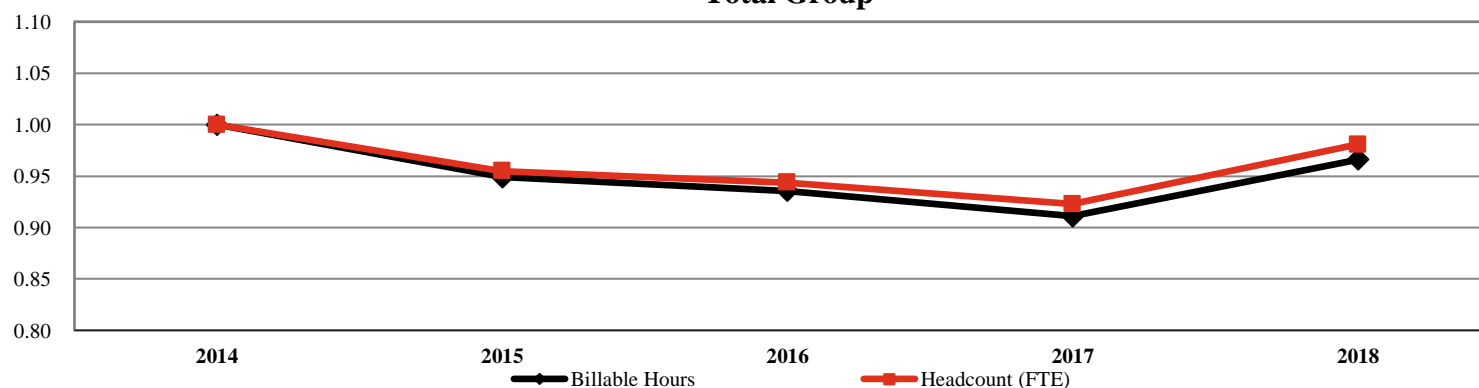
Your Firm

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours	19,430,650	18,439,795	18,178,408	17,702,553	18,769,764	(3.4%)
Headcount (FTE)	12,341	11,784	11,647	11,389	12,104	(1.9%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2014.

² Number of members represented in the group results: 41

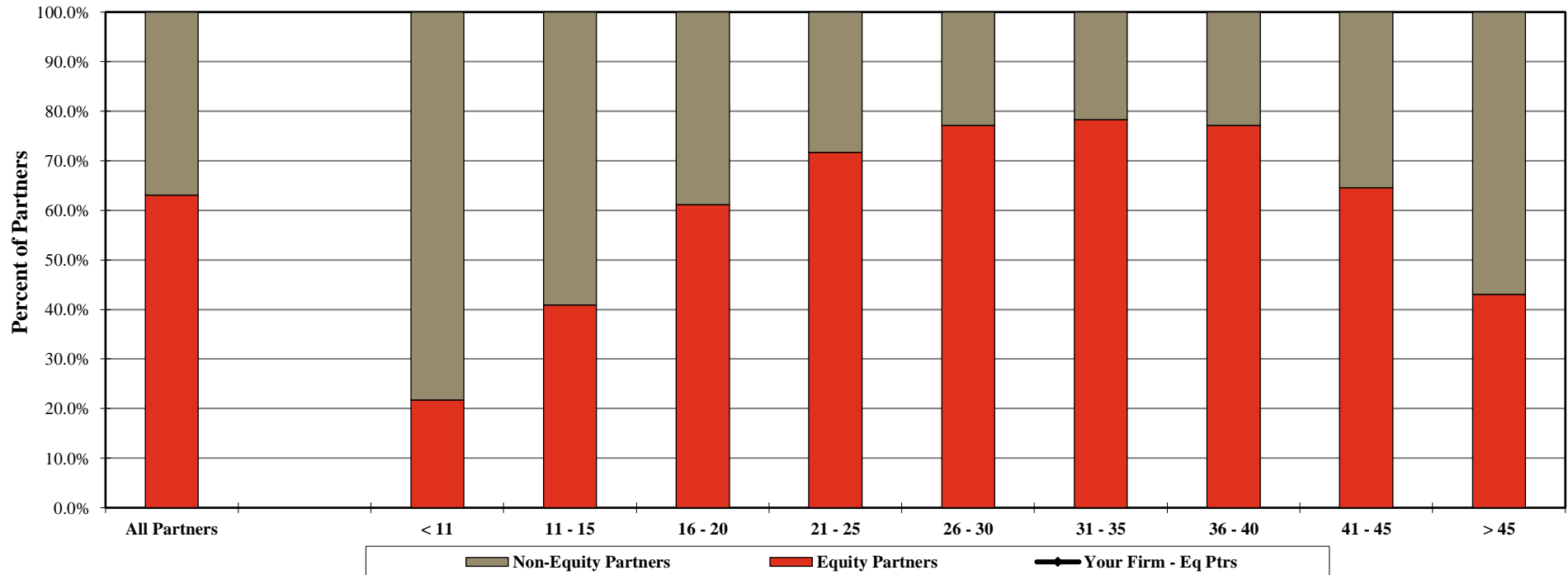
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AmLaw Second 100 xNYC - (56 members)

Partner Demographics¹

For the 12-month period ending December 31, 2018



	Your Firm		Total Group	
<u>By Years of Experience</u>	Equity Partners	Non-Equity Partners	Equity Partners	Non-Equity Partners
< 11 Years			21.8%	78.2%
11 - 15 Years			40.9%	59.1%
16 - 20 Years			61.2%	38.8%
21 - 25 Years			71.7%	28.3%
26 - 30 Years			77.2%	22.8%
31 - 35 Years			78.3%	21.7%
36 - 40 Years			77.2%	22.8%
41 - 45 Years			64.6%	35.4%
> 45 Years			43.1%	56.9%
All Partners			63.1%	36.9%

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

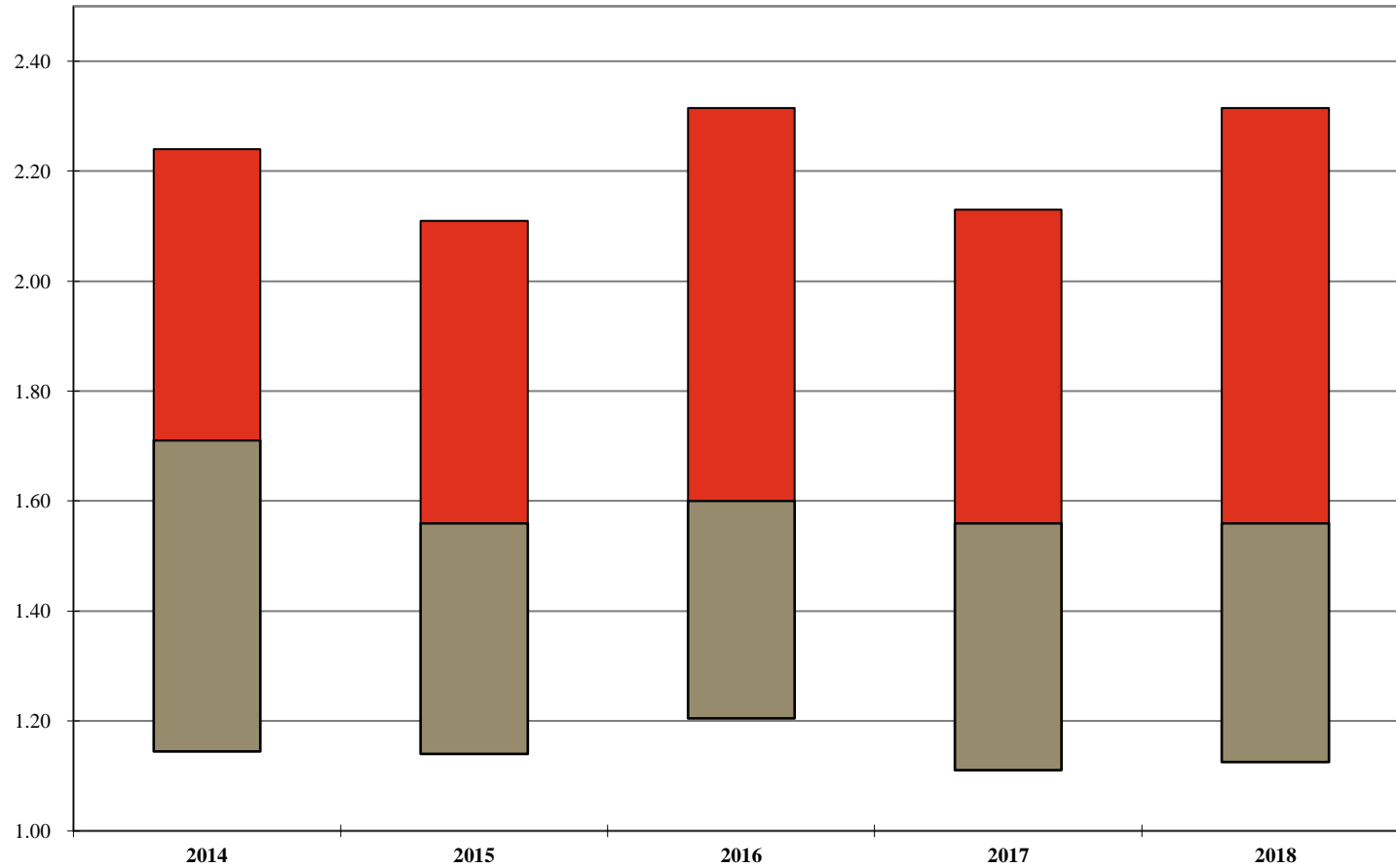
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AmLaw Second 100 xNYC - (56 members)

Equity Partner Leverage¹

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



2014	2015	2016	2017	2018
2.24	2.11	2.32	2.13	2.32
1.71	1.56	1.60	1.56	1.56
1.15	1.14	1.21	1.11	1.13

¹ Ratio of Other Attorneys to Equity Partners. Other Attorneys include Non-Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation. Additional detail can be found on Page 124.

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

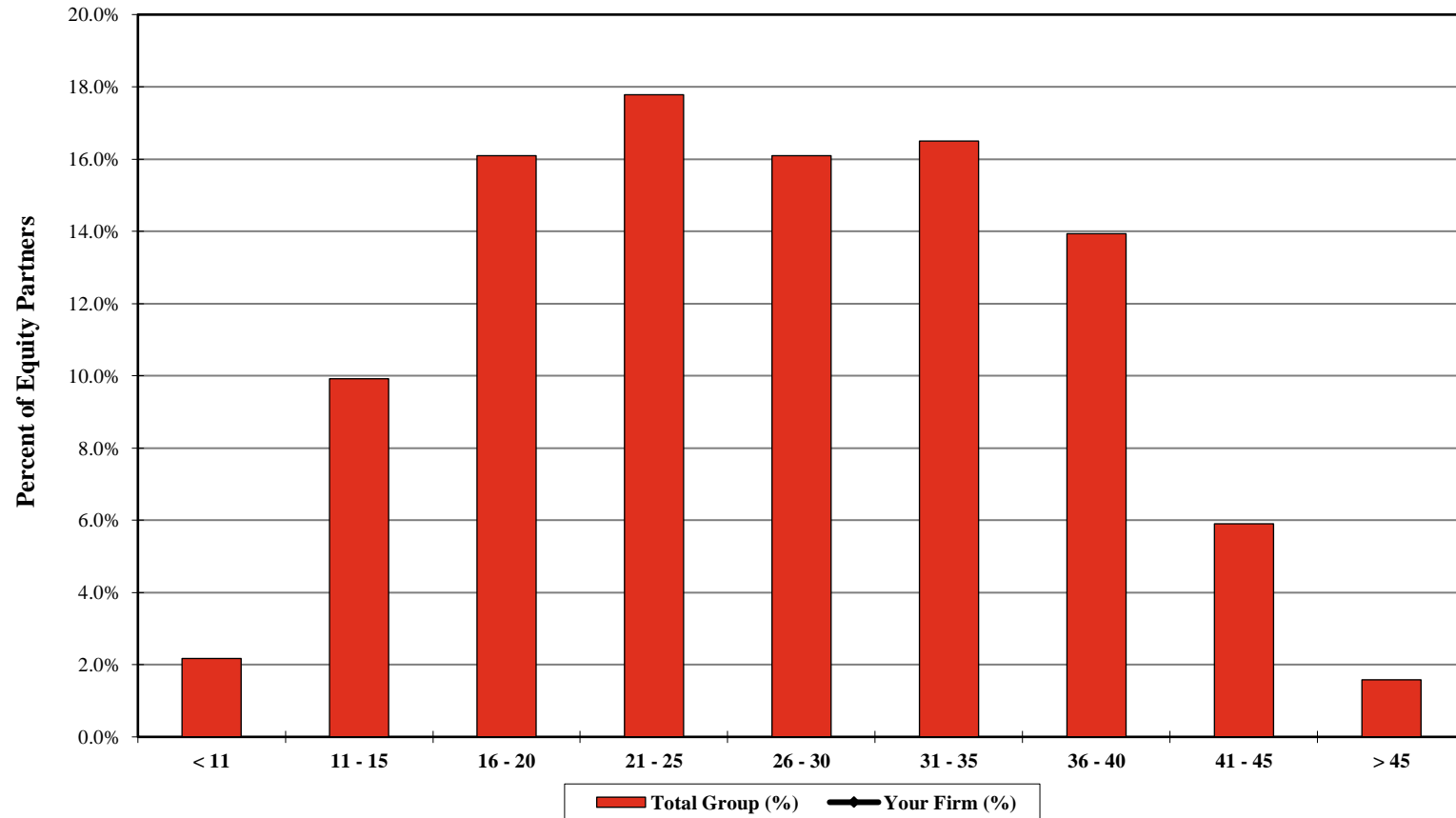
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AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partners by Years of Experience¹

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 (%)	2.2%	9.9%	16.1%	17.8%	16.1%	16.5%	13.9%	5.9%
Total Group (FTE)	126	575	932	1,030	932	956	807	342	91

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

** omitted due to insufficient data

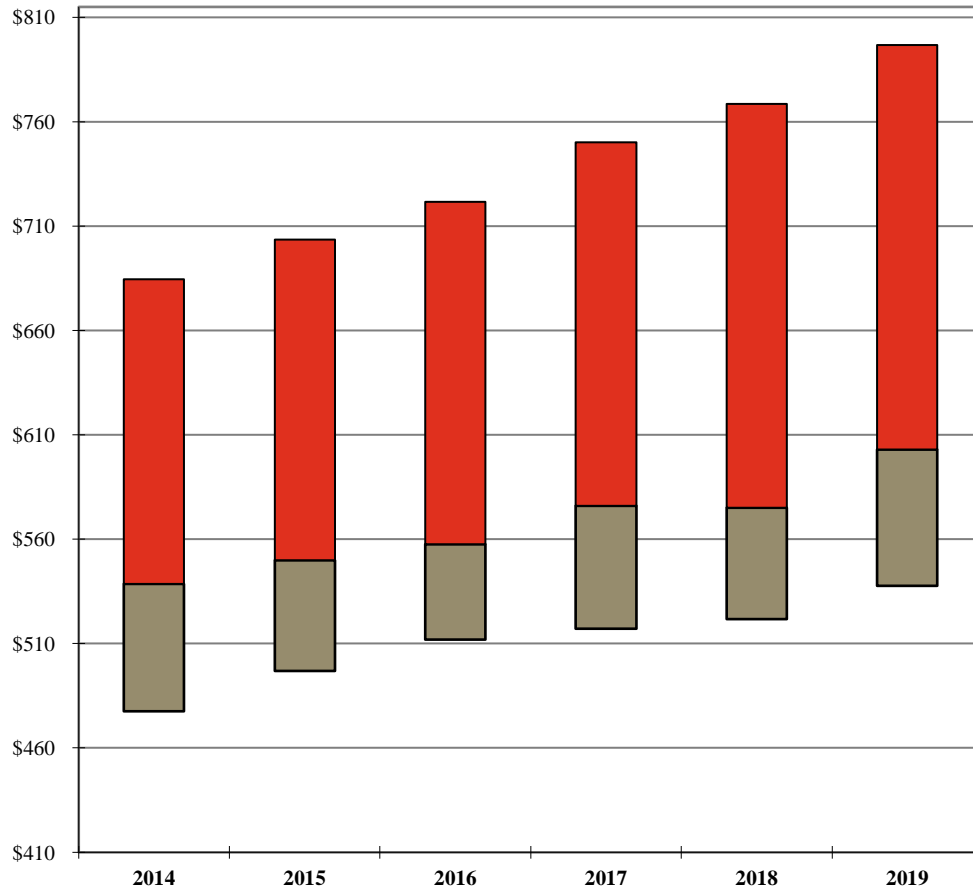
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AmLaw Second 100 xNYC - (56 members)

Equity Partner Rates

Standard Rates

As of January 1st of the stated year



Your Firm

1st Qtle

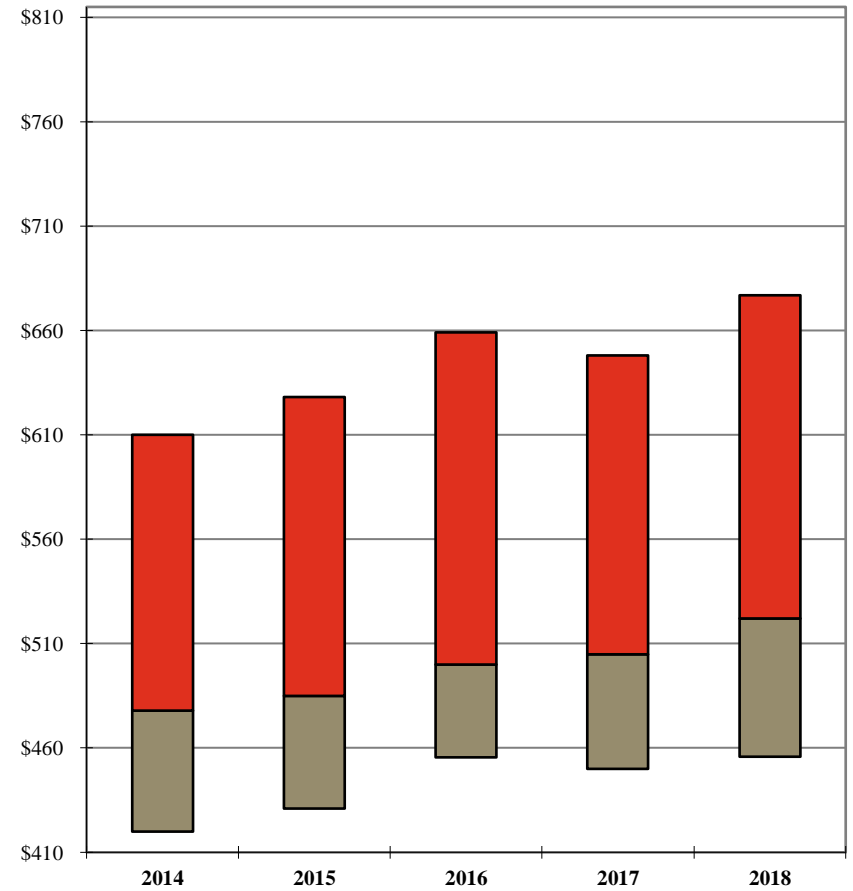
Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
1st Qtle	\$685	\$704	\$722	\$750	\$769	\$797
Median	539	550	558	576	575	603
3rd Qtle	478	497	512	517	522	538

Billed Rates

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



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018
1st Qtle	\$610	\$628	\$659	\$648	\$677
Median	478	485	500	505	522
3rd Qtle	420	431	456	450	456

Additional detail can be found on Pages 79 and 100.

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

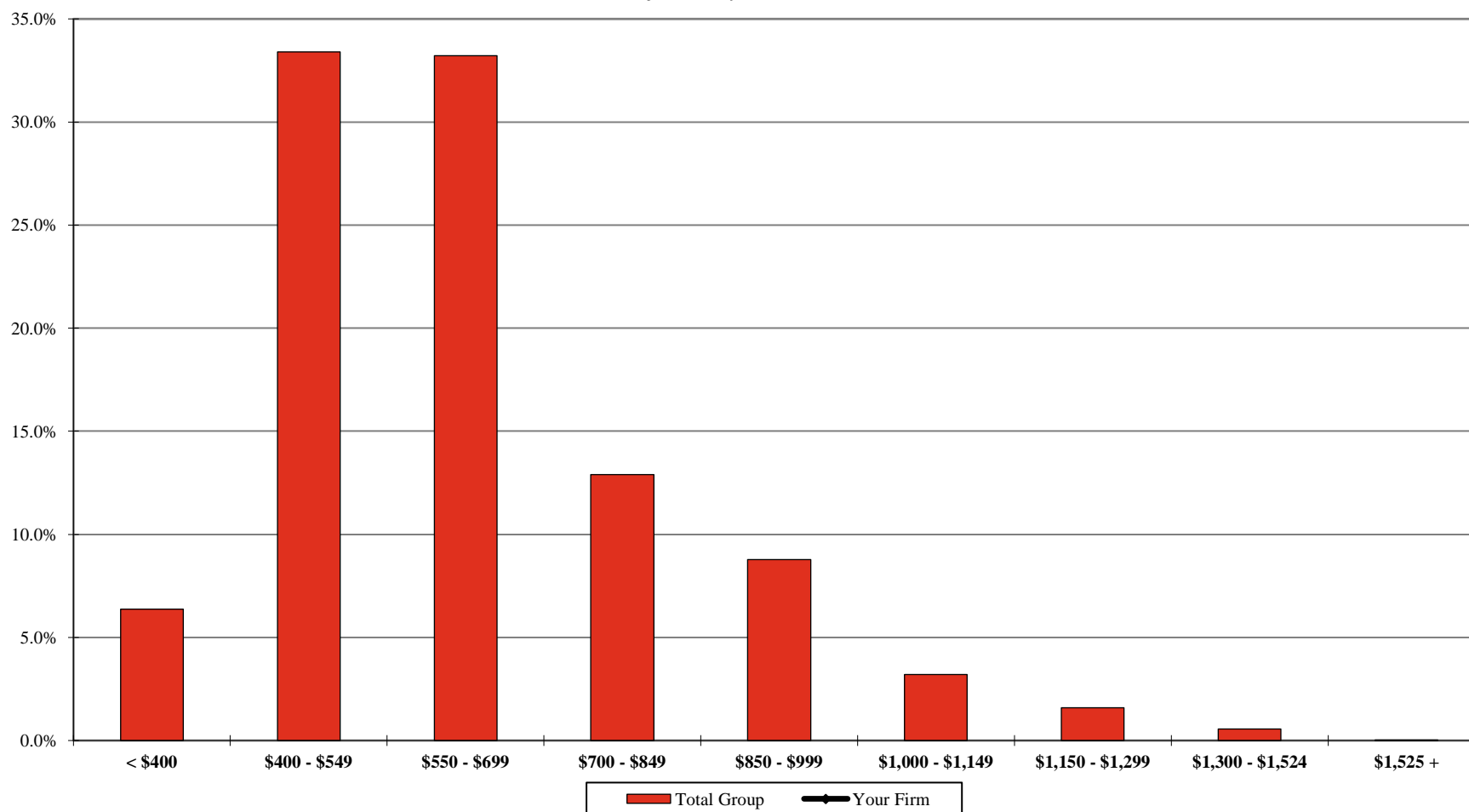
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partner Standard Billing Rates

As of January 1, 2019



Your Firm
Total Group

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
6.4%	33.4%	33.2%	12.9%	8.8%	3.2%	1.6%	0.5%	0.0%

Additional detail can be found on Page 81.

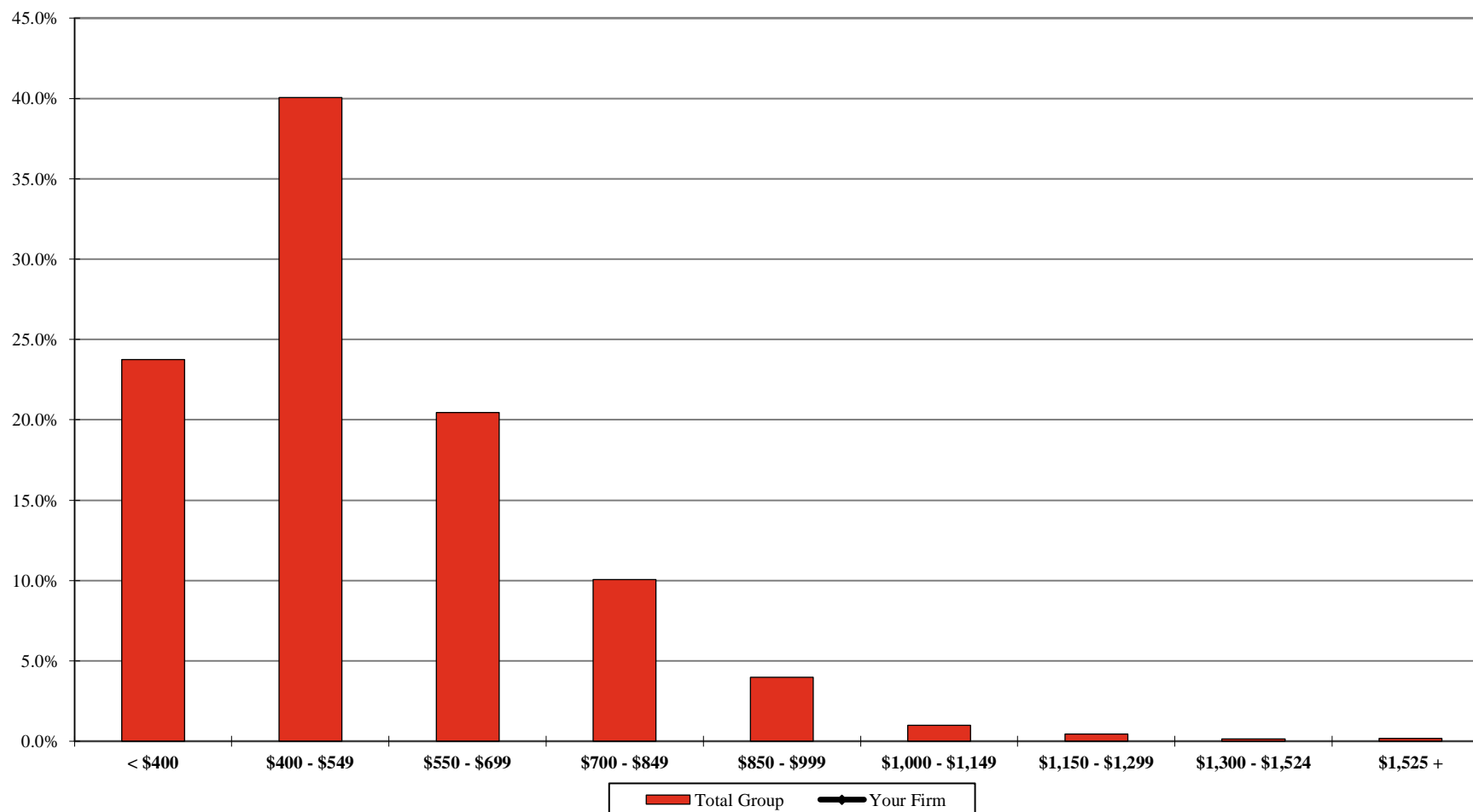
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partner Billed Rates

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
23.7%	40.0%	20.5%	10.1%	4.0%	1.0%	0.4%	0.1%	0.2%

Additional detail can be found on Page 102.

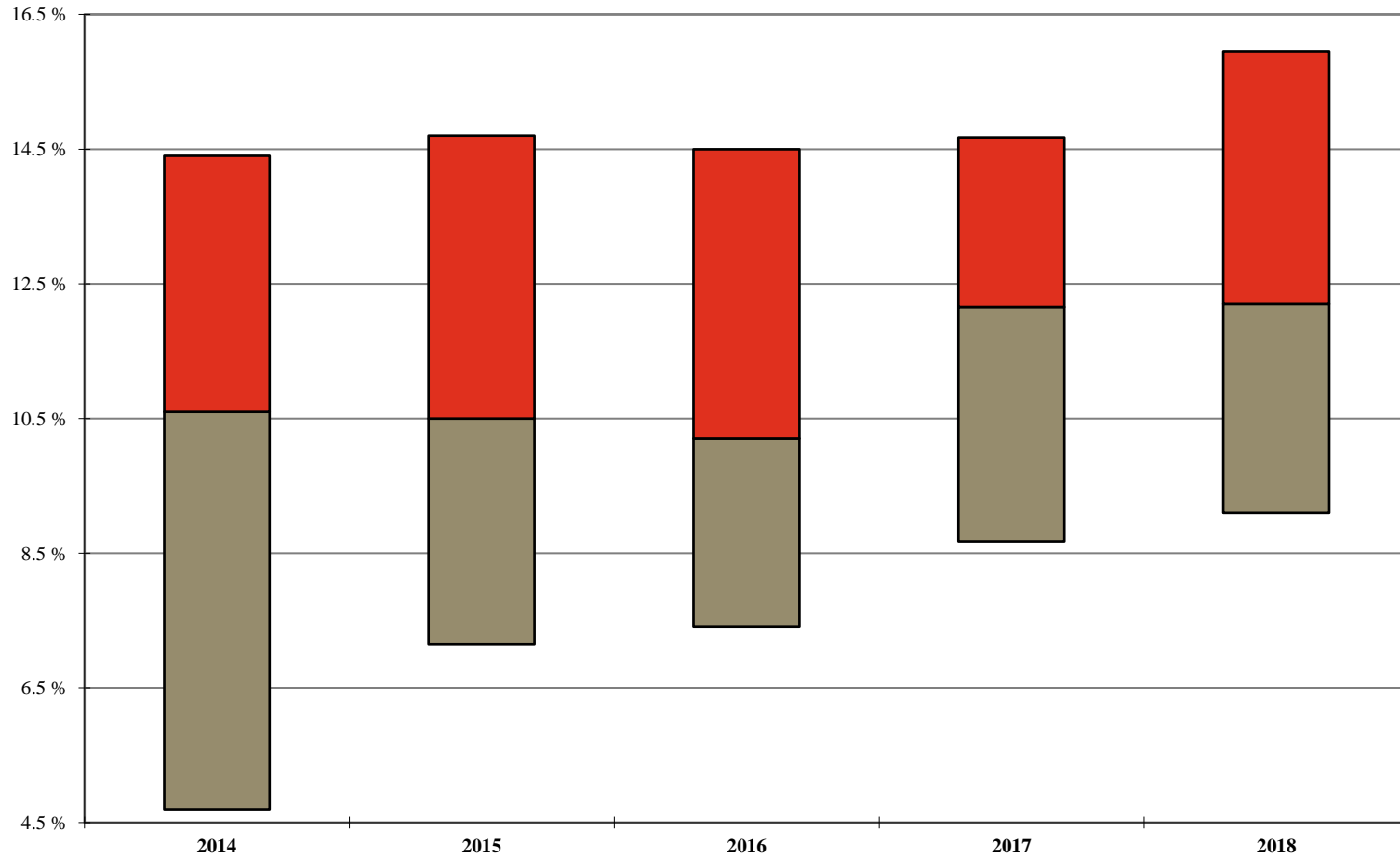
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Discounting¹

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



	2014	2015	2016	2017	2018
Your Firm					
1st Qtile	14.4%	14.7%	14.5%	14.7%	16.0%
Median	10.6%	10.5%	10.2%	12.2%	12.2%
3rd Qtile	4.7%	7.2%	7.4%	8.7%	9.1%

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

Additional detail can be found on Page 111.

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

** omitted due to insufficient data

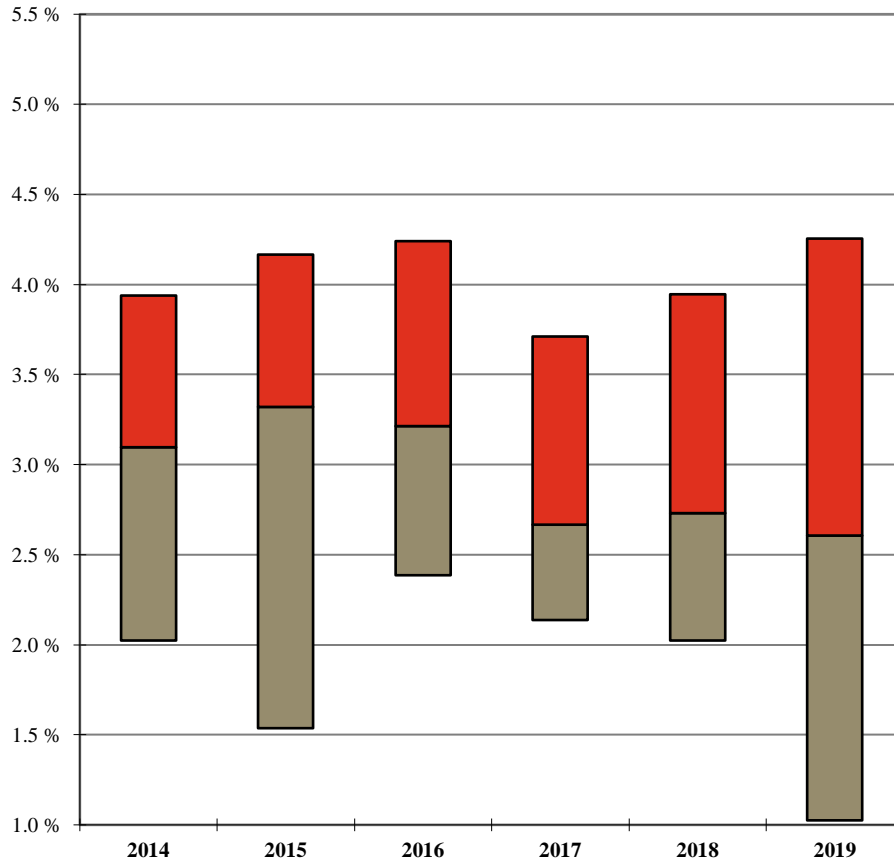
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Annual Change¹: Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



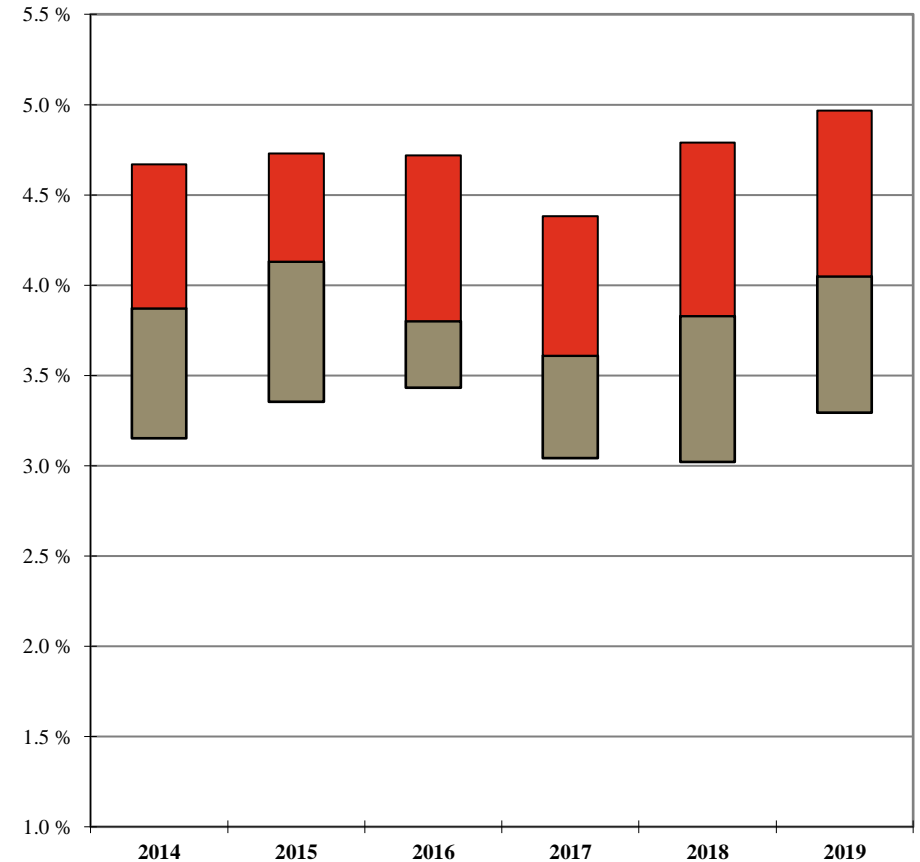
Your Firm

1st Qtle

Median

3rd Qtle

'Full Year' Change



Your Firm

1st Qtle

Median

3rd Qtle

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

Additional detail can be found on Pages 79 and 87.

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

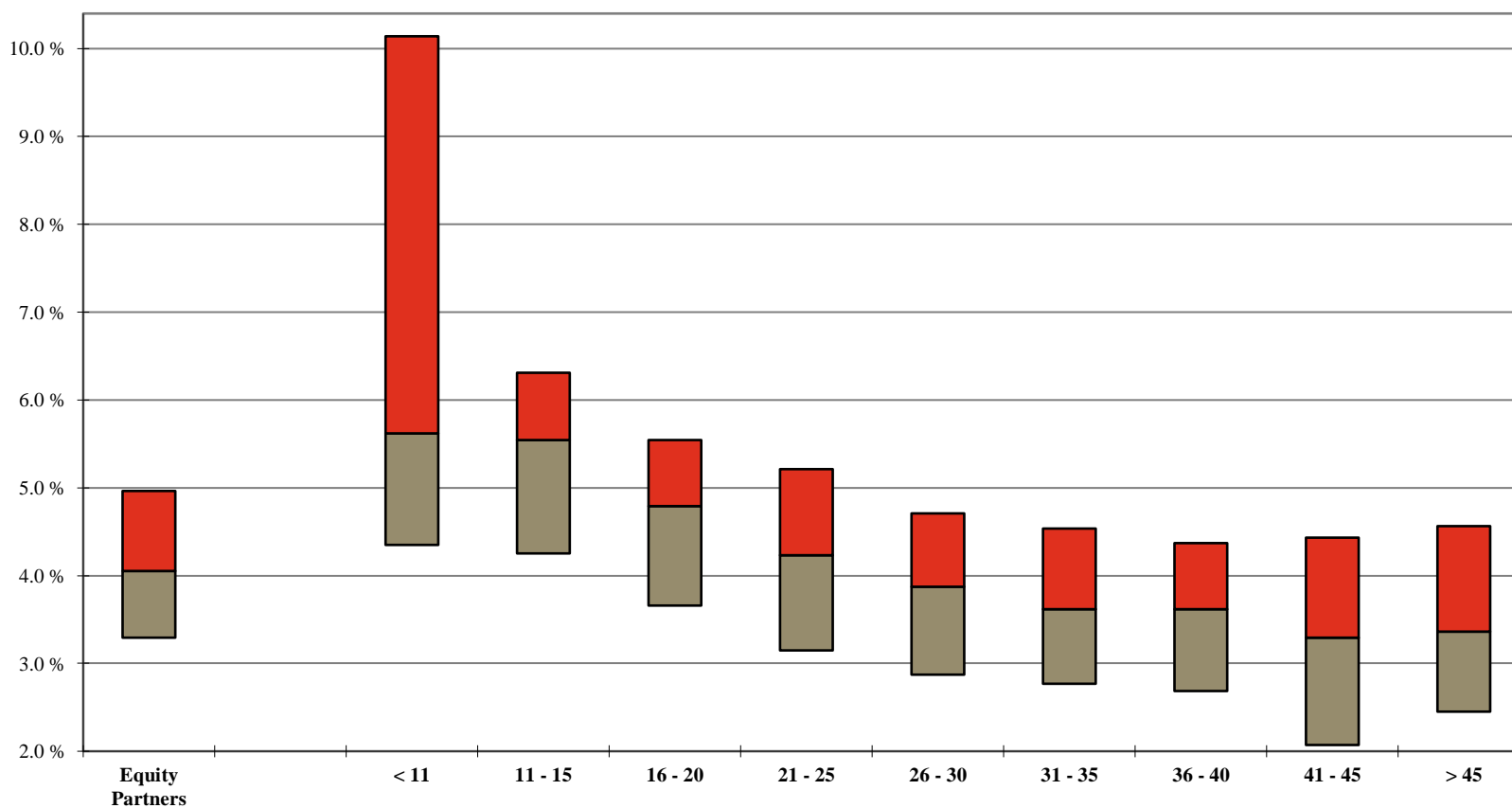
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2019



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	5.0%	10.1%	6.3%	5.5%	5.2%	4.7%	4.5%	4.4%	4.4%	4.6%
	Median	4.1%	5.6%	5.5%	4.8%	4.2%	3.9%	3.6%	3.6%	3.3%	3.4%
	3rd Qtle	3.3%	4.4%	4.3%	3.7%	3.1%	2.9%	2.8%	2.7%	2.1%	2.5%

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

Additional detail can be found on Page 87.

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

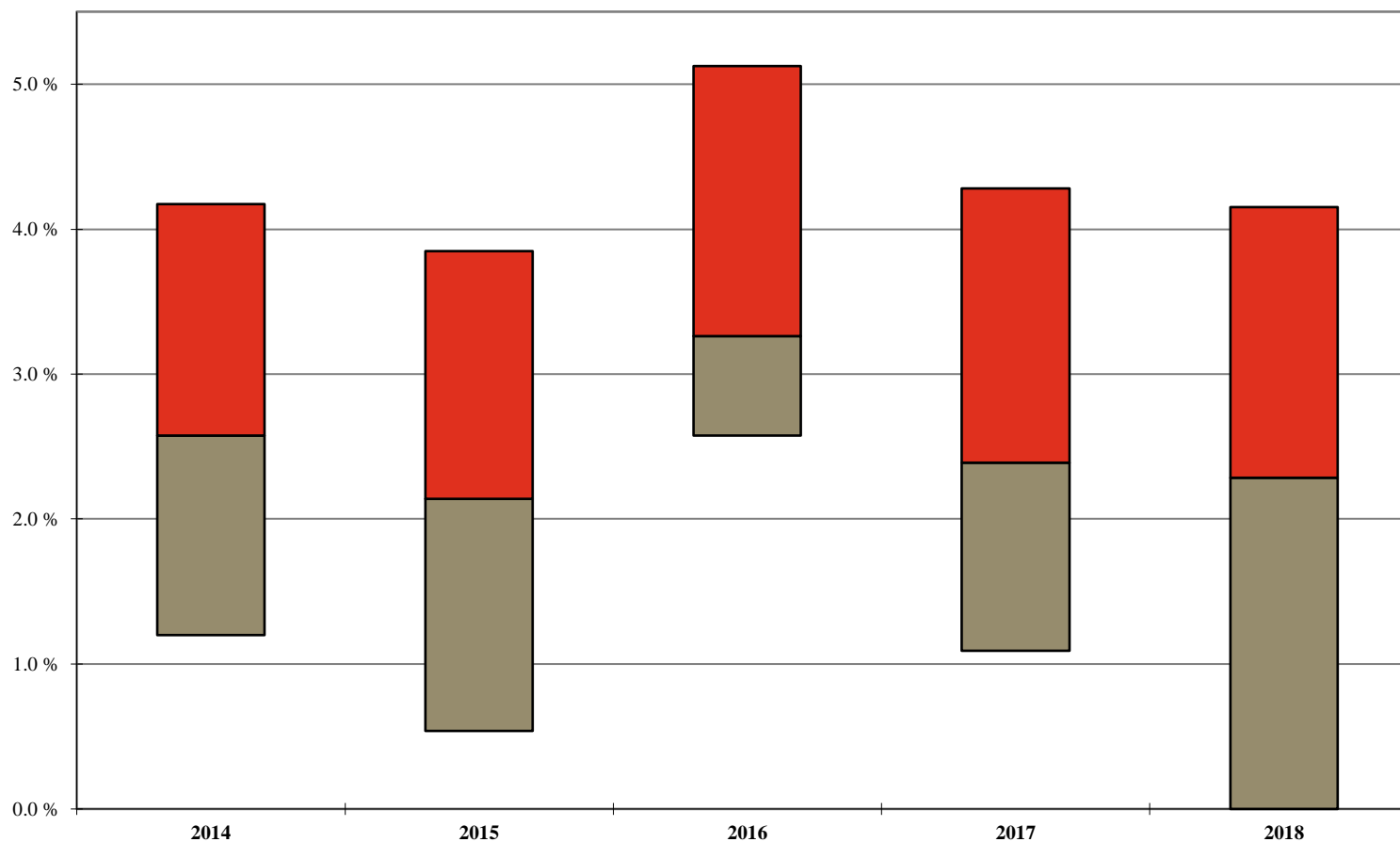
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Annual Change: Equity Partner Billed Rates

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



Your Firm

1st Qtle

Median

3rd Qtle

2014	2015	2016	2017	2018
4.2%	3.9%	5.1%	4.3%	4.2%
2.6%	2.1%	3.3%	2.4%	2.3%
1.2%	0.5%	2.6%	1.1%	0.0%

Additional detail can be found on Page 100.

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

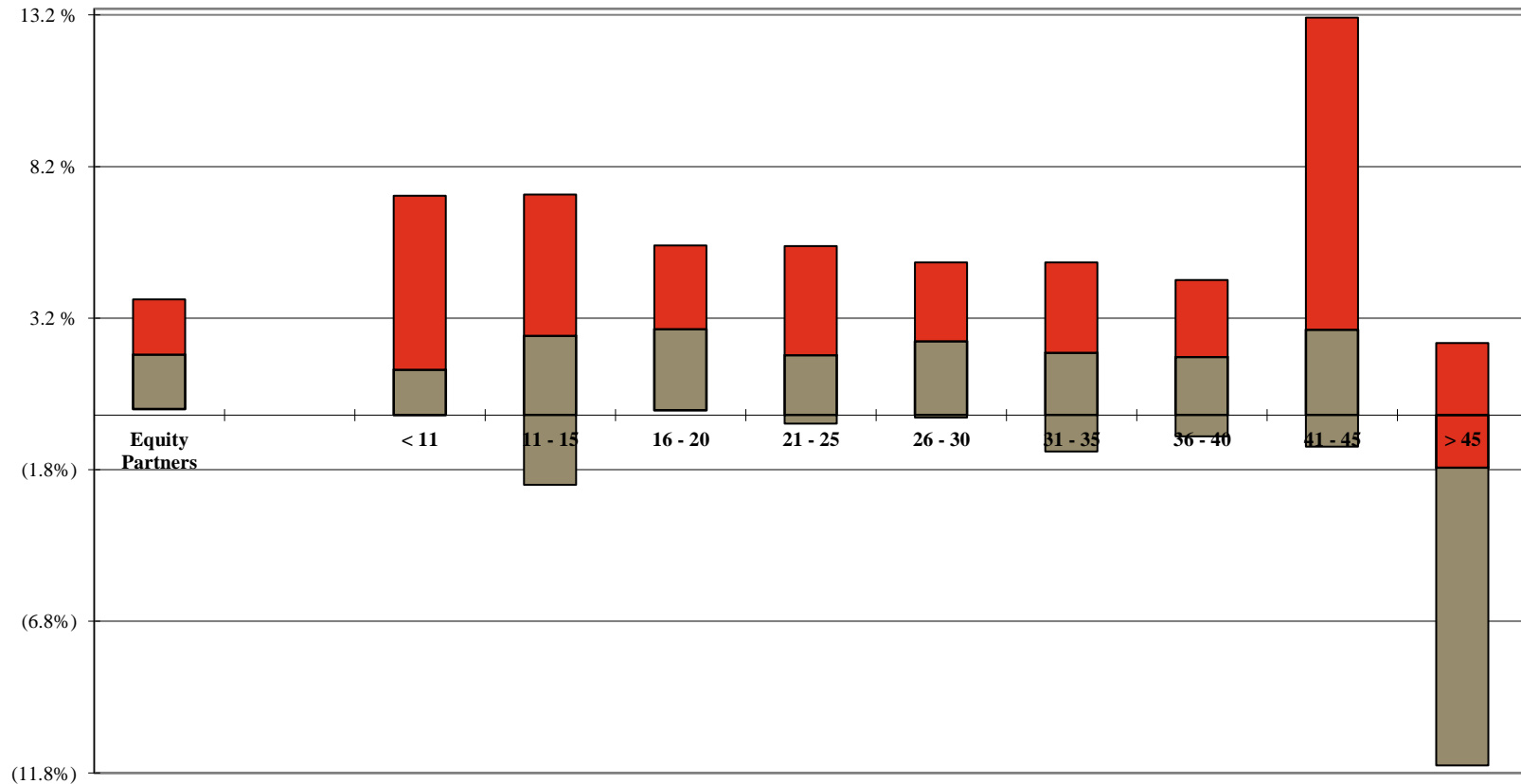
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2019



Your Firm		Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	3.8%	7.2%	7.3%	5.6%	5.6%	5.0%	5.0%	4.5%	13.1%	2.4%
	Median	2.0%	1.5%	2.6%	2.8%	2.0%	2.4%	2.1%	1.9%	2.8%	(1.7%)
	3rd Qtle	0.2%	0.0%	(2.3%)	0.2%	(0.3%)	(0.1%)	(1.2%)	(0.7%)	(1.0%)	(11.6%)

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

Additional detail can be found on Page 108.

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

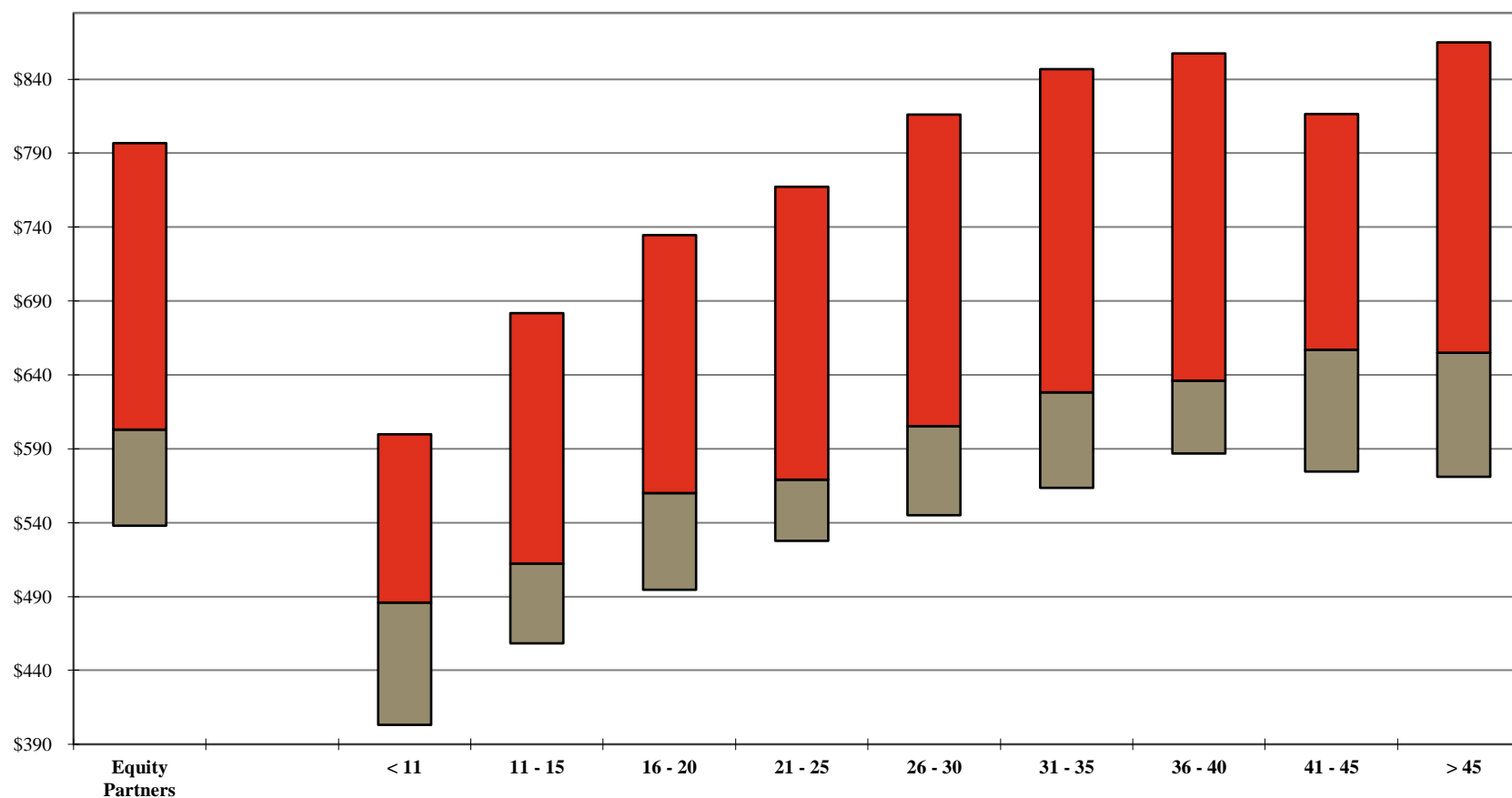
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Standard Rates by Years of Experience

As of January 1, 2019



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	\$797	\$600	\$682	\$735	\$767	\$816	\$847	\$858	\$817	\$865
	Median	603	486	513	560	569	606	628	636	657	655
	3rd Qtle	538	403	459	495	528	545	564	587	575	571

Additional detail can be found on Page 79.

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

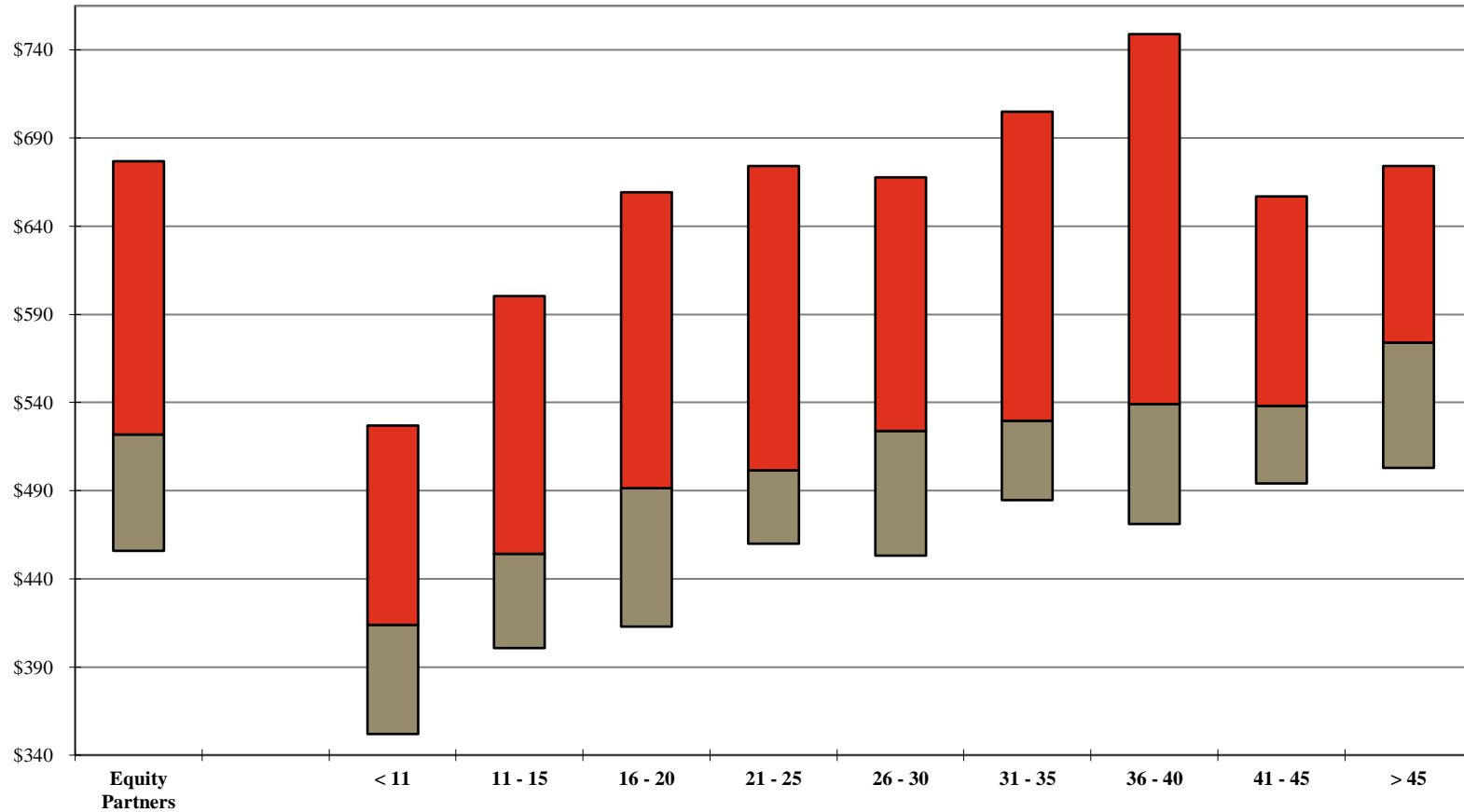
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Billed Rates by Years of Experience

For the 12-month period ending December 31, 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	\$677	\$527	\$601	\$659	\$674	\$668	\$705	\$749	\$657	\$674
Median	522	414	454	492	502	524	530	539	538	574
3rd Qtle	456	352	401	413	460	453	485	471	494	503

Additional detail can be found on Page 100.

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

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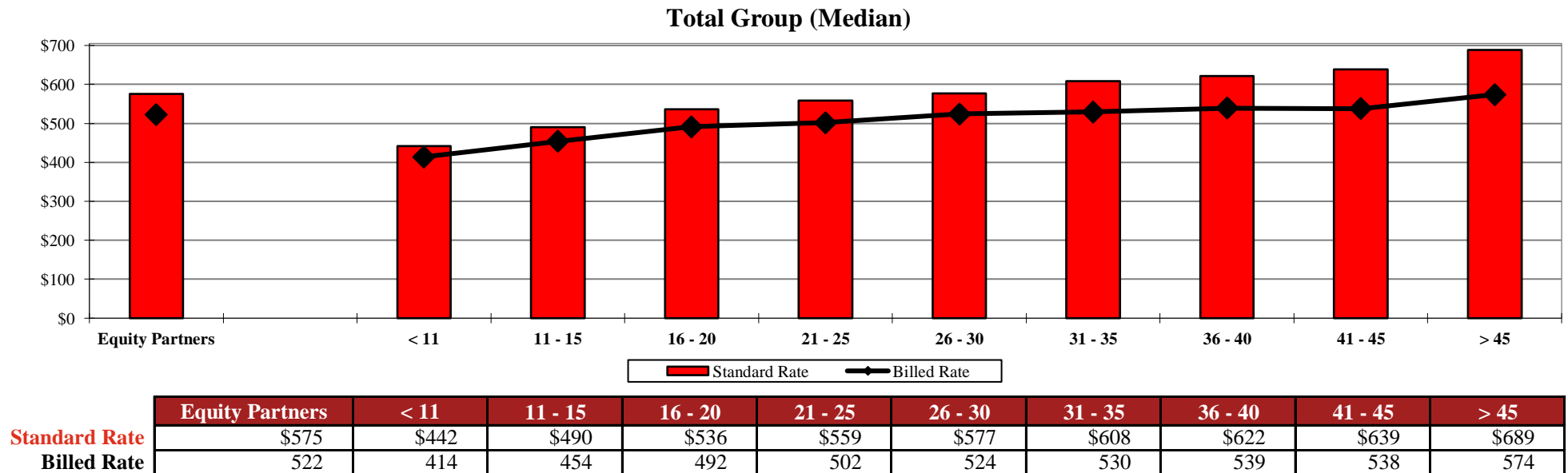
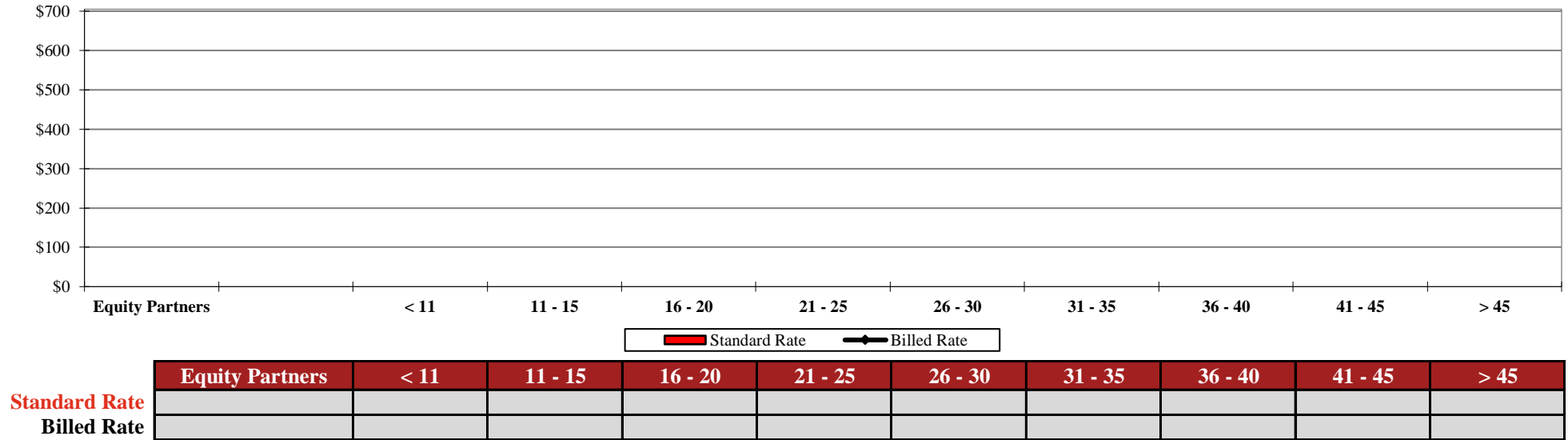
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Standard vs. Billed Rates by Years of Experience

Standard Rates at January 1, 2018; Billed Rates for the 12-month period ending December 31, 2018

Your Firm



Additional detail can be found on Page 100.

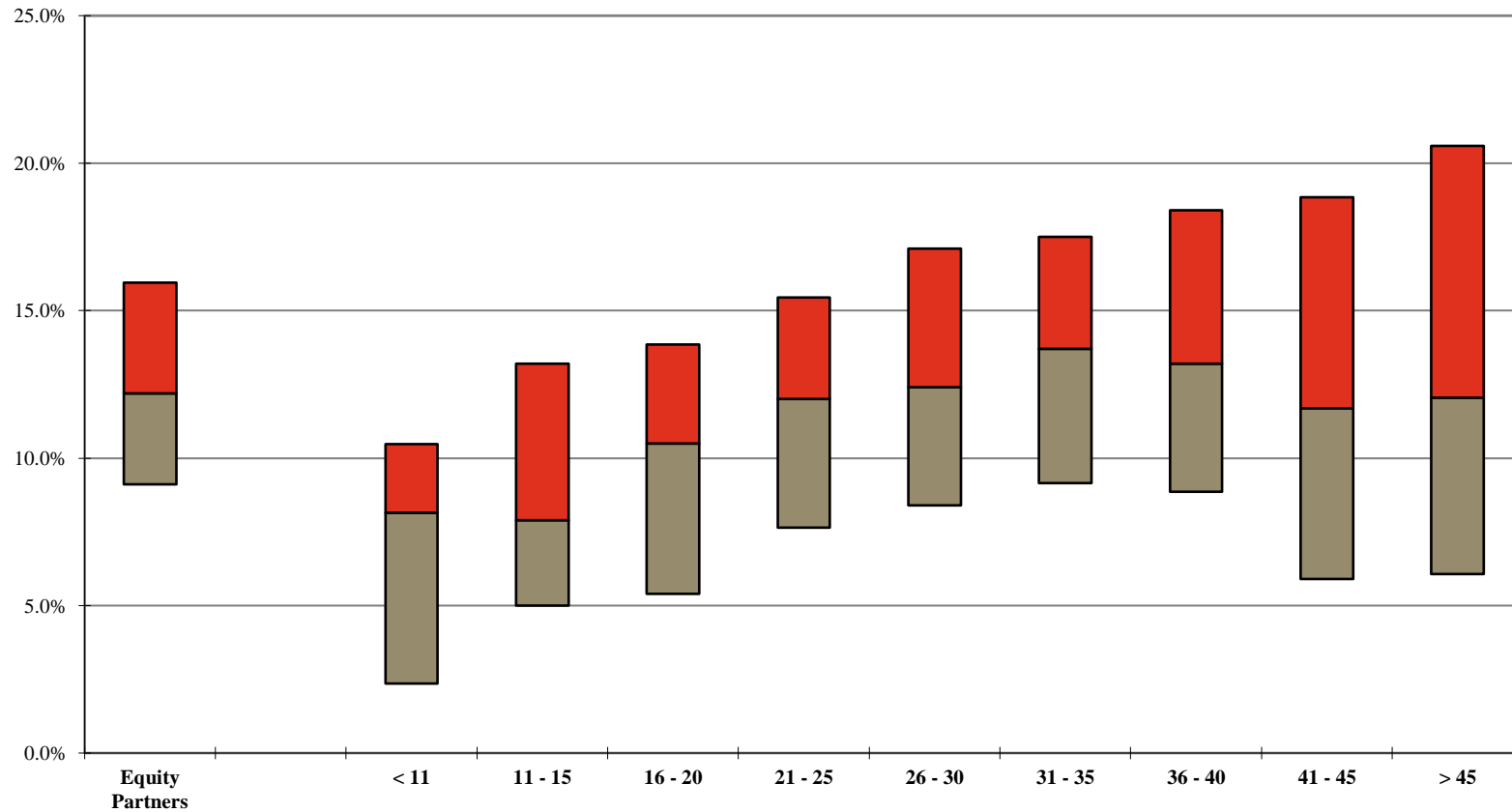
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Discounting¹ by Years of Experience

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	16.0%	10.5%	13.2%	13.9%	15.5%	17.1%	17.5%	18.4%	18.9%	20.6%
	Median	12.2%	8.2%	7.9%	10.5%	12.0%	12.4%	13.7%	13.2%	11.7%	12.1%
	3rd Qtle	9.1%	2.4%	5.0%	5.4%	7.7%	8.4%	9.2%	8.9%	5.9%	6.1%

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

Additional detail can be found on Page 111.

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

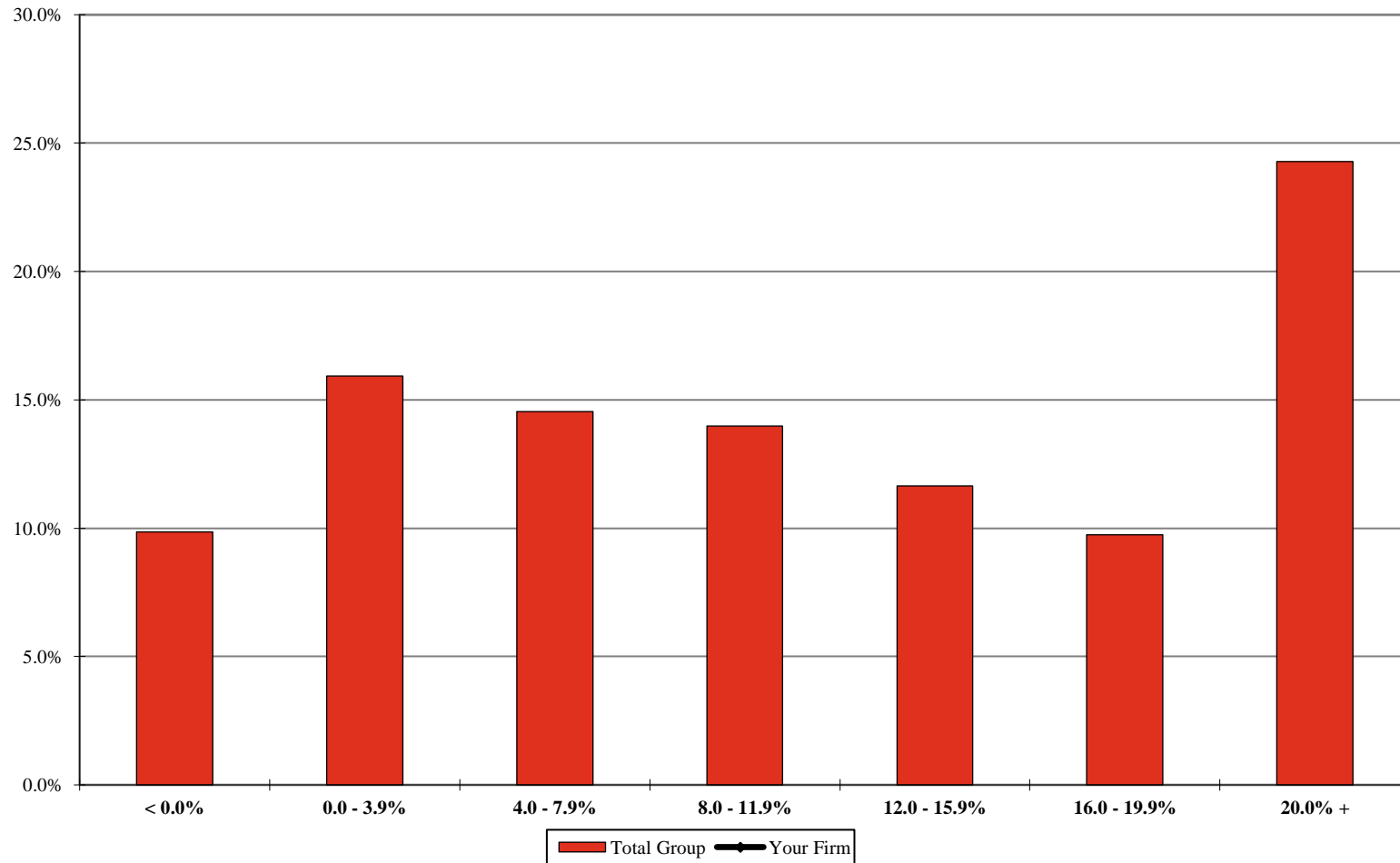
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partners by Discount Levels ¹

For the 12-month period ending December 31, 2018



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm							
Total Group	9.9%	15.9%	14.5%	14.0%	11.7%	9.7%	24.3%

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

Additional detail can be found on Page 113.

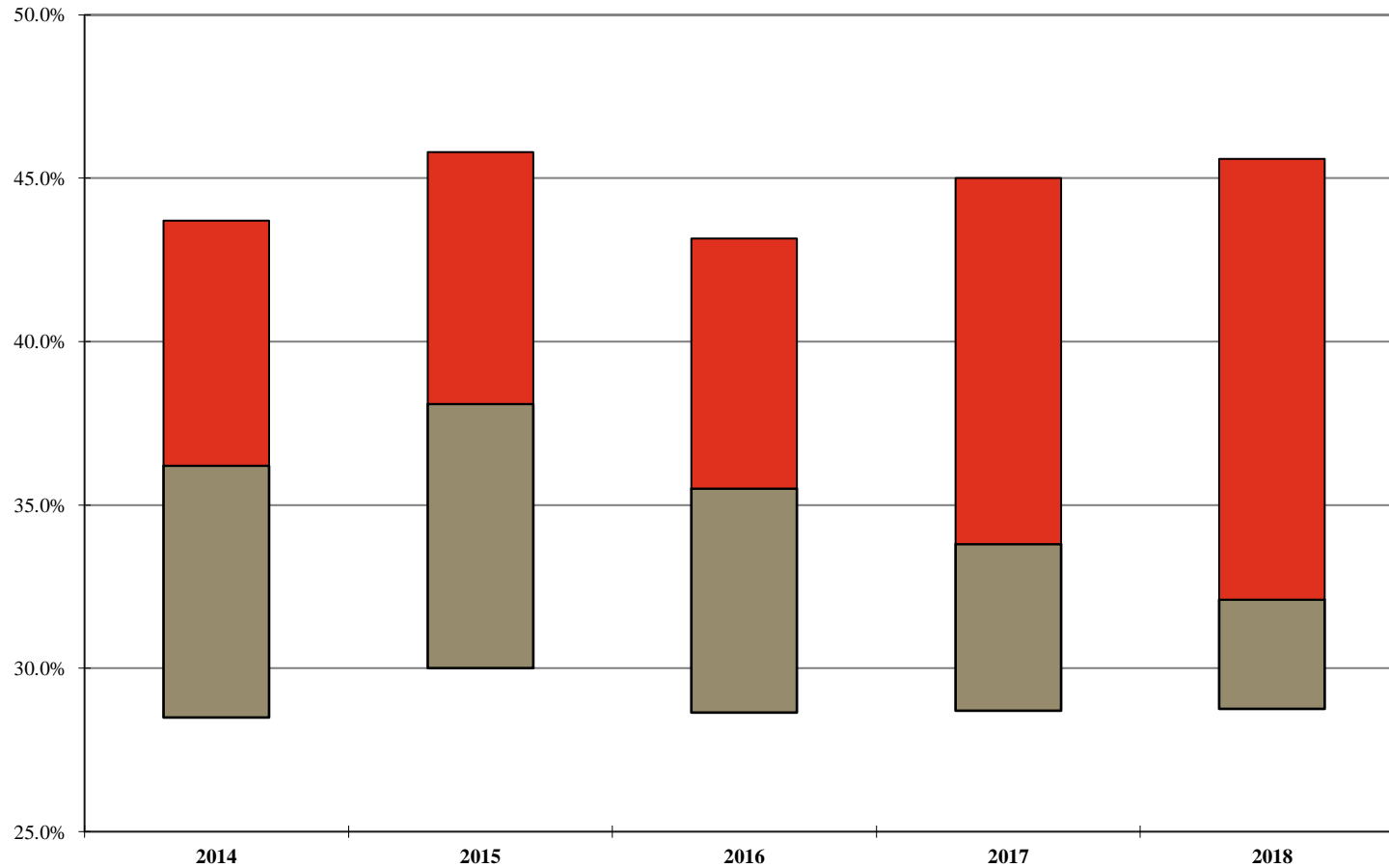
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Hours as a Percentage of All Attorney Hours

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



Your Firm

1st Qtile

Median

3rd Qtile

2014	2015	2016	2017	2018
43.7%	45.8%	43.2%	45.0%	45.6%
36.2%	38.1%	35.5%	33.8%	32.1%
28.5%	30.0%	28.7%	28.7%	28.8%

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

** omitted due to insufficient data

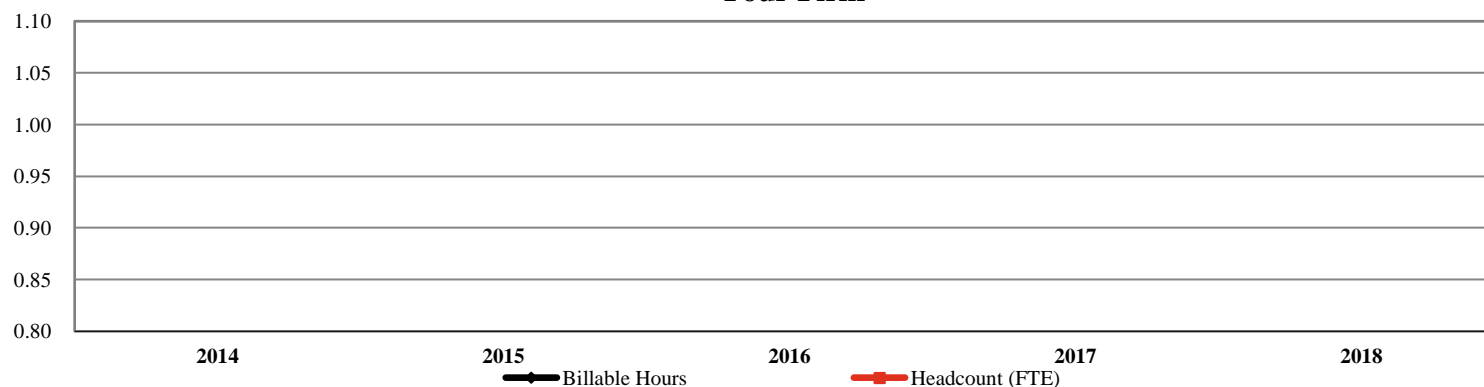
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Capacity¹

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

Your Firm



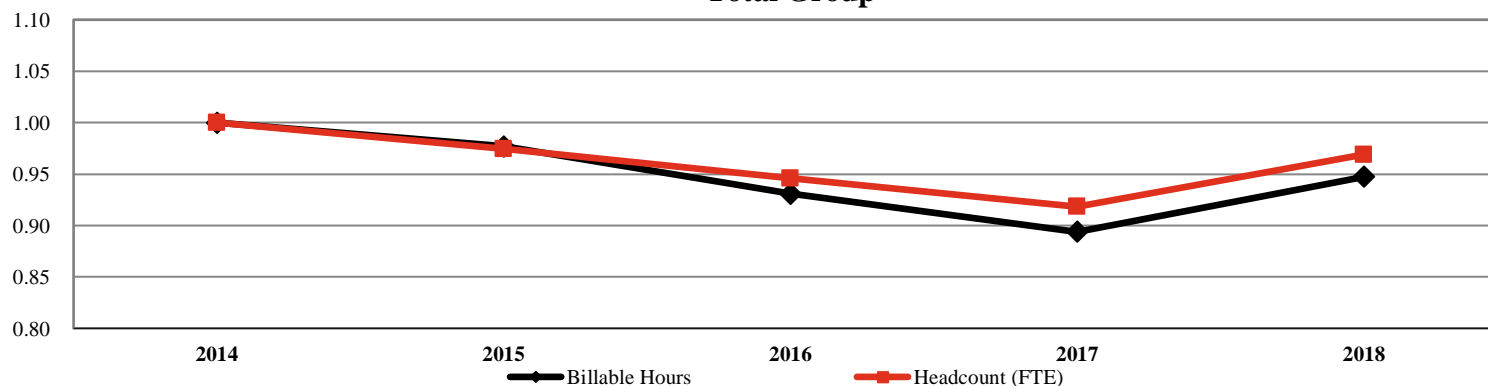
Your Firm

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours	6,917,636	6,757,306	6,439,420	6,182,528	6,553,895	(5.3%)
Headcount (FTE)	4,456	4,341	4,214	4,091	4,316	(3.1%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2014.

² Number of members represented in the group results: 41

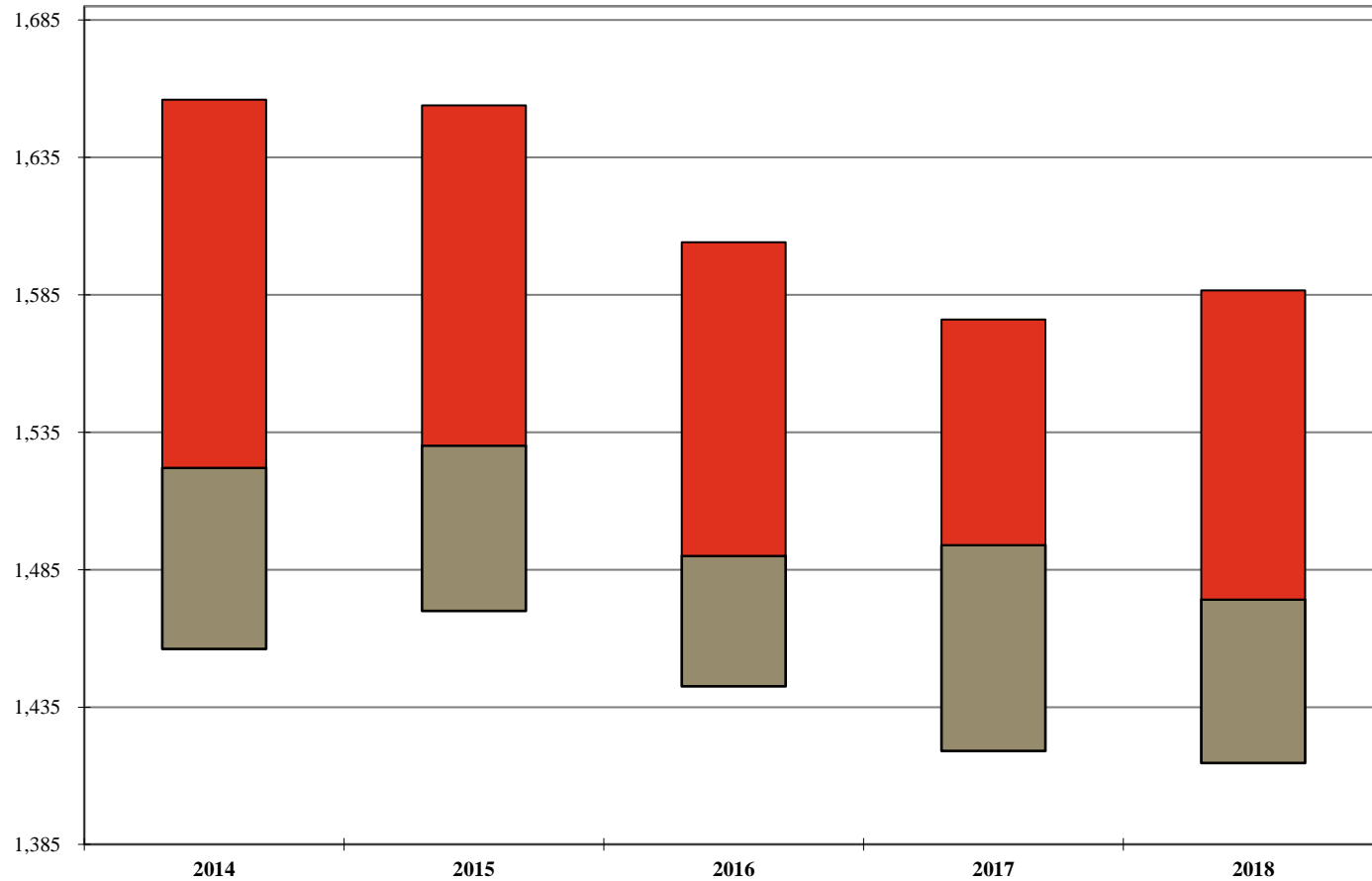
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Utilization

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



	2014	2015	2016	2017	2018	Change: '14-'18
Your Firm						
1st Qtle	1,656	1,654	1,604	1,576	1,587	(70)
Median	1,522	1,530	1,490	1,494	1,474	(48)
3rd Qtle	1,456	1,470	1,443	1,419	1,415	(42)

Additional detail can be found on Page 117.

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

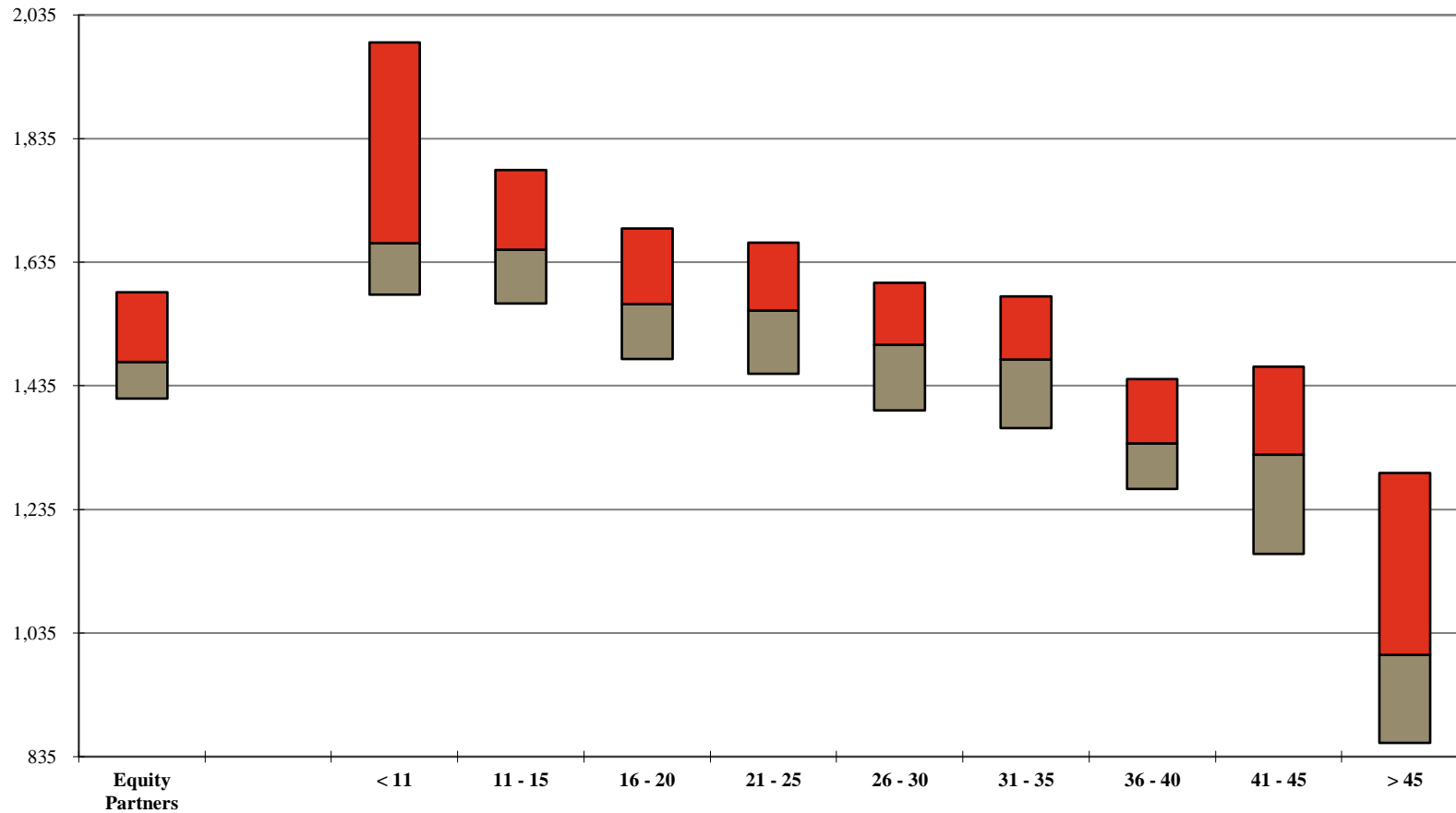
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2018



		Years of Experience								
		Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45
Your Firm										
1st Qtle	1,587	1,991	1,784	1,690	1,667	1,602	1,580	1,446	1,466	1,294
Median	1,474	1,666	1,655	1,567	1,557	1,501	1,477	1,342	1,324	1,000
3rd Qtle	1,415	1,583	1,568	1,478	1,455	1,396	1,367	1,269	1,164	857

Additional detail can be found on Page 117.

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

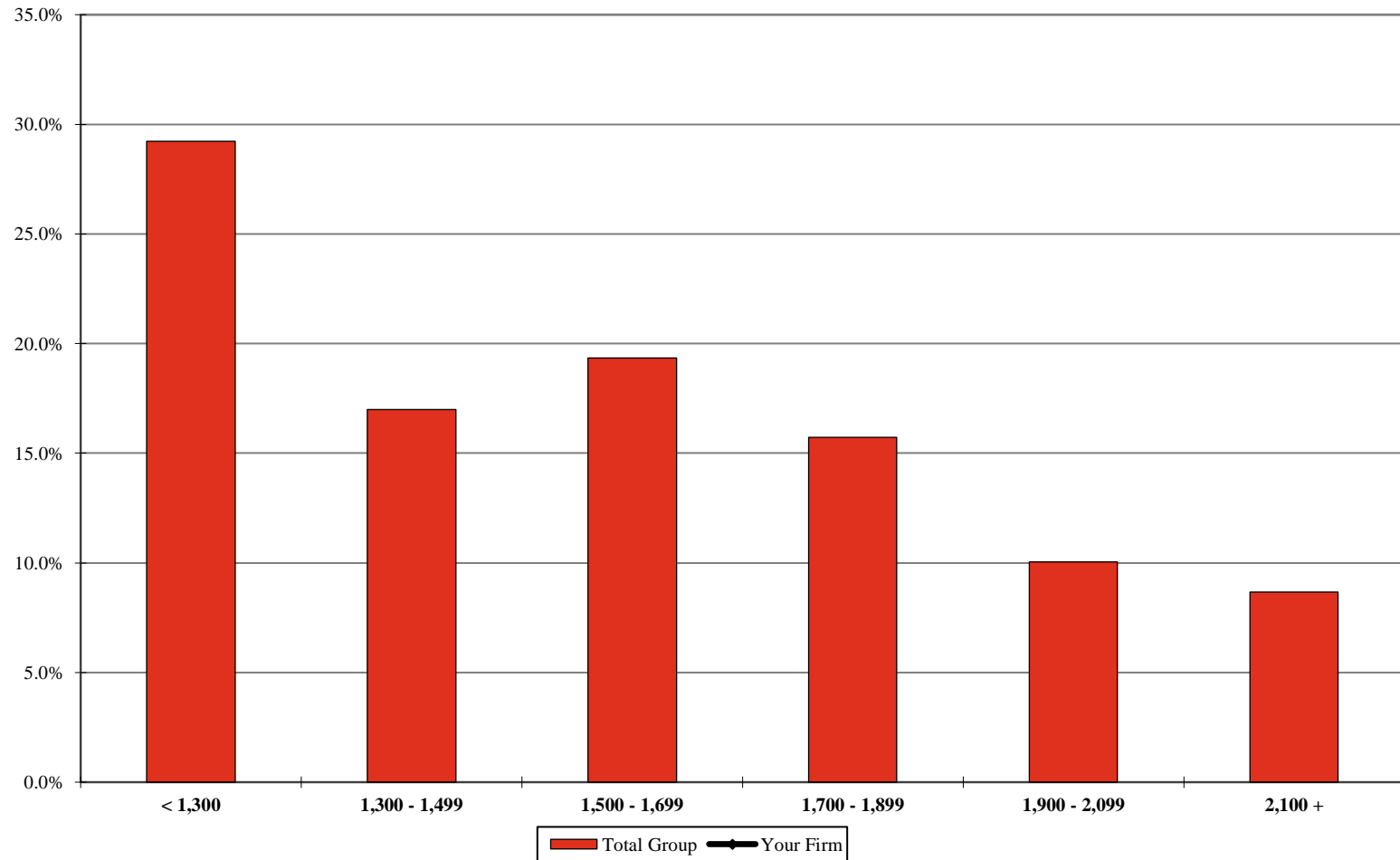
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partners by Utilization Levels¹

For the 12-month period ending December 31, 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	29.2%	17.0%	19.4%	15.7%	10.0%	8.7%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level.
Additional detail can be found on Page 119.

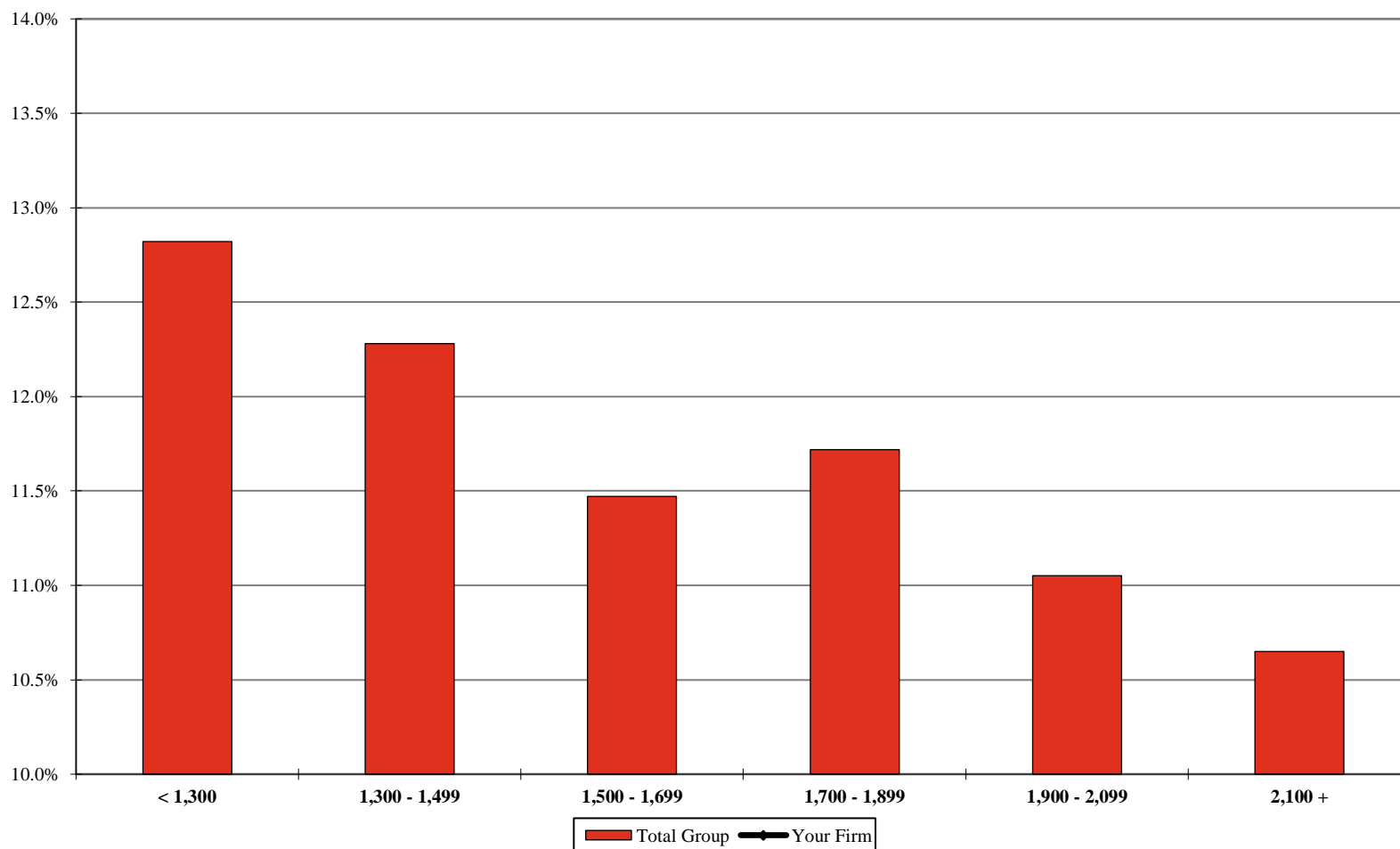
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Equity Partner Discounting¹ by Utilization Levels

For the 12-month period ending December 31, 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	12.8%	12.3%	11.5%	11.7%	11.1%	10.7%

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

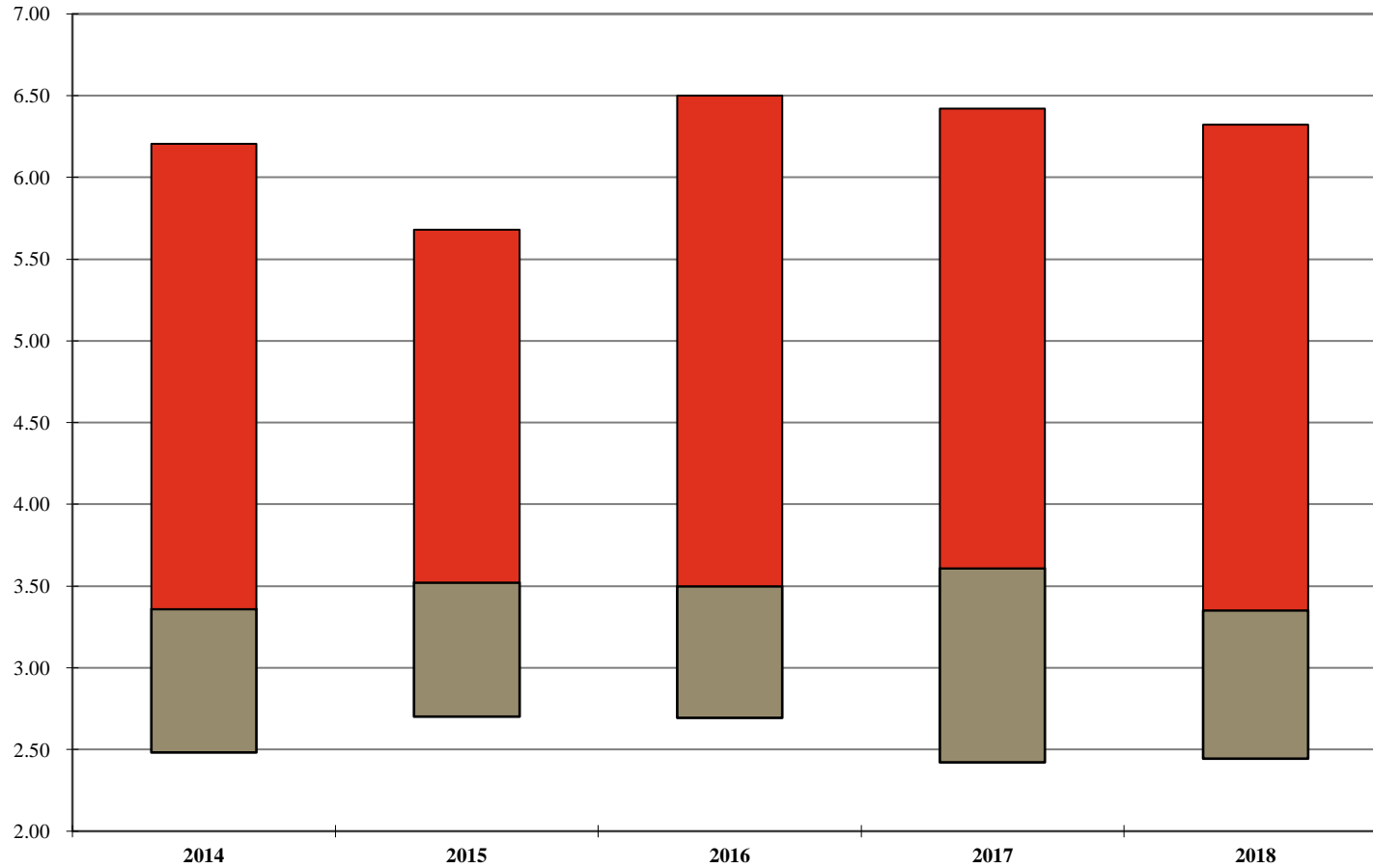
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Leverage¹

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



Your Firm

1st Qtile

Median

3rd Qtile

2014	2015	2016	2017	2018
6.21	5.68	6.50	6.42	6.32
3.36	3.52	3.50	3.61	3.35
2.48	2.70	2.70	2.42	2.44

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

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

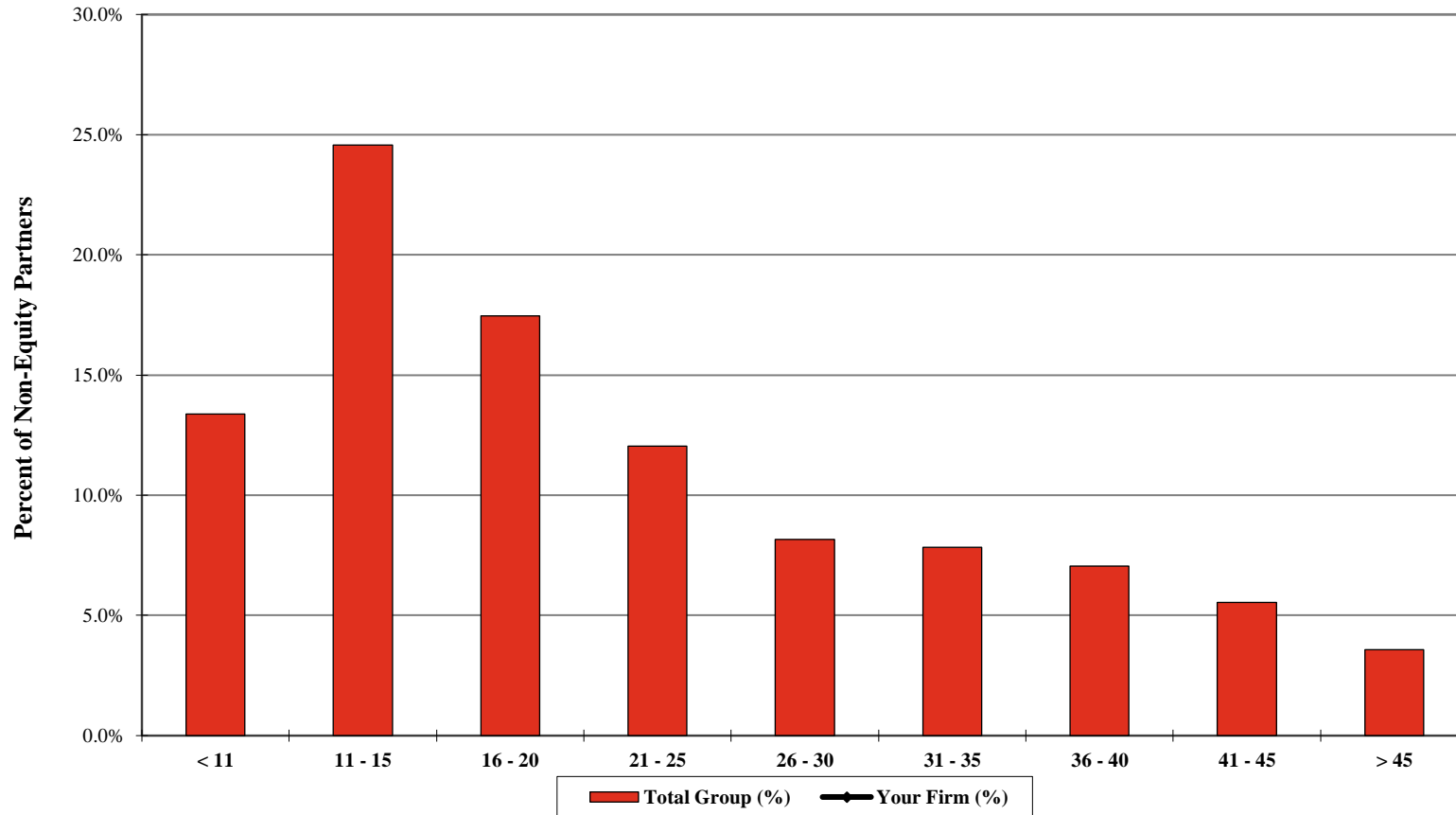
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2018



Your Firm (%) Your Firm (FTE) Total Group (%) Total Group (FTE)	Non-Equity Partners by Years of Experience								
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
	13.4%	24.6%	17.5%	12.0%	8.2%	7.8%	7.1%	5.5%	3.6%
	453	831	591	407	276	265	239	188	121

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

** omitted due to insufficient data

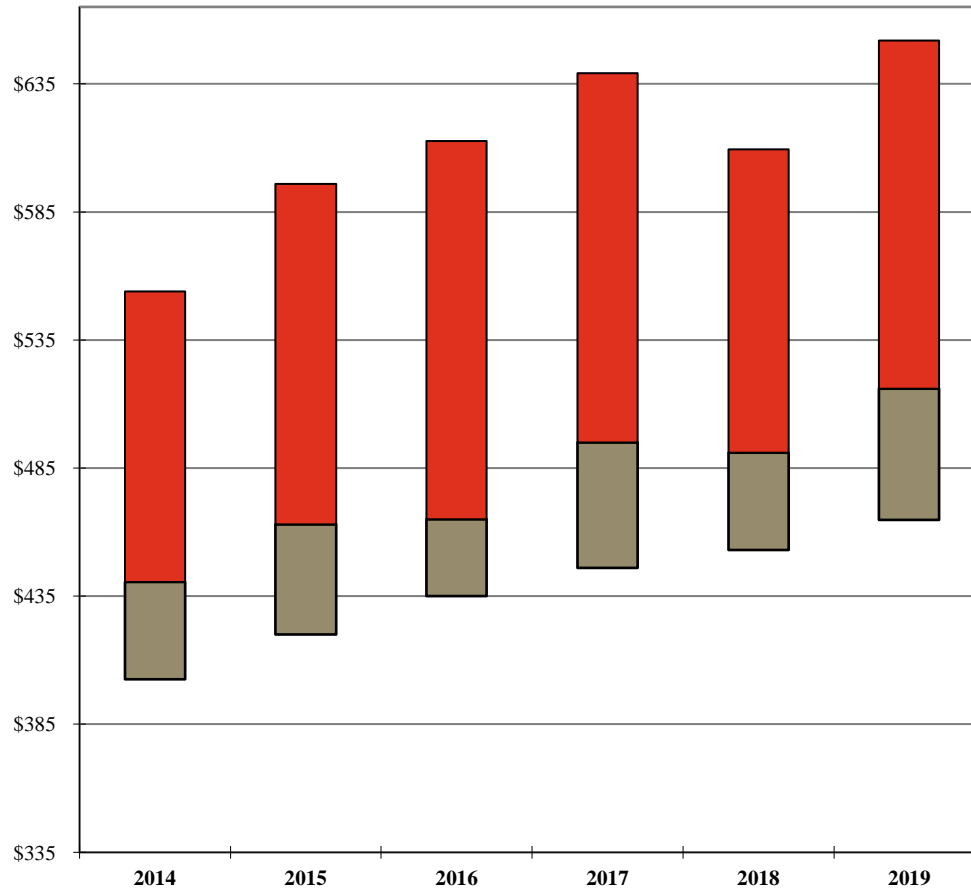
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Rates

Standard Rates

As of January 1st of the stated year



Your Firm

1st Qtle

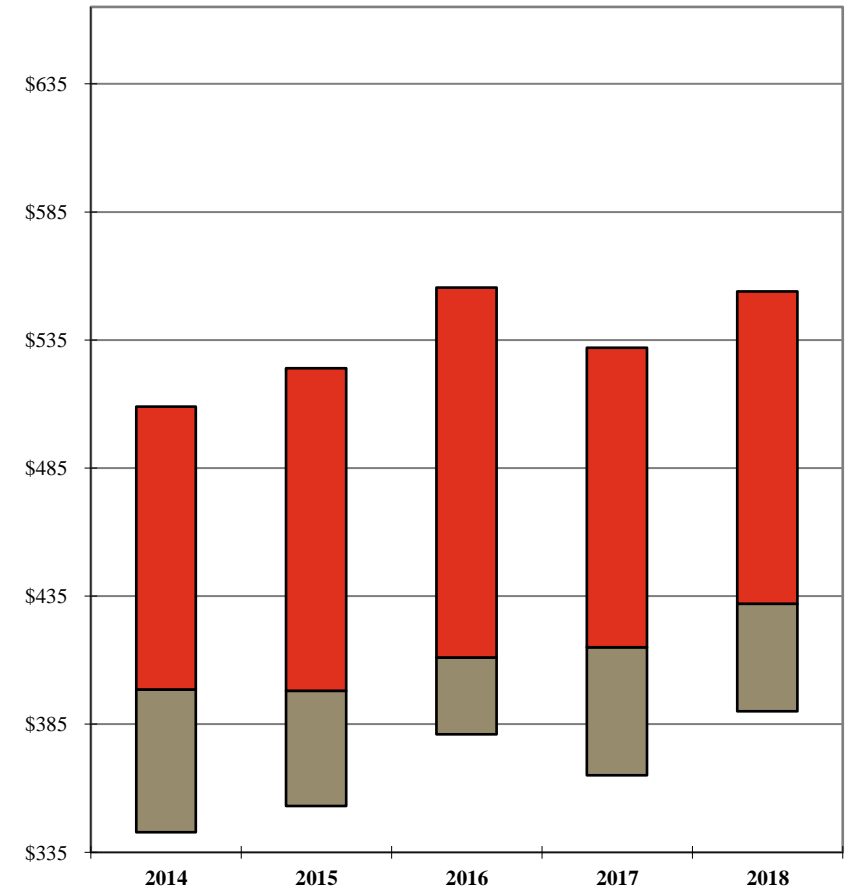
Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
	\$554	\$596	\$613	\$639	\$610	\$652
	441	463	465	495	491	516
	403	420	435	446	453	465

Billed Rates

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



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018
	\$509	\$524	\$556	\$532	\$554
	399	398	411	415	432
	343	353	381	365	390

Additional detail can be found on Pages 79 and 100.

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

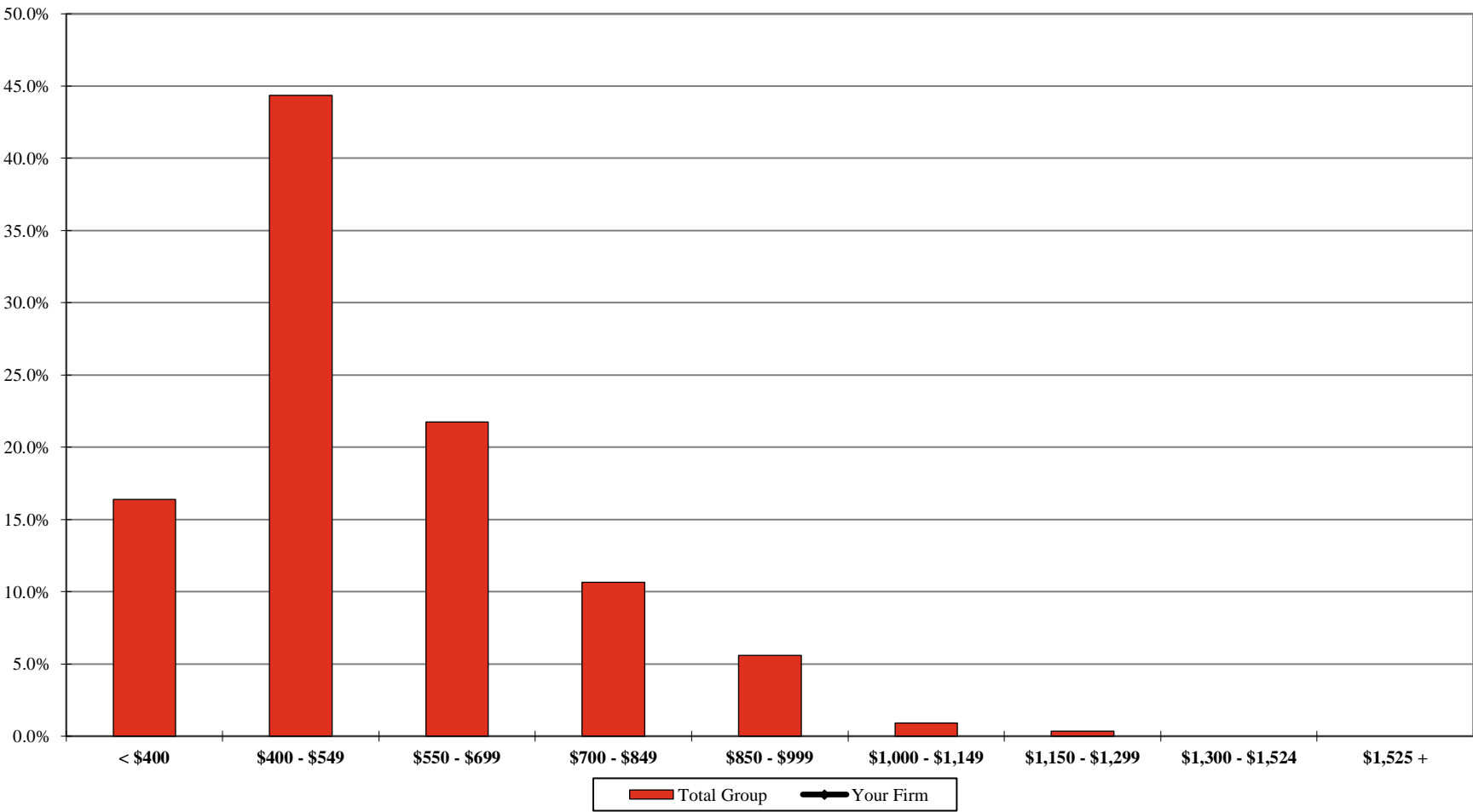
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partner Standard Billing Rates

As of January 1, 2019



Your Firm
Total Group

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
16.4%	44.4%	21.7%	10.7%	5.6%	0.9%	0.3%		

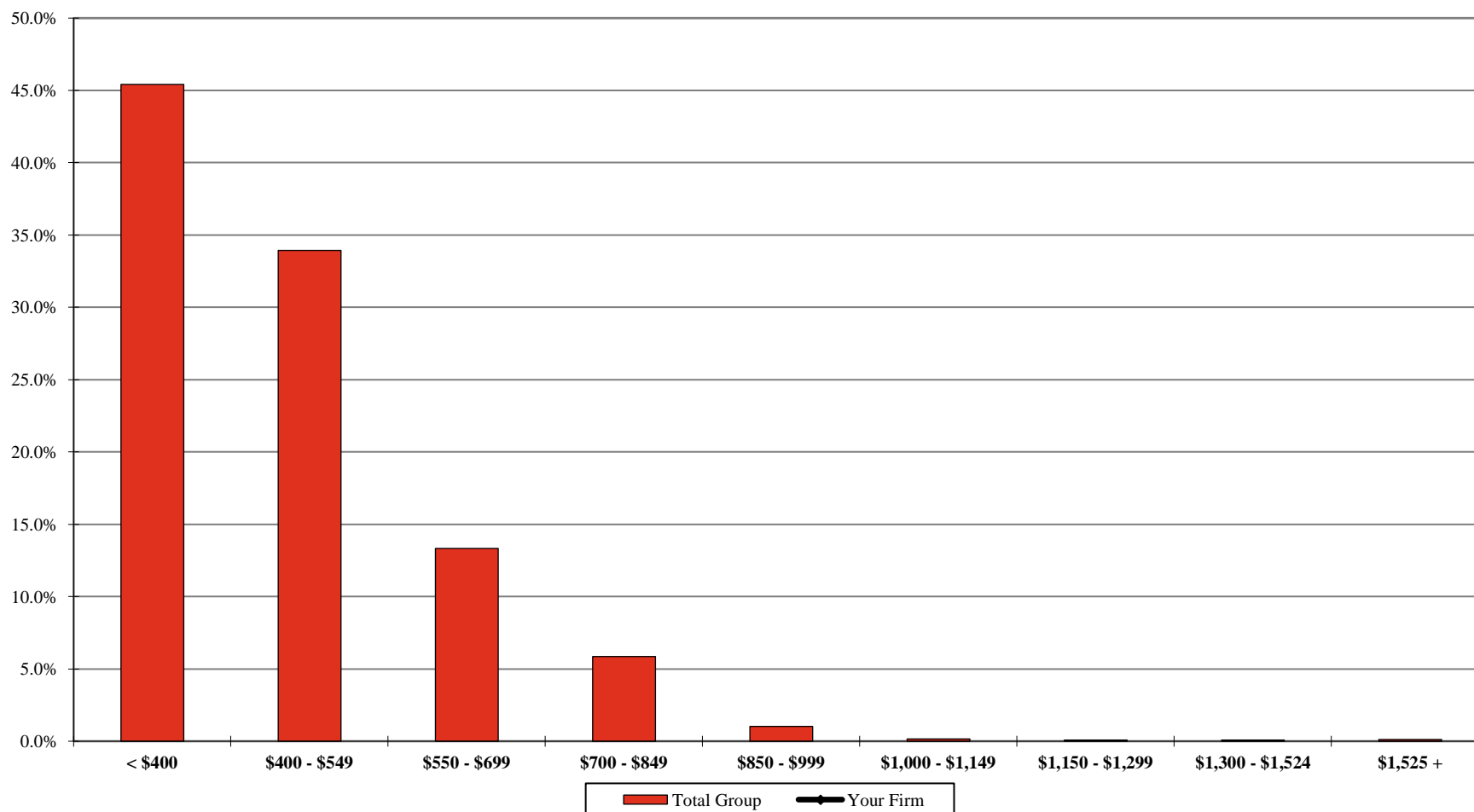
Additional detail can be found on Page 82.
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partner Billed Rates¹

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
45.4%	34.0%	13.3%	5.8%	1.0%	0.2%	0.1%	0.1%	0.1%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

Additional detail can be found on Page 103.

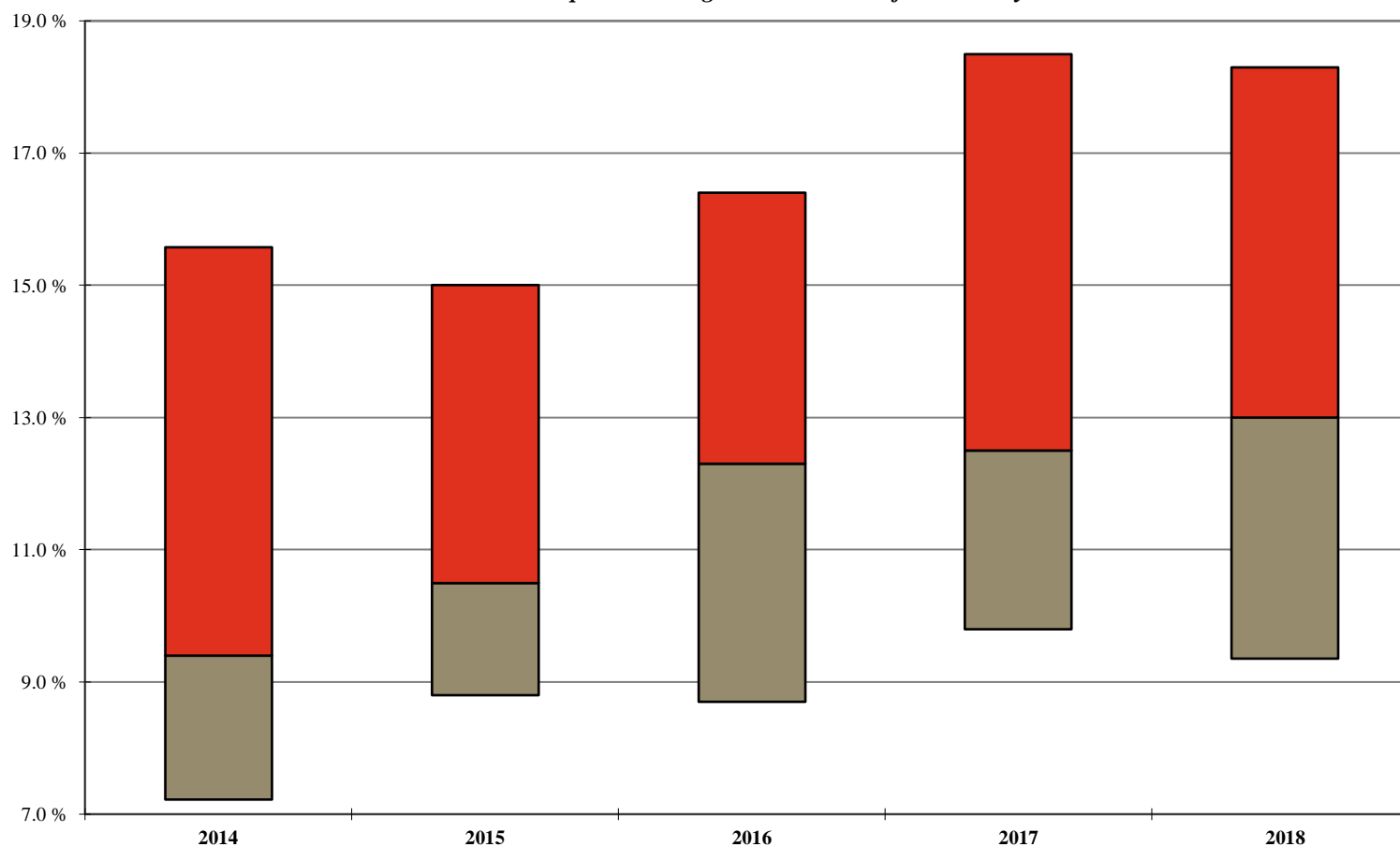
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Discounting¹

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



	2014	2015	2016	2017	2018
Your Firm					
1st Qtle	15.6%	15.0%	16.4%	18.5%	18.3%
Median	9.4%	10.5%	12.3%	12.5%	13.0%
3rd Qtle	7.2%	8.8%	8.7%	9.8%	9.4%

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

Additional detail can be found on Page 111.

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

** omitted due to insufficient data

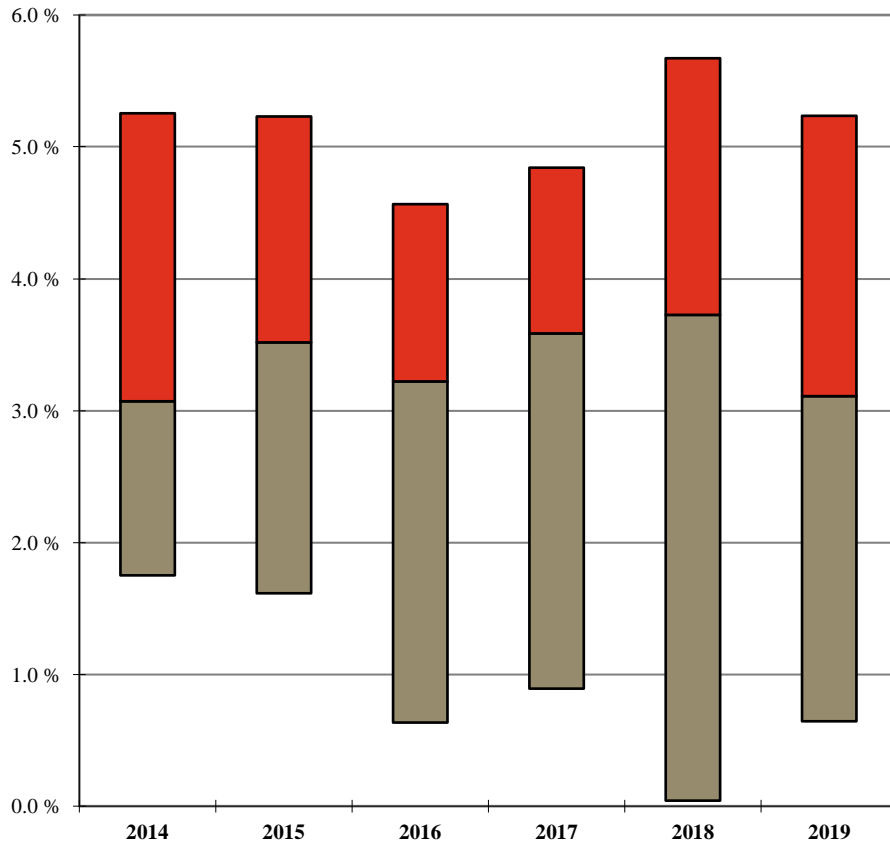
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Annual Change¹: Non-Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



Your Firm

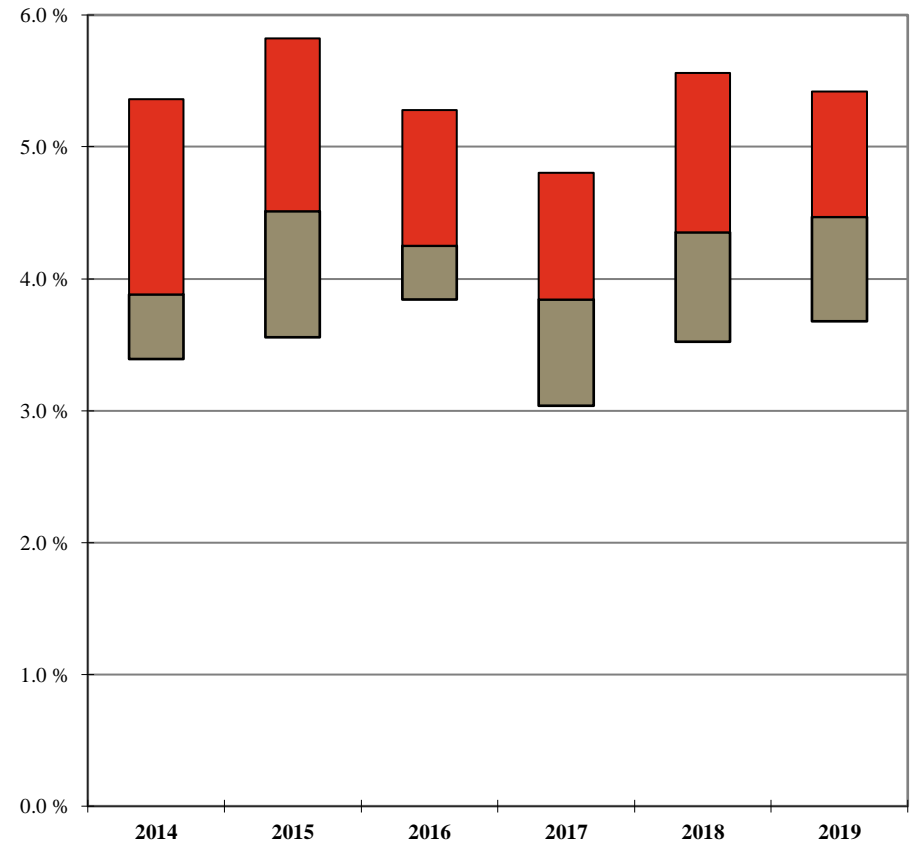
1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
Your Firm						
1st Qtle	5.3%	5.2%	4.6%	4.8%	5.7%	5.2%
Median	3.1%	3.5%	3.2%	3.6%	3.7%	3.1%
3rd Qtle	1.8%	1.6%	0.6%	0.9%	0.0%	0.6%

'Full Year' Change



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
Your Firm						
1st Qtle	5.4%	5.8%	5.3%	4.8%	5.6%	5.4%
Median	3.9%	4.5%	4.3%	3.8%	4.4%	4.5%
3rd Qtle	3.4%	3.6%	3.8%	3.0%	3.5%	3.7%

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

Additional detail can be found on Pages 79 and 87.

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

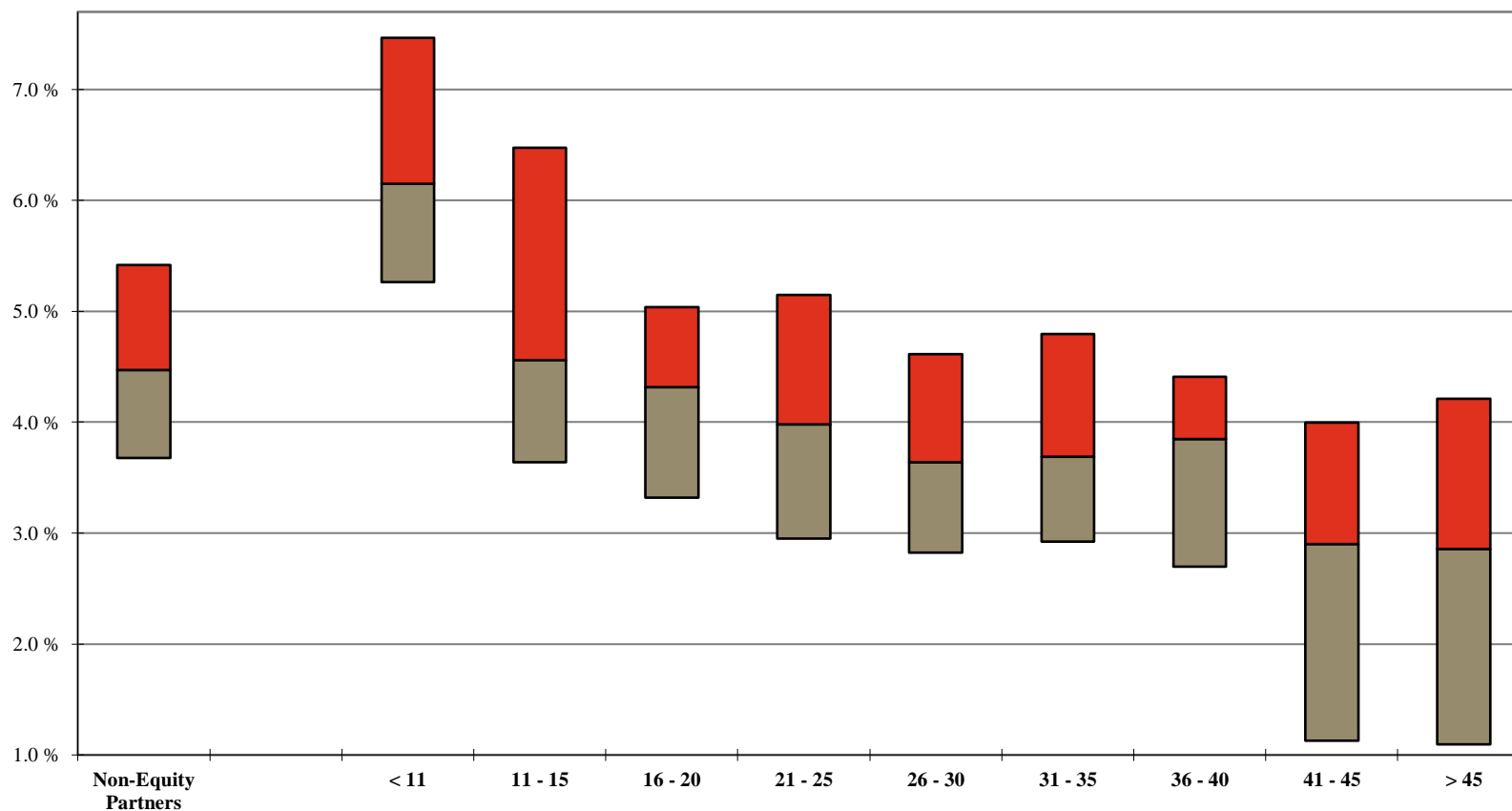
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Non-Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2019



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	5.4%	7.5%	6.5%	5.0%	5.2%	4.6%	4.8%	4.4%	4.0%	4.2%
	Median	4.5%	6.2%	4.6%	4.3%	4.0%	3.6%	3.7%	3.9%	2.9%	2.9%
	3rd Qtle	3.7%	5.3%	3.6%	3.3%	3.0%	2.8%	2.9%	2.7%	1.1%	1.1%

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

Additional detail can be found on Page 87.

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

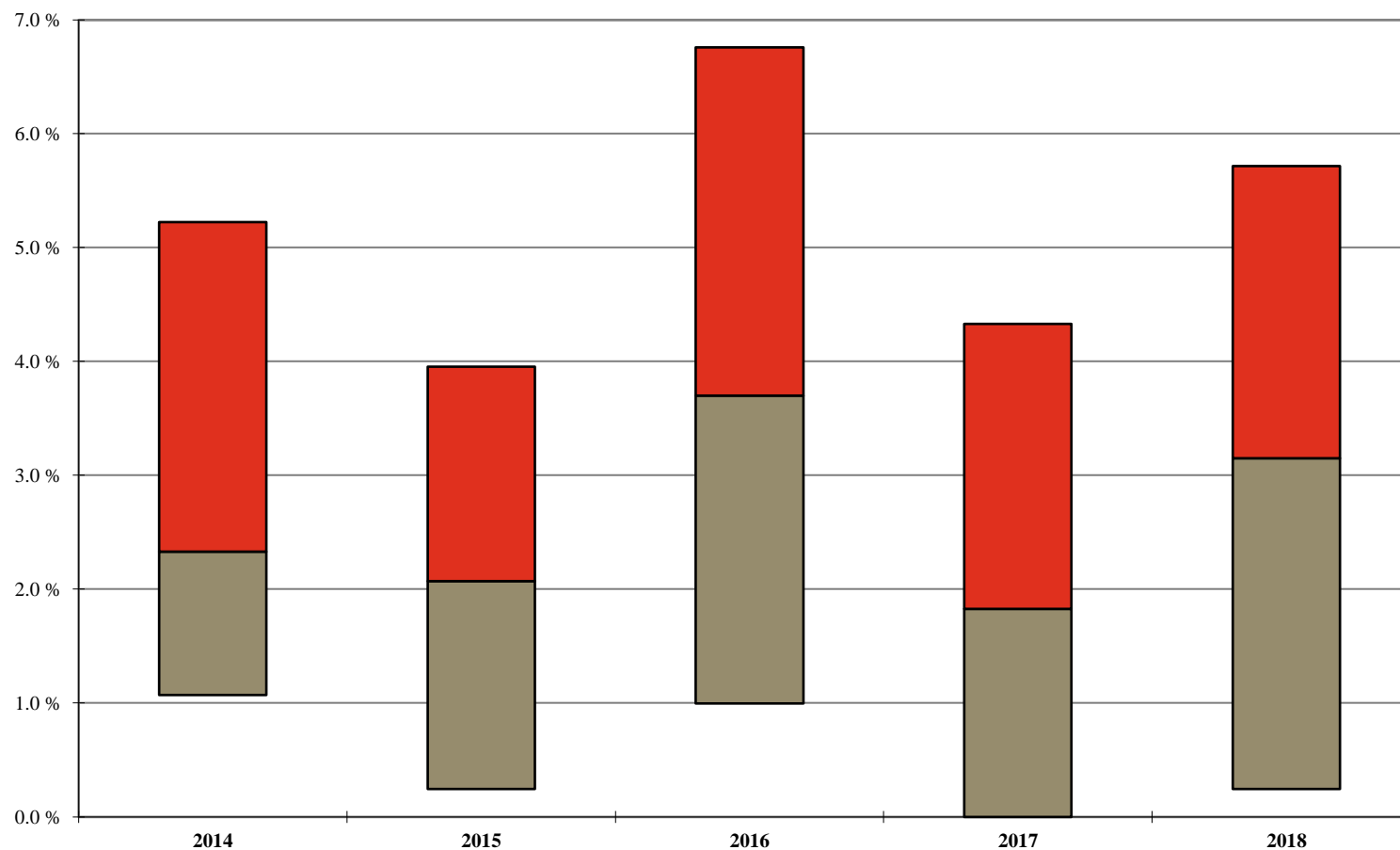
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Annual Change: Non-Equity Partner Billed Rates

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



Your Firm

1st Qtile

Median

3rd Qtile

2014	2015	2016	2017	2018
5.2%	4.0%	6.8%	4.3%	5.7%
2.3%	2.1%	3.7%	1.8%	3.2%
1.1%	0.2%	1.0%	0.0%	0.2%

Additional detail can be found on Page 100.

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

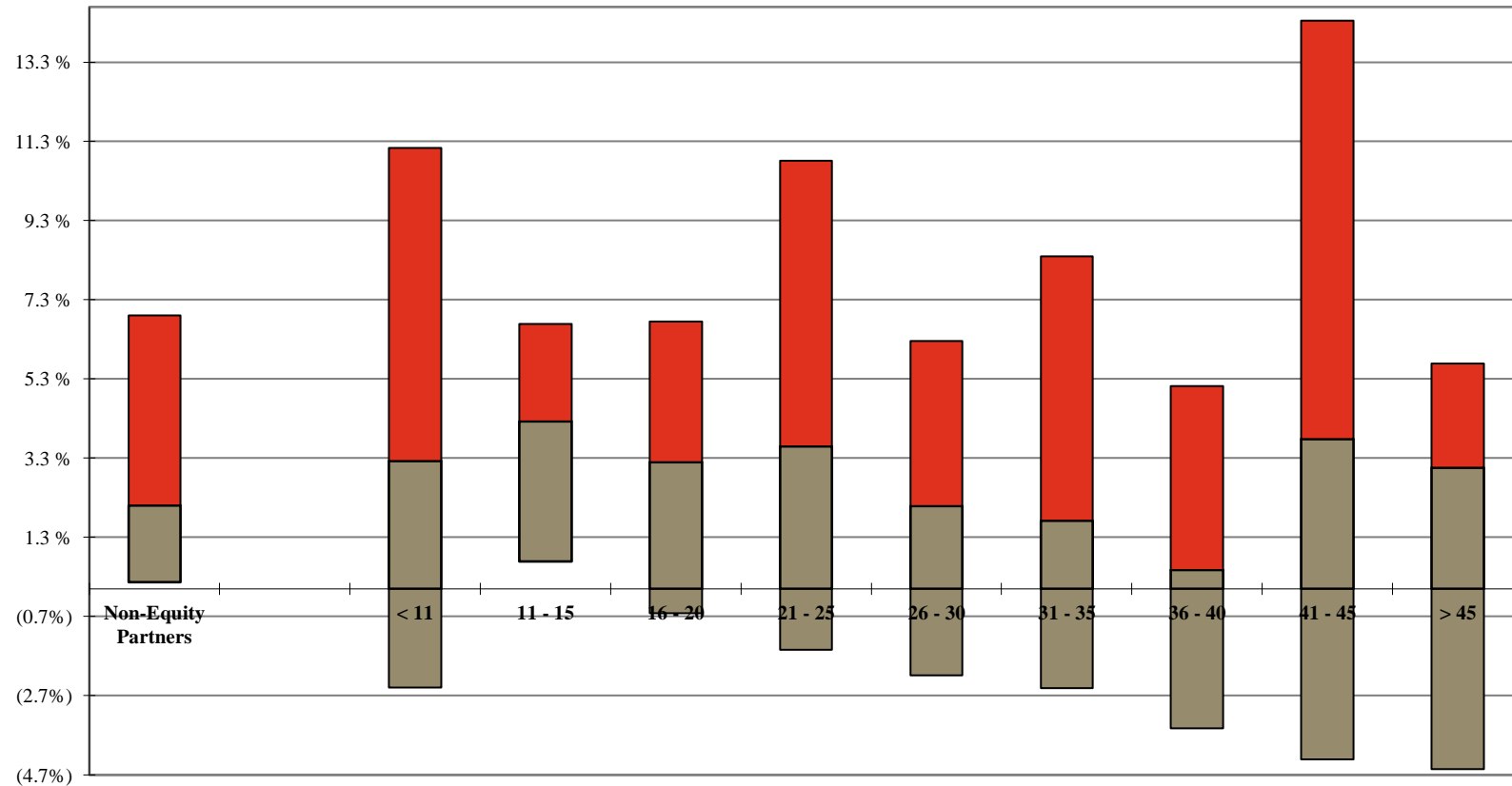
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Non-Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2019



	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 Qtile	6.9%	11.1%	6.7%	6.8%	10.8%	6.3%	8.4%	5.1%	14.4%	5.7%
Median	2.1%	3.2%	4.2%	3.2%	3.6%	2.1%	1.7%	0.5%	3.8%	3.1%
3rd Qtile	0.2%	(2.5%)	0.7%	(0.6%)	(1.5%)	(2.2%)	(2.5%)	(3.5%)	(4.3%)	(4.6%)

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

Additional detail can be found on Page 108.

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

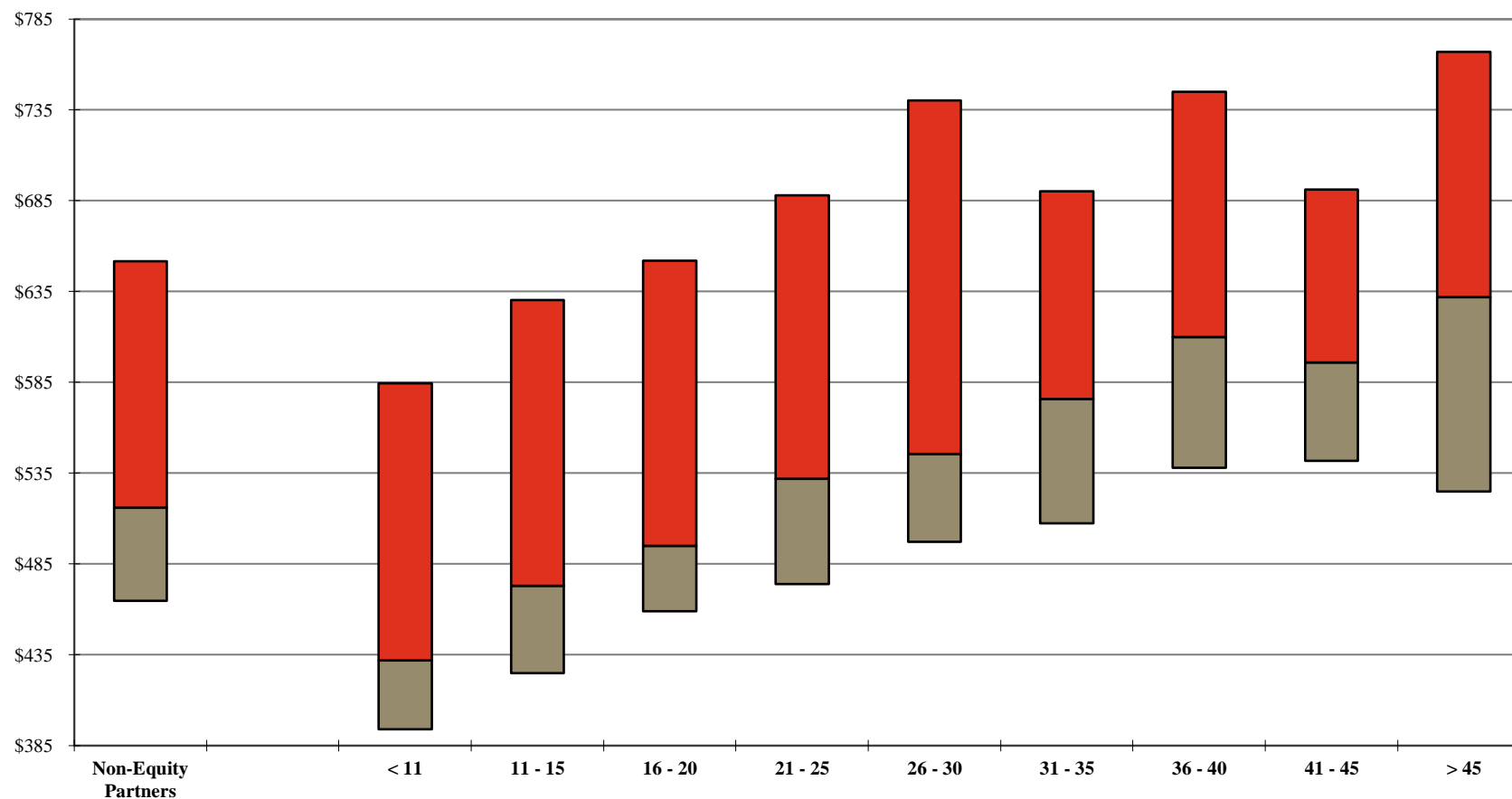
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Standard Rates by Years of Experience

As of January 1, 2019



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	\$652	\$585	\$630	\$652	\$688	\$740	\$690	\$745	\$691	\$767
	Median	516	432	473	495	532	546	576	610	596	632
	3rd Qtle	465	394	425	459	474	497	507	538	542	525

Additional detail can be found on Page 79.

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

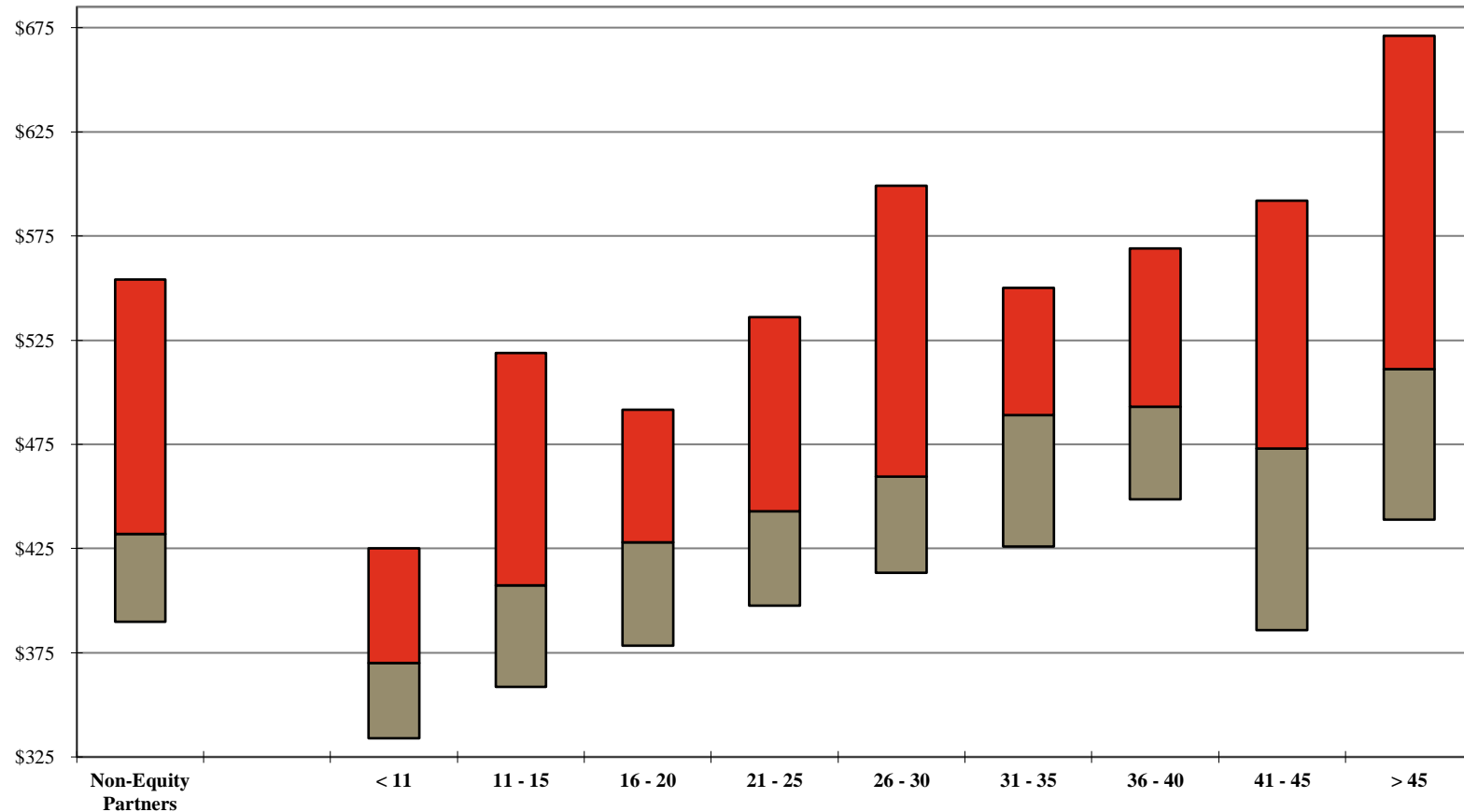
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Billed Rates by Years of Experience

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	\$554	\$425	\$519	\$492	\$536	\$599	\$550	\$569	\$592	\$671
	Median	432	370	408	428	443	460	489	493	473	511
	3rd Qtle	390	334	359	379	398	414	426	449	386	439

Additional detail can be found on Page 100.

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

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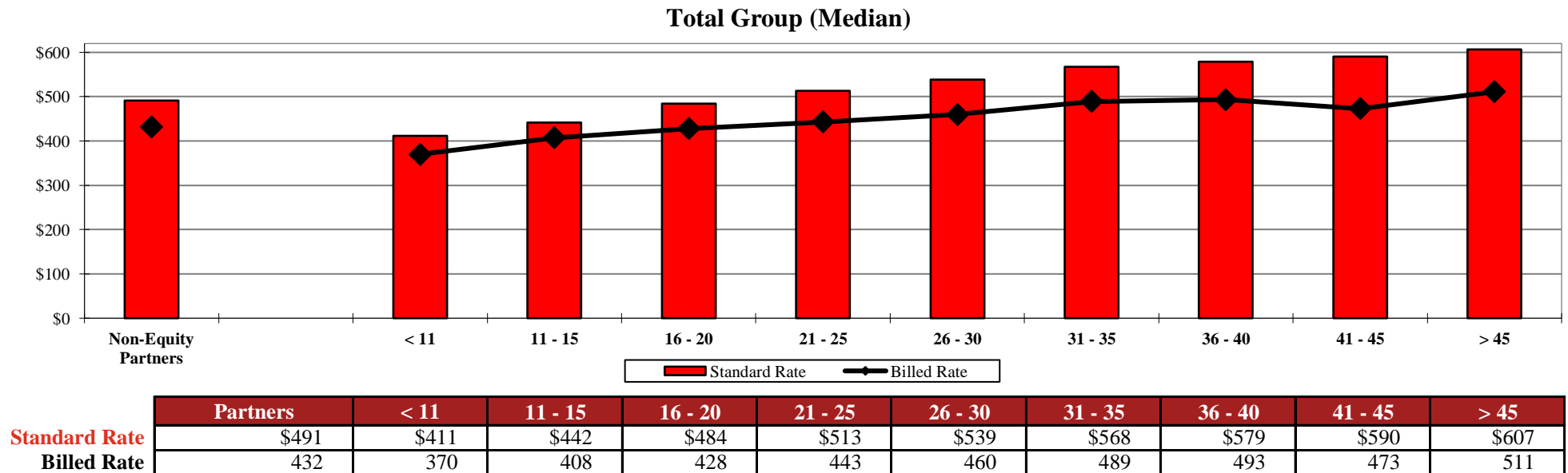
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Standard vs. Billed Rates by Years of Experience

Standard Rates at January 1, 2018; Billed Rates for the 12-month period ending December 31, 2018

Your Firm



Additional detail can be found on Page 100.

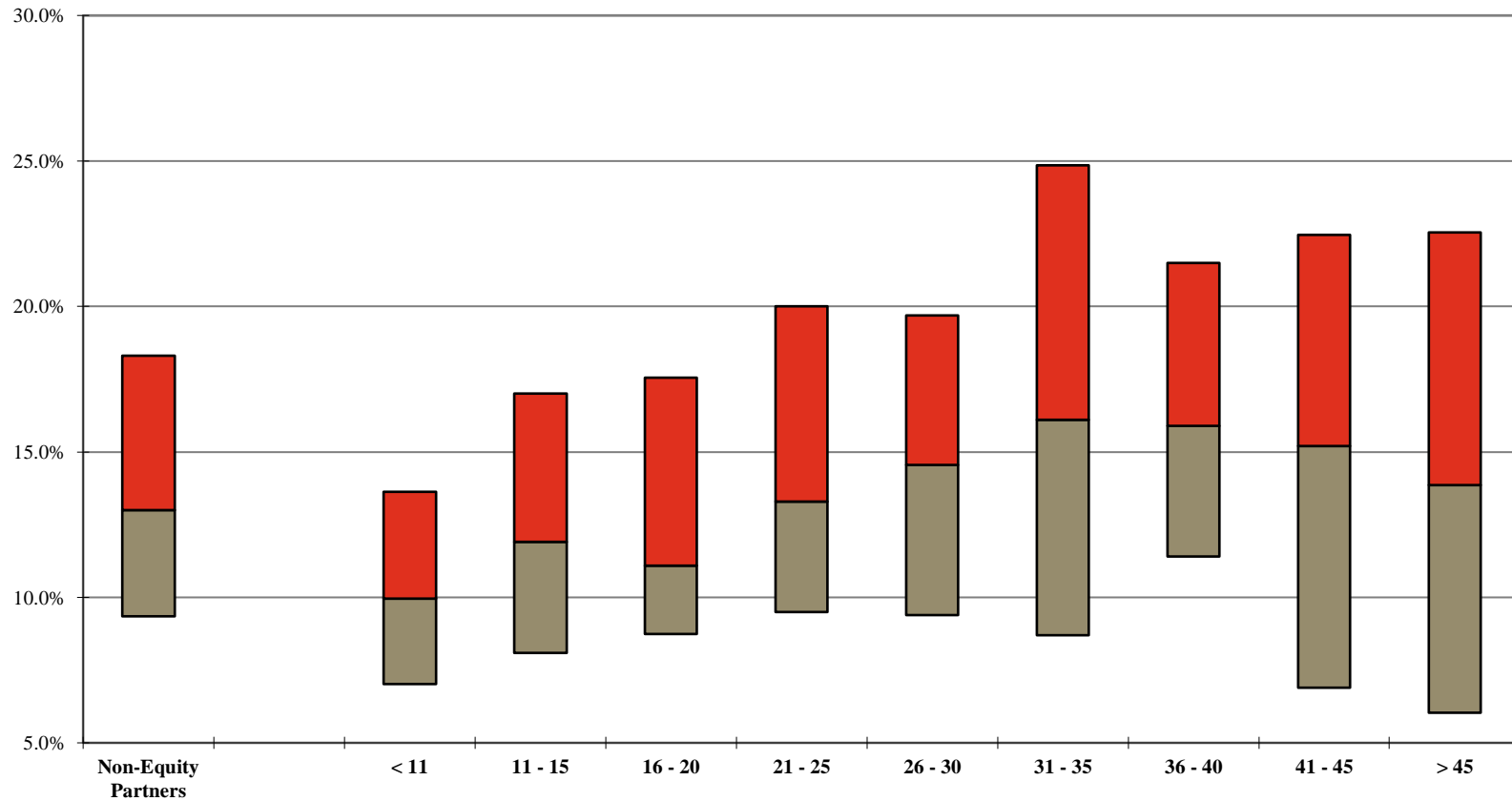
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Discounting¹ by Years of Experience

For the 12-month period ending December 31, 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	18.3%	13.6%	17.0%	17.6%	20.0%	19.7%	24.9%	21.5%	22.5%	22.6%
Median	13.0%	10.0%	11.9%	11.1%	13.3%	14.6%	16.1%	15.9%	15.2%	13.9%
3rd Qtle	9.4%	7.0%	8.1%	8.8%	9.5%	9.4%	8.7%	11.4%	6.9%	6.0%

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

Additional detail can be found on Page 111.

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

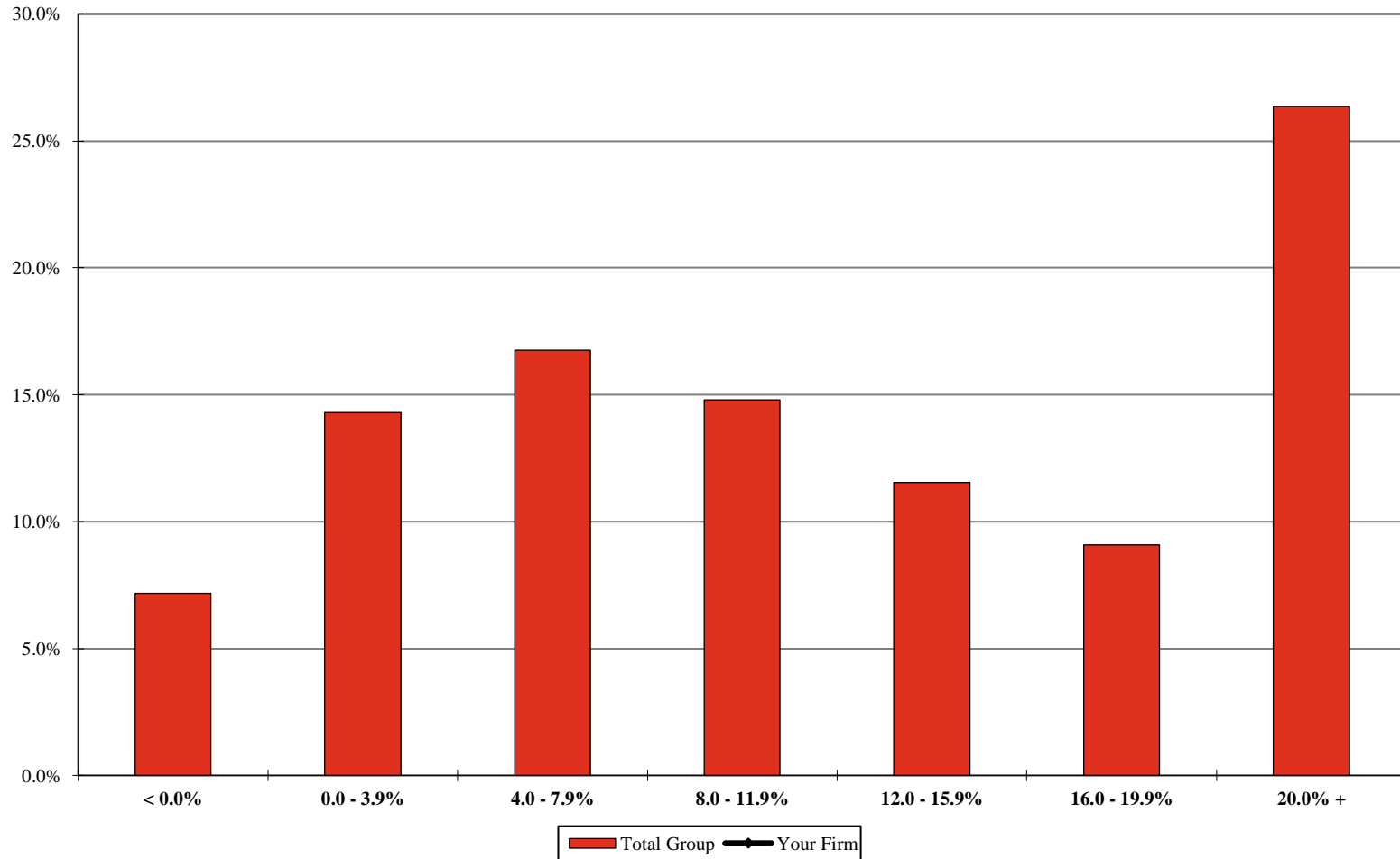
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partners by Discount Levels¹

For the 12-month period ending December 31, 2018



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm							
Total Group	7.2%	14.3%	16.8%	14.8%	11.6%	9.1%	26.3%

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

Additional detail can be found on Page 114.

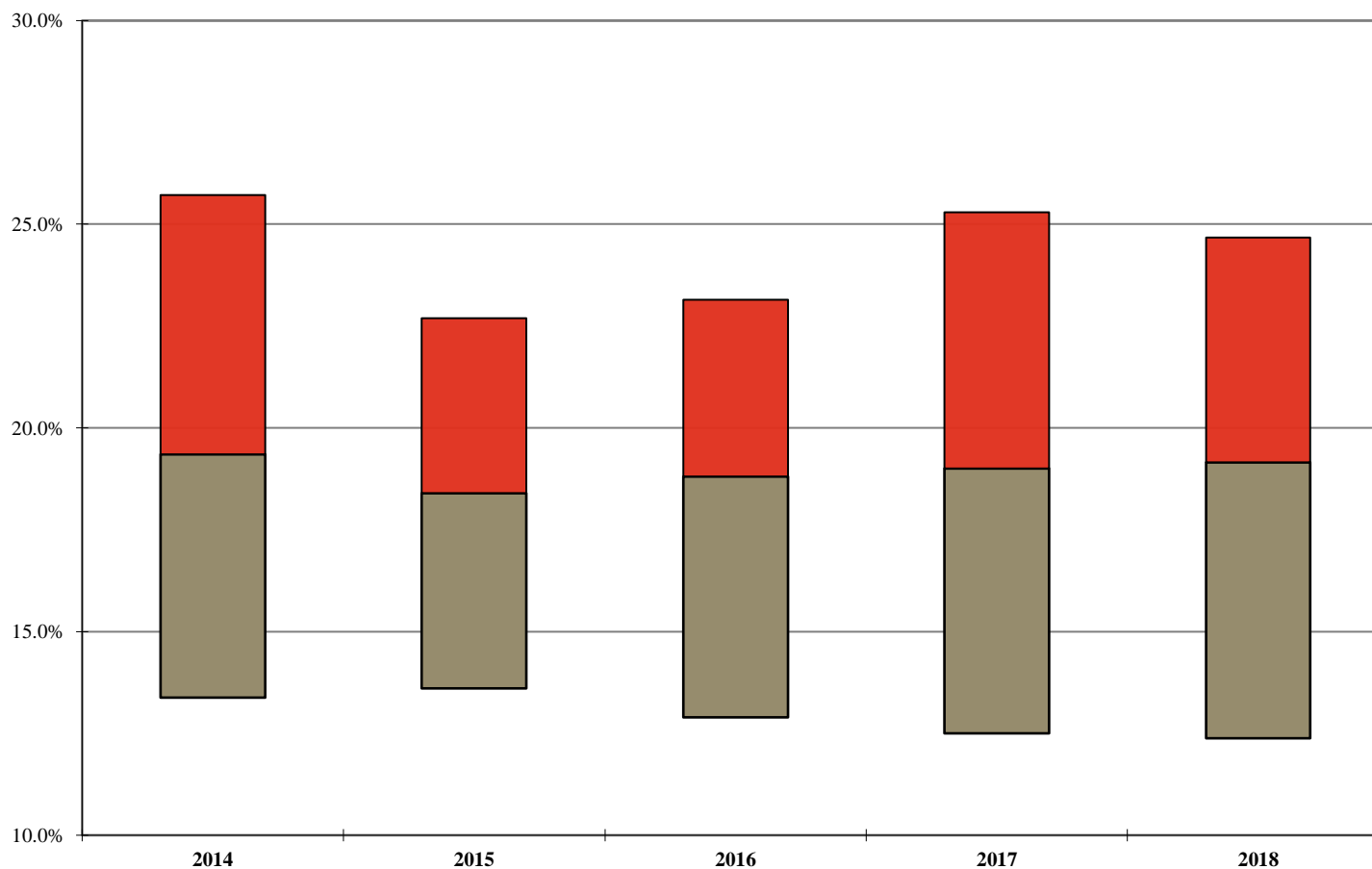
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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



Your Firm

1st Qtile

Median

3rd Qtile

2014	2015	2016	2017	2018
25.7%	22.7%	23.2%	25.3%	24.7%
19.4%	18.4%	18.8%	19.0%	19.2%
13.4%	13.6%	12.9%	12.5%	12.4%

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

** omitted due to insufficient data

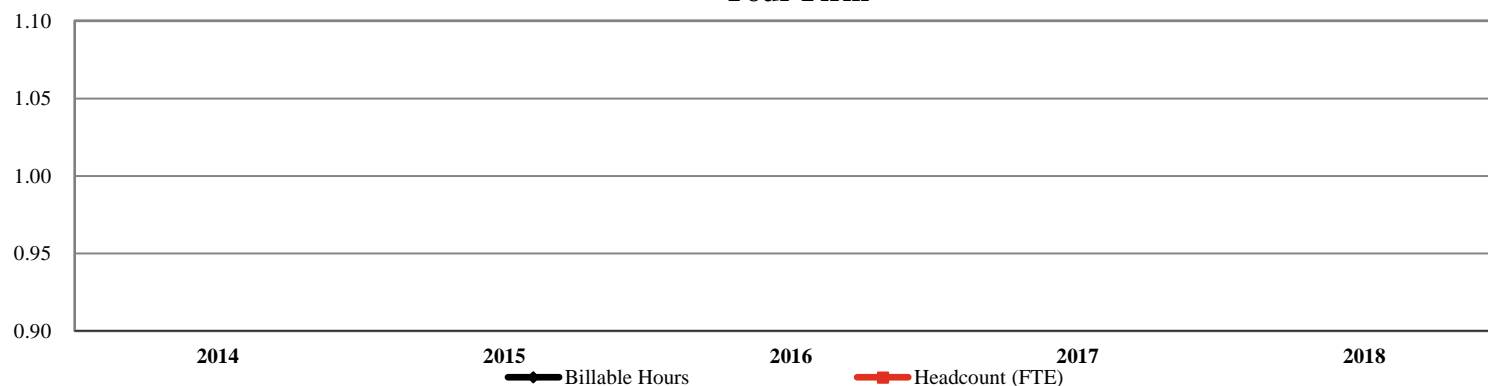
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Capacity¹

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

Your Firm



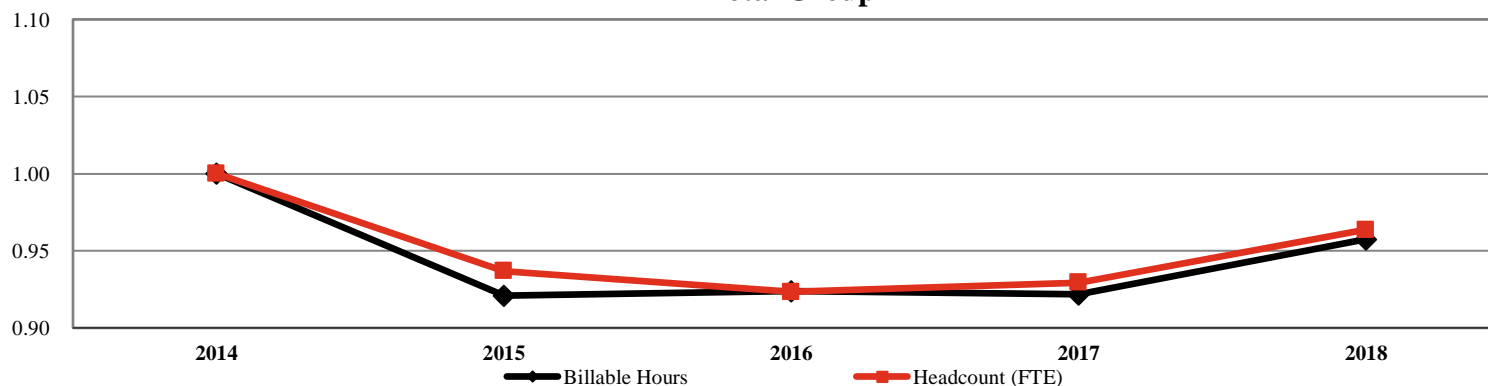
Your Firm

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours	3,636,761	3,349,210	3,359,341	3,352,101	3,482,091	(4.3%)
Headcount (FTE)	2,486	2,329	2,296	2,311	2,396	(3.6%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2014.

² Number of members represented in the group results: 37

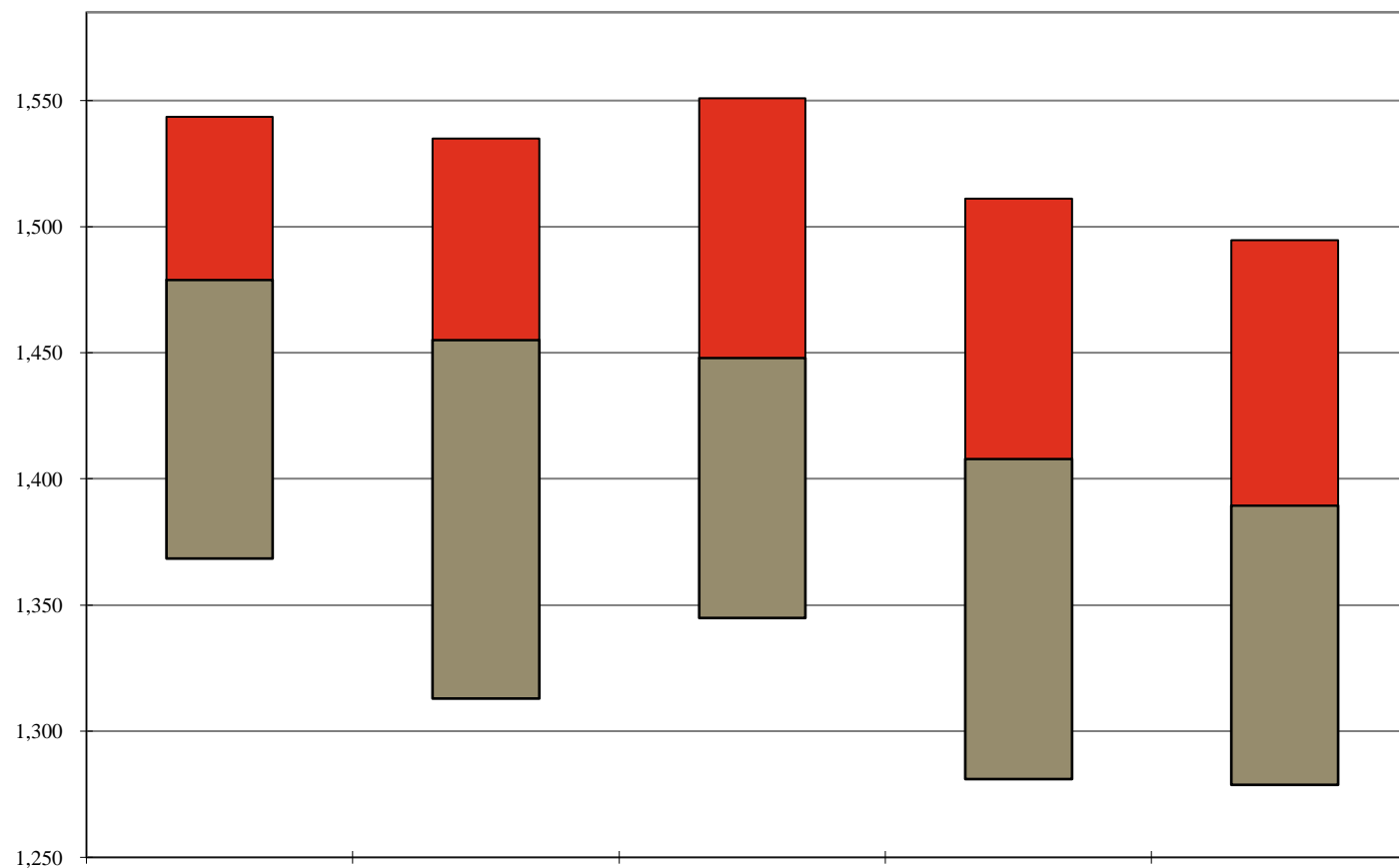
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Utilization

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



Your Firm

1st Qtile

Median

3rd Qtile

	2014	2015	2016	2017	2018	Change: '14-'18
1st Qtile	1,544	1,535	1,551	1,511	1,495	(49)
Median	1,479	1,455	1,448	1,408	1,390	(90)
3rd Qtile	1,369	1,313	1,345	1,281	1,279	(90)

Additional detail can be found on Page 117.

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

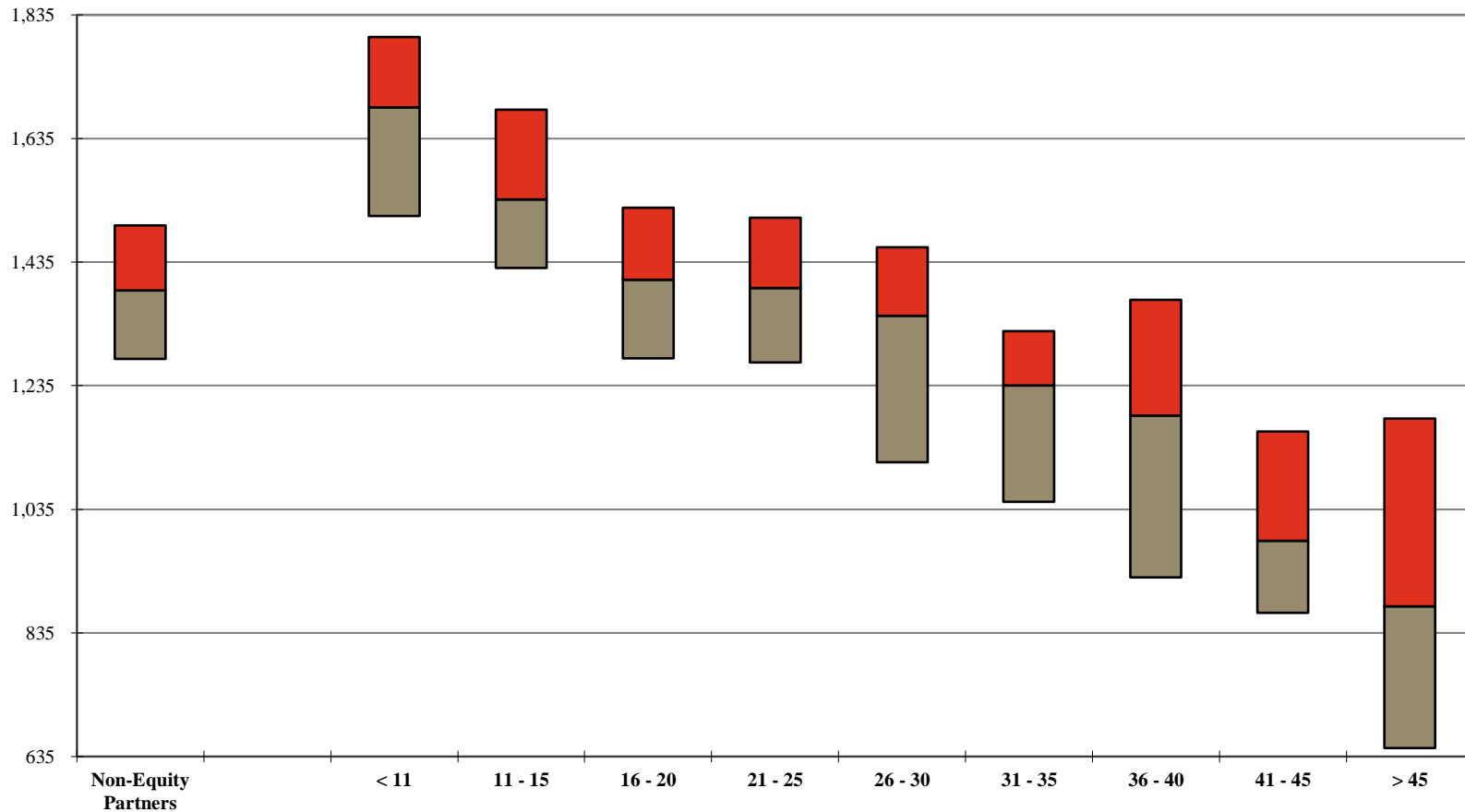
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Utilization by Years of Experience

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	1,495	1,799	1,682	1,523	1,507	1,459	1,324	1,374	1,161	1,182
	Median	1,390	1,685	1,536	1,406	1,393	1,348	1,235	1,187	985	878
	3rd Qtle	1,279	1,510	1,426	1,279	1,273	1,112	1,048	925	867	649

Additional detail can be found on Page 117.

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

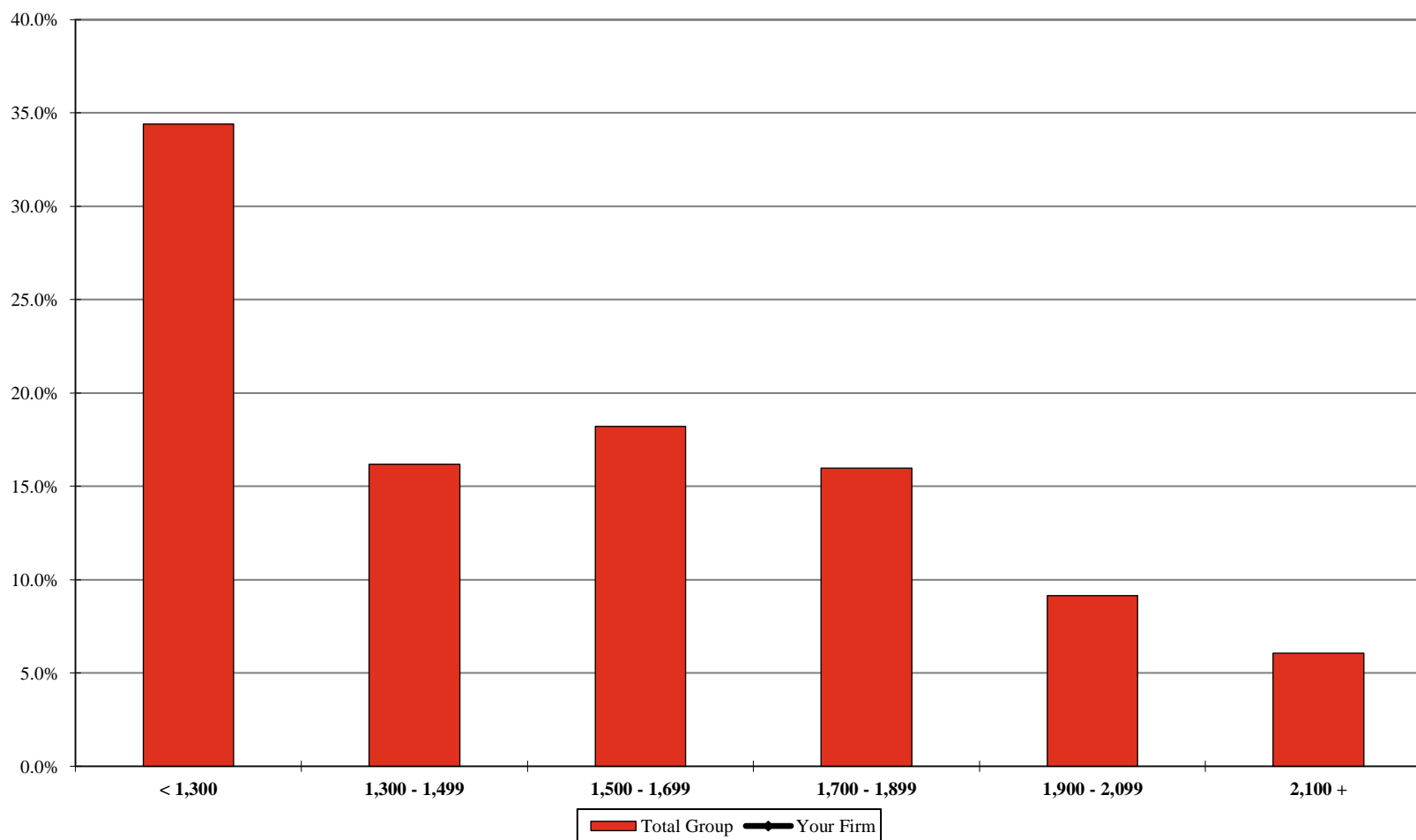
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partners by Utilization Levels ¹

For the 12-month period ending December 31, 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	34.4%	16.2%	18.2%	16.0%	9.1%	6.1%

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

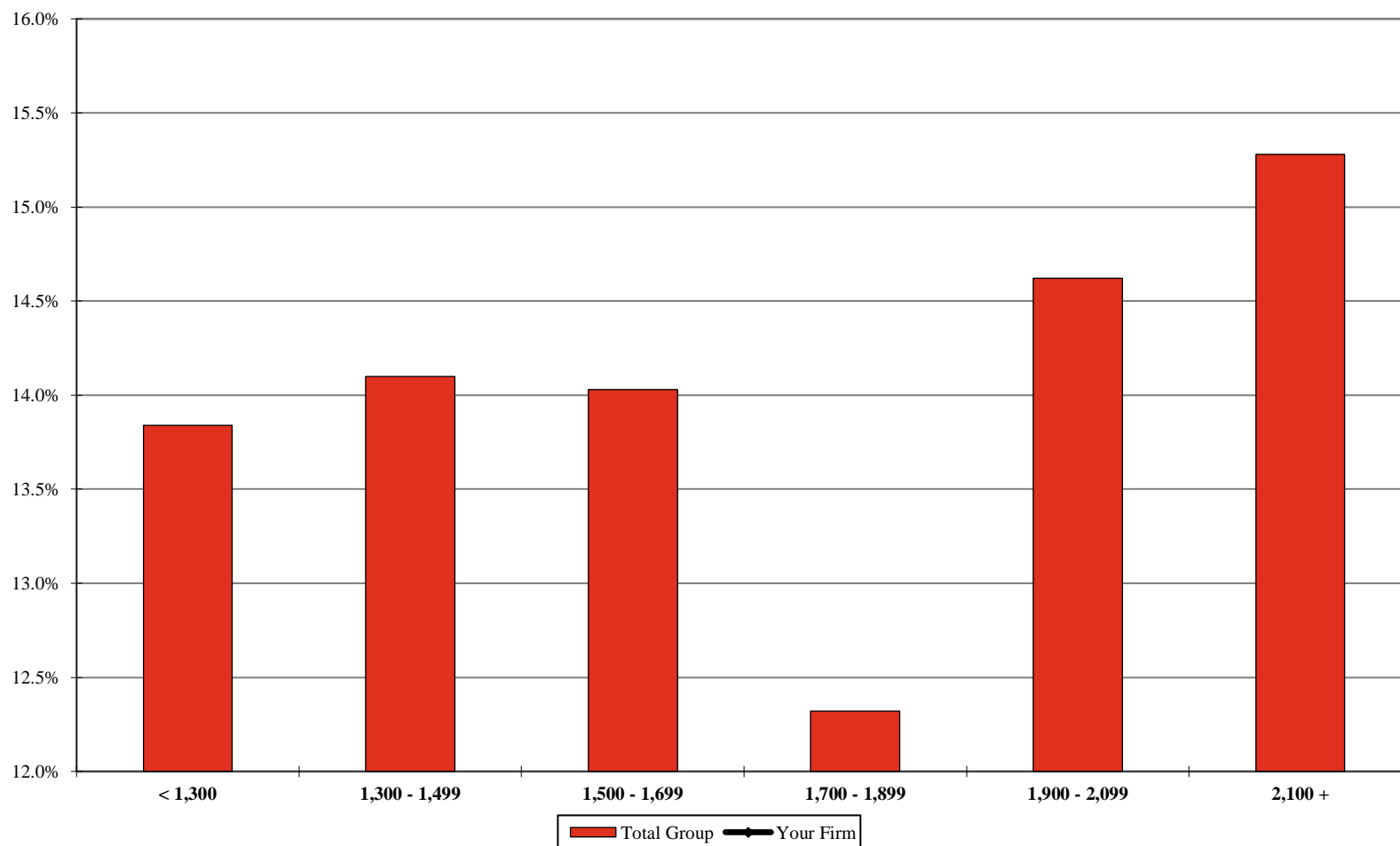
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Equity Partner Discounting¹ by Utilization Levels

For the 12-month period ending December 31, 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	13.8%	14.1%	14.0%	12.3%	14.6%	15.3%

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

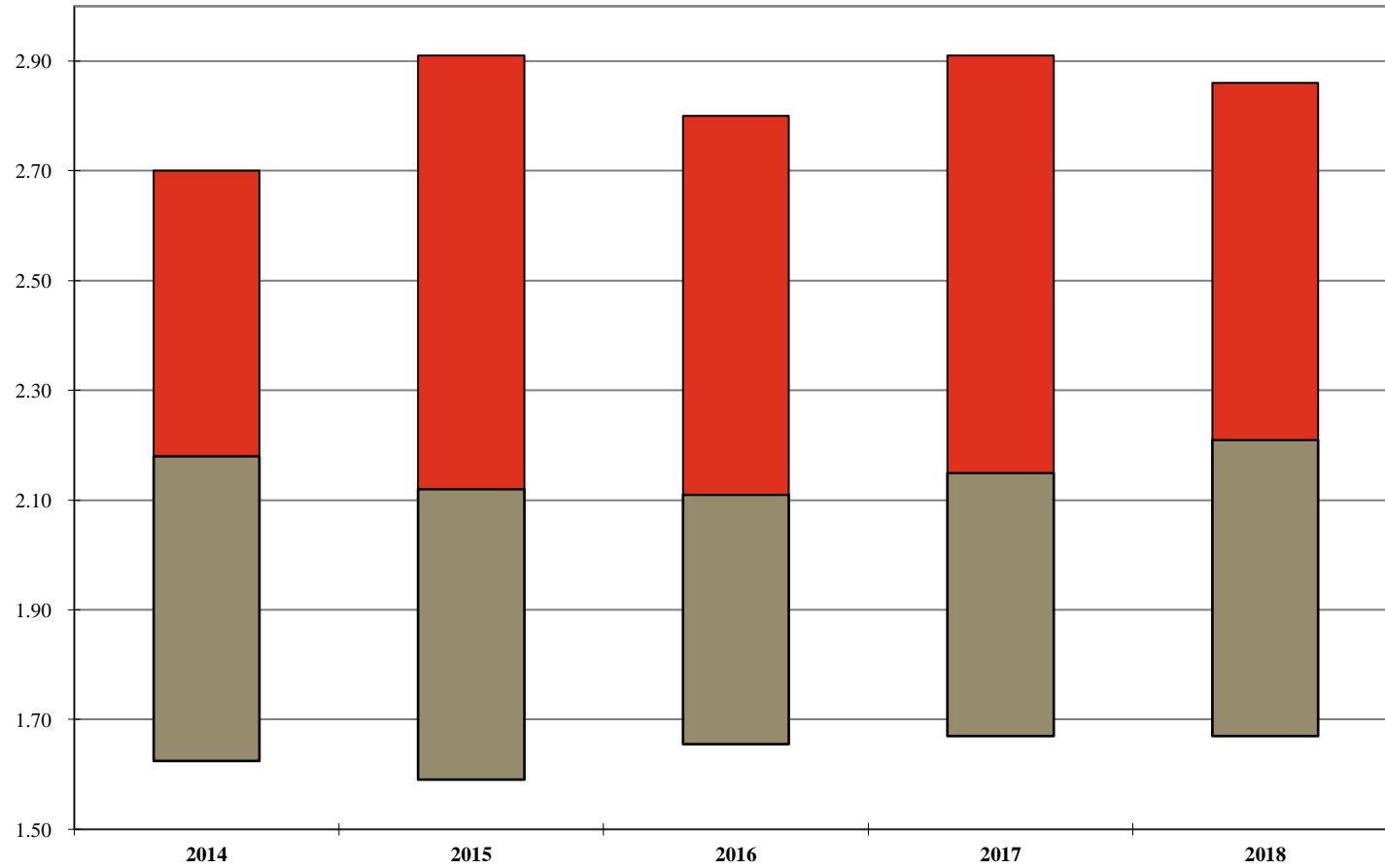
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Leverage¹

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



Your Firm

1st Qtle

Median

3rd Qtle

2014	2015	2016	2017	2018
2.70	2.91	2.80	2.91	2.86
2.18	2.12	2.11	2.15	2.21
1.63	1.59	1.66	1.67	1.67

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

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

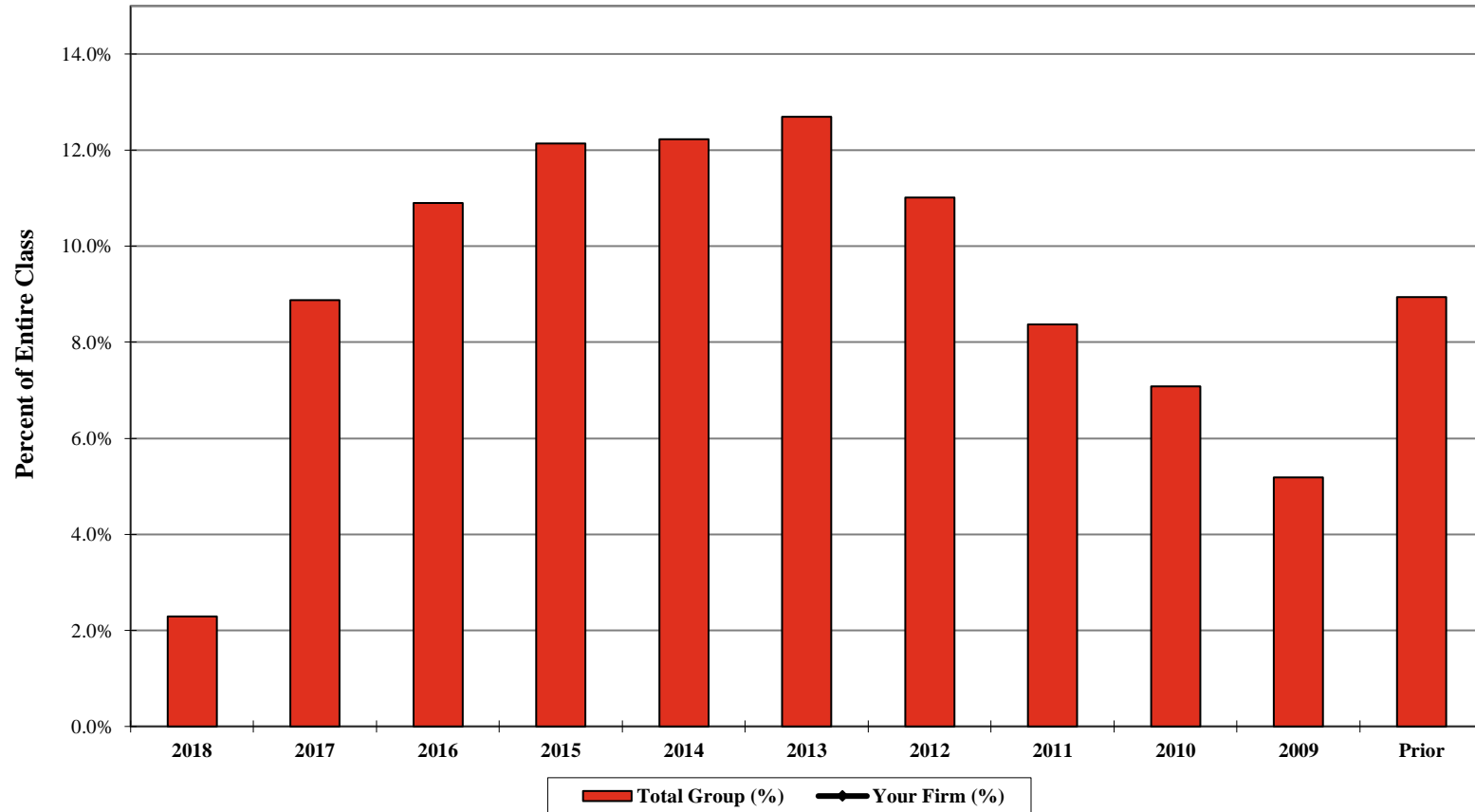
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associates by Law School Class Year

For the 12-month period ending December 31, 2018



Your Firm (%) Your Firm (FTE) Total Group (%) Total Group (FTE)	Law Class Year										
	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
	2.3%	8.9%	10.9%	12.1%	12.2%	12.7%	11.0%	8.4%	7.1%	5.2%	8.9%
	113	436	535	596	600	624	541	411	348	255	439

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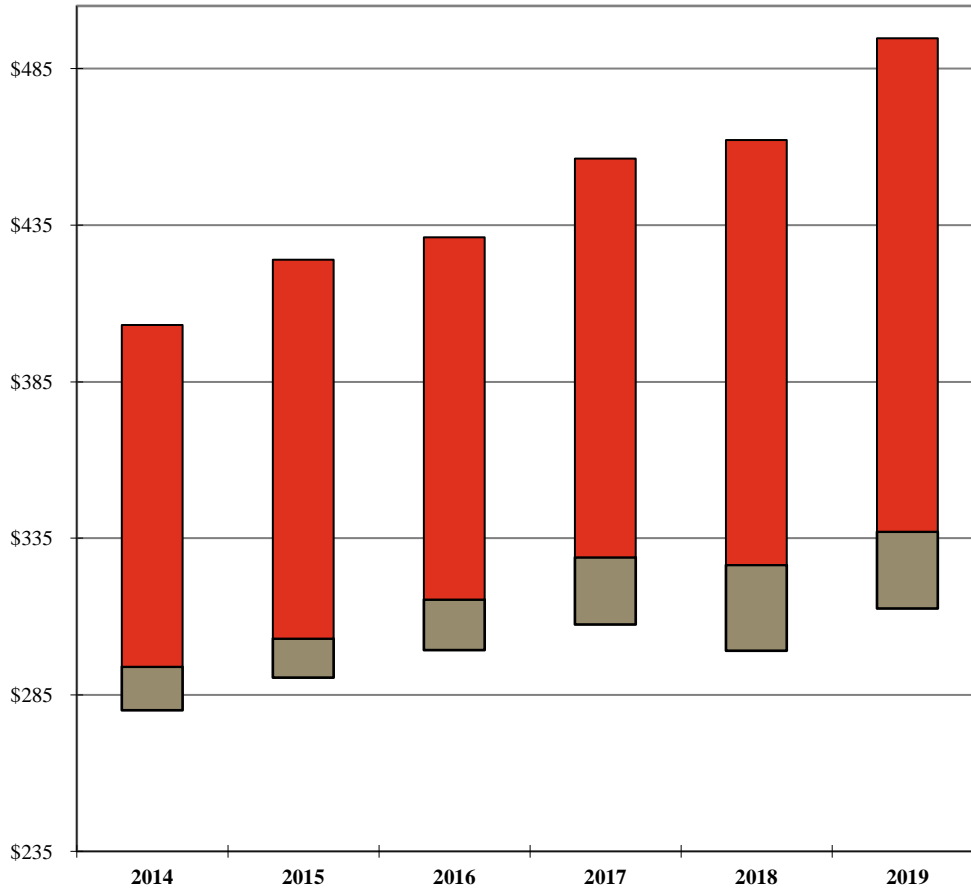
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Rates

Standard Rates

As of January 1st of the stated year



Your Firm

1st Qtle

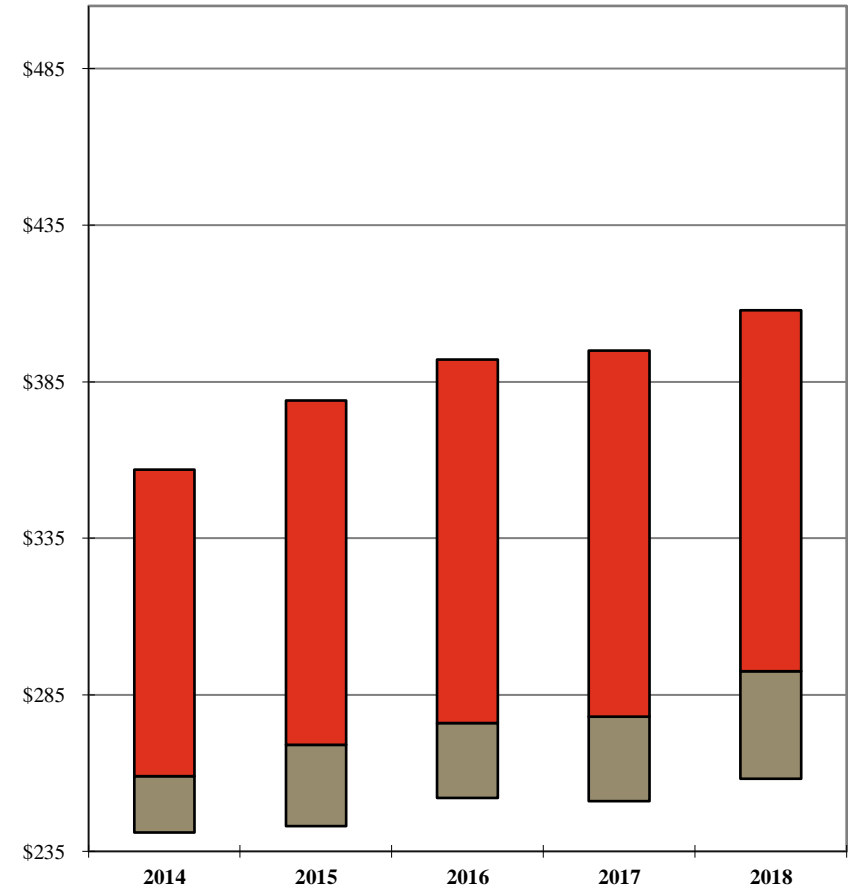
Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
	\$403	\$424	\$431	\$456	\$462	\$495
	294	303	316	329	327	337
	280	291	299	308	299	313

Billed Rates

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



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018
	\$357	\$379	\$392	\$395	\$408
	259	269	276	278	293
	241	243	252	251	258

Additional detail can be found on Pages 84 and 105.

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

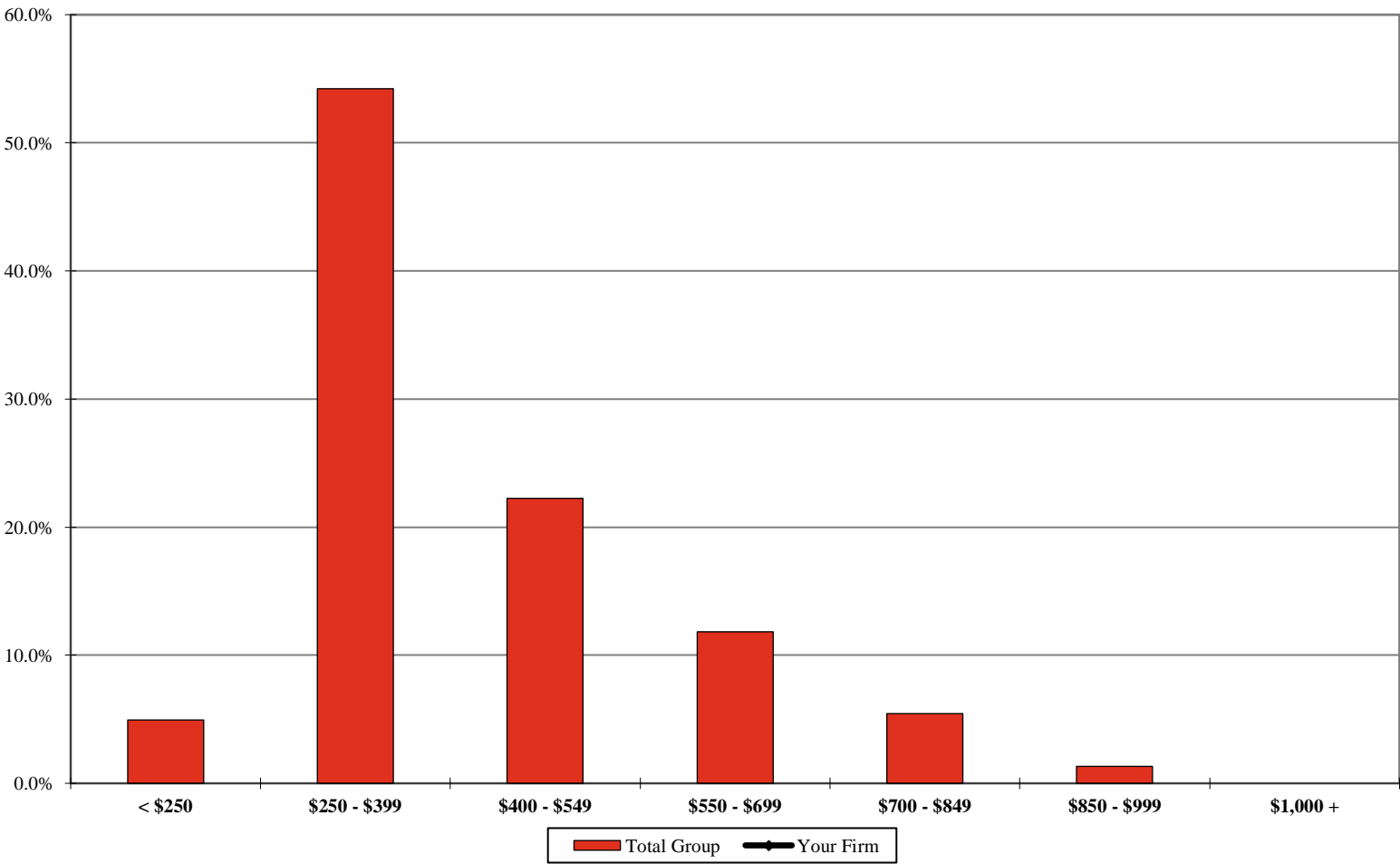
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associate Standard Billing Rates

As of January 1, 2019



	< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
Your Firm							
Total Group	4.9%	54.2%	22.2%	11.8%	5.4%	1.3%	

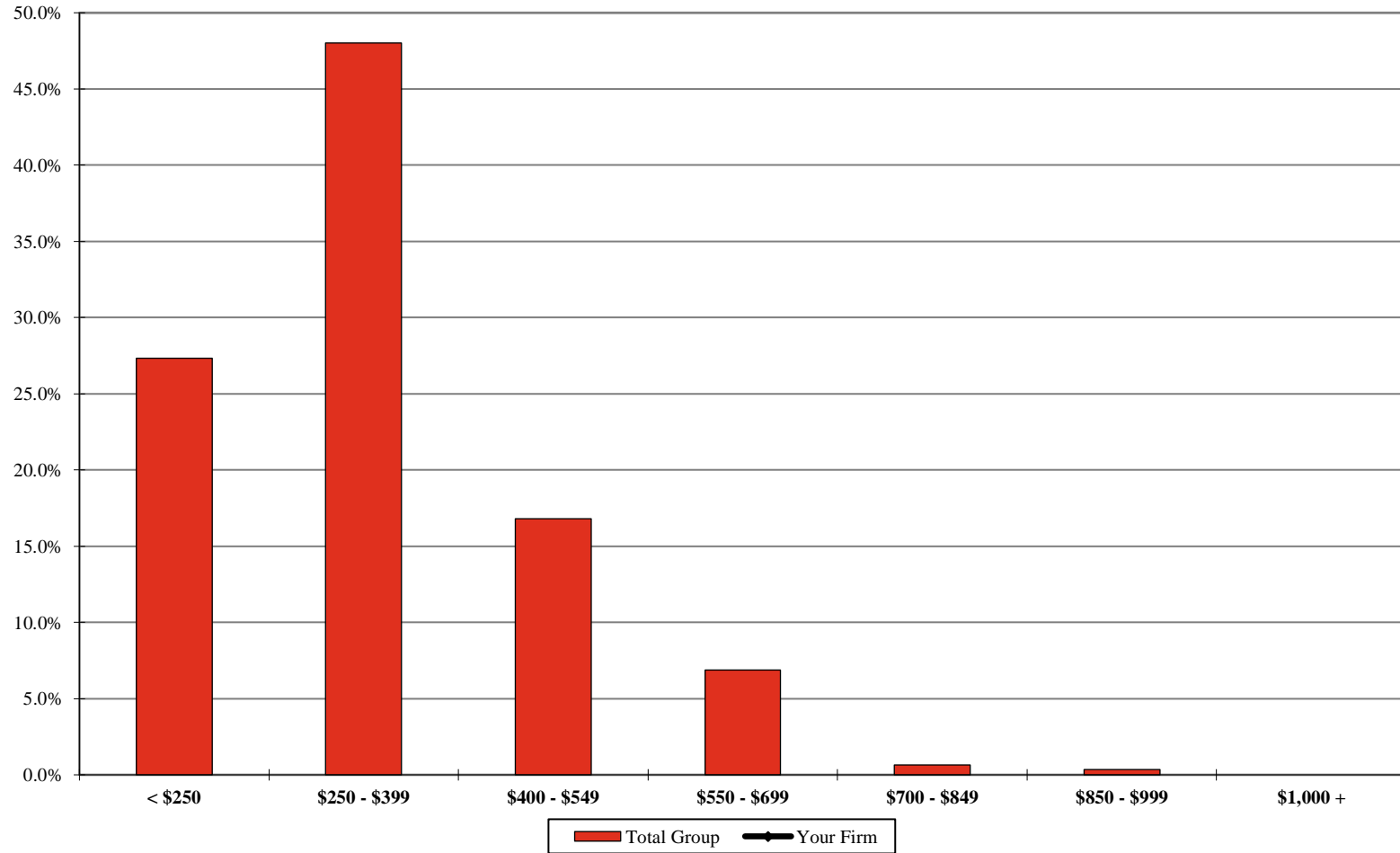
Additional detail can be found on Page 86.
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associate Billed Rates¹

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
27.3%	48.0%	16.8%	6.9%	0.6%	0.3%	

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

Additional detail can be found on Page 106.

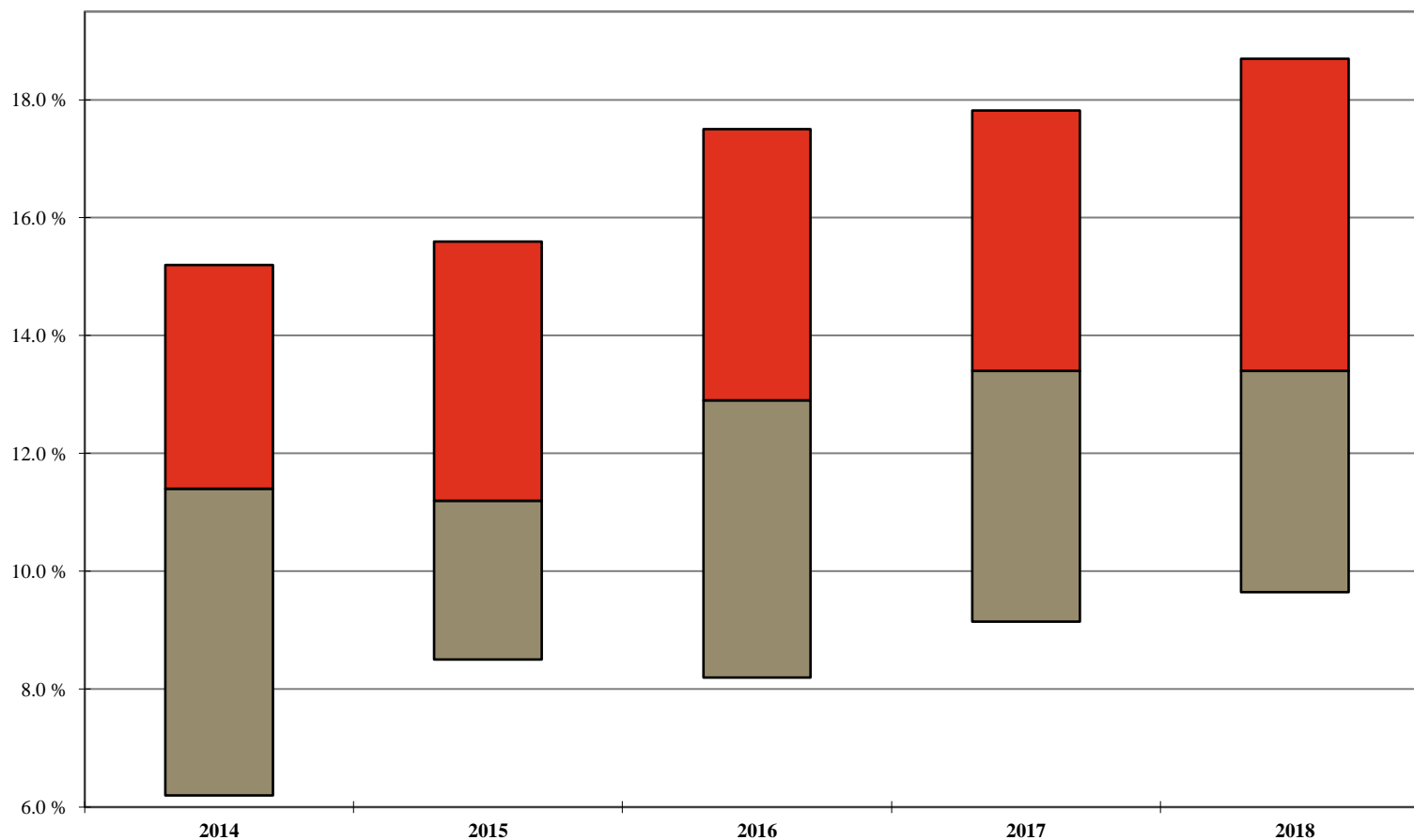
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Discounting¹

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



	2014	2015	2016	2017	2018
Your Firm					
1st Qtle	15.2%	15.6%	17.5%	17.8%	18.7%
Median	11.4%	11.2%	12.9%	13.4%	13.4%
3rd Qtle	6.2%	8.5%	8.2%	9.2%	9.7%

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

Additional detail can be found on Page 112.

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

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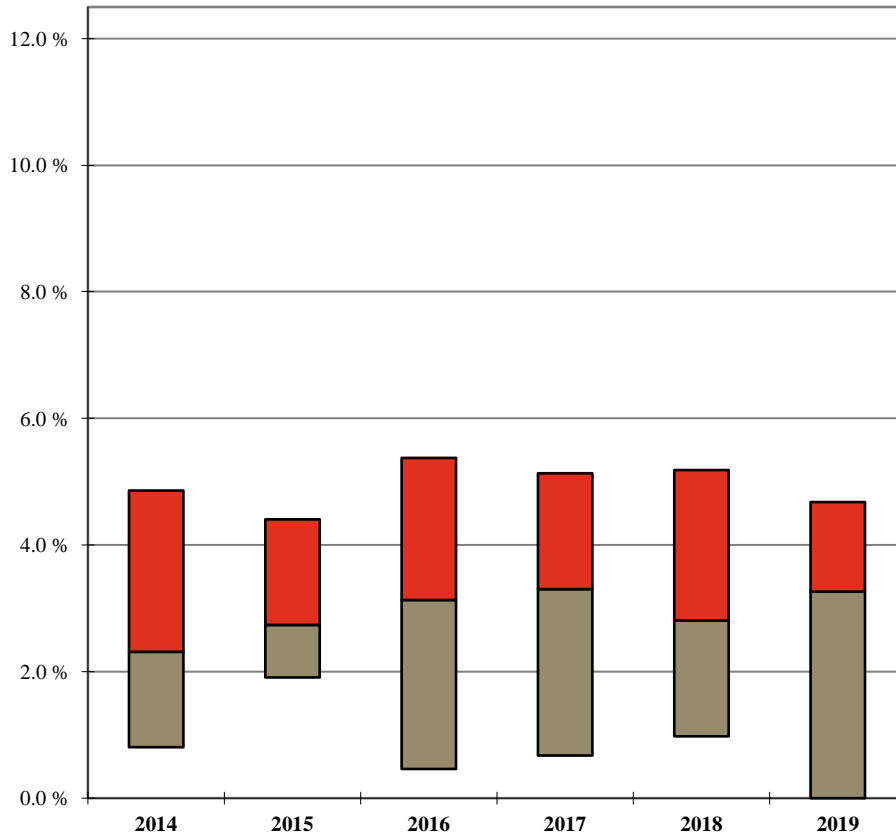
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Annual Change¹ : Associate Standard Rates

As of January 1st of the stated year

'Net' Change



Your Firm

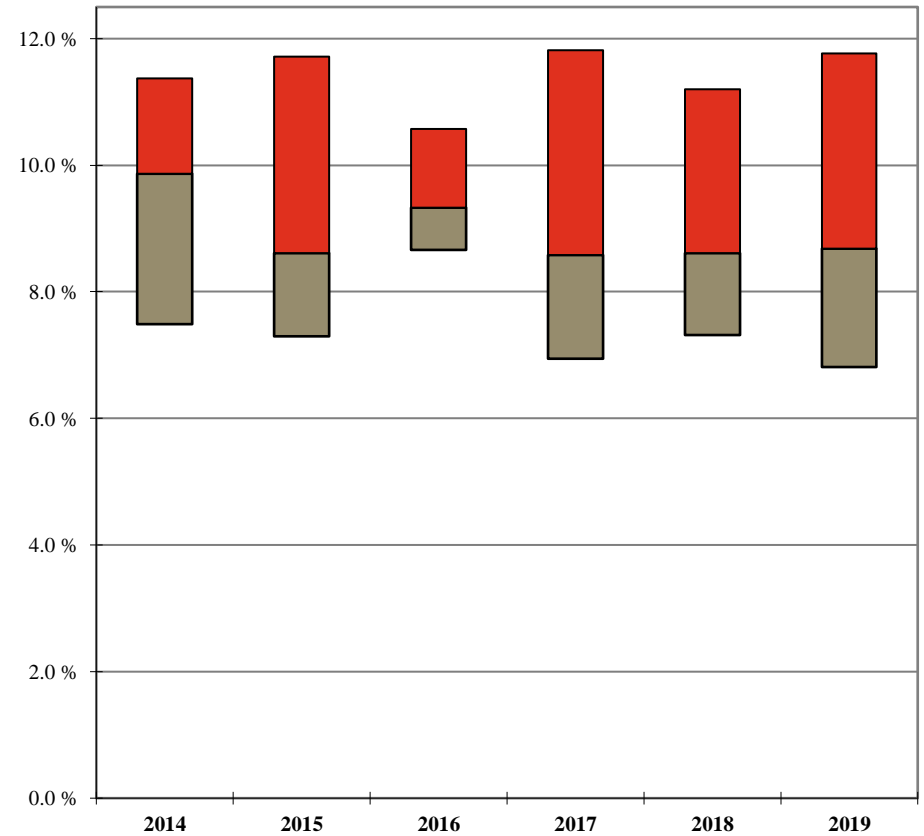
1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
	4.9%	4.4%	5.4%	5.1%	5.2%	4.7%
	2.3%	2.7%	3.1%	3.3%	2.8%	3.3%
	0.8%	1.9%	0.5%	0.7%	1.0%	0.0%

'Full Year' Change



Your Firm

1st Qtle

Median

3rd Qtle

	2014	2015	2016	2017	2018	2019
	11.4%	11.7%	10.6%	11.8%	11.2%	11.8%
	9.9%	8.6%	9.3%	8.6%	8.6%	8.7%
	7.5%	7.3%	8.7%	6.9%	7.3%	6.8%

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

Additional detail can be found on Pages 84 and 89.

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

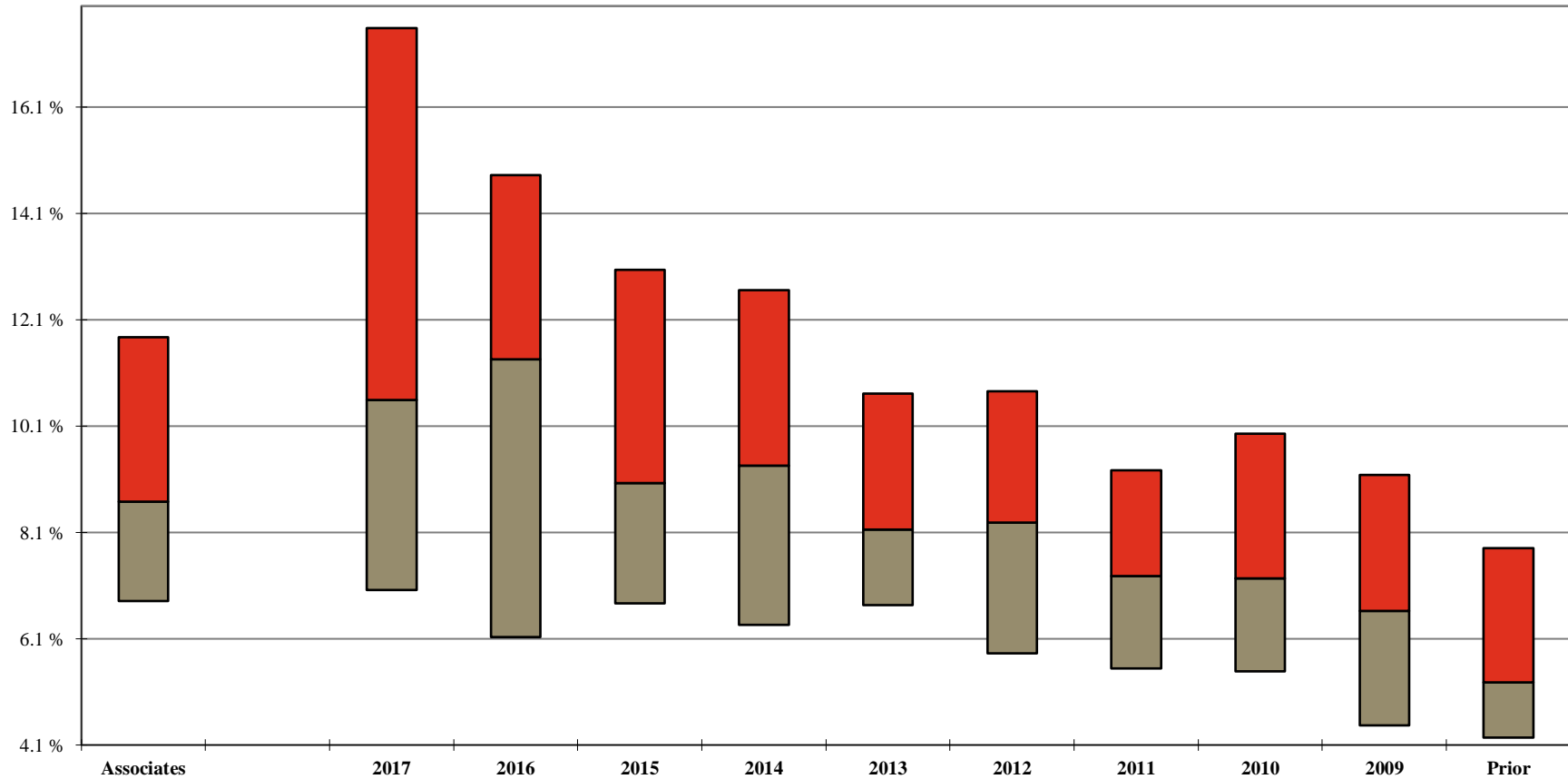
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Associates Standard Rate Change by Class Year

As of January 1, 2019



Your Firm	Law Class Year										
	Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
	11.8%	17.6%	14.8%	13.0%	12.7%	10.7%	10.8%	9.3%	10.0%	9.2%	7.8%
	8.7%	10.6%	11.4%	9.0%	9.4%	8.2%	8.3%	7.3%	7.2%	6.6%	5.3%
	6.8%	7.0%	6.1%	6.8%	6.4%	6.7%	5.8%	5.5%	5.5%	4.5%	4.2%

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

Additional detail can be found on Page 89.

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

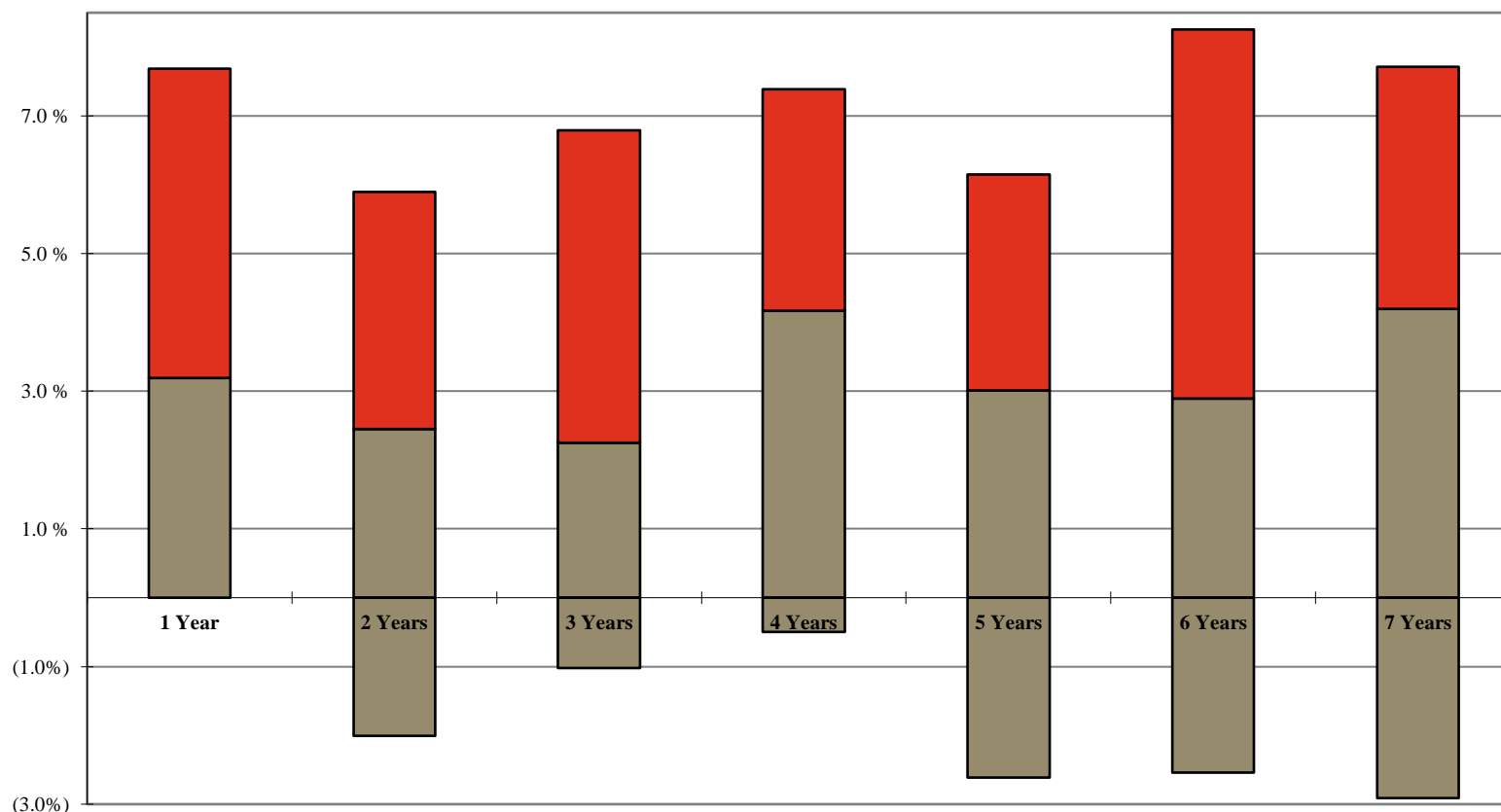
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate 'Full-Year' Standard Rate Change by Years of Experience¹

As of January 1, 2019



Your Firm	Years of Experience						
	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years
	7.7%	5.9%	6.8%	7.4%	6.2%	8.3%	7.7%
	3.2%	2.5%	2.3%	4.2%	3.0%	2.9%	4.2%
	0.0%	(2.0%)	(1.0%)	(0.5%)	(2.6%)	(2.5%)	(2.9%)

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2019 to the corresponding years of experience at 1/1/2018. For example, an associate with one year of experience would be included in law school class year 2017 at 1/1/2019, and included in law school class year 2016 at 1/1/2018.

Additional detail can be found on Page 90.

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

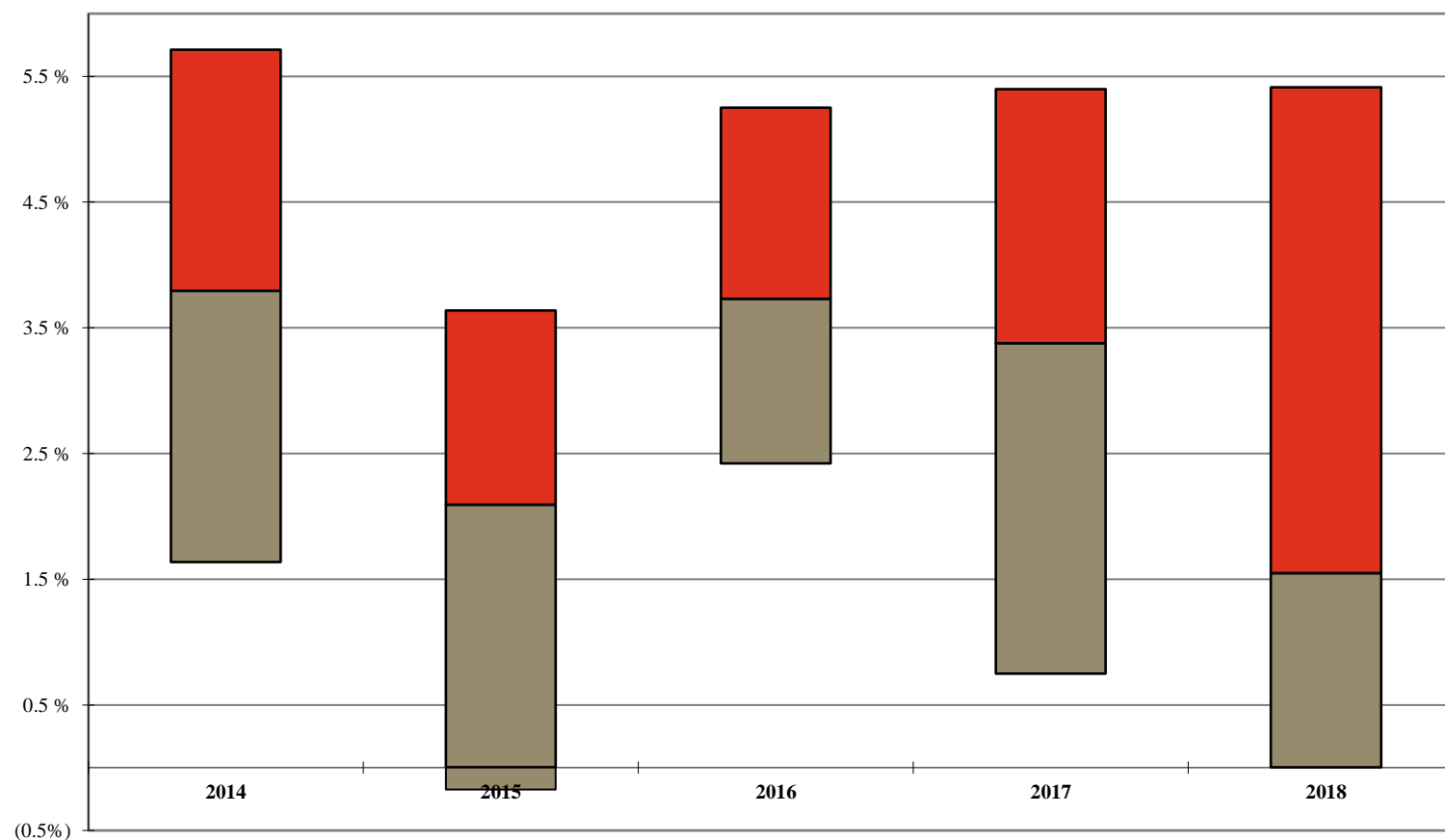
** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Annual Change: Associate Billed Rates

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



Your Firm

1st Qtile

Median

3rd Qtile

	2014	2015	2016	2017	2018
	5.7%	3.6%	5.3%	5.4%	5.4%
	3.8%	2.1%	3.7%	3.4%	1.6%
	1.6%	(0.2%)	2.4%	0.8%	0.0%

Additional detail can be found on Page 105.

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

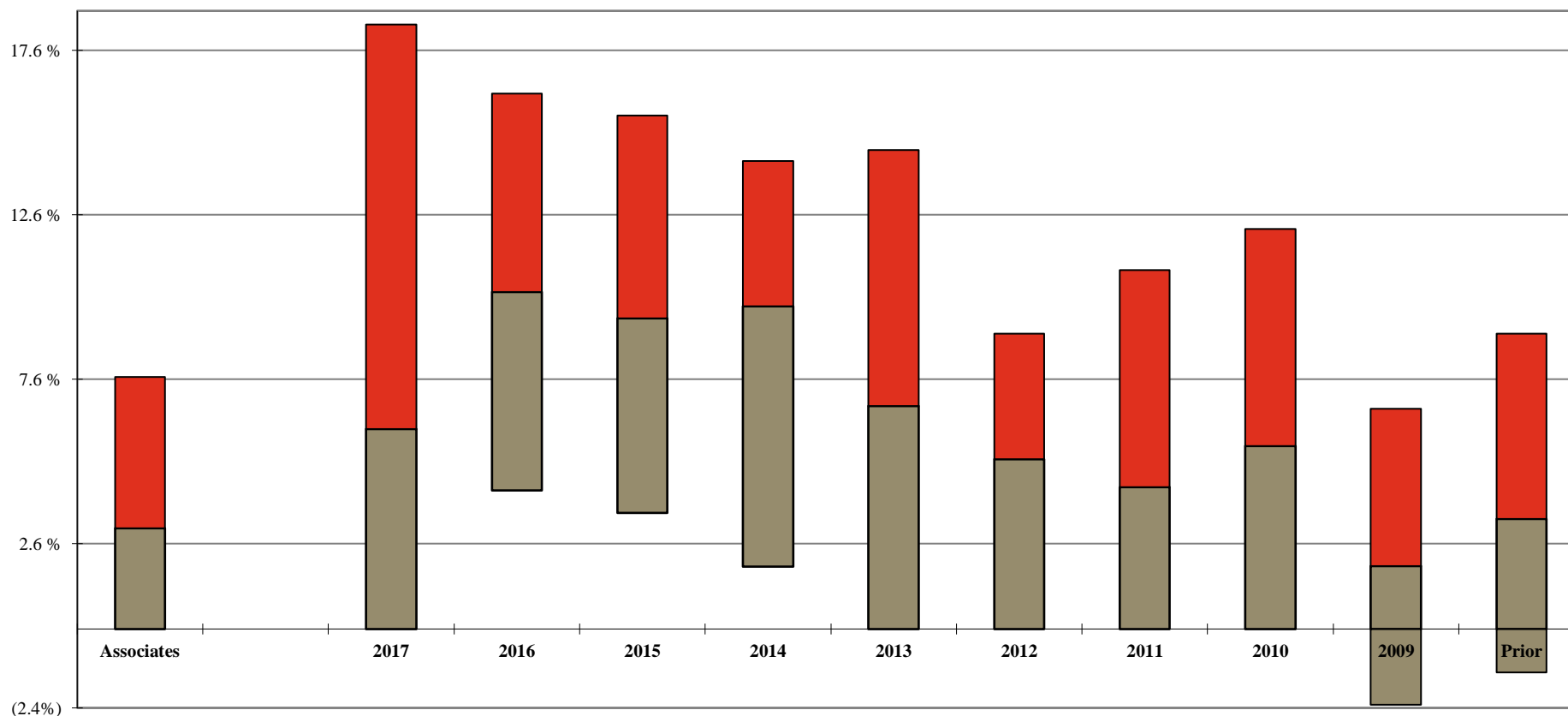
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Associates Billed Rate Change by Class Year

As of January 1, 2019



Your Firm		Law Class Year										
	Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior	
	1st Qtle	7.7%	18.4%	16.3%	15.6%	14.2%	14.6%	9.0%	10.9%	12.2%	6.7%	9.0%
	Median	3.1%	6.1%	10.3%	9.5%	9.8%	6.8%	5.2%	4.3%	5.6%	1.9%	3.4%
3rd Qtle	0.0%	0.0%	4.2%	3.5%	1.9%	0.0%	0.0%	0.0%	0.0%	(2.3%)	(1.3%)	

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

Additional detail can be found on Page 110.

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

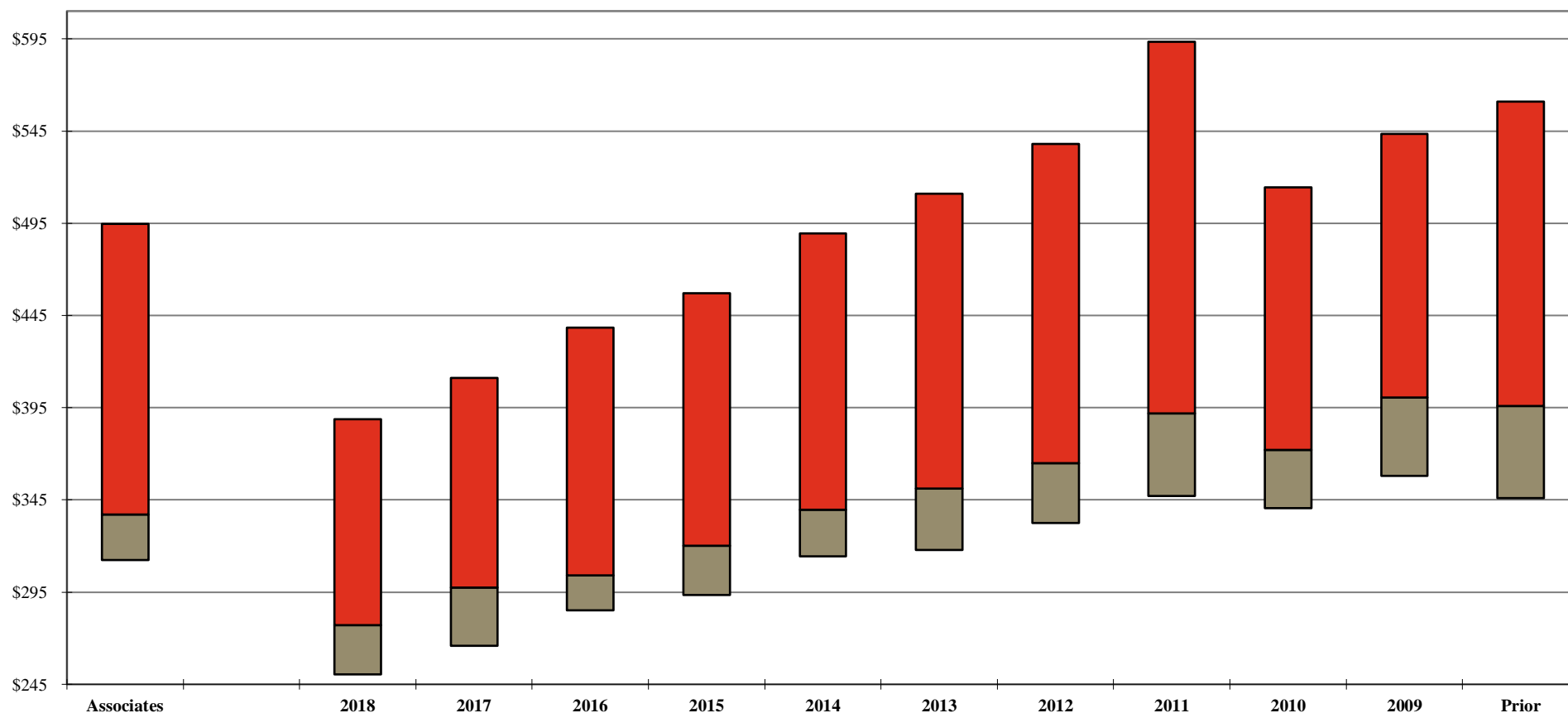
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Standard Rates by Class Year

As of January 1, 2019



	Law Class Year											
	Associates	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
Your Firm												
1st Qtle	\$495	\$389	\$411	\$439	\$457	\$490	\$511	\$538	\$594	\$515	\$544	\$561
Median	337	277	298	304	320	340	351	365	392	372	401	396
3rd Qtle	313	250	266	285	294	314	318	333	347	341	358	346

Additional detail can be found on Page 84.

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

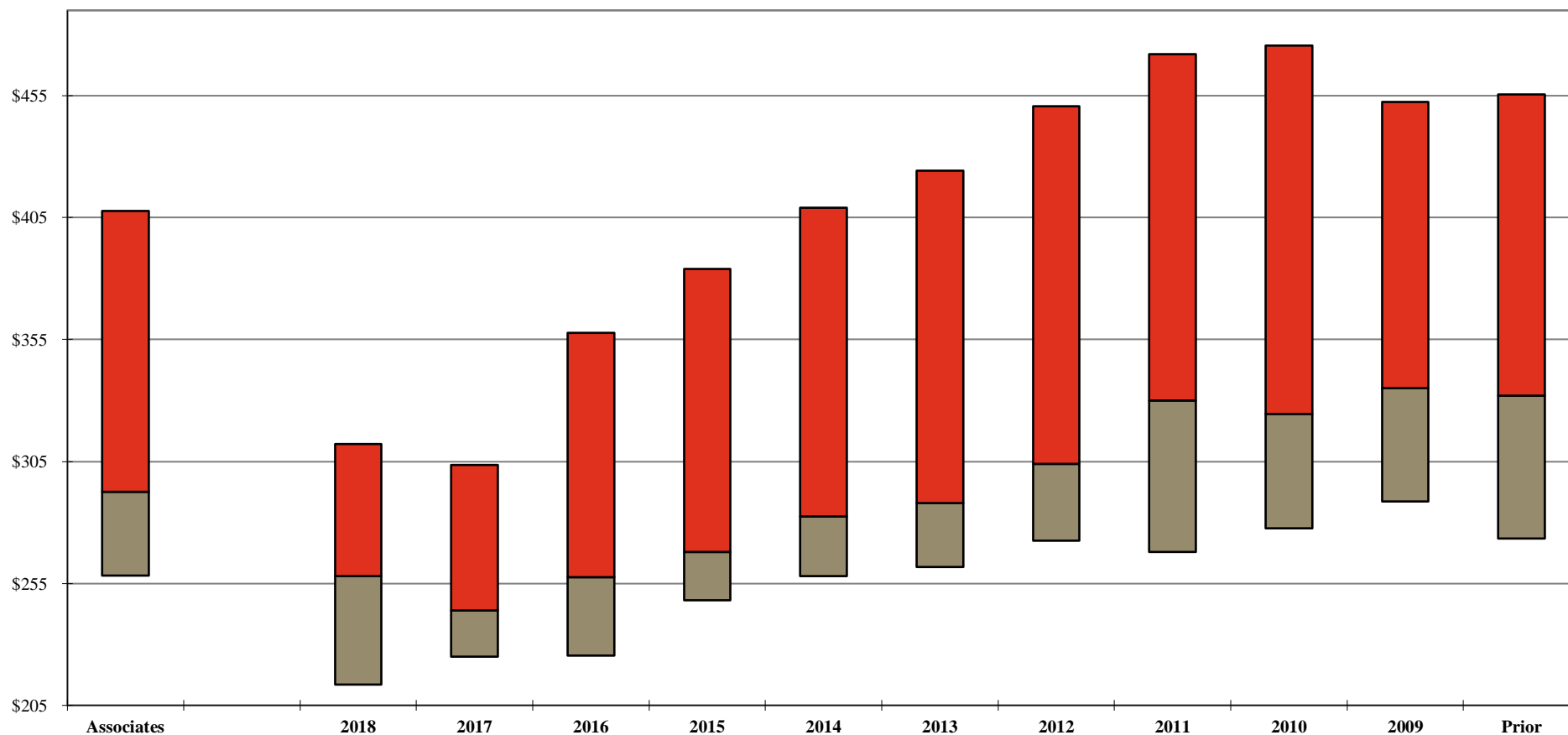
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Billed Rates by Class Year

For the 12-month period ending December 31, 2018



	Law Class Year											
	Associates	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
Your Firm												
1st Qtle	\$408	\$312	\$304	\$358	\$384	\$409	\$424	\$451	\$472	\$476	\$453	\$456
Median	293	258	244	258	268	283	288	304	330	325	335	332
3rd Qtle	258	214	225	226	248	258	262	273	268	278	289	274

Additional detail can be found on Page 105.

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

** omitted due to insufficient data

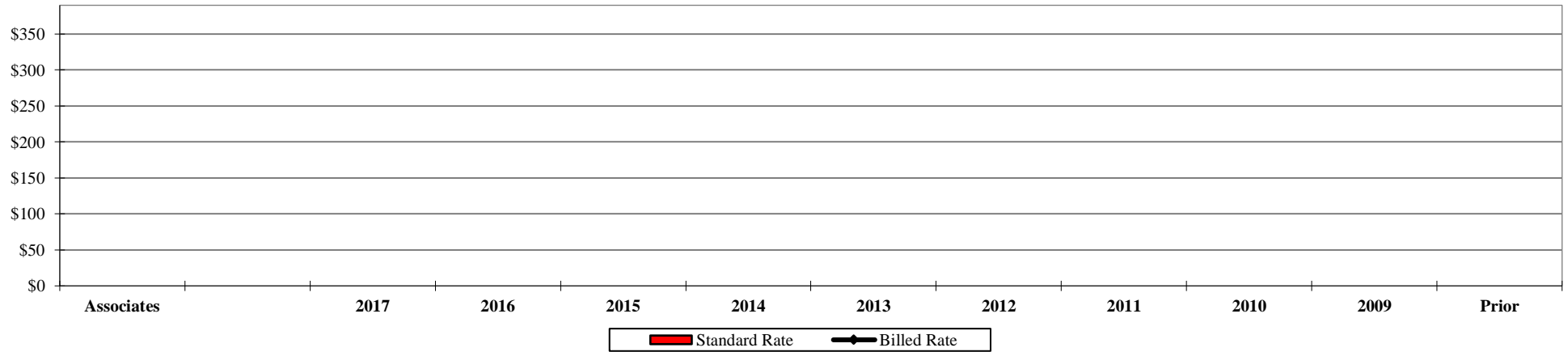
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Standard vs. Billed Rates by Law Class Year

Standard Rates at January 1, 2018; Billed Rates for the 12-month period ending December 31, 2018

Your Firm

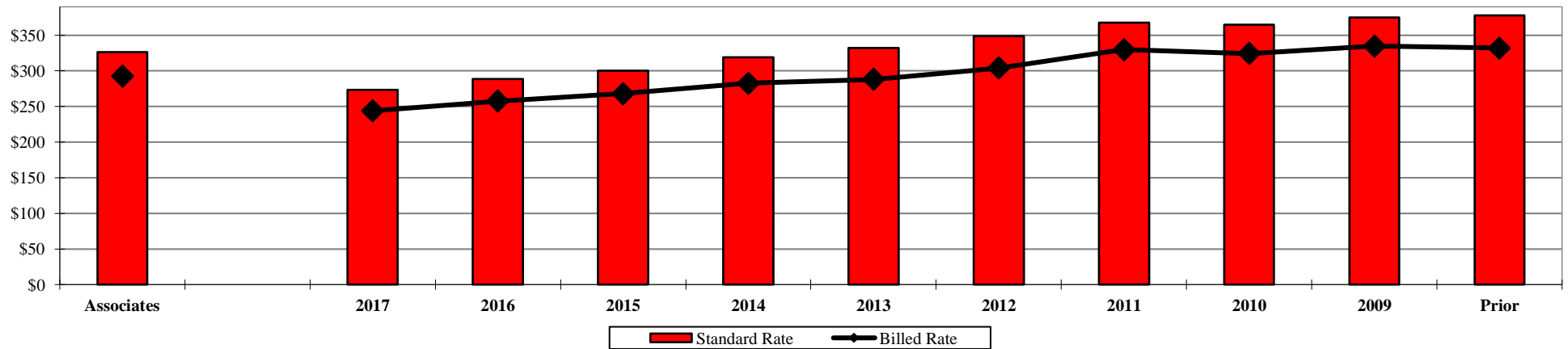


Standard Rate

Billed Rate

Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior

Total Group (Median)



Standard Rate

Billed Rate

Associates	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
\$327	\$274	\$289	\$300	\$319	\$333	\$349	\$368	\$365	\$375	\$378
293	244	258	268	283	288	304	330	325	335	332

Additional detail can be found on Page 105.

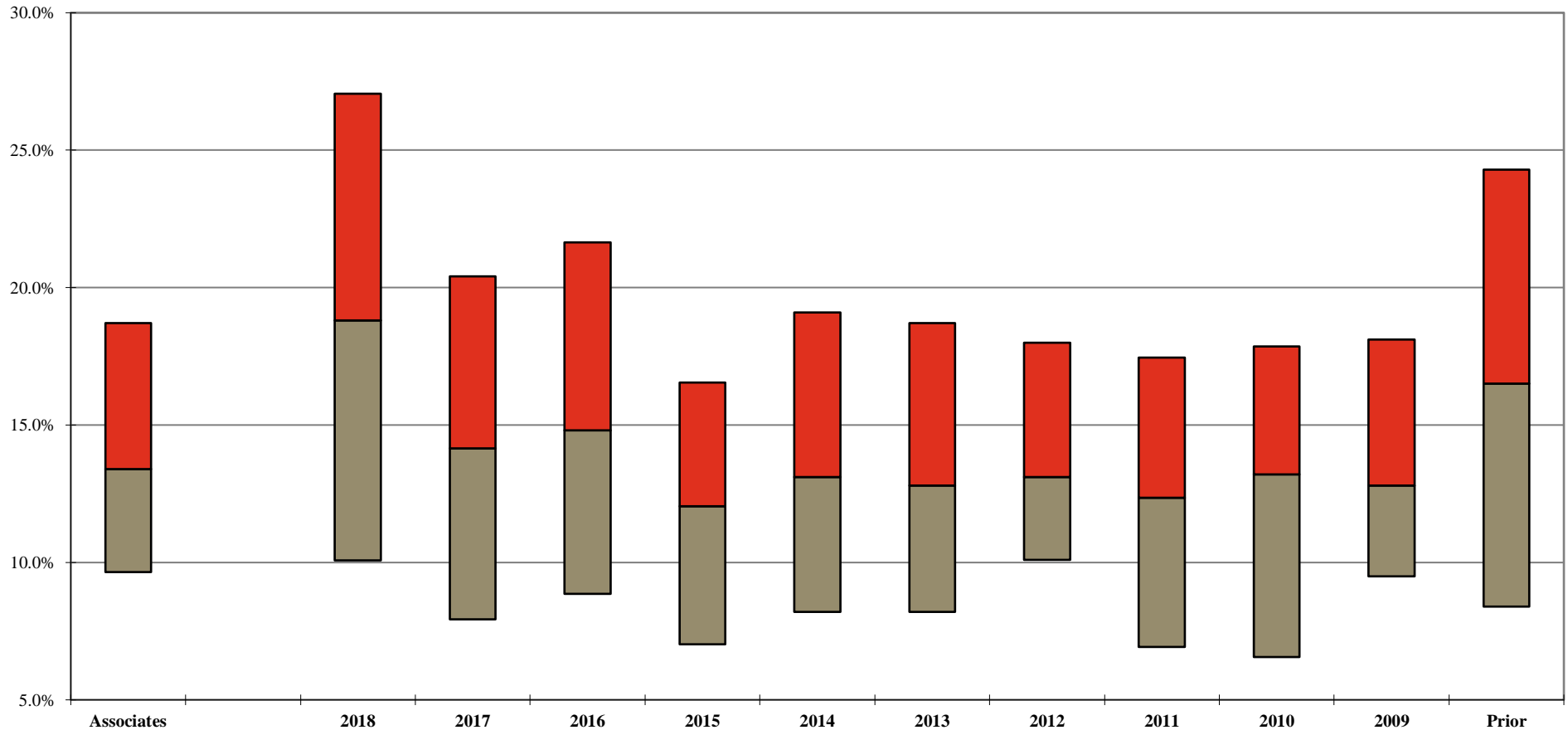
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Discounting¹ by Class Year

For the 12-month period ending December 31, 2018



Your Firm		Law Class Year											
	Associates	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior	
	1st Qtle	18.7%	27.1%	20.4%	21.7%	16.6%	19.1%	18.7%	18.0%	17.5%	17.9%	18.1%	24.3%
	Median	13.4%	18.8%	14.2%	14.8%	12.1%	13.1%	12.8%	13.1%	12.4%	13.2%	12.8%	16.5%
	3rd Qtle	9.7%	10.1%	7.9%	8.9%	7.0%	8.2%	8.2%	10.1%	6.9%	6.6%	9.5%	8.4%

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

Additional detail can be found on Page 112.

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

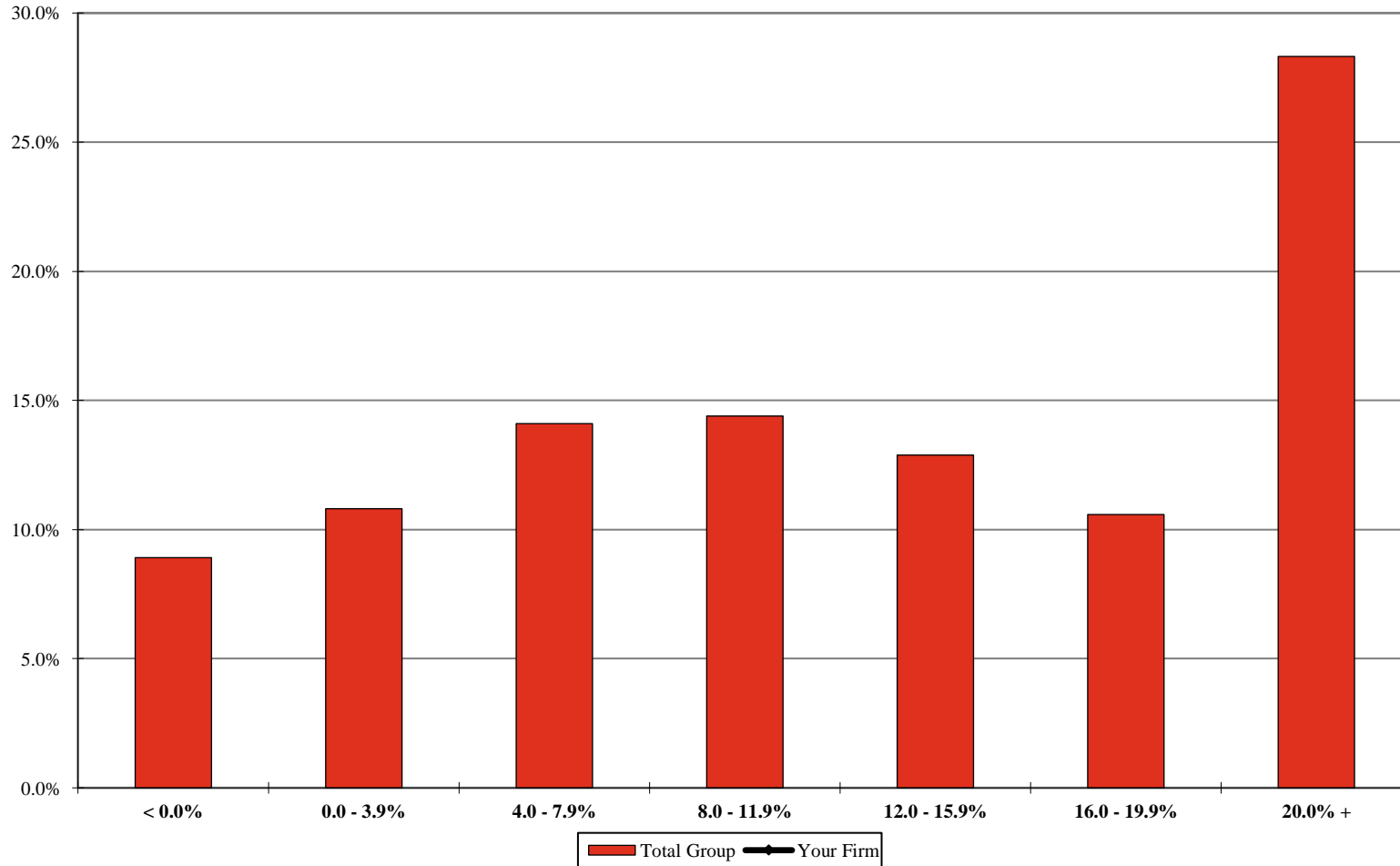
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associates by Discount Levels¹

For the 12-month period ending December 31, 2018



Your Firm
Total Group

< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
8.9%	10.8%	14.1%	14.4%	12.9%	10.6%	28.3%

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

Additional detail can be found on Page 116.

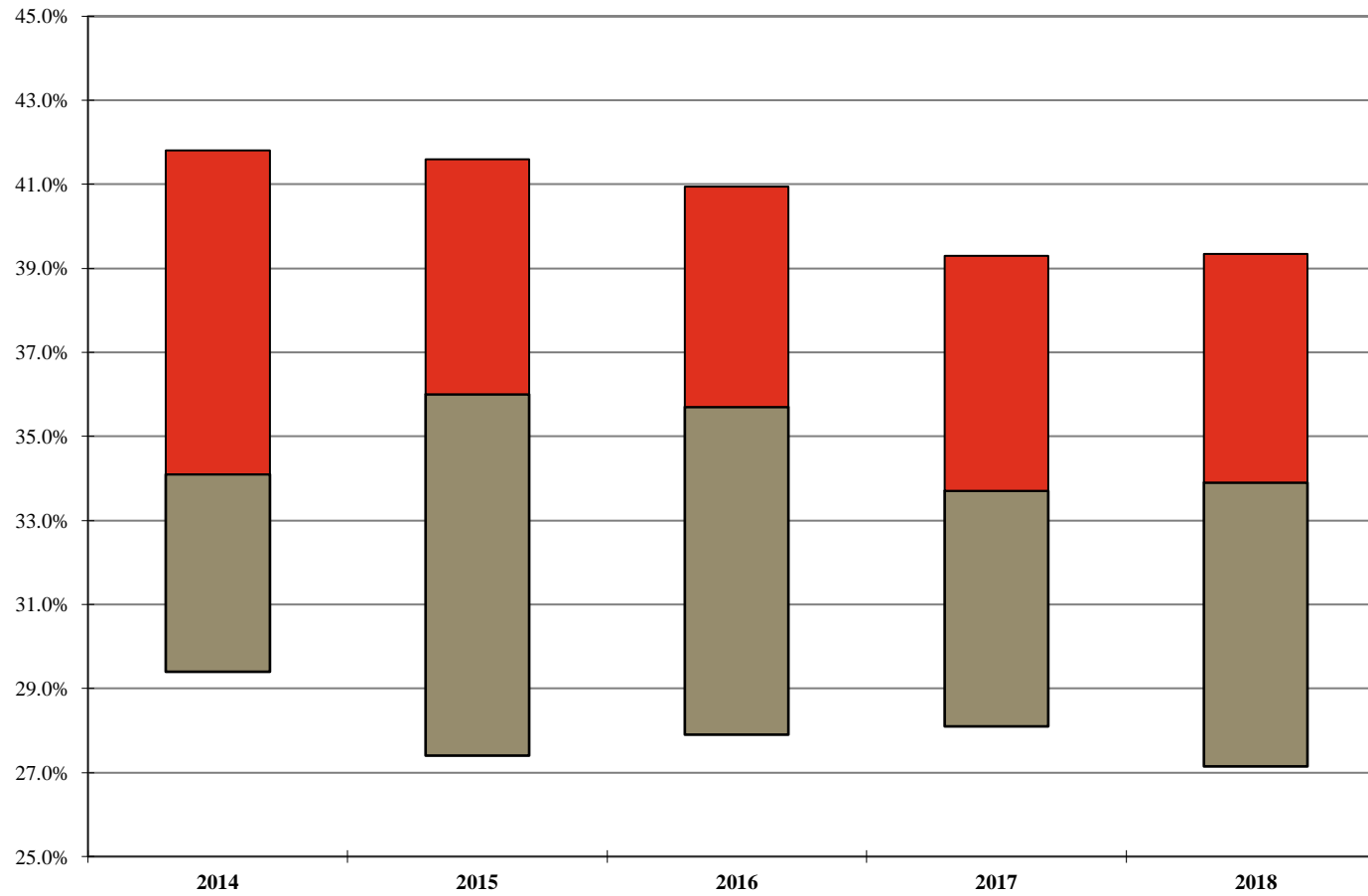
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Hours as a Percentage of All Attorney Hours

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



	2014	2015	2016	2017	2018
Your Firm					
1st Qtile	41.8%	41.6%	41.0%	39.3%	39.4%
Median	34.1%	36.0%	35.7%	33.7%	33.9%
3rd Qtile	29.4%	27.4%	27.9%	28.1%	27.2%

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

** omitted due to insufficient data

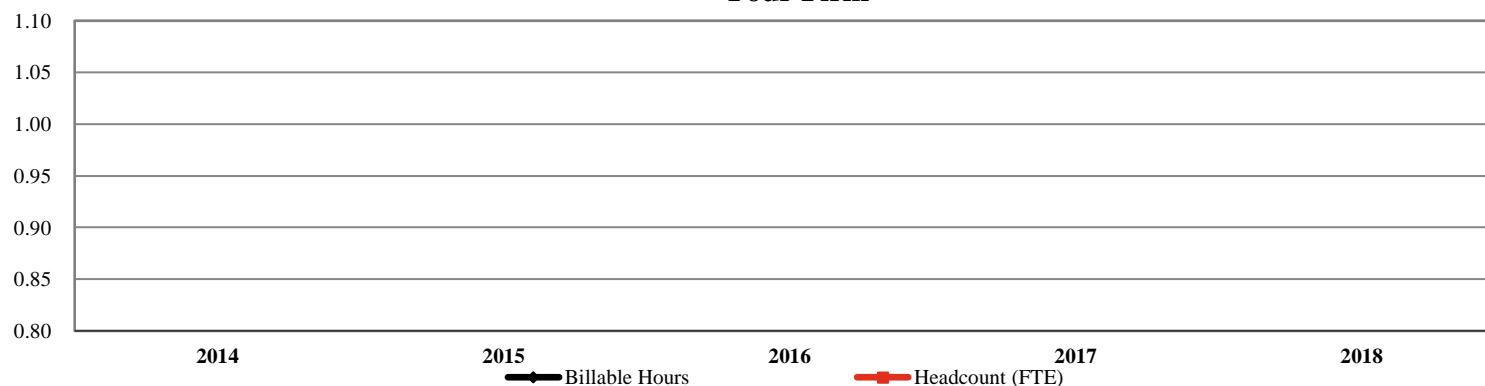
2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Capacity¹

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

Your Firm



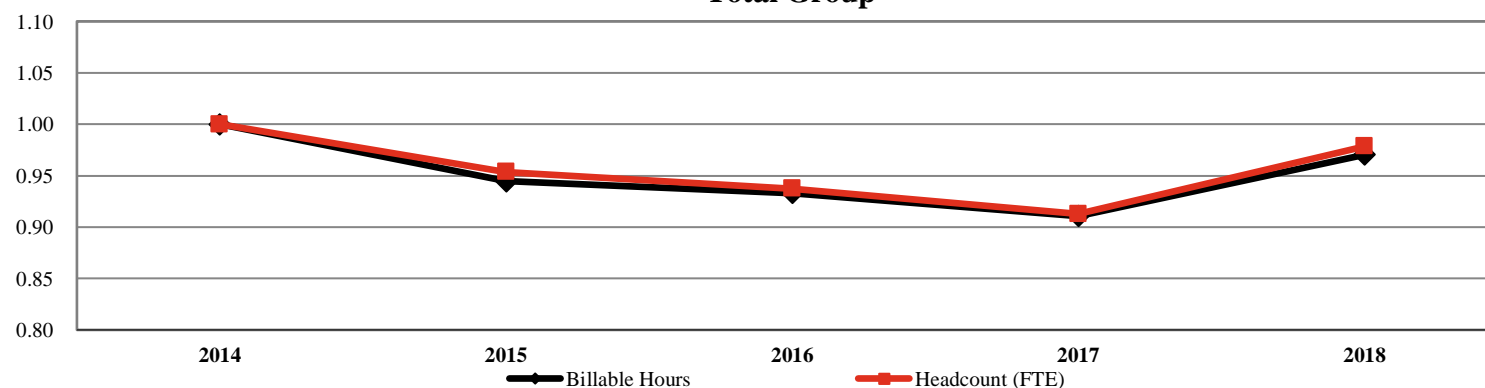
Your Firm

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours

Headcount (FTE)

	2014	2015	2016	2017	2018	% Chg: '14-'18
Billable Hours	6,830,476	6,452,756	6,372,240	6,220,190	6,627,993	(3.0%)
Headcount (FTE)	3,921	3,739	3,675	3,579	3,836	(2.2%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2014.

² Number of members represented in the group results: 41

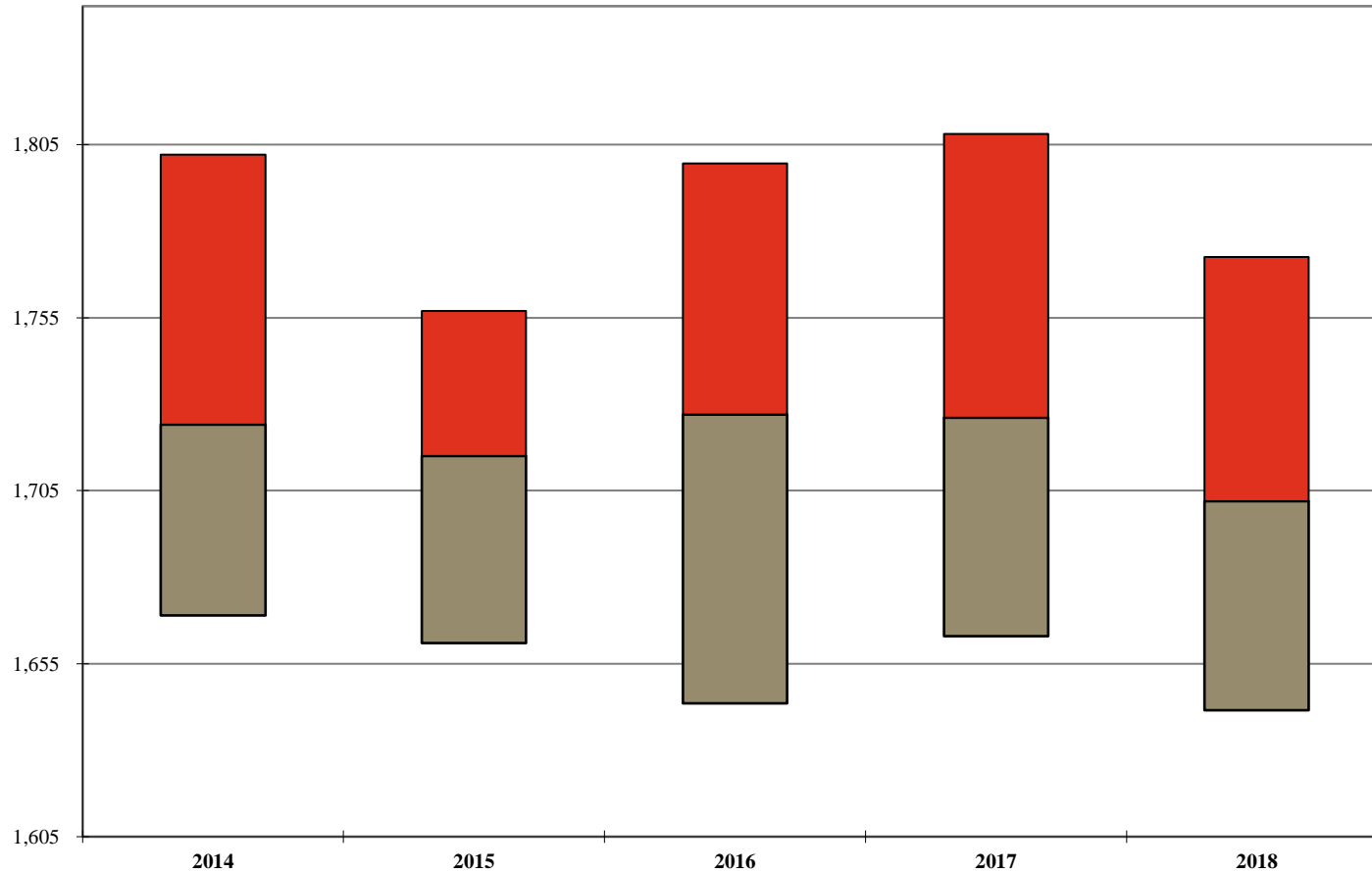
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Utilization

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



	2014	2015	2016	2017	2018	Change: '14-'18
Your Firm						
1st Qtle	1,802	1,757	1,800	1,808	1,773	(30)
Median	1,724	1,715	1,727	1,726	1,702	(22)
3rd Qtle	1,669	1,661	1,644	1,663	1,642	(28)

Additional detail can be found on Page 122.

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

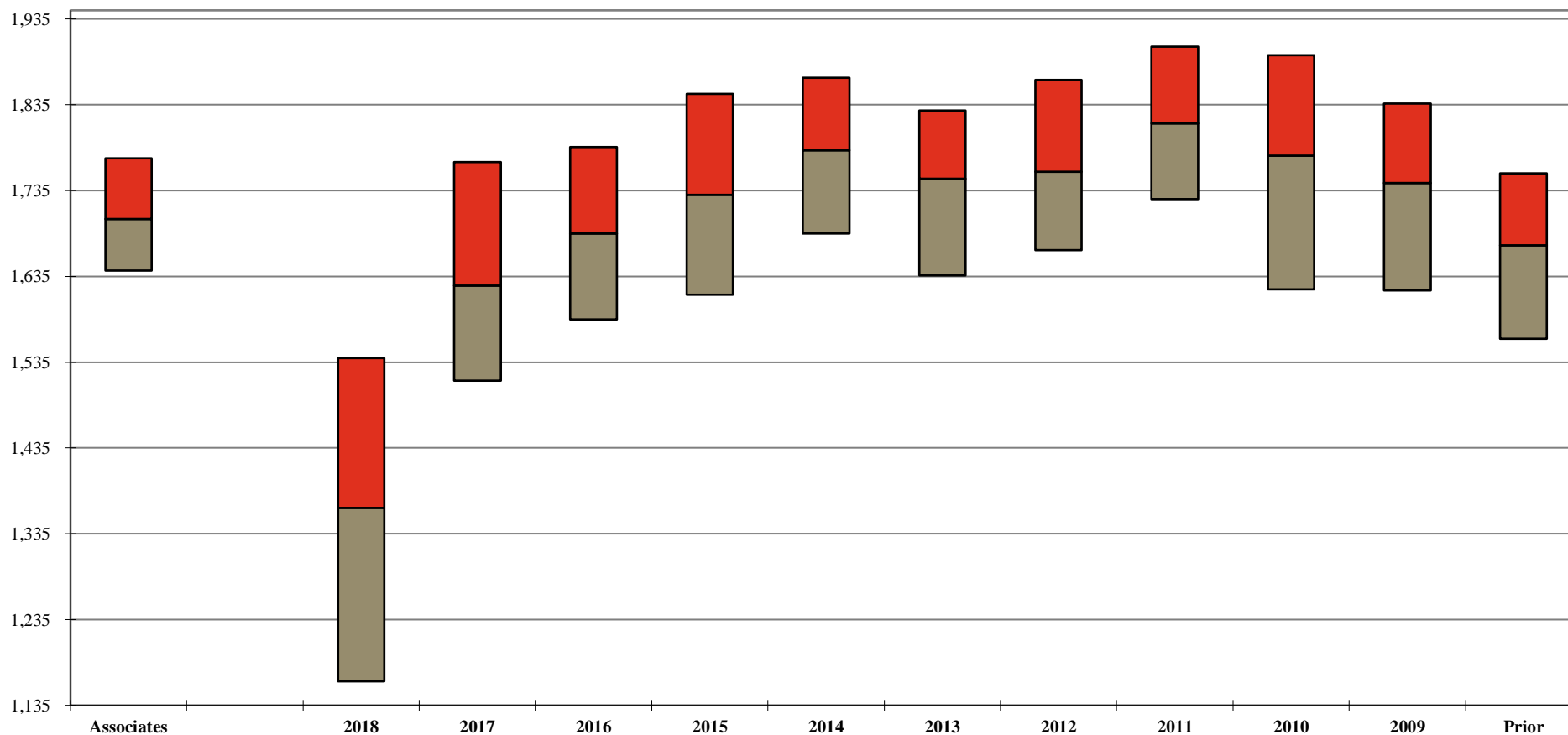
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2018



Your Firm		Law Class Year											
	Associates	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior	
	1st Qtle	1,773	1,540	1,768	1,786	1,848	1,867	1,829	1,864	1,903	1,893	1,837	1,755
	Median	1,702	1,365	1,624	1,685	1,730	1,782	1,749	1,757	1,813	1,776	1,744	1,671
	3rd Qtle	1,642	1,163	1,514	1,585	1,614	1,685	1,636	1,665	1,725	1,620	1,619	1,562

Additional detail can be found on Page 122.

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

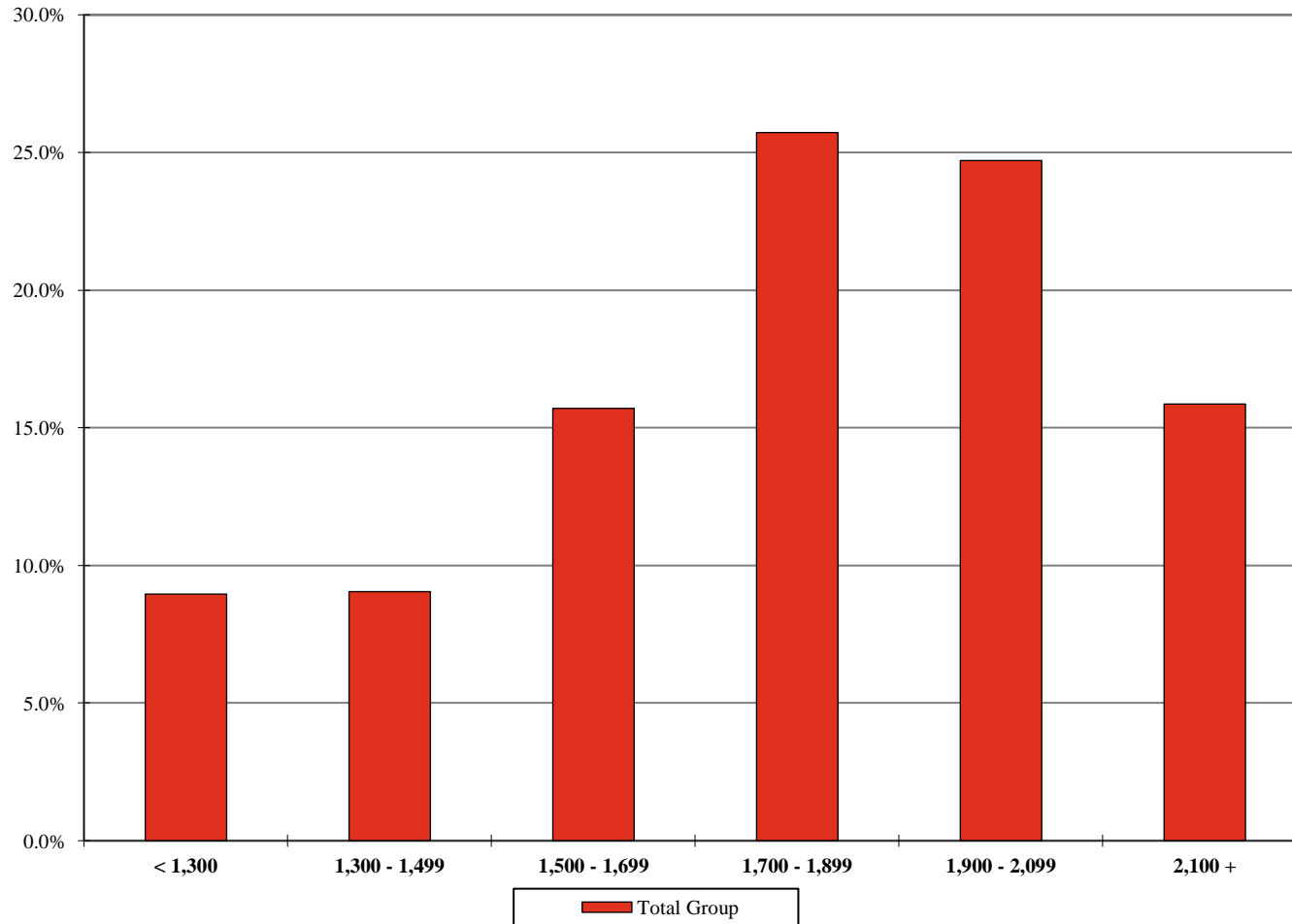
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associates by Utilization Levels ¹

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 +
9.0%	9.0%	15.7%	25.7%	24.7%	15.9%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level.
Additional detail can be found on Page 123.

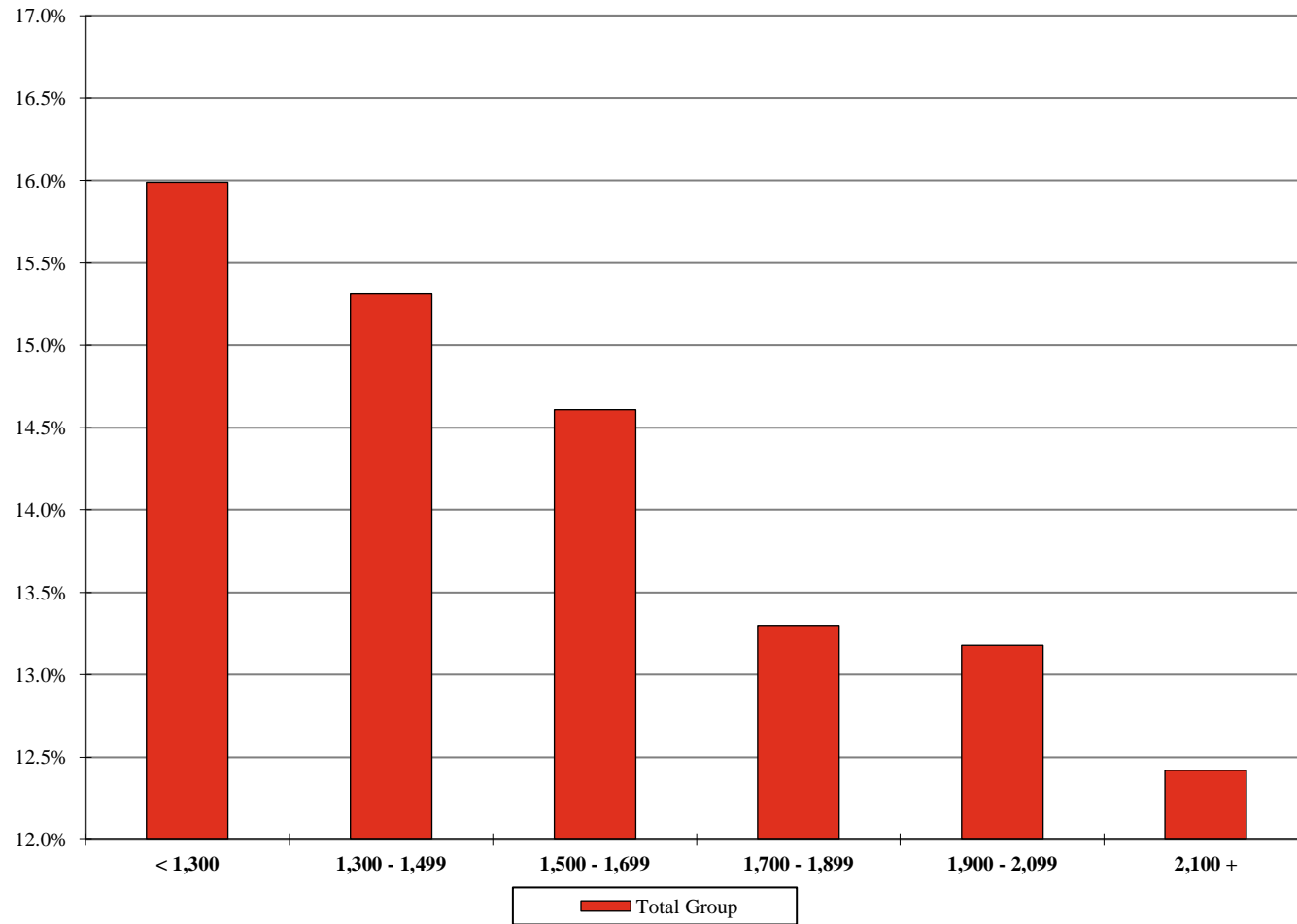
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2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate Discounting¹ by Utilization Levels

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 +
16.0%	15.3%	14.6%	13.3%	13.2%	12.4%

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

** omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Estimated Impact of Performance Improvements

	Your Firm	2% Increase			5% Increase		
	Value	Target	Variance	\$ Impact per Equity Partner	Target	Variance	\$ Impact per Equity Partner
Average Billable Hours <i>for the 12-month period ending 12/31/2018</i>							
Equity Partners							
Non-Equity Partners							
Associates							
Standard Billing Rates at 1/1/2019							
Equity Partners							
Non-Equity Partners							
Associates							
Average Billed Rates <i>for the 12-month period ending 12/31/2018</i>							
Equity Partners							
Non-Equity Partners							
Associates							

Legend:

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

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

\$ Impact per Equity Partner Calculations:

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

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

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

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

** omitted due to insufficient data

‡ less than 75% population response

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Attorney Billable Hour Targets

Target billable hour requirements:

	<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		/ 23 ‡	1,800	1,750	1,600
Non-Equity Partners		/ 23 ‡	1,825	1,800	1,700
Associates		/ 30 ‡	1,900	1,875	1,813
Sr. Attorneys		/ 21 ‡	1,900	1,800	1,700
Staff Attorneys		/ 19 ‡	1,850	1,800	1,675
Paralegals		/ 25 ‡	1,600	1,500	1,500

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

Equity Partners	/ 23 ‡	46.0	35.0	22.6
Non-Equity Partners	/ 23 ‡	30.8	16.9	14.0
Associates	/ 27 ‡	44.3	33.3	25.7
Sr. Attorneys	/ 21 ‡	31.0	20.0	13.6
Staff Attorneys	/ 18 ‡	43.3	2.7	0.0
Paralegals	/ 22 ‡	29.7	21.5	12.1

** omitted due to insufficient data

‡ less than 75% population response

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Does your firm track AFAs in your accounting system?	‡	37	73.0
Indicate the AFAs utilized by your firm:	‡	35	
Flat fees for some or all stages of a matter			100.0
Flat fee for the entire matter			100.0
Blended Rates			97.1
Incentive or success fees			82.9
Collars and/or fee caps			88.6
Contingency fees			97.1
Annual retainer fee for a portfolio of services			80.0
Holdbacks			45.7
Other			8.6
The majority of AFAs are approved by:		34	
Billing Committee			29.4
CEO/Managing Partner			11.8
CFO/Finance Partner			23.5
COO			5.9
Practice Leaders			17.6
Relationship Partners			11.8
Other Partners			0.0
Over the past 5 years, how has the number of AFAs changed?		31	
Increased >50%			16.1
Increased 25% - 50%			19.4
Increased up to 25%			38.7
Decreased			19.4
No Change			6.5

** omitted due to insufficient data

‡ less than 75% population response

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Over the past 5 years, the approximate percentage of revenue generated from AFAs has:		31	
Increased >10%			32.3
Increased 5% - 10%			32.3
Increased up to 5%			22.6
Decreased			12.9
No Change			0.0
Over the next 5 years, how do you anticipate the amount of revenue generated from AFAs changing?		30	
Increase >10%			40.0
Increase <10%			30.0
Decrease			20.0
No Change			3.3
Indicate the alternative staffing arrangements utilized by your firm:		34	
Secondments			79.4
Contract lawyers working at your law firm			85.3
Work outsourced to third party lawyers			55.9
Work outsourced to third party non-lawyers			26.5
Shared staffing/partnering with a third party/vendor			14.7
Other			2.9
None			2.9

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Approximate percentage of revenue generated in 2018 from AFAs (000's)		/ 29 ‡	20.0	10.5	7.1

** omitted due to insufficient data

‡ less than 75% population response

DETAILED METRICS

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Standard Billing Rates

As of January 1, 2019

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 year	1 st Quartile	Median	3 rd Quartile	Median % Change - 2 Year
Equity Partners											
High		/ 56	\$1,100	\$898	\$779			7.4	3.0	0.0	5.8
Middle		/ 56	779	595	533			4.6	3.2	0.5	5.4
Low		/ 56	626	420	370			5.1	2.5	0.0	5.5
Average		/ 56	797	603	538			4.3	2.6	1.0	5.7
By Years of Experience											
< 11 Years		/ 31 ‡	\$600	\$486	\$403	‡	‡	8.9	5.0	0.4	3.5
11 - 15 Years		/ 56	682	513	459			5.6	2.3	(1.9)	5.0
16 - 20 Years		/ 56	735	560	495			4.9	2.7	(0.2)	5.7
21 - 25 Years		/ 56	767	569	528			4.8	2.4	0.4	5.7
26 - 30 Years		/ 56	816	606	545			4.3	2.4	0.0	6.4
31 - 35 Years		/ 56	847	628	564			4.9	2.9	0.3	5.8
36 - 40 Years		/ 55	858	636	587			5.5	2.5	0.8	4.9
41 - 45 Years		/ 52	817	657	575		‡	5.3	2.4	(0.9)	5.3
> 45 Years		/ 29 ‡	865	655	571	‡	‡	5.6	2.7	0.0	6.4
Non-Equity Partners											
High		/ 52	\$909	\$778	\$650		‡	5.2	3.8	0.0	7.1
Middle		/ 52	649	498	450		‡	5.4	3.1	0.0	6.5
Low		/ 52	518	370	330		‡	5.7	1.5	0.0	6.9
Average		/ 52	652	516	465		‡	5.2	3.1	0.6	7.5
By Years of Experience											
< 11 Years		/ 47	\$585	\$432	\$394	‡	‡	7.5	3.3	0.9	6.3
11 - 15 Years		/ 50	630	473	425		‡	6.3	3.0	0.3	5.7
16 - 20 Years		/ 51	652	495	459		‡	5.9	2.3	(0.6)	3.3
21 - 25 Years		/ 49	688	532	474		‡	7.0	3.2	0.4	6.4
26 - 30 Years		/ 46	740	546	497	‡	‡	7.1	3.5	(0.5)	5.8
31 - 35 Years		/ 46	690	576	507	‡	‡	6.1	2.5	(1.5)	8.8
36 - 40 Years		/ 45	745	610	538	‡	‡	6.8	4.0	0.0	6.5
41 - 45 Years		/ 38 ‡	691	596	542	‡	‡	5.2	2.4	0.0	6.7
> 45 Years		/ 33 ‡	767	632	525	‡	‡	6.5	4.1	0.4	5.6

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Standard Billing Rates

As of January 1, 2019

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 year	1 st Quartile	Median	3 rd Quartile	Median % Change - 2 Year
All Partner Composite											
High		/ 56	\$1,103	\$900	\$795			4.9	3.0	0.0	6.0
Middle		/ 56	766	558	499			4.5	2.6	1.0	5.6
Low		/ 56	525	370	330			6.3	1.0	0.0	5.7
Average		/ 56	757	566	506			4.0	2.5	1.5	5.9
By Years of Experience											
< 11 Years		/ 54	\$621	\$440	\$396			7.0	3.2	1.2	6.1
11 - 15 Years		/ 56	660	491	439			4.8	2.8	0.2	4.7
16 - 20 Years		/ 56	721	533	484			4.8	2.6	0.0	5.2
21 - 25 Years		/ 56	766	559	515			4.6	3.0	0.7	5.0
26 - 30 Years		/ 56	817	595	533			5.1	3.3	0.5	6.4
31 - 35 Years		/ 56	843	621	559			4.7	2.8	0.0	5.8
36 - 40 Years		/ 55	853	627	576			5.6	3.4	0.8	4.7
41 - 45 Years		/ 54	829	646	569			5.6	3.0	0.5	5.6
> 45 Years		/ 42	831	648	563		‡	5.4	2.7	0.0	5.1
Contract Partners			**	**	**			**	**	**	**

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2019

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm	0																	
Total Group	156 ‡	22.4%	16.0%	25.0%	23.1%	5.8%	1.9%	0.6%	4.5%	0.6%								
11 - 15 Years																		
Your Firm	0																	
Total Group	636	20.0%	27.8%	16.7%	7.2%	12.4%	4.2%	3.9%	3.1%	4.1%	0.5%							
16 - 20 Years																		
Your Firm	0																	
Total Group	977	8.7%	17.5%	28.0%	12.8%	7.1%	10.4%	4.2%	3.6%	3.8%	1.7%	0.7%	0.8%	0.4%	0.1%			0.1%
21 - 25 Years																		
Your Firm	0																	
Total Group	1,072	4.8%	13.0%	27.3%	20.4%	7.8%	8.8%	3.9%	4.2%	5.1%	1.5%	1.6%	0.9%	0.6%		0.1%		
26 - 30 Years																		
Your Firm	0																	
Total Group	969	3.1%	10.0%	19.0%	23.6%	12.0%	7.5%	7.4%	6.5%	5.1%	1.7%	1.8%	1.1%	1.0%	0.1%		0.1%	
31 - 35 Years																		
Your Firm	0																	
Total Group	975	2.5%	8.2%	16.7%	23.4%	19.0%	6.4%	7.1%	6.1%	2.8%	3.9%	0.8%	0.9%	1.4%	0.7%	0.2%		
36 - 40 Years																		
Your Firm	0																	
Total Group	807	3.1%	8.4%	13.4%	24.7%	23.0%	6.7%	5.9%	4.2%	4.1%	2.7%	1.1%	0.9%	0.6%	0.7%	0.1%	0.2%	
41 - 45 Years																		
Your Firm	0																	
Total Group	335	1.2%	4.2%	18.2%	22.4%	23.0%	7.5%	6.0%	5.1%	3.9%	3.6%	0.6%	2.4%	0.3%		1.5%	0.3%	
> 45 Years																		
Your Firm	0																	
Total Group	91 ‡	2.2%	4.4%	8.8%	23.1%	18.7%	11.0%	7.7%	2.2%	5.5%	6.6%	2.2%	2.2%		2.2%	1.1%	2.2%	
All Equity Partners																		
Your Firm	0																	
Total Group	6,020	6.4%	12.9%	20.5%	19.6%	13.7%	7.5%	5.4%	4.7%	4.1%	2.2%	1.0%	0.9%	0.7%	0.3%	0.2%	0.1%	0.0%

* Includes the number of corresponding headcount values at each level

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Non-Equity Partner Standard Billing Rates**By Years of Experience - As of January 1, 2019*

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	635	42.5%	27.1%	11.8%	5.0%	2.7%	5.2%	1.9%	3.3%	0.5%								
11 - 15 Years																		
Your Firm																		
Total Group	855	20.9%	32.0%	16.5%	8.4%	6.3%	5.0%	6.3%	2.7%	1.3%	0.5%							
16 - 20 Years																		
Your Firm																		
Total Group	585	9.1%	32.6%	23.8%	9.1%	8.4%	5.6%	6.5%	3.1%	1.0%	0.7%	0.2%						
21 - 25 Years																		
Your Firm																		
Total Group	410	7.8%	21.7%	30.2%	13.2%	7.8%	6.8%	4.9%	4.4%	2.2%	0.5%	0.2%		0.2%				
26 - 30 Years																		
Your Firm																		
Total Group	284	6.3%	16.2%	28.5%	16.2%	8.8%	6.7%	7.7%	4.2%	4.6%	0.4%		0.4%					
31 - 35 Years																		
Your Firm																		
Total Group	276	5.1%	17.0%	20.7%	22.8%	14.1%	4.3%	3.6%	6.2%	1.4%	2.5%	1.4%	0.7%					
36 - 40 Years																		
Your Firm																		
Total Group	254	3.9%	11.4%	20.1%	21.7%	17.7%	6.3%	7.5%	7.9%	2.0%	0.8%		0.8%					
41 - 45 Years																		
Your Firm																		
Total Group	195 ‡	7.7%	9.7%	20.5%	23.6%	23.1%	4.1%	4.1%	3.6%	1.5%		0.5%	1.5%					
> 45 Years																		
Your Firm																		
Total Group	134 ‡	3.7%	7.5%	19.4%	23.9%	22.4%	3.7%	3.7%	6.7%	2.2%	3.0%	1.5%	1.5%	0.7%				
All Non-Equity Partners																		
Your Firm																		
Total Group	3,642	16.4%	24.1%	20.3%	12.5%	9.3%	5.4%	5.2%	4.0%	1.6%	0.7%	0.2%	0.3%	0.1%				

* Includes the number of corresponding headcount values at each level

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of All Partner Standard Billing Rates

By Years of Experience - As of January 1, 2019

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	791	38.6%	24.9%	14.4%	8.6%	3.3%	4.6%	1.6%	3.5%	0.5%								
11 - 15 Years																		
Your Firm																		
Total Group	1,491	20.5%	30.2%	16.6%	7.9%	8.9%	4.7%	5.3%	2.9%	2.5%	0.5%							
16 - 20 Years																		
Your Firm																		
Total Group	1,562	8.8%	23.2%	26.4%	11.4%	7.6%	8.6%	5.1%	3.4%	2.8%	1.3%	0.5%	0.5%	0.3%	0.1%			0.1%
21 - 25 Years																		
Your Firm																		
Total Group	1,482	5.6%	15.4%	28.1%	18.4%	7.8%	8.2%	4.2%	4.3%	4.3%	1.2%	1.2%	0.7%	0.5%		0.1%		
26 - 30 Years																		
Your Firm																		
Total Group	1,253	3.8%	11.4%	21.1%	21.9%	11.3%	7.3%	7.5%	6.0%	4.9%	1.4%	1.4%	1.0%	0.8%	0.1%		0.1%	
31 - 35 Years																		
Your Firm																		
Total Group	1,251	3.0%	10.2%	17.6%	23.3%	17.9%	5.9%	6.3%	6.1%	2.5%	3.6%	1.0%	0.9%	1.1%	0.6%	0.2%		
36 - 40 Years																		
Your Firm																		
Total Group	1,061	3.3%	9.1%	15.0%	23.9%	21.8%	6.6%	6.3%	5.1%	3.6%	2.3%	0.8%	0.8%	0.5%	0.6%	0.1%	0.2%	
41 - 45 Years																		
Your Firm																		
Total Group	530	3.6%	6.2%	19.1%	22.8%	23.0%	6.2%	5.3%	4.5%	3.0%	2.3%	0.6%	2.1%	0.2%		0.9%	0.2%	
> 45 Years																		
Your Firm																		
Total Group	225	3.1%	6.2%	15.1%	23.6%	20.9%	6.7%	5.3%	4.9%	3.6%	4.4%	1.8%	1.8%	0.4%	0.9%	0.4%	0.9%	
All Partners																		
Your Firm																		
Total Group	9,662	10.1%	17.1%	20.4%	16.9%	12.0%	6.7%	5.3%	4.5%	3.1%	1.6%	0.7%	0.7%	0.4%	0.2%	0.1%	0.1%	0.0%

* Includes the number of corresponding headcount values at each level

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2019

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st		3 rd	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median
			Quartile	Median	Quartile			1 st	Median	3 rd	% Change - 2 Year
Associates											
Class of											
2018		/ 46	\$389	\$277	\$250						
2017		/ 54	411	298	266			14.9	9.7	5.1	
2016		/ 56	439	304	285			15.0	10.2	4.9	
2015		/ 55	457	320	294			13.1	7.7	3.3	
2014		/ 56	490	340	314			12.2	9.2	3.6	
2013		/ 56	511	351	318			10.7	7.2	2.8	
2012		/ 55	538	365	333			10.0	6.2	2.2	
2011		/ 52	594	392	347		‡	10.0	5.1	0.5	
2010		/ 51	515	372	341		‡	8.9	4.9	0.0	
2009		/ 48	544	401	358		‡	9.4	5.0	0.3	
Prior		/ 49	561	396	346		‡	6.1	1.6	(2.0)	
All Associates		/ 56	495	337	313			4.7	3.3	0.0	
Sr. Attorneys											
Class of											
2011 - 2018		/ 20 ‡	\$497	\$395	\$324			**	**	**	
2010		/ 15 ‡	660	420	358			**	**	**	
2009		/ 25 ‡	520	392	367	‡	‡	4.5	1.3	(0.4)	
2008		/ 24 ‡	580	425	394	‡	‡	5.6	3.9	2.2	
2007		/ 29 ‡	695	405	385	‡	‡	5.6	3.0	1.7	
2006		/ 28 ‡	536	427	355	‡	‡	6.0	2.8	0.0	
2005		/ 26 ‡	657	458	390	‡	‡	6.3	3.4	1.1	
Prior		/ 35 ‡	636	486	431	‡	‡	5.4	2.8	0.0	
All Sr. Attorneys		/ 37 ‡	624	449	399	‡	‡	4.2	2.0	0.0	

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Other Timekeeper Standard Billing Rates

As of January 1, 2019

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 st		3 rd	% Change -	% Change -	% Change - 1 Year			Median
		Quartile	Median	Quartile	1 Year	2 Year	1 st	Median	3 rd	% Change -
								Quartile		2 Year
Of Counsel										
By Years of Experience										
< 21 Years	/ 33 ‡	\$568	\$458	\$414	‡	‡	6.6	2.7	0.0	5.7
21 - 25 Years	/ 30 ‡	668	512	436	‡	‡	8.1	3.1	(1.0)	7.0
26 - 30 Years	/ 28 ‡	600	511	465	‡	‡	8.6	3.6	1.4	2.6
> 30 Years	/ 46	805	604	540	‡	‡	6.4	4.0	0.0	6.8
All Of Counsel	/ 49	726	564	474	‡	‡	7.3	3.9	0.0	6.8
Staff Attorneys										
By Years of Experience										
< 6 Years	/ 28 ‡	\$364	\$277	\$254	‡	‡	9.2	0.8	(0.9)	3.9
6 - 10 Years	/ 28 ‡	374	319	274	‡	‡	6.9	5.7	0.0	7.1
11 - 15 Years	/ 21 ‡	432	363	275	‡	‡	6.3	2.7	0.0	7.9
> 15 Years	/ 24 ‡	415	345	270	‡	‡	6.3	2.3	0.0	6.3
All Staff Attorneys	/ 38 ‡	388	309	276	‡	‡	6.2	2.9	(1.5)	9.2
eDiscovery Attorneys										
By Years of Experience										
< 3 Years		**	**	**			**	**	**	**
3 - 5 Years		**	**	**			**	**	**	**
6 - 8 Years		**	**	**			**	**	**	**
> 8 Years		**	**	**			**	**	**	**
All eDiscovery Attorneys		**	**	**			**	**	**	**
All Attorneys	/ 56	\$637	\$490	\$446			4.3	2.8	0.3	6.4
Contract Associates	/ 20 ‡	\$534	\$391	\$250	‡	‡	19.1	10.7	0.0	16.3
Other Timekeepers										
Lobbyists		**	**	**			**	**	**	**
Specialists	/ 27 ‡	363	295	265	‡	‡	6.2	1.9	(0.7)	9.2
Litigation Support	/ 19 ‡	273	243	224	‡	‡	13.0	7.0	5.2	7.7
Patent Agents	/ 20 ‡	383	321	271	‡	‡	7.0	3.6	0.6	7.1
Case Clerks	/ 17 ‡	180	154	125	‡	‡	7.5	2.0	(2.5)	9.5
Law Clerks	/ 19 ‡	286	235	195	‡		5.9	0.0	(7.3)	**
Paralegals										
High	/ 55	\$360	\$330	\$280			5.3	3.0	0.0	5.9
Middle	/ 55	285	245	218			4.4	2.0	0.0	4.0
Low	/ 55	208	160	135			9.6	4.3	0.0	5.3
Average	/ 55	280	242	217			4.8	2.0	0.0	3.7

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2019

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2018													
Your Firm													
Total Group	362	19.1%	27.1%	24.3%	18.2%	10.5%	0.8%						
2017													
Your Firm													
Total Group	519	9.4%	49.5%	12.9%	14.6%	7.7%	5.2%	0.6%					
2016													
Your Firm													
Total Group	589	6.5%	44.5%	10.0%	11.5%	14.3%	2.9%	10.4%					
2015													
Your Firm													
Total Group	622	4.3%	40.4%	13.5%	16.9%	8.8%	5.0%	8.7%	2.3%	0.2%			
2014													
Your Firm													
Total Group	625	4.2%	34.4%	23.2%	10.6%	5.8%	10.2%	3.2%	5.8%	2.7%			
2013													
Your Firm													
Total Group	646	3.3%	29.1%	25.9%	8.2%	10.2%	6.2%	6.2%	3.9%	6.3%	0.8%		
2012													
Your Firm													
Total Group	532	1.3%	22.6%	32.1%	10.7%	10.2%	6.2%	6.4%	3.6%	4.3%	2.6%		
2011													
Your Firm													
Total Group	366	1.9%	18.9%	32.8%	9.0%	11.7%	5.7%	7.7%	3.6%	3.3%	3.3%	2.2%	
2010													
Your Firm													
Total Group	303	1.7%	17.8%	37.0%	10.2%	9.6%	5.3%	6.9%	4.3%	2.6%	3.3%	1.3%	
2009													
Your Firm													
Total Group	218	0.9%	11.0%	34.9%	13.8%	13.3%	6.9%	7.3%	6.4%	2.8%	2.8%		
Prior													
Your Firm													
Total Group	408	1.7%	20.3%	25.7%	11.8%	9.8%	9.6%	8.3%	7.1%	2.9%	2.0%	0.7%	
All Associates													
Your Firm													
Total Group	5,216	4.9%	31.2%	23.1%	12.3%	9.9%	5.9%	6.0%	3.1%	2.3%	1.1%	0.3%	
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
Total Group	1,065 ‡	0.5%	8.4%	22.3%	21.6%	16.0%	8.3%	8.0%	6.8%	2.3%	0.9%	5.1%	

* Includes the number of corresponding headcount values at each level

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2019

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	% Change - 1 Year			% Change - 1 Year	Rank / Of	% Change - 1 Year		
			1 st Quartile	Median	3 rd Quartile			1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 55	\$1,083	\$880	\$755		/ 55	5.2	3.7	1.9
Middle		/ 55	785	600	538		/ 55	4.9	4.2	3.3
Low		/ 55	633	425	383		/ 55	7.1	5.0	2.9
Average		/ 55	795	600	539		/ 55	5.0	4.1	3.3
<u>By Years of Experience</u>										
< 11 Years		/ 26 ‡	\$580	\$480	\$391		/ 26 ‡	10.1	5.6	4.4
11 - 15 Years		/ 53	674	503	467		/ 53	6.3	5.5	4.3
16 - 20 Years		/ 55	742	560	491		/ 55	5.5	4.8	3.7
21 - 25 Years		/ 55	771	568	530		/ 55	5.2	4.2	3.1
26 - 30 Years		/ 55	817	605	544		/ 55	4.7	3.9	2.9
31 - 35 Years		/ 55	850	627	563		/ 55	4.5	3.6	2.8
36 - 40 Years		/ 54	848	634	585		/ 54	4.4	3.6	2.7
41 - 45 Years		/ 51	824	654	574		/ 51	4.4	3.3	2.1
> 45 Years		/ 28 ‡	842	642	571		/ 28 ‡	4.6	3.4	2.5
Non-Equity Partners										
High		/ 50	\$899	\$760	\$625		/ 50	5.1	3.8	1.7
Middle		/ 50	637	503	449		/ 50	6.1	4.8	3.4
Low		/ 50	521	370	341		/ 50	7.7	5.1	3.7
Average		/ 50	655	516	469		/ 50	5.4	4.5	3.7
<u>By Years of Experience</u>										
< 11 Years		/ 42	\$495	\$420	\$394		/ 42	7.5	6.2	5.3
11 - 15 Years		/ 47	617	468	425		/ 47	6.5	4.6	3.6
16 - 20 Years		/ 48	661	492	461		/ 48	5.0	4.3	3.3
21 - 25 Years		/ 48	694	527	469		/ 48	5.2	4.0	3.0
26 - 30 Years		/ 44	756	539	492		/ 44	4.6	3.6	2.8
31 - 35 Years		/ 44	693	576	516		/ 44	4.8	3.7	2.9
36 - 40 Years		/ 43	744	602	529		/ 43	4.4	3.9	2.7
41 - 45 Years		/ 35 ‡	674	594	533		/ 35 ‡	4.0	2.9	1.1
> 45 Years		/ 32 ‡	742	624	524		/ 32 ‡	4.2	2.9	1.1

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding Partners who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2019

	Your Firm		Group			Your Firm		Group		
			% Change - 1 Year							
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
All Partner Composite										
High		/ 55	\$1,100	\$895	\$755		/ 55	4.9	3.6	1.6
Middle		/ 55	770	560	505		/ 55	4.7	4.0	3.0
Low		/ 55	530	370	335		/ 55	8.2	5.9	3.9
Average		/ 55	773	573	515		/ 55	5.1	4.1	3.5
<u>By Years of Experience</u>										
< 11 Years		/ 50	\$571	\$430	\$396		/ 50	8.0	6.1	5.3
11 - 15 Years		/ 55	667	491	440		/ 55	6.5	5.1	3.9
16 - 20 Years		/ 55	731	531	486		/ 55	5.3	4.6	3.6
21 - 25 Years		/ 55	770	559	514		/ 55	5.2	4.4	3.2
26 - 30 Years		/ 55	818	592	528		/ 55	4.7	3.9	2.9
31 - 35 Years		/ 55	847	620	558		/ 55	4.5	3.5	2.9
36 - 40 Years		/ 54	846	620	573		/ 54	4.3	3.5	2.7
41 - 45 Years		/ 53	833	641	568		/ 53	4.2	3.2	2.1
> 45 Years		/ 41 ‡	815	645	561		/ 41 ‡	4.0	3.0	1.9
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding Partners who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Associate & Sr. Attorney Standard Billing Rates & Annual Percent Change

As of January 1, 2019

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Associates										
<u>Class of</u>										
2018		/ 26 ‡	\$379	\$276	\$252					
2017		/ 53	\$415	\$296	\$265		/ 53	17.6	10.6	7.0
2016		/ 55	442	302	285		/ 55	14.8	11.4	6.1
2015		/ 54	458	321	292		/ 54	13.0	9.0	6.8
2014		/ 55	494	339	312		/ 55	12.7	9.4	6.4
2013		/ 55	518	351	315		/ 55	10.7	8.2	6.7
2012		/ 54	547	365	329		/ 54	10.8	8.3	5.8
2011		/ 51	597	391	344		/ 51	9.3	7.3	5.5
2010		/ 49	530	372	340		/ 49	10.0	7.2	5.5
2009		/ 46	533	400	351		/ 46	9.2	6.6	4.5
Prior		/ 48	558	393	340		/ 48	7.8	5.3	4.2
All Associates		/ 55	507	340	314		/ 55	11.8	8.7	6.8
Sr. Attorneys										
<u>Class of</u>										
2011 - 2018		/ 17 ‡	\$490	\$390	\$330		/ 17 ‡	5.8	3.5	2.8
2010			**	**	**			**	**	**
2009		/ 22 ‡	515	392	358		/ 22 ‡	5.4	4.8	3.2
2008		/ 23 ‡	595	425	393		/ 23 ‡	5.6	4.9	3.8
2007		/ 26 ‡	692	420	388		/ 26 ‡	5.8	4.5	2.6
2006		/ 25 ‡	525	445	360		/ 25 ‡	5.7	3.6	2.9
2005		/ 25 ‡	705	460	390		/ 25 ‡	5.0	3.4	2.4
Prior		/ 35 ‡	636	487	439		/ 35 ‡	5.0	3.7	3.1
All Sr. Attorneys		/ 37 ‡	628	449	400		/ 37 ‡	5.4	3.9	3.1

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding timekeepers who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate 'Full-Year' Standard Rate Change

By Years of Experience ¹

Standard Billing Rate As of January 1, 2019

	Your Firm		Group % Change		
	% Change	Rank / Of	1 st Quartile	Median	3 rd Quartile
<u>Years of Experience</u>					
1 Year		/ 48	7.7	3.2	0.0
2 Years		/ 49	5.9	2.5	(2.0)
3 Years		/ 49	6.8	2.3	(1.0)
4 Years		/ 49	7.4	4.2	(0.5)
5 Years		/ 48	6.2	3.0	(2.6)
6 Years		/ 48	8.3	2.9	(2.5)
7 Years		/ 45	7.7	4.2	(2.9)

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2019 to the corresponding years of experience at 1/1/2018. For example, an associate with one year of experience would be included in law school class year 2017 at 1/1/2019, and included in law school class year 2016 at 1/1/2018.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'Full Year'¹ Other Timekeeper Standard Billing Rates & Annual Percent Change

As of January 1, 2019

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Of Counsel										
<u>By Years of Experience</u>										
< 21 Years		/ 32 ‡	\$570	\$458	\$420		/ 32 ‡	6.2	5.1	3.8
21 - 25 Years		/ 29 ‡	668	501	431		/ 29 ‡	5.6	4.2	3.1
26 - 30 Years		/ 27 ‡	579	515	463		/ 27 ‡	5.4	4.3	1.8
> 30 Years		/ 45	809	600	534		/ 45	4.0	2.4	1.7
All Of Counsel		/ 48	755	559	471		/ 48	5.0	3.4	2.3
Staff Attorneys										
<u>By Years of Experience</u>										
< 6 Years		/ 24 ‡	\$383	\$292	\$260		/ 24 ‡	14.7	5.3	2.1
6 - 10 Years		/ 26 ‡	384	310	271		/ 26 ‡	6.3	4.8	2.3
11 - 15 Years		/ 19 ‡	419	359	279		/ 19 ‡	8.2	4.9	3.5
> 15 Years		/ 23 ‡	402	340	270		/ 23 ‡	5.1	3.7	1.3
All Staff Attorneys		/ 38 ‡	398	312	270		/ 38 ‡	9.6	4.9	3.2
eDiscovery Attorneys										
<u>By Years of Experience</u>										
< 3 Years			**	**	**			**	**	**
3 - 5 Years			**	**	**			**	**	**
6 - 8 Years			**	**	**			**	**	**
> 8 Years			**	**	**			**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**
All Attorneys		/ 55	\$662	\$493	\$454		/ 55	6.2	5.0	4.2
Contract Associates		/ 19 ‡	\$518	\$412	\$262		/ 19 ‡	6.5	3.1	0.0
Other Timekeepers										
Lobbyists			**	**	**			**	**	**
Specialists		/ 27 ‡	382	301	265		/ 27 ‡	6.4	4.9	3.5
Litigation Support		/ 19 ‡	273	243	224		/ 19 ‡	6.0	4.5	3.5
Patent Agents		/ 20 ‡	383	328	282		/ 20 ‡	6.4	4.0	3.4
Case Clerks		/ 16 ‡	174	155	121		/ 16 ‡	8.1	4.5	1.8
Law Clerks		/ 16 ‡	292	245	213		/ 16 ‡	9.9	3.7	0.0
Paralegals										
High		/ 54	\$360	\$325	\$280		/ 54	4.8	3.4	1.7
Middle		/ 54	290	244	221		/ 54	5.2	3.9	2.2
Low		/ 54	211	160	135		/ 54	10.3	5.5	0.7
Average		/ 54	284	243	219		/ 54	5.4	4.4	3.4

¹ Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding timekeepers who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 year	1 st Quartile	Median	3 rd Quartile	Median % Change - 2 Year
Equity Partners											
High		/ 53	\$1,080	\$821	\$700			5.2	2.8	(0.3)	4.7
Middle		/ 53	709	542	477			4.0	2.1	1.0	5.2
Low		/ 53	447	324	258			5.7	0.0	(2.3)	3.3
Average		/ 53	718	551	469			4.4	2.3	0.5	5.1
By Years of Experience											
< 11 Years		/ 24 ‡	\$527	\$430	\$367	‡	‡	3.0	1.9	(1.0)	1.9
11 - 15 Years		/ 51	618	464	413		‡	7.0	3.2	(1.5)	6.1
16 - 20 Years		/ 53	699	509	433			5.4	2.8	0.8	5.0
21 - 25 Years		/ 53	711	517	468			5.0	2.5	(0.2)	4.6
26 - 30 Years		/ 53	735	550	475			4.4	2.2	(0.6)	6.0
31 - 35 Years		/ 53	780	555	491			3.8	2.1	0.3	3.9
36 - 40 Years		/ 52	759	587	504		‡	4.0	2.9	0.2	3.2
41 - 45 Years		/ 49	712	563	520		‡	4.2	1.0	(1.1)	3.6
> 45 Years		/ 28 ‡	733	608	509	‡	‡	1.5	(0.8)	(4.1)	1.4
Non-Equity Partners											
High		/ 49	\$947	\$743	\$606		‡	6.9	3.8	(0.0)	5.8
Middle		/ 49	588	439	395		‡	3.4	1.8	0.2	5.8
Low		/ 49	362	275	247		‡	3.6	0.0	(7.6)	(0.4)
Average		/ 49	588	463	411		‡	4.1	2.6	0.0	5.6
By Years of Experience											
< 11 Years		/ 43	\$450	\$387	\$352	‡	‡	7.7	3.1	(1.2)	5.2
11 - 15 Years		/ 46	560	422	372	‡	‡	6.1	2.6	0.5	5.8
16 - 20 Years		/ 47	557	451	399	‡	‡	4.2	0.3	(1.4)	3.5
21 - 25 Years		/ 47	588	470	416	‡	‡	7.9	3.3	(0.1)	4.6
26 - 30 Years		/ 42	656	493	445	‡	‡	8.0	3.7	0.5	6.2
31 - 35 Years		/ 42	579	508	453	‡	‡	5.9	3.4	0.3	5.1
36 - 40 Years		/ 43	613	520	484	‡	‡	7.3	3.4	(2.9)	3.0
41 - 45 Years		/ 33 ‡	593	516	427	‡	‡	5.9	1.5	(4.2)	2.4
> 45 Years		/ 27 ‡	736	526	476	‡	‡	6.4	2.3	(1.0)	6.2

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	% Change - 1 Year		Median	
			Quartile		Quartile	1 year	2 year	1 st	Median	3 rd	% Change - 2 Year
All Partner Composite											
High		/ 53	\$1,107	\$875	\$746			5.2	2.9	0.0	5.7
Middle		/ 53	709	506	446			4.2	2.7	0.6	5.0
Low		/ 53	378	275	236			3.2	0.0	(4.9)	1.2
Average		/ 53	703	511	454			4.3	2.6	0.7	4.7
By Years of Experience											
< 11 Years		/ 49	\$525	\$393	\$366		‡	7.7	2.8	(0.8)	4.0
11 - 15 Years		/ 53	621	449	383			5.0	3.3	0.4	6.0
16 - 20 Years		/ 53	676	487	413			4.4	2.6	(0.2)	4.7
21 - 25 Years		/ 53	699	504	450			4.5	2.6	(0.2)	4.1
26 - 30 Years		/ 53	740	533	460			4.7	2.7	(0.8)	5.7
31 - 35 Years		/ 53	783	547	486			4.0	1.7	(0.1)	3.3
36 - 40 Years		/ 52	765	570	508		‡	4.6	3.2	0.8	4.3
41 - 45 Years		/ 51	757	557	498		‡	6.2	1.9	(0.8)	3.8
> 45 Years		/ 39 ‡	741	609	478		‡	3.4	(0.1)	(3.3)	2.9
Contract Partners			**	**	**			**	**	**	**

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2018

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	111	‡	34.2%	9.9%	39.6%	11.7%	0.9%	2.7%		0.9%								
11 - 15 Years																		
Your Firm																		
Total Group	518		33.8%	22.6%	10.4%	12.2%	8.9%	4.1%	5.2%	1.7%	0.6%	0.2%	0.4%					
16 - 20 Years																		
Your Firm																		
Total Group	864		22.2%	26.3%	18.2%	7.4%	7.1%	8.0%	3.7%	4.3%	1.7%	0.1%	0.3%	0.5%		0.2%		
21 - 25 Years																		
Your Firm																		
Total Group	951		17.8%	20.9%	26.5%	10.2%	5.6%	6.6%	4.3%	3.6%	2.4%	0.8%	0.2%	0.5%		0.5%		
26 - 30 Years																		
Your Firm																		
Total Group	865		15.0%	16.6%	23.5%	14.2%	8.4%	6.5%	5.8%	3.8%	3.9%	0.8%	0.7%	0.5%	0.1%	0.1%		
31 - 35 Years																		
Your Firm																		
Total Group	890		13.6%	17.1%	21.6%	18.8%	9.0%	5.3%	4.8%	3.9%	3.3%	0.6%	0.8%	0.9%	0.2%	0.1%	0.1%	
36 - 40 Years																		
Your Firm																		
Total Group	743		14.8%	14.7%	21.8%	19.1%	10.8%	5.4%	4.2%	3.4%	3.2%	1.6%	0.3%	0.3%	0.1%	0.1%	0.1%	0.1%
41 - 45 Years																		
Your Firm																		
Total Group	313		10.2%	14.1%	22.7%	19.8%	13.1%	3.8%	5.8%	2.6%	2.9%	1.6%	1.9%		1.3%			0.3%
> 45 Years																		
Your Firm																		
Total Group	77	‡	7.8%	10.4%	18.2%	15.6%	16.9%	11.7%	3.9%	2.6%	3.9%	2.6%	2.6%		2.6%		1.3%	
All Equity Partners																		
Your Firm																		
Total Group	5,333		18.2%	19.0%	21.5%	13.9%	8.4%	6.0%	4.6%	3.4%	2.6%	0.8%	0.6%	0.4%	0.2%	0.2%	0.1%	0.0%

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Non-Equity Partner Average Worked¹ Rates**By Years of Experience - For the 12-month period ending December 31, 2018*

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	410	62.9%	19.0%	4.1%	4.1%	3.4%	2.9%	3.4%										
11 - 15 Years																		
Your Firm																		
Total Group	722	47.8%	23.1%	7.2%	6.0%	6.5%	5.3%	3.0%	1.1%									
16 - 20 Years																		
Your Firm																		
Total Group	498	37.6%	27.7%	10.8%	5.2%	7.0%	7.8%	2.6%	0.8%	0.2%	0.2%							
21 - 25 Years																		
Your Firm																		
Total Group	344	27.3%	28.2%	18.3%	8.4%	6.7%	4.1%	4.4%	1.7%	0.6%	0.3%							
26 - 30 Years																		
Your Firm																		
Total Group	240	23.8%	25.0%	19.2%	7.5%	6.3%	9.6%	4.2%	2.5%	1.7%	0.4%							
31 - 35 Years																		
Your Firm																		
Total Group	215	20.9%	23.7%	24.2%	11.6%	7.9%	3.3%	4.7%	1.9%	0.9%	0.5%	0.5%						
36 - 40 Years																		
Your Firm																		
Total Group	240	23.8%	25.0%	19.2%	7.5%	6.3%	9.6%	4.2%	2.5%	1.7%	0.4%							
41 - 45 Years																		
Your Firm																		
Total Group	215	20.9%	23.7%	24.2%	11.6%	7.9%	3.3%	4.7%	1.9%	0.9%	0.5%	0.5%						
> 45 Years																		
Your Firm																		
Total Group	206	19.9%	22.3%	18.4%	15.5%	6.8%	7.3%	6.3%	1.9%		1.0%							0.5%
All Non-Equity Partners																		
Your Firm																		
Total Group	162	25.3%	22.8%	20.4%	14.8%	7.4%	3.7%	2.5%	1.2%	1.2%	0.6%							

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of All Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2018

All Partners		Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																			
Your Firm																			
Total Group	521	56.8%	17.1%	11.7%	5.8%	2.9%	2.9%	2.7%			0.2%								
11 - 15 Years																			
Your Firm																			
Total Group	1,240	41.9%	22.9%	8.5%	8.5%	7.5%	4.8%	4.0%	1.4%	0.2%	0.1%	0.2%							
16 - 20 Years																			
Your Firm																			
Total Group	1,362	27.8%	26.8%	15.5%	6.6%	7.0%	7.9%	3.3%	3.0%	1.2%	0.1%	0.2%	0.3%			0.1%			
21 - 25 Years																			
Your Firm																			
Total Group	1,295	20.3%	22.9%	24.3%	9.7%	5.9%	5.9%	4.3%	3.1%	1.9%	0.7%	0.2%	0.4%			0.4%			
26 - 30 Years																			
Your Firm																			
Total Group	1,105	16.9%	18.5%	22.5%	12.8%	8.0%	7.1%	5.4%	3.5%	3.4%	0.7%	0.5%	0.4%	0.1%	0.1%				
31 - 35 Years																			
Your Firm																			
Total Group	1,105	15.0%	18.4%	22.1%	17.4%	8.8%	4.9%	4.8%	3.5%	2.8%	0.5%	0.7%	0.7%	0.2%	0.1%	0.1%			
36 - 40 Years																			
Your Firm																			
Total Group	949	15.9%	16.3%	21.1%	18.3%	9.9%	5.8%	4.6%	3.1%	2.5%	1.5%	0.2%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
41 - 45 Years																			
Your Firm																			
Total Group	475	15.4%	17.1%	21.9%	18.1%	11.2%	3.8%	4.6%	2.1%	2.3%	1.3%	1.3%			0.8%				0.2%
> 45 Years																			
Your Firm																			
Total Group	180 ‡	13.9%	16.7%	20.6%	15.0%	13.3%	5.6%	3.9%	2.8%	3.9%	1.1%	1.1%			1.1%	0.6%	0.6%		
All Partners																			
Your Firm																			
Total Group	8,243	25.0%	20.7%	18.5%	11.8%	7.7%	5.8%	4.3%	2.7%	1.9%	0.6%	0.4%	0.3%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2018

Your Firm		Group			Your Firm		Group			
							% Change - 1 year			Median
Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Associates										
Class of										
2018	/ 34 ‡	\$359	\$284	\$244						
2017	/ 51	\$357	\$274	\$247	‡		7.2	4.7	2.1	
2016	/ 53	389	281	252		‡	11.7	7.6	3.6	13.4
2015	/ 52	408	295	258			12.8	8.0	4.7	17.4
2014	/ 53	433	307	273			10.2	7.5	2.4	16.1
2013	/ 53	461	312	284			10.7	6.9	3.4	15.7
2012	/ 53	474	336	289			8.7	5.4	2.2	12.8
2011	/ 52	518	348	295		‡	8.8	5.2	0.5	12.3
2010	/ 51	538	344	295		‡	9.2	4.9	1.6	12.1
2009	/ 46	507	352	305	‡	‡	8.8	5.2	0.0	10.8
Prior	/ 49	521	343	310		‡	5.7	1.9	(2.1)	4.9
All Associates	/ 53	457	315	280			4.5	2.8	0.3	6.2
Sr. Attorneys										
Class of										
2011 - 2018	/ 15 ‡	\$505	\$377	\$318			**	**	**	**
2010		**	**	**			**	**	**	**
2009	/ 21 ‡	594	388	308	‡		4.5	1.0	0.0	**
2008	/ 23 ‡	626	393	317	‡		5.1	1.0	(3.5)	**
2007	/ 24 ‡	672	449	349	‡	‡	6.8	3.4	(1.1)	10.5
2006	/ 24 ‡	470	395	317	‡	‡	3.3	1.1	0.0	8.3
2005	/ 21 ‡	605	433	362	‡	‡	6.7	3.2	(0.7)	13.2
Prior	/ 31 ‡	580	422	382	‡	‡	6.9	3.6	2.2	5.3
All Sr. Attorneys	/ 34 ‡	574	409	355	‡	‡	5.2	3.0	0.0	5.2

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2018

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2018													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2017													
Your Firm													
Total Group	308	29.2%	34.4%	22.7%	11.0%	2.3%	0.3%						
2016													
Your Firm													
Total Group	404	22.8%	38.1%	14.1%	15.6%	8.2%	1.2%						
2015													
Your Firm													
Total Group	439	18.5%	40.8%	12.8%	13.0%	9.3%	4.1%	1.6%					
2014													
Your Firm													
Total Group	436	20.9%	37.2%	13.8%	9.4%	10.1%	5.5%	0.5%	1.8%	0.9%			
2013													
Your Firm													
Total Group	477	14.0%	41.9%	12.2%	11.3%	6.3%	6.3%	5.5%	1.7%	0.4%	0.4%		
2012													
Your Firm													
Total Group	404	12.4%	34.9%	19.6%	9.9%	5.9%	7.4%	6.7%	2.5%		0.7%		
2011													
Your Firm													
Total Group	305	12.1%	33.1%	21.3%	8.9%	5.9%	5.9%	6.9%	3.6%	0.7%		1.6%	
2010													
Your Firm													
Total Group	259	8.9%	34.4%	27.8%	5.4%	6.9%	5.8%	6.6%	2.7%			1.5%	
2009													
Your Firm													
Total Group	200	7.0%	25.5%	29.0%	8.5%	12.0%	7.0%	7.5%	3.0%	0.5%			
Prior													
Your Firm													
Total Group	307	11.7%	22.8%	25.7%	7.2%	11.4%	8.5%	7.2%	4.6%	0.7%	0.3%		
All Associates													
Your Firm													
Total Group	3,557	16.4%	35.3%	18.7%	10.4%	7.7%	5.1%	3.9%	1.8%	0.3%	0.2%	0.3%	
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
Total Group	710 ‡	3.4%	22.1%	25.1%	15.6%	9.9%	6.6%	7.6%	4.9%	4.1%	0.7%		

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Other Timekeeper Average Worked¹ Rates

For the 12-month period ending December 31, 2018

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	% Change - 1 year		Median	% Change - 1 year		% Change - 1 year		Median	
		1 st Quartile	3 rd Quartile		1 st Quartile	3 rd Quartile	1 st Quartile	3 rd Quartile		
Of Counsel										
By Years of Experience										
< 21 Years	/ 30 ‡	\$501	\$403	\$379	‡	‡	7.2	0.8	0.0	4.1
21 - 25 Years	/ 26 ‡	591	439	377	‡	‡	10.3	0.7	(1.5)	**
26 - 30 Years	/ 20 ‡	587	471	430	‡	‡	**	**	**	**
> 30 Years	/ 43 ‡	707	562	448	‡	‡	6.9	2.5	(0.2)	5.0
All Of Counsel	/ 46 ‡	642	509	400	‡	‡	6.8	3.4	(0.6)	2.1
Staff Attorneys										
By Years of Experience										
< 6 Years	/ 24 ‡	\$303	\$264	\$225	‡	‡	12.2	6.7	(3.8)	7.3
6 - 10 Years	/ 25 ‡	335	290	235	‡	‡	4.6	0.7	(1.8)	5.7
11 - 15 Years	/ 18 ‡	404	312	244	‡	‡	**	**	**	**
> 15 Years	/ 21 ‡	362	283	233	‡	‡	5.9	3.3	2.0	6.9
All Staff Attorneys	/ 35 ‡	351	273	246	‡	‡	8.2	2.3	0.0	6.2
eDiscovery Attorneys										
By Years of Experience										
< 3 Years		**	**	**			**	**	**	**
3 - 5 Years		**	**	**			**	**	**	**
6 - 8 Years		**	**	**			**	**	**	**
> 8 Years		**	**	**			**	**	**	**
All eDiscovery Attorneys		**	**	**			**	**	**	**
All Attorneys	/ 53 ‡	\$602	\$439	\$386			4.4	2.7	0.6	5.2
Contract Associates	/ 13 ‡	\$500	\$273	\$217			**	**	**	**
Other Timekeepers										
Lobbyists		**	**	**			**	**	**	**
Specialists	/ 25 ‡	351	275	240	‡	‡	7.7	2.8	0.0	10.0
Litigation Support	/ 20 ‡	234	213	188	‡	‡	4.9	3.1	1.6	6.3
Patent Agents	/ 19 ‡	356	308	247	‡	‡	6.0	4.1	0.8	8.5
Case Clerks	/ 17 ‡	157	139	107	‡	‡	8.7	3.2	2.5	8.3
Law Clerks	/ 23 ‡	299	204	167	‡	‡	5.7	0.8	(0.4)	12.1
Paralegals										
High	/ 52 ‡	\$355	\$303	\$259		‡	5.1	2.9	0.0	7.1
Middle	/ 52 ‡	254	214	192		‡	3.7	1.2	(0.3)	4.8
Low	/ 52 ‡	167	122	99		‡	14.6	5.5	0.0	1.7
Average	/ 52 ‡	261	216	187		‡	4.9	2.6	0.0	4.2

¹ Calculated by taking the value of billable time worked during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	Median % Change - 2 Year
Equity Partners											
High		/ 54	\$1,169	\$887	\$763			5.8	0.0	(4.3)	5.5
Middle		/ 54	680	519	461			4.0	2.6	0.6	5.3
Low		/ 54	331	268	210			12.4	1.6	(3.3)	1.2
Average		/ 54	677	522	456			4.2	2.3	0.0	5.3
By Years of Experience											
< 11 Years		/ 25 ‡	\$527	\$414	\$352	‡	‡	7.2	1.5	(0.4)	5.4
11 - 15 Years		/ 52	601	454	401		‡	8.2	2.4	(2.8)	6.3
16 - 20 Years		/ 54	659	492	413			5.2	3.0	0.3	4.5
21 - 25 Years		/ 54	674	502	460			5.6	1.8	(0.8)	5.4
26 - 30 Years		/ 54	668	524	453			5.2	2.4	(0.3)	6.6
31 - 35 Years		/ 54	705	530	485			4.9	2.1	(0.8)	3.6
36 - 40 Years		/ 53	749	539	471			4.9	1.6	(0.4)	5.5
41 - 45 Years		/ 50	657	538	494			9.0	3.3	(2.1)	4.1
> 45 Years		/ 29 ‡	674	574	503	‡	‡	3.0	(1.1)	(5.2)	(0.3)
Non-Equity Partners											
High		/ 49	\$962	\$778	\$645		‡	16.2	6.0	(0.3)	9.5
Middle		/ 49	553	421	377		‡	5.7	1.9	(0.1)	5.3
Low		/ 49	271	249	190		‡	14.7	0.7	(3.9)	(0.3)
Average		/ 49	554	432	390		‡	5.7	3.2	0.2	4.2
By Years of Experience											
< 11 Years		/ 43	\$425	\$370	\$334	‡	‡	12.3	3.2	(1.3)	4.6
11 - 15 Years		/ 46	519	408	359	‡	‡	6.8	3.5	0.7	6.2
16 - 20 Years		/ 47	492	428	379	‡	‡	6.2	1.3	(1.4)	5.1
21 - 25 Years		/ 47	536	443	398	‡	‡	10.5	3.5	(0.3)	2.8
26 - 30 Years		/ 42	599	460	414	‡	‡	8.0	4.1	(0.3)	5.4
31 - 35 Years		/ 42	550	489	426	‡	‡	6.3	1.5	(2.4)	8.7
36 - 40 Years		/ 43	569	493	449	‡	‡	8.7	1.5	(3.5)	4.1
41 - 45 Years		/ 33 ‡	592	473	386	‡	‡	10.7	0.0	(6.2)	1.4
> 45 Years		/ 27 ‡	671	511	439	‡	‡	8.3	2.2	(4.0)	4.8

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	% Change - 1 Year	3 rd		
			Quartile		Quartile	1 year	2 Year	1 st		Median	
All Partner Composite											
High		/ 54	\$1,251	\$940	\$793			11.5	2.6	(2.4)	7.1
Middle		/ 54	645	484	419			4.8	1.8	0.6	4.6
Low		/ 54	270	238	147			16.1	0.7	(2.3)	1.2
Average		/ 54	646	492	433			4.1	2.1	0.3	4.7
By Years of Experience											
< 11 Years		/ 50	\$526	\$385	\$343		‡	10.0	3.6	1.1	4.5
11 - 15 Years		/ 54	595	423	373			5.7	3.1	(0.8)	5.5
16 - 20 Years		/ 54	637	471	403			5.0	2.1	0.1	5.8
21 - 25 Years		/ 54	656	480	440			4.4	1.8	(0.5)	4.8
26 - 30 Years		/ 54	678	515	441			5.9	2.8	(0.1)	6.0
31 - 35 Years		/ 54	710	523	477			4.8	1.8	(1.9)	2.1
36 - 40 Years		/ 53	717	525	478			5.8	2.7	0.1	5.3
41 - 45 Years		/ 52	667	541	472		‡	6.6	3.1	(1.9)	2.9
> 45 Years		/ 40 ‡	678	550	463		‡	7.6	0.0	(4.1)	1.0
Contract Partners			**	**	**			**	**	**	**

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partner Average Billed¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2018

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	112 ‡	35.7%	13.4%	37.5%	7.1%	3.6%	1.8%		0.9%									
11 - 15 Years																		
Your Firm																		
Total Group	525	39.2%	21.3%	8.2%	13.3%	8.2%	5.9%	1.9%	1.1%	0.4%	0.2%	0.2%						
16 - 20 Years																		
Your Firm																		
Total Group	874	30.0%	24.1%	15.1%	6.9%	8.8%	7.4%	3.2%	2.6%	0.9%	0.5%		0.3%		0.1%			
21 - 25 Years																		
Your Firm																		
Total Group	962	22.5%	25.8%	20.5%	8.7%	6.9%	6.0%	4.6%	2.6%	1.2%	0.2%	0.4%	0.1%	0.3%	0.2%			
26 - 30 Years																		
Your Firm																		
Total Group	875	19.7%	21.4%	20.0%	12.2%	9.6%	5.1%	5.8%	2.3%	1.6%	1.0%	0.3%	0.2%	0.2%		0.1%		0.3%
31 - 35 Years																		
Your Firm																		
Total Group	898	19.7%	17.8%	21.2%	15.1%	9.2%	5.1%	5.5%	2.9%	1.2%	0.7%	0.9%	0.3%	0.1%				0.2%
36 - 40 Years																		
Your Firm																		
Total Group	756	20.0%	18.4%	21.3%	16.8%	6.6%	5.0%	4.2%	4.6%	1.5%	0.5%	0.3%	0.1%	0.4%	0.1%	0.1%		
41 - 45 Years																		
Your Firm																		
Total Group	322	15.5%	14.9%	24.5%	18.0%	8.4%	4.3%	5.0%	3.4%	0.9%	1.9%	0.6%	0.6%	0.6%				1.2%
> 45 Years																		
Your Firm																		
Total Group	82 ‡	12.2%	12.2%	19.5%	13.4%	13.4%	12.2%	4.9%	6.1%	2.4%	1.2%		1.2%		1.2%			
All Equity Partners																		
Your Firm																		
Total Group	5,407	23.7%	20.9%	19.1%	12.2%	8.2%	5.7%	4.3%	2.8%	1.2%	0.6%	0.4%	0.2%	0.2%	0.1%	0.0%		0.2%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partner Average Billed¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2018

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	410	68.3%	14.9%	4.9%	6.1%	2.2%	3.2%	0.2%		0.2%								
11 - 15 Years																		
Your Firm																		
Total Group	722	54.7%	20.6%	7.3%	8.2%	3.7%	3.5%	1.2%	0.3%			0.1%	0.1%					0.1%
16 - 20 Years																		
Your Firm																		
Total Group	498	46.2%	24.5%	8.2%	6.0%	7.8%	4.8%	1.2%	0.6%		0.2%				0.2%			0.2%
21 - 25 Years																		
Your Firm																		
Total Group	344	38.1%	25.0%	15.7%	7.3%	6.7%	4.7%	1.7%	0.6%						0.3%			
26 - 30 Years																		
Your Firm																		
Total Group	240	31.7%	24.6%	19.2%	5.8%	9.6%	4.6%	2.5%	1.3%		0.4%	0.4%						
31 - 35 Years																		
Your Firm																		
Total Group	215	27.9%	26.0%	19.1%	10.2%	7.0%	4.2%	3.3%	1.9%	0.5%								
36 - 40 Years																		
Your Firm																		
Total Group	206	28.6%	22.8%	16.0%	13.1%	6.8%	7.3%	3.4%		1.0%			0.5%					0.5%
41 - 45 Years																		
Your Firm																		
Total Group	162	35.8%	20.4%	21.6%	6.8%	6.2%	3.7%	2.5%	1.2%	1.2%	0.6%							
> 45 Years																		
Your Firm																		
Total Group	103	29.1%	21.4%	23.3%	7.8%	6.8%	1.9%	1.0%	5.8%	1.9%								1.0%
All Non-Equity Partners																		
Your Firm																		
Total Group	2,910	45.4%	21.9%	12.1%	7.6%	5.7%	4.2%	1.6%	0.8%	0.3%	0.1%	0.1%	0.1%		0.1%			0.1%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of All Partner Average Billed¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2018

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	522	61.3%	14.6%	11.9%	6.3%	2.5%	2.9%	0.2%	0.2%	0.2%								
11 - 15 Years																		
Your Firm																		
Total Group	1,247	48.2%	20.9%	7.7%	10.3%	5.6%	4.5%	1.5%	0.6%	0.2%	0.1%	0.2%	0.1%					0.1%
16 - 20 Years																		
Your Firm																		
Total Group	1,372	35.9%	24.3%	12.6%	6.6%	8.5%	6.5%	2.5%	1.9%	0.6%	0.4%		0.2%		0.1%			0.1%
21 - 25 Years																		
Your Firm																		
Total Group	1,306	26.6%	25.6%	19.2%	8.3%	6.8%	5.7%	3.8%	2.1%	0.9%	0.2%	0.3%	0.1%	0.2%	0.2%			
26 - 30 Years																		
Your Firm																		
Total Group	1,115	22.2%	22.1%	19.8%	10.9%	9.6%	5.0%	5.1%	2.1%	1.3%	0.9%	0.4%	0.2%	0.2%		0.1%		0.3%
31 - 35 Years																		
Your Firm																		
Total Group	1,113	21.3%	19.4%	20.8%	14.2%	8.8%	4.9%	5.0%	2.7%	1.1%	0.5%	0.7%	0.3%	0.1%				0.2%
36 - 40 Years																		
Your Firm																		
Total Group	962	21.8%	19.3%	20.2%	16.0%	6.7%	5.5%	4.1%	3.6%	1.4%	0.4%	0.2%	0.2%	0.3%	0.1%	0.1%		0.1%
41 - 45 Years																		
Your Firm																		
Total Group	484	22.3%	16.7%	23.6%	14.3%	7.6%	4.1%	4.1%	2.7%	1.0%	1.4%	0.4%	0.4%	0.4%				0.8%
> 45 Years																		
Your Firm																		
Total Group	185 ‡	21.6%	17.3%	21.6%	10.3%	9.7%	6.5%	2.7%	5.9%	2.2%	0.5%		0.5%		0.5%			0.5%
All Partners																		
Your Firm																		
Total Group	8,317	31.3%	21.2%	16.7%	10.6%	7.4%	5.2%	3.4%	2.1%	0.9%	0.4%	0.3%	0.2%	0.1%	0.1%	0.0%		0.2%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Associate & Sr. Attorney Average Billed¹ Rates

For the 12-month period ending December 31, 2018

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 st		3 rd	% Change -	% Change -	% Change - 1 Year			Median
		Quartile	Median	Quartile	1 year	2 Year	1 st	Median	3 rd	% Change -
							Quartile		Quartile	2 Year
Associates										
Class of										
2018	/ 34 ‡	\$312	\$258	\$214						
2017	/ 51	\$304	\$244	\$225	‡		19.0	7.1	0.0	
2016	/ 54	358	258	226		‡	17.0	10.9	3.8	24.3
2015	/ 53	384	268	248			15.0	9.5	2.3	20.4
2014	/ 54	409	283	258			11.7	8.1	1.7	18.8
2013	/ 54	424	288	262			12.8	6.2	2.0	14.5
2012	/ 54	451	304	273			8.9	5.4	0.3	12.3
2011	/ 53	472	330	268			9.7	5.2	0.0	11.7
2010	/ 52	476	325	278		‡	11.7	4.5	0.7	11.8
2009	/ 47	453	335	289	‡	‡	9.7	5.4	0.0	10.1
Prior	/ 50	456	332	274		‡	6.3	3.0	(1.4)	5.2
All Associates	/ 54	408	293	258			5.4	1.6	0.0	5.3
Sr. Attorneys										
Class of										
2011 - 2018	/ 15 ‡	\$424	\$327	\$269			**	**	**	**
2010		**	**	**			**	**	**	**
2009	/ 21 ‡	485	340	289	‡		12.5	2.9	0.0	**
2008	/ 23 ‡	607	370	304	‡		20.1	5.8	0.2	**
2007	/ 25 ‡	598	384	313	‡	‡	7.8	1.9	(3.1)	5.3
2006	/ 24 ‡	424	377	296	‡	‡	7.5	2.3	0.0	6.4
2005	/ 22 ‡	473	384	317	‡	‡	7.3	(0.2)	(4.0)	3.6
Prior	/ 32 ‡	475	387	357	‡	‡	7.4	4.3	0.2	7.0
All Sr. Attorneys	/ 35 ‡	481	377	330	‡	‡	6.6	4.0	0.0	5.1

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Associate & Sr. Attorney Average Billed¹ Rates**For the 12-month period ending December 31, 2018*

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2018													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2017													
Your Firm													
Total Group	305	45.9%	25.6%	22.6%	5.6%	0.3%							
2016													
Your Firm													
Total Group	409	40.6%	25.4%	18.6%	12.0%	2.7%	0.7%						
2015													
Your Firm													
Total Group	442	30.8%	31.2%	17.2%	12.0%	5.7%	1.6%	0.9%	0.2%		0.5%		
2014													
Your Firm													
Total Group	441	31.7%	32.9%	11.3%	12.2%	8.6%	1.1%	1.4%	0.7%				
2013													
Your Firm													
Total Group	482	26.3%	35.9%	10.4%	9.8%	9.5%	4.8%	2.5%	0.4%	0.4%			
2012													
Your Firm													
Total Group	404	21.5%	32.7%	16.3%	11.4%	7.4%	6.4%	3.0%	0.5%	0.2%	0.5%		
2011													
Your Firm													
Total Group	309	18.4%	35.9%	13.9%	11.7%	4.2%	7.4%	5.5%	1.3%		1.0%	0.6%	
2010													
Your Firm													
Total Group	261	14.6%	34.9%	22.2%	7.3%	6.5%	8.8%	3.4%	0.8%	0.4%	0.4%	0.8%	
2009													
Your Firm													
Total Group	201	12.9%	31.8%	20.4%	10.0%	8.5%	9.5%	5.0%	2.0%				
Prior													
Your Firm													
Total Group	321	19.0%	26.2%	19.6%	11.5%	8.4%	6.5%	8.4%	0.3%				
All Associates													
Your Firm													
Total Group	3,593	27.3%	31.3%	16.7%	10.5%	6.3%	4.2%	2.7%	0.5%	0.1%	0.2%	0.1%	
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
Total Group	747 ‡	7.4%	28.0%	23.3%	15.9%	8.3%	5.9%	5.4%	4.6%	0.9%	0.4%		

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Other Timekeeper Average Billed¹ Rates

For the 12-month period ending December 31, 2018

Your Firm			Group			Your Firm		Group			
								% Change - 1 Year		Median	
Rate	Rank / Of		1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Of Counsel											
By Years of Experience											
< 21 Years	/ 30 ‡		\$487	\$384	\$353	‡	‡	13.2	3.9	(0.8)	3.3
21 - 25 Years	/ 26 ‡		545	415	347	‡		11.6	4.1	(0.7)	**
26 - 30 Years	/ 20 ‡		496	449	387			**	**	**	**
> 30 Years	/ 42		651	516	429	‡	‡	7.1	1.2	(2.3)	5.0
All Of Counsel	/ 45		618	481	379	‡	‡	13.3	2.2	(1.8)	2.7
Staff Attorneys											
By Years of Experience											
< 6 Years	/ 24 ‡		\$257	\$219	\$200	‡	‡	11.7	0.8	(8.1)	3.9
6 - 10 Years	/ 25 ‡		292	247	215	‡	‡	7.2	(0.9)	(4.3)	1.5
11 - 15 Years	/ 18 ‡		325	290	230			**	**	**	**
> 15 Years	/ 21 ‡		330	284	230	‡	‡	12.4	6.7	0.0	9.5
All Staff Attorneys	/ 35 ‡		316	246	219	‡	‡	9.7	3.6	(0.8)	4.1
eDiscovery Attorneys											
By Years of Experience											
< 3 Years			**	**	**			**	**	**	**
3 - 5 Years			**	**	**			**	**	**	**
6 - 8 Years			**	**	**			**	**	**	**
> 8 Years			**	**	**			**	**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys	/ 54		\$546	\$421	\$376			4.7	2.5	0.3	4.7
Contract Associates	/ 13 ‡		\$455	\$235	\$208			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists	/ 26 ‡		331	295	222	‡	‡	18.2	3.8	(0.3)	17.9
Litigation Support	/ 20 ‡		227	189	147	‡	‡	9.3	2.3	(7.2)	6.1
Patent Agents	/ 19 ‡		309	255	224	‡	‡	7.8	4.6	(0.6)	12.0
Case Clerks	/ 17 ‡		154	123	83	‡	‡	7.4	2.8	(4.7)	1.0
Law Clerks	/ 22 ‡		183	133	100	‡	‡	11.3	(0.7)	(6.9)	0.0
Paralegals											
High	/ 53		\$390	\$310	\$262			5.1	0.2	(1.1)	3.1
Middle	/ 53		225	204	174			8.8	3.5	0.0	4.1
Low	/ 53		126	97	69			20.6	3.9	(16.0)	2.1
Average	/ 53		229	205	176			6.6	3.5	0.0	2.5

¹ Calculated by taking the actual value of amount billed during the period 1/1/2018 through 12/31/2018, divided by the corresponding billable hours worked.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'*Full Year*'¹ Partner Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2018

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Rate</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>			<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>		
			<i>1st</i>	<i>Median</i>	<i>3rd</i>			<i>1st</i>	<i>Median</i>	<i>3rd</i>
			<i>Quartile</i>		<i>Quartile</i>			<i>Quartile</i>		<i>Quartile</i>
Equity Partners										
High		/ 54	\$1,122	\$879	\$753		/ 48	7.8	0.0	(3.7)
Middle		/ 54	679	521	461		/ 48	4.2	2.8	0.8
Low		/ 54	334	297	237		/ 48	11.5	3.6	(2.2)
Average		/ 54	678	523	459		/ 48	3.8	2.0	0.2
<u>By Years of Experience</u>										
< 11 Years		/ 25 ‡	\$527	\$424	\$352		/ 17 ‡	7.2	1.5	0.0
11 - 15 Years		/ 52	601	455	400		/ 45	7.3	2.6	(2.3)
16 - 20 Years		/ 54	659	492	411		/ 47	5.6	2.8	0.2
21 - 25 Years		/ 54	674	504	460		/ 47	5.6	2.0	(0.3)
26 - 30 Years		/ 54	661	525	458		/ 47	5.0	2.4	(0.1)
31 - 35 Years		/ 54	716	529	483		/ 47	5.0	2.1	(1.2)
36 - 40 Years		/ 53	750	539	476		/ 45	4.5	1.9	(0.7)
41 - 45 Years		/ 50	667	536	489		/ 40 ‡	13.1	2.8	(1.0)
> 45 Years		/ 28 ‡	656	552	508		/ 21 ‡	2.4	(1.7)	(11.6)
Non-Equity Partners										
High		/ 49	900	721	596		/ 44	10.4	2.3	0.0
Middle		/ 49	547	426	371		/ 44	8.2	2.8	0.0
Low		/ 49	290	260	199		/ 44	14.1	0.7	(4.6)
Average		/ 49	550	435	390		/ 44	6.9	2.1	0.2
<u>By Years of Experience</u>										
< 11 Years		/ 42	\$423	\$361	\$330		/ 37 ‡	11.1	3.2	(2.5)
11 - 15 Years		/ 46	504	404	354		/ 40 ‡	6.7	4.2	0.7
16 - 20 Years		/ 47	547	425	382		/ 41 ‡	6.8	3.2	(0.6)
21 - 25 Years		/ 47	530	446	393		/ 40 ‡	10.8	3.6	(1.5)
26 - 30 Years		/ 43	582	454	401		/ 36 ‡	6.3	2.1	(2.2)
31 - 35 Years		/ 43	562	486	430		/ 36 ‡	8.4	1.7	(2.5)
36 - 40 Years		/ 43	589	482	420		/ 36 ‡	5.1	0.5	(3.5)
41 - 45 Years		/ 34 ‡	617	487	393		/ 29 ‡	14.4	3.8	(4.3)
> 45 Years		/ 32 ‡	670	499	438		/ 23 ‡	5.7	3.1	(4.6)

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding Partners who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

'*Full Year*'¹ Partner Average Billed Rates & Annual Percent Change

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>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partner Composite										
High		/ 54	\$1,169	\$902	\$777		/ 48	10.4	1.1	(2.4)
Middle		/ 54	645	485	423		/ 48	4.6	1.8	0.8
Low		/ 54	289	254	182		/ 48	14.2	2.2	(1.5)
Average		/ 54	648	491	432		/ 48	4.7	1.7	0.5
<u>By Years of Experience</u>										
< 11 Years		/ 49	\$517	\$383	\$339		/ 42	10.0	4.3	(0.2)
11 - 15 Years		/ 54	590	426	374		/ 47	5.7	3.3	(1.0)
16 - 20 Years		/ 54	637	465	397		/ 47	5.9	2.7	0.2
21 - 25 Years		/ 54	656	482	441		/ 47	5.1	1.9	(0.2)
26 - 30 Years		/ 54	673	515	448		/ 47	5.1	2.8	0.1
31 - 35 Years		/ 54	731	525	475		/ 47	5.1	1.8	(1.2)
36 - 40 Years		/ 53	726	526	477		/ 45	4.6	1.4	0.0
41 - 45 Years		/ 52	683	536	481		/ 44	11.4	3.0	(0.5)
> 45 Years		/ 41 ‡	669	526	480		/ 34 ‡	4.1	0.0	(4.9)
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding Partners who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>% Change - 1 Year</i>		
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Associates										
<i>Class of</i>										
2018		/ 25 ‡	\$302	\$249	\$195					
2017		/ 51	308	244	221		/ 36 ‡	18.4	6.1	0.0
2016		/ 54	362	254	223		/ 48	16.3	10.3	4.2
2015		/ 53	388	271	244		/ 48	15.6	9.5	3.5
2014		/ 54	405	286	258		/ 48	14.2	9.8	1.9
2013		/ 54	429	289	259		/ 48	14.6	6.8	0.0
2012		/ 54	447	306	276		/ 48	9.0	5.2	0.0
2011		/ 51	466	335	268		/ 45	10.9	4.3	0.0
2010		/ 49	427	308	270		/ 44	12.2	5.6	0.0
2009		/ 46	445	326	276		/ 41 ‡	6.7	1.9	(2.3)
Prior		/ 48	471	320	266		/ 41 ‡	9.0	3.4	(1.3)
<i>All Associates</i>		/ 54	411	288	258		/ 48	7.7	3.1	0.0
Sr. Attorneys										
<i>Class of</i>										
2011 - 2018		/ 16 ‡	474	329	272			**	**	**
2010			**	**	**			**	**	**
2009		/ 21 ‡	486	340	287		/ 13 ‡	5.7	2.9	0.0
2008		/ 22 ‡	529	366	302		/ 16 ‡	21.5	2.9	0.0
2007		/ 25 ‡	512	372	313		/ 17 ‡	4.3	0.0	(5.4)
2006		/ 24 ‡	424	387	296		/ 19 ‡	10.2	3.3	(0.1)
2005		/ 24 ‡	497	376	315		/ 19 ‡	10.0	4.0	(10.3)
Prior		/ 34 ‡	510	403	361			**	**	**
<i>All Sr. Attorneys</i>		/ 36 ‡	476	377	331		/ 31 ‡	6.4	2.8	(3.7)

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2018 through 12/31/2018, excluding timekeepers who had a title change during the year.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Realization¹

For the 12-month period ending December 31, 2018

	Your Firm		Group		
	Average Realization %	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Average		/ 51	90.9	87.8	84.1
<u>By Years of Experience</u>					
< 11 Years		/ 24 ‡	97.7	91.9	89.5
11 - 15 Years		/ 49	95.0	92.1	86.8
16 - 20 Years		/ 51	94.6	89.5	86.2
21 - 25 Years		/ 51	92.4	88.0	84.6
26 - 30 Years		/ 51	91.6	87.6	82.9
31 - 35 Years		/ 51	90.9	86.3	82.5
36 - 40 Years		/ 51	91.2	86.8	81.6
41 - 45 Years		/ 48	94.1	88.3	81.2
> 45 Years		/ 28 ‡	93.9	88.0	79.4
Non-Equity Partners					
Average		/ 47	90.7	87.0	81.7
<u>By Years of Experience</u>					
< 11 Years		/ 42	93.0	90.1	86.4
11 - 15 Years		/ 45	91.9	88.1	83.0
16 - 20 Years		/ 47	91.3	88.9	82.5
21 - 25 Years		/ 45	90.5	86.7	80.0
26 - 30 Years		/ 42	90.6	85.5	80.3
31 - 35 Years		/ 43	91.3	83.9	75.2
36 - 40 Years		/ 41 ‡	88.6	84.1	78.5
41 - 45 Years		/ 35 ‡	93.1	84.8	77.6
> 45 Years		/ 32 ‡	94.0	86.2	77.5
All Partner Composite					
Average		/ 51	90.8	88.0	83.8
<u>By Years of Experience</u>					
< 11 Years		/ 48	95.2	90.6	87.6
11 - 15 Years		/ 51	92.7	89.9	86.0
16 - 20 Years		/ 51	93.0	89.4	84.9
21 - 25 Years		/ 51	91.8	88.6	83.6
26 - 30 Years		/ 51	90.8	87.6	83.1
31 - 35 Years		/ 51	90.6	86.5	81.2
36 - 40 Years		/ 51	90.5	85.8	80.6
41 - 45 Years		/ 49	93.4	87.0	81.2
> 45 Years		/ 38 ‡	95.9	87.3	77.2
Contract Partners			**	**	**

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2018 by the Average Standard Rate for the one-year period ending 12/31/2018.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Partner Timekeeper Realization¹

For the 12-month period ending December 31, 2018

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average Realization %</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Associates					
<u>Class of</u>					
2018		/ 38 ‡	89.9	81.2	73.0
2017		/ 50	92.1	85.9	79.6
2016		/ 51	91.2	85.2	78.4
2015		/ 50	93.0	88.0	83.5
2014		/ 51	91.8	86.9	80.9
2013		/ 51	91.8	87.2	81.3
2012		/ 51	89.9	86.9	82.0
2011		/ 50	93.1	87.7	82.6
2010		/ 51	93.5	86.8	82.2
2009		/ 45	90.5	87.2	81.9
Prior		/ 49	91.6	83.5	75.7
All Associates		/ 51	90.4	86.6	81.3
Sr. Attorneys		/ 34 ‡	86.8	83.7	77.8
Other Attorneys					
Of Counsel		/ 46	95.3	88.3	80.6
Staff Attorneys		/ 38 ‡	94.2	83.8	75.2
eDiscovery Attorneys			**	**	**
All Attorneys		/ 51	90.6	87.0	82.6
Contract Associates		/ 16 ‡	95.4	92.0	89.1
Other Timekeepers					
Lobbyists			**	**	**
Specialists		/ 25 ‡	99.7	92.2	82.8
Litigation Support		/ 20 ‡	89.1	82.0	76.6
Patent Agents		/ 19 ‡	90.0	81.9	77.1
Case Clerks		/ 17 ‡	94.4	80.6	72.2
Law Clerks		/ 29 ‡	73.7	56.6	41.7
Paralegals		/ 51	89.7	85.0	77.4

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2018 by the Average Standard Rate for the one-year period ending 12/31/2018.

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partners by Discount Levels¹

By Years of Experience - For the 12-month period ending December 31, 2018

Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
Total Group	111 ‡	14.4%	30.6%	20.7%	14.4%	5.4%	8.1%	6.3%
11 - 15 Years								
Your Firm								
Total Group	504	14.1%	17.9%	17.7%	12.9%	13.5%	9.3%	14.7%
16 - 20 Years								
Your Firm								
Total Group	843	10.4%	17.0%	17.2%	13.8%	12.2%	10.1%	19.3%
21 - 25 Years								
Your Firm								
Total Group	913	10.2%	16.1%	14.0%	14.8%	11.5%	9.9%	23.5%
26 - 30 Years								
Your Firm								
Total Group	842	9.5%	14.0%	12.4%	14.8%	12.4%	10.3%	26.6%
31 - 35 Years								
Your Firm								
Total Group	863	6.8%	13.3%	14.4%	14.0%	12.2%	9.3%	30.0%
36 - 40 Years								
Your Firm								
Total Group	729	9.2%	15.5%	13.4%	12.3%	10.7%	10.6%	28.3%
41 - 45 Years								
Your Firm								
Total Group	309	10.4%	16.5%	11.3%	15.9%	8.7%	7.4%	29.8%
> 45 Years								
Your Firm								
Total Group	77 ‡	6.5%	20.8%	11.7%	11.7%	11.7%	10.4%	27.3%
All Equity Partners								
Your Firm								
Total Group	5,192	9.9%	15.9%	14.5%	14.0%	11.7%	9.7%	24.3%

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

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partners by Discount Levels ¹

By Years of Experience - For the 12-month period ending December 31, 2018

Non-Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm	0							
Total Group	405	9.9%	16.3%	19.5%	14.8%	14.8%	6.7%	18.0%
11 - 15 Years								
Your Firm	0							
Total Group	699	7.3%	15.9%	18.5%	16.6%	10.9%	10.0%	20.9%
16 - 20 Years								
Your Firm	0							
Total Group	474	6.3%	13.7%	19.8%	13.7%	9.5%	9.3%	27.6%
21 - 25 Years								
Your Firm	0							
Total Group	329	6.7%	13.7%	14.0%	15.8%	13.1%	11.9%	24.9%
26 - 30 Years								
Your Firm	0							
Total Group	232 ‡	5.6%	12.1%	18.1%	12.9%	10.3%	11.2%	29.7%
31 - 35 Years								
Your Firm	0							
Total Group	204 ‡	5.4%	18.6%	16.7%	13.7%	7.8%	5.9%	31.9%
36 - 40 Years								
Your Firm	0							
Total Group	192 ‡	8.3%	10.9%	6.3%	14.1%	14.1%	10.9%	35.4%
41 - 45 Years								
Your Firm	0							
Total Group	159 ‡	5.7%	8.2%	13.8%	14.5%	14.5%	6.3%	37.1%
> 45 Years								
Your Firm	0							
Total Group	101 ‡	8.9%	12.9%	8.9%	12.9%	8.9%	5.0%	42.6%
All Non-Equity Partners								
Your Firm	0							
Total Group	2,805	7.2%	14.3%	16.8%	14.8%	11.6%	9.1%	26.3%

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

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of All Partners by Discount Levels¹

By Years of Experience - For the 12-month period ending December 31, 2018

All Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
Total Group	516	10.9%	19.4%	19.8%	14.7%	12.8%	7.0%	15.5%
11 - 15 Years								
Your Firm								
Total Group	1,203	10.1%	16.7%	18.1%	15.0%	12.0%	9.7%	18.3%
16 - 20 Years								
Your Firm								
Total Group	1,317	9.0%	15.8%	18.1%	13.7%	11.2%	9.8%	22.3%
21 - 25 Years								
Your Firm								
Total Group	1,242	9.3%	15.5%	14.0%	15.1%	11.9%	10.4%	23.9%
26 - 30 Years								
Your Firm								
Total Group	1,074	8.7%	13.6%	13.6%	14.4%	11.9%	10.5%	27.3%
31 - 35 Years								
Your Firm								
Total Group	1,067	6.6%	14.3%	14.8%	14.0%	11.3%	8.6%	30.4%
36 - 40 Years								
Your Firm								
Total Group	921	9.0%	14.5%	11.9%	12.7%	11.4%	10.6%	29.8%
41 - 45 Years								
Your Firm								
Total Group	468	8.8%	13.7%	12.2%	15.4%	10.7%	7.1%	32.3%
> 45 Years								
Your Firm								
Total Group	178 ‡	7.9%	16.3%	10.1%	12.4%	10.1%	7.3%	36.0%
All Equity Partners								
Your Firm								
Total Group	7,997	8.9%	15.4%	15.3%	14.3%	11.6%	9.5%	25.0%

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

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Associates & Sr. Attorneys by Discount Levels¹

For the 12-month period ending December 31, 2018

Associates	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
2018								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
2017								
Your Firm								
Total Group	290 ‡	11.4%	11.7%	10.3%	13.4%	9.0%	11.7%	32.4%
2016								
Your Firm								
Total Group	382	7.1%	8.9%	14.1%	13.4%	13.6%	10.5%	32.5%
2015								
Your Firm								
Total Group	415	10.1%	10.6%	16.4%	14.0%	14.5%	8.7%	25.8%
2014								
Your Firm								
Total Group	415	9.4%	12.8%	13.3%	14.9%	10.8%	13.0%	25.8%
2013								
Your Firm								
Total Group	459	7.8%	9.6%	14.8%	15.5%	14.8%	11.1%	26.4%
2012								
Your Firm								
Total Group	385	8.1%	12.5%	12.5%	13.5%	13.0%	12.7%	27.8%
2011								
Your Firm								
Total Group	293	7.5%	13.0%	15.7%	15.4%	14.3%	7.8%	26.3%
2010								
Your Firm								
Total Group	248	8.5%	6.9%	16.5%	17.3%	12.9%	10.1%	27.8%
2009								
Your Firm								
Total Group	182 ‡	10.4%	8.2%	13.7%	15.9%	12.6%	11.5%	27.5%
Prior								
Your Firm								
Total Group	275	8.7%	13.1%	13.8%	11.3%	12.4%	8.0%	32.7%
All Associates								
Your Firm								
Total Group	3,362	8.9%	10.8%	14.1%	14.4%	12.9%	10.6%	28.3%
Sr. Attorneys	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm								
Total Group	682 ‡	6.6%	6.7%	11.1%	13.5%	13.3%	11.3%	37.4%

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Billable Hours Worked

For the 12-month period ending December 31, 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	
								1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners											
By Years of Experience											
< 11 Years		/ 26 ‡	1,991	1,666	1,583	‡	‡	3.2	(4.8)	(12.7)	(2.1)
11 - 15 Years		/ 53	1,784	1,655	1,568		‡	2.4	(0.9)	(4.8)	(3.5)
16 - 20 Years		/ 55	1,690	1,567	1,478			3.9	(0.1)	(3.7)	(2.0)
21 - 25 Years		/ 55	1,667	1,557	1,455			5.2	1.3	(1.4)	2.3
26 - 30 Years		/ 55	1,602	1,501	1,396			3.5	(0.2)	(5.0)	(1.0)
31 - 35 Years		/ 55	1,580	1,477	1,367			6.5	1.8	(2.9)	0.7
36 - 40 Years		/ 54	1,446	1,342	1,269			4.0	0.0	(4.1)	(2.3)
41 - 45 Years		/ 51	1,466	1,324	1,164		‡	13.2	0.4	(4.4)	(0.7)
> 45 Years		/ 29 ‡	1,294	1,000	857	‡	‡	15.6	3.1	(7.9)	(0.5)
All Equity Partners		/ 55	1,587	1,474	1,415			2.0	0.0	(1.7)	(1.4)
Non-Equity Partners											
By Years of Experience											
< 11 Years		/ 43	1,799	1,685	1,510	‡	‡	6.5	0.0	(3.2)	1.4
11 - 15 Years		/ 47	1,682	1,536	1,426	‡	‡	6.4	1.5	(5.5)	(2.1)
16 - 20 Years		/ 48	1,523	1,406	1,279		‡	5.3	(1.1)	(5.3)	(2.2)
21 - 25 Years		/ 47	1,507	1,393	1,273	‡	‡	8.0	2.5	(4.6)	(2.1)
26 - 30 Years		/ 43	1,459	1,348	1,112	‡	‡	13.8	3.4	(4.8)	0.0
31 - 35 Years		/ 43	1,324	1,235	1,048	‡	‡	11.6	1.1	(8.4)	(6.4)
36 - 40 Years		/ 43	1,374	1,187	925	‡	‡	16.7	(0.8)	(11.9)	2.3
41 - 45 Years		/ 34 ‡	1,161	985	867	‡	‡	10.9	(5.4)	(14.4)	(1.4)
> 45 Years		/ 27 ‡	1,182	878	649	‡	‡	5.3	0.0	(10.8)	2.7
All Non-Equity Partners		/ 50	1,495	1,390	1,279		‡	3.5	0.0	(3.2)	(0.7)

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year			Median
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years		/ 51	1,786	1,681	1,536		‡	5.9	0.5	(8.3)	0.1
11 - 15 Years		/ 55	1,699	1,596	1,491			4.1	1.5	(2.1)	0.3
16 - 20 Years		/ 55	1,632	1,512	1,432			3.3	(0.6)	(3.7)	(1.4)
21 - 25 Years		/ 55	1,588	1,516	1,441			3.3	1.4	(1.1)	1.9
26 - 30 Years		/ 55	1,568	1,440	1,345			4.7	0.8	(4.8)	(1.0)
31 - 35 Years		/ 55	1,506	1,400	1,330			5.5	(0.0)	(4.0)	(2.9)
36 - 40 Years		/ 54	1,427	1,306	1,230			4.7	0.0	(4.3)	(0.9)
41 - 45 Years		/ 53	1,352	1,220	1,028		‡	16.4	0.9	(5.0)	(0.9)
> 45 Years		/ 40 ‡	1,248	886	764	‡	‡	12.4	0.1	(9.2)	4.3
All Partner Composite		/ 55	1,541	1,454	1,390			2.9	0.0	(2.5)	(1.2)

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Equity Partner Billable Hours Worked
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	119 ‡	13.4%	6.7%	25.2%	23.5%	10.9%	20.2%
11 - 15 Years							
Your Firm							
Total Group	541	14.0%	12.9%	23.8%	21.6%	15.7%	11.8%
16 - 20 Years							
Your Firm							
Total Group	888	19.4%	17.8%	22.0%	19.9%	12.0%	8.9%
21 - 25 Years							
Your Firm							
Total Group	981	20.2%	19.2%	23.5%	17.3%	11.1%	8.7%
26 - 30 Years							
Your Firm							
Total Group	884	31.2%	16.3%	17.4%	16.0%	11.1%	8.0%
31 - 35 Years							
Your Firm							
Total Group	911	32.6%	18.7%	17.3%	14.3%	8.9%	8.2%
36 - 40 Years							
Your Firm							
Total Group	765	43.9%	17.5%	15.7%	11.0%	5.4%	6.5%
41 - 45 Years							
Your Firm							
Total Group	324	56.8%	15.1%	10.8%	4.3%	4.3%	8.6%
> 45 Years							
Your Firm							
Total Group	83 ‡	61.4%	15.7%	14.5%	3.6%	4.8%	
All Equity Partners							
Your Firm							
Total Group	5,497	29.2%	17.0%	19.4%	15.7%	10.0%	8.7%

* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of Non-Equity Partner Billable Hours Worked

By Years of Experience - For the 12-month period ending December 31, 2018

Non-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	0						
Total Group	410	13.2%	11.2%	19.3%	28.5%	17.6%	10.2%
11 - 15 Years							
Your Firm	0						
Total Group	724	17.8%	17.3%	24.7%	20.6%	12.6%	7.0%
16 - 20 Years							
Your Firm	0						
Total Group	501	28.5%	19.2%	22.6%	17.4%	7.2%	5.2%
21 - 25 Years							
Your Firm	0						
Total Group	344	36.0%	19.2%	20.1%	11.6%	6.7%	6.4%
26 - 30 Years							
Your Firm	0						
Total Group	241	41.9%	19.5%	17.0%	10.8%	7.1%	3.7%
31 - 35 Years							
Your Firm	0						
Total Group	218	53.2%	14.7%	11.0%	11.0%	6.4%	3.7%
36 - 40 Years							
Your Firm	0						
Total Group	206	64.1%	15.5%	8.3%	5.8%	2.4%	3.9%
41 - 45 Years							
Your Firm	0						
Total Group	163 ‡	74.8%	11.0%	3.7%	4.3%	3.1%	3.1%
> 45 Years							
Your Firm	0						
Total Group	103 ‡	75.7%	9.7%	3.9%	1.0%	3.9%	5.8%
All Non-Equity Partners							
Your Firm	0						
Total Group	2,920	34.4%	16.2%	18.2%	16.0%	9.1%	6.1%

* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Distribution of All Partner Billable Hours Worked

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	529	13.2%	10.2%	20.6%	27.4%	16.1%	12.5%
11 - 15 Years							
Your Firm							
Total Group	1,265	16.2%	15.4%	24.3%	21.0%	13.9%	9.1%
16 - 20 Years							
Your Firm							
Total Group	1,389	22.7%	18.3%	22.2%	19.0%	10.3%	7.6%
21 - 25 Years							
Your Firm							
Total Group	1,325	24.3%	19.2%	22.6%	15.8%	10.0%	8.1%
26 - 30 Years							
Your Firm							
Total Group	1,125	33.5%	17.0%	17.3%	14.8%	10.2%	7.1%
31 - 35 Years							
Your Firm							
Total Group	1,129	36.6%	17.9%	16.1%	13.6%	8.4%	7.4%
36 - 40 Years							
Your Firm							
Total Group	971	48.2%	17.1%	14.1%	9.9%	4.7%	6.0%
41 - 45 Years							
Your Firm							
Total Group	487	62.8%	13.8%	8.4%	4.3%	3.9%	6.8%
> 45 Years							
Your Firm							
Total Group	186 ‡	69.4%	12.4%	8.6%	2.2%	4.3%	3.2%
All Partners							
Your Firm							
Total Group	8,417	31.0%	16.7%	19.0%	15.8%	9.7%	7.8%

* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 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	
Associates										
Class of										
2018	/ 35 ‡	1,540	1,365	1,163						
2017	/ 52	1,768	1,624	1,514	‡		42.1	28.6	10.3	
2016	/ 55	1,786	1,685	1,585		‡	9.4	3.0	(1.1)	29.9
2015	/ 54	1,848	1,730	1,614			4.0	(0.5)	(4.5)	3.6
2014	/ 55	1,867	1,782	1,685			2.8	0.0	(5.3)	1.1
2013	/ 55	1,829	1,749	1,636			2.9	0.0	(3.1)	(0.8)
2012	/ 54	1,864	1,757	1,665			0.6	(1.2)	(4.2)	(0.5)
2011	/ 53	1,903	1,813	1,725			5.0	1.0	(1.6)	1.4
2010	/ 52	1,893	1,776	1,620		‡	5.8	0.0	(4.7)	(0.6)
2009	/ 47	1,837	1,744	1,619	‡	‡	2.5	0.0	(3.9)	(1.6)
Prior	/ 50	1,755	1,671	1,562		‡	4.9	0.0	(5.8)	(1.7)
All Associates										
	/ 55	1,773	1,702	1,642			1.7	0.0	(2.8)	0.4
Sr. Attorneys										
	/ 36 ‡	1,517	1,400	1,288	‡	‡	4.0	0.1	(3.8)	0.6
Other Attorneys										
Of Counsel	/ 48	1,351	1,111	717	‡	‡	8.4	0.0	(13.4)	(1.1)
Staff Attorneys	/ 35 ‡	1,549	1,412	1,238	‡	‡	2.8	(2.8)	(8.7)	(4.2)
eDiscovery Attorneys		**	**	**			**	**	**	**
All Attorneys										
	/ 55	1,591	1,516	1,445			2.3	0.0	(1.7)	(0.8)
Other Timekeepers										
Lobbyists		**	**	**			**	**	**	**
Specialists	/ 26 ‡	1,376	1,214	918	‡	‡	14.3	1.1	(5.7)	1.8
Litigation Support	/ 20 ‡	1,244	648	420	‡	‡	(1.6)	(20.9)	(34.1)	(28.2)
Patent Agents	/ 19 ‡	1,620	1,457	1,181	‡	‡	2.2	(3.2)	(8.6)	(2.7)
Case Clerks	/ 17 ‡	1,071	775	630	‡	‡	34.1	2.5	(5.2)	(1.2)
Law Clerks	/ 25 ‡	859	757	488	‡	‡	13.6	0.0	(20.8)	6.7
Paralegals										
	/ 54	1,360	1,285	1,135			4.0	0.0	(2.2)	(1.0)

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Associate & Sr. Attorney Billable Hours Worked**For the 12-month period ending December 31, 2018*

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2018							
Your Firm							
Total Group	**	**	**	**	**	**	**
2017							
Your Firm							
Total Group	312	14.1%	16.3%	17.0%	20.2%	18.9%	13.5%
2016							
Your Firm							
Total Group	414	9.9%	12.8%	16.2%	24.6%	19.6%	16.9%
2015							
Your Firm							
Total Group	444	7.9%	8.3%	17.8%	24.5%	26.4%	15.1%
2014							
Your Firm							
Total Group	445	6.3%	4.5%	14.2%	24.7%	33.9%	16.4%
2013							
Your Firm							
Total Group	487	8.0%	8.8%	12.9%	25.9%	26.3%	18.1%
2012							
Your Firm							
Total Group	405	7.9%	8.1%	15.6%	28.1%	22.2%	18.0%
2011							
Your Firm							
Total Group	309	4.9%	5.8%	14.6%	28.8%	24.9%	21.0%
2010							
Your Firm							
Total Group	261	8.4%	8.8%	13.4%	29.5%	25.7%	14.2%
2009							
Your Firm							
Total Group	201	8.5%	7.5%	17.4%	29.9%	24.9%	11.9%
Prior							
Your Firm							
Total Group	321	14.0%	10.3%	19.3%	24.0%	22.1%	10.3%
All Associates							
Your Firm							
Total Group	3,617	9.0%	9.0%	15.7%	25.7%	24.7%	15.9%
Sr. Attorneys	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm							
Total Group	767 ‡	30.4%	18.1%	16.9%	19.6%	10.7%	4.3%

* 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-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Timekeeper Leverage Ratios

For the 12-month period ending December 31, 2018

	Your Firm		Group		
	Ratio	Rank / Of	1 st Quartile	Median	3rd Quartile
Ratio of Other ¹ Attys to Equity Partners		/ 55	2.32	1.56	1.13
Ratio of Non-Partner Attys ² to Partners		/ 55	0.85	0.65	0.53
Ratio of Non-Partner Timekeepers ³ to Partners		/ 55	1.27	0.96	0.84
Ratio of Paralegals to Attorneys		/ 54	0.17	0.13	0.10

For the 12-month period ending December 31, 2017

	Your Firm		Group		
	Ratio	Rank / Of	1 st Quartile	Median	3rd Quartile
Ratio of Other ¹ Attys to Equity Partners		/ 49	2.13	1.56	1.11
Ratio of Non-Partner Attys ² to Partners		/ 49	0.76	0.64	0.53
Ratio of Non-Partner Timekeepers ³ to Partners		/ 49	1.20	0.97	0.81
Ratio of Paralegals to Attorneys		/ 48	0.17	0.13	0.10

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

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

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

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 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
							1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners										
By Years of Experience										
< 11 Years	/ 25 ‡	\$829,329	\$715,752	\$594,968	‡	‡	7.3	0.0	(11.8)	5.6
11 - 15 Years	/ 52	999,949	764,505	615,284		‡	7.9	0.5	(5.7)	0.5
16 - 20 Years	/ 54	984,160	762,876	632,117			6.4	2.4	(2.7)	3.5
21 - 25 Years	/ 54	1,017,289	763,550	688,645			9.2	4.3	(2.0)	8.3
26 - 30 Years	/ 54	995,472	768,262	659,982			8.5	1.8	(2.2)	2.3
31 - 35 Years	/ 54	1,031,514	787,072	662,502			10.0	3.5	(2.3)	3.2
36 - 40 Years	/ 53	967,366	711,853	611,513			7.2	1.5	(4.7)	3.8
41 - 45 Years	/ 50	943,819	731,156	567,866		‡	8.5	0.7	(5.8)	2.9
> 45 Years	/ 29 ‡	739,656	550,346	413,531	‡	‡	18.8	2.4	(18.1)	(13.4)
All Equity Partners	/ 54	979,851	767,256	642,893			5.7	1.6	(0.0)	3.8
Non-Equity Partners										
By Years of Experience										
< 11 Years	/ 43	\$765,134	\$600,960	\$535,139	‡	‡	12.2	3.6	(3.9)	7.9
11 - 15 Years	/ 46	764,349	623,764	532,708	‡	‡	10.6	4.5	(0.9)	4.7
16 - 20 Years	/ 47	679,925	571,258	516,098	‡	‡	6.1	0.0	(6.8)	5.8
21 - 25 Years	/ 47	679,513	595,459	526,507	‡	‡	11.4	2.6	(3.9)	(1.2)
26 - 30 Years	/ 42	705,923	559,242	514,557	‡	‡	17.7	7.1	(5.8)	1.9
31 - 35 Years	/ 42	664,948	572,084	449,991	‡	‡	11.0	2.2	(7.3)	4.5
36 - 40 Years	/ 43	685,037	546,337	463,073	‡	‡	21.1	2.7	(10.3)	4.9
41 - 45 Years	/ 33 ‡	564,165	457,979	364,354	‡	‡	15.5	3.7	(21.7)	6.5
> 45 Years	/ 27 ‡	615,953	415,055	340,437	‡	‡	15.6	0.2	(5.6)	5.6
All Non-Equity Partners	/ 49	738,388	566,137	527,169		‡	6.8	2.3	(1.7)	2.5
All Partner Composite										
By Years of Experience										
< 11 Years	/ 50	\$804,605	\$643,778	\$552,894		‡	10.4	2.8	(4.0)	11.4
11 - 15 Years	/ 54	868,789	667,146	576,626			7.6	3.4	(0.6)	4.9
16 - 20 Years	/ 54	898,604	714,629	599,452			7.0	1.9	(4.4)	3.5
21 - 25 Years	/ 54	956,428	730,775	640,497			7.5	4.3	(0.9)	5.8
26 - 30 Years	/ 54	886,203	725,235	637,790			10.5	2.6	(1.0)	4.7
31 - 35 Years	/ 54	935,472	722,635	623,553			7.6	2.3	(3.7)	1.7
36 - 40 Years	/ 53	911,220	672,471	583,285			7.2	2.5	(1.2)	5.1
41 - 45 Years	/ 52	819,556	631,698	496,819		‡	12.9	1.6	(7.7)	1.1
> 45 Years	/ 40 ‡	658,801	491,734	394,416	‡	‡	13.9	0.7	(8.5)	4.1
All Partner Composite	/ 54	915,428	700,532	600,988			5.7	2.0	(0.2)	3.1

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

2019 BRASS+ INITIAL RELEASE-REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

Non-Partner Timekeeper Average Fees Billed

For the 12-month period ending December 31, 2018

Your Firm		Group			Your Firm		Group			Median % Change - 2 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	
Associates										
<u>Class of</u>										
2018	/ 34 ‡	\$294,466	\$220,419	\$178,549						
2017	/ 50	\$482,913	\$401,173	\$326,102	‡		150.6	105.2	39.3	
2016	/ 54	572,748	435,896	337,894		‡	25.4	17.1	5.5	116.0
2015	/ 53	612,111	466,255	412,875			19.3	9.3	1.3	30.6
2014	/ 54	670,447	512,079	447,909			13.1	3.7	0.0	19.3
2013	/ 54	690,714	502,138	423,545			15.2	4.7	(0.2)	13.1
2012	/ 54	735,054	521,014	459,484			12.3	3.8	(0.0)	11.6
2011	/ 53	862,797	592,159	481,729			19.2	5.6	0.0	19.4
2010	/ 52	727,830	530,871	473,085		‡	17.3	9.9	0.0	11.5
2009	/ 47	721,769	577,752	482,867	‡	‡	9.6	0.0	(5.4)	9.3
Prior	/ 50	743,300	522,114	417,285		‡	8.8	0.0	(7.1)	3.6
All Associates	/ 54	675,968	493,749	436,616			8.2	0.9	(0.3)	4.4
Sr. Attorneys	/ 35 ‡	\$643,344	\$523,739	\$452,168	‡	‡	10.9	4.2	(3.3)	7.0
Other Attorneys										
Of Counsel	/ 46	554,170	466,929	311,048	‡	‡	12.7	0.0	(11.7)	2.4
Staff Attorneys	/ 35 ‡	415,420	353,814	271,680	‡	‡	12.9	0.0	(7.3)	3.2
eDiscovery Attorneys		**	**	**			**	**	**	**
All Attorneys	/ 54	793,030	611,155	541,062			6.2	1.7	0.0	3.6
Paralegals	/ 53	290,884	241,439	199,927			9.1	1.8	(0.7)	1.3

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