

## *2019 Revenue Management Report*

Compiled from the 2019 Billing Rate & Associate Salary Survey<sup>plus</sup>  
Initial Release

Issued: June 2019



## **PwC Law Firm Surveys**

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

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Laurie Lieb (602) 364-8299 or Gregg Sincoff (646) 471-1335 from the PwC LFS Survey Team.

# 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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*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.

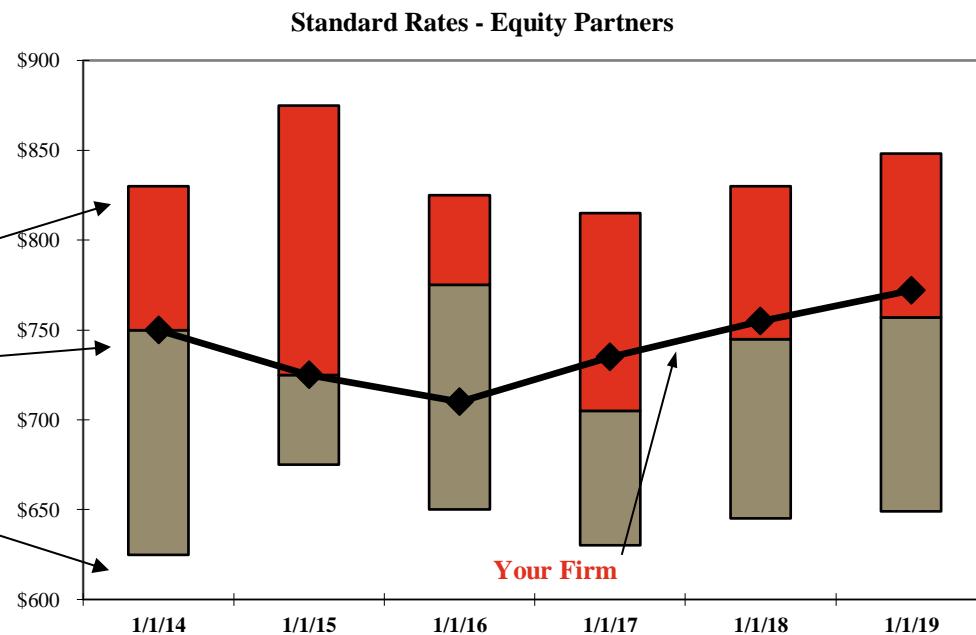
Each group's results for the current year are displayed as a "floating" stacked bar, which represents:

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:

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

*Maximum*

*Minimum*

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

**Average Size of Group Members<sup>1</sup> (# 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
	1
	1
	0
	44
	0

**Date of Last Partner Billing 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

**Date of Last Associate/Sr. Attorney**

**Lock-step/Class Year 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

*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

<sup>1</sup> Firm, Office or Practice Area size as of 1/1/2019. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

\*\* omitted due to insufficient data

## SUMMARY CHARTS

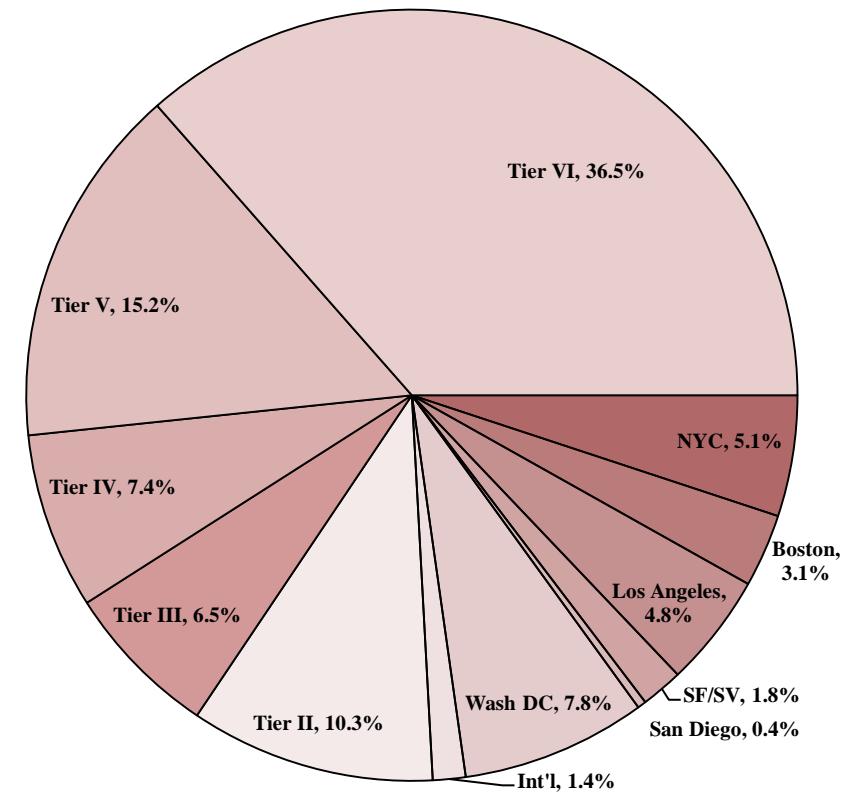
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Geographic Footprint<sup>1</sup>

Your Firm

Total Group



	NYC	Boston	Los Angeles	SF/SV	San Diego	Wash DC	Int'l	Tier II	Tier III	Tier IV	Tier V	Tier VI
Your Firm												
Total Group	5.1%	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

<sup>1</sup> Values for both the Firm and the Total Group include only those offices submitted to the Survey.

\*\* omitted due to insufficient data

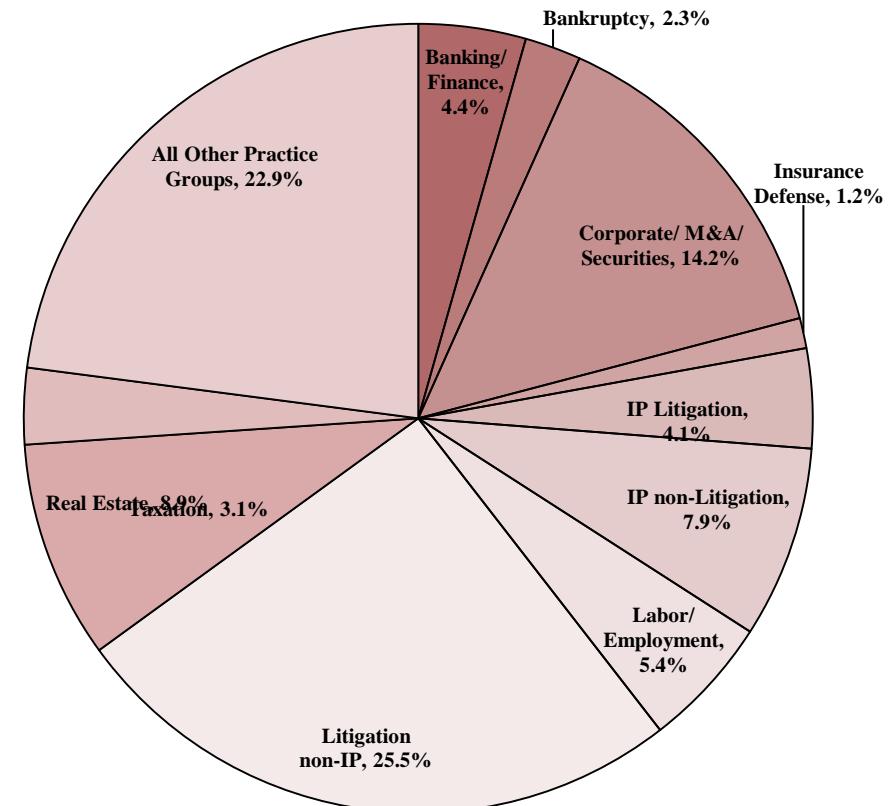
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AmLaw Second 100 xNYC - (56 members)

*Practice Group Footprint<sup>1</sup>*

**Your Firm**

**Total Group**



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

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

\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Summary of Key Statistics

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

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

<sup>2</sup> 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

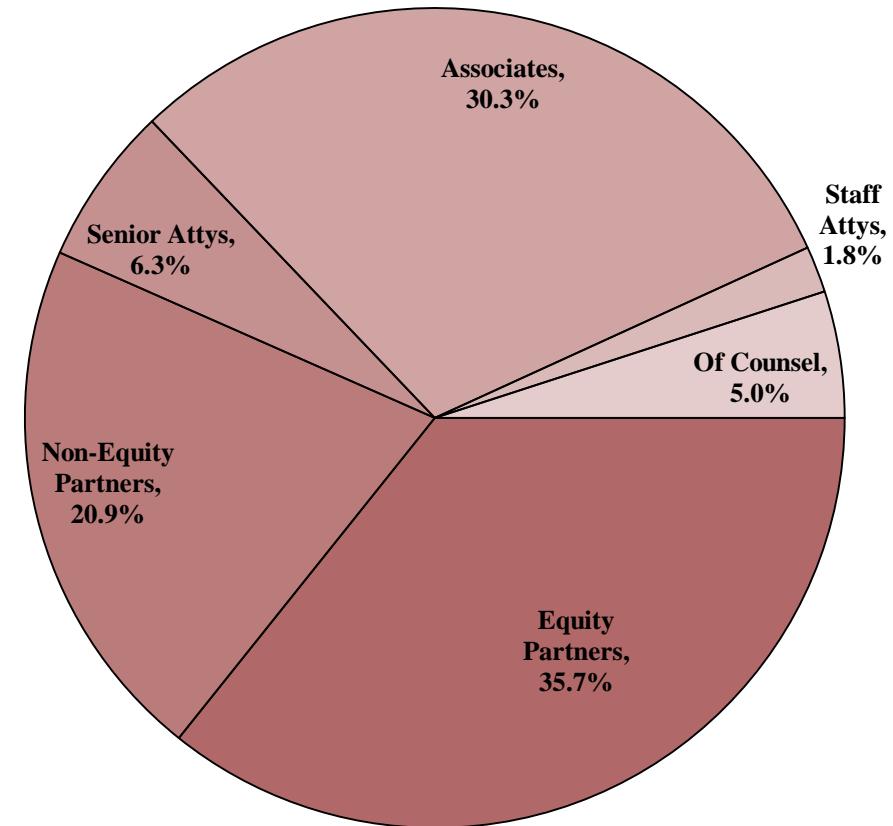
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Attorney Footprint

#### Your Firm

#### Total Group



Your Firm (%)  
Your Firm (FTE)  
Total Group (%)  
Total Group (FTE)

	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

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

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

#### Your Firm



#### Your Firm (FTE)

Equity Partner

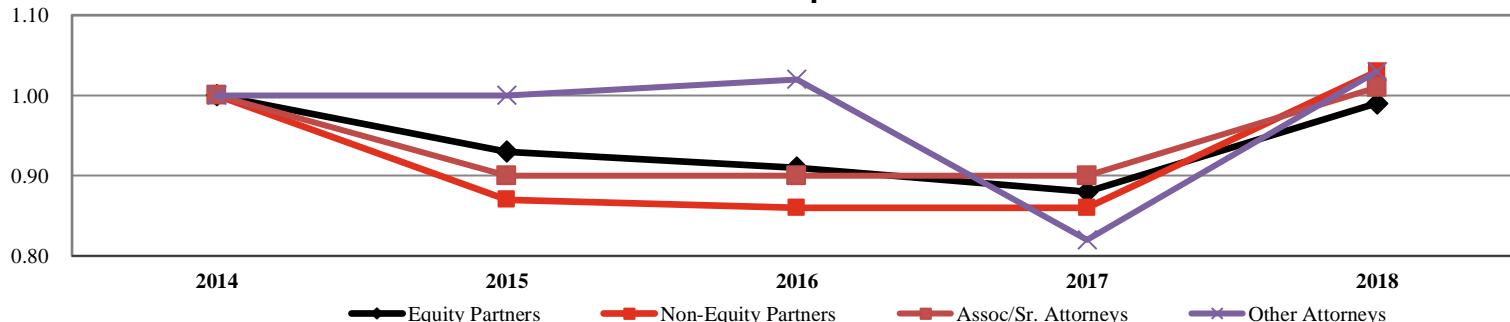
Non-Equity Partner

Associates/Sr. Attorneys

Other Attorneys<sup>2</sup>

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

#### Total Group



#### Total Group (FTE)

Equity Partner

Non-Equity Partner

Associates/Sr. Attorneys

Other Attorneys<sup>2</sup>

	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 <sup>2</sup>	703	706	717	574	725	3.1%

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

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

\*\* omitted due to insufficient data

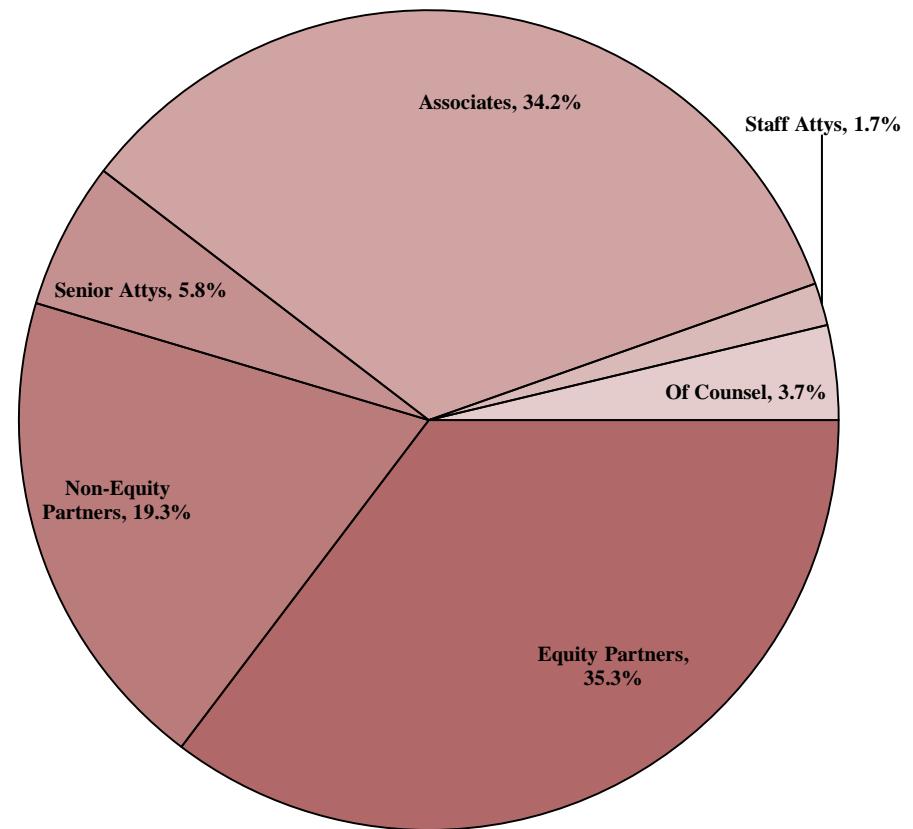
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AmLaw Second 100 xNYC - (56 members)

*Attorney Billable Hours by Classification*

**Your Firm**

**Total Group**



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

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

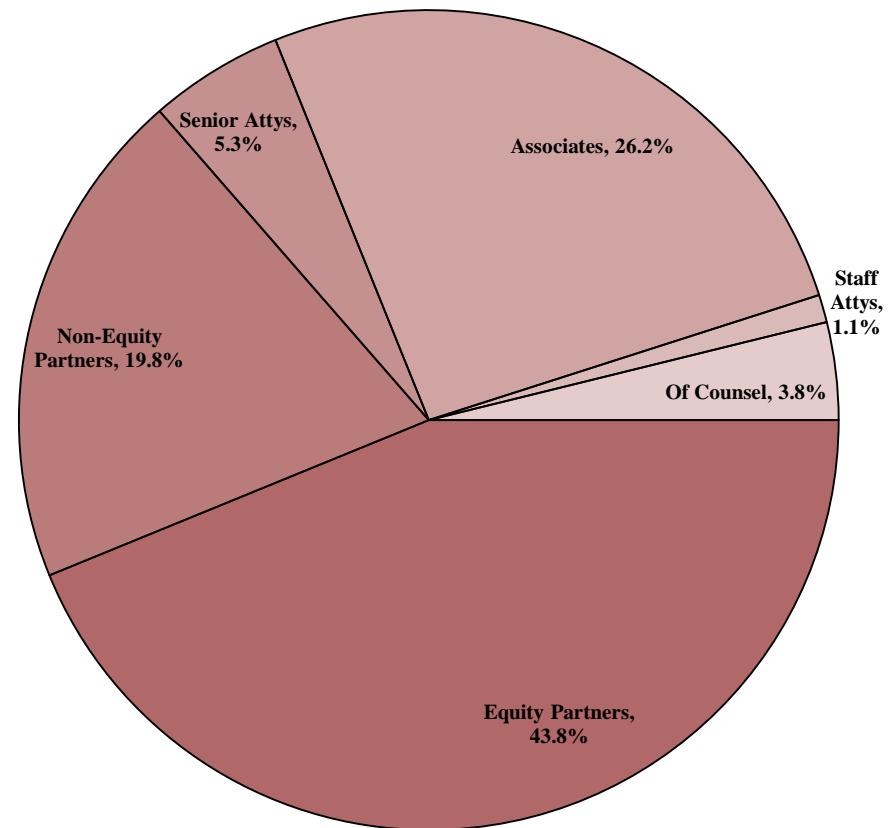
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AmLaw Second 100 xNYC - (56 members)

*Attorney Fees Billed by Classification*

**Your Firm**

**Total Group**



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

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

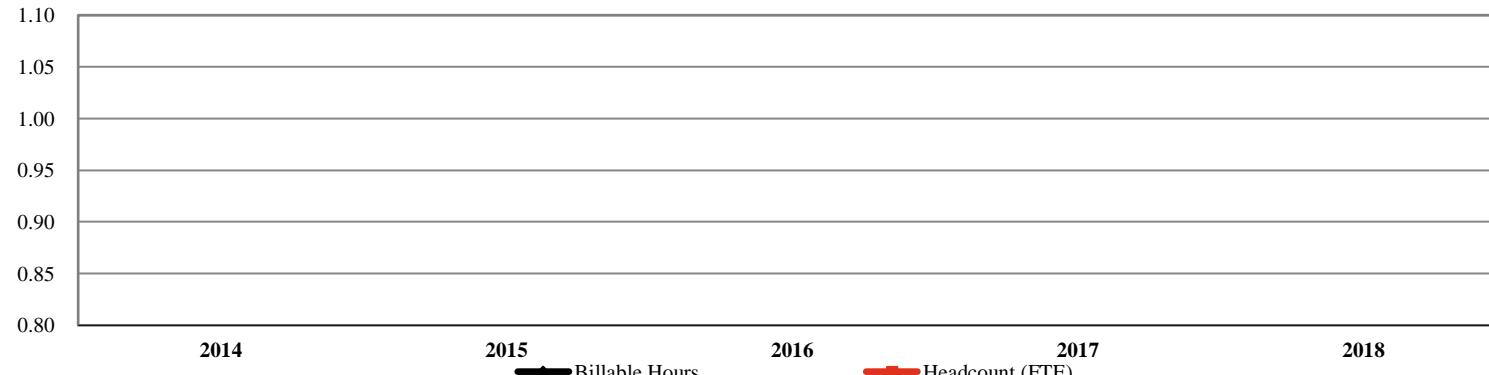
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### Attorney Capacity<sup>1</sup>

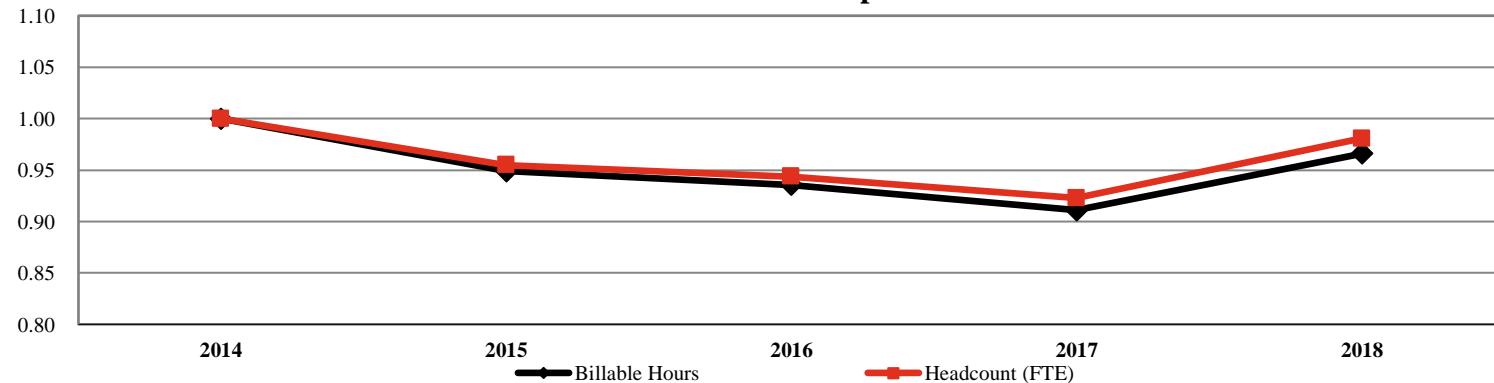
For the 12-month period ending December 31 of the stated year

#### Your Firm



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

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



Total Group	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%)

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

<sup>2</sup> Number of members represented in the group results: 41

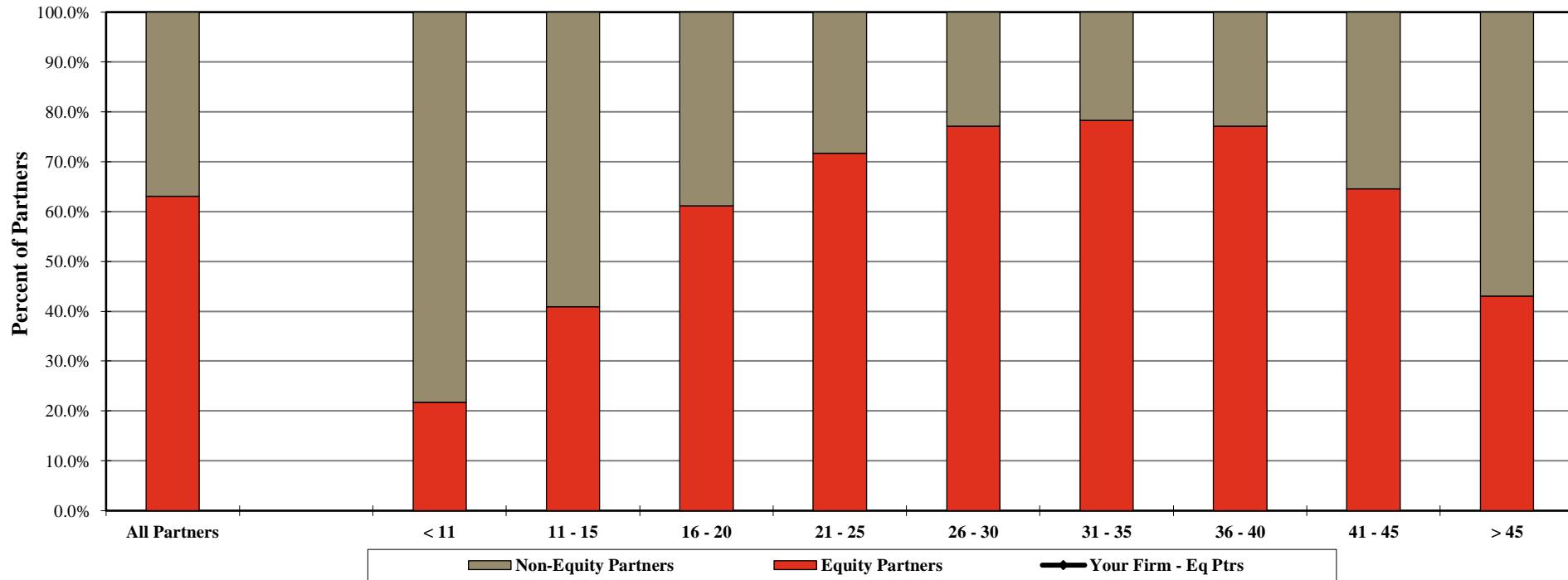
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018



#### By Years of Experience

< 11 Years  
11 - 15 Years  
16 - 20 Years  
21 - 25 Years  
26 - 30 Years  
31 - 35 Years  
36 - 40 Years  
41 - 45 Years  
> 45 Years  
All Partners

#### Your Firm

	Equity Partners	Non-Equity Partners
< 11 Years		
11 - 15 Years		
16 - 20 Years		
21 - 25 Years		
26 - 30 Years		
31 - 35 Years		
36 - 40 Years		
41 - 45 Years		
> 45 Years		
All Partners		

#### Total Group

	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%

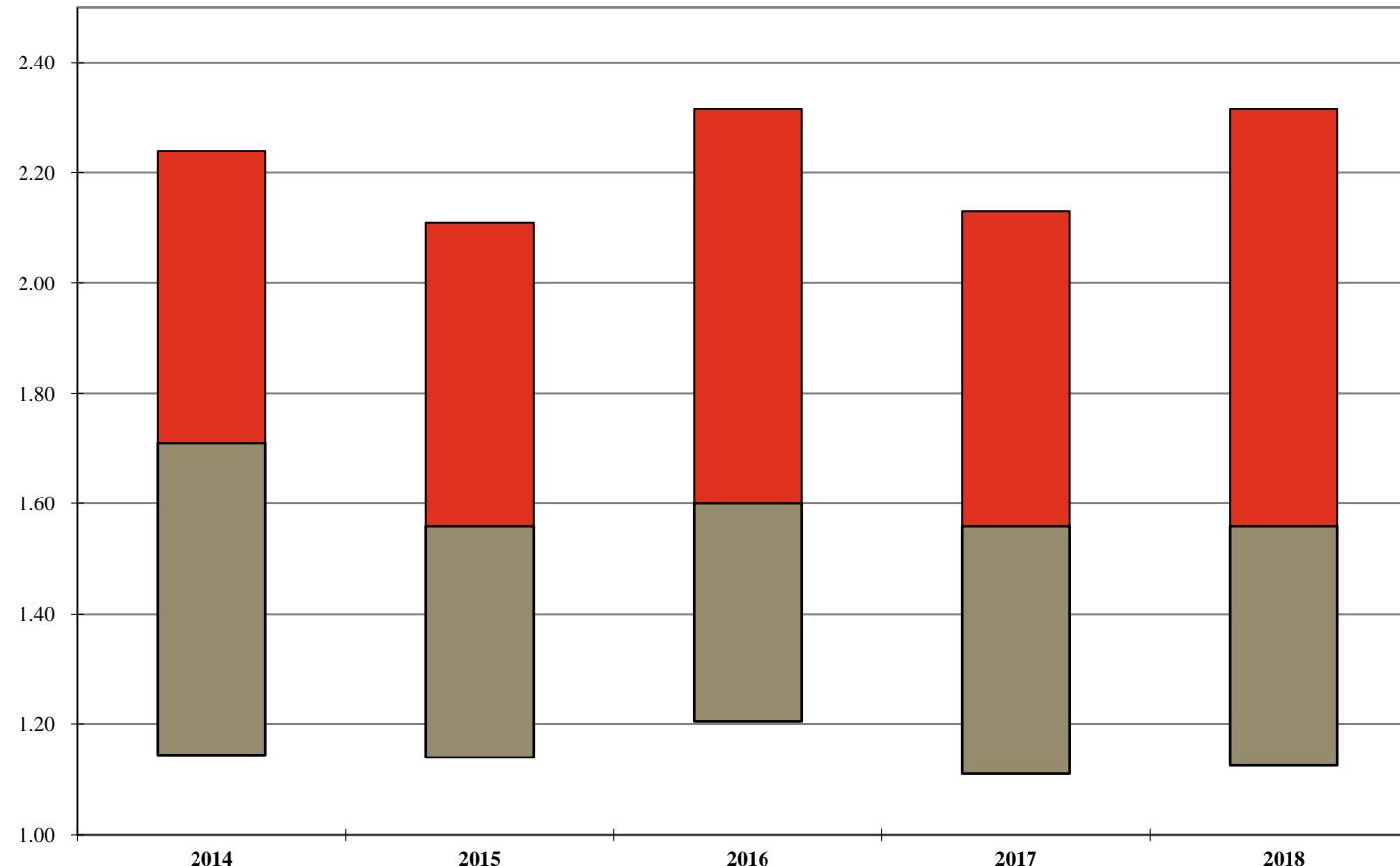
<sup>1</sup> Years of experience includes the length of time practicing law since passing the bar exam.  
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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

<sup>1</sup> 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.

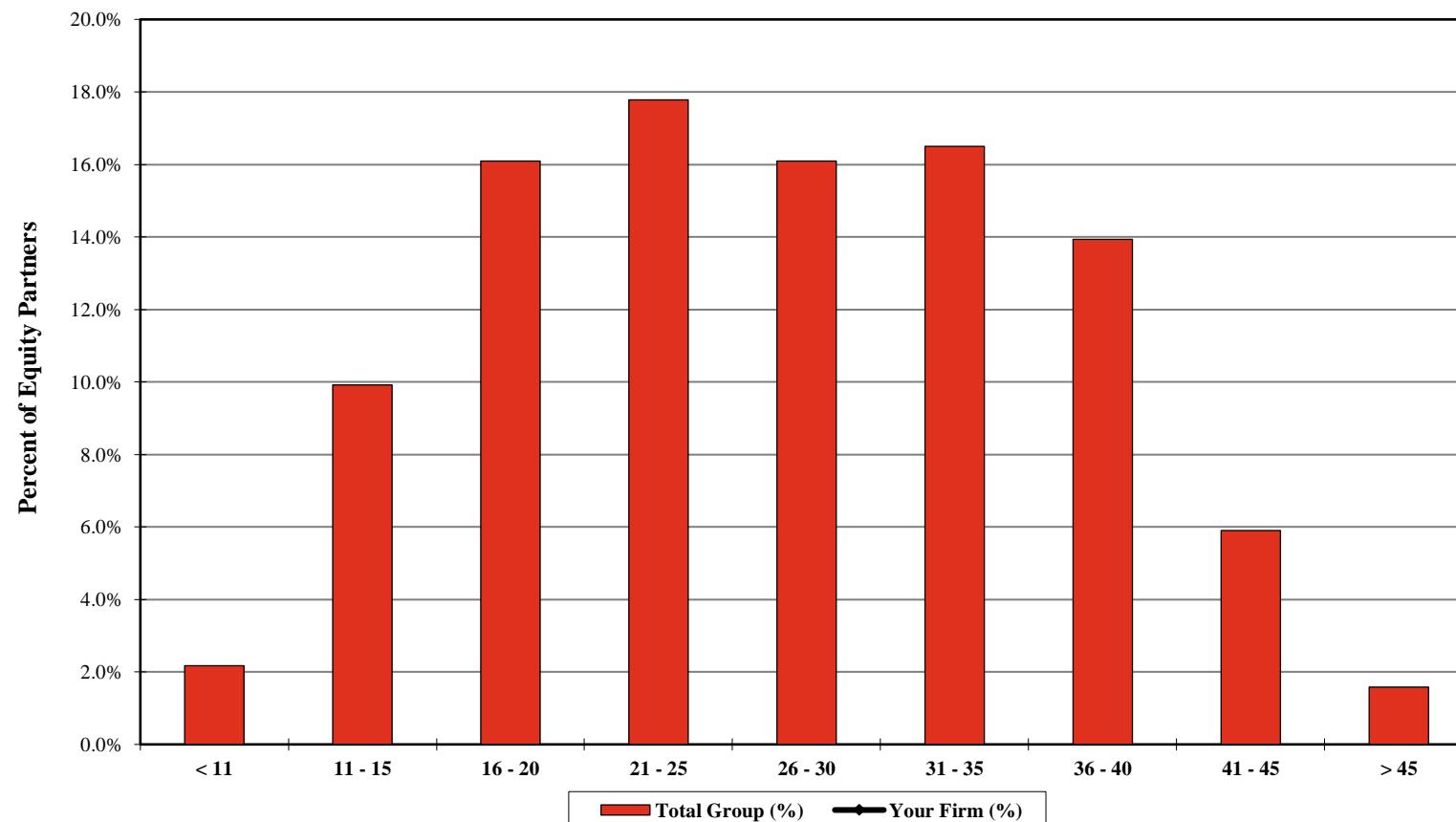
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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%	1.6%
Total Group (FTE)	126	575	932	1,030	932	956	807	342	91

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

\*\* omitted due to insufficient data

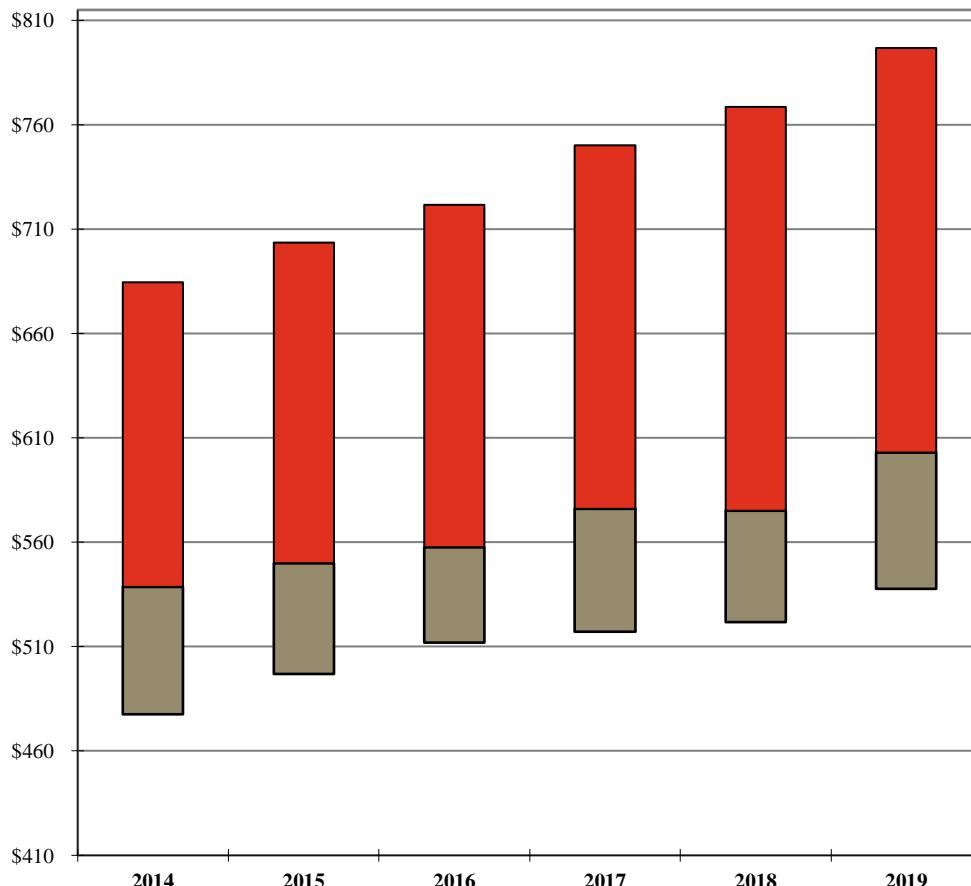
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Equity Partner Rates

#### Standard Rates

As of January 1st of the stated year

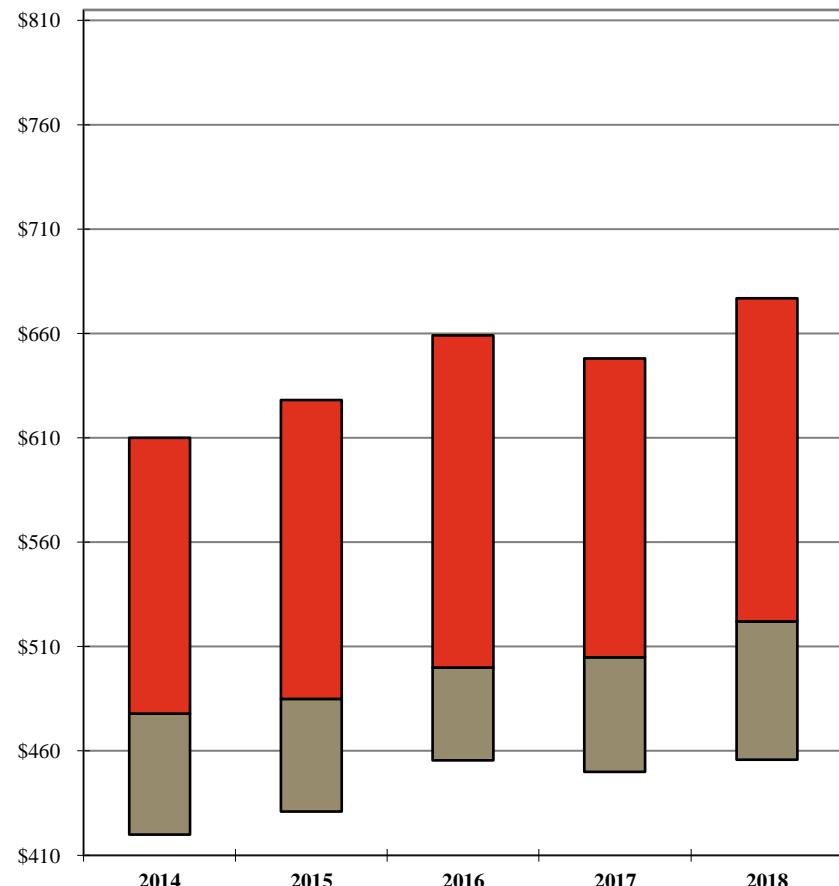


Your Firm

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

#### Billed Rates

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



Your Firm

	2014	2015	2016	2017	2018
1st Qtrle	\$610	\$628	\$659	\$648	\$677
Median	478	485	500	505	522
3rd Qtrle	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.

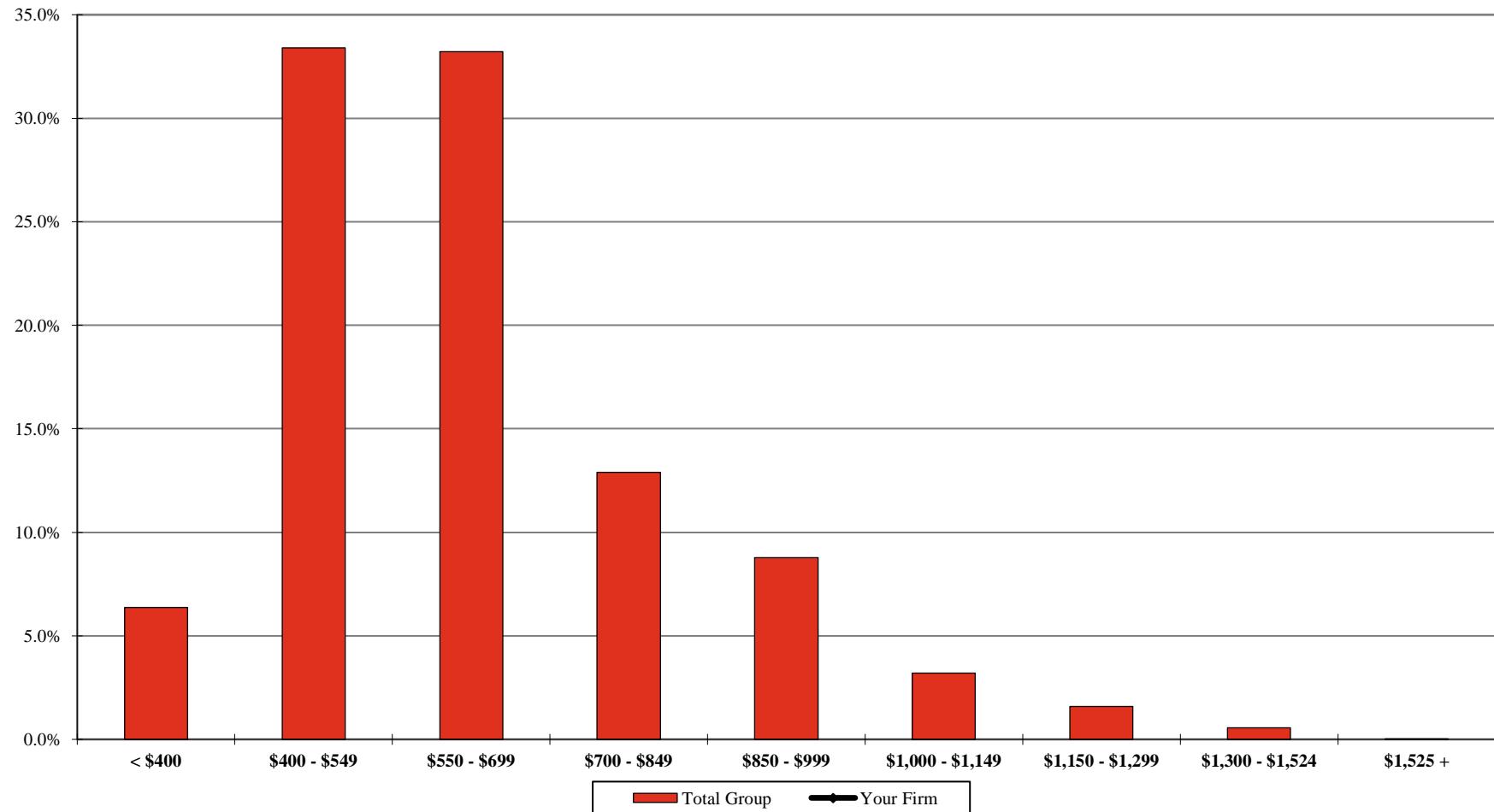
\*\* omitted due to insufficient data

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 +
Your Firm									
Total Group	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.

\*\* omitted due to insufficient data

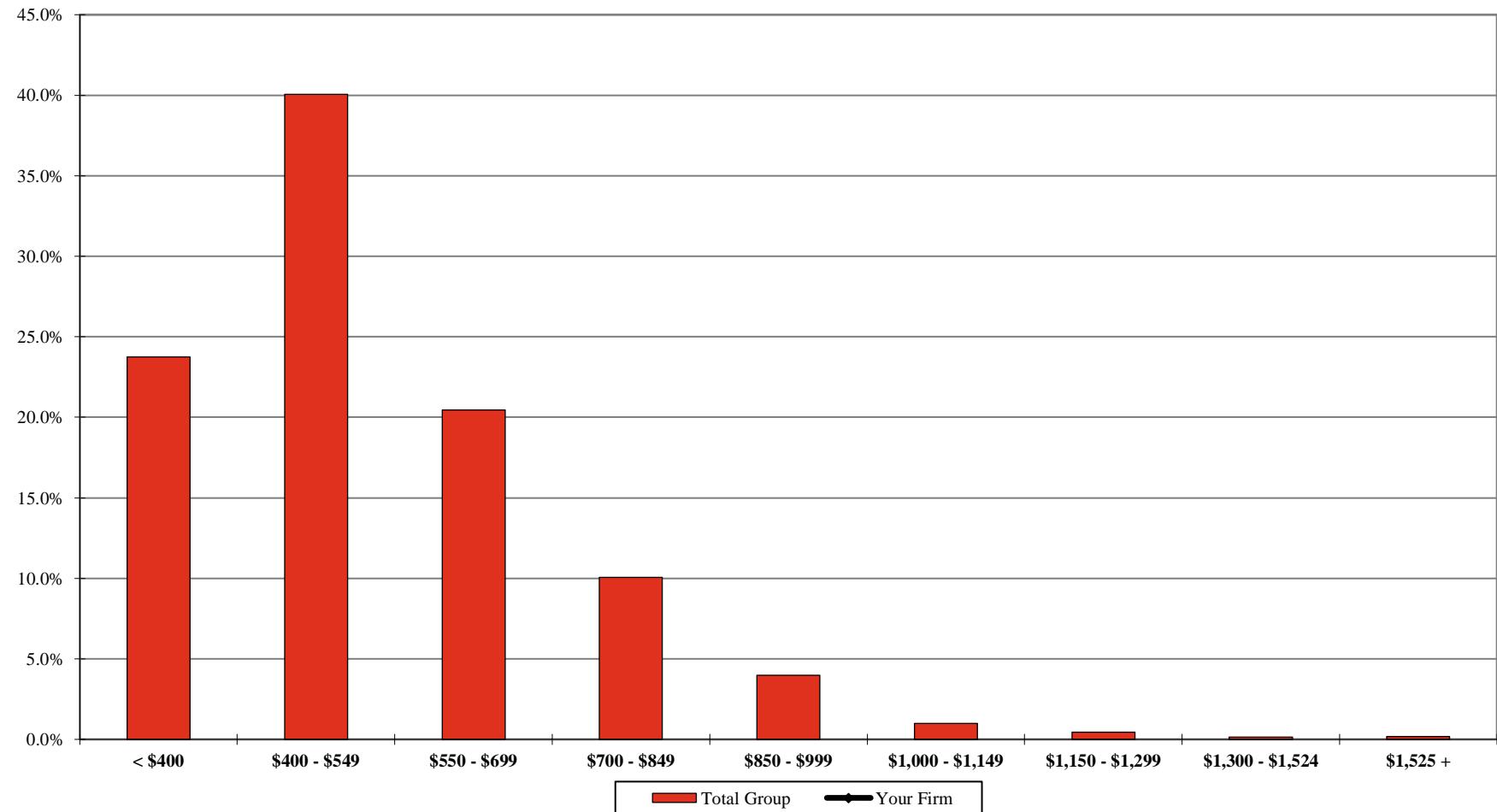
PricewaterhouseCoopers LLP

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 +
Your Firm									
Total Group	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.

\*\* omitted due to insufficient data

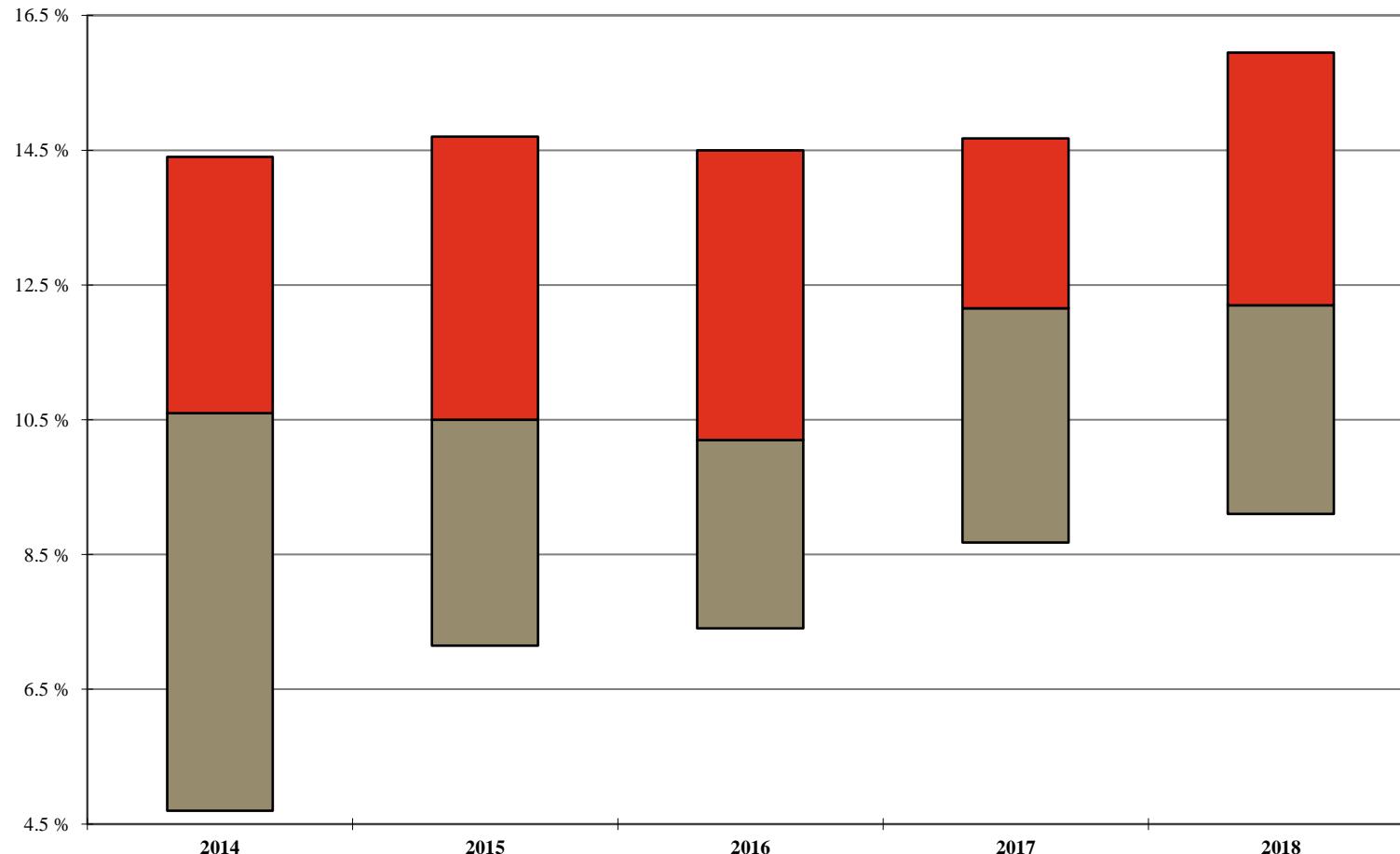
PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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



Your Firm

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

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

Additional detail can be found on Page 111.

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

\*\* omitted due to insufficient data

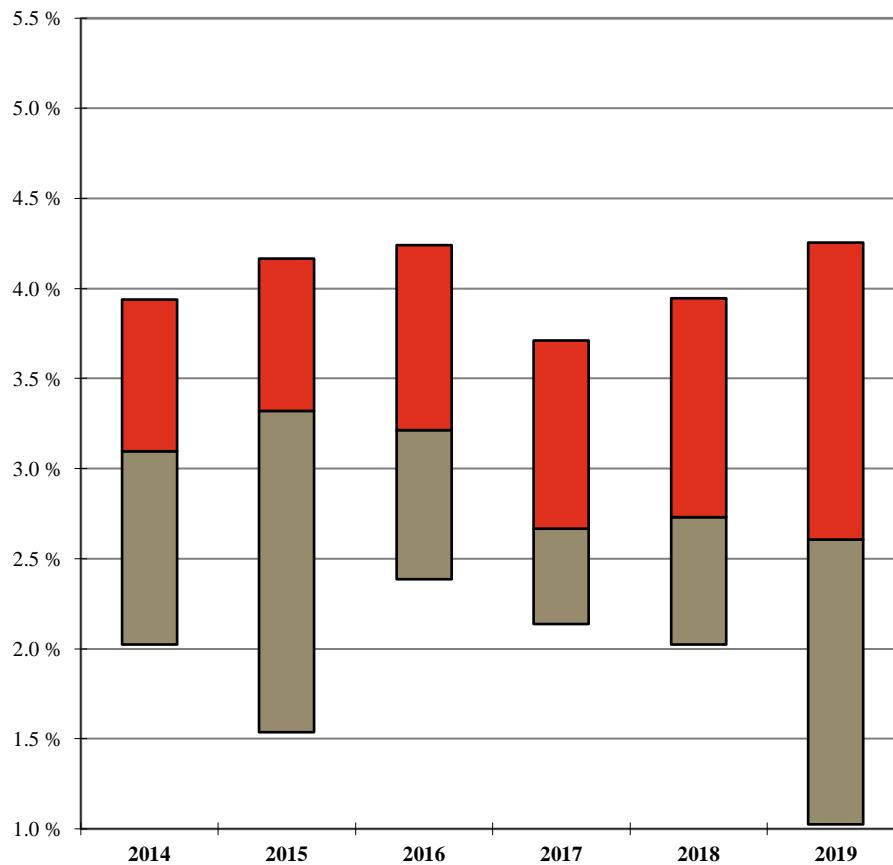
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

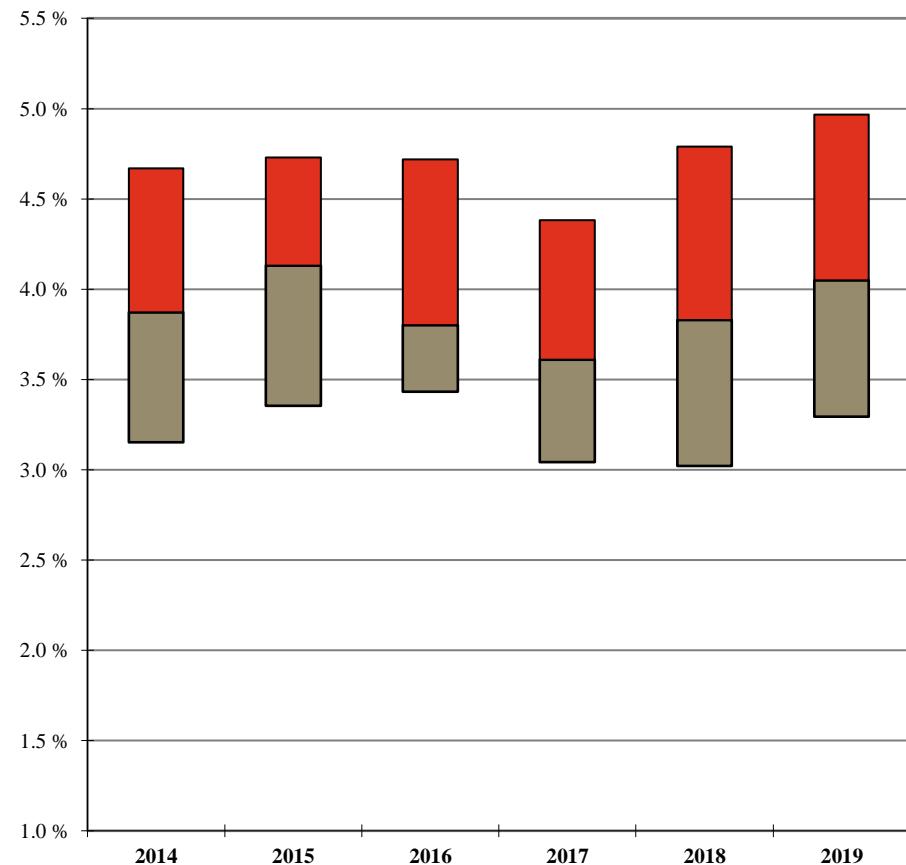
### Annual Change<sup>1</sup> : Equity Partner Standard Rates

As of January 1st of the stated year

*'Net' Change*



*'Full Year' Change*



Your Firm

	2014	2015	2016	2017	2018	2019
1st Qtle	3.9%	4.2%	4.2%	3.7%	3.9%	4.3%
Median	3.1%	3.3%	3.2%	2.7%	2.7%	2.6%
3rd Qtle	2.0%	1.5%	2.4%	2.1%	2.0%	1.0%

Your Firm

	2014	2015	2016	2017	2018	2019
1st Qtle	4.7%	4.7%	4.7%	4.4%	4.8%	5.0%
Median	3.9%	4.1%	3.8%	3.6%	3.8%	4.1%
3rd Qtle	3.2%	3.4%	3.4%	3.0%	3.0%	3.3%

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

Additional detail can be found on Pages 79 and 87.

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

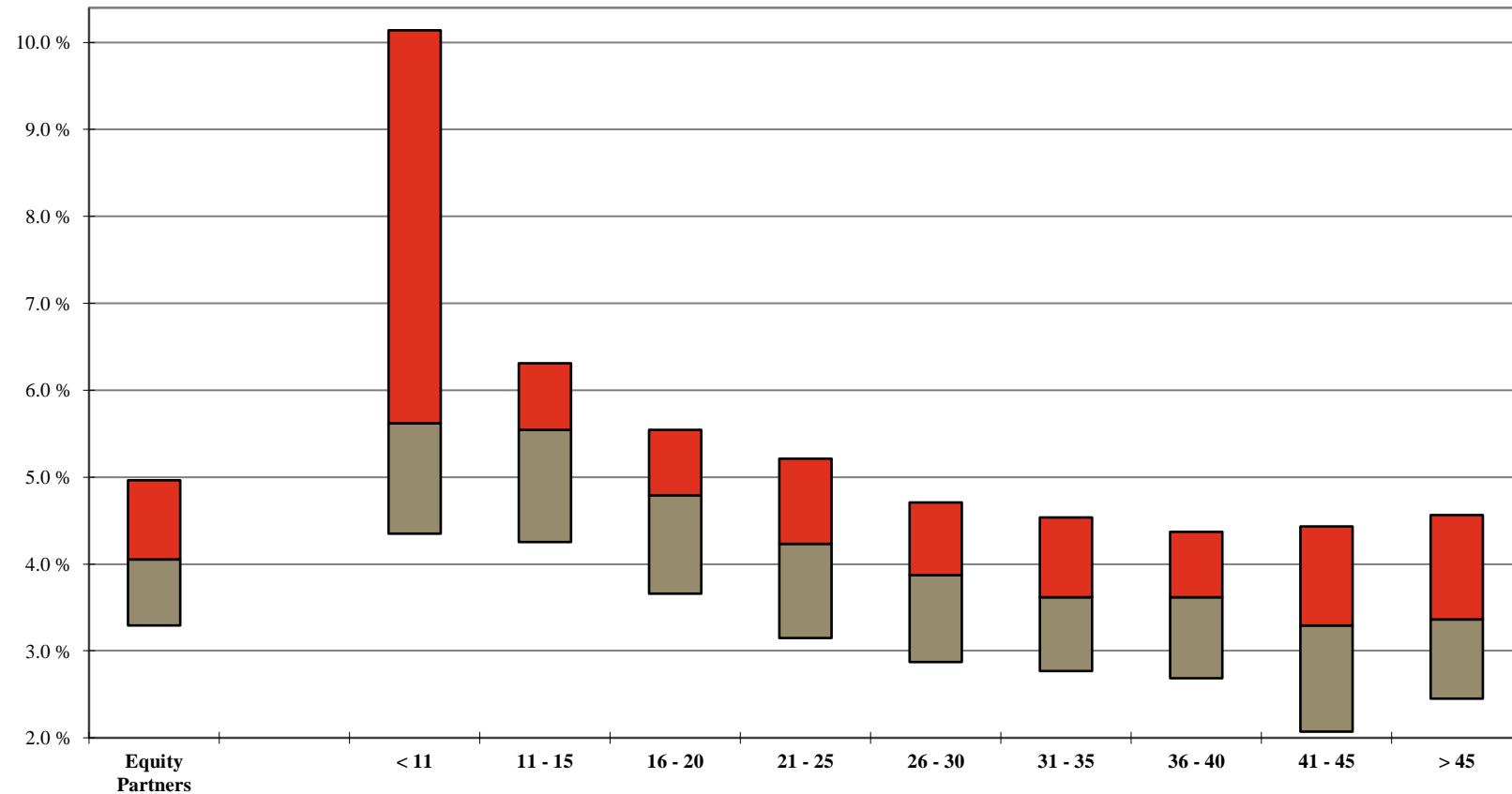
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

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

As of January 1, 2019



Your Firm	Equity Partners	Years of Experience								
		< 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%

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

Additional detail can be found on Page 87.

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

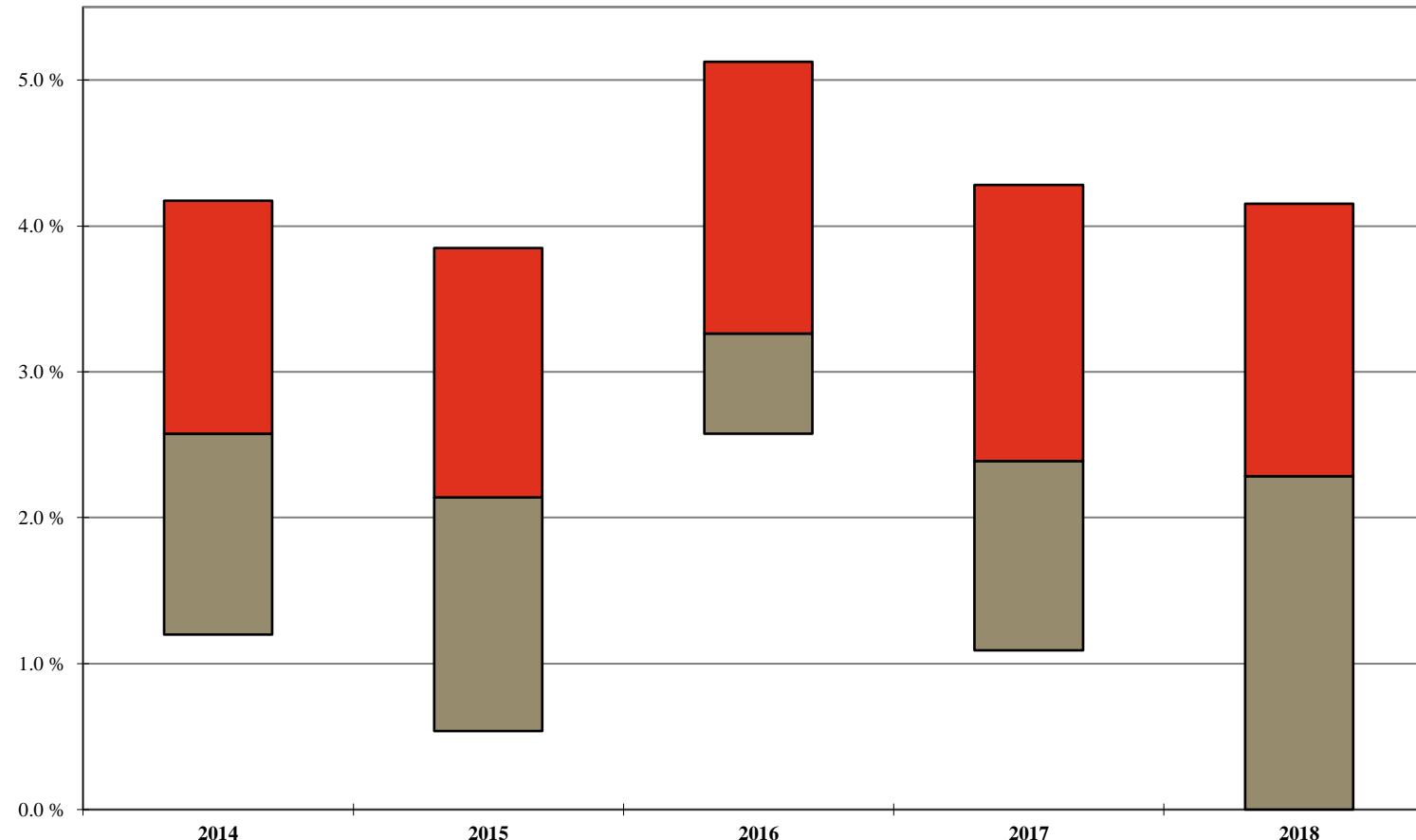
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Annual Change: Equity Partner Billed Rates

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



Your Firm  
1st Qtr  
Median  
3rd Qtr

	2014	2015	2016	2017	2018
1st Qtr	4.2%	3.9%	5.1%	4.3%	4.2%
Median	2.6%	2.1%	3.3%	2.4%	2.3%
3rd Qtr	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.

\*\* omitted due to insufficient data

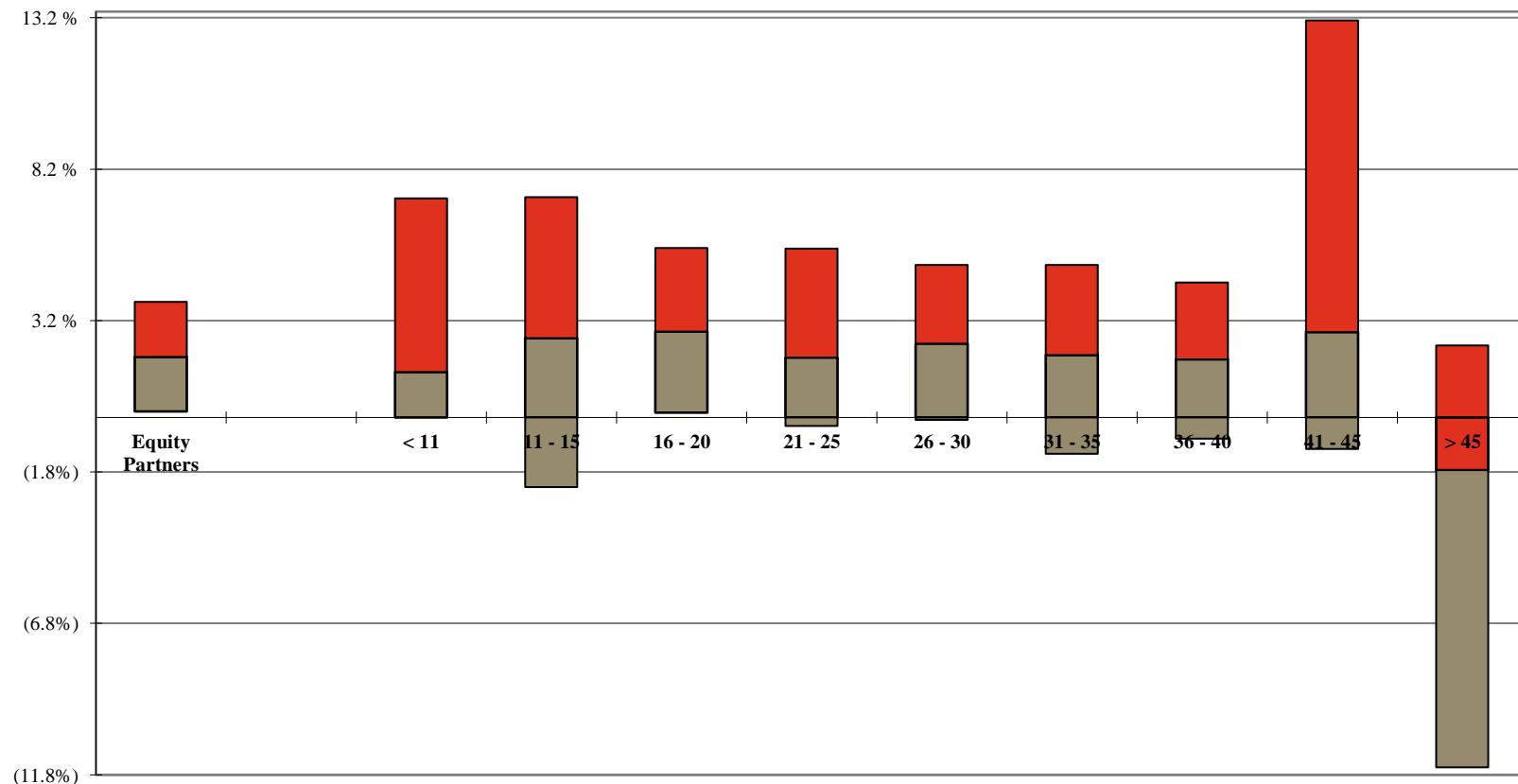
PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2019



Your Firm	Equity Partners	Years of Experience								
		< 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%)

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

Additional detail can be found on Page 108.

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

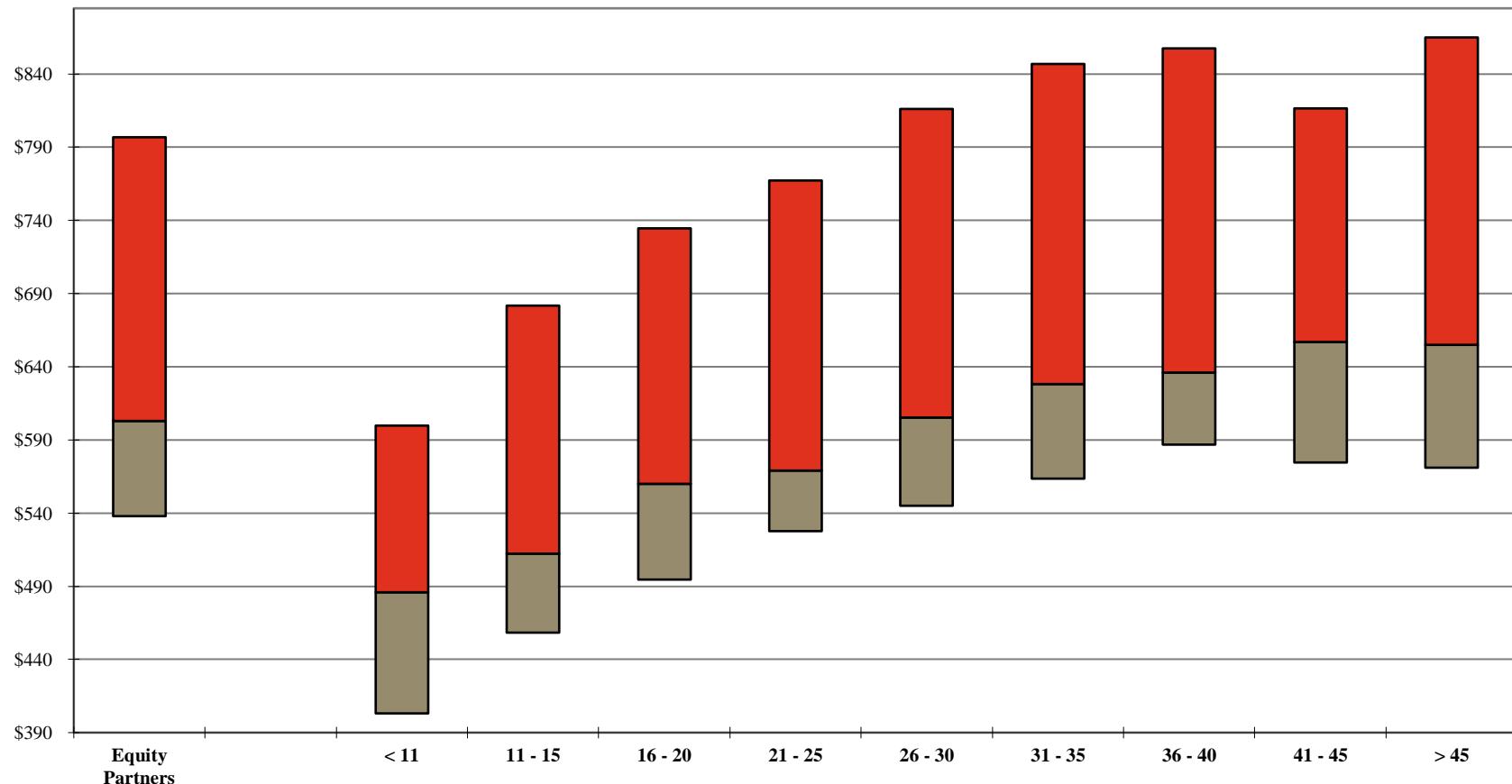
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

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*Equity Partner Standard Rates by Years of Experience*

*As of January 1, 2019*



	Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
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.

\*\* omitted due to insufficient data

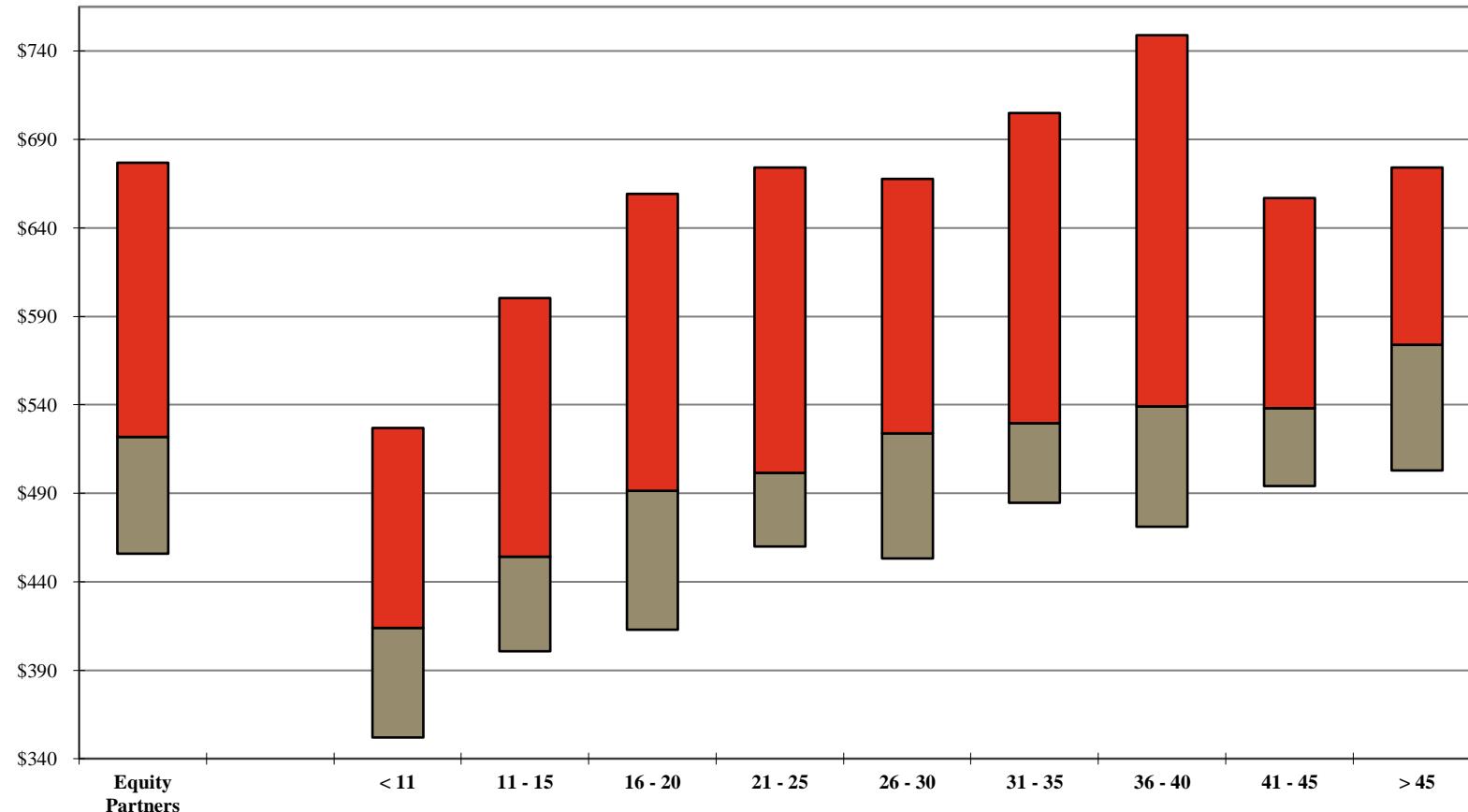
PricewaterhouseCoopers LLP

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*



	Equity Partners	Years of Experience								
		< 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.

\*\* omitted due to insufficient data

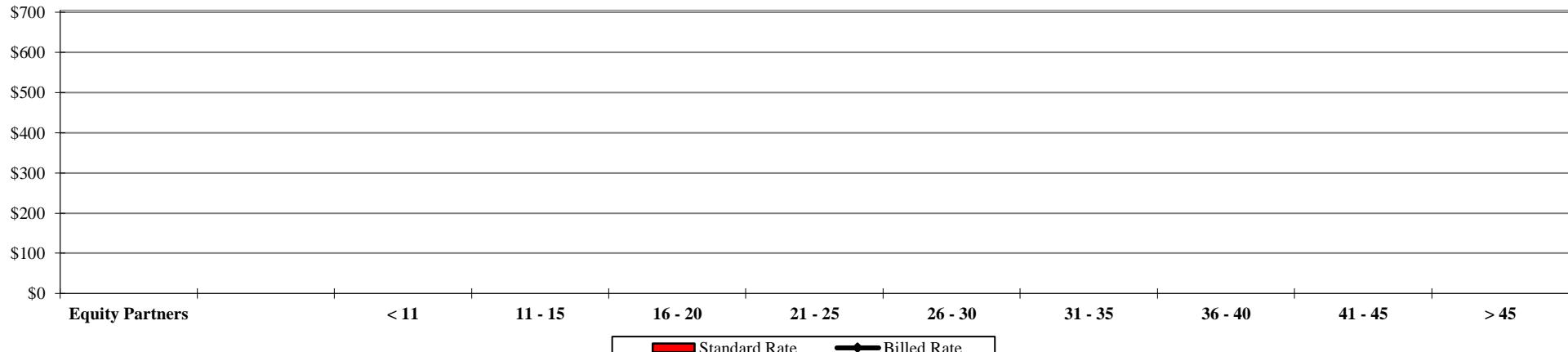
2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

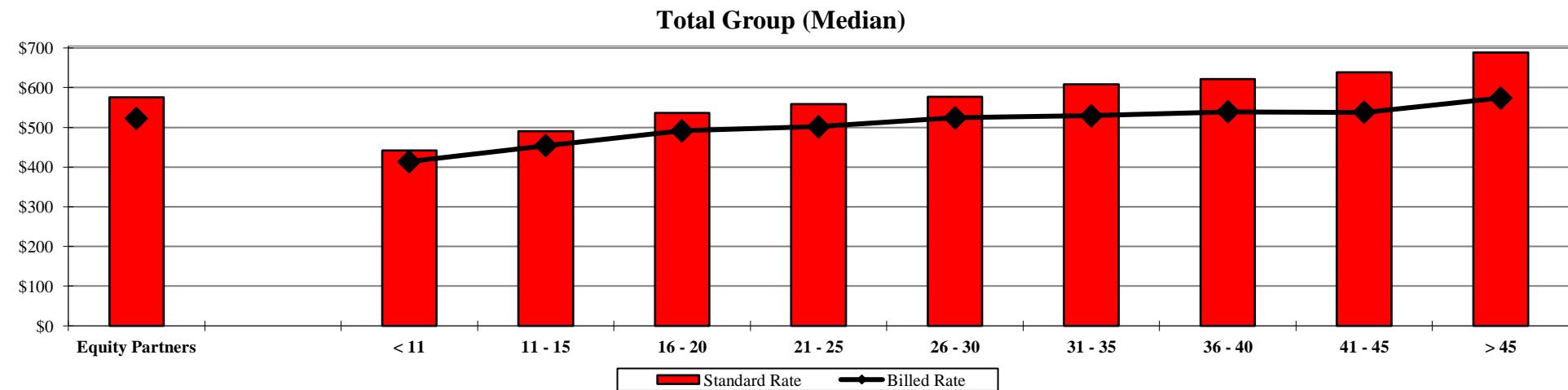
**Equity Partner Standard vs. Billed Rates by Years of Experience**

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

Your Firm



Standard Rate  
Billed Rate



Standard Rate  
Billed Rate

Additional detail can be found on Page 100.

\*\* omitted due to insufficient data

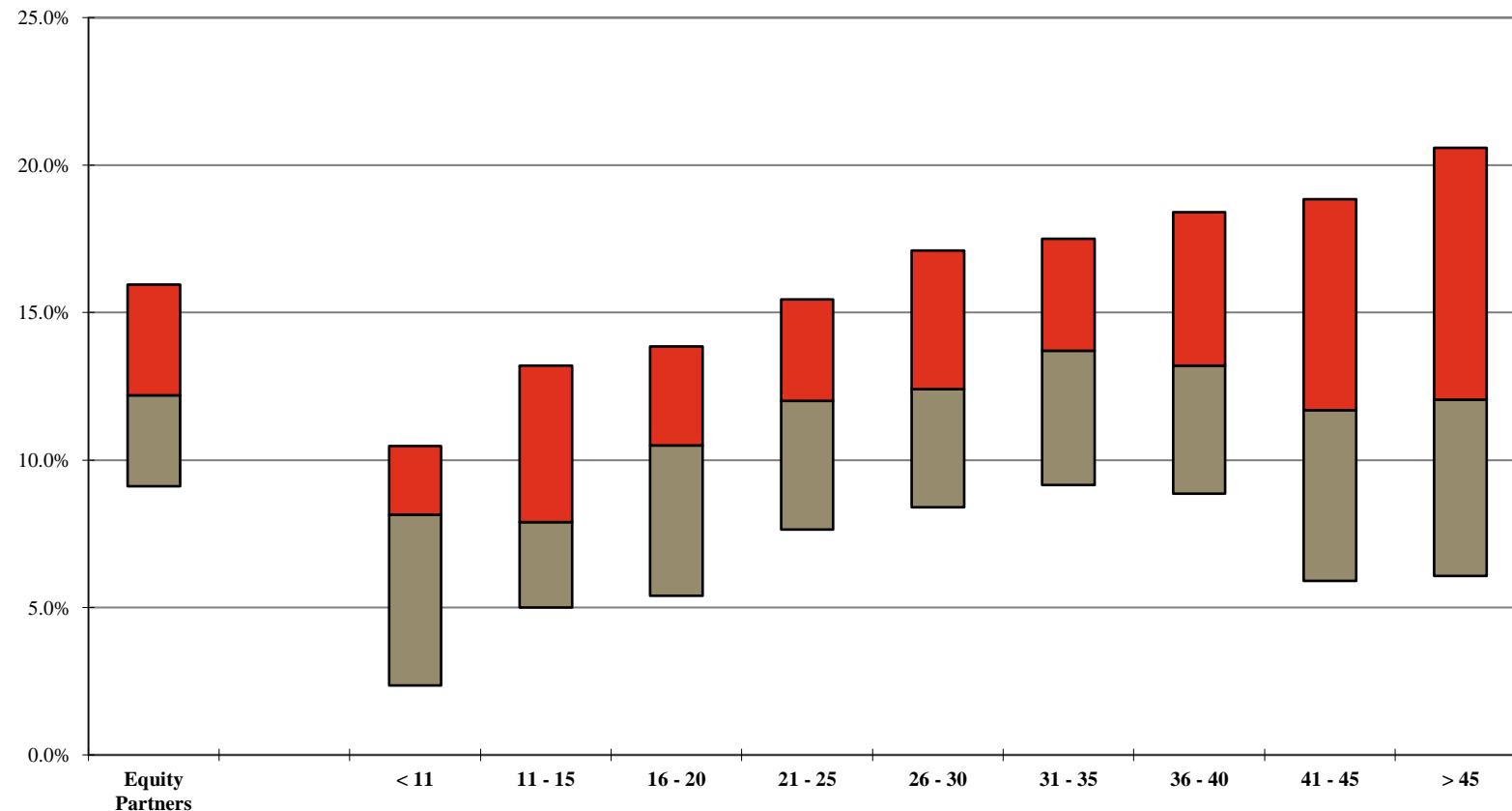
PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018



Your Firm	Equity Partners	Years of Experience								
		< 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%

<sup>1</sup> 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.

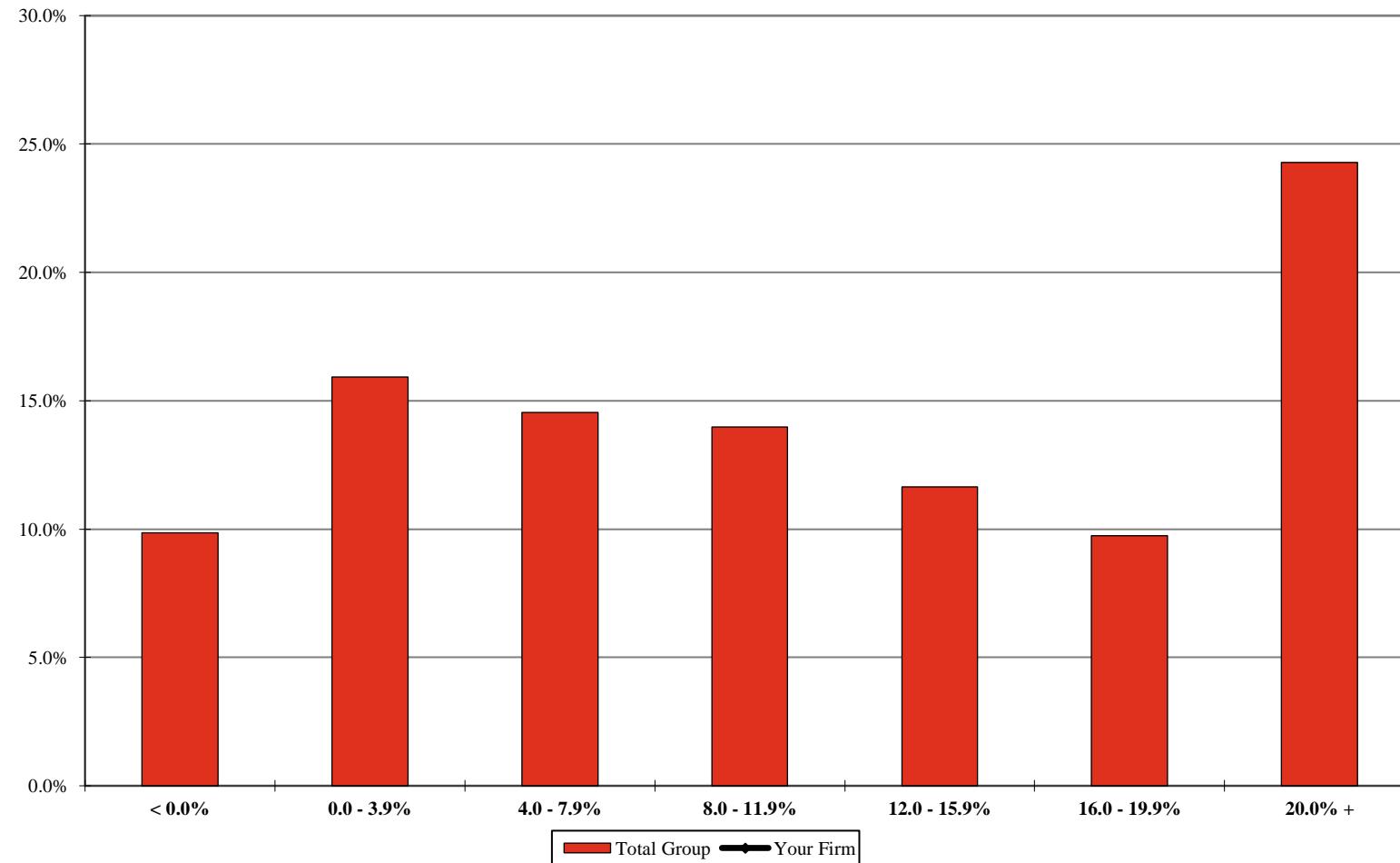
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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% +
Your Firm							
Total Group	9.9%	15.9%	14.5%	14.0%	11.7%	9.7%	24.3%

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

Additional detail can be found on Page 113.

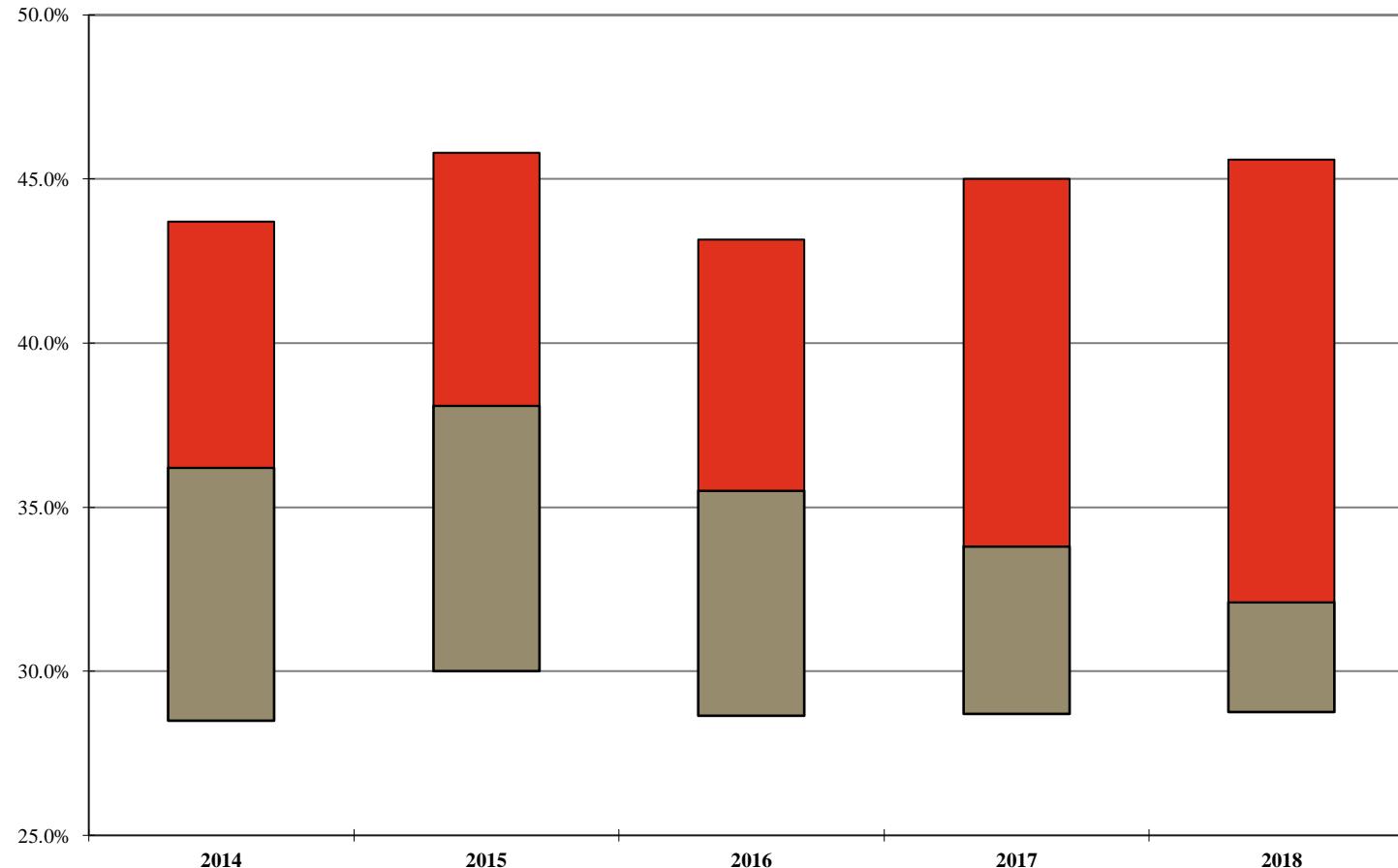
\*\* omitted due to insufficient data

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 Qtr**  
**Median**  
**3rd Qtr**

	2014	2015	2016	2017	2018
1st Qtr	43.7%	45.8%	43.2%	45.0%	45.6%
Median	36.2%	38.1%	35.5%	33.8%	32.1%
3rd Qtr	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*

PricewaterhouseCoopers LLP

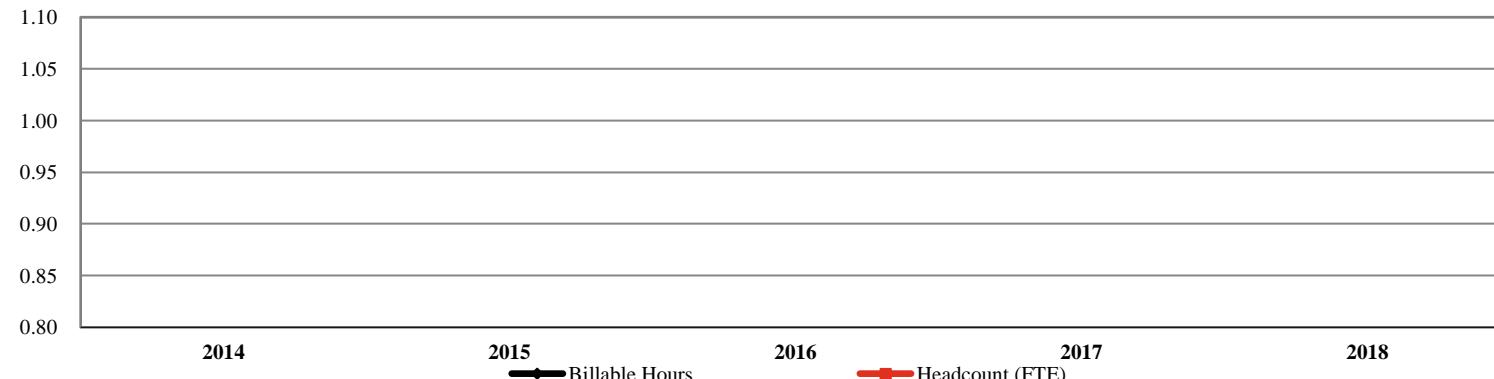
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

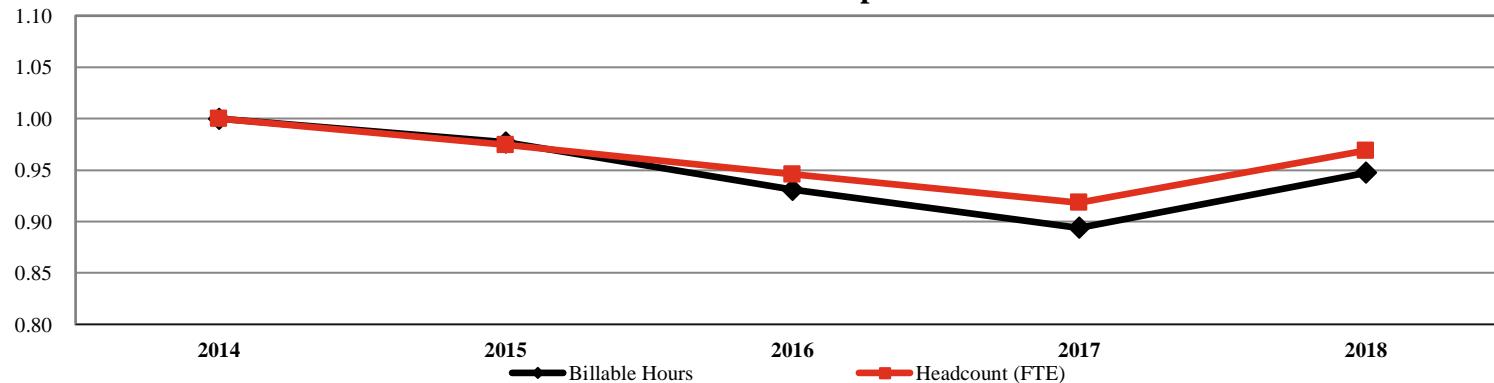
For the 12-month period ending December 31 of the stated year

#### Your Firm



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

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



Total Group	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%)

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

<sup>2</sup> Number of members represented in the group results: 41

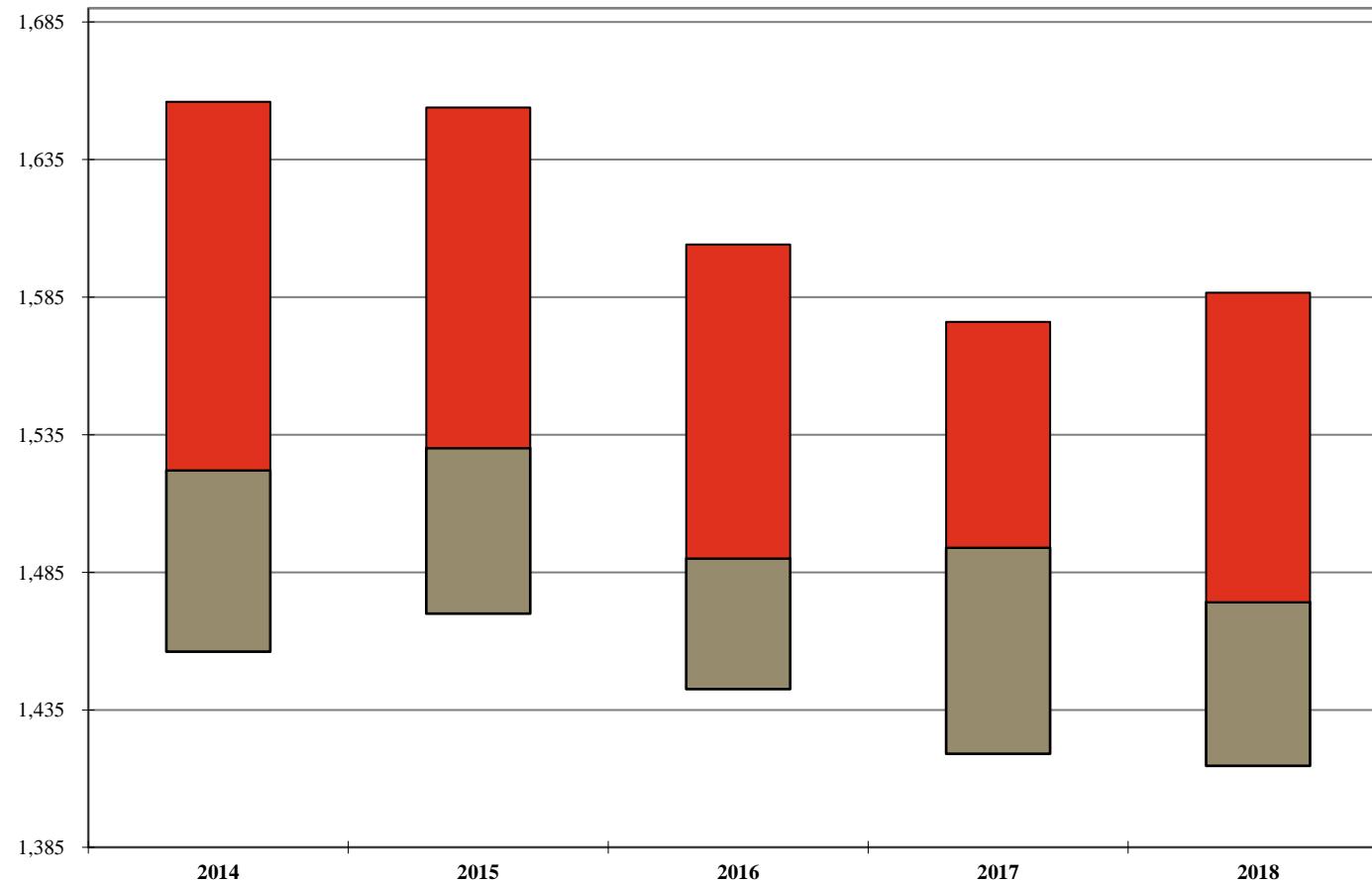
\*\* omitted due to insufficient data

## 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



Your Firm  
1st Qtr  
Median  
3rd Qtr

	2014	2015	2016	2017	2018	Change: '14-'18
1,656	1,654	1,604	1,576	1,587	(70)	
1,522	1,530	1,490	1,494	1,474	(48)	
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.

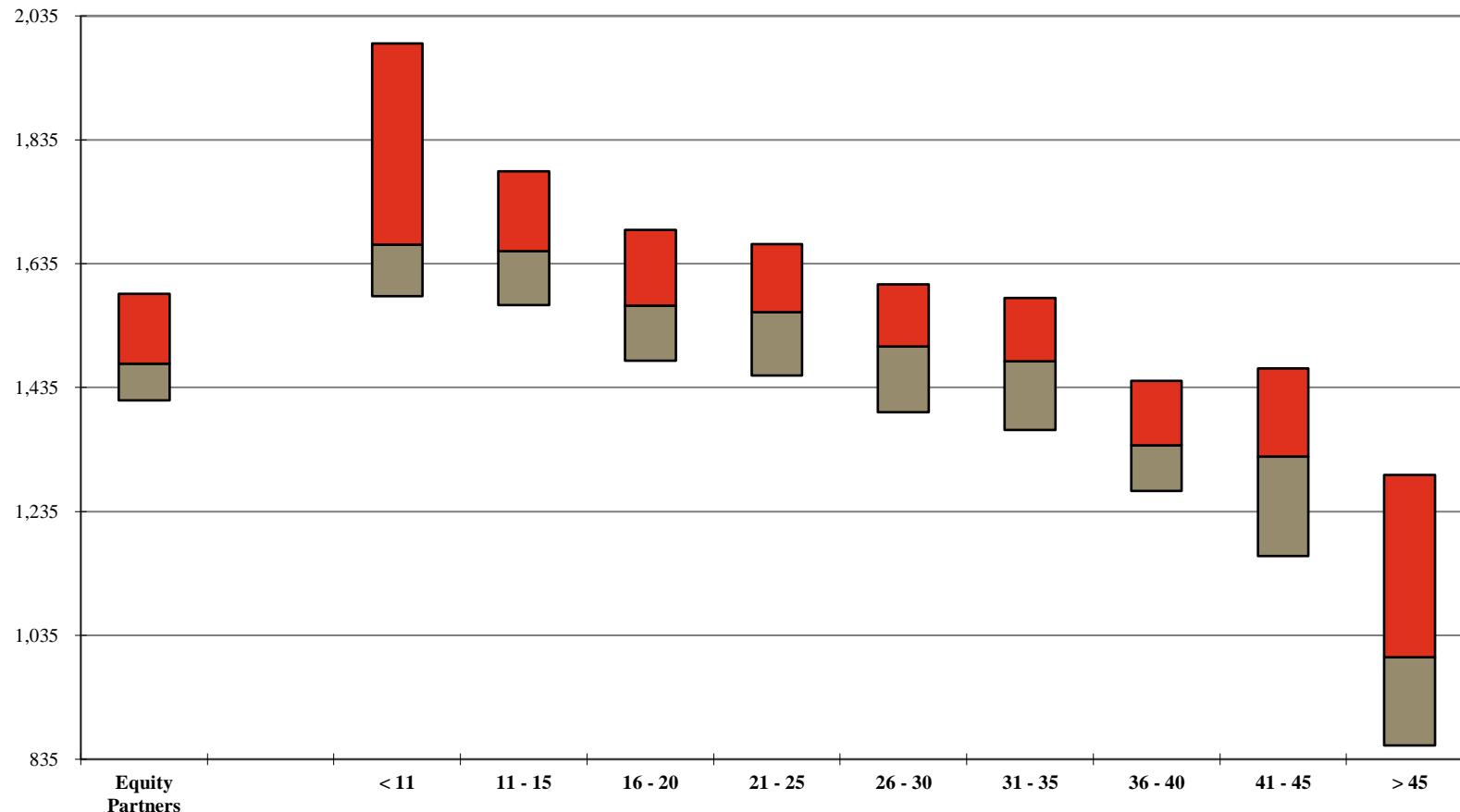
\*\* omitted due to insufficient data

## 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



Your Firm	Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtile	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 Qtile	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.

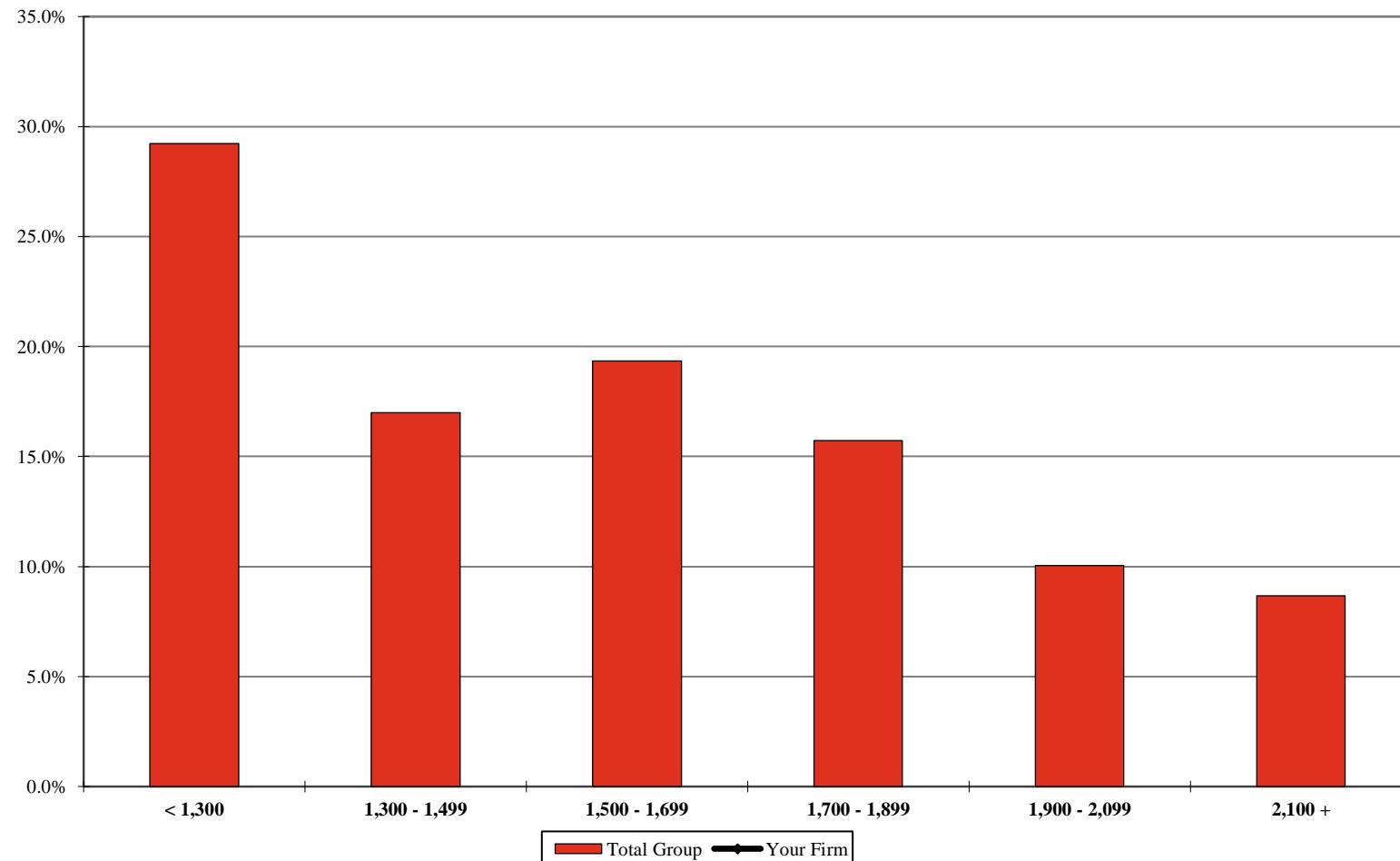
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*For the 12-month period ending December 31, 2018*



Your Firm  
**Total Group**

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.

Additional detail can be found on Page 119.

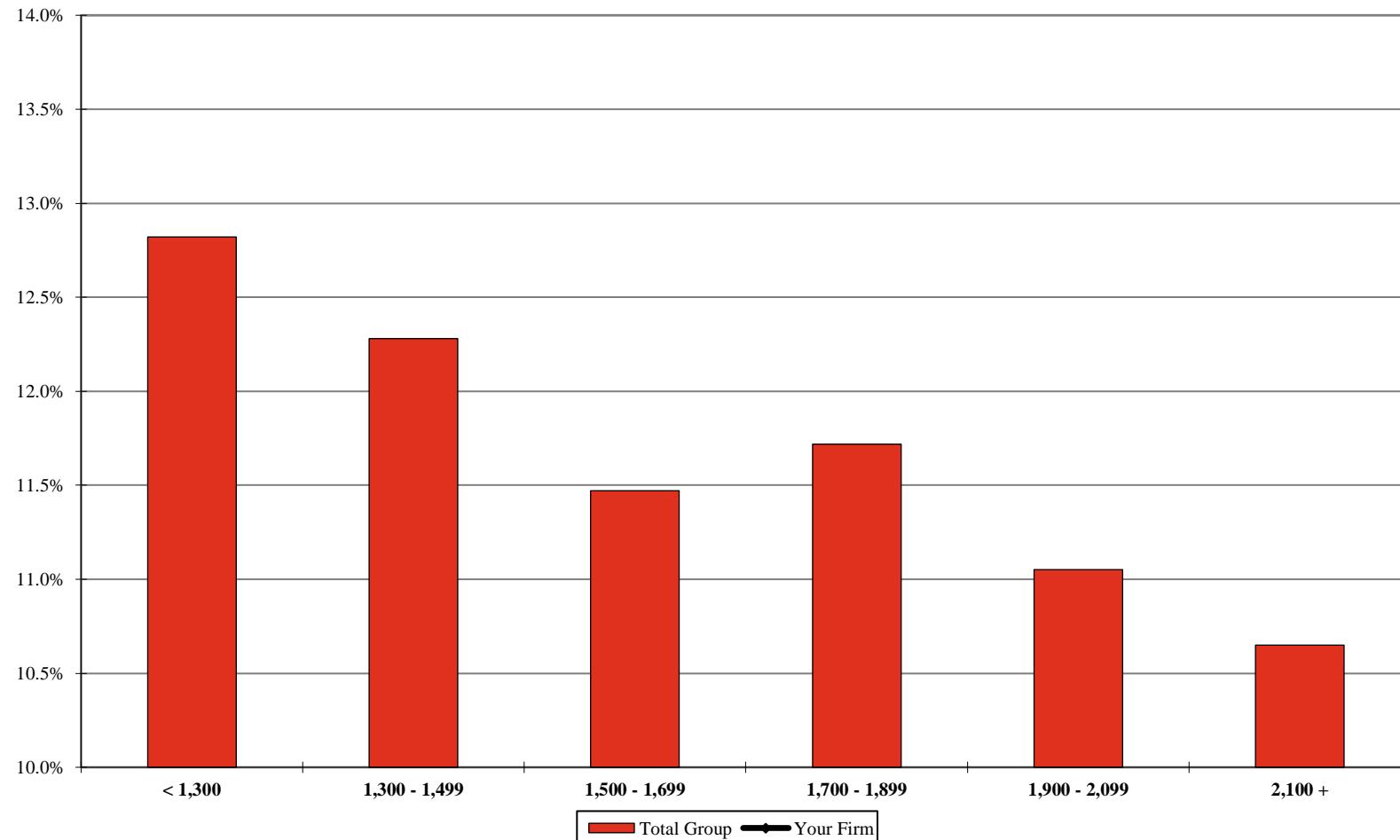
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**Equity Partner Discounting<sup>1</sup> 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 +
Your Firm						
Total Group	12.8%	12.3%	11.5%	11.7%	11.1%	10.7%

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

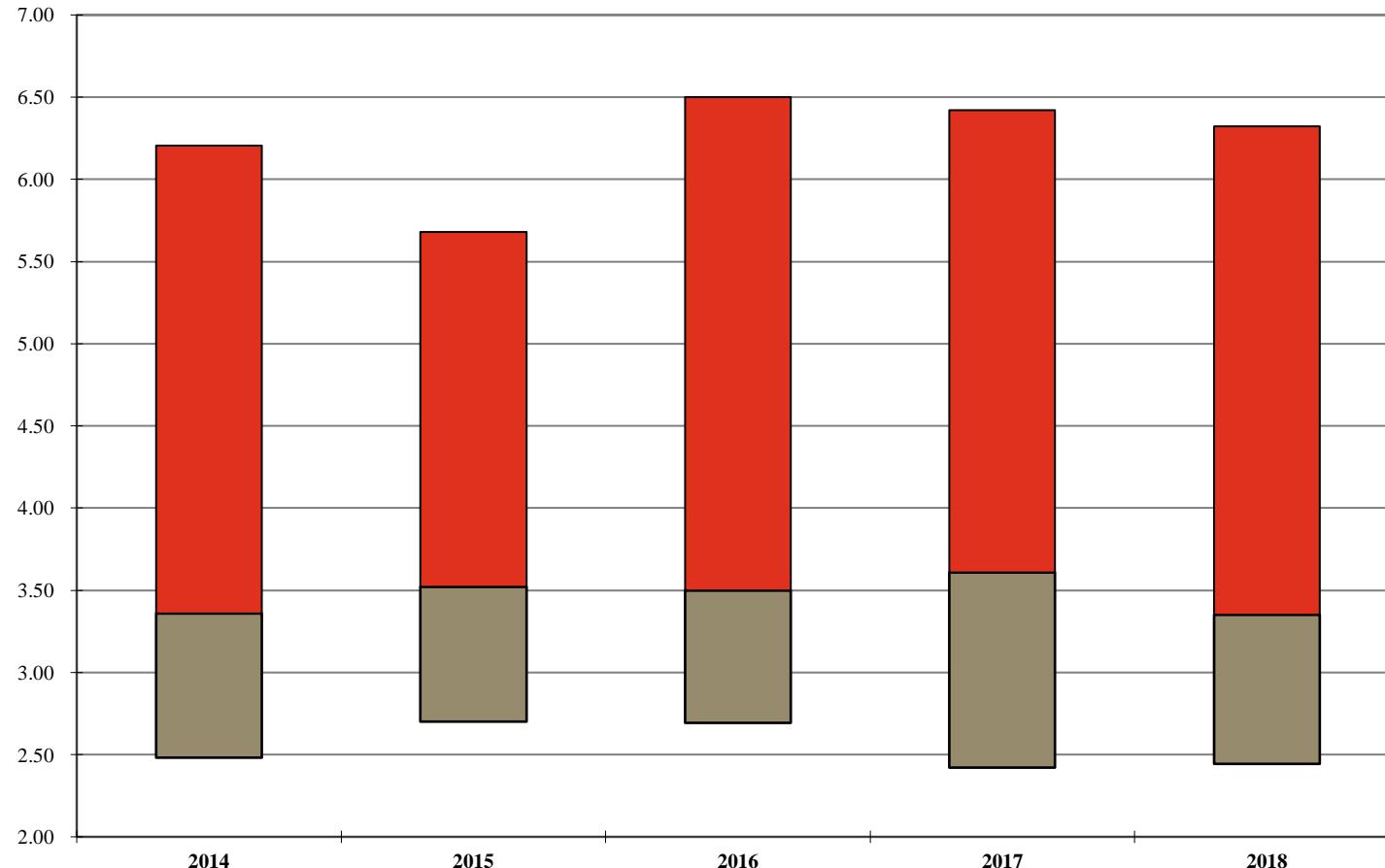
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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



Your Firm  
1st Qtrle  
Median  
3rd Qtrle

	2014	2015	2016	2017	2018
1st Qtrle	6.21	5.68	6.50	6.42	6.32
Median	3.36	3.52	3.50	3.61	3.35
3rd Qtrle	2.48	2.70	2.70	2.42	2.44

<sup>1</sup> 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.

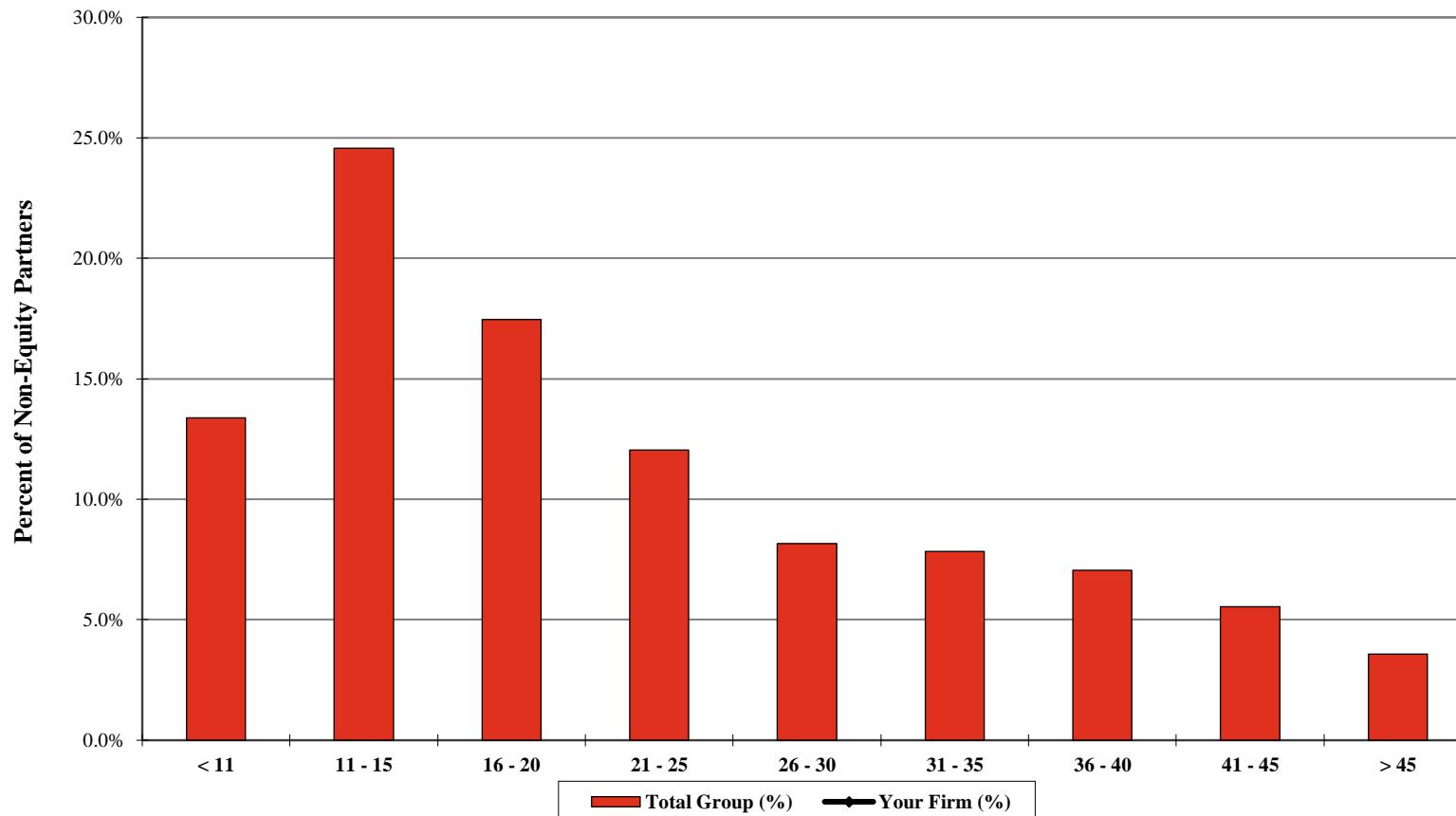
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*For the 12-month period ending December 31, 2018*



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

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

\*\* omitted due to insufficient data

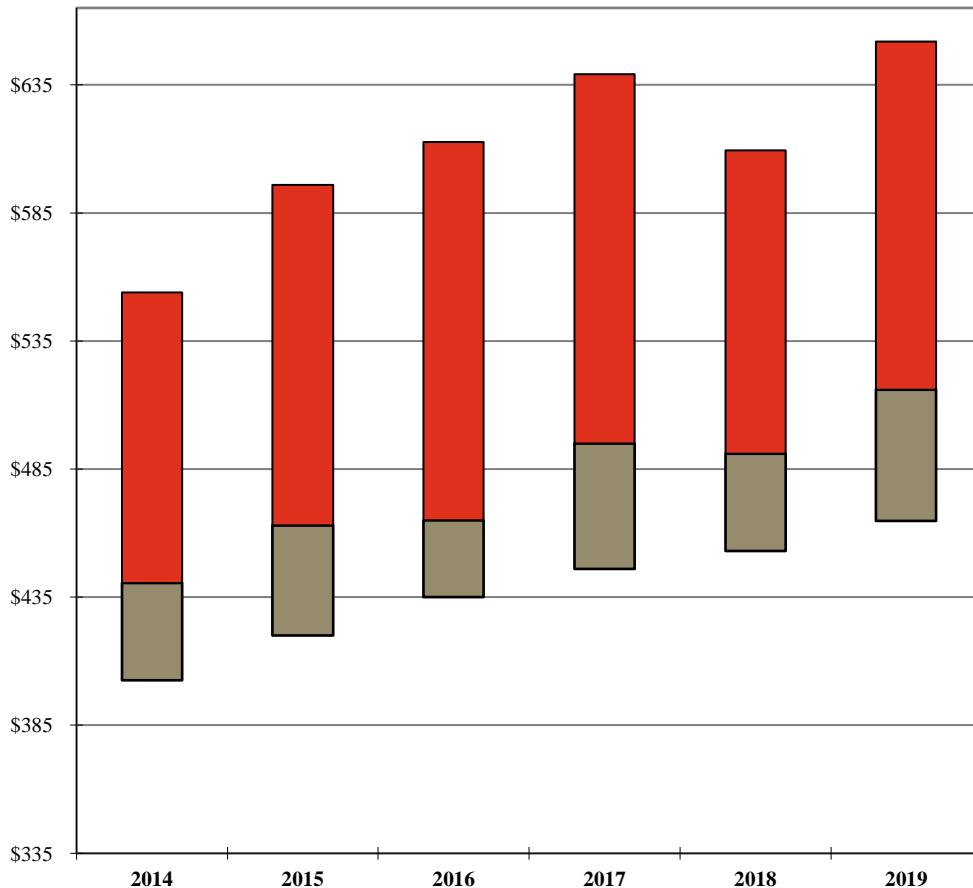
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Non-Equity Partner Rates

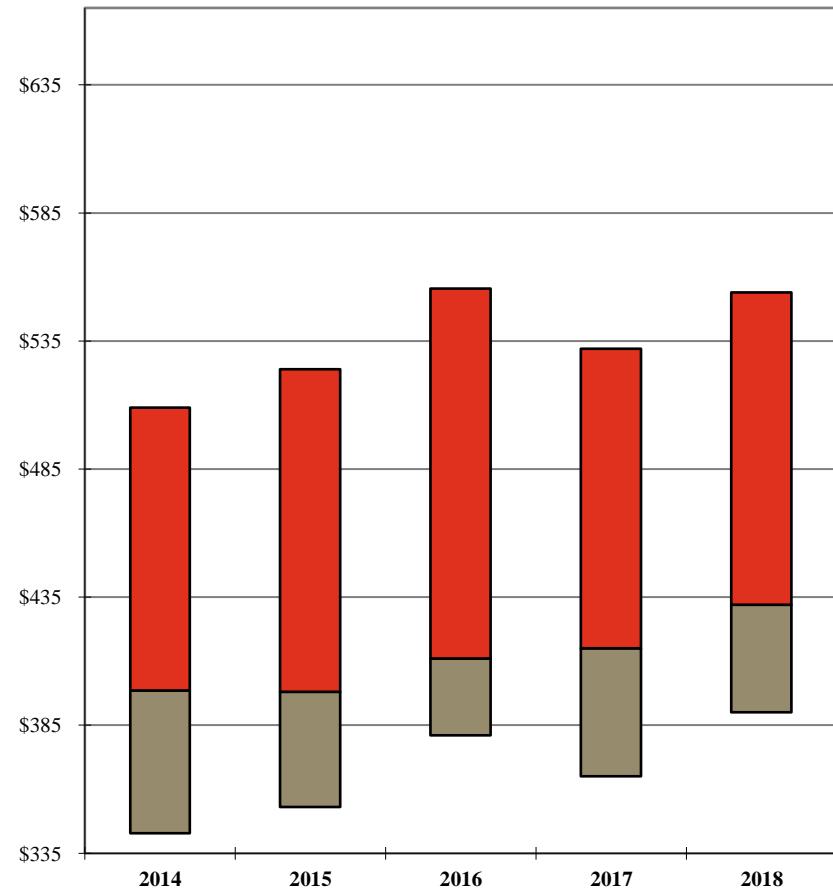
#### Standard Rates

As of January 1st of the stated year



#### Billed Rates

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



Your Firm

	2014	2015	2016	2017	2018	2019
1st Qtr	\$554	\$596	\$613	\$639	\$610	\$652
Median	441	463	465	495	491	516
3rd Qtr	403	420	435	446	453	465

Your Firm

	2014	2015	2016	2017	2018
1st Qtr	\$509	\$524	\$556	\$532	\$554
Median	399	398	411	415	432
3rd Qtr	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.

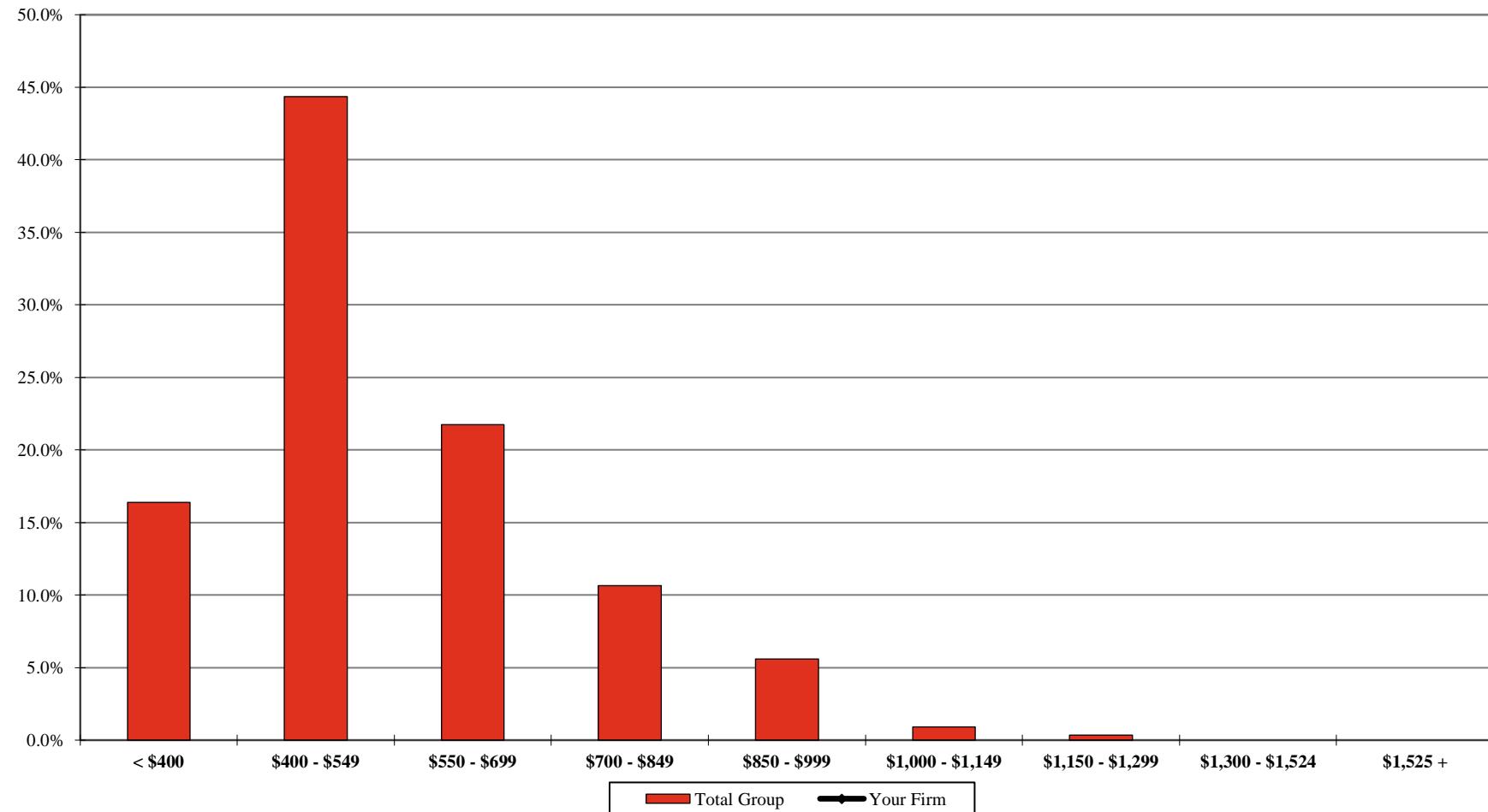
\*\* omitted due to insufficient data

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 +
Your Firm									
Total Group	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

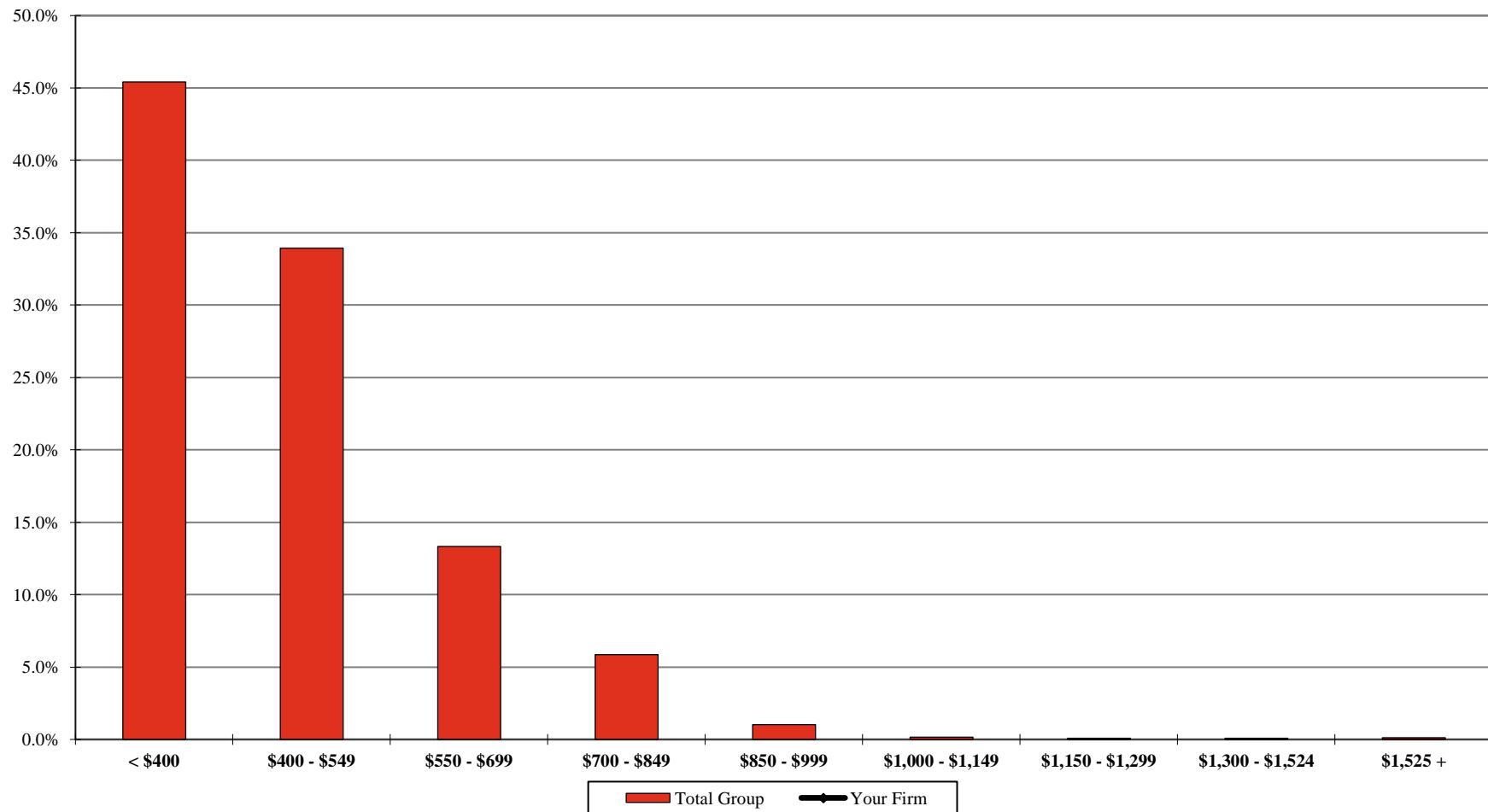
PricewaterhouseCoopers LLP

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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 +
Your Firm									
Total Group	45.4%	34.0%	13.3%	5.8%	1.0%	0.2%	0.1%	0.1%	0.1%

<sup>1</sup> 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.

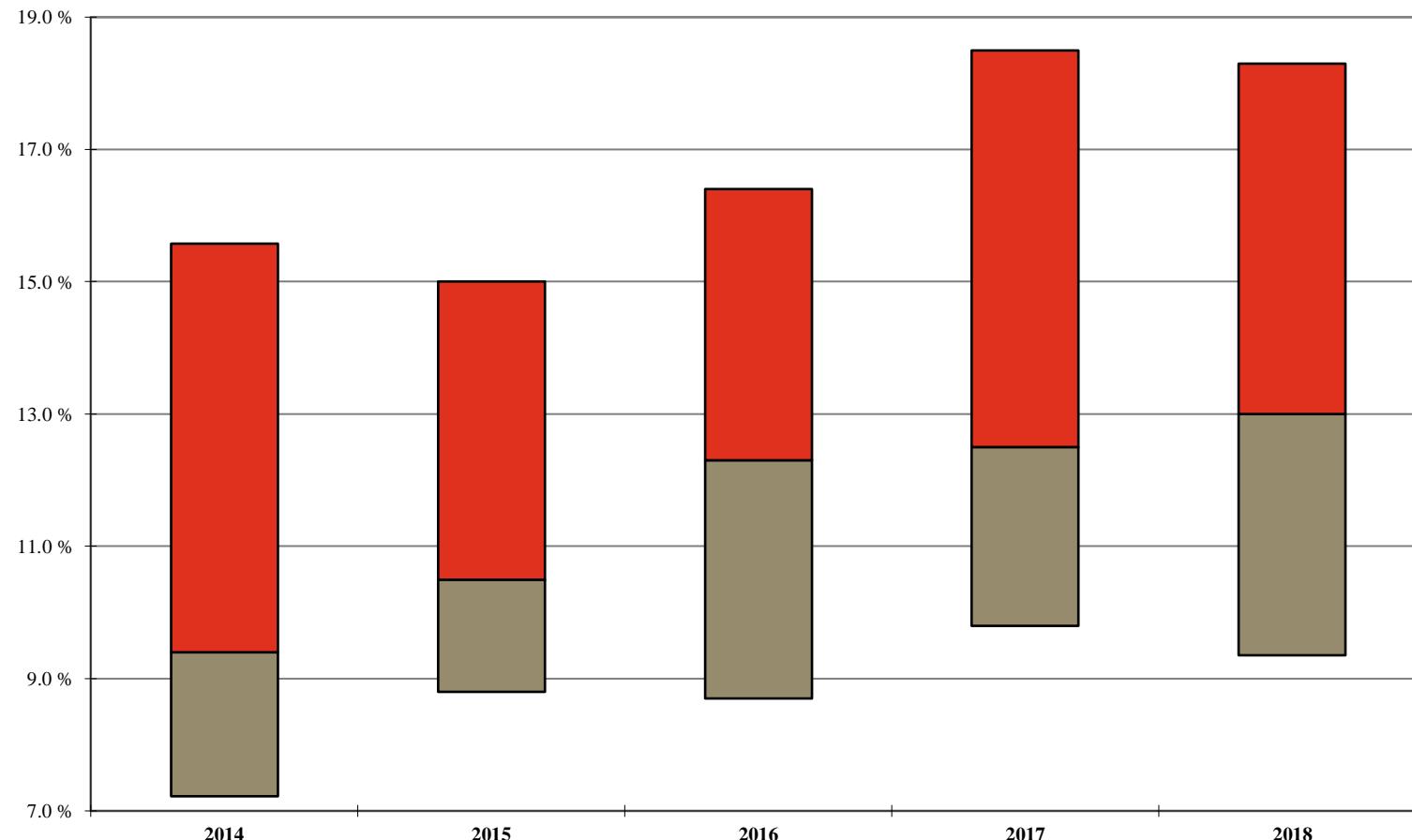
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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



Your Firm  
**1st Qtile**  
**Median**  
**3rd Qtile**

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

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

Additional detail can be found on Page 111.

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

\*\* omitted due to insufficient data

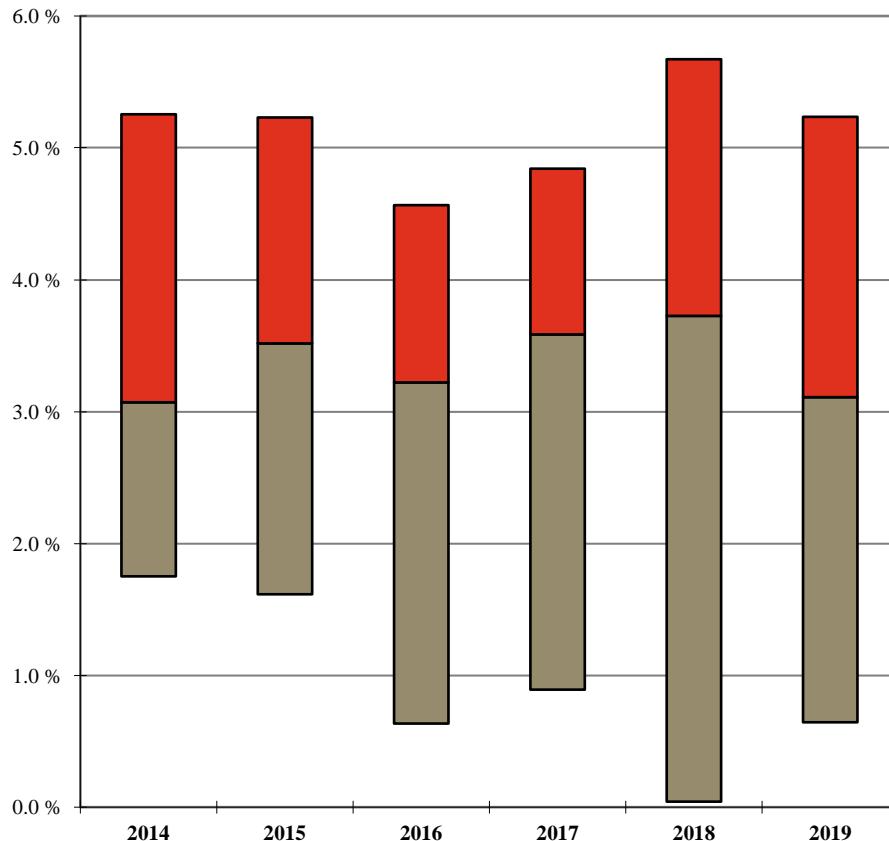
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

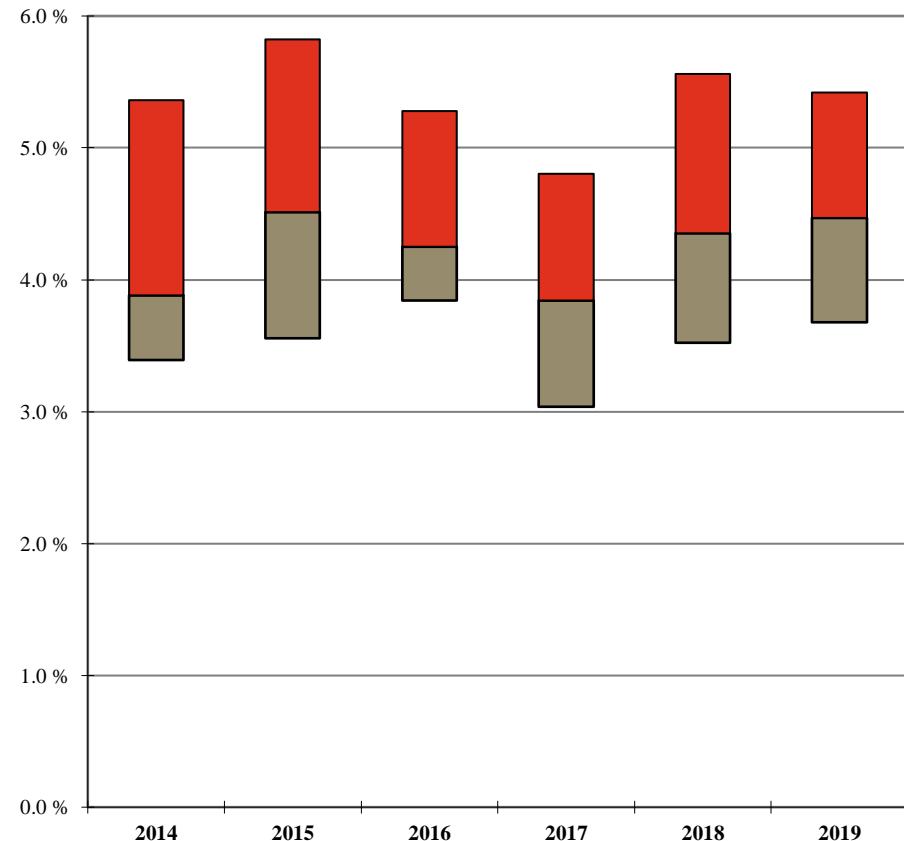
### Annual Change<sup>1</sup>: Non-Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



Your Firm

	2014	2015	2016	2017	2018	2019
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%

Your Firm

	2014	2015	2016	2017	2018	2019
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%

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

Additional detail can be found on Pages 79 and 87.

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

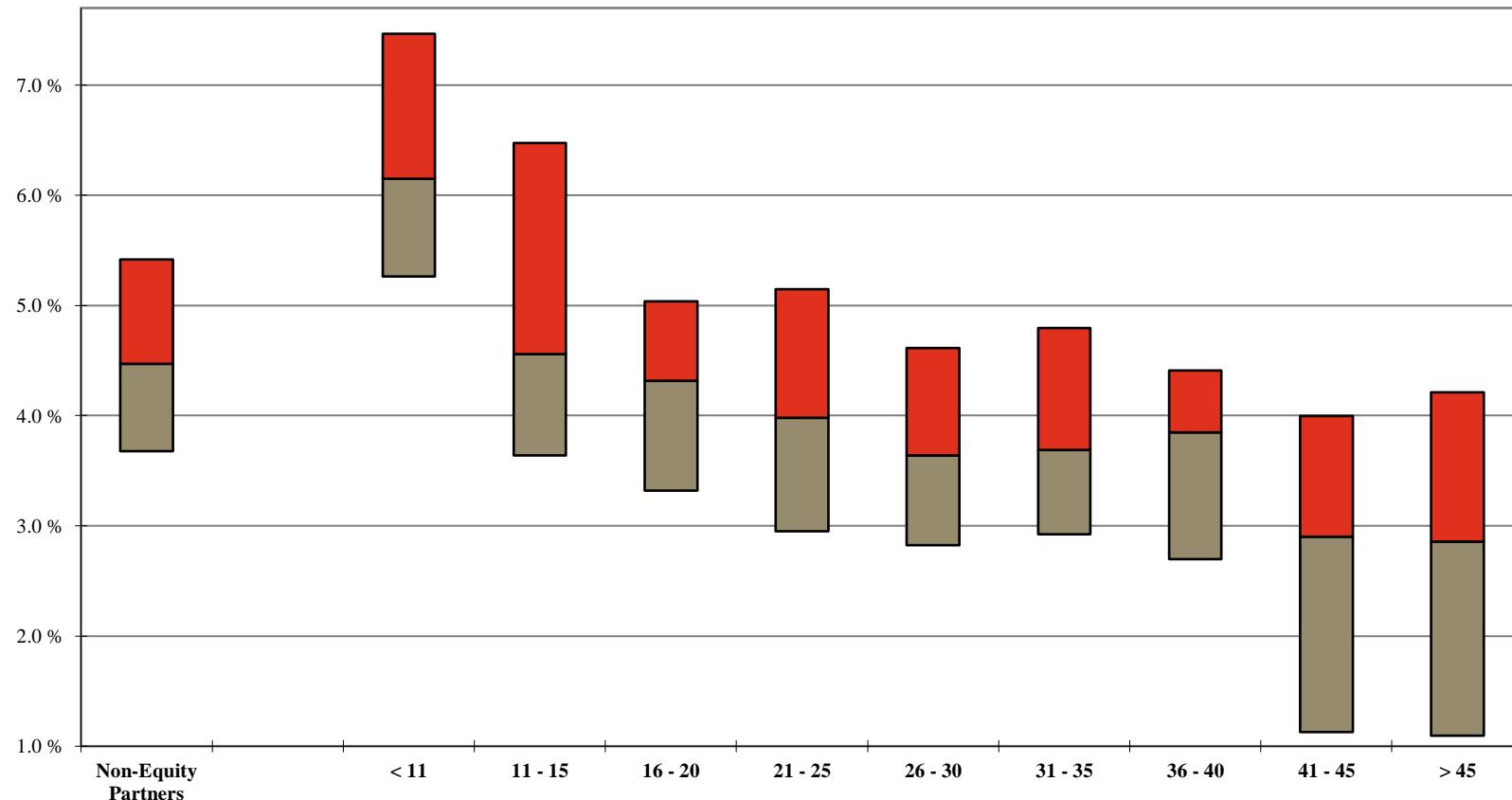
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2019



Your Firm	Non-Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtile	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 Qtile	3.7%	5.3%	3.6%	3.3%	3.0%	2.8%	2.9%	2.7%	1.1%	1.1%

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

Additional detail can be found on Page 87.

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

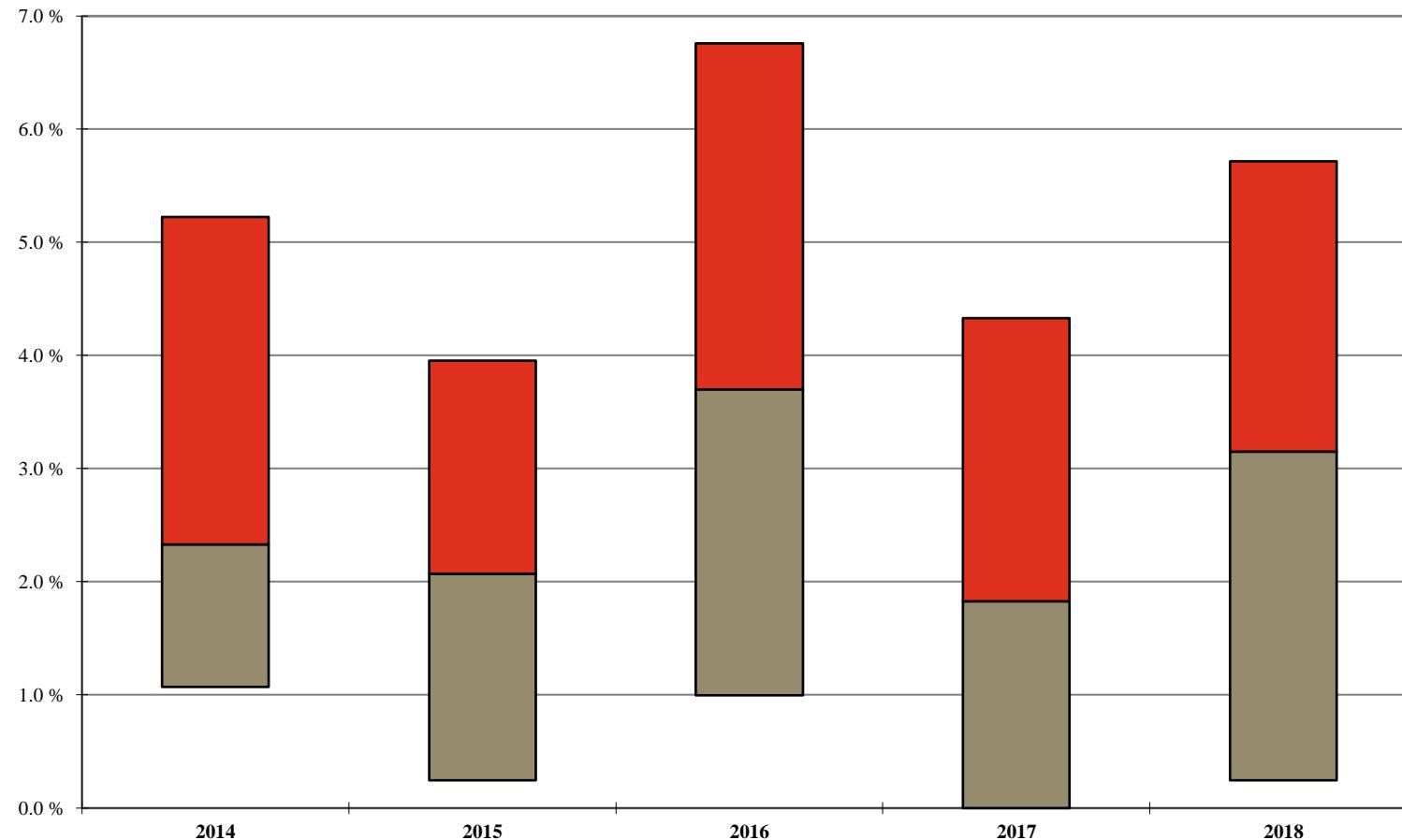
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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



Your Firm  
1st Qtr  
Median  
3rd Qtr

	2014	2015	2016	2017	2018
1st Qtr	5.2%	4.0%	6.8%	4.3%	5.7%
Median	2.3%	2.1%	3.7%	1.8%	3.2%
3rd Qtr	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.

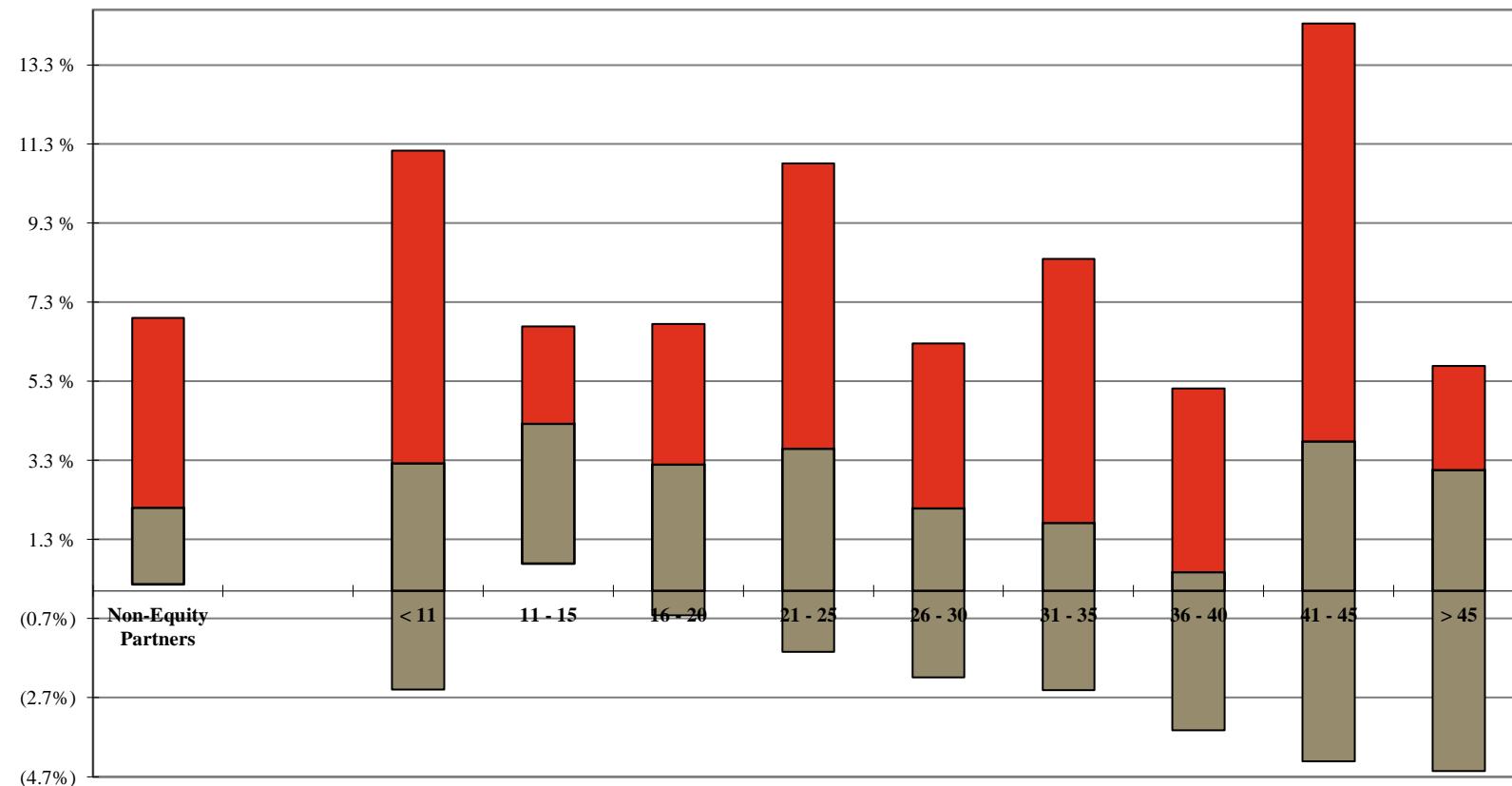
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2019



Your Firm	Non-Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtrle	6.9%	11.1%	2.1%	0.2%						
Median	2.1%	3.2%	4.2%	3.2%	3.6%	2.1%	1.7%	0.5%	3.8%	3.1%
3rd Qtrle	(2.7%)	(0.7%)	0.7%	(0.6%)	(1.5%)	(2.2%)	(2.5%)	(3.5%)	(4.3%)	(4.6%)

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

Additional detail can be found on Page 108.

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

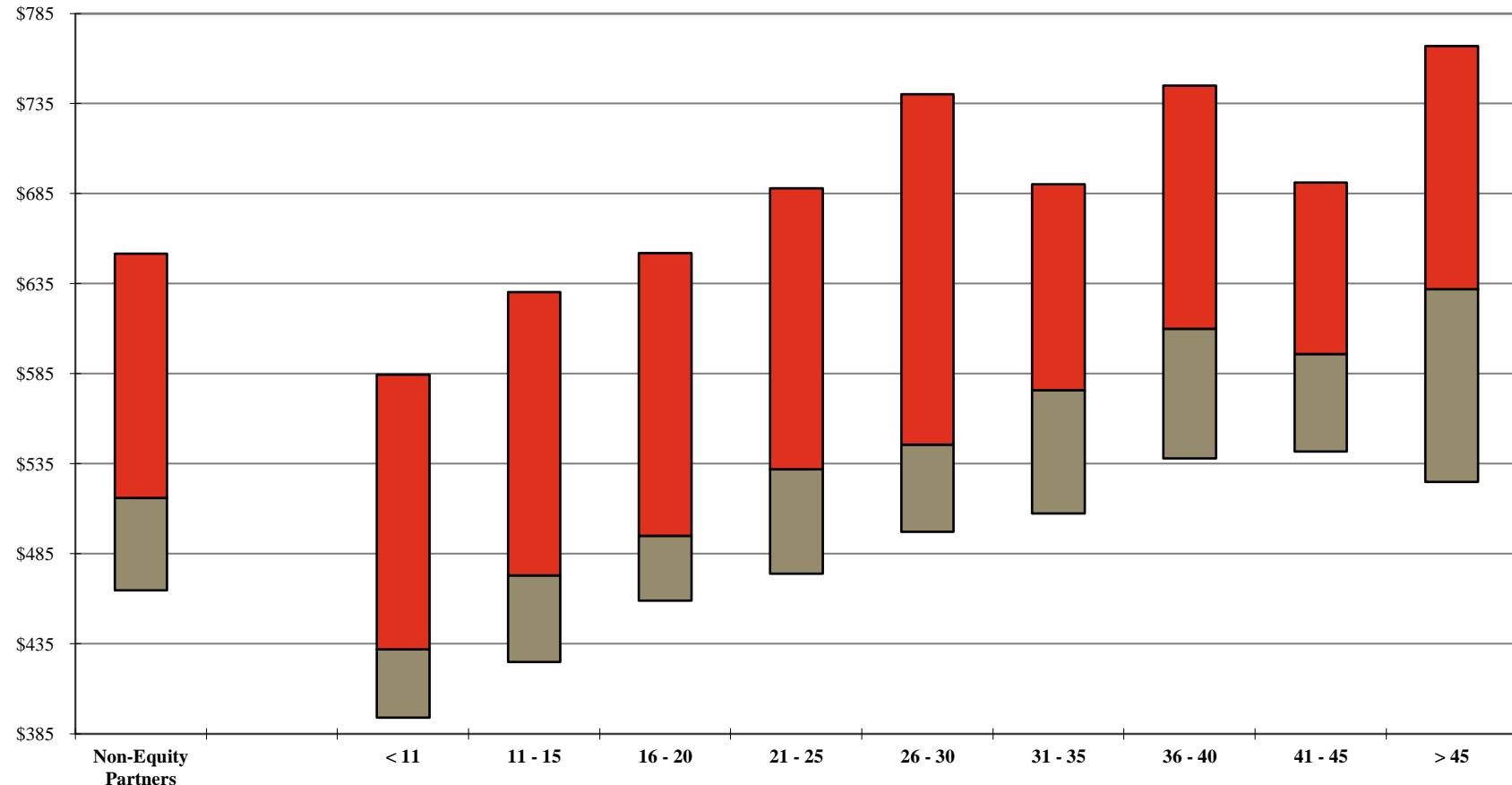
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2019



	Non-Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
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.

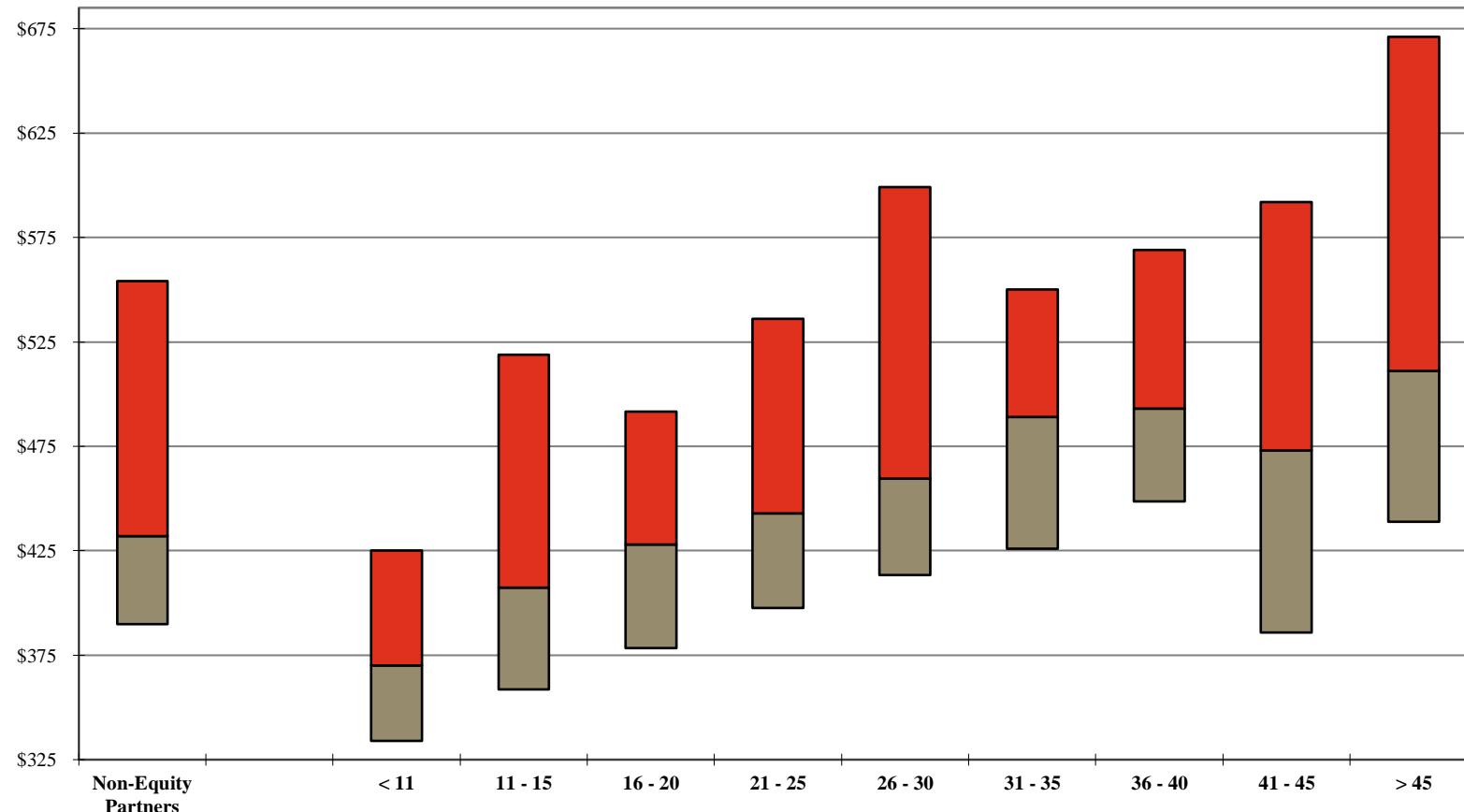
\*\* omitted due to insufficient data

## 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



	Non-Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
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.

\*\* omitted due to insufficient data

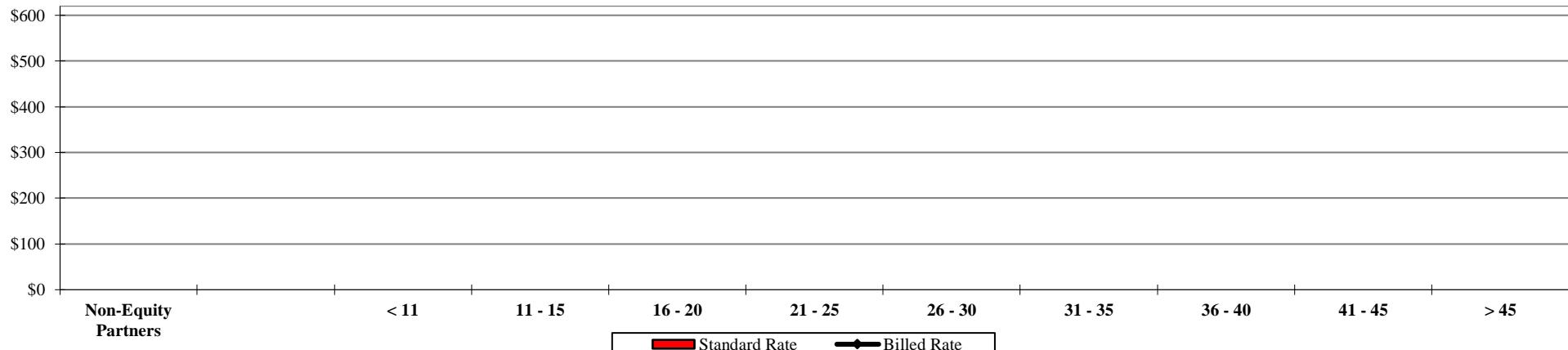
2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

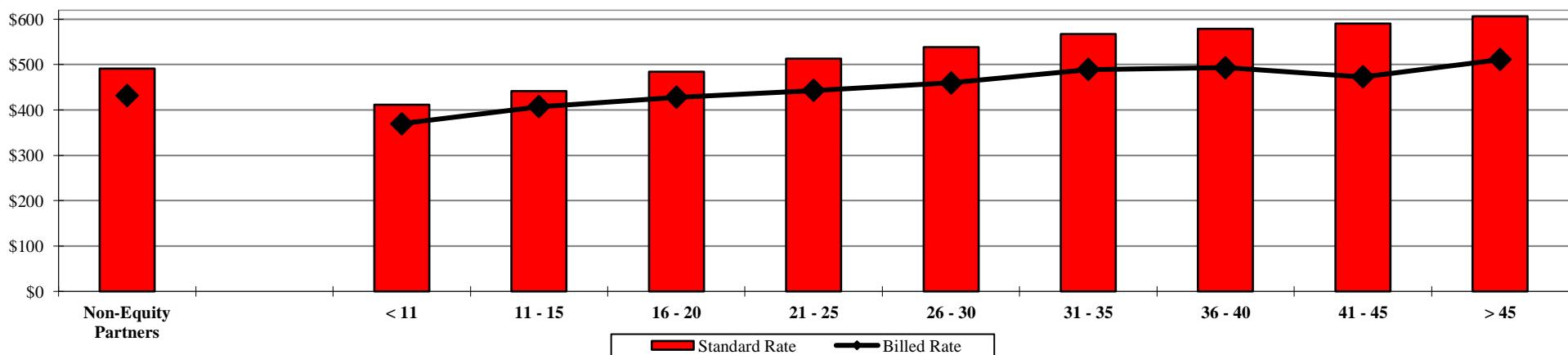
**Non-Equity Partner Standard vs. Billed Rates by Years of Experience**

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

Your Firm



Total Group (Median)



	Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Standard Rate	\$491	\$411	\$442	\$484	\$513	\$539	\$568	\$579	\$590	\$607
Billed Rate	432	370	408	428	443	460	489	493	473	511

Additional detail can be found on Page 100.

\*\* omitted due to insufficient data

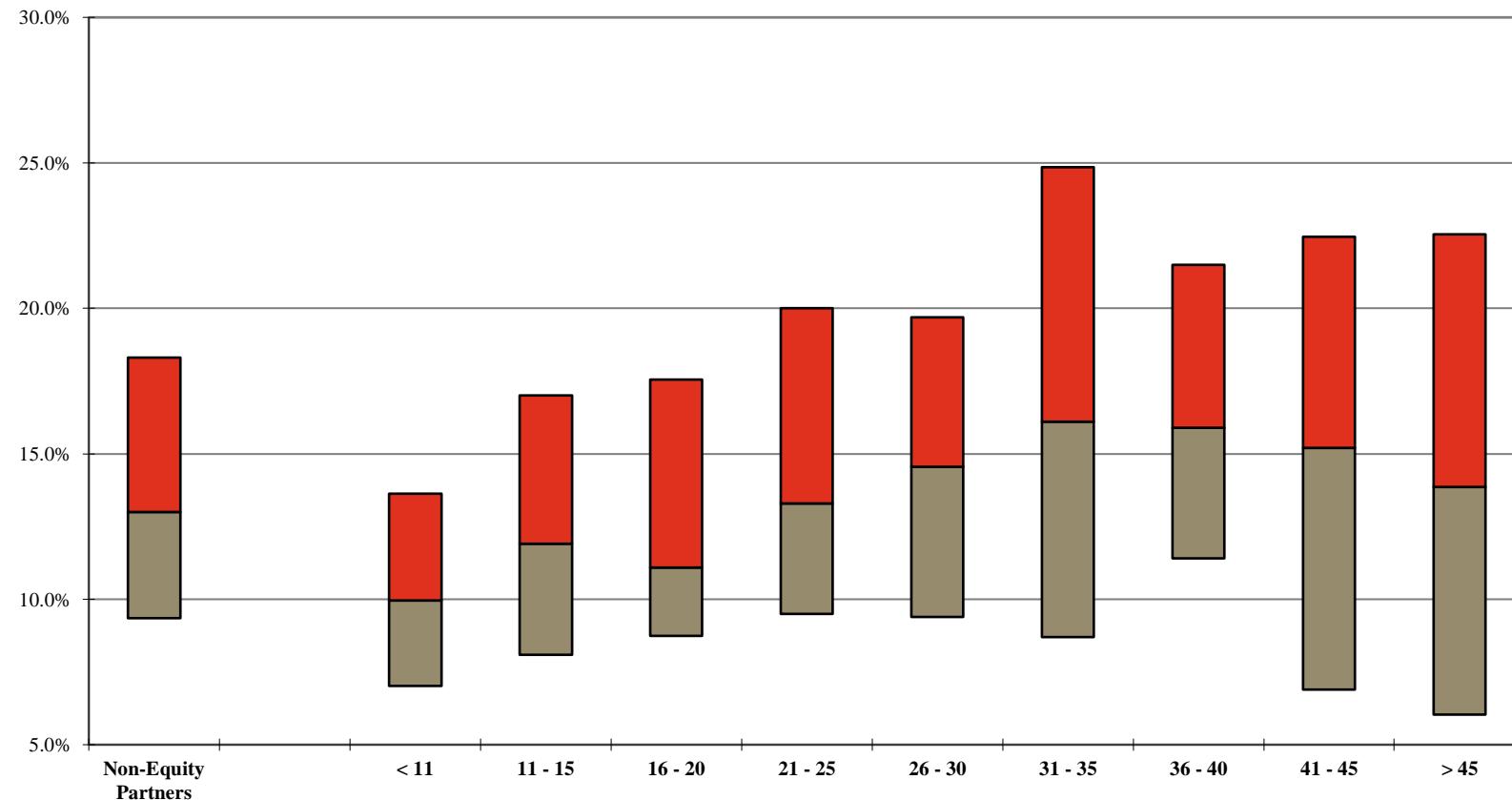
PricewaterhouseCoopers LLP

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018



Your Firm	Non-Equity Partners	Years of Experience								
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
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%

<sup>1</sup> 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.

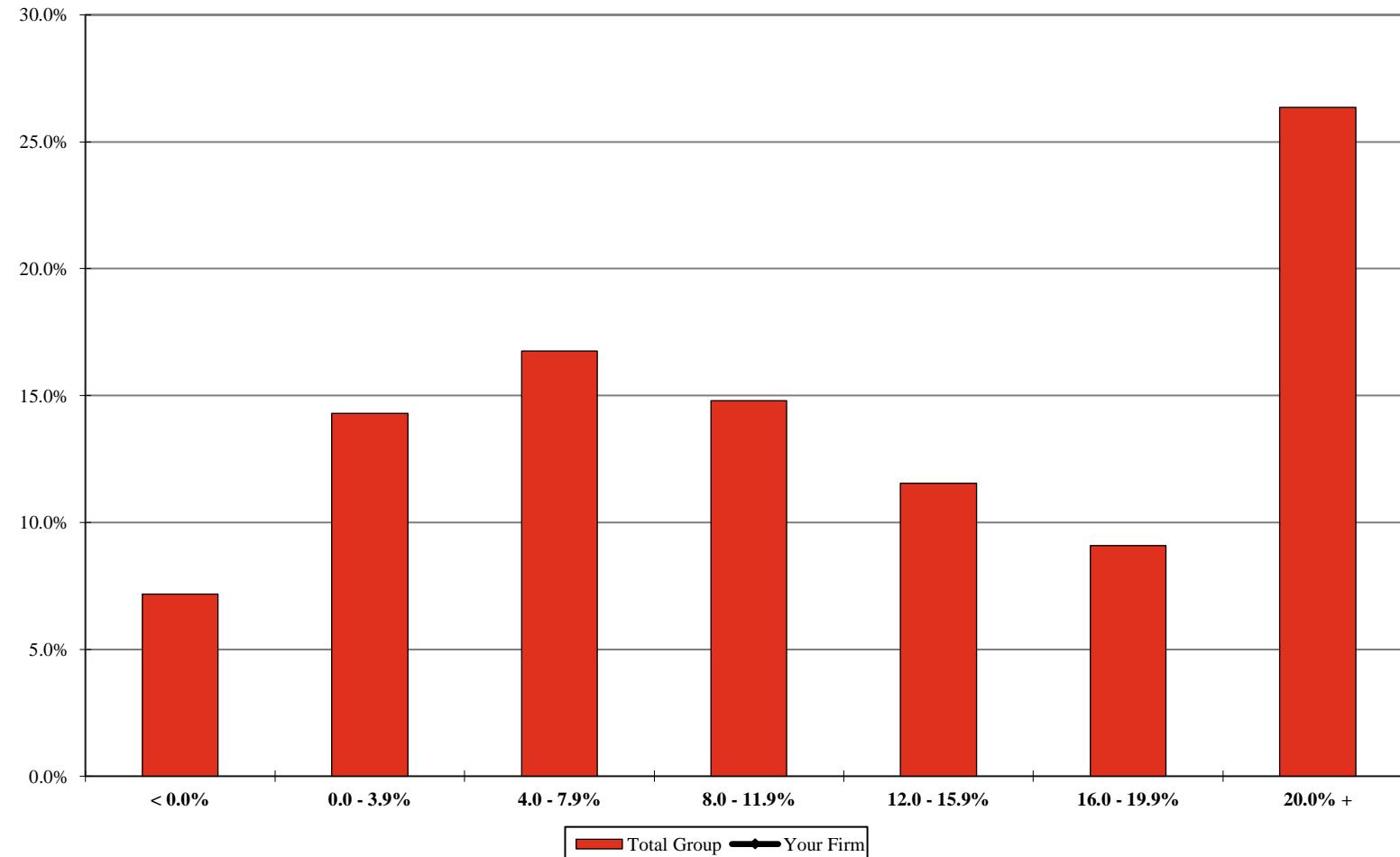
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*For the 12-month period ending December 31, 2018*



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

Additional detail can be found on Page 114.

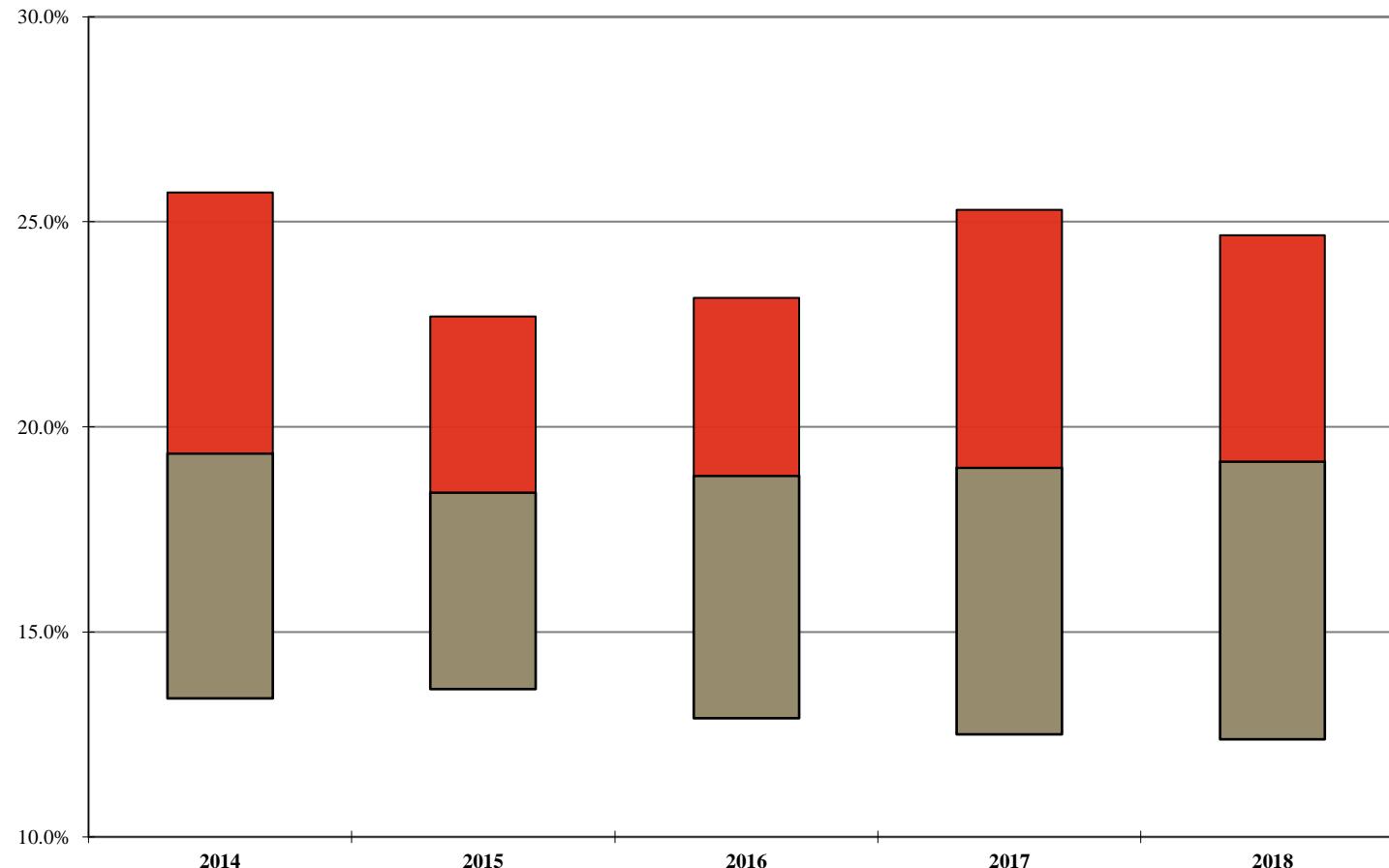
\*\* omitted due to insufficient data

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 Qtrle**  
**Median**  
**3rd Qtrle**

	2014	2015	2016	2017	2018
<b>1st Qtrle</b>	25.7%	22.7%	23.2%	25.3%	24.7%
<b>Median</b>	19.4%	18.4%	18.8%	19.0%	19.2%
<b>3rd Qtrle</b>	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*

PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

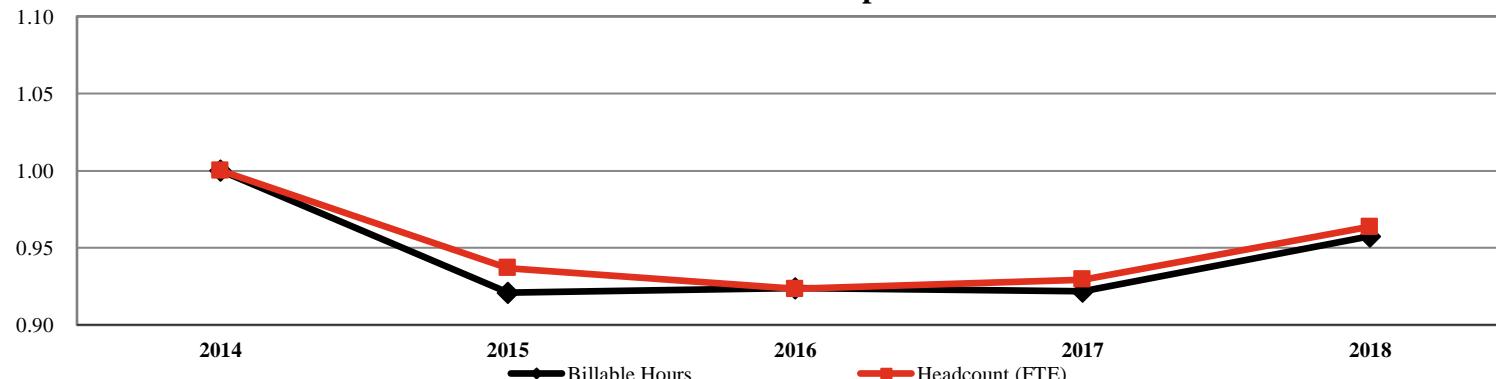
For the 12-month period ending December 31 of the stated year

#### Your Firm



Your Firm	2014	2015	2016	2017	2018	% Chg: '14-'18
<b>Billable Hours</b>						
<b>Headcount (FTE)</b>						

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



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

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

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

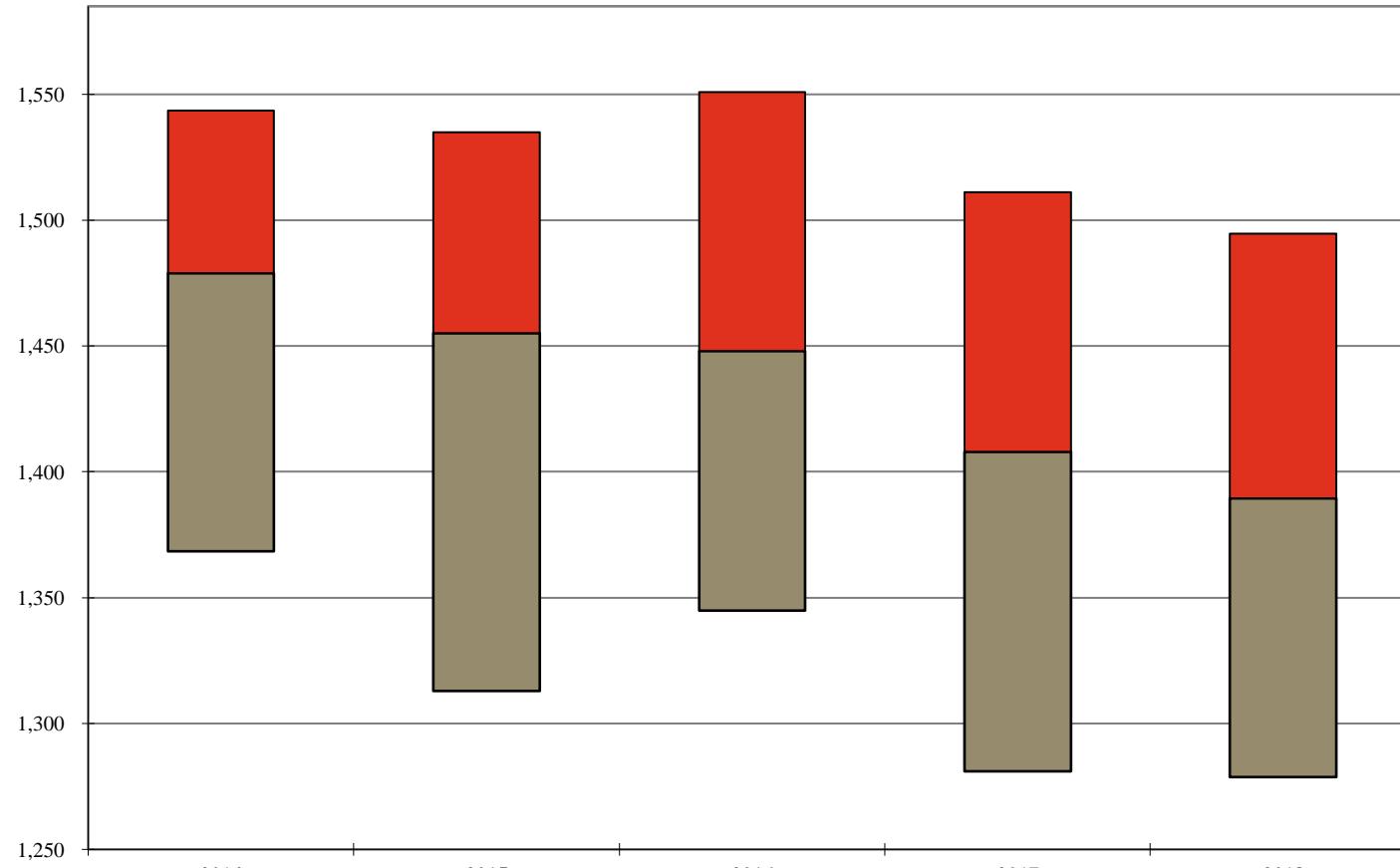
\*\* omitted due to insufficient data

## 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 Qtrle  
Median  
3rd Qtrle

	2014	2015	2016	2017	2018	Change: '14-'18
1st Qtrle	1,544	1,535	1,551	1,511	1,495	(49)
Median	1,479	1,455	1,448	1,408	1,390	(90)
3rd Qtrle	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.

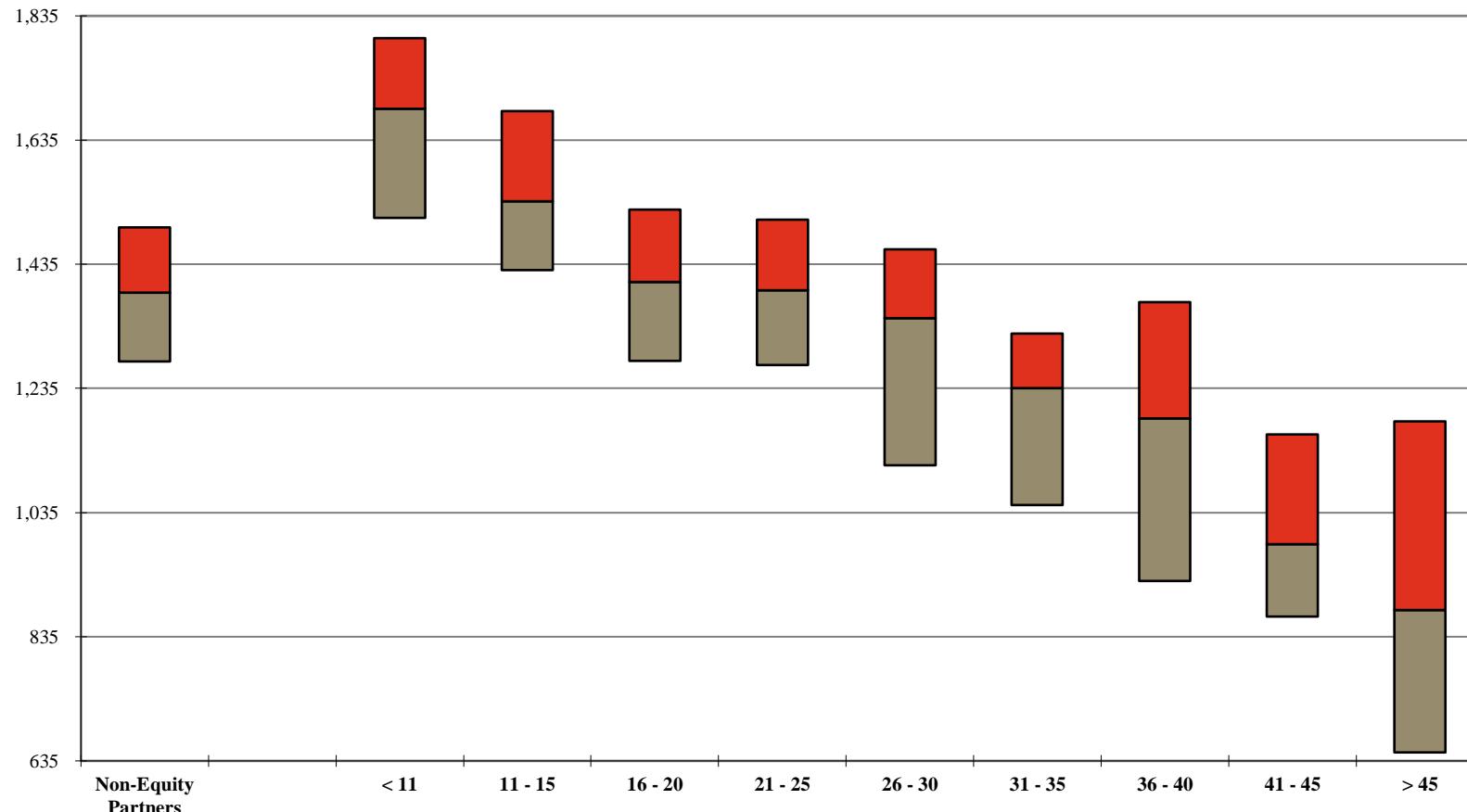
\*\* omitted due to insufficient data

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	Non-Equity Partners	Years of Experience								
		< 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.

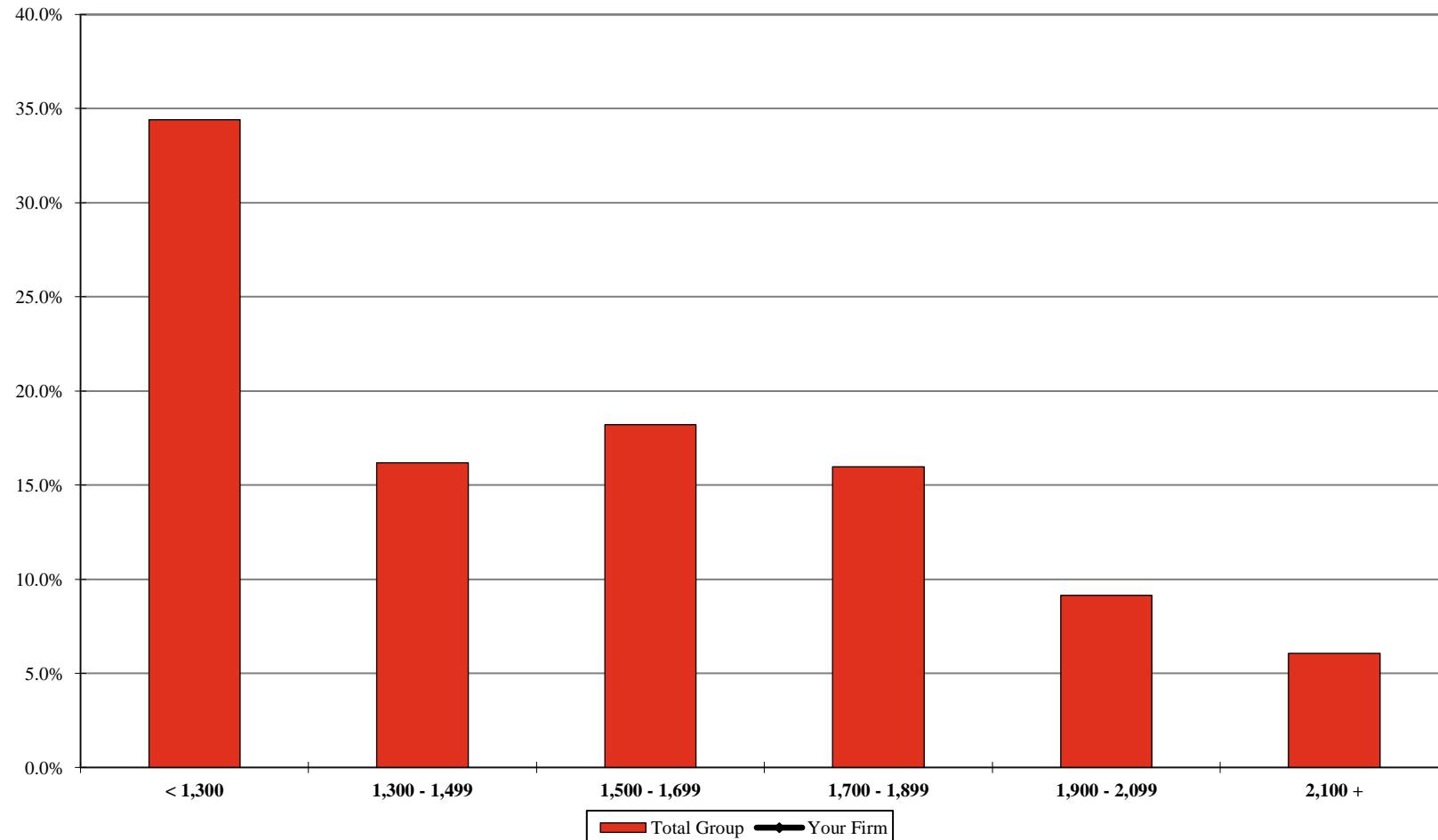
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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 +
	34.4%	16.2%	18.2%	16.0%	9.1%	6.1%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.

Additional detail can be found on Page 120.

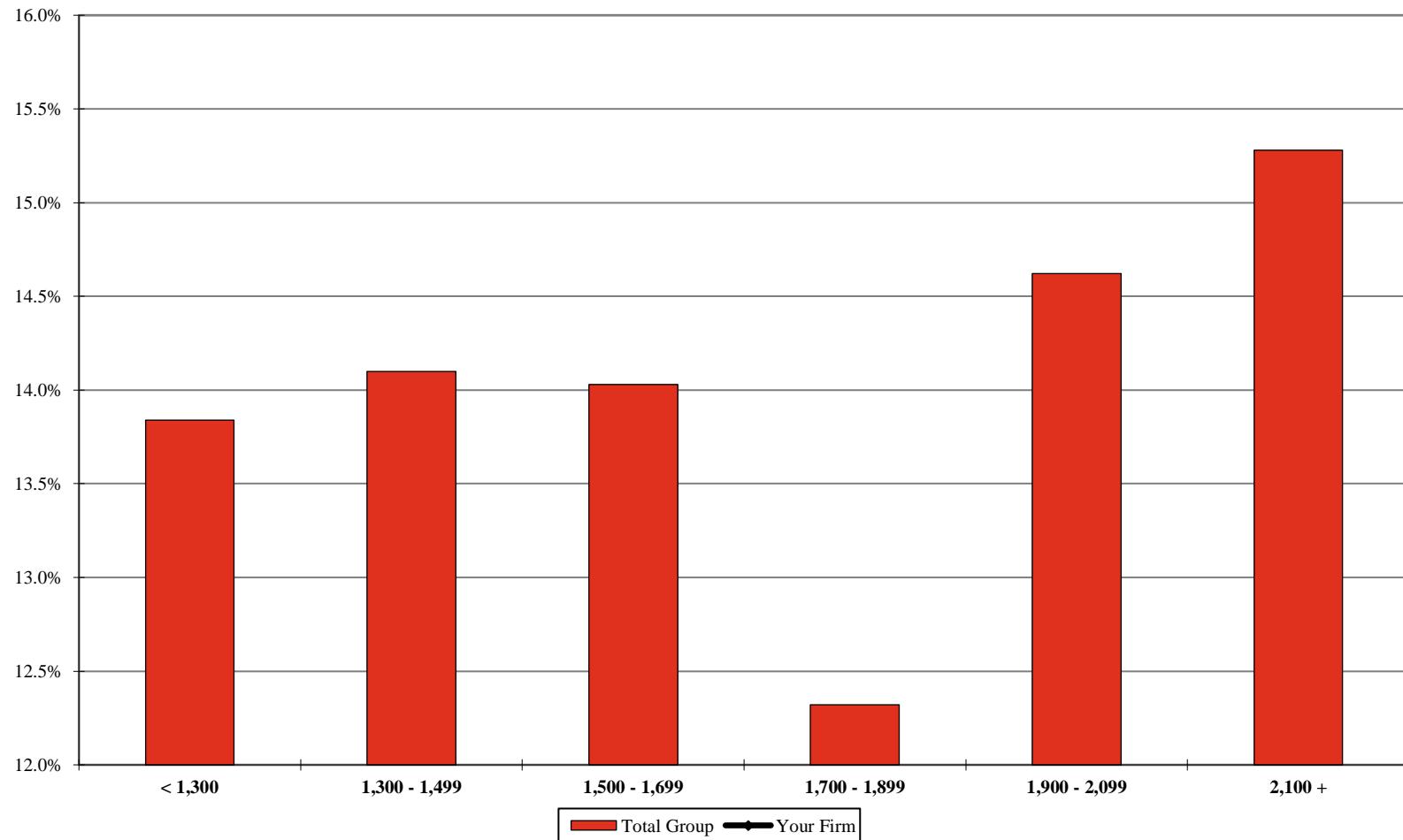
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**Non-Equity Partner Discounting<sup>1</sup> 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 +
	13.8%	14.1%	14.0%	12.3%	14.6%	15.3%

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

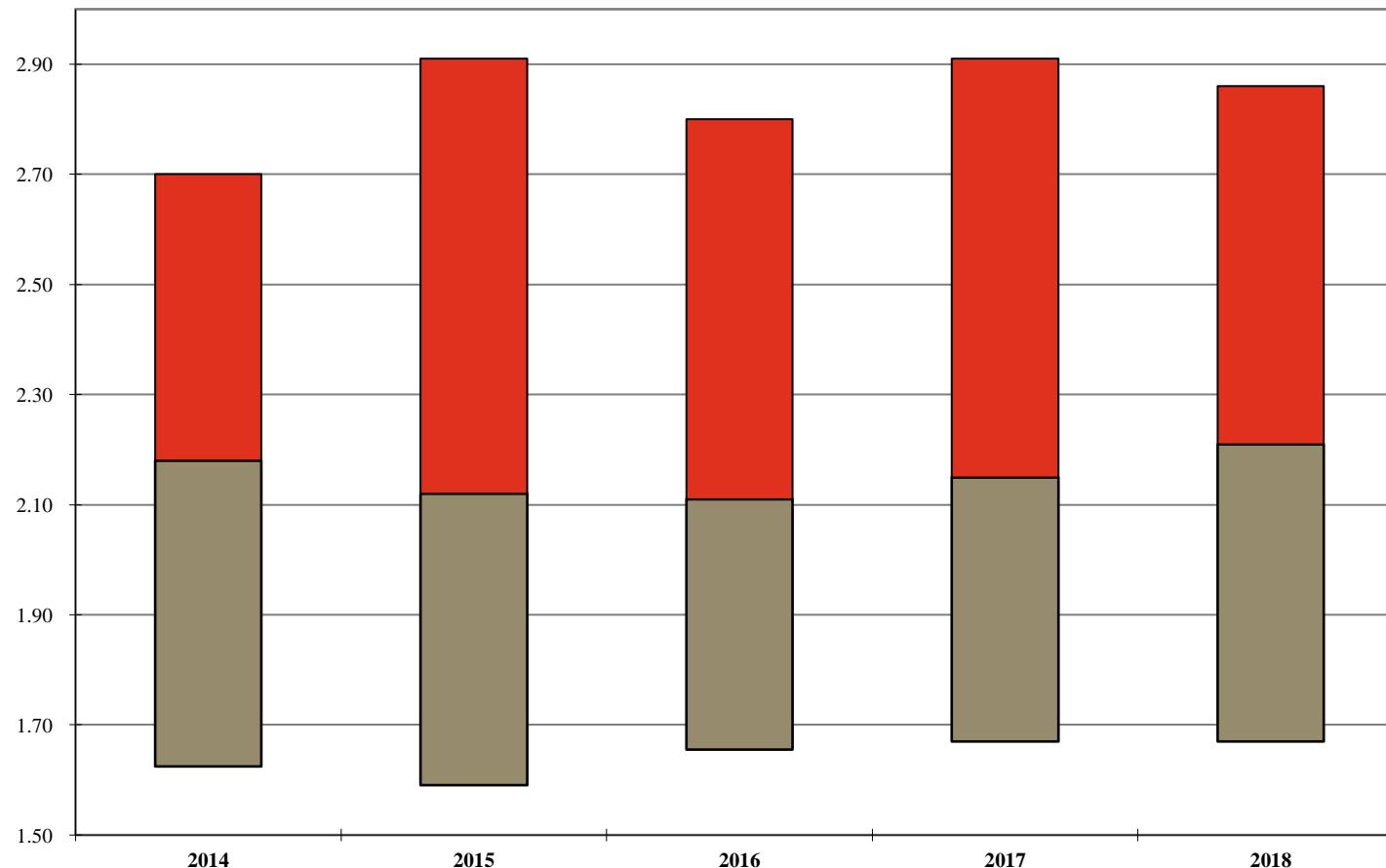
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Associate Leverage*<sup>1</sup>

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



Your Firm  
1st Qtr  
Median  
3rd Qtr

	2014	2015	2016	2017	2018
1st Qtr	2.18	2.12	2.11	2.15	2.21
Median	2.70	2.91	2.80	2.91	2.86
3rd Qtr	1.63	1.59	1.66	1.67	1.67

<sup>1</sup> 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.

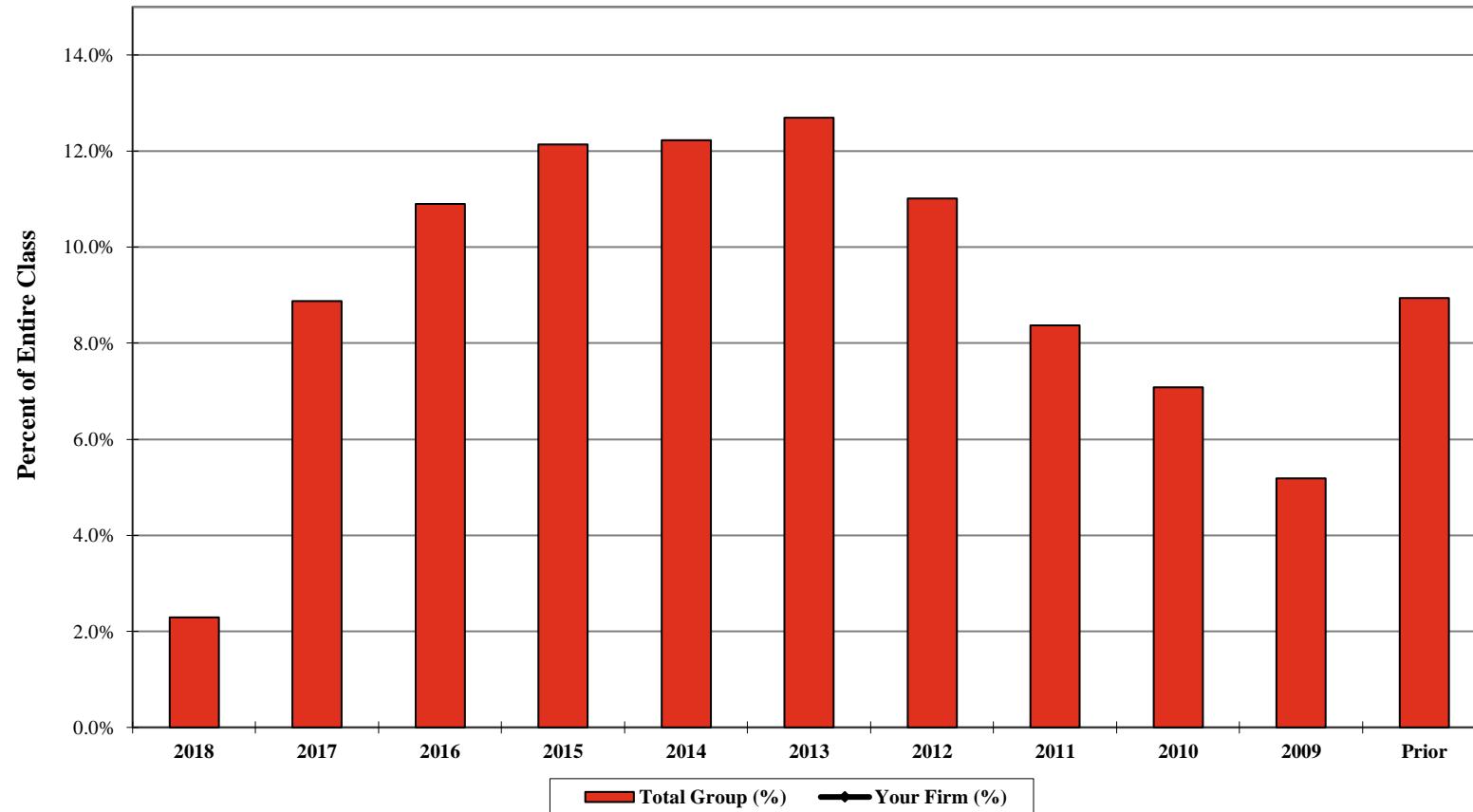
\*\* omitted due to insufficient data

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	

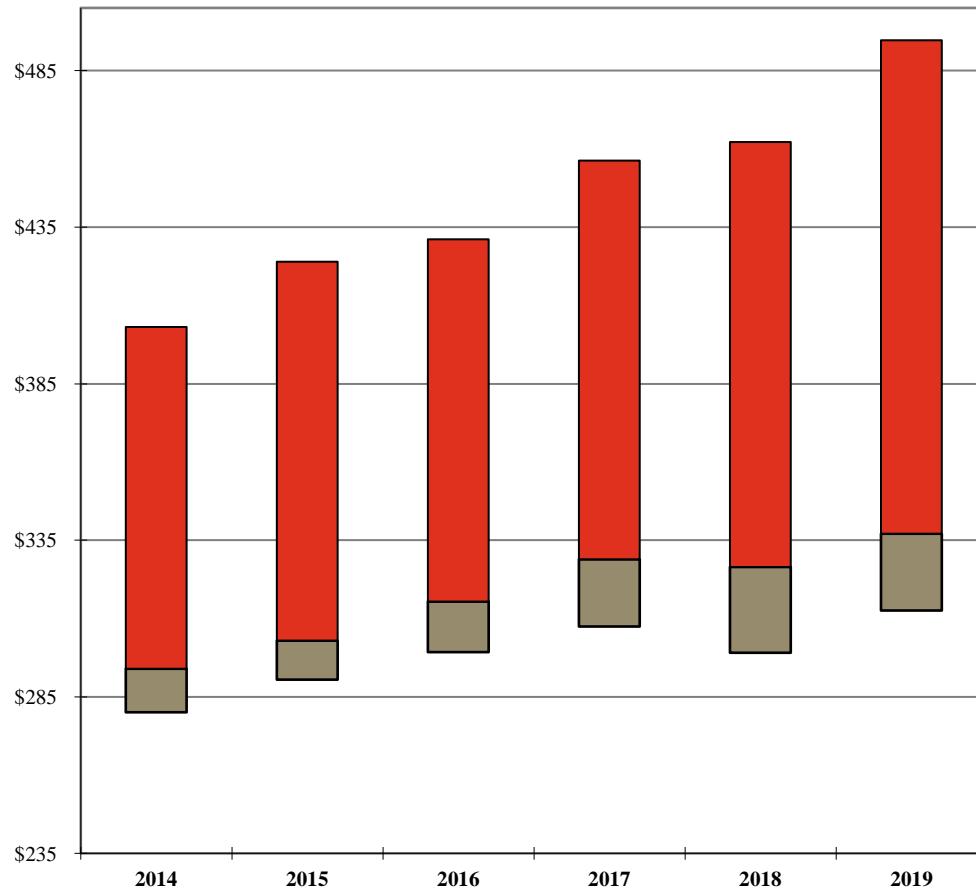
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Associate Rates

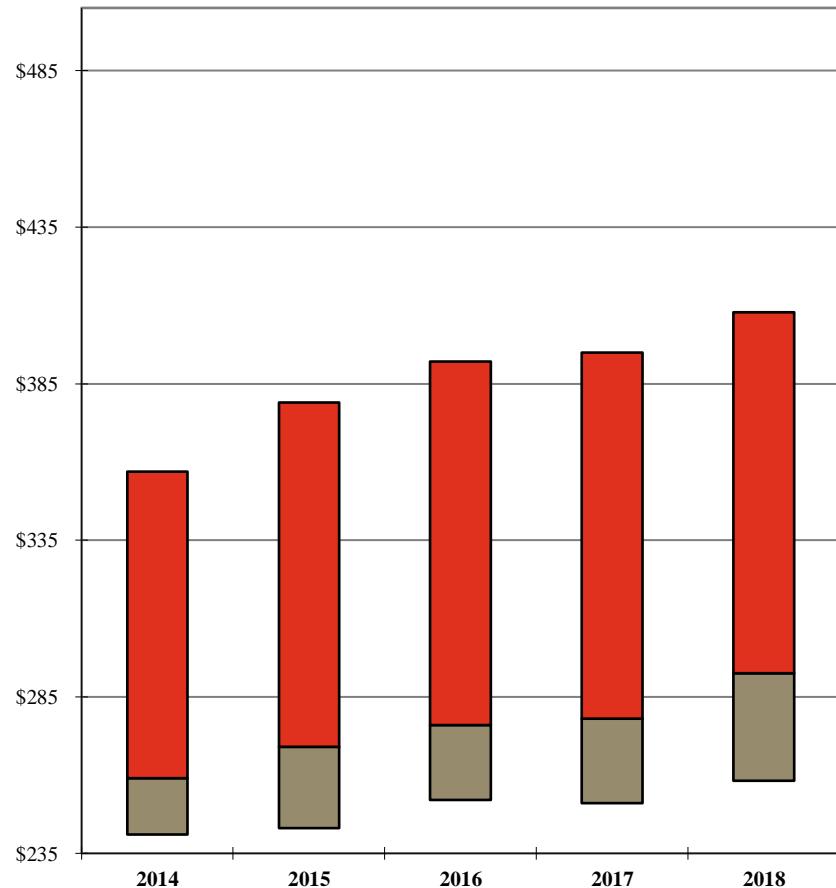
#### Standard Rates

As of January 1st of the stated year



#### Billed Rates

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



Your Firm

1st Qtrle

Median

3rd Qtrle

Your Firm

1st Qtrle

Median

3rd Qtrle

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.

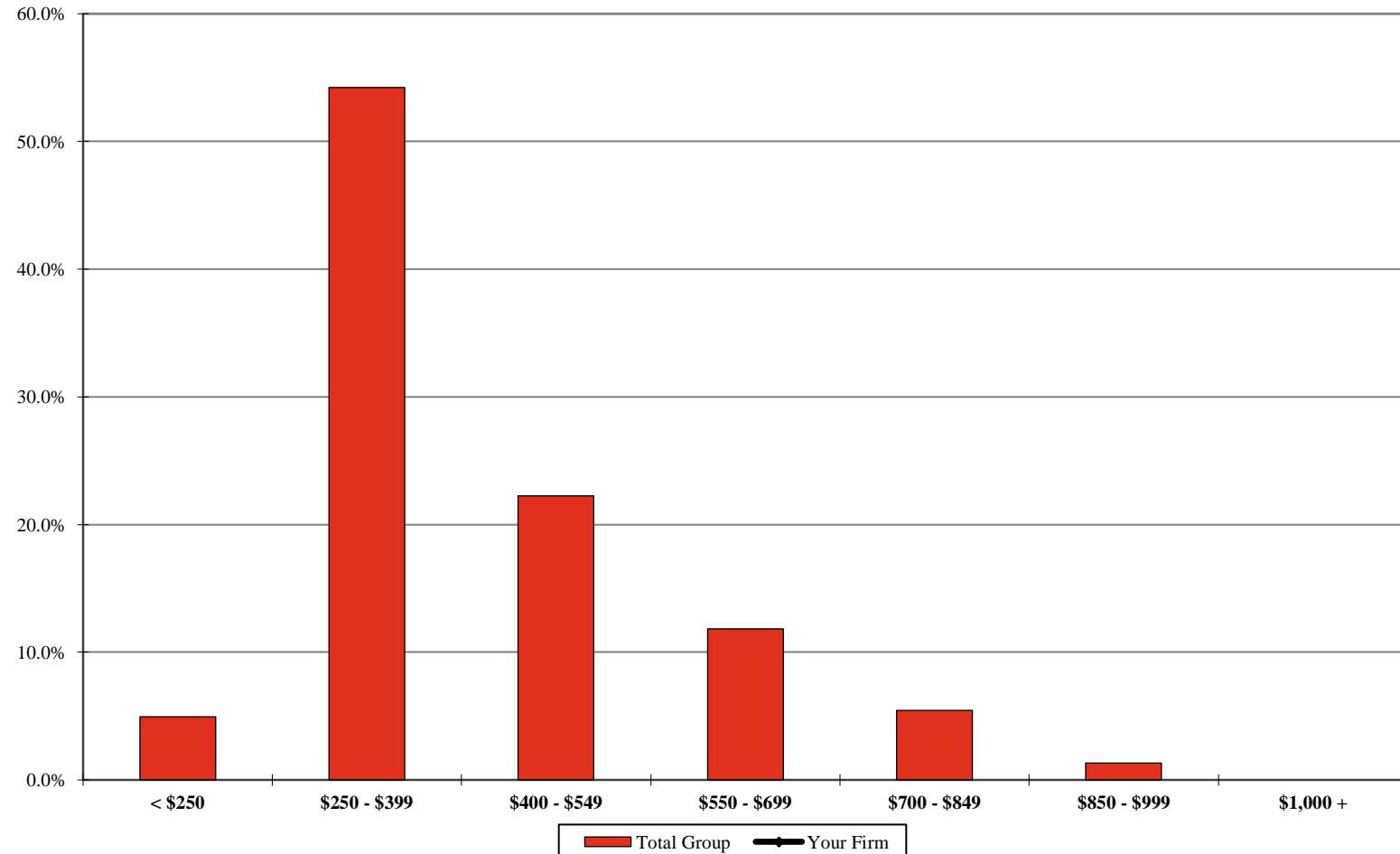
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Distribution of Associate Standard Billing Rates*

*As of January 1, 2019*



Your Firm  
Total Group

	< \$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%	0.0%

Additional detail can be found on Page 86.

\*\* omitted due to insufficient data

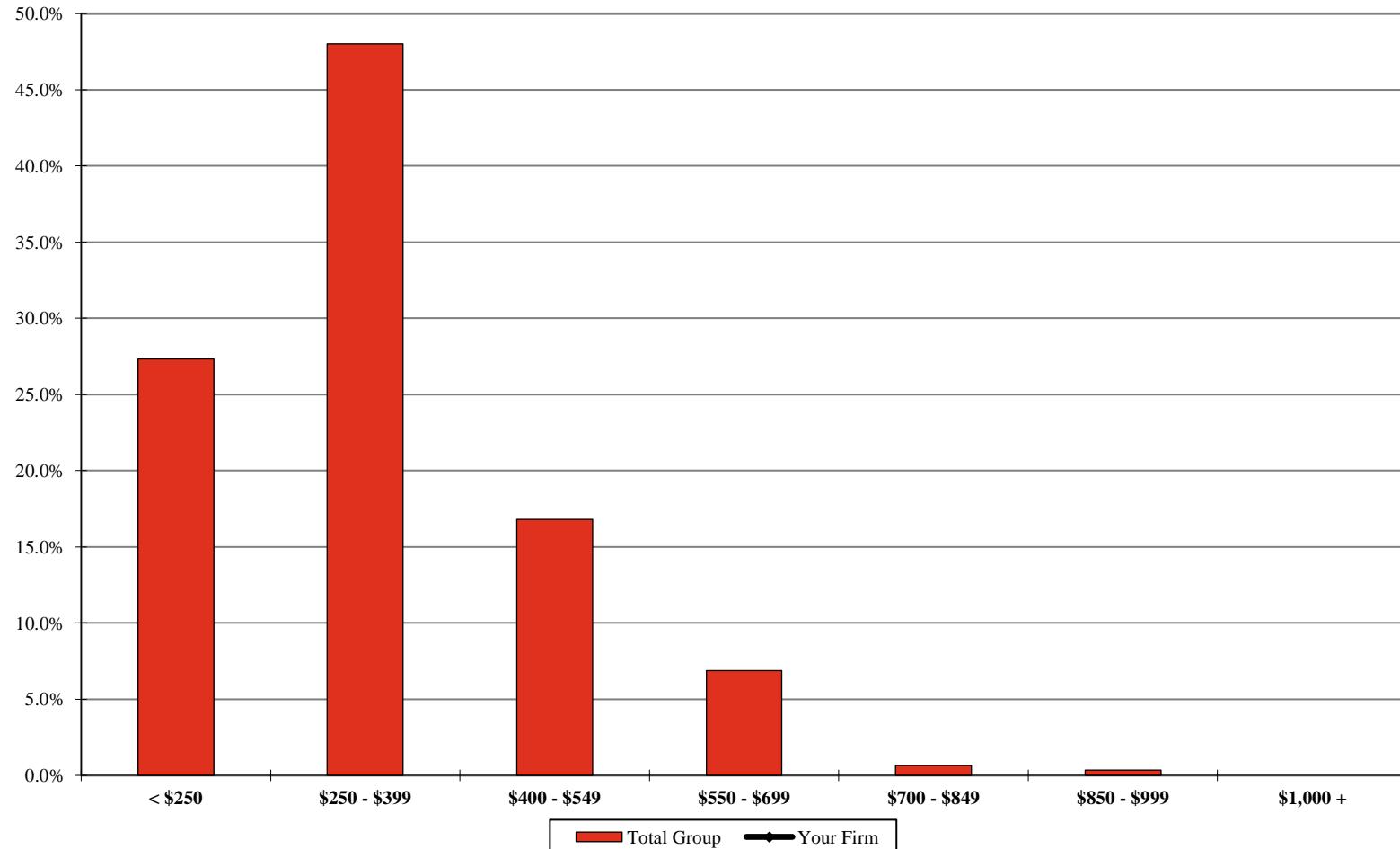
PricewaterhouseCoopers LLP

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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 +
Your Firm							
Total Group	27.3%	48.0%	16.8%	6.9%	0.6%	0.3%	0.0%

<sup>1</sup> 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.

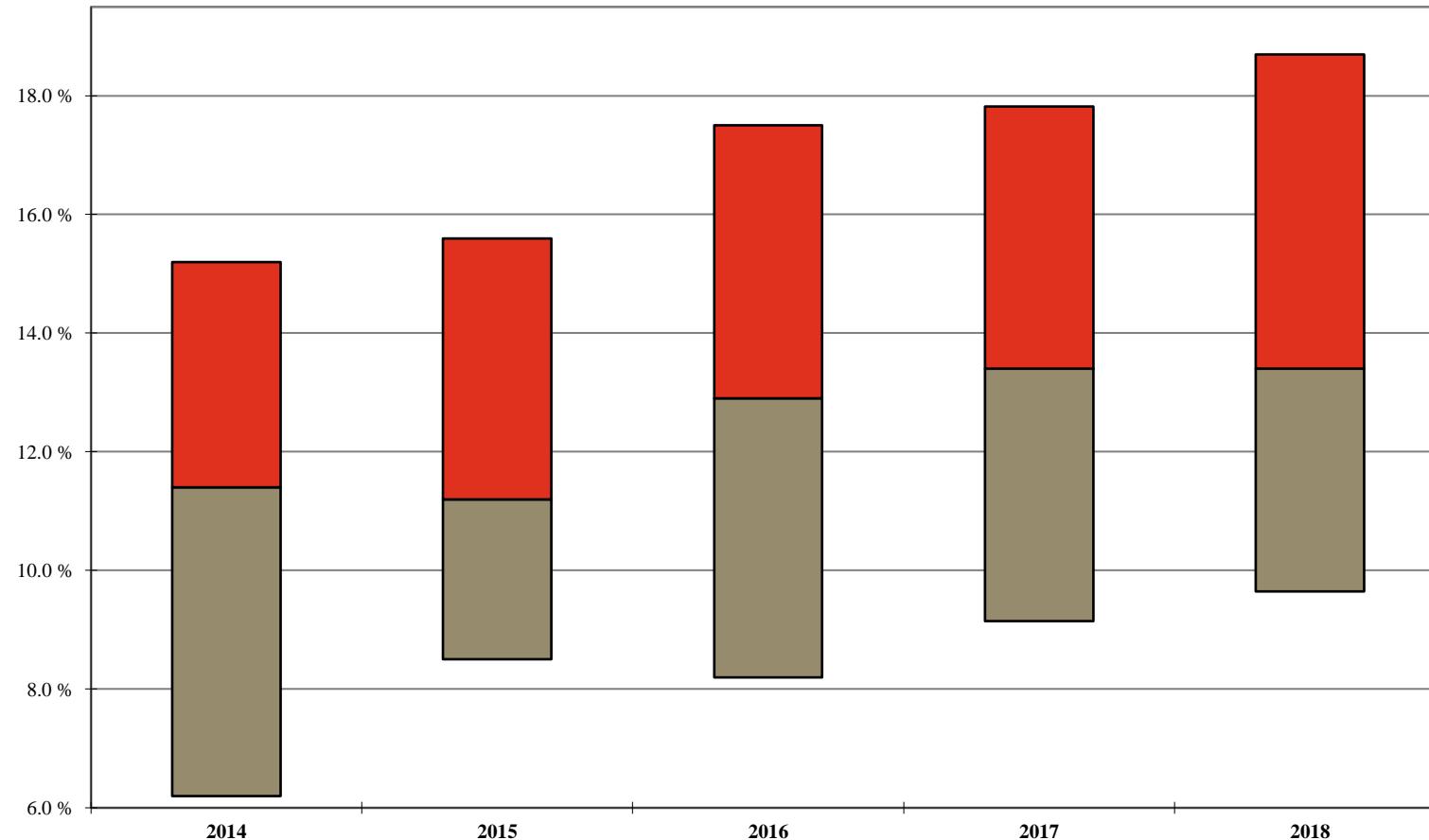
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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



Your Firm  
**1st Qtile**  
**Median**  
**3rd Qtile**

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

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

Additional detail can be found on Page 112.

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

\*\* omitted due to insufficient data

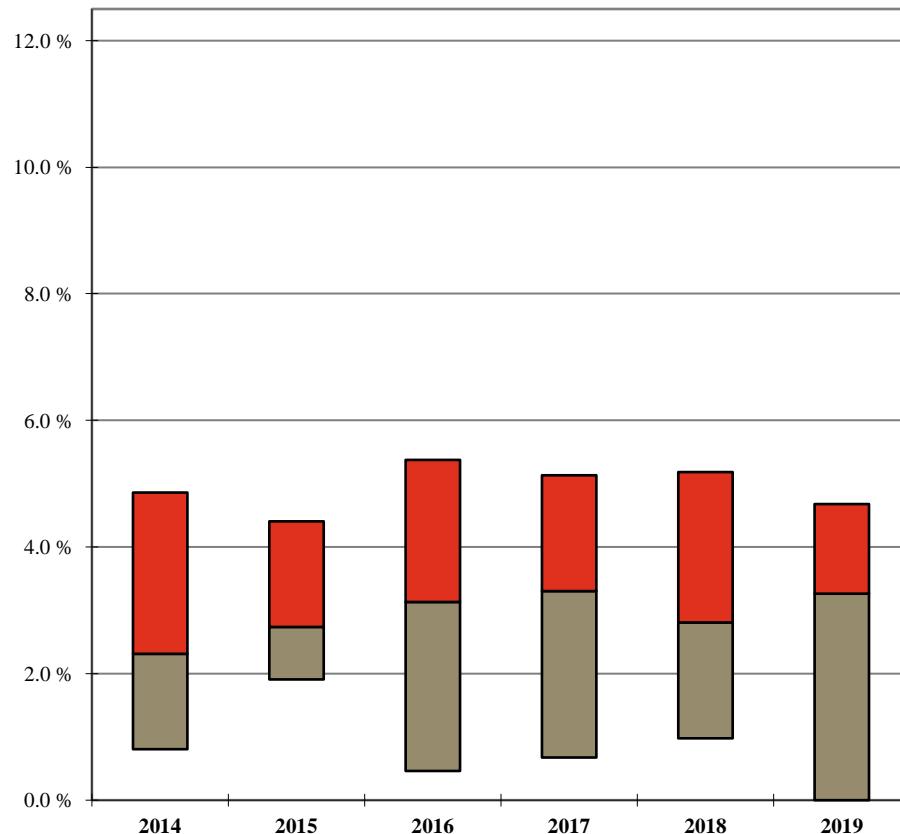
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

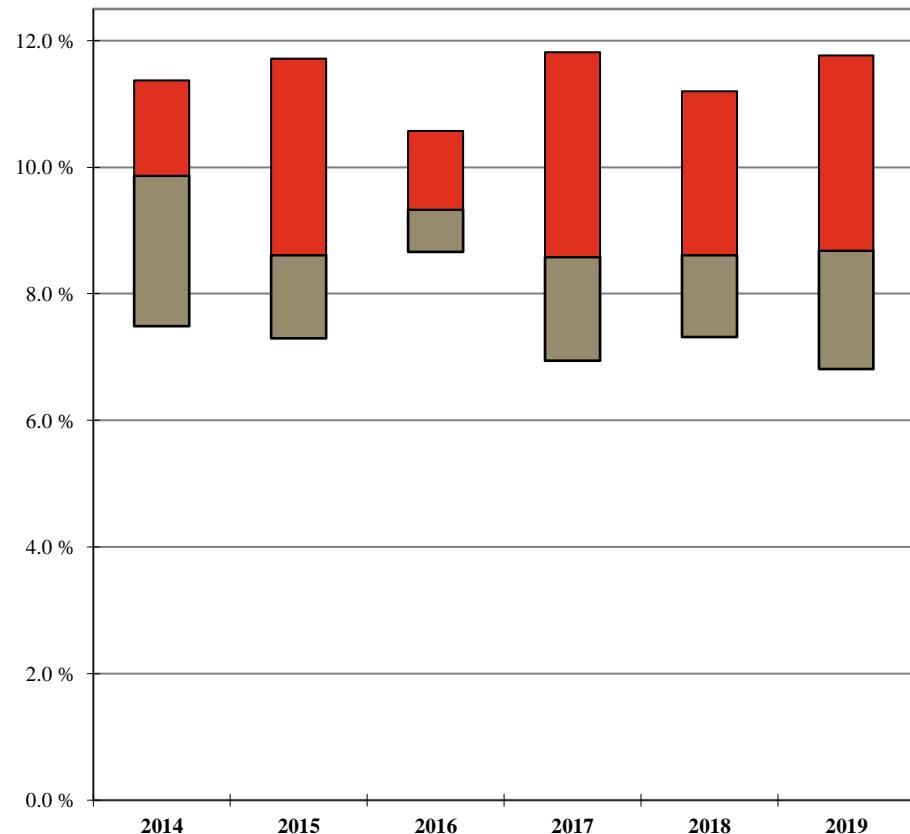
### Annual Change<sup>1</sup>: Associate Standard Rates

As of January 1st of the stated year

*'Net' Change*



*'Full Year' Change*



Your Firm

	2014	2015	2016	2017	2018	2019
1st Qtle	4.9%	4.4%	5.4%	5.1%	5.2%	4.7%
Median	2.3%	2.7%	3.1%	3.3%	2.8%	3.3%
3rd Qtle	0.8%	1.9%	0.5%	0.7%	1.0%	0.0%

Your Firm

	2014	2015	2016	2017	2018	2019
1st Qtle	11.4%	11.7%	10.6%	11.8%	11.2%	11.8%
Median	9.9%	8.6%	9.3%	8.6%	8.6%	8.7%
3rd Qtle	7.5%	7.3%	8.7%	6.9%	7.3%	6.8%

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

Additional detail can be found on Pages 84 and 89.

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

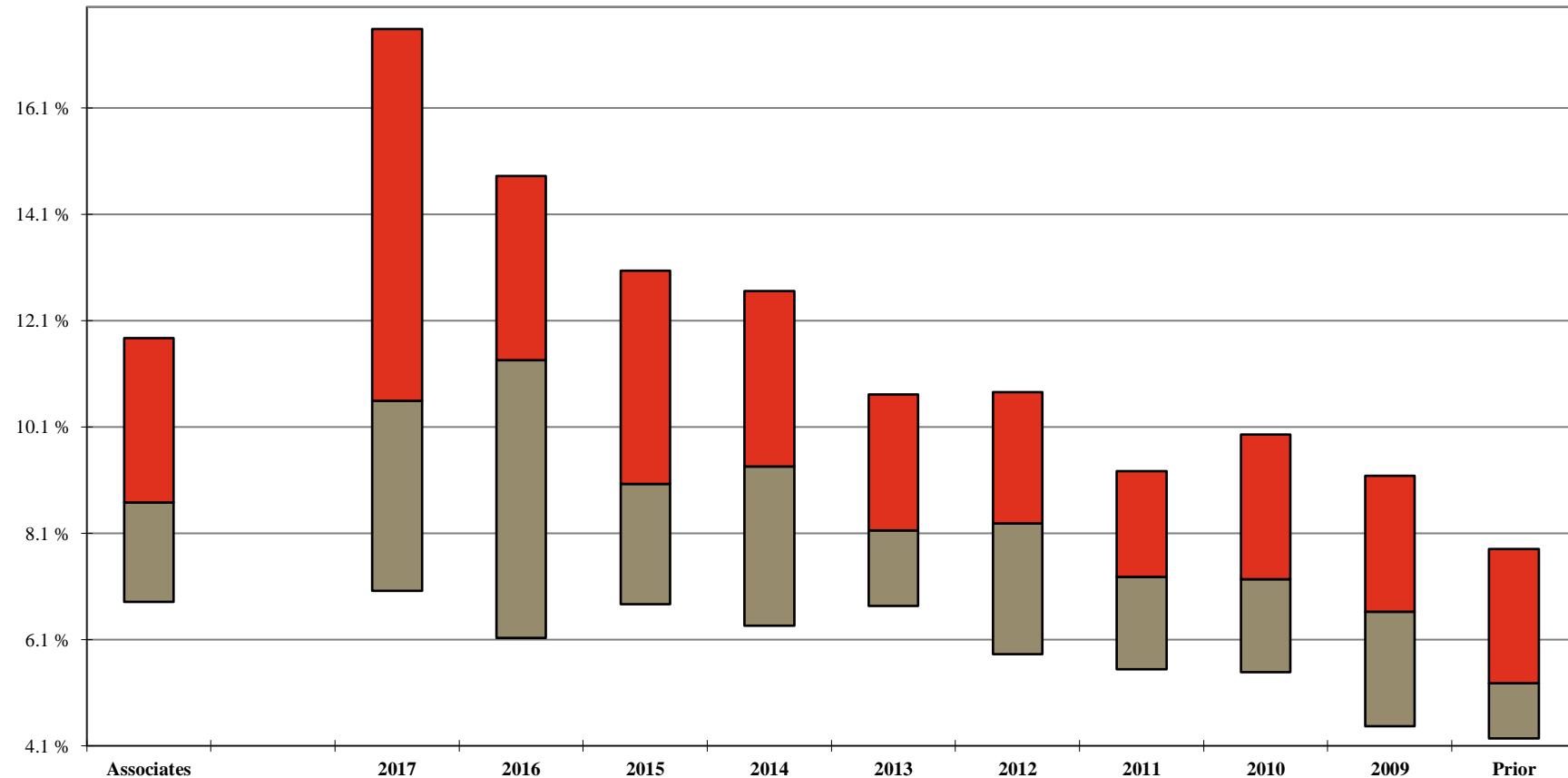
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**'Full Year'<sup>1</sup> 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
1st Qtle		11.8%	17.6%	14.8%	13.0%	12.7%	10.7%	10.8%	9.3%	10.0%	9.2%	7.8%
Median		8.7%	10.6%	11.4%	9.0%	9.4%	8.2%	8.3%	7.3%	7.2%	6.6%	5.3%
3rd Qtle		6.8%	7.0%	6.1%	6.8%	6.4%	6.7%	5.8%	5.5%	5.5%	4.5%	4.2%

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

Additional detail can be found on Page 89.

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

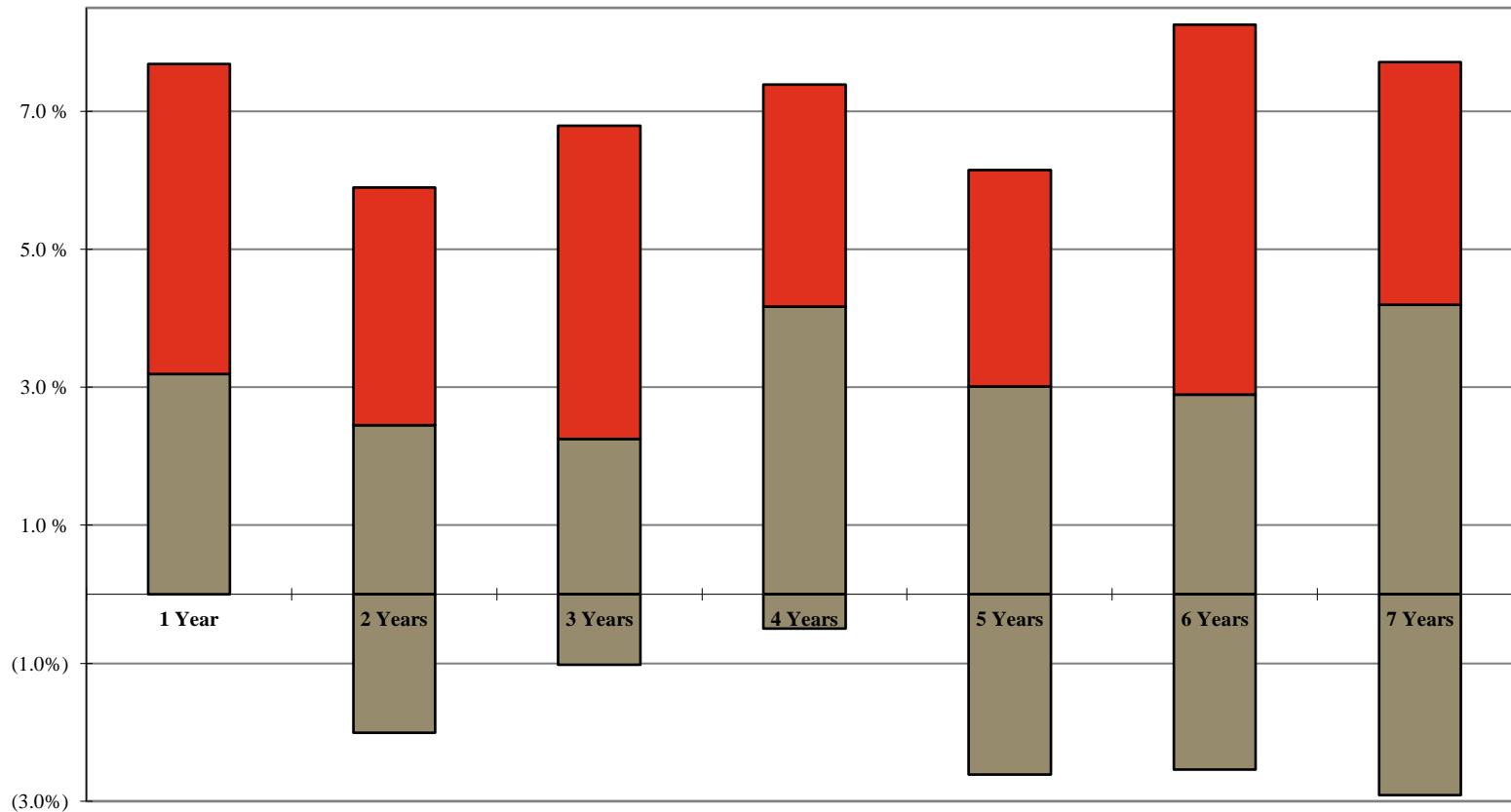
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2019



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

<sup>1</sup> 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.

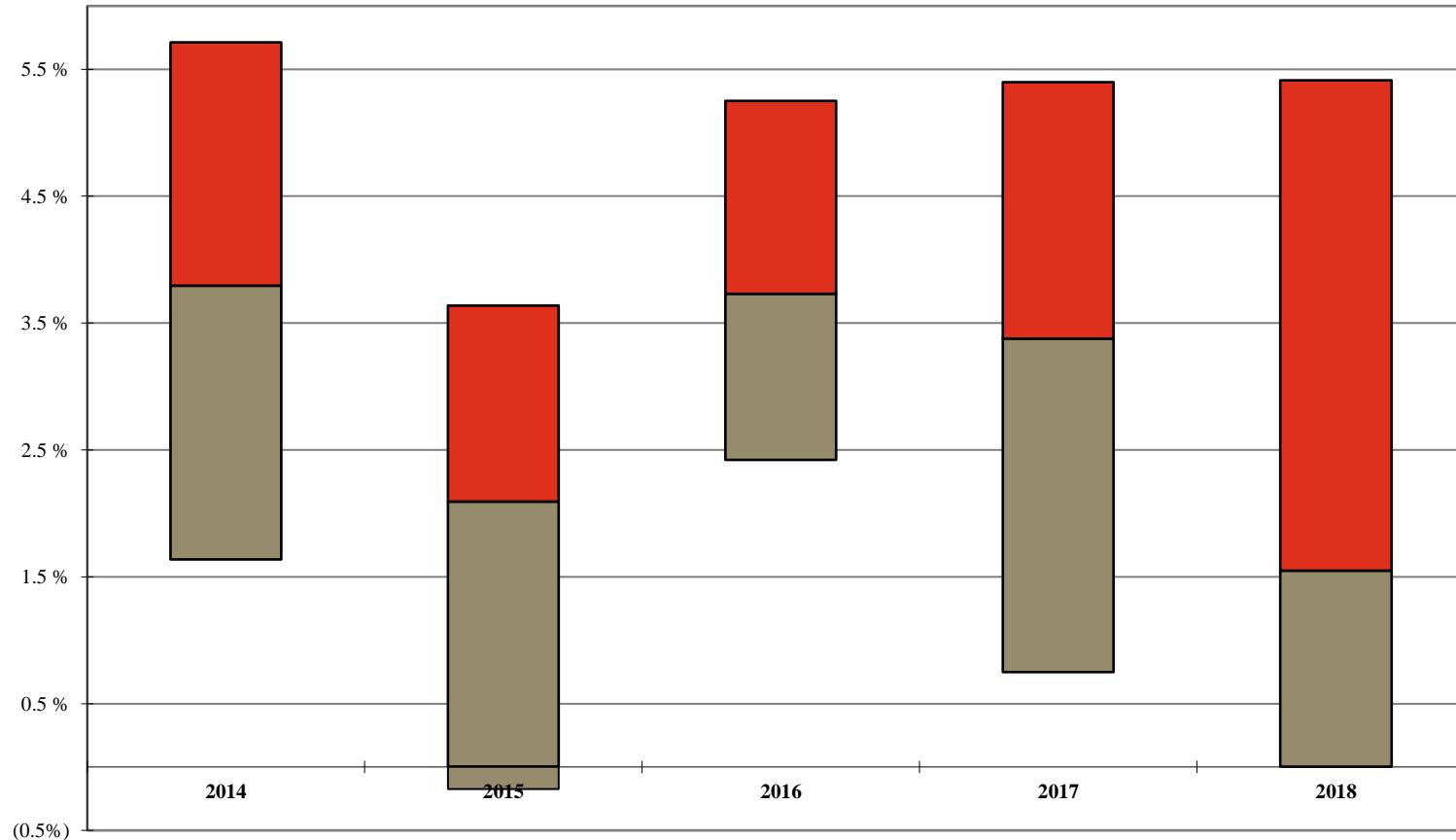
\*\* omitted due to insufficient data

## 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	2014	2015	2016	2017	2018
1st Qtile	5.7%	3.6%	5.3%	5.4%	5.4%
Median	3.8%	2.1%	3.7%	3.4%	1.6%
3rd Qtile	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.

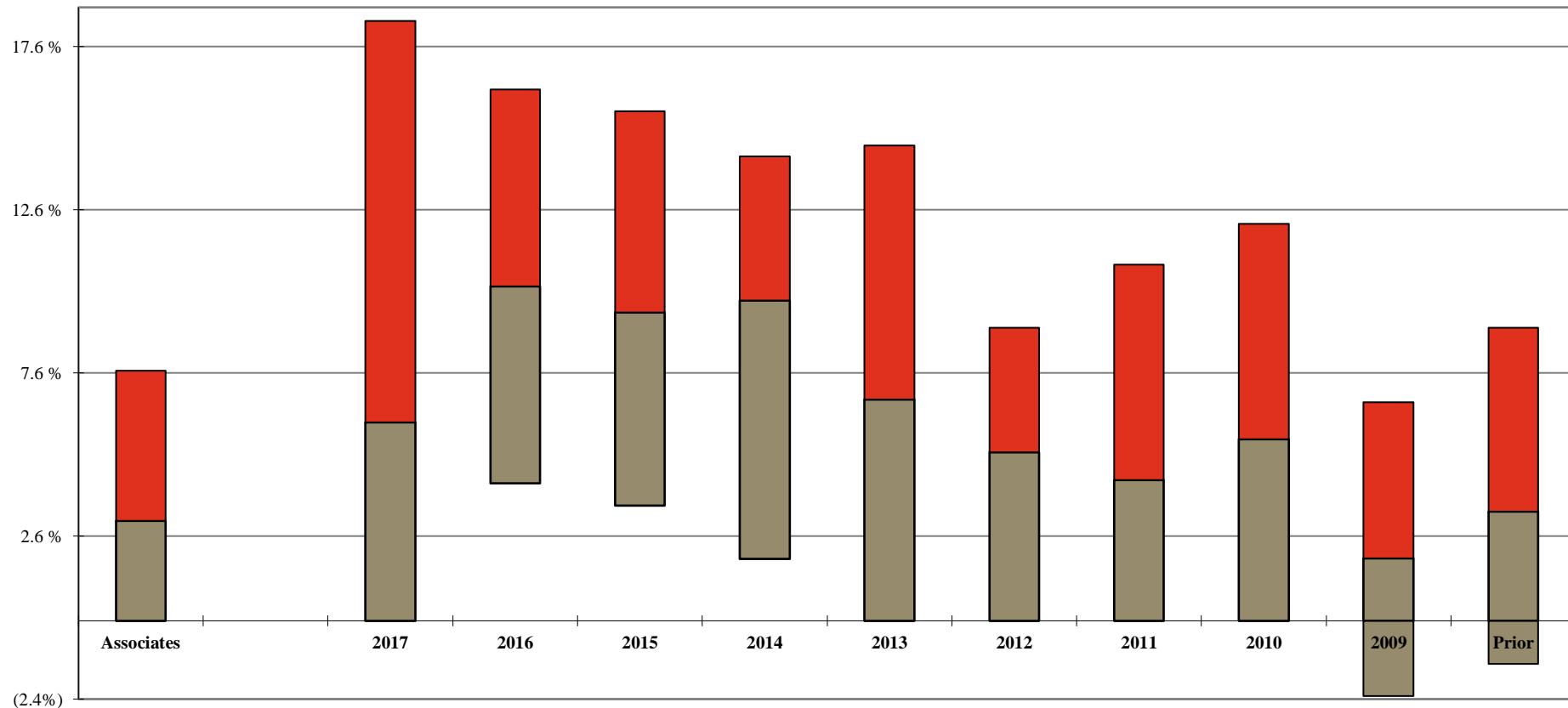
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

As of January 1, 2019



Your Firm	Associates	Law Class Year									
		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%)

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

Additional detail can be found on Page 110.

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

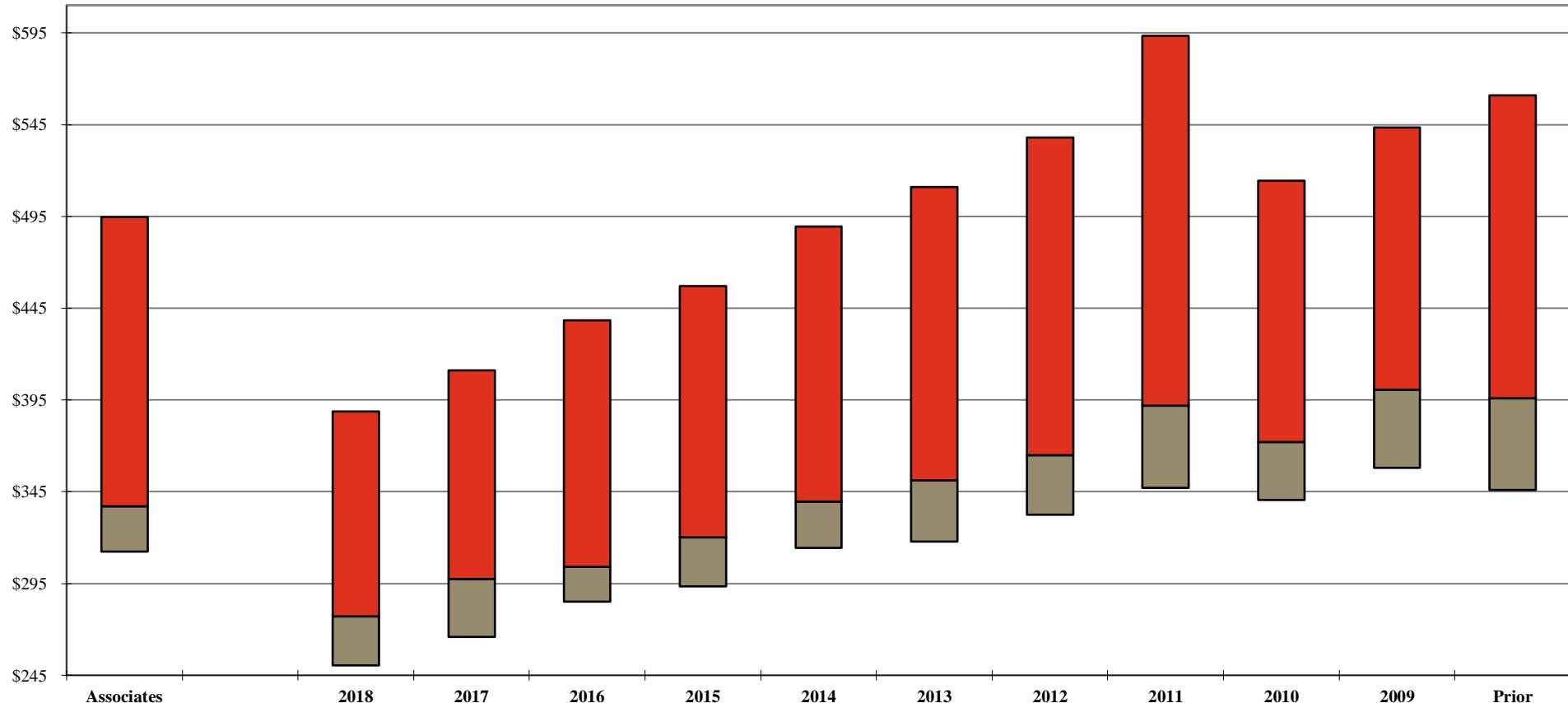
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

*Associate Standard Rates by Class Year*

*As of January 1, 2019*



Your Firm		Law Class Year											
		Associates	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
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.

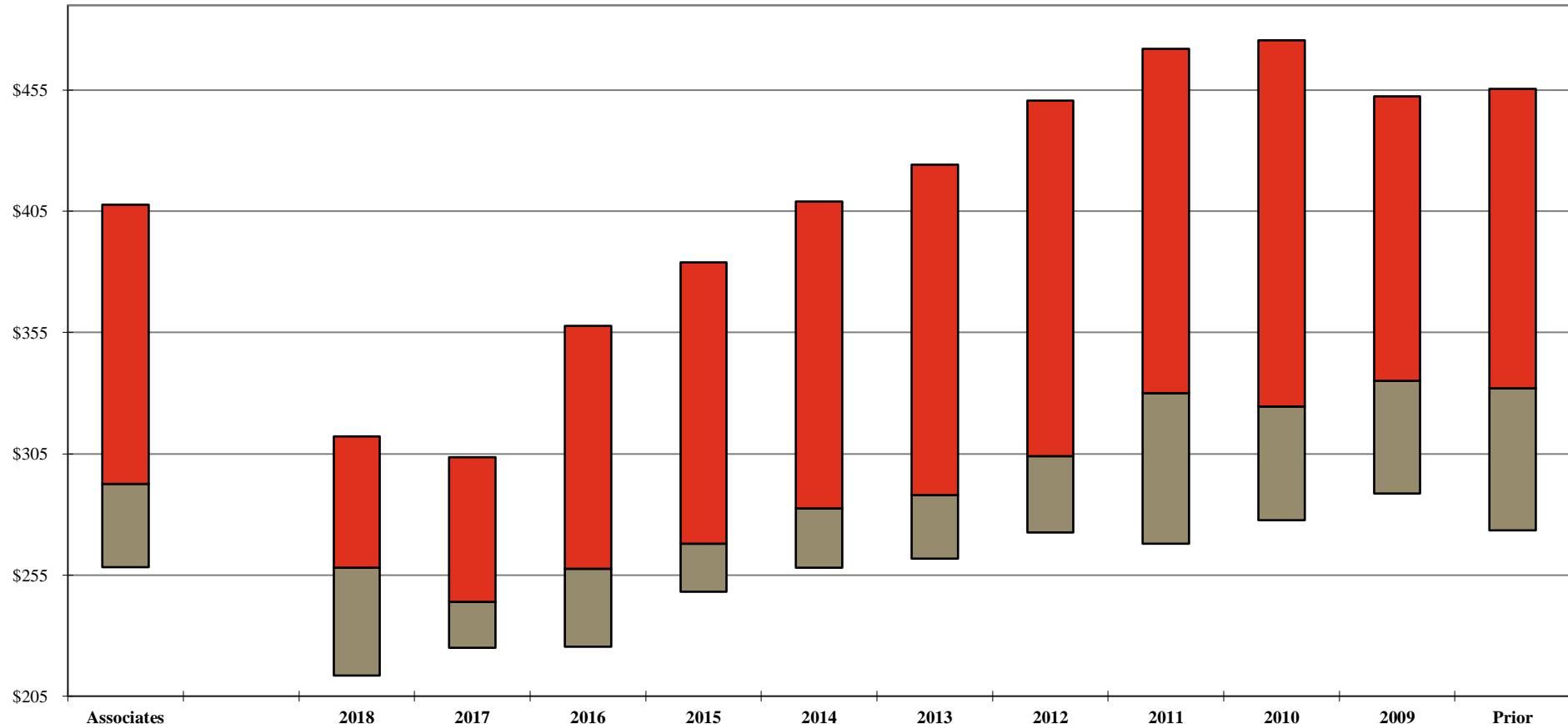
\*\* omitted due to insufficient data

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*



	Associates	Law Class Year										
		2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
Your Firm	Associates											
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

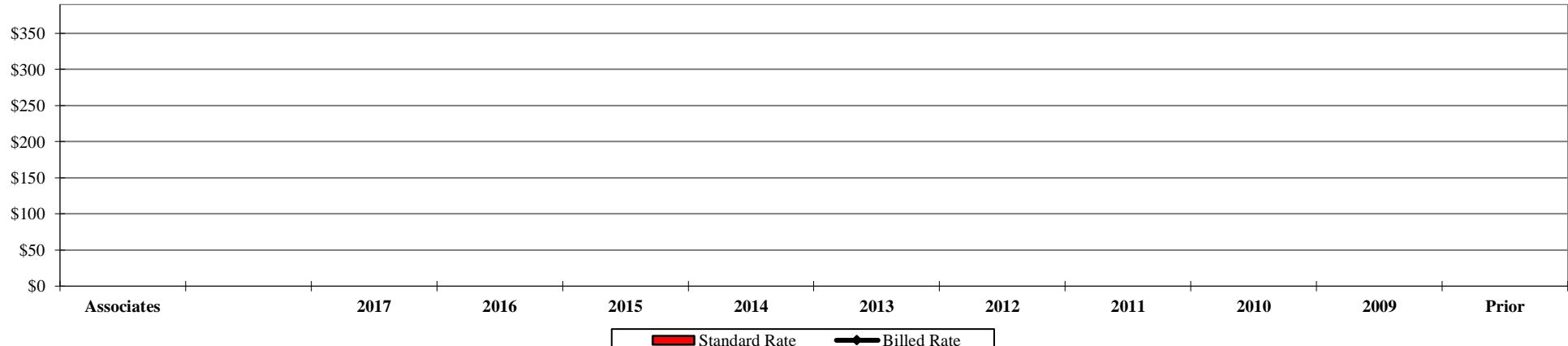
2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

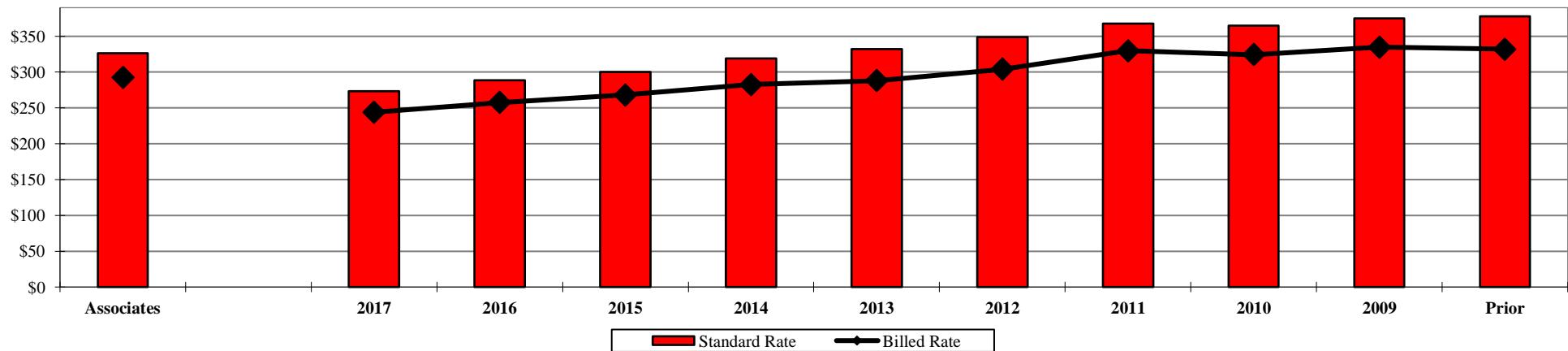
*Associate Standard vs. Billed Rates by Law Class Year*

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

**Your Firm**



**Total Group (Median)**



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

Additional detail can be found on Page 105.

\*\* omitted due to insufficient data

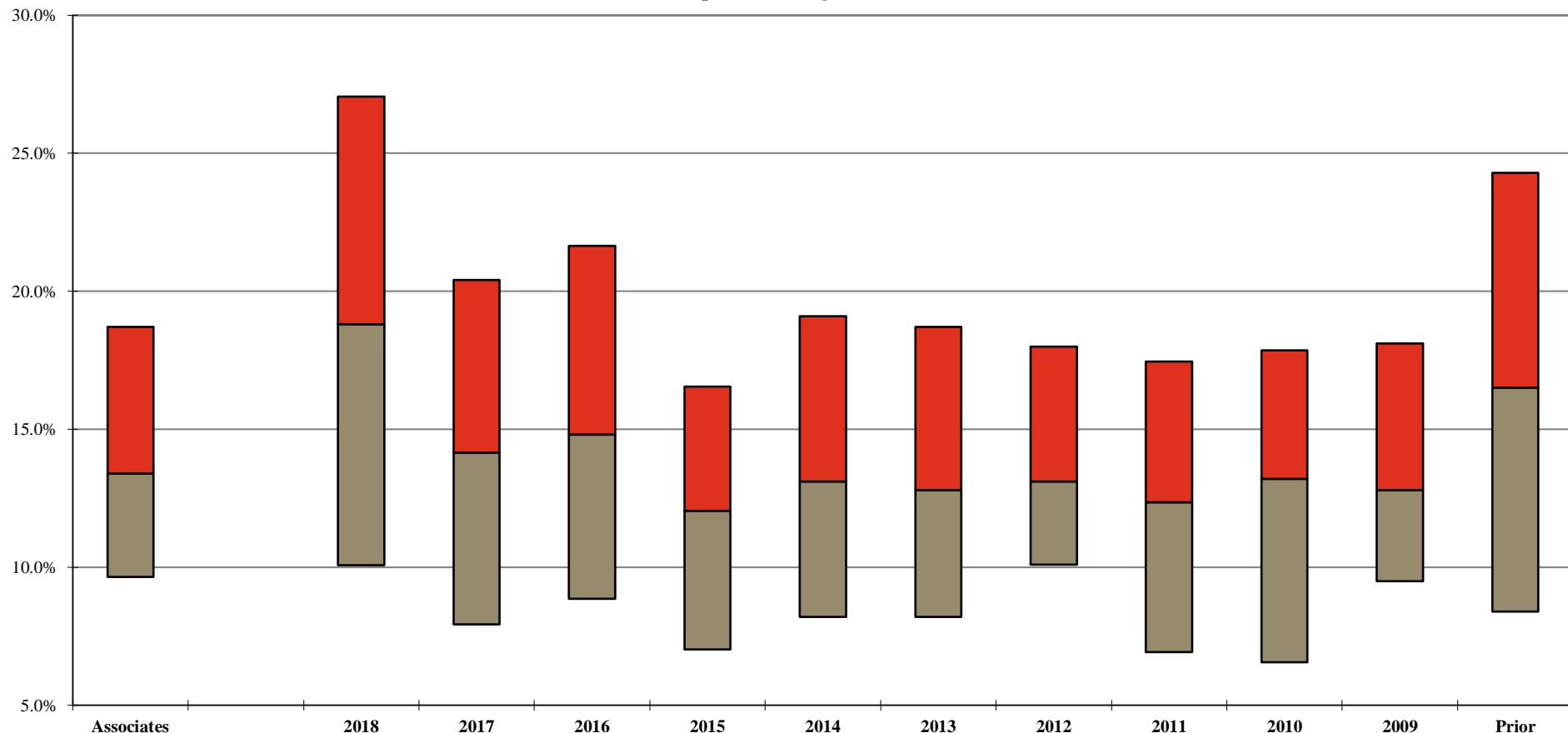
PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018



Your Firm	Associates	Law Class Year										
		2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
1st Qtl	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 Qtl	9.7%	10.1%	7.9%	8.9%	7.0%	8.2%	8.2%	10.1%	6.9%	6.6%	9.5%	8.4%

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

Additional detail can be found on Page 112.

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

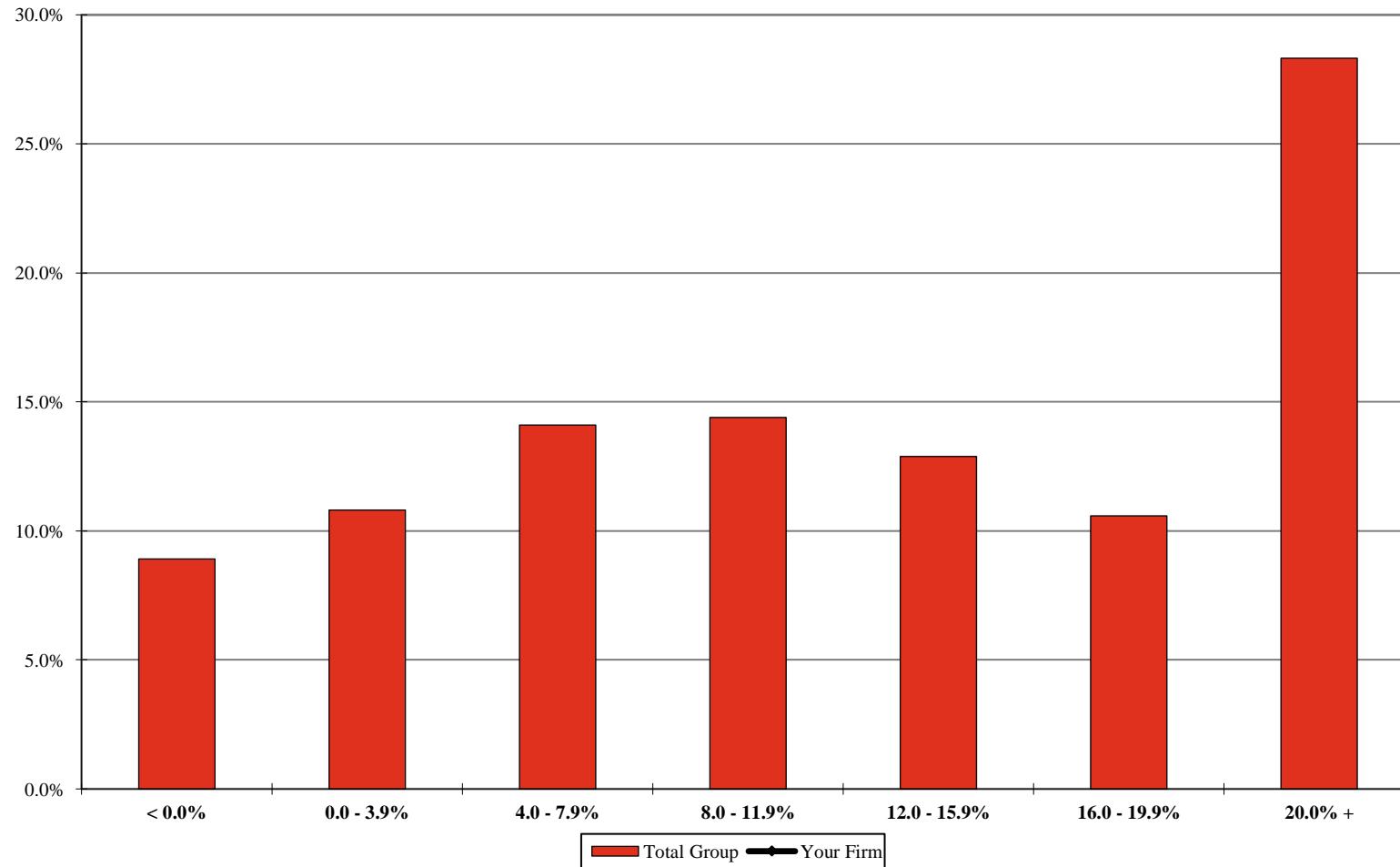
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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% +
Your Firm							
Total Group	8.9%	10.8%	14.1%	14.4%	12.9%	10.6%	28.3%

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

Additional detail can be found on Page 116.

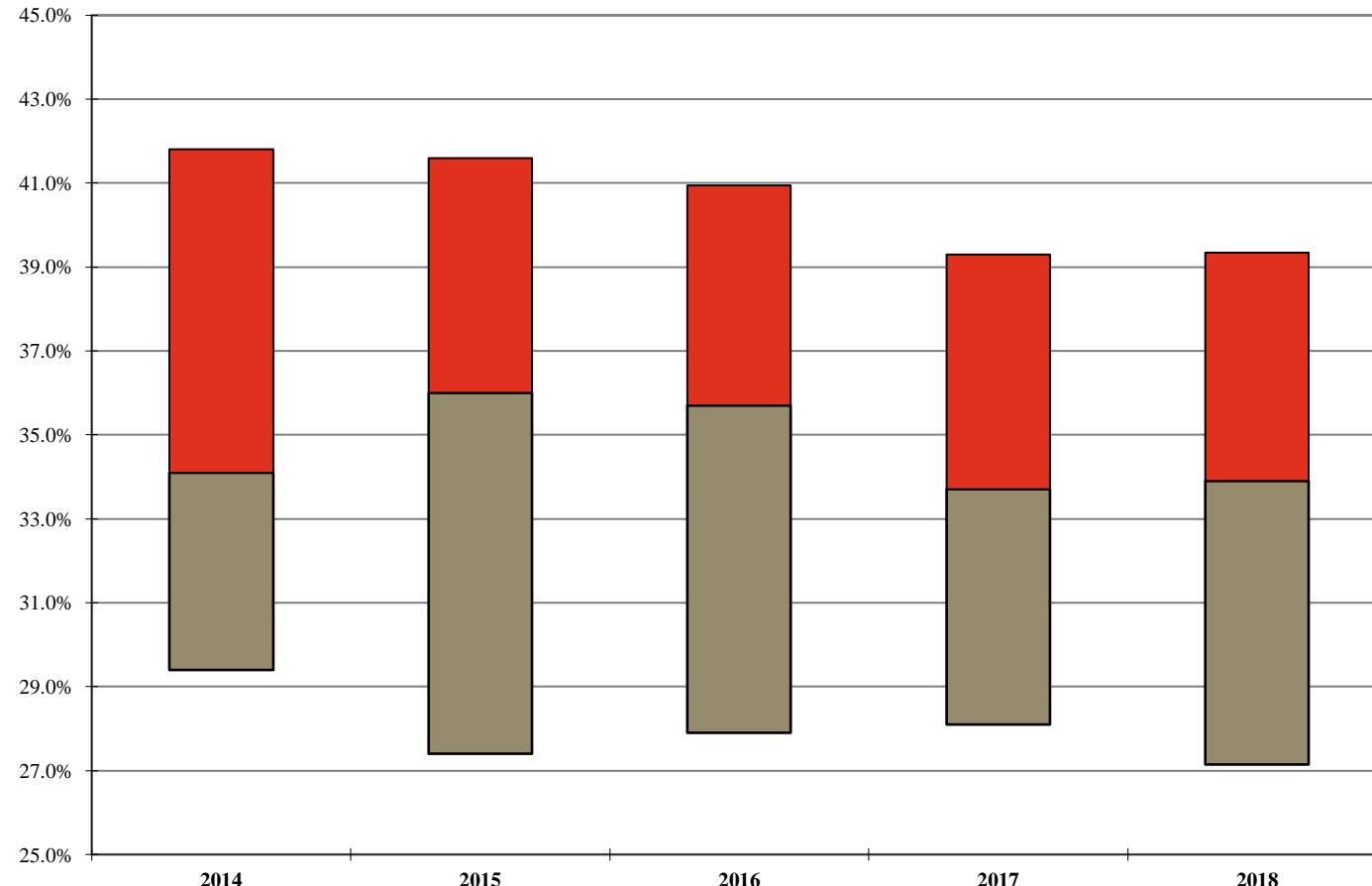
\*\* omitted due to insufficient data

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*



Your Firm  
1st Qtle  
Median  
3rd Qtle

	2014	2015	2016	2017	2018
1st Qtle	41.8%	41.6%	41.0%	39.3%	39.4%
Median	34.1%	36.0%	35.7%	33.7%	33.9%
3rd Qtle	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*

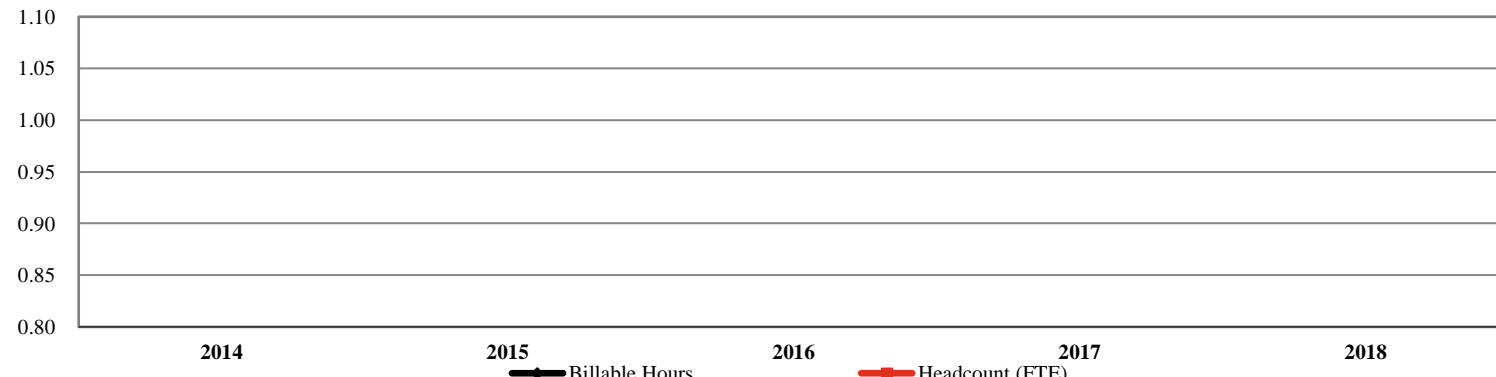
## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

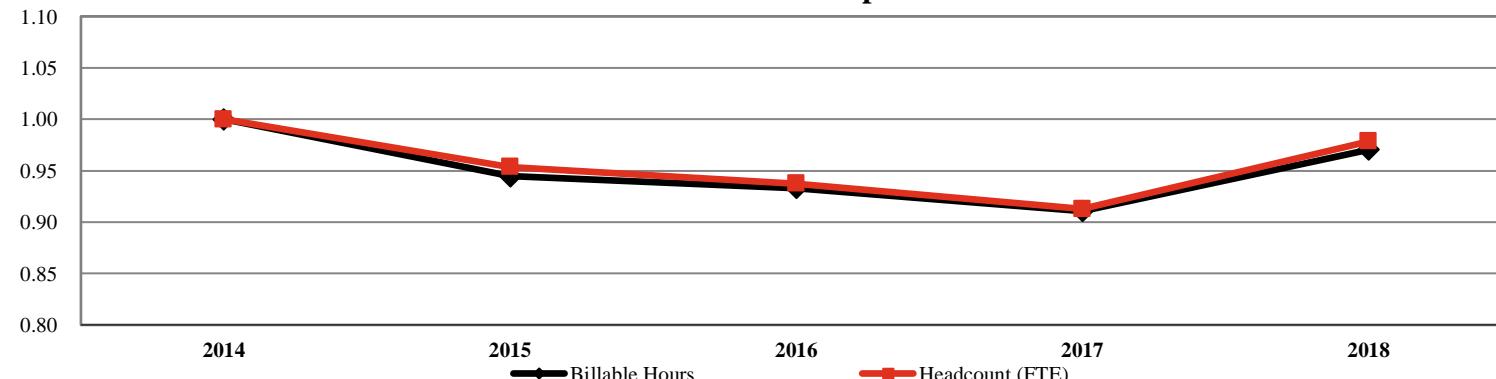
For the 12-month period ending December 31 of the stated year

#### Your Firm



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

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



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

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

<sup>2</sup> Number of members represented in the group results: 41

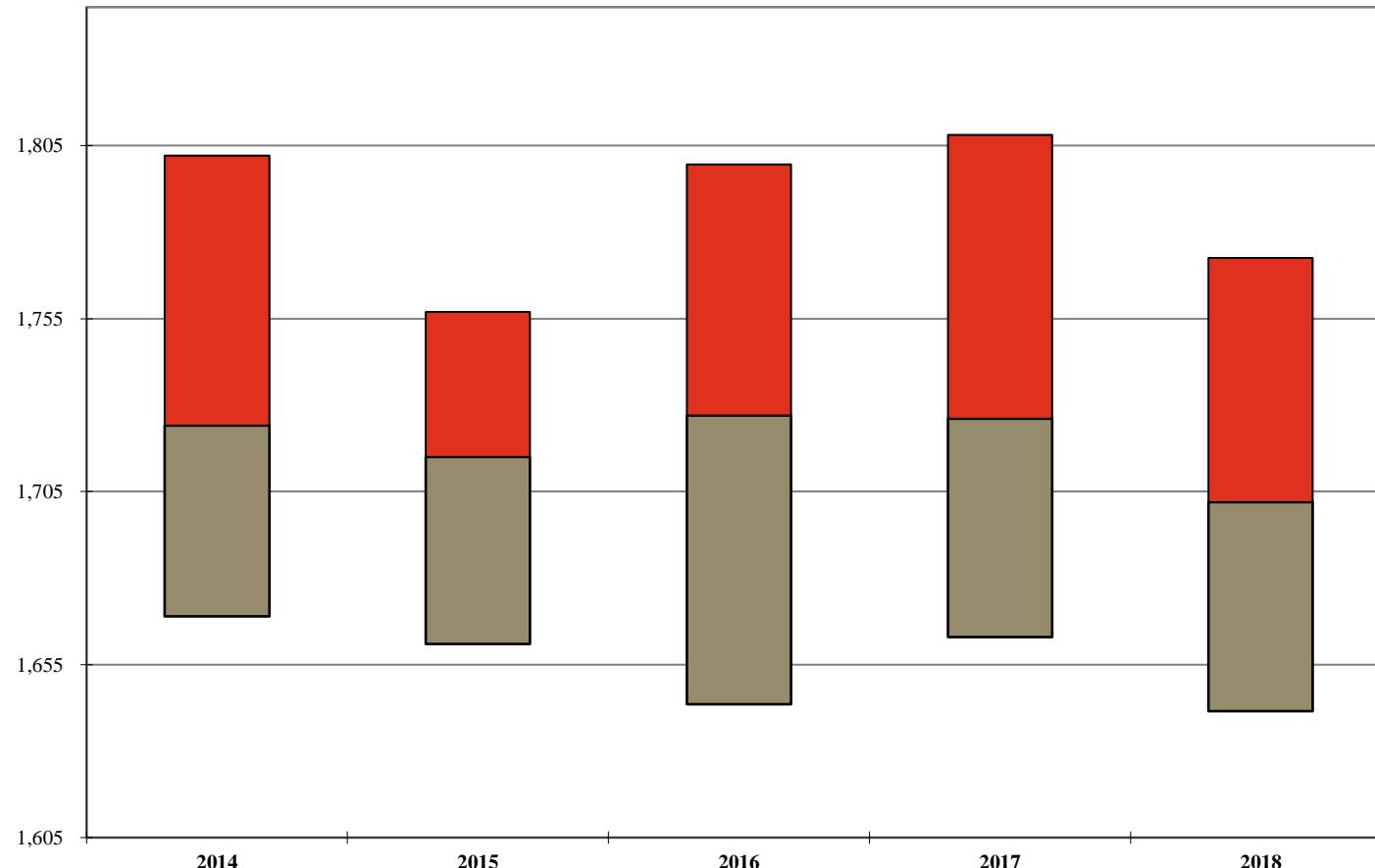
\*\* omitted due to insufficient data

## 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



Your Firm  
1st Qtle  
Median  
3rd Qtle

	2014	2015	2016	2017	2018	Change: '14-'18
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.

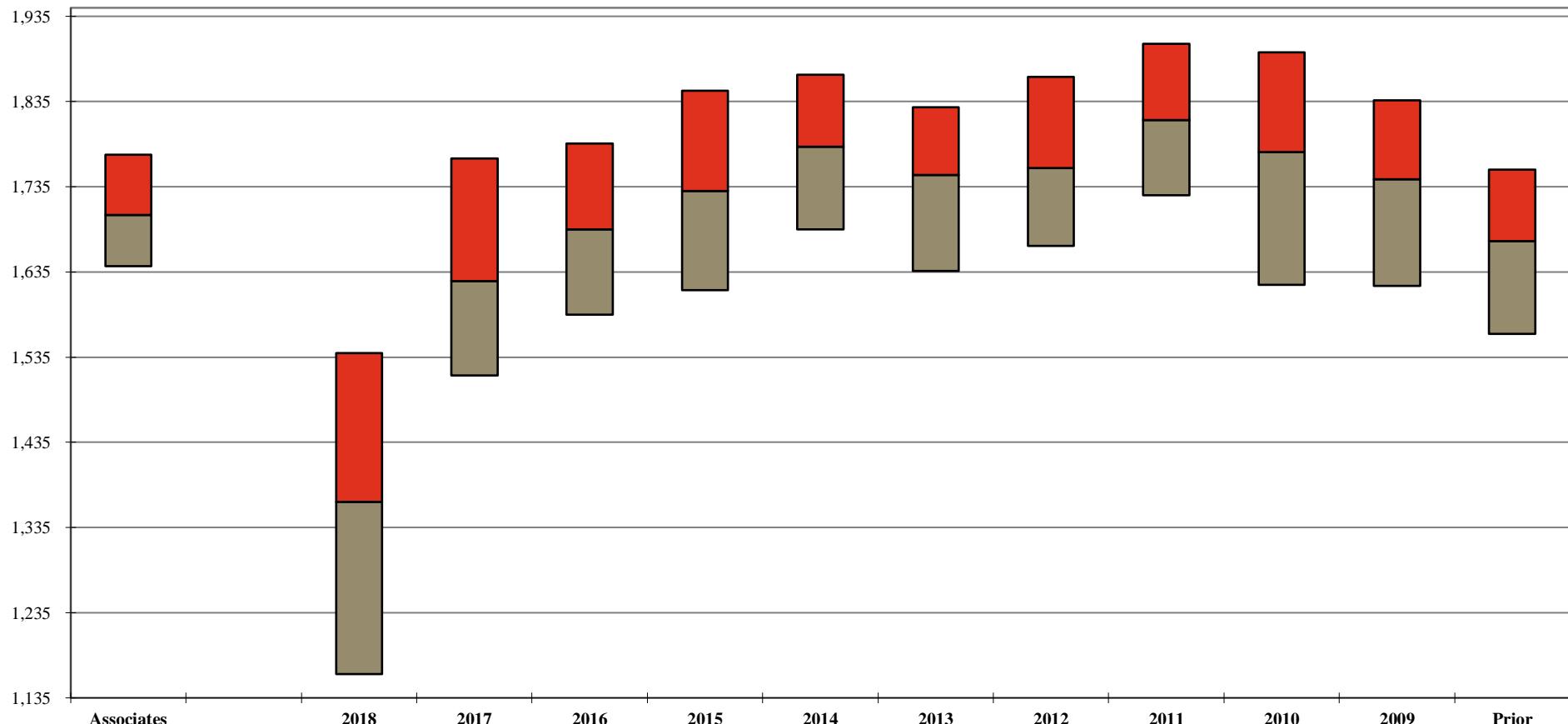
\*\* omitted due to insufficient data

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	Associates	Law Class Year										
		2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	Prior
1st Qtl	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 Qtl	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.

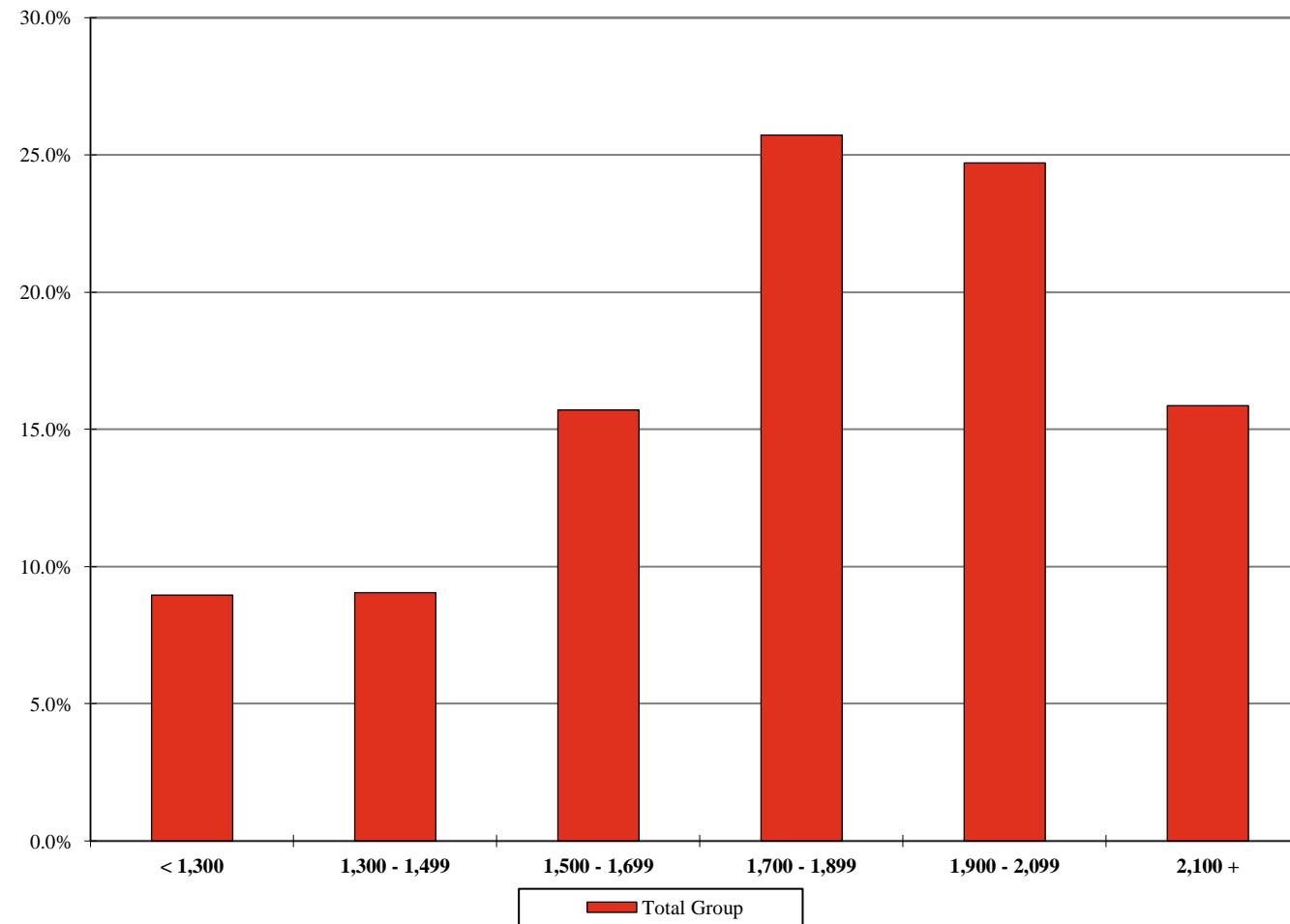
\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

*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%

<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each utilization level.

Additional detail can be found on Page 123.

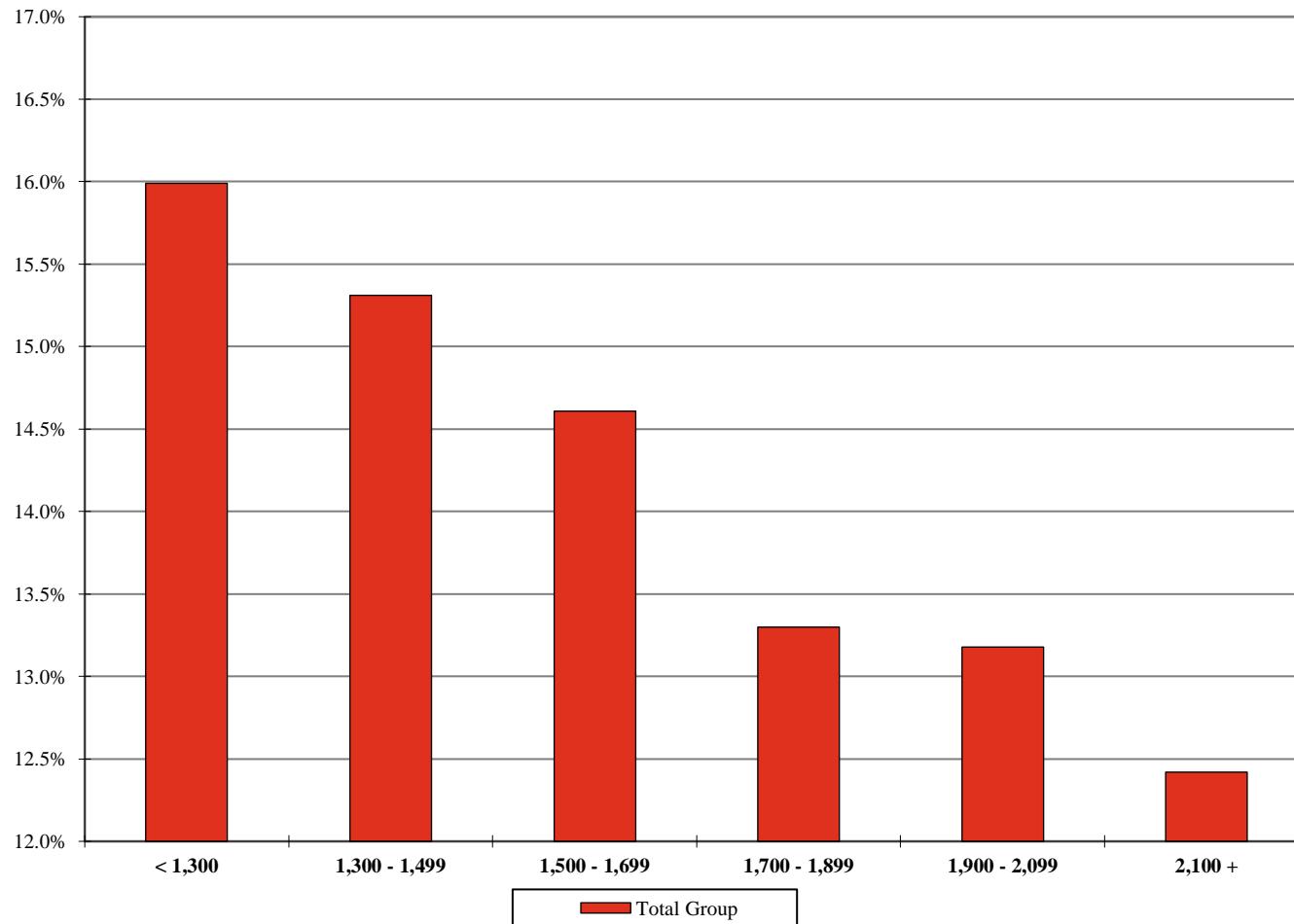
\*\* omitted due to insufficient data

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**Associate Discounting<sup>1</sup> 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%

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

\*\* omitted due to insufficient data

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Estimated Impact of Performance Improvements

#### Average Billable Hours

for the 12-month period ending 12/31/2018

Equity Partners

Non-Equity Partners

Associates

#### Standard Billing Rates at 1/1/2019

Equity Partners

Non-Equity Partners

Associates

#### Average Billed Rates

for the 12-month period ending 12/31/2018

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: (Variance) \* (Average Billed Rate) \* (FTE) / (Number of Equity Partners)*

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

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Attorney Billable Hour Targets

#### Target billable hour requirements:

**Equity Partners**

**Non-Equity Partners**

**Associates**

**Sr. Attorneys**

**Staff Attorneys**

**Paralegals**

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

**Equity Partners**

**Non-Equity Partners**

**Associates**

**Sr. Attorneys**

**Staff Attorneys**

**Paralegals**

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>Equity Partners</b>	/ 23	‡	1,800	1,750	1,600
<b>Non-Equity Partners</b>	/ 23	‡	1,825	1,800	1,700
<b>Associates</b>	/ 30	‡	1,900	1,875	1,813
<b>Sr. Attorneys</b>	/ 21	‡	1,900	1,800	1,700
<b>Staff Attorneys</b>	/ 19	‡	1,850	1,800	1,675
<b>Paralegals</b>	/ 25	‡	1,600	1,500	1,500
<b>Equity Partners</b>	/ 23	‡	46.0	35.0	22.6
<b>Non-Equity Partners</b>	/ 23	‡	30.8	16.9	14.0
<b>Associates</b>	/ 27	‡	44.3	33.3	25.7
<b>Sr. Attorneys</b>	/ 21	‡	31.0	20.0	13.6
<b>Staff Attorneys</b>	/ 18	‡	43.3	2.7	0.0
<b>Paralegals</b>	/ 22	‡	29.7	21.5	12.1

\*\* omitted due to insufficient data

‡ less than 75% population response

PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

### Alternative Fee Arrangements (AFAs)

#### Does your firm track AFAs in your accounting system?

#### Indicate the AFAs utilized by your firm:

- Flat fees for some or all stages of a matter
- Flat fee for the entire matter
- Blended Rates
- Incentive or success fees
- Collars and/or fee caps
- Contingency fees
- Annual retainer fee for a portfolio of services
- Holdbacks
- Other

#### The majority of AFAs are approved by:

- Billing Committee
- CEO/Managing Partner
- CFO/Finance Partner
- COO
- Practice Leaders
- Relationship Partners
- Other Partners

#### Over the past 5 years, how has the number of AFAs changed?

- Increased >50%
- Increased 25% - 50%
- Increased up to 25%
- Decreased
- No Change

Your Firm	Group	
	# of Members Responding	% Yes Responses
†	37	73.0
†	35	100.0
		100.0
		97.1
		82.9
		88.6
		97.1
		80.0
		45.7
		8.6
	34	
		29.4
		11.8
		23.5
		5.9
		17.6
		11.8
		0.0
	31	
		16.1
		19.4
		38.7
		19.4
		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)

Over the past 5 years, the approximate percentage of revenue generated from AFAs has:

- Increased >10%
- Increased 5% - 10%
- Increased up to 5%
- Decreased
- No Change

Over the next 5 years, how do you anticipate the amount of revenue generated from AFAs changing?

- Increase >10%
- Increase <10%
- Decrease
- No Change

Indicate the alternative staffing arrangements utilized by your firm:

- Secondments
- Contract lawyers working at your law firm
- Work outsourced to third party lawyers
- Work outsourced to third party non-lawyers
- Shared staffing/partnering with a third party/vendor
- Other
- None

Approximate percentage of revenue generated in 2018 from AFAs (000's)

Your Firm	Group		
	# of Members Responding	% Yes Responses	
	31	32.3	
		32.3	
		22.6	
		12.9	
		0.0	
	30		
		40.0	
		30.0	
		20.0	
		3.3	
†	34		
		79.4	
		85.3	
		55.9	
		26.5	
		14.7	
		2.9	
		2.9	

Your Firm	Group		
	Average	Rank / Of	Median
/ 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 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 year	% Change - 1 year		Median	
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
<b>Equity Partners</b>											
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
<b>By Years of Experience</b>											
< 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
<b>Non-Equity Partners</b>											
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
<b>By Years of Experience</b>											
< 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

PricewaterhouseCoopers LLP

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 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 year	% Change - 1 year		Median	
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
<b>All Partner Composite</b>											
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
<b>By Years of Experience</b>											
< 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
<b>Contract Partners</b>			**	**	**			**	**	**	**

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

PricewaterhouseCoopers LLP

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 +
<i>&lt; 11 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>156</b> <sup>‡</sup>	22.4%	16.0%	25.0%	23.1%	5.8%	1.9%	0.6%	4.5%	0.6%								
<i>11 - 15 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>636</b>	20.0%	27.8%	16.7%	7.2%	12.4%	4.2%	3.9%	3.1%	4.1%	0.5%							
<i>16 - 20 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>977</b>	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%	
<i>21 - 25 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>1,072</b>	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%		
<i>26 - 30 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>969</b>	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%	
<i>31 - 35 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>975</b>	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%		
<i>36 - 40 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>807</b>	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%	
<i>41 - 45 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>335</b>	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%	
<i>&gt; 45 Years</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>91</b> <sup>‡</sup>	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%	
<i>All Equity Partners</i>																		
Your Firm	0																	
<b>Total Group</b>	<b>6,020</b>	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; <sup>‡</sup> 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																		
<b>Total Group</b>	<b>635</b>	42.5%	27.1%	11.8%	5.0%	2.7%	5.2%	1.9%	3.3%	0.5%								
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>855</b>	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																		
<b>Total Group</b>	<b>585</b>	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																		
<b>Total Group</b>	<b>410</b>	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																		
<b>Total Group</b>	<b>284</b>	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																		
<b>Total Group</b>	<b>276</b>	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																		
<b>Total Group</b>	<b>254</b>	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																		
<b>Total Group</b>	<b>195</b>	‡	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																		
<b>Total Group</b>	<b>134</b>	‡	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%			
<b>All Non-Equity Partners</b>																		
Your Firm																		
<b>Total Group</b>	<b>3,642</b>	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																		
<b>Total Group</b>	<b>791</b>	<b>38.6%</b>	<b>24.9%</b>	<b>14.4%</b>	<b>8.6%</b>	<b>3.3%</b>	<b>4.6%</b>	<b>1.6%</b>	<b>3.5%</b>	<b>0.5%</b>								
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,491</b>	<b>20.5%</b>	<b>30.2%</b>	<b>16.6%</b>	<b>7.9%</b>	<b>8.9%</b>	<b>4.7%</b>	<b>5.3%</b>	<b>2.9%</b>	<b>2.5%</b>	<b>0.5%</b>							
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,562</b>	<b>8.8%</b>	<b>23.2%</b>	<b>26.4%</b>	<b>11.4%</b>	<b>7.6%</b>	<b>8.6%</b>	<b>5.1%</b>	<b>3.4%</b>	<b>2.8%</b>	<b>1.3%</b>	<b>0.5%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>0.1%</b>		<b>0.1%</b>	
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,482</b>	<b>5.6%</b>	<b>15.4%</b>	<b>28.1%</b>	<b>18.4%</b>	<b>7.8%</b>	<b>8.2%</b>	<b>4.2%</b>	<b>4.3%</b>	<b>4.3%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>0.7%</b>	<b>0.5%</b>		<b>0.1%</b>		
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,253</b>	<b>3.8%</b>	<b>11.4%</b>	<b>21.1%</b>	<b>21.9%</b>	<b>11.3%</b>	<b>7.3%</b>	<b>7.5%</b>	<b>6.0%</b>	<b>4.9%</b>	<b>1.4%</b>	<b>1.4%</b>	<b>1.0%</b>	<b>0.8%</b>	<b>0.1%</b>		<b>0.1%</b>	
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,251</b>	<b>3.0%</b>	<b>10.2%</b>	<b>17.6%</b>	<b>23.3%</b>	<b>17.9%</b>	<b>5.9%</b>	<b>6.3%</b>	<b>6.1%</b>	<b>2.5%</b>	<b>3.6%</b>	<b>1.0%</b>	<b>0.9%</b>	<b>1.1%</b>	<b>0.6%</b>	<b>0.2%</b>		
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,061</b>	<b>3.3%</b>	<b>9.1%</b>	<b>15.0%</b>	<b>23.9%</b>	<b>21.8%</b>	<b>6.6%</b>	<b>6.3%</b>	<b>5.1%</b>	<b>3.6%</b>	<b>2.3%</b>	<b>0.8%</b>	<b>0.8%</b>	<b>0.5%</b>	<b>0.6%</b>	<b>0.1%</b>	<b>0.2%</b>	
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>530</b>	<b>3.6%</b>	<b>6.2%</b>	<b>19.1%</b>	<b>22.8%</b>	<b>23.0%</b>	<b>6.2%</b>	<b>5.3%</b>	<b>4.5%</b>	<b>3.0%</b>	<b>2.3%</b>	<b>0.6%</b>	<b>2.1%</b>	<b>0.2%</b>		<b>0.9%</b>	<b>0.2%</b>	
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>225</b>	<b>3.1%</b>	<b>6.2%</b>	<b>15.1%</b>	<b>23.6%</b>	<b>20.9%</b>	<b>6.7%</b>	<b>5.3%</b>	<b>4.9%</b>	<b>3.6%</b>	<b>4.4%</b>	<b>1.8%</b>	<b>1.8%</b>	<b>0.4%</b>	<b>0.9%</b>	<b>0.4%</b>	<b>0.9%</b>	
<i>All Partners</i>																		
Your Firm																		
<b>Total Group</b>	<b>9,662</b>	<b>10.1%</b>	<b>17.1%</b>	<b>20.4%</b>	<b>16.9%</b>	<b>12.0%</b>	<b>6.7%</b>	<b>5.3%</b>	<b>4.5%</b>	<b>3.1%</b>	<b>1.6%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.0%</b>	

\* 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 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year		Median				
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year			
<b>Associates</b>														
<i>Class of</i>														
2018	/ 46		\$389	\$277	\$250			14.9	9.7	5.1				
2017	/ 54		411	298	266			15.0	10.2	4.9	21.7			
2016	/ 56		439	304	285			13.1	7.7	3.3	19.0			
2015	/ 55		457	320	294			12.2	9.2	3.6	17.8			
2014	/ 56		490	340	314			10.7	7.2	2.8	15.0			
2013	/ 56		511	351	318			10.0	6.2	2.2	14.0			
2012	/ 55		538	365	333			10.0	5.1	0.5	12.6			
2011	/ 52		594	392	347	‡		8.9	4.9	0.0	8.1			
2010	/ 51		515	372	341	‡		9.4	5.0	0.3	10.6			
2009	/ 48		544	401	358	‡		6.1	1.6	(2.0)	4.5			
Prior	/ 49		561	396	346	‡		4.7	3.3	0.0	5.6			
<b>All Associates</b>	/ 56		495	337	313									
<b>Sr. Attorneys</b>														
<i>Class of</i>														
2011 - 2018	/ 20	‡	\$497	\$395	\$324			**	**	**	**			
2010	/ 15	‡	660	420	358			**	**	**	**			
2009	/ 25	‡	520	392	367	‡	‡	4.5	1.3	(0.4)	6.8			
2008	/ 24	‡	580	425	394	‡	‡	5.6	3.9	2.2	7.6			
2007	/ 29	‡	695	405	385	‡	‡	5.6	3.0	1.7	9.1			
2006	/ 28	‡	536	427	355	‡	‡	6.0	2.8	0.0	10.3			
2005	/ 26	‡	657	458	390	‡	‡	6.3	3.4	1.1	8.6			
Prior	/ 35	‡	636	486	431	‡	‡	5.4	2.8	0.0	7.5			
<b>All Sr. Attorneys</b>	/ 37	‡	624	449	399	‡	‡	4.2	2.0	0.0	6.6			

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

PricewaterhouseCoopers LLP

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			Median % Change - 2 Year	
	Rate	Rank / Of	1 <sup>st</sup> Quartile		Median	3 <sup>rd</sup> Quartile	% Change - 1 Year		% Change - 2 Year			
			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile		
<b>Of Counsel</b>												
<b>By Years of Experience</b>												
< 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	
<b>All Of Counsel</b>		/ 49	726	564	474			7.3	3.9	0.0	6.8	
<b>Staff Attorneys</b>												
<b>By Years of Experience</b>												
< 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	
<b>All Staff Attorneys</b>		/ 38 ‡	388	309	276			6.2	2.9	(1.5)	9.2	
<b>eDiscovery Attorneys</b>												
<b>By Years of Experience</b>												
< 3 Years			**	**	**			**	**	**	**	
3 - 5 Years			**	**	**			**	**	**	**	
6 - 8 Years			**	**	**			**	**	**	**	
> 8 Years			**	**	**			**	**	**	**	
<b>All eDiscovery Attorneys</b>												
<b>All Attorneys</b>		/ 56	\$637	\$490	\$446			4.3	2.8	0.3	6.4	
<b>Contract Associates</b>		/ 20 ‡	\$534	\$391	\$250			19.1	10.7	0.0	16.3	
<b>Other Timekeepers</b>												
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)	**	
<b>Paralegals</b>												
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

PricewaterhouseCoopers LLP

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

## Distribution of Associate &amp; 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 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2018													
Your Firm													
<b>Total Group</b>	<b>362</b>	<b>19.1%</b>	<b>27.1%</b>	<b>24.3%</b>	<b>18.2%</b>	<b>10.5%</b>	<b>0.8%</b>						
2017													
Your Firm													
<b>Total Group</b>	<b>519</b>	<b>9.4%</b>	<b>49.5%</b>	<b>12.9%</b>	<b>14.6%</b>	<b>7.7%</b>	<b>5.2%</b>	<b>0.6%</b>					
2016													
Your Firm													
<b>Total Group</b>	<b>589</b>	<b>6.5%</b>	<b>44.5%</b>	<b>10.0%</b>	<b>11.5%</b>	<b>14.3%</b>	<b>2.9%</b>	<b>10.4%</b>					
2015													
Your Firm													
<b>Total Group</b>	<b>622</b>	<b>4.3%</b>	<b>40.4%</b>	<b>13.5%</b>	<b>16.9%</b>	<b>8.8%</b>	<b>5.0%</b>	<b>8.7%</b>	<b>2.3%</b>	<b>0.2%</b>			
2014													
Your Firm													
<b>Total Group</b>	<b>625</b>	<b>4.2%</b>	<b>34.4%</b>	<b>23.2%</b>	<b>10.6%</b>	<b>5.8%</b>	<b>10.2%</b>	<b>3.2%</b>	<b>5.8%</b>	<b>2.7%</b>			
2013													
Your Firm													
<b>Total Group</b>	<b>646</b>	<b>3.3%</b>	<b>29.1%</b>	<b>25.9%</b>	<b>8.2%</b>	<b>10.2%</b>	<b>6.2%</b>	<b>6.2%</b>	<b>3.9%</b>	<b>6.3%</b>	<b>0.8%</b>		
2012													
Your Firm													
<b>Total Group</b>	<b>532</b>	<b>1.3%</b>	<b>22.6%</b>	<b>32.1%</b>	<b>10.7%</b>	<b>10.2%</b>	<b>6.2%</b>	<b>6.4%</b>	<b>3.6%</b>	<b>4.3%</b>	<b>2.6%</b>		
2011													
Your Firm													
<b>Total Group</b>	<b>366</b>	<b>1.9%</b>	<b>18.9%</b>	<b>32.8%</b>	<b>9.0%</b>	<b>11.7%</b>	<b>5.7%</b>	<b>7.7%</b>	<b>3.6%</b>	<b>3.3%</b>	<b>3.3%</b>	<b>2.2%</b>	
2010													
Your Firm													
<b>Total Group</b>	<b>303</b>	<b>1.7%</b>	<b>17.8%</b>	<b>37.0%</b>	<b>10.2%</b>	<b>9.6%</b>	<b>5.3%</b>	<b>6.9%</b>	<b>4.3%</b>	<b>2.6%</b>	<b>3.3%</b>	<b>1.3%</b>	
2009													
Your Firm													
<b>Total Group</b>	<b>218</b>	<b>0.9%</b>	<b>11.0%</b>	<b>34.9%</b>	<b>13.8%</b>	<b>13.3%</b>	<b>6.9%</b>	<b>7.3%</b>	<b>6.4%</b>	<b>2.8%</b>	<b>2.8%</b>		
Prior													
Your Firm													
<b>Total Group</b>	<b>408</b>	<b>1.7%</b>	<b>20.3%</b>	<b>25.7%</b>	<b>11.8%</b>	<b>9.8%</b>	<b>9.6%</b>	<b>8.3%</b>	<b>7.1%</b>	<b>2.9%</b>	<b>2.0%</b>	<b>0.7%</b>	
All Associates													
Your Firm													
<b>Total Group</b>	<b>5,216</b>	<b>4.9%</b>	<b>31.2%</b>	<b>23.1%</b>	<b>12.3%</b>	<b>9.9%</b>	<b>5.9%</b>	<b>6.0%</b>	<b>3.1%</b>	<b>2.3%</b>	<b>1.1%</b>	<b>0.3%</b>	
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
<b>Total Group</b>	<b>1,065</b>	<b>‡</b>	<b>0.5%</b>	<b>8.4%</b>	<b>22.3%</b>	<b>21.6%</b>	<b>16.0%</b>	<b>8.3%</b>	<b>8.0%</b>	<b>6.8%</b>	<b>2.3%</b>	<b>0.9%</b>	<b>5.1%</b>

\* 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'<sup>1</sup> Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2019

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>										
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
<b>By Years of Experience</b>										
< 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
<b>Non-Equity Partners</b>										
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
<b>By Years of Experience</b>										
< 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

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

As of January 1, 2019

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	<i>1<sup>st</sup></i> <i>Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup></i> <i>Quartile</i>	% Change - 1 Year	Rank / Of	<i>1<sup>st</sup></i> <i>Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup></i> <i>Quartile</i>
<b>All Partner Composite</b>										
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
<b><u>By Years of Experience</u></b>										
< 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
<b>Contract Partners</b>										
			**	**	**			**	**	**

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

As of January 1, 2019

	Your Firm		Group			Your Firm		Group						
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year						
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile				
<b>Associates</b>														
<i>Class of</i>														
2018		/ 26 <sup>‡</sup>	\$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				
<b>All Associates</b>		/ 55	507	340	314		/ 55	11.8	8.7	6.8				
<b>Sr. Attorneys</b>														
<i>Class of</i>														
2011 - 2018		/ 17 <sup>‡</sup>	\$490	\$390	\$330		/ 17 <sup>‡</sup>	5.8	3.5	2.8				
2010		**	**	**	**			**	**	**				
2009		/ 22 <sup>‡</sup>	515	392	358		/ 22 <sup>‡</sup>	5.4	4.8	3.2				
2008		/ 23 <sup>‡</sup>	595	425	393		/ 23 <sup>‡</sup>	5.6	4.9	3.8				
2007		/ 26 <sup>‡</sup>	692	420	388		/ 26 <sup>‡</sup>	5.8	4.5	2.6				
2006		/ 25 <sup>‡</sup>	525	445	360		/ 25 <sup>‡</sup>	5.7	3.6	2.9				
2005		/ 25 <sup>‡</sup>	705	460	390		/ 25 <sup>‡</sup>	5.0	3.4	2.4				
Prior		/ 35 <sup>‡</sup>	636	487	439		/ 35 <sup>‡</sup>	5.0	3.7	3.1				
<b>All Sr. Attorneys</b>		/ 37 <sup>‡</sup>	628	449	400		/ 37 <sup>‡</sup>	5.4	3.9	3.1				

<sup>1</sup> 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; <sup>‡</sup> 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<sup>1</sup>

Standard Billing Rate As of January 1, 2019

<u>Years of Experience</u>	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
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)

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

As of January 1, 2019

 Of Counsel  
 By Years of Experience

 < 21 Years  
 21 - 25 Years  
 26 - 30 Years  
 > 30 Years

## All Of Counsel

 Staff Attorneys  
 By Years of Experience

 < 6 Years  
 6 - 10 Years  
 11 - 15 Years  
 > 15 Years

## All Staff Attorneys

 eDiscovery Attorneys  
 By Years of Experience

 < 3 Years  
 3 - 5 Years  
 6 - 8 Years  
 > 8 Years

## All eDiscovery Attorneys

## All Attorneys

## Contract Associates

## Other Timekeepers

 Lobbyists  
 Specialists  
 Litigation Support  
 Patent Agents  
 Case Clerks  
 Law Clerks

## Paralegals

 High  
 Middle  
 Low  
 Average

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
			Median	Quartile	Median			Median	Quartile	
Of Counsel										
By Years of Experience										
< 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										
By Years of Experience										
< 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										
By Years of Experience										
< 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

<sup>1</sup> 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 Worked<sup>1</sup> Rates  
 For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 year	% Change - 1 Year		Median % Change - 2 Year
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	3 <sup>rd</sup> Quartile	
<b>Equity Partners</b>										
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
<b>By Years of Experience</b>										
< 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
<b>Non-Equity Partners</b>										
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
<b>By Years of Experience</b>										
< 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

<sup>1</sup> 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 Worked<sup>1</sup> Rates

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year	
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 year	% Change - 1 Year				
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	3 <sup>rd</sup> Quartile			
<b>All Partner Composite</b>												
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	
<b>By Years of Experience</b>												
< 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	
<b>Contract Partners</b>			**	**	**			**	**	**	**	

<sup>1</sup> 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 Worked<sup>1</sup> 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																		
<b>Total Group</b>	<b>111</b>	<b>‡</b>	<b>34.2%</b>	<b>9.9%</b>	<b>39.6%</b>	<b>11.7%</b>	<b>0.9%</b>	<b>2.7%</b>			<b>0.9%</b>							
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>518</b>	<b>33.8%</b>	<b>22.6%</b>	<b>10.4%</b>	<b>12.2%</b>	<b>8.9%</b>	<b>4.1%</b>	<b>5.2%</b>	<b>1.7%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>0.4%</b>						
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>864</b>	<b>22.2%</b>	<b>26.3%</b>	<b>18.2%</b>	<b>7.4%</b>	<b>7.1%</b>	<b>8.0%</b>	<b>3.7%</b>	<b>4.3%</b>	<b>1.7%</b>	<b>0.1%</b>	<b>0.3%</b>	<b>0.5%</b>		<b>0.2%</b>			
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>951</b>	<b>17.8%</b>	<b>20.9%</b>	<b>26.5%</b>	<b>10.2%</b>	<b>5.6%</b>	<b>6.6%</b>	<b>4.3%</b>	<b>3.6%</b>	<b>2.4%</b>	<b>0.8%</b>	<b>0.2%</b>	<b>0.5%</b>		<b>0.5%</b>			
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>865</b>	<b>15.0%</b>	<b>16.6%</b>	<b>23.5%</b>	<b>14.2%</b>	<b>8.4%</b>	<b>6.5%</b>	<b>5.8%</b>	<b>3.8%</b>	<b>3.9%</b>	<b>0.8%</b>	<b>0.7%</b>	<b>0.5%</b>	<b>0.1%</b>	<b>0.1%</b>			
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>890</b>	<b>13.6%</b>	<b>17.1%</b>	<b>21.6%</b>	<b>18.8%</b>	<b>9.0%</b>	<b>5.3%</b>	<b>4.8%</b>	<b>3.9%</b>	<b>3.3%</b>	<b>0.6%</b>	<b>0.8%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>		
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>743</b>	<b>14.8%</b>	<b>14.7%</b>	<b>21.8%</b>	<b>19.1%</b>	<b>10.8%</b>	<b>5.4%</b>	<b>4.2%</b>	<b>3.4%</b>	<b>3.2%</b>	<b>1.6%</b>	<b>0.3%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>313</b>	<b>10.2%</b>	<b>14.1%</b>	<b>22.7%</b>	<b>19.8%</b>	<b>13.1%</b>	<b>3.8%</b>	<b>5.8%</b>	<b>2.6%</b>	<b>2.9%</b>	<b>1.6%</b>	<b>1.9%</b>		<b>1.3%</b>			<b>0.3%</b>	
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>77</b>	<b>‡</b>	<b>7.8%</b>	<b>10.4%</b>	<b>18.2%</b>	<b>15.6%</b>	<b>16.9%</b>	<b>11.7%</b>	<b>3.9%</b>	<b>2.6%</b>	<b>3.9%</b>	<b>2.6%</b>	<b>2.6%</b>		<b>2.6%</b>	<b>1.3%</b>		
<i>All Equity Partners</i>																		
Your Firm																		
<b>Total Group</b>	<b>5,333</b>	<b>18.2%</b>	<b>19.0%</b>	<b>21.5%</b>	<b>13.9%</b>	<b>8.4%</b>	<b>6.0%</b>	<b>4.6%</b>	<b>3.4%</b>	<b>2.6%</b>	<b>0.8%</b>	<b>0.6%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.0%</b>	

<sup>1</sup> 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 Worked<sup>1</sup> 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																		
<b>Total Group</b>	<b>410</b>	<b>62.9%</b>	<b>19.0%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>3.4%</b>	<b>2.9%</b>	<b>3.4%</b>										
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>722</b>	<b>47.8%</b>	<b>23.1%</b>	<b>7.2%</b>	<b>6.0%</b>	<b>6.5%</b>	<b>5.3%</b>	<b>3.0%</b>	<b>1.1%</b>									
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>498</b>	<b>37.6%</b>	<b>27.7%</b>	<b>10.8%</b>	<b>5.2%</b>	<b>7.0%</b>	<b>7.8%</b>	<b>2.6%</b>	<b>0.8%</b>	<b>0.2%</b>	<b>0.2%</b>							
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>344</b>	<b>27.3%</b>	<b>28.2%</b>	<b>18.3%</b>	<b>8.4%</b>	<b>6.7%</b>	<b>4.1%</b>	<b>4.4%</b>	<b>1.7%</b>	<b>0.6%</b>	<b>0.3%</b>							
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>240</b>	<b>23.8%</b>	<b>25.0%</b>	<b>19.2%</b>	<b>7.5%</b>	<b>6.3%</b>	<b>9.6%</b>	<b>4.2%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>0.4%</b>							
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>215</b>	<b>20.9%</b>	<b>23.7%</b>	<b>24.2%</b>	<b>11.6%</b>	<b>7.9%</b>	<b>3.3%</b>	<b>4.7%</b>	<b>1.9%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.5%</b>						
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>240</b>	<b>23.8%</b>	<b>25.0%</b>	<b>19.2%</b>	<b>7.5%</b>	<b>6.3%</b>	<b>9.6%</b>	<b>4.2%</b>	<b>2.5%</b>	<b>1.7%</b>	<b>0.4%</b>							
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>215</b>	<b>20.9%</b>	<b>23.7%</b>	<b>24.2%</b>	<b>11.6%</b>	<b>7.9%</b>	<b>3.3%</b>	<b>4.7%</b>	<b>1.9%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>0.5%</b>						
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>206</b>	<b>19.9%</b>	<b>22.3%</b>	<b>18.4%</b>	<b>15.5%</b>	<b>6.8%</b>	<b>7.3%</b>	<b>6.3%</b>	<b>1.9%</b>		<b>1.0%</b>						<b>0.5%</b>	
<b>All Non-Equity Partners</b>																		
Your Firm																		
<b>Total Group</b>	<b>162</b>	<b>‡</b>	<b>25.3%</b>	<b>22.8%</b>	<b>20.4%</b>	<b>14.8%</b>	<b>7.4%</b>	<b>3.7%</b>	<b>2.5%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>0.6%</b>						

<sup>1</sup> 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 Worked<sup>1</sup> 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																		
<b>Total Group</b>	<b>521</b>	<b>56.8%</b>	<b>17.1%</b>	<b>11.7%</b>	<b>5.8%</b>	<b>2.9%</b>	<b>2.9%</b>	<b>2.7%</b>		<b>0.2%</b>								
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,240</b>	<b>41.9%</b>	<b>22.9%</b>	<b>8.5%</b>	<b>8.5%</b>	<b>7.5%</b>	<b>4.8%</b>	<b>4.0%</b>	<b>1.4%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.2%</b>						
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,362</b>	<b>27.8%</b>	<b>26.8%</b>	<b>15.5%</b>	<b>6.6%</b>	<b>7.0%</b>	<b>7.9%</b>	<b>3.3%</b>	<b>3.0%</b>	<b>1.2%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.3%</b>		<b>0.1%</b>			
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,295</b>	<b>20.3%</b>	<b>22.9%</b>	<b>24.3%</b>	<b>9.7%</b>	<b>5.9%</b>	<b>5.9%</b>	<b>4.3%</b>	<b>3.1%</b>	<b>1.9%</b>	<b>0.7%</b>	<b>0.2%</b>	<b>0.4%</b>		<b>0.4%</b>			
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,105</b>	<b>16.9%</b>	<b>18.5%</b>	<b>22.5%</b>	<b>12.8%</b>	<b>8.0%</b>	<b>7.1%</b>	<b>5.4%</b>	<b>3.5%</b>	<b>3.4%</b>	<b>0.7%</b>	<b>0.5%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>0.1%</b>			
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,105</b>	<b>15.0%</b>	<b>18.4%</b>	<b>22.1%</b>	<b>17.4%</b>	<b>8.8%</b>	<b>4.9%</b>	<b>4.8%</b>	<b>3.5%</b>	<b>2.8%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.7%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>		
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>949</b>	<b>15.9%</b>	<b>16.3%</b>	<b>21.1%</b>	<b>18.3%</b>	<b>9.9%</b>	<b>5.8%</b>	<b>4.6%</b>	<b>3.1%</b>	<b>2.5%</b>	<b>1.5%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>475</b>	<b>15.4%</b>	<b>17.1%</b>	<b>21.9%</b>	<b>18.1%</b>	<b>11.2%</b>	<b>3.8%</b>	<b>4.6%</b>	<b>2.1%</b>	<b>2.3%</b>	<b>1.3%</b>	<b>1.3%</b>		<b>0.8%</b>			<b>0.2%</b>	
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>180</b> <sup>‡</sup>	<b>13.9%</b>	<b>16.7%</b>	<b>20.6%</b>	<b>15.0%</b>	<b>13.3%</b>	<b>5.6%</b>	<b>3.9%</b>	<b>2.8%</b>	<b>3.9%</b>	<b>1.1%</b>	<b>1.1%</b>		<b>1.1%</b>	<b>0.6%</b>	<b>0.6%</b>		
<i>All Partners</i>																		
Your Firm																		
<b>Total Group</b>	<b>8,243</b>	<b>25.0%</b>	<b>20.7%</b>	<b>18.5%</b>	<b>11.8%</b>	<b>7.7%</b>	<b>5.8%</b>	<b>4.3%</b>	<b>2.7%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.0%</b>	

<sup>1</sup> Calculated by taking the value of billable time worked during the period 1/1/2018 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; <sup>‡</sup> less than 75% population response

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year	
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 year				
			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile		
<b>Associates</b>												
<i>Class of</i>												
2018		/ 34 <sup>‡</sup>	\$359	\$284	\$244							
2017		/ 51	\$357	\$274	\$247							
2016		/ 53	389	281	252							
2015		/ 52	408	295	258							
2014		/ 53	433	307	273							
2013		/ 53	461	312	284							
2012		/ 53	474	336	289							
2011		/ 52	518	348	295							
2010		/ 51	538	344	295							
2009		/ 46	507	352	305							
Prior		/ 49	521	343	310							
<i>All Associates</i>		/ 53	457	315	280							
<b>Sr. Attorneys</b>												
<i>Class of</i>												
2011 - 2018		/ 15 <sup>‡</sup>	\$505	\$377	\$318							
2010		**	**	**	**							
2009		/ 21 <sup>‡</sup>	594	388	308							
2008		/ 23 <sup>‡</sup>	626	393	317							
2007		/ 24 <sup>‡</sup>	672	449	349							
2006		/ 24 <sup>‡</sup>	470	395	317							
2005		/ 21 <sup>‡</sup>	605	433	362							
Prior		/ 31 <sup>‡</sup>	580	422	382							
<i>All Sr. Attorneys</i>		/ 34 <sup>‡</sup>	574	409	355							

<sup>1</sup> 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; <sup>‡</sup> less than 75% population response

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**Distribution of Associate & Sr. Attorney Average Worked<sup>1</sup> 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 +
<b>2018</b>													
Your Firm													
<b>Total Group</b>	**	**	**	**	**	**	**	**	**	**	**	**	**
<b>2017</b>													
Your Firm													
<b>Total Group</b>	308	29.2%	34.4%	22.7%	11.0%	2.3%	0.3%						
<b>2016</b>													
Your Firm													
<b>Total Group</b>	404	22.8%	38.1%	14.1%	15.6%	8.2%	1.2%						
<b>2015</b>													
Your Firm													
<b>Total Group</b>	439	18.5%	40.8%	12.8%	13.0%	9.3%	4.1%	1.6%					
<b>2014</b>													
Your Firm													
<b>Total Group</b>	436	20.9%	37.2%	13.8%	9.4%	10.1%	5.5%	0.5%	1.8%	0.9%			
<b>2013</b>													
Your Firm													
<b>Total Group</b>	477	14.0%	41.9%	12.2%	11.3%	6.3%	6.3%	5.5%	1.7%	0.4%	0.4%		
<b>2012</b>													
Your Firm													
<b>Total Group</b>	404	12.4%	34.9%	19.6%	9.9%	5.9%	7.4%	6.7%	2.5%		0.7%		
<b>2011</b>													
Your Firm													
<b>Total Group</b>	305	12.1%	33.1%	21.3%	8.9%	5.9%	5.9%	6.9%	3.6%	0.7%		1.6%	
<b>2010</b>													
Your Firm													
<b>Total Group</b>	259	8.9%	34.4%	27.8%	5.4%	6.9%	5.8%	6.6%	2.7%			1.5%	
<b>2009</b>													
Your Firm													
<b>Total Group</b>	200	7.0%	25.5%	29.0%	8.5%	12.0%	7.0%	7.5%	3.0%	0.5%			
<i>Prior</i>													
Your Firm													
<b>Total Group</b>	307	11.7%	22.8%	25.7%	7.2%	11.4%	8.5%	7.2%	4.6%	0.7%	0.3%		
<i>All Associates</i>													
Your Firm													
<b>Total Group</b>	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													
<b>Total Group</b>	710 <sup>‡</sup>	3.4%	22.1%	25.1%	15.6%	9.9%	6.6%	7.6%	4.9%	4.1%	0.7%		

<sup>1</sup> 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; <sup>‡</sup> less than 75% population response

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018

Of Counsel

## By Years of Experience

 < 21 Years  
 21 - 25 Years  
 26 - 30 Years  
 > 30 Years

## All Of Counsel

Staff Attorneys

## By Years of Experience

 < 6 Years  
 6 - 10 Years  
 11 - 15 Years  
 > 15 Years

## All Staff Attorneys

eDiscovery Attorneys

## By Years of Experience

 < 3 Years  
 3 - 5 Years  
 6 - 8 Years  
 > 8 Years

## All eDiscovery Attorneys

All Attorneys

Contract Associates

Other Timekeepers

 Lobbyists  
 Specialists  
 Litigation Support  
 Patent Agents  
 Case Clerks  
 Law Clerks

Paralegals

 High  
 Middle  
 Low  
 Average

Your Firm		Group			Your Firm		Group			Median			
Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> 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			

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

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	% Change - 1 Year		Median	
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Equity Partners</b>											
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
<b>By Years of Experience</b>											
< 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)
<b>Non-Equity Partners</b>											
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
<b>By Years of Experience</b>											
< 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

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

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year	
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	% Change - 1 Year				
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	3 <sup>rd</sup> Quartile			
<b>All Partner Composite</b>												
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	
<b>By Years of Experience</b>												
< 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 <sup>‡</sup>	678	550	463	<sup>‡</sup>	<sup>‡</sup>	7.6	0.0	(4.1)	1.0	
<b>Contract Partners</b>			**	**	**			**	**	**	**	

<sup>1</sup> 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; <sup>‡</sup> less than 75% population response

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

**Distribution of Equity Partner Average Billed<sup>1</sup> 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																		
<b>Total Group</b>	<b>112</b> ‡	<b>35.7%</b>	<b>13.4%</b>	<b>37.5%</b>	<b>7.1%</b>	<b>3.6%</b>	<b>1.8%</b>		<b>0.9%</b>									
11 - 15 Years Your Firm																		
<b>Total Group</b>	<b>525</b>	<b>39.2%</b>	<b>21.3%</b>	<b>8.2%</b>	<b>13.3%</b>	<b>8.2%</b>	<b>5.9%</b>	<b>1.9%</b>	<b>1.1%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.2%</b>						
16 - 20 Years Your Firm																		
<b>Total Group</b>	<b>874</b>	<b>30.0%</b>	<b>24.1%</b>	<b>15.1%</b>	<b>6.9%</b>	<b>8.8%</b>	<b>7.4%</b>	<b>3.2%</b>	<b>2.6%</b>	<b>0.9%</b>	<b>0.5%</b>		<b>0.3%</b>		<b>0.1%</b>			
21 - 25 Years Your Firm																		
<b>Total Group</b>	<b>962</b>	<b>22.5%</b>	<b>25.8%</b>	<b>20.5%</b>	<b>8.7%</b>	<b>6.9%</b>	<b>6.0%</b>	<b>4.6%</b>	<b>2.6%</b>	<b>1.2%</b>	<b>0.2%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>0.3%</b>	<b>0.2%</b>			
26 - 30 Years Your Firm																		
<b>Total Group</b>	<b>875</b>	<b>19.7%</b>	<b>21.4%</b>	<b>20.0%</b>	<b>12.2%</b>	<b>9.6%</b>	<b>5.1%</b>	<b>5.8%</b>	<b>2.3%</b>	<b>1.6%</b>	<b>1.0%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>0.2%</b>		<b>0.1%</b>	<b>0.3%</b>	
31 - 35 Years Your Firm																		
<b>Total Group</b>	<b>898</b>	<b>19.7%</b>	<b>17.8%</b>	<b>21.2%</b>	<b>15.1%</b>	<b>9.2%</b>	<b>5.1%</b>	<b>5.5%</b>	<b>2.9%</b>	<b>1.2%</b>	<b>0.7%</b>	<b>0.9%</b>	<b>0.3%</b>	<b>0.1%</b>			<b>0.2%</b>	
36 - 40 Years Your Firm																		
<b>Total Group</b>	<b>756</b>	<b>20.0%</b>	<b>18.4%</b>	<b>21.3%</b>	<b>16.8%</b>	<b>6.6%</b>	<b>5.0%</b>	<b>4.2%</b>	<b>4.6%</b>	<b>1.5%</b>	<b>0.5%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.4%</b>	<b>0.1%</b>	<b>0.1%</b>		
41 - 45 Years Your Firm																		
<b>Total Group</b>	<b>322</b>	<b>15.5%</b>	<b>14.9%</b>	<b>24.5%</b>	<b>18.0%</b>	<b>8.4%</b>	<b>4.3%</b>	<b>5.0%</b>	<b>3.4%</b>	<b>0.9%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>0.6%</b>	<b>0.6%</b>			<b>1.2%</b>	
> 45 Years Your Firm																		
<b>Total Group</b>	<b>82</b> ‡	<b>12.2%</b>	<b>12.2%</b>	<b>19.5%</b>	<b>13.4%</b>	<b>13.4%</b>	<b>12.2%</b>	<b>4.9%</b>	<b>6.1%</b>	<b>2.4%</b>	<b>1.2%</b>		<b>1.2%</b>		<b>1.2%</b>			
All Equity Partners Your Firm																		
<b>Total Group</b>	<b>5,407</b>	<b>23.7%</b>	<b>20.9%</b>	<b>19.1%</b>	<b>12.2%</b>	<b>8.2%</b>	<b>5.7%</b>	<b>4.3%</b>	<b>2.8%</b>	<b>1.2%</b>	<b>0.6%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.2%</b>	

<sup>1</sup> 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 Billed<sup>1</sup> 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																		
<b>Total Group</b>	<b>410</b>	<b>68.3%</b>	<b>14.9%</b>	<b>4.9%</b>	<b>6.1%</b>	<b>2.2%</b>	<b>3.2%</b>	<b>0.2%</b>		<b>0.2%</b>								
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>722</b>	<b>54.7%</b>	<b>20.6%</b>	<b>7.3%</b>	<b>8.2%</b>	<b>3.7%</b>	<b>3.5%</b>	<b>1.2%</b>	<b>0.3%</b>		<b>0.1%</b>	<b>0.1%</b>					<b>0.1%</b>	
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>498</b>	<b>46.2%</b>	<b>24.5%</b>	<b>8.2%</b>	<b>6.0%</b>	<b>7.8%</b>	<b>4.8%</b>	<b>1.2%</b>	<b>0.6%</b>		<b>0.2%</b>				<b>0.2%</b>		<b>0.2%</b>	
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>344</b>	<b>38.1%</b>	<b>25.0%</b>	<b>15.7%</b>	<b>7.3%</b>	<b>6.7%</b>	<b>4.7%</b>	<b>1.7%</b>	<b>0.6%</b>						<b>0.3%</b>			
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>240</b>	<b>31.7%</b>	<b>24.6%</b>	<b>19.2%</b>	<b>5.8%</b>	<b>9.6%</b>	<b>4.6%</b>	<b>2.5%</b>	<b>1.3%</b>		<b>0.4%</b>	<b>0.4%</b>						
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>215</b>	<b>27.9%</b>	<b>26.0%</b>	<b>19.1%</b>	<b>10.2%</b>	<b>7.0%</b>	<b>4.2%</b>	<b>3.3%</b>	<b>1.9%</b>	<b>0.5%</b>								
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>206</b>	<b>28.6%</b>	<b>22.8%</b>	<b>16.0%</b>	<b>13.1%</b>	<b>6.8%</b>	<b>7.3%</b>	<b>3.4%</b>		<b>1.0%</b>			<b>0.5%</b>				<b>0.5%</b>	
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>162</b>	<b>‡</b>	<b>35.8%</b>	<b>20.4%</b>	<b>21.6%</b>	<b>6.8%</b>	<b>6.2%</b>	<b>3.7%</b>	<b>2.5%</b>	<b>1.2%</b>	<b>1.2%</b>	<b>0.6%</b>						
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>103</b>	<b>‡</b>	<b>29.1%</b>	<b>21.4%</b>	<b>23.3%</b>	<b>7.8%</b>	<b>6.8%</b>	<b>1.9%</b>	<b>1.0%</b>	<b>5.8%</b>	<b>1.9%</b>						<b>1.0%</b>	
<i>All Non-Equity Partners</i>																		
Your Firm																		
<b>Total Group</b>	<b>2,910</b>	<b>45.4%</b>	<b>21.9%</b>	<b>12.1%</b>	<b>7.6%</b>	<b>5.7%</b>	<b>4.2%</b>	<b>1.6%</b>	<b>0.8%</b>	<b>0.3%</b>	<b>0.1%</b>							

<sup>1</sup> 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 Billed<sup>1</sup> 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																		
<b>Total Group</b>	<b>522</b>	<b>61.3%</b>	<b>14.6%</b>	<b>11.9%</b>	<b>6.3%</b>	<b>2.5%</b>	<b>2.9%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.2%</b>								
11 - 15 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,247</b>	<b>48.2%</b>	<b>20.9%</b>	<b>7.7%</b>	<b>10.3%</b>	<b>5.6%</b>	<b>4.5%</b>	<b>1.5%</b>	<b>0.6%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.1%</b>				<b>0.1%</b>	
16 - 20 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,372</b>	<b>35.9%</b>	<b>24.3%</b>	<b>12.6%</b>	<b>6.6%</b>	<b>8.5%</b>	<b>6.5%</b>	<b>2.5%</b>	<b>1.9%</b>	<b>0.6%</b>	<b>0.4%</b>		<b>0.2%</b>	<b>0.1%</b>			<b>0.1%</b>	
21 - 25 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,306</b>	<b>26.6%</b>	<b>25.6%</b>	<b>19.2%</b>	<b>8.3%</b>	<b>6.8%</b>	<b>5.7%</b>	<b>3.8%</b>	<b>2.1%</b>	<b>0.9%</b>	<b>0.2%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.2%</b>	<b>0.2%</b>			
26 - 30 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,115</b>	<b>22.2%</b>	<b>22.1%</b>	<b>19.8%</b>	<b>10.9%</b>	<b>9.6%</b>	<b>5.0%</b>	<b>5.1%</b>	<b>2.1%</b>	<b>1.3%</b>	<b>0.9%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.1%</b>		<b>0.3%</b>	
31 - 35 Years																		
Your Firm																		
<b>Total Group</b>	<b>1,113</b>	<b>21.3%</b>	<b>19.4%</b>	<b>20.8%</b>	<b>14.2%</b>	<b>8.8%</b>	<b>4.9%</b>	<b>5.0%</b>	<b>2.7%</b>	<b>1.1%</b>	<b>0.5%</b>	<b>0.7%</b>	<b>0.3%</b>	<b>0.1%</b>			<b>0.2%</b>	
36 - 40 Years																		
Your Firm																		
<b>Total Group</b>	<b>962</b>	<b>21.8%</b>	<b>19.3%</b>	<b>20.2%</b>	<b>16.0%</b>	<b>6.7%</b>	<b>5.5%</b>	<b>4.1%</b>	<b>3.6%</b>	<b>1.4%</b>	<b>0.4%</b>	<b>0.2%</b>	<b>0.2%</b>	<b>0.3%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.1%</b>	
41 - 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>484</b>	<b>22.3%</b>	<b>16.7%</b>	<b>23.6%</b>	<b>14.3%</b>	<b>7.6%</b>	<b>4.1%</b>	<b>4.1%</b>	<b>2.7%</b>	<b>1.0%</b>	<b>1.4%</b>	<b>0.4%</b>	<b>0.4%</b>	<b>0.4%</b>			<b>0.8%</b>	
> 45 Years																		
Your Firm																		
<b>Total Group</b>	<b>185</b> ‡	<b>21.6%</b>	<b>17.3%</b>	<b>21.6%</b>	<b>10.3%</b>	<b>9.7%</b>	<b>6.5%</b>	<b>2.7%</b>	<b>5.9%</b>	<b>2.2%</b>	<b>0.5%</b>		<b>0.5%</b>		<b>0.5%</b>		<b>0.5%</b>	
<i>All Partners</i>																		
Your Firm																		
<b>Total Group</b>	<b>8,317</b>	<b>31.3%</b>	<b>21.2%</b>	<b>16.7%</b>	<b>10.6%</b>	<b>7.4%</b>	<b>5.2%</b>	<b>3.4%</b>	<b>2.1%</b>	<b>0.9%</b>	<b>0.4%</b>	<b>0.3%</b>	<b>0.2%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>0.0%</b>	<b>0.2%</b>	

<sup>1</sup> 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 Billed<sup>1</sup> Rates

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year	
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	% Change - 1 Year				
			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile		
<b>Associates</b>												
<i>Class of</i>												
2018		/ 34 <sup>‡</sup>	\$312	\$258	\$214							
2017		/ 51	\$304	\$244	\$225							
2016		/ 54	358	258	226							
2015		/ 53	384	268	248							
2014		/ 54	409	283	258							
2013		/ 54	424	288	262							
2012		/ 54	451	304	273							
2011		/ 53	472	330	268							
2010		/ 52	476	325	278							
2009		/ 47	453	335	289							
Prior		/ 50	456	332	274							
<b>All Associates</b>		/ 54	408	293	258							
<b>Sr. Attorneys</b>												
<i>Class of</i>												
2011 - 2018		/ 15 <sup>‡</sup>	\$424	\$327	\$269							
2010		**	**	**	**							
2009		/ 21 <sup>‡</sup>	485	340	289							
2008		/ 23 <sup>‡</sup>	607	370	304							
2007		/ 25 <sup>‡</sup>	598	384	313							
2006		/ 24 <sup>‡</sup>	424	377	296							
2005		/ 22 <sup>‡</sup>	473	384	317							
Prior		/ 32 <sup>‡</sup>	475	387	357							
<b>All Sr. Attorneys</b>		/ 35 <sup>‡</sup>	481	377	330							

<sup>1</sup> 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; <sup>‡</sup> less than 75% population response

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

<sup>1</sup> 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; <sup>‡</sup> less than 75% population response

## 2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	% Change - 1 year	% Change - 2 Year	1 <sup>st</sup> Quartile		3 <sup>rd</sup> Quartile	
			Quartile	Median	Quartile			Quartile	Median	Quartile	
<b>Of Counsel</b>											
<i>By Years of Experience</i>											
< 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
<b>All Of Counsel</b>		/ 45	618	481	379	‡	‡	13.3	2.2	(1.8)	2.7
<b>Staff Attorneys</b>											
<i>By Years of Experience</i>											
< 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
<b>All Staff Attorneys</b>		/ 35 ‡	316	246	219	‡	‡	9.7	3.6	(0.8)	4.1
<b>eDiscovery Attorneys</b>											
<i>By Years of Experience</i>											
< 3 Years			**	**	**			**	**	**	**
3 - 5 Years			**	**	**			**	**	**	**
6 - 8 Years			**	**	**			**	**	**	**
> 8 Years			**	**	**			**	**	**	**
<b>All eDiscovery Attorneys</b>											
<b>All Attorneys</b>		/ 54	\$546	\$421	\$376			4.7	2.5	0.3	4.7
<b>Contract Associates</b>		/ 13 ‡	\$455	\$235	\$208			**	**	**	**
<b>Other Timekeepers</b>											
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
<b>Paralegals</b>											
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

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

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>										
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
<b>By Years of Experience</b>										
< 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)
<b>Non-Equity Partners</b>										
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
<b>By Years of Experience</b>										
< 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)

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

For the 12-month period ending December 31, 2018

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
			Quartile	Median	Quartile			1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>All Partner Composite</b>										
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
<b>By Years of Experience</b>										
< 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)
<b>Contract Partners</b>			**	**	**			**	**	**

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

For the 12-month period ending December 31, 2018

**Associates**

Class of

	<i>Your Firm</i>	<i>Group</i>			<i>Your Firm</i>	<i>Group</i>					
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
									1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>2018</b>		/ 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)	
<b>All Associates</b>		/ 54	411	288	258		/ 48	7.7	3.1	0.0	

**Sr. Attorneys**

Class of

	<i>Your Firm</i>	<i>Group</i>			<i>Your Firm</i>	<i>Group</i>					
	Rate	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
									1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
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			**	**	**	
<b>All Sr. Attorneys</b>		/ 36 ‡	476	377	331		/ 31 ‡	6.4	2.8	(3.7)	

<sup>1</sup> 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 Realization<sup>1</sup>

For the 12-month period ending December 31, 2018

Your Firm Group

	Average Realization %	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>		/ 51	90.9	87.8	84.1
Average					
<b>By Years of Experience</b>					
< 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
<b>Non-Equity Partners</b>					
Average		/ 47	90.7	87.0	81.7
<b>By Years of Experience</b>					
< 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
<b>All Partner Composite</b>					
Average		/ 51	90.8	88.0	83.8
<b>By Years of Experience</b>					
< 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
<b>Contract Partners</b>			**	**	**

<sup>1</sup> 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 Realization<sup>1</sup>**

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>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>Associates</b>					
<i>Class of</i>					
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
<b>All Associates</b>		/ 51	90.4	86.6	81.3
<b>Sr. Attorneys</b>		/ 34 ‡	86.8	83.7	77.8
<b>Other Attorneys</b>					
Of Counsel		/ 46	95.3	88.3	80.6
Staff Attorneys		/ 38 ‡	94.2	83.8	75.2
eDiscovery Attorneys			**	**	**
<b>All Attorneys</b>		/ 51	90.6	87.0	82.6
<b>Contract Associates</b>		/ 16 ‡	95.4	92.0	89.1
<b>Other Timekeepers</b>					
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
<b>Paralegals</b>		/ 51	89.7	85.0	77.4

<sup>1</sup> 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 Levels<sup>1</sup>**

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

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

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

\*\* omitted due to insufficient data; <sup>‡</sup> 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<sup>1</sup>**

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

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

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

\*\* omitted due to insufficient data; <sup>‡</sup> less than 75% population response

2019 BRASS+ INITIAL RELEASE - REVENUE MANAGEMENT REPORT

AmLaw Second 100 xNYC - (56 members)

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

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

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

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

\*\* omitted due to insufficient data; <sup>‡</sup> 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 Levels<sup>1</sup>

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

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

 \* Includes the number of corresponding full-time, full-year individuals at each level; \*\* omitted due to insufficient data; <sup>‡</sup> 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

**Equity Partners**
By Years of Experience

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
< 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)
<b>All Equity Partners</b>			1,587	1,474	1,415			2.0	0.0	(1.7)	(1.4)

**Non-Equity Partners**
By Years of Experience

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
< 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
<b>All Non-Equity Partners</b>			1,495	1,390	1,279			3.5	0.0	(3.2)	(0.7)

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

**All Partner Composite**  
By Years of Experience

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

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

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

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

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

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

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

 Associates  
Class of

	Your Firm		Group			Your Firm		Group		
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
								% Change - 1 Year	% Change - 2 Year	Median
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)
2015	/ 54		1,848	1,730	1,614			4.0	(0.5)	(4.5)
2014	/ 55		1,867	1,782	1,685			2.8	0.0	(5.3)
2013	/ 55		1,829	1,749	1,636			2.9	0.0	(3.1)
2012	/ 54		1,864	1,757	1,665			0.6	(1.2)	(4.2)
2011	/ 53		1,903	1,813	1,725			5.0	1.0	(1.6)
2010	/ 52		1,893	1,776	1,620		‡	5.8	0.0	(4.7)
2009	/ 47		1,837	1,744	1,619	‡	‡	2.5	0.0	(3.9)
Prior	/ 50		1,755	1,671	1,562		‡	4.9	0.0	(5.8)
All Associates	/ 55		1,773	1,702	1,642			1.7	0.0	(2.8)
Sr. Attorneys	/ 36	‡	1,517	1,400	1,288	‡	‡	4.0	0.1	(3.8)
Other Attorneys										0.6
Of Counsel	/ 48		1,351	1,111	717	‡	‡	8.4	0.0	(13.4)
Staff Attorneys	/ 35	‡	1,549	1,412	1,238	‡	‡	2.8	(2.8)	(8.7)
eDiscovery Attorneys			**	**	**			**	**	**
All Attorneys	/ 55		1,591	1,516	1,445			2.3	0.0	(1.7)
Other Timekeepers								**	**	**
Lobbyists			**	**	**			**	**	**
Specialists	/ 26	‡	1,376	1,214	918	‡	‡	14.3	1.1	(5.7)
Litigation Support	/ 20	‡	1,244	648	420	‡	‡	(1.6)	(20.9)	(34.1)
Patent Agents	/ 19	‡	1,620	1,457	1,181	‡	‡	2.2	(3.2)	(8.6)
Case Clerks	/ 17	‡	1,071	775	630	‡	‡	34.1	2.5	(5.2)
Law Clerks	/ 25	‡	859	757	488	‡	‡	13.6	0.0	(20.8)
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

PricewaterhouseCoopers LLP

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 +
<b>2018</b>							
Your Firm							
<b>Total Group</b>	**	**	**	**	**	**	**
<b>2017</b>							
Your Firm							
<b>Total Group</b>	312	14.1%	16.3%	17.0%	20.2%	18.9%	13.5%
<b>2016</b>							
Your Firm							
<b>Total Group</b>	414	9.9%	12.8%	16.2%	24.6%	19.6%	16.9%
<b>2015</b>							
Your Firm							
<b>Total Group</b>	444	7.9%	8.3%	17.8%	24.5%	26.4%	15.1%
<b>2014</b>							
Your Firm							
<b>Total Group</b>	445	6.3%	4.5%	14.2%	24.7%	33.9%	16.4%
<b>2013</b>							
Your Firm							
<b>Total Group</b>	487	8.0%	8.8%	12.9%	25.9%	26.3%	18.1%
<b>2012</b>							
Your Firm							
<b>Total Group</b>	405	7.9%	8.1%	15.6%	28.1%	22.2%	18.0%
<b>2011</b>							
Your Firm							
<b>Total Group</b>	309	4.9%	5.8%	14.6%	28.8%	24.9%	21.0%
<b>2010</b>							
Your Firm							
<b>Total Group</b>	261	8.4%	8.8%	13.4%	29.5%	25.7%	14.2%
<b>2009</b>							
Your Firm							
<b>Total Group</b>	201	8.5%	7.5%	17.4%	29.9%	24.9%	11.9%
<b>Prior</b>							
Your Firm							
<b>Total Group</b>	321	14.0%	10.3%	19.3%	24.0%	22.1%	10.3%
<b>All Associates</b>							
Your Firm							
<b>Total Group</b>	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							
<b>Total Group</b>	767 <sup>‡</sup>	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; <sup>‡</sup> 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*

<i>Your Firm</i>		<i>Group</i>		
<i>Ratio</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
Ratio of Other <sup>1</sup> Attys to Equity Partners	/ 55	2.32	1.56	1.13
Ratio of Non-Partner Attys <sup>2</sup> to Partners	/ 55	0.85	0.65	0.53
Ratio of Non-Partner Timekeepers <sup>3</sup> 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*

<i>Your Firm</i>		<i>Group</i>		
<i>Ratio</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
	/ 49	2.13	1.56	1.11
	/ 49	0.76	0.64	0.53
	/ 49	1.20	0.97	0.81
	/ 48	0.17	0.13	0.10

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

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

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

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

PricewaterhouseCoopers LLP

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
	Average Fees	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	
<b>Associates</b>											
<i>Class of</i>											
2018	/ 34	‡	\$294,466	\$220,419	\$178,549			150.6	105.2	39.3	
2017	/ 50		\$482,913	\$401,173	\$326,102	‡		25.4	17.1	5.5	116.0
2016	/ 54		572,748	435,896	337,894		‡	19.3	9.3	1.3	30.6
2015	/ 53		612,111	466,255	412,875			13.1	3.7	0.0	19.3
2014	/ 54		670,447	512,079	447,909			15.2	4.7	(0.2)	13.1
2013	/ 54		690,714	502,138	423,545			12.3	3.8	(0.0)	11.6
2012	/ 54		735,054	521,014	459,484			19.2	5.6	0.0	19.4
2011	/ 53		862,797	592,159	481,729			17.3	9.9	0.0	11.5
2010	/ 52		727,830	530,871	473,085		‡	9.6	0.0	(5.4)	9.3
2009	/ 47		721,769	577,752	482,867	‡	‡	8.8	0.0	(7.1)	3.6
Prior	/ 50		743,300	522,114	417,285		‡	8.2	0.9	(0.3)	4.4
<b>All Associates</b>	/ 54		675,968	493,749	436,616			10.9	4.2	(3.3)	7.0
<b>Sr. Attorneys</b>	/ 35	‡	\$643,344	\$523,739	\$452,168	‡	‡				
<b>Other Attorneys</b>											
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			**	**	**			**	**	**	**
<b>All Attorneys</b>	/ 54		793,030	611,155	541,062			6.2	1.7	0.0	3.6
<b>Paralegals</b>	/ 53		290,884	241,439	199,927			9.1	1.8	(0.7)	1.3