2020 Billing Rate & Associate Salary Survey$^{plus}$ (BRASS$^{plus}$)

Mid-Year Release

Selecting Comparison Groups for Benchmarking Your Firm

The following information will assist your Firm in choosing the appropriate comparison groups to be presented in your Reports ordered from the 2020 Billing Rate & Associate Salary Survey$^{plus}$ (BRASS$^{plus}$) – Mid-Year Release.

PwC will be conducting a webcast to assist Survey participants with better understanding the wide range of comparison groups and Report types that are available. We will be sending an invitation to all law firms with additional information on how to participate in the webcast approximately 10 days prior to the event.

In compliance with antitrust regulations, comparison groups must be comprised of at least five members. Therefore, the availability of each group will be determined at production. Additionally, group size ranges may change according to the composition of participants for the 2020 BRASS Mid-Year Release.

Understanding the Different Types of Standard Comparison Groups

Data submissions are sorted into comparison groups according to the following criteria where applicable:

1. Market Characteristics and Member Attributes
   - **Geography** - city, state, or region (e.g., Boston, California, Midwest)
   - **Practice Focus** - primary type of domestic law practiced in the firm (e.g., Intellectual Property)
   - **Tier** - geographic markets with similar demographic and economic characteristics
   - **Theme or Organization** - common defining characteristic shared by all members in a group (e.g., Highly Profitable or Dispersed Practice Firms).

2. Member Size by Attorney Count

3. Reporting Entities
   - **Total Firm** - data for either a single office firm or the entirety of a Multi-Office firm
   - **Principal Office** - data for the main office of a Multi-Office firm; generally, the principal office is located in the city where the firm’s operations are based and is typically the largest office; it may also be referred to as the “home office” or “headquarters”. Firms can identify more than one principal office
   - **Non-Principal Office** - an office located in any city other than that of the principal office
Determined the Membership of the Group

Each group name contains descriptors of the market characteristics, member size and reporting entities.

<table>
<thead>
<tr>
<th>Market Characteristics</th>
<th>Member Size</th>
<th>Reporting Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington, D.C.</td>
<td>Large</td>
<td>Firms &amp; All Offices</td>
</tr>
</tbody>
</table>

Please note that if a member size descriptor is not included in the name, the group includes all firms/offices regardless of the number of attorneys. (Typical size descriptors are “Small”, “Medium”, “Large”, “Largest”, “Mega”, and “Super”, but the actual number of attorneys corresponding to each name varies by market.)

<table>
<thead>
<tr>
<th>Reporting Entity</th>
<th>Members Included in the Group</th>
</tr>
</thead>
</table>
| Firms                                 | -Total Firm Data for Single-Office Firms  
                                          -Total Firm Data for Multi-Office Firms                                                      |
| Firms/Principal Offices               | -Total Firm Data for Single Office Firms  
                                          -Total Firm Data for Multi-Office Firms not submitting Office data  
                                          -Principal Office Data of Multi-Office Firms                                               |
| Firms & All Offices                   | -Total Firm Data for Single Office Firms  
                                          -Total Firm Data for Multi-Office Firms not submitting Office data  
                                          -Principal Office Data of Multi-Office Firms  
                                          -Non-Principal Office Data of Multi-Office Firms                                           |
| Principal & Non-Principal Offices     | -Principal Office Data of Multi-Office Firms  
                                          and  
                                          -Non-Principal Office Data of Multi-Office Firms                                           |
| Non-Principal Offices                 | -Non-Principal Office Data of Multi-Office Firms                                               |

The following rules apply to geographic comparison groups with a size descriptor:

- For the three comparison groups with the word ‘Firm’ preceding the group name - Firms, Firms/Principal Offices and Firms & All Offices - membership is based on the number of attorneys in the Total Firm (and not in the specified office).

- For the remaining three comparison groups - Principal & Non-Principal Offices, Principal Offices and Non-Principal Offices - membership is based on the number of attorneys in the specified Office (and not firmwide).