

2022 Partner Management Report

Compiled from the 2022 Billing Rate & Associate
Salary Survey^{plus} Initial Release

www.pwc.com/lfsurveys

Issued: June 2022



PwC Law Firm Surveys

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

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

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Laurie Lieb (623) 261-3839 or Gregg Sincoff (516) 521-7719 from the PwC LFS Survey Team.

Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Issued: June 2022

Group Report

Confidential

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

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Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2022 Partner Management Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

Guide to Interpreting the Floating Bar Charts Presented in this Report:

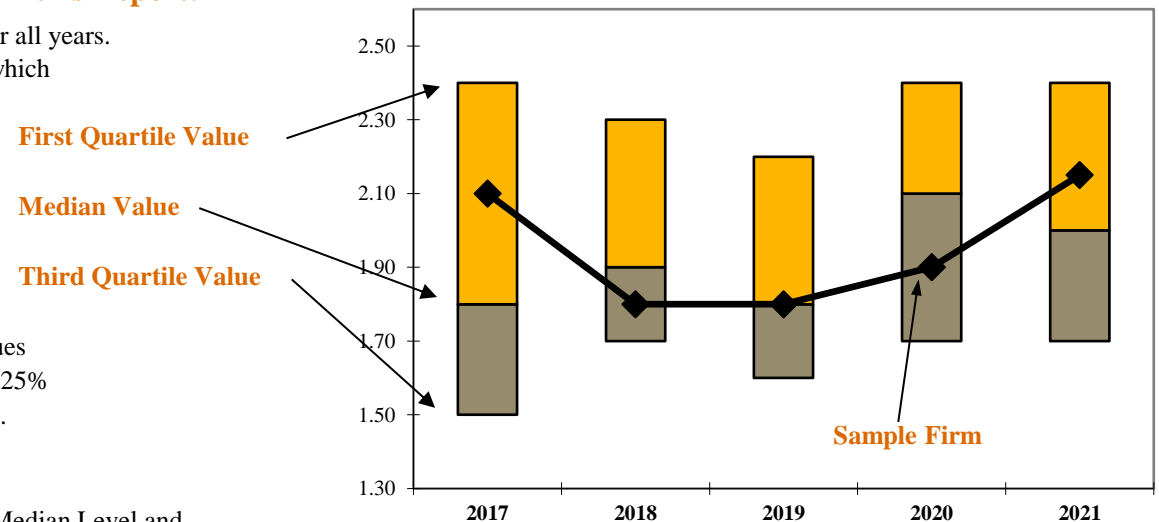
Sample Firm's values are displayed as a solid line across the results for all years. The group results are displayed as a floating bar chart for each year, which represents:

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:

Sample Firm's value is at the Median Level for year 2019, above the Median Level and below the First Quartile Level for years 2017 and 2021 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2018 and 2020 (i.e., in the Third Quartile).

Ratio of Highest to Lowest Compensation



Comparison Group Information

AmLaw 100 - Domestic Offices

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

Number of Members in the Group that submitted Partner Compensation Data
Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)

Maximum

Minimum

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

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

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

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information	
Number of Members in the Group	72
Number of Members in the Group that submitted Partner Compensation Data	19
Defined Size Range ¹ of Group Members (# of Attorneys)	No
Maximum	No Maximum
Minimum	No Minimum
Your Firm, Office or Practice Area Size (# of Attorneys)	875
Average Size of Group Members ¹ (# of Attorneys in the Firm, Office or Practice Area)	72
Reporting Entities Included in the Group (Geographic Comparison Groups Only)	0
Number of Total Firms	0
Number of Principal Offices (including Single Office Firms)	0
Number of Non-Principal Offices	0

Partner Compensation Adjustment Practices

Partner Compensation
(most recent fiscal year-end)

January 2, 2020 - March 31, 2020
 April 1, 2020 - June 30, 2020
 July 1, 2020 - September 30, 2020
 October 1, 2020 - January 1, 2021
 January 2, 2021 - March 1, 2021

Your Firm	Number of Firms Reporting
January 2, 2020 - March 31, 2020	1
April 1, 2020 - June 30, 2020	1
July 1, 2020 - September 30, 2020	0
October 1, 2020 - January 1, 2021	36
January 2, 2021 - March 1, 2021	1

¹ Firm, Office or Practice Area size as of 1/1/2022. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

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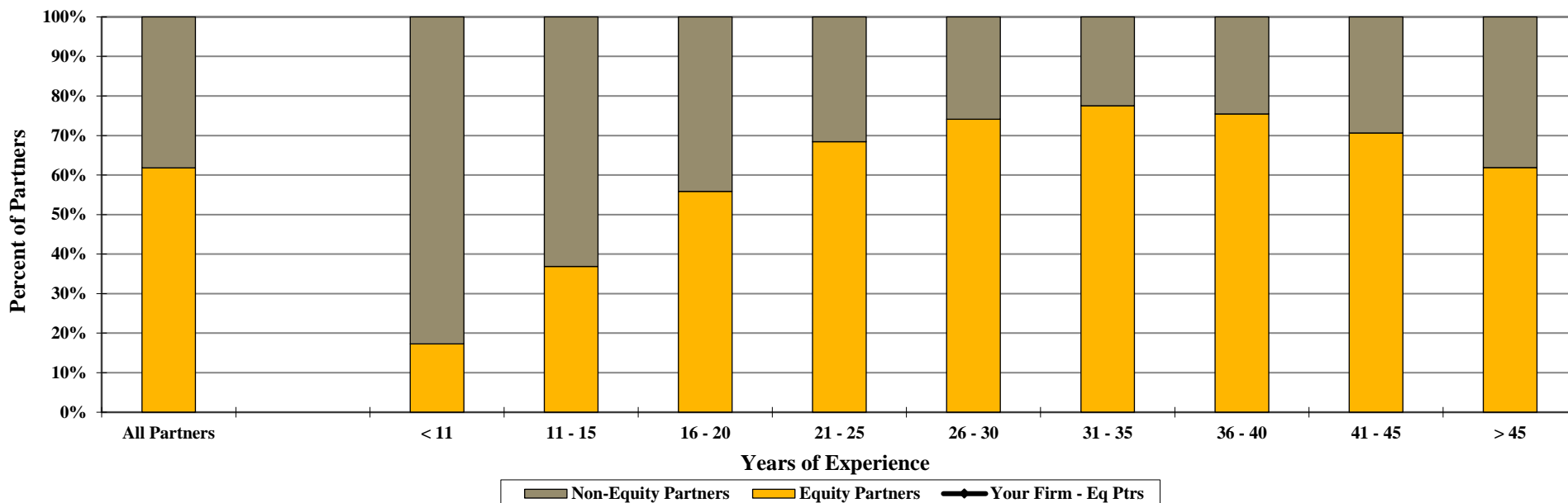
SUMMARY CHARTS

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of All Partners by Years of Experience¹

For the 12-month period ending December 31, 2021



<u>By Years of Experience</u>	<i>Your Firm</i>		<i>Total Group</i>	
	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			17.3%	82.7%
11 - 15 Years			36.9%	63.1%
16 - 20 Years			55.8%	44.2%
21 - 25 Years			68.4%	31.6%
26 - 30 Years			74.1%	25.9%
31 - 35 Years			77.6%	22.4%
36 - 40 Years			75.4%	24.6%
41 - 45 Years			70.7%	29.3%
> 45 Years			61.9%	38.1%
All Partners			61.8%	38.2%

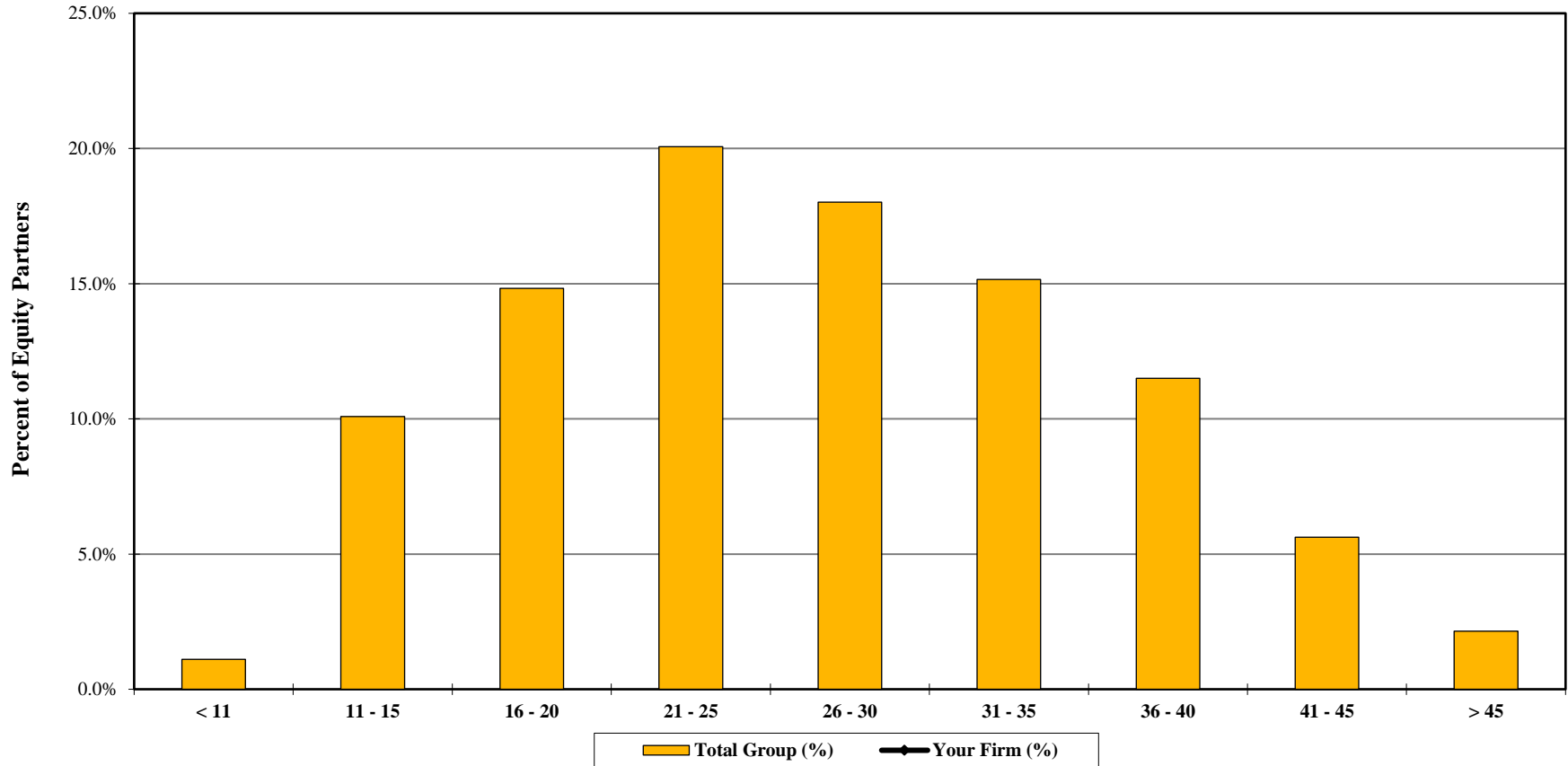
¹ Years of experience includes the length of time practicing law since passing the bar exam; Values may not sum to 100% if the law class years were not provided for all Partners.

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2021



Equity Partners by Years of Experience

	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	1.1%	10.1%	14.8%	20.1%	18.0%	15.2%	11.5%	5.6%	2.1%
Total Group (FTE)	152	1,385	2,035	2,755	2,473	2,081	1,578	771	294

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

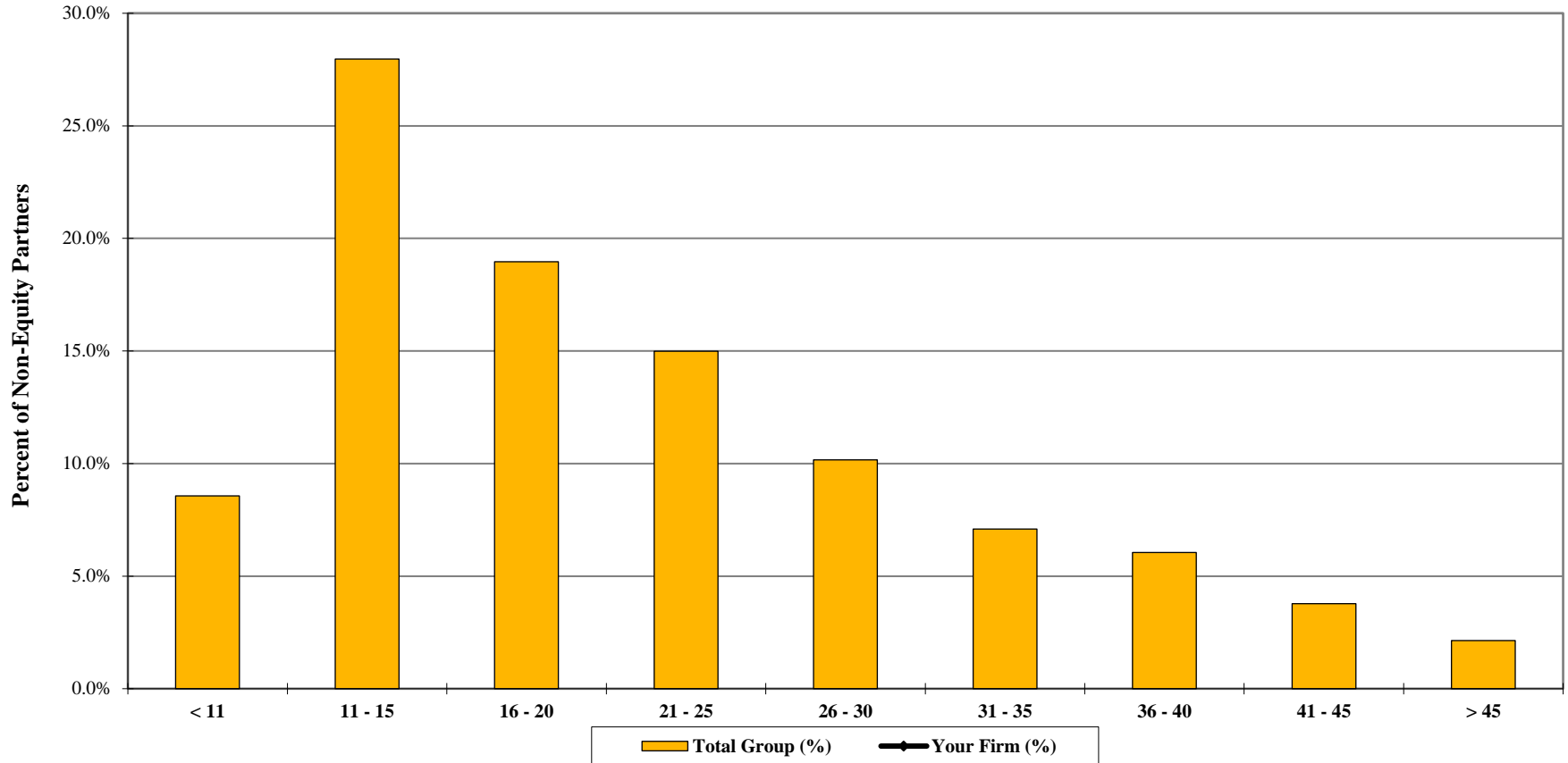
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2021



Non-Equity Partners by Years of Experience

	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	8.6%	28.0%	19.0%	15.0%	10.2%	7.1%	6.1%	3.8%	2.1%
Total Group (FTE)	727	2,373	1,609	1,272	862	602	514	320	181

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

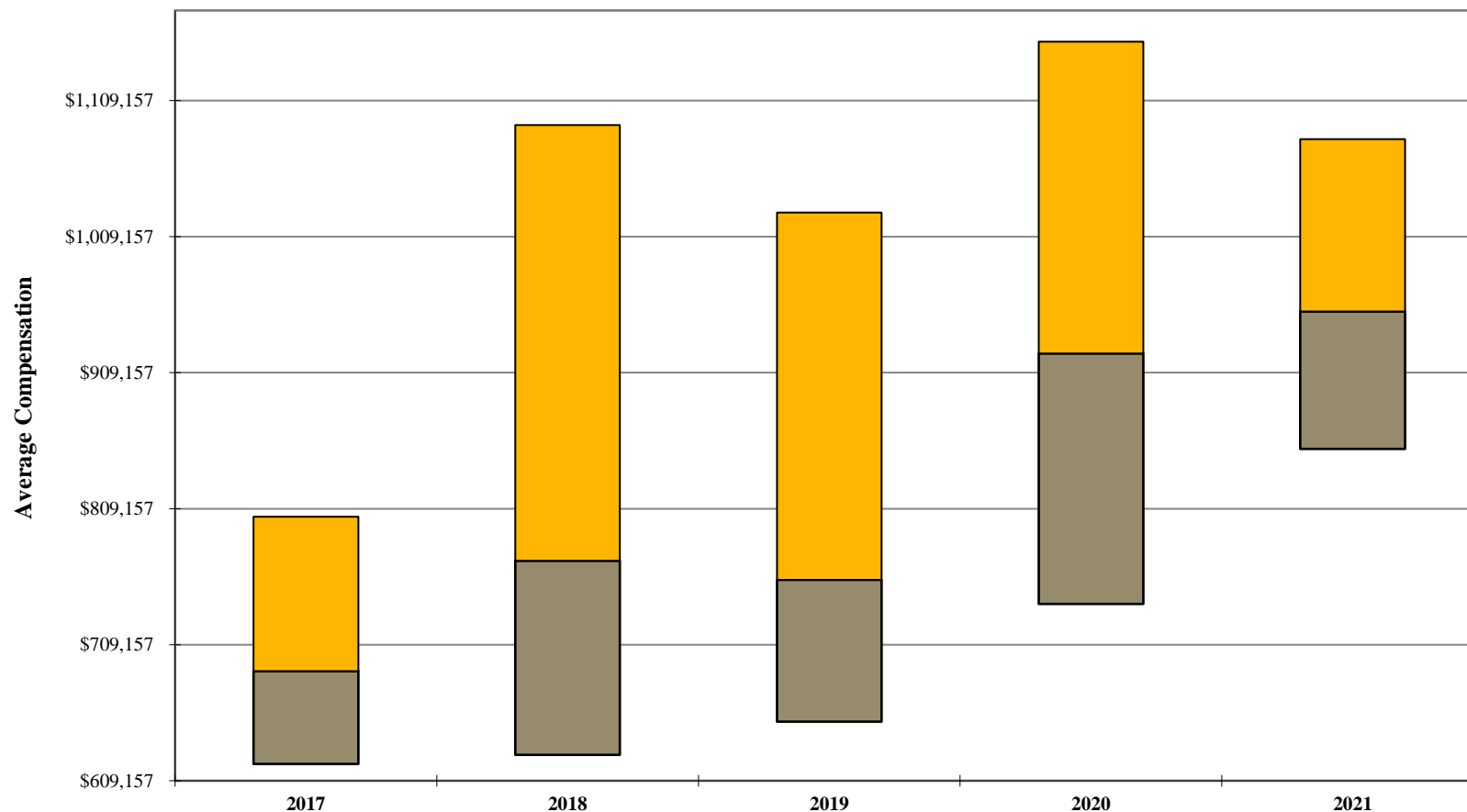
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation for All Partners

At the fiscal year-end of the stated year



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	\$803,231	\$1,091,065	\$1,026,932	\$1,152,364	\$1,080,856
Median	689,694	770,766	756,830	923,262	954,021
3rd Qtle	621,589	628,147	652,488	739,069	853,032

Additional detail can be found on Page 36.

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

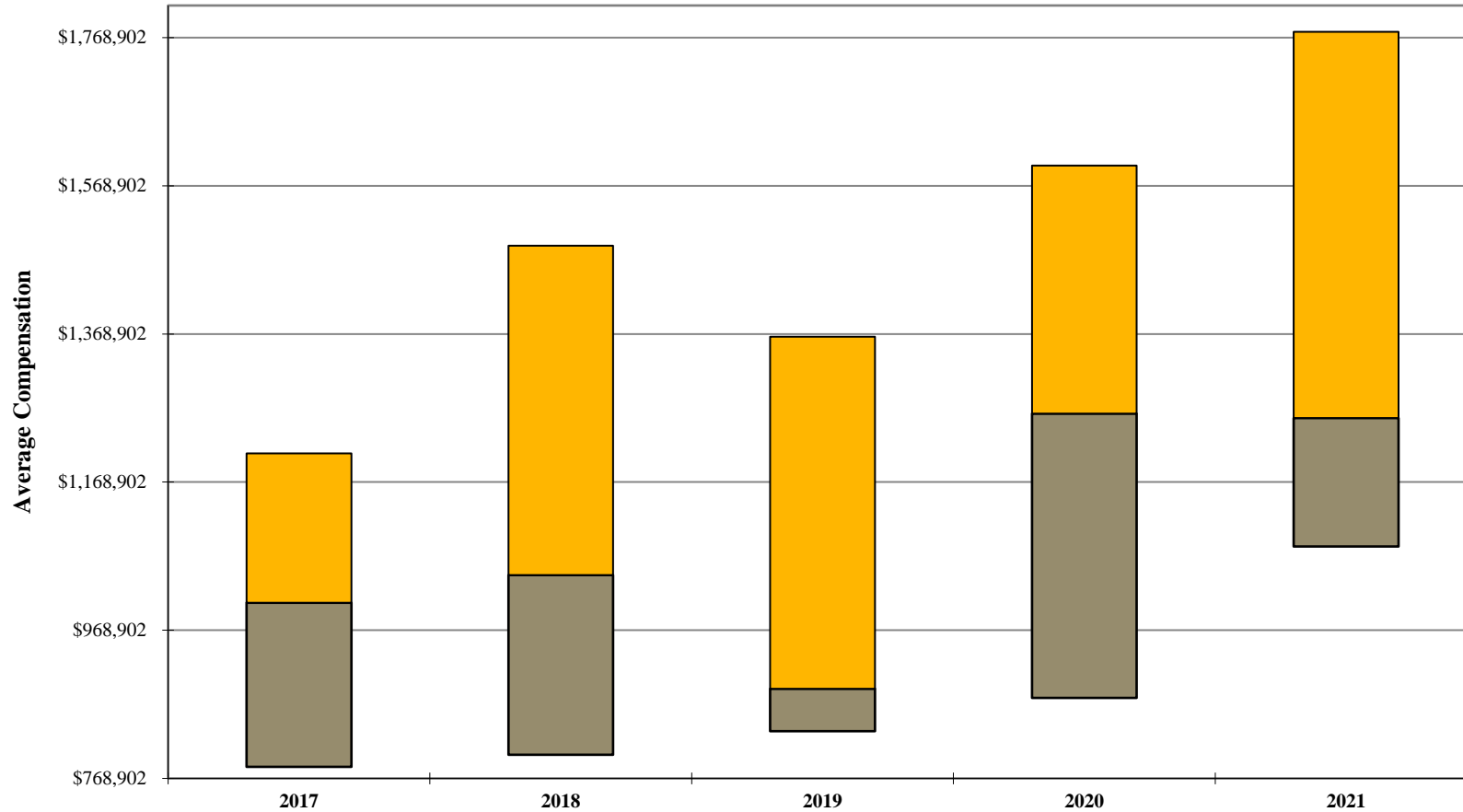
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Equity Partners
At the fiscal year-end of the stated year



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	\$1,207,482	\$1,488,209	\$1,365,040	\$1,596,010	\$1,776,727
Median	1,006,100	1,043,598	889,889	1,261,420	1,255,575
3rd Qtle	784,594	800,707	832,639	877,616	1,082,162

Additional detail can be found on Page 35.

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

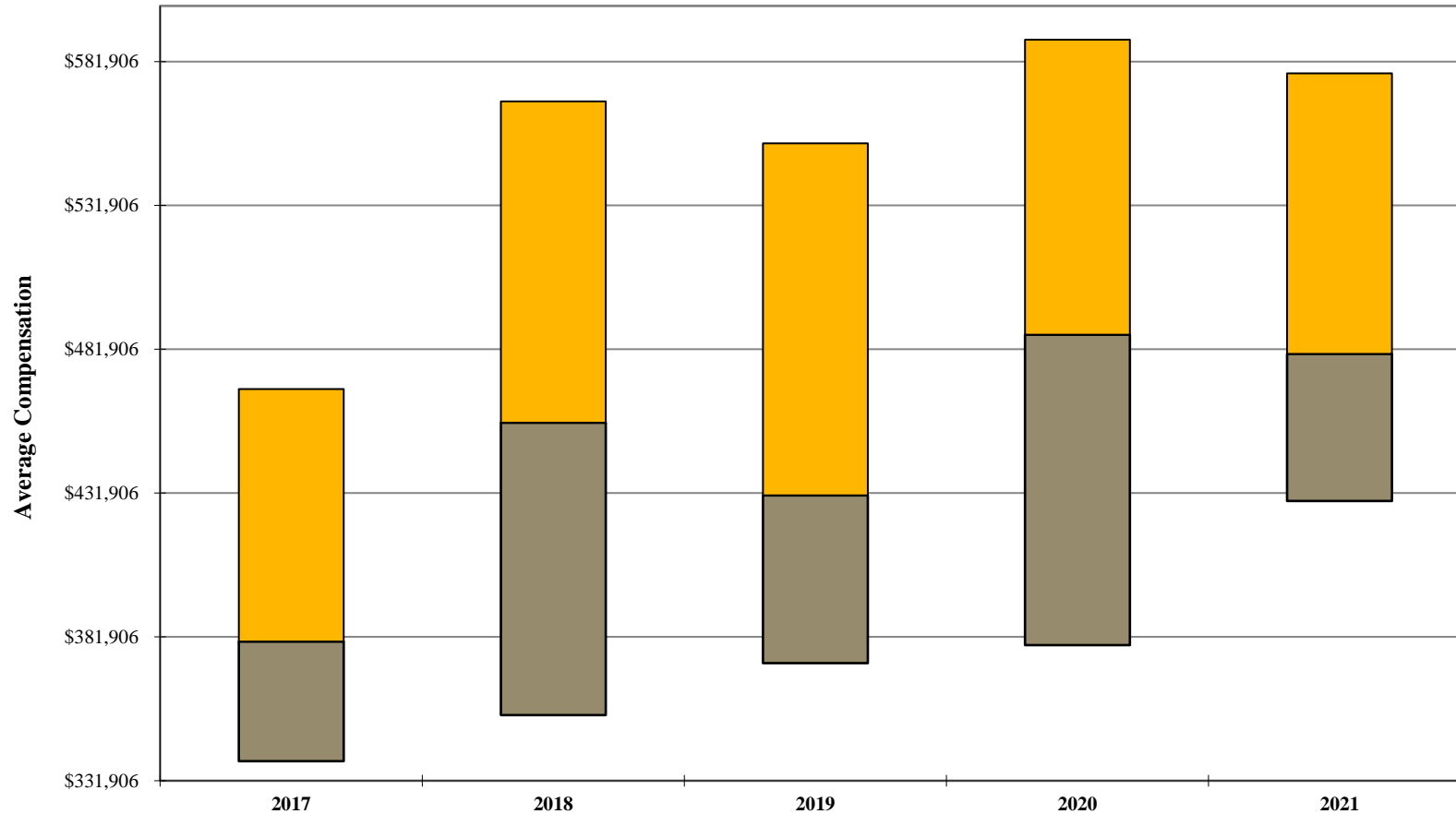
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Historical Compensation - Non-Equity Partners
At the fiscal year-end of the stated year



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	\$468,059	\$568,055	\$553,544	\$589,489	\$577,855
Median	380,304	456,417	431,143	486,983	480,265
3rd Qtle	338,679	354,746	372,793	379,049	429,204

Additional detail can be found on Page 35.

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

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

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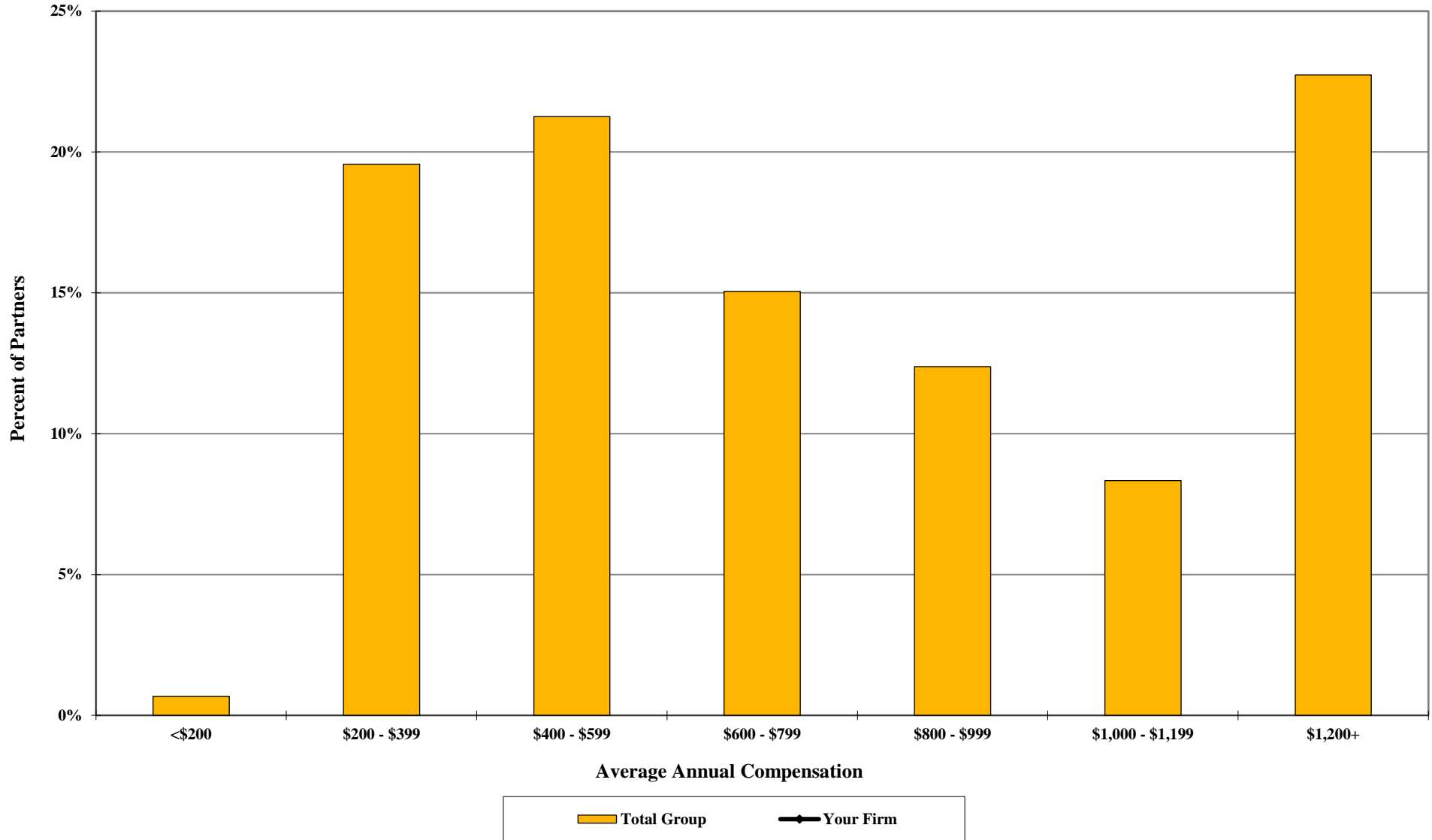
2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Distribution of All Partners by Compensation Intervals

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

All Partners



Additional detail can be found on Page 39.

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

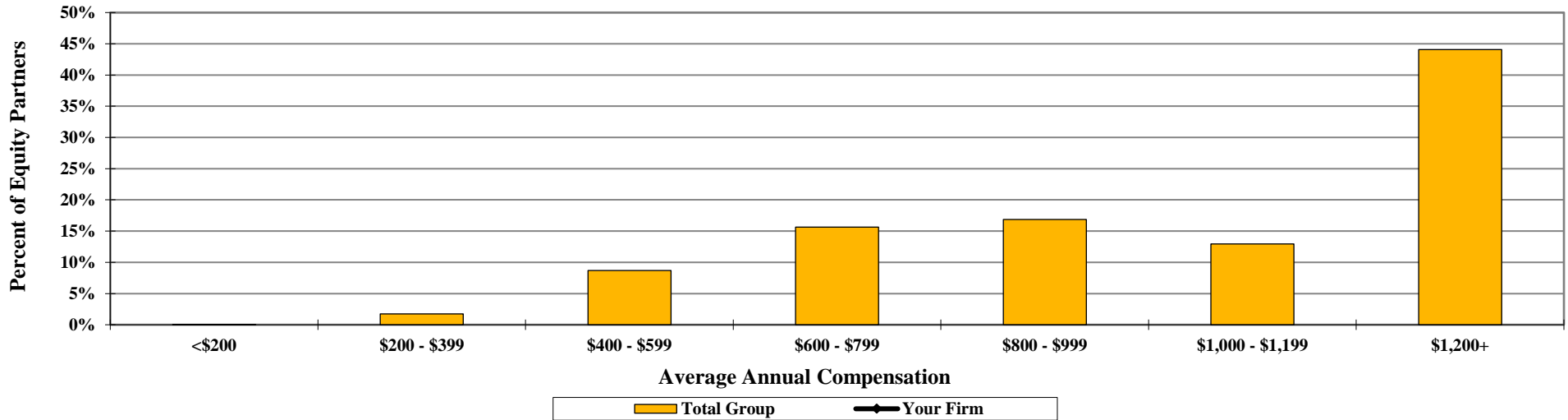
2022 BRASS+ Initial Release - Partner Management Report

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

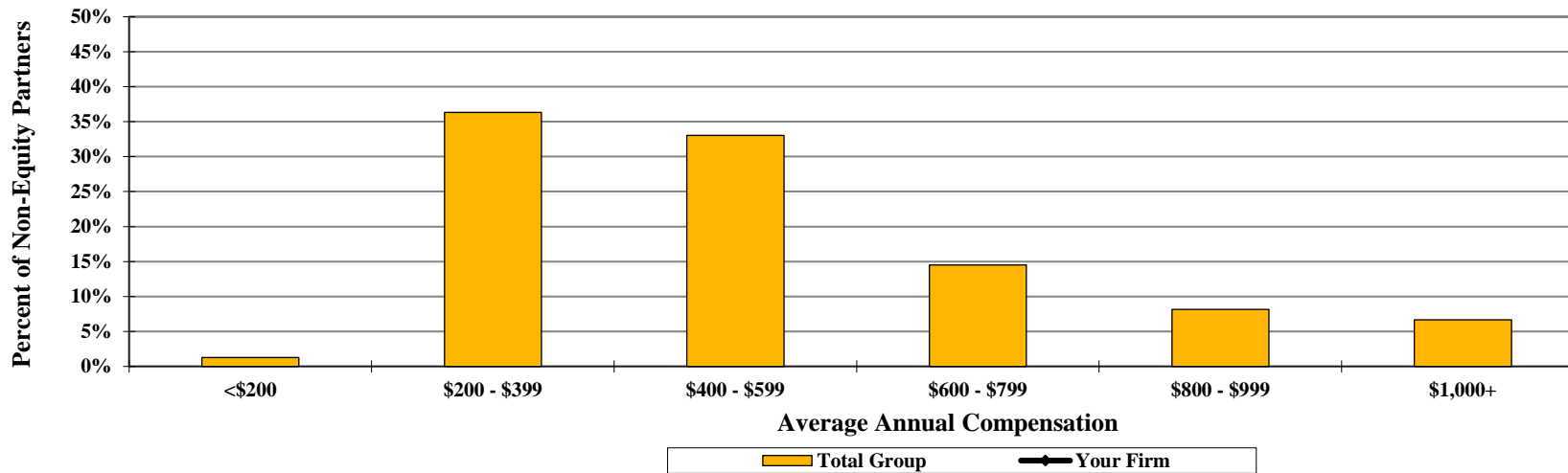
Distribution of Partners by Compensation Intervals

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

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 37 and 38.

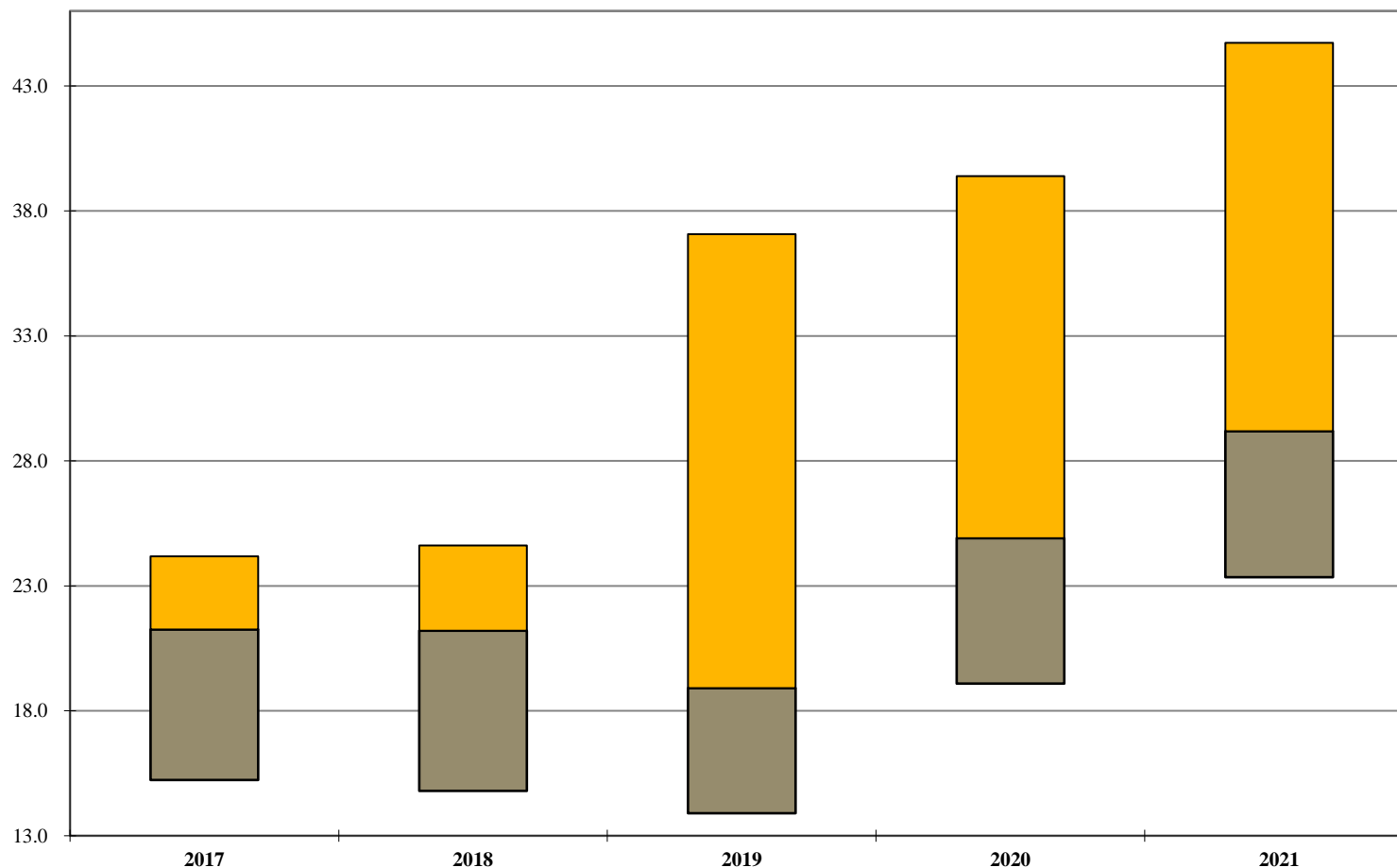
[^] Membership on this page includes only those participants that submitted partner compensation.

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation for All Partners

At the fiscal year-end of the stated year



Your Firm	2017	2018	2019	2020	2021
1st Qtle	24.2	24.6	37.1	39.4	44.7
Median	21.3	21.2	18.9	24.9	29.2
3rd Qtle	15.2	14.8	13.9	19.1	23.4

Additional detail can be found on Page 41.

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

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

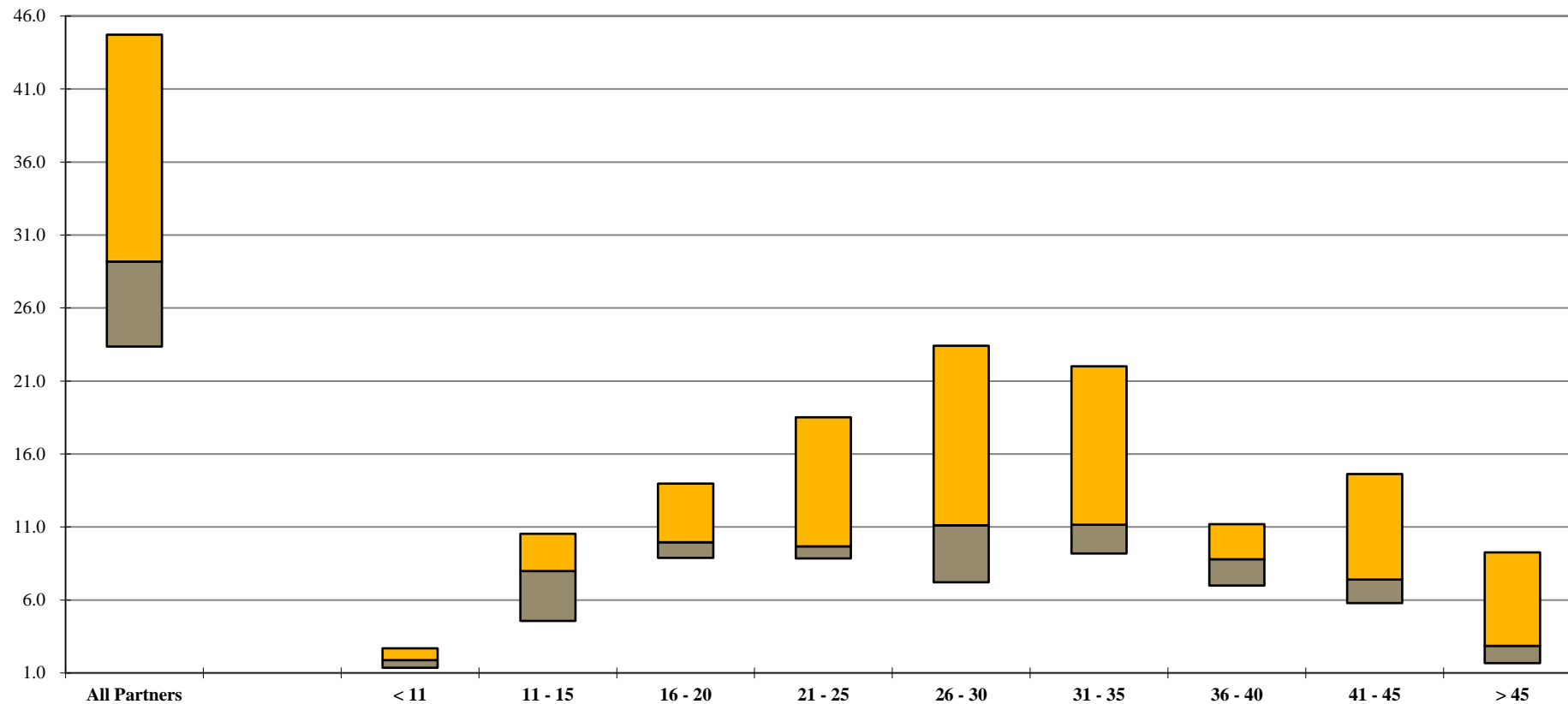
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation for All Partners by Experience

As of the most recent fiscal year-end



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	44.7	2.7	10.5	14.0	18.5	23.4	22.0	11.2	14.6	9.3
Median	29.2	1.9	8.0	10.0	9.7	11.1	11.2	8.8	7.4	2.9
3rd Qtle	23.4	1.4	4.6	8.9	8.8	7.2	9.2	7.0	5.8	1.7

Additional detail can be found on Page 41.

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

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

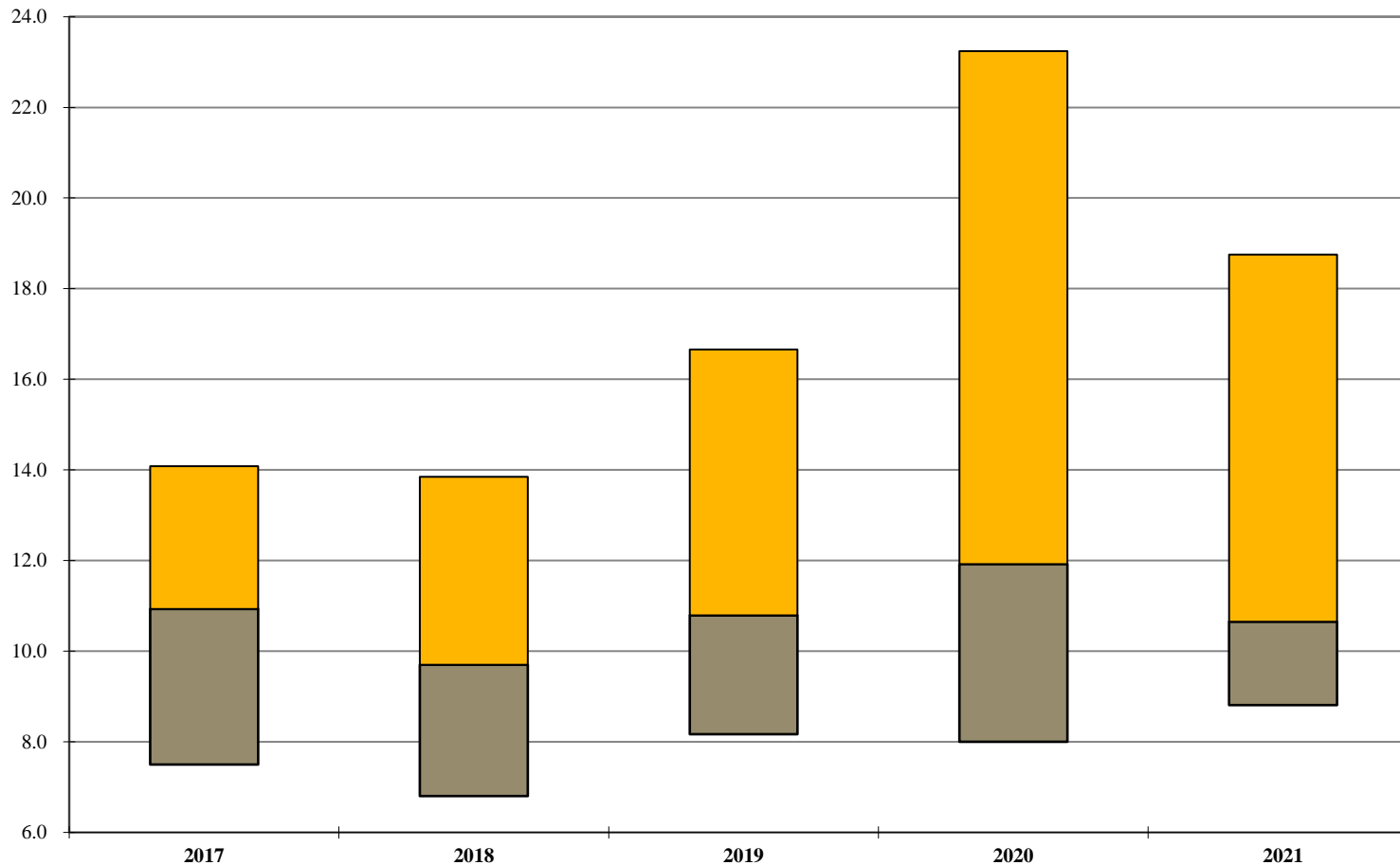
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Ratio of Highest to Lowest Compensation - Equity Partners

At the fiscal year-end of the stated year



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	14.1	13.9	16.7	23.2	18.8
Median	10.9	9.7	10.8	11.9	10.7
3rd Qtle	7.5	6.8	8.2	8.0	8.8

Additional detail can be found on Page 40.

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

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

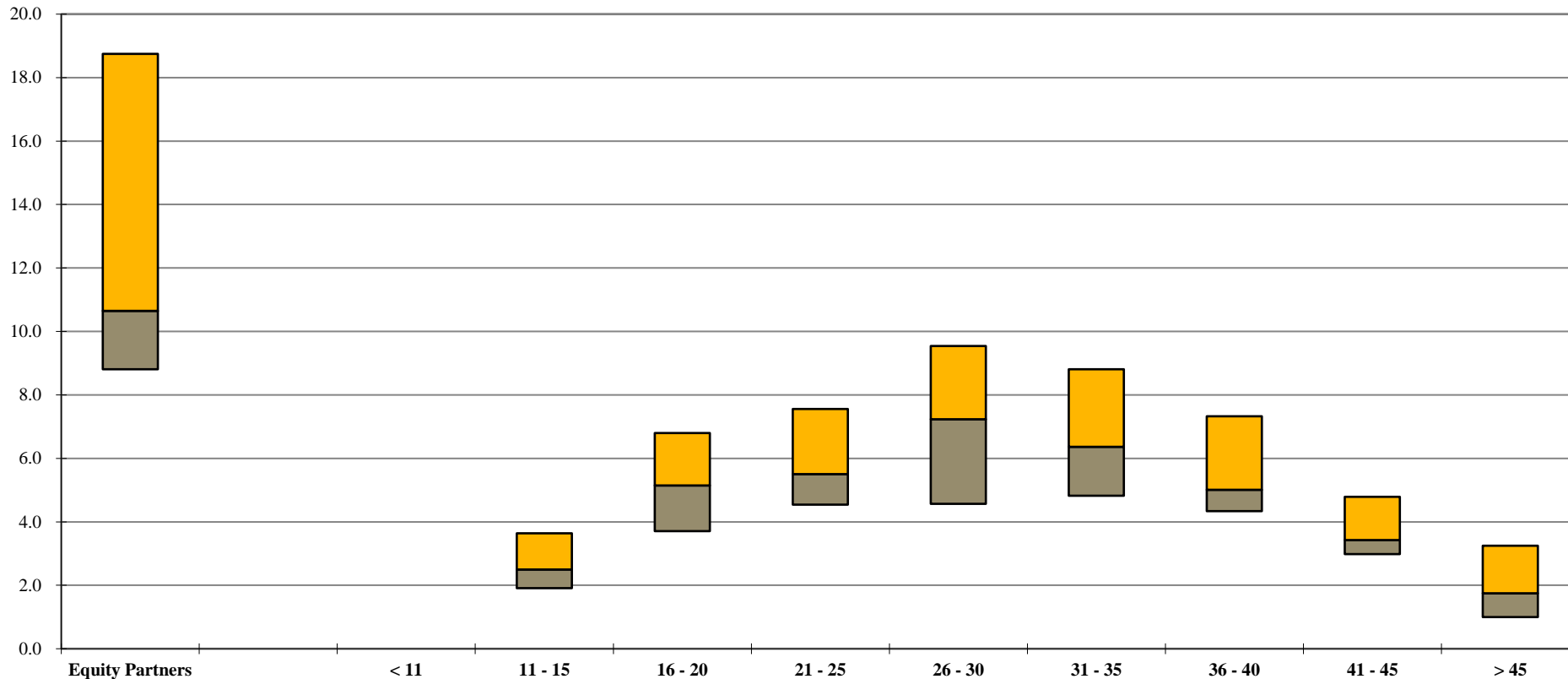
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

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

As of the most recent fiscal year-end



		Years of Experience									
Your Firm		Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	18.8	**	3.6	6.8	7.6	9.5	8.8	7.3	4.8	3.3	
Median	10.7	**	2.5	5.2	5.5	7.2	6.4	5.0	3.4	1.8	
3rd Qtle	8.8	**	1.9	3.7	4.5	4.6	4.8	4.3	3.0	1.0	

Additional detail can be found on Page 40.

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

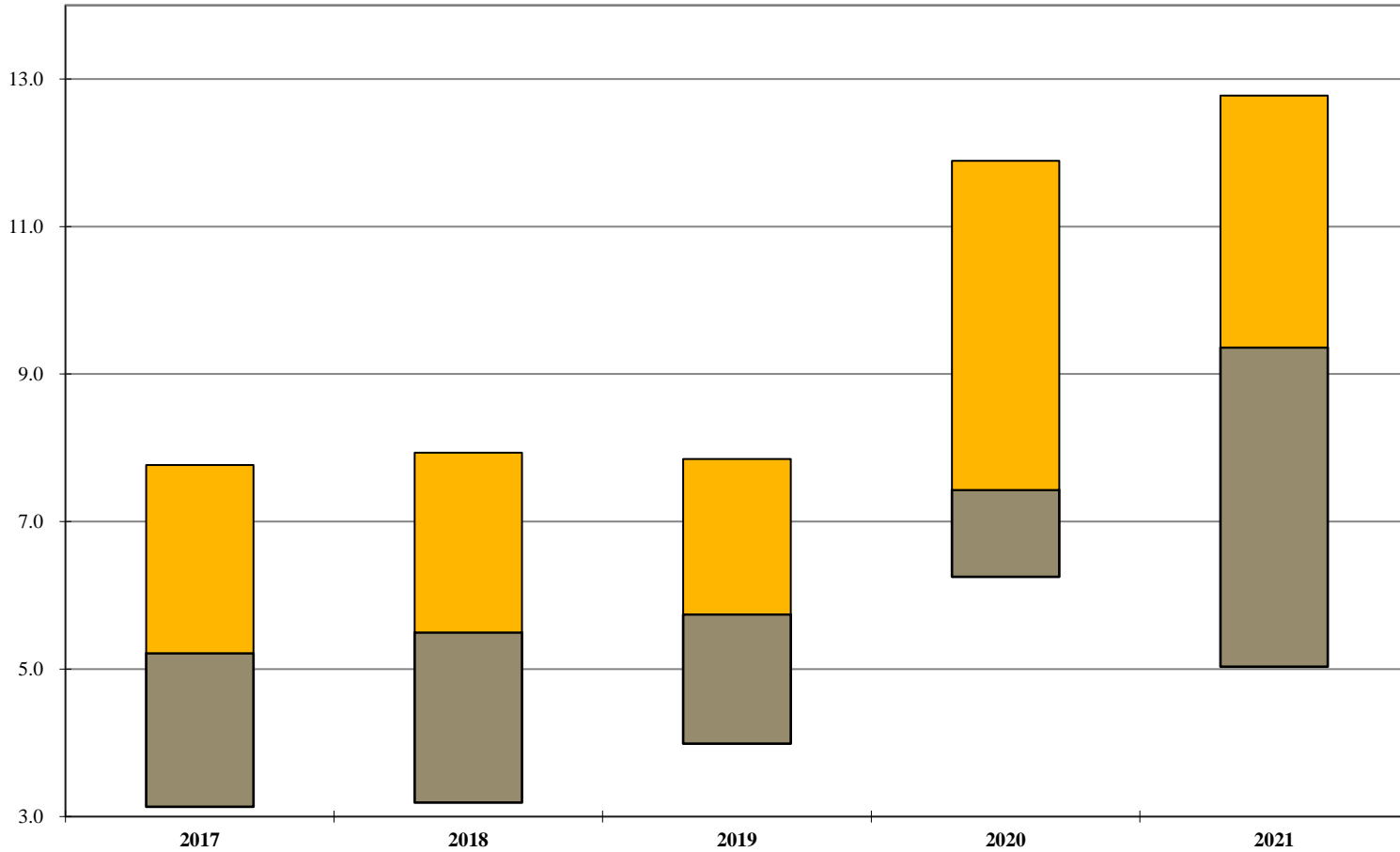
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

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

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



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	7.8	7.9	7.8	11.9	12.8
Median	5.2	5.5	5.7	7.4	9.4
3rd Qtle	3.1	3.2	4.0	6.3	5.0

Additional detail can be found on Page 40.

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

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

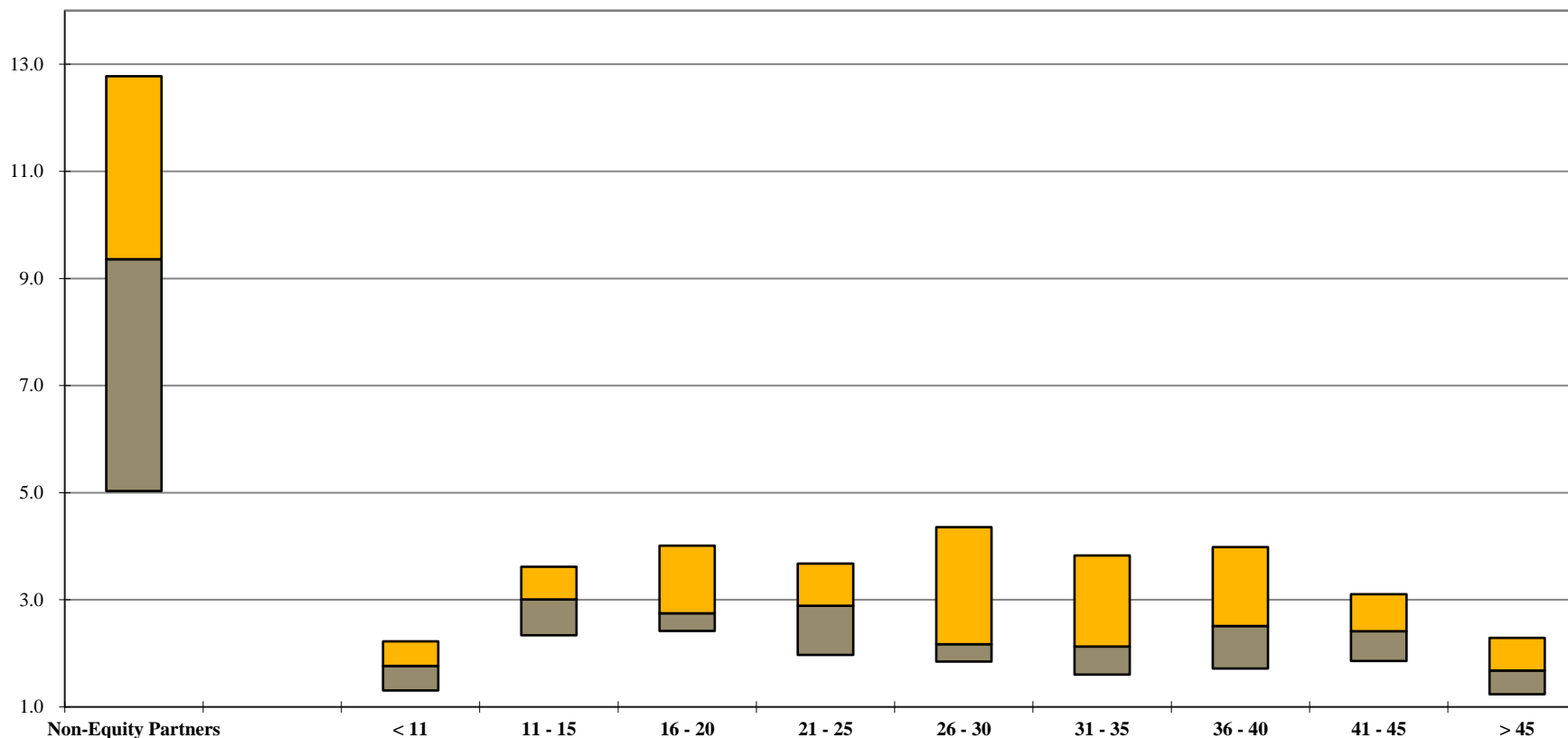
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

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

As of the most recent fiscal year-end



Your Firm	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	12.8	2.2	3.6	4.0	3.7	4.4	3.8	4.0	3.1	2.3
Median	9.4	1.8	3.0	2.8	2.9	2.2	2.1	2.5	2.4	1.7
3rd Qtle	5.0	1.3	2.3	2.4	2.0	1.8	1.6	1.7	1.9	1.2

Additional detail can be found on Page 40.

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

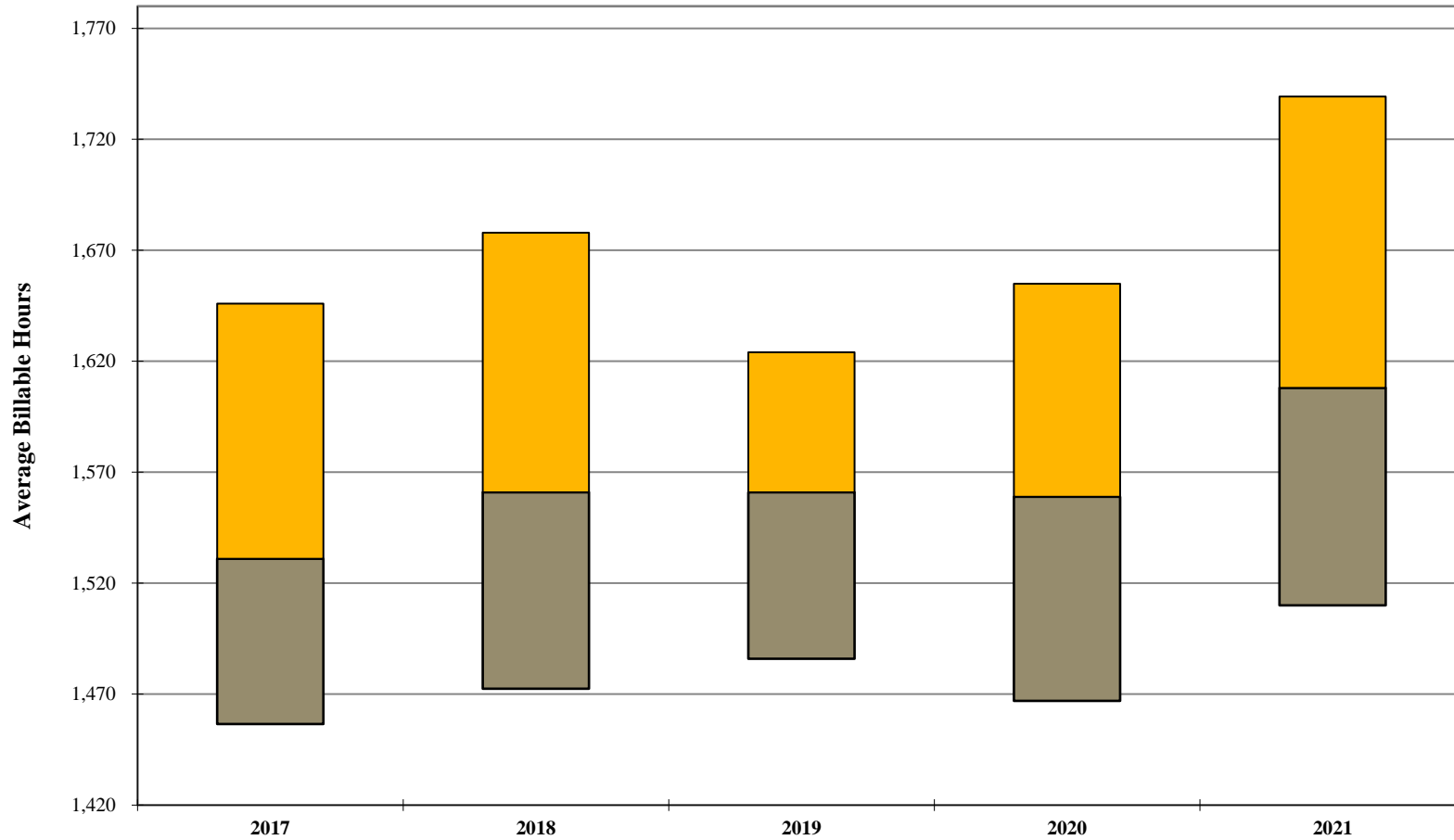
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Billable Hours for All Partners
For the 12-month period ending December 31, 2021



	2017	2018	2019	2020	2021	Change: '17-'21
Your Firm						
1st Qtle	1,646	1,678	1,624	1,655	1,739	93
Median	1,531	1,561	1,561	1,559	1,608	77
3rd Qtle	1,457	1,473	1,486	1,467	1,510	54

Additional detail can be found on Page 43.

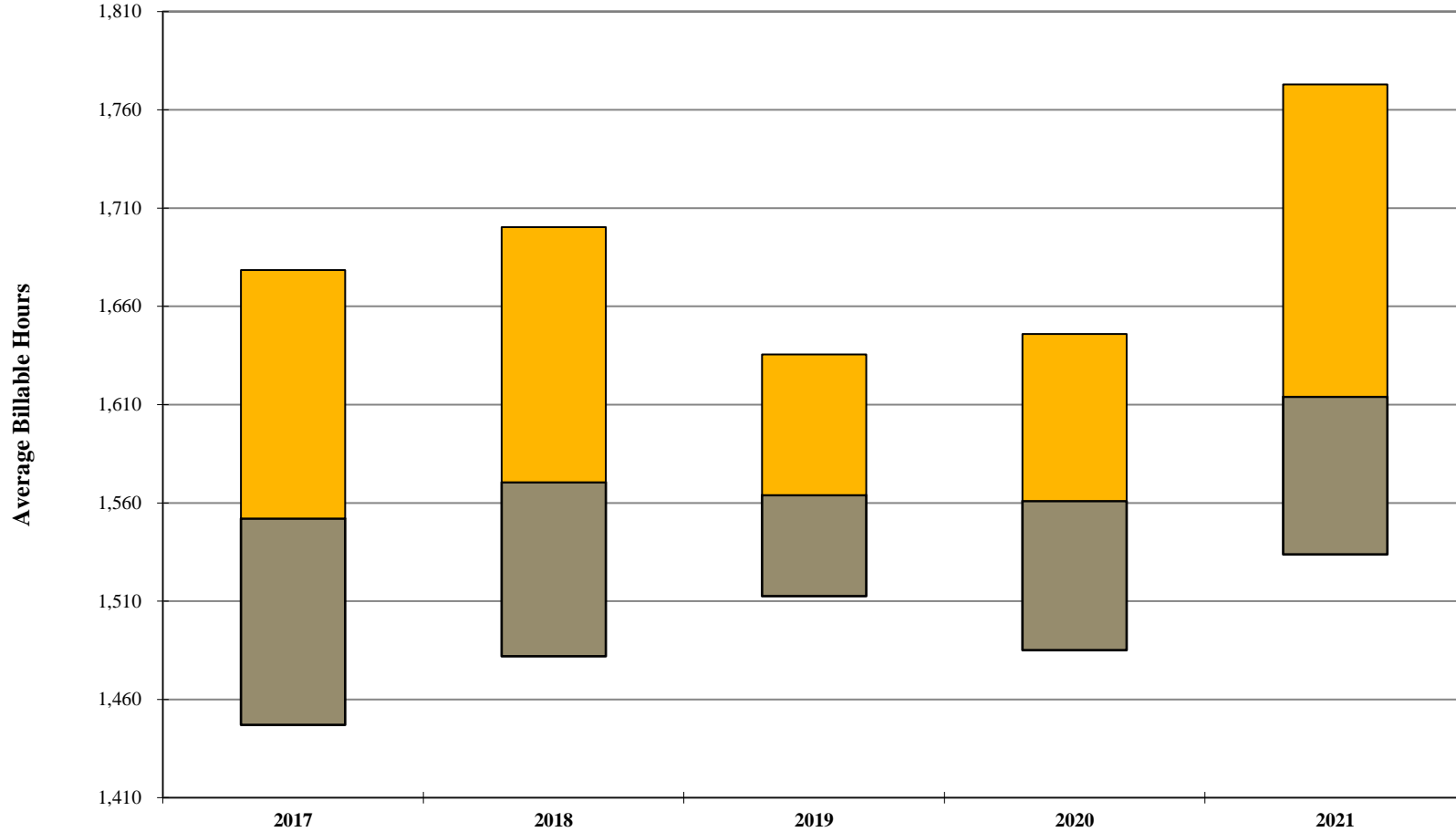
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Billable Hours - Equity Partners
For the 12-month period ending December 31, 2021



	2017	2018	2019	2020	2021	Change: '17-'21
Your Firm						
1st Qtle	1,679	1,700	1,636	1,646	1,773	95
Median	1,552	1,571	1,564	1,561	1,614	62
3rd Qtle	1,447	1,482	1,513	1,485	1,534	87

Additional detail can be found on Page 42.

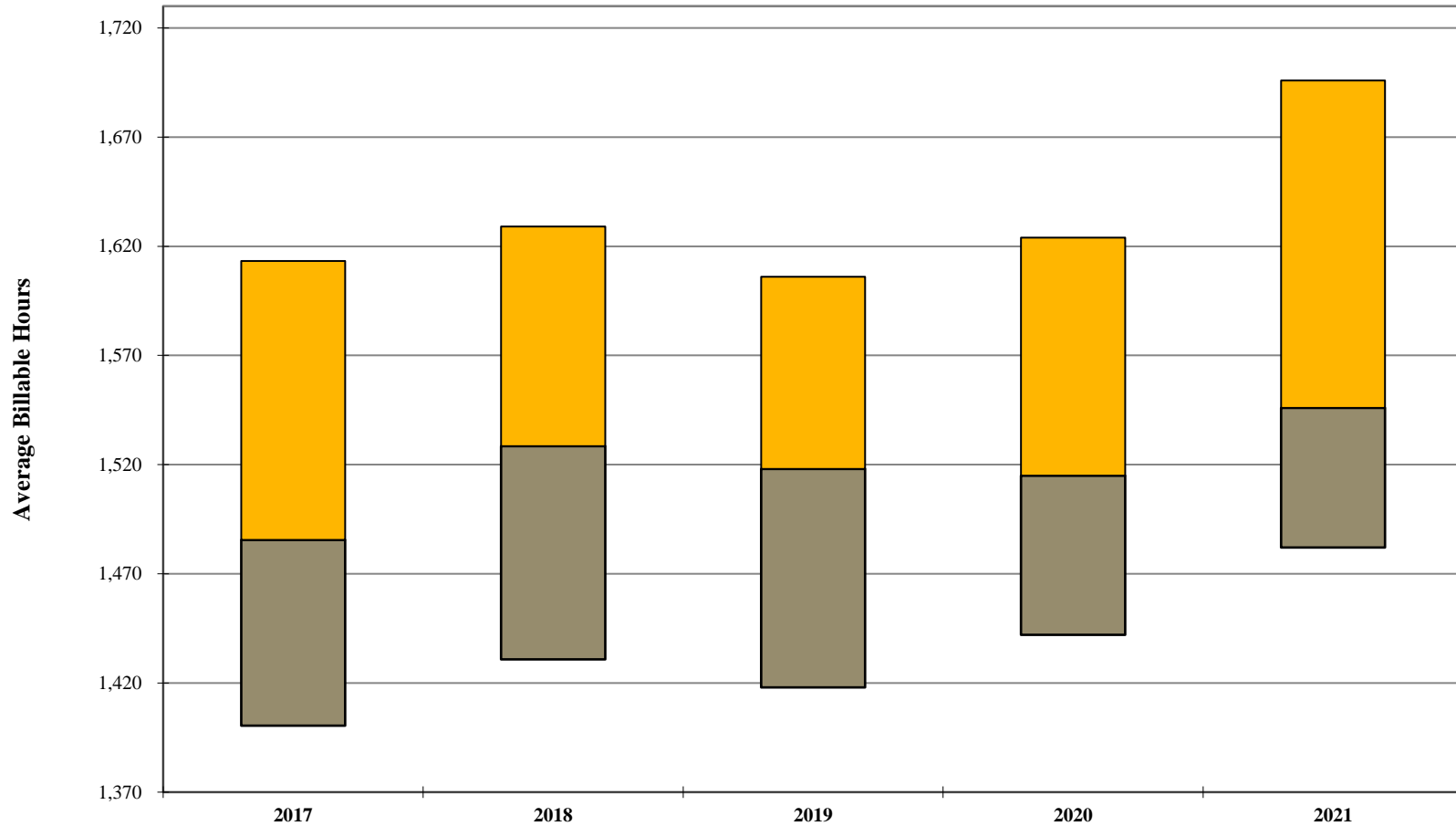
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Billable Hours - Non-Equity Partners
For the 12-month period ending December 31, 2021



	2017	2018	2019	2020	2021	Change: '17-'21
Your Firm						
1st Qtle	1,613	1,629	1,606	1,624	1,696	83
Median	1,486	1,529	1,518	1,515	1,546	61
3rd Qtle	1,401	1,431	1,418	1,442	1,482	82

Additional detail can be found on Page 42.

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

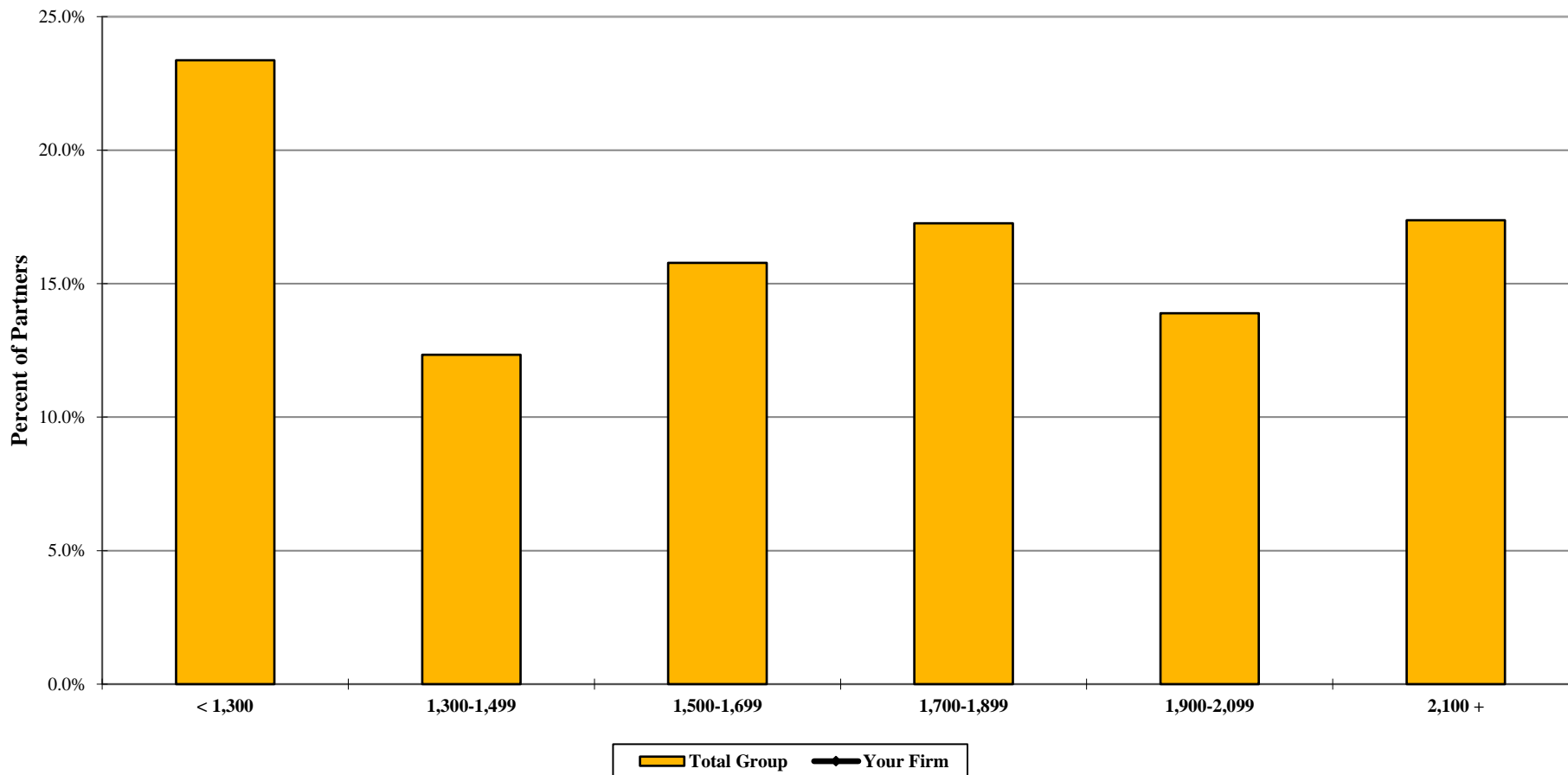
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of All Partners by Utilization Levels ¹

For the 12-month period ending December 31, 2021



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	23.4%	12.3%	15.8%	17.3%	13.9%	17.4%

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

Additional detail can be found on Page 46.

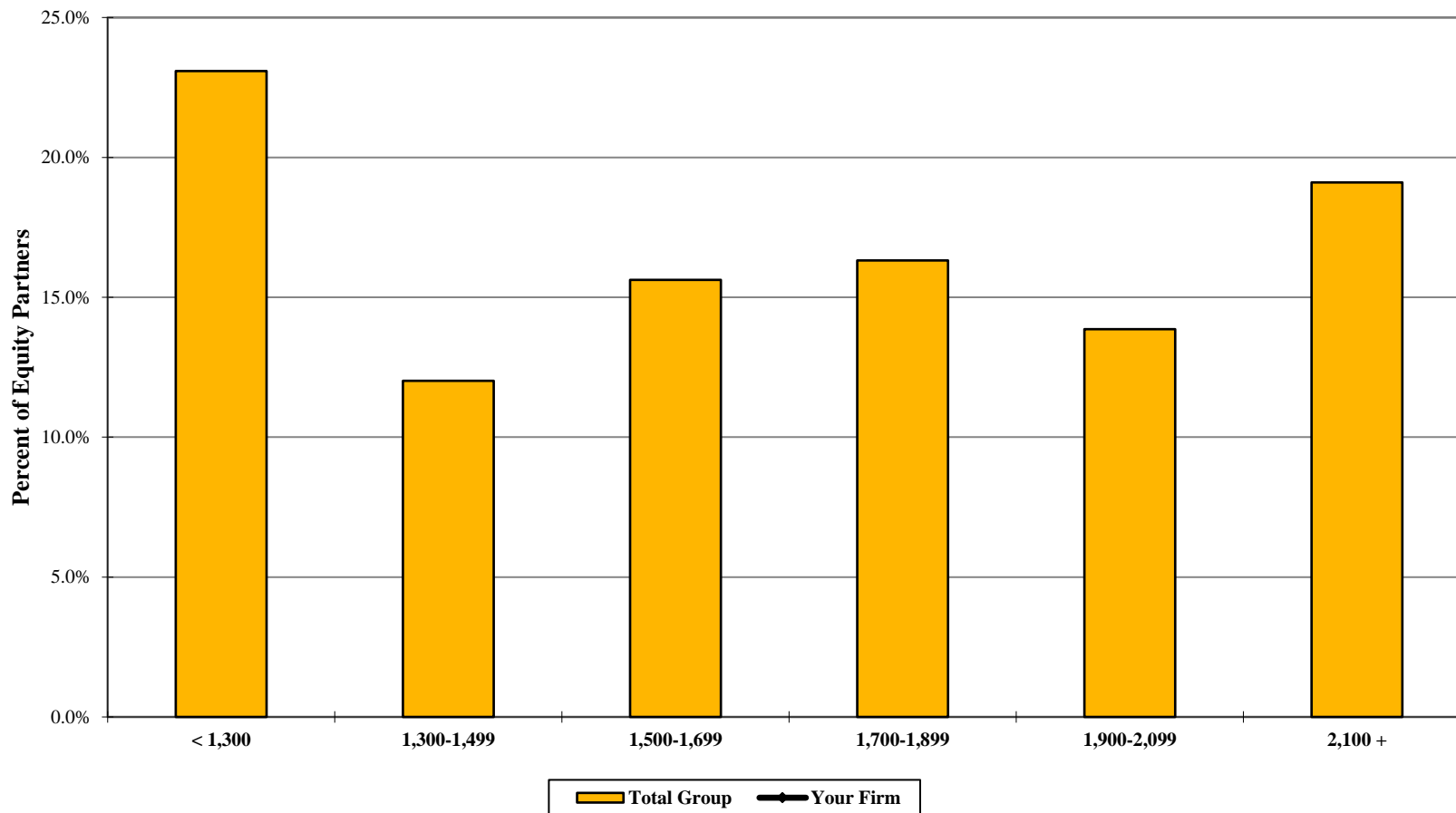
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Equity Partners by Utilization Levels ¹

For the 12-month period ending December 31, 2021



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	23.1%	12.0%	15.6%	16.3%	13.9%	19.1%

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

Additional detail can be found on Page 44.

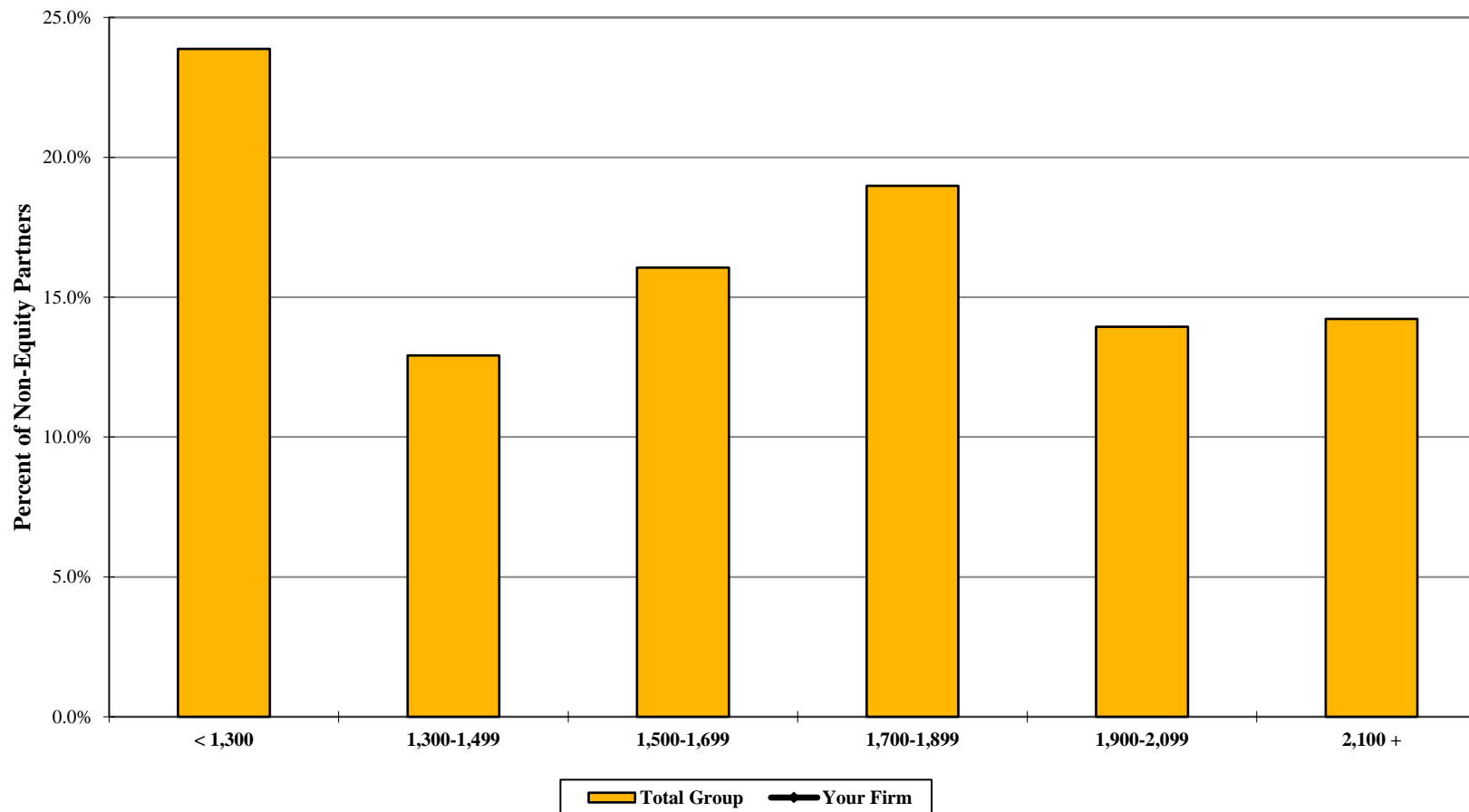
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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Non-Equity Partners by Utilization Levels¹

For the 12-month period ending December 31, 2021



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	23.9%	12.9%	16.1%	19.0%	13.9%	14.2%

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

Additional detail can be found on Page 45.

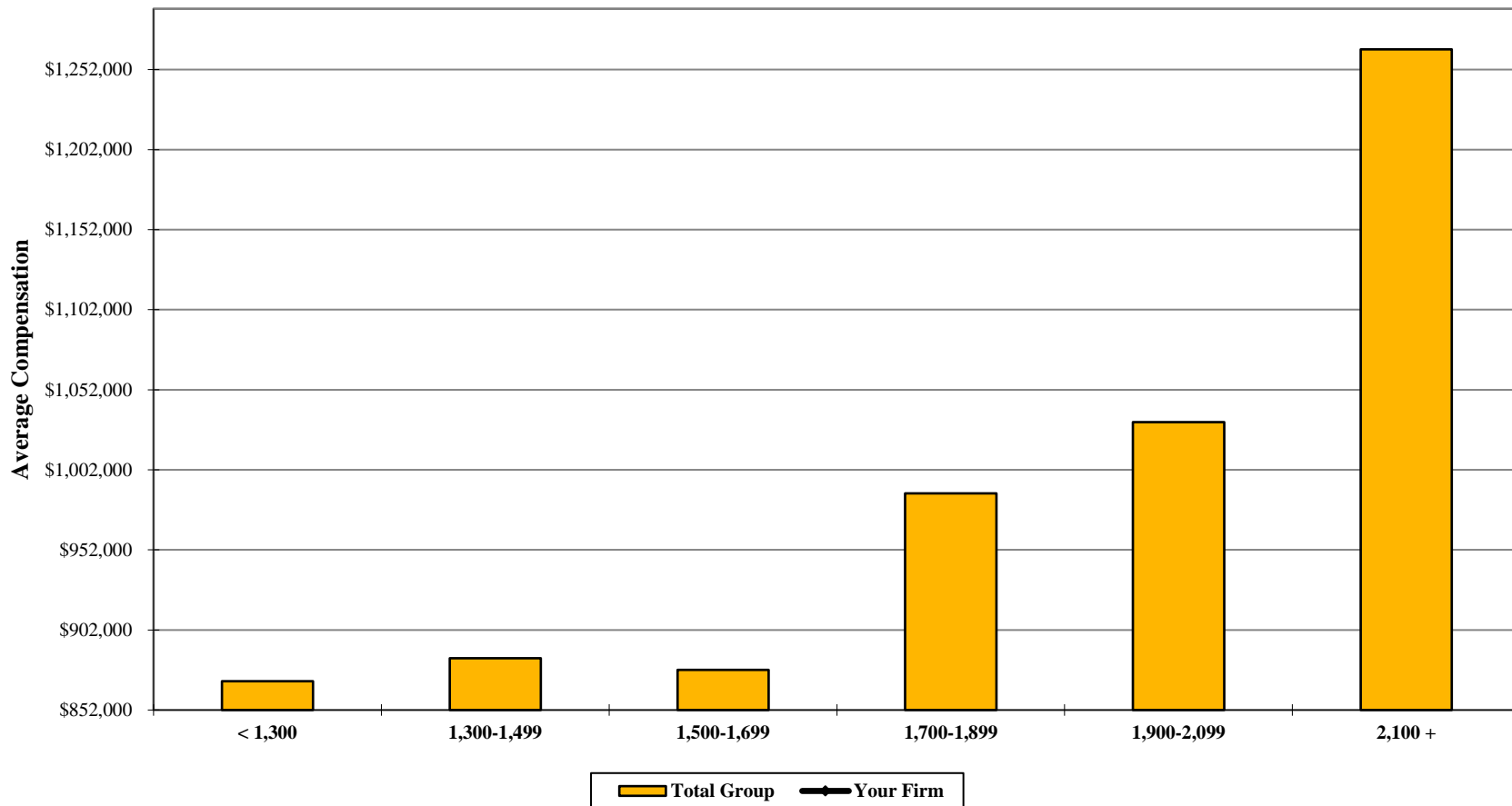
** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation for All Partners by Utilization Levels

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$870,005	\$884,334	\$877,067	\$987,251	\$1,031,887	\$1,264,686

Additional detail can be found on Page 49.

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

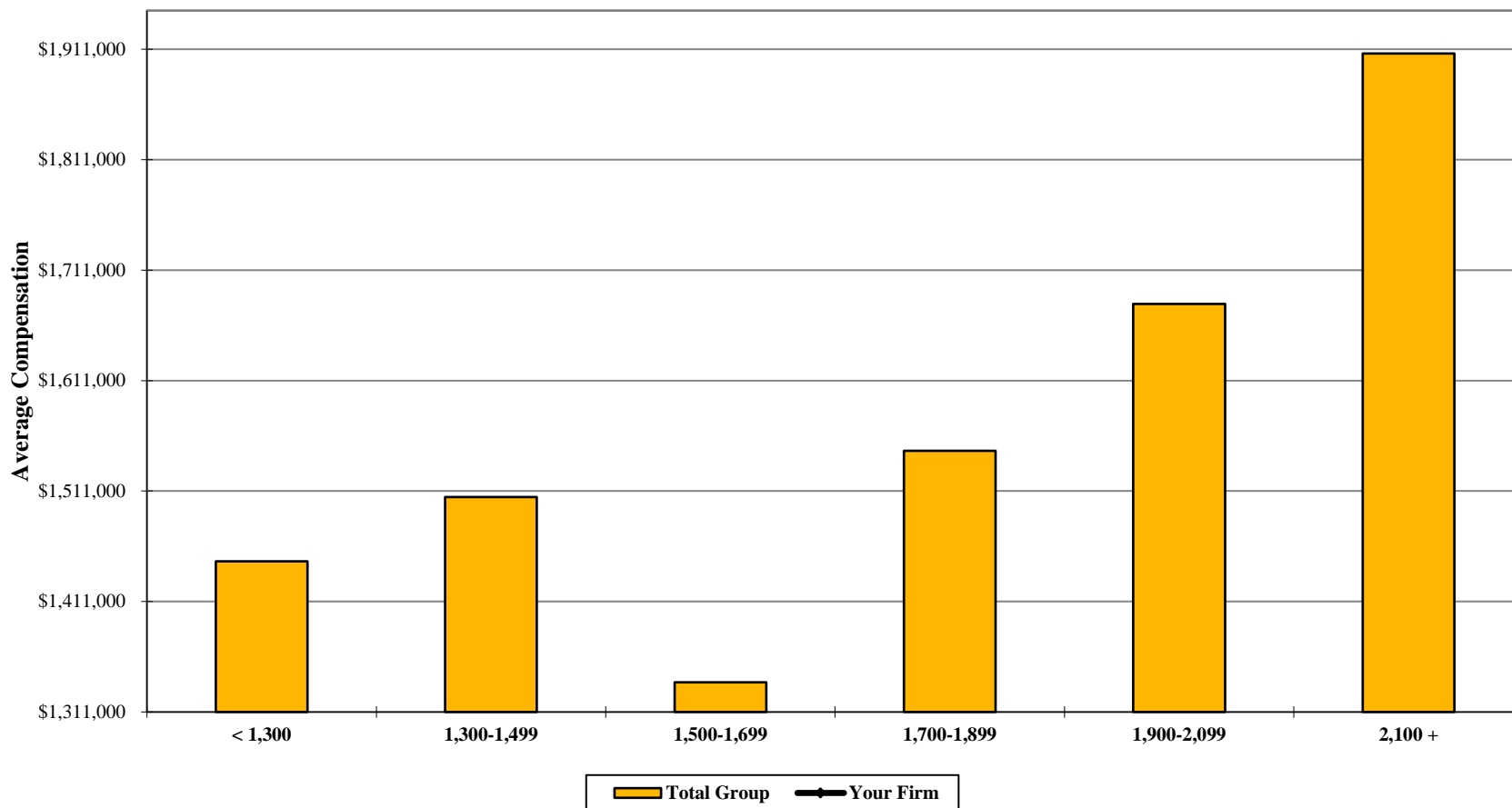
** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$1,447,453	\$1,505,651	\$1,337,887	\$1,547,556	\$1,680,284	\$1,906,995

Additional detail can be found on Page 47.

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

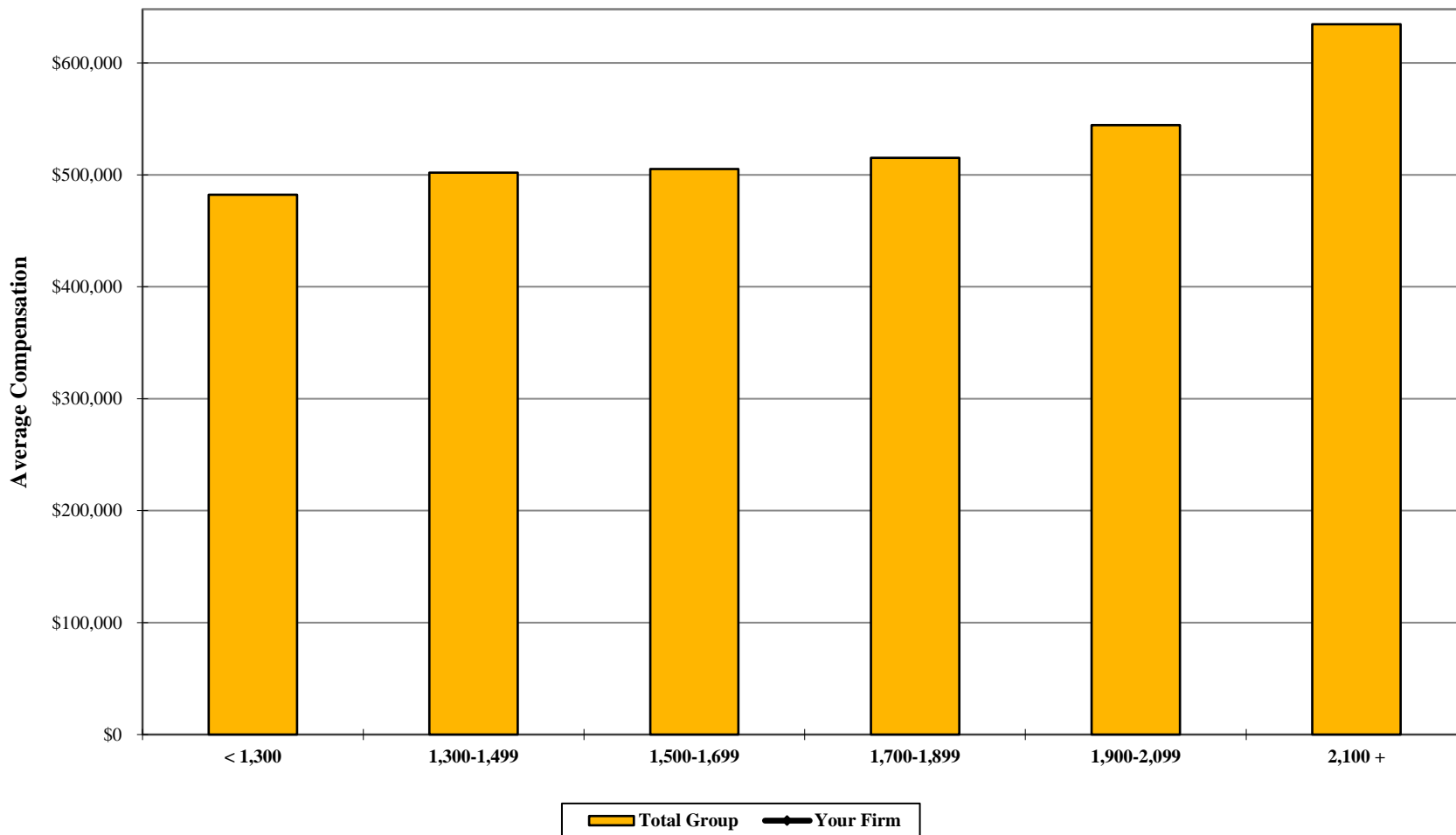
** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Average Compensation by Utilization Levels - Non-Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$482,296	\$501,919	\$505,129	\$515,241	\$544,479	\$634,508

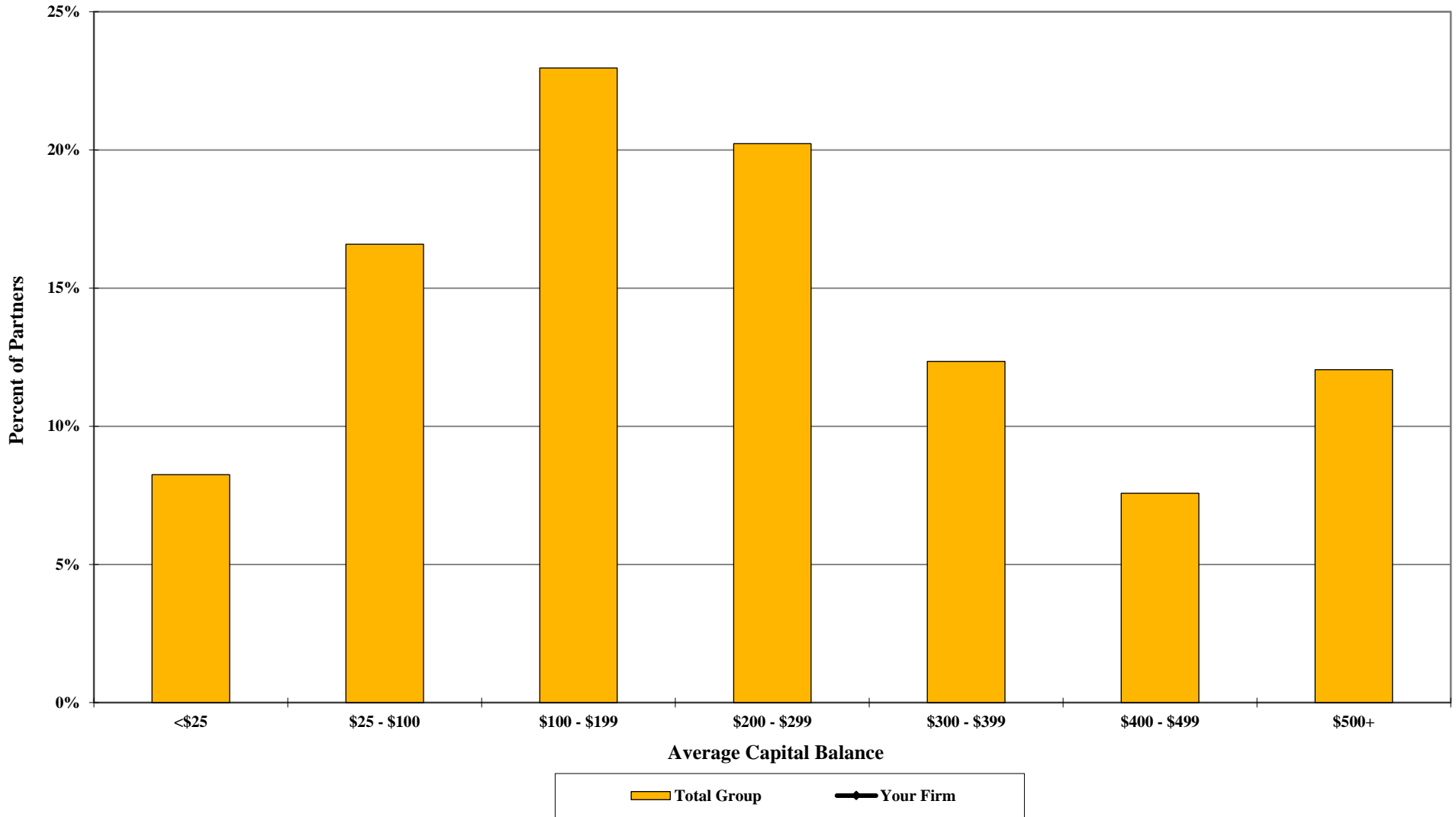
Additional detail can be found on Page 48.

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

** omitted due to insufficient data

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

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

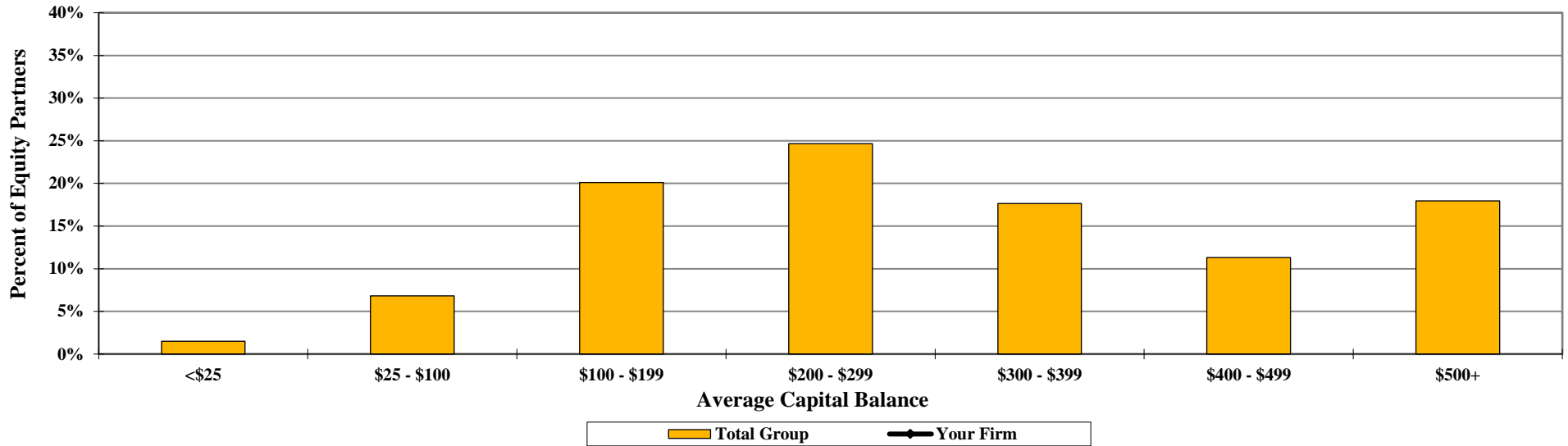


Additional detail can be found on Page 54.

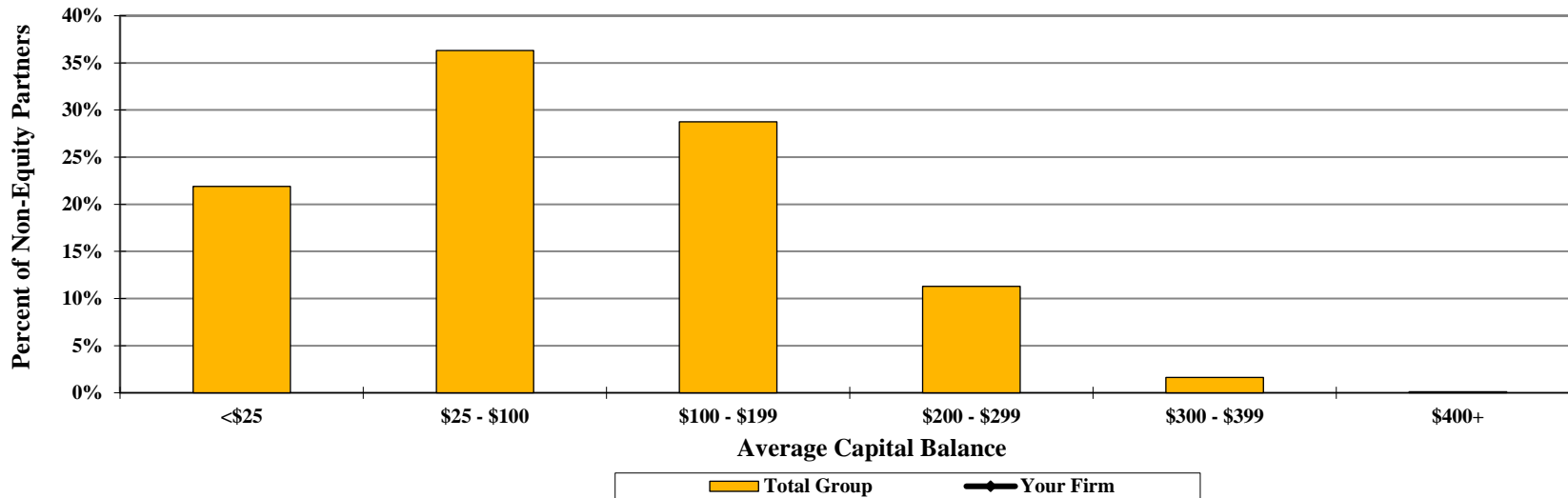
[^] Membership on this page includes only those participants that submitted partner compensation.

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

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 52 and 53.

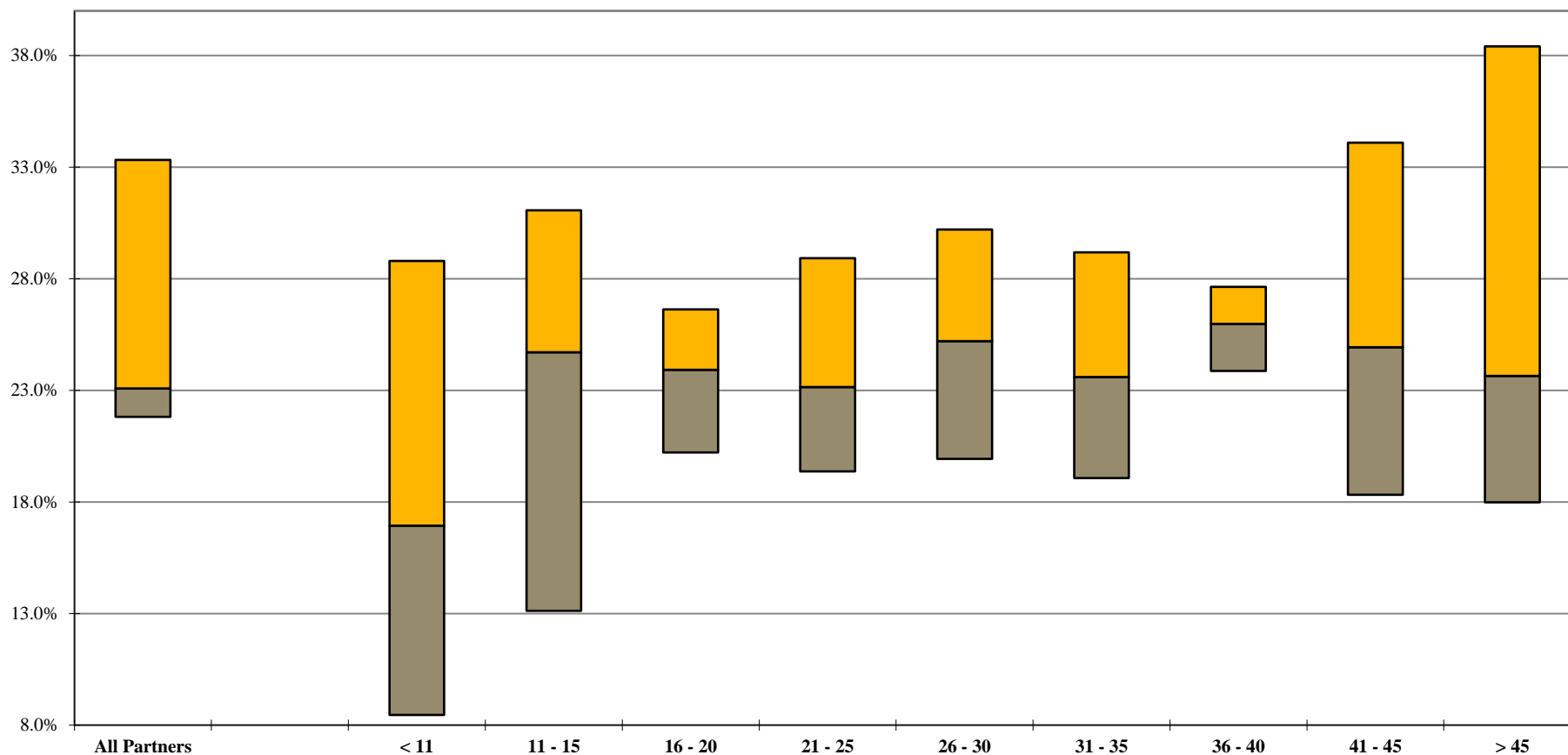
^ Membership on this page includes only those participants that submitted partner compensation.

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Percentage of Capital Balance to Compensation for All Partners

As of the most recent fiscal year-end



Your Firm	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	33.3%	28.8%	31.1%	26.6%	28.9%	30.2%	29.2%	27.6%	34.1%	38.4%
Median	23.1%	16.9%	24.7%	23.9%	23.1%	25.2%	23.6%	26.0%	24.9%	23.7%
3rd Qtle	21.8%	8.5%	13.1%	20.2%	19.4%	19.9%	19.1%	23.9%	18.3%	18.0%

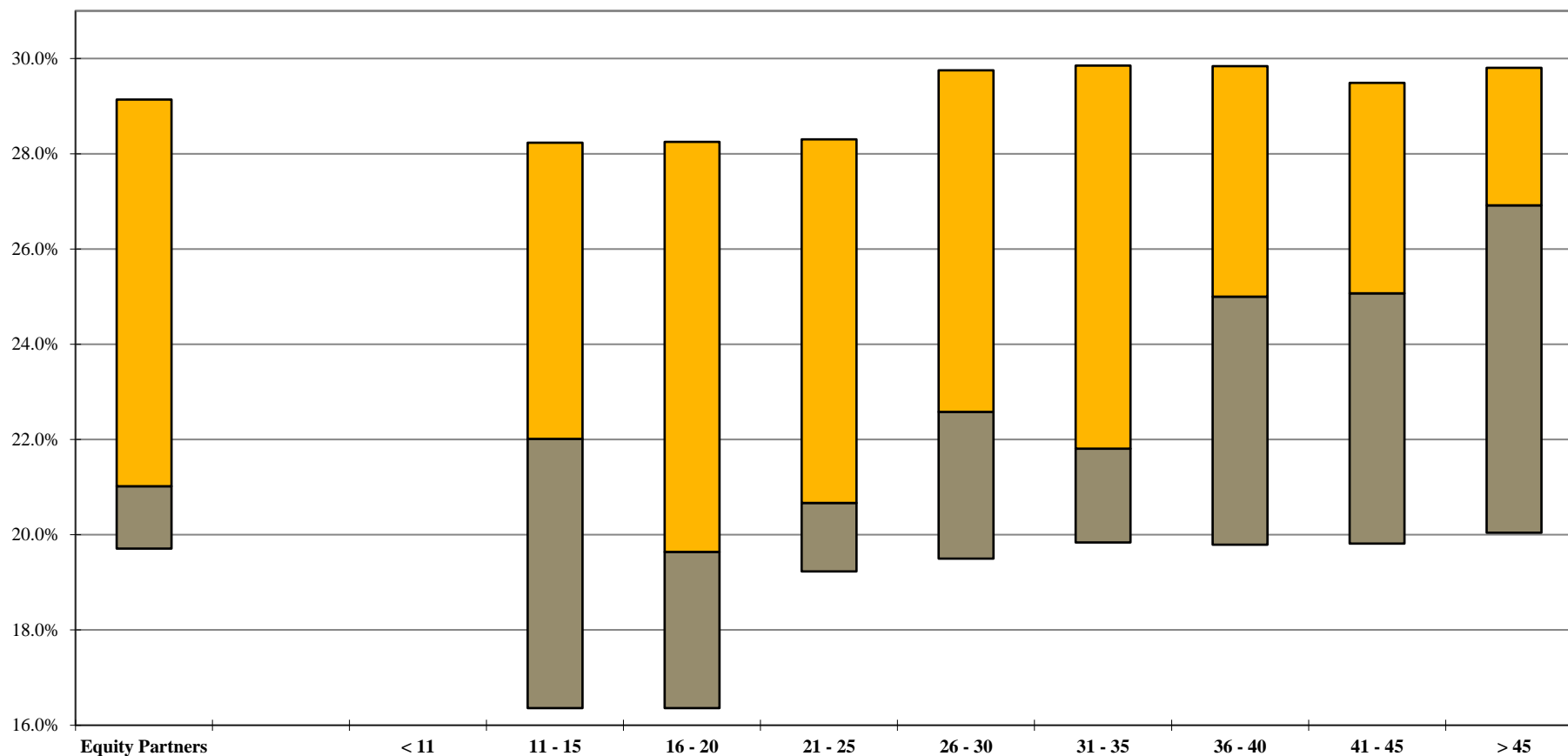
^ Membership on this page includes only those participants that submitted partner compensation.
 Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
 ** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Percentage of Capital Balance to Compensation - Equity Partners

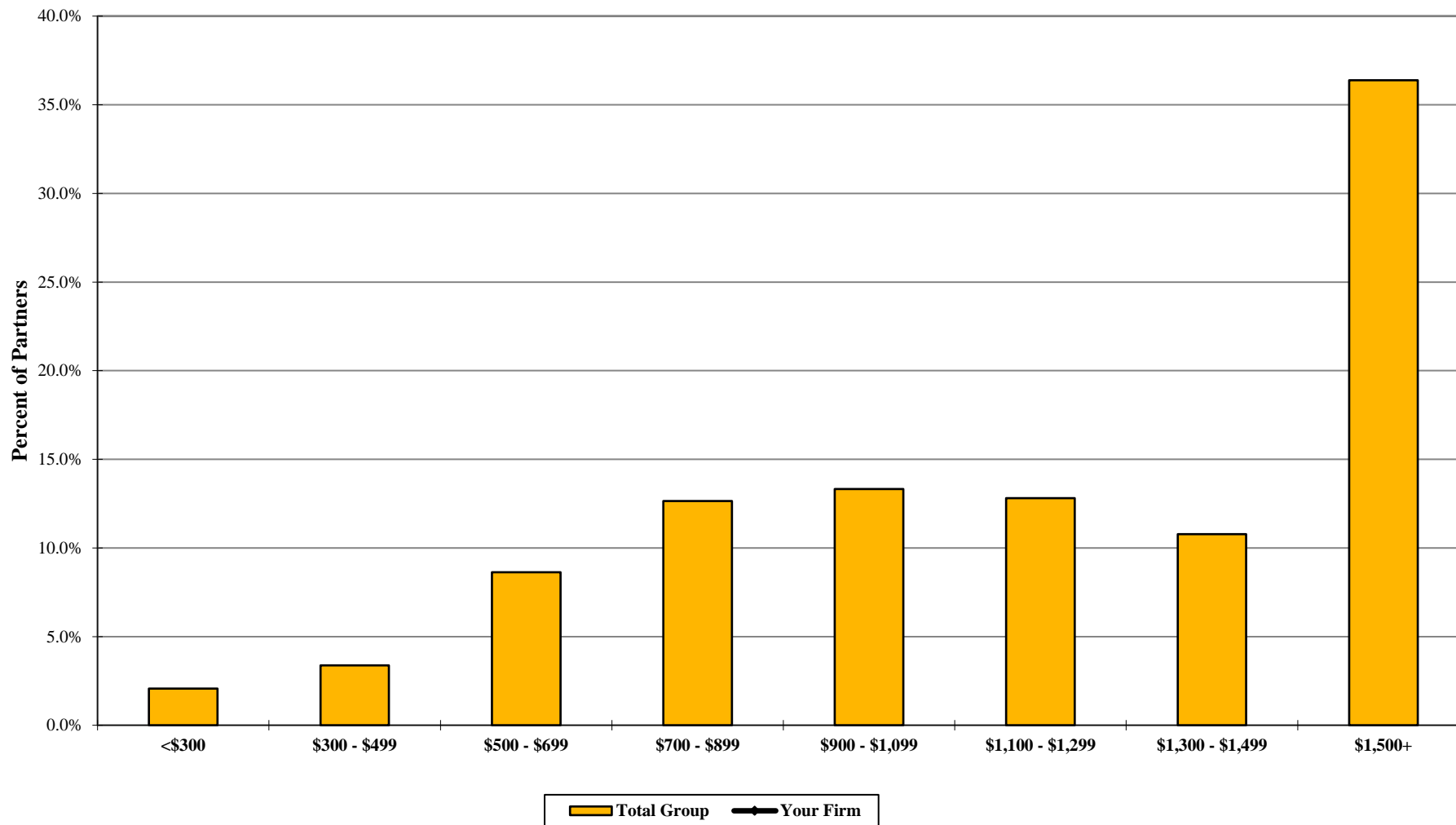
As of the most recent fiscal year-end



Your Firm	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	29.1%	**	28.2%	28.3%	28.3%	29.8%	29.9%	29.8%	29.5%	29.8%
Median	21.0%	**	22.0%	19.6%	20.7%	22.6%	21.8%	25.0%	25.1%	26.9%
3rd Qtle	19.7%	**	16.4%	16.4%	19.2%	19.5%	19.8%	19.8%	19.8%	20.0%

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

Distribution of All Partners by Fees Billed¹
 For the 12-month period ending December 31, 2021; in 000's

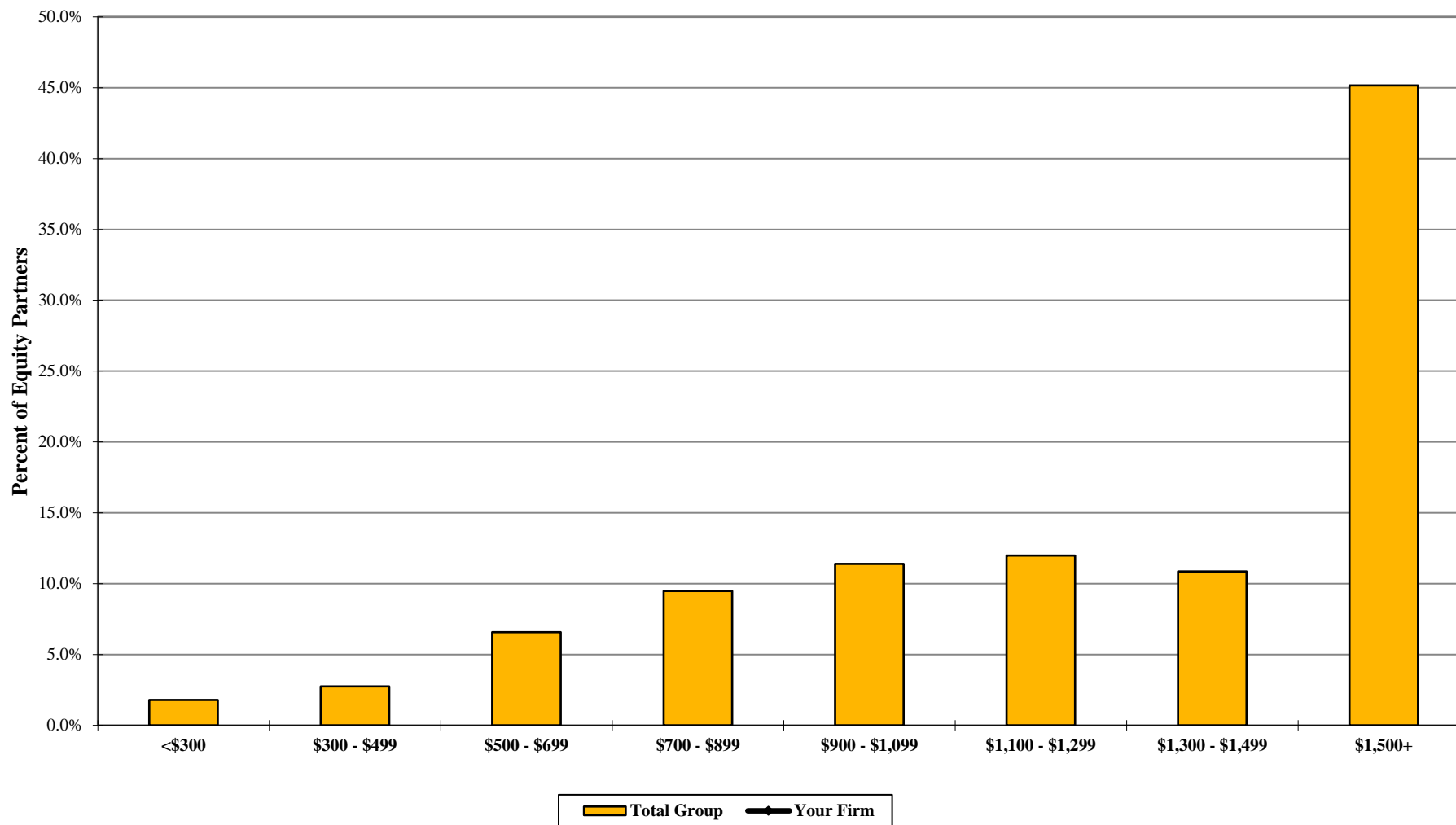


	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.1%	3.4%	8.6%	12.6%	13.3%	12.8%	10.8%	36.4%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level.
 ** omitted due to insufficient data

Distribution of Equity Partners by Fees Billed¹

For the 12-month period ending December 31, 2021; in 000's



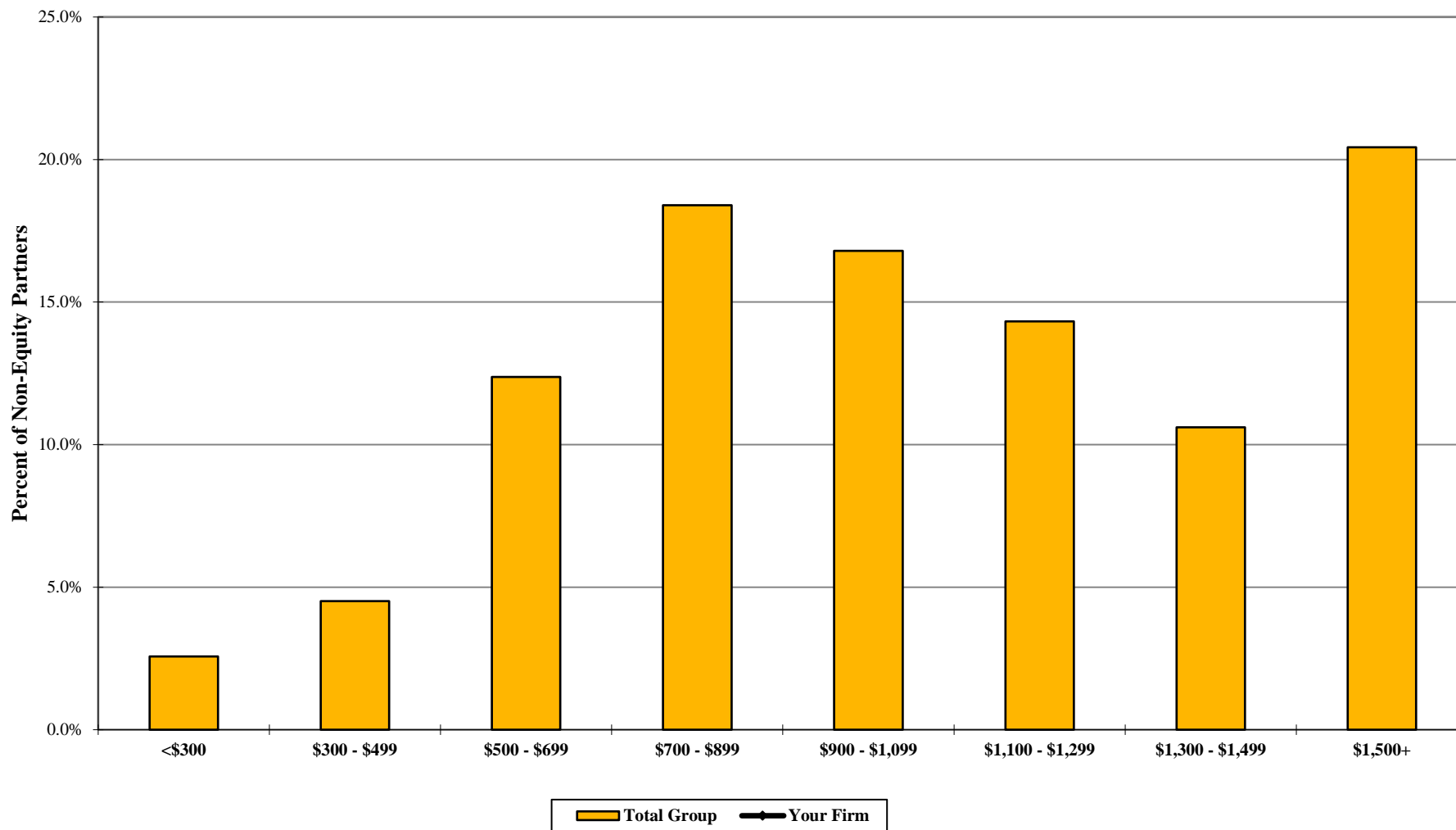
	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	1.8%	2.7%	6.6%	9.5%	11.4%	12.0%	10.9%	45.2%

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

** omitted due to insufficient data

Distribution of Non-Equity Partners by Fees Billed¹

For the 12-month period ending December 31, 2021; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.6%	4.5%	12.4%	18.4%	16.8%	14.3%	10.6%	20.4%

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

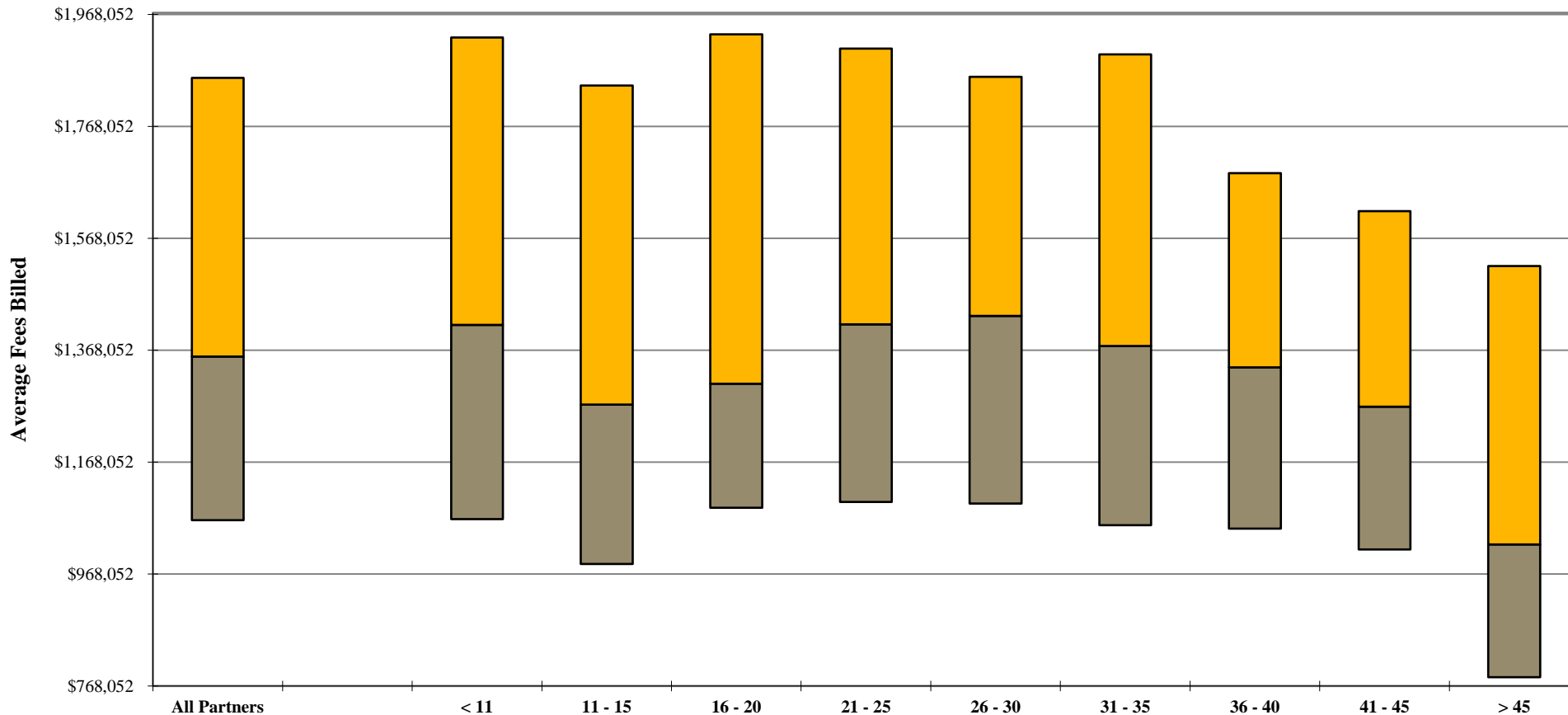
** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Fees Billed for All Partners by Years of Experience

For the 12-month period ending December 31, 2021



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,854,527	\$1,926,995	\$1,841,030	\$1,932,296	\$1,907,056	\$1,856,443	\$1,896,762	\$1,684,563	\$1,616,533	\$1,518,619
Median	1,356,523	1,413,559	1,270,783	1,308,071	1,414,335	1,429,179	1,375,584	1,337,624	1,267,146	1,021,178
3rd Qtle	1,064,193	1,066,410	985,973	1,086,654	1,096,918	1,093,989	1,055,275	1,049,383	1,011,944	783,727

Additional detail can be found on Page 56.

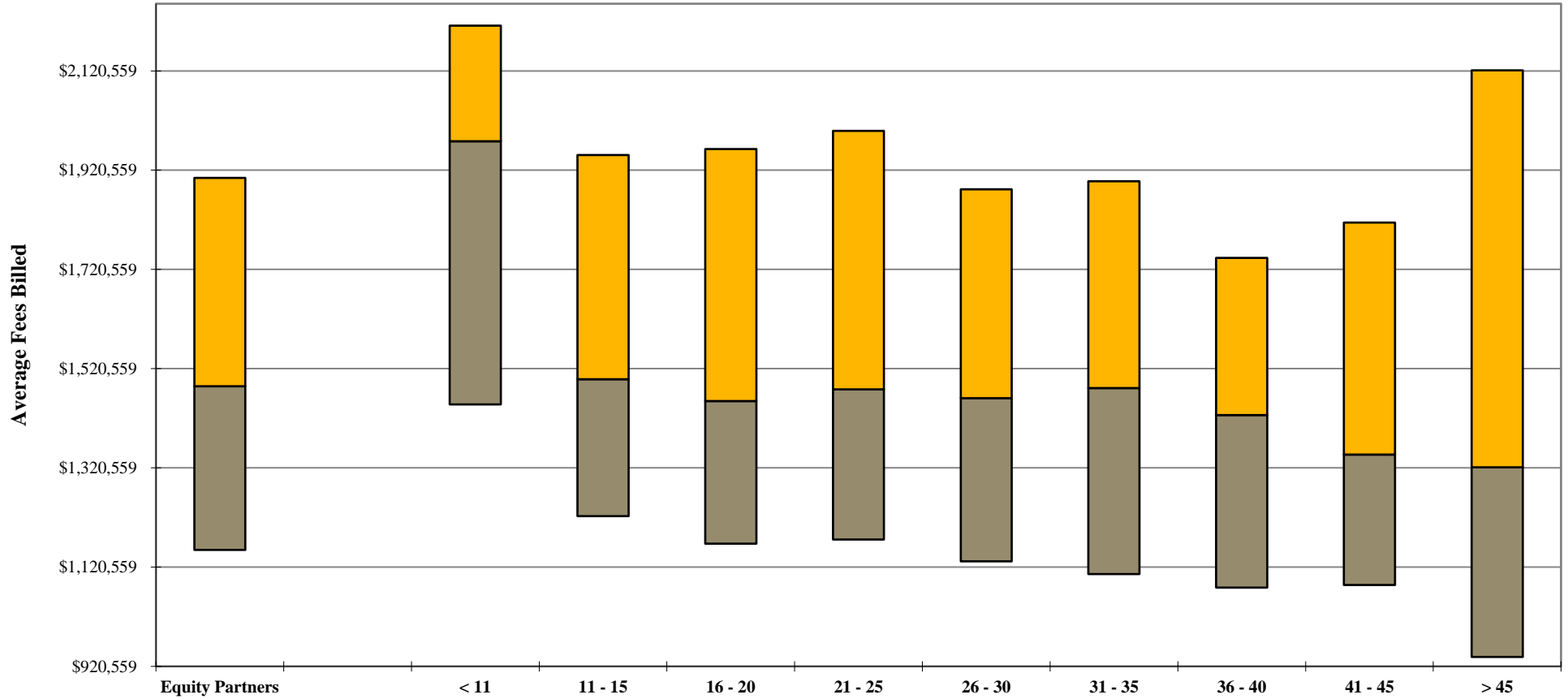
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Fees Billed for Equity Partners by Years of Experience
For the 12-month period ending December 31, 2021



	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,905,292	\$2,211,926	\$1,951,268	\$1,963,219	\$2,000,069	\$1,881,951	\$1,898,434	\$1,743,618	\$1,815,298	\$2,121,697
Median	1,485,313	1,978,746	1,499,568	1,455,219	1,478,853	1,460,923	1,481,394	1,427,000	1,347,645	1,321,807
3rd Qtle	1,155,274	1,448,708	1,223,258	1,167,806	1,176,293	1,132,314	1,106,632	1,079,544	1,084,879	939,346

Additional detail can be found on Page 55.

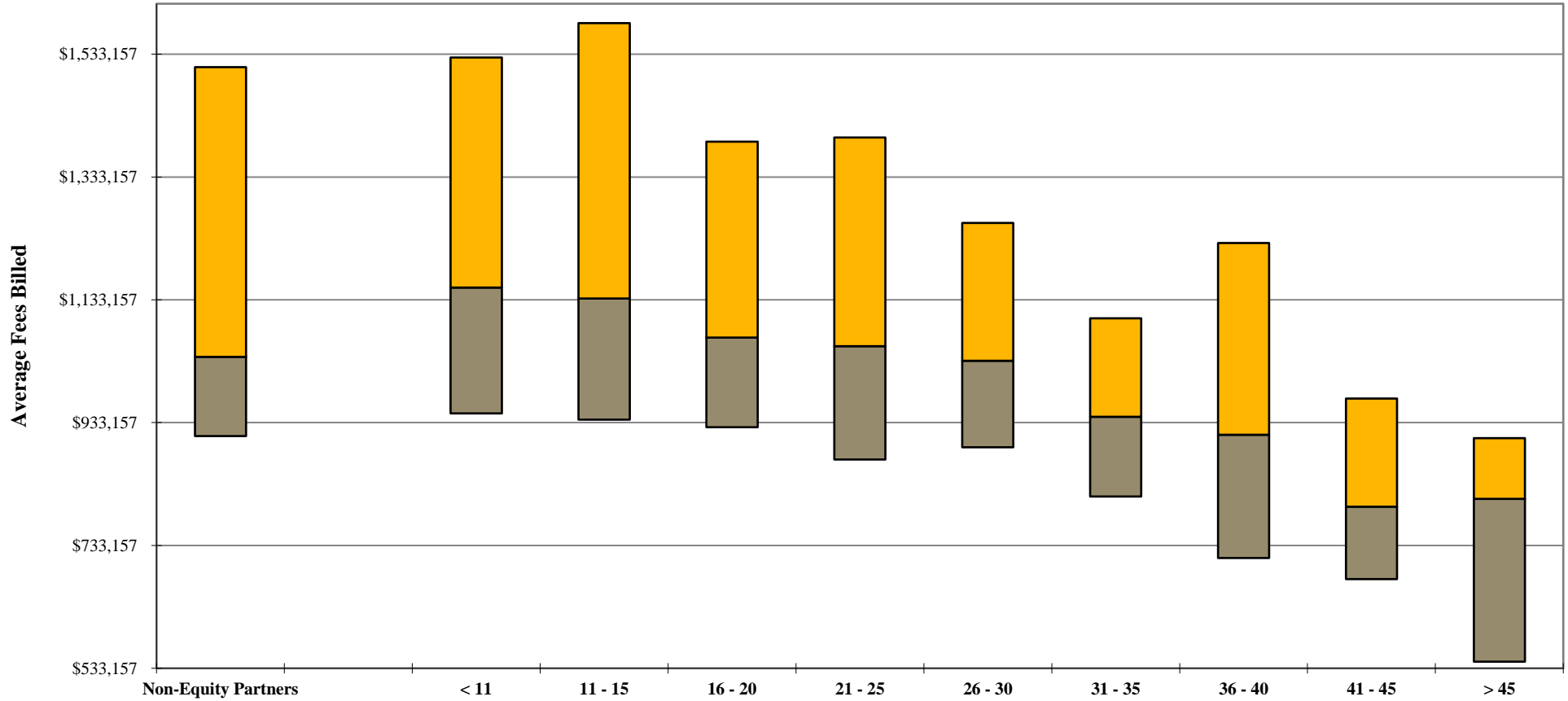
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Fees Billed for Non-Equity Partners by Years of Experience
For the 12-month period ending December 31, 2021



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,512,043	\$1,527,663	\$1,583,639	\$1,390,658	\$1,397,457	\$1,258,487	\$1,103,169	\$1,225,516	\$972,276	\$908,012
Median	1,040,183	1,152,974	1,135,257	1,071,682	1,057,683	1,033,919	942,642	913,479	796,178	809,090
3rd Qtle	911,341	948,228	937,990	925,764	873,262	892,982	812,888	712,635	678,266	544,038

Additional detail can be found on Page 55.

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

** omitted due to insufficient data

DETAILED METRICS

2022 BRASS+ Initial Release - Partner Management Report

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

Partner Compensation
As of the most recent fiscal year-end

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

	Your Firm		Group			Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	%Change-1 Yr	% Change - 1 Year			
			1 st Quartile	Median	3 rd Quartile		1 st Quartile	Median	3 rd Quartile	
Equity Partners										
High		/ 17	\$8,033,995	\$5,299,959	\$3,749,174		27.9	11.6	4.3	
Middle		/ 17	1,356,855	1,020,000	976,000		17.3	11.9	7.2	
Low		/ 17	730,771	463,446	302,915		39.1	5.2	(2.6)	
Average		/ 17	1,776,727	1,255,575	1,082,162		15.8	12.0	9.6	
<u>By Years of Experience</u>										
< 11 Years			**	**	**		**	**	**	
11 - 15 Years		/ 17	1,640,133	1,040,423	835,833		32.7	20.3	7.0	
16 - 20 Years		/ 17	1,721,000	1,180,449	929,115		19.6	14.2	6.4	
21 - 25 Years		/ 17	1,840,365	1,291,177	1,128,761		26.3	20.0	2.1	
26 - 30 Years		/ 17	2,160,057	1,386,320	1,069,520		20.3	12.8	5.3	
31 - 35 Years		/ 17	1,637,524	1,259,072	1,076,419		23.5	14.1	6.0	
36 - 40 Years		/ 17	1,544,860	1,264,651	987,374		13.1	8.9	(1.3)	
41 - 45 Years		/ 16	1,563,868	1,308,824	1,092,988		17.9	9.0	2.3	
> 45 Years		/ 13 ‡	1,440,075	1,120,129	775,794		20.8	3.9	(8.6)	
Non-Equity Partners										
High		/ 19	\$1,925,000	\$1,253,750	\$882,845		13.7	(7.8)	(34.2)	
Middle		/ 19	542,065	469,000	404,571		14.1	5.4	2.6	
Low		/ 19	224,652	200,000	113,125		16.4	(5.3)	(29.6)	
Average		/ 19	577,855	480,265	429,204		6.8	3.7	(0.6)	
<u>By Years of Experience</u>										
< 11 Years		/ 18	\$539,943	\$410,085	\$368,411		21.3	9.4	1.8	
11 - 15 Years		/ 19	563,263	455,826	397,948		13.0	5.1	0.8	
16 - 20 Years		/ 19	594,637	477,021	413,147		13.4	8.1	(2.6)	
21 - 25 Years		/ 19	606,608	465,975	415,846		9.7	5.0	(0.5)	
26 - 30 Years		/ 19	659,514	543,309	432,655		19.2	8.7	1.8	
31 - 35 Years		/ 19	657,836	460,833	375,650		20.2	(0.7)	(10.1)	
36 - 40 Years		/ 19	625,563	496,250	385,689		12.9	1.7	(5.7)	
41 - 45 Years		/ 18	592,918	468,990	402,058		16.6	(0.5)	(15.3)	
> 45 Years		/ 16	480,838	413,750	322,294		19.5	(7.8)	(25.2)	

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

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

2022 BRASS+ Initial Release - Partner Management Report

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

Partner Compensation
As of the most recent fiscal year-end

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

	Your Firm		Group			Your Firm	Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile		% Change - 1 Year		
						1 st Quartile	Median	3 rd Quartile	
All Partners									
High		/ 17	\$8,033,995	\$5,299,959	\$3,749,174		27.9	11.6	4.3
Middle		/ 17	892,990	775,995	625,000		18.4	7.4	2.2
Low		/ 17	225,000	208,636	120,000		4.6	(5.8)	(29.6)
Average		/ 17	1,080,856	954,021	853,032		15.8	8.8	5.8
<u>By Years of Experience</u>									
< 11 Years		/ 16	\$547,813	\$456,590	\$387,161		19.1	10.5	(11.0)
11 - 15 Years		/ 17	739,277	637,749	498,446		16.1	10.1	6.2
16 - 20 Years		/ 17	1,097,618	810,384	667,611		16.4	10.3	0.2
21 - 25 Years		/ 17	1,302,185	1,035,388	873,945		18.7	14.2	1.5
26 - 30 Years		/ 17	1,408,561	1,192,105	951,901		16.7	14.2	(0.4)
31 - 35 Years		/ 17	1,499,883	1,146,605	866,301		21.6	13.0	3.6
36 - 40 Years		/ 17	1,412,653	1,083,787	898,441		10.2	2.2	(7.4)
41 - 45 Years		/ 16	1,272,092	1,065,054	916,230		22.4	12.1	0.5
> 45 Years		/ 16	1,084,638	608,821	546,154		18.4	(1.8)	(7.0)

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

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

2022 BRASS+ Initial Release - Partner Management Report

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

Distribution of Partner Compensation

By Years of Experience

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

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
11 - 15 Years								
Your Firm								
Total Group	152	0.7%	2.0%	15.1%	25.7%	19.1%	8.6%	28.9%
16 - 20 Years								
Your Firm								
Total Group	330		2.1%	11.5%	18.5%	18.5%	10.6%	38.8%
21 - 25 Years								
Your Firm								
Total Group	540		1.1%	7.6%	14.3%	16.1%	14.3%	46.7%
26 - 30 Years								
Your Firm								
Total Group	496		2.2%	6.9%	12.7%	17.3%	11.9%	49.0%
31 - 35 Years								
Your Firm								
Total Group	452		0.7%	8.8%	11.7%	16.8%	11.9%	50.0%
36 - 40 Years								
Your Firm								
Total Group	364		2.2%	7.4%	19.5%	14.8%	15.4%	40.7%
41 - 45 Years								
Your Firm								
Total Group	190		2.6%	8.4%	14.7%	17.9%	15.8%	40.5%
> 45 Years								
Your Firm								
Total Group	55 ‡		3.6%	9.1%	20.0%	12.7%	18.2%	36.4%
All Equity Partners								
Your Firm								
Total Group	2,587	0.0%	1.7%	8.7%	15.7%	16.9%	12.9%	44.1%

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

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+
< 11 Years							
Your Firm	0						
Total Group	192		62.5%	24.5%	9.9%	1.6%	1.6%
11 - 15 Years							
Your Firm	0						
Total Group	760	0.5%	39.1%	35.5%	13.6%	5.8%	5.5%
16 - 20 Years							
Your Firm	0						
Total Group	535	0.9%	32.7%	32.7%	16.6%	10.8%	6.2%
21 - 25 Years							
Your Firm	0						
Total Group	450	1.1%	30.2%	34.4%	17.8%	8.0%	8.4%
26 - 30 Years							
Your Firm	0						
Total Group	283	1.8%	30.7%	36.7%	13.8%	9.2%	7.8%
31 - 35 Years							
Your Firm	0						
Total Group	209	0.5%	32.5%	31.1%	14.8%	12.0%	9.1%
36 - 40 Years							
Your Firm	0						
Total Group	165	3.0%	33.3%	30.9%	13.9%	10.9%	7.9%
41 - 45 Years							
Your Firm	0						
Total Group	97	5.2%	38.1%	25.8%	10.3%	10.3%	10.3%
> 45 Years							
Your Firm	0						
Total Group	60	8.3%	41.7%	28.3%	8.3%	6.7%	6.7%
All Non-Equity Partners							
Your Firm	0						
Total Group	2,753	1.3%	36.3%	33.1%	14.5%	8.2%	6.7%

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

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Compensation
By Years of Experience

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

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	198		60.6%	24.2%	10.6%	2.0%	1.5%	1.0%
11 - 15 Years								
Your Firm								
Total Group	912	0.5%	32.9%	32.1%	15.6%	8.0%	4.5%	6.4%
16 - 20 Years								
Your Firm								
Total Group	865	0.6%	21.0%	24.6%	17.3%	13.8%	6.4%	16.3%
21 - 25 Years								
Your Firm								
Total Group	990	0.5%	14.3%	19.8%	15.9%	12.4%	9.9%	27.2%
26 - 30 Years								
Your Firm								
Total Group	779	0.6%	12.6%	17.7%	13.1%	14.4%	9.0%	32.6%
31 - 35 Years								
Your Firm								
Total Group	661	0.2%	10.7%	15.9%	12.7%	15.3%	9.5%	35.7%
36 - 40 Years								
Your Firm								
Total Group	529	0.9%	11.9%	14.7%	17.8%	13.6%	12.7%	28.4%
41 - 45 Years								
Your Firm								
Total Group	287	1.7%	14.6%	14.3%	13.2%	15.3%	12.5%	28.2%
> 45 Years								
Your Firm								
Total Group	115	4.3%	23.5%	19.1%	13.9%	9.6%	10.4%	19.1%
All Partners								
Your Firm								
Total Group	5,340	0.7%	19.6%	21.3%	15.1%	12.4%	8.3%	22.7%

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

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

2022 BRASS+ Initial Release - Partner Management Report

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

Partner Compensation Ratios

As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
Ratio of Highest to Lowest Compensation					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years			**	**	**
11 - 15 Years		/ 17	3.6	2.5	1.9
16 - 20 Years		/ 17	6.8	5.2	3.7
21 - 25 Years		/ 17	7.6	5.5	4.5
26 - 30 Years		/ 17	9.5	7.2	4.6
31 - 35 Years		/ 17	8.8	6.4	4.8
36 - 40 Years		/ 17	7.3	5.0	4.3
41 - 45 Years		/ 16	4.8	3.4	3.0
> 45 Years		/ 13 ‡	3.3	1.8	1.0
<i>All Equity Partners</i>		/ 17	18.8	10.7	8.8
Ratio of Equity Partner Compensation to 1st Year Associate Compensation		/ 16	9.4	7.9	5.6
Non-Equity Partners					
Ratio of Highest to Lowest Compensation					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 18	2.2	1.8	1.3
11 - 15 Years		/ 19	3.6	3.0	2.3
16 - 20 Years		/ 19	4.0	2.8	2.4
21 - 25 Years		/ 19	3.7	2.9	2.0
26 - 30 Years		/ 19	4.4	2.2	1.8
31 - 35 Years		/ 19	3.8	2.1	1.6
36 - 40 Years		/ 19	4.0	2.5	1.7
41 - 45 Years		/ 18	3.1	2.4	1.9
> 45 Years		/ 16	2.3	1.7	1.2
<i>All Non-Equity Partners</i>		/ 19	12.8	9.4	5.0
Ratio of Non-Equity Partner Compensation to 1st Year Associate Compensation		/ 18	3.4	2.6	2.1

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

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

2022 BRASS+ Initial Release - Partner Management Report

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

Partner Compensation

As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
Ratio of Highest to Lowest Compensation					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 16	2.7	1.9	1.4
11 - 15 Years		/ 17	10.5	8.0	4.6
16 - 20 Years		/ 17	14.0	10.0	8.9
21 - 25 Years		/ 17	18.5	9.7	8.8
26 - 30 Years		/ 17	23.4	11.1	7.2
31 - 35 Years		/ 17	22.0	11.2	9.2
36 - 40 Years		/ 17	11.2	8.8	7.0
41 - 45 Years		/ 16	14.6	7.4	5.8
> 45 Years		/ 16	9.3	2.9	1.7
All Partner Composite		/ 17	44.7	29.2	23.4
Ratio of All Partner Compensation to 1st Year Associate Compensation		/ 16	6.4	4.9	4.5

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		% Change - 1 Year			Median
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years	/ 31 ‡		2,084	1,943	1,855	‡	‡	23.6	9.3	(2.6)	4.4
11 - 15 Years	/ 59		2,044	1,877	1,695	‡	‡	12.3	5.4	0.1	7.8
16 - 20 Years	/ 61		1,961	1,770	1,656	‡	‡	7.9	2.1	(0.5)	5.1
21 - 25 Years	/ 61		1,868	1,699	1,560	‡	‡	9.3	4.5	(2.0)	4.4
26 - 30 Years	/ 61		1,720	1,596	1,526	‡	‡	6.9	2.6	(0.6)	3.8
31 - 35 Years	/ 61		1,640	1,528	1,423	‡	‡	6.6	0.4	(2.8)	1.3
36 - 40 Years	/ 61		1,582	1,431	1,299	‡	‡	7.5	1.4	(4.5)	3.1
41 - 45 Years	/ 58		1,583	1,401	1,267	‡	‡	13.9	3.1	(5.1)	2.0
> 45 Years	/ 44 ‡		1,579	1,272	1,048	‡	‡	16.3	3.9	(14.0)	(4.3)
All Equity Partners	/ 62		1,773	1,614	1,534			6.8	3.5	(0.2)	3.3
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years	/ 42 ‡		1,964	1,824	1,722	‡	‡	10.6	3.0	(0.9)	7.3
11 - 15 Years	/ 45 ‡		1,836	1,677	1,618	‡	‡	7.1	2.9	(0.7)	3.6
16 - 20 Years	/ 44 ‡		1,686	1,610	1,549	‡	‡	6.9	3.4	0.8	3.3
21 - 25 Years	/ 44 ‡		1,699	1,547	1,386	‡	‡	10.4	5.6	(2.1)	6.2
26 - 30 Years	/ 42 ‡		1,626	1,487	1,310	‡	‡	10.2	7.1	(0.4)	2.4
31 - 35 Years	/ 43 ‡		1,528	1,408	1,173	‡	‡	14.7	6.3	1.0	1.3
36 - 40 Years	/ 42 ‡		1,443	1,261	1,050	‡	‡	14.8	4.4	(2.8)	6.8
41 - 45 Years	/ 37 ‡		1,396	1,095	919	‡	‡	11.9	2.5	(12.7)	1.2
> 45 Years	/ 35 ‡		1,181	966	709	‡	‡	30.6	0.3	(10.5)	(0.3)
All Non-Equity Partners	/ 45 ‡		1,696	1,546	1,482	‡	‡	6.7	3.1	1.0	3.7

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2021

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Average Hours</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years		/ 60	2,021	1,885	1,768			13.8	5.7	(2.0)	8.4
11 - 15 Years		/ 61	1,907	1,752	1,646			6.9	4.3	(0.8)	3.7
16 - 20 Years		/ 61	1,878	1,715	1,613			7.9	3.1	0.3	4.7
21 - 25 Years		/ 61	1,795	1,655	1,531			8.7	4.1	(2.0)	5.0
26 - 30 Years		/ 61	1,690	1,577	1,520			6.6	3.5	0.4	4.3
31 - 35 Years		/ 61	1,630	1,488	1,412			6.8	1.8	(1.4)	2.8
36 - 40 Years		/ 61	1,551	1,406	1,295			6.7	3.4	(3.8)	2.0
41 - 45 Years		/ 58	1,485	1,329	1,211			8.3	1.9	(3.3)	2.9
> 45 Years		/ 52 ‡	1,446	1,116	983		‡	18.2	2.0	(7.9)	4.5
All Partner Composite		/ 62	1,739	1,608	1,510			6.6	3.8	0.4	3.6

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2021

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<i>< 11 Years</i>							
Your Firm							
Total Group	130 ‡	3.8%	4.6%	6.9%	18.5%	23.1%	43.1%
<i>11 - 15 Years</i>							
Your Firm							
Total Group	1,171	9.8%	8.9%	14.2%	18.8%	17.7%	30.7%
<i>16 - 20 Years</i>							
Your Firm							
Total Group	1,723	13.8%	9.5%	15.3%	17.7%	18.5%	25.2%
<i>21 - 25 Years</i>							
Your Firm							
Total Group	2,336	17.1%	12.1%	16.7%	18.1%	15.8%	20.1%
<i>26 - 30 Years</i>							
Your Firm							
Total Group	2,105	22.5%	13.0%	16.4%	17.3%	13.3%	17.4%
<i>31 - 35 Years</i>							
Your Firm							
Total Group	1,803	28.1%	14.3%	17.0%	15.6%	11.3%	13.8%
<i>36 - 40 Years</i>							
Your Firm							
Total Group	1,352	38.5%	13.5%	14.6%	13.0%	7.9%	12.4%
<i>41 - 45 Years</i>							
Your Firm							
Total Group	648	42.3%	13.7%	14.7%	10.2%	9.0%	10.2%
<i>> 45 Years</i>							
Your Firm							
Total Group	235 ‡	52.8%	12.8%	12.3%	7.2%	6.8%	8.1%
<i>All Equity Partners</i>							
Your Firm							
Total Group	11,670	23.1%	12.0%	15.6%	16.3%	13.9%	19.1%

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

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2021

Non-Equity Ptrs	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm	0						
Total Group	531 ‡	7.5%	6.6%	12.6%	20.2%	23.4%	29.8%
11 - 15 Years							
Your Firm	0						
Total Group	1,737 ‡	14.2%	10.1%	16.0%	23.1%	17.2%	19.5%
16 - 20 Years							
Your Firm	0						
Total Group	1,236 ‡	16.7%	14.6%	17.2%	21.8%	16.6%	13.1%
21 - 25 Years							
Your Firm	0						
Total Group	989 ‡	24.2%	15.0%	16.9%	19.4%	12.8%	11.7%
26 - 30 Years							
Your Firm	0						
Total Group	654 ‡	26.9%	17.9%	19.0%	17.0%	9.3%	9.9%
31 - 35 Years							
Your Firm	0						
Total Group	490 ‡	38.4%	15.1%	17.1%	14.1%	8.0%	7.3%
36 - 40 Years							
Your Firm	0						
Total Group	400 ‡	47.5%	15.3%	15.3%	10.3%	7.3%	4.5%
41 - 45 Years							
Your Firm	0						
Total Group	238 ‡	59.2%	14.7%	10.9%	8.4%	1.7%	5.0%
> 45 Years							
Your Firm	0						
Total Group	134 ‡	76.1%	3.0%	9.0%	5.2%	3.7%	3.0%
All Non-Equity Partners							
Your Firm	0						
Total Group	6,426 ‡	23.9%	12.9%	16.1%	19.0%	13.9%	14.2%

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

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2021

All Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	661	6.8%	6.2%	11.5%	19.8%	23.3%	32.4%
11 - 15 Years							
Your Firm							
Total Group	2,908	12.4%	9.6%	15.3%	21.4%	17.4%	24.0%
16 - 20 Years							
Your Firm							
Total Group	2,959	15.0%	11.7%	16.1%	19.4%	17.7%	20.2%
21 - 25 Years							
Your Firm							
Total Group	3,325	19.2%	13.0%	16.8%	18.5%	14.9%	17.6%
26 - 30 Years							
Your Firm							
Total Group	2,759	23.6%	14.1%	17.0%	17.3%	12.4%	15.6%
31 - 35 Years							
Your Firm							
Total Group	2,293	30.3%	14.4%	17.0%	15.3%	10.6%	12.4%
36 - 40 Years							
Your Firm							
Total Group	1,752	40.6%	13.9%	14.8%	12.4%	7.8%	10.6%
41 - 45 Years							
Your Firm							
Total Group	886	46.8%	14.0%	13.7%	9.7%	7.0%	8.8%
> 45 Years							
Your Firm							
Total Group	369 ‡	61.2%	9.2%	11.1%	6.5%	5.7%	6.2%
All Partners							
Your Firm							
Total Group	18,096	23.4%	12.3%	15.8%	17.3%	13.9%	17.4%

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

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2022 BRASS+ Initial Release - Partner Management Report

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

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2021

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm							
Total Group	\$1,310,309	\$1,031,393	\$764,058	\$1,109,375	\$1,332,640	\$1,052,920	\$1,503,557
16 - 20 Years							
Your Firm							
Total Group	\$1,436,174	\$1,209,047	\$1,312,599	\$1,360,147	\$1,417,760	\$1,525,359	\$1,570,799
21 - 25 Years							
Your Firm							
Total Group	\$1,559,589	\$1,277,688	\$1,160,396	\$1,275,160	\$1,499,638	\$1,747,862	\$2,045,099
26 - 30 Years							
Your Firm							
Total Group	\$1,745,657	\$2,032,642	\$1,861,231	\$1,538,655	\$1,547,594	\$1,627,676	\$2,298,229
31 - 35 Years							
Your Firm							
Total Group	\$1,631,143	\$1,636,826	\$1,528,400	\$1,339,552	\$1,703,524	\$1,823,351	\$2,103,773
36 - 40 Years							
Your Firm							
Total Group	\$1,465,217	\$1,331,899	\$1,168,967	\$1,236,627	\$1,558,465	\$2,021,434	\$1,759,720
41 - 45 Years							
Your Firm							
Total Group	\$1,594,152	\$1,300,904	\$1,395,985	\$1,242,685	\$1,683,121	\$1,677,915	\$3,140,507
> 45 Years							
Your Firm							
Total Group	\$1,615,149 ‡	\$854,624	\$1,263,794	\$1,408,022	\$1,846,797	\$871,803	\$3,516,225
All Equity Partners							
Your Firm							
Total Group	\$1,551,673	\$1,447,453	\$1,505,651	\$1,337,887	\$1,547,556	\$1,680,284	\$1,906,995

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

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2022 BRASS+ Initial Release - Partner Management Report

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

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2021

Non-Equity Ptrs	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$444,104	\$416,839	\$426,341	\$406,668	\$446,709	\$456,414	\$493,997
11 - 15 Years							
Your Firm							
Total Group	\$491,396	\$413,981	\$460,459	\$475,021	\$478,077	\$553,311	\$601,344
16 - 20 Years							
Your Firm							
Total Group	\$519,282	\$481,693	\$512,052	\$506,927	\$522,793	\$553,850	\$669,079
21 - 25 Years							
Your Firm							
Total Group	\$525,325	\$485,950	\$497,227	\$507,642	\$522,747	\$631,831	\$658,808
26 - 30 Years							
Your Firm							
Total Group	\$560,475	\$510,440	\$527,537	\$518,946	\$593,310	\$536,560	\$712,386
31 - 35 Years							
Your Firm							
Total Group	\$513,328	\$486,594	\$481,234	\$537,685	\$555,455	\$773,692	\$723,363
36 - 40 Years							
Your Firm							
Total Group	\$507,601	\$463,618	\$568,130	\$631,568	\$540,978	\$548,384	\$550,670
41 - 45 Years							
Your Firm							
Total Group	\$556,461	\$539,310	\$570,125	\$572,186	\$712,620	\$490,000	\$1,160,000
> 45 Years							
Your Firm							
Total Group	\$432,743	\$430,270		\$673,738		\$425,000	
All Non-Equity Partners							
Your Firm							
Total Group	\$515,390	\$482,296	\$501,919	\$505,129	\$515,241	\$544,479	\$634,508

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

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

2022 BRASS+ Initial Release - Partner Management Report

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

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2021

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<i>< 11 Years</i>							
Your Firm							
Total Group	\$472,669	\$416,839	\$454,209	\$547,079	\$450,191	\$456,414	\$502,622
<i>11 - 15 Years</i>							
Your Firm							
Total Group	\$616,159	\$493,313	\$517,379	\$565,304	\$628,685	\$655,733	\$863,562
<i>16 - 20 Years</i>							
Your Firm							
Total Group	\$831,839	\$729,377	\$708,726	\$790,906	\$830,982	\$853,626	\$1,065,809
<i>21 - 25 Years</i>							
Your Firm							
Total Group	\$1,047,771	\$818,866	\$814,657	\$875,069	\$1,021,179	\$1,282,494	\$1,545,931
<i>26 - 30 Years</i>							
Your Firm							
Total Group	\$1,222,624	\$1,143,473	\$1,114,018	\$1,043,785	\$1,163,279	\$1,277,992	\$1,568,079
<i>31 - 35 Years</i>							
Your Firm							
Total Group	\$1,206,809	\$1,082,466	\$962,320	\$1,092,832	\$1,338,280	\$1,363,586	\$1,827,232
<i>36 - 40 Years</i>							
Your Firm							
Total Group	\$1,071,322	\$872,101	\$980,807	\$1,046,760	\$1,363,995	\$1,574,787	\$1,571,580
<i>41 - 45 Years</i>							
Your Firm							
Total Group	\$1,153,790	\$891,190	\$1,051,831	\$1,103,832	\$1,415,971	\$1,495,159	\$2,757,785
<i>> 45 Years</i>							
Your Firm							
Total Group	\$931,162	\$552,402	\$1,263,794	\$1,205,666	\$1,846,797	\$722,869	\$3,516,225
<i>All Partners</i>							
Your Firm							
Total Group	\$974,302	\$870,005	\$884,334	\$877,067	\$987,251	\$1,031,887	\$1,264,686

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

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

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 14 ‡	\$1,512,416	\$1,191,942	\$759,375
Middle		/ 14 ‡	383,056	278,419	202,836
Low		/ 14 ‡	189,525	101,357	30,112
Average		/ 14 ‡	454,099	320,234	258,317
<u>Avg. by Years of Experience</u>					
< 11 Years			**	**	**
11 - 15 Years		/ 14 ‡	300,280	239,956	163,913
16 - 20 Years		/ 14 ‡	380,706	264,572	185,960
21 - 25 Years		/ 14 ‡	450,594	317,943	227,124
26 - 30 Years		/ 14 ‡	529,625	334,648	298,744
31 - 35 Years		/ 14 ‡	460,151	368,157	271,616
36 - 40 Years		/ 14 ‡	463,041	337,092	256,144
41 - 45 Years		/ 13 ‡	484,333	394,518	295,714
> 45 Years		/ 11 ‡	455,941	356,250	217,500
Non-Equity Partners					
High		/ 9 ‡	\$375,000	\$291,600	\$187,000
Middle		/ 9 ‡	175,952	153,000	40,800
Low		/ 9 ‡	27,625	12,312	1,000
Average		/ 9 ‡	182,535	145,890	49,020
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 7 ‡	\$140,695	\$40,500	\$25,772
11 - 15 Years		/ 8 ‡	165,043	97,145	38,164
16 - 20 Years		/ 8 ‡	182,805	102,097	43,369
21 - 25 Years		/ 8 ‡	164,783	96,692	48,325
26 - 30 Years		/ 8 ‡	192,831	108,036	57,614
31 - 35 Years		/ 9 ‡	165,000	106,700	59,375
36 - 40 Years		/ 8 ‡	162,290	109,459	50,005
41 - 45 Years		/ 8 ‡	171,013	96,583	37,509
> 45 Years		/ 8 ‡	160,650	93,897	47,321

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

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
High		/ 14 ‡	\$1,512,416	\$1,191,942	\$759,375
Middle		/ 14 ‡	315,355	200,352	143,279
Low		/ 14 ‡	56,406	12,119	4,285
Average		/ 14 ‡	325,631	251,495	182,536
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 9 ‡	\$152,640	\$40,500	\$15,464
11 - 15 Years		/ 14 ‡	237,045	162,099	58,225
16 - 20 Years		/ 14 ‡	277,295	205,298	138,511
21 - 25 Years		/ 14 ‡	313,858	234,005	202,063
26 - 30 Years		/ 14 ‡	401,090	330,668	230,816
31 - 35 Years		/ 14 ‡	428,196	343,961	214,911
36 - 40 Years		/ 14 ‡	401,194	309,218	220,279
41 - 45 Years		/ 13 ‡	437,529	351,042	198,229
> 45 Years		/ 13 ‡	373,697	285,000	112,125

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

2022 BRASS+ Initial Release - Partner Management Report

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

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
11 - 15 Years								
Your Firm								
Total Group	150 ‡	10.7%	21.3%	21.3%	32.7%	4.7%	4.7%	4.7%
16 - 20 Years								
Your Firm								
Total Group	262 ‡	1.1%	8.8%	26.7%	26.3%	21.4%	8.0%	7.6%
21 - 25 Years								
Your Firm								
Total Group	409 ‡	0.5%	7.3%	20.3%	27.6%	16.4%	11.5%	16.4%
26 - 30 Years								
Your Firm								
Total Group	371 ‡	0.8%	4.9%	20.8%	18.9%	19.1%	13.2%	22.4%
31 - 35 Years								
Your Firm								
Total Group	353 ‡		3.7%	17.0%	22.1%	19.8%	13.6%	23.8%
36 - 40 Years								
Your Firm								
Total Group	271 ‡	0.4%	5.9%	19.2%	24.4%	19.2%	12.5%	18.5%
41 - 45 Years								
Your Firm								
Total Group	133 ‡	0.8%	2.3%	15.8%	25.6%	17.3%	12.8%	25.6%
> 45 Years								
Your Firm								
Total Group	46 ‡		4.3%	15.2%	28.3%	17.4%	6.5%	28.3%
All Equity Partners								
Your Firm								
Total Group	2,005 ‡	1.5%	6.8%	20.1%	24.6%	17.7%	11.3%	18.0%

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance
By Years of Experience

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

Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+
< 11 Years							
Your Firm	0						
Total Group	33 ‡	48.5%	36.4%	15.2%			
11 - 15 Years							
Your Firm	0						
Total Group	263 ‡	29.3%	35.7%	31.2%	3.4%	0.4%	
16 - 20 Years							
Your Firm	0						
Total Group	198 ‡	26.8%	36.4%	25.8%	10.6%	0.5%	
21 - 25 Years							
Your Firm	0						
Total Group	195 ‡	17.9%	33.3%	28.2%	19.0%	1.5%	
26 - 30 Years							
Your Firm	0						
Total Group	104 ‡	13.5%	40.4%	28.8%	14.4%	2.9%	
31 - 35 Years							
Your Firm	0						
Total Group	80 ‡	10.0%	37.5%	31.3%	16.3%	3.8%	1.3%
36 - 40 Years							
Your Firm	0						
Total Group	64 ‡	9.4%	37.5%	37.5%	14.1%	1.6%	
41 - 45 Years							
Your Firm	0						
Total Group	32 ‡	18.8%	37.5%	21.9%	18.8%	3.1%	
> 45 Years							
Your Firm	0						
Total Group	20 ‡	10.0%	45.0%	30.0%	5.0%	10.0%	
All Non-Equity Partners							
Your Firm	0						
Total Group	991 ‡	21.9%	36.3%	28.8%	11.3%	1.6%	0.1%

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (19 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	39 ‡	51.3%	30.8%	15.4%	2.6%			
11 - 15 Years								
Your Firm								
Total Group	413 ‡	22.5%	30.5%	27.6%	14.0%	1.9%	1.7%	1.7%
16 - 20 Years								
Your Firm								
Total Group	460 ‡	12.2%	20.7%	26.3%	19.6%	12.4%	4.6%	4.3%
21 - 25 Years								
Your Firm								
Total Group	604 ‡	6.1%	15.7%	22.8%	24.8%	11.6%	7.8%	11.1%
26 - 30 Years								
Your Firm								
Total Group	475 ‡	3.6%	12.6%	22.5%	17.9%	15.6%	10.3%	17.5%
31 - 35 Years								
Your Firm								
Total Group	433 ‡	1.8%	9.9%	19.6%	21.0%	16.9%	11.1%	19.6%
36 - 40 Years								
Your Firm								
Total Group	335 ‡	2.1%	11.9%	22.7%	22.4%	15.8%	10.1%	14.9%
41 - 45 Years								
Your Firm								
Total Group	165 ‡	4.2%	9.1%	17.0%	24.2%	14.5%	10.3%	20.6%
> 45 Years								
Your Firm								
Total Group	66 ‡	3.0%	16.7%	19.7%	21.2%	15.2%	4.5%	19.7%
All Partners								
Your Firm								
Total Group	2,996 ‡	8.2%	16.6%	23.0%	20.2%	12.3%	7.6%	12.0%

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		% Change - 1 Year			Median
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years	/ 31	‡	\$2,211,926	\$1,978,746	\$1,448,708	‡	‡	36.3	18.3	2.1	16.3
11 - 15 Years	/ 59		1,951,268	1,499,568	1,223,258	‡	‡	22.6	12.2	4.3	21.8
16 - 20 Years	/ 61		1,963,219	1,455,219	1,167,806	‡	‡	18.4	11.0	5.0	18.3
21 - 25 Years	/ 61		2,000,069	1,478,853	1,176,293	‡	‡	16.2	10.9	6.3	16.6
26 - 30 Years	/ 61		1,881,951	1,460,923	1,132,314	‡	‡	16.9	8.5	4.2	17.2
31 - 35 Years	/ 61		1,898,434	1,481,394	1,106,632	‡	‡	13.3	8.2	0.7	12.4
36 - 40 Years	/ 61		1,743,618	1,427,000	1,079,544	‡	‡	15.6	8.5	2.2	11.1
41 - 45 Years	/ 58		1,815,298	1,347,645	1,084,879	‡	‡	22.9	13.4	1.4	19.7
> 45 Years	/ 44	‡	2,121,697	1,321,807	939,346	‡	‡	42.4	7.0	(5.3)	13.6
All Equity Partners	/ 62		1,905,292	1,485,313	1,155,274			14.8	10.0	7.3	15.2
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years	/ 42	‡	\$1,527,663	\$1,152,974	\$948,228	‡	‡	21.6	12.5	1.5	16.4
11 - 15 Years	/ 45	‡	1,583,639	1,135,257	937,990	‡	‡	15.4	9.9	3.4	12.0
16 - 20 Years	/ 44	‡	1,390,658	1,071,682	925,764	‡	‡	14.5	9.4	5.1	13.8
21 - 25 Years	/ 44	‡	1,397,457	1,057,683	873,262	‡	‡	16.9	11.4	5.8	15.8
26 - 30 Years	/ 42	‡	1,258,487	1,033,919	892,982	‡	‡	25.4	12.8	5.8	20.0
31 - 35 Years	/ 43	‡	1,103,169	942,642	812,888	‡	‡	28.1	12.6	5.4	12.1
36 - 40 Years	/ 42	‡	1,225,516	913,479	712,635	‡	‡	25.2	9.8	1.5	14.5
41 - 45 Years	/ 37	‡	972,276	796,178	678,266	‡	‡	20.8	4.7	(7.1)	10.6
> 45 Years	/ 35	‡	908,012	809,090	544,038	‡	‡	68.7	1.6	(14.0)	8.3
All Non-Equity Partners	/ 45	‡	1,512,043	1,040,183	911,341	‡	‡	15.2	10.9	6.4	14.2

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group			
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median % Change - 2 Year
								1 st Quartile	Median	3 rd Quartile	
All Partner Composite											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 60	\$1,926,995	\$1,413,559	\$1,066,410			27.3	16.4	4.8	18.9
11 - 15 Years		/ 61	1,841,030	1,270,783	985,973			16.5	12.0	4.3	15.2
16 - 20 Years		/ 61	1,932,296	1,308,071	1,086,654			15.4	10.8	5.1	16.0
21 - 25 Years		/ 61	1,907,056	1,414,335	1,096,918			15.1	10.9	4.9	16.7
26 - 30 Years		/ 61	1,856,443	1,429,179	1,093,989			16.4	11.3	5.9	17.0
31 - 35 Years		/ 61	1,896,762	1,375,584	1,055,275			14.6	9.3	2.6	13.3
36 - 40 Years		/ 61	1,684,563	1,337,624	1,049,383			14.6	10.2	3.8	11.1
41 - 45 Years		/ 58	1,616,533	1,267,146	1,011,944			22.4	11.4	4.8	20.1
> 45 Years		/ 52 ‡	1,518,619	1,021,178	783,727		‡	35.0	17.9	(4.2)	10.0
All Partner Composite		/ 62	1,854,527	1,356,523	1,064,193			13.8	10.3	6.7	14.0

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Partner Admission Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes		
1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:		24			
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner			50.0		
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status (<i>exceptions exist</i>)			45.8		
c. Directly to Equity Partner status			4.2		
2. The Firm has an alternative (<i>non-partner</i>) career path for an Associate/Sr. Attorney:		23			
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner			39.1		
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys (<i>e.g., case by case</i>)			56.5		
c. No, it is strictly an 'up or out' progression			0.0		
3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house):		24			
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status			4.2		
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner status (<i>exceptions exist</i>)			37.5		
c. Hired on a contractual basis for a designated period of time			4.2		
d. Directly to Equity Partner status			33.3		
			Group		
		1 st Quartile	Median	3 rd Quartile	
4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:	‡	7.5	5.0	2.5	
5. Typical number of years as an Associate/Sr. Attorney before Equity Partner admission:		**	**	**	
6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:	‡	10.0	9.0	8.0	
7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:		**	**	**	

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Compensation Policies

	Your Firm <i>(designated with an X)</i>	# of Responses	% of Grp. Resp. - Yes
1. The type of Compensation System at the firm:	‡	23	
a. Pure lockstep (<i>combination formula</i>)			0.0
b. Partial lockstep (<i>subjective</i>)			8.7
c. Non-lockstep			82.6
2. The Compensation System transparency type:	‡	22	
a. Open system			40.9
b. Closed system			18.2
c. Partially open system			40.9
3. The three most significant factors impacting Equity Partner Compensation:	‡	22	
a. Originations		17	77.3
b. Realization		2	9.1
c. All revenue generated		11	50.0
d. Collections on working attorney hours		6	27.3
e. Billable hours		8	36.4
f. Non-billable hours			
g. Business development		3	13.6
h. Good citizenship		2	9.1
i. Management responsibility		6	27.3
j. Seniority		1	4.5
k. Profit margin		1	4.5
l. Quality of lawyering		2	9.1
m. Good leverage (<i>pushing down work to other attorneys</i>)			

Treatment of Non-Equity Partners

	Your Firm	Group		
	‡	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status	‡	100.0%	100.0%	100.0%
2. Percentage of Non-Equity Partners who contribute capital	‡	100.0%	0.0%	0.0%
3. Percentage of Non-Equity Partners who have voting privileges	‡	100.0%	93.4%	0.0%

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
1. The firm has a mandatory retirement policy:	‡	24		
a. Yes, and there are no exceptions			0.0	
b. Yes, but there are allowable exceptions or extensions			20.8	
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			12.5	
d. No, we removed or abandoned the mandatory policy			33.3	
e. No, we never had a mandatory retirement policy			33.3	
f. Not currently, but considering one in the near future		0.0		
2. The age your firm requires partners to leave the firm, or change their Equity status within the firm is:		‡	**	
(Firms responding to 1a, 1b, or 1c)				
a. < 60				
b. 60 - 63				
c. 64 - 67				
d. 68 - 71				
e. 72 - 75				
f. > 75				
3. The firm has a transition phase prior to retiring, or changing status, from the firm?	‡	23	60.9	
4. The age your firm typically begins the transition phase:		**		
(Firms responding 'Yes' to 3)	‡	25		
a. < 55			17	68.0
b. 55 - 60			5	20.0
c. 61 - 65			12	48.0
d. 66 - 70			15	60.0
e. > 70			5	20.0
5. The firm provides the following type of support for partners who retire:				
a. Qualified defined benefit plan (including cash balance plans)			14	56.0
b. Non-qualified or unfunded retirement plan			12	48.0
c. Non-qualified or unfunded retirement plan that has been frozen or discontinued (select partners only)			12	48.0
d. 401(k) elective deferrals			14	56.0
e. 401(k) matching contributions	11	44.0		
f. Qualified defined contribution plan with non-elective contributions	5	20.0		
g. Post-retirement healthcare benefits	1	4.0		
h. Payments for performing client services after retirement				
i. Office space				
j. Secretary or administrative staff services				
k. Bar dues				
l. Nothing				

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

2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Retirement Information (continued)

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes		
6. Provide benefits through a qualified defined benefit plan:		18			
(Firms responding 'Yes' to 5a)					
a. A new plan with no previous qualified defined benefit plans			27.8		
b. A replacement plan to a previously terminated qualified defined benefit plan			61.1		
c. A conversion of a previous qualified defined benefit plan			0.0		
7. Different types of qualified defined benefit plan offered:		18			
(Firms responding 'Yes' to 5a)					
a. Cash Balance Plan			100.0		
b. Final Average or Career Average Pay Plan			0.0		
c. Pension Equity Plan			0.0		
d. Variable Annuity Plan			0.0		
8. Interest credit basis used on Cash Balance Plan:		17			
(Firms responding to 7a)					
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			11.8		
b. Equity Based (e.g., S&P 500 index)			0.0		
c. Return on actual plan assets			88.2		
9. Any adjustments or other limitations imposed on the interest credit basis?		15			
(Firms responding to 7a)					
a. No			66.7		
b. Yes, Fixed Cap (same rate for all years)			20.0		
c. Yes, Variable Cap (based on an index)			6.7		
d. Yes, Basis point reduction on asset return			0.0		
10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:	Your Firm	Group			
a. Minimum amount		1st Quartile	Median	3rd Quartile	
b. Average amount (for all partners who contribute)		\$6,750	\$2,000		
c. Maximum amount		120,568	98,000	44,289	
		247,000	198,248	100,188	
	Your Firm	# of Responses	% of Grp. Resp. - Yes		
11. Do partners have a desire to make larger deferrals?		14	42.9		
12. Does the plan permit in-service distributions after age 62?		18	94.4		

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Retirement Information (continued)

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
13. Are partners notified of their accumulated benefits in the defined benefit plan?	‡	18	
(Firms responding 'Yes' to 5a)			
a. Daily via partner access to online portal			38.9
b. Quarterly via individual benefit statements			5.6
c. Annually via individual benefit statements			38.9
14. Are Non-qualified plan benefits funded?	‡	15	
(Firms responding 'Yes' to 5b or 5c)			
a. No - benefits paid annually from firm earnings			80.0
b. Offset by qualified plan benefit			0.0
c. Rabbi Trust			0.0
d. Variable universal life insurance policies			20.0
15. Is there a cap on benefit payments related to distributable income?	‡	12	
(Firms responding to 14a)			
a. No			50.0
b. Less than 5%			33.3
c. Between 5% and 10%			8.3
d. More than 10%			8.3

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

New Partner Capital Buy-In

	Lateral Partners			Organic Partners		
	Your Firm	# of Resp.	% of Group Resp.	Your Firm	# of Resp.	% of Group Resp.
1. Initial Buy-In is:	‡	22		‡	23	
a. A one-time contribution based on a fixed amount		7	31.8		6	26.1
b. A one-time contribution based on points		5	22.7		4	17.4
c. Over a defined time period and is based on a fixed amount		3	13.6		5	21.7
d. Over an undefined time period and is based on a fixed amount		1	4.5		2	8.7
e. Over a defined time period and is based on partner tenure or points		3	13.6		3	13.0
f. No contribution is required		4	18.2		4	17.4
g. Other						
2. Funding of Initial Buy-in:	‡	21		‡	21	
a. The firm has a bank arrangement to finance at favorable rates		19	90.5		17	81.0
b. Partners expected to raise the funds independently		3	14.3		4	19.0
c. The firm has an established deferred payment program		4	19.0		6	28.6
d. The firm has a deferred forgiveness program						
3. Amount of Initial Capital Contribution is:	‡	22		‡	22	
a. Formula based on the modified-cash basis value of the firm						
b. Formula based on the accrual basis value of the firm (e.g., including WIP and A/R)						
c. Formula based on first-year earnings		4	18.2		4	18.2
d. Formula based on current and/or anticipated earnings		10	45.5		10	45.5
e. Formula based on fixed point value (may include other factors, e.g., partner tenure)		3	13.6		3	13.6
f. Fixed dollar amount		1	4.5		1	4.5
g. No contribution is required					1	4.5
h. Other		5	22.7		4	18.2
	Your Firm	# of Resp.	Median	Your Firm	# of Resp.	Median
4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?		**	**		**	**

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2022 BRASS+ Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (34 members^)

Partner Turnover

For the 12-month period ending December 31, 2021

	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Total at the end of the prior year (as of 12/31/2020)			100.0%	100.0%	100.0%
Additions					
<i>Lateral Admissions (Attorneys who joined the Firm with prior experience)</i>					
Hired directly into Equity Partner status		/ 20 ‡	5.3	3.0	1.7
Promoted from an interim classification at the firm		/ 7 ‡	4.6	2.3	0.9
<i>Organic Admissions (Attorneys whose only experience was at the firm)</i>					
Promoted from a Non-Equity Partner		/ 16 ‡	8.2	6.4	4.2
Promoted from an Associate/Sr. Attorney/Counsel			**	**	**
Reductions					
Classification change to Non-Equity Partner status (e.g., de-equitized)		/ 18 ‡	5.2	3.5	2.3
Classification change to Of Counsel Attorney		/ 14 ‡	1.6	0.8	0.5
Terminations		/ 20 ‡	4.8	2.6	1.7
Retirements		/ 8 ‡	3.3	2.6	1.5
Total at the end of the current year (as of 12/31/2021)		/ 22 ‡	105.4	100.8	98.4
Non-Equity Partners					
Total at the end of the prior year (as of 12/31/2020)			100.0%	100.0%	100.0%
Additions					
Lateral Admissions (Attorneys who joined the Firm with prior experience)		/ 20 ‡	12.5	9.5	6.3
Organic Admissions (Attorneys whose only experience was at the firm)		/ 19 ‡	9.6	8.4	6.6
Attorneys who were previously Equity Partners at the Firm		/ 18 ‡	7.4	2.8	1.6
Reductions					
Promoted to Equity Partner		/ 19 ‡	7.9	5.7	3.7
Status change (other than Equity Partner)		/ 14 ‡	3.6	2.3	1.5
Terminations		/ 18 ‡	13.0	8.7	6.9
Retirements		/ 11 ‡	1.8	1.0	0.6
Total at the end of the current year (as of 12/31/2021)		/ 20 ‡	106.6	102.0	98.7

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

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