

2022 Revenue 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.

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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.

Revenue Management Report

AmLaw Second 100 xNYC - (52 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 Floating Bar Charts Presented in this Report

Sample Firm's values are displayed as a solid line across the results for all years.

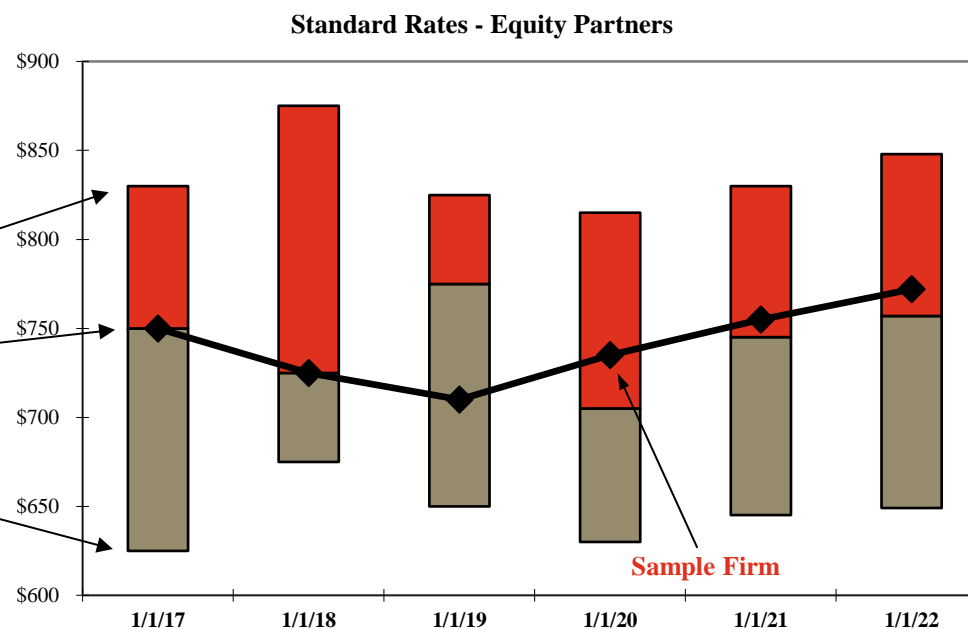
The group results are displayed as a floating bar chart for each year, which represents:

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:

Sample Firm's value is at the Median Level for years 2017 and 2018, above the Median Level and below the First Quartile Level for years 2020, 2021 and 2022 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for 2019 (i.e., in the Third Quartile).

Guide to Interpreting the Statistics Presented in this Report

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

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

Example

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

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

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

Comparison Group Information**AmLaw Second 100 xNYC -****Number of Members in the Group****Your Office or Practice Area Displayed in this Report is a Member of the Group****Defined Size Range¹ of Group Members (# of Attorneys)***Maximum**Minimum***Your Firm, Office or Practice Area Size (# of Attorneys)****Average Size of Group Members¹ (# of Attorneys in the Firm, Office or Practice Area)****Reporting Entities Included in the Group***Number of Total Firms**Number of Principal Offices (including Single Office Firms)**Number of Non-Principal Offices*

Group Information	
	52
	No Maximum
	No Minimum
	297
	52
	0
	0

Billing Rate Adjustment Practices

Your Firm	Number of Firms Reporting
<i>Date of Last Partner Billing Rate Increase</i>	
January 2, 2021 - March 31, 2021	1
April 1, 2021 - June 30, 2021	0
July 1, 2021 - September 30, 2021	1
October 1, 2021 - January 1, 2022	38
January 2, 2022 - March 1, 2022	0
<i>Date of Last Associate/Sr. Attorney Lock-step/Class Year based Rate Increase</i>	
January 2, 2021 - March 31, 2021	1
April 1, 2021 - June 30, 2021	0
July 1, 2021 - September 30, 2021	1
October 1, 2021 - January 1, 2022	38
January 2, 2022 - March 1, 2022	0

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

January 2, 2021 - March 31, 2021
 April 1, 2021 - June 30, 2021
 July 1, 2021 - September 30, 2021
 October 1, 2021 - January 1, 2022
 January 2, 2022 - March 1, 2022

Your Firm	Number of Firms Reporting
	1
	0
	1
	38
	0

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.

SUMMARY CHARTS

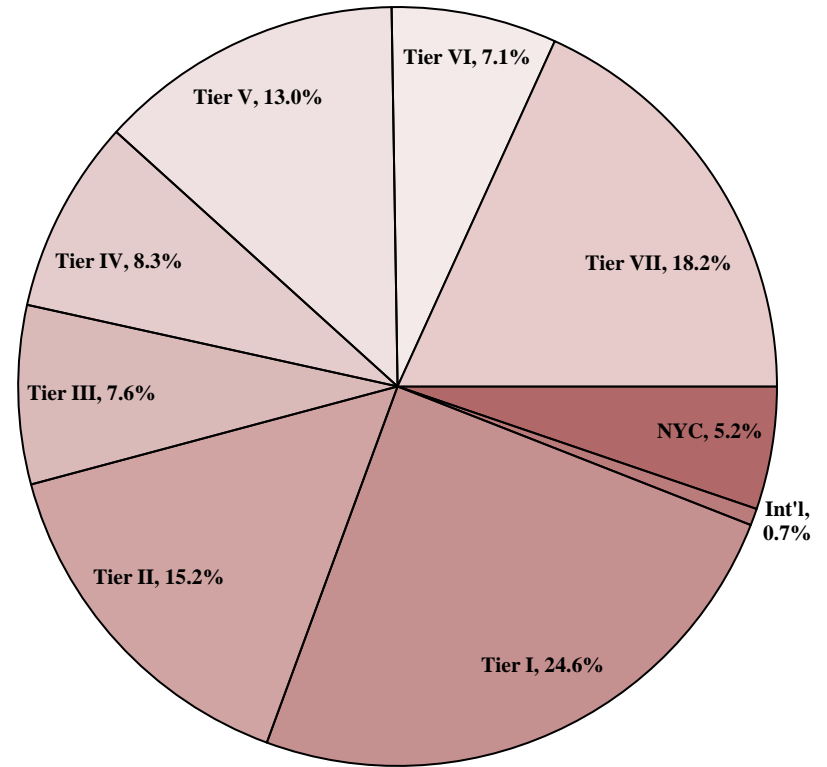
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AmLaw Second 100 xNYC - (52 members)

Geographic Footprint¹

Your Firm

Total Group



	NYC	Int'l	Tier I	Tier II	Tier III	Tier IV	Tier V	Tier VI	Tier VII
Your Firm									
Total Group	5.2%	0.7%	24.6%	15.2%	7.6%	8.3%	13.0%	7.1%	18.2%

Tier I: Los Angeles Metro Area, San Francisco, Silicon Valley, Washington D.C. Metro Area, Boston, Hartford

Tier II: Houston, Dallas, Chicago, Charlotte, San Antonio, Miami Metro Area (excl. Fr. Lauderdale & W. Palm Beach), San Diego

Tier III: Wilmington DE, Atlanta, Austin, Philadelphia, Denver

Tier IV: Seattle, Pittsburgh, Cleveland, Northern New Jersey, Sacramento, Richmond

Tier V: Providence, Baltimore, New Orleans, Buffalo, Minneapolis, Cincinnati & Columbus, Portland, Phoenix, Detroit, South Florida (excl. Miami)

Tier VI: Raleigh, Central Florida, Kansas City, St. Louis, Indianapolis

Tier VII: All Other Cities

NYC is excluded from all Tiers

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

** omitted due to insufficient data

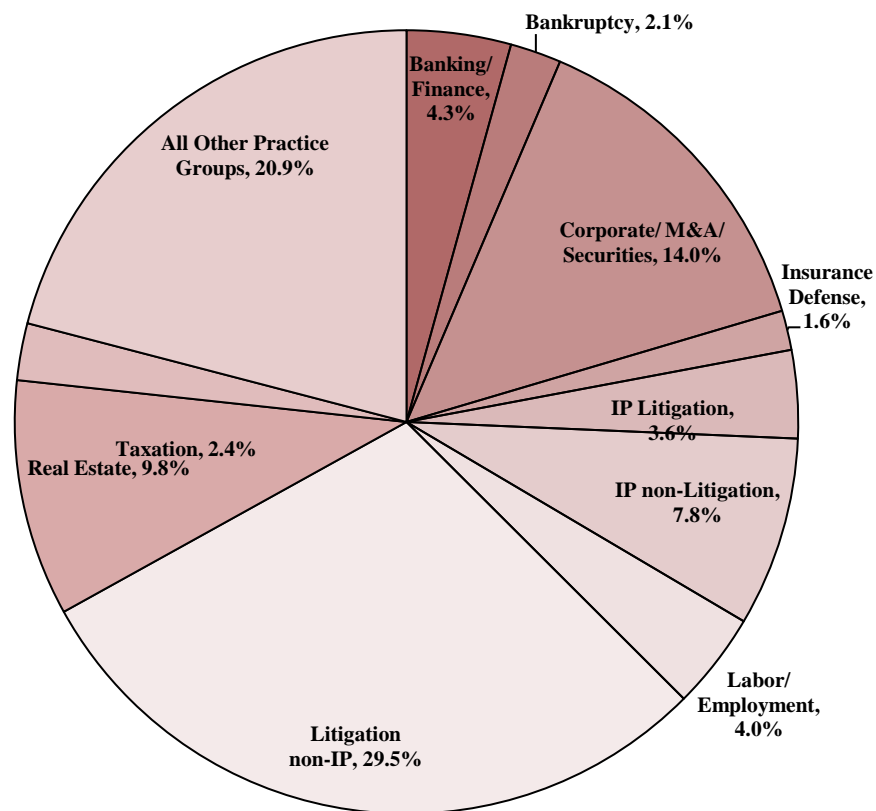
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Practice Group Footprint¹

Your Firm

Total Group



	Banking/ Finance	Bankruptcy	Corporate/ M&A/ Securities	Insurance Defense	IP Litigation	IP non- Litigation	Labor/ Employment	Litigation non-IP	Real Estate	Taxation	All Other Practice Groups
Your Firm											
Total Group	4.3%	2.1%	14.0%	1.6%	3.6%	7.8%	4.0%	29.5%	9.8%	2.4%	20.9%

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

** omitted due to insufficient data

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Summary of Key Statistics

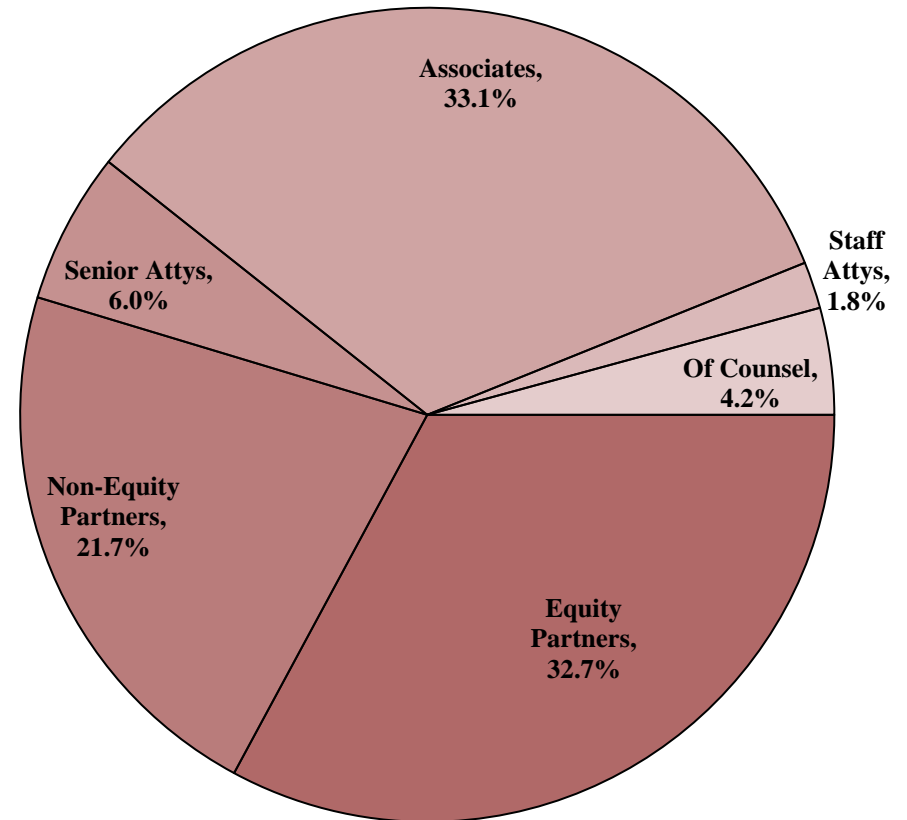
		Your Firm		Group			Your Firm		Group		
				1 st		3 rd	% Change -		% Change - 1 year		
	Period	Average	Rank / Of	Quartile	Median	Quartile	1 Year	Rank / Of	1 st	Median	3 rd
									Quartile		Quartile
Standard Billing Rates	As of 1/1/22										
Equity Partners			/ 50	\$884	\$689	\$612		/ 38 ‡	6.9	5.2	3.4
Non-Equity Partners			/ 44	753	569	521		/ 33 ‡	6.6	4.8	0.8
Associates			/ 51	556	396	351		/ 39	7.1	4.2	0.5
Worked Rates	1/1/21 - 12/31/21										
Equity Partners			/ 49	\$804	\$611	\$526		/ 37 ‡	4.7	2.6	0.8
Non-Equity Partners			/ 43	689	513	459		/ 32 ‡	4.4	2.6	0.0
Associates			/ 49	498	348	309		/ 37 ‡	4.8	2.0	0.0
Billed Rates	1/1/21 - 12/31/21										
Equity Partners			/ 48	\$726	\$583	\$501		/ 36 ‡	5.3	4.4	2.7
Non-Equity Partners			/ 42	634	494	435		/ 31 ‡	6.6	3.6	0.3
Associates			/ 48	466	329	285		/ 36 ‡	5.8	2.6	0.3
Billable Hours	1/1/21 - 12/31/21										
Equity Partners			/ 38 ‡	1,664	1,565	1,446		/ 31 ‡	7.0	4.0	(0.5)
Non-Equity Partners			/ 32 ‡	1,607	1,473	1,297		/ 26 ‡	7.5	3.9	(0.5)
Associates			/ 38 ‡	1,828	1,721	1,666		/ 31 ‡	6.8	0.8	(2.6)
Leverage Ratios	1/1/21 - 12/31/21										
Ratio of Other Attorneys ¹ to Equity Partners			/ 49	2.42	1.87	1.38					
Ratio of Non-Partner Attorneys ² to Partners			/ 49	0.92	0.67	0.54					

¹ Other Attorneys include Non-Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.² Non-Partner Attorneys include Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

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

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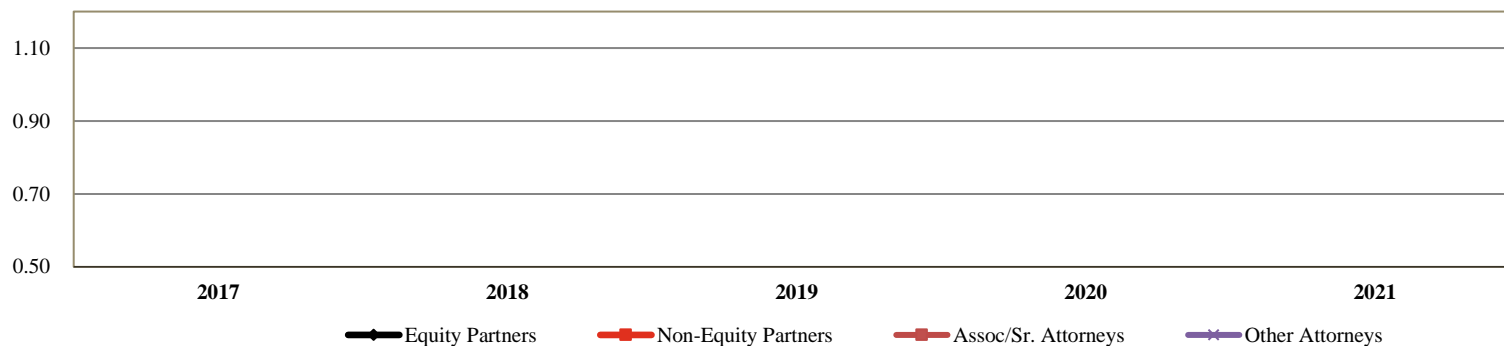
AmLaw Second 100 xNYC - (52 members)

*Attorney Footprint***Your Firm****Total Group**

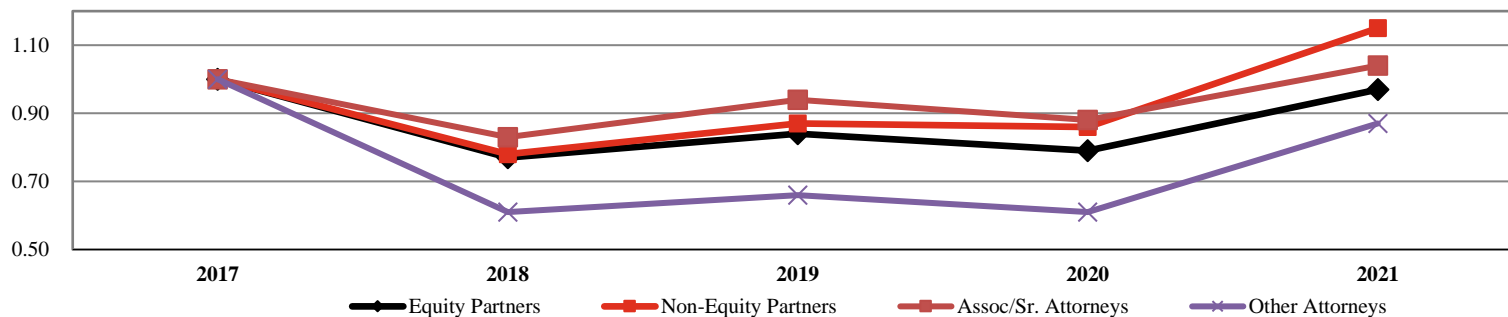
	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm (%)						
Your Firm (FTE)						
Total Group (%)	32.7%	21.7%	6.0%	33.1%	1.8%	4.2%
Total Group (FTE)	4,604	3,052	843	4,654	260	593

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*Historical Attorney Footprint¹***Your Firm****Your Firm (FTE)****Equity Partner****Non-Equity Partner****Associates/Sr. Attorneys****Other Attorneys²**

	2017	2018	2019	2020	2021	% Chg: '17-'21
Equity Partner						
Non-Equity Partner						
Associates/Sr. Attorneys						
Other Attorneys ²						

Total Group**Total Group (FTE)****Equity Partner****Non-Equity Partner****Associates/Sr. Attorneys****Other Attorneys²**

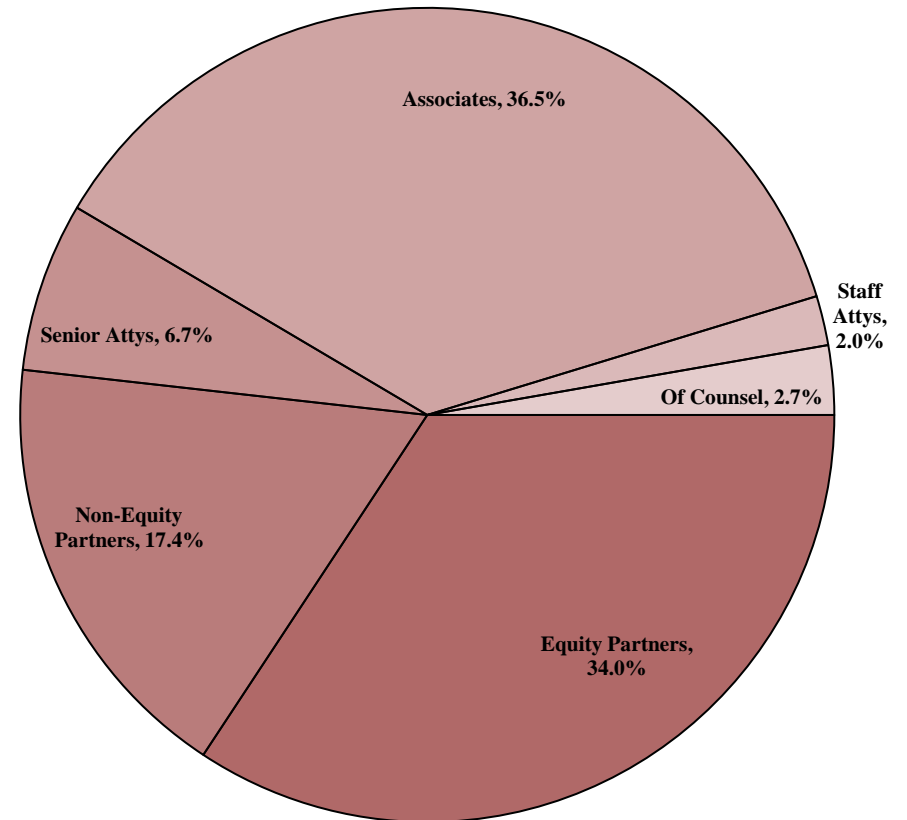
	2017	2018	2019	2020	2021	% Chg: '17-'21
Equity Partner	3,876	2,988	3,271	3,050	3,746	(3.4%)
Non-Equity Partner	2,246	1,747	1,952	1,935	2,577	14.8%
Associates/Sr. Attorneys	4,042	3,358	3,785	3,566	4,220	4.4%
Other Attorneys ²	789	480	522	484	687	(12.9%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2017.² Other Attorneys include Of Counsel and Staff & eDiscovery Attorneys.

** omitted due to insufficient data

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*Attorney Billable Hours by Classification***Your Firm****Total Group**

	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	34.0%	17.4%	6.7%	36.5%	2.0%	2.7%

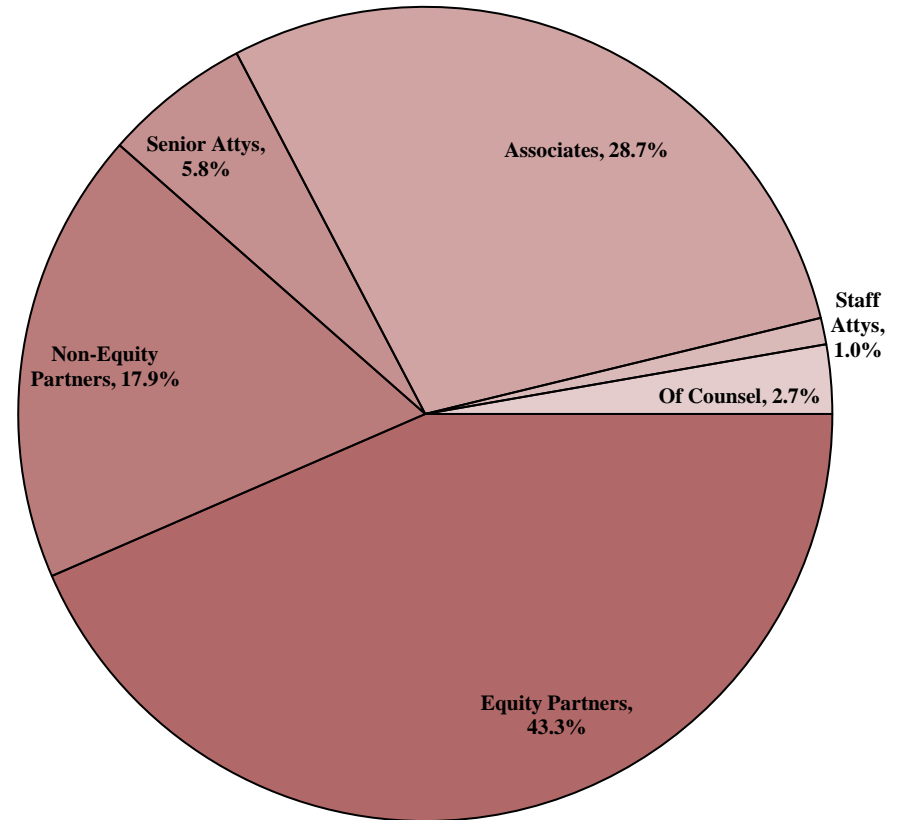
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Attorney Fees Billed by Classification

Your Firm

Total Group



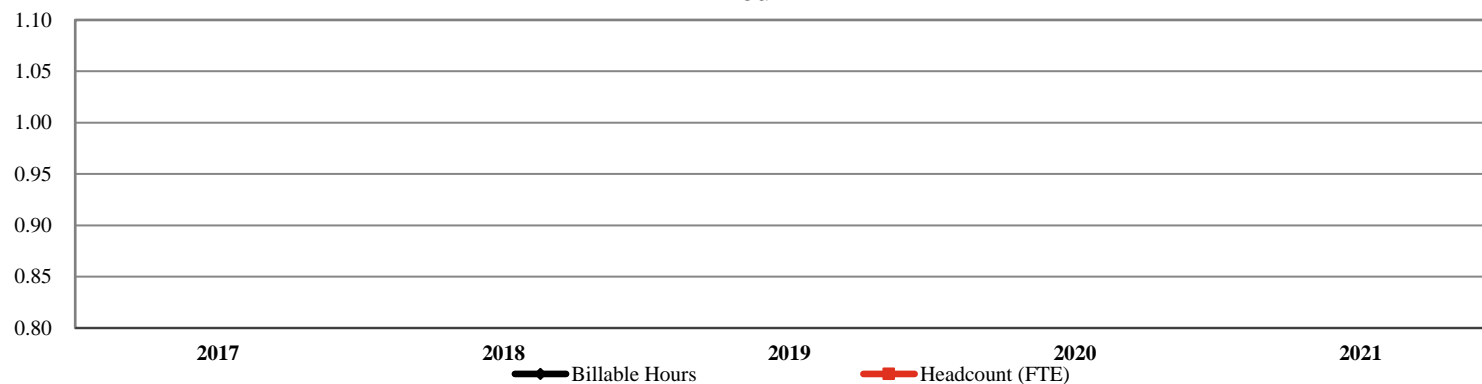
	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	43.3%	17.9%	5.8%	28.7%	1.0%	2.7%

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Attorney Capacity¹

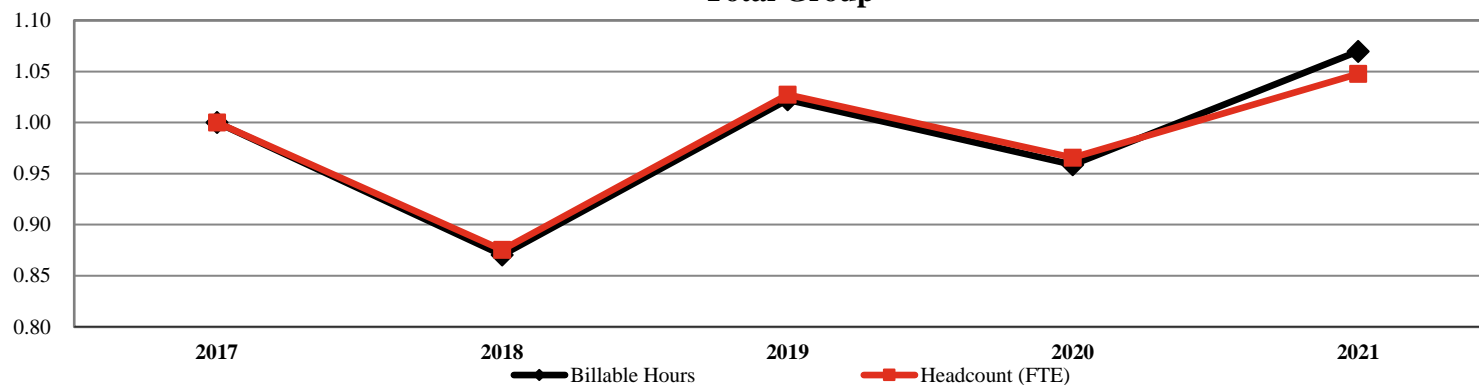
For the 12-month period ending December 31st of the stated year

Your Firm**Your Firm**

Billable Hours

Headcount (FTE)

	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours						
Headcount (FTE)						

Total Group²**Total Group**

Billable Hours

Headcount (FTE)

	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours	11,914,565	10,369,086	12,178,505	11,423,919	12,745,007	7.0%
Headcount (FTE)	7,686	6,728	7,895	7,422	8,053	4.8%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2017.² Number of members represented in the group results: 26

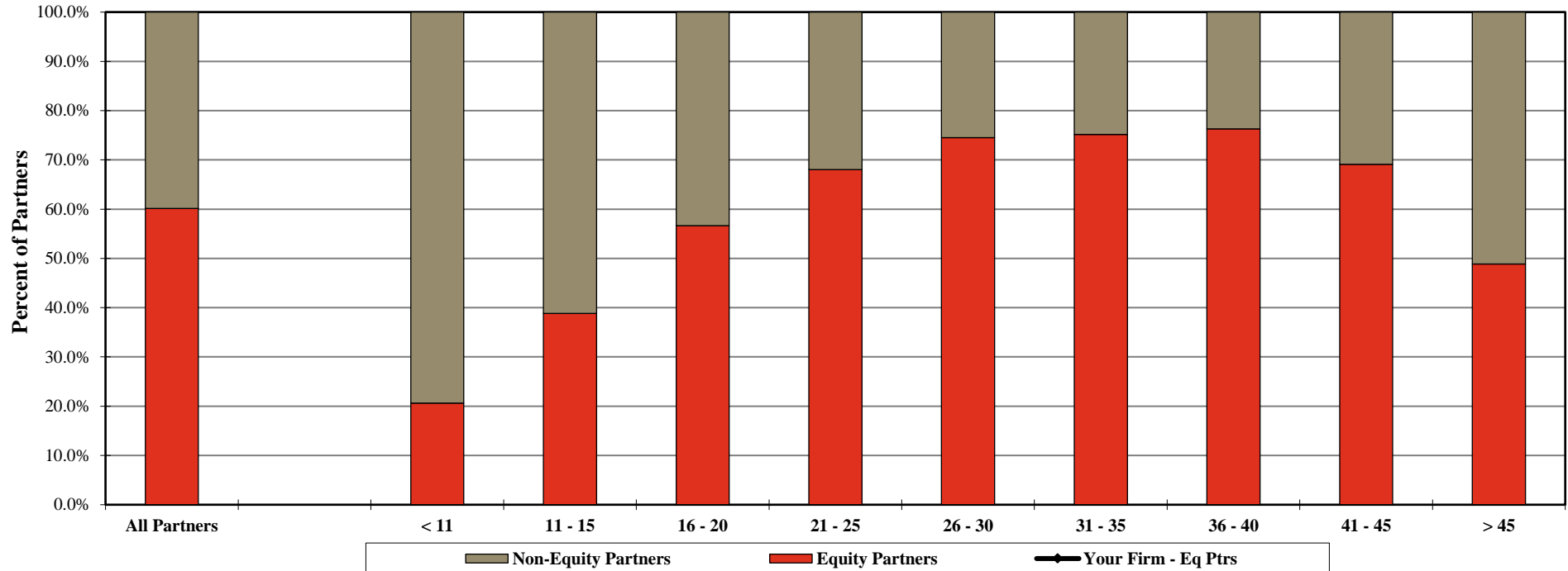
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Partner Demographics¹

For the 12-month period ending December 31, 2021



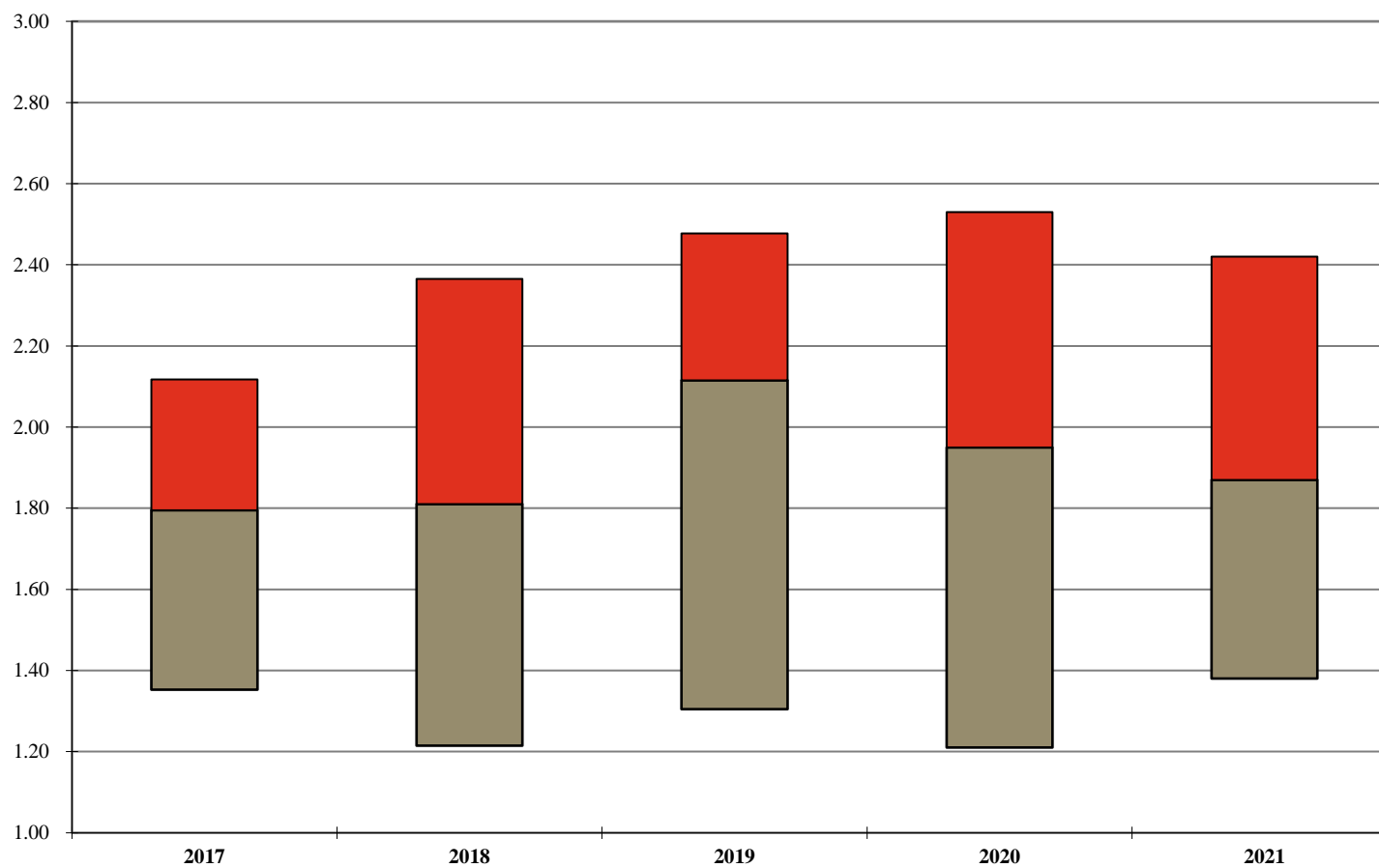
	Your Firm		Total Group	
	Equity Partners	Non-Equity Partners	Equity Partners	Non-Equity Partners
By Years of Experience				
< 11 Years			20.7%	79.3%
11 - 15 Years			38.8%	61.2%
16 - 20 Years			56.7%	43.3%
21 - 25 Years			68.0%	32.0%
26 - 30 Years			74.5%	25.5%
31 - 35 Years			75.2%	24.8%
36 - 40 Years			76.3%	23.7%
41 - 45 Years			69.1%	30.9%
> 45 Years			48.9%	51.1%
All Partners			60.1%	39.9%

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

** omitted due to insufficient data

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*Equity Partner Leverage¹**For the 12-month period ending December 31st of the stated year*

2017	2018	2019	2020	2021
2.12	2.37	2.48	2.53	2.42
1.80	1.81	2.12	1.95	1.87
1.35	1.22	1.31	1.21	1.38

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

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

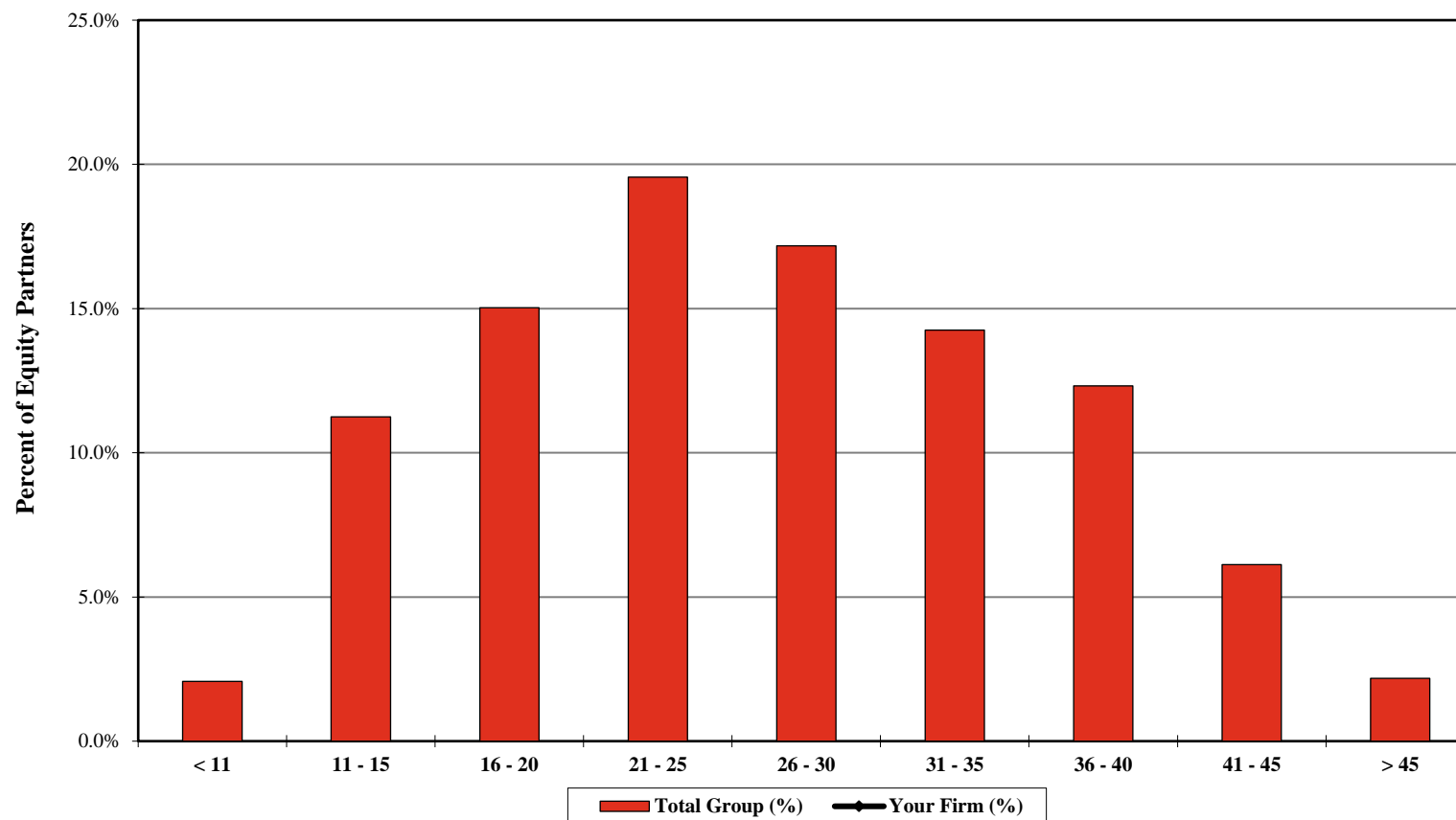
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Distribution of Equity Partners by Years of Experience¹

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 (%)	2.1%	11.2%	15.0%	19.6%	17.2%	14.3%	12.3%	6.1%	2.2%
Total Group (FTE)	95	518	692	900	791	656	567	282	101

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

** omitted due to insufficient data

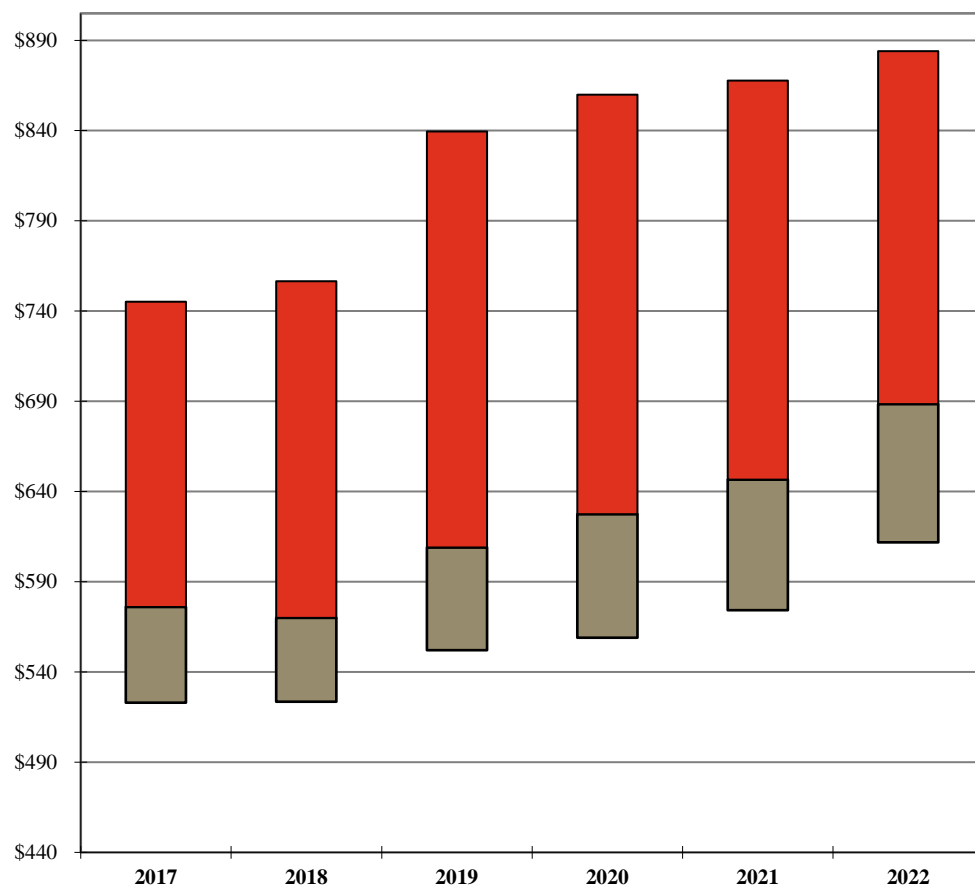
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Equity Partner Rates

Standard Rates

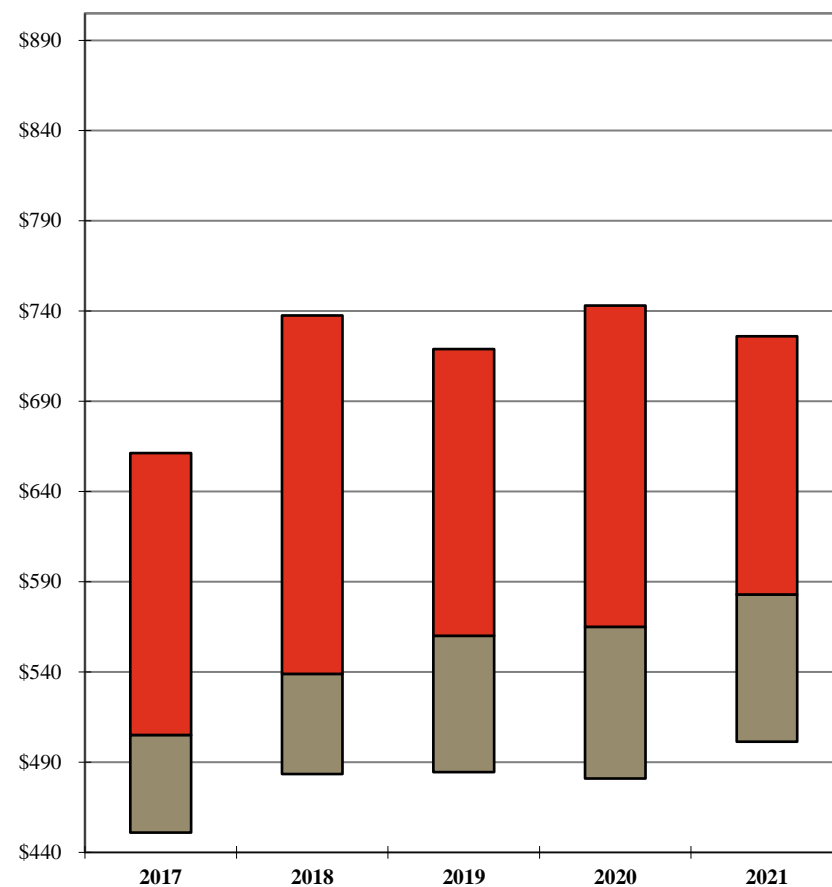
As of January 1st of the stated year



	2017	2018	2019	2020	2021	2022
Your Firm						
1st Qtle	\$745	\$757	\$840	\$860	\$868	\$884
Median	576	570	609	628	647	689
3rd Qtle	523	524	552	559	574	612

Billed Rates

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



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	\$661	\$738	\$719	\$743	\$726
Median	505	539	560	565	583
3rd Qtle	451	484	485	481	501

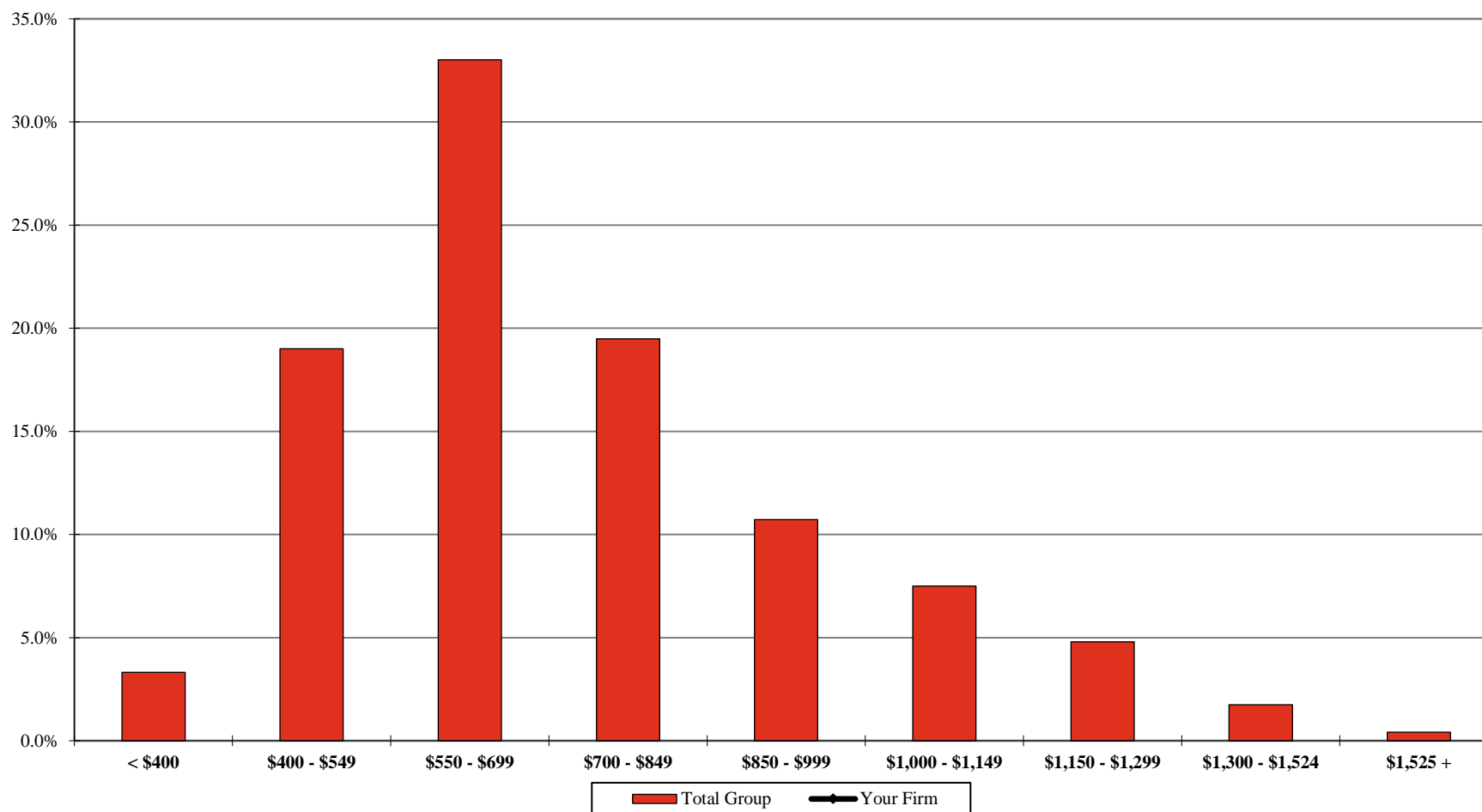
Additional detail can be found on Pages 79 and 100.

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

** omitted due to insufficient data

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*Distribution of Equity Partner Standard Billing Rates**As of January 1, 2022*

Your Firm
Total Group

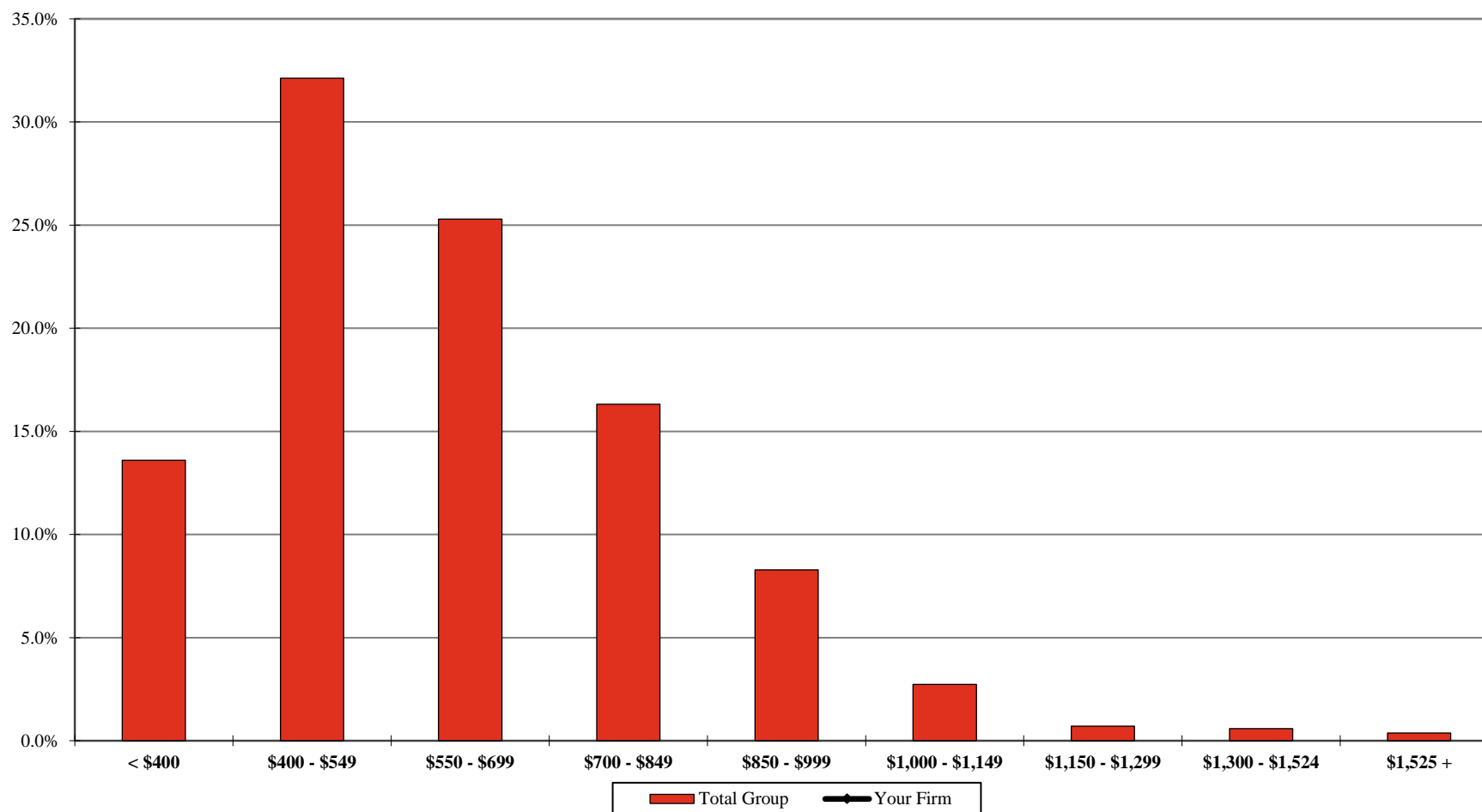
< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
3.3%	19.0%	33.0%	19.5%	10.7%	7.5%	4.8%	1.7%	0.4%

Additional detail can be found on Page 81.

** omitted due to insufficient data

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*Distribution of Equity Partner Billed Rates**For the 12-month period ending December 31, 2021*

Your Firm
Total Group

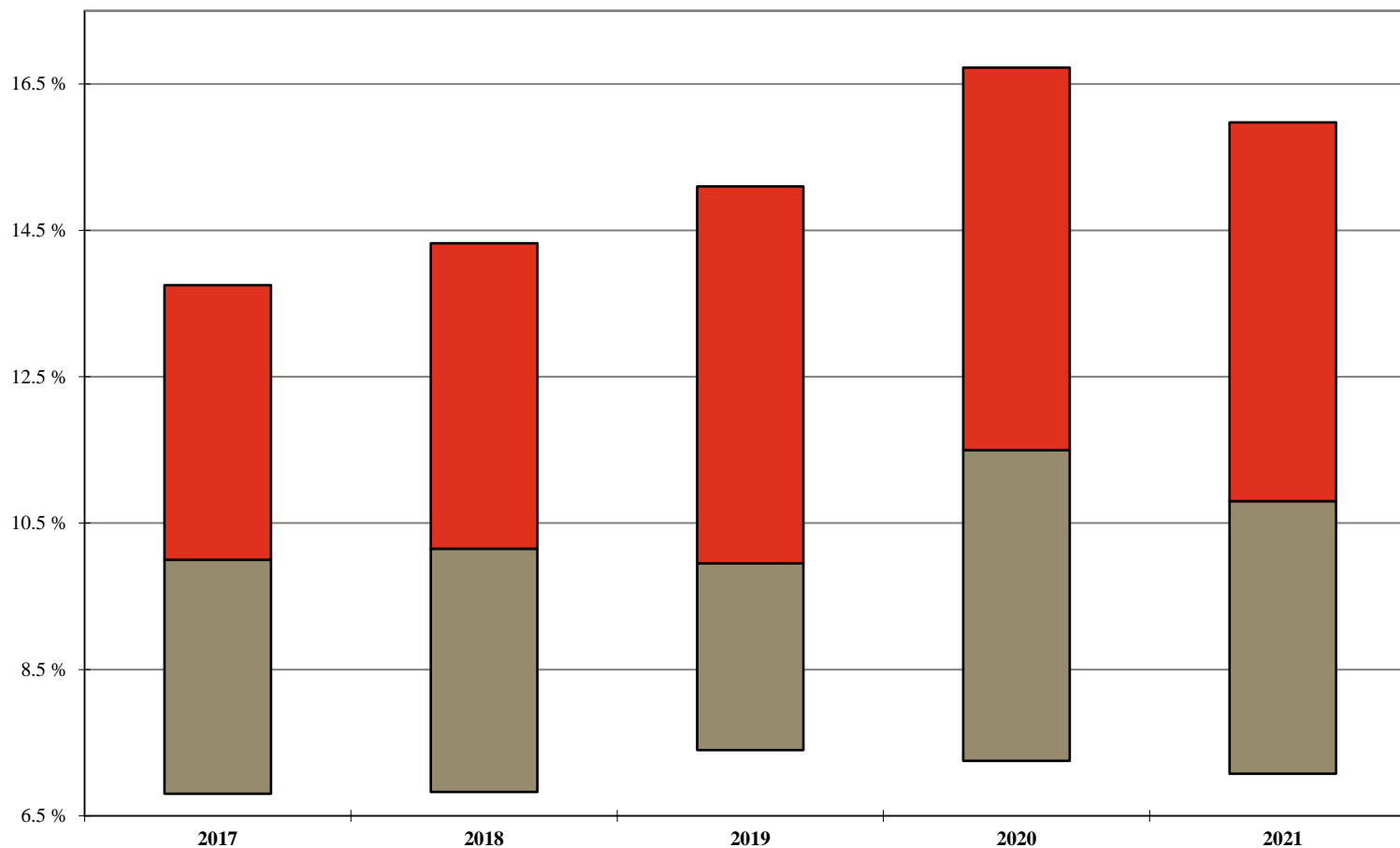
< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
13.6%	32.1%	25.3%	16.3%	8.3%	2.7%	0.7%	0.6%	0.4%

Additional detail can be found on Page 102.

** omitted due to insufficient data

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*Equity Partner Discounting¹**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2017	2018	2019	2020	2021
	13.8%	14.3%	15.1%	16.7%	16.0%
	10.0%	10.2%	10.0%	11.5%	10.8%
	6.8%	6.8%	7.4%	7.3%	7.1%

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

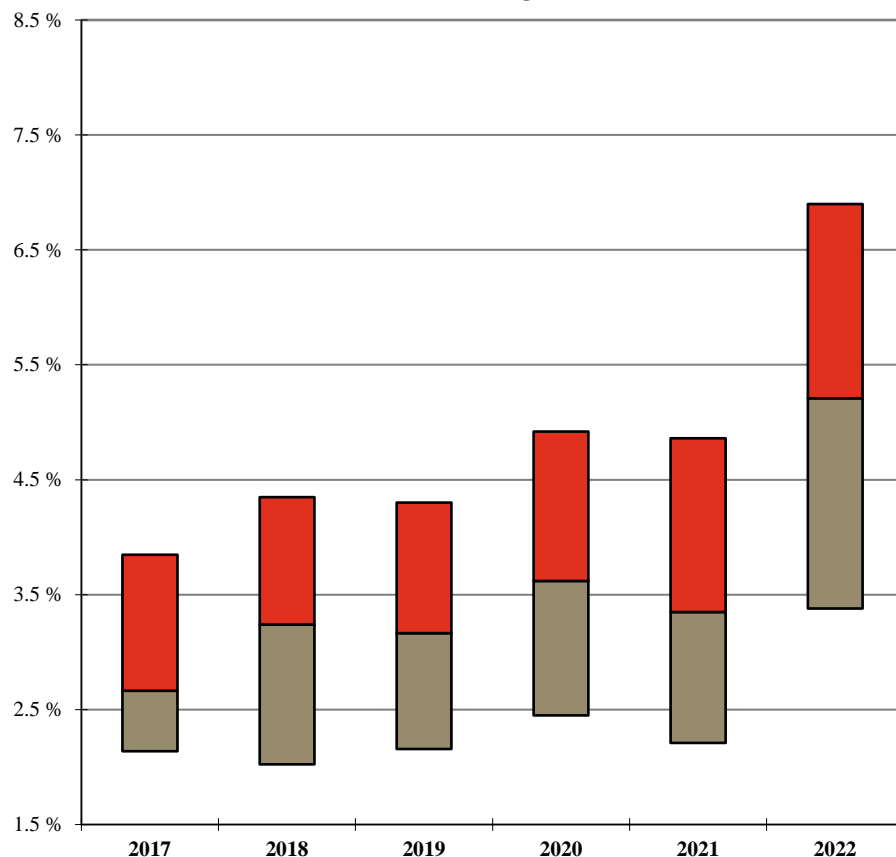
Additional detail can be found on Page 111.

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

** omitted due to insufficient data

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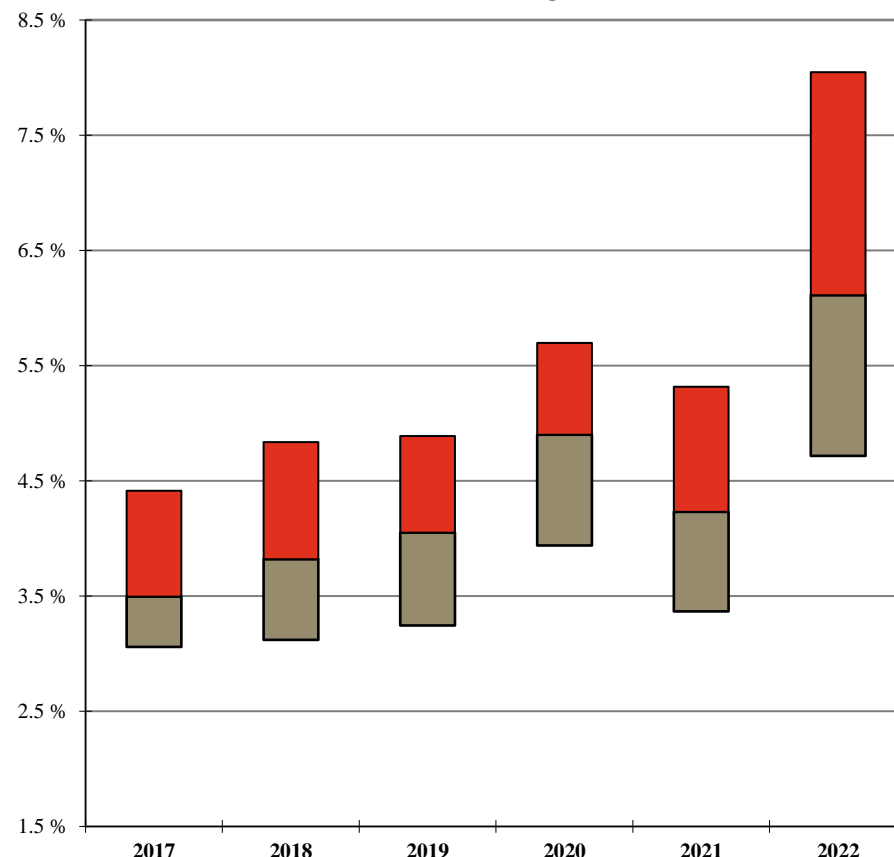
*Annual Change¹ : Equity Partner Standard Rates**As of January 1st of the stated year**'Net' Change*

Your Firm

1st Qtile

Median

3rd Qtile

'Full Year' Change

Your Firm

1st Qtile

Median

3rd Qtile

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

Additional detail can be found on Pages 79 and 87.

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

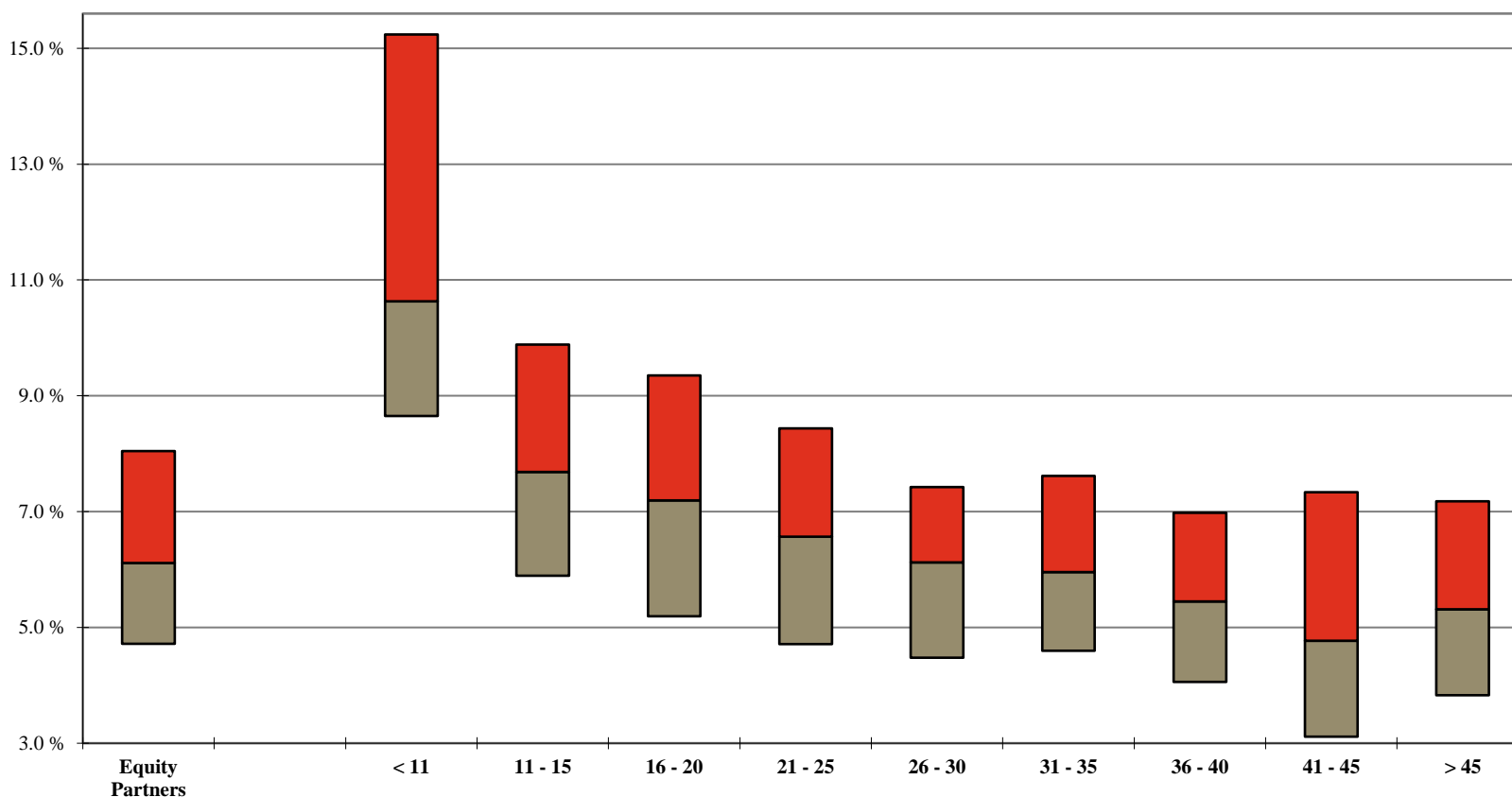
** omitted due to insufficient data

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

As of January 1, 2022



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	8.0%	15.2%	9.9%	9.4%	8.4%	7.4%	7.6%	7.0%	7.3%	7.2%
	Median	6.1%	10.6%	7.7%	7.2%	6.6%	6.1%	6.0%	5.5%	4.8%	5.3%
	3rd Qtle	4.7%	8.7%	5.9%	5.2%	4.7%	4.5%	4.6%	4.1%	3.1%	3.8%

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

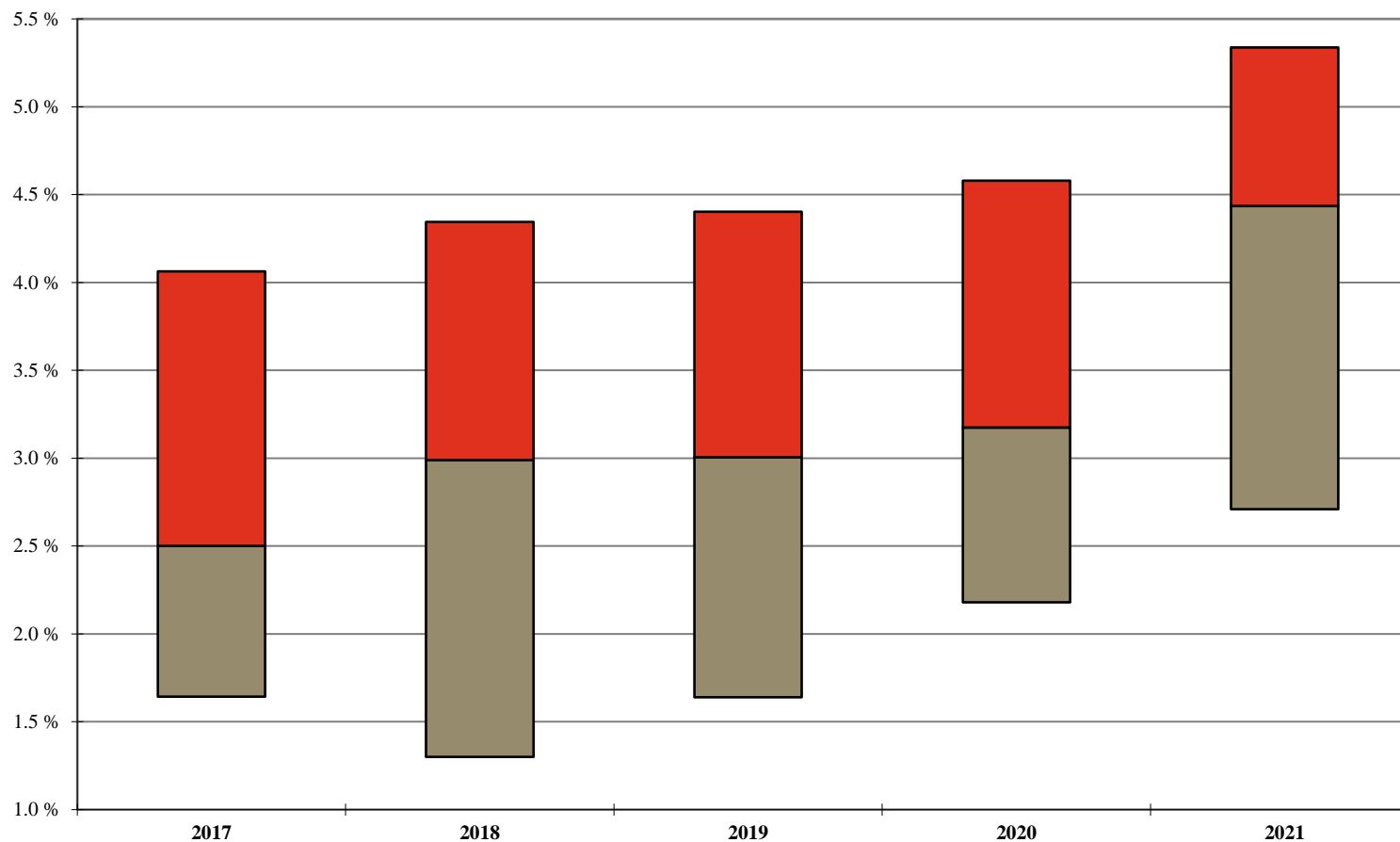
Additional detail can be found on Page 87.

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

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Annual Change: Equity Partner Billed Rates**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtile****Median****3rd Qtile**

2017	2018	2019	2020	2021
4.1%	4.3%	4.4%	4.6%	5.3%
2.5%	3.0%	3.0%	3.2%	4.4%
1.6%	1.3%	1.6%	2.2%	2.7%

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.

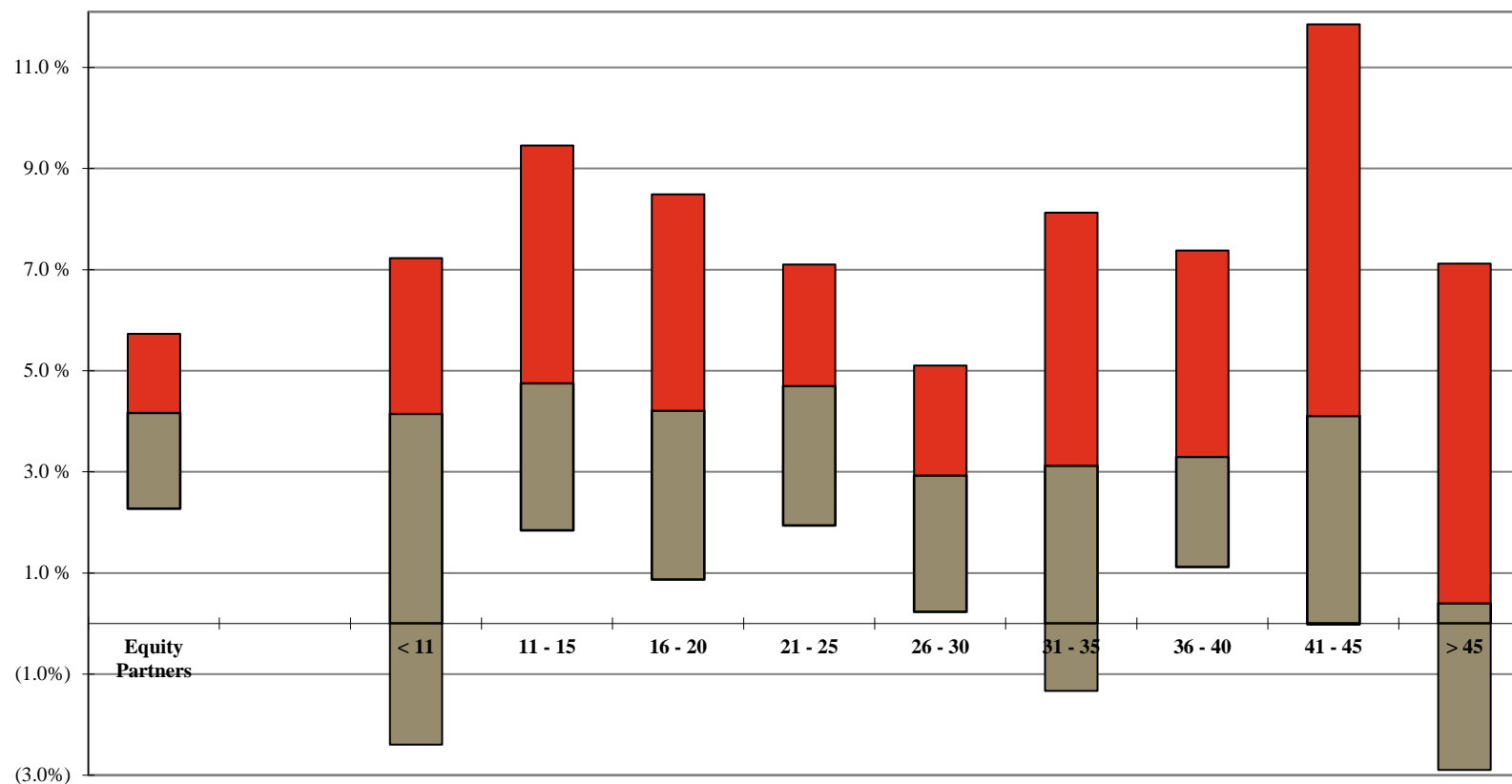
** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022



	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtile	5.7%	7.2%	9.5%	8.5%	7.1%	5.1%	8.1%	7.4%	11.9%	7.1%
Median	4.2%	4.2%	4.8%	4.2%	4.7%	2.9%	3.1%	3.3%	4.1%	0.4%
3rd Qtile	2.3%	(2.4%)	1.8%	0.9%	1.9%	0.2%	(1.3%)	1.1%	(0.0%)	(2.9%)

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

Additional detail can be found on Page 108.

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

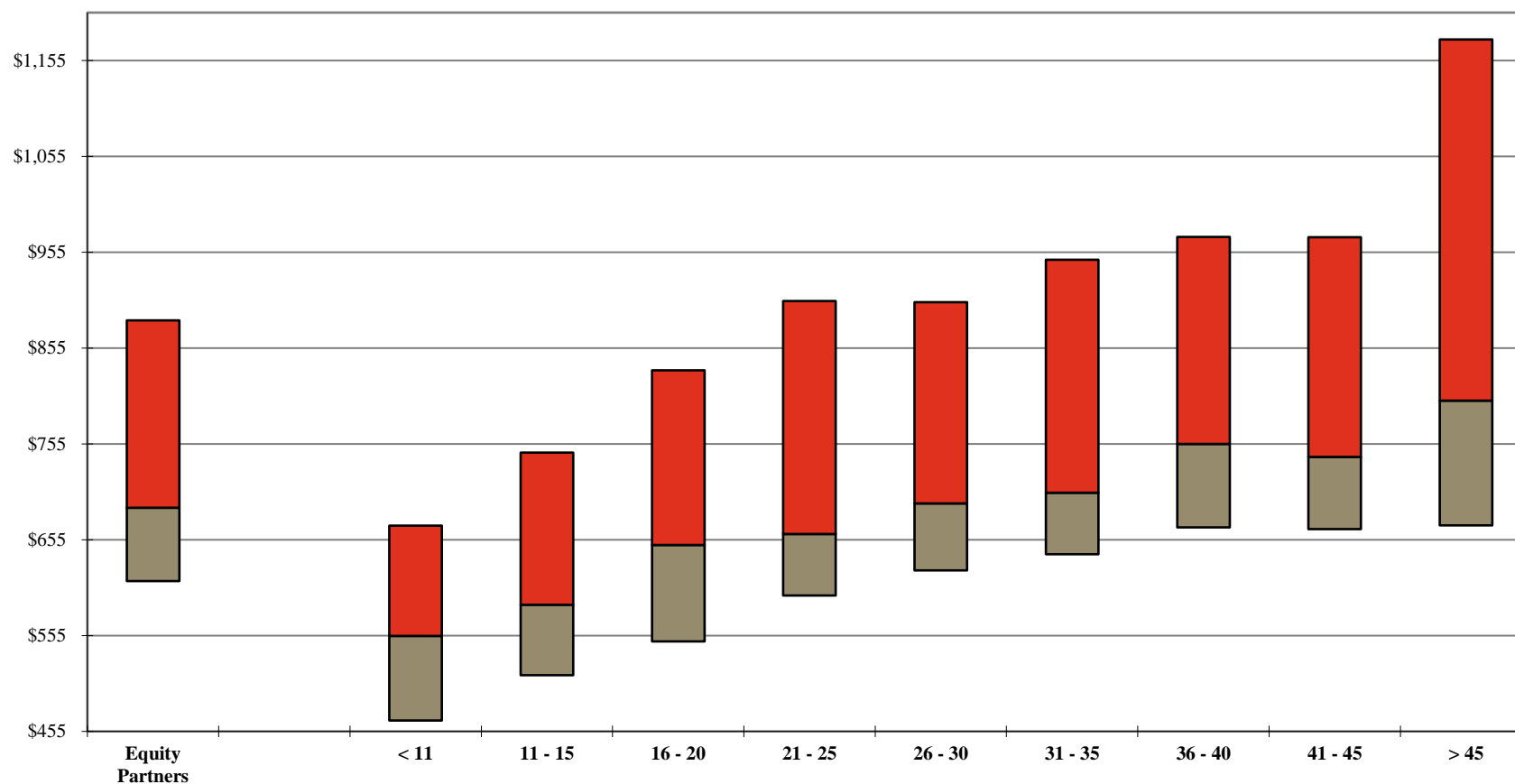
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Equity Partner Standard Rates by Years of Experience

As of January 1, 2022



	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	\$884	\$670	\$746	\$832	\$904	\$903	\$947	\$971	\$971	\$1,177
Median	689	555	587	650	661	693	704	755	742	800
3rd Qtle	612	466	514	549	597	623	640	668	666	670

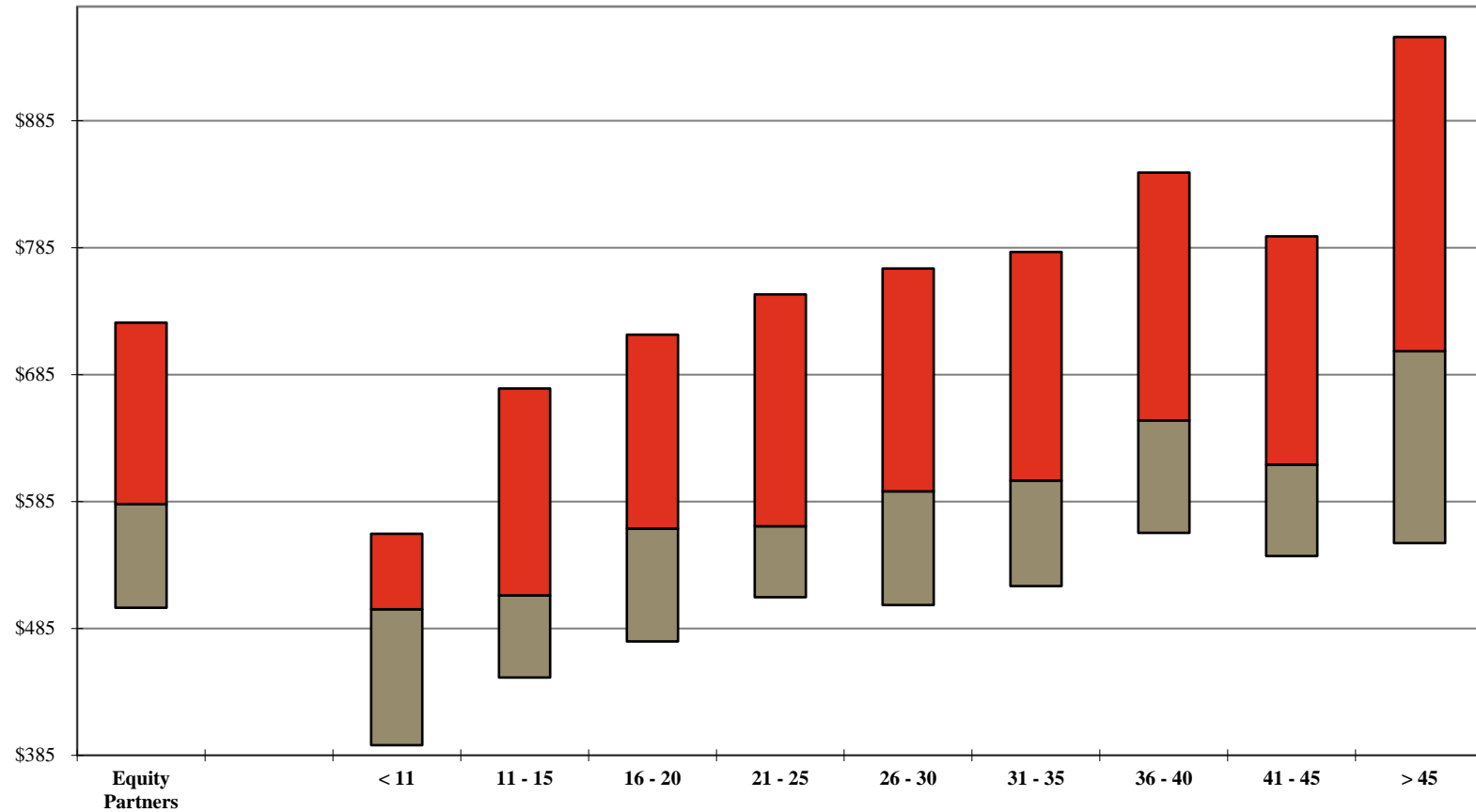
Additional detail can be found on Page 79.

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

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2022 BRASS+ Initial Release - Revenue Management Report

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*Equity Partner Billed Rates by Years of Experience**For the 12-month period ending December 31, 2021*

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	\$726	\$560	\$674	\$717	\$748	\$769	\$782	\$844	\$794	\$951
	Median	583	500	511	564	566	593	602	649	614	704
	3rd Qtle	501	393	446	475	510	504	518	560	542	552

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

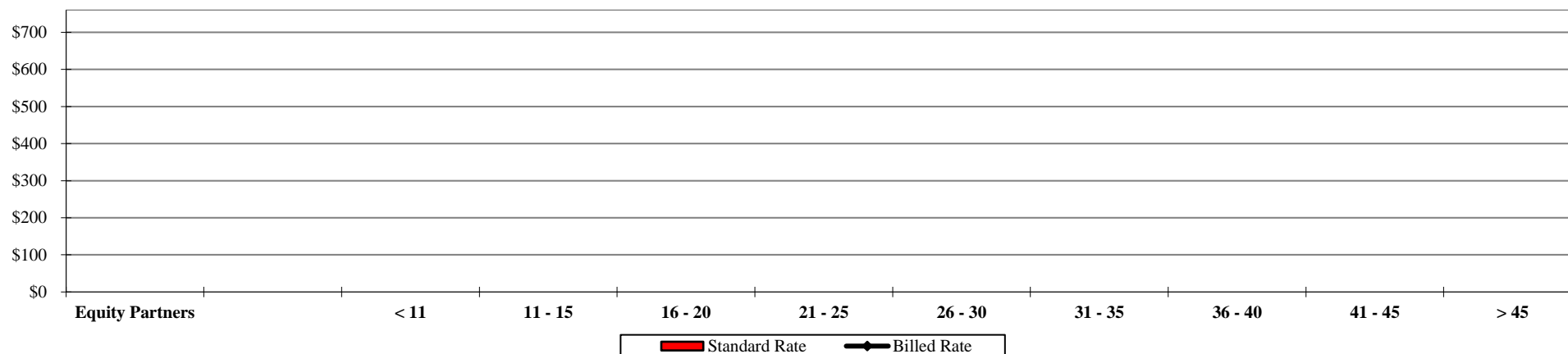
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Equity Partner Standard vs. Billed Rates by Years of Experience

Standard Rates at January 1, 2021; Billed Rates for the 12-month period ending December 31, 2021

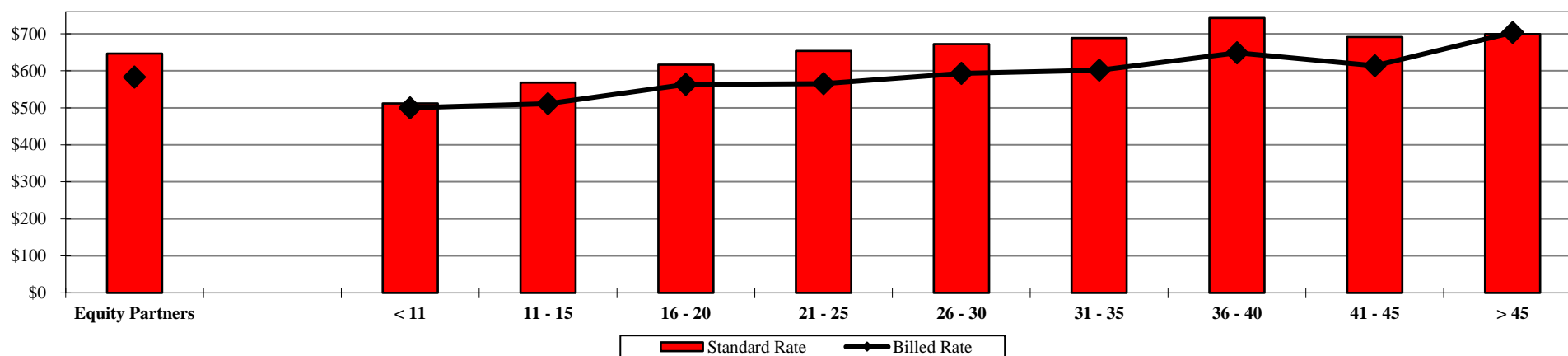
Your Firm



Standard Rate

Billed Rate

Total Group (Median)



Standard Rate

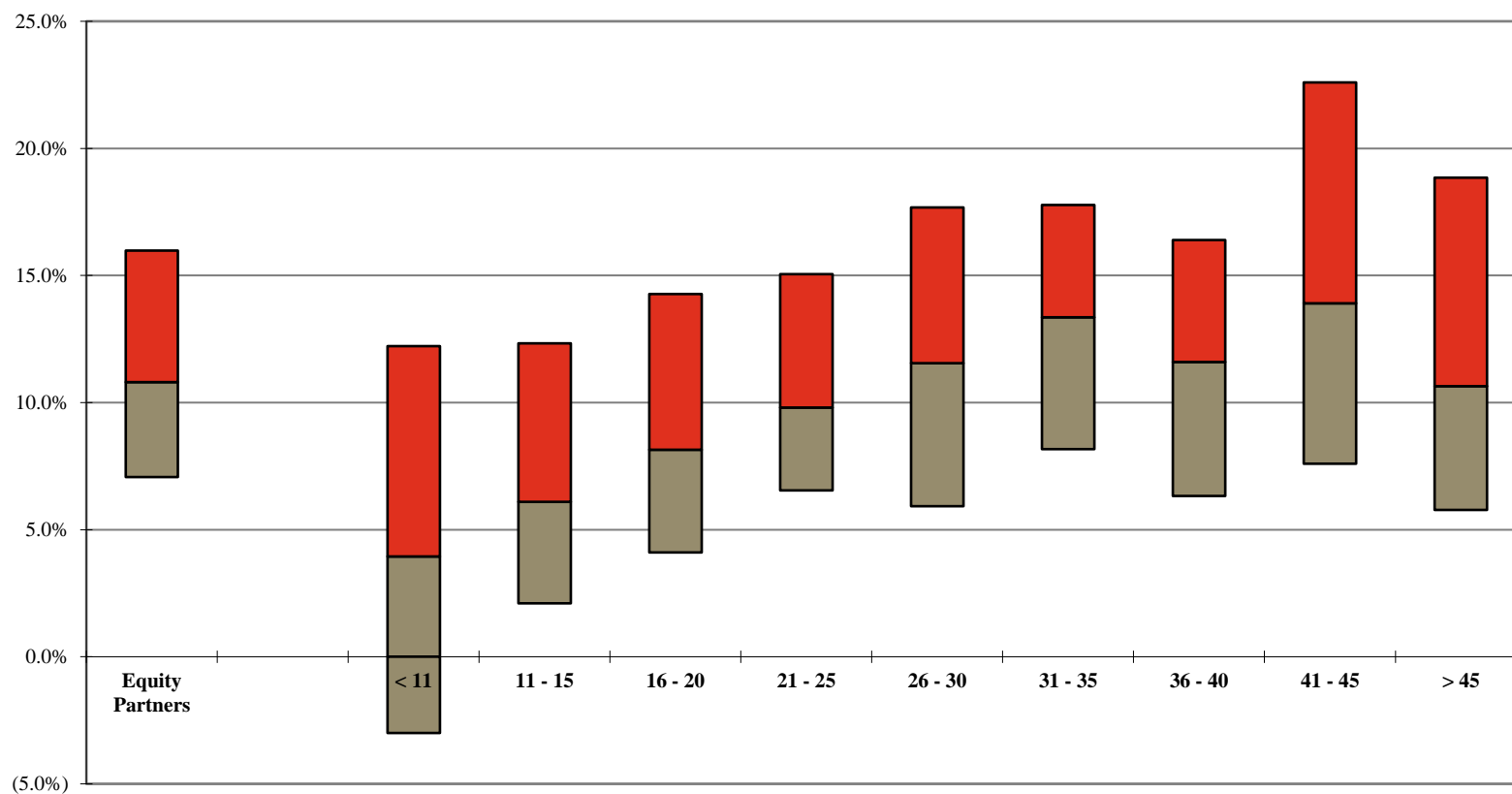
Billed Rate

Additional detail can be found on Page 100.

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Equity Partner Discounting¹ by Years of Experience**For the 12-month period ending December 31, 2021*

Your Firm	Years of Experience										
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	16.0%	12.2%	12.3%	14.3%	15.1%	17.7%	17.8%	16.4%	22.6%	18.9%
	Median	10.8%	4.0%	6.1%	8.2%	9.8%	11.6%	13.4%	11.6%	13.9%	10.7%
	3rd Qtle	7.1%	(3.0%)	2.1%	4.1%	6.6%	5.9%	8.2%	6.3%	7.6%	5.8%

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

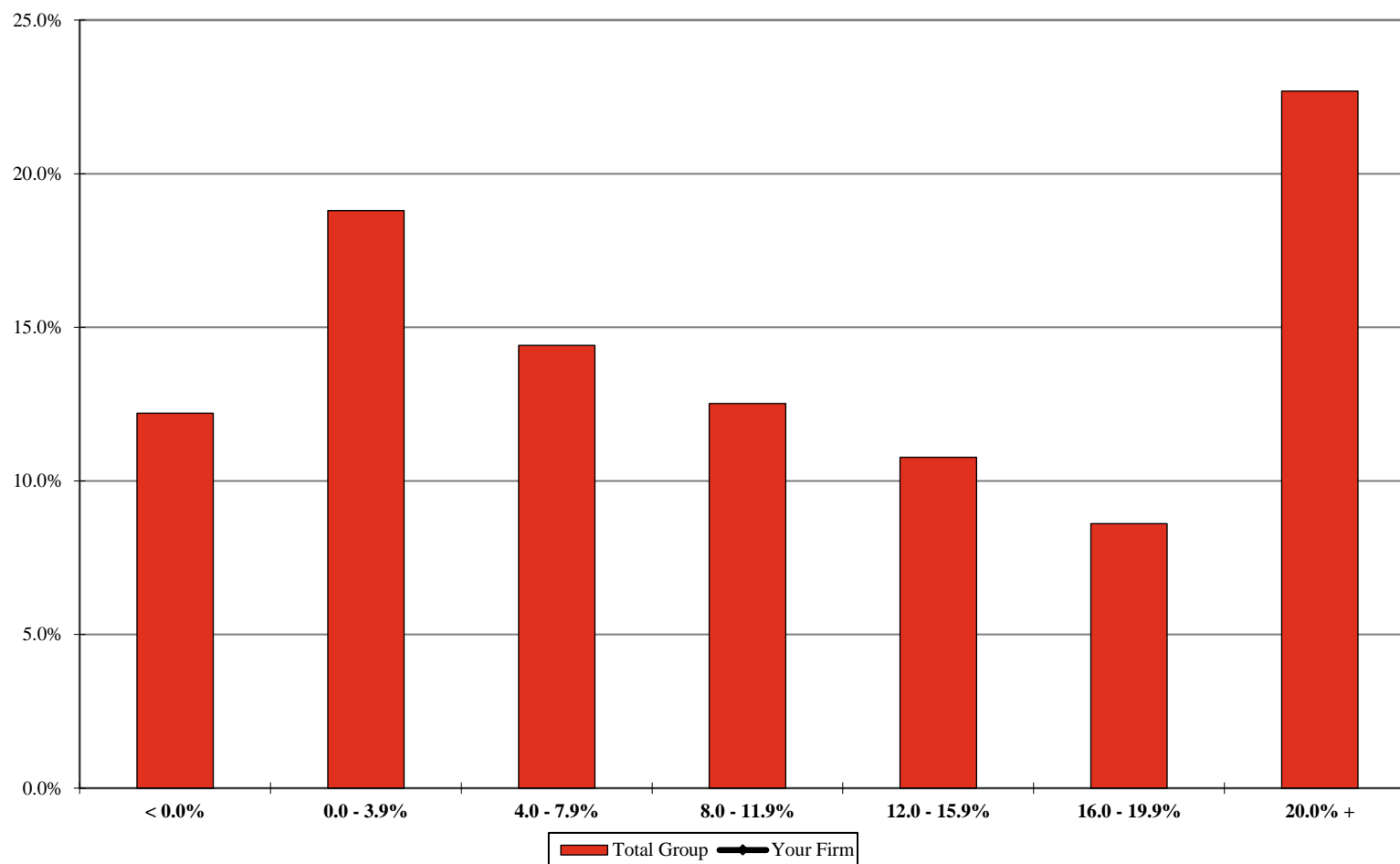
Additional detail can be found on Page 111.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Equity Partners by Discount Levels¹**For the 12-month period ending December 31, 2021*

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% +
12.2%	18.8%	14.4%	12.5%	10.8%	8.6%	22.7%

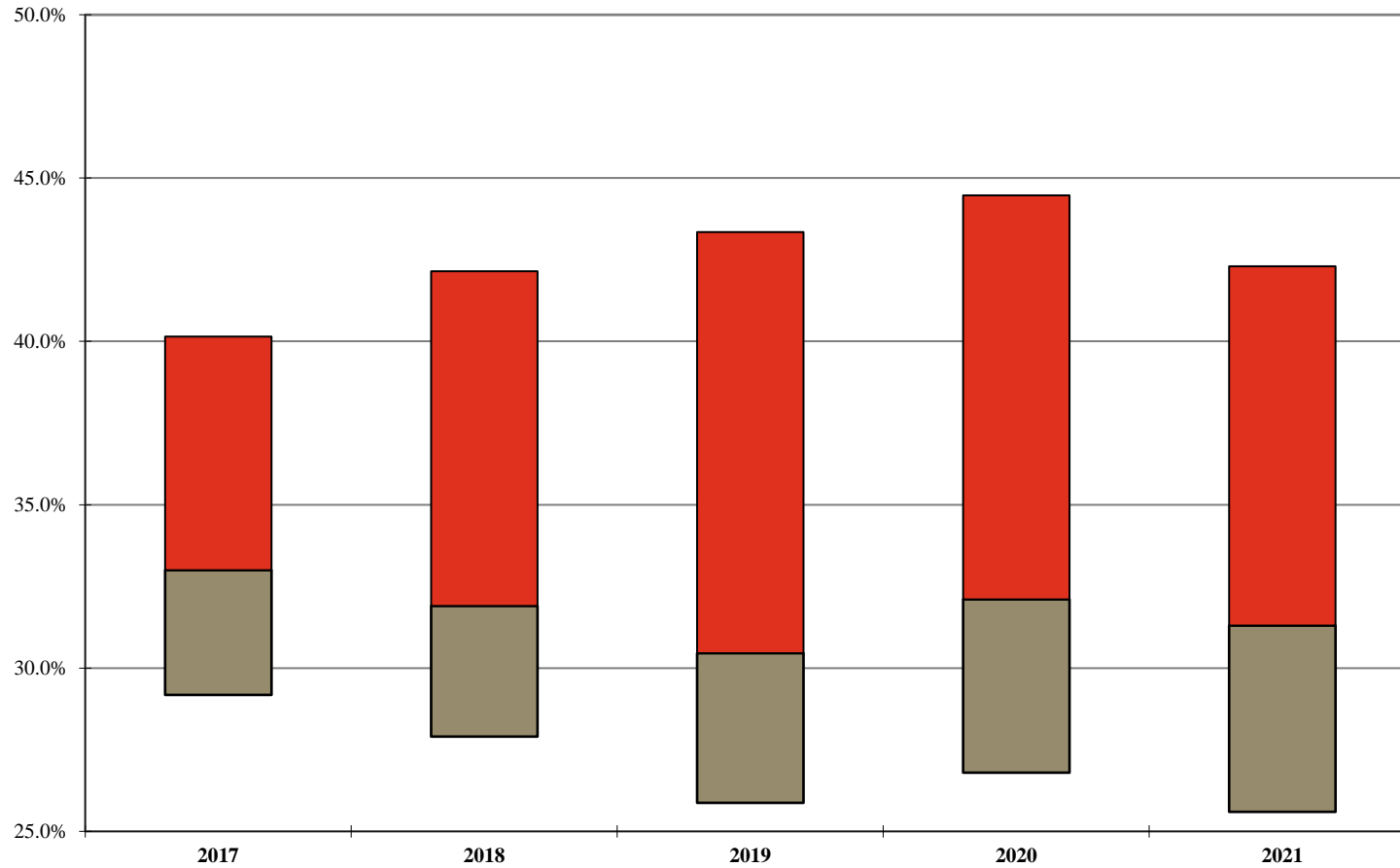
¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 113.

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Equity Partner Hours as a Percentage of All Attorney Hours**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtile****Median****3rd Qtile**

2017	2018	2019	2020	2021
40.2%	42.2%	43.4%	44.5%	42.3%
33.0%	31.9%	30.5%	32.1%	31.3%
29.2%	27.9%	25.9%	26.8%	25.6%

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

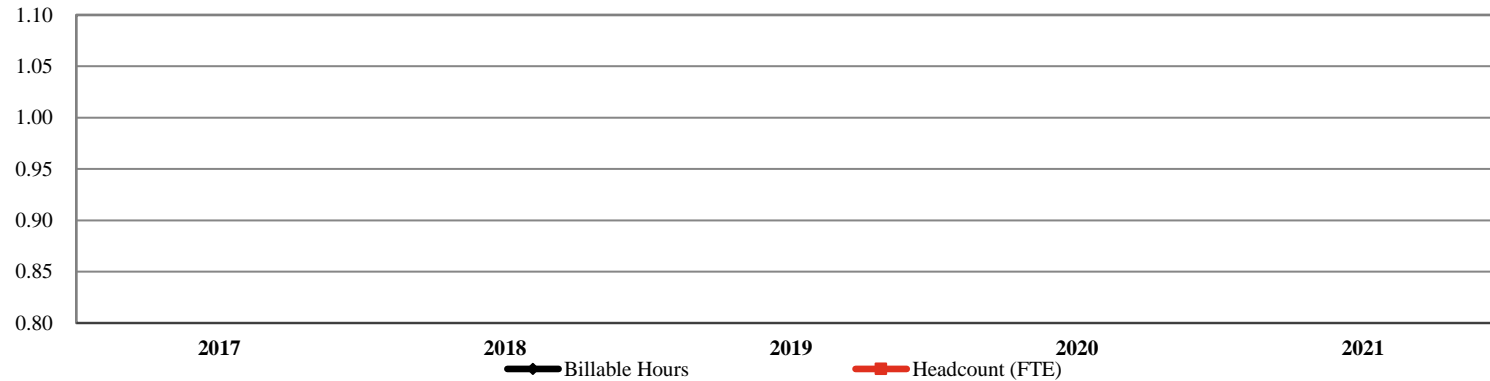
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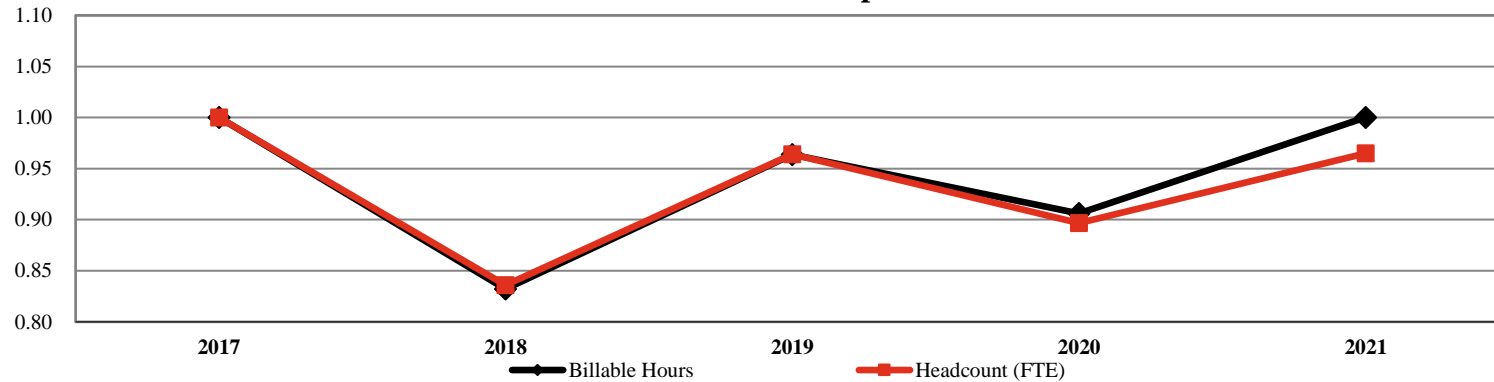
Equity Partner Capacity¹

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

Your Firm**Your Firm**

Billable Hours
Headcount (FTE)

	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours						
Headcount (FTE)						

Total Group²**Total Group**

Billable Hours
Headcount (FTE)

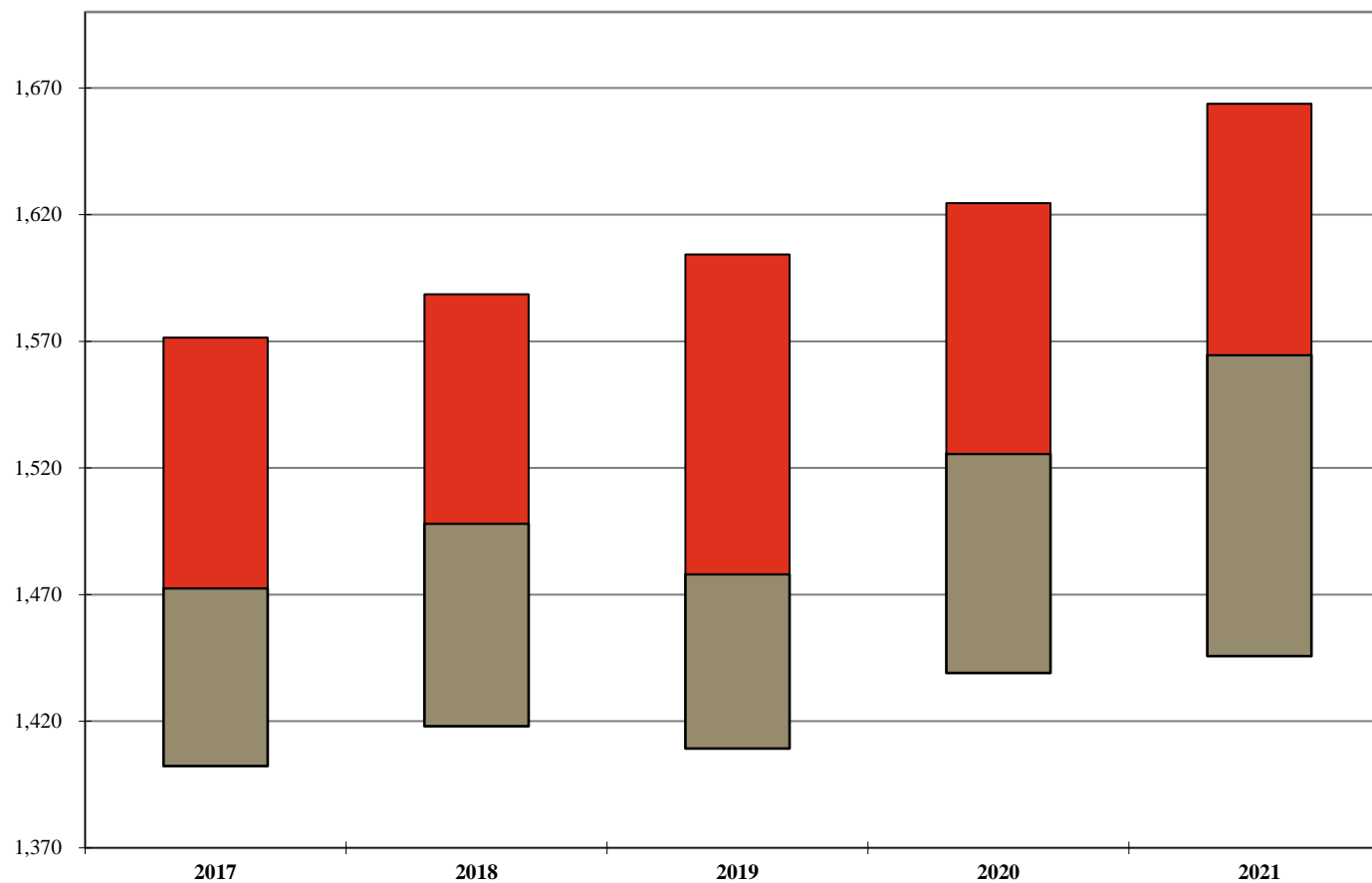
	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours	4,266,307	3,550,495	4,111,926	3,866,183	4,267,109	0.0%
Headcount (FTE)	2,828	2,364	2,726	2,536	2,728	(3.5%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2017.² Number of members represented in the group results: 26

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Equity Partner Utilization**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2017	2018	2019	2020	2021	Change: '17-'21
	1,572	1,589	1,604	1,625	1,664	92
	1,473	1,498	1,478	1,526	1,565	92
	1,402	1,418	1,409	1,439	1,446	44

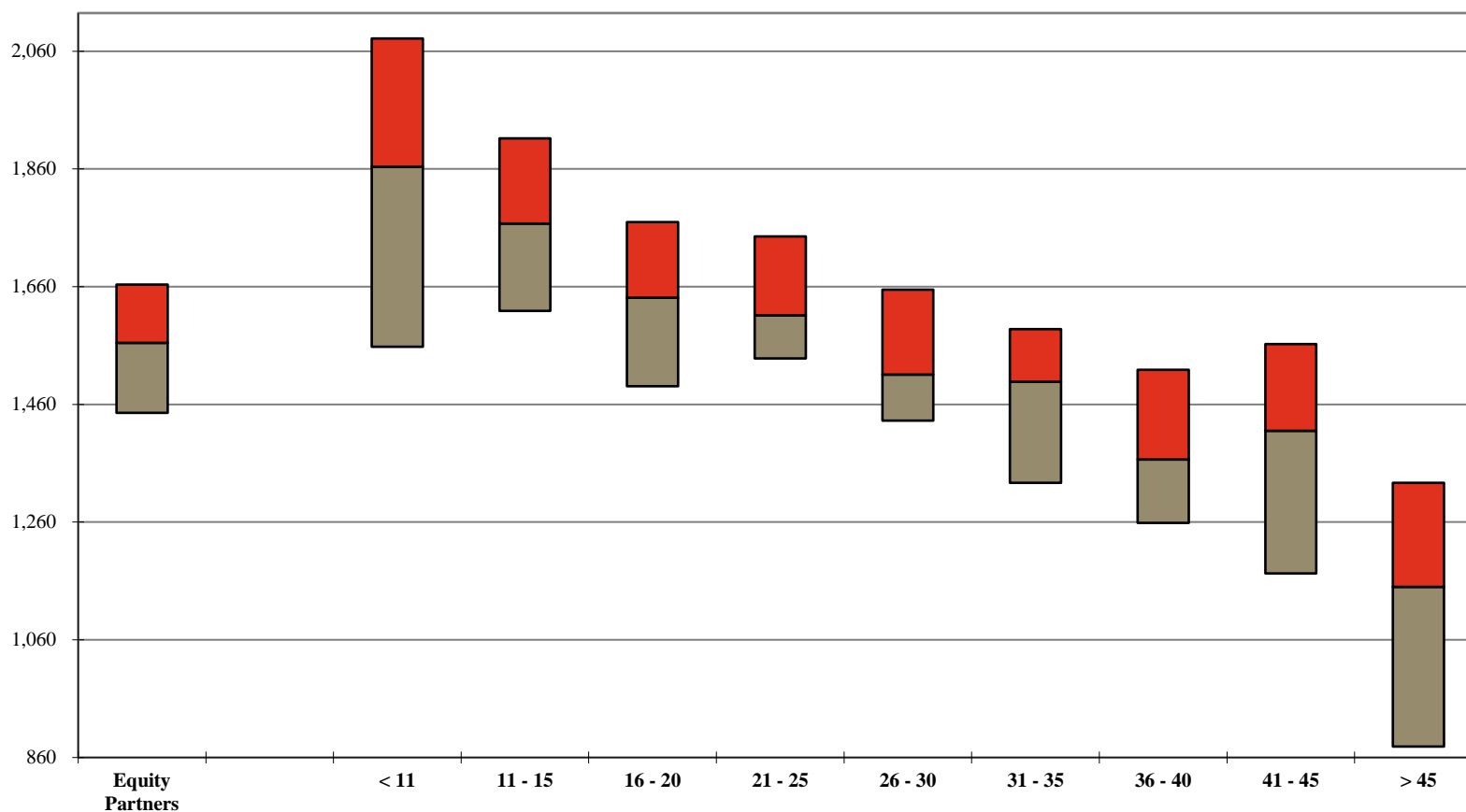
Additional detail can be found on Page 117.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Equity Partner Utilization 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	1,664	2,082	1,912	1,770	1,746	1,655	1,588	1,519	1,563	1,327
Median	1,565	1,864	1,768	1,642	1,612	1,511	1,499	1,367	1,415	1,150
3rd Qtle	1,446	1,558	1,619	1,491	1,538	1,432	1,327	1,259	1,173	879

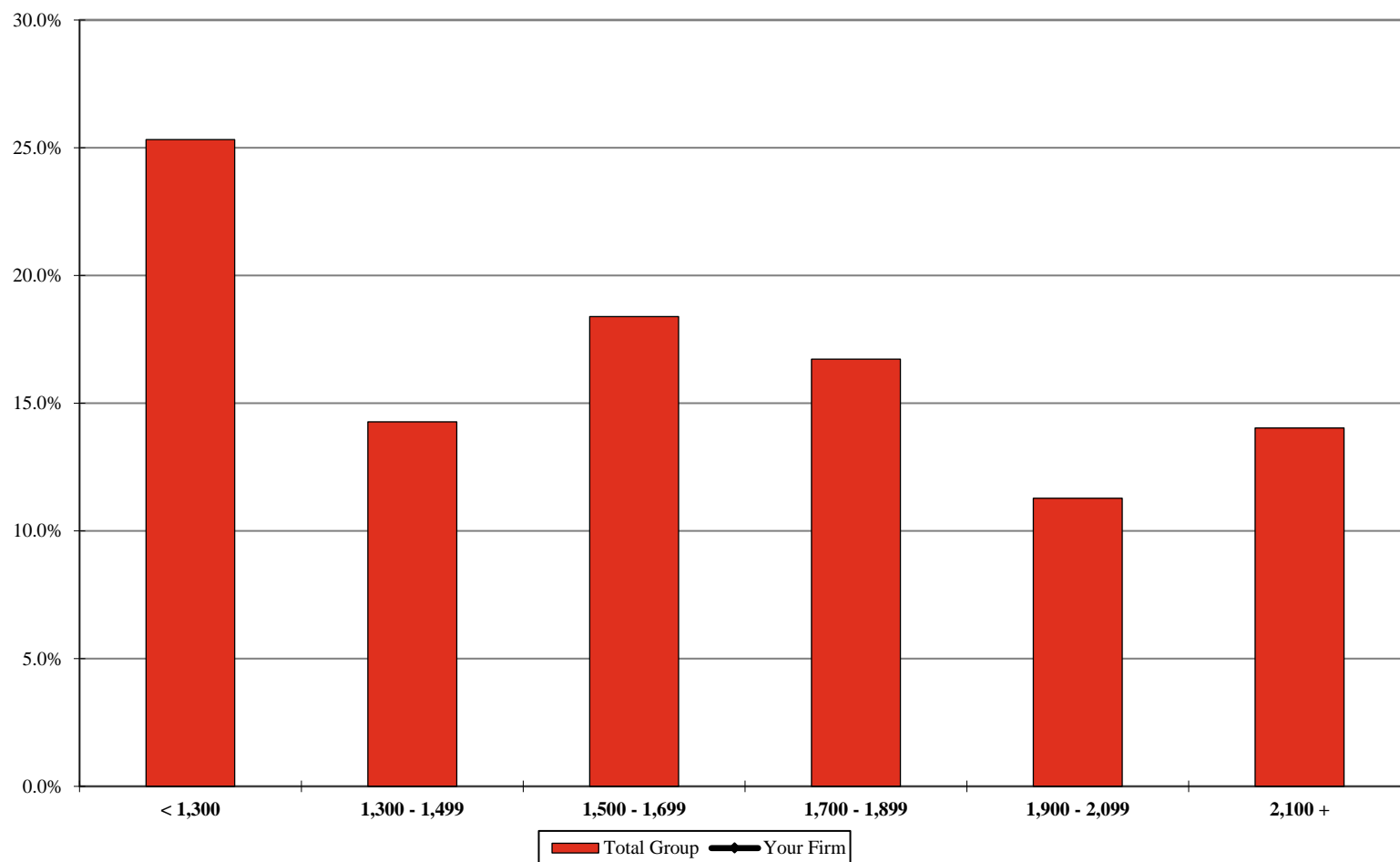
Additional detail can be found on Page 117.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Equity Partners by Utilization Levels¹**For the 12-month period ending December 31, 2021*

Your Firm
Total Group

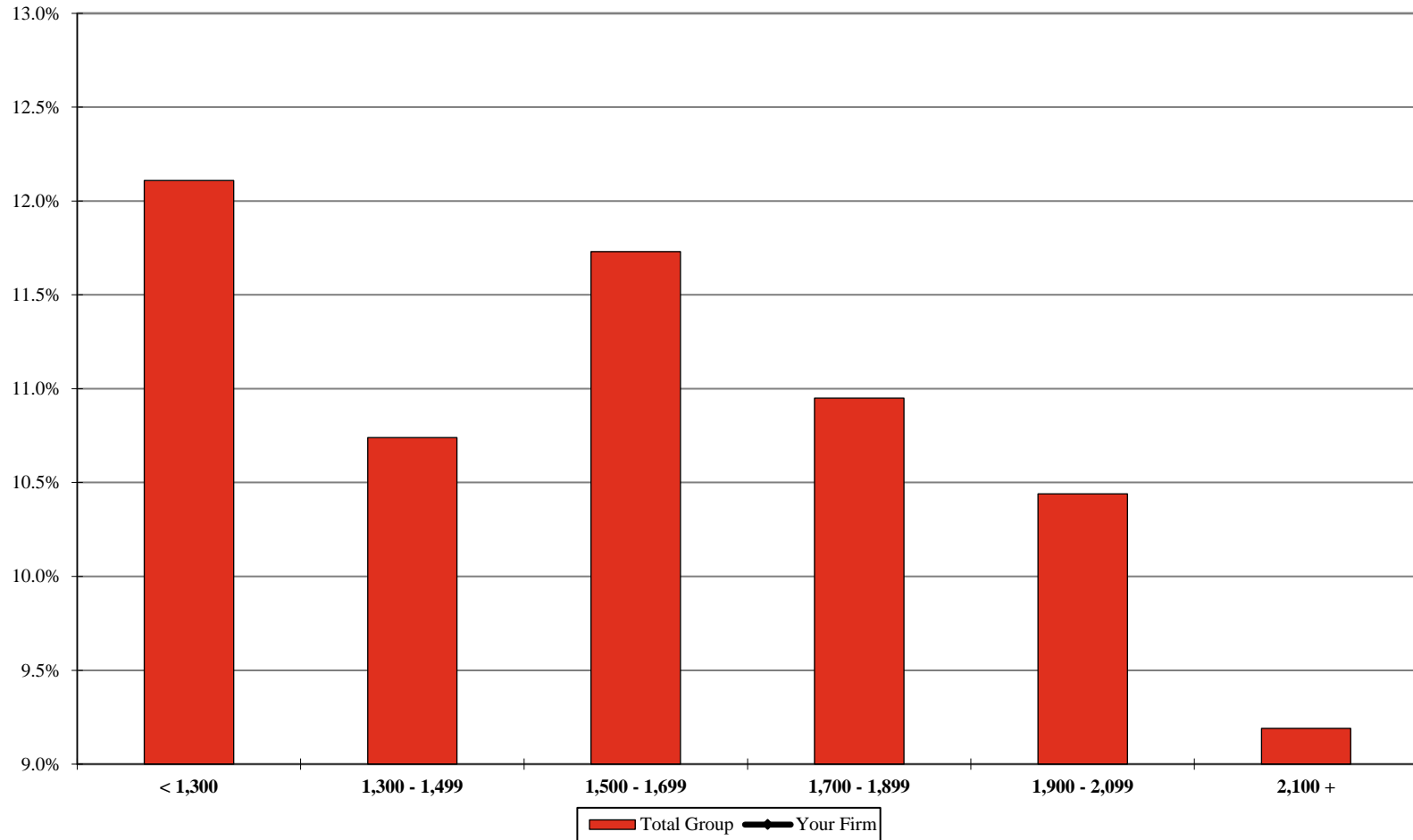
< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
25.3%	14.3%	18.4%	16.7%	11.3%	14.0%

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Equity Partner Discounting¹ by Utilization Levels**For the 12-month period ending December 31, 2021*

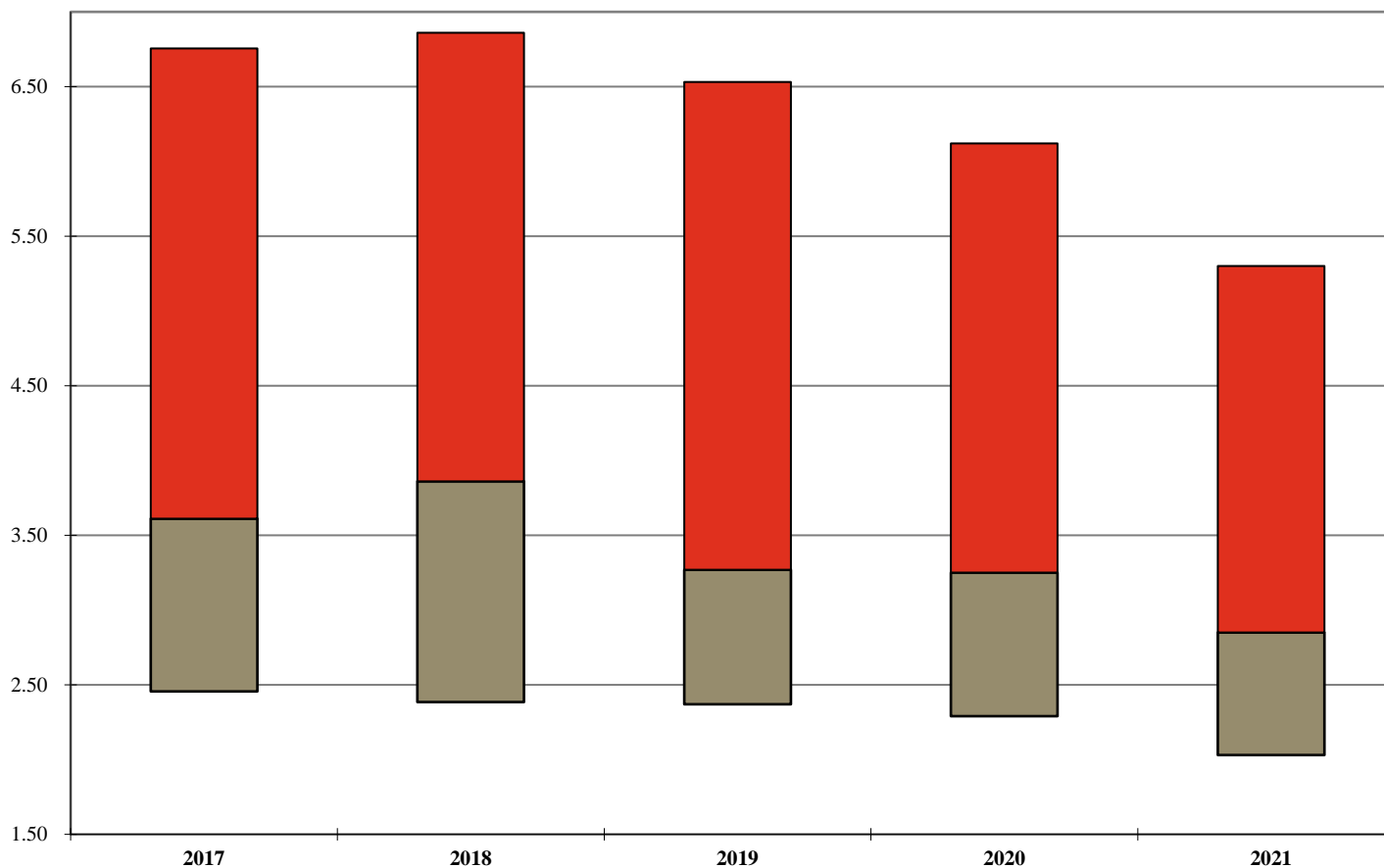
Your Firm
Total Group

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
12.1%	10.7%	11.7%	11.0%	10.4%	9.2%

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

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AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Leverage¹**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2017	2018	2019	2020	2021
1st Qtle	6.76	6.86	6.53	6.12	5.30
Median	3.61	3.86	3.27	3.25	2.85
3rd Qtle	2.46	2.39	2.37	2.29	2.03

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

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

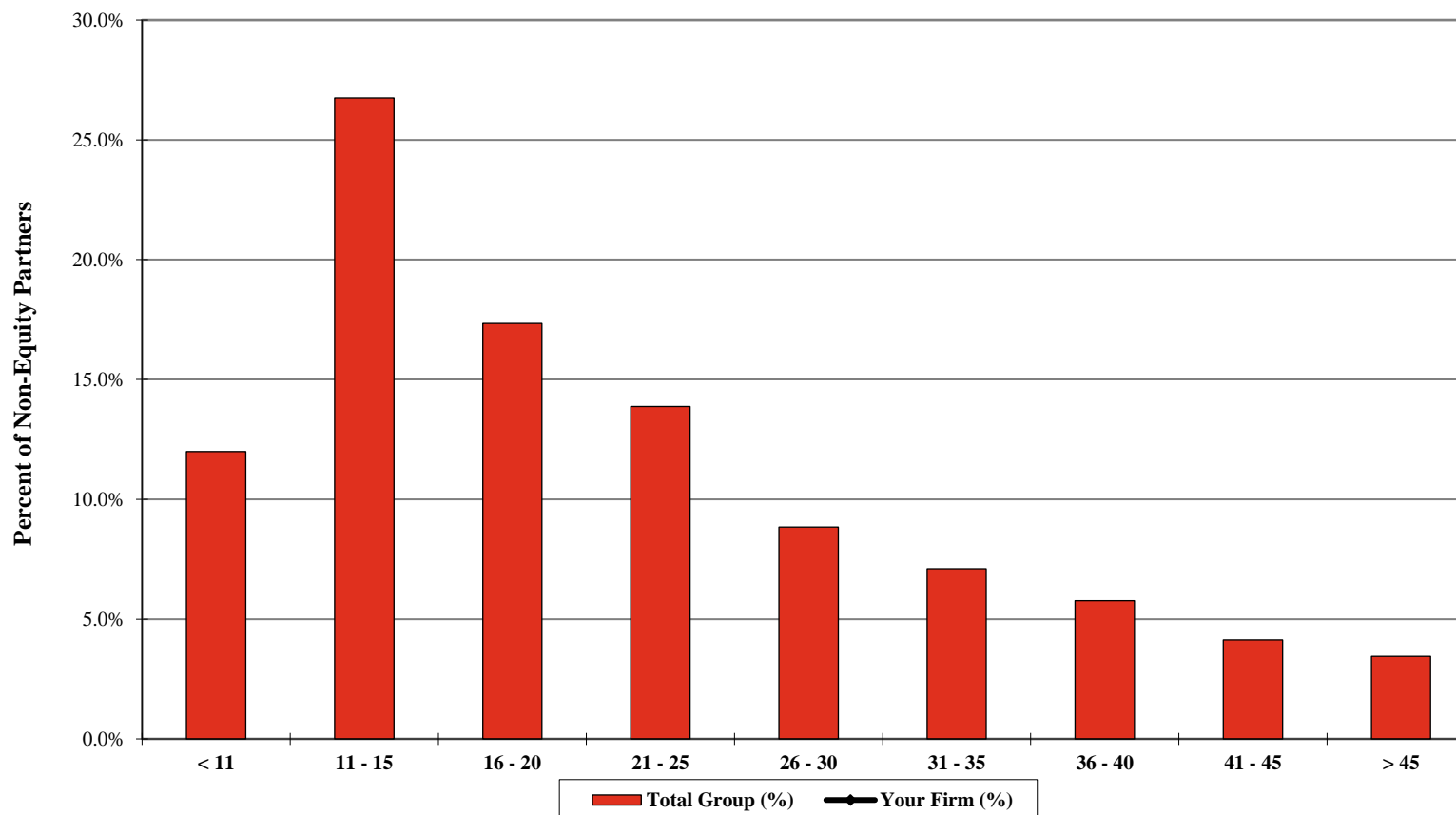
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2021



Your Firm (%) Your Firm (FTE) Total Group (%) Total Group (FTE)	Non-Equity Partners by Years of Experience								
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
	12.0%	26.7%	17.3%	13.9%	8.8%	7.1%	5.8%	4.1%	3.4%
	366	816	529	423	270	217	176	126	105

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

** omitted due to insufficient data

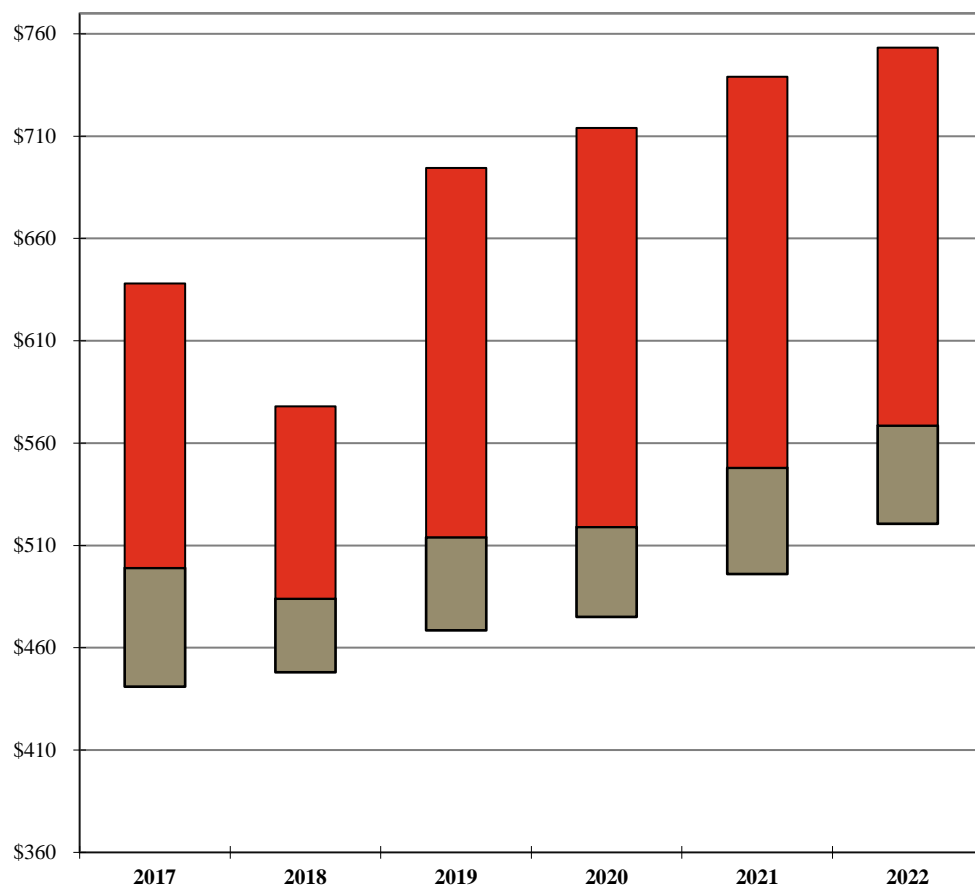
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Non-Equity Partner Rates

Standard Rates

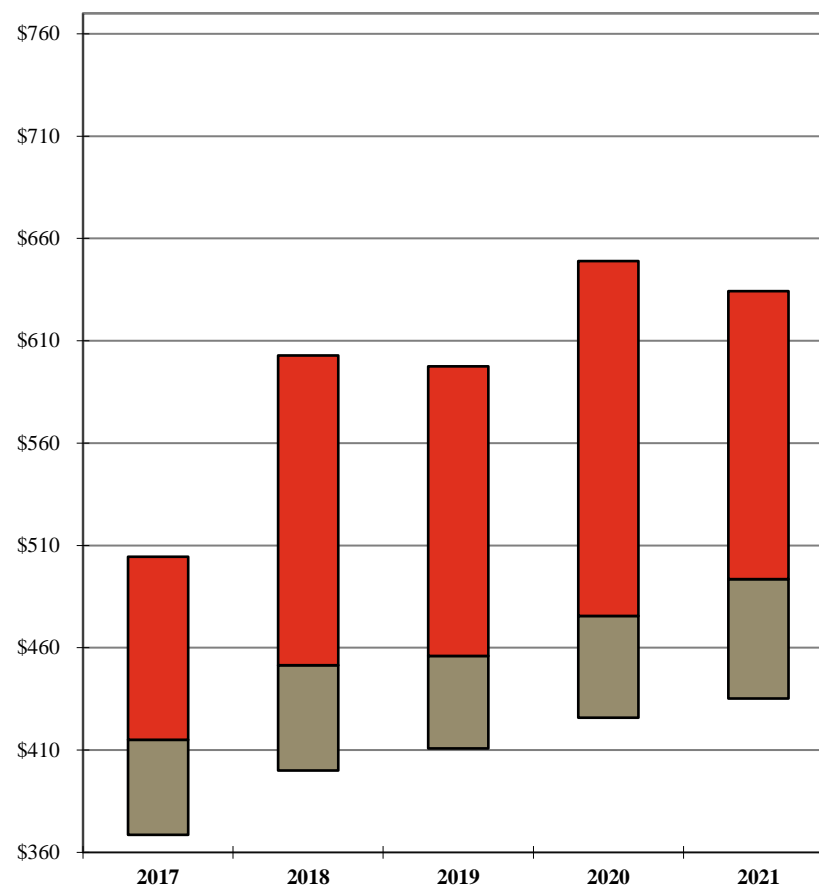
As of January 1st of the stated year



	2017	2018	2019	2020	2021	2022
Your Firm						
1st Qtle	\$638	\$578	\$695	\$714	\$739	\$753
Median	499	484	514	519	548	569
3rd Qtle	441	448	469	475	496	521

Billed Rates

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



	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	\$505	\$603	\$598	\$649	\$634
Median	415	452	456	476	494
3rd Qtle	369	400	411	426	435

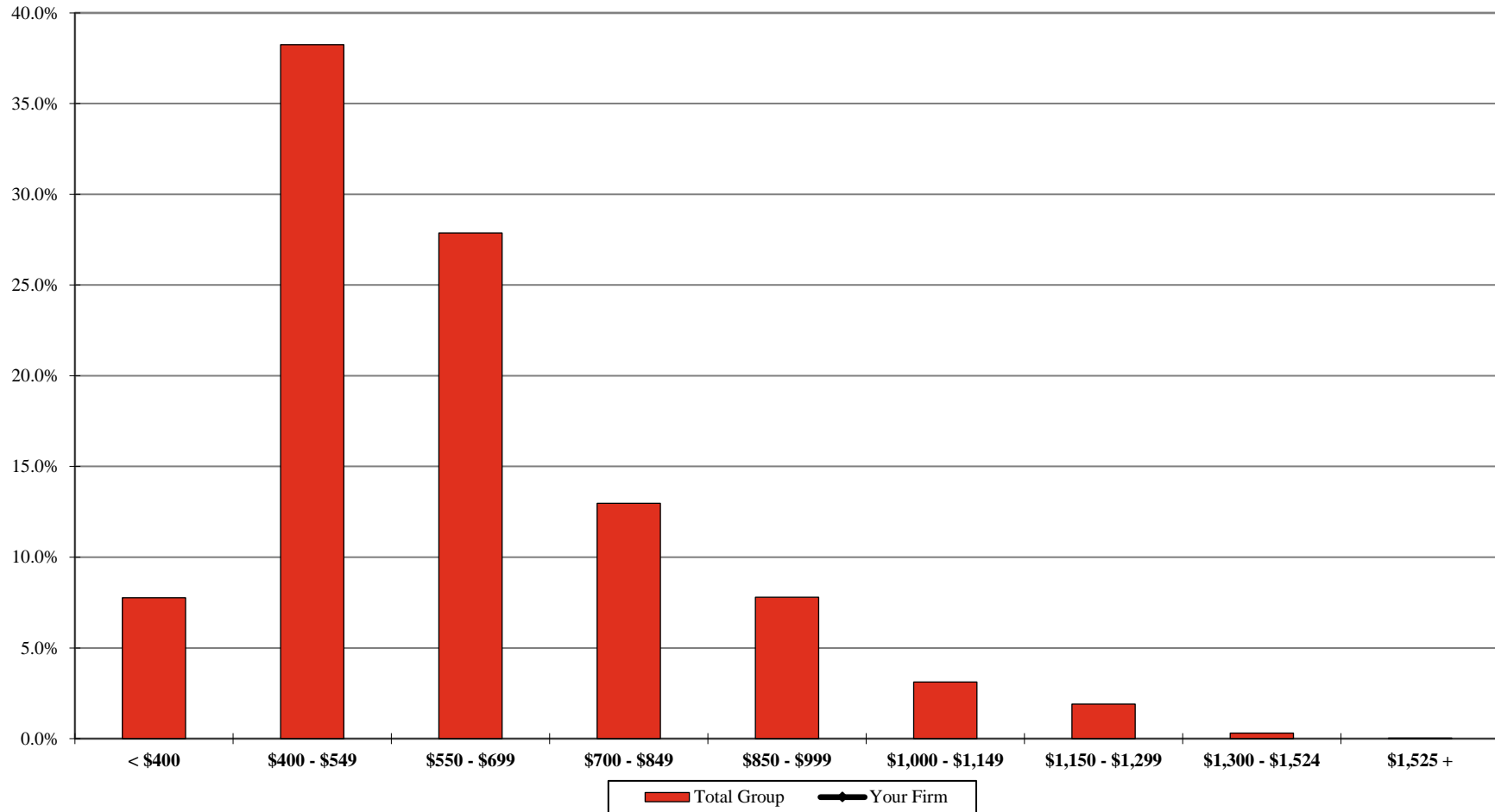
Additional detail can be found on Pages 79 and 100.

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

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Non-Equity Partner Standard Billing Rates**As of January 1, 2022*

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 +
7.8%	38.2%	27.9%	13.0%	7.8%	3.1%	1.9%	0.3%	0.0%

Additional detail can be found on Page 82.

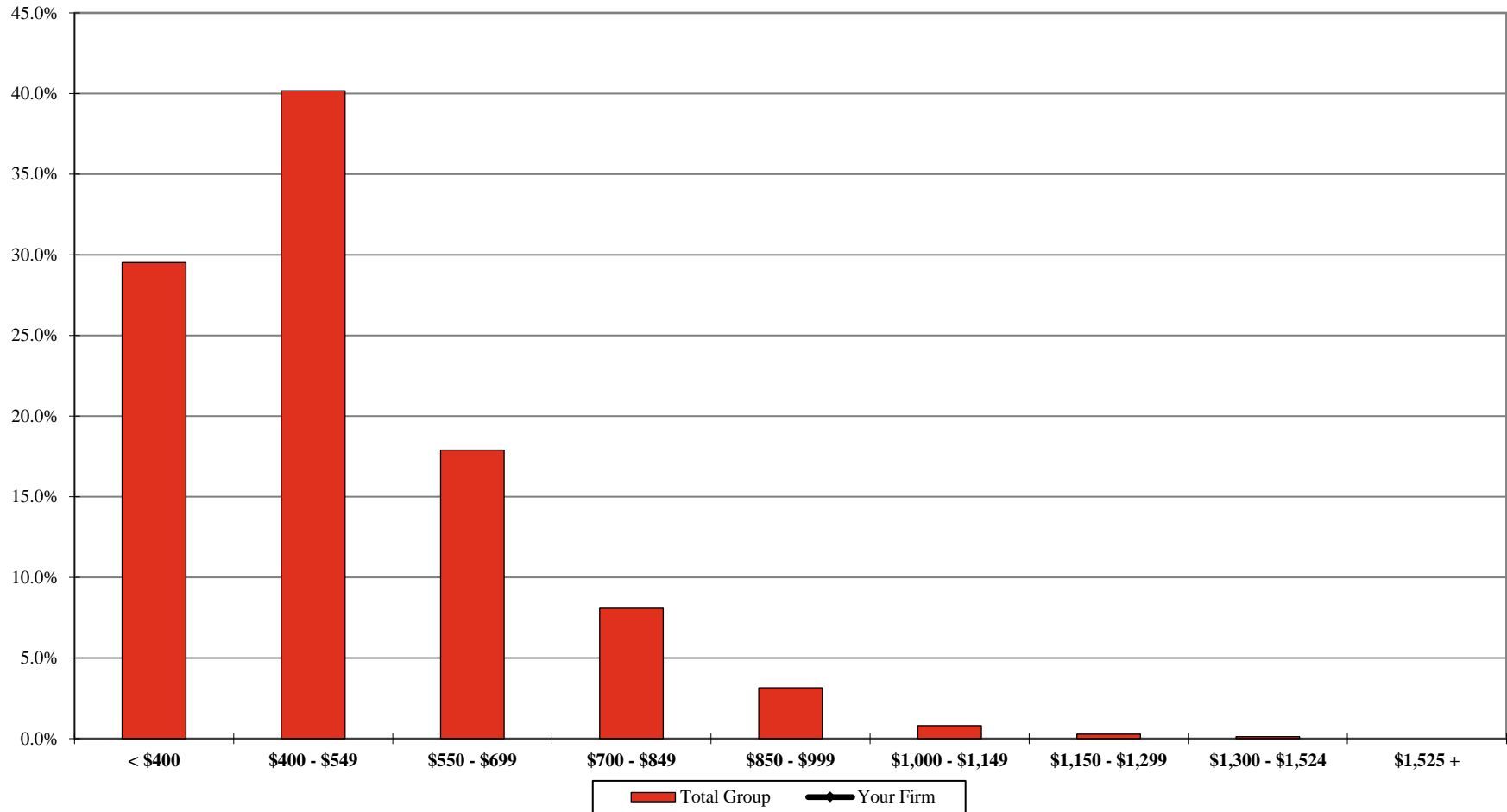
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Non-Equity Partner Billed Rates ¹

For the 12-month period ending December 31, 2021



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 +
29.5%	40.2%	17.9%	8.1%	3.2%	0.8%	0.3%	0.1%	

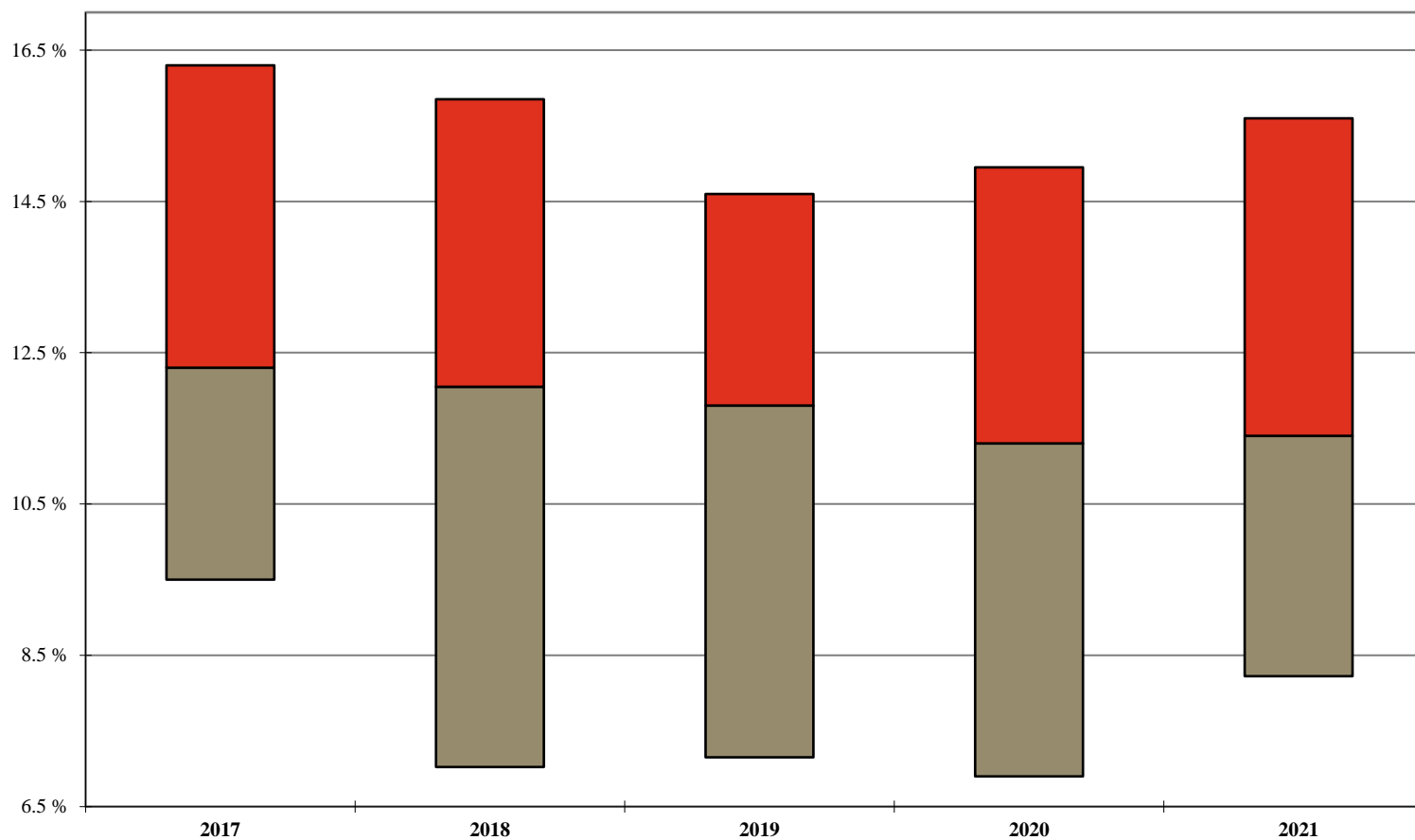
¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

Additional detail can be found on Page 103.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Discounting¹**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

2017	2018	2019	2020	2021
16.3%	15.9%	14.6%	15.0%	15.6%
12.3%	12.1%	11.8%	11.3%	11.4%
9.5%	7.0%	7.2%	6.9%	8.2%

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

Additional detail can be found on Page 111.

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

** omitted due to insufficient data

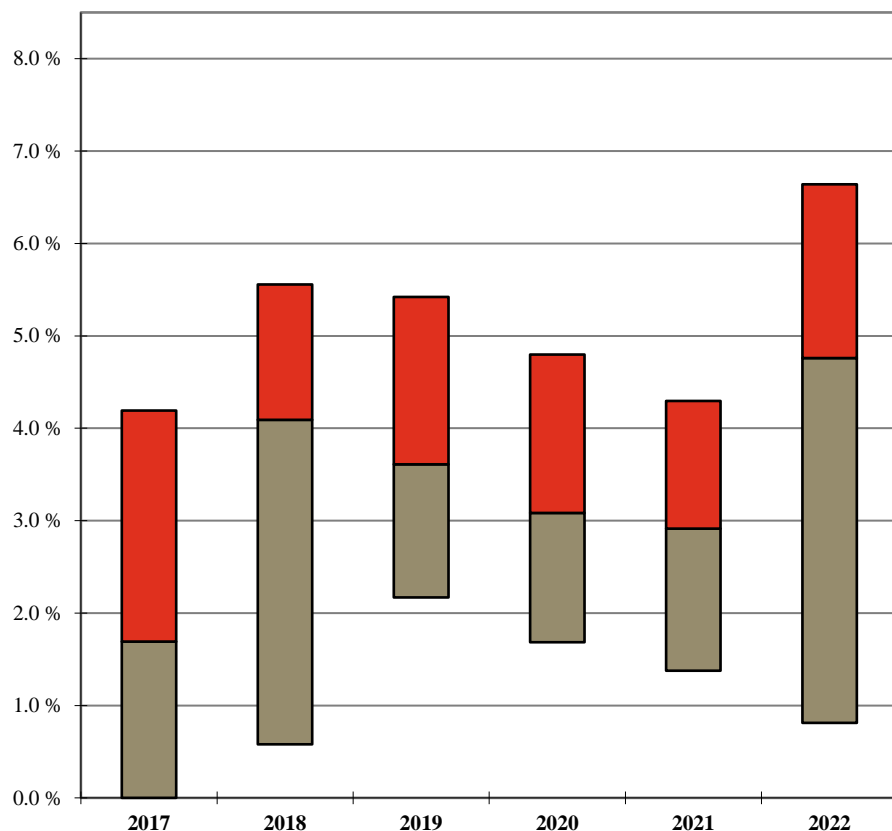
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Annual Change¹ : Non-Equity Partner Standard Rates

As of January 1st of the stated year

'Net' Change



Your Firm

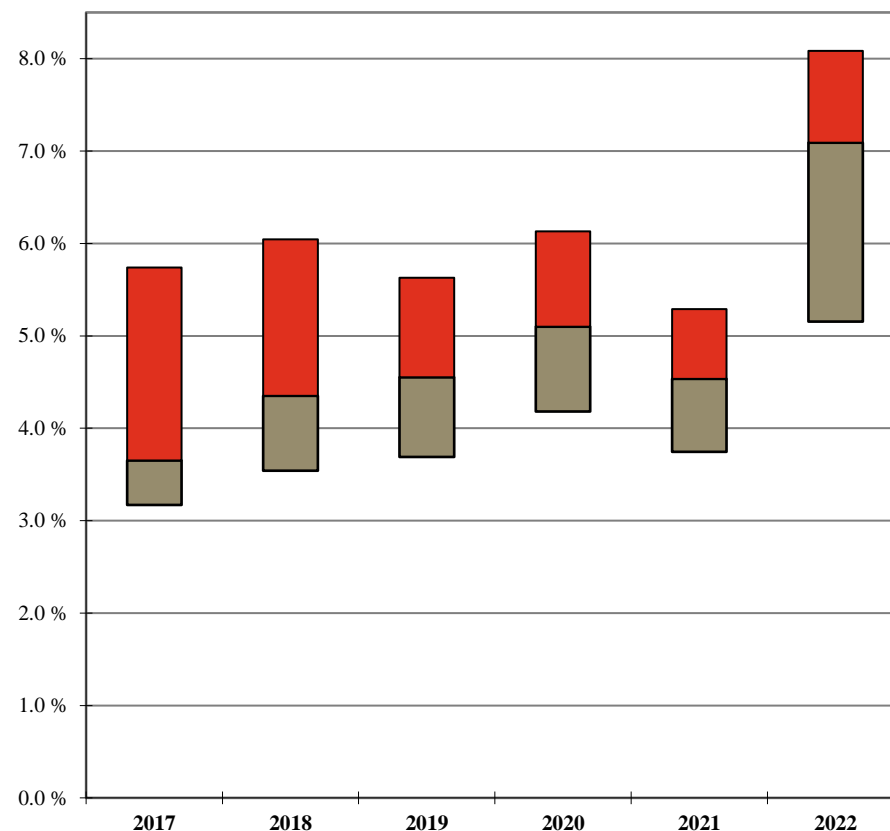
1st Qtle

Median

3rd Qtle

	2017	2018	2019	2020	2021	2022
1st Qtle	4.2%	5.6%	5.4%	4.8%	4.3%	6.6%
Median	1.7%	4.1%	3.6%	3.1%	2.9%	4.8%
3rd Qtle	0.0%	0.6%	2.2%	1.7%	1.4%	0.8%

'Full Year' Change



Your Firm

1st Qtle

Median

3rd Qtle

	2017	2018	2019	2020	2021	2022
1st Qtle	5.7%	6.0%	5.6%	6.1%	5.3%	8.1%
Median	3.7%	4.4%	4.6%	5.1%	4.5%	7.1%
3rd Qtle	3.2%	3.5%	3.7%	4.2%	3.7%	5.2%

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

Additional detail can be found on Pages 79 and 87.

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

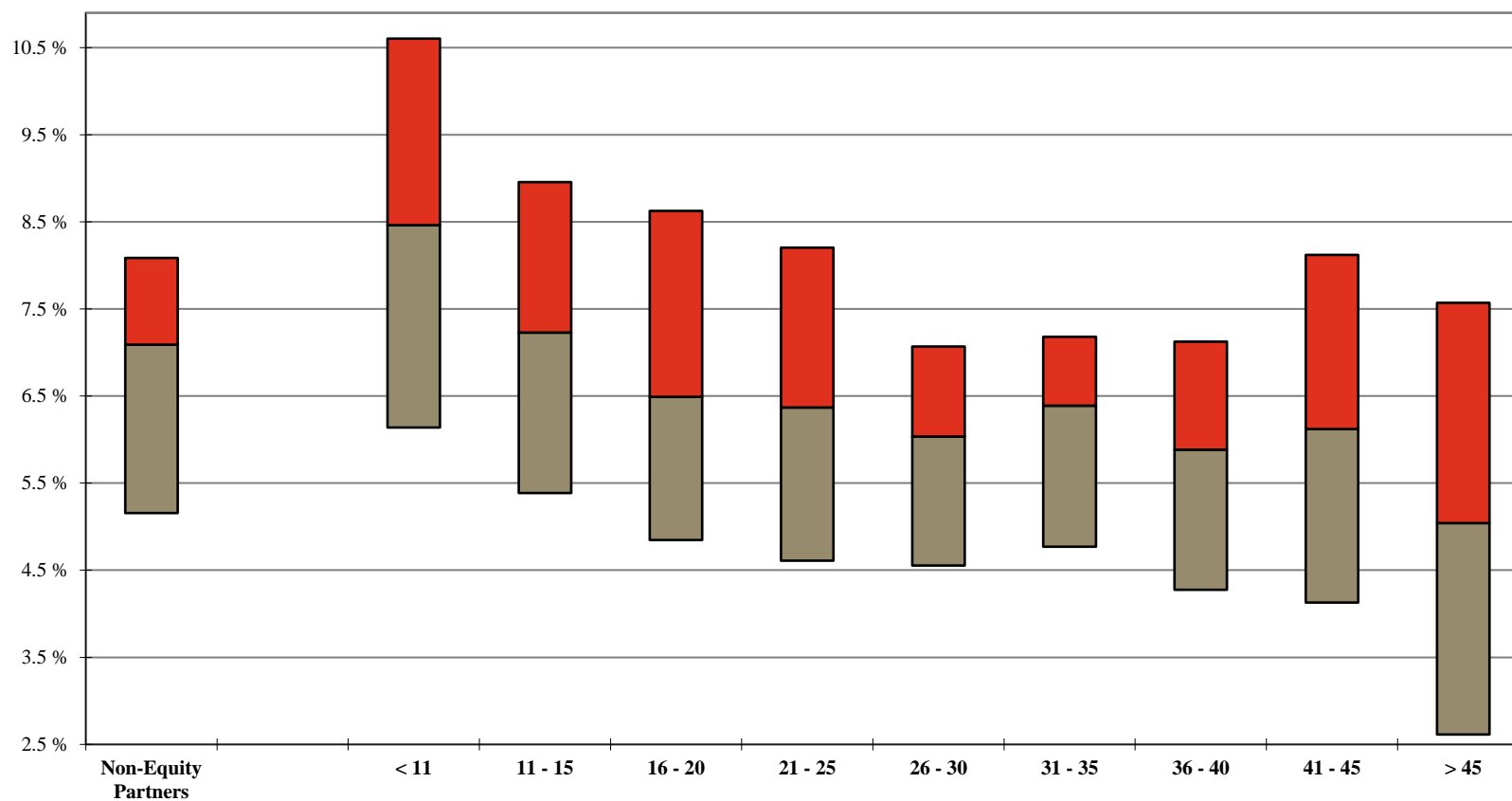
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022



	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	8.1%	10.6%	9.0%	8.6%	8.2%	7.1%	7.2%	7.1%	8.1%	7.6%
Median	7.1%	8.5%	7.2%	6.5%	6.4%	6.0%	6.4%	5.9%	6.1%	5.0%
3rd Qtle	5.2%	6.1%	5.4%	4.8%	4.6%	4.6%	4.8%	4.3%	4.1%	2.6%

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

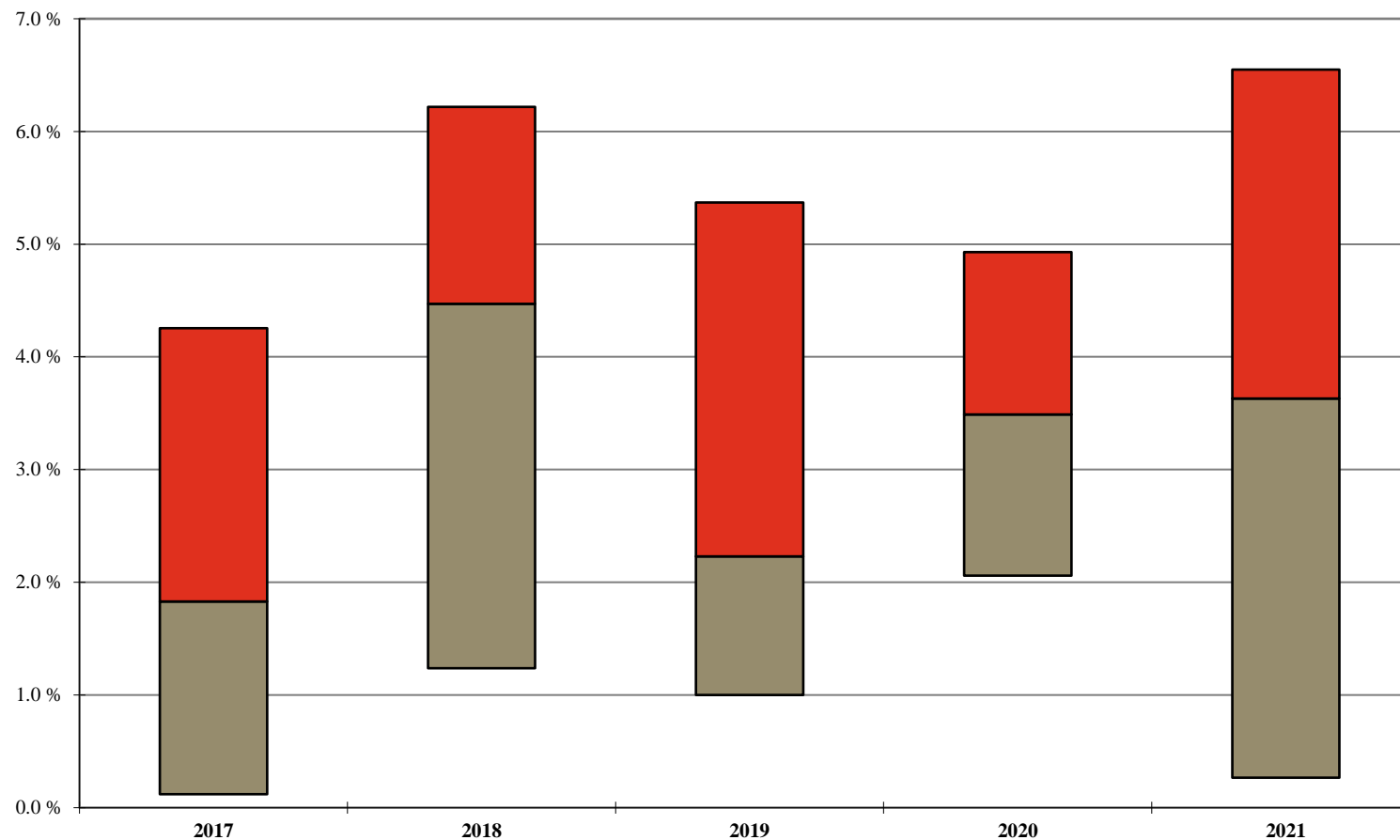
Additional detail can be found on Page 87.

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 - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Annual Change: Non-Equity Partner Billed Rates*For the 12-month period ending December 31st of the stated year*

	2017	2018	2019	2020	2021
Your Firm					
1st Qtle	4.3%	6.2%	5.4%	4.9%	6.6%
Median	1.8%	4.5%	2.2%	3.5%	3.6%
3rd Qtle	0.1%	1.2%	1.0%	2.1%	0.3%

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.

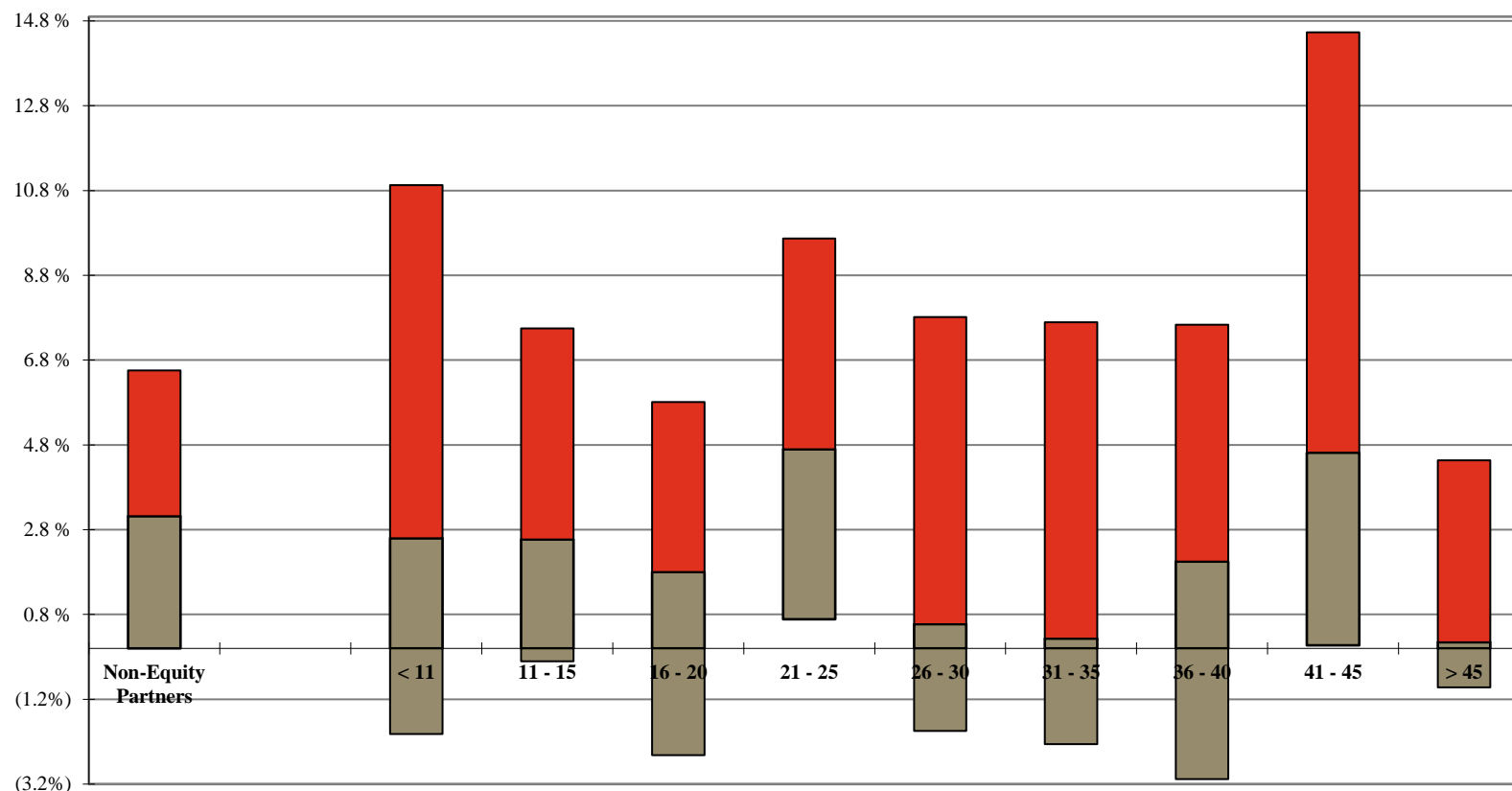
** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022



	Non-Equity Partners	Years of Experience							
		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	> 45
Your Firm									
1st Qtle	6.6%	10.9%	7.5%	5.8%	9.7%	7.8%	7.7%	7.6%	4.4%
Median	3.1%	2.6%	2.6%	1.8%	4.7%	0.6%	0.2%	2.1%	0.1%
3rd Qtle	0.0%	(2.0)%	(0.3)%	(2.5)%	0.7%	(2.0)%	(2.3)%	(3.1)%	(0.9)%

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

Additional detail can be found on Page 108.

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

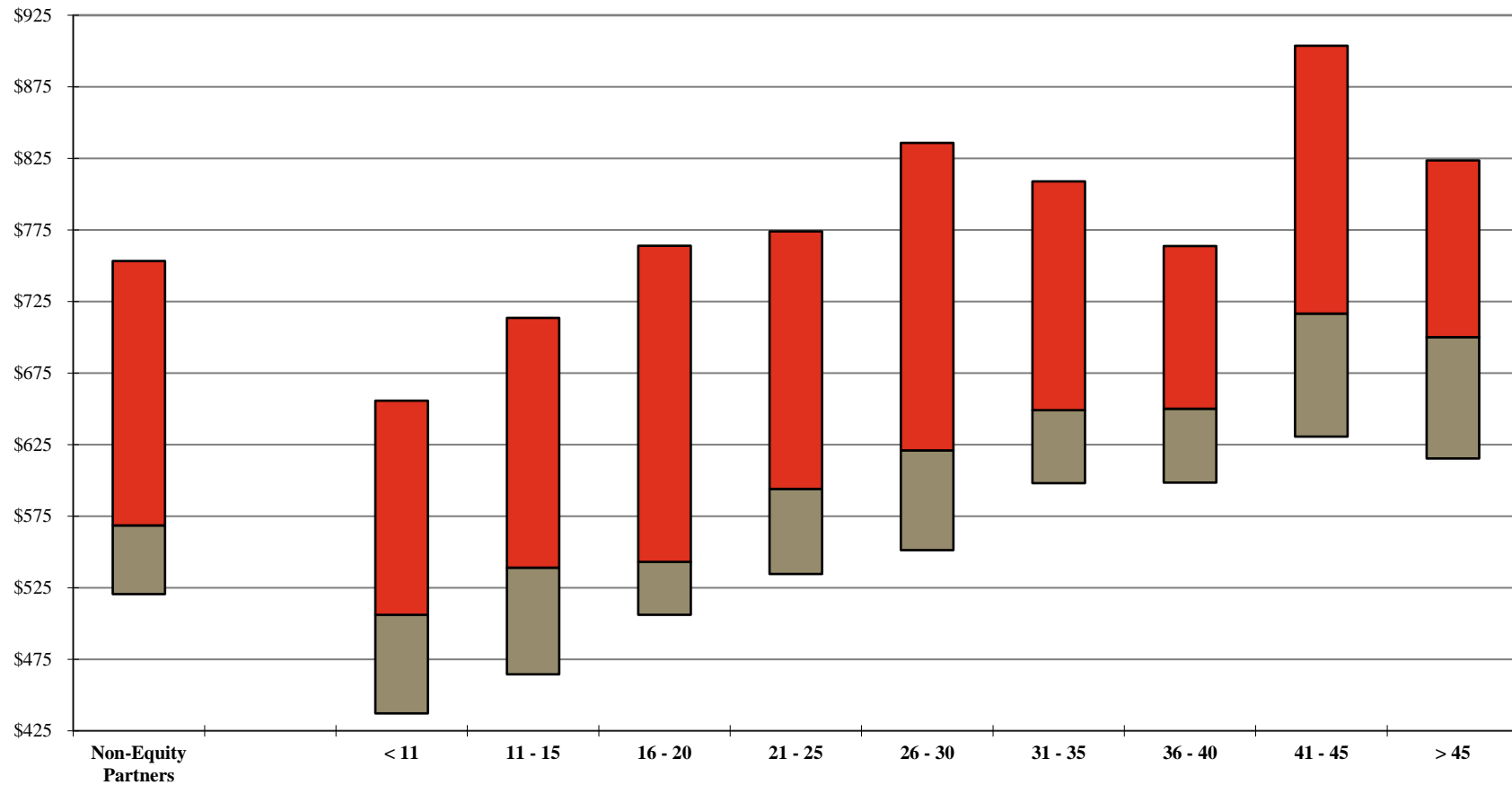
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Non-Equity Partner Standard Rates by Years of Experience

As of January 1, 2022



	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	\$753	\$656	\$714	\$764	\$774	\$836	\$809	\$764	\$904	\$824
Median	569	506	539	543	594	621	649	650	717	700
3rd Qtle	521	437	465	506	535	551	598	599	631	615

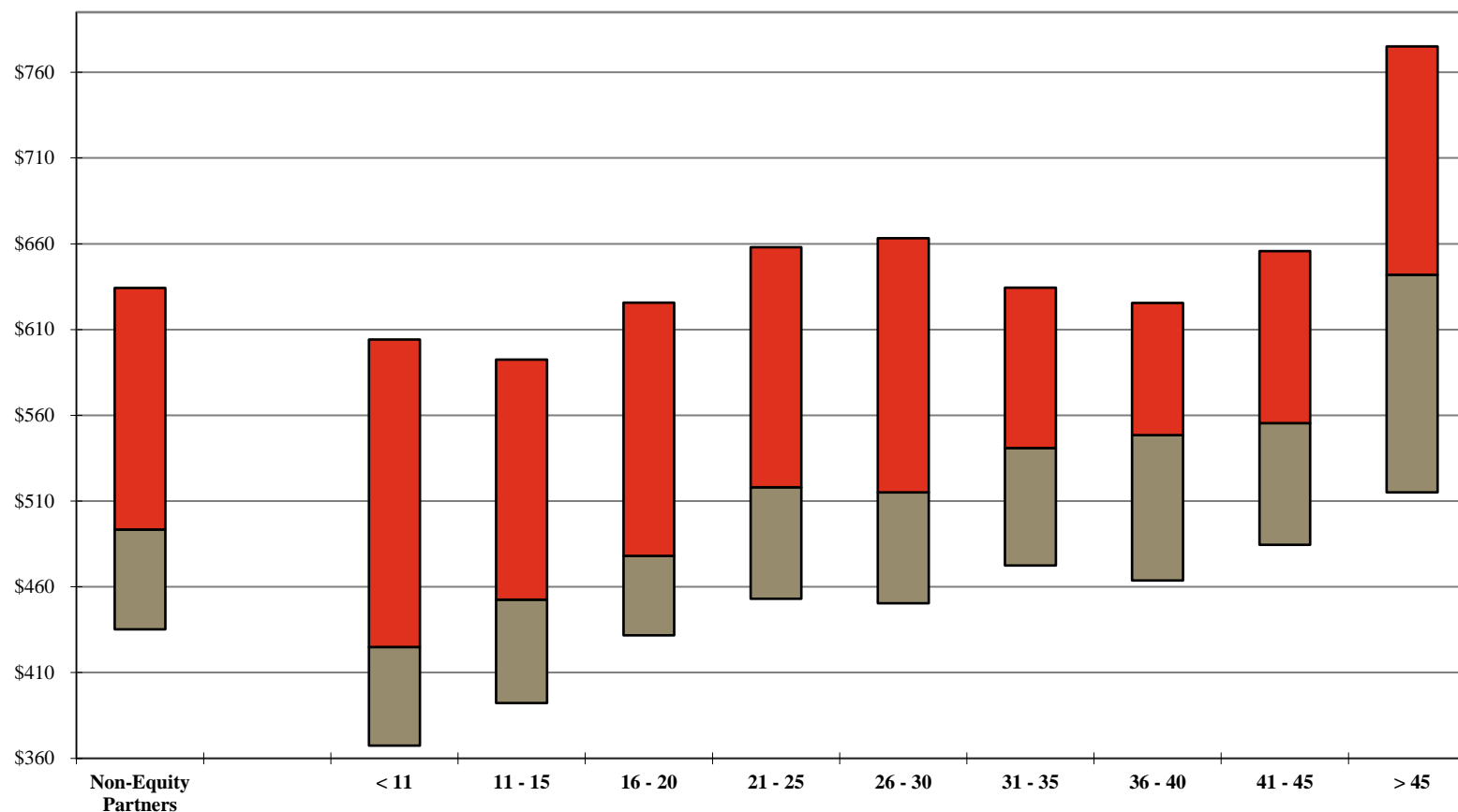
Additional detail can be found on Page 79.

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

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*Non-Equity Partner Billed Rates 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	\$634	\$604	\$593	\$626	\$658	\$663	\$635	\$626	\$656	\$775
Median	494	425	453	478	518	515	541	549	556	642
3rd Qtle	435	368	392	432	453	451	473	464	485	515

Additional detail can be found on Page 100.

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

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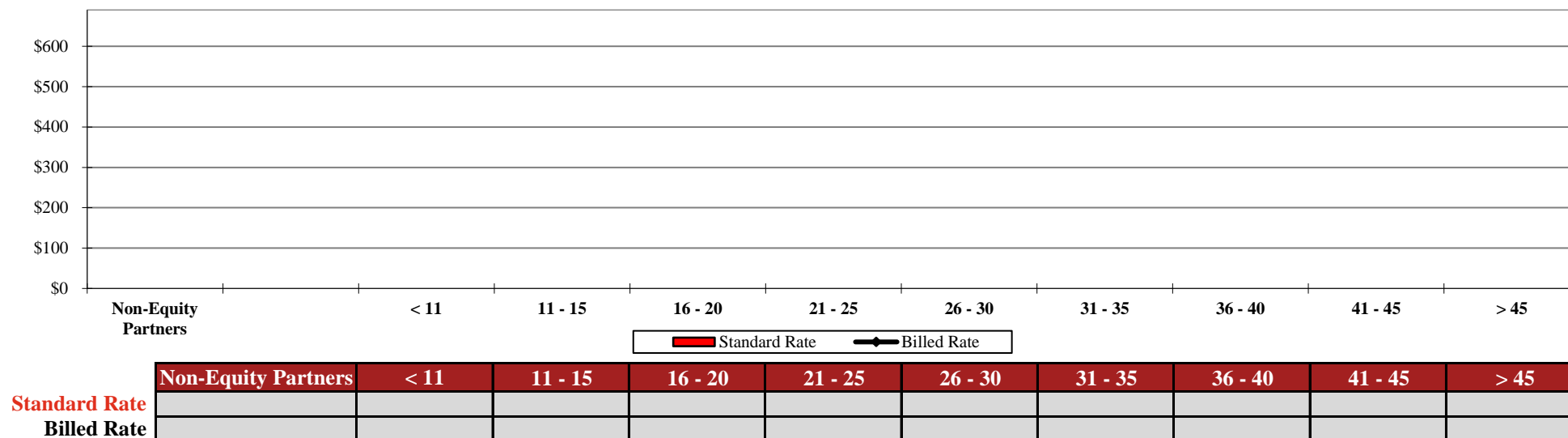
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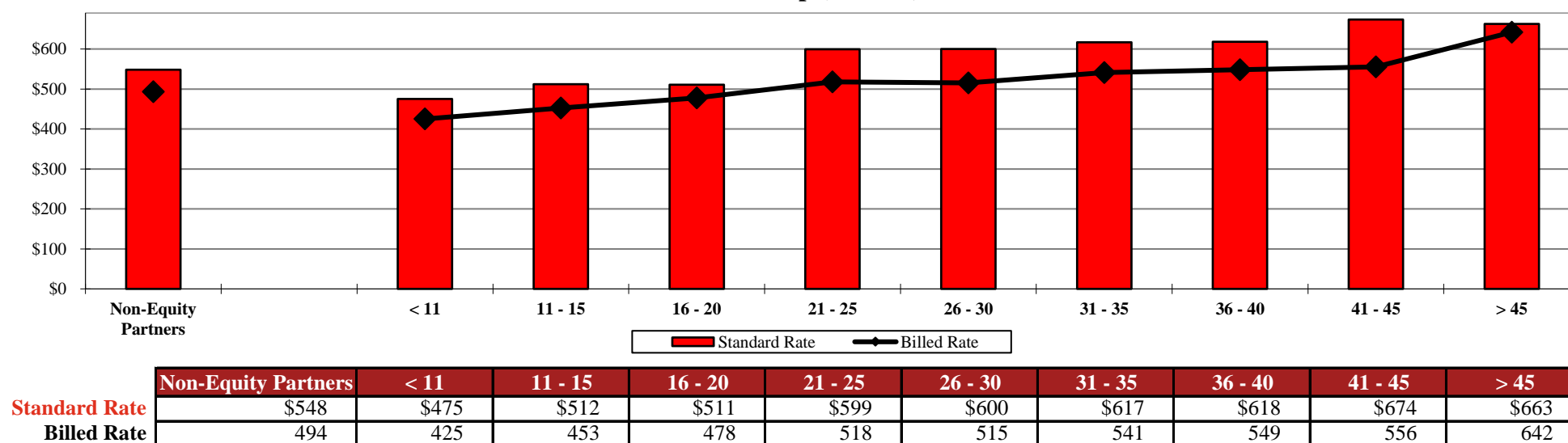
Non-Equity Partner Standard vs. Billed Rates by Years of Experience

Standard Rates at January 1, 2021; Billed Rates for the 12-month period ending December 31, 2021

Your Firm



Total Group (Median)

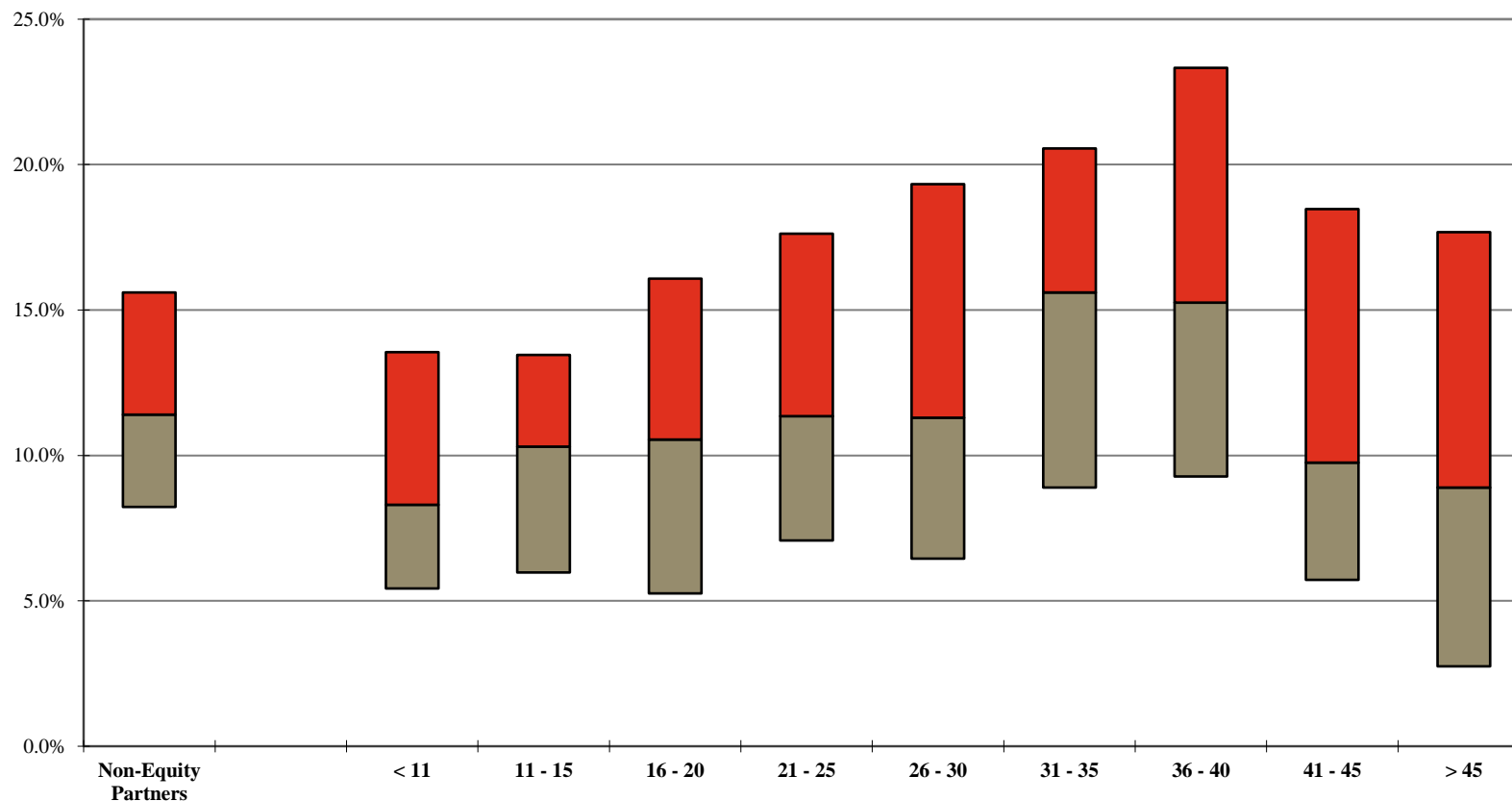


Additional detail can be found on Page 100.

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*Non-Equity Partner Discounting¹ 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	15.6%	13.6%	13.5%	16.1%	17.6%	19.3%	20.6%	23.3%	18.5%	17.7%
Median	11.4%	8.3%	10.3%	10.6%	11.4%	11.3%	15.6%	15.3%	9.8%	8.9%
3rd Qtle	8.2%	5.4%	6.0%	5.3%	7.1%	6.5%	8.9%	9.3%	5.7%	2.8%

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

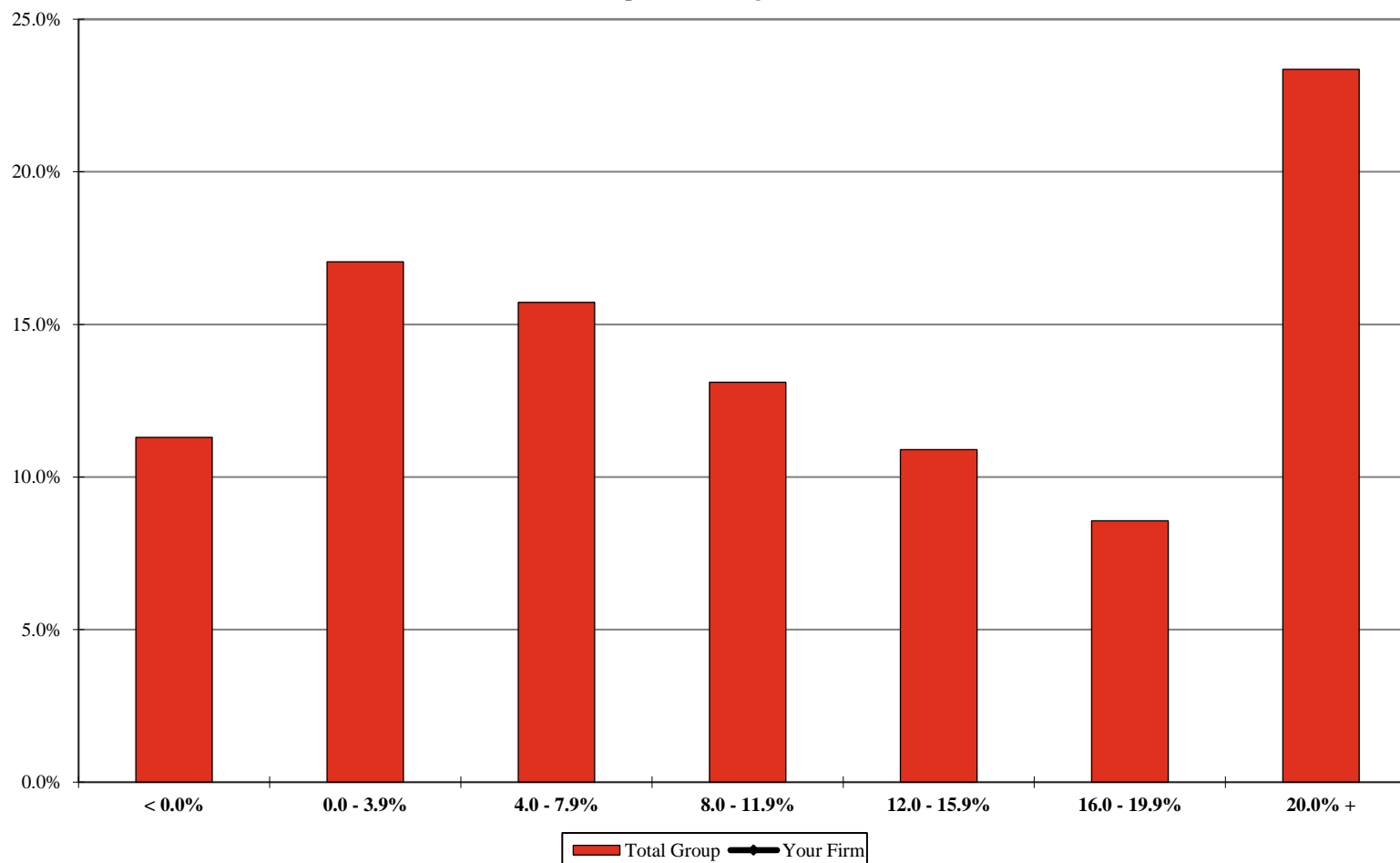
Additional detail can be found on Page 111.

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

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*Distribution of Non-Equity Partners by Discount Levels¹**For the 12-month period ending December 31, 2021*

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% +
11.3%	17.0%	15.7%	13.1%	10.9%	8.6%	23.4%

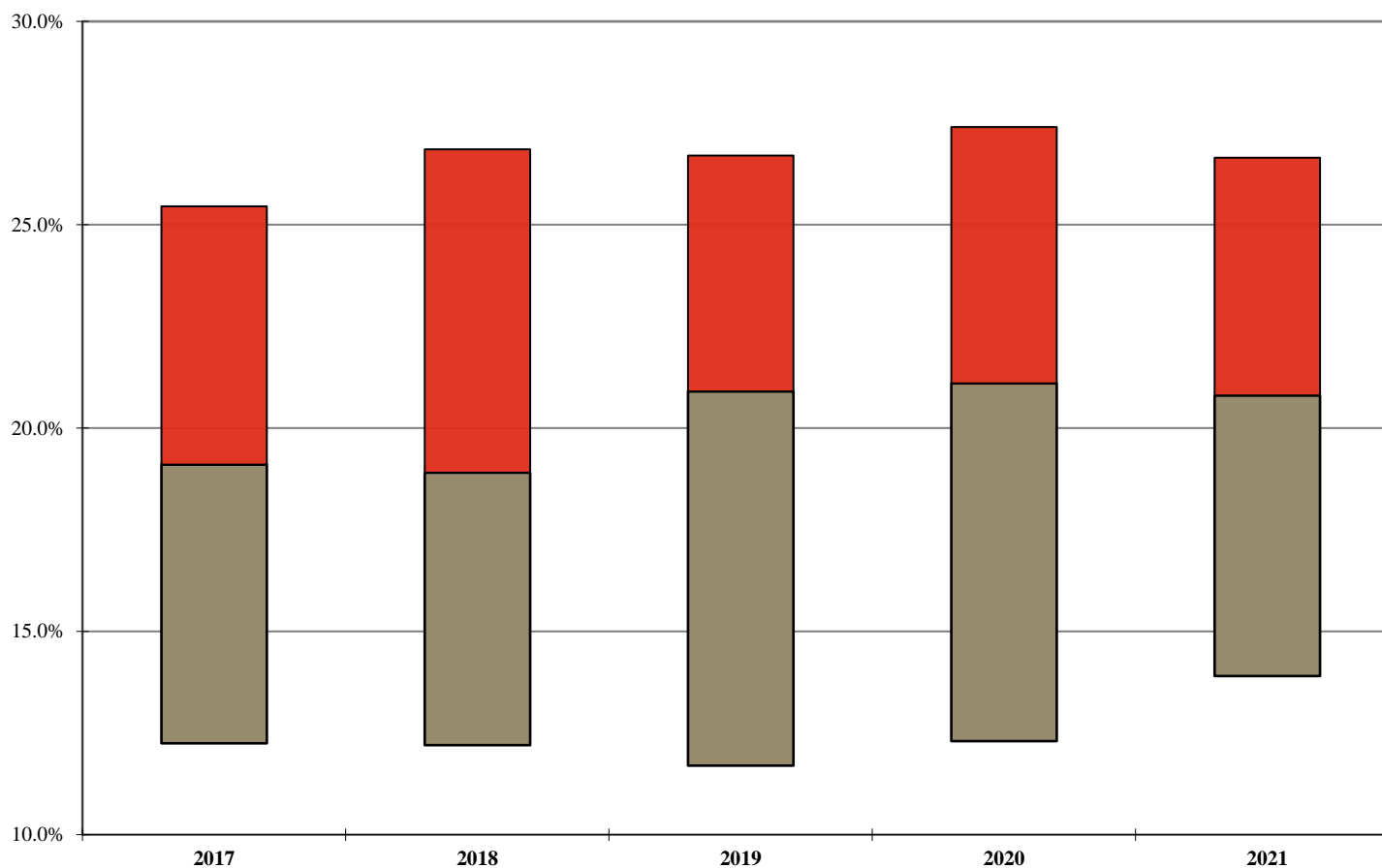
¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 114.

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AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Hours as a Percentage of All Attorney Hours**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtile****Median****3rd Qtile**

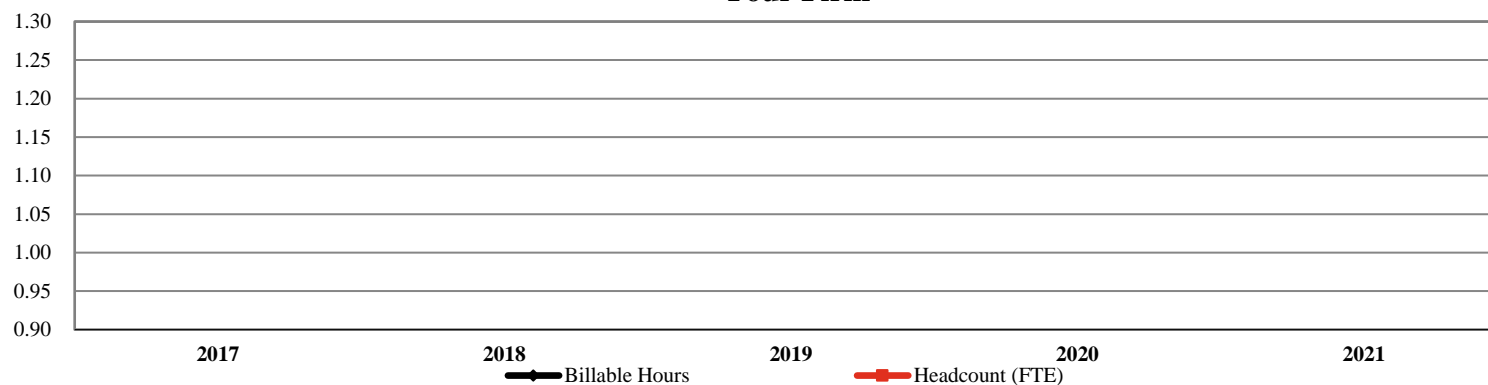
2017	2018	2019	2020	2021
25.5%	26.9%	26.7%	27.4%	26.7%
19.1%	18.9%	20.9%	21.1%	20.8%
12.3%	12.2%	11.7%	12.3%	13.9%

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

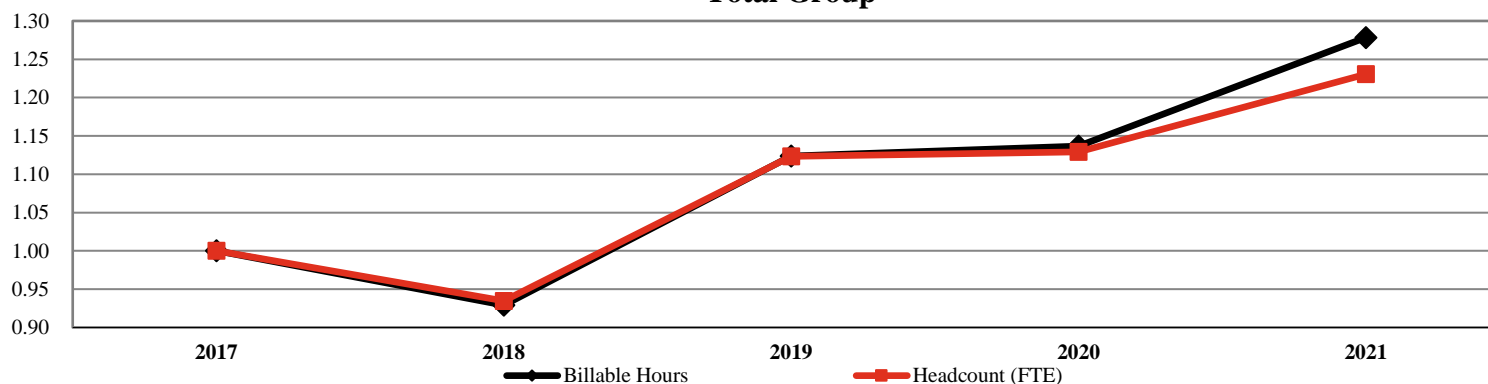
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Capacity¹**For the 12-month period ending December 31st of the stated year***Your Firm****Your Firm**

	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours						
Headcount (FTE)						

Total Group²**Total Group**

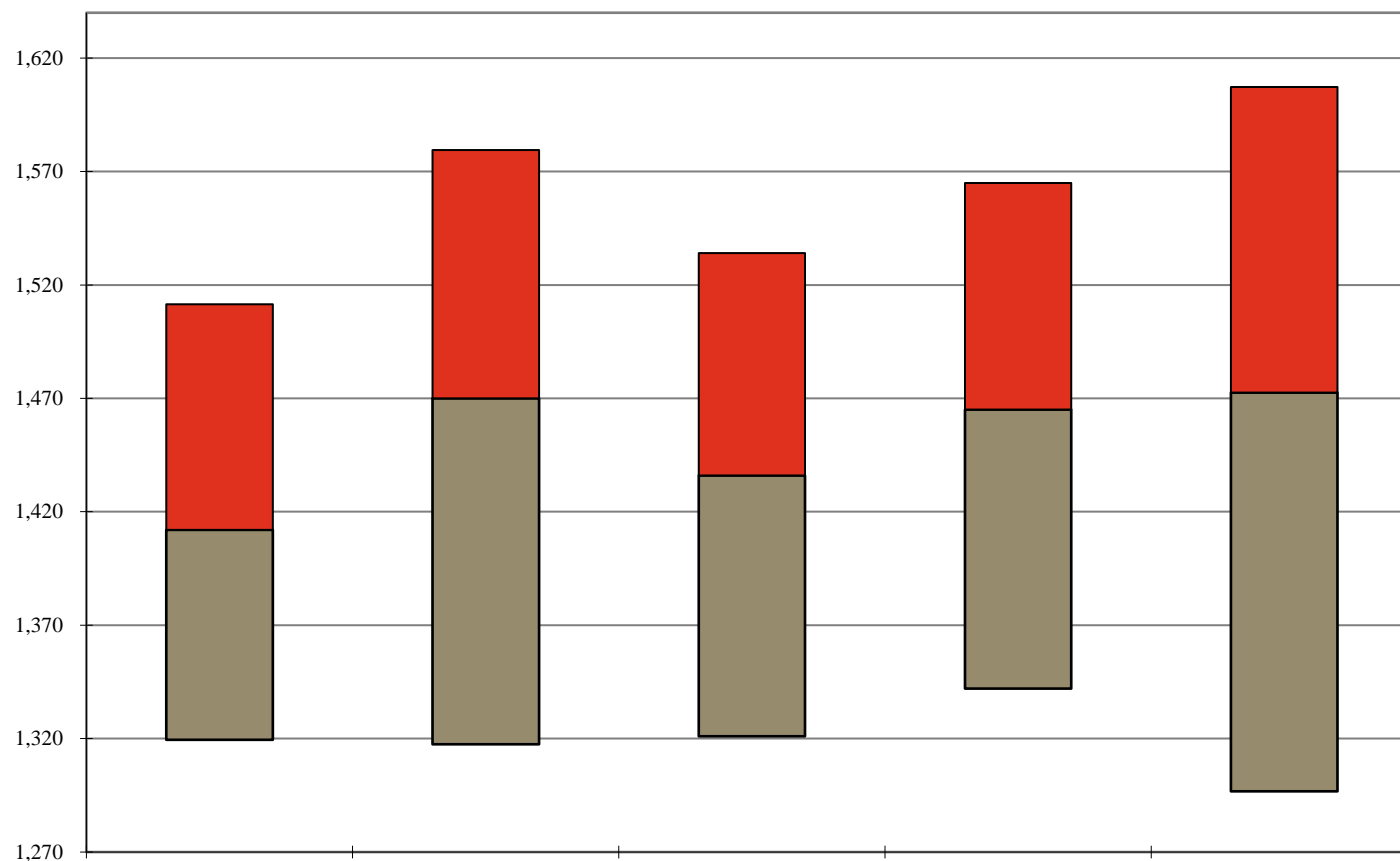
	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours	1,889,110	1,755,137	2,122,487	2,147,061	2,414,999	27.8%
Headcount (FTE)	1,330	1,243	1,495	1,502	1,637	23.1%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2017.² Number of members represented in the group results: 24

** omitted due to insufficient data

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AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Utilization**For the 12-month period ending December 31st of the stated year*

	2017	2018	2019	2020	2021	Change: '17-'21
Your Firm						
1st Qtle	1,512	1,580	1,534	1,565	1,607	96
Median	1,412	1,470	1,436	1,465	1,473	61
3rd Qtle	1,320	1,318	1,321	1,342	1,297	(23)

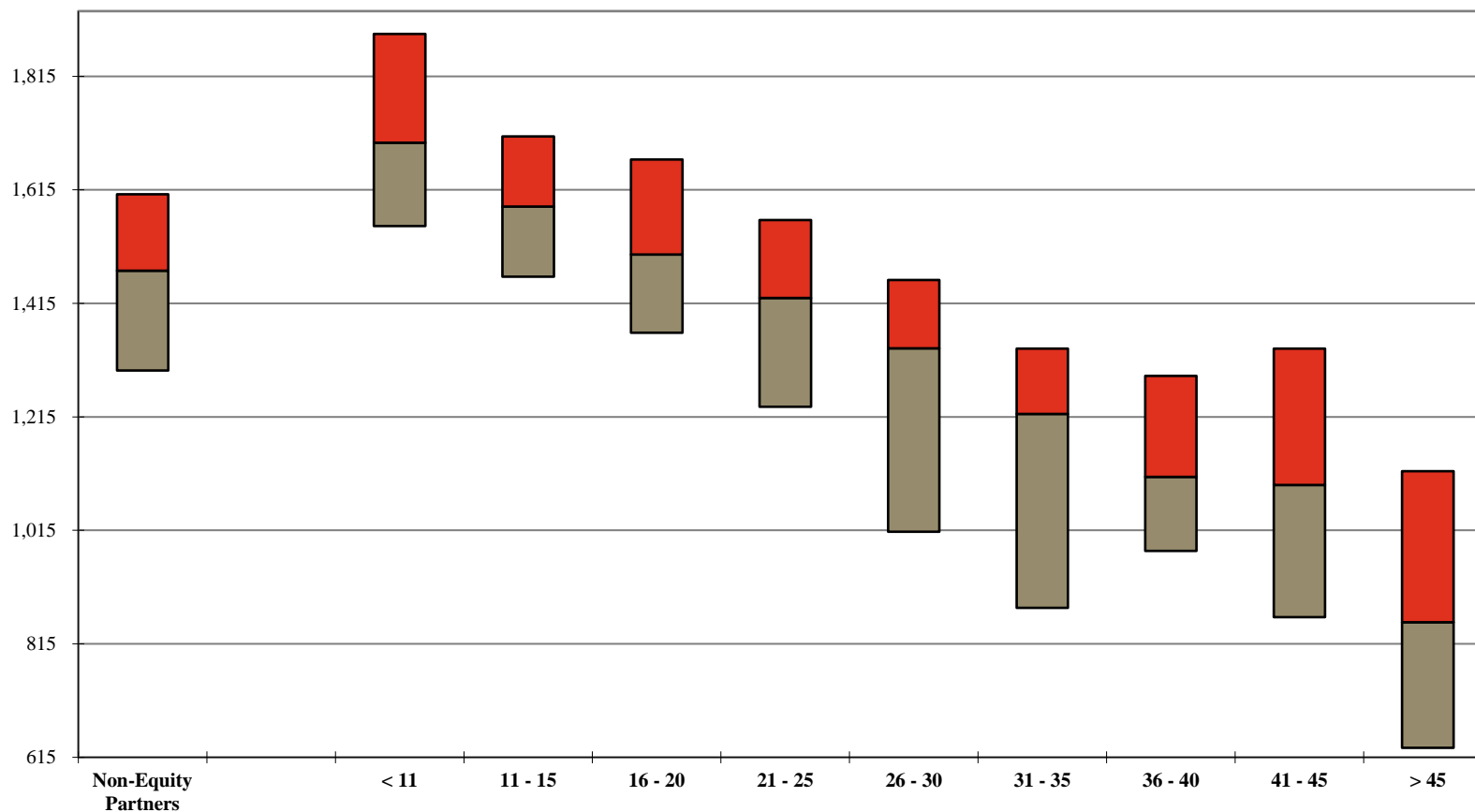
Additional detail can be found on Page 117.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Utilization by Years of Experience**For the 12-month period ending December 31, 2021*

Your Firm		Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	1,607	1,890	1,709	1,668	1,562	1,456	1,335	1,287	1,335	1,119
	Median	1,473	1,698	1,586	1,501	1,425	1,336	1,220	1,109	1,095	853
	3rd Qtle	1,297	1,551	1,462	1,363	1,233	1,013	878	979	862	632

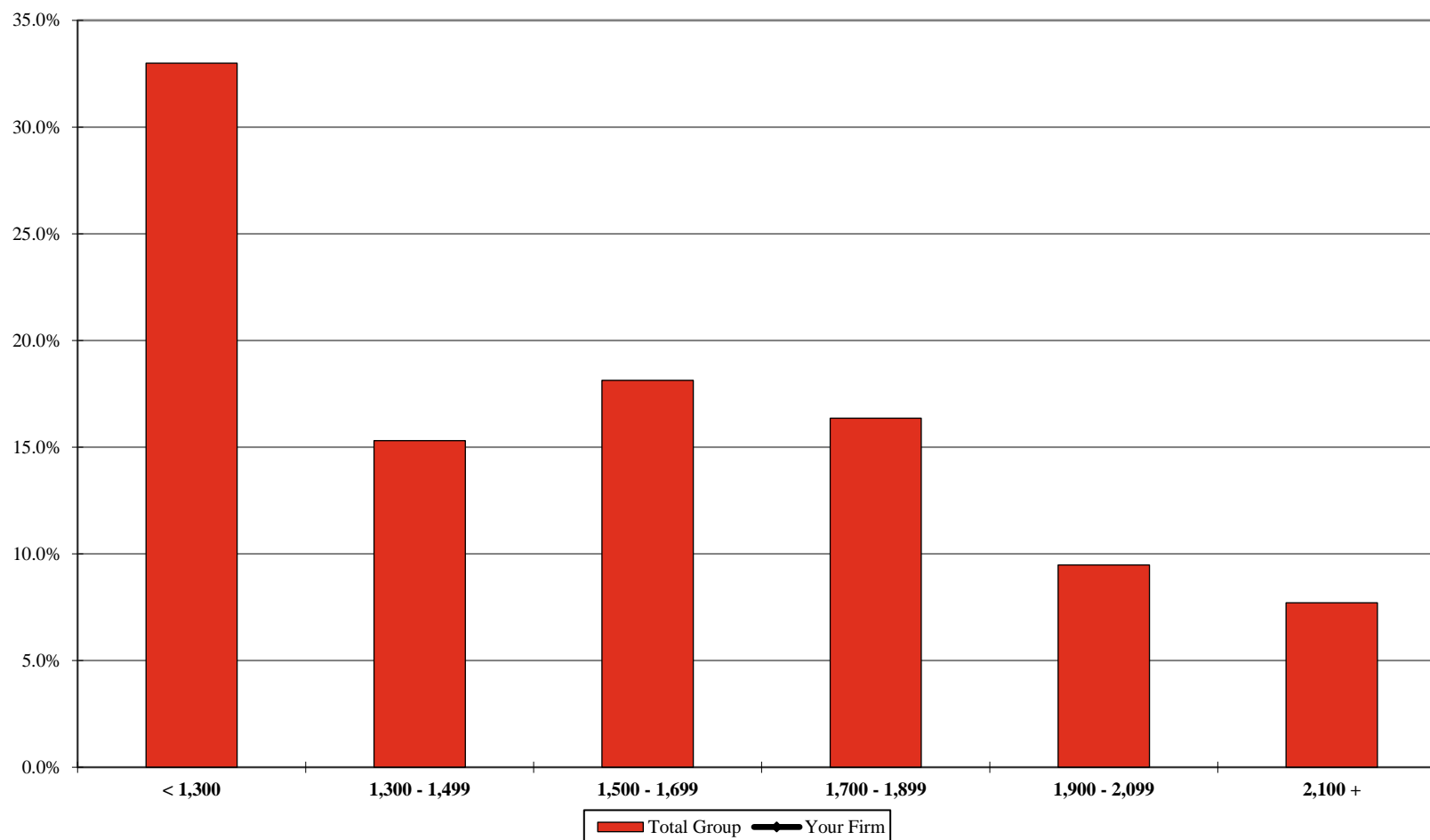
Additional detail can be found on Page 117.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Non-Equity Partners by Utilization Levels¹**For the 12-month period ending December 31, 2021*

Your Firm
Total Group

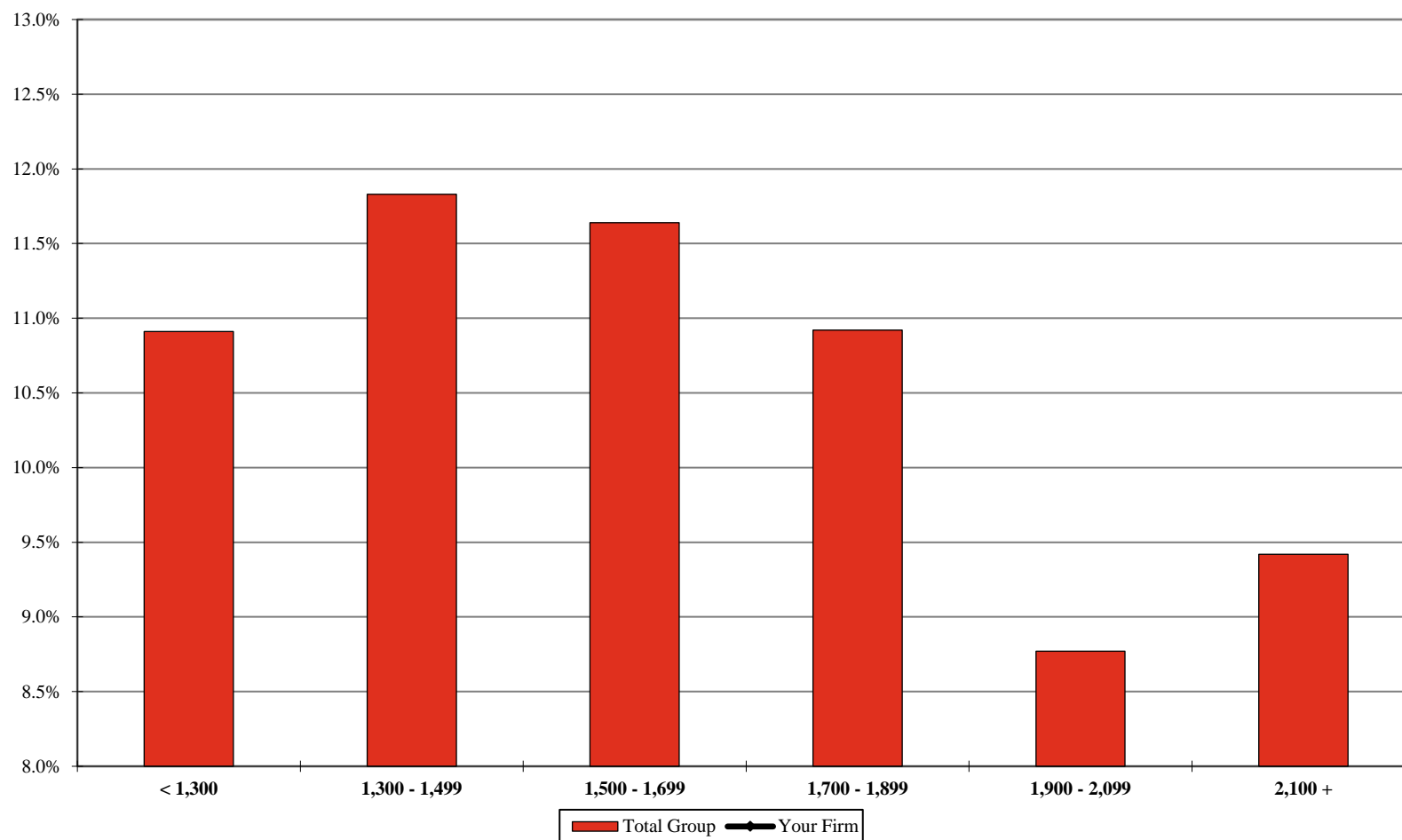
< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
33.0%	15.3%	18.1%	16.4%	9.5%	7.7%

¹ 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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Non-Equity Partner Discounting¹ by Utilization Levels**For the 12-month period ending December 31, 2021*

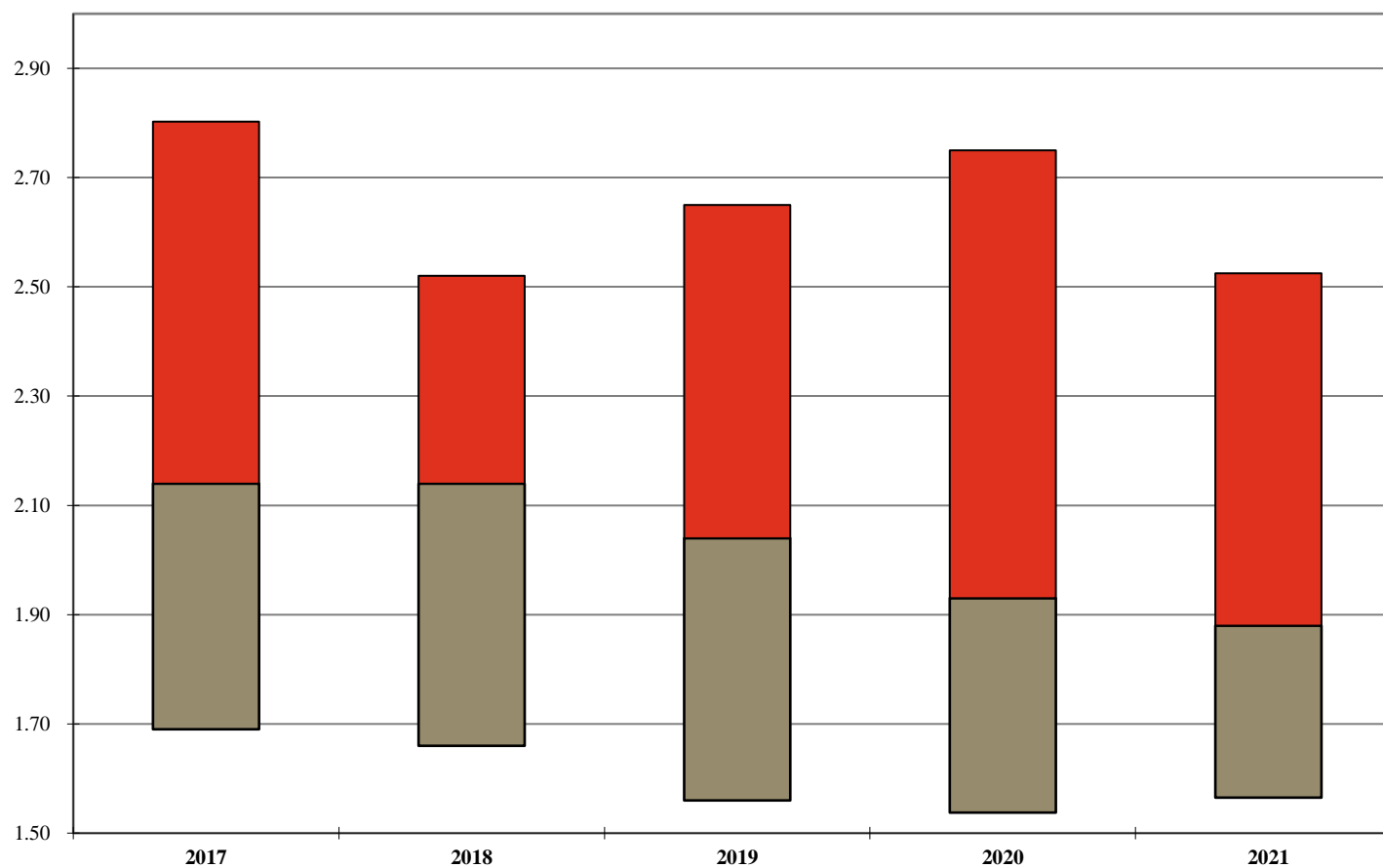
Your Firm
Total Group

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
10.9%	11.8%	11.6%	10.9%	8.8%	9.4%

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

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AmLaw Second 100 xNYC - (52 members)

*Associate Leverage¹**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2017	2018	2019	2020	2021
1st Qtle	2.80	2.52	2.65	2.75	2.53
Median	2.14	2.14	2.04	1.93	1.88
3rd Qtle	1.69	1.66	1.56	1.54	1.57

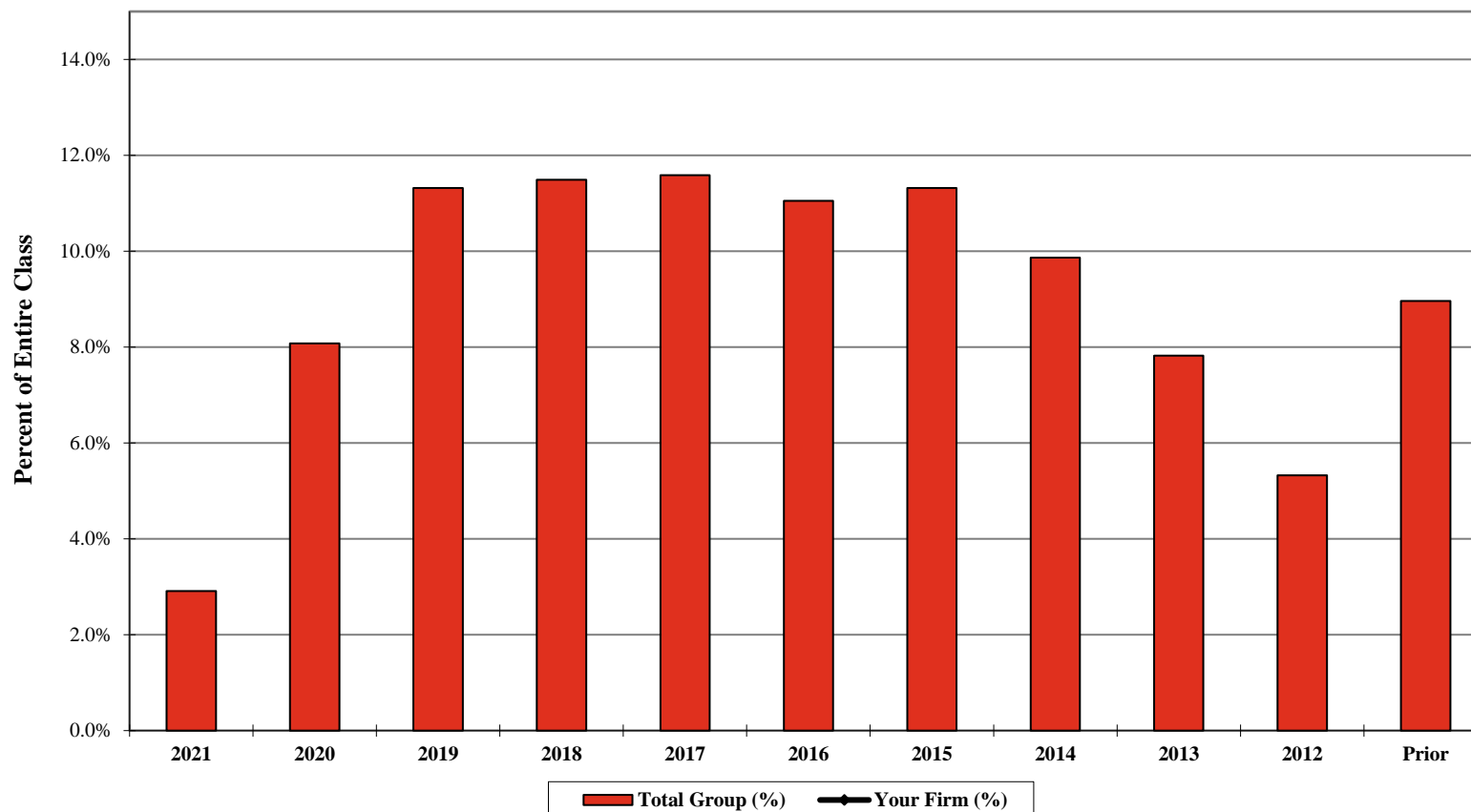
¹ Ratio of Other Attorneys to Associates. Other Attorneys include Equity Partners, Non-Equity Partners, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

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

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AmLaw Second 100 xNYC - (52 members)

*Distribution of Associates by Law School Class Year**For the 12-month period ending December 31, 2021*

Your Firm (%) Your Firm (FTE) Total Group (%) Total Group (FTE)	Law Class Year										
	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
	2.9%	8.1%	11.3%	11.5%	11.6%	11.1%	11.3%	9.9%	7.8%	5.3%	9.0%
	136	376	527	535	539	514	527	459	364	248	417

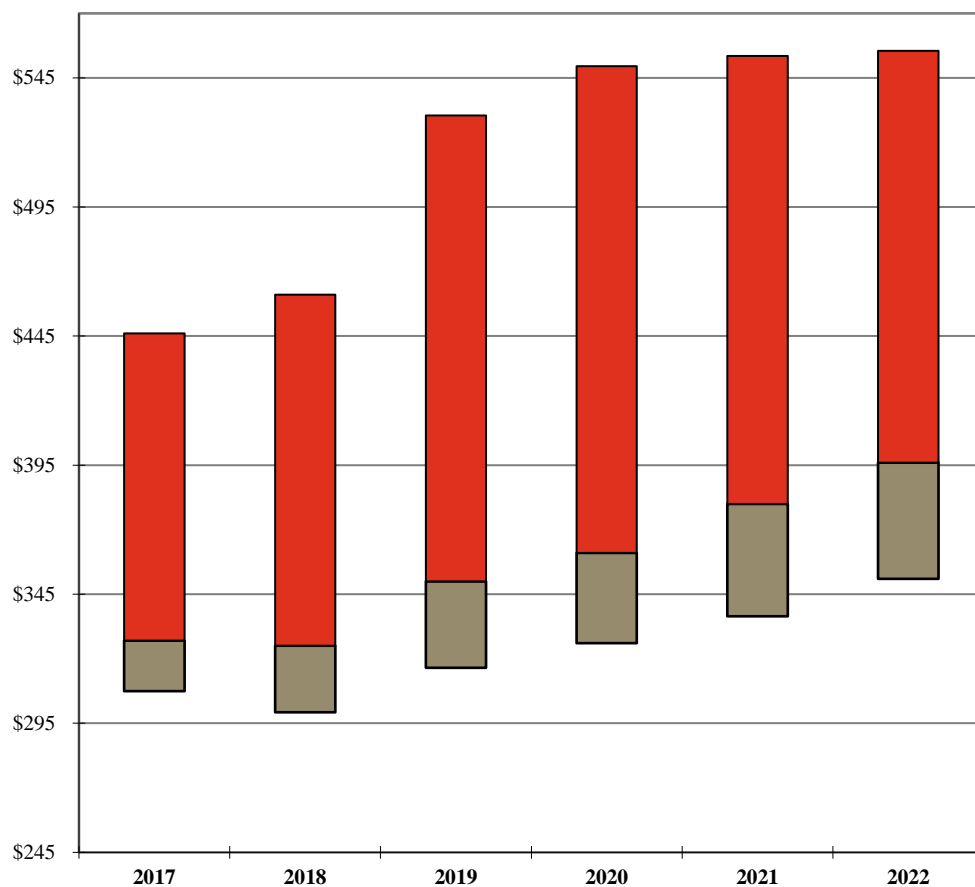
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AmLaw Second 100 xNYC - (52 members)

Associate Rates

Standard Rates

As of January 1st of the stated year



Your Firm

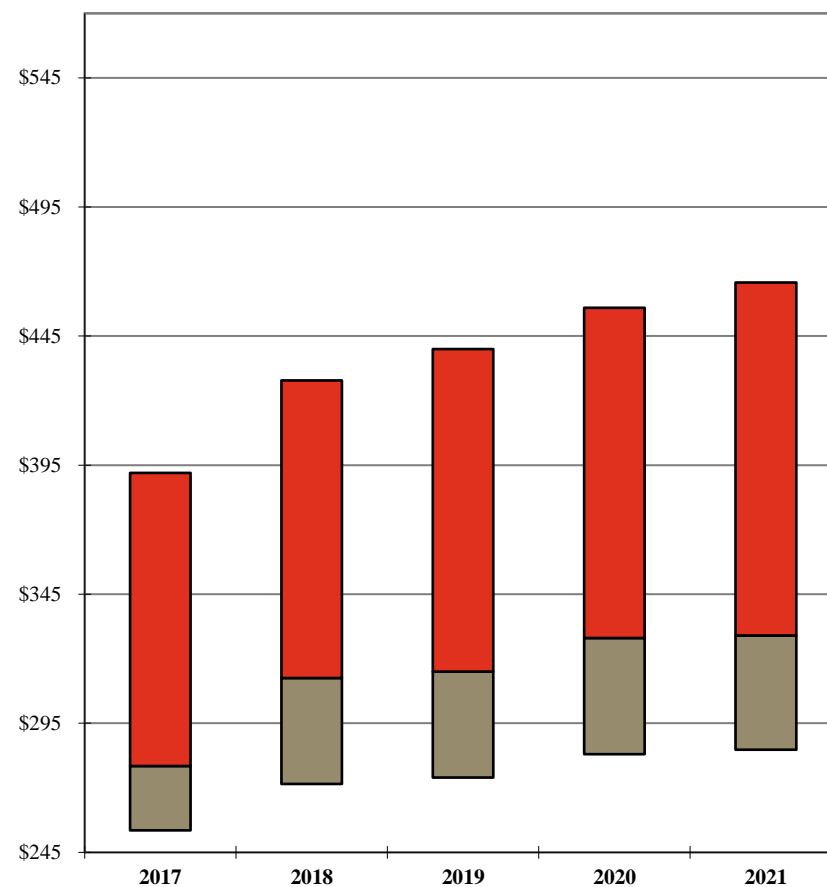
1st Qtile

Median

3rd Qtile

Billed Rates

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



Your Firm

1st Qtile

Median

3rd Qtile

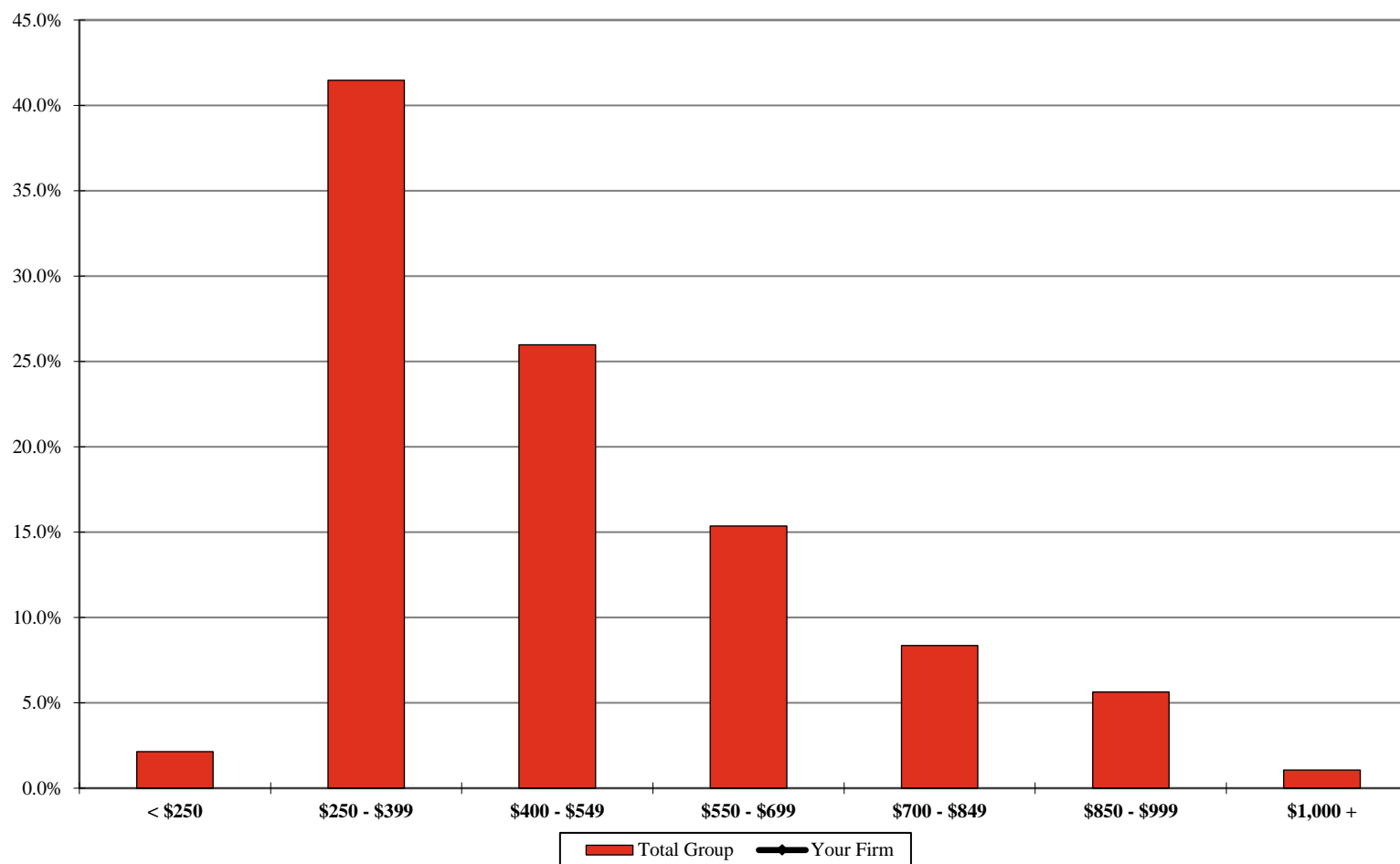
Additional detail can be found on Pages 84 and 105.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Associate Standard Billing Rates**As of January 1, 2022*

Your Firm
Total Group

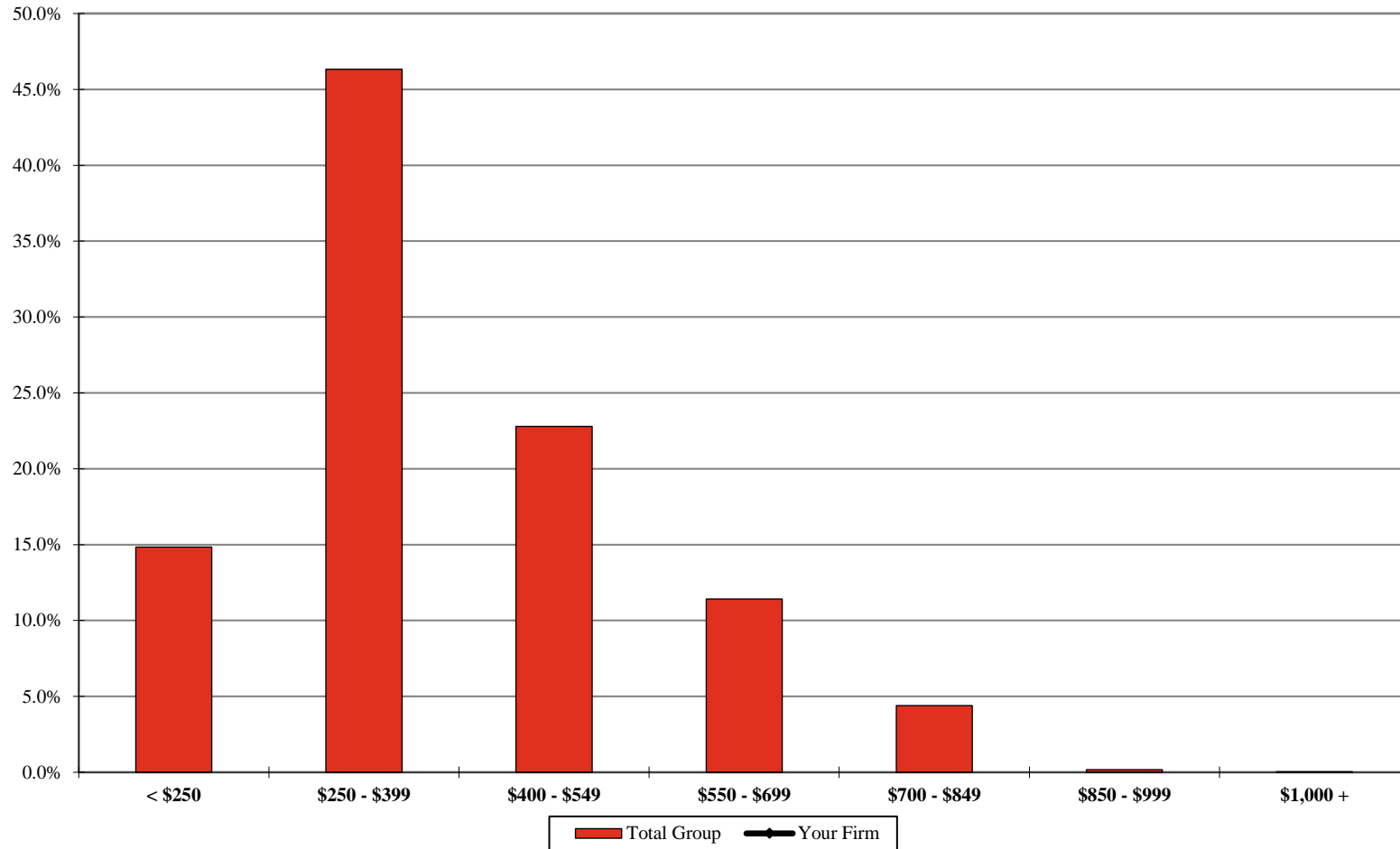
< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
2.1%	41.5%	26.0%	15.4%	8.4%	5.6%	1.1%

Additional detail can be found on Page 86.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Associate Billed Rates¹**For the 12-month period ending December 31, 2021*

Your Firm
Total Group

< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
14.8%	46.3%	22.8%	11.4%	4.4%	0.2%	0.0%

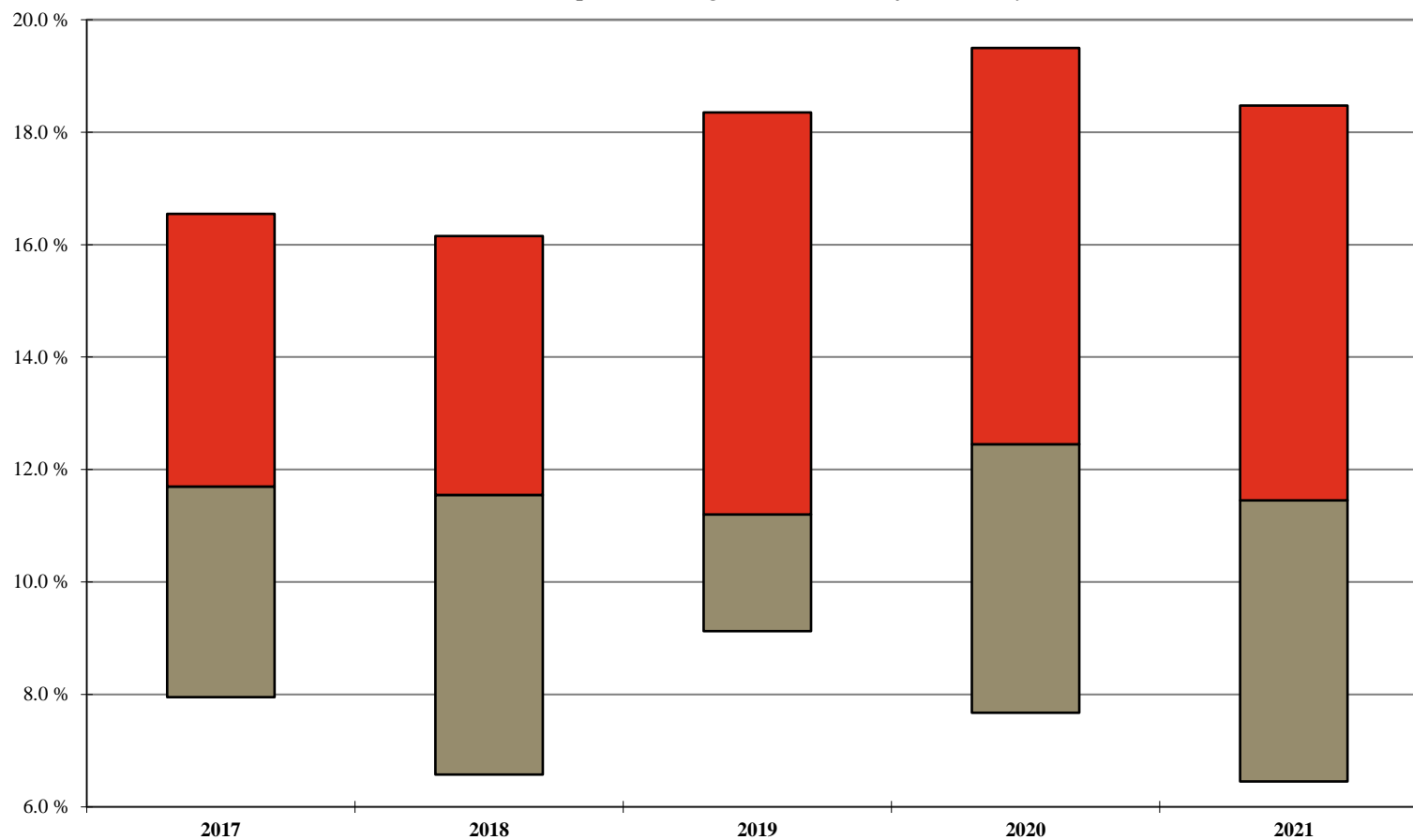
¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

Additional detail can be found on Page 106.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Associate Discounting¹**For the 12-month period ending December 31st of the stated year*

	2017	2018	2019	2020	2021
Your Firm					
1st Qtile	16.6%	16.2%	18.4%	19.5%	18.5%
Median	11.7%	11.6%	11.2%	12.5%	11.5%
3rd Qtile	8.0%	6.6%	9.1%	7.7%	6.5%

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

Additional detail can be found on Page 112.

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

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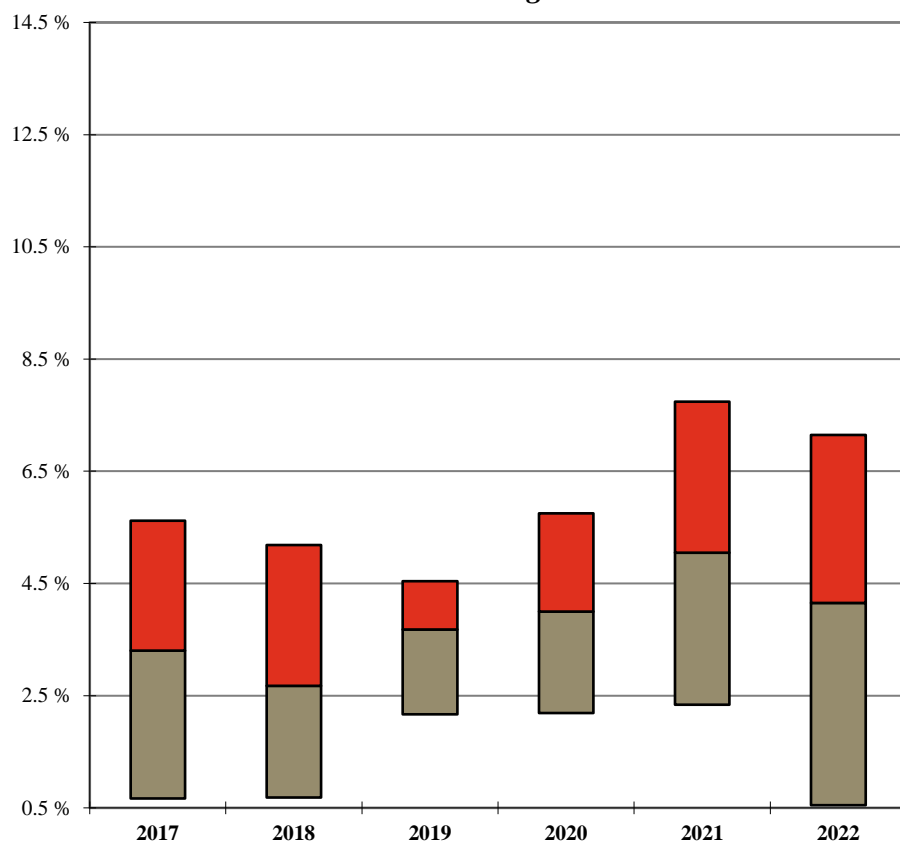
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AmLaw Second 100 xNYC - (52 members)

Annual Change¹ : Associate Standard Rates

As of January 1st of the stated year

'Net' Change



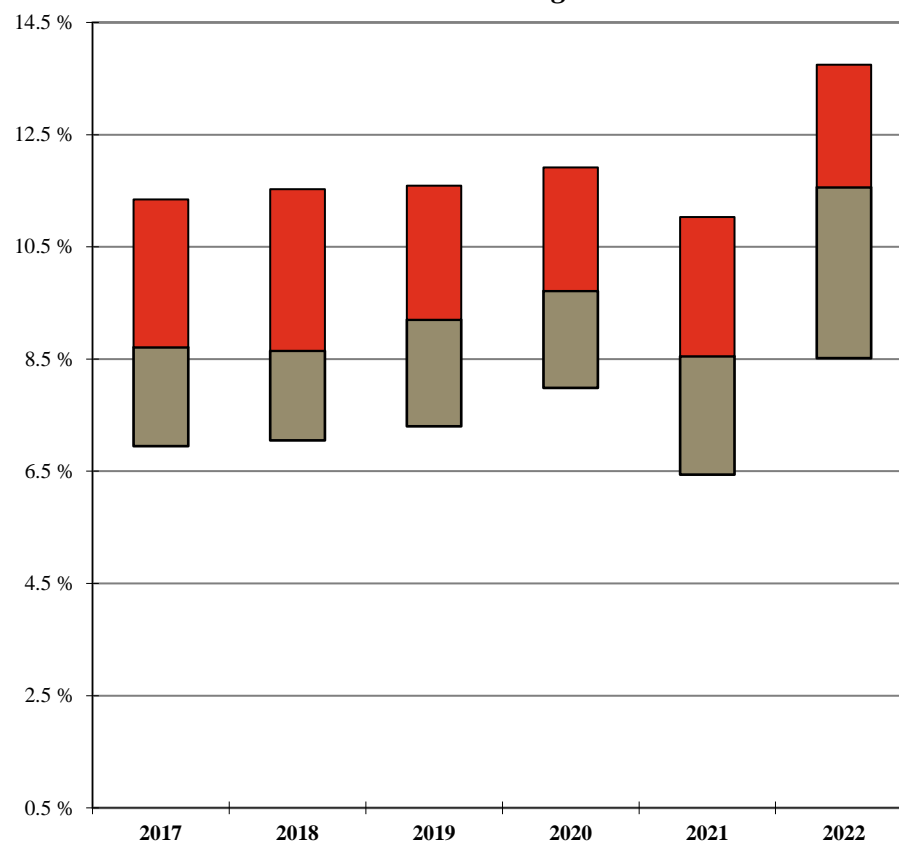
Your Firm

1st Qtle

Median

3rd Qtle

'Full Year' Change



Your Firm

1st Qtle

Median

3rd Qtle

	2017	2018	2019	2020	2021	2022
Your Firm						
1st Qtle	5.6%	5.2%	4.5%	5.8%	7.7%	7.1%
Median	3.3%	2.7%	3.7%	4.0%	5.1%	4.2%
3rd Qtle	0.7%	0.7%	2.2%	2.2%	2.3%	0.5%

	2017	2018	2019	2020	2021	2022
Your Firm						
1st Qtle	11.3%	11.5%	11.6%	11.9%	11.0%	13.7%
Median	8.7%	8.6%	9.2%	9.7%	8.6%	11.6%
3rd Qtle	6.9%	7.0%	7.3%	8.0%	6.4%	8.5%

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

Additional detail can be found on Pages 84 and 89.

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

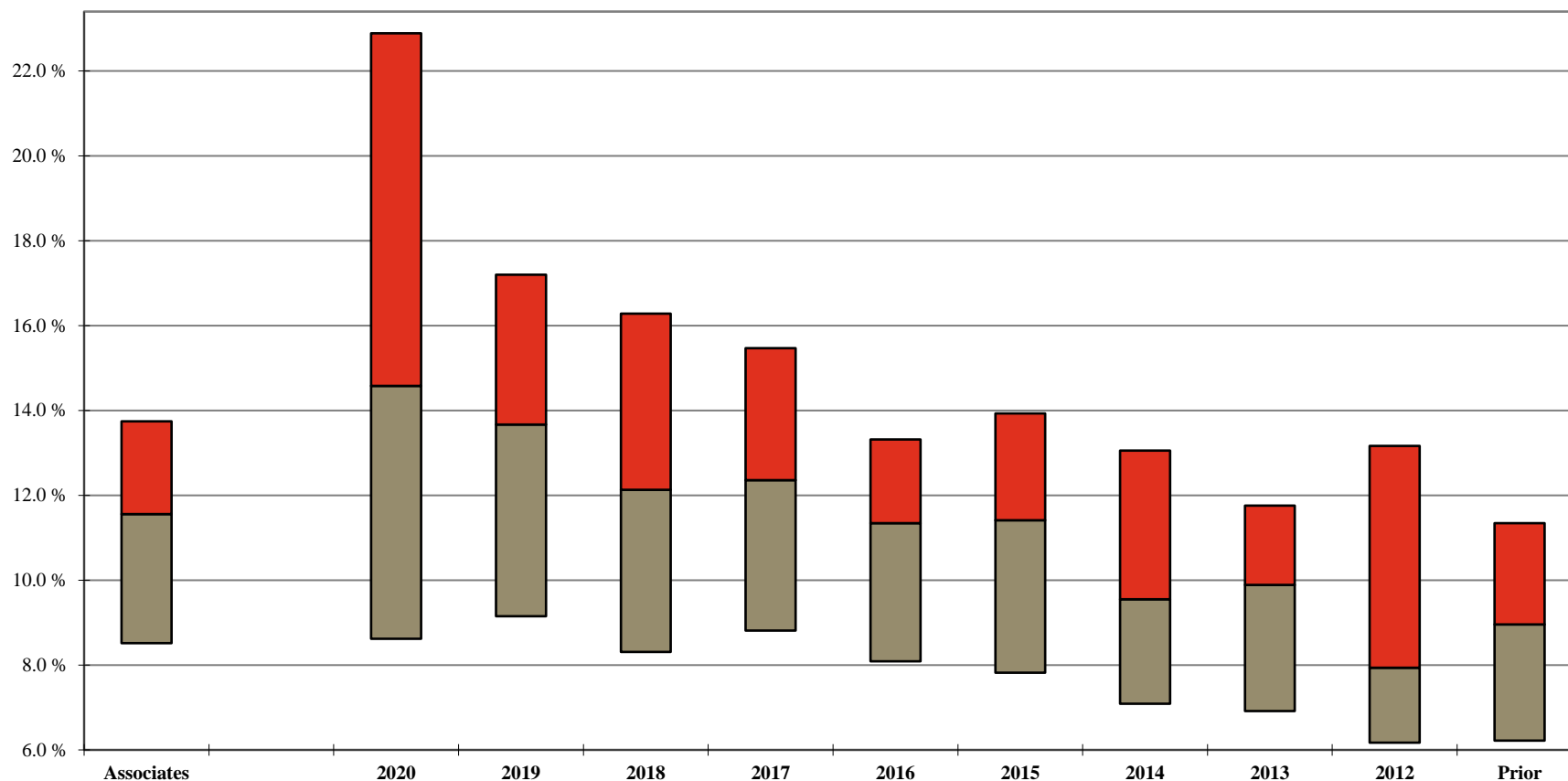
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022



Your Firm		Law Class Year										
	Associates	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	13.7%	22.9%	17.2%	16.3%	15.5%	13.3%	13.9%	13.1%	11.8%	13.2%	11.3%
	Median	11.6%	14.6%	13.7%	12.1%	12.4%	11.3%	11.4%	9.6%	9.9%	7.9%	9.0%
	3rd Qtle	8.5%	8.6%	9.2%	8.3%	8.8%	8.1%	7.8%	7.1%	6.9%	6.2%	6.2%

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

Additional detail can be found on Page 89.

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

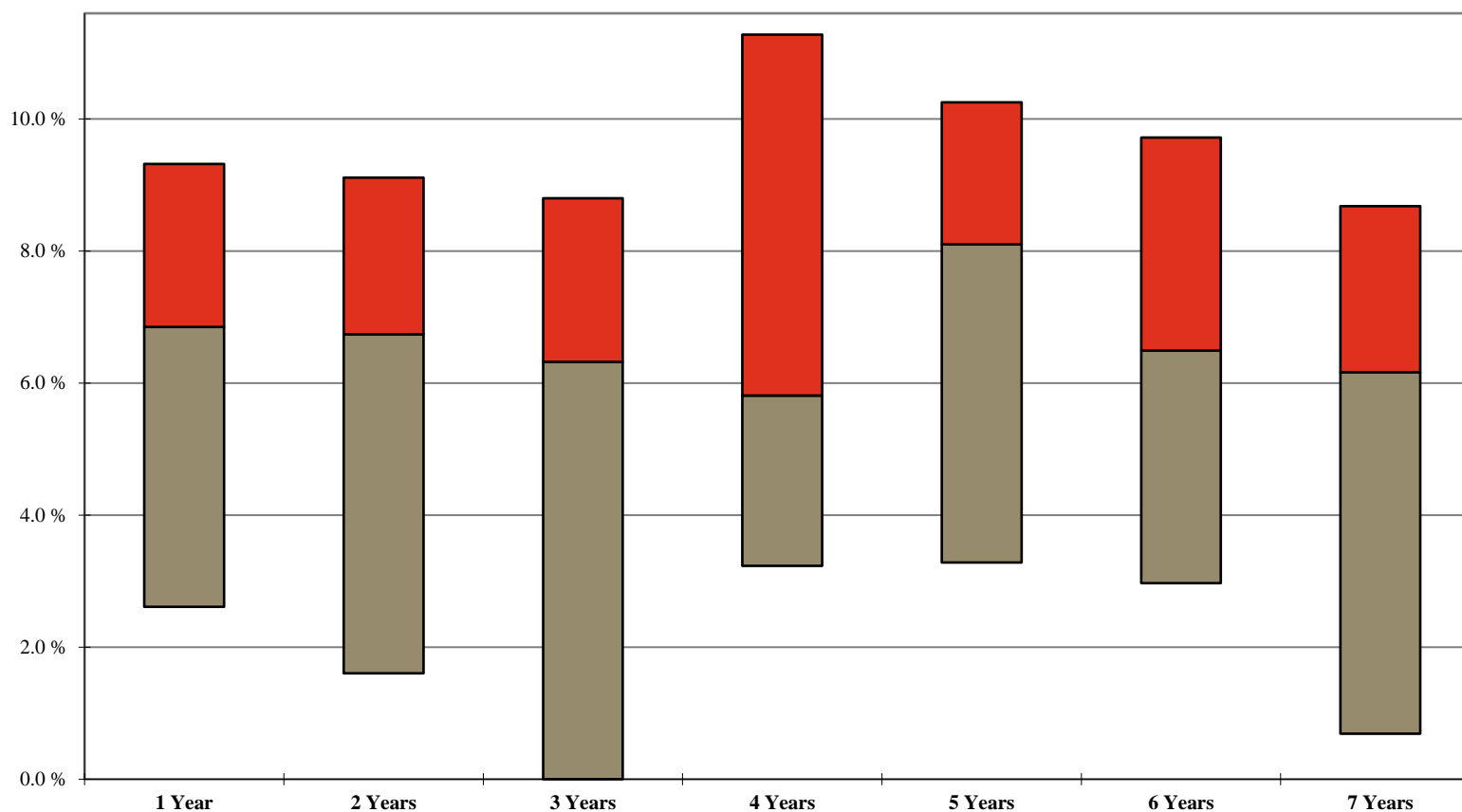
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Associate 'Full-Year' Standard Rate Change by Years of Experience¹

As of January 1, 2022



Your Firm	Years of Experience							
	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years	
	1st Qtle	9.3%	9.1%	8.8%	11.3%	10.3%	9.7%	8.7%
	Median	6.9%	6.7%	6.3%	5.8%	8.1%	6.5%	6.2%
	3rd Qtle	2.6%	1.6%	0.0%	3.2%	3.3%	3.0%	0.7%

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2022 to the corresponding years of experience at 1/1/2021. For example, an associate with one year of experience would be included in law school class year 2020 at 1/1/2022, and included in law school class year 2019 at 1/1/2021.

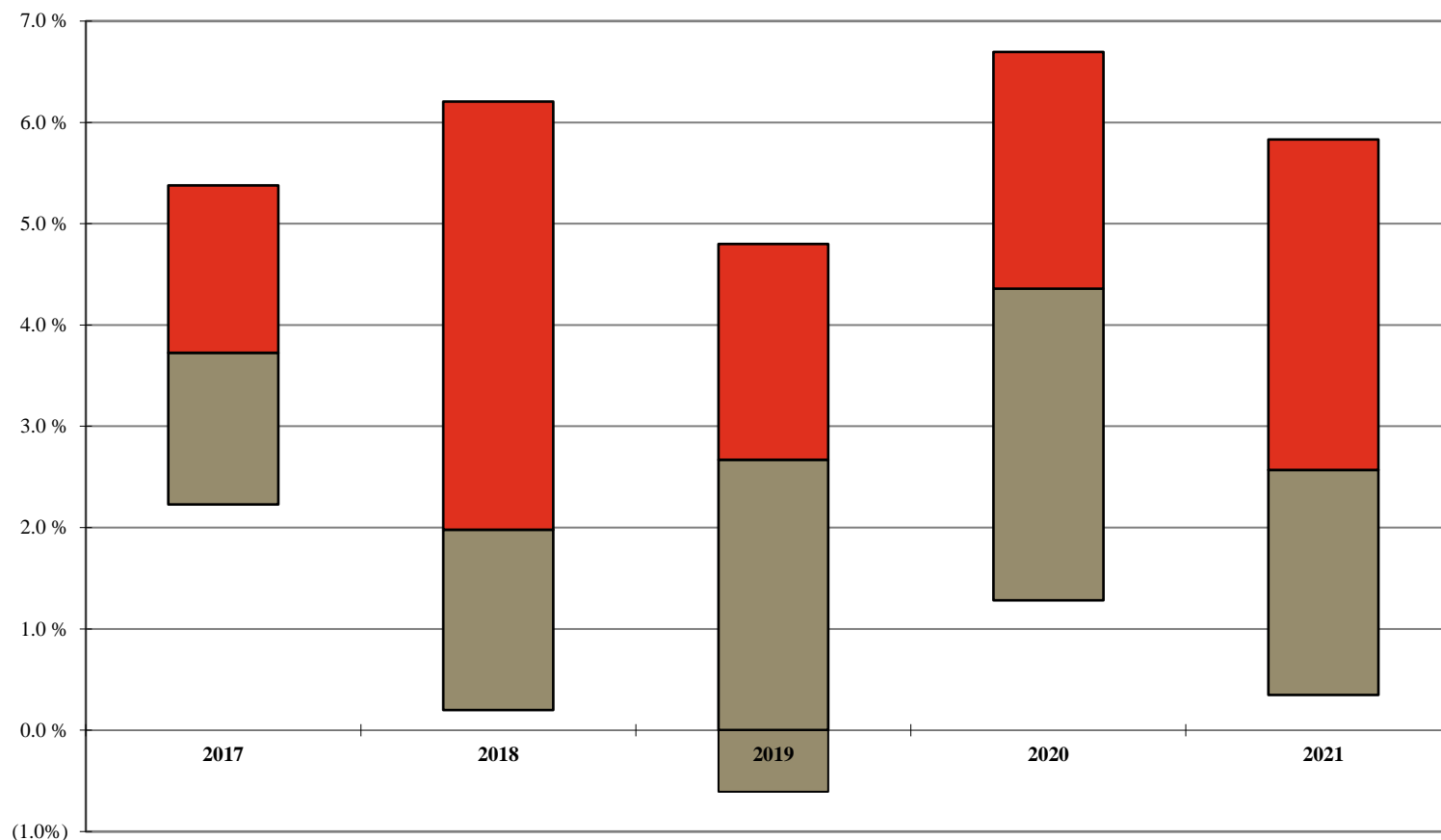
Additional detail can be found on Page 90.

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

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AmLaw Second 100 xNYC - (52 members)

*Annual Change: Associate Billed Rates**For the 12-month period ending December 31st of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2017	2018	2019	2020	2021
	5.4%	6.2%	4.8%	6.7%	5.8%
	3.7%	2.0%	2.7%	4.4%	2.6%
	2.2%	0.2%	(0.6%)	1.3%	0.3%

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.

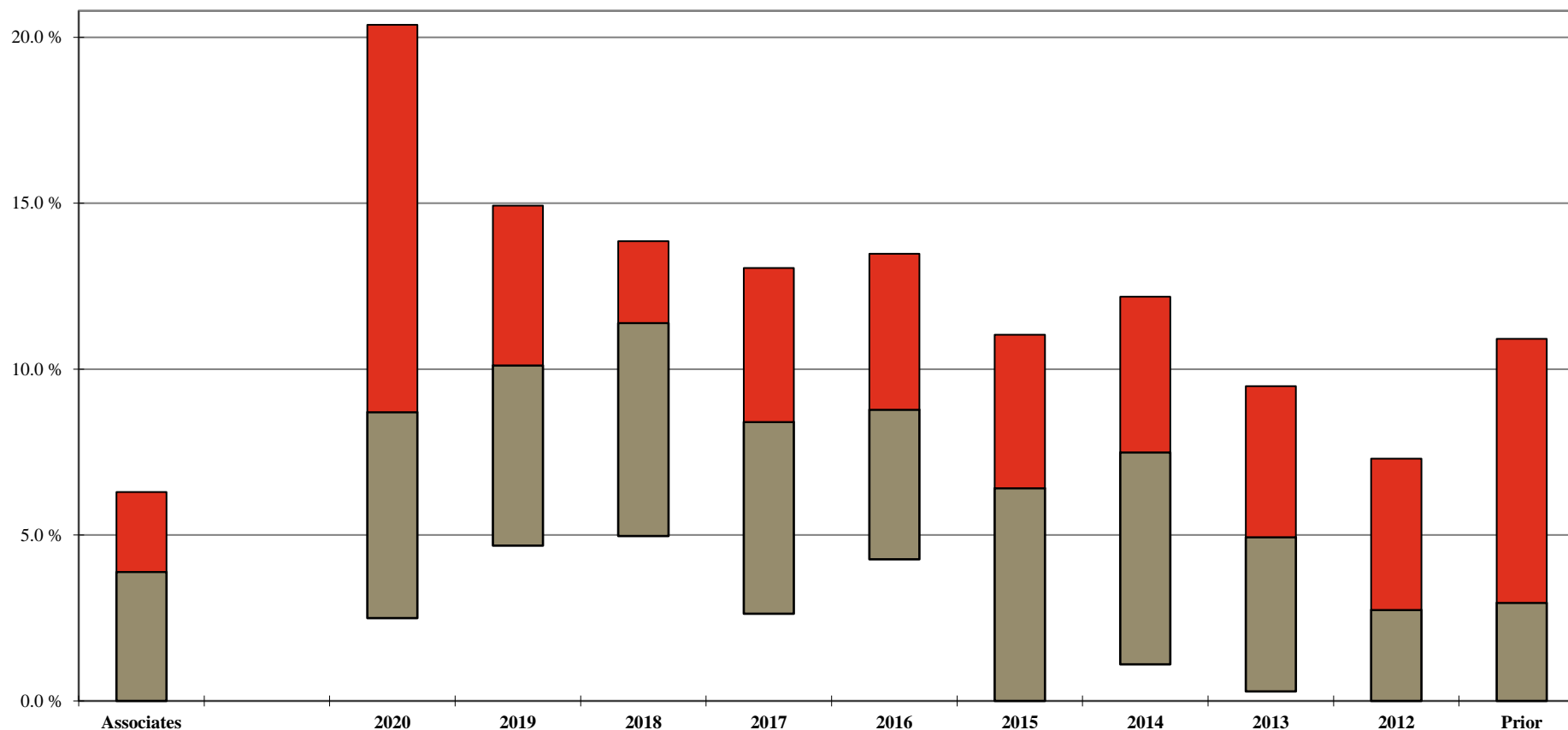
** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022



Your Firm	Law Class Year											
	Associates	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	6.3%	20.4%	14.9%	13.9%	13.0%	13.5%	11.0%	12.2%	9.5%	7.3%	10.9%
	Median	3.9%	8.7%	10.1%	11.4%	8.4%	8.8%	6.4%	7.5%	4.9%	2.7%	3.0%
3rd Qtle	0.0%	2.5%	4.7%	5.0%	2.6%	4.3%	0.0%	1.1%	0.3%	0.0%	0.0%	

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

Additional detail can be found on Page 110.

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

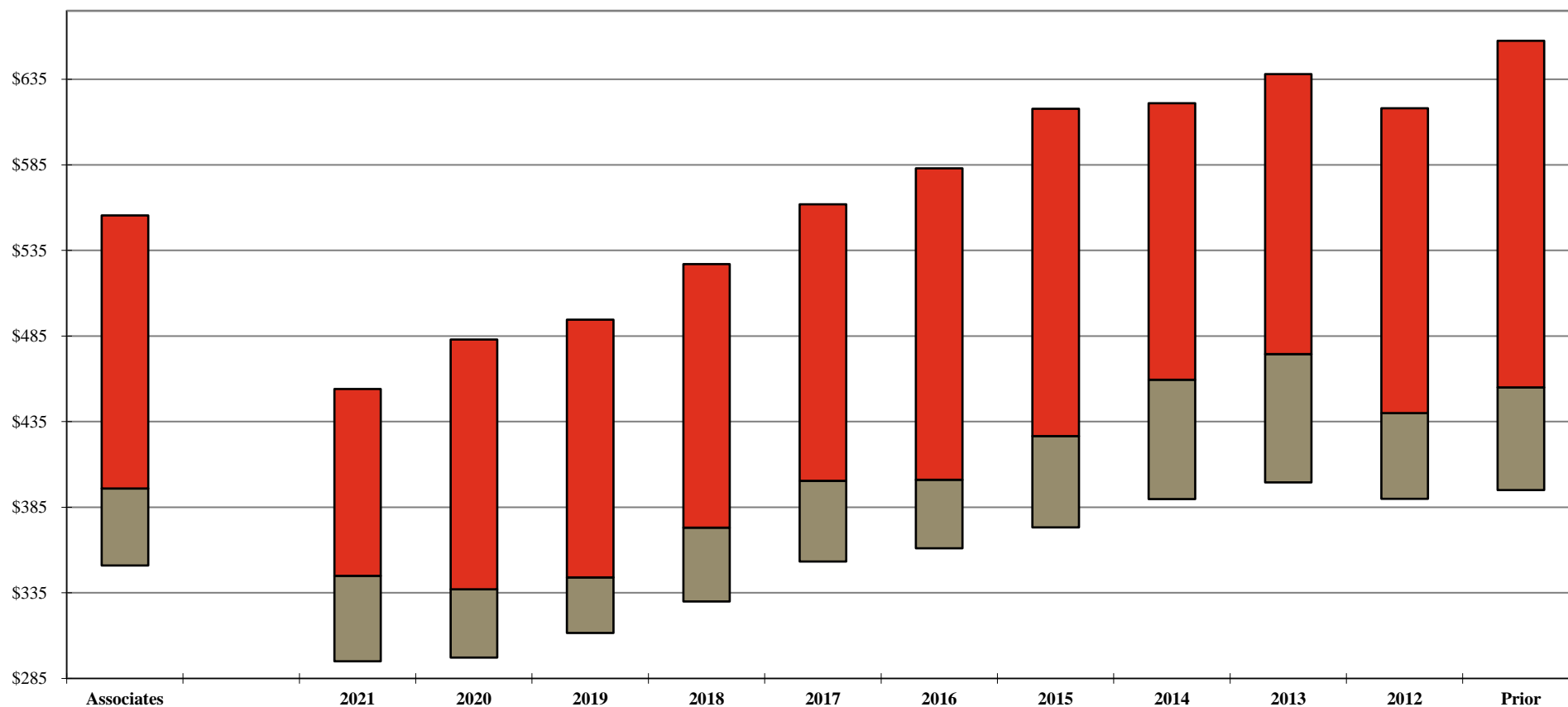
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate Standard Rates by Class Year

As of January 1, 2022



Your Firm		Law Class Year											
	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	\$556	\$454	\$483	\$495	\$527	\$562	\$583	\$618	\$621	\$638	\$618	\$658
	Median	396	345	337	344	373	401	401	427	460	475	440	455
	3rd Qtle	351	295	297	312	330	353	361	373	390	400	390	395

Additional detail can be found on Page 84.

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

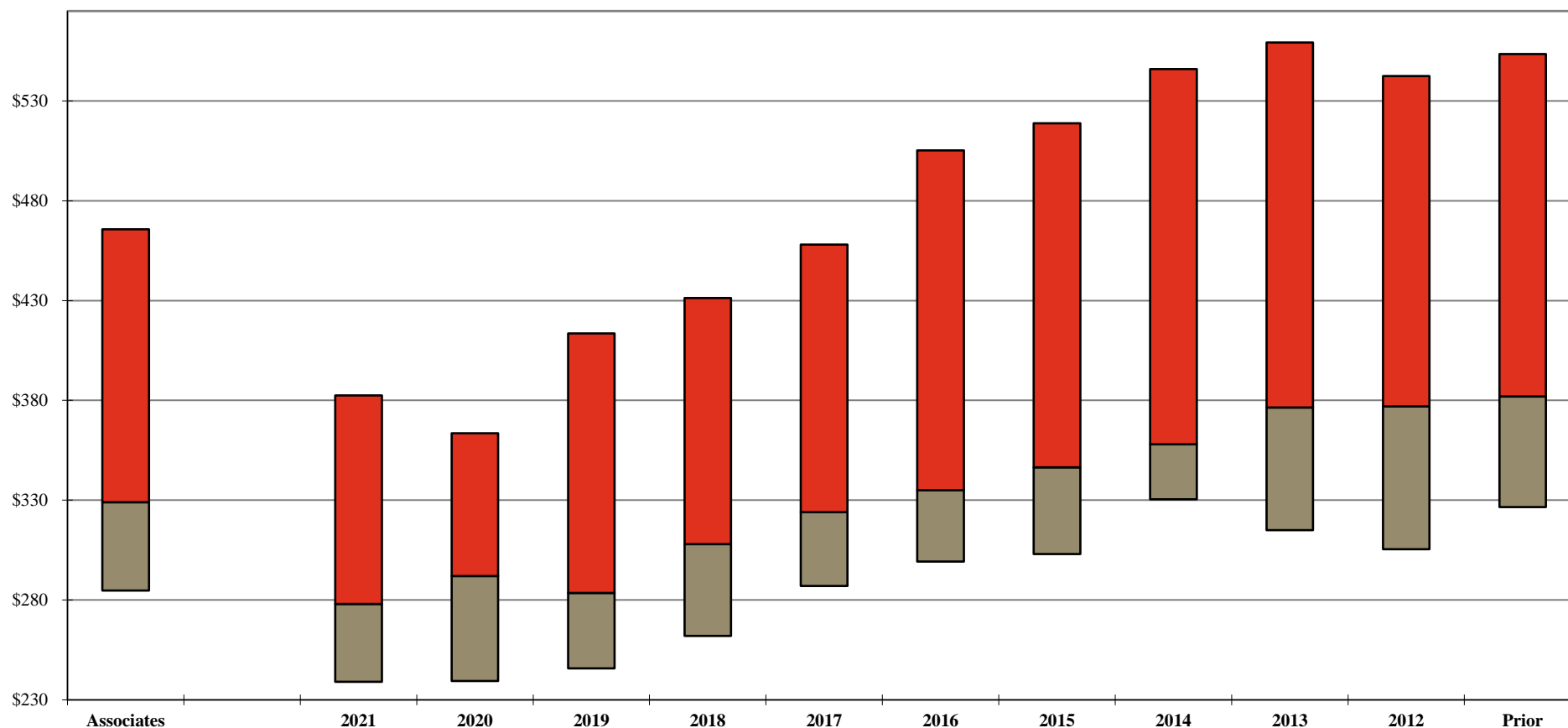
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate Billed Rates by Class Year

For the 12-month period ending December 31, 2021



Your Firm			Law Class Year										
	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	\$466	\$383	\$364	\$414	\$431	\$458	\$505	\$519	\$546	\$559	\$543	\$554
	Median	329	278	292	284	308	324	335	347	358	377	377	382
	3rd Qtle	285	239	240	246	262	287	299	303	331	315	306	327

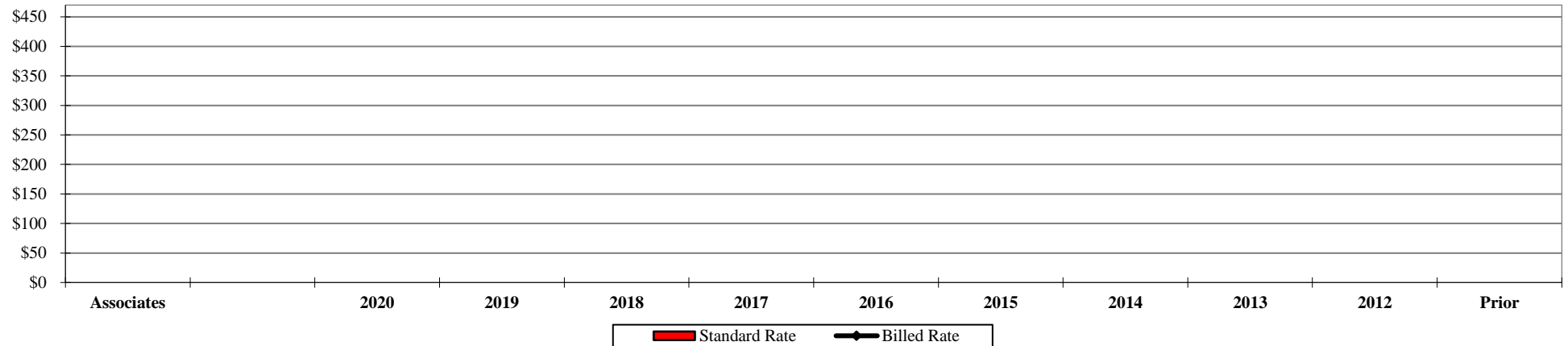
Additional detail can be found on Page 105.

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

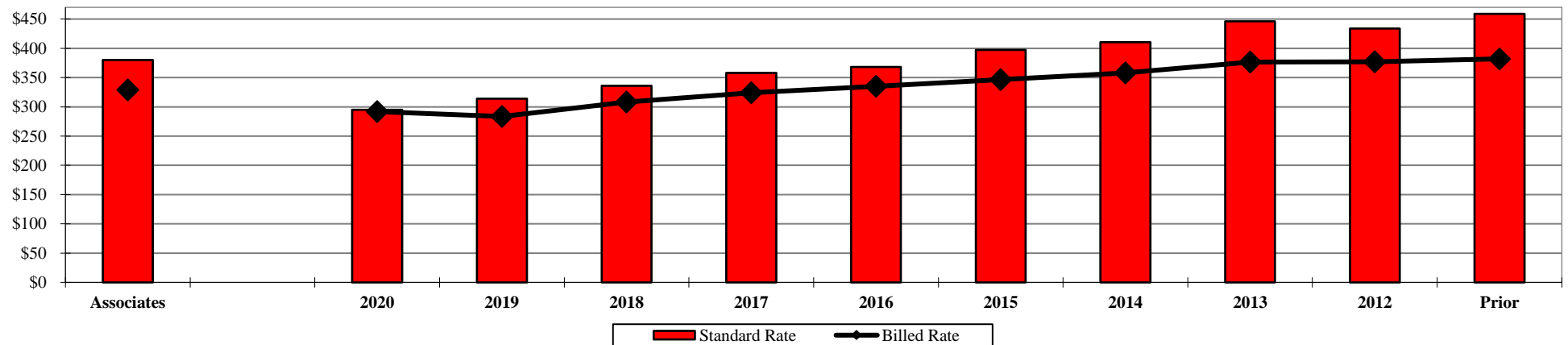
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Associate Standard vs. Billed Rates by Law Class Year**Standard Rates at January 1, 2021; Billed Rates for the 12-month period ending December 31, 2021***Your Firm**

Standard Rate
Billed Rate

Total Group (Median)

Standard Rate
Billed Rate

Associates	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
\$380	\$295	\$314	\$336	\$358	\$368	\$397	\$411	\$446	\$434	\$459
329	292	284	308	324	335	347	358	377	377	382

Additional detail can be found on Page 105.

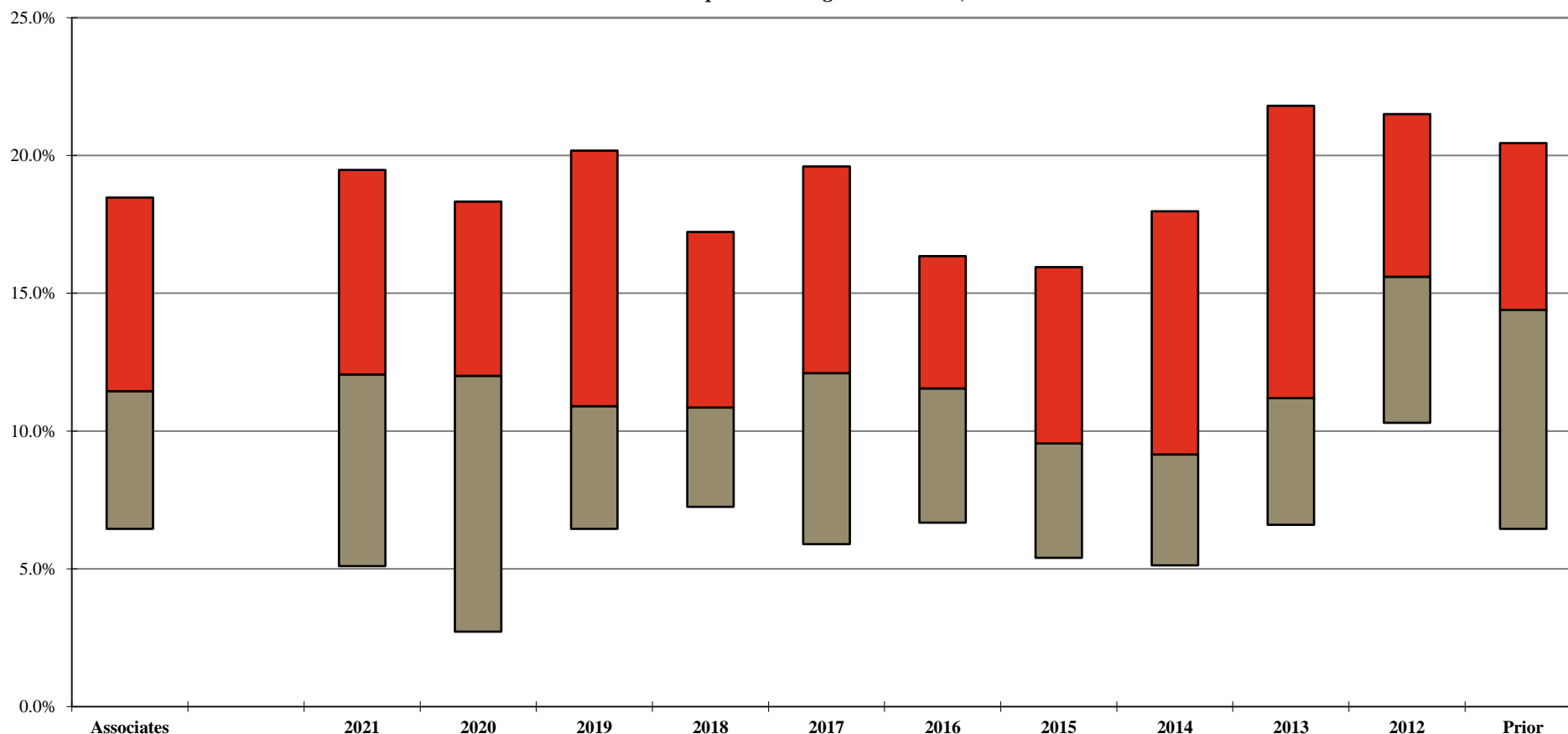
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate Discounting¹ by Class Year

For the 12-month period ending December 31, 2021



Your Firm			Law Class Year										
	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	18.5%	19.5%	18.3%	20.2%	17.2%	19.6%	16.4%	16.0%	18.0%	21.8%	21.5%	20.5%
	Median	11.5%	12.1%	12.0%	10.9%	10.9%	12.1%	11.6%	9.6%	9.2%	11.2%	15.6%	14.4%
	3rd Qtle	6.5%	5.1%	2.7%	6.5%	7.3%	5.9%	6.7%	5.4%	5.1%	6.6%	10.3%	6.5%

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

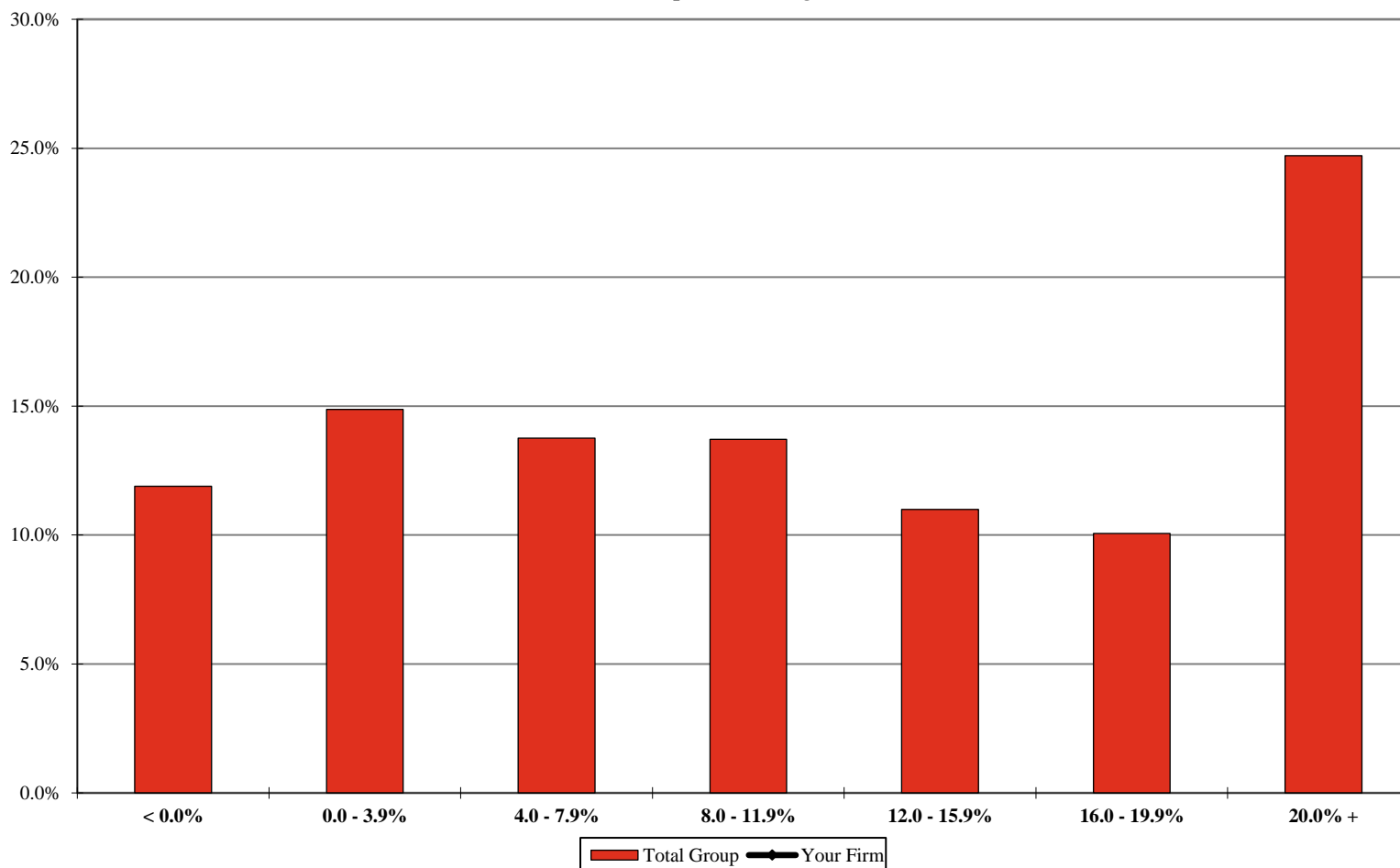
Additional detail can be found on Page 112.

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

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AmLaw Second 100 xNYC - (52 members)

*Distribution of Associates by Discount Levels¹**For the 12-month period ending December 31, 2021*

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% +
11.9%	14.9%	13.8%	13.7%	11.0%	10.1%	24.7%

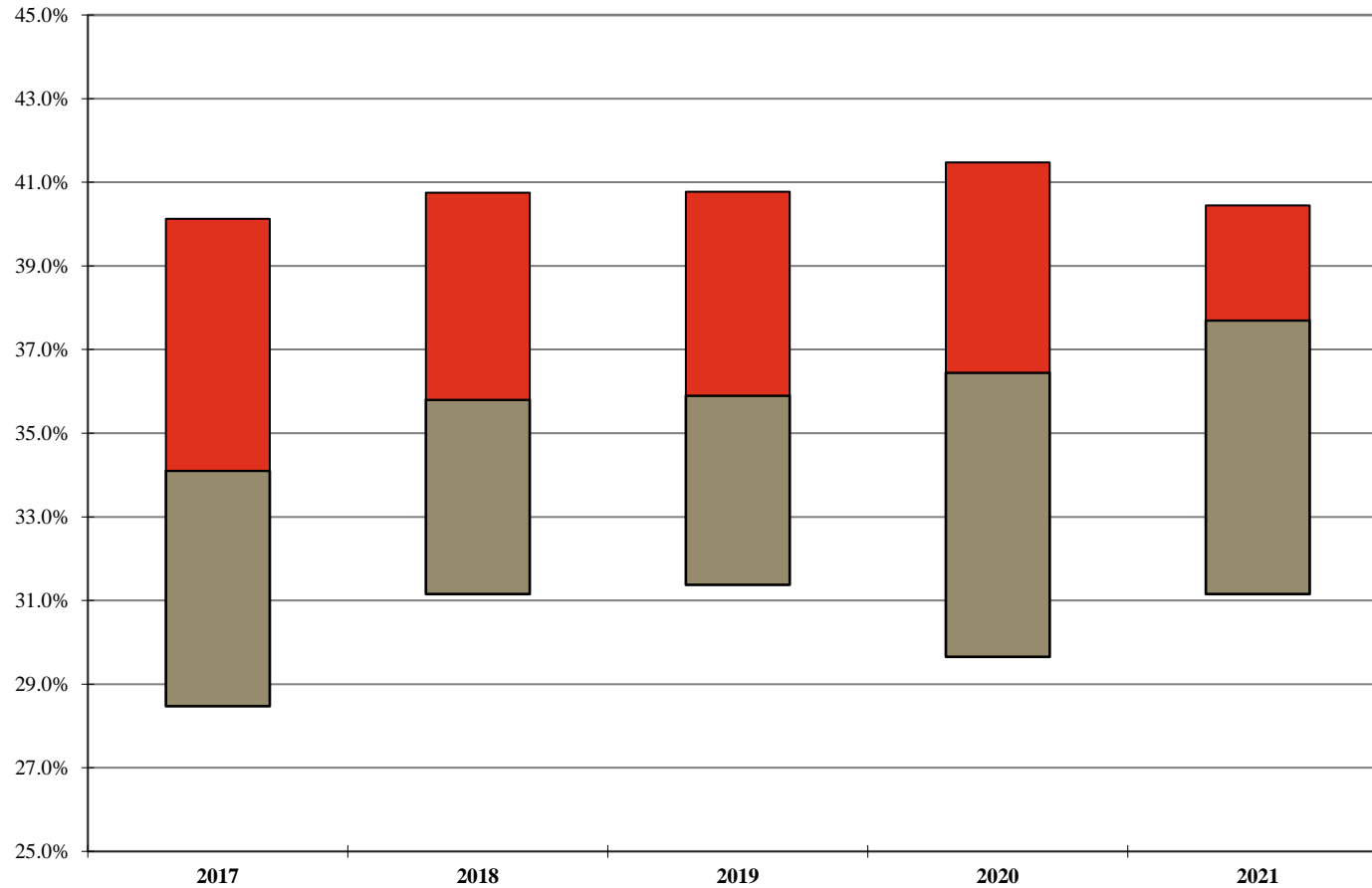
¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 116.

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Associate Hours as a Percentage of All Attorney Hours**For the 12-month period ending December 31st of the stated year*

	2017	2018	2019	2020	2021
Your Firm					
1st Qtile	40.1%	40.8%	40.8%	41.5%	40.5%
Median	34.1%	35.8%	35.9%	36.5%	37.7%
3rd Qtile	28.5%	31.2%	31.4%	29.7%	31.2%

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

** omitted due to insufficient data

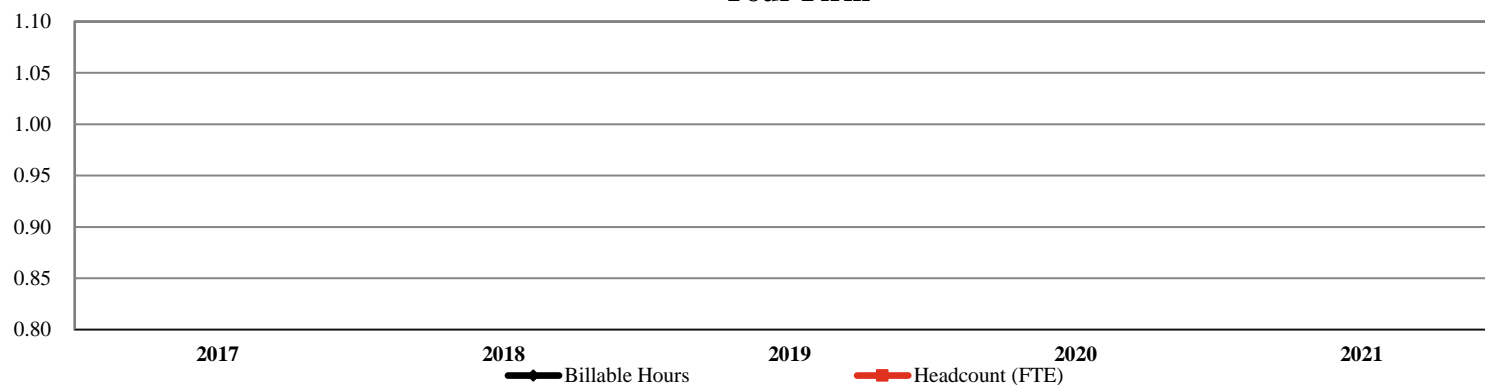
2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate Capacity¹

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

Your Firm

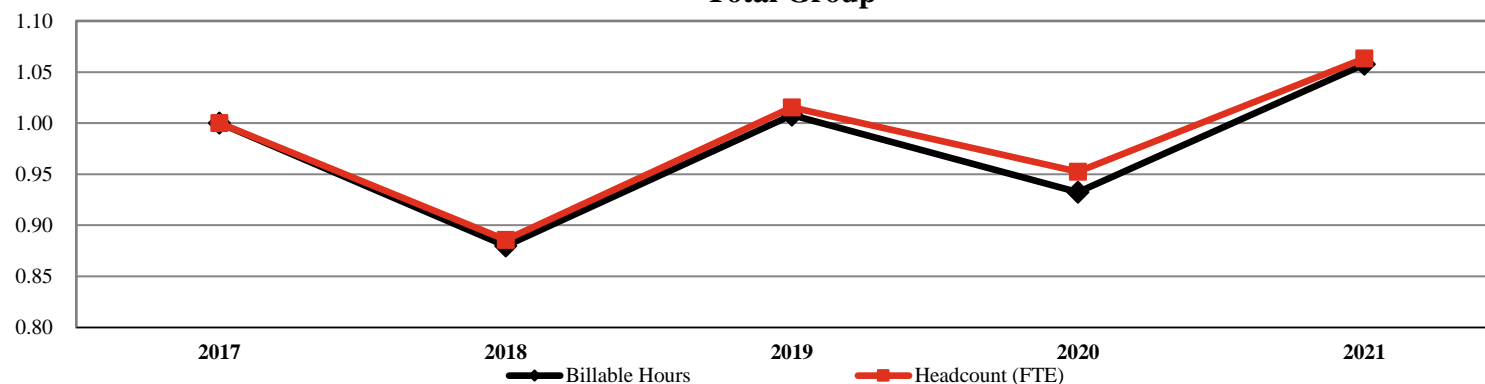


Your Firm

Billable Hours

Headcount (FTE)

	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours						
Headcount (FTE)						

Total Group²

Total Group

Billable Hours

Headcount (FTE)

	2017	2018	2019	2020	2021	% Chg: '17-'21
Billable Hours	4,351,827	3,828,851	4,385,955	4,057,877	4,602,296	5.8%
Headcount (FTE)	2,500	2,214	2,538	2,381	2,658	6.3%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2017.² Number of members represented in the group results: 26

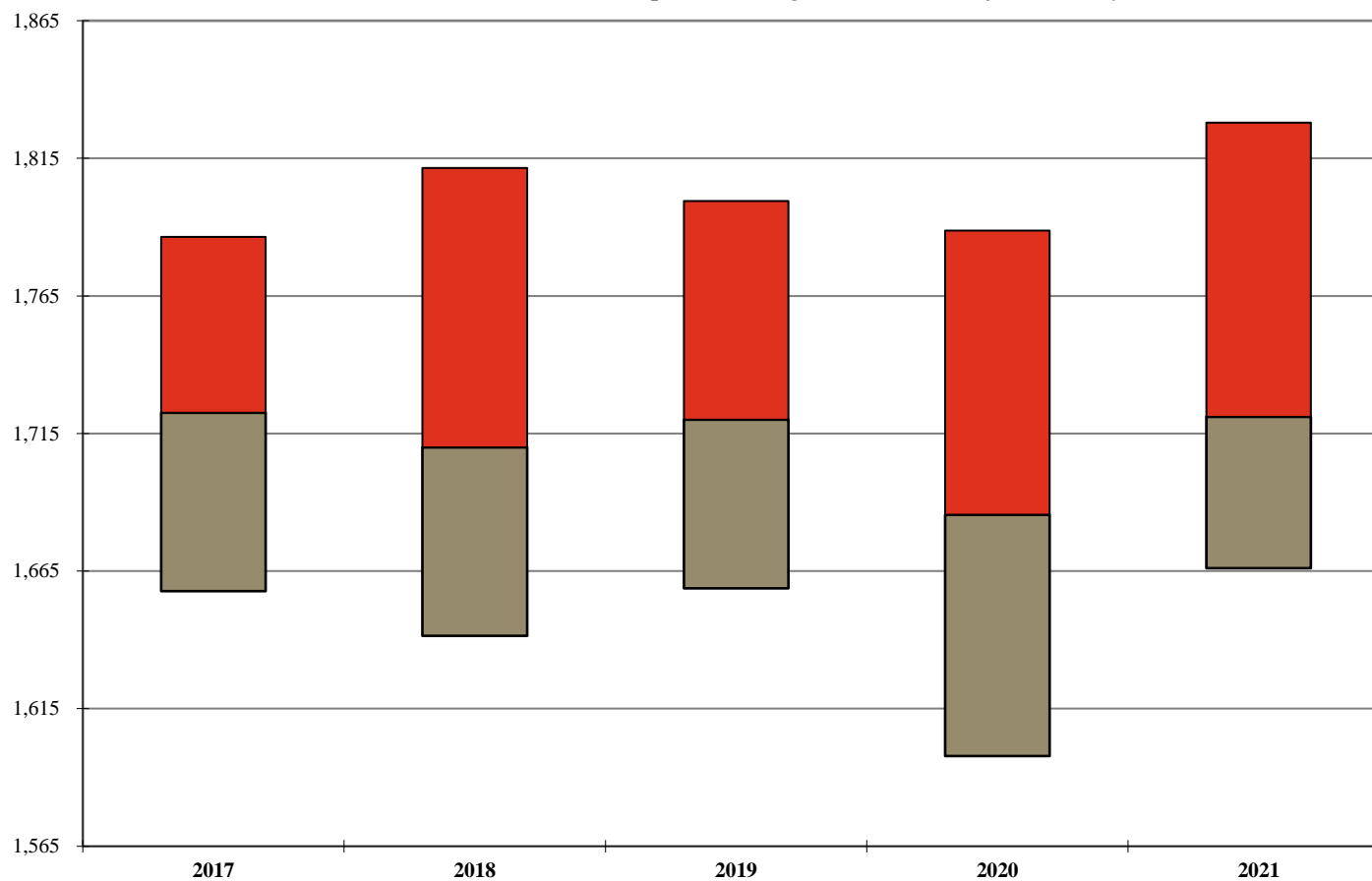
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AmLaw Second 100 xNYC - (52 members)

Associate Utilization

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



Your Firm

1st Qtile

Median

3rd Qtile

2017	2018	2019	2020	2021	Change: '17-'21
1,787	1,812	1,800	1,789	1,828	42
1,723	1,710	1,720	1,686	1,721	(2)
1,658	1,642	1,659	1,598	1,666	8

Additional detail can be found on Page 122.

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

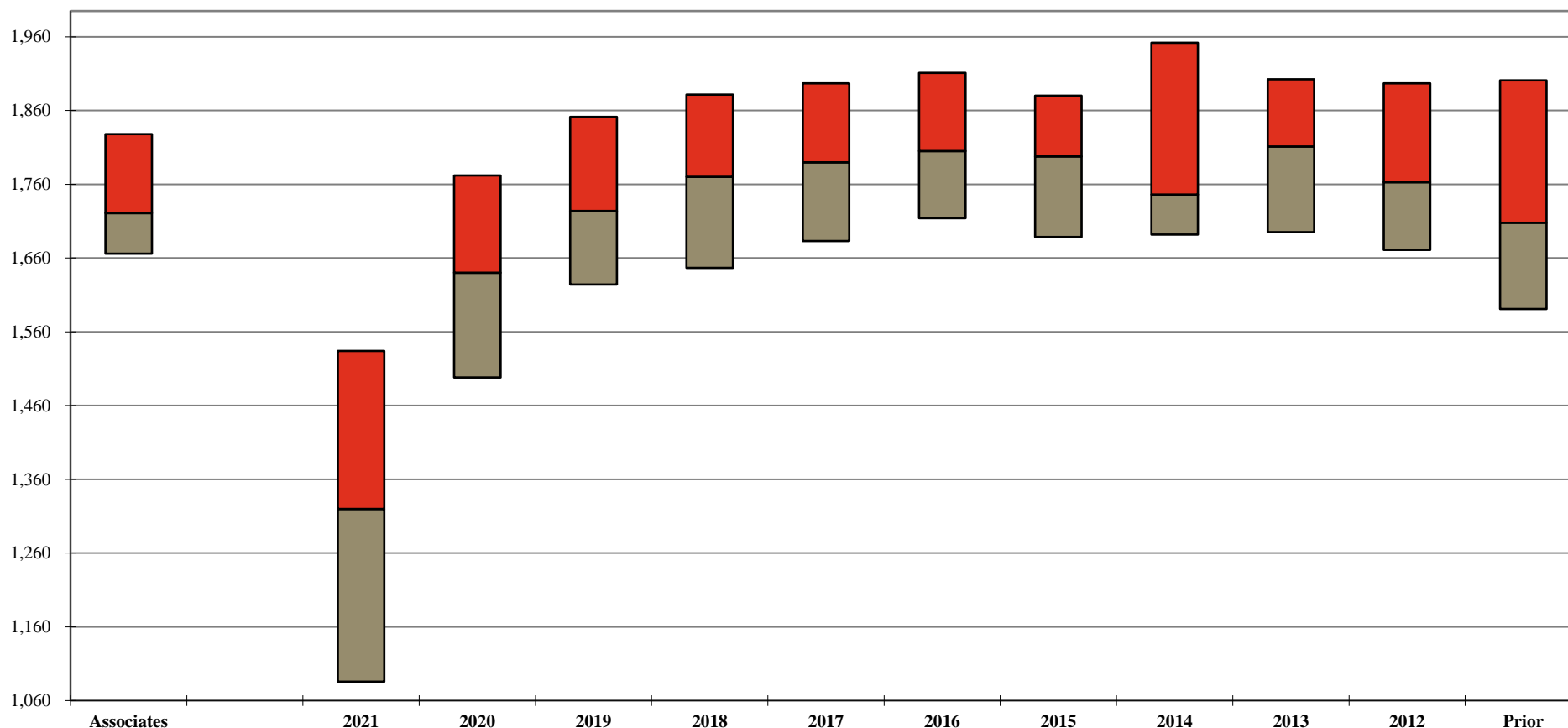
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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2021



Your Firm		Law Class Year											
	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	1,828	1,534	1,772	1,851	1,882	1,897	1,911	1,880	1,952	1,902	1,897	1,901
	Median	1,721	1,320	1,640	1,724	1,770	1,790	1,805	1,798	1,746	1,812	1,763	1,708
	3rd Qtle	1,666	1,086	1,498	1,624	1,647	1,683	1,714	1,689	1,692	1,695	1,671	1,591

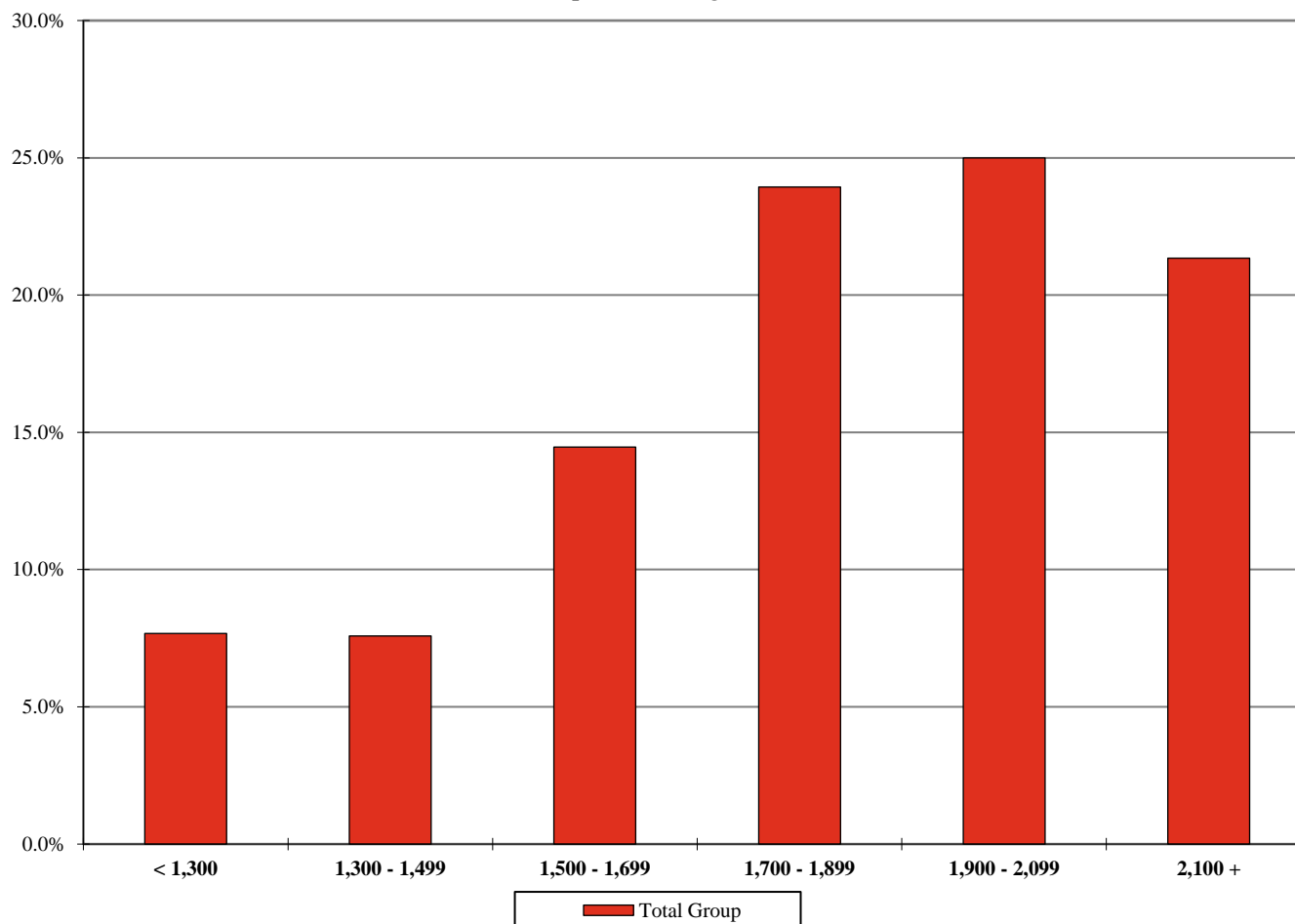
Additional detail can be found on Page 122.

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

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Associates by Utilization Levels¹**For the 12-month period ending December 31, 2021*

Your Firm
Total Group

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
7.7%	7.6%	14.5%	23.9%	25.0%	21.3%

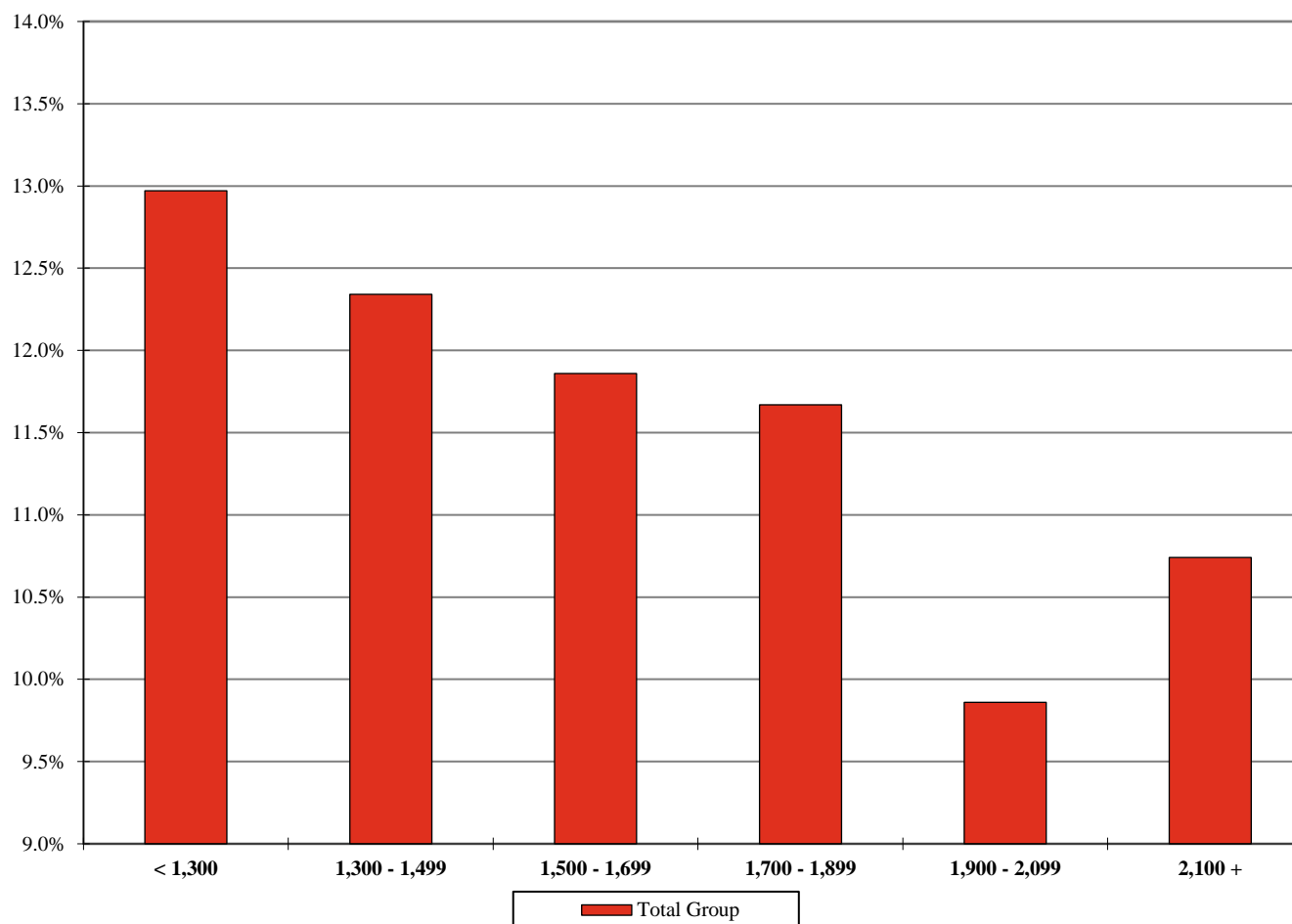
¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level.

Additional detail can be found on Page 123.

** omitted due to insufficient data

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Associate Discounting¹ by Utilization Levels**For the 12-month period ending December 31, 2021*

Your Firm
Total Group

< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
13.0%	12.3%	11.9%	11.7%	9.9%	10.7%

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Estimated Impact of Performance Improvements

	<i>Your Firm</i>	<i>2% Increase</i>			<i>5% Increase</i>		
	<i>Value</i>	<i>Target</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>	<i>Target</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>
Average Billable Hours <i>for the 12-month period ending 12/31/2021</i>							
Equity Partners	‡						
Non-Equity Partners	‡						
Associates	‡						
Standard Billing Rates at 1/1/2022							
Equity Partners							
Non-Equity Partners							
Associates							
Average Billed Rates <i>for the 12-month period ending 12/31/2021</i>							
Equity Partners							
Non-Equity Partners							
Associates							

Legend:*Variance* - The difference between your firm's value and the target increase.*\$ Impact per Equity Partner* - The net effect, on a per equity partner basis, of achieving the target increase level. Results of less than \$5,000 are denoted as such.**\$ Impact per Equity Partner Calculations:***Average Billable Hours: (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)*

** omitted due to insufficient data

‡ less than 75% population response

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Attorney Billable Hour Targets

Target billable hour requirements:

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners		/ 21 ‡	1,800	1,750	1,550
Non-Equity Partners		/ 20 ‡	1,800	1,750	1,589
Associates		/ 25 ‡	1,900	1,850	1,800
Senior Attorneys/Counsel		/ 18 ‡	1,875	1,775	1,613
Staff Attorneys		/ 17 ‡	1,800	1,750	1,600
Of Counsel		/ 13 ‡	1,800	1,750	1,550
Paralegals		/ 19 ‡	1,600	1,500	1,500

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

Equity Partners	/ 21 ‡	57.0	44.7	31.3
Non-Equity Partners	/ 20 ‡	43.8	27.7	21.3
Associates	/ 23 ‡	49.8	43.3	37.5
Senior Attorneys/Counsel	/ 14 ‡	39.4	22.9	9.0
Staff Attorneys	/ 12 ‡	54.3	33.3	20.5
Of Counsel	/ 13 ‡	60.0	25.0	0.0
Paralegals	/ 18 ‡	31.1	25.8	15.3

** omitted due to insufficient data

‡ less than 75% population response

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Does your firm track AFAs in your accounting system?	‡	33	81.8
Indicate the AFAs utilized by your firm:	‡	33	
Flat fees for some or all stages of a matter			97.0
Flat fee for the entire matter			100.0
Blended Rates			93.9
Incentive or success fees			81.8
Collars and/or fee caps			84.8
Contingency fees			100.0
Annual retainer fee for a portfolio of services			63.6
Holdbacks			42.4
Value Pricing			45.5
Other			0.0
The majority of AFAs are approved by:		32	
Billing Committee			25.0
CEO/Managing Partner			9.4
CFO/Finance Partner			21.9
COO			6.3
Practice Leaders			15.6
Relationship Partners			15.6
Other Partners			6.3
Over the past 5 years, how has the number of AFAs changed?		30	
Increased >50%			6.7
Increased 25% - 50%			6.7
Increased up to 25%			26.7
Decreased			36.7
No Change			10.0

** omitted due to insufficient data

‡ less than 75% population response

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Alternative Fee Arrangements (AFAs)

		Group	
	Your Firm	# of Members Responding	% Yes Responses
Over the <u>past</u> 5 years, the approximate percentage of revenue generated from AFAs has:		30	
Increased >10%			33.3
Increased 5% - 10%			23.3
Increased up to 5%			23.3
Decreased			10.0
No Change			10.0
Over the <u>next</u> 5 years, how do you anticipate the amount of revenue generated from AFAs changing?		30	
Increase >10%			26.7
Increase <10%			33.3
Decrease			23.3
No Change		3.3	
Indicate the alternative staffing arrangements utilized by your firm:	‡	32	
Secondments			75.0
Contract lawyers working at your law firm			84.4
Work outsourced to third party lawyers			37.5
Work outsourced to third party non-lawyers			28.1
Shared staffing/partnering with a third party/vendor			18.8
Other			3.1
None			9.4

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Approximate percentage of revenue generated in 2021 from AFAs (000's)		/ 27 ‡	32.7	17.8	10.0

** omitted due to insufficient data

‡ less than 75% population response

DETAILED METRICS

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Standard Billing Rates

As of January 1, 2022

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	% Change - 1 year		Median	
			Quartile		Quartile	1 Year	2 year	1 st	Median	3 rd	% Change - 2 Year
Equity Partners											
High		/ 50	\$1,279	\$998	\$901	‡	‡	6.8	4.9	1.2	8.4
Middle		/ 50	855	675	601	‡	‡	7.5	5.0	3.2	8.7
Low		/ 50	665	500	431	‡	‡	8.8	5.7	0.3	10.1
Average		/ 50	884	689	612	‡	‡	6.9	5.2	3.4	8.5
<u>By Years of Experience</u>											
< 11 Years		/ 28 ‡	\$670	\$555	\$466	‡	‡	13.8	10.0	2.6	13.4
11 - 15 Years		/ 50	746	587	514	‡	‡	8.9	5.4	2.4	10.4
16 - 20 Years		/ 50	832	650	549	‡	‡	9.7	5.6	2.7	9.3
21 - 25 Years		/ 50	904	661	597	‡	‡	8.5	5.5	2.4	9.3
26 - 30 Years		/ 50	903	693	623	‡	‡	6.4	4.9	3.0	8.5
31 - 35 Years		/ 50	947	704	640	‡	‡	7.3	4.7	2.3	8.8
36 - 40 Years		/ 50	971	755	668	‡	‡	7.0	4.0	1.2	8.2
41 - 45 Years		/ 46	971	742	666	‡	‡	6.9	4.1	0.0	8.1
> 45 Years		/ 31 ‡	1,177	800	670	‡	‡	6.4	4.4	0.4	9.8
Non-Equity Partners											
High		/ 44	\$1,088	\$910	\$749	‡	‡	7.7	4.9	0.0	9.8
Middle		/ 44	745	554	499	‡	‡	8.2	5.0	0.0	8.6
Low		/ 44	568	425	375	‡	‡	10.9	4.9	0.0	9.1
Average		/ 44	753	569	521	‡	‡	6.6	4.8	0.8	7.8
<u>By Years of Experience</u>											
< 11 Years		/ 42	\$656	\$506	\$437	‡	‡	8.3	6.9	0.5	8.4
11 - 15 Years		/ 43	714	539	465	‡	‡	7.8	5.2	0.7	9.5
16 - 20 Years		/ 43	764	543	506	‡	‡	7.4	3.6	0.9	7.8
21 - 25 Years		/ 43	774	594	535	‡	‡	7.7	5.1	0.2	7.8
26 - 30 Years		/ 40	836	621	551	‡	‡	6.9	3.8	0.0	6.9
31 - 35 Years		/ 37 ‡	809	649	598	‡	‡	9.0	4.1	0.0	8.1
36 - 40 Years		/ 32 ‡	764	650	599	‡	‡	11.3	7.0	1.3	7.5
41 - 45 Years		/ 34 ‡	904	717	631	‡	‡	11.3	5.8	0.3	11.5
> 45 Years		/ 32 ‡	824	700	615	‡	‡	8.6	6.0	0.0	7.0

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Standard Billing Rates

As of January 1, 2022

	Your Firm		Group			Your Firm		Group				
	Rate	Rank / Of	% Change - 1 year		Median % Change - 2 Year	% Change - 1 year		% Change - 1 year		Median % Change - 2 Year		
			1 st Quartile	Median	3 rd Quartile	1 st Quartile	Median	3 rd Quartile	Median	3 rd Quartile		
All Partner Composite												
High		/ 51	\$1,263	\$1,050	\$920	‡	‡	‡	6.8	5.1	0.5	9.4
Middle		/ 51	807	635	554	‡	‡	‡	7.0	4.6	2.2	8.0
Low		/ 51	630	430	375	‡	‡	‡	11.2	6.0	0.0	9.6
Average		/ 51	849	651	568	‡	‡	‡	7.2	4.7	3.4	7.9
By Years of Experience												
< 11 Years		/ 49	\$663	\$515	\$444	‡	‡	‡	10.2	6.4	1.0	8.3
11 - 15 Years		/ 50	738	563	487	‡	‡	‡	8.7	4.8	2.6	9.4
16 - 20 Years		/ 50	825	625	530	‡	‡	‡	7.7	4.8	2.8	8.5
21 - 25 Years		/ 50	875	653	575	‡	‡	‡	7.8	5.2	2.1	9.1
26 - 30 Years		/ 50	898	688	609	‡	‡	‡	6.2	4.4	2.9	7.3
31 - 35 Years		/ 50	929	695	634	‡	‡	‡	6.9	4.7	0.8	9.0
36 - 40 Years		/ 50	971	748	646	‡	‡	‡	6.8	4.8	2.4	9.1
41 - 45 Years		/ 48	981	732	650	‡	‡	‡	7.2	4.2	0.0	8.2
> 45 Years		/ 41	1,006	730	625	‡	‡	‡	8.8	5.9	2.5	9.6
Contract Partners			**	**	**				**	**	**	**

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2022

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm	0																	
Total Group	166 ‡	10.2%	10.8%	7.2%	16.3%	35.5%	1.2%	1.2%	1.2%		7.8%	6.6%	1.8%					
11 - 15 Years																		
Your Firm	0																	
Total Group	615	7.8%	11.7%	20.3%	13.8%	13.3%	11.2%	6.2%	1.6%	2.3%	2.4%	7.2%	0.8%	1.0%	0.3%			
16 - 20 Years																		
Your Firm	0																	
Total Group	750	4.4%	7.5%	18.9%	17.2%	11.5%	7.9%	8.1%	5.2%	4.0%	4.3%	5.3%	2.5%	2.3%	0.8%	0.1%		
21 - 25 Years																		
Your Firm	0																	
Total Group	952	2.3%	5.0%	14.3%	18.8%	14.9%	11.2%	7.6%	9.1%	3.7%	2.0%	4.9%	2.3%	2.6%	0.6%	0.5%		
26 - 30 Years																		
Your Firm	0																	
Total Group	835	2.2%	4.7%	9.7%	20.2%	17.2%	9.9%	7.7%	8.3%	5.5%	2.6%	4.6%	2.5%	2.3%	1.7%	0.7%	0.1%	0.1%
31 - 35 Years																		
Your Firm	0																	
Total Group	688	1.3%	3.3%	8.9%	16.0%	19.0%	13.8%	9.2%	5.2%	6.7%	2.8%	3.2%	5.1%	2.6%	1.0%	1.0%	0.1%	0.7%
36 - 40 Years																		
Your Firm	0																	
Total Group	583	2.1%	4.8%	8.4%	12.2%	19.0%	15.3%	11.7%	6.0%	6.3%	3.9%	2.4%	4.6%	0.7%	0.5%	0.5%	1.0%	0.5%
41 - 45 Years																		
Your Firm	0																	
Total Group	294	2.0%	4.4%	8.2%	12.6%	18.4%	18.0%	9.9%	6.8%	6.8%	2.0%	1.7%	3.1%	1.0%	0.7%	1.7%	0.7%	2.0%
> 45 Years																		
Your Firm	0																	
Total Group	107 ‡	0.9%	1.9%	10.3%	15.0%	9.3%	12.1%	9.3%	6.5%	4.7%	1.9%	4.7%	1.9%	5.6%	2.8%	4.7%	2.8%	5.6%
All Equity Partners																		
Your Firm	0																	
Total Group	5,029	3.3%	6.0%	13.0%	16.7%	16.3%	11.4%	8.1%	6.1%	4.6%	3.0%	4.5%	2.8%	1.9%	0.9%	0.6%	0.3%	0.4%

* Includes the number of corresponding headcount values at each level

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Non-Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2022

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	526	19.2%	28.1%	20.0%	8.0%	10.1%	3.8%	1.0%	5.1%	1.3%	3.2%		0.2%					
11 - 15 Years																		
Your Firm																		
Total Group	812	8.1%	26.0%	24.4%	10.0%	9.4%	6.3%	4.6%	4.1%	3.1%	1.6%	0.2%	1.5%	0.9%				
16 - 20 Years																		
Your Firm																		
Total Group	513	5.8%	15.2%	24.8%	13.8%	11.9%	5.8%	8.2%	2.9%	4.1%	3.3%	1.0%	1.8%	1.2%	0.2%			
21 - 25 Years																		
Your Firm																		
Total Group	404	4.0%	8.7%	26.2%	25.0%	11.6%	5.4%	7.7%	4.0%	3.0%	1.5%	1.5%	1.0%	0.5%				
26 - 30 Years																		
Your Firm																		
Total Group	271	5.2%	9.2%	21.4%	22.1%	12.5%	5.9%	6.6%	4.1%	5.9%	2.2%	3.7%	0.4%	0.4%		0.4%		
31 - 35 Years																		
Your Firm																		
Total Group	219 ‡	4.1%	8.7%	15.5%	19.6%	20.1%	10.5%	5.0%	5.5%	2.3%	3.7%	0.9%	2.7%	0.9%		0.5%		
36 - 40 Years																		
Your Firm																		
Total Group	180 ‡	5.6%	5.0%	14.4%	21.1%	21.1%	13.9%	8.9%	5.0%	1.1%	1.1%	1.1%	0.6%	0.6%		0.6%		
41 - 45 Years																		
Your Firm																		
Total Group	137 ‡	0.7%	4.4%	11.7%	16.1%	29.2%	14.6%	5.8%	8.0%	3.6%	0.7%	1.5%	0.7%	1.5%		0.7%	0.7%	
> 45 Years																		
Your Firm																		
Total Group	123 ‡	1.6%	4.9%	11.4%	13.0%	16.3%	13.0%	16.3%	8.1%	6.5%	0.8%		1.6%	2.4%	0.8%	2.4%		0.8%
All Non-Equity Partners																		
Your Firm																		
Total Group	3,208	7.8%	16.8%	21.5%	14.9%	13.0%	7.1%	5.9%	4.6%	3.2%	2.2%	0.9%	1.2%	0.7%	0.1%	0.2%	0.0%	0.0%

* Includes the number of corresponding headcount values at each level

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of All Partner Standard Billing Rates

By Years of Experience - As of January 1, 2022

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	692	17.1%	24.0%	16.9%	10.0%	16.2%	3.2%	1.0%	4.2%	1.0%	4.3%	1.6%	0.6%					
11 - 15 Years																		
Your Firm																		
Total Group	1,427	8.0%	19.8%	22.6%	11.6%	11.1%	8.4%	5.3%	3.0%	2.7%	2.0%	3.2%	1.2%	0.9%	0.1%			
16 - 20 Years																		
Your Firm																		
Total Group	1,263	5.0%	10.6%	21.3%	15.8%	11.6%	7.0%	8.2%	4.3%	4.0%	3.9%	3.6%	2.2%	1.8%	0.6%	0.1%		
21 - 25 Years																		
Your Firm																		
Total Group	1,356	2.8%	6.1%	17.8%	20.6%	13.9%	9.5%	7.6%	7.6%	3.5%	1.8%	3.9%	1.9%	2.0%	0.4%	0.4%		
26 - 30 Years																		
Your Firm																		
Total Group	1,106	2.9%	5.8%	12.6%	20.7%	16.1%	9.0%	7.4%	7.2%	5.6%	2.5%	4.3%	2.0%	1.8%	1.3%	0.6%	0.1%	0.1%
31 - 35 Years																		
Your Firm																		
Total Group	907	2.0%	4.6%	10.5%	16.9%	19.3%	13.0%	8.2%	5.3%	5.6%	3.0%	2.6%	4.5%	2.2%	0.8%	0.9%	0.1%	0.6%
36 - 40 Years																		
Your Firm																		
Total Group	763	2.9%	4.8%	9.8%	14.3%	19.5%	14.9%	11.0%	5.8%	5.1%	3.3%	2.1%	3.7%	0.7%	0.4%	0.5%	0.8%	0.4%
41 - 45 Years																		
Your Firm																		
Total Group	431	1.6%	4.4%	9.3%	13.7%	21.8%	16.9%	8.6%	7.2%	5.8%	1.6%	1.6%	2.3%	1.2%	0.5%	1.4%	0.7%	1.4%
> 45 Years																		
Your Firm																		
Total Group	230	1.3%	3.5%	10.9%	13.9%	13.0%	12.6%	13.0%	7.4%	5.7%	1.3%	2.2%	1.7%	3.9%	1.7%	3.5%	1.3%	3.0%
All Partners																		
Your Firm																		
Total Group	8,237	5.1%	10.2%	16.3%	16.0%	15.0%	9.7%	7.3%	5.5%	4.1%	2.7%	3.1%	2.2%	1.5%	0.5%	0.5%	0.2%	0.3%

* Includes the number of corresponding headcount values at each level

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2022

Your Firm		Group			Your Firm		Group			
							% Change - 1 Year			Median

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AmLaw Second 100 xNYC - (52 members)

Other Timekeeper Standard Billing Rates

As of January 1, 2022

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	% Change - 1 Year			Median
			Quartile		Quartile	1 Year	2 Year	1 st	Median	3 rd	% Change -
								Quartile		Quartile	2 Year
Of Counsel											
By Years of Experience											
< 21 Years		/ 18 ‡	\$536	\$482	\$445			**	**	**	**
21 - 25 Years		/ 22 ‡	590	501	469	‡	‡	8.0	0.7	(0.3)	3.7
26 - 30 Years		/ 20 ‡	709	573	534	‡	‡	11.1	6.7	2.5	**
> 30 Years		/ 40	863	661	577	‡	‡	5.8	2.6	0.4	6.6
All Of Counsel		/ 41	833	591	529	‡	‡	6.1	3.1	0.0	6.9
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 18 ‡	\$369	\$316	\$276	‡	‡	12.7	4.7	1.8	11.4
6 - 10 Years		/ 20 ‡	405	345	299	‡	‡	10.9	3.8	0.0	6.0
11 - 15 Years		/ 20 ‡	441	363	278	‡	‡	9.3	2.5	(2.9)	9.0
> 15 Years		/ 22 ‡	425	379	300	‡	‡	8.1	2.9	(0.3)	5.7
All Staff Attorneys		/ 31 ‡	423	370	312	‡	‡	9.3	1.4	(0.4)	4.9
eDiscovery Attorneys											
By Years of Experience											
< 6 Years			**	**	**			**	**	**	**
6 - 10 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years			**	**	**			**	**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys		/ 51	\$710	\$548	\$501		‡	6.5	4.4	2.9	10.3
Contract Associates			**	**	**			**	**	**	**
Other Timekeepers											
Lobbyists		/ 11 ‡	\$669	\$522	\$384			**	**	**	**
Specialists		/ 23 ‡	355	317	251	‡	‡	9.8	4.2	0.0	5.6
Litigation Support		/ 21 ‡	325	288	228	‡	‡	16.7	7.0	2.0	14.4
Patent Agents		/ 19 ‡	331	300	262	‡	‡	3.7	1.9	0.0	7.8
Case Clerks		/ 17 ‡	224	171	135	‡	‡	16.7	8.9	0.5	12.5
Law Clerks		/ 23 ‡	295	220	191	‡	‡	0.0	(2.1)	(15.5)	7.3
Paralegals											
High		/ 48	\$396	\$360	\$325	‡	‡	7.9	5.0	0.0	10.0
Middle		/ 48	324	277	245	‡	‡	9.3	5.1	0.0	10.7
Low		/ 48	243	200	150	‡	‡	11.2	4.1	0.0	14.3
Average		/ 48	323	273	250	‡	‡	8.6	5.2	1.7	10.1

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2022

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 +
2021													
Your Firm													
Total Group	391	5.1%	32.5%	15.1%	20.5%	8.7%	12.3%	2.8%	3.1%				
2020													
Your Firm													
Total Group	462	3.7%	23.4%	31.4%	9.5%	6.5%	12.1%	9.7%	3.7%				
2019													
Your Firm													
Total Group	563	3.4%	23.8%	28.8%	6.6%	14.4%	2.8%	8.2%	10.7%	1.2%	0.2%		
2018													
Your Firm													
Total Group	551	3.8%	14.7%	33.9%	9.4%	10.7%	6.5%	5.1%	3.3%	11.1%	1.5%		
2017													
Your Firm													
Total Group	543	1.8%	9.9%	34.6%	12.3%	13.1%	5.9%	4.6%	4.1%	1.7%	11.2%	0.4%	0.4%
2016													
Your Firm													
Total Group	521	0.6%	6.5%	32.1%	16.1%	10.4%	9.4%	5.6%	2.7%	6.1%	0.6%	9.8%	0.2%
2015													
Your Firm													
Total Group	497	0.6%	7.4%	31.8%	18.3%	7.6%	12.7%	4.4%	2.2%	3.4%	3.4%	6.2%	1.8%
2014													
Your Firm													
Total Group	404	0.2%	7.9%	18.8%	22.3%	11.6%	12.9%	5.4%	4.5%	3.0%	4.5%	7.4%	1.5%
2013													
Your Firm													
Total Group	283	0.7%	4.2%	18.7%	24.4%	11.0%	10.6%	6.4%	9.9%	1.8%	4.9%	2.8%	4.6%
2012													
Your Firm													
Total Group	171	0.6%	6.4%	26.3%	21.1%	13.5%	5.8%	7.6%	9.9%	0.6%	0.6%	1.2%	6.4%
Prior													
Your Firm													
Total Group	323	0.9%	12.7%	13.3%	19.2%	13.6%	10.5%	10.5%	7.1%	3.4%	4.0%	2.2%	2.5%
All Associates													
Your Firm													
Total Group	4,734	2.1%	14.3%	27.2%	15.1%	10.9%	9.1%	6.2%	5.1%	3.3%	2.9%	2.8%	1.1%
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
Total Group	946	0.3%	3.9%	12.4%	21.8%	15.8%	13.2%	5.8%	9.1%	7.0%	4.9%	2.5%	3.4%

* Includes the number of corresponding headcount values at each level

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 50	\$1,279	\$998	\$896		/ 50	7.0	5.2	3.0
Middle		/ 50	859	678	605		/ 50	8.0	6.1	4.8
Low		/ 50	665	500	435		/ 50	11.1	7.0	4.9
Average		/ 50	897	692	613		/ 50	8.0	6.1	4.7
<u>By Years of Experience</u>										
< 11 Years		/ 21 ‡	\$666	\$567	\$455		/ 21 ‡	15.2	10.6	8.7
11 - 15 Years		/ 48	778	593	522		/ 48	9.9	7.7	5.9
16 - 20 Years		/ 50	836	658	548		/ 50	9.4	7.2	5.2
21 - 25 Years		/ 50	904	667	597		/ 50	8.4	6.6	4.7
26 - 30 Years		/ 50	903	696	622		/ 50	7.4	6.1	4.5
31 - 35 Years		/ 50	951	703	640		/ 50	7.6	6.0	4.6
36 - 40 Years		/ 50	971	757	679		/ 50	7.0	5.5	4.1
41 - 45 Years		/ 46	971	741	666		/ 46	7.3	4.8	3.1
> 45 Years		/ 31 ‡	1,177	800	670		/ 31 ‡	7.2	5.3	3.8
Non-Equity Partners										
High		/ 43	\$1,090	\$915	\$748		/ 43	7.4	5.2	3.2
Middle		/ 43	770	565	518		/ 43	8.9	7.1	5.2
Low		/ 43	583	435	378		/ 43	12.5	8.3	5.7
Average		/ 43	765	585	529		/ 43	8.1	7.1	5.2
<u>By Years of Experience</u>										
< 11 Years		/ 40	\$683	\$517	\$440		/ 40	10.6	8.5	6.1
11 - 15 Years		/ 43	715	539	465		/ 43	9.0	7.2	5.4
16 - 20 Years		/ 43	768	544	500		/ 43	8.6	6.5	4.8
21 - 25 Years		/ 43	759	590	539		/ 43	8.2	6.4	4.6
26 - 30 Years		/ 40	823	629	553		/ 40	7.1	6.0	4.6
31 - 35 Years		/ 37 ‡	798	642	598		/ 37 ‡	7.2	6.4	4.8
36 - 40 Years		/ 32 ‡	764	650	602		/ 32 ‡	7.1	5.9	4.3
41 - 45 Years		/ 33 ‡	900	710	628		/ 33 ‡	8.1	6.1	4.1
> 45 Years		/ 31 ‡	829	698	609		/ 31 ‡	7.6	5.0	2.6

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding Partners who had a title change during the year.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
All Partner Composite										
High		/ 50	\$1,279	\$1,058	\$923		/ 50	7.0	5.2	3.0
Middle		/ 50	818	648	565		/ 50	8.7	6.1	5.1
Low		/ 50	643	438	383		/ 50	12.3	9.6	5.7
Average		/ 50	871	656	574		/ 50	8.3	6.8	4.9
<u>By Years of Experience</u>										
< 11 Years		/ 47	\$680	\$529	\$444		/ 47	12.3	9.3	6.8
11 - 15 Years		/ 50	740	569	488		/ 50	9.5	7.7	5.9
16 - 20 Years		/ 50	827	630	530		/ 50	9.4	7.2	5.2
21 - 25 Years		/ 50	877	656	575		/ 50	8.5	6.6	4.7
26 - 30 Years		/ 50	898	686	605		/ 50	7.4	5.9	4.3
31 - 35 Years		/ 50	930	695	636		/ 50	7.3	5.8	4.8
36 - 40 Years		/ 50	971	748	656		/ 50	7.0	5.7	4.2
41 - 45 Years		/ 48	981	732	650		/ 48	7.2	5.0	3.4
> 45 Years		/ 41	1,053	730	625		/ 41	7.2	5.3	3.0
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding Partners who had a title change during the year.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Associates										
<u>Class of</u>										
2021		/ 23 ‡	\$385	\$340	\$302					
2020		/ 41	480	343	295	/ 41		22.9	14.6	8.6
2019		/ 50	498	344	315	/ 50		17.2	13.7	9.2
2018		/ 51	518	372	330	/ 51		16.3	12.1	8.3
2017		/ 50	567	390	352	/ 50		15.5	12.4	8.8
2016		/ 51	583	398	363	/ 51		13.3	11.3	8.1
2015		/ 49	619	433	375	/ 49		13.9	11.4	7.8
2014		/ 47	622	453	391	/ 47		13.1	9.6	7.1
2013		/ 48	642	475	400	/ 48		11.8	9.9	6.9
2012		/ 38 ‡	640	444	394	/ 38 ‡		13.2	7.9	6.2
Prior		/ 43	657	455	395	/ 43		11.3	9.0	6.2
All Associates		/ 51	575	404	358	/ 51		13.7	11.6	8.5
Sr. Attorneys										
<u>Class of</u>										
2014 - 2021			**	**	**			**	**	**
2013		/ 12 ‡	598	416	400	/ 12 ‡		11.3	6.7	4.5
2012		/ 14 ‡	720	518	419	/ 14 ‡		10.9	7.9	5.4
2011		/ 17 ‡	805	450	420	/ 17 ‡		7.6	7.0	5.2
2010		/ 18 ‡	571	485	408	/ 18 ‡		9.7	6.7	3.6
2009		/ 24 ‡	718	487	414	/ 24 ‡		8.8	5.7	3.5
2008		/ 23 ‡	713	480	436	/ 23 ‡		9.6	5.7	3.9
Prior		/ 33 ‡	740	590	492	/ 33 ‡		8.3	5.9	4.3
All Sr. Attorneys		/ 33 ‡	735	559	464	/ 33 ‡		8.1	5.8	4.6

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding timekeepers who had a title change during the year.

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Associate 'Full-Year' Standard Rate Change**By Years of Experience¹**Standard Billing Rate As of January 1, 2022*

	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
<i><u>Years of Experience</u></i>					
1 Year		/ 33 ‡	9.3	6.9	2.6
2 Years		/ 38 ‡	9.1	6.7	1.6
3 Years		/ 38 ‡	8.8	6.3	0.0
4 Years		/ 38 ‡	11.3	5.8	3.2
5 Years		/ 37 ‡	10.3	8.1	3.3
6 Years		/ 37 ‡	9.7	6.5	3.0
7 Years		/ 36 ‡	8.7	6.2	0.7

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2022 to the corresponding years of experience at 1/1/2021. For example, an associate with one year of experience would be included in law school class year 2020 at 1/1/2022, and included in law school class year 2019 at 1/1/2021.

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

As of January 1, 2022

	Your Firm		Group			Your Firm		Group		
								% Change - 1 Year		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
Of Counsel										
<u>By Years of Experience</u>										
< 21 Years		/ 18 ‡	\$534	\$492	\$439		/ 18 ‡	9.1	7.1	5.2
21 - 25 Years		/ 22 ‡	623	484	468		/ 22 ‡	7.4	5.1	2.0
26 - 30 Years		/ 20 ‡	709	565	534		/ 20 ‡	7.6	6.2	4.7
> 30 Years		/ 39	872	650	575		/ 39	6.6	4.6	2.6
All Of Counsel		/ 40	847	595	531		/ 40	7.6	4.9	3.4
Staff Attorneys										
<u>By Years of Experience</u>										
< 6 Years		/ 13 ‡	\$410	\$336	\$275		/ 13 ‡	7.5	5.9	5.1
6 - 10 Years		/ 19 ‡	395	345	298		/ 19 ‡	9.1	7.7	4.2
11 - 15 Years		/ 19 ‡	444	345	285		/ 19 ‡	8.9	6.7	4.2
> 15 Years		/ 22 ‡	425	373	316		/ 22 ‡	7.0	5.3	3.5
All Staff Attorneys		/ 29 ‡	411	370	311		/ 29 ‡	8.4	6.5	4.4
eDiscovery Attorneys										
<u>By Years of Experience</u>										
< 6 Years			**	**	**			**	**	**
6 - 10 Years			**	**	**			**	**	**
11 - 15 Years			**	**	**			**	**	**
> 15 Years			**	**	**			**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**
All Attorneys		/ 51	\$729	\$565	\$509		/ 51	9.5	7.6	5.7
Contract Associates			**	**	**			**	**	**
Other Timekeepers										
Lobbyists		/ 11 ‡	\$669	\$522	\$380		/ 11 ‡	8.7	6.8	3.0
Specialists		/ 23 ‡	358	324	248		/ 23 ‡	9.9	5.6	4.6
Litigation Support		/ 21 ‡	325	288	228		/ 21 ‡	8.3	5.5	3.0
Patent Agents		/ 18 ‡	349	304	270		/ 18 ‡	9.4	5.6	3.8
Case Clerks		/ 16 ‡	233	168	135		/ 16 ‡	15.1	8.8	4.1
Law Clerks		/ 16 ‡	313	243	211		/ 16 ‡	12.7	6.5	0.0
Paralegals										
High		/ 48	\$395	\$358	\$325		/ 48	7.6	5.2	2.8
Middle		/ 48	325	277	247		/ 48	9.2	6.4	4.2
Low		/ 48	243	200	154		/ 48	13.3	7.1	4.0
Average		/ 48	322	276	251		/ 48	8.4	6.4	4.9

¹ Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding timekeepers who had a title change during the year.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2021

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 st		3 rd	% Change -	% Change -	% Change - 1 Year			Median
		Quartile	Median	Quartile	1 year	2 year	1 st	Median	3 rd	% Change -
								Quartile		2 Year
Equity Partners										
High	/ 49	\$1,263	\$930	\$808	‡	‡	4.7	3.0	0.0	5.2
Middle	/ 49	753	599	513	‡	‡	4.4	2.3	0.0	5.3
Low	/ 49	485	367	286	‡	‡	6.4	1.9	0.0	6.7
Average	/ 49	804	611	526	‡	‡	4.7	2.6	0.8	5.8
By Years of Experience										
< 11 Years	/ 20 ‡	\$584	\$481	\$408	‡	‡	5.8	4.0	(2.9)	7.1
11 - 15 Years	/ 47	700	525	451	‡	‡	6.7	2.7	0.2	7.1
16 - 20 Years	/ 49	779	577	484	‡	‡	5.4	2.3	(0.2)	6.1
21 - 25 Years	/ 49	810	590	531	‡	‡	4.6	3.5	0.6	6.6
26 - 30 Years	/ 49	786	616	535	‡	‡	5.6	2.9	0.3	5.7
31 - 35 Years	/ 49	831	627	535	‡	‡	6.1	3.3	(0.2)	5.3
36 - 40 Years	/ 49	909	640	567	‡	‡	6.2	2.1	(0.5)	5.8
41 - 45 Years	/ 46	841	653	577	‡	‡	5.6	2.6	(1.5)	4.8
> 45 Years	/ 30 ‡	979	719	582	‡	‡	2.3	(0.9)	(4.1)	5.0
Non-Equity Partners										
High	/ 43	\$1,032	\$799	\$740	‡	‡	5.9	1.3	0.0	4.8
Middle	/ 43	654	507	450	‡	‡	4.4	1.9	0.0	6.3
Low	/ 43	414	323	273	‡	‡	6.0	3.5	0.0	6.6
Average	/ 43	689	513	459	‡	‡	4.4	2.6	0.0	6.5
By Years of Experience										
< 11 Years	/ 40	\$631	\$444	\$390	‡	‡	6.7	3.1	(2.1)	4.8
11 - 15 Years	/ 43	621	472	419	‡	‡	5.1	1.3	(0.9)	6.4
16 - 20 Years	/ 43	699	491	457	‡	‡	5.2	2.9	(1.7)	7.9
21 - 25 Years	/ 43	675	531	461	‡	‡	5.0	3.1	0.1	5.1
26 - 30 Years	/ 37 ‡	717	542	471	‡	‡	3.2	1.1	(1.7)	2.3
31 - 35 Years	/ 35 ‡	710	570	523	‡	‡	6.6	1.7	(2.6)	5.2
36 - 40 Years	/ 33 ‡	663	570	525	‡	‡	3.7	2.5	(1.0)	4.8
41 - 45 Years	/ 31 ‡	719	576	520	‡	‡	5.1	1.0	(0.2)	9.6
> 45 Years	/ 28 ‡	775	596	538	‡	‡	4.7	0.5	0.0	8.6

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	% Change - 1 Year		Median	
			Quartile		Quartile	1 year	2 year	1 st	Median	3 rd	% Change - 2 Year
All Partner Composite											
High		/ 49	\$1,263	\$966	\$844	‡	‡	4.5	3.0	0.0	4.8
Middle		/ 49	711	575	494	‡	‡	4.2	2.3	0.9	5.5
Low		/ 49	436	317	262	‡	‡	8.0	3.2	0.0	3.7
Average		/ 49	750	580	499	‡	‡	4.4	2.5	0.4	5.7
By Years of Experience											
< 11 Years		/ 46	\$621	\$446	\$398	‡	‡	6.9	3.3	(2.2)	5.1
11 - 15 Years		/ 49	662	489	434	‡	‡	5.5	1.9	0.0	6.5
16 - 20 Years		/ 49	763	531	483	‡	‡	4.9	2.6	(0.2)	6.1
21 - 25 Years		/ 49	802	577	504	‡	‡	4.4	3.1	1.1	6.6
26 - 30 Years		/ 49	797	595	522	‡	‡	5.6	2.1	(0.1)	4.6
31 - 35 Years		/ 49	820	611	537	‡	‡	5.3	3.4	0.0	5.3
36 - 40 Years		/ 49	888	650	565	‡	‡	4.2	2.4	0.2	6.8
41 - 45 Years		/ 47	854	642	577	‡	‡	6.1	2.8	(0.2)	6.9
> 45 Years		/ 38 ‡	914	678	546	‡	‡	3.4	0.0	(2.3)	7.9
Contract Partners			**	**	**			**	**	**	**

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Equity Partner Average Worked¹ Rates**By Years of Experience - For the 12-month period ending December 31, 2021*

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>< 11 Years</i>																		
Your Firm																		
Total Group	87 ‡	14.9%	10.3%	13.8%	42.5%	3.4%	1.1%	1.1%	6.9%	3.4%	2.3%							
<i>11 - 15 Years</i>																		
Your Firm																		
Total Group	498	15.5%	21.3%	16.5%	11.2%	11.8%	6.8%	2.8%	5.6%	6.8%	1.4%	0.2%						
<i>16 - 20 Years</i>																		
Your Firm																		
Total Group	660	11.4%	17.3%	21.1%	10.2%	10.6%	7.9%	6.2%	5.0%	5.9%	3.2%	1.1%	0.2%		0.2%			
<i>21 - 25 Years</i>																		
Your Firm																		
Total Group	867	9.5%	13.1%	21.0%	15.8%	11.0%	5.4%	9.0%	5.2%	4.3%	3.5%	1.6%	0.5%	0.2%				
<i>26 - 30 Years</i>																		
Your Firm																		
Total Group	755	10.9%	10.7%	18.0%	17.7%	10.6%	6.4%	8.7%	5.4%	3.0%	4.0%	1.7%	1.3%	1.3%		0.1%		
<i>31 - 35 Years</i>																		
Your Firm																		
Total Group	625	9.6%	8.3%	17.0%	17.3%	14.9%	8.5%	5.8%	4.8%	3.4%	3.8%	4.0%	0.8%	0.6%	0.5%	0.2%	0.5%	0.2%
<i>36 - 40 Years</i>																		
Your Firm																		
Total Group	535	9.7%	10.7%	14.0%	15.7%	14.4%	10.3%	6.5%	6.4%	3.4%	4.1%	1.5%	1.1%	0.9%	0.7%	0.2%	0.2%	0.2%
<i>41 - 45 Years</i>																		
Your Firm																		
Total Group	259	6.9%	12.4%	14.3%	16.2%	13.1%	14.3%	3.5%	3.9%	4.2%	1.9%	2.3%	2.7%	1.5%	0.8%	0.4%	0.8%	0.8%
<i>> 45 Years</i>																		
Your Firm																		
Total Group	92 ‡	7.6%	4.3%	14.1%	13.0%	7.6%	16.3%	5.4%	6.5%	2.2%	5.4%	3.3%	4.3%	1.1%	2.2%		3.3%	3.3%
<i>All Equity Partners</i>																		
Your Firm																		
Total Group	4,380	10.6%	13.0%	17.9%	15.5%	11.8%	7.8%	6.5%	5.3%	4.3%	3.3%	1.8%	0.8%	0.6%	0.3%	0.1%	0.2%	0.2%

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, 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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Non-Equity Partner Average Worked¹ Rates**By Years of Experience - For the 12-month period ending December 31, 2021*

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	317	42.9%	26.8%	9.8%	4.1%	4.1%	3.5%	3.5%	3.8%	0.9%		0.3%						0.3%
11 - 15 Years																		
Your Firm																		
Total Group	710	28.2%	29.6%	15.8%	9.2%	3.2%	5.6%	3.4%	2.5%	2.0%	0.1%	0.1%	0.1%	0.1%				
16 - 20 Years																		
Your Firm																		
Total Group	445	19.1%	26.7%	17.5%	9.9%	7.2%	6.1%	4.0%	6.1%	2.5%	0.2%	0.4%						0.2%
21 - 25 Years																		
Your Firm																		
Total Group	359	17.0%	22.6%	24.8%	12.0%	7.8%	6.4%	4.7%	1.9%	1.7%	0.6%	0.3%	0.3%					
26 - 30 Years																		
Your Firm																		
Total Group	239 ‡	13.0%	18.8%	25.1%	15.1%	8.4%	2.9%	6.3%	5.4%	2.5%	1.7%	0.4%		0.4%				
31 - 35 Years																		
Your Firm																		
Total Group	187 ‡	14.4%	13.9%	21.4%	21.4%	11.2%	5.3%	3.2%	2.7%	1.6%	1.6%	2.1%	0.5%	0.5%				
36 - 40 Years																		
Your Firm																		
Total Group	239 ‡	13.0%	18.8%	25.1%	15.1%	8.4%	2.9%	6.3%	5.4%	2.5%	1.7%	0.4%		0.4%				
41 - 45 Years																		
Your Firm																		
Total Group	187 ‡	14.4%	13.9%	21.4%	21.4%	11.2%	5.3%	3.2%	2.7%	1.6%	1.6%	2.1%	0.5%	0.5%				
> 45 Years																		
Your Firm																		
Total Group	150 ‡	10.0%	16.7%	21.3%	16.0%	16.7%	8.0%	3.3%	2.7%	3.3%	0.7%	0.7%		0.7%				
All Non-Equity Partners																		
Your Firm																		
Total Group	110 ‡	7.3%	10.0%	27.3%	23.6%	12.7%	5.5%	7.3%	3.6%	0.9%			0.9%	0.9%				

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, 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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of All Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2021

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	404	36.9%	23.3%	10.6%	12.4%	4.0%	3.0%	3.0%	4.5%	1.5%	0.5%	0.2%						0.2%
11 - 15 Years																		
Your Firm																		
Total Group	1,208	22.9%	26.2%	16.1%	10.0%	6.8%	6.1%	3.1%	3.8%	4.0%	0.7%	0.2%	0.1%	0.1%				
16 - 20 Years																		
Your Firm																		
Total Group	1,105	14.5%	21.1%	19.6%	10.0%	9.2%	7.1%	5.3%	5.4%	4.5%	2.0%	0.8%	0.1%		0.1%			0.1%
21 - 25 Years																		
Your Firm																		
Total Group	1,226	11.7%	15.9%	22.1%	14.7%	10.0%	5.7%	7.7%	4.2%	3.5%	2.6%	1.2%	0.4%	0.2%				
26 - 30 Years																		
Your Firm																		
Total Group	994	11.4%	12.7%	19.7%	17.1%	10.1%	5.5%	8.1%	5.4%	2.9%	3.4%	1.4%	1.0%	1.1%		0.1%		
31 - 35 Years																		
Your Firm																		
Total Group	812	10.7%	9.6%	18.0%	18.2%	14.0%	7.8%	5.2%	4.3%	3.0%	3.3%	3.6%	0.7%	0.6%	0.4%	0.1%	0.4%	0.1%
36 - 40 Years																		
Your Firm																		
Total Group	685	9.8%	12.0%	15.6%	15.8%	14.9%	9.8%	5.8%	5.5%	3.4%	3.4%	1.3%	0.9%	0.9%	0.6%	0.1%	0.1%	0.1%
41 - 45 Years																		
Your Firm																		
Total Group	369	7.0%	11.7%	18.2%	18.4%	13.0%	11.7%	4.6%	3.8%	3.3%	1.4%	1.6%	2.2%	1.4%	0.5%	0.3%	0.5%	0.5%
> 45 Years																		
Your Firm																		
Total Group	174 ‡	5.7%	7.5%	16.1%	16.1%	12.1%	15.5%	5.7%	4.6%	1.7%	4.6%	2.3%	2.9%	0.6%	1.1%		1.7%	1.7%
All Partners																		
Your Firm																		
Total Group	6,995	14.8%	16.9%	18.2%	14.1%	10.2%	7.0%	5.7%	4.7%	3.4%	2.3%	1.3%	0.6%	0.4%	0.2%	0.1%	0.1%	0.1%

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, 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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2021

Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	1 st	Median	3 rd	
		Quartile		Quartile	1 Year	2 Year	Quartile		Quartile	
Associates										
Class of										
2021	/ 35 ‡	\$413	\$295	\$261						
2020	/ 43	420	316	264	‡		16.2	9.4	3.1	
2019	/ 49	426	312	275	‡	‡	11.8	8.6	3.5	14.4
2018	/ 49	467	328	296	‡	‡	11.3	8.2	4.0	18.0
2017	/ 48	494	340	314	‡	‡	11.3	6.7	3.1	19.4
2016	/ 49	523	353	307	‡	‡	11.0	8.4	0.0	16.3
2015	/ 49	531	370	321	‡	‡	10.3	7.8	2.4	15.4
2014	/ 48	567	385	343	‡	‡	8.4	5.0	1.0	15.7
2013	/ 46	582	406	344	‡	‡	9.1	6.2	0.0	15.1
2012	/ 39	566	401	340	‡	‡	7.8	4.9	(0.6)	10.3
Prior	/ 43	609	425	359	‡	‡	7.4	3.5	0.0	9.6
All Associates	/ 49	498	348	309	‡	‡	4.8	2.0	0.0	6.1
Sr. Attorneys										
Class of										
2014 - 2021		**	**	**			**	**	**	**
2013		**	**	**			**	**	**	**
2012	/ 15 ‡	543	405	378			**	**	**	**
2011	/ 17 ‡	518	380	341	‡		4.1	0.0	(0.3)	**
2010	/ 15 ‡	492	420	335			**	**	**	**
2009	/ 22 ‡	610	434	341	‡	‡	5.3	2.1	0.0	9.3
2008	/ 22 ‡	701	414	340	‡	‡	7.2	4.3	0.3	9.2
Prior	/ 30 ‡	690	504	421	‡	‡	6.8	3.4	0.7	7.2
All Sr. Attorneys	/ 32 ‡	667	472	401	‡	‡	5.8	3.4	0.0	6.2

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Associate & Sr. Attorney Average Worked¹ Rates*For the 12-month period ending December 31, 2021*

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 +
2021													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2020													
Your Firm													
Total Group	160 ‡	23.1%	26.3%	13.8%	14.4%	16.9%	5.6%						
2019													
Your Firm													
Total Group	331	12.7%	42.3%	11.5%	14.2%	10.3%	7.3%	1.8%					
2018													
Your Firm													
Total Group	330	10.9%	34.5%	17.9%	11.5%	8.2%	10.0%	6.4%	0.6%				
2017													
Your Firm													
Total Group	340	7.4%	25.6%	22.4%	10.0%	10.6%	10.3%	6.5%	7.1%	0.3%			
2016													
Your Firm													
Total Group	328	6.4%	22.9%	26.5%	9.1%	11.0%	6.4%	8.5%	5.2%	4.0%			
2015													
Your Firm													
Total Group	354	5.9%	23.2%	28.5%	9.3%	13.0%	6.5%	2.3%	5.4%	5.4%	0.3%	0.3%	
2014													
Your Firm													
Total Group	304	5.3%	16.4%	27.6%	13.5%	8.9%	9.9%	3.3%	7.6%	4.9%	2.6%		
2013													
Your Firm													
Total Group	234	4.3%	12.8%	27.8%	15.0%	9.4%	9.8%	8.5%	4.7%	5.1%	2.6%		
2012													
Your Firm													
Total Group	162	6.8%	14.8%	25.9%	14.8%	7.4%	8.0%	6.2%	4.9%	6.2%	4.9%		
Prior													
Your Firm													
Total Group	256	10.5%	12.5%	24.2%	13.3%	10.2%	9.0%	7.0%	7.4%	5.1%	0.8%		
All Associates													
Your Firm													
Total Group	2,814	8.8%	24.2%	22.7%	12.2%	10.5%	8.3%	5.1%	4.4%	2.9%	0.9%	0.0%	
Sr. Attorneys													
Your Firm													
Total Group	598 ‡	2.8%	15.1%	24.7%	20.6%	10.2%	6.5%	5.7%	6.7%	3.7%	1.7%	2.2%	0.2%

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, 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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Other Timekeeper Average Worked¹ Rates

For the 12-month period ending December 31, 2021

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 st	Median	3 rd	% Change -	% Change -	1 st	Median	3 rd	Median
		Quartile		Quartile	1 Year	2 Year	Quartile		Quartile	% Change -
										2 Year
Of Counsel										
By Years of Experience										
< 21 Years	/ 17 ‡	\$538	\$453	\$397			**	**	**	**
21 - 25 Years	/ 15 ‡	636	426	395			**	**	**	**
26 - 30 Years	/ 16 ‡	581	508	437			**	**	**	**
> 30 Years	/ 34 ‡	750	560	487	‡‡	‡‡	7.7	3.7	0.0	5.0
All Of Counsel	/ 37 ‡	754	512	432	‡‡	‡‡	4.6	1.9	0.0	3.5
Staff Attorneys										
By Years of Experience										
< 6 Years	/ 13 ‡	\$316	\$287	\$255			**	**	**	**
6 - 10 Years	/ 18 ‡	336	287	264	‡‡	‡	2.2	(0.6)	(7.9)	2.6
11 - 15 Years	/ 17 ‡	394	315	260	‡‡		4.8	(1.7)	(7.9)	**
> 15 Years	/ 18 ‡	365	306	270	‡‡	‡‡	6.7	2.5	0.0	5.7
All Staff Attorneys	/ 27 ‡	357	307	264	‡‡	‡‡	3.7	0.6	(3.6)	5.0
eDiscovery Attorneys										
By Years of Experience										
< 6 Years		**	**	**			**	**	**	**
6 - 10 Years		**	**	**			**	**	**	**
11 - 15 Years		**	**	**			**	**	**	**
> 15 Years		**	**	**			**	**	**	**
All eDiscovery Attorneys		**	**	**			**	**	**	**
All Attorneys	/ 49	\$635	\$489	\$434	‡	‡	3.6	2.3	0.4	5.8
Contract Associates		**	**	**			**	**	**	**
Other Timekeepers										
Lobbyists		**	**	**			**	**	**	**
Specialists	/ 22 ‡	330	287	225	‡‡	‡‡	4.4	1.8	(0.6)	7.4
Litigation Support	/ 18 ‡	276	261	195	‡‡	‡‡	10.6	7.3	2.4	8.0
Patent Agents	/ 18 ‡	305	270	230	‡‡	‡‡	4.5	0.4	0.0	5.3
Case Clerks	/ 18 ‡	199	170	118	‡‡	‡‡	11.8	6.5	1.8	15.4
Law Clerks	/ 21 ‡	268	213	156	‡‡	‡‡	14.2	1.1	(0.8)	3.5
Paralegals										
High	/ 47	\$407	\$343	\$300	‡	‡	4.5	2.8	0.0	7.3
Middle	/ 47	277	243	208	‡	‡	6.5	3.7	0.0	6.4
Low	/ 47	187	130	101	‡	‡	12.2	2.0	(0.4)	5.7
Average	/ 47	283	249	207	‡	‡	5.2	3.9	0.0	8.0

¹ Calculated by taking the value of billable time worked during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	Median % Change - 2 Year
Equity Partners											
High		/ 48	\$1,378	\$976	\$870	‡	‡	9.8	6.1	0.0	12.0
Middle		/ 48	724	577	497	‡	‡	5.5	4.3	1.9	7.8
Low		/ 48	422	320	261	‡	‡	14.1	0.7	(1.7)	9.3
Average		/ 48	726	583	501	‡	‡	5.3	4.4	2.7	6.6
By Years of Experience											
< 11 Years		/ 19 ‡	\$560	\$500	\$393	‡	‡	5.9	4.3	(0.8)	**
11 - 15 Years		/ 46	674	511	446	‡	‡	9.7	4.9	1.9	9.6
16 - 20 Years		/ 48	717	564	475	‡	‡	8.5	3.7	0.4	10.2
21 - 25 Years		/ 48	748	566	510	‡	‡	7.2	5.2	2.0	7.3
26 - 30 Years		/ 48	769	593	504	‡	‡	6.0	3.4	0.8	6.6
31 - 35 Years		/ 48	782	602	518	‡	‡	8.0	3.7	(1.0)	7.4
36 - 40 Years		/ 48	844	649	560	‡	‡	6.8	3.7	0.3	8.4
41 - 45 Years		/ 45	794	614	542	‡	‡	9.2	3.6	(0.5)	5.5
> 45 Years		/ 30 ‡	951	704	552	‡	‡	4.8	1.7	(4.1)	6.9
Non-Equity Partners											
High		/ 42	\$1,024	\$827	\$705	‡	‡	8.9	1.7	(0.3)	8.1
Middle		/ 42	618	483	432	‡	‡	5.3	2.9	0.0	6.8
Low		/ 42	337	269	223	‡	‡	10.0	0.0	(11.9)	4.8
Average		/ 42	634	494	435	‡	‡	6.6	3.6	0.3	7.9
By Years of Experience											
< 11 Years		/ 40	\$604	\$425	\$368	‡	‡	9.6	4.2	(1.8)	5.0
11 - 15 Years		/ 42	593	453	392	‡	‡	8.8	2.8	(1.4)	6.4
16 - 20 Years		/ 42	626	478	432	‡	‡	6.3	2.0	(2.0)	6.6
21 - 25 Years		/ 41	658	518	453	‡	‡	9.3	4.9	2.0	8.4
26 - 30 Years		/ 36 ‡	663	515	451	‡	‡	7.3	3.1	(0.4)	4.4
31 - 35 Years		/ 35 ‡	635	541	473	‡	‡	7.3	0.8	(2.8)	6.6
36 - 40 Years		/ 32 ‡	626	549	464	‡	‡	9.1	0.5	(2.1)	1.5
41 - 45 Years		/ 30 ‡	656	556	485	‡	‡	7.7	3.7	0.3	6.1
> 45 Years		/ 27 ‡	775	642	515	‡	‡	7.1	0.7	(0.9)	8.0

¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2021

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Rate</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 year</i>	<i>% Change - 2 Year</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Median % Change - 2 Year</i>
All Partner Composite											
High		/ 48	\$1,482	\$1,003	\$871	‡	‡	14.2	3.9	0.0	12.0
Middle		/ 48	703	534	471	‡	‡	5.6	4.0	1.3	7.5
Low		/ 48	347	261	213	‡	‡	15.2	0.0	(15.9)	8.3
Average		/ 48	720	547	486	‡	‡	5.3	3.9	2.4	7.6
<u>By Years of Experience</u>											
< 11 Years		/ 45	\$594	\$438	\$369	‡	‡	9.2	4.1	(1.6)	6.0
11 - 15 Years		/ 48	649	478	421	‡	‡	7.1	4.5	0.6	7.1
16 - 20 Years		/ 48	705	523	459	‡	‡	6.6	3.8	0.3	8.1
21 - 25 Years		/ 48	723	554	494	‡	‡	7.7	4.6	0.8	7.1
26 - 30 Years		/ 48	774	573	505	‡	‡	7.4	3.5	0.7	5.5
31 - 35 Years		/ 48	774	585	515	‡	‡	8.3	3.2	0.6	7.0
36 - 40 Years		/ 48	784	639	548	‡	‡	6.5	3.1	1.8	9.4
41 - 45 Years		/ 46	806	598	523	‡	‡	9.8	2.9	1.0	6.2
> 45 Years		/ 37 ‡	874	688	515	‡	‡	5.8	2.4	(2.4)	10.0
Contract Partners			**	**	**			**	**	**	**

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Equity Partner Average Billed¹ Rates**By Years of Experience - For the 12-month period ending December 31, 2021*

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	86 ‡	23.3%	9.3%	17.4%	33.7%	1.2%	1.2%	7.0%	5.8%	1.2%								
11 - 15 Years																		
Your Firm																		
Total Group	478	19.2%	20.7%	15.5%	10.0%	11.9%	7.7%	6.3%	5.0%	2.1%	0.6%			0.2%	0.2%			0.4%
16 - 20 Years																		
Your Firm																		
Total Group	642	12.8%	19.8%	18.4%	10.1%	9.3%	10.6%	8.1%	5.3%	3.4%	1.7%	0.2%			0.2%		0.2%	
21 - 25 Years																		
Your Firm																		
Total Group	852	11.9%	15.7%	19.2%	16.4%	9.3%	7.0%	9.2%	4.9%	3.9%	0.9%	0.7%	0.5%	0.1%		0.1%		0.1%
26 - 30 Years																		
Your Firm																		
Total Group	743	13.7%	13.1%	19.9%	13.6%	10.6%	8.1%	7.7%	4.7%	3.5%	1.7%	1.9%	0.3%	0.7%				0.5%
31 - 35 Years																		
Your Firm																		
Total Group	616	12.3%	10.7%	16.2%	16.7%	12.5%	9.6%	5.8%	5.7%	3.7%	3.1%	1.3%	0.2%	0.5%	0.3%	0.6%	0.3%	0.3%
36 - 40 Years																		
Your Firm																		
Total Group	522	13.6%	11.7%	14.6%	14.2%	14.2%	10.3%	8.2%	4.4%	3.4%	2.1%	0.8%	0.6%	0.4%	0.4%	0.4%		0.8%
41 - 45 Years																		
Your Firm																		
Total Group	254	11.8%	15.0%	12.2%	18.1%	11.8%	11.4%	5.1%	3.9%	2.4%	1.6%	2.0%	2.4%	0.4%	0.4%	0.8%	0.4%	0.4%
> 45 Years																		
Your Firm																		
Total Group	91 ‡	9.9%	9.9%	12.1%	8.8%	14.3%	11.0%	5.5%	5.5%	3.3%	4.4%	6.6%	1.1%		3.3%	1.1%	1.1%	2.2%
All Equity Partners																		
Your Firm																		
Total Group	4,286	13.6%	14.9%	17.2%	14.3%	11.0%	8.8%	7.5%	5.0%	3.3%	1.7%	1.0%	0.4%	0.3%	0.2%	0.2%	0.1%	0.4%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Non-Equity Partner Average Billed¹ Rates**By Years of Experience - For the 12-month period ending December 31, 2021*

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	316	51.3%	20.9%	11.4%	3.8%	3.2%	4.1%	2.5%	2.2%	0.3%		0.3%						
11 - 15 Years																		
Your Firm																		
Total Group	707	38.2%	25.2%	15.1%	7.4%	5.5%	3.3%	2.8%	1.6%	0.4%	0.1%			0.3%		0.1%		
16 - 20 Years																		
Your Firm																		
Total Group	442	25.1%	24.2%	18.1%	10.9%	7.0%	4.1%	4.8%	4.3%	0.9%	0.5%	0.2%						
21 - 25 Years																		
Your Firm																		
Total Group	356	25.3%	22.5%	20.5%	12.4%	7.6%	6.5%	1.1%	2.8%	0.3%	1.1%							
26 - 30 Years																		
Your Firm																		
Total Group	237 ‡	17.7%	25.3%	20.7%	12.7%	6.3%	6.3%	4.2%	3.4%	1.3%	1.3%	0.4%					0.4%	
31 - 35 Years																		
Your Firm																		
Total Group	187 ‡	23.0%	15.0%	25.1%	15.0%	6.4%	6.4%	2.7%	1.1%	1.6%	1.1%	1.6%		0.5%			0.5%	
36 - 40 Years																		
Your Firm																		
Total Group	148 ‡	15.5%	23.0%	18.2%	18.9%	12.8%	4.7%	3.4%	1.4%	2.0%								
41 - 45 Years																		
Your Firm																		
Total Group	109 ‡	14.7%	11.9%	29.4%	19.3%	12.8%	4.6%	3.7%	1.8%				1.8%					
> 45 Years																		
Your Firm																		
Total Group	81 ‡	8.6%	8.6%	19.8%	21.0%	14.8%	9.9%	7.4%	2.5%	1.2%	2.5%	1.2%	2.5%					
All Non-Equity Partners																		
Your Firm																		
Total Group	2,599	29.5%	22.2%	18.0%	11.0%	6.9%	4.9%	3.2%	2.4%	0.7%	0.5%	0.3%	0.2%	0.1%		0.0%	0.1%	

¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of All Partner Average Billed¹ Rates**By Years of Experience - For the 12-month period ending December 31, 2021*

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	402	45.3%	18.4%	12.7%	10.2%	2.7%	3.5%	3.5%	3.0%	0.5%		0.2%						
11 - 15 Years																		
Your Firm																		
Total Group	1,185	30.5%	23.4%	15.3%	8.4%	8.1%	5.1%	4.2%	3.0%	1.1%	0.3%			0.3%	0.1%	0.1%		0.2%
16 - 20 Years																		
Your Firm																		
Total Group	1,084	17.8%	21.6%	18.3%	10.4%	8.4%	7.9%	6.7%	4.9%	2.4%	1.2%	0.2%			0.1%		0.1%	
21 - 25 Years																		
Your Firm																		
Total Group	1,208	15.8%	17.7%	19.6%	15.2%	8.8%	6.9%	6.8%	4.3%	2.8%	1.0%	0.5%	0.3%	0.1%		0.1%		0.1%
26 - 30 Years																		
Your Firm																		
Total Group	980	14.7%	16.0%	20.1%	13.4%	9.6%	7.7%	6.8%	4.4%	3.0%	1.6%	1.5%	0.2%	0.5%			0.1%	0.4%
31 - 35 Years																		
Your Firm																		
Total Group	803	14.8%	11.7%	18.3%	16.3%	11.1%	8.8%	5.1%	4.6%	3.2%	2.6%	1.4%	0.1%	0.5%	0.2%	0.5%	0.4%	0.2%
36 - 40 Years																		
Your Firm																		
Total Group	670	14.0%	14.2%	15.4%	15.2%	13.9%	9.1%	7.2%	3.7%	3.1%	1.6%	0.6%	0.4%	0.3%	0.3%	0.3%		0.6%
41 - 45 Years																		
Your Firm																		
Total Group	363	12.7%	14.0%	17.4%	18.5%	12.1%	9.4%	4.7%	3.3%	1.7%	1.1%	1.4%	2.2%	0.3%	0.3%	0.6%	0.3%	0.3%
> 45 Years																		
Your Firm																		
Total Group	172	9.3%	9.3%	15.7%	14.5%	14.5%	10.5%	6.4%	4.1%	2.3%	3.5%	4.1%	1.7%		1.7%	0.6%	0.6%	1.2%
All Partners																		
Your Firm																		
Total Group	6,885	19.6%	17.7%	17.5%	13.1%	9.4%	7.3%	5.9%	4.0%	2.3%	1.3%	0.7%	0.3%	0.2%	0.1%	0.2%	0.1%	0.2%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

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2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Associate & Sr. Attorney Average Billed¹ Rates

For the 12-month period ending December 31, 2021

Your Firm		Group			Your Firm		Group			
Rate	Rank / Of	1 st		3 rd	% Change -	% Change -	% Change - 1 Year		Median	
		Quartile	Median	Quartile	1 year	2 Year	1 st	Median	3 rd	% Change -
								Quartile	2 Year	
Associates										
Class of										
2021	/ 35 ‡	\$383	\$278	\$239						
2020	/ 43	364	292	240	‡		31.7	15.9	5.6	
2019	/ 48	414	284	246	‡	‡	13.7	9.5	5.2	17.8
2018	/ 48	431	308	262	‡	‡	14.0	10.6	5.4	24.7
2017	/ 47	458	324	287	‡	‡	14.5	10.8	3.8	22.4
2016	/ 48	505	335	299	‡	‡	16.2	9.4	4.6	20.0
2015	/ 48	519	347	303	‡	‡	13.6	8.5	0.3	19.1
2014	/ 47	546	358	331	‡	‡	11.0	6.5	3.0	18.1
2013	/ 46	559	377	315	‡	‡	10.9	7.2	0.0	17.5
2012	/ 39	543	377	306	‡	‡	8.5	2.8	0.0	9.5
Prior	/ 43	554	382	327	‡	‡	13.4	4.4	0.0	10.0
All Associates	/ 48	466	329	285	‡	‡	5.8	2.6	0.3	7.7
Sr. Attorneys										
Class of										
2014 - 2021		**	**	**			**	**	**	**
2013		**	**	**			**	**	**	**
2012	/ 14 ‡	563	423	360			**	**	**	**
2011	/ 16 ‡	496	403	315	‡		6.1	3.7	(0.3)	**
2010	/ 14 ‡	438	387	331			**	**	**	**
2009	/ 21 ‡	573	420	353	‡	‡	12.8	2.1	(3.4)	7.4
2008	/ 21 ‡	487	364	307	‡	‡	6.1	0.0	(2.9)	9.7
Prior	/ 30 ‡	605	478	398	‡	‡	10.1	2.8	0.0	7.8
All Sr. Attorneys	/ 31 ‡	572	443	380	‡	‡	10.1	2.6	0.0	6.6

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Associate & Sr. Attorney Average Billed¹ Rates**For the 12-month period ending December 31, 2021*

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 +
2021													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2020													
Your Firm													
Total Group	160 ‡	37.5%	15.0%	18.1%	20.6%	8.1%	0.6%						
2019													
Your Firm													
Total Group	326	24.2%	35.6%	14.7%	12.6%	9.5%	2.8%	0.6%					
2018													
Your Firm													
Total Group	323	20.4%	31.9%	14.2%	13.0%	12.1%	5.6%	2.2%	0.6%				
2017													
Your Firm													
Total Group	337	11.0%	31.2%	20.8%	6.8%	13.6%	8.9%	6.5%	1.2%				
2016													
Your Firm													
Total Group	326	11.7%	27.6%	20.6%	9.8%	9.8%	9.5%	6.1%	4.3%	0.6%			
2015													
Your Firm													
Total Group	352	10.8%	29.3%	21.0%	11.4%	12.2%	5.4%	4.0%	3.4%	2.3%			0.3%
2014													
Your Firm													
Total Group	303	7.6%	22.1%	25.1%	13.2%	8.3%	7.3%	6.9%	5.3%	3.6%	0.7%		
2013													
Your Firm													
Total Group	235	8.5%	20.4%	22.6%	13.6%	9.8%	10.2%	7.2%	5.1%	2.6%			
2012													
Your Firm													
Total Group	162	11.1%	21.6%	19.1%	13.0%	10.5%	6.8%	6.8%	5.6%	4.3%	1.2%		
Prior													
Your Firm													
Total Group	256	13.3%	19.5%	19.9%	13.3%	10.2%	7.0%	8.6%	5.1%	2.7%	0.4%		
All Associates													
Your Firm													
Total Group	2,795	14.8%	26.7%	19.6%	12.2%	10.6%	6.5%	4.9%	2.9%	1.5%	0.2%		0.0%
Sr. Attorneys	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$374	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
Your Firm													
Total Group	572 ‡	4.7%	21.3%	26.0%	16.4%	10.0%	5.8%	5.2%	5.4%	3.5%	1.0%	0.5%	

¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, 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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Other Timekeeper Average Billed¹ Rates

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group			
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	Median % Change - 2 Year
Of Counsel											
By Years of Experience											
< 21 Years		/ 17 ‡	\$524	\$393	\$374			**	**	**	**
21 - 25 Years		/ 15 ‡	595	398	352			**	**	**	**
26 - 30 Years		/ 16 ‡	564	462	426			**	**	**	**
> 30 Years		/ 33 ‡	704	518	443	‡	‡	14.0	2.0	(0.1)	4.9
All Of Counsel		/ 36 ‡	714	509	395	‡	‡	10.0	2.2	0.0	3.5
Staff Attorneys											
By Years of Experience											
< 6 Years		/ 13 ‡	\$299	\$262	\$208			**	**	**	**
6 - 10 Years		/ 18 ‡	321	280	250	‡	‡	5.6	1.3	(6.5)	1.9
11 - 15 Years		/ 17 ‡	367	300	229	‡	‡	11.3	1.8	(5.3)	**
> 15 Years		/ 18 ‡	354	298	273	‡	‡	11.5	2.5	(9.7)	8.0
All Staff Attorneys		/ 27 ‡	336	304	254	‡	‡	5.4	1.6	(3.9)	5.3
eDiscovery Attorneys											
By Years of Experience											
< 6 Years			**	**	**			**	**	**	**
6 - 10 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years			**	**	**			**	**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys		/ 48	\$617	\$461	\$415	‡	‡	5.6	3.6	1.8	7.7
Contract Associates			**	**	**			**	**	**	**
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 21 ‡	329	272	225	‡	‡	8.2	3.9	0.7	8.8
Litigation Support		/ 18 ‡	262	223	178	‡	‡	10.8	6.1	1.5	4.6
Patent Agents		/ 18 ‡	282	242	204	‡	‡	10.0	0.4	0.0	11.1
Case Clerks		/ 18 ‡	189	151	105	‡	‡	11.6	1.5	(3.4)	14.3
Law Clerks		/ 20 ‡	196	156	120	‡	‡	21.8	0.0	(12.5)	10.2
Paralegals											
High		/ 46	\$410	\$357	\$287	‡	‡	11.9	3.8	0.0	9.6
Middle		/ 46	257	230	179	‡	‡	8.5	4.8	0.8	8.8
Low		/ 46	158	107	70	‡	‡	18.1	0.5	(3.6)	11.0
Average		/ 46	257	227	186	‡	‡	8.3	5.4	1.9	9.7

¹ Calculated by taking the actual value of amount billed during the period 1/1/2021 through 12/31/2021, divided by the corresponding billable hours worked.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 49	\$1,351	\$996	\$871		/ 37 ‡	10.3	6.0	0.0
Middle		/ 49	714	577	497		/ 37 ‡	5.7	4.6	0.9
Low		/ 49	456	341	281		/ 37 ‡	7.4	1.5	(1.6)
Average		/ 49	717	582	502		/ 37 ‡	5.7	4.2	2.3
<u>By Years of Experience</u>										
< 11 Years		/ 20 ‡	\$578	\$479	\$394		/ 14 ‡	7.2	4.2	(2.4)
11 - 15 Years		/ 47	682	514	447		/ 35 ‡	9.5	4.8	1.8
16 - 20 Years		/ 49	699	562	477		/ 37 ‡	8.5	4.2	0.9
21 - 25 Years		/ 49	733	562	509		/ 37 ‡	7.1	4.7	1.9
26 - 30 Years		/ 49	779	590	508		/ 37 ‡	5.1	2.9	0.2
31 - 35 Years		/ 49	758	603	519		/ 37 ‡	8.1	3.1	(1.3)
36 - 40 Years		/ 49	844	645	562		/ 37 ‡	7.4	3.3	1.1
41 - 45 Years		/ 45	817	613	546		/ 32 ‡	11.9	4.1	(0.0)
> 45 Years		/ 30 ‡	887	679	552		/ 18 ‡	7.1	0.4	(2.9)
Non-Equity Partners										
High		/ 42	1,002	779	689		/ 31 ‡	10.3	2.0	0.0
Middle		/ 42	639	486	434		/ 31 ‡	6.6	3.1	1.1
Low		/ 42	362	299	246		/ 31 ‡	9.5	0.7	(1.8)
Average		/ 42	636	494	437		/ 31 ‡	6.6	3.1	0.0
<u>By Years of Experience</u>										
< 11 Years		/ 40	\$610	\$424	\$364		/ 28 ‡	10.9	2.6	(2.0)
11 - 15 Years		/ 42	599	446	386		/ 31 ‡	7.5	2.6	(0.3)
16 - 20 Years		/ 42	605	480	426		/ 30 ‡	5.8	1.8	(2.5)
21 - 25 Years		/ 41	624	505	461		/ 30 ‡	9.7	4.7	0.7
26 - 30 Years		/ 39	693	515	454		/ 27 ‡	7.8	0.6	(2.0)
31 - 35 Years		/ 37 ‡	605	531	453		/ 25 ‡	7.7	0.2	(2.3)
36 - 40 Years		/ 31 ‡	614	551	467		/ 19 ‡	7.6	2.1	(3.1)
41 - 45 Years		/ 33 ‡	663	570	498		/ 23 ‡	14.5	4.6	0.1
> 45 Years		/ 30 ‡	771	591	501		/ 16 ‡	4.4	0.1	(0.9)

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding Partners who had a title change during the year.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
All Partner Composite										
High		/ 49	\$1,421	\$1,005	\$871		/ 37 ‡	13.7	3.8	0.0
Middle		/ 49	701	541	474		/ 37 ‡	5.7	4.3	0.8
Low		/ 49	363	290	246		/ 37 ‡	13.1	0.0	(2.6)
Average		/ 49	717	548	489		/ 37 ‡	5.3	4.0	2.3
<u>By Years of Experience</u>										
< 11 Years		/ 46	\$591	\$434	\$375		/ 35 ‡	8.7	2.2	(3.6)
11 - 15 Years		/ 49	649	484	423		/ 37 ‡	6.5	4.6	1.5
16 - 20 Years		/ 49	709	513	467		/ 37 ‡	7.1	4.2	0.2
21 - 25 Years		/ 49	724	549	493		/ 37 ‡	6.0	4.1	1.8
26 - 30 Years		/ 49	779	567	501		/ 37 ‡	4.6	2.5	0.0
31 - 35 Years		/ 49	760	583	514		/ 37 ‡	8.2	3.2	(1.0)
36 - 40 Years		/ 49	783	642	549		/ 37 ‡	7.2	2.5	0.9
41 - 45 Years		/ 47	785	594	531		/ 35 ‡	12.2	4.9	0.6
> 45 Years		/ 40	816	660	514		/ 25 ‡	8.8	1.8	(1.3)
Contract Partners										
			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding Partners who had a title change during the year.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

For the 12-month period ending December 31, 2021

Your Firm		Group			Your Firm		Group		
		% Change - 1 Year							
Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
Associates									
<u>Class of</u>									
2021	/ 23 ‡	\$312	\$266	\$240					
2020	/ 39	342	287	237		/ 17 ‡	20.4	8.7	2.5
2019	/ 48	400	295	254		/ 36 ‡	14.9	10.1	4.7
2018	/ 49	411	308	270		/ 37 ‡	13.9	11.4	5.0
2017	/ 48	458	326	291		/ 36 ‡	13.0	8.4	2.6
2016	/ 49	505	330	296		/ 37 ‡	13.5	8.8	4.3
2015	/ 48	506	348	303		/ 35 ‡	11.0	6.4	0.0
2014	/ 46	548	362	327		/ 35 ‡	12.2	7.5	1.1
2013	/ 47	546	376	328		/ 35 ‡	9.5	4.9	0.3
2012	/ 37 ‡	480	342	298		/ 27 ‡	7.3	2.7	0.0
Prior	/ 42	507	367	306		/ 30 ‡	10.9	3.0	0.0
All Associates	/ 49	464	333	290		/ 37 ‡	6.3	3.9	0.0
Sr. Attorneys									
<u>Class of</u>									
2014 - 2021		**	**	**			**	**	**
2013	/ 11 ‡	406	362	307			**	**	**
2012	/ 13 ‡	602	407	354			**	**	**
2011	/ 16 ‡	496	400	340			**	**	**
2010	/ 17 ‡	453	396	332		/ 13 ‡	9.5	0.0	(1.0)
2009	/ 23 ‡	564	420	338		/ 17 ‡	16.6	3.3	(3.4)
2008	/ 22 ‡	447	400	291		/ 18 ‡	4.6	0.0	(6.0)
Prior	/ 32 ‡	598	449	396			**	**	**
All Sr. Attorneys	/ 32 ‡	568	435	378		/ 26 ‡	7.1	3.4	0.0

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2021 through 12/31/2021, excluding timekeepers who had a title change during the year.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Realization¹

For the 12-month period ending December 31, 2021

	Your Firm		Group		
	Average Realization %	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Average		/ 46	92.9	89.2	84.0
<u>By Years of Experience</u>					
< 11 Years		/ 20 ‡	103.0	96.1	87.8
11 - 15 Years		/ 44	97.9	93.9	87.7
16 - 20 Years		/ 46	95.9	91.9	85.7
21 - 25 Years		/ 46	93.5	90.2	85.0
26 - 30 Years		/ 46	94.1	88.5	82.3
31 - 35 Years		/ 46	91.8	86.7	82.2
36 - 40 Years		/ 46	93.7	88.4	83.6
41 - 45 Years		/ 43	92.4	86.1	77.4
> 45 Years		/ 30 ‡	94.2	89.4	81.2
Non-Equity Partners					
Average		/ 40	91.8	88.6	84.4
<u>By Years of Experience</u>					
< 11 Years		/ 38 ‡	94.6	91.7	86.5
11 - 15 Years		/ 40	94.0	89.7	86.6
16 - 20 Years		/ 40	94.8	89.5	83.9
21 - 25 Years		/ 40	92.9	88.7	82.4
26 - 30 Years		/ 38 ‡	93.6	88.7	80.7
31 - 35 Years		/ 35 ‡	91.1	84.4	79.5
36 - 40 Years		/ 34 ‡	90.7	84.8	76.7
41 - 45 Years		/ 32 ‡	94.3	90.3	81.5
> 45 Years		/ 30 ‡	97.3	91.1	82.3
All Partner Composite					
Average		/ 46	92.5	89.5	84.0
<u>By Years of Experience</u>					
< 11 Years		/ 43	94.6	91.4	85.9
11 - 15 Years		/ 46	94.8	91.4	86.6
16 - 20 Years		/ 46	94.0	89.3	85.0
21 - 25 Years		/ 46	93.1	89.9	83.7
26 - 30 Years		/ 46	94.0	89.1	81.2
31 - 35 Years		/ 46	90.8	86.5	82.3
36 - 40 Years		/ 46	91.9	88.0	82.0
41 - 45 Years		/ 44	91.9	85.2	76.3
> 45 Years		/ 37 ‡	94.8	89.6	81.7
Contract Partners			**	**	**

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2021 by the Average Standard Rate for the one-year period ending 12/31/2021.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Non-Partner Timekeeper Realization¹

For the 12-month period ending December 31, 2021

	<i>Your Firm</i>	<i>Group</i>		
	<i>Average Realization % Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Associates				
<u>Class of</u>				
2021	/ 34 ‡	94.9	88.0	80.5
2020	/ 46	97.3	88.0	81.7
2019	/ 46	93.6	89.1	79.8
2018	/ 46	92.8	89.2	82.8
2017	/ 45	94.1	87.9	80.4
2016	/ 46	93.3	88.5	83.7
2015	/ 46	94.6	90.5	84.1
2014	/ 46	94.9	90.9	82.0
2013	/ 45	93.4	88.8	78.2
2012	/ 45	89.7	84.4	78.5
Prior	/ 43	93.6	85.6	79.6
All Associates	/ 46	93.6	88.6	81.5
Sr. Attorneys	/ 30 ‡	90.4	85.0	80.2
Other Attorneys				
Of Counsel	/ 37 ‡	93.3	86.6	80.6
Staff Attorneys	/ 30 ‡	92.7	88.6	79.2
eDiscovery Attorneys		**	**	**
All Attorneys	/ 46	91.9	88.2	82.0
Contract Associates	/ 11 ‡	93.1	84.2	78.6
Other Timekeepers				
Lobbyists		**	**	**
Specialists	/ 20 ‡	95.2	89.4	83.6
Litigation Support	/ 20 ‡	95.5	90.4	71.9
Patent Agents	/ 19 ‡	90.6	85.9	76.2
Case Clerks	/ 18 ‡	96.9	90.5	78.4
Law Clerks	/ 26 ‡	79.4	68.2	53.5
Paralegals	/ 44	90.8	85.8	77.0

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2021 by the Average Standard Rate for the one-year period ending 12/31/2021.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Equity Partners by Discount Levels¹**By Years of Experience - For the 12-month period ending December 31, 2021*

Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
Total Group	86 ‡	20.9%	26.7%	16.3%	10.5%	5.8%	8.1%	11.6%
11 - 15 Years								
Your Firm								
Total Group	467	14.8%	25.5%	18.4%	10.5%	9.9%	7.1%	13.9%
16 - 20 Years								
Your Firm								
Total Group	620	13.4%	19.4%	16.3%	12.3%	11.9%	8.7%	18.1%
21 - 25 Years								
Your Firm								
Total Group	825	12.5%	17.9%	14.3%	13.8%	10.5%	9.1%	21.8%
26 - 30 Years								
Your Firm								
Total Group	722	10.4%	14.7%	14.8%	13.4%	11.5%	10.1%	25.1%
31 - 35 Years								
Your Firm								
Total Group	606	11.6%	16.2%	12.0%	13.7%	11.2%	9.1%	26.2%
36 - 40 Years								
Your Firm								
Total Group	509	11.4%	20.0%	10.8%	12.8%	9.8%	7.1%	28.1%
41 - 45 Years								
Your Firm								
Total Group	249	10.0%	20.5%	14.1%	8.0%	11.2%	8.4%	27.7%
> 45 Years								
Your Firm								
Total Group	84 ‡	9.5%	20.2%	14.3%	9.5%	9.5%	6.0%	31.0%
All Equity Partners								
Your Firm								
Total Group	4,170	12.2%	18.8%	14.4%	12.5%	10.8%	8.6%	22.7%

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

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

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Non-Equity Partners by Discount Levels¹**By Years of Experience - For the 12-month period ending December 31, 2021*

Non-Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm	0							
Total Group	298 ‡	14.4%	16.4%	16.8%	14.1%	10.7%	8.7%	18.8%
11 - 15 Years								
Your Firm	0							
Total Group	679	12.4%	16.1%	17.5%	14.6%	12.1%	8.4%	19.0%
16 - 20 Years								
Your Firm	0							
Total Group	423	12.8%	18.2%	16.5%	11.8%	9.7%	9.9%	21.0%
21 - 25 Years								
Your Firm	0							
Total Group	343 ‡	9.6%	18.1%	14.6%	12.5%	12.0%	8.7%	24.5%
26 - 30 Years								
Your Firm	0							
Total Group	228 ‡	10.5%	17.1%	12.7%	11.0%	14.0%	10.5%	24.1%
31 - 35 Years								
Your Firm	0							
Total Group	177 ‡	7.3%	13.6%	14.7%	12.4%	8.5%	6.8%	36.7%
36 - 40 Years								
Your Firm	0							
Total Group	137 ‡	5.1%	23.4%	13.9%	10.2%	10.9%	8.0%	28.5%
41 - 45 Years								
Your Firm	0							
Total Group	107 ‡	11.2%	13.1%	14.0%	11.2%	7.5%	7.5%	35.5%
> 45 Years								
Your Firm	0							
Total Group	79 ‡	13.9%	20.3%	13.9%	20.3%	6.3%	2.5%	22.8%
All Non-Equity Partners								
Your Firm	0							
Total Group	2,487	11.3%	17.0%	15.7%	13.1%	10.9%	8.6%	23.4%

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

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

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of All Partners by Discount Levels ¹

By Years of Experience - For the 12-month period ending December 31, 2021

All Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
Total Group	384	15.9%	18.8%	16.7%	13.3%	9.6%	8.6%	17.2%
11 - 15 Years								
Your Firm								
Total Group	1,146	13.4%	19.9%	17.9%	12.9%	11.2%	7.9%	16.9%
16 - 20 Years								
Your Firm								
Total Group	1,043	13.1%	18.9%	16.4%	12.1%	11.0%	9.2%	19.3%
21 - 25 Years								
Your Firm								
Total Group	1,168	11.6%	18.0%	14.4%	13.4%	11.0%	9.0%	22.6%
26 - 30 Years								
Your Firm								
Total Group	950	10.4%	15.3%	14.3%	12.8%	12.1%	10.2%	24.8%
31 - 35 Years								
Your Firm								
Total Group	783	10.6%	15.6%	12.6%	13.4%	10.6%	8.6%	28.6%
36 - 40 Years								
Your Firm								
Total Group	646	10.1%	20.7%	11.5%	12.2%	10.1%	7.3%	28.2%
41 - 45 Years								
Your Firm								
Total Group	356	10.4%	18.3%	14.0%	9.0%	10.1%	8.1%	30.1%
> 45 Years								
Your Firm								
Total Group	163 ‡	11.7%	20.2%	14.1%	14.7%	8.0%	4.3%	27.0%
All Equity Partners								
Your Firm								
Total Group	6,657	11.9%	18.1%	14.9%	12.7%	10.8%	8.6%	22.9%

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

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

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Associates & Sr. Attorneys by Discount Levels ¹**For the 12-month period ending December 31, 2021*

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% +
2021								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
2020								
Your Firm								
Total Group	152 ‡	21.1%	9.2%	12.5%	7.2%	9.9%	14.5%	25.7%
2019								
Your Firm								
Total Group	315	10.2%	13.7%	15.6%	13.3%	10.5%	8.9%	27.9%
2018								
Your Firm								
Total Group	311	12.9%	15.1%	11.6%	12.9%	13.8%	10.6%	23.2%
2017								
Your Firm								
Total Group	323	10.5%	14.6%	13.3%	13.6%	11.1%	10.5%	26.3%
2016								
Your Firm								
Total Group	306	8.8%	16.7%	16.0%	14.4%	12.4%	7.2%	24.5%
2015								
Your Firm								
Total Group	335	11.6%	15.2%	15.5%	17.0%	8.7%	8.7%	23.3%
2014								
Your Firm								
Total Group	288	14.9%	16.3%	13.5%	13.9%	10.1%	9.7%	21.5%
2013								
Your Firm								
Total Group	227	12.3%	16.3%	9.3%	14.1%	8.8%	14.5%	24.7%
2012								
Your Firm								
Total Group	157 ‡	5.1%	10.2%	14.6%	14.6%	19.7%	11.5%	24.2%
Prior								
Your Firm								
Total Group	254	14.2%	16.5%	15.0%	13.4%	8.3%	8.7%	24.0%
All Associates								
Your Firm								
Total Group	2,683	11.9%	14.9%	13.8%	13.7%	11.0%	10.1%	24.7%
Sr. Attorneys	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm								
Total Group	541 ‡	9.4%	6.8%	10.7%	9.4%	9.4%	10.2%	44.0%

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

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group		
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year		Median % Change - 2 Year
								1 st Quartile	Median	
Equity Partners										
<u>By Years of Experience</u>										
< 11 Years	/ 17 ‡		2,082	1,864	1,558	‡		19.7	10.1	2.6 **
11 - 15 Years	/ 36 ‡		1,912	1,768	1,619	‡	‡	9.9	5.5	(3.9) 7.4
16 - 20 Years	/ 38 ‡		1,770	1,642	1,491	‡	‡	7.0	2.8	(0.6) 5.8
21 - 25 Years	/ 38 ‡		1,746	1,612	1,538	‡	‡	9.2	3.6	(0.9) 5.2
26 - 30 Years	/ 38 ‡		1,655	1,511	1,432	‡	‡	6.7	2.4	(4.3) 0.5
31 - 35 Years	/ 38 ‡		1,588	1,499	1,327	‡	‡	7.9	1.6	(3.9) 0.4
36 - 40 Years	/ 38 ‡		1,519	1,367	1,259	‡	‡	11.9	3.4	(1.6) 7.0
41 - 45 Years	/ 35 ‡		1,563	1,415	1,173	‡	‡	9.9	(0.4)	(8.3) 9.2
> 45 Years	/ 23 ‡		1,327	1,150	879	‡	‡	12.8	(1.8)	(18.3) (8.5)
All Equity Partners	/ 38 ‡		1,664	1,565	1,446	‡	‡	7.0	4.0	(0.5) 4.7
Non-Equity Partners										
<u>By Years of Experience</u>										
< 11 Years	/ 31 ‡		1,890	1,698	1,551	‡	‡	7.1	5.0	(3.0) 1.5
11 - 15 Years	/ 32 ‡		1,709	1,586	1,462	‡	‡	12.4	3.1	(0.9) 5.2
16 - 20 Years	/ 32 ‡		1,668	1,501	1,363	‡	‡	8.3	3.1	(1.8) 4.0
21 - 25 Years	/ 32 ‡		1,562	1,425	1,233	‡	‡	6.7	0.8	(4.0) 4.5
26 - 30 Years	/ 26 ‡		1,456	1,336	1,013	‡	‡	12.6	4.9	(6.6) 5.1
31 - 35 Years	/ 26 ‡		1,335	1,220	878	‡	‡	7.4	2.1	(4.0) 1.7
36 - 40 Years	/ 23 ‡		1,287	1,109	979	‡	‡	10.1	(0.2)	(11.4) (4.4)
41 - 45 Years	/ 23 ‡		1,335	1,095	862	‡	‡	38.2	7.6	(12.2) 5.3
> 45 Years	/ 20 ‡		1,119	853	632	‡	‡	17.6	(2.1)	(19.0) (9.2)
All Non-Equity Partners	/ 32 ‡		1,607	1,473	1,297	‡	‡	7.5	3.9	(0.5) 5.7

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Billable Hours Worked

For the 12-month period ending December 31, 2021

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
								<i>% Change - 1 Year</i>			<i>Median</i>
	<i>Average Hours</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 2 Year</i>
All Partner Composite											
<u><i>By Years of Experience</i></u>											
< 11 Years		/ 36 ‡	1,994	1,741	1,558	‡	‡	8.6	4.1	(0.8)	0.2
11 - 15 Years		/ 38 ‡	1,824	1,687	1,558	‡	‡	8.4	3.9	(1.0)	3.9
16 - 20 Years		/ 38 ‡	1,675	1,586	1,460	‡	‡	7.5	3.2	(1.1)	4.7
21 - 25 Years		/ 38 ‡	1,722	1,555	1,474	‡	‡	7.4	3.5	(0.5)	4.9
26 - 30 Years		/ 38 ‡	1,601	1,465	1,382	‡	‡	7.7	2.8	(4.8)	4.2
31 - 35 Years		/ 38 ‡	1,523	1,417	1,305	‡	‡	9.1	2.7	(1.9)	0.4
36 - 40 Years		/ 38 ‡	1,427	1,348	1,200	‡	‡	12.9	4.5	(2.5)	5.0
41 - 45 Years		/ 36 ‡	1,436	1,303	1,095	‡	‡	10.3	2.1	(7.9)	13.6
> 45 Years		/ 28 ‡	1,237	1,086	704	‡	‡	8.2	(3.2)	(17.1)	(9.8)
All Partner Composite		/ 38 ‡	1,663	1,531	1,410	‡	‡	6.8	5.6	0.1	4.6

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of Equity Partner Billable Hours Worked**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	84 ‡	8.3%		17.9%	16.7%	27.4%	29.8%
<i>11 - 15 Years</i>							
Your Firm							
Total Group	436 ‡	11.0%	10.3%	20.4%	19.3%	17.4%	21.6%
<i>16 - 20 Years</i>							
Your Firm							
Total Group	533 ‡	16.7%	12.6%	21.8%	17.8%	14.1%	17.1%
<i>21 - 25 Years</i>							
Your Firm							
Total Group	694 ‡	18.9%	15.9%	21.0%	17.7%	10.5%	16.0%
<i>26 - 30 Years</i>							
Your Firm							
Total Group	575 ‡	26.3%	17.2%	19.3%	17.9%	8.9%	10.4%
<i>31 - 35 Years</i>							
Your Firm							
Total Group	485 ‡	33.0%	16.5%	14.8%	17.1%	9.7%	8.9%
<i>36 - 40 Years</i>							
Your Firm							
Total Group	377 ‡	42.7%	15.9%	14.3%	10.9%	7.7%	8.5%
<i>41 - 45 Years</i>							
Your Firm							
Total Group	169 ‡	43.8%	12.4%	11.8%	12.4%	7.1%	12.4%
<i>> 45 Years</i>							
Your Firm							
Total Group	68 ‡	66.2%	8.8%	8.8%	11.8%		4.4%
<i>All Equity Partners</i>							
Your Firm							
Total Group	3,421 ‡	25.3%	14.3%	18.4%	16.7%	11.3%	14.0%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

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

Non-Equity Partners	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
< 11 Years							
Your Firm	0						
Total Group	242 ‡	9.1%	9.9%	19.0%	28.1%	19.4%	14.5%
11 - 15 Years							
Your Firm	0						
Total Group	509 ‡	21.4%	14.1%	20.0%	20.4%	13.9%	10.0%
16 - 20 Years							
Your Firm	0						
Total Group	313 ‡	28.8%	17.3%	24.0%	16.6%	8.0%	5.4%
21 - 25 Years							
Your Firm	0						
Total Group	238 ‡	32.8%	20.6%	18.1%	14.3%	8.0%	6.3%
26 - 30 Years							
Your Firm	0						
Total Group	151 ‡	45.7%	21.2%	13.9%	9.9%	2.0%	7.3%
31 - 35 Years							
Your Firm	0						
Total Group	120 ‡	53.3%	16.7%	15.8%	8.3%	2.5%	3.3%
36 - 40 Years							
Your Firm	0						
Total Group	95 ‡	63.2%	12.6%	12.6%	6.3%	1.1%	4.2%
41 - 45 Years							
Your Firm	0						
Total Group	71 ‡	67.6%	11.3%	11.3%	5.6%	1.4%	2.8%
> 45 Years							
Your Firm	0						
Total Group	62 ‡	85.5%	8.1%	1.6%	3.2%	1.6%	
All Non-Equity Partners							
Your Firm	0						
Total Group	1,803 ‡	33.0%	15.3%	18.1%	16.4%	9.5%	7.7%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Distribution of All Partner Billable Hours Worked**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 +
<i>< 11 Years</i>							
Your Firm							
Total Group	326 ‡	8.9%	7.4%	18.7%	25.2%	21.5%	18.4%
<i>11 - 15 Years</i>							
Your Firm							
Total Group	945 ‡	16.6%	12.4%	20.2%	19.9%	15.6%	15.3%
<i>16 - 20 Years</i>							
Your Firm							
Total Group	846 ‡	21.2%	14.3%	22.6%	17.4%	11.8%	12.8%
<i>21 - 25 Years</i>							
Your Firm							
Total Group	932 ‡	22.4%	17.1%	20.3%	16.8%	9.9%	13.5%
<i>26 - 30 Years</i>							
Your Firm							
Total Group	726 ‡	30.3%	18.0%	18.2%	16.3%	7.4%	9.8%
<i>31 - 35 Years</i>							
Your Firm							
Total Group	605 ‡	37.0%	16.5%	15.0%	15.4%	8.3%	7.8%
<i>36 - 40 Years</i>							
Your Firm							
Total Group	472 ‡	46.8%	15.3%	14.0%	10.0%	6.4%	7.6%
<i>41 - 45 Years</i>							
Your Firm							
Total Group	240 ‡	50.8%	12.1%	11.7%	10.4%	5.4%	9.6%
<i>> 45 Years</i>							
Your Firm							
Total Group	130 ‡	75.4%	8.5%	5.4%	7.7%	0.8%	2.3%
<i>All Partners</i>							
Your Firm							
Total Group	5,224 ‡	28.0%	14.6%	18.3%	16.6%	10.7%	11.8%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group			
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median % Change - 2 Year
								1 st Quartile	Median	3 rd Quartile	
Associates											
Class of											
2021		/ 35 ‡	1,534	1,320	1,086						
2020		/ 37 ‡	1,772	1,640	1,498	‡		129.1	44.6	21.6	
2019		/ 38 ‡	1,851	1,724	1,624	‡	‡	11.5	3.8	(2.7)	37.6
2018		/ 38 ‡	1,882	1,770	1,647	‡	‡	10.9	3.8	(1.9)	8.4
2017		/ 37 ‡	1,897	1,790	1,683	‡	‡	9.3	2.9	(2.4)	(1.1)
2016		/ 38 ‡	1,911	1,805	1,714	‡	‡	9.4	4.3	(0.2)	5.6
2015		/ 38 ‡	1,880	1,798	1,689	‡	‡	12.3	2.4	(3.2)	0.4
2014		/ 37 ‡	1,952	1,746	1,692	‡	‡	12.8	1.7	(3.8)	(0.8)
2013		/ 36 ‡	1,902	1,812	1,695	‡	‡	6.7	0.8	(2.5)	1.1
2012		/ 31 ‡	1,897	1,763	1,671	‡	‡	13.9	2.9	(8.6)	0.3
Prior		/ 33 ‡	1,901	1,708	1,591	‡	‡	12.3	5.5	0.6	0.1
All Associates		/ 38 ‡	1,828	1,721	1,666	‡	‡	6.8	0.8	(2.6)	(0.2)
Sr. Attorneys		/ 25 ‡	1,636	1,472	1,336	‡	‡	8.2	2.6	(0.1)	4.5
Other Attorneys											
Of Counsel		/ 26 ‡	1,633	1,142	885	‡	‡	12.0	6.5	(1.4)	6.9
Staff Attorneys		/ 23 ‡	1,575	1,399	1,326	‡	‡	9.6	3.0	(13.6)	(1.0)
eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys		/ 38 ‡	1,698	1,602	1,477	‡	‡	6.2	4.3	0.3	3.9
Other Timekeepers											
Lobbyists			**	**	**			**	**	**	**
Specialists		/ 18 ‡	1,305	1,237	963	‡	‡	4.9	(4.0)	(13.3)	(3.7)
Litigation Support		/ 17 ‡	866	688	588	‡	‡	26.3	13.2	(2.8)	(5.5)
Patent Agents		/ 13 ‡	1,675	1,479	1,160			**	**	**	**
Case Clerks		/ 16 ‡	1,009	696	250	‡		50.3	20.8	8.6	**
Law Clerks		/ 20 ‡	742	603	411	‡	‡	44.9	20.0	(10.5)	(21.2)
Paralegals		/ 36 ‡	1,381	1,237	1,108	‡	‡	11.1	4.6	(0.8)	3.0

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Distribution of Associate & Sr. Attorney Billable Hours Worked

For the 12-month period ending December 31, 2021

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2021							
Your Firm							
Total Group	**	**	**	**	**	**	**
2020							
Your Firm							
Total Group	160 ‡	18.1%	15.6%	19.4%	26.3%	11.3%	9.4%
2019							
Your Firm							
Total Group	268 ‡	6.7%	11.2%	17.5%	26.1%	19.4%	19.0%
2018							
Your Firm							
Total Group	270 ‡	6.3%	8.5%	13.3%	24.4%	25.6%	21.9%
2017							
Your Firm							
Total Group	274 ‡	5.1%	5.8%	13.5%	20.1%	31.4%	24.1%
2016							
Your Firm							
Total Group	263 ‡	4.9%	4.9%	11.8%	22.8%	31.9%	23.6%
2015							
Your Firm							
Total Group	275 ‡	5.1%	8.0%	14.9%	24.0%	25.5%	22.5%
2014							
Your Firm							
Total Group	243 ‡	4.5%	6.6%	12.3%	24.3%	26.3%	25.9%
2013							
Your Firm							
Total Group	188 ‡	8.5%	4.3%	13.3%	19.7%	29.8%	24.5%
2012							
Your Firm							
Total Group	129 ‡	7.8%	7.8%	13.2%	20.2%	25.6%	25.6%
Prior							
Your Firm							
Total Group	185 ‡	13.5%	4.9%	16.8%	33.0%	17.3%	14.6%
All Associates							
Your Firm							
Total Group	2,268 ‡	7.7%	7.6%	14.5%	23.9%	25.0%	21.3%
Sr. Attorneys							
Your Firm							
Total Group	523 ‡	30.4%	15.1%	16.4%	18.5%	13.0%	6.5%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

*Timekeeper Leverage Ratios**For the 12-month period ending December 31, 2021*

<i>Your Firm</i>		<i>Group</i>		
<i>Ratio</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Ratio of Other ¹ Attys to Equity Partners	/ 49	2.42	1.87	1.38
Ratio of Non-Partner Attys ² to Partners	/ 49	0.92	0.67	0.54
Ratio of Non-Partner Timekeepers ³ to Partners	/ 49	1.30	1.06	0.86
Ratio of Paralegals to Attorneys	/ 47	0.17	0.14	0.10

For the 12-month period ending December 31, 2020

<i>Your Firm</i>		<i>Group</i>		
<i>Ratio</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
	/ 38 ‡	2.53	1.95	1.21
	/ 38 ‡	0.98	0.72	0.58
	/ 38 ‡	1.47	1.05	0.89
	/ 37 ‡	0.18	0.14	0.09

¹ Other Attorneys include Non-Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.² Non-Partner Attorneys include Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.³ Non-Partner Timekeepers include Associates, Sr./Staff/eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Case Clerks, Law Clerks and Paralegals. Of Counsel attorneys are excluded from this calculation.

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 2021

	Your Firm		Group			Your Firm		Group			
								% 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>By Years of Experience</u>											
< 11 Years		/ 17 ‡	\$1,056,033	\$901,380	\$599,859	‡		21.7	11.1	0.3	**
11 - 15 Years		/ 36 ‡	1,257,305	976,784	777,134	‡	‡	21.9	12.2	5.7	14.1
16 - 20 Years		/ 38 ‡	1,228,116	1,015,582	796,223	‡	‡	13.3	9.5	1.3	18.5
21 - 25 Years		/ 38 ‡	1,180,544	975,148	784,674	‡	‡	15.9	11.5	4.0	15.1
26 - 30 Years		/ 38 ‡	1,154,560	931,048	789,312	‡	‡	15.9	6.6	(1.7)	14.2
31 - 35 Years		/ 38 ‡	1,222,731	926,428	732,226	‡	‡	17.9	3.8	(2.0)	4.2
36 - 40 Years		/ 38 ‡	1,160,160	946,884	733,426	‡	‡	18.8	9.5	0.1	14.5
41 - 45 Years		/ 35 ‡	1,120,415	910,426	700,952	‡	‡	14.1	7.6	(1.9)	15.0
> 45 Years		/ 24 ‡	1,038,428	815,851	660,027	‡	‡	25.5	6.1	(4.4)	3.4
All Equity Partners		/ 38 ‡	1,218,006	997,468	765,648	‡	‡	14.9	8.1	5.5	14.2
Non-Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 31 ‡	\$982,585	\$823,234	\$640,325	‡	‡	12.7	5.5	(0.4)	12.3
11 - 15 Years		/ 32 ‡	874,046	705,406	596,057	‡	‡	18.7	8.0	2.7	15.9
16 - 20 Years		/ 32 ‡	963,869	775,439	584,198	‡	‡	16.4	8.8	(0.6)	16.7
21 - 25 Years		/ 32 ‡	877,513	761,357	577,353	‡	‡	20.0	10.1	3.7	15.4
26 - 30 Years		/ 26 ‡	779,952	701,545	647,130	‡	‡	15.8	11.0	(2.9)	16.8
31 - 35 Years		/ 26 ‡	734,148	663,354	510,393	‡	‡	13.7	7.3	(4.8)	25.9
36 - 40 Years		/ 23 ‡	682,870	583,930	452,782	‡	‡	34.5	12.5	(7.1)	17.5
41 - 45 Years		/ 23 ‡	825,471	635,954	456,433	‡	‡	37.6	1.4	(12.6)	23.2
> 45 Years		/ 20 ‡	683,503	409,554	366,229	‡	‡	20.0	(9.3)	(23.4)	(12.9)
All Non-Equity Partners		/ 32 ‡	900,170	708,424	630,827	‡	‡	14.5	10.5	2.9	17.5
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years		/ 36 ‡	\$1,010,842	\$827,332	\$644,211	‡	‡	14.6	7.9	4.4	8.6
11 - 15 Years		/ 38 ‡	1,062,449	883,742	683,262	‡	‡	18.1	11.5	7.0	14.4
16 - 20 Years		/ 38 ‡	1,154,794	915,038	704,120	‡	‡	14.2	9.4	1.8	16.2
21 - 25 Years		/ 38 ‡	1,131,866	937,500	751,399	‡	‡	15.7	9.3	4.2	14.3
26 - 30 Years		/ 38 ‡	1,085,821	894,051	752,677	‡	‡	14.2	8.7	(3.4)	13.2
31 - 35 Years		/ 38 ‡	1,216,136	851,412	718,703	‡	‡	16.4	5.2	(0.2)	4.6
36 - 40 Years		/ 38 ‡	1,084,515	874,142	719,488	‡	‡	20.2	9.0	(0.0)	14.7
41 - 45 Years		/ 36 ‡	1,018,554	794,780	644,520	‡	‡	19.1	6.9	(6.6)	14.6
> 45 Years		/ 28 ‡	800,953	686,309	513,430	‡	‡	18.6	2.8	(9.2)	0.6
All Partner Composite		/ 38 ‡	1,115,922	890,169	730,617	‡	‡	15.0	9.4	4.6	14.6

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

2022 BRASS+ Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (52 members)

Non-Partner Timekeeper 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
							1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Associates										
Class of										
2021	/ 35 ‡	\$305,745	\$249,605	\$191,959						
2020	/ 37 ‡	546,725	414,579	339,690	‡		329.7	187.8	81.9	
2019	/ 38 ‡	680,599	500,863	413,148	‡	‡	31.9	17.4	9.9	142.1
2018	/ 38 ‡	751,742	587,086	463,225	‡	‡	35.0	18.8	7.8	40.7
2017	/ 37 ‡	837,539	622,957	497,043	‡	‡	24.9	16.8	7.9	27.5
2016	/ 38 ‡	904,937	652,439	538,764	‡	‡	31.2	18.8	9.7	30.6
2015	/ 38 ‡	883,183	695,986	532,661	‡	‡	26.5	17.1	4.5	27.1
2014	/ 37 ‡	956,141	703,020	573,430	‡	‡	21.6	14.1	3.4	26.9
2013	/ 36 ‡	990,290	788,625	595,756	‡	‡	14.6	8.8	(2.8)	17.1
2012	/ 31 ‡	954,121	709,033	544,937	‡	‡	17.7	4.5	(7.3)	7.0
Prior	/ 33 ‡	982,747	698,375	571,991	‡	‡	24.2	15.3	6.5	13.8
All Associates	/ 38 ‡	784,920	611,893	499,489	‡	‡	13.3	6.0	0.6	12.3
Sr. Attorneys	/ 25 ‡	\$879,159	\$592,801	\$502,767	‡	‡	19.8	8.0	1.6	14.8
Other Attorneys										
Of Counsel	/ 26 ‡	874,984	662,327	491,296	‡	‡	22.1	9.3	(2.5)	14.3
Staff Attorneys	/ 23 ‡	440,021	372,815	346,625	‡	‡	10.5	(0.1)	(7.6)	6.0
eDiscovery Attorneys		**	**	**			**	**	**	**
All Attorneys	/ 38 ‡	951,403	772,265	630,662	‡	‡	14.1	7.9	4.6	14.4
Paralegals	/ 36 ‡	348,963	287,432	203,660	‡	‡	16.7	10.1	3.0	15.6

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