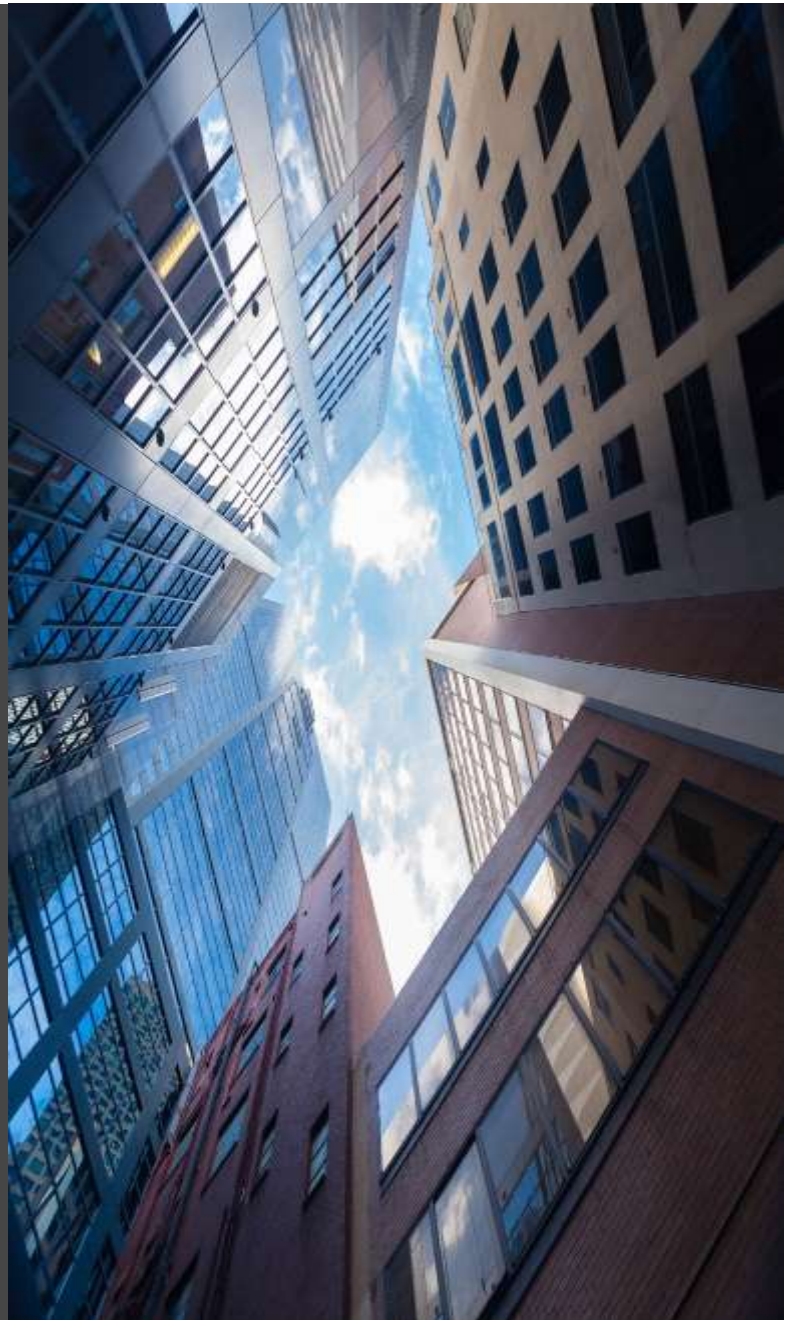


# 2022 Talent Management Report

Compiled from the 2022  
Billing Rate & Associate  
Salary Survey<sup>plus</sup> Initial  
Release

[www.pwc.com/lfsurveys](http://www.pwc.com/lfsurveys)

Issued: June 2022



## **PwC Law Firm Surveys**

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

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

The Surveys and Reports are copyrighted property of PwC and are provided to you AS IS and without any warranties. PwC does not grant you any right, title or interest in or to the Surveys or Reports, except the right to use the Reports at your own risk for your own internal purposes.

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.

# Talent Management Report

*AmLaw Ranked - 50-100 (39 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 Stacked Bar Graphs 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:

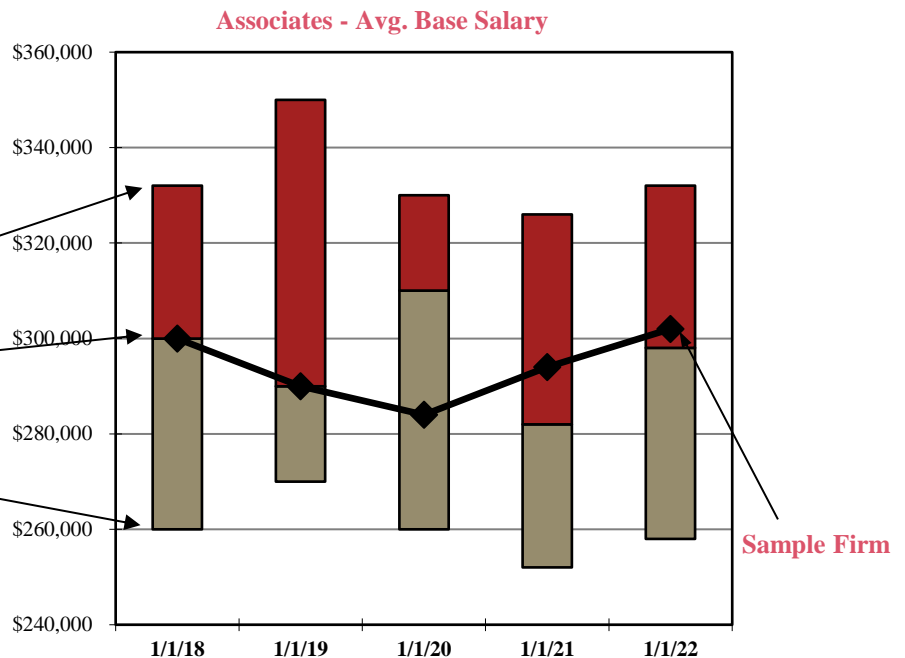
**First Quartile Value**

**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 values are at the Median Level for years 2018 and 2019, above the Median Level and below the First Quartile Level for years 2021 and 2022 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2020 (i.e., in the Third Quartile).

## Guide to Interpreting the Statistics Presented in this Report

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

### Median Value

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

#### Remarks:

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

### Quartile Values

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

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

#### Remarks:

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

### Example

The Sample comparison group below includes 11 members. The average billable hours for female Equity Partners are sorted in descending order and the median and quartile values are determined as follows:

<b>Firm Value:</b>	1,875	<b>Firm Rank:</b>	1	
	1,790		2	
	1,764		3	
	1,730		4	1,747 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%
	1,687		5	
	1,632		6	1,632 - Represents the value at the median; 6.0 represents the entry point to the top 50%
	1,587		7	
	1,521		8	
	1,477		9	1,499 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%
	1,452		10	
	1,390		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 Ranked - 50-100

*Number of Members in the Group*

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

*Number of Members in the Group that submitted gender and/or race*

**Your Firm submitted gender and/or race**

*Defined Size Range<sup>1</sup> of Group Members (# of Attorneys)*

Maximum

Minimum

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

*Average Size of Group Members<sup>1</sup> (# of Attorneys in the Firm, Office or Practice Area)*

Group Information	
	39
	26
	No
No Maximum	
No Minimum	
	956

## Associate/Sr. Attorney Salary Adjustment Practices

*Date of Last Associate/Sr. Attorney Salary 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
	2
	1
	1
	25
	0

## Survey Methodology

**Please refer to the following key points when reviewing the results delineated by gender and/or racial classification within this comparison group.**

- Non-Minority refers to any US-based timekeeper identified as White.
- Minority refers to any US-based timekeeper identified as African American/Black, American Indian/Alaska Native, Asian, Hispanic/Latino, Native Hawaiian/Pacific Islander, Two or more races, or Other.
- Any timekeeper whose gender or race classification was identified as 'Restricted' is not included in the corresponding metrics throughout the report.
- On report pages where "by Gender & Minority Status" metrics are provided, the "Your Firm" components will not sum to 100% if select timekeepers had missing or 'Restricted' race or gender information provided.
- Racial classifications are applicable only to US-based timekeepers.

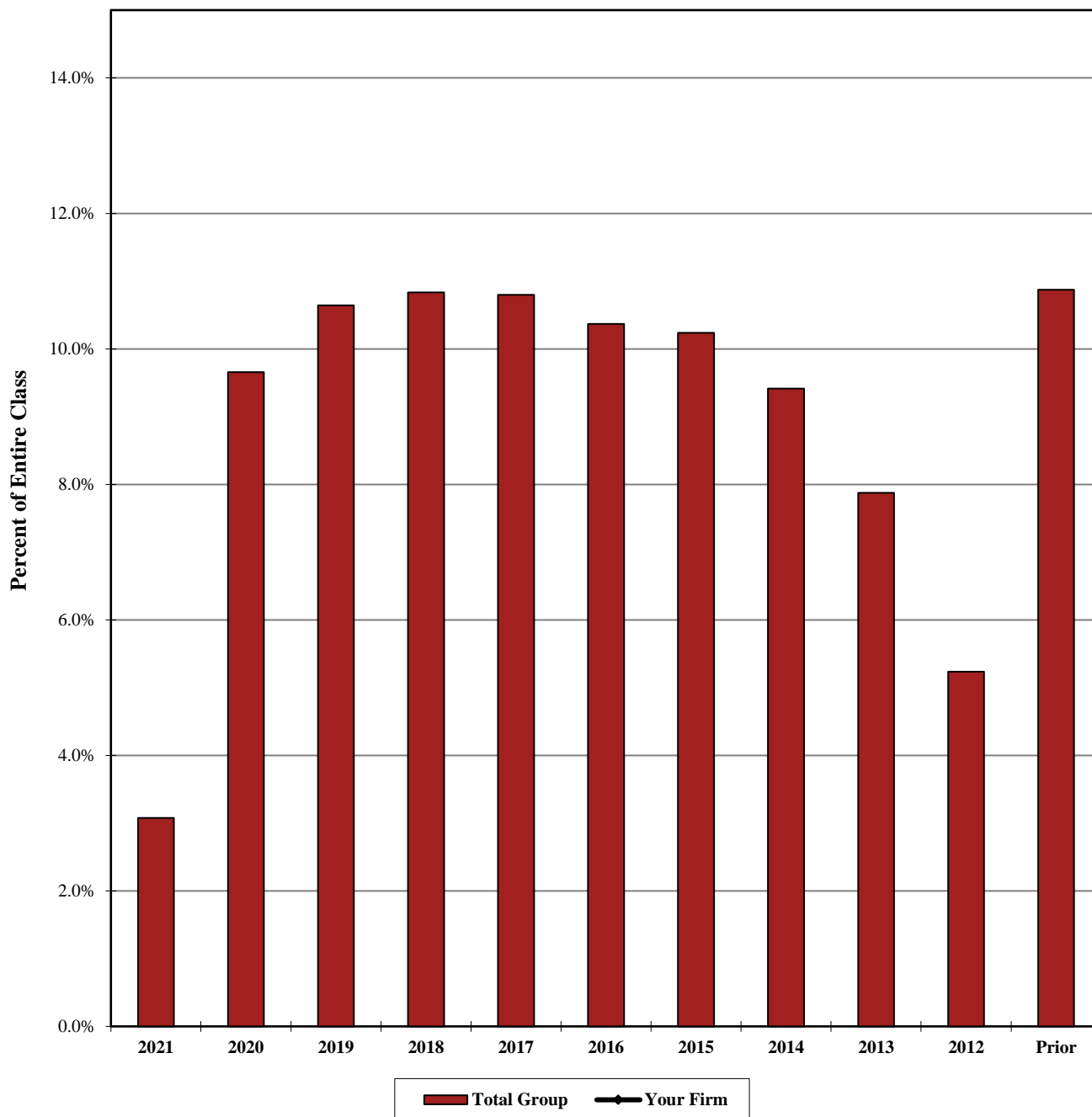
<sup>1</sup> Firm/Office or Practice Area size as of 1/1/2022. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This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

## Associate Compensation & Utilization



## 2022 BRASS+ Initial Release - Talent Management Report

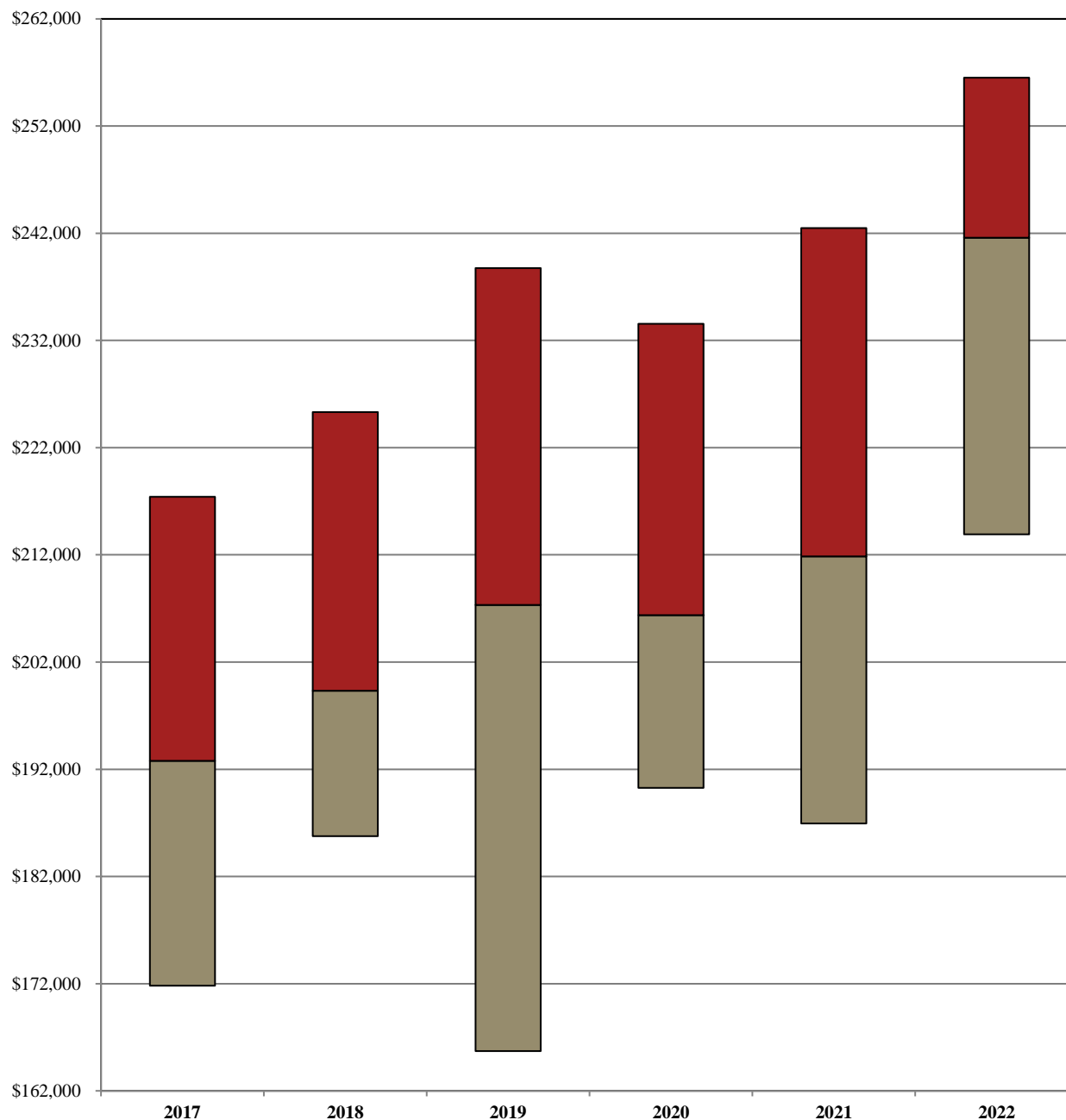
AmLaw Ranked - 50-100 (39 members)

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

Your Firm  Total Group	Law Class Year										
	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
	3.1	9.7	10.6	10.8	10.8	10.4	10.2	9.4	7.9	5.2	10.9

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

*Associate Average Annual Base Salary**As of January 1st of the stated year*

	2017	2018	2019	2020	2021	2022
<b>Your Firm</b>						
<b>1st Qtle</b>	\$217,413	\$225,311	\$238,753	\$233,553	\$242,487	\$256,517
<b>Median</b>	192,783	199,326	207,323	206,380	211,850	241,583
<b>3rd Qtle</b>	171,799	185,765	165,718	190,256	186,946	213,928

Additional detail can be found on Page 13.

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

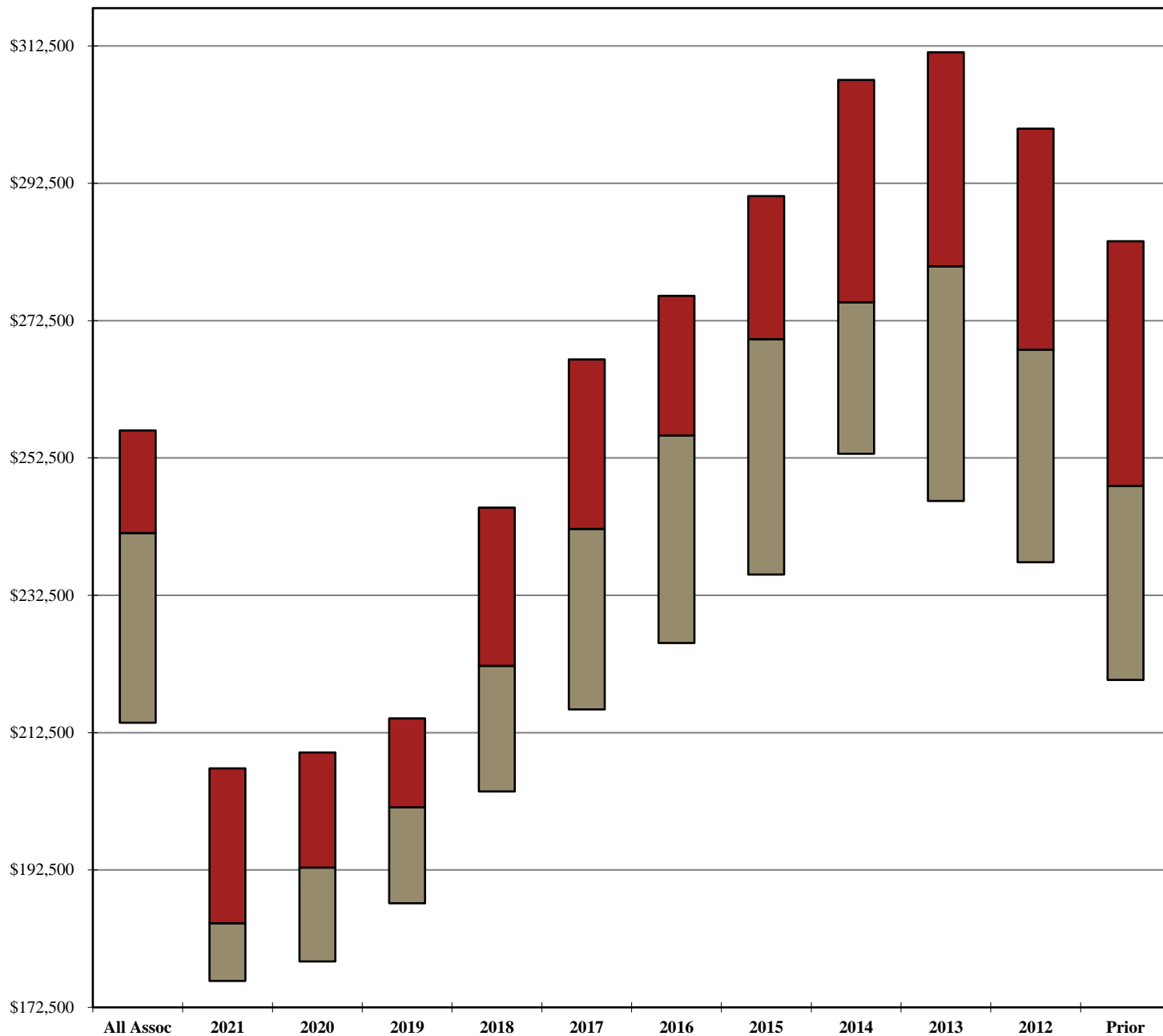
\*\* omitted due to insufficient data

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

## Associate Average Annual Base Salary by Law Class Year

As of January 1, 2022



Your Firm		Law Class Year											
	All Assoc	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	\$256,517	\$207,311	\$209,629	\$214,571	\$245,257	\$266,866	\$276,097	\$290,617	\$307,560	\$311,593	\$300,443	\$284,072
	Median	241,583	184,750	192,866	201,621	222,246	242,187	255,750	269,782	275,178	280,400	268,281	248,434
	3rd Qtle	213,928	176,340	179,187	187,674	203,956	215,878	225,554	235,517	253,118	246,225	237,326	220,195

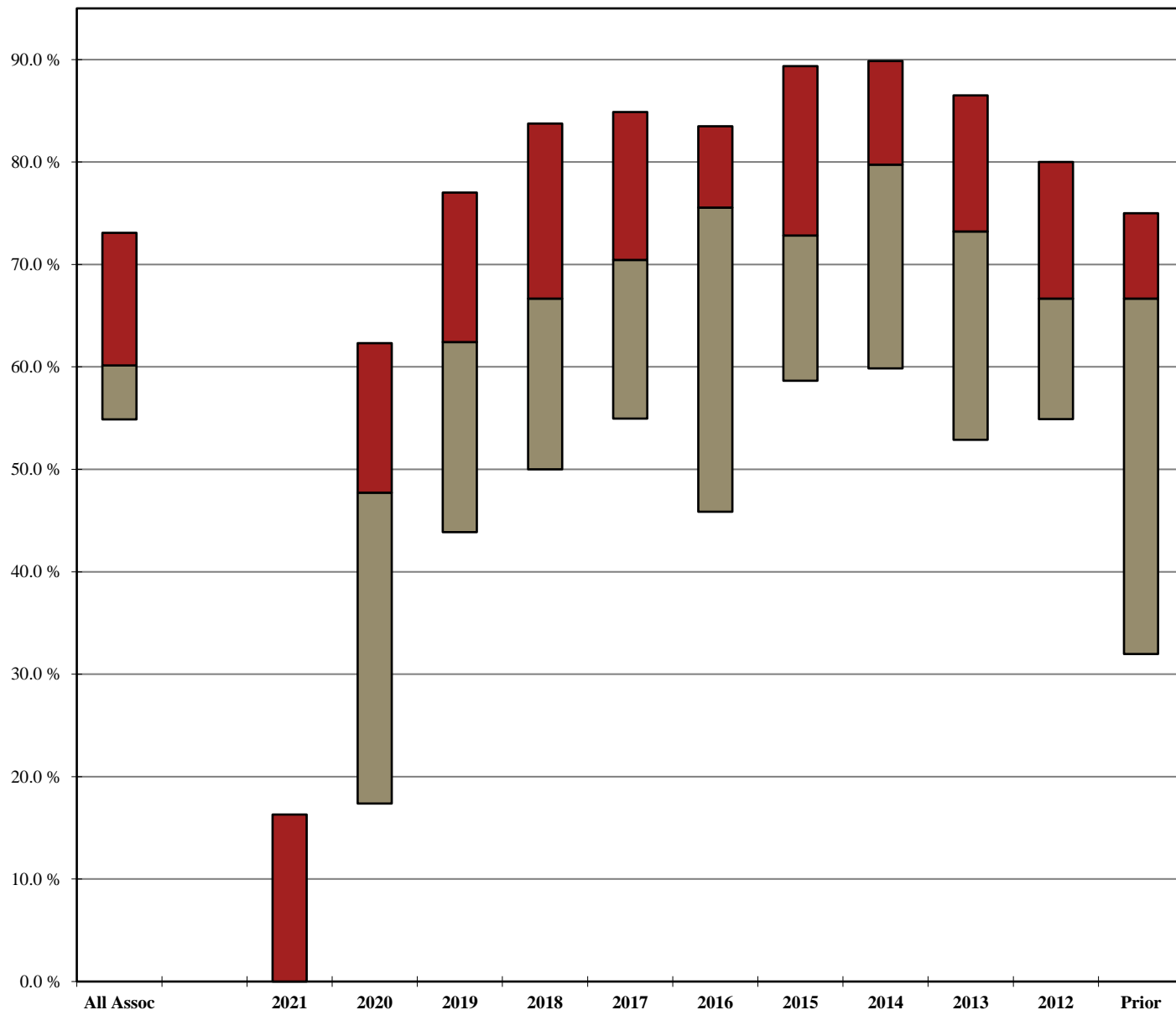
Additional detail can be found on Page 13.

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 - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

*Percent of Associates Receiving a Bonus<sup>1</sup> by Law Class Year**For the 12-month period ending December 31, 2021*

Your Firm			Law Class Year										
	All Assoc	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	73.1%	16.3%	62.3%	77.0%	83.7%	84.9%	83.5%	89.4%	89.9%	86.5%	80.0%	75.0%
	Median	60.2	0.0	47.7	62.4	66.7	70.4	75.6	72.8	79.7	73.2	66.7	66.7
	3rd Qtle	54.9	0.0	17.4	43.9	50.0	55.0	45.9	58.6	59.8	52.9	54.9	32.0

Additional detail can be found on Page 15.

<sup>1</sup> Includes only those Associates who were at your firm at 1/1/2022.

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

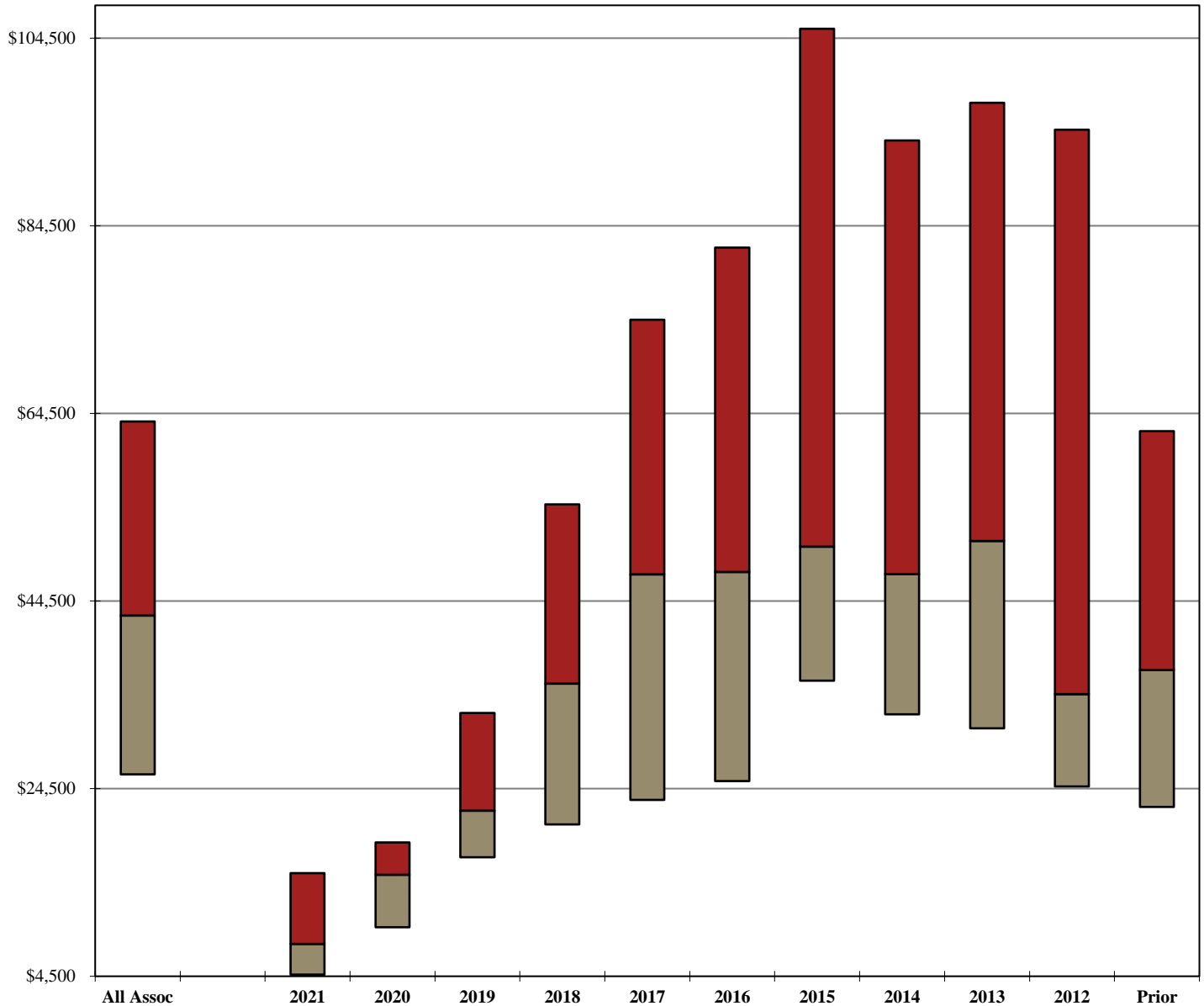
\*\* omitted due to insufficient data

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

Associates Average Bonus Awarded<sup>1</sup> by Law Class Year

For the 12-month period ending December 31, 2021



Your Firm			Law Class Year										
	All Assoc	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	\$63,624	\$15,494	\$18,770	\$32,561	\$54,791	\$74,488	\$82,181	\$105,501	\$93,598	\$97,612	\$94,737	\$62,616
	Median	42,951	7,948	15,324	22,162	35,702	47,338	47,595	50,298	47,377	50,894	34,580	37,153
	3rd Qtle	26,013	4,678	9,723	17,198	20,686	23,290	25,294	36,015	32,427	30,920	24,742	22,559

Additional detail can be found on Page 16.

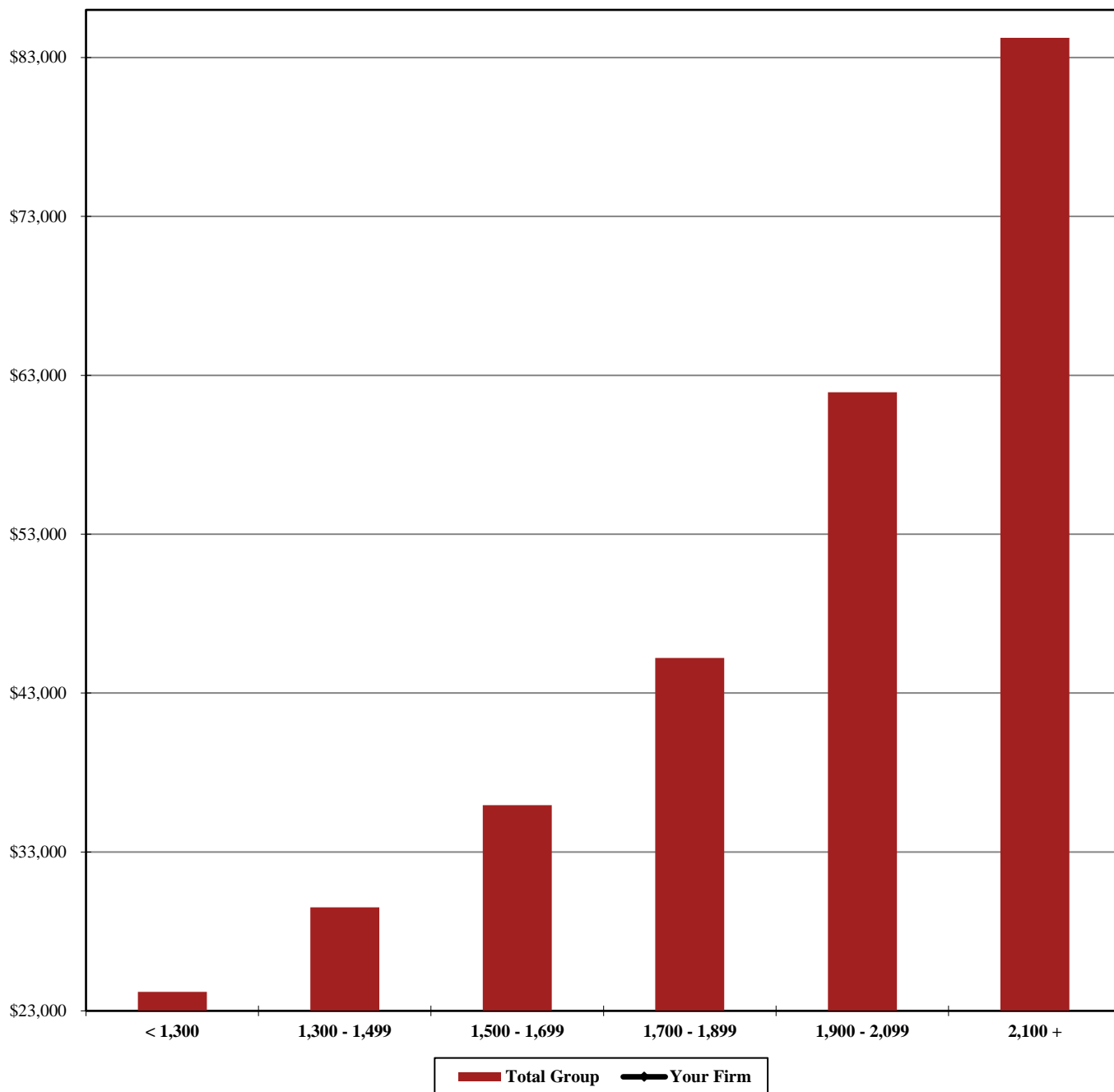
<sup>1</sup> Includes only those Associates who were at your firm at 1/1/2022, and who received a bonus.

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 - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

*Associates Average Bonus Awarded 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 +
	\$24,191	\$29,516	\$35,954	\$45,212	\$61,937	\$84,239

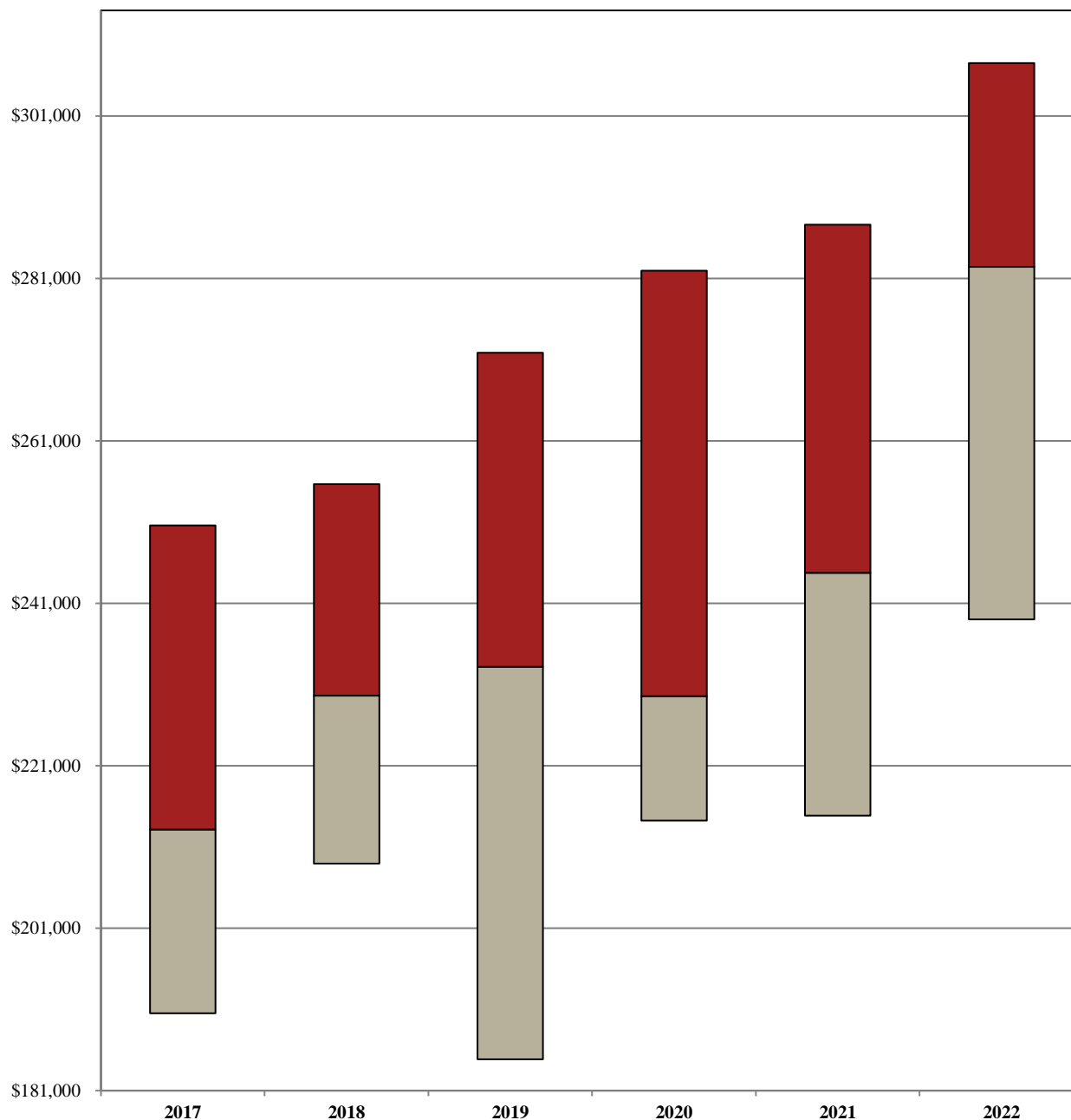
Additional detail can be found on Page 18.

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 - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

*Associate Aggregate Compensation<sup>1</sup>**As of January 1st of the stated year*

	2017	2018	2019	2020	2021	2022
<b>Your Firm</b>						
<b>1st Qtile</b>	\$250,585	\$255,674	\$271,860	\$281,962	\$287,617	\$307,527
<b>Median</b>	213,134	229,639	233,169	229,571	244,742	282,432
<b>3rd Qtile</b>	190,532	208,959	184,873	214,234	214,846	239,020

Additional detail can be found on Page 19.

<sup>1</sup> Aggregate compensation combines the average base salaries at 1/1 with the average bonuses for the corresponding prior year ending 12/31.

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

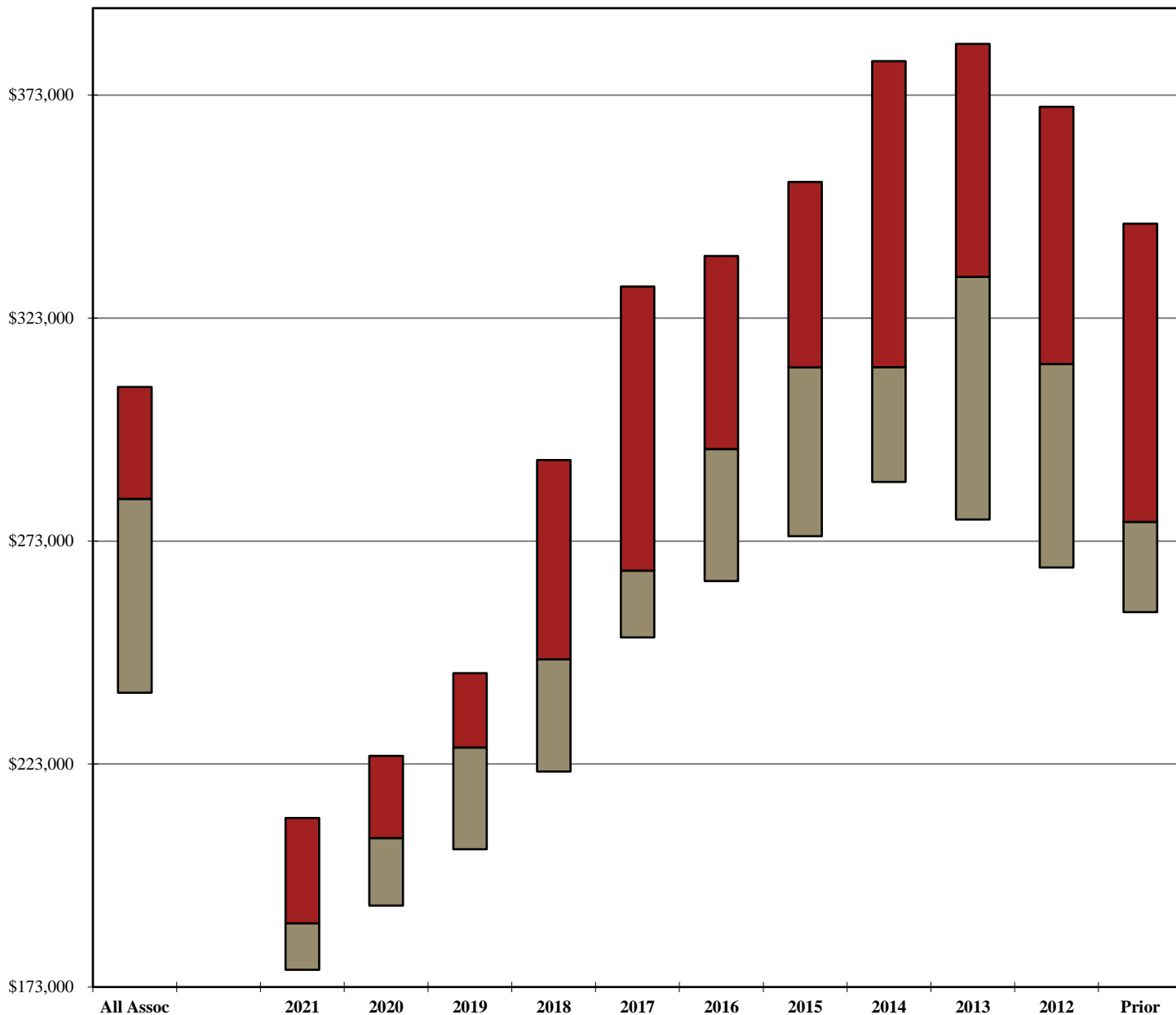
\*\* omitted due to insufficient data

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

Associate Aggregate Compensation<sup>1</sup> by Law Class Year

As of January 1, 2022



Your Firm		Law Class Year											
	All Assoc	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	\$307,527	\$210,893	\$224,832	\$243,361	\$291,145	\$330,066	\$336,895	\$353,540	\$380,617	\$384,485	\$370,396	\$344,155
	Median	282,432	187,250	206,382	226,712	246,499	266,385	293,627	311,964	312,028	332,268	312,684	277,317
3rd Qtle	239,020	176,884	191,278	203,918	221,310	251,389	264,054	274,063	286,260	277,817	267,067	257,061	

Additional detail can be found on Page 19.

<sup>1</sup> Aggregate compensation combines the average base salaries at 1/1 with the average bonuses for the corresponding prior year ending 12/31.

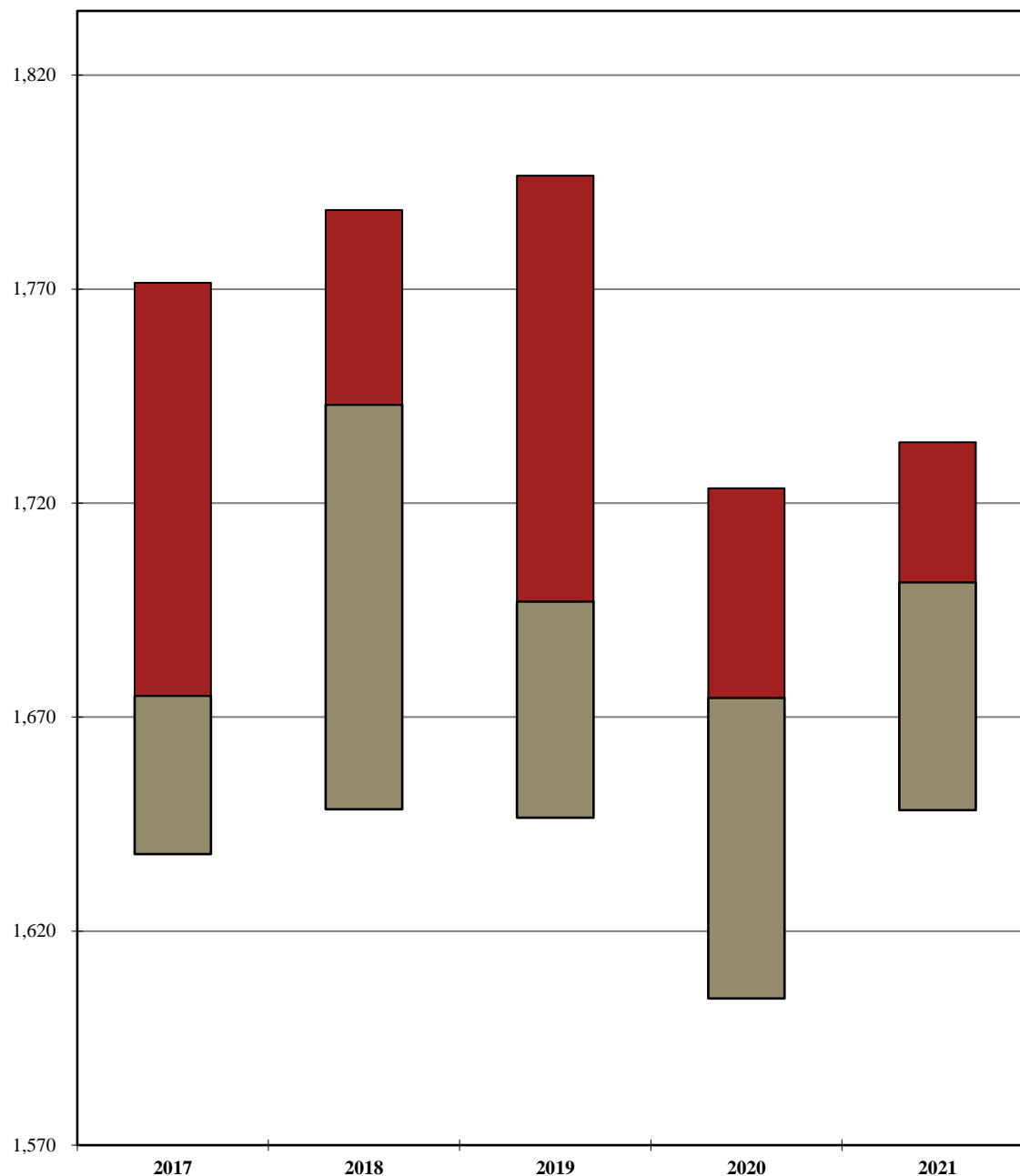
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

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

	2017	2018	2019	2020	2021	Change: '17-'21
<b>Your Firm</b>						
<b>1st Qtle</b>	1,772	1,789	1,797	1,724	1,734	(37)
<b>Median</b>	1,675	1,743	1,697	1,675	1,702	27
<b>3rd Qtle</b>	1,638	1,649	1,647	1,604	1,648	10

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

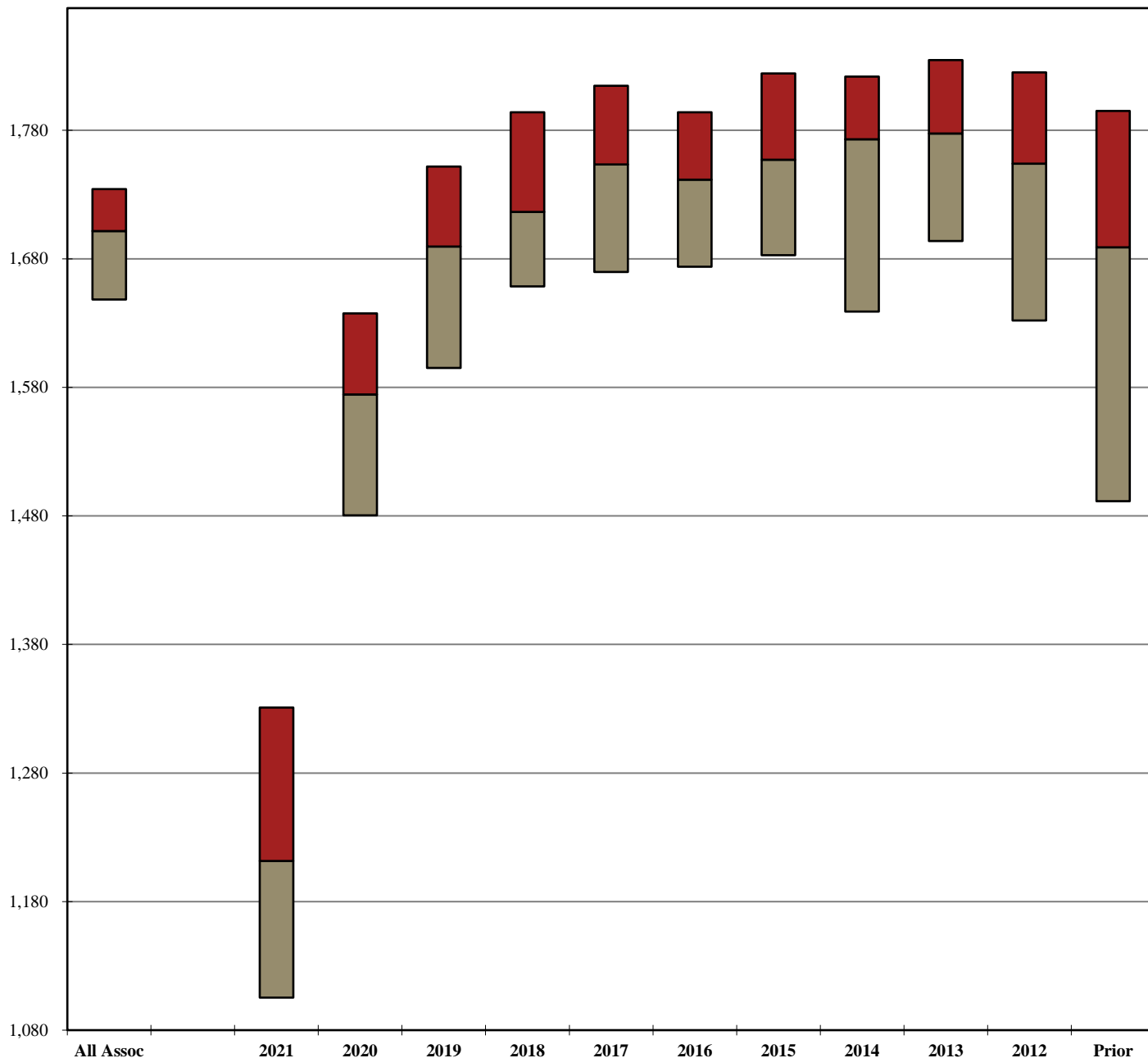
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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

## Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2021



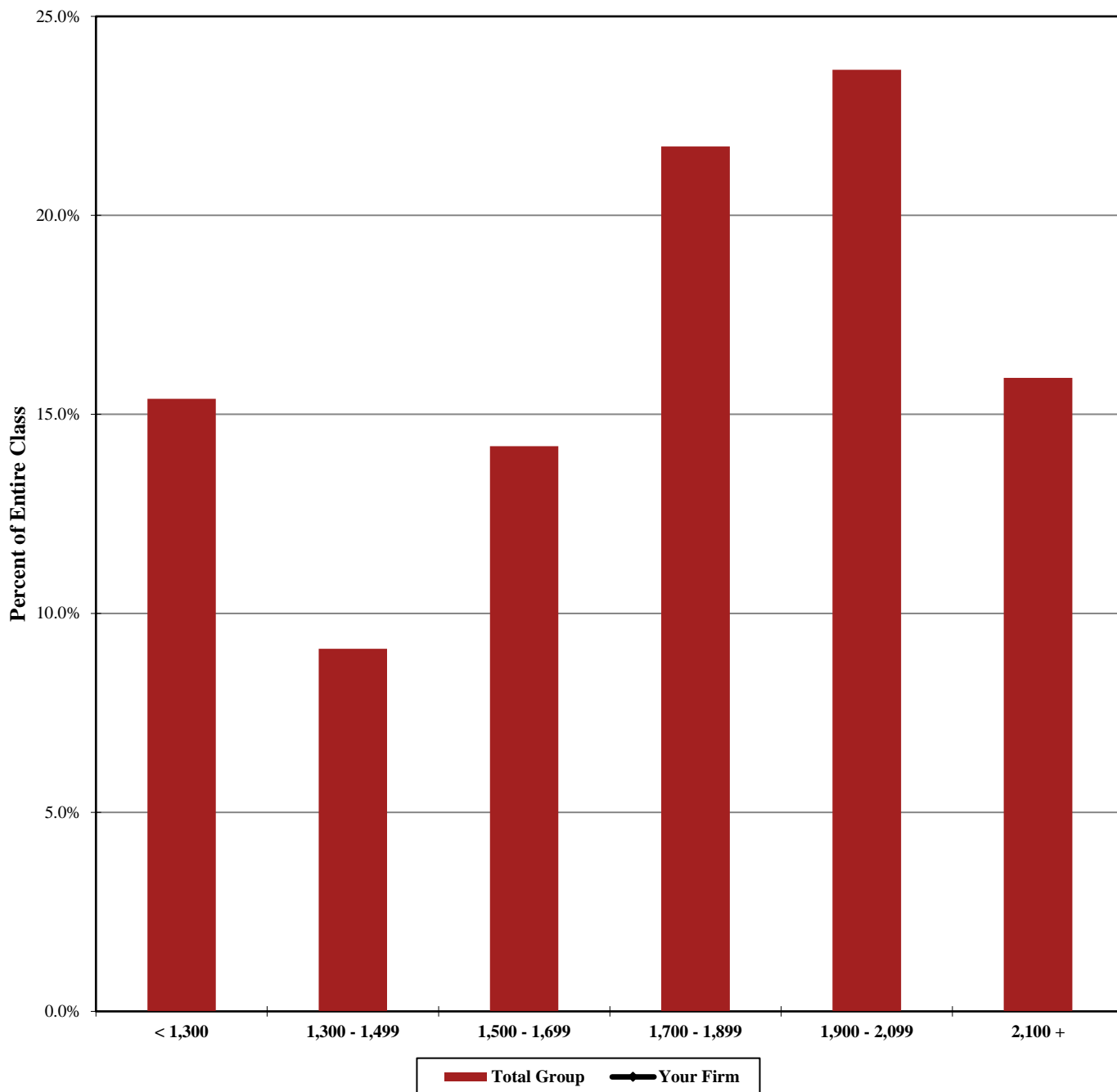
Your Firm			Law Class Year										
	All Assoc	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior	
	1st Qtle	1,734	1,331	1,638	1,752	1,794	1,815	1,794	1,824	1,822	1,835	1,825	1,795
	Median	1,702	1,212	1,575	1,690	1,717	1,754	1,742	1,757	1,773	1,778	1,754	1,689
	3rd Qtle	1,648	1,105	1,481	1,595	1,659	1,670	1,674	1,683	1,639	1,694	1,632	1,492

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 - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

*Distribution of Associates 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 +
15.4%	9.1%	14.2%	21.7%	23.7%	15.9%

Additional detail can be found on Page 23.

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 - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

## Attorney Base Salary by Law Class Year &amp; Years of Experience

As of January 1, 2022

	Your Firm		Group		
	Salary	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2021		/ 24 ‡	\$207,311	\$184,750	\$176,340
2020		/ 28 ‡	209,629	192,866	179,187
2019		/ 28 ‡	214,571	201,621	187,674
2018		/ 28 ‡	245,257	222,246	203,956
2017		/ 28 ‡	266,866	242,187	215,878
2016		/ 28 ‡	276,097	255,750	225,554
2015		/ 28 ‡	290,617	269,782	235,517
2014		/ 28 ‡	307,560	275,178	253,118
2013		/ 28 ‡	311,593	280,400	246,225
2012		/ 28 ‡	300,443	268,281	237,326
Prior		/ 27 ‡	284,072	248,434	220,195
All Associates		/ 28 ‡	256,517	241,583	213,928
<b><u>Sr. Attorneys</u></b>					
2021 - 2014		/ 15 ‡	\$309,667	\$275,000	\$227,571
2013		/ 16 ‡	342,086	308,750	275,000
2012		/ 17 ‡	300,000	297,229	217,500
2011		/ 21 ‡	335,000	303,333	282,500
2010		/ 20 ‡	317,375	289,941	257,143
2009		/ 19 ‡	332,220	301,500	260,000
2008		/ 19 ‡	305,594	286,163	247,815
Prior		/ 21 ‡	294,065	280,656	251,621
All Sr. Attorneys		/ 22 ‡	299,414	278,507	255,768
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 17 ‡	\$151,500	\$129,583	\$107,500
6 - 10 Years		/ 19 ‡	156,445	137,500	115,241
11 - 15 Years		/ 18 ‡	165,813	142,033	108,120
> 15 Years		/ 17 ‡	167,500	154,248	132,514
All Staff Attorneys		/ 20 ‡	156,481	135,955	114,369
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	125,554	111,834	88,157
> 15 Years			**	**	**
All eDiscovery Attorneys		/ 9 ‡	125,874	102,107	90,938

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

**Percent Change in Attorney Average Annual Base Salary  
by Law Class Year & Years of Experience**

	<i>Your Firm</i>		<i>Group</i>		
	<i>Base Salary @ 1/1/2022</i>	<i>% Change - 1 Year</i>	<i>% Change - 1 Year</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
<b><u>Associates</u></b>					
2020		‡	25.9	19.2	12.6
2019		‡	25.7	21.3	12.8
2018		‡	30.2	24.6	18.5
2017		‡	35.0	27.4	23.0
2016		‡	32.6	25.0	17.8
2015		‡	28.9	22.5	14.1
2014		‡	29.1	23.2	17.9
2013		‡	19.7	15.8	9.4
2012		‡	26.1	14.4	5.0
Prior		‡	19.6	10.9	0.4
<b>All Associates</b>		‡	18.7	14.6	10.2
<b><u>Sr. Attorneys</u></b>					
2020 - 2014		‡	34.0	13.7	9.2
2013		‡	20.7	9.6	(3.4)
2012		‡	21.7	11.6	6.2
2011		‡	12.0	6.4	1.8
2010		‡	16.3	11.0	6.4
2009		‡	23.8	15.3	7.1
2008		‡	17.0	10.9	3.7
Prior		‡	19.2	9.4	4.7
<b>All Sr. Attorneys</b>		‡	13.5	9.7	6.3
<b><u>Staff Attorneys</u></b>					
< 6 Years		‡	14.2	9.5	4.5
6 - 10 Years		‡	12.8	7.3	(2.7)
11 - 15 Years		‡	10.1	0.9	(2.3)
> 15 Years		‡	11.5	6.8	(6.3)
<b>All Staff Attorneys</b>		‡	12.0	7.7	1.2
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
<b>All eDiscovery Attorneys</b>			**	**	**

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

**Attorney Bonuses by Law Class Year & Years of Experience**  
For the 12-month period ending December 31, 2021

Percent Receiving a Bonus <sup>1</sup>					
	Your Firm		Group		
	Percent	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2021		/ 24 ‡	16.3	0.0	0.0
2020		/ 28 ‡	62.3	47.7	17.4
2019		/ 28 ‡	77.0	62.4	43.9
2018		/ 28 ‡	83.7	66.7	50.0
2017		/ 28 ‡	84.9	70.4	55.0
2016		/ 28 ‡	83.5	75.6	45.9
2015		/ 28 ‡	89.4	72.8	58.6
2014		/ 28 ‡	89.9	79.7	59.8
2013		/ 28 ‡	86.5	73.2	52.9
2012		/ 28 ‡	80.0	66.7	54.9
Prior		/ 27 ‡	75.0	66.7	32.0
<b>All Associates</b>		/ 28 ‡	73.1	60.2	54.9
<b><u>Sr. Attorneys</u></b>					
2021 - 2014		/ 15 ‡	100.0	75.0	41.7
2013		/ 16 ‡	100.0	90.9	37.5
2012		/ 17 ‡	100.0	62.5	50.0
2011		/ 21 ‡	100.0	100.0	60.0
2010		/ 20 ‡	100.0	69.1	53.4
2009		/ 19 ‡	84.5	66.7	33.3
2008		/ 19 ‡	77.5	50.0	22.5
Prior		/ 21 ‡	66.0	54.2	45.3
<b>All Sr. Attorneys</b>		/ 22 ‡	75.8	60.8	54.6
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 17 ‡	50.0	0.0	0.0
6 - 10 Years		/ 19 ‡	79.4	60.0	0.0
11 - 15 Years		/ 18 ‡	82.5	56.3	0.0
> 15 Years		/ 17 ‡	80.0	66.7	17.4
<b>All Staff Attorneys</b>		/ 20 ‡	78.0	49.0	8.3
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	100.0	87.5	0.0
> 15 Years			**	**	**
<b>All eDiscovery Attorneys</b>			**	**	**

<sup>1</sup> Includes only those Attorneys who were at your firm at 1/1/2022.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

**Attorney Bonuses by Law Class Year & Years of Experience**  
For the 12-month period ending December 31, 2021

Average Bonus Awarded <sup>1</sup>					
	Your Firm		Group		
	Bonus	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2021		/ 10 ‡	\$15,494	\$7,948	\$4,678
2020		/ 24 ‡	18,770	15,324	9,723
2019		/ 26 ‡	32,561	22,162	17,198
2018		/ 26 ‡	54,791	35,702	20,686
2017		/ 26 ‡	74,488	47,338	23,290
2016		/ 26 ‡	82,181	47,595	25,294
2015		/ 25 ‡	105,501	50,298	36,015
2014		/ 26 ‡	93,598	47,377	32,427
2013		/ 26 ‡	97,612	50,894	30,920
2012		/ 26 ‡	94,737	34,580	24,742
Prior		/ 24 ‡	62,616	37,153	22,559
<b>All Associates</b>		/ 26 ‡	63,624	42,951	26,013
<b><u>Sr. Attorneys</u></b>					
2021 - 2014		/ 12 ‡	\$89,876	\$67,563	\$14,876
2013		/ 12 ‡	58,480	39,276	19,298
2012		/ 13 ‡	112,167	88,155	46,078
2011		/ 18 ‡	92,183	77,525	45,719
2010		/ 19 ‡	63,176	31,100	19,125
2009		/ 16 ‡	61,000	32,647	19,807
2008		/ 16 ‡	72,875	46,021	26,250
Prior		/ 19 ‡	73,877	41,133	29,014
<b>All Sr. Attorneys</b>		/ 20 ‡	72,520	41,741	33,393
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 8 ‡	\$15,380	\$11,334	\$7,256
6 - 10 Years		/ 11 ‡	22,629	14,995	8,334
11 - 15 Years		/ 11 ‡	23,827	12,255	8,943
> 15 Years		/ 13 ‡	25,000	12,421	10,426
<b>All Staff Attorneys</b>		/ 15 ‡	23,333	13,637	8,940
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
<b>All eDiscovery Attorneys</b>			**	**	**

<sup>1</sup> Includes only those Attorneys who were at your firm at 1/1/2022, and who received a bonus.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

**Attorney Bonuses by Law Class Year & Years of Experience**

For the 12-month period ending December 31, 2021

Average Bonus for the Entire Class					
	Your Firm		Group		
	Bonus	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2021		/ 24 ‡	\$1,206	\$0	\$0
2020		/ 28 ‡	10,478	5,443	2,318
2019		/ 28 ‡	24,220	14,107	5,123
2018		/ 28 ‡	42,438	20,152	9,761
2017		/ 28 ‡	58,569	30,040	12,547
2016		/ 28 ‡	50,788	31,229	16,152
2015		/ 28 ‡	66,839	31,003	17,537
2014		/ 28 ‡	73,058	36,085	18,034
2013		/ 28 ‡	62,218	34,207	20,311
2012		/ 28 ‡	65,208	21,078	13,375
Prior		/ 27 ‡	30,277	16,292	10,550
<b>All Associates</b>		/ 28 ‡	45,637	21,476	14,019
<b><u>Sr. Attorneys</u></b>					
2021 - 2014		/ 15 ‡	\$78,015	\$36,750	\$1,288
2013		/ 16 ‡	44,362	21,716	1,875
2012		/ 17 ‡	83,187	36,862	9,875
2011		/ 21 ‡	78,750	49,375	29,667
2010		/ 20 ‡	40,928	25,000	11,548
2009		/ 19 ‡	39,460	13,333	4,167
2008		/ 19 ‡	44,296	13,800	7,500
Prior		/ 21 ‡	49,637	21,899	10,792
<b>All Sr. Attorneys</b>		/ 22 ‡	49,655	25,773	11,067
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 17 ‡	\$4,324	\$0	\$0
6 - 10 Years		/ 19 ‡	11,874	4,062	0
11 - 15 Years		/ 18 ‡	11,691	5,333	0
> 15 Years		/ 17 ‡	19,048	6,667	1,813
<b>All Staff Attorneys</b>		/ 15 ‡	62,927	23,674	11,650
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	21,286	5,813	0
> 15 Years			**	**	**
<b>All eDiscovery Attorneys</b>			**	**	**

\*\* omitted due to insufficient data

‡ less than 75% population response



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

### Distribution of Associates Average Bonus Awarded by Utilization Levels\*

For the 12-month period ending December 31, 2021

Associates	Average*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
<b>2021</b>							
Your Firm							
<b>Total Group</b>	**	**	**	**	**	**	**
<b>2020</b>							
Your Firm							
<b>Total Group</b>	\$17,189 ‡	\$9,491	\$8,110	\$12,404	\$14,800	\$20,632	\$30,923
<b>2019</b>							
Your Firm							
<b>Total Group</b>	\$25,218 ‡	\$15,789	\$21,398	\$19,242	\$20,884	\$30,350	\$48,261
<b>2018</b>							
Your Firm							
<b>Total Group</b>	\$44,875 ‡	\$18,715	\$22,069	\$29,827	\$37,403	\$49,927	\$76,628
<b>2017</b>							
Your Firm							
<b>Total Group</b>	\$61,437 ‡	\$36,389	\$43,485	\$39,373	\$50,523	\$61,258	\$83,077
<b>2016</b>							
Your Firm							
<b>Total Group</b>	\$61,591 ‡	\$27,044	\$42,158	\$40,625	\$53,273	\$73,540	\$93,400
<b>2015</b>							
Your Firm							
<b>Total Group</b>	\$73,500 ‡	\$30,379	\$16,819	\$50,025	\$49,906	\$79,798	\$119,095
<b>2014</b>							
Your Firm							
<b>Total Group</b>	\$70,833 ‡	\$30,792	\$54,598	\$40,287	\$55,613	\$82,348	\$112,811
<b>2013</b>							
Your Firm							
<b>Total Group</b>	\$71,563 ‡	\$50,175	\$42,519	\$44,312	\$67,214	\$75,417	\$104,970
<b>2012</b>							
Your Firm							
<b>Total Group</b>	\$60,811 ‡	\$20,603	\$7,453	\$61,255	\$49,270	\$68,511	\$112,511
<b>Prior</b>							
Your Firm							
<b>Total Group</b>	\$53,514 ‡	\$10,676	\$13,135	\$28,582	\$41,819	\$68,517	\$88,082
<b>All Associates</b>							
Your Firm							
<b>Total Group</b>	\$53,782 ‡	\$24,191	\$29,516	\$35,954	\$45,212	\$61,937	\$84,239

\* Includes only those individuals having an Employment Percentage/FTE value of 1.

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

# 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

## Attorney Aggregate Compensation<sup>1</sup> by Law Class Year & Years of Experience

For the 12-month period ending December 31, 2021

As of January 1, 2022

	Your Firm		Group		
	Agg. Comp.	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2021		/ 24 ‡	\$210,893	\$187,250	\$176,884
2020		/ 28 ‡	224,832	206,382	191,278
2019		/ 28 ‡	243,361	226,712	203,918
2018		/ 28 ‡	291,145	246,499	221,310
2017		/ 28 ‡	330,066	266,385	251,389
2016		/ 28 ‡	336,895	293,627	264,054
2015		/ 28 ‡	353,540	311,964	274,063
2014		/ 28 ‡	380,617	312,028	286,260
2013		/ 28 ‡	384,485	332,268	277,817
2012		/ 28 ‡	370,396	312,684	267,067
Prior		/ 27 ‡	344,155	277,317	257,061
<b>All Associates</b>		/ 28 ‡	307,527	282,432	239,020
<b><u>Sr. Attorneys</u></b>					
2021 - 2014		/ 15 ‡	\$395,684	\$349,150	\$227,646
2013		/ 16 ‡	388,894	346,776	280,063
2012		/ 17 ‡	415,399	347,167	217,500
2011		/ 21 ‡	405,000	365,000	326,142
2010		/ 20 ‡	370,512	319,344	301,496
2009		/ 19 ‡	372,571	337,500	269,614
2008		/ 19 ‡	358,741	313,163	280,706
Prior		/ 21 ‡	363,849	320,263	273,845
<b>All Sr. Attorneys</b>		/ 22 ‡	355,421	328,875	277,819
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 17 ‡	\$156,138	\$129,583	\$117,784
6 - 10 Years		/ 19 ‡	164,250	146,917	120,241
11 - 15 Years		/ 18 ‡	168,061	155,288	115,527
> 15 Years		/ 17 ‡	188,529	161,257	145,169
<b>All Staff Attorneys</b>		/ 15 ‡	169,212	160,424	127,389
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	148,714	115,834	89,365
> 15 Years			**	**	**
<b>All eDiscovery Attorneys</b>		/ 9 ‡	131,763	108,321	95,938

<sup>1</sup> Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2021 with average base salaries at 1/1/2022.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

### Associate Base Salary Adjustment Information

By Years of Experience<sup>1</sup>

Average Annual Base Salary As of January 1, 2022

<u>Years of Experience</u>	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
1 Year		/ 24 ‡	21.2	14.2	7.1
2 Years		/ 24 ‡	16.6	11.9	6.4
3 Years		/ 24 ‡	18.7	15.2	11.8
4 Years		/ 24 ‡	27.0	21.4	12.0
5 Years		/ 24 ‡	22.6	16.6	13.2
6 Years		/ 24 ‡	27.1	17.7	9.8

<sup>1</sup> 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.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

## Non-Attorney Base Salary

As of January 1, 2022

Your Firm		Group		
Salary	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Lobbyists</u></b>				
High		**	**	**
Middle		**	**	**
Low		**	**	**
Average		**	**	**
<b><u>Specialists</u></b>				
High	/ 10 ‡	\$392,500	\$235,306	\$184,525
Middle	/ 10 ‡	\$222,476	\$126,072	\$96,631
Low	/ 10 ‡	\$69,900	\$59,100	\$38,249
Average	/ 10 ‡	\$209,194	\$137,736	\$100,910
<b><u>Litigation Support</u></b>				
High	/ 11 ‡	\$273,612	\$188,750	\$145,932
Middle	/ 11 ‡	\$123,987	\$117,279	\$92,005
Low	/ 11 ‡	\$74,784	\$63,300	\$48,300
Average	/ 11 ‡	\$134,850	\$113,108	\$101,154
<b><u>Patent Agents</u></b>				
High	/ 15 ‡	\$263,100	\$220,000	\$191,500
Middle	/ 15 ‡	\$170,000	\$155,000	\$125,575
Low	/ 15 ‡	\$130,000	\$110,000	\$71,886
Average	/ 15 ‡	\$170,787	\$160,000	\$132,675
<b><u>Case Clerks</u></b>				
High	/ 8 ‡	\$131,250	\$88,919	\$67,398
Middle	/ 8 ‡	\$62,790	\$52,798	\$45,818
Low	/ 8 ‡	\$44,042	\$39,750	\$23,671
Average	/ 8 ‡	\$65,862	\$58,627	\$48,640
<b><u>Law Clerks</u></b>				
High	/ 9 ‡	\$200,000	\$179,982	\$91,000
Middle	/ 9 ‡	\$155,000	\$81,900	\$58,101
Low	/ 9 ‡	\$81,900	\$53,040	\$24,300
Average	/ 9 ‡	\$139,167	\$84,933	\$66,647
<b><u>Paralegals</u></b>				
High	/ 18 ‡	\$199,200	\$169,421	\$153,875
Middle	/ 18 ‡	\$98,507	\$90,875	\$86,625
Low	/ 18 ‡	\$49,875	\$43,840	\$25,526
Average	/ 18 ‡	\$96,899	\$93,853	\$88,602

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

### Non-Attorney Compensation Information

For the 12-month period ending December 31, 2021

#### Percent Receiving a Bonus<sup>1</sup>

	Your Firm		Group		
	Percent	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Lobbyists			**	**	**
Specialists		/ 10 ‡	83.9	34.4	0.0
Litigation Support		/ 11 ‡	100.0	100.0	44.2
Patent Agents		/ 15 ‡	76.6	65.0	0.0
Case Clerks		/ 8 ‡	81.3	66.2	25.0
Law Clerks		/ 9 ‡	0.0	0.0	0.0
Paralegals		/ 18 ‡	90.8	77.8	0.0

#### Average Bonus Awarded<sup>2</sup>

	Your Firm		Group		
	Bonus	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Lobbyists			**	**	**
Specialists			**	**	**
Litigation Support		/ 9 ‡	11,750	7,100	5,788
Patent Agents		/ 9 ‡	16,769	10,000	7,339
Case Clerks			**	**	**
Law Clerks			**	**	**
Paralegals		/ 12 ‡	6,530	4,532	3,807

#### Average Bonus for the Entire Class

	Your Firm		Group		
	Bonus	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Lobbyists			**	**	**
Specialists		/ 10 ‡	8,972	3,218	0
Litigation Support		/ 11 ‡	9,425	5,788	920
Patent Agents		/ 15 ‡	7,067	3,879	0
Case Clerks		/ 8 ‡	3,232	1,033	563
Law Clerks		/ 9 ‡	0	0	0
Paralegals		/ 18 ‡	4,196	2,781	0

#### Aggregate Compensation<sup>3</sup>

	Your Firm		Group		
	Agg. Comp.	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Lobbyists			**	**	**
Specialists		/ 10 ‡	211,485	142,992	106,358
Litigation Support		/ 11 ‡	148,100	117,588	105,506
Patent Agents		/ 15 ‡	181,334	160,000	139,531
Case Clerks		/ 8 ‡	68,099	60,071	50,215
Law Clerks		/ 9 ‡	139,167	84,933	66,647
Paralegals		/ 18 ‡	100,939	97,532	90,726

<sup>1</sup> Includes only those Attorneys who were at your firm at 1/1/2022.

<sup>2</sup> Includes only those Attorneys who were at your firm at 1/1/2022, and who received a bonus.

<sup>3</sup> Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2021 with average base salaries at 1/1/2022.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

*Distribution of Associates by Billable Hours**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 +
<b>2021</b>							
Your Firm							
<b>Total Group</b>	<b>91 ‡</b>	<b>80.2%</b>	<b>11.0%</b>	<b>3.3%</b>	<b>2.2%</b>	<b>2.2%</b>	<b>1.1%</b>
<b>2020</b>							
Your Firm							
<b>Total Group</b>	<b>546</b>	<b>25.5%</b>	<b>16.1%</b>	<b>17.8%</b>	<b>18.9%</b>	<b>14.8%</b>	<b>7.0%</b>
<b>2019</b>							
Your Firm							
<b>Total Group</b>	<b>767</b>	<b>13.2%</b>	<b>10.3%</b>	<b>17.5%</b>	<b>23.3%</b>	<b>20.2%</b>	<b>15.5%</b>
<b>2018</b>							
Your Firm							
<b>Total Group</b>	<b>759</b>	<b>12.6%</b>	<b>9.6%</b>	<b>15.0%</b>	<b>21.5%</b>	<b>23.7%</b>	<b>17.5%</b>
<b>2017</b>							
Your Firm							
<b>Total Group</b>	<b>731</b>	<b>11.5%</b>	<b>9.6%</b>	<b>14.0%</b>	<b>22.7%</b>	<b>25.0%</b>	<b>17.2%</b>
<b>2016</b>							
Your Firm							
<b>Total Group</b>	<b>674</b>	<b>10.8%</b>	<b>8.0%</b>	<b>13.4%</b>	<b>23.7%</b>	<b>26.1%</b>	<b>18.0%</b>
<b>2015</b>							
Your Firm							
<b>Total Group</b>	<b>689</b>	<b>12.0%</b>	<b>6.5%</b>	<b>11.3%</b>	<b>24.1%</b>	<b>26.9%</b>	<b>19.2%</b>
<b>2014</b>							
Your Firm							
<b>Total Group</b>	<b>635</b>	<b>10.9%</b>	<b>7.4%</b>	<b>12.3%</b>	<b>22.0%</b>	<b>27.7%</b>	<b>19.7%</b>
<b>2013</b>							
Your Firm							
<b>Total Group</b>	<b>551</b>	<b>11.1%</b>	<b>6.7%</b>	<b>12.3%</b>	<b>22.1%</b>	<b>29.9%</b>	<b>17.8%</b>
<b>2012</b>							
Your Firm							
<b>Total Group</b>	<b>361</b>	<b>10.5%</b>	<b>9.1%</b>	<b>14.1%</b>	<b>23.0%</b>	<b>26.3%</b>	<b>16.9%</b>
<b>Prior</b>							
Your Firm							
<b>Total Group</b>	<b>792</b>	<b>21.2%</b>	<b>8.3%</b>	<b>16.0%</b>	<b>19.6%</b>	<b>22.0%</b>	<b>12.9%</b>
<b>All Associates</b>							
Your Firm							
<b>Total Group</b>	<b>6,654</b>	<b>15.4%</b>	<b>9.1%</b>	<b>14.2%</b>	<b>21.7%</b>	<b>23.7%</b>	<b>15.9%</b>

\* Includes only those individuals having an Employment Percentage/FTE value of 1.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (33 members^)

## Associate Bonus &amp; Benefits Information - 2021

US-based (Partner-track) Associate Bonus

## 1. Bonus structure provided to its Associates:

- a. Single component based on achieving billable hour goals (and performance is in good standing)
- b. Multi components - 1) Achieving billable hour goals, 2) Qualitative based on extraordinary performance, and 3) Business generation
- c. Individualized bonuses
- d. No bonuses are awarded

## 2. Methodology for determining the billable hour bonus amounts:

- a. Lock-step (e.g., every Associate within the same class year receives the same amount)
- b. Partial lock-step (e.g., for the first few years the bonus is the same amount)
- c. All Associates (regardless of class year) receive the same amount
- d. Individualized bonuses for all class years

## 3. Does your Firm formally communicate the bonus calculations with your Associates?

- a. Yes, all Associates
- b. Varies by office and/or practice group
- c. Bonuses are all individualized so there is no formal calculation

## 4. Does your Firm give billable hour credit for the following initiatives?

- a. Business Development/Marketing
- b. Pro Bono
- c. Diversity, equity and inclusion programs
- d. Community and civic interests
- e. Wellness programs

## 5. Maximum percentage of the billable hour bonus that can be awarded for extraordinary performance:

(Firms responding to 1b or 1c)

- a. More than 100%
- b. 100%
- c. Between 50% and 99%
- d. Between 25% and 49%
- e. Less than 25%
- f. Varies by individual

Your Firm  
(designated with  
an X)# of  
Responses% of Group  
Resp. - Yes

23

8.7

69.6

13.0

22

31.8

9.1

13.6

22.7

22

50.0

27.3

21

19.0

95.2

57.1

4.8

9.5

18

33.3

11.1

11.1

38.9

Group

Your Firm

1<sup>st</sup> Quartile

Median

3<sup>rd</sup> Quartile

## 6. The billable hour credit given for the following initiatives:

(Firms responding to 4)

- a. Business Development/Marketing
- b. Pro Bono
- c. Diversity, equity and inclusion programs
- d. Community and civic interests
- e. Wellness programs

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118.8

100.0

100.0

62.5

50.0

50.0

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^ Membership on this page includes only those participants that submitted benefits related data.

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (33 members<sup>^</sup>)**Associate Bonus & Benefits Information - 2021 (Continued)**

<b><u>US-based (Partner-track) Associate Bonus</u></b>	<b><i>Your Firm (designated with an X)</i></b>	<b><i># of Responses</i></b>	<b><i>% of Group Resp. - Yes</i></b>
<b>7. Top five most significant factors impacting the Qualitative Bonus Component: (Firms responding to 1b or 1c)</b>	‡	<b>17</b>	
a. Business development			70.6
b. Client originations			23.5
c. Contributing to pro bono matters			41.2
d. Firm management / Committee responsibility			35.3
e. Firm performance			35.3
f. Firm citizenship			41.2
g. Management responsibility			5.9
h. Mentoring			5.9
i. Participating / Conducting training			17.6
j. Performance reviews			76.5
k. Profit margin - (e.g., realization rate)			35.3
l. Providing legal work for the Firm			23.5
m. Recruiting & Diversity initiatives			23.5
<b>8. For those Associates who took a leave of absence (LOA) during the year, bonuses are determined by:</b>	‡	<b>22</b>	
a. Full amount of bonus is paid, regardless of LOA			18.2
b. Prorated bonus paid based on percentage of full-time equivalency (e.g., bonus reduced based on amount of time of LOA)			54.5
c. Varies by individual (could be a combination of option a and b above)			18.2
d. No bonus awarded unless the individual worked the entire year at the Firm			
<b><u>Associate Benefits</u></b>			
<b>1. Highest overall enrollment based on health plan offered:</b>	‡	<b>23</b>	
a. EPO - Exclusive Provider Organization			
b. High Deductible Plan with HSA			34.8
c. High Deductible Plan with HRA			4.3
d. High Deductible Plan without HSA or HRA			13.0
e. HMO - Health Maintenance Organization			4.3
f. PPO/POS/OAP - Preferred Provider Organization/Point of Service/Open Access Plan			39.1
<b>2. Highest enrolled plan financed:</b>	‡	<b>21</b>	
a. Fully Insured			14.3
b. Self-Insured			85.7
c. Minimum Premium Plan			
<b>3. Medical plans offered to associates the same as those offered to other non-legal staff?</b>	‡	<b>23</b>	91.3
<b>4. Plans offered to associates and other non-legal staff differ: (Firms responding to 3)</b>		<b>3</b>	
a. The plans for associates contain a more generous level of benefits			
b. The plans for associates contain a less generous level of benefits			33.3

<sup>^</sup> Membership on this page includes only those participants that submitted benefits related data.

‡ less than 75% population response



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (33 members<sup>^</sup>)

## Associate Bonus &amp; Benefits Information - 2021 (Continued)

	Your Firm (designated with an X)	# of Responses	% of Group Resp. - Yes
<b>5. For those Associates who joined the Firm during the year, or are on a reduced schedule, bonuses are determined by:</b>	‡	<b>20</b>	
a. Prorated based on percentage of full-time equivalency			75.0
b. Varies by individual			10.0
c. No bonus awarded unless the individual worked the entire year at the Firm			
<b>6. For those Associates who took a leave of absence during the year, are they eligible for a salary increase (even if they did not meet their prorated annual hours goal due to the leave)?</b>	‡	<b>22</b>	
a. Yes			81.8
b. No			4.5
c. Varies by individual			13.6
<b>7. Types of Benefits offered to Associates/Sr. Attorneys</b>	‡	<b>23</b>	
a. 401(k) pre-tax employee deferrals			100.0
b. 401(k) roth employee deferrals			100.0
c. 401(k) pre-tax employer matching contributions			8.7
d. 401(k) post-tax employee deferrals			8.7
e. Additional non-elective employer contributions ("Profit Sharing")			13.0
f. Qualified defined benefit plan			4.3
g. Non-qualified or unfunded retirement plan			4.3
h. Active healthcare benefits			100.0
i. Post-retirement healthcare benefits			17.4
<b>8. For Firms offering a 401(k) deferrals, matching contributions and/or non-elective contributions, the definition of compensation used is:</b> <b>(Firms responding to 7a, b, c, d, or e)</b>	‡	<b>20</b>	
a. Base pay only			10.0
b. W-2 wages for Income taxes (W-2, Box 1)			60.0
c. Gross compensation			15.0
d. Medicare wages and tips (W-2, Box 5)			10.0
<b>9. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution (assuming maximum employee deferrals) is:</b> <b>(Firms responding to 7c)</b>		<b>2</b>	
a. Between 1% and 1.9% of compensation			100.0
b. Between 2% and 2.9% of compensation			
c. Between 3% and 3.9% of compensation			
d. Between 4% and 4.9% of compensation			
e. 5% of compensation or above			
<b>10. For Firms offering an additional non-elective employer contribution, the most recent profit sharing or money-purchase plan contribution was:</b> <b>(Firms responding to 7e)</b>		<b>1</b>	
a. Between 1% and 2.9% of compensation			
b. Between 3% and 4.9% of compensation			100.0
c. Between 5% and 6.9% of compensation			
d. Between 7% and 8.9% of compensation			
e. 9% of compensation or above			
f. Sliding scale based on title, compensation level and/or years of service			

<sup>^</sup> Membership on this page includes only those participants that submitted benefits related data.

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (33 members<sup>^</sup>)

## Associate Bonus &amp; Benefits Information - 2021 (Continued)

	<i>Your Firm (designated with an X)</i>	<i># of Resp.</i>	<i>% of Grp. Resp. - Yes</i>
<b>11. For Firms offering a qualified defined benefit plan, the type of plan offered is:</b> <b>(Firms responding to 7f)</b>		<b>1</b>	
a. Cash Balance Plan			100.0
b. Final Average Pay Plan			
c. Career Average Pay Plan			
d. Pension Equity Plan			
<b>12. For Firms with a Cash Balance Plan, the interest credit basis utilized is:</b> <b>(Firms responding to 11a)</b>		<b>1</b>	
a. Fixed Income Based ( <i>e.g., fixed return or 30 year Treasury rate</i> )			100.0
b. Equity Based ( <i>e.g., return on plan assets or S&amp;P 500 index</i> )			
<b>13. For Firms that offer post-retirement healthcare benefits, the age this is offered is:</b> <b>(Firms responding to 7i)</b>		<b>6</b>	
a. Before age 65 - not eligible for Medicare			66.7
b. Age 65 or higher - eligible for Medicare			33.3
c. Both eligible and non-eligible for Medicare			
<b>14. For Firms offering active healthcare benefits, the type of benefits offered is:</b> <b>(Firms responding to 7h)</b>	‡	<b>23</b>	
a. Medical benefits			100.0
b. Healthcare Spending Account ( <i>HSA</i> )			100.0
c. Prescription drug benefits			100.0
d. Dental benefits			100.0
e. Vision benefits			100.0
f. Mental health benefits			100.0
g. Parental leave			100.0
h. Wellness benefits and incentives ( <i>e.g., gym membership</i> )			87.0
i. Health Advocacy Programs			65.2
j. Long term / short term disability			100.0
k. Critical illness plans / Long term care			60.9
l. Life Insurance			100.0
m. Flexible spending accounts			100.0
n. Employee Assistance Programs ( <i>EAPs</i> )			100.0
o. Emergency childcare / eldercare			91.3
p. Parking / transit			87.0
q. Adoption/Surrogacy benefits			56.5
r. Student loan refinancing/paydown			56.5
s. Tuition assistance			26.1
t. Pet Insurance			43.5
u. Dependant Care			91.3
v. Career Coaching			47.8

<sup>^</sup> Membership on this page includes only those participants that submitted partner related data.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

*AmLaw Ranked - 50-100 (33 members^)*

**Associate Bonus & Benefits Information - 2021 (Continued)**

	<i>Your Firm</i> <i>(designated with an X)</i>	<i># of Resp.</i>	<i>% of Grp. Resp. - Yes</i>
<b>15. For Firms that offer parental leave, it is determined by:</b> <b>(Firms responding to 14g)</b> a. Must take it all at once b. Ability to schedule intermittently during the year - based on a daily total basis c. Ability to schedule intermittently during the year - based on a hourly total basis d. Varies by individual	‡	<b>22</b>	18.2 40.9 13.6 4.5
<b>16. For those Associates who took a parental leave, are they eligible for additional unpaid leave?</b> a. Yes b. No c. Varies by individual		<b>20</b>	70.0 30.0
		<i>Group</i>	
	<i>Your Firm</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i> <i>3<sup>rd</sup> Quartile</i>
<b>17. Paid weeks of parental leave offered to non-partner attorneys:</b> <b>(Firms responding to 14g)</b> a. Maternal leave b. Paternal leave	‡ ‡	18.0 13.5	16.0 12.0
<b>18. Unpaid weeks of parental leave offered to non-partner attorneys:</b> <b>(Firms responding 'Yes' to 16)</b> a. Maternal leave b. Paternal leave	‡ ‡	10.5 11.0	8.5 9.0

<sup>a</sup> Membership on this page includes only those participants that submitted partner related data.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (33 members<sup>^</sup>)

## Partner Admission Policies - 2021

	<i>Your Firm (designated with an X)</i>	<i># of Resp.</i>	<i>% of Grp. Resp. - Yes</i>	
<b>1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:</b>		<b>21</b>		
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner			47.6	
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status			47.6	
c. Directly to Equity Partner status			4.8	
<b>2. The Firm has an alternative (non-partner) career path for an Associate/Sr. Attorney:</b>		<b>20</b>		
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner			40.0	
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys (e.g., case by case)			55.0	
c. No, it is strictly an 'up or out' progression				
<b>3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house):</b>		<b>21</b>		
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status			4.8	
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner			42.9	
c. Hired on a contractual basis for a designated period of time			4.8	
d. Directly to Equity Partner status		28.6		
<b>Group</b>				
	<i>Your Firm</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:</b>	‡	7.0	5.0	2.0
<b>5. Typical number of years as an Associate/Sr. Attorney before Equity Partner admission:</b>		**	**	**
<b>6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:</b>	‡	10.0	8.0	8.0
<b>7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:</b>		**	**	**

<sup>^</sup> Membership on this page includes only those participants that submitted partner related data.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

**Distribution of Terminated Timekeepers**

For the 12-month period ending December 31, 2021

**Percent of All Timekeepers**

<u>Timekeeper Class</u>	<b>Your Firm</b>		<b>Group</b>		
	<b>Percent</b>	<b>Rank Of</b>	<b>1st Qtle</b>	<b>Median</b>	<b>3rd Qtle</b>
Equity Partners		/ 38	8.9	5.3	2.1
Non-Equity Partners		/ 38	19.7	13.9	11.5
Associates		/ 38	65.5	57.3	52.8
Sr. Attorneys		/ 38	15.8	7.8	0.3
Of Counsel		/ 38	11.0	4.8	2.4
Staff Attorneys		/ 38	6.7	3.4	0.1
eDiscovery Attorneys		/ 38	0.0	0.0	0.0
<i>All Attorneys</i>	<b>100%</b>				
Paralegals		/ 36	91.4	80.6	57.1
Other Non-Legal Tkprs <sup>1</sup>		/ 36	42.9	19.5	8.6
<i>All Non-Legal Tkprs</i>	<b>100%</b>				

**Percent of Timekeeper Class**

<u>Timekeeper Class</u>	<b>Your Firm</b>		<b>Group</b>		
	<b>Percent</b>	<b>Rank Of</b>	<b>1st Qtle</b>	<b>Median</b>	<b>3rd Qtle</b>
Equity Partners		/ 37	5.2	3.2	1.6
Non-Equity Partners		/ 34	13.9	10.8	7.5
Associates		/ 38	25.9	20.5	17.1
Sr. Attorneys		/ 28 ‡	19.0	13.7	12.2
Of Counsel		/ 36	17.0	13.1	7.5
Staff Attorneys		/ 32	30.5	21.3	10.6
eDiscovery Attorneys			**	**	**
<i>All Attorneys</i>		/ 38	15.9	13.9	11.6
Paralegals		/ 37	23.5	18.2	14.3
Other Non-Legal Tkprs <sup>1</sup>		/ 35	26.9	17.1	10.5
<i>All Non-Legal Tkprs</i>		/ 37	22.1	18.6	14.3

<sup>1</sup> Non-Legal Timekeepers includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks. Law Clerks are excluded from this calculation.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (39 members)

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

<u>Class Year</u>	<i>Percent of All Associates</i>				
	<i>Your Firm</i>		<i>Group</i>		
	<i>Percent</i>	<i>Rank Of</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2021		/ 38	0.4	0.0	0.0
2020		/ 38	8.5	6.1	2.6
2019		/ 38	13.6	11.0	8.2
2018		/ 38	15.7	13.3	8.8
2017		/ 38	14.9	13.0	11.3
2016		/ 38	14.3	12.8	9.4
2015		/ 38	14.3	12.1	9.7
2014		/ 38	14.0	9.0	6.3
2013		/ 38	8.8	5.8	4.5
2012		/ 38	7.2	4.6	2.6
Prior		/ 38	14.1	10.3	3.6
	<b>100%</b>				

<u>Class Year</u>	<i>Percent of Associate Class</i>				
	<i>Your Firm</i>		<i>Group</i>		
	<i>Percent</i>	<i>Rank Of</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2021		/ 26 ‡	2.7	0.0	0.0
2020		/ 37	22.8	15.8	9.1
2019		/ 38	33.5	23.7	15.5
2018		/ 38	33.1	27.2	18.2
2017		/ 38	31.7	24.7	19.3
2016		/ 38	31.2	25.0	19.7
2015		/ 38	29.8	27.5	19.8
2014		/ 38	32.5	23.2	16.8
2013		/ 38	22.2	17.5	13.1
2012		/ 37	26.5	15.8	10.8
Prior		/ 37	28.6	20.0	14.3

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members<sup>^</sup>)**Associate & Sr. Attorney Retention**

At December 31, 2021

**Distribution by Class Year**

<u>Class Year</u>	<u>Your Firm</u>		<u>Group</u>		
	<u>Percent</u>	<u>Rank Of</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2021		/ 16 ‡	11.4	7.9	4.3
2020		/ 19	10.3	9.2	4.7
2019		/ 19	10.2	7.8	6.5
2018		/ 19	10.1	8.0	6.6
2017		/ 19	10.8	9.3	7.8
2016		/ 19	9.8	8.8	6.3
2015		/ 19	9.1	8.6	7.0
2014		/ 19	9.8	7.1	5.8
2013		/ 19	6.9	6.3	5.8
2012		/ 19	6.8	4.2	2.8
Prior		/ 19	34.1	26.3	12.2
	<b>100%</b>				

**Retention Rate by Class Year**

<u>Class Year</u>	<u>Your Firm</u>		<u>Group</u>		
	<u>Percent</u>	<u>Rank Of</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2021		/ 15 ‡	100.0	100.0	100.0
2020		/ 19	100.0	98.0	84.5
2019		/ 19	83.2	76.5	66.4
2018		/ 19	80.9	74.0	67.9
2017		/ 19	83.0	74.2	71.6
2016		/ 19	81.5	77.0	69.1
2015		/ 19	88.6	76.3	70.9
2014		/ 19	85.0	80.0	76.0
2013		/ 19	88.3	84.2	77.7
2012		/ 19	89.5	84.6	74.3
Prior		/ 19	88.1	82.8	79.4
All Associates and Sr. Attorneys		/ 19	84.7	81.0	78.0

<sup>^</sup> Membership on this page includes only those participants that submitted attorney turnover information.

\*\* omitted due to insufficient data

‡ less than 75% population response

## Timekeeper Diversity Information



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Your Firm Profile****Timekeeper Demographics***Headcount (FTE) values for the 12-month period ending December 31, 2021*

	Headcount	Male	Female	Non-Minority	Minority
<b>Equity Partners</b>					
<i>% of Total</i>					
<b>Non-Equity Partners</b>					
<i>% of Total</i>					
<b>Associates</b>					
<u><b>Law School Class Year</b></u>					
<b>2021</b>					
<i>% of Total</i>					
<b>2020</b>					
<i>% of Total</i>					
<b>2019</b>					
<i>% of Total</i>					
<b>2018</b>					
<i>% of Total</i>					
<b>2017</b>					
<i>% of Total</i>					
<b>2016</b>					
<i>% of Total</i>					
<b>2015</b>					
<i>% of Total</i>					
<b>2014</b>					
<i>% of Total</i>					
<b>2013</b>					
<i>% of Total</i>					
<b>2012</b>					
<i>% of Total</i>					
<b>Prior</b>					
<i>% of Total</i>					
<b>All Associates</b>					
<i>% of Total</i>					

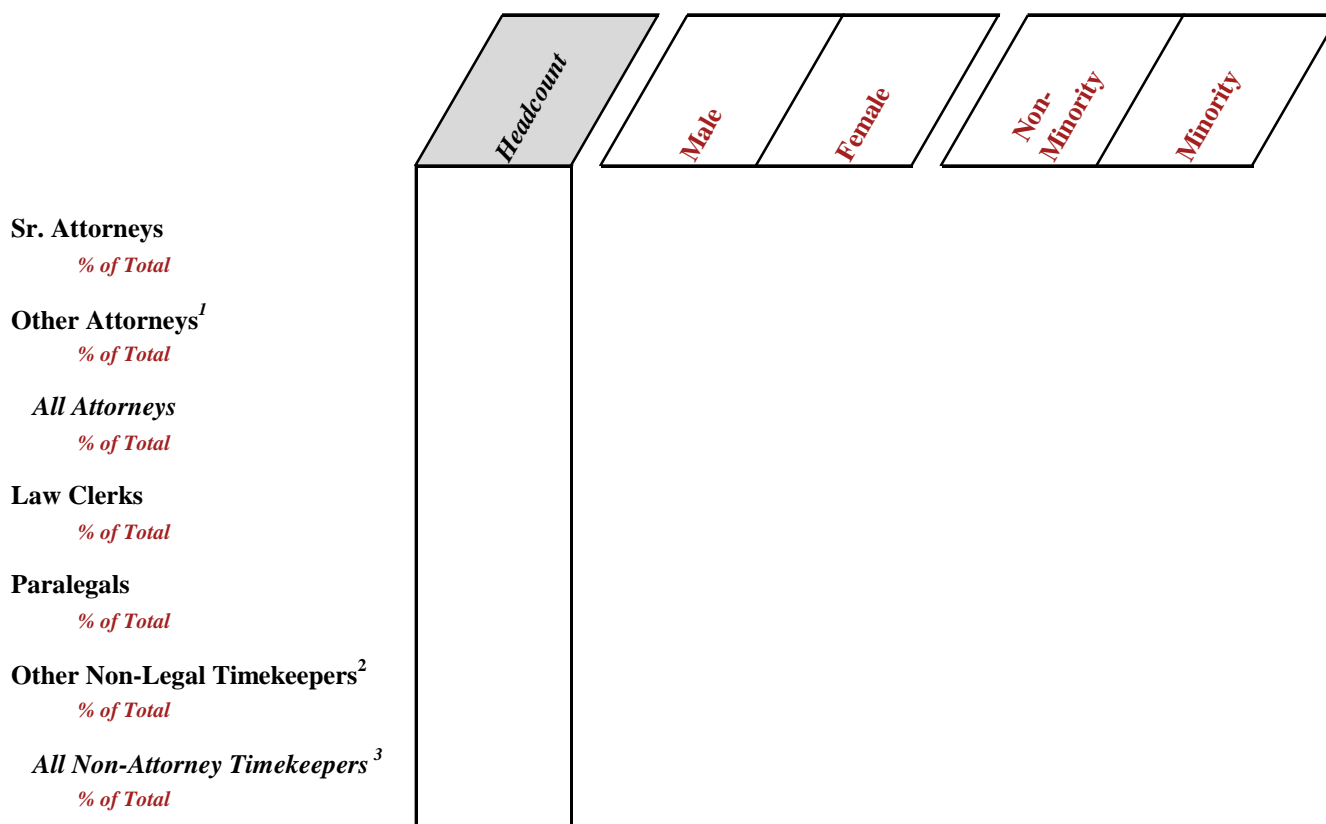
^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Your Firm Profile****Timekeeper Demographics***Headcount (FTE) values for the 12-month period ending December 31, 2021*<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Your Firm Profile****Timekeeper Racial Classification Demographics**

Headcount (FTE) values for the 12-month period ending December 31, 2021

	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>Equity Partners</b>									
<i>% of Total</i>									
<b>Non-Equity Partners</b>									
<i>% of Total</i>									
<b>Associates</b>									
<u>Law School Class Year</u>									
<b>2021</b>									
<i>% of Total</i>									
<b>2020</b>									
<i>% of Total</i>									
<b>2019</b>									
<i>% of Total</i>									
<b>2018</b>									
<i>% of Total</i>									
<b>2017</b>									
<i>% of Total</i>									
<b>2016</b>									
<i>% of Total</i>									
<b>2015</b>									
<i>% of Total</i>									
<b>2014</b>									
<i>% of Total</i>									
<b>2013</b>									
<i>% of Total</i>									
<b>2012</b>									
<i>% of Total</i>									
<b>Prior</b>									
<i>% of Total</i>									
<b>All Associates</b>									
<i>% of Total</i>									

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Your Firm Profile****Timekeeper Racial Classification Demographics***Headcount (FTE) values for the 12-month period ending December 31, 2021*

	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>Sr. Attorneys</b>									
<i>% of Total</i>									
<b>Other Attorneys<sup>1</sup></b>									
<i>% of Total</i>									
<b>All Attorneys</b>									
<i>% of Total</i>									
<b>Law Clerks</b>									
<i>% of Total</i>									
<b>Paralegals</b>									
<i>% of Total</i>									
<b>Other Non-Legal Timekeepers<sup>2</sup></b>									
<i>% of Total</i>									
<b>All Non-Attorney Timekeepers<sup>3</sup></b>									
<i>% of Total</i>									

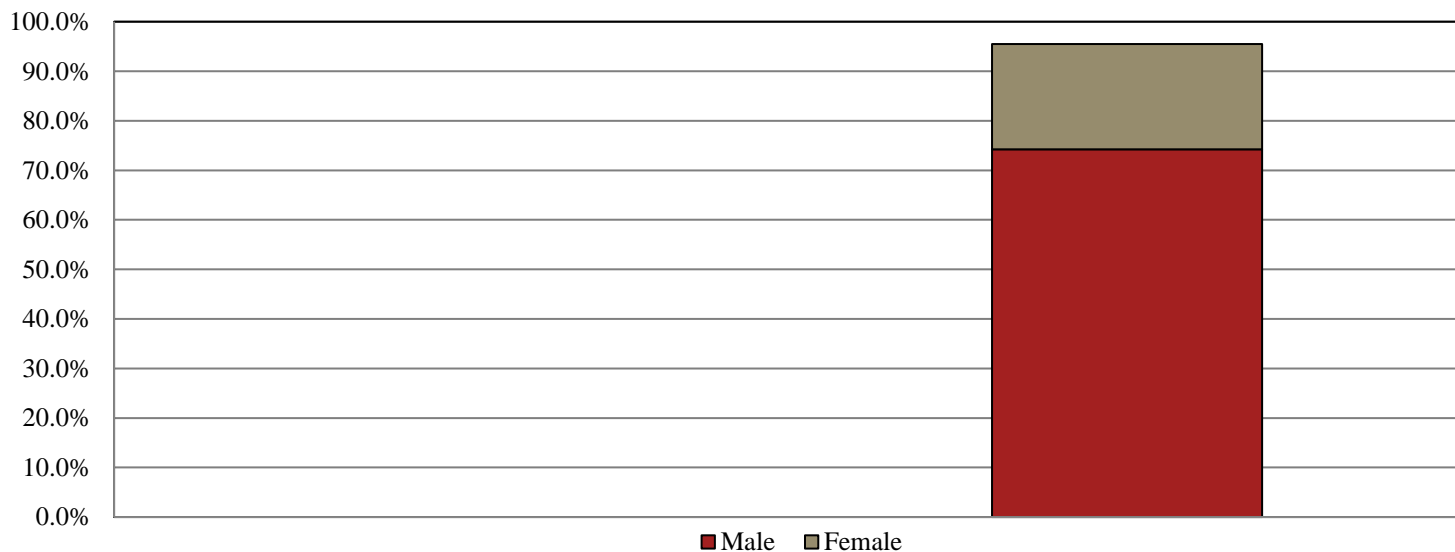
<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

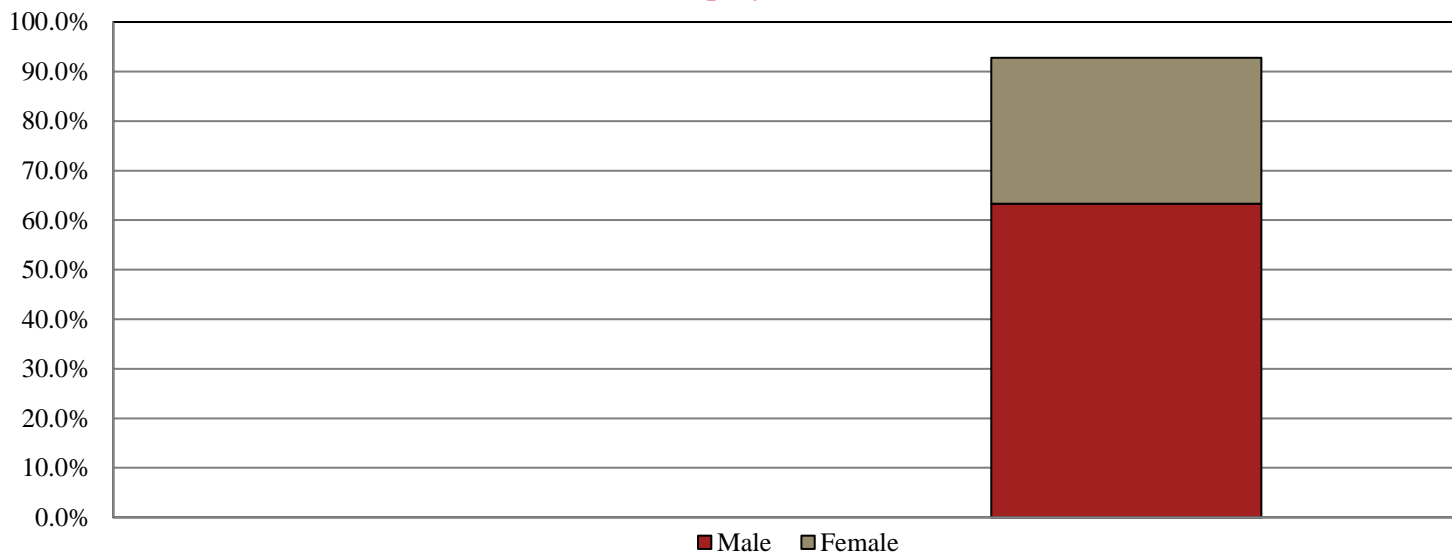
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Partner Staffing Summary by Gender<sup>1</sup>***Percent of (FTE) Headcount for the 12-month period ending December 31, 2021***Equity Partners****Your Firm**

Headcount	Male	Female

**Total Group**

Headcount	Male	Female
4,746.6	74.2%	21.3%

**Non-Equity Partners****Your Firm**

Headcount	Male	Female

**Total Group**

Headcount	Male	Female
3,796.0	63.3%	29.4%

Additional detail can be found on Page 56.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

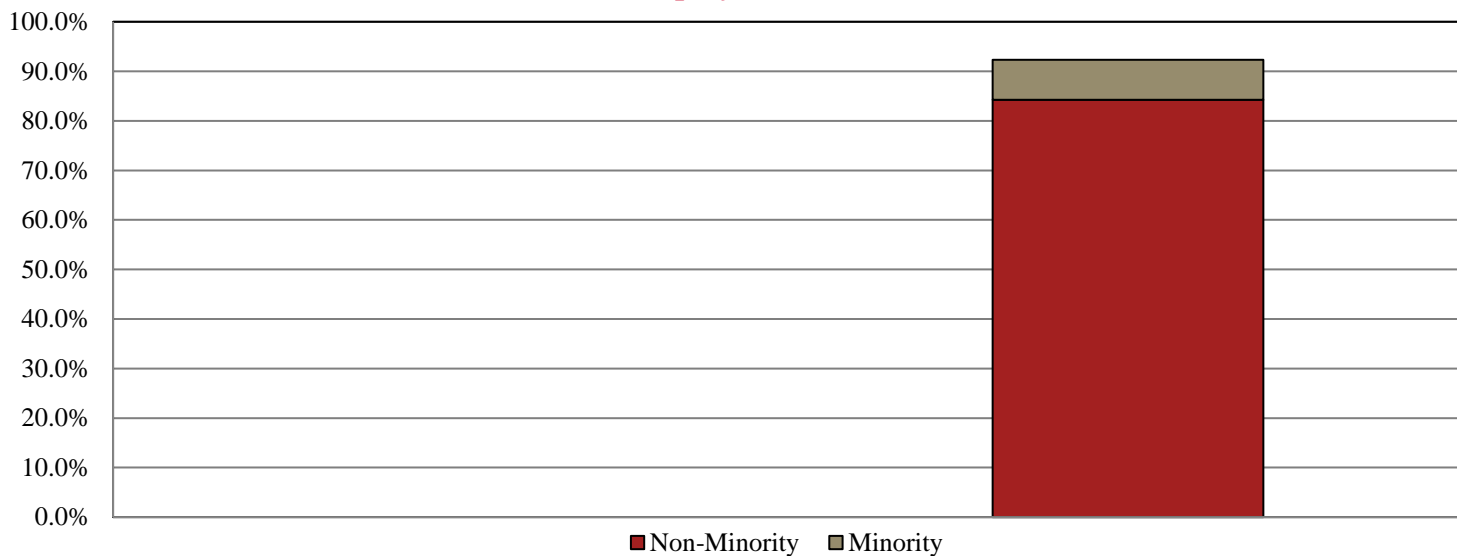
\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

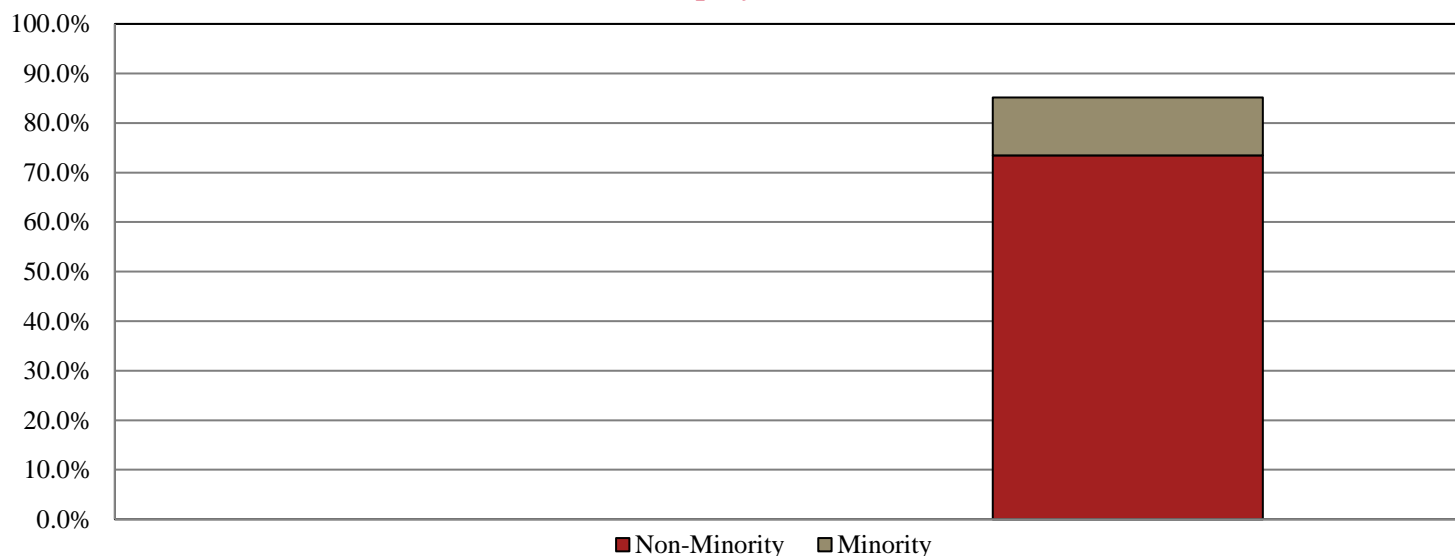
**Partner Staffing Summary by Minority Status<sup>1</sup>**  
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

**Equity Partners****Your Firm**

Headcount	Non-Minority	Minority

**Total Group**

Headcount	Non-Minority	Minority
4,746.6	84.3%	8.0%

**Non-Equity Partners****Your Firm**

Headcount	Non-Minority	Minority

**Total Group**

Headcount	Non-Minority	Minority
3,796.0	73.4%	11.7%

Additional detail can be found on Page 56.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

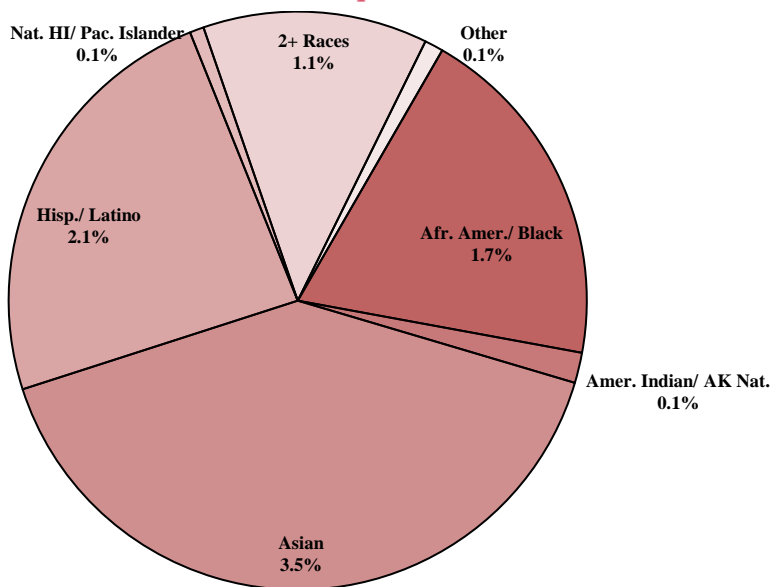
### Equity Partner Minority Staffing Summary by Racial Classification

Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

#### Your Firm

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

#### Total Group



**Total Minority: 8.7%**

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
4,381.2	1.7%	0.1%	3.5%	2.1%	0.1%	1.1%	91.3%	0.1%

Additional detail can be found on Page 58.

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

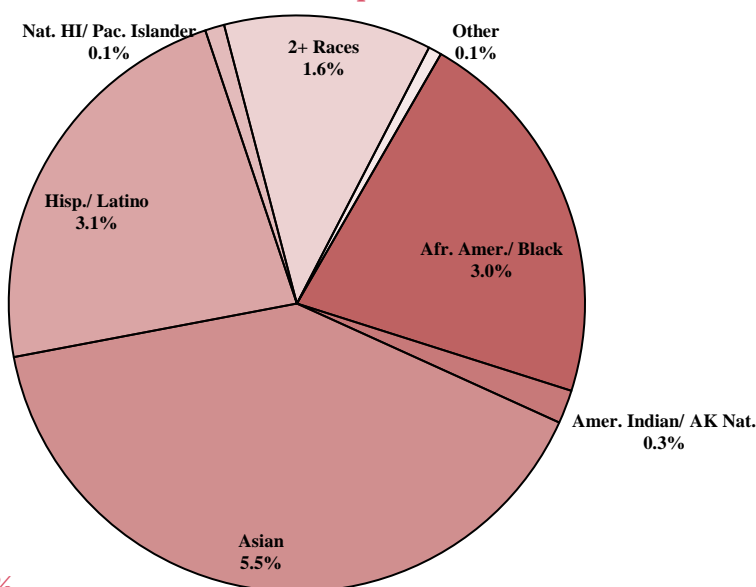
# Non-Equity Partner Minority Staffing Summary by Racial Classification

Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

## Your Firm

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

## Total Group



Total Minority: 13.8%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
3,232.1	3.0%	0.3%	5.5%	3.1%	0.1%	1.6%	86.2%	0.1%

Additional detail can be found on Page 58.

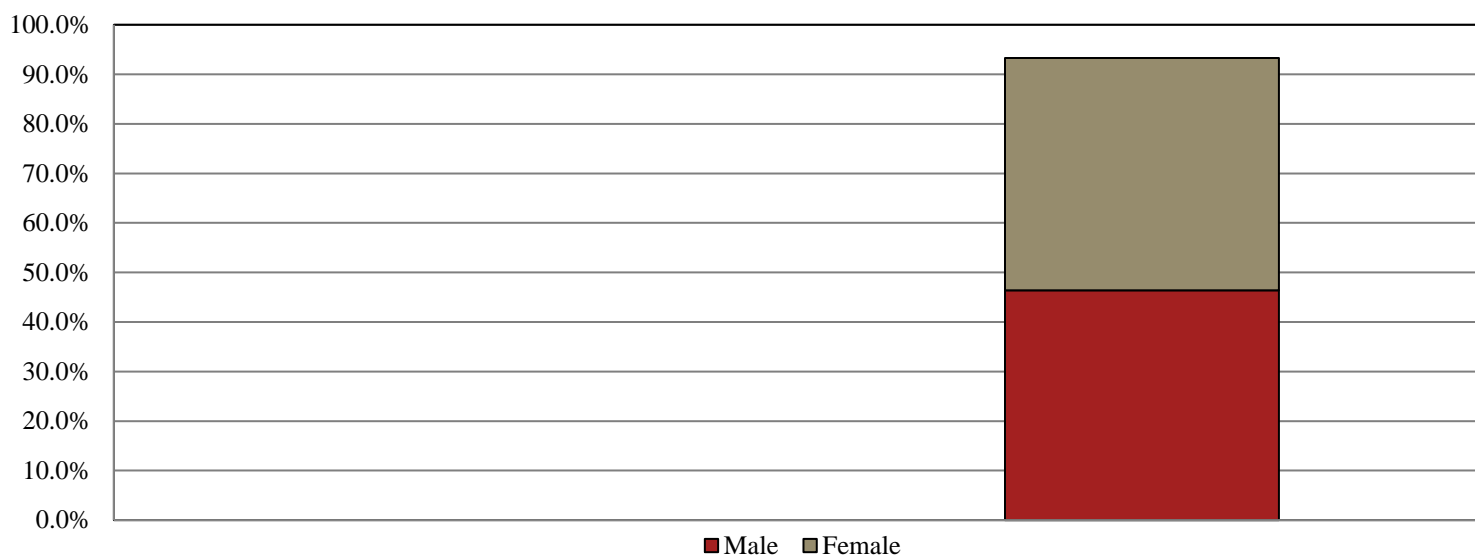
<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.<sup>\*\*</sup> omitted due to insufficient data; ‡ less than 75% population response



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Associates & All Attorneys Staffing Summary by Gender<sup>1</sup>**

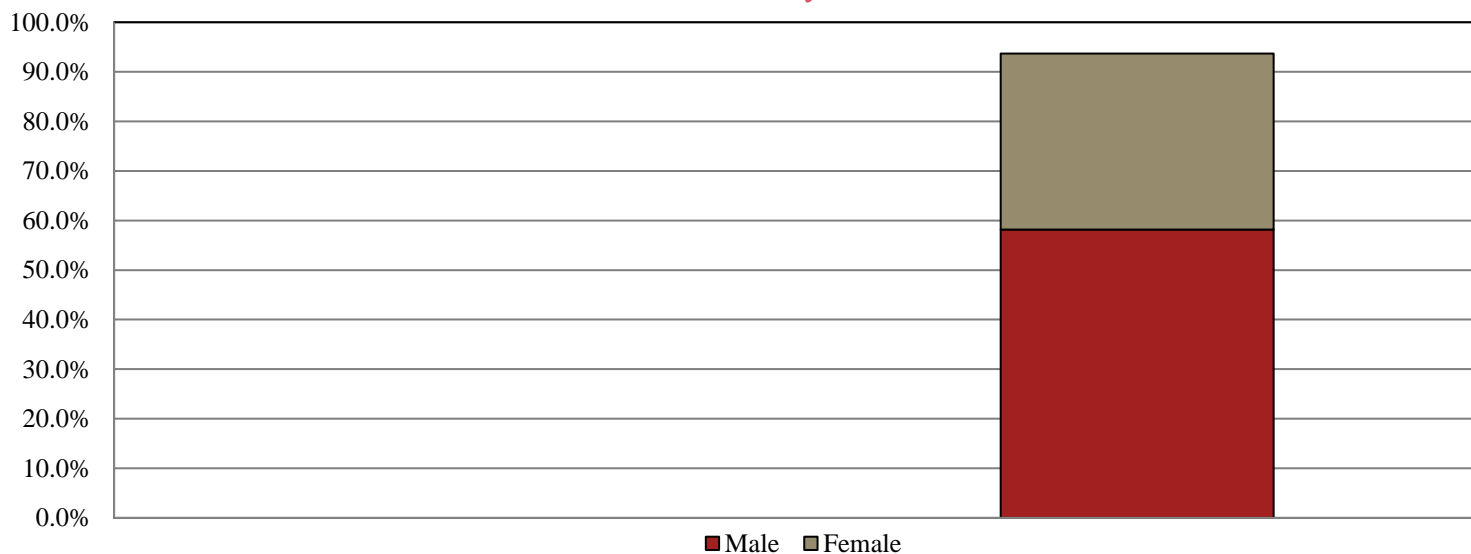
Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

**Associates****Your Firm**

Headcount	Male	Female

**Total Group**

Headcount	Male	Female
6,787.1	46.4%	46.9%

**All Attorneys<sup>2</sup>****Your Firm**

Headcount	Male	Female

**Total Group**

Headcount	Male	Female
18,553.5	58.2%	35.5%

Additional detail can be found on Page 56.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

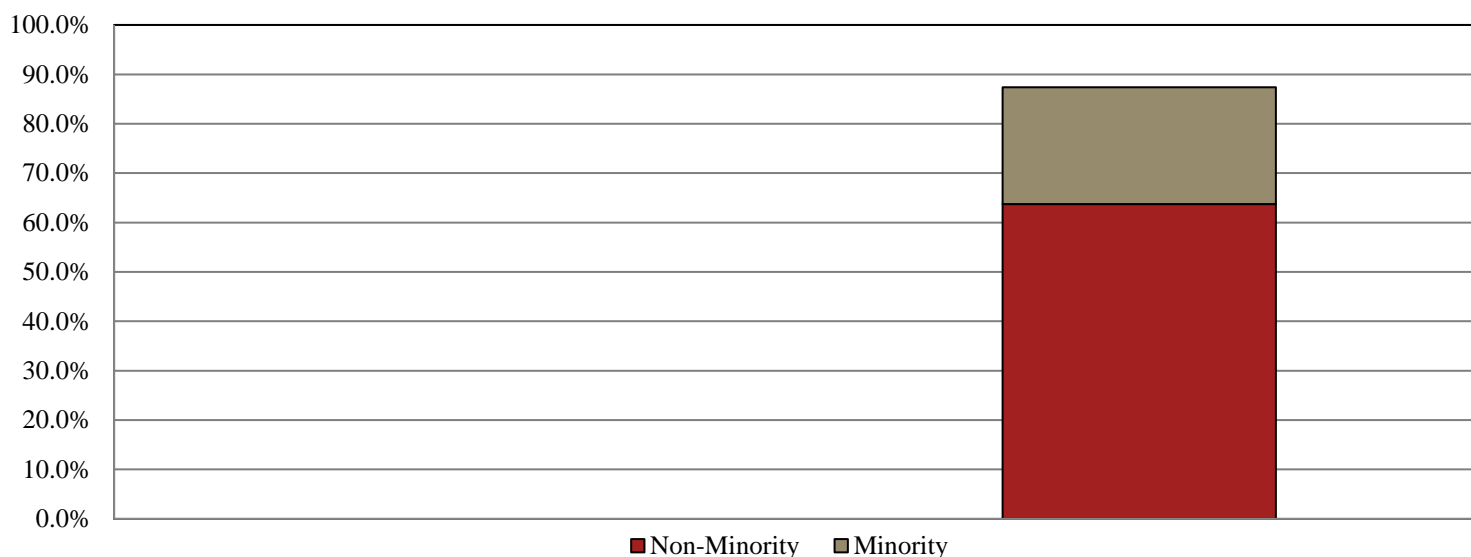
\*\* omitted due to insufficient data; ‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Associates & All Attorneys Staffing Summary by Minority Status<sup>1</sup>**

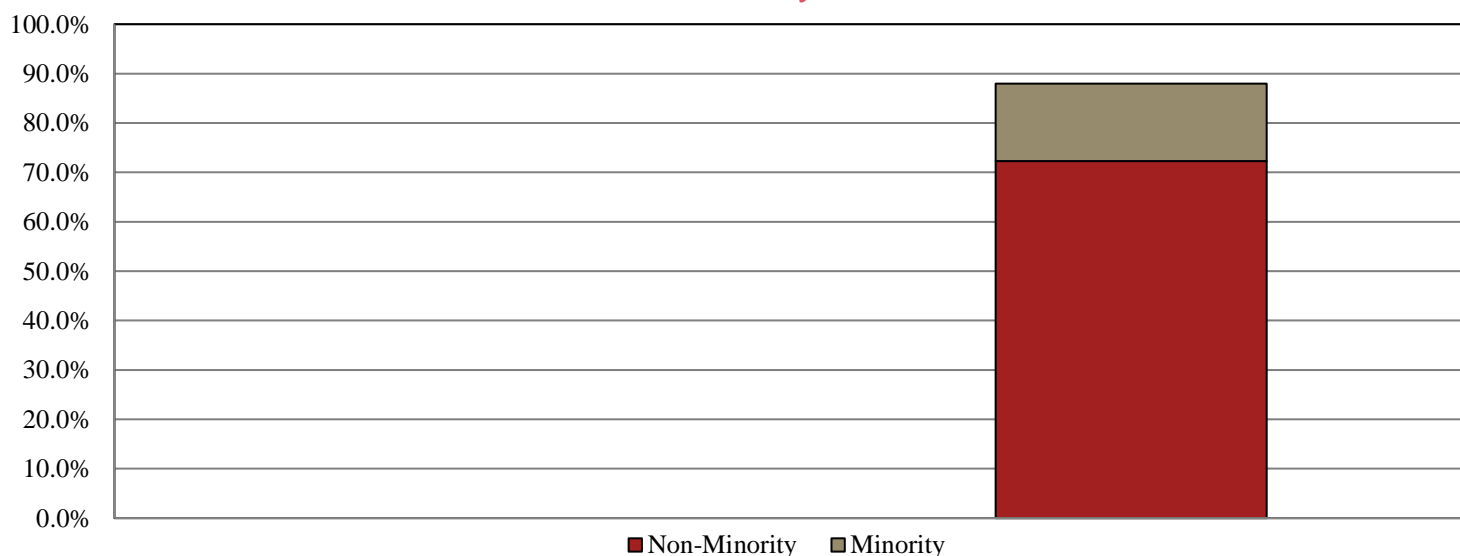
Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

**Associates****Your Firm**

Headcount	Non-Minority	Minority

**Total Group**

Headcount	Non-Minority	Minority
6,787.1	63.7%	23.6%

**All Attorneys<sup>2</sup>****Your Firm**

Headcount	Non-Minority	Minority

**Total Group**

Headcount	Non-Minority	Minority
18,553.5	72.3%	15.6%

Additional detail can be found on Page 56.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

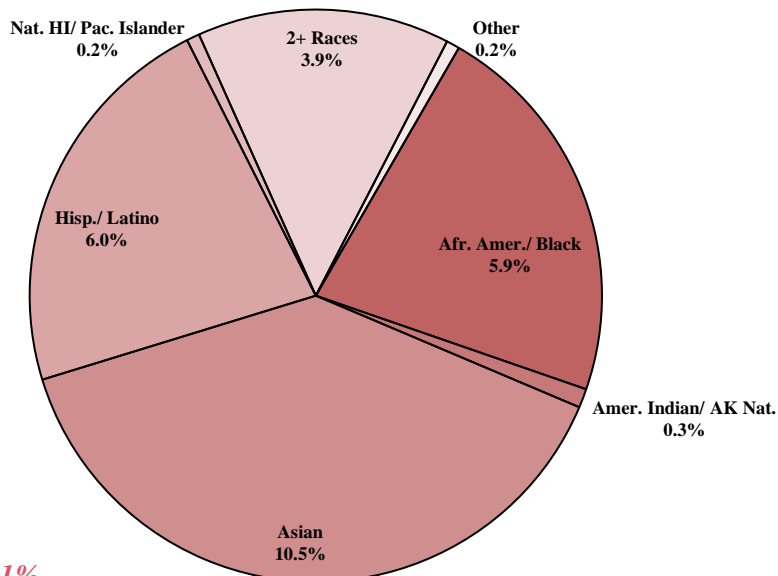
^ Membership on this page includes only those participants that submitted gender and/or race.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Associates Minority Staffing Summary by Racial Classification***Percent of (FTE) Headcount for the 12-month period ending December 31, 2021**Your Firm*

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

*Total Group***Total Minority: 27.1%**

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
5,928.7	5.9%	0.3%	10.5%	6.0%	0.2%	3.9%	72.9%	0.2%

Additional detail can be found on Page 58.

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.<sup>\*\*</sup> omitted due to insufficient data; ‡ less than 75% population response

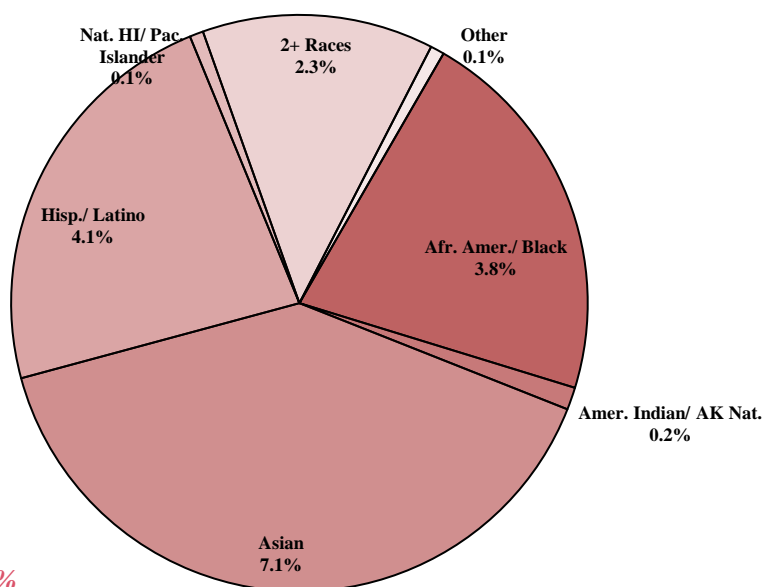
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

***All Attorneys Minority Staffing Summary by Racial Classification***  
*Percent of (FTE) Headcount for the 12-month period ending December 31, 2021*

***Your Firm***

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

***Total Group***

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
16,315.9	3.8%	0.2%	7.1%	4.1%	0.1%	2.3%	82.2%	0.1%

Additional detail can be found on Page 58.

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.<sup>\*\*</sup> omitted due to insufficient data; ‡ less than 75% population response

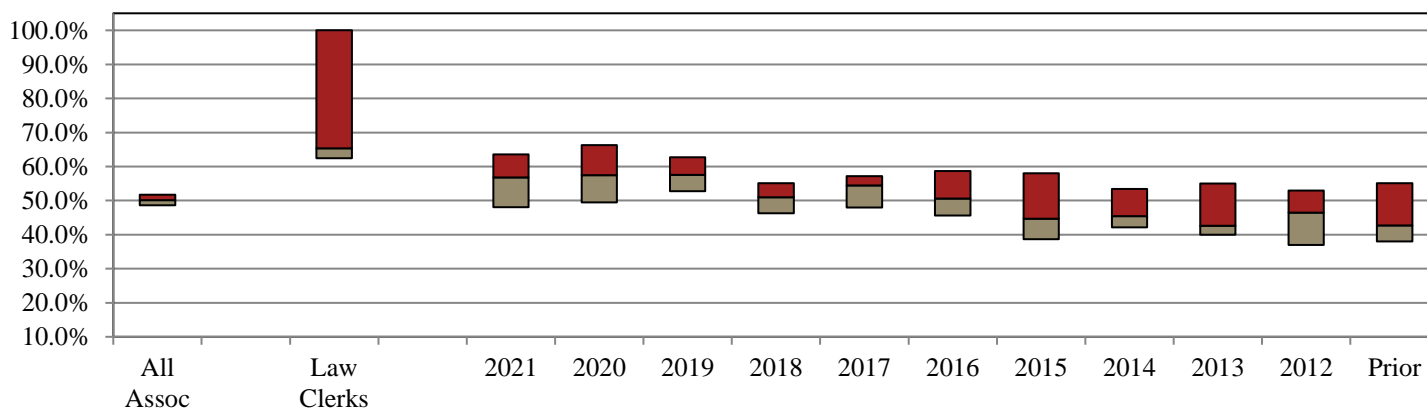
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

### Associate Staffing Summary by Law Class Year

Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

#### Female Associates by Law Class Year



## Your Firm

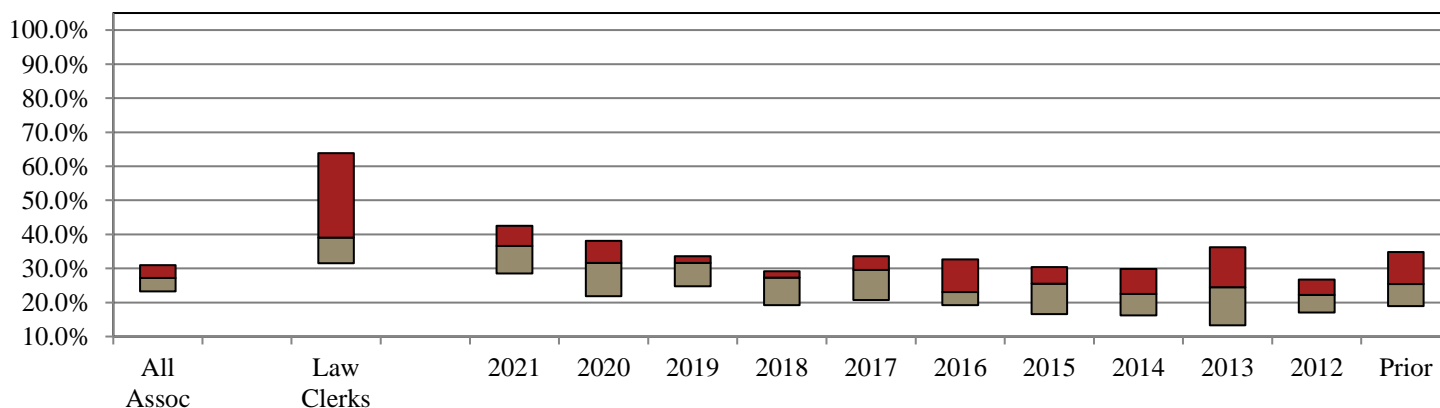
1st Qtle

Median

3rd Qtle

	All Assoc	Law Clerks	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
1st Qtle	51.8%	100.0%	63.6%	66.3%	62.7%	55.1%	57.2%	58.7%	58.1%	53.4%	55.0%	53.0%	55.1%
Median	50.1	65.4	56.8	57.5	57.6	51.0	54.5	50.6	44.7	45.5	42.6	46.5	42.7
3rd Qtle	48.6	62.4	48.1	49.5	52.8	46.3	48.0	45.6	38.6	42.2	40.0	37.0	38.1

#### Minority Associates by Law Class Year



## Your Firm

1st Qtle

Median

3rd Qtle

	All Assoc	Law Clerks	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
1st Qtle	31.0	63.9	42.5	38.1	33.6	29.2	33.6	32.7	30.4	29.8	36.2	26.8	34.9
Median	27.2	39.0	36.6	31.6	31.6	27.3	29.6	23.1	25.5	22.5	24.5	22.2	25.4
3rd Qtle	23.3	31.5	28.6	21.9	24.8	19.2	20.7	19.2	16.6	16.2	13.3	17.1	18.9

Additional detail can be found on Page 57.

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

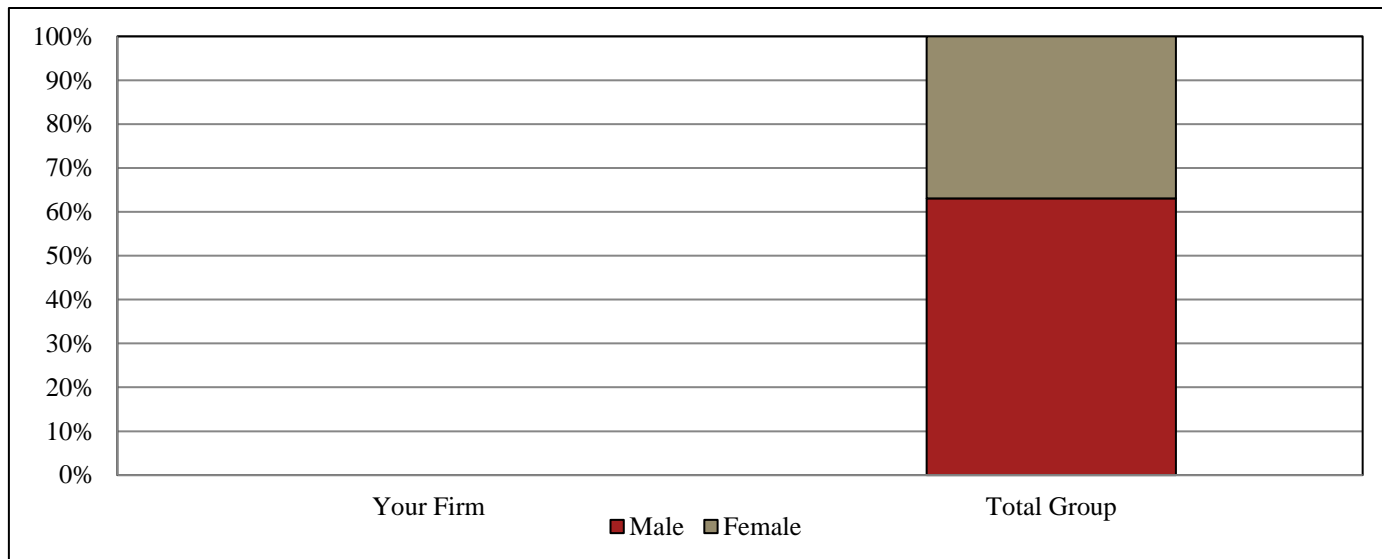
\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Partner Promotions by Gender<sup>1</sup>**

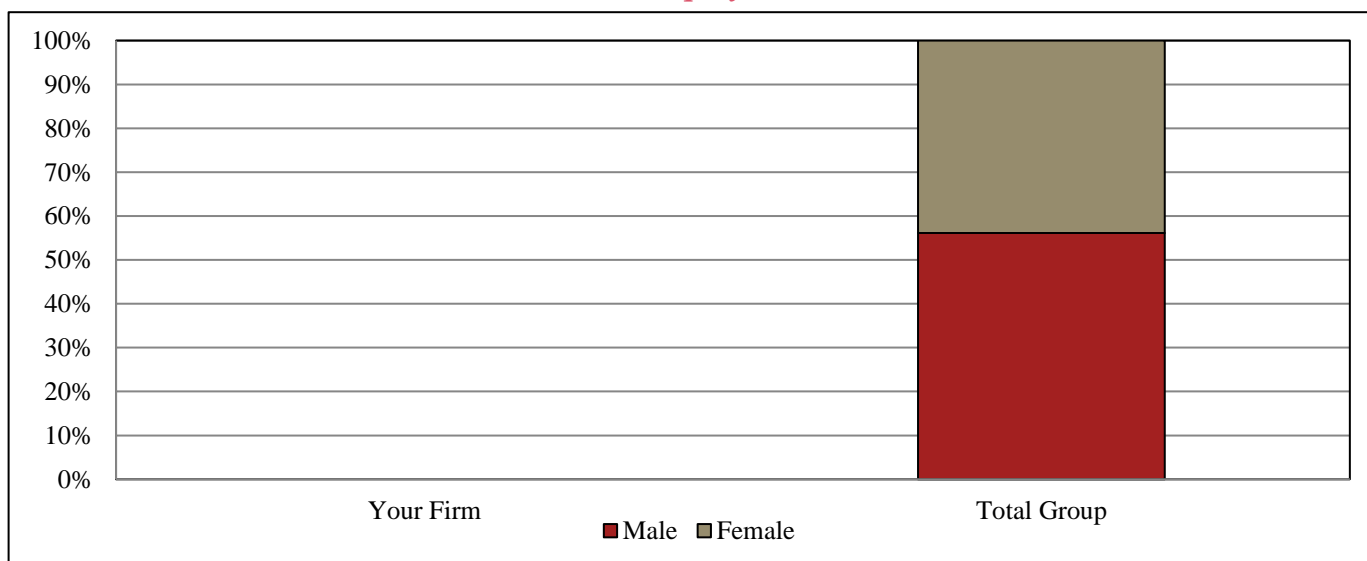
As of January 1, 2022

**Equity Partners****Your Firm**

Count	Male	Female
‡		

**Total Group**

Count	Male	Female
111	63.1%	36.9%

**Non-Equity Partners****Your Firm**

Count	Male	Female
‡		

**Total Group**

Count	Male	Female
146	56.2%	43.8%

<sup>1</sup> Includes only promotions that occurred at 1/1/2022. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

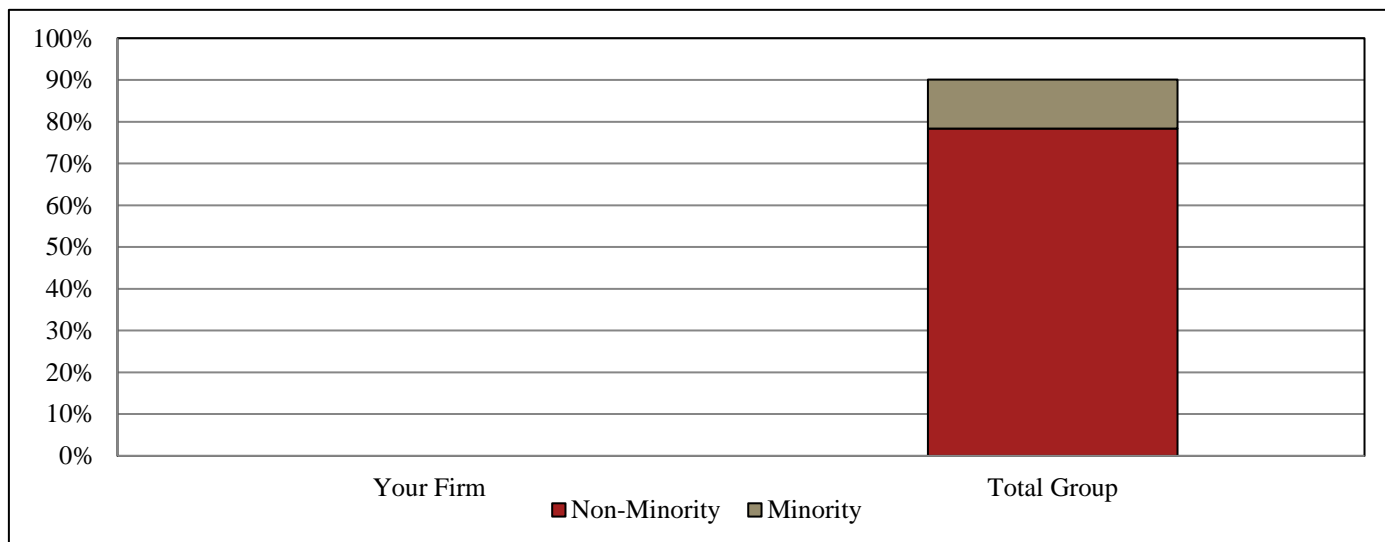
\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Partner Promotions by Minority Status <sup>1</sup>**

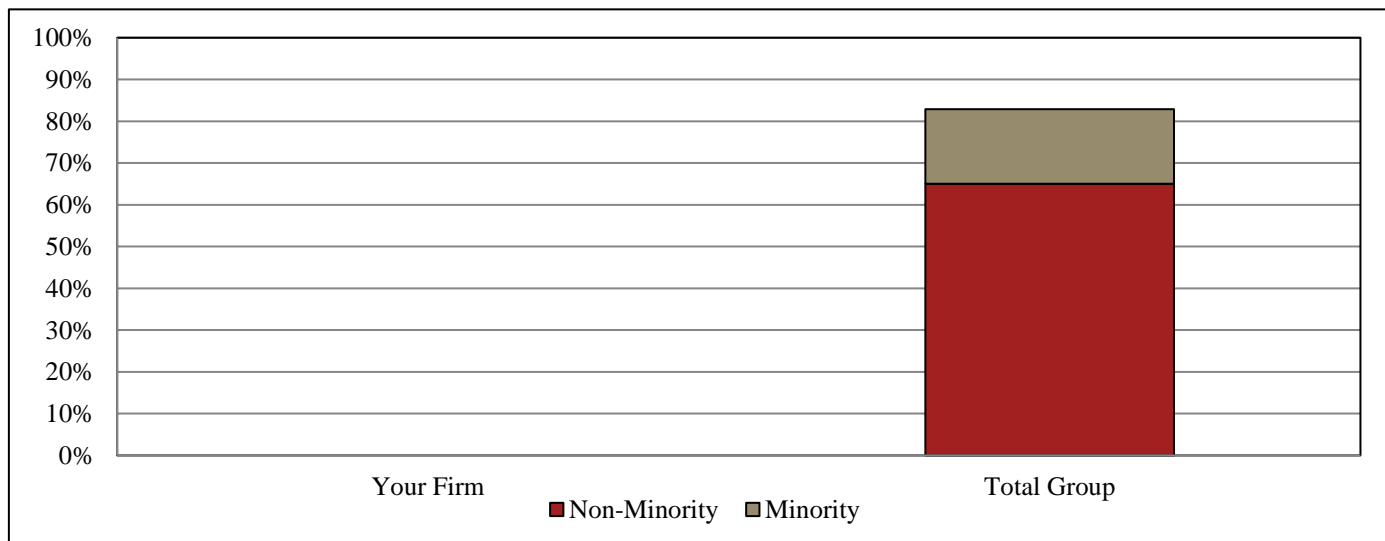
As of January 1, 2022

**Equity Partners****Your Firm**

Count	Non-Minority	Minority
‡		

**Total Group**

Count	Non-Minority	Minority
111	78.4%	11.7%

**Non-Equity Partners****Your Firm**

Count	Non-Minority	Minority
‡		

**Total Group**

Count	Non-Minority	Minority
146	65.1%	17.8%

<sup>1</sup> Includes only promotions that occurred at 1/1/2022. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

\*\* omitted due to insufficient data

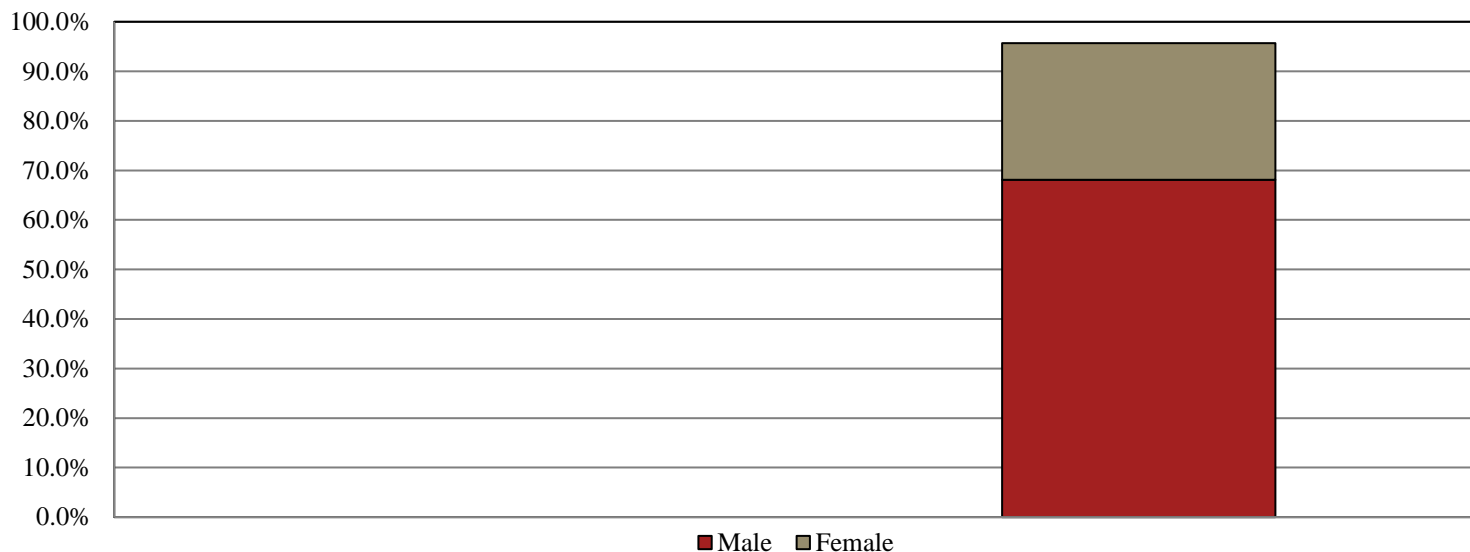
‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Partner Terminations by Gender<sup>1</sup>**

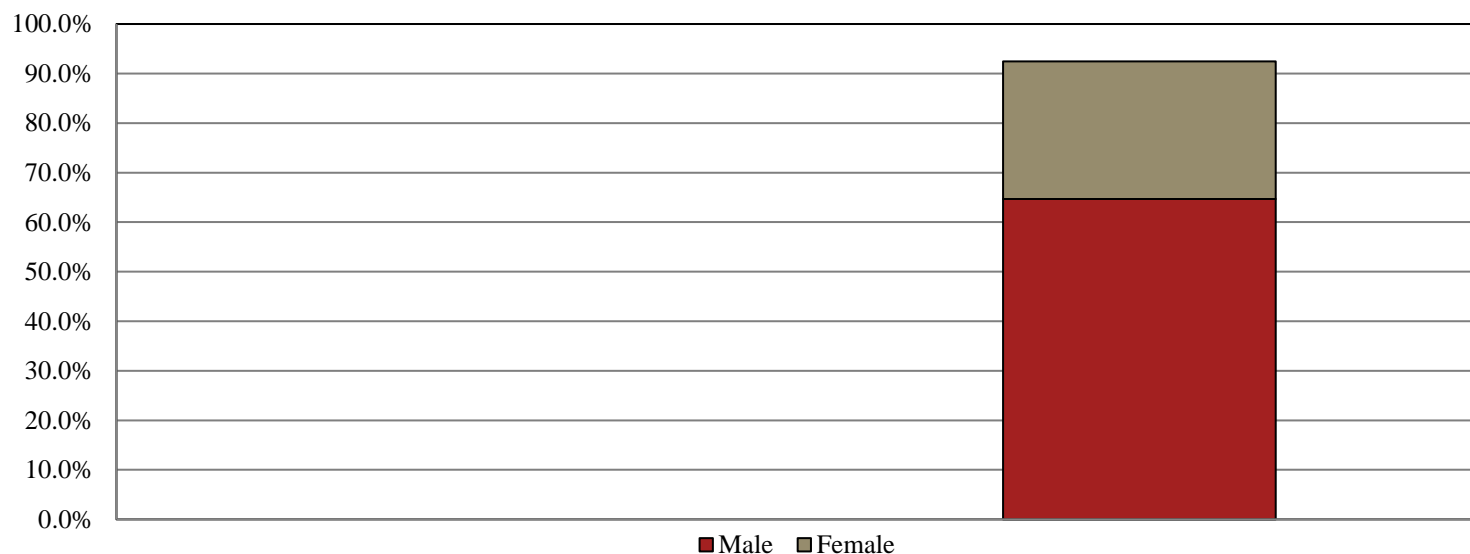
Percent of Partners for the 12-month period ending December 31, 2021

**Equity Partners****Your Firm**

Count	Male	Female

**Total Group**

Count	Male	Female
163	68.1%	27.6%

**Non-Equity Partners****Your Firm**

Count	Male	Female

**Total Group**

Count	Male	Female
439	64.7%	27.8%

Additional detail can be found on Page 60.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

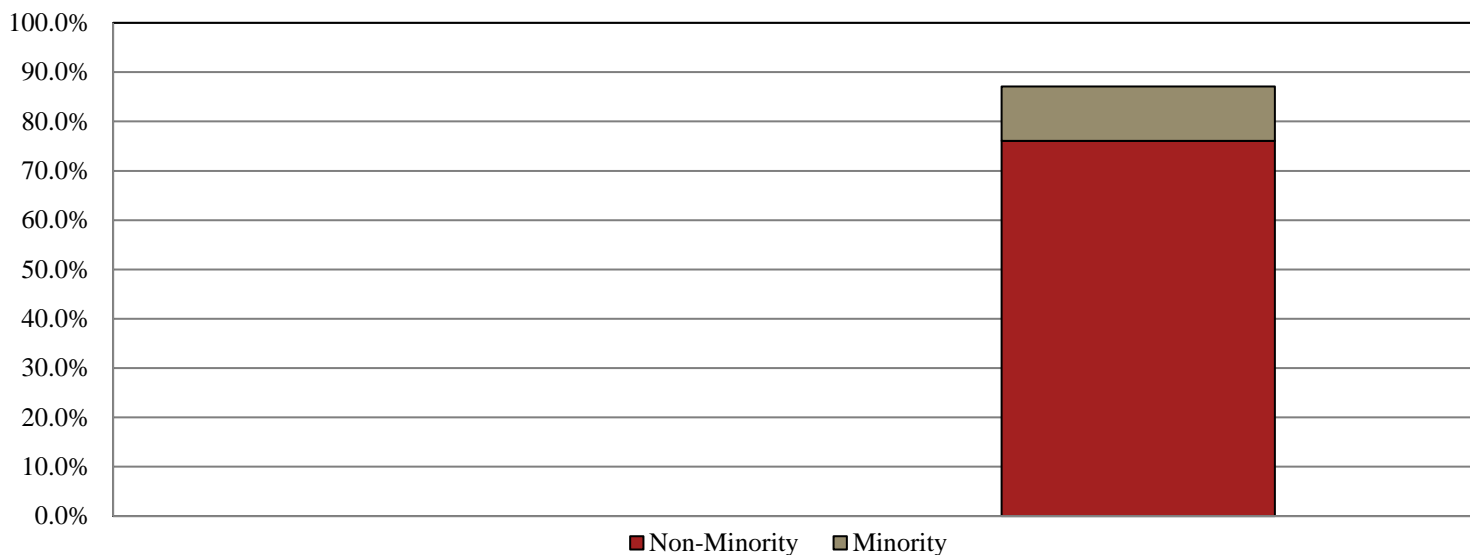
‡ less than 75% population response



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

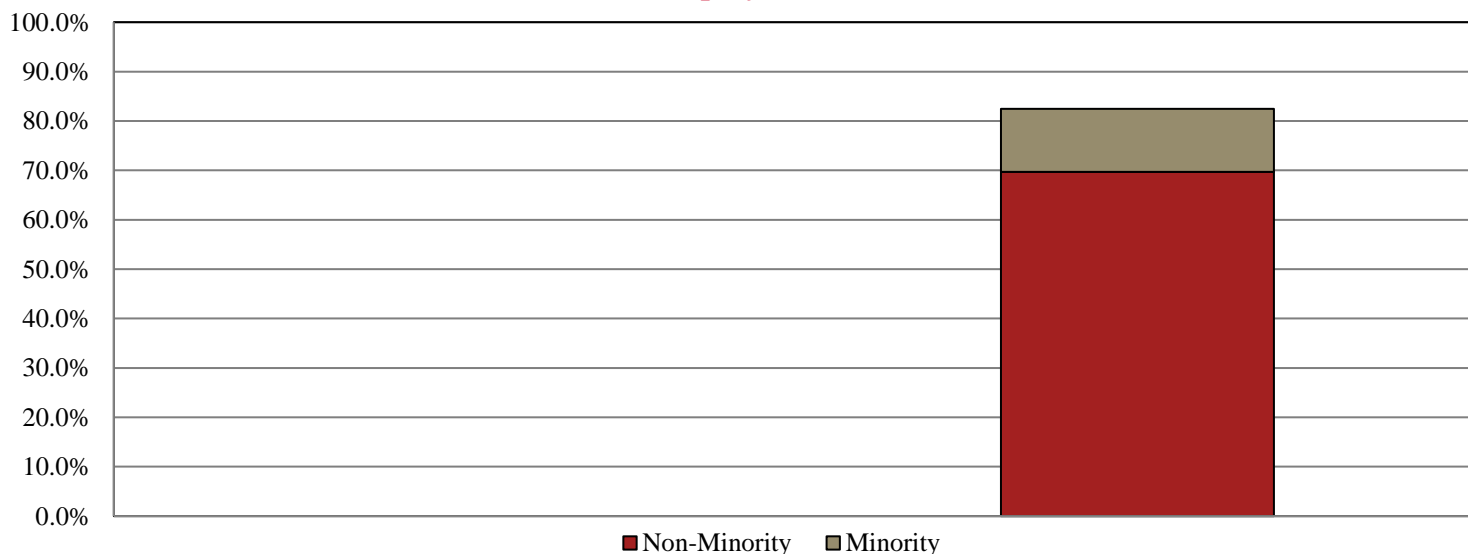
**Partner Terminations by Minority Status<sup>1</sup>**  
 Percent of Partners for the 12-month period ending December 31, 2021

**Equity Partners****Your Firm**

Count	Non-Minority	Minority

**Total Group**

Count	Non-Minority	Minority
163	76.1%	11.0%

**Non-Equity Partners****Your Firm**

Count	Non-Minority	Minority

**Total Group**

Count	Non-Minority	Minority
439	69.7%	12.8%

Additional detail can be found on Page 60.

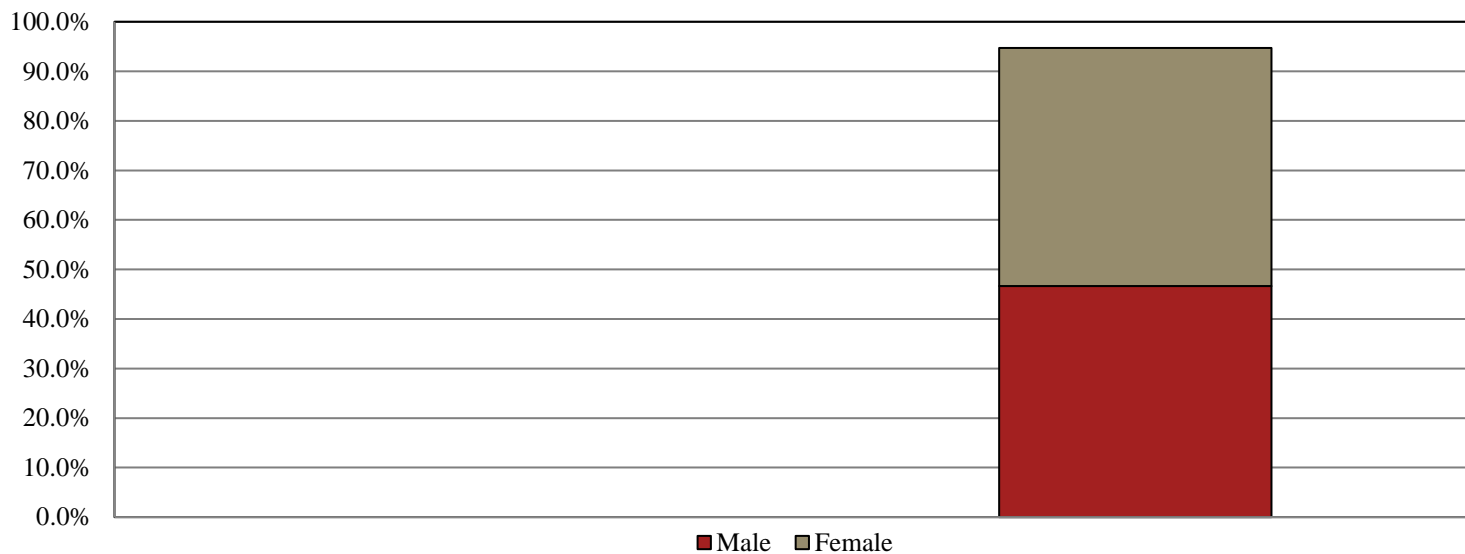
<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

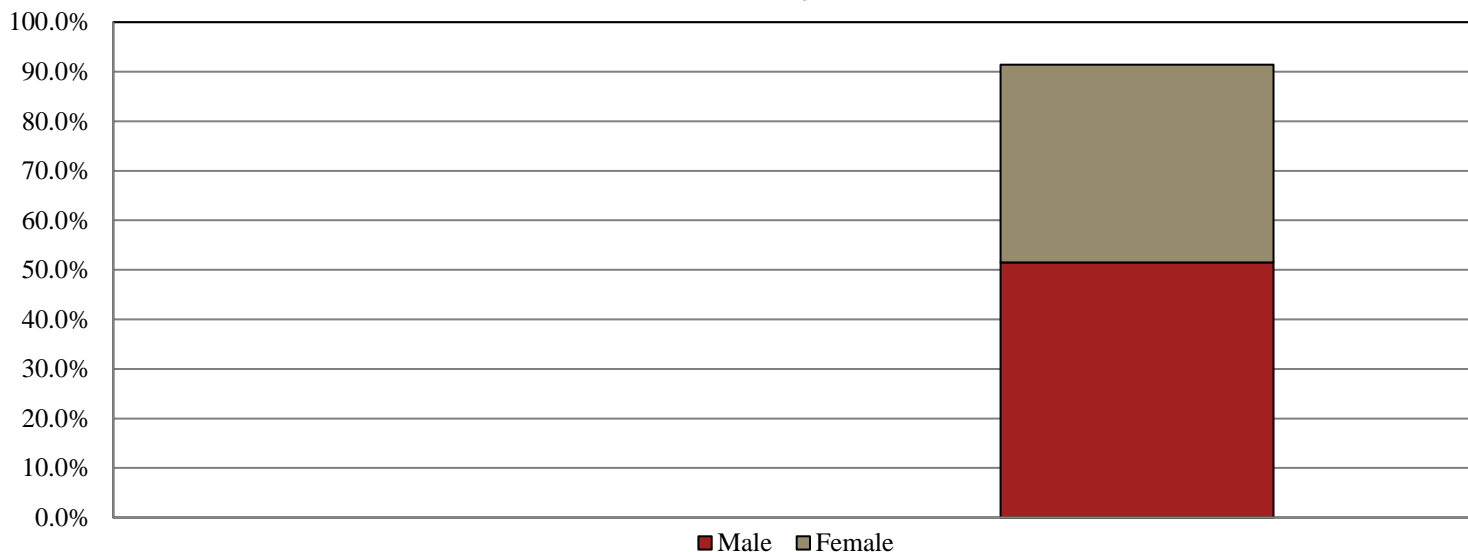
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Associates & All Attorneys Terminations by Gender<sup>1</sup>***Percent of Associates and All Attorneys for the 12-month period ending December 31, 2021***Associates****Your Firm**

Count	Male	Female

**Total Group**

Count	Male	Female
1,673	46.7%	48.0%

**All Attorneys<sup>2</sup>****Your Firm**

Count	Male	Female

**Total Group**

Count	Male	Female
3,099	51.5%	39.9%

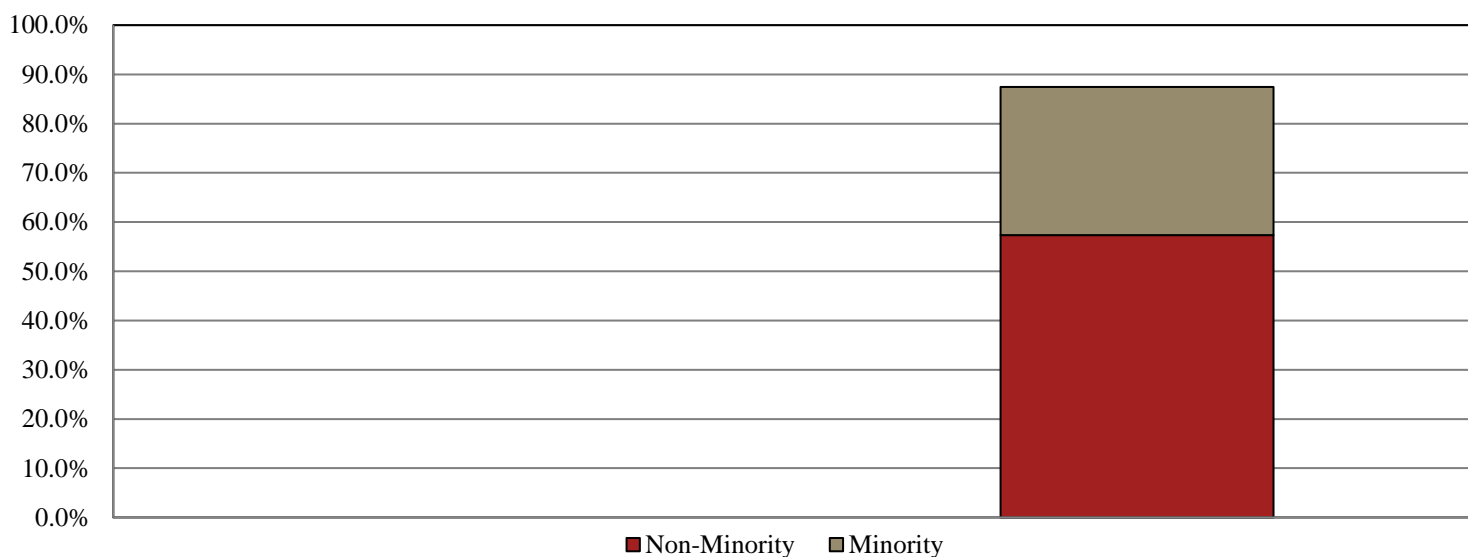
Additional detail can be found on Page 60.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

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

## 2022 BRASS+ Initial Release - Talent Management Report

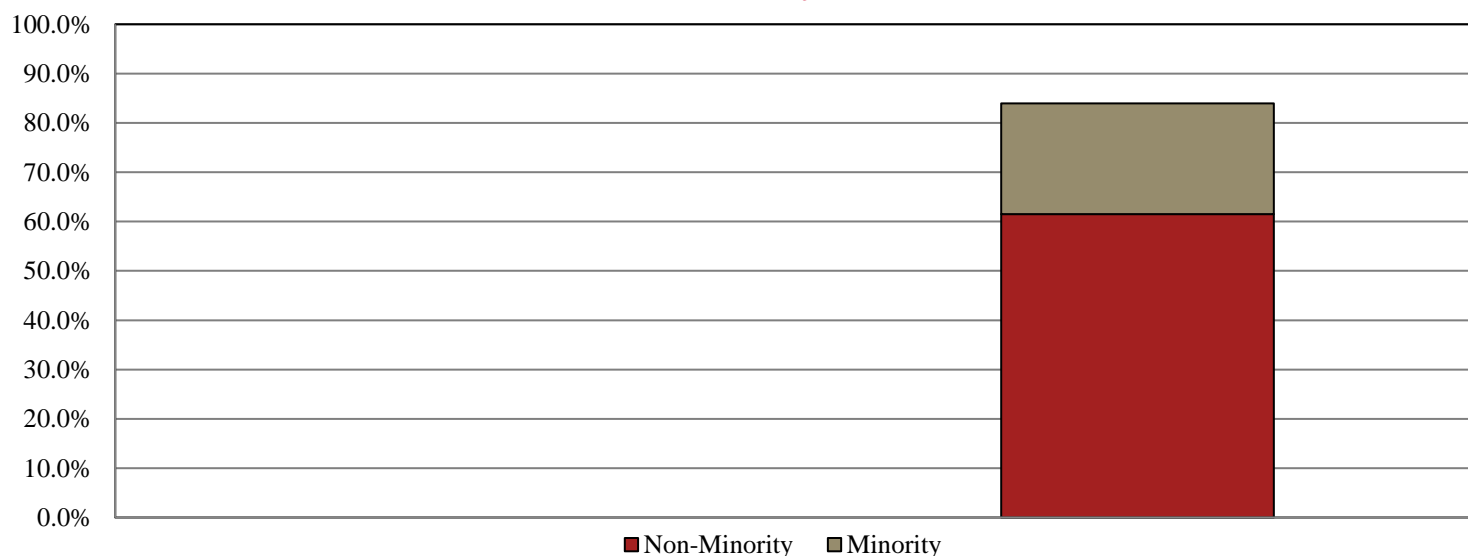
AmLaw Ranked - 50-100 (26 members^)

**Associates & All Attorneys Terminations by Minority Status<sup>1</sup>***Percent of Associates and All Attorneys for the 12-month period ending December 31, 2021***Associates****Your Firm**

Count	Non-Minority	Minority

**Total Group**

Count	Non-Minority	Minority
1,673	57.3%	30.1%

**All Attorneys<sup>2</sup>****Your Firm**

Count	Non-Minority	Minority

**Total Group**

Count	Non-Minority	Minority
3,099	61.5%	22.4%

Additional detail can be found on Page 60.

<sup>1</sup> Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

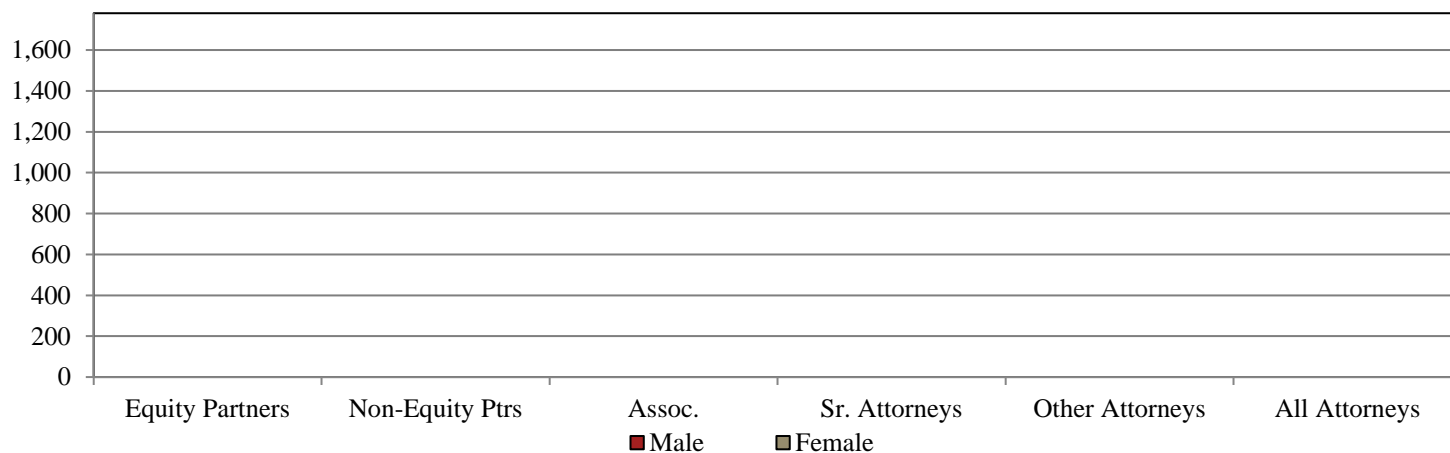
^ Membership on this page includes only those participants that submitted gender and/or race.

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

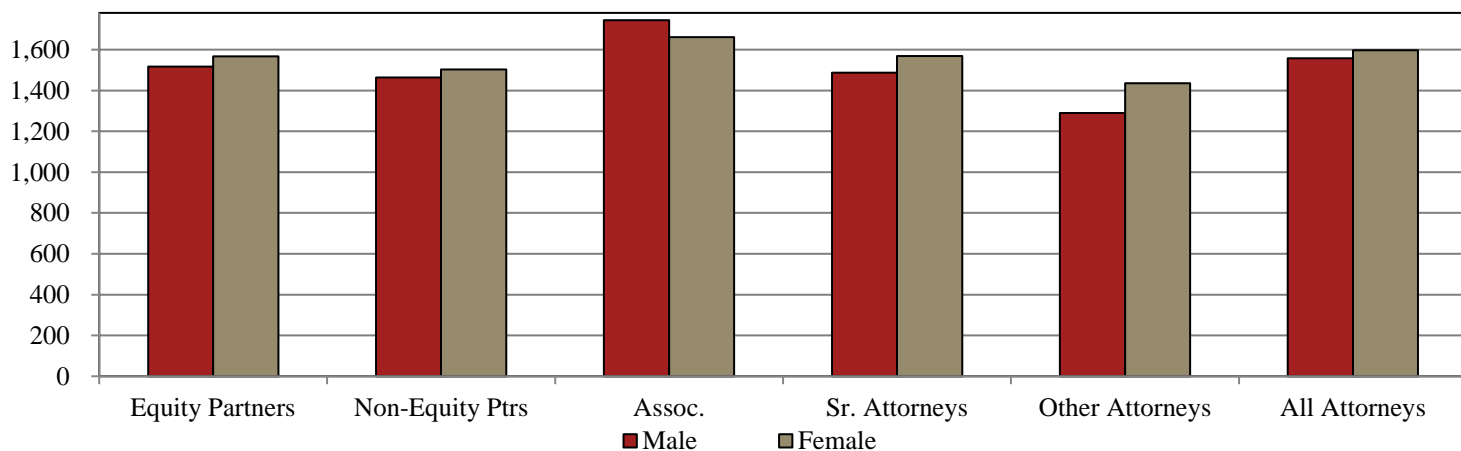
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**All Attorneys Average Billable Hours by Gender**

For the 12-month period ending December 31, 2021

*Your Firm*

	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys <sup>1</sup>	All Attorneys <sup>2</sup>
<b>Average</b>						
<b>Male</b>						
<b>Female</b>						
<b>Difference</b>						

*Total Group*

	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys <sup>1</sup>	All Attorneys <sup>2</sup>
<b>Average</b>	1,530	1,477	1,703	1,524	1,349	1,570
<b>Male</b>	1,518	1,463	1,744	1,487	1,289	1,558
<b>Female</b>	1,567	1,503	1,662	1,569	1,436	1,597
<b>Difference</b>	49	40	(82)	82	147	39

Additional detail can be found on Page 62.

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

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

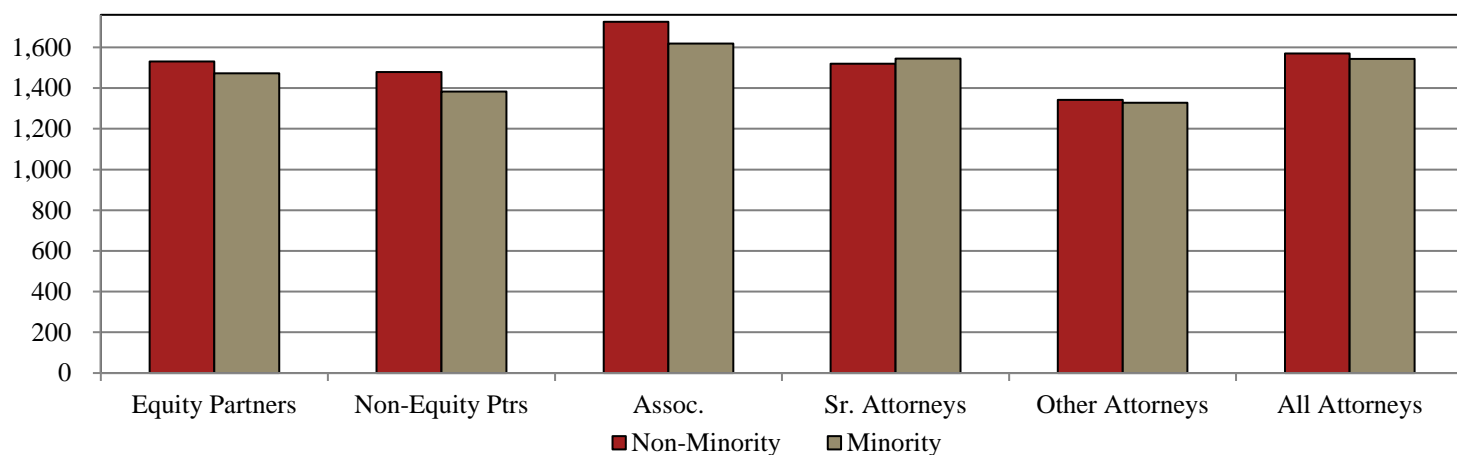
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**All Attorneys Average Billable Hours by Minority Status**

For the 12-month period ending December 31, 2021

*Your Firm*

	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys <sup>1</sup>	All Attorneys <sup>2</sup>
<b>Average</b>						
<b>Non-Minority</b>						
<b>Minority</b>						
<b>Difference</b>						

*Total Group*

	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys <sup>1</sup>	All Attorneys <sup>2</sup>
<b>Average</b>	1,530	1,477	1,703	1,524	1,349	1,570
<b>Non-Minority</b>	1,531	1,479 ‡	1,725	1,519 ‡	1,342	1,570
<b>Minority</b>	1,473	1,383 ‡	1,619	1,545 ‡	1,328	1,543
<b>Difference</b>	(58)	(96)	(106)	26	(14)	(27)

Additional detail can be found on Page 62.

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

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

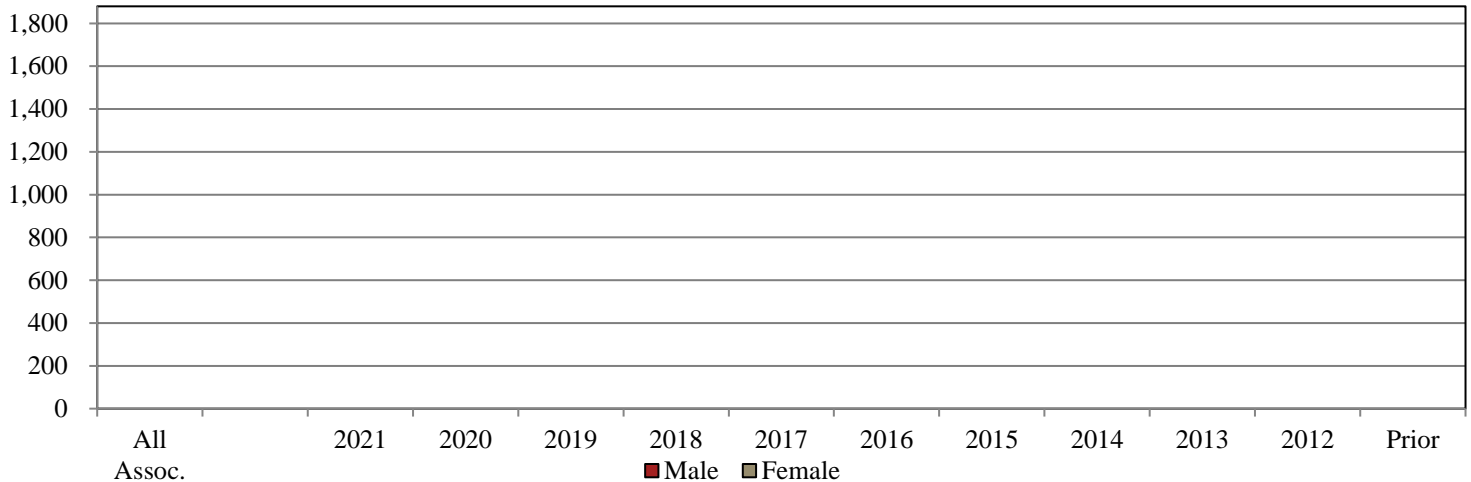
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

### Associate Average Billable Hours by Gender

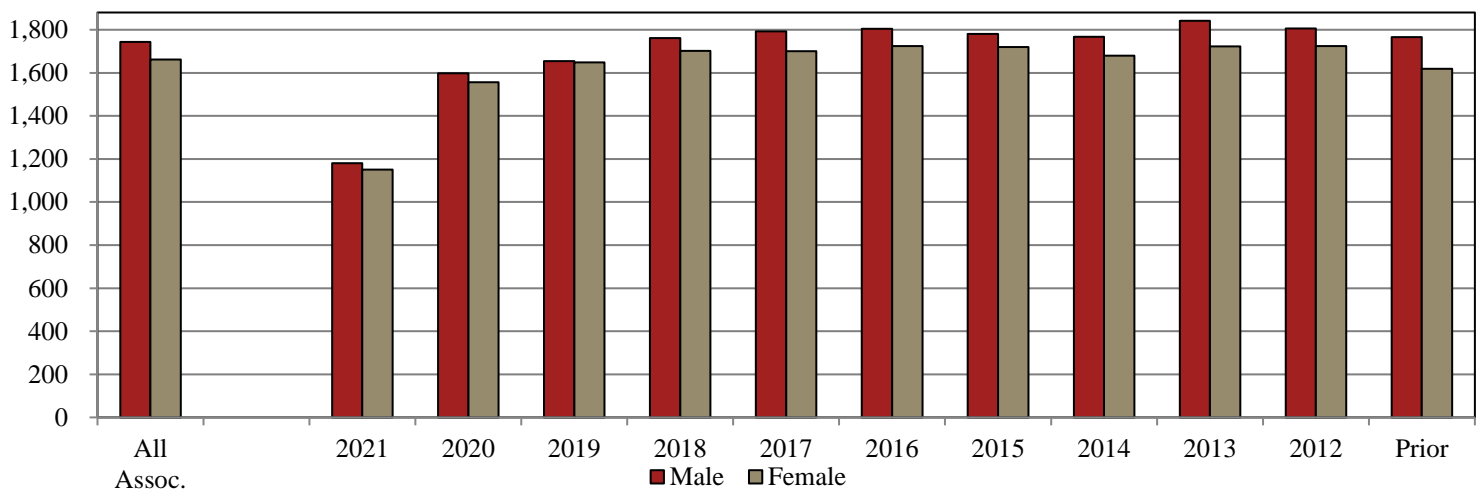
By Law Class Year; For the 12-month period ending December 31, 2021

## Your Firm



	All Assoc.	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
Average												
Male												
Female												
Difference												

## Total Group



	All Assoc.	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
Average	1,703	1,158	1,568	1,657	1,729	1,750	1,770	1,764	1,732	1,788	1,774	1,689
Male	1,744	1,181 ‡	1,598	1,654	1,762	1,793	1,805	1,781	1,767	1,842	1,806	1,766
Female	1,662	1,151	1,557	1,649	1,702	1,701	1,724	1,720	1,680	1,723	1,724	1,619 ‡
Difference	(82)	(30)	(41)	(5)	(60)	(92)	(81)	(61)	(87)	(119)	(82)	(147)

Additional detail can be found on Page 63.

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

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

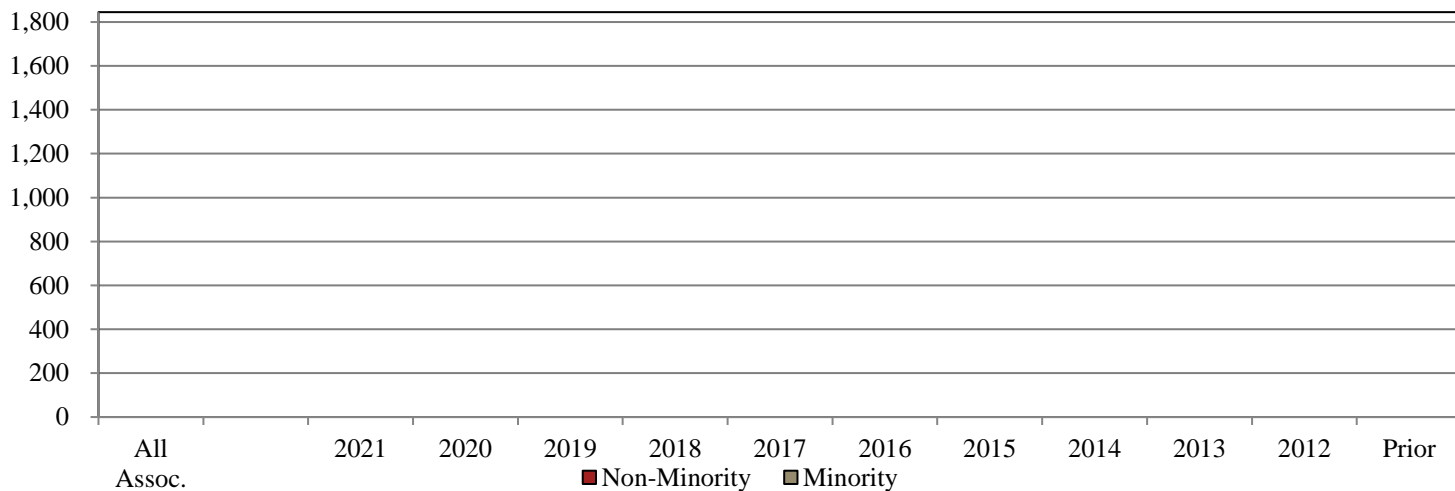
## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

## Associate Average Billable Hours by Minority Status

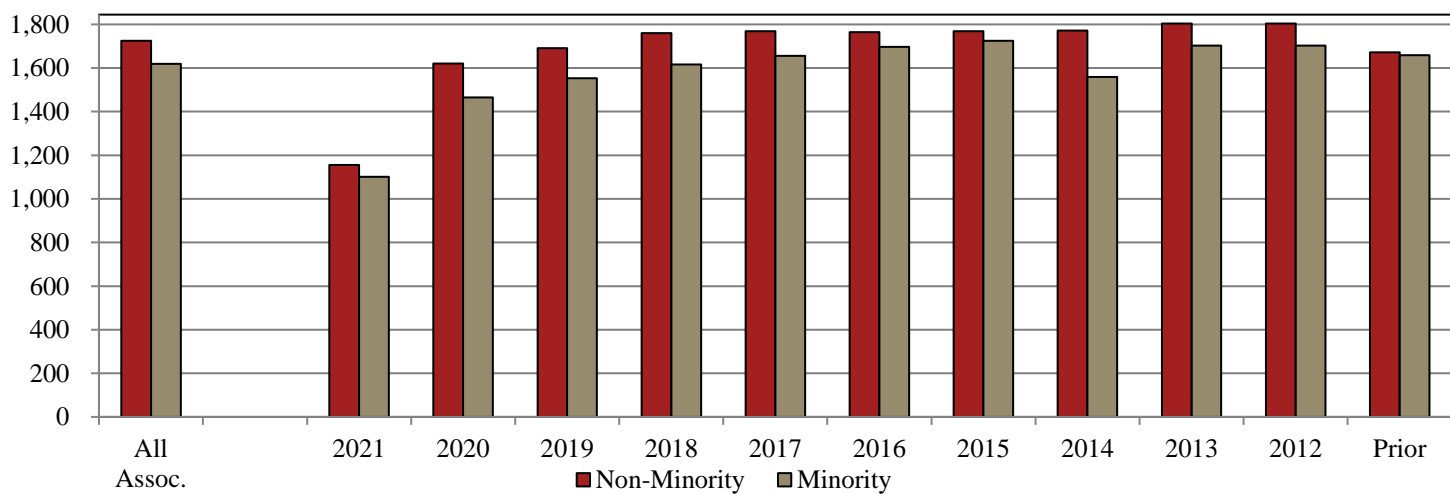
By Law Class Year; For the 12-month period ending December 31, 2021

## Your Firm



	All Assoc.	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
Average												
Non-Minority												
Minority												
Difference												

## Total Group



	All Assoc.	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	Prior
Average	1,703	1,158	1,568	1,657	1,729	1,750	1,770	1,764	1,732	1,788	1,774	1,689
Non-Minority	1,725	1,155 ‡	1,621	1,692	1,760	1,769	1,764	1,769	1,772	1,805	1,804 ‡	1,672 ‡
Minority	1,619	1,101 ‡	1,466	1,553	1,616	1,656	1,697	1,725	1,559	1,704	1,703 ‡	1,659 ‡
Difference	(106)	(54)	(155)	(139)	(144)	(113)	(67)	(44)	(213)	(101)	(101)	(13)

Additional detail can be found on Page 63.

^ Membership on this page includes only those participants that submitted gender and/or race.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Timekeeper Staffing Summary by Gender & Minority Status**

Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

<u>All Attorneys</u>	<i>Your Firm</i>		<i>Group %</i>			
	<i>Percent</i>	<i>Rank Of</i>	<i>Total</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners		/ 27	25.6	30.0	24.3	22.8
Non-Equity Partners		/ 25	20.5	27.9	23.8	17.9
Associates		/ 28	36.6	40.9	35.3	31.4
Sr. Attorneys		/ 23	8.9	12.8	10.4	8.3
Other Attorneys <sup>1</sup>		/ 27	8.5	12.7	6.7	5.1
<i>All Attorneys</i>	<b>100%</b>					

<u>Timekeepers by Gender</u>	<i>Your Firm</i>			<i>Group % Female</i>			
	<i>% Male</i>	<i>% Female</i>	<i>Rank Of - % Female</i>	<i>Total</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners			/ 25	21.3	23.6	22.0	18.5
Non-Equity Partners			/ 23	29.4	35.0	31.1	28.4
Associates			/ 26	46.9	51.8	50.1	48.6
Sr. Attorneys			/ 22	43.4	47.9	44.0	38.0
Other Attorneys <sup>1</sup>			/ 25	35.5	47.8	39.8	32.5
<i>All Attorneys</i>			/ 26	35.5	40.7	37.4	34.9
Law Clerks			/ 13 ‡	44.9	100.0	65.4	62.4
Paralegals			/ 25	72.0	84.2	75.1	66.6
Other Non-Legal Timekeepers <sup>2</sup>			/ 23	45.0	59.4	50.4	37.3
<i>All Non-Legal Timekeepers<sup>3</sup></i>			/ 25	64.2	74.5	67.6	59.2

<u>Timekeepers by Minority Status</u>	<i>Your Firm</i>			<i>Group % Minority</i>			
	<i>% Non-Minority</i>	<i>% Minority</i>	<i>Rank Of - % Minority</i>	<i>Total</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners			/ 24	8.0	10.2	8.5	7.3
Non-Equity Partners			/ 22	11.7	16.3	13.1	10.5
Associates			/ 25	23.6	31.0	27.2	23.3
Sr. Attorneys			/ 21	16.9	20.7	16.9	13.6
Other Attorneys <sup>1</sup>			/ 24	12.4	22.4	13.4	7.1
<i>All Attorneys</i>			/ 25	15.6	20.7	17.7	14.5
Law Clerks			/ 11 ‡	27.9	63.9	39.0	31.5
Paralegals			/ 24	23.4	32.6	27.5	21.1
Other Non-Legal Timekeepers <sup>2</sup>			/ 21	28.1	42.3	35.7	27.5
<i>All Non-Legal Timekeepers<sup>3</sup></i>			/ 24	24.7	35.2	30.2	23.6

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

### Associate Staffing Summary by Gender & Minority Status

Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

Associates - Class Year	Your Firm		Group %			
	Percent	Rank Of	Total	1st Qtle	Median	3rd Qtle
2021		/ 23	2.8	3.6	2.8	1.9
2020		/ 28	9.3	12.8	8.9	6.8
2019		/ 28	10.6	12.1	10.1	8.4
2018		/ 28	11.4	12.3	11.2	10.2
2017		/ 28	11.6	13.2	11.0	10.0
2016		/ 28	11.0	12.9	10.8	9.4
2015		/ 28	10.8	12.3	10.9	9.5
2014		/ 28	10.0	12.1	9.5	7.7
2013		/ 28	8.3	10.0	8.7	7.4
2012		/ 28	5.8	7.1	5.6	4.2
Prior		/ 27	8.3	11.0	8.0	5.1
All Associates	100%					

Associates - Class Year	Your Firm			Group % Female			
	% Male	% Female	Rank Of - % Female	Total	1st Qtle	Median	3rd Qtle
2021			/ 21	52.2	63.6	56.8	48.1
2020			/ 25	53.0	66.3	57.5	49.5
2019			/ 26	53.1	62.7	57.6	52.8
2018			/ 26	47.1	55.1	51.0	46.3
2017			/ 26	50.1	57.2	54.5	48.0
2016			/ 26	48.6	58.7	50.6	45.6
2015			/ 26	43.8	58.1	44.7	38.6
2014			/ 26	43.9	53.4	45.5	42.2
2013			/ 25	42.7	55.0	42.6	40.0
2012			/ 26	38.0	53.0	46.5	37.0
Prior			/ 23	41.4	55.1	42.7	38.1
All Associates			/ 26	46.9	51.8	50.1	48.6

Associates - Class Year	Your Firm			Group % Minority			
	% Non-Minority	% Minority	Rank Of - % Minority	Total	1st Qtle	Median	3rd Qtle
2021			/ 19 ‡	33.5	42.5	36.6	28.6
2020			/ 23	27.5	38.1	31.6	21.9
2019			/ 25	27.3	33.6	31.6	24.8
2018			/ 25	24.5	29.2	27.3	19.2
2017			/ 25	25.3	33.6	29.6	20.7
2016			/ 25	22.5	32.7	23.1	19.2
2015			/ 25	22.5	30.4	25.5	16.6
2014			/ 25	21.4	29.8	22.5	16.2
2013			/ 25	19.6	36.2	24.5	13.3
2012			/ 22	16.3	26.8	22.2	17.1
Prior			/ 23	22.7	34.9	25.4	18.9
All Associates			/ 25	23.6	31.0	27.2	23.3

^ Membership on this page includes only those participants that submitted gender and/or race.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

***Timekeeper Staffing Summary by Racial Classification***  
*Percent of (FTE) Headcount for the 12-month period ending December 31, 2021*

	Headcount*	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>Equity Partners</b>									
Your Firm									
<b>Total Group</b>	4,381.2	1.7%	0.1%	3.5%	2.1%	0.1%	1.1%	91.3%	0.1%
<b>Non-Equity Partners</b>									
Your Firm									
<b>Total Group</b>	3,232.1	3.0%	0.3%	5.5%	3.1%	0.1%	1.6%	86.2%	0.1%
<b>Associates</b>									
Your Firm									
<b>Total Group</b>	5,928.7	5.9%	0.3%	10.5%	6.0%	0.2%	3.9%	72.9%	0.2%
<b>Sr. Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,533.7	2.9%	0.2%	8.0%	5.0%	0.1%	1.6%	81.9%	0.2%
<b>Other Attorneys<sup>1</sup></b>									
Your Firm									
<b>Total Group</b>	1,240.3	4.3%	0.1%	6.1%	3.2%	0.1%	1.9%	84.2%	0.1%
<b>All Attorneys</b>									
Your Firm									
<b>Total Group</b>	16,315.9	3.8%	0.2%	7.1%	4.1%	0.1%	2.3%	82.2%	0.1%
<b>Law Clerks</b>									
Your Firm									
<b>Total Group</b>	79.6	‡ 13.2%		11.8%	9.8%	0.4%	8.7%	56.1%	
<b>Paralegals</b>									
Your Firm									
<b>Total Group</b>	1,865.3	10.1%	0.3%	6.0%	8.3%	0.3%	3.0%	72.0%	0.0%
<b>Other Non-Legal Timekeepers<sup>2</sup></b>									
Your Firm									
<b>Total Group</b>	607.3	8.8%	0.5%	14.1%	9.0%	0.4%	3.3%	63.8%	0.2%
<b>All Non-Attorney Timekeepers<sup>3</sup></b>									
Your Firm									
<b>Total Group</b>	2,552.2	9.9%	0.3%	8.1%	8.5%	0.3%	3.3%	69.5%	0.1%

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

\* Includes the number of corresponding headcount values at each level

^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Associate Staffing Summary by Racial Classification**  
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2021

Law School Class Year

	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>2021</b>									
Your Firm									
<b>Total Group</b>	<b>167.7</b>	<b>11.1%</b>		<b>14.7%</b>	<b>6.7%</b>	<b>0.1%</b>	<b>4.9%</b>	<b>62.5%</b>	
<b>2020</b>									
Your Firm									
<b>Total Group</b>	<b>563.9</b>	<b>6.3%</b>	<b>0.3%</b>	<b>11.6%</b>	<b>7.7%</b>	<b>0.2%</b>	<b>4.5%</b>	<b>69.2%</b>	<b>0.2%</b>
<b>2019</b>									
Your Firm									
<b>Total Group</b>	<b>624.1</b>	<b>7.7%</b>	<b>0.2%</b>	<b>10.7%</b>	<b>7.7%</b>	<b>0.2%</b>	<b>4.5%</b>	<b>68.6%</b>	<b>0.5%</b>
<b>2018</b>									
Your Firm									
<b>Total Group</b>	<b>679.5</b>	<b>5.8%</b>	<b>0.1%</b>	<b>10.8%</b>	<b>6.4%</b>	<b>0.3%</b>	<b>4.2%</b>	<b>72.1%</b>	<b>0.3%</b>
<b>2017</b>									
Your Firm									
<b>Total Group</b>	<b>694.4</b>	<b>6.2%</b>	<b>0.5%</b>	<b>11.7%</b>	<b>5.7%</b>	<b>0.4%</b>	<b>4.0%</b>	<b>71.2%</b>	<b>0.3%</b>
<b>2016</b>									
Your Firm									
<b>Total Group</b>	<b>650.1</b>	<b>6.5%</b>	<b>0.3%</b>	<b>9.5%</b>	<b>5.5%</b>	<b>0.4%</b>	<b>3.6%</b>	<b>74.1%</b>	<b>0.1%</b>
<b>2015</b>									
Your Firm									
<b>Total Group</b>	<b>635.0</b>	<b>6.2%</b>	<b>0.1%</b>	<b>10.0%</b>	<b>6.0%</b>	<b>0.3%</b>	<b>3.1%</b>	<b>74.0%</b>	<b>0.2%</b>
<b>2014</b>									
Your Firm									
<b>Total Group</b>	<b>603.1</b>	<b>4.6%</b>	<b>0.4%</b>	<b>9.4%</b>	<b>5.1%</b>		<b>3.9%</b>	<b>76.1%</b>	<b>0.4%</b>
<b>2013</b>									
Your Firm									
<b>Total Group</b>	<b>485.8</b>	<b>3.1%</b>	<b>0.2%</b>	<b>11.0%</b>	<b>4.4%</b>		<b>4.1%</b>	<b>77.2%</b>	
<b>2012</b>									
Your Firm									
<b>Total Group</b>	<b>331.7</b>	<b>6.0%</b>	<b>0.6%</b>	<b>5.7%</b>	<b>4.1%</b>		<b>3.1%</b>	<b>80.6%</b>	
<b>Prior</b>									
Your Firm									
<b>Total Group</b>	<b>491.3</b>	<b>4.8%</b>	<b>0.2%</b>	<b>11.7%</b>	<b>6.5%</b>		<b>3.0%</b>	<b>73.8%</b>	
<b>All Associates</b>									
Your Firm									
<b>Total Group</b>	<b>5,928.7</b>	<b>5.9%</b>	<b>0.3%</b>	<b>10.5%</b>	<b>6.0%</b>	<b>0.2%</b>	<b>3.9%</b>	<b>72.9%</b>	<b>0.2%</b>

^ Membership on this page includes only those participants that submitted gender and/or race.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Timekeeper Terminations by Gender & Minority Status**

Percent of Timekeepers for the 12-month period ending December 31, 2021

<u>All Timekeepers</u>	<i>Your Firm</i>		<i>Group %</i>			
	<i>Percent</i>	<i>Rank Of</i>	<i>Total</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners		/ 27	5.3	8.4	4.3	1.5
Non-Equity Partners		/ 25	14.2	21.7	15.2	12.7
Associates		/ 27	54.0	60.2	54.9	51.4
Sr. Attorneys		/ 23	10.2	16.6	12.1	6.7
Other Attorneys <sup>1</sup>		/ 27	16.4	18.6	10.1	6.9
All Attorneys	<b>100%</b>					

<u>Timekeepers by Gender</u>	<i>Your Firm</i>			<i>Group % Female</i>			
	<i>% Male</i>	<i>% Female</i>	<i>Rank Of - % Female</i>	<i>Total</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners			/ 22	27.6	35.1	23.2	13.0
Non-Equity Partners			/ 25	27.8	37.0	27.8	16.7
Associates			/ 27	48.0	54.3	50.0	44.6
Sr. Attorneys			/ 23	44.5	50.0	41.9	29.7
Other Attorneys <sup>1</sup>			/ 26	24.9	38.8	31.1	15.4
All Attorneys			/ 27	39.9	45.5	43.1	36.2
Paralegals			/ 26	69.9	78.2	71.4	55.2
Other Non-Legal Timekeepers <sup>2</sup>			/ 21	48.1	61.5	50.0	33.3
All Non-Legal Timekeepers <sup>3</sup>			/ 26	64.2	73.1	66.7	53.4

<u>Timekeepers by Minority Status</u>	<i>Your Firm</i>			<i>Group % Minority</i>			
	<i>% Non-Minority</i>	<i>% Minority</i>	<i>Rank Of - % Minority</i>	<i>Total</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners			/ 22	11.0	13.9	0.0	0.0
Non-Equity Partners			/ 25	12.8	16.7	11.4	5.9
Associates			/ 27	30.1	37.3	31.7	26.6
Sr. Attorneys			/ 23	17.0	24.3	14.3	0.0
Other Attorneys <sup>1</sup>			/ 26	12.4	22.2	10.6	0.0
All Attorneys			/ 27	22.4	29.4	24.0	16.7
Paralegals			/ 26	27.4	39.6	26.7	8.6
Other Non-Legal Timekeepers <sup>2</sup>			/ 21	26.5	37.5	25.0	0.0
All Non-Legal Timekeepers <sup>3</sup>			/ 26	27.2	38.3	29.2	13.8

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks.<sup>3</sup> Includes Paralegals, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

***Timekeeper Terminations by Racial Classification***  
*Percent of Timekeepers for the 12-month period ending December 31, 2021*

	Count	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>Equity Partners</b>									
Your Firm									
<b>Total Group</b>	142	1.4%	0.7%	4.9%	4.9%		0.7%	87.3%	
<b>Non-Equity Partners</b>									
Your Firm									
<b>Total Group</b>	362	3.6%	0.6%	6.9%	3.3%		1.1%	84.5%	
<b>Associates</b>									
Your Firm									
<b>Total Group</b>	1,484	7.8%	0.3%	14.2%	7.1%	0.3%	4.6%	65.7%	
<b>Sr. Attorneys</b>									
Your Firm									
<b>Total Group</b>	304	4.3%	0.3%	6.3%	5.3%	0.3%	1.3%	82.2%	
<b>Other Attorneys<sup>1</sup></b>									
Your Firm									
<b>Total Group</b>	334	4.2%	0.6%	9.6%	3.3%		1.8%	80.5%	
<b>All Attorneys</b>									
Your Firm									
<b>Total Group</b>	2,626	6.0%	0.4%	11.2%	5.8%	0.2%	3.2%	73.3%	
<b>Paralegals</b>									
Your Firm									
<b>Total Group</b>	388	12.1%	0.3%	6.7%	8.0%	0.3%	4.1%	68.3%	0.3%
<b>Other Non-Legal Timekeepers<sup>2</sup></b>									
Your Firm									
<b>Total Group</b>	125 ‡	7.2%	0.8%	14.4%	8.8%	0.8%	2.4%	65.6%	
<b>All Non-Attorney Timekeepers<sup>3</sup></b>									
Your Firm									
<b>Total Group</b>	513	10.9%	0.4%	8.6%	8.2%	0.4%	3.7%	67.6%	0.2%

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

^ Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Timekeeper Average Billable Hours by Gender & Minority Status**

For the 12-month period ending December 31, 2021

<u>All Timekeepers</u>	<b>Your Firm</b>		<b>Group</b>			
	<b>Average</b>	<b>Rank Of</b>	<b>Average</b>	<b>1st Qtle</b>	<b>Median</b>	<b>3rd Qtle</b>
Equity Partners		/ 23	1,530	1,586	1,539	1,471
Non-Equity Partners		/ 21	1,477	1,535	1,516	1,382
All Associates		/ 23	1,703	1,746	1,732	1,695
Sr. Attorneys		/ 21	1,524	1,596	1,527	1,459
Other Attorneys <sup>1</sup>		/ 23	1,349	1,595	1,455	1,257
All Attorneys		/ 23	1,570	1,630	1,587	1,525
Paralegals		/ 23	1,249	1,348	1,263	1,130
Other Non-Legal Timekeepers <sup>2</sup>		/ 21	1,025	1,376	993	781
All Non-Legal Timekeepers <sup>3</sup>		/ 23	1,183	1,276	1,220	1,094

<u>Timekeepers by Gender</u>	<b>Your Firm</b>			<b>Group Female</b>			
	<b>Male</b>	<b>Female</b>	<b>Rank Of - Female</b>	<b>Average</b>	<b>1st Qtle</b>	<b>Median</b>	<b>3rd Qtle</b>
Equity Partners			/ 22	1,567	1,643	1,556	1,493
Non-Equity Partners			/ 20	1,503	1,572	1,518	1,454
All Associates			/ 22	1,662	1,710	1,692	1,654
Sr. Attorneys			/ 20	1,569	1,672	1,563	1,456
Other Attorneys <sup>1</sup>			/ 22	1,436	1,628	1,529	1,432
All Attorneys			/ 22	1,597	1,654	1,606	1,553
Paralegals			/ 22	1,250	1,378	1,273	1,130
Other Non-Legal Timekeepers <sup>2</sup>			/ 19 ‡	994	1,227	1,060	757
All Non-Legal Timekeepers <sup>3</sup>			/ 22	1,197	1,303	1,183	1,136

<u>Timekeepers by Minority Status</u>	<b>Your Firm</b>			<b>Group Minority</b>			
	<b>Non-Minority</b>	<b>Minority</b>	<b>Rank Of - Minority</b>	<b>Average</b>	<b>1st Qtle</b>	<b>Median</b>	<b>3rd Qtle</b>
Equity Partners			/ 21	1,473	1,558	1,451	1,395
Non-Equity Partners			/ 19 ‡	1,383	1,510	1,404	1,329
All Associates			/ 21	1,619	1,687	1,666	1,611
Sr. Attorneys			/ 19 ‡	1,545	1,678	1,520	1,473
Other Attorneys <sup>1</sup>			/ 21	1,328	1,656	1,360	1,116
All Attorneys			/ 21	1,543	1,610	1,554	1,505
Paralegals			/ 21	1,192	1,281	1,159	1,103
Other Non-Legal Timekeepers <sup>2</sup>			/ 17 ‡	952	1,089	920	676
All Non-Legal Timekeepers <sup>3</sup>			/ 21	1,107	1,182	1,119	980

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

## Associate Average Billable Hours by Gender &amp; Minority Status

For the 12-month period ending December 31, 2021

Associates - Class Year	Your Firm		Group			
	Average	Rank Of	Average	1st Qtle	Median	3rd Qtle
2021		/ 21	1,158	1,314	1,186	1,083
2020		/ 23	1,568	1,647	1,574	1,479
2019		/ 23	1,657	1,753	1,698	1,576
2018		/ 23	1,729	1,810	1,777	1,709
2017		/ 23	1,750	1,839	1,787	1,681
2016		/ 23	1,770	1,870	1,776	1,713
2015		/ 23	1,764	1,845	1,784	1,701
2014		/ 23	1,732	1,837	1,756	1,658
2013		/ 23	1,788	1,888	1,797	1,713
2012		/ 21	1,774	1,855	1,778	1,711
Prior		/ 22	1,689	1,801	1,719	1,593
All Associates		/ 23	1,703	1,746	1,732	1,695

Associates - Class Year	Your Firm			Group Female			
	Male	Female	Rank Of - Female	Average	1st Qtle	Median	3rd Qtle
2021			/ 20	1,151	1,371	1,146	1,019
2020			/ 21	1,557	1,635	1,571	1,492
2019			/ 22	1,649	1,814	1,653	1,564
2018			/ 22	1,702	1,811	1,735	1,650
2017			/ 22	1,701	1,845	1,739	1,636
2016			/ 22	1,724	1,818	1,727	1,660
2015			/ 22	1,720	1,847	1,737	1,665
2014			/ 22	1,680	1,819	1,727	1,521
2013			/ 20	1,723	1,892	1,762	1,600
2012			/ 20	1,724	1,842	1,672	1,619
Prior			/ 19 ‡	1,619	1,754	1,707	1,553
All Associates			/ 22	1,662	1,710	1,692	1,654

Associates - Class Year	Your Firm			Group Minority			
	Non-Minority	Minority	Rank Of - Minority	Average	1st Qtle	Median	3rd Qtle
2021			/ 16 ‡	1,101	1,380	1,082	988
2020			/ 21	1,466	1,598	1,525	1,312
2019			/ 21	1,553	1,703	1,601	1,410
2018			/ 21	1,616	1,699	1,647	1,539
2017			/ 21	1,656	1,803	1,705	1,521
2016			/ 21	1,697	1,822	1,685	1,617
2015			/ 20	1,725	1,862	1,716	1,563
2014			/ 21	1,559	1,724	1,676	1,443
2013			/ 20	1,704	1,892	1,709	1,568
2012			/ 18 ‡	1,703	1,834	1,731	1,536
Prior			/ 19 ‡	1,659	1,815	1,664	1,515
All Associates			/ 21	1,619	1,687	1,666	1,611

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Timekeeper Average Billable Hours by Gender & Minority Status**

For the 12-month period ending December 31, 2021

	Average	Male	Female	Non-Minority	Minority
<b>Equity Partners</b>					
Your Firm					
<b>Total Group</b>	1,530	1,518	1,567	1,531	1,473
<b>Non-Equity Partners</b>					
Your Firm					
<b>Total Group</b>	1,477	1,463	1,503	1,479	1,383
<b>Associates</b>					
Your Firm					
<b>Total Group</b>	1,703	1,744	1,662	1,725	1,619
<b>Sr. Attorneys</b>					
Your Firm					
<b>Total Group</b>	1,524	1,487	1,569	1,519	1,545
<b>Other Attorneys<sup>1</sup></b>					
Your Firm					
<b>Total Group</b>	1,349	1,289	1,436	1,342	1,328
<b>All Attorneys</b>					
Your Firm					
<b>Total Group</b>	1,570	1,558	1,597	1,570	1,543
<b>Paralegals</b>					
Your Firm					
<b>Total Group</b>	1,249	1,236	1,250	1,266	1,192
<b>Other Non-Legal Timekeepers<sup>2</sup></b>					
Your Firm					
<b>Total Group</b>	1,025	934	994	977	952
<b>All Non-Attorney Timekeepers<sup>3</sup></b>					
Your Firm					
<b>Total Group</b>	1,183	1,132	1,197	1,196	1,107

<sup>1</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>2</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>3</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)

### Associate Average Billable Hours by Gender & Minority Status

For the 12-month period ending December 31, 2021

<u>Law School Class Year</u>		Average	Male	Female	Non-Minority	Minority
<b>2021</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,158</b>	<b>1,181</b>	<b>1,151</b>	<b>1,155</b>	<b>1,101</b>
<b>2020</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,568</b>	<b>1,598</b>	<b>1,557</b>	<b>1,621</b>	<b>1,466</b>
<b>2019</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,657</b>	<b>1,654</b>	<b>1,649</b>	<b>1,692</b>	<b>1,553</b>
<b>2018</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,729</b>	<b>1,762</b>	<b>1,702</b>	<b>1,760</b>	<b>1,616</b>
<b>2017</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,750</b>	<b>1,793</b>	<b>1,701</b>	<b>1,769</b>	<b>1,656</b>
<b>2016</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,770</b>	<b>1,805</b>	<b>1,724</b>	<b>1,764</b>	<b>1,697</b>
<b>2015</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,764</b>	<b>1,781</b>	<b>1,720</b>	<b>1,769</b>	<b>1,725</b>
<b>2014</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,732</b>	<b>1,767</b>	<b>1,680</b>	<b>1,772</b>	<b>1,559</b>
<b>2013</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,788</b>	<b>1,842</b>	<b>1,723</b>	<b>1,805</b>	<b>1,704</b>
<b>2012</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,774</b>	<b>1,806</b>	<b>1,724</b>	<b>1,804</b>	<b>1,703</b>
<b>Prior</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,689</b>	<b>1,766</b>	<b>1,619</b>	<b>1,672</b>	<b>1,659</b>
<b>All Associates</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,703</b>	<b>1,744</b>	<b>1,662</b>	<b>1,725</b>	<b>1,619</b>

<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

**Timekeeper Average Billable Hours by Racial Classification<sup>1</sup>**

For the 12-month period ending December 31, 2021

	Average	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>Equity Partners</b>									
Your Firm									
<b>Total Group</b>	1,541	1,438	1,850	1,570	1,403	1,432	1,554	1,543	1,878
<b>Non-Equity Partners</b>									
Your Firm									
<b>Total Group</b>	1,487 ‡	1,227	1,719	1,485	1,476	1,755	1,476	1,497	1,259
<b>Associates</b>									
Your Firm									
<b>Total Group</b>	1,798	1,630	1,869	1,806	1,775	1,979	1,741	1,814	1,980
<b>Sr. Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,571 ‡	1,429	1,576	1,682	1,486	1,935	1,660	1,559	1,831
<b>Other Attorneys<sup>2</sup></b>									
Your Firm									
<b>Total Group</b>	1,314	1,299	1,140	1,525	1,700		1,196	1,302	
<b>All Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,595	1,470	1,756	1,664	1,605	1,810	1,640	1,592	1,841
<b>Paralegals</b>									
Your Firm									
<b>Total Group</b>	1,298	1,193	1,115	1,355	1,307	1,850	1,317	1,312	
<b>Other Non-Legal Timekeepers<sup>3</sup></b>									
Your Firm									
<b>Total Group</b>	986 ‡	751	1,105	1,162	724	1,138	840	1,053	1,022
<b>All Non-Attorney Timekeepers<sup>4</sup></b>									
Your Firm									
<b>Total Group</b>	1,207	1,109	1,036	1,194	1,167	1,777	1,168	1,245	1,022

<sup>1</sup> Statistics presented only for timekeepers having an Employment Percentage/FTE value of 1.<sup>2</sup> Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.<sup>3</sup> Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.<sup>4</sup> Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)Associate Average Billable Hours by Racial Classification <sup>1</sup>

For the 12-month period ending December 31, 2021

Law School Class Year

	Average	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>2021</b>									
Your Firm									
<b>Total Group</b>	**	**	**	**	**	**	**	**	**
<b>2020</b>									
Your Firm									
<b>Total Group</b>	1,599 ‡	1,396		1,638	1,540	1,434	1,907	1,640	
<b>2019</b>									
Your Firm									
<b>Total Group</b>	1,723	1,539	1,670	1,723	1,720		1,592	1,736	1,898
<b>2018</b>									
Your Firm									
<b>Total Group</b>	1,829	1,674		1,738	1,805	2,359	1,801	1,853	2,192
<b>2017</b>									
Your Firm									
<b>Total Group</b>	1,814	1,508	2,085	1,844	1,825	741	1,899	1,832	1,857
<b>2016</b>									
Your Firm									
<b>Total Group</b>	1,859	1,805	1,613	1,902	1,861	1,429	1,873	1,833	
<b>2015</b>									
Your Firm									
<b>Total Group</b>	1,851	1,755		1,945	1,818	2,377	1,601	1,853	1,875
<b>2014</b>									
Your Firm									
<b>Total Group</b>	1,805	1,429	2,023	1,661	1,698		1,735	1,864	2,048
<b>2013</b>									
Your Firm									
<b>Total Group</b>	1,825	1,574		1,786	1,925		1,730	1,825	
<b>2012</b>									
Your Firm									
<b>Total Group</b>	1,836 ‡	1,804	1,522	1,757	1,641		1,766	1,878	
<b>Prior</b>									
Your Firm									
<b>Total Group</b>	1,754 ‡	1,636	2,089	1,720	1,703		1,780	1,736	
<b>All Associates</b>									
Your Firm									
<b>Total Group</b>	1,798	1,630	1,869	1,806	1,775	1,979	1,741	1,814	1,980

<sup>1</sup> Statistics presented only for timekeepers having an Employment Percentage/FTE value of 1.<sup>^</sup> Membership on this page includes only those participants that submitted gender and/or race.

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## Spotlight on Select Firmwide Diversity Initiatives

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members^)

**Digital Upskilling**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. Firm's Digital Upskilling journey:</b>		20	
a. Has not started			
b. Just starting to explore the way technology is affecting our business			10.0
c. Comfortable with technology that our clients use			15.0
d. A strong advocate for technology and the digital journey			45.0
e. A leader, thinking about technology in new ways			30.0
<b>2. Primary driving motivations to be digital in the firm:</b>		20	
a. Strategic positioning as a leader and setting new industry standards		14	70.0
b. Respond to client demand		18	90.0
c. Enhance external reputation		6	30.0
d. Attract and retain talent		10	50.0
e. Business results		13	65.0
<b>3. Offered digital training (e.g., online courses and videos, specialized micro-degrees) within the last year and how effective are they?</b>		20	
a. No			5.0
b. Yes, but have not been able to implement my knowledge into my daily work			10.0
c. Yes, and have implemented my knowledge into my daily work			85.0

**Leadership**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. The D&amp;I Leader at your Firm is:</b>		20	
a. A staff member who has a variety of other non-diversity related responsibilities and priorities			
b. A dedicated leader who reports under other senior executives			20.0
c. A dedicated leader who is considered a peer to other C-suite executives			80.0
d. Our Firm does not have a clear leader for D&I efforts			
<b>2. Accountability for D&amp;I within my Firm:</b>		20	
a. Leaders are tasked with specific D&I goals			
b. Leaders' progress toward meeting their D&I goals is measured			
c. Progress towards meeting D&I goals influences performance evaluation and compensation outcomes for leaders			
d. Progress towards meeting D&I goals influences performance evaluation and compensation outcomes for all employees			
e. None of the above			
<b>3. How do you anticipate the diversity function changing in the next 3 years?</b>		20	
a. Staying the same			
b. Increasing			
c. Decreasing			

^ Membership on this page includes only those participants that submitted diversity data.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members<sup>^</sup>)

### Diversity Initiatives/Programs

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. Primary objective of my Firm's D&amp;I program is to:</b>		18	
a. Comply with legal requirements			
b. Enhance external reputation			
c. Attract and retain talent			77.8
d. Respond to client expectations			
e. Achieve business results			22.2
<b>2. D&amp;I initiatives at my Firm have a strong focus on:</b>		18	
a. One or two dimensions of diversity			
b. A broad range of diversity dimensions			66.7
c. Creating an inclusive environment for all employees			33.3
d. None of the above			
<b>3. My Firm has D&amp;I initiatives in place to:</b>		19	
a. Recruit diverse candidates		19	100.0
b. Develop a pipeline of diverse leaders		19	100.0
c. Provide targeted development opportunities for diverse employees		19	100.0
d. Provide firmwide awareness around cultural competencies		19	100.0
e. Demonstrate fairness in performance and compensation decisions		17	89.5
f. None of the above			
<b>4. D&amp;I initiatives/program results are formally reviewed:</b>		19	
a. Never			
b. Reviewed only on an informal basis			
c. Weekly			5.3
d. Monthly			26.3
e. Quarterly			63.2
f. Semi-annually			5.3
g. Annually			
<b>5. Types of data gathered and analysed:</b>		20	
a. Employee demographic, compensation, or other data required to comply with regulatory requirements		19	95.0
b. Discrepancies in performance rankings by gender, race and/or other dimensions of diversity		16	80.0
c. Discrepancies in compensation by gender, race and/or other dimensions of diversity		15	75.0
d. Discrepancies in promotions by gender, race and/or other dimensions of diversity		17	85.0
e. Feedback from clients on our D&I practices		19	95.0
f. None of the above			

<sup>^</sup> Membership on this page includes only those participants that submitted diversity data.

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

## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members^\*)

### Diversity Initiatives/Programs (Continued)

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
<b>6. Method(s) of measurement used to evaluate the effectiveness of the D&amp;I diversity initiatives/program:</b>		<b>19</b>	
a. Recruitment		19	100.0
b. Attrition		19	100.0
c. Retention		19	100.0
d. Client-retention		14	73.7
e. Promotion		19	100.0
f. Internal staff surveys		14	73.7
g. Client-satisfaction surveys		12	63.2
h. External recognition (e.g., awards)		18	94.7
i. Discussions with minorities, women and/or LGBTQ individuals		19	100.0
j. Discussions with diversity committee members		19	100.0
k. Exit interviews		18	94.7
l. Diverse attorneys on "priority" (or "key") client assignments		12	63.2
m. Other		3	15.8
<b>7. Failure to achieve diversity goals and objectives is addressed:</b>	‡	<b>18</b>	
a. As a component of the firm's compensation review process		9	50.0
b. Participation in mandatory diversity training, seminars, conferences		11	61.1
c. Discussion with Firm Management and D&I Committee		18	100.0
d. Discussion with client(s) as to why the firm did not meet diversity goals and objectives		15	83.3
e. Change in composition of client teams		15	83.3
f. As a component of an individual's annual performance goals and/or individual compensation		12	66.7
g. Other		2	11.1
<b>8. Which of the following does your firm incorporate into the evaluation and compensation process?</b>		<b>19</b>	
a. Hours devoted to firm-approved internal or external diversity initiatives/programs		18	94.7
b. Individual diversity efforts not aligned to firm-approved programs (external or internal)		13	68.4
c. Diversity results aligned with firm leadership-communicated diversity goals/metrics		12	63.2
d. Our firm does not incorporate any diversity efforts		1	5.3
e. Other		2	10.5
<b>9. When selecting third party suppliers/vendors to work with, my Firm:</b>	‡	<b>18</b>	
a. Does not consider supplier diversity			
b. Considers supplier diversity on an ad-hoc basis or when requested to do			33.3
c. Consistently considers supplier diversity, but does not have an active supplier diversity/supply chain strategy			38.9
d. Proactively solicits proposals from and contracts with diverse suppliers as part of the Firm's overarching supply chain strategy			27.8
<b>10. Does your firm have a firm-wide social responsibility or sustainability policy?</b>		18	44.4
<b>11. Does your firm-wide social responsibility or sustainability policy adhere to recognized business industry CSR standards, such as the UN Global Compact, ILR Declaration on Human Rights?</b>		11	27.3

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members^\*)

### Attorney Recruitment Information

For the period 1/1/2021 through 12/31/2021

	Your Firm	Success Rating (1 - 5; 5 is very successful)	# of Resp.	% of Group Resp. - Yes	Group Avg Success Rating
<b>1. The firm engages in the following recruiting efforts towards women and minorities and views each activities success rating (on a scale of 1 to 5):</b>			<b>19</b>		
a. Recruiting at Minority College Initiative Programs (HBCUs, HACUs, TACUs/TCPs and PACUs)			17	89.5	3.4
b. Recruiting at law schools with a high percentage of minority law students			17	89.5	3.6
c. Participation in minority job fairs			18	94.7	3.7
d. Participation in minority bar association events			17	89.5	3.5
e. Participation in job fairs for women			3	15.8	
f. Participation in women bar association events			14	73.7	3.6
g. Participation in career panels at school			17	89.5	3.6
h. Pipeline program					
i. Elementary or middle school (up to grade 8)			4	21.1	
ii. High school			9	47.4	3.4
iii. College			11	57.9	3.4
iv. Law school			16	84.2	4.5
i. Summer intern program					
i. High school			5	26.3	3.2
ii. College			5	26.3	2.2
iii. Law school			16	84.2	4.8
j. Scholarships/fellowships for minority law students			14	73.7	4.6
k. Scholarships/fellowships for female law students			8	42.1	4.1
l. Hold reception(s) for minority law students			16	84.2	4.1
m. Hold reception(s) for female law students			10	52.6	4.0
n. Advertise in minority law student and/or bar association publications			14	73.7	3.9
o. Participate in diversity clerkship programs			15	78.9	4.6
p. Partnership with women-owned or minority law firms			3	15.8	
q. Partnership with external (outside) diverse organizations			16	84.2	3.9
r. Host dinners for minority attorneys			10	52.6	4.1
s. Host dinners for female attorneys			9	47.4	3.9
t. Work with clients in recruiting diverse attorneys			13	68.4	4.2
u. Work with internal firm attorneys in recruiting women and minority attorneys			19	100.0	4.1
v. Utilize executive placement firms that specialize in the placement of minority lawyers			17	89.5	3.5
w. Educate interviewers in best practices for interviewing diverse candidates			17	89.5	4.1

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



## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members<sup>^</sup>)**Attorney Recruitment Information (Continued)**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp.	% of Group Resp. - Yes
<b>2. The firm actively engages in the following internal strategies towards recruiting women and/or racial and ethnic minority attorneys:</b>		<b>39</b>	
a. Involve the diversity committee in recruiting efforts		19	48.7
b. Revise the firm's marketing materials to emphasize the firm's commitment to diversity		19	48.7
c. Devote a section of the firm's website to diversity		19	48.7
d. Support affinity groups in the firm		19	48.7
e. Incentivize Partners or other Leaders to recruit from diverse populations		9	23.1
f. Change compensation system to focus less on billable hours and more on subjective matters		2	5.1
g. Host internal diversity speaker series		19	48.7
h. Host diversity retreats		15	38.5
i. Ensure women and minorities have leadership positions on internal committees and boards		19	48.7
j. Provides mentorship/sponsorship opportunities to women and/or racial ethnic minorities		19	48.7
k. Firm sponsored minority scholarships and/or internships		19	48.7
<b>3. The firm takes steps specifically directed at recruiting self-identified LGBTQ attorneys</b>	‡	18	88.9
<b>4. The firm takes steps specifically directed at recruiting attorneys with a disability</b>	‡	18	22.2

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members^)

**Retention and Promotion: Orientation Phase**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
1. There are specific elements of the firm's orientation program designed to introduce all new attorneys to the firm's culture		19	100.0
2. The firm provides additional training and support for all new attorneys to help them acculturate to the firm's culture		20	100.0
3. The firm offers diversity training for its new attorneys		20	80.0
4. New attorneys are required to participate in diversity training		20	65.0
5. Women and minority attorneys are assigned a peer mentor to help them acculturate during their first year		20	95.0
6. The firm has a more specific mentorship program for women and minority attorneys (e.g., a sponsor or champion that takes an active role to ensure the attorney works on key client assignments or is staying on a leadership track)		20	85.0
7. The firm has corporate transition programs for attorneys who have different backgrounds or life experiences than their peers		20	5.0
8. New attorneys are assigned a coach or senior partner to review performance expectations of both parties within the first month after hire		20	60.0
9. New attorneys (within the first year) meet with their coach or senior partner to review expectations:		17	
a. Monthly			35.3
b. Quarterly			11.8
c. Semi-annually			5.9
d. Annually			
e. No regular or defined time periods			47.1

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members<sup>^</sup>)

### Retention and Promotion: Post-Orientation Phase

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. Does your firm have post-orientation programs for women and racial/ethnic minority attorneys to better understand</b>		20	85.0
<b>2. The firm offers diversity training for all attorneys</b>		20	95.0
<b>3. The firm offers the following diversity training to its attorneys:</b>		<b>19</b>	
a. Training designed to increase awareness of the diversity of the organization's workforce and the impact of exclusive behavior		19	100.0
b. Skills training focused on changing behavior and helping employees create a more inclusive environment (e.g., coaching, working across cultures, interviewing, leveraging and benefiting from differences)		19	100.0
c. Mentoring training to partners and others who participate in mentoring programs		14	73.7
d. Training focused exclusively on overcoming biases based on sexual orientation		14	73.7
e. Training focused exclusively on overcoming unconscious or implicit biases		19	100.0
f. Training focused exclusively on overcoming generational differences		11	57.9
g. Topics related to gender identity or expression		13	68.4
h. Other		6	31.6
<b>4. All attorneys are required to participate in diversity training?</b>		19	57.9
<b>5. How often are all attorneys required to participate in diversity training?</b>		18	
a. Once			5.6
b. Annually			44.4
c. Every 2-3 years			11.1
d. Not required but available and attendance is encouraged			27.8
e. Other			11.1
<b>6. The firm offers the following affinity groups for attorneys who have different backgrounds or life experiences than their peers:</b>		<b>20</b>	
a. Women		19	95.0
b. African American		12	60.0
c. Hispanic/Latino		11	55.0
d. Asian/Pacific Islander		11	55.0
e. American Indian/Alaskan Native		5	25.0
f. Self-identified LGBTQ individuals and straight allies		17	85.0
g. One group that includes all of the above groups of individuals		4	20.0
h. One group that includes all minorities		8	40.0
i. Religion/Faith-based		1	5.0
j. Individuals with a disability		8	40.0
k. Individuals on flex-time or reduced schedules		4	20.0
l. Working parents		11	55.0
m. Service Members/Veterans		8	40.0
n. Two or more races			
o. Not applicable			
p. Other		4	20.0

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members^)

**Retention and Promotion: Post-Orientation Phase (Continued)**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp	% of Group Resp - Yes
<b>7. The firm actively engages in the following retention efforts:</b>		<b>20</b>	
a. Require regular reporting by practice group leaders on efforts to diversify practice group teams		12	60.0
b. Make firm leaders accountable for meeting diversity goals through the compensation process		9	45.0
c. Count diversity-related activities towards "billable hour" requirements		12	60.0
d. Include diversity competence as a component in your upward feedback program		6	30.0
e. Develop and support internal diversity networks/affinity groups		20	100.0
f. Institute firm-approved mentoring and/or sponsorship programs across attorneys' groups based on minority status		16	80.0
g. Host retreats for women and minority lawyers		19	95.0
h. Promote D&I success stories in firmwide communications		17	85.0
i. Sponsor attorneys who want to attend regional or national diversity conferences		20	100.0
j. Sponsor attorney membership in women and minority bar associations		20	100.0
k. Conduct internal conferences for women and minority lawyers on:			
i. Business development		17	85.0
ii. Professional/leadership development		17	85.0
iii. Presentation skills		13	65.0
iv. Billing practices		9	45.0
v. Work life balance		15	75.0
vi. Other		2	10.0
l. Require equal access for diverse attorney to priority or key work assignments, formal and informal events, and clients		13	65.0
m. Require annual ( <i>or periodic</i> ) reporting by practice leaders on goals and efforts to diversity practice groups		11	55.0
n. Other		3	15.0

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members^)

**Retention and Promotion: Post-Orientation Phase (Continued)**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Responses	% of Group Resp. - Yes
<b>8. The following are the most common reasons that non-minority women have willingly left the firm:</b>			
	‡	<b>18</b>	
a. Family/personal reasons		13	72.2
b. Culture of firm around inclusion		1	5.6
c. Billable hour requirements		7	38.9
d. Management			
e. Evaluations		1	5.6
f. Greater opportunities		12	66.7
g. Career change		6	33.3
h. Attractiveness of in-house positions		13	72.2
i. Other			
<b>9. The following are the most common reasons that minorities have willingly left your firm:</b>			
		<b>19</b>	
a. Family/personal reasons		13	68.4
b. Culture of firm around inclusion		2	10.5
c. Billable hour requirements		5	26.3
d. Management			
e. Evaluations		1	5.3
f. Greater opportunities		14	73.7
g. Career change		6	31.6
h. Attractiveness of in-house positions		14	73.7
i. Other			

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## 2022 BRASS+ Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (25 members<sup>^</sup>)**Initiatives Directed Towards Self-Identified LGBTQ Individuals**

For the period 1/1/2021 through 12/31/2021

	Your Firm	# of Resp.	% of Group Resp. - Yes	
1. The firm's diversity mission statement covers sexual orientation		20	95.0	
2. The firm's diversity mission statement covers gender identity/expression		20	95.0	
3. The firm's non-discrimination policy or EEO policy includes the term "sexual orientation"		20	100.0	
4. The firm's non-discrimination policy or EEO policy includes the term "gender identity or expression"		20	100.0	
5. The firm currently tracks self-identified LGBTQ individuals with:		20		
a. Human Resources Information system(s)		19	95.0	
b. Employment Satisfactions Survey(s)		9	45.0	
c. Does not track		1	5.0	
d. Self-identification		18	90.0	
e. Other		1	5.0	
6. The firm seeks out certified LGBTQ owned businesses as part of a supplier diversity program		20	40.0	
7. The firm currently participates in the Corporate Equality Index Survey (produced by the Human Rights Campaign)		20	100.0	
8. The firm plans to provide transgender inclusive health insurance benefits		19	100.0	
9. The firm does not provide transgender inclusive health insurance benefits but there is a plan to in the future	‡	7	100.0	
10. The firm has taken action to make up for the income tax inequity incurred with health benefits for domestic partners	‡	17	47.1	
		Group		
	Your Firm	1 <sup>st</sup> Qtle	Median	3 <sup>rd</sup> Qtle
11. The firm's 2022 Corporate Equality Index Survey score		100.0	100.0	100.0

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