



# 2025 Partner Management Report

Compiled from the 2025 Billing Rate & Associate  
Salary Survey Initial Release



### **PwC Law Firm Surveys**

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

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Carolyn Furina (646) 315-3748 or Nicholas Fulchini (201) 566-2100 from the PwC LFS Survey Team.

# Partner Management Report

*AmLaw 100 - Domestic Offices (72 members)*

**Issued: June 2025**

**Group Report**

**Confidential**

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

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## Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2025 Partner Management Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

### Median Value

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

#### Remarks:

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

### Quartile Values

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

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

#### Remarks:

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

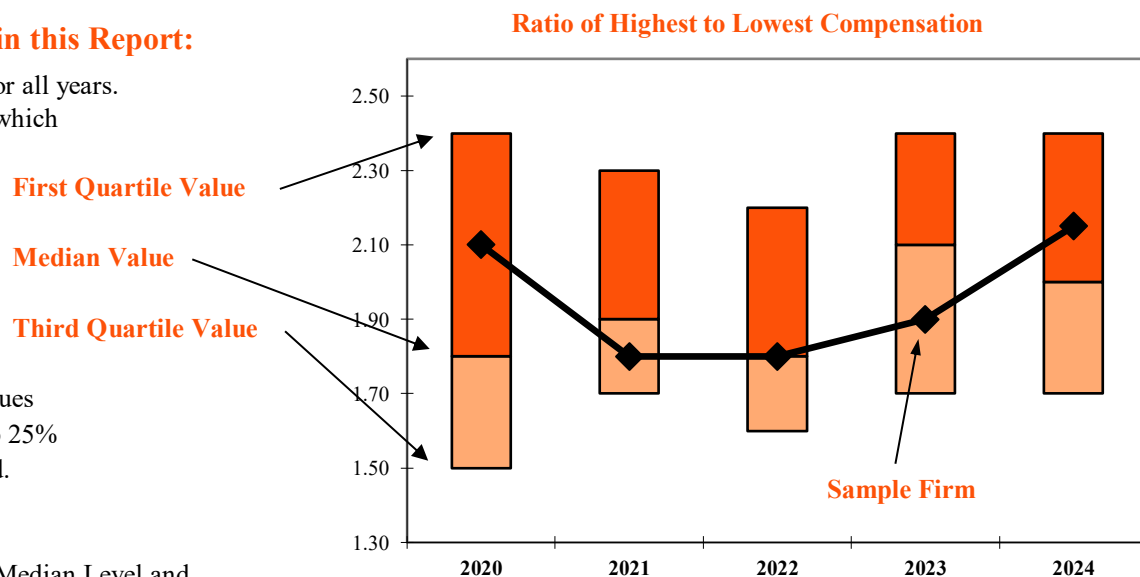
## Guide to Interpreting the Floating Bar Charts Presented in this Report:

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

Given the three group statistics presented, each bar represents the values for the middle 50% of the group. The regions which represent the top 25% and the bottom 25% are implied by position, but they are not depicted.

### Example Interpretation of this Graph:

Sample Firm's value is at the Median Level for year 2022, above the Median Level and below the First Quartile Level for years 2020 and 2024 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2021 and 2023 (i.e., in the Third Quartile).



**Comparison Group Information****AmLaw 100 - Domestic Offices****Number of Members in the Group****Your Office or Practice Area Displayed in this Report is a Member of the Group****Number of Members in the Group that submitted Partner Compensation Data****Your Firm submitted Partner Compensation Data****Defined Size Range<sup>1</sup> of Group Members (# of Attorneys)***Maximum**Minimum***Your Firm, Office or Practice Area Size (# of Attorneys)****Average Size of Group Members<sup>1</sup> (# of Attorneys in the Firm, Office or Practice Area)****Reporting Entities Included in the Group (Geographic Comparison Groups Only)***Number of Total Firms**Number of Principal Offices (including Single Office Firms)**Number of Non-Principal Offices*

Group Information	
	72
	20
	No
	No Maximum
	No Minimum
	975
	72
	0
	0

**Partner Compensation Adjustment Practices**

Your Firm	Number of Firms Reporting
	0
	0
	1
	39
	1

**Partner Compensation****(most recent fiscal year-end)**

January 2, 2024 - March 31, 2024

April 1, 2024 - June 30, 2024

July 1, 2024 - September 30, 2024

October 1, 2024 - January 1, 2025

January 2, 2025 - March 1, 2025

<sup>1</sup> Firm, Office or Practice Area size as of 1/1/2025. For all comparison groups that have a defined size range and include data for total firms and individual offices of multi-office firms, group membership is based on the size of the total firm and not the size of the individual office. This may result in the average size of group members to fall below the minimum size range for the group.

\*\* omitted due to insufficient data

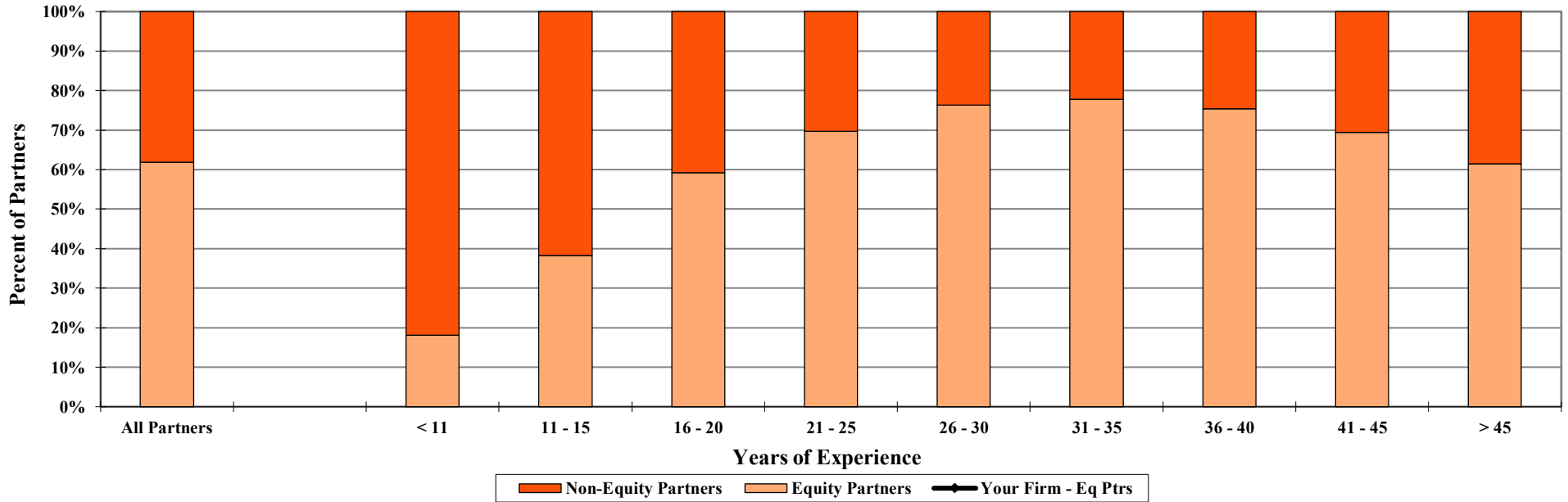
## SUMMARY CHARTS

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

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

For the 12-month period ending December 31, 2024



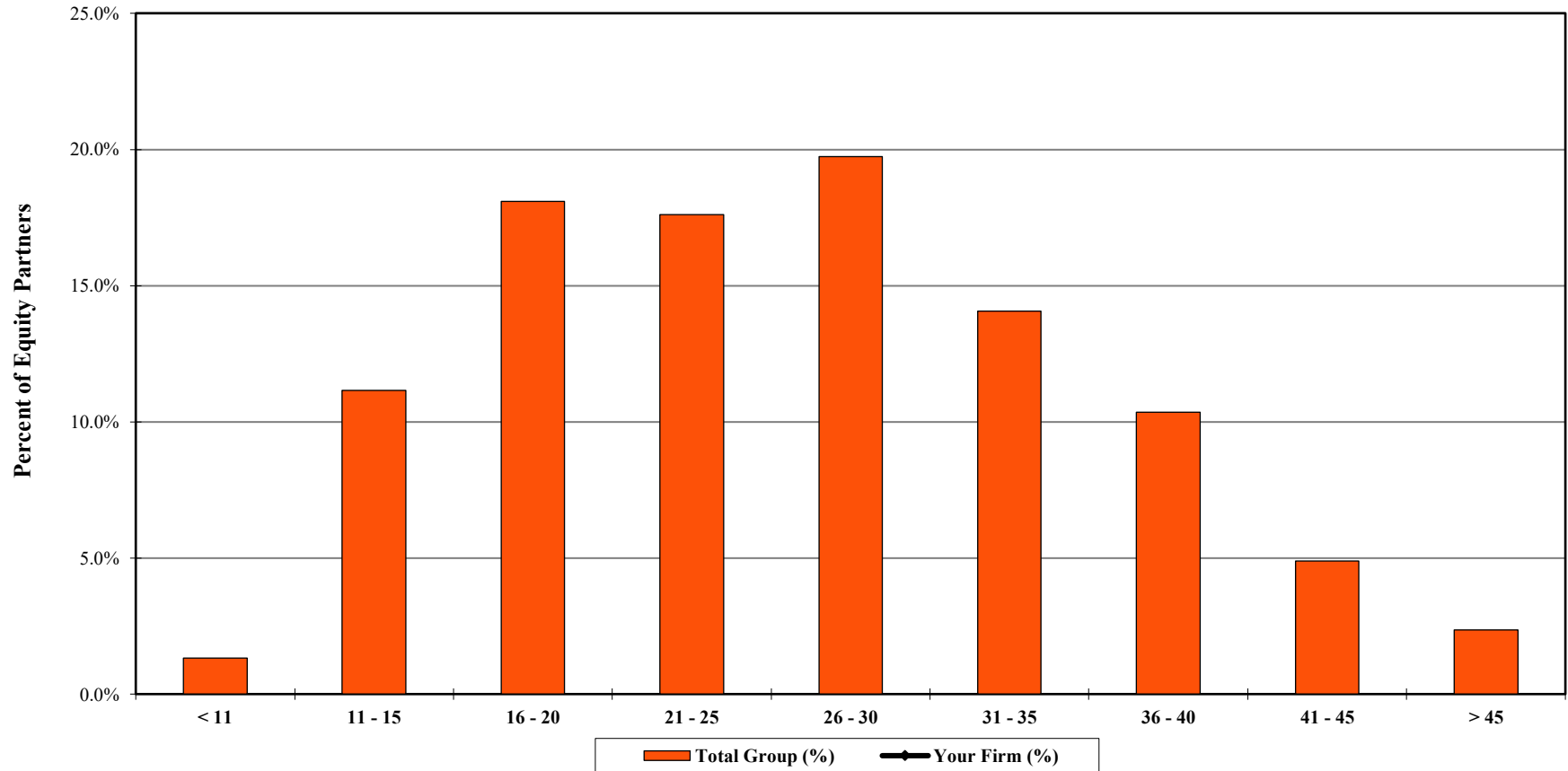
	Your Firm		Total Group	
<u>By Years of Experience</u>	Equity Partners	Non-Equity Partners	Equity Partners	Non-Equity Partners
< 11 Years			18.1%	81.9%
11 - 15 Years			38.2%	61.8%
16 - 20 Years			59.3%	40.7%
21 - 25 Years			69.7%	30.3%
26 - 30 Years			76.3%	23.7%
31 - 35 Years			77.8%	22.2%
36 - 40 Years			75.4%	24.6%
41 - 45 Years			69.4%	30.6%
> 45 Years			61.5%	38.5%
All Partners			61.9%	38.1%

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



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

For the 12-month period ending December 31, 2024



### Equity Partners by Years of Experience

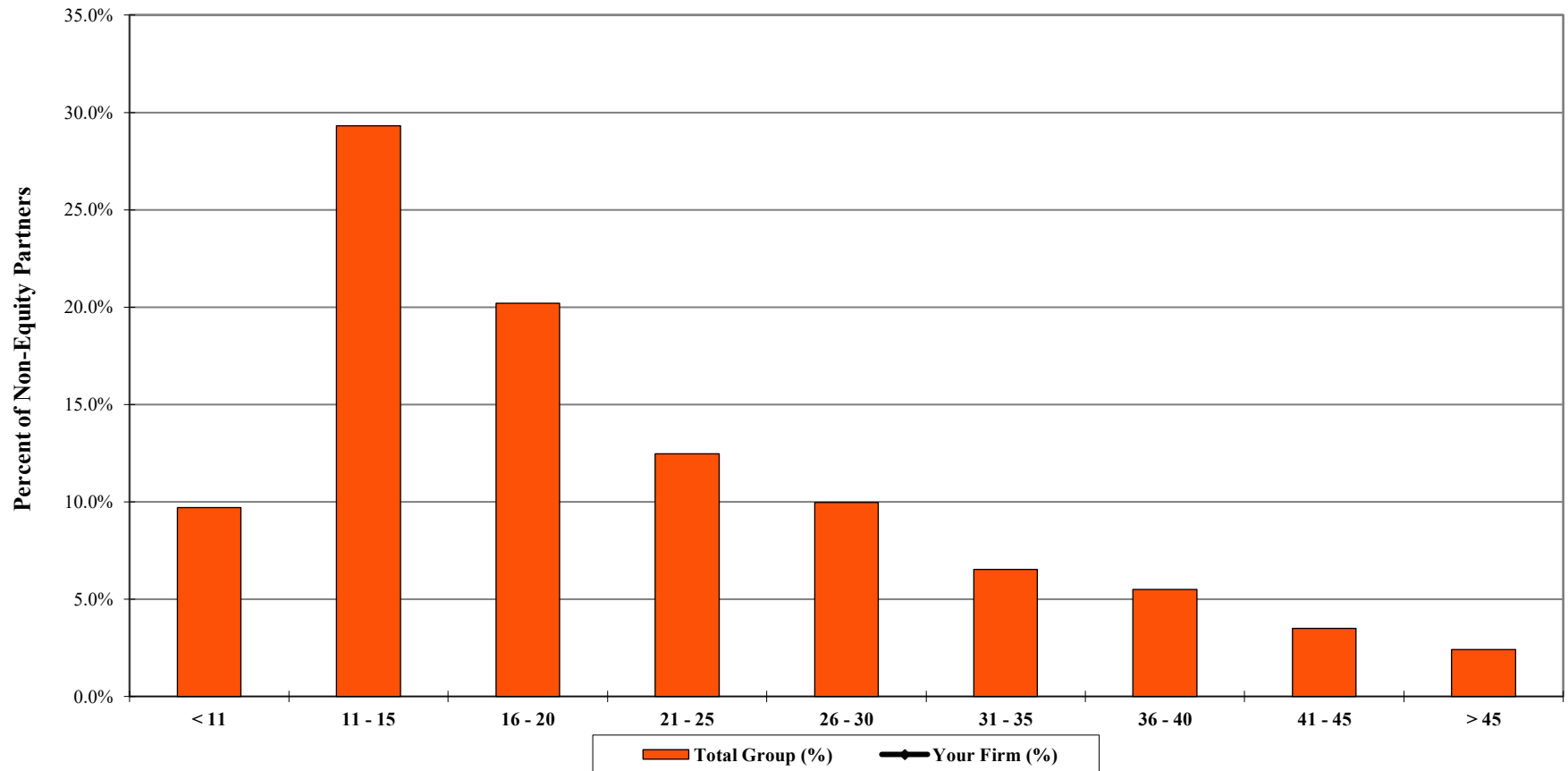
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	1.3%	11.1%	18.1%	17.6%	19.7%	14.1%	10.4%	4.9%	2.4%
Total Group (FTE)	199	1,688	2,739	2,666	2,989	2,129	1,568	740	356

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

***Distribution of Non-Equity Partners by Years of Experience<sup>1</sup>****For the 12-month period ending December 31, 2024***Non-Equity Partners by Years of Experience**

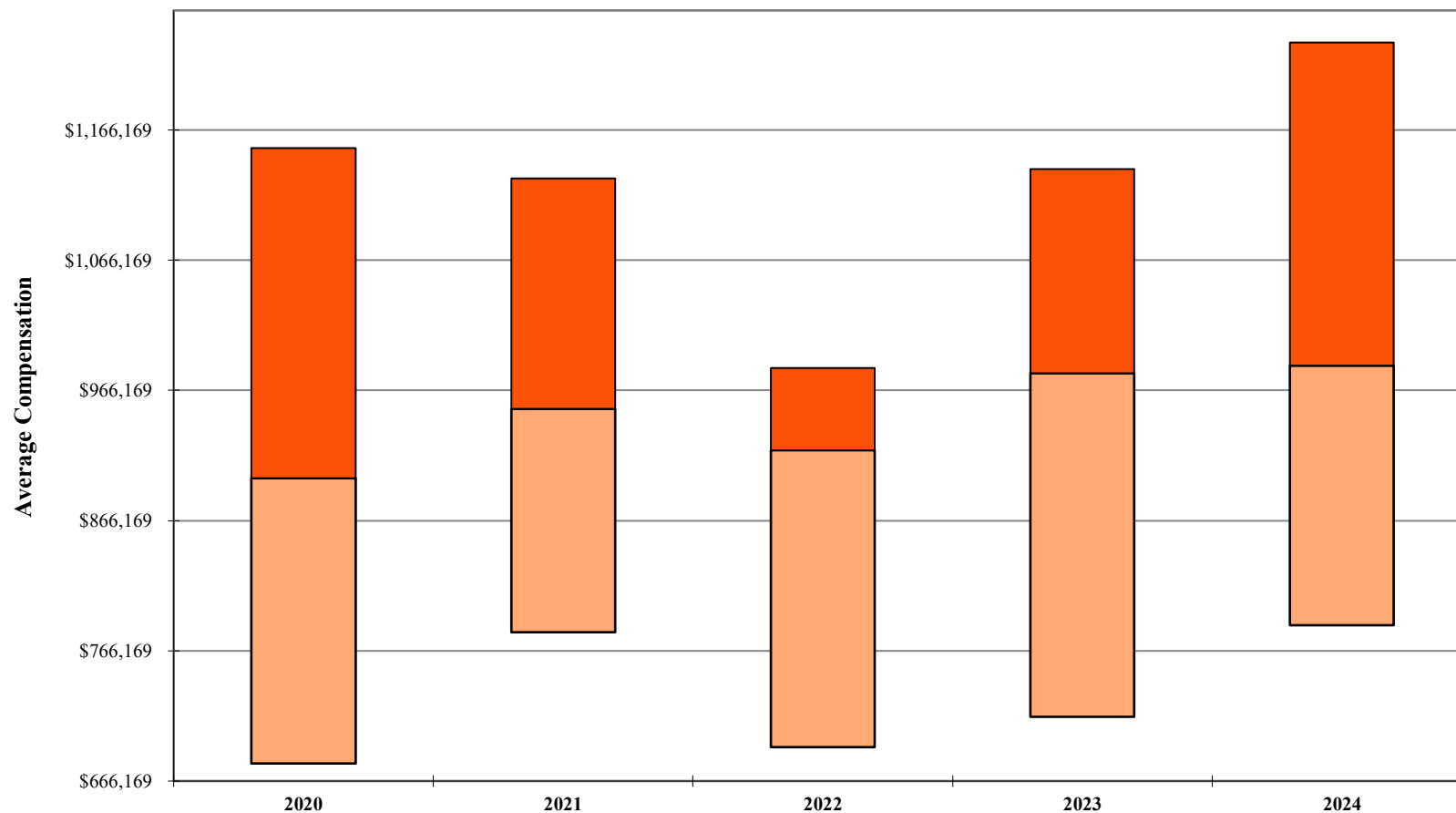
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
<b>Your Firm (%)</b>									
<b>Your Firm (FTE)</b>									
<b>Total Group (%)</b>	9.7%	29.3%	20.2%	12.5%	10.0%	6.5%	5.5%	3.5%	2.4%
<b>Total Group (FTE)</b>	903	2,728	1,882	1,161	928	608	512	326	223

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Historical Compensation for All Partners***At the fiscal year-end of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2020	2021	2022	2023	2024
	\$1,152,364	\$1,129,040	\$983,583	\$1,136,210	\$1,233,365
	898,835	951,967	920,099	979,549	985,121
	679,764	780,316	692,049	715,431	785,808

Additional detail can be found on Page 36.

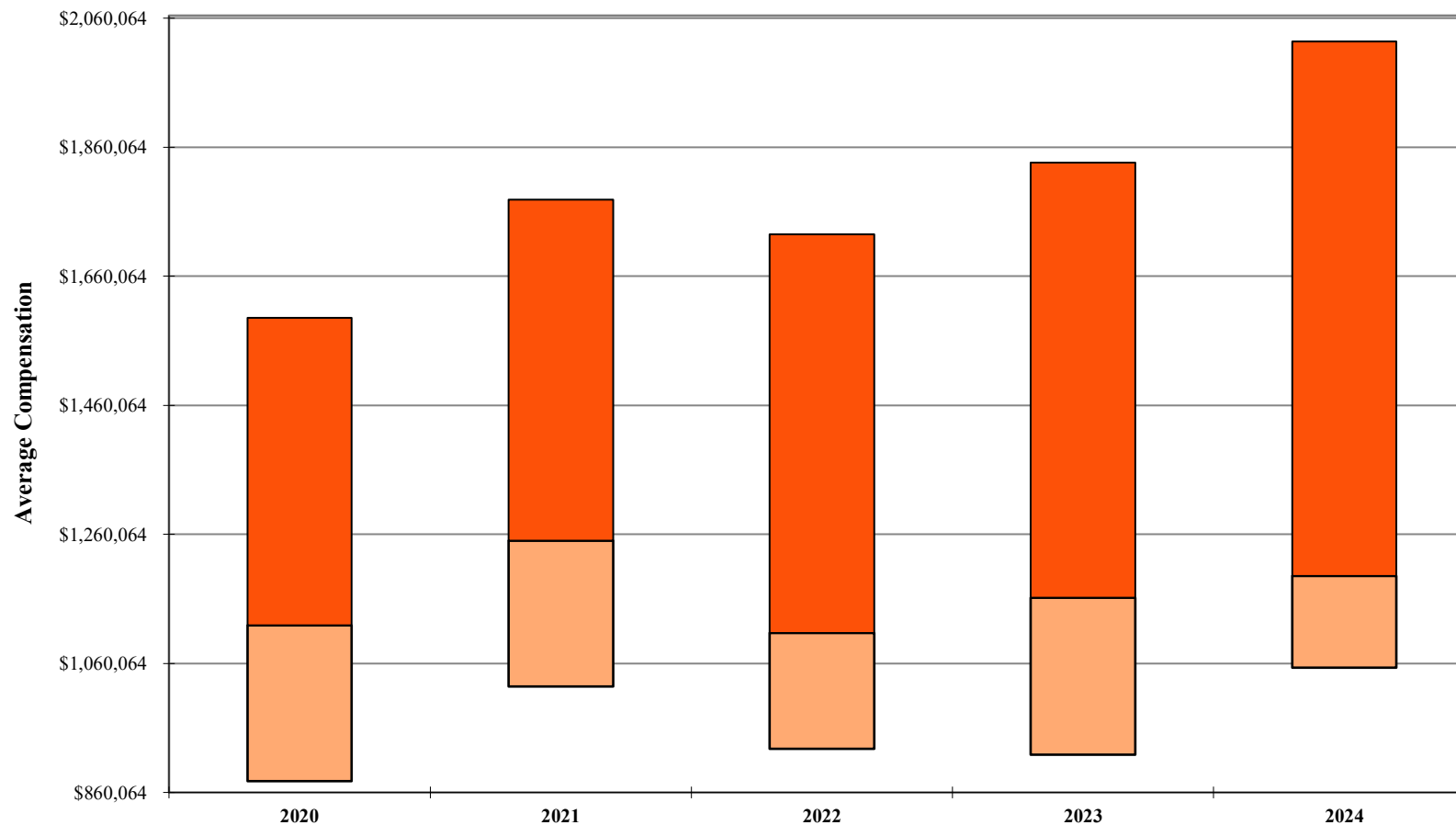
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Historical Compensation - Equity Partners***At the fiscal year-end of the stated year***Your Firm****1st Qtle****Median****3rd Qtle**

	2020	2021	2022	2023	2024
	\$1,596,010	\$1,778,503	\$1,725,202	\$1,836,162	\$2,023,534
	1,119,221	1,249,872	1,107,076	1,161,632	1,195,732
	877,616	1,024,470	927,517	918,321	1,053,003

Additional detail can be found on Page 35.

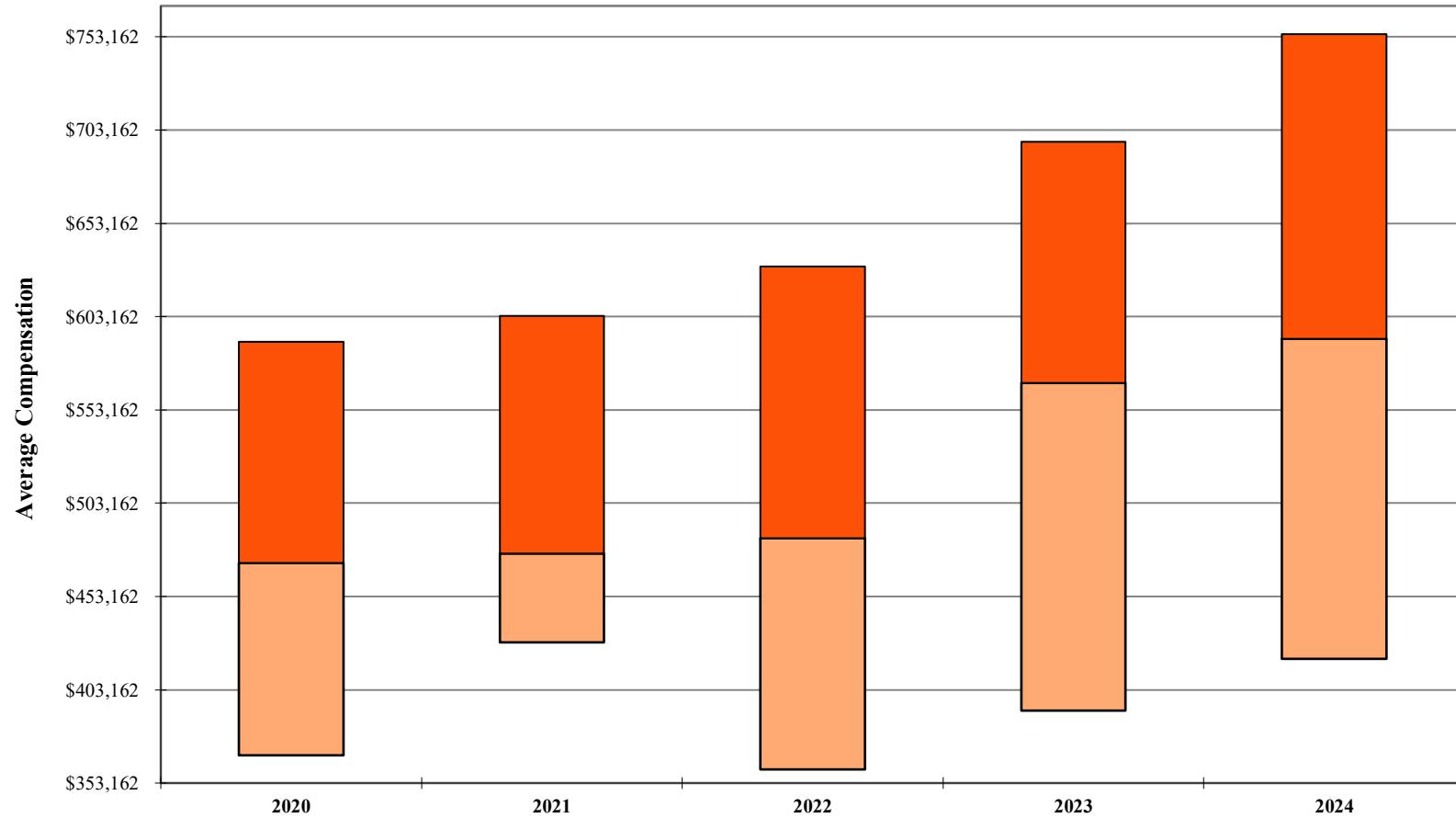
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

	2020	2021	2022	2023	2024
<b>Your Firm</b>					
<b>1st Qtle</b>	\$589,489	\$603,423	\$630,030	\$696,750	\$754,575
<b>Median</b>	471,025	476,137	484,458	567,733	591,336
<b>3rd Qtle</b>	368,062	428,681	360,370	391,962	419,714

Additional detail can be found on Page 35.

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

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

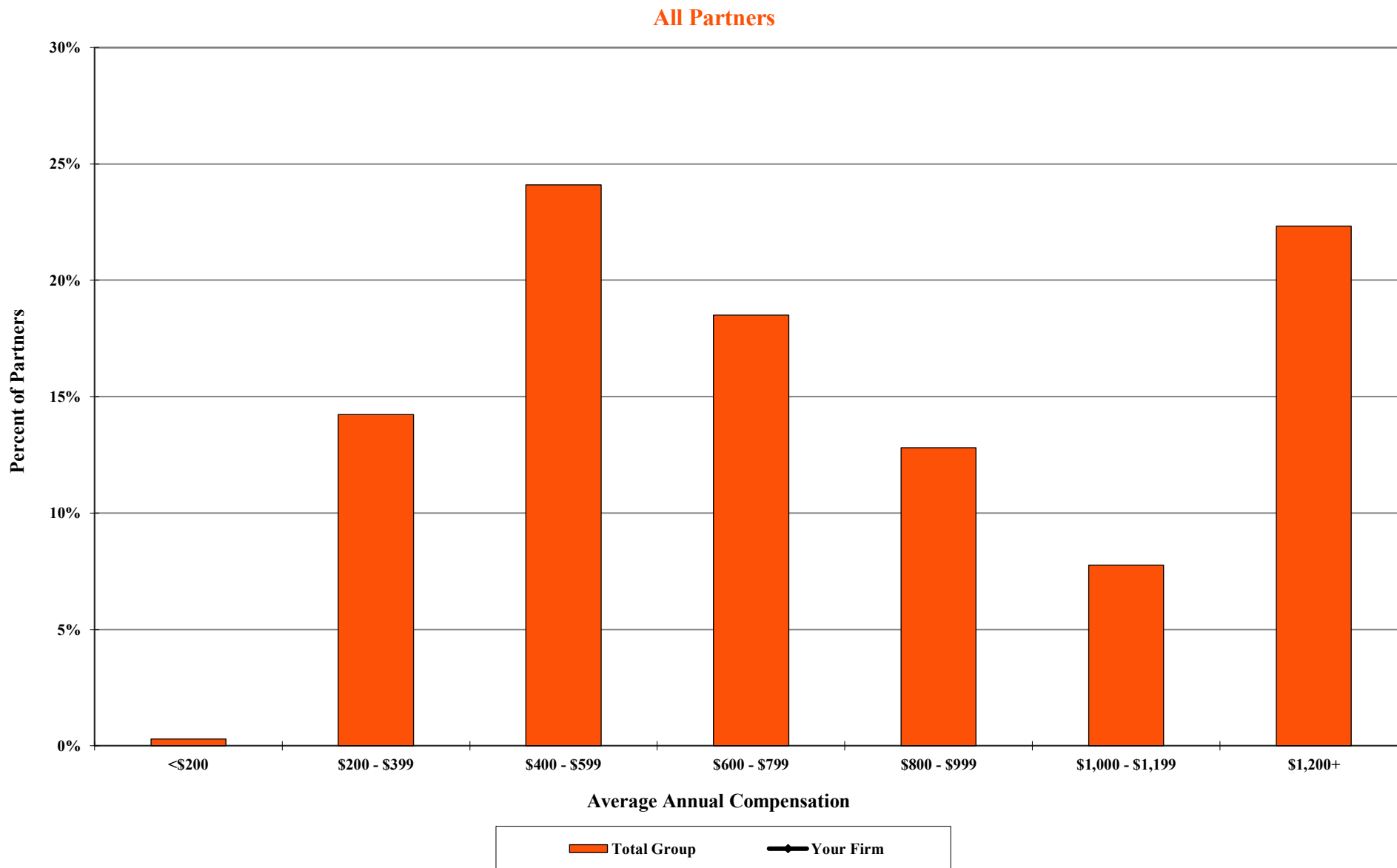
\*\* omitted due to insufficient data

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Distribution of All Partners by Compensation Intervals**

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



Additional detail can be found on Page 39.

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

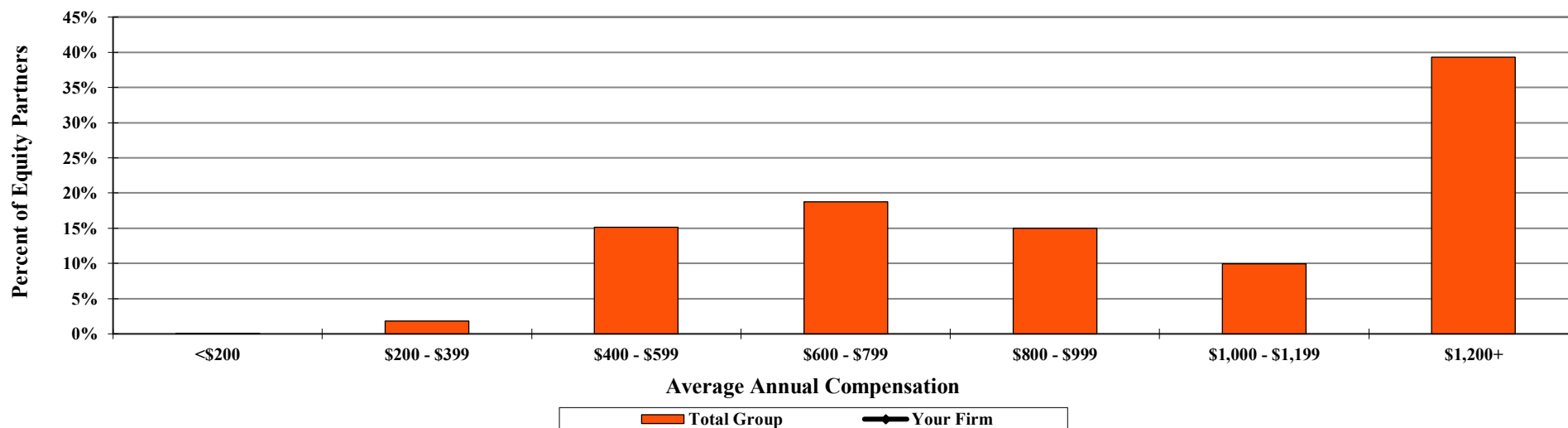
## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

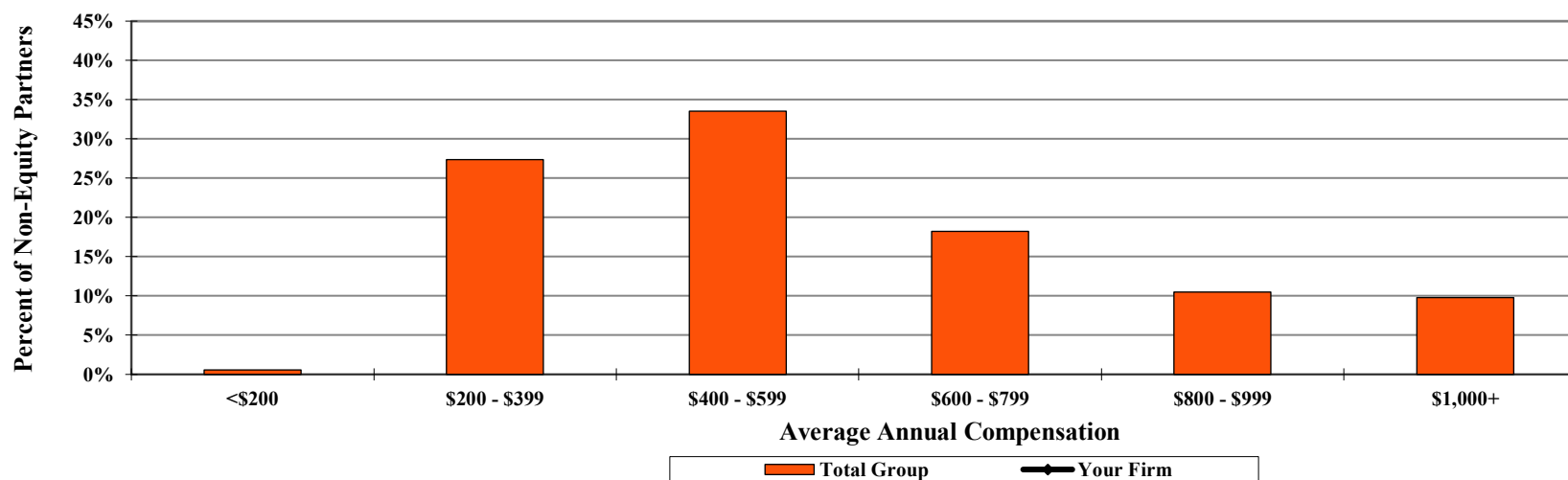
### Distribution of Partners by Compensation Intervals

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

#### Equity Partners



#### Non-Equity Partners

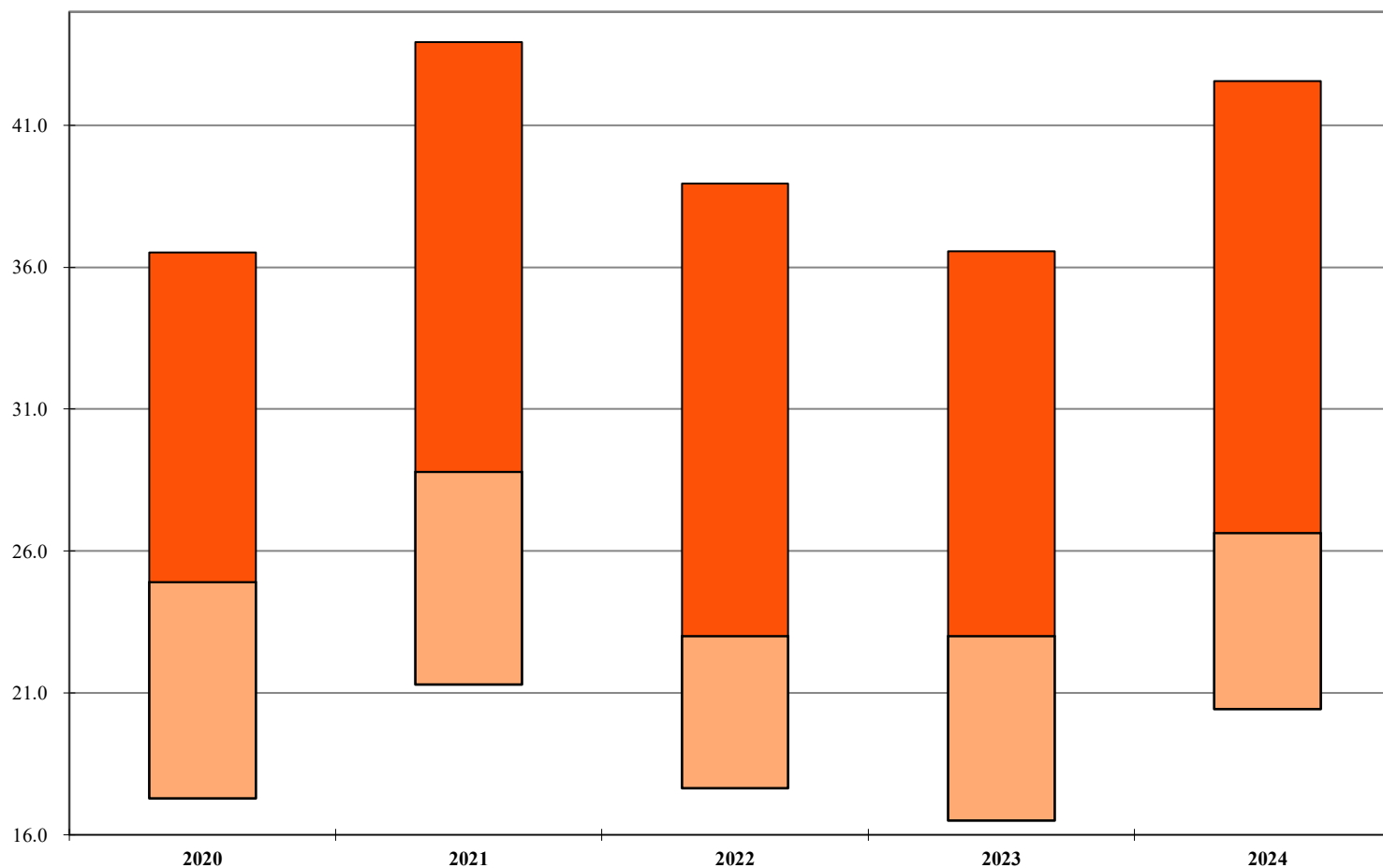


Additional detail can be found on Page 37 and 38.

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Ratio of Highest to Lowest Compensation for All Partners***At the fiscal year-end of the stated year***Your Firm****1st Qtile****Median****3rd Qtile**

2020	2021	2022	2023	2024
36.5	43.9	38.9	36.6	42.6
24.9	28.8	23.0	23.0	26.6
17.3	21.3	17.7	16.5	20.4

Additional detail can be found on Page 41.

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

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

\*\* omitted due to insufficient data

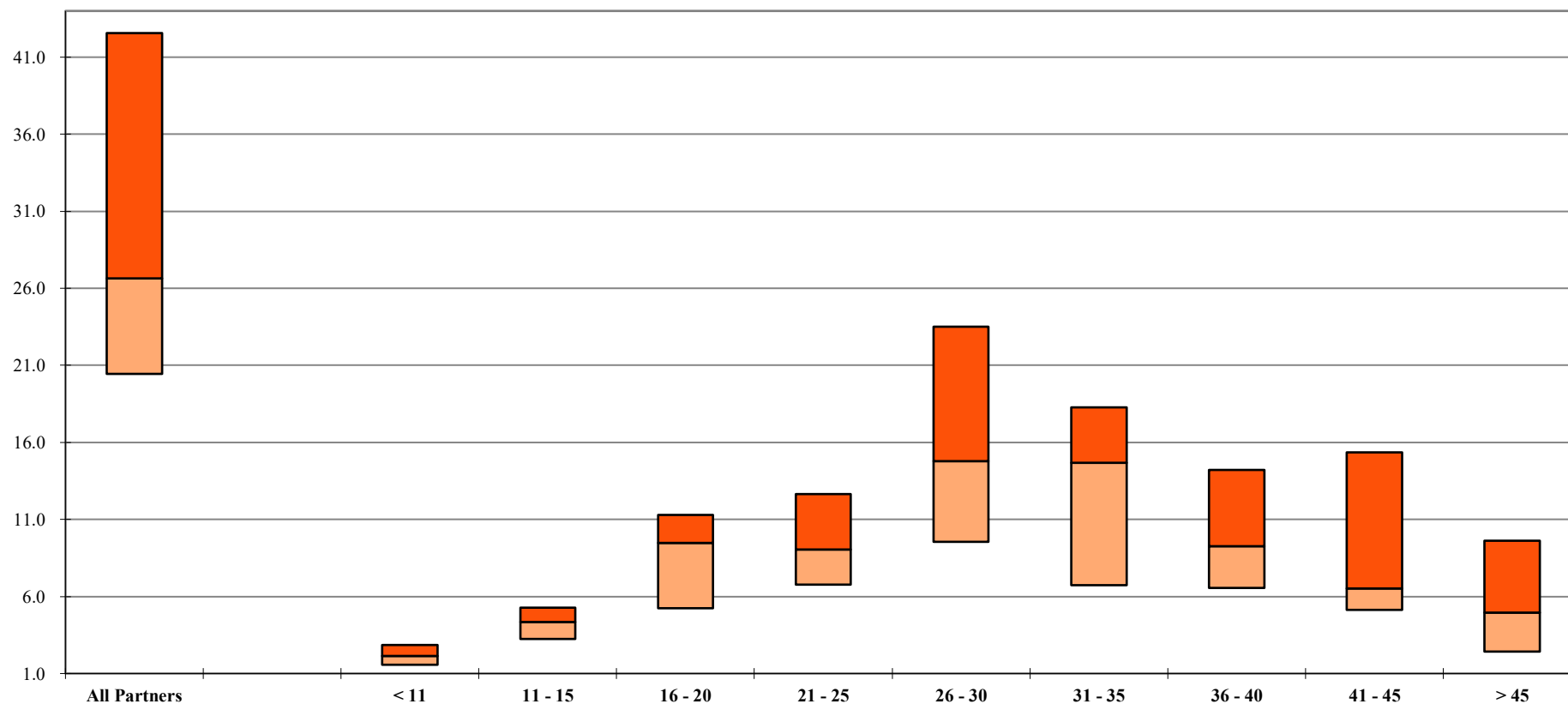


## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

### Ratio of Highest to Lowest Compensation for All Partners by Experience

As of the most recent fiscal year-end



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
<b>Your Firm</b>										
<b>1st Qtile</b>	42.6	2.9	5.3	11.3	12.7	23.5	18.3	14.2	15.4	9.6
<b>Median</b>	26.6	2.2	4.3	9.5	9.1	14.8	14.7	9.3	6.5	5.0
<b>3rd Qtile</b>	20.4	1.6	3.2	5.2	6.8	9.6	6.7	6.6	5.1	2.4

Additional detail can be found on Page 41.

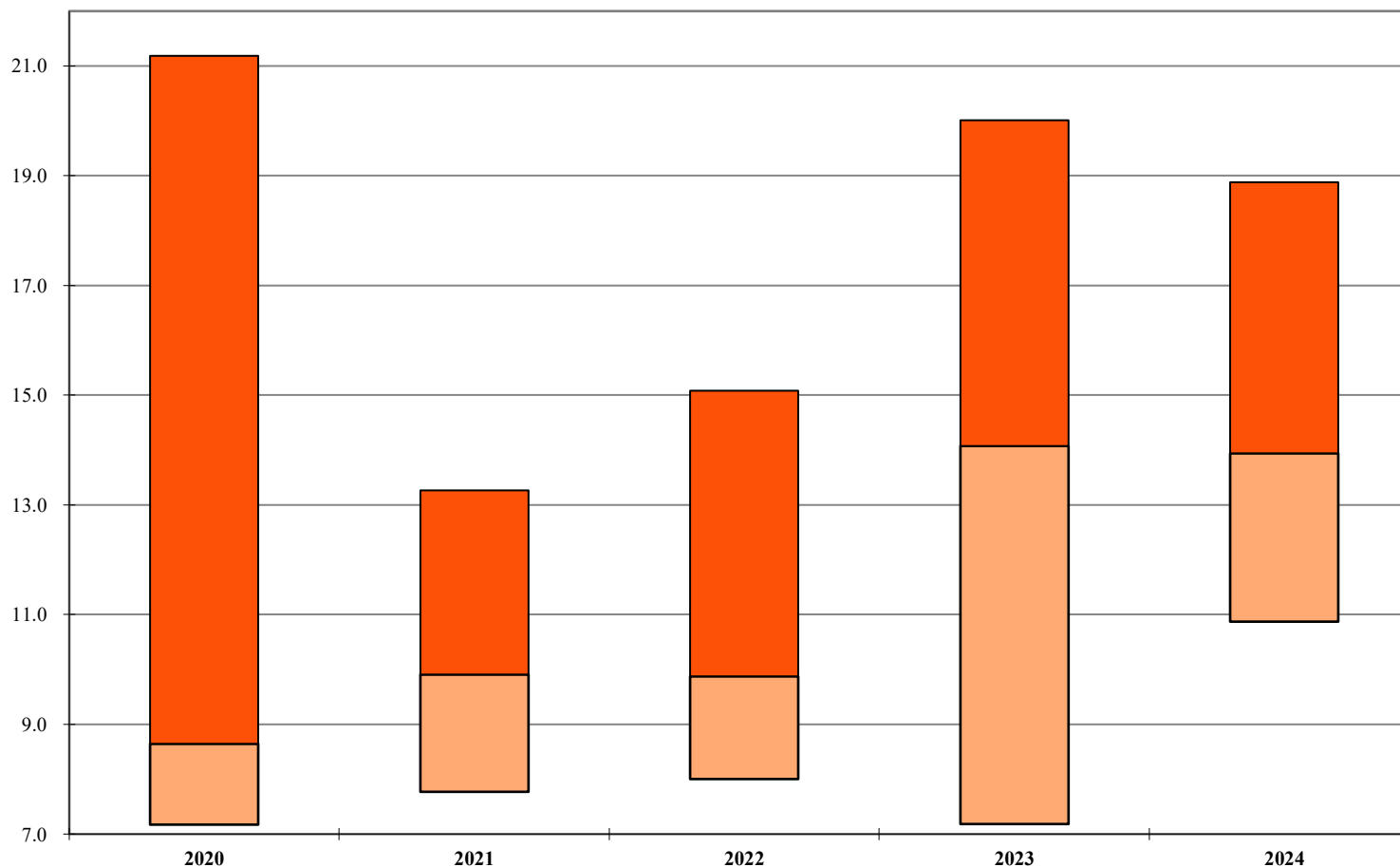
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

	2020	2021	2022	2023	2024
<b>Your Firm</b>					
<b>1st Qtile</b>	21.2	13.3	15.1	20.0	18.9
<b>Median</b>	8.7	9.9	9.9	14.1	13.9
<b>3rd Qtile</b>	7.2	7.8	8.0	7.2	10.9

Additional detail can be found on Page 40.

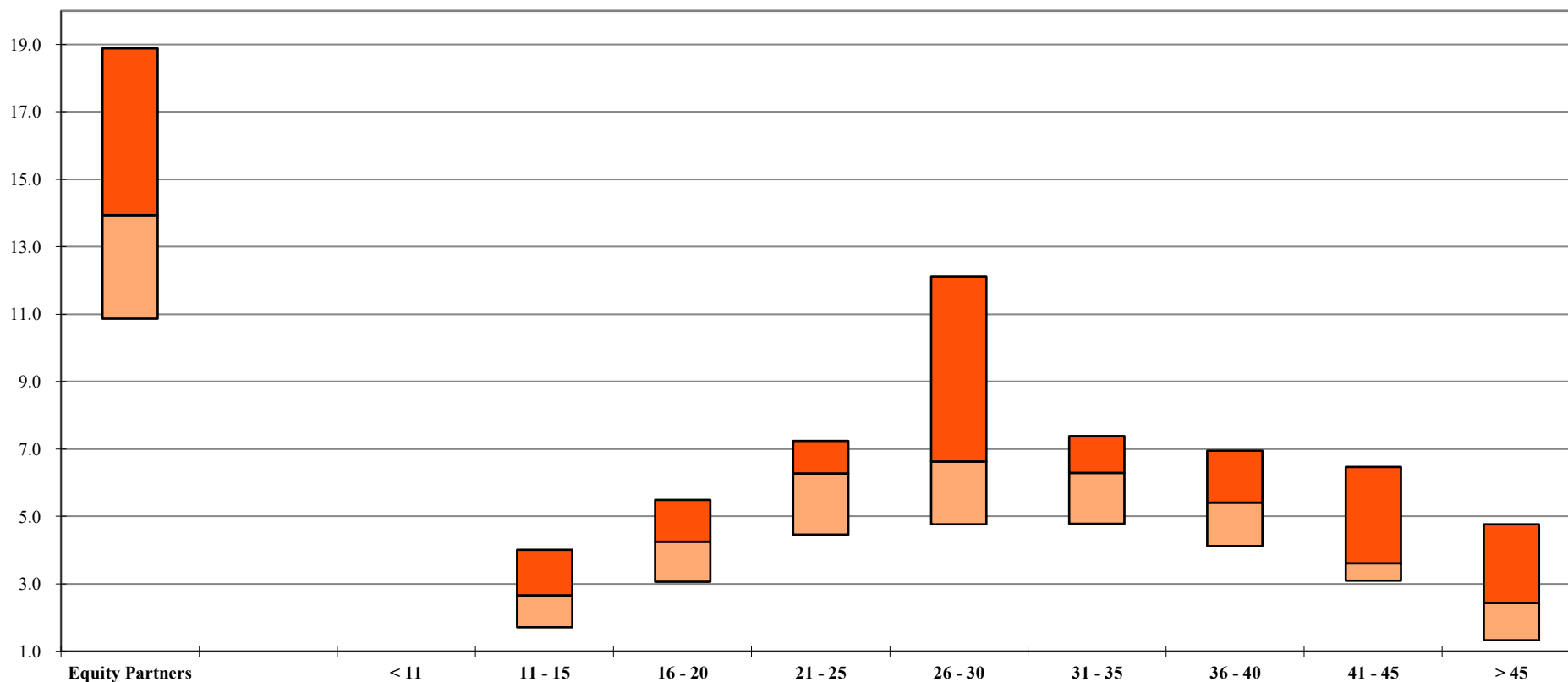
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Ratio of Highest to Lowest Compensation by Years of Experience - Equity Partners***As of the most recent fiscal year-end*

Your Firm		Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	18.9	**	4.0	5.5	7.2	12.1	7.4	6.9	6.5	4.8
	Median	13.9	**	2.7	4.2	6.3	6.6	6.3	5.4	3.6	2.4
	3rd Qtle	10.9	**	1.7	3.1	4.5	4.8	4.8	4.1	3.1	1.3

Additional detail can be found on Page 40.

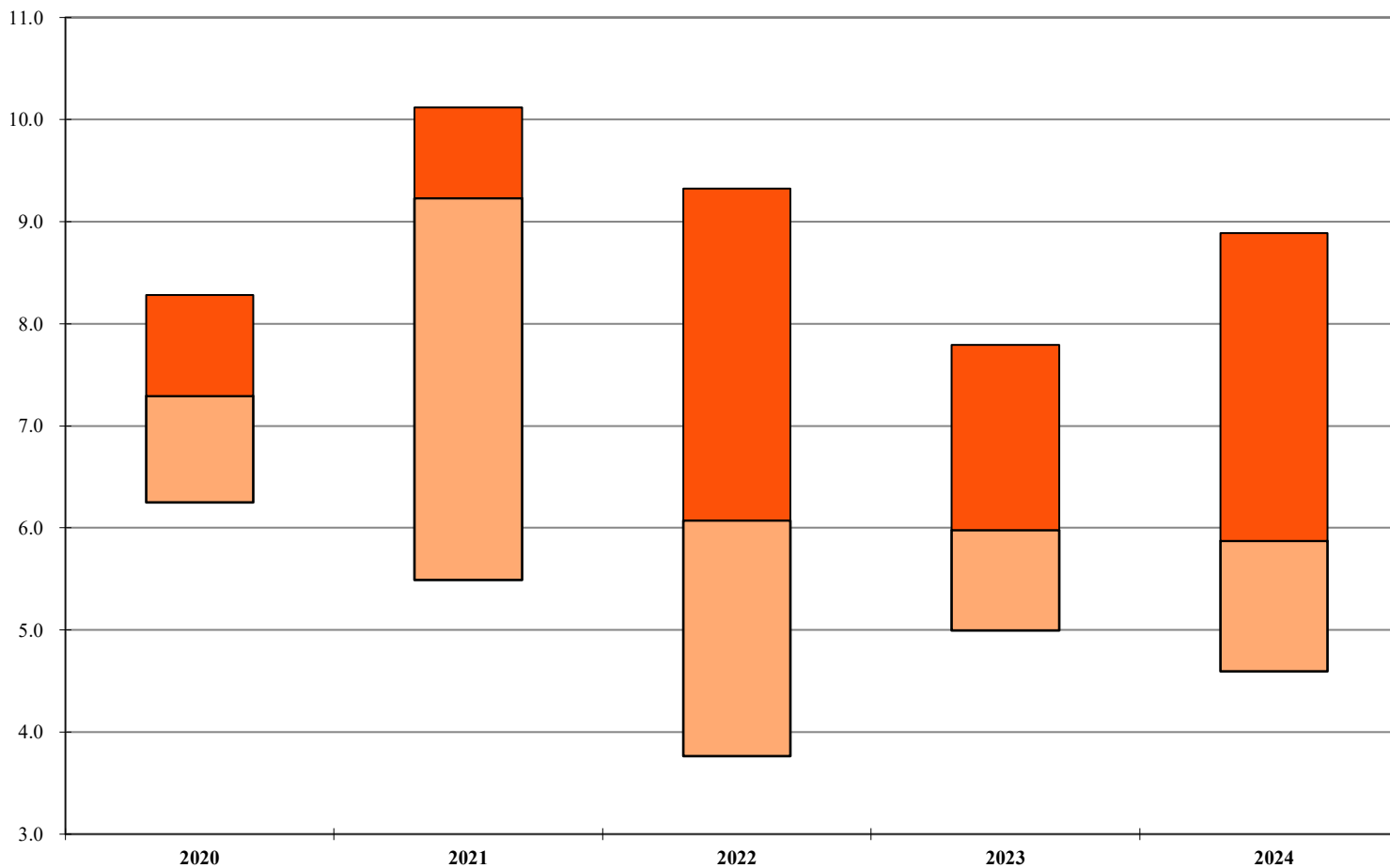
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Ratio of Highest to Lowest Compensation - Non-Equity Partners***At the fiscal year-end of the stated year***Your Firm****1st Qtile****Median****3rd Qtile**

2020	2021	2022	2023	2024
8.3	10.1	9.3	7.8	8.9
7.3	9.2	6.1	6.0	5.9
6.3	5.5	3.8	5.0	4.6

Additional detail can be found on Page 40.

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

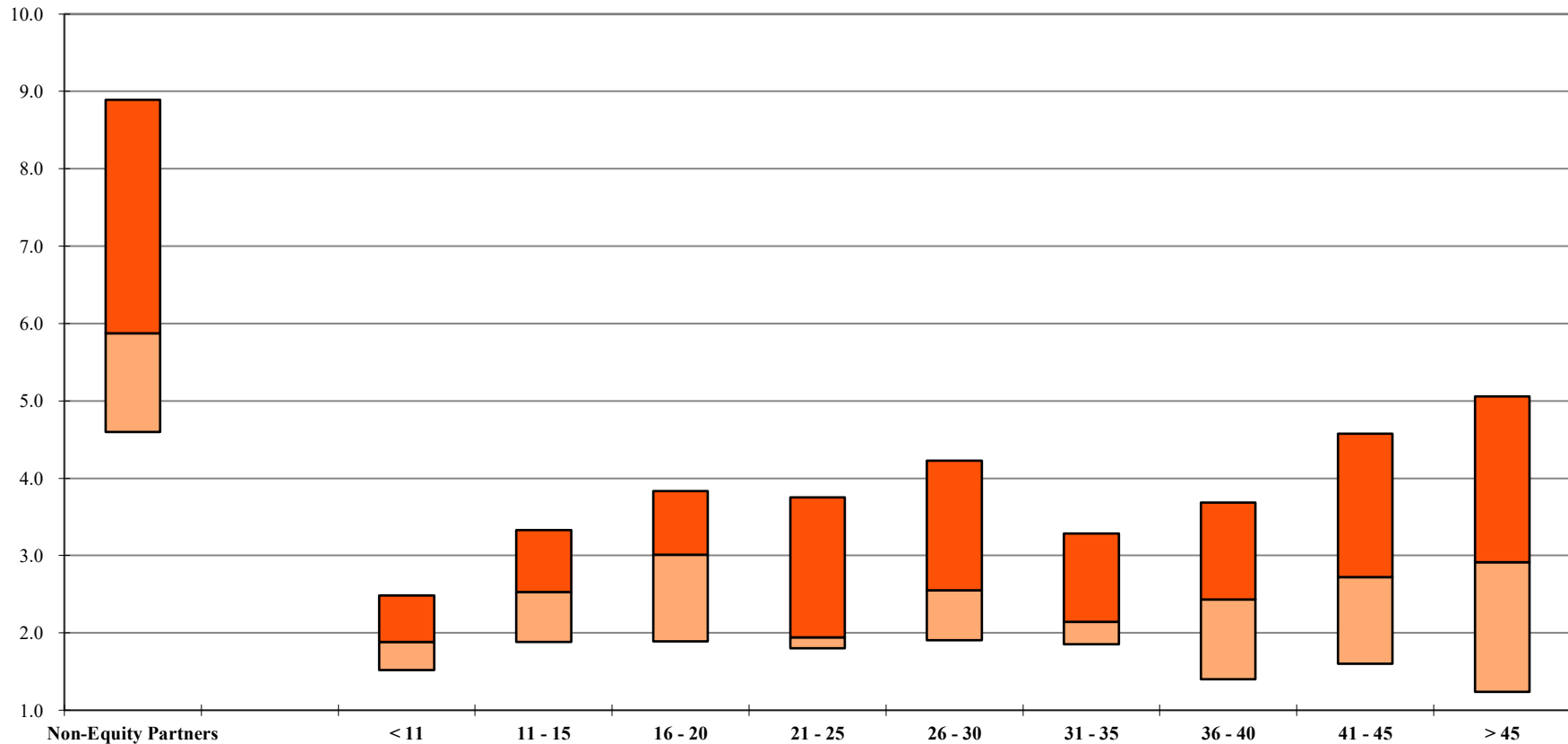
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Ratio of Highest to Lowest Compensation by Years of Experience - Non-Equity Partners**  
*As of the most recent fiscal year-end*



Your Firm	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
	1st Qtle	2.5	3.3	3.8	3.8	4.2	3.3	3.7	4.6	5.1
	Median	1.9	2.5	3.0	1.9	2.6	2.1	2.4	2.7	2.9
	3rd Qtle	4.6	1.5	1.9	1.8	1.9	1.9	1.4	1.6	1.2

Additional detail can be found on Page 40.

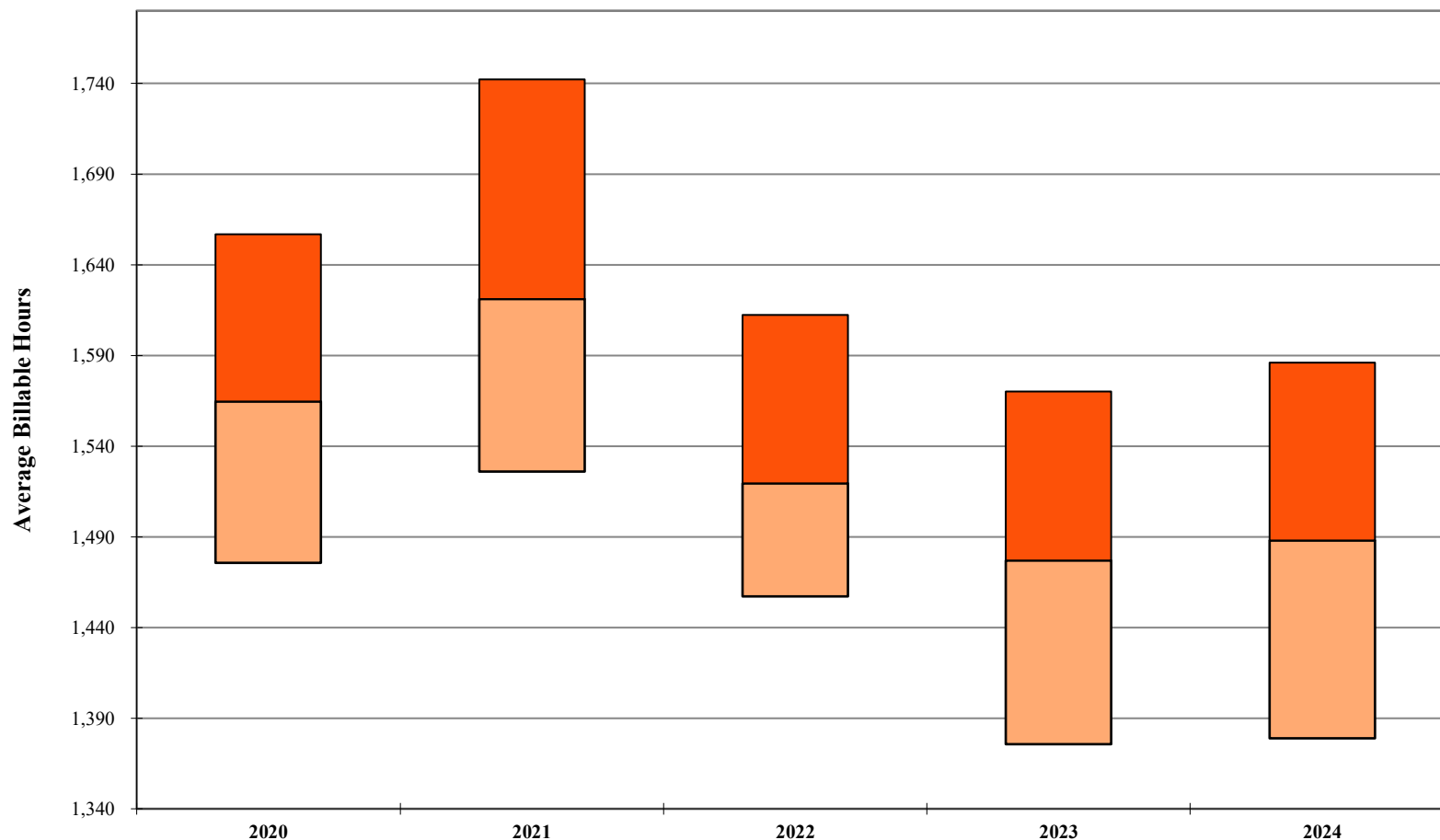
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Average Billable Hours for All Partners***For the 12-month period ending December 31, 2024*

	2020	2021	2022	2023	2024	Change: '20-'24
<b>Your Firm</b>						
<b>1st Qtile</b>	1,657	1,742	1,612	1,570	1,586	(71)
<b>Median</b>	1,565	1,621	1,520	1,477	1,488	(77)
<b>3rd Qtile</b>	1,476	1,526	1,457	1,376	1,379	(97)

Additional detail can be found on Page 43.

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

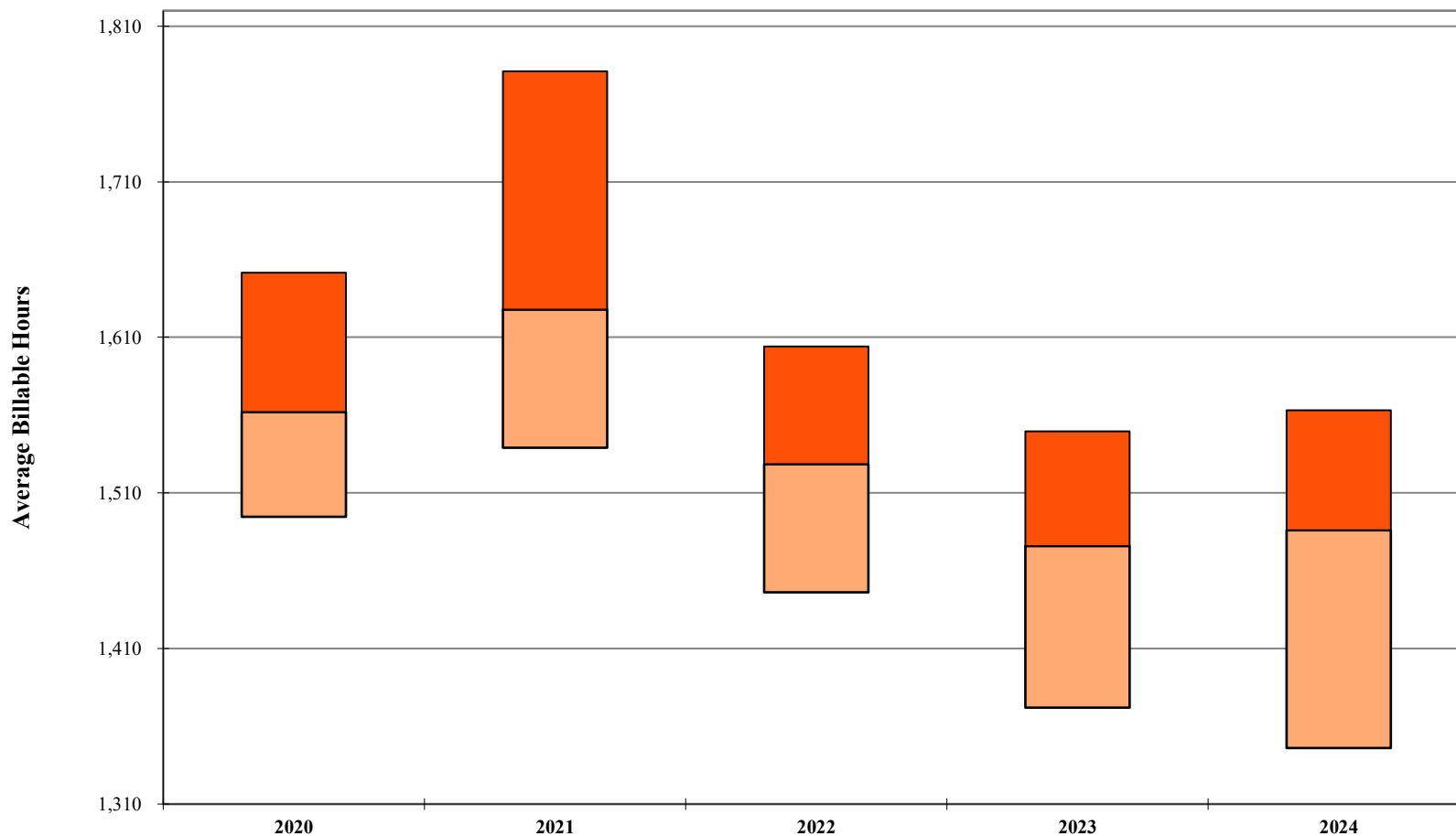
\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Average Billable Hours - Equity Partners**

For the 12-month period ending December 31, 2024



	2020	2021	2022	2023	2024	Change: '20-'24
<b>Your Firm</b>						
<b>1st Qtile</b>	1,652	1,781	1,604	1,550	1,563	(89)
<b>Median</b>	1,562	1,628	1,529	1,476	1,486	(76)
<b>3rd Qtile</b>	1,495	1,539	1,446	1,372	1,346	(149)

Additional detail can be found on Page 42.

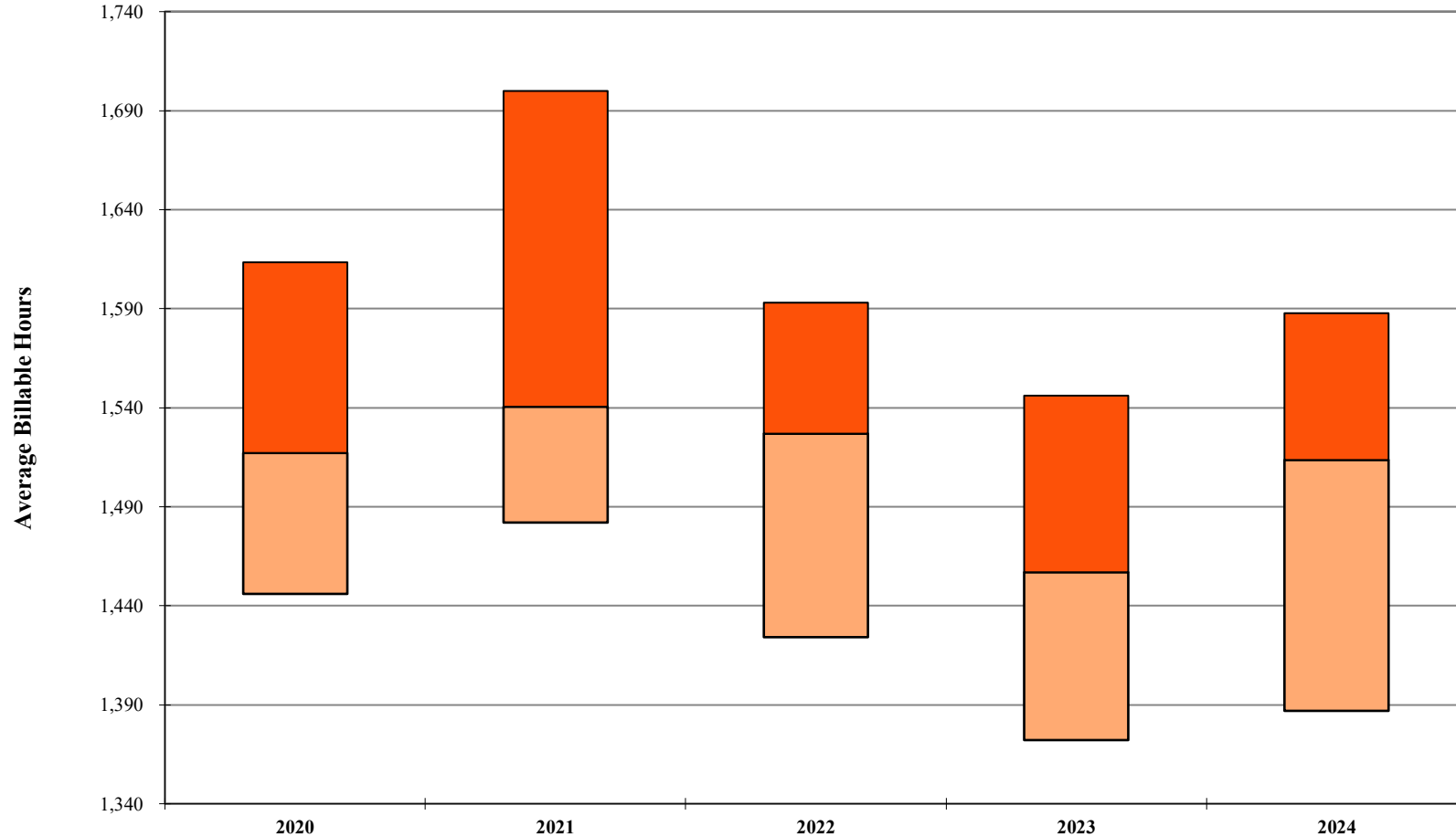
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Average Billable Hours - Non-Equity Partners**  
For the 12-month period ending December 31, 2024



	2020	2021	2022	2023	2024	Change: '20-'24
<b>Your Firm</b>						
<b>1st Qtile</b>	1,614	1,700	1,593	1,546	1,588	(26)
<b>Median</b>	1,517	1,541	1,527	1,457	1,514	(4)
<b>3rd Qtile</b>	1,446	1,482	1,424	1,372	1,387	(59)

Additional detail can be found on Page 42.

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

\*\* omitted due to insufficient data

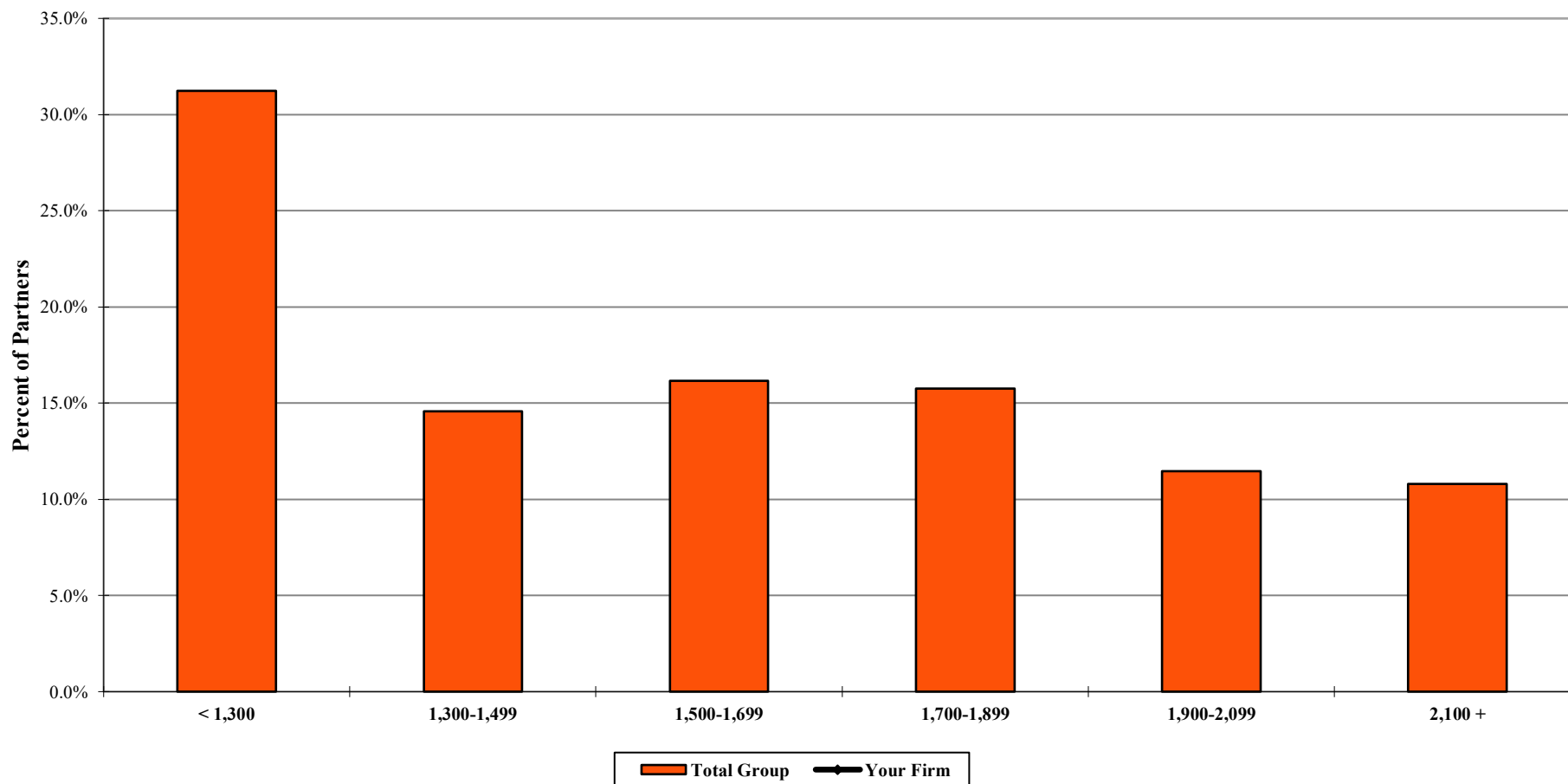


## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

### Distribution of All Partners by Utilization Levels<sup>1</sup>

For the 12-month period ending December 31, 2024



Your Firm  
Total Group

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
31.2%	14.6%	16.2%	15.8%	11.5%	10.8%

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

Additional detail can be found on Page 46.

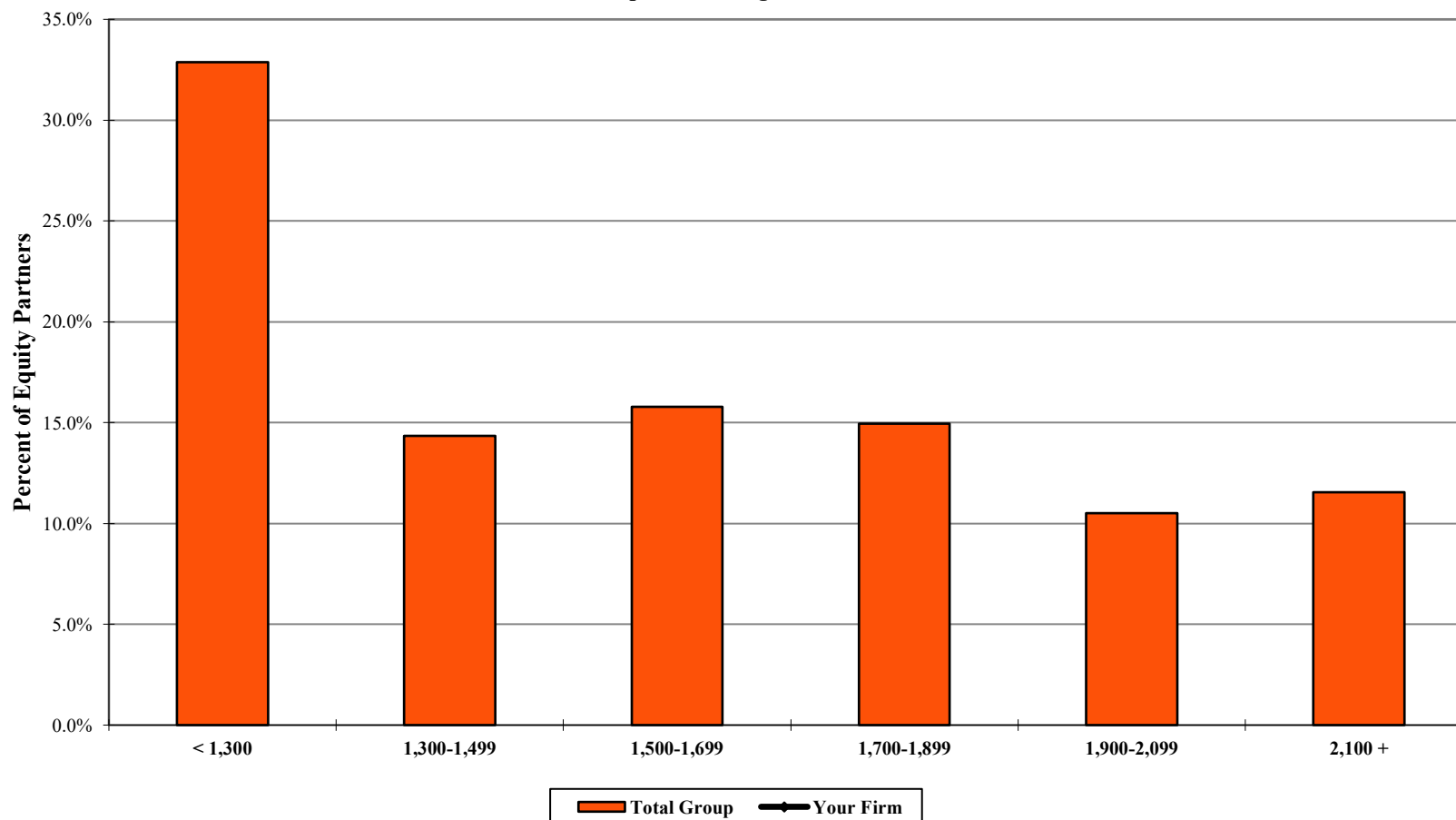
\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

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

For the 12-month period ending December 31, 2024



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

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
32.9%	14.3%	15.8%	15.0%	10.5%	11.6%

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

Additional detail can be found on Page 44.

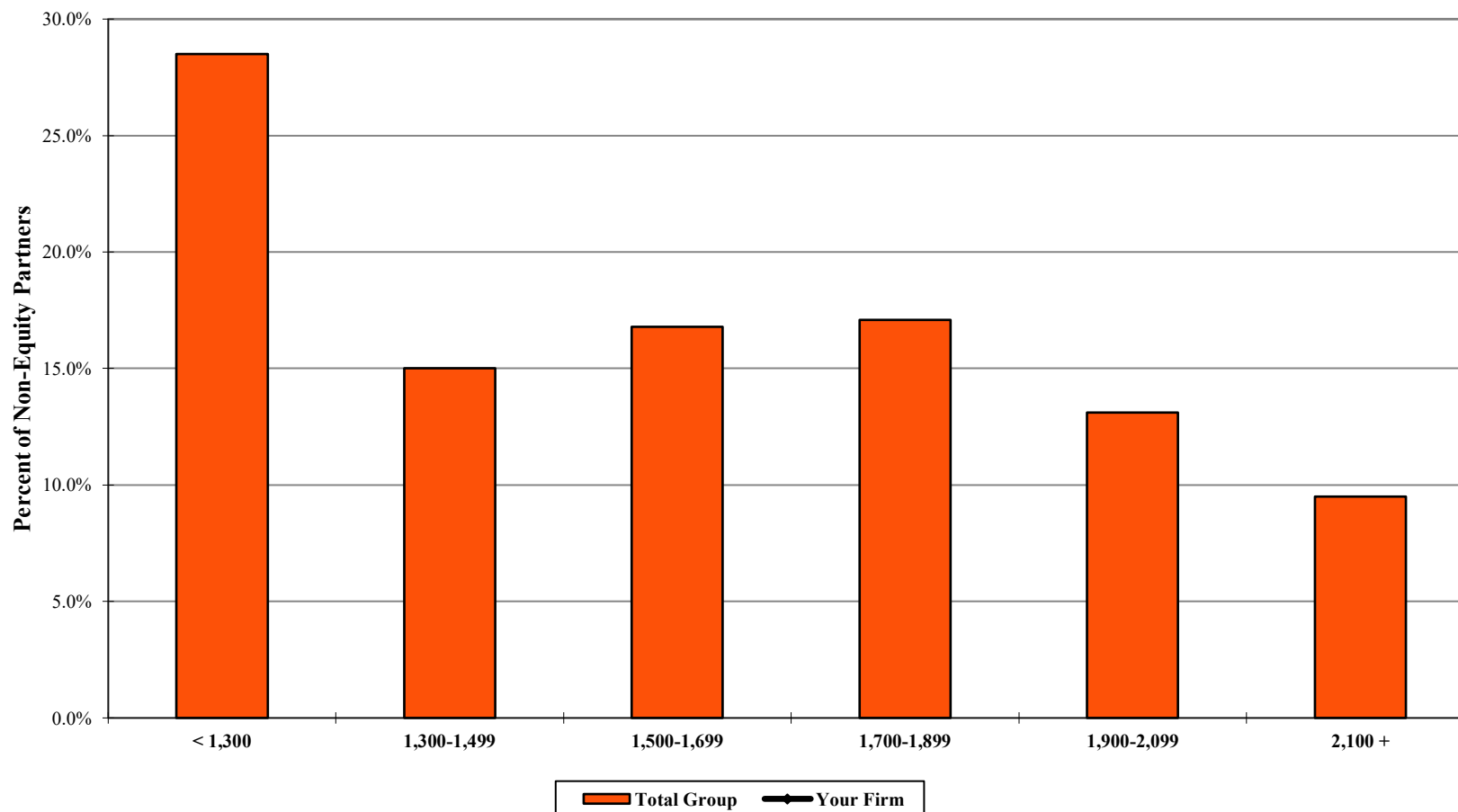
\*\* omitted due to insufficient data

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

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

*For the 12-month period ending December 31, 2024*



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

< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
28.5%	15.0%	16.8%	17.1%	13.1%	9.5%

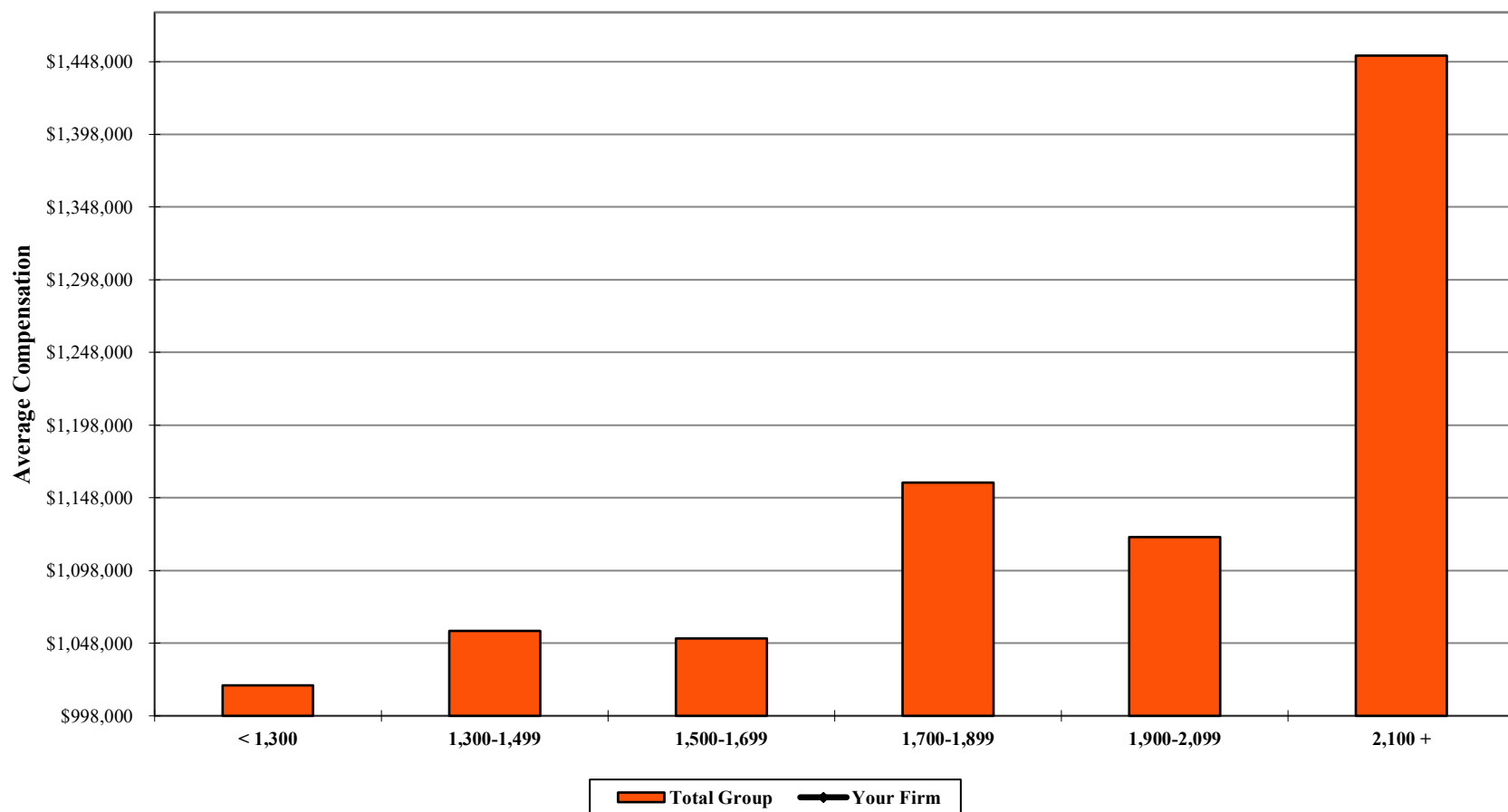
<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level.

Additional detail can be found on Page 45.

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

***Average Compensation for All Partners by Utilization Levels****As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period*

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>Your Firm</b>						
<b>Total Group</b>	\$1,018,988	\$1,056,281	\$1,051,348	\$1,158,629	\$1,121,094	\$1,452,305

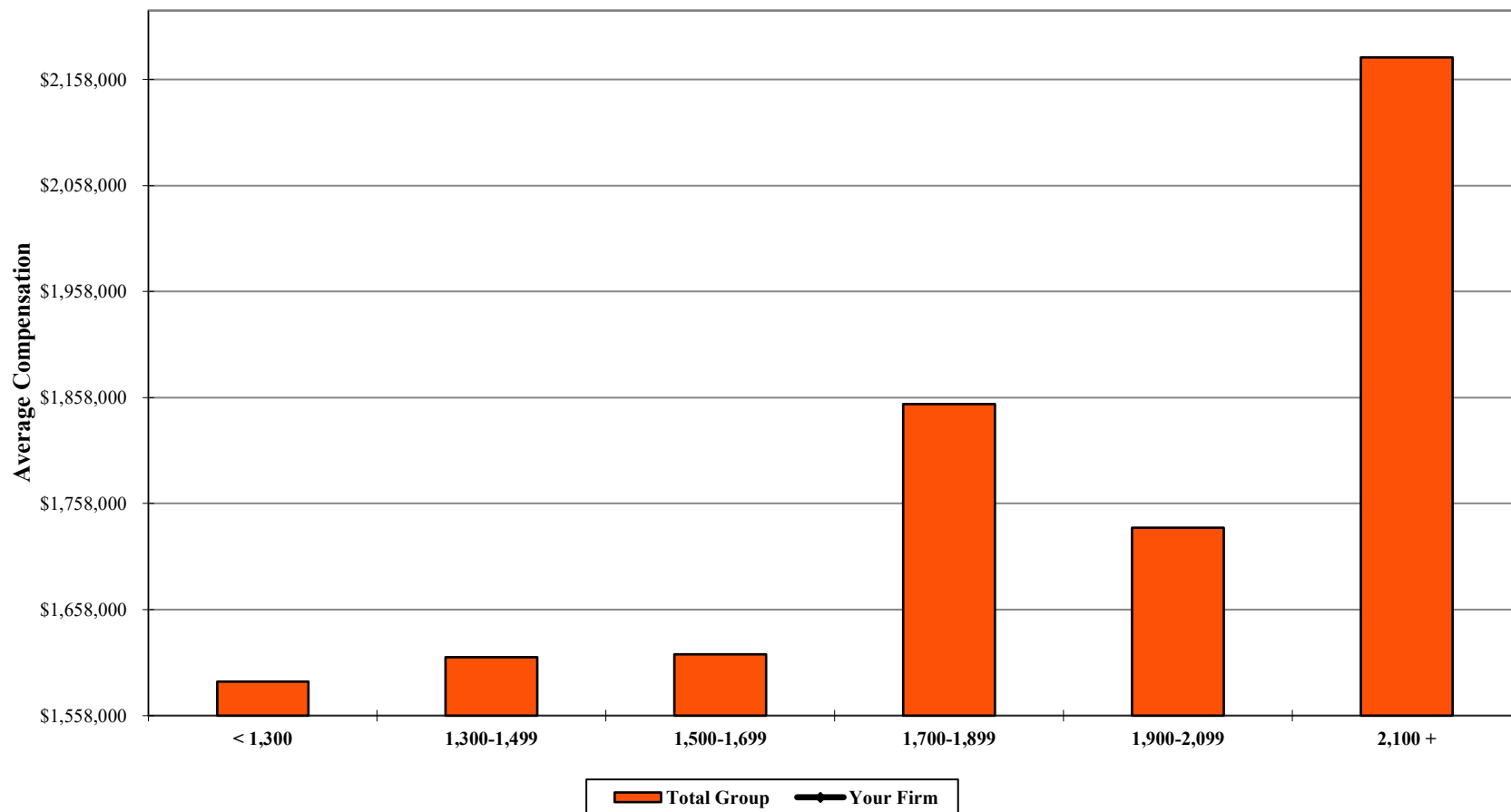
Additional detail can be found on Page 49.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Average Compensation by Utilization Levels - Equity Partners***As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period*

	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>Your Firm</b>						
<b>Total Group</b>	\$1,590,064	\$1,613,164	\$1,615,873	\$1,852,042	\$1,735,308	\$2,178,617

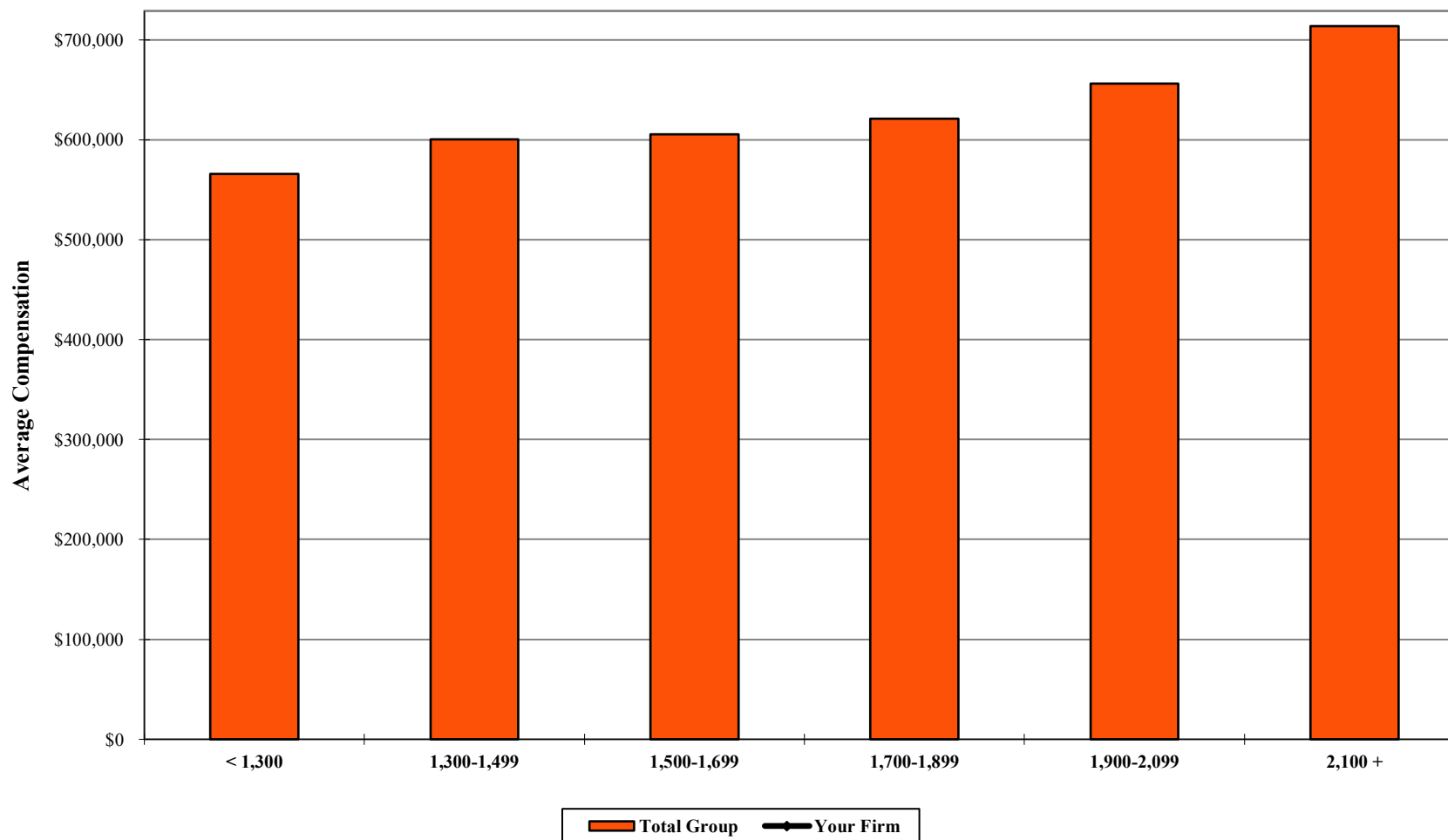
Additional detail can be found on Page 47.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

*Average Compensation by Utilization Levels - Non-Equity Partners**As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period*

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

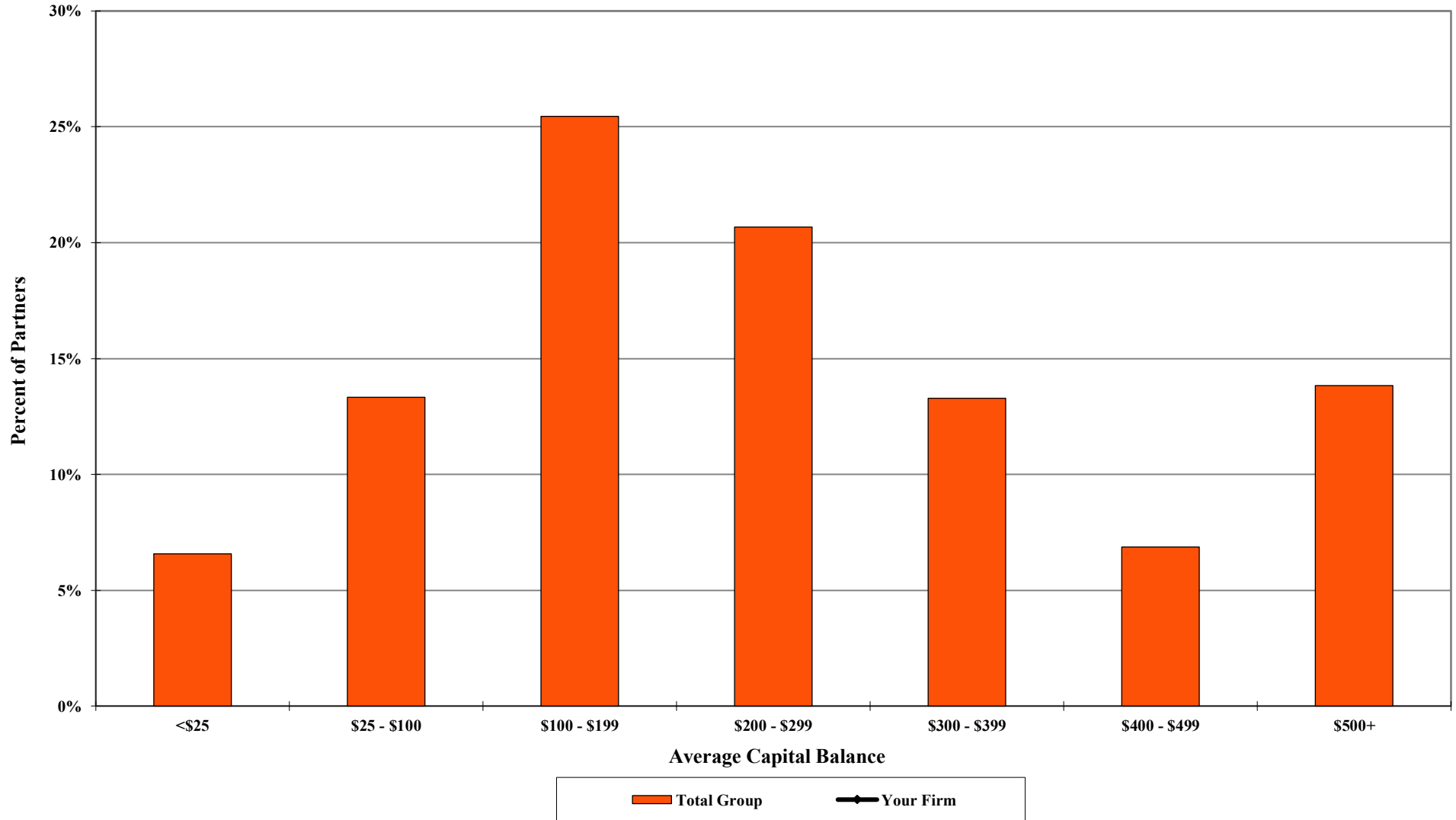
< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
\$565,625	\$600,517	\$605,479	\$621,077	\$656,443	\$713,871

Additional detail can be found on Page 48.

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

\*\* omitted due to insufficient data

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



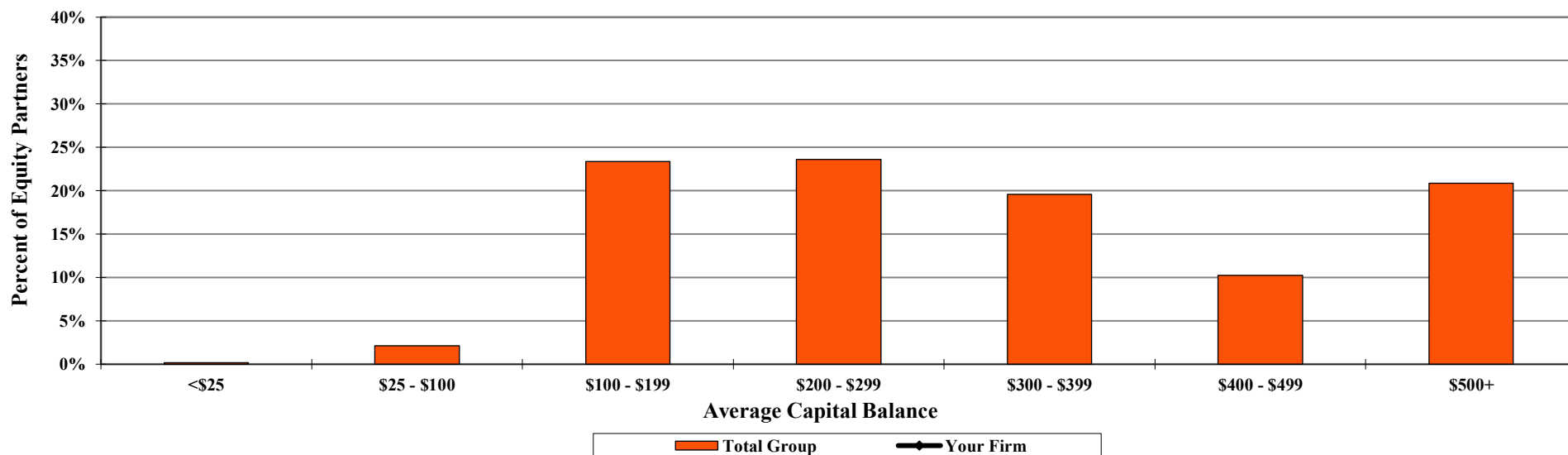
## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

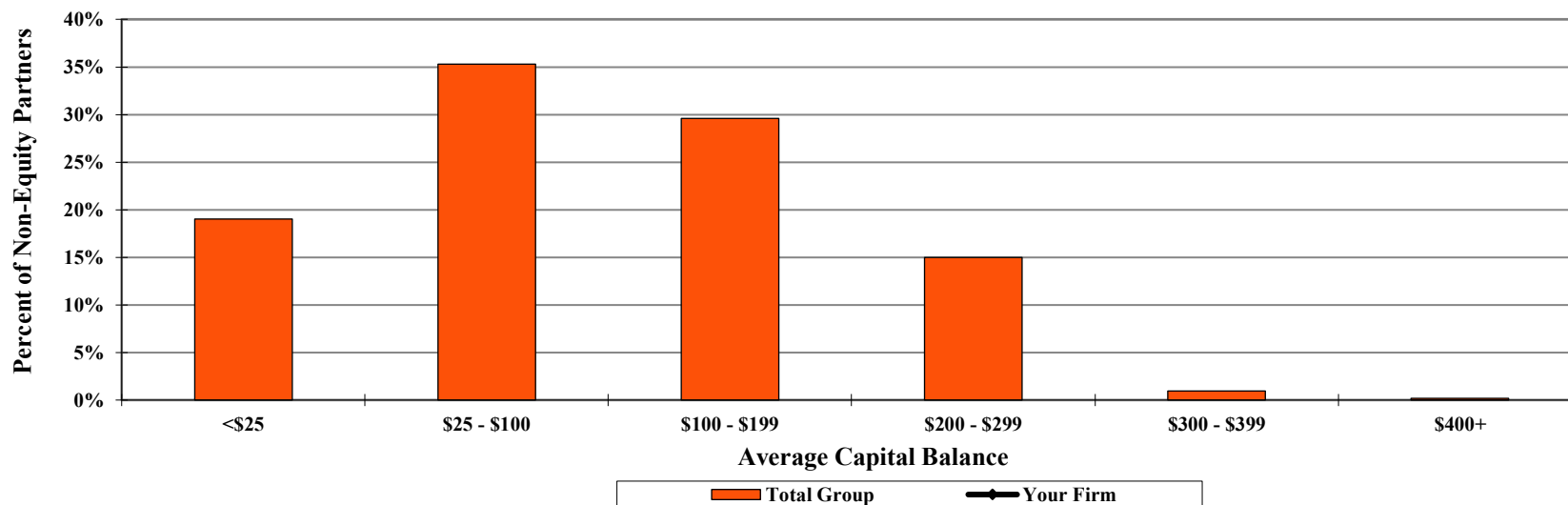
### Distribution of Partners by Capital Balance Intervals

As of the most recent fiscal year-end; in 000's

#### Equity Partners



#### Non-Equity Partners



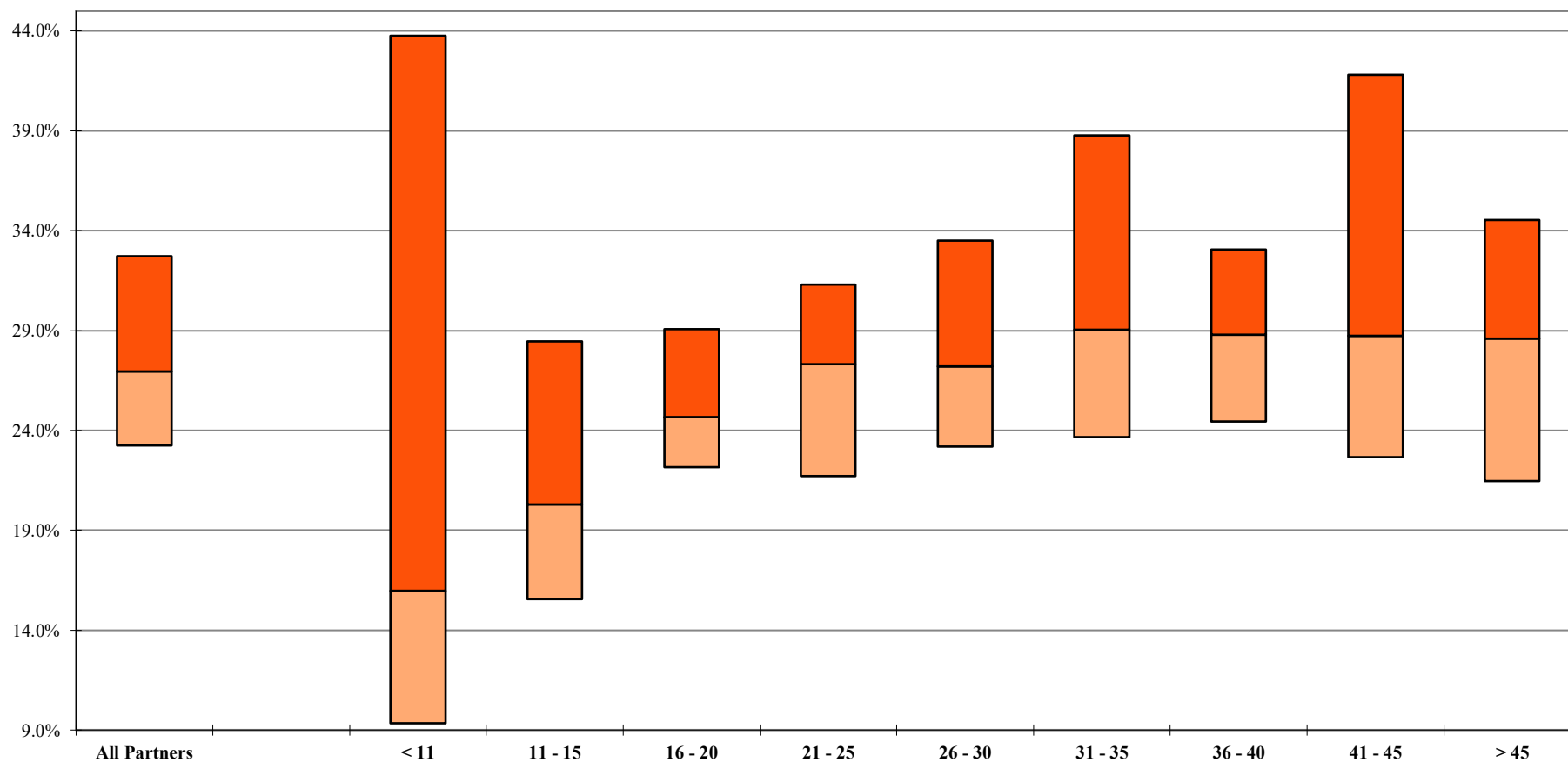
Additional detail can be found on Page 52 and 53.

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



## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Percentage of Capital Balance to Compensation for All Partners***As of the most recent fiscal year-end*

Your Firm	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
	1st Qtle	32.7%	43.8%	28.5%	29.1%	31.3%	33.5%	38.8%	33.0%	41.8%
	Median	27.0%	16.0%	20.3%	24.7%	27.3%	27.2%	29.1%	28.8%	28.6%
	3rd Qtle	23.2%	9.3%	15.6%	22.2%	21.7%	23.2%	23.7%	24.4%	21.5%

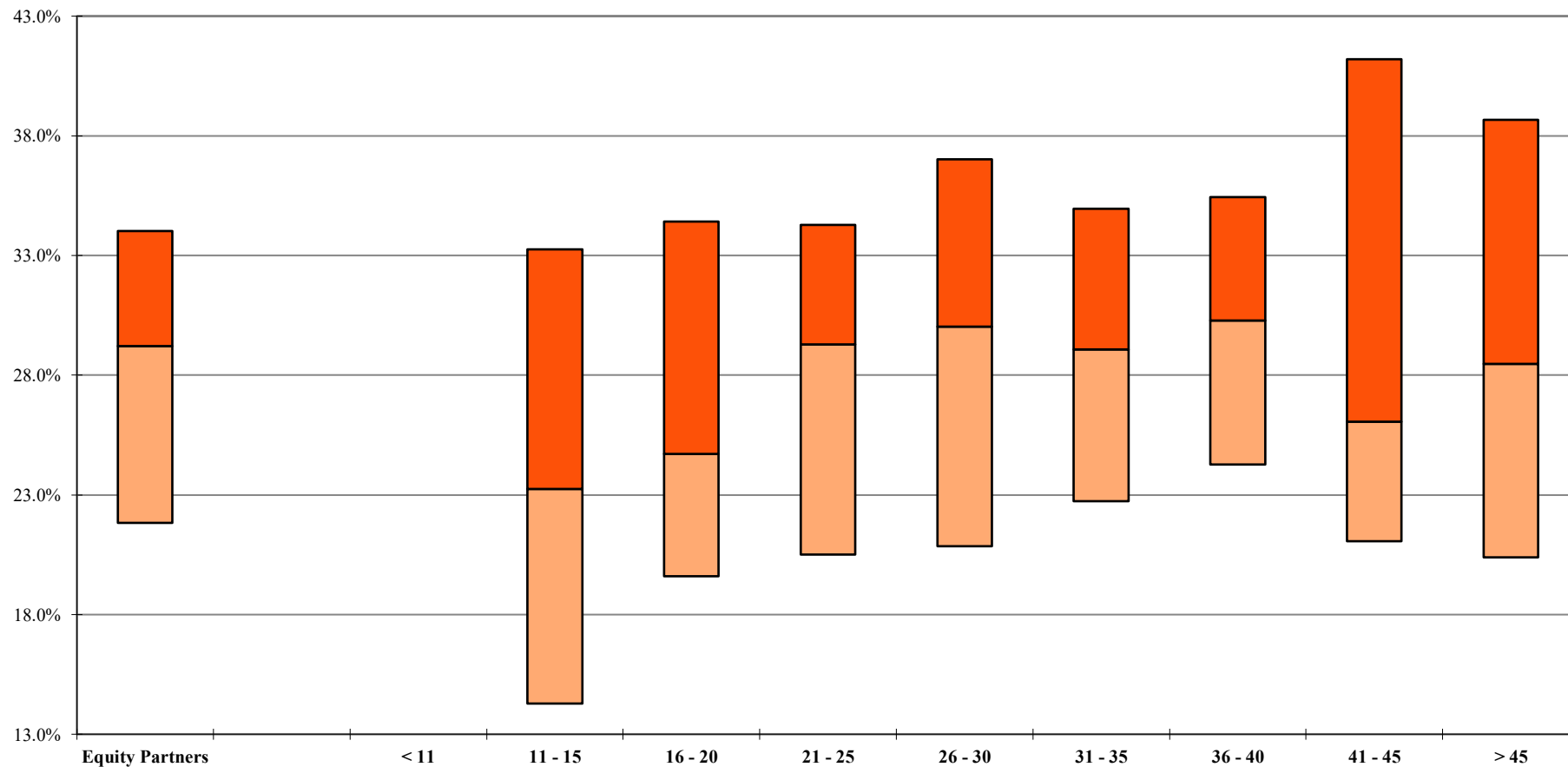
^ Membership on this page includes only those participants that submitted partner compensation.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Percentage of Capital Balance to Compensation - Equity Partners***As of the most recent fiscal year-end*

Your Firm		Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	34.0%	**	33.3%	34.4%	34.3%	37.0%	35.0%	35.4%	41.2%	38.7%
	Median	29.2%	**	23.3%	24.7%	29.3%	30.0%	29.1%	30.3%	26.1%	28.5%
	3rd Qtle	21.8%	**	14.3%	19.6%	20.5%	20.9%	22.7%	24.3%	21.1%	20.4%

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

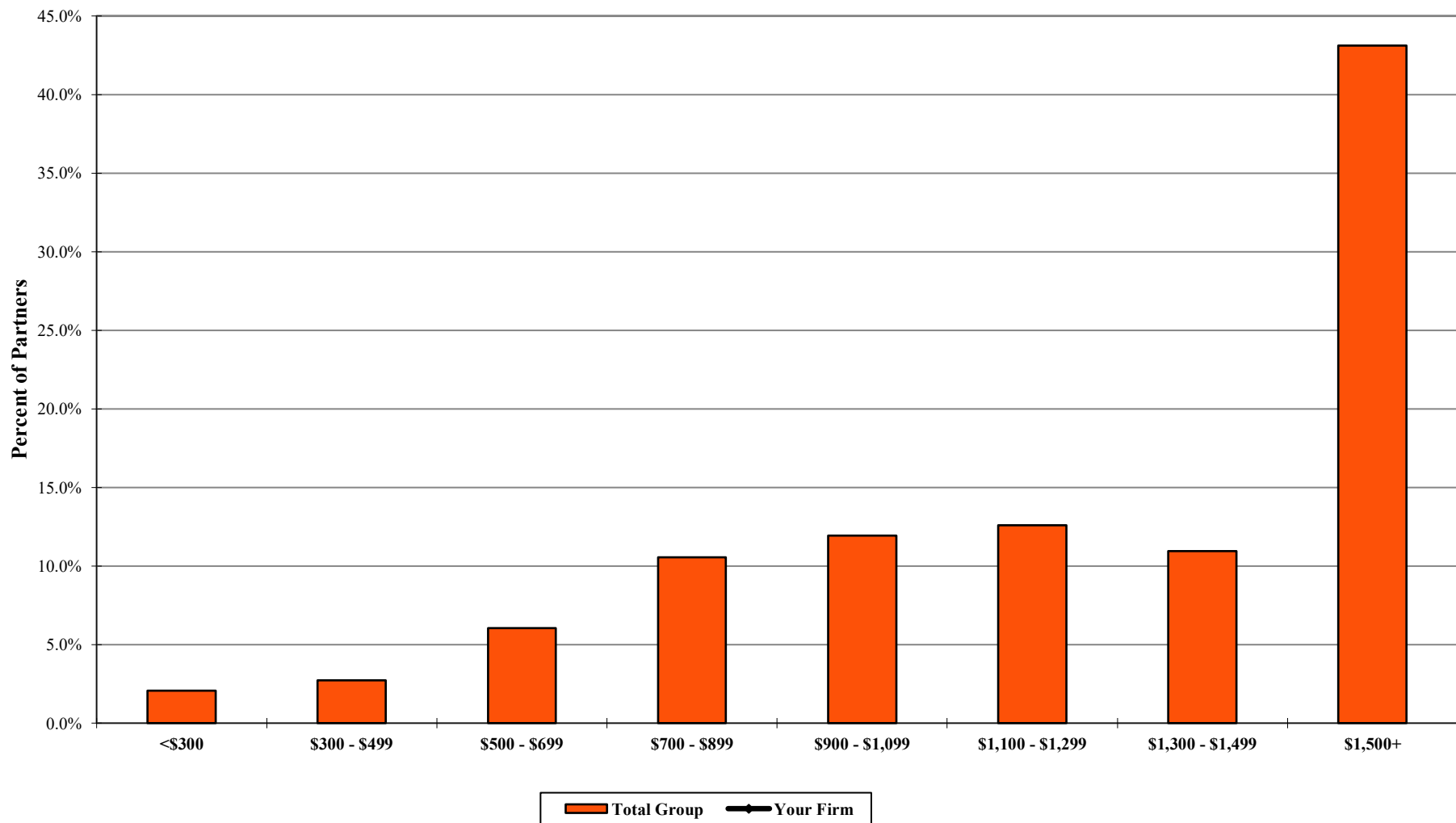
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

***Distribution of All Partners by Fees Billed<sup>1</sup>***  
*For the 12-month period ending December 31, 2024; in 000's*



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

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
2.1%	2.7%	6.1%	10.6%	11.9%	12.6%	10.9%	43.1%

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

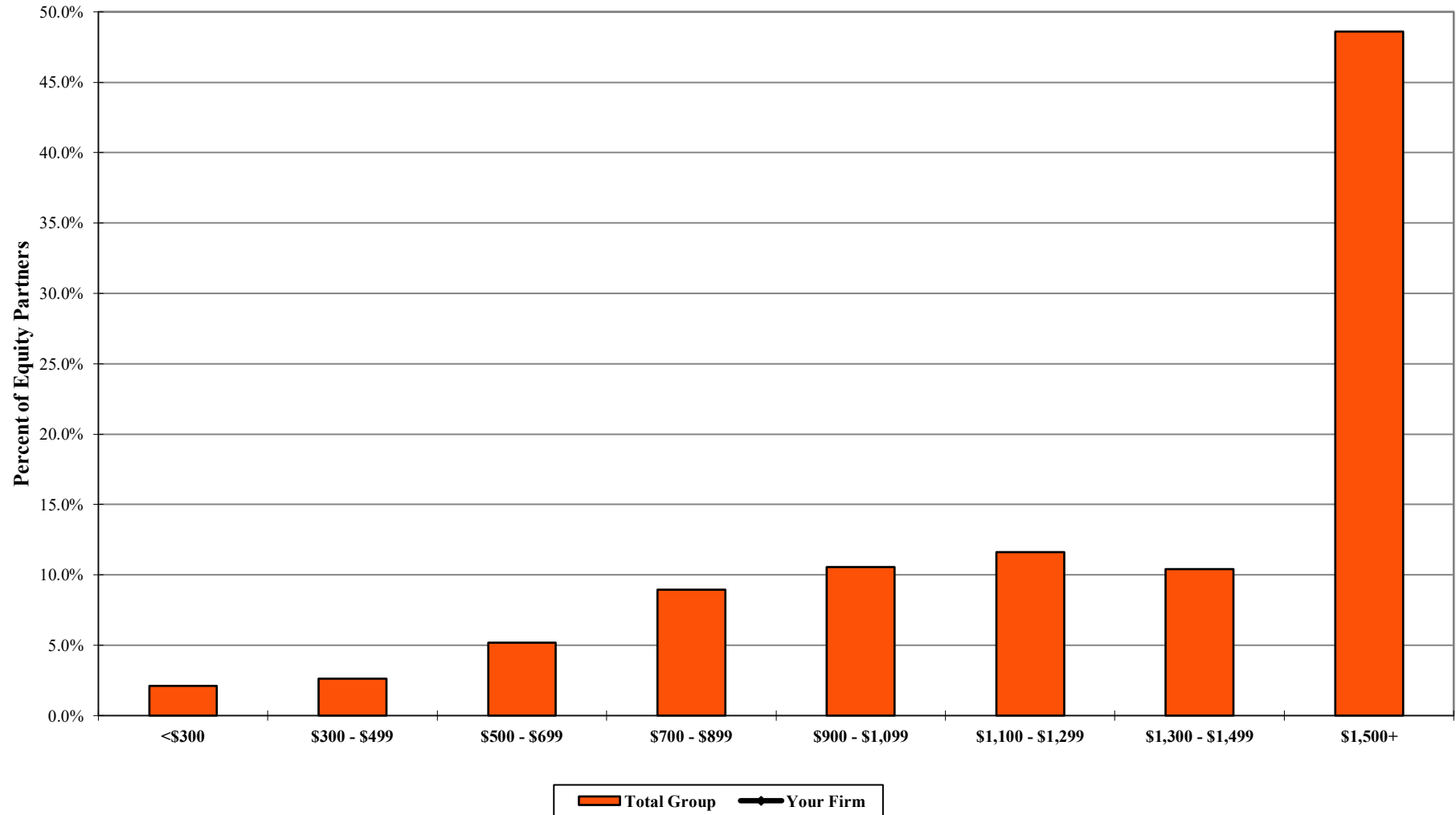
\*\* omitted due to insufficient data

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Distribution of Equity Partners by Fees Billed<sup>1</sup>**

For the 12-month period ending December 31, 2024; in 000's



Your Firm  
Total Group

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
2.1%	2.6%	5.2%	9.0%	10.5%	11.6%	10.4%	48.6%

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

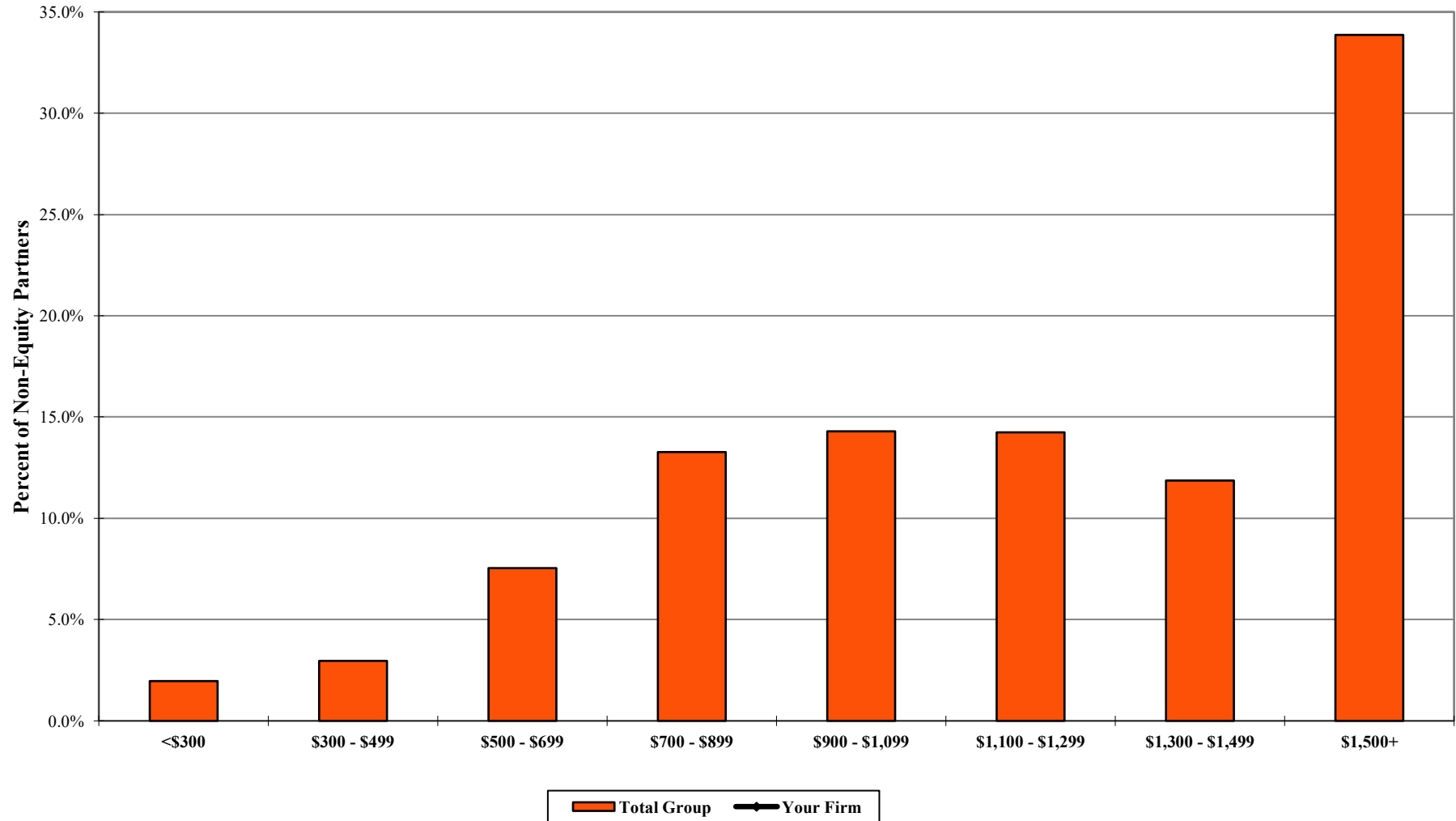
\*\* omitted due to insufficient data

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

***Distribution of Non-Equity Partners by Fees Billed<sup>1</sup>***

*For the 12-month period ending December 31, 2024; in 000's*



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

<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
2.0%	3.0%	7.5%	13.3%	14.3%	14.3%	11.9%	33.9%

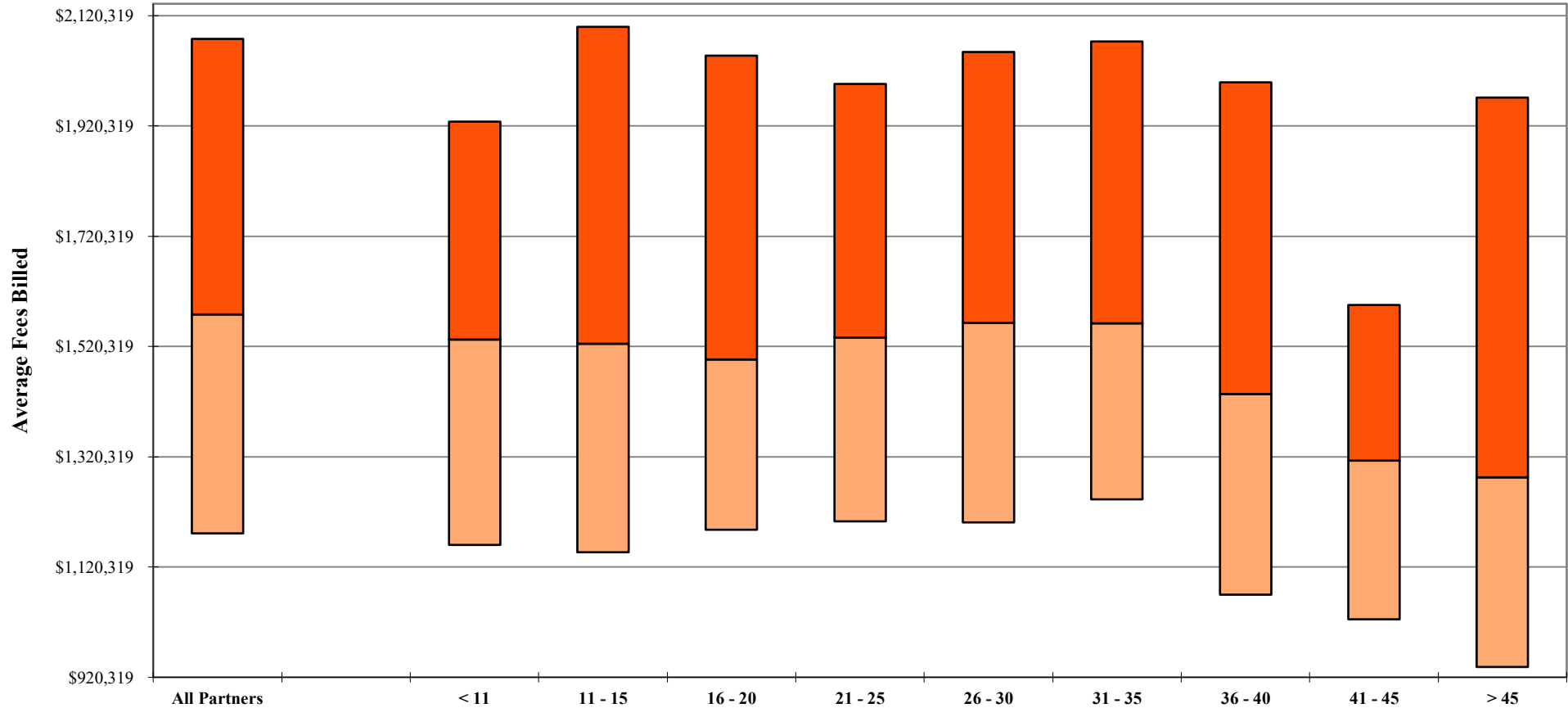
<sup>1</sup> Includes the percentage of corresponding full-time, full-year individuals at each level.

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

### Average Fees Billed for All Partners by Years of Experience For the 12-month period ending December 31, 2024



Your Firm		Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	\$2,078,019	\$1,928,040	\$2,100,009	\$2,048,016	\$1,996,724	\$2,054,873	\$2,073,399	\$1,999,137	\$1,595,878	\$1,971,387
	Median	1,578,083	1,532,666	1,525,013	1,497,058	1,536,783	1,563,131	1,562,569	1,434,069	1,313,439	1,282,603
	3rd Qtle	1,181,496	1,160,192	1,146,643	1,187,761	1,203,523	1,201,469	1,243,014	1,069,733	1,025,851	939,102

Additional detail can be found on Page 56.

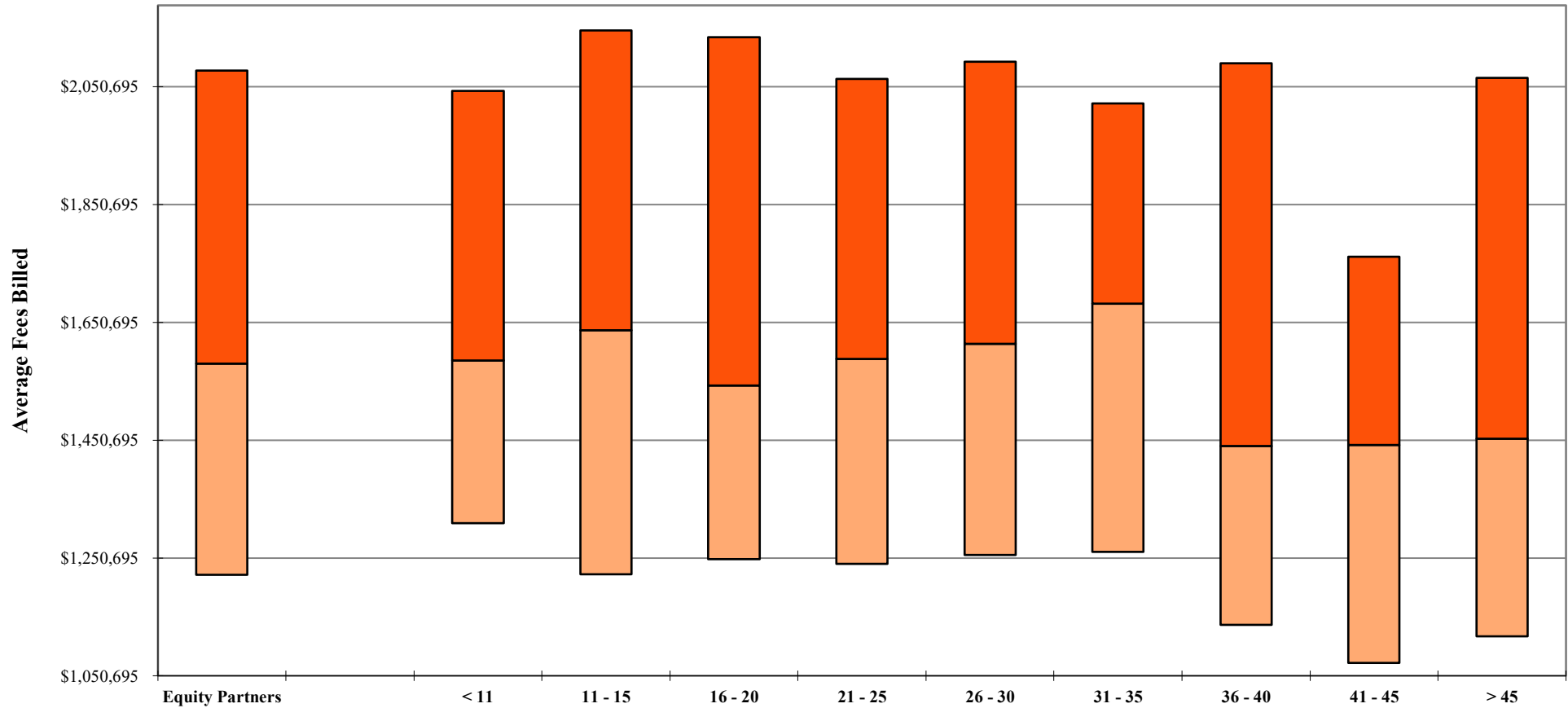
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Average Fees Billed for Equity Partners by Years of Experience**  
 For the 12-month period ending December 31, 2024



Your Firm		Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45	
	1st Qtle	\$2,078,019	\$2,043,349	\$2,145,853	\$2,135,077	\$2,063,643	\$2,092,790	\$2,022,369	\$2,090,281	\$1,762,230	\$2,065,312
	Median	1,580,635	1,585,464	1,637,339	1,543,245	1,588,701	1,614,034	1,682,311	1,440,846	1,442,716	1,452,884
	3rd Qtle	1,222,141	1,309,785	1,222,838	1,248,360	1,240,288	1,255,389	1,260,792	1,137,001	1,072,138	1,117,978

Additional detail can be found on Page 55.

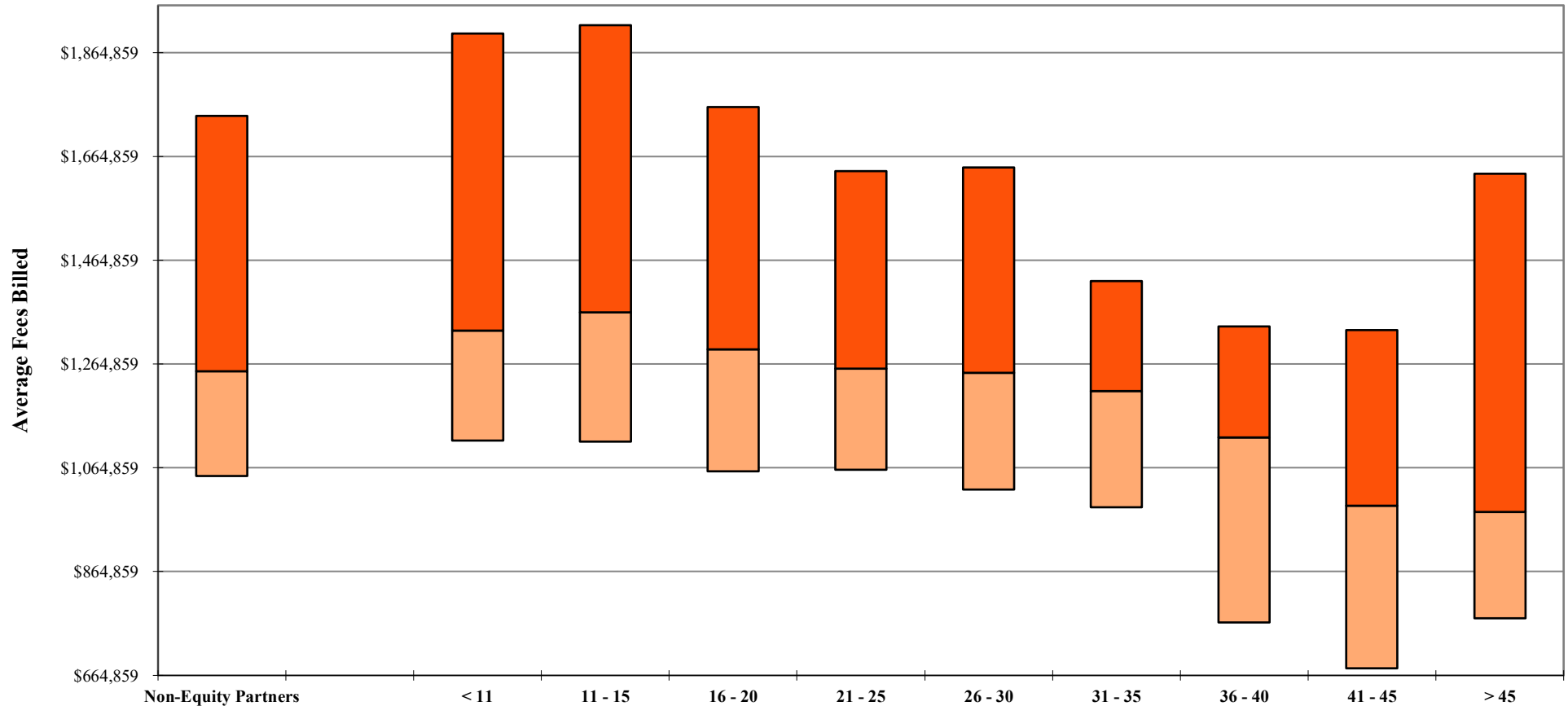
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

***Average Fees Billed for Non-Equity Partners by Years of Experience***  
***For the 12-month period ending December 31, 2024***



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
<b>Your Firm</b>										
<b>1st Qtle</b>	\$1,743,145	\$1,901,571	\$1,917,615	\$1,759,805	\$1,636,898	\$1,643,479	\$1,424,673	\$1,337,194	\$1,330,318	\$1,631,836
<b>Median</b>	1,250,772	1,329,344	1,364,203	1,293,329	1,255,646	1,247,500	1,212,817	1,123,423	991,882	979,714
<b>3rd Qtle</b>	1,049,140	1,117,214	1,115,566	1,058,099	1,060,701	1,022,730	988,455	766,489	678,428	774,640

Additional detail can be found on Page 55.

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

\*\* omitted due to insufficient data



## DETAILED METRICS

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>	<i>Group</i>		
<i>Average    Rank / Of</i>		<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	<i>%Change-1 Yr</i>	<i>% Change - 1 Year</i>		
						<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>Equity Partners</b>								
High	/ 18	\$8,844,814	\$5,973,750	\$4,257,708		22.6	14.0	0.4
Middle	/ 18	1,527,348	1,023,325	858,023		12.9	7.8	0.0
Low	/ 18	702,812	410,105	331,625		20.4	0.8	(14.2)
Average	/ 18	2,023,534	1,195,732	1,053,003		14.6	9.1	2.4
<b><u>By Years of Experience</u></b>								
< 11 Years		**	**	**		**	**	**
11 - 15 Years	/ 16	1,091,034	909,397	692,126		6.3	(1.5)	(8.1)
16 - 20 Years	/ 18	1,880,196	1,106,167	900,433		20.5	7.1	0.1
21 - 25 Years	/ 18	2,211,487	1,272,459	951,519		20.4	9.3	3.7
26 - 30 Years	/ 18	2,007,747	1,341,093	1,081,754		16.9	10.3	2.3
31 - 35 Years	/ 18	2,049,353	1,315,989	1,146,811		21.5	6.9	1.2
36 - 40 Years	/ 18	1,692,797	1,249,603	1,120,410		15.7	7.3	1.2
41 - 45 Years	/ 17	1,679,506	1,173,323	1,002,332		17.8	9.5	(1.5)
> 45 Years	/ 17	1,589,158	1,391,285	948,766		30.9	8.8	(0.3)
<b>Non-Equity Partners</b>								
High	/ 18	\$2,101,762	\$1,590,000	\$860,295		16.7	0.0	(4.6)
Middle	/ 18	670,488	555,240	408,750		6.5	3.8	0.0
Low	/ 18	367,475	221,788	167,500		14.3	0.0	(13.0)
Average	/ 18	754,575	591,336	419,714		6.7	2.2	(0.7)
<b><u>By Years of Experience</u></b>								
< 11 Years	/ 16	\$675,960	\$547,433	\$429,717		11.4	2.4	(1.5)
11 - 15 Years	/ 18	667,616	525,132	417,048		8.3	3.6	(1.1)
16 - 20 Years	/ 18	776,728	568,929	418,848		9.6	3.7	(1.4)
21 - 25 Years	/ 17	836,071	548,331	388,913		7.8	1.8	(3.0)
26 - 30 Years	/ 18	848,189	606,064	430,622		7.7	5.0	(2.8)
31 - 35 Years	/ 18	847,340	578,187	412,157		7.0	1.0	(0.6)
36 - 40 Years	/ 18	727,223	611,500	422,946		7.2	(0.3)	(5.2)
41 - 45 Years	/ 16	784,495	628,895	388,114		15.6	0.0	(5.0)
> 45 Years	/ 13 ‡	736,395	529,719	367,233		0.0	0.0	(7.6)

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	<i>%Change-1 Yr</i>	<i>% Change - 1 Year</i>			
							<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>	
<b>All Partners</b>										
High		/ 18	\$8,844,814	\$5,973,750	\$4,257,708		22.6	14.0	0.4	
Middle		/ 18	938,995	801,600	596,397		8.6	5.3	0.0	
Low		/ 18	367,475	221,788	167,500		1.5	0.0	(24.0)	
Average		/ 18	1,233,365	985,121	785,808		9.7	7.3	0.2	
<u><i>By Years of Experience</i></u>										
< 11 Years		/ 15	\$704,441	\$568,875	\$473,929		12.6	2.9	(1.3)	
11 - 15 Years		/ 18	785,188	677,147	495,411		5.8	(2.5)	(9.7)	
16 - 20 Years		/ 18	1,173,861	847,668	702,312		13.0	3.2	(2.6)	
21 - 25 Years		/ 18	1,390,876	1,095,308	854,128		12.0	8.0	(0.9)	
26 - 30 Years		/ 18	1,456,150	1,254,146	949,831		16.7	9.6	0.9	
31 - 35 Years		/ 18	1,577,584	1,221,683	946,434		18.7	7.8	2.2	
36 - 40 Years		/ 18	1,517,342	1,124,193	866,872		11.3	6.2	2.6	
41 - 45 Years		/ 18	1,418,161	998,115	806,640		19.1	5.8	(1.4)	
> 45 Years		/ 17	1,271,985	1,099,315	821,785		11.8	0.8	(10.8)	

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
<b>Total Group</b>	248	2.4%	32.7%	29.4%	16.1%	6.5%	12.9%	
11 - 15 Years								
Your Firm								
<b>Total Group</b>	524	2.5%	19.5%	24.0%	12.0%	10.7%	31.3%	
16 - 20 Years								
Your Firm								
<b>Total Group</b>	588	1.4%	14.3%	17.7%	15.1%	10.0%	41.5%	
21 - 25 Years								
Your Firm								
<b>Total Group</b>	684	0.1%	2.5%	11.4%	16.2%	14.5%	8.6%	46.6%
26 - 30 Years								
Your Firm								
<b>Total Group</b>	550	0.5%	12.0%	16.7%	15.1%	9.8%	45.8%	
31 - 35 Years								
Your Firm								
<b>Total Group</b>	403	0.2%	1.7%	9.2%	15.6%	19.1%	12.4%	41.7%
36 - 40 Years								
Your Firm								
<b>Total Group</b>	208	1.9%	14.9%	16.3%	14.9%	8.2%	43.8%	
41 - 45 Years								
Your Firm								
<b>Total Group</b>	92	2.2%	15.2%	14.1%	15.2%	19.6%	33.7%	
> 45 Years								
Your Firm								
<b>Total Group</b>	3,328	0.1%	1.8%	15.1%	18.8%	15.0%	9.9%	39.3%
All Equity Partners								
Your Firm								
<b>Total Group</b>	3,328	0.1%	1.8%	15.1%	18.8%	15.0%	9.9%	39.3%

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+
<b>&lt; 11 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>260</b>		<b>23.5%</b>	<b>39.2%</b>	<b>25.8%</b>	<b>9.2%</b>	<b>2.3%</b>
<b>11 - 15 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>930</b>	<b>0.1%</b>	<b>29.4%</b>	<b>39.9%</b>	<b>16.6%</b>	<b>8.3%</b>	<b>5.8%</b>
<b>16 - 20 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>677</b>	<b>0.3%</b>	<b>26.0%</b>	<b>31.8%</b>	<b>17.4%</b>	<b>11.7%</b>	<b>12.9%</b>
<b>21 - 25 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>388</b>		<b>23.2%</b>	<b>28.1%</b>	<b>20.4%</b>	<b>14.9%</b>	<b>13.4%</b>
<b>26 - 30 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>298</b>	<b>0.3%</b>	<b>28.5%</b>	<b>27.5%</b>	<b>18.5%</b>	<b>10.7%</b>	<b>14.4%</b>
<b>31 - 35 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>202</b>	<b>0.5%</b>	<b>26.2%</b>	<b>31.7%</b>	<b>15.8%</b>	<b>13.4%</b>	<b>12.4%</b>
<b>36 - 40 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>198</b>	<b>0.5%</b>	<b>30.8%</b>	<b>29.8%</b>	<b>16.7%</b>	<b>10.6%</b>	<b>11.6%</b>
<b>41 - 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>118</b>	<b>5.9%</b>	<b>28.0%</b>	<b>29.7%</b>	<b>18.6%</b>	<b>8.5%</b>	<b>9.3%</b>
<b>&gt; 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	<b>71 ‡</b>	<b>5.6%</b>	<b>40.8%</b>	<b>22.5%</b>	<b>16.9%</b>	<b>2.8%</b>	<b>11.3%</b>
<b>All Non-Equity Partners</b>							
Your Firm	0						
<b>Total Group</b>	<b>3,146</b>	<b>0.5%</b>	<b>27.4%</b>	<b>33.6%</b>	<b>18.2%</b>	<b>10.5%</b>	<b>9.8%</b>

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
<b>&lt; 11 Years</b>								
Your Firm								
<b>Total Group</b>	<b>289</b>		<b>21.1%</b>	<b>39.1%</b>	<b>26.0%</b>	<b>9.3%</b>	<b>2.1%</b>	<b>2.4%</b>
<b>11 - 15 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,178</b>	<b>0.1%</b>	<b>23.7%</b>	<b>38.4%</b>	<b>19.3%</b>	<b>9.9%</b>	<b>4.8%</b>	<b>3.9%</b>
<b>16 - 20 Years</b>								
Your Firm								
<b>Total Group</b>	<b>1,201</b>	<b>0.2%</b>	<b>15.7%</b>	<b>26.4%</b>	<b>20.3%</b>	<b>11.8%</b>	<b>8.2%</b>	<b>17.3%</b>
<b>21 - 25 Years</b>								
Your Firm								
<b>Total Group</b>	<b>976</b>		<b>10.0%</b>	<b>19.8%</b>	<b>18.8%</b>	<b>15.1%</b>	<b>8.4%</b>	<b>28.0%</b>
<b>26 - 30 Years</b>								
Your Firm								
<b>Total Group</b>	<b>982</b>	<b>0.2%</b>	<b>10.4%</b>	<b>16.3%</b>	<b>16.9%</b>	<b>13.3%</b>	<b>8.1%</b>	<b>34.7%</b>
<b>31 - 35 Years</b>								
Your Firm								
<b>Total Group</b>	<b>752</b>	<b>0.1%</b>	<b>7.4%</b>	<b>17.3%</b>	<b>16.5%</b>	<b>14.6%</b>	<b>9.2%</b>	<b>34.8%</b>
<b>36 - 40 Years</b>								
Your Firm								
<b>Total Group</b>	<b>601</b>	<b>0.3%</b>	<b>11.3%</b>	<b>16.0%</b>	<b>16.0%</b>	<b>16.3%</b>	<b>10.8%</b>	<b>29.3%</b>
<b>41 - 45 Years</b>								
Your Firm								
<b>Total Group</b>	<b>326</b>	<b>2.1%</b>	<b>11.3%</b>	<b>20.2%</b>	<b>17.2%</b>	<b>12.6%</b>	<b>7.1%</b>	<b>29.4%</b>
<b>&gt; 45 Years</b>								
Your Firm								
<b>Total Group</b>	<b>163</b>	<b>2.5%</b>	<b>19.0%</b>	<b>18.4%</b>	<b>15.3%</b>	<b>9.8%</b>	<b>13.5%</b>	<b>21.5%</b>
<b>All Partners</b>								
Your Firm								
<b>Total Group</b>	<b>6,474</b>	<b>0.3%</b>	<b>14.2%</b>	<b>24.1%</b>	<b>18.5%</b>	<b>12.8%</b>	<b>7.8%</b>	<b>22.3%</b>

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Partner Compensation Ratios**

As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>Equity Partners</b>					
<b>Ratio of Highest to Lowest Compensation</b>					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years			**	**	**
11 - 15 Years		/ 16	4.0	2.7	1.7
16 - 20 Years		/ 18	5.5	4.2	3.1
21 - 25 Years		/ 18	7.2	6.3	4.5
26 - 30 Years		/ 18	12.1	6.6	4.8
31 - 35 Years		/ 18	7.4	6.3	4.8
36 - 40 Years		/ 18	6.9	5.4	4.1
41 - 45 Years		/ 17	6.5	3.6	3.1
> 45 Years		/ 17	4.8	2.4	1.3
<i>All Equity Partners</i>		/ 18	18.9	13.9	10.9
<b>Ratio of Equity Partner Compensation to 1st Year Associate Compensation</b>		/ 15	12.7	8.1	5.0
<b>Non-Equity Partners</b>					
<b>Ratio of Highest to Lowest Compensation</b>					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 16	2.5	1.9	1.5
11 - 15 Years		/ 18	3.3	2.5	1.9
16 - 20 Years		/ 18	3.8	3.0	1.9
21 - 25 Years		/ 17	3.8	1.9	1.8
26 - 30 Years		/ 18	4.2	2.6	1.9
31 - 35 Years		/ 18	3.3	2.1	1.9
36 - 40 Years		/ 18	3.7	2.4	1.4
41 - 45 Years		/ 16	4.6	2.7	1.6
> 45 Years		/ 13 ‡	5.1	2.9	1.2
<i>All Non-Equity Partners</i>		/ 18	8.9	5.9	4.6
<b>Ratio of Non-Equity Partner Compensation to 1st Year Associate Compensation</b>		/ 14 ‡	3.5	2.8	2.1

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Partner Compensation***As of most recent fiscal year-end*

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>All Partners</b>					
<b>Ratio of Highest to Lowest Compensation</b>					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 15	2.9	2.2	1.6
11 - 15 Years		/ 18	5.3	4.3	3.2
16 - 20 Years		/ 18	11.3	9.5	5.2
21 - 25 Years		/ 18	12.7	9.1	6.8
26 - 30 Years		/ 18	23.5	14.8	9.6
31 - 35 Years		/ 18	18.3	14.7	6.7
36 - 40 Years		/ 18	14.2	9.3	6.6
41 - 45 Years		/ 18	15.4	6.5	5.1
> 45 Years		/ 17	9.6	5.0	2.4
<b>All Partner Composite</b>		/ 18	42.6	26.6	20.4
<b>Ratio of All Partner Compensation to 1st Year Associate Compensation</b>		/ 15	8.9	5.0	3.8

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

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



## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Partner Average Billable Hours**  
For the 12-month period ending December 31, 2024

	Your Firm		Group			Your Firm		Group		
								% Change - 1 Year		
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>										
<u>Avg. by Years of Experience</u>										
< 11 Years		/ 34 ‡	1,967	1,665	1,408	‡	‡	13.5	5.3	(12.7)
11 - 15 Years		/ 61	1,787	1,658	1,497		‡	5.2	(0.4)	(4.1)
16 - 20 Years		/ 65	1,678	1,593	1,496			4.6	0.2	(4.4)
21 - 25 Years		/ 65	1,607	1,509	1,402			4.9	(0.9)	(3.8)
26 - 30 Years		/ 65	1,578	1,442	1,364			4.4	0.4	(2.3)
31 - 35 Years		/ 65	1,517	1,407	1,279			4.7	0.9	(3.9)
36 - 40 Years		/ 65	1,475	1,272	1,195			5.3	(3.0)	(5.8)
41 - 45 Years		/ 61	1,426	1,260	1,098			7.5	(1.7)	(9.4)
> 45 Years		/ 53 ‡	1,735	1,258	1,051	‡	‡	25.4	6.6	(4.5)
<b>All Equity Partners</b>		/ 65	1,563	1,486	1,346			3.1	0.1	(2.2)
<b>Non-Equity Partners</b>										
<u>Avg. by Years of Experience</u>										
< 11 Years		/ 47 ‡	1,831	1,695	1,555	‡	‡	7.5	2.4	(4.6)
11 - 15 Years		/ 48 ‡	1,752	1,629	1,542	‡	‡	7.7	2.9	(1.1)
16 - 20 Years		/ 48 ‡	1,632	1,536	1,415	‡	‡	8.7	1.6	(2.4)
21 - 25 Years		/ 47 ‡	1,573	1,461	1,337	‡	‡	6.4	2.4	(2.3)
26 - 30 Years		/ 47 ‡	1,561	1,377	1,280	‡	‡	12.9	1.8	(3.3)
31 - 35 Years		/ 46 ‡	1,470	1,306	1,158	‡	‡	9.9	1.0	(8.1)
36 - 40 Years		/ 43 ‡	1,335	1,155	977	‡	‡	10.2	(3.0)	(11.6)
41 - 45 Years		/ 41 ‡	1,314	1,127	818	‡	‡	12.4	4.0	(14.5)
> 45 Years		/ 33 ‡	1,272	1,157	1,015	‡	‡	19.8	0.3	(8.2)
<b>All Non-Equity Partners</b>		/ 48 ‡	1,588	1,514	1,387	‡	‡	5.1	1.3	(1.2)

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Partner Average Billable Hours**  
For the 12-month period ending December 31, 2024

	Your Firm		Group			Your Firm		Group			
								% Change - 1 Year			Median
	Average Hours	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
All Partner Composite											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 62	1,842	1,696	1,532			9.6	2.4	(5.6)	(5.3)
11 - 15 Years		/ 65	1,747	1,632	1,545			5.1	0.9	(2.3)	(3.0)
16 - 20 Years		/ 65	1,645	1,569	1,466			5.2	0.2	(3.0)	(4.3)
21 - 25 Years		/ 65	1,582	1,507	1,384			5.0	0.5	(3.3)	(2.4)
26 - 30 Years		/ 65	1,576	1,440	1,355			4.1	0.4	(2.3)	(3.6)
31 - 35 Years		/ 65	1,494	1,394	1,266			3.6	(0.2)	(4.6)	(3.3)
36 - 40 Years		/ 65	1,410	1,283	1,153			3.6	(2.0)	(5.2)	(5.5)
41 - 45 Years		/ 63	1,352	1,201	938			5.0	(2.2)	(10.2)	(4.8)
> 45 Years		/ 55	1,511	1,229	1,005	‡	‡	23.7	5.4	(3.8)	4.5
All Partner Composite		/ 65	1,586	1,488	1,379			3.2	0.8	(1.5)	(3.5)

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

***Distribution of Partner Billable Hours***  
***By Years of Experience - For the 12-month period ending December 31, 2024***

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>&lt; 11 Years</b>							
Your Firm							
<b>Total Group</b>	182 ‡	26.9%	12.1%	15.4%	13.7%	12.6%	19.2%
<b>11 - 15 Years</b>							
Your Firm							
<b>Total Group</b>	1,415	18.9%	14.6%	16.7%	20.1%	13.9%	15.7%
<b>16 - 20 Years</b>							
Your Firm							
<b>Total Group</b>	2,399	23.6%	13.8%	18.0%	17.7%	13.3%	13.5%
<b>21 - 25 Years</b>							
Your Firm							
<b>Total Group</b>	2,380	29.5%	15.2%	16.6%	15.5%	11.7%	11.6%
<b>26 - 30 Years</b>							
Your Firm							
<b>Total Group</b>	2,655	32.4%	14.3%	17.6%	14.7%	10.4%	10.7%
<b>31 - 35 Years</b>							
Your Firm							
<b>Total Group</b>	1,914	39.1%	13.7%	14.8%	13.3%	9.3%	9.8%
<b>36 - 40 Years</b>							
Your Firm							
<b>Total Group</b>	1,385	47.0%	15.8%	11.3%	12.0%	6.1%	7.8%
<b>41 - 45 Years</b>							
Your Firm							
<b>Total Group</b>	655	51.9%	12.2%	11.9%	7.8%	6.0%	10.2%
<b>&gt; 45 Years</b>							
Your Firm							
<b>Total Group</b>	315 ‡	55.9%	14.0%	8.6%	9.8%	1.6%	10.2%
<b>All Equity Partners</b>							
Your Firm							
<b>Total Group</b>	13,357	32.9%	14.3%	15.8%	15.0%	10.5%	11.6%

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

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

2 0 2 5 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Distribution of Partner Billable Hours**  
**By Years of Experience - For the 12-month period ending December 31, 2024**

Non-Equity Ptrs	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>&lt; 11 Years</b>							
Your Firm	0						
<b>Total Group</b>	746 ‡	15.5%	14.2%	17.8%	19.7%	16.0%	16.8%
<b>11 - 15 Years</b>							
Your Firm	0						
<b>Total Group</b>	2,337 ‡	17.5%	13.4%	18.0%	20.9%	18.4%	11.8%
<b>16 - 20 Years</b>							
Your Firm	0						
<b>Total Group</b>	1,623 ‡	24.2%	14.6%	18.2%	19.5%	13.8%	9.6%
<b>21 - 25 Years</b>							
Your Firm	0						
<b>Total Group</b>	992 ‡	30.5%	17.1%	17.4%	16.9%	10.6%	7.4%
<b>26 - 30 Years</b>							
Your Firm	0						
<b>Total Group</b>	782 ‡	35.4%	18.3%	16.9%	12.4%	8.6%	8.4%
<b>31 - 35 Years</b>							
Your Firm	0						
<b>Total Group</b>	505 ‡	42.0%	18.4%	15.6%	11.1%	7.9%	5.0%
<b>36 - 40 Years</b>							
Your Firm	0						
<b>Total Group</b>	447 ‡	54.1%	15.2%	11.4%	9.8%	6.7%	2.7%
<b>41 - 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	260 ‡	66.2%	11.9%	8.8%	6.9%	4.6%	1.5%
<b>&gt; 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	178 ‡	66.9%	10.1%	10.1%	6.2%	2.8%	3.9%
<b>All Non-Equity Partners</b>							
Your Firm	0						
<b>Total Group</b>	7,896 ‡	28.5%	15.0%	16.8%	17.1%	13.1%	9.5%

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

***Distribution of Partner Billable Hours***  
***By Years of Experience - For the 12-month period ending December 31, 2024***

All Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>&lt; 11 Years</b>							
Your Firm							
<b>Total Group</b>	928	17.8%	13.8%	17.3%	18.5%	15.3%	17.2%
<b>11 - 15 Years</b>							
Your Firm							
<b>Total Group</b>	3,752	18.1%	13.9%	17.5%	20.6%	16.7%	13.2%
<b>16 - 20 Years</b>							
Your Firm							
<b>Total Group</b>	4,022	23.9%	14.1%	18.1%	18.4%	13.5%	11.9%
<b>21 - 25 Years</b>							
Your Firm							
<b>Total Group</b>	3,372	29.8%	15.7%	16.8%	15.9%	11.4%	10.4%
<b>26 - 30 Years</b>							
Your Firm							
<b>Total Group</b>	3,437	33.1%	15.2%	17.4%	14.1%	10.0%	10.2%
<b>31 - 35 Years</b>							
Your Firm							
<b>Total Group</b>	2,419	39.7%	14.7%	15.0%	12.9%	9.0%	8.8%
<b>36 - 40 Years</b>							
Your Firm							
<b>Total Group</b>	1,832	48.7%	15.7%	11.3%	11.5%	6.3%	6.6%
<b>41 - 45 Years</b>							
Your Firm							
<b>Total Group</b>	915	56.0%	12.1%	11.0%	7.5%	5.6%	7.8%
<b>&gt; 45 Years</b>							
Your Firm							
<b>Total Group</b>	493	59.8%	12.6%	9.1%	8.5%	2.0%	7.9%
<b>All Partners</b>							
Your Firm							
<b>Total Group</b>	21,253	31.2%	14.6%	16.2%	15.8%	11.5%	10.8%

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

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

2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Average Compensation by Utilization Levels**  
By Years of Experience - For the 12-month period ending December 31, 2024

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	**	**	**	**	**	**	**
11 - 15 Years							
Your Firm							
Total Group	\$1,087,316 ‡	\$1,194,036	\$1,142,862	\$786,200	\$805,064	\$1,089,836	\$1,453,344
16 - 20 Years							
Your Firm							
Total Group	\$1,535,660	\$1,328,550	\$1,326,429	\$1,704,387	\$1,669,017	\$1,487,875	\$1,883,689
21 - 25 Years							
Your Firm							
Total Group	\$1,711,598	\$1,587,213	\$1,535,403	\$1,688,647	\$1,870,796	\$1,877,423	\$1,928,185
26 - 30 Years							
Your Firm							
Total Group	\$1,881,470	\$1,528,054	\$1,734,421	\$1,904,328	\$1,931,764	\$1,697,144	\$2,390,632
31 - 35 Years							
Your Firm							
Total Group	\$1,893,358	\$1,809,458	\$1,756,471	\$1,580,376	\$1,995,257	\$2,078,273	\$2,641,288
36 - 40 Years							
Your Firm							
Total Group	\$1,934,705	\$1,620,713	\$1,919,857	\$1,942,623	\$1,860,543	\$1,703,662	\$2,722,426
41 - 45 Years							
Your Firm							
Total Group	\$1,870,854	\$1,440,224	\$1,345,921	\$1,303,009	\$1,642,517	\$2,432,935	\$1,510,454
> 45 Years							
Your Firm							
Total Group	\$1,835,703	\$1,431,687	\$1,097,479	\$1,066,016	\$1,520,749	\$1,077,028	\$3,305,005
All Equity Partners							
Your Firm							
Total Group	\$1,768,991	\$1,590,064	\$1,613,164	\$1,615,873	\$1,852,042	\$1,735,308	\$2,178,617

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

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

## 2 0 2 5 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Average Compensation by Utilization Levels**  
**By Years of Experience - For the 12-month period ending December 31, 2024**

Non-Equity Ptrs	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>&lt; 11 Years</b>							
Your Firm							
<b>Total Group</b>	\$550,966	\$525,705	\$512,263	\$536,137	\$511,055	\$566,619	\$663,607
<b>11 - 15 Years</b>							
Your Firm							
<b>Total Group</b>	\$568,222	\$530,335	\$533,874	\$542,264	\$581,255	\$606,124	\$689,714
<b>16 - 20 Years</b>							
Your Firm							
<b>Total Group</b>	\$628,722	\$573,082	\$590,833	\$623,019	\$638,307	\$704,745	\$762,663
<b>21 - 25 Years</b>							
Your Firm							
<b>Total Group</b>	\$627,357	\$569,761	\$608,587	\$610,107	\$657,375	\$777,083	\$760,925
<b>26 - 30 Years</b>							
Your Firm							
<b>Total Group</b>	\$645,432	\$609,284	\$607,835	\$595,608	\$659,056	\$653,837	\$851,252
<b>31 - 35 Years</b>							
Your Firm							
<b>Total Group</b>	\$633,553	\$643,120	\$651,437	\$540,571	\$587,783	\$793,286	\$636,572
<b>36 - 40 Years</b>							
Your Firm							
<b>Total Group</b>	\$607,040	\$572,700	\$610,975	\$721,440	\$737,368	\$439,729	\$639,087
<b>41 - 45 Years</b>							
Your Firm							
<b>Total Group</b>	\$729,064 ‡	\$578,627	\$778,525	\$804,387	\$424,674	\$1,095,280	\$492,096
<b>&gt; 45 Years</b>							
Your Firm							
<b>Total Group</b>	\$604,052 ‡	\$438,050	\$784,791	\$1,040,989	\$583,706	\$750,000	\$776,665
<b>All Non-Equity Partners</b>							
Your Firm							
<b>Total Group</b>	\$607,313	\$565,625	\$600,517	\$605,479	\$621,077	\$656,443	\$713,871

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

### Average Compensation by Utilization Levels By Years of Experience - For the 12-month period ending December 31, 2024

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
<b>&lt; 11 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$580,376</b>	<b>\$591,248</b>	<b>\$525,462</b>	<b>\$563,515</b>	<b>\$533,038</b>	<b>\$563,168</b>	<b>\$714,185</b>
<b>11 - 15 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$648,713</b>	<b>\$638,476</b>	<b>\$649,267</b>	<b>\$589,509</b>	<b>\$641,960</b>	<b>\$701,826</b>	<b>\$884,904</b>
<b>16 - 20 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$960,780</b>	<b>\$829,943</b>	<b>\$957,690</b>	<b>\$1,053,962</b>	<b>\$1,008,530</b>	<b>\$1,051,688</b>	<b>\$1,223,441</b>
<b>21 - 25 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,231,198</b>	<b>\$1,176,114</b>	<b>\$1,049,199</b>	<b>\$1,181,168</b>	<b>\$1,219,595</b>	<b>\$1,434,916</b>	<b>\$1,515,089</b>
<b>26 - 30 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,371,101</b>	<b>\$1,130,499</b>	<b>\$1,175,057</b>	<b>\$1,408,687</b>	<b>\$1,503,857</b>	<b>\$1,307,163</b>	<b>\$1,862,199</b>
<b>31 - 35 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,446,789</b>	<b>\$1,260,785</b>	<b>\$1,242,668</b>	<b>\$1,211,413</b>	<b>\$1,787,747</b>	<b>\$1,811,234</b>	<b>\$2,349,336</b>
<b>36 - 40 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,379,416</b>	<b>\$1,091,465</b>	<b>\$1,627,982</b>	<b>\$1,392,593</b>	<b>\$1,346,018</b>	<b>\$1,292,345</b>	<b>\$2,438,758</b>
<b>41 - 45 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,348,839</b>	<b>\$1,056,921</b>	<b>\$1,082,300</b>	<b>\$1,177,351</b>	<b>\$1,405,013</b>	<b>\$2,371,959</b>	<b>\$1,352,729</b>
<b>&gt; 45 Years</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,375,486</b>	<b>\$971,720</b>	<b>\$997,733</b>	<b>\$1,075,454</b>	<b>\$1,368,140</b>	<b>\$913,514</b>	<b>\$2,884,285</b>
<b>All Partners</b>							
Your Firm							
<b>Total Group</b>	<b>\$1,117,667</b>	<b>\$1,018,988</b>	<b>\$1,056,281</b>	<b>\$1,051,348</b>	<b>\$1,158,629</b>	<b>\$1,121,094</b>	<b>\$1,452,305</b>

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

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



## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

	<b>Your Firm</b>		<b>Group</b>		
	<b>Average</b>	<b>Rank / Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
<b>Equity Partners</b>					
High		/ 13 ‡	\$1,905,750	\$1,500,000	\$1,147,500
Middle		/ 13 ‡	379,500	315,139	285,000
Low		/ 13 ‡	141,750	105,000	30,000
Average		/ 13 ‡	535,096	393,625	325,008
<b><u>Avg. by Years of Experience</u></b>					
< 11 Years			**	**	**
11 - 15 Years		/ 12 ‡	356,313	294,118	151,949
16 - 20 Years		/ 13 ‡	386,587	317,756	270,965
21 - 25 Years		/ 13 ‡	486,094	337,169	306,739
26 - 30 Years		/ 13 ‡	659,752	414,282	339,976
31 - 35 Years		/ 13 ‡	546,813	458,304	324,339
36 - 40 Years		/ 13 ‡	510,975	434,500	360,098
41 - 45 Years		/ 12 ‡	545,932	335,009	303,239
> 45 Years		/ 12 ‡	452,982	368,179	273,123
<b>Non-Equity Partners</b>					
High		/ 7 ‡	\$381,625	\$276,066	\$228,119
Middle		/ 7 ‡	179,256	162,425	45,383
Low		/ 7 ‡	52,169	26,923	10,550
Average		/ 7 ‡	181,492	161,570	56,669
<b><u>Avg. by Years of Experience</u></b>					
< 11 Years		/ 4 ‡	\$75,061	\$45,167	\$30,622
11 - 15 Years		/ 7 ‡	142,530	63,815	51,277
16 - 20 Years		/ 6 ‡	175,234	114,134	59,067
21 - 25 Years		/ 6 ‡	186,352	122,125	70,104
26 - 30 Years		/ 6 ‡	175,538	118,196	57,084
31 - 35 Years		/ 6 ‡	161,392	108,166	58,897
36 - 40 Years		/ 7 ‡	195,282	161,429	59,838
41 - 45 Years		/ 6 ‡	211,722	166,911	100,758
> 45 Years		/ 5 ‡	176,151	161,500	40,385

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
<b>All Partners</b>					
High		/ 13 ‡	\$1,905,750	\$1,500,000	\$1,147,500
Middle		/ 13 ‡	308,101	229,500	166,935
Low		/ 13 ‡	47,670	27,500	15,100
Average		/ 13 ‡	342,757	267,799	213,015
<b><u>Avg. by Years of Experience</u></b>					
< 11 Years		/ 7 ‡	\$271,196	\$125,244	\$45,167
11 - 15 Years		/ 13 ‡	223,852	149,910	81,060
16 - 20 Years		/ 13 ‡	274,356	235,879	167,734
21 - 25 Years		/ 13 ‡	333,128	307,525	231,983
26 - 30 Years		/ 13 ‡	414,282	365,891	279,354
31 - 35 Years		/ 13 ‡	532,658	377,138	295,421
36 - 40 Years		/ 13 ‡	438,153	377,823	218,202
41 - 45 Years		/ 12 ‡	457,049	277,492	220,460
> 45 Years		/ 12 ‡	452,982	274,161	204,959

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Distribution of Partner Permanent Capital Balance****By Years of Experience***As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's*

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
<b>&lt; 11 Years</b>								
Your Firm								
<b>Total Group</b>	**	**	**	**	**	**	**	**
<b>11 - 15 Years</b>								
Your Firm								
<b>Total Group</b>	144 ‡	2.1%	9.7%	42.4%	16.7%	13.2%	11.1%	4.9%
<b>16 - 20 Years</b>								
Your Firm								
<b>Total Group</b>	291 ‡		2.7%	30.9%	25.4%	22.3%	5.8%	12.7%
<b>21 - 25 Years</b>								
Your Firm								
<b>Total Group</b>	376 ‡		1.6%	22.3%	24.7%	19.9%	12.2%	19.1%
<b>26 - 30 Years</b>								
Your Firm								
<b>Total Group</b>	410 ‡		1.2%	17.6%	22.2%	21.5%	8.8%	28.8%
<b>31 - 35 Years</b>								
Your Firm								
<b>Total Group</b>	336 ‡		0.3%	19.9%	23.8%	18.8%	11.0%	26.2%
<b>36 - 40 Years</b>								
Your Firm								
<b>Total Group</b>	234 ‡	0.4%	2.6%	19.7%	25.2%	15.4%	12.8%	23.9%
<b>41 - 45 Years</b>								
Your Firm								
<b>Total Group</b>	124 ‡		1.6%	19.4%	25.0%	22.6%	12.9%	18.5%
<b>&gt; 45 Years</b>								
Your Firm								
<b>Total Group</b>	61 ‡			26.2%	19.7%	21.3%	11.5%	21.3%
<b>All Equity Partners</b>								
Your Firm								
<b>Total Group</b>	1,996 ‡	0.2%	2.1%	23.3%	23.6%	19.6%	10.3%	20.9%

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

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

2 0 2 5 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Distribution of Partner Permanent Capital Balance**

*By Years of Experience*

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

Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+
<b>&lt; 11 Years</b>							
Your Firm	0						
<b>Total Group</b>	32 ‡	21.9%	53.1%	25.0%			
<b>11 - 15 Years</b>							
Your Firm	0						
<b>Total Group</b>	248 ‡	29.8%	34.7%	29.4%	5.6%	0.4%	
<b>16 - 20 Years</b>							
Your Firm	0						
<b>Total Group</b>	217 ‡	20.3%	35.0%	26.7%	17.1%	0.9%	
<b>21 - 25 Years</b>							
Your Firm	0						
<b>Total Group</b>	171 ‡	9.4%	35.7%	31.0%	24.0%		
<b>26 - 30 Years</b>							
Your Firm	0						
<b>Total Group</b>	116 ‡	17.2%	36.2%	30.2%	15.5%	0.9%	
<b>31 - 35 Years</b>							
Your Firm	0						
<b>Total Group</b>	72 ‡	16.7%	30.6%	34.7%	13.9%	4.2%	
<b>36 - 40 Years</b>							
Your Firm	0						
<b>Total Group</b>	85 ‡	9.4%	36.5%	32.9%	18.8%	1.2%	1.2%
<b>41 - 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	55 ‡	10.9%	32.7%	29.1%	23.6%	1.8%	1.8%
<b>&gt; 45 Years</b>							
Your Firm	0						
<b>Total Group</b>	24 ‡	29.2%	29.2%	20.8%	16.7%	4.2%	
<b>All Non-Equity Partners</b>							
Your Firm	0						
<b>Total Group</b>	1,021 ‡	19.0%	35.3%	29.6%	15.0%	1.0%	0.2%

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## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (20 members^)

**Distribution of Partner Permanent Capital Balance***By Years of Experience**As of the most recent fiscal year-end; Values reported only for full-time partners that were at your firm for the entire one-year period; in 000's*

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
<b>&lt; 11 Years</b>								
Your Firm								
<b>Total Group</b>	<b>51 ‡</b>	<b>13.7%</b>	<b>33.3%</b>	<b>27.5%</b>	<b>11.8%</b>	<b>7.8%</b>		<b>5.9%</b>
<b>11 - 15 Years</b>								
Your Firm								
<b>Total Group</b>	<b>392 ‡</b>	<b>19.6%</b>	<b>25.5%</b>	<b>34.2%</b>	<b>9.7%</b>	<b>5.1%</b>	<b>4.1%</b>	<b>1.8%</b>
<b>16 - 20 Years</b>								
Your Firm								
<b>Total Group</b>	<b>508 ‡</b>	<b>8.7%</b>	<b>16.5%</b>	<b>29.1%</b>	<b>21.9%</b>	<b>13.2%</b>	<b>3.3%</b>	<b>7.3%</b>
<b>21 - 25 Years</b>								
Your Firm								
<b>Total Group</b>	<b>547 ‡</b>	<b>2.9%</b>	<b>12.2%</b>	<b>25.0%</b>	<b>24.5%</b>	<b>13.7%</b>	<b>8.4%</b>	<b>13.2%</b>
<b>26 - 30 Years</b>								
Your Firm								
<b>Total Group</b>	<b>526 ‡</b>	<b>3.8%</b>	<b>8.9%</b>	<b>20.3%</b>	<b>20.7%</b>	<b>16.9%</b>	<b>6.8%</b>	<b>22.4%</b>
<b>31 - 35 Years</b>								
Your Firm								
<b>Total Group</b>	<b>408 ‡</b>	<b>2.9%</b>	<b>5.6%</b>	<b>22.5%</b>	<b>22.1%</b>	<b>16.2%</b>	<b>9.1%</b>	<b>21.6%</b>
<b>36 - 40 Years</b>								
Your Firm								
<b>Total Group</b>	<b>319 ‡</b>	<b>2.8%</b>	<b>11.6%</b>	<b>23.2%</b>	<b>23.5%</b>	<b>11.6%</b>	<b>9.7%</b>	<b>17.6%</b>
<b>41 - 45 Years</b>								
Your Firm								
<b>Total Group</b>	<b>179 ‡</b>	<b>3.4%</b>	<b>11.2%</b>	<b>22.3%</b>	<b>24.6%</b>	<b>16.2%</b>	<b>9.5%</b>	<b>12.8%</b>
<b>&gt; 45 Years</b>								
Your Firm								
<b>Total Group</b>	<b>85 ‡</b>	<b>8.2%</b>	<b>8.2%</b>	<b>24.7%</b>	<b>18.8%</b>	<b>16.5%</b>	<b>8.2%</b>	<b>15.3%</b>
<b>All Partners</b>								
Your Firm								
<b>Total Group</b>	<b>3,017 ‡</b>	<b>6.6%</b>	<b>13.3%</b>	<b>25.5%</b>	<b>20.7%</b>	<b>13.3%</b>	<b>6.9%</b>	<b>13.8%</b>

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

## Partner Average Fees Billed

For the 12-month period ending December 31, 2024

	Your Firm		Group			Your Firm		Group		
	Average Fees		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year		Median
	Rank / Of	1 <sup>st</sup> Quartile						Median	3 <sup>rd</sup> Quartile	% Change - 2 Year
Equity Partners										
Avg. by Years of Experience										
< 11 Years		/ 34 ‡	\$2,043,349	\$1,585,464	\$1,309,785	‡	‡	28.1	11.6	(8.3) 24.3
11 - 15 Years		/ 61	2,145,853	1,637,339	1,222,838		‡	17.0	10.3	1.7 7.6
16 - 20 Years		/ 65	2,135,077	1,543,245	1,248,360			14.6	8.9	1.3 7.3
21 - 25 Years		/ 65	2,063,643	1,588,701	1,240,288			9.4	4.7	(0.3) 6.5
26 - 30 Years		/ 65	2,092,790	1,614,034	1,255,389			13.7	8.5	2.8 9.8
31 - 35 Years		/ 65	2,022,369	1,682,311	1,260,792			14.8	9.5	3.5 9.7
36 - 40 Years		/ 65	2,090,281	1,440,846	1,137,001			15.2	6.8	0.2 9.9
41 - 45 Years		/ 61	1,762,230	1,442,716	1,072,138			18.2	6.1	(3.5) 5.1
> 45 Years		/ 53 ‡	2,065,312	1,452,884	1,117,978	‡	‡	34.3	8.8	(6.5) 10.1
All Equity Partners		/ 65	2,078,019	1,580,635	1,222,141			11.6	8.2	3.0 10.0
Non-Equity Partners										
Avg. by Years of Experience										
< 11 Years		/ 47 ‡	\$1,901,571	\$1,329,344	\$1,117,214	‡	‡	18.3	10.1	1.7 18.8
11 - 15 Years		/ 48 ‡	1,917,615	1,364,203	1,115,566	‡	‡	17.0	10.6	3.8 13.7
16 - 20 Years		/ 48 ‡	1,759,805	1,293,329	1,058,099	‡	‡	14.2	8.4	4.0 12.1
21 - 25 Years		/ 47 ‡	1,636,898	1,255,646	1,060,701	‡	‡	17.5	8.2	1.5 13.4
26 - 30 Years		/ 47 ‡	1,643,479	1,247,500	1,022,730	‡	‡	17.6	7.1	0.9 10.9
31 - 35 Years		/ 46 ‡	1,424,673	1,212,817	988,455	‡	‡	17.4	6.2	(1.1) 13.4
36 - 40 Years		/ 43 ‡	1,337,194	1,123,423	766,489	‡	‡	17.0	8.7	(6.3) 8.2
41 - 45 Years		/ 41 ‡	1,330,318	991,882	678,428	‡	‡	18.2	9.4	(8.3) 4.7
> 45 Years		/ 33 ‡	1,631,836	979,714	774,640	‡	‡	24.5	6.5	(7.2) 12.1
All Non-Equity Partners		/ 48 ‡	1,743,145	1,250,772	1,049,140	‡	‡	12.1	9.7	6.5 12.8

2 0 2 5 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

**Partner Average Fees Billed**  
For the 12-month period ending December 31, 2024

	Your Firm		Group			Your Firm		Group		
	Average Fees		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile	% Change		% Change - 1 Year		
	Rank / Of					- 1 Year	- 2 Year	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>All Partner Composite</b>										
<u>Avg. by Years of Experience</u>										
< 11 Years	/ 62		\$1,928,040	\$1,532,666	\$1,160,192			15.2	9.8	1.6
11 - 15 Years	/ 65		2,100,009	1,525,013	1,146,643			15.1	8.2	4.3
16 - 20 Years	/ 65		2,048,016	1,497,058	1,187,761			12.7	8.5	2.8
21 - 25 Years	/ 65		1,996,724	1,536,783	1,203,523			10.4	5.7	2.2
26 - 30 Years	/ 65		2,054,873	1,563,131	1,201,469			12.6	7.6	3.0
31 - 35 Years	/ 65		2,073,399	1,562,569	1,243,014			13.4	8.0	3.6
36 - 40 Years	/ 65		1,999,137	1,434,069	1,069,733			13.6	7.2	2.7
41 - 45 Years	/ 63		1,595,878	1,313,439	1,025,851			14.8	5.8	(1.8)
> 45 Years	/ 55		1,971,387	1,282,603	939,102	‡	‡	27.4	8.5	(6.2)
<b>All Partner Composite</b>	/ 65		2,078,019	1,578,083	1,181,496			10.9	8.3	4.1

*AmLaw 100 - Domestic Offices (36 members^)*

<b>Your Firm</b> <i>(designated with an X)</i>	<b># of Responses</b>	<b>% of Grp. Resp. - Yes</b>
	21	47.6
		42.9
		9.5
	22	36.4
		59.1
		4.5
	22	9.1
		27.3
		4.5
		36.4

<b>Your Firm</b>	<b>Group</b>		
	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
††	6.0	5.0	4.0
	**	**	**
††	10.0	8.0	8.0
	**	**	**

<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



## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (36 members^)

## Equity Partner Compensation Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
<b>1. The type of Compensation System at the firm:</b>	‡	<b>21</b>	
a. Pure lockstep ( <i>combination formula</i> )			9.5
b. Partial lockstep ( <i>subjective</i> )			9.5
c. Non-lockstep			66.7
<b>2. The Compensation System transparency type:</b>	‡	<b>21</b>	
a. Open system			52.4
b. Closed system			14.3
c. Partially open system			33.3
<b>3. The three most significant factors impacting Equity Partner Compensation:</b>	‡	<b>21</b>	
a. Originations		14	66.7
b. Realization		3	14.3
c. All revenue generated		11	52.4
d. Collections on working attorney hours		4	19.0
e. Billable hours		5	23.8
f. Non-billable hours			
g. Business development		3	14.3
h. Good citizenship		3	14.3
i. Management responsibility		3	14.3
j. Seniority			
k. Profit margin		8	38.1
l. Quality of lawyering		1	4.8
m. Good leverage ( <i>pushing down work to other attorneys</i> )			

## Treatment of Non-Equity Partners

	Your Firm	Group		
		1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status</b>	‡	100.0%	100.0%	84.5%
<b>2. Percentage of Non-Equity Partners who contribute capital</b>	‡	100.0%	100.0%	67.2%
<b>3. Percentage of Non-Equity Partners who have voting privileges</b>	‡	100.0%	100.0%	91.5%

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

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

## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (36 members^)

## Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
<b>1. The firm has a mandatory retirement policy:</b>		<b>21</b>	
a. Yes, and there are no exceptions			0.0
b. Yes, but there are allowable exceptions or extensions			19.0
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			14.3
d. No, we removed or abandoned the mandatory policy			33.3
e. No, we never had a mandatory retirement policy			33.3
f. Not currently, but considering one in the near future			0.0
<b>2. The age your firm requires partners to leave the firm, or change their Equity status within the firm is:</b>		<b>**</b>	
(Firms responding to 1a, 1b, or 1c)			
a. < 60			
b. 60 - 63			
c. 64 - 67			
d. 68 - 71			
e. 72 - 75			
f. > 75			
<b>3. The firm has a transition phase prior to retiring, or changing status, from the firm?</b>		<b>20</b>	<b>50.0</b>
<b>4. The age your firm typically begins the transition phase:</b>		<b>**</b>	
(Firms responding 'Yes' to 3)			
a. < 55			
b. 55 - 60			
c. 61 - 65			
d. 66 - 70			
e. > 70			
<b>5. The firm provides the following type of support for partners who retire:</b>		<b>20</b>	
a. Qualified defined benefit plan (including cash balance plans)		14	70.0
b. Non-qualified or unfunded retirement plan		4	20.0
c. Non-qualified or unfunded retirement plan that has been frozen or discontinued (select partners only)		8	40.0
d. 401(k) elective deferrals		12	60.0
e. 401(k) matching contributions		3	15.0
f. Qualified defined contribution plan with non-elective contributions		11	55.0
g. Post-retirement healthcare benefits		10	50.0
h. Payments for performing client services after retirement		8	40.0
i. Office space		9	45.0
j. Secretary or administrative staff services		10	50.0
k. Bar dues		4	20.0
l. Nothing		2	10.0

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## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (36 members^)

## Equity Partner Retirement Information (continued)

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
6. Provide benefits through a qualified defined benefit plan:		14		
(Firms responding 'Yes' to 5a)				
a. A new plan with no previous qualified defined benefit plans			14.3	
b. A replacement plan to a previously terminated qualified defined benefit plan			57.1	
c. A conversion of a previous qualified defined benefit plan			7.1	
7. Different types of qualified defined benefit plan offered:		14		
(Firms responding 'Yes' to 5a)				
a. Cash Balance Plan			92.9	
b. Final Average or Career Averave Pay Plan			0.0	
c. Pension Equity Plan			7.1	
d. Variable Annuity Plan			0.0	
8. Interest credit basis used on Cash Balance Plan:		12		
(Firms responding to 7a)				
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate )			8.3	
b. Equity Based (e.g., S&P 500 index )			0.0	
c. Return on actual plan assets			91.7	
9. Any adjustments or other limitations imposed on the interest credit basis?		10	70.0	
(Firms responding to 7a)				
a. No			70.0	
b. Yes, Fixed Cap (same rate for all years)			10.0	
c. Yes, Variable Cap (based on an index)			0.0	
d. Yes, Basis point reduction on asset return			0.0	
10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:		Group		
	Your Firm	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
a. Minimum amount		\$15,892	\$6,753	\$1,250
b. Average amount (for all partners who contribute)		122,727	51,132	44,749
c. Maximum amount		354,000	260,000	140,375
	Your Firm	# of Responses	% of Grp. Resp. - Yes	
11. Do partners have a desire to make larger deferrals?		14	50.0	
12. Does the plan permit in-service distributions after age 62?		15	93.3	

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## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (36 members<sup>^</sup>)*Equity Partner Retirement Information (continued)*

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
<b>13. Are partners notified of their accumulated benefits in the defined benefit plan?</b>		<b>17</b>	
(Firms responding 'Yes' to 5a)			
a. Daily via partner access to online portal			35.3
b. Monthly via partner access to online portal			0.0
c. Quarterly via individual benefit statements			35.3
d. Annually via individual benefit statements			29.4
<b>14. Are Non-qualified plan benefits funded?</b>		<b>12</b>	
(Firms responding 'Yes' to 5b or 5c)			
a. No - benefits paid annually from firm earnings			83.3
b. Offset by qualified plan benefit			0.0
c. Rabbi Trust			0.0
d. Variable universal life insurance policies			8.3
<b>15. Is there a cap on benefit payments related to distributable income?</b>		<b>10</b>	
(Firms responding to 14a)			
a. No			30.0
b. Less than 5%			30.0
c. Between 5% and 10%			30.0
d. More than 10%			10.0

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## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (36 members^)

## New Partner Capital Buy-In

## 1. Initial Buy-In is:

- a. A one-time contribution based on a fixed amount
- b. A one-time contribution based on points
- c. Over a defined time period and is based on a fixed amount
- d. Over an undefined time period and is based on a fixed amount
- e. Over a defined time period and is based on partner tenure or points
- f. No contribution is required
- g. Other

## 2. Funding of Initial Buy-in:

- a. The firm has a bank arrangement to finance at favorable rates
- b. Partners expected to raise the funds independently
- c. The firm has an established deferred payment program
- d. The firm has a deferred forgiveness program

## 3. Amount of Initial Capital Contribution is:

- a. Formula based on the modified-cash basis value of the firm
- b. Formula based on the accrual basis value of the firm  
(e.g., including WIP and A/R)
- c. Formula based on first-year earnings
- d. Formula based on current and/or anticipated earnings
- e. Formula based on fixed point value (may include other factors,  
e.g., partner tenure)
- f. Fixed dollar amount
- g. No contribution is required
- h. Other

## 4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?

## Lateral Partners

Your Firm	# of Resp.	% of Group Resp.
‡	17	
	3	17.6
	6	35.3
	3	17.6
	1	5.9
	2	11.8
	3	17.6
‡	17	
	15	88.2
	2	11.8
	3	17.6
‡	17	
	4	23.5
	7	41.2
	4	23.5
	2	11.8
Your Firm	# of Resp.	Median
	**	**

## Organic Partners

Your Firm	# of Resp.	% of Group Resp.
‡	19	
	2	10.5
	5	26.3
	5	26.3
	2	10.5
	2	10.5
	4	21.1
‡	18	
	14	77.8
	4	22.2
	5	27.8
‡	18	
	4	22.2
	7	38.9
	4	22.2
	3	16.7
Your Firm	# of Resp.	Median
	**	**

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## 2025 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (32 members^)

**Partner Turnover**

For the 12-month period ending December 31, 2024

	Your Firm		Group		
	Percent	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Equity Partners</b>					
<b>Total at the end of the prior year (as of 12/31/2023)</b>			100.0%	100.0%	100.0%
<b>Additions</b>					
<i>Lateral Admissions (Attorneys who joined the Firm with prior experience)</i>					
Hired directly into Equity Partner status		/ 20 ‡	3.9	2.7	2.0
Promoted from an interim classification at the firm		/ 8 ‡	2.8	1.7	1.1
<i>Organic Admissions (Attorneys whose only experience was at the firm)</i>					
Promoted from a Non-Equity Partner		/ 20 ‡	7.6	6.0	4.8
Promoted from an Associate/Sr. Attorney/Counsel			**	**	**
<b>Reductions</b>					
Classification change to Non-Equity Partner status (e.g., de-equitized)		/ 19 ‡	5.4	3.6	2.4
Classification change to Of Counsel Attorney		/ 15 ‡	2.6	2.4	1.0
Terminations		/ 23 ‡	3.4	2.9	1.8
Retirements		/ 14 ‡	3.1	1.4	0.7
<b>Total at the end of the current year (as of 12/31/2024)</b>		/ 24	102.8	100.5	98.2
<b>Non-Equity Partners</b>					
<b>Total at the end of the prior year (as of 12/31/2023)</b>			100.0%	100.0%	100.0%
<b>Additions</b>					
<i>Lateral Admissions (Attorneys who joined the Firm with prior experience)</i>		/ 21 ‡	9.4	7.8	4.7
<i>Organic Admissions (Attorneys whose only experience was at the firm)</i>		/ 21 ‡	12.2	9.8	4.1
Attorneys who were previously Equity Partners at the Firm		/ 20 ‡	5.7	4.2	1.6
<b>Reductions</b>					
Promoted to Equity Partner		/ 21 ‡	9.0	5.8	2.8
Status change (other than Equity Partner)		/ 17 ‡	3.7	2.7	1.6
Terminations		/ 22 ‡	10.6	7.5	5.2
Retirements		/ 9 ‡	3.2	1.7	1.0
<b>Total at the end of the current year (as of 12/31/2024)</b>		/ 21 ‡	107.9	104.0	100.0

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