



# 2025 Talent Management Report

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

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



Issued: June 2025

## **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.

# Talent Management Report

*AmLaw Ranked - 50-100 (36 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 Stacked Bar Charts Presented in this Report

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

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

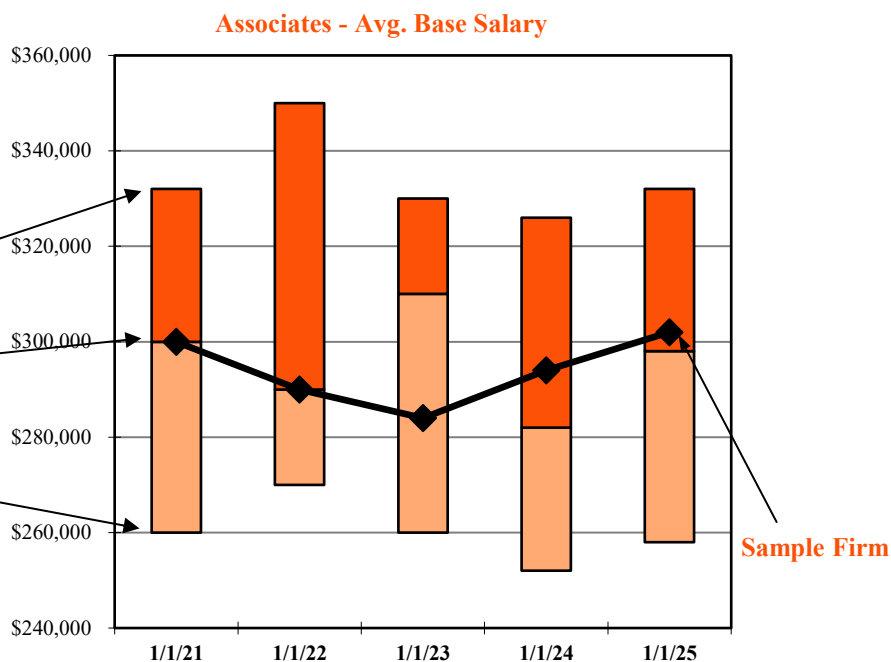
**First Quartile Value**

**Median Value**

**Third Quartile Value**

Given the three group statistics presented, each bar represents the values for the middle 50% of the group.

The regions which represent the top 25% and the bottom 25% are implied by position, but they are not depicted.



### Example Interpretation of this Graph:

Sample Firm's values are at the Median Level for years 2021 and 2022, above the Median Level and below the First Quartile Level for years 2024 and 2025 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2023 (i.e., in the Third Quartile).

## Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2025 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

36

20

No

No Maximum

No Minimum

1,232

## Associate/Sr. Attorney Salary Adjustment Practices

*Date of Last Associate/Sr. Attorney Salary Increase*

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

Your Firm	Number of Firms Reporting
	2
	1
	0
	23
	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 1/1/2025. 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.

## Associate Compensation & Utilization

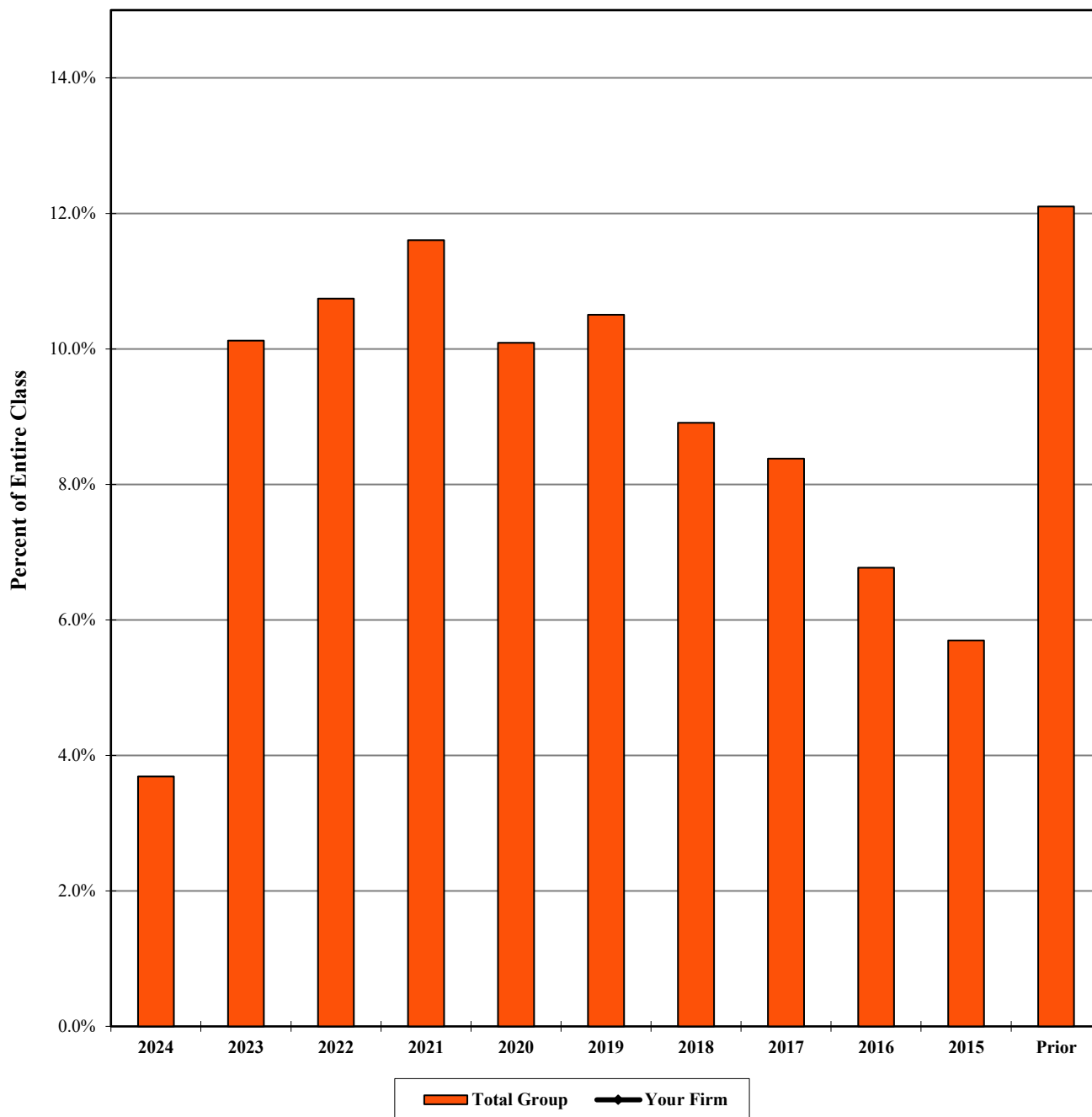


## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

### Distribution of Associates by Law Class Year

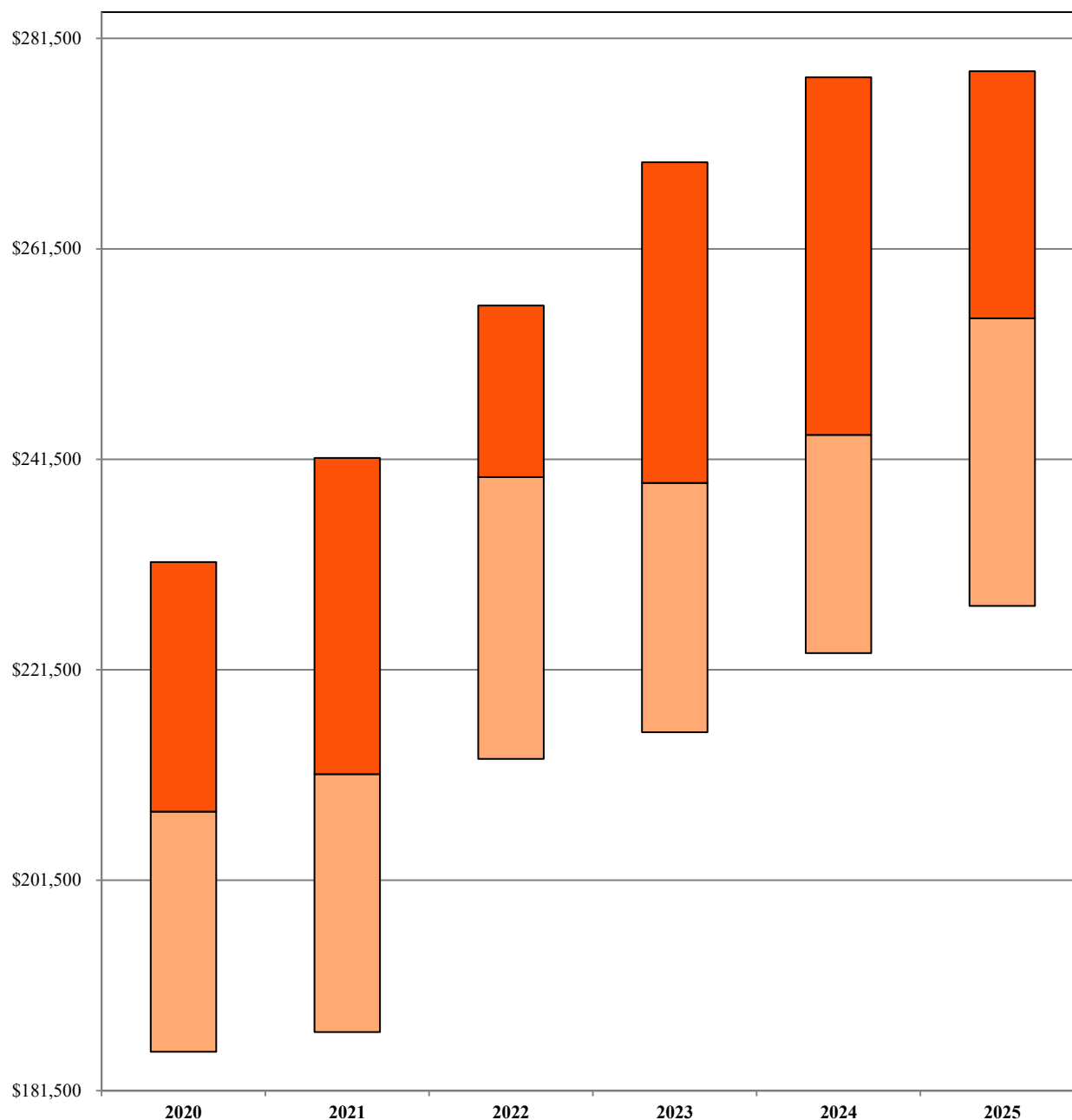
For the 12-month period ending December 31, 2024



Your Firm  Total Group	Law Class Year										
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
	3.7	10.1	10.7	11.6	10.1	10.5	8.9	8.4	6.8	5.7	12.1

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

	2020	2021	2022	2023	2024	2025
<b>Your Firm</b>						
<b>1st Qtile</b>	\$231,734	\$241,618	\$256,122	\$269,736	\$277,804	\$278,373
<b>Median</b>	208,026	211,572	239,794	239,241	243,817	254,889
<b>3rd Qtile</b>	185,205	187,077	213,021	215,569	223,069	227,556

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.

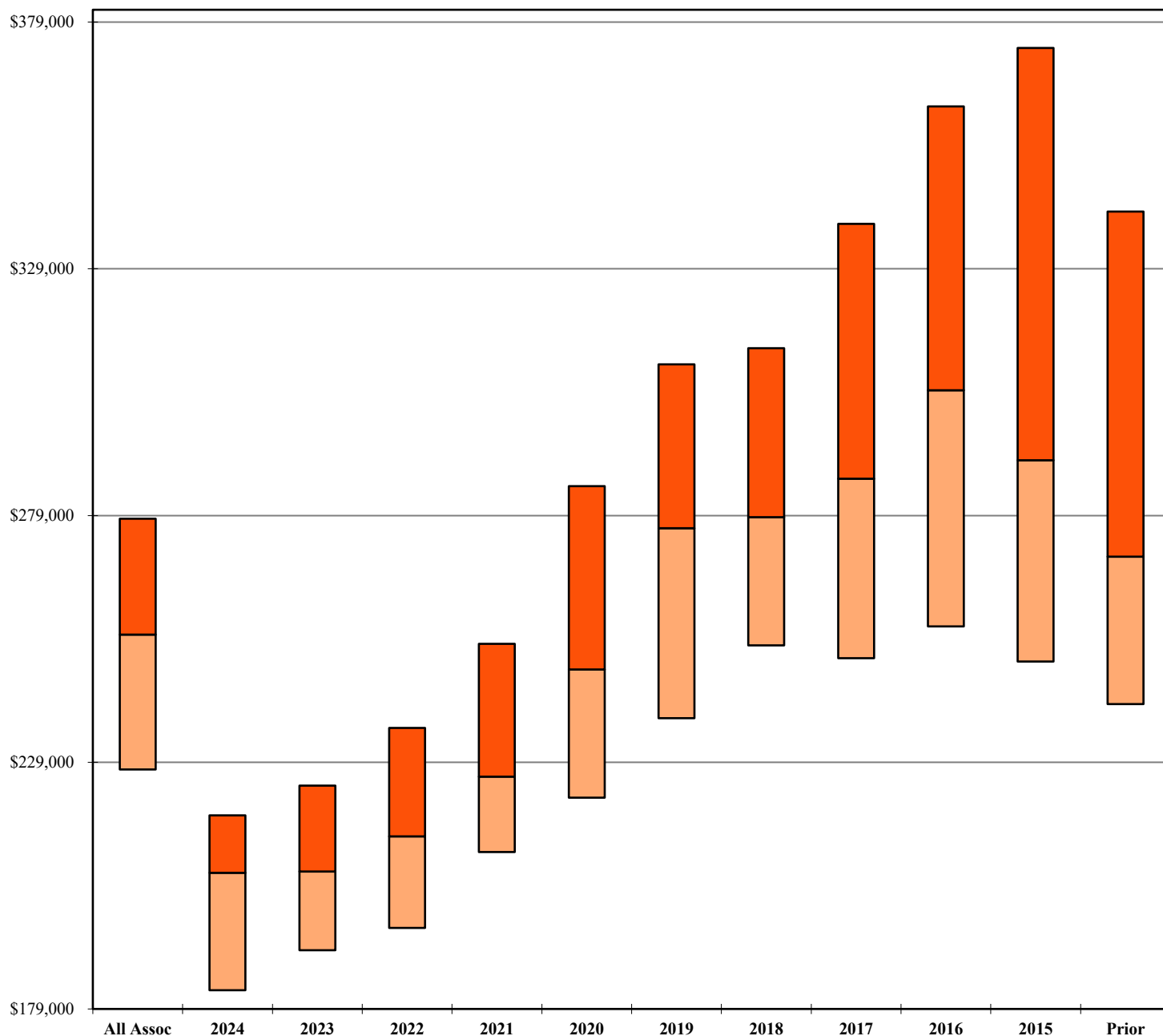
\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

### Associate Average Annual Base Salary by Law Class Year

As of January 1, 2025



		Law Class Year										
		All Assoc	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Your Firm												
1st Qtle	\$278,373	\$218,224	\$224,243	\$235,947	\$252,979	\$284,927	\$309,636	\$312,916	\$338,125	\$361,892	\$373,759	\$340,586
Median	254,889	206,591	206,864	213,954	226,086	247,786	276,434	278,643	286,459	304,375	290,188	270,661
3rd Qtle	227,556	182,812	190,906	195,398	210,813	221,798	237,952	252,689	250,065	256,534	249,423	240,768

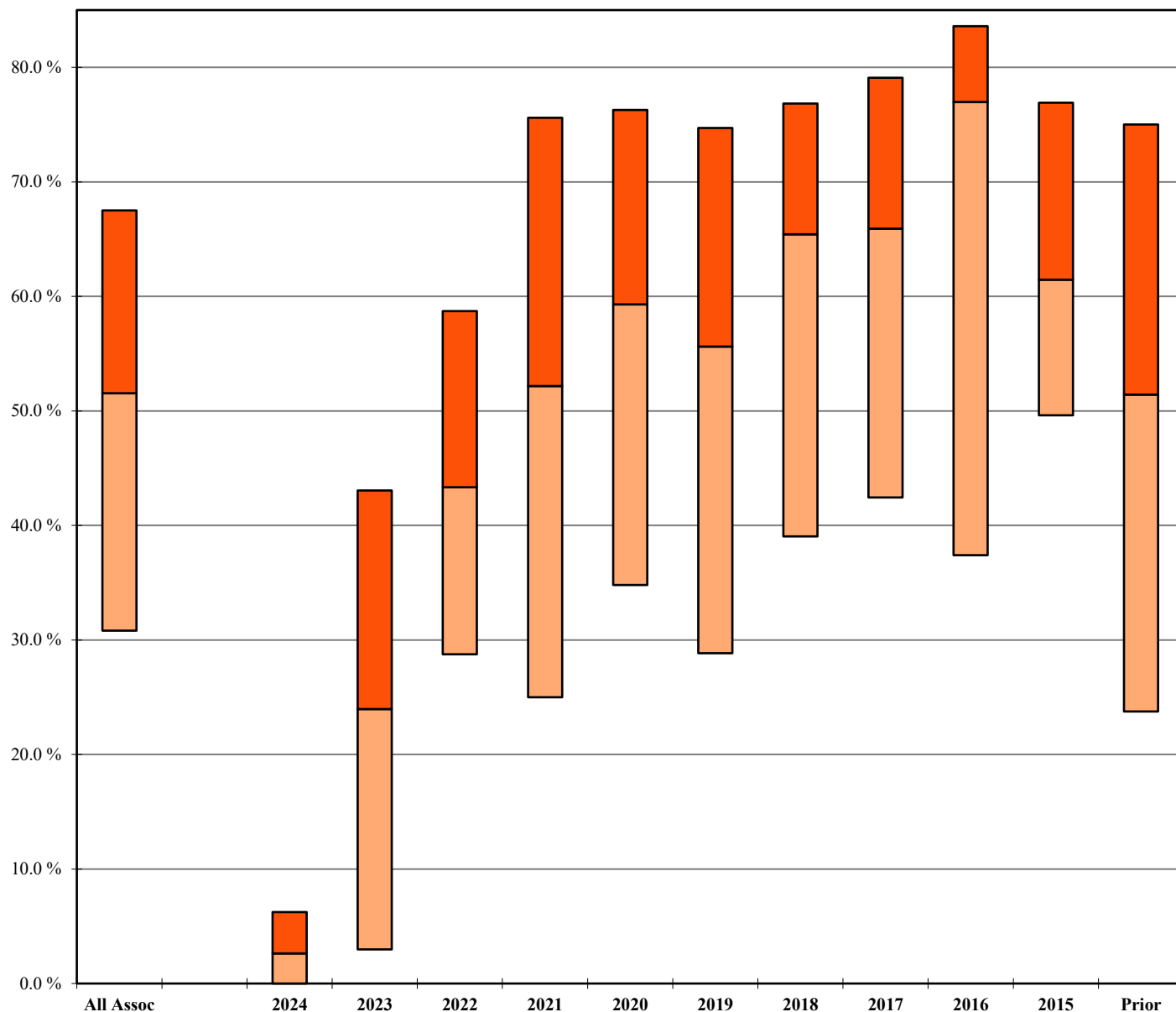
Additional detail can be found on Page 13.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

*Percent of Associates Receiving a Bonus<sup>1</sup> by Law Class Year**For the 12-month period ending December 31, 2024***Your Firm****1st Qtle****Median****3rd Qtle**

Law Class Year											
All Assoc	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
67.5%	6.3%	43.0%	58.7%	75.6%	76.3%	74.7%	76.8%	79.1%	83.6%	76.9%	75.0%
51.5	2.6	24.0	43.3	52.2	59.3	55.6	65.4	65.9	77.0	61.5	51.4
30.8	0.0	3.0	28.7	25.0	34.8	28.8	39.0	42.4	37.4	49.6	23.8

Additional detail can be found on Page 15.

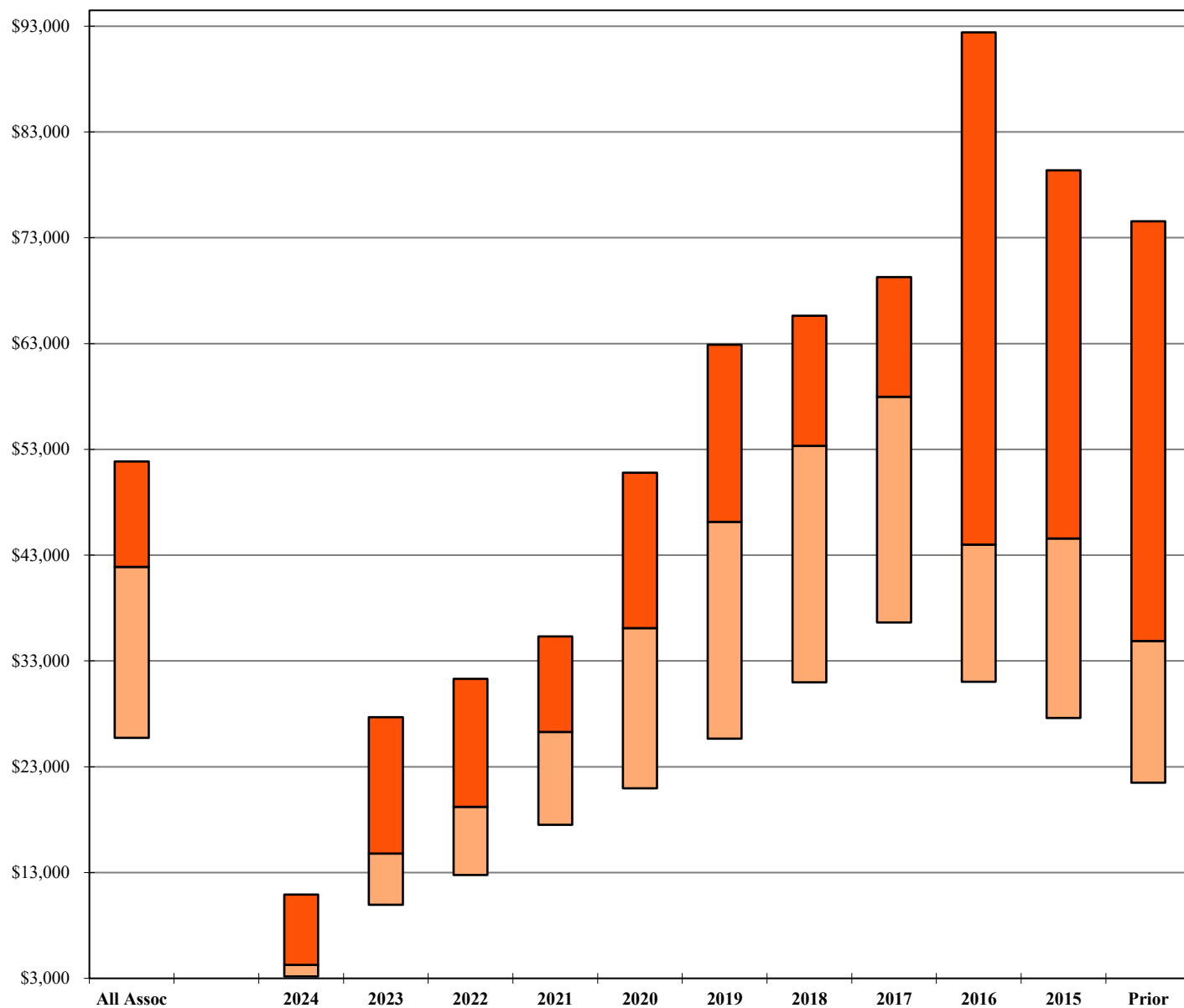
<sup>1</sup> Includes only those Associates who were at your firm at 1/1/2025.

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 - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

*Associates Average Bonus Awarded<sup>1</sup> by Law Class Year**For the 12-month period ending December 31, 2024*

Your Firm		Law Class Year											
	All Assoc	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior	
	1st Qtle	\$51,853	\$10,907	\$27,685	\$31,317	\$35,313	\$50,792	\$62,882	\$65,629	\$69,272	\$92,415	\$79,377	\$74,569
	Median	41,898	4,262	14,792	19,216	26,281	36,097	46,158	53,330	57,982	43,981	44,565	34,887
	3rd Qtle	25,731	3,168	9,961	12,766	17,503	20,963	25,654	30,981	36,634	31,028	27,600	21,499

Additional detail can be found on Page 16.

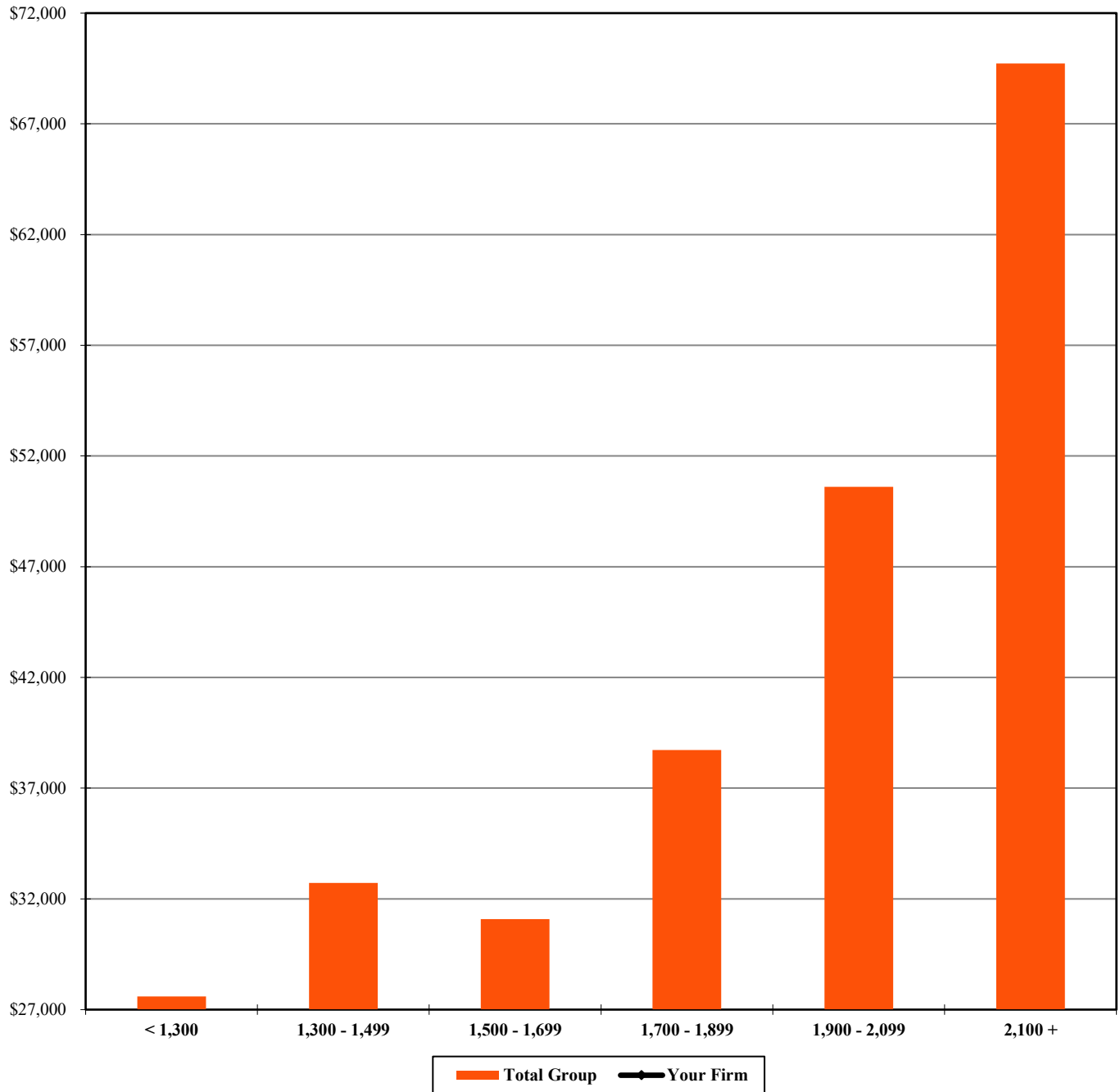
<sup>1</sup> Includes only those Associates who were at your firm at 1/1/2025, and who received a bonus.

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

\*\* omitted due to insufficient data

### Associates Average Bonus Awarded by Utilization Levels

For the 12-month period ending December 31, 2024



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	\$27,600	\$32,717	\$31,081	\$38,722	\$50,604	\$69,720

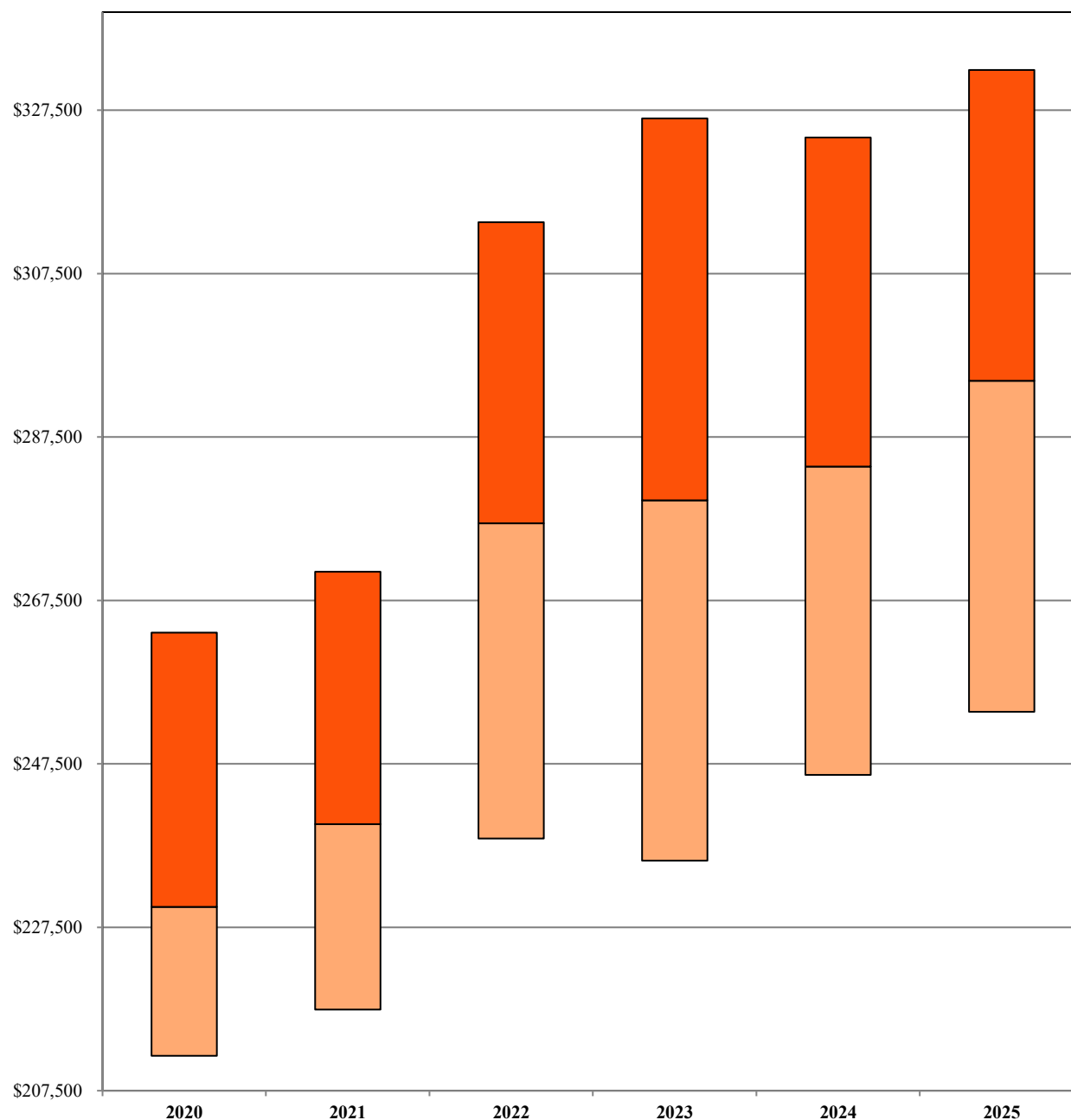
Additional detail can be found on Page 18.

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

\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

	2020	2021	2022	2023	2024	2025
<b>Your Firm</b>						
<b>1st Qtile</b>	\$263,559	\$270,996	\$313,786	\$326,476	\$324,169	\$332,420
<b>Median</b>	229,990	240,123	276,924	279,739	283,889	294,380
<b>3rd Qtile</b>	211,787	217,411	238,344	235,645	246,160	253,883

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.

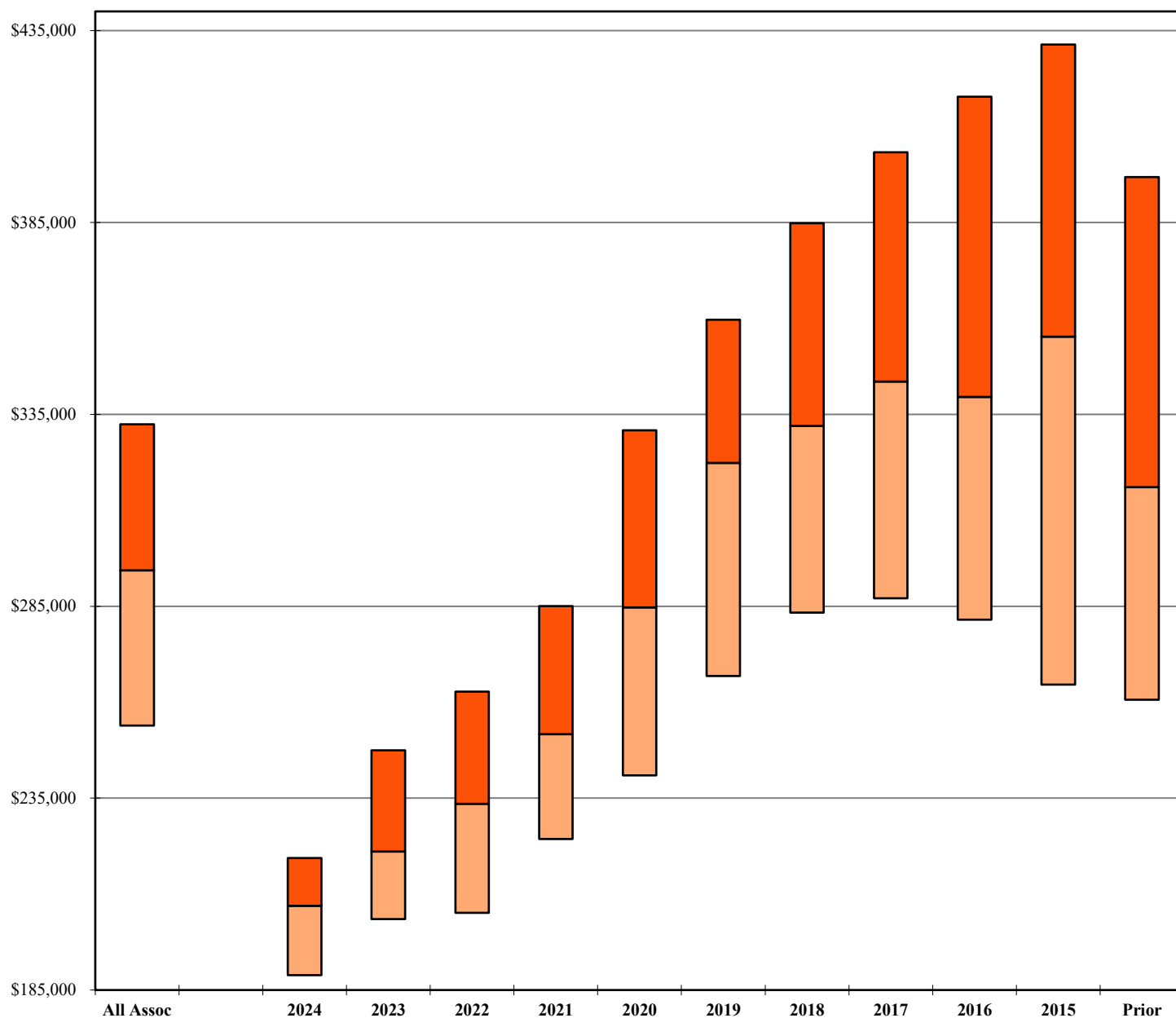
\*\* omitted due to insufficient data

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

As of January 1, 2025



Your Firm		Law Class Year											
	All Assoc	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior	
	1st Qtle	\$332,420	\$219,426	\$247,486	\$262,759	\$285,045	\$330,854	\$359,639	\$384,832	\$403,322	\$417,793	\$431,347	\$396,863
	Median	294,380	206,978	221,068	233,533	251,687	284,691	322,344	331,973	343,543	339,531	355,223	316,049
3rd Qtle	253,883	188,889	203,467	205,108	224,331	240,933	266,856	283,338	287,078	281,516	264,587	260,616	

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.

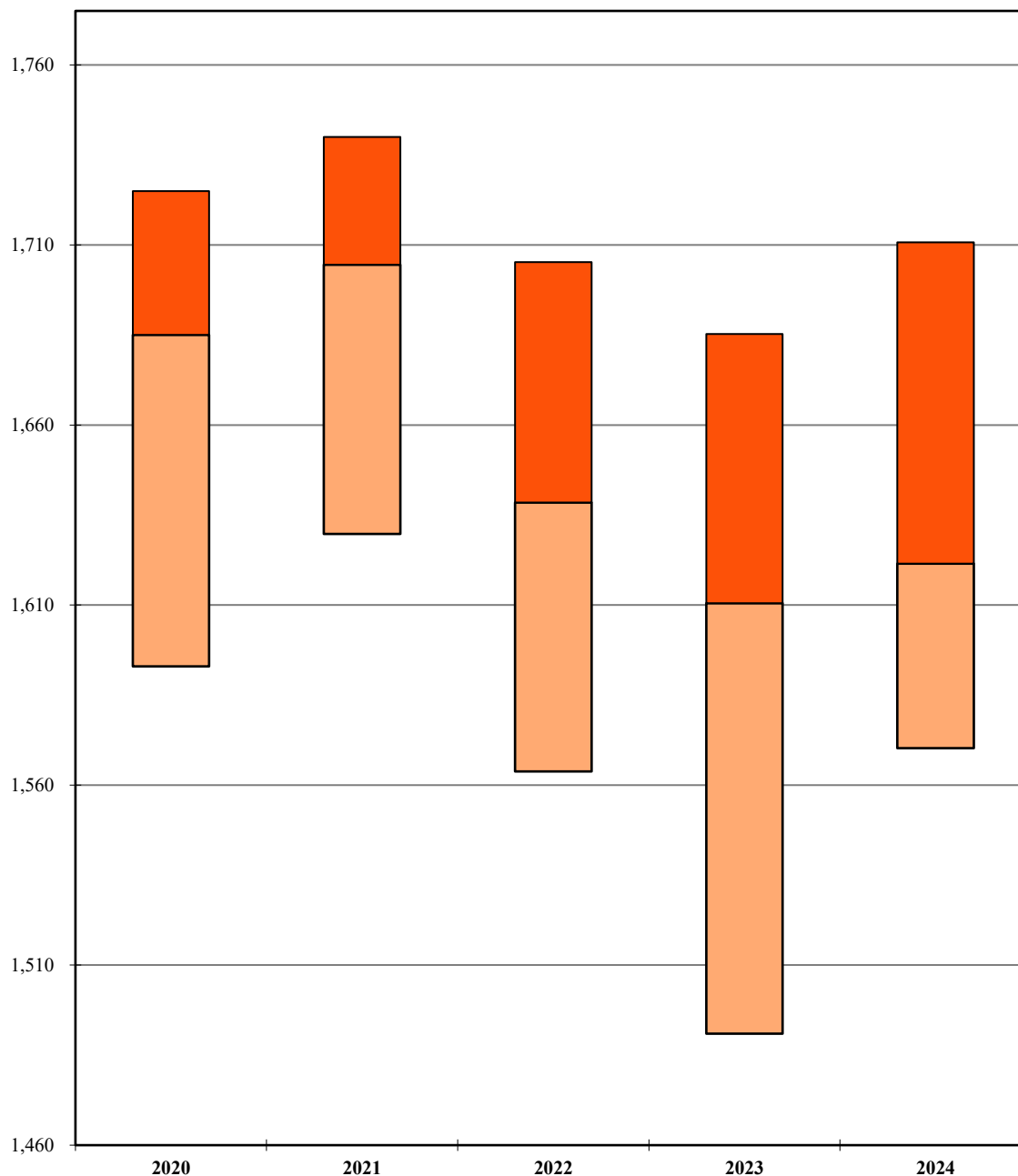
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

\*\* omitted due to insufficient data



## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

	2020	2021	2022	2023	2024	Change: '20-'24
<b>Your Firm</b>						
<b>1st Qtile</b>	1,725	1,740	1,705	1,685	1,711	(14)
<b>Median</b>	1,685	1,705	1,639	1,611	1,622	(64)
<b>3rd Qtile</b>	1,593	1,630	1,564	1,491	1,570	(23)

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

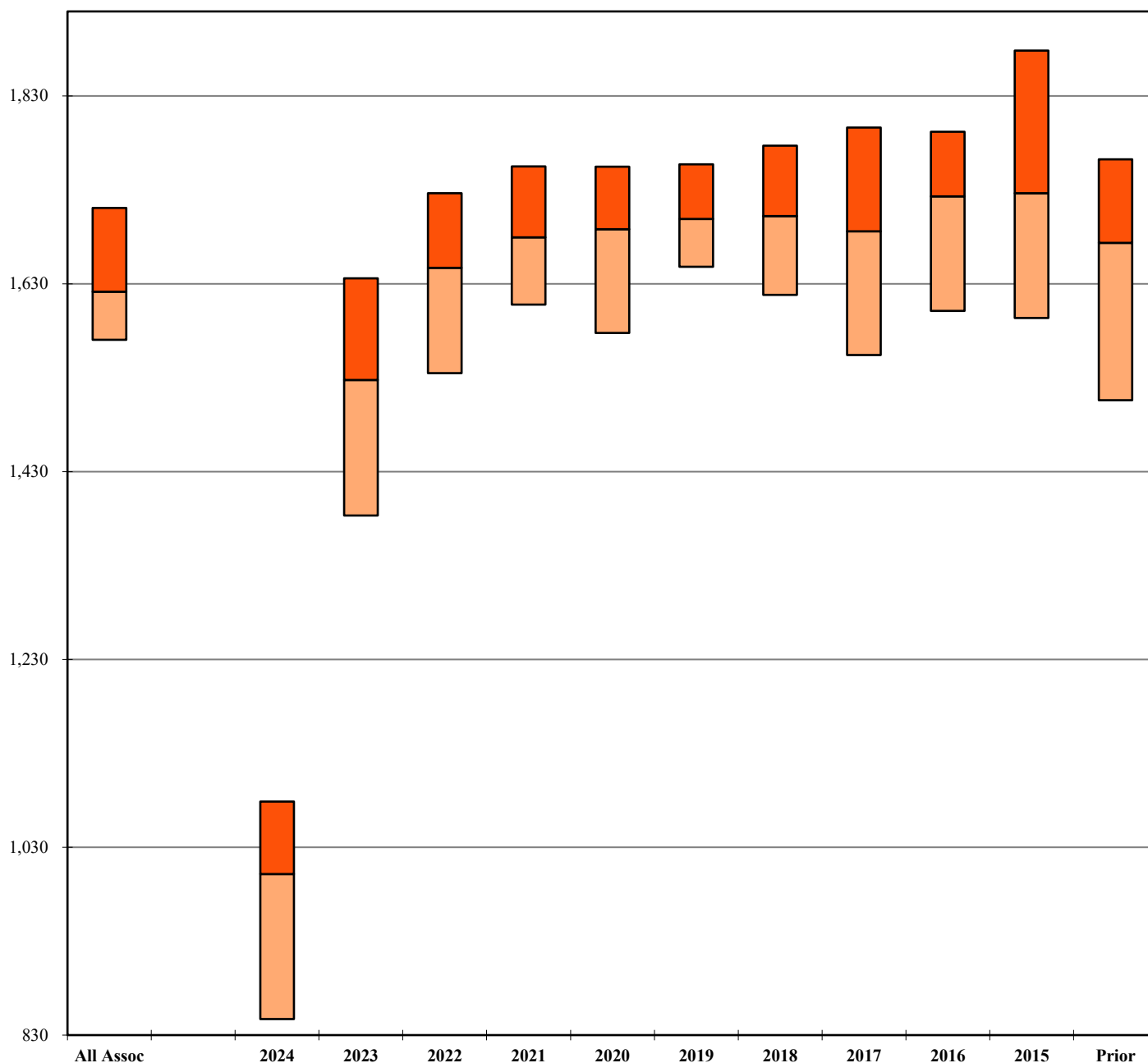
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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

### Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2024



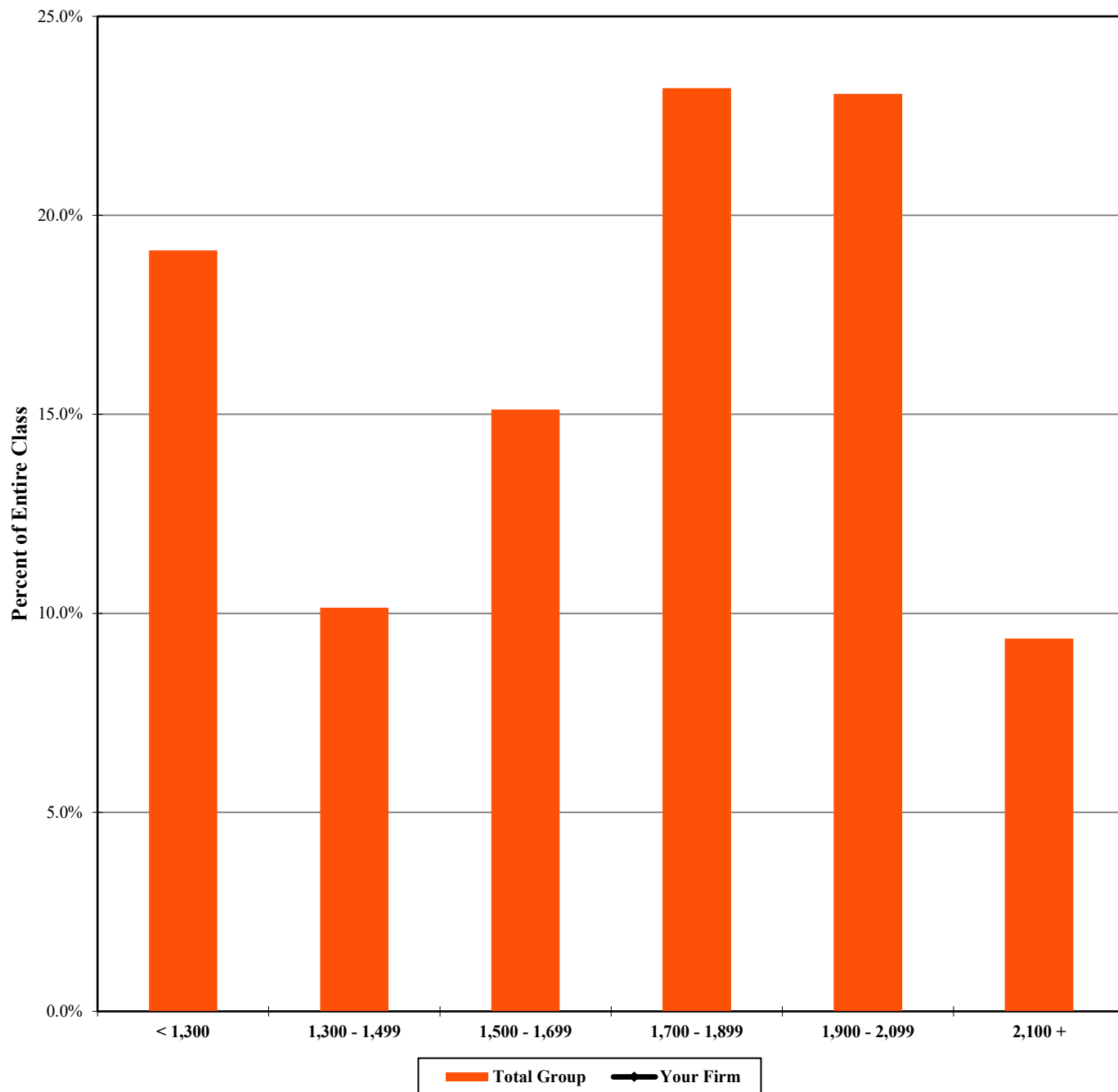
Your Firm		Law Class Year											
	All Assoc	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior	
	1st Qtle	1,711	1,079	1,636	1,727	1,755	1,755	1,757	1,777	1,796	1,792	1,878	1,763
	Median	1,622	1,002	1,528	1,647	1,680	1,688	1,699	1,702	1,686	1,723	1,727	1,674
	3rd Qtle	1,570	847	1,383	1,535	1,608	1,578	1,648	1,618	1,554	1,601	1,594	1,506

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

\*\* omitted due to insufficient data

## Distribution of Associates by Utilization Levels

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 +
19.1%	10.1%	15.1%	23.2%	23.1%	9.4%

Additional detail can be found on Page 24.

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 - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

As of January 1, 2025

	Your Firm		Group		
	Salary	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2024		/ 21 ‡	\$218,224	\$206,591	\$182,812
2023		/ 24 ‡	224,243	206,864	190,906
2022		/ 24 ‡	235,947	213,954	195,398
2021		/ 24 ‡	252,979	226,086	210,813
2020		/ 24 ‡	284,927	247,786	221,798
2019		/ 24 ‡	309,636	276,434	237,952
2018		/ 24 ‡	312,916	278,643	252,689
2017		/ 24 ‡	338,125	286,459	250,065
2016		/ 24 ‡	361,892	304,375	256,534
2015		/ 24 ‡	373,759	290,188	249,423
Prior		/ 24 ‡	340,586	270,661	240,768
<b>All Associates</b>		/ 24 ‡	278,373	254,889	227,556
<b><u>Sr. Attorneys</u></b>					
2024 - 2017		/ 12 ‡	\$330,355	\$309,478	\$199,511
2016		/ 13 ‡	387,500	305,000	288,333
2015		/ 16 ‡	377,812	340,250	267,330
2014		/ 17 ‡	400,552	319,160	248,400
2013		/ 16 ‡	376,585	310,620	262,270
2012		/ 18 ‡	360,024	338,332	283,199
2011		/ 18 ‡	360,274	326,000	258,333
Prior		/ 18 ‡	338,245	319,786	275,839
<b>All Sr. Attorneys</b>		/ 19 ‡	339,150	306,594	278,555
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 16 ‡	\$161,397	\$137,056	\$121,636
6 - 10 Years		/ 18 ‡	183,189	161,290	130,064
11 - 15 Years		/ 18 ‡	187,888	174,909	136,230
> 15 Years		/ 17 ‡	197,415	181,427	157,498
<b>All Staff Attorneys</b>		/ 19 ‡	187,835	163,407	134,391
<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 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 @ 1/1/2025</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>					
2023		‡	9.0	5.9	0.0
2022		‡	10.9	8.4	1.3
2021		‡	16.1	10.4	3.2
2020		‡	16.3	8.5	1.5
2019		‡	11.1	9.0	3.0
2018		‡	13.0	7.7	0.0
2017		‡	7.3	5.2	0.0
2016		‡	7.2	1.9	(0.1)
2015		‡	6.7	0.6	(3.6)
Prior		‡	0.7	(0.0)	(2.8)
<b>All Associates</b>		‡	3.4	1.8	0.0
<b><u>Sr. Attorneys</u></b>					
2023 - 2017		‡	24.2	7.8	0.0
2016		‡	8.8	1.7	0.0
2015		‡	8.9	1.6	0.0
2014		‡	14.8	0.0	(2.9)
2013		‡	10.4	1.6	(0.6)
2012		‡	12.2	1.4	0.0
2011		‡	5.3	1.0	(2.2)
Prior		‡	4.2	1.1	(0.1)
<b>All Sr. Attorneys</b>		‡	6.2	0.8	0.0
<b><u>Staff Attorneys</u></b>					
< 6 Years		‡	3.5	(0.1)	(12.0)
6 - 10 Years		‡	4.8	(0.3)	(4.5)
11 - 15 Years		‡	7.1	2.9	(0.2)
> 15 Years		‡	9.4	2.1	0.2
<b>All Staff Attorneys</b>		‡	5.2	1.3	(0.7)
<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

For the 12-month period ending December 31, 2024

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>					
2024		/ 21 ‡	6.3	2.6	0.0
2023		/ 24 ‡	43.0	24.0	3.0
2022		/ 24 ‡	58.7	43.3	28.7
2021		/ 24 ‡	75.6	52.2	25.0
2020		/ 24 ‡	76.3	59.3	34.8
2019		/ 24 ‡	74.7	55.6	28.8
2018		/ 24 ‡	76.8	65.4	39.0
2017		/ 24 ‡	79.1	65.9	42.4
2016		/ 24 ‡	83.6	77.0	37.4
2015		/ 24 ‡	76.9	61.5	49.6
Prior		/ 24 ‡	75.0	51.4	23.8
<b>All Associates</b>		/ 24 ‡	67.5	51.5	30.8
<b><u>Sr. Attorneys</u></b>					
2024 - 2017		/ 12 ‡	57.3	46.7	15.0
2016		/ 13 ‡	100.0	50.0	33.3
2015		/ 16 ‡	79.8	58.6	32.1
2014		/ 17 ‡	85.7	50.0	33.3
2013		/ 16 ‡	80.8	57.8	21.3
2012		/ 18 ‡	88.9	52.8	23.3
2011		/ 18 ‡	75.0	51.9	2.8
Prior		/ 18 ‡	67.9	45.2	29.1
<b>All Sr. Attorneys</b>		/ 19 ‡	74.3	44.6	32.6
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 16 ‡	51.4	29.2	0.0
6 - 10 Years		/ 18 ‡	48.2	29.2	0.0
11 - 15 Years		/ 18 ‡	57.5	12.5	0.0
> 15 Years		/ 17 ‡	50.0	41.7	0.0
<b>All Staff Attorneys</b>		/ 19 ‡	50.7	30.8	11.5
<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 1/1/2025.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

For the 12-month period ending December 31, 2024

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>					
2024		/ 12 ‡	\$10,907	\$4,262	\$3,168
2023		/ 19 ‡	27,685	14,792	9,961
2022		/ 21 ‡	31,317	19,216	12,766
2021		/ 22 ‡	35,313	26,281	17,503
2020		/ 23 ‡	50,792	36,097	20,963
2019		/ 22 ‡	62,882	46,158	25,654
2018		/ 22 ‡	65,629	53,330	30,981
2017		/ 22 ‡	69,272	57,982	36,634
2016		/ 21 ‡	92,415	43,981	31,028
2015		/ 22 ‡	79,377	44,565	27,600
Prior		/ 22 ‡	74,569	34,887	21,499
<b>All Associates</b>		/ 23 ‡	51,853	41,898	25,731
<b><u>Sr. Attorneys</u></b>					
2024 - 2017		/ 9 ‡	\$61,276	\$43,452	\$26,194
2016		/ 12 ‡	103,186	63,817	27,289
2015		/ 15 ‡	88,545	65,400	33,450
2014		/ 14 ‡	68,229	52,579	26,150
2013		/ 13 ‡	92,320	47,193	21,500
2012		/ 14 ‡	85,833	46,173	21,344
2011		/ 13 ‡	69,268	42,747	37,500
Prior		/ 17 ‡	80,284	43,872	31,838
<b>All Sr. Attorneys</b>		/ 18 ‡	77,535	49,573	39,784
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 9 ‡	\$13,477	\$9,100	\$4,760
6 - 10 Years		/ 12 ‡	30,635	12,537	5,375
11 - 15 Years		/ 9 ‡	14,134	8,500	3,725
> 15 Years		/ 12 ‡	23,957	13,584	6,875
<b>All Staff Attorneys</b>		/ 15 ‡	23,301	11,776	6,104
<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 1/1/2025, and who received a bonus.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

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

For the 12-month period ending December 31, 2024

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>					
2024		/ 21 ‡	\$1,162	\$114	\$0
2023		/ 24 ‡	7,869	1,890	336
2022		/ 24 ‡	14,998	8,510	3,578
2021		/ 24 ‡	21,531	14,754	5,287
2020		/ 24 ‡	32,577	18,302	6,819
2019		/ 24 ‡	37,264	21,829	7,506
2018		/ 24 ‡	48,604	31,489	14,286
2017		/ 24 ‡	51,256	29,215	13,762
2016		/ 24 ‡	68,432	23,970	11,131
2015		/ 24 ‡	44,938	26,231	12,107
Prior		/ 24 ‡	36,722	15,968	6,250
<b>All Associates</b>		/ 24 ‡	30,737	15,928	7,478
<b><u>Sr. Attorneys</u></b>					
2024 - 2017		/ 12 ‡	\$28,963	\$13,189	\$548
2016		/ 13 ‡	100,000	35,000	8,333
2015		/ 16 ‡	63,799	33,794	6,475
2014		/ 17 ‡	53,386	21,944	4,336
2013		/ 16 ‡	41,752	21,950	4,401
2012		/ 18 ‡	45,716	15,703	2,709
2011		/ 18 ‡	36,042	15,849	390
Prior		/ 18 ‡	34,480	17,874	6,427
<b>All Sr. Attorneys</b>		/ 19 ‡	39,051	27,773	6,769
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 16 ‡	\$4,847	\$1,204	\$0
6 - 10 Years		/ 18 ‡	6,578	2,119	0
11 - 15 Years		/ 18 ‡	3,349	514	0
> 15 Years		/ 17 ‡	13,250	3,000	0
<b>All Staff Attorneys</b>		/ 15 ‡	77,830	30,000	21,119
<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



## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

***Distribution of Associates Average Bonus Awarded by Utilization Levels\*****For the 12-month period ending December 31, 2024*

Associates	Average*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
<b>2024</b>							
Your Firm							
<b>Total Group</b>	**	**	**	**	**	**	**
<b>2023</b>							
Your Firm							
<b>Total Group</b>	\$20,893 ‡	\$11,053	\$13,467	\$12,390	\$17,796	\$23,612	\$45,979
<b>2022</b>							
Your Firm							
<b>Total Group</b>	\$23,086 ‡	\$10,814	\$11,188	\$16,014	\$21,833	\$25,992	\$47,081
<b>2021</b>							
Your Firm							
<b>Total Group</b>	\$33,872 ‡	\$25,608	\$23,814	\$25,216	\$33,548	\$35,480	\$58,063
<b>2020</b>							
Your Firm							
<b>Total Group</b>	\$40,586 ‡	\$19,361	\$30,318	\$30,169	\$40,059	\$44,893	\$69,061
<b>2019</b>							
Your Firm							
<b>Total Group</b>	\$47,409 ‡	\$29,487	\$23,536	\$49,877	\$39,726	\$51,771	\$75,985
<b>2018</b>							
Your Firm							
<b>Total Group</b>	\$56,221 ‡	\$26,083	\$41,871	\$38,508	\$55,241	\$64,533	\$91,368
<b>2017</b>							
Your Firm							
<b>Total Group</b>	\$60,625 ‡	\$35,953	\$44,118	\$43,022	\$49,258	\$70,955	\$97,342
<b>2016</b>							
Your Firm							
<b>Total Group</b>	\$58,455 ‡	\$44,899	\$34,061	\$66,870	\$55,711	\$71,889	\$93,532
<b>2015</b>							
Your Firm							
<b>Total Group</b>	\$60,913 ‡	\$39,254	\$47,453	\$38,684	\$53,768	\$74,209	\$92,607
<b>Prior</b>							
Your Firm							
<b>Total Group</b>	\$52,028 ‡	\$14,367	\$36,629	\$33,880	\$54,011	\$67,459	\$90,989
<b>All Associates</b>							
Your Firm							
<b>Total Group</b>	\$44,654 ‡	\$27,600	\$32,717	\$31,081	\$38,722	\$50,604	\$69,720

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

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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

**Attorney Aggregate Compensation<sup>1</sup> by Law Class Year & Years of Experience**  
**For the 12-month period ending December 31, 2024**

As of January 1, 2025

	Your Firm		Group		
	Agg. Comp.	Rank Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b><u>Associates</u></b>					
2024		/ 21 ‡	\$219,426	\$206,978	\$188,889
2023		/ 24 ‡	247,486	221,068	203,467
2022		/ 24 ‡	262,759	233,533	205,108
2021		/ 24 ‡	285,045	251,687	224,331
2020		/ 24 ‡	330,854	284,691	240,933
2019		/ 24 ‡	359,639	322,344	266,856
2018		/ 24 ‡	384,832	331,973	283,338
2017		/ 24 ‡	403,322	343,543	287,078
2016		/ 24 ‡	417,793	339,531	281,516
2015		/ 24 ‡	431,347	355,223	264,587
Prior		/ 24 ‡	396,863	316,049	260,616
<b>All Associates</b>		/ 24 ‡	332,420	294,380	253,883
<b><u>Sr. Attorneys</u></b>					
2024 - 2017		/ 12 ‡	\$378,206	\$350,000	\$226,408
2016		/ 13 ‡	520,625	367,054	300,000
2015		/ 16 ‡	447,644	410,420	318,762
2014		/ 17 ‡	439,354	356,944	306,493
2013		/ 16 ‡	441,888	363,817	275,092
2012		/ 18 ‡	405,732	375,856	335,500
2011		/ 18 ‡	408,970	373,150	268,333
Prior		/ 18 ‡	408,364	360,274	325,818
<b>All Sr. Attorneys</b>		/ 19 ‡	395,442	373,083	332,086
<b><u>Staff Attorneys</u></b>					
< 6 Years		/ 16 ‡	\$163,377	\$139,314	\$126,520
6 - 10 Years		/ 18 ‡	199,604	170,067	134,189
11 - 15 Years		/ 18 ‡	199,831	174,909	142,605
> 15 Years		/ 17 ‡	202,415	190,051	168,119
<b>All Staff Attorneys</b>		/ 15 ‡	193,311	173,304	139,749
<b><u>eDiscovery Attorneys</u></b>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
<b>All eDiscovery Attorneys</b>			**	**	**

<sup>1</sup> Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2024 with average base salaries at 1/1/2025.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

**Associate Base Salary Adjustment Information**  
**By Years of Experience<sup>1</sup>**

*Average Annual Base Salary As of January 1, 2025*

<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 ‡	6.0	3.0	(1.5)
2 Years		/ 24 ‡	4.2	0.6	(4.1)
3 Years		/ 24 ‡	4.9	1.3	(5.5)
4 Years		/ 24 ‡	4.6	1.0	(6.2)
5 Years		/ 24 ‡	6.0	0.4	(3.4)
6 Years		/ 24 ‡	5.6	2.6	(1.2)

<sup>1</sup> Calculated as the percent change for an Associate with the respective years of experience at 1/1/2025 to the corresponding years of experience at 1/1/2024. For example, an Associate with one year of experience would be included in law class year 2023 at 1/1/2025, and included in law class year 2022 at 1/1/2024.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

## Non-Attorney Base Salary

As of January 1, 2025

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	/ 11 ‡	\$395,000	\$306,000	\$186,419
Middle	/ 11 ‡	\$204,172	\$166,000	\$125,625
Low	/ 11 ‡	\$109,400	\$84,475	\$73,400
Average	/ 11 ‡	\$206,196	\$185,068	\$125,625
<b><u>Litigation Support</u></b>				
High	/ 8 ‡	\$365,000	\$256,394	\$150,803
Middle	/ 8 ‡	\$137,341	\$104,407	\$96,578
Low	/ 8 ‡	\$80,988	\$61,311	\$54,373
Average	/ 8 ‡	\$140,260	\$120,947	\$99,142
<b><u>Patent Agents</u></b>				
High	/ 15 ‡	\$262,045	\$230,000	\$203,750
Middle	/ 15 ‡	\$172,000	\$160,000	\$153,750
Low	/ 15 ‡	\$123,502	\$120,000	\$100,750
Average	/ 15 ‡	\$170,584	\$166,723	\$156,671
<b><u>Case Clerks</u></b>				
High	/ 8 ‡	\$123,558	\$76,747	\$64,421
Middle	/ 8 ‡	\$68,835	\$60,869	\$52,163
Low	/ 8 ‡	\$56,381	\$50,350	\$40,274
Average	/ 8 ‡	\$74,047	\$61,165	\$55,367
<b><u>Law Clerks</u></b>				
High	/ 11 ‡	\$210,000	\$74,152	\$64,561
Middle	/ 11 ‡	\$109,500	\$69,817	\$52,901
Low	/ 11 ‡	\$89,076	\$52,000	\$36,353
Average	/ 11 ‡	\$111,183	\$67,927	\$51,495
<b><u>Paralegals</u></b>				
High	/ 18 ‡	\$210,687	\$191,276	\$159,477
Middle	/ 18 ‡	\$110,419	\$104,150	\$100,811
Low	/ 18 ‡	\$52,411	\$47,345	\$31,359
Average	/ 18 ‡	\$108,334	\$104,637	\$98,356

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

**Percent Change in Non-Attorney Average Annual Base Salary**

	<i>Your Firm</i>		<i>Group</i>		
	<i>Base Salary @ 1/1/2025</i>	<i>% Change - 1 Year</i>	<i>% Change - 1 Year</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
<b><u>Lobbyists</u></b>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<b><u>Specialists</u></b>					
High		‡	2.3	0.0	(3.8)
Middle		‡	11.4	0.0	(16.7)
Low		‡	12.4	4.0	0.3
Average		‡	8.4	5.1	(4.3)
<b><u>Litigation Support</u></b>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<b><u>Patent Agents</u></b>					
High		‡	5.4	4.6	0.0
Middle		‡	4.6	0.0	(2.4)
Low		‡	0.7	0.0	(11.1)
Average		‡	7.6	1.8	(7.0)
<b><u>Case Clerks</u></b>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<b><u>Law Clerks</u></b>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<b><u>Paralegals</u></b>					
High		‡	3.9	0.9	0.0
Middle		‡	5.2	2.7	0.0
Low		‡	4.9	0.0	(6.2)
Average		‡	4.4	2.0	0.0

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

**Non-Attorney Compensation Information**

For the 12-month period ending December 31, 2024

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

	<b>Your Firm</b>		<b>Group</b>		
	<b>Percent</b>	<b>Rank Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
Lobbyists			**	**	**
Specialists		/ 11 ‡	77.5	50.0	5.0
Litigation Support		/ 8 ‡	100.0	97.4	75.1
Patent Agents		/ 15 ‡	76.6	63.2	18.3
Case Clerks		/ 8 ‡	92.5	84.7	65.0
Law Clerks		/ 11 ‡	8.3	0.0	0.0
Paralegals		/ 18 ‡	95.7	80.5	63.0

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

	<b>Your Firm</b>		<b>Group</b>		
	<b>Bonus</b>	<b>Rank Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
Lobbyists			**	**	**
Specialists		/ 8 ‡	13,750	8,407	6,583
Litigation Support			**	**	**
Patent Agents		/ 12 ‡	20,631	16,103	7,920
Case Clerks			**	**	**
Law Clerks			**	**	**
Paralegals		/ 17 ‡	7,903	5,663	4,999

**Average Bonus for the Entire Class**

	<b>Your Firm</b>		<b>Group</b>		
	<b>Bonus</b>	<b>Rank Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
Lobbyists			**	**	**
Specialists		/ 11 ‡	8,774	2,500	273
Litigation Support		/ 8 ‡	10,445	6,514	3,565
Patent Agents		/ 15 ‡	12,546	8,524	1,946
Case Clerks		/ 8 ‡	3,358	2,248	1,860
Law Clerks		/ 11 ‡	410	0	0
Paralegals		/ 18 ‡	5,617	4,894	3,789

**Aggregate Compensation<sup>3</sup>**

	<b>Your Firm</b>		<b>Group</b>		
	<b>Agg. Comp.</b>	<b>Rank Of</b>	<b>1<sup>st</sup> Quartile</b>	<b>Median</b>	<b>3<sup>rd</sup> Quartile</b>
Lobbyists			**	**	**
Specialists		/ 11 ‡	215,257	192,568	131,804
Litigation Support		/ 8 ‡	150,878	131,097	103,318
Patent Agents		/ 15 ‡	195,866	176,238	168,838
Case Clerks		/ 8 ‡	77,349	64,213	57,556
Law Clerks		/ 11 ‡	113,708	67,927	51,495
Paralegals		/ 18 ‡	116,658	110,211	103,742

<sup>1</sup> Includes only those Attorneys who were at your firm at 1/1/2025.<sup>2</sup> Includes only those Attorneys who were at your firm at 1/1/2025, and who received a bonus.<sup>3</sup> Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2024 with average base salaries at 1/1/2025.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

### Distribution of Associates by Billable Hours

For the 12-month period ending December 31, 2024

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
<b>2024</b>							
Your Firm							
<b>Total Group</b>	205 ‡	82.4%	6.8%	4.4%	3.9%	2.0%	0.5%
<b>2023</b>							
Your Firm							
<b>Total Group</b>	1,063	27.9%	13.9%	18.1%	20.0%	13.5%	6.6%
<b>2022</b>							
Your Firm							
<b>Total Group</b>	1,110	18.1%	11.6%	17.4%	23.7%	20.9%	8.3%
<b>2021</b>							
Your Firm							
<b>Total Group</b>	1,167	14.4%	8.7%	15.6%	26.8%	24.3%	10.2%
<b>2020</b>							
Your Firm							
<b>Total Group</b>	975	12.3%	10.1%	15.0%	29.1%	24.6%	8.9%
<b>2019</b>							
Your Firm							
<b>Total Group</b>	1,043	15.1%	9.9%	14.1%	24.8%	26.5%	9.7%
<b>2018</b>							
Your Firm							
<b>Total Group</b>	839	14.2%	9.2%	14.2%	24.3%	24.8%	13.3%
<b>2017</b>							
Your Firm							
<b>Total Group</b>	801	15.6%	9.5%	14.7%	22.3%	28.2%	9.6%
<b>2016</b>							
Your Firm							
<b>Total Group</b>	665	13.5%	7.5%	14.6%	22.9%	28.9%	12.6%
<b>2015</b>							
Your Firm							
<b>Total Group</b>	560	13.9%	7.3%	14.6%	24.3%	27.1%	12.7%
<b>Prior</b>							
Your Firm							
<b>Total Group</b>	1,200	22.0%	11.3%	14.6%	20.1%	23.8%	8.3%
<b>All Associates</b>							
Your Firm							
<b>Total Group</b>	9,748	19.1%	10.1%	15.1%	23.2%	23.1%	9.4%

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

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

## Associate Bonus & Benefits Information - 2024

### *US-based (Partner-track) Associate Bonus*

<u><b>US-based (Partner-track) Associate Bonus</b></u>		<i><b>Your Firm (designated with an X)</b></i>	<i><b># of Responses</b></i>	<i><b>% of Group Resp. - Yes</b></i>
<b>1. Bonus structure provided to its Associates:</b>			<b>22</b>	
a. Single component based on achieving billable hour goals (and performance is in good standing)				18.2
b. Multi components - 1) Achieving billable hour goals, 2) Qualitative based on extraordinary performance, and 3) Business generation				59.1
c. Individualized bonuses				18.2
d. No bonuses are awarded				
<b>2. Methodology for determining the billable hour bonus amounts:</b>			<b>22</b>	
a. Lock-step (e.g., every Associate within the same law class year receives the same amount)				27.3
b. Partial lock-step (e.g., for the first few years the bonus is the same amount)				9.1
c. All Associates (regardless of law class year) receive the same amount				4.5
d. Individualized bonuses for all law class years				40.9
<b>3. Does your Firm formally communicate the bonus calculations with your Associates?</b>			<b>22</b>	
a. Yes, all Associates				54.5
b. Varies by office and/or practice group				4.5
c. Bonuses are all individualized so there is no formal calculation				31.8
<b>4. Does your Firm give billable hour credit for the following initiatives?</b>			<b>20</b>	
a. Business Development/Marketing		25.0		
b. Pro Bono		90.0		
c. Diversity, equity and inclusion programs		60.0		
d. Community and civic interests		5.0		
e. Wellness programs			25.0	
<b>5. Maximum percentage of the billable hour bonus that can be awarded for extraordinary performance:</b>			<b>17</b>	
<b>(Firms responding to 1b or 1c)</b>				
a. More than 100%			29.4	
b. 100%			11.8	
c. Between 50% and 99%			5.9	
d. Between 25% and 49%			5.9	
e. Less than 25%			11.8	
f. Varies by individual			23.5	
g. No maximum				

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

‡ less than 75% population response



## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members<sup>^</sup>)**Associate Bonus & Benefits Information - 2024 (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>15</b>	
a. Business development			80.0
b. Client originations			20.0
c. Contributing to pro bono matters			53.3
d. Firm management / Committee responsibility			26.7
e. Firm performance			33.3
f. Firm citizenship			46.7
g. Management responsibility			6.7
h. Mentoring			26.7
i. Participating / Conducting training			26.7
j. Performance reviews			66.7
k. Profit margin - (e.g., realization rate)			26.7
l. Providing legal work for the Firm			13.3
m. Recruiting & Diversity initiatives			33.3
<b>8. For those Associates who took a leave of absence (LOA) during the year, bonuses are determined by:</b>	‡	<b>20</b>	
a. Full amount of bonus is paid, regardless of LOA			15.0
b. Prorated bonus paid based on percentage of full-time equivalency (e.g., bonus reduced based on amount of time of LOA)			40.0
c. Varies by individual (could be a combination of option a and b above)			35.0
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>22</b>	
a. EPO - Exclusive Provider Organization			4.5
b. High Deductible Plan with HSA			45.5
c. High Deductible Plan with HRA			
d. High Deductible Plan without HSA or HRA			4.5
e. HMO - Health Maintenance Organization			
f. PPO/POS/OAP - Preferred Provider Organization/Point of Service/Open Access Plan			36.4
<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>	100.0
<b>4. Plans offered to associates and other non-legal staff differ: (Firms responding to 3)</b>		<b>1</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			

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

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

## Associate Bonus &amp; Benefits Information - 2024 (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			65.0
b. Varies by individual			15.0
c. No bonus awarded unless the individual worked the entire year at the Firm			5.0
<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>19</b>	
a. Yes			73.7
b. No			10.5
c. Varies by individual			15.8
<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			
d. 401(k) post-tax employee deferrals			30.4
e. Additional non-elective employer contributions ("Profit Sharing")			8.7
f. Qualified defined benefit plan			
g. Non-qualified or unfunded retirement plan			4.3
h. Active healthcare benefits			100.0
i. Post-retirement healthcare benefits			26.1
<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>22</b>	
a. Base pay only			18.2
b. W-2 wages for Income taxes (W-2, Box 1)			63.6
c. Gross compensation			13.6
d. Medicare wages and tips (W-2, Box 5)			
<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>			
a. Between 1% and 1.9% of compensation			
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>2</b>	
a. Between 1% and 2.9% of compensation			
b. Between 3% and 4.9% of compensation			50.0
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			50.0

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

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

## Associate Bonus &amp; Benefits Information - 2024 (Continued)

	<i>Your Firm</i> <i>(designated with</i> <i>an X)</i>	<i># of Resp.</i>	<i>% of Grp.</i> <i>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> a. Cash Balance Plan 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> a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate) b. Equity Based (e.g., return on plan assets or S&P 500 index)			
<b>13. For Firms that offer post-retirement healthcare benefits, the age this is offered is:</b> <b>(Firms responding to 7i)</b> a. Before age 65 - not eligible for Medicare b. Age 65 or higher - eligible for Medicare c. Both eligible and non-eligible for Medicare	‡	6	66.7 33.3
<b>14. For Firms offering active healthcare benefits, the type of benefits offered is:</b> <b>(Firms responding to 7h)</b> a. Medical benefits b. Healthcare Spending Account (HSA) c. Prescription drug benefits d. Dental benefits e. Vision benefits f. Mental health benefits g. Parental leave h. Wellness benefits and incentives (e.g., gym membership) i. Health Advocacy Programs j. Long term / short term disability k. Critical illness plans / Long term care l. Life Insurance m. Flexible spending accounts n. Employee Assistance Programs (EAPs) o. Emergency childcare/eldercare p. Parking / transit q. Adoption / Surrogacy / Fertility r. Student loan refinancing/paydown s. Tuition assistance t. Pet Insurance u. Dependant Care v. Career coaching / Continuing education w. Identity theft protection		23	100.0 100.0 100.0 100.0 100.0 100.0 100.0 91.3 82.6 100.0 65.2 100.0 100.0 100.0 91.3 100.0 73.9 52.2 34.8 56.5 82.6 69.6 26.1

^ 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 - Talent Management Report

*AmLaw Ranked - 50-100 (26 members^)*

***Associate Bonus & Benefits Information - 2024 (Continued)***

[illegible]

<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 - Talent Management Report

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

## Partner Admission Policies - 2024

	<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>16</b>	
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner			43.8
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status			56.3
c. Directly to Equity Partner status			
<b>2. The Firm has an alternative (non-partner) career path for an Associate/Sr. Attorney:</b>		<b>16</b>	
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner			50.0
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys (e.g., case by case)			50.0
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>16</b>	
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status			6.3
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner			37.5
c. Hired on a contractual basis for a designated period of time			6.3
d. Directly to Equity Partner status			31.3
		<b>Group</b>	
		<b>1<sup>st</sup> Quartile</b>	<b>3<sup>rd</sup> Quartile</b>
<b>4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:</b>	<i>Your Firm</i>	<i>Median</i>	
	‡	5.8	4.8
<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
<b>7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:</b>	‡	3.8	3.0

<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

**Distribution of Terminated Timekeepers**

For the 12-month period ending December 31, 2024

**Percent of All Timekeepers**

<u>Timekeeper Class</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>
Equity Partners		/ 36	9.2	6.5	3.6
Non-Equity Partners		/ 36	18.6	13.4	6.5
Associates		/ 36	67.1	57.1	47.5
Sr. Attorneys		/ 36	15.8	6.4	1.1
Of Counsel		/ 36	11.9	6.3	2.3
Staff Attorneys		/ 36	5.6	3.0	1.2
eDiscovery Attorneys		/ 36	0.2	0.0	0.0
<i>All Attorneys</i>	<b>100%</b>				
Paralegals		/ 35	88.3	69.2	56.7
Other Non-Legal Tkprs <sup>1</sup>		/ 35	43.4	30.8	11.7
<i>All Non-Legal Tkprs</i>	<b>100%</b>				

**Percent of Timekeeper Class**

<u>Timekeeper Class</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>
Equity Partners		/ 35	4.7	3.2	1.9
Non-Equity Partners		/ 30	12.0	8.1	4.7
Associates		/ 36	19.8	16.9	13.8
Sr. Attorneys		/ 31	14.3	10.1	5.5
Of Counsel		/ 30	17.9	14.1	10.1
Staff Attorneys		/ 30	25.0	20.4	12.4
eDiscovery Attorneys		/ 13 ‡	16.7	10.4	0.0
<i>All Attorneys</i>		/ 36	13.5	11.3	9.5
Paralegals		/ 35	18.4	15.6	12.2
Other Non-Legal Tkprs <sup>1</sup>		/ 32	25.6	16.4	9.1
<i>All Non-Legal Tkprs</i>		/ 35	21.0	16.8	12.0

<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (36 members)

***Distribution of Terminated Associates by Law Class Year***  
***For the 12-month period ending December 31, 2024***

<u>Law Class Year</u>	<b><i>Percent of All Associates</i></b>				
	<b><i>Your Firm</i></b>		<b><i>Group</i></b>		
	<b><i>Percent</i></b>	<b><i>Rank Of</i></b>	<b><i>1st Qtle</i></b>	<b><i>Median</i></b>	<b><i>3rd Qtle</i></b>
2024		/ 36	0.6	0.0	0.0
2023		/ 36	9.1	5.7	2.9
2022		/ 36	13.1	10.2	7.6
2021		/ 36	18.8	12.7	10.4
2020		/ 36	14.9	12.8	8.1
2019		/ 36	13.3	9.7	5.7
2018		/ 36	11.2	8.8	6.3
2017		/ 36	11.1	8.4	6.0
2016		/ 36	8.7	5.5	3.2
2015		/ 36	8.0	5.2	2.9
Prior		/ 36	18.8	10.7	7.4
	<b>100%</b>				

<u>Law Class Year</u>	<b><i>Percent of Associate Class</i></b>				
	<b><i>Your Firm</i></b>		<b><i>Group</i></b>		
	<b><i>Percent</i></b>	<b><i>Rank Of</i></b>	<b><i>1st Qtle</i></b>	<b><i>Median</i></b>	<b><i>3rd Qtle</i></b>
2024		/ 25 ‡	4.3	0.0	0.0
2023		/ 34	19.4	14.1	7.1
2022		/ 36	22.3	16.7	12.0
2021		/ 36	25.5	21.0	15.5
2020		/ 36	25.7	19.2	14.1
2019		/ 36	19.1	14.6	10.0
2018		/ 36	20.6	15.8	9.8
2017		/ 36	20.6	16.2	10.9
2016		/ 36	22.3	12.4	8.0
2015		/ 36	22.8	16.0	8.3
Prior		/ 36	26.2	15.3	10.9

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (24 members<sup>^</sup>)*Associate & Sr. Attorney Retention**At December 31, 2024**Distribution by Law Class Year*

<u>Law Class Year</u>	<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>
2024		/ 18	11.1	9.5	7.4
2023		/ 20	10.3	9.0	7.8
2022		/ 20	11.0	8.4	6.7
2021		/ 20	12.7	9.5	7.5
2020		/ 20	10.1	9.1	6.8
2019		/ 20	10.3	9.7	6.8
2018		/ 20	9.4	7.9	7.1
2017		/ 20	7.8	6.7	6.0
2016		/ 20	7.0	5.5	4.6
2015		/ 20	7.1	4.7	3.2
Prior		/ 20	28.8	20.6	6.1
	<b>100%</b>				

*Retention Rate by Law Class Year*

<u>Law Class Year</u>	<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>
2024		/ 18	100.0	100.0	100.0
2023		/ 20	94.4	91.5	86.9
2022		/ 20	91.0	86.3	74.6
2021		/ 20	86.5	83.0	74.2
2020		/ 20	92.8	82.0	77.8
2019		/ 20	93.5	87.4	82.7
2018		/ 20	93.0	90.5	80.9
2017		/ 20	89.2	86.9	83.5
2016		/ 20	89.5	86.0	78.2
2015		/ 20	91.5	87.5	81.0
Prior		/ 20	92.0	86.6	81.5
All Associates and Sr. Attorneys		/ 20	89.0	86.2	82.8

<sup>^</sup> Membership on this page includes only those participants that submitted attorney turnover information.<sup>\*\*</sup> omitted due to insufficient data<sup>‡</sup> less than 75% population response



## Timekeeper Diversity Information

Your Firm Profile

Timekeeper Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2024

	Headcount	Male	Female	Non-Minority	Minority
Equity Partners					
% of Total					
Non-Equity Partners					
% of Total					
Associates					
<u>Law Class Year</u>					
2024					
% of Total					
2023					
% of Total					
2022					
% of Total					
2021					
% of Total					
2020					
% of Total					
2019					
% of Total					
2018					
% of Total					
2017					
% of Total					
2016					
% of Total					
2015					
% of Total					
Prior					
% of Total					
All Associates					
% of Total					

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

\*\* omitted due to insufficient data

‡ less than 75% population response

AmLaw Ranked - 50-100 (20 members^)

Your Firm Profile

Timekeeper Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2024

	Headcount	Male	Female	Non-Minority	Minority
Sr. Attorneys					
% of Total					
Other Attorneys <sup>1</sup>					
% of Total					
All Attorneys					
% of Total					
Law Clerks					
% of Total					
Paralegals					
% of Total					
Other Non-Legal Timekeepers <sup>2</sup>					
% of Total					
All Non-Attorney Timekeepers <sup>3</sup>					
% of Total					

<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

## Your Firm Profile

### Timekeeper Racial Classification Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2024

	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><b>Law Class Year</b></u>									
<b>2024</b>									
<i>% of Total</i>									
<b>2023</b>									
<i>% of Total</i>									
<b>2022</b>									
<i>% of Total</i>									
<b>2021</b>									
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<i>% of Total</i>									
<b>2016</b>									
<i>% of Total</i>									
<b>2015</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

2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

# Your Firm Profile

## Timekeeper Racial Classification Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2024

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

<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

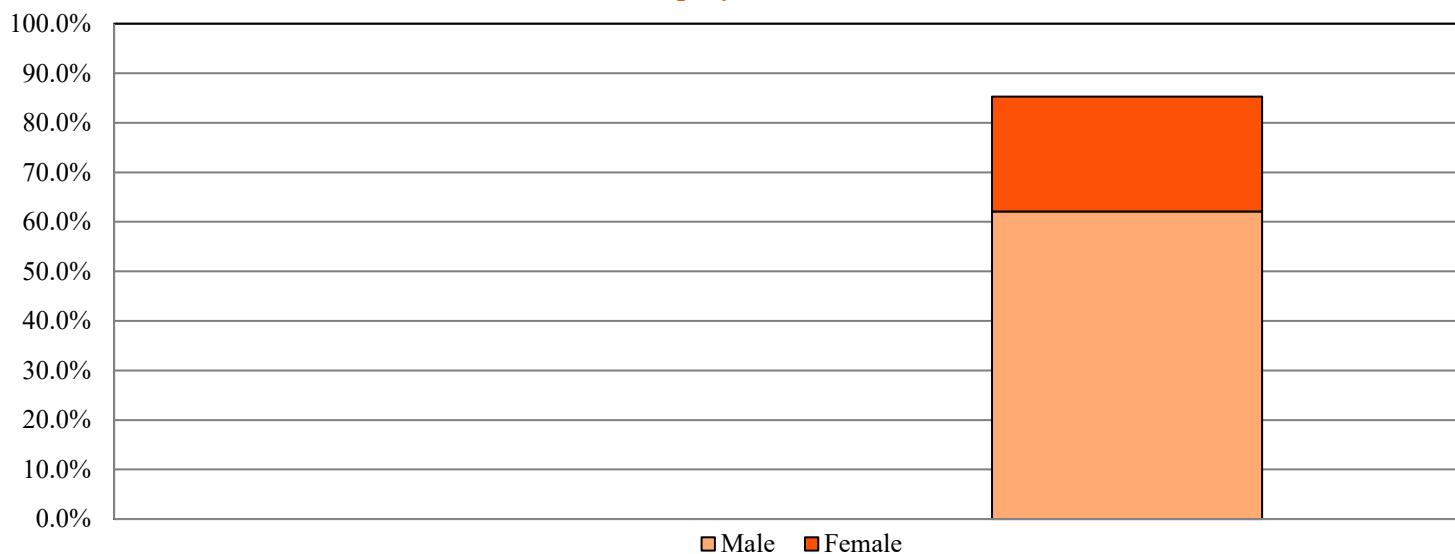
‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

### Partner Staffing Summary by Gender<sup>1</sup> Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

#### Equity Partners



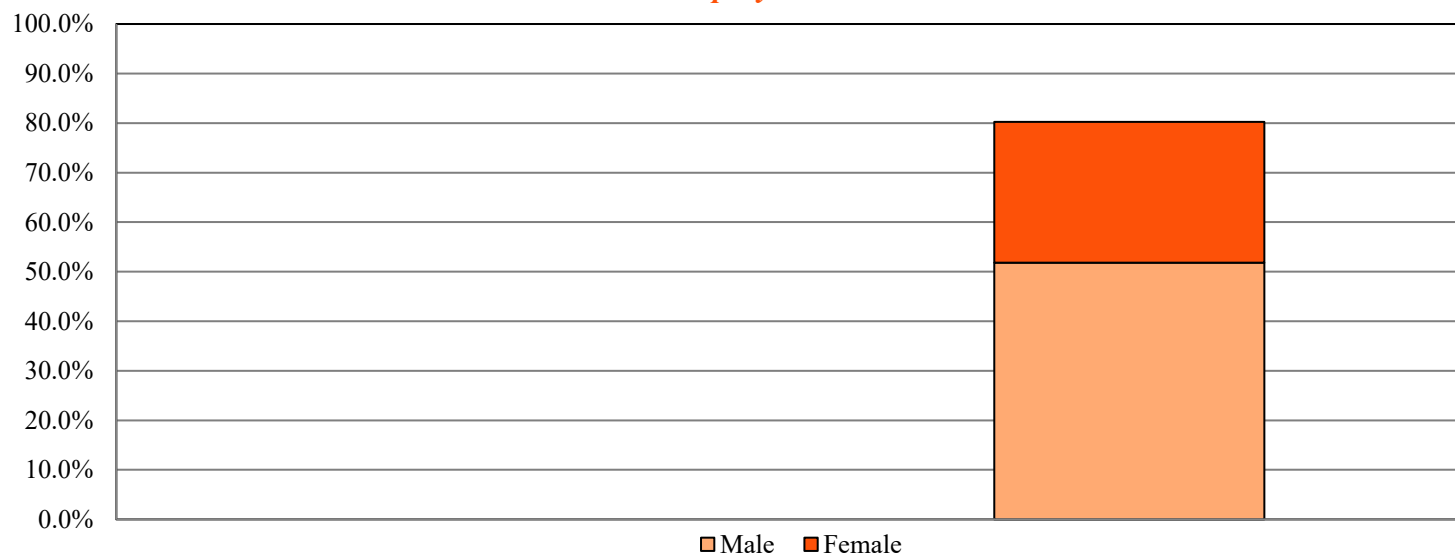
#### Your Firm

Headcount	Male	Female

#### Total Group

Headcount	Male	Female
4,231.8	62.1%	23.2%

#### Non-Equity Partners



#### Your Firm

Headcount	Male	Female

#### Total Group

Headcount	Male	Female
3,564.6	51.8%	28.4%

Additional detail can be found on Page 57.

<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

AmLaw Ranked - 50-100 (20 members^)

**Partner Staffing Summary by Minority Status<sup>1</sup>**  
*Percent of (FTE) Headcount for the 12-month period ending December 31, 2024*

**Equity Partners**



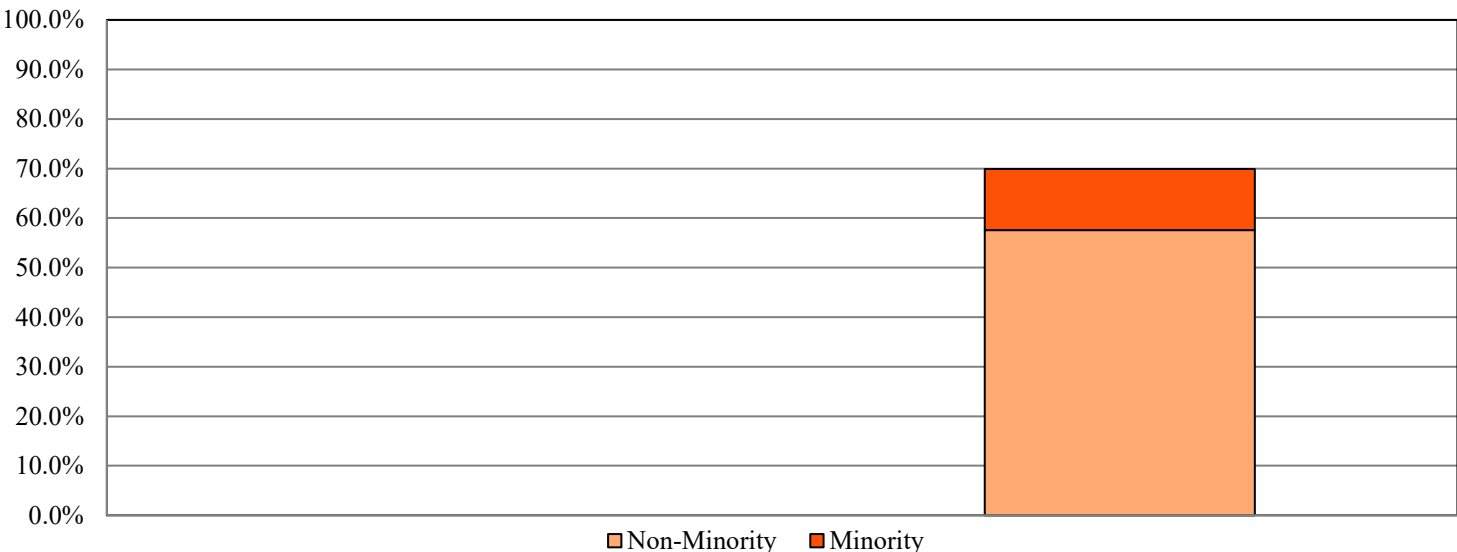
**Your Firm**

Headcount	Non-Minority	Minority

**Total Group**

Headcount	Non-Minority	Minority
4,231.8	69.4%	9.5%

**Non-Equity Partners**



**Your Firm**

Headcount	Non-Minority	Minority

**Total Group**

Headcount	Non-Minority	Minority
3,564.6	57.5%	12.4%

Additional detail can be found on Page 57.  
<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.  
<sup>\*\*</sup> omitted due to insufficient data  
<sup>‡</sup> less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

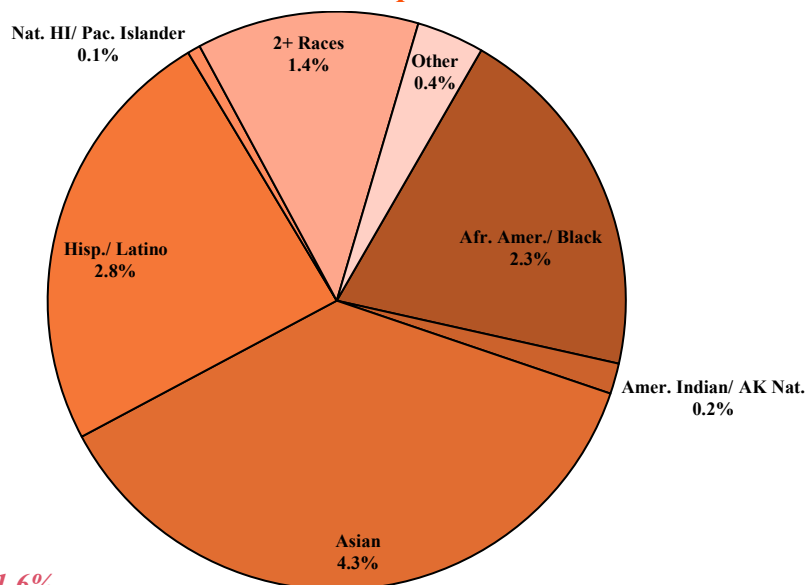
AmLaw Ranked - 50-100 (20 members^)

**Equity Partner Minority Staffing Summary by Racial Classification**

Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

**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: 11.6%**

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
3,551.9	2.3%	0.2%	4.3%	2.8%	0.1%	1.4%	88.4%	0.4%

Additional detail can be found on Page 59.

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

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



## 2025 BRASS Initial Release - Talent Management Report

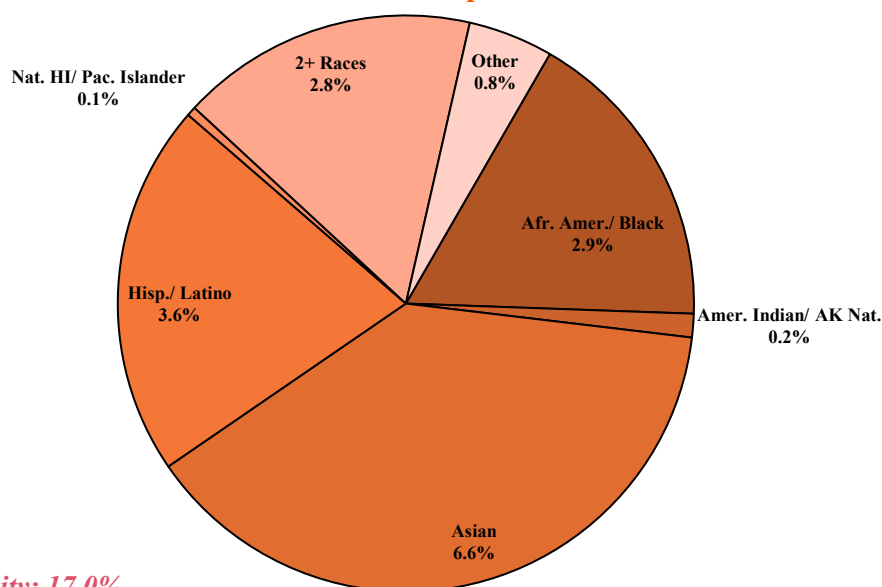
AmLaw Ranked - 50-100 (20 members^)

### Non-Equity Partner Minority Staffing Summary by Racial Classification Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

#### 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: 17.0%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
2,670.1	2.9%	0.2%	6.6%	3.6%	0.1%	2.8%	83.0%	0.8%

Additional detail can be found on Page 59.

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

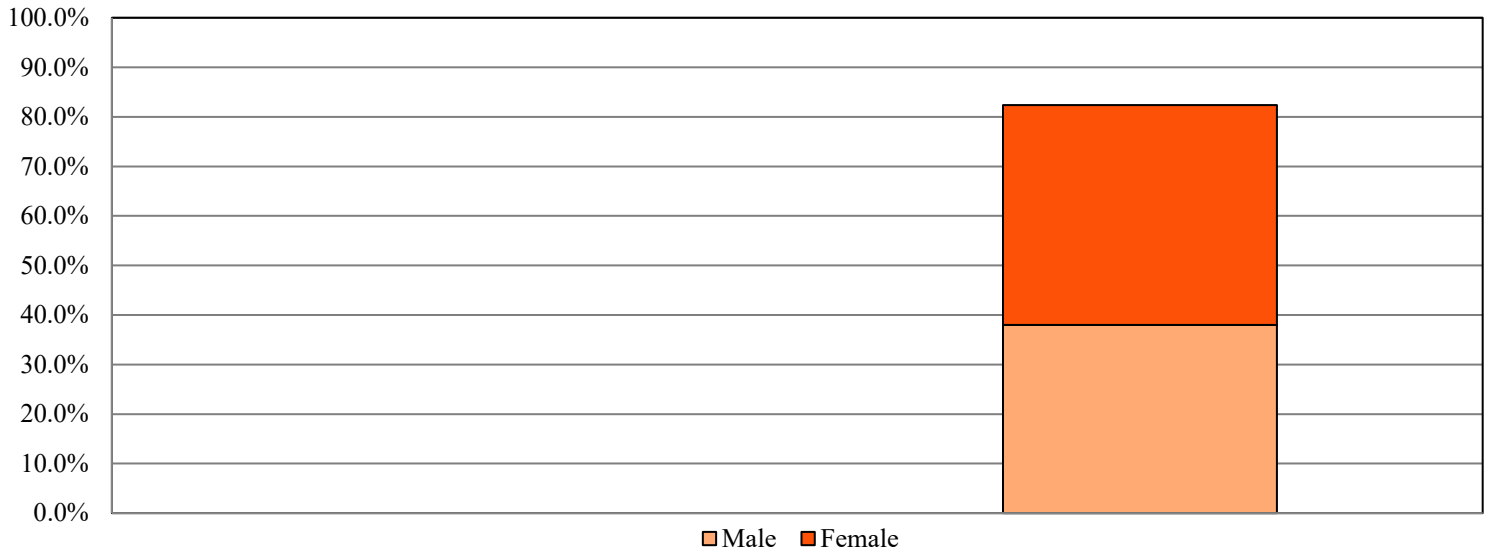
\*\* omitted due to insufficient data; ‡ less than 75% population response

2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

**Associates & All Attorneys Staffing Summary by Gender<sup>1</sup>**  
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

**Associates**



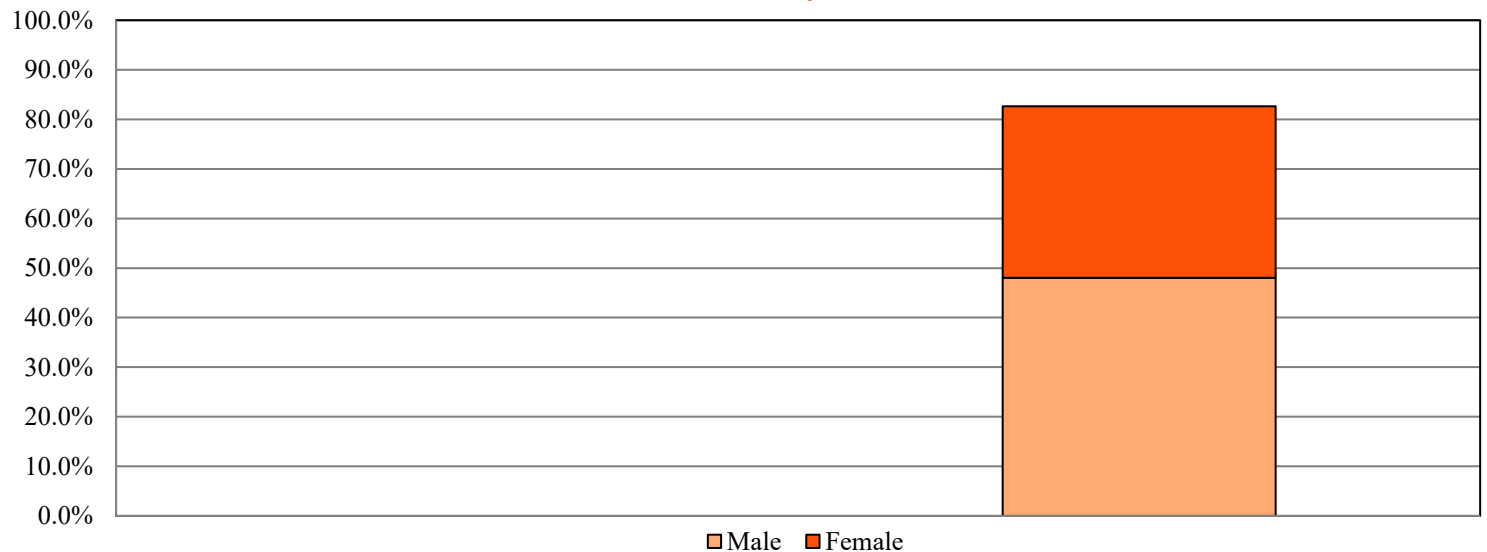
**Your Firm**

Headcount	Male	Female

**Total Group**

Headcount	Male	Female
6,591.3	38.0%	44.4%

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



**Your Firm**

Headcount	Male	Female

**Total Group**

Headcount	Male	Female
17,742.6	48.0%	34.7%

Additional detail can be found on Page 57.

<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.

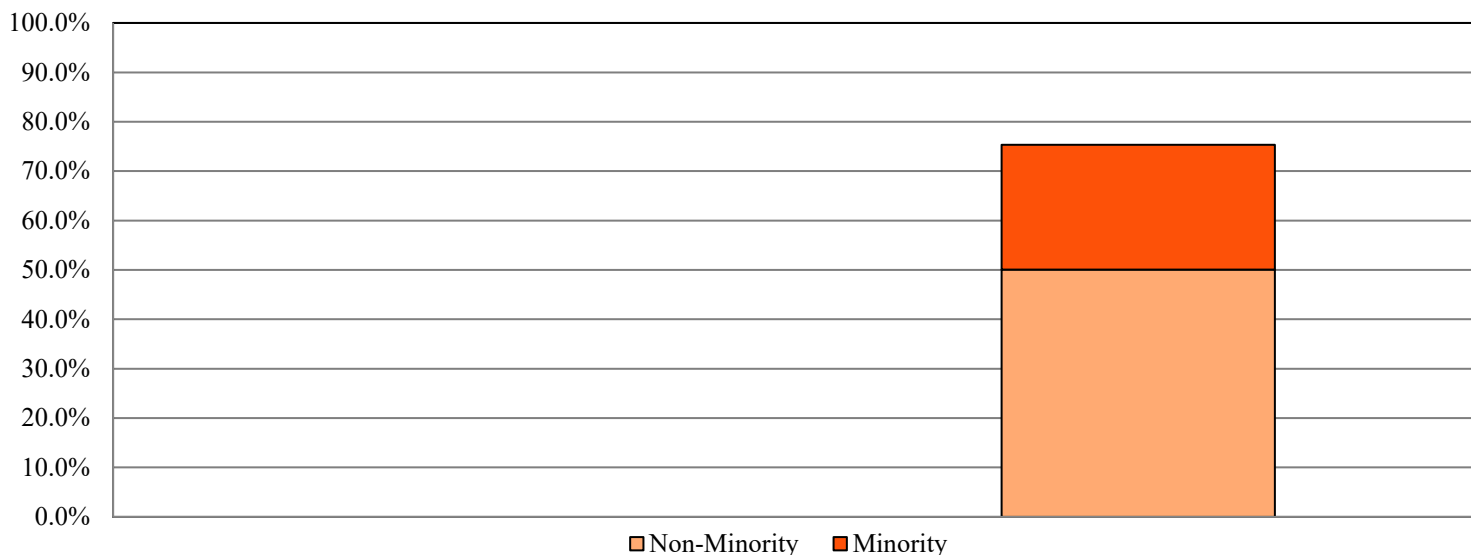
^ Membership on this page includes only those participants that submitted gender and/or race.

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

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

Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

### Associates



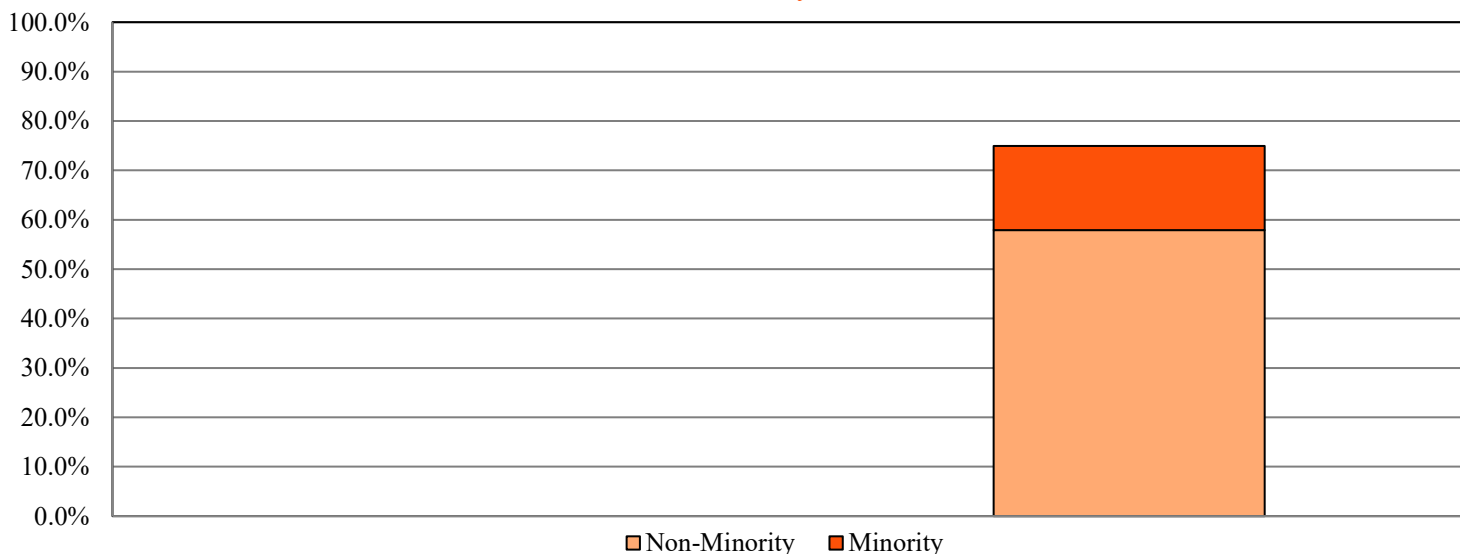
#### Your Firm

Headcount	Non-Minority	Minority

#### Total Group

Headcount	Non-Minority	Minority
6,591.3	50.0%	25.3%

### All Attorneys<sup>2</sup>



#### Your Firm

Headcount	Non-Minority	Minority

#### Total Group

Headcount	Non-Minority	Minority
17,742.6	57.9%	17.0%

Additional detail can be found on Page 57.

<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

## 2025 BRASS Initial Release - Talent Management Report

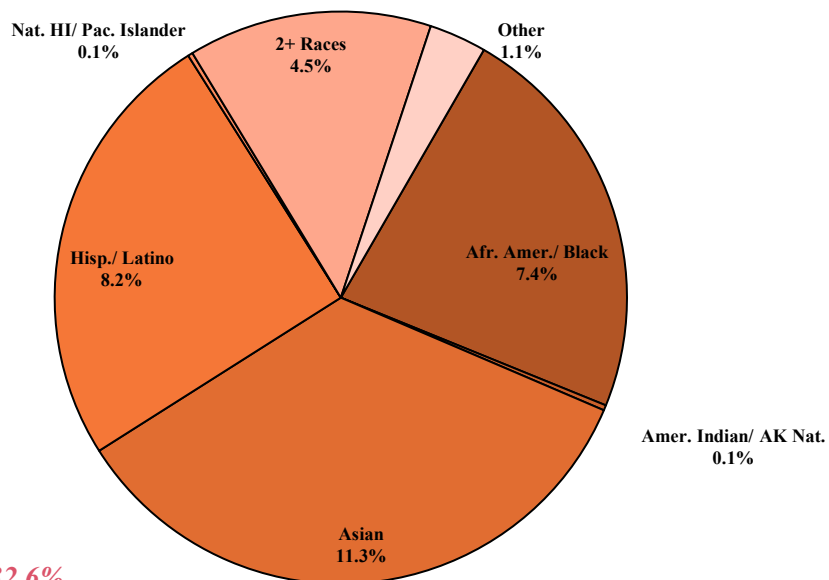
AmLaw Ranked - 50-100 (20 members^)

**Associates Minority Staffing Summary by Racial Classification**

Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

**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: 32.6%**

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
5,254.5	7.4%	0.1%	11.3%	8.2%	0.1%	4.5%	67.4%	1.1%

Additional detail can be found on Page 59.

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

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

## 2025 BRASS Initial Release - Talent Management Report

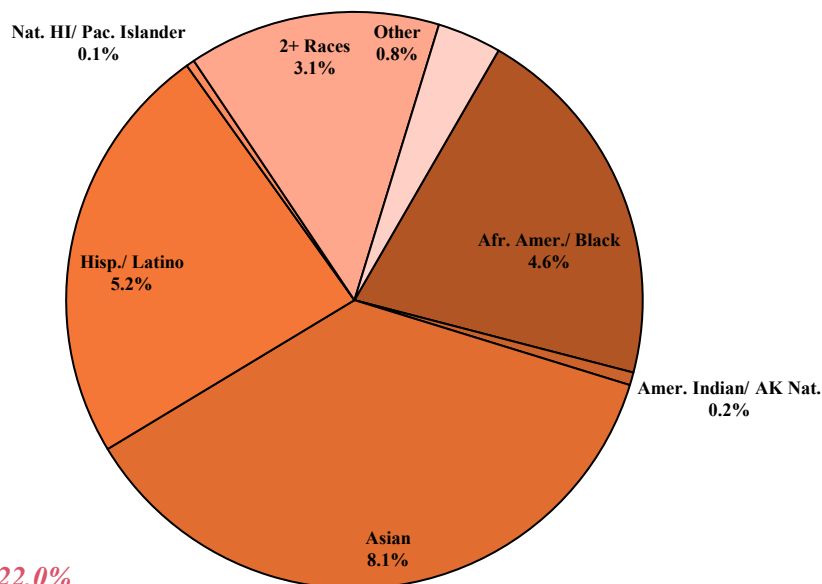
AmLaw Ranked - 50-100 (20 members^)

### All Attorneys Minority Staffing Summary by Racial Classification Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

#### 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: 22.0%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
14,081.1	4.6%	0.2%	8.1%	5.2%	0.1%	3.1%	78.0%	0.8%

Additional detail can be found on Page 59.

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

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

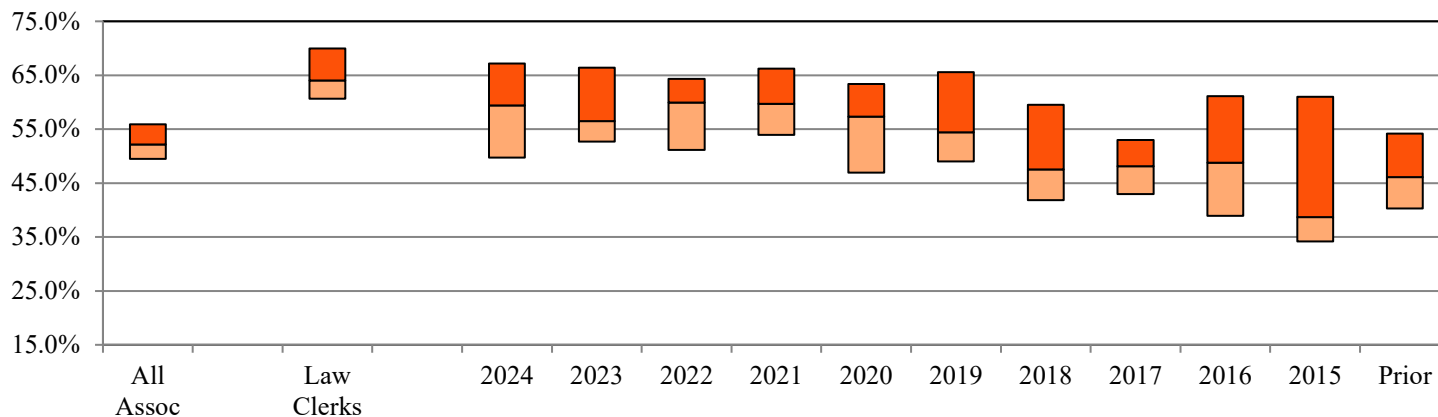
## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

### Associate Staffing Summary by Law Class Year

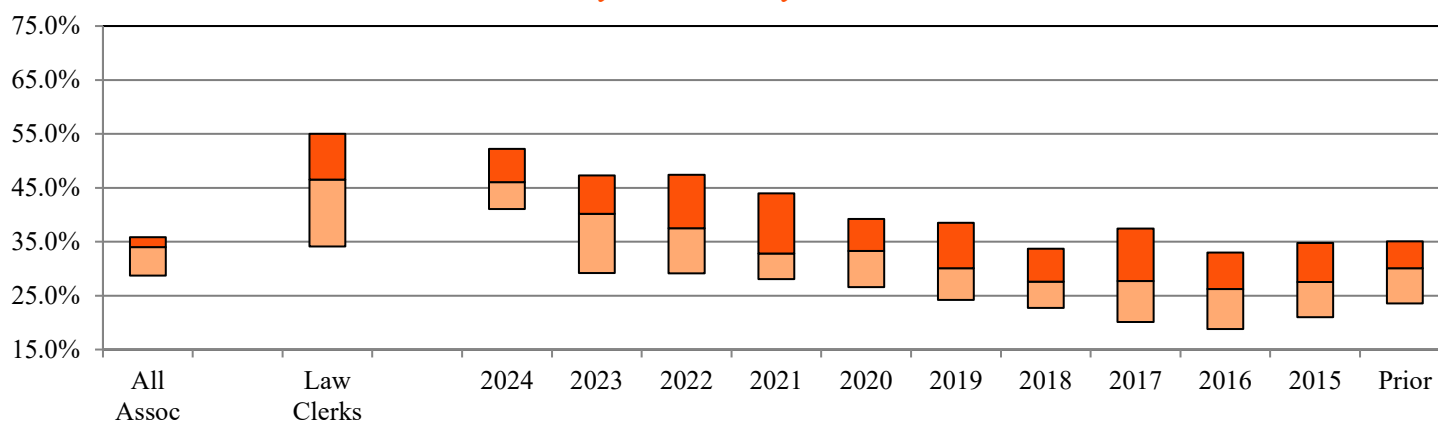
Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

#### Female Associates by Law Class Year



	All Assoc	Law Clerks	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
<b>Your Firm</b>		‡	‡										
<b>1st Qtle</b>	55.9%	70.0%	67.2%	66.4%	64.3%	66.3%	63.4%	65.6%	59.5%	53.0%	61.1%	61.0%	54.2%
<b>Median</b>	52.2	64.1	59.4	56.5	60.0	59.7	57.3	54.4	47.6	48.1	48.8	38.7	46.1
<b>3rd Qtle</b>	49.5	60.6	49.7	52.7	51.2	54.0	46.9	49.0	41.9	43.0	38.9	34.2	40.3

#### Minority Associates by Law Class Year



	All Assoc	Law Clerks	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
<b>Your Firm</b>		‡	‡										
<b>1st Qtle</b>	35.9	55.0	52.2	47.3	47.4	44.0	39.3	38.5	33.7	37.5	33.0	34.8	35.1
<b>Median</b>	34.0	46.5	46.1	40.2	37.5	32.8	33.3	30.1	27.6	27.7	26.2	27.5	30.1
<b>3rd Qtle</b>	28.7	34.1	41.1	29.2	29.2	28.1	26.6	24.2	22.7	20.1	18.8	21.0	23.6

Additional detail can be found on Page 58.

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

\*\* omitted due to insufficient data

‡ less than 75% population response

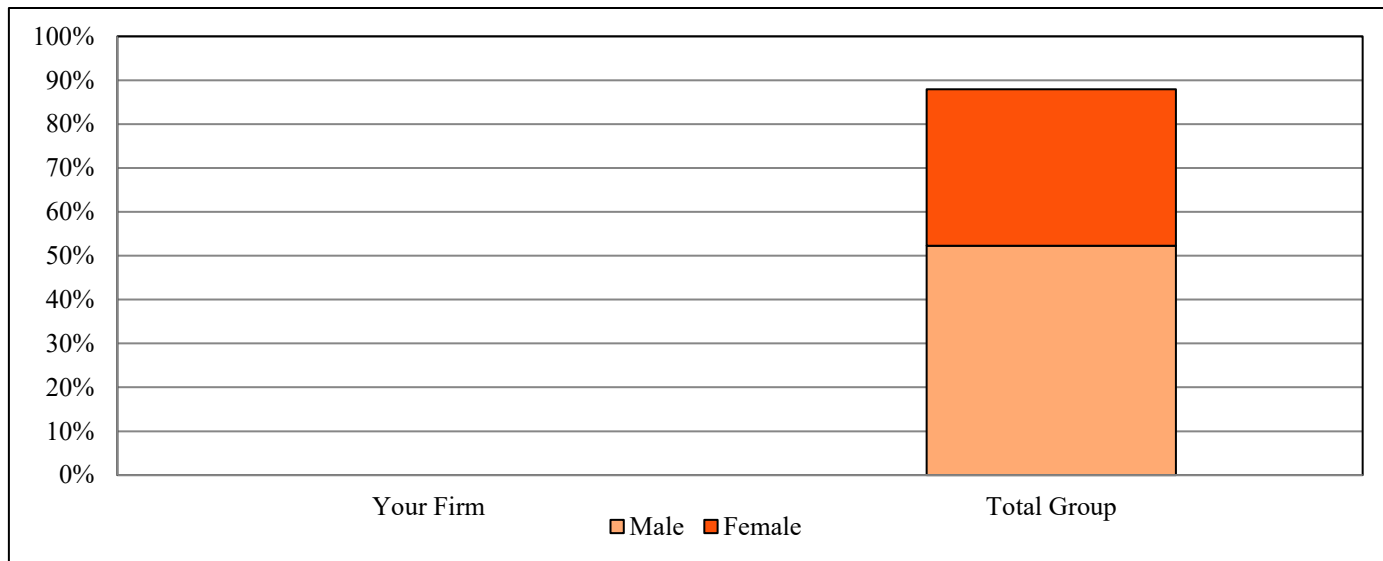
# 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

## Partner Promotions by Gender <sup>1</sup>

As of January 1, 2025

### Equity Partners



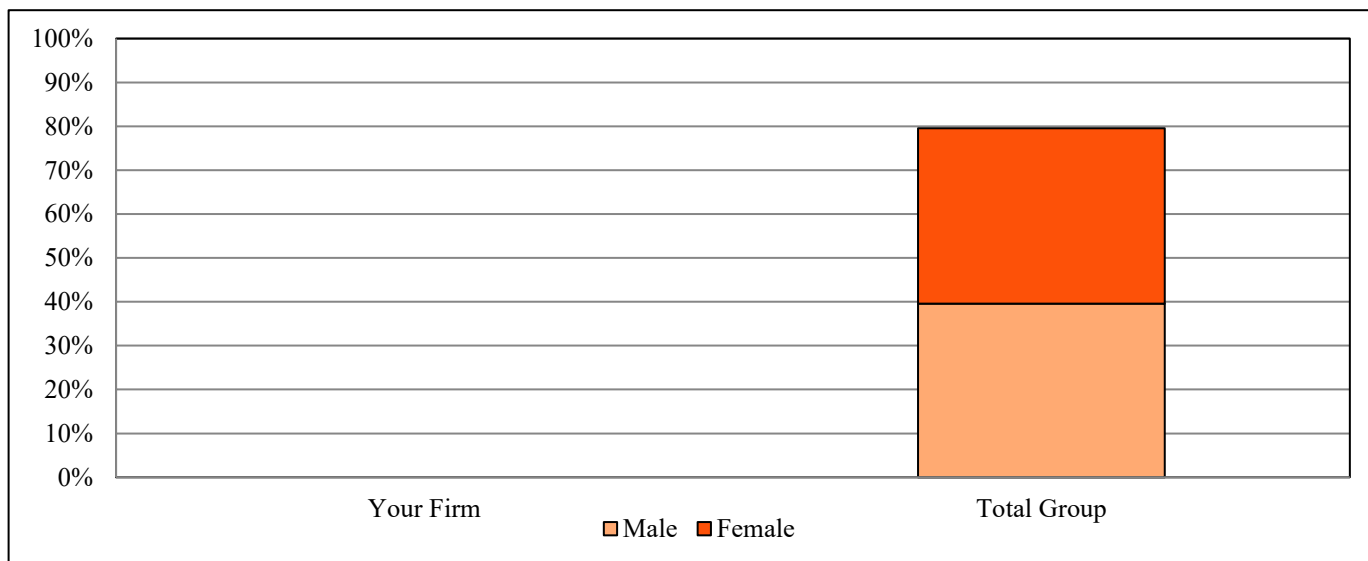
#### Your Firm

Count	Male	Female

#### Total Group

Count	Male	Female
174	52.3%	35.6%

### Non-Equity Partners



#### Your Firm

Count	Male	Female

#### Total Group

Count	Male	Female
220	39.5%	40.0%

<sup>1</sup> Includes only promotions that occurred at 1/1/2025. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

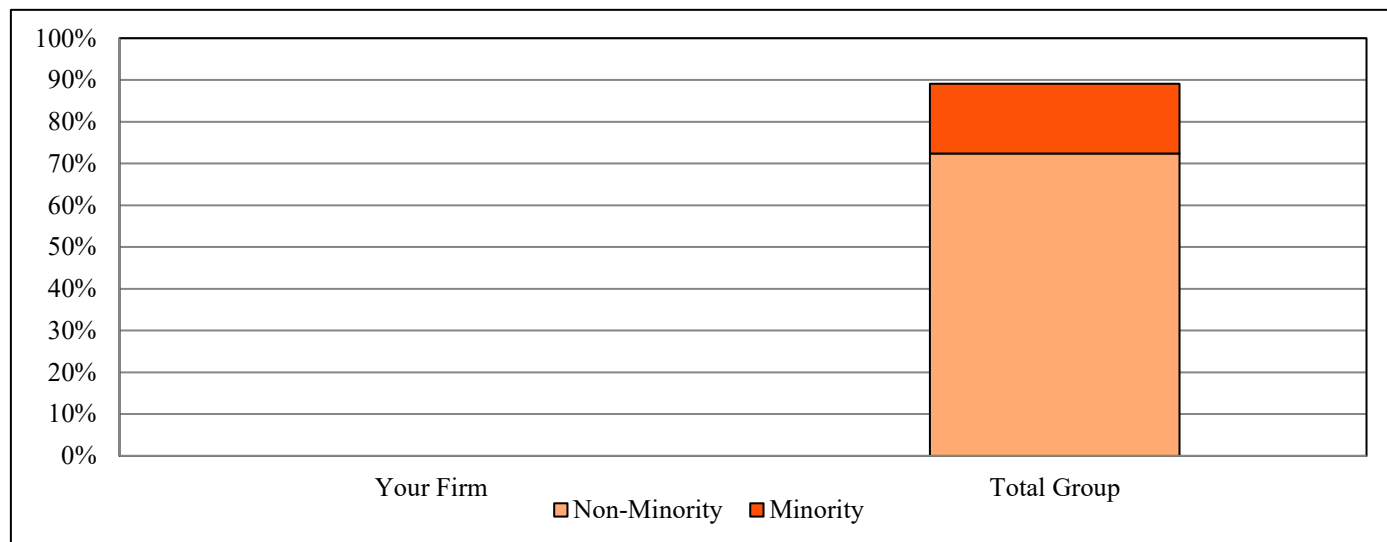
\*\* omitted due to insufficient data

‡ less than 75% population response

## Partner Promotions by Minority Status <sup>1</sup>

As of January 1, 2025

### Equity Partners



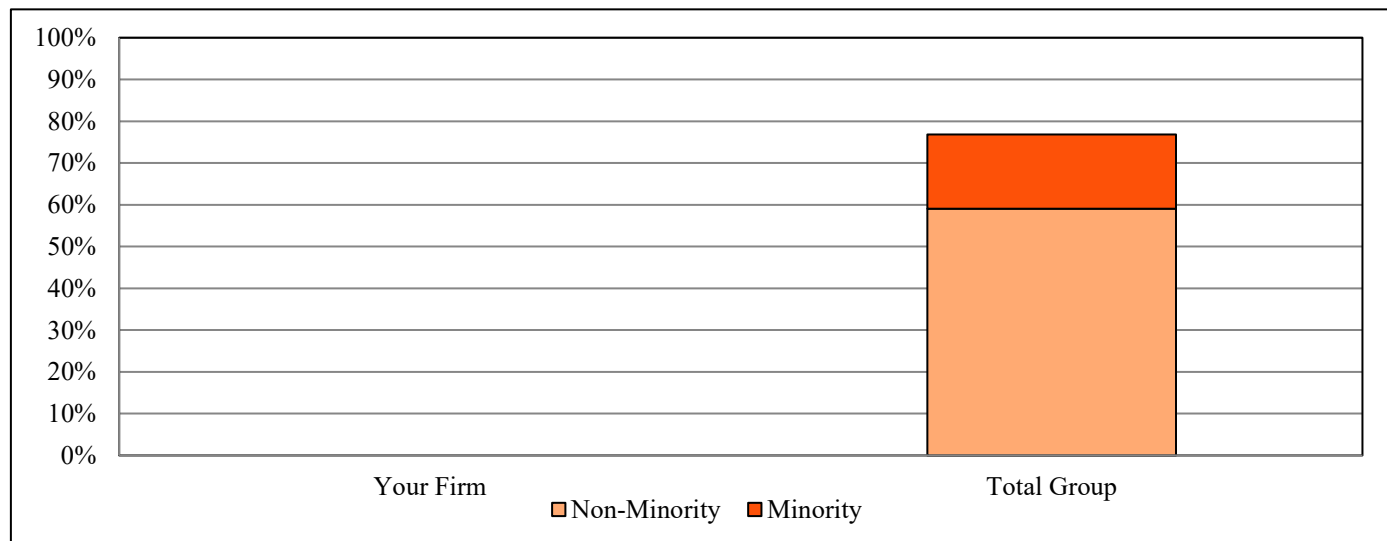
#### Your Firm

Count	Non-Minority	Minority

#### Total Group

Count	Non-Minority	Minority
174	72.4%	16.7%

### Non-Equity Partners



#### Your Firm

Count	Non-Minority	Minority

#### Total Group

Count	Non-Minority	Minority
220	59.1%	17.7%

<sup>1</sup> Includes only promotions that occurred at 1/1/2025. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

\*\* omitted due to insufficient data

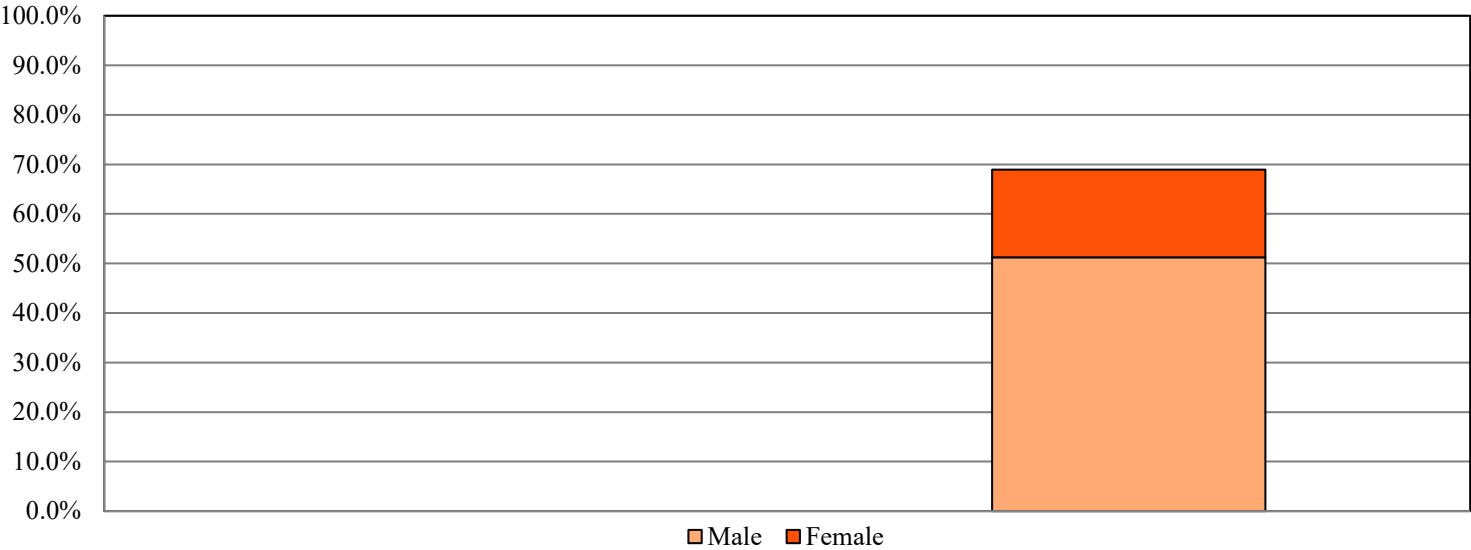
‡ less than 75% population response



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

Percent of Partners for the 12-month period ending December 31, 2024

## Equity Partners



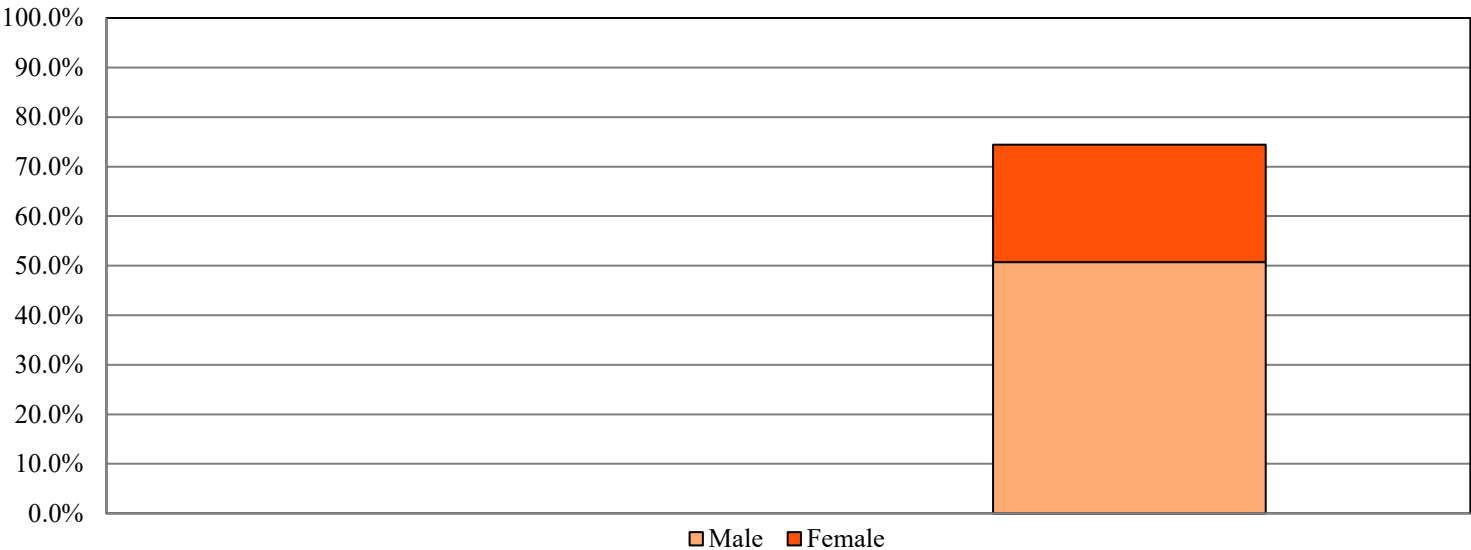
### Your Firm

Count	Male	Female

### Total Group

Count	Male	Female
119	51.3%	17.6%

## Non-Equity Partners



### Your Firm

Count	Male	Female

### Total Group

Count	Male	Female
274	50.7%	23.7%

Additional detail can be found on Page 61.

<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.

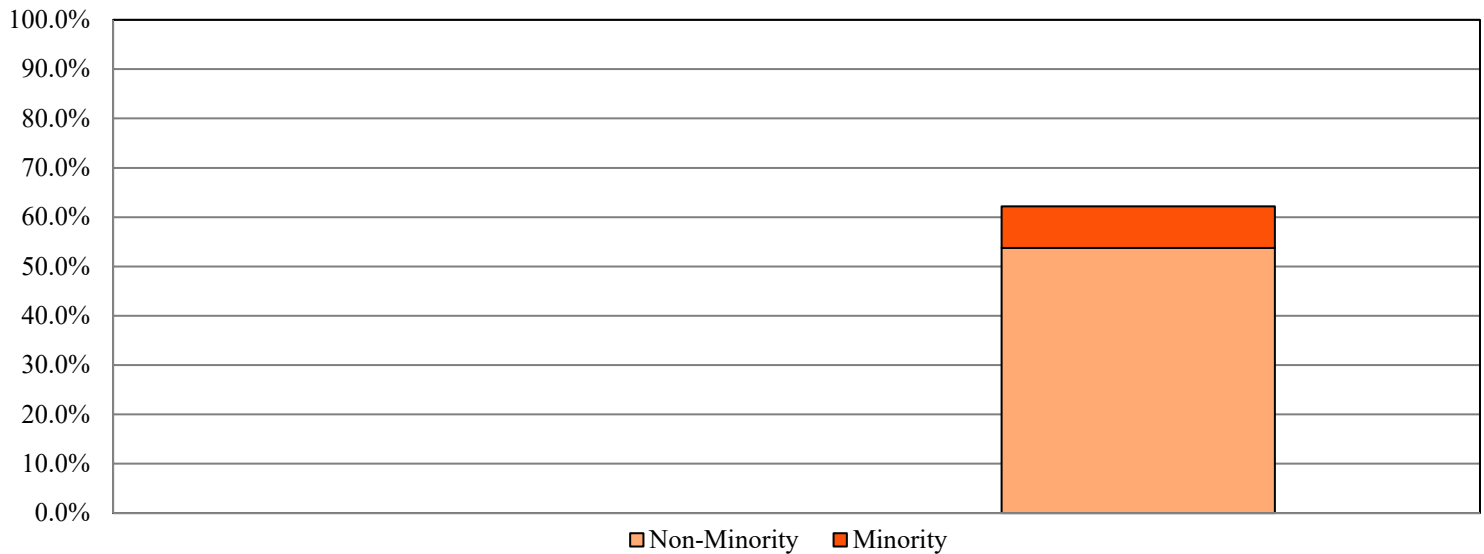
\*\* omitted due to insufficient data

‡ less than 75% population response

AmLaw Ranked - 50-100 (20 members^)

# *Partner Terminations by Minority Status<sup>1</sup>* *Percent of Partners for the 12-month period ending December 31, 2024*

## *Equity Partners*



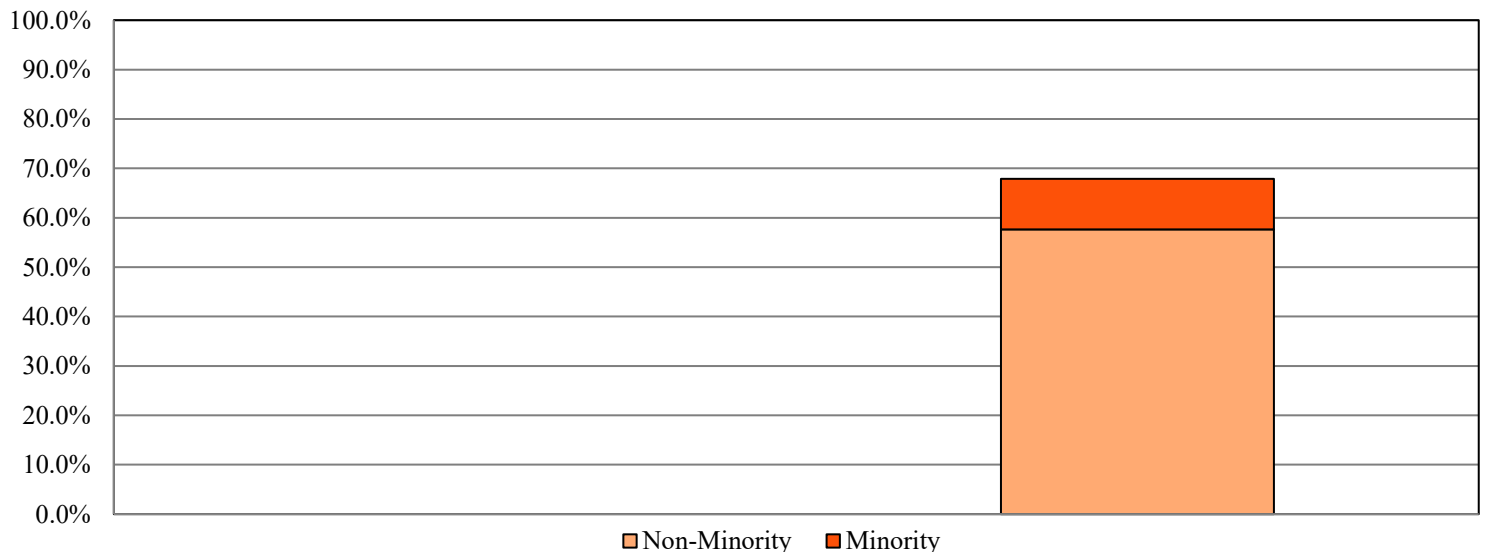
### *Your Firm*

Count	Non-Minority	Minority

### *Total Group*

Count	Non-Minority	Minority
119	53.8%	8.4%

## *Non-Equity Partners*



### *Your Firm*

Count	Non-Minority	Minority

### *Total Group*

Count	Non-Minority	Minority
274	57.7%	10.2%

Additional detail can be found on Page 61.

<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

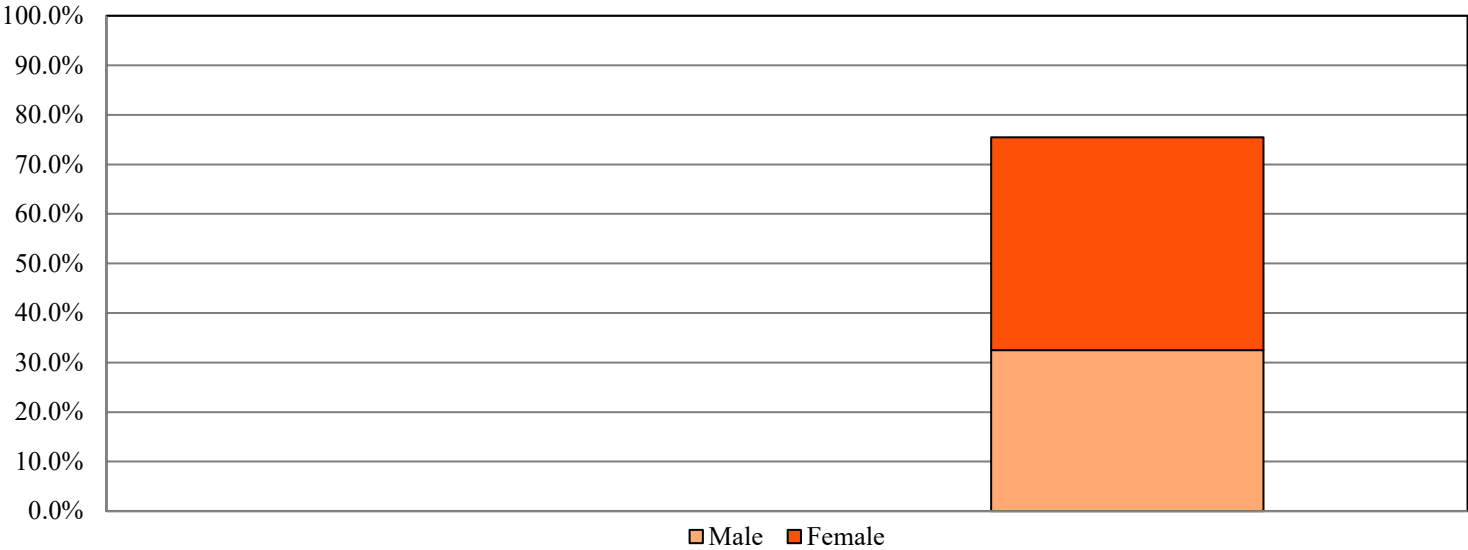
‡ less than 75% population response

2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

# *Associates & All Attorneys Terminations by Gender<sup>1</sup>* *Percent of Associates and All Attorneys for the 12-month period ending December 31, 2024*

## *Associates*



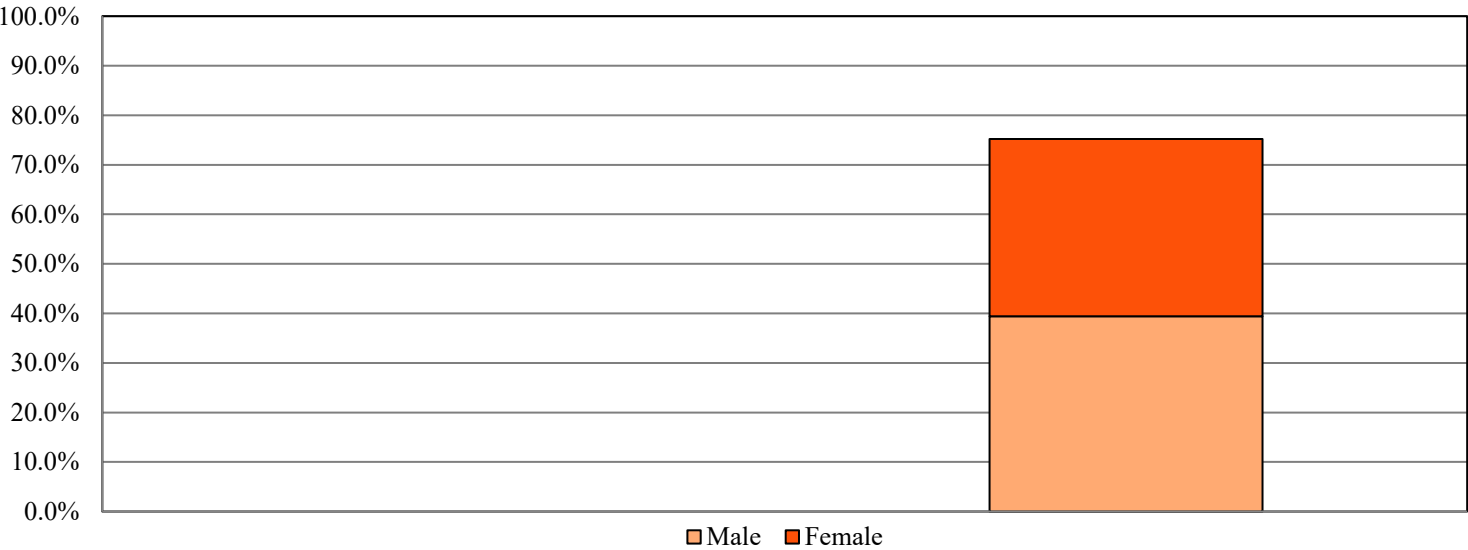
### *Your Firm*

Count	Male	Female

### *Total Group*

Count	Male	Female
1,122	32.5%	43.0%

## *All Attorneys<sup>2</sup>*



### *Your Firm*

Count	Male	Female

### *Total Group*

Count	Male	Female
2,090	39.4%	35.8%

Additional detail can be found on Page 61.

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

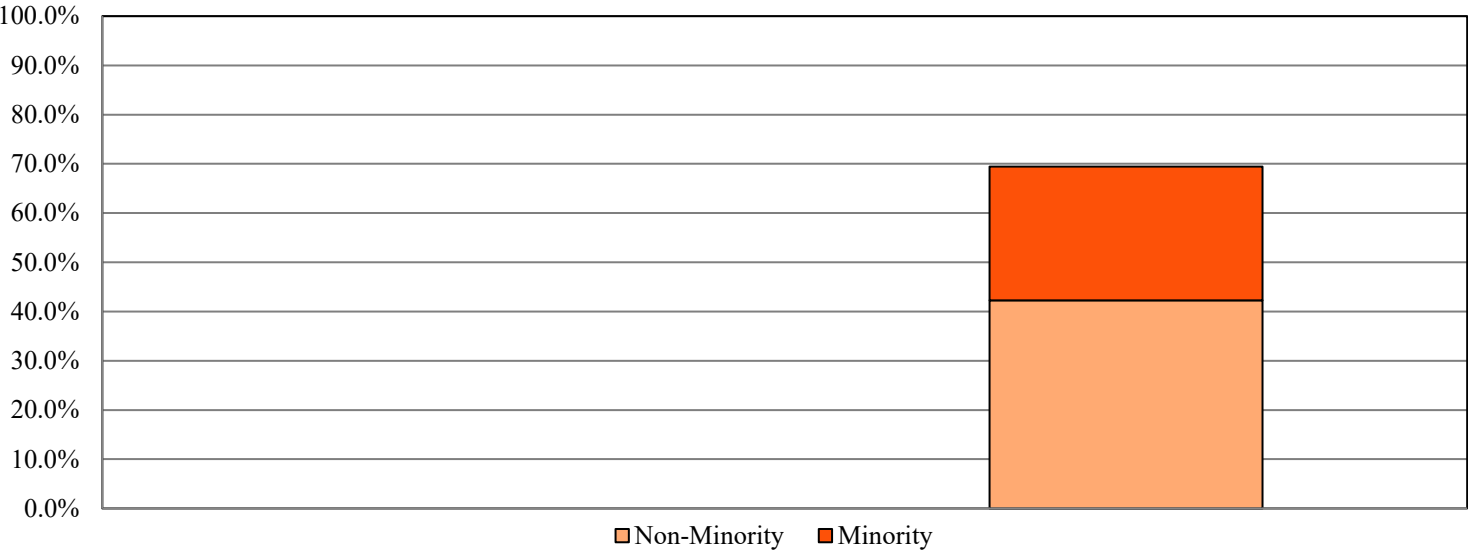
<sup>2</sup> Includes Equity Partners, Non-Equity Partners, Associates, Sr. and Staff Attorneys, Of Counsel, Contract Associates and Contract Partners.

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

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

# Associates & All Attorneys Terminations by Minority Status<sup>1</sup> Percent of Associates and All Attorneys for the 12-month period ending December 31, 2024

## Associates



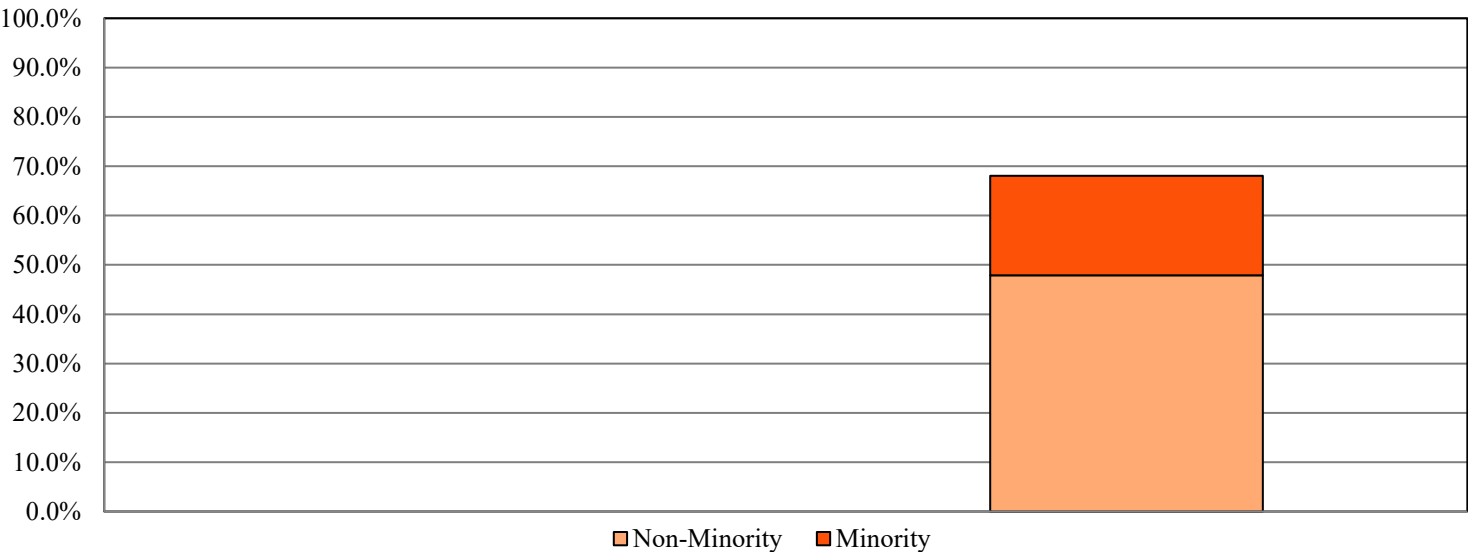
### Your Firm

Count	Non-Minority	Minority

### Total Group

Count	Non-Minority	Minority
1,122	42.2%	27.2%

## All Attorneys<sup>2</sup>



### Your Firm

Count	Non-Minority	Minority

### Total Group

Count	Non-Minority	Minority
2,090	47.9%	20.1%

Additional detail can be found on Page 61.

<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.

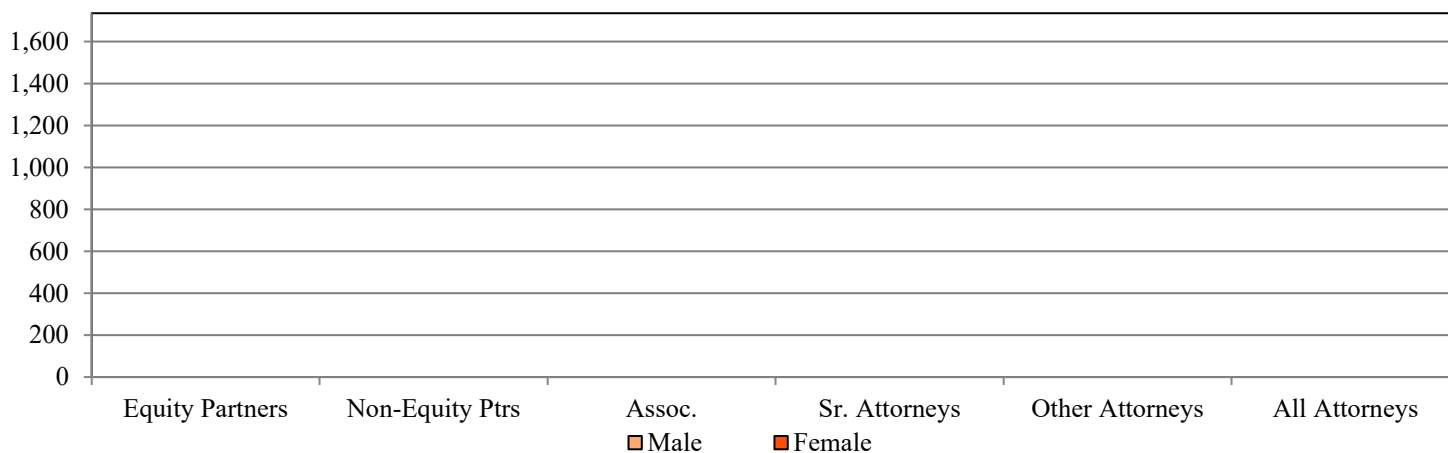
\*\* omitted due to insufficient data; ‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

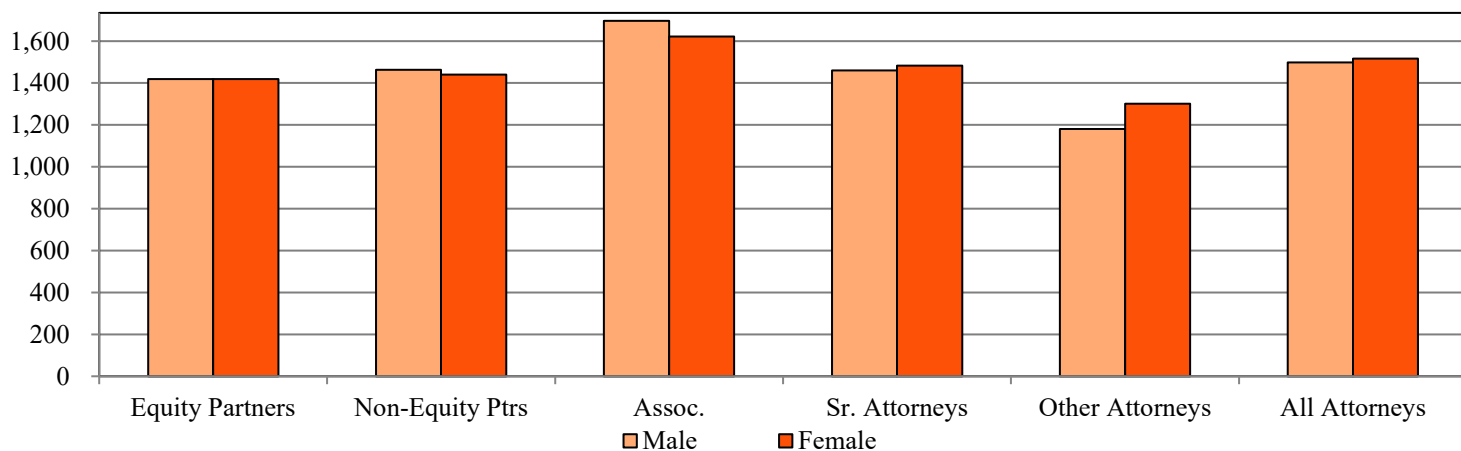
AmLaw Ranked - 50-100 (20 members^)

**All Attorneys Average Billable Hours by Gender**

For the 12-month period ending December 31, 2024

**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>	1,412	1,433	1,659	1,486	1,251	1,502
<b>Male</b>	1,419	1,464 ‡	1,697	1,460	1,181	1,498
<b>Female</b>	1,419	1,440 ‡	1,622	1,483	1,301	1,517
<b>Difference</b>	0	(24)	(75)	23	120	19

Additional detail can be found on Page 63.

<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.

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

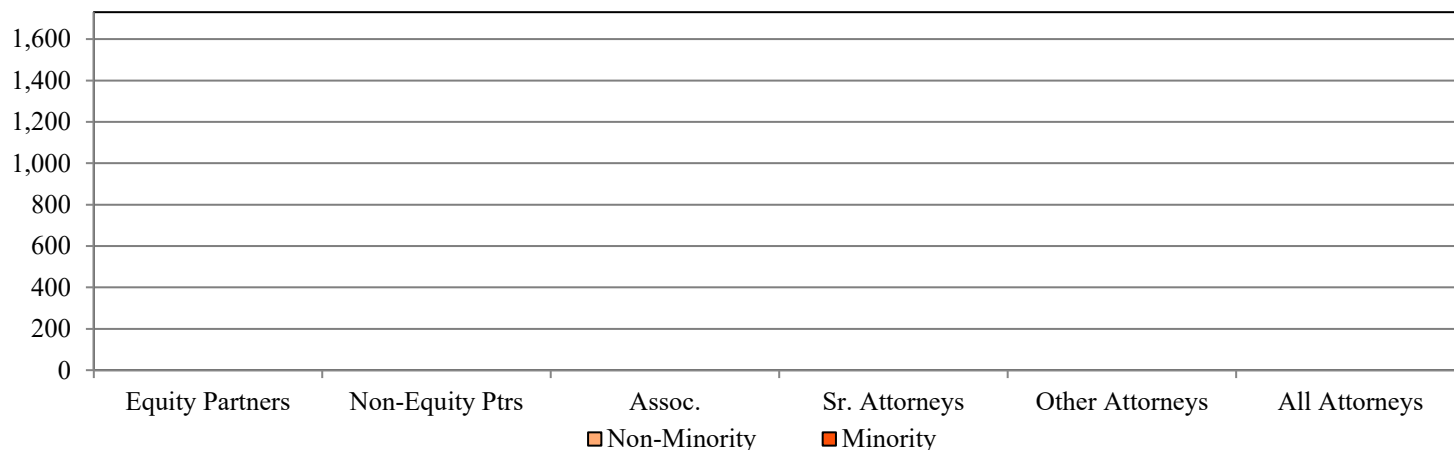
\*\* omitted due to insufficient data; ‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

**All Attorneys Average Billable Hours by Minority Status**

For the 12-month period ending December 31, 2024

**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>	1,412	1,433	1,659	1,486	1,251	1,502
<b>Non-Minority</b>	1,423	1,452 ‡	1,695	1,472 ‡	1,224	1,503
<b>Minority</b>	1,364	1,368 ‡	1,547	1,470 ‡	1,283 ‡	1,473
<b>Difference</b>	(59)	(84)	(148)	(2)	59	(30)

Additional detail can be found on Page 63.

<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.

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

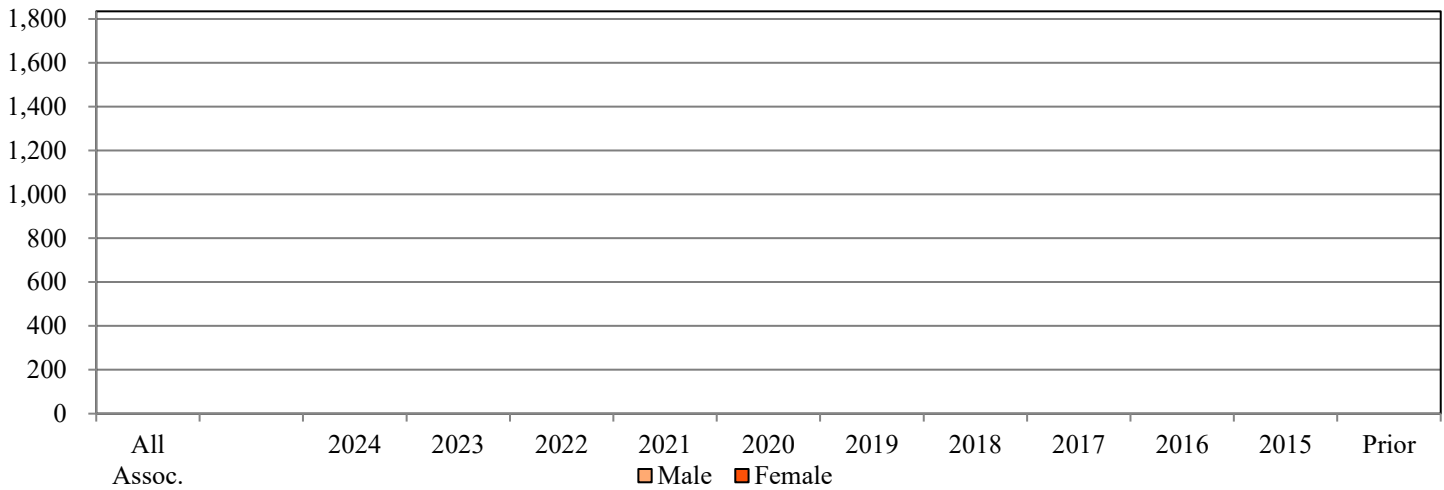
\*\* omitted due to insufficient data; ‡ less than 75% population response

2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

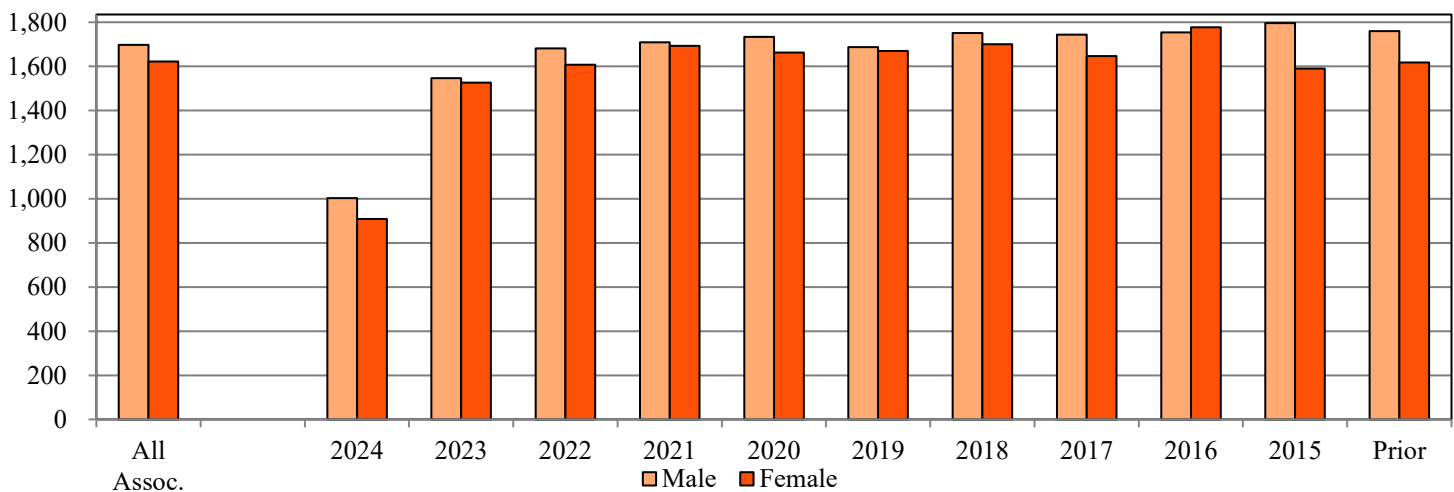
**Associate Average Billable Hours by Gender**  
By Law Class Year; For the 12-month period ending December 31, 2024

**Your Firm**



	All Assoc.	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
Average												
Male												
Female												
Difference												

**Total Group**



	All Assoc.	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
Average	1,659	939	1,526	1,652	1,700	1,697	1,704	1,708	1,706	1,785	1,691	1,665
Male	1,697	1,003 ‡	1,547	1,682	1,709	1,734	1,687	1,751	1,744	1,754	1,797	1,760
Female	1,622	909 ‡	1,526	1,607	1,693	1,662	1,669	1,701	1,646	1,777	1,590	1,617
Difference	(75)	(94)	(21)	(75)	(16)	(72)	(18)	(50)	(98)	23	(207)	(143)

Additional detail can be found on Page 64.

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

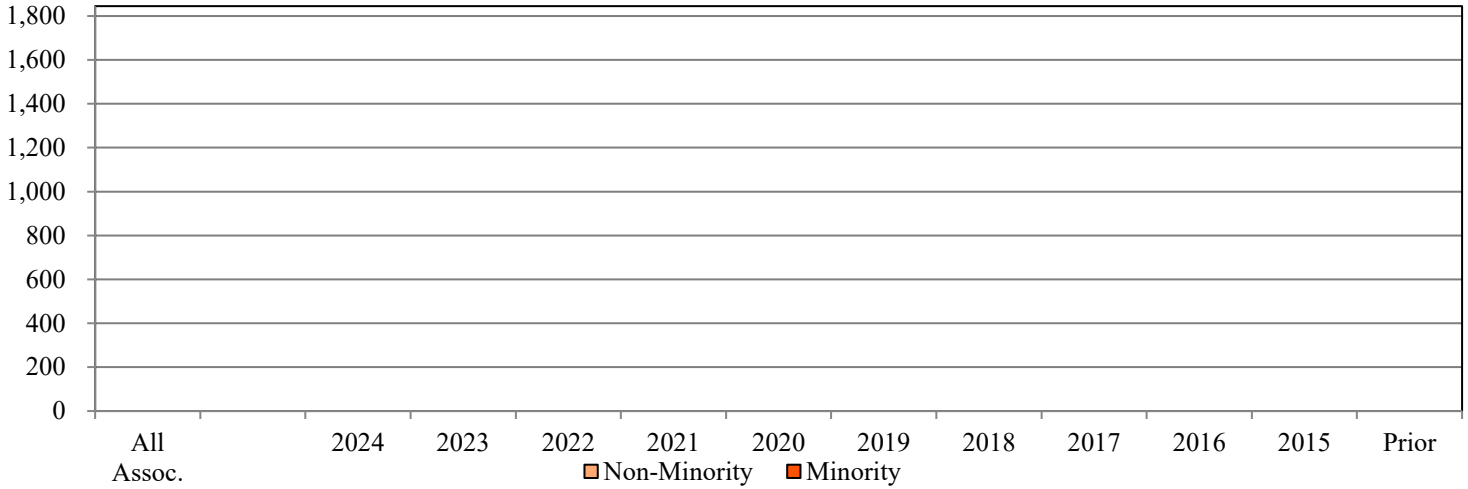
\*\* omitted due to insufficient data; ‡ less than 75% population response

2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

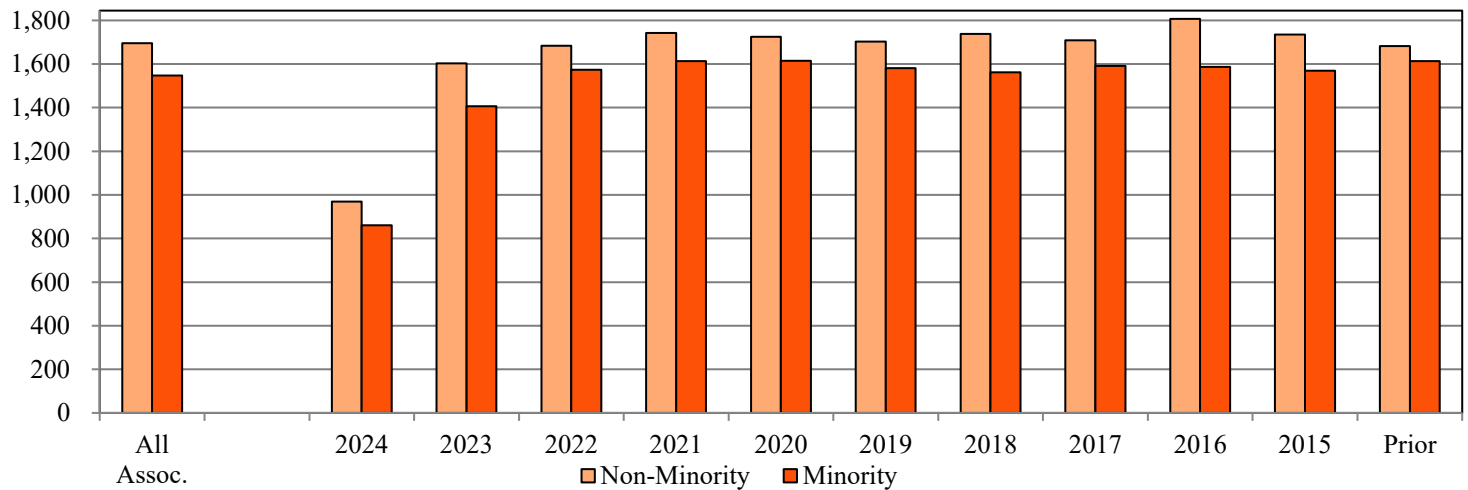
**Associate Average Billable Hours by Minority Status**  
By Law Class Year; For the 12-month period ending December 31, 2024

**Your Firm**



	All Assoc.	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
Average												
Non-Minority												
Minority												
Difference												

**Total Group**



	All Assoc.	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	Prior
Average	1,659	939	1,526	1,652	1,700	1,697	1,704	1,708	1,706	1,785	1,691	1,665
Non-Minority	1,695	969 ‡	1,603	1,684	1,743	1,725	1,703	1,738	1,709	1,807	1,736	1,682
Minority	1,547	861 ‡	1,406	1,574	1,613	1,615	1,580	1,561	1,591	1,588 ‡	1,570	1,613
Difference	(148)	(108)	(197)	(110)	(130)	(110)	(123)	(177)	(118)	(219)	(166)	(69)

Additional detail can be found on Page 64.

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

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



## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

**Timekeeper Staffing Summary by Gender & Minority Status**

Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

<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		/ 23	23.9	29.4	23.8	18.8
Non-Equity Partners		/ 21	20.1	26.3	22.9	15.6
Associates		/ 24	37.1	40.1	36.1	31.8
Sr. Attorneys		/ 22	10.3	15.8	10.8	8.0
Other Attorneys <sup>1</sup>		/ 23	8.7	15.2	8.1	2.3
<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			/ 19	23.2	27.9	25.4	21.0
Non-Equity Partners			/ 17	28.4	36.2	33.8	32.2
Associates			/ 20	44.4	55.9	52.2	49.5
Sr. Attorneys			/ 19	45.6	51.2	43.5	37.7
Other Attorneys <sup>1</sup>			/ 19	25.9	45.7	35.9	29.8
<i>All Attorneys</i>			/ 20	34.7	43.5	40.7	37.9
Law Clerks			/ 12 ‡	56.3	70.0	64.1	60.6
Paralegals			/ 19	69.5	80.0	75.9	74.2
Other Non-Legal Timekeepers <sup>2</sup>			/ 17	35.1	61.0	52.2	38.2
<i>All Non-Legal Timekeepers<sup>3</sup></i>			/ 19	58.7	75.8	70.4	63.4

<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			/ 18	9.5	14.6	10.8	8.6
Non-Equity Partners			/ 16	12.4	20.6	16.5	14.1
Associates			/ 19	25.3	35.9	34.0	28.7
Sr. Attorneys			/ 17	17.9	28.2	20.3	13.6
Other Attorneys <sup>1</sup>			/ 18	12.0	21.3	16.8	14.4
<i>All Attorneys</i>			/ 19	17.0	25.9	23.4	18.5
Law Clerks			/ 11 ‡	31.6	55.0	46.5	34.1
Paralegals			/ 18	25.3	41.4	32.9	26.6
Other Non-Legal Timekeepers <sup>2</sup>			/ 16	23.5	46.3	35.2	26.3
<i>All Non-Legal Timekeepers<sup>3</sup></i>			/ 18	25.1	42.3	31.8	28.7

<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

**Associate Staffing Summary by Gender & Minority Status**

Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

<u>Associates - Law Class Year</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>
2024		/ 18	2.2	3.5	2.5	2.0
2023		/ 24	9.4	12.4	9.6	5.0
2022		/ 24	10.3	13.1	10.7	8.4
2021		/ 24	10.9	13.6	11.0	8.8
2020		/ 24	11.0	13.6	10.8	9.0
2019		/ 24	11.0	12.5	10.8	9.7
2018		/ 24	10.1	11.3	10.1	8.4
2017		/ 24	9.1	10.6	9.1	7.9
2016		/ 24	7.8	9.0	7.6	6.6
2015		/ 24	6.6	8.0	6.2	4.8
Prior		/ 24	11.5	14.1	9.2	6.3
All Associates	100%					

<u>Associates - Law Class Year</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>
2024			/ 14 ‡	43.8	67.2	59.4	49.7
2023			/ 20	46.0	66.4	56.5	52.7
2022			/ 20	48.0	64.3	60.0	51.2
2021			/ 20	50.0	66.3	59.7	54.0
2020			/ 20	46.3	63.4	57.3	46.9
2019			/ 20	46.4	65.6	54.4	49.0
2018			/ 20	42.3	59.5	47.6	41.9
2017			/ 20	41.9	53.0	48.1	43.0
2016			/ 20	41.2	61.1	48.8	38.9
2015			/ 19	38.3	61.0	38.7	34.2
Prior			/ 20	40.9	54.2	46.1	40.3
All Associates			/ 20	44.4	55.9	52.2	49.5

<u>Associates - Law Class Year</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>
2024			/ 12 ‡	34.1	52.2	46.1	41.1
2023			/ 19	31.0	47.3	40.2	29.2
2022			/ 19	30.2	47.4	37.5	29.2
2021			/ 19	28.9	44.0	32.8	28.1
2020			/ 19	23.8	39.3	33.3	26.6
2019			/ 19	23.9	38.5	30.1	24.2
2018			/ 19	23.3	33.7	27.6	22.7
2017			/ 19	21.9	37.5	27.7	20.1
2016			/ 18	20.4	33.0	26.2	18.8
2015			/ 18	21.9	34.8	27.5	21.0
Prior			/ 19	23.6	35.1	30.1	23.6
All Associates			/ 19	25.3	35.9	34.0	28.7

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

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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

***Timekeeper Staffing Summary by Racial Classification***  
*Percent of (FTE) Headcount for the 12-month period ending December 31, 2024*

	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>	3,551.9	2.3%	0.2%	4.3%	2.8%	0.1%	1.4%	88.4%	0.4%
<b>Non-Equity Partners</b>									
Your Firm									
<b>Total Group</b>	2,670.1	2.9%	0.2%	6.6%	3.6%	0.1%	2.8%	83.0%	0.8%
<b>Associates</b>									
Your Firm									
<b>Total Group</b>	5,254.5	7.4%	0.1%	11.3%	8.2%	0.1%	4.5%	67.4%	1.1%
<b>Sr. Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,622.2	3.0%	0.2%	8.8%	4.9%	0.2%	2.8%	79.5%	0.7%
<b>Other Attorneys<sup>1</sup></b>									
Your Firm									
<b>Total Group</b>	982.4	4.2%	0.2%	7.3%	3.4%	0.2%	3.0%	81.1%	0.8%
<b>All Attorneys</b>									
Your Firm									
<b>Total Group</b>	14,081.1	4.6%	0.2%	8.1%	5.2%	0.1%	3.1%	78.0%	0.8%
<b>Law Clerks</b>									
Your Firm									
<b>Total Group</b>	84.4	‡ 13.0%		12.3%	9.2%		9.3%	55.7%	0.6%
<b>Paralegals</b>									
Your Firm									
<b>Total Group</b>	1,555.3	8.6%	0.4%	8.0%	9.8%	0.3%	2.9%	69.6%	0.4%
<b>Other Non-Legal Timekeepers<sup>2</sup></b>									
Your Firm									
<b>Total Group</b>	544.6	9.2%	0.5%	13.8%	9.1%	0.6%	3.2%	63.0%	0.6%
<b>All Non-Attorney Timekeepers<sup>3</sup></b>									
Your Firm									
<b>Total Group</b>	2,184.3	8.9%	0.4%	9.6%	9.6%	0.4%	3.2%	67.4%	0.5%

<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

**Associate Staffing Summary by Racial Classification**  
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2024

<u>Law Class Year</u>	Headcount		African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>2024</b>										
Your Firm										
<b>Total Group</b>	97.4	‡	13.5%	14.5%	10.8%	0.2%	9.1%	49.6%	2.2%	
<b>2023</b>										
Your Firm										
<b>Total Group</b>	455.6		9.1%	10.4%	13.3%	0.1%	7.8%	57.3%	2.1%	
<b>2022</b>										
Your Firm										
<b>Total Group</b>	572.2		8.6%	12.9%	9.2%		5.4%	62.8%	1.0%	
<b>2021</b>										
Your Firm										
<b>Total Group</b>	597.7		9.2%	0.2%	10.8%	9.0%	0.2%	5.9%	63.7%	1.1%
<b>2020</b>										
Your Firm										
<b>Total Group</b>	593.3		7.7%	0.4%	11.5%	7.7%	0.2%	2.6%	68.4%	1.5%
<b>2019</b>										
Your Firm										
<b>Total Group</b>	554.3		7.0%		11.8%	7.5%	0.2%	3.9%	68.7%	0.8%
<b>2018</b>										
Your Firm										
<b>Total Group</b>	529.1		6.9%		11.6%	6.8%	0.2%	3.7%	69.7%	1.1%
<b>2017</b>										
Your Firm										
<b>Total Group</b>	482.9		7.7%	0.2%	9.4%	7.7%		2.1%	72.2%	0.8%
<b>2016</b>										
Your Firm										
<b>Total Group</b>	404.3		5.2%		9.9%	6.4%		4.2%	73.6%	0.6%
<b>2015</b>										
Your Firm										
<b>Total Group</b>	349.0		5.3%	0.2%	9.7%	7.4%		4.2%	72.2%	0.9%
<b>Prior</b>										
Your Firm										
<b>Total Group</b>	618.3		5.5%		12.6%	6.3%		4.3%	70.7%	0.6%
<b>All Associates</b>										
Your Firm										
<b>Total Group</b>	5,254.5		7.4%	0.1%	11.3%	8.2%	0.1%	4.5%	67.4%	1.1%

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

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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

**Timekeeper Terminations by Gender & Minority Status**

Percent of Timekeepers for the 12-month period ending December 31, 2024

<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		/ 23	5.7	9.5	6.1	3.6
Non-Equity Partners		/ 21	13.1	19.4	13.0	10.4
Associates		/ 24	53.7	58.8	53.8	45.7
Sr. Attorneys		/ 22	12.0	17.9	11.3	4.4
Other Attorneys <sup>1</sup>		/ 23	15.6	22.6	15.7	8.4
<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			/ 20	17.6	34.1	6.3	0.0
Non-Equity Partners			/ 21	23.7	40.0	30.3	10.5
Associates			/ 24	43.0	58.5	54.2	39.6
Sr. Attorneys			/ 21	40.4	42.9	30.8	0.0
Other Attorneys <sup>1</sup>			/ 23	24.3	50.2	18.2	2.3
<i>All Attorneys</i>			/ 24	35.8	48.1	43.7	31.5
Paralegals			/ 22	64.6	77.3	71.0	60.0
Other Non-Legal Timekeepers <sup>2</sup>			/ 19	29.6	76.4	57.1	15.5
<i>All Non-Legal Timekeepers<sup>3</sup></i>			/ 23	50.8	75.0	63.6	43.2

<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			/ 20	8.4	17.5	0.0	0.0
Non-Equity Partners			/ 21	10.2	18.2	0.0	0.0
Associates			/ 24	27.2	38.5	34.8	20.1
Sr. Attorneys			/ 21	17.2	23.1	15.4	0.0
Other Attorneys <sup>1</sup>			/ 23	10.8	19.7	9.1	0.0
<i>All Attorneys</i>			/ 24	20.1	30.6	27.5	14.9
Paralegals			/ 22	29.1	42.2	34.9	1.7
Other Non-Legal Timekeepers <sup>2</sup>			/ 19	23.3	44.7	33.3	0.0
<i>All Non-Legal Timekeepers<sup>3</sup></i>			/ 23	26.8	45.5	27.3	0.0

<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.

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

***Timekeeper Terminations by Racial Classification***  
*Percent of Timekeepers for the 12-month period ending December 31, 2024*

	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>	85	2.4%	1.2%	2.4%	8.2%			85.9%	
<b>Non-Equity Partners</b>									
Your Firm									
<b>Total Group</b>	195	5.1%	0.5%	5.6%	2.6%	0.5%		85.6%	
<b>Associates</b>									
Your Firm									
<b>Total Group</b>	811	10.6%	0.1%	11.6%	10.0%	0.1%	5.7%	61.2%	0.7%
<b>Sr. Attorneys</b>									
Your Firm									
<b>Total Group</b>	220	4.5%	0.5%	8.2%	2.3%		4.1%	80.5%	
<b>Other Attorneys<sup>1</sup></b>									
Your Firm									
<b>Total Group</b>	176	2.3%	0.6%	11.4%	3.4%		2.3%	80.1%	
<b>All Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,487	7.5%	0.3%	9.8%	7.0%	0.1%	4.0%	70.9%	0.4%
<b>Paralegals</b>									
Your Firm									
<b>Total Group</b>	270	10.4%	0.4%	9.3%	10.7%	0.7%	2.2%	66.3%	
<b>Other Non-Legal Timekeepers<sup>2</sup></b>									
Your Firm									
<b>Total Group</b>	121	11.6%	0.8%	17.4%	7.4%		3.3%	59.5%	
<b>All Non-Attorney Timekeepers<sup>3</sup></b>									
Your Firm									
<b>Total Group</b>	391	10.7%	0.5%	11.8%	9.7%	0.5%	2.6%	64.2%	

<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.

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members<sup>^</sup>)**Timekeeper Average Billable Hours by Gender & Minority Status**

For the 12-month period ending December 31, 2024

<u>All Timekeepers</u>	<u>Your Firm</u>		<u>Group</u>			
	<u>Average</u>	<u>Rank Of</u>	<u>Average</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
Equity Partners		/ 20	1,412	1,502	1,380	1,320
Non-Equity Partners		/ 18	1,433	1,542	1,452	1,295
All Associates		/ 20	1,659	1,749	1,660	1,592
Sr. Attorneys		/ 19	1,486	1,521	1,488	1,397
Other Attorneys <sup>1</sup>		/ 20	1,251	1,456	1,269	1,066
All Attorneys		/ 20	1,502	1,574	1,481	1,445
Paralegals		/ 20	1,225	1,355	1,230	1,119
Other Non-Legal Timekeepers <sup>2</sup>		/ 18	966	1,295	1,045	684
All Non-Legal Timekeepers <sup>3</sup>		/ 20	1,168	1,306	1,210	1,089

<u>Timekeepers by Gender</u>	<u>Your Firm</u>			<u>Group Female</u>			
	<u>Male</u>	<u>Female</u>	<u>Rank Of - Female</u>	<u>Average</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
Equity Partners			/ 16	1,419	1,493	1,413	1,345
Non-Equity Partners			/ 14 ‡	1,440	1,524	1,460	1,312
All Associates			/ 16	1,622	1,702	1,620	1,564
Sr. Attorneys			/ 16	1,483	1,545	1,511	1,423
Other Attorneys <sup>1</sup>			/ 15	1,301	1,498	1,343	1,098
All Attorneys			/ 16	1,517	1,596	1,496	1,480
Paralegals			/ 16	1,278	1,412	1,338	1,216
Other Non-Legal Timekeepers <sup>2</sup>			/ 13 ‡	909	1,172	983	658
All Non-Legal Timekeepers <sup>3</sup>			/ 16	1,220	1,344	1,278	1,128

<u>Timekeepers by Minority Status</u>	<u>Your Firm</u>			<u>Group Minority</u>			
	<u>Non-Minority</u>	<u>Minority</u>	<u>Rank Of - Minority</u>	<u>Average</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
Equity Partners			/ 15	1,364	1,441	1,357	1,292
Non-Equity Partners			/ 13 ‡	1,368	1,490	1,350	1,217
All Associates			/ 15	1,547	1,637	1,519	1,480
Sr. Attorneys			/ 14 ‡	1,470	1,541	1,481	1,388
Other Attorneys <sup>1</sup>			/ 14 ‡	1,283	1,463	1,340	1,097
All Attorneys			/ 15	1,473	1,553	1,456	1,420
Paralegals			/ 15	1,203	1,344	1,261	1,015
Other Non-Legal Timekeepers <sup>2</sup>			/ 12 ‡	885	1,192	874	608
All Non-Legal Timekeepers <sup>3</sup>			/ 15	1,141	1,267	1,229	958

<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.

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

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

For the 12-month period ending December 31, 2024

<u>Associates - Law Class Year</u>	<i>Your Firm</i>		<i>Group</i>			
	<i>Average</i>	<i>Rank Of</i>	<i>Average</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2024		/ 17	939	1,077	975	864
2023		/ 20	1,526	1,650	1,529	1,477
2022		/ 20	1,652	1,729	1,655	1,565
2021		/ 20	1,700	1,755	1,725	1,662
2020		/ 20	1,697	1,755	1,729	1,630
2019		/ 20	1,704	1,761	1,732	1,652
2018		/ 20	1,708	1,777	1,700	1,654
2017		/ 20	1,706	1,813	1,686	1,641
2016		/ 20	1,785	1,856	1,767	1,664
2015		/ 20	1,691	1,843	1,706	1,600
Prior		/ 20	1,665	1,766	1,689	1,540
All Associates		/ 20	1,659	1,749	1,660	1,592

<u>Associates - Law Class Year</u>	<i>Your Firm</i>			<i>Group Female</i>			
	<i>Male</i>	<i>Female</i>	<i>Rank Of - Female</i>	<i>Average</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2024			/ 13 ‡	909	1,099	972	754
2023			/ 16	1,526	1,638	1,591	1,415
2022			/ 16	1,607	1,678	1,599	1,511
2021			/ 16	1,693	1,755	1,713	1,645
2020			/ 16	1,662	1,738	1,664	1,594
2019			/ 16	1,669	1,762	1,676	1,551
2018			/ 16	1,701	1,756	1,723	1,680
2017			/ 16	1,646	1,751	1,647	1,578
2016			/ 16	1,777	1,835	1,703	1,638
2015			/ 15	1,590	1,746	1,646	1,509
Prior			/ 16	1,617	1,754	1,566	1,523
All Associates			/ 16	1,622	1,702	1,620	1,564

<u>Associates - Law Class Year</u>	<i>Your Firm</i>			<i>Group Minority</i>			
	<i>Non-Minority</i>	<i>Minority</i>	<i>Rank Of - Minority</i>	<i>Average</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2024			/ 11 ‡	861	972	889	784
2023			/ 15	1,406	1,567	1,427	1,309
2022			/ 15	1,574	1,656	1,557	1,494
2021			/ 15	1,613	1,686	1,635	1,622
2020			/ 15	1,615	1,760	1,582	1,476
2019			/ 15	1,580	1,743	1,524	1,460
2018			/ 15	1,561	1,677	1,591	1,480
2017			/ 15	1,591	1,707	1,576	1,427
2016			/ 14 ‡	1,588	1,681	1,596	1,418
2015			/ 15	1,570	1,857	1,682	1,318
Prior			/ 15	1,613	1,735	1,602	1,540
All Associates			/ 15	1,547	1,637	1,519	1,480

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

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



## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

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

For the 12-month period ending December 31, 2024

	Average	Male	Female	Non-Minority	Minority
<b>Equity Partners</b>					
Your Firm					
<b>Total Group</b>	1,412	1,419	1,419	1,423	1,364
<b>Non-Equity Partners</b>					
Your Firm					
<b>Total Group</b>	1,433	1,464	1,440	1,452	1,368
<b>Associates</b>					
Your Firm					
<b>Total Group</b>	1,659	1,697	1,622	1,695	1,547
<b>Sr. Attorneys</b>					
Your Firm					
<b>Total Group</b>	1,486	1,460	1,483	1,472	1,470
<b>Other Attorneys<sup>1</sup></b>					
Your Firm					
<b>Total Group</b>	1,251	1,181	1,301	1,224	1,283
<b>All Attorneys</b>					
Your Firm					
<b>Total Group</b>	1,502	1,498	1,517	1,503	1,473
<b>Paralegals</b>					
Your Firm					
<b>Total Group</b>	1,225	1,198	1,278	1,266	1,203
<b>Other Non-Legal Timekeepers<sup>2</sup></b>					
Your Firm					
<b>Total Group</b>	966	851	909	978	885
<b>All Non-Attorney Timekeepers<sup>3</sup></b>					
Your Firm					
<b>Total Group</b>	1,168	1,097	1,220	1,208	1,141

<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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‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

*Associate Average Billable Hours by Gender & Minority Status**For the 12-month period ending December 31, 2024*

<u>Law Class Year</u>		Average	Male	Female	Non-Minority	Minority
<b>2024</b>						
	Your Firm					
	<b>Total Group</b>	<b>939</b>	<b>1,003</b>	<b>909</b>	<b>969</b>	<b>861</b>
<b>2023</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,526</b>	<b>1,547</b>	<b>1,526</b>	<b>1,603</b>	<b>1,406</b>
<b>2022</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,652</b>	<b>1,682</b>	<b>1,607</b>	<b>1,684</b>	<b>1,574</b>
<b>2021</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,700</b>	<b>1,709</b>	<b>1,693</b>	<b>1,743</b>	<b>1,613</b>
<b>2020</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,697</b>	<b>1,734</b>	<b>1,662</b>	<b>1,725</b>	<b>1,615</b>
<b>2019</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,704</b>	<b>1,687</b>	<b>1,669</b>	<b>1,703</b>	<b>1,580</b>
<b>2018</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,708</b>	<b>1,751</b>	<b>1,701</b>	<b>1,738</b>	<b>1,561</b>
<b>2017</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,706</b>	<b>1,744</b>	<b>1,646</b>	<b>1,709</b>	<b>1,591</b>
<b>2016</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,785</b>	<b>1,754</b>	<b>1,777</b>	<b>1,807</b>	<b>1,588</b>
<b>2015</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,691</b>	<b>1,797</b>	<b>1,590</b>	<b>1,736</b>	<b>1,570</b>
<b>Prior</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,665</b>	<b>1,760</b>	<b>1,617</b>	<b>1,682</b>	<b>1,613</b>
<b>All Associates</b>						
	Your Firm					
	<b>Total Group</b>	<b>1,659</b>	<b>1,697</b>	<b>1,622</b>	<b>1,695</b>	<b>1,547</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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members^)

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

For the 12-month period ending December 31, 2024

	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>	1,428	1,373	1,489	1,375	1,351	929	1,515	1,435	1,337
<b>Non-Equity Partners</b>									
Your Firm									
<b>Total Group</b>	1,453 ‡	1,418	1,676	1,363	1,484	1,335	1,457	1,472	1,243
<b>Associates</b>									
Your Firm									
<b>Total Group</b>	1,716	1,540	1,646	1,666	1,634	1,701	1,673	1,757	1,549
<b>Sr. Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,486 ‡	1,330	837	1,530	1,369	1,683	1,492	1,483	1,135
<b>Other Attorneys<sup>2</sup></b>									
Your Firm									
<b>Total Group</b>	1,175	1,141	103	1,276	1,432		1,166	1,168	1,516
<b>All Attorneys</b>									
Your Firm									
<b>Total Group</b>	1,520	1,447	1,497	1,534	1,514	1,384	1,571	1,522	1,434
<b>Paralegals</b>									
Your Firm									
<b>Total Group</b>	1,288	1,149	1,434	1,399	1,287	1,583	1,064	1,300	885
<b>Other Non-Legal Timekeepers<sup>3</sup></b>									
Your Firm									
<b>Total Group</b>	1,017 ‡	937	419	1,140	802	930	1,001	1,044	597
<b>All Non-Attorney Timekeepers<sup>4</sup></b>									
Your Firm									
<b>Total Group</b>	1,230	1,103	1,117	1,375	1,172	1,348	1,091	1,246	792

<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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\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (20 members<sup>^</sup>)**Associate Average Billable Hours by Racial Classification<sup>1</sup>**

For the 12-month period ending December 31, 2024

<u>Law Class Year</u>	Average	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
<b>2024</b>									
Your Firm									
<b>Total Group</b>	**	**	**	**	**	**	**	**	**
<b>2023</b>									
Your Firm									
<b>Total Group</b>	1,574 ‡	1,086		1,469	1,426		1,595	1,644	1,402
<b>2022</b>									
Your Firm									
<b>Total Group</b>	1,685	1,560		1,637	1,748		1,639	1,730	1,125
<b>2021</b>									
Your Firm									
<b>Total Group</b>	1,762	1,683		1,631	1,687	1,776	1,695	1,820	1,673
<b>2020</b>									
Your Firm									
<b>Total Group</b>	1,748	1,577	1,586	1,715	1,670	1,626	1,815	1,776	1,440
<b>2019</b>									
Your Firm									
<b>Total Group</b>	1,720	1,635		1,547	1,783		1,725	1,743	2,035
<b>2018</b>									
Your Firm									
<b>Total Group</b>	1,750	1,377		1,696	1,684		1,487	1,799	1,773
<b>2017</b>									
Your Firm									
<b>Total Group</b>	1,714	1,464	1,767	1,631	1,691		1,809	1,744	1,674
<b>2016</b>									
Your Firm									
<b>Total Group</b>	1,818	1,581		1,832	1,703		1,746	1,824	2,110
<b>2015</b>									
Your Firm									
<b>Total Group</b>	1,756	1,521		1,720	1,641		1,593	1,832	1,389
<b>Prior</b>									
Your Firm									
<b>Total Group</b>	1,694	1,737		1,672	1,684		1,673	1,713	1,860
<b>All Associates</b>									
Your Firm									
<b>Total Group</b>	1,716	1,540	1,646	1,666	1,634	1,701	1,673	1,757	1,549

<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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

**Digital Upskilling**

For the period 1/1/2024 through 12/31/2024

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. Firm's Digital Upskilling journey:</b>	‡	14	
a. Has not started			
b. Just starting to explore the way technology is affecting our business			7.1
c. Comfortable with technology that our clients use			
d. A strong advocate for technology and the digital journey			42.9
e. A leader, thinking about technology in new ways			50.0
<b>2. Primary driving motivations to be digital in the firm:</b>	‡	14	
a. Strategic positioning as a leader and setting new industry standards		7	50.0
b. Respond to client demand		12	85.7
c. Enhance external reputation		2	14.3
d. Attract and retain talent		11	78.6
e. Business results		10	71.4
<b>3. Offered digital training (e.g., online courses and videos, specialized micro-degrees) within the last year and how effective are they?</b>	‡	14	
a. No			7.1
b. Yes, but have not been able to implement my knowledge into my daily work			
c. Yes, and have implemented my knowledge into my daily work			92.9

**Leadership**

For the period 1/1/2024 through 12/31/2024

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. The D&amp;I Leader at your Firm is:</b>		14	
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			14.3
c. A dedicated leader who is considered a peer to other C-suite executives			85.7
d. Our Firm does not have a clear leader for D&I efforts			
<b>2. Accountability for D&amp;I within my Firm:</b>	‡	13	
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>		14	
a. Staying the same			
b. Increasing			
c. Decreasing			

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

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

**Diversity Initiatives/Programs**

For the period 1/1/2024 through 12/31/2024

	Your Firm	# of Resp	% of Group Resp - Yes
<b>1. Primary objective of my Firm's D&amp;I program is to:</b>		15	
a. Comply with legal requirements			6.7
b. Enhance external reputation			46.7
c. Attract and retain talent			6.7
d. Respond to client expectations			40.0
e. Achieve business results			
<b>2. D&amp;I initiatives at my Firm have a strong focus on:</b>		15	
a. One or two dimensions of diversity			46.7
b. A broad range of diversity dimensions			53.3
c. Creating an inclusive environment for all employees			
d. None of the above			
<b>3. My Firm has D&amp;I initiatives in place to:</b>	‡	14	
a. Recruit diverse candidates		13	92.9
b. Develop a pipeline of diverse leaders		13	92.9
c. Provide targeted development opportunities for diverse employees		12	85.7
d. Provide firmwide awareness around cultural competencies		14	100.0
e. Demonstrate fairness in performance and compensation decisions		11	78.6
f. None of the above			
<b>4. D&amp;I initiatives/program results are formally reviewed:</b>		15	
a. Never			
b. Reviewed only on an informal basis			
c. Weekly			
d. Monthly			26.7
e. Quarterly			66.7
f. Semi-annually			
g. Annually			6.7
<b>5. Types of data gathered and analysed:</b>	‡	15	
a. Employee demographic, compensation, or other data required to comply with regulatory requirements		14	93.3
b. Discrepancies in performance rankings by gender, race and/or other dimensions of diversity		9	60.0
c. Discrepancies in compensation by gender, race and/or other dimensions of diversity		10	66.7
d. Discrepancies in promotions by gender, race and/or other dimensions of diversity		11	73.3
e. Feedback from clients on our D&I practices		10	66.7
f. None of the above			

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

**Diversity Initiatives/Programs (Continued)**

For the period 1/1/2024 through 12/31/2024

	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>15</b>	
a. Recruitment		15	100.0
b. Attrition		15	100.0
c. Retention		15	100.0
d. Client-retention		11	73.3
e. Promotion		14	93.3
f. Internal staff surveys		13	86.7
g. Client-satisfaction surveys		8	53.3
h. External recognition (e.g., awards)		14	93.3
i. Discussions with minorities, women and/or LGBTQ individuals		14	93.3
j. Discussions with diversity committee members		14	93.3
k. Exit interviews		15	100.0
l. Diverse attorneys on "priority" (or "key") client assignments		6	40.0
m. Other		1	6.7
<b>7. Failure to achieve diversity goals and objectives is addressed:</b>	‡	<b>15</b>	
a. As a component of the firm's compensation review process		4	26.7
b. Participation in mandatory diversity training, seminars, conferences		5	33.3
c. Discussion with Firm Management and D&I Committee		14	93.3
d. Discussion with client(s) as to why the firm did not meet diversity goals and objectives		9	60.0
e. Change in composition of client teams		7	46.7
f. As a component of an individual's annual performance goals and/or individual compensation		6	40.0
g. Other		2	13.3
<b>8. Which of the following does your firm incorporate into the evaluation and compensation process?</b>	‡	<b>15</b>	
a. Hours devoted to firm-approved internal or external diversity initiatives/programs		13	86.7
b. Individual diversity efforts not aligned to firm-approved programs (external or internal)		10	66.7
c. Diversity results aligned with firm leadership-communicated diversity goals/metrics		8	53.3
d. Our firm does not incorporate any diversity efforts		2	13.3
e. Other		2	13.3
<b>9. When selecting third party suppliers/vendors to work with, my Firm:</b>	‡	<b>15</b>	
a. Does not consider supplier diversity			13.3
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			26.7
d. Proactively solicits proposals from and contracts with diverse suppliers as part of the Firm's overarching supply chain strategy			26.7
<b>10. Does your firm have a firm-wide social responsibility or sustainability policy?</b>		15	60.0
<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>		12	50.0

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

## Attorney Recruitment Information

For the period 1/1/2024 through 12/31/2024

	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>15</b>		
a. Recruiting at Minority College Initiative Programs (HBCUs, HACUs, TACUs/TCPs and PACUs)			14	93.3	3.5
b. Recruiting at law schools with a high percentage of minority law students			14	93.3	3.9
c. Participation in minority job fairs			15	100.0	3.5
d. Participation in minority bar association events			15	100.0	3.4
e. Participation in job fairs for women			3	20.0	
f. Participation in women bar association events			12	80.0	3.6
g. Participation in career panels at school			14	93.3	4.1
h. Pipeline program					
i. Elementary or middle school (up to grade 8)			4	26.7	
ii. High school			8	53.3	3.4
iii. College			10	66.7	3.3
iv. Law school			13	86.7	4.3
i. Summer intern program					
i. High school			3	20.0	
ii. College			4	26.7	
iii. Law school			10	66.7	4.7
j. Scholarships/fellowships for minority law students			10	66.7	4.8
k. Scholarships/fellowships for female law students			4	26.7	
l. Hold reception(s) for minority law students			14	93.3	4.3
m. Hold reception(s) for female law students			6	40.0	4.2
n. Advertise in minority law student and/or bar association publications			11	73.3	3.9
o. Participate in diversity clerkship programs			11	73.3	4.6
p. Partnership with women-owned or minority law firms			3	20.0	
q. Partnership with external (outside) diverse organizations			12	80.0	4.1
r. Host dinners for minority attorneys			11	73.3	4.4
s. Host dinners for female attorneys			6	40.0	4.0
t. Work with clients in recruiting diverse attorneys			8	53.3	4.6
u. Work with internal firm attorneys in recruiting women and minority attorneys			11	73.3	4.1
v. Utilize executive placement firms that specialize in the placement of minority lawyers			13	86.7	3.9
w. Educate interviewers in best practices for interviewing diverse candidates			12	80.0	4.4

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

**Attorney Recruitment Information (Continued)**

For the period 1/1/2024 through 12/31/2024

	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>15</b>	
a. Involve the diversity committee in recruiting efforts		14	93.3
b. Revise the firm's marketing materials to emphasize the firm's commitment to diversity		14	93.3
c. Devote a section of the firm's website to diversity		14	93.3
d. Support affinity groups in the firm		14	93.3
e. Incentivize Partners or other Leaders to recruit from diverse populations		3	20.0
f. Change compensation system to focus less on billable hours and more on subjective matters		1	6.7
g. Host internal diversity speaker series		14	93.3
h. Host diversity retreats		10	66.7
i. Ensure women and minorities have leadership positions on internal committees and boards		13	86.7
j. Provides mentorship/sponsorship opportunities to women and/or racial ethnic minorities		13	86.7
k. Firm sponsored minority scholarships and/or internships		11	73.3
<b>3. The firm takes steps specifically directed at recruiting self-identified LGBTQ attorneys</b>	‡	<b>15</b>	<b>93.3</b>
<b>4. The firm takes steps specifically directed at recruiting attorneys with a disability</b>	‡	<b>15</b>	<b>33.3</b>

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

**Retention and Promotion: Orientation Phase**

For the period 1/1/2024 through 12/31/2024

	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		15	100.0
2. The firm provides additional training and support for all new attorneys to help them acculturate to the firm's culture		15	100.0
3. The firm offers diversity training for its new attorneys		15	73.3
4. New attorneys are required to participate in diversity training		15	53.3
5. Women and minority attorneys are assigned a peer mentor to help them acculturate during their first year		15	93.3
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)		15	66.7
7. The firm has corporate transition programs for attorneys who have different backgrounds or life experiences than their peers		15	26.7
8. New attorneys are assigned a coach or senior partner to review performance expectations of both parties within the first month after hire		15	80.0
9. New attorneys (within the first year) meet with their coach or senior partner to review expectations:		15	
a. Monthly			33.3
b. Quarterly			33.3
c. Semi-annually			6.7
d. Annually			
e. No regular or defined time periods			26.7

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

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

## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

**Retention and Promotion: Post-Orientation Phase**

For the period 1/1/2024 through 12/31/2024

	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>		15	73.3
<b>2. The firm offers diversity training for all attorneys</b>		15	100.0
<b>3. The firm offers the following diversity training to its attorneys:</b>	‡	<b>15</b>	
a. Training designed to increase awareness of the diversity of the organization's workforce and the impact of exclusive behavior		13	86.7
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)		14	93.3
c. Mentoring training to partners and others who participate in mentoring programs		12	80.0
d. Training focused exclusively on overcoming biases based on sexual orientation		9	60.0
e. Training focused exclusively on overcoming unconscious or implicit biases		15	100.0
f. Training focused exclusively on overcoming generational differences		10	66.7
g. Topics related to gender identity or expression		8	53.3
h. Other		2	13.3
<b>4. All attorneys are required to participate in diversity training?</b>		15	53.3
<b>5. How often are all attorneys required to participate in diversity training?</b>		14	
a. Once			7.1
b. Annually			50.0
c. Every 2-3 years			
d. Not required but available and attendance is encouraged			42.9
e. Other			
<b>6. The firm offers the following affinity groups for attorneys who have different backgrounds or life experiences than their peers:</b>	‡	<b>15</b>	
a. Women		15	100.0
b. African American		12	80.0
c. Hispanic/Latino		11	73.3
d. Asian/Pacific Islander		11	73.3
e. American Indian/Alaskan Native		4	26.7
f. Self-identified LGBTQ individuals and straight allies		15	100.0
g. One group that includes all of the above groups of individuals		1	6.7
h. One group that includes all minorities		7	46.7
i. Religion/Faith-based		1	6.7
j. Individuals with a disability		9	60.0
k. Individuals on flex-time or reduced schedules		2	13.3
l. Working parents		11	73.3
m. Service Members/Veterans		12	80.0
n. Two or more races			
o. Not applicable			
p. Other		5	33.3

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

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

For the period 1/1/2024 through 12/31/2024

	Your Firm	# of Resp	% of Group Resp - Yes
<b>7. The firm actively engages in the following retention efforts:</b>	‡	<b>15</b>	
a. Require regular reporting by practice group leaders on efforts to diversify practice group teams		8	53.3
b. Make firm leaders accountable for meeting diversity goals through the compensation process		5	33.3
c. Count diversity-related activities towards "billable hour" requirements		13	86.7
d. Include diversity competence as a component in your upward feedback program		2	13.3
e. Develop and support internal diversity networks/affinity groups		15	100.0
f. Institute firm-approved mentoring and/or sponsorship programs across attorneys' groups based on minority status		9	60.0
g. Host retreats for women and minority lawyers		12	80.0
h. Promote D&I success stories in firmwide communications		15	100.0
i. Sponsor attorneys who want to attend regional or national diversity conferences		15	100.0
j. Sponsor attorney membership in women and minority bar associations		15	100.0
k. Conduct internal conferences for women and minority lawyers on:			
i. Business development		10	66.7
ii. Professional/leadership development		10	66.7
iii. Presentation skills		8	53.3
iv. Billing practices		7	46.7
v. Work life balance		9	60.0
vi. Other		2	13.3
l. Require equal access for diverse attorney to priority or key work assignments, formal and informal events, and clients		8	53.3
m. Require annual (or periodic) reporting by practice leaders on goals and efforts to diversity practice groups		8	53.3
n. Other		1	6.7

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## 2025 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

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

For the period 1/1/2024 through 12/31/2024

	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>15</b>	
a. Family/personal reasons		12	80.0
b. Culture of firm around inclusion			
c. Billable hour requirements		4	26.7
d. Management			
e. Evaluations			
f. Greater opportunities		12	80.0
g. Career change		7	46.7
h. Attractiveness of in-house positions		8	53.3
i. Other			
<b>9. The following are the most common reasons that minorities have willingly left your firm:</b>	‡	<b>14</b>	
a. Family/personal reasons		7	50.0
b. Culture of firm around inclusion		2	14.3
c. Billable hour requirements		3	21.4
d. Management			
e. Evaluations			
f. Greater opportunities		12	85.7
g. Career change		6	42.9
h. Attractiveness of in-house positions		9	64.3
i. Other			

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### *Initiatives Directed Towards Self-Identified LGBTQ Individuals*

***For the period 1/1/2024 through 12/31/2024***

		Your Firm	# of Resp.	% of Group Resp. - Yes
1.	The firm's diversity mission statement covers sexual orientation	‡	15	93.3
2.	The firm's diversity mission statement covers gender identity/expression	‡	15	93.3
3.	The firm's non-discrimination policy or EEO policy includes the term "sexual orientation"	‡	15	100.0
4.	The firm's non-discrimination policy or EEO policy includes the term "gender identity or expression"	‡	15	93.3
5.	The firm currently tracks self-identified LGBTQ individuals with:	‡	15	
	a. Human Resources Information system(s)		15	100.0
	b. Employment Satisfaction Survey(s)		7	46.7
	c. Does not track		1	6.7
	d. Self-identification		15	100.0
	e. Other			
6.	The firm seeks out certified LGBTQ owned businesses as part of a supplier diversity program	‡	15	33.3
7.	The firm currently participates in the Corporate Equality Index Survey (produced by the Human Rights Campaign)	‡	15	100.0
8.	The firm plans to provide transgender inclusive health insurance benefits	‡	15	93.3
9.	The firm does not provide transgender inclusive health insurance benefits but there is a plan to in the future	‡	6	100.0
10.	The firm has taken action to make up for the income tax inequity incurred with health benefits for domestic partners	‡	15	40.0
		Your Firm	Group	
			1 <sup>st</sup> Qtle	Median
				3 <sup>rd</sup> Qtle
11.	The firm's 2025 Corporate Equality Index Survey score	‡	100.0	100.0

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