



2024 Finance & Operations Report

Compiled from the 2024
Law Firm Statistical Survey

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.

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

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

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

Finance and Operations Report

AmLaw Second 100 - Firms (13 members)

Issued: June 2025

Group Report

Confidential

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

TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Guide to Interpreting the Statistics Presented in this Report	
Comparison Group Information	1
Key Statistics	2
Estimated Impact of Performance Improvements for Select Key Statistics	3
Revenue Summary	4
Profitability Summary	5
Expense Summary	6
Professional Liability Insurance & Non-Attorney Timekeepers Compensation	7
Operations per Lawyer	8
Operations per Timekeeper	9
Leverage and Staffing Ratios	10
Administrative Staffing Summary	11 - 12
Administrative Compensation	13
Months of Work Invested in Billed/Unbilled Fees	14
Realization	14
Aged Summary of Fees Receivable and Unbilled Fees	15 - 16
Permanent Capital and Debt	17 - 18
Expense Recovery	19
Client Concentration & Bank Borrowings/Line of Credit	20
<i>Operations Summaries - Functional Cost Structure</i>	
Operations per Lawyer	21
Operations as a Percent of Gross Fees	22
Operations per Timekeeper	23
<i>Functional Summaries</i>	
Administrative Management	24
Practice Group Management	25
Professional Staff Recruiting	26
Human Resources/Personnel	27
Professional Development	28
Finance/Accounting	29
Information Systems	30
Knowledge Management/Library Services	31
Marketing	32
Business Intake & Conflicts	33
Office Operations & Outsourcing Information	34 - 35
<input checked="" type="checkbox"/> <i>Detailed Revenue & Expense Components - per Lawyer</i>	
Revenue	36
Expenses	37 - 41
<input checked="" type="checkbox"/> The 'Detailed Revenue & Expense Components - per Lawyer' section supplements the revenue and non-compensatory expense benchmarks contained herein	

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2024 Law Firm Statistical Survey include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

Example

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

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

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

Comparison Group Information

AmLaw Second 100 - Firms

Number of Overall Members in the Group

Law Firm Statistical Survey (LFSS) Submissions

Senior Administrative Leaders Compensation Survey Submissions

Your Firm Displayed in this Report is a Member of the Group

Defined Size Range of Group Members (# of Attorneys)

Maximum

Minimum

Your Firm Size (# of Attorneys)

Average Size of Group Members (# of Attorneys)

Group Information	
	50
	13
	37
	No Maximum
	No Minimum
	373

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Key Statistics

	2024			2023		
	Your Firm		Group	Your Firm		Group
	Average	Rank / Of	Median	Average	Rank / Of	Median
Net Income per Partner		/ 10	\$610,452		/ 10	\$646,129
Net Income per Equity Partner		/ 10	\$902,515		/ 10	\$1,014,620
Gross Fees per Partner		/ 10	\$1,324,270		/ 10	\$1,484,601
Gross Fees per Lawyer		/ 10	\$718,816		/ 10	\$776,893
Operating Expenses						
per Lawyer ¹		/ 11	\$254,646		/ 10	\$272,794
per Timekeeper ²		/ 11	166,922		/ 10	213,453
Net Income per Lawyer ³		/ 10	\$458,749		/ 10	\$468,476
Leverage						
Ratio of Non-Partner						
Lawyers ⁴ to Partners		/ 11	0.68		/ 10	0.77
Ratio of Other Lawyers ⁵ to						
Equity Partners		/ 48	2.23		/ 39	2.11
Realization %						
Accounts Receivable		/ 9 ‡	98.5		/ 9 ‡	97.5
Work in Process		/ 10	86.0		/ 9 ‡	86.7
Months Invested in Client Services		/ 11	3.1		/ 10	3.2

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

² Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

³ Includes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

⁴ Includes Associates, Sr., Staff & eDiscovery Attorneys.

⁵ Includes Non-Equity Partners, Associates, Sr., Staff, eDiscovery Attorneys & Of Counsel

** omitted due to insufficient data

‡ less than 75% population response

Estimated Impact of Performance Improvements for Select Key Statistics

	Your Firm	Group		
	Value	Target Quartile	Variance	\$ Impact per Equity Partner
Gross Fees per Lawyer				
Operating Expenses per Lawyer ¹				
Net Realization %				
Months Invested in Client Services				

Legend:

Target Quartile - The next highest (or lowest, for expenses and Months Invested) group quartile value relative to your firm's value. The most favorable relative positions (equal to/greater than the 1st quartile or equal to/less than the 3rd quartile) are labeled accordingly.

Variance - The difference between your firm's value and the target quartile.

\$ Impact per Equity Partner - The net effect, on a per equity partner basis, of achieving the target quartile level. Results of less than \$5,000 are denoted as such. Results are not applicable either when your firm's value is greater than the 1st quartile/less than the 3rd quartile or when a data value required to calculate the impact is missing.

\$ Impact per Equity Partner Calculations:

Gross Fees per Lawyer: $(\text{Variance}) * (\text{Number of lawyers}) / (\text{Number of Equity Partners})$

Operating Expenses per Lawyer: $(\text{Variance}) * (\text{Number of lawyers}) / (\text{Number of Equity Partners})$

Net Realization %: $(\text{Gross Fees}) / (\text{Net Realization}) * (\text{Variance}) / (\text{Number of Equity Partners})$

Months Invested in Client Services: $(\text{Gross Fees}) / (12 \text{ months}) * (\text{Variance}) / (\text{Number of Equity Partners})$

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Revenue Summary

Gross Fees per Equity Partner

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$3,620,641	\$2,956,839	\$1,736,594
2023		/ 10	3,303,883	2,988,218	2,511,853
2022		/ 8 ‡	3,287,942	2,714,553	2,179,735
2021		/ 8 ‡	3,137,833	2,624,514	2,129,724
2020		/ 8 ‡	2,741,332	2,449,284	1,923,853

Gross Fees per Partner

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$1,720,578	\$1,324,270	\$982,400
2023		/ 10	2,004,322	1,484,601	1,222,629
2022		/ 8 ‡	1,589,978	1,296,604	1,028,768
2021		/ 8 ‡	1,540,190	1,195,752	1,026,597
2020		/ 8 ‡	1,385,281	1,123,173	972,782

Gross Fees per Lawyer

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$869,380	\$718,816	\$632,842
2023		/ 10	1,050,104	776,893	693,098
2022		/ 8 ‡	822,862	726,626	651,233
2021		/ 8 ‡	811,609	705,259	655,049
2020		/ 8 ‡	757,366	650,976	612,107

Gross Fees per Timekeeper¹

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$748,381	\$582,277	\$529,657
2023		/ 10	876,287	668,991	558,673
2022		/ 8 ‡	731,523	580,541	545,817
2021		/ 8 ‡	722,263	583,121	536,651
2020		/ 8 ‡	655,047	547,221	490,900

¹ Includes Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Profitability Summary

Net Income per Equity Partner

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$1,187,115	\$902,515	\$578,310
2023		/ 10	1,208,625	1,014,620	822,447
2022		/ 8 ‡	1,017,904	923,947	776,370
2021		/ 8 ‡	1,081,756	898,624	817,147
2020		/ 8 ‡	1,035,278	822,338	653,744

Net Income per Partner

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$760,351	\$610,452	\$496,453
2023		/ 10	970,723	646,129	559,459
2022		/ 8 ‡	737,362	621,212	523,791
2021		/ 8 ‡	813,087	587,814	547,873
2020		/ 8 ‡	680,975	543,744	475,421

Net Income per Lawyer¹

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
2024		/ 10	\$546,699	\$458,749	\$380,072
2023		/ 10	636,572	468,476	430,465
2022		/ 8 ‡	530,912	453,328	407,047
2021		/ 8 ‡	546,996	442,026	408,714
2020		/ 8 ‡	471,740	403,736	363,217

Net Income as a Percent of Gross Fees

	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
2024		/ 10	48.4	45.8	43.8
2023		/ 10	50.1	46.3	44.5
2022		/ 8 ‡	49.6	47.9	46.9
2021		/ 8 ‡	55.2	49.1	48.2
2020		/ 8 ‡	51.6	49.0	46.9

¹ Includes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Expense Summary

Operating Expenses per Lawyer¹

(excludes only non-Partner Attorney Compensation & Benefits)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024		/ 11	\$310,304	\$254,646	\$223,299
2023		/ 10	301,418	272,794	252,360
2022		/ 8 ‡	299,329	249,961	235,292
2021		/ 8 ‡	279,711	245,353	229,757
2020		/ 8 ‡	285,587	232,282	224,600

Operating Expenses per Lawyer²

(excludes both non-Partner Attorney & all other Timekeepers Compensation & Benefits)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024		/ 11	\$285,058	\$212,113	\$195,994
2023		/ 10	278,160	236,286	228,529
2022		/ 8 ‡	275,273	227,613	209,560
2021		/ 8 ‡	264,328	220,326	206,749
2020		/ 8 ‡	253,044	210,001	203,648

Operating Expenses as a Percent of Gross Fees

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2024		/ 10	53.8	51.2	49.6
2023		/ 10	52.7	50.2	49.1
2022		/ 8 ‡	50.3	49.2	48.3
2021		/ 8 ‡	49.1	47.2	45.8
2020		/ 8 ‡	50.6	48.1	46.3

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

² Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Professional Liability Insurance

2024 Coverage Amounts

	Your Firm	Rank / Of	Group		
			1 st Quartile	Median	3 rd Quartile
Agg. Coverage per Partner		/ 9 ‡	\$730,780	\$718,907	\$403,226
Agg. Coverage per Lawyer		/ 9 ‡	482,160	401,929	210,360
Agg. Coverage as a % of Revenue		/ 9 ‡	71.5	58.5	28.4
Max. Coverage per Claim		/ 11	50,000,000	50,000,000	50,000,000

2024 Deductible Amounts

	Your Firm	Rank / Of	Group		
			1 st Quartile	Median	3 rd Quartile
Agg. Deductible per Partner		/ 9 ‡	\$14,493	\$14,098	\$10,081
Agg. Deductible per Lawyer		/ 9 ‡	9,295	7,232	6,029
Deductible Amount per Claim		/ 11	1,000,000	1,000,000	875,000

Non-Attorney Timekeepers Compensation

Select Timekeepers Avg. Compensation - 2024

	Your Firm	Rank / Of	Group		
			1 st Quartile	Median	3 rd Quartile
Lobbyists		/ 5 ‡	\$492,083	\$234,500	\$202,667
Specialists		/ 5 ‡	239,000	219,742	215,000
Litigation Support		/ 7 ‡	124,417	115,545	86,470
Patent Agents		/ 3 ‡	167,471	139,316	118,598
Paralegals		/ 11	115,305	109,267	91,292
Case Clerks		/ 4 ‡	96,364	81,742	74,200
Law Clerks		/ 8 ‡	217,289	176,917	162,510

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Operations per Lawyer

		2024		
		Your Firm	Group	
	Average Rank / Of	1 st Quartile	Median	3 rd Quartile
<input checked="" type="checkbox"/> Gross Fees	/ 10	\$869,380	\$718,816	\$632,842
Operating Expenses				
Compensation				
Lobbyists	/ 6 ‡	14,823	7,309	1,229
Specialists	/ 5 ‡	8,956	3,745	1,378
Litigation Support	/ 7 ‡	3,083	2,257	1,708
Patent Agents	/ 4 ‡	1,447	785	653
Paralegals	/ 11	17,486	14,971	10,593
Case Clerks	/ 4 ‡	2,283	670	594
Law Clerks	/ 9 ‡	3,264	2,650	1,709
Administrative Management	/ 11	5,692	5,316	4,950
Practice Group Management	/ 4 ‡	4,245	3,211	2,356
Secretarial	/ 11	23,277	21,539	18,695
Word Processing	/ 6 ‡	1,341	1,139	898
Professional Staff Recruiting	/ 11	3,293	1,984	764
Human Resources/Personnel	/ 11	4,784	3,381	2,715
Professional Development	/ 7 ‡	1,970	908	689
Finance/Accounting	/ 11	14,852	11,596	10,502
Information Systems	/ 11	15,972	11,675	8,334
Knowledge Mgmt/Library Services	/ 9 ‡	2,089	1,597	956
Marketing	/ 11	7,182	5,930	4,493
Business Intake & Conflicts	/ 10	2,893	2,381	1,419
Other Staff	/ 11	9,258	7,756	5,330
Other Employee Costs¹	/ 10	34,176	24,363	15,775
Employee Costs¹	/ 11	136,566	123,300	105,215
<input checked="" type="checkbox"/> Occupancy	/ 10	45,808	37,833	33,161
<input checked="" type="checkbox"/> Office Operating Expense	/ 10	14,136	12,723	9,734
<input checked="" type="checkbox"/> Information Systems	/ 10	28,842	26,486	22,938
<input checked="" type="checkbox"/> Professional Activities	/ 10	8,919	6,337	4,200
<input checked="" type="checkbox"/> Marketing	/ 10	15,954	12,018	6,815
<input checked="" type="checkbox"/> Professional Recruiting	/ 10	6,967	4,002	2,666
<input checked="" type="checkbox"/> Professional Liability Insurance	/ 10	8,545	6,417	6,155
<input checked="" type="checkbox"/> Other Insurance & Taxes	/ 10	8,634	5,429	2,313
<input checked="" type="checkbox"/> Communications	/ 10	4,433	3,152	2,629
<input checked="" type="checkbox"/> Reference Materials	/ 10	13,921	9,913	6,671
<input checked="" type="checkbox"/> Professional Services	/ 10	4,941	3,171	2,908
<input checked="" type="checkbox"/> Client Disbursements Written-Off/Misc.	/ 10	3,094	2,055	1,413
Other Expenses	/ 10	181,882	144,423	117,766
Operating Expenses¹	/ 11	310,304	254,646	223,299
Operating Income	/ 10	555,725	460,819	409,692
<input checked="" type="checkbox"/> Payments to Former/Inactive Partners & Of Counsel	/ 10	20,592	8,640	6,281
<input checked="" type="checkbox"/> Other Non-Operating Charges/Credits	/ 10	5,254	2,033	296
Net Income Prior to Attorney Compensation	/ 10	\$546,699	\$458,749	\$380,072

☒ Indicates a category where additional detailed benchmarks can be found in the 'Detailed Revenue & Expense Components - per Lawyer' section beginning on page 36.

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Operations per Timekeeper

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Gross Fees		/ 10	\$748,381	\$582,277	\$529,657
Operating Expenses					
Compensation					
Administrative Management		/ 11	4,837	4,282	4,033
Practice Group Management		/ 4 ‡	3,683	2,814	1,968
Secretarial		/ 11	19,128	17,163	15,688
Word Processing		/ 6 ‡	1,148	944	777
Professional Staff Recruiting		/ 11	2,888	1,617	621
Human Resources/Personnel		/ 11	4,208	2,628	2,266
Professional Development		/ 7 ‡	1,654	694	572
Finance/Accounting		/ 11	11,819	9,684	8,995
Information Systems		/ 11	13,212	9,984	6,846
Knowledge Mgmt/Library Services		/ 9 ‡	1,574	1,360	762
Marketing		/ 11	6,276	4,674	3,707
Business Intake & Conflicts		/ 10	2,437	1,898	1,143
Other Staff		/ 11	7,676	5,846	4,365
Other Employee Costs¹		/ 9 ‡	21,230	16,680	12,018
Employee Costs¹		/ 11	94,229	72,917	60,670
Occupancy		/ 10	36,227	31,157	27,745
Office Operating Expense		/ 10	11,199	10,121	7,779
Information Systems		/ 10	23,078	22,050	19,590
Professional Activities		/ 10	7,160	5,421	3,472
Marketing		/ 10	12,785	9,022	5,592
Professional Recruiting		/ 10	5,585	3,291	2,087
Professional Liability Insurance		/ 10	7,106	5,294	4,951
Other Insurance & Taxes		/ 10	7,352	4,146	1,911
Communications		/ 10	3,875	2,600	2,042
Reference Materials		/ 10	11,710	8,208	5,564
Professional Services		/ 10	3,958	2,600	2,253
Client Disbursements Written-Off/Misc.		/ 10	2,315	1,680	1,181
Other Expenses		/ 10	140,434	116,242	96,212
Operating Expenses¹		/ 11	233,989	166,922	158,234
Operating Income		/ 10	503,958	416,671	349,835
Payments to Former/Inactive Partners & Of Counsel		/ 10	17,003	7,287	5,107
Other Non-Operating Charges/Credits		/ 10	4,175	1,766	232
Net Income Prior to Timekeeper Compensation		/ 10	\$488,869	\$414,895	\$330,785

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Leverage Ratios

	2024	2023	2022	2021	2020
Ratio of Other Lawyers¹ to Equity Partners					
Your Firm					
Group Median	2.23	2.11	**	2.35	**
Ratio of Non-Partner Lawyers² to Partners					
Your Firm					
Group Median	0.68	0.77	0.69	0.64	0.65
Ratio of Non-Partner Timekeepers³ to Partners					
Your Firm					
Group Median	1.15	1.10	0.96	0.93	0.95
Ratio of Paralegals to Lawyers					
Your Firm					
Group Median	0.16	0.11	0.13	0.12	0.12

^ Staffing Ratios

	2024	2023	2022	2021	2020
Ratio of Total Administrative Support Staff to Lawyers					
Your Firm					
Group Median	0.75	0.74	**	0.76	**
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Lawyers					
Your Firm					
Group Median	0.48	0.48	**	0.50	**
Ratio of Total Administrative Support Staff to Timekeepers					
Your Firm					
Group Median	0.64	0.60	**	0.63	**
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Timekeepers					
Your Firm					
Group Median	0.41	0.38	**	0.42	**
Ratio of Secretaries and Word Processors to Lawyers					
Your Firm					
Group Median	0.25	0.25	**	0.31	**

¹ Includes Non-Equity Partners, Associates, Sr., Staff, eDiscovery Attorneys & Of Counsel

² Includes Associates, Sr., Staff & eDiscovery Attorneys.

³ Includes Associates, Sr., Staff & eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

^ Membership in this section includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (50 members)

^ Administrative Staffing Summary

Headcount per 100 Lawyers

2024

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 40	3.76	2.88	1.85
Practice Group Management		/ 25 ‡	1.91	1.05	0.91
Secretarial		/ 41	27.60	23.35	18.02
Word Processing		/ 31 ‡	3.24	2.00	1.39
Professional Staff Recruiting		/ 40	2.01	1.35	0.87
Human Resources/Personnel		/ 42	3.42	2.34	1.71
Professional Development		/ 33 ‡	1.25	0.72	0.50
Finance/Accounting		/ 42	12.42	10.45	9.00
Information Systems		/ 42	13.37	10.03	7.93
Knowledge Management/Library Services		/ 39	2.22	1.52	0.98
Marketing		/ 42	5.49	4.54	3.60
Business Intake & Conflicts		/ 41	3.31	2.49	1.86
Other Support Staff		/ 41	13.74	10.38	7.15
Total Administrative Support Staff		/ 42	78.84	74.71	63.18

2023

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 38	3.50	2.74	2.04
Practice Group Management		/ 23 ‡	1.98	1.23	0.75
Secretarial		/ 39	25.05	23.17	18.38
Word Processing		/ 25 ‡	3.53	1.69	1.32
Professional Staff Recruiting		/ 38	1.63	1.31	0.69
Human Resources/Personnel		/ 39	2.96	2.09	1.69
Professional Development		/ 27 ‡	1.59	0.96	0.47
Finance/Accounting		/ 39	11.45	10.11	8.28
Information Systems		/ 39	11.77	8.68	7.00
Knowledge Management/Library Services		/ 36 ‡	2.25	1.49	1.13
Marketing		/ 38	5.66	4.60	3.65
Business Intake & Conflicts		/ 37 ‡	3.21	2.52	1.50
Other Support Staff		/ 38	13.19	11.58	9.47
Total Administrative Support Staff		/ 39	80.68	73.58	63.13

Admin Leader's Retention Rates

(at December 31, 2024)

	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
C-Suite Leaders		/ 33 ‡	100.0	100.0	100.0
Directors		/ 33 ‡	100.0	100.0	92.3

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (50 members)

^ Administrative Staffing Summary

Headcount per 100 Timekeepers

		2024		
	Your Firm		Group	
	Value	Rank / Of	1 st Quartile	Median 3 rd Quartile
Administrative Management		/ 46	3.18	2.59 1.72
Practice Group Management		/ 28 ‡	1.93	0.96 0.77
Secretarial		/ 47	24.31	20.46 16.50
Word Processing		/ 34 ‡	3.32	1.71 1.18
Professional Staff Recruiting		/ 46	2.19	1.33 0.77
Human Resources/Personnel		/ 48	3.06	2.04 1.54
Professional Development		/ 37 ‡	1.11	0.65 0.44
Finance/Accounting		/ 48	10.82	9.12 7.93
Information Systems		/ 48	11.29	8.66 6.84
Knowledge Management/Library Services		/ 44	2.10	1.47 0.77
Marketing		/ 47	4.80	3.93 3.05
Business Intake & Conflicts		/ 46	3.13	2.24 1.48
Other Support Staff		/ 47	13.91	8.81 7.08
Total Administrative Support Staff		/ 48	71.15	63.55 56.63

		2023		
	Your Firm		Group	
	Value	Rank / Of	1 st Quartile	Median 3 rd Quartile
Administrative Management		/ 38	3.06	2.27 1.55
Practice Group Management		/ 23 ‡	1.61	0.92 0.60
Secretarial		/ 39	21.23	19.75 16.06
Word Processing		/ 25 ‡	2.43	1.43 1.09
Professional Staff Recruiting		/ 38	1.37	1.03 0.61
Human Resources/Personnel		/ 39	2.53	1.77 1.39
Professional Development		/ 27 ‡	1.20	0.83 0.40
Finance/Accounting		/ 39	9.63	8.23 7.31
Information Systems		/ 39	9.76	7.64 5.82
Knowledge Management/Library Services		/ 36 ‡	1.66	1.28 0.89
Marketing		/ 38	4.79	3.94 3.13
Business Intake & Conflicts		/ 37 ‡	2.70	2.12 1.23
Other Support Staff		/ 38	11.02	9.41 7.36
Total Administrative Support Staff		/ 39	67.48	59.54 52.13

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (50 members)

^ Administrative Compensation by Function

Compensation per Lawyer

		2024			
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 39	9,250	5,987	4,643
Practice Group Management		/ 24 ‡	3,844	2,400	1,474
Secretarial		/ 39	24,330	20,320	16,859
Word Processing		/ 29 ‡	2,893	1,696	1,041
Professional Staff Recruiting		/ 38	2,911	1,769	884
Human Resources/Personnel		/ 40	4,454	3,086	2,415
Professional Development		/ 32 ‡	2,411	1,112	572
Finance/Accounting		/ 40	14,773	11,074	9,528
Information Systems		/ 40	16,566	12,481	8,732
Knowledge Management/Library Services		/ 37 ‡	2,329	1,737	956
Marketing		/ 40	6,891	5,915	4,371
Business Intake & Conflicts		/ 39	3,669	2,586	1,495
Other Support Staff		/ 39	11,048	7,756	4,810
Total Administrative Support Staff		/ 40	98,566	81,283	69,417

Average Compensation per Function

		2024			
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 45	286,000	225,676	165,000
Practice Group Management		/ 27 ‡	208,083	160,400	136,938
Secretarial		/ 45	96,613	86,706	81,617
Word Processing		/ 31 ‡	96,429	85,667	75,094
Professional Staff Recruiting		/ 43	145,717	119,000	102,250
Human Resources/Personnel		/ 46	146,396	134,200	119,933
Professional Development		/ 35 ‡	179,549	136,053	120,250
Finance/Accounting		/ 46	121,995	103,261	90,977
Information Systems		/ 46	135,812	127,168	114,889
Knowledge Management/Library Services		/ 42	115,221	101,456	88,375
Marketing		/ 45	134,545	122,273	110,852
Business Intake & Conflicts		/ 44	112,380	93,459	81,233
Other Support Staff		/ 45	87,678	78,306	64,000
Total Administrative Support Staff		/ 46	121,557	105,772	96,704

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Months of Work Invested in Billed/Unbilled Fees

		2024				
		Your Firm		Group		
		Investment	Rank / Of	1 st Quartile	Median	3 rd Quartile
Months of Fees Receivable	Mid-Year		/ 11	2.5	2.3	1.9
	Year End		/ 11	2.1	1.6	1.4
Months of Unbilled Fees	Mid-Year		/ 11	2.0	1.6	1.4
	Year End		/ 11	1.5	1.3	1.2
Total Months Invested in Client Services	Mid-Year		/ 11	4.4	4.0	3.5
	Year End		/ 11	3.5	3.1	2.7

		2023				
Months of Fees Receivable	Mid-Year		/ 10	2.1	1.8	1.7
	Year End		/ 10	1.7	1.5	1.4
Months of Unbilled Fees	Mid-Year		/ 10	2.2	2.0	1.6
	Year End		/ 10	1.6	1.6	1.3
Total Months Invested in Client Services	Mid-Year		/ 10	4.6	3.8	3.5
	Year End		/ 10	3.5	3.2	3.0

Realization

		2024				
		Your Firm		Group		
		Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Accounts Receivable ¹			/ 9 ‡	98.7	98.5	98.1
Work in Process ²			/ 10	91.3	86.0	77.9
Net Realization ³			/ 9 ‡	90.0	83.7	75.3
		2023				
Accounts Receivable ¹			/ 9 ‡	98.6	97.5	90.1
Work in Process ²			/ 9 ‡	89.6	86.7	76.8
Net Realization ³			/ 8 ‡	84.4	77.3	71.5

¹ Collections as a percent of collections plus write-offs for the year.

² Actual billings as a percent of standard value of the services billed.

³ The product of Accounts Receivable realization and Work in Process realization.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Aged Summary of Fees Receivable and Unbilled Fees

Accounts Receivable

		2024			
		<i>Your Firm</i>	<i>Group</i>		
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
1-60 Days		/ 11	54.3	46.2	38.8
61-90 Days		/ 11	9.3	8.3	7.6
91-120 Days		/ 11	6.7	6.4	5.0
121-180 Days		/ 11	7.8	6.7	6.1
> 180 Days		/ 11	41.8	30.6	22.5
<i>Total</i>			100.0	100.0	100.0
Reserve ¹ as a Percent of Total		/ 3 ‡	28.6	23.5	12.5

		2023			
1-60 Days		/ 10	57.4	50.6	47.0
61-90 Days		/ 10	10.0	8.5	6.9
91-120 Days		/ 10	6.2	5.7	5.3
121-180 Days		/ 9 ‡	7.0	6.9	6.4
> 180 Days		/ 10	30.8	26.6	21.6
<i>Total</i>			100.0	100.0	100.0
Reserve ¹ as a Percent of Total			**	**	**

Work in Process²

		2024			
		<i>Your Firm</i>	<i>Group</i>		
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
1-60 Days		/ 11	80.5	63.7	56.2
61-90 Days		/ 11	6.7	5.9	4.7
91-120 Days		/ 11	4.1	3.3	2.7
121-180 Days		/ 11	5.3	4.4	3.0
> 180 Days		/ 11	28.2	18.3	9.6
<i>Total</i>			100.0	100.0	100.0
Reserve ¹ as a Percent of Total			**	**	**

		2023		
1-60 Days	/ 10	76.6	58.2	53.6
61-90 Days	/ 10	6.5	5.8	4.6
91-120 Days	/ 10	5.0	3.3	2.3
121-180 Days	/ 9 ‡	6.1	4.6	3.8
> 180 Days	/ 10	37.6	25.4	12.6
<i>Total</i>		100.0	100.0	100.0
Reserve ¹ as a Percent of Total		**	**	**

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Aged Summary of Fees Receivable and Unbilled Fees per Lawyer

Accounts Receivable

		2024		
		Group		
Your Firm		1 st Quartile	Median	3 rd Quartile
Average	Rank / Of			
1-60 Days	/ 11	\$69,515	\$57,034	\$50,647
61-90 Days	/ 11	13,417	10,474	8,208
91-120 Days	/ 11	8,866	7,632	6,737
121-180 Days	/ 11	11,546	8,756	7,323
> 180 Days	/ 11	51,845	35,149	26,126
Total	/ 11	139,642	126,113	113,692
Reserve¹ as a Percent of Total	/ 3 ‡	54,581	29,571	15,916
		2023		
1-60 Days	/ 10	\$65,005	\$58,232	\$49,919
61-90 Days	/ 10	11,228	10,404	7,412
91-120 Days	/ 10	8,992	5,914	5,131
121-180 Days	/ 9 ‡	10,069	7,388	6,013
> 180 Days	/ 10	33,591	28,565	21,508
Total	/ 10	132,269	108,913	101,973
Reserve¹ as a Percent of Total		**	**	**

Work in Process²

		2024		
		Group		
Your Firm		1 st Quartile	Median	3 rd Quartile
Average	Rank / Of			
1-60 Days	/ 11	\$80,518	\$66,214	\$49,670
61-90 Days	/ 11	6,958	5,414	3,263
91-120 Days	/ 11	4,381	3,323	2,021
121-180 Days	/ 11	5,668	3,605	1,756
> 180 Days	/ 11	25,828	11,182	7,219
Total	/ 11	104,549	98,462	81,902
Reserve¹ as a Percent of Total		**	**	**
		2023		
1-60 Days	/ 10	\$82,431	\$66,856	\$57,621
61-90 Days	/ 10	9,163	5,767	3,590
91-120 Days	/ 10	6,213	4,029	1,883
121-180 Days	/ 9 ‡	8,077	5,835	2,899
> 180 Days	/ 10	44,652	30,381	9,734
Total	/ 10	137,336	100,356	88,777
Reserve¹ as a Percent of Total		**	**	**

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Permanent Capital and Debt per Partner¹

		2024		
		Your Firm		
		Group		
		Average	Rank / Of	
		1 st Quartile	Median	3 rd Quartile
Permanent Capital	/ 9 ‡	\$234,874	\$188,316	\$103,633
Short Term Debt				
Minimum Level	/ 8 ‡	1,390	0	0
Maximum Level	/ 8 ‡	50,410	22,820	2,042
Long Term Debt				
Minimum Level	/ 8 ‡	97,041	7,929	0
Maximum Level	/ 8 ‡	125,800	90,884	13,261
Total Debt				
Minimum Level	/ 8 ‡	47,961	1,868	0
Maximum Level	/ 8 ‡	214,274	123,601	41,979
Capital and Total Maximum Debt	/ 8 ‡	445,486	311,436	239,971

		2023		
		Your Firm		
		Group		
		Average	Rank / Of	
		1 st Quartile	Median	3 rd Quartile
Permanent Capital	/ 10	\$202,936	\$167,193	\$80,562
Short Term Debt				
Minimum Level	/ 8 ‡	15,381	0	0
Maximum Level	/ 8 ‡	47,641	9,553	0
Long Term Debt				
Minimum Level	/ 8 ‡	31,322	0	0
Maximum Level	/ 8 ‡	149,058	57,090	0
Total Debt				
Minimum Level	/ 8 ‡	26,980	0	0
Maximum Level	/ 8 ‡	255,424	85,828	31,320
Capital and Total Maximum Debt	/ 6 ‡	612,529	337,946	235,591

Number of members paying interest on capital	3
Median interest rate paid	8.2

¹ Calculations are based on an annual full time equivalent basis. Permanent capital calculations are based on the type of partner (Equity and/or Non-Equity) that contributes capital at your firm. All debt calculations are based only on the number of Equity Partners. If your firm indicated that both Equity and Non-Equity partners contribute capital, no 'Your Firm' value will be displayed for the capital and maximum debt calculation. Permanent capital consists of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. It does not include undistributed earnings that are to be distributed at a predetermined point in the near future.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Permanent Capital and Debt as a Percent of Gross Fees ¹

2024

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Permanent Capital		/ 9 ‡	8.3	6.7	5.8
Short Term Debt					
Minimum Level		/ 8 ‡	0.0	0.0	0.0
Maximum Level		/ 8 ‡	1.8	0.9	0.1
Long Term Debt					
Minimum Level		/ 8 ‡	3.6	0.3	0.0
Maximum Level		/ 8 ‡	6.0	3.6	0.4
Total Debt					
Minimum Level		/ 8 ‡	2.5	0.1	0.0
Maximum Level		/ 8 ‡	7.7	5.1	1.5
Capital and Total Maximum Debt		/ 8 ‡	16.3	12.0	8.6

2023

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Permanent Capital		/ 10	8.7	6.6	4.5
Short Term Debt					
Minimum Level		/ 8 ‡	0.5	0.0	0.0
Maximum Level		/ 8 ‡	1.5	0.3	0.0
Long Term Debt					
Minimum Level		/ 8 ‡	0.9	0.0	0.0
Maximum Level		/ 8 ‡	4.4	1.9	0.0
Total Debt					
Minimum Level		/ 8 ‡	0.9	0.0	0.0
Maximum Level		/ 8 ‡	7.3	3.2	1.0
Capital and Total Maximum Debt		/ 6 ‡	15.6	10.9	8.3

¹ Permanent capital consists of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. It does not include undistributed earnings that are to be distributed at a predetermined point in the near future. If your firm indicated that both Equity and Non-Equity partners contribute capital, no 'Your Firm' value will be displayed for the capital and maximum debt calculation.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Expense Recovery

		Group			
	Your Firm	# of Members Responding	1 st Quartile	Median	3 rd Quartile
<u>Copying / Printing / Scanning</u>					
Unit charge per page (black/white)	‡	4	\$0.15	\$0.12	\$0.10
Unit charge per page (color)	‡	4	\$1.00	\$0.70	\$0.33
Recovery Percentage	‡	5	51.3	4.9	0.0
<u>Long Distance Telephone</u>					
Percent mark-up	‡	5	0.0	0.0	0.0
Recovery Percentage	‡	5	63.6	0.0	0.0
<u>Overnight Mail</u>					
Percent mark-up	‡	6	0.0	0.0	0.0
Recovery Percentage	‡	6	82.2	58.9	37.5
<u>Automated Legal Research</u>					
Percent mark-up	‡	6	0.0	0.0	0.0
Recovery Percentage	‡	7	25.7	4.0	2.0
Messenger - Percent mark-up	‡	5	0.0	0.0	0.0
Client Meals & Entertainment - Recovery Percentage			**	**	**
Secretarial / Administrative Staff Overtime - Recovery Percentage	‡	3	47.4	5.5	3.5

Client Disbursements

Your Firm		# of Members Responding	Group		
			1 st Quartile	Median	3 rd Quartile
Annual Client Disbursements as a % of Gross Fees	‡	4	8.1	6.8	6.4
Unrecovered Client Disbursements at Year End as a % of Billed and Unbilled Fees at Yr. End	‡	5	8.2	4.6	4.3
Write Off Less Recovery as % of Annual Client Disbursements	‡	4	3.1	1.5	0.2

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Client Concentration

		Group		
		1 st Quartile	Median	3 rd Quartile
Percent of revenue generated by clients with collections:				
Greater than \$10m	/ 12	0.8	0.0	0.0
Between \$5m - \$10m	/ 12	5.0	1.0	0.0
Between \$1m - \$5m	/ 12	29.5	23.8	14.8
Between \$501k - \$1m	/ 12	15.7	13.7	8.1
Between \$100k - \$500k	/ 12	31.7	30.0	25.5
Less than \$100k	/ 12	39.5	29.3	20.7
Percentage of clients with revenue:				
Greater than \$10m	/ 11	0.0	0.0	0.0
Between \$5m - \$10m	/ 11	0.1	0.0	0.0
Between \$1m - \$5m	/ 11	1.2	0.7	0.2
Between \$501k - \$1m	/ 11	1.8	1.0	0.7
Between \$100k - \$500k	/ 11	10.2	7.4	4.6
Less than \$100k	/ 11	94.4	90.7	86.7

Bank Borrowings/Line of Credit

	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
With how many banks or financial institutions does your firm carry a line of credit?		1	1	1
What is the aggregate dollar amount of credit available? (000s)		\$36,250	\$20,000	\$13,000
What is the aggregate amount available to draw? (000s)		\$33,869	\$17,145	\$13,000
What is the remaining term of your (largest) line of credit? (months)	‡	16	14	8
What is the interest rate of your (largest) line of credit?	‡	7.8	7.3	6.8
What is the average annual spread of your variable interest rates?	‡	2.4	0.8	0.2
What is the outstanding obligation of all property/equipment lease agreements? (000s)	‡	\$0	\$0	\$0
	Your Firm	Group		
		# of Members Responding	% Fixed	% Floating
Is the interest rate of your (largest) line fixed or floating?		10	10.0	90.0

Operations Summaries

Functional Cost Structure

The functional statistics on the following pages offer a different perspective from the traditional Survey reporting on expenses and staffing. This methodology combines compensation costs with related operating expenses by function.

The responsibilities of each function, and the expenses included within each function are as follows:

Administrative Management

The Administrative Management function is responsible for the overall management of all or most of the non-legal administrative support functions in the firm. Expenses included within this function are the compensation of the Executive Director, Office Manager(s), and other Administrative Management supervisors and staff.

Practice Group Management

The Practice Group Management function works operationally and strategically with senior management or other Administrative Managers to ensure the appropriate allocation of resources, development of strategic plans, effectiveness and accountability of the firm's practice groups.

Professional Staff Recruiting

The Professional Staff Recruiting function is responsible for the recruitment and hiring of the professional staff. Expenses included within this function are the 1) Compensation of the Director of Professional Staff Recruiting, and all Professional Staff Recruiting supervisors and staff, and 2) Expenses associated with Professional Staff Recruiting activities.

Human Resources/Personnel*

The Human Resources function is responsible for hiring and training the administrative support staff. Other responsibilities include salary determination, benefits administration, employee relations and government compliance. Expenses included within this function are the compensation of the Director of Human Resources, and Human Resources supervisors and staff.

Professional Development

The Professional Development function includes all employees who manage or assist with the professional growth, training and development of attorneys.

Finance/Accounting*

The Finance/Accounting function is responsible for bookkeeping, billing and collections. Expenses included within this function are the compensation of the Director of Finance, Controller and Finance/Accounting supervisors and staff.

Information Systems (IS)*

The IS function includes all staff and costs associated with analyzing, planning, and managing all aspects of the firm's automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, and upgrades. Expenses included within this function are the 1) Compensation of the C.I.O./Director of IS and all IS supervisors and staff and 2) Expenses associated with the operations and maintenance of the firm's hardware and software, including depreciation and lease payments/rental expenses.

Library/Information Services

The Library function includes all staff and costs associated with the provision of research and information support, including the maintenance of the firm's law library and all related resources. Expenses included within this function are the 1) Compensation of the Director of Library and all Library supervisors and staff, and 2) Expenses associated with acquiring/maintaining reference materials.

Marketing

The Marketing function includes all staff and costs associated with the business development and client retention activities of the firm. Expenses included within this function are the 1) Compensation of the Director of Marketing and all Marketing supervisors and staff, and 2) Expenses associated with client development/retention.

Business Intake & Conflicts

The Business Intake & Conflicts function includes all employees who are responsible for reviewing all new business to determine if there are any client conflicts.

Office Operations (Other Support Staff)*

The Office Operations function includes all staff and costs associated with the basic operations of the office, including receptionists, telephone staff, mail clerks, internal messengers, reproduction clerks, maintenance staff, food service staff, etc. Expenses included within this function are the 1) Compensation of "Other" Directors, supervisors and staff, and 2) Expenses associated with the operations of the firm's physical environment - primarily Occupancy and most non-technology related Office Operating expenses.

*Outsourcing information for this function can be found on page 35.

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Operations per Lawyer
Functional Cost Structure

2024

	Your Firm		Group			
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Gross Fees		/ 10	\$869,380	\$718,816	\$632,842	\$780,832
Direct Practice Support Expenses						
Non-Atty Timekeeper Compensation						
Lobbyists		/ 6 ‡	14,823	7,309	1,229	8,443
Specialists		/ 5 ‡	8,956	3,745	1,378	9,628
Litigation Support		/ 7 ‡	3,083	2,257	1,708	2,483
Patent Agents		/ 4 ‡	1,447	785	653	1,314
Paralegals		/ 11	17,486	14,971	10,593	14,241
Case Clerks		/ 4 ‡	2,283	670	594	2,207
Law Clerks		/ 9 ‡	3,264	2,650	1,709	2,881
Secretarial & Word Processing Comp		/ 11	23,536	22,580	19,769	21,636
Direct Practice Support Employee						
Benefits & Taxes ¹		/ 11	11,955	9,675	8,498	11,345
Total Direct Practice Support Expenses¹		/ 11	64,542	56,224	53,049	61,421
Direct Margin¹		/ 10	808,128	665,144	574,759	718,293
Indirect Expenses						
Administrative Management		/ 11	5,692	5,316	4,950	5,308
Practice Group Management		/ 4 ‡	4,245	3,211	2,356	3,390
Professional Staff Recruiting		/ 11	10,966	5,793	2,876	7,083
Human Resources/Personnel		/ 11	4,784	3,381	2,715	4,083
Professional Development		/ 7 ‡	1,970	908	689	1,374
Finance/Accounting		/ 11	14,852	11,596	10,502	12,076
Information Systems		/ 11	46,605	40,665	35,038	41,917
Knowledge Mgmt/Library Services		/ 11	14,835	10,463	6,196	10,943
Marketing		/ 11	25,465	16,754	9,709	18,498
Business Intake & Conflicts		/ 10	2,893	2,381	1,419	2,318
Office Operations		/ 10	79,306	62,597	48,513	68,175
Insurance & Taxes		/ 10	14,795	13,383	10,530	15,051
Professional Activities		/ 10	8,919	6,337	4,200	6,505
Professional Services		/ 10	4,941	3,171	2,908	4,194
Client Disb Written-Off/Misc.		/ 10	3,094	2,055	1,413	3,743
Indirect Employee Benefits & Taxes/						
Other Employee Costs		/ 7 ‡	27,390	20,322	13,234	20,820
Total Indirect Expenses		/ 11	256,373	181,550	165,898	203,119
Total Operating Expenses¹		/ 11	310,304	254,646	223,299	264,540
Payments to Former Partners		/ 10	20,592	8,640	6,281	14,362
Other Non-Operating Charges/Credits		/ 10	5,254	2,033	296	2,547
Net Income Prior to Attorney Compensation		/ 10	\$546,699	\$458,749	\$380,072	\$481,092

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and payroll taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Operations as a Percent of Gross Fees

Functional Cost Structure

		2024			
	<i>Your Firm</i>	<i>Group %</i>			
	<i>Percent Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Gross Fees	100.0	100.0	100.0	100.0	100.0
Direct Practice Support Expenses					
Non-Partner Timekeeper Compensation					
Associates, Sr., Staff & eDiscovery Attys	/ 10	14.8	12.8	11.7	16.1
Lobbyists	/ 5 ‡	1.6	1.2	0.1	1.1
Specialists	/ 5 ‡	1.2	0.5	0.1	1.0
Litigation Support	/ 6 ‡	0.5	0.2	0.2	0.3
Patent Agents	/ 3 ‡	0.3	0.1	0.1	0.2
Paralegals	/ 10	2.9	2.3	1.3	2.0
Case Clerks	/ 4 ‡	0.3	0.1	0.1	0.3
Law Clerks	/ 8 ‡	0.4	0.4	0.3	0.3
Secretarial & Word Processing Comp	/ 10	3.7	2.9	2.7	3.0
Direct Practice Support Employee					
Benefits & Taxes	/ 10	5.5	3.8	3.2	4.3
Total Direct Practice Support Expenses	/ 10	24.8	23.6	21.3	27.1
Direct Margin	/ 10	78.7	76.4	75.2	72.9
Indirect Expenses					
Administrative Management	/ 10	0.9	0.8	0.7	0.8
Practice Group Management	/ 3 ‡	0.7	0.4	0.3	0.5
Professional Staff Recruiting	/ 10	1.2	0.8	0.6	0.9
Human Resources/Personnel	/ 10	0.5	0.4	0.4	0.5
Professional Development	/ 7 ‡	0.3	0.1	0.1	0.2
Finance/Accounting	/ 10	1.9	1.5	1.2	1.6
Information Systems	/ 10	6.7	5.4	5.0	5.8
Knowledge Mgmt/Library Services	/ 10	1.7	1.5	1.2	1.5
Marketing	/ 10	2.9	2.4	1.9	2.4
Business Intake & Conflicts	/ 10	0.4	0.3	0.2	0.3
Office Operations	/ 10	9.4	8.4	7.8	8.5
Insurance & Taxes	/ 10	1.9	1.6	1.3	2.0
Professional Activities	/ 10	1.1	0.8	0.6	0.9
Professional Services	/ 10	0.7	0.4	0.3	0.6
Client Disb Written-Off/Misc.	/ 10	0.4	0.3	0.2	0.5
Indirect Employee Benefits & Taxes/					
Other Employee Costs	/ 7 ‡	2.9	2.5	2.2	2.5
Total Indirect Expenses	/ 10	30.7	28.3	26.9	28.0
Total Operating Expenses	/ 10	53.8	51.2	49.6	55.1
Payments to Former Partners	/ 9 ‡	2.5	1.3	0.9	2.1
Other Non-Operating Charges/Credits	/ 10	0.6	0.3	0.0	0.3
Net Income	/ 10	48.4	45.8	43.8	42.8

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Operations per Timekeeper

Functional Cost Structure

2024						
	Your Firm		Group			
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Gross Fees		/ 10	\$748,381	\$582,277	\$529,657	\$640,708
Direct Practice Support Expenses						
Secretarial & Word Processing Comp		/ 11	19,657	17,992	16,289	17,863
Direct Practice Support Employee Benefits & Taxes ¹		/ 11	5,339	3,820	3,332	4,081
Total Direct Practice Support Expenses ¹		/ 11	24,795	22,921	20,865	21,943
Direct Margin ¹		/ 10	730,446	558,678	504,797	618,734
Indirect Expenses						
Administrative Management		/ 11	4,837	4,282	4,033	4,386
Practice Group Management		/ 4 ‡	3,683	2,814	1,968	2,837
Professional Staff Recruiting		/ 11	8,511	4,420	2,346	5,872
Human Resources/Personnel		/ 11	4,208	2,628	2,266	3,324
Professional Development		/ 7 ‡	1,654	694	572	1,151
Finance/Accounting		/ 11	11,819	9,684	8,995	9,902
Information Systems		/ 11	39,905	32,959	28,986	34,183
Knowledge Mgmt/Library Services		/ 11	12,124	8,337	5,248	8,924
Marketing		/ 11	19,579	12,628	7,838	15,302
Business Intake & Conflicts		/ 10	2,437	1,898	1,143	1,895
Office Operations		/ 10	69,809	48,955	40,005	55,935
Insurance & Taxes		/ 10	12,596	10,948	8,469	12,370
Professional Activities		/ 10	7,160	5,421	3,472	5,359
Professional Services		/ 10	3,958	2,600	2,253	3,414
Client Disb Written-Off/Misc.		/ 10	2,315	1,680	1,181	3,046
Indirect Employee Benefits & Taxes/ Other Employee Costs		/ 7 ‡	22,624	16,193	11,176	17,425
Total Indirect Expenses		/ 11	216,044	142,885	134,689	166,860
Total Operating Expenses ¹		/ 11	233,989	166,922	158,234	188,803
Payments to Former Partners		/ 10	17,003	7,287	5,107	11,535
Other Non-Operating Charges/Credits		/ 10	4,175	1,766	232	2,031
Net Income Prior to Timekeeper Compensation		/ 10	\$488,869	\$414,895	\$330,785	\$424,297

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Administrative Management Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Administrative Management				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Administrative Management Headcount as a Percent of Total Indirect Support Headcount</i>					
[^] 2024	/ 46	7.5	5.3	3.5	5.9
[^] 2023	/ 38	8.1	5.7	3.8	6.6
<i>Administrative Management Headcount per 100 Lawyers</i>					
[^] 2024	/ 40	3.76	2.88	1.85	3.15
[^] 2023	/ 38	3.50	2.74	2.04	3.38
<i>Administrative Management Headcount per 100 Timekeepers</i>					
[^] 2024	/ 46	3.18	2.59	1.72	3.94
[^] 2023	/ 38	3.06	2.27	1.55	2.62

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Administrative Management				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Administrative Management Costs per Lawyer</i>					
2024	/ 11	\$5,692	\$5,316	\$4,950	\$5,308
2023	/ 9 ‡	\$5,892	\$5,259	\$5,113	\$5,758
<i>Administrative Management Costs per Timekeeper</i>					
2024	/ 11	\$4,837	\$4,282	\$4,033	\$4,386
2023	/ 9 ‡	\$5,034	\$4,341	\$3,979	\$4,952
<i>Administrative Management Costs as a Percent of Revenue</i>					
2024	/ 10	0.9	0.8	0.7	0.8
2023	/ 9 ‡	0.9	0.8	0.5	0.7

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Practice Group Management Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Practice Group Management				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Practice Group Management Headcount as a Percent of Total Indirect Support Headcount</i>					
[^] 2024	/ 28 ‡	3.9	2.2	1.5	3.5
[^] 2023	/ 23 ‡	3.5	2.2	1.5	3.3
<i>Practice Group Management Headcount per 100 Lawyers</i>					
[^] 2024	/ 25 ‡	1.91	1.05	0.91	2.82
[^] 2023	/ 23 ‡	1.98	1.23	0.75	2.07
<i>Practice Group Management Headcount per 100 Timekeepers</i>					
[^] 2024	/ 28 ‡	1.93	0.96	0.77	2.09
[^] 2023	/ 23 ‡	1.61	0.92	0.60	1.47

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Practice Group Management Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Practice Group Management Costs per Lawyer</i>					
2024	/ 4 ‡	\$4,245	\$3,211	\$2,356	\$3,390
2023	/ 4 ‡	\$2,667	\$2,150	\$1,762	\$2,278
<i>Practice Group Management Costs per Timekeeper</i>					
2024	/ 4 ‡	\$3,683	\$2,814	\$1,968	\$2,837
2023	/ 4 ‡	\$2,293	\$1,785	\$1,463	\$1,971
<i>Practice Group Management Costs as a Percent of Revenue</i>					
2024	/ 3 ‡	0.7	0.4	0.3	0.5
2023	/ 4 ‡	0.4	0.3	0.2	0.3

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Professional Staff Recruiting Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Professional Staff Recruiting				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Staff Recruiting Headcount as a Percent of Total Indirect Support Headcount					
[^] 2024	/ 46	3.8	2.7	1.8	3.0
[^] 2023	/ 38	3.6	2.5	1.5	2.8
Professional Staff Recruiting Headcount per 100 Lawyers					
[^] 2024	/ 40	2.01	1.35	0.87	1.61
[^] 2023	/ 38	1.63	1.31	0.69	1.39
Professional Staff Recruiting Headcount per 100 Timekeepers					
[^] 2024	/ 46	2.19	1.33	0.77	2.00
[^] 2023	/ 38	1.37	1.03	0.61	1.16

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Professional Staff Recruiting				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Staff Recruiting Costs per Lawyer					
2024	/ 11	\$10,966	\$5,793	\$2,876	\$7,083
2023	/ 10	\$11,154	\$7,131	\$6,237	\$7,904
Professional Staff Recruiting Costs per Timekeeper					
2024	/ 11	\$8,511	\$4,420	\$2,346	\$5,872
2023	/ 10	\$8,725	\$6,028	\$5,640	\$6,756
Professional Staff Recruiting Costs as a Percent of Revenue					
2024	/ 10	1.2	0.8	0.6	0.9
2023	/ 10	1.1	1.0	0.8	0.9

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Human Resources/Personnel

Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Human Resources/Personnel				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Human Resources/Personnel Headcount as a Percent of Total Indirect Support Headcount					
^ 2024	/ 48	6.3	4.7	3.2	5.1
^ 2023	/ 39	6.8	4.5	3.2	5.1
Human Resources/Personnel Headcount per 100 Lawyers					
^ 2024	/ 42	3.42	2.34	1.71	2.52
^ 2023	/ 39	2.96	2.09	1.69	2.47
Human Resources/Personnel Headcount per 100 Timekeepers					
^ 2024	/ 48	3.06	2.04	1.54	4.04
^ 2023	/ 39	2.53	1.77	1.39	2.03

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Human Resources/Personnel				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Human Resources/Personnel Costs per Lawyer					
2024	/ 11	\$4,784	\$3,381	\$2,715	\$4,083
2023	/ 10	\$4,748	\$3,075	\$2,287	\$3,295
Human Resources/Personnel Costs per Timekeeper					
2024	/ 11	\$4,208	\$2,628	\$2,266	\$3,324
2023	/ 10	\$4,066	\$2,715	\$1,955	\$2,793
Human Resources/Personnel Costs as a Percent of Revenue					
2024	/ 10	0.5	0.4	0.4	0.5
2023	/ 10	0.5	0.4	0.3	0.4

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Professional Development Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Professional Development				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Development Headcount as a Percent of Total Indirect Support Headcount					
^ 2024	/ 37 ‡	2.3	1.6	1.1	1.8
^ 2023	/ 27 ‡	2.6	2.1	1.1	2.0
Professional Development Headcount per 100 Lawyers					
^ 2024	/ 33 ‡	1.25	0.72	0.50	0.92
^ 2023	/ 27 ‡	1.59	0.96	0.47	1.07
Professional Development Headcount per 100 Timekeepers					
^ 2024	/ 37 ‡	1.11	0.65	0.44	1.44
^ 2023	/ 27 ‡	1.20	0.83	0.40	0.87

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Professional Development				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Development Costs per Lawyer					
2024	/ 7 ‡	\$1,970	\$908	\$689	\$1,374
2023	/ 5 ‡	\$1,594	\$789	\$786	\$1,463
Professional Development Costs per Timekeeper					
2024	/ 7 ‡	\$1,654	\$694	\$572	\$1,151
2023	/ 5 ‡	\$1,594	\$698	\$676	\$1,287
Professional Development Costs as a Percent of Revenue					
2024	/ 7 ‡	0.3	0.1	0.1	0.2
2023	/ 5 ‡	0.1	0.1	0.1	0.2

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Finance/Accounting Staffing Summary

		<i>Your Firm FTEs</i>			
		<i>2024</i>	<i>2023</i>	<i>% Change</i>	
Total Finance/Accounting					
Total Legal Staff					
Total Timekeepers					
		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Finance/Accounting Headcount as a Percent of Total Indirect Support Headcount</i>					
^ 2024	/ 48	26.7	22.0	18.6	22.5
^ 2023	/ 39	24.1	20.5	17.7	21.0
<i>Finance/Accounting Headcount per 100 Lawyers</i>					
^ 2024	/ 42	12.42	10.45	9.00	11.95
^ 2023	/ 39	11.45	10.11	8.28	10.19
<i>Finance/Accounting Headcount per 100 Timekeepers</i>					
^ 2024	/ 48	10.82	9.12	7.93	15.73
^ 2023	/ 39	9.63	8.23	7.31	8.28

Expense Summary

		<i>Your Firm (000's)</i>			<i>% Change</i>
		<i>2024</i>	<i>2023</i>		
Total Finance/Accounting Revenue					
Total Indirect Expense					
		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Finance/Accounting Costs per Lawyer</i>					
2024	/ 11	\$14,852	\$11,596	\$10,502	\$12,076
2023	/ 10	\$12,091	\$10,025	\$8,659	\$10,231
<i>Finance/Accounting Costs per Timekeeper</i>					
2024	/ 11	\$11,819	\$9,684	\$8,995	\$9,902
2023	/ 10	\$10,426	\$8,868	\$7,827	\$8,760
<i>Finance/Accounting Costs as a Percent of Revenue</i>					
2024	/ 10	1.9	1.5	1.2	1.6
2023	/ 10	1.4	1.2	1.1	1.2

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Information Systems

Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Information Systems				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Information Systems Headcount as a Percent of the Total Indirect Support Headcount					
[^] 2024	/ 48	23.1	19.9	16.5	20.1
[^] 2023	/ 39	21.4	18.9	16.4	19.8
Information Systems Headcount per 100 Lawyers					
[^] 2024	/ 42	13.37	10.03	7.93	10.75
[^] 2023	/ 39	11.77	8.68	7.00	9.82
Information Systems Headcount per 100 Timekeepers					
[^] 2024	/ 48	11.29	8.66	6.84	13.31
[^] 2023	/ 39	9.76	7.64	5.82	8.00

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Information Systems ¹				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Information Systems Costs per Lawyer					
2024	/ 11	\$46,605	\$40,665	\$35,038	\$41,917
2023	/ 10	\$46,192	\$41,955	\$34,679	\$41,914
Information Systems Costs per Timekeeper					
2024	/ 11	\$39,905	\$32,959	\$28,986	\$34,183
2023	/ 10	\$42,706	\$35,145	\$30,314	\$35,866
Information Systems Costs as a Percent of Revenue					
2024	/ 10	6.7	5.4	5.0	5.8
2023	/ 10	6.0	4.9	4.3	5.1

¹ The expenses associated with the operations and maintenance of the firm's hardware and software (including depreciation and lease payments/rental expenses) and all communications related expenses.

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Knowledge Management/Library Services Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Knowledge Mgmt/Library Svcs				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Mgmt/Library Svcs Headcount as a Percent of the Total Indirect Support Headcount					
^ 2024	/ 44	4.3	3.1	1.9	3.5
^ 2023	/ 36 ‡	4.5	3.4	2.1	3.8
Knowledge Management/Library Services Headcount per 100 Lawyers					
^ 2024	/ 39	2.22	1.52	0.98	1.80
^ 2023	/ 36 ‡	2.25	1.49	1.13	1.89
Knowledge Management/Library Services Headcount per 100 Timekeepers					
^ 2024	/ 44	2.10	1.47	0.77	2.27
^ 2023	/ 36 ‡	1.66	1.28	0.89	1.60

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Knowledge Mgmt/Library Svcs				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Costs per Lawyer					
2024	/ 11	\$14,835	\$10,463	\$6,196	\$10,943
2023	/ 10	\$15,976	\$14,071	\$12,382	\$13,881
Knowledge Management/Library Services Costs per Timekeeper					
2024	/ 11	\$12,124	\$8,337	\$5,248	\$8,924
2023	/ 10	\$13,725	\$11,962	\$10,699	\$11,970
Knowledge Management/Library Services Costs as a Percent of Revenue					
2024	/ 10	1.7	1.5	1.2	1.5
2023	/ 10	1.9	1.6	1.5	1.6

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Marketing Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Marketing				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Marketing Headcount as a Percent of the Total Indirect Support Headcount					
[^] 2024	/ 47	10.9	9.3	7.6	9.3
[^] 2023	/ 38	11.1	9.7	7.8	9.4
Marketing Headcount per 100 Lawyers					
[^] 2024	/ 42	5.49	4.54	3.60	4.64
[^] 2023	/ 38	5.66	4.60	3.65	4.67
Marketing Headcount per 100 Timekeepers					
[^] 2024	/ 47	4.80	3.93	3.05	6.77
[^] 2023	/ 38	4.79	3.94	3.13	3.81

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Marketing				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Marketing Costs per Lawyer					
2024	/ 11	\$25,465	\$16,754	\$9,709	\$18,498
2023	/ 10	\$24,652	\$21,137	\$17,254	\$21,712
Marketing Costs per Timekeeper					
2024	/ 11	\$19,579	\$12,628	\$7,838	\$15,302
2023	/ 10	\$20,981	\$18,730	\$13,411	\$18,782
Marketing Costs as a Percent of Revenue					
2024	/ 10	2.9	2.4	1.9	2.4
2023	/ 10	3.0	2.3	2.0	2.6

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Business Intake & Conflicts

Staffing Summary

	Your Firm FTEs		
	2024	2023	% Change
Total Business Intake & Conflicts			
Total Legal Staff			
Total Timekeepers			

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Business Intake & Conflicts Headcount as a Percent of the Total Indirect Support Headcount						
^ 2024		/ 46	7.2	5.3	4.0	5.4
^ 2023		/ 37 ‡	6.9	4.9	3.8	5.2

Business Intake & Conflicts Headcount per 100 Lawyers

^ 2024		/ 41	3.31	2.49	1.86	3.01
^ 2023		/ 37 ‡	3.21	2.52	1.50	2.51

Business Intake & Conflicts Headcount per 100 Timekeepers

^ 2024		/ 46	3.13	2.24	1.48	3.79
^ 2023		/ 37 ‡	2.70	2.12	1.23	2.09

Expense Summary

	Your Firm (000's)		
	2024	2023	% Change
Total Business Intake & Conflicts			
Revenue			
Total Indirect Expense			

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Business Intake & Conflicts Costs per Lawyer						
2024		/ 10	\$2,893	\$2,381	\$1,419	\$2,318
2023		/ 9 ‡	\$2,845	\$2,393	\$1,848	\$2,215

Business Intake & Conflicts Costs per Timekeeper

2024		/ 10	\$2,437	\$1,898	\$1,143	\$1,895
2023		/ 9 ‡	\$2,447	\$1,926	\$1,578	\$1,916

Business Intake & Conflicts Costs as a Percent of Revenue

2024		/ 10	0.4	0.3	0.2	0.3
2023		/ 9 ‡	0.3	0.3	0.2	0.3

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Office Operations Staffing Summary

		<i>Your Firm FTEs</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Office Operations				
Total Legal Staff				
Total Timekeepers				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Office Operations Headcount as a Percent of the Total Indirect Support Headcount</i>					
^ 2024	/ 47	28.7	22.2	17.2	23.3
^ 2023	/ 38	32.5	23.3	18.9	24.7
<i>Office Operations Headcount per 100 Lawyers</i>					
^ 2024	/ 41	13.74	10.38	7.15	12.41
^ 2023	/ 38	13.19	11.58	9.47	12.09
<i>Office Operations Headcount per 100 Timekeepers</i>					
^ 2024	/ 47	13.91	8.81	7.08	17.49
^ 2023	/ 38	11.02	9.41	7.36	9.92

Expense Summary

		<i>Your Firm (000's)</i>		<i>% Change</i>
		<i>2024</i>	<i>2023</i>	
Total Office Operations				
Revenue				
Total Indirect Expense				

		<i>Group</i>			
<i>Your Firm</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
<i>Office Operations Costs per Lawyer</i>					
2024	/ 10	\$79,306	\$62,597	\$48,513	\$68,175
2023	/ 10	\$120,116	\$72,866	\$64,160	\$87,368
<i>Office Operations Costs per Timekeeper</i>					
2024	/ 10	\$69,809	\$48,955	\$40,005	\$55,935
2023	/ 10	\$105,646	\$62,413	\$53,485	\$75,882
<i>Office Operations Costs as a Percent of Revenue</i>					
2024	/ 10	9.4	8.4	7.8	8.5
2023	/ 10	11.5	10.0	9.1	10.1

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

2024 Office Operations

Office Space Information

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Occupancy Costs as a Percent of Gross Fees		/ 10	6.6	5.4	4.8	5.6
Occupancy Costs per Lawyer		/ 10	\$45,808	\$37,833	\$33,161	\$44,975
Square Feet per Lawyer		/ 10	1,053	948	825	956
Net Occupancy Costs per Square Foot		/ 9 ‡	\$48	\$44	\$36	\$49

Outsourced Support Services Information

	Your Firm	# of Members Reporting	% of Total Department ² that is Outsourced		Outsourced Costs per Lawyer	
			Your Firm Percent	Group Median %	Your Firm	Group Median
HR/Personnel		**		**		**
Information Systems		3	‡	14.3	‡	1,567
Knowledge Mgmt/Lib Svcs		3		**	‡	1,142
Marketing/Business Dev		**		**		**
Office Operations & Support ¹		4	‡	24.0	‡	3,265

Outsourced Office Operations Information

	Your Firm	# of Members Reporting	Outsourced Costs per Lawyer	
			Your Firm	Group Median
Acctg Svcs - Billings		**		**
Acctg Svcs - Collections		**		**
Photocopying & Mail Room		3	‡	\$5,559
Messengers		**		**

¹ Includes photocopying, mail room, and messengers.

² Outsource expense divided by the sum of the outsourced expense and the related firm compensation expense.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Detailed Revenue Components - per Lawyer

Gross Fees

		2024			
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
<u>Include Fees For:</u>					
Legal services: Law Firm Timekeepers		/ 9 ‡	\$889,642	\$728,562	\$676,882
Legal services: Contract Timekeepers			**	**	**
Directors' fees			**	**	**
Other professional service income			**	**	**
Revenue from other personal services			**	**	**
Recovery of non-legal time (support staff time billed)			**	**	**
Other		/ 5 ‡	53	(63)	(163)
<u>Deduct (if included above):</u>					
Fees paid to outside participating attys for client srvc's			**	**	**
Expenses associated with the contract timekeepers			**	**	**
Fees paid to consulting orgs. for lit. support services			**	**	**
Any hard disb. recoveries for non-personnel expenses			**	**	**
Total Gross Fees		/ 10	\$869,380	\$718,816	\$632,842

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Detailed Expense Components - per Lawyer

Occupancy & Office Operating

		2024		
		Your Firm		Group
		Average	Rank/Of	1 st Quartile Median 3 rd Quartile
Occupancy Expenses				
Rent - premises only	/ 10			\$37,888 \$31,463 \$28,767
Building chargebacks				** ** *
Depreciation of owned premises				** ** *
Utilities	/ 9 ‡			902 777 341
Occupancy and real estate taxes	/ 5 ‡			5,305 619 500
Leasehold improvements (amortization)	/ 8 ‡			1,526 1,094 394
Maintenance and repairs to premises	/ 7 ‡			1,550 1,245 497
Off-site storage	/ 9 ‡			1,809 1,330 907
Office moving settlement costs	/ 4 ‡			215 101 66
Outside consultant fees (architects)				** ** *
Office housekeeping	/ 3 ‡			538 231 164
Security	/ 4 ‡			537 292 67
Other	/ 6 ‡			1,658 1,380 429
Subtotal	/ 10			\$49,110 \$37,833 \$33,161
Deduct: Sublease income & occupancy from clients for OT	/ 4 ‡			4,218 2,084 638
Total Occupancy	/ 10			\$45,808 \$37,833 \$33,161
Office Operating Expenses				
Photocopying	/ 7 ‡			\$1,730 \$632 \$353
Stationery, printing, supplies and binding	/ 10			1,444 1,254 641
Small office equipment (non-IS related)	/ 6 ‡			362 57 30
Facilities management/sub-contracted svcs	/ 4 ‡			4,735 3,152 1,565
Office furniture & fixtures depreciation	/ 10			2,754 1,458 594
Interest expense for purchased assets (non-IS)				** ** *
Maintenance and repairs to office equipment	/ 8 ‡			225 170 91
Rental of office furniture & fixtures	/ 7 ‡			221 89 54
Administrative dues/education	/ 7 ‡			652 304 200
Admin travel, meals and accommodations	/ 9 ‡			2,519 1,423 911
Overtime parking and taxi charges				** ** *
Overtime meals for administrative staff				** ** *
Automotive expenses	/ 3 ‡			234 45 44
Non-lawyer hiring expense	/ 7 ‡			2,044 575 160
Office coffee, soda, parties, etc.	/ 8 ‡			1,732 1,512 610
Moving expenses for admin inter-office transfer				** ** *
Gifts, flowers for employees	/ 4 ‡			126 121 120
Plants - rental and care	/ 3 ‡			101 67 63
Banking/Merchant fees	/ 9 ‡			3,083 1,547 765
Other	/ 8 ‡			3,786 991 247
Subtotal	/ 10			\$14,136 \$11,883 \$9,734
Deduct: Client reimbursement of hard/soft disbs.	/ 4 ‡			489 319 (312)
Total Office Operating Expenses	/ 10			\$14,136 \$12,723 \$9,734

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Detailed Expense Components - per Lawyer
Information Systems, Professional Activities & Marketing

		2024			
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Information Systems Expenses					
Depreciation of technology		/ 9 ‡	\$4,444	\$2,456	\$1,583
Computer supplies and equipment (non-capitalized)		/ 10	1,092	576	258
Interest on debt for purchased technology			**	**	**
Amortization of software			**	**	**
Lease payment/rental expenses		/ 3 ‡	3,633	2,299	1,576
Maintenance and repairs to computer equipment		/ 8 ‡	1,056	538	297
Software licensing fees		/ 6 ‡	17,858	14,292	11,916
Software maintenance fees		/ 6 ‡	16,759	15,626	11,983
Outside consulting service fees		/ 10	5,269	1,985	1,508
Other		/ 7 ‡	3,736	2,398	805
Subtotal		/ 10	\$28,842	\$26,486	\$24,290
Deduct: Client reimbursement of hard/soft disbs.		/ 3 ‡	2,739	1,804	958
Total Information Systems		/ 10	\$28,842	\$26,486	\$22,938
Professional Activities Expenses					
Professional association dues		/ 10	\$1,954	\$1,428	\$1,137
Association travel, meals and accommodations		/ 7 ‡	1,514	442	162
Continuing legal education and seminars		/ 9 ‡	2,416	1,690	1,183
Partner/firm meetings and retreats		/ 9 ‡	4,665	1,503	488
New Associate development programs		/ 4 ‡	126	74	43
Bar Review Fees		/ 4 ‡	268	150	89
Other		/ 3 ‡	1,375	67	50
Total Professional Activities		/ 10	8,919	6,337	4,200
Marketing Expenses					
Advertising and listings in publications/directories		/ 9 ‡	\$529	\$241	\$121
Brochures and other publications		/ 6 ‡	804	457	110
Internet home page and website expenses		/ 7 ‡	958	804	378
Marketing consulting and training		/ 7 ‡	1,679	1,634	1,029
Market research		/ 7 ‡	640	431	137
Seminar expenses (where firm is a sponsor)		/ 6 ‡	2,414	1,504	970
Club dues and expenses		/ 8 ‡	836	303	121
Practice/Business development meals & ent.		/ 9 ‡	2,763	946	736
Attendance at industry meetings		/ 5 ‡	1,883	1,585	1,181
Client relations & business promotion expenses		/ 10	4,057	1,886	1,283
Travel, meals & accommodations					
seminars/speaking engagements		/ 6 ‡	2,214	943	105
Other		/ 7 ‡	704	366	211
Total Marketing		/ 10	\$15,954	\$12,018	\$6,815

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Detailed Expense Components - per Lawyer

Professional Staff Recruiting, Other Insurance/Taxes & Communications

		2024		
		Your Firm	Group	
		Average Rank/Of	1 st Quartile Median 3 rd Quartile	
Professional Staff Recruiting Expenses				
Travel, meals and accommodations	/ 9 ‡	\$249	\$168	\$30
Summer associate program costs	/ 7 ‡	559	463	204
Brochures and other publications		**	**	**
Recruiting agency fees and advertising	/ 10	4,077	3,379	1,949
Campus registration fees/Interview fees		**	**	**
Relocation of new lawyer hires		**	**	**
Moving exp. for inter-office transfer of legal staff		**	**	**
Other	/ 5 ‡	447	374	20
Total Professional Staff Recruiting	/ 10	\$6,967	\$4,002	\$2,666
Other Insurance & Taxes				
Insurance				
Property	/ 7 ‡	\$2,041	\$692	\$370
Auto	/ 4 ‡	43.3	35.765	29.4
Travel/Accident		**	**	**
Cyber crime	/ 4 ‡	1,105.1	774.965	362.9
Employee benefits/Fiduciary liability	/ 4 ‡	217.8	160.495	132.5
Other	/ 3 ‡	2,222	545	288
Taxes				
Personal Property	/ 8 ‡	391	205	175
State and local business taxes and fees	/ 9 ‡	2,368	873	852
Local profit-related taxes	/ 3 ‡	3,646	1,017	655
Unincorporated business taxes	/ 3 ‡	2,004	1,619	819
Sales & Use tax	/ 5 ‡	588	378	236
Other	/ 6 ‡	2,303	519	43
Total Other Insurance & Taxes	/ 10	\$8,634	\$5,429	\$2,313
Communications Expenses				
Telephone	/ 9 ‡	\$1,290	\$1,111	\$511
Postage	/ 10	985	491	284
Smartphones	/ 5 ‡	1,914	1,246	727
Video conferencing	/ 3 ‡	210	154	86
Outside data communication	/ 7 ‡	1,931	1,054	854
Maintenance & repairs to equipment		**	**	**
Outside messenger services	/ 7 ‡	350	97	45
Depreciation on purchased telephone systems		**	**	**
Depreciation/rent on telecommunications systems		**	**	**
Other		**	**	**
Subtotal	/ 10	\$4,433	\$3,606	\$2,638
Deduct: Client reimbursement of hard/soft disbs.	/ 4 ‡	442	196	82
Total Communications	/ 10	\$4,433	\$3,152	\$2,629

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Detailed Expense Components - per Lawyer

Reference Materials, Professional Services & Client Disbursements Written-Off/Misc.

		2024		
		Your Firm	Group	
		Average Rank/Of	1 st Quartile Median 3 rd Quartile	
Reference Materials Expenses				
Purchases of books, subscriptions, etc.	/ 10	\$9,388	\$6,956	\$1,362
Depreciation of capitalized library books		**	**	**
Automated legal research services	/ 6 ‡	7,859	5,759	1,487
Library software maintenance costs	/ 4 ‡	5,347	2,216	131
Supplies & research materials		**	**	**
Other	/ 4 ‡	506	279	171
Subtotal	/ 10	\$16,306	\$10,346	\$8,270
Deduct: Client reimbursement of hard/soft disbs.	/ 5 ‡	987	944	868
Total Reference Materials	/ 10	\$13,921	\$9,913	\$6,671
Professional Services Expenses				
Fees paid to outside attorneys for services to the firm (vs. to clients)	/ 7 ‡	1,391	872	801
Accounting/bookkeeping	/ 7 ‡	1,473	986	791
Auditing	/ 5 ‡	797	509	466
Human Resource & Training Consultants	/ 6 ‡	702	414	218
Payroll processing	/ 6 ‡	336	189	118
Management consulting	/ 4 ‡	526	399	288
Legal Survey participation fees	/ 4 ‡	103	64	39
Other	/ 9 ‡	1,457	1,141	655
Total Professional Services	/ 10	\$4,941	\$3,171	\$2,908
Client Disbs. Written-Off & Miscellaneous Expenses				
Unbilled disbursements written-off	/ 7 ‡	\$2,588	\$1,917	\$1,014
Billed disbursements written-off	/ 10	2,537	1,786	363
Business meals and entertainment chargeable to clients written-off		**	**	**
Miscellaneous	/ 3 ‡	1,702	(135)	(212)
Subtotal	/ 10	\$5,706	\$2,700	\$1,673
Deduct: Subsequent recoveries of unbilled and billed disbs.		**	**	**
Total Client Disb. Written-Off & Miscellaneous	/ 10	\$3,094	\$2,055	\$1,413

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2024 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (13 members)

Detailed Expense Components - per Lawyer

Payments to Of Counsel, Former/Inactive Partners & Non-Operating Charges/Credits

	Your Firm		2024		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Payments to Of Counsel & Former/Inactive Partners					
Payments to former/inactive partners (and estates, where applicable)		/ 5 ‡	\$8,894	\$5,056	\$5,028
Unfunded retirement plan payments			**	**	**
Payments to Of Counsel		/ 6 ‡	22,618	9,912	6,535
Total Pmts. to OC & Former/Inactive Ptnrs		/ 10	\$20,592	\$8,640	\$6,281
Non-Operating Charges & Credits					
Charges					
Charitable contributions		/ 10	\$2,638	\$1,361	\$551
Political contributions		/ 4 ‡	428	185	85
Interest on loans to fund working capital needs		/ 5 ‡	1,743	1,575	956
Interest on retained earnings			**	**	**
Currency conversion fees		/ 3 ‡	416	119	67
Malpractice settlement fees			**	**	**
Other		/ 5 ‡	465	119	62
Subtotal Charges		/ 10	\$4,089	\$2,545	\$1,485
Credits					
Gains (losses) on sale of assets		/ 5 ‡	(49)	(86)	(115)
Interest/dividend income		/ 8 ‡	2,684	1,249	915
Other			**	**	**
Subtotal Credits		/ 9 ‡	\$1,399	\$1,162	(\$49)
Total Non-Operating Charges & Credits		/ 10	\$5,254	\$2,033	\$296

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response