

2023 Partner Management Report

Compiled from the 2023 Billing Rate &
Associate Salary Survey Initial Release

www.pwc.com/us/lfsurveys

Issued: June 2023



PwC Law Firm Surveys

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

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Laurie Lieb (623) 261-3839 or Nicholas Fulchini (201) 566-2100 from the PwC LFS Survey Team.

Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Issued: June 2023

Group Report

Confidential

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

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TABLE OF CONTENTS

<i>Topic</i>	<i>Page</i>
Guide to Interpreting the Statistics Presented in this Report	
Comparison Group Information and Compensation Adjustment Practices	1
<i>Summary Charts - by Metric</i>	
Demographics	2 - 4
Compensation	5 - 15
Utilization	16 - 21
Compensation by Utilization Levels	22 - 24
Permanent Capital Balance	25 - 28
Fees Billed	29 - 34
<i>Detailed Metrics</i>	
Compensation	35 - 41
Utilization	42 - 46
Compensation by Utilization Levels	47 - 49
Permanent Capital Balance	50 - 54
Fees Billed	55 - 56
Partner Admission Policies	57
Compensation Policies and Treatment of Non-Equity Partners	58
Retirement Information	59 - 61
New Partner Capital Buy-In	62
Partner Turnover	63

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2023 Partner Management Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

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

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

First Quartile Value

Median Value

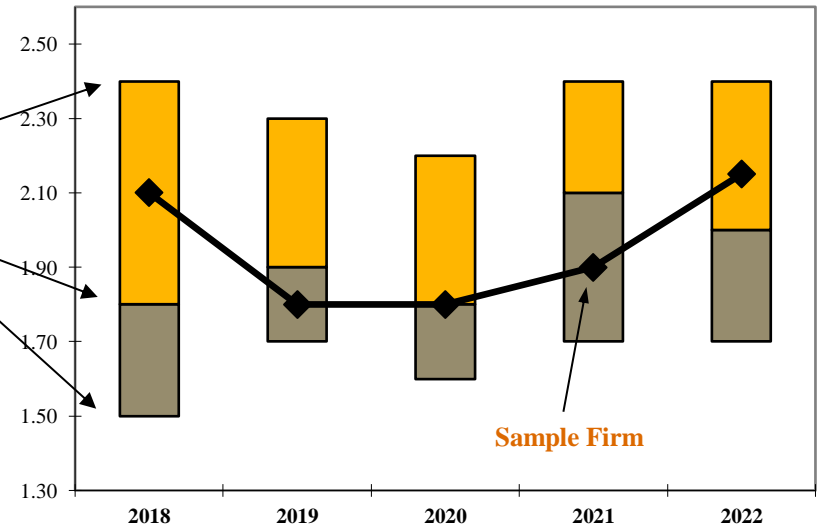
Third Quartile Value

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

Example Interpretation of this Graph:

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

Ratio of Highest to Lowest Compensation



Comparison Group Information

AmLaw 100 - Domestic Offices

Number of Members in the Group
Your Office or Practice Area Displayed in this Report is a Member of the Group

Number of Members in the Group that submitted Partner Compensation Data
Your Firm submitted Partner Compensation Data

Defined Size Range¹ of Group Members (# of Attorneys)
Maximum
Minimum

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

Average Size of Group Members¹ (# of Attorneys in the Firm, Office or Practice Area)

Reporting Entities Included in the Group (Geographic Comparison Groups Only)

Number of Total Firms
Number of Principal Offices (including Single Office Firms)
Number of Non-Principal Offices

Group Information	
	72
	22
	No
	No Maximum
	No Minimum
	915
	72
	0
	0

Partner Compensation Adjustment Practices

Partner Compensation
(most recent fiscal year-end)

January 2, 2022 - March 31, 2022
 April 1, 2022 - June 30, 2022
 July 1, 2022 - September 30, 2022
 October 1, 2022 - January 1, 2023
 January 2, 2023 - March 1, 2023

Your Firm	Number of Firms Reporting
	0
	1
	0
	39
	1

¹ Firm, Office or Practice Area size as of 1/1/2023. 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.

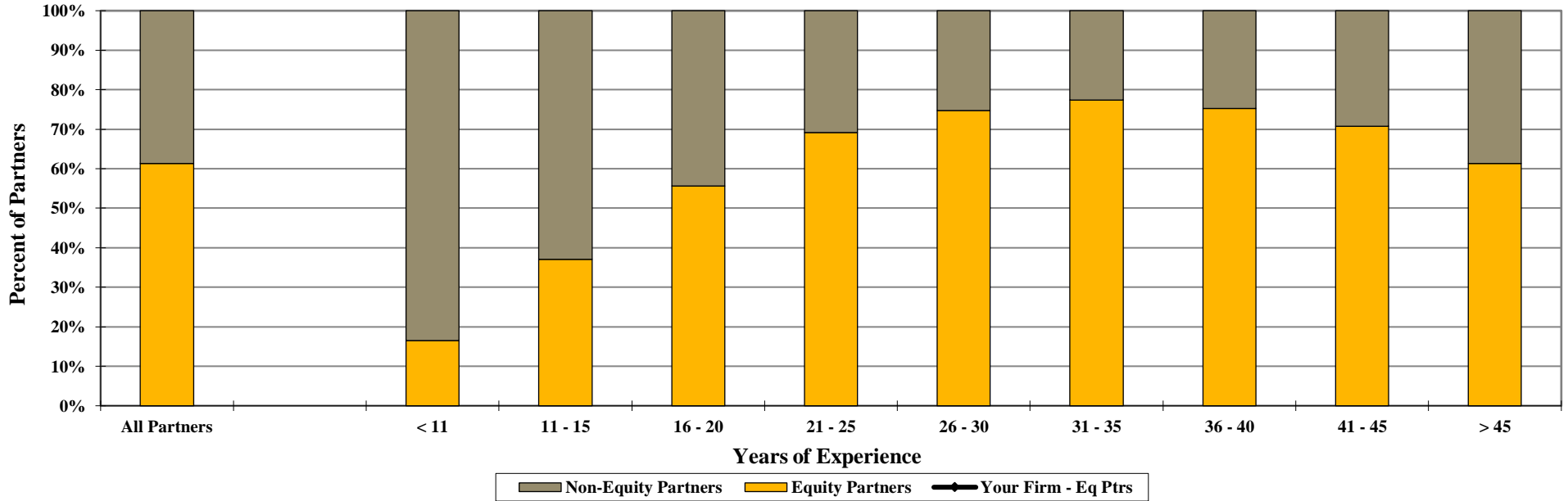
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SUMMARY CHARTS

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of All Partners by Years of Experience¹
For the 12-month period ending December 31, 2022



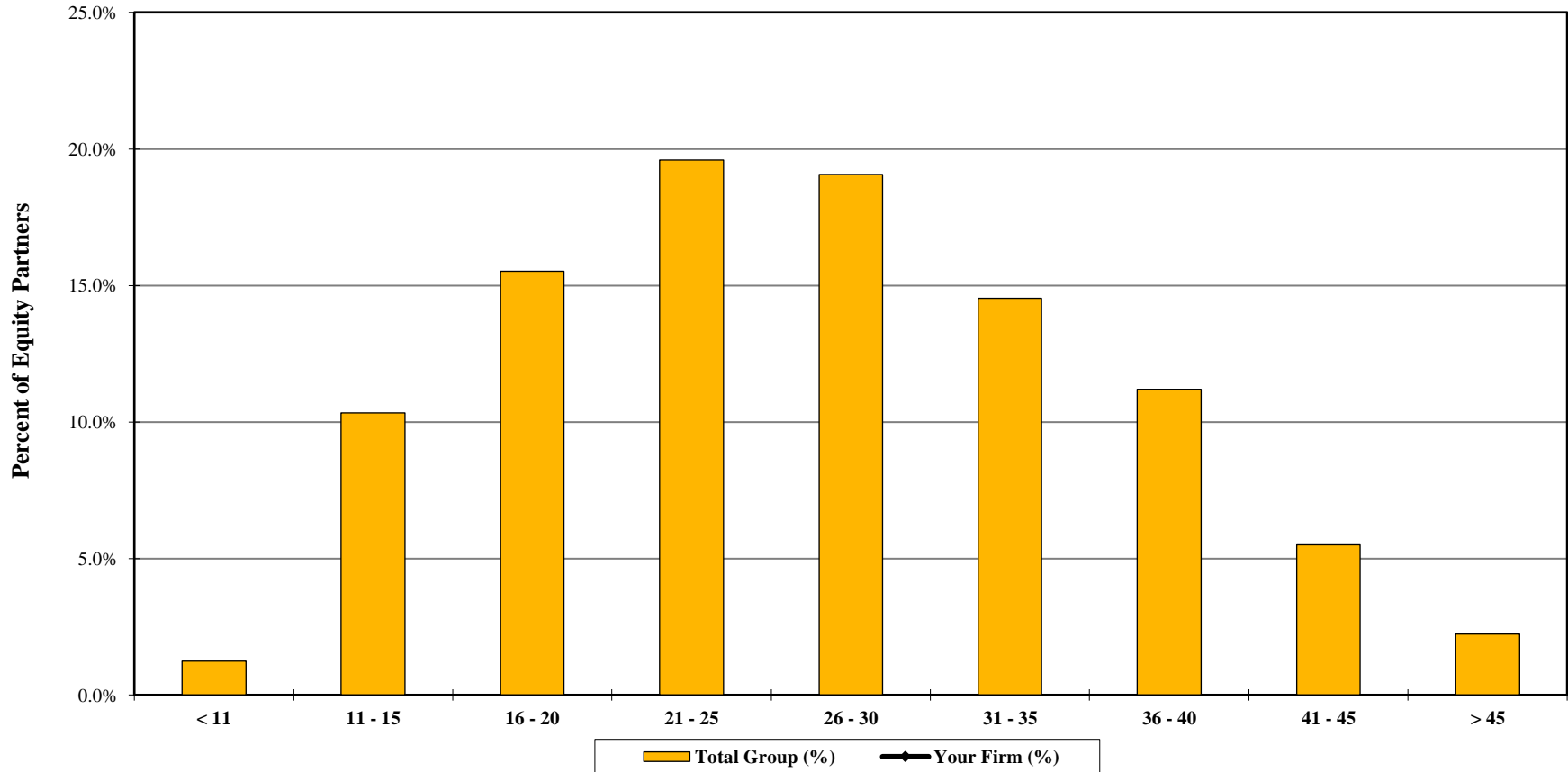
<i>By Years of Experience</i>	<i>Your Firm</i>		<i>Total Group</i>	
	<i>Equity Partners</i>	<i>Non-Equity Partners</i>	<i>Equity Partners</i>	<i>Non-Equity Partners</i>
< 11 Years			16.5%	83.5%
11 - 15 Years			37.0%	63.0%
16 - 20 Years			55.7%	44.3%
21 - 25 Years			69.2%	30.8%
26 - 30 Years			74.7%	25.3%
31 - 35 Years			77.4%	22.6%
36 - 40 Years			75.3%	24.7%
41 - 45 Years			70.7%	29.3%
> 45 Years			61.3%	38.7%
All Partners			61.3%	38.7%

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

AmLaw 100 - Domestic Offices (72 members)

Distribution of Equity Partners by Years of Experience ¹

For the 12-month period ending December 31, 2022



Equity Partners by Years of Experience

	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	1.2%	10.3%	15.5%	19.6%	19.1%	14.5%	11.2%	5.5%	2.2%
Total Group (FTE)	178	1,474	2,216	2,796	2,724	2,076	1,599	785	319

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

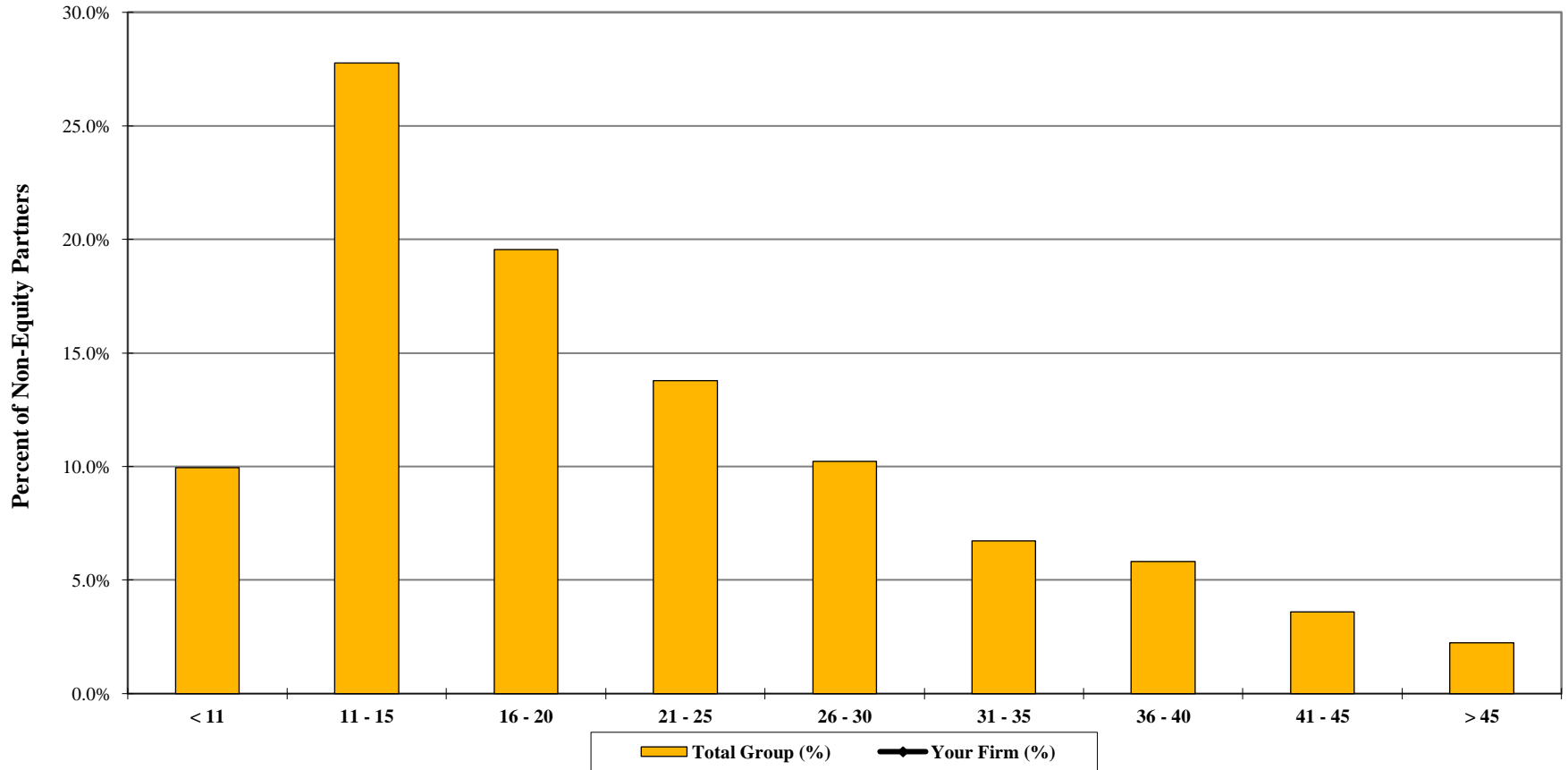
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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Non-Equity Partners by Years of Experience¹

For the 12-month period ending December 31, 2022



Non-Equity Partners by Years of Experience									
	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm (%)									
Your Firm (FTE)									
Total Group (%)	10.0%	27.8%	19.5%	13.8%	10.2%	6.7%	5.8%	3.6%	2.2%
Total Group (FTE)	898	2,507	1,764	1,244	922	606	526	325	201

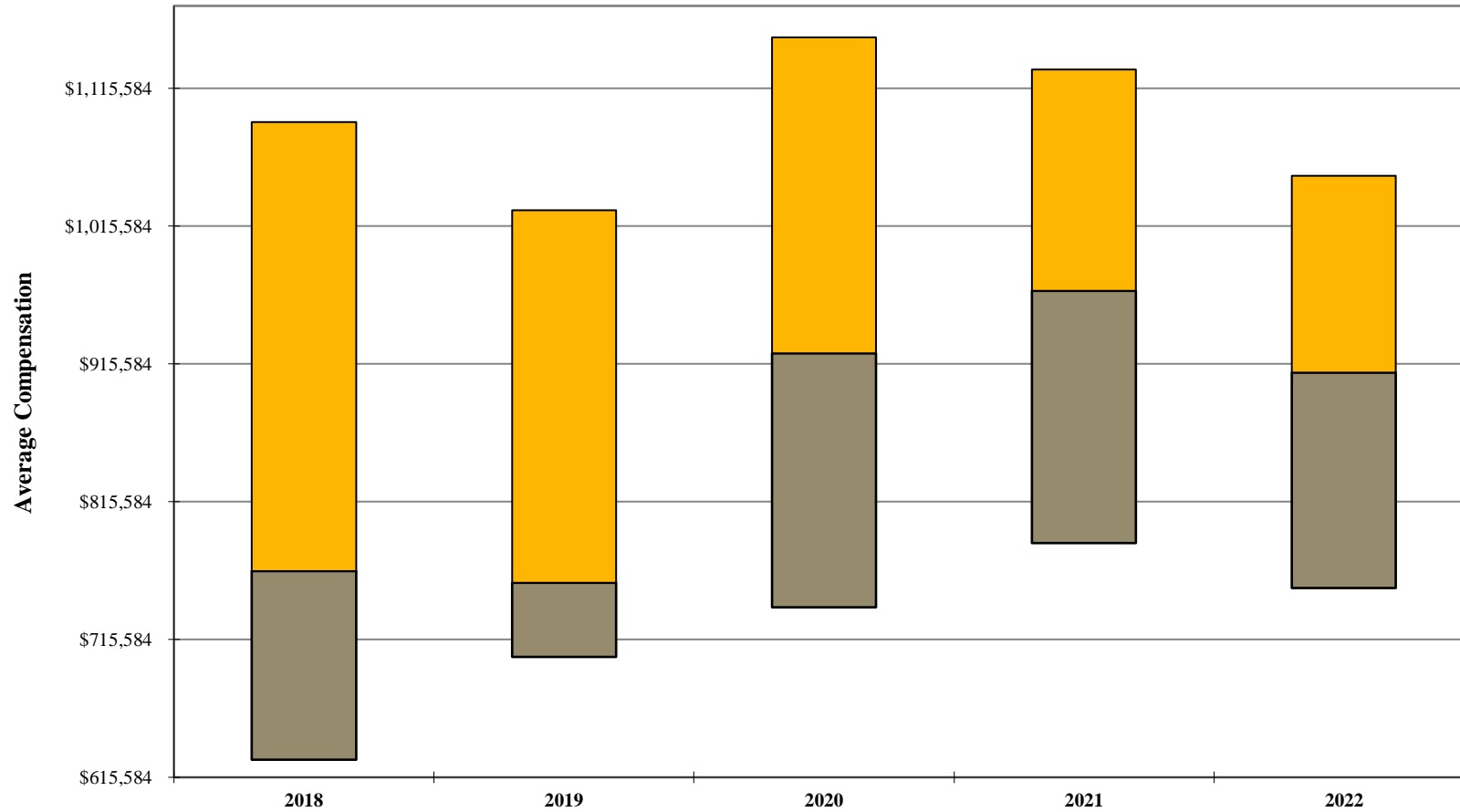
¹ Years of experience includes the length of time practicing law since passing the bar exam.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation for All Partners
At the fiscal year-end of the stated year



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	\$1,091,065	\$1,026,932	\$1,152,364	\$1,129,040	\$1,052,140
Median	765,321	756,830	923,262	968,774	909,402
3rd Qtle	628,147	702,997	739,069	785,497	752,831

Additional detail can be found on Page 36.

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

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

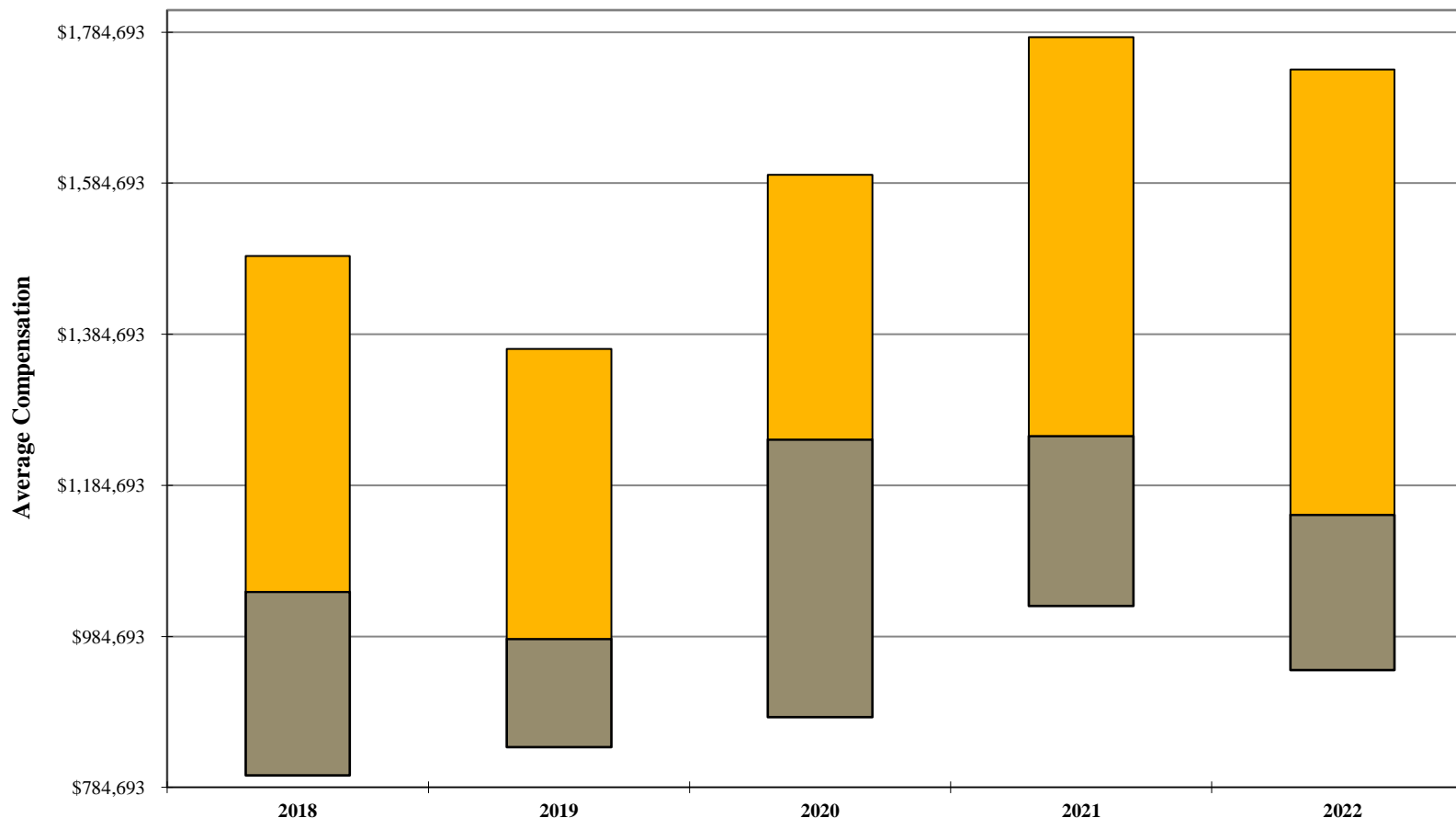
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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Historical Compensation - Equity Partners

At the fiscal year-end of the stated year



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	\$1,488,209	\$1,365,040	\$1,596,010	\$1,778,503	\$1,735,041
Median	1,043,598	981,451	1,245,000	1,249,872	1,145,626
3rd Qtle	800,707	837,564	877,616	1,024,470	939,618

Additional detail can be found on Page 35.

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

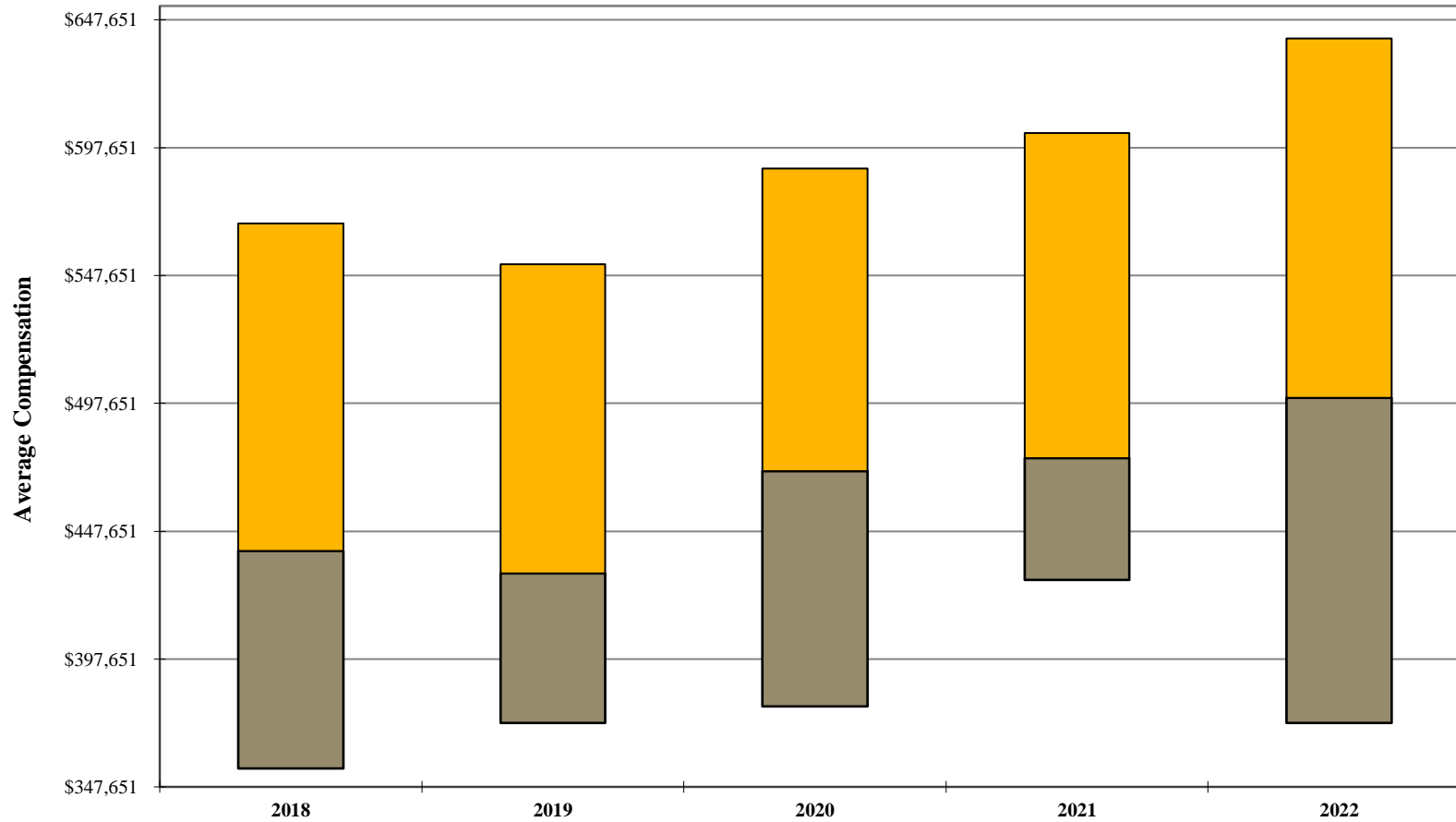
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	\$568,055	\$552,127	\$589,489	\$603,423	\$640,270
Median	439,922	431,143	471,025	476,137	499,832
3rd Qtle	354,746	372,583	379,049	428,681	372,747

Additional detail can be found on Page 35.

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

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

** omitted due to insufficient data

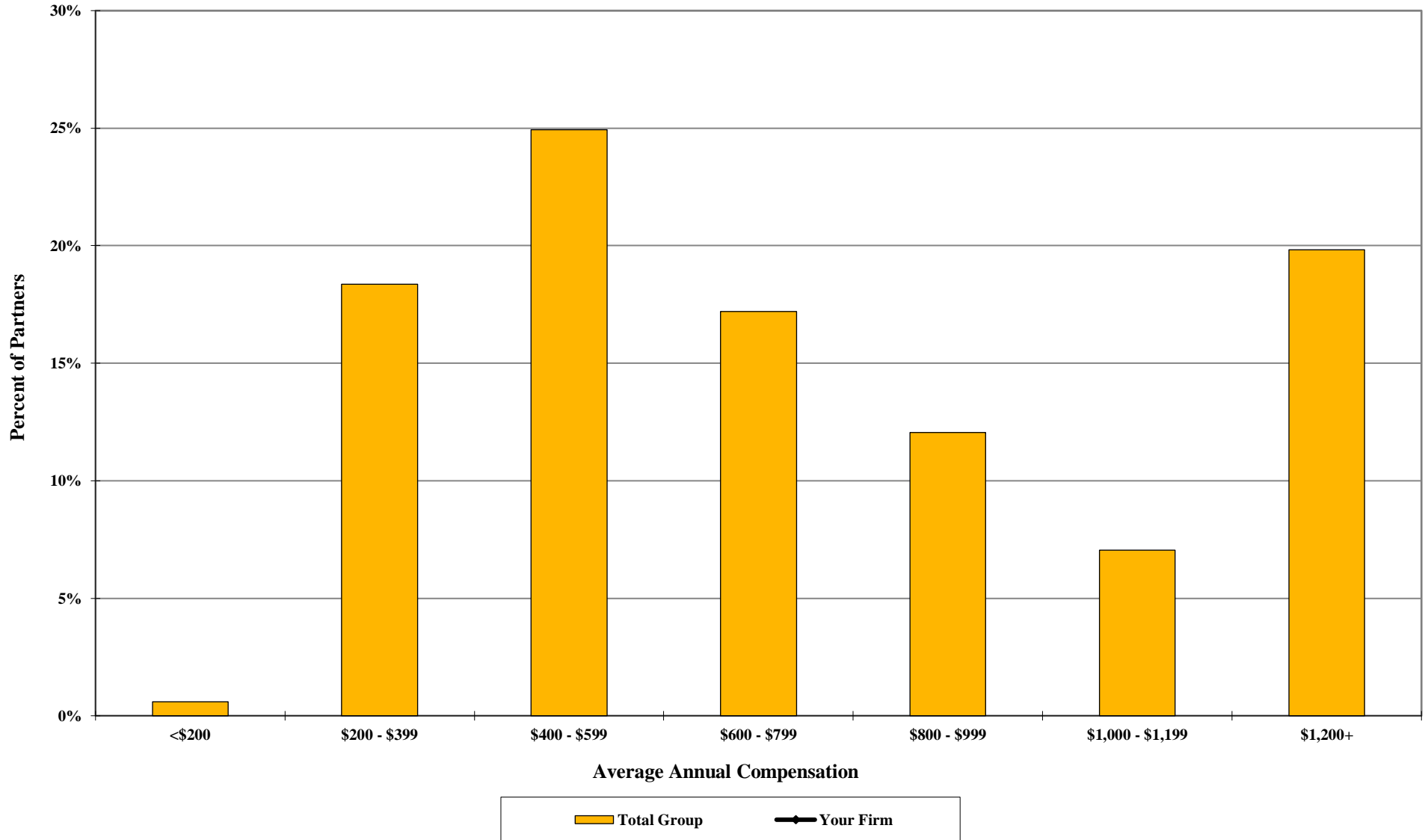
2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of All Partners by Compensation Intervals

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

All Partners



Additional detail can be found on Page 39.

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

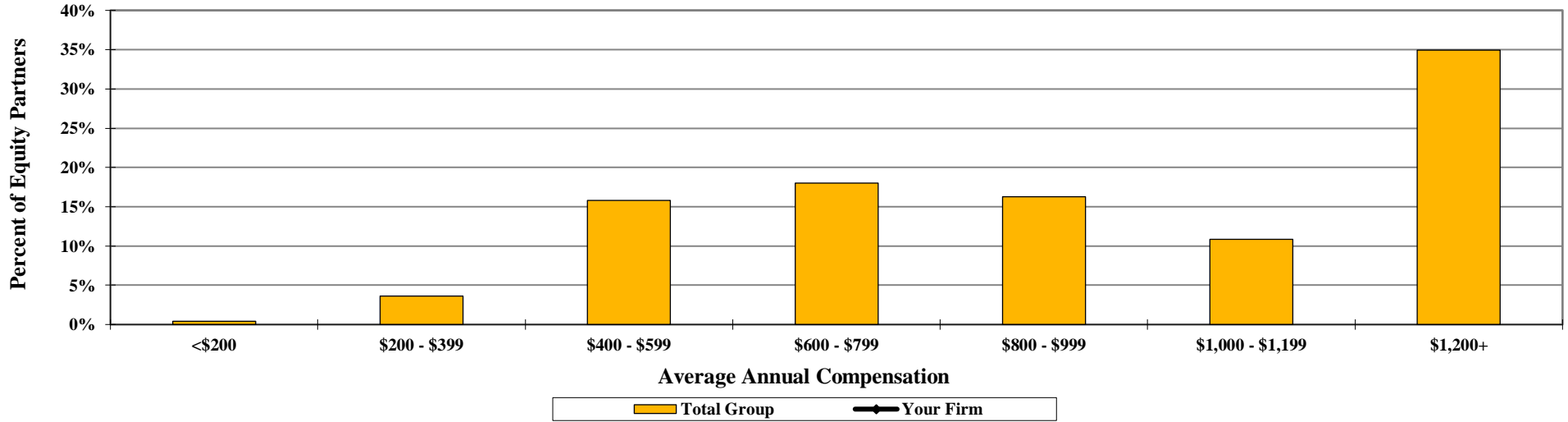
2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

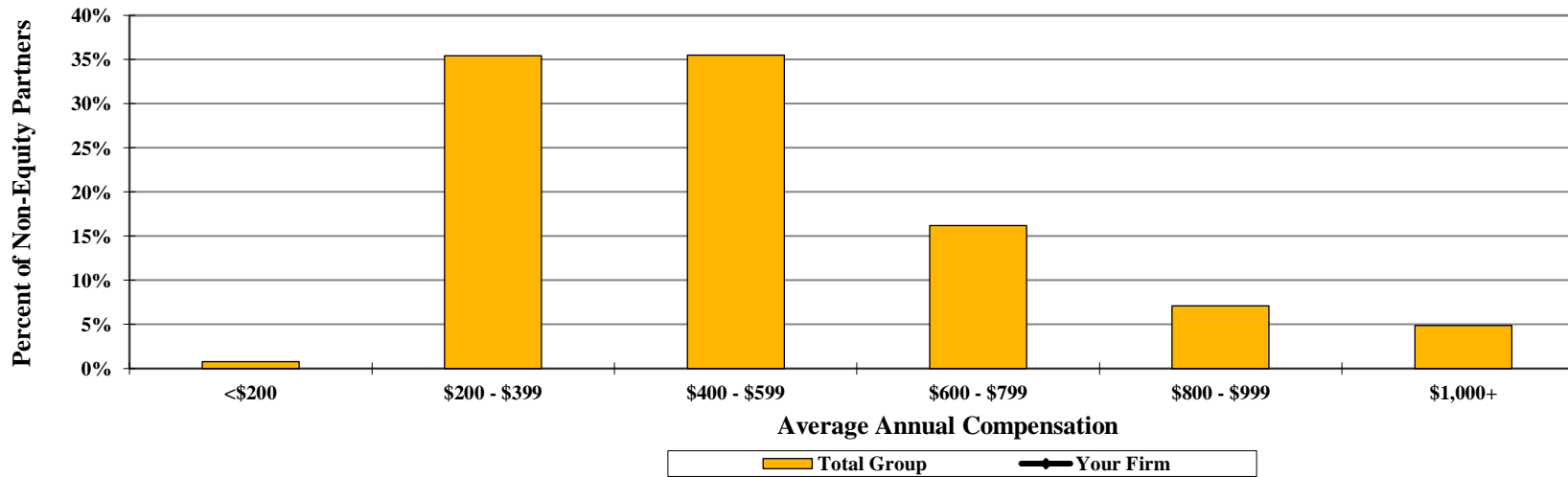
Distribution of Partners by Compensation Intervals

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

Equity Partners



Non-Equity Partners



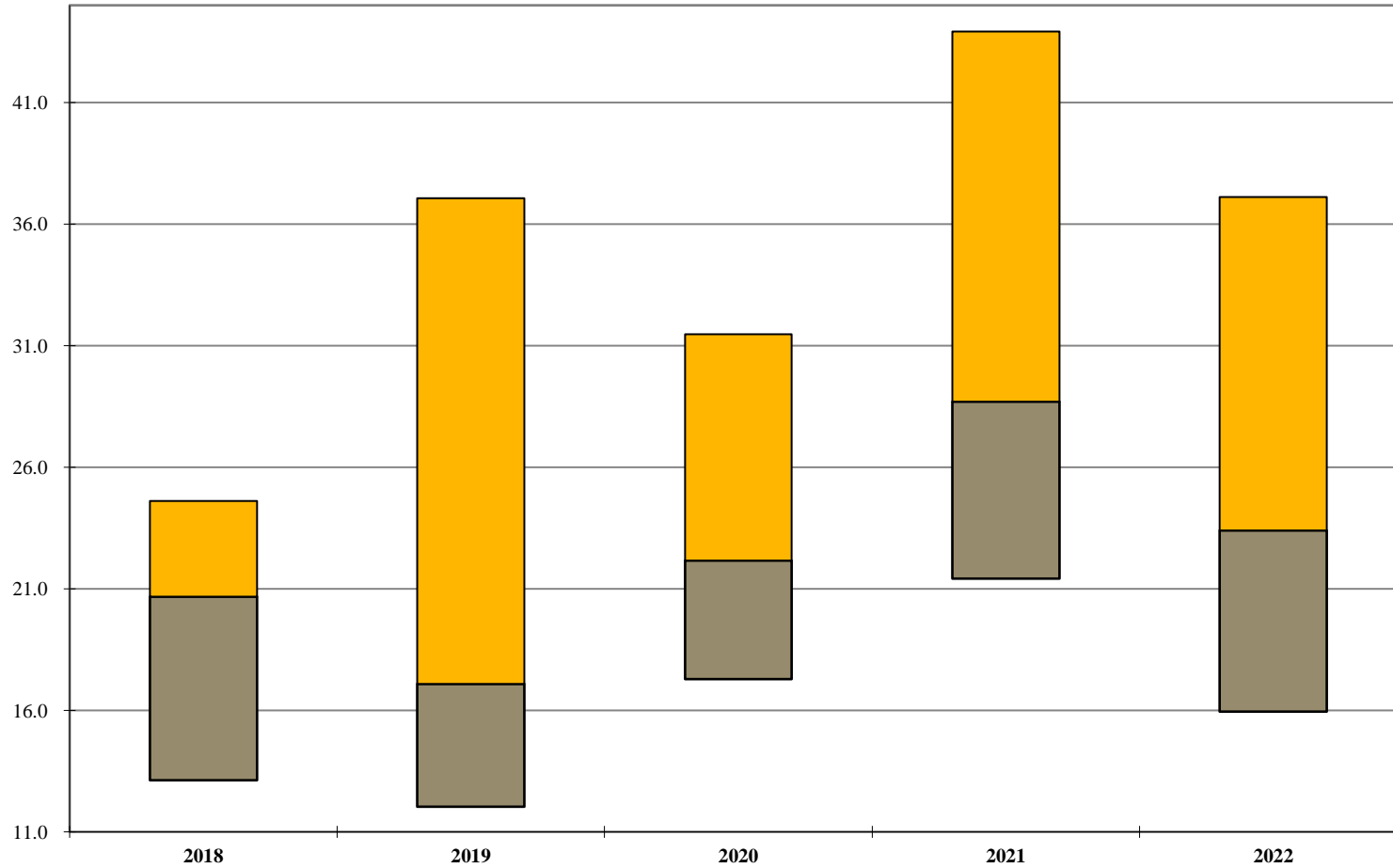
Additional detail can be found on Page 37 and 38.

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation for All Partners
At the fiscal year-end of the stated year



	2018	2019	2020	2021	2022
Your Firm					
1st Qtile	24.6	37.1	31.5	43.9	37.1
Median	20.7	17.1	22.2	28.7	23.4
3rd Qtile	13.1	12.0	17.3	21.4	15.9

Additional detail can be found on Page 41.

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

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

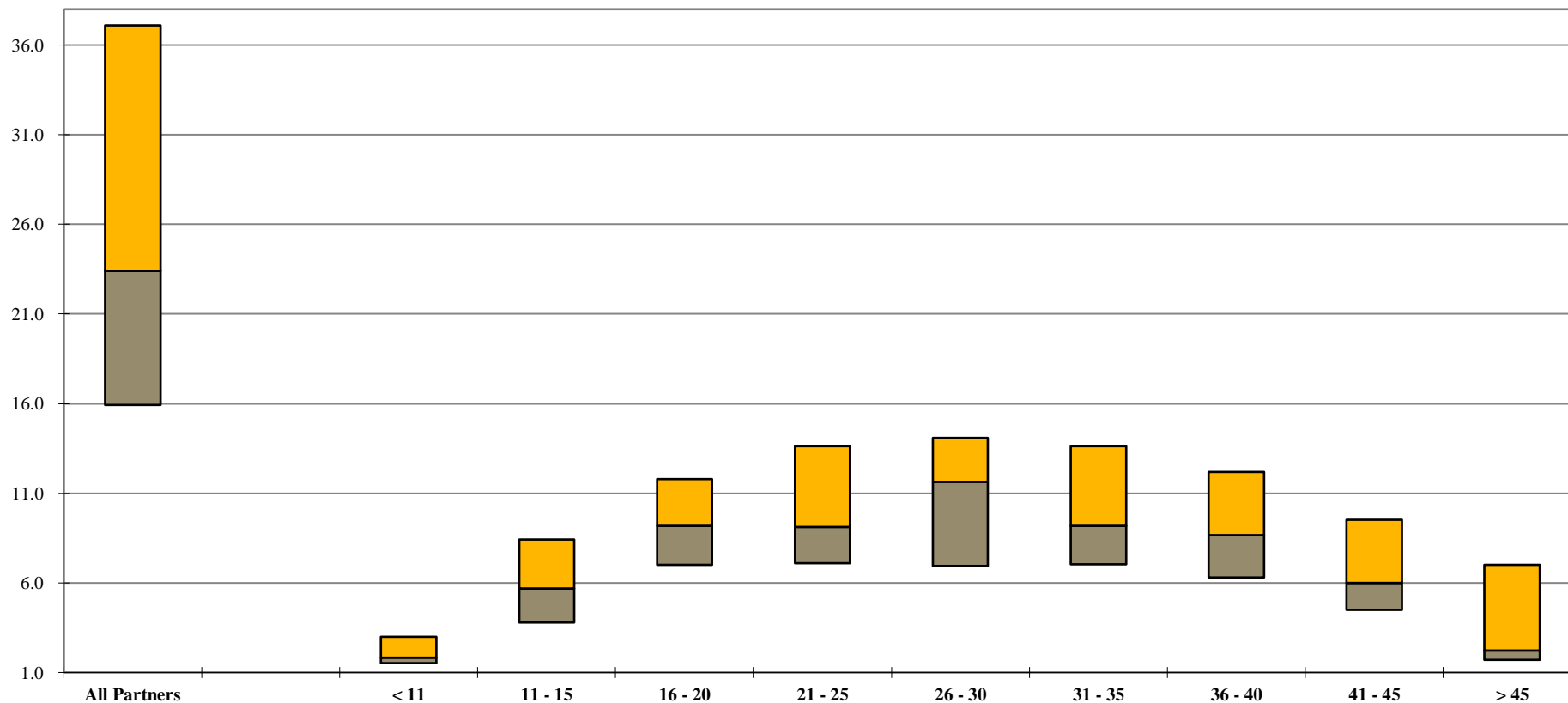
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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation for All Partners by Experience

As of the most recent fiscal year-end



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	37.1	3.0	8.4	11.8	13.6	14.1	13.6	12.2	9.5	7.0
Median	23.4	1.8	5.7	9.2	9.1	11.6	9.2	8.7	6.0	2.2
3rd Qtle	15.9	1.5	3.8	7.0	7.1	6.9	7.0	6.3	4.5	1.7

Additional detail can be found on Page 41.

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

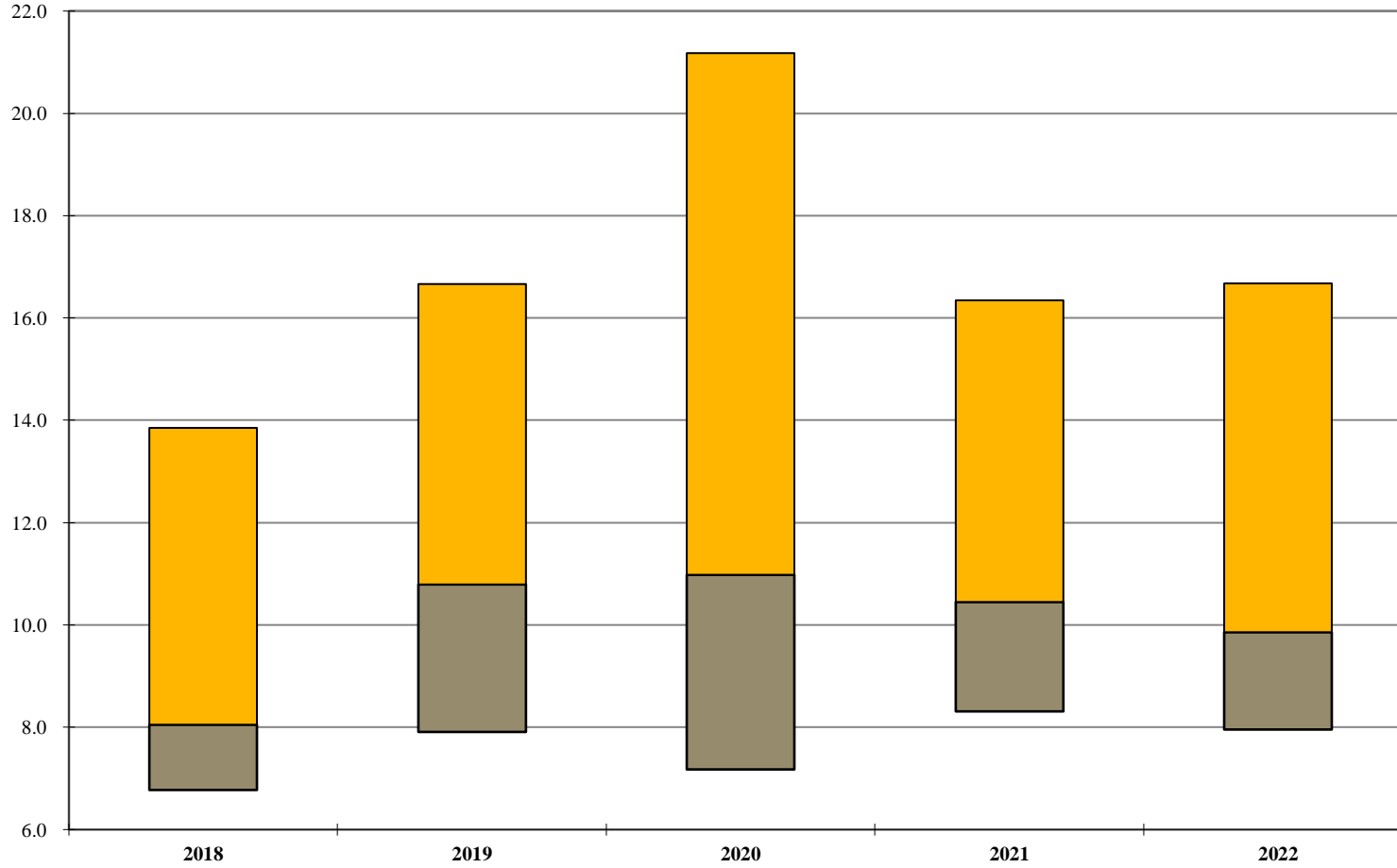
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	13.9	16.7	21.2	16.3	16.7
Median	8.1	10.8	11.0	10.5	9.9
3rd Qtle	6.8	7.9	7.2	8.3	8.0

Additional detail can be found on Page 40.

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

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

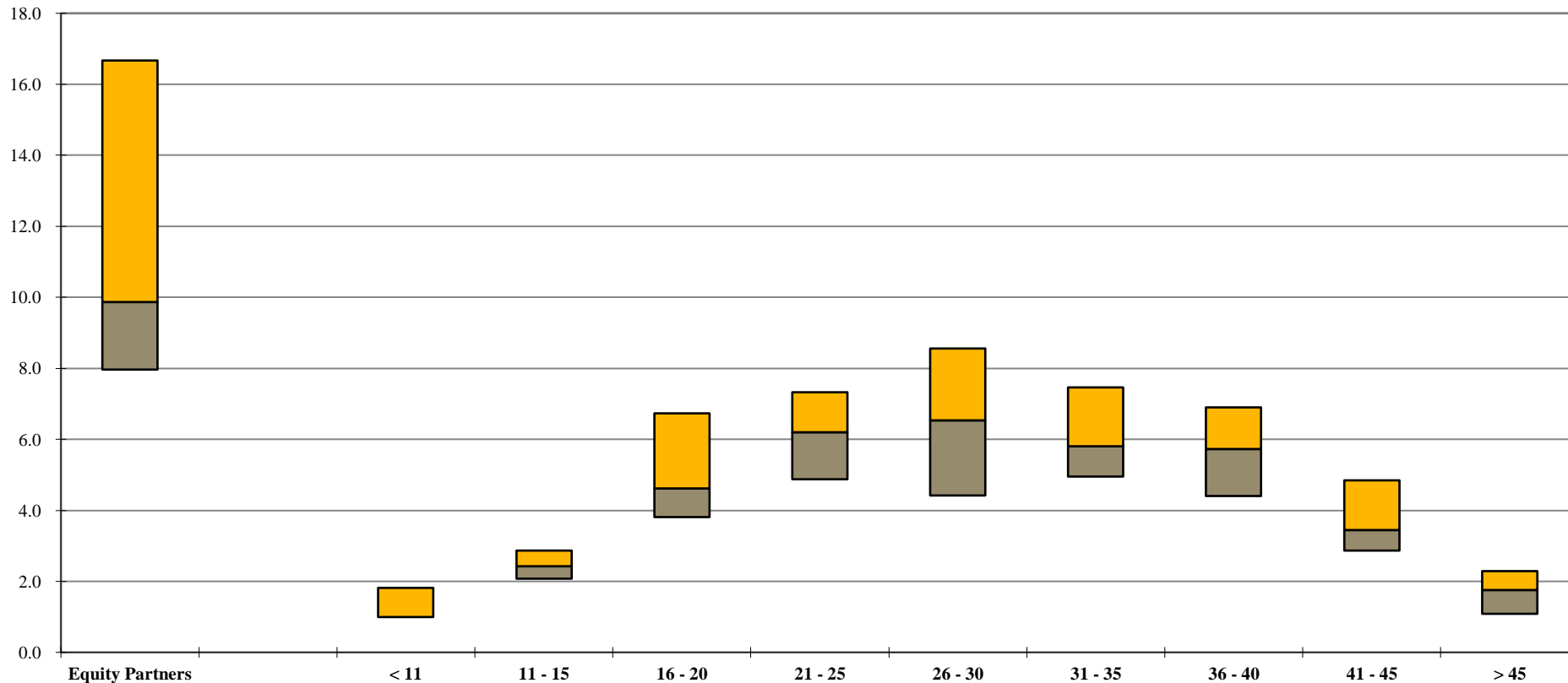
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Equity Partners

As of the most recent fiscal year-end



		Years of Experience									
		Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm											
1st Qtle		16.7	1.8	2.9	6.7	7.3	8.6	7.5	6.9	4.9	2.3
Median		9.9	1.0	2.4	4.6	6.2	6.5	5.8	5.7	3.5	1.8
3rd Qtle		8.0	1.0	2.1	3.8	4.9	4.4	5.0	4.4	2.9	1.1

Additional detail can be found on Page 40.

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

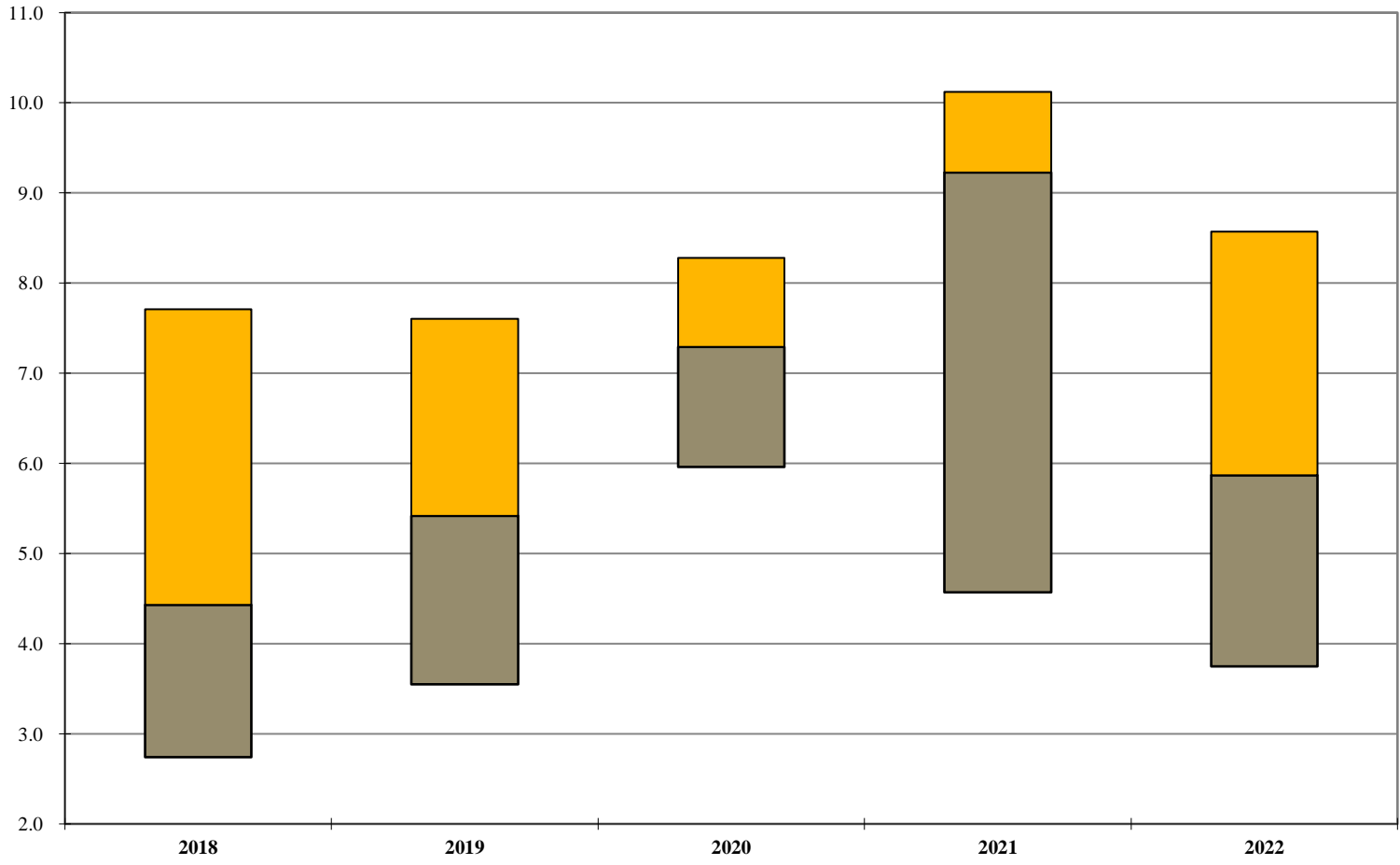
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtile	7.7	7.6	8.3	10.1	8.6
Median	4.4	5.4	7.3	9.2	5.9
3rd Qtile	2.7	3.6	6.0	4.6	3.8

Additional detail can be found on Page 40.

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

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

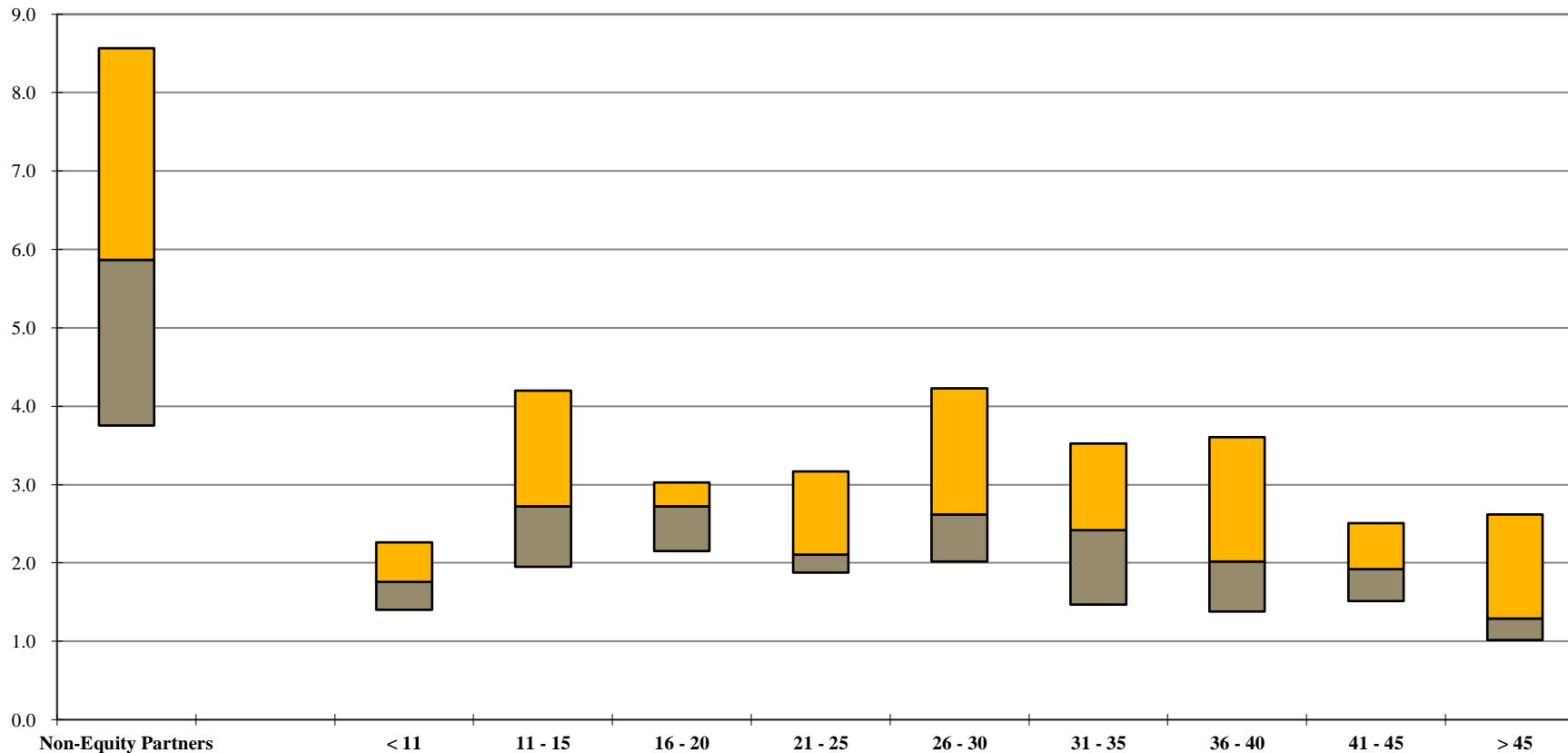
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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Ratio of Highest to Lowest Compensation by Years of Experience - Non-Equity Partners

As of the most recent fiscal year-end



		Years of Experience								
Non-Equity Partners		< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	8.6	2.3	4.2	3.0	3.2	4.2	3.5	3.6	2.5	2.6
Median	5.9	1.8	2.7	2.7	2.1	2.6	2.4	2.0	1.9	1.3
3rd Qtle	3.8	1.4	2.0	2.2	1.9	2.0	1.5	1.4	1.5	1.0

Additional detail can be found on Page 40.

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

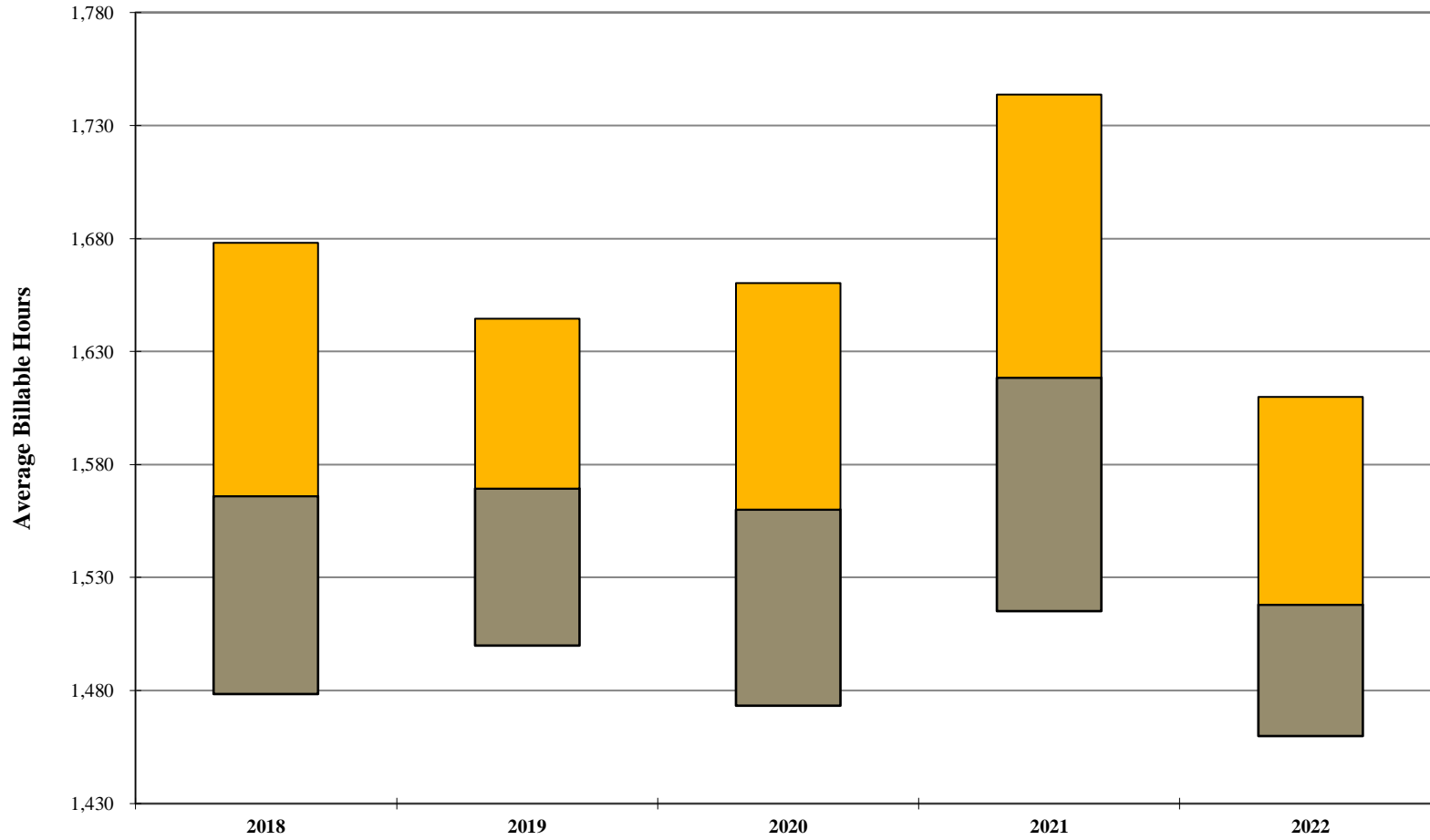
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Billable Hours for All Partners
For the 12-month period ending December 31, 2022



	2018	2019	2020	2021	2022	Change: '18-'22
Your Firm						
1st Qtle	1,678	1,645	1,660	1,744	1,610	(68)
Median	1,566	1,570	1,560	1,619	1,518	(48)
3rd Qtle	1,479	1,500	1,473	1,515	1,460	(19)

Additional detail can be found on Page 43.

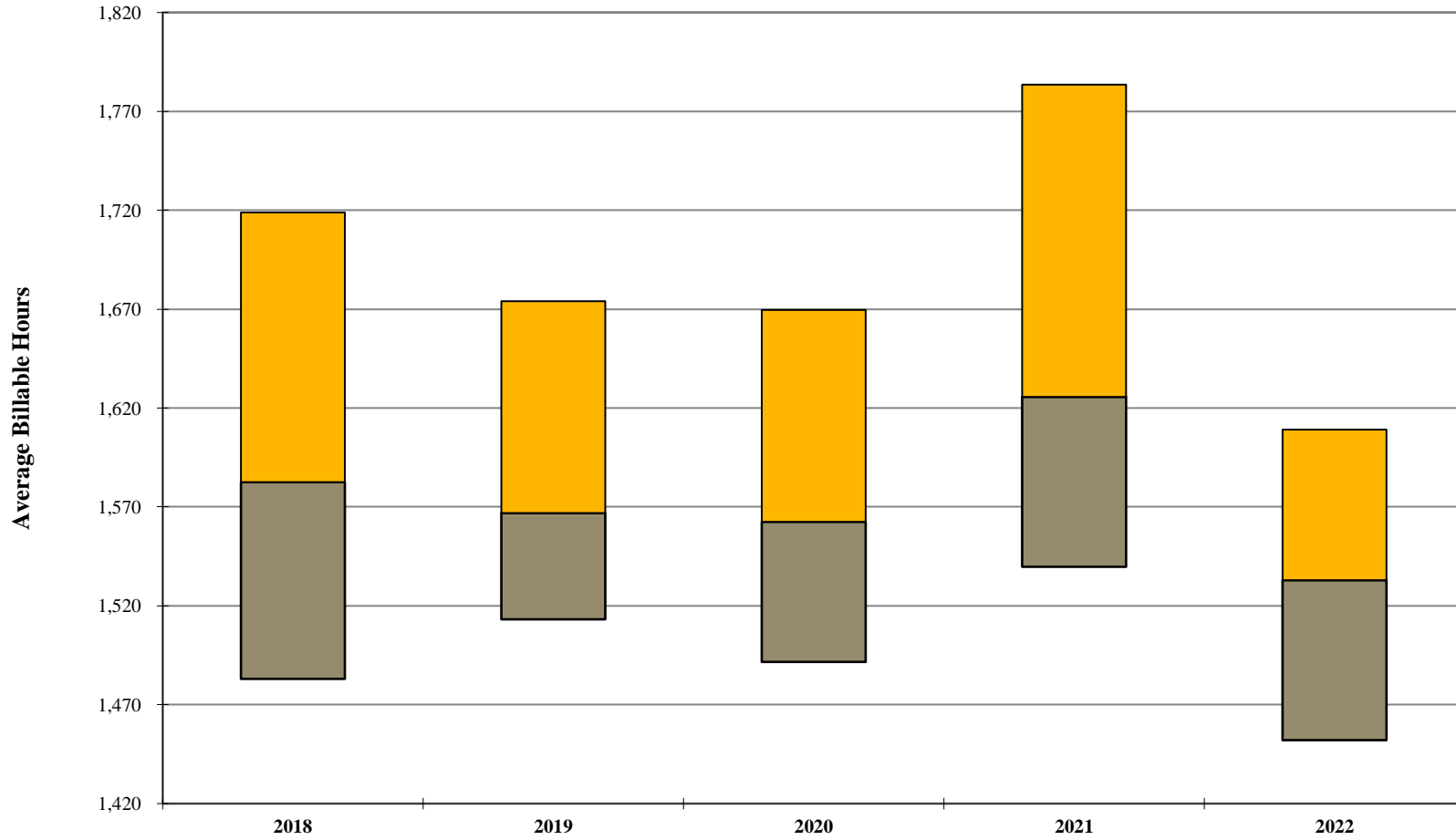
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Billable Hours - Equity Partners
For the 12-month period ending December 31, 2022



	2018	2019	2020	2021	2022	Change: '18-'22
Your Firm						
1st Qtle	1,719	1,674	1,670	1,784	1,609	(110)
Median	1,583	1,567	1,563	1,626	1,533	(50)
3rd Qtle	1,483	1,513	1,492	1,540	1,452	(31)

Additional detail can be found on Page 42.

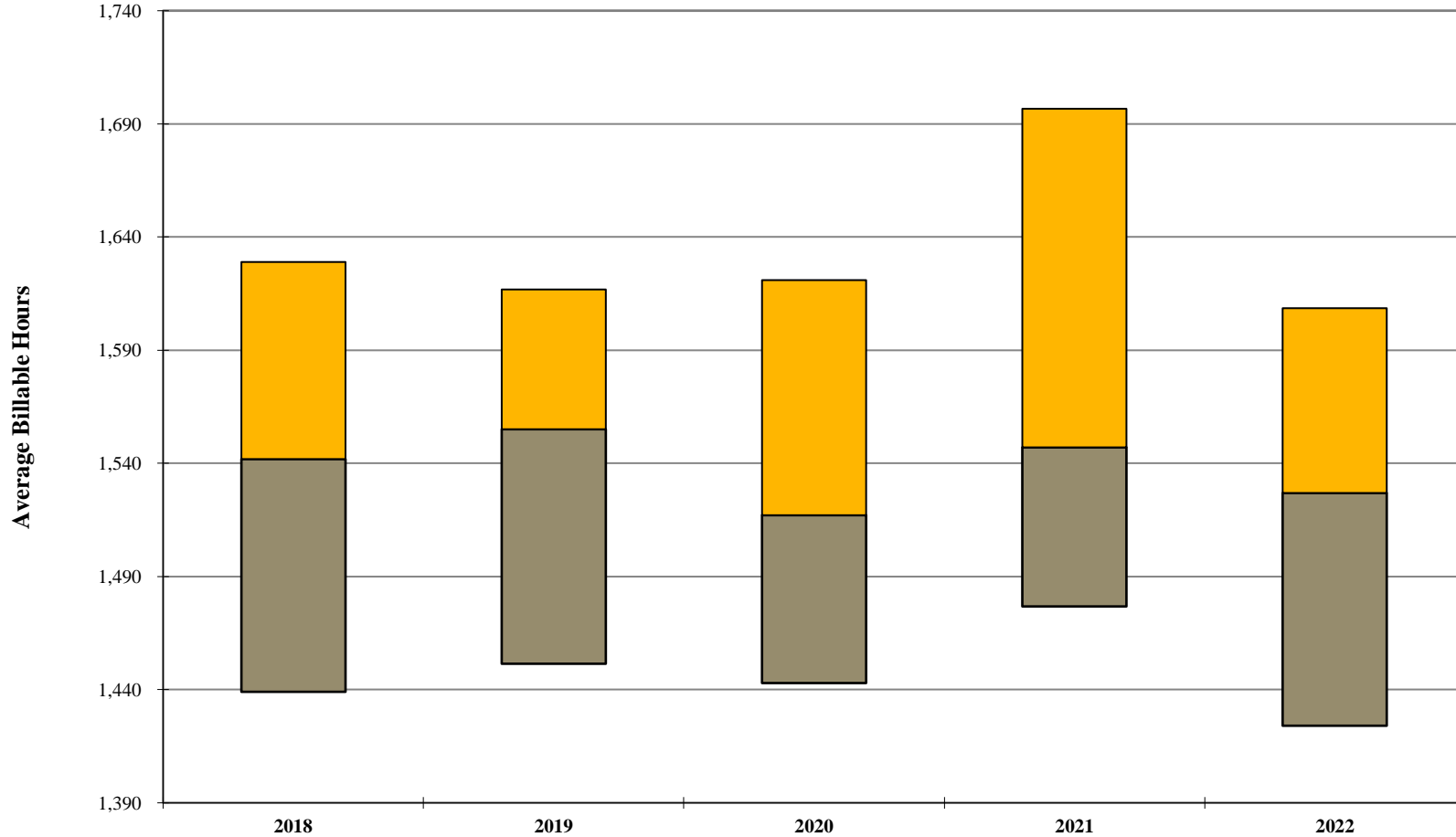
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Billable Hours - Non-Equity Partners
For the 12-month period ending December 31, 2022



	2018	2019	2020	2021	2022	Change: '18-'22
Your Firm						
1st Qtle	1,629	1,617	1,621	1,697	1,609	(21)
Median	1,542	1,555	1,517	1,547	1,527	(15)
3rd Qtle	1,439	1,452	1,443	1,477	1,424	(15)

Additional detail can be found on Page 42.

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

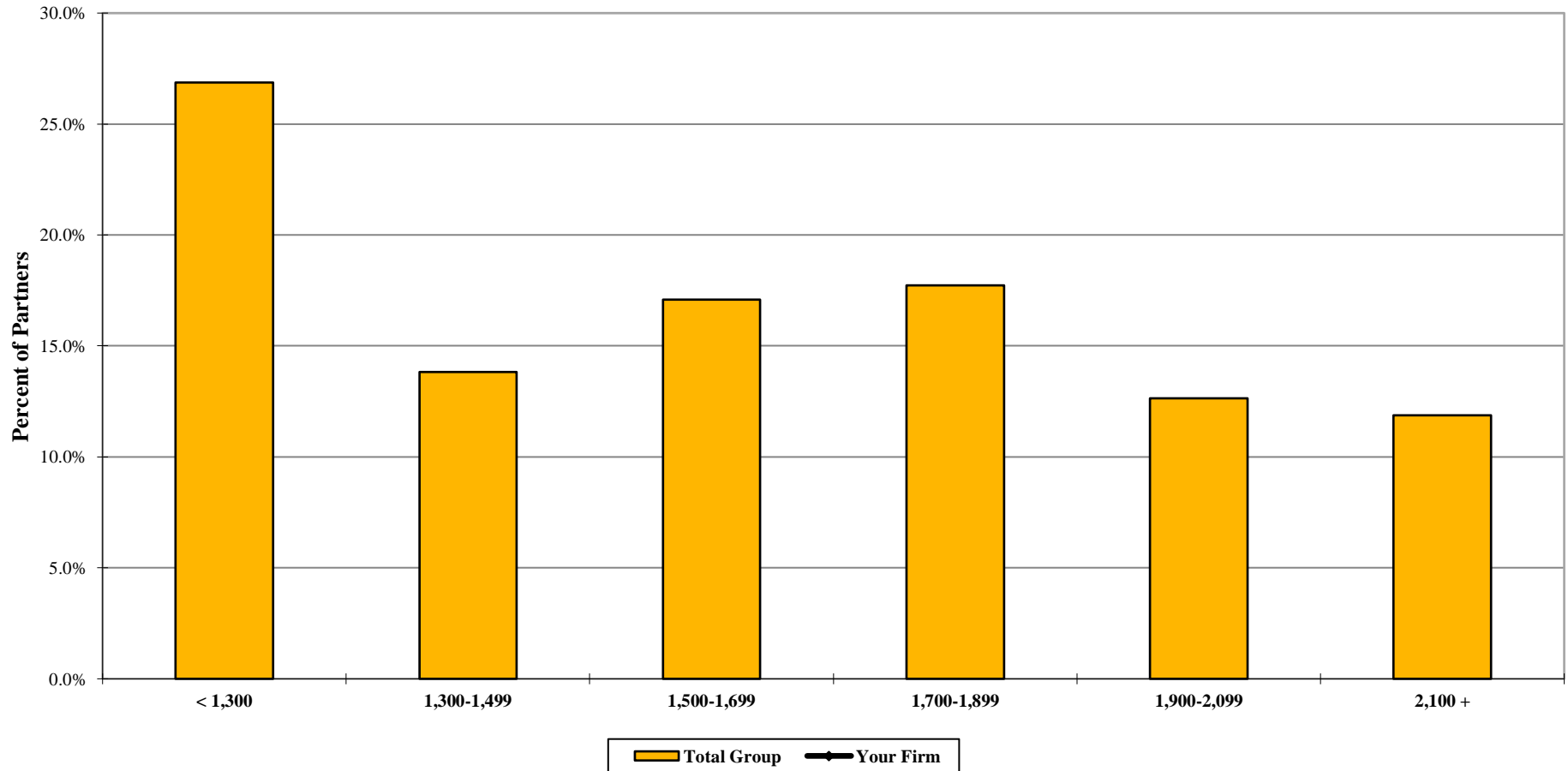
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of All Partners by Utilization Levels¹

For the 12-month period ending December 31, 2022



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	26.9%	13.8%	17.1%	17.7%	12.6%	11.9%

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

Additional detail can be found on Page 46.

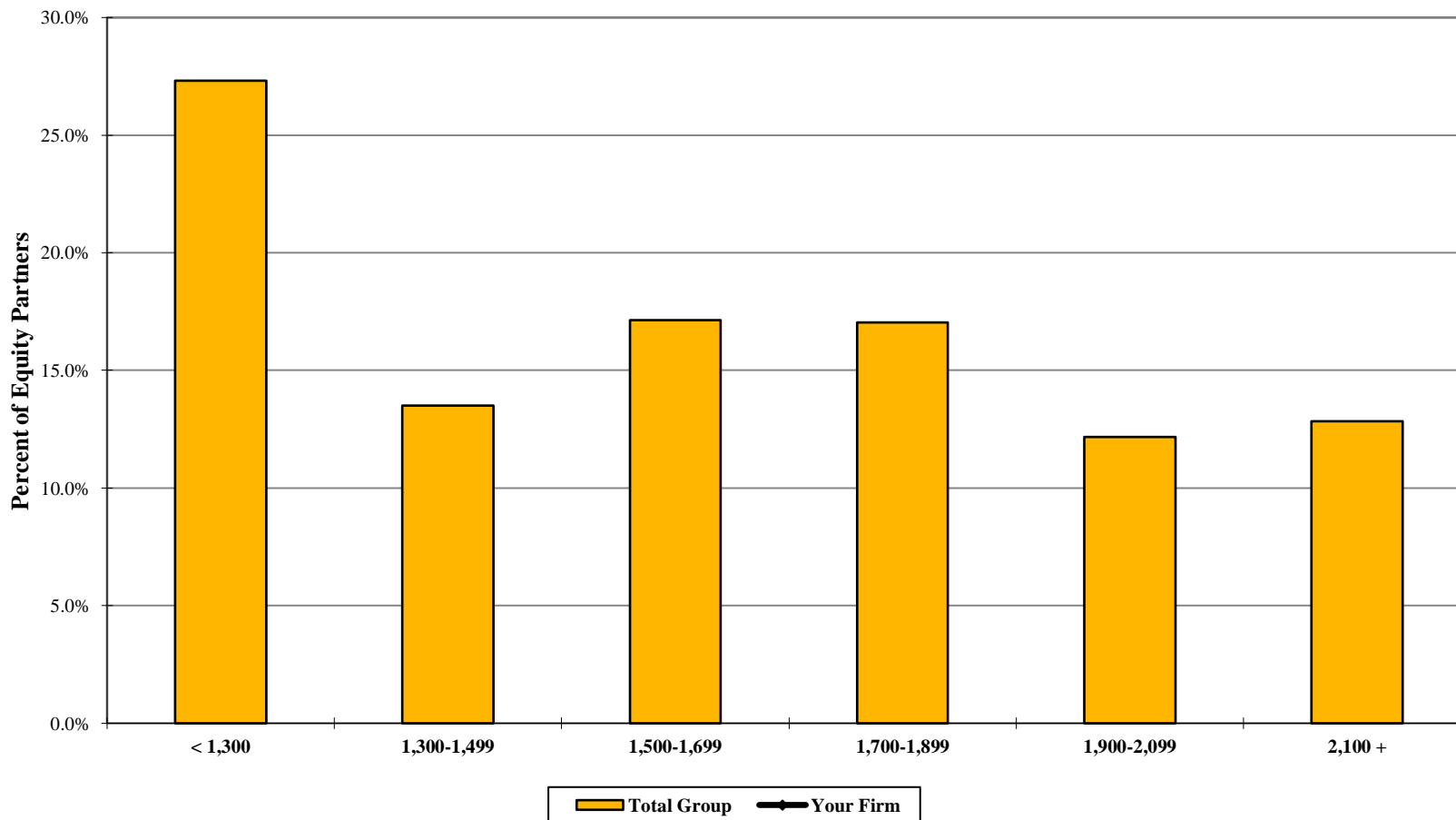
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Equity Partners by Utilization Levels¹

For the 12-month period ending December 31, 2022



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	27.3%	13.5%	17.1%	17.0%	12.2%	12.8%

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

Additional detail can be found on Page 44.

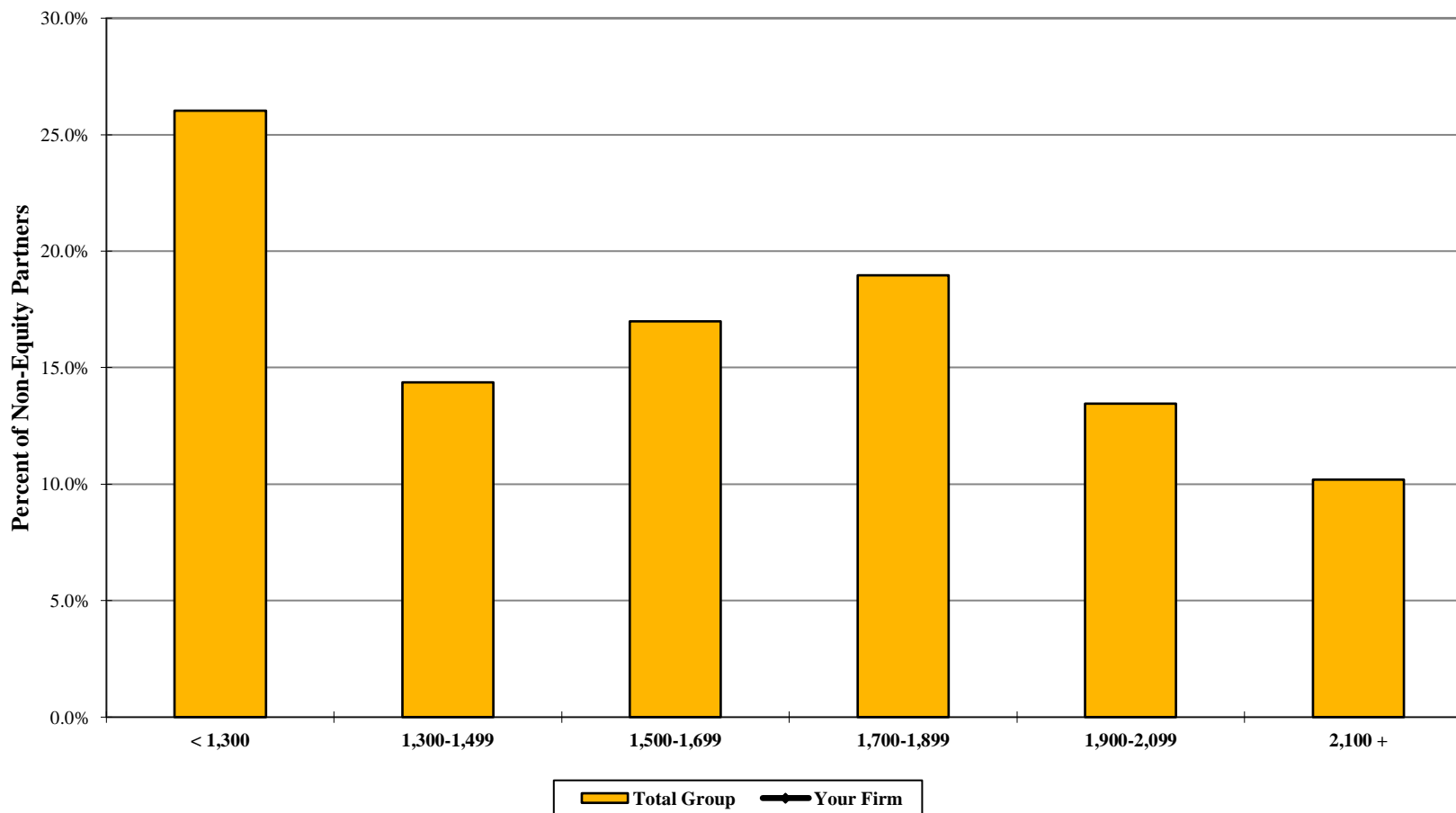
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Non-Equity Partners by Utilization Levels ¹

For the 12-month period ending December 31, 2022



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	26.0%	14.4%	17.0%	19.0%	13.5%	10.2%

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

Additional detail can be found on Page 45.

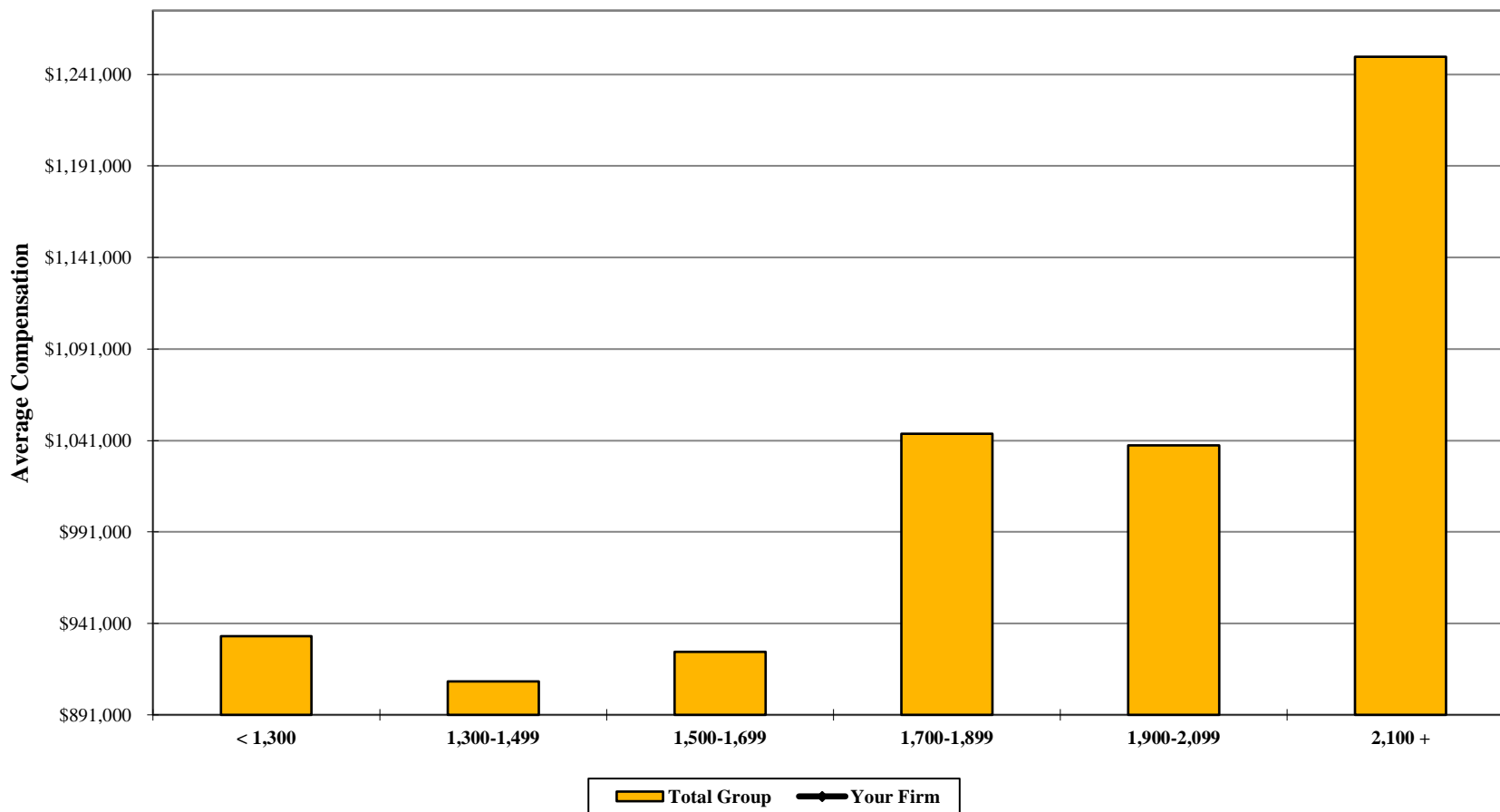
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation for All Partners by Utilization Levels

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$934,151	\$909,335	\$925,442	\$1,044,667	\$1,038,310	\$1,250,578

Additional detail can be found on Page 49.

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

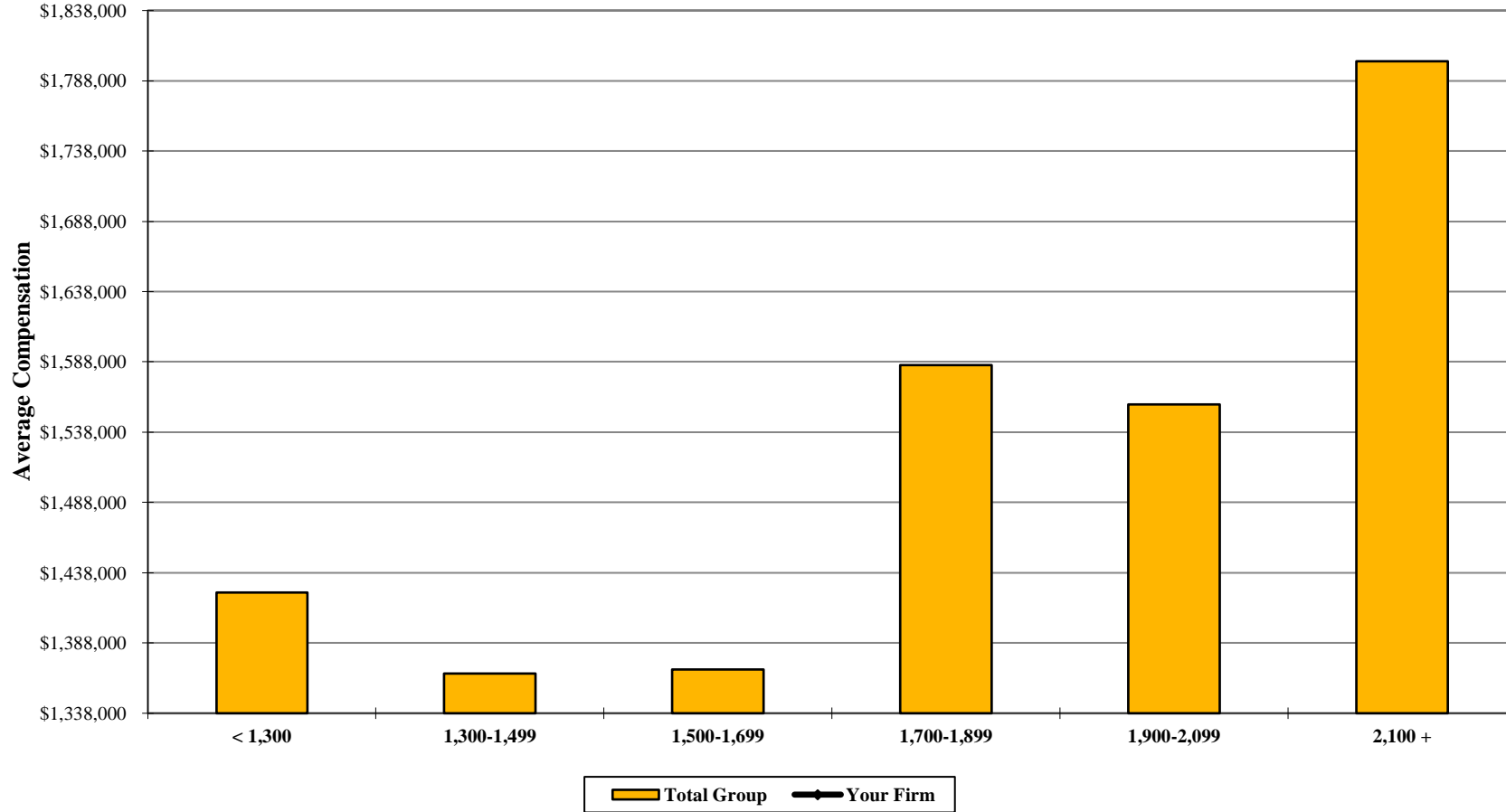
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels - Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$1,423,916	\$1,366,279	\$1,369,338	\$1,585,558	\$1,557,532	\$1,801,787

Additional detail can be found on Page 47.

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

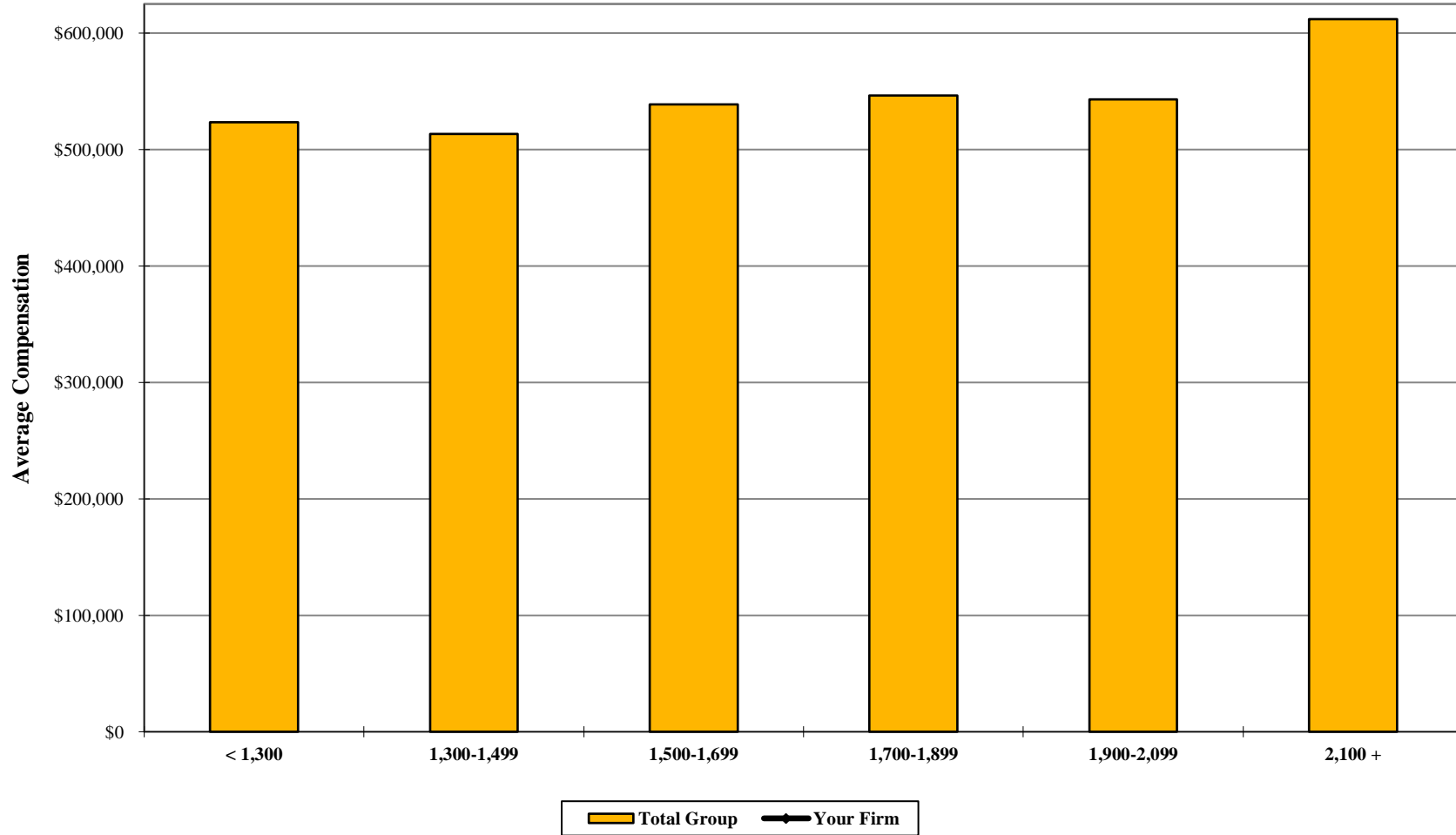
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels - Non-Equity Partners

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



	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
Your Firm						
Total Group	\$523,428	\$513,166	\$538,542	\$546,429	\$542,927	\$611,868

Additional detail can be found on Page 48.

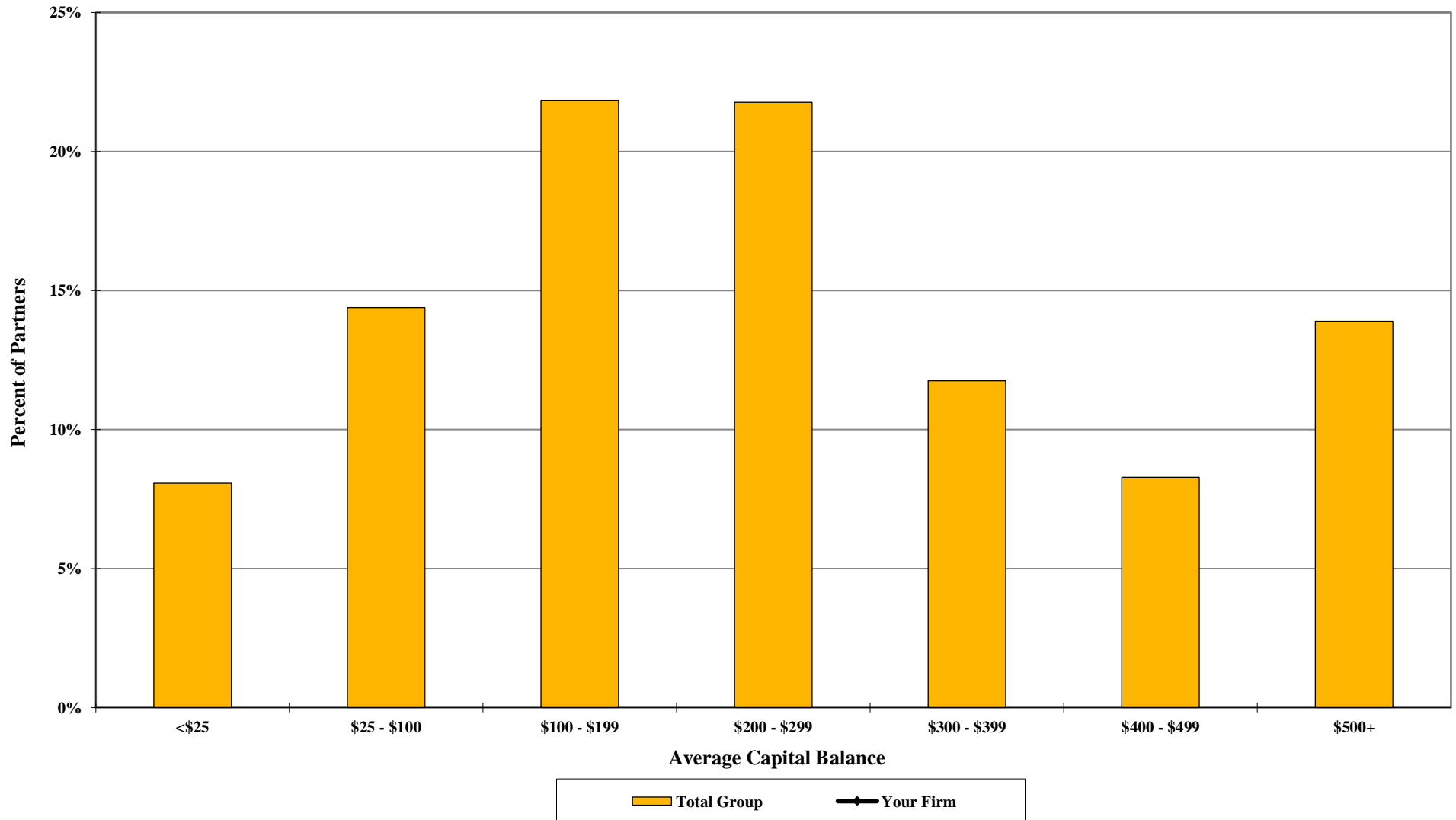
^ Membership on this page includes only those participants that submitted partner compensation.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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



Additional detail can be found on Page 54.

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

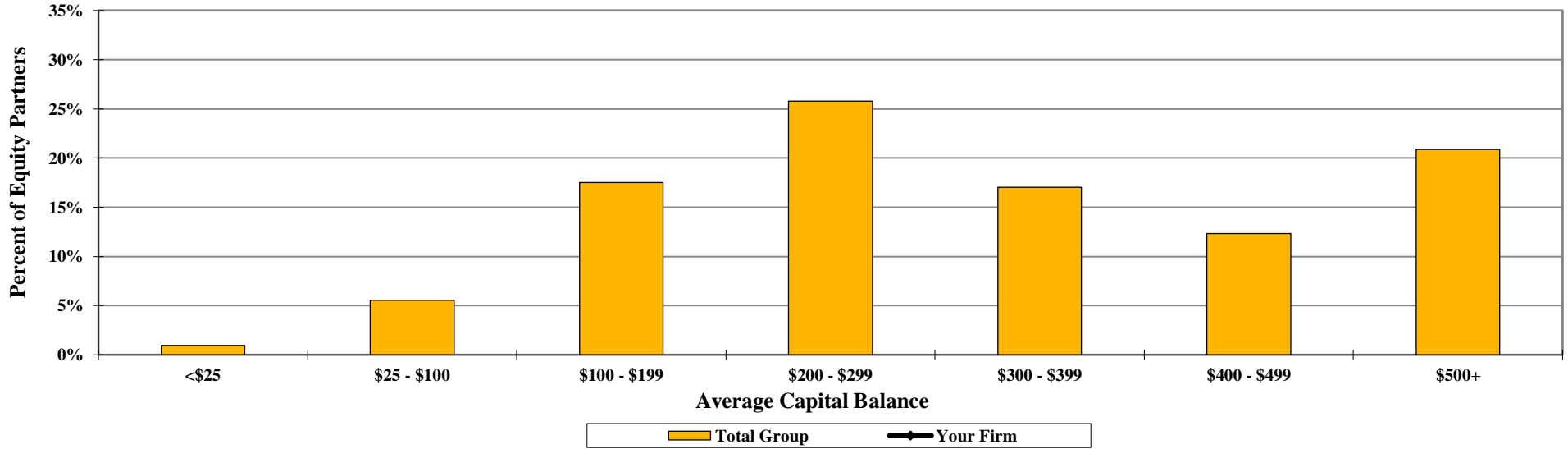
2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

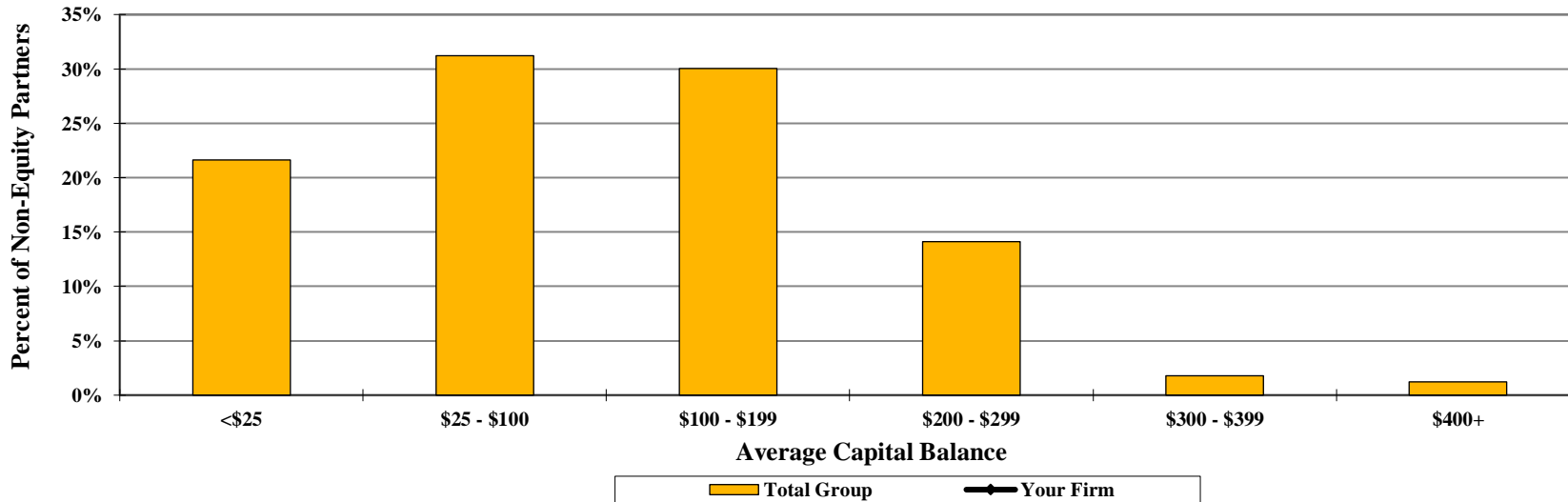
Distribution of Partners by Capital Balance Intervals

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

Equity Partners



Non-Equity Partners



Additional detail can be found on Page 52 and 53.

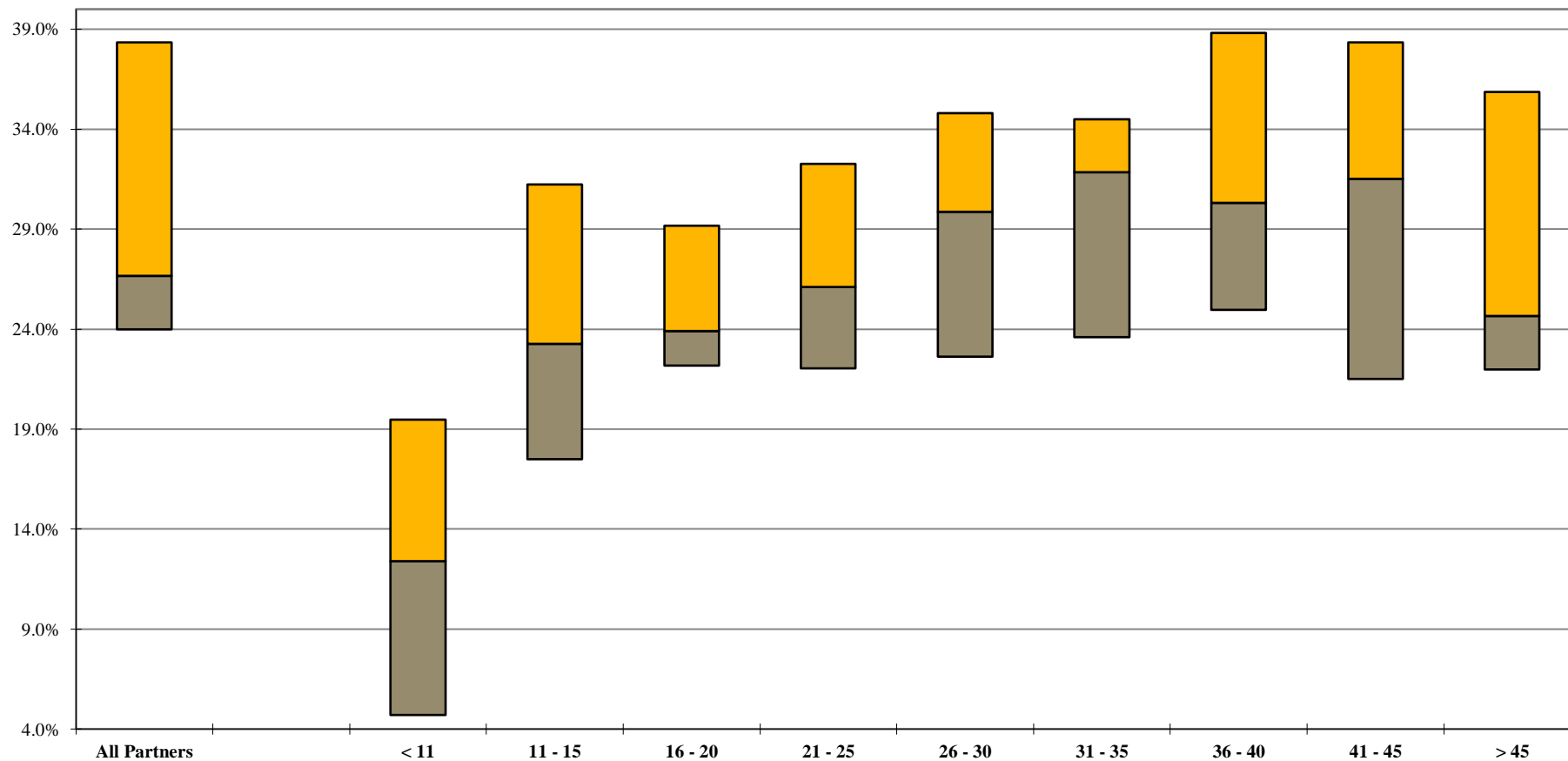
^ Membership on this page includes only those participants that submitted partner compensation.

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members[^])

Percentage of Capital Balance to Compensation for All Partners

As of the most recent fiscal year-end



Your Firm	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	38.3%	19.5%	31.2%	29.2%	32.3%	34.8%	34.5%	38.8%	38.3%	35.8%
Median	26.7%	12.4%	23.3%	23.9%	26.1%	29.9%	31.9%	30.3%	31.5%	24.7%
3rd Qtle	24.0%	4.7%	17.5%	22.2%	22.1%	22.6%	23.6%	25.0%	21.5%	22.0%

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

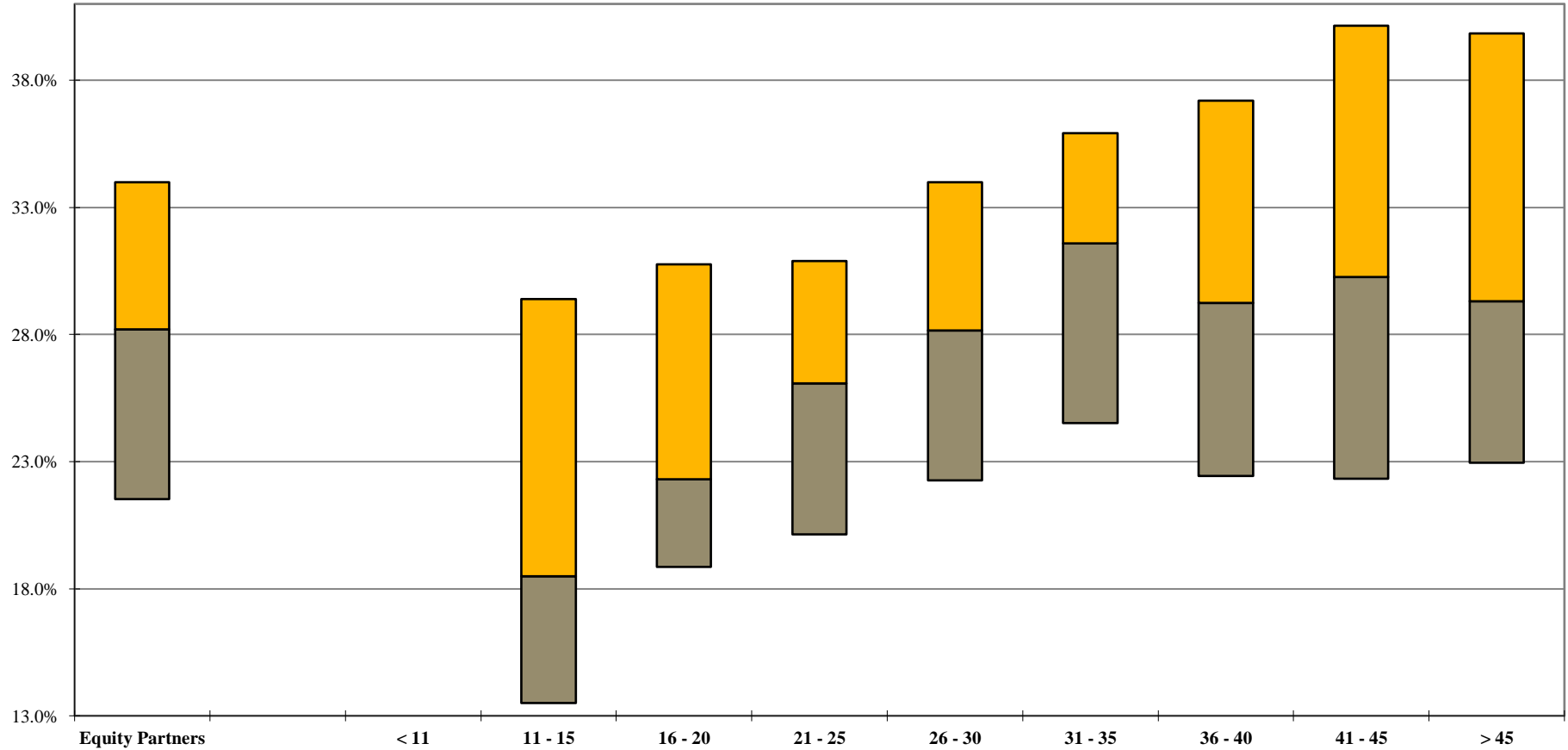
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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



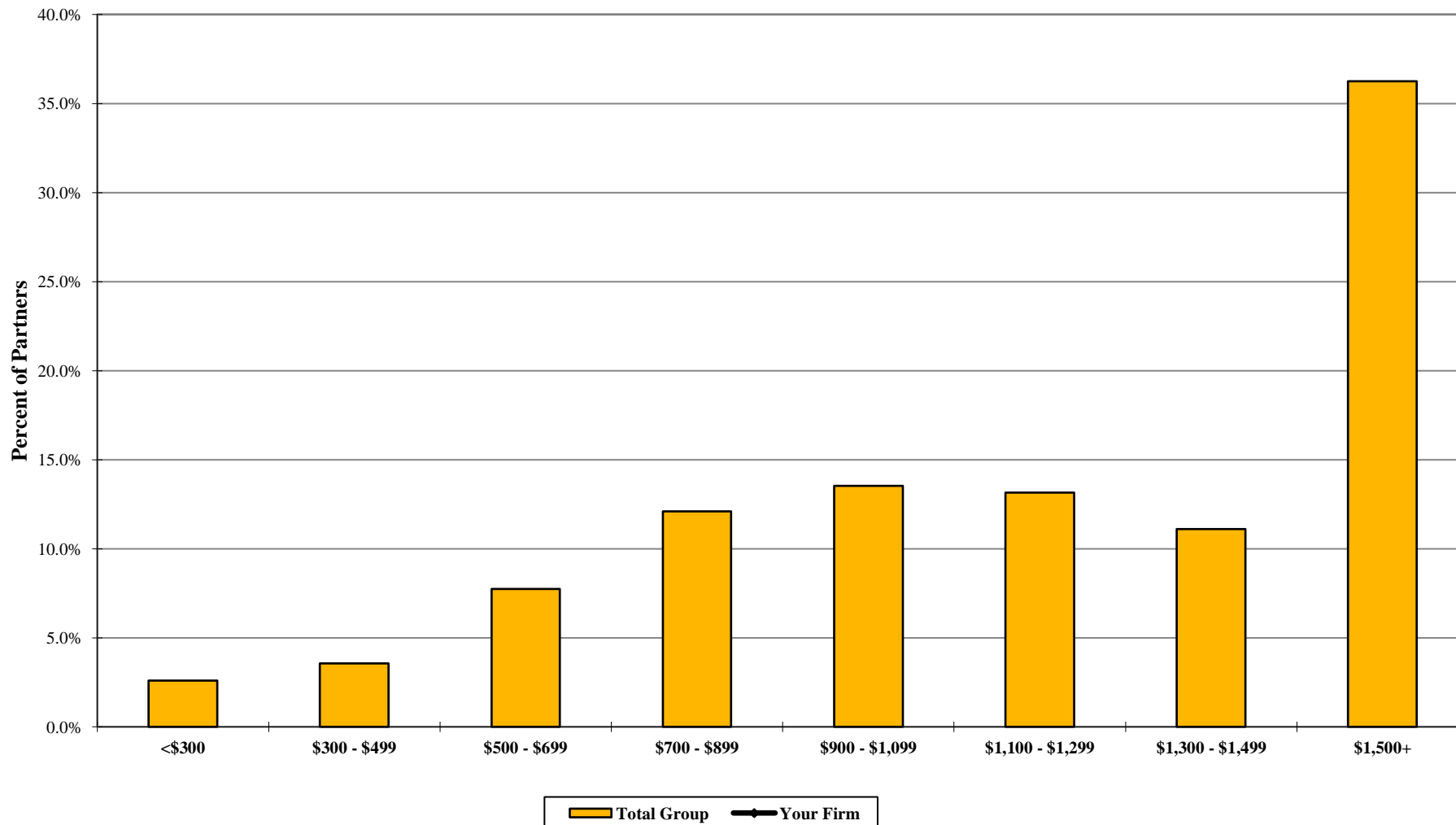
Your Firm	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtile	34.0%	**	29.4%	30.8%	30.9%	34.0%	35.9%	37.2%	40.1%	39.8%
Median	28.2%	**	18.5%	22.3%	26.1%	28.1%	31.6%	29.2%	30.3%	29.3%
3rd Qtile	21.5%	**	13.5%	18.9%	20.1%	22.3%	24.5%	22.4%	22.3%	23.0%

^ Membership on this page includes only those participants that submitted partner compensation.
 Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
 ** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of All Partners by Fees Billed¹
 For the 12-month period ending December 31, 2022; in 000's



Your Firm
Total Group

	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.6%	3.6%	7.7%	12.1%	13.5%	13.1%	11.1%	36.2%

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

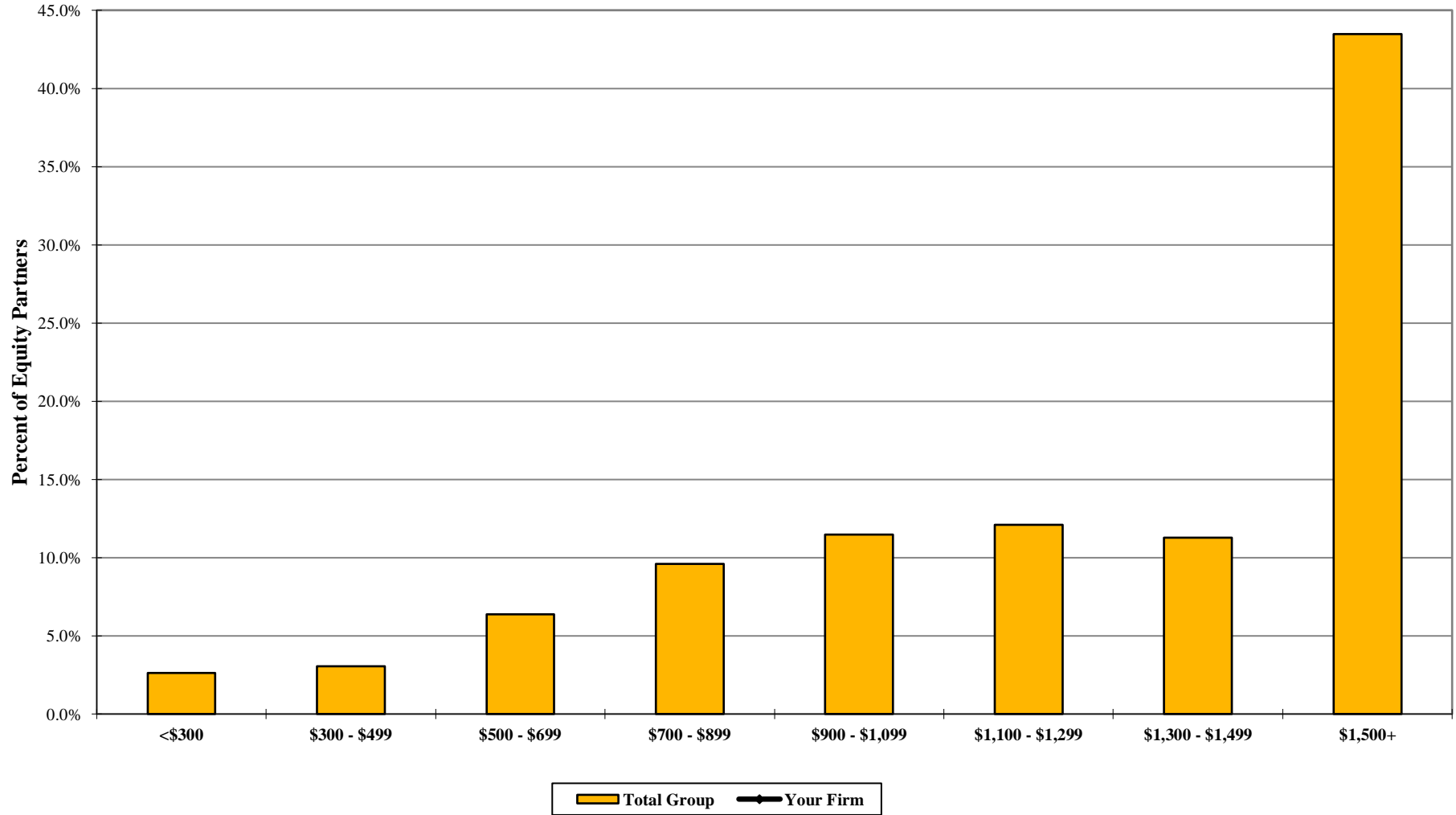
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Equity Partners by Fees Billed¹

For the 12-month period ending December 31, 2022; in 000's



Your Firm
Total Group

	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Total Group	2.6%	3.1%	6.4%	9.6%	11.5%	12.1%	11.3%	43.5%

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

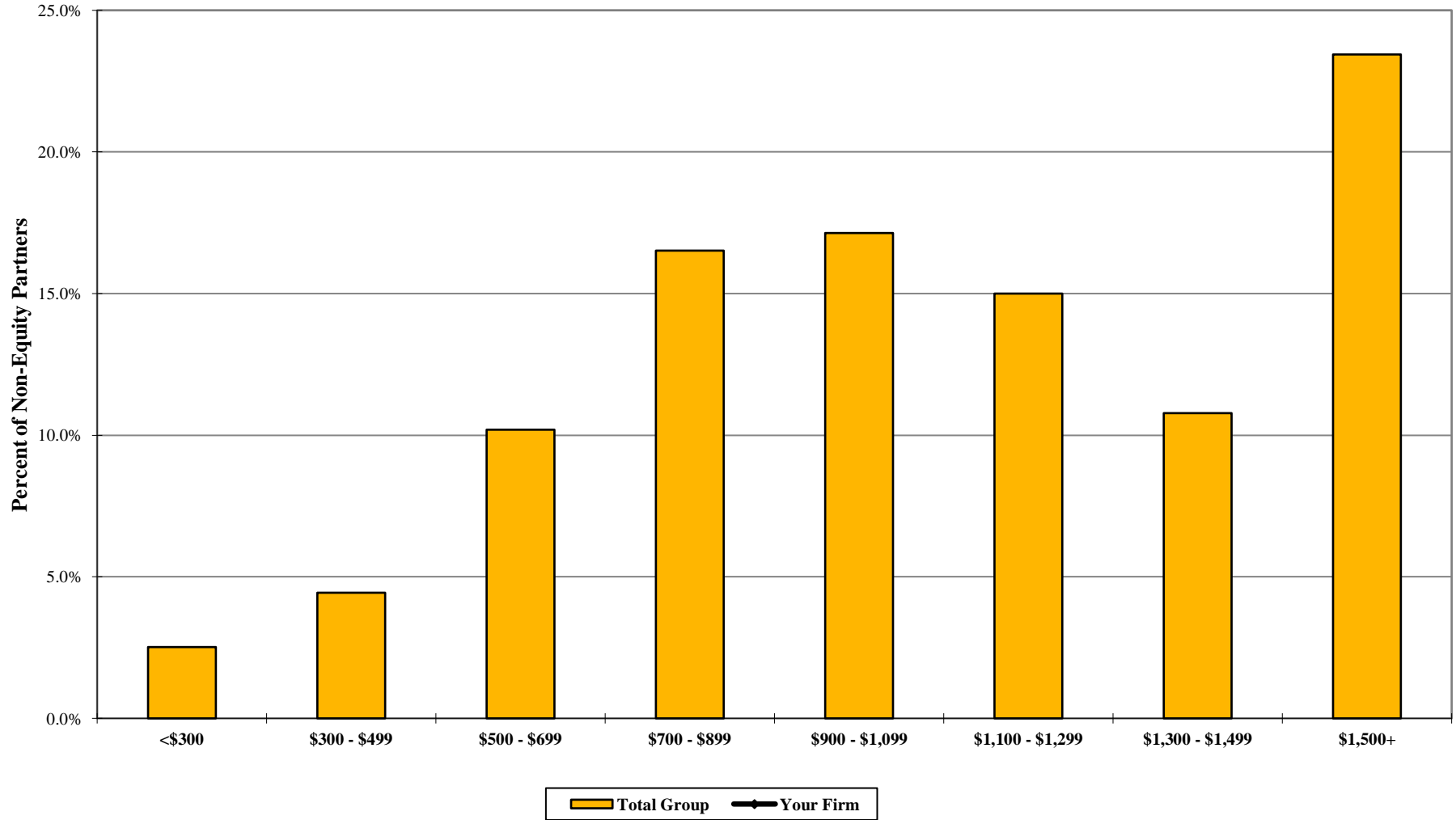
** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Non-Equity Partners by Fees Billed¹

For the 12-month period ending December 31, 2022; in 000's



	<\$300	\$300 - \$499	\$500 - \$699	\$700 - \$899	\$900 - \$1,099	\$1,100 - \$1,299	\$1,300 - \$1,499	\$1,500+
Your Firm								
Total Group	2.5%	4.4%	10.2%	16.5%	17.1%	15.0%	10.8%	23.4%

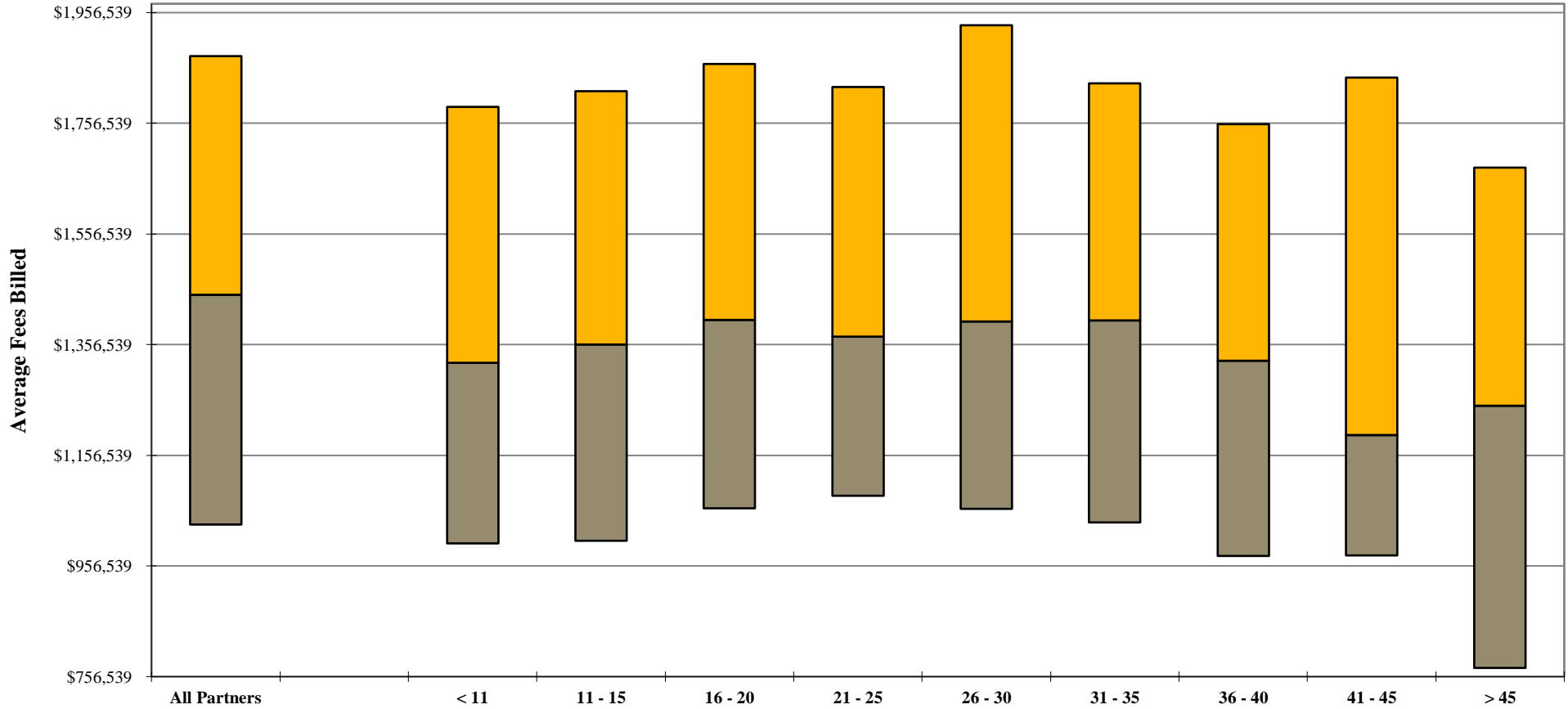
¹ Includes the percentage of corresponding full-time, full-year individuals at each level.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Fees Billed for All Partners by Years of Experience
For the 12-month period ending December 31, 2022



	Years of Experience									
	All Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,877,777	\$1,786,602	\$1,814,791	\$1,864,105	\$1,822,615	\$1,933,951	\$1,829,185	\$1,754,683	\$1,839,033	\$1,676,634
Median	1,447,088	1,323,586	1,356,980	1,401,541	1,371,407	1,398,114	1,400,521	1,327,684	1,193,270	1,246,346
3rd Qtle	1,031,344	997,374	1,001,842	1,061,009	1,083,045	1,059,696	1,035,422	974,802	975,432	771,979

Additional detail can be found on Page 56.

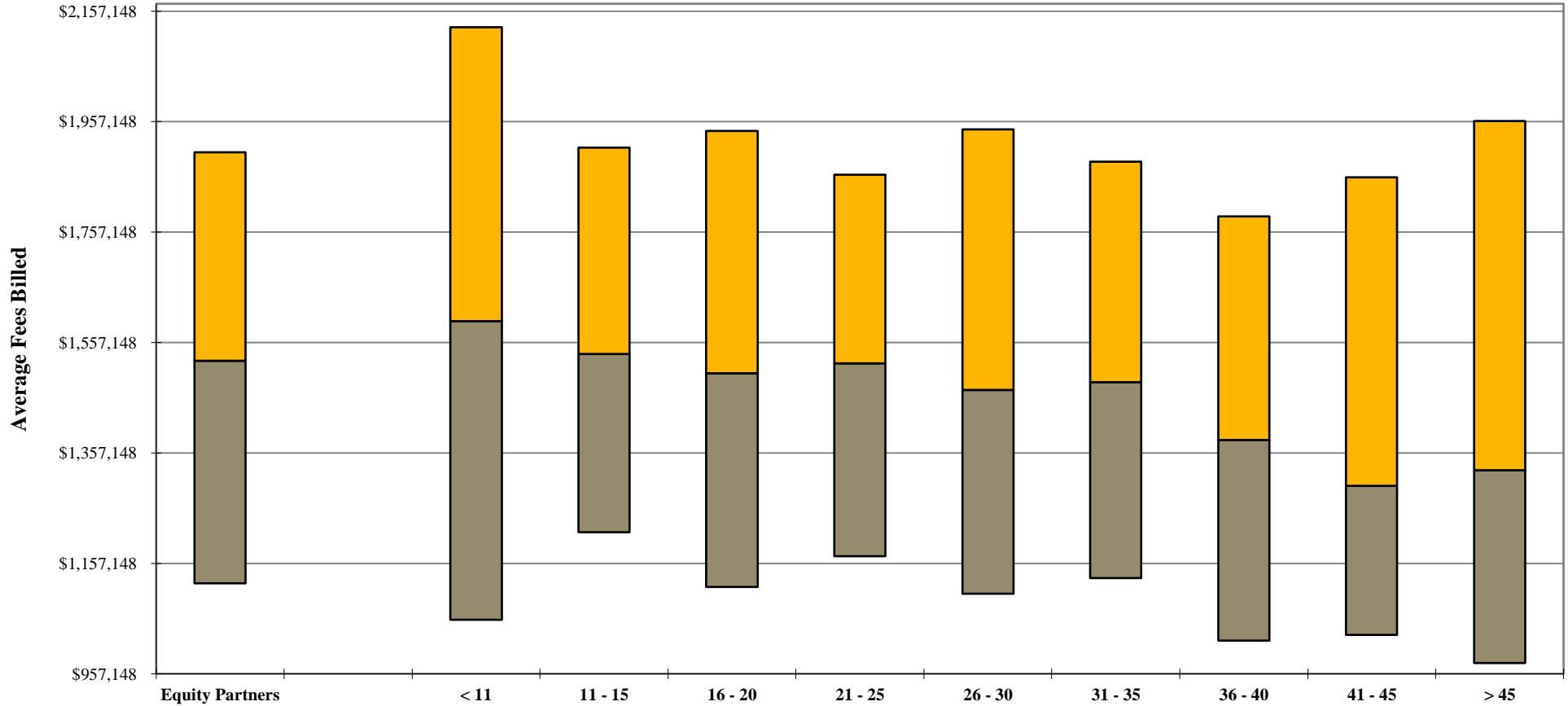
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Fees Billed for Equity Partners by Years of Experience
For the 12-month period ending December 31, 2022



Your Firm	Years of Experience									
	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	\$1,902,170	\$2,128,241	\$1,910,477	\$1,940,378	\$1,860,850	\$1,943,323	\$1,884,997	\$1,785,815	\$1,856,475	\$1,958,386
Median	1,524,500	1,595,878	1,536,161	1,501,177	1,519,197	1,471,497	1,485,494	1,380,747	1,297,126	1,325,534
3rd Qtle	1,120,589	1,055,251	1,213,962	1,114,659	1,169,741	1,102,307	1,130,116	1,017,230	1,027,741	976,682

Additional detail can be found on Page 55.

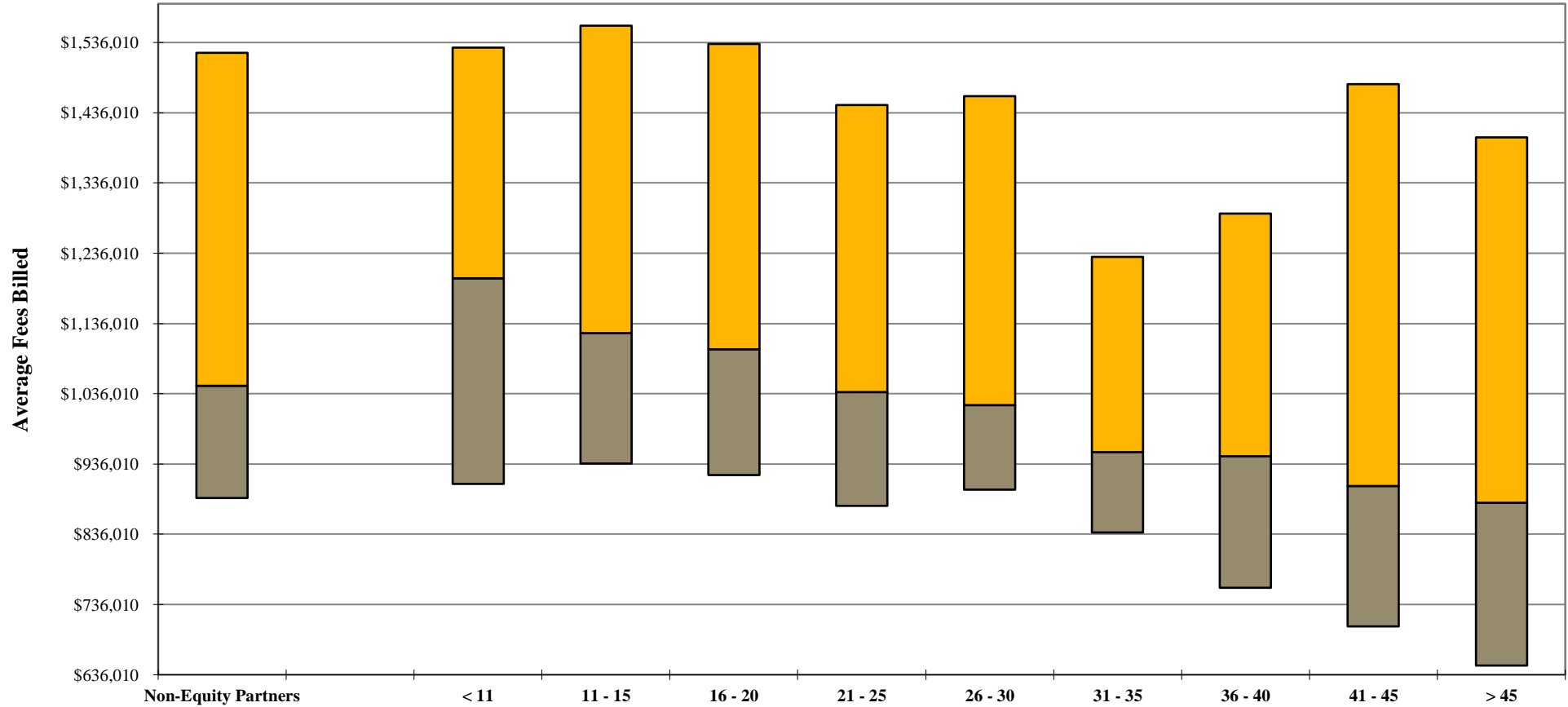
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Average Fees Billed for Non-Equity Partners by Years of Experience
For the 12-month period ending December 31, 2022



	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Your Firm										
1st Qtle	\$1,521,024	\$1,528,926	\$1,560,001	\$1,533,584	\$1,447,065	\$1,459,954	\$1,231,167	\$1,292,732	\$1,476,440	\$1,401,287
Median	1,047,583	1,200,414	1,122,239	1,099,228	1,038,223	1,019,661	952,983	946,985	904,583	881,148
3rd Qtle	887,813	907,703	936,512	920,262	876,458	899,354	838,421	759,635	705,044	648,990

Additional detail can be found on Page 55.

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

** omitted due to insufficient data



DETAILED METRICS

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members[^])

Partner Compensation
As of the most recent fiscal year-end

Values reported only for full-time partners that were at your firm for the entire one-year period

	Your Firm		Group			Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change-1 Yr	% Change - 1 Year			
			1 st Quartile	Median	3 rd Quartile		1 st Quartile	Median	3 rd Quartile	
Equity Partners										
High		/ 20	\$7,316,281	\$4,803,872	\$3,136,718		5.4	0.0	(13.0)	
Middle		/ 20	1,358,768	955,465	812,317		0.5	(2.3)	(7.5)	
Low		/ 20	593,058	398,906	297,283		0.6	(6.2)	(14.1)	
Average		/ 20	1,735,041	1,145,626	939,618		1.8	(1.7)	(6.9)	
<u>By Years of Experience</u>										
< 11 Years		/ 7 ‡	\$945,520	\$798,744	\$721,161		**	**	**	
11 - 15 Years		/ 19	1,374,254	846,582	688,858		9.6	(4.8)	(10.9)	
16 - 20 Years		/ 20	1,738,055	943,203	781,773		0.7	(3.4)	(6.7)	
21 - 25 Years		/ 20	1,705,702	1,209,632	948,420		6.8	4.3	(4.2)	
26 - 30 Years		/ 20	1,763,146	1,216,568	961,459		7.4	(5.9)	(10.9)	
31 - 35 Years		/ 20	1,714,111	1,130,798	923,831		4.1	(3.4)	(9.6)	
36 - 40 Years		/ 20	1,521,743	1,167,490	919,052		(0.7)	(4.4)	(7.4)	
41 - 45 Years		/ 19	1,382,484	1,158,135	953,436		4.3	(1.9)	(11.2)	
> 45 Years		/ 16 ‡	1,482,168	1,027,240	918,282		41.8	3.2	0.2	
Non-Equity Partners										
High		/ 21	\$1,643,636	\$1,039,069	\$777,130		0.0	(5.1)	(19.7)	
Middle		/ 21	577,174	492,806	361,076		7.5	3.9	(6.5)	
Low		/ 21	269,913	206,760	189,525		20.7	1.5	0.0	
Average		/ 21	640,270	499,832	372,747		8.5	4.2	(3.8)	
<u>By Years of Experience</u>										
< 11 Years		/ 19	\$544,574	\$483,036	\$374,640		22.0	8.7	1.1	
11 - 15 Years		/ 21	636,826	457,354	364,225		9.5	0.7	(3.5)	
16 - 20 Years		/ 21	628,444	529,974	380,099		12.5	11.3	(2.7)	
21 - 25 Years		/ 20	663,443	480,132	377,154		6.5	0.3	(6.2)	
26 - 30 Years		/ 20	674,701	546,586	371,265		4.0	(1.4)	(6.9)	
31 - 35 Years		/ 21	646,000	480,965	380,625		8.7	1.4	(6.9)	
36 - 40 Years		/ 20	650,266	479,568	361,298		10.9	1.4	(2.1)	
41 - 45 Years		/ 18	658,338	438,723	351,522		16.7	(3.4)	(7.0)	
> 45 Years		/ 18	735,664	548,500	321,406		21.5	3.0	(10.7)	

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

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

2 0 2 3 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation
As of the most recent fiscal year-end

Values reported only for full-time partners that were at your firm for the entire one-year period

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change-1 Yr</i>	<i>% Change - 1 Year</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partners										
High		/ 20	\$7,316,281	\$4,803,872	\$3,136,718		5.4	0.0	(13.0)	
Middle		/ 20	818,582	723,638	595,591		0.0	(4.8)	(8.9)	
Low		/ 20	259,088	212,269	180,609		8.9	0.0	(5.0)	
Average		/ 20	1,052,140	909,402	752,831		0.3	(3.7)	(7.0)	
<u>By Years of Experience</u>										
< 11 Years		/ 19	\$551,826	\$507,993	\$417,352		22.1	10.8	0.8	
11 - 15 Years		/ 20	732,655	585,490	458,764		6.0	(3.7)	(9.2)	
16 - 20 Years		/ 20	1,009,904	759,597	681,652		4.8	(1.8)	(6.0)	
21 - 25 Years		/ 20	1,244,071	980,043	811,773		5.6	(2.7)	(8.3)	
26 - 30 Years		/ 20	1,317,258	1,105,411	842,082		7.7	(5.9)	(13.7)	
31 - 35 Years		/ 20	1,423,433	975,761	824,830		2.9	(5.8)	(7.5)	
36 - 40 Years		/ 20	1,393,676	1,035,997	806,863		(1.4)	(4.9)	(10.5)	
41 - 45 Years		/ 19	1,268,879	1,010,678	813,242		1.5	(1.8)	(10.2)	
> 45 Years		/ 19	1,179,301	947,928	585,376		7.2	1.3	(1.2)	

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

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Compensation

By Years of Experience

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

Equity Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	15 ‡	26.7%	20.0%	6.7%	20.0%	6.7%	13.3%	6.7%
11 - 15 Years								
Your Firm								
Total Group	232	2.6%	9.1%	30.6%	20.3%	14.2%	6.0%	17.2%
16 - 20 Years								
Your Firm								
Total Group	502		4.4%	22.9%	20.7%	14.7%	7.8%	29.5%
21 - 25 Years								
Your Firm								
Total Group	705	0.1%	4.0%	15.5%	17.2%	14.0%	12.1%	37.2%
26 - 30 Years								
Your Firm								
Total Group	691		2.7%	12.0%	18.5%	16.4%	9.6%	40.8%
31 - 35 Years								
Your Firm								
Total Group	600		1.7%	13.2%	15.7%	17.8%	13.0%	38.7%
36 - 40 Years								
Your Firm								
Total Group	449	0.7%	2.2%	14.0%	18.0%	17.1%	12.9%	35.0%
41 - 45 Years								
Your Firm								
Total Group	231		4.8%	10.4%	17.3%	22.1%	11.7%	33.8%
> 45 Years								
Your Firm								
Total Group	67 ‡		4.5%	10.4%	17.9%	20.9%	14.9%	31.3%
All Equity Partners								
Your Firm								
Total Group	3,492	0.4%	3.6%	15.8%	18.0%	16.3%	10.9%	35.0%

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

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Compensation

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000+
< 11 Years							
Your Firm	0						
Total Group	239	0.4%	41.8%	43.5%	12.1%	1.7%	0.4%
11 - 15 Years							
Your Firm	0						
Total Group	848	0.5%	38.7%	37.4%	14.5%	5.3%	3.7%
16 - 20 Years							
Your Firm	0						
Total Group	605	0.3%	33.1%	32.9%	19.5%	7.9%	6.3%
21 - 25 Years							
Your Firm	0						
Total Group	438	0.2%	32.9%	34.2%	17.8%	10.5%	4.3%
26 - 30 Years							
Your Firm	0						
Total Group	309	0.6%	32.4%	35.3%	17.2%	8.4%	6.1%
31 - 35 Years							
Your Firm	0						
Total Group	213	0.5%	34.3%	34.7%	15.0%	9.4%	6.1%
36 - 40 Years							
Your Firm	0						
Total Group	187	1.1%	33.7%	33.2%	15.5%	10.7%	5.9%
41 - 45 Years							
Your Firm	0						
Total Group	103	2.9%	40.8%	30.1%	15.5%	1.9%	8.7%
> 45 Years							
Your Firm	0						
Total Group	56	12.5%	21.4%	37.5%	14.3%	5.4%	8.9%
All Non-Equity Partners							
Your Firm	0						
Total Group	3,003	0.8%	35.5%	35.5%	16.2%	7.1%	4.9%

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

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Compensation

By Years of Experience

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

All Partners	Count*	<\$200	\$200 - \$399	\$400 - \$599	\$600 - \$799	\$800 - \$999	\$1,000-\$1,199	\$1,200+
< 11 Years								
Your Firm								
Total Group	254	2.0%	40.6%	41.3%	12.6%	2.0%	1.2%	0.4%
11 - 15 Years								
Your Firm								
Total Group	1,080	0.9%	32.3%	35.9%	15.7%	7.2%	3.1%	4.7%
16 - 20 Years								
Your Firm								
Total Group	1,107	0.2%	20.1%	28.4%	20.1%	11.0%	5.7%	14.6%
21 - 25 Years								
Your Firm								
Total Group	1,143	0.2%	15.0%	22.7%	17.4%	12.7%	8.2%	23.8%
26 - 30 Years								
Your Firm								
Total Group	1,000	0.2%	11.9%	19.2%	18.1%	13.9%	7.5%	29.2%
31 - 35 Years								
Your Firm								
Total Group	813	0.1%	10.2%	18.8%	15.5%	15.6%	10.2%	29.5%
36 - 40 Years								
Your Firm								
Total Group	636	0.8%	11.5%	19.7%	17.3%	15.3%	10.2%	25.3%
41 - 45 Years								
Your Firm								
Total Group	334	0.9%	15.9%	16.5%	16.8%	15.9%	9.0%	25.1%
> 45 Years								
Your Firm								
Total Group	123	5.7%	12.2%	22.8%	16.3%	13.8%	8.9%	20.3%
All Partners								
Your Firm								
Total Group	6,495	0.6%	18.4%	24.9%	17.2%	12.1%	7.1%	19.8%

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

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Partner Compensation Ratios

As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Equity Partners					
Ratio of Highest to Lowest Compensation					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 7 ‡	1.8	1.0	1.0
11 - 15 Years		/ 19	2.9	2.4	2.1
16 - 20 Years		/ 20	6.7	4.6	3.8
21 - 25 Years		/ 20	7.3	6.2	4.9
26 - 30 Years		/ 20	8.6	6.5	4.4
31 - 35 Years		/ 20	7.5	5.8	5.0
36 - 40 Years		/ 20	6.9	5.7	4.4
41 - 45 Years		/ 19	4.9	3.5	2.9
> 45 Years		/ 16 ‡	2.3	1.8	1.1
<i>All Equity Partners</i>		/ 20	16.7	9.9	8.0
Ratio of Equity Partner Compensation to 1st Year Associate Compensation					
		/ 18	8.6	5.5	4.8
Non-Equity Partners					
Ratio of Highest to Lowest Compensation					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 19	2.3	1.8	1.4
11 - 15 Years		/ 21	4.2	2.7	2.0
16 - 20 Years		/ 21	3.0	2.7	2.2
21 - 25 Years		/ 20	3.2	2.1	1.9
26 - 30 Years		/ 20	4.2	2.6	2.0
31 - 35 Years		/ 21	3.5	2.4	1.5
36 - 40 Years		/ 20	3.6	2.0	1.4
41 - 45 Years		/ 18	2.5	1.9	1.5
> 45 Years		/ 18	2.6	1.3	1.0
<i>All Non-Equity Partners</i>		/ 21	8.6	5.9	3.8
Ratio of Non-Equity Partner Compensation to 1st Year Associate Compensation					
		/ 19	2.9	2.5	2.1

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

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members[^])

Partner Compensation
As of most recent fiscal year-end

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
Ratio of Highest to Lowest Compensation					
<u><i>Avg. by Years of Experience</i></u>					
< 11 Years		/ 19	3.0	1.8	1.5
11 - 15 Years		/ 20	8.4	5.7	3.8
16 - 20 Years		/ 20	11.8	9.2	7.0
21 - 25 Years		/ 20	13.6	9.1	7.1
26 - 30 Years		/ 20	14.1	11.6	6.9
31 - 35 Years		/ 20	13.6	9.2	7.0
36 - 40 Years		/ 20	12.2	8.7	6.3
41 - 45 Years		/ 19	9.5	6.0	4.5
> 45 Years		/ 19	7.0	2.2	1.7
All Partner Composite		/ 20	37.1	23.4	15.9
Ratio of All Partner Compensation to 1st Year Associate Compensation		/ 18	5.7	4.4	3.9

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		% Change - 1 Year			Median
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	% Change - 2 Year
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 33 ‡	2,056	1,868	1,564	‡	‡	(1.1)	(12.0)	(27.7)	(4.0)
11 - 15 Years		/ 60	1,814	1,718	1,625		‡	(1.2)	(5.7)	(13.6)	(0.3)
16 - 20 Years		/ 61	1,728	1,657	1,562			(3.1)	(7.4)	(12.5)	(2.9)
21 - 25 Years		/ 61	1,691	1,584	1,466			(1.9)	(6.3)	(10.5)	(3.5)
26 - 30 Years		/ 61	1,669	1,534	1,442			(2.2)	(4.7)	(9.9)	(1.1)
31 - 35 Years		/ 61	1,570	1,439	1,361			(1.7)	(4.7)	(10.0)	(3.6)
36 - 40 Years		/ 61	1,492	1,367	1,229			1.1	(6.4)	(10.2)	(3.1)
41 - 45 Years		/ 59	1,508	1,366	1,247		‡	1.6	(3.9)	(12.6)	0.8
> 45 Years		/ 49 ‡	1,597	1,365	1,081	‡	‡	12.7	(4.2)	(14.3)	3.2
All Equity Partners		/ 61	1,609	1,533	1,452			(3.2)	(5.7)	(8.4)	(1.3)
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 44 ‡	1,834	1,732	1,654	‡	‡	(0.2)	(5.3)	(12.4)	0.1
11 - 15 Years		/ 47 ‡	1,740	1,666	1,545	‡	‡	(1.5)	(4.3)	(7.0)	(2.0)
16 - 20 Years		/ 47 ‡	1,654	1,588	1,492	‡	‡	0.4	(3.1)	(8.9)	0.6
21 - 25 Years		/ 47 ‡	1,615	1,461	1,320	‡	‡	0.1	(4.2)	(11.4)	(2.6)
26 - 30 Years		/ 46 ‡	1,514	1,406	1,270	‡	‡	0.5	(5.8)	(10.3)	0.5
31 - 35 Years		/ 45 ‡	1,438	1,311	1,165	‡	‡	5.3	(0.4)	(9.3)	3.0
36 - 40 Years		/ 45 ‡	1,416	1,274	1,049	‡	‡	10.0	(0.6)	(10.0)	0.6
41 - 45 Years		/ 40 ‡	1,332	1,137	981	‡	‡	6.7	(10.5)	(19.7)	(0.8)
> 45 Years		/ 36 ‡	1,286	1,062	790	‡	‡	10.5	(9.8)	(18.0)	(11.9)
All Non-Equity Partners		/ 47 ‡	1,609	1,527	1,424	‡	‡	(0.3)	(3.6)	(6.2)	0.1

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Billable Hours
For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			
								1 st Quartile	Median	3 rd Quartile	
All Partner Composite											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 60	1,914	1,783	1,634			(0.7)	(6.0)	(13.5)	(0.6)
11 - 15 Years		/ 61	1,756	1,672	1,575			(2.6)	(5.2)	(8.5)	(2.0)
16 - 20 Years		/ 61	1,701	1,622	1,544			(1.8)	(6.2)	(10.6)	(0.9)
21 - 25 Years		/ 61	1,657	1,543	1,456			(2.9)	(6.3)	(10.2)	(2.7)
26 - 30 Years		/ 61	1,599	1,514	1,424			(1.9)	(5.4)	(8.0)	(1.4)
31 - 35 Years		/ 61	1,553	1,421	1,333			(0.8)	(5.1)	(9.8)	(2.2)
36 - 40 Years		/ 61	1,462	1,322	1,224			2.0	(5.0)	(9.4)	(1.1)
41 - 45 Years		/ 60	1,443	1,308	1,181			0.5	(4.7)	(12.5)	(2.9)
> 45 Years		/ 52 ‡	1,442	1,185	975		‡	12.3	(3.5)	(15.8)	(5.6)
All Partner Composite		/ 61	1,610	1,518	1,460			(2.2)	(5.6)	(7.8)	(0.7)

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2022

Equity Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	133 ‡	9.8%	7.5%	14.3%	18.0%	25.6%	24.8%
11 - 15 Years							
Your Firm							
Total Group	1,215	14.5%	12.3%	17.0%	21.5%	17.5%	17.2%
16 - 20 Years							
Your Firm							
Total Group	1,831	17.2%	12.8%	17.7%	20.5%	14.9%	16.8%
21 - 25 Years							
Your Firm							
Total Group	2,349	22.5%	13.4%	18.3%	19.9%	13.3%	12.7%
26 - 30 Years							
Your Firm							
Total Group	2,296	26.4%	14.0%	18.2%	16.2%	12.1%	13.1%
31 - 35 Years							
Your Firm							
Total Group	1,781	32.8%	15.3%	17.3%	15.0%	9.6%	9.9%
36 - 40 Years							
Your Firm							
Total Group	1,342	43.5%	13.6%	14.7%	11.5%	7.7%	9.0%
41 - 45 Years							
Your Firm							
Total Group	637	43.5%	12.9%	14.6%	12.2%	7.5%	9.3%
> 45 Years							
Your Firm							
Total Group	257 ‡	56.8%	11.3%	14.0%	6.2%	3.9%	7.8%
All Equity Partners							
Your Firm							
Total Group	11,941	27.3%	13.5%	17.1%	17.0%	12.2%	12.8%

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

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2022

Non-Equity Ptrs	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm	0						
Total Group	655 ‡	9.2%	10.2%	11.0%	25.0%	25.3%	19.2%
11 - 15 Years							
Your Firm	0						
Total Group	1,871 ‡	14.3%	13.2%	18.9%	22.6%	17.6%	13.4%
16 - 20 Years							
Your Firm	0						
Total Group	1,353 ‡	20.8%	15.3%	19.1%	20.6%	13.5%	10.7%
21 - 25 Years							
Your Firm	0						
Total Group	942 ‡	29.0%	14.9%	20.2%	18.0%	9.8%	8.2%
26 - 30 Years							
Your Firm	0						
Total Group	681 ‡	34.1%	17.3%	15.9%	16.2%	10.1%	6.5%
31 - 35 Years							
Your Firm	0						
Total Group	466 ‡	42.3%	18.5%	15.0%	13.9%	6.0%	4.3%
36 - 40 Years							
Your Firm	0						
Total Group	387 ‡	50.1%	14.5%	15.5%	9.6%	6.7%	3.6%
41 - 45 Years							
Your Firm	0						
Total Group	221 ‡	65.2%	15.4%	7.2%	6.3%	3.2%	2.7%
> 45 Years							
Your Firm	0						
Total Group	148 ‡	69.6%	9.5%	8.1%	6.8%	3.4%	2.7%
All Non-Equity Partners							
Your Firm	0						
Total Group	6,747 ‡	26.0%	14.4%	17.0%	19.0%	13.5%	10.2%

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Distribution of Partner Billable Hours
By Years of Experience - For the 12-month period ending December 31, 2022

All Partners	Count*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	788	9.3%	9.8%	11.5%	23.9%	25.4%	20.2%
11 - 15 Years							
Your Firm							
Total Group	3,086	14.4%	12.9%	18.1%	22.2%	17.6%	14.9%
16 - 20 Years							
Your Firm							
Total Group	3,184	18.7%	13.9%	18.3%	20.6%	14.3%	14.2%
21 - 25 Years							
Your Firm							
Total Group	3,291	24.3%	13.8%	18.8%	19.4%	12.3%	11.4%
26 - 30 Years							
Your Firm							
Total Group	2,977	28.1%	14.8%	17.7%	16.2%	11.7%	11.6%
31 - 35 Years							
Your Firm							
Total Group	2,247	34.8%	16.0%	16.9%	14.8%	8.9%	8.7%
36 - 40 Years							
Your Firm							
Total Group	1,729	45.0%	13.8%	14.9%	11.0%	7.5%	7.8%
41 - 45 Years							
Your Firm							
Total Group	858	49.1%	13.5%	12.7%	10.7%	6.4%	7.6%
> 45 Years							
Your Firm							
Total Group	405 ‡	61.5%	10.6%	11.9%	6.4%	3.7%	5.9%
All Partners							
Your Firm							
Total Group	18,688	26.9%	13.8%	17.1%	17.7%	12.6%	11.9%

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

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2022

Equity Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$986,153 ‡	\$1,370,714		\$346,914	\$179,497	\$540,606	\$597,252
11 - 15 Years							
Your Firm							
Total Group	\$1,143,498	\$801,446	\$1,067,423	\$809,117	\$1,212,493	\$934,895	\$1,586,629
16 - 20 Years							
Your Firm							
Total Group	\$1,312,347	\$1,241,194	\$1,066,095	\$1,097,463	\$1,500,892	\$1,626,093	\$1,580,020
21 - 25 Years							
Your Firm							
Total Group	\$1,519,056	\$1,242,413	\$1,170,571	\$1,331,252	\$1,558,001	\$1,721,587	\$1,694,055
26 - 30 Years							
Your Firm							
Total Group	\$1,576,895	\$1,776,427	\$1,339,604	\$1,619,232	\$1,508,054	\$1,699,878	\$1,681,832
31 - 35 Years							
Your Firm							
Total Group	\$1,553,439	\$1,470,616	\$1,692,665	\$1,303,471	\$1,694,827	\$1,645,330	\$2,081,923
36 - 40 Years							
Your Firm							
Total Group	\$1,525,626	\$1,354,877	\$1,363,382	\$1,529,312	\$1,786,500	\$1,496,273	\$2,333,997
41 - 45 Years							
Your Firm							
Total Group	\$1,574,091	\$1,629,797	\$1,489,943	\$1,186,400	\$1,590,333	\$1,416,009	\$1,947,381
> 45 Years							
Your Firm							
Total Group	\$1,864,508 ‡	\$1,301,724	\$1,285,384	\$1,148,078	\$1,067,798	\$4,719,501	\$3,035,496
All Equity Partners							
Your Firm							
Total Group	\$1,478,348	\$1,423,916	\$1,366,279	\$1,369,338	\$1,585,558	\$1,557,532	\$1,801,787

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

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2022

Non-Equity Ptrs	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$486,505	\$417,584	\$411,540	\$473,432	\$488,522	\$491,941	\$457,446
11 - 15 Years							
Your Firm							
Total Group	\$513,509	\$471,300	\$493,672	\$511,300	\$528,724	\$506,427	\$603,805
16 - 20 Years							
Your Firm							
Total Group	\$549,647	\$529,017	\$519,832	\$533,139	\$512,637	\$569,520	\$632,265
21 - 25 Years							
Your Firm							
Total Group	\$531,919	\$515,531	\$528,137	\$533,646	\$539,436	\$452,893	\$651,648
26 - 30 Years							
Your Firm							
Total Group	\$561,931	\$541,167	\$595,428	\$553,127	\$530,844	\$613,933	\$606,697
31 - 35 Years							
Your Firm							
Total Group	\$546,553	\$540,766	\$521,288	\$496,599	\$577,901	\$644,314	\$544,040
36 - 40 Years							
Your Firm							
Total Group	\$532,757	\$543,483	\$532,212	\$580,298	\$552,630	\$553,651	\$654,069
41 - 45 Years							
Your Firm							
Total Group	\$565,748 ‡	\$512,370	\$525,183	\$416,404	\$1,147,287	\$794,435	\$1,857,881
> 45 Years							
Your Firm							
Total Group	\$664,296 ‡	\$552,575	\$447,100	\$894,973	\$966,519	\$656,320	
All Non-Equity Partners							
Your Firm							
Total Group	\$534,047	\$523,428	\$513,166	\$538,542	\$546,429	\$542,927	\$611,868

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members[^])

Average Compensation by Utilization Levels
By Years of Experience - For the 12-month period ending December 31, 2022

All Partners	Average*	< 1,300	1,300-1,499	1,500-1,699	1,700-1,899	1,900-2,099	2,100 +
< 11 Years							
Your Firm							
Total Group	\$504,683	\$507,191	\$411,540	\$458,463	\$470,344	\$475,273	\$477,418
11 - 15 Years							
Your Firm							
Total Group	\$654,440	\$521,191	\$666,546	\$560,849	\$720,580	\$629,468	\$1,013,040
16 - 20 Years							
Your Firm							
Total Group	\$850,630	\$745,084	\$766,850	\$772,858	\$1,039,252	\$1,001,402	\$1,056,128
21 - 25 Years							
Your Firm							
Total Group	\$1,083,230	\$928,277	\$868,496	\$948,578	\$1,068,352	\$1,349,137	\$1,223,844
26 - 30 Years							
Your Firm							
Total Group	\$1,190,005	\$1,095,382	\$1,006,232	\$1,187,125	\$1,121,627	\$1,329,561	\$1,372,717
31 - 35 Years							
Your Firm							
Total Group	\$1,223,013	\$1,064,269	\$1,218,645	\$1,074,626	\$1,412,583	\$1,399,251	\$1,826,235
36 - 40 Years							
Your Firm							
Total Group	\$1,148,779	\$1,006,600	\$1,083,422	\$1,030,168	\$1,374,472	\$1,244,703	\$1,752,497
41 - 45 Years							
Your Firm							
Total Group	\$1,222,552	\$1,046,896	\$1,297,220	\$1,014,201	\$1,505,055	\$1,320,382	\$1,915,269
> 45 Years							
Your Firm							
Total Group	\$1,248,609	\$958,256	\$912,813	\$1,111,736	\$934,814	\$2,687,910	\$3,035,496
All Partners							
Your Firm							
Total Group	\$992,186	\$934,151	\$909,335	\$925,442	\$1,044,667	\$1,038,310	\$1,250,578

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
High		/ 13 ‡	\$1,634,082	\$1,223,188	\$892,500
Middle		/ 13 ‡	388,000	335,391	244,266
Low		/ 13 ‡	194,000	100,000	54,927
Average		/ 13 ‡	475,433	356,926	282,224
<u>Avg. by Years of Experience</u>					
< 11 Years			**	**	**
11 - 15 Years		/ 12 ‡	303,365	223,910	121,011
16 - 20 Years		/ 13 ‡	364,256	295,205	183,285
21 - 25 Years		/ 13 ‡	530,962	374,464	241,667
26 - 30 Years		/ 13 ‡	551,336	368,655	333,295
31 - 35 Years		/ 13 ‡	509,456	412,001	290,990
36 - 40 Years		/ 13 ‡	474,756	413,470	292,932
41 - 45 Years		/ 12 ‡	522,089	349,779	302,608
> 45 Years		/ 11 ‡	580,639	425,000	272,499
Non-Equity Partners					
High		/ 10 ‡	\$315,107	\$249,691	\$215,902
Middle		/ 10 ‡	181,716	160,879	63,505
Low		/ 10 ‡	55,692	21,346	2,253
Average		/ 10 ‡	188,854	153,318	64,880
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 6 ‡	\$104,933	\$68,115	\$25,397
11 - 15 Years		/ 8 ‡	145,338	100,941	50,628
16 - 20 Years		/ 8 ‡	179,400	120,263	58,374
21 - 25 Years		/ 8 ‡	180,438	124,887	60,655
26 - 30 Years		/ 7 ‡	203,384	149,380	66,028
31 - 35 Years		/ 9 ‡	182,825	165,000	63,198
36 - 40 Years		/ 7 ‡	177,710	160,212	65,444
41 - 45 Years		/ 7 ‡	242,933	150,317	91,587
> 45 Years		/ 7 ‡	155,013	137,756	100,253

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
All Partners					
High		/ 14 ‡	\$1,613,562	\$1,191,942	\$855,329
Middle		/ 14 ‡	296,715	235,058	146,065
Low		/ 14 ‡	62,228	29,739	6,226
Average		/ 14 ‡	344,206	276,441	211,061
<u>Avg. by Years of Experience</u>					
< 11 Years		/ 8 ‡	\$127,971	\$68,115	\$15,269
11 - 15 Years		/ 14 ‡	193,608	132,830	88,481
16 - 20 Years		/ 14 ‡	280,931	203,632	162,381
21 - 25 Years		/ 14 ‡	365,057	264,465	235,060
26 - 30 Years		/ 14 ‡	398,020	333,987	259,527
31 - 35 Years		/ 14 ‡	464,660	338,632	248,244
36 - 40 Years		/ 14 ‡	429,147	363,056	221,641
41 - 45 Years		/ 13 ‡	435,526	304,839	251,651
> 45 Years		/ 13 ‡	500,000	246,965	132,473

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Equity Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
11 - 15 Years								
Your Firm								
Total Group	110 ‡	8.2%	29.1%	14.5%	30.9%	5.5%	4.5%	7.3%
16 - 20 Years								
Your Firm								
Total Group	254 ‡		5.9%	26.4%	33.1%	15.0%	12.2%	7.5%
21 - 25 Years								
Your Firm								
Total Group	396 ‡	0.3%	4.5%	16.4%	25.5%	19.7%	11.9%	21.7%
26 - 30 Years								
Your Firm								
Total Group	374 ‡		3.5%	16.6%	21.7%	17.9%	13.9%	26.5%
31 - 35 Years								
Your Firm								
Total Group	327 ‡		2.1%	15.3%	24.5%	17.7%	14.1%	26.3%
36 - 40 Years								
Your Firm								
Total Group	253 ‡		5.5%	17.8%	27.7%	14.2%	10.3%	24.5%
41 - 45 Years								
Your Firm								
Total Group	133 ‡		3.8%	15.0%	24.1%	22.6%	15.8%	18.8%
> 45 Years								
Your Firm								
Total Group	44 ‡		2.3%	18.2%	15.9%	22.7%	13.6%	27.3%
All Equity Partners								
Your Firm								
Total Group	1,900 ‡	0.9%	5.5%	17.5%	25.8%	17.0%	12.3%	20.9%

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

Non-Equity Ptrs	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400+
< 11 Years							
Your Firm	0						
Total Group	59 ‡	35.6%	40.7%	22.0%	1.7%		
11 - 15 Years							
Your Firm	0						
Total Group	235 ‡	33.2%	28.9%	30.6%	6.4%	0.9%	
16 - 20 Years							
Your Firm	0						
Total Group	204 ‡	23.5%	33.8%	27.0%	12.3%	2.9%	0.5%
21 - 25 Years							
Your Firm	0						
Total Group	168 ‡	15.5%	30.4%	31.0%	22.0%	0.6%	0.6%
26 - 30 Years							
Your Firm	0						
Total Group	102 ‡	14.7%	29.4%	30.4%	19.6%	2.9%	2.9%
31 - 35 Years							
Your Firm	0						
Total Group	80 ‡	13.8%	27.5%	32.5%	21.3%	2.5%	2.5%
36 - 40 Years							
Your Firm	0						
Total Group	82 ‡	8.5%	37.8%	36.6%	13.4%		3.7%
41 - 45 Years							
Your Firm	0						
Total Group	39 ‡	12.8%	20.5%	25.6%	30.8%	7.7%	2.6%
> 45 Years							
Your Firm	0						
Total Group	29 ‡	17.2%	31.0%	34.5%	10.3%	3.4%	3.4%
All Non-Equity Partners							
Your Firm	0						
Total Group	999 ‡	21.6%	31.2%	30.0%	14.1%	1.8%	1.2%

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (22 members^)

Distribution of Partner Permanent Capital Balance

By Years of Experience

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

All Partners	Count*	<\$25	\$25 - \$100	\$100 - \$199	\$200 - \$299	\$300 - \$399	\$400 - \$499	\$500+
< 11 Years								
Your Firm								
Total Group	68 ‡	42.6%	35.3%	19.1%	2.9%			
11 - 15 Years								
Your Firm								
Total Group	345 ‡	25.2%	29.0%	25.5%	14.2%	2.3%	1.4%	2.3%
16 - 20 Years								
Your Firm								
Total Group	458 ‡	10.5%	18.3%	26.6%	23.8%	9.6%	7.0%	4.1%
21 - 25 Years								
Your Firm								
Total Group	564 ‡	4.8%	12.2%	20.7%	24.5%	14.0%	8.5%	15.2%
26 - 30 Years								
Your Firm								
Total Group	476 ‡	3.2%	9.0%	19.5%	21.2%	14.7%	11.1%	21.2%
31 - 35 Years								
Your Firm								
Total Group	407 ‡	2.7%	7.1%	18.7%	23.8%	14.7%	11.5%	21.4%
36 - 40 Years								
Your Firm								
Total Group	335 ‡	2.1%	13.4%	22.4%	24.2%	10.7%	8.4%	18.8%
41 - 45 Years								
Your Firm								
Total Group	172 ‡	2.9%	7.6%	17.4%	25.6%	19.2%	12.2%	15.1%
> 45 Years								
Your Firm								
Total Group	73 ‡	6.8%	13.7%	24.7%	13.7%	15.1%	8.2%	17.8%
All Partners								
Your Firm								
Total Group	2,899 ‡	8.1%	14.4%	21.8%	21.8%	11.8%	8.3%	13.9%

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		% Change - 1 Year			Median % Change - 2 Year
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st 3 rd			
								Quartile	Median	Quartile	
Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 33 ‡	\$2,128,241	\$1,595,878	\$1,055,251	‡	‡	12.1	(6.5)	(22.0)	12.4
11 - 15 Years		/ 60	1,910,477	1,536,161	1,213,962			10.7	0.9	(8.3)	13.2
16 - 20 Years		/ 61	1,940,378	1,501,177	1,114,659			4.0	(1.9)	(6.0)	11.1
21 - 25 Years		/ 61	1,860,850	1,519,197	1,169,741			2.7	(0.6)	(5.9)	11.6
26 - 30 Years		/ 61	1,943,323	1,471,497	1,102,307			5.3	1.0	(4.6)	10.0
31 - 35 Years		/ 61	1,884,997	1,485,494	1,130,116			6.4	1.5	(4.4)	9.2
36 - 40 Years		/ 61	1,785,815	1,380,747	1,017,230			7.4	1.6	(4.0)	10.3
41 - 45 Years		/ 59	1,856,475	1,297,126	1,027,741		‡	13.2	1.0	(12.0)	16.3
> 45 Years		/ 49 ‡	1,958,386	1,325,534	976,682	‡	‡	18.6	(2.5)	(12.7)	19.1
All Equity Partners		/ 61	1,902,170	1,524,500	1,120,589			3.1	(0.2)	(4.4)	11.8
Non-Equity Partners											
<u>Avg. by Years of Experience</u>											
< 11 Years		/ 44 ‡	\$1,528,926	\$1,200,414	\$907,703	‡	‡	8.0	(1.3)	(10.1)	14.6
11 - 15 Years		/ 47 ‡	1,560,001	1,122,239	936,512	‡	‡	7.1	3.0	(2.3)	12.2
16 - 20 Years		/ 47 ‡	1,533,584	1,099,228	920,262	‡	‡	8.7	1.4	(3.2)	9.0
21 - 25 Years		/ 47 ‡	1,447,065	1,038,223	876,458	‡	‡	7.3	2.3	(7.1)	9.3
26 - 30 Years		/ 46 ‡	1,459,954	1,019,661	899,354	‡	‡	12.5	1.2	(5.0)	14.9
31 - 35 Years		/ 45 ‡	1,231,167	952,983	838,421	‡	‡	19.0	7.1	(6.2)	23.5
36 - 40 Years		/ 45 ‡	1,292,732	946,985	759,635	‡	‡	14.8	3.0	(9.4)	14.9
41 - 45 Years		/ 40 ‡	1,476,440	904,583	705,044	‡	‡	26.4	4.6	(13.8)	19.8
> 45 Years		/ 36 ‡	1,401,287	881,148	648,990	‡	‡	11.5	2.5	(13.4)	(2.0)
All Non-Equity Partners		/ 47 ‡	1,521,024	1,047,583	887,813	‡	‡	6.1	2.9	(0.9)	10.2

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

2 0 2 3 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (72 members)

Partner Average Fees Billed
For the 12-month period ending December 31, 2022

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>			
	<i>Average Fees</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>% Change - 1 Year</i>	<i>% Change - 2 Year</i>	<i>% Change - 1 Year</i>			<i>Median % Change - 2 Year</i>
								<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	
All Partner Composite											
<u><i>Avg. by Years of Experience</i></u>											
< 11 Years		/ 60	\$1,786,602	\$1,323,586	\$997,374			7.6	(2.4)	(12.2)	15.3
11 - 15 Years		/ 61	1,814,791	1,356,980	1,001,842			4.9	1.5	(3.2)	12.1
16 - 20 Years		/ 61	1,864,105	1,401,541	1,061,009			5.2	(0.7)	(4.2)	11.2
21 - 25 Years		/ 61	1,822,615	1,371,407	1,083,045			3.8	(0.9)	(6.3)	11.3
26 - 30 Years		/ 61	1,933,951	1,398,114	1,059,696			6.0	1.0	(4.7)	12.4
31 - 35 Years		/ 61	1,829,185	1,400,521	1,035,422			6.4	1.5	(3.9)	11.7
36 - 40 Years		/ 61	1,754,683	1,327,684	974,802			9.5	1.1	(4.3)	11.5
41 - 45 Years		/ 60	1,839,033	1,193,270	975,432			10.5	(0.3)	(7.7)	11.8
> 45 Years		/ 52 ‡	1,676,634	1,246,346	771,979		‡	21.4	(1.4)	(13.7)	6.5
All Partner Composite		/ 61	1,877,777	1,447,088	1,031,344			2.9	0.4	(3.2)	11.1

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Partner Admission Policies

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes	
1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:		25		
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner			52.0	
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status (<i>exceptions exist</i>)			44.0	
c. Directly to Equity Partner status			4.0	
2. The Firm has an alternative (<i>non-partner</i>) career path for an Associate/Sr. Attorney:		23		
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner			43.5	
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys (<i>e.g., case by case</i>)			56.5	
c. No, it is strictly an 'up or out' progression			0.0	
3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house):		23		
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status			4.3	
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner status (<i>exceptions exist</i>)			39.1	
c. Hired on a contractual basis for a designated period of time			4.3	
d. Directly to Equity Partner status			34.8	
			Group	
		1st Quartile	Median	3rd Quartile
4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:	‡	5.3	4.2	3.0
5. Typical number of years as an Associate/Sr. Attorney before Equity Partner admission:		**	**	**
6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:	‡	10.0	8.0	8.0
7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:		**	**	**

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

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

2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Compensation Policies

	Your Firm <i>(designated with an X)</i>	# of Responses	% of Grp. Resp. - Yes
1. The type of Compensation System at the firm:	‡	23	
a. Pure lockstep (combination formula)			8.7
b. Partial lockstep (subjective)			13.0
c. Non-lockstep			73.9
2. The Compensation System transparency type:	‡	24	
a. Open system			54.2
b. Closed system			12.5
c. Partially open system			33.3
3. The three most significant factors impacting Equity Partner Compensation:	‡	23	
a. Originations		17	73.9
b. Realization		4	17.4
c. All revenue generated		10	43.5
d. Collections on working attorney hours		5	21.7
e. Billable hours		7	30.4
f. Non-billable hours			
g. Business development		4	17.4
h. Good citizenship		2	8.7
i. Management responsibility		6	26.1
j. Seniority		1	4.3
k. Profit margin		3	13.0
l. Quality of lawyering		1	4.3
m. Good leverage (pushing down work to other attorneys)			

Treatment of Non-Equity Partners

	Your Firm	<i>Group</i>		
	‡	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1. Percentage of Non-Equity Partners who are eligible for promotion to Equity status	‡	100.0%	100.0%	85.0%
2. Percentage of Non-Equity Partners who contribute capital	‡	90.7%	0.0%	0.0%
3. Percentage of Non-Equity Partners who have voting privileges	‡	99.9%	0.0%	0.0%

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2 0 2 3 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Retirement Information

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes
1. The firm has a mandatory retirement policy:		23	
a. Yes, and there are no exceptions			0.0
b. Yes, but there are allowable exceptions or extensions			17.4
c. Yes, the Equity Partner must have a change in status (e.g., Non-Equity Partner, Of Counsel Attorney)			13.0
d. No, we removed or abandoned the mandatory policy			34.8
e. No, we never had a mandatory retirement policy			34.8
f. Not currently, but considering one in the near future			0.0
2. The age your firm requires partners to leave the firm, or change their Equity status within the firm is:		**	
(Firms responding to 1a, 1b, or 1c)			
a. < 60			
b. 60 - 63			
c. 64 - 67			
d. 68 - 71			
e. 72 - 75			
f. > 75			
3. The firm has a transition phase prior to retiring, or changing status, from the firm?		23	60.9
4. The age your firm typically begins the transition phase:		**	
(Firms responding 'Yes' to 3)			
a. < 55			
b. 55 - 60			
c. 61 - 65			
d. 66 - 70			
e. > 70			
5. The firm provides the following type of support for partners who retire:		22	
a. Qualified defined benefit plan (including cash balance plans)		17	77.3
b. Non-qualified or unfunded retirement plan		6	27.3
c. Non-qualified or unfunded retirement plan that has been frozen or discontinued (select partners only)		12	54.5
d. 401(k) elective deferrals		15	68.2
e. 401(k) matching contributions		6	27.3
f. Qualified defined contribution plan with non-elective contributions		16	72.7
g. Post-retirement healthcare benefits		12	54.5
h. Payments for performing client services after retirement		11	50.0
i. Office space		13	59.1
j. Secretary or administrative staff services		13	59.1
k. Bar dues		7	31.8
l. Nothing		1	4.5

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2 0 2 3 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

Equity Partner Retirement Information (continued)

	Your Firm (designated with an X)	# of Responses	% of Grp. Resp. - Yes		
6. Provide benefits through a qualified defined benefit plan:					
(Firms responding 'Yes' to 5a)		17			
a. A new plan with no previous qualified defined benefit plans				23.5	
b. A replacement plan to a previously terminated qualified defined benefit plan				52.9	
c. A conversion of a previous qualified defined benefit plan				11.8	
7. Different types of qualified defined benefit plan offered:		17			
(Firms responding 'Yes' to 5a)					
a. Cash Balance Plan				88.2	
b. Final Average or Career Average Pay Plan				0.0	
c. Pension Equity Plan				5.9	
d. Variable Annuity Plan				5.9	
8. Interest credit basis used on Cash Balance Plan:		14			
(Firms responding to 7a)					
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)				14.3	
b. Equity Based (e.g., S&P 500 index)				0.0	
c. Return on actual plan assets				85.7	
9. Any adjustments or other limitations imposed on the interest credit basis?		12		83.3	
(Firms responding to 7a)					
a. No				83.3	
b. Yes, Fixed Cap (same rate for all years)				0.0	
c. Yes, Variable Cap (based on an index)				0.0	
d. Yes, Basis point reduction on asset return				0.0	
10. To the extent your firm sponsors a qualified defined benefit plan (including cash balance plans), the average amount deductible contribution that each Equity Partner is making while active is:			Group		
	Your Firm		1 st Quartile	Median	3 rd Quartile
a. Minimum amount		\$9,148	\$9,148	\$5,000	\$1,000
b. Average amount (for all partners who contribute)		103,900	103,900	49,720	41,755
c. Maximum amount		317,250	317,250	212,000	149,500
11. Do partners have a desire to make larger deferrals?	Your Firm	16		50.0	
12. Does the plan permit in-service distributions after age 62?		18		94.4	

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2 0 2 3 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members[^])

Equity Partner Retirement Information (continued)

	Your Firm <i>(designated with an X)</i>	# of Responses	% of Grp. Resp. - Yes
13. Are partners notified of their accumulated benefits in the defined benefit plan?	‡	19	
(Firms responding 'Yes' to 5a)			
a. Daily via partner access to online portal			26.3
b. Quarterly via individual benefit statements			10.5
c. Annually via individual benefit statements			47.4
14. Are Non-qualified plan benefits funded?	‡	15	
(Firms responding 'Yes' to 5b or 5c)			
a. No - benefits paid annually from firm earnings			86.7
b. Offset by qualified plan benefit			0.0
c. Rabbi Trust			0.0
d. Variable universal life insurance policies			13.3
15. Is there a cap on benefit payments related to distributable income?	‡	13	
(Firms responding to 14a)			
a. No			30.8
b. Less than 5%			38.5
c. Between 5% and 10%			23.1
d. More than 10%			7.7

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (49 members^)

New Partner Capital Buy-In

	Lateral Partners			Organic Partners		
	Your Firm	# of Resp.	% of Group Resp.	Your Firm	# of Resp.	% of Group Resp.
1. Initial Buy-In is:						
a. A one-time contribution based on a fixed amount	‡	23		‡	23	
b. A one-time contribution based on points		8	34.8		6	26.1
c. Over a defined time period and is based on a fixed amount		6	26.1		5	21.7
d. Over an undefined time period and is based on a fixed amount		4	17.4		6	26.1
e. Over a defined time period and is based on partner tenure or points		1	4.3		2	8.7
f. No contribution is required		3	13.0		3	13.0
g. Other		3	13.0		3	13.0
2. Funding of Initial Buy-in:						
a. The firm has a bank arrangement to finance at favorable rates	‡	21		‡	20	
b. Partners expected to raise the funds independently		18	85.7		15	75.0
c. The firm has an established deferred payment program		4	19.0		4	20.0
d. The firm has a deferred forgiveness program		3	14.3		5	25.0
3. Amount of Initial Capital Contribution is:						
a. Formula based on the modified-cash basis value of the firm	‡	22		‡	21	
b. Formula based on the accrual basis value of the firm (e.g., including WIP and A/R)		1	4.5		1	4.8
c. Formula based on first-year earnings		4	18.2		3	14.3
d. Formula based on current and/or anticipated earnings		10	45.5		10	47.6
e. Formula based on fixed point value (may include other factors, e.g., partner tenure)		5	22.7		5	23.8
f. Fixed dollar amount		1	4.5		1	4.8
g. No contribution is required						
h. Other		3	13.6		3	14.3
4. If Initial Buy-In is over a defined time period, what is the number of years to be fully contributed?	Your Firm	# of Resp.	Median	Your Firm	# of Resp.	Median
		**	**		**	**

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2023 BRASS Initial Release - Partner Management Report

AmLaw 100 - Domestic Offices (39 members[^])

Partner Turnover

For the 12-month period ending December 31, 2022

	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Total at the end of the prior year (as of 12/31/2021)			100.0%	100.0%	100.0%
Additions					
<i>Lateral Admissions (Attorneys who joined the Firm with prior experience)</i>					
Hired directly into Equity Partner status		/ 20 ‡	4.7	3.7	2.9
Promoted from an interim classification at the firm		/ 9 ‡	6.6	6.0	5.4
<i>Organic Admissions (Attorneys whose only experience was at the firm)</i>					
Promoted from a Non-Equity Partner		/ 20 ‡	7.0	5.1	2.5
Promoted from an Associate/Sr. Attorney/Counsel			**	**	**
Reductions					
Classification change to Non-Equity Partner status (e.g., de-equitized)		/ 20 ‡	4.2	3.2	2.3
Classification change to Of Counsel Attorney		/ 14 ‡	2.5	1.7	1.1
Terminations		/ 25 ‡	4.6	3.5	2.8
Retirements		/ 8 ‡	2.1	1.1	0.6
Total at the end of the current year (as of 12/31/2022)		/ 26 ‡	106.3	102.3	97.2
Non-Equity Partners					
Total at the end of the prior year (as of 12/31/2021)			100.0%	100.0%	100.0%
Additions					
Lateral Admissions (Attorneys who joined the Firm with prior experience)		/ 23 ‡	13.2	8.6	6.2
Organic Admissions (Attorneys whose only experience was at the firm)		/ 22 ‡	10.8	10.0	7.2
Attorneys who were previously Equity Partners at the Firm		/ 21 ‡	6.7	2.6	1.8
Reductions					
Promoted to Equity Partner		/ 22 ‡	7.2	6.0	4.7
Status change (other than Equity Partner)		/ 17 ‡	4.1	3.3	1.1
Terminations		/ 23 ‡	12.0	9.7	6.7
Retirements		/ 10 ‡	3.2	2.3	1.3
Total at the end of the current year (as of 12/31/2022)		/ 23 ‡	107.9	106.1	98.0

[^] Membership on this page includes only those participants that submitted attorney turnover information.

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