

2023 Revenue 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.

Revenue Management Report

AmLaw Second 100 xNYC - (48 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 Stacked Bar Graphs Presented in this Report	
Guide to Interpreting the Statistics Presented in this Report	
Comparison Group Information and Billing Rate Adjustment Practices	1
Firmwide Overview	
Geographic Footprint	2
Practice Group Footprint	3
Office/Practice Group Overview	
Summary of Key Statistics	4
Attorney Footprint	5 - 6
Billable Hours by Classification	7
Fees Billed by Classification	8
Attorney Capacity	9
Partner Demographics	10
Summary Charts - by Attorney Classification	
Equity Partners	11 - 31
Non-Equity Partners	32 - 52
Associates	53 - 74
Estimated Impact of Performance Improvements	75
Annual Billable Hour Targets	76
Alternative Fee Arrangements	77 - 78
Detailed Metrics	
Standard Billing Rates	79 - 91
Worked Rates	92 - 99
Billed Rates	100 - 110
Realization	111 - 112
Discounting	113 - 116
Billable Hours Worked	117 - 123
Leverage Ratios	124
Average Fees Billed	125 - 126

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.

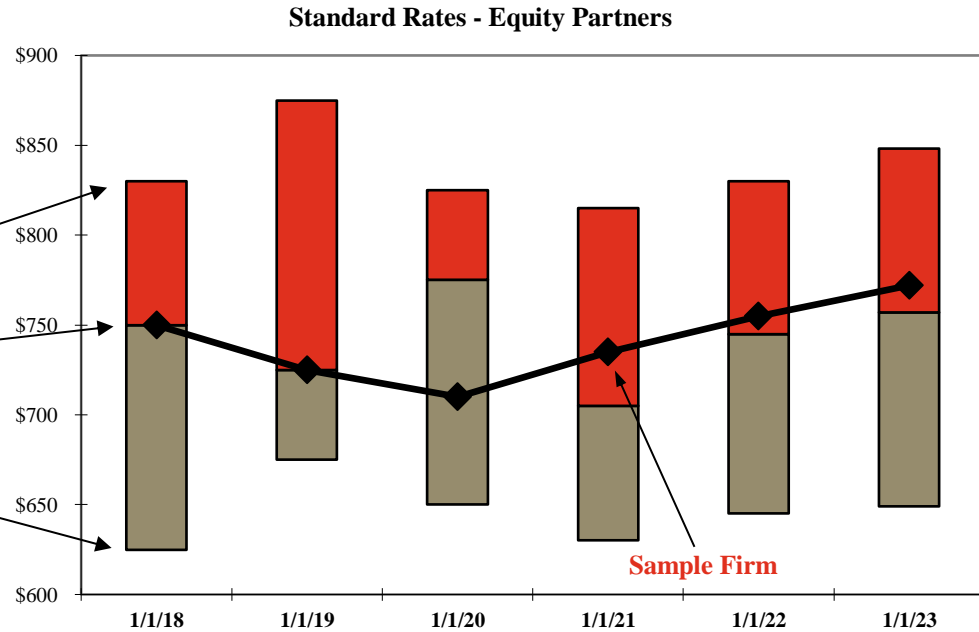
The group results are displayed as a floating bar chart for each year, which represents:

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 years 2018 and 2019, above the Median Level and below the First Quartile Level for years 2021, 2022 and 2023 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for 2020 (i.e., in the Third Quartile).



Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2023 Billing Rate & Associate Salary 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 Sample comparison group below includes 11 members. The average Equity Partner standard billing rates are sorted in descending order and the median and quartile values are determined as follows:

Firm Value:		Firm Rank:	
\$1,000		1	
900		2	
875		3	<div style="border: 1px solid black; padding: 5px;"> <i>\$863 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%</i> </div>
850	←	4	
850		5	
840	←	6	<div style="border: 1px solid black; padding: 5px;"> <i>\$840 - Represents the value at the median; 6.0 represents the entry point to the top 50%</i> </div>
800		7	
750	←	8	
700		9	<div style="border: 1px solid black; padding: 5px;"> <i>\$725 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%</i> </div>
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 xNYC -

Number of Members in the Group

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

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

Number of Total Firms

Number of Principal Offices (including Single Office Firms)

Number of Non-Principal Offices

Group Information	
Number of Members in the Group	48
Maximum	No Maximum
Minimum	No Minimum
Average Size of Group Members ¹	318
Number of Total Firms	48
Number of Principal Offices (including Single Office Firms)	0
Number of Non-Principal Offices	0

Billing Rate Adjustment Practices

Your Firm	Number of Firms Reporting
Date of Last Partner Billing Rate Increase	
January 2, 2022 - March 31, 2022	1
April 1, 2022 - June 30, 2022	0
July 1, 2022 - September 30, 2022	3
October 1, 2022 - January 1, 2023	33
January 2, 2023 - March 1, 2023	1
Date of Last Associate/Sr. Attorney Lock-step/Class Year based Rate Increase	
January 2, 2022 - March 31, 2022	1
April 1, 2022 - June 30, 2022	0
July 1, 2022 - September 30, 2022	3
October 1, 2022 - January 1, 2023	33
January 2, 2023 - March 1, 2023	1

Date of Last Associate/Sr. Attorney Scale based Rate Increase

January 2, 2022 - March 31, 2022	1
April 1, 2022 - June 30, 2022	0
July 1, 2022 - September 30, 2022	3
October 1, 2022 - January 1, 2023	33
January 2, 2023 - March 1, 2023	1

Your Firm	Number of Firms Reporting
Date of Last Associate/Sr. Attorney Scale based Rate Increase	
January 2, 2022 - March 31, 2022	1
April 1, 2022 - June 30, 2022	0
July 1, 2022 - September 30, 2022	3
October 1, 2022 - January 1, 2023	33
January 2, 2023 - March 1, 2023	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.

** omitted due to insufficient data



SUMMARY CHARTS

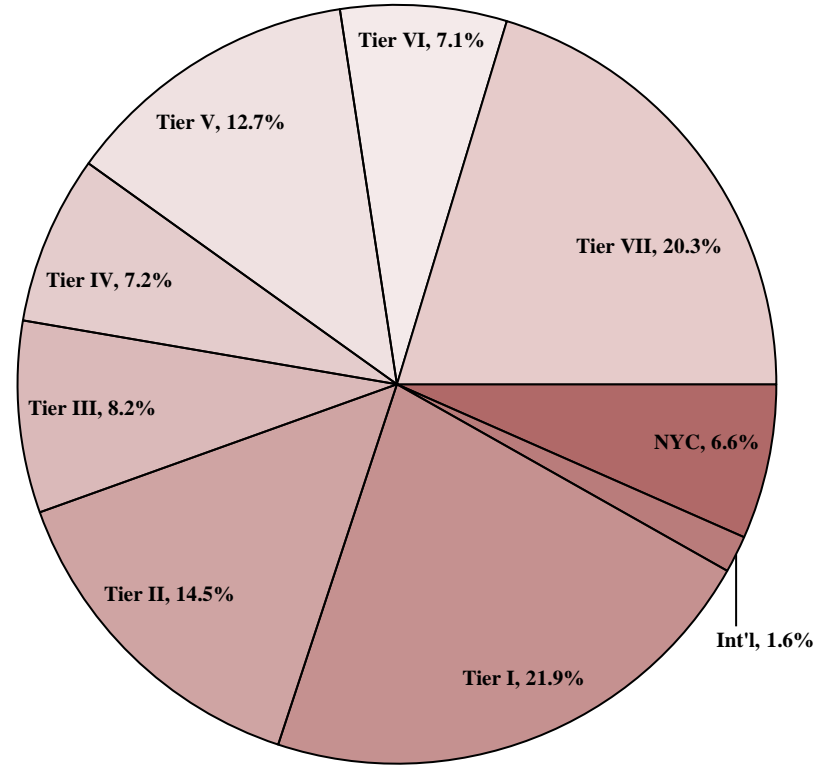
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AmLaw Second 100 xNYC - (48 members)

Geographic Footprint¹

Your Firm

Total Group



	NYC	Int'l	Tier I	Tier II	Tier III	Tier IV	Tier V	Tier VI	Tier VII
Your Firm									
Total Group	6.6%	1.6%	21.9%	14.5%	8.2%	7.2%	12.7%	7.1%	20.3%

- Tier I: Los Angeles Metro Area, San Francisco, Silicon Valley, Washington D.C. Metro Area, Boston, Hartford
 - Tier II: Houston, Dallas, Chicago, Charlotte, San Antonio, Miami Metro Area (excl. Fr. Lauderdale & W. Palm Beach), San Diego
 - Tier III: Wilmington DE, Atlanta, Austin, Philadelphia, Denver
 - Tier IV: Seattle, Pittsburgh, Cleveland, Northern New Jersey, Sacramento, Richmond
 - Tier V: Providence, Baltimore, New Orleans, Buffalo, Minneapolis, Cincinnati & Columbus, Portland, Phoenix, Detroit, South Florida (excl. Miami)
 - Tier VI: Raleigh, Central Florida, Kansas City, St. Louis, Indianapolis
 - Tier VII: All Other Cities
- NYC is excluded from all Tiers

¹ Values for both the Firm and the Total Group include only those offices submitted to the Survey.

** omitted due to insufficient data

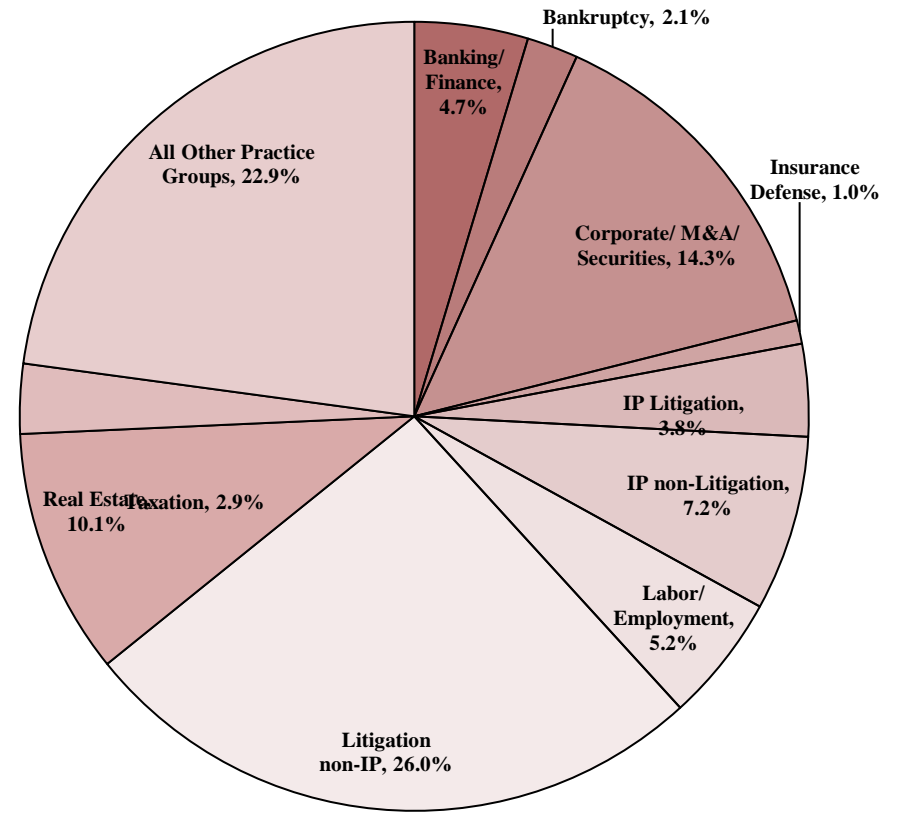
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Practice Group Footprint¹

Your Firm

Total Group



	Banking/Finance	Bankruptcy	Corporate/M&A/Securities	Insurance Defense	IP Litigation	IP non-Litigation	Labor/Employment	Litigation non-IP	Real Estate	Taxation	All Other Practice Groups
Your Firm											
Total Group	4.7%	2.1%	14.3%	1.0%	3.8%	7.2%	5.2%	26.0%	10.1%	2.9%	22.9%

¹ Values for both the Firm and the Total Group include only the US-based attorneys in each practice group.

** omitted due to insufficient data

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Summary of Key Statistics

	<i>Your Firm</i>		<i>Group</i>			<i>Your Firm</i>		<i>Group</i>		
	<i>Period</i>	<i>Average Rank / Of</i>	<i>1st</i>	<i>Median</i>	<i>3rd</i>	<i>% Change - 1 Year</i>	<i>Rank / Of</i>	<i>% Change - 1 year</i>		
			<i>Quartile</i>		<i>Quartile</i>			<i>1st</i>	<i>Median</i>	<i>3rd</i>
Standard Billing Rates	<i>As of 1/1/23</i>									
Equity Partners		/ 48	\$895	\$743	\$626		/ 41	6.6	6.0	2.5
Non-Equity Partners		/ 42	813	634	567		/ 35 ‡	8.3	5.7	2.4
Associates		/ 48	591	421	374		/ 41	8.7	5.3	2.9
Worked Rates	<i>1/1/22 - 12/31/22</i>									
Equity Partners		/ 47	\$833	\$657	\$556		/ 40	7.3	5.6	3.8
Non-Equity Partners		/ 42	746	572	484		/ 35 ‡	6.4	4.3	1.8
Associates		/ 47	534	375	334		/ 40	7.0	4.7	1.8
Billed Rates	<i>1/1/22 - 12/31/22</i>									
Equity Partners		/ 47	\$762	\$626	\$531		/ 40	7.9	4.8	1.6
Non-Equity Partners		/ 42	665	541	470		/ 35 ‡	6.5	4.2	0.7
Associates		/ 47	502	351	308		/ 40	6.2	3.3	0.0
Billable Hours	<i>1/1/22 - 12/31/22</i>									
Equity Partners		/ 37	1,554	1,493	1,422		/ 29 ‡	(0.6)	(3.5)	(5.3)
Non-Equity Partners		/ 33 ‡	1,490	1,385	1,287		/ 25 ‡	(1.4)	(5.4)	(7.2)
Associates		/ 37	1,720	1,609	1,551		/ 29 ‡	(0.4)	(3.9)	(9.5)
Leverage Ratios	<i>1/1/22 - 12/31/22</i>									
Ratio of Other Attorneys ¹ to Equity Partners		/ 47	2.53	2.07	1.41					
Ratio of Non-Partner Attorneys ² to Partners		/ 47	0.94	0.76	0.59					

¹ Other Attorneys include Non-Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

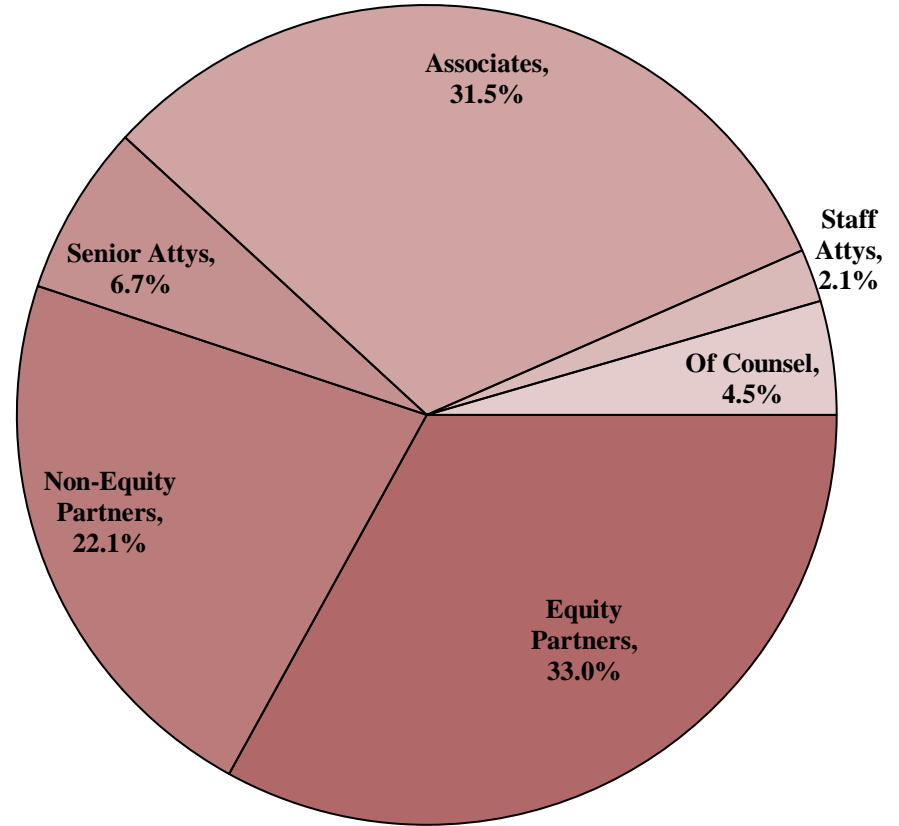
² Non-Partner Attorneys include Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

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

Attorney Footprint

Your Firm

Total Group



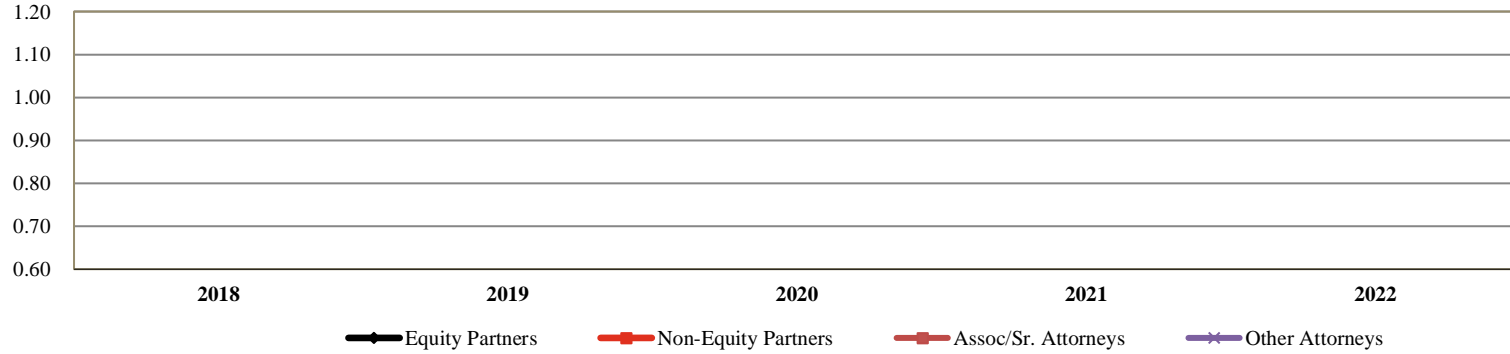
	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm (%)						
Your Firm (FTE)						
Total Group (%)	33.0%	22.1%	6.7%	31.5%	2.1%	4.5%
Total Group (FTE)	4,666	3,121	953	4,464	295	634

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Historical Attorney Footprint¹

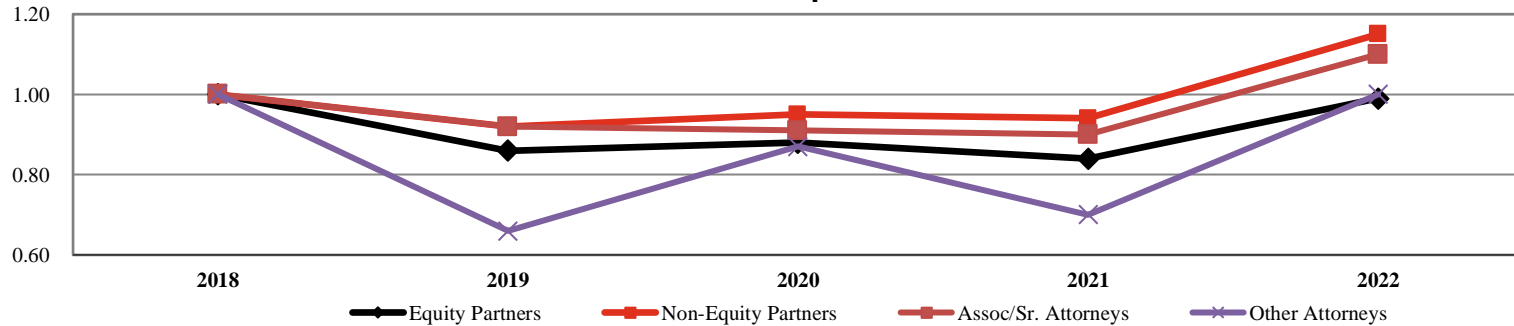
Your Firm



Your Firm (FTE)
 Equity Partner
 Non-Equity Partner
 Associates/Sr. Attorneys
 Other Attorneys²

	2018	2019	2020	2021	2022	% Chg: '18-'22
Equity Partner						
Non-Equity Partner						
Associates/Sr. Attorneys						
Other Attorneys ²						

Total Group



Total Group (FTE)
 Equity Partner
 Non-Equity Partner
 Associates/Sr. Attorneys
 Other Attorneys²

	2018	2019	2020	2021	2022	% Chg: '18-'22
Equity Partner	3,106	2,683	2,745	2,613	3,088	(0.6%)
Non-Equity Partner	1,771	1,627	1,685	1,659	2,040	15.2%
Associates/Sr. Attorneys	3,335	3,082	3,050	3,006	3,661	9.8%
Other Attorneys ²	523	347	457	364	522	(0.2%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2018.

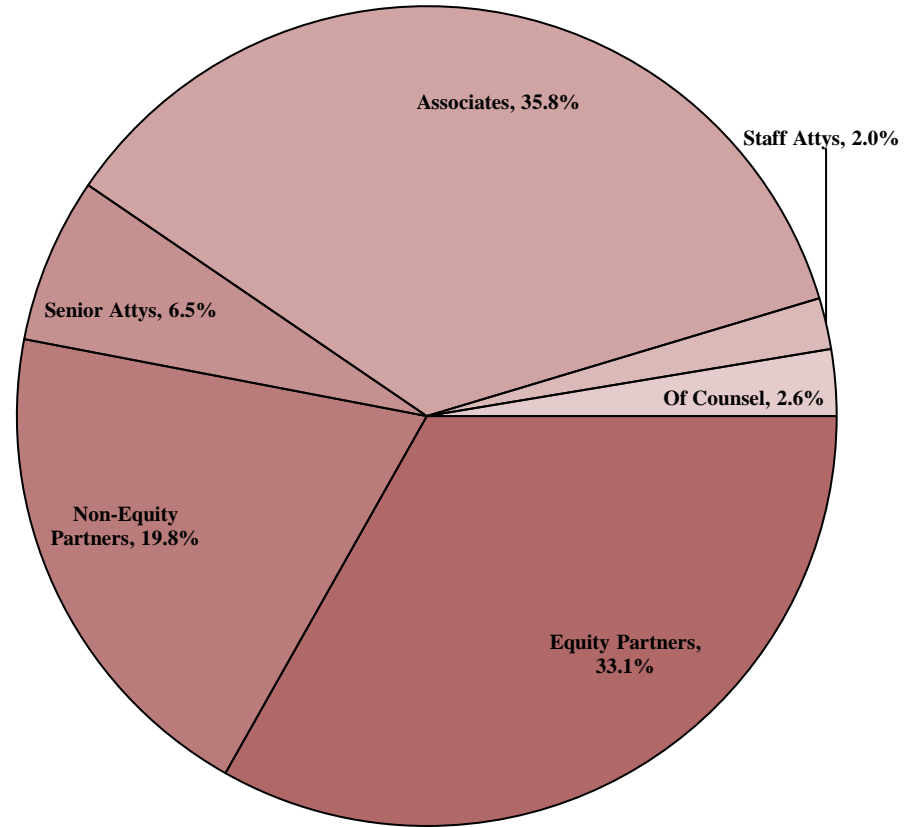
² Other Attorneys include Of Counsel and Staff & eDiscovery Attorneys.

** omitted due to insufficient data

Attorney Billable Hours by Classification

Your Firm

Total Group

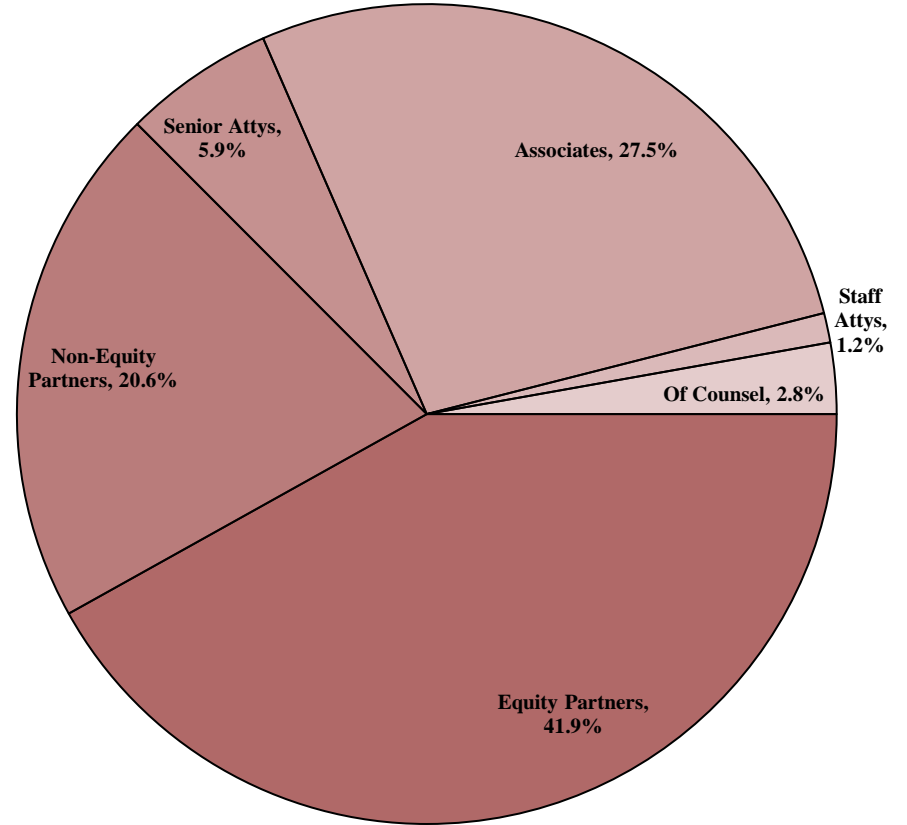


	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	33.1%	19.8%	6.5%	35.8%	2.0%	2.6%

Attorney Fees Billed by Classification

Your Firm

Total Group



	Equity Partners	Non-Equity Partners	Senior Attys	Associates	Staff Attys	Of Counsel
Your Firm						
Total Group	41.9%	20.6%	5.9%	27.5%	1.2%	2.8%

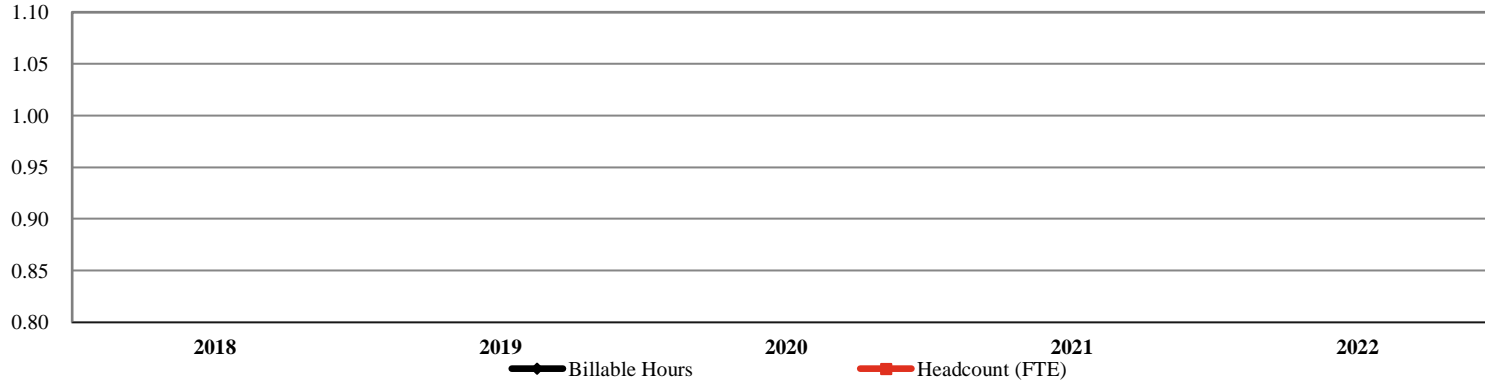
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Attorney Capacity¹

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

Your Firm



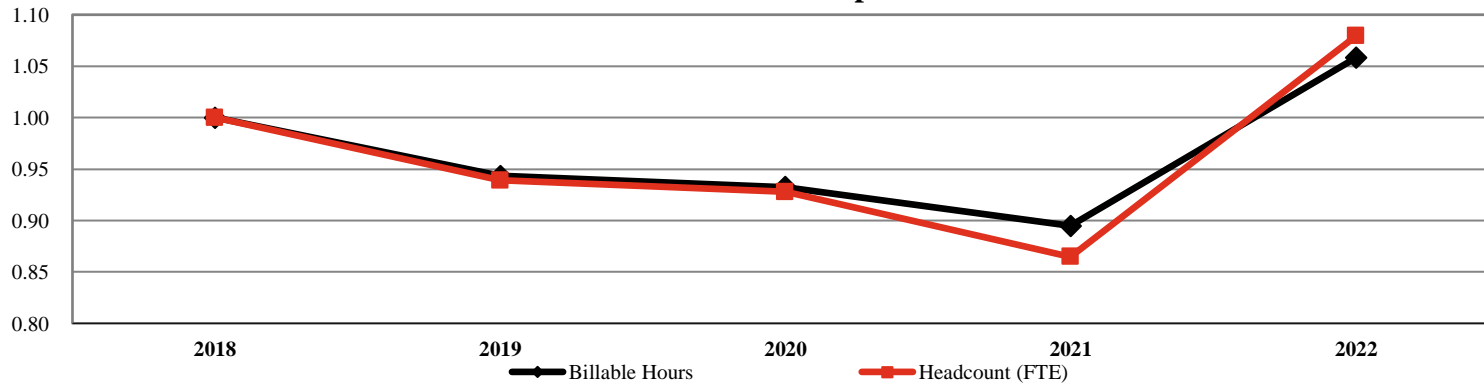
Your Firm

Billable Hours

Headcount (FTE)

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours

Headcount (FTE)

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours	11,852,345	11,179,776	11,051,791	10,605,962	12,541,088	5.8%
Headcount (FTE)	7,775	7,300	7,213	6,723	8,391	7.9%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2018.

² Number of members represented in the group results: 26

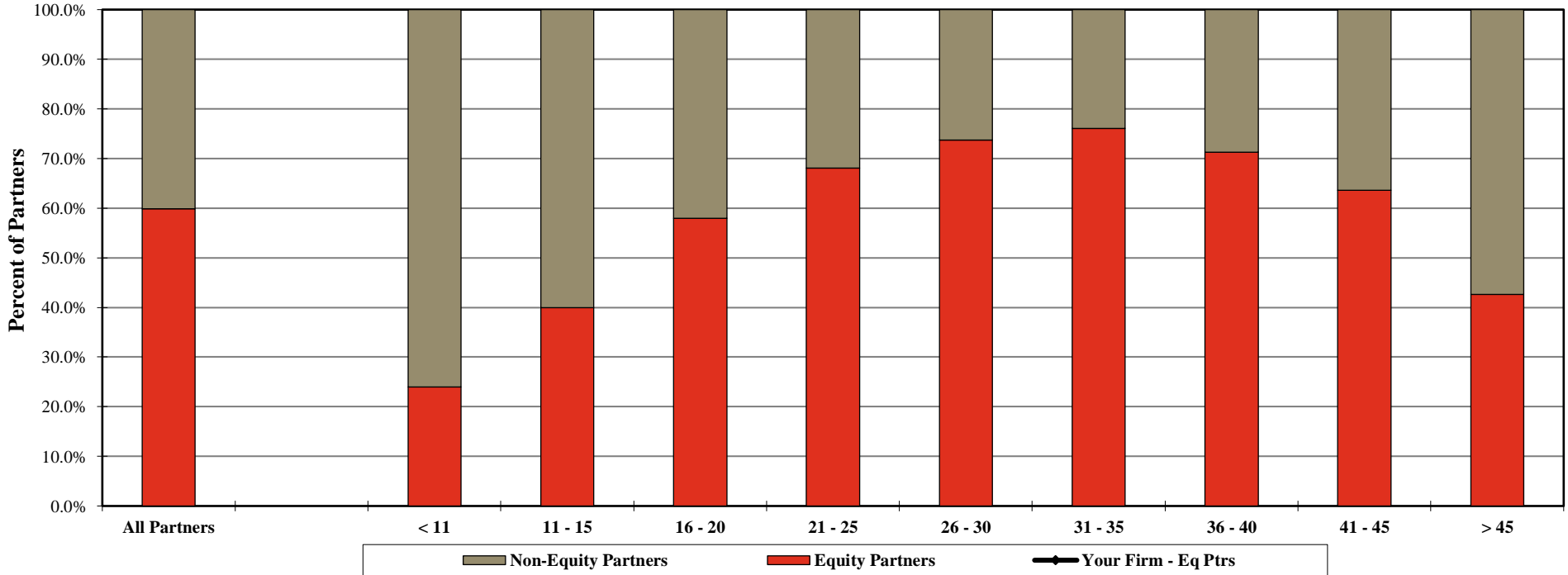
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AmLaw Second 100 xNYC - (48 members)

Partner Demographics¹

For the 12-month period ending December 31, 2022



<u>By Years of Experience</u>	<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			24.0%	76.0%
11 - 15 Years			40.0%	60.0%
16 - 20 Years			58.0%	42.0%
21 - 25 Years			68.1%	31.9%
26 - 30 Years			73.7%	26.3%
31 - 35 Years			76.1%	23.9%
36 - 40 Years			71.3%	28.7%
41 - 45 Years			63.6%	36.4%
> 45 Years			42.6%	57.4%
All Partners			59.9%	40.1%

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

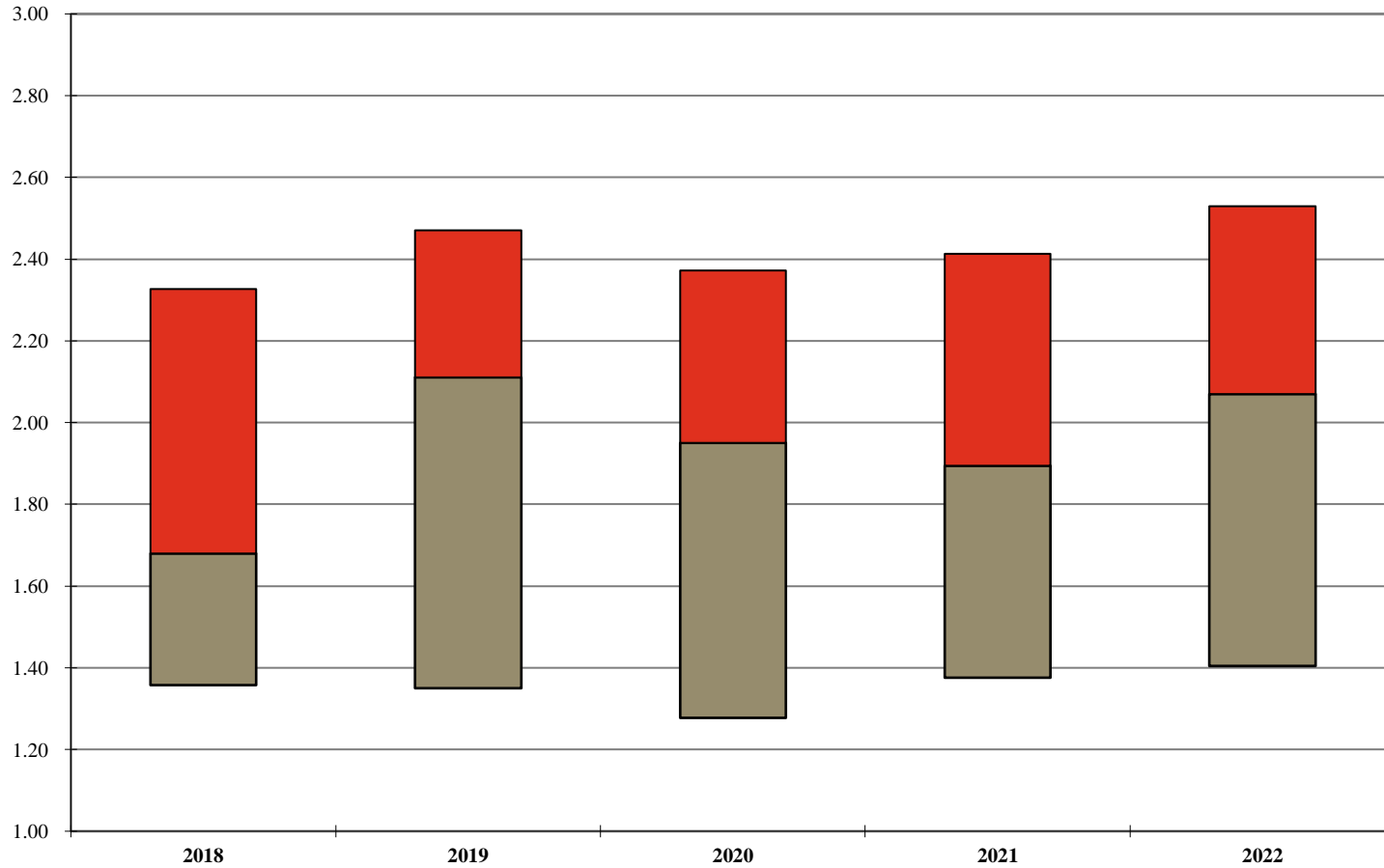
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Equity Partner Leverage¹

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



2018	2019	2020	2021	2022
2.33	2.47	2.37	2.41	2.53
1.68	2.11	1.95	1.90	2.07
1.36	1.35	1.28	1.38	1.41

¹ Ratio of Other Attorneys to Equity Partners. Other Attorneys include Non-Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation. Additional detail can be found on Page 124.

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

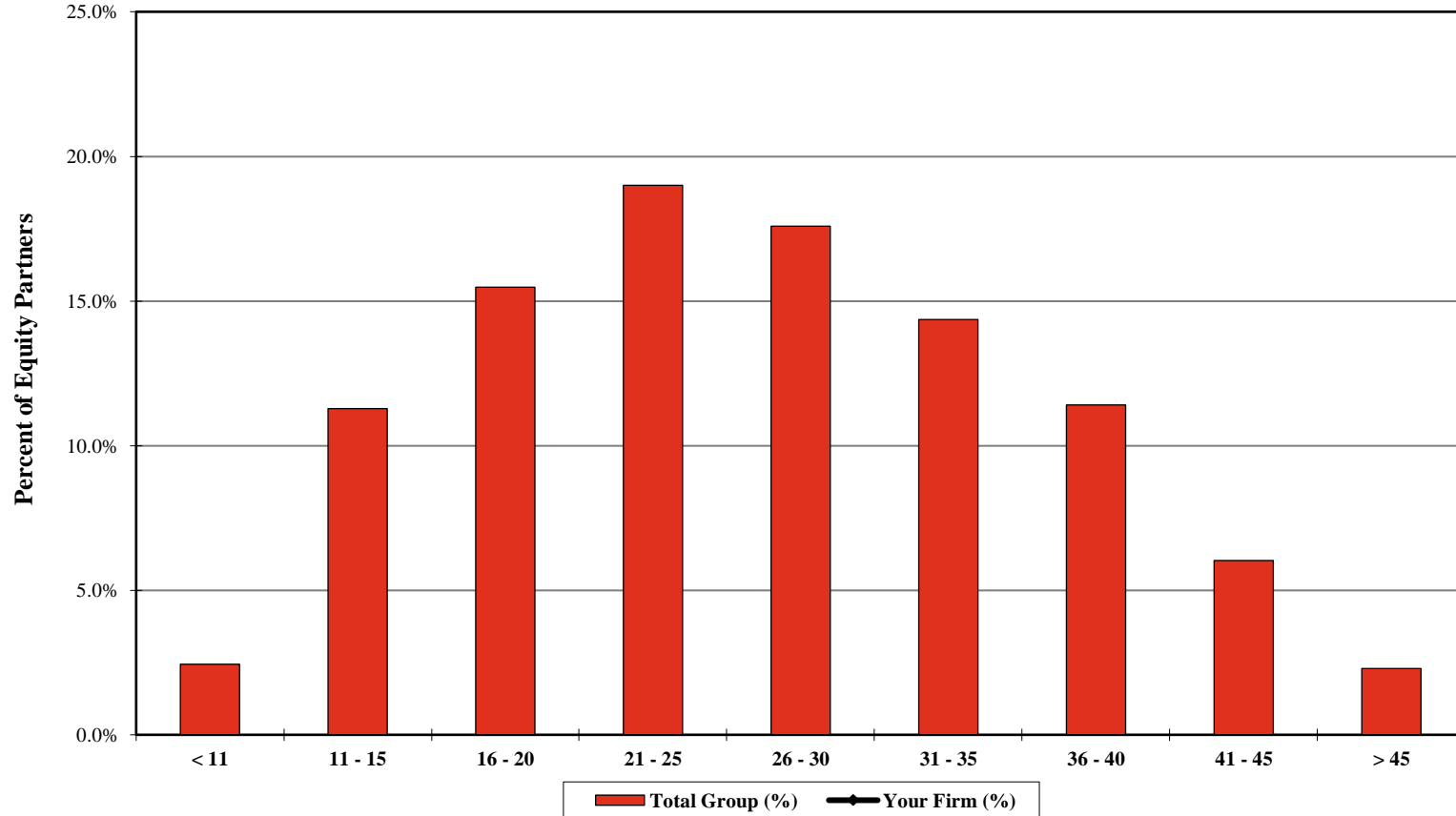
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Distribution of Equity Partners by Years of Experience¹

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 (%)	2.4%	11.3%	15.5%	19.0%	17.6%	14.4%	11.4%	6.0%	2.3%
Total Group (FTE)	114	527	722	887	820	670	532	281	107

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

** omitted due to insufficient data

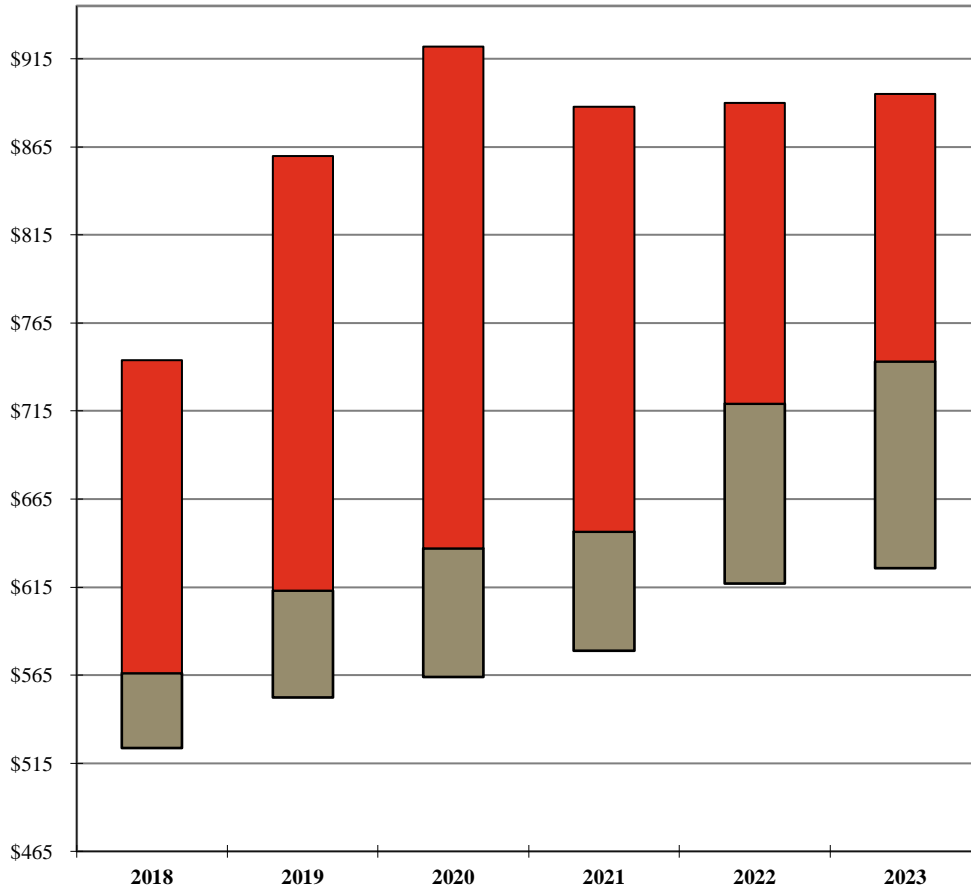
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Equity Partner Rates

Standard Rates

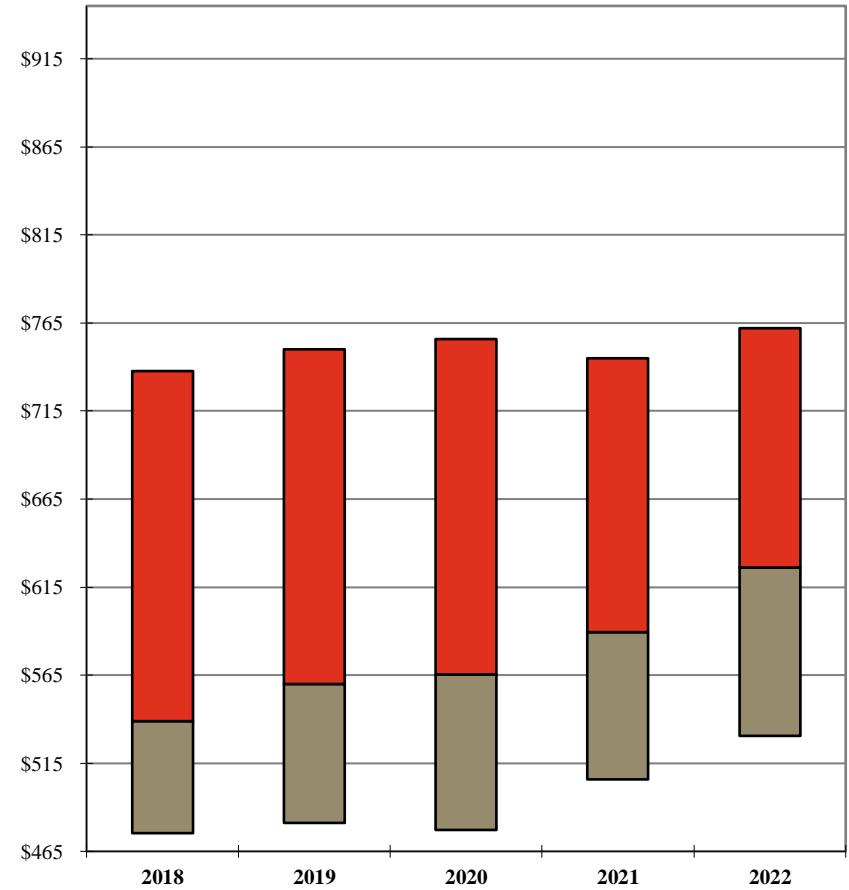
As of January 1st of the stated year



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	\$744	\$860	\$922	\$888	\$890	\$895
Median	566	613	637	647	719	743
3rd Qtle	524	553	564	579	617	626

Billed Rates

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	\$738	\$750	\$756	\$745	\$762
Median	539	560	566	590	626
3rd Qtle	475	481	477	506	531

Additional detail can be found on Pages 79 and 100.

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

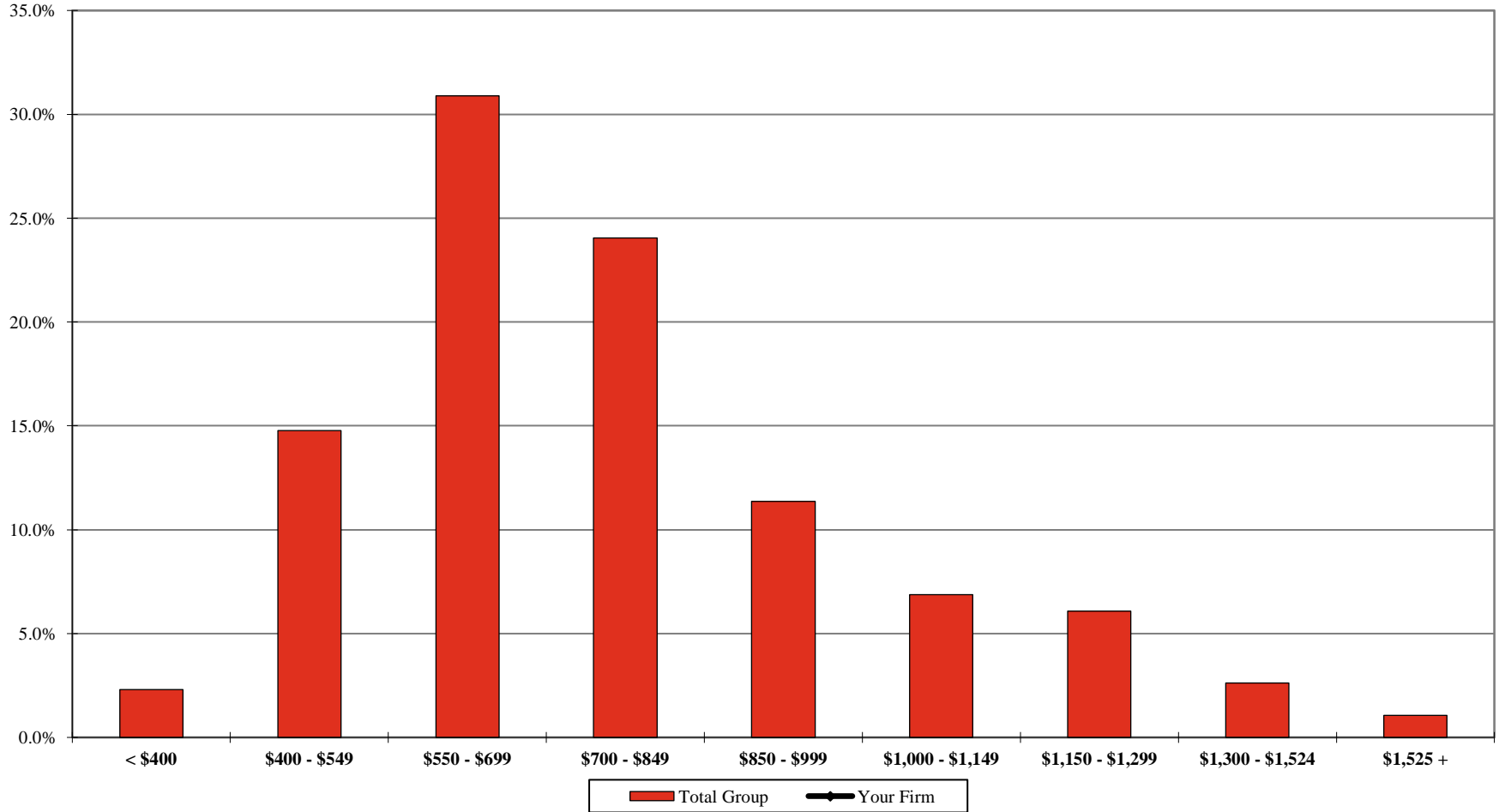
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Distribution of Equity Partner Standard Billing Rates

As of January 1, 2023



	< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
Your Firm									
Total Group	2.3%	14.8%	30.9%	24.0%	11.4%	6.9%	6.1%	2.6%	1.1%

Additional detail can be found on Page 81.

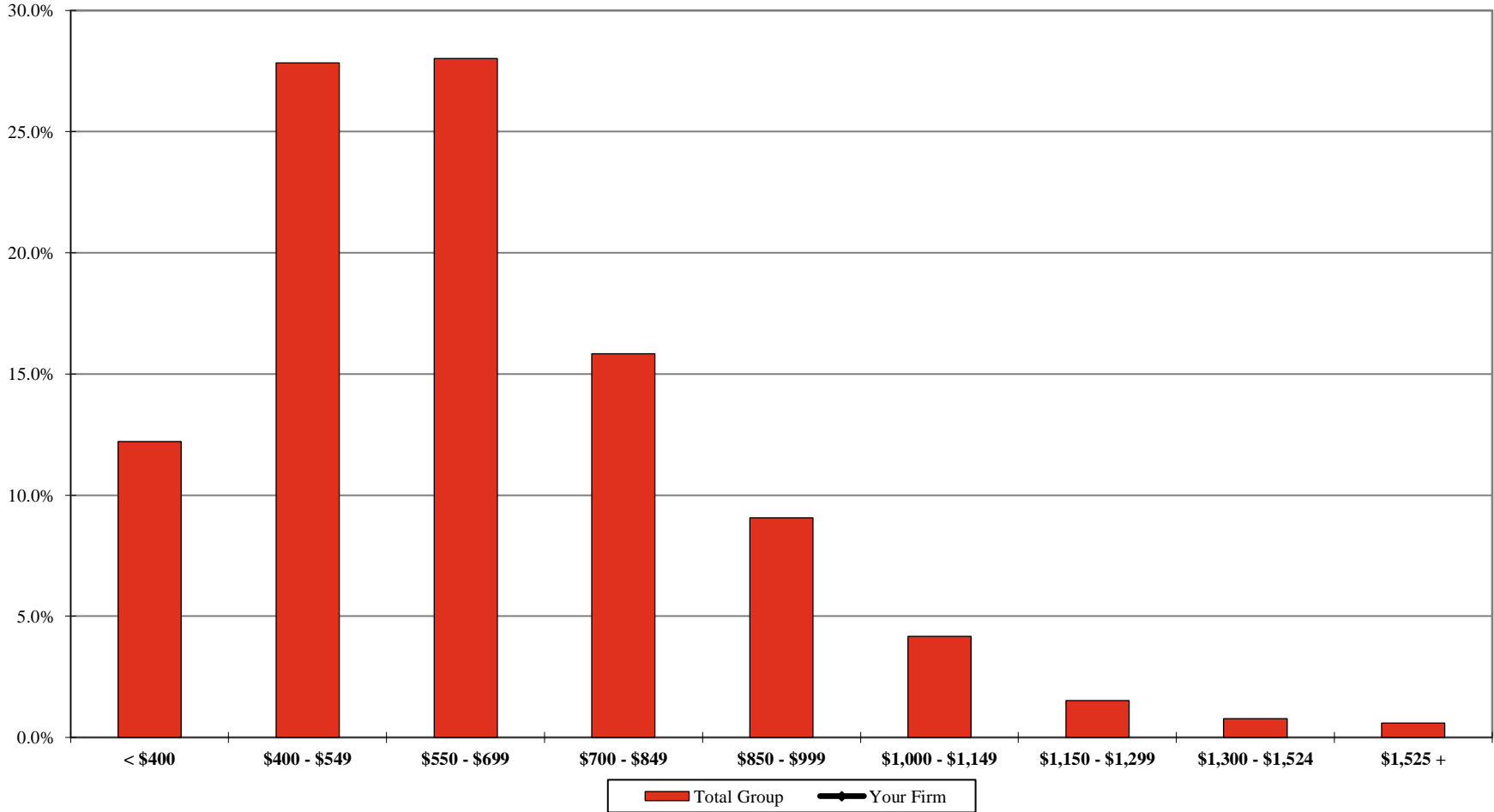
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Distribution of Equity Partner Billed Rates

For the 12-month period ending December 31, 2022



	< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
Your Firm									
Total Group	12.2%	27.8%	28.0%	15.8%	9.1%	4.2%	1.5%	0.8%	0.6%

Additional detail can be found on Page 102.

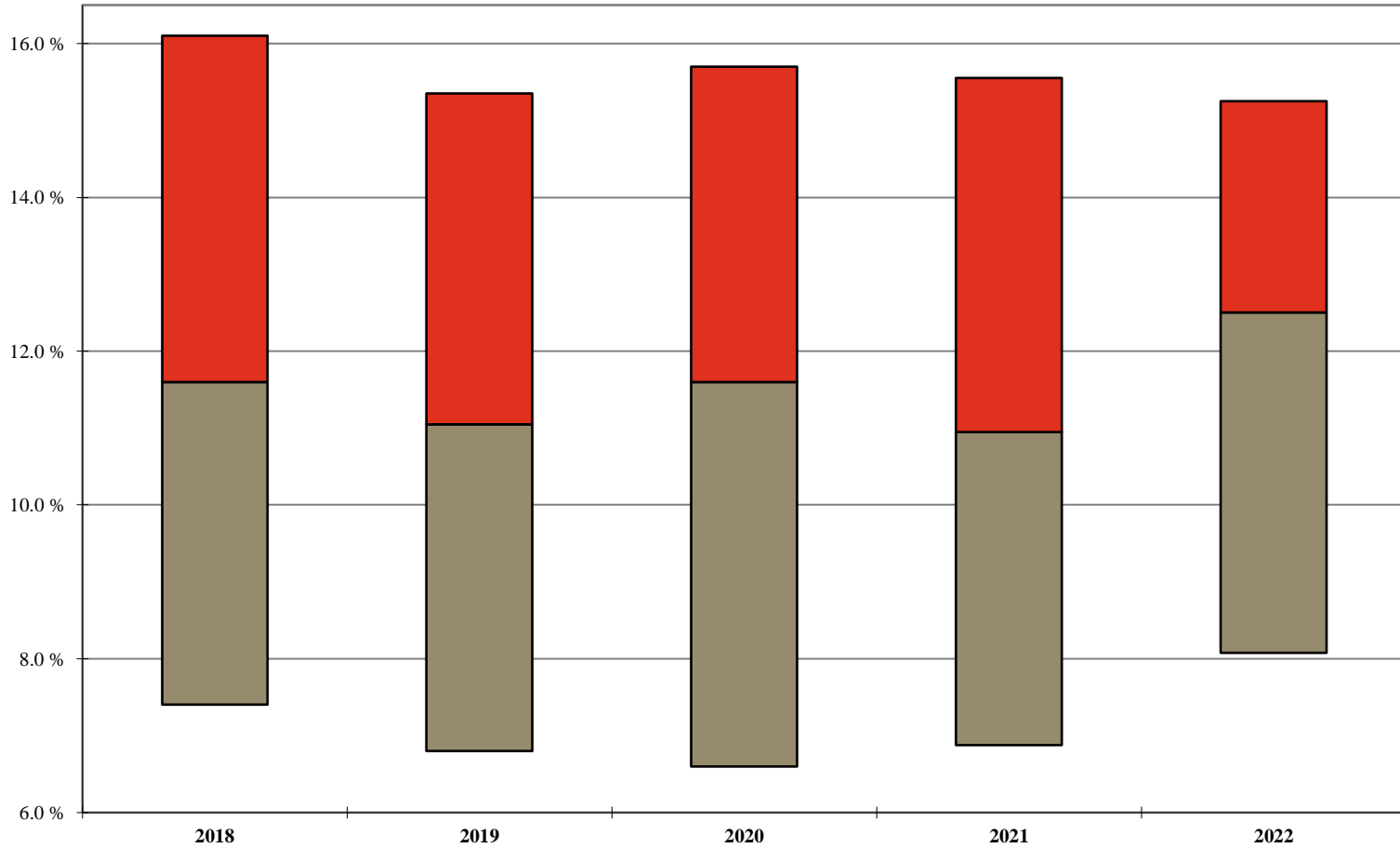
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Equity Partner Discounting¹

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	16.1%	15.4%	15.7%	15.6%	15.3%
Median	11.6%	11.1%	11.6%	11.0%	12.5%
3rd Qtle	7.4%	6.8%	6.6%	6.9%	8.1%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 111.

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

** omitted due to insufficient data

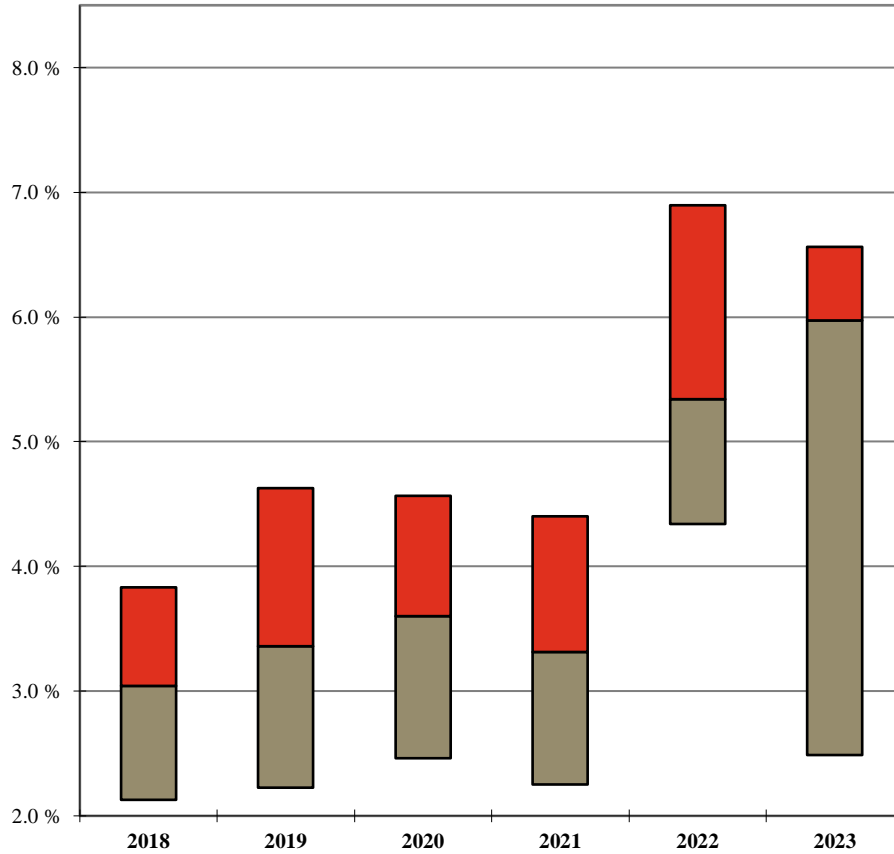
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Annual Change¹ : Equity Partner Standard Rates

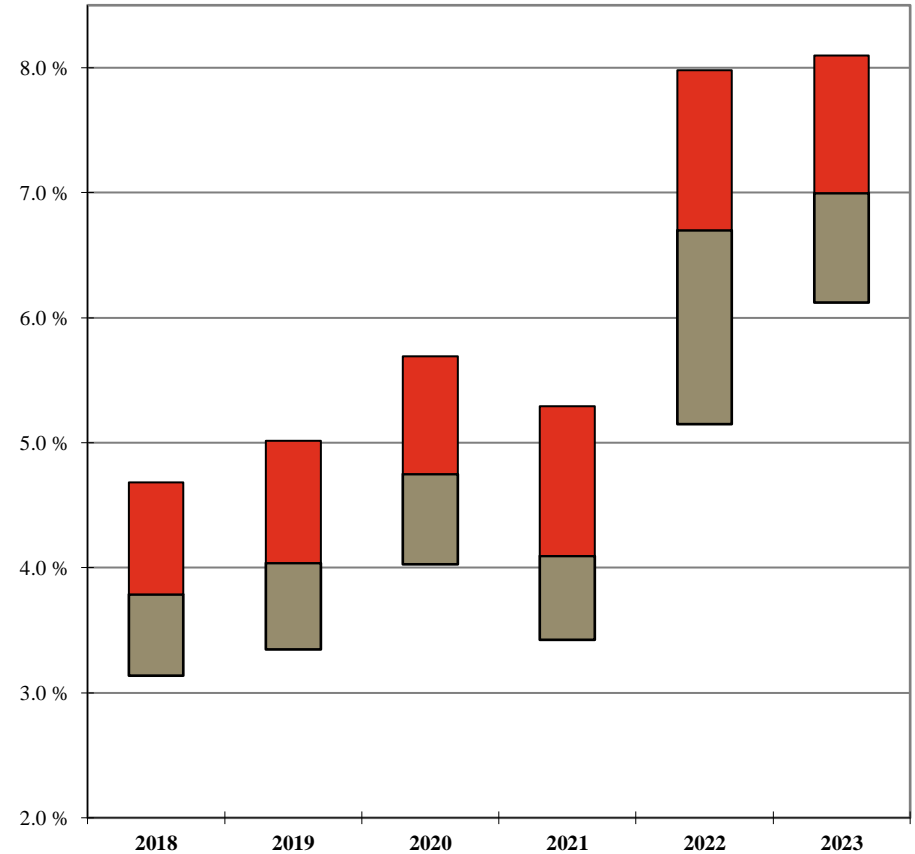
As of January 1st of the stated year

'Net' Change



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	3.8%	4.6%	4.6%	4.4%	6.9%	6.6%
Median	3.0%	3.4%	3.6%	3.3%	5.3%	6.0%
3rd Qtle	2.1%	2.2%	2.5%	2.3%	4.3%	2.5%

'Full Year' Change



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	4.7%	5.0%	5.7%	5.3%	8.0%	8.1%
Median	3.8%	4.0%	4.8%	4.1%	6.7%	7.0%
3rd Qtle	3.1%	3.3%	4.0%	3.4%	5.2%	6.1%

¹ 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Pages 79 and 87.

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

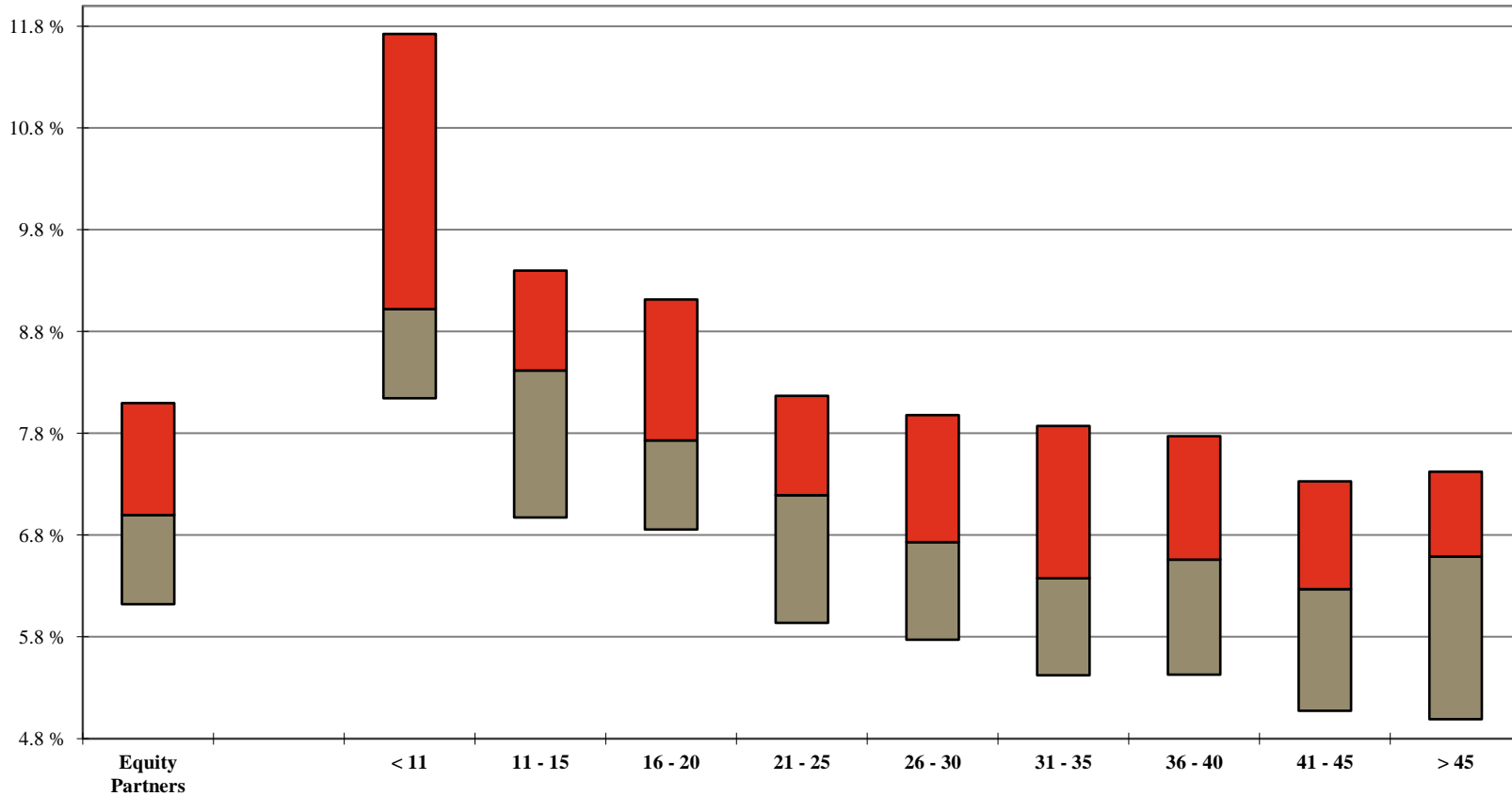
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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2023



	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	8.1%	11.7%	9.4%	9.1%	8.2%	8.0%	7.9%	7.8%	7.3%	7.4%
Median	7.0%	9.0%	8.4%	7.7%	7.2%	6.7%	6.4%	6.6%	6.3%	6.6%
3rd Qtle	6.1%	8.1%	7.0%	6.9%	5.9%	5.8%	5.4%	5.4%	5.1%	5.0%

¹ 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Page 87.

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

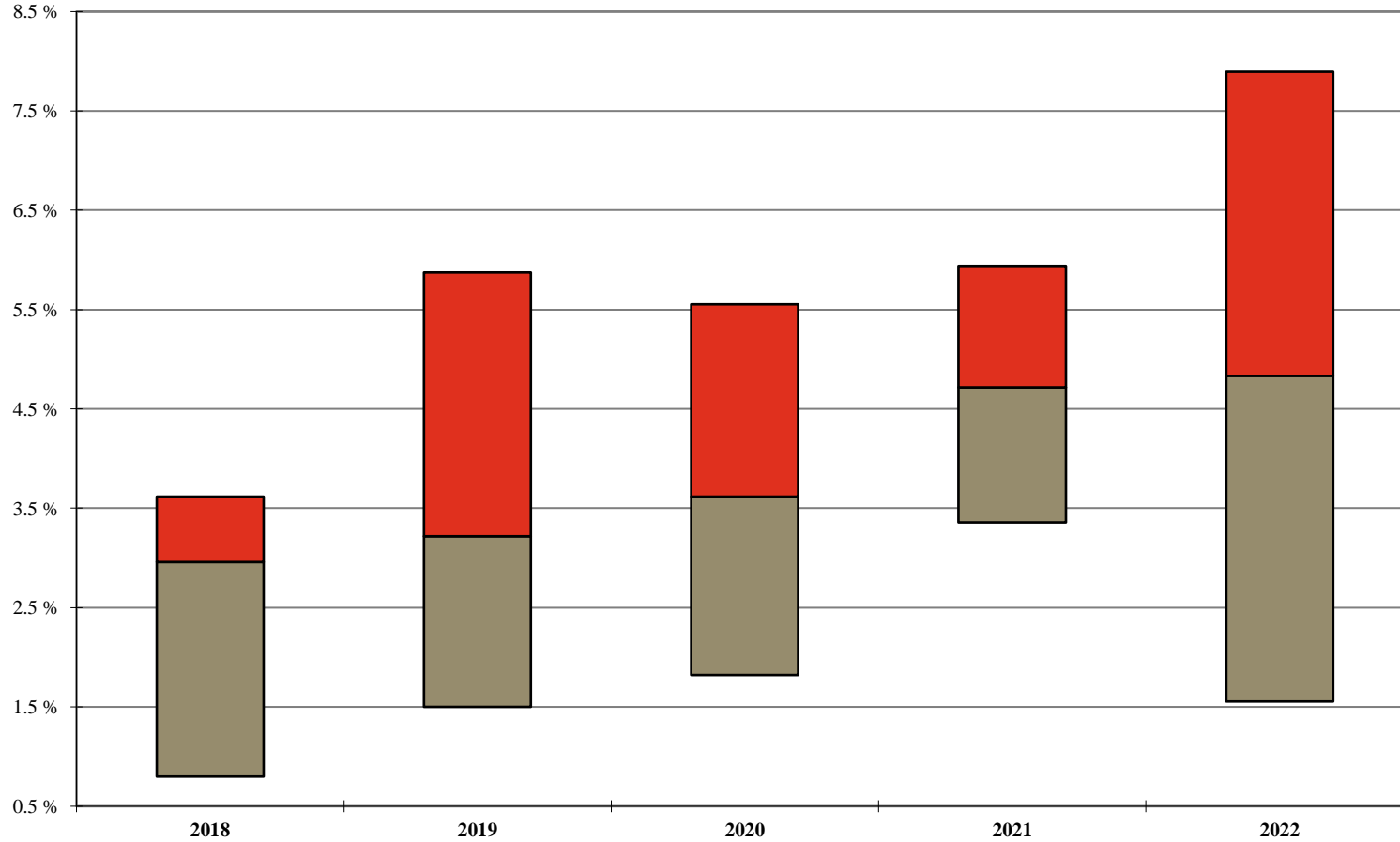
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Annual Change: Equity Partner Billed Rates

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	3.6%	5.9%	5.6%	5.9%	7.9%
Median	3.0%	3.2%	3.6%	4.7%	4.8%
3rd Qtle	0.8%	1.5%	1.8%	3.4%	1.6%

Additional detail can be found on Page 100.

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

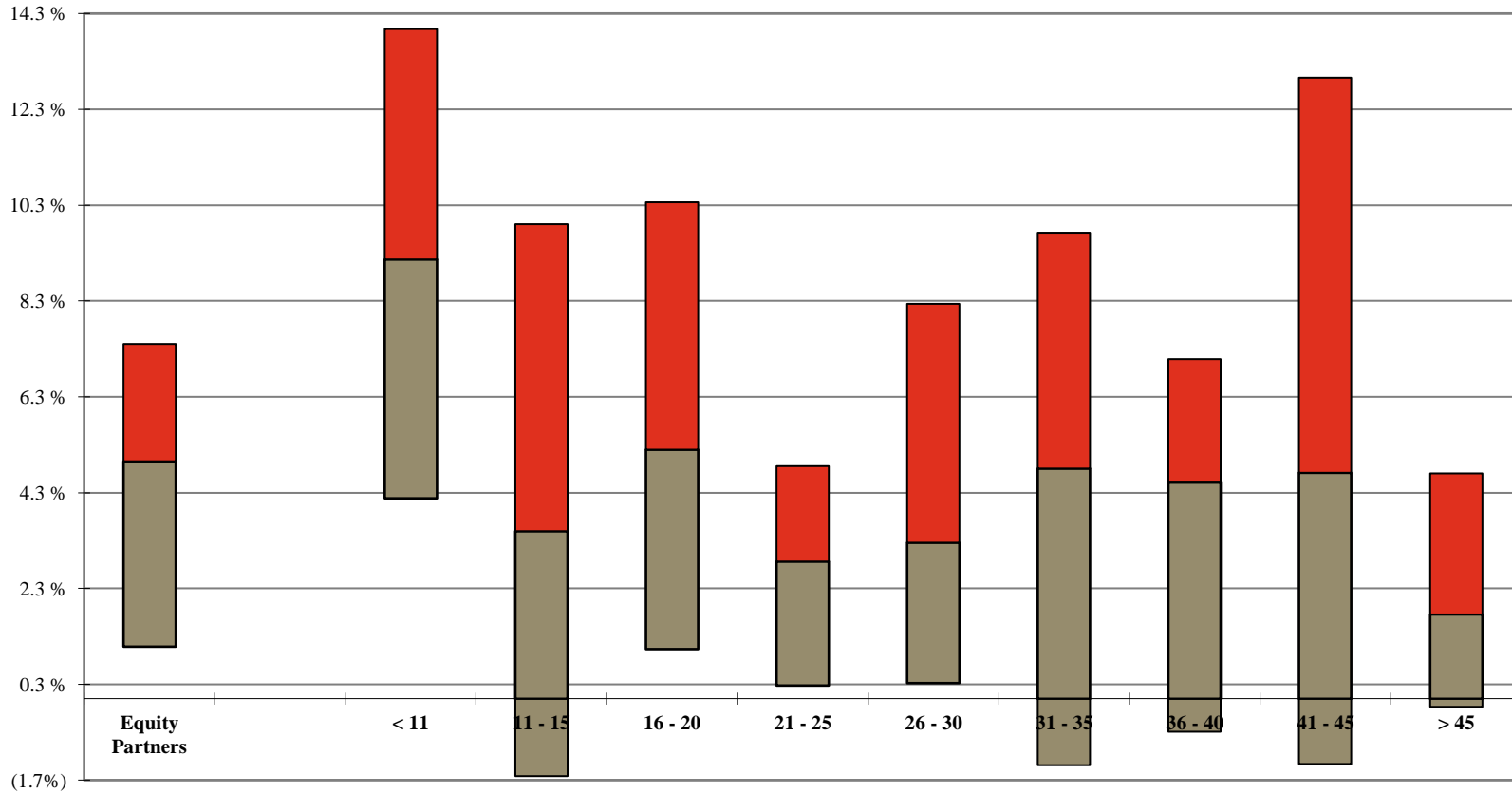
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'Full Year'¹ Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2023



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	7.4%	14.0%	9.9%	10.4%	4.9%	8.2%	9.7%	7.1%	13.0%	4.7%
Median	5.0%	9.2%	3.5%	5.2%	2.9%	3.3%	4.8%	4.5%	4.7%	1.8%
3rd Qtle	1.1%	4.2%	(1.6%)	1.0%	0.3%	0.3%	(1.4%)	(0.7%)	(1.4%)	(0.2%)

¹ 'Full Year' Change is calculated only for those Equity Partners who were employed during the entire one year period, excluding Equity Partners who had a title change during the year.

Additional detail can be found on Page 108.

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

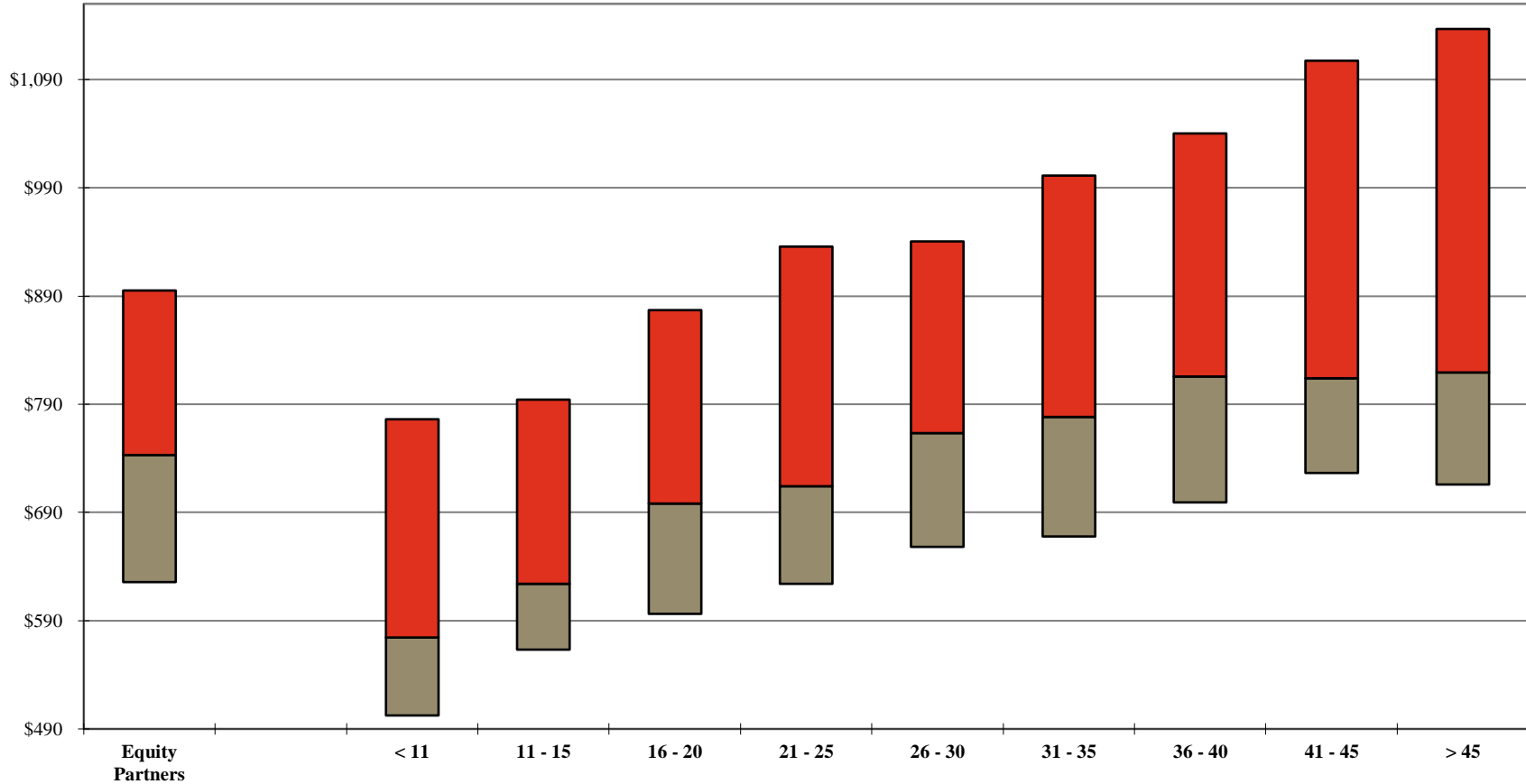
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Equity Partner Standard Rates by Years of Experience

As of January 1, 2023



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	\$895	\$776	\$795	\$877	\$936	\$941	\$1,001	\$1,040	\$1,108	\$1,137
Median	743	575	624	698	715	764	779	816	814	820
3rd Qtle	626	503	564	597	624	658	668	700	727	716

Additional detail can be found on Page 79.

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

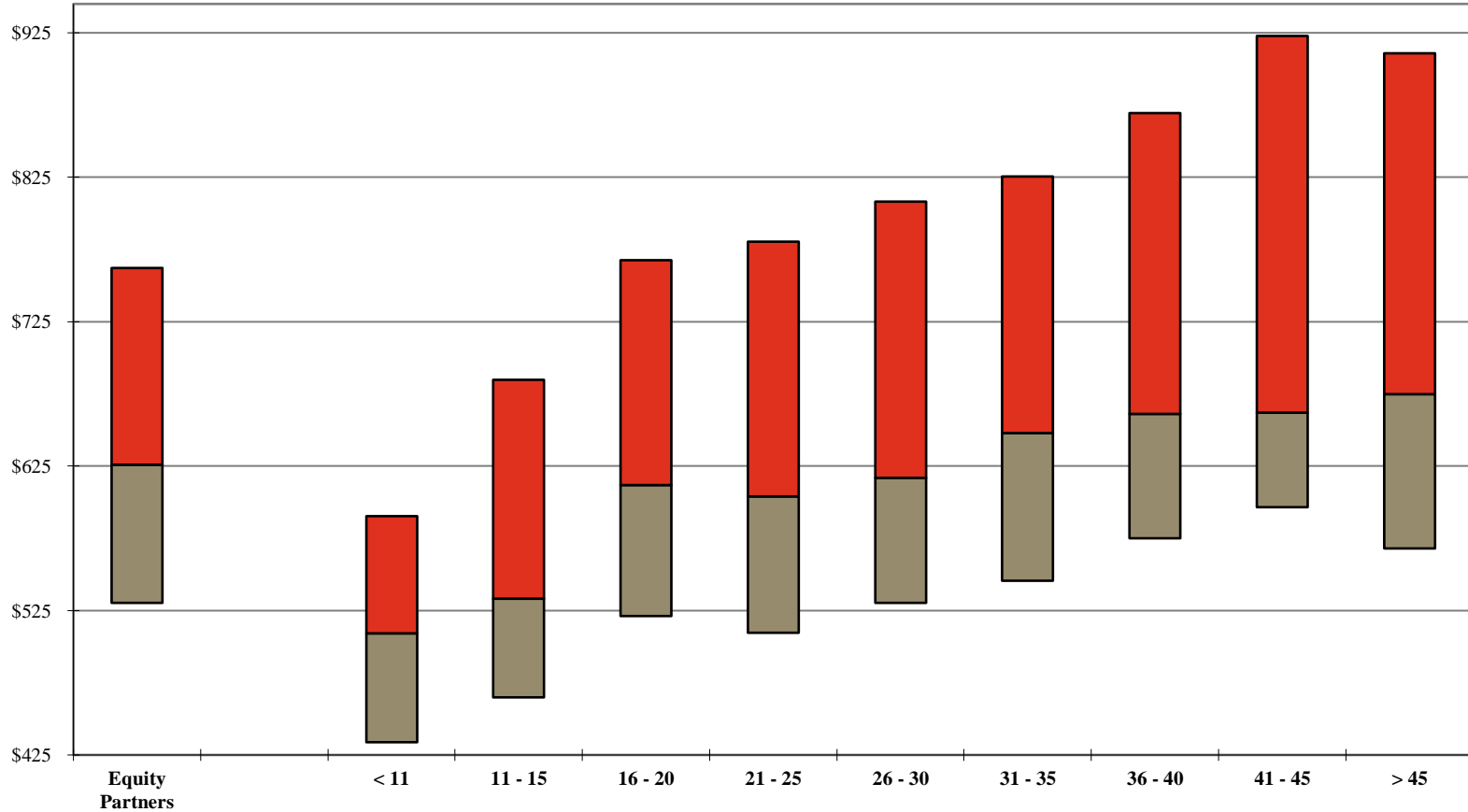
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Equity Partner Billed Rates by Years of Experience

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	\$762	\$590	\$685	\$768	\$781	\$808	\$826	\$870	\$923	\$911
Median	626	509	533	612	604	617	648	661	662	675
3rd Qtle	531	434	465	521	510	531	546	575	597	568

Additional detail can be found on Page 100.

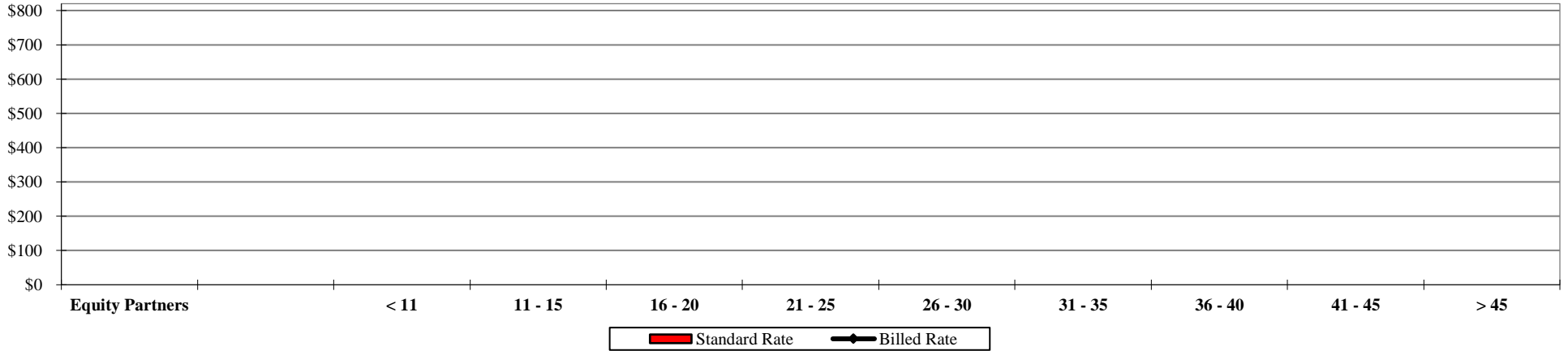
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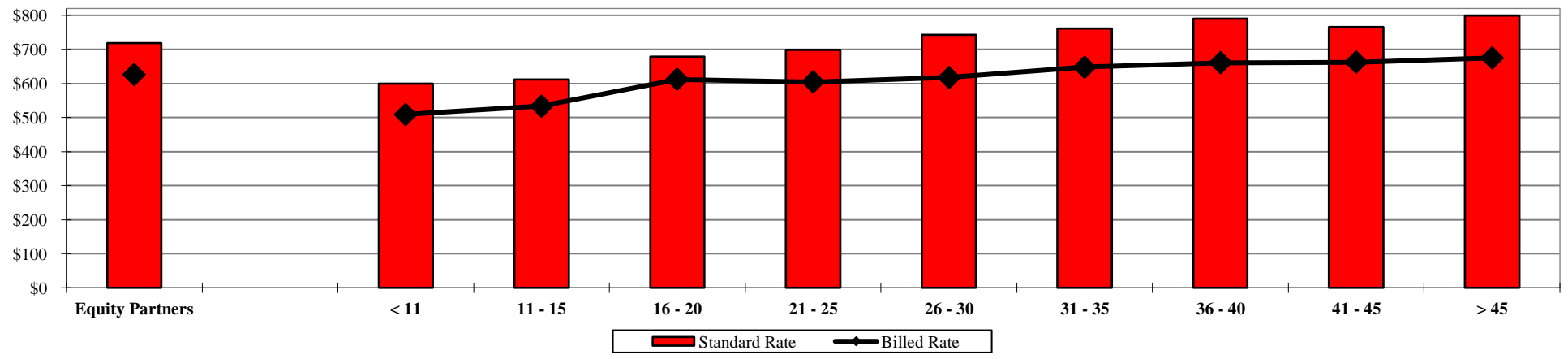
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Equity Partner Standard vs. Billed Rates by Years of Experience
 Standard Rates at January 1, 2022; Billed Rates for the 12-month period ending December 31, 2022
 Your Firm



	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Standard Rate										
Billed Rate										

Total Group (Median)



	Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Standard Rate	\$719	\$600	\$612	\$679	\$698	\$743	\$761	\$790	\$766	\$800
Billed Rate	626	509	533	612	604	617	648	661	662	675

Additional detail can be found on Page 100.

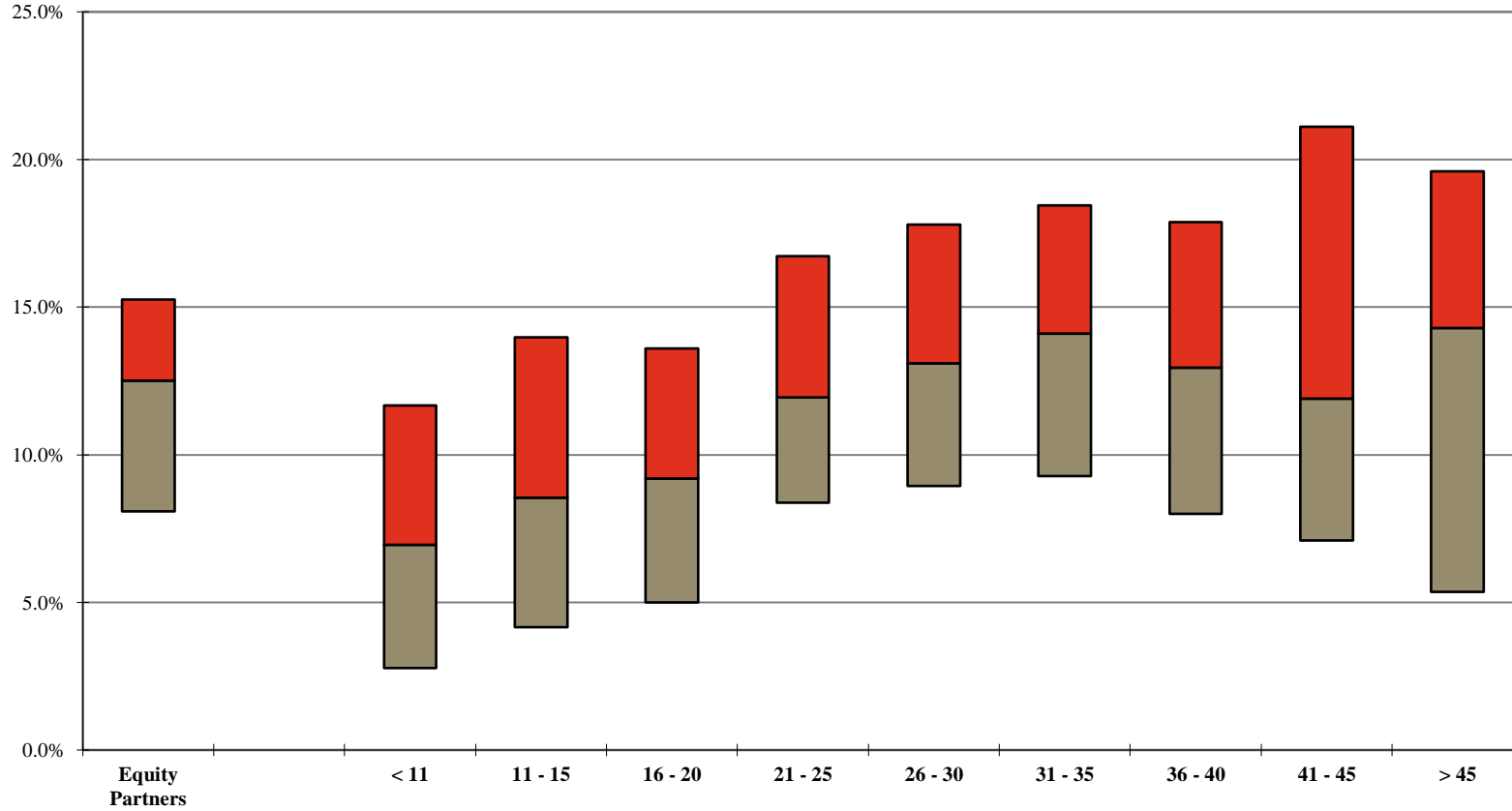
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Equity Partner Discounting¹ by Years of Experience

For the 12-month period ending December 31, 2022



		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	15.3%	11.7%	14.0%	13.6%	16.7%	17.8%	18.5%	17.9%	21.1%	19.6%
	Median	12.5%	7.0%	8.6%	9.2%	12.0%	13.1%	14.1%	13.0%	11.9%	14.3%
	3rd Qtle	8.1%	2.8%	4.2%	5.0%	8.4%	9.0%	9.3%	8.0%	7.1%	5.4%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 111.

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

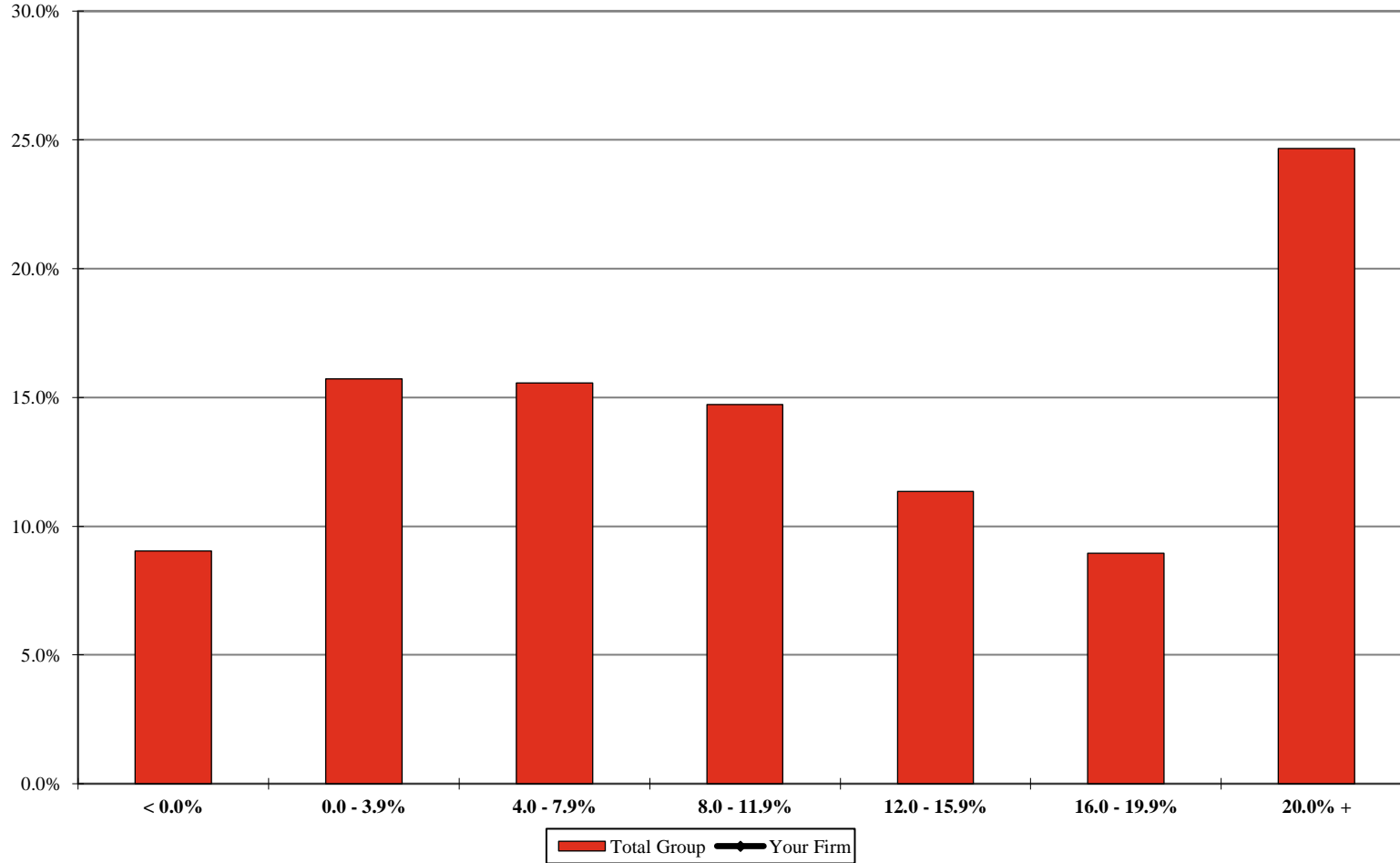
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Distribution of Equity Partners by Discount Levels¹

For the 12-month period ending December 31, 2022



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm							
Total Group	9.0%	15.7%	15.6%	14.7%	11.4%	8.9%	24.7%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 113.

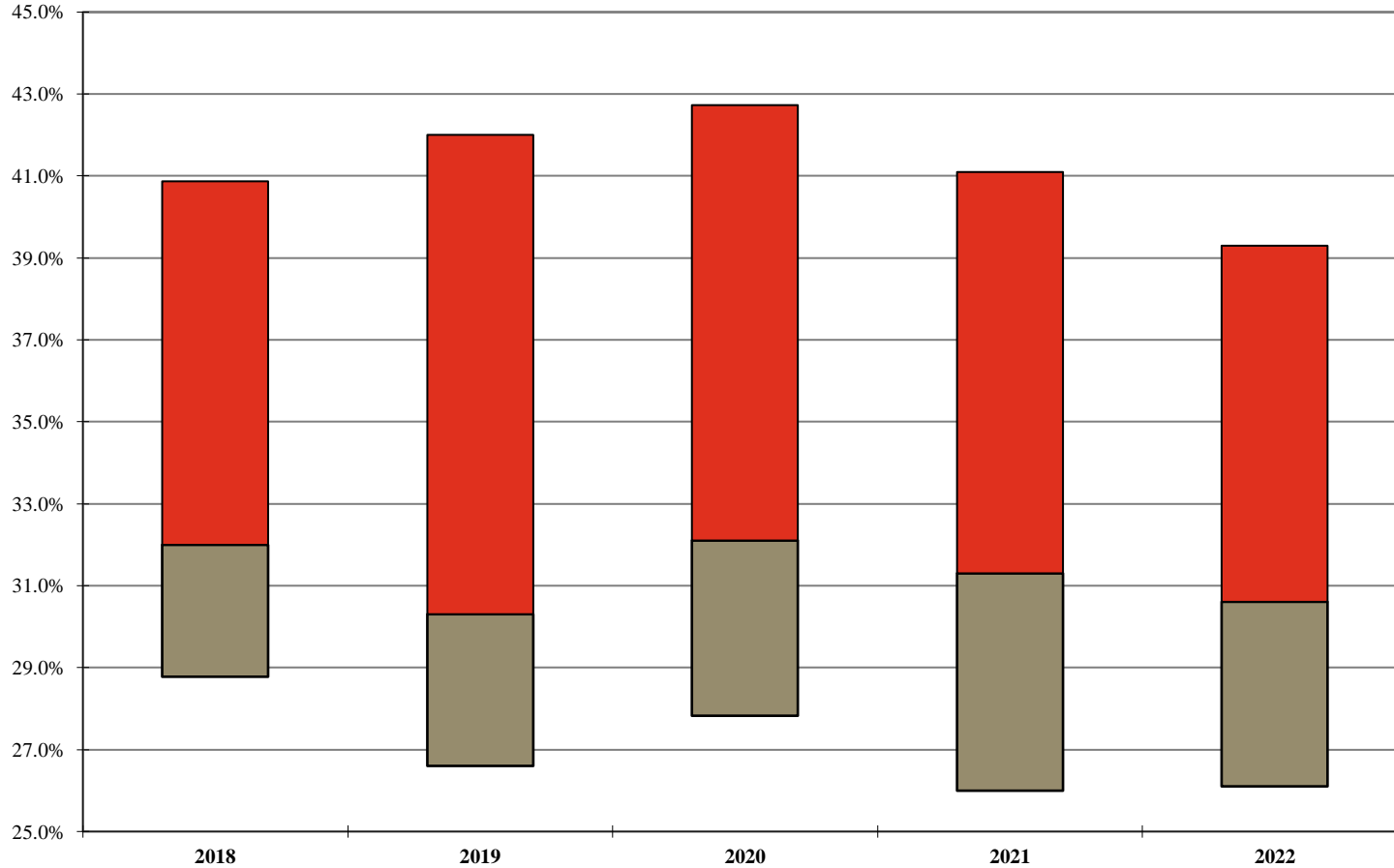
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Equity Partner Hours as a Percentage of All Attorney Hours

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	40.9%	42.0%	42.7%	41.1%	39.3%
Median	32.0%	30.3%	32.1%	31.3%	30.6%
3rd Qtle	28.8%	26.6%	27.8%	26.0%	26.1%

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

** omitted due to insufficient data

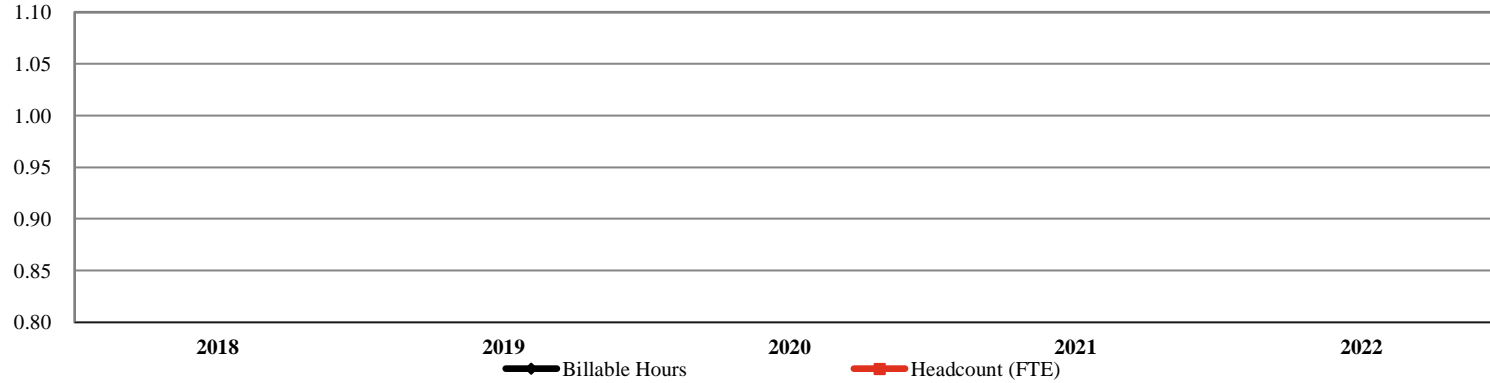
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Equity Partner Capacity¹

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

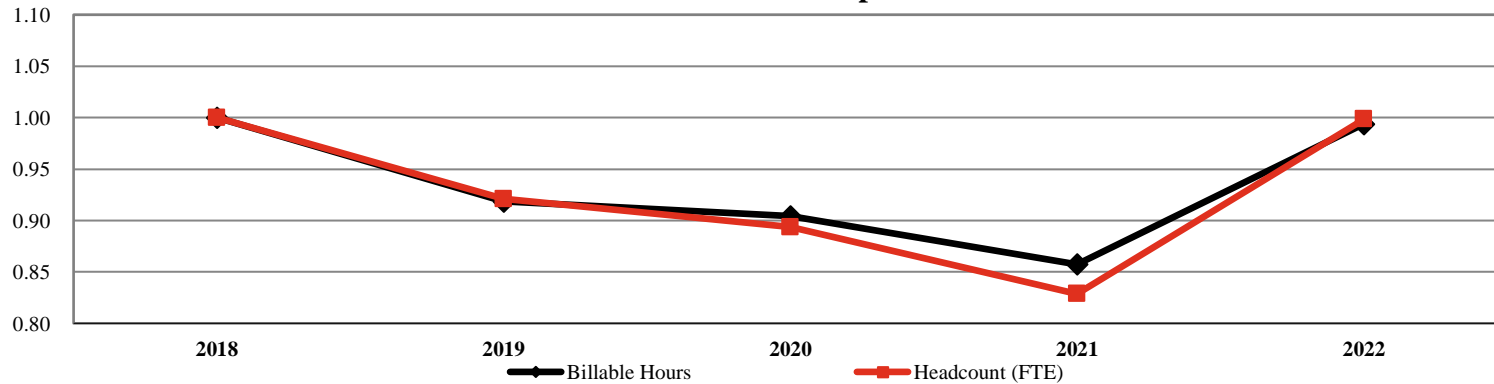
Your Firm



Your Firm

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours	4,197,275	3,854,710	3,795,282	3,598,354	4,170,742	(0.6%)
Headcount (FTE)	2,791	2,571	2,494	2,313	2,787	(0.1%)

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2018.

² Number of members represented in the group results: 26

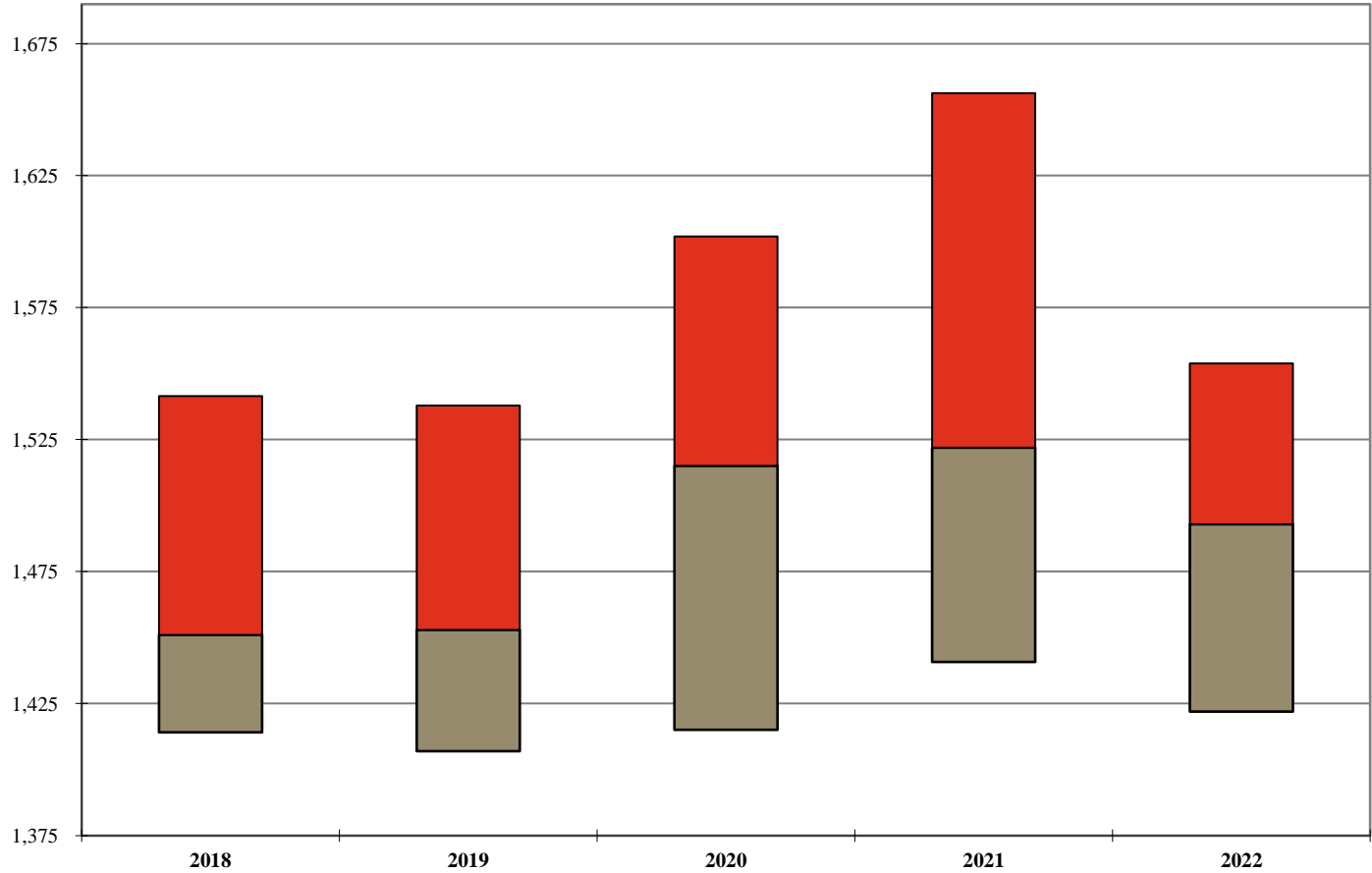
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Equity Partner Utilization

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



	2018	2019	2020	2021	2022	Change: '18-'22
Your Firm						
1st Qtle	1,542	1,538	1,602	1,656	1,554	13
Median	1,451	1,453	1,515	1,522	1,493	42
3rd Qtle	1,414	1,407	1,415	1,441	1,422	8

Additional detail can be found on Page 117.

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

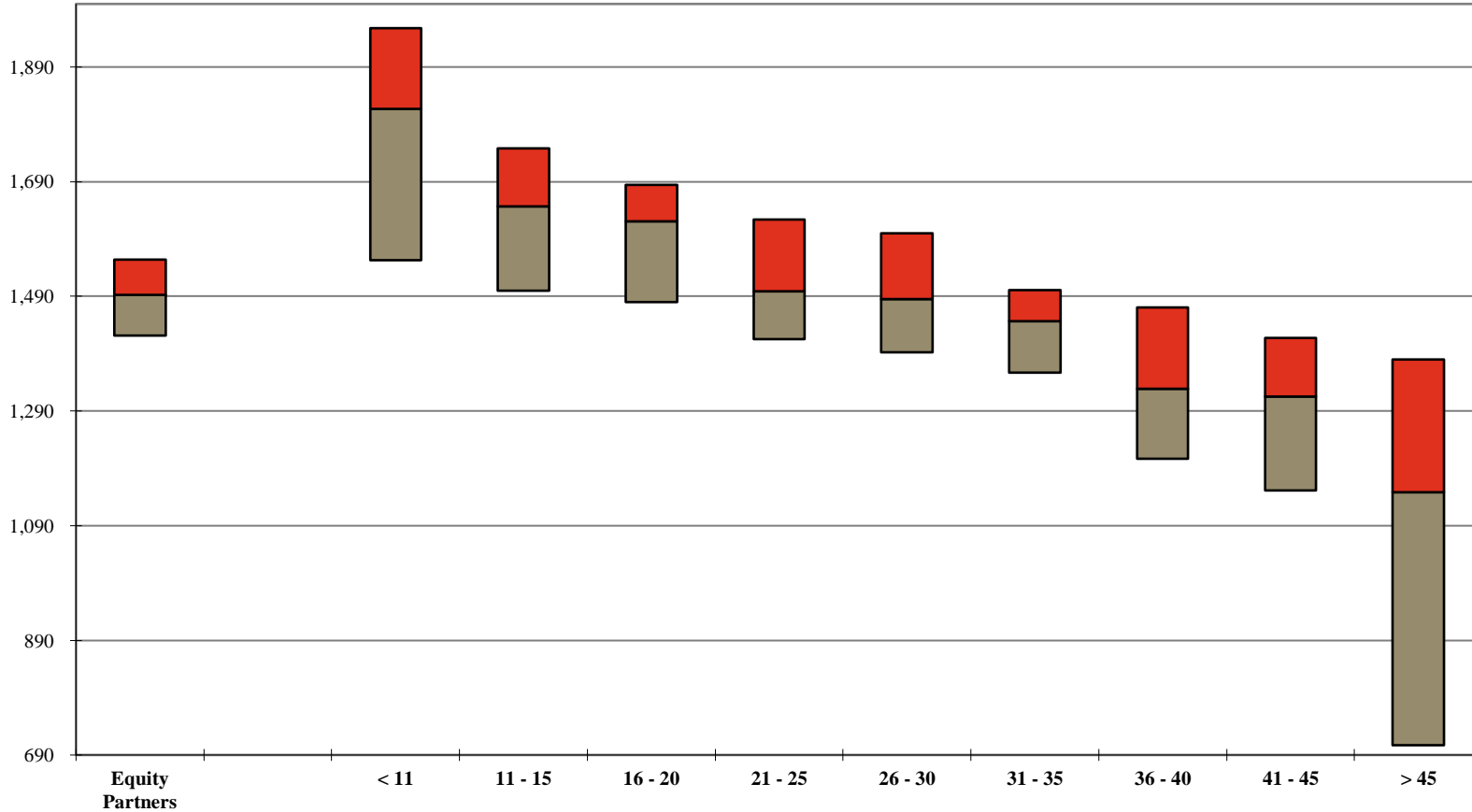
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Equity Partner Utilization by Years of Experience

For the 12-month period ending December 31, 2022



	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	1,554	1,958	1,748	1,685	1,624	1,600	1,501	1,471	1,418	1,380
Median	1,493	1,817	1,647	1,621	1,499	1,485	1,447	1,329	1,316	1,149
3rd Qtle	1,422	1,553	1,500	1,480	1,415	1,392	1,357	1,207	1,151	707

Additional detail can be found on Page 117.

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

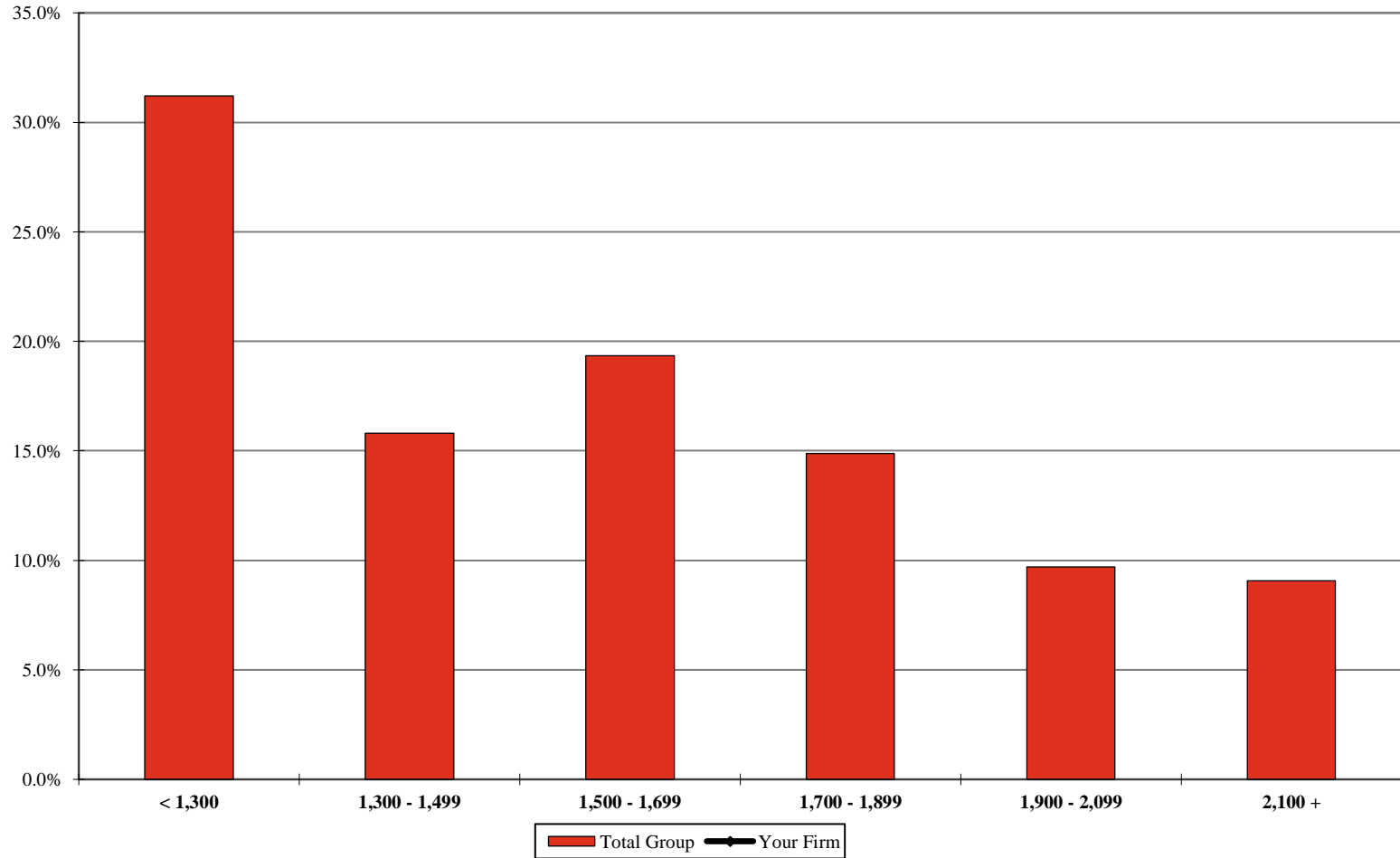
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AmLaw Second 100 xNYC - (48 members)

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	31.2%	15.8%	19.3%	14.9%	9.7%	9.1%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Additional detail can be found on Page 119.

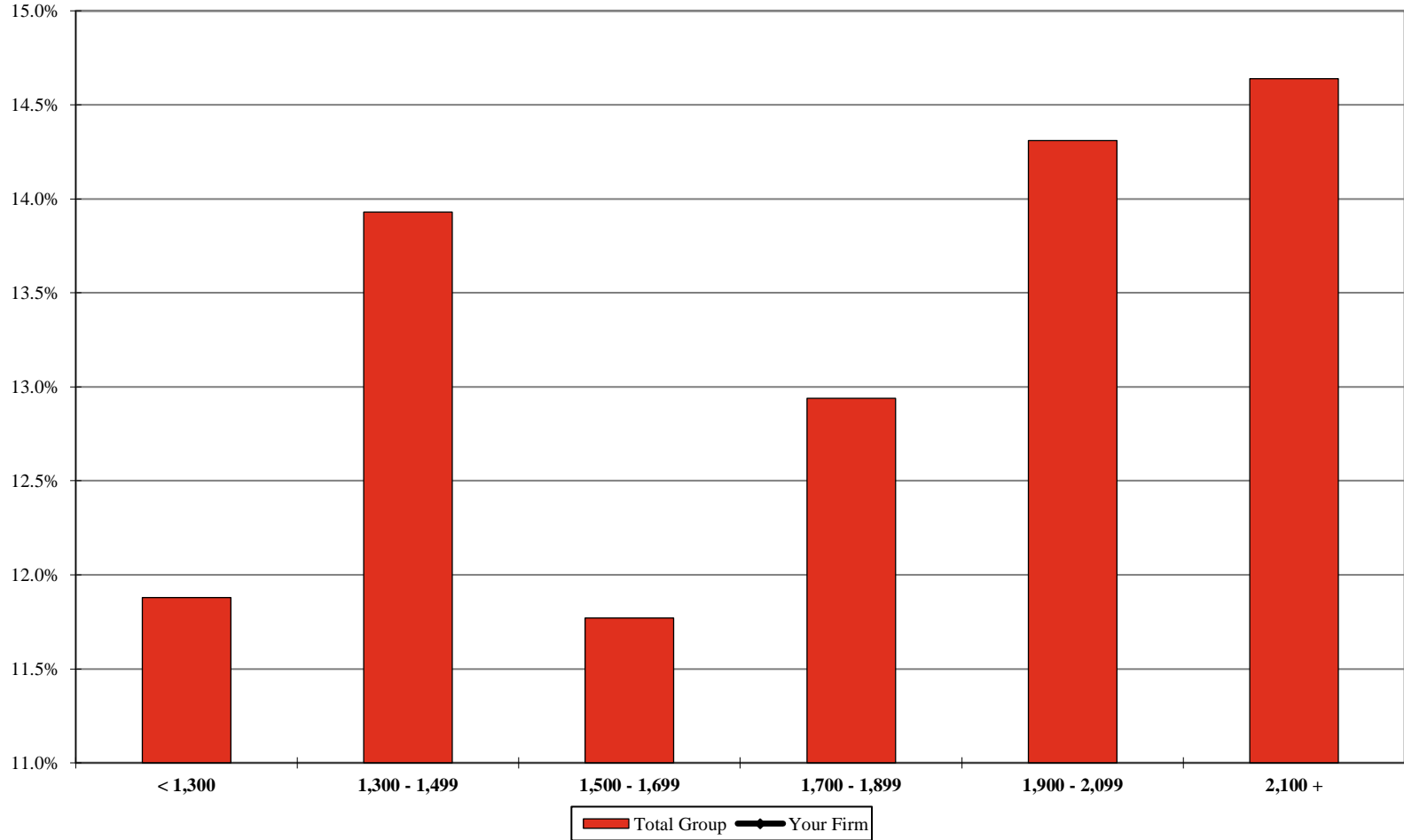
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2023 BRASS Initial Release - Revenue Management Report

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Equity Partner Discounting¹ by Utilization Levels

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	11.9%	13.9%	11.8%	12.9%	14.3%	14.6%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

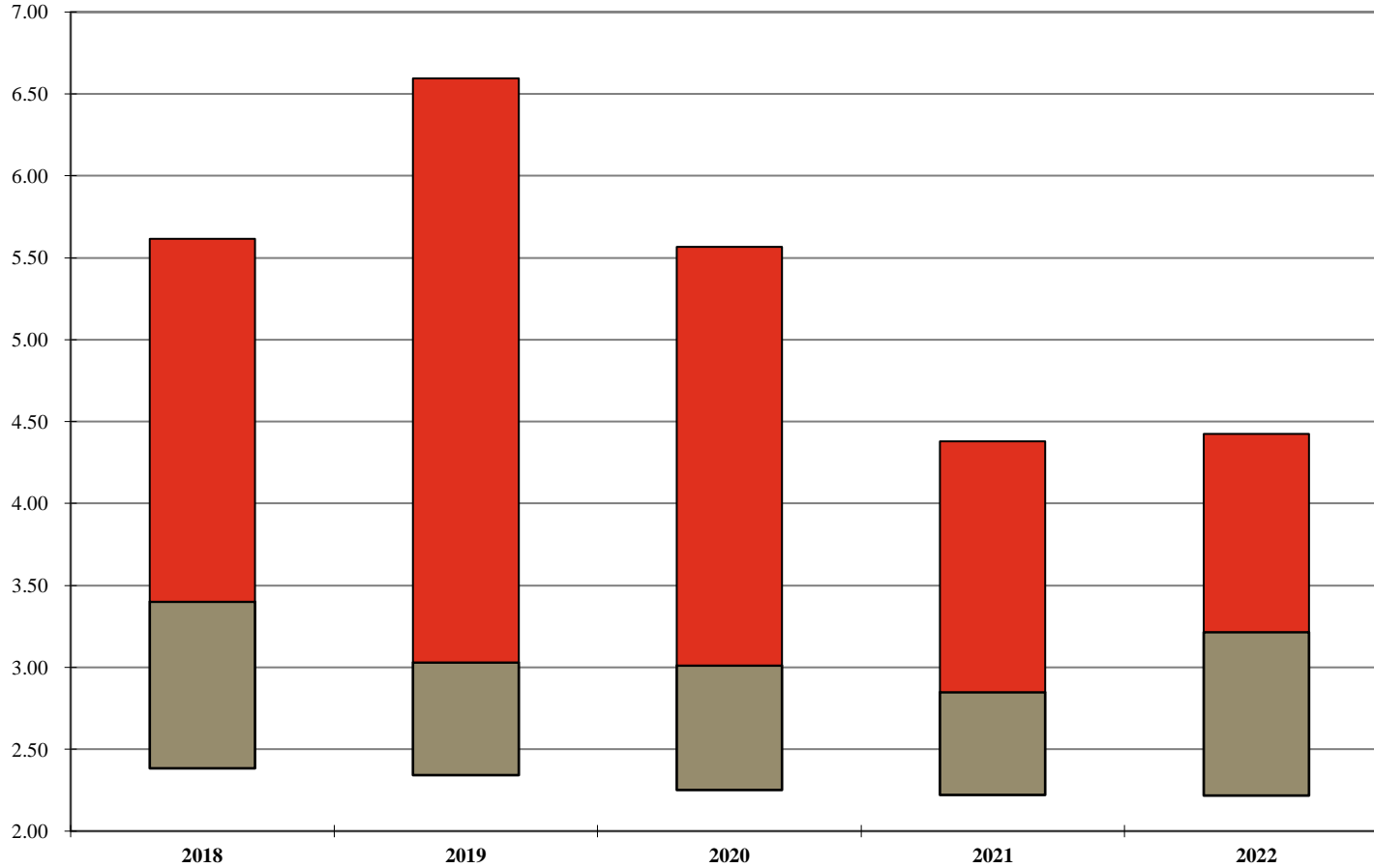
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Non-Equity Partner Leverage¹

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	5.62	6.60	5.57	4.38	4.43
Median	3.40	3.03	3.01	2.85	3.22
3rd Qtle	2.39	2.34	2.25	2.22	2.22

¹ Ratio of Other Attorneys to Non-Equity Partners. Other Attorneys include Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

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

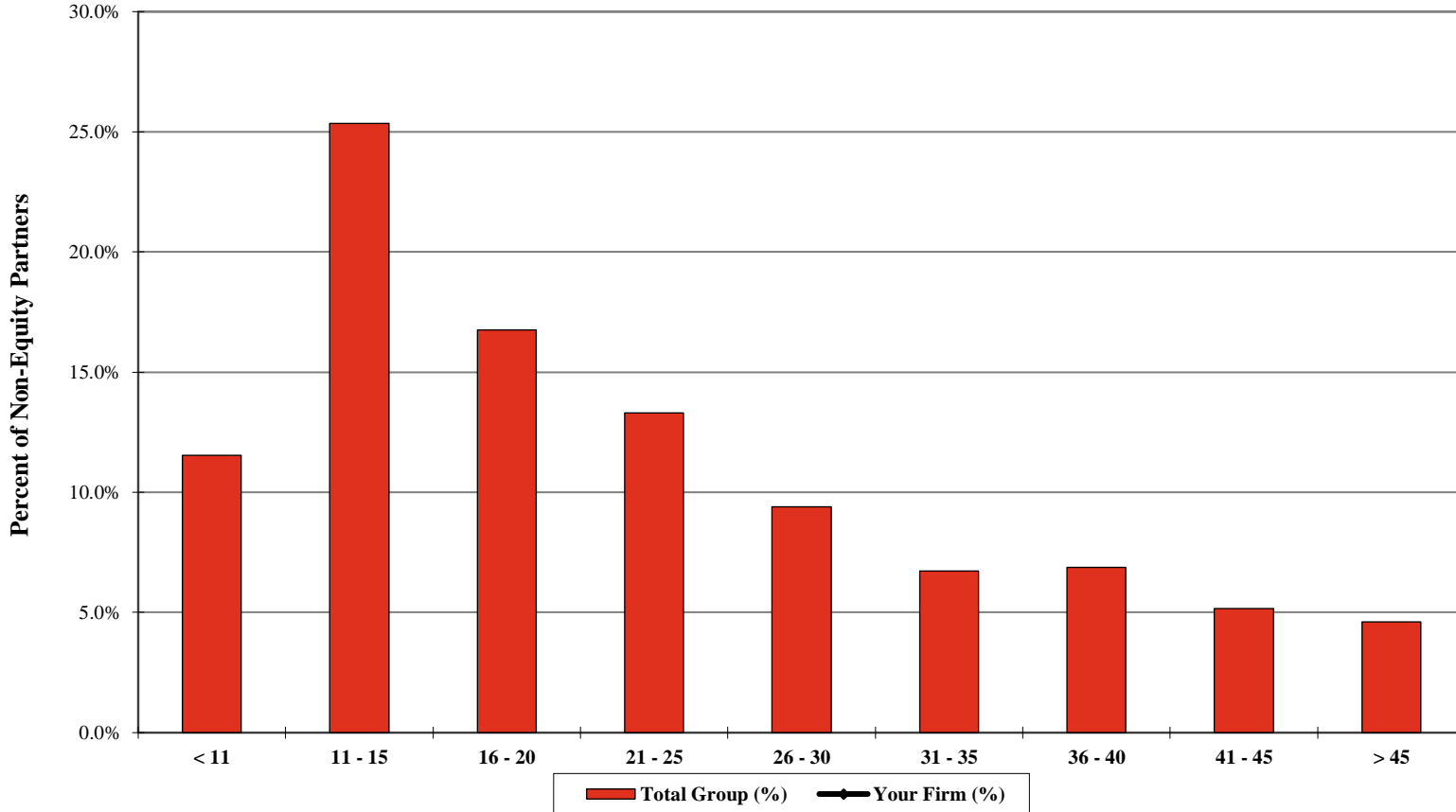
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Distribution of Non-Equity Partners by Years of Experience¹

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 (%)	11.5%	25.4%	16.8%	13.3%	9.4%	6.7%	6.9%	5.2%	4.6%
Total Group (FTE)	360	791	523	415	293	210	214	161	144

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

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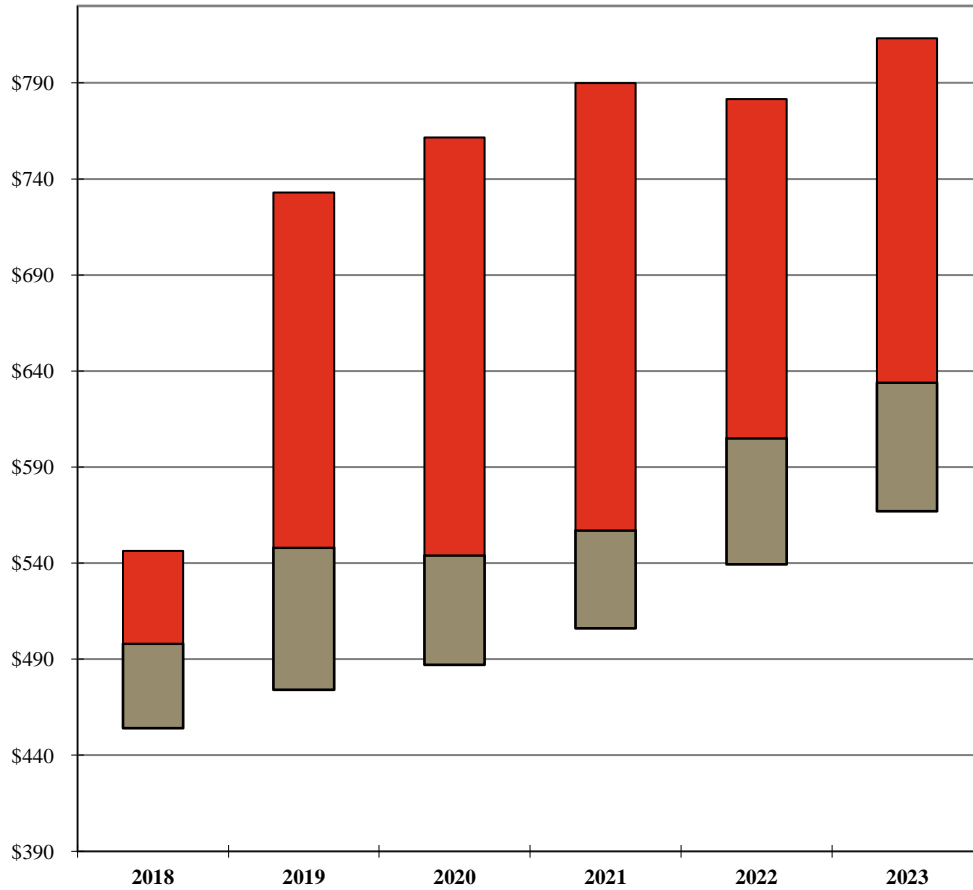
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Non-Equity Partner Rates

Standard Rates

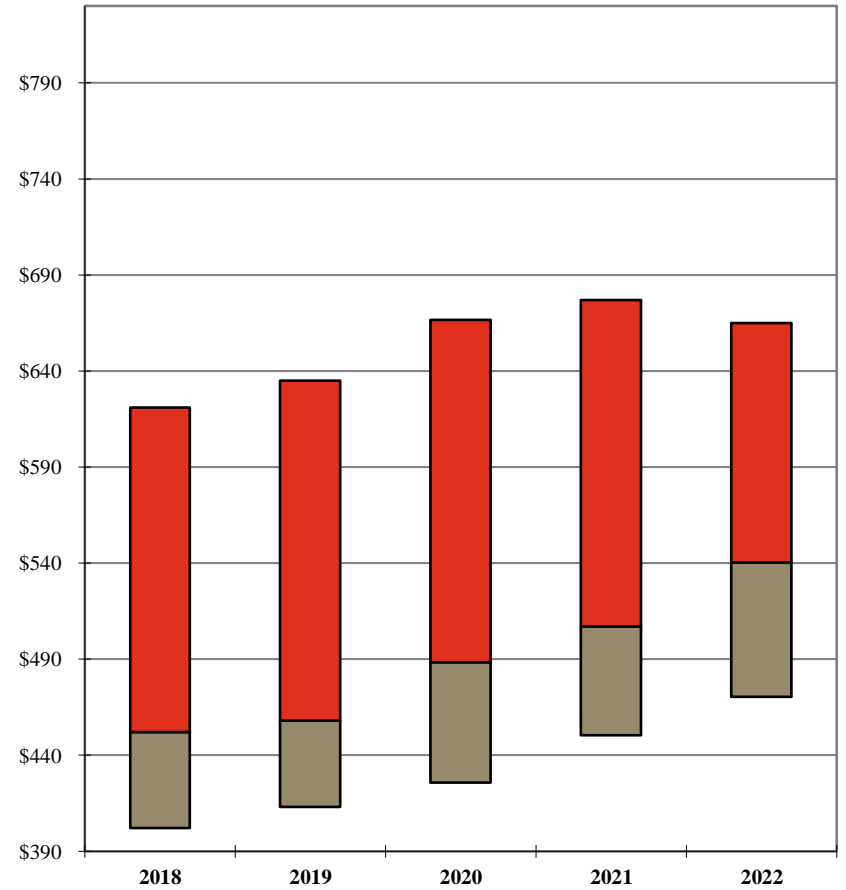
As of January 1st of the stated year



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	\$547	\$733	\$762	\$790	\$782	\$813
Median	498	548	544	557	605	634
3rd Qtle	454	474	487	506	540	567

Billed Rates

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	\$621	\$635	\$667	\$677	\$665
Median	452	458	489	507	541
3rd Qtle	402	413	426	451	470

Additional detail can be found on Pages 79 and 100.

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

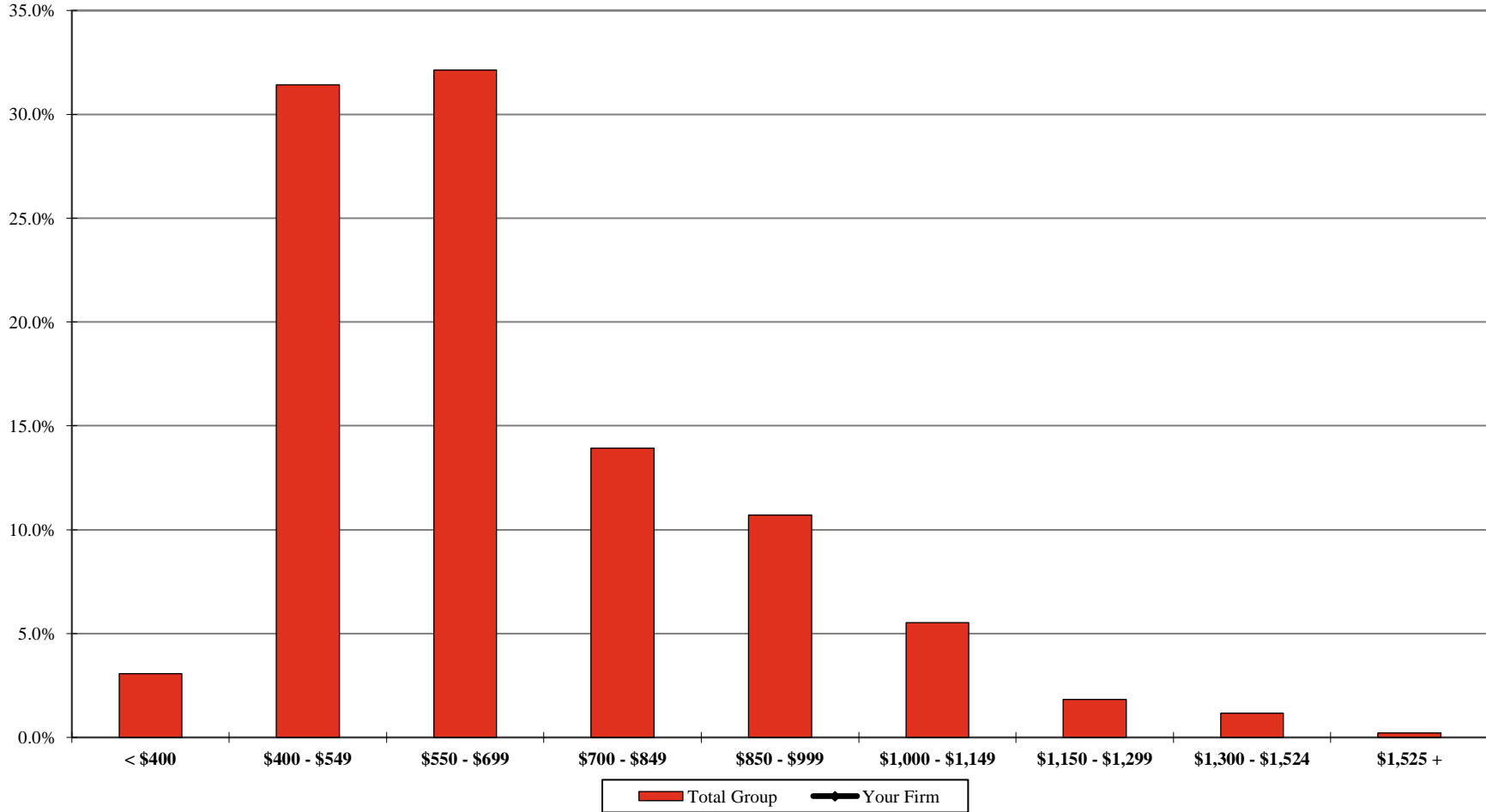
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Distribution of Non-Equity Partner Standard Billing Rates

As of January 1, 2023



	< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
Your Firm									
Total Group	3.1%	31.4%	32.1%	13.9%	10.7%	5.5%	1.8%	1.2%	0.2%

Additional detail can be found on Page 82.

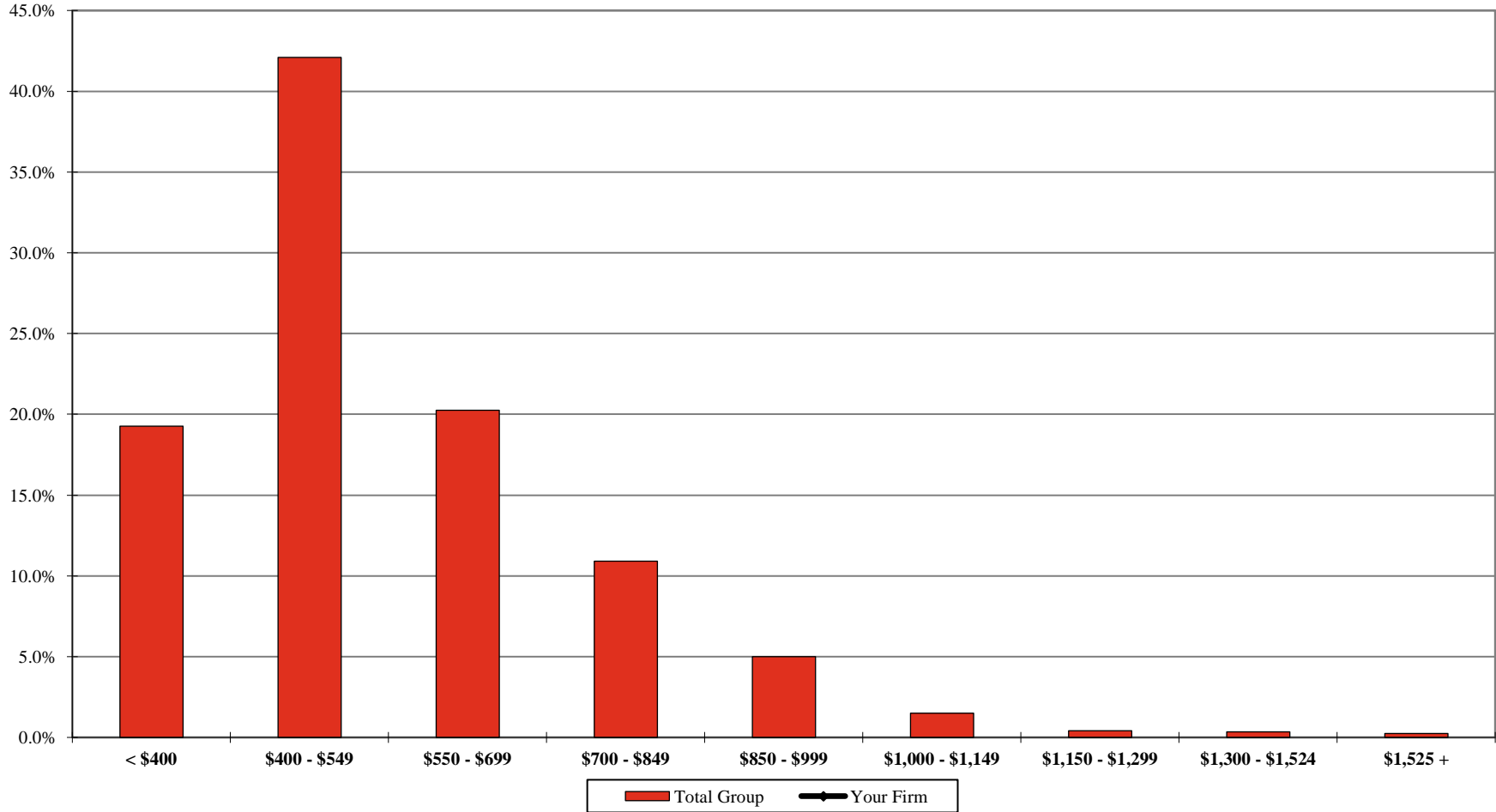
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Distribution of Non-Equity Partner Billed Rates¹

For the 12-month period ending December 31, 2022



	< \$400	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 - \$1,149	\$1,150 - \$1,299	\$1,300 - \$1,524	\$1,525 +
Your Firm									
Total Group	19.3%	42.1%	20.3%	10.9%	5.0%	1.5%	0.4%	0.3%	0.2%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

Additional detail can be found on Page 103.

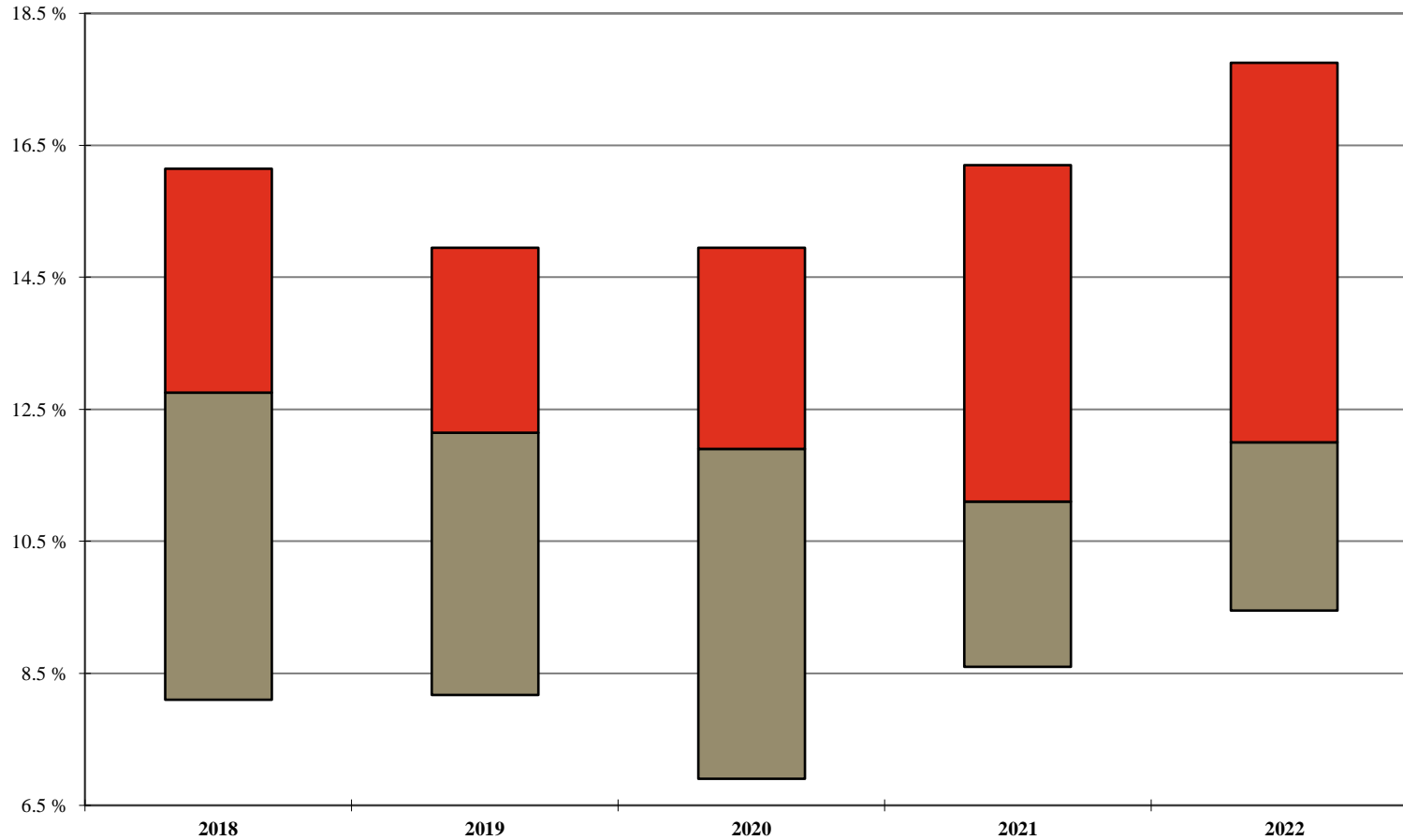
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Non-Equity Partner Discounting¹

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	16.2%	15.0%	15.0%	16.2%	17.8%
Median	12.8%	12.2%	11.9%	11.1%	12.0%
3rd Qtle	8.1%	8.2%	6.9%	8.6%	9.5%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 111.

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

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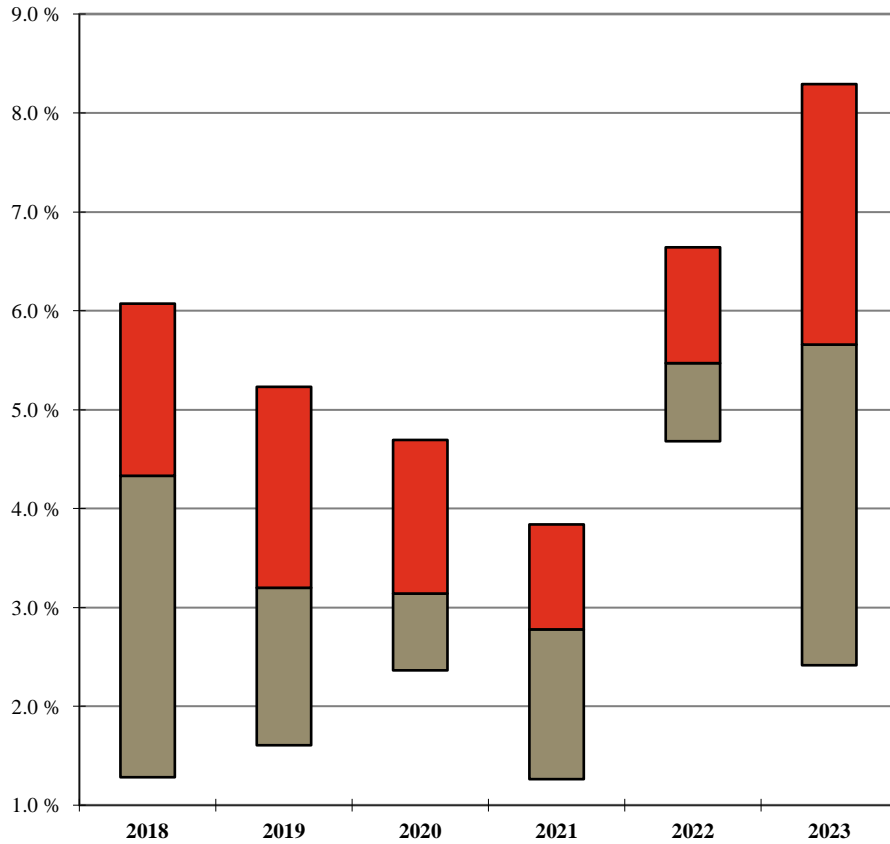
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Annual Change¹: Non-Equity Partner Standard Rates

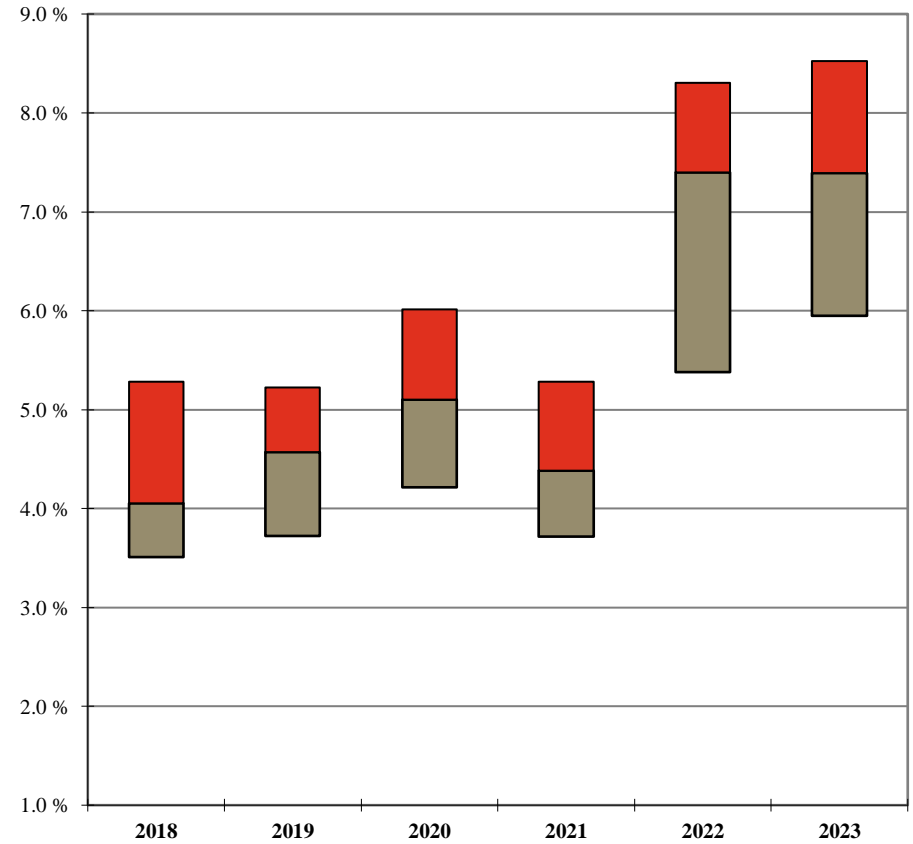
As of January 1st of the stated year

'Net' Change



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	6.1%	5.2%	4.7%	3.8%	6.6%	8.3%
Median	4.3%	3.2%	3.1%	2.8%	5.5%	5.7%
3rd Qtle	1.3%	1.6%	2.4%	1.3%	4.7%	2.4%

'Full Year' Change



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	5.3%	5.2%	6.0%	5.3%	8.3%	8.5%
Median	4.1%	4.6%	5.1%	4.4%	7.4%	7.4%
3rd Qtle	3.5%	3.7%	4.2%	3.7%	5.4%	6.0%

¹ 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Pages 79 and 87.

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

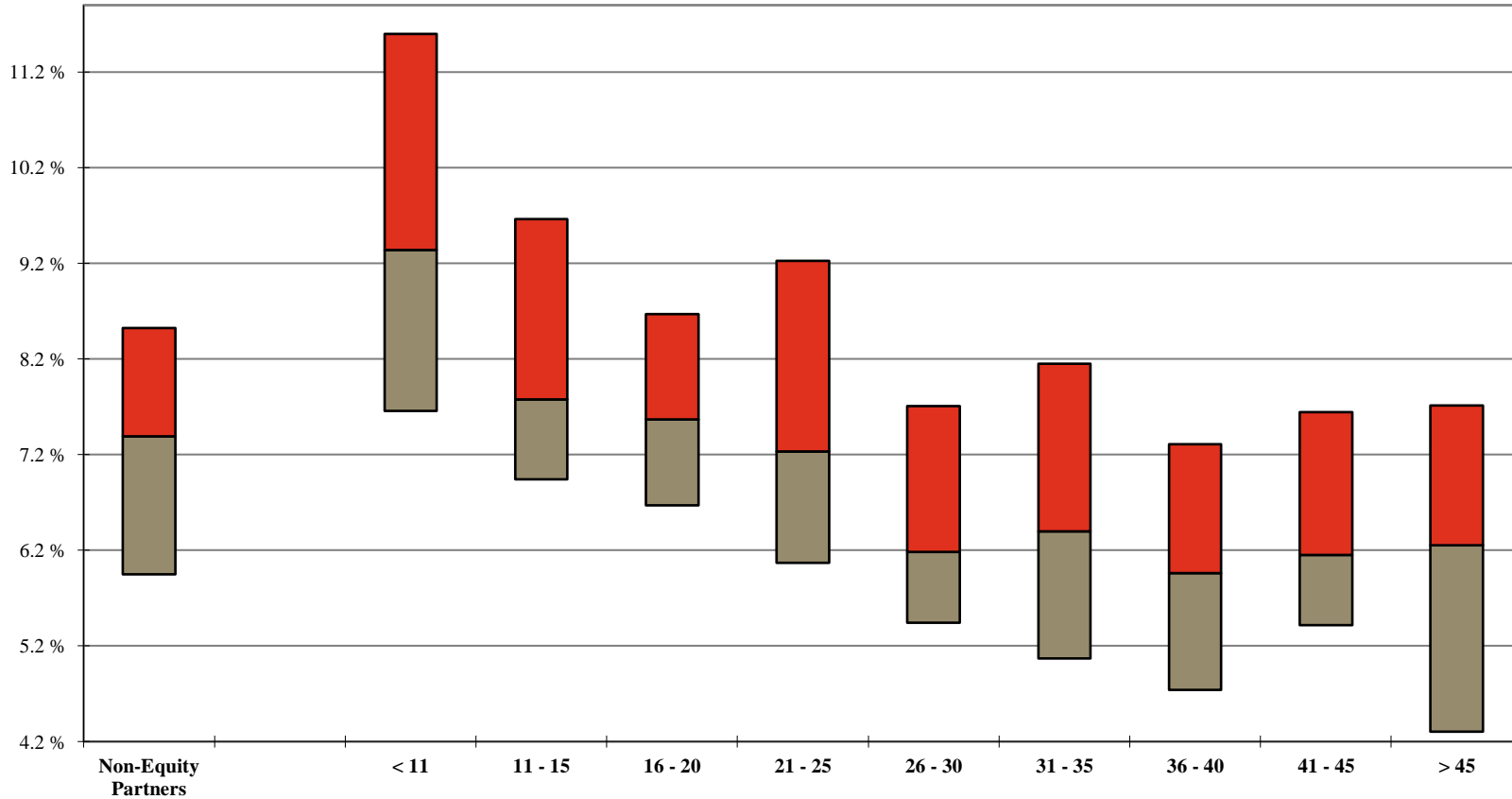
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2023 BRASS Initial Release - Revenue Management Report

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'Full Year'¹ Non-Equity Partner Standard Rate Change by Years of Experience

As of January 1, 2023



		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	8.5%	11.6%	9.7%	8.7%	9.2%	7.7%	8.2%	7.3%	7.6%	7.7%
Median	7.4%	9.3%	7.8%	7.6%	7.2%	6.2%	6.4%	6.0%	6.2%	6.3%
3rd Qtle	6.0%	7.7%	6.9%	6.7%	6.1%	5.4%	5.1%	4.7%	5.4%	4.3%

¹ 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Page 87.

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

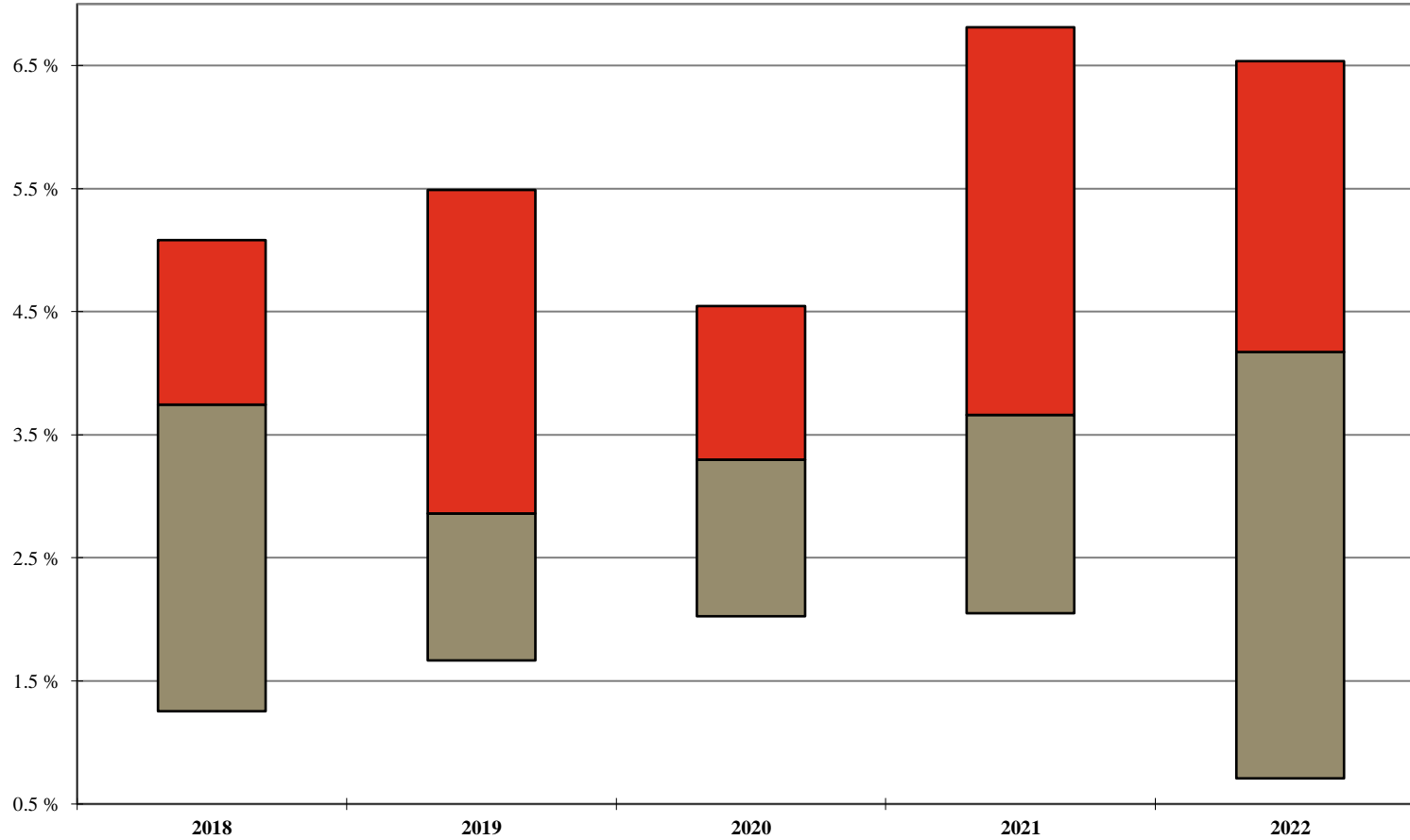
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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Annual Change: Non-Equity Partner Billed Rates

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	5.1%	5.5%	4.5%	6.8%	6.5%
Median	3.7%	2.9%	3.3%	3.7%	4.2%
3rd Qtle	1.3%	1.7%	2.0%	2.1%	0.7%

Additional detail can be found on Page 100.

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

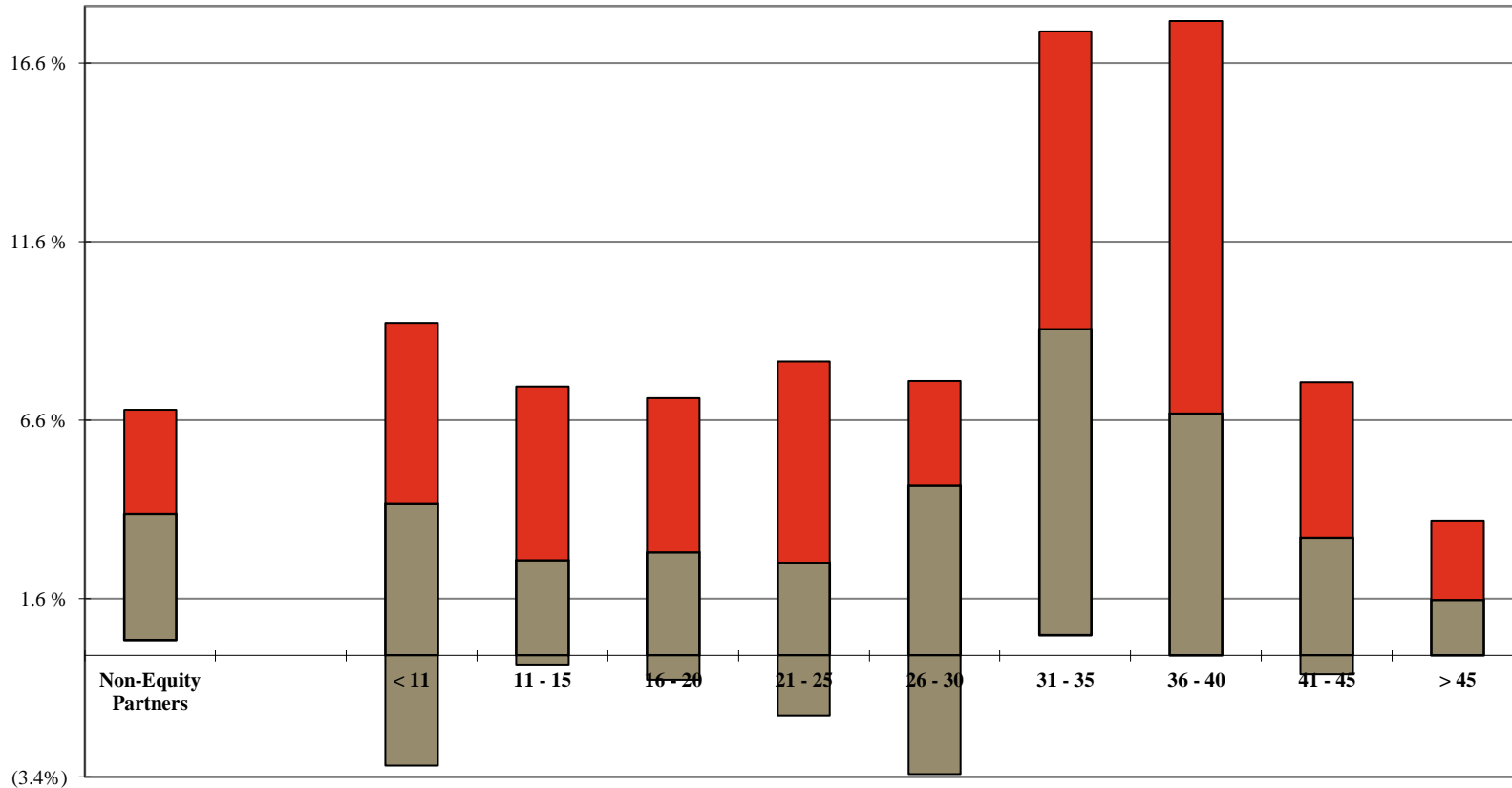
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'Full Year'¹ Non-Equity Partner Billed Rate Change by Years of Experience

As of January 1, 2023



Your Firm	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	6.9%	9.3%	7.5%	7.2%	8.2%	7.7%	17.5%	17.8%	7.7%	3.8%
Median	4.0%	4.3%	2.7%	2.9%	2.6%	4.8%	9.1%	6.8%	3.3%	1.6%
3rd Qtle	0.4%	(3.1%)	(0.3%)	(0.7%)	(1.7%)	(3.3%)	0.6%	0.0%	(0.5%)	0.0%

¹ 'Full Year' Change is calculated only for those Non-Equity Partners who were employed during the entire one year period, excluding Non-Equity Partners who had a title change during the year.

Additional detail can be found on Page 108.

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

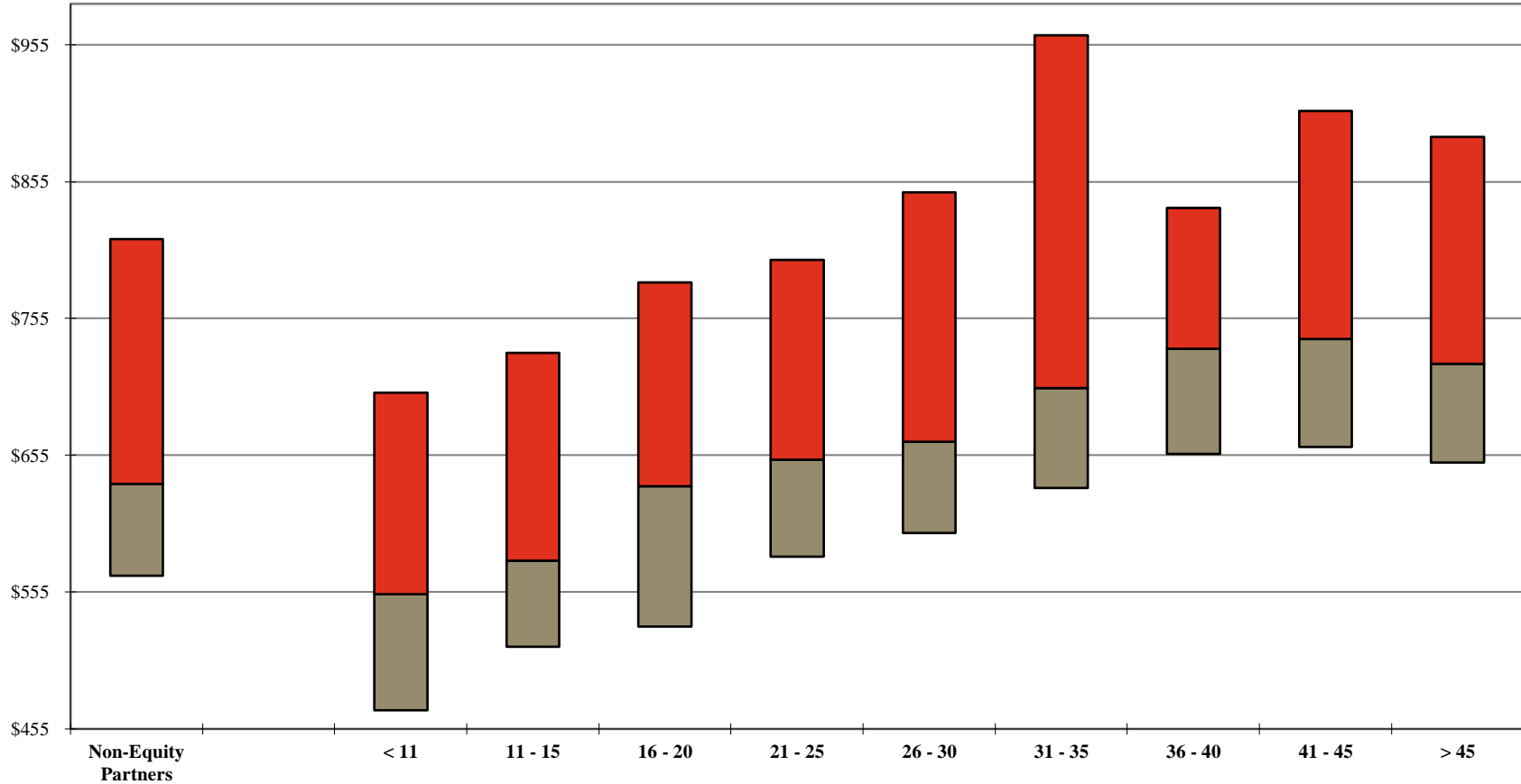
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Non-Equity Partner Standard Rates by Years of Experience

As of January 1, 2023



		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	\$813	\$701	\$730	\$781	\$798	\$847	\$962	\$836	\$907	\$888
Median	634	554	578	633	652	665	704	733	740	722
3rd Qtle	567	469	515	530	581	598	631	656	661	650

Additional detail can be found on Page 79.

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

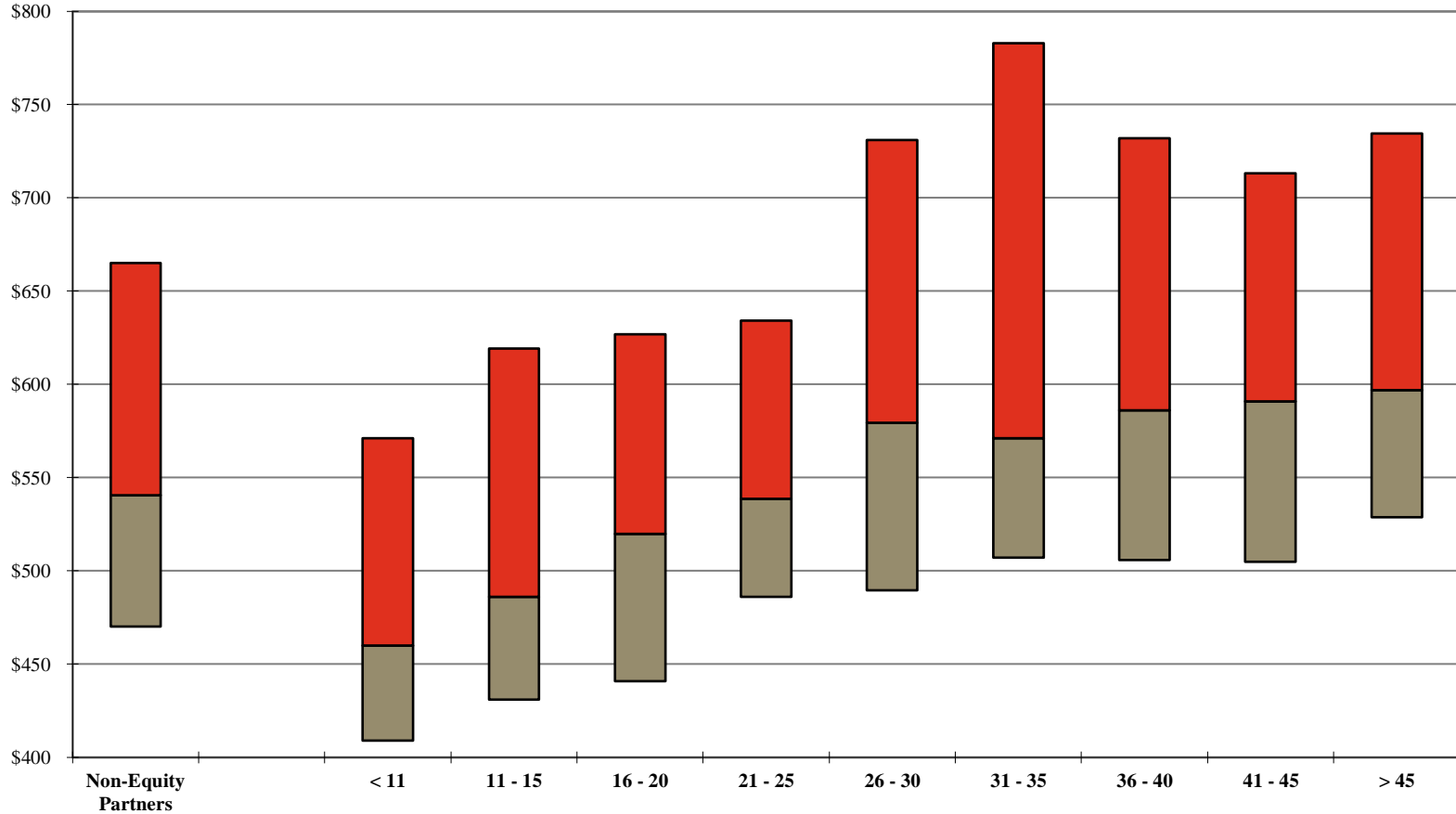
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Non-Equity Partner Billed Rates by Years of Experience

For the 12-month period ending December 31, 2022



Your Firm	Years of Experience									
	Non-Equity Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
1st Qtle	\$665	\$571	\$619	\$627	\$634	\$731	\$783	\$732	\$713	\$735
Median	541	460	486	520	539	580	571	586	591	597
3rd Qtle	470	409	431	441	486	490	507	506	505	529

Additional detail can be found on Page 100.

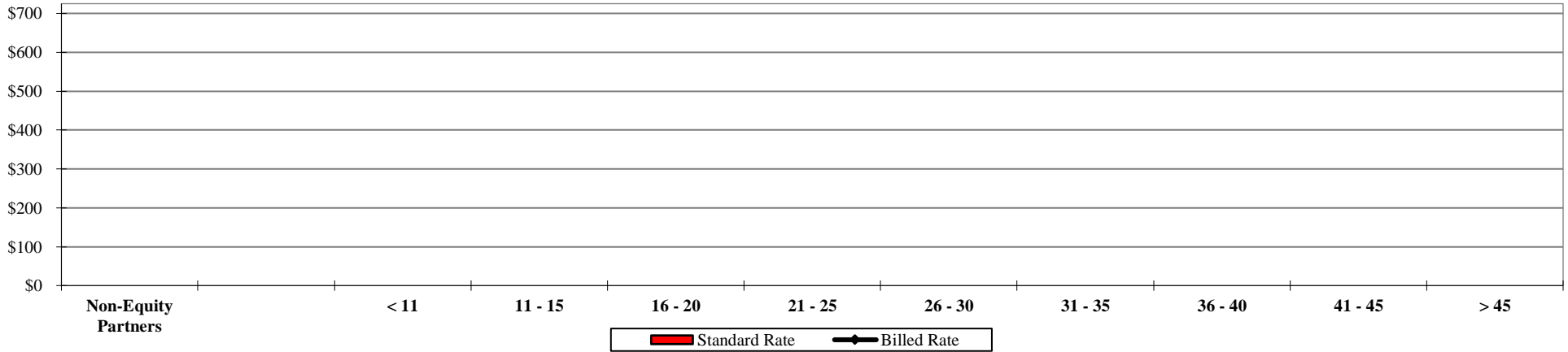
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2023 BRASS Initial Release - Revenue Management Report

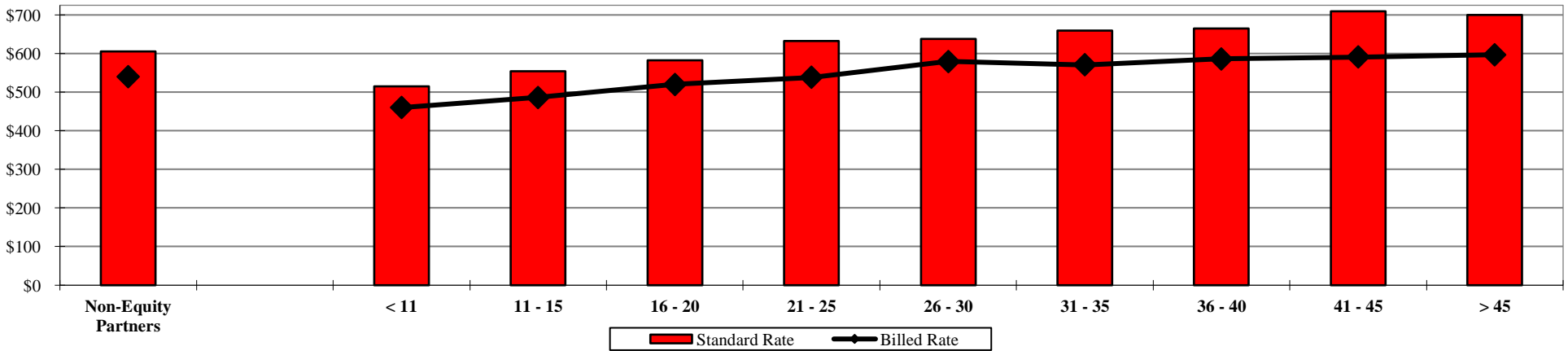
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Non-Equity Partner Standard vs. Billed Rates by Years of Experience
 Standard Rates at January 1, 2022; Billed Rates for the 12-month period ending December 31, 2022
 Your Firm



	Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Standard Rate										
Billed Rate										

Total Group (Median)



	Partners	< 11	11 - 15	16 - 20	21 - 25	26 - 30	31 - 35	36 - 40	41 - 45	> 45
Standard Rate	\$605	\$515	\$554	\$582	\$633	\$638	\$660	\$665	\$710	\$700
Billed Rate	541	460	486	520	539	580	571	586	591	597

Additional detail can be found on Page 100.

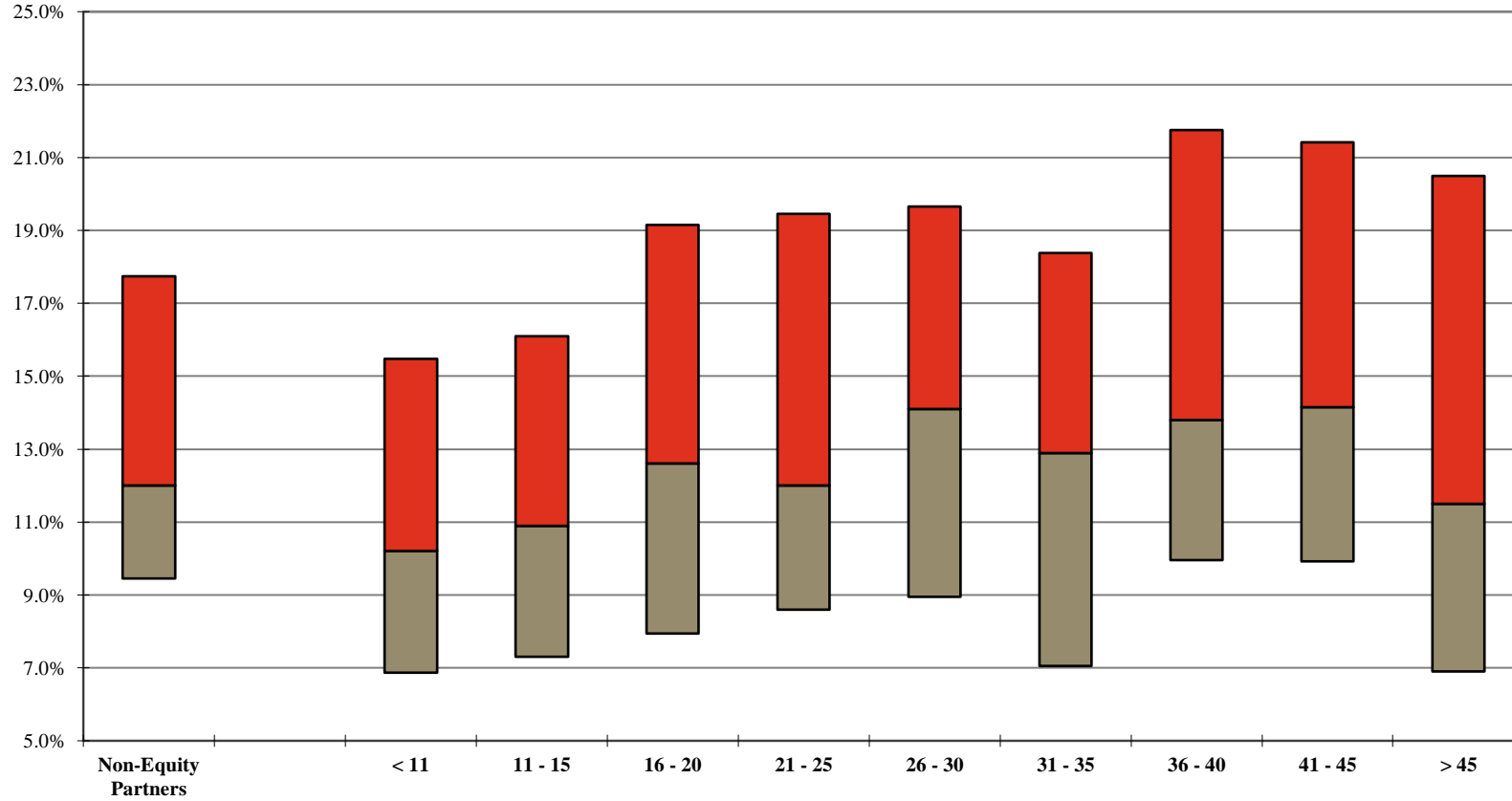
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Non-Equity Partner Discounting¹ by Years of Experience

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	17.8%	15.5%	16.1%	19.2%	19.5%	19.7%	18.4%	21.8%	21.4%	20.5%
Median	12.0%	10.2%	10.9%	12.6%	12.0%	14.1%	12.9%	13.8%	14.2%	11.5%
3rd Qtle	9.5%	6.9%	7.3%	8.0%	8.6%	9.0%	7.1%	10.0%	9.9%	6.9%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 111.

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

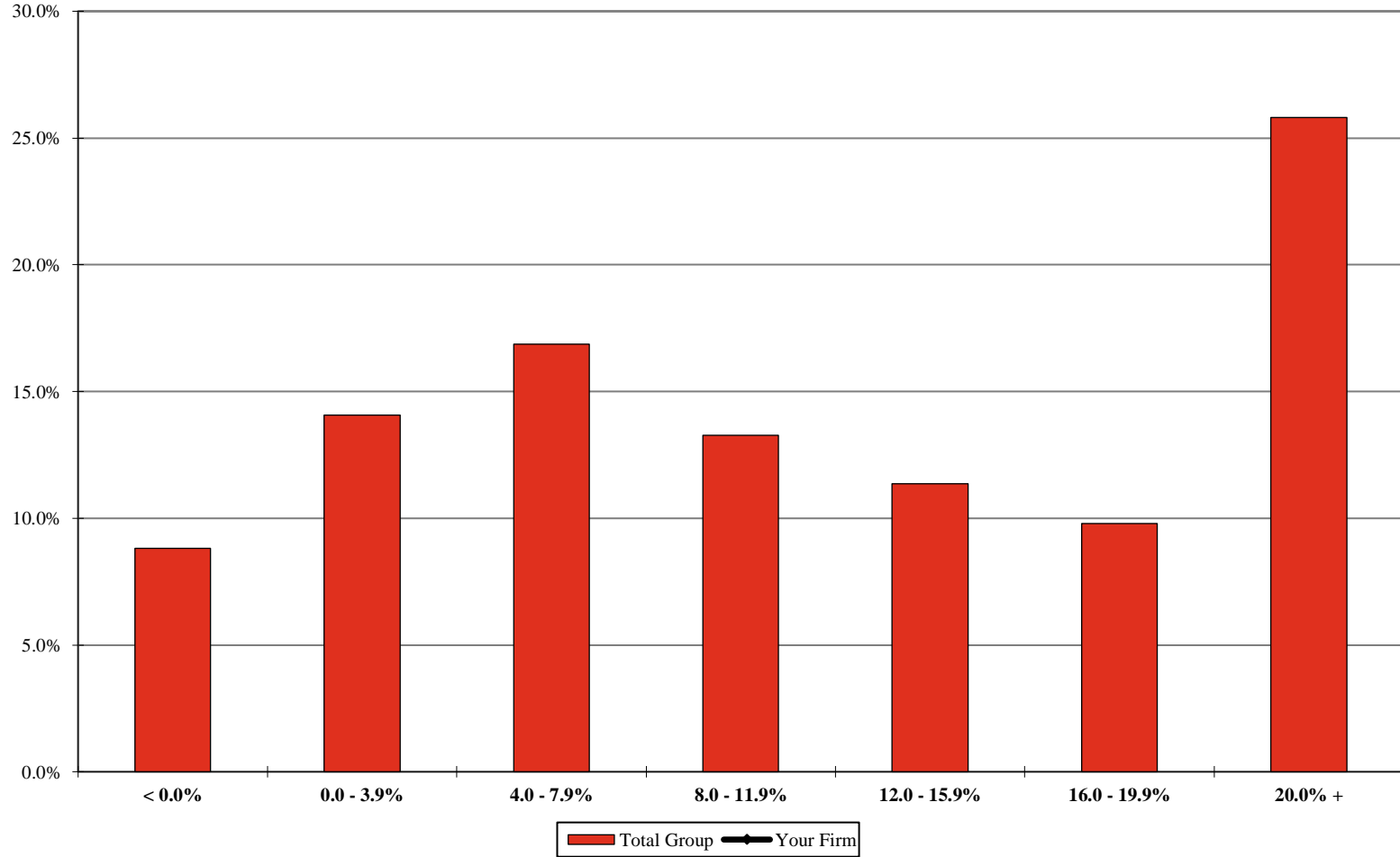
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Distribution of Non-Equity Partners by Discount Levels¹

For the 12-month period ending December 31, 2022



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm							
Total Group	8.8%	14.1%	16.9%	13.3%	11.4%	9.8%	25.8%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 114.

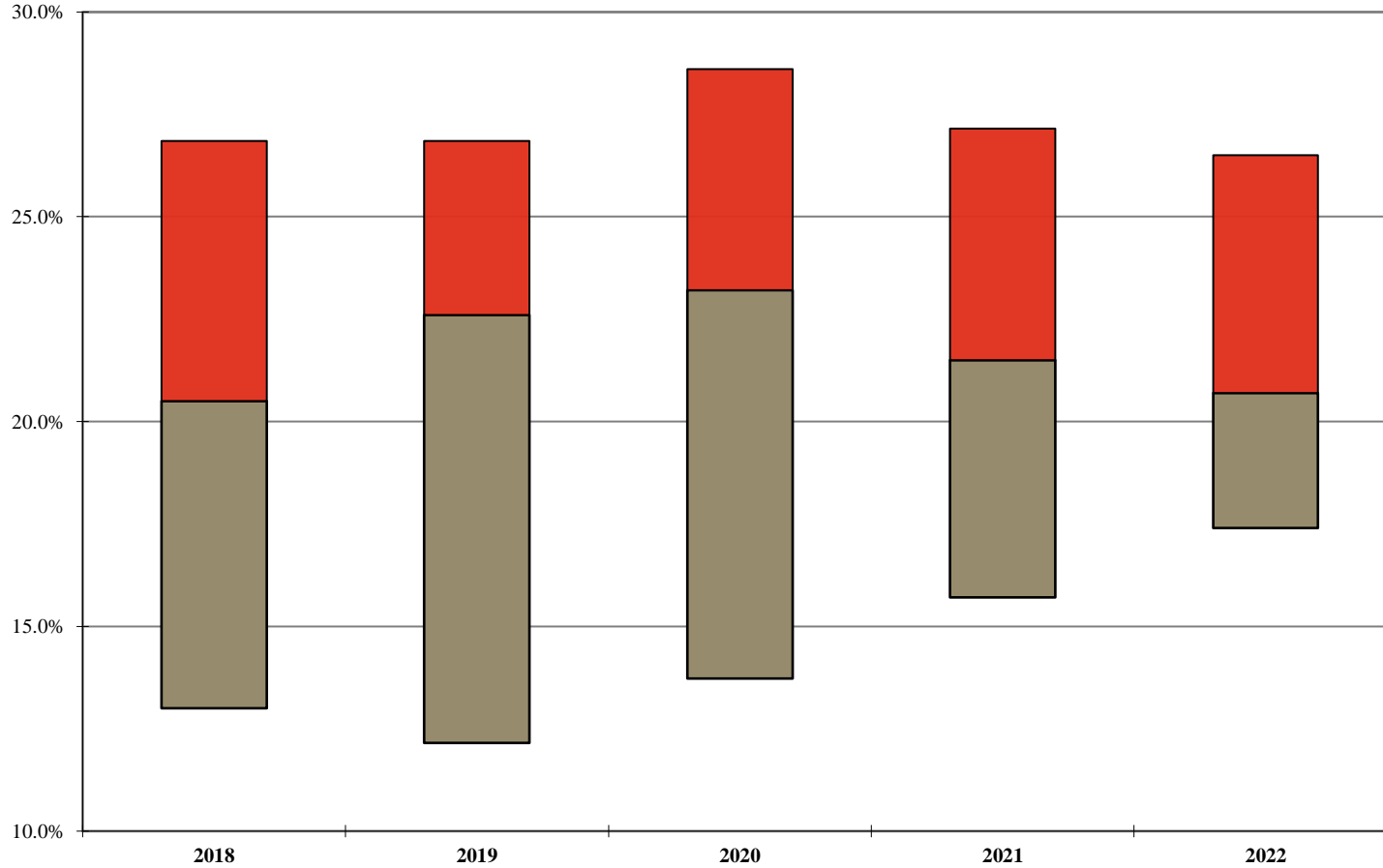
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Non-Equity Partner Hours as a Percentage of All Attorney Hours

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	26.9%	26.9%	28.6%	27.2%	26.5%
Median	20.5%	22.6%	23.2%	21.5%	20.7%
3rd Qtle	13.0%	12.2%	13.7%	15.7%	17.4%

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

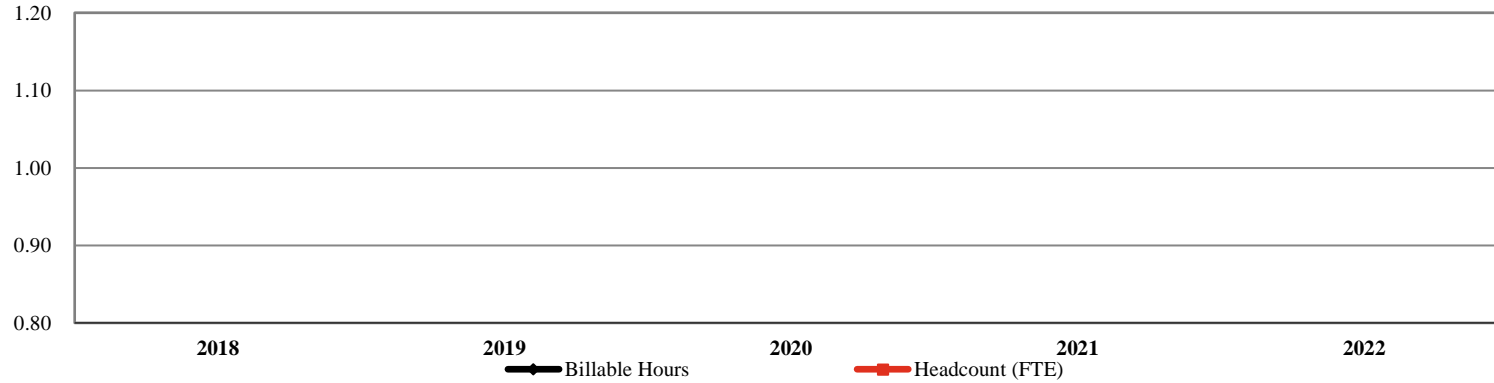
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Non-Equity Partner Capacity¹
 For the 12-month period ending December 31st of the stated year

Your Firm

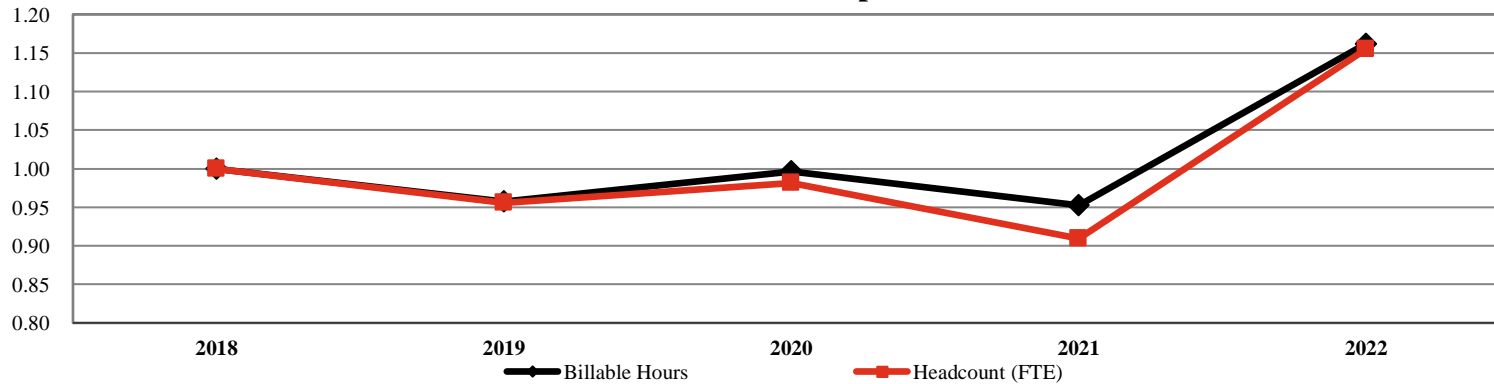


Your Firm

Billable Hours
 Headcount (FTE)

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours
 Headcount (FTE)

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours	2,149,561	2,058,432	2,141,939	2,047,301	2,497,338	16.2%
Headcount (FTE)	1,553	1,484	1,524	1,412	1,793	15.5%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2018.

² Number of members represented in the group results: 24

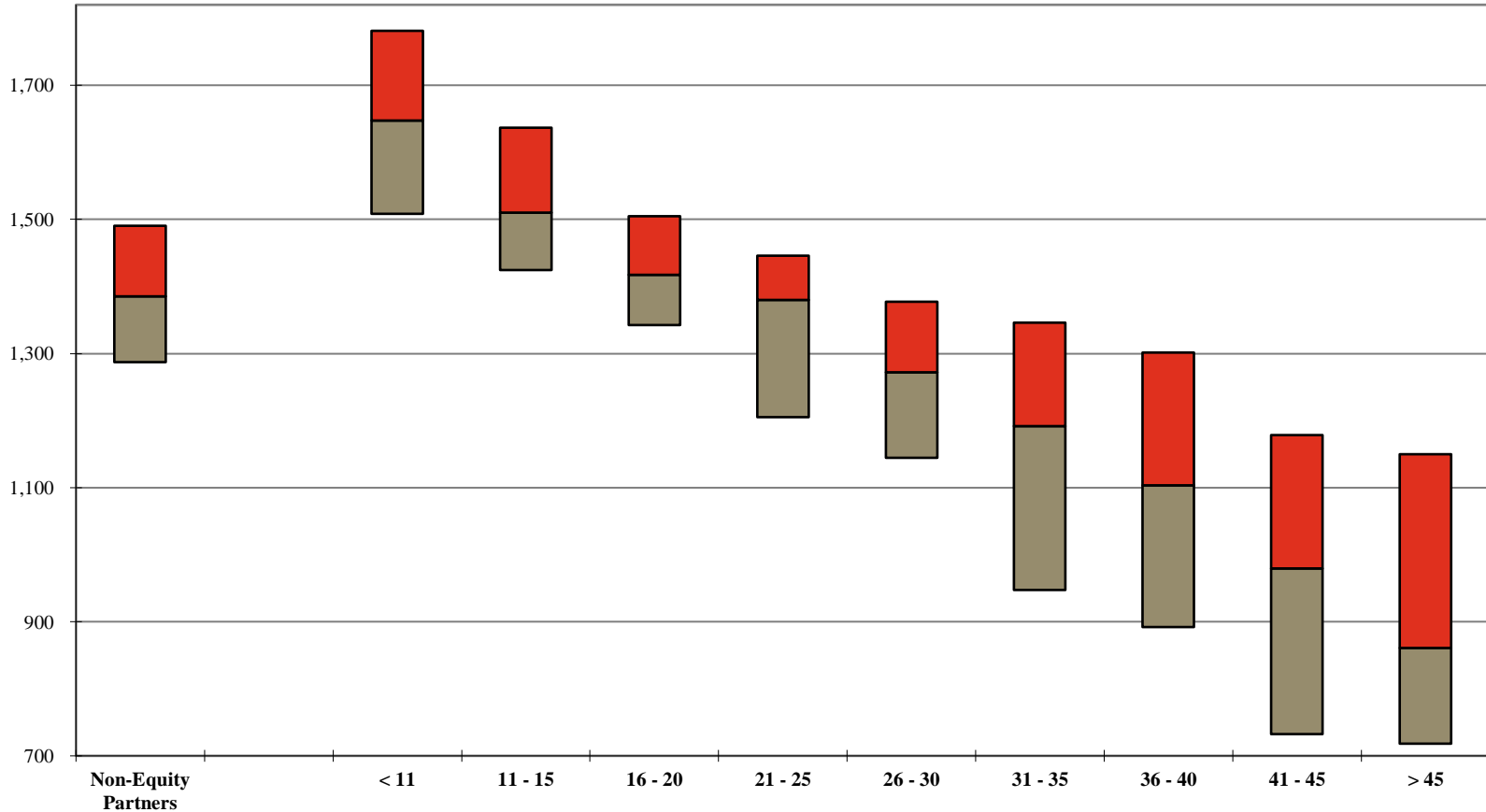
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AmLaw Second 100 xNYC - (48 members)

Non-Equity Partner Utilization 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	1,490	1,782	1,637	1,505	1,446	1,377	1,346	1,301	1,178	1,150
Median	1,385	1,647	1,510	1,417	1,380	1,272	1,192	1,103	979	861
3rd Qtle	1,287	1,509	1,424	1,342	1,205	1,145	947	892	732	718

Additional detail can be found on Page 117.

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

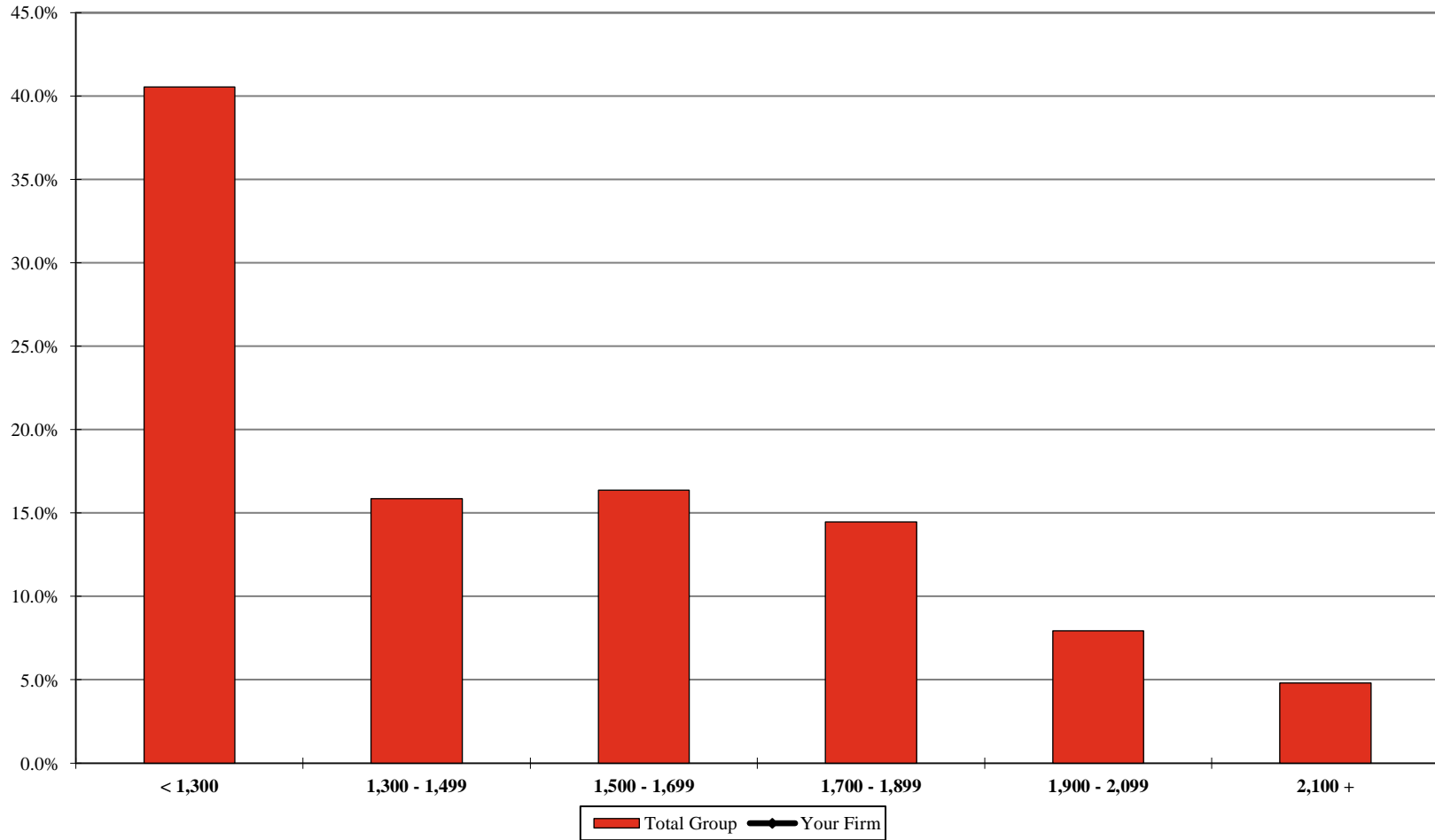
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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 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	40.6%	15.9%	16.4%	14.5%	7.9%	4.8%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Additional detail can be found on Page 120.

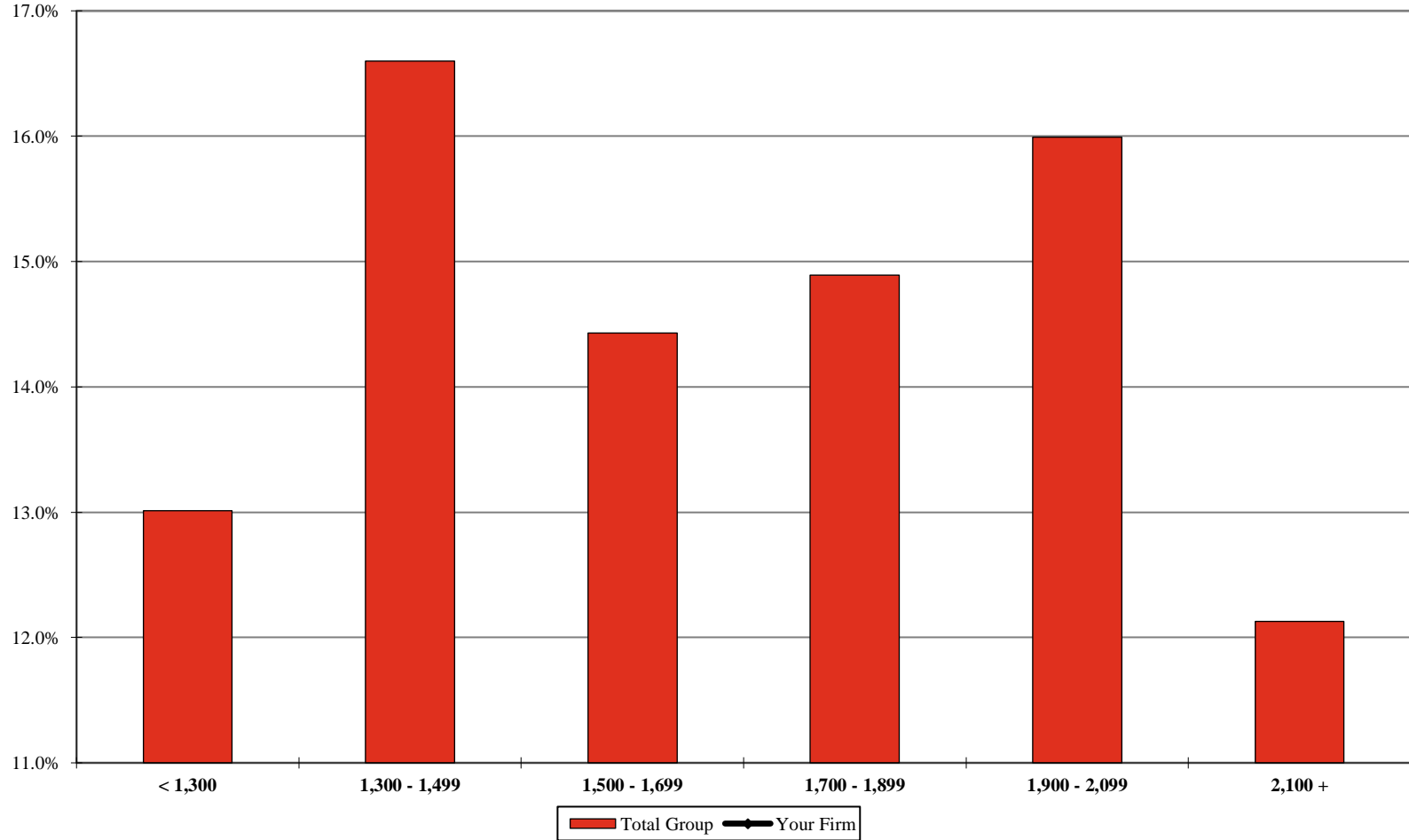
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AmLaw Second 100 xNYC - (48 members)

Non-Equity Partner Discounting¹ by Utilization Levels

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	13.0%	16.6%	14.4%	14.9%	16.0%	12.1%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

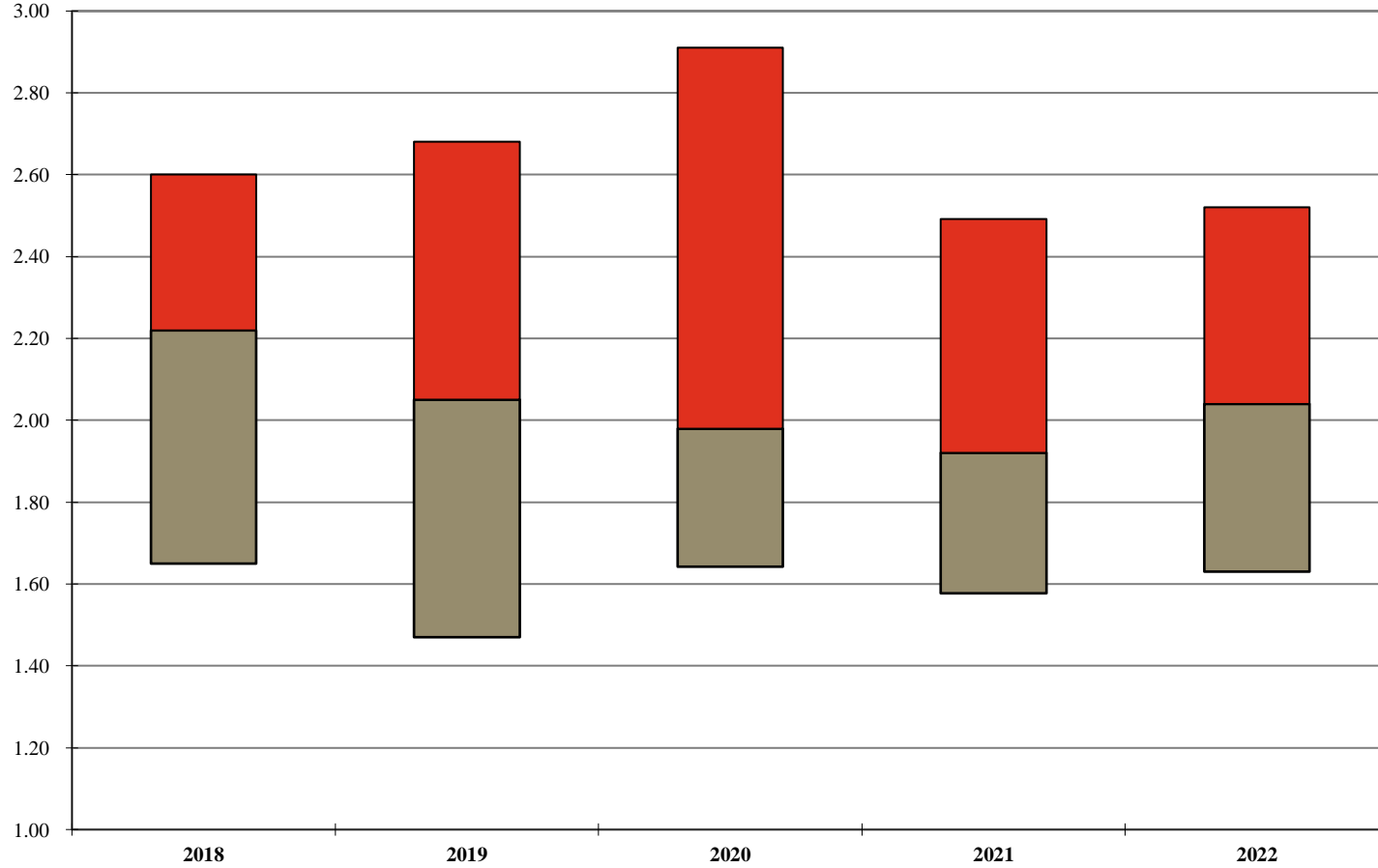
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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate Leverage¹

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	2.60	2.68	2.91	2.49	2.52
Median	2.22	2.05	1.98	1.92	2.04
3rd Qtle	1.65	1.47	1.64	1.58	1.63

¹ Ratio of Other Attorneys to Associates. Other Attorneys include Equity Partners, Non-Equity Partners, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

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

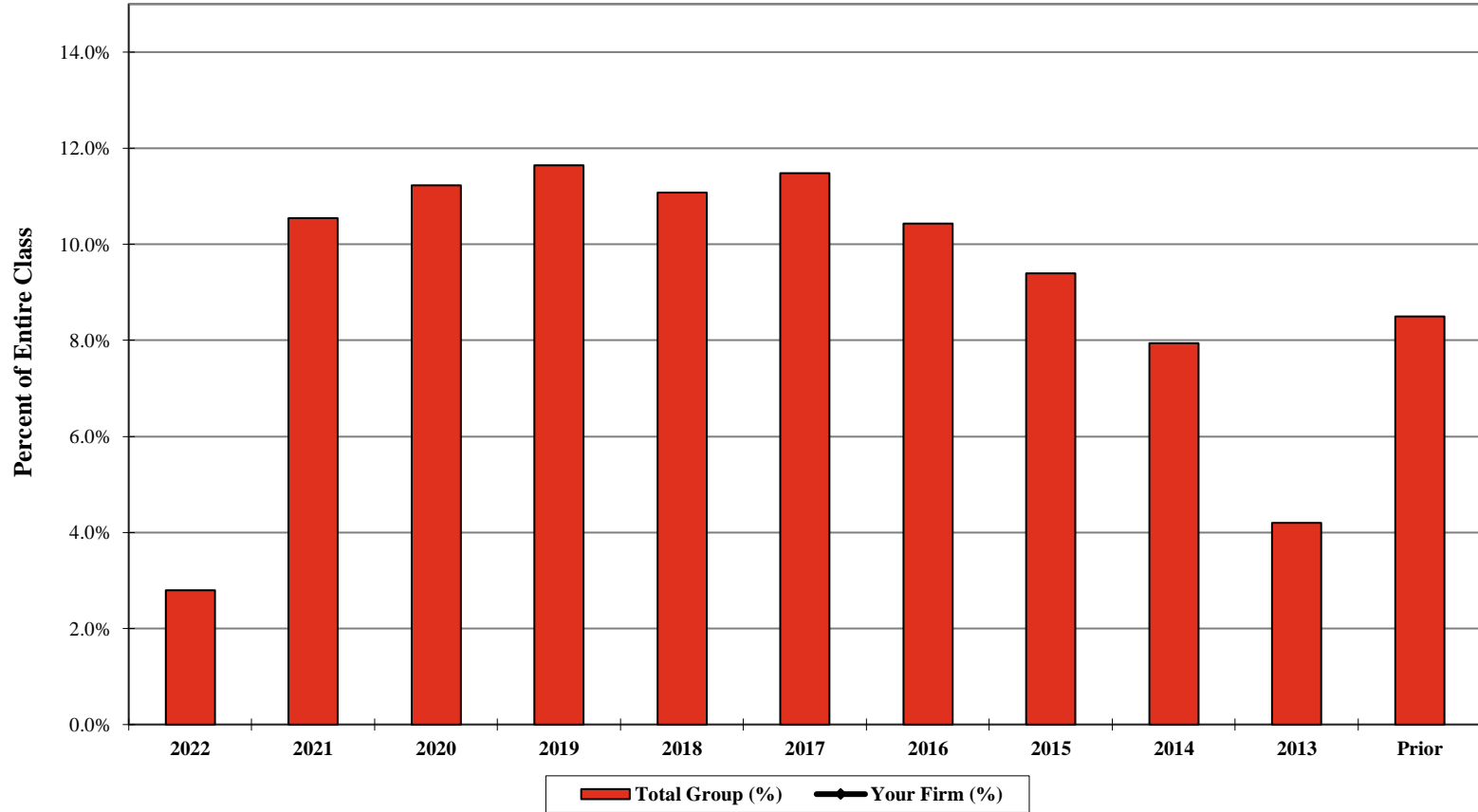
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Distribution of Associates by Law School Class Year

For the 12-month period ending December 31, 2022



	Law Class Year										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm (%)											
Your Firm (FTE)											
Total Group (%)	2.8%	10.5%	11.2%	11.6%	11.1%	11.5%	10.4%	9.4%	7.9%	4.2%	8.5%
Total Group (FTE)	125	471	501	520	495	512	465	419	355	187	379

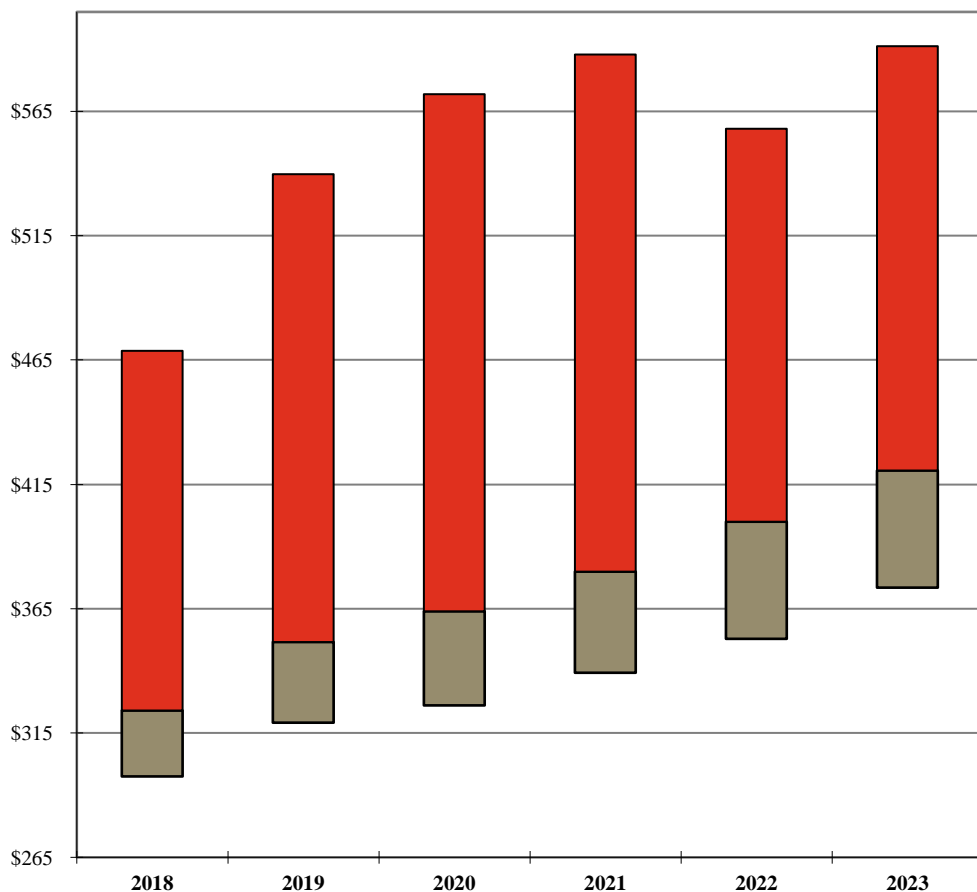
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Associate Rates

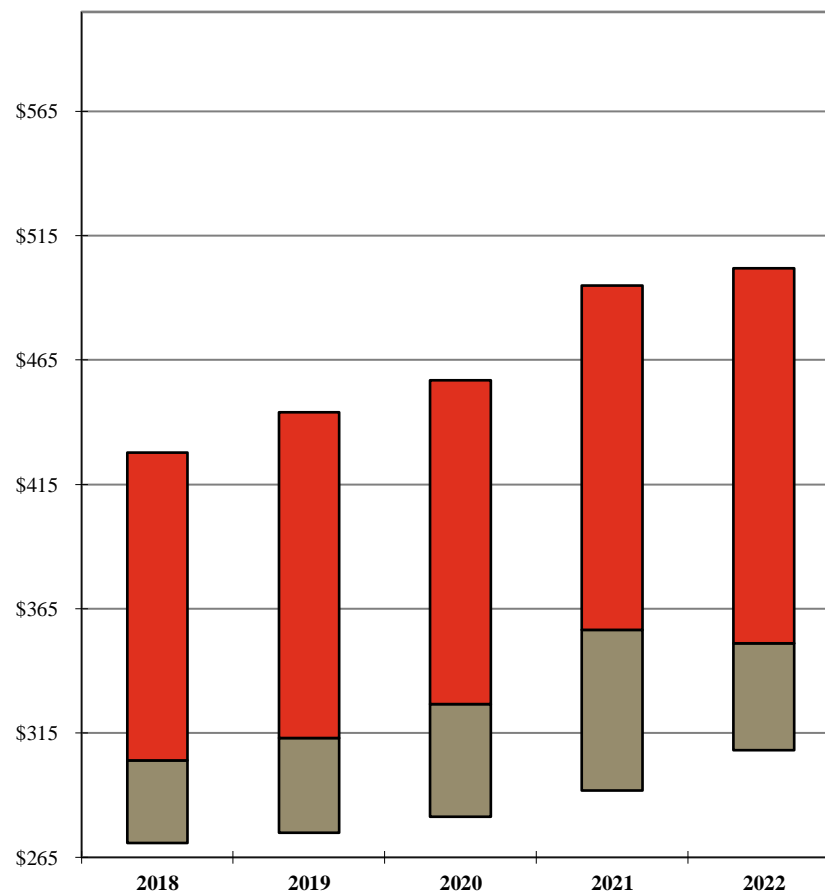
Standard Rates

As of January 1st of the stated year



Billed Rates

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



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	\$469	\$540	\$572	\$588	\$558	\$591
Median	324	352	364	380	400	421
3rd Qtle	298	319	326	339	353	374

	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	\$428	\$444	\$457	\$495	\$502
Median	304	313	327	357	351
3rd Qtle	271	275	281	292	308

Additional detail can be found on Pages 84 and 105.

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

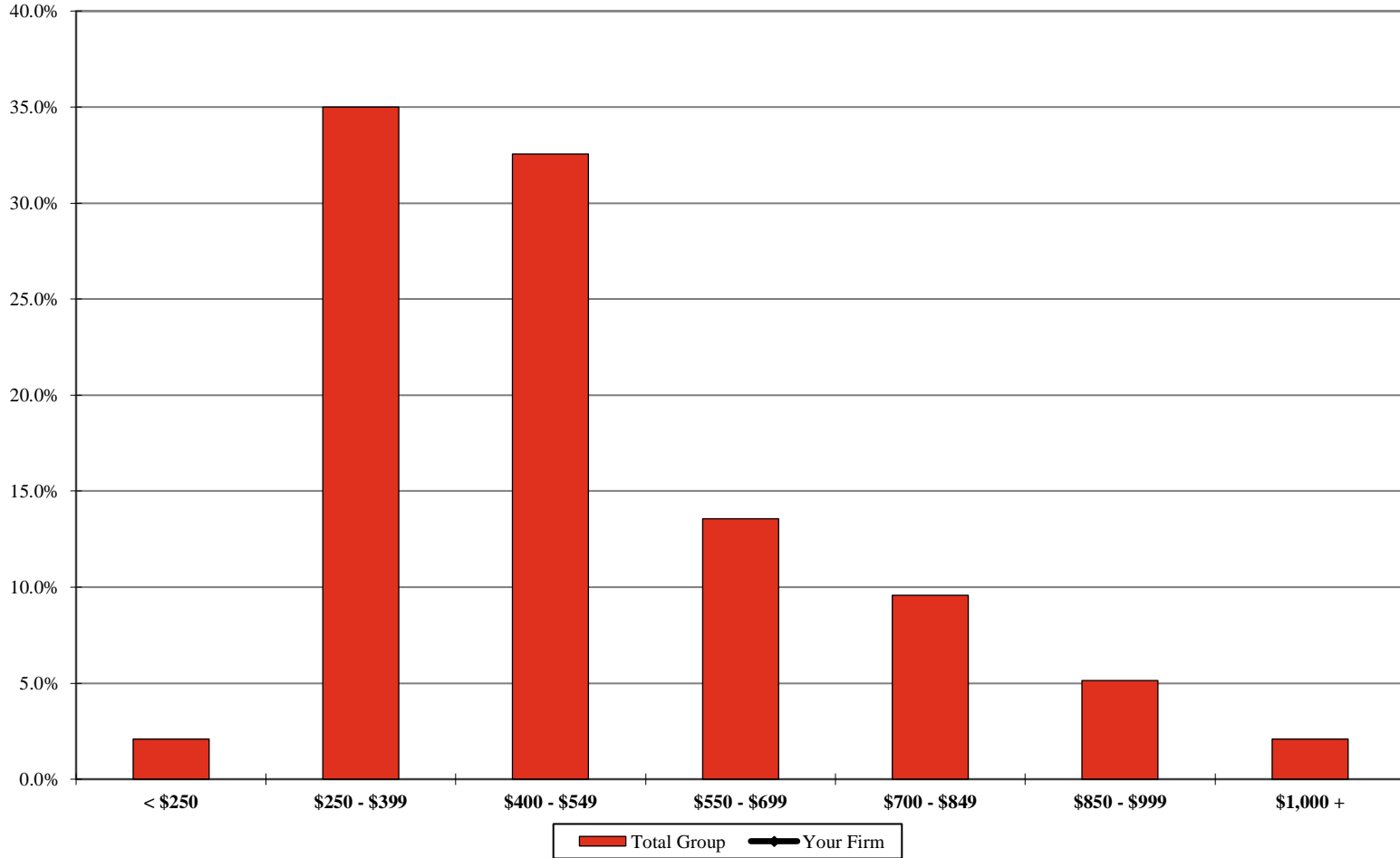
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Distribution of Associate Standard Billing Rates

As of January 1, 2023



	< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
Your Firm							
Total Group	2.1%	35.0%	32.6%	13.6%	9.6%	5.1%	2.1%

Additional detail can be found on Page 86.

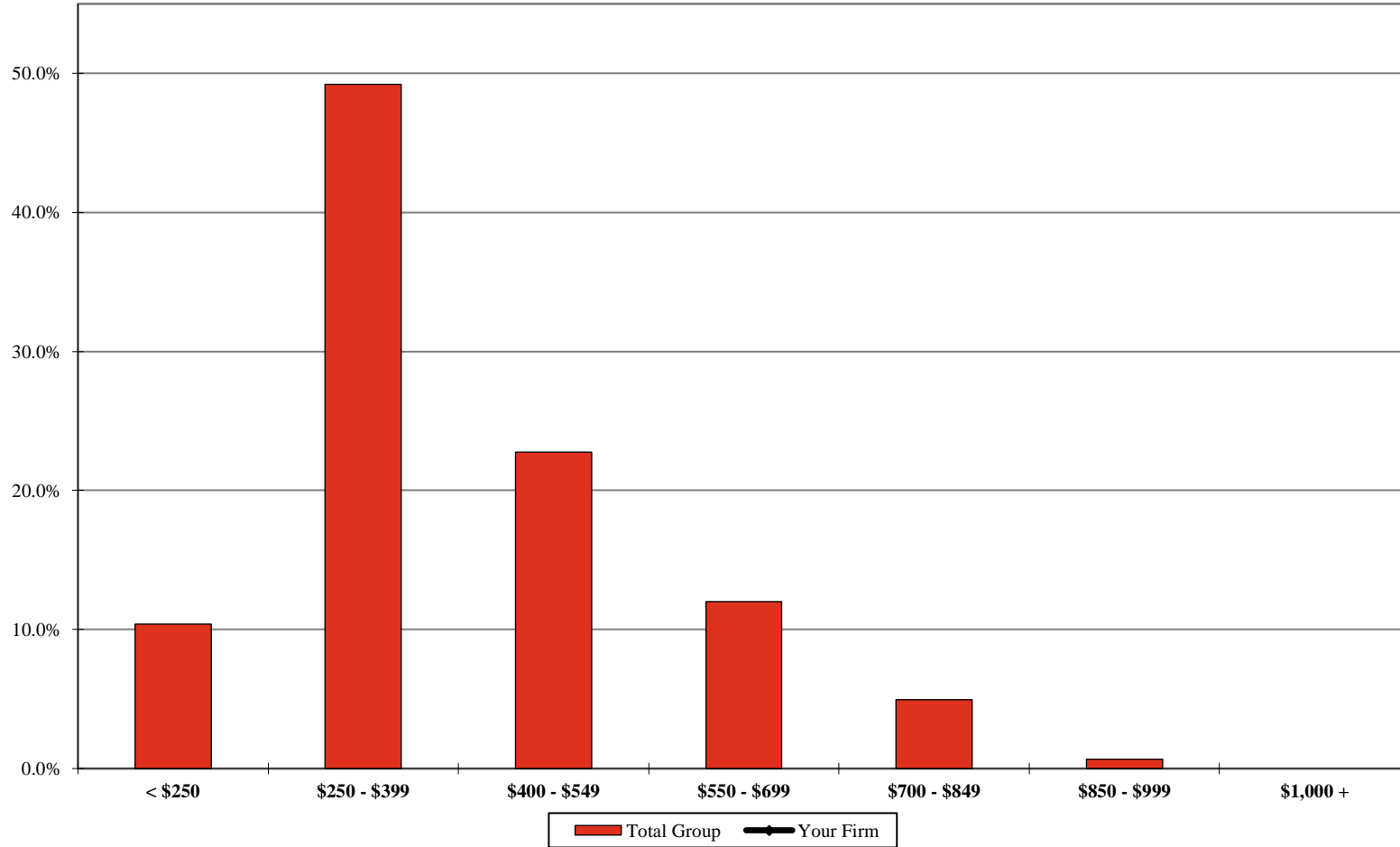
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Distribution of Associate Billed Rates¹

For the 12-month period ending December 31, 2022



	< \$250	\$250 - \$399	\$400 - \$549	\$550 - \$699	\$700 - \$849	\$850 - \$999	\$1,000 +
Your Firm							
Total Group	10.4%	49.2%	22.7%	12.0%	4.9%	0.7%	

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

Additional detail can be found on Page 106.

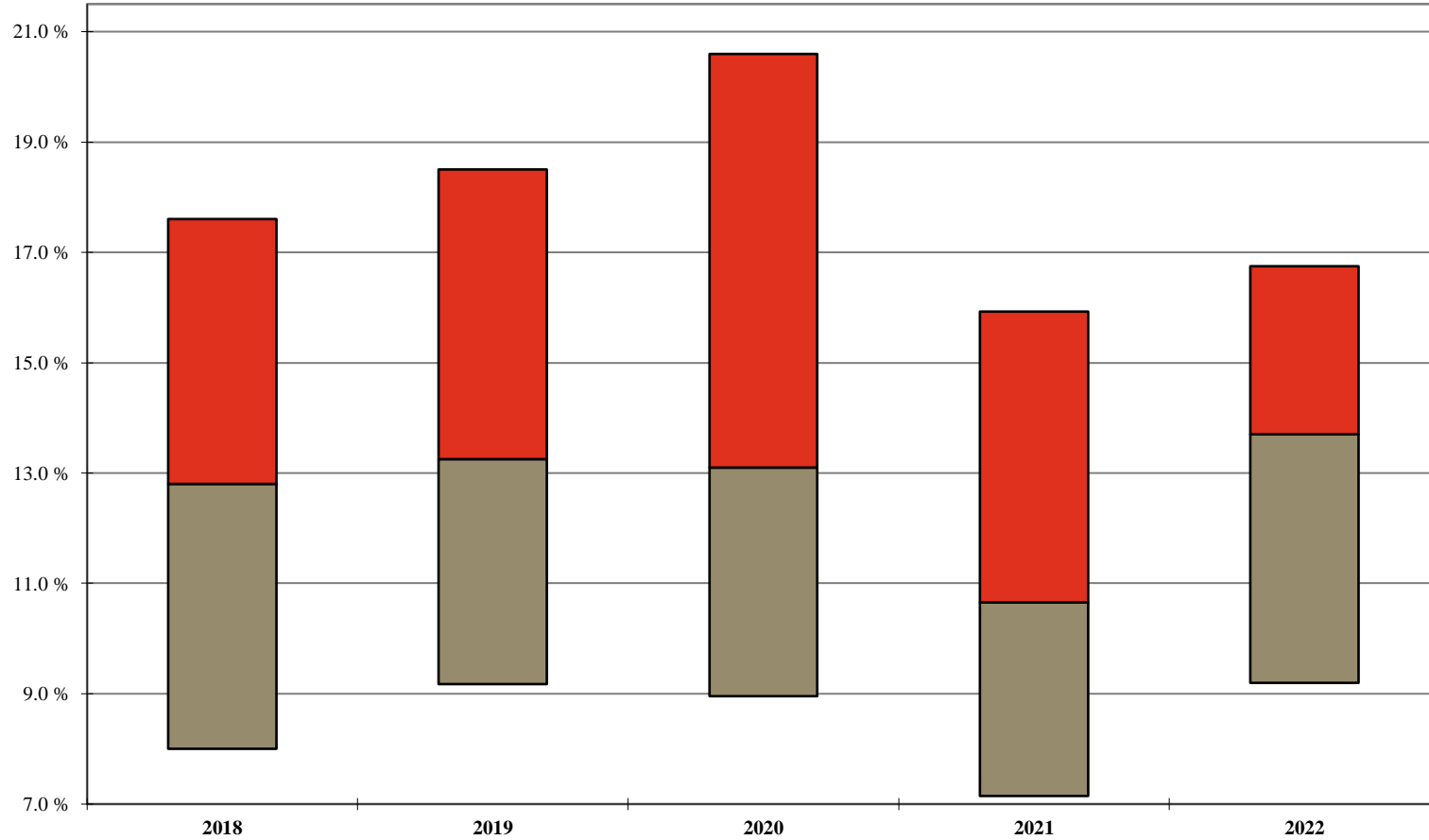
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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate Discounting¹

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtile	17.6%	18.5%	20.6%	15.9%	16.8%
Median	12.8%	13.3%	13.1%	10.7%	13.7%
3rd Qtile	8.0%	9.2%	9.0%	7.2%	9.2%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 112.

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

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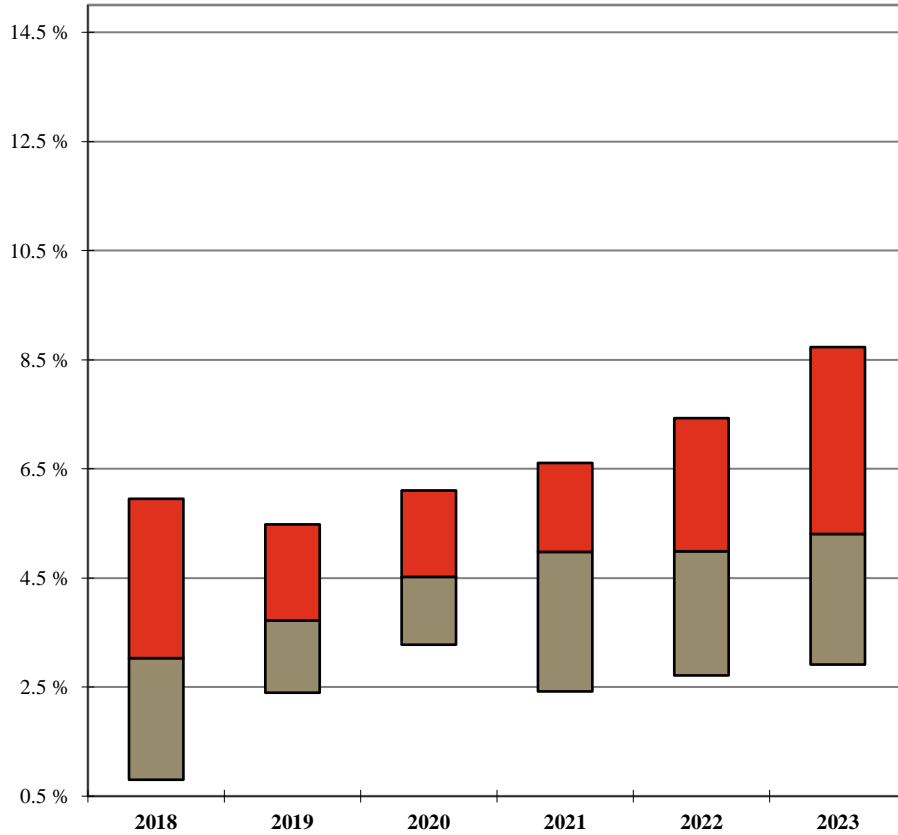
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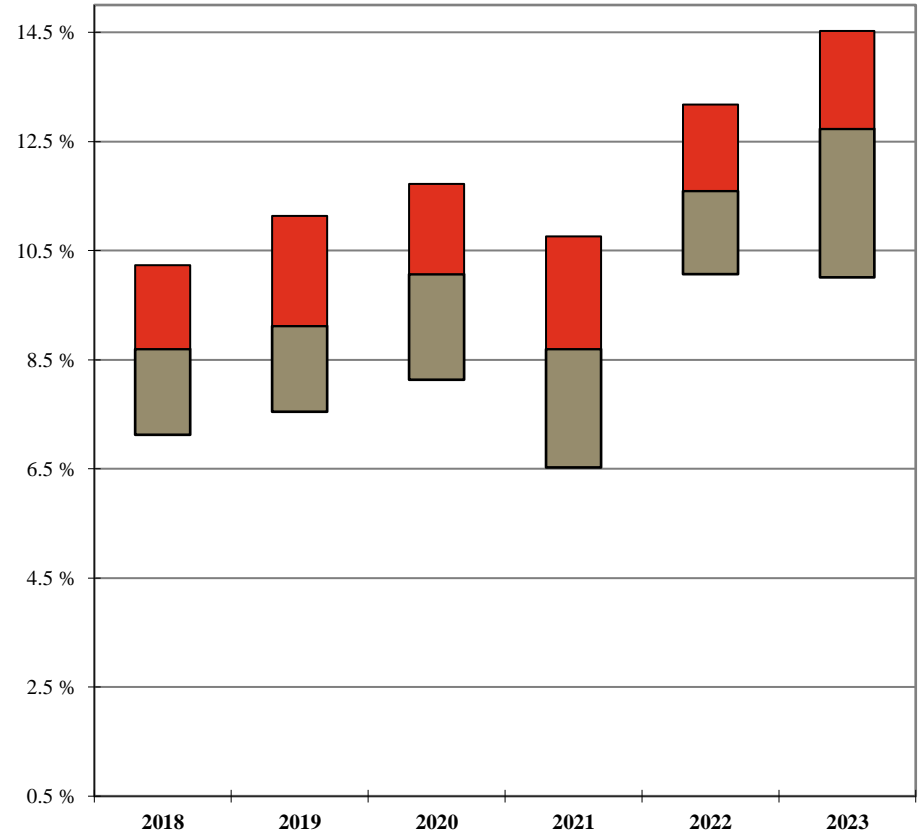
Annual Change¹: Associate Standard Rates

As of January 1st of the stated year

'Net' Change



'Full Year' Change



Your Firm

1st Qtle
Median
3rd Qtle

	2018	2019	2020	2021	2022	2023
1st Qtle	5.9%	5.5%	6.1%	6.6%	7.4%	8.7%
Median	3.0%	3.7%	4.5%	5.0%	5.0%	5.3%
3rd Qtle	0.8%	2.4%	3.3%	2.4%	2.7%	2.9%

Your Firm

1st Qtle
Median
3rd Qtle

	2018	2019	2020	2021	2022	2023
1st Qtle	10.2%	11.1%	11.7%	10.8%	13.2%	14.5%
Median	8.7%	9.1%	10.1%	8.7%	11.6%	12.7%
3rd Qtle	7.1%	7.5%	8.1%	6.5%	10.1%	10.0%

¹ 'Net' Change is the overall change in the average Standard Billing Rate for the stated year; 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Pages 84 and 89.

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

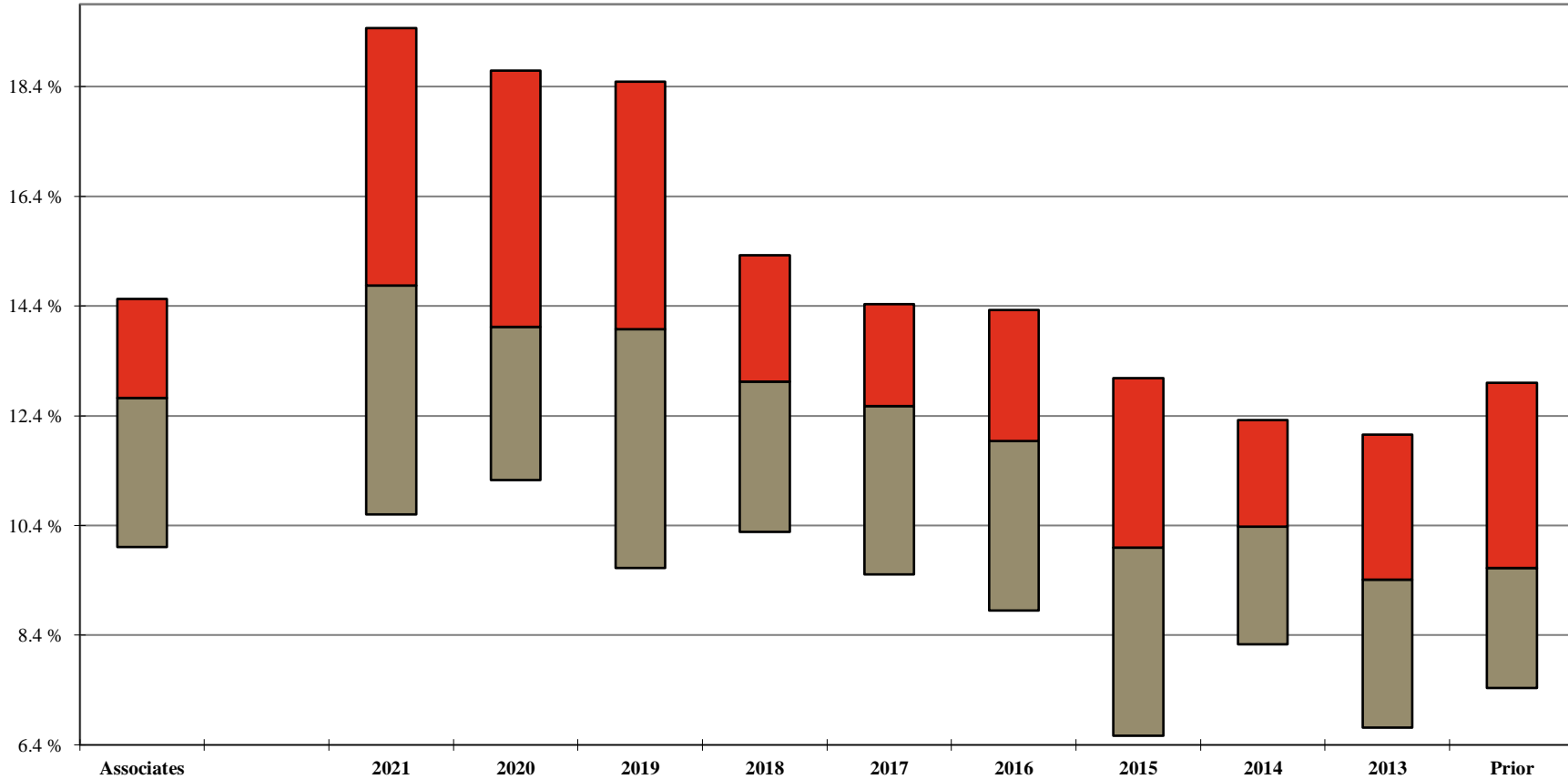
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'Full Year'¹ Associates Standard Rate Change by Class Year

As of January 1, 2023



	Law Class Year										
	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm											
1st Qtle	14.5%	19.5%	18.7%	18.5%	15.3%	14.4%	14.3%	13.1%	12.3%	12.1%	13.0%
Median	12.7%	14.8%	14.0%	14.0%	13.0%	12.6%	11.9%	10.0%	10.4%	9.4%	9.6%
3rd Qtle	10.0%	10.6%	11.2%	9.6%	10.3%	9.5%	8.9%	6.6%	8.2%	6.7%	7.4%

¹ 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Page 89.

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

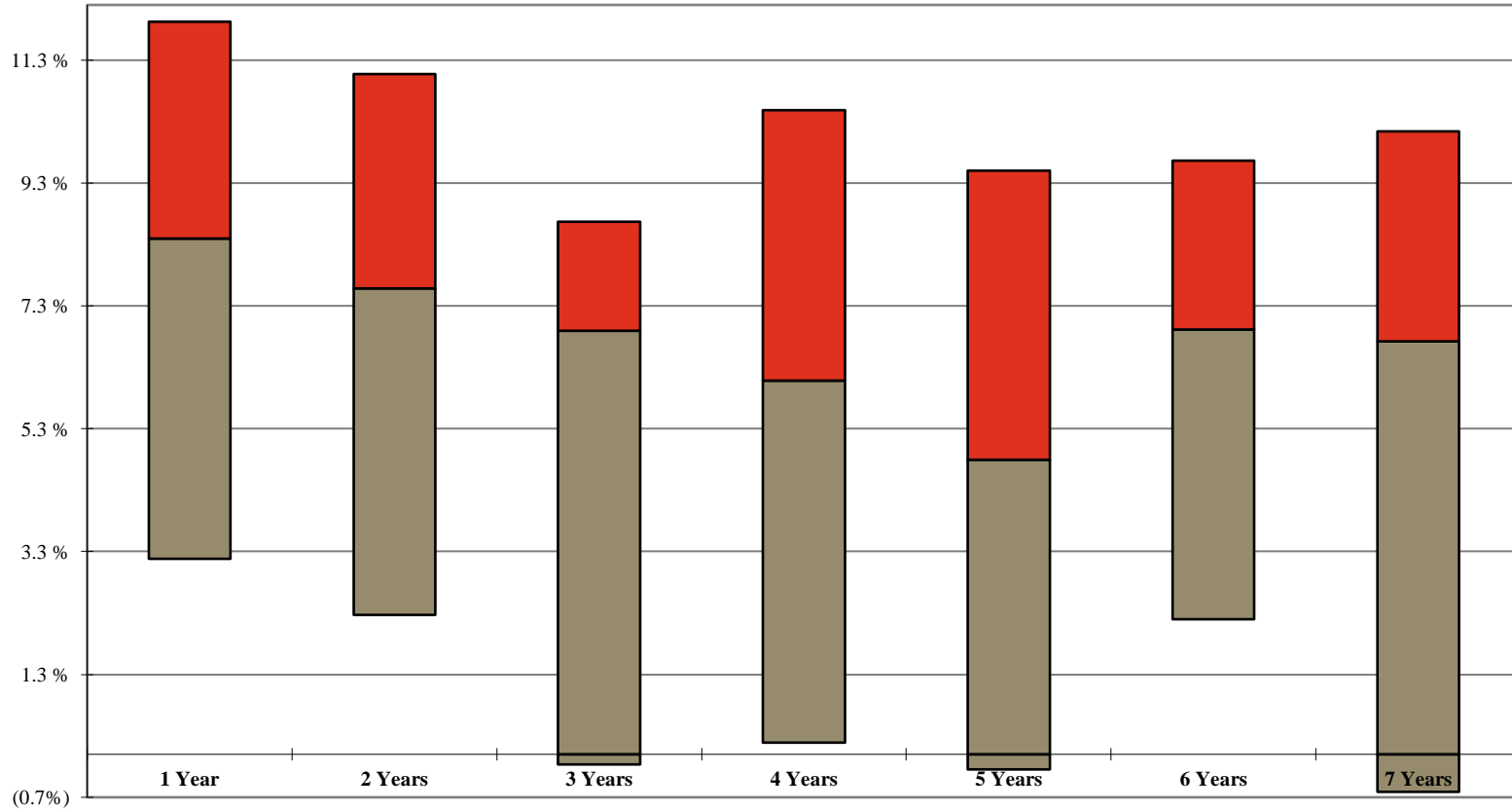
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Associate 'Full-Year' Standard Rate Change by Years of Experience¹

As of January 1, 2023



Years of Experience							
	1 Year	2 Years	3 Years	4 Years	5 Years	6 Years	7 Years
Your Firm							
1st Qtle	11.9%	11.1%	8.7%	10.5%	9.5%	9.7%	10.1%
Median	8.4%	7.6%	6.9%	6.1%	4.8%	6.9%	6.7%
3rd Qtle	3.2%	2.3%	(0.2%)	0.2%	(0.3%)	2.2%	(0.6%)

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2023 to the corresponding years of experience at 1/1/2022. For example, an associate with one year of experience would be included in law school class year 2021 at 1/1/2023, and included in law school class year 2020 at 1/1/2022.

Additional detail can be found on Page 90.

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

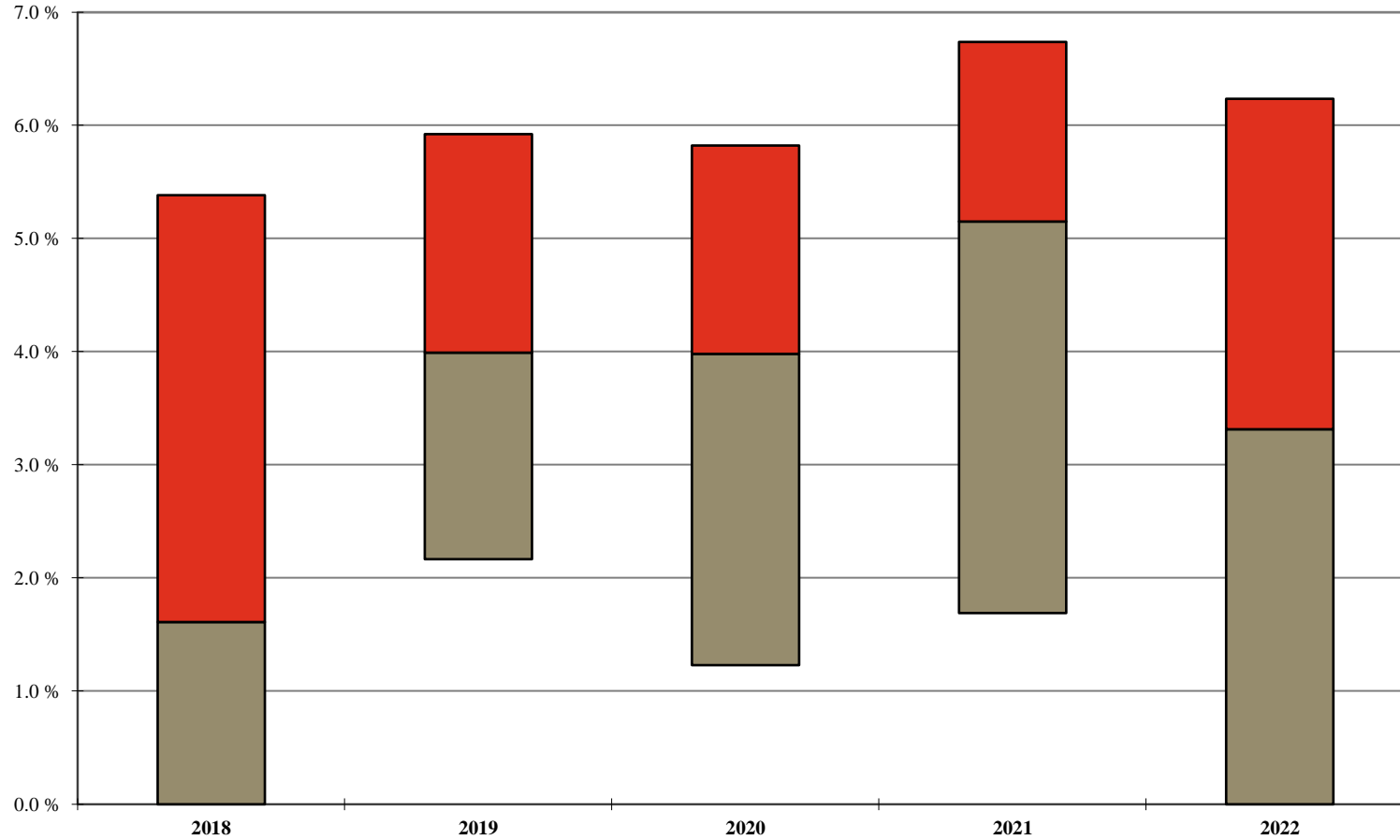
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2023 BRASS Initial Release - Revenue Management Report

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Annual Change: Associate Billed Rates

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	5.4%	5.9%	5.8%	6.7%	6.2%
Median	1.6%	4.0%	4.0%	5.2%	3.3%
3rd Qtle	0.0%	2.2%	1.2%	1.7%	0.0%

Additional detail can be found on Page 105.

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

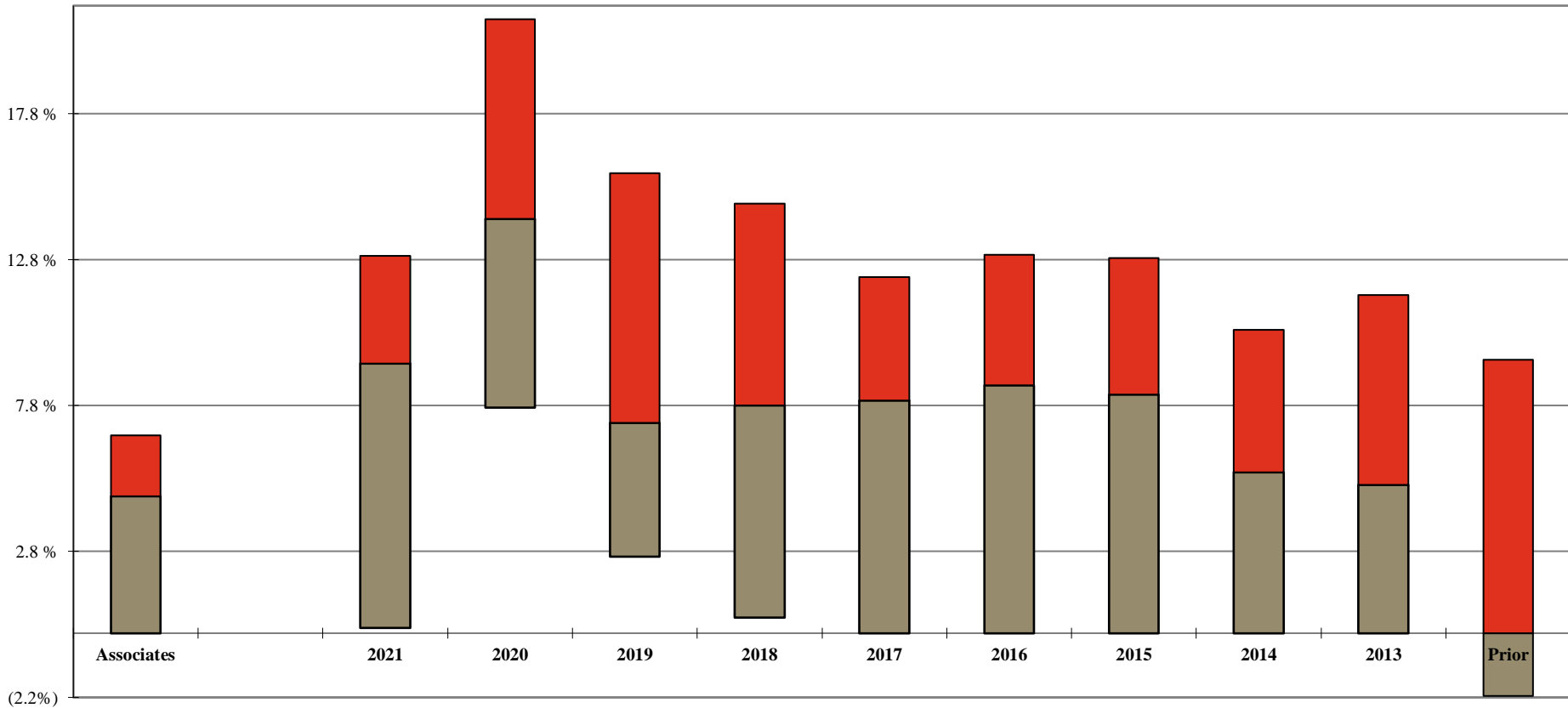
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'Full Year'¹ Associates Billed Rate Change by Class Year

As of January 1, 2023



Your Firm	Law Class Year										
	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
1st Qtle	6.8%	12.9%	21.0%	15.8%	14.7%	12.2%	13.0%	12.9%	10.4%	11.6%	9.4%
Median	4.7%	9.2%	14.2%	7.2%	7.8%	8.0%	8.5%	8.2%	5.5%	5.1%	0.0%
3rd Qtle	0.0%	0.2%	7.7%	2.6%	0.5%	0.0%	0.0%	0.0%	0.0%	0.0%	(2.2%)

¹ 'Full Year' Change is calculated only for those Associates who were employed during the entire one year period, excluding Associates who had a title change during the year.

Additional detail can be found on Page 110.

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

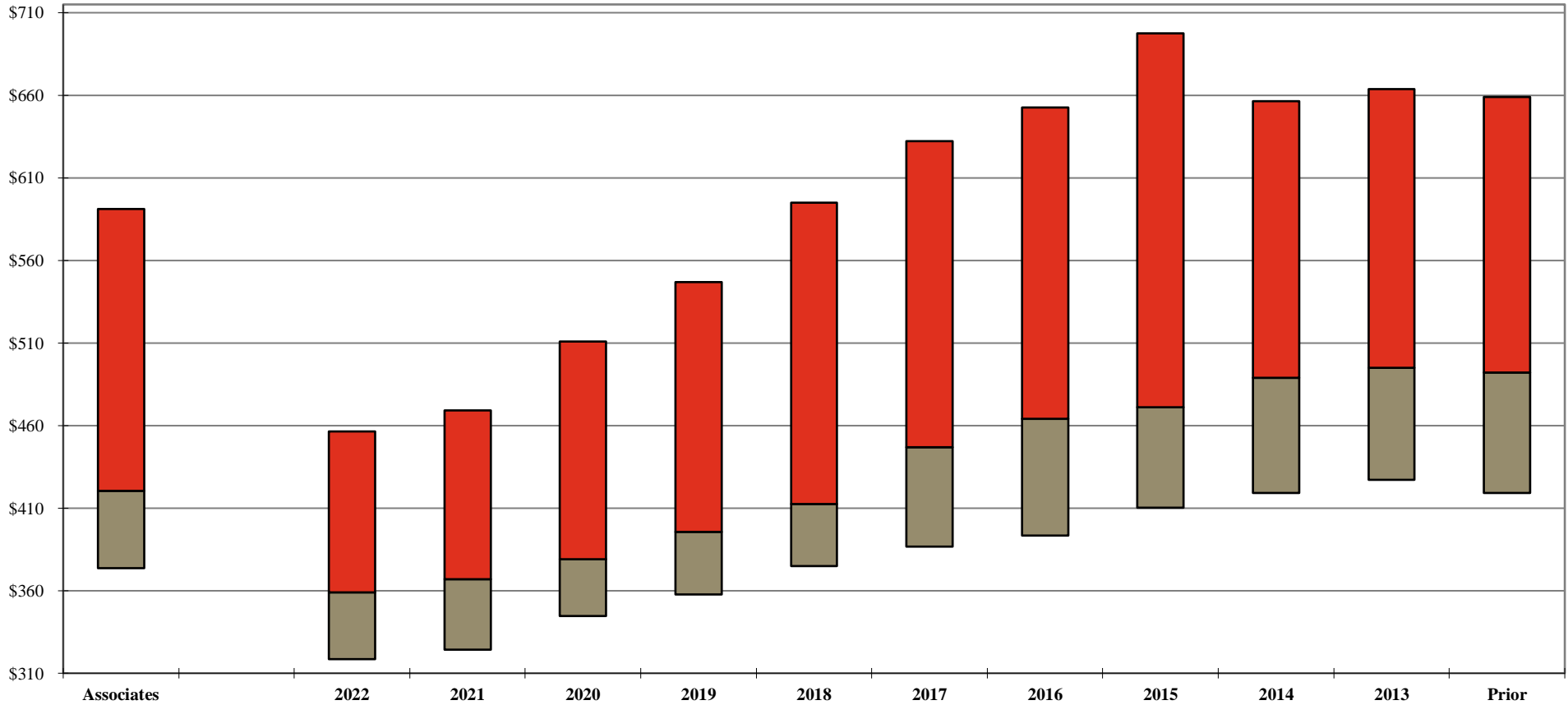
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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate Standard Rates by Class Year

As of January 1, 2023



Your Firm	Law Class Year											
	Associates	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
1st Qtle	\$591	\$457	\$469	\$511	\$547	\$595	\$632	\$653	\$698	\$657	\$664	\$659
Median	421	359	367	379	396	413	447	464	471	489	495	492
3rd Qtle	374	319	324	345	358	375	387	393	410	419	427	419

Additional detail can be found on Page 84.

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

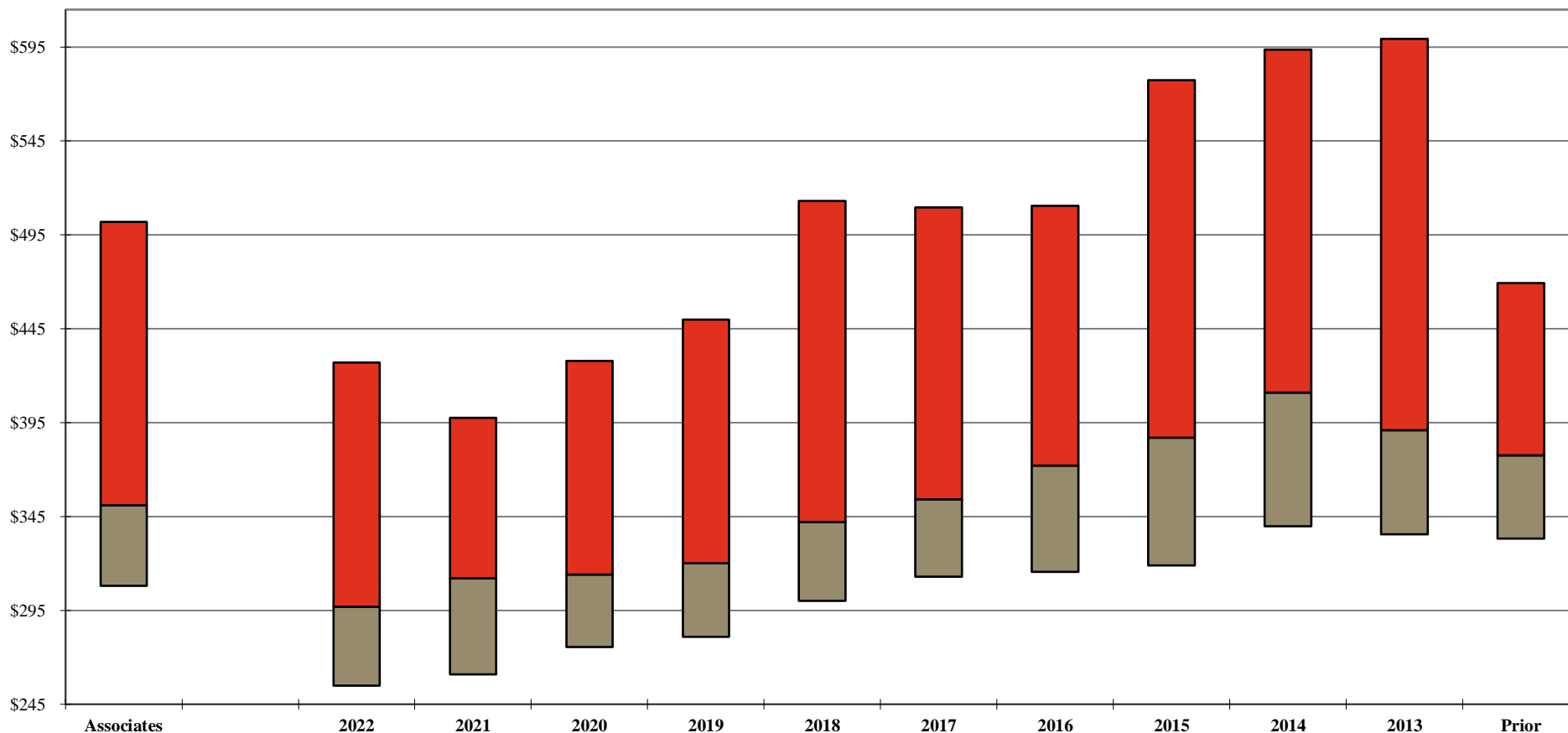
** omitted due to insufficient data

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate Billed Rates by Class Year

For the 12-month period ending December 31, 2022



Your Firm	Law Class Year											
	Associates	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
1st Qtle	\$502	\$427	\$398	\$428	\$450	\$513	\$510	\$511	\$578	\$594	\$600	\$469
Median	351	297	312	314	320	342	354	372	387	411	391	378
3rd Qtle	308	255	261	276	281	300	313	316	319	340	336	333

Additional detail can be found on Page 105.

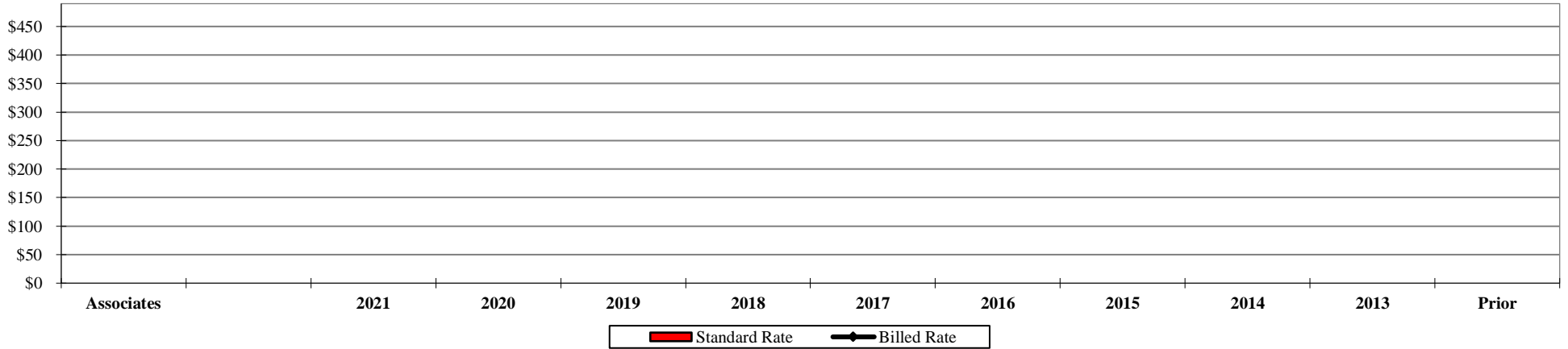
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.

** omitted due to insufficient data

2023 BRASS Initial Release - Revenue Management Report

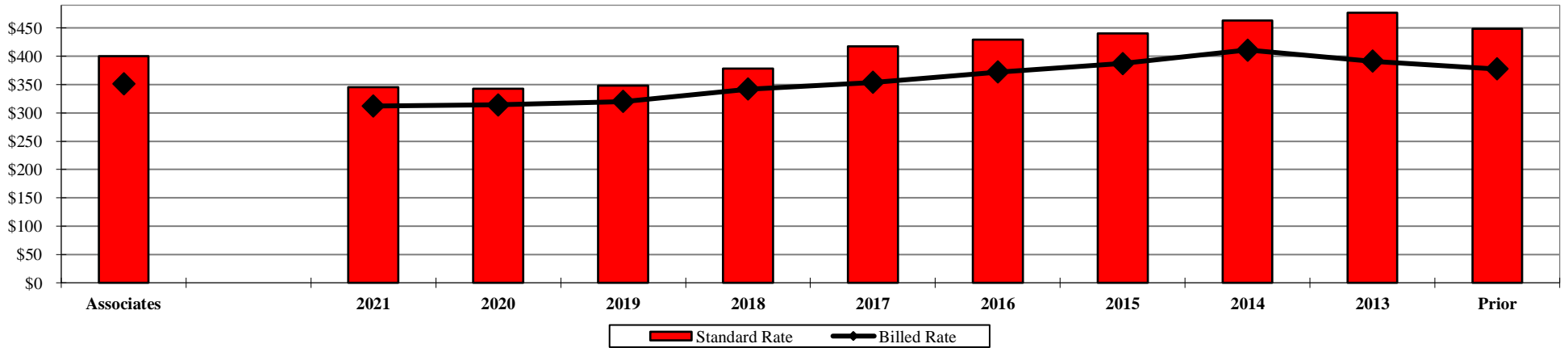
AmLaw Second 100 xNYC - (48 members)

Associate Standard vs. Billed Rates by Law Class Year
 Standard Rates at January 1, 2022; Billed Rates for the 12-month period ending December 31, 2022
 Your Firm



	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Standard Rate											
Billed Rate											

Total Group (Median)



	Associates	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Standard Rate	\$400	\$345	\$343	\$348	\$378	\$417	\$429	\$440	\$463	\$477	\$448
Billed Rate	351	312	314	320	342	354	372	387	411	391	378

Additional detail can be found on Page 105.

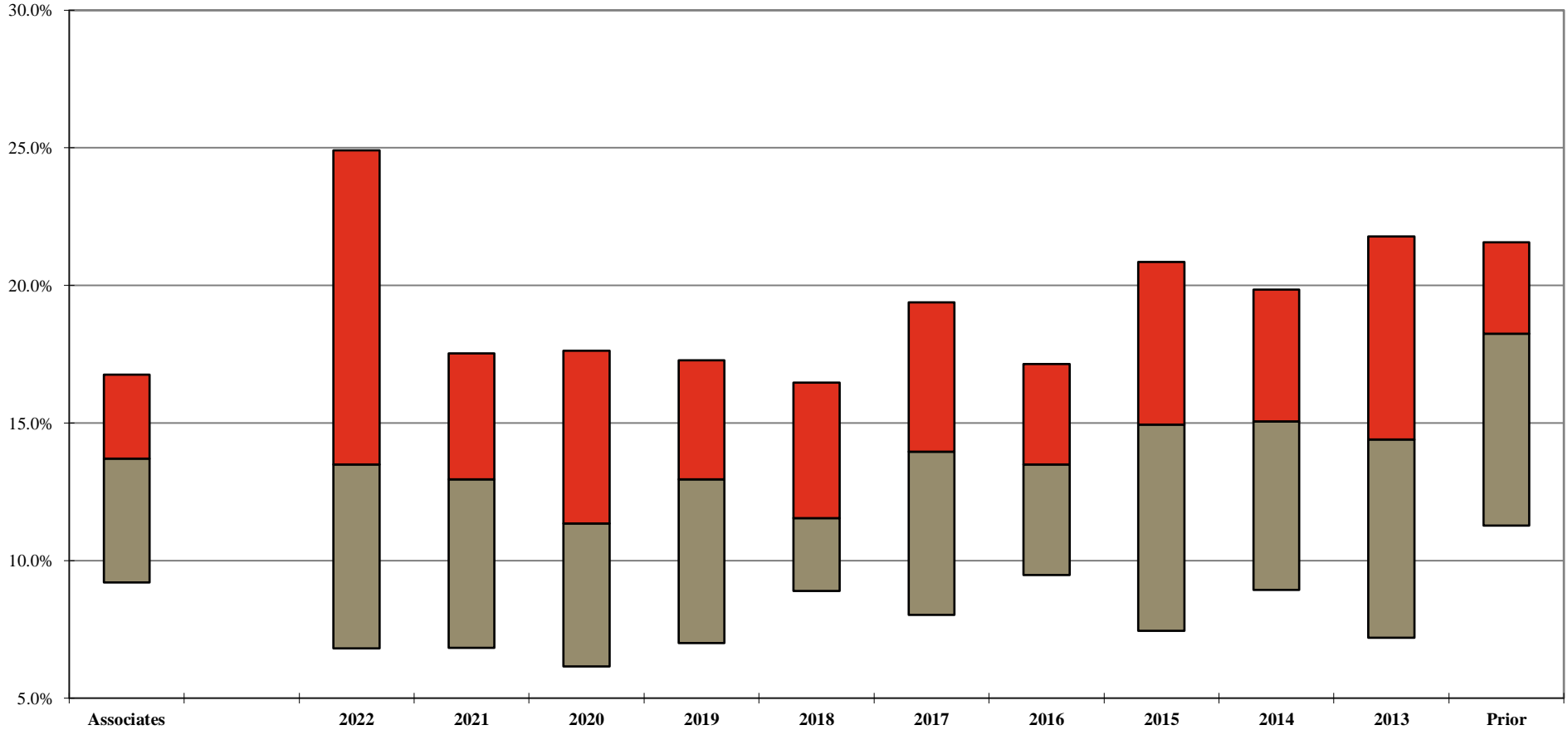
** omitted due to insufficient data

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AmLaw Second 100 xNYC - (48 members)

Associate Discounting¹ by Class Year

For the 12-month period ending December 31, 2022



Your Firm	Law Class Year											
	Associates	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
1st Qtle	16.8%	24.9%	17.5%	17.6%	17.3%	16.5%	19.4%	17.2%	20.9%	19.9%	21.8%	21.6%
Median	13.7%	13.5%	13.0%	11.4%	13.0%	11.6%	14.0%	13.5%	15.0%	15.1%	14.4%	18.3%
3rd Qtle	9.2%	6.8%	6.8%	6.2%	7.0%	8.9%	8.0%	9.5%	7.5%	8.9%	7.2%	11.3%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

Additional detail can be found on Page 112.

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

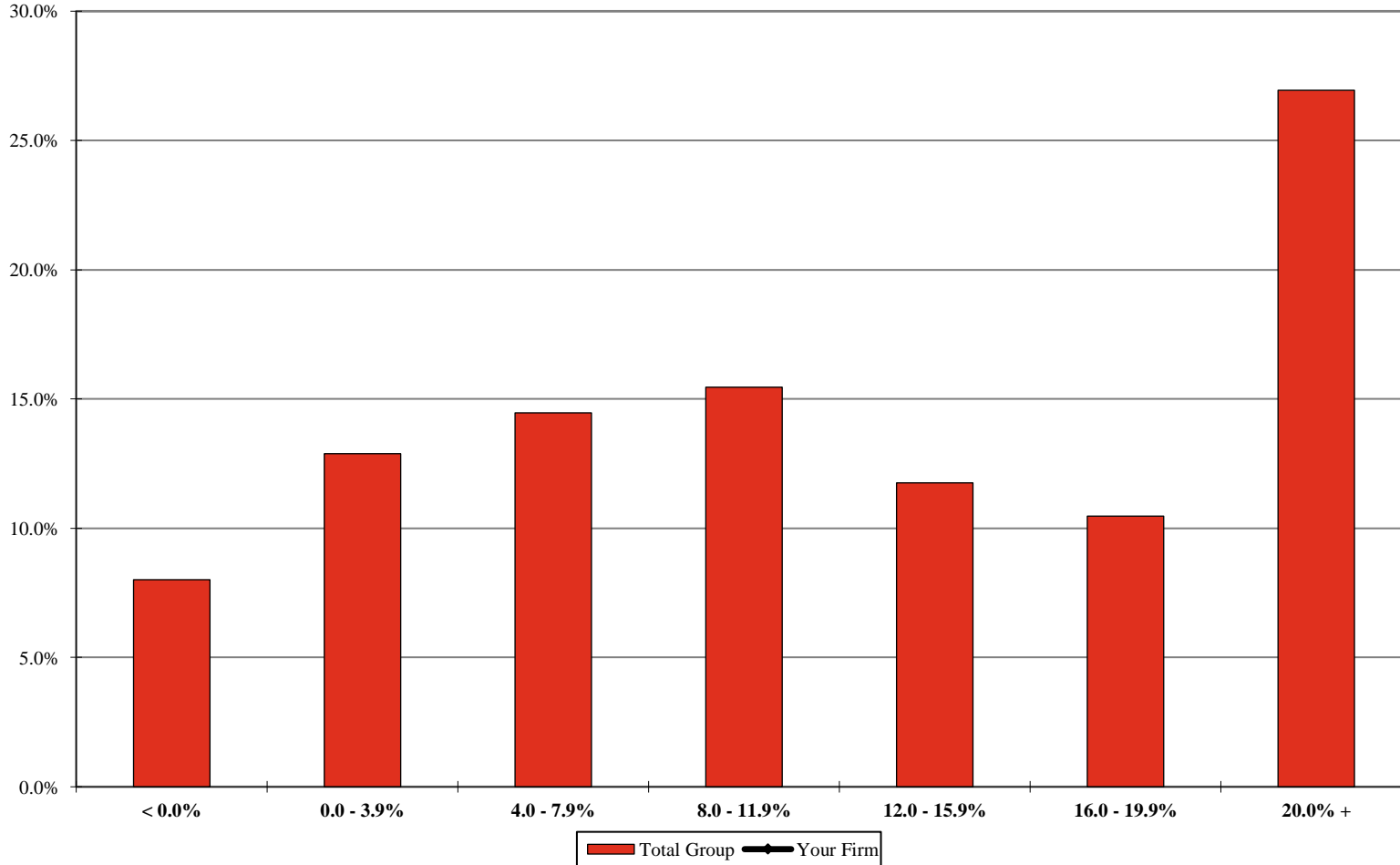
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AmLaw Second 100 xNYC - (48 members)

Distribution of Associates by Discount Levels¹

For the 12-month period ending December 31, 2022



	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm							
Total Group	8.0%	12.9%	14.5%	15.5%	11.8%	10.5%	26.9%

¹ Includes the percentage of corresponding full-time, full-year individuals at each level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period. Additional detail can be found on Page 116.

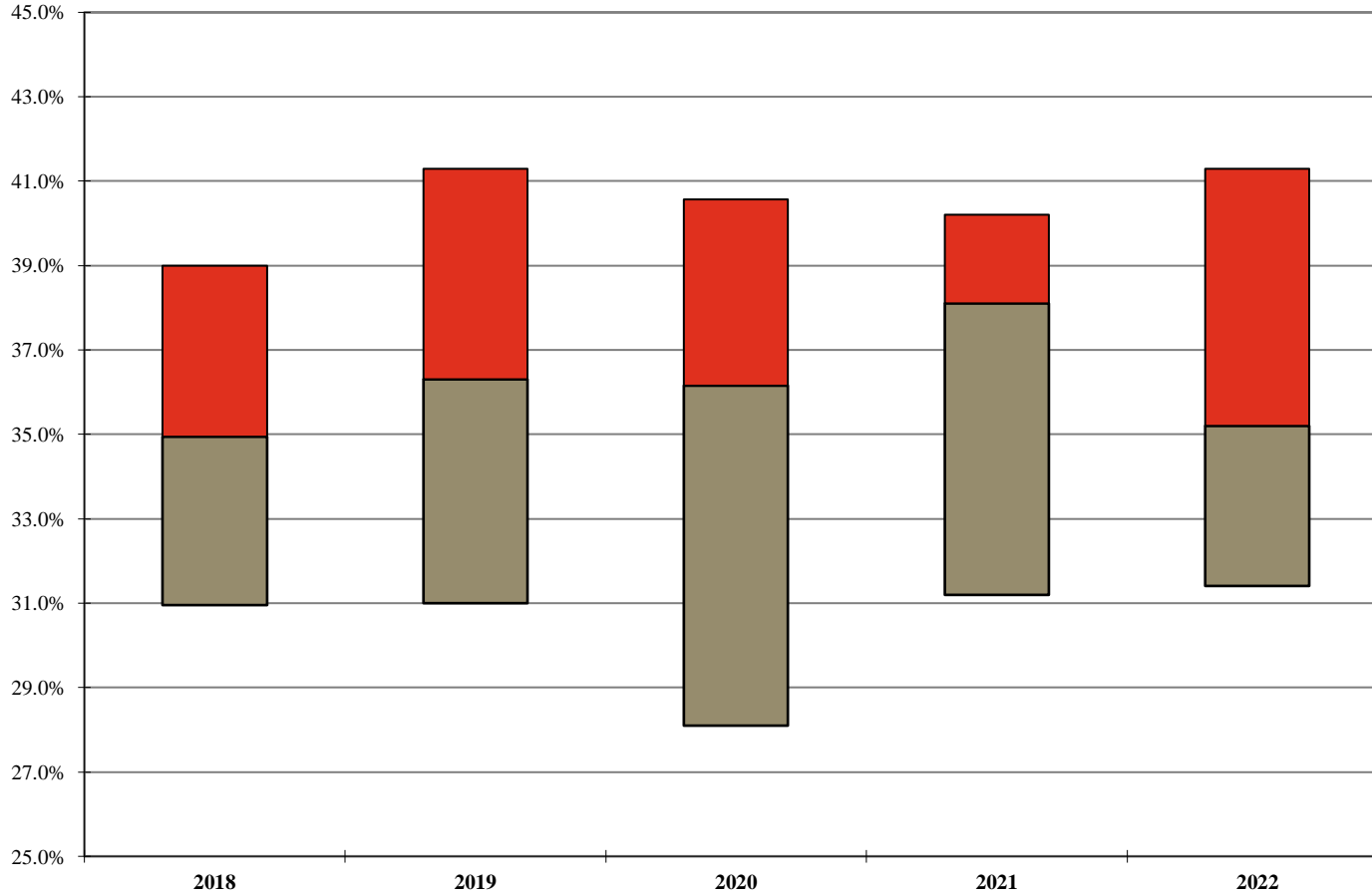
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AmLaw Second 100 xNYC - (48 members)

Associate Hours as a Percentage of All Attorney Hours

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



	2018	2019	2020	2021	2022
Your Firm					
1st Qtle	39.0%	41.3%	40.6%	40.2%	41.3%
Median	35.0%	36.3%	36.2%	38.1%	35.2%
3rd Qtle	31.0%	31.0%	28.1%	31.2%	31.4%

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

** omitted due to insufficient data

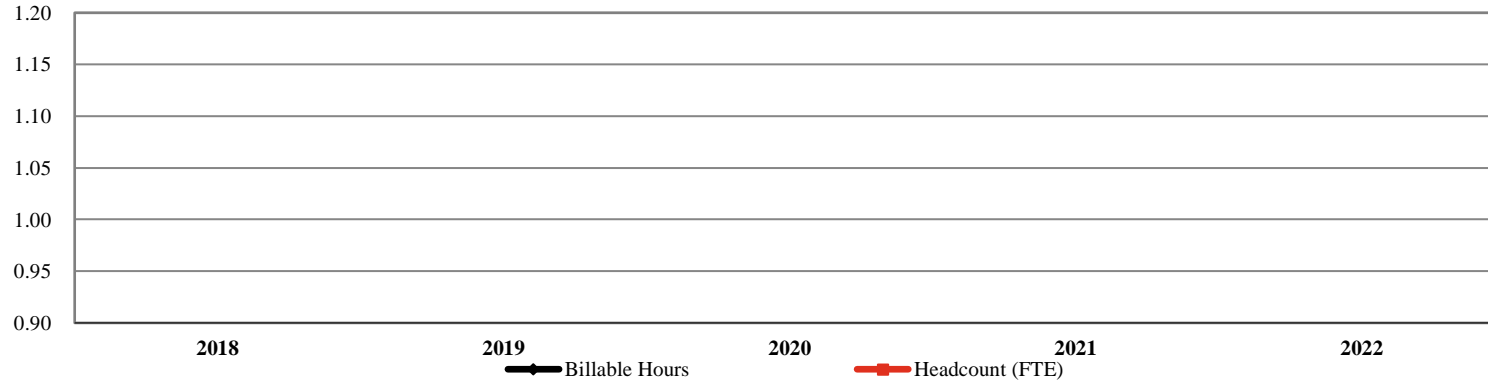
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AmLaw Second 100 xNYC - (48 members)

Associate Capacity¹

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

Your Firm



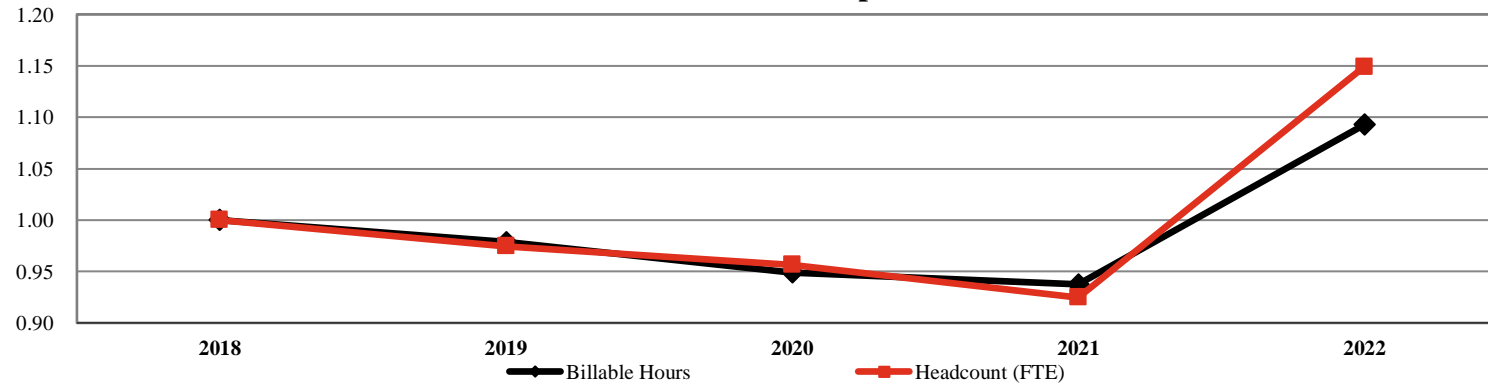
Your Firm

Billable Hours

Headcount (FTE)

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours						
Headcount (FTE)						

Total Group²



Total Group

Billable Hours

Headcount (FTE)

	2018	2019	2020	2021	2022	% Chg: '18-'22
Billable Hours	4,152,246	4,063,759	3,940,459	3,892,911	4,537,151	9.3%
Headcount (FTE)	2,428	2,366	2,322	2,245	2,790	14.9%

¹ Includes only those Firms that participated for the past 5 years; All values indexed to 2018.

² Number of members represented in the group results: 26

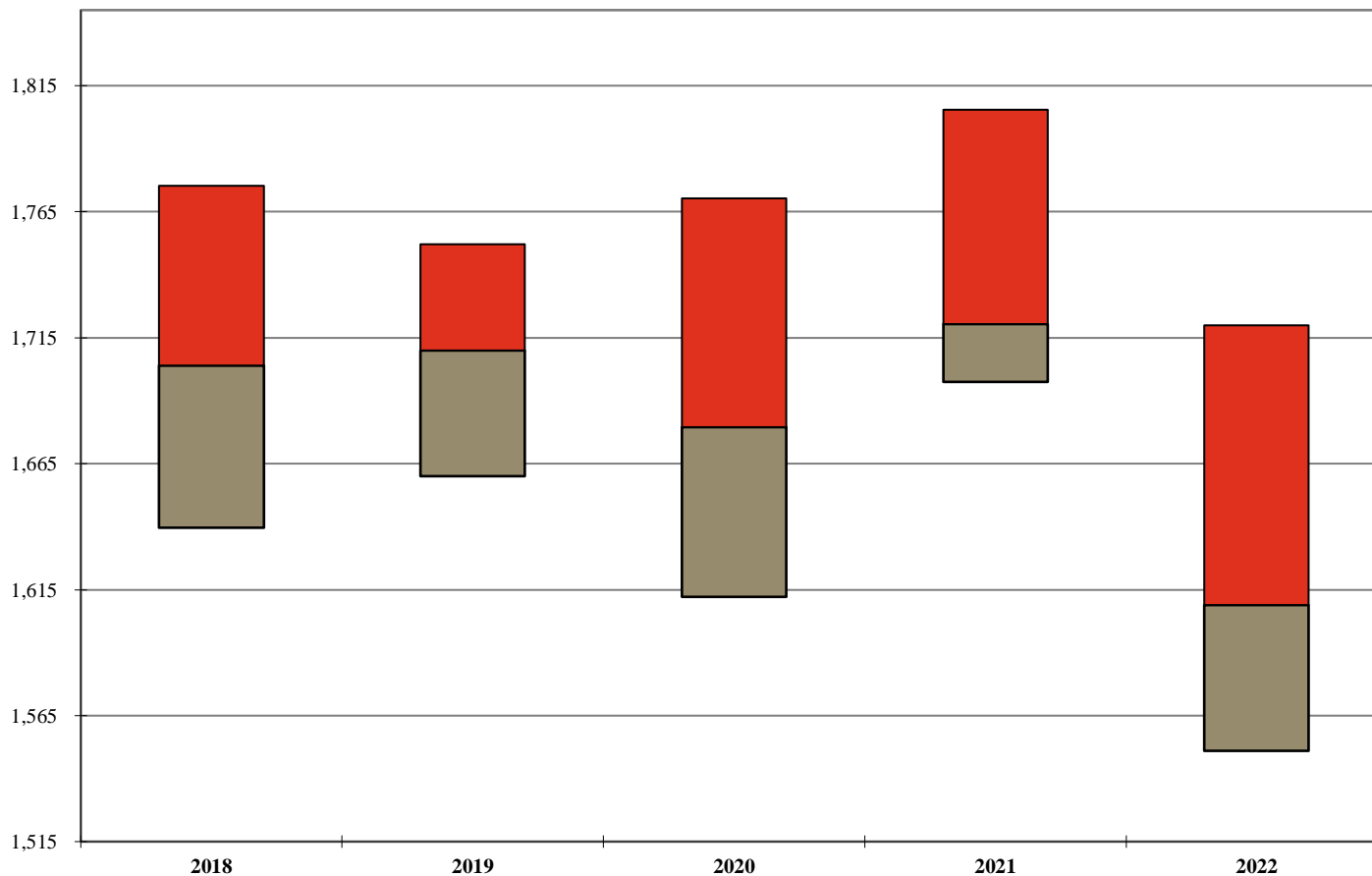
** omitted due to insufficient data

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AmLaw Second 100 xNYC - (48 members)

Associate Utilization

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



	2018	2019	2020	2021	2022	Change: '18-'22
Your Firm						
1st Qtle	1,775	1,752	1,770	1,806	1,720	(55)
Median	1,704	1,710	1,680	1,721	1,609	(95)
3rd Qtle	1,640	1,660	1,612	1,698	1,551	(89)

Additional detail can be found on Page 122.

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

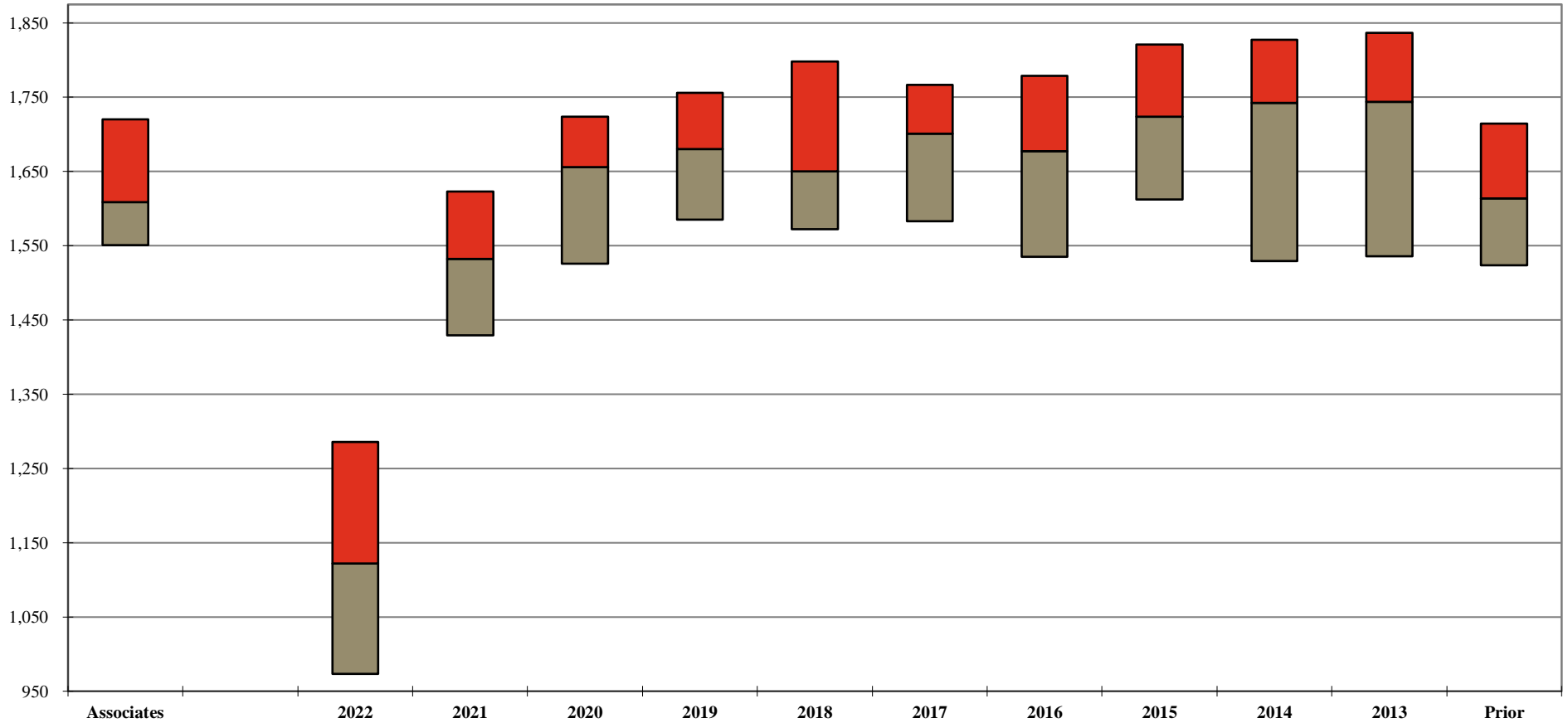
** omitted due to insufficient data

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2022



Your Firm	Law Class Year											
	Associates	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
1st Qtle	1,720	1,286	1,623	1,724	1,756	1,798	1,767	1,779	1,821	1,828	1,837	1,715
Median	1,609	1,122	1,532	1,656	1,680	1,650	1,701	1,677	1,724	1,743	1,744	1,614
3rd Qtle	1,551	973	1,429	1,526	1,585	1,572	1,583	1,535	1,612	1,529	1,536	1,524

Additional detail can be found on Page 122.

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

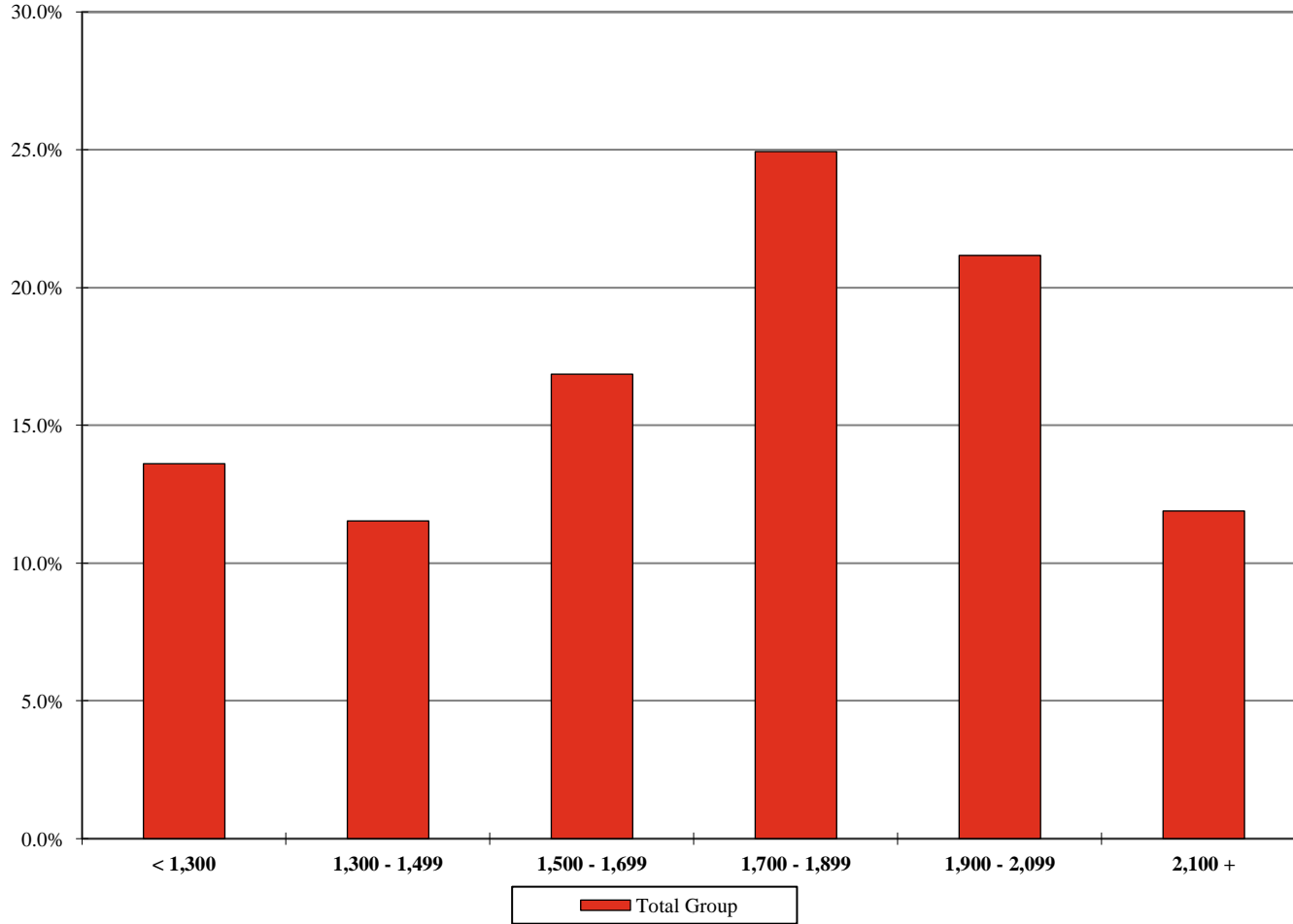
** omitted due to insufficient data

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Associates 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	13.6%	11.5%	16.9%	24.9%	21.2%	11.9%

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

Additional detail can be found on Page 123.

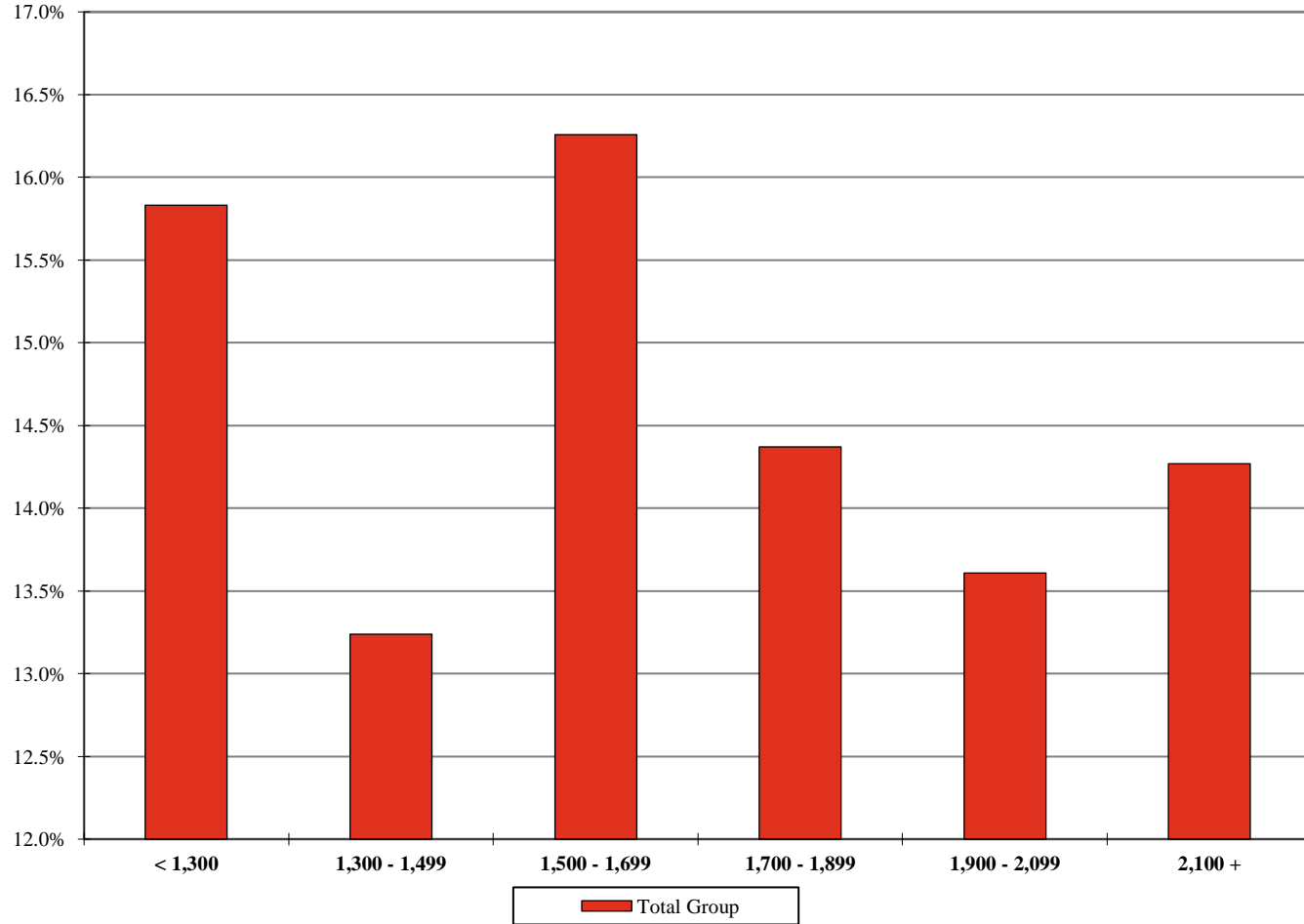
** omitted due to insufficient data

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate Discounting¹ by Utilization Levels

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	15.8%	13.2%	16.3%	14.4%	13.6%	14.3%

¹ Includes the percentage of corresponding full-time, full-year individuals at each utilization level. Discounting is calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

** omitted due to insufficient data

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Estimated Impact of Performance Improvements

	<i>Your Firm</i>	<i>2% Increase</i>			<i>5% Increase</i>		
	<i>Value</i>	<i>Target</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>	<i>Target</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>
Average Billable Hours <i>for the 12-month period ending 12/31/2022</i>							
Equity Partners							
Non-Equity Partners	‡						
Associates							
Standard Billing Rates at 1/1/2023							
Equity Partners							
Non-Equity Partners							
Associates							
Average Billed Rates <i>for the 12-month period ending 12/31/2022</i>							
Equity Partners							
Non-Equity Partners							
Associates							

Legend:

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

\$ Impact per Equity Partner - The net effect, on a per equity partner basis, of achieving the target increase level. Results of less than \$5,000 are denoted as such.

\$ Impact per Equity Partner Calculations:

*Average Billable Hours: (Variance) * (Average Billed Rate) * (FTE) / (Number of Equity Partners)*

*Standard Billing Rate: (Variance) * (Average Billable Hours) * (FTE) / (Number of Equity Partners)*

** Note: this calculation does not include any adjustment for write-offs from the standard rate at the time of billing.*

*Average Billed Rates: (Variance) * (Average Billable Hours) * (FTE) / (Number of Equity Partners)*

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

2 0 2 3 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Attorney Billable Hour Targets

	<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>
Target billable hour requirements:					
Equity Partners		/ 21 ‡	1,750	1,650	1,550
Non-Equity Partners		/ 19 ‡	1,800	1,750	1,611
Associates		/ 25 ‡	1,900	1,850	1,850
Senior Attorneys/Counsel		/ 18 ‡	1,900	1,800	1,713
Staff Attorneys		/ 18 ‡	1,838	1,750	1,613
Of Counsel		/ 13 ‡	1,800	1,750	1,550
Paralegals		/ 22 ‡	1,600	1,525	1,500
Percentage of the Attorneys in each classification that achieved their target billable hour requirements:					
Equity Partners		/ 19 ‡	42.9	33.3	25.4
Non-Equity Partners		/ 17 ‡	39.0	22.0	13.9
Associates		/ 21 ‡	40.0	26.4	20.4
Senior Attorneys/Counsel		/ 16 ‡	35.8	22.5	12.6
Staff Attorneys		/ 11 ‡	40.4	13.3	0.0
Of Counsel		/ 13 ‡	26.9	9.2	0.0
Paralegals		/ 18 ‡	32.8	24.3	9.4

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Does your firm track AFAs in your accounting system?	‡	29	89.7
Indicate the AFAs utilized by your firm:	‡	31	
Flat fees for some or all stages of a matter			96.8
Flat fee for the entire matter			100.0
Blended Rates			93.5
Incentive or success fees			83.9
Collars and/or fee caps			83.9
Contingency fees			100.0
Annual retainer fee for a portfolio of services			80.6
Holdbacks			45.2
Value Pricing			41.9
Other			0.0
The majority of AFAs are approved by:		29	
Billing Committee			13.8
CEO/Managing Partner			6.9
CFO/Finance Partner			10.3
COO			6.9
Practice Leaders			24.1
Relationship Partners			27.6
Other Partners			10.3
Over the past 5 years, how has the number of AFAs changed?		29	
Increased >50%			6.9
Increased 25% - 50%			10.3
Increased up to 25%			20.7
Decreased			37.9
No Change			6.9

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Alternative Fee Arrangements (AFAs)

	Your Firm	Group	
		# of Members Responding	% Yes Responses
Over the past 5 years, the approximate percentage of revenue generated from AFAs has:			
Increased >10%		28	17.9
Increased 5% - 10%			14.3
Increased up to 5%			32.1
Decreased			14.3
No Change			21.4
Over the next 5 years, how do you anticipate the amount of revenue generated from AFAs changing?		28	
Increase >10%			17.9
Increase <10%			39.3
Decrease			28.6
No Change			0.0
Indicate the alternative staffing arrangements utilized by your firm:			
Secondments	‡	30	80.0
Contract lawyers working at your law firm			83.3
Work outsourced to third party lawyers			46.7
Work outsourced to third party non-lawyers			33.3
Shared staffing/partnering with a third party/vendor			13.3
Other			6.7
None			6.7

	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Approximate percentage of revenue generated in 2022 from AFAs (000's)		/ 25 ‡	37.0	14.8	10.0

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



DETAILED METRICS

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Standard Billing Rates

As of January 1, 2023

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 year	1 st Quartile	Median	3 rd Quartile	
Equity Partners											
High		/ 48	\$1,356	\$1,110	\$924			8.4	6.7	2.5	13.3
Middle		/ 48	843	723	619			7.1	5.4	2.5	11.5
Low		/ 48	661	523	461			9.1	6.0	0.0	13.8
Average		/ 48	895	743	626			6.6	6.0	2.5	11.8
<u>By Years of Experience</u>											
< 11 Years		/ 26 ‡	\$776	\$575	\$503		‡	10.6	7.2	3.5	16.4
11 - 15 Years		/ 48	795	624	564			8.2	4.7	1.8	12.2
16 - 20 Years		/ 47	877	698	597			8.5	5.7	1.7	12.0
21 - 25 Years		/ 48	936	715	624			7.9	4.2	3.3	12.6
26 - 30 Years		/ 48	941	764	658			6.6	5.0	3.5	10.5
31 - 35 Years		/ 48	1,001	779	668			7.4	5.0	2.1	11.7
36 - 40 Years		/ 48	1,040	816	700			6.7	5.1	2.4	11.2
41 - 45 Years		/ 47	1,108	814	727			8.5	5.7	0.3	12.1
> 45 Years		/ 26 ‡	1,137	820	716		‡	5.6	1.3	0.0	9.0
Non-Equity Partners											
High		/ 42	\$1,208	\$995	\$851		‡	7.7	5.7	2.2	11.8
Middle		/ 42	778	612	554		‡	8.9	5.6	2.7	14.8
Low		/ 42	650	450	404		‡	10.5	5.9	0.0	17.1
Average		/ 42	813	634	567		‡	8.3	5.7	2.4	12.4
<u>By Years of Experience</u>											
< 11 Years		/ 40	\$701	\$554	\$469		‡	9.1	6.5	1.7	14.6
11 - 15 Years		/ 42	730	578	515		‡	7.3	4.1	1.0	14.8
16 - 20 Years		/ 42	781	633	530		‡	7.6	5.4	(0.6)	11.0
21 - 25 Years		/ 41	798	652	581		‡	9.1	4.2	0.9	11.4
26 - 30 Years		/ 41	847	665	598		‡	9.7	5.7	(0.2)	10.6
31 - 35 Years		/ 37	962	704	631		‡	8.5	5.3	2.1	11.8
36 - 40 Years		/ 37	836	733	656		‡	10.4	6.1	(0.1)	14.3
41 - 45 Years		/ 35 ‡	907	740	661		‡	6.6	4.8	1.8	14.3
> 45 Years		/ 31 ‡	888	722	650		‡	7.6	4.6	0.0	13.2

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Standard Billing Rates

As of January 1, 2023

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 year	1 st Quartile	Median	3 rd Quartile	
All Partner Composite											
High		/ 48	\$1,401	\$1,138	\$965			8.3	5.9	0.0	12.0
Middle		/ 48	818	680	590			7.1	4.6	0.8	11.2
Low		/ 48	628	450	400			9.9	6.2	0.0	15.2
Average		/ 48	873	693	601			6.7	5.1	3.0	11.3
<u>By Years of Experience</u>											
< 11 Years		/ 45	\$757	\$563	\$477			8.9	6.7	2.6	14.6
11 - 15 Years		/ 48	792	597	516			7.0	4.8	2.6	12.3
16 - 20 Years		/ 48	865	671	560			7.0	5.0	0.8	11.9
21 - 25 Years		/ 48	924	695	614			8.0	4.6	2.0	11.3
26 - 30 Years		/ 48	938	733	640			6.1	4.9	2.6	10.4
31 - 35 Years		/ 48	997	768	665			9.6	4.6	3.0	10.6
36 - 40 Years		/ 48	1,041	806	681			7.0	5.0	1.6	11.3
41 - 45 Years		/ 47	1,085	809	704			6.6	5.2	1.3	11.4
> 45 Years		/ 38	951	747	650		‡	6.8	3.7	0.0	11.3
Contract Partners			**	**	**			**	**	**	**

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

2023 BRASS Initial Release - Revenue Management Report

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Distribution of Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2023

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +	
< 11 Years																			
Your Firm	0																		
Total Group	169 ‡	10.7%	18.3%	7.7%	14.8%	16.0%	10.1%	11.8%	1.2%	1.2%	1.2%	1.2%	5.9%						
11 - 15 Years																			
Your Firm	0																		
Total Group	632	7.0%	10.6%	15.5%	16.8%	11.7%	9.8%	11.9%	4.4%	1.9%	2.5%	1.9%	4.6%	0.8%	0.3%	0.2%		0.2%	
16 - 20 Years																			
Your Firm	0																		
Total Group	780	2.4%	6.5%	14.9%	17.9%	14.7%	8.6%	7.4%	6.9%	6.0%	3.7%	3.7%	2.7%	2.6%	0.6%	0.5%	0.5%	0.1%	
21 - 25 Years																			
Your Firm	0																		
Total Group	952	1.3%	4.0%	10.9%	20.0%	18.2%	10.8%	8.4%	6.2%	6.1%	2.4%	4.1%	2.4%	1.9%	2.1%	0.6%	0.2%	0.4%	
26 - 30 Years																			
Your Firm	0																		
Total Group	851	1.4%	2.9%	7.6%	16.6%	18.4%	15.2%	10.2%	5.5%	4.9%	3.8%	3.1%	4.6%	2.4%	1.2%	1.2%	0.5%	0.6%	
31 - 35 Years																			
Your Firm	0																		
Total Group	696	0.7%	1.9%	7.0%	13.8%	15.1%	17.1%	10.2%	6.8%	4.9%	5.9%	4.0%	4.0%	3.6%	1.4%	1.4%	0.6%	1.6%	
36 - 40 Years																			
Your Firm	0																		
Total Group	542	0.2%	1.8%	7.4%	10.0%	13.7%	17.7%	16.4%	9.2%	4.8%	3.9%	2.6%	3.1%	3.1%	1.7%	0.7%	1.3%	2.4%	
41 - 45 Years																			
Your Firm	0																		
Total Group	285	1.4%	2.1%	3.2%	8.1%	11.9%	19.3%	18.2%	10.2%	4.6%	3.2%	3.2%	4.2%	3.2%	2.1%	0.7%	1.8%	2.8%	
> 45 Years																			
Your Firm	0																		
Total Group	113 ‡	0.9%	1.8%	4.4%	12.4%	3.5%	8.0%	16.8%	9.7%	6.2%	6.2%	4.4%	5.3%	5.3%	3.5%	1.8%	0.9%	8.8%	
All Equity Partners																			
Your Firm	0																		
Total Group	5,024	2.3%	4.8%	9.9%	15.7%	15.2%	13.1%	11.0%	6.5%	4.8%	3.6%	3.3%	3.7%	2.4%	1.3%	0.8%	0.5%	1.1%	

* Includes the number of corresponding headcount values at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Non-Equity Partner Standard Billing Rates

By Years of Experience - As of January 1, 2023

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	501	10.2%	21.8%	31.9%	11.8%	4.4%	4.0%	1.6%	5.2%	4.4%	1.4%	3.2%		0.2%				
11 - 15 Years																		
Your Firm																		
Total Group	774	2.7%	17.1%	25.8%	20.9%	9.8%	4.9%	2.7%	4.9%	5.2%	2.5%	2.2%	0.1%		1.2%			
16 - 20 Years																		
Your Firm																		
Total Group	507	2.4%	8.5%	23.1%	20.1%	12.6%	8.1%	3.9%	6.5%	5.7%	4.1%	1.8%	1.2%	1.0%	0.8%		0.2%	
21 - 25 Years																		
Your Firm																		
Total Group	387	1.3%	4.4%	20.2%	26.9%	16.3%	7.5%	5.2%	5.2%	5.4%	1.8%	3.9%		1.3%	0.8%			
26 - 30 Years																		
Your Firm																		
Total Group	284	1.4%	4.2%	16.5%	20.1%	22.5%	7.7%	5.3%	3.9%	7.0%	3.9%	2.8%	1.8%	1.4%	0.7%		0.4%	0.4%
31 - 35 Years																		
Your Firm																		
Total Group	215		2.8%	10.7%	18.1%	20.9%	14.4%	8.4%	3.3%	3.7%	7.0%	2.3%	3.3%	2.3%		1.4%	0.5%	0.9%
36 - 40 Years																		
Your Firm																		
Total Group	220	0.9%	5.0%	11.4%	14.1%	18.2%	15.9%	10.9%	9.1%	3.6%	1.8%	1.4%	1.4%	2.3%	0.9%	0.9%	0.9%	1.4%
41 - 45 Years																		
Your Firm																		
Total Group	172 ‡	0.6%	2.3%	9.3%	18.0%	14.0%	20.3%	14.5%	5.2%	3.5%	5.8%	1.7%	2.3%	0.6%	1.2%	0.6%		
> 45 Years																		
Your Firm																		
Total Group	172 ‡	1.2%	2.3%	7.6%	16.9%	16.3%	11.0%	15.7%	8.7%	7.6%	2.9%	2.3%	4.1%		0.6%	0.6%	1.7%	0.6%
All Non-Equity Partners																		
Your Firm																		
Total Group	3,239	3.1%	10.4%	21.0%	19.0%	13.2%	8.4%	5.5%	5.6%	5.2%	3.1%	2.5%	1.0%	0.8%	0.7%	0.2%	0.2%	0.2%

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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of All Partner Standard Billing Rates

By Years of Experience - As of January 1, 2023

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
< 11 Years																		
Your Firm																		
Total Group	670	10.3%	20.9%	25.8%	12.5%	7.3%	5.5%	4.2%	4.2%	3.6%	1.3%	2.7%	1.5%	0.1%				
11 - 15 Years																		
Your Firm																		
Total Group	1,406	4.6%	14.2%	21.2%	19.1%	10.7%	7.1%	6.8%	4.7%	3.7%	2.5%	2.1%	2.1%	0.4%	0.8%	0.1%		0.1%
16 - 20 Years																		
Your Firm																		
Total Group	1,287	2.4%	7.3%	18.1%	18.8%	13.9%	8.4%	6.1%	6.8%	5.9%	3.9%	3.0%	2.1%	1.9%	0.7%	0.3%	0.4%	0.1%
21 - 25 Years																		
Your Firm																		
Total Group	1,339	1.3%	4.1%	13.6%	22.0%	17.6%	9.9%	7.5%	5.9%	5.9%	2.2%	4.0%	1.7%	1.7%	1.7%	0.4%	0.1%	0.3%
26 - 30 Years																		
Your Firm																		
Total Group	1,135	1.4%	3.3%	9.9%	17.4%	19.5%	13.3%	9.0%	5.1%	5.5%	3.8%	3.0%	3.9%	2.1%	1.1%	0.9%	0.4%	0.5%
31 - 35 Years																		
Your Firm																		
Total Group	911	0.5%	2.1%	7.9%	14.8%	16.5%	16.5%	9.8%	5.9%	4.6%	6.1%	3.6%	3.8%	3.3%	1.1%	1.4%	0.5%	1.4%
36 - 40 Years																		
Your Firm																		
Total Group	762	0.4%	2.8%	8.5%	11.2%	15.0%	17.2%	14.8%	9.2%	4.5%	3.3%	2.2%	2.6%	2.9%	1.4%	0.8%	1.2%	2.1%
41 - 45 Years																		
Your Firm																		
Total Group	457	1.1%	2.2%	5.5%	11.8%	12.7%	19.7%	16.8%	8.3%	4.2%	4.2%	2.6%	3.5%	2.2%	1.8%	0.7%	1.1%	1.8%
> 45 Years																		
Your Firm																		
Total Group	285	1.1%	2.1%	6.3%	15.1%	11.2%	9.8%	16.1%	9.1%	7.0%	4.2%	3.2%	4.6%	2.1%	1.8%	1.1%	1.4%	3.9%
All Partners																		
Your Firm																		
Total Group	8,263	2.6%	7.0%	14.3%	17.0%	14.4%	11.2%	8.8%	6.2%	4.9%	3.4%	3.0%	2.6%	1.8%	1.1%	0.6%	0.4%	0.7%

* Includes the number of corresponding headcount values at each level
 ** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2023

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
Associates											
<u>Class of</u>											
2022		/ 38	\$457	\$359	\$319						
2021		/ 48	469	367	324			17.6	10.2	3.2	
2020		/ 48	511	379	345		‡	18.5	13.6	5.9	34.8
2019		/ 48	547	396	358		‡	18.4	13.2	6.9	31.6
2018		/ 48	595	413	375		‡	15.3	10.9	6.5	28.0
2017		/ 48	632	447	387		‡	14.1	11.3	5.6	26.9
2016		/ 48	653	464	393		‡	10.9	9.6	3.5	23.6
2015		/ 48	698	471	410		‡	12.3	9.3	2.3	21.9
2014		/ 47	657	489	419		‡	12.2	8.7	4.9	19.7
2013		/ 44	664	495	427		‡	10.2	5.1	0.0	17.8
Prior		/ 41	659	492	419		‡	9.4	5.9	0.0	14.0
All Associates		/ 48	591	421	374		‡	8.7	5.3	2.9	12.0
Sr. Attorneys											
<u>Class of</u>											
2015 - 2022		/ 14 ‡	\$736	\$473	\$405			**	**	**	**
2014		/ 19 ‡	728	480	444			**	**	**	**
2013		/ 23 ‡	683	475	423		‡	12.0	7.1	5.1	**
2012		/ 20 ‡	785	501	432		‡	5.5	2.9	0.0	**
2011		/ 21 ‡	615	455	442		‡	10.3	4.7	1.0	**
2010		/ 21 ‡	588	500	453		‡	9.4	4.7	0.0	24.3
2009		/ 24 ‡	618	519	461		‡	7.9	3.4	0.0	7.0
Prior		/ 34 ‡	794	587	507		‡	9.7	7.2	4.1	12.8
All Sr. Attorneys		/ 34 ‡	785	567	501		‡	9.5	5.7	4.1	12.1

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Other Timekeeper Standard Billing Rates

As of January 1, 2023

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
Of Counsel											
<u>By Years of Experience</u>											
< 21 Years		/ 21 ‡	\$705	\$527	\$476	‡	‡	8.3	1.1	(1.1)	5.2
21 - 25 Years		/ 20 ‡	740	548	487	‡	‡	4.8	1.5	(1.7)	**
26 - 30 Years		/ 24 ‡	876	593	550	‡	‡	3.8	1.3	(2.8)	12.8
> 30 Years		/ 38	891	728	643	‡	‡	7.8	4.6	0.0	10.3
All Of Counsel		/ 39	811	662	579	‡	‡	8.5	3.0	0.0	11.3
Staff Attorneys											
<u>By Years of Experience</u>											
< 6 Years		/ 20 ‡	\$415	\$369	\$324	‡	‡	12.3	6.8	0.5	**
6 - 10 Years		/ 22 ‡	453	389	314	‡	‡	8.3	1.6	(0.3)	13.6
11 - 15 Years		/ 24 ‡	425	359	320	‡	‡	12.0	7.3	(1.5)	16.4
> 15 Years		/ 28 ‡	561	412	349	‡	‡	9.2	5.3	0.5	13.8
All Staff Attorneys		/ 36	509	407	335	‡	‡	11.2	6.6	0.5	16.2
eDiscovery Attorneys											
<u>By Years of Experience</u>											
< 6 Years			**	**	**			**	**	**	**
6 - 10 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years			**	**	**			**	**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys		/ 48	\$731	\$581	\$526		‡	6.9	5.0	2.3	10.2
Contract Associates			**	**	**			**	**	**	**
Other Timekeepers											
Lobbyists		/ 14 ‡	\$740	\$558	\$391	‡	‡	12.0	10.8	5.6	**
Specialists		/ 26 ‡	386	342	286	‡	‡	10.7	6.3	0.0	8.5
Litigation Support		/ 22 ‡	339	302	258	‡	‡	7.7	5.3	3.7	13.4
Patent Agents		/ 20 ‡	363	317	268	‡	‡	9.9	0.8	0.0	11.1
Case Clerks		/ 17 ‡	221	172	155	‡	‡	7.5	4.0	0.0	16.8
Law Clerks		/ 23 ‡	305	275	209	‡	‡	18.4	6.6	0.0	(4.9)
Paralegals											
High		/ 45	\$450	\$395	\$345		‡	8.3	5.8	0.3	13.7
Middle		/ 45	335	290	260		‡	7.3	5.5	0.0	11.9
Low		/ 45	250	205	160		‡	9.7	3.6	0.0	16.2
Average		/ 45	335	287	258		‡	7.3	6.0	1.8	12.4

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Associate & Sr. Attorney Standard Billing Rates

As of January 1, 2023

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2022													
Your Firm													
Total Group	394	6.1%	26.9%	25.4%	21.8%	5.6%	5.8%	8.4%					
2021													
Your Firm													
Total Group	587	4.9%	17.5%	35.6%	15.0%	5.8%	6.8%	8.3%	5.8%		0.2%		
2020													
Your Firm													
Total Group	537	4.8%	12.1%	35.6%	12.8%	8.9%	4.1%	8.2%	5.2%	8.0%	0.2%		
2019													
Your Firm													
Total Group	558	1.4%	8.1%	36.9%	17.4%	9.9%	3.9%	7.2%	5.9%	2.9%	6.1%		0.4%
2018													
Your Firm													
Total Group	517	1.5%	8.1%	28.0%	24.8%	3.5%	10.6%	1.5%	7.4%	4.1%	2.5%	7.2%	0.8%
2017													
Your Firm													
Total Group	543	0.2%	5.7%	23.8%	28.9%	7.7%	9.2%	2.8%	4.6%	7.2%	4.2%	3.7%	2.0%
2016													
Your Firm													
Total Group	470		4.5%	18.7%	28.5%	11.7%	9.1%	4.5%	2.1%	9.4%	3.4%	3.0%	5.1%
2015													
Your Firm													
Total Group	400		2.8%	16.3%	30.8%	14.3%	7.3%	5.3%	2.0%	7.0%	5.5%	3.5%	5.5%
2014													
Your Firm													
Total Group	274		2.2%	12.8%	25.5%	17.2%	8.8%	6.9%	6.9%	3.6%	4.7%	2.6%	8.8%
2013													
Your Firm													
Total Group	153	0.7%	2.6%	13.1%	31.4%	21.6%	7.2%	5.2%	2.6%	5.9%	2.6%	3.9%	3.3%
Prior													
Your Firm													
Total Group	298	0.7%	3.0%	10.4%	24.5%	19.8%	8.7%	9.1%	5.0%	9.7%	2.3%	4.0%	2.7%
All Associates													
Your Firm													
Total Group	4,764	2.1%	9.3%	25.7%	22.6%	10.0%	7.4%	6.2%	4.5%	5.0%	2.8%	2.3%	2.1%
Sr. Attorneys													
Your Firm													
Total Group	1,036 ‡		1.0%	7.5%	21.3%	22.4%	12.7%	7.9%	5.0%	5.2%	8.8%	2.5%	5.6%

* Includes the number of corresponding headcount values at each level

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2023

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 48	\$1,356	\$1,100	\$924		/ 48	8.6	6.9	5.4
Middle		/ 48	844	728	632		/ 48	8.4	6.7	5.7
Low		/ 48	696	525	469		/ 48	10.6	8.4	6.5
Average		/ 48	901	742	637		/ 48	8.1	7.0	6.1
<u>By Years of Experience</u>										
< 11 Years		/ 19 ‡	\$695	\$585	\$498		/ 19 ‡	11.7	9.0	8.1
11 - 15 Years		/ 48	803	631	562		/ 48	9.4	8.4	7.0
16 - 20 Years		/ 47	877	697	596		/ 47	9.1	7.7	6.9
21 - 25 Years		/ 48	936	721	622		/ 48	8.2	7.2	5.9
26 - 30 Years		/ 48	941	759	658		/ 48	8.0	6.7	5.8
31 - 35 Years		/ 48	1,001	779	666		/ 48	7.9	6.4	5.4
36 - 40 Years		/ 48	1,040	816	699		/ 48	7.8	6.6	5.4
41 - 45 Years		/ 47	1,108	814	727		/ 47	7.3	6.3	5.1
> 45 Years		/ 26 ‡	1,137	820	716		/ 26 ‡	7.4	6.6	5.0
Non-Equity Partners										
High		/ 42	\$1,185	\$985	\$843		/ 42	7.8	6.0	4.8
Middle		/ 42	782	619	560		/ 42	9.3	7.3	5.5
Low		/ 42	669	460	425		/ 42	12.0	8.6	5.9
Average		/ 42	834	643	572		/ 42	8.5	7.4	6.0
<u>By Years of Experience</u>										
< 11 Years		/ 37	\$730	\$560	\$475		/ 37	11.6	9.3	7.7
11 - 15 Years		/ 41	738	584	526		/ 41	9.7	7.8	6.9
16 - 20 Years		/ 41	789	640	530		/ 41	8.7	7.6	6.7
21 - 25 Years		/ 40	803	654	589		/ 40	9.2	7.2	6.1
26 - 30 Years		/ 40	866	676	599		/ 40	7.7	6.2	5.4
31 - 35 Years		/ 37	962	704	630		/ 37	8.2	6.4	5.1
36 - 40 Years		/ 37	832	733	666		/ 37	7.3	6.0	4.7
41 - 45 Years		/ 35 ‡	900	740	658		/ 35 ‡	7.6	6.2	5.4
> 45 Years		/ 31 ‡	885	722	650		/ 31 ‡	7.7	6.3	4.3

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding Partners who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Partner Standard Billing Rates & Annual Percent Change

As of January 1, 2023

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
All Partner Composite										
High		/ 48	\$1,401	\$1,110	\$945		/ 48	8.2	6.8	5.3
Middle		/ 48	826	690	599		/ 48	8.1	7.2	5.7
Low		/ 48	671	455	411		/ 48	11.9	8.4	6.2
Average		/ 48	886	705	609		/ 48	8.1	7.2	6.3
<u>By Years of Experience</u>										
< 11 Years		/ 45	\$764	\$567	\$477		/ 45	11.6	9.0	8.0
11 - 15 Years		/ 48	796	596	518		/ 48	9.7	8.3	7.0
16 - 20 Years		/ 48	865	667	561		/ 48	9.0	7.6	6.7
21 - 25 Years		/ 48	924	701	613		/ 48	8.2	7.3	6.0
26 - 30 Years		/ 48	938	735	642		/ 48	8.0	6.6	5.7
31 - 35 Years		/ 48	997	766	667		/ 48	8.1	6.5	5.4
36 - 40 Years		/ 48	1,041	806	688		/ 48	7.6	6.5	5.4
41 - 45 Years		/ 47	1,084	809	704		/ 47	7.1	6.6	5.2
> 45 Years		/ 38	951	747	650		/ 38	7.6	6.5	4.2
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding Partners who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Associate & Sr. Attorney Standard Billing Rates & Annual Percent Change

As of January 1, 2023

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
Associates										
<u>Class of</u>										
2022		/ 24 ‡	\$436	\$362	\$324					
2021		/ 44	469	375	334		/ 44	19.5	14.8	10.6
2020		/ 47	500	378	343		/ 47	18.7	14.0	11.2
2019		/ 48	547	394	359		/ 48	18.5	14.0	9.6
2018		/ 48	594	420	374		/ 48	15.3	13.0	10.3
2017		/ 48	632	446	378		/ 48	14.4	12.6	9.5
2016		/ 48	653	470	397		/ 48	14.3	11.9	8.9
2015		/ 47	703	474	416		/ 47	13.1	10.0	6.6
2014		/ 45	660	498	425		/ 45	12.3	10.4	8.2
2013		/ 43	673	497	437		/ 43	12.1	9.4	6.7
Prior		/ 40	664	505	433		/ 40	13.0	9.6	7.4
All Associates		/ 48	598	423	381		/ 48	14.5	12.7	10.0
Sr. Attorneys										
<u>Class of</u>										
2015 - 2022		/ 13 ‡	\$828	\$485	\$402		/ 13 ‡	9.4	6.9	5.9
2014		/ 13 ‡	495	455	440		/ 13 ‡	11.8	8.6	6.7
2013		/ 20 ‡	756	490	425		/ 20 ‡	10.6	7.3	5.0
2012		/ 19 ‡	789	500	430		/ 19 ‡	11.6	9.0	6.0
2011		/ 20 ‡	616	455	444		/ 20 ‡	10.3	8.1	6.7
2010		/ 19 ‡	577	521	438		/ 19 ‡	10.5	9.0	5.9
2009		/ 22 ‡	599	493	444		/ 22 ‡	9.5	7.3	5.5
Prior		/ 34 ‡	799	593	524		/ 34 ‡	8.6	6.9	5.8
All Sr. Attorneys		/ 34 ‡	792	569	503		/ 34 ‡	8.7	6.9	6.1

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding timekeepers who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate 'Full-Year' Standard Rate Change

By Years of Experience¹

Standard Billing Rate As of January 1, 2023

<u>Years of Experience</u>	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1 Year		/ 33 ‡	11.9	8.4	3.2
2 Years		/ 39	11.1	7.6	2.3
3 Years		/ 41	8.7	6.9	(0.2)
4 Years		/ 40	10.5	6.1	0.2
5 Years		/ 41	9.5	4.8	(0.3)
6 Years		/ 40	9.7	6.9	2.2
7 Years		/ 39	10.1	6.7	(0.6)

¹ Calculated as the percent change for an associate with the respective years of experience at 1/1/2023 to the corresponding years of experience at 1/1/2022. For example, an associate with one year of experience would be included in law school class year 2021 at 1/1/2023, and included in law school class year 2020 at 1/1/2022.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Other Timekeeper Standard Billing Rates & Annual Percent Change

As of January 1, 2023

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	% Change - 1 Year		
								1 st Quartile	Median	3 rd Quartile
Of Counsel										
<u>By Years of Experience</u>										
< 21 Years		/ 20 ‡	\$739	\$514	\$472		/ 20 ‡	9.2	7.7	4.7
21 - 25 Years		/ 19 ‡	756	565	490		/ 19 ‡	9.9	7.6	5.3
26 - 30 Years		/ 23 ‡	854	612	549		/ 23 ‡	8.8	6.6	4.7
> 30 Years		/ 37	896	718	642		/ 37	7.6	6.2	4.7
All Of Counsel		/ 37	896	663	585		/ 37	8.1	6.8	4.8
Staff Attorneys										
<u>By Years of Experience</u>										
< 6 Years		/ 12 ‡	\$423	\$371	\$324		/ 12 ‡	17.3	10.7	5.9
6 - 10 Years		/ 21 ‡	455	390	325		/ 21 ‡	10.1	6.7	5.3
11 - 15 Years		/ 24 ‡	425	359	319		/ 24 ‡	15.8	9.6	5.2
> 15 Years		/ 23 ‡	527	413	349		/ 23 ‡	8.8	7.0	5.3
All Staff Attorneys		/ 33 ‡	485	402	336		/ 33 ‡	11.8	8.1	5.8
eDiscovery Attorneys										
<u>By Years of Experience</u>										
< 6 Years			**	**	**			**	**	**
6 - 10 Years			**	**	**			**	**	**
11 - 15 Years			**	**	**			**	**	**
> 15 Years			**	**	**			**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**
All Attorneys		/ 48	\$753	\$599	\$537		/ 48	9.5	8.3	7.2
Contract Associates			**	**	**			**	**	**
Other Timekeepers										
Lobbyists		/ 13 ‡	\$747	\$570	\$437		/ 13 ‡	10.2	6.5	5.5
Specialists		/ 25 ‡	388	344	290		/ 25 ‡	11.6	7.9	6.3
Litigation Support		/ 20 ‡	343	311	269		/ 20 ‡	7.7	5.9	4.5
Patent Agents		/ 19 ‡	382	306	265		/ 19 ‡	13.5	7.5	5.6
Case Clerks		/ 16 ‡	222	181	155		/ 16 ‡	11.8	7.7	5.6
Law Clerks		/ 17 ‡	305	285	240		/ 17 ‡	7.6	4.4	0.0
Paralegals										
High		/ 45	\$445	\$380	\$335		/ 45	8.2	5.9	3.9
Middle		/ 45	340	290	260		/ 45	9.5	7.1	4.8
Low		/ 45	250	205	165		/ 45	12.9	7.1	4.4
Average		/ 45	338	287	265		/ 45	9.9	6.9	5.3

¹ Contains statistics only for Non-Partner timekeepers who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding timekeepers who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year	
	Rate	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		
Equity Partners												
High		/ 47	\$1,367	\$1,007	\$870		‡	7.9	5.1	1.0	8.2	
Middle		/ 47	767	654	550		‡	6.9	5.3	3.2	9.8	
Low		/ 47	485	384	310		‡	8.7	3.7	0.0	7.1	
Average		/ 47	833	657	556		‡	7.3	5.6	3.8	8.3	
<u>By Years of Experience</u>												
< 11 Years		/ 18 ‡	\$638	\$503	\$450		‡	12.5	8.0	6.5	17.3	
11 - 15 Years		/ 46	709	557	489		‡	11.7	4.5	1.1	11.9	
16 - 20 Years		/ 46	822	627	528		‡	9.3	5.5	2.3	7.2	
21 - 25 Years		/ 47	872	636	552		‡	7.6	4.4	2.0	9.7	
26 - 30 Years		/ 47	865	645	553		‡	7.9	4.7	1.4	9.8	
31 - 35 Years		/ 47	907	675	569		‡	8.8	4.5	2.4	9.4	
36 - 40 Years		/ 47	970	680	596		‡	7.7	4.8	1.5	7.0	
41 - 45 Years		/ 46	976	709	625		‡	10.0	4.6	(1.0)	8.5	
> 45 Years		/ 26 ‡	1,053	762	631		‡	7.5	1.3	0.0	4.6	
Non-Equity Partners												
High		/ 42	\$1,156	\$963	\$828		‡	8.9	3.2	0.2	8.4	
Middle		/ 42	698	562	478		‡	6.8	4.3	1.8	7.3	
Low		/ 42	472	327	286		‡	10.6	3.4	0.0	9.1	
Average		/ 42	746	572	484		‡	6.4	4.3	1.8	7.8	
<u>By Years of Experience</u>												
< 11 Years		/ 39	\$689	\$491	\$433		‡	9.4	5.8	(0.4)	8.8	
11 - 15 Years		/ 42	680	508	456		‡	8.6	4.2	0.4	7.6	
16 - 20 Years		/ 42	731	548	459		‡	6.9	4.2	0.5	7.4	
21 - 25 Years		/ 42	709	574	503		‡	6.4	4.5	0.4	6.4	
26 - 30 Years		/ 40	763	620	526		‡	8.8	4.6	0.7	7.4	
31 - 35 Years		/ 37	824	609	532		‡	11.8	5.5	0.0	9.2	
36 - 40 Years		/ 38	762	626	565		‡	15.4	3.4	(2.7)	11.9	
41 - 45 Years		/ 34 ‡	741	625	535		‡	7.5	2.1	0.1	2.9	
> 45 Years		/ 28 ‡	769	602	559		‡	6.1	3.8	0.7	7.3	

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Worked¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 year	1 st Quartile	Median	3 rd Quartile	
All Partner Composite											
High		/ 47	\$1,414	\$1,018	\$914			7.7	4.7	0.0	6.8
Middle		/ 47	754	608	516			6.4	4.4	2.2	8.1
Low		/ 47	443	332	269			11.1	5.3	0.0	9.8
Average		/ 47	820	613	530			6.9	5.2	3.1	8.9
<u>By Years of Experience</u>											
< 11 Years		/ 44	\$679	\$492	\$430			9.6	6.2	2.0	12.8
11 - 15 Years		/ 47	711	536	463			8.1	4.8	1.2	8.4
16 - 20 Years		/ 47	815	601	502			7.6	5.1	2.9	7.4
21 - 25 Years		/ 47	856	620	535			7.4	5.0	2.7	9.2
26 - 30 Years		/ 47	856	642	550			6.9	4.6	2.3	10.5
31 - 35 Years		/ 47	891	662	571			8.3	5.7	2.0	8.3
36 - 40 Years		/ 47	955	683	591			7.1	4.8	2.0	7.6
41 - 45 Years		/ 46	902	701	596			9.7	5.0	0.5	7.8
> 45 Years		/ 36	880	709	576		‡	6.7	3.6	0.8	6.2
Contract Partners			**	**	**			**	**	**	**

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Equity Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2022

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +	
< 11 Years																			
Your Firm																			
Total Group	103 ‡	28.2%	11.7%	2.9%	16.5%	29.1%	1.0%	1.0%	1.0%	3.9%	4.9%								
11 - 15 Years																			
Your Firm																			
Total Group	496	17.3%	14.7%	12.9%	14.5%	13.7%	8.1%	5.6%	3.2%	5.6%	1.8%	1.2%	0.4%	0.4%	0.2%				0.2%
16 - 20 Years																			
Your Firm																			
Total Group	678	9.1%	13.9%	18.3%	13.9%	10.2%	8.8%	9.0%	4.7%	4.0%	3.4%	1.9%	1.6%	0.1%	0.9%				0.1%
21 - 25 Years																			
Your Firm																			
Total Group	849	8.4%	11.9%	17.6%	16.8%	11.5%	7.4%	5.3%	7.2%	4.6%	4.2%	2.7%	1.2%	0.5%	0.5%	0.1%			0.1%
26 - 30 Years																			
Your Firm																			
Total Group	785	8.3%	10.4%	15.5%	18.1%	13.1%	9.3%	5.9%	4.8%	5.0%	3.2%	2.4%	1.9%	0.8%	0.8%	0.1%	0.1%		0.3%
31 - 35 Years																			
Your Firm																			
Total Group	650	7.7%	8.5%	11.7%	17.1%	14.6%	11.5%	6.5%	6.2%	4.8%	2.2%	3.1%	3.4%	1.1%	0.8%	0.2%	0.5%		0.5%
36 - 40 Years																			
Your Firm																			
Total Group	510	5.7%	9.6%	12.4%	14.9%	14.5%	13.1%	7.6%	5.7%	3.7%	4.1%	2.5%	2.0%	1.4%	0.6%	0.4%	1.0%		0.8%
41 - 45 Years																			
Your Firm																			
Total Group	264	3.8%	8.7%	11.4%	11.7%	14.8%	17.0%	8.7%	5.7%	3.8%	3.0%	4.2%	1.9%	0.8%	1.1%	0.8%	0.8%		1.9%
> 45 Years																			
Your Firm																			
Total Group	99 ‡	4.0%	5.1%	6.1%	8.1%	9.1%	16.2%	10.1%	8.1%	9.1%	7.1%	3.0%	3.0%	1.0%	1.0%	2.0%	1.0%		6.1%
All Equity Partners																			
Your Firm																			
Total Group	4,437	9.2%	11.1%	14.4%	15.6%	13.2%	9.9%	6.7%	5.4%	4.7%	3.3%	2.4%	1.8%	0.7%	0.7%	0.2%	0.3%		0.5%

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Non-Equity Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2022

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +	
< 11 Years																			
Your Firm																			
Total Group	300	32.7%	27.7%	16.7%	5.7%	1.7%	3.7%	4.7%	4.7%	1.3%	0.3%	0.3%		0.3%				0.3%	
11 - 15 Years																			
Your Firm																			
Total Group	672	17.1%	28.3%	23.4%	10.1%	6.0%	3.4%	5.7%	2.8%	2.2%	0.6%		0.1%	0.3%					
16 - 20 Years																			
Your Firm																			
Total Group	446	10.3%	22.0%	21.7%	12.8%	8.5%	5.8%	7.2%	5.4%	3.1%	1.8%	0.7%	0.4%					0.2%	
21 - 25 Years																			
Your Firm																			
Total Group	351	10.3%	16.8%	25.9%	17.1%	8.5%	6.6%	3.1%	5.7%	3.4%	2.0%	0.3%	0.3%						
26 - 30 Years																			
Your Firm																			
Total Group	248	8.5%	12.9%	24.2%	15.7%	12.5%	6.9%	5.6%	6.0%	2.4%	3.6%	0.8%	0.8%						
31 - 35 Years																			
Your Firm																			
Total Group	179	7.8%	12.8%	17.9%	14.0%	17.9%	7.3%	3.4%	7.3%	3.4%	3.4%	2.2%	1.7%	0.6%	0.6%				
36 - 40 Years																			
Your Firm																			
Total Group	248	8.5%	12.9%	24.2%	15.7%	12.5%	6.9%	5.6%	6.0%	2.4%	3.6%	0.8%	0.8%						
41 - 45 Years																			
Your Firm																			
Total Group	179	7.8%	12.8%	17.9%	14.0%	17.9%	7.3%	3.4%	7.3%	3.4%	3.4%	2.2%	1.7%	0.6%	0.6%				
> 45 Years																			
Your Firm																			
Total Group	179	5.0%	10.1%	21.2%	15.6%	12.8%	15.1%	6.1%	3.9%	1.1%	2.2%	2.8%		0.6%	1.1%	1.7%		0.6%	
All Non-Equity Partners																			
Your Firm																			
Total Group	135 ‡	5.9%	9.6%	27.4%	13.3%	13.3%	14.1%	3.7%	5.2%	5.2%	0.7%	0.7%			0.7%				

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of All Partner Average Worked¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2022

All Partners		< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +	
<i>< 11 Years</i>																			
Your Firm																			
Total Group	403	31.5%	23.6%	13.2%	8.4%	8.7%	3.0%	3.7%	3.7%	2.0%	1.5%	0.2%		0.2%				0.2%	
<i>11 - 15 Years</i>																			
Your Firm																			
Total Group	1,168	17.2%	22.5%	18.9%	12.0%	9.2%	5.4%	5.7%	3.0%	3.7%	1.1%	0.5%	0.3%	0.3%	0.1%			0.1%	
<i>16 - 20 Years</i>																			
Your Firm																			
Total Group	1,124	9.6%	17.1%	19.7%	13.4%	9.5%	7.7%	8.3%	5.0%	3.6%	2.8%	1.4%	1.2%	0.1%	0.5%			0.2%	
<i>21 - 25 Years</i>																			
Your Firm																			
Total Group	1,200	8.9%	13.3%	20.0%	16.9%	10.7%	7.2%	4.7%	6.8%	4.3%	3.6%	2.0%	0.9%	0.3%	0.3%	0.1%		0.1%	
<i>26 - 30 Years</i>																			
Your Firm																			
Total Group	1,033	8.3%	11.0%	17.6%	17.5%	13.0%	8.7%	5.8%	5.1%	4.4%	3.3%	2.0%	1.6%	0.6%	0.6%	0.1%	0.1%	0.2%	
<i>31 - 35 Years</i>																			
Your Firm																			
Total Group	829	7.7%	9.4%	13.0%	16.4%	15.3%	10.6%	5.8%	6.4%	4.5%	2.4%	2.9%	3.0%	1.0%	0.7%	0.1%	0.4%	0.4%	
<i>36 - 40 Years</i>																			
Your Firm																			
Total Group	689	5.5%	9.7%	14.7%	15.1%	14.1%	13.6%	7.3%	5.2%	3.0%	3.6%	2.6%	1.5%	1.2%	0.7%	0.7%	0.7%	0.7%	
<i>41 - 45 Years</i>																			
Your Firm																			
Total Group	399	4.5%	9.0%	16.8%	12.3%	14.3%	16.0%	7.0%	5.5%	4.3%	2.3%	3.0%	1.3%	0.5%	1.0%	0.5%	0.5%	1.3%	
<i>> 45 Years</i>																			
Your Firm																			
Total Group	211 ‡	3.8%	5.2%	11.8%	15.2%	14.7%	14.2%	7.1%	7.1%	5.2%	4.7%	3.3%	1.4%	0.9%	0.5%	1.4%	0.5%	2.8%	
<i>All Partners</i>																			
Your Firm																			
Total Group	7,064	10.7%	14.4%	17.3%	14.6%	11.7%	8.7%	6.1%	5.2%	3.9%	2.7%	1.8%	1.2%	0.5%	0.5%	0.2%	0.2%	0.4%	

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* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	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	
Associates											
<u>Class of</u>											
2022		/ 29 ‡	\$442	\$322	\$291						
2021		/ 47	449	326	283		‡	10.3	6.6	0.0	
2020		/ 47	477	336	304		‡	17.3	11.1	5.0	20.5
2019		/ 47	484	352	305		‡	13.4	11.2	7.6	19.7
2018		/ 47	519	363	331		‡	13.4	10.2	5.4	19.8
2017		/ 47	544	382	342		‡	13.3	9.1	6.3	19.5
2016		/ 47	572	414	334		‡	11.7	9.5	5.3	19.7
2015		/ 47	599	420	353		‡	12.3	7.6	3.2	19.5
2014		/ 46	631	437	363		‡	10.9	6.5	1.3	15.7
2013		/ 43	634	445	368		‡	9.8	7.2	0.6	15.0
Prior		/ 38	515	421	363		‡	8.5	5.6	0.0	10.0
All Associates		/ 47	534	375	334		‡	7.0	4.7	1.8	8.8
Sr. Attorneys											
<u>Class of</u>											
2015 - 2022		/ 12 ‡	\$715	\$439	\$392			**	**	**	**
2014			**	**	**			**	**	**	**
2013		/ 20 ‡	642	416	380			**	**	**	**
2012		/ 19 ‡	499	451	373		‡	13.5	4.1	(1.7)	**
2011		/ 20 ‡	550	423	341		‡	14.3	6.8	2.4	**
2010		/ 18 ‡	517	454	374		‡	15.8	10.6	0.0	**
2009		/ 21 ‡	499	415	369		‡	7.7	1.7	(7.4)	2.8
Prior		/ 33 ‡	722	490	445		‡	7.9	5.3	3.7	10.6
All Sr. Attorneys		/ 33 ‡	707	484	429		‡	8.6	5.1	3.9	8.9

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Associate & Sr. Attorney Average Worked¹ Rates

For the 12-month period ending December 31, 2022

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$574	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2022													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2021													
Your Firm													
Total Group	313	8.0%	37.1%	15.7%	17.9%	13.4%	7.3%	0.6%					
2020													
Your Firm													
Total Group	330	7.3%	31.5%	24.2%	11.5%	11.5%	8.5%	5.5%					
2019													
Your Firm													
Total Group	380	6.8%	28.4%	28.4%	8.4%	8.7%	9.2%	6.6%	3.2%	0.3%			
2018													
Your Firm													
Total Group	358	7.0%	21.5%	28.5%	11.2%	9.8%	6.4%	7.3%	4.2%	3.4%	0.6%	0.3%	
2017													
Your Firm													
Total Group	337	4.5%	18.4%	31.5%	13.4%	7.4%	6.2%	6.5%	6.2%	3.9%	1.8%	0.3%	
2016													
Your Firm													
Total Group	319	2.5%	19.4%	26.0%	15.7%	6.9%	8.5%	4.4%	8.2%	5.3%	2.8%	0.3%	
2015													
Your Firm													
Total Group	307	2.0%	12.4%	27.0%	19.9%	8.8%	12.4%	3.6%	4.6%	4.6%	3.3%	1.3%	0.3%
2014													
Your Firm													
Total Group	249	1.6%	8.8%	21.7%	22.1%	10.4%	8.4%	7.2%	8.4%	5.6%	3.6%	2.0%	
2013													
Your Firm													
Total Group	127	3.1%	7.1%	26.8%	24.4%	9.4%	7.9%	10.2%	3.9%	5.5%	0.8%	0.8%	
Prior													
Your Firm													
Total Group	260	5.4%	8.8%	22.7%	21.2%	12.3%	9.6%	5.4%	8.1%	4.6%	1.9%		
All Associates													
Your Firm													
Total Group	3,015	5.1%	20.6%	25.3%	15.5%	10.0%	8.6%	5.5%	4.5%	3.0%	1.4%	0.4%	0.0%
Sr. Attorneys													
Your Firm													
Total Group	669 ‡	2.4%	10.3%	21.2%	21.8%	13.0%	6.1%	6.9%	6.9%	5.7%	1.8%	0.7%	3.1%

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Other Timekeeper Average Worked¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
Of Counsel											
<u>By Years of Experience</u>											
< 21 Years		/ 18 †	\$626	\$491	\$440	†	†	7.9	0.9	(0.6)	4.9
21 - 25 Years		/ 15 †	650	542	440	†	†	9.5	0.0	(2.2)	**
26 - 30 Years		/ 17 †	628	516	453	†	†	6.8	2.5	(1.7)	4.9
> 30 Years		/ 33 †	830	616	558	†	†	12.1	4.6	0.0	13.3
All Of Counsel		/ 37	777	588	506	†	†	11.1	3.3	0.0	8.6
Staff Attorneys											
<u>By Years of Experience</u>											
< 6 Years		/ 16 †	\$360	\$313	\$281	†	†	**	**	**	**
6 - 10 Years		/ 22 †	396	344	267	†	†	6.5	2.3	(2.4)	8.6
11 - 15 Years		/ 19 †	427	324	277	†	†	37.4	14.9	0.0	**
> 15 Years		/ 21 †	473	369	320	†	†	11.6	7.6	3.1	6.1
All Staff Attorneys		/ 35 †	423	346	292	†	†	11.2	2.2	(0.6)	12.4
eDiscovery Attorneys											
<u>By Years of Experience</u>											
< 6 Years			**	**	**			**	**	**	**
6 - 10 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years			**	**	**			**	**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys		/ 47	\$664	\$518	\$464	†	†	6.0	4.7	3.5	8.1
Contract Associates			**	**	**			**	**	**	**
Other Timekeepers											
Lobbyists		/ 12 †	\$616	\$481	\$389	†	†	**	**	**	**
Specialists		/ 25 †	345	307	272	†	†	12.8	4.7	0.0	3.0
Litigation Support		/ 20 †	313	277	222	†	†	11.0	5.8	2.2	**
Patent Agents		/ 18 †	326	295	237	†	†	4.1	0.0	0.0	4.0
Case Clerks		/ 18 †	183	159	136	†	†	5.9	2.2	(0.5)	8.9
Law Clerks		/ 21 †	268	213	191	†	†	15.5	7.0	0.0	11.1
Paralegals											
High		/ 44	\$448	\$373	\$318	†	†	9.2	5.7	2.2	9.2
Middle		/ 44	300	258	218	†	†	8.3	4.2	1.3	9.1
Low		/ 44	180	132	103	†	†	11.4	0.0	(3.7)	0.9
Average		/ 44	299	252	219	†	†	6.4	4.3	2.3	9.7

¹ Calculated by taking the value of billable time worked during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
Equity Partners											
High		/ 47	\$1,507	\$1,098	\$902			9.5	2.3	0.0	11.5
Middle		/ 47	725	612	527			6.9	4.9	1.1	9.8
Low		/ 47	378	317	257			4.1	0.0	(13.2)	0.0
Average		/ 47	762	626	531			7.9	4.8	1.6	9.9
<u>By Years of Experience</u>											
< 11 Years		/ 18 ‡	\$590	\$509	\$434		‡	14.2	9.4	4.9	18.5
11 - 15 Years		/ 46	685	533	465		‡	9.6	4.5	(1.4)	9.6
16 - 20 Years		/ 46	768	612	521		‡	10.4	5.0	1.6	8.8
21 - 25 Years		/ 47	781	604	510		‡	4.9	3.2	0.6	9.6
26 - 30 Years		/ 47	808	617	531		‡	8.5	3.3	0.4	8.7
31 - 35 Years		/ 47	826	648	546		‡	9.2	4.7	1.1	10.3
36 - 40 Years		/ 47	870	661	575		‡	7.3	5.1	(1.0)	8.0
41 - 45 Years		/ 46	923	662	597		‡	12.9	5.5	(1.8)	13.6
> 45 Years		/ 25 ‡	911	675	568		‡	5.7	0.0	(3.7)	4.3
Non-Equity Partners											
High		/ 42	\$1,313	\$1,001	\$815		‡	13.2	3.9	0.0	5.3
Middle		/ 42	641	523	457		‡	8.3	4.3	0.8	11.4
Low		/ 42	348	286	237		‡	15.2	0.0	(4.1)	4.5
Average		/ 42	665	541	470		‡	6.5	4.2	0.7	9.5
<u>By Years of Experience</u>											
< 11 Years		/ 39	\$571	\$460	\$409		‡	8.8	4.7	(2.7)	10.1
11 - 15 Years		/ 42	619	486	431		‡	8.5	3.4	0.3	9.2
16 - 20 Years		/ 42	627	520	441		‡	7.7	3.2	(0.8)	6.5
21 - 25 Years		/ 42	634	539	486		‡	6.3	2.7	(1.8)	7.8
26 - 30 Years		/ 40	731	580	490		‡	7.9	4.2	(0.8)	7.2
31 - 35 Years		/ 37	783	571	507		‡	17.7	8.6	1.2	12.3
36 - 40 Years		/ 38	732	586	506		‡	18.1	4.1	(2.0)	11.6
41 - 45 Years		/ 34 ‡	713	591	505		‡	12.8	3.8	0.1	2.6
> 45 Years		/ 28 ‡	735	597	529		‡	6.0	2.7	0.0	5.5

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Billed¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
All Partner Composite											
High		/ 47	\$1,562	\$1,255	\$972		‡	13.9	3.6	0.0	13.9
Middle		/ 47	716	579	485		‡	6.6	4.4	0.6	8.7
Low		/ 47	332	275	224		‡	16.2	0.0	(12.1)	6.2
Average		/ 47	760	587	503		‡	6.8	4.4	2.1	9.8
<u>By Years of Experience</u>											
< 11 Years		/ 44	\$597	\$464	\$412		‡	12.0	5.4	0.2	12.3
11 - 15 Years		/ 47	674	516	440		‡	8.6	3.9	(0.7)	9.5
16 - 20 Years		/ 47	752	576	474		‡	8.8	5.1	0.5	7.7
21 - 25 Years		/ 47	763	587	502		‡	5.7	2.8	(0.1)	8.6
26 - 30 Years		/ 47	813	611	527		‡	7.4	2.0	0.5	10.3
31 - 35 Years		/ 47	829	635	539		‡	9.7	3.9	2.4	9.8
36 - 40 Years		/ 47	893	657	558		‡	7.5	4.7	(2.5)	9.0
41 - 45 Years		/ 46	844	650	576		‡	12.1	6.0	0.8	12.8
> 45 Years		/ 36	811	648	527		‡	6.5	1.6	(0.4)	4.4
Contract Partners			**	**	**			**	**	**	**

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Equity Partner Average Billed¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2022

Equity Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +
<i>< 11 Years</i>																		
Your Firm																		
Total Group	103 ‡	30.1%	10.7%	11.7%	26.2%	10.7%		1.9%	3.9%	4.9%								
<i>11 - 15 Years</i>																		
Your Firm																		
Total Group	496	21.4%	14.1%	15.5%	14.7%	12.1%	7.1%	4.2%	4.8%	2.6%	1.2%	1.2%	0.2%	0.4%				0.4%
<i>16 - 20 Years</i>																		
Your Firm																		
Total Group	673	12.3%	14.9%	17.4%	13.8%	11.0%	7.4%	8.9%	4.9%	3.0%	3.0%	1.9%	0.7%	0.1%	0.1%			0.4%
<i>21 - 25 Years</i>																		
Your Firm																		
Total Group	842	10.9%	14.5%	17.6%	17.1%	10.6%	7.2%	6.4%	5.0%	5.0%	2.9%	1.4%	0.8%	0.4%	0.2%			
<i>26 - 30 Years</i>																		
Your Firm																		
Total Group	783	11.7%	12.4%	15.7%	16.6%	13.4%	8.9%	5.6%	5.2%	3.8%	1.7%	1.8%	1.1%	0.8%	0.4%	0.3%		0.5%
<i>31 - 35 Years</i>																		
Your Firm																		
Total Group	644	10.4%	11.2%	13.4%	16.1%	12.4%	11.6%	7.1%	6.2%	3.0%	1.2%	2.6%	1.6%	1.2%	0.2%	0.6%	0.3%	0.8%
<i>36 - 40 Years</i>																		
Your Firm																		
Total Group	510	8.8%	11.4%	12.7%	15.3%	14.1%	12.4%	6.7%	6.3%	3.7%	2.5%	1.4%	1.4%	0.8%	0.8%	0.4%	0.6%	0.8%
<i>41 - 45 Years</i>																		
Your Firm																		
Total Group	263	5.7%	9.9%	12.9%	14.1%	14.8%	14.8%	6.5%	4.6%	3.8%	4.9%	2.7%	0.4%	0.4%	1.1%	1.1%	0.4%	1.9%
<i>> 45 Years</i>																		
Your Firm																		
Total Group	98 ‡	8.2%	4.1%	7.1%	11.2%	9.2%	12.2%	14.3%	6.1%	8.2%	6.1%	5.1%	1.0%	1.0%	1.0%		2.0%	3.1%
<i>All Equity Partners</i>																		
Your Firm																		
Total Group	4,415	12.2%	12.7%	15.2%	15.8%	12.2%	9.2%	6.7%	5.3%	3.8%	2.3%	1.8%	0.9%	0.6%	0.3%	0.2%	0.2%	0.6%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Non-Equity Partner Average Billed¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2022

Non-Equity Ptrs	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +	
<i>< 11 Years</i>																			
Your Firm																			
Total Group	300	42.3%	23.3%	13.7%	5.0%	5.3%	4.3%	3.0%	2.0%	0.3%	0.3%			0.3%					
<i>11 - 15 Years</i>																			
Your Firm																			
Total Group	671	24.4%	29.2%	21.6%	7.7%	4.8%	5.2%	3.0%	2.5%	1.0%	0.3%	0.1%							
<i>16 - 20 Years</i>																			
Your Firm																			
Total Group	446	15.2%	26.2%	18.6%	12.6%	7.4%	7.4%	5.6%	3.1%	1.3%	1.6%	0.2%		0.4%	0.2%				
<i>21 - 25 Years</i>																			
Your Firm																			
Total Group	351	17.7%	19.9%	22.5%	15.4%	8.3%	4.6%	4.0%	4.3%	1.7%	1.1%	0.3%	0.3%						
<i>26 - 30 Years</i>																			
Your Firm																			
Total Group	248	11.7%	19.4%	19.8%	16.5%	10.5%	6.0%	5.6%	4.0%	2.8%	2.4%	0.4%	0.4%			0.4%			
<i>31 - 35 Years</i>																			
Your Firm																			
Total Group	179	11.7%	18.4%	15.6%	14.5%	12.8%	6.7%	5.0%	4.5%	3.4%	2.8%	1.7%	0.6%		1.1%			1.1%	
<i>36 - 40 Years</i>																			
Your Firm																			
Total Group	178 ‡	9.0%	16.3%	16.9%	18.0%	9.6%	11.8%	6.2%	5.6%	1.7%	1.1%		1.1%	0.6%	1.1%	0.6%	0.6%	0.6%	
<i>41 - 45 Years</i>																			
Your Firm																			
Total Group	134 ‡	9.0%	17.2%	20.1%	14.2%	13.4%	10.4%	5.2%	5.2%	2.2%	0.7%	0.7%	0.7%					0.7%	
<i>> 45 Years</i>																			
Your Firm																			
Total Group	109 ‡	5.5%	10.1%	20.2%	21.1%	15.6%	8.3%	7.3%	3.7%	0.9%	0.9%	1.8%		0.9%	0.9%			2.8%	
<i>All Non-Equity Partners</i>																			
Your Firm																			
Total Group	2,621	19.3%	22.8%	19.3%	12.2%	8.1%	6.4%	4.5%	3.5%	1.5%	1.1%	0.4%	0.2%	0.2%	0.2%	0.1%	0.0%	0.2%	

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of All Partner Average Billed¹ Rates

By Years of Experience - For the 12-month period ending December 31, 2022

All Partners	Count*	< \$400	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 - \$1,074	\$1,075 - \$1,149	\$1,150 - \$1,224	\$1,225 - \$1,299	\$1,300 - \$1,374	\$1,375 - \$1,449	\$1,450 - \$1,524	\$1,525 +	
<i>< 11 Years</i>																			
Your Firm																			
Total Group	403	39.2%	20.1%	13.2%	10.4%	6.7%	3.2%	2.7%	2.5%	1.5%	0.2%			0.2%					
<i>11 - 15 Years</i>																			
Your Firm																			
Total Group	1,167	23.1%	22.8%	19.0%	10.7%	7.9%	6.0%	3.5%	3.5%	1.7%	0.7%	0.6%	0.1%	0.2%				0.2%	
<i>16 - 20 Years</i>																			
Your Firm																			
Total Group	1,119	13.5%	19.4%	17.9%	13.3%	9.6%	7.4%	7.6%	4.2%	2.3%	2.4%	1.3%	0.4%	0.3%	0.2%			0.3%	
<i>21 - 25 Years</i>																			
Your Firm																			
Total Group	1,193	12.9%	16.1%	19.0%	16.6%	9.9%	6.5%	5.7%	4.8%	4.0%	2.3%	1.1%	0.7%	0.3%	0.2%				
<i>26 - 30 Years</i>																			
Your Firm																			
Total Group	1,031	11.7%	14.1%	16.7%	16.6%	12.7%	8.2%	5.6%	4.9%	3.6%	1.8%	1.5%	1.0%	0.6%	0.3%	0.3%		0.4%	
<i>31 - 35 Years</i>																			
Your Firm																			
Total Group	823	10.7%	12.8%	13.9%	15.8%	12.5%	10.6%	6.7%	5.8%	3.0%	1.6%	2.4%	1.3%	1.0%	0.4%	0.5%	0.2%	0.9%	
<i>36 - 40 Years</i>																			
Your Firm																			
Total Group	688	8.9%	12.6%	13.8%	16.0%	12.9%	12.2%	6.5%	6.1%	3.2%	2.2%	1.0%	1.3%	0.7%	0.9%	0.4%	0.6%	0.6%	
<i>41 - 45 Years</i>																			
Your Firm																			
Total Group	397	6.8%	12.3%	15.4%	14.1%	14.4%	13.4%	6.0%	4.8%	3.3%	3.5%	2.0%	0.5%	0.3%	0.8%	0.8%	0.3%	1.5%	
<i>> 45 Years</i>																			
Your Firm																			
Total Group	207 ‡	6.8%	7.2%	14.0%	16.4%	12.6%	10.1%	10.6%	4.8%	4.3%	3.4%	3.4%	0.5%	1.0%	1.0%		1.0%	2.9%	
<i>All Partners</i>																			
Your Firm																			
Total Group	7,036	14.8%	16.4%	16.7%	14.5%	10.7%	8.1%	5.9%	4.6%	2.9%	1.9%	1.3%	0.7%	0.4%	0.3%	0.2%	0.1%	0.5%	

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Associate & Sr. Attorney Average Billed¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
Associates											
<u>Class of</u>											
2022		/ 29 ‡	\$427	\$297	\$255						
2021		/ 47	398	312	261		‡	13.3	7.6	0.0	
2020		/ 47	428	314	276		‡	19.2	15.1	6.7	22.3
2019		/ 47	450	320	281		‡	15.1	9.1	4.5	22.4
2018		/ 47	513	342	300		‡	16.3	10.7	3.5	24.9
2017		/ 47	510	354	313		‡	13.6	9.9	3.0	22.4
2016		/ 47	511	372	316		‡	11.5	8.0	0.0	19.3
2015		/ 47	578	387	319		‡	11.7	6.3	0.0	19.9
2014		/ 46	594	411	340		‡	12.7	5.8	0.0	17.3
2013		/ 43	600	391	336		‡	10.4	6.3	0.4	15.9
Prior		/ 38	469	378	333		‡	6.6	2.8	(3.3)	8.6
All Associates		/ 47	502	351	308		‡	6.2	3.3	0.0	9.4
Sr. Attorneys											
<u>Class of</u>											
2015 - 2022		/ 12 ‡	\$679	\$434	\$376			**	**	**	**
2014			**	**	**			**	**	**	**
2013		/ 20 ‡	519	399	358			**	**	**	**
2012		/ 19 ‡	477	423	351		‡	13.4	1.8	(5.2)	**
2011		/ 20 ‡	523	412	320		‡	17.0	9.3	0.9	**
2010		/ 18 ‡	461	416	361		‡	17.3	12.3	0.0	**
2009		/ 21 ‡	510	386	327		‡	10.2	0.4	(21.2)	6.0
Prior		/ 33 ‡	609	460	406		‡	10.4	6.0	0.4	10.3
All Sr. Attorneys		/ 33 ‡	581	445	385		‡	11.3	4.8	0.5	9.3

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Associate & Sr. Attorney Average Billed¹ Rates

For the 12-month period ending December 31, 2022

Associates	Count*	< \$250	\$250 - \$324	\$325 - \$399	\$400 - \$474	\$475 - \$549	\$550 - \$624	\$625 - \$699	\$700 - \$774	\$775 - \$849	\$850 - \$924	\$925 - \$999	\$1,000 +
2022													
Your Firm													
Total Group	**	**	**	**	**	**	**	**	**	**	**	**	**
2021													
Your Firm													
Total Group	313	19.5%	33.9%	19.8%	15.7%	6.4%	4.8%						
2020													
Your Firm													
Total Group	330	15.8%	33.9%	18.8%	15.2%	10.9%	4.5%	0.9%					
2019													
Your Firm													
Total Group	378	13.0%	32.8%	23.0%	8.5%	11.6%	7.1%	2.6%	1.3%				
2018													
Your Firm													
Total Group	357	13.4%	26.3%	24.4%	7.0%	9.2%	8.4%	7.3%	3.4%	0.3%	0.3%		
2017													
Your Firm													
Total Group	337	7.1%	25.8%	27.3%	12.8%	7.4%	7.1%	7.7%	3.3%	1.5%			
2016													
Your Firm													
Total Group	319	7.5%	22.6%	28.5%	9.7%	8.2%	6.9%	7.5%	5.0%	3.8%	0.3%		
2015													
Your Firm													
Total Group	306	5.6%	17.6%	29.1%	15.7%	9.8%	8.8%	3.9%	3.9%	3.6%	2.0%		
2014													
Your Firm													
Total Group	249	3.2%	14.1%	24.1%	17.3%	11.2%	9.6%	6.4%	5.2%	6.4%	2.4%		
2013													
Your Firm													
Total Group	127	5.5%	12.6%	29.9%	17.3%	10.2%	9.4%	4.7%	7.1%	1.6%	1.6%		
Prior													
Your Firm													
Total Group	260	7.3%	15.8%	25.4%	19.6%	7.7%	7.3%	6.5%	7.3%	1.9%	1.2%		
All Associates													
Your Firm													
Total Group	3,011	10.4%	24.7%	24.5%	13.3%	9.4%	7.3%	4.7%	3.2%	1.7%	0.7%		
Sr. Attorneys													
Your Firm													
Total Group	665 ‡	4.1%	14.9%	25.0%	18.5%	10.7%	7.1%	6.8%	5.7%	2.6%	1.4%	0.9%	2.6%

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Other Timekeeper Average Billed¹ Rates

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		% Change - 1 Year			Median % Change - 2 Year
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 year	% Change - 2 Year	1 st Quartile	Median	3 rd Quartile	
Of Counsel											
<u>By Years of Experience</u>											
< 21 Years		/ 18 ‡	\$605	\$465	\$387	‡	‡	7.0	1.3	0.5	1.4
21 - 25 Years		/ 15 ‡	644	530	393	‡	‡	8.8	2.4	(0.8)	**
26 - 30 Years		/ 17 ‡	688	480	434	‡	‡	8.3	0.0	(1.6)	3.8
> 30 Years		/ 33 ‡	826	568	508	‡	‡	20.3	6.2	0.3	17.8
All Of Counsel		/ 37	736	528	451	‡	‡	17.7	8.1	0.0	12.0
Staff Attorneys											
<u>By Years of Experience</u>											
< 6 Years		/ 16 ‡	\$318	\$287	\$271		‡	**	**	**	**
6 - 10 Years		/ 22 ‡	377	323	256	‡	‡	2.5	0.0	(8.4)	6.5
11 - 15 Years		/ 19 ‡	383	291	254	‡	‡	30.1	11.0	0.0	**
> 15 Years		/ 21 ‡	406	349	303	‡	‡	11.8	4.2	3.0	5.2
All Staff Attorneys		/ 35 ‡	384	313	279	‡	‡	11.0	0.6	(0.3)	6.2
eDiscovery Attorneys											
<u>By Years of Experience</u>											
< 6 Years			**	**	**			**	**	**	**
6 - 10 Years			**	**	**			**	**	**	**
11 - 15 Years			**	**	**			**	**	**	**
> 15 Years			**	**	**			**	**	**	**
All eDiscovery Attorneys			**	**	**			**	**	**	**
All Attorneys		/ 47	\$624	\$485	\$436		‡	5.3	3.9	1.4	8.4
Contract Associates			**	**	**			**	**	**	**
Other Timekeepers											
Lobbyists		/ 11 ‡	\$664	\$531	\$441		‡	**	**	**	**
Specialists		/ 25 ‡	375	298	233	‡	‡	12.5	2.4	(7.2)	13.1
Litigation Support		/ 20 ‡	268	245	167	‡	‡	9.1	5.0	0.0	**
Patent Agents		/ 18 ‡	304	225	197	‡	‡	0.0	(0.4)	(8.5)	2.9
Case Clerks		/ 18 ‡	170	146	110	‡	‡	8.4	0.0	(2.6)	12.8
Law Clerks		/ 21 ‡	248	147	124	‡	‡	28.9	0.0	(6.3)	17.6
Paralegals											
High		/ 44	\$450	\$389	\$322		‡	15.0	2.2	(2.0)	13.2
Middle		/ 44	273	239	188		‡	9.3	2.0	0.0	9.8
Low		/ 44	161	99	78		‡	18.6	0.0	(6.8)	8.0
Average		/ 44	272	233	198		‡	9.0	3.5	0.0	10.3

¹ Calculated by taking the actual value of amount billed during the period 1/1/2022 through 12/31/2022, divided by the corresponding billable hours worked.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Partner Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners										
High		/ 48	\$1,482	\$1,116	\$905		/ 41	9.0	1.4	0.0
Middle		/ 48	729	614	525		/ 41	7.7	4.7	0.1
Low		/ 48	409	336	284		/ 41	7.0	1.8	0.0
Average		/ 48	761	625	534		/ 41	7.4	5.0	1.1
<u>By Years of Experience</u>										
< 11 Years		/ 19 ‡	\$588	\$521	\$439		/ 13 ‡	14.0	9.2	4.2
11 - 15 Years		/ 48	697	539	468		/ 40	9.9	3.5	(1.6)
16 - 20 Years		/ 47	757	608	513		/ 40	10.4	5.2	1.0
21 - 25 Years		/ 48	774	607	510		/ 41	4.9	2.9	0.3
26 - 30 Years		/ 48	804	617	531		/ 41	8.2	3.3	0.3
31 - 35 Years		/ 48	820	644	549		/ 41	9.7	4.8	(1.4)
36 - 40 Years		/ 48	859	660	578		/ 41	7.1	4.5	(0.7)
41 - 45 Years		/ 47	908	664	584		/ 39	13.0	4.7	(1.4)
> 45 Years		/ 25 ‡	813	691	573		/ 21 ‡	4.7	1.8	(0.2)
Non-Equity Partners										
High		/ 42	1,291	972	815		/ 35 ‡	16.2	4.2	(0.3)
Middle		/ 42	641	523	458		/ 35 ‡	6.8	3.7	0.7
Low		/ 42	382	309	266		/ 35 ‡	12.0	1.2	(2.4)
Average		/ 42	682	538	471		/ 35 ‡	6.9	4.0	0.4
<u>By Years of Experience</u>										
< 11 Years		/ 37	\$558	\$458	\$403		/ 31 ‡	9.3	4.3	(3.1)
11 - 15 Years		/ 41	633	482	428		/ 35 ‡	7.5	2.7	(0.3)
16 - 20 Years		/ 41	621	535	450		/ 35 ‡	7.2	2.9	(0.7)
21 - 25 Years		/ 40	602	549	492		/ 33 ‡	8.2	2.6	(1.7)
26 - 30 Years		/ 40	731	578	488		/ 33 ‡	7.7	4.8	(3.3)
31 - 35 Years		/ 37	772	577	503		/ 31 ‡	17.5	9.1	0.6
36 - 40 Years		/ 37	689	600	506		/ 26 ‡	17.8	6.8	0.0
41 - 45 Years		/ 35 ‡	717	586	501		/ 26 ‡	7.7	3.3	(0.5)
> 45 Years		/ 31 ‡	744	633	538		/ 25 ‡	3.8	1.6	0.0

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding Partners who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Partner Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
All Partner Composite										
High		/ 48	\$1,560	\$1,238	\$964		/ 41	13.7	2.1	0.0
Middle		/ 48	715	578	492		/ 41	6.4	4.3	0.7
Low		/ 48	349	301	261		/ 41	8.9	1.2	(1.9)
Average		/ 48	759	587	506		/ 41	6.7	4.4	1.0
<u>By Years of Experience</u>										
< 11 Years		/ 45	\$595	\$477	\$411		/ 38	11.1	4.4	1.8
11 - 15 Years		/ 48	636	521	446		/ 41	7.4	3.6	(1.1)
16 - 20 Years		/ 48	746	569	471		/ 41	7.2	5.2	0.8
21 - 25 Years		/ 48	754	589	505		/ 41	5.5	2.4	0.0
26 - 30 Years		/ 48	804	611	529		/ 41	7.5	2.4	(0.5)
31 - 35 Years		/ 48	822	633	546		/ 41	8.9	4.0	1.8
36 - 40 Years		/ 48	875	646	567		/ 41	7.6	4.7	(0.7)
41 - 45 Years		/ 47	805	641	571		/ 39	10.1	3.4	(0.6)
> 45 Years		/ 38	791	652	563		/ 33 ‡	5.6	1.9	0.0
Contract Partners			**	**	**			**	**	**

¹ Contains statistics only for Partners who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding Partners who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

'Full Year'¹ Associate & Sr. Attorney Average Billed Rates & Annual Percent Change

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group		
	Rate	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	Rank / Of	1 st Quartile	Median	3 rd Quartile
Associates										
<u>Class of</u>										
2022		/ 24 ‡	\$327	\$281	\$212					
2021		/ 44	394	310	260		/ 23 ‡	12.9	9.2	0.2
2020		/ 47	425	309	282		/ 35 ‡	21.0	14.2	7.7
2019		/ 48	455	317	279		/ 40	15.8	7.2	2.6
2018		/ 48	503	338	285		/ 41	14.7	7.8	0.5
2017		/ 48	486	357	307		/ 40	12.2	8.0	0.0
2016		/ 48	515	374	314		/ 41	13.0	8.5	0.0
2015		/ 47	561	394	313		/ 40	12.9	8.2	0.0
2014		/ 45	600	403	342		/ 37	10.4	5.5	0.0
2013		/ 43	535	398	332		/ 37	11.6	5.1	0.0
Prior		/ 40	461	388	328		/ 33 ‡	9.4	0.0	(2.2)
All Associates		/ 48	485	344	306		/ 41	6.8	4.7	0.0
Sr. Attorneys										
<u>Class of</u>										
2015 - 2022		/ 13 ‡	660	419	299			**	**	**
2014		/ 13 ‡	414	393	341			**	**	**
2013		/ 20 ‡	553	407	351			**	**	**
2012		/ 19 ‡	545	422	351		/ 11 ‡	4.7	0.0	(15.6)
2011		/ 20 ‡	507	433	334		/ 12 ‡	6.1	0.8	(1.6)
2010		/ 19 ‡	479	410	347		/ 14 ‡	15.0	10.7	0.0
2009		/ 22 ‡	470	409	341		/ 16 ‡	9.9	0.0	(14.7)
Prior		/ 34 ‡	602	460	406			**	**	**
All Sr. Attorneys		/ 34 ‡	569	458	395		/ 27 ‡	10.5	6.8	0.0

¹ Contains statistics only for Associates & Sr. Attorneys who were employed during the entire period from 1/1/2022 through 12/31/2022, excluding timekeepers who had a title change during the year.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Realization¹

For the 12-month period ending December 31, 2022

	Your Firm		Group		
	Average Realization %	Rank / Of	1 st Quartile	Median	3 rd Quartile
Equity Partners					
Average		/ 44	91.9	87.5	84.8
<u>By Years of Experience</u>					
< 11 Years		/ 20 ‡	97.2	93.1	88.3
11 - 15 Years		/ 44	95.9	91.5	86.0
16 - 20 Years		/ 43	95.0	90.8	86.4
21 - 25 Years		/ 44	91.6	88.1	83.3
26 - 30 Years		/ 44	91.1	86.9	82.2
31 - 35 Years		/ 44	90.7	85.9	81.6
36 - 40 Years		/ 44	92.0	87.1	82.1
41 - 45 Years		/ 43	92.9	88.1	78.9
> 45 Years		/ 23 ‡	94.7	85.7	80.4
Non-Equity Partners					
Average		/ 39	90.6	88.0	82.3
<u>By Years of Experience</u>					
< 11 Years		/ 38	93.1	89.8	84.5
11 - 15 Years		/ 39	92.7	89.1	83.9
16 - 20 Years		/ 39	92.1	87.4	80.9
21 - 25 Years		/ 39	91.4	88.0	80.6
26 - 30 Years		/ 38	91.1	85.9	80.4
31 - 35 Years		/ 36	93.0	87.1	81.6
36 - 40 Years		/ 35 ‡	90.1	86.2	78.3
41 - 45 Years		/ 34 ‡	90.1	85.9	78.6
> 45 Years		/ 29 ‡	93.1	88.5	79.5
All Partner Composite					
Average		/ 44	91.6	88.0	83.5
<u>By Years of Experience</u>					
< 11 Years		/ 41	93.4	90.7	86.7
11 - 15 Years		/ 44	93.6	88.6	84.1
16 - 20 Years		/ 44	92.8	89.1	85.0
21 - 25 Years		/ 44	91.8	87.1	83.8
26 - 30 Years		/ 44	90.3	86.9	81.7
31 - 35 Years		/ 44	90.3	86.3	82.1
36 - 40 Years		/ 44	90.4	86.8	82.2
41 - 45 Years		/ 43	90.7	87.1	80.4
> 45 Years		/ 34 ‡	91.7	87.0	82.0
Contract Partners			**	**	**

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2022 by the Average Standard Rate for the one-year period ending 12/31/2022.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Non-Partner Timekeeper Realization¹

For the 12-month period ending December 31, 2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average Realization %</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Associates					
<i>Class of</i>					
2022		/ 33 ‡	93.2	86.5	75.1
2021		/ 44	93.2	87.1	82.5
2020		/ 44	93.9	88.7	82.4
2019		/ 44	93.0	87.1	82.7
2018		/ 44	91.1	88.5	83.5
2017		/ 44	92.0	86.1	80.6
2016		/ 44	90.5	86.5	82.9
2015		/ 44	92.6	85.1	79.2
2014		/ 44	91.1	85.0	80.2
2013		/ 42	92.8	85.6	78.2
Prior		/ 38	88.7	81.8	78.4
<i>All Associates</i>		/ 44	90.8	86.3	83.3
Sr. Attorneys		/ 31 ‡	86.2	82.5	77.8
Other Attorneys					
Of Counsel		/ 36	91.9	84.2	77.3
Staff Attorneys		/ 33 ‡	92.2	84.4	78.7
eDiscovery Attorneys			**	**	**
All Attorneys		/ 44	91.2	87.3	83.1
Contract Associates			**	**	**
Other Timekeepers					
Lobbyists		/ 11 ‡	139.1	99.3	86.7
Specialists		/ 23 ‡	99.4	92.9	88.7
Litigation Support		/ 22 ‡	92.5	75.4	67.3
Patent Agents		/ 21 ‡	88.0	79.2	68.6
Case Clerks		/ 17 ‡	98.7	87.2	73.5
Law Clerks		/ 24 ‡	83.2	66.6	55.9
Paralegals		/ 41	88.6	83.9	76.8

¹ Calculated by dividing the Average Billed Rate for the one-year period ending 12/31/2022 by the Average Standard Rate for the one-year period ending 12/31/2022.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Equity Partners by Discount Levels¹

By Years of Experience - For the 12-month period ending December 31, 2022

Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm								
Total Group	103 ‡	10.7%	21.4%	18.4%	10.7%	11.7%	6.8%	20.4%
11 - 15 Years								
Your Firm								
Total Group	484	11.6%	19.4%	20.5%	13.6%	10.5%	7.0%	17.4%
16 - 20 Years								
Your Firm								
Total Group	642	11.4%	15.4%	18.4%	16.4%	10.4%	10.3%	17.8%
21 - 25 Years								
Your Firm								
Total Group	807	8.9%	16.9%	14.9%	16.6%	10.0%	8.6%	24.2%
26 - 30 Years								
Your Firm								
Total Group	754	6.6%	14.3%	15.5%	13.1%	13.5%	9.7%	27.2%
31 - 35 Years								
Your Firm								
Total Group	622	9.0%	12.1%	11.7%	14.6%	11.6%	9.8%	31.2%
36 - 40 Years								
Your Firm								
Total Group	499	7.2%	14.0%	14.4%	13.2%	13.4%	8.4%	29.3%
41 - 45 Years								
Your Firm								
Total Group	258	9.3%	18.6%	12.4%	17.1%	8.1%	8.5%	26.0%
> 45 Years								
Your Firm								
Total Group	90 ‡	7.8%	18.9%	14.4%	13.3%	11.1%	6.7%	27.8%
All Equity Partners								
Your Firm								
Total Group	4,262	9.0%	15.7%	15.6%	14.7%	11.4%	8.9%	24.7%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

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

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Non-Equity Partners by Discount Levels¹

By Years of Experience - For the 12-month period ending December 31, 2022

Non-Equity Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
< 11 Years								
Your Firm	0							
Total Group	280 ‡	12.5%	16.4%	14.3%	14.3%	10.4%	10.4%	21.8%
11 - 15 Years								
Your Firm	0							
Total Group	628	9.2%	14.2%	18.8%	14.0%	11.8%	9.7%	22.3%
16 - 20 Years								
Your Firm	0							
Total Group	421	8.3%	13.5%	16.9%	13.1%	10.5%	11.2%	26.6%
21 - 25 Years								
Your Firm	0							
Total Group	339	7.1%	18.0%	16.2%	8.3%	10.9%	10.3%	29.2%
26 - 30 Years								
Your Firm	0							
Total Group	236	5.5%	13.1%	17.8%	14.8%	11.0%	8.5%	29.2%
31 - 35 Years								
Your Firm	0							
Total Group	167 ‡	7.8%	9.0%	21.0%	12.0%	13.2%	9.0%	28.1%
36 - 40 Years								
Your Firm	0							
Total Group	161 ‡	9.3%	11.8%	13.0%	17.4%	15.5%	8.7%	24.2%
41 - 45 Years								
Your Firm	0							
Total Group	130 ‡	9.2%	11.5%	12.3%	13.8%	10.8%	9.2%	33.1%
> 45 Years								
Your Firm	0							
Total Group	105 ‡	12.4%	14.3%	18.1%	14.3%	9.5%	6.7%	24.8%
All Non-Equity Partners								
Your Firm	0							
Total Group	2,472	8.8%	14.1%	16.9%	13.3%	11.4%	9.8%	25.8%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

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

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of All Partners by Discount Levels¹

By Years of Experience - For the 12-month period ending December 31, 2022

All Partners	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
<i>< 11 Years</i>								
Your Firm								
Total Group	383	12.0%	17.8%	15.4%	13.3%	10.7%	9.4%	21.4%
<i>11 - 15 Years</i>								
Your Firm								
Total Group	1,112	10.3%	16.5%	19.5%	13.8%	11.2%	8.5%	20.1%
<i>16 - 20 Years</i>								
Your Firm								
Total Group	1,063	10.2%	14.7%	17.8%	15.1%	10.4%	10.6%	21.3%
<i>21 - 25 Years</i>								
Your Firm								
Total Group	1,146	8.4%	17.2%	15.3%	14.1%	10.3%	9.1%	25.7%
<i>26 - 30 Years</i>								
Your Firm								
Total Group	990	6.4%	14.0%	16.1%	13.5%	12.9%	9.4%	27.7%
<i>31 - 35 Years</i>								
Your Firm								
Total Group	789	8.7%	11.4%	13.7%	14.1%	11.9%	9.6%	30.5%
<i>36 - 40 Years</i>								
Your Firm								
Total Group	660	7.7%	13.5%	14.1%	14.2%	13.9%	8.5%	28.0%
<i>41 - 45 Years</i>								
Your Firm								
Total Group	388	9.3%	16.2%	12.4%	16.0%	9.0%	8.8%	28.4%
<i>> 45 Years</i>								
Your Firm								
Total Group	195 ‡	10.3%	16.4%	16.4%	13.8%	10.3%	6.7%	26.2%
<i>All Equity Partners</i>								
Your Firm								
Total Group	6,734	9.0%	15.1%	16.0%	14.2%	11.4%	9.3%	25.1%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Associates & Sr. Attorneys by Discount Levels ¹

For the 12-month period ending December 31, 2022

Associates	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
2022								
Your Firm								
Total Group	**	**	**	**	**	**	**	**
2021								
Your Firm								
Total Group	303	10.6%	12.2%	15.5%	13.5%	12.9%	9.2%	26.1%
2020								
Your Firm								
Total Group	313	11.5%	15.7%	14.7%	14.4%	12.1%	7.3%	24.3%
2019								
Your Firm								
Total Group	356	8.7%	13.2%	10.4%	18.5%	12.4%	10.7%	26.1%
2018								
Your Firm								
Total Group	338	8.9%	13.9%	12.7%	17.2%	12.4%	10.7%	24.3%
2017								
Your Firm								
Total Group	317	5.7%	9.8%	17.4%	16.7%	12.6%	9.1%	28.7%
2016								
Your Firm								
Total Group	301	5.0%	13.3%	15.9%	14.0%	12.0%	14.3%	25.6%
2015								
Your Firm								
Total Group	283	7.8%	11.3%	16.6%	16.3%	9.5%	11.0%	27.6%
2014								
Your Firm								
Total Group	233	8.2%	15.5%	12.0%	14.6%	10.7%	11.6%	27.5%
2013								
Your Firm								
Total Group	121	9.9%	10.7%	16.5%	12.4%	9.9%	11.6%	28.9%
Prior								
Your Firm								
Total Group	247 ‡	4.5%	12.1%	14.6%	14.6%	11.3%	9.7%	33.2%
All Associates								
Your Firm								
Total Group	2,847	8.0%	12.9%	14.5%	15.5%	11.8%	10.5%	26.9%
Sr. Attorneys	Count*	< 0.0%	0.0 - 3.9%	4.0 - 7.9%	8.0 - 11.9%	12.0 - 15.9%	16.0 - 19.9%	20.0% +
Your Firm								
Total Group	621 ‡	6.3%	8.2%	11.9%	14.5%	10.5%	9.5%	39.1%

¹ Calculated as 100% minus the Average Billed Rate Realization for the 12-month period.

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Billable Hours Worked

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	
Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 15 ‡	1,958	1,817	1,553	‡	‡	(5.8)	(9.1)	(11.3)	(2.0)
11 - 15 Years		/ 36	1,748	1,647	1,500	‡	‡	(3.4)	(5.3)	(12.6)	(5.6)
16 - 20 Years		/ 36	1,685	1,621	1,480	‡	‡	3.1	(2.0)	(8.4)	(1.4)
21 - 25 Years		/ 37	1,624	1,499	1,415	‡	‡	(2.3)	(3.9)	(7.9)	(4.1)
26 - 30 Years		/ 37	1,600	1,485	1,392	‡	‡	0.1	(3.2)	(5.5)	(1.3)
31 - 35 Years		/ 37	1,501	1,447	1,357	‡	‡	2.3	(2.1)	(7.4)	(2.0)
36 - 40 Years		/ 37	1,471	1,329	1,207	‡	‡	6.4	(2.5)	(11.0)	(2.6)
41 - 45 Years		/ 36	1,418	1,316	1,151	‡	‡	12.7	(0.7)	(13.3)	(1.4)
> 45 Years		/ 18 ‡	1,380	1,149	707	‡	‡	9.7	(8.0)	(19.8)	(25.9)
All Equity Partners		/ 37	1,554	1,493	1,422	‡	‡	(0.6)	(3.5)	(5.3)	(2.8)
Non-Equity Partners											
<u>By Years of Experience</u>											
< 11 Years		/ 31 ‡	1,782	1,647	1,509	‡	‡	4.3	(2.6)	(11.5)	(3.2)
11 - 15 Years		/ 33 ‡	1,637	1,510	1,424	‡	‡	2.0	(3.6)	(7.4)	(1.9)
16 - 20 Years		/ 33 ‡	1,505	1,417	1,342	‡	‡	0.3	(7.1)	(11.7)	(3.0)
21 - 25 Years		/ 33 ‡	1,446	1,380	1,205	‡	‡	3.1	(1.1)	(9.9)	(1.2)
26 - 30 Years		/ 31 ‡	1,377	1,272	1,145	‡	‡	4.5	(2.8)	(9.6)	(5.5)
31 - 35 Years		/ 29 ‡	1,346	1,192	947	‡	‡	9.7	(5.7)	(18.3)	(0.8)
36 - 40 Years		/ 29 ‡	1,301	1,103	892	‡	‡	0.5	(9.3)	(20.4)	(0.1)
41 - 45 Years		/ 25 ‡	1,178	979	732	‡	‡	1.1	(7.5)	(24.8)	(8.3)
> 45 Years		/ 19 ‡	1,150	861	718	‡	‡	34.6	15.2	(8.4)	11.3
All Non-Equity Partners		/ 33 ‡	1,490	1,385	1,287	‡	‡	(1.4)	(5.4)	(7.2)	(1.5)

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Billable Hours Worked

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		3 rd Quartile	% Change - 2 Year
								Median	3 rd Quartile		
All Partner Composite											
<u>By Years of Experience</u>											
< 11 Years		/ 36	1,789	1,665	1,514	‡	‡	3.5	(4.1)	(11.4)	(3.2)
11 - 15 Years		/ 37	1,684	1,605	1,503	‡	‡	(0.3)	(4.2)	(6.0)	(1.6)
16 - 20 Years		/ 37	1,635	1,504	1,436	‡	‡	1.3	(4.7)	(8.1)	(4.1)
21 - 25 Years		/ 37	1,532	1,471	1,386	‡	‡	(1.8)	(4.0)	(7.6)	(4.4)
26 - 30 Years		/ 37	1,501	1,443	1,369	‡	‡	0.7	(3.4)	(6.4)	(3.4)
31 - 35 Years		/ 37	1,480	1,373	1,309	‡	‡	1.8	(4.1)	(8.4)	(2.8)
36 - 40 Years		/ 37	1,363	1,280	1,209	‡	‡	(1.9)	(4.8)	(10.5)	(1.8)
41 - 45 Years		/ 36	1,331	1,183	1,068	‡	‡	12.7	(4.7)	(16.2)	(1.4)
> 45 Years		/ 26 ‡	1,244	995	714	‡	‡	14.7	4.2	(10.6)	3.3
All Partner Composite		/ 37	1,532	1,460	1,368	‡	‡	(1.2)	(3.1)	(5.4)	(2.4)

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Equity Partner Billable Hours Worked
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 +
<i>< 11 Years</i>							
Your Firm							
Total Group	98 ‡	10.2%	9.2%	22.4%	24.5%	12.2%	21.4%
<i>11 - 15 Years</i>							
Your Firm							
Total Group	411	13.6%	13.9%	25.8%	22.1%	11.7%	12.9%
<i>16 - 20 Years</i>							
Your Firm							
Total Group	542	21.2%	13.8%	24.0%	17.3%	12.5%	11.1%
<i>21 - 25 Years</i>							
Your Firm							
Total Group	671	28.9%	17.3%	17.1%	18.2%	10.9%	7.6%
<i>26 - 30 Years</i>							
Your Firm							
Total Group	619	31.2%	18.6%	20.4%	13.1%	6.8%	10.0%
<i>31 - 35 Years</i>							
Your Firm							
Total Group	516	39.3%	15.9%	16.9%	11.8%	8.9%	7.2%
<i>36 - 40 Years</i>							
Your Firm							
Total Group	401	47.6%	15.0%	14.0%	9.2%	8.5%	5.7%
<i>41 - 45 Years</i>							
Your Firm							
Total Group	204	47.1%	18.1%	15.2%	6.4%	6.9%	6.4%
<i>> 45 Years</i>							
Your Firm							
Total Group	65 ‡	64.6%	10.8%	13.8%	3.1%	7.7%	
<i>All Equity Partners</i>							
Your Firm							
Total Group	3,530	31.2%	15.8%	19.3%	14.9%	9.7%	9.1%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

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

Non-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	0						
Total Group	242 ‡	16.1%	14.0%	17.8%	26.0%	18.6%	7.4%
11 - 15 Years							
Your Firm	0						
Total Group	516 ‡	26.0%	16.3%	18.2%	22.3%	11.0%	6.2%
16 - 20 Years							
Your Firm	0						
Total Group	345 ‡	33.6%	18.6%	24.1%	11.3%	6.1%	6.4%
21 - 25 Years							
Your Firm	0						
Total Group	274 ‡	41.6%	17.5%	16.4%	13.9%	6.6%	4.0%
26 - 30 Years							
Your Firm	0						
Total Group	192 ‡	49.0%	18.2%	18.2%	7.8%	5.2%	1.6%
31 - 35 Years							
Your Firm	0						
Total Group	154 ‡	60.4%	16.9%	10.4%	7.1%	3.9%	1.3%
36 - 40 Years							
Your Firm	0						
Total Group	139 ‡	64.7%	14.4%	10.8%	5.0%	1.4%	3.6%
41 - 45 Years							
Your Firm	0						
Total Group	104 ‡	78.8%	6.7%	2.9%	6.7%	3.8%	1.0%
> 45 Years							
Your Firm	0						
Total Group	83 ‡	81.9%	8.4%	2.4%	2.4%		4.8%
All Non-Equity Partners							
Your Firm	0						
Total Group	2,054 ‡	40.6%	15.9%	16.4%	14.5%	7.9%	4.8%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of All Partner Billable Hours Worked

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 +
<i>< 11 Years</i>							
Your Firm							
Total Group	340	14.4%	12.6%	19.1%	25.6%	16.8%	11.5%
<i>11 - 15 Years</i>							
Your Firm							
Total Group	927	20.5%	15.2%	21.6%	22.2%	11.3%	9.2%
<i>16 - 20 Years</i>							
Your Firm							
Total Group	887	26.0%	15.7%	24.0%	15.0%	10.0%	9.2%
<i>21 - 25 Years</i>							
Your Firm							
Total Group	945	32.6%	17.4%	16.9%	16.9%	9.6%	6.6%
<i>26 - 30 Years</i>							
Your Firm							
Total Group	811	35.4%	18.5%	19.9%	11.8%	6.4%	8.0%
<i>31 - 35 Years</i>							
Your Firm							
Total Group	670	44.2%	16.1%	15.4%	10.7%	7.8%	5.8%
<i>36 - 40 Years</i>							
Your Firm							
Total Group	540	52.0%	14.8%	13.1%	8.1%	6.7%	5.2%
<i>41 - 45 Years</i>							
Your Firm							
Total Group	308	57.8%	14.3%	11.0%	6.5%	5.8%	4.5%
<i>> 45 Years</i>							
Your Firm							
Total Group	148 ‡	74.3%	9.5%	7.4%	2.7%	3.4%	2.7%
<i>All Partners</i>							
Your Firm							
Total Group	5,584	34.7%	15.8%	18.2%	14.7%	9.0%	7.5%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Non-Partner Timekeeper Average Billable Hours Worked

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group		
	Average Hours	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year		Median
								1 st Quartile	Median	3 rd Quartile
Associates										
Class of										
2022		/ 29 ‡	1,286	1,122	973					
2021		/ 37	1,623	1,532	1,429	‡		39.9	19.5	9.8
2020		/ 37	1,724	1,656	1,526	‡	‡	9.8	2.2	(3.0)
2019		/ 37	1,756	1,680	1,585	‡	‡	3.7	(1.0)	(6.7)
2018		/ 37	1,798	1,650	1,572	‡	‡	5.4	(1.6)	(7.6)
2017		/ 37	1,767	1,701	1,583	‡	‡	(1.3)	(4.2)	(9.4)
2016		/ 37	1,779	1,677	1,535	‡	‡	(2.7)	(6.2)	(8.8)
2015		/ 37	1,821	1,724	1,612	‡	‡	1.3	(3.3)	(7.8)
2014		/ 36	1,828	1,743	1,529	‡	‡	2.1	(4.1)	(9.9)
2013		/ 33 ‡	1,837	1,744	1,536	‡	‡	6.1	(4.9)	(10.0)
Prior		/ 30 ‡	1,715	1,614	1,524	‡	‡	0.9	(7.9)	(11.6)
All Associates		/ 37	1,720	1,609	1,551	‡	‡	(0.4)	(3.9)	(9.5)
Sr. Attorneys		/ 29 ‡	1,440	1,364	1,279	‡	‡	(0.9)	(3.5)	(7.9)
Other Attorneys										
Of Counsel		/ 29 ‡	1,324	1,023	619	‡	‡	9.9	(4.3)	(28.6)
Staff Attorneys		/ 29 ‡	1,538	1,438	971	‡	‡	5.3	(2.6)	(17.7)
eDiscovery Attorneys			**	**	**			**	**	**
All Attorneys		/ 37	1,557	1,494	1,423	‡	‡	0.1	(3.7)	(6.2)
Other Timekeepers										
Lobbyists		/ 11 ‡	948	503	180			**	**	**
Specialists		/ 20 ‡	1,262	1,092	695	‡	‡	1.0	(9.0)	(27.1)
Litigation Support		/ 18 ‡	861	553	325	‡		11.1	(12.8)	(17.9)
Patent Agents		/ 12 ‡	1,475	1,257	1,153		‡	**	**	**
Case Clerks		/ 14 ‡	851	722	396	‡	‡	13.0	(0.9)	(20.0)
Law Clerks		/ 16 ‡	597	561	481	‡	‡	37.3	8.8	(13.3)
Paralegals		/ 35 ‡	1,214	1,136	1,061	‡	‡	3.8	(2.1)	(5.0)

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Distribution of Associate & Sr. Attorney Billable Hours Worked

For the 12-month period ending December 31, 2022

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2022							
Your Firm							
Total Group	**	**	**	**	**	**	**
2021							
Your Firm							
Total Group	309	24.3%	19.4%	16.8%	21.4%	12.0%	6.1%
2020							
Your Firm							
Total Group	296	13.5%	12.8%	18.6%	26.7%	17.2%	11.1%
2019							
Your Firm							
Total Group	319	11.9%	9.7%	15.4%	26.3%	22.9%	13.8%
2018							
Your Firm							
Total Group	300	11.7%	8.7%	17.3%	26.3%	24.3%	11.7%
2017							
Your Firm							
Total Group	271 ‡	10.7%	11.1%	18.1%	20.7%	28.4%	11.1%
2016							
Your Firm							
Total Group	261	11.9%	10.0%	15.7%	26.4%	20.7%	15.3%
2015							
Your Firm							
Total Group	238	8.8%	10.1%	16.0%	23.5%	26.1%	15.5%
2014							
Your Firm							
Total Group	184 ‡	9.2%	10.3%	15.8%	25.5%	25.0%	14.1%
2013							
Your Firm							
Total Group	93 ‡	8.6%	12.9%	10.8%	33.3%	22.6%	11.8%
Prior							
Your Firm							
Total Group	208 ‡	13.5%	9.6%	22.1%	27.4%	16.8%	10.6%
All Associates							
Your Firm							
Total Group	2,514	13.6%	11.5%	16.9%	24.9%	21.2%	11.9%
Sr. Attorneys							
Your Firm							
Total Group	563 ‡	41.0%	14.6%	17.1%	16.3%	6.4%	4.6%

* 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 - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Timekeeper Leverage Ratios

For the 12-month period ending December 31, 2022

For the 12-month period ending December 31, 2021

	<i>Your Firm</i>		<i>Group</i>		
	<i>Ratio</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Ratio of Other¹ Attys to Equity Partners		/ 47	2.53	2.07	1.41
Ratio of Non-Partner Attys² to Partners		/ 47	0.94	0.76	0.59
Ratio of Non-Partner Timekeepers³ to Partners		/ 47	1.30	1.10	0.86
Ratio of Paralegals to Attorneys		/ 44	0.16	0.14	0.10

	<i>Your Firm</i>		<i>Group</i>		
	<i>Ratio</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
		/ 40	2.41	1.90	1.38
		/ 40	0.92	0.72	0.61
		/ 40	1.29	1.08	0.90
		/ 38	0.16	0.14	0.10

¹ Other Attorneys include Non-Equity Partners, Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

² Non-Partner Attorneys include Associates, Sr./Staff/eDiscovery Attorneys. Of Counsel attorneys are excluded from this calculation.

³ Non-Partner Timekeepers include Associates, Sr./Staff/eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Case Clerks, Law Clerks and Paralegals. Of Counsel attorneys are excluded from this calculation.

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2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Partner Average Fees Billed

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group				
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year			Median	
								1 st Quartile	Median	3 rd Quartile	% Change - 2 Year	
Equity Partners												
<u>By Years of Experience</u>												
< 11 Years	/ 15 ‡		\$1,298,216	\$958,229	\$658,041	‡	‡	4.0	0.8	(6.5)	15.3	
11 - 15 Years	/ 36		1,172,502	907,370	724,254	‡	‡	11.3	(3.4)	(6.9)	8.6	
16 - 20 Years	/ 36		1,188,407	985,841	855,157	‡	‡	11.9	5.3	(2.4)	9.6	
21 - 25 Years	/ 37		1,204,364	952,139	771,627	‡	‡	6.7	1.9	(0.6)	10.8	
26 - 30 Years	/ 37		1,238,390	950,447	779,097	‡	‡	12.5	6.6	(1.3)	7.3	
31 - 35 Years	/ 37		1,226,681	912,475	767,586	‡	‡	8.6	3.6	(3.1)	8.2	
36 - 40 Years	/ 37		1,098,427	936,187	753,624	‡	‡	12.8	(0.7)	(9.3)	8.8	
41 - 45 Years	/ 36		1,158,054	976,906	699,960	‡	‡	41.2	12.3	(1.8)	18.4	
> 45 Years	/ 18 ‡		956,007	756,107	414,955	‡	‡	11.0	(10.0)	(30.4)	(9.3)	
All Equity Partners	/ 37		1,206,380	931,315	799,013	‡	‡	6.1	3.1	(0.0)	9.0	
Non-Equity Partners												
<u>By Years of Experience</u>												
< 11 Years	/ 31 ‡		\$1,079,476	\$780,914	\$645,564	‡	‡	15.6	3.9	(6.9)	4.8	
11 - 15 Years	/ 33 ‡		908,633	742,756	628,888	‡	‡	12.6	5.2	(2.0)	10.4	
16 - 20 Years	/ 33 ‡		877,552	723,598	596,802	‡	‡	9.2	1.9	(7.1)	8.7	
21 - 25 Years	/ 33 ‡		820,958	731,482	577,700	‡	‡	4.7	(1.0)	(8.7)	9.4	
26 - 30 Years	/ 31 ‡		801,541	716,936	588,083	‡	‡	9.3	(0.1)	(11.4)	2.0	
31 - 35 Years	/ 29 ‡		794,738	625,693	559,738	‡	‡	26.5	(0.7)	(22.5)	9.5	
36 - 40 Years	/ 29 ‡		776,669	615,483	541,535	‡	‡	6.3	2.2	(0.6)	15.5	
41 - 45 Years	/ 25 ‡		821,172	504,179	427,804	‡	‡	15.5	(2.7)	(24.9)	0.9	
> 45 Years	/ 19 ‡		720,966	571,752	427,151	‡	‡	48.8	25.5	3.9	14.5	
All Non-Equity Partners	/ 33 ‡		828,514	706,138	609,391	‡	‡	6.0	(0.0)	(3.8)	7.2	
All Partner Composite												
<u>By Years of Experience</u>												
< 11 Years	/ 36		\$1,060,826	\$783,863	\$638,124	‡	‡	14.3	1.5	(6.9)	7.4	
11 - 15 Years	/ 37		1,134,235	812,652	673,469	‡	‡	5.7	3.2	(4.2)	10.1	
16 - 20 Years	/ 37		1,098,617	897,782	735,655	‡	‡	11.1	2.7	(0.9)	9.3	
21 - 25 Years	/ 37		1,083,275	912,714	725,950	‡	‡	6.5	1.7	(2.1)	8.5	
26 - 30 Years	/ 37		1,114,358	883,349	721,285	‡	‡	10.6	3.0	(2.7)	7.9	
31 - 35 Years	/ 37		1,161,596	830,347	708,045	‡	‡	7.4	2.4	(5.3)	9.1	
36 - 40 Years	/ 37		1,092,858	841,658	725,413	‡	‡	8.3	(2.2)	(7.5)	9.0	
41 - 45 Years	/ 36		1,152,648	830,934	609,605	‡	‡	37.0	4.4	(8.3)	8.1	
> 45 Years	/ 26 ‡		795,071	623,218	411,886	‡	‡	23.6	5.3	(15.1)	8.0	
All Partner Composite	/ 37		1,139,171	866,373	705,125	‡	‡	6.0	2.3	0.3	8.1	

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

2023 BRASS Initial Release - Revenue Management Report

AmLaw Second 100 xNYC - (48 members)

Non-Partner Timekeeper Average Fees Billed

For the 12-month period ending December 31, 2022

	Your Firm		Group			Your Firm		Group		
	Average Fees	Rank / Of	1 st Quartile	Median	3 rd Quartile	% Change - 1 Year	% Change - 2 Year	% Change - 1 Year		Median % Change - 2 Year
								1 st Quartile	3 rd Quartile	
Associates										
<u>Class of</u>										
2022		/ 29 ‡	\$286,990	\$201,435	\$166,611					
2021		/ 37	543,254	400,516	358,959	‡		121.9	75.0	55.3
2020		/ 37	648,091	505,431	430,824	‡	‡	48.3	29.0	13.3
2019		/ 37	703,025	533,641	449,566	‡	‡	17.8	12.2	7.1
2018		/ 37	778,539	569,170	480,351	‡	‡	19.6	7.5	1.7
2017		/ 37	836,647	603,914	506,281	‡	‡	10.7	3.5	(2.5)
2016		/ 37	876,262	625,307	522,046	‡	‡	13.1	1.1	(4.2)
2015		/ 37	946,161	663,467	555,243	‡	‡	12.5	4.9	(4.5)
2014		/ 36	973,164	743,151	579,242	‡	‡	14.4	5.6	(5.3)
2013		/ 33 ‡	1,100,216	736,620	572,229	‡	‡	13.1	5.2	(5.9)
Prior		/ 30 ‡	811,453	604,865	517,560	‡	‡	4.6	(5.6)	(10.4)
All Associates		/ 37	801,292	598,858	479,441	‡	‡	5.8	1.3	(7.9)
Sr. Attorneys		/ 29 ‡	\$803,086	\$605,232	\$488,755	‡	‡	5.3	1.6	(7.1)
Other Attorneys										
Of Counsel		/ 29 ‡	836,014	559,014	419,483	‡	‡	22.7	(1.7)	(26.2)
Staff Attorneys		/ 29 ‡	492,144	379,797	308,919	‡	‡	13.9	6.3	(8.2)
eDiscovery Attorneys			**	**	**			**	**	**
All Attorneys		/ 37	975,916	721,680	599,255	‡	‡	5.4	1.3	(2.6)
Paralegals		/ 35 ‡	319,303	247,704	190,771	‡	‡	11.5	1.7	(4.6)

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