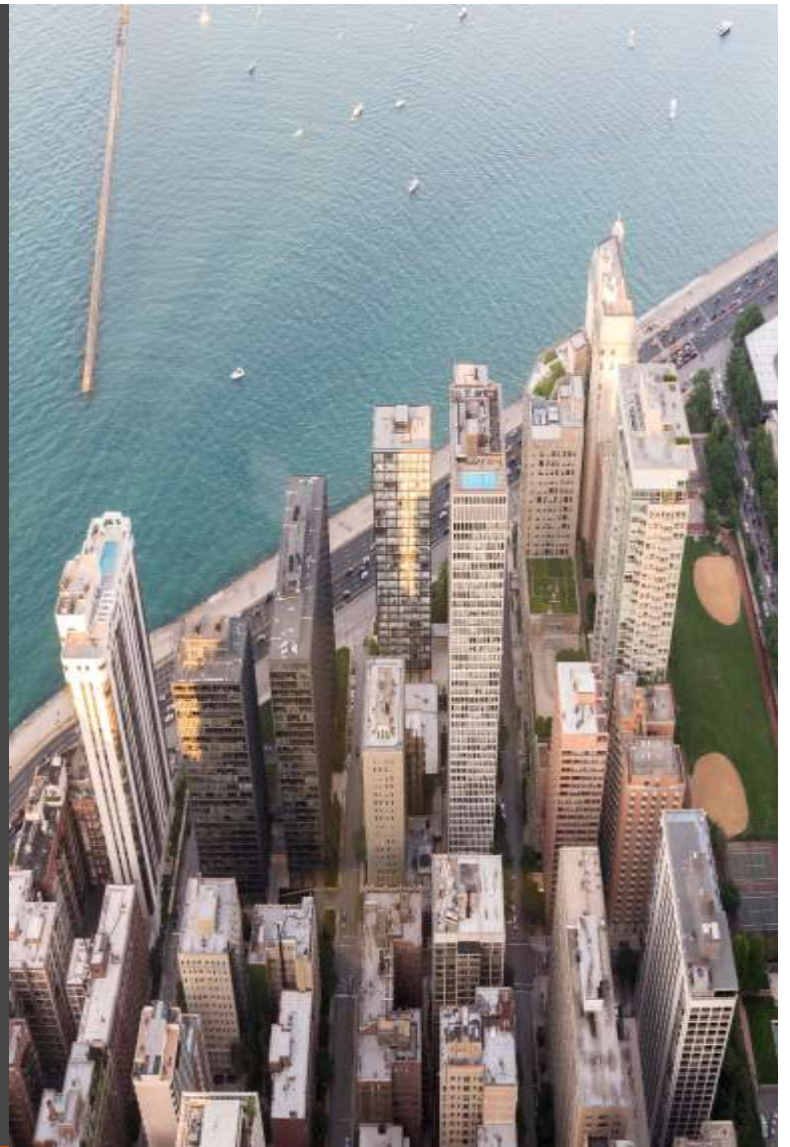


2023 Talent Management Report

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.

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

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

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

Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Issued: June 2023

Group Report

Confidential

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

© 2023 PricewaterhouseCoopers LLP

All Rights reserved

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 & Survey Methodology	1
Associate Compensation & Utilization	
<i>Summary Charts - by Metric</i>	
Demographics	2
Base Salary	3 - 4
Bonus Information	5 - 7
Compensation	8 - 9
Utilization	10 - 12
<i>Detailed Metrics (including Associates, Sr., Staff and eDiscovery Attorneys)</i>	13 - 24
Associate Bonus & Benefits Information	25 - 29
Partner Admission Policies	30
Attorney Terminations	31 - 32
Associate/Sr. Attorney Retention	33
Attorney Diversity Information	
<i>(all metrics delineated by gender and racial classification)</i>	
Your Firm Demographics	34 - 37
<i>Summary Charts - by Metric</i>	
Staffing	38 - 46
Partner Promotions	47 - 48
Terminations	49 - 52
Utilization	53 - 56
Detailed Metrics	57 - 68
Spotlight on Select Firmwide Diversity Initiatives	
Digital Upskilling & Leadership	69
Diversity Initiatives/Programs	70 - 71
Attorney Recruitment Information	72 - 73
Initiatives Directed Towards Retention & Promotion	74 - 77
Initiatives Directed Towards Self-Identified LGBTQ Individuals	78

Guide to Interpreting the Stacked Bar Graphs Presented in this Report

Associates - Avg. Base Salary

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

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

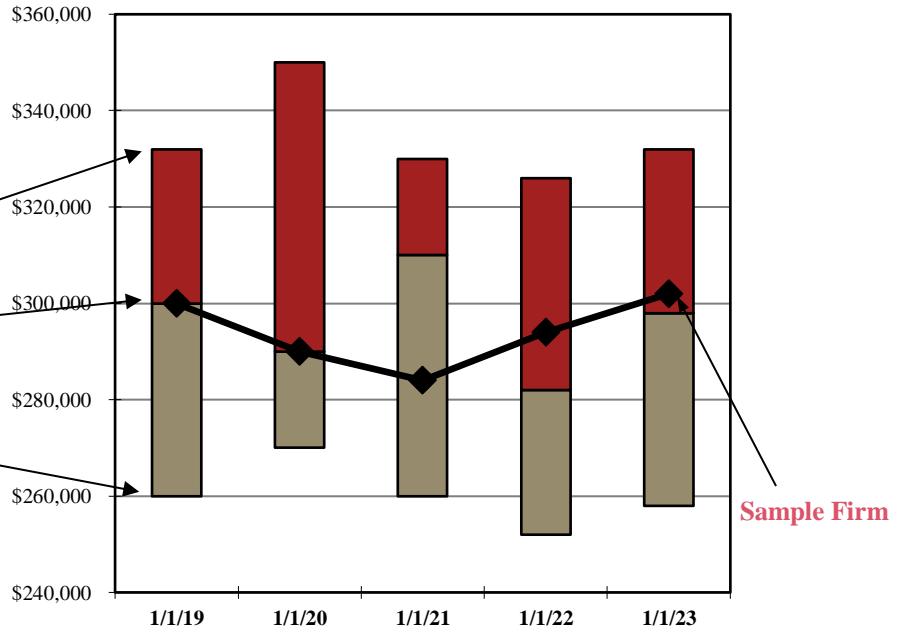
First Quartile Value

Median Value

Third Quartile Value

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

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



Example Interpretation of this Graph:

Sample Firm's values are at the Median Level for years 2019 and 2020, above the Median Level and below the First Quartile Level for years 2022 and 2023 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2021 (i.e., in the Third Quartile).

Guide to Interpreting the Statistics Presented in this Report

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

Median Value

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

Remarks:

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

Quartile Values

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

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

Remarks:

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

Example

The Sample comparison group below includes 11 members. The average billable hours for female Equity Partners are sorted in descending order and the median and quartile values are determined as follows:

Firm Value:		Firm Rank:	
1,875		1	
1,790		2	
1,764		3	
1,730	←	4	1,747 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%
1,687		5	
1,632	←	6	1,632 - Represents the value at the median; 6.0 represents the entry point to the top 50%
1,587		7	
1,521		8	
1,477	←	9	1,499 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%
1,452		10	
1,390		11	

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

Comparison Group Information

AmLaw Ranked - 50-100

Number of Members in the Group

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

Number of Members in the Group that submitted gender and/or race

Your Firm submitted gender and/or race

Defined Size 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)

Group Information	
Number of Members in the Group	38
Number of Members in the Group that submitted gender and/or race	26
Your Firm submitted gender and/or race	No
Defined Size Range ¹ of Group Members (# of Attorneys)	
Maximum	No Maximum
Minimum	No Minimum
Your Firm, Office or Practice Area Size (# of Attorneys)	
Average Size of Group Members ¹ (# of Attorneys in the Firm, Office or Practice Area)	1,017

Associate/Sr. Attorney Salary Adjustment Practices

Date of Last Associate/Sr. Attorney Salary Increase

January 2, 2022 - March 31, 2022

April 1, 2022 - June 30, 2022

July 1, 2022 - September 30, 2022

October 1, 2022 - January 1, 2023

January 2, 2023 - March 1, 2023

Your Firm	Number of Firms Reporting
January 2, 2022 - March 31, 2022	1
April 1, 2022 - June 30, 2022	1
July 1, 2022 - September 30, 2022	1
October 1, 2022 - January 1, 2023	27
January 2, 2023 - March 1, 2023	0

Survey Methodology

Please refer to the following key points when reviewing the results delineated by gender and/or racial classification within this comparison group.

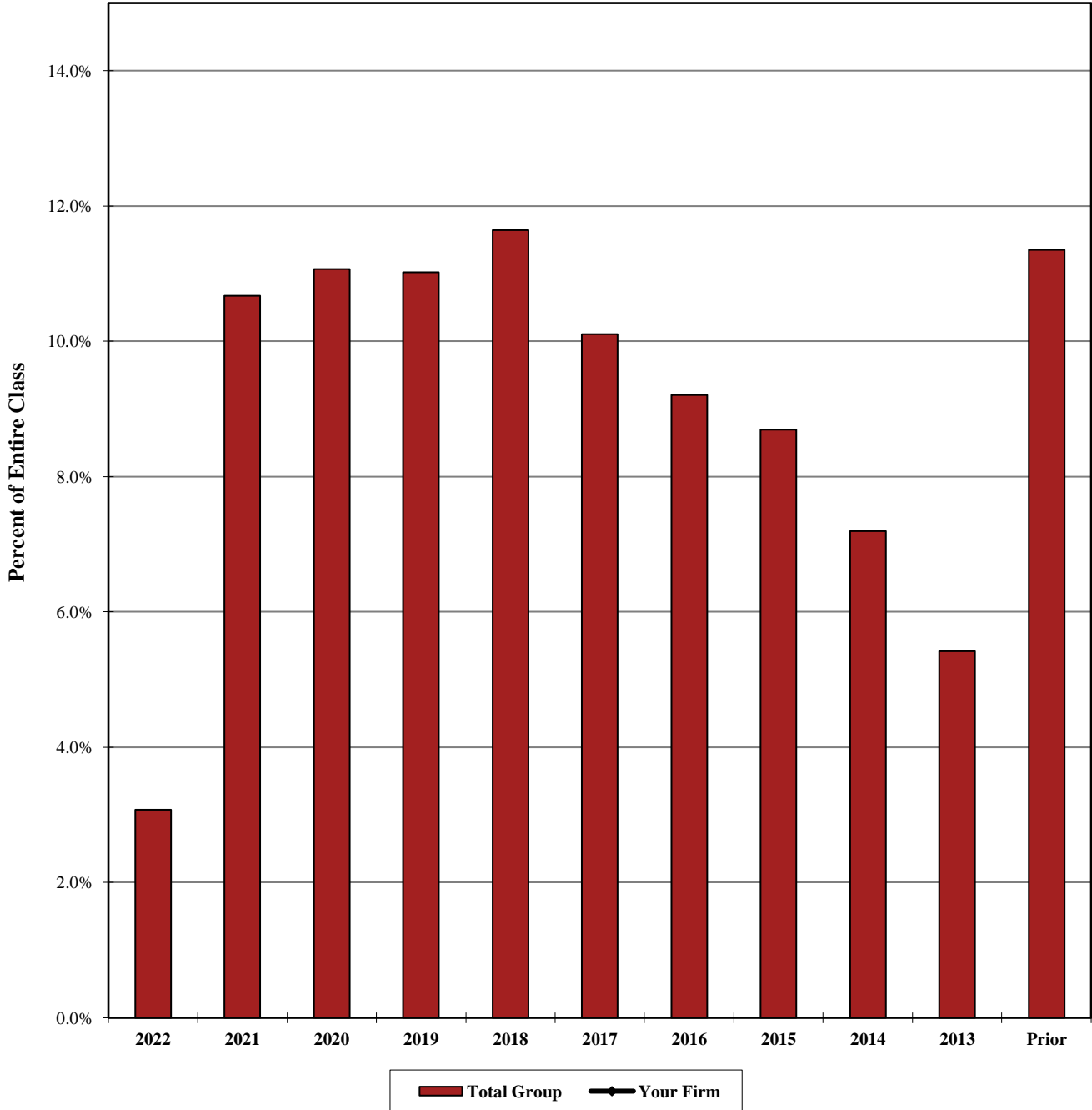
- Non-Minority refers to any US-based timekeeper identified as White.
- Minority refers to any US-based timekeeper identified as African American/Black, American Indian/Alaska Native, Asian, Hispanic/Latino, Native Hawaiian/Pacific Islander, Two or more races, or Other.
- Any timekeeper whose gender or race classification was identified as 'Restricted' is not included in the corresponding metrics throughout the report.
- On report pages where "by Gender & Minority Status" metrics are provided, the "Your Firm" components will not sum to 100% if select timekeepers had missing or 'Restricted' race or gender information provided.
- Racial classifications are applicable only to US-based timekeepers.

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.

Associate Compensation & Utilization

Distribution of Associates by Law Class Year

For the 12-month period ending December 31, 2022



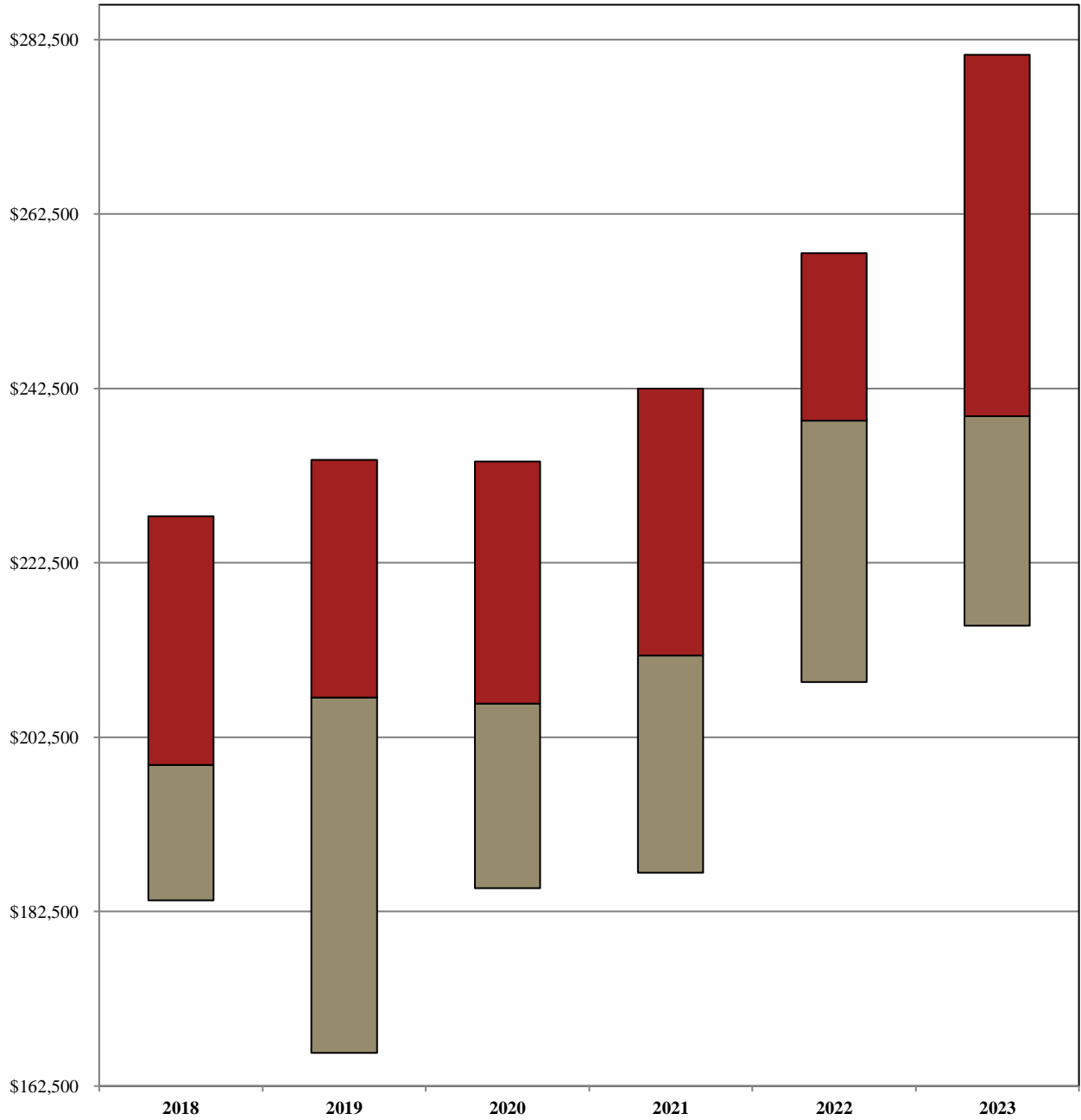
	Law Class Year										
	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm											
Total Group	3.1	10.7	11.1	11.0	11.6	10.1	9.2	8.7	7.2	5.4	11.3

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associate Average Annual Base Salary

As of January 1st of the stated year



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	\$227,871	\$234,318	\$234,128	\$242,487	\$258,017	\$280,747
Median	199,326	207,083	206,380	211,850	238,779	239,292
3rd Qtle	183,772	166,288	185,205	186,946	208,844	215,304

Additional detail can be found on Page 13.

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

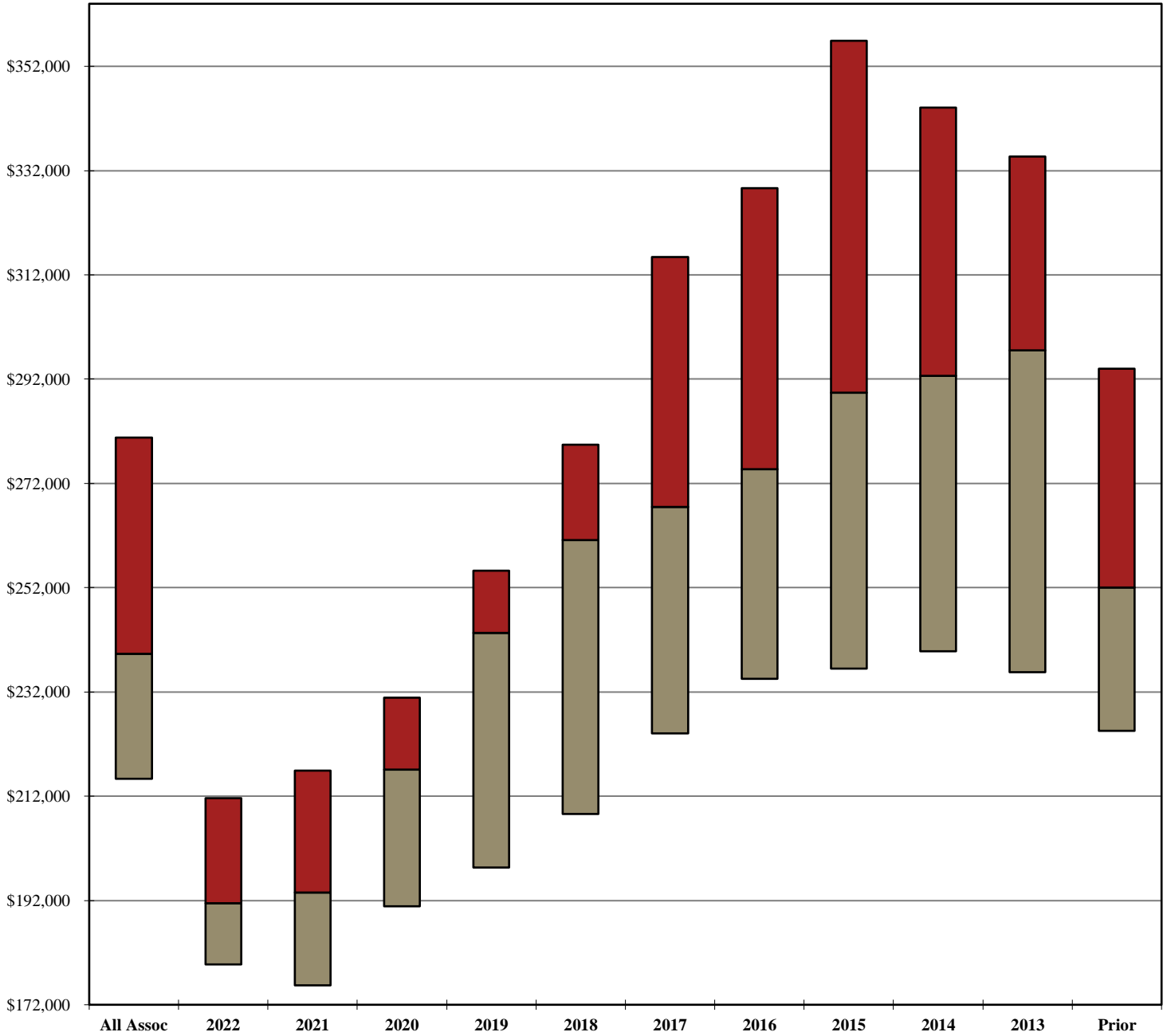
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associate Average Annual Base Salary by Law Class Year

As of January 1, 2023



	Law Class Year											
	All Assoc	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm												
1st Qtle	\$280,747	\$211,667	\$216,883	\$230,899	\$255,266	\$279,414	\$315,402	\$328,670	\$356,862	\$344,095	\$334,688	\$294,019
Median	239,292	191,429	193,548	217,097	243,281	261,087	267,466	274,754	289,353	292,633	297,500	251,994
3rd Qtle	215,304	179,732	175,746	190,903	198,339	208,607	224,058	234,547	236,463	239,791	235,814	224,501

Additional detail can be found on Page 13.

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

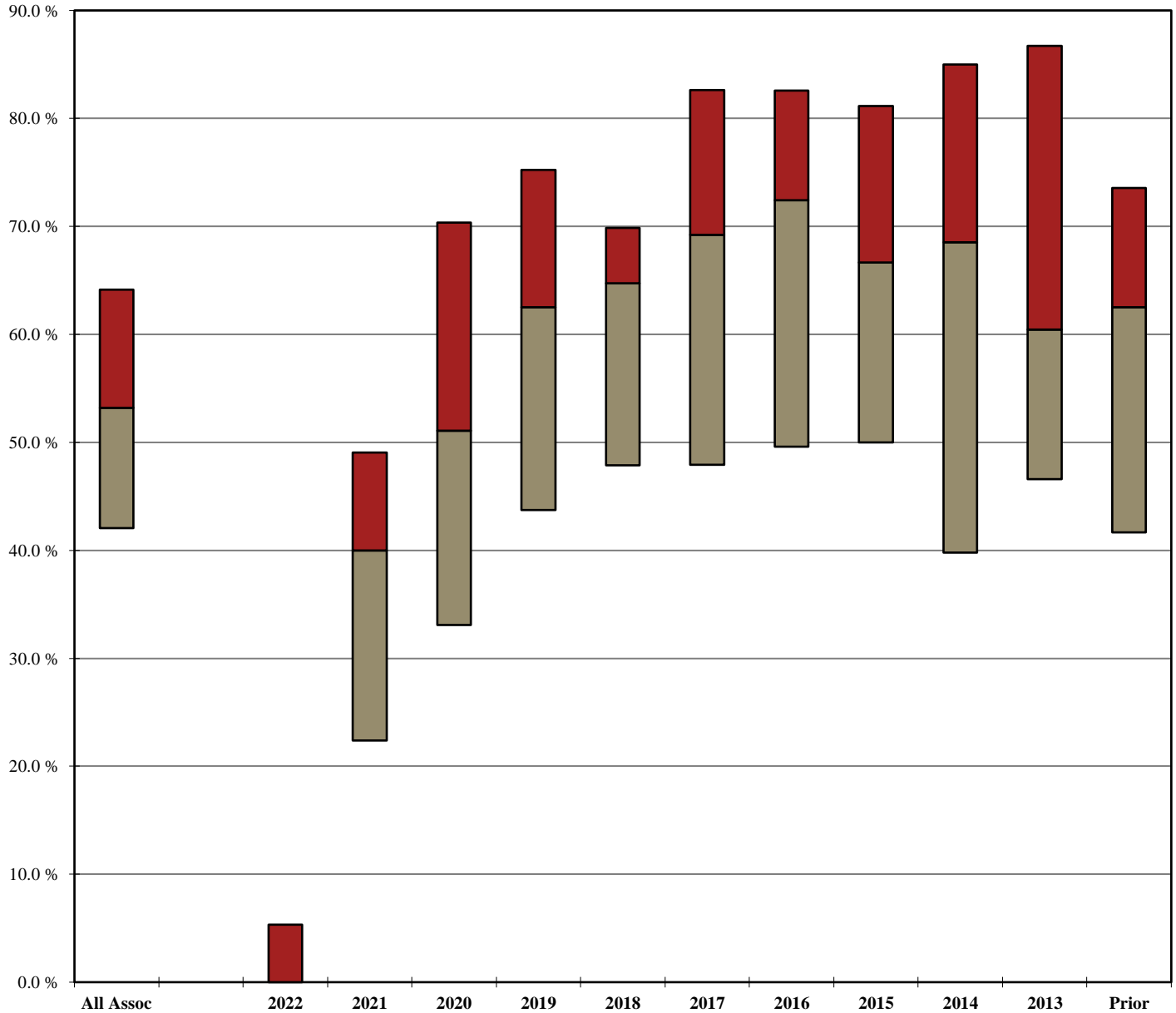
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Percent of Associates Receiving a Bonus¹ by Law Class Year

For the 12-month period ending December 31, 2022



	Law Class Year											
	All Assoc	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm												
1st Qtle	64.1%	5.3%	49.0%	70.3%	75.2%	69.9%	82.6%	82.6%	81.1%	85.0%	86.7%	73.6%
Median	53.2	0.0	40.0	51.1	62.5	64.7	69.2	72.4	66.7	68.5	60.4	62.5
3rd Qtle	42.0	0.0	22.4	33.1	43.8	47.9	47.9	49.6	50.0	39.8	46.6	41.7

Additional detail can be found on Page 15.

¹ Includes only those Associates who were at your firm at 1/1/2023.

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

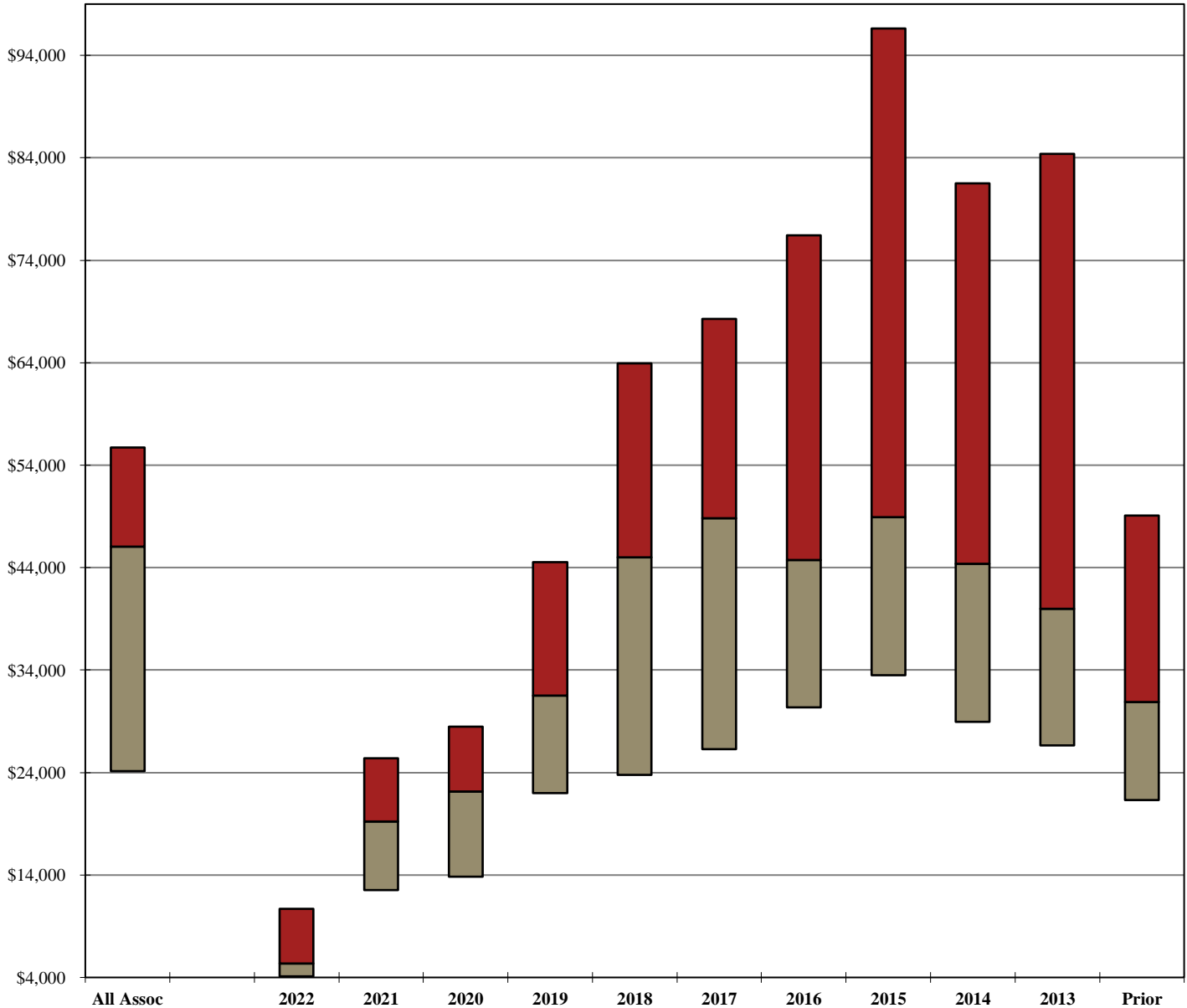
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associates Average Bonus Awarded¹ by Law Class Year

For the 12-month period ending December 31, 2022



Your Firm	All Assoc	Law Class Year										
		2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
1st Qtle	\$55,727	\$10,699	\$25,383	\$28,460	\$44,555	\$63,935	\$68,267	\$76,446	\$96,636	\$81,499	\$84,375	\$49,084
Median	46,029	5,372	19,207	22,162	31,520	45,016	48,846	44,762	48,917	44,368	40,000	30,874
3rd Qtle	24,123	4,104	12,545	13,821	22,017	23,748	26,275	30,333	33,514	28,949	26,623	21,331

Additional detail can be found on Page 16.

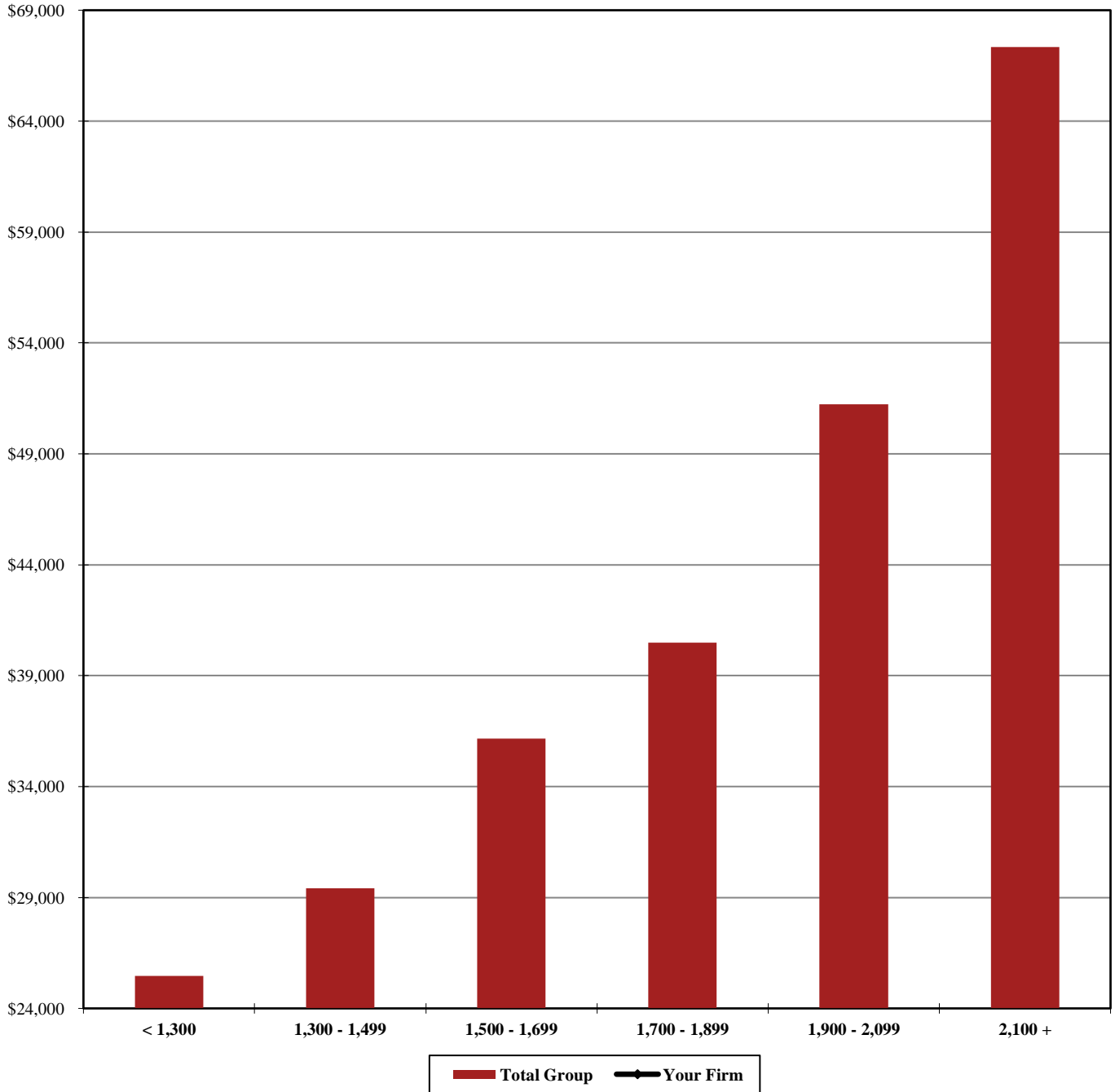
¹ Includes only those Associates who were at your firm at 1/1/2023, and who received a bonus.

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

** omitted due to insufficient data

Associates Average Bonus Awarded by Utilization Levels

For the 12-month period ending December 31, 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	\$25,469	\$29,411	\$36,172	\$40,493	\$51,243	\$67,338

Additional detail can be found on Page 18.

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

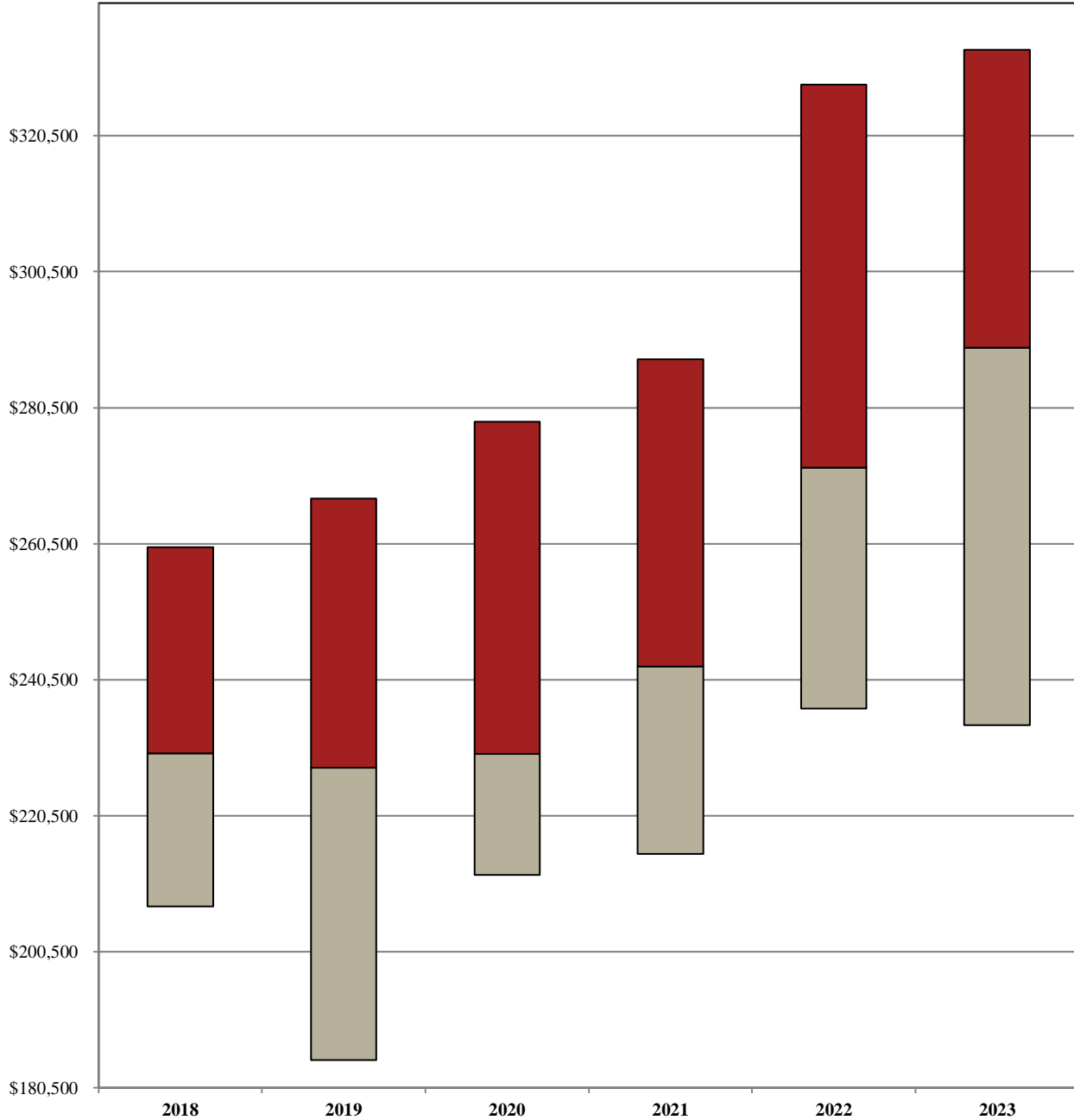
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associate Aggregate Compensation ¹

As of January 1st of the stated year



	2018	2019	2020	2021	2022	2023
Your Firm						
1st Qtle	\$260,025	\$267,128	\$278,447	\$287,617	\$328,020	\$333,103
Median	229,639	227,581	229,571	242,444	271,670	289,314
3rd Qtle	207,154	184,571	211,787	214,846	236,262	233,813

Additional detail can be found on Page 19.

¹ Aggregate compensation combines the average base salaries at 1/1 with the average bonuses for the corresponding prior year ending 12/31.

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

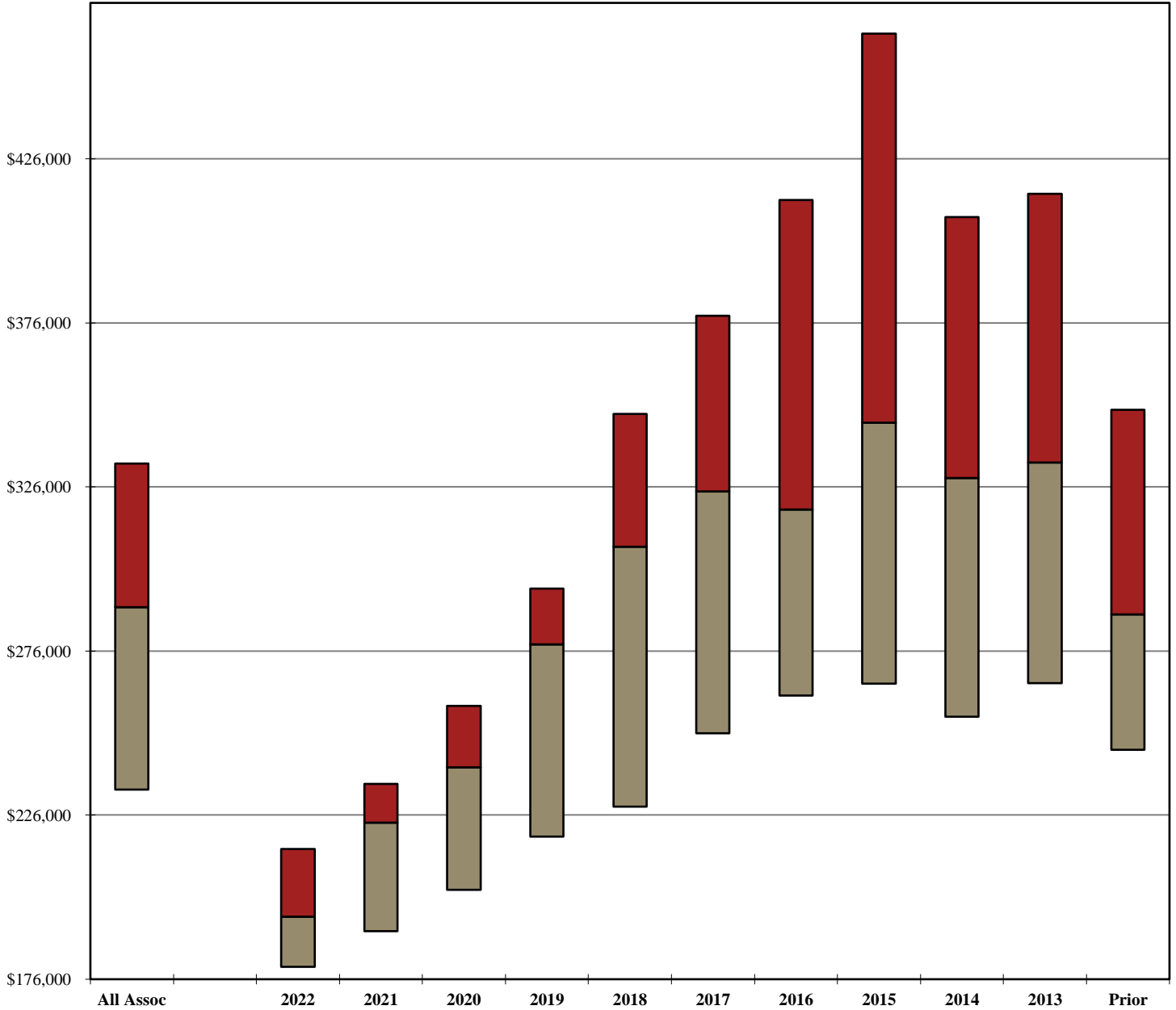
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associate Aggregate Compensation¹ by Law Class Year

As of January 1, 2023



	Law Class Year											
	All Assoc	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm												
1st Qtle	\$333,103	\$215,747	\$235,489	\$259,227	\$294,968	\$348,250	\$378,091	\$413,355	\$464,059	\$408,280	\$415,372	\$349,585
Median	289,314	194,979	223,633	240,611	277,950	307,765	324,573	319,045	345,496	328,692	333,504	287,173
3rd Qtle	233,813	179,732	190,677	203,170	219,410	228,589	250,883	262,476	266,032	255,914	266,182	245,970

Additional detail can be found on Page 19.

¹ Aggregate compensation combines the average base salaries at 1/1 with the average bonuses for the corresponding prior year ending 12/31.

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

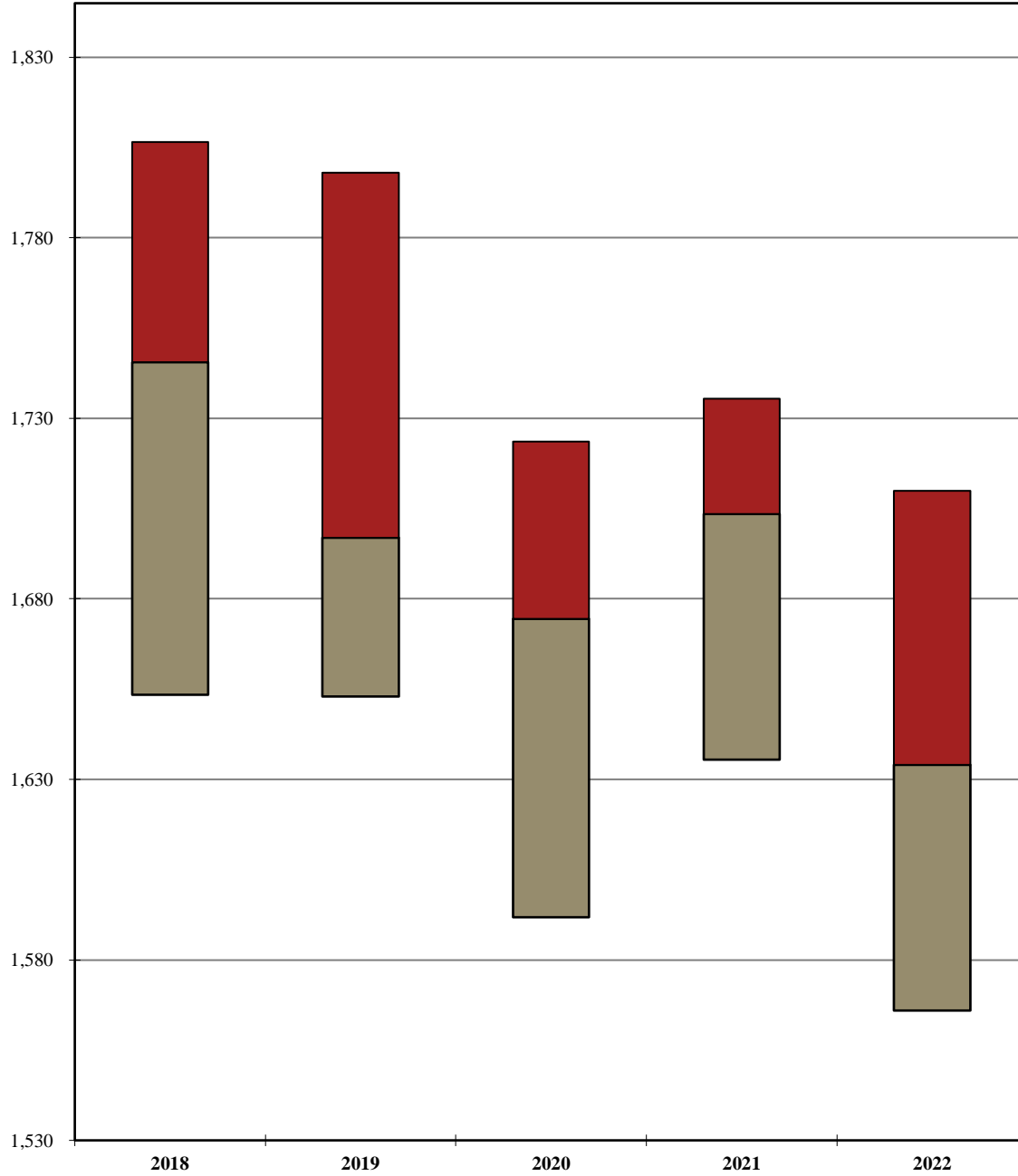
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 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	1,807	1,798	1,724	1,736	1,710	(97)
Median	1,746	1,697	1,675	1,704	1,634	(112)
3rd Qtle	1,654	1,653	1,592	1,636	1,566	(88)

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

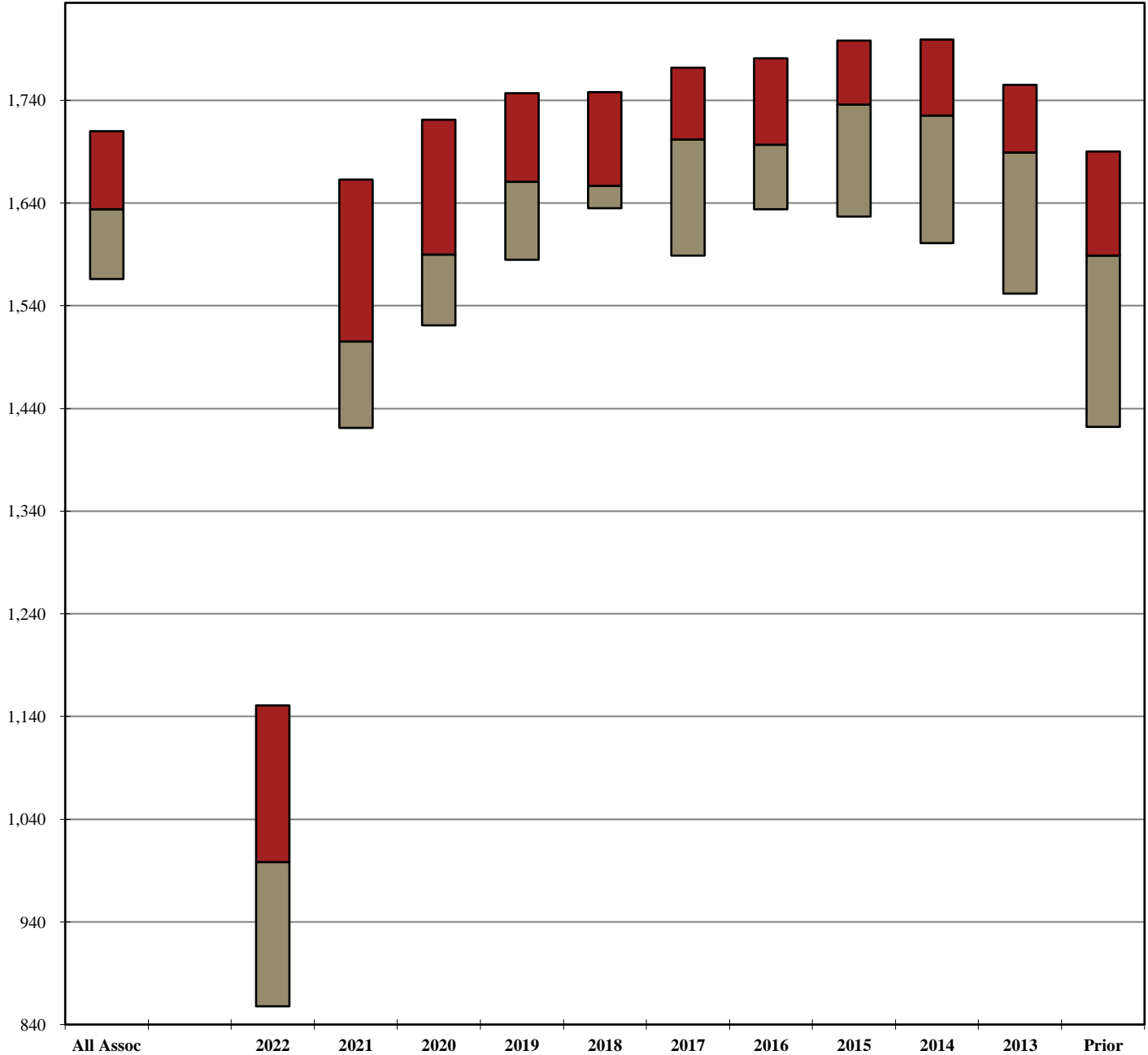
** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2022



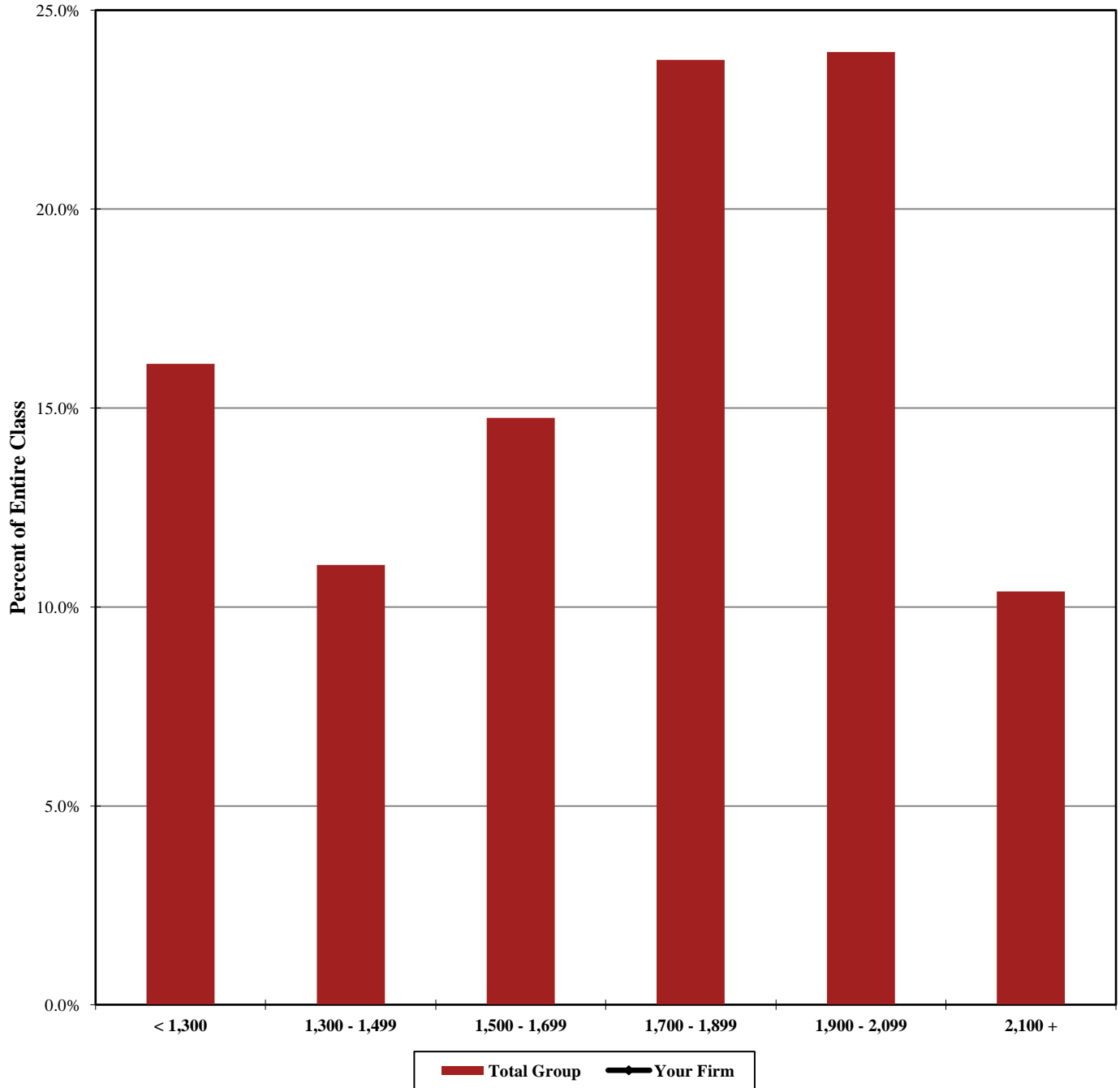
	Law Class Year											
	All Assoc	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm												
1st Qtle	1,710	1,151	1,663	1,721	1,747	1,748	1,772	1,781	1,798	1,799	1,755	1,690
Median	1,634	998	1,505	1,590	1,661	1,657	1,702	1,697	1,736	1,725	1,689	1,589
3rd Qtle	1,566	858	1,421	1,521	1,585	1,635	1,589	1,634	1,627	1,601	1,552	1,422

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

** omitted due to insufficient data

Distribution of Associates by Utilization Levels

For the 12-month period ending December 31, 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	16.1%	11.0%	14.8%	23.8%	24.0%	10.4%

Additional detail can be found on Page 24.

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

** omitted due to insufficient data

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Attorney Base Salary by Law Class Year & Years of Experience

As of January 1, 2023

	<i>Your Firm</i>		<i>Group</i>		
	<i>Salary</i>	<i>Rank Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
<u>Associates</u>					
2022		/ 25 ‡	\$211,667	\$191,429	\$179,732
2021		/ 27 ‡	216,883	193,548	175,746
2020		/ 27 ‡	230,899	217,097	190,903
2019		/ 27 ‡	255,266	243,281	198,339
2018		/ 27 ‡	279,414	261,087	208,607
2017		/ 27 ‡	315,402	267,466	224,058
2016		/ 27 ‡	328,670	274,754	234,547
2015		/ 27 ‡	356,862	289,353	236,463
2014		/ 26 ‡	344,095	292,633	239,791
2013		/ 26 ‡	334,688	297,500	235,814
Prior		/ 27 ‡	294,019	251,994	224,501
All Associates		/ 27 ‡	280,747	239,292	215,304
<u>Sr. Attorneys</u>					
2022 - 2015		/ 12 ‡	\$361,455	\$289,498	\$238,092
2014		/ 13 ‡	353,938	295,909	227,642
2013		/ 17 ‡	348,800	317,671	256,000
2012		/ 18 ‡	293,250	280,426	259,844
2011		/ 22 ‡	340,073	294,594	247,380
2010		/ 20 ‡	366,543	320,667	280,177
2009		/ 20 ‡	334,000	317,500	256,563
Prior		/ 22 ‡	306,108	276,601	237,227
All Sr. Attorneys		/ 22 ‡	317,738	282,661	253,156
<u>Staff Attorneys</u>					
< 6 Years		/ 17 ‡	\$152,500	\$133,688	\$114,000
6 - 10 Years		/ 17 ‡	159,274	137,650	114,400
11 - 15 Years		/ 18 ‡	182,896	146,804	127,109
> 15 Years		/ 20 ‡	189,103	154,308	133,295
All Staff Attorneys		/ 21 ‡	164,200	145,153	131,099
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	152,385	114,167	91,885
> 15 Years			**	**	**
All eDiscovery Attorneys		/ 8 ‡	157,892	109,142	85,563

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

2 0 2 3 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

**Percent Change in Attorney Average Annual Base Salary
by Law Class Year & Years of Experience**

	<u>Your Firm</u>		<u>Group</u>		
	<u>Base Salary @ 1/1/2023</u>	<u>% Change - 1 Year</u>	<u>% Change - 1 Year</u>		
			<u>1st Quartile</u>	<u>Median</u>	<u>3rd Quartile</u>
<u>Associates</u>					
2021		‡	10.6	5.4	0.0
2020		‡	14.4	9.6	4.0
2019		‡	20.9	15.0	6.0
2018		‡	19.4	13.4	2.4
2017		‡	14.9	8.1	0.7
2016		‡	16.8	8.7	2.8
2015		‡	14.5	7.3	0.0
2014		‡	13.0	2.5	(1.7)
2013		‡	11.7	4.9	(1.2)
Prior		‡	8.1	0.5	(3.1)
All Associates		‡	9.1	2.0	(2.0)
<u>Sr. Attorneys</u>					
2021 - 2015		‡	22.5	9.6	(3.4)
2014		‡	7.3	0.0	(2.7)
2013		‡	17.7	8.0	0.9
2012		‡	28.6	11.9	(4.1)
2011		‡	13.1	6.0	(3.4)
2010		‡	15.2	4.8	(0.9)
2009		‡	15.0	3.3	(3.0)
Prior		‡	15.8	2.3	(3.8)
All Sr. Attorneys		‡	13.6	1.5	(0.5)
<u>Staff Attorneys</u>					
< 6 Years		‡	14.7	6.0	(2.2)
6 - 10 Years		‡	11.7	7.3	0.5
11 - 15 Years		‡	16.9	7.0	(0.6)
> 15 Years		‡	19.8	4.8	(1.8)
All Staff Attorneys		‡	22.9	6.7	0.6
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
All eDiscovery Attorneys			**	**	**

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Attorney Bonuses by Law Class Year & Years of Experience
For the 12-month period ending December 31, 2022

Percent Receiving a Bonus ¹

	Your Firm		Group		
	Percent	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2022		/ 25 ‡	5.3	0.0	0.0
2021		/ 27 ‡	49.0	40.0	22.4
2020		/ 27 ‡	70.3	51.1	33.1
2019		/ 27 ‡	75.2	62.5	43.8
2018		/ 27 ‡	69.9	64.7	47.9
2017		/ 27 ‡	82.6	69.2	47.9
2016		/ 27 ‡	82.6	72.4	49.6
2015		/ 27 ‡	81.1	66.7	50.0
2014		/ 26 ‡	85.0	68.5	39.8
2013		/ 26 ‡	86.7	60.4	46.6
Prior		/ 27 ‡	73.6	62.5	41.7
All Associates		/ 27 ‡	64.1	53.2	42.0
<u>Sr. Attorneys</u>					
2022 - 2015		/ 12 ‡	78.0	48.1	0.0
2014		/ 13 ‡	100.0	92.3	33.3
2013		/ 17 ‡	100.0	66.7	50.0
2012		/ 18 ‡	83.0	62.5	35.0
2011		/ 22 ‡	100.0	74.2	37.5
2010		/ 20 ‡	100.0	72.5	60.0
2009		/ 20 ‡	100.0	66.7	37.5
Prior		/ 22 ‡	73.2	68.9	50.0
All Sr. Attorneys		/ 22 ‡	78.3	69.3	53.6
<u>Staff Attorneys</u>					
< 6 Years		/ 17 ‡	100.0	40.0	0.0
6 - 10 Years		/ 17 ‡	85.7	66.7	33.3
11 - 15 Years		/ 18 ‡	82.1	59.2	0.0
> 15 Years		/ 20 ‡	81.9	51.9	29.4
All Staff Attorneys		/ 21 ‡	77.8	42.9	22.2
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	85.0	58.3	31.6
> 15 Years			**	**	**
All eDiscovery Attorneys			**	**	**

¹ Includes only those Attorneys who were at your firm at 1/1/2023.

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Attorney Bonuses by Law Class Year & Years of Experience
For the 12-month period ending December 31, 2022

Average Bonus Awarded¹

	Your Firm		Group		
	Bonus	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2022		/ 12 ‡	\$10,699	\$5,372	\$4,104
2021		/ 24 ‡	25,383	19,207	12,545
2020		/ 26 ‡	28,460	22,162	13,821
2019		/ 26 ‡	44,555	31,520	22,017
2018		/ 26 ‡	63,935	45,016	23,748
2017		/ 26 ‡	68,267	48,846	26,275
2016		/ 26 ‡	76,446	44,762	30,333
2015		/ 25 ‡	96,636	48,917	33,514
2014		/ 23 ‡	81,499	44,368	28,949
2013		/ 25 ‡	84,375	40,000	26,623
Prior		/ 26 ‡	49,084	30,874	21,331
All Associates		/ 26 ‡	55,727	46,029	24,123
<u>Sr. Attorneys</u>					
2022 - 2015		/ 8 ‡	\$103,650	\$76,451	\$25,113
2014		/ 11 ‡	102,743	30,000	26,363
2013		/ 15 ‡	67,512	53,000	26,224
2012		/ 14 ‡	57,504	41,791	28,517
2011		/ 18 ‡	66,005	45,115	32,147
2010		/ 19 ‡	77,584	37,600	20,033
2009		/ 15 ‡	59,647	19,227	10,575
Prior		/ 21 ‡	75,272	32,500	22,371
All Sr. Attorneys		/ 21 ‡	78,541	44,082	25,573
<u>Staff Attorneys</u>					
< 6 Years		/ 12 ‡	\$11,708	\$8,439	\$2,897
6 - 10 Years		/ 14 ‡	14,158	9,516	7,622
11 - 15 Years		/ 12 ‡	16,313	10,402	6,739
> 15 Years		/ 17 ‡	15,614	9,000	4,410
All Staff Attorneys		/ 17 ‡	14,583	7,878	6,786
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
All eDiscovery Attorneys			**	**	**

¹ Includes only those Attorneys who were at your firm at 1/1/2023, and who received a bonus.

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Attorney Bonuses by Law Class Year & Years of Experience
For the 12-month period ending December 31, 2022

Average Bonus for the Entire Class

	Your Firm		Group		
	Bonus	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2022		/ 25 ‡	\$823	\$0	\$0
2021		/ 27 ‡	12,513	6,079	3,701
2020		/ 27 ‡	17,477	8,739	5,945
2019		/ 27 ‡	28,844	18,913	9,051
2018		/ 27 ‡	47,145	23,296	11,569
2017		/ 27 ‡	51,313	33,935	14,604
2016		/ 27 ‡	60,566	30,625	17,796
2015		/ 27 ‡	65,362	28,726	14,215
2014		/ 26 ‡	43,750	30,115	9,679
2013		/ 26 ‡	41,986	23,050	11,930
Prior		/ 27 ‡	30,910	17,457	7,571
All Associates		/ 27 ‡	35,559	21,574	9,945
<u>Sr. Attorneys</u>					
2022 - 2015		/ 12 ‡	\$79,387	\$11,928	\$0
2014		/ 13 ‡	80,485	25,000	4,902
2013		/ 17 ‡	53,000	23,750	17,275
2012		/ 18 ‡	41,328	18,677	5,709
2011		/ 22 ‡	49,735	32,795	10,679
2010		/ 20 ‡	51,600	23,250	13,808
2009		/ 20 ‡	50,000	11,968	188
Prior		/ 22 ‡	45,265	22,656	12,630
All Sr. Attorneys		/ 22 ‡	46,293	24,606	12,377
<u>Staff Attorneys</u>					
< 6 Years		/ 17 ‡	\$7,710	\$3,000	\$0
6 - 10 Years		/ 17 ‡	10,000	5,228	833
11 - 15 Years		/ 18 ‡	9,649	4,495	0
> 15 Years		/ 20 ‡	9,846	2,696	615
All Staff Attorneys		/ 17 ‡	33,837	19,849	10,239
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	7,468	5,083	612
> 15 Years			**	**	**
All eDiscovery Attorneys			**	**	**

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Distribution of Associates Average Bonus Awarded by Utilization Levels*
For the 12-month period ending December 31, 2022

Associates	Average*	< 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	\$19,605 ‡	\$13,459	\$9,347	\$11,648	\$16,654	\$20,573	\$31,204
2020							
Your Firm							
Total Group	\$23,276 ‡	\$11,808	\$12,418	\$17,664	\$19,833	\$26,876	\$38,861
2019							
Your Firm							
Total Group	\$35,467 ‡	\$6,182	\$22,898	\$24,284	\$34,242	\$38,887	\$55,342
2018							
Your Firm							
Total Group	\$49,250 ‡	\$18,743	\$34,976	\$44,335	\$44,013	\$54,793	\$67,335
2017							
Your Firm							
Total Group	\$56,215 ‡	\$23,272	\$30,298	\$43,641	\$47,220	\$64,143	\$75,669
2016							
Your Firm							
Total Group	\$56,235 ‡	\$21,088	\$46,831	\$35,312	\$48,225	\$66,657	\$82,372
2015							
Your Firm							
Total Group	\$65,026 ‡	\$22,859	\$34,666	\$45,577	\$56,876	\$64,014	\$97,037
2014							
Your Firm							
Total Group	\$58,561 ‡	\$28,489	\$35,718	\$43,041	\$55,421	\$64,323	\$91,032
2013							
Your Firm							
Total Group	\$50,639 ‡	\$26,445	\$24,928	\$26,404	\$46,314	\$62,244	\$81,460
Prior							
Your Firm							
Total Group	\$43,420 ‡	\$33,814	\$31,213	\$34,375	\$45,886	\$53,174	\$66,743
All Associates							
Your Firm							
Total Group	\$45,652 ‡	\$25,469	\$29,411	\$36,172	\$40,493	\$51,243	\$67,338

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Attorney Aggregate Compensation¹ by Law Class Year & Years of Experience
 For the 12-month period ending December 31, 2022

As of January 1, 2023

	Your Firm		Group		
	Agg. Comp.	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2022		/ 25 ‡	\$215,747	\$194,979	\$179,732
2021		/ 27 ‡	235,489	223,633	190,677
2020		/ 27 ‡	259,227	240,611	203,170
2019		/ 27 ‡	294,968	277,950	219,410
2018		/ 27 ‡	348,250	307,765	228,589
2017		/ 27 ‡	378,091	324,573	250,883
2016		/ 27 ‡	413,355	319,045	262,476
2015		/ 27 ‡	464,059	345,496	266,032
2014		/ 26 ‡	408,280	328,692	255,914
2013		/ 26 ‡	415,372	333,504	266,182
Prior		/ 27 ‡	349,585	287,173	245,970
All Associates		/ 27 ‡	333,103	289,314	233,813
<u>Sr. Attorneys</u>					
2022 - 2015		/ 12 ‡	\$423,788	\$335,850	\$238,092
2014		/ 13 ‡	434,423	361,247	227,642
2013		/ 17 ‡	410,024	340,000	280,775
2012		/ 18 ‡	374,187	308,556	264,928
2011		/ 22 ‡	383,438	330,965	280,393
2010		/ 20 ‡	436,576	355,511	308,518
2009		/ 20 ‡	395,131	328,700	260,841
Prior		/ 22 ‡	369,502	313,727	255,744
All Sr. Attorneys		/ 22 ‡	398,336	320,804	275,404
<u>Staff Attorneys</u>					
< 6 Years		/ 17 ‡	\$163,750	\$136,834	\$124,000
6 - 10 Years		/ 17 ‡	173,157	148,675	120,077
11 - 15 Years		/ 18 ‡	187,068	149,821	129,879
> 15 Years		/ 20 ‡	194,422	168,235	137,075
All Staff Attorneys		/ 17 ‡	183,222	157,682	139,557
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years		/ 8 ‡	165,866	117,050	93,260
> 15 Years			**	**	**
All eDiscovery Attorneys		/ 8 ‡	178,330	114,314	87,063

¹ Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2022 with average base salaries at 1/1/2023.

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Associate Base Salary Adjustment Information
By Years of Experience¹

Average Annual Base Salary As of January 1, 2023

<u>Years of Experience</u>	<u>Your Firm</u>		<u>Group % Change</u>		
	<u>% Change</u>	<u>Rank Of</u>	<u>1st Quartile</u>	<u>Median</u>	<u>3rd Quartile</u>
1 Year		/ 26 ‡	10.1	5.2	(4.9)
2 Years		/ 26 ‡	9.9	2.4	(1.2)
3 Years		/ 26 ‡	8.5	2.5	(3.7)
4 Years		/ 26 ‡	7.3	3.0	(3.3)
5 Years		/ 26 ‡	11.1	2.0	(4.0)
6 Years		/ 26 ‡	10.1	2.3	(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 - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Non-Attorney Base Salary

As of January 1, 2023

Your Firm		Group		
Salary	Rank Of	1st Quartile	Median	3rd Quartile
<u>Lobbyists</u>				
High		**	**	**
Middle		**	**	**
Low		**	**	**
Average		**	**	**
<u>Specialists</u>				
High	/ 12 ‡	\$355,000	\$310,992	\$192,959
Middle	/ 12 ‡	\$199,500	\$139,262	\$117,014
Low	/ 12 ‡	\$95,250	\$69,250	\$36,101
Average	/ 12 ‡	\$192,888	\$145,447	\$125,893
<u>Litigation Support</u>				
High	/ 15 ‡	\$268,612	\$187,460	\$151,625
Middle	/ 15 ‡	\$129,018	\$101,250	\$92,250
Low	/ 15 ‡	\$97,200	\$66,500	\$51,418
Average	/ 15 ‡	\$136,205	\$112,312	\$100,574
<u>Patent Agents</u>				
High	/ 14 ‡	\$271,000	\$233,750	\$203,664
Middle	/ 14 ‡	\$169,675	\$162,125	\$155,875
Low	/ 14 ‡	\$146,250	\$116,000	\$78,266
Average	/ 14 ‡	\$178,880	\$165,452	\$158,891
<u>Case Clerks</u>				
High		**	**	**
Middle		**	**	**
Low		**	**	**
Average		**	**	**
<u>Law Clerks</u>				
High	/ 15 ‡	\$215,010	\$180,500	\$167,500
Middle	/ 15 ‡	\$180,000	\$140,997	\$76,300
Low	/ 15 ‡	\$167,500	\$100,000	\$43,200
Average	/ 15 ‡	\$181,786	\$132,127	\$91,161
<u>Paralegals</u>				
High	/ 20 ‡	\$243,846	\$199,795	\$169,781
Middle	/ 20 ‡	\$103,291	\$93,434	\$86,743
Low	/ 20 ‡	\$49,446	\$43,950	\$28,322
Average	/ 20 ‡	\$113,172	\$99,246	\$89,727

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Percent Change in Non-Attorney Average Annual Base Salary

	<u>Your Firm</u>		<u>Group</u>		
	<u>Base Salary @ 1/1/2023</u>	<u>% Change - 1 Year</u>	<u>% Change - 1 Year</u>		
			<u>1st Quartile</u>	<u>Median</u>	<u>3rd Quartile</u>
<u>Lobbyists</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Specialists</u>					
High		‡	0.0	0.0	(15.9)
Middle		‡	8.9	3.2	(19.6)
Low		‡	55.6	17.2	0.0
Average		‡	5.3	0.0	(18.4)
<u>Litigation Support</u>					
High		‡	7.4	1.0	(2.7)
Middle		‡	3.5	0.0	(10.5)
Low		‡	4.8	0.6	0.0
Average		‡	3.9	0.0	(7.5)
<u>Patent Agents</u>					
High		‡	6.5	2.9	0.0
Middle		‡	18.8	6.5	0.0
Low		‡	37.8	6.5	(3.2)
Average		‡	18.9	4.6	(2.7)
<u>Case Clerks</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Law Clerks</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Paralegals</u>					
High		‡	25.9	3.3	0.0
Middle		‡	9.2	3.9	0.0
Low		‡	17.9	2.3	(5.6)
Average		‡	7.5	3.8	0.0

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Non-Attorney Compensation Information

For the 12-month period ending December 31, 2022

Percent Receiving a Bonus¹

	Your Firm		Group		
	Percent	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 12 ‡	93.8	55.0	0.0
Litigation Support		/ 15 ‡	100.0	95.7	76.5
Patent Agents		/ 14 ‡	71.9	52.8	6.3
Case Clerks			**	**	**
Law Clerks		/ 15 ‡	10.1	0.0	0.0
Paralegals		/ 20 ‡	90.5	81.0	30.6

Average Bonus Awarded²

	Your Firm		Group		
	Bonus	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 8 ‡	9,889	8,320	5,478
Litigation Support		/ 12 ‡	10,447	7,360	5,240
Patent Agents		/ 10 ‡	27,709	8,388	7,703
Case Clerks			**	**	**
Law Clerks			**	**	**
Paralegals		/ 15 ‡	6,135	4,711	4,120

Average Bonus for the Entire Class

	Your Firm		Group		
	Bonus	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 12 ‡	5,877	2,479	0
Litigation Support		/ 15 ‡	8,118	6,000	2,056
Patent Agents		/ 14 ‡	10,899	4,722	274
Case Clerks			**	**	**
Law Clerks		/ 15 ‡	329	0	0
Paralegals		/ 20 ‡	4,575	3,484	1,604

Aggregate Compensation³

	Your Firm		Group		
	Agg. Comp.	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 12 ‡	210,263	152,600	125,893
Litigation Support		/ 15 ‡	145,053	115,141	104,661
Patent Agents		/ 14 ‡	192,983	170,304	166,935
Case Clerks			**	**	**
Law Clerks		/ 15 ‡	181,786	132,127	94,571
Paralegals		/ 20 ‡	118,685	105,061	91,104

¹ Includes only those Attorneys who were at your firm at 1/1/2023.

² Includes only those Attorneys who were at your firm at 1/1/2023, and who received a bonus.

³ Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2022 with average base salaries at 1/1/2023.

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Distribution of Associates by Billable Hours
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	74 ‡	58.1%	17.6%	12.2%	4.1%	5.4%	2.7%
2021							
Your Firm							
Total Group	1,045	24.5%	13.3%	17.7%	21.0%	16.9%	6.6%
2020							
Your Firm							
Total Group	937	13.8%	13.3%	17.5%	25.7%	21.7%	8.0%
2019							
Your Firm							
Total Group	923	12.5%	11.6%	15.5%	24.9%	25.4%	10.2%
2018							
Your Firm							
Total Group	925	12.8%	10.6%	13.9%	24.2%	25.3%	13.2%
2017							
Your Firm							
Total Group	814	13.6%	9.5%	14.1%	26.0%	24.8%	11.9%
2016							
Your Firm							
Total Group	750	14.0%	8.4%	14.1%	25.9%	24.8%	12.8%
2015							
Your Firm							
Total Group	677	11.4%	8.3%	13.6%	24.5%	29.8%	12.4%
2014							
Your Firm							
Total Group	566	12.2%	8.3%	11.5%	25.1%	28.8%	14.1%
2013							
Your Firm							
Total Group	417	16.1%	9.6%	13.2%	23.0%	28.3%	9.8%
Prior							
Your Firm							
Total Group	935	20.9%	13.3%	13.4%	20.7%	23.1%	8.7%
All Associates							
Your Firm							
Total Group	8,100	16.1%	11.0%	14.8%	23.8%	24.0%	10.4%

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (32 members^)

Associate Bonus & Benefits Information - 2022

US-based (Partner-track) Associate Bonus

	Your Firm (designated with an X)	# of Responses	% of Group Resp. - Yes
1. Bonus structure provided to its Associates:		24	
a. Single component based on achieving billable hour goals (and performance is in good standing)			16.7
b. Multi components - 1) Achieving billable hour goals, 2) Qualitative based on extraordinary performance, and 3) Business generation			66.7
c. Individualized bonuses			8.3
d. No bonuses are awarded			
2. Methodology for determining the billable hour bonus amounts:		24	
a. Lock-step (e.g., every Associate within the same class year receives the same amount)			33.3
b. Partial lock-step (e.g., for the first few years the bonus is the same amount)			8.3
c. All Associates (regardless of class year) receive the same amount			4.2
d. Individualized bonuses for all class years			25.0
3. Does your Firm formally communicate the bonus calculations with your Associates?		24	
a. Yes, all Associates			58.3
b. Varies by office and/or practice group			4.2
c. Bonuses are all individualized so there is no formal calculation			20.8
4. Does your Firm give billable hour credit for the following initiatives?	‡	23	
a. Business Development/Marketing			39.1
b. Pro Bono			95.7
c. Diversity, equity and inclusion programs			65.2
d. Community and civic interests			17.4
e. Wellness programs			17.4
5. Maximum percentage of the billable hour bonus that can be awarded for extraordinary performance:			
(Firms responding to 1b or 1c)	‡	19	
a. More than 100%			26.3
b. 100%			10.5
c. Between 50% and 99%			
d. Between 25% and 49%			5.3
e. Less than 25%			5.3
f. Varies by individual			31.6

	Your Firm	1 st Quartile	Group Median	3 rd Quartile
6. The billable hour credit given for the following initiatives:				
(Firms responding to 4)				
a. Business Development/Marketing		**	**	**
b. Pro Bono	‡	106.3	100.0	90.0
c. Diversity, equity and inclusion programs	‡	81.3	50.0	50.0
d. Community and civic interests		**	**	**
e. Wellness programs		**	**	**

^ Membership on this page includes only those participants that submitted benefits related data.
‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (32 members^)

Associate Bonus & Benefits Information - 2022 (Continued)

<u>US-based (Partner-track) Associate Bonus</u>	<i>Your Firm (designated with an X)</i>	<i># of Responses</i>	<i>% of Group Resp. - Yes</i>
7. Top five most significant factors impacting the Qualitative Bonus Component: (Firms responding to 1b or 1c)	‡	20	
a. Business development			65.0
b. Client originations			30.0
c. Contributing to pro bono matters			50.0
d. Firm management / Committee responsibility			15.0
e. Firm performance			30.0
f. Firm citizenship			35.0
g. Management responsibility			5.0
h. Mentoring			20.0
i. Participating / Conducting training			20.0
j. Performance reviews			75.0
k. Profit margin - (e.g., realization rate)			25.0
l. Providing legal work for the Firm			15.0
m. Recruiting & Diversity initiatives			30.0
8. For those Associates who took a leave of absence (LOA) during the year, bonuses are determined by:	‡	24	
a. Full amount of bonus is paid, regardless of LOA			12.5
b. Prorated bonus paid based on percentage of full-time equivalency (e.g., bonus reduced based on amount of time of LOA)			54.2
c. Varies by individual (could be a combination of option a and b above)			20.8
d. No bonus awarded unless the individual worked the entire year at the Firm			
<u>Associate Benefits</u>			
1. Highest overall enrollment based on health plan offered:		24	
a. EPO - Exclusive Provider Organization			4.2
b. High Deductible Plan with HSA			45.8
c. High Deductible Plan with HRA			
d. High Deductible Plan without HSA or HRA			
e. HMO - Health Maintenance Organization			
f. PPO/POS/OAP - Preferred Provider Organization/Point of Service/Open Access Plan			45.8
2. Highest enrolled plan financed:		24	
a. Fully Insured			8.3
b. Self-Insured			91.7
c. Minimum Premium Plan			
3. Medical plans offered to associates the same as those offered to other non-legal staff?		24	95.8
4. Plans offered to associates and other non-legal staff differ: (Firms responding to 3)		2	
a. The plans for associates contain a more generous level of benefits			
b. The plans for associates contain a less generous level of benefits			

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

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (32 members^)

Associate Bonus & Benefits Information - 2022 (Continued)

	Your Firm (designated with an X)	# of Responses	% of Group Resp. - Yes
5. For those Associates who joined the Firm during the year, or are on a reduced schedule, bonuses are determined by:	‡	22	
a. Prorated based on percentage of full-time equivalency			72.7
b. Varies by individual			13.6
c. No bonus awarded unless the individual worked the entire year at the Firm			4.5
6. For those Associates who took a leave of absence during the year, are they eligible for a salary increase (even if they did not meet their prorated annual hours goal due to the leave)?	‡	21	
a. Yes			76.2
b. No			4.8
c. Varies by individual			14.3
7. Types of Benefits offered to Associates/Sr. Attorneys		25	
a. 401(k) pre-tax employee deferrals			96.0
b. 401(k) roth employee deferrals			92.0
c. 401(k) pre-tax employer matching contributions			8.0
d. 401(k) post-tax employee deferrals			16.0
e. Additional non-elective employer contributions ("Profit Sharing")			12.0
f. Qualified defined benefit plan			4.0
g. Non-qualified or unfunded retirement plan			
h. Active healthcare benefits			100.0
i. Post-retirement healthcare benefits			28.0
8. For Firms offering a 401(k) deferrals, matching contributions and/or non-elective contributions, the definition of compensation used is: (Firms responding to 7a, b, c, d, or e)		24	
a. Base pay only			8.3
b. W-2 wages for Income taxes (W-2, Box 1)			58.3
c. Gross compensation			16.7
d. Medicare wages and tips (W-2, Box 5)			4.2
9. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution (assuming maximum employee deferrals) is: (Firms responding to 7c)		1	
a. Between 1% and 1.9% of compensation			100.0
b. Between 2% and 2.9% of compensation			
c. Between 3% and 3.9% of compensation			
d. Between 4% and 4.9% of compensation			
e. 5% of compensation or above			
10. For Firms offering an additional non-elective employer contribution, the most recent profit sharing or money-purchase plan contribution was: (Firms responding to 7e)		3	
a. Between 1% and 2.9% of compensation			
b. Between 3% and 4.9% of compensation			33.3
c. Between 5% and 6.9% of compensation			33.3
d. Between 7% and 8.9% of compensation			
e. 9% of compensation or above			
f. Sliding scale based on title, compensation level and/or years of service			33.3

^ Membership on this page includes only those participants that submitted benefits related data.
‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (32 members^)

Associate Bonus & Benefits Information - 2022 (Continued)

	Your Firm (designated with an X)	# of Resp.	% of Grp. Resp. - Yes
11. For Firms offering a qualified defined benefit plan, the type of plan offered is: (Firms responding to 7f)		2	
a. Cash Balance Plan			100.0
b. Final Average Pay Plan			
c. Career Average Pay Plan			
d. Pension Equity Plan			
12. For Firms with a Cash Balance Plan, the interest credit basis utilized is: (Firms responding to 11a)		1	
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			100.0
b. Equity Based (e.g., return on plan assets or S&P 500 index)			
13. For Firms that offer post-retirement healthcare benefits, the age this is offered is: (Firms responding to 7i)	‡	7	
a. Before age 65 - not eligible for Medicare			57.1
b. Age 65 or higher - eligible for Medicare			28.6
c. Both eligible and non-eligible for Medicare			14.3
14. For Firms offering active healthcare benefits, the type of benefits offered is: (Firms responding to 7h)		25	
a. Medical benefits			100.0
b. Healthcare Spending Account (HSA)			100.0
c. Prescription drug benefits			100.0
d. Dental benefits			100.0
e. Vision benefits			100.0
f. Mental health benefits			100.0
g. Parental leave			100.0
h. Wellness benefits and incentives (e.g., gym membership)			92.0
i. Health Advocacy Programs			72.0
j. Long term / short term disability			100.0
k. Critical illness plans / Long term care			60.0
l. Life Insurance			100.0
m. Flexible spending accounts			100.0
n. Employee Assistance Programs (EAPs)			100.0
o. Emergency childcare / eldercare			88.0
p. Parking / transit			92.0
q. Adoption/Surrogacy benefits			60.0
r. Student loan refinancing/paydown			56.0
s. Tuition assistance			16.0
t. Pet Insurance			56.0
u. Dependant Care			84.0
v. Career Coaching			56.0

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (32 members[^])

Associate Bonus & Benefits Information - 2022 (Continued)

	<i>Your Firm</i> <i>(designated with an X)</i>	<i># of Resp.</i>	<i>% of Grp. Resp. - Yes</i>	
15. For Firms that offer parental leave, it is determined by: (Firms responding to 14g)	‡	24		
a. Must take it all at once			20.8	
b. Ability to schedule intermittently during the year - based on a daily total basis			20.8	
c. Ability to schedule intermittently during the year - based on a hourly total basis			20.8	
d. Varies by individual			4.2	
16. For those Associates who took a parental leave, are they eligible for additional unpaid leave?	‡	24		
a. Yes			75.0	
b. No			4.2	
c. Varies by individual			20.8	
	<i>Group</i>			
	<i>Your Firm</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
17. Paid weeks of parental leave offered to non-partner attorneys: (Firms responding to 14g)	‡			
a. Maternal leave		18.0	16.0	12.0
b. Paternal leave		16.0	12.0	10.0
18. Unpaid weeks of parental leave offered to non-partner attorneys: (Firms responding 'Yes' to 16)	‡			
a. Maternal leave		10.5	8.0	6.0
b. Paternal leave		11.0	8.0	6.0

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (32 members^)

Partner Admission Policies - 2022

	<i>Your Firm (designated with an X)</i>	<i># of Resp.</i>	<i>% of Grp. Resp. - Yes</i>
1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:		21	
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner			47.6
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner			52.4
c. Directly to Equity Partner status			
2. The Firm has an alternative (non-partner) career path for an Associate/Sr. Attorney:		19	
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner			47.4
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys (e.g., case by case)			52.6
c. No, it is strictly an 'up or out' progression			
3. The 'typical' admission to Equity Partner status for lateral-hire partners (or of similar status in-house):		19	
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status		5.3	
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner		47.4	
c. Hired on a contractual basis for a designated period of time		5.3	
d. Directly to Equity Partner status		31.6	
		<i>Group</i>	
		<i>1st Quartile</i>	<i>3rd Quartile</i>
4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:	<i>Your Firm</i>	<i>Median</i>	
	‡	5.0	4.3
5. Typical number of years as an Associate/Sr. Attorney before Equity Partner		**	**
6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:	‡	10.0	10.0
7. Typical number of years as Lateral 'Non-Equity' Partner or Contract Partner before Equity Partner:		**	**

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Distribution of Terminated Timekeepers
For the 12-month period ending December 31, 2022

Percent of All Timekeepers

<u><i>Timekeeper Class</i></u>	<u><i>Your Firm</i></u>		<u><i>Group</i></u>		
	<i>Percent</i>	<i>Rank Of</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners		/ 38	8.7	6.1	2.5
Non-Equity Partners		/ 38	20.5	14.7	9.5
Associates		/ 38	62.5	55.8	46.4
Sr. Attorneys		/ 38	15.5	8.0	1.4
Of Counsel		/ 38	9.2	5.4	2.4
Staff Attorneys		/ 38	8.4	4.2	0.7
eDiscovery Attorneys		/ 38	0.0	0.0	0.0
<i>All Attorneys</i>	100%				
Paralegals		/ 38	91.6	74.5	58.9
Other Non-Legal Tkprs ¹		/ 38	41.1	25.6	8.4
<i>All Non-Legal Tkprs</i>	100%				

Percent of Timekeeper Class

<u><i>Timekeeper Class</i></u>	<u><i>Your Firm</i></u>		<u><i>Group</i></u>		
	<i>Percent</i>	<i>Rank Of</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
Equity Partners		/ 38	4.7	2.6	1.0
Non-Equity Partners		/ 35	11.6	9.2	5.9
Associates		/ 38	20.9	17.0	14.0
Sr. Attorneys		/ 31	17.9	12.8	9.4
Of Counsel		/ 33	17.4	15.4	8.6
Staff Attorneys		/ 35	28.4	18.8	9.2
eDiscovery Attorneys			**	**	**
<i>All Attorneys</i>		/ 38	13.5	11.9	9.5
Paralegals		/ 38	19.5	16.8	13.9
Other Non-Legal Tkprs ¹		/ 34	30.2	20.0	12.3
<i>All Non-Legal Tkprs</i>		/ 38	20.7	17.4	14.0

¹ Non-Legal Timekeepers includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks. Law Clerks are excluded from this calculation.

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (38 members)

Distribution of Terminated Associates by Law Class Year
For the 12-month period ending December 31, 2022

Percent of All Associates

<u>Class Year</u>	<u>Your Firm</u>		<u>Group</u>		
	<i>Percent</i>	<i>Rank Of</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2022		/ 38	0.0	0.0	0.0
2021		/ 38	10.6	6.6	2.5
2020		/ 38	15.7	11.2	6.8
2019		/ 38	14.9	12.4	9.4
2018		/ 38	15.3	11.3	8.9
2017		/ 38	13.9	11.7	8.4
2016		/ 38	13.5	9.2	7.0
2015		/ 38	10.6	8.2	6.8
2014		/ 38	10.5	8.0	3.8
2013		/ 38	7.6	5.0	2.5
Prior		/ 38	16.3	11.5	6.3
	100%				

Percent of Associate Class

<u>Class Year</u>	<u>Your Firm</u>		<u>Group</u>		
	<i>Percent</i>	<i>Rank Of</i>	<i>1st Qtle</i>	<i>Median</i>	<i>3rd Qtle</i>
2022		/ 29	2.5	0.0	0.0
2021		/ 36	20.9	10.4	5.1
2020		/ 38	25.5	17.7	13.7
2019		/ 38	28.6	18.5	14.5
2018		/ 38	26.2	19.8	11.0
2017		/ 38	25.3	20.0	12.8
2016		/ 38	23.0	17.9	13.9
2015		/ 38	21.5	17.5	11.2
2014		/ 38	24.2	17.4	11.1
2013		/ 38	24.8	17.8	11.2
Prior		/ 38	25.0	18.3	12.6

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (28 members^)

Associate & Sr. Attorney Retention

At December 31, 2022

Distribution by Class Year

<u>Class Year</u>	<u>Your Firm</u>		<u>Group</u>		
	<u>Percent</u>	<u>Rank Of</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022		/ 21	10.6	7.5	4.2
2021		/ 21	11.9	9.8	8.6
2020		/ 21	10.6	8.9	8.2
2019		/ 21	10.5	9.6	7.9
2018		/ 21	10.1	9.2	6.9
2017		/ 21	11.9	8.6	7.3
2016		/ 21	10.4	8.9	7.2
2015		/ 20 ‡	8.7	8.1	6.7
2014		/ 20 ‡	7.4	5.8	4.7
2013		/ 20 ‡	6.2	5.3	3.7
Prior		/ 20 ‡	30.2	20.8	4.6
	100%				

Retention Rate by Class Year

<u>Class Year</u>	<u>Your Firm</u>		<u>Group</u>		
	<u>Percent</u>	<u>Rank Of</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022		/ 19 ‡	100.0	100.0	100.0
2021		/ 21	93.3	88.0	79.4
2020		/ 21	89.3	85.0	76.7
2019		/ 21	82.9	77.8	76.0
2018		/ 21	90.0	83.3	74.0
2017		/ 21	90.5	84.0	78.1
2016		/ 21	86.4	84.0	80.8
2015		/ 20 ‡	86.2	81.4	71.6
2014		/ 20 ‡	92.5	85.0	79.0
2013		/ 20 ‡	88.2	80.8	71.8
Prior		/ 21	86.0	80.0	63.0
All Associates and Sr. Attorneys		/ 18 ‡	85.8	84.4	76.3

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

** omitted due to insufficient data

‡ less than 75% population response

Timekeeper Diversity Information

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Your Firm Profile
Timekeeper Demographics
 Headcount (FTE) values for the 12-month period ending December 31, 2022

	Headcount	Male	Female	Non-Minority	Minority
Equity Partners					
<i>% of Total</i>					
Non-Equity Partners					
<i>% of Total</i>					
Associates					
<u>Law School Class Year</u>					
2022					
<i>% of Total</i>					
2021					
<i>% of Total</i>					
2020					
<i>% of Total</i>					
2019					
<i>% of Total</i>					
2018					
<i>% of Total</i>					
2017					
<i>% of Total</i>					
2016					
<i>% of Total</i>					
2015					
<i>% of Total</i>					
2014					
<i>% of Total</i>					
2013					
<i>% of Total</i>					
Prior					
<i>% of Total</i>					
All Associates					
<i>% of Total</i>					

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

** omitted due to insufficient data

‡ less than 75% population response

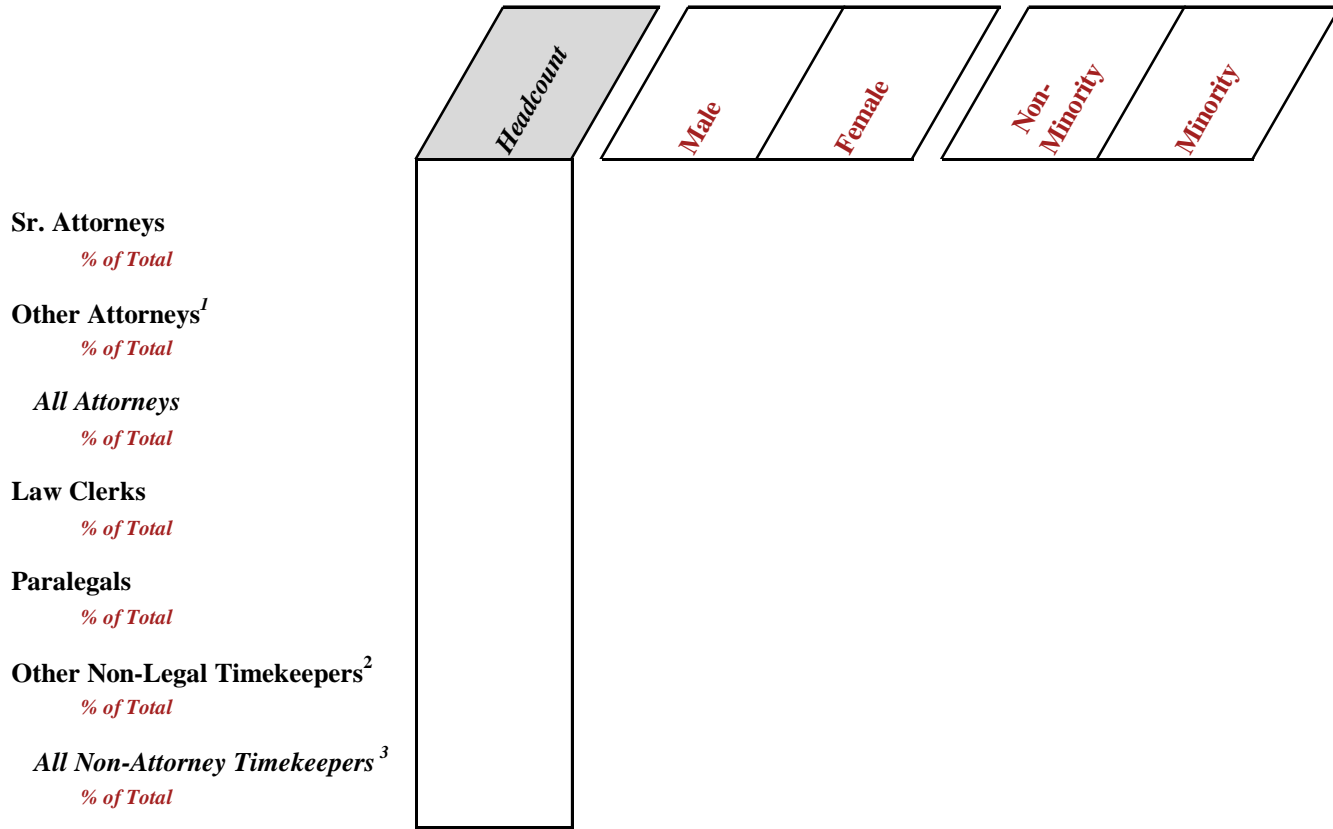
2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Your Firm Profile

Timekeeper Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2022



¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Your Firm Profile

Timekeeper Racial Classification Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2022

	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
Equity Partners									
<i>% of Total</i>									
Non-Equity Partners									
<i>% of Total</i>									
Associates									
<u>Law School Class Year</u>									
2022									
<i>% of Total</i>									
2021									
<i>% of Total</i>									
2020									
<i>% of Total</i>									
2019									
<i>% of Total</i>									
2018									
<i>% of Total</i>									
2017									
<i>% of Total</i>									
2016									
<i>% of Total</i>									
2015									
<i>% of Total</i>									
2014									
<i>% of Total</i>									
2013									
<i>% of Total</i>									
Prior									
<i>% of Total</i>									
All Associates									
<i>% of Total</i>									

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

** omitted due to insufficient data

‡ less than 75% population response

Your Firm Profile

Timekeeper Racial Classification Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2022

	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
Sr. Attorneys									
<i>% of Total</i>									
Other Attorneys¹									
<i>% of Total</i>									
All Attorneys									
<i>% of Total</i>									
Law Clerks									
<i>% of Total</i>									
Paralegals									
<i>% of Total</i>									
Other Non-Legal Timekeepers²									
<i>% of Total</i>									
All Non-Attorney Timekeepers³									
<i>% of Total</i>									

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

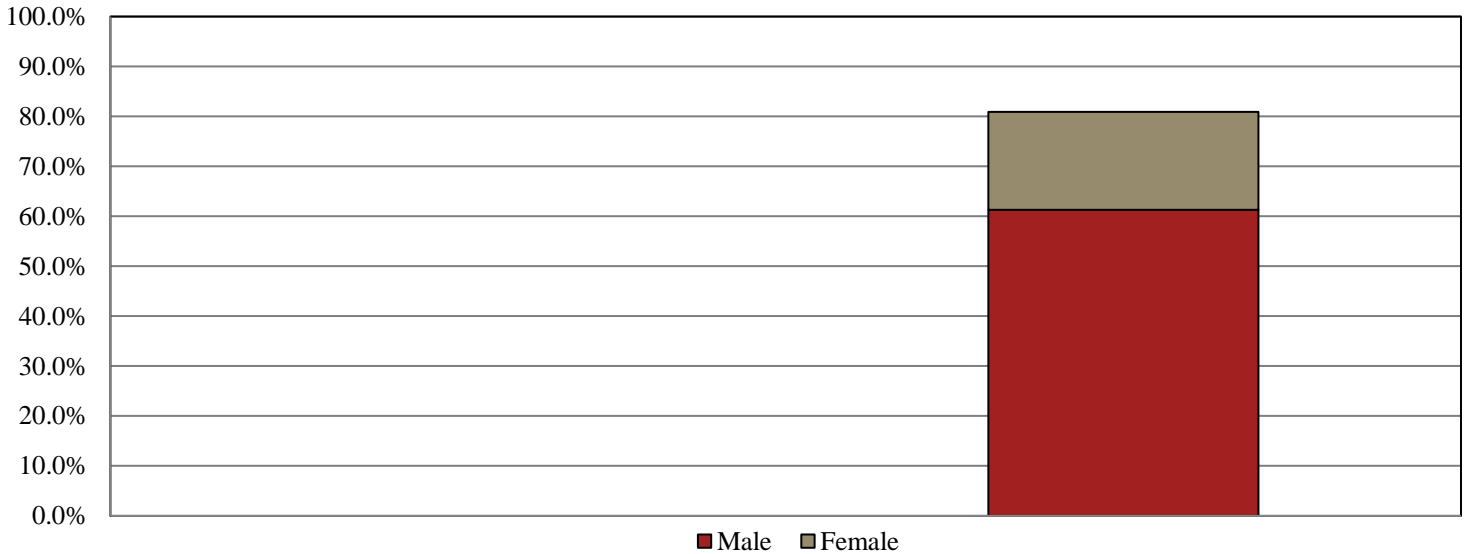
^ Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

Partner Staffing Summary by Gender¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Equity Partners



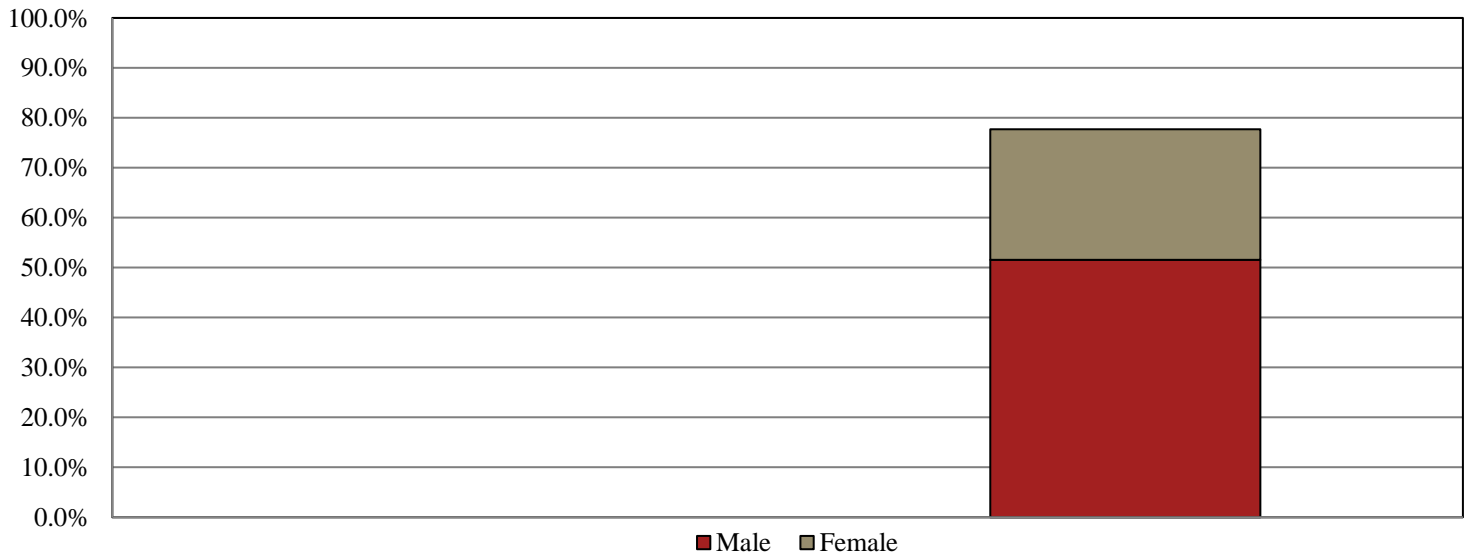
Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
5,984.0	61.3%	38.7%

Non-Equity Partners



Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
4,798.0	51.5%	48.5%

Additional detail can be found on Page 57.

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

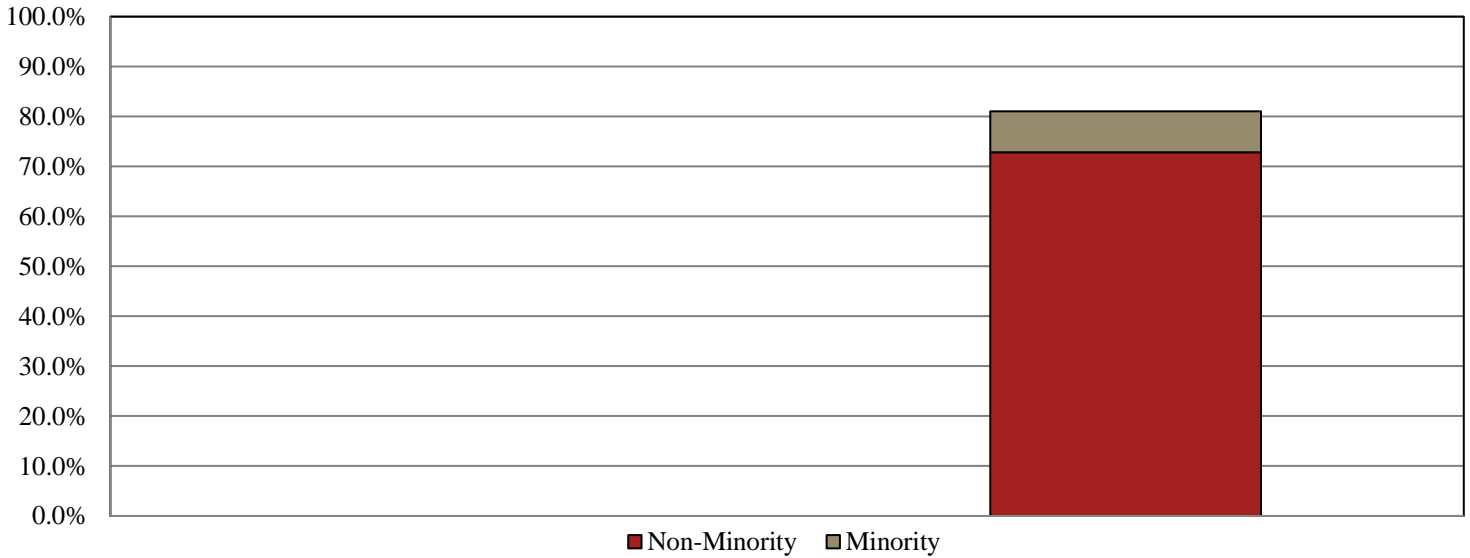
[^] Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

Partner Staffing Summary by Minority Status¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Equity Partners



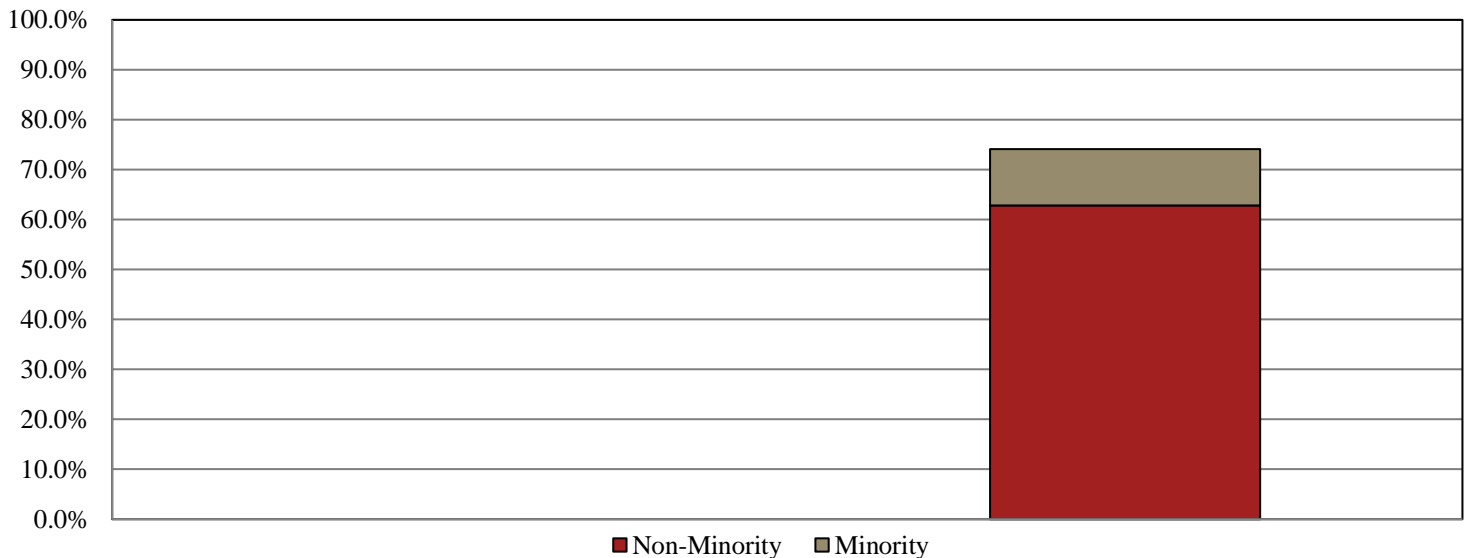
Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
5,984.0	72.8%	8.2%

Non-Equity Partners



Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
4,798.0	62.8%	11.3%

Additional detail can be found on Page 57.

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

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

** omitted due to insufficient data

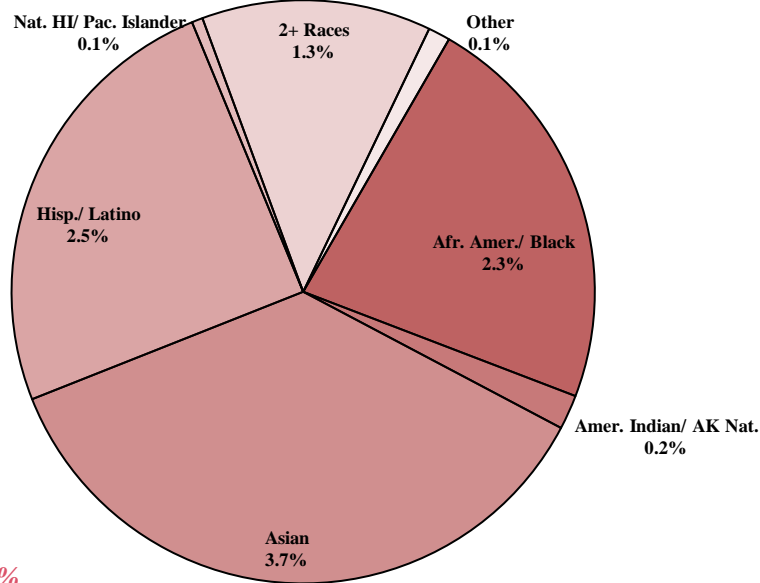
‡ less than 75% population response

Equity Partner Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Your Firm

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

Total Group



Total Minority: 10.1%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
4,846.7	2.3%	0.2%	3.7%	2.5%	0.1%	1.3%	89.9%	0.1%

Additional detail can be found on Page 59.

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

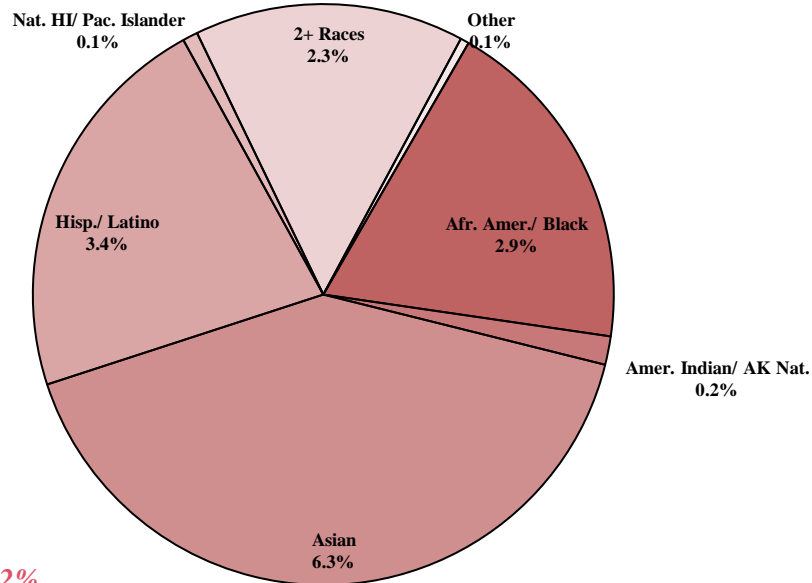
** omitted due to insufficient data; ‡ less than 75% population response

Non-Equity Partner Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Your Firm

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

Total Group



Total Minority: 15.2%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
3,557.2	2.9%	0.2%	6.3%	3.4%	0.1%	2.3%	84.8%	0.1%

Additional detail can be found on Page 59.

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

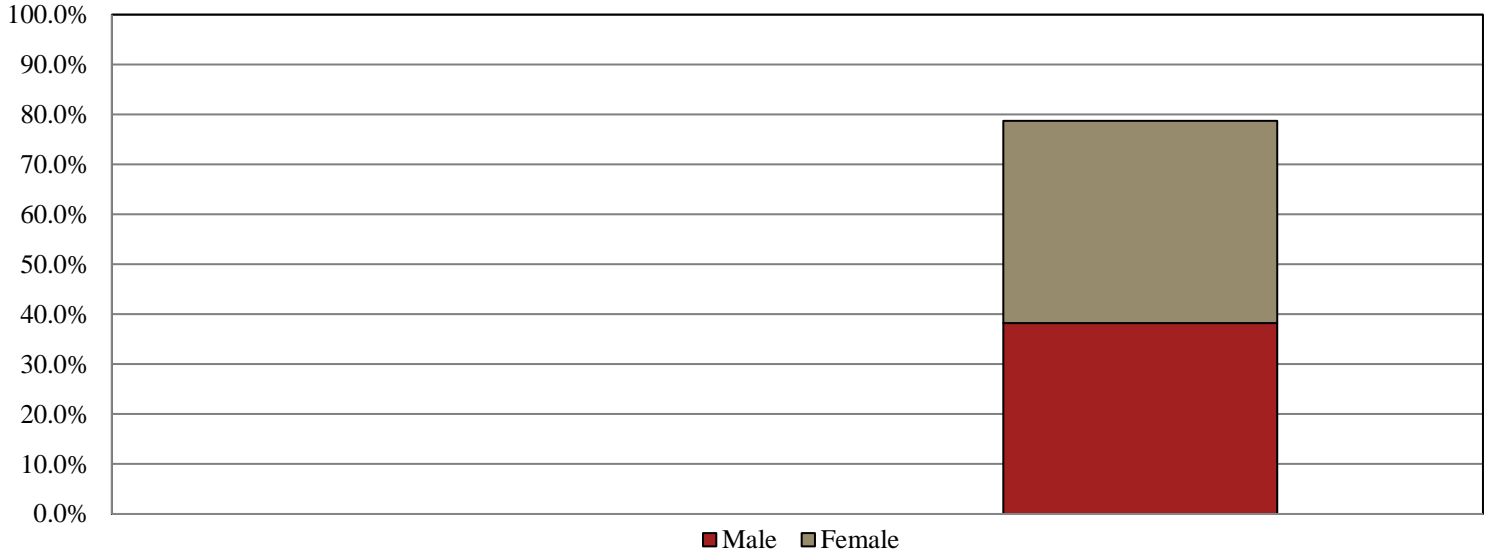
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Associates & All Attorneys Staffing Summary by Gender¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Associates



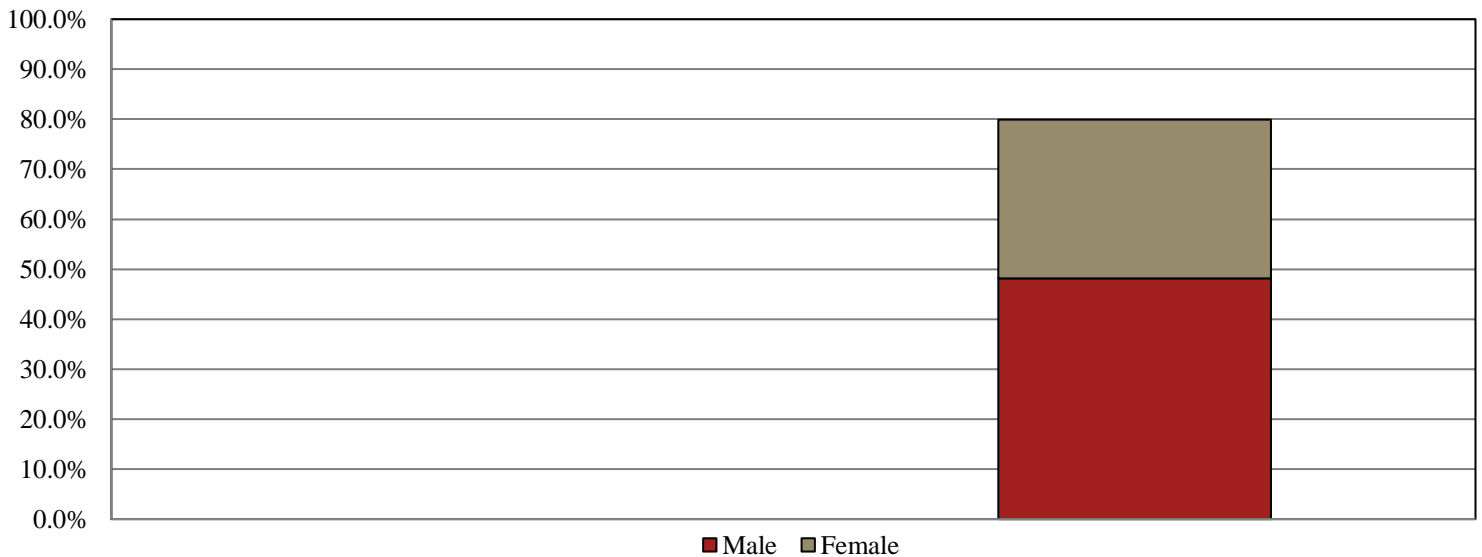
Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
8,593.0	38.2%	40.6%

All Attorneys²



Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
23,382.7	48.2%	31.8%

Additional detail can be found on Page 57.

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

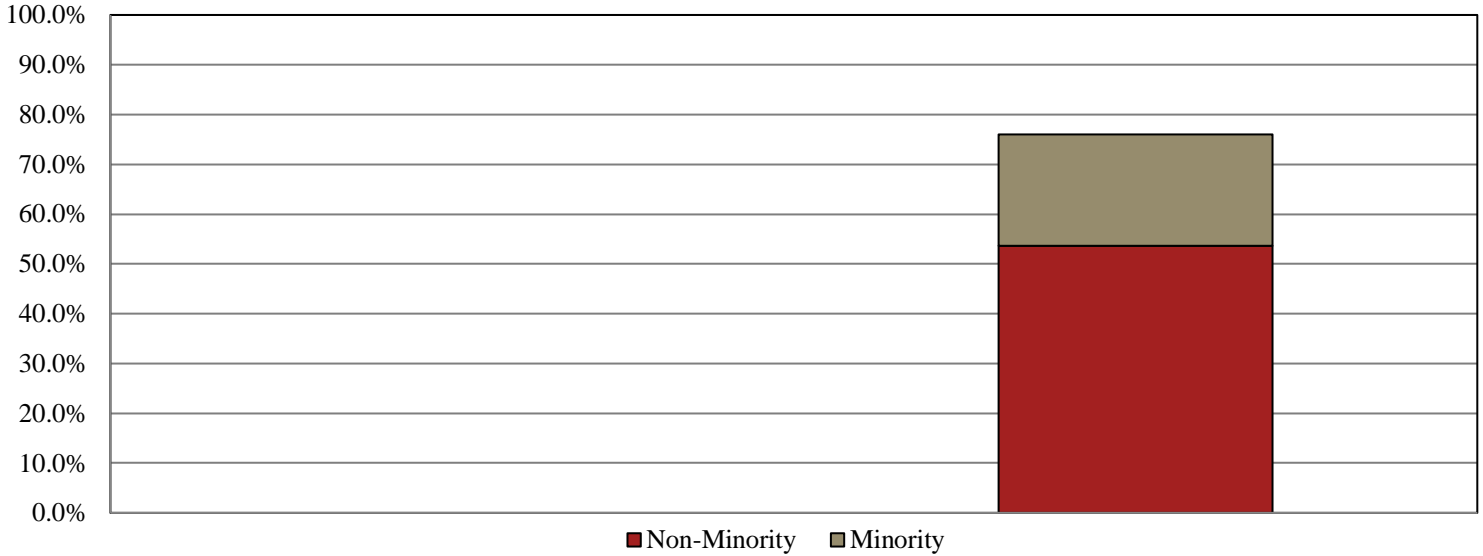
² Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

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

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

Associates & All Attorneys Staffing Summary by Minority Status ¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Associates



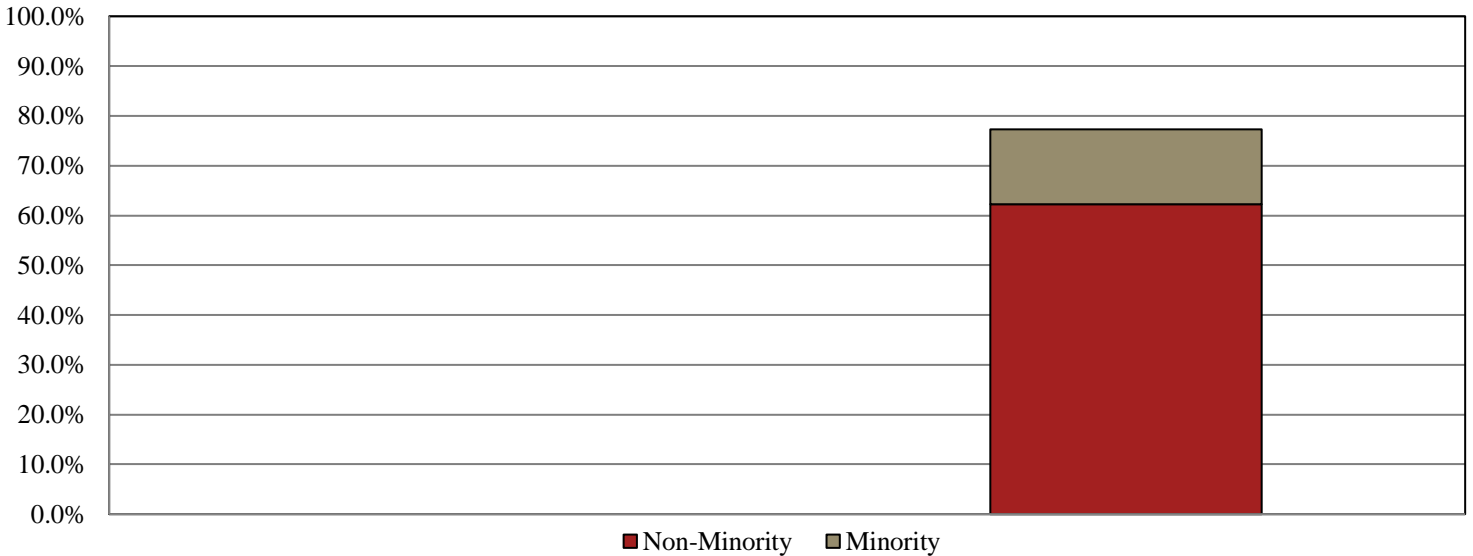
Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
8,593.0	53.7%	22.3%

All Attorneys ²



Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
23,382.7	62.2%	15.1%

Additional detail can be found on Page 57.

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

² Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

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

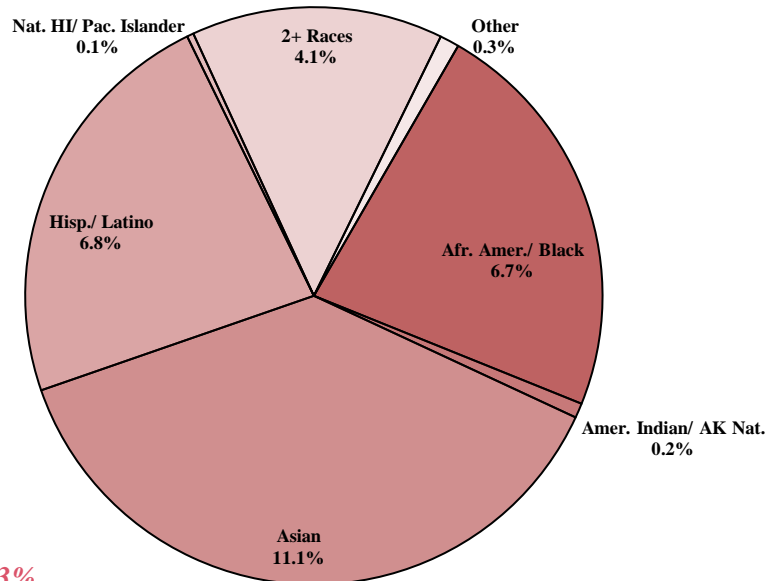
** omitted due to insufficient data; ‡ less than 75% population response

Associates Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Your Firm

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

Total Group



Total Minority: 29.3%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
6,526.5	6.7%	0.2%	11.1%	6.8%	0.1%	4.1%	70.7%	0.3%

Additional detail can be found on Page 59.

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

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

2023 BRASS Initial Release - Talent Management Report

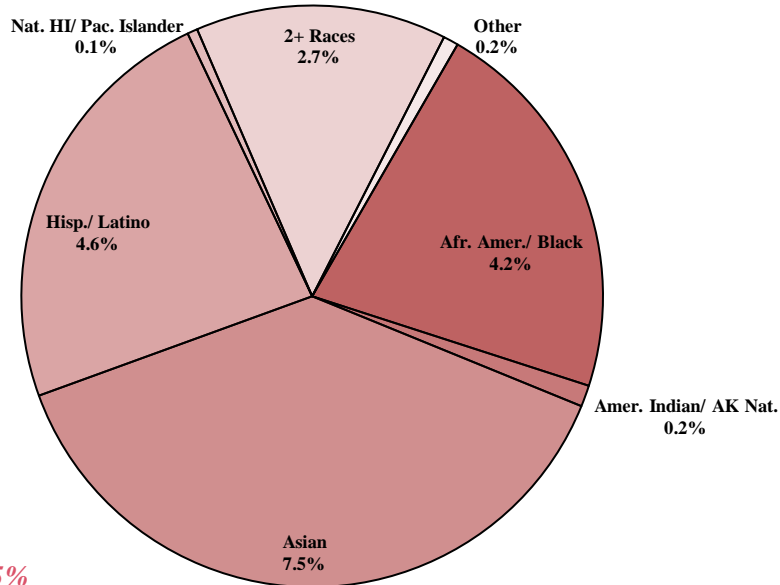
AmLaw Ranked - 50-100 (26 members^)

All Attorneys Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Your Firm

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other

Total Group



Total Minority: 19.5%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
18,080.1	4.2%	0.2%	7.5%	4.6%	0.1%	2.7%	80.5%	0.2%

Additional detail can be found on Page 59.

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

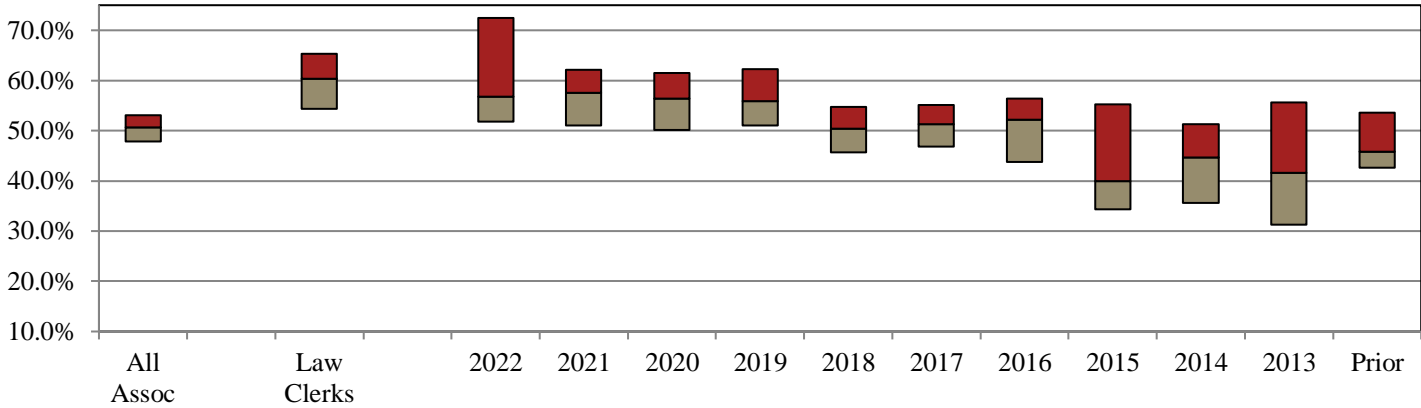
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

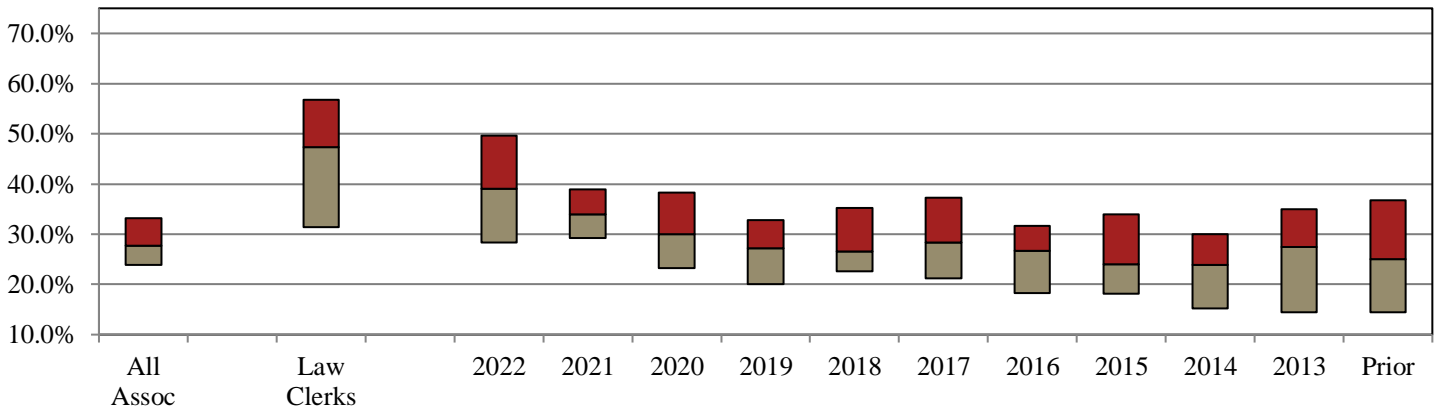
Associate Staffing Summary by Law Class Year
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

Female Associates by Law Class Year



	All Assoc	Law Clerks	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm													
1st Qtle	53.1%	65.3%	72.4%	62.1%	61.5%	62.3%	54.7%	55.2%	56.4%	55.3%	51.3%	55.6%	53.6%
Median	50.6	60.4	56.8	57.6	56.5	55.9	50.5	51.3	52.2	40.0	44.7	41.6	45.8
3rd Qtle	47.9	54.3	51.8	51.1	50.2	51.1	45.7	46.8	43.8	34.3	35.7	31.3	42.7

Minority Associates by Law Class Year



	All Assoc	Law Clerks	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Your Firm		‡											
1st Qtle	33.3	56.8	49.7	38.9	38.3	32.8	35.3	37.3	31.6	34.0	30.0	35.0	36.7
Median	27.7	47.3	39.1	34.0	30.1	27.3	26.6	28.3	26.8	24.0	24.0	27.4	25.0
3rd Qtle	23.9	31.4	28.3	29.3	23.3	20.1	22.6	21.3	18.3	18.1	15.2	14.4	14.4

Additional detail can be found on Page 58.

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

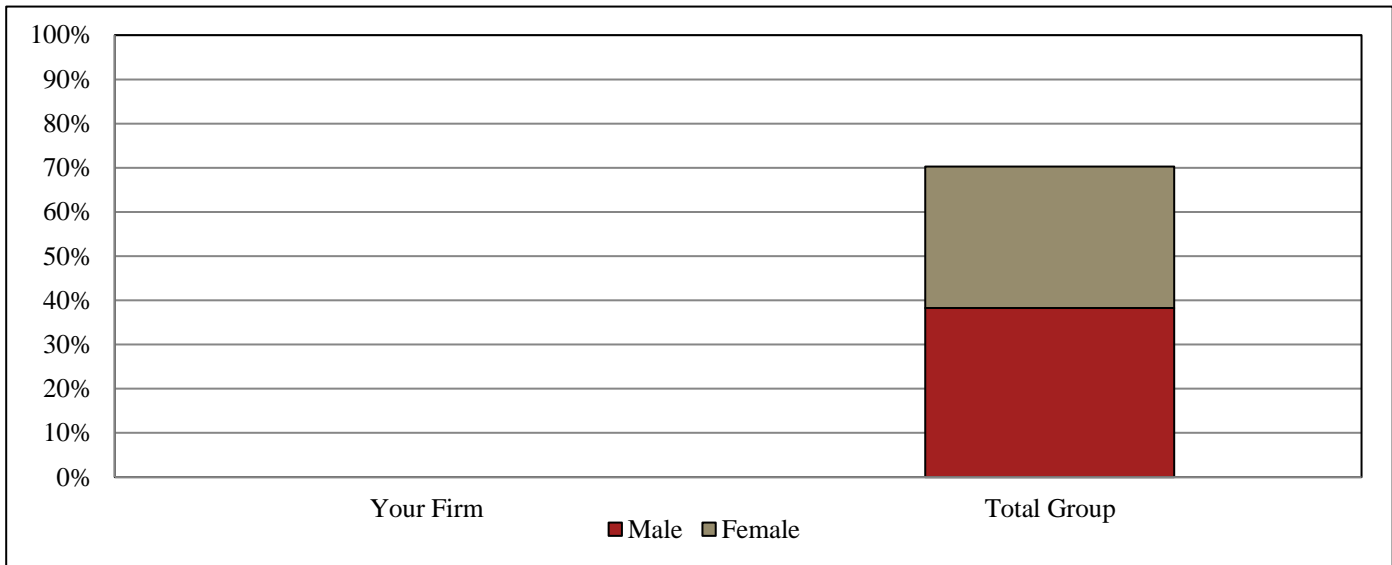
** omitted due to insufficient data

‡ less than 75% population response

Partner Promotions by Gender¹

As of January 1, 2023

Equity Partners



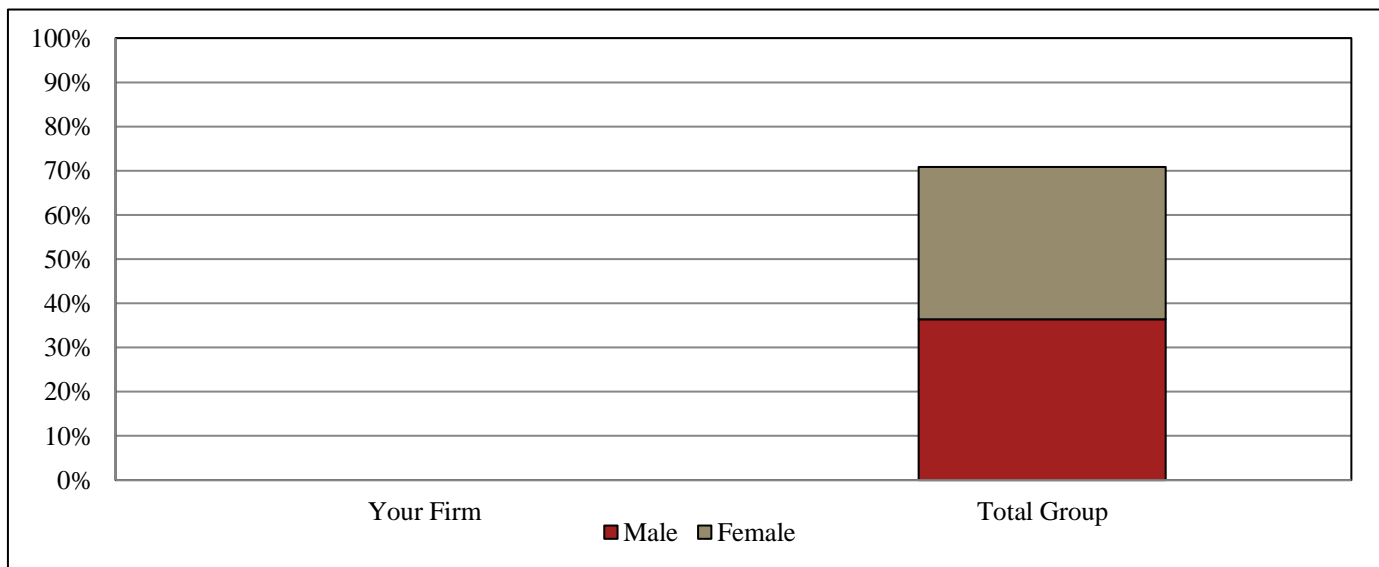
Your Firm

Count	Male	Female

Total Group

Count	Male	Female
225	38.2%	32.0%

Non-Equity Partners



Your Firm

Count	Male	Female

Total Group

Count	Male	Female
316	36.4%	34.5%

¹ Includes only promotions that occurred at 1/1/2023. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

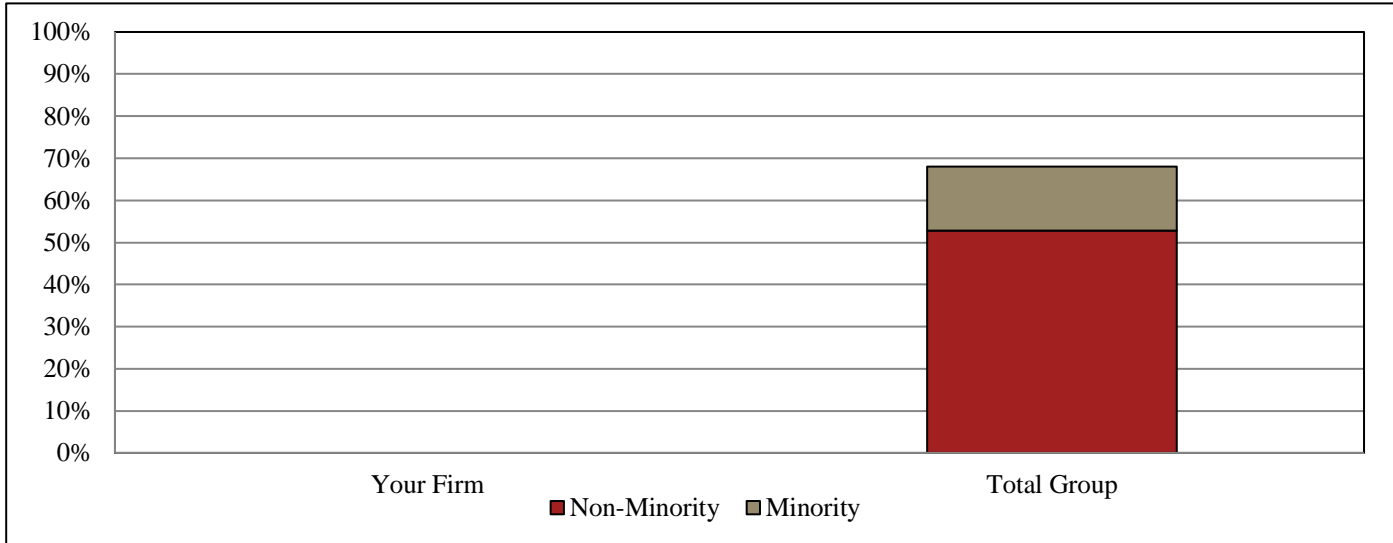
** omitted due to insufficient data

‡ less than 75% population response

Partner Promotions by Minority Status ¹

As of January 1, 2023

Equity Partners



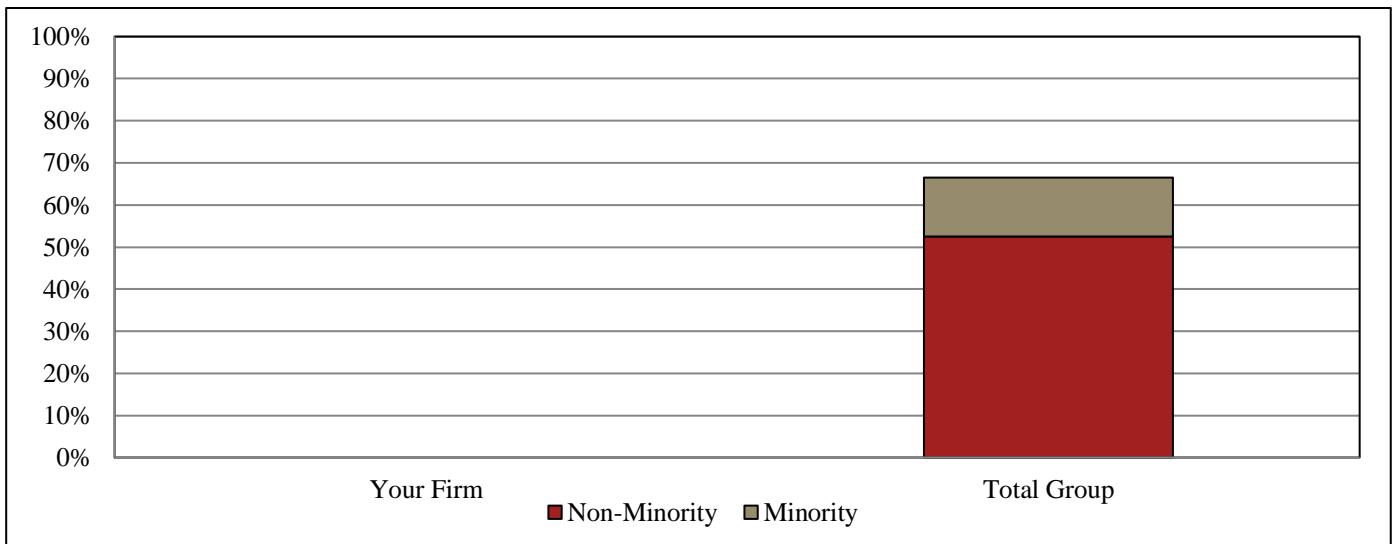
Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
225	52.9%	15.1%

Non-Equity Partners



Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
316	52.5%	13.9%

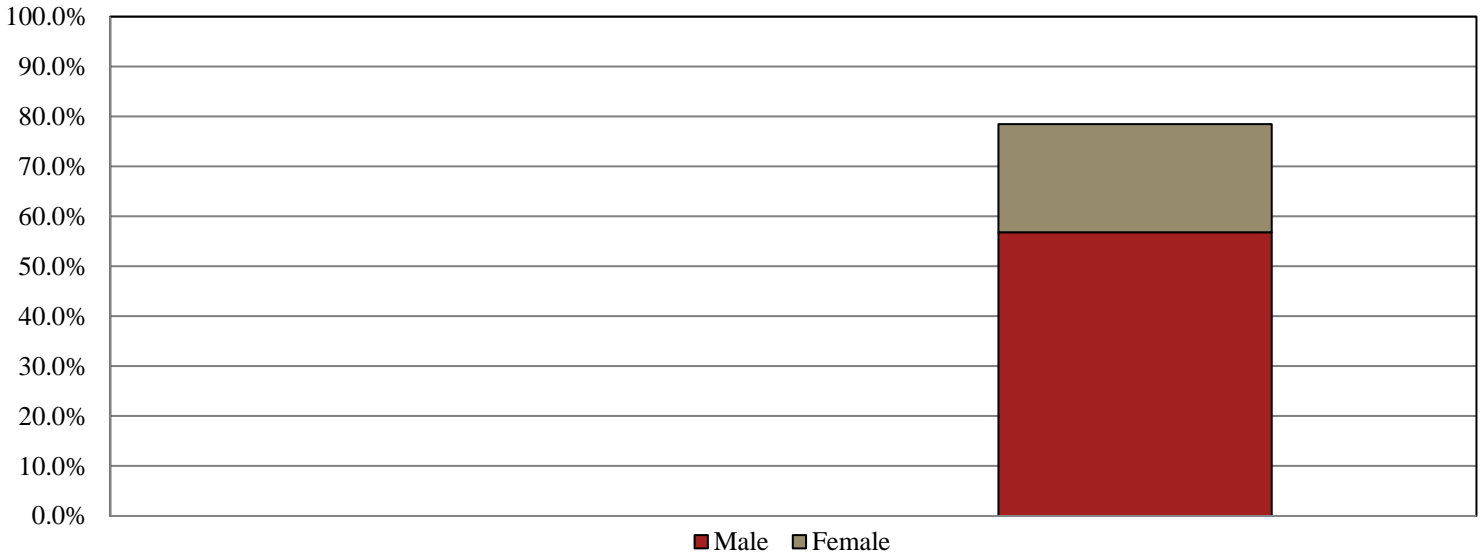
¹ Includes only promotions that occurred at 1/1/2023. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

** omitted due to insufficient data

‡ less than 75% population response

Partner Terminations by Gender¹
 Percent of Partners for the 12-month period ending December 31, 2022

Equity Partners



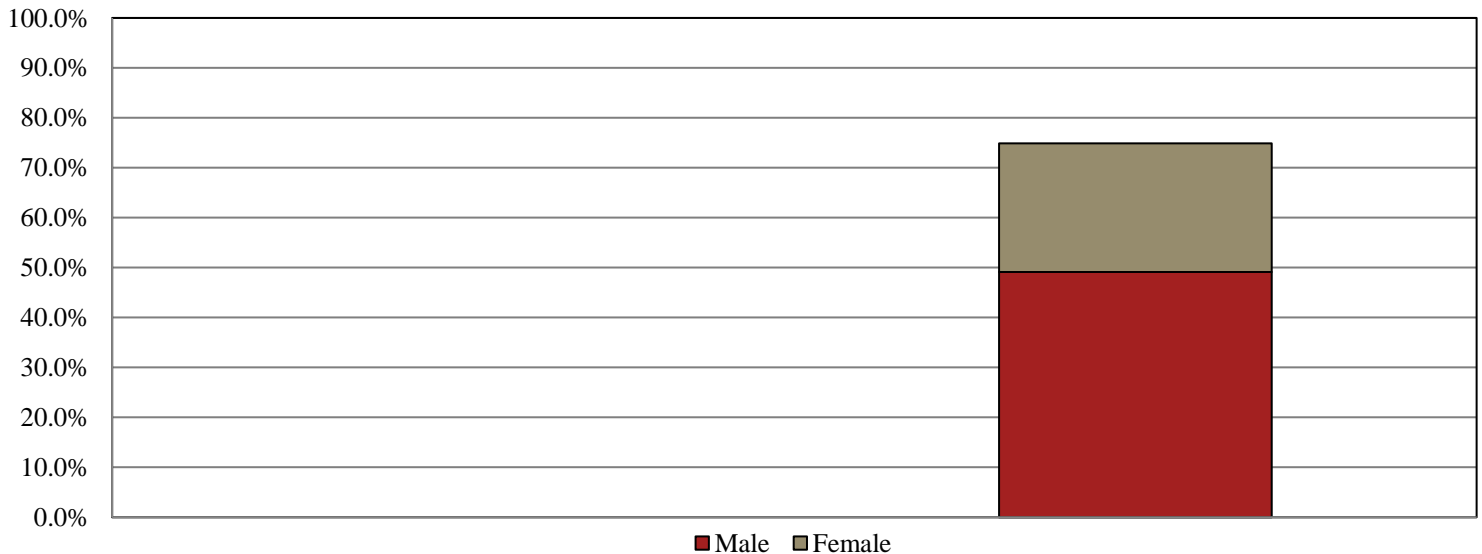
Your Firm

Count	Male	Female

Total Group

Count	Male	Female
190	56.8%	21.6%

Non-Equity Partners



Your Firm

Count	Male	Female

Total Group

Count	Male	Female
499	49.1%	25.9%

Additional detail can be found on Page 61.

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

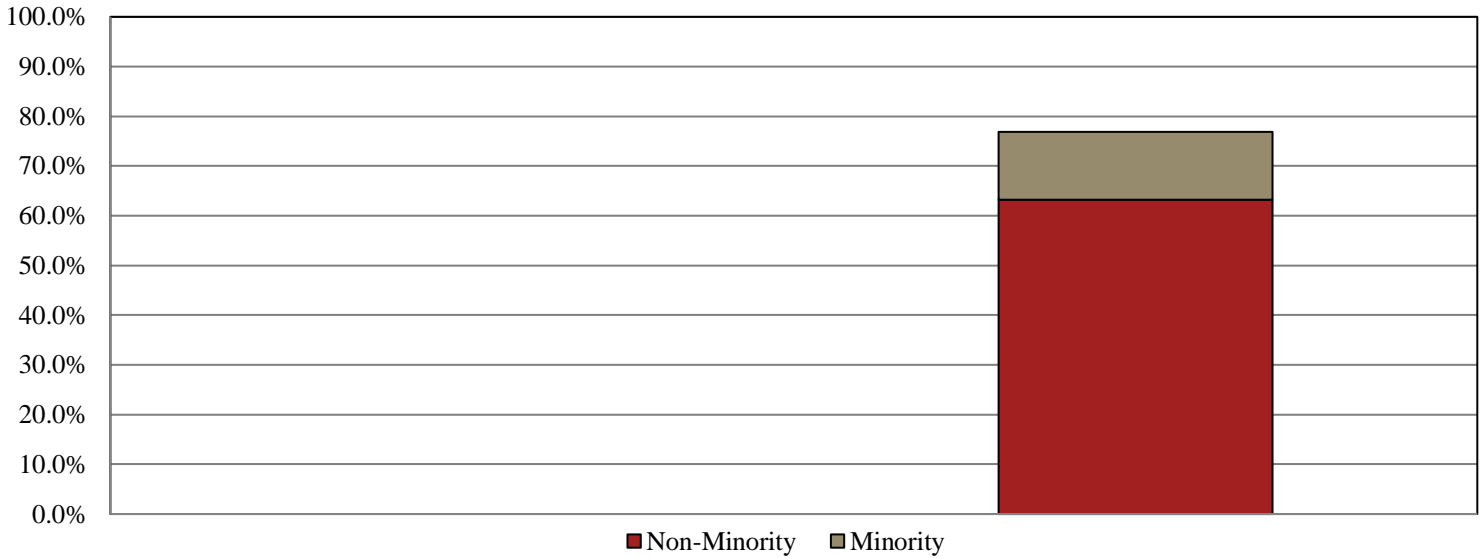
[^] Membership on this page includes only those participants that submitted gender and/or race.

** omitted due to insufficient data

‡ less than 75% population response

Partner Terminations by Minority Status¹
 Percent of Partners for the 12-month period ending December 31, 2022

Equity Partners



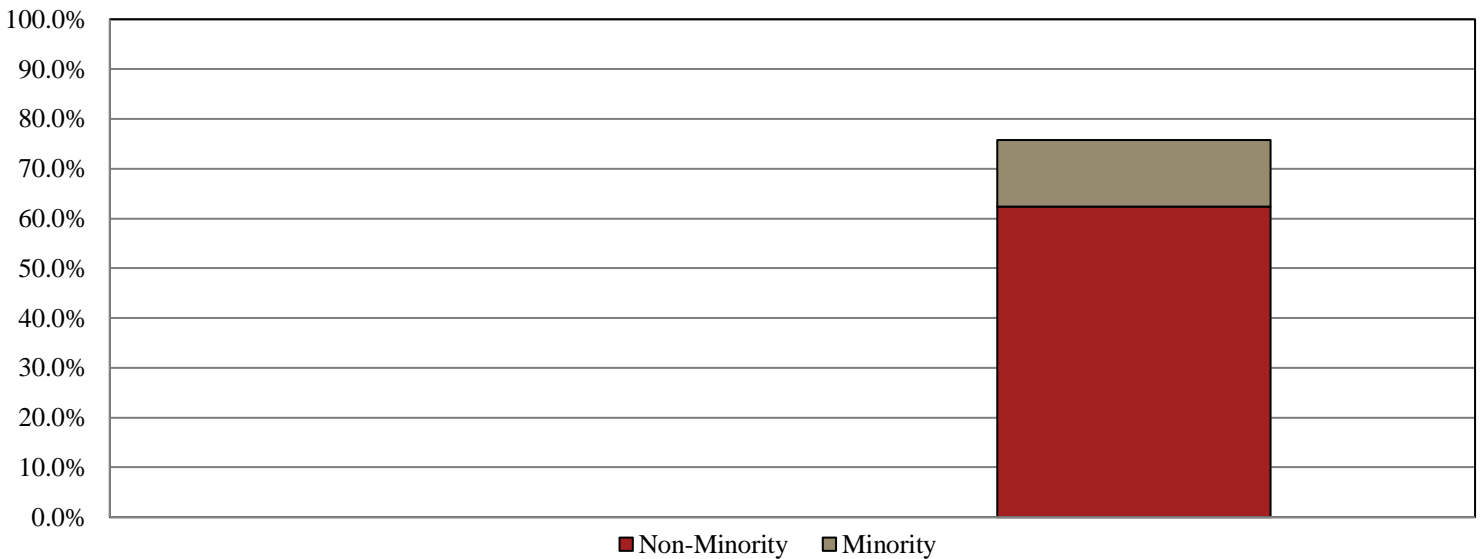
Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
190	63.2%	13.7%

Non-Equity Partners



Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
499	62.3%	13.4%

Additional detail can be found on Page 61.

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

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

** omitted due to insufficient data

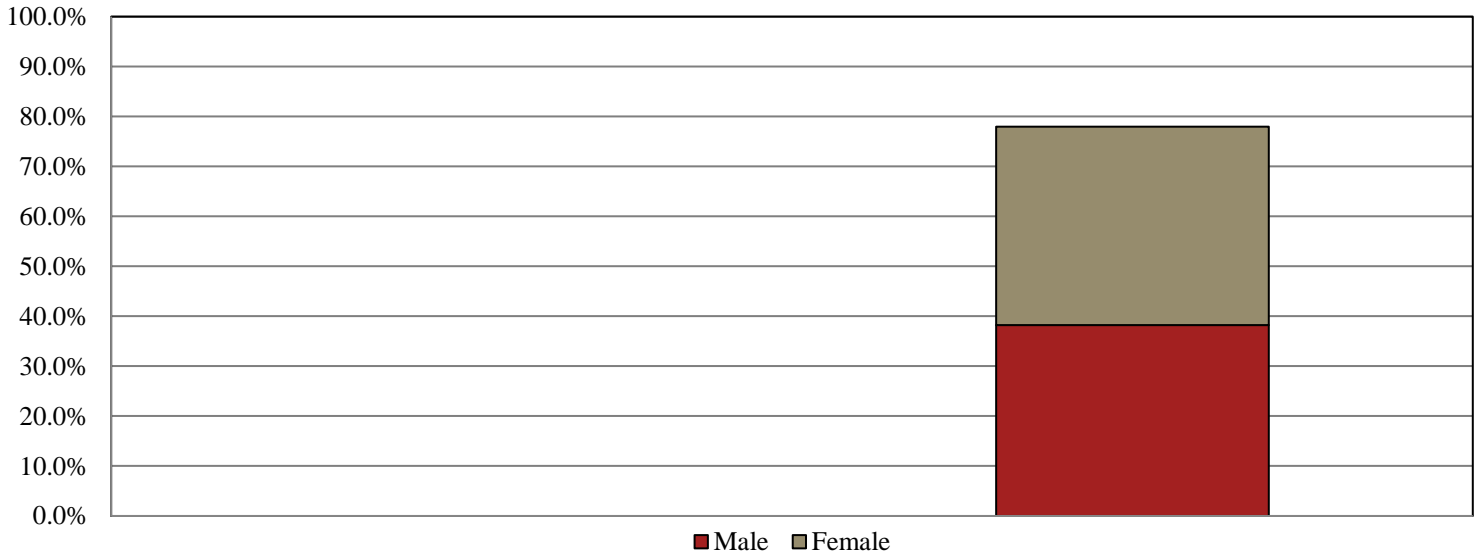
‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Associates & All Attorneys Terminations by Gender¹
 Percent of Associates and All Attorneys for the 12-month period ending December 31, 2022

Associates



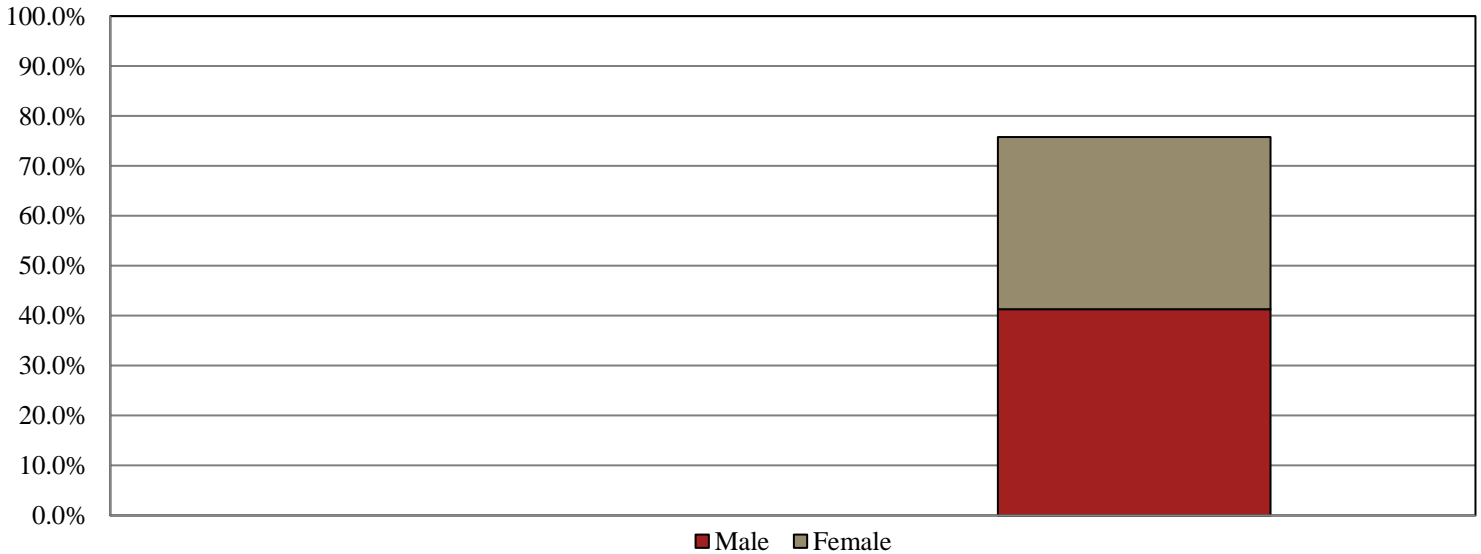
Your Firm

Count	Male	Female

Total Group

Count	Male	Female
1,702	38.2%	39.8%

All Attorneys²



Your Firm

Count	Male	Female

Total Group

Count	Male	Female
3,270	41.3%	34.5%

Additional detail can be found on Page 61.

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

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

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

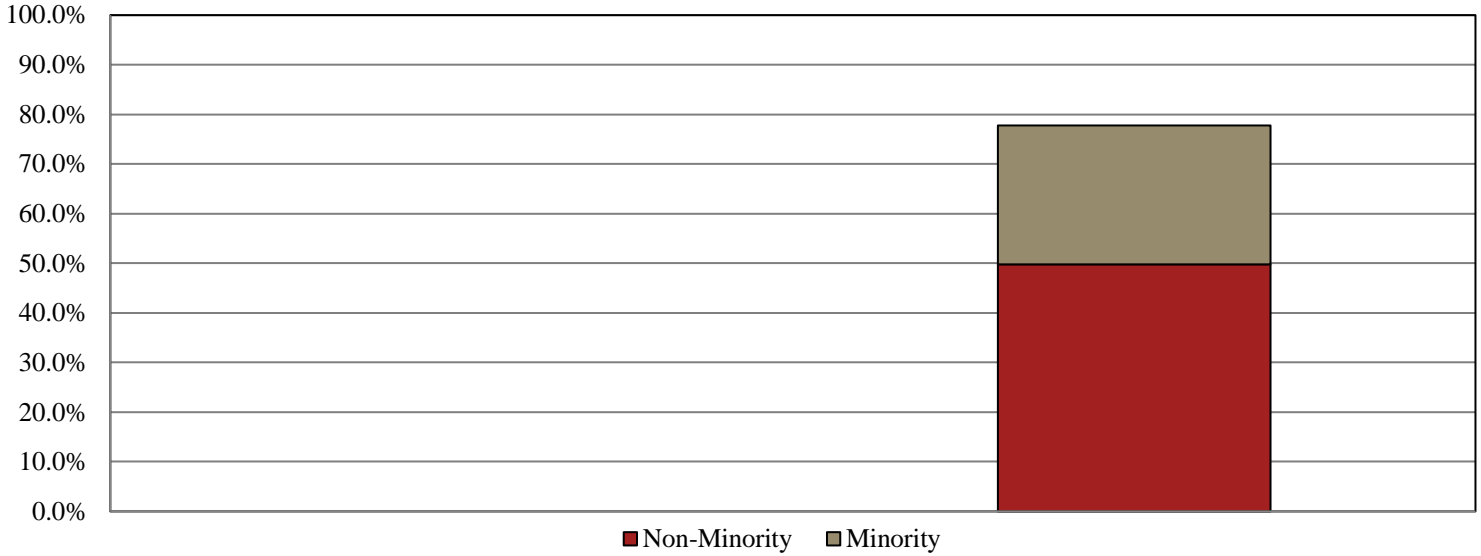
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Associates & All Attorneys Terminations by Minority Status¹
 Percent of Associates and All Attorneys for the 12-month period ending December 31, 2022

Associates



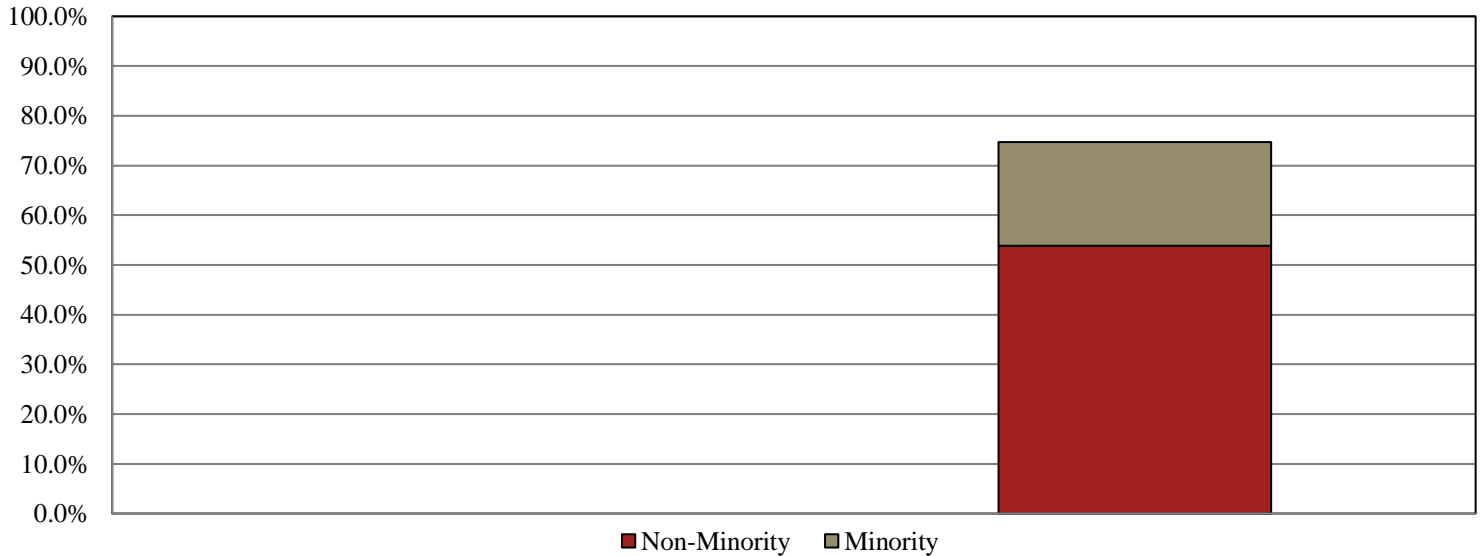
Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
1,702	49.8%	28.0%

All Attorneys²



Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
3,270	53.9%	20.8%

Additional detail can be found on Page 61.

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

² Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

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

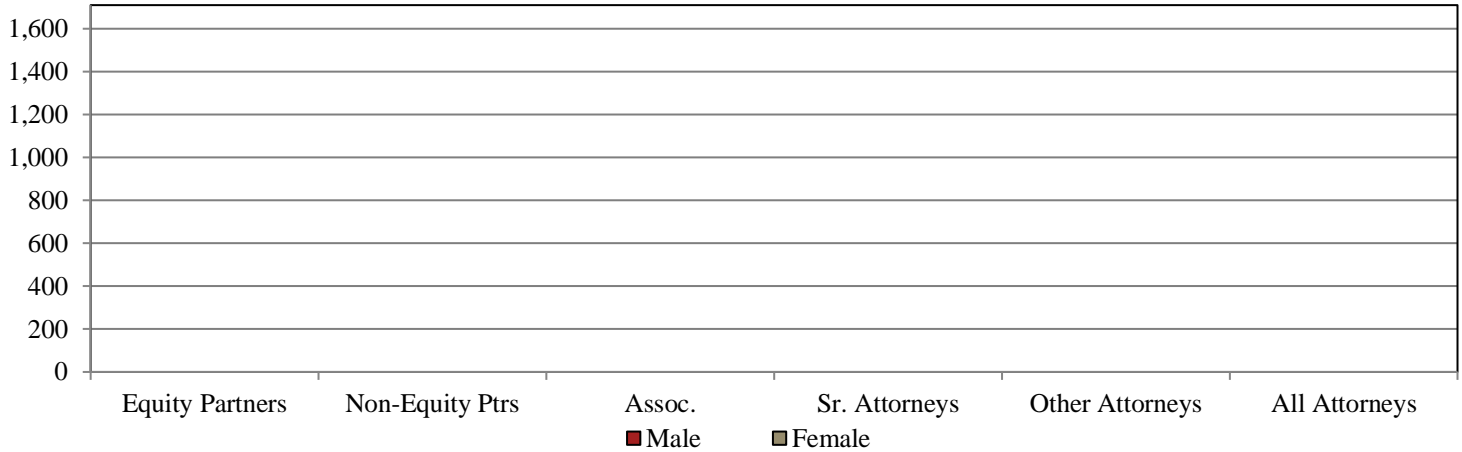
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

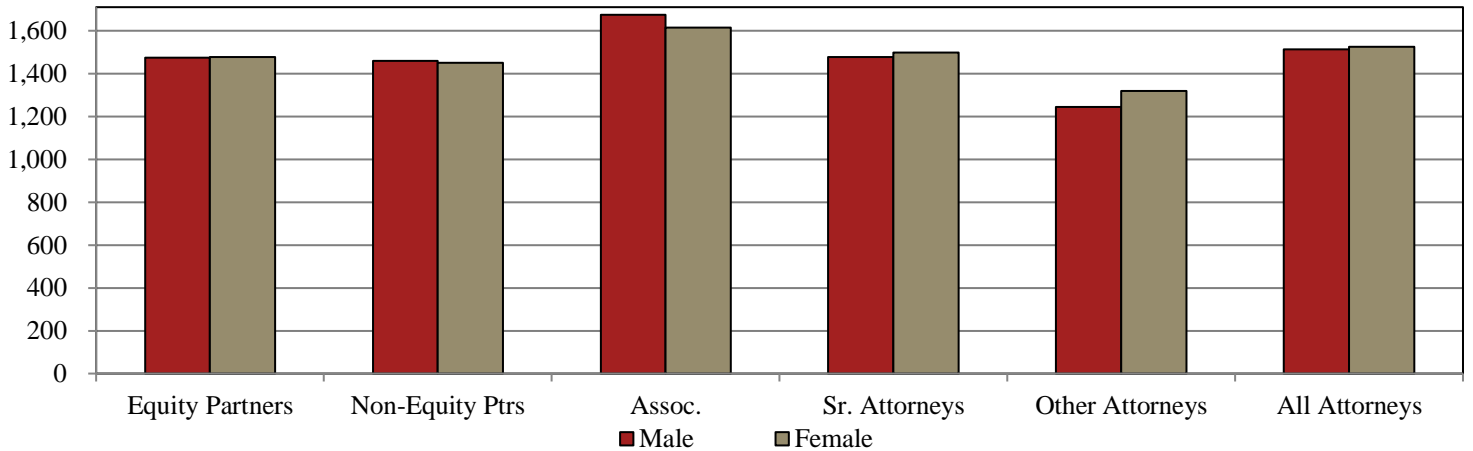
All Attorneys Average Billable Hours by Gender
For the 12-month period ending December 31, 2022

Your Firm



	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys ¹	All Attorneys ²
Average						
Male						
Female						
Difference						

Total Group



	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys ¹	All Attorneys ²
Average	1,465	1,461	1,643	1,484	1,251	1,517
Male	1,474	1,460	1,674	1,477	1,245	1,513
Female	1,476	1,451	1,614	1,498	1,318	1,524
Difference	2	(9)	(60)	21	73	11

Additional detail can be found on Page 63.

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

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

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

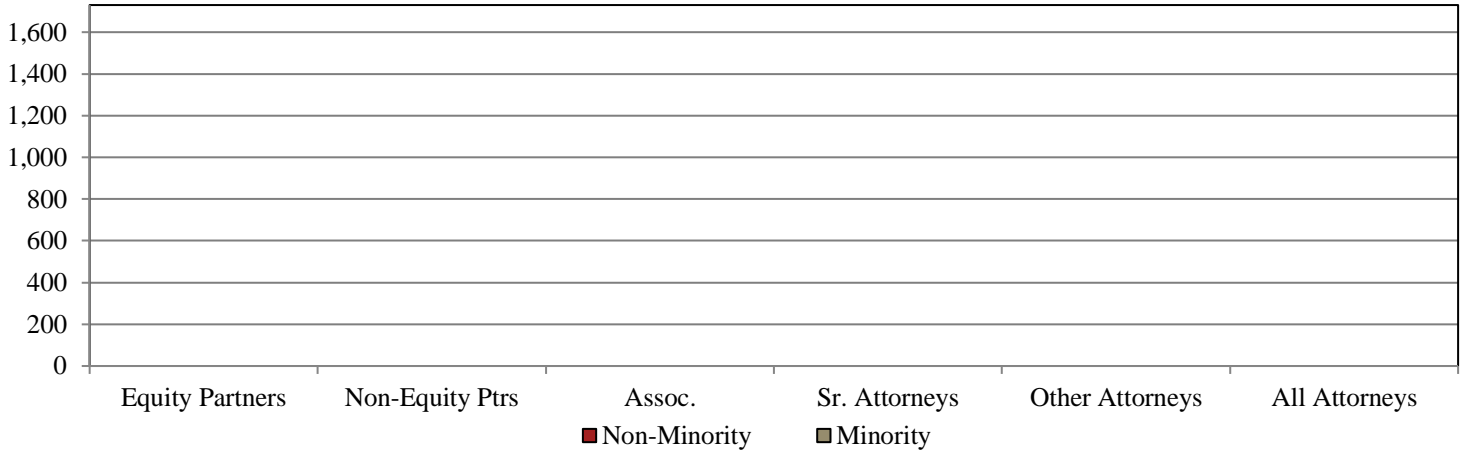
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

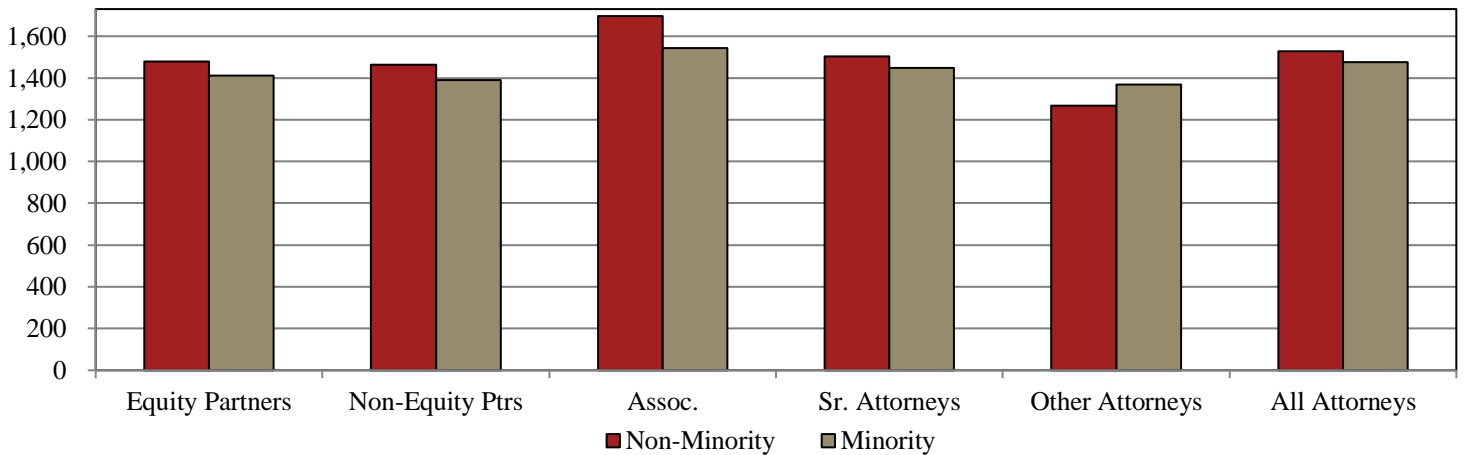
All Attorneys Average Billable Hours by Minority Status
For the 12-month period ending December 31, 2022

Your Firm



	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys ¹	All Attorneys ²
Average						
Non-Minority						
Minority						
Difference						

Total Group



	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys ¹	All Attorneys ²
Average	1,465	1,461	1,643	1,484	1,251	1,517
Non-Minority	1,479	1,462	1,695	1,504	1,269	1,529
Minority	1,410	1,389	1,543	1,448	1,369	1,477
Difference	(69)	(73)	(152)	(56)	100	(52)

Additional detail can be found on Page 63.

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Equity Partners, Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

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

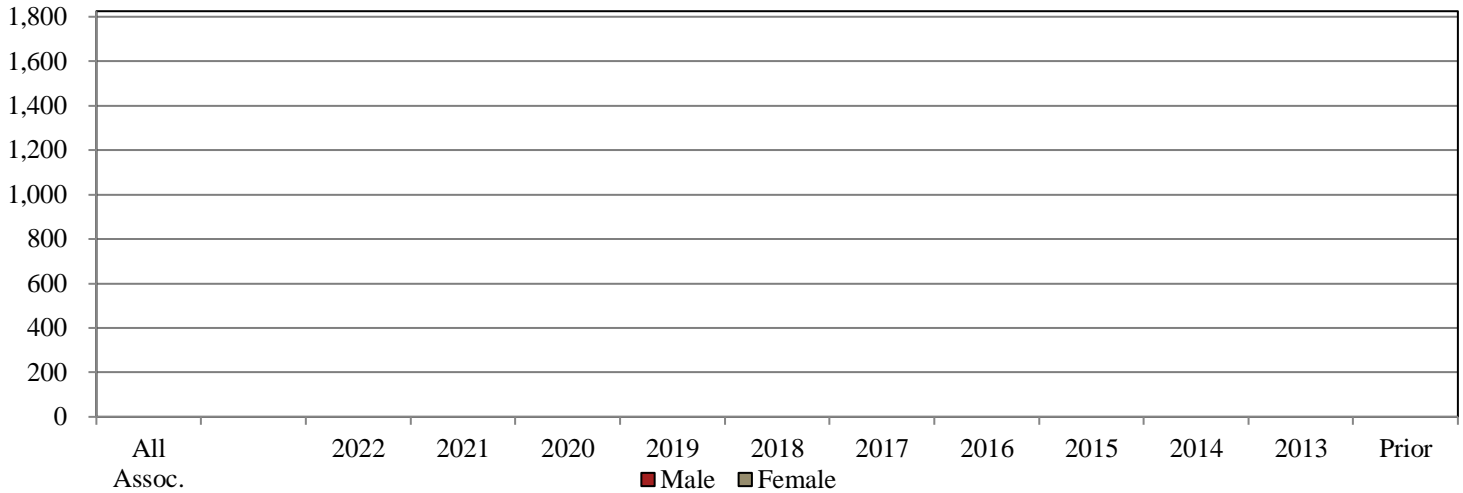
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

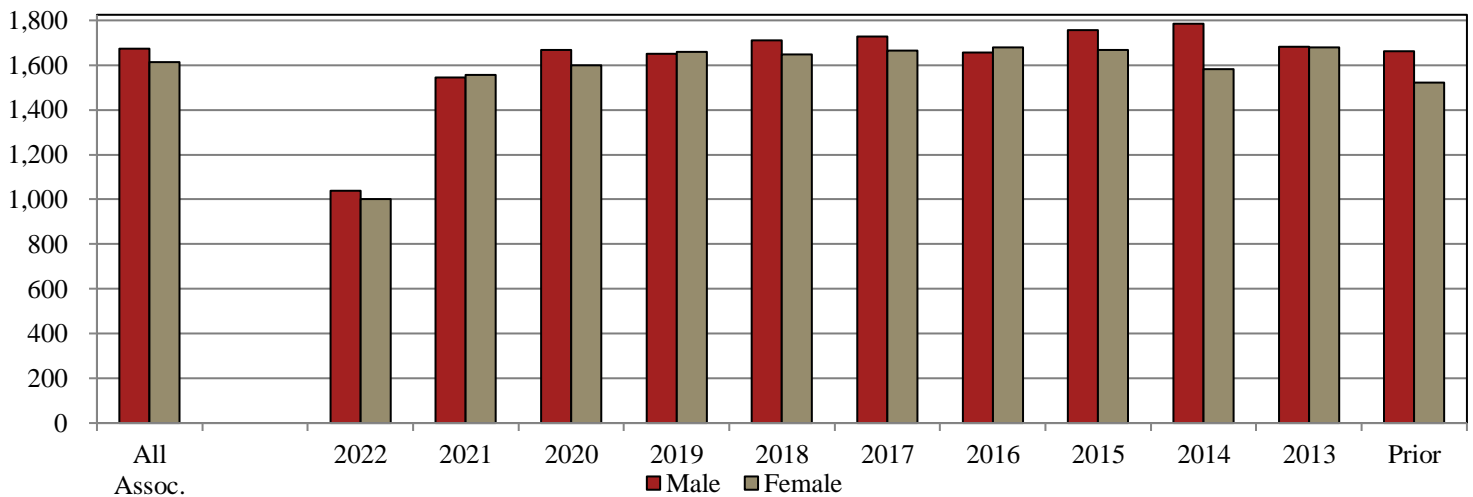
Associate Average Billable Hours by Gender
By Law Class Year; For the 12-month period ending December 31, 2022

Your Firm



	All Assoc.	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Average												
Male												
Female												
Difference												

Total Group



	All Assoc.	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Average	1,643	1,014	1,545	1,624	1,663	1,686	1,700	1,686	1,716	1,689	1,664	1,596
Male	1,674	1,039 ‡	1,545	1,668	1,650	1,710	1,728	1,657	1,756	1,785	1,683	1,662
Female	1,614	1,001	1,556	1,600	1,660	1,648	1,666	1,679	1,667	1,581	1,678 ‡	1,521
Difference	(60)	(38)	11	(68)	10	(62)	(62)	22	(89)	(204)	(5)	(141)

Additional detail can be found on Page 64.

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

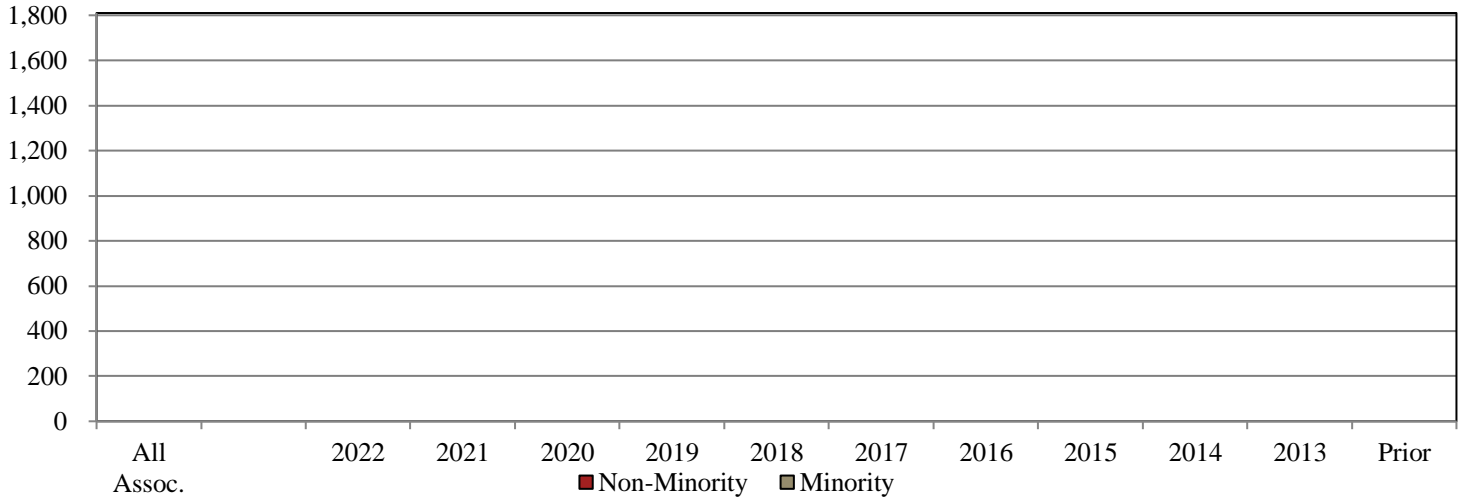
** omitted due to insufficient data; ‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

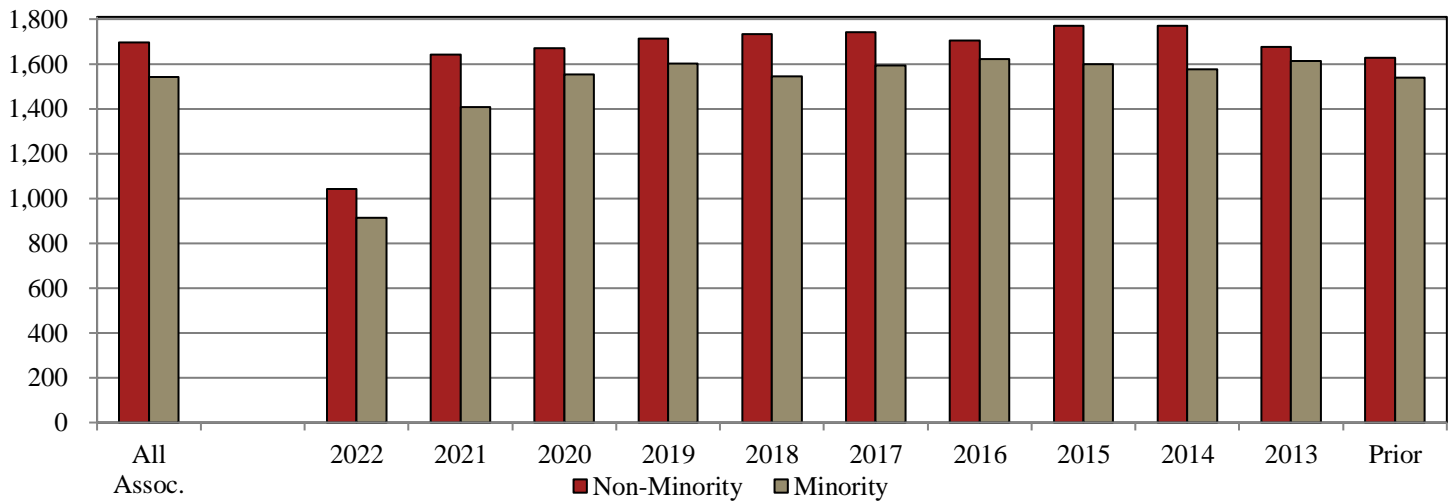
Associate Average Billable Hours by Minority Status
By Law Class Year; For the 12-month period ending December 31, 2022

Your Firm



	All Assoc.	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Average												
Non-Minority												
Minority												
Difference												

Total Group



	All Assoc.	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	Prior
Average	1,643	1,014	1,545	1,624	1,663	1,686	1,700	1,686	1,716	1,689	1,664	1,596
Non-Minority	1,695	1,043 ‡	1,641	1,670	1,712	1,732	1,740	1,704	1,770	1,769	1,676 ‡	1,628
Minority	1,543	914 ‡	1,407	1,554	1,603	1,546	1,595	1,621	1,598	1,576 ‡	1,614 ‡	1,539 ‡
Difference	(152)	(129)	(234)	(116)	(109)	(186)	(145)	(83)	(172)	(193)	(62)	(89)

Additional detail can be found on Page 64.

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Timekeeper Staffing Summary by Gender & Minority Status

Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

	Your Firm		Group %			
	Percent	Rank Of	Total	1st Qtle	Median	3rd Qtle
<u>All Attorneys</u>						
Equity Partners		/ 31	25.6	30.8	25.5	20.3
Non-Equity Partners		/ 29	20.5	25.5	23.0	17.8
Associates		/ 31	36.7	40.7	36.3	32.3
Sr. Attorneys		/ 27	8.4	12.8	9.9	7.0
Other Attorneys ¹		/ 31	8.7	13.3	6.4	3.6
<i>All Attorneys</i>	100%					

	Your Firm			Group % Female			
	% Male	% Female	Rank Of - % Female	Total	1st Qtle	Median	3rd Qtle
<u>Timekeepers by Gender</u>							
Equity Partners			/ 26	19.6	25.7	22.8	18.8
Non-Equity Partners			/ 24	26.2	37.0	33.5	29.1
Associates			/ 26	40.6	53.1	50.6	47.9
Sr. Attorneys			/ 25	43.6	48.6	42.3	36.7
Other Attorneys ¹			/ 26	32.3	51.2	38.1	30.9
<i>All Attorneys</i>			/ 26	31.8	41.1	36.8	35.6
Law Clerks			/ 20	45.1	65.3	60.4	54.3
Paralegals			/ 25	61.3	80.3	74.1	67.5
Other Non-Legal Timekeepers ²			/ 23	33.9	60.7	50.3	38.0
<i>All Non-Legal Timekeepers³</i>			/ 26	52.0	72.0	67.0	60.6

	Your Firm			Group % Minority			
	% Non-Minority	% Minority	Rank Of - % Minority	Total	1st Qtle	Median	3rd Qtle
<u>Timekeepers by Minority Status</u>							
Equity Partners			/ 26	8.2	12.1	9.7	7.6
Non-Equity Partners			/ 24	11.3	17.8	14.8	12.1
Associates			/ 26	22.3	33.3	27.7	23.9
Sr. Attorneys			/ 24	17.1	23.6	21.8	12.4
Other Attorneys ¹			/ 26	12.2	17.3	13.0	9.1
<i>All Attorneys</i>			/ 26	15.1	22.7	19.0	14.1
Law Clerks			/ 17 ‡	30.3	56.8	47.3	31.4
Paralegals			/ 25	22.4	38.4	27.4	20.5
Other Non-Legal Timekeepers ²			/ 22	20.0	40.9	34.1	25.6
<i>All Non-Legal Timekeepers³</i>			/ 26	22.1	36.8	28.2	21.4

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Associate Staffing Summary by Gender & Minority Status
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

<u>Associates - Class Year</u>	<u>Your Firm</u>		<u>Group %</u>			
	<u>Percent</u>	<u>Rank Of</u>	<u>Total</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022		/ 26	2.3	3.5	2.8	1.8
2021		/ 31	10.0	12.9	10.3	6.5
2020		/ 31	11.0	13.0	10.8	9.0
2019		/ 31	11.3	12.6	11.0	9.7
2018		/ 31	12.6	13.0	11.1	10.1
2017		/ 31	10.6	11.8	10.3	9.1
2016		/ 31	9.9	10.9	10.1	8.8
2015		/ 31	9.1	10.6	8.8	8.2
2014		/ 31	7.5	9.7	7.5	5.2
2013		/ 31	6.0	7.9	6.7	4.6
Prior		/ 31	9.8	12.0	8.6	5.9
All Associates	100%					

<u>Associates - Class Year</u>	<u>Your Firm</u>			<u>Group % Female</u>			
	<u>% Male</u>	<u>% Female</u>	<u>Rank Of - % Female</u>	<u>Total</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022			/ 21	41.6	72.4	56.8	51.8
2021			/ 26	43.0	62.1	57.6	51.1
2020			/ 26	44.6	61.5	56.5	50.2
2019			/ 26	44.0	62.3	55.9	51.1
2018			/ 26	41.1	54.7	50.5	45.7
2017			/ 26	42.2	55.2	51.3	46.8
2016			/ 26	40.2	56.4	52.2	43.8
2015			/ 25	34.9	55.3	40.0	34.3
2014			/ 26	36.6	51.3	44.7	35.7
2013			/ 25	38.3	55.6	41.6	31.3
Prior			/ 26	36.9	53.6	45.8	42.7
All Associates			/ 26	40.6	53.1	50.6	47.9

<u>Associates - Class Year</u>	<u>Your Firm</u>			<u>Group % Minority</u>			
	<u>% Non-Minority</u>	<u>% Minority</u>	<u>Rank Of - % Minority</u>	<u>Total</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022			/ 21	30.3	49.7	39.1	28.3
2021			/ 26	28.6	38.9	34.0	29.3
2020			/ 26	24.5	38.3	30.1	23.3
2019			/ 26	21.9	32.8	27.3	20.1
2018			/ 26	24.3	35.3	26.6	22.6
2017			/ 26	23.4	37.3	28.3	21.3
2016			/ 26	19.8	31.6	26.8	18.3
2015			/ 26	19.0	34.0	24.0	18.1
2014			/ 26	17.5	30.0	24.0	15.2
2013			/ 25	17.8	35.0	27.4	14.4
Prior			/ 25	19.9	36.7	25.0	14.4
All Associates			/ 26	22.3	33.3	27.7	23.9

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Timekeeper Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

	Headcount*	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
Equity Partners									
Your Firm									
Total Group	4,846.7	2.3%	0.2%	3.7%	2.5%	0.1%	1.3%	89.9%	0.1%
Non-Equity Partners									
Your Firm									
Total Group	3,557.2	2.9%	0.2%	6.3%	3.4%	0.1%	2.3%	84.8%	0.1%
Associates									
Your Firm									
Total Group	6,526.5	6.7%	0.2%	11.1%	6.8%	0.1%	4.1%	70.7%	0.3%
Sr. Attorneys									
Your Firm									
Total Group	1,704.8	3.3%	0.4%	8.6%	4.9%	0.2%	2.5%	80.2%	0.0%
Other Attorneys¹									
Your Firm									
Total Group	1,444.9	4.1%	0.1%	5.7%	4.5%	0.2%	2.6%	82.8%	
All Attorneys									
Your Firm									
Total Group	18,080.1	4.2%	0.2%	7.5%	4.6%	0.1%	2.7%	80.5%	0.2%
Law Clerks									
Your Firm									
Total Group	120.5 ‡	13.3%		14.7%	12.1%	0.3%	8.1%	51.3%	0.2%
Paralegals									
Your Firm									
Total Group	2,044.2	9.6%	0.4%	6.9%	9.6%	0.4%	3.0%	70.2%	
Other Non-Legal Timekeepers²									
Your Firm									
Total Group	783.9	8.6%	0.5%	13.3%	8.3%	0.2%	2.3%	66.8%	0.1%
All Non-Attorney Timekeepers³									
Your Firm									
Total Group	2,948.6	9.5%	0.4%	8.9%	9.3%	0.3%	3.0%	68.5%	0.0%

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

* Includes the number of corresponding headcount values at each level

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Associate Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2022

<u>Law School Class Year</u>	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
2022									
Your Firm									
Total Group	131.9	7.3%	0.2%	17.0%	10.8%	0.3%	8.9%	55.4%	0.1%
2021									
Your Firm									
Total Group	637.4	10.8%	0.1%	12.9%	7.5%	0.2%	6.6%	61.6%	0.3%
2020									
Your Firm									
Total Group	733.1	7.2%	0.3%	11.2%	8.2%	0.0%	4.2%	68.4%	0.3%
2019									
Your Firm									
Total Group	716.2	7.0%	0.1%	9.5%	8.0%		4.7%	70.4%	0.4%
2018									
Your Firm									
Total Group	855.2	6.5%	0.1%	12.4%	6.8%	0.2%	4.0%	69.2%	0.6%
2017									
Your Firm									
Total Group	710.8	6.4%	0.5%	12.9%	6.8%	0.1%	2.7%	70.1%	0.5%
2016									
Your Firm									
Total Group	638.5	6.5%	0.3%	9.7%	5.8%	0.2%	3.7%	73.7%	
2015									
Your Firm									
Total Group	589.1	6.4%	0.2%	9.4%	5.5%	0.2%	3.3%	74.7%	0.3%
2014									
Your Firm									
Total Group	501.6	3.6%	0.3%	8.4%	5.4%		4.7%	77.4%	0.2%
2013									
Your Firm									
Total Group	395.8	4.7%		10.6%	5.4%		2.4%	76.7%	0.3%
Prior									
Your Firm									
Total Group	616.1	6.2%	0.4%	11.2%	6.0%		3.5%	72.7%	
All Associates									
Your Firm									
Total Group	6,526.5	6.7%	0.2%	11.1%	6.8%	0.1%	4.1%	70.7%	0.3%

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Timekeeper Terminations by Gender & Minority Status
 Percent of Timekeepers for the 12-month period ending December 31, 2022

	Your Firm		Group %			
	Percent	Rank Of	Total	1st Qtle	Median	3rd Qtle
<u>All Timekeepers</u>						
Equity Partners		/ 31	5.8	8.2	5.2	2.1
Non-Equity Partners		/ 29	15.3	20.7	15.7	12.4
Associates		/ 31	52.0	60.1	54.0	42.5
Sr. Attorneys		/ 27	10.3	15.9	12.1	6.7
Other Attorneys ¹		/ 31	16.6	22.3	11.3	6.2
All Attorneys						
	100%					

	Your Firm			Group % Female			
	% Male	% Female	Rank Of - % Female	Total	1st Qtle	Median	3rd Qtle
<u>Timekeepers by Gender</u>							
Equity Partners			/ 27	21.6	38.8	16.7	0.0
Non-Equity Partners			/ 29	25.9	42.9	30.3	16.7
Associates			/ 31	39.8	54.8	51.3	41.8
Sr. Attorneys			/ 26	44.0	56.7	44.8	34.2
Other Attorneys ¹			/ 30	24.1	45.5	28.0	10.6
All Attorneys			/ 31	34.5	46.9	43.1	35.7
Paralegals			/ 31	57.6	81.2	72.7	41.0
Other Non-Legal Timekeepers ²			/ 27	27.6	59.3	40.0	0.0
All Non-Legal Timekeepers ³			/ 31	46.8	72.1	63.6	50.8

	Your Firm			Group % Minority			
	% Non-Minority	% Minority	Rank Of - % Minority	Total	1st Qtle	Median	3rd Qtle
<u>Timekeepers by Minority Status</u>							
Equity Partners			/ 27	13.7	23.1	0.0	0.0
Non-Equity Partners			/ 29	13.4	25.0	17.6	0.0
Associates			/ 31	28.0	38.7	33.3	22.1
Sr. Attorneys			/ 26	14.3	20.6	10.8	0.0
Other Attorneys ¹			/ 30	11.8	20.6	9.1	0.0
All Attorneys			/ 31	20.8	30.2	23.1	17.7
Paralegals			/ 31	25.5	39.3	26.1	14.0
Other Non-Legal Timekeepers ²			/ 27	18.5	43.7	25.0	0.0
All Non-Legal Timekeepers ³			/ 31	23.0	40.0	29.4	16.5

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Lobbyists, Specialists, Litigation Support, Patent Agents and Case Clerks.

³ Includes Paralegals, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Timekeeper Terminations by Racial Classification
 Percent of Timekeepers for the 12-month period ending December 31, 2022

	Count	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
Equity Partners									
Your Firm									
Total Group	146	4.8%	0.7%	8.2%	2.7%	1.4%	82.2%		
Non-Equity Partners									
Your Firm									
Total Group	378	2.6%	0.3%	7.7%	4.5%	0.3%	2.1%	82.3%	0.3%
Associates									
Your Firm									
Total Group	1,324	10.3%	0.5%	12.3%	7.4%	0.2%	5.0%	64.0%	0.2%
Sr. Attorneys									
Your Firm									
Total Group	283	4.2%		4.6%	5.3%		2.5%	83.0%	0.4%
Other Attorneys¹									
Your Firm									
Total Group	313	5.4%		7.7%	4.2%		3.2%	79.6%	
All Attorneys									
Your Firm									
Total Group	2,444	7.5%	0.4%	9.9%	6.0%	0.2%	3.8%	72.1%	0.2%
Paralegals									
Your Firm									
Total Group	357	10.6%	0.6%	5.0%	12.6%	0.3%	5.6%	65.3%	
Other Non-Legal Timekeepers²									
Your Firm									
Total Group	144	7.6%		15.3%	9.7%	0.7%	0.7%	65.3%	0.7%
All Non-Attorney Timekeepers³									
Your Firm									
Total Group	501	9.8%	0.4%	8.0%	11.8%	0.4%	4.2%	65.3%	0.2%

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Timekeeper Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2022

	Your Firm		Group			
	Average	Rank Of	Average	1st Qtle	Median	3rd Qtle
All Timekeepers						
Equity Partners		/ 26	1,465	1,518	1,482	1,391
Non-Equity Partners		/ 24	1,461	1,550	1,446	1,380
All Associates		/ 26	1,643	1,727	1,657	1,591
Sr. Attorneys		/ 23	1,484	1,569	1,481	1,380
Other Attorneys ¹		/ 26	1,251	1,485	1,280	1,060
All Attorneys		/ 26	1,517	1,582	1,507	1,458
Paralegals		/ 26	1,202	1,282	1,221	1,085
Other Non-Legal Timekeepers ²		/ 22	973	1,155	1,025	734
All Non-Legal Timekeepers ³		/ 26	1,119	1,277	1,192	1,014

	Your Firm			Group Female			
	Male	Female	Rank Of - Female	Average	1st Qtle	Median	3rd Qtle
Timekeepers by Gender							
Equity Partners			/ 22	1,476	1,536	1,501	1,388
Non-Equity Partners			/ 20	1,451	1,510	1,460	1,408
All Associates			/ 22	1,614	1,677	1,627	1,579
Sr. Attorneys			/ 22	1,498	1,587	1,482	1,431
Other Attorneys ¹			/ 22	1,318	1,495	1,366	1,128
All Attorneys			/ 22	1,524	1,583	1,522	1,496
Paralegals			/ 22	1,199	1,299	1,219	1,078
Other Non-Legal Timekeepers ²			/ 18 ‡	958	1,204	1,082	675
All Non-Legal Timekeepers ³			/ 22	1,136	1,267	1,186	1,052

	Your Firm			Group Minority			
	Non-Minority	Minority	Rank Of - Minority	Average	1st Qtle	Median	3rd Qtle
Timekeepers by Minority Status							
Equity Partners			/ 22	1,410	1,522	1,391	1,313
Non-Equity Partners			/ 20	1,389	1,499	1,402	1,342
All Associates			/ 22	1,543	1,626	1,530	1,449
Sr. Attorneys			/ 21	1,448	1,638	1,467	1,229
Other Attorneys ¹			/ 21	1,369	1,513	1,356	1,207
All Attorneys			/ 22	1,477	1,538	1,465	1,431
Paralegals			/ 22	1,151	1,257	1,141	1,033
Other Non-Legal Timekeepers ²			/ 18 ‡	1,020	1,156	1,026	798
All Non-Legal Timekeepers ³			/ 22	1,109	1,213	1,095	1,005

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Associate Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2022

<u>Associates - Class Year</u>	<u>Your Firm</u>		<u>Group</u>			
	<u>Average</u>	<u>Rank Of</u>	<u>Average</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022		/ 26	1,014	1,149	990	913
2021		/ 26	1,545	1,643	1,536	1,437
2020		/ 26	1,624	1,714	1,598	1,554
2019		/ 26	1,663	1,753	1,701	1,600
2018		/ 26	1,686	1,771	1,698	1,646
2017		/ 26	1,700	1,793	1,717	1,619
2016		/ 26	1,686	1,783	1,721	1,637
2015		/ 26	1,716	1,833	1,768	1,641
2014		/ 26	1,689	1,795	1,734	1,616
2013		/ 25	1,664	1,765	1,716	1,575
Prior		/ 26	1,596	1,715	1,590	1,521
All Associates		/ 26	1,643	1,727	1,657	1,591

<u>Associates - Class Year</u>	<u>Your Firm</u>			<u>Group Female</u>			
	<u>Male</u>	<u>Female</u>	<u>Rank Of - Female</u>	<u>Average</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022			/ 21	1,001	1,156	1,011	842
2021			/ 22	1,556	1,685	1,579	1,417
2020			/ 22	1,600	1,694	1,613	1,490
2019			/ 22	1,660	1,737	1,662	1,594
2018			/ 22	1,648	1,736	1,660	1,558
2017			/ 22	1,666	1,752	1,684	1,559
2016			/ 22	1,679	1,751	1,711	1,601
2015			/ 20	1,667	1,755	1,702	1,582
2014			/ 20	1,581	1,708	1,623	1,506
2013			/ 18 ‡	1,678	1,830	1,763	1,622
Prior			/ 21	1,521	1,687	1,571	1,528
All Associates			/ 22	1,614	1,677	1,627	1,579

<u>Associates - Class Year</u>	<u>Your Firm</u>			<u>Group Minority</u>			
	<u>Non-Minority</u>	<u>Minority</u>	<u>Rank Of - Minority</u>	<u>Average</u>	<u>1st Qtle</u>	<u>Median</u>	<u>3rd Qtle</u>
2022			/ 19 ‡	914	1,059	889	719
2021			/ 22	1,407	1,526	1,434	1,300
2020			/ 22	1,554	1,690	1,541	1,412
2019			/ 22	1,603	1,700	1,601	1,508
2018			/ 22	1,546	1,642	1,532	1,478
2017			/ 22	1,595	1,699	1,619	1,480
2016			/ 22	1,621	1,732	1,632	1,540
2015			/ 20	1,598	1,753	1,645	1,458
2014			/ 19 ‡	1,576	1,740	1,631	1,451
2013			/ 19 ‡	1,614	1,831	1,737	1,341
Prior			/ 17 ‡	1,539	1,673	1,518	1,400
All Associates			/ 22	1,543	1,626	1,530	1,449

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Timekeeper Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2022

	Average	Male	Female	Non-Minority	Minority
Equity Partners					
Your Firm					
Total Group	1,465	1,474	1,476	1,479	1,410
Non-Equity Partners					
Your Firm					
Total Group	1,461	1,460	1,451	1,462	1,389
Associates					
Your Firm					
Total Group	1,643	1,674	1,614	1,695	1,543
Sr. Attorneys					
Your Firm					
Total Group	1,484	1,477	1,498	1,504	1,448
Other Attorneys¹					
Your Firm					
Total Group	1,251	1,245	1,318	1,269	1,369
All Attorneys					
Your Firm					
Total Group	1,517	1,513	1,524	1,529	1,477
Paralegals					
Your Firm					
Total Group	1,202	1,191	1,199	1,223	1,151
Other Non-Legal Timekeepers²					
Your Firm					
Total Group	973	961	958	1,024	1,020
All Non-Attorney Timekeepers³					
Your Firm					
Total Group	1,119	1,105	1,136	1,151	1,109

¹ Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

² Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

³ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Associate Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2022

<u>Law School Class Year</u>	Average	Male	Female	Non-Minority	Minority
2022					
Your Firm					
Total Group	1,014	1,039	1,001	1,043	914
2021					
Your Firm					
Total Group	1,545	1,545	1,556	1,641	1,407
2020					
Your Firm					
Total Group	1,624	1,668	1,600	1,670	1,554
2019					
Your Firm					
Total Group	1,663	1,650	1,660	1,712	1,603
2018					
Your Firm					
Total Group	1,686	1,710	1,648	1,732	1,546
2017					
Your Firm					
Total Group	1,700	1,728	1,666	1,740	1,595
2016					
Your Firm					
Total Group	1,686	1,657	1,679	1,704	1,621
2015					
Your Firm					
Total Group	1,716	1,756	1,667	1,770	1,598
2014					
Your Firm					
Total Group	1,689	1,785	1,581	1,769	1,576
2013					
Your Firm					
Total Group	1,664	1,683	1,678	1,676	1,614
Prior					
Your Firm					
Total Group	1,596	1,662	1,521	1,628	1,539
All Associates					
Your Firm					
Total Group	1,643	1,674	1,614	1,695	1,543

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

** omitted due to insufficient data

‡ less than 75% population response

Timekeeper Average Billable Hours by Racial Classification ¹

For the 12-month period ending December 31, 2022

	Average	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
Equity Partners									
Your Firm									
Total Group	1,491	1,327	1,640	1,442	1,384	1,223	1,585	1,496	1,763
Non-Equity Partners									
Your Firm									
Total Group	1,485	1,200	1,654	1,463	1,490	1,632	1,605	1,492	1,541
Associates									
Your Firm									
Total Group	1,734	1,509	1,815	1,704	1,680	1,648	1,679	1,768	1,666
Sr. Attorneys									
Your Firm									
Total Group	1,540	1,314	1,701	1,621	1,459	1,958	1,559	1,543	
Other Attorneys²									
Your Firm									
Total Group	1,224	1,289	1,299	1,503	1,439	1,800	1,370	1,208	
All Attorneys									
Your Firm									
Total Group	1,555	1,396	1,700	1,590	1,548	1,672	1,626	1,557	1,642
Paralegals									
Your Firm									
Total Group	1,260	1,126	1,113	1,227	1,262	1,829	1,250	1,276	
Other Non-Legal Timekeepers³									
Your Firm									
Total Group	1,021 ‡	988	1,033	1,285	973		1,200	1,009	
All Non-Attorney Timekeepers⁴									
Your Firm									
Total Group	1,193	1,127	1,038	1,269	1,195	1,829	1,268	1,196	

¹ Statistics presented only for timekeepers having an Employment Percentage/FTE value of 1.

² Includes Staff & eDiscovery Attorneys, Of Counsel, Contract Associates and Contract Partners.

³ Includes Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

⁴ Includes Paralegals, Law Clerks, Case Clerks, Specialists, Lobbyists, Litigation Support and Patent Agents.

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

** omitted due to insufficient data

‡ less than 75% population response

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Associate Average Billable Hours by Racial Classification ¹

For the 12-month period ending December 31, 2022

<u>Law School Class Year</u>	Average	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
2022									
Your Firm									
Total Group	1,186 ‡		1,447	691		1,531	1,243		
2021									
Your Firm									
Total Group	1,589	1,310	1,522	1,534	792	1,412	1,664	1,759	
2020									
Your Firm									
Total Group	1,722	1,622	1,616	1,651	1,623	1,568	1,746	1,525	
2019									
Your Firm									
Total Group	1,768	1,502	1,746	1,848		1,760	1,792	1,648	
2018									
Your Firm									
Total Group	1,771	1,633	1,723	1,701	2,149	1,689	1,805	1,534	
2017									
Your Firm									
Total Group	1,782	1,514	1,998	1,734	1,689	1,628	1,813	1,904	
2016									
Your Firm									
Total Group	1,771	1,476	1,663	1,808	1,666	1,809	1,791		
2015									
Your Firm									
Total Group	1,820	1,397	1,753	1,765	2,004	1,748	1,847	1,988	
2014									
Your Firm									
Total Group	1,806	1,551	1,769	1,518		1,927	1,828	1,617	
2013									
Your Firm									
Total Group	1,664	1,461	1,701	1,626		1,707	1,699	1,581	
Prior									
Your Firm									
Total Group	1,655	1,523	1,808	1,693	1,646	1,783	1,665		
All Associates									
Your Firm									
Total Group	1,734	1,509	1,815	1,704	1,680	1,648	1,679	1,768	1,666

¹ Statistics presented only for timekeepers having an Employment Percentage/FTE value of 1.

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

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

Spotlight on Select Firmwide Diversity Initiatives

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Digital Upskilling

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp	% of Group Resp - Yes
1. Firm's Digital Upskilling journey:		20	
a. Has not started			
b. Just starting to explore the way technology is affecting our business			10.0
c. Comfortable with technology that our clients use			20.0
d. A strong advocate for technology and the digital journey			30.0
e. A leader, thinking about technology in new ways			40.0
2. Primary driving motivations to be digital in the firm:	‡	19	
a. Strategic positioning as a leader and setting new industry standards		12	63.2
b. Respond to client demand		15	78.9
c. Enhance external reputation		6	31.6
d. Attract and retain talent		13	68.4
e. Business results		14	73.7
3. Offered digital training (e.g., online courses and videos, specialized micro-degrees) within the last year and how effective are they?	‡	19	
a. No			5.3
b. Yes, but have not been able to implement my knowledge into my daily work			10.5
c. Yes, and have implemented my knowledge into my daily work			84.2

Leadership

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp	% of Group Resp - Yes
1. The D&I Leader at your Firm is:		23	
a. A staff member who has a variety of other non-diversity related responsibilities and priorities			4.3
b. A dedicated leader who reports under other senior executives			17.4
c. A dedicated leader who is considered a peer to other C-suite executives			73.9
d. Our Firm does not have a clear leader for D&I efforts			4.3
2. Accountability for D&I within my Firm:		22	
a. Leaders are tasked with specific D&I goals			
b. Leaders' progress toward meeting their D&I goals is measured			
c. Progress towards meeting D&I goals influences performance evaluation and compensation outcomes for leaders			
d. Progress towards meeting D&I goals influences performance evaluation and compensation outcomes for all employees			
e. None of the above			
3. How do you anticipate the diversity function changing in the next 3 years?		23	
a. Staying the same			
b. Increasing			
c. Decreasing			

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Diversity Initiatives/Programs

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp	% of Group Resp - Yes
1. Primary objective of my Firm's D&I program is to:		23	
a. Comply with legal requirements			
b. Enhance external reputation			
c. Attract and retain talent			73.9
d. Respond to client expectations			
e. Achieve business results			26.1
2. D&I initiatives at my Firm have a strong focus on:		23	
a. One or two dimensions of diversity			
b. A broad range of diversity dimensions			60.9
c. Creating an inclusive environment for all employees			39.1
d. None of the above			
3. My Firm has D&I initiatives in place to:		23	
a. Recruit diverse candidates		23	100.0
b. Develop a pipeline of diverse leaders		23	100.0
c. Provide targeted development opportunities for diverse employees		23	100.0
d. Provide firmwide awareness around cultural competencies		22	95.7
e. Demonstrate fairness in performance and compensation decisions		18	78.3
f. None of the above			
4. D&I initiatives/program results are formally reviewed:		21	
a. Never			
b. Reviewed only on an informal basis			9.5
c. Weekly			
d. Monthly			38.1
e. Quarterly			47.6
f. Semi-annually			4.8
g. Annually			
5. Types of data gathered and analysed:		22	
a. Employee demographic, compensation, or other data required to comply with regulatory requirements		21	95.5
b. Discrepancies in performance rankings by gender, race and/or other dimensions of diversity		18	81.8
c. Discrepancies in compensation by gender, race and/or other dimensions of diversity		18	81.8
d. Discrepancies in promotions by gender, race and/or other dimensions of diversity		19	86.4
e. Feedback from clients on our D&I practices		19	86.4
f. None of the above			

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Diversity Initiatives/Programs (Continued)

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp	% of Group Resp - Yes
6. Method(s) of measurement used to evaluate the effectiveness of the D&I diversity initiatives/program:		21	
a. Recruitment		21	100.0
b. Attrition		21	100.0
c. Retention		21	100.0
d. Client-retention		17	81.0
e. Promotion		21	100.0
f. Internal staff surveys		17	81.0
g. Client-satisfaction surveys		16	76.2
h. External recognition (e.g., awards)		21	100.0
i. Discussions with minorities, women and/or LGBTQ individuals		21	100.0
j. Discussions with diversity committee members		21	100.0
k. Exit interviews		21	100.0
l. Diverse attorneys on "priority" (or "key") client assignments		14	66.7
m. Other		3	14.3
7. Failure to achieve diversity goals and objectives is addressed:		20	
a. As a component of the firm's compensation review process		13	65.0
b. Participation in mandatory diversity training, seminars, conferences		14	70.0
c. Discussion with Firm Management and D&I Committee		19	95.0
d. Discussion with client(s) as to why the firm did not meet diversity goals and objectives		17	85.0
e. Change in composition of client teams		17	85.0
f. As a component of an individual's annual performance goals and/or individual compensation		13	65.0
g. Other		3	15.0
8. Which of the following does your firm incorporate into the evaluation and compensation process?		21	
a. Hours devoted to firm-approved internal or external diversity initiatives/programs		20	95.2
b. Individual diversity efforts not aligned to firm-approved programs (external or internal)		18	85.7
c. Diversity results aligned with firm leadership-communicated diversity goals/metrics		14	66.7
d. Our firm does not incorporate any diversity efforts		1	4.8
e. Other		2	9.5
9. When selecting third party suppliers/vendors to work with, my Firm:		21	
a. Does not consider supplier diversity			
b. Considers supplier diversity on an ad-hoc basis or when requested to do			38.1
c. Consistently considers supplier diversity, but does not have an active supplier diversity/supply chain strategy			38.1
d. Proactively solicits proposals from and contracts with diverse suppliers as part of the Firm's overarching supply chain strategy			23.8
10. Does your firm have a firm-wide social responsibility or sustainability policy?		20	55.0
11. Does your firm-wide social responsibility or sustainability policy adhere to recognized business industry CSR standards, such as the UN Global Compact, ILR Declaration on Human Rights?		12	41.7

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Attorney Recruitment Information

For the period 1/1/2022 through 12/31/2022

	Your Firm	Success Rating (1 - 5; 5 is very successful)	# of Resp.	% of Group Resp. - Yes	Group Avg Success Rating
1. The firm engages in the following recruiting efforts towards women and minorities and views each activities success rating (on a scale of 1 to 5):			21		
a. Recruiting at Minority College Initiative Programs (HBCUs, HACUs, TACUs/TCPs and PACUs)			20	95.2	3.3
b. Recruiting at law schools with a high percentage of minority law students			21	100.0	3.6
c. Participation in minority job fairs			21	100.0	3.7
d. Participation in minority bar association events			20	95.2	3.8
e. Participation in job fairs for women			5	23.8	
f. Participation in women bar association events			18	85.7	3.6
g. Participation in career panels at school			21	100.0	3.6
h. Pipeline program					
i. Elementary or middle school (up to grade 8)			6	28.6	2.8
ii. High school			13	61.9	3.1
iii. College			16	76.2	3.3
iv. Law school			20	95.2	4.4
i. Summer intern program					
i. High school			9	42.9	2.9
ii. College			6	28.6	2.5
iii. Law school			17	81.0	4.5
j. Scholarships/fellowships for minority law students			17	81.0	4.8
k. Scholarships/fellowships for female law students			11	52.4	4.6
l. Hold reception(s) for minority law students			19	90.5	4.0
m. Hold reception(s) for female law students			13	61.9	4.2
n. Advertise in minority law student and/or bar association publications			16	76.2	3.8
o. Participate in diversity clerkship programs			18	85.7	4.4
p. Partnership with women-owned or minority law firms			6	28.6	4.2
q. Partnership with external (outside) diverse organizations			19	90.5	3.8
r. Host dinners for minority attorneys			15	71.4	4.2
s. Host dinners for female attorneys			13	61.9	3.9
t. Work with clients in recruiting diverse attorneys			17	81.0	4.2
u. Work with internal firm attorneys in recruiting women and minority attorneys			21	100.0	4.3
v. Utilize executive placement firms that specialize in the placement of minority lawyers			20	95.2	3.8
w. Educate interviewers in best practices for interviewing diverse candidates			21	100.0	4.2

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

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

Attorney Recruitment Information (Continued)

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp.	% of Group Resp. - Yes
2. The firm actively engages in the following internal strategies towards recruiting women and/or racial and ethnic minority attorneys:		38	
a. Involve the diversity committee in recruiting efforts		20	52.6
b. Revise the firm's marketing materials to emphasize the firm's commitment to diversity		21	55.3
c. Devote a section of the firm's website to diversity		21	55.3
d. Support affinity groups in the firm		21	55.3
e. Incentivize Partners or other Leaders to recruit from diverse populations		12	31.6
f. Change compensation system to focus less on billable hours and more on subjective matters		3	7.9
g. Host internal diversity speaker series		21	55.3
h. Host diversity retreats		19	50.0
i. Ensure women and minorities have leadership positions on internal committees and boards		21	55.3
j. Provides mentorship/sponsorship opportunities to women and/or racial ethnic minorities		21	55.3
k. Firm sponsored minority scholarships and/or internships		20	52.6
3. The firm takes steps specifically directed at recruiting self-identified LGBTQ attorneys		20	95.0
4. The firm takes steps specifically directed at recruiting attorneys with a disability		20	45.0

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Retention and Promotion: Orientation Phase

For the period 1/1/2022 through 12/31/2022

	Your Firm	% of Group		
		# of Resp	Resp - Yes	
1. There are specific elements of the firm's orientation program designed to introduce all new attorneys to the firm's culture		21	100.0	
2. The firm provides additional training and support for all new attorneys to help them acculturate to the firm's culture		22	100.0	
3. The firm offers diversity training for its new attorneys		22	81.8	
4. New attorneys are required to participate in diversity training		22	63.6	
5. Women and minority attorneys are assigned a peer mentor to help them acculturate during their first year		22	95.5	
6. The firm has a more specific mentorship program for women and minority attorneys (e.g., a sponsor or champion that takes an active role to ensure the attorney works on key client assignments or is staying on a leadership track)		22	95.5	
7. The firm has corporate transition programs for attorneys who have different backgrounds or life experiences than their peers		22	13.6	
8. New attorneys are assigned a coach or senior partner to review performance expectations of both parties within the first month after hire		22	63.6	
9. New attorneys (within the first year) meet with their coach or senior partner to review expectations:		21		
a. Monthly			23.8	
b. Quarterly			23.8	
c. Semi-annually			4.8	
d. Annually				
e. No regular or defined time periods			47.6	
				Group
	Your Firm	1st Qtle	Median	3rd Qtle
10. The retention rate for the following groups of individuals:				
a. Attorneys	‡	89.2	87.8	86.6
b. Women non-minority attorneys	‡	89.3	86.1	85.0
c. Minority attorneys	‡	89.7	84.6	80.0
d. Self-identified LGBTQ individuals	‡	95.3	85.6	80.6
e. Self-identified individuals with disabilities	‡	93.0	87.9	79.8

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Retention and Promotion: Post-Orientation Phase

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp	% of Group Resp - Yes
1. Does your firm have post-orientation programs for women and racial/ethnic minority attorneys to better understand		22	90.9
2. The firm offers diversity training for all attorneys		22	95.5
3. The firm offers the following diversity training to its attorneys:		21	
a. Training designed to increase awareness of the diversity of the organization's workforce and the impact of exclusive behavior		20	95.2
b. Skills training focused on changing behavior and helping employees create a more inclusive environment (e.g., coaching, working across cultures, interviewing, leveraging and benefiting from differences)		21	100.0
c. Mentoring training to partners and others who participate in mentoring programs		16	76.2
d. Training focused exclusively on overcoming biases based on sexual orientation		15	71.4
e. Training focused exclusively on overcoming unconscious or implicit biases		20	95.2
f. Training focused exclusively on overcoming generational differences		14	66.7
g. Topics related to gender identity or expression		15	71.4
h. Other		5	23.8
4. All attorneys are required to participate in diversity training?		20	75.0
5. How often are all attorneys required to participate in diversity training?		20	
a. Once			5.0
b. Annually			60.0
c. Every 2-3 years			5.0
d. Not required but available and attendance is encouraged			25.0
e. Other			5.0
6. The firm offers the following affinity groups for attorneys who have different backgrounds or life experiences than their peers:		22	
a. Women		22	100.0
b. African American		17	77.3
c. Hispanic/Latino		14	63.6
d. Asian/Pacific Islander		14	63.6
e. American Indian/Alaskan Native		5	22.7
f. Self-identified LGBTQ individuals and straight allies		22	100.0
g. One group that includes all of the above groups of individuals		4	18.2
h. One group that includes all minorities		10	45.5
i. Religion/Faith-based		1	4.5
j. Individuals with a disability		8	36.4
k. Individuals on flex-time or reduced schedules		5	22.7
l. Working parents		14	63.6
m. Service Members/Veterans		11	50.0
n. Two or more races			
o. Not applicable			
p. Other		7	31.8

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Resp	% of Group Resp - Yes
7. The firm actively engages in the following retention efforts:		22	
a. Require regular reporting by practice group leaders on efforts to diversify practice group teams		11	50.0
b. Make firm leaders accountable for meeting diversity goals through the compensation process		12	54.5
c. Count diversity-related activities towards "billable hour" requirements		14	63.6
d. Include diversity competence as a component in your upward feedback program		7	31.8
e. Develop and support internal diversity networks/affinity groups		21	95.5
f. Institute firm-approved mentoring and/or sponsorship programs across attorneys' groups based on minority status		17	77.3
g. Host retreats for women and minority lawyers		21	95.5
h. Promote D&I success stories in firmwide communications		20	90.9
i. Sponsor attorneys who want to attend regional or national diversity conferences		21	95.5
j. Sponsor attorney membership in women and minority bar associations		22	100.0
k. Conduct internal conferences for women and minority lawyers on:			
i. Business development		19	86.4
ii. Professional/leadership development		19	86.4
iii. Presentation skills		15	68.2
iv. Billing practices		12	54.5
v. Work life balance		17	77.3
vi. Other		1	4.5
l. Require equal access for diverse attorney to priority or key work assignments, formal and informal events, and clients		17	77.3
m. Require annual (or periodic) reporting by practice leaders on goals and efforts to diversity practice groups		12	54.5
n. Other		4	18.2

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members[^])

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2022 through 12/31/2022

	Your Firm	# of Responses	% of Group Resp. - Yes
8. The following are the most common reasons that non-minority women have willingly left the firm:		21	
a. Family/personal reasons		16	76.2
b. Culture of firm around inclusion		1	4.8
c. Billable hour requirements		5	23.8
d. Management			
e. Evaluations		1	4.8
f. Greater opportunities		14	66.7
g. Career change		5	23.8
h. Attractiveness of in-house positions		17	81.0
i. Other		1	4.8
9. The following are the most common reasons that minorities have willingly left your firm:		21	
a. Family/personal reasons		13	61.9
b. Culture of firm around inclusion		3	14.3
c. Billable hour requirements		5	23.8
d. Management			
e. Evaluations		2	9.5
f. Greater opportunities		16	76.2
g. Career change		4	19.0
h. Attractiveness of in-house positions		16	76.2
i. Other		2	9.5

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

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

2023 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (26 members^)

Initiatives Directed Towards Self-Identified LGBTQ Individuals

For the period 1/1/2022 through 12/31/2022

	Your Firm	% of Group		
		# of Resp.	Resp. - Yes	
1. The firm's diversity mission statement covers sexual orientation		22	90.9	
2. The firm's diversity mission statement covers gender identity/expression		22	90.9	
3. The firm's non-discrimination policy or EEO policy includes the term "sexual orientation"		22	100.0	
4. The firm's non-discrimination policy or EEO policy includes the term "gender identity or expression"		22	100.0	
5. The firm currently tracks self-identified LGBTQ individuals with:		22		
a. Human Resources Information system(s)		21	95.5	
b. Employment Satisfaction Survey(s)		10	45.5	
c. Does not track		1	4.5	
d. Self-identification		19	86.4	
e. Other				
6. The firm seeks out certified LGBTQ owned businesses as part of a supplier diversity program		21	42.9	
7. The firm currently participates in the Corporate Equality Index Survey (produced by the Human Rights Campaign)		22	100.0	
8. The firm plans to provide transgender inclusive health insurance benefits		21	100.0	
9. The firm does not provide transgender inclusive health insurance benefits but there is a plan to in the future	‡	7	100.0	
10. The firm has taken action to make up for the income tax inequity incurred with health benefits for domestic partners		20	35.0	
		Group		
	Your Firm	1 st Qtile	Median	3 rd Qtile
11. The firm's 2023 Corporate Equality Index Survey score	‡	100.0	100.0	100.0

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

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