



## 2024 Billing Rate & Associate Salary Survey (BRASS) – Initial Release

### Questionnaire Instructions



Questionnaire Due Date: April 19, 2024  
Report Distribution Date: Early June 2024

#### **Highlights:**

- **Reports in Local Currency** - Participants have the option to submit and receive international office metrics. Any Firm that submits an office in local currency, will receive a complimentary Local Currency Report.
- **Non-Attorney Timekeeper Classifications** will now be included in the Revenue360 Tableau Dashboard.
- Each Firm will receive a **complimentary Talent Management Report (TMR)** of their choice.

#### **To Submit Your Data to PwC:**

Please review and specify your comparison group selections within the Comparison Group Report Order Form, which is available for download on the PwC Survey website at [www.pwc.com/us/lfsurveys](http://www.pwc.com/us/lfsurveys)

Send your completed data submissions along with your report selections via email to [us\\_pwc\\_law\\_firm\\_survey\\_team@pwc.com](mailto:us_pwc_law_firm_survey_team@pwc.com).

If you have any questions, please contact a Survey Staff member at **(703) 918-3077** or via email at the email address noted above.



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# General Information

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## *Report and Product Offering Descriptions*

### **The Revenue Management Report (RMR)**

The Revenue Management Report is designed for Firmwide Managers, Office and Practice Group Leaders and the Finance Team.

The following metrics are included in the Revenue Management Report:

- Standard Rates
- Worked Rates
- Billed Rates
- Discounting Levels
- Utilization
- Realization
- Fees Billed
- Leverage
- Annual Billable Hour Targets
- Alternative Fee Arrangements
- Information on Firm Currency Methodology for Setting International Rates
- Estimated Impact to Profitability by Achieving Performance Improvements

Each metric is presented for 16 distinct attorney/timekeeper classifications, and then further delineated by years of experience or by law class year.

The metrics will be presented in both a graphical and detailed format. Many of the graphs will include 5 years of historical information to better understand directionally where the Firm has performed relative to its peers prior to and after the economic downturn.

A **'Snapshot of Findings'** Report will be included with each Revenue Management Report ordered. This high-level graphical Report is designed to showcase the most referenced metrics in the RMR.

### ***The Revenue360 Performance Analytics Dashboard – will be included in the base participation fee***

The Revenue360 *Performance Analytics* Dashboard allows participants to filter between both historical and current year benchmarks across multiple comparison groups, multiple metrics, and multiple attorney groups. All visualizations participants create within the Dashboard can be printed, exported to PowerPoint, or downloaded to share with key Firm leaders.

The Dashboard offering is a companion product with any comparison groups ordered in the Revenue Management Report style.



### **The Talent Management Report (TMR)**

The TMR is a two-pronged Report that contains information on Non-Partner compensation and benefits as well as a Section dedicated to Diversity & Inclusion (D&I) metrics.

The following information will be presented within the Talent Management Report:

- Non-Partner Salaries & Bonuses
- Non-Partner Bonus Amounts by Utilization Levels
- Associate Retention by Law Class Year
- Health Plan Offerings
- Associate Benefits
- Associate Bonus Components, including Expanded Information on Bonuses provided to those on Leave of Absences
- Digital Upskilling
- Attorney Metrics delineated by Sex & Race
  - Headcount
  - Terminations
  - Promotions
  - Utilization
- Firmwide D&I Leadership Team Information and Initiatives/Programs
- Firmwide D&I Initiatives focused on the Recruitment, Retention and Promotion of Women and Minority Attorney and Initiatives directed towards LGBTQ Individuals

The metrics will be presented in both a graphical and detailed format.

Each BRASS participant will receive a **complimentary TMR** of their choice.

This Report is designed for Firmwide Managers, Human Resource Managers and Diversity Leaders.

Each participant that orders a TMR will also receive a **'Snapshot of Findings'** Report. This high-level graphical Report is designed to showcase the most referenced metrics in the TMR.

### **The Partner Management Report (PMR)**

The following metrics for both the Equity and Non-Equity Partners will be presented within the Partner Management Report:

- Partner Demographics
- Partner Compensation
- Ratio Between the Highest and Lowest Compensated Partner
- Partner Permanent Capital Balance Levels
- Ratio Between Compensation and Capital Balance Levels
- Partner Turnover Information
- Partner Admission Policies
- Partner Retirement & Benefits Policies
- Partner Utilization
- Information on the Treatment of Newly Appointed Non-Equity Partners
- New Partner Capital Buy-In Information

The metrics will be presented in both a graphical and detailed format.

This Report is designed for Firm Leaders and the Finance Team who are involved in setting Partner compensation and capital contribution levels.



### The 'Report Export' Spreadsheets (XPT & TPT)

These spreadsheet-style reports (in .xls format) consist of a 'data export' of the comparison group statistics provided within either the Revenue Management Reports or the Talent Management Reports ordered. The group statistics from each comparison group ordered by the Firm will be displayed as a separate worksheet within the spreadsheet. Your Firm's data for each office and practice group submitted to the Survey will be included in a separate worksheet.

Please contact a Survey Staff member if you would like to preview these product offerings.

## *Benefits to Participation*

The PwC 2024 BRASS provides firms with the most current information available to better assess their relative position within the legal market – both on a geographic and practice group level.

By participating, your Firm will receive these **Key Benefits**:

**1) Access to Information from the Nation's Largest & Most Profitable Law Firms**

– Last year, our participants included nearly 75% of the largest, most profitable law firms.

**2) Receive Three *Distinct* Billing Rate Benchmarks** – The Revenue Management Report provides information on three distinct billing rates – standard rate, worked rate and billed rate. This allows participants to benchmark the rates that many firms realize due to client pressures.

**3) Complimentary Review of Your Firm's Results** – Members of the Law Firm Services Team will schedule one-hour reviews of your results with your Firm.

**4) Ability to Create 'Peer Firm' Comparison Groups to Fit Your Firm's Needs** –

Participants can choose to benchmark their individual offices and practice groups to over 2,000 standard geographic comparison groups and 500 standard national practice area comparison groups.

Additionally, many participants opt to create custom comparison groups from a list of their peers/competitors to fit their individual firm needs.

**5) Availability of Multiple Products and Report Styles** – All of our Report offerings are specifically targeted to the Firm managers responsible for taking action.

**6) Availability of Benchmarking Key Revenue Metrics by *Practice Group*** – Many law firms acknowledge the importance of managing revenue by practice group, in addition to geographic location. Not only can participants select benchmarking Reports by the size of their national practice, but also through ordering 'Practice Area by Location' comparison groups, which combine the location of the attorneys with the area of law practiced.

**7) Inclusion of Diversity Metrics** – The Talent Management Report not only includes metrics on the demographics of your attorneys, but more importantly, participants can measure utilization levels of attorneys delineated by sex and race. The data allows firms to identify areas of strength/weakness in their associate pipeline ensuring that all attorneys have equal opportunity to work on premier work assignments to progress to partnership. The TMR also assists Firms with identifying which D&I initiatives and recruiting efforts are most successful.



**8) A Win-Win Time Investment to Cost Proposition** – The time necessary for participation is minimized with our Data Extraction Tool which, for many participants, is as easy as a download of information from their financial systems.

We strongly believe that the investment to participate is significantly more beneficial to the Firm, compared to the alternative of compiling and analyzing information obtained from other labor-intensive sources.

## *Participation Disclaimer*

The benchmarking information contained within the PwC BRASS Report offerings complies with recommendations made by counsel during their annual review of the Surveys relative to current antitrust laws. While we are confident that the data supporting the Surveys have been properly summarized, no opinion is expressed regarding the fairness of the results.

The PwC Law Firm Survey results are highly confidential. They are intended for the internal business management of participating law firms, and to support internal benchmarking and decision-making. As such, all data contained in the Reports are to be made available only to partners and designated employees of your Firm and should not be made available to any third parties.

PwC does not condone the use of this data by participants in a court of law or any public forum that would either make the information available to non-participants or identify or expose participating law firms to other participants or non-participants.

## *Data Submission Options*

Meaningful Survey results are dependent upon Survey participants providing comparable information. Therefore, we ask all participants to fully follow these instructions.

Participants have the following *two* options for submitting data to the 2024 BRASS Initial Release Questionnaire:

- The **Data Extraction** software application is the *preferred method* for collecting data, and consists of a stand-alone, client application that can be run on any PC at your firm.

Your firm must have Elite or Aderant time and billing system running on a Microsoft SQL Server to use this application. There is no additional cost associated with using the data extraction tool. A key advantage to using this data submission option is that timekeeper classifications and practice group mappings from your firm to the Survey are preserved for use in future Survey releases.



The Data Extraction Tool application can be downloaded directly to your PC from our website at [www.pwc.com/us/lfsurveys](http://www.pwc.com/us/lfsurveys).

**IMPORTANT:** All data extracted from this tool resides on your Firm's PC. In addition, completed data submission are securely sent directly to a PwC Law Firm Survey Staff member.

- The **Detail Data Form** is a spreadsheet-based data collection form which streamlines the data collection process.

The Detail Data Form can be accessed and downloaded from our Survey website at [www.pwc.com/us/lfsurveys](http://www.pwc.com/us/lfsurveys).

Every Data Form submission received is reviewed by a Survey Staff member for accuracy, summarized by office and practice group, and returned to participants for their approval **PRIOR** to final submission to the Survey.

## Guidelines for Submitting International Offices

To ensure the consistency of data submitted across multiple countries we ask that law firm participants follow the guidelines outlined below.

1. On F2 Detail - International office timekeeper data on this sheet should be submitted in USD. This is important for us to summarize your Firm's values on a global basis.
2. On F2 Detail-IntlCurrency – Participants have the option to submit their international office timekeeper information in their local currency.

Participants should copy **only** their international timekeepers from F2 Detail to this sheet.

Participants are **not required** to submit all the columns of data input and are not required to submit information for all of their international offices. Firms can opt to submit only the standard rates, or other metrics, for select international offices of their choosing.

We recommend that only one row per international timekeeper be provided with all values reported in their respective local currency. However, if multiple (non-USD) currencies are provided for an individual timekeeper, please follow the guidelines below:

- Adjust the FTE, billable hours and fees billed for each currency submitted. The sum of each of these three should match the value reported for the timekeeper on F2 Detail.

*For example, if a timekeeper bills 50% of their time in EUR and 50% of their time in GBP, include two line items each with an FTE=.5, and adjust the billable hours and fees billed accordingly.*

- DO NOT adjust the base salary, bonus, or permanent capital balance amounts. The annualized base salary, bonus and capital balance values should be provided for each timekeeper entry in their local currency.

We ask that all firms use the interbank rate posted on OANDA ([www.oanda.com](http://www.oanda.com)) to convert international values to USD for any international timekeeper submitted to the Survey.



Outlined below are the exchange rates that should be used for this release of the BRASS.  
 (Obtained from [www.oanda.com/convert/fxhistory](http://www.oanda.com/convert/fxhistory))

Data Column	Period	Exchange Rate (USD to GBP)	Exchange Rate (GBP to USD)	Exchange Rate (USD to EUR)	Exchange Rate (EUR to USD)
Standard Bill Rate	1/1/23	0.82616	1.20892	0.93385	1.06984
Standard Bill Rate	1/1/24	0.78540	1.27301	0.90592	1.10367
Average Standard Rate	1/1/23 - 12/31/23	0.80425	1.24360	0.92470	1.08144
Average Worked Rate	1/1/23 - 12/31/23	0.80425	1.24360	0.92470	1.08144
Average Billed Rate	1/1/23 - 12/31/23	0.80425	1.24360	0.92470	1.08144
Fees Billed	1/1/23 - 12/31/23	0.80425	1.24360	0.92470	1.08144
Annualized Base Salary	1/1/24	0.78540	1.27301	0.90592	1.10367
Partner Compensation* (for FYE 12/31)	1/1/23 - 12/31/23	0.80425	1.24360	0.92470	1.08144
Bonus Awarded	1/1/23 - 12/31/23	0.80425	1.24360	0.92470	1.08144

### Partner Compensation

We ask that all firms use the interbank rate posted on OANDA ([www.oanda.com](http://www.oanda.com)) to convert Partner Compensation values submitted to the Survey as of the last day of your Firm's most recent fiscal year end.

### International Office Comparison Groups in the Final Survey Reports

All participants will have the option to receive their international office comparison groups in USD, GBP, EUR, or their local currency.

### Treatment of UK-Trainees

The timekeeper title of 'trainee', as used in the UK law offices, should be reported as a law clerk for Survey purposes. The law school class year is not required for this type of timekeeper classification.

### Treatment of UK-Non-Partner Attorneys & Law School Class Year Reporting

(e.g., Post Qualification Experience (PQE))

Only those non-partner attorneys who are 'qualified', should be reported as an associate, staff attorney or senior attorney for Survey purposes. Please refer to the Instructions for further definitions of each classification of non-partner attorney.

The first year of qualification (PQE1) is typically considered law school class year 2022; second year of qualification (PQE2) would be 2021, etc.

### Treatment of UK-Partner Law School Class Year Reporting

(e.g., Post Qualification Experience (PQE))

Any partner whose data is being submitted to the Survey should have a law school class year. Any years practicing as a 'trainee' should be excluded.





## Ordering Comparison Groups

Please review the list of anticipated standard Comparison Groups offered this year within the Comparison Group Report Order Form. Participants can choose from a wide range of standard Comparison Groups for each of the Report offerings. Please note that your Firm does not need to be a member of the group to select it and see your values presented and ranked against the group. The Comparison Group Report Order Form can be accessed and downloaded from our Survey website at [www.pwc.com/us/lfsurveys](http://www.pwc.com/us/lfsurveys).

As noted previously, participants can choose to create 'Peer Firm' comparison groups based on a list of their peers, provided the criterion for participation in the group adheres to all current antitrust laws.

We are asking that all participants identify a listing of their primary peers on a national level. To assist with this effort, we developed a '**Peer Firms' Listing** which allows you to select from the 200 law firms that were listed on the most recent American Lawyer publication. Additional space has been provided for your Firm to identify any Peer Firm listed outside of the AmLaw 200.

Please remember to indicate if you would also like to order a 'Report Export' Spreadsheet for either the RMRs or TMRs ordered.

*If you would like to preview a copy of any of our 2024 Report offerings, please contact us.*

*A member of our Survey Team will be contacting all participants to review and finalize their report order. If you need assistance prior to our initial call, please do not hesitate to contact a Survey Staff member at (703) 918-3077 or via email at [us\\_pwc\\_law\\_firm\\_survey\\_team@pwc.com](mailto:us_pwc_law_firm_survey_team@pwc.com).*

### **Participants can order comparison groups by one of the following three methods:**

1. List your Comparison Group choices in a note accompanying your Data Form, including any 'Peer Firm' Comparison Group requests. Remember to indicate the Reporting style in which you would like the results presented and to complete your 'Peer Firms' Listing Form. Additionally, indicate your order for the Dashboards and/or the 'Report Export' Spreadsheet. Email your note to the Survey Staff at [us\\_pwc\\_law\\_firm\\_survey\\_team@pwc.com](mailto:us_pwc_law_firm_survey_team@pwc.com).
2. Use the Comparison Group Report Order Form to indicate your Report selections for each type of report by adhering to the instructions at the top of each page. Remember to complete the 'Peer Firms' Listing Form and indicate your order for the 'Report Export' Spreadsheets. Additionally, indicate the Reporting style in which you would like the results presented. Attach the completed documents to an email and send it to the Survey Staff at [us\\_pwc\\_law\\_firm\\_survey\\_team@pwc.com](mailto:us_pwc_law_firm_survey_team@pwc.com).
3. Within the Comparison Group Report Order Form, choose from the easy selection options found in the section entitled, "How to Submit Your Firm's Comparison Group Selections". As a reminder, your Firm will also need to complete the 'Peer Firms' Listing Form. Attach the documents to an email and send it to the Survey Staff at [us\\_pwc\\_law\\_firm\\_survey\\_team@pwc.com](mailto:us_pwc_law_firm_survey_team@pwc.com).



## *Definitions of Timekeeper Classifications*

### **Job Definitions for Legal Timekeepers**

#### **Equity Partners**

In the Survey, the terms “Partner” and “Shareholder” are used interchangeably. Include as Partners only active Partners or Shareholders of the firm. Note that Equity and Non-Equity Partners are separated in the billing rate schedule. For the definition of Non-Equity Partners, see below.

Although certain active Partners may have fewer chargeable hours (because of administrative, recruiting, or other non-billable responsibilities) they should, nonetheless, be classified as active full-time Partners.

There may be additional participants in net income of the firm (e.g., Of Counsel, retired Partners and/or their estates) who are not active Partners and accordingly they should be excluded from the Equity Partner billing rate data.

**Inactive Partners and Partners on sabbaticals or extended leave should not be included.**

#### **Non-Equity Partners**

Non-Equity Partners are attorneys admitted to the partnership from Associate status or laterally from an external organization who meet the following criteria:

- They are considered to be Partners according to applicable tax regulations.
- Within the firm, they are considered to be members of a partner class designated as Non-Equity, Income, Junior, non-participating, etc.
- Less than 50% of their compensation is based on the profits of the Firm.
- There is a substantive difference in the treatment of these Partners relative to Equity Partners. Evidence of such a difference might include being compensated on a (full or partial) salary or fixed basis, not having a vote in policy matters decided by the partnership, or not yet having a permanent capital contribution requirement.
- A future change in status (including admission to the Equity Partnership) is considered likely for at least most of these Non-Equity Partners

#### **Contract Partners**

For purposes of this Survey, Contract Partners are defined as individuals who are not employees of the firm. However, they are hired on an individual contractual basis

Many firms bring laterals in as Non-Equity partners with a fixed income; therefore, we ask that you review the arrangement before indicating a Partner as 'Contract'.



*For the Contract Partners timekeeper class, we will only be producing statistics in aggregate, and not by years of experience. Therefore, it is not necessary to submit a law school class year.*

*We recognize that the employment percentage of these timekeepers may not be readily available. If the employment percentage is not submitted, please note that we will not be able to calculate an average worked and billed rate, average billable hours or an average fees billed. Therefore, omitting these additional columns of data is acceptable for these timekeepers.*

### **Associates**

Associates are non-Partner level lawyers, or law school graduates who are members of the bar, who normally perform legal services on behalf of clients, and who are on the Partner track. Do not classify as Associates lawyers not performing legal services or non-lawyer (staff) employees even though they may perform some legal services. Also, do not classify Of Counsel attorneys as Associates unless your Firm uses the title Of Counsel for an Associate equivalent class of attorneys.

*Please adjust the class year appropriately to reflect the year that the Associate will be 'tracked' within your firm; typically, the 'track' in which they are compensated.*

**Summer Associates and law students hired on a temporary or part-time basis should not be included in the Associates category.**

### **Contract Associates**

For purposes of this Survey, Contract Associates are defined as individuals hired on a part-time or contractual basis, usually to satisfy a special demand (e.g., to staff a large non-recurring matter or to be a technical resource). They are typically employed by another company that specializes in temporary assistance for law firms or are individuals with whom your Firm has a direct contractual agreement for a specific period of time or in support of a specific matter or transaction.

*For this timekeeper class, we will only be producing statistics in aggregate, and not by years of experience. Therefore, it is not necessary to submit a law school class year.*

*We recognize that the employment percentage for these timekeepers may not be readily available. If the employment percentage is not submitted, please note that we will not be able to calculate an average worked and billed rate, average billable hours or an average fees billed. Therefore, omitting these additional columns of data is acceptable for these timekeepers.*

### **Senior Attorneys (also referred to as 'Counsel' attorneys)**

Senior Attorneys are non-Partner level attorneys who are typically characterized by one of the following descriptions:

- An experienced attorney who has been placed in a position beyond the Associate track, but not yet at the Partner level (an interim step before Partner).



- An experienced lateral attorney who can anticipate admission to the partnership in the near future.
- An experienced attorney who is no longer on the Partner track and is not a likely candidate for a future change in status, but who continues to perform complex and non-routine legal services on behalf of clients.
- An experienced attorney who has a high degree of expertise in a specific legal area and is expected to produce a high level of billable hours.
- Some Firms refer to this classification of attorney as ‘Counsel’. Counsel attorneys are NOT to be confused with the definition of ‘Of Counsel’ attorneys as described below.

### **Staff Attorneys**

Staff Attorneys are non-Partner level attorneys, or law school graduates, who will shortly become members of the bar, who normally perform legal services on behalf of clients, but who are NOT on a Partner track. Other characteristics of Staff Attorneys may include:

- Work assignments/matters that can be characterized as more routine or less complex.
- Lower compensation than similarly tenured Associates or Senior Attorneys.
- Limited chance for a future change in status.

*In previous Survey releases, participants may have included their eDiscovery attorneys within this classification. These attorneys should now be included separately within this new classification.*

### **eDiscovery Attorneys**

eDiscovery Attorneys are attorneys who identify, preserve, collect, process, review and produce electronically stored information in litigation. Other characteristics of eDiscovery Attorneys may include:

- Assess client electronically stored information (ESI) and draft/communicate litigation hold procedures.
- Create ESI preservation policies and ensure compliance with federal rules.

*In previous Survey releases, firms may have classified eDiscovery Attorneys under Staff Attorneys or Litigation Support. Please now classify these timekeepers who have their JD under eDiscovery Attorneys.*

### **Of Counsel**

The staff classification Of Counsel has many different applications among law firms. For Survey purposes, Of Counsel attorneys are non-Partner level attorneys whose status with the firm is typically one of the following:

- A retiring Partner or a retired Partner who retains a position of authority within the firm, but who does not continue to bill at the rate of full-time attorneys.
- An attorney who previously held a high-profile position in industry or government and is not expected to produce a high level of billable hours.



If your firm uses the Of Counsel title for attorneys and their role in your firm does not match the Survey's definitions for Of Counsel, then they should be reassigned to the Survey's other attorney categories (Equity Partner, Non-Equity Partner, Contract Partner, Associate, Contract Associate, Senior Attorney or Staff Attorney) that best fits each situation.

## **Job Definitions for Non-Legal Timekeepers**

### **Lobbyists**

Lobbyists are individuals who receive compensation for the purpose of acting directly to affect legislation or a rule. They are paid comparably to Senior Attorneys or Junior Partners. They may have legal training but are not practicing in the legal arena.

### **Specialists**

Specialists are staff members who provide a service or a non-legal expertise for the firm. They generate revenue with billable hours and are paid comparably to Associates or Senior Attorneys. They may have legal training but are not practicing in the legal arena.

### **Litigation Support**

Litigation Support staff collect, analyze, investigate, and produce data-related documents for litigation cases.

*In previous Survey releases, firms may have classified eDiscovery Attorneys under this title. Please now classify these timekeepers who have their JD under eDiscovery Attorneys.*

### **Patent Agents**

Patent Agents are staff members whose responsibility includes obtaining and protecting the intellectual property rights of clients.

### **Paralegals**

Paralegals are not Attorneys, Law Clerks or Case Clerks, but are staff whose service is of a specialized legal nature that could be billed to clients (generally on an hourly basis). Staff members with other job titles whose primary responsibility is to perform chargeable client service (usually on an hourly basis) should be categorized as Paralegals.

### **Case Clerks**

Case Clerks, also referred to as Document Clerks, are employees who are under the direct supervision of Paralegals or Attorneys. A Case Clerk performs such tasks as document numbering and alphabetizing, labeling folders, filing and any other task that does not require substantive knowledge of the transaction or litigation.

### **Law Clerks**

Law Clerks include law students employed during the school year on a part-time basis to perform legal services that may or may not be billed. Law students employed on a full-time or part-time basis during the summer months to perform similar legal services (frequently referred to as Summer Associates or Trainees) are also considered Law Clerks.



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# Form 1 (F1 Firm)

## *Law Firm Information*

This form contains general information about your law firm. The Firm ID Number is the four-digit PwC issued number assigned to you by the Survey Staff (if unknown, please leave blank). Please be sure to provide the required firm contacts for final Report distribution and for questions regarding information submitted to the Survey (including email addresses).

### **Date of Last Change**

Billing rate increases have been classified into three categories:

- Partner Billing Rates
- Non-Partner Attorney Billing Rates - Scale based (inflationary change)
- Non-Partner Attorney Billing Rates - Lock-Step/Class Year based

Please indicate the month ('mm') and year ('yyyy') of your last billing rate and Non-Partner Attorney salary change for the data reported on January 1, 2024. For those firms submitting partner compensation and/or permanent capital data, please include the fiscal year-end date for the time period of data submitted.

In addition, please indicate the month ('mm') and year ('yyyy') of the effective date for your attorney promotions.

### **International Information**

If your Firm is submitting international office data, please indicate how your firm sets local currency rates.

If your firm uses a fixed exchange rate to the USD, please indicate what exchange rate frequency your firm uses when converting to USD.



## Form 2 (F2 Detail)

### *Detail Data by Timekeeper Reported in USD*

Please provide **detailed information by individual timekeeper** for the columns of data requested in USD. To ensure anonymity, please do not provide timekeeper names.

*Except as otherwise noted, include all timekeepers employed by the firm any time during the period 1/1/23 through 12/31/23.*

There are 19 columns of data input for each timekeeper on Form 2. Each column of data – from left to right on the spreadsheet - is described below in detail, and in a summary form on the “F2 Guidelines” tab of the Data Form.

- **Column 1 – Practice Area** – Insert the practice area associated with each timekeeper. The values must correspond to the practice area listed below.

Administrative/ Regulatory/ Legislative  
Antitrust  
Appellate  
Banking/ Finance  
Bankruptcy  
Capital Markets  
Communications  
Construction  
Corporate  
Crime  
Cyber Security/Fraud (EDS)  
Employee Benefits  
Energy/ Utilities  
Environmental  
Family Law  
Government Contracts  
Healthcare  
Immigration  
Insurance Defense  
Intellectual Property (non-Litigation)  
Intellectual Property Litigation  
International Law  
Labor/ Employment  
Life Sciences  
Litigation (non-IP)  
Lobbying/ Public Policy  
Maritime



Mergers & Acquisitions  
Private Equity  
Product Liability  
Public Finance  
Real Estate  
Securities  
Taxation  
Technology  
Trusts & Estates  
White Collar/SEC Defense  
Other

*A broad definition of the type of work included within each defined practice area can be found on page 32 of these instructions.*

- **Column 2 – Office Location** – Provide the office location associated with each timekeeper.
- **Column 3 – Timekeeper ID#** - The values input can be numeric, alphabetic, or a combination of the two. Each individual timekeeper must have his/her own *unique* ID#. To ensure anonymity, please do not provide timekeeper names.
- **Column 4 – Timekeeper Classification** - Responses must correspond to one of the following 16 Survey-defined timekeeper classifications. A definition of each classification can be found beginning on page 10 of these instructions.
  - Equity Partner
  - Non-Equity Partner
  - Contract Partner
  - Associate
  - Contract Associate
  - Senior Attorney
  - Staff Attorney
  - eDiscovery Attorney
  - Of Counsel
  - Lobbyist
  - Specialist
  - Litigation Support
  - Patent Agent
  - Paralegal
  - Case Clerk
  - Law Clerk

NOTE: If the attorney was promoted at 1/1/24, please report the title **PRIOR** to their promotion.





- **Column 5 – Promoted/Terminated** - Please indicate if an attorney was promoted (effective 1/1/24) by reflecting one of the "promoted to" classifications indicated below:
  - P - Equity Partner
  - P - Non-Equity Partner
  - P - Associate
  - P - Senior Attorney
  - P - Of Counsel

NOTE: For any promotion listed, please report the timekeeper classification (column 4) with the title they had **PRIOR** to their promotion

- If a timekeeper left the Firm anytime during the period 1/1/23 to 12/31/23, please indicate as such by placing "Terminated" in the space provided.

*The 'Terminated' designation is mandatory as we will be reporting on this metric in the Talent Management Report.*

*It is not necessary to indicate that a summer law clerk has been terminated, as it is assumed that this is a temporary position within the firm.*

- **Column 6 - Sex** - Responses should correspond to one of the following:
  - Male
  - Female
  - Restricted
- **Column 7 - Race** - Report the race only for those timekeepers based in the US. Please exclude the race for any timekeeper practicing in an international office.

Responses should correspond to one of the following:

- African American/Black
  - American Indian/Alaska Native
  - Asian
  - Hispanic/Latino
  - Native Hawaiian/Pacific Islander
  - Other
  - Restricted
  - Two or more races
  - White
- **Column 8 – Employment Percentage (1/1/23 – 12/31/23)** - Report the **annual average** full-time equivalent value (fte) for each timekeeper. For example, a timekeeper that works 50% of the time during the year equals 0.50 full-time equivalents; 50% can represent working half days for the entire year or working full-time for one-half of the stated 12-month period.



*To ensure the comparability of the final results, please **do not** compute a full-time equivalent value (fte) based on the calculation of billable hours worked or other variations of the instructions outlined above. This includes Partners who have management responsibility and, as such, have lower or no billable hours.*

Adjust the employment percentage (fte value) appropriately for employees on sabbatical, leave of absence, or paternity/maternity leave. While they are expected to return, generating revenue while they are gone is with the active employees.

**Therefore, participants should report values based on a 'working fte' versus a 'paid fte'.**

Per-timekeeper statistics are included in the Final Reports. Therefore, it is imperative that all participants provide an accurate value for each timekeeper based on an average annual full-time equivalent.

A full-time equivalent value can be established by averaging a periodic staff total within the year. The average annual full-time equivalent value for each timekeeper should be reported as a percentage to the nearest hundredth (i.e., 0.15, 1.00, etc.).

- **Column 9 – Standard Billing Rate (as of 1/1/23)** - The values input should be numeric and reported in whole numbers. Submit values for timekeepers employed at your Firm as of January 1, 2023.

If multiple rates are assigned, the billing rate used should be either a weighted average (by the number of hours charged at each rate) or the highest non-premium rate.

*It is not necessary to input a standard billing rate value for any timekeeper who left your Firm prior to 12/31/23 as these values will only be used to compute the annual standard rate change for those timekeepers who were at the firm for the entire one-year period.*

*Do not input a standard billing rate value for any timekeeper who started with your Firm after 1/1/23.*

- **Column 10 – Standard Billing Rate (as of 1/1/24)** - The values input should be numeric and reported in whole numbers. Submit values for all timekeepers employed at your Firm as of January 1, 2024.

If multiple rates are assigned, the billing rate used should be either a weighted average (by the number of hours charged at each rate) or the highest non-premium rate.

*Do not input a standard billing rate value for any timekeeper who left your Firm prior to 1/1/24.*



- **Column 11 – Average Standard Rate (1/1/23 – 12/31/23)** - The values input should be numeric and reported in whole numbers. Submit values for all timekeepers employed at your Firm *any time* during the stated 12-month period.

The average standard rate is computed for each timekeeper by taking the standard value of fees billed (not the actual fees billed) for the period 1/1/23 through 12/31/23 divided by the corresponding hours billed (not the hours 'relieved'). The standard value of fees billed is calculated as the hours billed multiplied by the corresponding standard rate at the time the work was performed.

*If the timekeeper joined your Firm after 1/1/23, please calculate the Average Standard Rate for the period of time employed at your Firm.*

*If it is determined that the Average Standard Rate calculated for a timekeeper who was only at your Firm for a portion of the period is anomalous, then please exclude the data value.*

*If your financial system does not easily calculate the Average Standard Rate values, please leave the fields blank.*

*An example of the calculation is included on page 22.*

- **Column 12 – Average Worked Rate (1/1/23 – 12/31/23)** - The values input should be numeric and reported in whole numbers. Submit values for all timekeepers employed at your Firm *any time* during the stated 12-month period.

The Average Worked Rate is computed for each timekeeper by taking the value of billable hours worked during the period 1/1/23 through 12/31/23 divided by the corresponding billable hours. The value of billable hours worked is calculated as the hours multiplied by the corresponding client agreed-upon rate.

**Exclude all anomalies and contingency work in calculations.**

*If the timekeeper joined your Firm after 1/1/23, please calculate the Average Worked Rate for the period of time employed at your firm.*

*If it is determined that the Average Worked Rate calculated for a timekeeper who was only at your Firm for a portion of the period is anomalous, then please exclude the data value.*

*If your financial system does not easily calculate the Average Worked Rate values, please leave the fields blank.*

*An example of the calculation is included on page 22.*



- **Column 13 – Average Billed Rate (1/1/23 – 12/31/23)** - The values input should be numeric and reported in whole numbers. Submit values for all timekeepers employed at your Firm *any time* during the stated 12-month period.

The Average Billed Rate is computed for each timekeeper by taking the actual value of amount billed (excluding costs) for the period 1/1/23 through 12/31/23 divided by the corresponding billable hours (regardless of when they were worked or if they were written off. Some firms refer to this as hours 'relieved' at the time of billing).

**Exclude all anomalies and contingency work in calculations.**

*If the timekeeper joined your Firm after 1/1/23, please calculate the Average Billed Rate for the period of time employed at your firm.*

*If it is determined that the Average Billed Rate calculated for a timekeeper who was only at your Firm for a portion of the period is anomalous, then please exclude the data value.*

*If your financial system does not easily calculate the Average Billed Rate values, please leave the fields blank.*

*An example of the calculation is included on page 22.*

- **Column 14 – Billable Hours Worked (1/1/23 – 12/31/23)** - Submit values for all timekeepers who were at your firm *any time* during the 12-month period.

Values input should include all time charged as client work for the period of 1/1/23 to 12/31/23, whether billed or not billed. **Exclude** chargeable hours for pro bono work, work for employees of the firm (unless billed), work that is never expected to be billed, and firm management.

- **Column 15 – Fees Billed (1/1/23 – 12/31/23)** - Submit values for all timekeepers who were at your firm *any time* during the 12-month period.

Responses are computed as the value of time billed, after adjustments, including any write-ups and write-downs for the period of 1/1/23 to 12/31/23. The fees billed during this period can reflect time incurred in a previous twelve-month period.

The fees billed should **not** include a reduction for payments on-account. Do not include any hard or soft disbursements billed.



- **Column 16 – Attorney Law School Class Year** - Values should be submitted for all attorneys, including Partners, Associates, Senior Attorneys, Staff Attorneys and Of Counsel.

Values are numeric and input in ‘yyyy’ format. Values should be less than or equal to year 2023.

*The Law School Class Year should reflect the actual number of years the attorney has been practicing law. Therefore, in some instances where there has been an interruption, a deferral, or an attorney is tracked (or paid comparatively) with another law school class, the year reported should be adjusted accordingly.*

*Include the Law School Class Year for all Attorney classifications, including our eDiscovery title.*



**Example:**

For the period 1/1/23 through 12/31/23. All hours worked in this example are chargeable ("billable") hours.

**Firm Rates:**

Standard Rate @ 7/1/22	\$190 (for work billed in 2022)
Standard Rate @ 1/1/23	\$200
Standard Rate @ 7/1/23	\$210
Standard Rate @ 1/1/24	\$225
Discounted Rate	\$180

**Billable Hours Worked in 2023**

@ Standard Rate @ 1/1/23	600
@ Standard @ 7/1/23	800
@ Discounted Rate ( <i>worked from 8/1/23 to 12/31/23</i> )	<u>500</u>
<b>Total Hours</b>	<b>1,900</b>

**Billable Hours Billed in 2023**

For hours worked in 2022 @ Standard Rate @ 7/1/22	200
For hours worked in 2023	
@ Standard Rate @ 1/1/23	600
@ Standard Rate @ 7/1/23	700
@ Discounted Rate ( <i>worked from 8/1/23 to 12/31/23</i> )	<u>450</u>
<b>Total Hours Billed</b>	<b>1,950</b>
Hours Written Off @ Standard Rate @ 7/1/23	<u>100</u>
<b>Total Hours Relieved (<i>whether billed or written off</i>) in 2023</b>	<b>2,050</b>

**Actual Fees Billed: \$386,000**

$$(200 \times \$190) + (600 \times \$200) + (700 \times \$210) + (450 \times \$180)$$

- a) The **Standard Rate** for timekeeper 'X' at 1/1/24 is **\$225 /hour**
- b) The **Average Worked Rate** for timekeeper 'X' during the period 1/1/23 – 12/31/23 is calculated as:

$$(600 \times \$200) + (800 \times \$210) + (500 \times \$180) / 1,900 = \mathbf{\$199 //hour}$$

- c) The **Average Billed Rate** for timekeeper 'X' during the period 1/1/23 – 12/31/23 is calculated as:

$$\$386,000 / 2,050 = \mathbf{\$188 /hour}$$

- d) The **Average Standard Rate** for timekeeper 'X' during the period 1/1/23 – 12/31/23 is calculated as:

$$(200 \times \$190) + (600 \times \$200) + (700 \times \$210) + (450 \times \$180) / 1,950 = \mathbf{\$205 /hour}$$



- **Column 17 – Non-Partner Base Salary (as of 1/1/24) and Partner Compensation (for the most recent FYE)** – Submit values for the Non-Partner timekeepers and both Partner classifications (Equity and Non-Equity).

All compensation values provided for both Partner classifications should be the total of the ordinary income (loss) and guaranteed payments received in the most recent fiscal year- end, e.g., Lines 1 and 4 under Section III of the Partner's most recent K-1 statement.

If your Firm is a PC, the partner compensation value reported should be the partners' "gross" wages.

*Submit partner compensation values ONLY for those **full-time** Partners who were at your Firm for the **entire one-year period** as of the most recent FYE. If a Partner joined the Firm during the most recent FYE, do not submit a compensation value for the given Partner.*

*Submit annualized base salary values ONLY for those Non-Partner timekeepers who were at your Firm as of January 1st of the stated year. All base salary values provided **must be annualized** and reported as of January 1, 2024.*

*If an attorney is promoted to a Partner, do not include the salary or the bonus compensation. For all other promotions, include the salary at 1/1/24 and the bonus for the 2023 performance.*

*Partner compensation metrics will ONLY be included in the Partner Management Report.*

*Non-Partner timekeeper compensation metrics will ONLY be included in the Talent Management Report.*

Values submitted should be numeric and reported in whole numbers. On F2 Detail, ALL values for international timekeepers should be reported in USD.

On F2 Detail-IntlCurrency, ALL values for international timekeepers should be reported in their local currency.

- **Column 18 – Non-Partner Bonus Awarded (1/1/23 – 12/31/23)** – Only submit values for the Non-Partner timekeepers.

Any discretionary bonus paid to a partner should be included in their total compensation value.

*Include a bonus value for only those Non-Partner timekeepers who were at your firm as of January 1, 2024.*

*Non-Partner timekeeper compensation metrics will ONLY be included in the Talent Management Report.*



Values submitted should be numeric and reported in whole numbers. On F2 Detail, ALL values for international timekeepers should be reported in USD.

On F2 Detail-IntlCurrency, ALL values for international timekeepers should be reported in their local currency.

Include the amount of the bonus awarded to a timekeeper during the specified period – even if the bonus was paid to a timekeeper in a subsequent period, e.g., February 2024.

Do not annualize the bonus if it was performance driven; annualize the bonus if it was ‘lock-step’. Include the following *types* of bonuses: performance-based, signing, stipends, longevity, and clerkship.

- **Column 19 – Partner Permanent Capital Balance (as of the most recent FYE)** –The values input should be numeric and reported in whole numbers. All values for international partners should be reported in U.S. dollars.

Permanent capital balance can consist of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely.

Do not include property assets or undistributed earnings that are to be distributed at a predetermined point in the next few months. If you do not require partner permanent capital, please leave the field blank.

*Partner Permanent Capital Balance metrics will ONLY be included in the Partner Management Report.*

*Professional corporations should determine shareholder capital balances on a cash basis to the shareholders.*

*Capital balance should consist of the shareholders' cost of all common and preferred stock purchased, increases to paid-in capital, as well as retained earnings that will be held for working capital purposes for at least one year.*





## Form 2 (F2 Detail-IntlCurrency)

### *Detail Data by International Timekeeper Reported in Local Currency*

Submit values ONLY for the Firm's International Timekeepers - Reported in their Local Currency.

Please provide **detailed information by individual international timekeeper** for the columns of data requested in the timekeeper's local currency. To ensure anonymity, please do not provide timekeeper names.

*Except as otherwise noted, include all international timekeepers employed by the firm any time during the period 1/1/23 through 12/31/23.*

Participants should copy **only** their international timekeepers from F2 Detail to this sheet. It is not necessary to submit all of your international offices in local currency – it is at the discretion of your Firm. Similarly, your Firm can choose to only submit select columns of data (e.g., just the rates).

We recommend that only one row per international timekeeper be provided with all values reported in their respective local currency. However, if multiple (non-USD) currencies are provided for an individual timekeeper, please follow the guidelines below:

- Adjust the FTE, billable hours and fees billed for each currency submitted. The sum of these three metrics should match the value reported for the timekeeper on F2 Detail.

*For example, if a timekeeper bills 50% of their time in EUR and 50% of their time in GBP, include two line items each with an FTE=.5, and adjust the billable hours and fees billed accordingly.*

- DO NOT adjust the base salary, bonus, or permanent capital balance amounts. The annualized base salary, bonus and capital balance values should be provided for each timekeeper entry in their local currency.

**Column 7 – International Currency Code** – For all International Timekeepers please provide the 3-letter currency code. (i.e., GBP, EUR, etc.)



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## Form 3 (F3 Hours/AFAs)

### *Attorney Billable Hour Targets & Alternative Fee Arrangements*

Form 3 collects data on Attorney Billable Hour Targets and Alternative Fee Arrangements

Report all values for the 12-month period ending 12/31/2023, unless otherwise stated.

#### **Attorney Billable Hour Targets (Lines 1 – 2)**

Please indicate your response from the selections outlined within each question.

#### **Alternative Fee Arrangements (AFAs) (Lines 1 – 8)**

Please indicate your response from the selections outlined within each question.

Alternate fee arrangements do not include any sort of discounted rate (*e.g., volume discount, matter discount, early payment discount*).



# Form 4 (F4 Turnover)

## *Attorney Turnover Information*

Use Form 4 to record information on Equity Partner, Non-Equity Partner, Associate and Senior Attorney turnover and retention levels during the past fiscal year. Report the actual number of the designated attorney group on this date. It should not be an FTE value.

Report all values for the 12-month period ending 12/31/2023, unless otherwise stated.

### **Equity Partners – (Lines 1 – 10)**

Include only Equity Partner additions/reductions, which occurred during the fiscal year.

#### **Additions**

##### **Lateral Admissions**

Line 2: Equity Partners who were admitted to the partnership on their initial dates of hire with your Firm (i.e., laterally hired Equity Partners). These new Equity Partners came from outside of your Firm through another law firm, government, or in-house counsel.

Line 3: Equity Partners who were admitted to the partnership and were formerly Non-Equity Partners or some other interim level at your Firm. These new Equity Partners came from outside of your Firm but were initially brought into your Firm as a Non-Equity Partner or some other interim level at the Firm (for at least one year).

##### **Organic Admissions**

Line 4: Equity Partners who were admitted to the partnership and whose only legal experience was at the Firm. They were promoted from a Non-Equity Partner title (typically those Firms with a two-tiered or multi-tiered partnership).

Line 5: Equity Partners who were admitted to the partnership and whose only legal experience was at the Firm. They were promoted directly into the Equity Partner status and did not have a Non-Equity Partner title prior to their admission (typically only those Firms with a one-tiered partnership).

#### **Reductions**

Line 6: Equity Partners who had a status change to the Non-Equity Partner classification.

Line 7: Equity Partners who had a status change to an Of Counsel classification (see page 10 for a description of this title).

Line 8: Equity Partners who left your Firm prior to reaching retirement age. It is anticipated that these Equity Partners are likely to be employed by another law firm or business entity.

Line 9: Those Equity Partners who, upon reaching any retirement age recognized by your Firm (early, mandatory, regular, etc.), chose to end their active career with your Firm and, if eligible and available, began receiving their due benefits from the Firm's retirement program for Equity Partners. These Equity Partners are not expected to practice law with another law firm or business entity.



**Non-Equity Partners – (Lines 11 – 19)**

Include only Non-Equity partnership additions/reductions, which occurred during the fiscal year.

**Additions**

Line 12: Non-Equity Partners who were admitted to the partnership on their initial dates of hire with your Firm (i.e., laterally hired Non-Equity Partners). These new Non-Equity Partners came from outside of your Firm through another law firm, government, or in-house counsel.

Line 13: Non-Equity Partners who were admitted to the partnership and were formerly Associates or Senior Attorneys at the Firm. The only legal experience these attorneys had was from within the Firm.

Line 14: Non-Equity Partners who were previously Equity Partners at the Firm. The value on this line should be the same as Line 6 above.

**Reductions**

Line 15: Non-Equity Partners who were promoted to Equity Partner

Line 16: Non-Equity Partners who had a status change to another attorney classification other than Equity Partner.

Line 17: Non-Equity Partners who left your Firm prior to reaching retirement age. It is anticipated that these Non-Equity Partners are likely to be employed by another law firm or business entity.

Line 18: Those Non-Equity Partners who, upon reaching any retirement age recognized by your Firm (early, mandatory, regular, etc.), chose to end their active career with your Firm. These Non-Equity Partners are not expected to practice law with another law firm or business entity.

**Associates and Senior Attorney Turnover - (Lines 20-31)**

**Total @ 12/31/2023**

Fill in the count (number) of Associates and Senior Attorneys for each law school class year at the end of the previous fiscal year. This should reflect the actual number of Associates/Sr. Attorneys at the Firm on this date. It should not be an FTE value.

**Retention Rate @ 12/31/2023**

For each law school class year, calculate the percentage of those Associates/Sr. Attorneys at the Firm at 1/1/2023 that were still at the Firm at 12/31/2023.

For the class year 2023, calculate those new hires who started with your Firm that were still at the Firm at 12/31/2023.

*For example, of the 100 associates at the Firm at 1/1/2023, only 85 of those associates were still at the Firm at 12/31/2023. Therefore, the retention rate is 85%.*



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# Form 5 (F5 Benefits)

## *Associate Bonus & Benefits Information*

This form contains information on both the structure and bonus components that your Firm offers, as well as the non-compensatory benefits that your Firm offers its Associates.

Report all values for the 12-month period ending 12/31/2023, unless otherwise stated.

*These benchmarking results will be included in the Talent Management Report.*

*We are not attempting to collect any information regarding the proportion of benefits that your Firm pays for these benefits. We are only collecting information on the **types** of non-compensatory benefits that your Firm currently offers.*



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## Form 6 (F6 Partners)

### *Firmwide Partner Policies*

This form contains questions pertaining to your Firm's Partner Admission Policies, Equity Partner Compensation and Retirement Policies, Treatment of Non-Equity Partners, and newly appointed Partners' Initial Capital Contribution information.

Report all values for the 12-month period ending 12/31/2023, unless otherwise stated.

*Benchmarking results for all these topics will be included in the Partner Management Report.*



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## Form 7 (F7 Diversity)

### *Select Firmwide Initiatives Focused on Diversity & Inclusion (D&I)*

This Form contains questions focused on Digital Upskilling (new this Release) and select Firmwide Diversity/Inclusion initiatives, including information on the D&I leadership team, firmwide D&I programs/initiatives, successful recruiting and retention initiatives for women and racial/ethnic minority attorneys, and programs for self-identified LGBTQ Individuals.

Report all values for the 12-month period ending 12/31/2023, unless otherwise stated.

*Results will be included in the Talent Management Report.*



# PwC Practice Group Definitions

Outlined below is a broad definition of the practice groups defined by the PwC BRASS.

Practice Group	Definition
Administrative / Regulatory / Legislative	<i>Attorneys in this practice assist clients on the laws and legal principles governing the administration and regulation of city, county, state, and federal government agencies.</i>
Antitrust	<i>Antitrust attorneys practice in areas that protect trade and commerce from unlawful restraint and monopolies or unfair business practice.</i>
Appellate	<i>Attorneys in this practice represent a party on appeal. They advocate cases before state and federal appellate courts, including state supreme courts and the United States Supreme Court. Appellate attorneys seek to correct errors of trial court judges and change the law by persuading appellate courts to overturn lower court decisions or to expand or change the interpretation of statutory law.</i>
Banking/Finance	<i>Attorneys in this practice area typically assist individuals and companies engaged in all aspects of the Banking industry, such as providing legal assistance during financial transactions, including the legal ramifications, tax consequences and the effect of pertinent government regulations. In addition, many attorneys in this practice area also provide legal representation to clients attempting to resolve disputes with their financial institution.</i>
Bankruptcy	<i>Attorneys in this area counsel clients on insolvency, creditors' and debtors' rights, reorganization, workouts, negotiations, and liquidation of assets.</i>
Capital Markets	<i>Attorneys in this area represent entities that issue securities to raise capital, security holders seeking to sell their securities, or banks and investment banks that underwrite and sell such securities. The entities that issue the securities may be U.S. or non-U.S.-based, and are typically corporations, limited liability companies, limited partnerships, mutual funds, exchange traded funds (ETFs), grantor trusts, or real estate investment trusts (REITs). The securities may be sold in public offerings or private placements and may include common and preferred stock, secured and unsecured debt, convertible debt securities, equity linked notes, securitized debt, limited partnership interests, American depository receipts (representing stock of non-U.S. companies), commercial paper, and options and other derivatives related to such securities.</i>
Communications	<i>Attorneys in this practice represent and counsel local, long distance, and wireless providers before state and federal regulatory agencies on both domestic and international matters. They also help Internet, e-commerce, and other technology-based businesses with state and federal regulatory, transactional, and related corporate needs.</i>
Construction	<i>Construction attorneys assist clients in addressing the legal challenges of engaging in the design, development, financing, performance and management of major construction and government procurement contracts.</i>
Corporate	<i>Attorneys in this practice focus on the legal methods of obtaining an official charter or articles of incorporation from the state for an organization or business, the legal ramifications of such an organization/business, the laws that govern business operations and others that deal with the day-to-day operations of a corporation.</i>





Crime	<i>Attorneys in this practice represent a person or business for acts that have been classified as a crime, initiated by the state or federal government through a prosecutor.</i>
Cyber Security/Fraud	<i>These attorneys practice in privacy, data protection, information security, Internet and computer law, e-commerce, consumer protection, outsourcing, competitive intelligence and trade secrets, information management and records retention and responding to cybercrimes and network intrusions.</i>
Employee Benefits	<i>Attorneys in this practice advise private and public sector employers concerning all aspects of employee benefits such as qualified retirement plans, welfare benefits, stock-based compensation techniques and executive compensation arrangements.</i>
Energy / Utilities	<i>Attorneys in this practice provide legal counsel, contract and regulatory services, negotiation assistance and litigation services to energy and utility industries.</i>
Environmental	<i>Attorneys in this area provide advice regarding regulations from the Environmental Protection Agency, mandated clean-up activities, and land contamination disputes.</i>
Family Law	<i>Attorneys in this practice deal with issues arising from domestic relationships of all kinds, including marriage, domestic partnerships, civil unions, and other family structures, both traditional and non-traditional. Dissolution of these relationships through divorce or separation gives rise to matters most commonly handled by family law practitioners, notably child custody and visitation, the division of assets and liabilities between the parties, and spousal alimony and child support. Other and often related aspects of a family law practice include domestic violence, paternity, annulment, adoption, surrogacy, child abduction (domestic and international), termination of parental rights, and pre-nuptial and post-nuptial agreements.</i>
Government Contracts	<i>Attorneys in this practice work in the area of public procurement markets at the international, federal, state, and /or local level to establish legal and policy frameworks for government contracts and national security issues.</i>
Healthcare	<i>Attorneys in this area represent hospitals, physicians, healthcare professionals, patients and other health-related entities including nursing homes, pharmaceutical companies, medical high-tech corporations, home health care, HMO's, surgical centers, and utilization review centers.</i>
Immigration	<i>Attorneys in this practice provide advice regarding issues such as obtaining a U.S. work visa or other type of visa, obtaining a green card, naturalization, immigrating to the U.S. for education, international adoption, and gaining asylum in the U.S.</i>
Insurance Defense	<i>Attorneys in this practice area deal with the state statutes and Federal laws governing the insurance business and the peripherals of the industry.</i>
Intellectual Property (non-Litigation)	<i>Attorneys in this area usually have degrees in a 'hard science' such as engineering, biology, chemistry, medicine, computer science and physics. Attorneys are engaged in drafting, submitting, and acquiring copyright or trademarks rights and applications.</i>
Intellectual Property Litigation	<i>Attorneys in this area are involved in litigation related to patent, trademark, or other intellectual property cases to protect those assets.</i>
International Law	<i>Attorneys in this practice area focus on the rules and principles of general application dealing with the conduct of states and of international organizations and with their relations, as well as with some of their relations with persons, natural or juridical.</i>
Labor / Employment	<i>Attorneys in this practice cover all facets of the legal relationship between employers, employees, and employee labor unions.</i>
Life Sciences	<i>These attorneys focus exclusively on the needs of biotechnology, pharmaceutical, medical devices, bioinformatics, and genomics companies. Types of work include</i>



	<i>practicing litigation, corporate governance, compliance and investigations, IP strategy and enforcement, M&amp;A, collaborations and licensing, regulatory matters, and clinical trial advice.</i>
Litigation (non-IP)	<i>Attorneys in this practice area assist with all the legal steps involved in settling a controversy between two or more parties before, during and after the actual trial for either civil or criminal cases, not including Intellectual Property.</i>
Lobbying/Public Policy	<i>Attorneys in this area work to introduce or influence legislation that has a direct effect on its business or professional associations. Government Relations is another name for this practice group.</i>
Maritime	<i>Attorneys in this practice area specialize in the laws governing navigation and shipping, insurance, maritime contracts, salvage, and injury disputes involving commercial or pleasure vessels.</i>
Mergers & Acquisitions	<i>Attorneys in this area represent clients on activities by which they legally unify ownership of assets. Transactions include acquisitions and sales of public and private companies, acquisitions and dispositions of divisions and business units, asset purchases/dispositions, purchases and sales of minority and controlling stock positions, leveraged buyouts, joint ventures and hostile and negotiated tender and exchange offers.</i>
Private Equity	<i>Attorneys in this practice advise blue chip companies in buyouts, growth equity deals, and expanding company representations in key sectors. They also represent clients through the full life cycle of their investments and financings, including growth equity, add-on acquisitions, re-financings, dividend recaps, leveraged buyouts and exits.</i>
Product Liability	<i>Attorneys in this area handle cases concerning the legal responsibility of a manufacturer or trader for making or selling a faulty product.</i>
Public Finance	<i>Public finance law refers to legislation and regulations relating to the financial activities of government or public sector organizations. Public finance laws govern the funding and administration of specific governmental activities including the sale and purchase of various types of bonds.</i>
Real Estate	<i>Attorneys in this area handle cases involving land, and all of the natural resources and permanent buildings on it. These types of cases would include zoning, property, redemption, mortgages tenancy, warranty deeds, land trusts, foreclosures, deeds, and assessments.</i>
Securities	<i>Attorneys in this area deal with shares of stock, bonds and debentures issued by corporations and governments to evidence ownership and terms of payment of dividends or final pay-off.</i>
Taxation	<i>Attorneys in this practice area advise and assist in tax issues and investments.</i>
Technology	<i>Attorneys in this practice focus on scientific technology involving the production or use of devices especially in the fields of electronics and computers.</i>
Trusts & Estates	<i>Attorneys in this practice regularly deal in the fields of wills, trusts, probate, and estate planning, including potential tax implications and legalities.</i>
White Collar/SEC Defense	<i>These attorneys represent their clients in white collar crimes (e.g., financially motivated non-violent crimes committed by business and/or professionals). Types of work include assisting clients in a range of federal and state investigations, civil litigation, criminal trials, enforcement actions, regulatory inquiries, and internal investigations.</i>
Other	<i>Attorneys that practice in all legal areas other than those detailed above.</i>



# Frequently Asked Questions

Outlined below is a quick guide that responds to the frequently asked questions our Survey Staff receives about participation in the BRASS Initial Release.

Question	Response
How long does it take to complete the data form?	<i>Generally, one to two days, including a review period. It largely depends on your firm's financial systems.</i>
If a timekeeper has more than one classification during the year, how should they be reported?	<i>All timekeepers should be reported according to our defined classifications as of the date 12/31/22. If a timekeeper had a status change effective on the date 1/1/23 – please use Column 5 on Form 2, to indicate as such.</i>
How is the Law School Class Year reported?	<i>The law school class year should reflect the actual number of years the attorney has been practicing law. Therefore, in some instances where there has been an interruption, a deferral, or an attorney is given “credit”, and tracked (or compensated) with another law school class, the year reported should be adjusted accordingly.</i>
Should employees who were terminated prior to January 1, 2024 be included?	<i>Unless otherwise noted, please include all timekeepers at your firm any time during the period 1/1/23 through 12/31/23. Exclude the standard billing rates and base salary values (e.g., leave them blank) for these timekeepers, and adjust the employment percentage accordingly.</i>
If a member of the staff works with multiple practice groups, such as Case Clerks, Law Clerks, etc., should they be classified as 'Other' in the practice areas?	<i>If a timekeeper does not work in one practice group for a majority of their workload (e.g., &gt;50%), then classify them as 'Other'.</i>
How is anomalous data defined? And, if there is anomalous data, should that individual's entire record be excluded or just the anomalous data?	<i>Anomalies are hard to define. For any timekeeper whose rate (or other metric) significantly exceeds or falls below the next closest value for a timekeeper, then it should be excluded. Although - if the partner is a rainmaker and they can command a significantly higher rate - then it should be kept in. Only exclude if there are extenuating circumstances around the anomaly. Please omit only the value that is an anomaly, and not the timekeeper.</i>
Should timekeepers who do not record a lot of hours, but do record billable hours such as a timekeeper who does research in the library, be excluded from the Survey?	<i>Do not include these timekeepers.</i>
What columns of data should be filled out for Law Clerks?	<i>All columns except law school class year, base salary, and bonus.</i>
Should the Billable Hours Worked column be entered in hours or dollars?	<i>Please enter as hours.</i>
Should only non-contingent hours be included or all hours?	<i>Please include all hours.</i>



Question	Response
For Of Counsel attorneys who are paid like they are full-time, but aren't really working that many billable hours, what is the correct way to handle them when calculating their employment percentage?	<i>We ask that firms report the employment percentage based on their attendance. So, if they are generally working Full-time and are being compensated on a Full-time basis, then please report their FTE as 1.00. We understand that Of Counsel attorneys and many managing partners don't work as many billable hours as others, however their contribution to the firm should still be reflected as one FTE.</i>
How do you handle an individual who changed practice groups in the middle of 12-month period? For example, an attorney switched from Corporate to Banking/Finance on 7/1/23. Should they be reported in the 2 separate groups along with statistics corresponding to the time in each and report Standard Billing Rate effective 1/1/24 with Banking? Or should he be recorded entirely in Corporate or Banking?	<i>We usually advise law firms that a timekeeper should only be assigned to one practice group - where they work the majority of the time or the practice group they are in as of 12/31/23 - which, in this case, would be in Banking. However, if a firm feels that there would be a material difference in their overall practice group data, then we treat this situation similar to the treatment of status changes. For example, include two separate lines for the timekeeper, with the proper fte allocation and other corresponding data, but do not duplicate the timekeeper ID#. An additional character can be included on the timekeeper ID. For example, #2272a and #2272b.</i>
Standard Rates in some firms are often actually Discount Rates in others?	<i>The standard billing rate is the rate that your firm assigns to each timekeeper - generally at a specified time during the year. If a timekeeper applies a discount to his/her rate, then that is generally only for a specific matter or client and will come into the calculation of the worked rate.</i>
How do I report an attorney on a reduced schedule?	<i>For an attorney on a reduced schedule, manually adjust the FTE by adjusted hours - an attorney working 1,200 hours (as opposed to 1,600 hours) would be on a reduced schedule by 25%, so the headcount would be .75.</i>
Should the fees billed be per billing timekeeper or working timekeeper? In other words, if a working attorney worked on the matter, should the billing credit still be given to the billing timekeeper, or should this survey reflect the time billed for the working timekeeper?	<i>Fees billed should be per working attorney, not the billing attorney.</i>
If a large contingency matter will impact the billed rate value and fees billed, should these numbers be excluded?	<i>For the contingency matter, please exclude the numbers in your calculation of your average worked rate and average billed rate but include them in your fees billed for the timekeeper.</i>
If it is difficult to break out Litigation non-IP vs. IP, can everyone be placed under non-IP and just make a note that some hours are worked under IP?	<i>Yes</i>
In the survey results, if a Total Firm report shows that a firm is not a member of the group when the firm is located in that city, what is the explanation?	<i>For geographic reports, firms submit their offices individually so that they can pinpoint to a particular city. We pull in only that city's data, or just the principal office and not the Total Firm because that is an aggregate of all of the offices. So, the report is really just saying that your aggregate firm's info is not a member of the group.</i>
For the comparison groups, what does 'Excluding NYC' or 'xNYC' mean?	<i>'Excluding NYC' or 'xNYC' means we exclude any NYC-based Firms in the group.</i>
Are the standard billing rates averages weighted by billable hours or are they a simple (unweighted) average?	<i>They are an unweighted average.</i>



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# Help

Please contact the Law Firm Survey Staff if any questions arise concerning your participation in the Survey.

## Phone

(703) 918-3077

## Website

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

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