

2024 Talent Management Report

Compiled from the 2024
Billing Rate & Associate Salary
Survey Initial Release

www.pwc.com/us/lfsurveys

Issued: June 2024



PwC Law Firm Surveys

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

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

Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Issued: June 2024

Group Report

Confidential

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

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Guide to Interpreting the Stacked Bar Graphs Presented in this Report

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

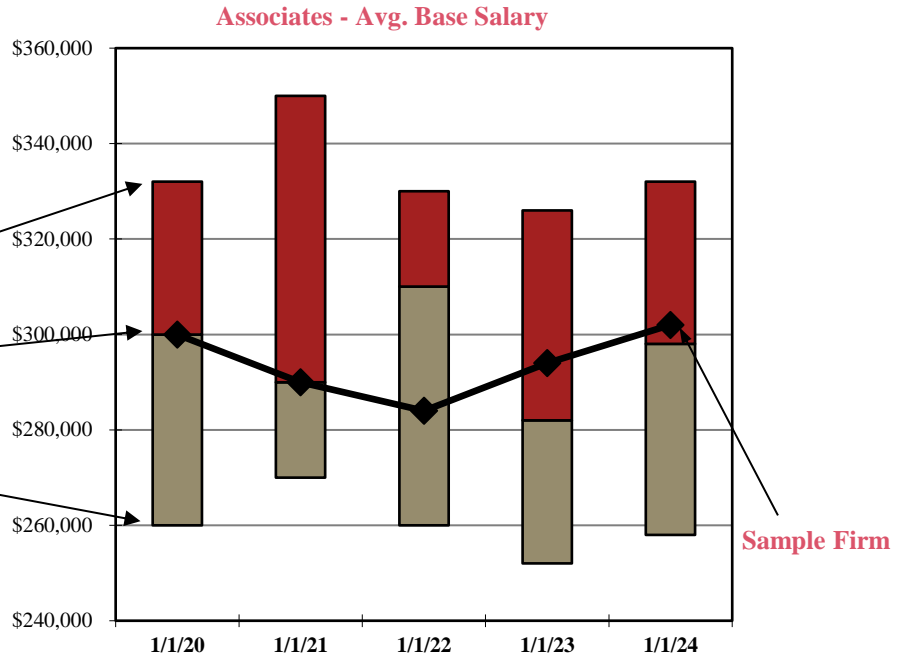
The group results are displayed as a floating bar chart for each year, which represents:

First Quartile Value

Median Value

Third Quartile Value

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



Example Interpretation of this Graph:

Sample Firm's values are at the Median Level for years 2020 and 2021, above the Median Level and below the First Quartile Level for years 2023 and 2024 (i.e., in the Second Quartile), and below the Median Level and above the Third Quartile for year 2022 (i.e., in the Third Quartile).

Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2024 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	
	35
	21
	No
	No Maximum
	No Minimum
	1,040

Associate/Sr. Attorney Salary Adjustment Practices

Date of Last Associate/Sr. Attorney Salary Increase

- January 2, 2023 - March 31, 2023
- April 1, 2023 - June 30, 2023
- July 1, 2023 - September 30, 2023
- October 1, 2023 - January 1, 2024
- January 2, 2024 - March 1, 2024

Your Firm	Number of Firms Reporting
	1
	0
	4
	23
	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 1/1/2024. 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.

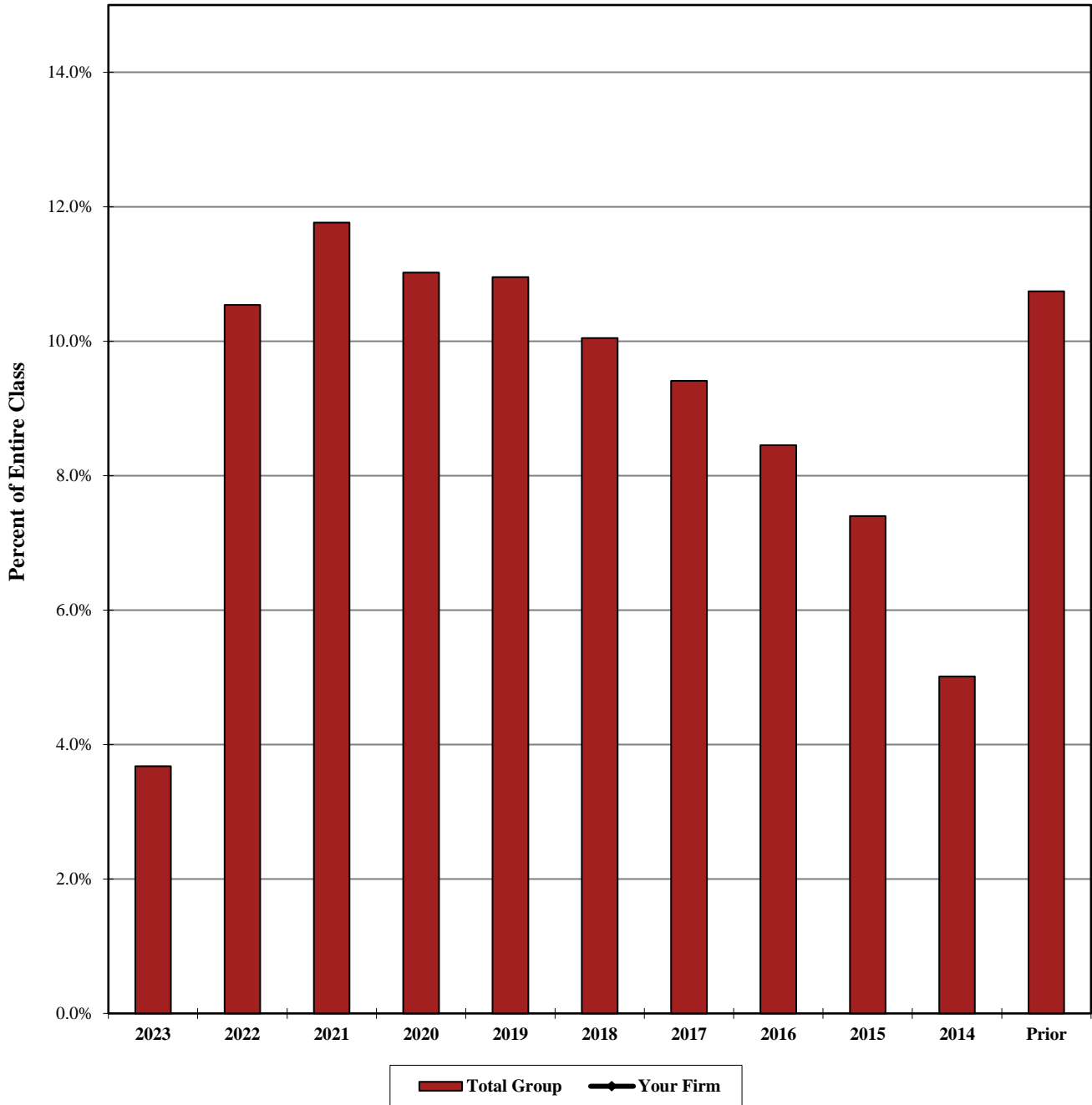
Associate Compensation & Utilization

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AmLaw Ranked - 50-100 (35 members)

Distribution of Associates by Law Class Year

For the 12-month period ending December 31, 2023



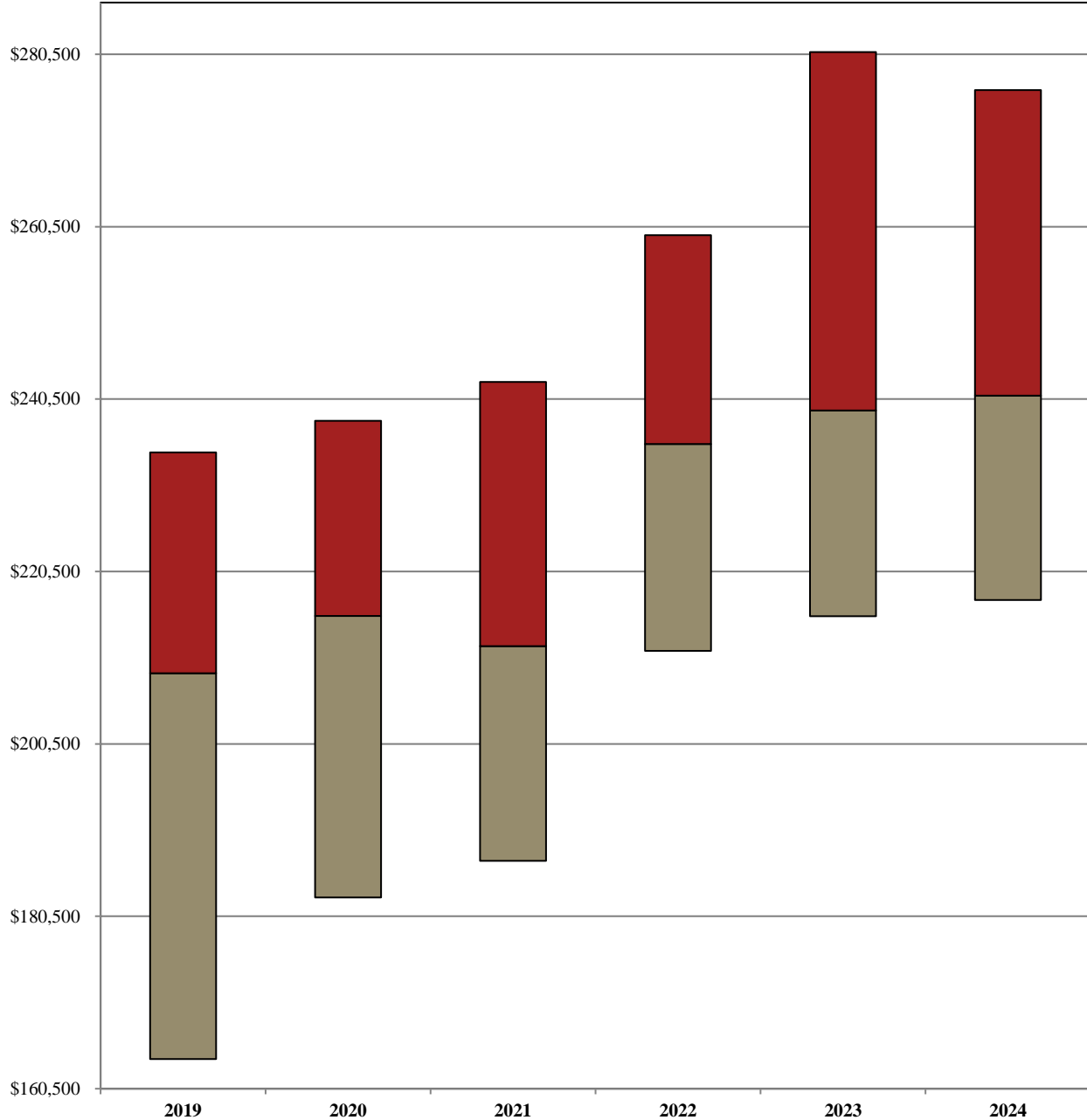
		Law Class Year										
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm												
	Total Group	3.7	10.5	11.8	11.0	11.0	10.0	9.4	8.5	7.4	5.0	10.7

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AmLaw Ranked - 50-100 (35 members)

Associate Average Annual Base Salary

As of January 1st of the stated year



	2019	2020	2021	2022	2023	2024
Your Firm						
1st Qtle	\$234,318	\$237,979	\$242,487	\$259,517	\$280,747	\$276,349
Median	208,694	215,333	211,850	235,282	239,190	240,895
3rd Qtle	163,930	182,680	186,946	211,296	215,304	217,185

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.

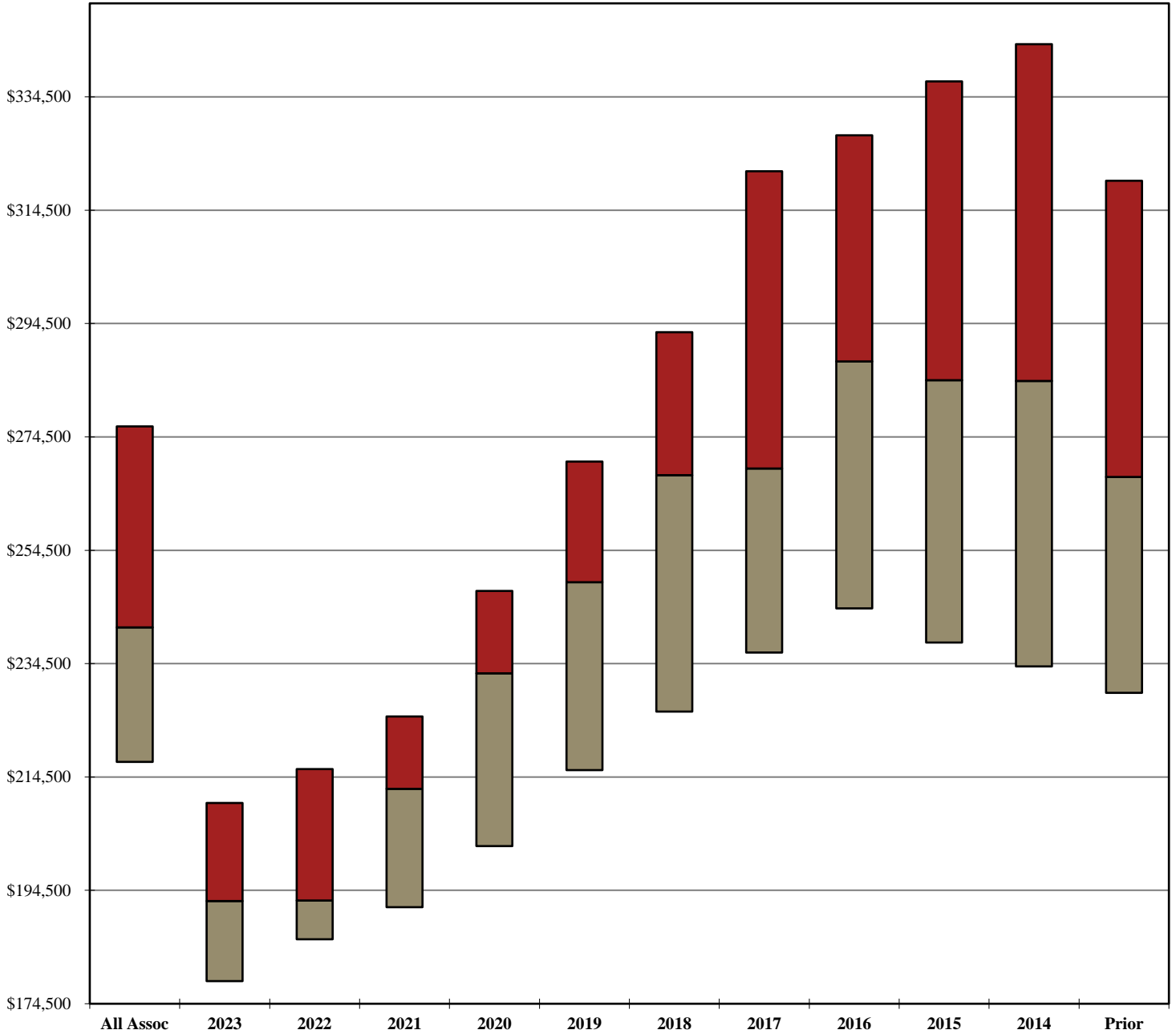
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AmLaw Ranked - 50-100 (35 members)

Associate Average Annual Base Salary by Law Class Year

As of January 1, 2024



	Law Class Year											
	All Assoc	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm												
1st Qtle	\$276,349	\$209,915	\$215,893	\$225,184	\$247,317	\$270,163	\$293,002	\$321,360	\$327,739	\$337,224	\$343,773	\$319,701
Median	240,895	192,617	192,697	212,399	232,771	248,875	267,743	268,933	287,799	284,507	284,354	267,418
3rd Qtle	217,185	178,483	185,889	191,536	202,327	215,698	226,022	236,478	244,230	238,231	234,028	229,370

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.

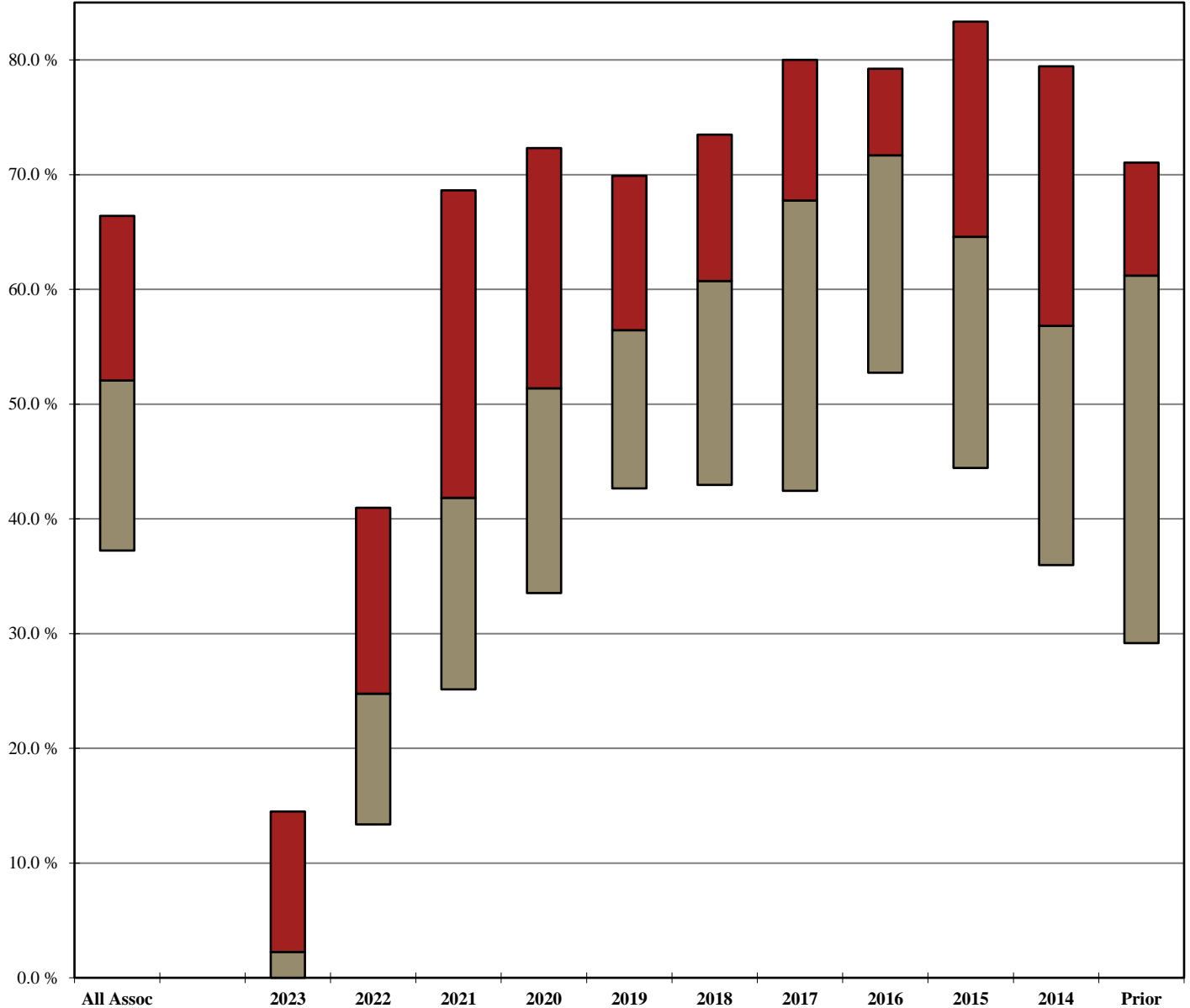
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AmLaw Ranked - 50-100 (35 members)

Percent of Associates Receiving a Bonus¹ by Law Class Year

For the 12-month period ending December 31, 2023



	All Assoc	Law Class Year										
		2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm												
1st Qtle	66.4%	14.5%	41.0%	68.6%	72.3%	69.9%	73.5%	80.0%	79.2%	83.3%	79.4%	71.0%
Median	52.1	2.3	24.8	41.8	51.4	56.4	60.7	67.7	71.7	64.6	56.8	61.2
3rd Qtle	37.2	0.0	13.4	25.1	33.5	42.7	43.0	42.4	52.7	44.4	36.0	29.2

Additional detail can be found on Page 15.

¹ Includes only those Associates who were at your firm at 1/1/2024.

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

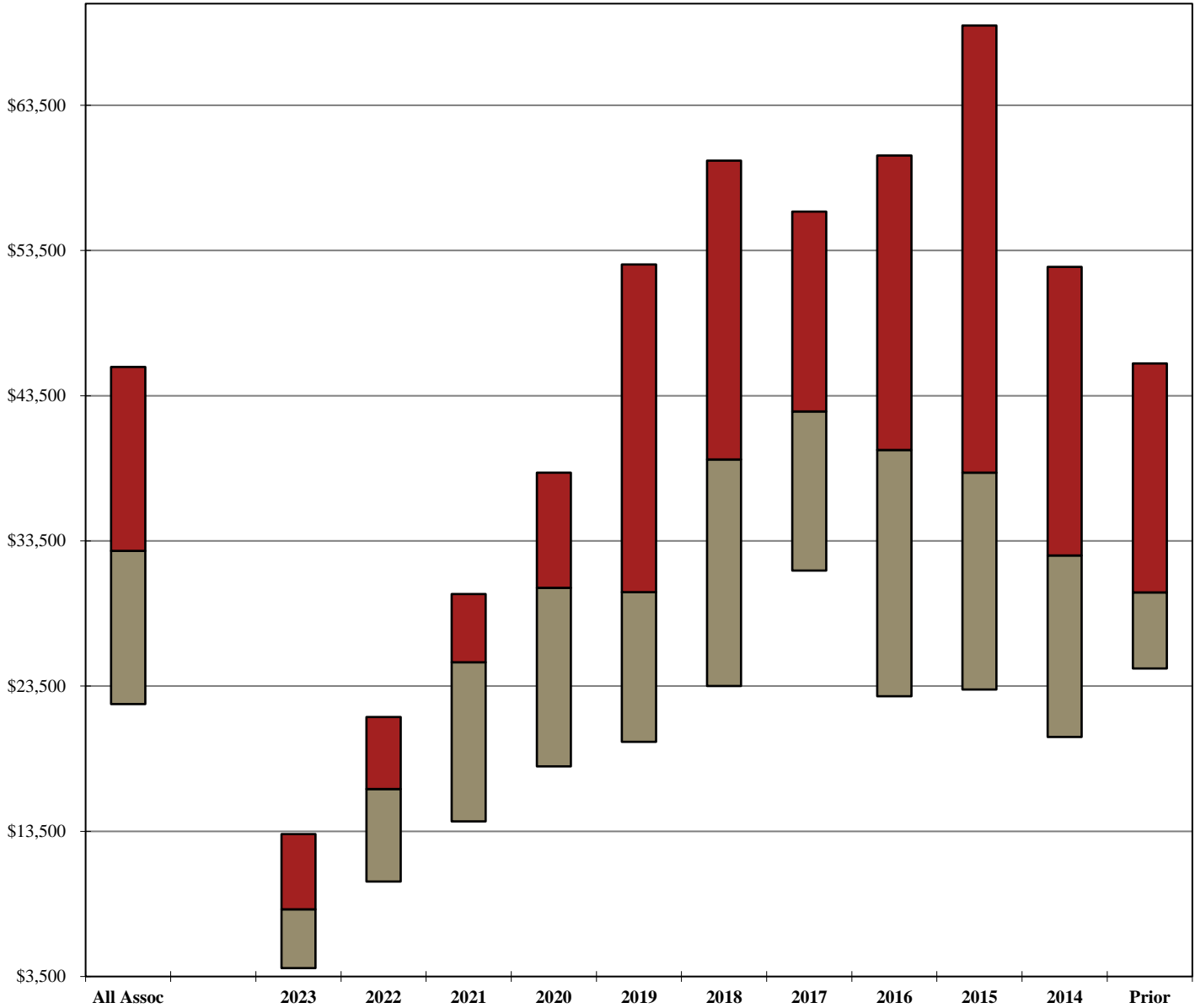
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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Associates Average Bonus Awarded¹ by Law Class Year

For the 12-month period ending December 31, 2023



	Law Class Year											
	All Assoc	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm												
1st Qtle	\$45,480	\$13,309	\$21,375	\$29,834	\$38,199	\$52,529	\$59,695	\$56,181	\$60,032	\$68,993	\$52,375	\$45,719
Median	32,805	8,133	16,414	25,147	30,264	29,971	39,100	42,421	39,761	38,195	32,500	29,956
3rd Qtle	22,254	4,081	10,045	14,180	17,978	19,666	23,506	31,462	22,807	23,266	20,000	24,717

Additional detail can be found on Page 16.

¹ Includes only those Associates who were at your firm at 1/1/2024, and who received a bonus.

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

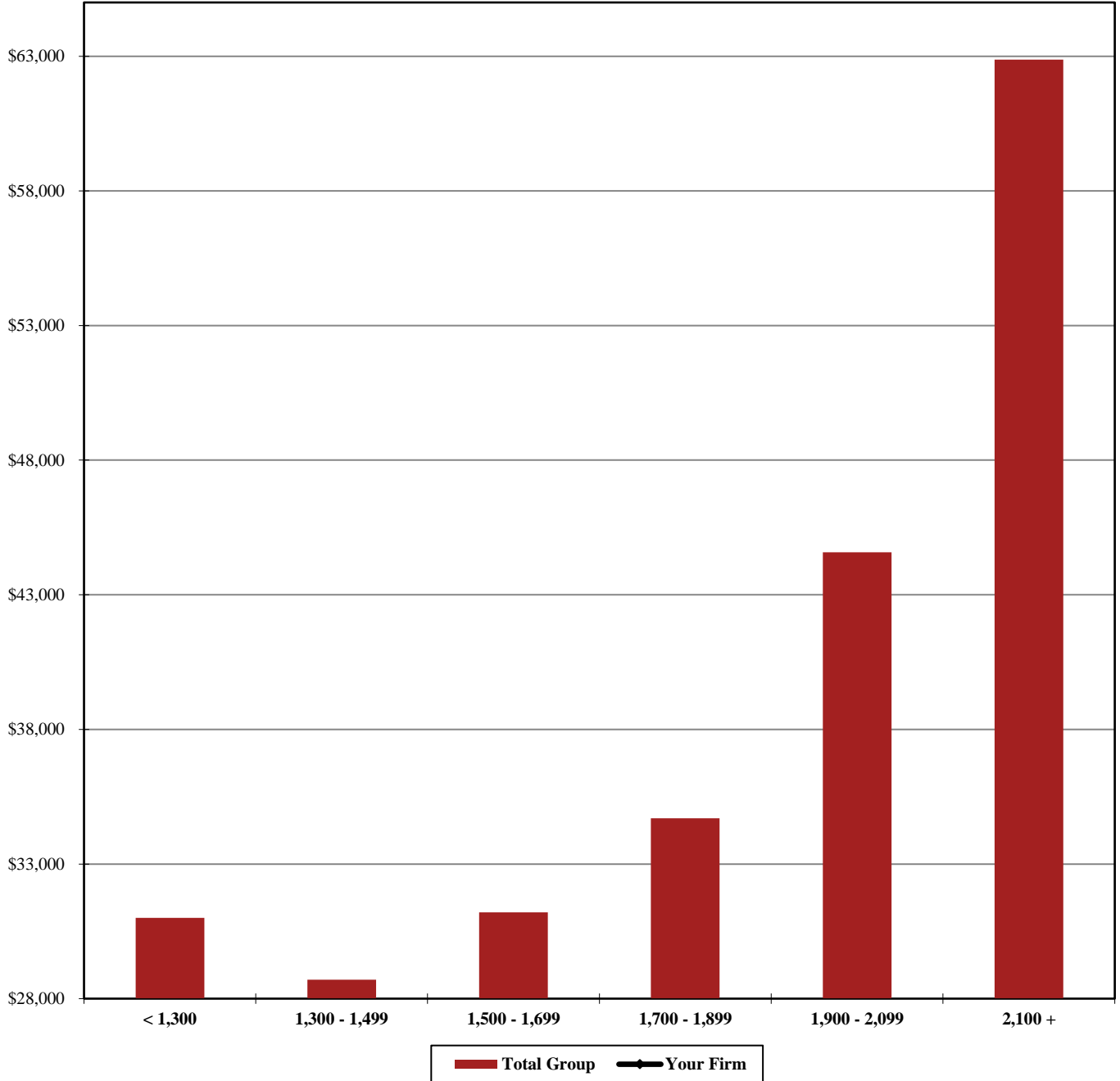
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AmLaw Ranked - 50-100 (35 members)

Associates Average Bonus Awarded by Utilization Levels

For the 12-month period ending December 31, 2023



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	\$31,005	\$28,702	\$31,200	\$34,699	\$44,576	\$62,876

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.

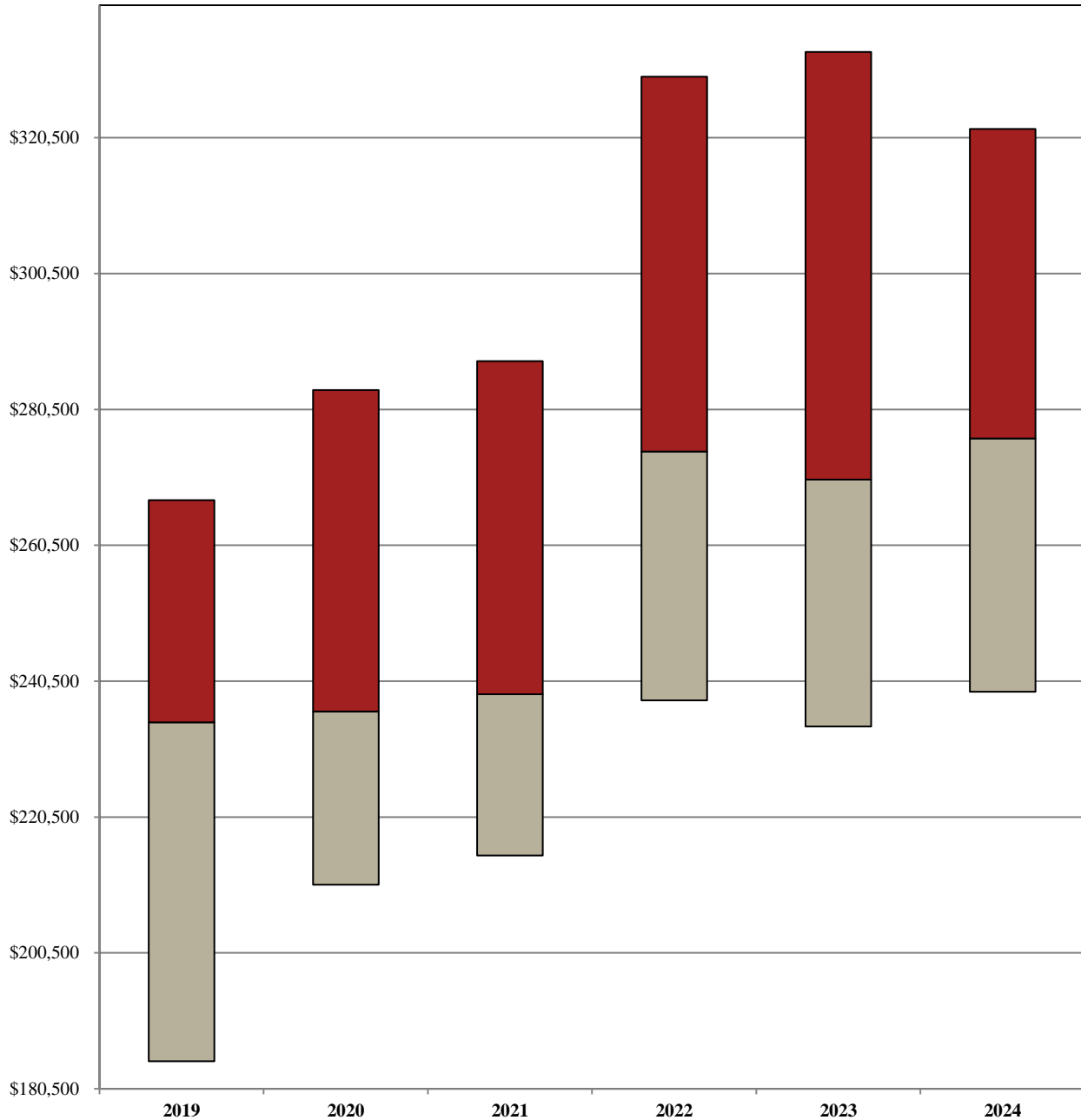
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AmLaw Ranked - 50-100 (35 members)

Associate Aggregate Compensation ¹

As of January 1st of the stated year



	2019	2020	2021	2022	2023	2024
Your Firm						
1st Qtle	\$267,128	\$283,366	\$287,617	\$329,494	\$333,103	\$321,772
Median	234,434	236,021	238,566	274,297	270,163	276,219
3rd Qtle	184,571	210,563	214,846	237,667	233,813	238,965

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.

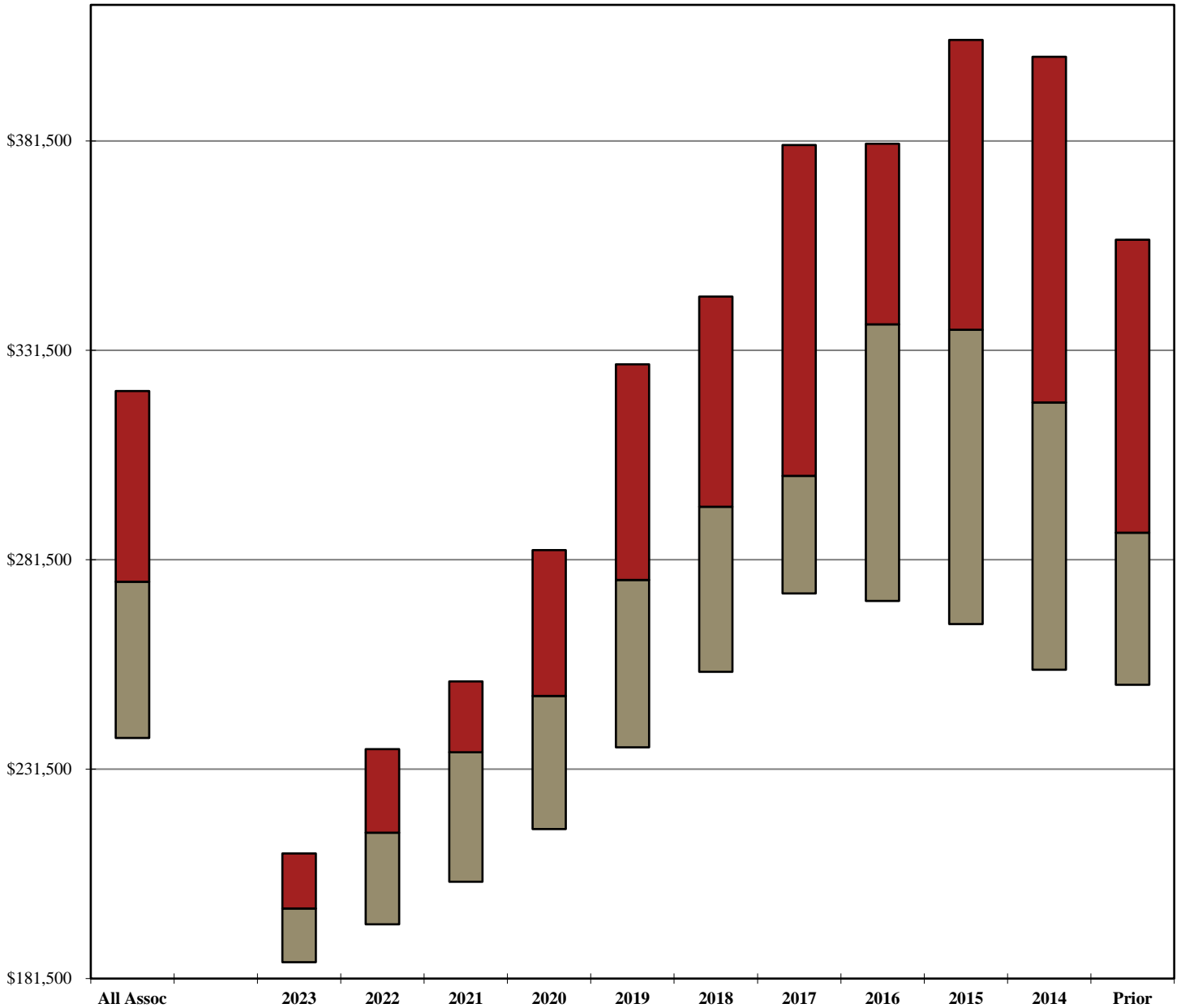
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AmLaw Ranked - 50-100 (35 members)

Associate Aggregate Compensation¹ by Law Class Year

As of January 1, 2024



	Law Class Year											
	All Assoc	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm												
1st Qtle	\$321,772	\$211,340	\$236,259	\$252,471	\$283,792	\$328,176	\$344,352	\$380,562	\$380,867	\$405,607	\$401,595	\$357,921
Median	276,219	198,262	216,345	235,527	248,969	276,691	294,156	301,521	337,695	336,428	319,063	287,972
3rd Qtle	238,965	185,425	194,467	204,607	217,180	236,694	254,722	273,481	271,684	266,117	255,259	251,649

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.

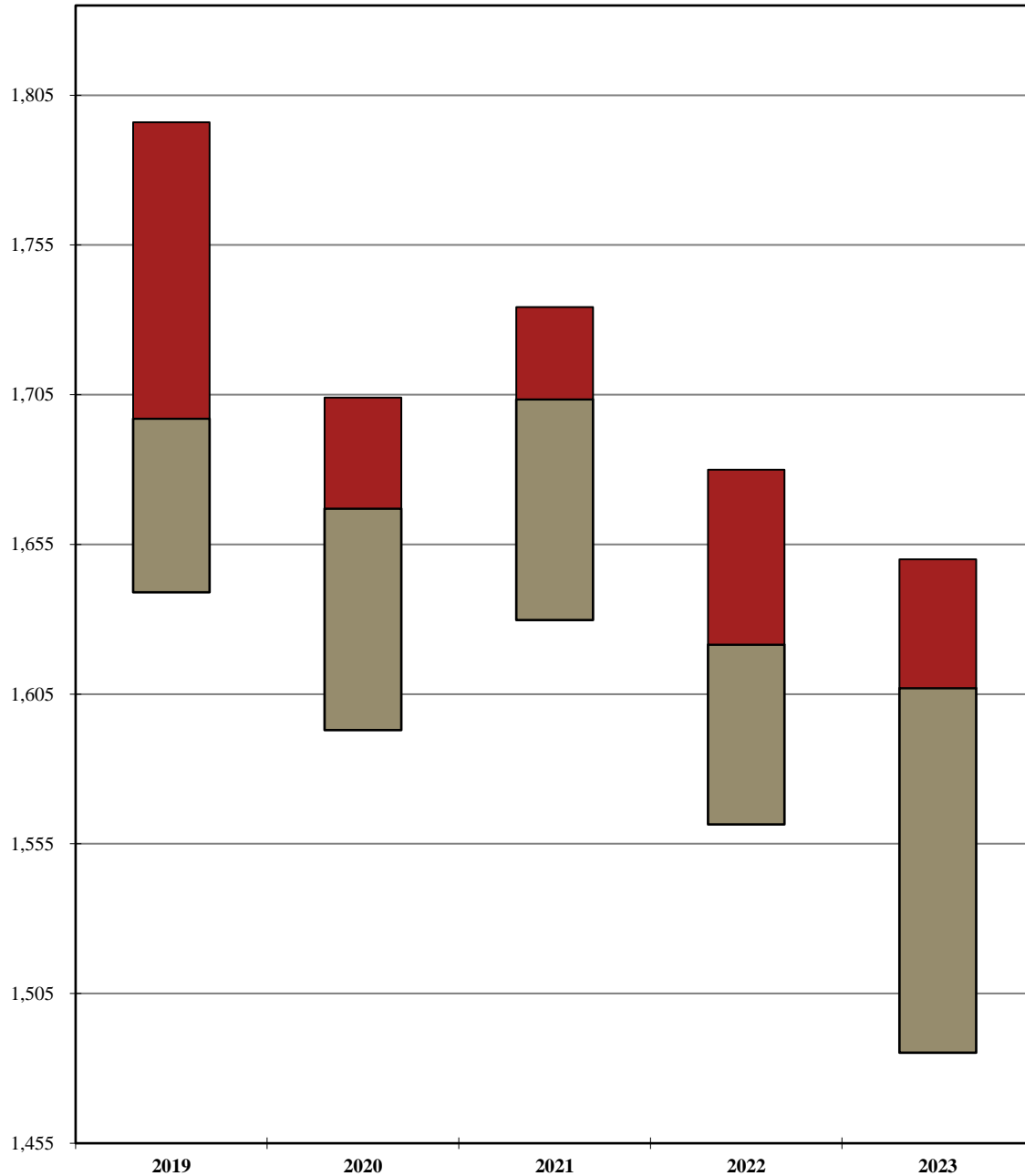
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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Associate Utilization

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



	2019	2020	2021	2022	2023	Change: '19-'23
Your Firm						
1st Qtile	1,796	1,704	1,734	1,680	1,650	(146)
Median	1,697	1,667	1,704	1,622	1,607	(90)
3rd Qtile	1,639	1,593	1,630	1,562	1,485	(154)

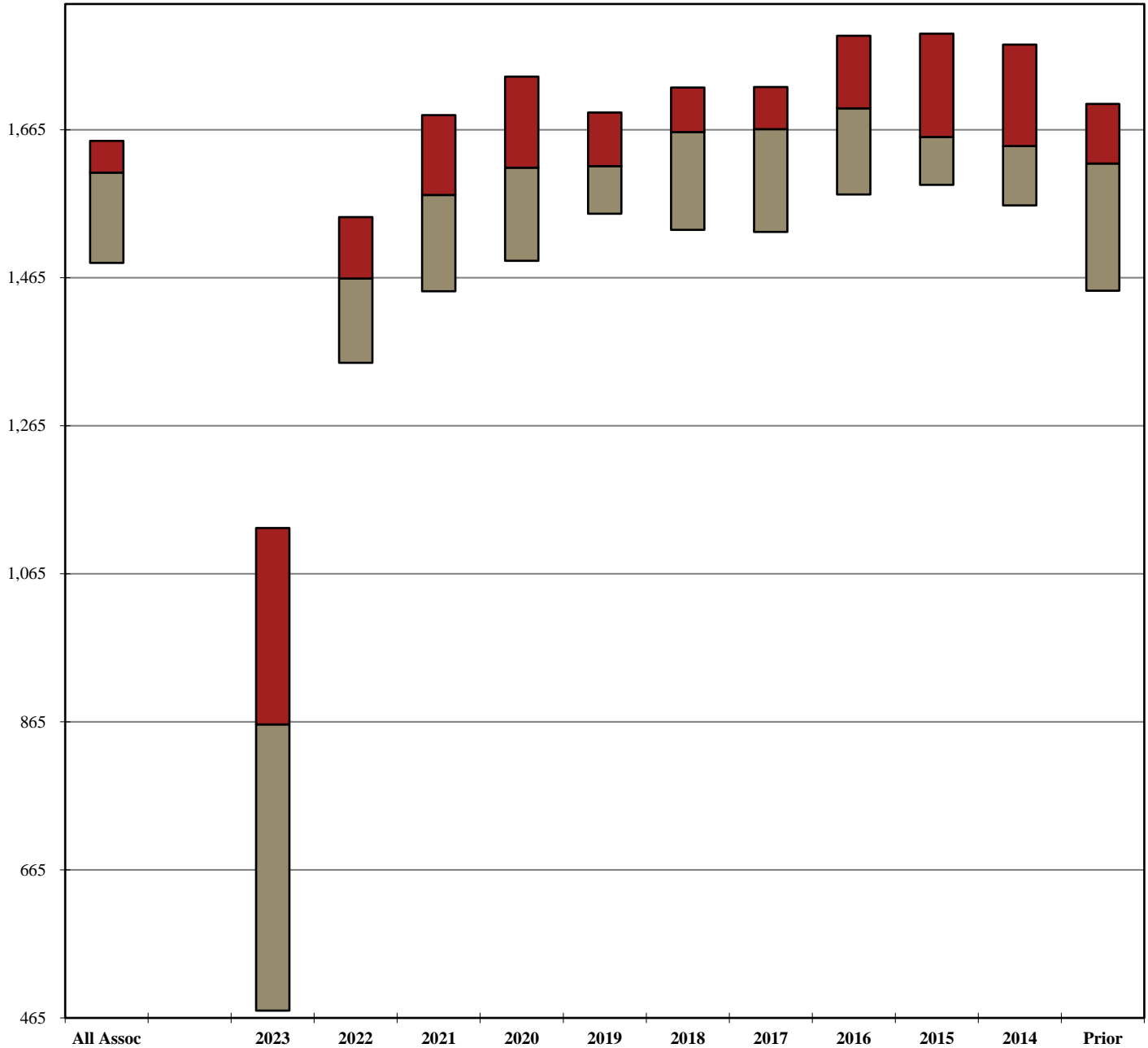
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Associate Utilization by Law Class Year

For the 12-month period ending December 31, 2023



	Law Class Year											
	All Assoc	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm												
1st Qtle	1,650	1,127	1,547	1,685	1,737	1,689	1,722	1,723	1,792	1,795	1,780	1,700
Median	1,607	862	1,464	1,577	1,614	1,616	1,662	1,666	1,694	1,656	1,643	1,620
3rd Qtle	1,485	475	1,350	1,447	1,488	1,552	1,530	1,527	1,578	1,591	1,563	1,448

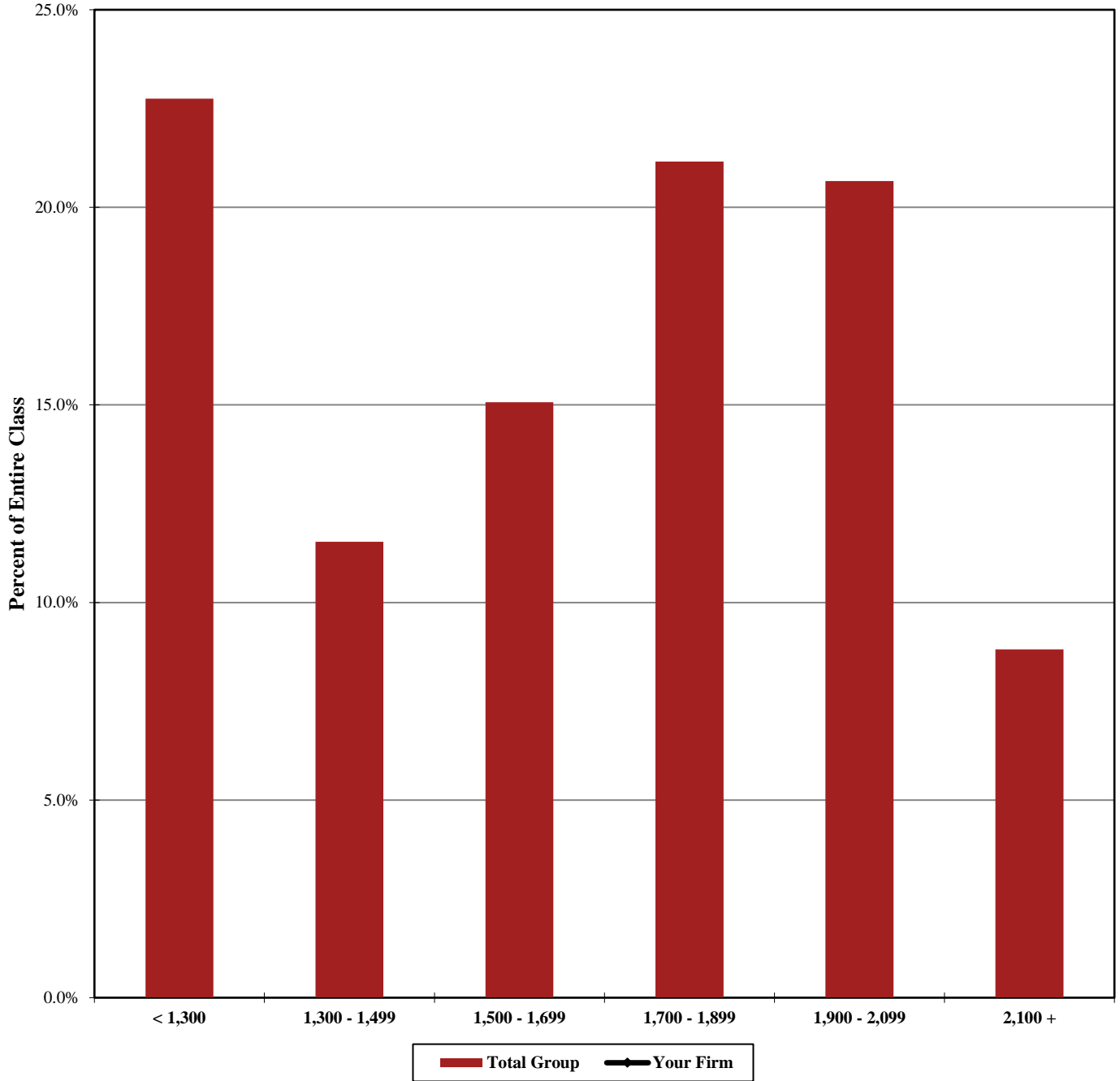
Note: A floating bar is not displayed for a comparison group where the quartile values have been omitted.
 ** omitted due to insufficient data

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AmLaw Ranked - 50-100 (35 members)

Distribution of Associates by Utilization Levels

For the 12-month period ending December 31, 2023



	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
Your Firm						
Total Group	22.8%	11.5%	15.1%	21.2%	20.7%	8.8%

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Attorney Base Salary by Law Class Year & Years of Experience

As of January 1, 2024

	<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>					
2023		/ 22 ‡	\$209,915	\$192,617	\$178,483
2022		/ 22 ‡	215,893	192,697	185,889
2021		/ 22 ‡	225,184	212,399	191,536
2020		/ 22 ‡	247,317	232,771	202,327
2019		/ 22 ‡	270,163	248,875	215,698
2018		/ 22 ‡	293,002	267,743	226,022
2017		/ 22 ‡	321,360	268,933	236,478
2016		/ 22 ‡	327,739	287,799	244,230
2015		/ 22 ‡	337,224	284,507	238,231
2014		/ 22 ‡	343,773	284,354	234,028
Prior		/ 22 ‡	319,701	267,418	229,370
All Associates		/ 22 ‡	276,349	240,895	217,185
<u>Sr. Attorneys</u>					
2023 - 2016		/ 11 ‡	\$339,462	\$285,959	\$208,846
2015		/ 12 ‡	332,292	255,443	196,791
2014		/ 15 ‡	349,710	301,700	228,584
2013		/ 15 ‡	360,313	300,000	232,357
2012		/ 15 ‡	344,000	286,792	252,334
2011		/ 16 ‡	354,167	315,750	268,250
2010		/ 15 ‡	335,500	304,000	265,750
Prior		/ 16 ‡	334,212	292,240	253,777
All Sr. Attorneys		/ 17 ‡	342,892	299,478	251,440
<u>Staff Attorneys</u>					
< 6 Years		/ 14 ‡	\$169,046	\$149,000	\$129,083
6 - 10 Years		/ 15 ‡	197,000	176,350	150,458
11 - 15 Years		/ 14 ‡	197,031	176,622	117,838
> 15 Years		/ 15 ‡	195,361	166,442	148,504
All Staff Attorneys		/ 18 ‡	201,353	169,095	133,024
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
All eDiscovery Attorneys		/ 8 ‡	166,766	132,732	111,863

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

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

	<i>Your Firm</i>		<i>Group</i>		
	<i>Base Salary @ 1/1/2024</i>	<i>% Change - 1 Year</i>	<i>% Change - 1 Year</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
<u>Associates</u>					
2022		‡	6.3	4.6	3.5
2021		‡	13.7	9.1	7.3
2020		‡	13.9	10.6	6.6
2019		‡	15.0	8.1	7.0
2018		‡	14.7	7.3	5.9
2017		‡	9.3	7.1	6.4
2016		‡	10.1	5.4	3.7
2015		‡	6.4	3.6	0.0
2014		‡	8.2	5.8	1.9
Prior		‡	7.2	3.3	(2.2)
All Associates		‡	5.0	2.6	0.8
<u>Sr. Attorneys</u>					
2022 - 2016			**	**	**
2015		‡	20.0	9.5	(9.5)
2014		‡	19.7	(1.0)	(7.8)
2013		‡	18.5	7.3	(0.7)
2012		‡	23.9	7.3	(1.8)
2011		‡	22.7	7.8	(0.4)
2010		‡	8.5	4.4	(5.3)
Prior		‡	14.4	10.7	0.3
All Sr. Attorneys		‡	15.4	7.7	0.5
<u>Staff Attorneys</u>					
< 6 Years		‡	30.7	5.9	(8.7)
6 - 10 Years		‡	30.2	25.7	2.1
11 - 15 Years		‡	23.3	0.7	(12.4)
> 15 Years		‡	11.0	1.1	(5.2)
All Staff Attorneys		‡	16.8	5.0	(6.8)
<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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Attorney Bonuses by Law Class Year & Years of Experience
For the 12-month period ending December 31, 2023

Percent Receiving a Bonus ¹

	Your Firm		Group		
	Percent	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2023		/ 22 ‡	14.5	2.3	0.0
2022		/ 22 ‡	41.0	24.8	13.4
2021		/ 22 ‡	68.6	41.8	25.1
2020		/ 22 ‡	72.3	51.4	33.5
2019		/ 22 ‡	69.9	56.4	42.7
2018		/ 22 ‡	73.5	60.7	43.0
2017		/ 22 ‡	80.0	67.7	42.4
2016		/ 22 ‡	79.2	71.7	52.7
2015		/ 22 ‡	83.3	64.6	44.4
2014		/ 22 ‡	79.4	56.8	36.0
Prior		/ 22 ‡	71.0	61.2	29.2
All Associates		/ 22 ‡	66.4	52.1	37.2
<u>Sr. Attorneys</u>					
2023 - 2016		/ 11 ‡	98.3	66.7	31.7
2015		/ 12 ‡	54.2	50.0	25.0
2014		/ 15 ‡	80.0	50.0	36.7
2013		/ 15 ‡	77.5	66.7	42.9
2012		/ 15 ‡	73.2	50.0	29.2
2011		/ 16 ‡	77.7	66.7	46.6
2010		/ 15 ‡	100.0	66.7	45.0
Prior		/ 16 ‡	67.1	51.9	37.8
All Sr. Attorneys		/ 17 ‡	68.3	48.3	37.1
<u>Staff Attorneys</u>					
< 6 Years		/ 14 ‡	66.7	16.7	0.0
6 - 10 Years		/ 15 ‡	50.0	0.0	0.0
11 - 15 Years		/ 14 ‡	85.8	50.0	5.0
> 15 Years		/ 15 ‡	66.7	41.7	7.1
All Staff Attorneys		/ 18 ‡	59.3	42.2	14.8
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
All eDiscovery Attorneys		/ 8 ‡	94.6	75.0	37.5

¹ Includes only those Attorneys who were at your firm at 1/1/2024.

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Attorney Bonuses by Law Class Year & Years of Experience
For the 12-month period ending December 31, 2023

Average Bonus Awarded¹

	Your Firm		Group		
	Bonus	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2023		/ 12 ‡	\$13,309	\$8,133	\$4,081
2022		/ 21 ‡	21,375	16,414	10,045
2021		/ 21 ‡	29,834	25,147	14,180
2020		/ 21 ‡	38,199	30,264	17,978
2019		/ 21 ‡	52,529	29,971	19,666
2018		/ 21 ‡	59,695	39,100	23,506
2017		/ 21 ‡	56,181	42,421	31,462
2016		/ 21 ‡	60,032	39,761	22,807
2015		/ 21 ‡	68,993	38,195	23,266
2014		/ 21 ‡	52,375	32,500	20,000
Prior		/ 20 ‡	45,719	29,956	24,717
All Associates		/ 21 ‡	45,480	32,805	22,254
<u>Sr. Attorneys</u>					
2023 - 2016		/ 9 ‡	\$48,153	\$31,836	\$20,000
2015		/ 10 ‡	63,354	26,767	11,533
2014		/ 12 ‡	50,447	38,479	28,064
2013		/ 14 ‡	57,500	27,000	22,035
2012		/ 13 ‡	57,000	35,610	16,167
2011		/ 14 ‡	56,438	36,882	21,840
2010		/ 15 ‡	61,300	32,771	21,705
Prior		/ 15 ‡	59,455	35,893	29,863
All Sr. Attorneys		/ 16 ‡	56,183	38,126	29,641
<u>Staff Attorneys</u>					
< 6 Years		/ 7 ‡	\$11,119	\$9,232	\$6,250
6 - 10 Years		/ 7 ‡	28,044	18,273	10,480
11 - 15 Years		/ 10 ‡	40,135	12,592	6,495
> 15 Years		/ 11 ‡	34,063	14,220	10,209
All Staff Attorneys		/ 14 ‡	32,076	14,677	11,410
<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 1/1/2024, and who received a bonus.

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Attorney Bonuses by Law Class Year & Years of Experience
For the 12-month period ending December 31, 2023

Average Bonus for the Entire Class

	Your Firm		Group		
	Bonus	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2023		/ 22 ‡	\$1,691	\$59	\$0
2022		/ 22 ‡	7,967	3,087	1,497
2021		/ 22 ‡	15,972	8,624	5,886
2020		/ 22 ‡	21,503	12,736	6,131
2019		/ 22 ‡	32,280	12,092	9,613
2018		/ 22 ‡	41,809	17,155	12,788
2017		/ 22 ‡	41,908	20,028	13,532
2016		/ 22 ‡	45,527	21,329	10,512
2015		/ 22 ‡	39,821	19,941	9,578
2014		/ 22 ‡	37,859	15,950	6,834
Prior		/ 22 ‡	28,482	15,026	7,619
All Associates		/ 22 ‡	29,874	15,073	8,854
<u>Sr. Attorneys</u>					
2023 - 2016		/ 11 ‡	\$28,076	\$15,258	\$4,249
2015		/ 12 ‡	26,808	8,507	1,105
2014		/ 15 ‡	35,819	23,082	5,574
2013		/ 15 ‡	26,144	15,760	9,500
2012		/ 15 ‡	35,747	17,813	3,527
2011		/ 16 ‡	36,986	24,588	4,484
2010		/ 15 ‡	37,530	24,000	13,355
Prior		/ 16 ‡	29,210	21,475	11,030
All Sr. Attorneys		/ 17 ‡	31,165	20,643	10,825
<u>Staff Attorneys</u>					
< 6 Years		/ 14 ‡	\$4,519	\$1,250	\$0
6 - 10 Years		/ 15 ‡	9,562	0	0
11 - 15 Years		/ 14 ‡	17,028	3,934	666
> 15 Years		/ 15 ‡	13,021	5,833	625
All Staff Attorneys		/ 14 ‡	65,976	38,572	16,311
<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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Distribution of Associates Average Bonus Awarded by Utilization Levels*
 For the 12-month period ending December 31, 2023

Associates	Average*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2023							
Your Firm							
Total Group	**	**	**	**	**	**	**
2022							
Your Firm							
Total Group	\$16,530 ‡	\$7,594	\$10,017	\$12,399	\$15,255	\$15,623	\$33,776
2021							
Your Firm							
Total Group	\$24,517 ‡	\$13,512	\$11,621	\$22,009	\$20,591	\$25,390	\$41,243
2020							
Your Firm							
Total Group	\$31,298 ‡	\$16,023	\$25,328	\$19,348	\$28,151	\$31,588	\$54,503
2019							
Your Firm							
Total Group	\$39,318 ‡	\$26,355	\$15,086	\$38,259	\$34,244	\$43,218	\$61,686
2018							
Your Firm							
Total Group	\$45,600 ‡	\$19,992	\$26,684	\$30,049	\$40,976	\$47,036	\$77,718
2017							
Your Firm							
Total Group	\$50,865 ‡	\$36,636	\$40,185	\$45,093	\$48,354	\$53,144	\$81,099
2016							
Your Firm							
Total Group	\$49,750 ‡	\$34,033	\$28,307	\$45,388	\$42,284	\$57,075	\$81,545
2015							
Your Firm							
Total Group	\$49,457 ‡	\$30,636	\$41,452	\$34,237	\$49,952	\$60,465	\$86,445
2014							
Your Firm							
Total Group	\$45,027 ‡	\$27,806	\$33,815	\$19,278	\$52,962	\$55,486	\$67,494
Prior							
Your Firm							
Total Group	\$40,503 ‡	\$14,501	\$23,932	\$54,775	\$44,694	\$46,268	\$72,207
All Associates							
Your Firm							
Total Group	\$40,216 ‡	\$31,005	\$28,702	\$31,200	\$34,699	\$44,576	\$62,876

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

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Attorney Aggregate Compensation¹ by Law Class Year & Years of Experience
 For the 12-month period ending December 31, 2023

As of January 1, 2024

	Your Firm		Group		
	Agg. Comp.	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Associates</u>					
2023		/ 22 ‡	\$211,340	\$198,262	\$185,425
2022		/ 22 ‡	236,259	216,345	194,467
2021		/ 22 ‡	252,471	235,527	204,607
2020		/ 22 ‡	283,792	248,969	217,180
2019		/ 22 ‡	328,176	276,691	236,694
2018		/ 22 ‡	344,352	294,156	254,722
2017		/ 22 ‡	380,562	301,521	273,481
2016		/ 22 ‡	380,867	337,695	271,684
2015		/ 22 ‡	405,607	336,428	266,117
2014		/ 22 ‡	401,595	319,063	255,259
Prior		/ 22 ‡	357,921	287,972	251,649
All Associates		/ 22 ‡	321,772	276,219	238,965
<u>Sr. Attorneys</u>					
2023 - 2016		/ 11 ‡	\$406,192	\$290,000	\$232,393
2015		/ 12 ‡	399,072	301,928	196,791
2014		/ 15 ‡	398,206	333,288	252,951
2013		/ 15 ‡	394,813	339,284	275,750
2012		/ 15 ‡	384,594	347,975	268,454
2011		/ 16 ‡	424,808	359,375	299,500
2010		/ 15 ‡	413,000	355,024	289,617
Prior		/ 16 ‡	378,287	338,468	288,963
All Sr. Attorneys		/ 17 ‡	395,568	336,491	289,360
<u>Staff Attorneys</u>					
< 6 Years		/ 14 ‡	\$177,220	\$149,000	\$135,865
6 - 10 Years		/ 15 ‡	201,920	184,674	156,987
11 - 15 Years		/ 14 ‡	224,978	185,781	121,751
> 15 Years		/ 15 ‡	231,028	174,160	158,110
All Staff Attorneys		/ 14 ‡	228,151	180,432	137,474
<u>eDiscovery Attorneys</u>					
< 6 Years			**	**	**
6 - 10 Years			**	**	**
11 - 15 Years			**	**	**
> 15 Years			**	**	**
All eDiscovery Attorneys		/ 8 ‡	182,938	143,037	114,734

¹ Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2023 with average base salaries at 1/1/2024.

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Associate Base Salary Adjustment Information
By Years of Experience¹

Average Annual Base Salary As of January 1, 2024

<u>Years of Experience</u>	<i>Your Firm</i>		<i>Group % Change</i>		
	<i>% Change</i>	<i>Rank Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1 Year		/ 19 ‡	4.5	(0.0)	(0.8)
2 Years		/ 19 ‡	4.8	2.5	(0.7)
3 Years		/ 19 ‡	4.5	2.9	0.8
4 Years		/ 19 ‡	6.9	1.1	0.4
5 Years		/ 19 ‡	5.1	1.3	(1.7)
6 Years		/ 19 ‡	6.6	3.9	(1.1)

¹ Calculated as the percent change for an Associate with the respective years of experience at 1/1/2024 to the corresponding years of experience at 1/1/2023. For example, an Associate with one year of experience would be included in law school class year 2022 at 1/1/2024, and included in law school class year 2021 at 1/1/2023.

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Non-Attorney Base Salary

As of January 1, 2024

	Your Firm		Group		
	Salary	Rank Of	1 st Quartile	Median	3 rd Quartile
<u>Lobbyists</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Specialists</u>					
High		/ 8 ‡	\$385,000	\$327,500	\$292,500
Middle		/ 8 ‡	\$209,500	\$168,172	\$156,275
Low		/ 8 ‡	\$102,250	\$72,500	\$55,375
Average		/ 8 ‡	\$196,752	\$166,482	\$158,003
<u>Litigation Support</u>					
High		/ 7 ‡	\$340,000	\$168,000	\$158,481
Middle		/ 7 ‡	\$127,340	\$113,959	\$102,617
Low		/ 7 ‡	\$73,550	\$70,200	\$52,858
Average		/ 7 ‡	\$135,483	\$116,143	\$112,056
<u>Patent Agents</u>					
High		/ 12 ‡	\$261,875	\$221,750	\$213,765
Middle		/ 12 ‡	\$178,750	\$162,750	\$155,000
Low		/ 12 ‡	\$141,000	\$120,000	\$109,188
Average		/ 12 ‡	\$190,698	\$168,822	\$152,496
<u>Case Clerks</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Law Clerks</u>					
High		/ 7 ‡	\$159,500	\$114,229	\$89,699
Middle		/ 7 ‡	\$153,000	\$67,260	\$49,100
Low		/ 7 ‡	\$131,500	\$62,715	\$21,829
Average		/ 7 ‡	\$148,536	\$67,533	\$48,952
<u>Paralegals</u>					
High		/ 16 ‡	\$208,775	\$185,000	\$149,553
Middle		/ 16 ‡	\$108,598	\$99,625	\$94,495
Low		/ 16 ‡	\$58,415	\$49,785	\$39,662
Average		/ 16 ‡	\$108,453	\$101,914	\$96,047

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Percent Change in Non-Attorney Average Annual Base Salary

	Your Firm		Group		
	Base Salary @ 1/1/2024	% Change - 1 Year	% Change - 1 Year		
			1st Quartile	Median	3rd Quartile
<u>Lobbyists</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Specialists</u>					
High		‡	5.9	3.4	2.9
Middle		‡	25.9	12.8	4.3
Low		‡	27.1	5.3	3.9
Average		‡	9.9	5.9	4.6
<u>Litigation Support</u>					
High		‡	4.9	3.0	(7.3)
Middle		‡	15.8	6.5	(0.3)
Low		‡	10.9	3.0	(8.9)
Average		‡	10.8	(0.4)	(2.2)
<u>Patent Agents</u>					
High		‡	6.0	1.8	0.0
Middle		‡	4.9	1.2	(5.3)
Low		‡	10.7	4.3	(7.0)
Average		‡	4.7	1.2	(4.4)
<u>Case Clerks</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Law Clerks</u>					
High			**	**	**
Middle			**	**	**
Low			**	**	**
Average			**	**	**
<u>Paralegals</u>					
High		‡	3.4	1.5	(24.6)
Middle		‡	6.6	3.6	2.1
Low		‡	22.9	7.5	2.7
Average		‡	6.5	3.3	1.0

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Non-Attorney Compensation Information

For the 12-month period ending December 31, 2023

Percent Receiving a Bonus¹

	Your Firm		Group		
	Percent	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 8 ‡	100.0	90.9	64.6
Litigation Support		/ 7 ‡	100.0	100.0	92.9
Patent Agents		/ 12 ‡	61.7	47.7	20.5
Case Clerks			**	**	**
Law Clerks		/ 7 ‡	0.0	0.0	0.0
Paralegals		/ 16 ‡	91.1	80.4	63.5

Average Bonus Awarded²

	Your Firm		Group		
	Bonus	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 7 ‡	10,667	7,866	5,913
Litigation Support		/ 7 ‡	9,386	5,747	3,893
Patent Agents		/ 9 ‡	22,500	11,640	7,929
Case Clerks			**	**	**
Law Clerks			**	**	**
Paralegals		/ 13 ‡	5,488	5,143	4,418

Average Bonus for the Entire Class

	Your Firm		Group		
	Bonus	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 8 ‡	9,591	6,241	1,477
Litigation Support		/ 7 ‡	9,386	5,747	3,631
Patent Agents		/ 12 ‡	11,625	6,770	1,949
Case Clerks			**	**	**
Law Clerks		/ 7 ‡	0	0	0
Paralegals		/ 16 ‡	4,687	3,944	2,404

Aggregate Compensation³

	Your Firm		Group		
	Agg. Comp.	Rank Of	1st Quartile	Median	3rd Quartile
Lobbyists			**	**	**
Specialists		/ 8 ‡	203,785	175,485	162,274
Litigation Support		/ 7 ‡	148,177	122,738	115,000
Patent Agents		/ 12 ‡	201,875	177,879	162,363
Case Clerks			**	**	**
Law Clerks		/ 7 ‡	148,536	70,033	48,952
Paralegals		/ 16 ‡	111,909	106,575	99,515

¹ Includes only those Attorneys who were at your firm at 1/1/2024.

² Includes only those Attorneys who were at your firm at 1/1/2024, and who received a bonus.

³ Aggregate compensation combines average bonuses for the 12-month period ending 12/31/2023 with average base salaries at 1/1/2024.

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Distribution of Associates by Billable Hours
 For the 12-month period ending December 31, 2023

Associates	Count*	< 1,300	1,300 - 1,499	1,500 - 1,699	1,700 - 1,899	1,900 - 2,099	2,100 +
2023							
Your Firm							
Total Group	227 ‡	87.2%	7.5%	3.1%	1.8%	0.4%	
2022							
Your Firm							
Total Group	1,104	33.3%	17.7%	16.6%	16.8%	10.9%	4.7%
2021							
Your Firm							
Total Group	1,194	21.4%	11.0%	16.8%	24.8%	18.4%	7.7%
2020							
Your Firm							
Total Group	1,072	17.4%	11.8%	17.2%	22.4%	22.9%	8.4%
2019							
Your Firm							
Total Group	1,043	19.7%	10.3%	16.4%	22.9%	21.1%	9.7%
2018							
Your Firm							
Total Group	966	17.8%	11.6%	15.1%	23.0%	21.0%	11.5%
2017							
Your Firm							
Total Group	855	18.0%	9.4%	15.4%	23.0%	24.3%	9.8%
2016							
Your Firm							
Total Group	796	17.6%	9.4%	12.7%	22.0%	26.6%	11.7%
2015							
Your Firm							
Total Group	711	16.6%	10.8%	13.4%	23.6%	23.9%	11.7%
2014							
Your Firm							
Total Group	483	17.0%	10.1%	16.6%	18.4%	26.1%	11.8%
Prior							
Your Firm							
Total Group	1,019	23.9%	12.0%	12.4%	19.9%	24.2%	7.6%
All Associates							
Your Firm							
Total Group	9,551	22.8%	11.5%	15.1%	21.2%	20.7%	8.8%

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

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (29 members^)

Associate Bonus & Benefits Information - 2023

	Your Firm (designated with an X)	# of Responses	% of Group Resp. - Yes	
US-based (Partner-track) Associate Bonus				
1. Bonus structure provided to its Associates:		22		
a. Single component based on achieving billable hour goals (and performance is in good standing)			13.6	
b. Multi components - 1) Achieving billable hour goals, 2) Qualitative based on extraordinary performance, and 3) Business generation			63.6	
c. Individualized bonuses			18.2	
d. No bonuses are awarded				
2. Methodology for determining the billable hour bonus amounts:		22		
a. Lock-step (e.g., every Associate within the same class year receives the same amount)			27.3	
b. Partial lock-step (e.g., for the first few years the bonus is the same amount)			9.1	
c. All Associates (regardless of class year) receive the same amount			4.5	
d. Individualized bonuses for all class years			40.9	
3. Does your Firm formally communicate the bonus calculations with your Associates?	‡	21		
a. Yes, all Associates			47.6	
b. Varies by office and/or practice group			4.8	
c. Bonuses are all individualized so there is no formal calculation			28.6	
4. Does your Firm give billable hour credit for the following initiatives?	‡	20		
a. Business Development/Marketing			30.0	
b. Pro Bono			95.0	
c. Diversity, equity and inclusion programs			70.0	
d. Community and civic interests			10.0	
e. Wellness programs			20.0	
5. Maximum percentage of the billable hour bonus that can be awarded for extraordinary performance:				
(Firms responding to 1b or 1c)	‡	18		
a. More than 100%			16.7	
b. 100%			11.1	
c. Between 50% and 99%				
d. Between 25% and 49%			5.6	
e. Less than 25%			11.1	
f. Varies by individual			27.8	
Group				
	Your Firm	1st Quartile	Median	3rd Quartile
6. The billable hour credit given for the following initiatives:				
(Firms responding to 4)				
a. Business Development/Marketing		**	**	**
b. Pro Bono	‡	112.5	100.0	100.0
c. Diversity, equity and inclusion programs	‡	100.0	62.5	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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (29 members[^])

Associate Bonus & Benefits Information - 2023 (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)	‡	16	
a. Business development			62.5
b. Client originations			18.8
c. Contributing to pro bono matters			56.3
d. Firm management / Committee responsibility			31.3
e. Firm performance			43.8
f. Firm citizenship			43.8
g. Management responsibility			6.3
h. Mentoring			25.0
i. Participating / Conducting training			18.8
j. Performance reviews			75.0
k. Profit margin - (e.g., realization rate)			31.3
l. Providing legal work for the Firm			18.8
m. Recruiting & Diversity initiatives			37.5
8. For those Associates who took a leave of absence (LOA) during the year, bonuses are determined by:	‡	22	
a. Full amount of bonus is paid, regardless of LOA			13.6
b. Prorated bonus paid based on percentage of full-time equivalency (e.g., bonus reduced based on amount of time of LOA)			45.5
c. Varies by individual (could be a combination of option a and b above)			27.3
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:		22	
a. EPO - Exclusive Provider Organization			4.5
b. High Deductible Plan with HSA			40.9
c. High Deductible Plan with HRA			
d. High Deductible Plan without HSA or HRA			4.5
e. HMO - Health Maintenance Organization			
f. PPO/POS/OAP - Preferred Provider Organization/Point of Service/Open Access Plan			45.5
2. Highest enrolled plan financed:	‡	21	
a. Fully Insured			14.3
b. Self-Insured			85.7
c. Minimum Premium Plan			
3. Medical plans offered to associates the same as those offered to other non-legal staff?		22	100.0
4. Plans offered to associates and other non-legal staff differ: (Firms responding to 3)		1	
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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (29 members^)

Associate Bonus & Benefits Information - 2023 (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:	‡	19	
a. Prorated based on percentage of full-time equivalency			57.9
b. Varies by individual			21.1
c. No bonus awarded unless the individual worked the entire year at the Firm			5.3
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)?	‡	20	
a. Yes			80.0
b. No			10.0
c. Varies by individual			10.0
7. Types of Benefits offered to Associates/Sr. Attorneys		22	
a. 401(k) pre-tax employee deferrals			95.5
b. 401(k) roth employee deferrals			95.5
c. 401(k) pre-tax employer matching contributions			
d. 401(k) post-tax employee deferrals			18.2
e. Additional non-elective employer contributions ("Profit Sharing")			9.1
f. Qualified defined benefit plan			
g. Non-qualified or unfunded retirement plan			
h. Active healthcare benefits			100.0
i. Post-retirement healthcare benefits			27.3
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)	‡	19	
a. Base pay only			15.8
b. W-2 wages for Income taxes (W-2, Box 1)			52.6
c. Gross compensation			26.3
d. Medicare wages and tips (W-2, Box 5)			5.3
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)			
a. Between 1% and 1.9% of compensation			
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)		2	
a. Between 1% and 2.9% of compensation			
b. Between 3% and 4.9% of compensation			50.0
c. Between 5% and 6.9% of compensation			
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			50.0

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

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (29 members[^])

Associate Bonus & Benefits Information - 2023 (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)			
a. Cash Balance Plan			
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)			
a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)			
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)	‡	6	
a. Before age 65 - not eligible for Medicare			66.7
b. Age 65 or higher - eligible for Medicare			33.3
c. Both eligible and non-eligible for Medicare			
14. For Firms offering active healthcare benefits, the type of benefits offered is:			
(Firms responding to 7h)		22	
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)			90.9
i. Health Advocacy Programs			72.7
j. Long term / short term disability			100.0
k. Critical illness plans / Long term care			59.1
l. Life Insurance			100.0
m. Flexible spending accounts			100.0
n. Employee Assistance Programs (EAPs)			100.0
o. Emergency childcare / eldercare			90.9
p. Parking / transit			90.9
q. Adoption/Surrogacy benefits			63.6
r. Student loan refinancing/paydown			50.0
s. Tuition assistance			31.8
t. Pet Insurance			50.0
u. Dependant Care			81.8
v. Career Coaching			59.1

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

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (29 members[^])

Associate Bonus & Benefits Information - 2023 (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)		22		
a. Must take it all at once			13.6	
b. Ability to schedule intermittently during the year - based on a daily total basis			22.7	
c. Ability to schedule intermittently during the year - based on a hourly total basis			18.2	
d. Varies by individual			9.1	
16. For those Associates who took a parental leave, are they eligible for additional unpaid leave?		22		
a. Yes			59.1	
b. No			9.1	
c. Varies by individual			31.8	
			<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	12.8
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	‡	9.8	8.0	5.5
b. Paternal leave	‡	9.8	7.0	5.5

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** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (29 members[^])

Partner Admission Policies - 2023

	Your Firm (designated with an X)	# of Resp.	% of Grp. Resp. - Yes
1. The 'typical' progression of an Associate/Sr. Attorney to Equity Partner status:		17	
a. Must be admitted as a 'Non-Equity' Partner prior to admission to Equity Partner			47.1
b. In most cases admitted as a 'Non-Equity' Partner prior to Equity Partner status			47.1
c. Directly to Equity Partner status			5.9
2. The Firm has an alternative (non-partner) career path for an Associate/Sr. Attorney:		16	
a. Yes, it is a formal policy allowing Associates/Sr. Attorneys to stay with the Firm without becoming a Partner			50.0
b. Yes, but it is not formalized and is permissible only to 'select' Associates/Sr. Attorneys (e.g., case by case)			50.0
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):		17	
a. Must be admitted as a 'Non-Equity' Partner prior to Equity Partner status			5.9
b. In most cases, admitted as a 'Non-Equity' Partner prior to Equity Partner		52.9	
c. Hired on a contractual basis for a designated period of time			
d. Directly to Equity Partner status		23.5	
Group			
	Your Firm	1st Quartile	3rd Quartile
4. Typical number of years as a 'Non-Equity' Partner before Equity Partner admission:	‡	6.0	3.0
5. Typical number of years as an Associate/Sr. Attorney before Equity Partner admission:		**	**
6. Typical number of years that an Associate/Sr. Attorney becomes 'off-track' and transitions to an alternative career path:	‡	10.0	8.0
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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Distribution of Terminated Timekeepers
For the 12-month period ending December 31, 2023

Percent of All Timekeepers

<u>Timekeeper Class</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>
Equity Partners		/ 35	10.0	6.5	3.7
Non-Equity Partners		/ 35	18.2	14.3	7.2
Associates		/ 35	61.0	55.0	45.9
Sr. Attorneys		/ 35	15.5	6.2	0.9
Of Counsel		/ 35	12.3	7.9	3.3
Staff Attorneys		/ 35	5.3	2.7	0.0
eDiscovery Attorneys		/ 35	0.6	0.0	0.0
<i>All Attorneys</i>	100%				
Paralegals		/ 34	95.3	79.0	55.9
Other Non-Legal Tkprs ¹		/ 34	44.1	21.0	4.7
<i>All Non-Legal Tkprs</i>	100%				

Percent of Timekeeper Class

<u>Timekeeper Class</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>
Equity Partners		/ 34	5.1	2.8	1.9
Non-Equity Partners		/ 30	10.9	8.6	5.9
Associates		/ 35	17.4	15.7	12.5
Sr. Attorneys		/ 28	14.1	11.7	7.8
Of Counsel		/ 31	18.8	13.4	9.2
Staff Attorneys		/ 31	28.2	19.2	8.1
eDiscovery Attorneys			**	**	**
<i>All Attorneys</i>		/ 35	12.9	10.5	8.9
Paralegals		/ 34	21.4	13.4	10.9
Other Non-Legal Tkprs ¹		/ 29	20.0	15.4	8.3
<i>All Non-Legal Tkprs</i>		/ 34	19.7	14.7	11.5

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (35 members)

Distribution of Terminated Associates by Law Class Year
For the 12-month period ending December 31, 2023

Percent of All Associates

<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>
2023		/ 35	0.0	0.0	0.0
2022		/ 35	11.7	7.7	3.1
2021		/ 35	16.0	12.5	8.7
2020		/ 35	13.9	11.8	8.3
2019		/ 35	16.8	13.6	10.0
2018		/ 35	13.8	12.3	8.8
2017		/ 35	12.1	8.8	6.8
2016		/ 35	11.0	8.0	5.9
2015		/ 35	11.0	6.4	3.1
2014		/ 35	6.2	4.7	2.3
Prior		/ 35	16.5	9.3	4.4
	100%				

Percent of Associate Class

<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>
2023		/ 24 ‡	4.3	0.0	0.0
2022		/ 35	16.9	12.5	7.8
2021		/ 35	21.8	16.7	9.9
2020		/ 35	21.9	17.3	11.3
2019		/ 35	22.2	18.2	14.0
2018		/ 35	22.2	16.0	12.4
2017		/ 35	21.4	13.8	10.6
2016		/ 35	16.9	14.0	6.9
2015		/ 35	20.5	12.5	7.2
2014		/ 34	20.0	15.4	9.6
Prior		/ 34	19.9	14.6	11.6

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Associate & Sr. Attorney Retention

At December 31, 2023

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>
2023		/ 17 ‡	9.1	6.6	2.7
2022		/ 18	12.7	9.2	5.3
2021		/ 18	13.8	9.1	7.8
2020		/ 18	10.2	9.4	8.1
2019		/ 18	10.7	9.3	7.5
2018		/ 18	10.2	8.9	7.4
2017		/ 18	10.2	9.1	6.5
2016		/ 18	9.4	7.6	5.8
2015		/ 18	8.0	7.0	5.1
2014		/ 18	5.0	4.6	3.5
Prior		/ 18	28.1	20.6	6.6
	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>
2023		/ 17 ‡	100.0	100.0	100.0
2022		/ 18	93.2	88.5	84.7
2021		/ 18	88.8	81.2	77.0
2020		/ 18	87.6	83.0	79.0
2019		/ 18	91.4	81.5	79.3
2018		/ 18	92.5	86.8	82.4
2017		/ 18	94.0	91.4	82.1
2016		/ 18	92.0	88.5	84.3
2015		/ 18	95.0	87.7	80.3
2014		/ 18	99.3	86.9	73.8
Prior		/ 18	92.0	87.3	80.5
All Associates and Sr. Attorneys		/ 18	88.8	85.3	82.1

[^] 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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Your Firm Profile
Timekeeper Demographics
 Headcount (FTE) values for the 12-month period ending December 31, 2023

	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>					
2023					
<i>% of Total</i>					
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>					
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

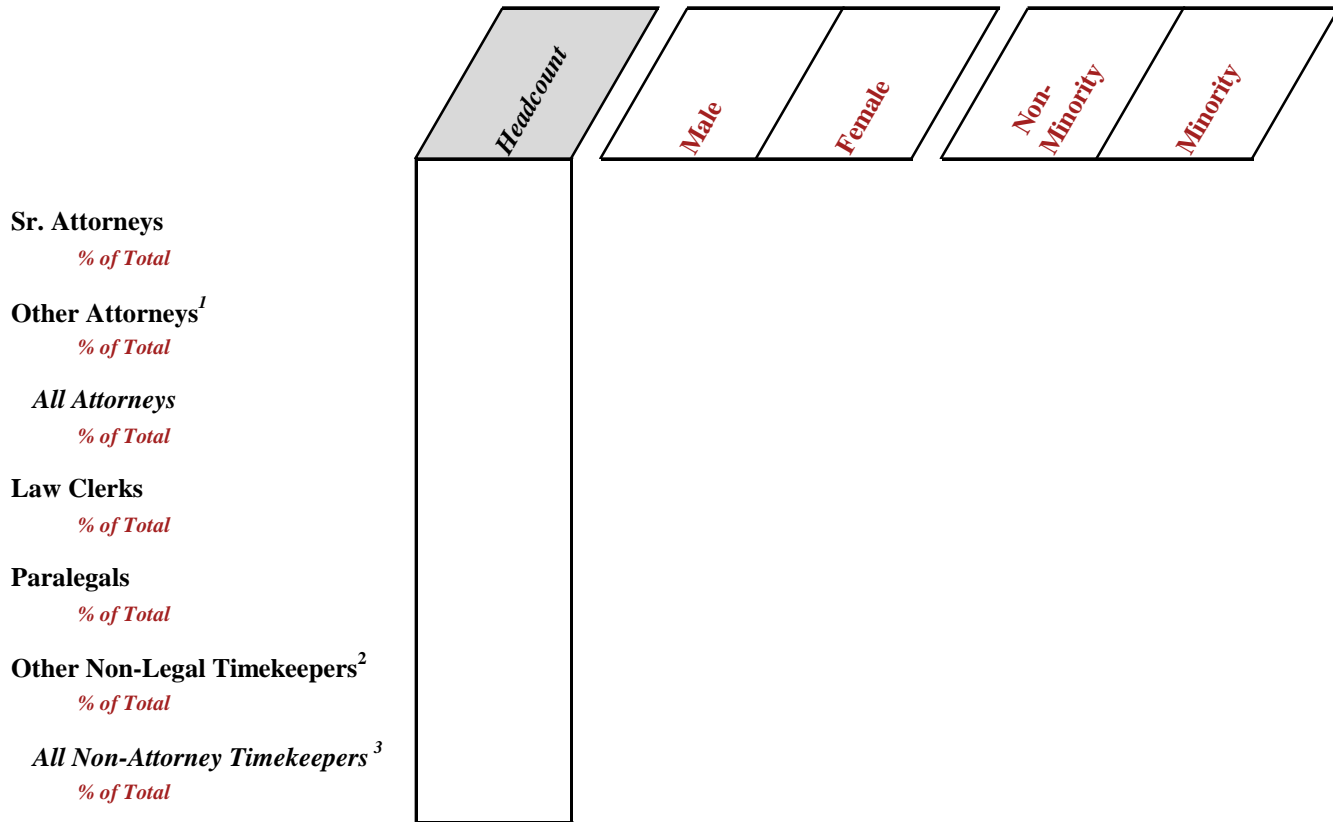
2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members^)

Your Firm Profile

Timekeeper Demographics

Headcount (FTE) values for the 12-month period ending December 31, 2023



Sr. Attorneys

% of Total

Other Attorneys¹

% of Total

All Attorneys

% of Total

Law Clerks

% of Total

Paralegals

% of Total

Other Non-Legal Timekeepers²

% of Total

All Non-Attorney Timekeepers³

% of Total

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Your Firm Profile
Timekeeper Racial Classification Demographics
 Headcount (FTE) values for the 12-month period ending December 31, 2023

	Headcount	African American/ Black	American Indian/ Alaska Native	Asian	Hispanic/ Latino	Native Hawaiian/ Pacific Islander	Two or more races	White	Other
Equity Partners									
% of Total									
Non-Equity Partners									
% of Total									
Associates									
<u>Law School Class Year</u>									
2023									
% of Total									
2022									
% of Total									
2021									
% of Total									
2020									
% of Total									
2019									
% of Total									
2018									
% of Total									
2017									
% of Total									
2016									
% of Total									
2015									
% of Total									
2014									
% of Total									
Prior									
% of Total									
All Associates									
% of Total									

[^] 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, 2023

	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

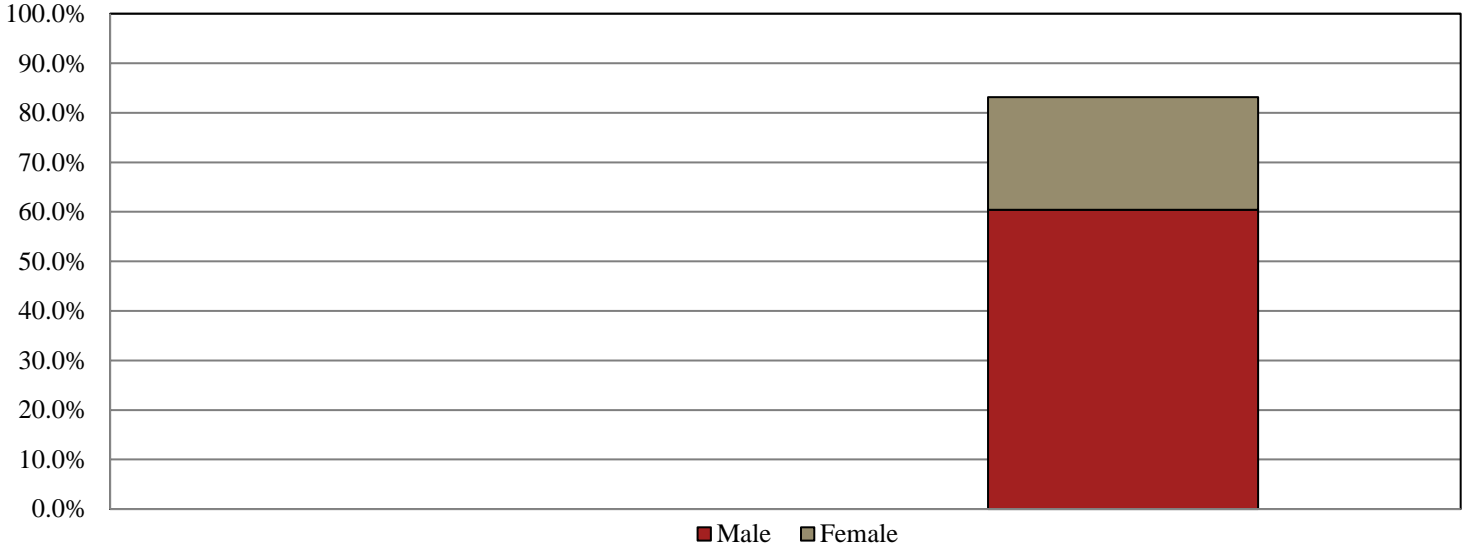
‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Partner Staffing Summary by Gender¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

Equity Partners



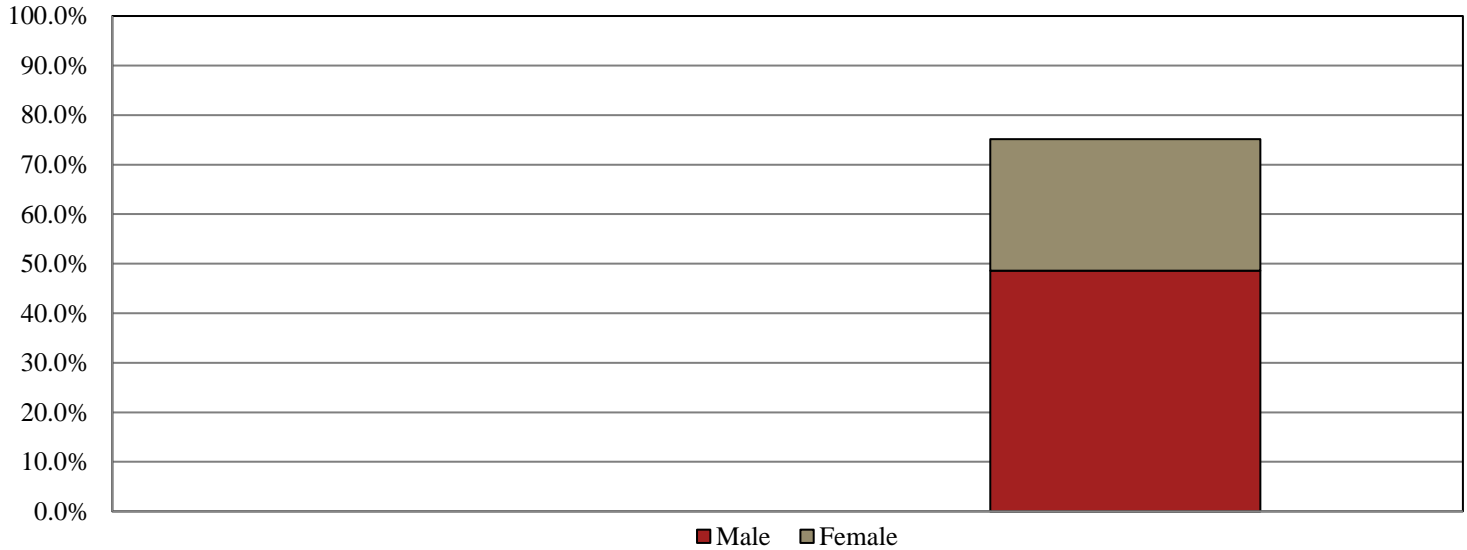
Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
4,851.1	60.4%	22.8%

Non-Equity Partners



Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
3,470.3	48.6%	26.6%

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

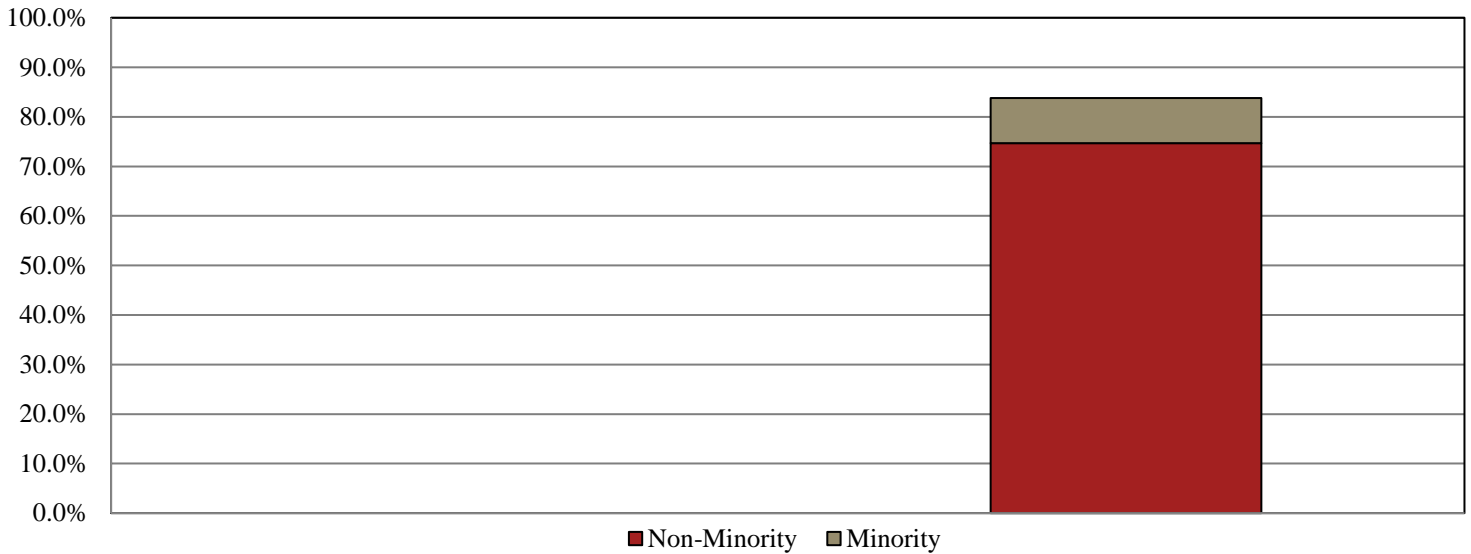
‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Partner Staffing Summary by Minority Status¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

Equity Partners



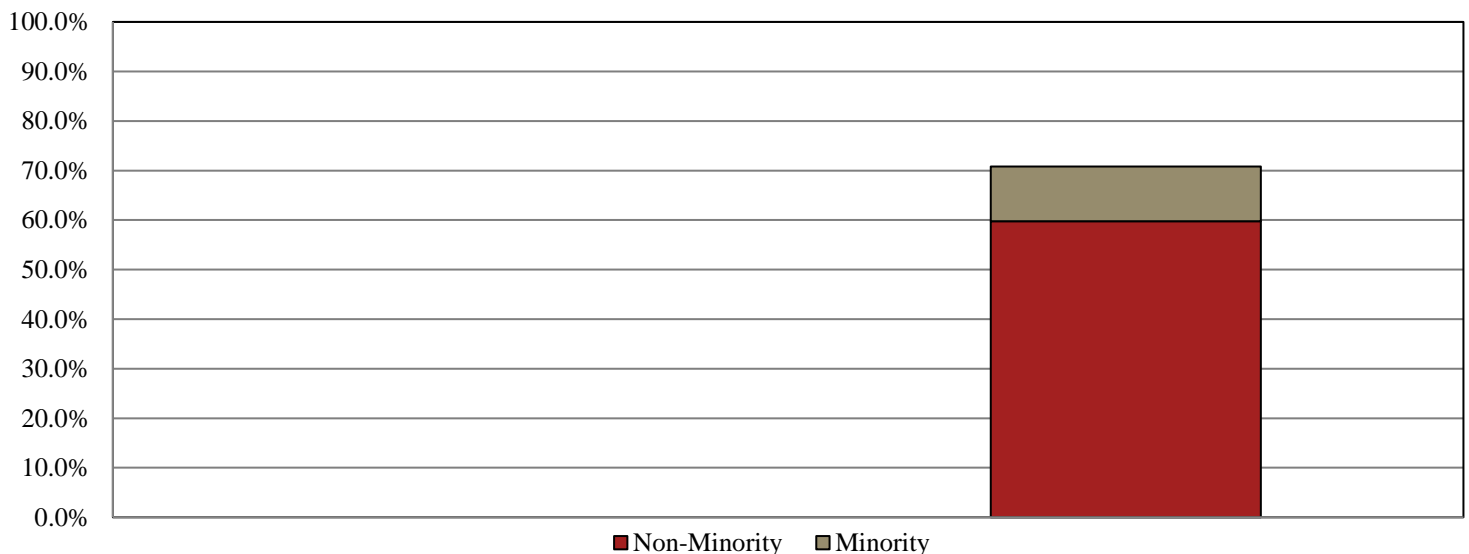
Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
4,851.1	74.7%	9.1%

Non-Equity Partners



Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
3,470.3	59.7%	11.1%

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.

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

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

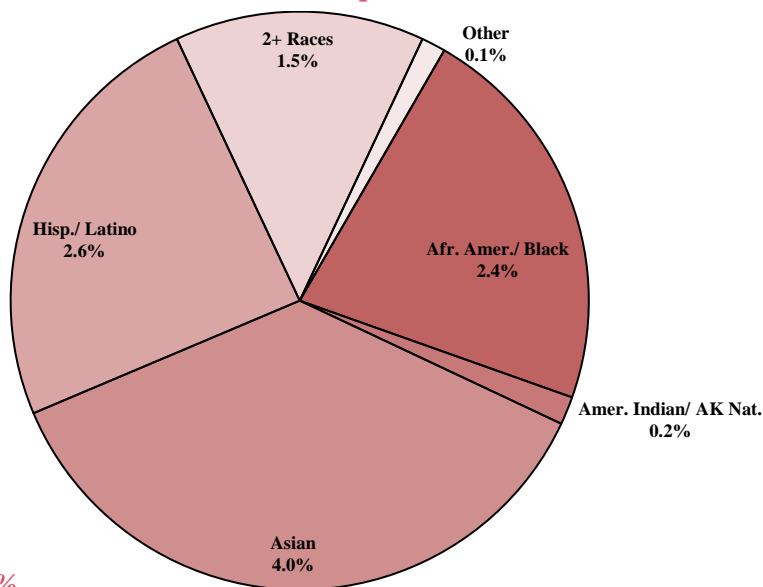
AmLaw Ranked - 50-100 (21 members[^])

Equity Partner Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

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: 10.9%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
4,064.6	2.4%	0.2%	4.0%	2.6%	0.0%	1.5%	89.1%	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

2024 BRASS Initial Release - Talent Management Report

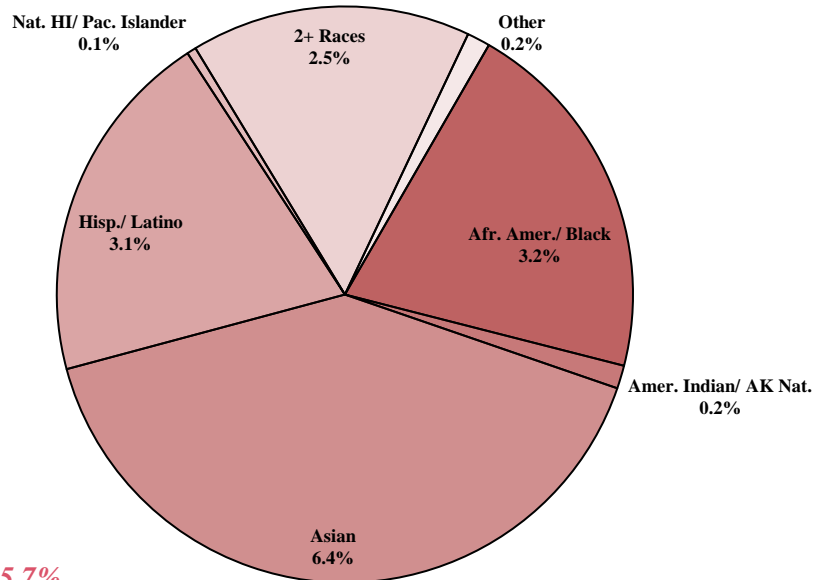
AmLaw Ranked - 50-100 (21 members^)

Non-Equity Partner Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

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: 15.7%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
2,458.0	3.2%	0.2%	6.4%	3.1%	0.1%	2.5%	84.3%	0.2%

Additional detail can be found on Page 59.

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

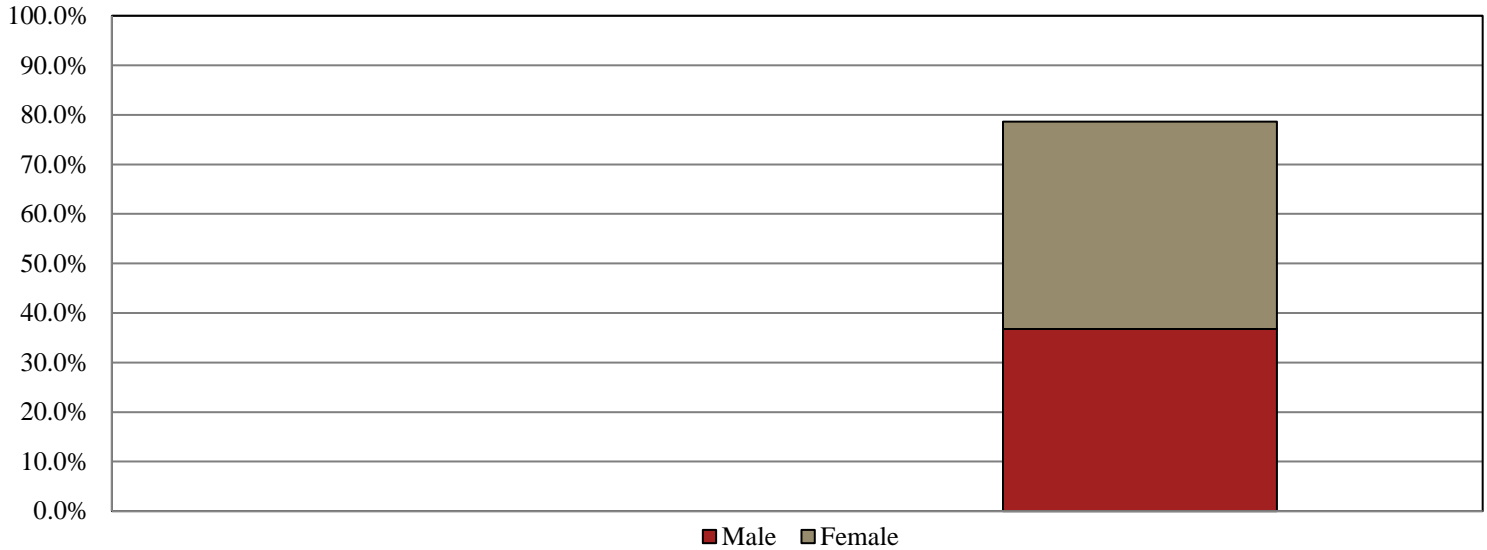
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Associates & All Attorneys Staffing Summary by Gender¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

Associates



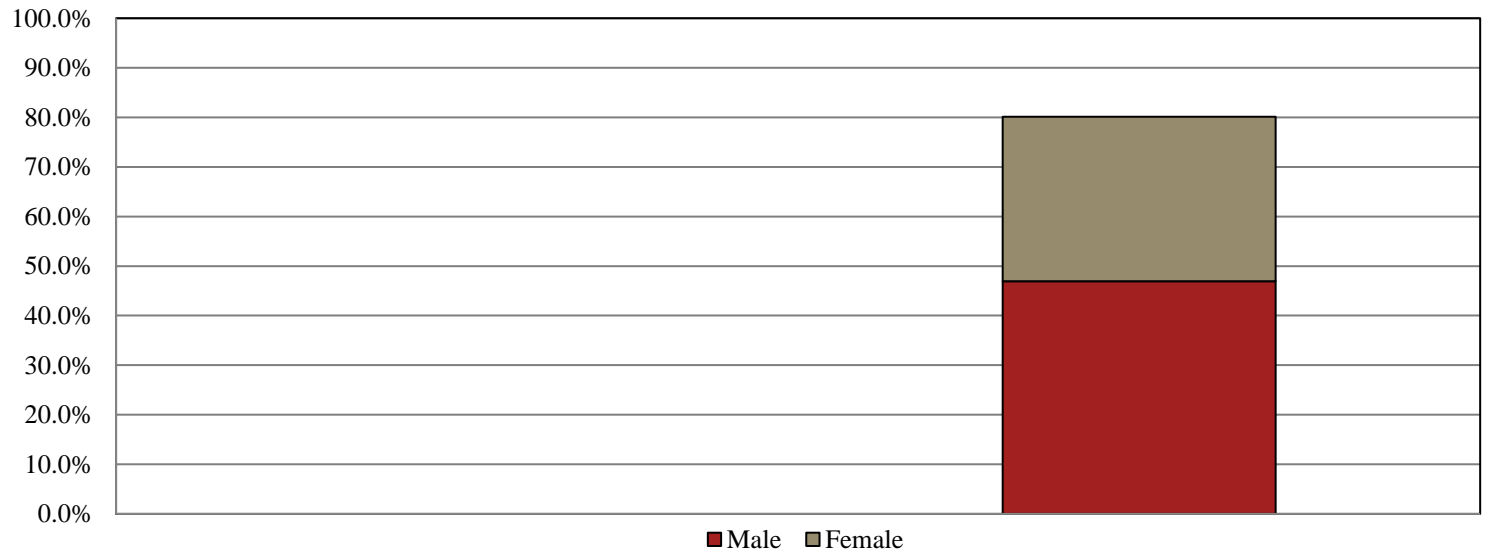
Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
7,126.3	36.8%	41.9%

All Attorneys²



Your Firm

Headcount	Male	Female

Total Group

Headcount	Male	Female
18,530.7	46.9%	33.2%

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.

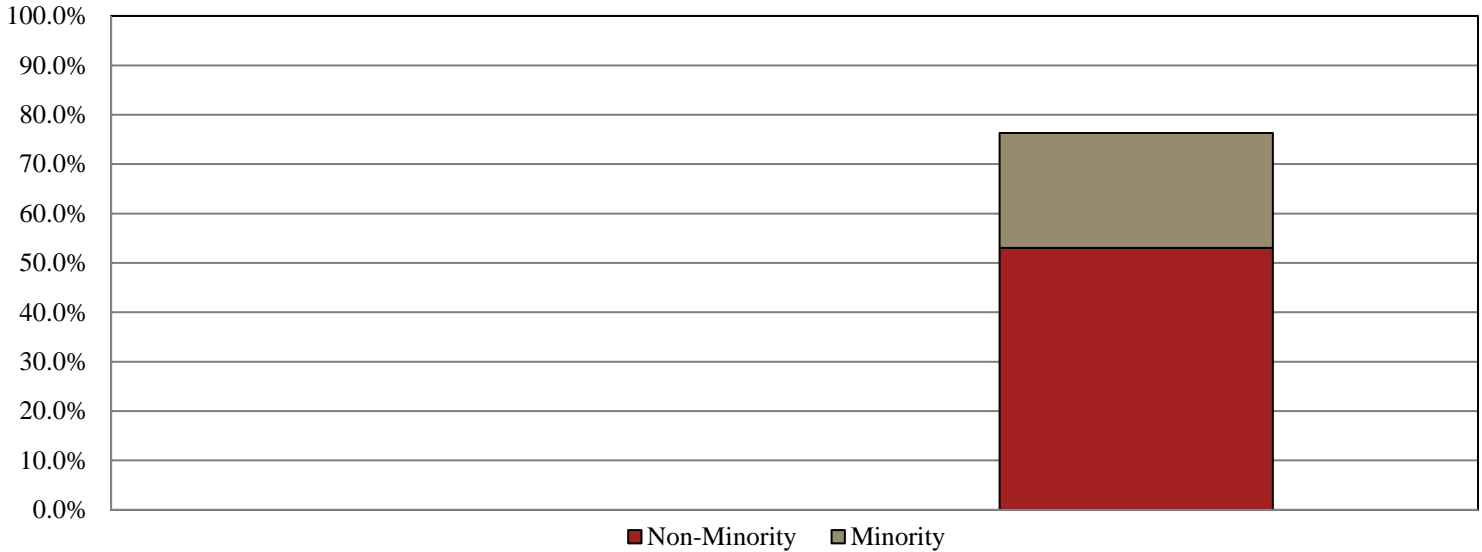
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Associates & All Attorneys Staffing Summary by Minority Status¹
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

Associates



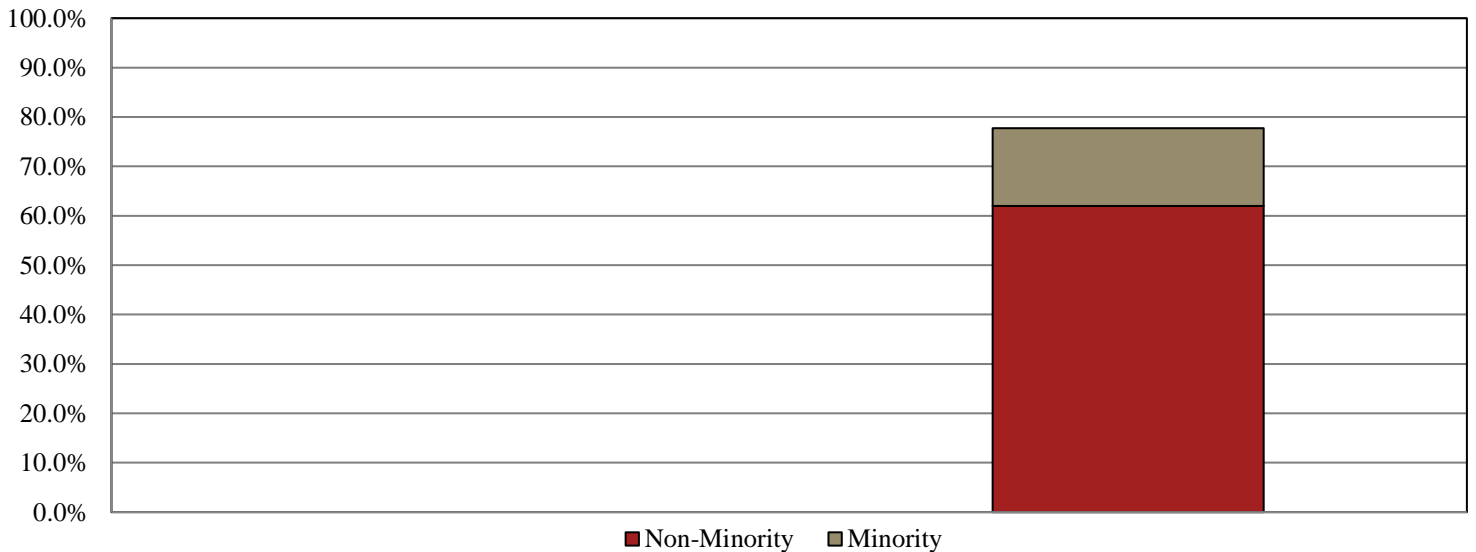
Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
7,126.3	53.0%	23.2%

All Attorneys²



Your Firm

Headcount	Non-Minority	Minority

Total Group

Headcount	Non-Minority	Minority
18,530.7	62.0%	15.8%

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

2024 BRASS Initial Release - Talent Management Report

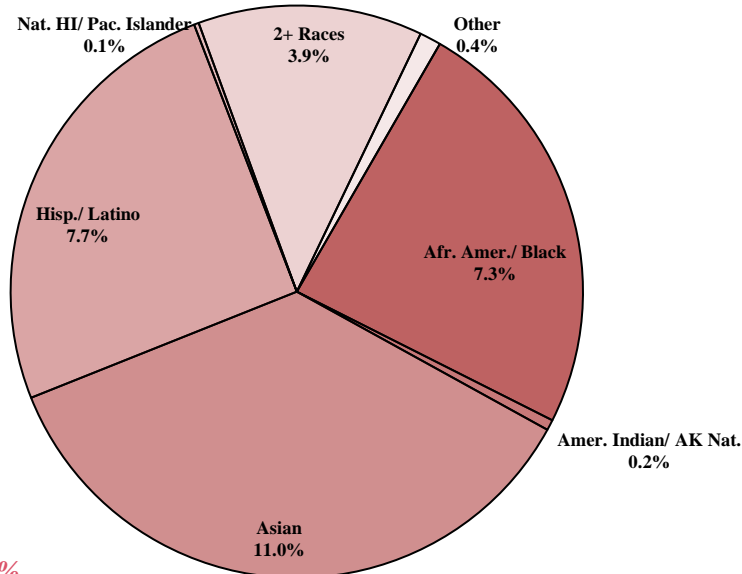
AmLaw Ranked - 50-100 (21 members[^])

Associates Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

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: 30.5%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
5,434.3	7.3%	0.2%	11.0%	7.7%	0.1%	3.9%	69.5%	0.4%

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

2024 BRASS Initial Release - Talent Management Report

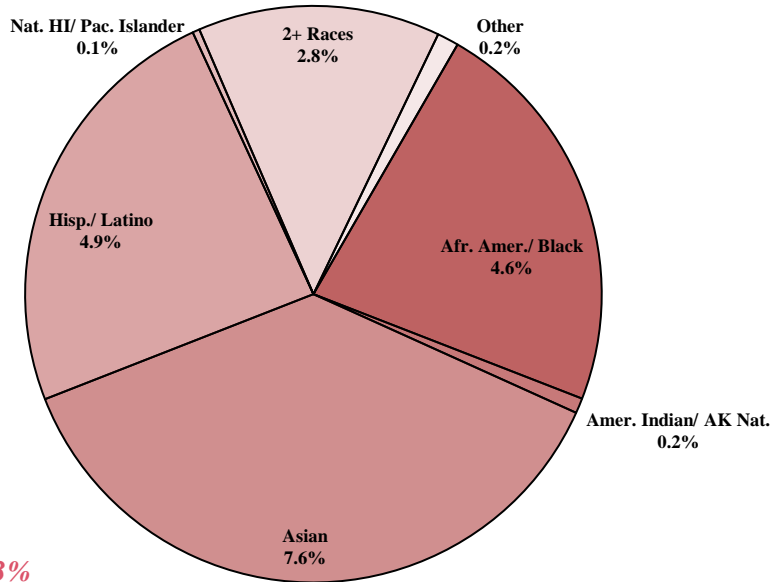
AmLaw Ranked - 50-100 (21 members[^])

All Attorneys Minority Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

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: 20.3%

Headcount	Afr. Amer./ Black	Amer. Indian/ AK Nat.	Asian	Hisp./ Latino	Nat. HI/ Pac. Islander	2+ Races	White	Other
14,408.1	4.6%	0.2%	7.6%	4.9%	0.1%	2.8%	79.7%	0.2%

Additional detail can be found on Page 59.

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

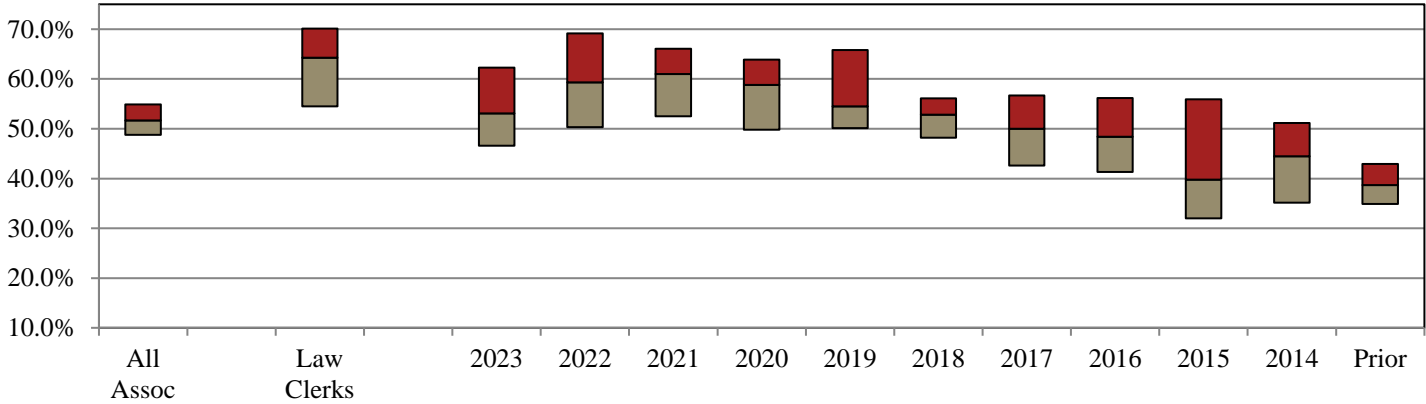
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

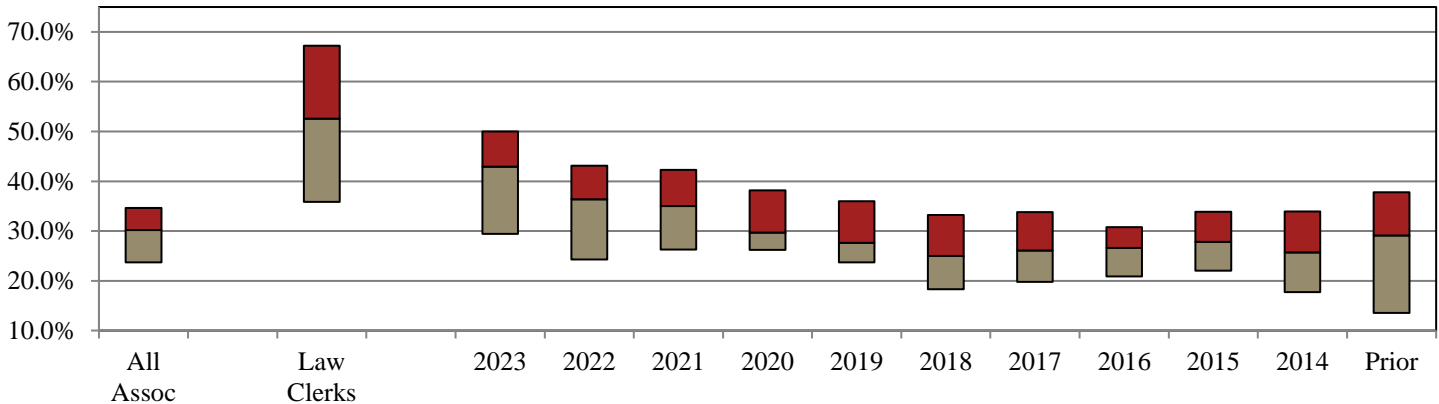
Associate Staffing Summary by Law Class Year
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

Female Associates by Law Class Year



	All Assoc	Law Clerks	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm		‡											
1st Qtle	54.9%	70.2%	62.3%	69.2%	66.1%	63.9%	65.8%	56.1%	56.7%	56.2%	55.9%	51.2%	42.9%
Median	51.7	64.3	53.1	59.3	61.0	58.8	54.5	52.8	50.0	48.4	39.8	44.5	38.7
3rd Qtle	48.8	54.5	46.6	50.3	52.5	49.8	50.1	48.2	42.6	41.3	32.0	35.2	34.9

Minority Associates by Law Class Year



	All Assoc	Law Clerks	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Your Firm		‡											
1st Qtle	34.6	67.2	50.0	43.1	42.3	38.2	36.0	33.2	33.8	30.8	33.9	33.9	37.8
Median	30.2	52.6	42.9	36.4	35.0	29.7	27.6	25.0	26.1	26.6	27.8	25.7	29.1
3rd Qtle	23.7	35.9	29.4	24.3	26.3	26.2	23.7	18.3	19.8	20.9	22.1	17.7	13.5

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

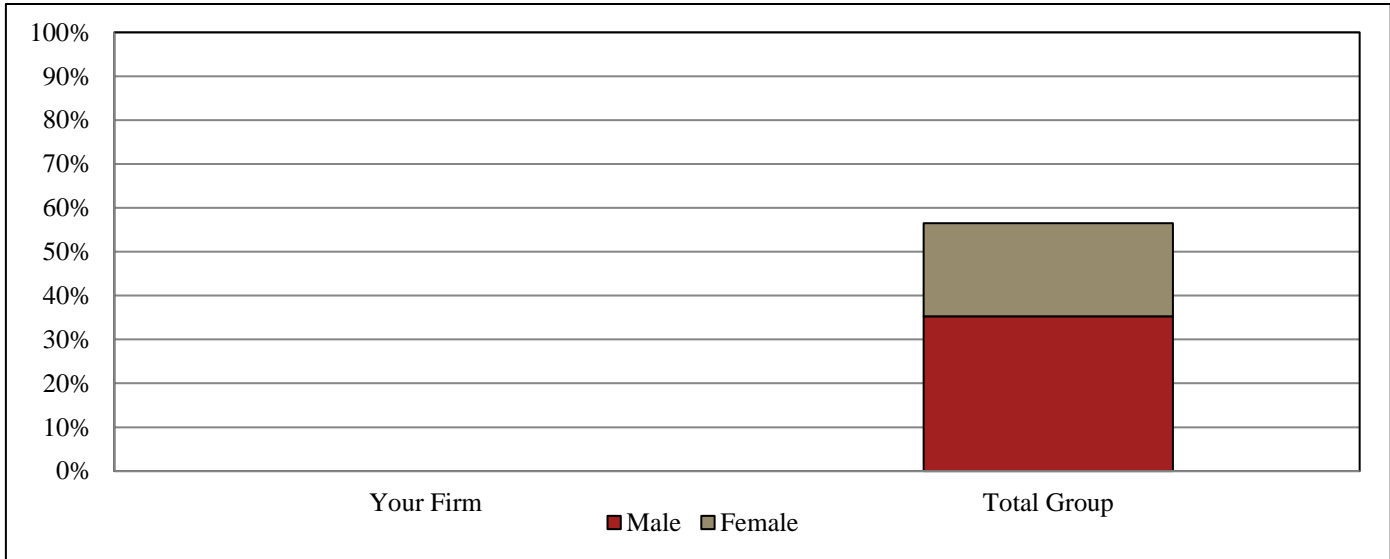
2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Partner Promotions by Gender¹

As of January 1, 2024

Equity Partners



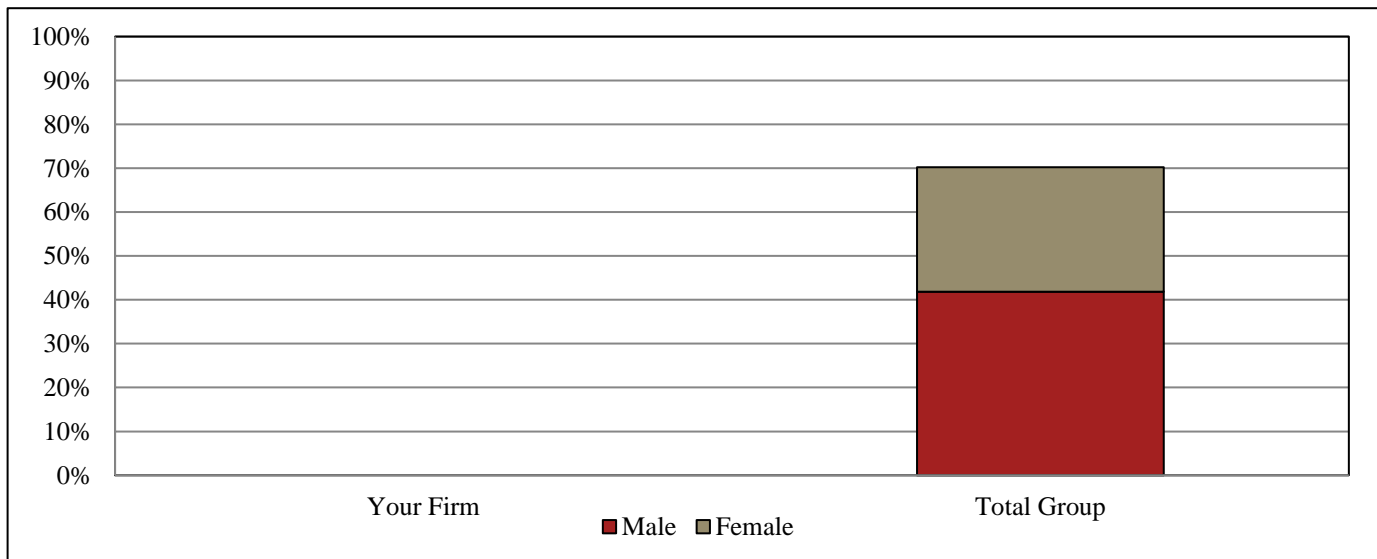
Your Firm

Count	Male	Female
‡		

Total Group

Count	Male	Female
85	35.3%	21.2%

Non-Equity Partners



Your Firm

Count	Male	Female
‡		

Total Group

Count	Male	Female
141	41.8%	28.4%

¹ Includes only promotions that occurred at 1/1/2024. Values may not sum to 100% if the gender and/or race was not provided for all timekeepers.

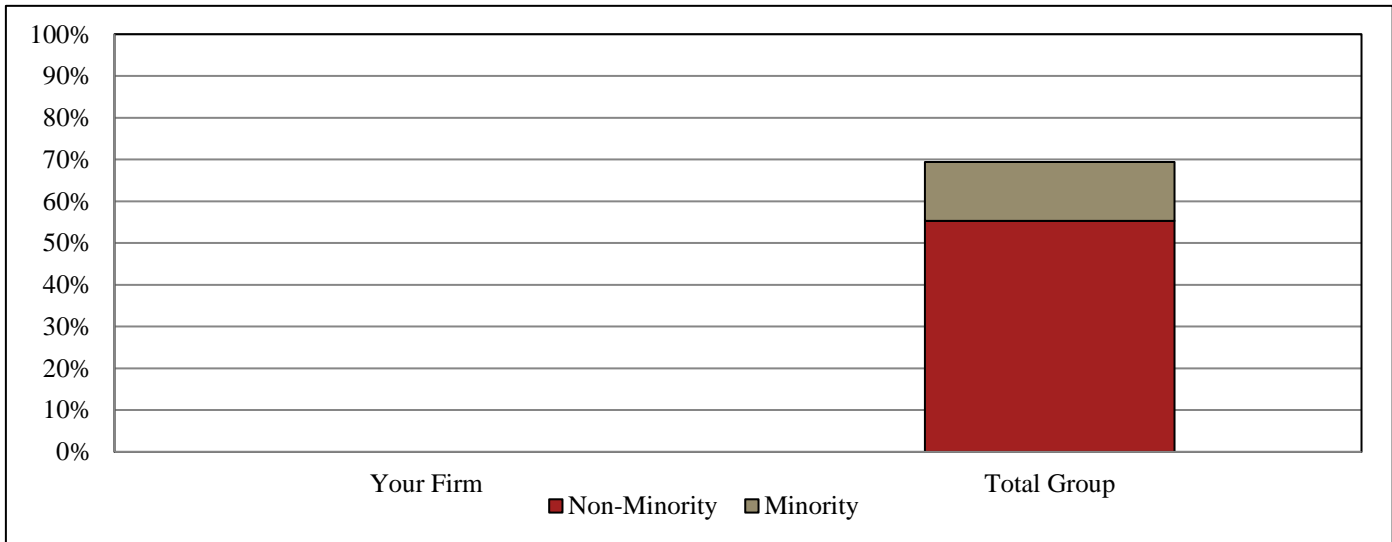
** omitted due to insufficient data

‡ less than 75% population response

Partner Promotions by Minority Status ¹

As of January 1, 2024

Equity Partners



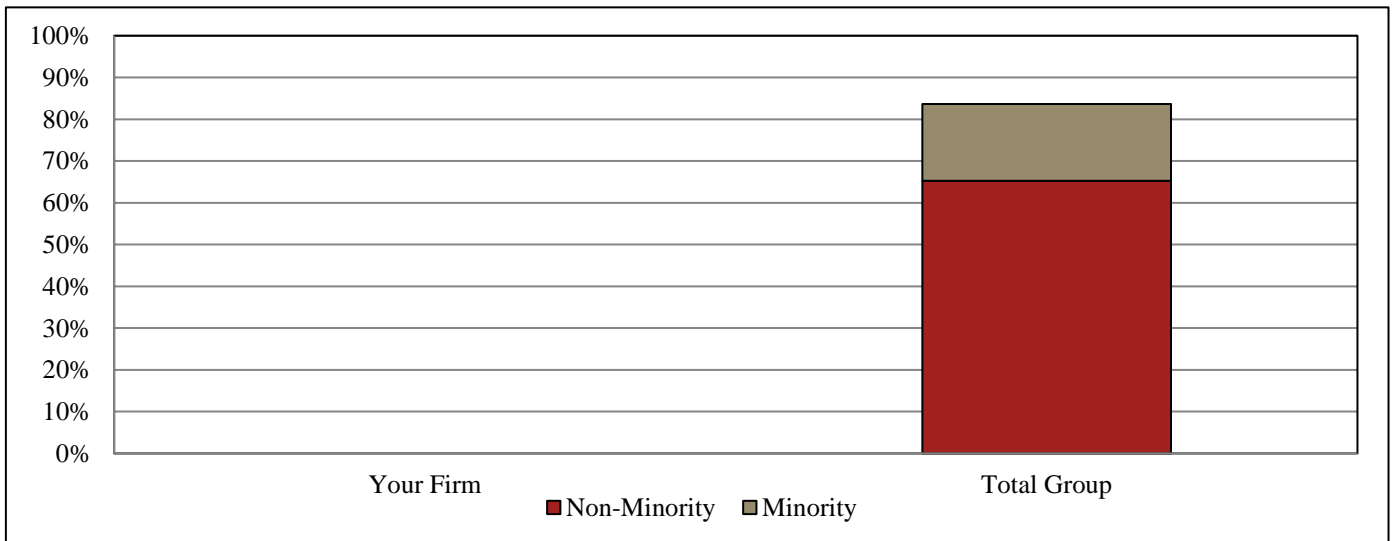
Your Firm

Count	Non-Minority	Minority
‡		

Total Group

Count	Non-Minority	Minority
85	55.3%	14.1%

Non-Equity Partners



Your Firm

Count	Non-Minority	Minority
‡		

Total Group

Count	Non-Minority	Minority
141	65.2%	18.4%

¹ Includes only promotions that occurred at 1/1/2024. 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

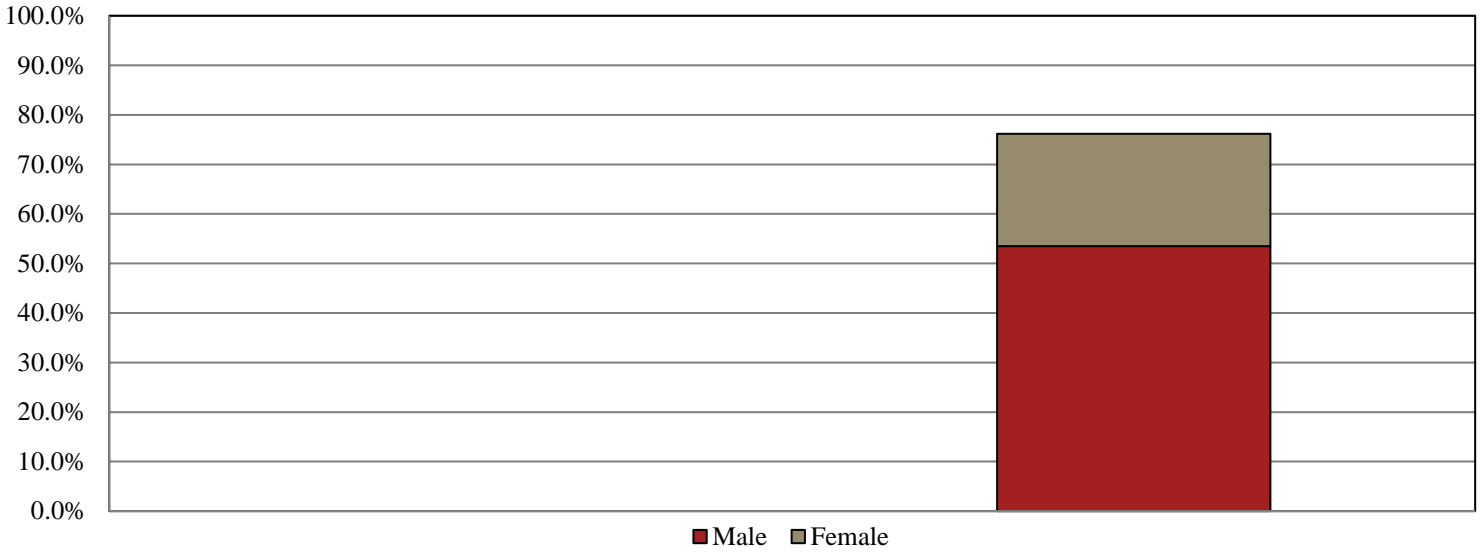
2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Partner Terminations by Gender¹

Percent of Partners for the 12-month period ending December 31, 2023

Equity Partners



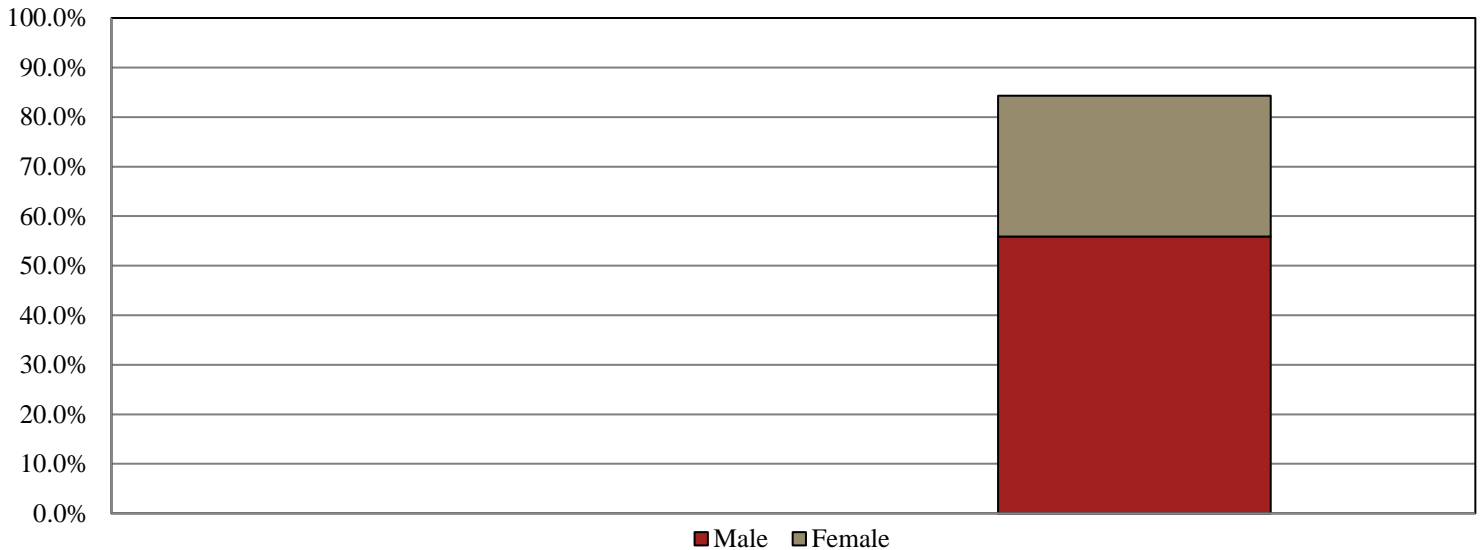
Your Firm

Count	Male	Female

Total Group

Count	Male	Female
172	53.5%	22.7%

Non-Equity Partners



Your Firm

Count	Male	Female

Total Group

Count	Male	Female
281	55.9%	28.5%

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.

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

** omitted due to insufficient data

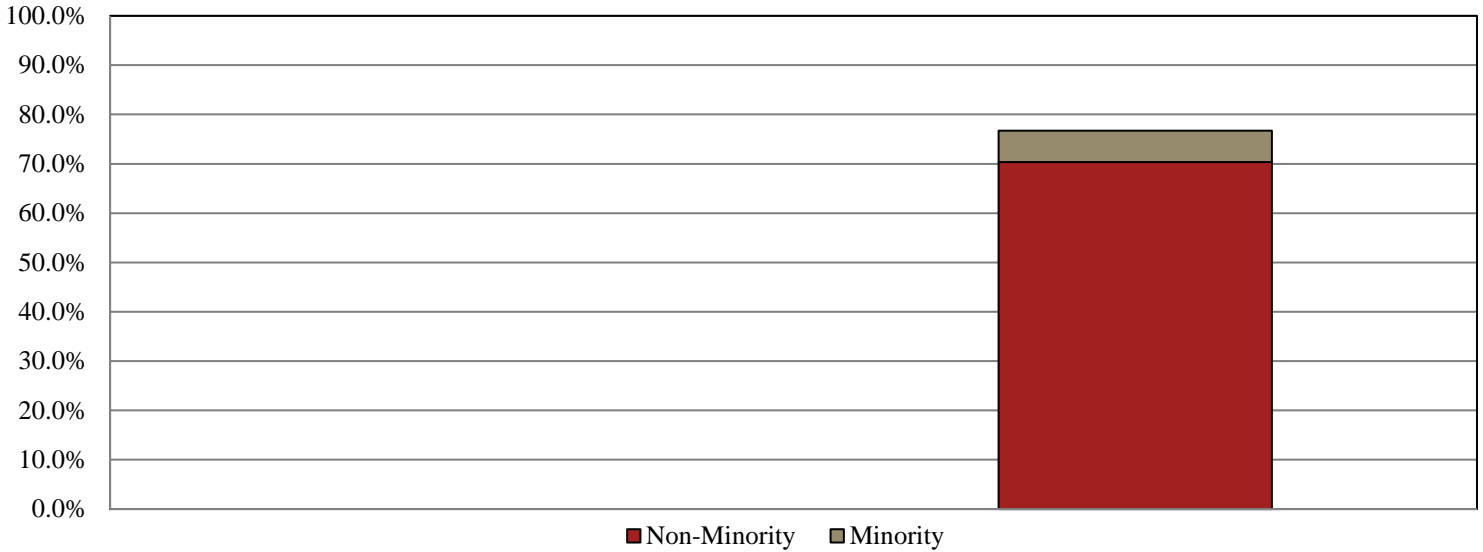
‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Partner Terminations by Minority Status¹
 Percent of Partners for the 12-month period ending December 31, 2023

Equity Partners



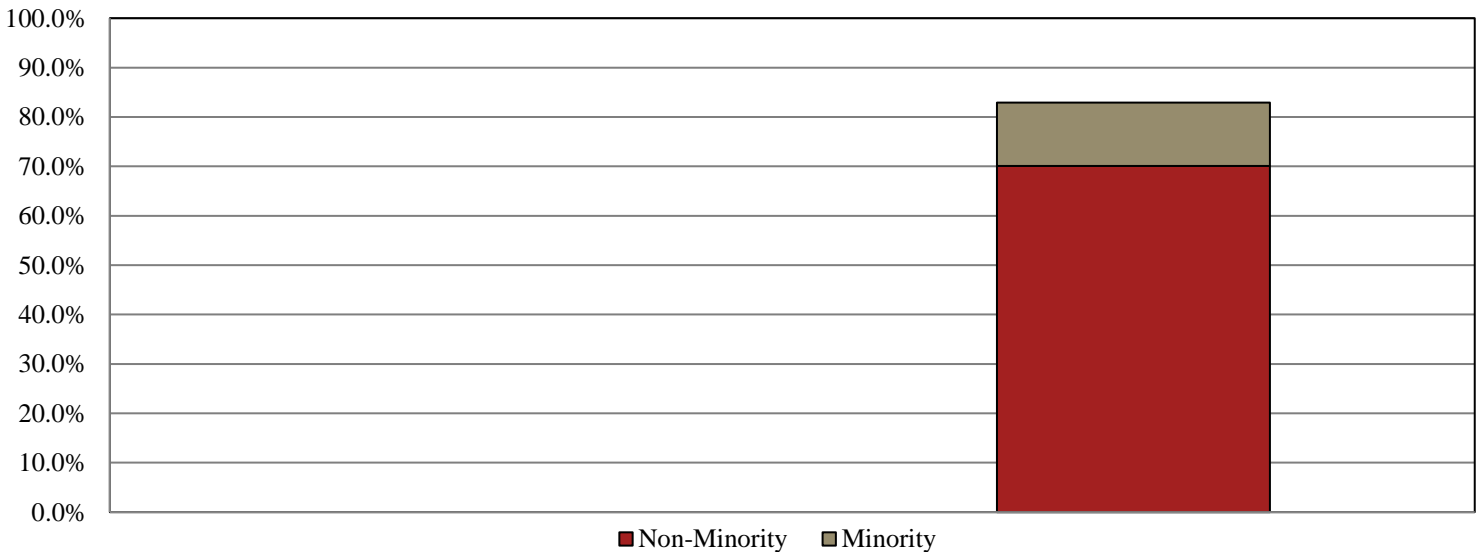
Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
172	70.3%	6.4%

Non-Equity Partners



Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
281	70.1%	12.8%

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.

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

** omitted due to insufficient data

‡ less than 75% population response

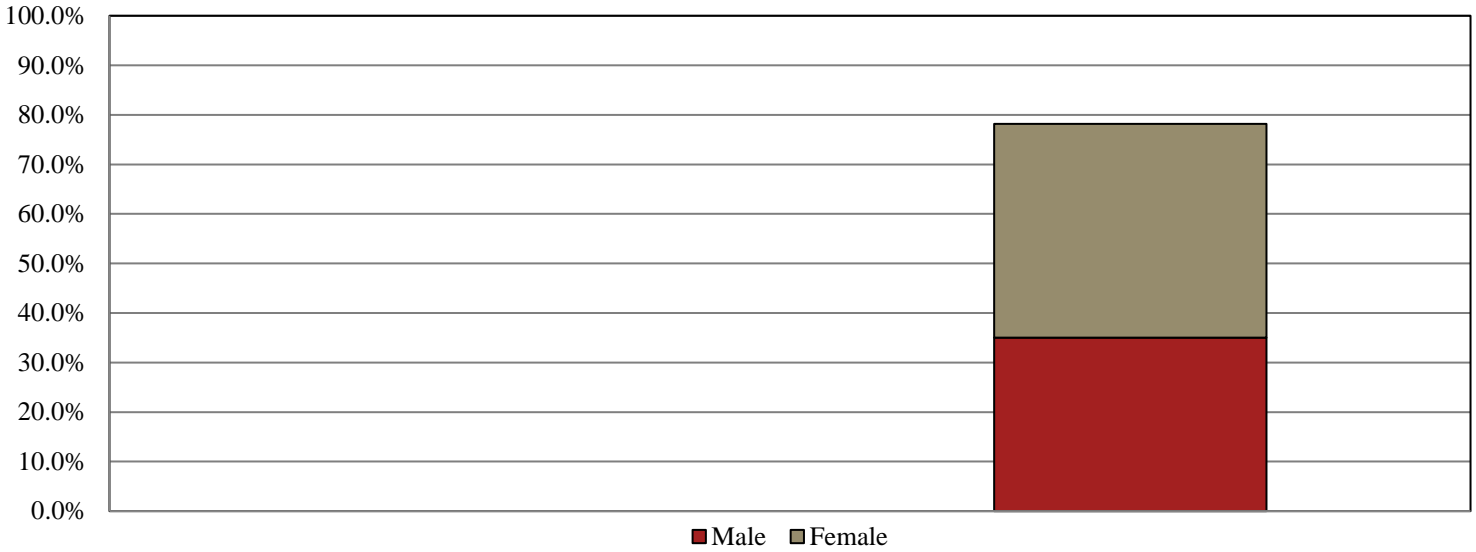
2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Associates & All Attorneys Terminations by Gender¹

Percent of Associates and All Attorneys for the 12-month period ending December 31, 2023

Associates



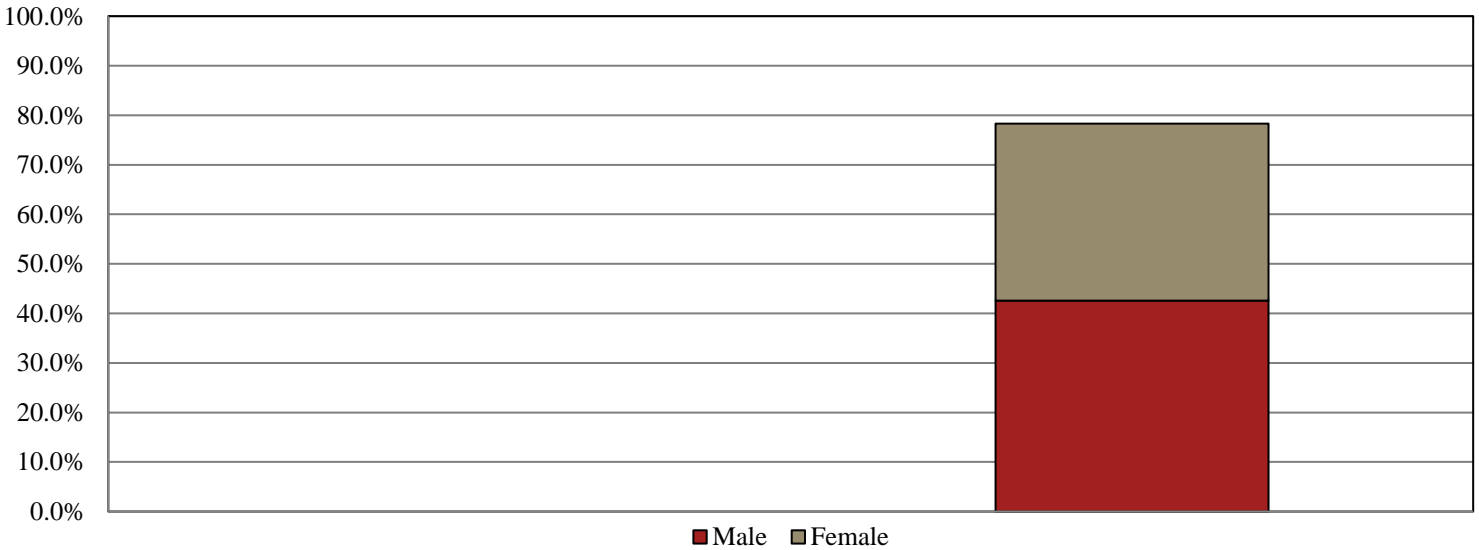
Your Firm

Count	Male	Female

Total Group

Count	Male	Female
1,147	35.0%	43.2%

All Attorneys²



Your Firm

Count	Male	Female

Total Group

Count	Male	Female
2,169	42.6%	35.7%

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.

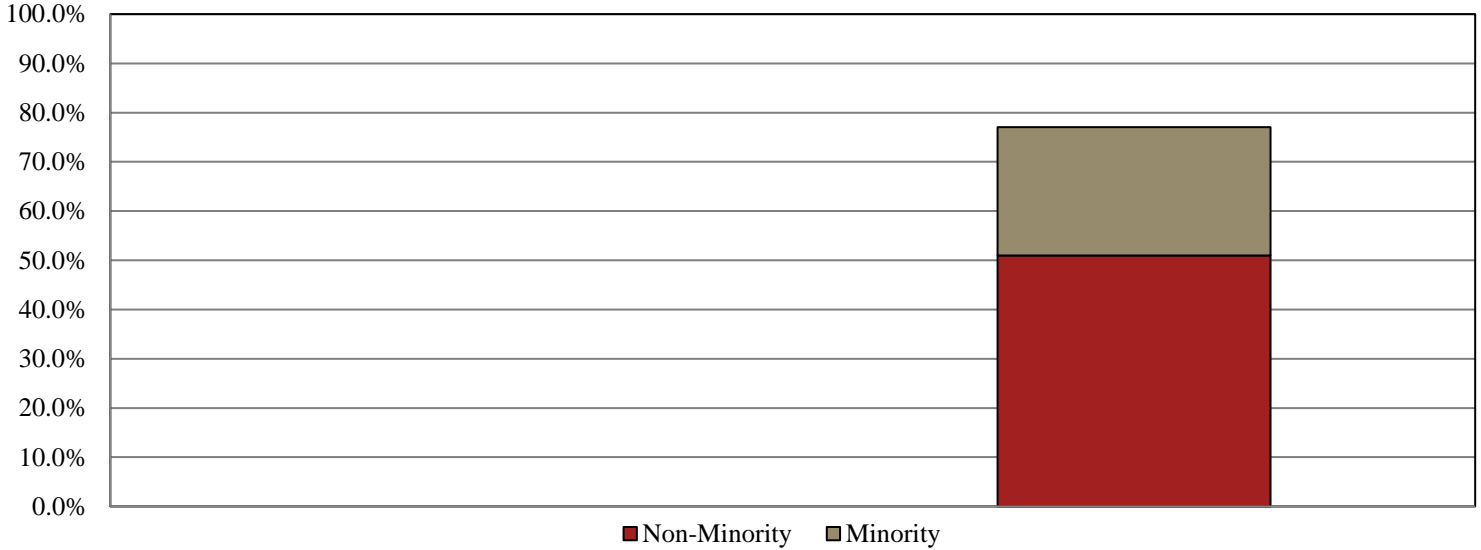
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Associates & All Attorneys Terminations by Minority Status ¹
Percent of Associates and All Attorneys for the 12-month period ending December 31, 2023

Associates



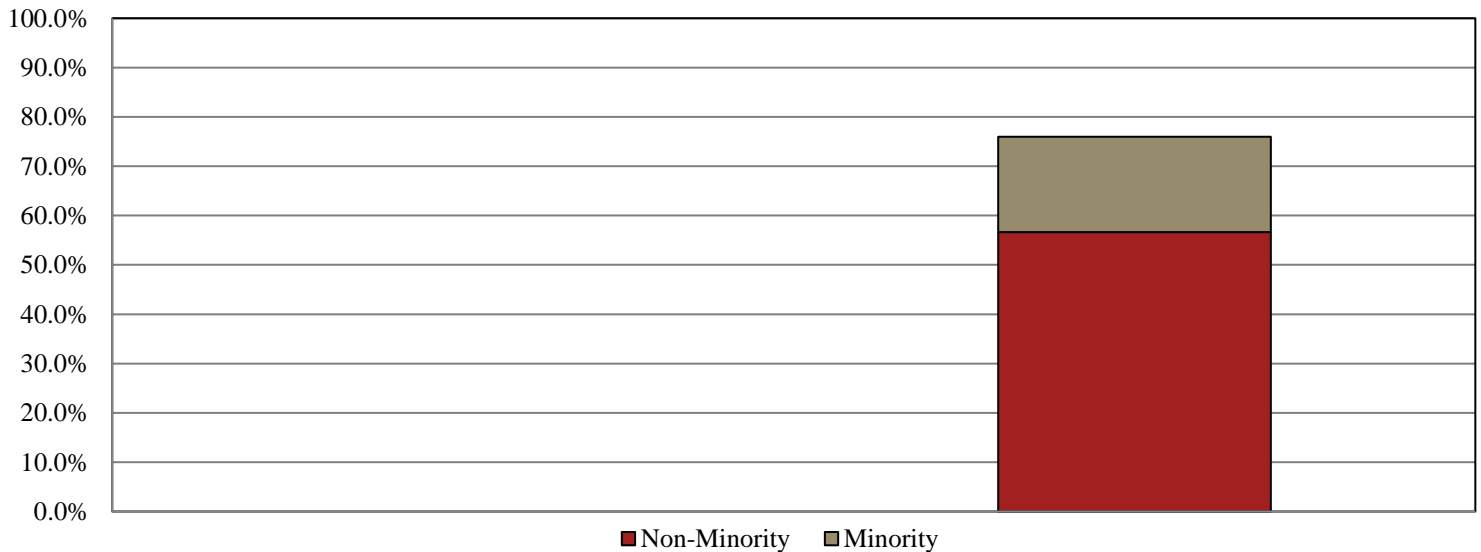
Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
1,147	51.0%	26.1%

All Attorneys ²



Your Firm

Count	Non-Minority	Minority

Total Group

Count	Non-Minority	Minority
2,169	56.6%	19.4%

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.

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.

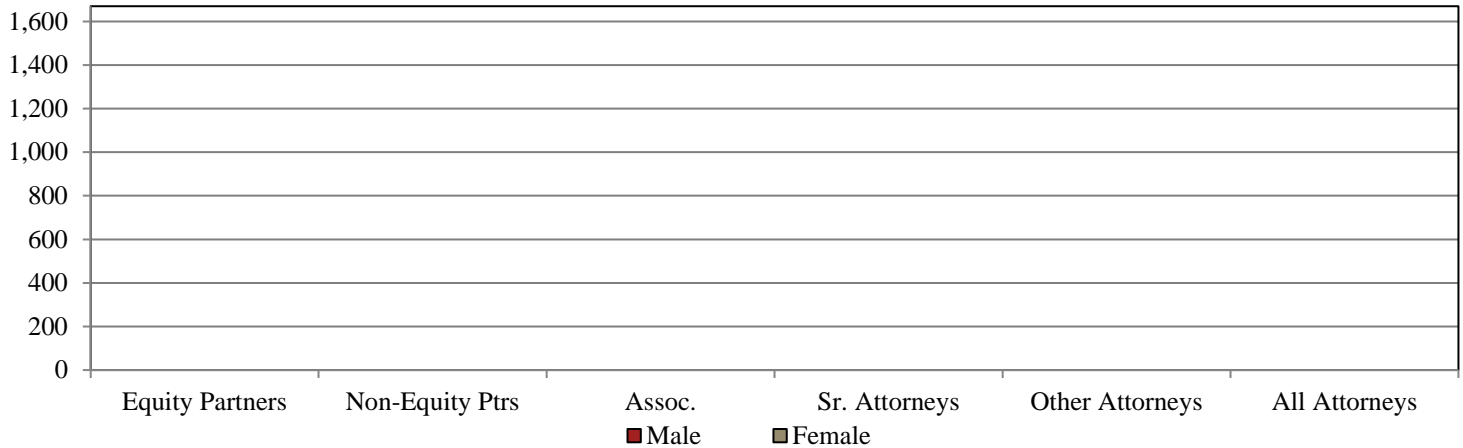
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

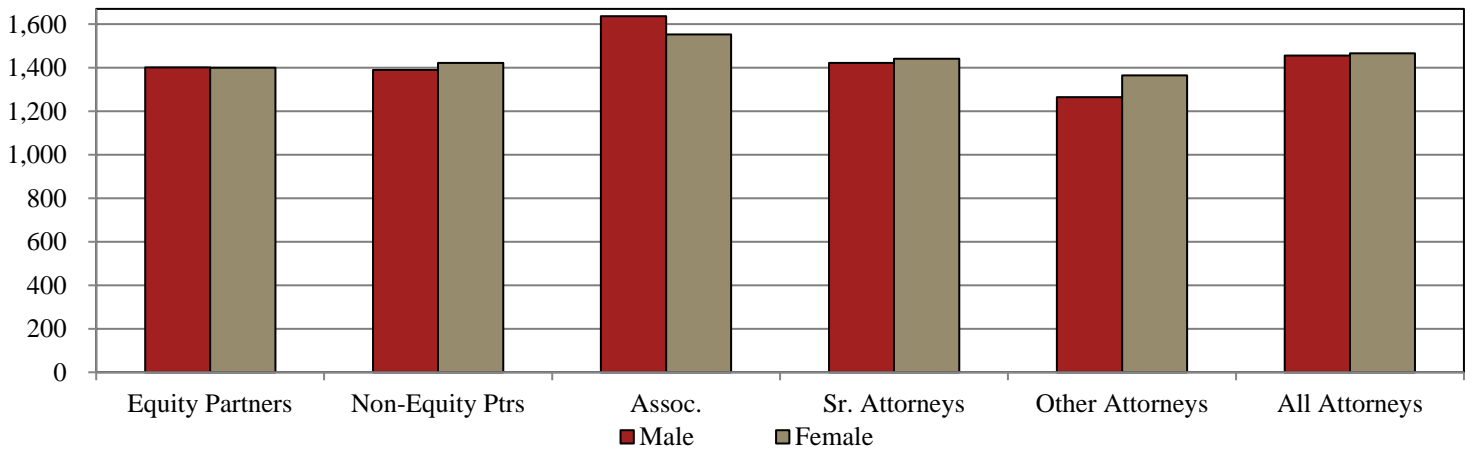
All Attorneys Average Billable Hours by Gender
For the 12-month period ending December 31, 2023

Your Firm



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

Total Group



	Equity Partners	Non-Equity Ptrs	Assoc.	Sr. Attorneys	Other Attorneys ¹	All Attorneys ²
Average Male	1,386	1,400	1,593	1,421	1,335	1,460
Average Female	1,399	1,422	1,553	1,441	1,364	1,466
Difference	(2)	33	(84)	20	99	10

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.

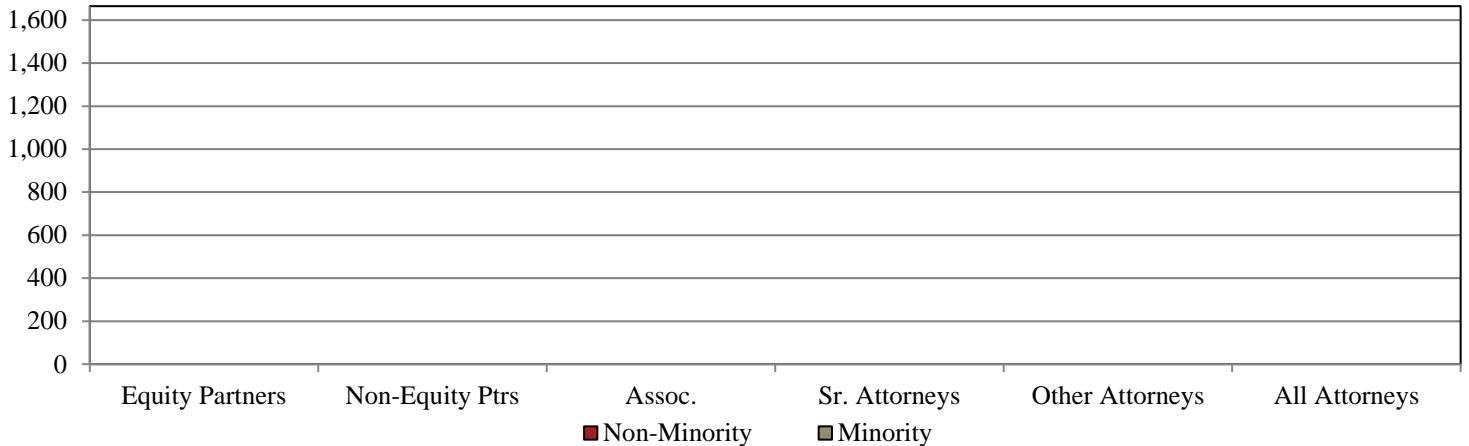
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

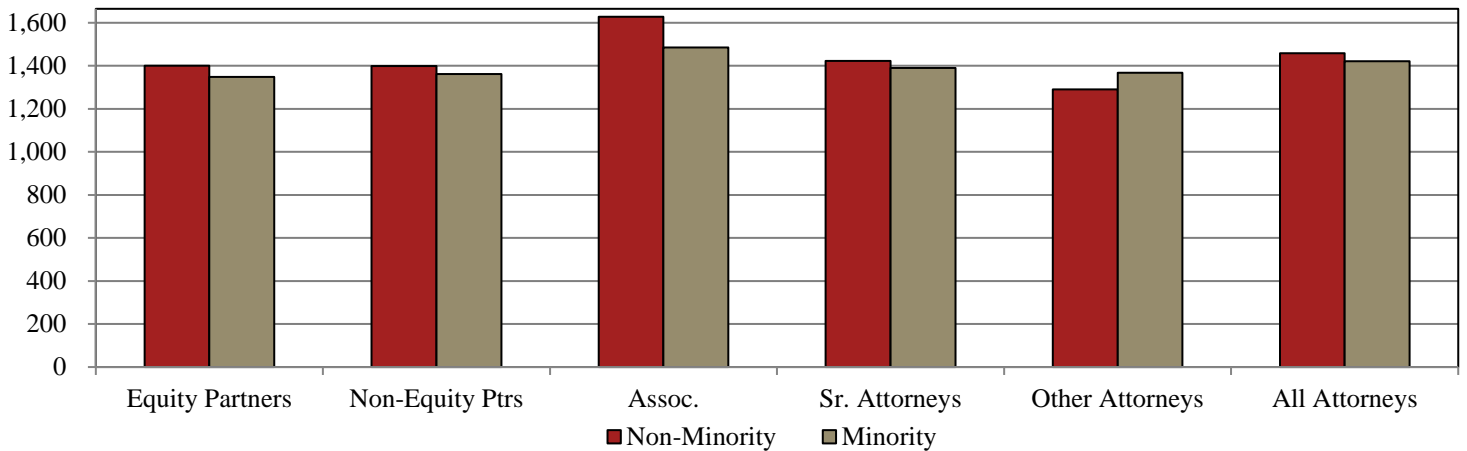
All Attorneys Average Billable Hours by Minority Status
For the 12-month period ending December 31, 2023

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	1,386	1,400	1,593	1,421	1,335	1,460
Non-Minority	1,401	1,399 ‡	1,628	1,423	1,291	1,458
Minority	1,348	1,361 ‡	1,485	1,390	1,368	1,421
Difference	(53)	(38)	(143)	(33)	77	(37)

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.

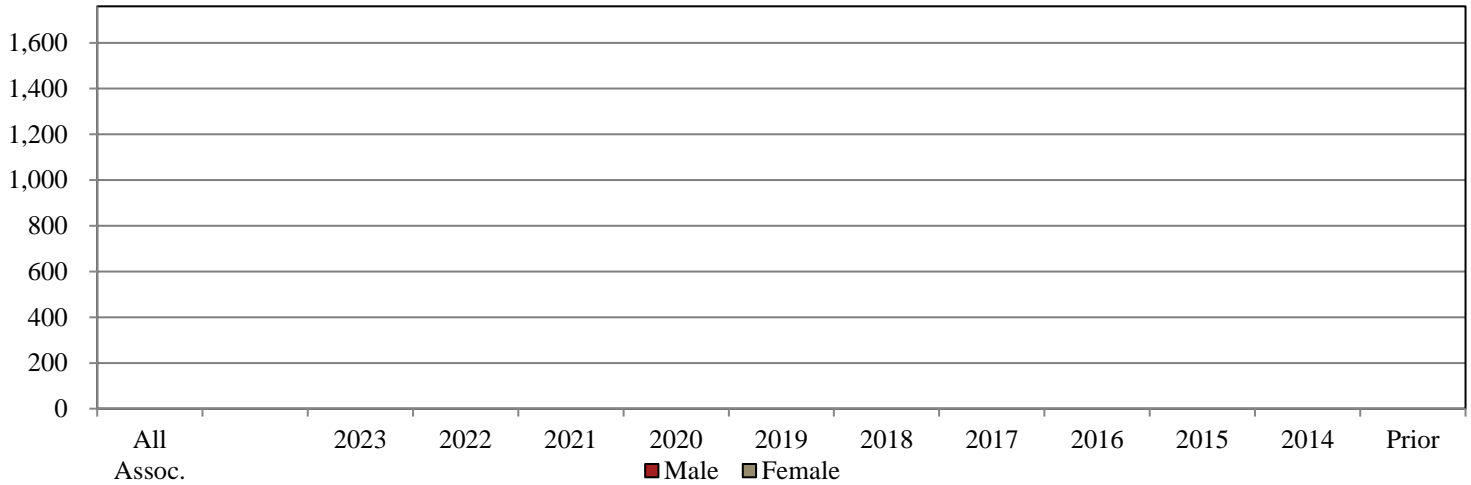
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members^)

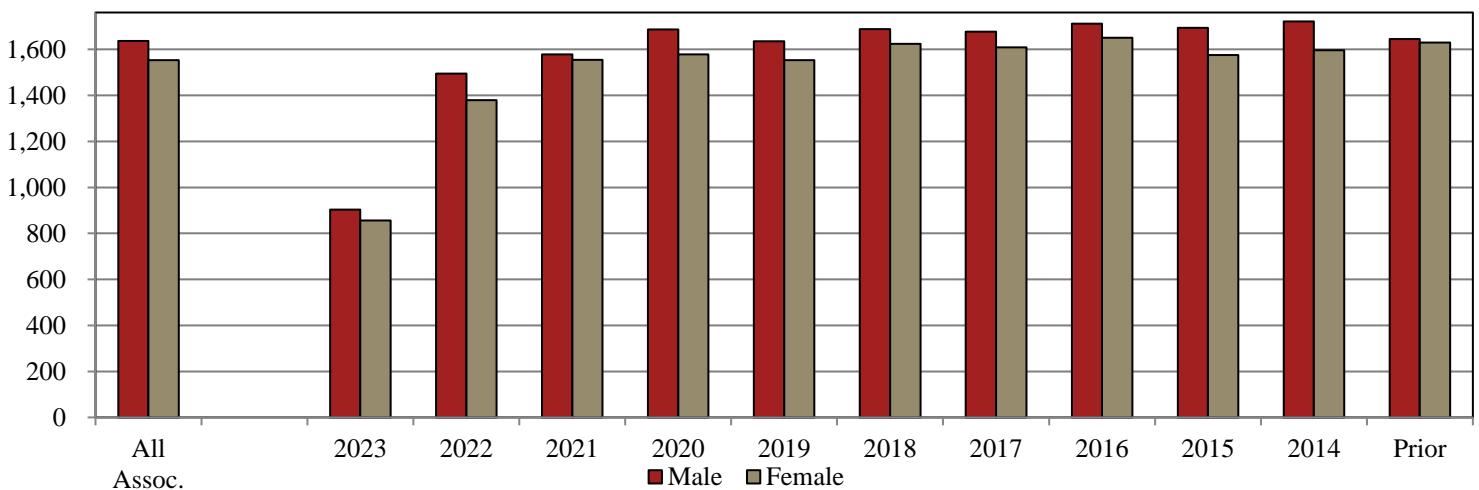
Associate Average Billable Hours by Gender
By Law Class Year; For the 12-month period ending December 31, 2023

Your Firm



	All Assoc.	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Average												
Male												
Female												
Difference												

Total Group



	All Assoc.	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Average	1,593	873	1,435	1,573	1,621	1,602	1,657	1,653	1,687	1,648	1,667	1,624
Male	1,637	904	1,494	1,578	1,686	1,635	1,688	1,676	1,712	1,693	1,721	1,645
Female	1,553	855	1,379	1,555	1,578	1,554	1,624	1,609	1,650	1,575	1,596	1,630
Difference	(84)	(49)	(115)	(23)	(108)	(81)	(64)	(67)	(62)	(118)	(125)	(15)

Additional detail can be found on Page 64.

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

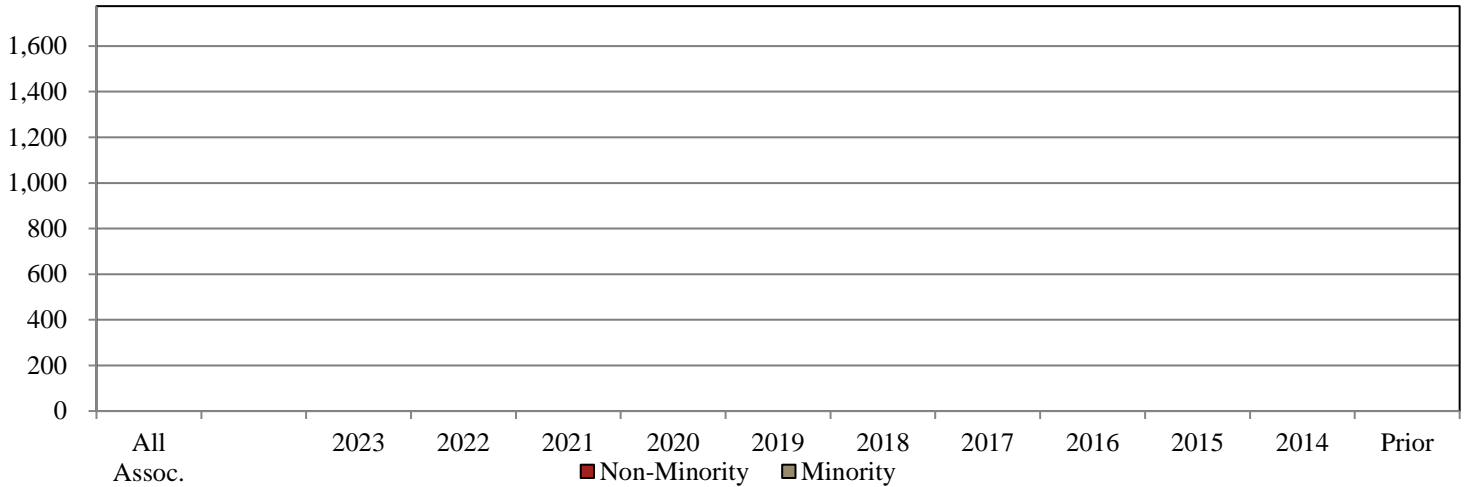
** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

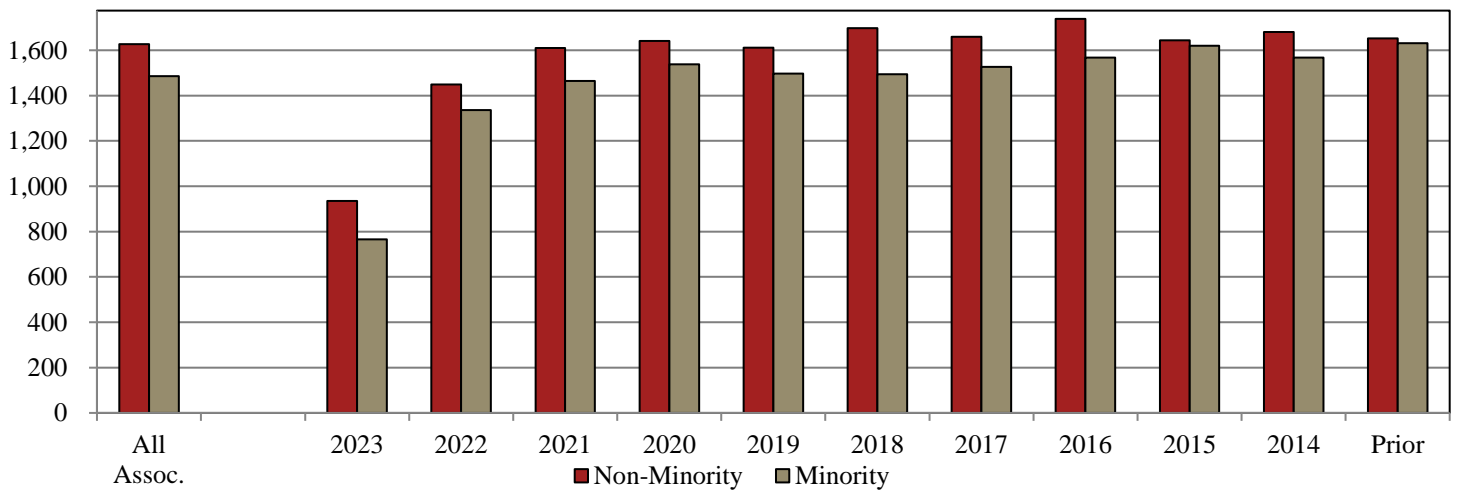
Associate Average Billable Hours by Minority Status
By Law Class Year; For the 12-month period ending December 31, 2023

Your Firm



	All Assoc.	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Average												
Non-Minority												
Minority												
Difference												

Total Group



	All Assoc.	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	Prior
Average	1,593	873	1,435	1,573	1,621	1,602	1,657	1,653	1,687	1,648	1,667	1,624
Non-Minority	1,628	936	1,449	1,610	1,640	1,612	1,697	1,659	1,738	1,644	1,681	1,652
Minority	1,485	766	1,336	1,465	1,538	1,497	1,494	1,527	1,568	1,620	1,568 ‡	1,632
Difference	(143)	(170)	(113)	(145)	(102)	(115)	(203)	(132)	(170)	(24)	(113)	(20)

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Staffing Summary by Gender & Minority Status
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

<u>All Attorneys</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>
Equity Partners		/ 24	26.2	31.4	26.1	22.6
Non-Equity Partners		/ 21	18.7	25.4	22.6	16.1
Associates		/ 25	38.5	40.4	37.0	34.1
Sr. Attorneys		/ 21	8.3	14.4	10.5	5.7
Other Attorneys ¹		/ 24	8.3	10.5	7.2	3.5
<i>All Attorneys</i>	100%					

<u>Timekeepers by Gender</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>
Equity Partners			/ 20	22.8	27.7	26.2	24.1
Non-Equity Partners			/ 17	26.6	38.3	35.5	30.0
Associates			/ 21	41.9	54.9	51.7	48.8
Sr. Attorneys			/ 20	47.4	50.3	45.5	35.9
Other Attorneys ¹			/ 20	26.9	43.3	36.4	29.9
<i>All Attorneys</i>			/ 21	33.2	43.2	39.3	36.7
Law Clerks			/ 12 ‡	52.4	70.2	64.3	54.5
Paralegals			/ 19	62.7	82.8	75.6	69.1
Other Non-Legal Timekeepers ²			/ 16	30.1	53.1	42.6	38.8
<i>All Non-Legal Timekeepers³</i>			/ 20	53.8	74.8	68.7	61.5

<u>Timekeepers by Minority Status</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>
Equity Partners			/ 20	9.1	13.8	9.9	8.2
Non-Equity Partners			/ 17	11.1	17.6	15.7	12.3
Associates			/ 21	23.2	34.6	30.2	23.7
Sr. Attorneys			/ 18	17.4	26.5	18.9	12.7
Other Attorneys ¹			/ 20	11.4	19.7	14.7	12.1
<i>All Attorneys</i>			/ 21	15.8	23.8	19.3	15.3
Law Clerks			/ 12 ‡	37.7	67.2	52.6	35.9
Paralegals			/ 19	23.7	39.3	30.2	25.9
Other Non-Legal Timekeepers ²			/ 16	20.4	37.3	32.7	25.9
<i>All Non-Legal Timekeepers³</i>			/ 20	23.5	35.6	32.4	23.2

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, 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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members^)

Associate Staffing Summary by Gender & Minority Status
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

<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>
2023		/ 21	2.5	3.8	2.8	2.1
2022		/ 25	10.2	13.1	10.7	7.7
2021		/ 25	11.6	14.7	12.0	10.1
2020		/ 25	11.3	13.8	11.5	9.0
2019		/ 25	11.8	13.0	11.6	10.2
2018		/ 25	10.8	12.3	10.8	9.7
2017		/ 25	9.9	10.6	10.0	9.1
2016		/ 25	9.3	10.6	8.7	7.9
2015		/ 25	8.2	9.5	8.2	7.3
2014		/ 23	5.0	6.0	5.1	4.4
Prior		/ 25	9.4	10.6	7.5	5.5
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>
2023			/ 17	40.9	62.3	53.1	46.6
2022			/ 20	42.1	69.2	59.3	50.3
2021			/ 21	46.5	66.1	61.0	52.5
2020			/ 21	47.4	63.9	58.8	49.8
2019			/ 21	44.0	65.8	54.5	50.1
2018			/ 21	42.4	56.1	52.8	48.2
2017			/ 21	41.0	56.7	50.0	42.6
2016			/ 21	39.8	56.2	48.4	41.3
2015			/ 21	35.3	55.9	39.8	32.0
2014			/ 19	40.4	51.2	44.5	35.2
Prior			/ 21	35.8	42.9	38.7	34.9
All Associates			/ 21	41.9	54.9	51.7	48.8

<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>
2023			/ 17	25.9	50.0	42.9	29.4
2022			/ 21	27.2	43.1	36.4	24.3
2021			/ 21	28.3	42.3	35.0	26.3
2020			/ 21	24.4	38.2	29.7	26.2
2019			/ 21	22.9	36.0	27.6	23.7
2018			/ 21	21.0	33.2	25.0	18.3
2017			/ 21	21.8	33.8	26.1	19.8
2016			/ 21	20.4	30.8	26.6	20.9
2015			/ 19	21.0	33.9	27.8	22.1
2014			/ 19	19.8	33.9	25.7	17.7
Prior			/ 20	21.8	37.8	29.1	13.5
All Associates			/ 21	23.2	34.6	30.2	23.7

^ Membership on this page includes only those participants that submitted gender and/or race.
 ** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

	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	4,064.6	2.4%	0.2%	4.0%	2.6%	0.0%	1.5%	89.1%	0.1%
Non-Equity Partners									
Your Firm									
Total Group	2,458.0	3.2%	0.2%	6.4%	3.1%	0.1%	2.5%	84.3%	0.2%
Associates									
Your Firm									
Total Group	5,434.3	7.3%	0.2%	11.0%	7.7%	0.1%	3.9%	69.5%	0.4%
Sr. Attorneys									
Your Firm									
Total Group	1,372.5	3.5%	0.1%	8.1%	4.8%	0.1%	2.8%	80.5%	0.1%
Other Attorneys¹									
Your Firm									
Total Group	1,078.7	3.4%	0.2%	6.4%	3.4%	0.1%	2.6%	83.7%	0.3%
All Attorneys									
Your Firm									
Total Group	14,408.1	4.6%	0.2%	7.6%	4.9%	0.1%	2.8%	79.7%	0.2%
Law Clerks									
Your Firm									
Total Group	90.8 ‡	14.5%	0.2%	15.7%	14.1%	0.2%	9.2%	46.0%	0.2%
Paralegals									
Your Firm									
Total Group	1,607.1	9.6%	0.4%	7.9%	9.7%	0.3%	2.7%	69.3%	0.1%
Other Non-Legal Timekeepers²									
Your Firm									
Total Group	480.8	6.9%	0.6%	13.8%	8.6%	0.2%	2.3%	67.5%	
All Non-Attorney Timekeepers³									
Your Firm									
Total Group	2,178.7	9.2%	0.4%	9.5%	9.7%	0.3%	2.8%	67.9%	0.1%

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members^)

Associate Staffing Summary by Racial Classification
 Percent of (FTE) Headcount for the 12-month period ending December 31, 2023

<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
2023									
Your Firm									
Total Group	118.8	7.0%	10.6%	15.3%	5.6%	61.1%	0.4%		
2022									
Your Firm									
Total Group	529.6	8.7%	13.4%	8.6%	6.3%	62.7%	0.4%		
2021									
Your Firm									
Total Group	628.4	10.9%	0.2%	12.0%	8.3%	0.0%	5.4%	62.9%	0.2%
2020									
Your Firm									
Total Group	638.2	7.2%	0.3%	10.8%	8.4%	0.0%	3.7%	69.2%	0.3%
2019									
Your Firm									
Total Group	621.9	7.6%		10.4%	9.3%	0.2%	2.9%	69.0%	0.6%
2018									
Your Firm									
Total Group	586.8	7.0%		10.4%	6.3%	0.3%	2.8%	72.4%	0.7%
2017									
Your Firm									
Total Group	553.1	6.4%	0.3%	11.4%	7.0%		2.5%	72.1%	0.2%
2016									
Your Firm									
Total Group	509.1	6.2%	0.4%	9.2%	7.0%		3.7%	73.4%	
2015									
Your Firm									
Total Group	452.0	6.2%	0.2%	9.3%	7.1%	0.2%	4.0%	72.8%	0.2%
2014									
Your Firm									
Total Group	282.6	5.0%		10.3%	5.2%		3.4%	75.2%	0.9%
Prior									
Your Firm									
Total Group	513.8	6.1%	0.4%	11.8%	6.2%		3.4%	71.7%	0.4%
All Associates									
Your Firm									
Total Group	5,434.3	7.3%	0.2%	11.0%	7.7%	0.1%	3.9%	69.5%	0.4%

^ Membership on this page includes only those participants that submitted gender and/or race.
 ** omitted due to insufficient data; ‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Terminations by Gender & Minority Status

Percent of Timekeepers for the 12-month period ending December 31, 2023

<u>All Timekeepers</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>
Equity Partners		/ 24	7.9	10.7	6.4	4.7
Non-Equity Partners		/ 21	13.0	19.2	14.8	10.3
Associates		/ 25	52.9	58.1	52.4	45.8
Sr. Attorneys		/ 21	10.2	19.7	11.5	6.2
Other Attorneys ¹		/ 24	16.0	20.2	11.6	7.4
<i>All Attorneys</i>		100%				

<u>Timekeepers by Gender</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>
Equity Partners			/ 23	22.7	33.3	27.3	8.4
Non-Equity Partners			/ 20	28.5	46.6	27.2	13.4
Associates			/ 25	43.2	58.6	50.0	43.1
Sr. Attorneys			/ 19	40.7	50.0	41.7	29.7
Other Attorneys ¹			/ 23	20.1	45.0	28.6	17.5
<i>All Attorneys</i>			/ 25	35.7	46.7	41.0	35.7
Paralegals			/ 22	60.6	76.4	64.3	52.5
Other Non-Legal Timekeepers ²			/ 19	16.4	92.9	36.4	8.4
<i>All Non-Legal Timekeepers³</i>			/ 24	41.6	75.5	62.2	42.2

<u>Timekeepers by Minority Status</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>
Equity Partners			/ 23	6.4	9.1	0.0	0.0
Non-Equity Partners			/ 20	12.8	16.9	5.7	0.0
Associates			/ 25	26.1	38.2	33.3	18.6
Sr. Attorneys			/ 19	16.3	23.1	16.7	7.1
Other Attorneys ¹			/ 23	10.9	23.7	6.7	0.0
<i>All Attorneys</i>			/ 25	19.4	27.6	22.6	15.8
Paralegals			/ 22	27.9	41.1	35.4	20.2
Other Non-Legal Timekeepers ²			/ 19	12.4	33.3	14.3	0.0
<i>All Non-Legal Timekeepers³</i>			/ 24	21.2	39.6	28.0	15.0

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Terminations by Racial Classification
 Percent of Timekeepers for the 12-month period ending December 31, 2023

	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	132	2.3%	2.3%	3.0%		0.8%		91.7%	
Non-Equity Partners									
Your Firm									
Total Group	233	3.9%	6.9%	2.6%		2.1%		84.5%	
Associates									
Your Firm									
Total Group	884	10.0%	11.8%	7.8%		4.1%		66.2%	0.2%
Sr. Attorneys									
Your Firm									
Total Group	199	5.0%	6.0%	4.5%		2.5%		81.9%	
Other Attorneys¹									
Your Firm									
Total Group	200	4.5%	6.5%	5.0%	0.5%	2.0%		81.0%	0.5%
All Attorneys									
Your Firm									
Total Group	1,648	7.2%	9.0%	5.9%	0.1%	3.1%		74.5%	0.2%
Paralegals									
Your Firm									
Total Group	262	12.6%	0.8%	9.5%	9.9%	0.4%	1.9%	64.9%	
Other Non-Legal Timekeepers²									
Your Firm									
Total Group	92 ‡	5.4%	1.1%	17.4%	5.4%		4.3%	66.3%	
All Non-Attorney Timekeepers³									
Your Firm									
Total Group	354	10.7%	0.8%	11.6%	8.8%	0.3%	2.5%	65.3%	

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
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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Average Billable Hours by Gender & Minority Status

For the 12-month period ending December 31, 2023

<u>All Timekeepers</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>
Equity Partners		/ 21	1,386	1,468	1,375	1,310
Non-Equity Partners		/ 18	1,400	1,513	1,387	1,297
All Associates		/ 22	1,593	1,725	1,619	1,508
Sr. Attorneys		/ 18	1,421	1,538	1,403	1,293
Other Attorneys ¹		/ 21	1,335	1,507	1,397	1,305
All Attorneys		/ 22	1,460	1,549	1,472	1,402
Paralegals		/ 21	1,205	1,346	1,240	1,044
Other Non-Legal Timekeepers ²		/ 18	973	1,218	1,101	702
All Non-Legal Timekeepers ³		/ 21	1,150	1,279	1,198	970

<u>Timekeepers by Gender</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>
Equity Partners			/ 18	1,399	1,483	1,425	1,300
Non-Equity Partners			/ 15 ‡	1,422	1,535	1,412	1,364
All Associates			/ 19	1,553	1,683	1,582	1,496
Sr. Attorneys			/ 18	1,441	1,554	1,442	1,348
Other Attorneys ¹			/ 17	1,364	1,598	1,348	1,273
All Attorneys			/ 19	1,466	1,571	1,467	1,402
Paralegals			/ 18	1,234	1,360	1,253	1,142
Other Non-Legal Timekeepers ²			/ 14 ‡	955	1,221	1,122	603
All Non-Legal Timekeepers ³			/ 18	1,189	1,270	1,251	1,006

<u>Timekeepers by Minority Status</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>
Equity Partners			/ 18	1,348	1,424	1,371	1,246
Non-Equity Partners			/ 15 ‡	1,361	1,404	1,342	1,303
All Associates			/ 19	1,485	1,587	1,481	1,439
Sr. Attorneys			/ 16	1,390	1,465	1,385	1,277
Other Attorneys ¹			/ 16	1,368	1,476	1,391	1,222
All Attorneys			/ 19	1,421	1,491	1,427	1,387
Paralegals			/ 18	1,167	1,292	1,156	1,050
Other Non-Legal Timekeepers ²			/ 14 ‡	935	1,276	1,075	600
All Non-Legal Timekeepers ³			/ 18	1,133	1,274	1,140	1,038

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Associate Average Billable Hours by Gender & Minority Status

For the 12-month period ending December 31, 2023

Associates - Class Year	Your Firm		Group			
	Average	Rank Of	Average	1st Qtle	Median	3rd Qtle
2023		/ 21	873	1,138	853	520
2022		/ 22	1,435	1,568	1,485	1,370
2021		/ 22	1,573	1,724	1,618	1,454
2020		/ 22	1,621	1,775	1,634	1,513
2019		/ 22	1,602	1,703	1,633	1,570
2018		/ 22	1,657	1,779	1,696	1,559
2017		/ 22	1,653	1,767	1,671	1,527
2016		/ 22	1,687	1,787	1,724	1,636
2015		/ 21	1,648	1,760	1,646	1,542
2014		/ 20	1,667	1,806	1,670	1,613
Prior		/ 22	1,624	1,775	1,674	1,499
All Associates		/ 22	1,593	1,725	1,619	1,508

Associates - Class Year	Your Firm			Group Female			
	Male	Female	Rank Of - Female	Average	1st Qtle	Median	3rd Qtle
2023			/ 16	855	1,083	915	414
2022			/ 18	1,379	1,526	1,451	1,298
2021			/ 19	1,555	1,689	1,601	1,437
2020			/ 19	1,578	1,728	1,621	1,533
2019			/ 19	1,554	1,662	1,560	1,524
2018			/ 19	1,624	1,725	1,652	1,501
2017			/ 19	1,609	1,754	1,635	1,458
2016			/ 19	1,650	1,771	1,659	1,572
2015			/ 18	1,575	1,677	1,611	1,437
2014			/ 17	1,596	1,763	1,639	1,435
Prior			/ 19	1,630	1,807	1,698	1,488
All Associates			/ 19	1,553	1,683	1,582	1,496

Associates - Class Year	Your Firm			Group Minority			
	Non-Minority	Minority	Rank Of - Minority	Average	1st Qtle	Median	3rd Qtle
2023			/ 16	766	921	761	376
2022			/ 19	1,336	1,548	1,455	1,228
2021			/ 19	1,465	1,623	1,566	1,336
2020			/ 19	1,538	1,727	1,534	1,438
2019			/ 19	1,497	1,625	1,492	1,407
2018			/ 19	1,494	1,651	1,554	1,332
2017			/ 18	1,527	1,664	1,465	1,383
2016			/ 19	1,568	1,694	1,548	1,497
2015			/ 17	1,620	1,791	1,644	1,437
2014			/ 15 ‡	1,568	1,802	1,656	1,464
Prior			/ 17	1,632	1,805	1,673	1,518
All Associates			/ 19	1,485	1,587	1,481	1,439

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

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2023

	Average	Male	Female	Non-Minority	Minority
Equity Partners					
Your Firm					
Total Group	1,386	1,401	1,399	1,401	1,348
Non-Equity Partners					
Your Firm					
Total Group	1,400	1,389	1,422	1,399	1,361
Associates					
Your Firm					
Total Group	1,593	1,637	1,553	1,628	1,485
Sr. Attorneys					
Your Firm					
Total Group	1,421	1,421	1,441	1,423	1,390
Other Attorneys¹					
Your Firm					
Total Group	1,335	1,265	1,364	1,291	1,368
All Attorneys					
Your Firm					
Total Group	1,460	1,456	1,466	1,458	1,421
Paralegals					
Your Firm					
Total Group	1,205	1,220	1,234	1,247	1,167
Other Non-Legal Timekeepers²					
Your Firm					
Total Group	973	950	955	992	935
All Non-Attorney Timekeepers³					
Your Firm					
Total Group	1,150	1,134	1,189	1,191	1,133

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Associate Average Billable Hours by Gender & Minority Status
For the 12-month period ending December 31, 2023

<u>Law School Class Year</u>	Average	Male	Female	Non-Minority	Minority
2023					
Your Firm					
Total Group	873	904	855	936	766
2022					
Your Firm					
Total Group	1,435	1,494	1,379	1,449	1,336
2021					
Your Firm					
Total Group	1,573	1,578	1,555	1,610	1,465
2020					
Your Firm					
Total Group	1,621	1,686	1,578	1,640	1,538
2019					
Your Firm					
Total Group	1,602	1,635	1,554	1,612	1,497
2018					
Your Firm					
Total Group	1,657	1,688	1,624	1,697	1,494
2017					
Your Firm					
Total Group	1,653	1,676	1,609	1,659	1,527
2016					
Your Firm					
Total Group	1,687	1,712	1,650	1,738	1,568
2015					
Your Firm					
Total Group	1,648	1,693	1,575	1,644	1,620
2014					
Your Firm					
Total Group	1,667	1,721	1,596	1,681	1,568
Prior					
Your Firm					
Total Group	1,624	1,645	1,630	1,652	1,632
All Associates					
Your Firm					
Total Group	1,593	1,637	1,553	1,628	1,485

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

** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members[^])

Timekeeper Average Billable Hours by Racial Classification ¹

For the 12-month period ending December 31, 2023

	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	1,407	1,221	1,295	1,400	1,365	998	1,488	1,412	1,411
Non-Equity Partners									
Your Firm									
Total Group	1,425 ‡	1,153	1,640	1,500	1,439	1,633	1,491	1,430	1,405
Associates									
Your Firm									
Total Group	1,663	1,458	1,632	1,617	1,614	1,658	1,633	1,697	1,678
Sr. Attorneys									
Your Firm									
Total Group	1,456	1,282	837	1,479	1,376	1,859	1,360	1,443	1,163
Other Attorneys²									
Your Firm									
Total Group	1,269	1,306		1,521	1,374		1,366	1,260	1,613
All Attorneys									
Your Firm									
Total Group	1,490	1,359	1,555	1,505	1,511	1,528	1,566	1,491	1,525
Paralegals									
Your Firm									
Total Group	1,259	1,187	1,327	1,218	1,228	1,528	1,177	1,279	1,215
Other Non-Legal Timekeepers³									
Your Firm									
Total Group	1,044 ‡	1,118	758	1,344	930	1,054	1,241	1,038	
All Non-Attorney Timekeepers⁴									
Your Firm									
Total Group	1,217	1,176	1,243	1,294	1,173	1,510	1,238	1,222	1,215

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.

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** omitted due to insufficient data

‡ less than 75% population response

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (21 members^)

Associate Average Billable Hours by Racial Classification ¹

For the 12-month period ending December 31, 2023

<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
2023									
Your Firm									
Total Group	**	**	**	**	**	**	**	**	**
2022									
Your Firm									
Total Group	1,486	1,154	1,430	1,567	1,552	1,505	1,854		
2021									
Your Firm									
Total Group	1,624	1,492	2,040	1,623	1,554	1,648	1,658		
2020									
Your Firm									
Total Group	1,684	1,470	1,515	1,658	1,571	1,617	1,727	1,440	
2019									
Your Firm									
Total Group	1,665	1,587	1,512	1,639	2,055	1,827	1,680	912	
2018									
Your Firm									
Total Group	1,712	1,450	1,637	1,588	1,417	1,586	1,762	1,344	
2017									
Your Firm									
Total Group	1,724	1,344	1,802	1,775	1,648	1,558	1,733	1,789	
2016									
Your Firm									
Total Group	1,744	1,542	1,077	1,674	1,547	1,778	1,777		
2015									
Your Firm									
Total Group	1,702	1,593	1,829	1,740	1,743	1,506	1,691		
2014									
Your Firm									
Total Group	1,703	1,561	1,514	1,937	1,151	1,763	1,578		
Prior									
Your Firm									
Total Group	1,719	1,678	1,844	1,788	1,644	1,862	1,700	1,929	
All Associates									
Your Firm									
Total Group	1,663	1,458	1,632	1,617	1,614	1,658	1,633	1,697	1,678

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

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

Spotlight on Select Firmwide Diversity Initiatives

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Digital Upskilling

For the period 1/1/2023 through 12/31/2023

	Your Firm	# of Resp	% of Group Resp - Yes
1. Firm's Digital Upskilling journey:		20	
a. Has not started			5.0
b. Just starting to explore the way technology is affecting our business			5.0
c. Comfortable with technology that our clients use			10.0
d. A strong advocate for technology and the digital journey			35.0
e. A leader, thinking about technology in new ways			45.0
2. Primary driving motivations to be digital in the firm:		19	
a. Strategic positioning as a leader and setting new industry standards		13	68.4
b. Respond to client demand		15	78.9
c. Enhance external reputation		2	10.5
d. Attract and retain talent		12	63.2
e. Business results		13	68.4
3. Offered digital training (e.g., online courses and videos, specialized micro-degrees) within the last year and how effective are they?			
a. No	‡	16	6.3
b. Yes, but have not been able to implement my knowledge into my daily work			
c. Yes, and have implemented my knowledge into my daily work			93.8

Leadership

For the period 1/1/2023 through 12/31/2023

	Your Firm	# of Resp	% of Group Resp - Yes
1. The D&I Leader at your Firm is:		20	
a. A staff member who has a variety of other non-diversity related responsibilities and priorities			
b. A dedicated leader who reports under other senior executives			20.0
c. A dedicated leader who is considered a peer to other C-suite executives			80.0
d. Our Firm does not have a clear leader for D&I efforts			
2. Accountability for D&I within my Firm:		19	
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?		20	
a. Staying the same			
b. Increasing			
c. Decreasing			

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

2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Diversity Initiatives/Programs

For the period 1/1/2023 through 12/31/2023

	Your Firm	# of Resp	% of Group Resp - Yes
1. Primary objective of my Firm's D&I program is to:		20	
a. Comply with legal requirements			5.0
b. Enhance external reputation			50.0
c. Attract and retain talent			10.0
d. Respond to client expectations			35.0
e. Achieve business results			
2. D&I initiatives at my Firm have a strong focus on:		20	
a. One or two dimensions of diversity			45.0
b. A broad range of diversity dimensions			55.0
c. Creating an inclusive environment for all employees			
d. None of the above			
3. My Firm has D&I initiatives in place to:		20	
a. Recruit diverse candidates		20	100.0
b. Develop a pipeline of diverse leaders		20	100.0
c. Provide targeted development opportunities for diverse employees		19	95.0
d. Provide firmwide awareness around cultural competencies		19	95.0
e. Demonstrate fairness in performance and compensation decisions		16	80.0
f. None of the above			
4. D&I initiatives/program results are formally reviewed:		19	
a. Never			5.3
b. Reviewed only on an informal basis			26.3
c. Weekly			57.9
d. Monthly			
e. Quarterly			10.5
f. Semi-annually			
g. Annually			
5. Types of data gathered and analysed:		19	
a. Employee demographic, compensation, or other data required to comply with regulatory requirements		18	94.7
b. Discrepancies in performance rankings by gender, race and/or other dimensions of diversity		12	63.2
c. Discrepancies in compensation by gender, race and/or other dimensions of diversity		13	68.4
d. Discrepancies in promotions by gender, race and/or other dimensions of diversity		14	73.7
e. Feedback from clients on our D&I practices		15	78.9
f. None of the above			

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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Diversity Initiatives/Programs (Continued)

For the period 1/1/2023 through 12/31/2023

	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:		18	
a. Recruitment		18	100.0
b. Attrition		18	100.0
c. Retention		18	100.0
d. Client-retention		13	72.2
e. Promotion		17	94.4
f. Internal staff surveys		15	83.3
g. Client-satisfaction surveys		11	61.1
h. External recognition (e.g., awards)		18	100.0
i. Discussions with minorities, women and/or LGBTQ individuals		18	100.0
j. Discussions with diversity committee members		18	100.0
k. Exit interviews		18	100.0
l. Diverse attorneys on "priority" (or "key") client assignments		9	50.0
m. Other		2	11.1
7. Failure to achieve diversity goals and objectives is addressed:		18	
a. As a component of the firm's compensation review process		9	50.0
b. Participation in mandatory diversity training, seminars, conferences		10	55.6
c. Discussion with Firm Management and D&I Committee		18	100.0
d. Discussion with client(s) as to why the firm did not meet diversity goals and objectives		12	66.7
e. Change in composition of client teams		12	66.7
f. As a component of an individual's annual performance goals and/or individual compensation		11	61.1
g. Other		1	5.6
8. Which of the following does your firm incorporate into the evaluation and compensation process?		19	
a. Hours devoted to firm-approved internal or external diversity initiatives/programs		18	94.7
b. Individual diversity efforts not aligned to firm-approved programs (external or internal)		14	73.7
c. Diversity results aligned with firm leadership-communicated diversity goals/metrics		12	63.2
d. Our firm does not incorporate any diversity efforts		1	5.3
e. Other		1	5.3
9. When selecting third party suppliers/vendors to work with, my Firm:		18	
a. Does not consider supplier diversity			5.6
b. Considers supplier diversity on an ad-hoc basis or when requested to do			38.9
c. Consistently considers supplier diversity, but does not have an active supplier diversity/supply chain strategy			27.8
d. Proactively solicits proposals from and contracts with diverse suppliers as part of the Firm's overarching supply chain strategy			27.8
10. Does your firm have a firm-wide social responsibility or sustainability policy?		18	55.6
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?		13	38.5

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Attorney Recruitment Information

For the period 1/1/2023 through 12/31/2023

	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):			18		
a. Recruiting at Minority College Initiative Programs (<u>HBCUs, HACUs, TACUs/TCPs and PACUs</u>)			17	94.4	3.5
b. Recruiting at law schools with a high percentage of minority law students			17	94.4	3.9
c. Participation in minority job fairs			18	100.0	3.7
d. Participation in minority bar association events			18	100.0	3.4
e. Participation in job fairs for women			3	16.7	
f. Participation in women bar association events			14	77.8	3.5
g. Participation in career panels at school			17	94.4	4.0
h. Pipeline program					
i. Elementary or middle school (up to grade 8)			4	22.2	
ii. High school			10	55.6	3.3
iii. College			13	72.2	3.2
iv. Law school			17	94.4	4.4
i. Summer intern program					
i. High school			4	22.2	
ii. College			4	22.2	
iii. Law school			13	72.2	4.8
j. Scholarships/fellowships for minority law students			15	83.3	4.7
k. Scholarships/fellowships for female law students			9	50.0	4.8
l. Hold reception(s) for minority law students			17	94.4	4.4
m. Hold reception(s) for female law students			8	44.4	4.4
n. Advertise in minority law student and/or bar association publications			13	72.2	3.9
o. Participate in diversity clerkship programs			13	72.2	4.5
p. Partnership with women-owned or minority law firms			4	22.2	
q. Partnership with external (<i>outside</i>) diverse organizations			15	83.3	4.1
r. Host dinners for minority attorneys			14	77.8	4.6
s. Host dinners for female attorneys			10	55.6	4.2
t. Work with clients in recruiting diverse attorneys			11	61.1	4.5
u. Work with internal firm attorneys in recruiting women and minority attorneys			16	88.9	4.3
v. Utilize executive placement firms that specialize in the placement of minority lawyers			16	88.9	4.1
w. Educate interviewers in best practices for interviewing diverse candidates			16	88.9	4.3

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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Attorney Recruitment Information (Continued)

For the period 1/1/2023 through 12/31/2023

	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:		35	
a. Involve the diversity committee in recruiting efforts		17	48.6
b. Revise the firm's marketing materials to emphasize the firm's commitment to diversity		18	51.4
c. Devote a section of the firm's website to diversity		18	51.4
d. Support affinity groups in the firm		18	51.4
e. Incentivize Partners or other Leaders to recruit from diverse populations		7	20.0
f. Change compensation system to focus less on billable hours and more on subjective matters			
g. Host internal diversity speaker series		18	51.4
h. Host diversity retreats		14	40.0
i. Ensure women and minorities have leadership positions on internal committees and boards		18	51.4
j. Provides mentorship/sponsorship opportunities to women and/or racial ethnic minorities		17	48.6
k. Firm sponsored minority scholarships and/or internships		18	51.4
3. The firm takes steps specifically directed at recruiting self-identified LGBTQ attorneys		18	94.4
4. The firm takes steps specifically directed at recruiting attorneys with a disability		18	38.9

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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Retention and Promotion: Orientation Phase

For the period 1/1/2023 through 12/31/2023

	Your Firm	# of Resp	% of Group Resp - Yes	
1. There are specific elements of the firm's orientation program designed to introduce all new attorneys to the firm's culture		19	100.0	
2. The firm provides additional training and support for all new attorneys to help them acculturate to the firm's culture		19	100.0	
3. The firm offers diversity training for its new attorneys		19	73.7	
4. New attorneys are required to participate in diversity training		19	52.6	
5. Women and minority attorneys are assigned a peer mentor to help them acculturate during their first year		19	94.7	
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)		19	89.5	
7. The firm has corporate transition programs for attorneys who have different backgrounds or life experiences than their peers		19	15.8	
8. New attorneys are assigned a coach or senior partner to review performance expectations of both parties within the first month after hire		19	78.9	
9. New attorneys (within the first year) meet with their coach or senior partner to review expectations:		19		
a. Monthly			31.6	
b. Quarterly			31.6	
c. Semi-annually			5.3	
d. Annually				
e. No regular or defined time periods			31.6	
			Group	
	Your Firm	1st Qtle	Median	3rd Qtle
10. The retention rate for the following groups of individuals:				
a. Attorneys	‡	90.8	89.2	87.0
b. Women non-minority attorneys	‡	91.1	88.7	87.8
c. Minority attorneys	‡	90.4	89.2	83.4
d. Self-identified LGBTQ individuals	‡	88.5	85.7	84.2
e. Self-identified individuals with disabilities	‡	94.1	90.3	79.1

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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members^)

Retention and Promotion: Post-Orientation Phase

For the period 1/1/2023 through 12/31/2023

	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		19	73.7
2. The firm offers diversity training for all attorneys		19	94.7
3. The firm offers the following diversity training to its attorneys:		18	
a. Training designed to increase awareness of the diversity of the organization's workforce and the impact of exclusive behavior		16	88.9
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)		17	94.4
c. Mentoring training to partners and others who participate in mentoring programs		15	83.3
d. Training focused exclusively on overcoming biases based on sexual orientation		12	66.7
e. Training focused exclusively on overcoming unconscious or implicit biases		17	94.4
f. Training focused exclusively on overcoming generational differences		10	55.6
g. Topics related to gender identity or expression		11	61.1
h. Other		3	16.7
4. All attorneys are required to participate in diversity training?		18	55.6
5. How often are all attorneys required to participate in diversity training?		17	
a. Once			5.9
b. Annually			52.9
c. Every 2-3 years			
d. Not required but available and attendance is encouraged			41.2
e. Other			
6. The firm offers the following affinity groups for attorneys who have different backgrounds or life experiences than their peers:		18	
a. Women		18	100.0
b. African American		16	88.9
c. Hispanic/Latino		16	88.9
d. Asian/Pacific Islander		16	88.9
e. American Indian/Alaskan Native		4	22.2
f. Self-identified LGBTQ individuals and straight allies		18	100.0
g. One group that includes all of the above groups of individuals		2	11.1
h. One group that includes all minorities		7	38.9
i. Religion/Faith-based		3	16.7
j. Individuals with a disability		9	50.0
k. Individuals on flex-time or reduced schedules		3	16.7
l. Working parents		12	66.7
m. Service Members/Veterans		12	66.7
n. Two or more races			
o. Not applicable			
p. Other		8	44.4

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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2023 through 12/31/2023

	Your Firm	# of Resp	% of Group Resp - Yes
7. The firm actively engages in the following retention efforts:		19	
a. Require regular reporting by practice group leaders on efforts to diversify practice group teams		10	52.6
b. Make firm leaders accountable for meeting diversity goals through the compensation process		8	42.1
c. Count diversity-related activities towards "billable hour" requirements		14	73.7
d. Include diversity competence as a component in your upward feedback program		3	15.8
e. Develop and support internal diversity networks/affinity groups		19	100.0
f. Institute firm-approved mentoring and/or sponsorship programs across attorneys' groups based on minority status		15	78.9
g. Host retreats for women and minority lawyers		17	89.5
h. Promote D&I success stories in firmwide communications		19	100.0
i. Sponsor attorneys who want to attend regional or national diversity conferences		19	100.0
j. Sponsor attorney membership in women and minority bar associations		19	100.0
k. Conduct internal conferences for women and minority lawyers on:			
i. Business development		15	78.9
ii. Professional/leadership development		15	78.9
iii. Presentation skills		11	57.9
iv. Billing practices		8	42.1
v. Work life balance		14	73.7
vi. Other			
l. Require equal access for diverse attorney to priority or key work assignments, formal and informal events, and clients		11	57.9
m. Require annual (or periodic) reporting by practice leaders on goals and efforts to diversity practice groups		11	57.9
n. Other		1	5.3

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2024 BRASS Initial Release - Talent Management Report

AmLaw Ranked - 50-100 (23 members[^])

Retention and Promotion: Post-Orientation Phase (Continued)

For the period 1/1/2023 through 12/31/2023

	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:			
	‡	17	
a. Family/personal reasons		13	76.5
b. Culture of firm around inclusion			
c. Billable hour requirements		4	23.5
d. Management			
e. Evaluations		1	5.9
f. Greater opportunities		12	70.6
g. Career change		5	29.4
h. Attractiveness of in-house positions		12	70.6
i. Other			
9. The following are the most common reasons that minorities have willingly left your firm:			
	‡	16	
a. Family/personal reasons		8	50.0
b. Culture of firm around inclusion		3	18.8
c. Billable hour requirements		3	18.8
d. Management			
e. Evaluations		1	6.3
f. Greater opportunities		13	81.3
g. Career change		4	25.0
h. Attractiveness of in-house positions		11	68.8
i. Other			

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Initiatives Directed Towards Self-Identified LGBTQ Individuals

For the period 1/1/2023 through 12/31/2023

	Your Firm	# of Resp.	% of Group Resp. - Yes	
1. The firm's diversity mission statement covers sexual orientation		19	94.7	
2. The firm's diversity mission statement covers gender identity/expression		19	94.7	
3. The firm's non-discrimination policy or EEO policy includes the term "sexual orientation"		19	100.0	
4. The firm's non-discrimination policy or EEO policy includes the term "gender identity or expression"		19	94.7	
5. The firm currently tracks self-identified LGBTQ individuals with:		19		
a. Human Resources Information system(s)		18	94.7	
b. Employment Satisfaction Survey(s)		5	26.3	
c. Does not track		1	5.3	
d. Self-identification		19	100.0	
e. Other				
6. The firm seeks out certified LGBTQ owned businesses as part of a supplier diversity program		19	36.8	
7. The firm currently participates in the Corporate Equality Index Survey (produced by the Human Rights Campaign)		19	100.0	
8. The firm plans to provide transgender inclusive health insurance benefits		19	94.7	
9. The firm does not provide transgender inclusive health insurance benefits but there is a plan to in the future	‡	10	100.0	
10. The firm has taken action to make up for the income tax inequity incurred with health benefits for domestic partners	‡	17	29.4	
			Group	
	Your Firm	1st Qtle	Median	3rd Qtle
11. The firm's 2024 Corporate Equality Index Survey score	‡	100.0	100.0	95.0

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