

2022 Finance & Operations Report

Compiled from the 2022
Law Firm Statistical Survey

www.pwc.com/us/lfsurveys

Issued: June 2023





PwC Law Firm Surveys

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

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

Finance and Operations Report

AmLaw Second 100 - Firms (15 members)

Issued: June 2023

Group Report

Confidential

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

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Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2022 Law Firm Statistical Survey include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft® Excel worksheet functions.

Median Value

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

Remarks:

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

Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values. One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

Remarks:

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

Example

The Phoenix comparison group includes 11 members. The standard billing rates are sorted in descending order and the median and quartile values are determined as follows:

Firm Value:		Firm Rank:	
\$1,000		1	
900		2	
875		3	
850	←	4	<i>\$863 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%</i>
850		5	
840	←	6	<i>\$840 - Represents the value at the median; 6.0 represents the entry point to the top 50%</i>
800		7	
750		8	
700	←	9	<i>\$725 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%</i>
650		10	
650		11	

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

Comparison Group Information

AmLaw Second 100 - Firms

Number of Overall Members in the Group

- Law Firm Statistical Survey (LFSS) Submissions
- Senior Administrative Leaders Compensation Survey Submissions

Your Firm Displayed in this Report is a Member of the Group

Defined Size Range of Group Members (# of Attorneys)

- Maximum
- Minimum

Your Firm Size (# of Attorneys)

Average Size of Group Members (# of Attorneys)

Group Information	
	43
	15
	28
	No Maximum
	No Minimum
	392

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Key Statistics

	2022			2021		
	Your Firm		Group	Your Firm		Group
	Average	Rank / Of	Median	Average	Rank / Of	Median
Net Income per Partner		/ 15	\$704,363		/ 15	\$811,835
Net Income per Equity Partner		/ 15	\$967,276		/ 15	\$912,121
Gross Fees per Partner		/ 15	\$1,502,346		/ 15	\$1,464,605
Gross Fees per Lawyer		/ 15	\$773,490		/ 15	\$775,537
Operating Expenses						
per Lawyer¹		/ 15	\$263,986		/ 15	\$250,517
per Timekeeper²		/ 15	205,298		/ 15	188,651
Net Income per Lawyer³		/ 15	\$478,663		/ 15	\$463,867
Leverage						
Ratio of Non-Partner						
Lawyers⁴ to Partners		/ 16	0.77		/ 15	0.64
Ratio of Other Lawyers⁵ to						
Equity Partners		/ 43	2.28		/ 34	2.33
Realization %						
Accounts Receivable		/ 13	97.6		/ 13	98.3
Work in Process		/ 13	88.3		/ 13	88.1
Months Invested in Client Services		/ 14	3.0		/ 14	3.0

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

² Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

³ Includes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

⁴ Includes Associates, Sr., Staff & eDiscovery Attorneys.

⁵ Includes Non-Equity Partners, Associates, Sr., Staff, eDiscovery Attorneys & Of Counsel

** omitted due to insufficient data

‡ less than 75% population response

Estimated Impact of Performance Improvements for Select Key Statistics

	<i>Your Firm</i>	<i>Group</i>		
	<i>Value</i>	<i>Target Quartile</i>	<i>Variance</i>	<i>\$ Impact per Equity Partner</i>
Gross Fees per Lawyer				
Operating Expenses per Lawyer¹				
Net Realization %				
Months Invested in Client Services				

Legend:

Target Quartile - The next highest (or lowest, for expenses and Months Invested) group quartile value relative to your firm's value. The most favorable relative positions (equal to/greater than the 1st quartile or equal to/less than the 3rd quartile) are labeled accordingly.

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

\$ Impact per Equity Partner - The net effect, on a per equity partner basis, of achieving the target quartile level. Results of less than \$5,000 are denoted as such. Results are not applicable either when your firm's value is greater than the 1st quartile/less than the 3rd quartile or when a data value required to calculate the impact is missing.

\$ Impact per Equity Partner Calculations:

Gross Fees per Lawyer: (Variance) * (Number of lawyers) / (Number of Equity Partners)

Operating Expenses per Lawyer: (Variance) * (Number of lawyers) / (Number of Equity Partners)

Net Realization %: (Gross Fees) / (Net Realization) * (Variance) / (Number of Equity Partners)

Months Invested in Client Services: (Gross Fees) / (12 months) * (Variance) / (Number of Equity Partners)

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Revenue Summary

Gross Fees per Equity Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$3,148,837	\$2,800,110	\$1,904,999
2021		/ 15	3,156,359	2,614,759	1,892,124
2020		/ 15	2,892,566	2,406,040	1,728,683
2019		/ 13	2,652,117	2,356,309	2,023,105
2018		/ 13	2,660,123	2,193,232	1,976,805

Gross Fees per Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$2,025,380	\$1,502,346	\$1,083,920
2021		/ 15	1,972,682	1,464,605	1,064,678
2020		/ 15	1,842,664	1,238,175	986,023
2019		/ 13	1,763,192	1,571,716	1,023,341
2018		/ 13	1,747,071	1,404,278	982,576

Gross Fees per Lawyer

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$949,175	\$773,490	\$632,276
2021		/ 15	911,620	775,537	636,632
2020		/ 15	904,953	683,709	602,284
2019		/ 13	929,089	696,522	610,042
2018		/ 13	887,618	683,972	595,321

Gross Fees per Timekeeper¹

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$833,381	\$678,338	\$528,096
2021		/ 15	798,230	682,639	520,857
2020		/ 15	754,788	609,076	485,890
2019		/ 13	744,643	590,561	521,257
2018		/ 13	747,072	585,609	511,898

¹ Includes Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Profitability Summary

Net Income per Equity Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$1,145,495	\$967,276	\$728,450
2021		/ 15	1,305,426	912,121	725,106
2020		/ 15	1,139,765	844,753	633,134
2019		/ 13	935,198	780,380	621,093
2018		/ 13	895,568	716,519	619,916

Net Income per Partner

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$949,702	\$704,363	\$533,063
2021		/ 15	972,750	811,835	547,593
2020		/ 15	864,948	621,804	486,019
2019		/ 13	766,790	621,093	473,906
2018		/ 13	764,467	619,916	471,873

Net Income per Lawyer¹

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$618,112	\$478,663	\$400,806
2021		/ 15	618,566	463,867	406,680
2020		/ 15	558,770	407,650	360,842
2019		/ 13	538,566	387,902	378,942
2018		/ 13	529,319	403,212	358,545

Net Income as a Percent of Gross Fees

	<i>Your Firm</i>		<i>Group</i>		
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
2022		/ 15	50.4	47.4	46.5
2021		/ 15	52.6	49.1	47.4
2020		/ 15	50.2	48.0	46.5
2019		/ 13	49.3	44.4	43.2
2018		/ 13	49.9	46.2	43.0

¹ Includes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Expense Summary

Operating Expenses per Lawyer¹

(excludes only non-Partner Attorney Compensation & Benefits)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$304,422	\$263,986	\$229,751
2021		/ 15	291,424	250,517	229,478
2020		/ 15	287,830	253,776	220,972
2019		/ 13	306,660	264,404	239,956
2018		/ 13	303,729	243,996	225,390

Operating Expenses per Lawyer²

(excludes both non-Partner Attorney & all other Timekeepers Compensation & Benefits)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	\$288,095	\$236,201	\$202,537
2021		/ 15	270,680	224,601	206,310
2020		/ 15	270,791	231,905	200,015
2019		/ 13	306,660	256,943	216,449
2018		/ 13	303,729	241,598	213,648

Operating Expenses as a Percent of Gross Fees

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
2022		/ 15	52.0	49.5	46.6
2021		/ 15	49.9	47.8	45.4
2020		/ 15	51.5	49.0	45.6
2019		/ 13	53.8	51.4	48.8
2018		/ 13	55.2	51.1	49.1

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

² Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Professional Liability Insurance

2022 Coverage Amounts

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Agg. Coverage per Partner		/ 14	\$1,092,556	\$621,471	\$405,063
Agg. Coverage per Lawyer		/ 14	485,323	381,674	219,730
Agg. Coverage as a % of Revenue		/ 14	72.4	44.1	29.6
Max. Coverage per Claim		/ 14	143,750,000	50,000,000	50,000,000

2022 Deductible Amounts

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Agg. Deductible per Partner		/ 13	\$14,706	\$12,232	\$8,826
Agg. Deductible per Lawyer		/ 13	8,624	6,004	4,507
Deductible Amount per Claim		/ 14	1,375,000	1,000,000	1,000,000

Non-Attorney Timekeepers Compensation

Select Timekeepers Avg. Compensation - 2022

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>		
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Lobbyists		/ 8 ‡	\$245,614	\$203,744	\$185,427
Specialists		/ 9 ‡	203,333	167,000	147,746
Litigation Support		/ 11 ‡	150,138	124,000	108,030
Patent Agents		/ 8 ‡	173,409	164,150	109,833
Paralegals		/ 15	118,225	102,308	91,267
Case Clerks		/ 6 ‡	89,912	68,810	63,627
Law Clerks		/ 12	190,686	171,613	125,094

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

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Operations per Lawyer

	2022				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
<input checked="" type="checkbox"/> Gross Fees		/ 15	\$949,175	\$773,490	\$632,276
Operating Expenses					
Compensation					
Lobbyists		/ 8 ‡	11,959	1,880	721
Specialists		/ 9 ‡	2,846	1,955	1,492
Litigation Support		/ 11 ‡	1,951	1,420	1,256
Patent Agents		/ 9 ‡	1,225	1,087	451
Paralegals		/ 15	15,024	11,243	9,624
Case Clerks		/ 6 ‡	1,395	702	358
Law Clerks		/ 14	3,887	2,470	1,323
Administrative Management		/ 14	9,258	5,550	4,758
Practice Group Management		/ 8 ‡	2,617	1,947	934
Secretarial		/ 15	20,836	18,498	16,930
Word Processing		/ 11 ‡	1,929	1,237	867
Professional Staff Recruiting		/ 14	3,110	2,276	1,196
Human Resources/Personnel		/ 15	4,007	2,853	1,944
Professional Development		/ 7 ‡	2,129	1,727	1,227
Finance/Accounting		/ 15	11,162	9,662	8,014
Information Systems		/ 15	14,020	10,017	7,522
Knowledge Mgmt/Library Services		/ 15	2,208	1,756	1,138
Marketing		/ 15	7,933	5,539	4,040
Business Intake & Conflicts		/ 14	2,838	1,644	1,225
Other Staff		/ 15	9,244	7,851	5,242
Other Employee Costs¹		/ 15	32,567	23,353	18,609
Employee Costs¹		/ 15	141,267	117,741	98,839
<input checked="" type="checkbox"/> Occupancy		/ 15	61,162	45,826	39,713
<input checked="" type="checkbox"/> Office Operating Expense		/ 15	19,157	13,234	10,513
<input checked="" type="checkbox"/> Information Systems		/ 15	25,003	22,436	18,707
<input checked="" type="checkbox"/> Professional Activities		/ 15	6,426	5,210	3,729
<input checked="" type="checkbox"/> Marketing		/ 15	13,744	11,547	9,946
<input checked="" type="checkbox"/> Professional Recruiting		/ 15	5,734	3,846	3,559
<input checked="" type="checkbox"/> Professional Liability Insurance		/ 15	9,378	7,436	4,779
<input checked="" type="checkbox"/> Other Insurance & Taxes		/ 15	8,258	5,028	2,931
<input checked="" type="checkbox"/> Communications		/ 15	4,494	3,769	3,594
<input checked="" type="checkbox"/> Reference Materials		/ 15	12,331	10,427	6,085
<input checked="" type="checkbox"/> Professional Services		/ 15	4,701	3,894	2,915
<input checked="" type="checkbox"/> Client Disbursements Written-Off/Misc.		/ 15	2,086	1,473	877
Other Expenses		/ 15	184,023	143,131	123,062
Operating Expenses¹		/ 15	304,422	263,986	229,751
Operating Income		/ 15	632,286	511,473	408,954
<input checked="" type="checkbox"/> Payments to Former/Inactive Partners & Of Counsel		/ 14	23,954	12,851	8,880
<input checked="" type="checkbox"/> Other Non-Operating Charges/Credits		/ 15	4,775	3,143	930
Net Income Prior to Attorney Compensation		/ 15	\$618,112	\$478,663	\$400,806

Indicates a category where additional detailed benchmarks can be found in the 'Detailed Revenue & Expense Components - per Lawyer' section beginning on page 36.

¹ Excludes compensation, discretionary benefits and taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Operations per Timekeeper

	Your Firm		2022 Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Gross Fees		/ 15	\$833,381	\$678,338	\$528,096
Operating Expenses					
Compensation					
Administrative Management		/ 14	7,581	4,770	3,788
Practice Group Management		/ 8 ‡	2,325	1,676	701
Secretarial		/ 15	17,545	15,790	14,723
Word Processing		/ 11 ‡	1,656	1,108	745
Professional Staff Recruiting		/ 14	2,717	1,942	935
Human Resources/Personnel		/ 15	3,542	2,446	1,666
Professional Development		/ 7 ‡	1,841	1,576	1,071
Finance/Accounting		/ 15	9,808	8,120	6,992
Information Systems		/ 15	11,990	8,531	6,063
Knowledge Mgmt/Library Services		/ 15	1,921	1,509	926
Marketing		/ 15	6,855	4,790	3,528
Business Intake & Conflicts		/ 14	2,358	1,417	1,057
Other Staff		/ 15	7,932	6,640	4,339
Other Employee Costs¹		/ 15	20,888	17,459	12,584
Employee Costs¹		/ 15	93,721	79,354	64,572
Occupancy		/ 15	53,183	38,639	33,899
Office Operating Expense		/ 15	16,617	11,222	8,808
Information Systems		/ 15	21,384	19,661	15,744
Professional Activities		/ 15	5,439	4,594	2,947
Marketing		/ 15	11,976	9,953	8,411
Professional Recruiting		/ 15	4,974	3,326	2,931
Professional Liability Insurance		/ 15	8,147	5,855	4,045
Other Insurance & Taxes		/ 15	7,117	4,500	2,552
Communications		/ 15	3,948	3,352	3,052
Reference Materials		/ 15	10,598	8,760	5,137
Professional Services		/ 15	4,155	3,227	2,492
Client Disbursements Written-Off/Misc.		/ 15	1,640	1,244	778
Other Expenses		/ 15	165,049	114,508	102,522
Operating Expenses¹		/ 15	258,436	205,298	168,072
Operating Income		/ 15	568,911	462,952	366,062
Payments to Former/Inactive Partners & Of Counsel		/ 14	19,890	10,456	7,641
Other Non-Operating Charges/Credits		/ 15	4,087	2,567	816
Net Income Prior to Timekeeper Compensation		/ 15	\$556,543	\$434,671	\$364,601

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Leverage Ratios

	2022	2021	2020	2019	2018
Ratio of Other Lawyers¹ to Equity Partners					
Your Firm					
Group Median	2.28	2.33	2.27	2.25	2.28
Ratio of Non-Partner Lawyers² to Partners					
Your Firm					
Group Median	0.77	0.64	0.66	0.71	0.72
Ratio of Non-Partner Timekeepers³ to Partners					
Your Firm					
Group Median	1.12	1.00	0.95	1.13	1.06
Ratio of Paralegals to Lawyers					
Your Firm					
Group Median	0.10	0.11	0.11	0.10	0.12

^ Staffing Ratios

	2022	2021	2020	2019	2018
Ratio of Total Administrative Support Staff to Lawyers					
Your Firm					
Group Median	0.76	0.74	0.79	0.82	0.83
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Lawyers					
Your Firm					
Group Median	0.48	0.47	0.50	0.52	0.54
Ratio of Total Administrative Support Staff to Timekeepers					
Your Firm					
Group Median	0.65	0.62	0.69	0.69	0.70
Ratio of Total Administrative Support Staff (excluding Secretaries and Word Processors) to Timekeepers					
Your Firm					
Group Median	0.42	0.40	0.43	0.45	0.45
Ratio of Secretaries and Word Processors to Lawyers					
Your Firm					
Group Median	0.24	0.27	0.27	0.31	0.32

¹ Includes Non-Equity Partners, Associates, Sr., Staff, eDiscovery Attorneys & Of Counsel

² Includes Associates, Sr., Staff & eDiscovery Attorneys.

³ Includes Associates, Sr., Staff & eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks.

[^] Membership in this section includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (43 members)

^ Administrative Staffing Summary

Headcount per 100 Lawyers

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 36	4.10	2.97	2.12
Practice Group Management		/ 26 ‡	1.59	0.94	0.71
Secretarial		/ 38	28.43	22.82	18.77
Word Processing		/ 28 ‡	3.06	1.69	1.21
Professional Staff Recruiting		/ 37	2.06	1.12	0.68
Human Resources/Personnel		/ 38	2.85	2.39	1.69
Professional Development		/ 28 ‡	1.60	0.93	0.36
Finance/Accounting		/ 38	11.64	10.43	8.99
Information Systems		/ 38	11.14	9.12	7.14
Knowledge Management/Library Services		/ 37	2.40	1.78	1.13
Marketing		/ 38	5.46	4.16	3.32
Business Intake & Conflicts		/ 37	2.57	2.08	1.37
Other Support Staff		/ 37	14.19	11.95	8.64
Total Administrative Support Staff		/ 38	81.99	76.00	64.79

2021

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
Administrative Management		/ 33	4.04	2.73	1.89
Practice Group Management		/ 21 ‡	2.06	1.39	1.00
Secretarial		/ 34	30.15	25.93	20.31
Word Processing		/ 28 ‡	2.82	1.76	1.08
Professional Staff Recruiting		/ 32 ‡	1.73	0.95	0.60
Human Resources/Personnel		/ 34	2.54	1.95	1.71
Professional Development		/ 23 ‡	1.63	0.84	0.47
Finance/Accounting		/ 34	11.69	9.82	8.10
Information Systems		/ 34	11.57	8.34	7.28
Knowledge Management/Library Services		/ 34	2.28	1.80	0.87
Marketing		/ 34	5.24	4.30	3.44
Business Intake & Conflicts		/ 32 ‡	2.39	2.04	1.63
Other Support Staff		/ 34	13.06	9.99	7.84
Total Administrative Support Staff		/ 34	79.30	74.26	66.94

Admin Leader's Retention Rates

(at December 31, 2022)

	<i>Your Firm</i>		<i>Group</i>		
	<i>Value</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
C-Suite Leaders		/ 26 ‡	100.0	100.0	83.7
Directors		/ 26 ‡	100.0	100.0	88.9

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (43 members)

^ Administrative Staffing Summary

Headcount per 100 Timekeepers

	2022				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 41	4.29	2.57	1.79
Practice Group Management		/ 28 ‡	1.57	0.82	0.60
Secretarial		/ 43	25.23	19.93	16.13
Word Processing		/ 33	4.56	1.83	1.14
Professional Staff Recruiting		/ 42	2.01	1.16	0.68
Human Resources/Personnel		/ 43	2.76	2.22	1.48
Professional Development		/ 33	1.55	1.11	0.45
Finance/Accounting		/ 43	11.39	9.11	7.72
Information Systems		/ 43	10.78	8.07	6.08
Knowledge Management/Library Services		/ 42	2.40	1.57	0.91
Marketing		/ 43	5.72	3.77	2.91
Business Intake & Conflicts		/ 42	2.63	1.85	1.18
Other Support Staff		/ 42	15.62	10.55	7.43
Total Administrative Support Staff		/ 43	73.34	64.90	54.77

	2021				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 33	3.08	2.29	1.59
Practice Group Management		/ 21 ‡	1.60	1.18	0.86
Secretarial		/ 34	25.48	21.81	17.89
Word Processing		/ 28 ‡	2.44	1.52	0.94
Professional Staff Recruiting		/ 32 ‡	1.52	0.76	0.50
Human Resources/Personnel		/ 34	2.23	1.68	1.37
Professional Development		/ 23 ‡	1.42	0.71	0.39
Finance/Accounting		/ 34	9.64	8.22	7.17
Information Systems		/ 34	10.01	7.00	5.94
Knowledge Management/Library Services		/ 34	1.83	1.47	0.75
Marketing		/ 34	4.57	3.84	2.92
Business Intake & Conflicts		/ 32 ‡	1.97	1.68	1.34
Other Support Staff		/ 34	11.21	8.71	6.50
Total Administrative Support Staff		/ 34	68.91	61.81	55.09

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (43 members)

^ Administrative Compensation by Function
Compensation per Lawyer

	2022				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 36	9,919	5,193	3,797
Practice Group Management		/ 26 ‡	3,037	2,152	1,106
Secretarial		/ 38	21,604	18,486	15,253
Word Processing		/ 28 ‡	2,368	1,362	936
Professional Staff Recruiting		/ 36	2,672	1,261	770
Human Resources/Personnel		/ 38	3,986	2,876	1,934
Professional Development		/ 28 ‡	2,188	1,436	568
Finance/Accounting		/ 38	12,472	9,640	7,910
Information Systems		/ 38	13,852	10,208	7,332
Knowledge Management/Library Services		/ 37	2,483	1,833	992
Marketing		/ 38	7,468	5,217	3,515
Business Intake & Conflicts		/ 36	2,940	1,682	1,137
Other Support Staff		/ 37	11,135	7,865	5,294
Total Administrative Support Staff		/ 38	91,833	71,000	55,726

Average Compensation per Function

	2022				
	Your Firm		Group		
	Value	Rank / Of	1 st Quartile	Median	3 rd Quartile
Administrative Management		/ 41	243,356	195,467	139,528
Practice Group Management		/ 27 ‡	193,684	137,500	118,875
Secretarial		/ 43	92,614	78,235	71,502
Word Processing		/ 33	85,370	78,214	67,250
Professional Staff Recruiting		/ 40	141,714	108,250	97,382
Human Resources/Personnel		/ 43	136,367	121,750	99,694
Professional Development		/ 33	164,375	116,939	100,667
Finance/Accounting		/ 43	118,503	94,758	84,989
Information Systems		/ 43	129,468	112,438	102,356
Knowledge Management/Library Services		/ 39	113,391	95,897	83,309
Marketing		/ 43	136,205	115,091	99,711
Business Intake & Conflicts		/ 41	109,180	85,179	68,625
Other Support Staff		/ 42	85,610	67,224	60,070
Total Administrative Support Staff		/ 43	117,308	94,441	84,093

^ Membership on this page includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Months of Work Invested in Billed/Unbilled Fees

		2022				
		Your Firm		Group		
		Investment	Rank / Of	1 st Quartile	Median	3 rd Quartile
Months of Fees Receivable	Mid-Year		/ 14	2.5	2.2	1.7
	Year End		/ 14	1.8	1.4	1.3
Months of Unbilled Fees	Mid-Year		/ 14	2.4	2.0	1.7
	Year End		/ 14	1.8	1.5	1.3
Total Months Invested in Client Services	Mid-Year		/ 14	4.7	4.1	3.7
	Year End		/ 14	3.5	3.0	2.7
		2021				
Months of Fees Receivable	Mid-Year		/ 14	2.2	2.0	1.7
	Year End		/ 14	1.7	1.5	1.3
Months of Unbilled Fees	Mid-Year		/ 14	2.5	1.9	1.6
	Year End		/ 14	1.7	1.6	1.2
Total Months Invested in Client Services	Mid-Year		/ 14	4.5	3.9	3.4
	Year End		/ 14	3.5	3.0	2.6

Realization

		2022				
		Your Firm		Group		
		Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
Accounts Receivable¹			/ 13	98.4	97.6	95.5
Work in Process²			/ 13	91.2	88.3	79.2
Net Realization³			/ 12	88.0	82.5	75.2
		2021				
Accounts Receivable¹			/ 13	98.5	98.3	96.6
Work in Process²			/ 13	91.9	88.1	80.8
Net Realization³			/ 12	88.0	82.8	78.5

¹ Collections as a percent of collections plus write-offs for the year.

² Actual billings as a percent of standard value of the services billed.

³ The product of Accounts Receivable realization and Work in Process realization.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Aged Summary of Fees Receivable and Unbilled Fees

Accounts Receivable

	2022				
	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
1-60 Days		/ 15	57.2	48.9	46.6
61-90 Days		/ 15	10.1	9.2	8.5
91-120 Days		/ 15	7.1	5.0	4.9
121-180 Days		/ 14	8.8	6.8	5.9
> 180 Days		/ 13	30.4	26.2	22.9
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 4 ‡	17.3	12.8	8.7

	2021				
	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
1-60 Days		/ 15	57.9	52.3	44.6
61-90 Days		/ 15	9.6	8.5	7.7
91-120 Days		/ 15	6.2	5.1	4.1
121-180 Days		/ 14	8.2	6.9	6.1
> 180 Days		/ 14	31.5	28.4	17.8
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 4 ‡	19.7	14.6	9.4

Work in Process²

	2022				
	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
1-60 Days		/ 15	71.7	62.7	52.5
61-90 Days		/ 15	6.7	5.5	4.7
91-120 Days		/ 15	4.5	3.7	3.1
121-180 Days		/ 12	6.3	5.9	3.7
> 180 Days		/ 13	31.9	22.4	14.9
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 3 ‡	47.8	41.9	24.7

	2021				
	Your Firm		Group		
	Percent	Rank / Of	1 st Quartile %	Median %	3 rd Quartile %
1-60 Days		/ 15	73.8	67.2	56.3
61-90 Days		/ 15	6.5	5.9	4.2
91-120 Days		/ 15	6.6	4.4	3.4
121-180 Days		/ 13	6.6	5.8	3.9
> 180 Days		/ 14	27.0	20.6	11.3
Total			100.0	100.0	100.0
Reserve¹ as a Percent of Total		/ 3 ‡	57.8	48.8	27.9

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Aged Summary of Fees Receivable and Unbilled Fees per Lawyer

Accounts Receivable

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1-60 Days		/ 15	\$56,164	\$47,574	\$42,945
61-90 Days		/ 15	11,996	8,779	7,102
91-120 Days		/ 15	6,422	5,552	4,471
121-180 Days		/ 14	12,330	8,096	4,666
> 180 Days		/ 13	30,688	25,119	18,817
Total		/ 15	125,973	95,703	83,325
Reserve¹ as a Percent of Total		/ 4 ‡	28,208	11,190	6,703

2021

1-60 Days		/ 15	\$57,938	\$51,259	\$40,145
61-90 Days		/ 15	11,395	8,533	6,172
91-120 Days		/ 15	7,385	5,093	3,214
121-180 Days		/ 14	11,093	5,704	4,678
> 180 Days		/ 14	36,866	25,057	16,355
Total		/ 15	125,520	91,221	81,740
Reserve¹ as a Percent of Total		/ 4 ‡	32,016	16,131	8,039

Work in Process²

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>
1-60 Days		/ 15	\$83,312	\$68,113	\$52,117
61-90 Days		/ 15	10,149	5,237	4,046
91-120 Days		/ 15	6,146	4,891	2,965
121-180 Days		/ 12	8,756	6,921	3,786
> 180 Days		/ 13	48,942	23,570	14,077
Total		/ 15	150,479	101,160	84,095
Reserve¹ as a Percent of Total		/ 3 ‡	75,191	56,714	32,082

2021

1-60 Days		/ 15	\$87,990	\$69,295	\$52,204
61-90 Days		/ 15	9,092	5,934	3,530
91-120 Days		/ 15	7,329	4,917	3,124
121-180 Days		/ 13	9,480	5,941	3,427
> 180 Days		/ 14	36,146	17,824	11,044
Total		/ 15	140,019	101,016	80,884
Reserve¹ as a Percent of Total		/ 3 ‡	115,399	76,822	41,986

¹ Reserve for uncollectible amounts.

² Excludes contingency work.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Permanent Capital and Debt per Partner¹

	2022				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Permanent Capital		/ 15	\$271,237	\$190,386	\$49,283
Short Term Debt					
Minimum Level		/ 8 ‡	19,998	4,776	0
Maximum Level		/ 8 ‡	122,411	58,922	10,418
Long Term Debt					
Minimum Level		/ 8 ‡	25,116	0	0
Maximum Level		/ 8 ‡	92,896	75,819	25,564
Total Debt					
Minimum Level		/ 10 ‡	47,005	9,506	0
Maximum Level		/ 10 ‡	156,222	96,682	50,536
Capital and Total Maximum Debt		/ 9 ‡	397,568	341,645	218,799

	2021				
	Your Firm		Group		
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile
Permanent Capital		/ 15	\$253,494	\$162,258	\$56,866
Short Term Debt					
Minimum Level		/ 8 ‡	12,052	0	0
Maximum Level		/ 8 ‡	98,313	39,335	9,367
Long Term Debt					
Minimum Level		/ 9 ‡	30,570	11,111	0
Maximum Level		/ 9 ‡	97,545	61,475	47,931
Total Debt					
Minimum Level		/ 11 ‡	34,580	279	0
Maximum Level		/ 11 ‡	158,923	83,776	50,041
Capital and Total Maximum Debt		/ 9 ‡	326,984	298,083	231,709

Number of members paying interest on capital	6
Median interest rate paid	6.0

¹ Calculations are based on an annual full time equivalent basis. Permanent capital calculations are based on the type of partner (Equity and/or Non-Equity) that contributes capital at your firm. All debt calculations are based only on the number of Equity Partners. If your firm indicated that both Equity and Non-Equity partners contribute capital, no 'Your Firm' value will be displayed for the capital and maximum debt calculation. Permanent capital consists of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. It does not include undistributed earnings that are to be distributed at a predetermined point in the near future.

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

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Permanent Capital and Debt as a Percent of Gross Fees ¹

2022

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
Permanent Capital		/ 15	9.2	6.3	3.4
Short Term Debt					
Minimum Level		/ 8 ‡	0.8	0.2	0.0
Maximum Level		/ 8 ‡	4.7	2.0	0.4
Long Term Debt					
Minimum Level		/ 8 ‡	0.8	0.0	0.0
Maximum Level		/ 8 ‡	3.5	2.2	1.0
Total Debt					
Minimum Level		/ 10 ‡	1.5	0.5	0.0
Maximum Level		/ 10 ‡	7.7	3.3	1.9
Capital and Total Maximum Debt		/ 9 ‡	13.8	10.4	7.8

2021

	<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile %</i>	<i>Median %</i>	<i>3rd Quartile %</i>
Permanent Capital		/ 15	9.1	6.9	3.6
Short Term Debt					
Minimum Level		/ 8 ‡	0.5	0.0	0.0
Maximum Level		/ 8 ‡	5.4	1.3	0.3
Long Term Debt					
Minimum Level		/ 9 ‡	1.1	0.2	0.0
Maximum Level		/ 9 ‡	4.4	2.4	2.0
Total Debt					
Minimum Level		/ 11 ‡	1.8	0.0	0.0
Maximum Level		/ 11 ‡	5.9	4.2	1.9
Capital and Total Maximum Debt		/ 9 ‡	18.8	8.9	6.4

¹ Permanent capital consists of a mixture of actual out-of-pocket contributions made by partners and undistributed firm earnings to be held indefinitely. It does not include undistributed earnings that are to be distributed at a predetermined point in the near future. If your firm indicated that both Equity and Non-Equity partners contribute capital, no 'Your Firm' value will be displayed for the capital and maximum debt calculation.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Expense Recovery

Your Firm	# of Members Responding	Group		
		1 st Quartile	Median	3 rd Quartile
<u>Copying / Printing / Scanning</u>				
Unit charge per page (black/white)	8	\$0.16	\$0.11	\$0.10
Unit charge per page (color)	7	\$1.00	\$0.85	\$0.28
Recovery Percentage	5	76.2	72.4	47.7
<u>Long Distance Telephone</u>				
Percent mark-up	4	0.0	0.0	0.0
Recovery Percentage	3	54.9	54.1	37.1
<u>Overnight Mail</u>				
Percent mark-up	7	0.0	0.0	0.0
Recovery Percentage	6	71.0	42.4	37.2
<u>Automated Legal Research</u>				
Percent mark-up	8	0.0	0.0	0.0
Recovery Percentage	5	54.3	38.7	33.7
Messenger - Percent mark-up	5	0.0	0.0	0.0
Client Meals & Entertainment - Recovery Percentage	3	85.2	70.3	66.3
Secretarial / Administrative Staff Overtime - Recovery Percentage	4	8.7	4.1	2.6

Client Disbursements

Your Firm	# of Members Responding	Group		
		1 st Quartile	Median	3 rd Quartile
Annual Client Disbursements as a % of Gross Fees	7	13.2	9.8	6.3
Unrecovered Client Disbursements at Year End as a % of Billed and Unbilled Fees at Yr. End	5	6.9	3.1	1.2
Write Off Less Recovery as % of Annual Client Disbursements	6	2.4	1.7	0.8

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

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Client Concentration

	Your Firm	Rank / Of	Group		
			1 st Quartile	Median	3 rd Quartile
Percent of revenue generated by clients with collections:					
Greater than \$10m		/ 14	5.1	1.3	0.0
Between \$5m - \$10m		/ 14	11.0	4.5	0.0
Between \$1m - \$5m		/ 14	34.2	28.4	22.5
Between \$501k - \$1m		/ 14	15.1	14.7	13.3
Between \$100k - \$500k		/ 14	30.0	28.2	22.8
Less than \$100k		/ 14	25.6	18.5	13.6
Percentage of clients with revenue:					
Greater than \$10m		/ 14	0.0	0.0	0.0
Between \$5m - \$10m		/ 14	0.1	0.1	0.0
Between \$1m - \$5m		/ 14	1.9	1.3	0.6
Between \$501k - \$1m		/ 14	2.2	1.7	1.0
Between \$100k - \$500k		/ 14	11.9	10.5	6.3
Less than \$100k		/ 14	92.2	86.5	83.1

Bank Borrowings/Line of Credit

	Your Firm	Group		
		1 st Quartile	Median	3 rd Quartile
With how many banks or financial institutions does your firm carry a line of credit?		2	1	1
What is the aggregate dollar amount of credit available? (000s)		\$31,250	\$20,000	\$15,000
What is the aggregate amount available to draw? (000s)		\$28,893	\$20,000	\$15,000
What is the remaining term of your (largest) line of credit? (months)		12	7	6
What is the interest rate of your (largest) line of credit?	‡	6.9	4.6	4.1
What is the average annual spread of your variable interest rates?	‡	1.4	0.7	0.0
What is the outstanding obligation of all property/equipment lease agreements? (000s)	‡	\$2,424	\$867	\$0
Group				
	Your Firm	# of Members Responding	% Fixed	% Floating
Is the interest rate of your (largest) line fixed or floating?		14	0.0	100.0

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

Operations Summaries

Functional Cost Structure

The functional statistics on the following pages offer a different perspective from the traditional Survey reporting on expenses and staffing. This methodology combines compensation costs with related operating expenses by function.

The responsibilities of each function, and the expenses included within each function are as follows:

Administrative Management

The Administrative Management function is responsible for the overall management of all or most of the non-legal administrative support functions in the firm. Expenses included within this function are the compensation of the Executive Director, Office Manager(s), and other Administrative Management supervisors and staff.

Practice Group Management

The Practice Group Management function works operationally and strategically with senior management or other Administrative Managers to ensure the appropriate allocation of resources, development of strategic plans, effectiveness and accountability of the firm's practice groups.

Professional Staff Recruiting

The Professional Staff Recruiting function is responsible for the recruitment and hiring of the professional staff. Expenses included within this function are the 1) Compensation of the Director of Professional Staff Recruiting, and all Professional Staff Recruiting supervisors and staff, and 2) Expenses associated with Professional Staff Recruiting activities.

Human Resources/Personnel*

The Human Resources function is responsible for hiring and training the administrative support staff. Other responsibilities include salary determination, benefits administration, employee relations and government compliance. Expenses included within this function are the compensation of the Director of Human Resources, and Human Resources supervisors and staff.

Professional Development

The Professional Development function includes all employees who manage or assist with the professional growth, training and development of attorneys.

Finance/Accounting*

The Finance/Accounting function is responsible for bookkeeping, billing and collections. Expenses included within this function are the compensation of the Director of Finance, Controller and Finance/Accounting supervisors and staff.

Information Systems (IS)*

The IS function includes all staff and costs associated with analyzing, planning, and managing all aspects of the firm's automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, and upgrades. Expenses included within this function are the 1) Compensation of the C.I.O./Director of IS and all IS supervisors and staff and 2) Expenses associated with the operations and maintenance of the firm's hardware and software, including depreciation and lease payments/rental expenses.

Library/Information Services

The Library function includes all staff and costs associated with the provision of research and information support, including the maintenance of the firm's law library and all related resources. Expenses included within this function are the 1) Compensation of the Director of Library and all Library supervisors and staff, and 2) Expenses associated with acquiring/maintaining reference materials.

Marketing

The Marketing function includes all staff and costs associated with the business development and client retention activities of the firm. Expenses included within this function are the 1) Compensation of the Director of Marketing and all Marketing supervisors and staff, and 2) Expenses associated with client development/retention.

Business Intake & Conflicts

The Business Intake & Conflicts function includes all employees who are responsible for reviewing all new business to determine if there are any client conflicts.

Office Operations (Other Support Staff)*

The Office Operations function includes all staff and costs associated with the basic operations of the office, including receptionists, telephone staff, mail clerks, internal messengers, reproduction clerks, maintenance staff, food service staff, etc. Expenses included within this function are the 1) Compensation of "Other" Directors, supervisors and staff, and 2) Expenses associated with the operations of the firm's physical environment - primarily Occupancy and most non-technology related Office Operating expenses.

*Outsourcing information for this function can be found on page 35.

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Operations per Lawyer

Functional Cost Structure

2022

	Your Firm		Group			
	Average	Rank / Of	1 st Quartile	Median	3 rd Quartile	Average
Gross Fees		/ 15	\$949,175	\$773,490	\$632,276	\$819,863
Direct Practice Support Expenses						
Non-Atty Timekeeper Compensation						
Lobbyists		/ 8 ‡	11,959	1,880	721	5,768
Specialists		/ 9 ‡	2,846	1,955	1,492	4,328
Litigation Support		/ 11 ‡	1,951	1,420	1,256	1,570
Patent Agents		/ 9 ‡	1,225	1,087	451	1,080
Paralegals		/ 15	15,024	11,243	9,624	12,676
Case Clerks		/ 6 ‡	1,395	702	358	1,541
Law Clerks		/ 14	3,887	2,470	1,323	2,533
Secretarial & Word Processing Comp		/ 15	21,708	19,779	18,522	19,923
Direct Practice Support Employee						
Benefits & Taxes ¹		/ 15	10,113	8,711	6,919	8,391
Total Direct Practice Support Expenses¹		/ 15	52,750	48,751	44,696	51,442
Direct Margin¹		/ 15	904,062	722,841	580,412	768,421
Indirect Expenses						
Administrative Management		/ 14	9,258	5,550	4,758	6,739
Practice Group Management		/ 8 ‡	2,617	1,947	934	1,838
Professional Staff Recruiting		/ 15	8,219	6,818	4,668	7,026
Human Resources/Personnel		/ 15	4,007	2,853	1,944	2,995
Professional Development		/ 7 ‡	2,129	1,727	1,227	1,660
Finance/Accounting		/ 15	11,162	9,662	8,014	9,950
Information Systems		/ 15	43,248	40,926	29,603	37,284
Knowledge Mgmt/Library Services		/ 15	15,146	13,504	7,680	12,222
Marketing		/ 15	21,776	18,698	13,417	18,534
Business Intake & Conflicts		/ 14	2,838	1,644	1,225	1,847
Office Operations		/ 15	93,690	67,524	61,663	79,401
Insurance & Taxes		/ 15	15,914	11,987	8,410	12,840
Professional Activities		/ 15	6,426	5,210	3,729	5,215
Professional Services		/ 15	4,701	3,894	2,915	4,729
Client Disb Written-Off/Misc.		/ 15	2,086	1,473	877	3,472
Indirect Employee Benefits & Taxes/						
Other Employee Costs		/ 15	21,516	17,807	9,541	18,151
Total Indirect Expenses		/ 15	264,173	210,963	175,378	221,589
Total Operating Expenses¹		/ 15	304,422	263,986	229,751	273,031
Payments to Former Partners		/ 14	23,954	12,851	8,880	18,145
Other Non-Operating Charges/Credits		/ 15	4,775	3,143	930	3,826
Net Income Prior to Attorney Compensation		/ 15	\$618,112	\$478,663	\$400,806	\$526,071

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and payroll taxes of Associates, Sr., Staff & eDiscovery Attorneys. If a firm does not provide a benefits percentage value, a default of 15% of compensation is used.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Operations as a Percent of Gross Fees

Functional Cost Structure

	2022					
	<i>Your Firm</i>		<i>Group %</i>			
	<i>Percent</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Gross Fees	100.0		100.0	100.0	100.0	100.0
Direct Practice Support Expenses						
Non-Partner Timekeeper Compensation						
Associates, Sr., Staff & eDiscovery Attys	/ 15		16.3	12.7	11.2	13.6
Lobbyists	/ 8 ‡		1.4	0.2	0.1	0.7
Specialists	/ 9 ‡		0.4	0.2	0.2	0.5
Litigation Support	/ 11 ‡		0.2	0.2	0.1	0.2
Patent Agents	/ 9 ‡		0.2	0.1	0.1	0.1
Paralegals	/ 15		2.2	1.7	1.0	1.7
Case Clerks	/ 6 ‡		0.1	0.1	0.0	0.2
Law Clerks	/ 14		0.4	0.3	0.2	0.3
Secretarial & Word Processing Comp	/ 15		3.2	2.7	1.8	2.7
Direct Practice Support Employee						
Benefits & Taxes	/ 15		3.2	2.7	2.0	2.6
Total Direct Practice Support Expenses	/ 15		23.0	21.1	20.3	21.9
Direct Margin	/ 15		79.7	78.9	77.0	78.1
Indirect Expenses						
Administrative Management	/ 14		1.1	0.9	0.6	0.9
Practice Group Management	/ 8 ‡		0.3	0.2	0.1	0.2
Professional Staff Recruiting	/ 15		1.0	0.9	0.7	0.9
Human Resources/Personnel	/ 15		0.5	0.3	0.3	0.4
Professional Development	/ 7 ‡		0.2	0.2	0.1	0.2
Finance/Accounting	/ 15		1.4	1.2	1.1	1.2
Information Systems	/ 15		5.4	4.8	3.9	4.7
Knowledge Mgmt/Library Services	/ 15		1.8	1.6	1.0	1.5
Marketing	/ 15		2.7	2.2	1.7	2.3
Business Intake & Conflicts	/ 14		0.3	0.2	0.2	0.2
Office Operations	/ 15		10.9	9.0	8.5	9.7
Insurance & Taxes	/ 15		1.9	1.6	1.3	1.6
Professional Activities	/ 15		0.8	0.7	0.5	0.7
Professional Services	/ 15		0.6	0.5	0.4	0.6
Client Disb Written-Off/Misc.	/ 15		0.3	0.2	0.2	0.4
Indirect Employee Benefits & Taxes/						
Other Employee Costs	/ 15		3.1	2.0	1.5	2.2
Total Indirect Expenses	/ 15		28.7	27.5	25.3	27.2
Total Operating Expenses	/ 15		52.0	49.5	46.6	49.1
Payments to Former Partners	/ 14		2.8	1.6	1.1	2.4
Other Non-Operating Charges/Credits	/ 15		0.7	0.3	0.1	0.4
Net Income	/ 15		50.4	47.4	46.5	48.2

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Operations per Timekeeper
Functional Cost Structure

		2022				
		<i>Your Firm</i>		<i>Group</i>		
	<i>Average</i>	<i>Rank / Of</i>	<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Gross Fees		/ 15	\$833,381	\$678,338	\$528,096	\$699,516
Direct Practice Support Expenses						
Secretarial & Word Processing Comp		/ 15	18,883	16,943	15,520	16,963
Direct Practice Support Employee Benefits & Taxes¹		/ 15	4,349	3,236	2,539	3,479
Total Direct Practice Support Expenses¹		/ 15	23,824	19,247	18,572	20,442
Direct Margin¹		/ 15	815,218	655,759	506,423	679,074
Indirect Expenses						
Administrative Management		/ 14	7,581	4,770	3,788	5,713
Practice Group Management		/ 8 ‡	2,325	1,676	701	1,579
Professional Staff Recruiting		/ 15	7,272	5,512	4,128	5,979
Human Resources/Personnel		/ 15	3,542	2,446	1,666	2,538
Professional Development		/ 7 ‡	1,841	1,576	1,071	1,452
Finance/Accounting		/ 15	9,808	8,120	6,992	8,470
Information Systems		/ 15	37,006	30,267	25,000	31,664
Knowledge Mgmt/Library Services		/ 15	13,297	10,451	6,748	10,406
Marketing		/ 15	17,874	16,197	10,735	15,865
Business Intake & Conflicts		/ 14	2,358	1,417	1,057	1,583
Office Operations		/ 15	82,172	56,662	51,182	67,689
Insurance & Taxes		/ 15	14,268	10,209	6,849	11,017
Professional Activities		/ 15	5,439	4,594	2,947	4,457
Professional Services		/ 15	4,155	3,227	2,492	4,030
Client Disb Written-Off/Misc.		/ 15	1,640	1,244	778	3,008
Indirect Employee Benefits & Taxes/ Other Employee Costs		/ 15	16,732	15,035	8,213	15,410
Total Indirect Expenses		/ 15	236,940	183,089	146,831	188,862
Total Operating Expenses¹		/ 15	258,436	205,298	168,072	209,304
Payments to Former Partners		/ 14	19,890	10,456	7,641	15,406
Other Non-Operating Charges/Credits		/ 15	4,087	2,567	816	3,280
Net Income Prior to Timekeeper Compensation		/ 15	\$556,543	\$434,671	\$364,601	\$472,553

Your firm total may not foot due to rounding.

¹ Excludes compensation, discretionary benefits and taxes of all Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. If a firm does not provide a benefits percentage value, a default of 15% of compensation for the attorneys and 20% of compensation for all other timekeepers is used.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Administrative Management
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Administrative Management			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Administrative Management Headcount as a Percent of Total Indirect Support Headcount						

<i>^ 2022</i>		/ 41	8.8	5.8	3.7	6.2
<i>^ 2021</i>		/ 33	8.5	6.0	3.6	7.2

Administrative Management Headcount per 100 Lawyers

<i>^ 2022</i>		/ 36	4.10	2.97	2.12	3.19
<i>^ 2021</i>		/ 33	4.04	2.73	1.89	3.17

Administrative Management Headcount per 100 Timekeepers

<i>^ 2022</i>		/ 41	4.29	2.57	1.79	3.39
<i>^ 2021</i>		/ 33	3.08	2.29	1.59	2.70

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Administrative Management Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Administrative Management Costs per Lawyer						

<i>2022</i>		/ 14	\$9,258	\$5,550	\$4,758	\$6,739
<i>2021</i>		/ 14	\$9,113	\$6,860	\$4,240	\$6,616

Administrative Management Costs per Timekeeper

<i>2022</i>		/ 14	\$7,581	\$4,770	\$3,788	\$5,713
<i>2021</i>		/ 14	\$7,485	\$5,762	\$3,692	\$5,636

Administrative Management Costs as a Percent of Revenue

<i>2022</i>		/ 14	1.1	0.9	0.6	0.9
<i>2021</i>		/ 14	1.2	0.9	0.6	0.9

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

*** omitted due to insufficient data*

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Practice Group Management
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Practice Group Management			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Practice Group Management Headcount as a Percent of Total Indirect Support Headcount

[^] 2022		/ 28 ‡	4.0	2.4	1.4	2.8
[^] 2021		/ 21 ‡	4.4	2.7	2.0	3.6

Practice Group Management Headcount per 100 Lawyers

[^] 2022		/ 26 ‡	1.59	0.94	0.71	1.41
[^] 2021		/ 21 ‡	2.06	1.39	1.00	1.72

Practice Group Management Headcount per 100 Timekeepers

[^] 2022		/ 28 ‡	1.57	0.82	0.60	1.76
[^] 2021		/ 21 ‡	1.60	1.18	0.86	1.44

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Practice Group Management Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Practice Group Management Costs per Lawyer

2022		/ 8 ‡	\$2,617	\$1,947	\$934	\$1,838
2021		/ 8 ‡	\$2,035	\$1,449	\$842	\$1,490

Practice Group Management Costs per Timekeeper

2022		/ 8 ‡	\$2,325	\$1,676	\$701	\$1,579
2021		/ 8 ‡	\$1,787	\$1,186	\$735	\$1,280

Practice Group Management Costs as a Percent of Revenue

2022		/ 8 ‡	0.3	0.2	0.1	0.2
2021		/ 8 ‡	0.2	0.2	0.1	0.2

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Professional Staff Recruiting
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Professional Staff Recruiting			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Professional Staff Recruiting Headcount as a Percent of Total Indirect Support Headcount

^ 2022		/ 42	3.5	2.6	1.4	2.7
^ 2021		/ 32 ‡	3.1	2.1	1.4	2.5

Professional Staff Recruiting Headcount per 100 Lawyers

^ 2022		/ 37	2.06	1.12	0.68	1.44
^ 2021		/ 32 ‡	1.73	0.95	0.60	1.23

Professional Staff Recruiting Headcount per 100 Timekeepers

^ 2022		/ 42	2.01	1.16	0.68	1.45
^ 2021		/ 32 ‡	1.52	0.76	0.50	1.05

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Professional Staff Recruiting Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Professional Staff Recruiting Costs per Lawyer

2022		/ 15	\$8,219	\$6,818	\$4,668	\$7,026
2021		/ 15	\$10,527	\$5,990	\$2,813	\$6,698

Professional Staff Recruiting Costs per Timekeeper

2022		/ 15	\$7,272	\$5,512	\$4,128	\$5,979
2021		/ 15	\$8,923	\$5,194	\$2,463	\$5,756

Professional Staff Recruiting Costs as a Percent of Revenue

2022		/ 15	1.0	0.9	0.7	0.9
2021		/ 15	1.1	1.0	0.4	0.8

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Human Resources/Personnel
Staffing Summary

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Human Resources/Personnel			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Human Resources/Personnel Headcount as a Percent of Total Indirect Support Headcount

<i>^ 2022</i>		/ 43	6.2	5.1	3.6	5.0
<i>^ 2021</i>		/ 34	5.6	4.5	3.8	4.7

Human Resources/Personnel Headcount per 100 Lawyers

<i>^ 2022</i>		/ 38	2.85	2.39	1.69	2.40
<i>^ 2021</i>		/ 34	2.54	1.95	1.71	2.18

Human Resources/Personnel Headcount per 100 Timekeepers

<i>^ 2022</i>		/ 43	2.76	2.22	1.48	3.13
<i>^ 2021</i>		/ 34	2.23	1.68	1.37	1.85

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Human Resources/Personnel Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Human Resources/Personnel Costs per Lawyer

<i>2022</i>		/ 15	\$4,007	\$2,853	\$1,944	\$2,995
<i>2021</i>		/ 15	\$3,642	\$2,672	\$1,880	\$2,757

Human Resources/Personnel Costs per Timekeeper

<i>2022</i>		/ 15	\$3,542	\$2,446	\$1,666	\$2,538
<i>2021</i>		/ 15	\$3,214	\$2,149	\$1,622	\$2,352

Human Resources/Personnel Costs as a Percent of Revenue

<i>2022</i>		/ 15	0.5	0.3	0.3	0.4
<i>2021</i>		/ 15	0.4	0.3	0.3	0.4

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

*** omitted due to insufficient data*

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Professional Development
Staffing Summary**

	<i>Your Firm FTEs</i>		
	2022	2021	% Change
Total Professional Development			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Development Headcount as a Percent of Total Indirect Support Headcount						

^ 2022		/ 33	2.7	1.9	1.0	1.9
^ 2021		/ 23 ‡	2.9	1.9	1.0	2.0

Professional Development Headcount per 100 Lawyers

^ 2022		/ 28 ‡	1.60	0.93	0.36	1.05
^ 2021		/ 23 ‡	1.63	0.84	0.47	1.02

Professional Development Headcount per 100 Timekeepers

^ 2022		/ 33	1.55	1.11	0.45	1.30
^ 2021		/ 23 ‡	1.42	0.71	0.39	0.88

Expense Summary

	<i>Your Firm (000's)</i>		
	2022	2021	% Change
Total Professional Development Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Professional Development Costs per Lawyer						

2022		/ 7 ‡	\$2,129	\$1,727	\$1,227	\$1,660
2021		/ 7 ‡	\$1,901	\$1,541	\$1,036	\$1,700

Professional Development Costs per Timekeeper

2022		/ 7 ‡	\$1,841	\$1,576	\$1,071	\$1,452
2021		/ 7 ‡	\$1,656	\$1,336	\$910	\$1,501

Professional Development Costs as a Percent of Revenue

2022		/ 7 ‡	0.2	0.2	0.1	0.2
2021		/ 7 ‡	0.2	0.2	0.1	0.2

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Finance/Accounting
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Finance/Accounting			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Finance/Accounting Headcount as a Percent of Total Indirect Support Headcount					
[^] 2022	/ 43	24.9	21.1	18.8	22.1
[^] 2021	/ 34	24.4	21.1	18.7	21.9

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Finance/Accounting Headcount per 100 Lawyers					
[^] 2022	/ 38	11.64	10.43	8.99	10.38
[^] 2021	/ 34	11.69	9.82	8.10	10.04

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Finance/Accounting Headcount per 100 Timekeepers					
[^] 2022	/ 43	11.39	9.11	7.72	13.73
[^] 2021	/ 34	9.64	8.22	7.17	8.45

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Finance/Accounting Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Finance/Accounting Costs per Lawyer					
2022	/ 15	\$11,162	\$9,662	\$8,014	\$9,950
2021	/ 15	\$10,708	\$9,229	\$7,364	\$9,379

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Finance/Accounting Costs per Timekeeper					
2022	/ 15	\$9,808	\$8,120	\$6,992	\$8,470
2021	/ 15	\$9,036	\$7,883	\$6,444	\$8,018

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Finance/Accounting Costs as a Percent of Revenue					
2022	/ 15	1.4	1.2	1.1	1.2
2021	/ 15	1.4	1.3	1.1	1.2

[^] Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Information Systems
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Information Systems			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Information Systems Headcount as a Percent of the Total Indirect Support Headcount

<i>^ 2022</i>		/ 43	22.5	18.9	15.9	19.4
<i>^ 2021</i>		/ 34	23.0	20.0	16.3	20.0

Information Systems Headcount per 100 Lawyers

<i>^ 2022</i>		/ 38	11.14	9.12	7.14	9.30
<i>^ 2021</i>		/ 34	11.57	8.34	7.28	9.25

Information Systems Headcount per 100 Timekeepers

<i>^ 2022</i>		/ 43	10.78	8.07	6.08	12.46
<i>^ 2021</i>		/ 34	10.01	7.00	5.94	7.85

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Information Systems ¹			
Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Information Systems Costs per Lawyer

<i>2022</i>		/ 15	\$43,248	\$40,926	\$29,603	\$37,284
<i>2021</i>		/ 15	\$44,435	\$41,626	\$29,364	\$37,383

Information Systems Costs per Timekeeper

<i>2022</i>		/ 15	\$37,006	\$30,267	\$25,000	\$31,664
<i>2021</i>		/ 15	\$38,856	\$31,496	\$25,672	\$31,861

Information Systems Costs as a Percent of Revenue

<i>2022</i>		/ 15	5.4	4.8	3.9	4.7
<i>2021</i>		/ 15	5.7	4.9	4.0	4.8

¹ The expenses associated with the operations and maintenance of the firm's hardware and software (including depreciation and lease payments/rental expenses) and all communications related expenses.

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** omitted due to insufficient data

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Knowledge Management/Library Services
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Knowledge Mgmt/Library Svcs			
Total Legal Staff			
Total Timekeepers			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Mgmt/Library Svcs Headcount as a Percent of the Total Indirect Support Headcount						
<i>^ 2022</i>		/ 42	4.8	3.4	2.6	4.2
<i>^ 2021</i>		/ 34	4.6	3.5	2.1	3.6

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Headcount per 100 Lawyers						
<i>^ 2022</i>		/ 37	2.40	1.78	1.13	2.13
<i>^ 2021</i>		/ 34	2.28	1.80	0.87	1.72

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Headcount per 100 Timekeepers						
<i>^ 2022</i>		/ 42	2.40	1.57	0.91	2.30
<i>^ 2021</i>		/ 34	1.83	1.47	0.75	1.47

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Knowledge Mgmt/Library Svcs Revenue			
Total Indirect Expense			

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Costs per Lawyer						
<i>2022</i>		/ 15	\$15,146	\$13,504	\$7,680	\$12,222
<i>2021</i>		/ 15	\$17,028	\$12,761	\$7,770	\$12,052

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Costs per Timekeeper						
<i>2022</i>		/ 15	\$13,297	\$10,451	\$6,748	\$10,406
<i>2021</i>		/ 15	\$14,025	\$10,786	\$6,839	\$10,313

	<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
			<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Knowledge Management/Library Services Costs as a Percent of Revenue						
<i>2022</i>		/ 15	1.8	1.6	1.0	1.5
<i>2021</i>		/ 15	1.8	1.7	1.0	1.5

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

*** omitted due to insufficient data*

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Marketing Staffing Summary

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Marketing			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Marketing Headcount as a Percent of the Total Indirect Support Headcount

<i>^ 2022</i>		/ 43	11.5	9.4	7.8	9.4
<i>^ 2021</i>		/ 34	12.0	9.8	7.2	9.4

Marketing Headcount per 100 Lawyers

<i>^ 2022</i>		/ 38	5.46	4.16	3.32	4.46
<i>^ 2021</i>		/ 34	5.24	4.30	3.44	4.37

Marketing Headcount per 100 Timekeepers

<i>^ 2022</i>		/ 43	5.72	3.77	2.91	5.94
<i>^ 2021</i>		/ 34	4.57	3.84	2.92	3.70

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Marketing Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Marketing Costs per Lawyer

<i>2022</i>		/ 15	\$21,776	\$18,698	\$13,417	\$18,534
<i>2021</i>		/ 15	\$16,065	\$13,983	\$10,051	\$13,821

Marketing Costs per Timekeeper

<i>2022</i>		/ 15	\$17,874	\$16,197	\$10,735	\$15,865
<i>2021</i>		/ 15	\$13,428	\$11,407	\$8,350	\$11,862

Marketing Costs as a Percent of Revenue

<i>2022</i>		/ 15	2.7	2.2	1.7	2.3
<i>2021</i>		/ 15	2.0	1.7	1.5	1.8

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*** omitted due to insufficient data*

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Business Intake & Conflicts

Staffing Summary

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Business Intake & Conflicts			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Business Intake & Conflicts Headcount as a Percent of the Total Indirect Support Headcount

^ 2022		/ 42	5.4	4.4	3.1	4.5
^ 2021		/ 32 ‡	5.3	4.4	3.6	4.4

Business Intake & Conflicts Headcount per 100 Lawyers

^ 2022		/ 37	2.57	2.08	1.37	2.09
^ 2021		/ 32 ‡	2.39	2.04	1.63	2.05

Business Intake & Conflicts Headcount per 100 Timekeepers

^ 2022		/ 42	2.63	1.85	1.18	2.91
^ 2021		/ 32 ‡	1.97	1.68	1.34	1.73

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Business Intake & Conflicts Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>

Business Intake & Conflicts Costs per Lawyer

2022		/ 14	\$2,838	\$1,644	\$1,225	\$1,847
2021		/ 14	\$2,792	\$1,756	\$1,115	\$1,931

Business Intake & Conflicts Costs per Timekeeper

2022		/ 14	\$2,358	\$1,417	\$1,057	\$1,583
2021		/ 14	\$2,405	\$1,519	\$894	\$1,662

Business Intake & Conflicts Costs as a Percent of Revenue

2022		/ 14	0.3	0.2	0.2	0.2
2021		/ 14	0.3	0.3	0.2	0.2

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

** omitted due to insufficient data

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

**Office Operations
Staffing Summary**

	<i>Your Firm FTEs</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Office Operations			
Total Legal Staff			
Total Timekeepers			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Headcount as a Percent of the Total Indirect Support Headcount					
<i>^ 2022</i>	/ 42	30.2	22.1	17.3	24.3
<i>^ 2021</i>	/ 34	27.7	22.7	18.0	23.3

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Headcount per 100 Lawyers					
<i>^ 2022</i>	/ 37	14.19	11.95	8.64	12.66
<i>^ 2021</i>	/ 34	13.06	9.99	7.84	11.19

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Headcount per 100 Timekeepers					
<i>^ 2022</i>	/ 42	15.62	10.55	7.43	15.05
<i>^ 2021</i>	/ 34	11.21	8.71	6.50	9.47

Expense Summary

	<i>Your Firm (000's)</i>		
	<i>2022</i>	<i>2021</i>	<i>% Change</i>
Total Office Operations Revenue			
Total Indirect Expense			

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Costs per Lawyer					
<i>2022</i>	/ 15	\$93,690	\$67,524	\$61,663	\$79,401
<i>2021</i>	/ 15	\$91,228	\$74,927	\$57,774	\$77,928

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Costs per Timekeeper					
<i>2022</i>	/ 15	\$82,172	\$56,662	\$51,182	\$67,689
<i>2021</i>	/ 15	\$80,485	\$63,005	\$49,968	\$66,505

<i>Your Firm</i>	<i>Rank / Of</i>	<i>Group</i>			
		<i>1st Quartile</i>	<i>Median</i>	<i>3rd Quartile</i>	<i>Average</i>
Office Operations Costs as a Percent of Revenue					
<i>2022</i>	/ 15	10.9	9.0	8.5	9.7
<i>2021</i>	/ 15	10.9	9.6	8.6	9.8

^ Membership includes all participants in the group (including Sr. Admin. Leaders Compensation Survey Submissions)

*** omitted due to insufficient data*

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

2022 Office Operations

Office Space Information

	Your Firm	Rank / Of	Group			
			1 st Quartile	Median	3 rd Quartile	Average
Occupancy Costs as a Percent of Gross Fees		/ 15	7.2	6.5	5.1	6.6
Occupancy Costs per Lawyer		/ 15	\$61,162	\$45,826	\$39,713	\$53,737
Square Feet per Lawyer		/ 15	1,041	994	889	1,002
Net Occupancy Costs per Square Foot		/ 15	\$63	\$48	\$35	\$55

Outsourced Support Services Information

	Your Firm	# of Members Reporting	% of Total Department ² that is Outsourced		Outsourced Costs per Lawyer	
			Your Firm Percent	Group Median %	Your Firm	Group Median
HR/Personnel		3	‡	10.7	‡	403
Information Systems		6	‡	11.5	‡	1,318
Knowledge Mgmt/Lib Svcs		4	‡	50.4	‡	589
Marketing/Business Dev		**		**		**
Office Operations & Support ¹		5	‡	38.7	‡	3,315

Outsourced Office Operations Information

	Your Firm	# of Members Reporting	Outsourced Costs per Lawyer	
			Your Firm	Group Median
Acctg Svcs - Billings		4	‡	\$426
Acctg Svcs - Collections		**		**
Photocopying & Mail Room		4	‡	\$4,138
Messengers		**		**

¹ Includes photocopying, mail room, and messengers.

² Outsource expense divided by the sum of the outsourced expense and the related firm compensation expense.

** omitted due to insufficient data

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Detailed Revenue Components - per Lawyer

Gross Fees

	Your Firm		2022		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Include Fees For:					
Legal services: Law Firm Timekeepers		/ 14	\$958,265	\$772,353	\$613,320
Legal services: Contract Timekeepers		/ 3 ‡	8,067	5,520	2,979
Directors' fees			**	**	**
Other professional service income			**	**	**
Revenue from other personal services			**	**	**
Recovery of non-legal time (support staff time billed)			**	**	**
Other		/ 5 ‡	1,661	1,234	29
Deduct (if included above):					
Fees paid to outside participating attys for client srvc			**	**	**
Expenses associated with the contract timekeepers		/ 3 ‡	4,191	874	(1,336)
Fees paid to consulting orgs. for lit. support services			**	**	**
Any hard disb. recoveries for non-personnel expenses			**	**	**
Total Gross Fees		/ 15	\$949,175	\$773,490	\$632,276

Your firm total may not foot due to rounding.

** omitted due to insufficient data

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Detailed Expense Components - per Lawyer
Occupancy & Office Operating

	2022				
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Occupancy Expenses					
Rent - premises only		/ 15	\$45,570	\$36,843	\$30,610
Building chargebacks		/ 3 ‡	13,937	12,945	8,179
Depreciation of owned premises			**	**	**
Utilities		/ 14	1,253	705	310
Occupancy and real estate taxes		/ 7 ‡	3,104	2,208	878
Leasehold improvements (amortization)		/ 14	3,507	1,404	771
Maintenance and repairs to premises		/ 12	2,025	1,132	644
Off-site storage		/ 13	1,953	1,361	974
Office moving settlement costs		/ 7 ‡	232	162	28
Outside consultant fees (architects)			**	**	**
Office housekeeping		/ 4 ‡	679	441	246
Security		/ 5 ‡	425	306	14
Other		/ 9 ‡	1,408	273	73
Subtotal		/ 15	\$66,625	\$45,826	\$40,780
Deduct: Sublease income & occupancy from clients for OT		/ 6 ‡	9,428	4,588	2,475
Total Occupancy		/ 15	\$61,162	\$45,826	\$39,713
Office Operating Expenses					
Photocopying		/ 12	\$2,518	\$1,508	\$689
Stationery, printing, supplies and binding		/ 15	1,290	656	550
Small office equipment (non-IS related)		/ 10 ‡	288	154	50
Facilities management/sub-contracted svcs		/ 7 ‡	6,853	3,036	2,210
Office furniture & fixtures depreciation		/ 14	3,040	1,481	759
Interest expense for purchased assets (non-IS)			**	**	**
Maintenance and repairs to office equipment		/ 12	241	161	79
Rental of office furniture & fixtures		/ 10 ‡	352	162	54
Administrative dues/education		/ 13	384	190	95
Admin travel, meals and accommodations		/ 15	2,019	1,193	786
Overtime parking and taxi charges		/ 5 ‡	147	143	98
Overtime meals for administrative staff		/ 3 ‡	273	15	14
Automotive expenses		/ 4 ‡	44	32	19
Non-lawyer hiring expense		/ 13	1,770	1,190	454
Office coffee, soda, parties, etc.		/ 14	1,535	1,144	897
Moving expenses for admin inter-office transfer			**	**	**
Gifts, flowers for employees		/ 12	162	122	94
Plants - rental and care		/ 7 ‡	245	84	44
Banking/Merchant fees		/ 12	2,222	1,030	630
Other		/ 13	2,919	1,680	351
Subtotal		/ 15	\$19,157	\$13,240	\$10,513
Deduct: Client reimbursement of hard/soft disbs.		/ 5 ‡	827	274	221
Total Office Operating Expenses		/ 15	\$19,157	\$13,234	\$10,513

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Detailed Expense Components - per Lawyer
Information Systems, Professional Activities & Marketing

	2022				
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Information Systems Expenses					
Depreciation of technology		/ 15	\$4,086	\$2,535	\$1,641
Computer supplies and equipment (non-capitalized)		/ 15	1,619	1,213	442
Interest on debt for purchased technology			**	**	**
Amortization of software		/ 6 ‡	1,663	1,357	548
Lease payment/rental expenses		/ 7 ‡	3,960	1,444	723
Maintenance and repairs to computer equipment		/ 11 ‡	1,919	920	549
Software licensing fees		/ 10 ‡	7,907	5,635	3,054
Software maintenance fees		/ 13	13,636	11,273	7,004
Outside consulting service fees		/ 12	1,818	1,100	915
Other		/ 8 ‡	2,925	1,341	270
Subtotal		/ 15	\$25,291	\$22,436	\$18,707
Deduct: Client reimbursement of hard/soft disbs.		/ 3 ‡	2,171	575	397
Total Information Systems		/ 15	\$25,003	\$22,436	\$18,707
Professional Activities Expenses					
Professional association dues		/ 15	\$1,797	\$1,507	\$1,158
Association travel, meals and accommodations		/ 10 ‡	855	415	194
Continuing legal education and seminars		/ 14	1,506	1,095	923
Partner/firm meetings and retreats		/ 14	3,322	1,305	712
New Associate development programs		/ 8 ‡	129	106	39
Bar Review Fees		/ 9 ‡	241	210	105
Other		/ 5 ‡	1,594	552	368
Total Professional Activities		/ 15	6,426	5,210	3,729
Marketing Expenses					
Advertising and listings in publications/directories		/ 14	\$377	\$247	\$82
Brochures and other publications		/ 11 ‡	251	138	100
Internet home page and website expenses		/ 12	893	266	104
Marketing consulting and training		/ 10 ‡	1,322	917	330
Market research		/ 10 ‡	399	147	97
Seminar expenses (where firm is a sponsor)		/ 12	4,114	1,508	771
Club dues and expenses		/ 4 ‡	1,931	1,262	682
Practice/Business development meals & ent.		/ 12	4,961	3,789	1,743
Attendance at industry meetings		/ 6 ‡	1,599	1,275	975
Client relations & business promotion expenses		/ 14	7,148	1,942	923
Travel, meals & accommodations seminars/speaking engagements		/ 6 ‡	2,159	1,274	582
Other		/ 9 ‡	467	200	163
Total Marketing		/ 15	\$13,744	\$11,547	\$9,946

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Detailed Expense Components - per Lawyer
Professional Staff Recruiting, Other Insurance/Taxes & Communications

	Your Firm		2022		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Professional Staff Recruiting Expenses					
Travel, meals and accommodations		/ 14	\$362	\$192	\$48
Summer associate program costs		/ 14	585	320	191
Brochures and other publications		/ 4 ‡	58	38	21
Recruiting agency fees and advertising		/ 14	5,245	3,444	1,826
Campus registration fees/Interview fees		/ 7 ‡	76	51	33
Relocation of new lawyer hires		/ 7 ‡	119	75	47
Moving exp. for inter-office transfer of legal staff			**	**	**
Other		/ 8 ‡	479	119	88
Total Professional Staff Recruiting		/ 15	\$5,734	\$3,846	\$3,559
Other Insurance & Taxes					
Insurance					
Property		/ 12	\$1,266	\$772	\$558
Auto		/ 5 ‡	51.0	39.29	37.4
Travel/Accident			**	**	**
Cyber crime		/ 6 ‡	987.8	861.9	549.4
Employee benefits/Fiduciary liability		/ 8 ‡	475.8	232.285	142.5
Other		/ 6 ‡	1,482	916	256
Taxes					
Personal Property		/ 12	372	134	69
State and local business taxes and fees		/ 12	3,457	1,478	535
Local profit-related taxes		/ 6 ‡	4,024	2,206	185
Unincorporated business taxes		/ 3 ‡	2,779	1,237	1,179
Sales & Use tax		/ 5 ‡	762	388	249
Other		/ 9 ‡	1,060	293	22
Total Other Insurance & Taxes		/ 15	\$8,258	\$5,028	\$2,931
Communications Expenses					
Telephone		/ 15	\$1,107	\$548	\$290
Postage		/ 15	809	395	224
Smartphones		/ 11 ‡	984	665	368
Video teleconferencing			**	**	**
Outside data communication		/ 13	2,594	1,999	1,235
Maintenance & repairs to equipment			**	**	**
Outside messenger services		/ 11 ‡	650	558	86
Depreciation on purchased telephone systems			**	**	**
Depreciation/rent on telecommunications systems			**	**	**
Other		/ 4 ‡	108	82	66
Subtotal		/ 15	\$4,782	\$4,148	\$3,729
Deduct: Client reimbursement of hard/soft disbs.		/ 8 ‡	434	293	53
Total Communications		/ 15	\$4,494	\$3,769	\$3,594

Your firm total may not foot due to rounding.

** omitted due to insufficient data

‡ less than 75% population response

2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Detailed Expense Components - per Lawyer

Reference Materials, Professional Services & Client Disbursements Written-Off/Misc.

	2022				
	Your Firm		1 st Quartile	Group Median	3 rd Quartile
	Average	Rank/Of			
Reference Materials Expenses					
Purchases of books, subscriptions, etc.		/ 15	\$7,338	\$2,733	\$681
Depreciation of capitalized library books			**	**	**
Automated legal research services		/ 13	8,568	7,587	3,762
Library software maintenance costs		/ 5 ‡	150	69	39
Supplies & research materials		/ 4 ‡	3,511	1,001	33
Other		/ 8 ‡	624	161	71
Subtotal		/ 15	\$14,439	\$11,845	\$6,442
Deduct: Client reimbursement of hard/soft disbs.		/ 9 ‡	2,003	1,520	692
Total Reference Materials		/ 15	\$12,331	\$10,427	\$6,085
Professional Services Expenses					
Fees paid to outside attorneys for services to the firm (vs. to clients)		/ 9 ‡	2,001	1,670	589
Accounting/bookkeeping		/ 11 ‡	1,265	815	671
Auditing		/ 9 ‡	745	460	240
Human Resource & Training Consultants		/ 9 ‡	1,041	208	150
Payroll processing		/ 11 ‡	479	206	139
Management consulting		/ 10 ‡	1,489	531	430
Legal Survey participation fees		/ 7 ‡	119	69	48
Other		/ 10 ‡	1,470	594	44
Total Professional Services		/ 15	\$4,701	\$3,894	\$2,915
Client Disb. Written-Off & Miscellaneous Expenses					
Unbilled disbursements written-off		/ 10 ‡	\$1,667	\$931	\$661
Billed disbursements written-off		/ 12	1,137	715	252
Business meals and entertainment chargeable to clients written-off			**	**	**
Miscellaneous		/ 6 ‡	4,828	1,767	885
Subtotal		/ 15	\$3,980	\$1,494	\$1,123
Deduct: Subsequent recoveries of unbilled and billed disbs.		/ 3 ‡	3,960	2,181	1,155
Total Client Disb. Written-Off & Miscellaneous		/ 15	\$2,086	\$1,473	\$877

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2022 LAW FIRM STATISTICAL SURVEY

AmLaw Second 100 - Firms (15 members)

Detailed Expense Components - per Lawyer

Payments to Of Counsel, Former/Inactive Partners & Non-Operating Charges/Credits

	Your Firm		2022		
	Average	Rank/Of	1 st Quartile	Group Median	3 rd Quartile
Payments to Of Counsel & Former/Inactive Partners					
Payments to former/inactive partners (and estates, where applicable)		/ 7 ‡	\$3,990	\$2,436	\$119
Unfunded retirement plan payments		/ 3 ‡	11,017	8,330	6,216
Payments to Of Counsel		/ 11 ‡	20,703	11,762	6,593
Total Pmts. to OC & Former/Inactive Ptnrs		/ 14	\$23,954	\$12,851	\$8,880
Non-Operating Charges & Credits					
Charges					
Charitable contributions		/ 13	\$2,619	\$1,461	\$940
Political contributions		/ 8 ‡	372	240	116
Interest on loans to fund working capital needs		/ 9 ‡	1,264	881	162
Interest on retained earnings			**	**	**
Currency conversion fees			**	**	**
Malpractice settlement fees			**	**	**
Other		/ 11 ‡	2,122	703	262
Subtotal Charges		/ 14	\$4,979	\$3,050	\$1,831
Credits					
Gains (losses) on sale of assets		/ 10 ‡	(77)	(289)	(1,263)
Interest/dividend income		/ 13	1,166	410	98
Other		/ 6 ‡	1,066	153	31
Subtotal Credits		/ 13	\$757	(\$5)	(\$653)
Total Non-Operating Charges & Credits		/ 15	\$4,775	\$3,143	\$930

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