

A low-angle shot of a sailboat's mast and sails against a bright sunset sky. The sun is low on the horizon, creating a strong orange and yellow glow that filters through the white sails. The boat's dark hull is visible in the lower left, and the dark blue ocean with white-capped waves is in the foreground. A dark blue diagonal band cuts across the upper right portion of the image, serving as a background for the title text.

# 2016 PARTNER COMPENSATION SURVEY

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## ➤ BACKGROUND

In the spring of 2016, Major, Lindsey & Africa (MLA) launched its 2016 Partner Compensation Survey. The Survey, which was sent to nearly 77,000 law firm partners in Am Law 200-, NLJ 350- and Global 100-size firms across the United States, was the fourth in a series of groundbreaking, [biennial surveys](#) begun by MLA in 2010. The MLA Partner Compensation Survey continues to be the most comprehensive effort ever undertaken to identify ranges of partner compensation, the criteria law firms use in determining partner compensation, and the satisfaction of law firm partners with their compensation and compensation systems. Prior editions of this Survey included an overview of various factors perceived by respondents to be important in the determination of their compensation. However, because the results from those questions remained virtually unchanged across the three previous Surveys, we have elected to temporarily retire those questions in the 2016 Survey so that we can address other important partner issues. Accordingly, for 2016 we added a number of new questions relating to capital contributions, monthly draws, bonus pools and retirement plans.

This Report provides (i) an overview of the Survey, (ii) the demographic breakdown of the respondents to the Survey, (iii) selected highlights of compensation and other practice metrics as reported by the respondents, (iv) selected highlights of compensation satisfaction and overall satisfaction as reported by the respondents and (v) selected highlights of capital contributions, monthly draws, bonus pools and retirement plans as reported by the respondents.

## ➤ THE SURVEY

The Survey consisted of 32 questions, with the results broken down into four major categories:

### 1. Demographic information about each respondent and the respondent's law firm, including:

- Partnership Tenure
- Partnership Status (i.e., Equity vs. Non-Equity)
- Primary Practice Area
- City
- Lateral Status (i.e., "Homegrown" vs. Lateral)
- Compensation Transparency (i.e., Open vs. Closed compensation system)
- Compensation System (i.e., Lockstep vs. Non-lockstep)
- Firm Size
- Law firm Profits per Partner (PPP) as reported in *The American Lawyer*
- Gender
- Ethnicity

### 2. Objective information about a respondent's compensation and practice metrics for 2015. Compensation and practice metrics include:

- Total compensation
- Total originations
- Total working attorney receipts
- Standard hourly billing rate
- Total billable hours
- Total non-billable hours
- For lateral respondents, whether their compensation changed as a result of the lateral move and, if so, by what percent

### 3. Subjective information about a respondent's perception of his or her compensation, compensation system and satisfaction with his or her life as an attorney, including:

- Satisfaction with total compensation
- For those respondents who were not satisfied with their compensation, whether such dissatisfaction was attributable to any perceived bias

- Overall satisfaction with his or her life as an attorney, factoring compensation into the equation
- Overall satisfaction with his or her life as an attorney, without factoring compensation into the equation
- Whether the respondent would trade a portion of his or her compensation for non-monetary benefits and, if so, what percentage of compensation he or she would be willing to trade

**4. Objective and subjective information about a respondent's capital contribution, monthly draw, firm bonus pool and firm retirement plans, including:**

- Accumulated capital contribution
- Average monthly draw
- Size of firm's bonus pool expressed as a percentage of firm profits
- Expected time frame of retirement
- Firm's mandatory retirement age, if any
- Whether the firm has a pension plan (other than one that is self-funded)
- Whether the respondent expects to receive the pension and, if so, in what form, amount and for how long
- Whether the respondent expects to continue to receive some type of medical insurance coverage from his or her firm after retirement

## METHODOLOGY

This Survey was sponsored and developed by Major, Lindsey & Africa (MLA) in association with ALM Legal Intelligence (ALI), a research arm of ALM Media, the publisher of *The American Lawyer*. By having all correspondence and survey responses go through ALI, MLA enabled all respondents to answer confidentially and anonymously, and MLA at no time was made aware of respondents' names or firms, either individually or in the aggregate.

Data for this Survey were collected using an online questionnaire hosted by ALI. Invitations were emailed to 76,507 partners across the United States at firms which have been Am Law 200-, NLJ 350- or Global 100-ranked in the past five years. The emailed invitation contained a link which partners could use to access the online survey. To maximize the response rate, four email reminders, each spaced about two weeks apart, were also sent.

The recipient list was provided by ALI, selected from its proprietary database of practicing lawyers in the U.S. and abroad. The questionnaire was jointly developed by MLA and ALI. As an incentive to complete the Survey, respondents were advised that MLA had agreed to donate up to \$1 (or in certain instances \$2) to The Legal Aid Society for each respondent who completed the Survey.

Responses were received from partners practicing across the United States (2,137) and abroad (16) for a total of 2,153 responses. 2,448 emails were returned as undeliverable. Assuming that all of the remaining partners contacted received the invitation, the overall response rate was approximately 3%.

As is customary with surveys of this nature, not every respondent answered every question. Each data table notes the actual number of respondents for each category. In order for us to present the data meaningfully, in certain cases individual respondents were grouped into larger categories.

In Questions 9 through 14, 17 through 19, 21, 24 and 25 of the Survey, respondents were given ranges as response choices. For example, total compensation values were typically grouped in \$50,000 ranges (e.g., \$800,000 to \$850,000). In order to calculate the data for this Report, ALI used, wherever possible, the midpoint for all responses that were expressed as

ranges. In those cases where midpoints were not identifiable (e.g., responses where one parameter of the range was open-ended), ALI and MLA jointly agreed on values to be used for those responses.

For profits per equity partner (PPP) data, ALI used the most recent data available. For Am Law firms, ALI used PPP data from the Am Law 200 ranking. For international firms, ALI used the PPP data from the Global 100 ranking.

In order to protect respondents' identities, this Report does not disclose any information about any individual or any individual law firm. All information is reported in the aggregate to ensure anonymity. ALI did not provide the names, email addresses or any other identifying information of individual respondents or any law firm to MLA. At all times MLA remained blind to the specific sources of the data.

In many instances, this Report compares the results of the 2016 Survey with those of the 2014 Survey. The complete results of the 2014 Survey can be found by clicking on the following [link](#).

*For a detailed profile of the Survey respondents, please refer to **Appendix I – Respondent Profile**.*

## > STATISTICAL TERMS USED

The statistical terms used in the Report are defined below.

- The **median** (or the 50<sup>th</sup> percentile) is the middle or central number in a series of numbers arranged in order of value. There are equal numbers of smaller and larger observations.
- The **average** (or mean) is the total value of all observations divided by the number of observations. While an average can be distorted by “outliers”—data that is aberrant—great care was taken to identify and remove outliers from this Report.
- Finally, percentages may not total 100 because of rounding.

## > KEY FINDINGS

The overarching story in the 2016 Partner Compensation Survey is that both Equity and Non-Equity partners saw strong gains in their compensation compared to 2014. Key findings include:

- Average compensation for all respondents was \$877,000, up 22% from 2014 (\$716,000). Median compensation also rose dramatically, climbing 21%, from \$475,000 in 2014 to \$575,000 in 2016. The average billing rate for all respondents was \$685, up \$77 (+13%) from 2014 (\$608).
- Equity partners continue to significantly outpace Non-Equity partners in compensation. Average compensation for Equity partners jumped 13%, from \$971,000 in 2014 to \$1.10 million in 2016, and increased 9% for Non-Equity partners, from \$338,000 to \$367,000. Equity partners now average approximately 3 times the total compensation of their Non-Equity colleagues, up from 2.9 times in 2014. Median compensation for Equity partners was \$775,000 (+15%; \$675,000 in 2014) as compared to \$325,000 (unchanged) for Non-Equity partners.
- In 2014, Equity partners were three times more likely to classify themselves as Very Satisfied than Non-Equity partners, 37% vs. 12%. This gap narrowed slightly in 2016 to 38% vs. 15%. Both Equity and Non-Equity partners had a slight uptick in the percentage classifying themselves as Not at All Satisfied, rising from 3% and 8%, respectively, in 2014 to 5% and 10%, respectively, in 2016.



- Equity partners reported average originations of \$3,100,000 (+10%), while Non-Equity partners posted a 7% gain (to \$720,000). As in 2014, Equity partners continue to originate more than four times the amount of business that Non-Equity partners generate. Moreover, whereas average originations for Equity partners has grown nearly 25% since 2010 (\$3,100,000 vs. \$2,490,000), average originations for Non-Equity partners has grown only 2.9% (\$720,000 vs. \$700,000) during that same period.
- Average originations for all respondents came in at \$2,456,000, up 25% from 2014 (\$1,957,000), substantially higher than the 3% increases recorded from 2010 to 2012 and from 2012 to 2014. Partners in all but the most junior grouping showed strong increases in originations. Whereas the 6-10 year, 11-20 year and 20+ year groupings showed increases of 19% (\$2,139,000 vs. \$1,792,000), 18% (\$2,775,000 vs. \$2,353,000) and 17% (\$3,408,000 vs. \$2,918,000), respectively, the 1-5 year grouping registered only a modest 1% gain (\$824,000 vs. \$813,000).
- Among the seven practice areas grouped for purposes of this Report, Labor & Employment partners continue to report the lowest average compensation (\$597,000), compared to a high of \$1,055,000 for Corporate partners. Real Estate (+43%), Litigation (+25%), Labor & Employment (+19%) and Corporate (18%) partners showed the largest percentage increases from 2014, while IP (+3%) and Tax & ERISA (+8%) partners showed more modest increases.
- As in our prior Surveys, partners in Open compensation systems reported *significantly* higher average compensation (\$1,004,000; +19%) compared to partners in Partially Open (\$770,000; +34%) and Closed (\$608,000; +26%) systems. The compensation gap between the Open and Closed groupings, which was a surprising 74% in 2014, has now shrunk to a still surprising 65%.
- Similarly, partners in Open compensation systems were much more likely to classify themselves as Very Satisfied (36%) than were partners in Partially Open (25%) or Closed (20%) compensation systems. Partners who joined their firms laterally as partners were also somewhat more likely to classify themselves as Very Satisfied (34%) than were “homegrown” partners (28%), which reflects a narrowing in the gap from 2014 (32% vs. 23%).
- The disparity in compensation and compensation satisfaction across cities continues to be quite pronounced. Average compensation ranged from a low of \$564,000 in Seattle to a high of \$1,433,000 in Silicon Valley, a difference of more than 150%. Unlike 2014, which showed wide positive and negative swings in partner compensation among cities, 2016 saw increases in every city with the exception of Philadelphia (-11%). San Francisco (+51%), Los Angeles (+38%) and Houston (+36%) showed the largest gains, and New York had the smallest gain (+6%).
- Male partners continue to significantly outpace female partners in compensation, \$949,000 (+22%) vs. \$659,000 (+24%). This 44% difference in compensation is slightly lower than the 47% differential reported in our 2014 Survey. Male partners reported average originations of \$2,590,000, representing a gain of 18% over 2014. However, females posted a gain of 40% in originations, rising to \$1,730,000 from \$1,240,000 in 2014. This 50% spread in originations between males and females, which is down from 77% in 2014, is more in line with the 50% spread reported in 2010 and the 44% spread reported in 2012.
- The average compensation of White partners was \$876,000, up 19% from 2014. Hispanic (\$956,000; +100%), Black (\$797,000; +39%) and Asian Pacific (\$875,000; +36%) partners all reported significantly higher average compensation, whereas partners who categorized themselves as Mixed Races showed a decrease of 4%, falling to \$704,000 from \$736,000.
- Approximately 24% of the respondents attributed their lack of compensation satisfaction to cronyism, with that factor once again (30% in 2014) outpacing all of the other enumerated reasons. However, 31% of the respondents indicated their firm did not exercise any such bias (a new response option in 2016).
- For the first time, in 2016 we attempted to measure respondents’ overall satisfaction with their lives as attorneys, both factoring in compensation and not factoring in compensation. Not surprisingly, factoring compensation into the equation resulted in higher levels of overall satisfaction, but the differences were much less than we

expected. 82% of respondents classified themselves as Very Satisfied, Moderately Satisfied or Slightly Satisfied when factoring in compensation, versus 72% when compensation was not taken into consideration. Similarly, only 14% of respondents classified themselves as Slightly Dissatisfied, Moderately Dissatisfied or Very Dissatisfied when factoring in compensation, versus 21% when not.

- The average accumulated capital contribution requirement of partners, expressed as a percentage of their non-discretionary income, was 23%. The average monthly draw was \$31,000.
- 40% of the respondents indicated that their firms did not have a bonus pool. For those firms with a bonus pool, its average size was 15% of firm profits.
- 50% of the respondents indicated that their firm did not have a mandatory retirement age, while 12% indicated, somewhat surprisingly, that they were unsure. For firms with a mandatory retirement age, more than 50% of the respondents indicated the mandatory retirement age was 65 and 23% indicated that it was 70.
- 69% of respondents said their firm did not have a pension plan (other than one which was self-funded), 23% said their firm did have such a plan and 7% were unsure. Of those respondents who indicated their firms did have an unfunded pension plan, 65% stated they did expect to receive it, 23% indicated that they did not expect to receive it and 12% were unsure. Of the 23% who did not expect to receive the pension, 5% said they did not expect to receive it because they did not expect to ever be eligible, 7% said they did not expect to be working at the firm when they retired and 11% said they did not think the pension would be in place by the time they retired.
- 16% of those respondents with a pension plan stated that they would have a choice between a lump sum payment and monthly payments made over a period of years, 29% stated that they would only have the monthly payment option, and 2% stated that they would only have the lump sum option. Surprisingly, 54% of the respondents were unsure how their pension would be paid.
- Of those respondents who had an option as to the form of pension payment, 33% said they would choose the monthly option, 26% said they would choose the lump sum and 41% were unsure.



## COMPENSATION, ORIGINATIONS, RECEIPTS, BILLING RATES AND HOURS

Questions 9 through 14 of the Survey dealt with the principal practice metrics of the respondents for the 2015 fiscal year, and address: total compensation, total originations, total working attorney receipts, standard hourly billing rate, total billable hours and total non-billable hours. These key practice metrics were then sorted by the following categories:

1. Partnership Tenure
2. Partnership Status
3. Practice Area
4. City
5. Compensation Transparency
6. Lockstep Type
7. Firm Size
8. Firm PPP
9. Gender
10. Ethnicity

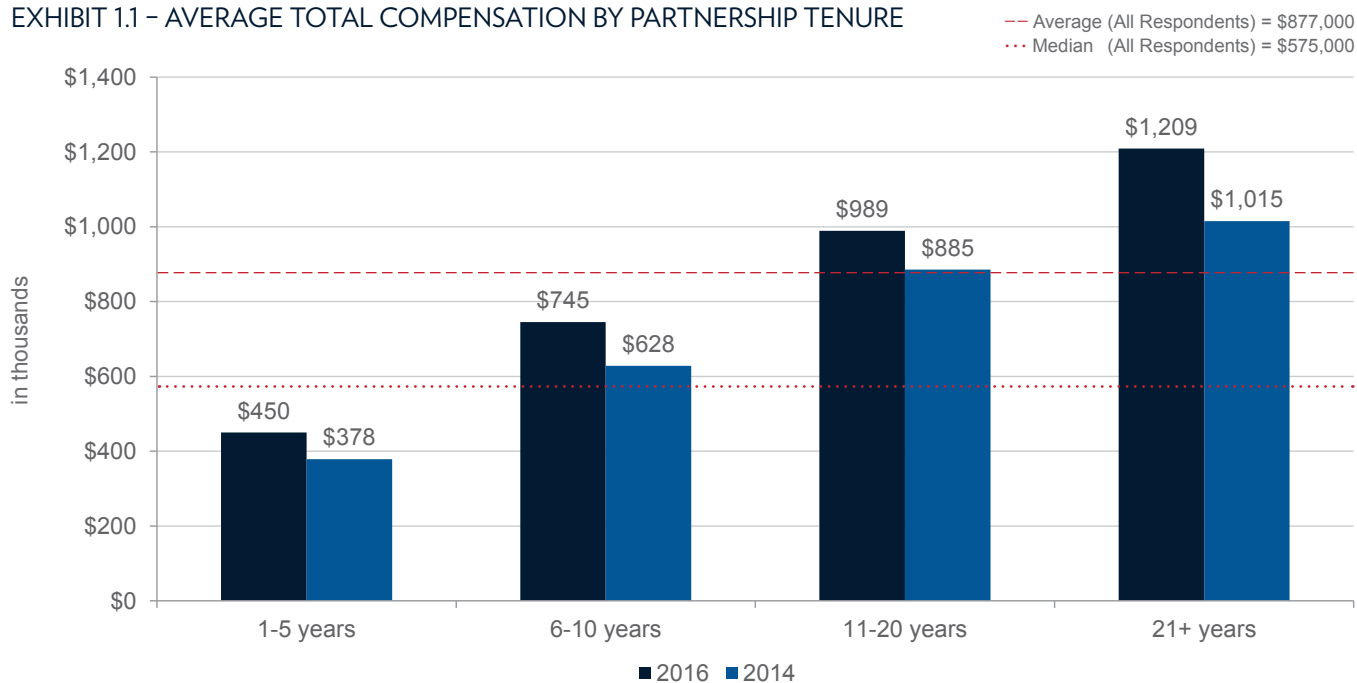
### COMPENSATION

A total of 2,153 respondents provided their compensation data, with reported compensation ranging from less than \$100,000 (4 respondents) to over \$8,000,000 (5 respondents). Average compensation for all respondents was \$877,000, up 22% from 2014 (\$716,000). Median compensation also rose dramatically, climbing 21%, from \$475,000 in 2014 to \$575,000 in 2016.

#### Partnership Tenure and Partnership Status

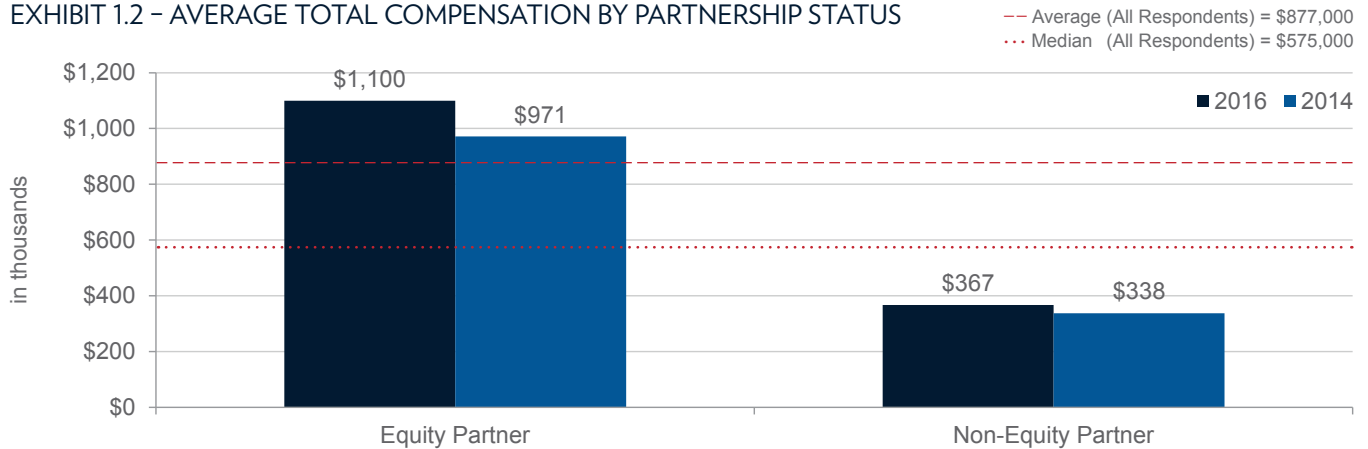
As in previous MLA Partner Compensation Surveys, when sorted by Partnership Tenure, average compensation climbs steadily by tenure grouping, ranging from \$450,000 for those in the 1-5 year category up to \$1,209,000 for those in the 20+ year category. Three of the groupings (1-5 years, 6-10 years and 20+ years) all showed gains of approximately 19%, while the 11-20 year grouping saw average compensation rise by 12%.

EXHIBIT 1.1 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP TENURE



As we noted in 2014, Equity partners continue to significantly outpace Non-Equity partners in compensation, and the level of disparity has grown markedly since our first Survey in 2010. This trend continues for 2016, although Non-Equity partners did see a 9% increase in their compensation after remaining essentially flat in 2014. Compensation for Equity partners jumped 13% (from \$971,000 in 2014 to \$1.10 million in 2016), whereas compensation for Non-Equity partners rose 9%, from \$338,000 in 2014 to \$367,000 in 2016. Equity partners now average approximately three times the total compensation of their Non-Equity colleagues, up from 2.9 times in 2014. Median compensation for Equity partners was \$775,000 (+15%; \$675,000 in 2014) as compared to \$325,000 (unchanged) for Non-Equity partners.

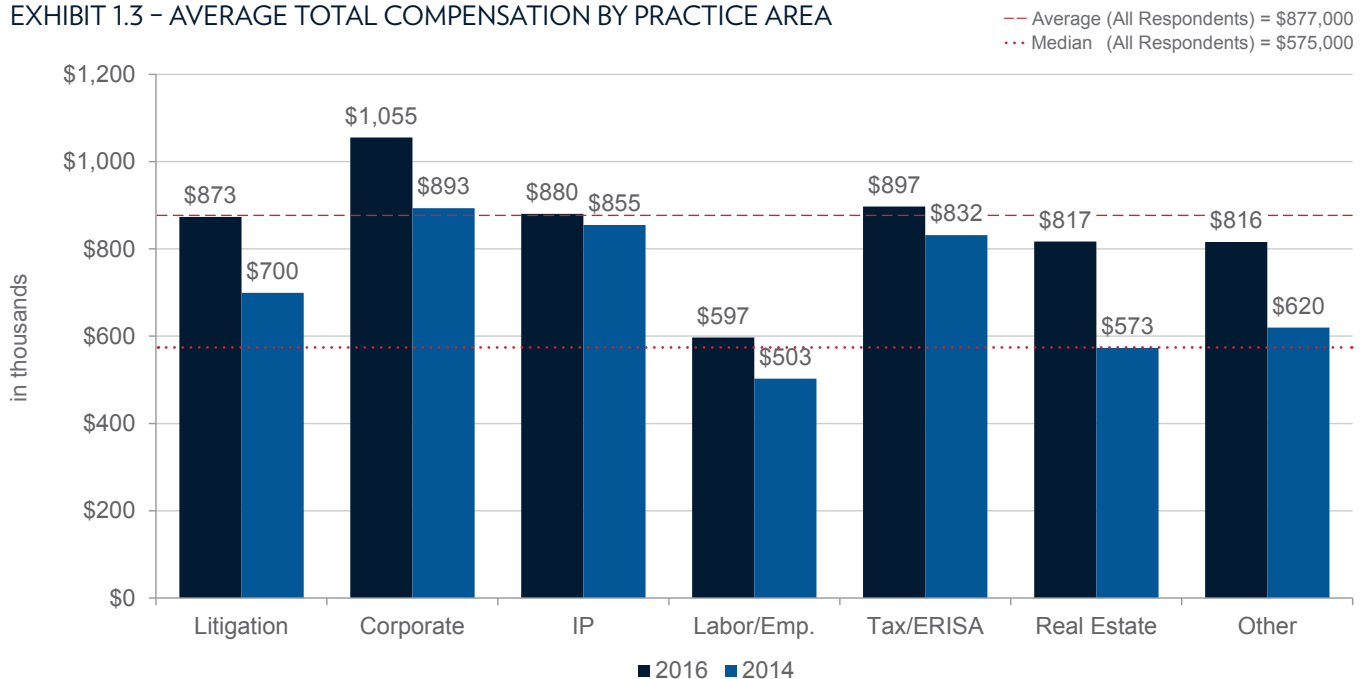
EXHIBIT 1.2 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP STATUS



## Practice Area

Among the seven practice areas grouped for purposes of this Report, Labor & Employment partners continue to report the lowest average compensation (\$597,000), compared to a high of \$1,055,000 for Corporate partners. Real Estate (+43%), Litigation (+25%), Labor & Employment (+19%) and Corporate (18%) partners showed the largest percentage increases from 2014, while IP (+3%) and Tax & ERISA (+8%) partners showed more modest increases.

EXHIBIT 1.3 – AVERAGE TOTAL COMPENSATION BY PRACTICE AREA

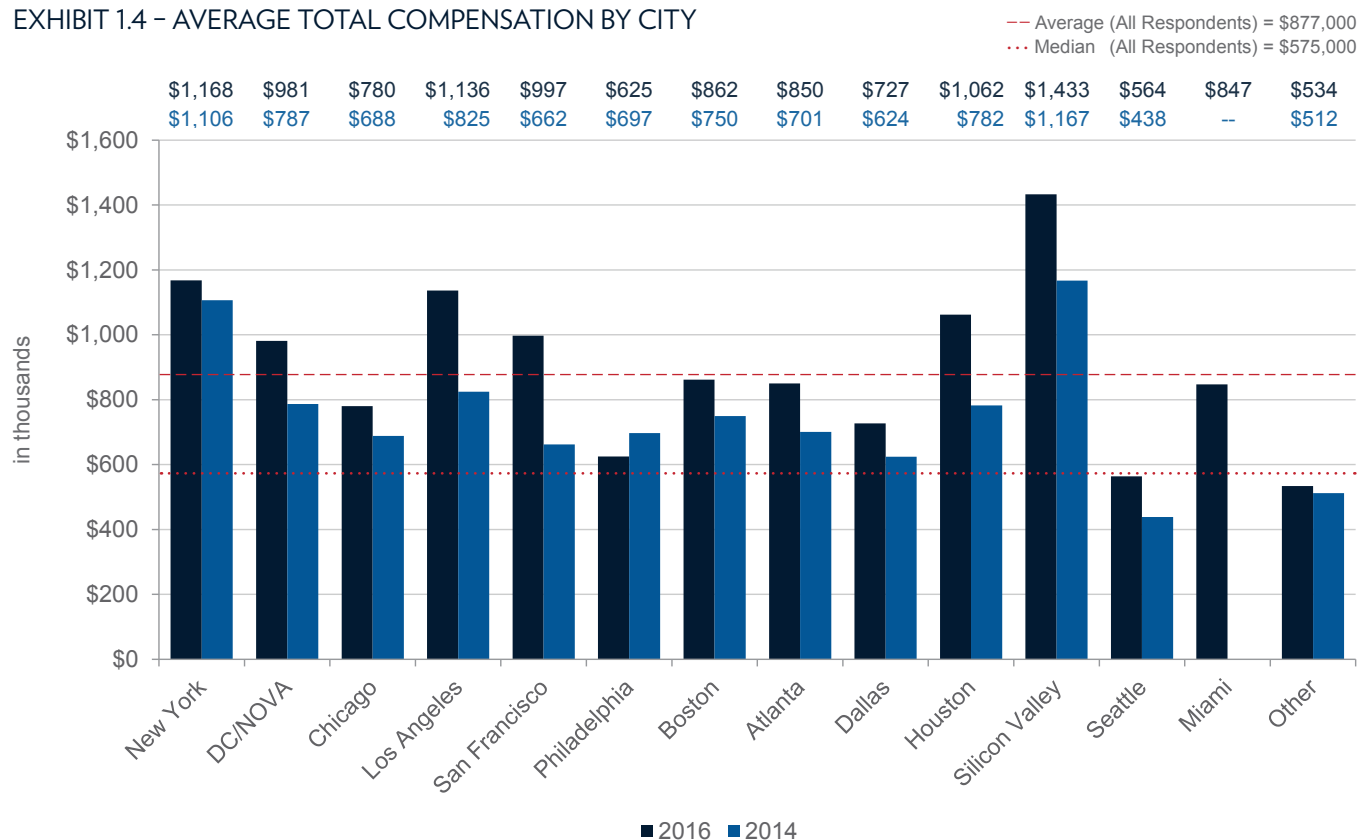




## City

The disparity in compensation continues to be quite pronounced when sorted by city. Average compensation ranged from a low of \$564,000 in Seattle to a high of \$1,433,000 in the Silicon Valley area of California, a difference of more than 150%. Unlike 2014, which showed wide positive and negative swings in partner compensation among cities, 2016 saw increases in every city with the exception of Philadelphia (-11%). San Francisco (+51%), Los Angeles (+38%) and Houston (+36%) showed the largest gains, and New York had the smallest gain (+6%). In descending order, average compensation for the 13 cities<sup>1</sup> highlighted in this Report is as follows:

EXHIBIT 1.4 – AVERAGE TOTAL COMPENSATION BY CITY



## Compensation Transparency and Lockstep Type

As in our prior Surveys, partners in Open compensation systems reported *significantly* higher average compensation (\$1,004,000; +19%) compared to partners in Partially Open (\$770,000; +34%) and Closed (\$608,000; +26%) systems.<sup>2</sup> The compensation gap between the Open and Closed groupings, which was a surprising 74% in 2014, has now shrunk to a still surprising 65%.

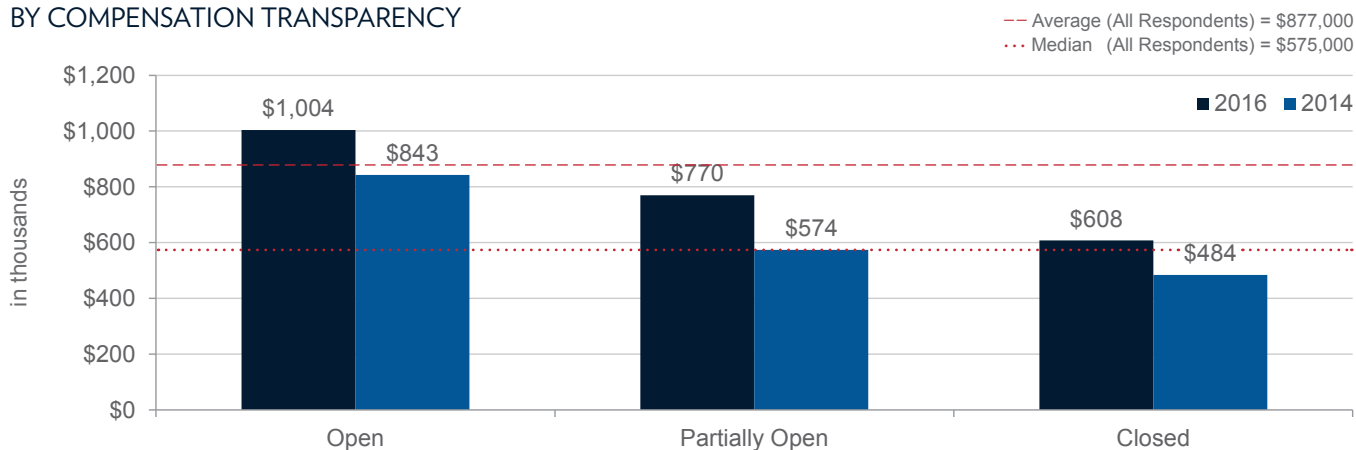
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<sup>1</sup>These 13 cities were chosen for their total response counts. Nine of the 13 had 50 or more responses. Seattle, Dallas and Silicon Valley, which were broken out in the 2014 Survey, did not have 50 or more respondents this year. Miami, which had 44 respondents this year, had never been broken out separately before.

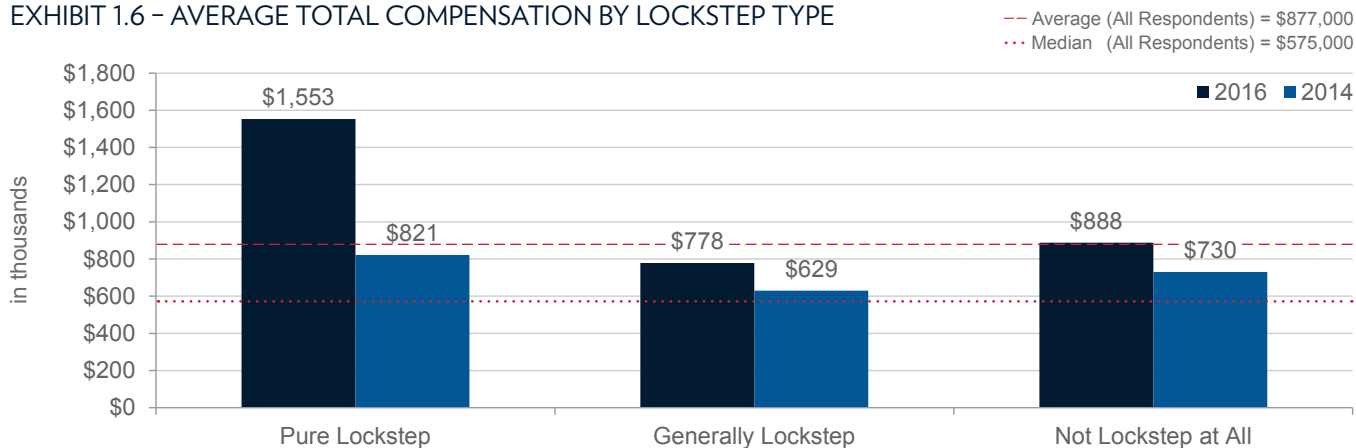
<sup>2</sup>It's worth noting that the number of firms with Closed compensation systems is very small compared to those with Open or Partially Open systems.

When sorted by Lockstep Type, Pure Lockstep partners reported average compensation of \$1,553,000 (+89%)<sup>3</sup> compared to average compensation of \$888,000 (+22%) for Non-Lockstep partners. Partners who classified their compensation system as Generally Lockstep continue to report lower compensation than those in the other categories, with an average compensation of \$778,000 (+24%).

**EXHIBIT 1.5 – AVERAGE TOTAL COMPENSATION BY COMPENSATION TRANSPARENCY**



**EXHIBIT 1.6 – AVERAGE TOTAL COMPENSATION BY LOCKSTEP TYPE**



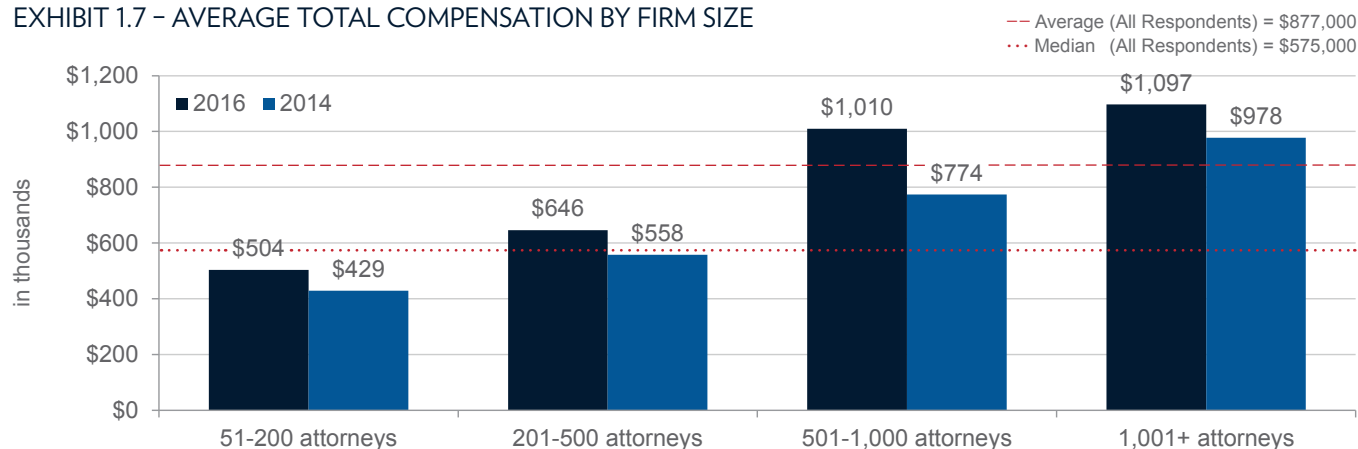
## Firm Size and Firm PPP

Although average compensation for all partners as a group rose 22% (\$877,000 vs. \$716,000), the growth was very uneven, with average compensation at firms of 501-1,000 lawyers rising 30%, compared to 17% and 16%, respectively, for firms of 51-200 lawyers and firms of 201-500 lawyers. The largest firms, 1,000+ attorneys, had a slightly more modest increase in average compensation of 12% (\$978,000 to \$1.10 million).

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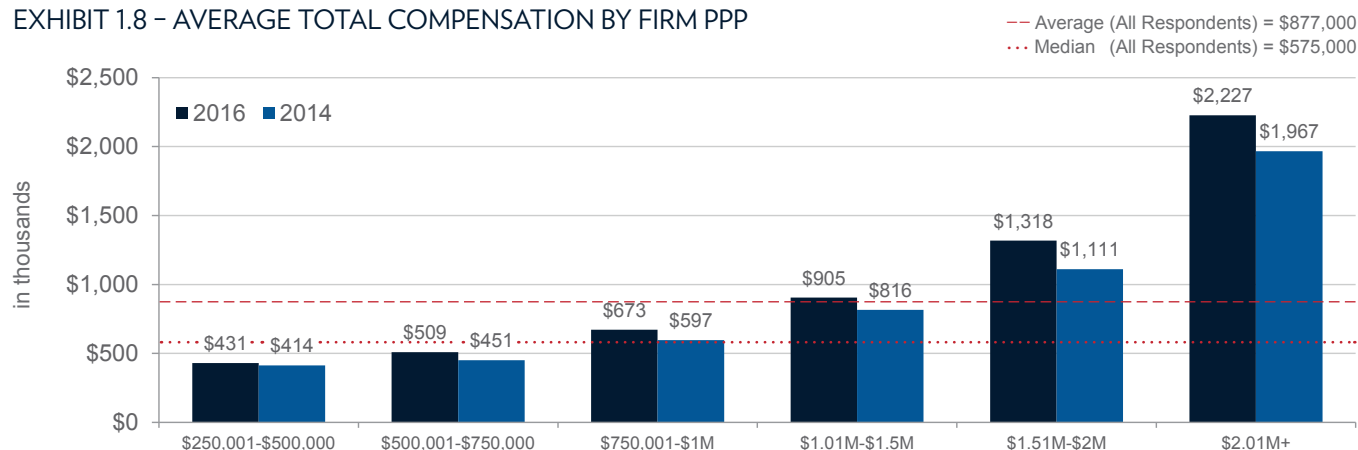
<sup>3</sup>Because the population size for the Pure Lockstep category (13 responses) is much lower than for the other categories, which had 1,841 (Non-Lockstep) and 299 (Generally Lockstep) responses, respectively, it is difficult to draw meaningful conclusions for this category due to potential greater variance in the reported data.

## EXHIBIT 1.7 – AVERAGE TOTAL COMPENSATION BY FIRM SIZE



Unlike 2014, where the results were uneven, in 2016 every PPP category reported an increase in compensation. The \$250,001-\$500,000 category showed the smallest percentage increase (\$431,000; +4%), while the \$1,500,001-\$2 million category reported the largest percentage gain (\$1,318,000; +19%).

## EXHIBIT 1.8 – AVERAGE TOTAL COMPENSATION BY FIRM PPP



## Gender and Ethnicity

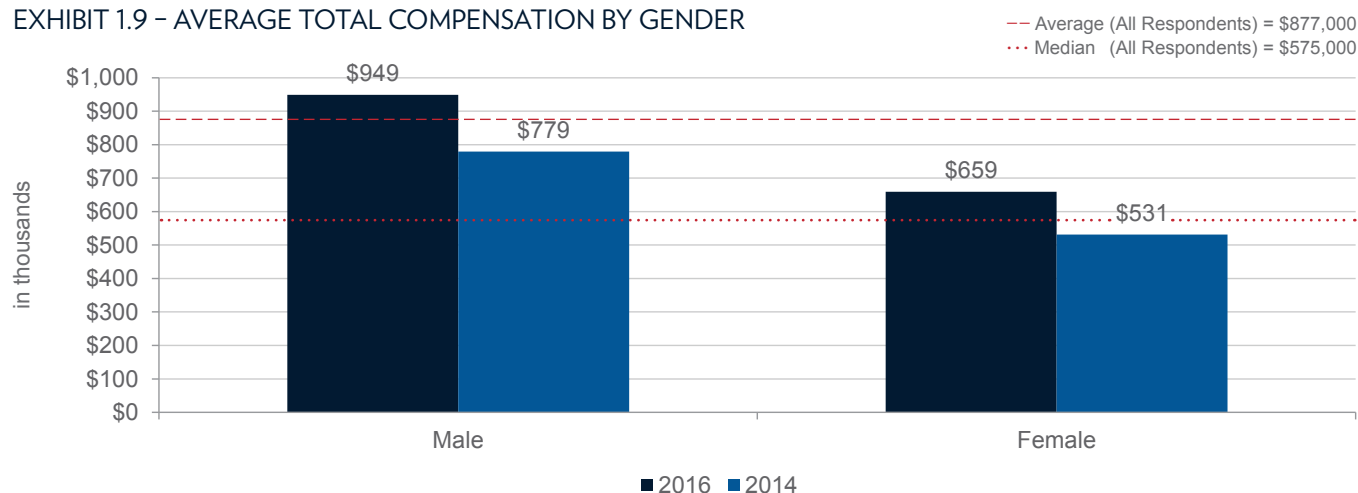
As in our prior Surveys, when data are sorted by gender, male partners' average compensation continues to significantly outpace that of female partners. Average compensation for male partners was approximately 44% higher than for female partners, \$949,000 (+22%) vs. \$659,000 (+24%). This 44% difference in compensation is slightly lower than the 47% differential reported in our 2014 Survey.

The average compensation of White partners was \$876,000, up 19% from 2014. Hispanic (\$956,000; +100%), Black (\$797,000; +39%) and Asian Pacific (\$875,000; +36%) partners all reported significantly higher average compensation, whereas the small number of partners who categorized themselves as Mixed Races showed a decrease of 4%, falling to \$704,000 from \$736,000.<sup>4</sup>

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<sup>4</sup>The ethnic categories used in the Survey and this Report track those previously used by the American Bar Association. The number of respondents by ethnic category was as follows: White, not Hispanic (1,902), Black, not Hispanic (45), Hispanic (50), Asian Pacific, not Hispanic (67), American Indian, not Hispanic (2), Native Hawaiian or Pacific Islander, not Hispanic (2), Mixed Races (16). Because of the relatively small number of non-White respondents, it is difficult to draw statistically meaningful conclusions for those categories.

## EXHIBIT 1.9 – AVERAGE TOTAL COMPENSATION BY GENDER



## Changes in Compensation for Lateral Partners

Questions 5 and 6 of the Survey were directed at lateral partners, and asked whether their compensation changed as a result of their lateral move and, if so, by what percent. A total of 1,002 respondents reported that they joined their current firm laterally as a partner. Approximately 56% of those respondents reported that their compensation increased 10% or more as a result of the lateral move, compared to 53% in 2014. Once again, approximately 8% saw it decrease by 10% or more as in 2014, and approximately 36% said their compensation stayed basically the same (compared to 39% in 2014).

*For the complete results, please refer to **Appendix II – Average Total Compensation** and **Appendix III – Compensation Change for Lateral Partners**.*



## ORIGINATIONS

A total of 2,141 respondents provided their originations data, with reported originations ranging from less than \$100,000 (200 respondents) to over \$30 million (12). Average originations for all respondents were \$2,456,000, up 25% from 2014 (\$1,957,000), which is substantially higher than the 3% increases recorded from 2010 to 2012 and from 2012 to 2014. Median originations for all respondents were \$1,250,000, compared to \$1,050,000 in 2014, up 19%.

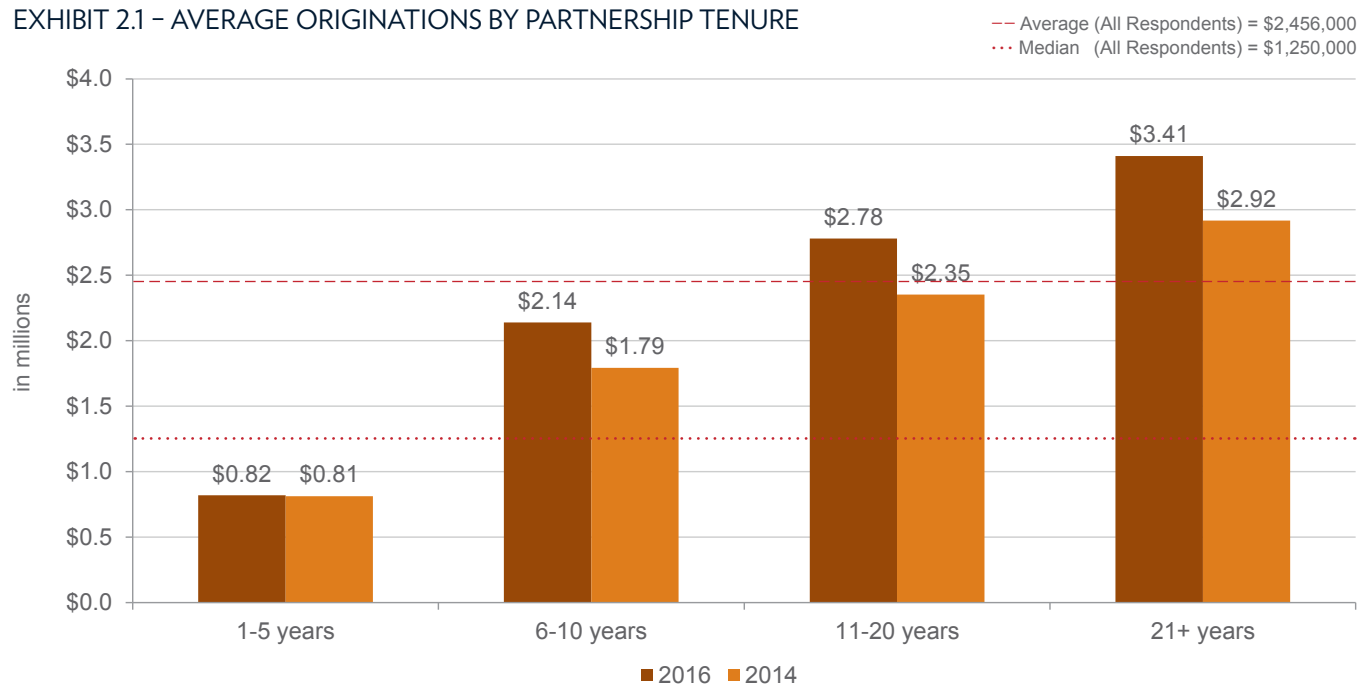
## Partnership Tenure and Partnership Status

Partners in all but the most junior grouping showed strong increases in originations. Whereas the 6-10 year, 11-20 year and 20+ year groupings showed increases of 19% (\$2,139,000 vs. \$1,792,000), 18% (\$2,775,000 vs. \$2,353,000) and 17% (\$3,408,000 vs. \$2,918,000), respectively, the 1-5 year grouping registered only a modest 1% gain (\$824,000 vs. \$813,000).

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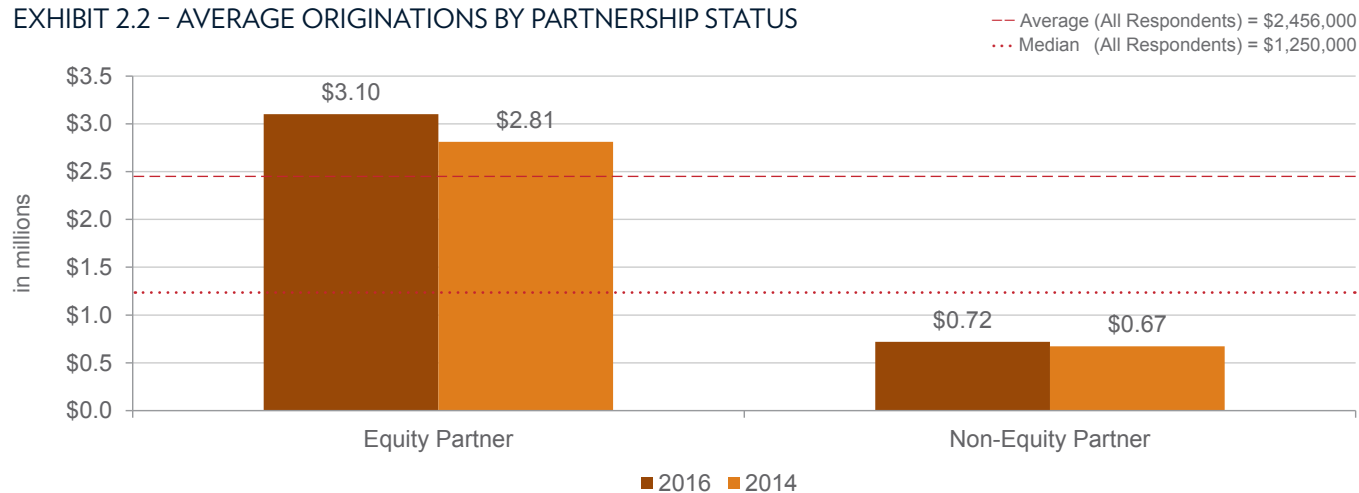


EXHIBIT 2.1 – AVERAGE ORIGINATIONS BY PARTNERSHIP TENURE



Equity partners reported average originations of \$3,100,000 (+10%), and Non-Equity partners posted a 7% gain (\$720,000) in originations. Thus, as in 2014, Equity partners continue to originate more than four times the amount of business of Non-Equity partners. Moreover, whereas average originations for Equity partners has grown nearly 25% since 2010 (\$3,100,000 vs. \$2,490,000), average originations for Non-Equity partners has grown only 2.9% (\$720,000 vs. \$700,000) during that same period. Median originations for Equity partners were \$1.84 million, up 12% from 2014 (\$1.65 million), which is slightly more than four times the \$450,000 (unchanged) originated by Non-Equity partners.

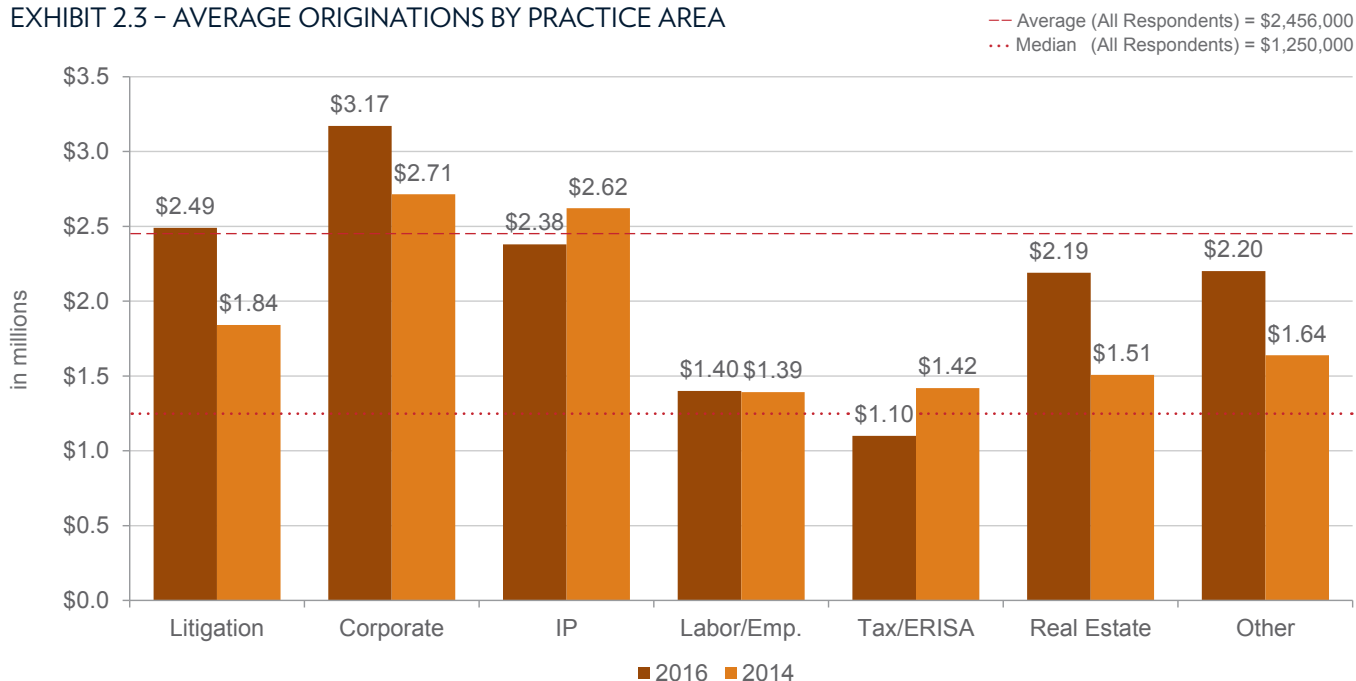
EXHIBIT 2.2 – AVERAGE ORIGINATIONS BY PARTNERSHIP STATUS



## Practice Area

Average originations by Practice Area generally tracked with compensation trends. At the high end, Corporate partners reported average originations of \$3,170,000 (+17%), and on the low end, Tax & ERISA partners reported \$1,100,000 in originations (-22%). Real Estate (\$2,190,000; +45%) and Litigation (\$2,490,000; +35%) partners reported the most significant gains from 2014, while Tax & ERISA (\$1,100,000; -22%) and IP (\$2,380,000; -9%) partners showed the only declines.

EXHIBIT 2.3 – AVERAGE ORIGINATIONS BY PRACTICE AREA

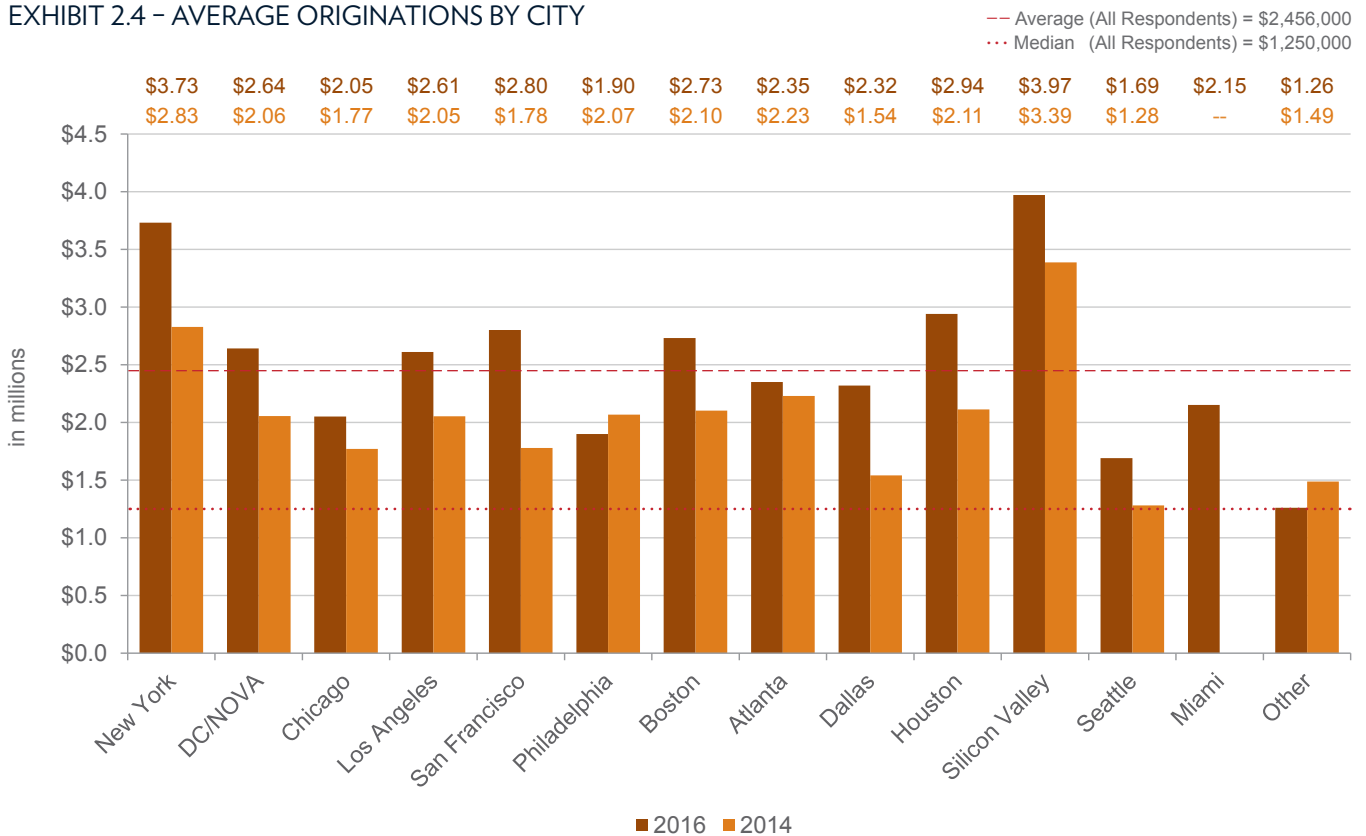


## City

Origination trends by City also tended to follow compensation trends. Average originations ranged from a low of \$1,690,000 in Seattle (+32%) to a high of \$3,970,000 in Silicon Valley (+17%). Cities with the highest jumps in total originations were San Francisco (+57%), Houston (+39%), New York (+32%) and Seattle (+32%). Philadelphia registered the only decline in originations, falling 8%, from \$2,070,000 in 2014 to \$1,900,000 in 2016.

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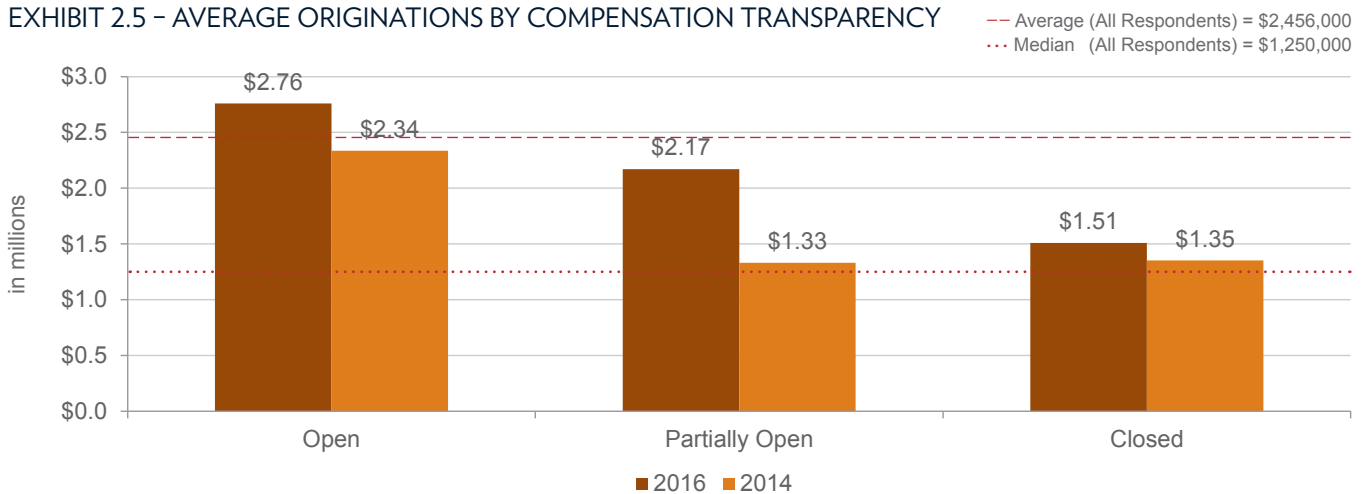
EXHIBIT 2.4 – AVERAGE ORIGINATIONS BY CITY



## Compensation Transparency and Lockstep Type

Partners in Open compensation systems (\$2,760,000; +18%) continued to report average originations significantly higher than their Partially Open (\$2,170,000; +63%) and Closed compensation system (\$1,510,000; +11%) counterparts, with Partially Open system partners reporting by far the strongest percentage gains (+63%). We continue to believe the wide disparity in originations among these groups accounts for much of the disparity in compensation for the groups.

EXHIBIT 2.5 – AVERAGE ORIGINATIONS BY COMPENSATION TRANSPARENCY



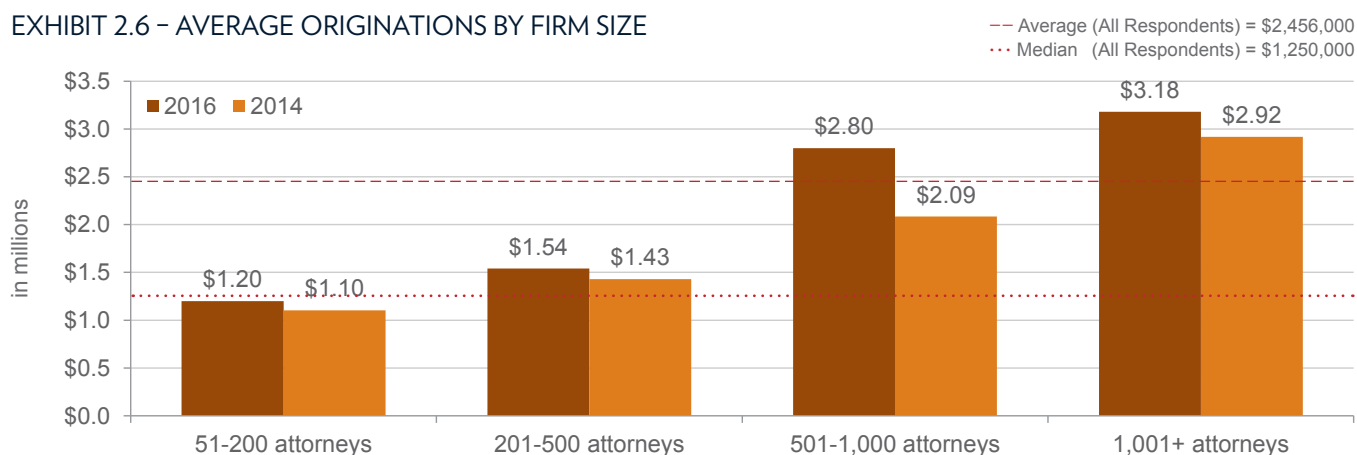
When sorted by Lockstep Type, Pure Lockstep partners showed a significant increase in originations (\$3,640,000; +230%),<sup>5</sup> whereas Generally Lockstep and Non-Lockstep partners reported much more modest, but still large, increases of 29% (\$2,330,000) and 19% (\$2,370,000), respectively. As noted above, given the relatively small number of Pure Lockstep respondents (13), it is difficult to draw any meaningful conclusions for this category.

## Firm Size and Firm PPP

As with compensation, the larger the firm, the greater the average originations. Originations at firms with 501-1,000 lawyers showed the strongest gains (\$2,800,000), representing a 34% increase from 2014 (\$2,090,000), likely accounting for the similarly strong gain in compensation (+30%) for this group.

When sorted by PPP, the results were more uneven. The \$250,001-\$500,000 category reported the only decline in originations (\$1,070,000; -4%), and the \$500,001-\$750,000 category showed no change (\$1,370,000). The top four categories all posted strong gains, with the \$750,001-\$1 million category reporting the strongest percentage gain (\$1,790,000; +19%).

EXHIBIT 2.6 – AVERAGE ORIGINATIONS BY FIRM SIZE



## Gender and Ethnicity

Male partners reported average originations of \$2,590,000, representing a gain of 18% over 2014. However, females posted a gain of 40% in originations, rising to \$1,730,000 from \$1,240,000 in 2014. This 50% spread in originations between males and females, which is down from 77% in 2014, is more in line with the 50% spread reported in 2010 and the 44% spread reported in 2012.

White partners averaged \$2,380,000 in originations (+19%). As with compensation, Black and Hispanic partners reported significantly higher originations, rising 88% (\$2,530,000) and 55% (\$2,840,000), respectively. Asian Pacific partners reported an 11% increase (\$2,050,000), whereas originations for those who classified themselves as Mixed Races declined 15% (\$1,920,000).

For the complete results, please refer to **Appendix IV – Average Total Originations**.



<sup>5</sup>The volatility in Lockstep system metrics is likely attributable to the relatively low number of Lockstep partners who participated in the Survey.



## WORKING ATTORNEY RECEIPTS

A total of 2,125 respondents provided their working attorney receipts (WAR) data, with reported WAR ranging from less than \$100,000 (25 respondents) to over \$5,000,000 (54 respondents).<sup>6</sup> Average WAR for all respondents was \$1,207,000, up 10% from 2014 (\$1,097,000).

WAR trends by tenure and status generally showed modest increases, with a range of 2.6% to 14% increases by tenure and roughly 5% increases when sorted by partnership status. WAR trends by practice area showed much greater variation, with Real Estate partners showing the largest gain at +24%, and Tax & ERISA partners being the only practice area to report a decline (-1%). Equity and Non-Equity partners reported a 6% and 5% increase, respectively, in WAR in 2016, and the spread in WAR between the two groups has grown slightly, from 48% (\$1,260,000 vs. \$850,000) in 2014 to 49% (\$1,330,000 vs. \$890,000) in 2016. Given that Equity partners, on average, are compensated at nearly three times the rate of Non-Equity partners, it is clear that in modern law firm life, one's compensation is much more a function of one's originations than one's billable hours.

Similarly, although partners in Open compensation systems continue to report dramatically higher average compensation than do partners in Partially Open and Closed systems, the differences among the three groups' WAR remain much smaller, at \$1,250,000, \$1,240,000 and \$1,080,000, respectively. In addition, although there continues to be a large disparity in compensation and originations based on gender, average WAR for male and female partners remain much closer, at \$1,240,000 and \$1,090,000, respectively.

*For the complete results, please refer to **Appendix V – Average Total Working Attorney Receipts**.*



## BILLING RATES, BILLABLE HOURS AND NON-BILLABLE HOURS

2,153 respondents provided their hourly billing rate data. Hourly billing rates ranged from less than \$50 (1 respondent) to greater than \$1,950 (1 respondent). The average billing rate for all respondents was \$685, up \$77 (+13%) from 2014 (\$608). Every practice area reported higher billing rates in 2016, with Litigation leading the way (+16%) and IP showing the smallest gain (+7%). Every city reported higher rates as well, with New York, San Francisco and Seattle showing the largest gains at +19%. Philadelphia and Boston posted the smallest gains, at +3% and +4%, respectively.

Billable and non-billable hour data were provided by 2,153 respondents. Reported billable hours ranged from 1,000 hours or below (107 respondents) to 3,000 hours or more (6 respondents). Reported non-billable hours ranged from 50 hours or below (34 respondents) to 1,000 hours or more (326 respondents). The billed time for all respondents was 1,686 hours, which was identical to the 2014 average, and non-billed time averaged 625 hours, up significantly (+19%) from the 526 hours reported in 2014.

Generally speaking, the larger the firm, the higher the billing rate and the higher the number of billable and non-billable hours. When sorted by PPP, the more profitable firms naturally had higher average hourly billing rates, ranging from a low of \$467 (+7%) for the \$250,001-\$500,000 category to a high of \$1,050 (+16%) for the \$2 million+ category. Interestingly,

<sup>6</sup>Given the number of respondents who reported WAR in excess of \$5 million, it is likely that a number of them confused WAR with originations.

nearly every PPP category reported a decline in billable hours, with the \$250,001-\$500,000 category showing the biggest percentage drop (1,527 hours; -7%) and the \$750,001-\$1 million category reporting the only gain (1,633 hours; less than +1%). Conversely, every PPP category reported an increase in non-billable hours, with the \$2 million+ category reporting the largest percentage gain (624 hours; +32%), followed closely by the \$750,001-\$1 million category (671 hours; +30%).

EXHIBIT 3.1 – AVERAGE BILLING RATE BY FIRM SIZE

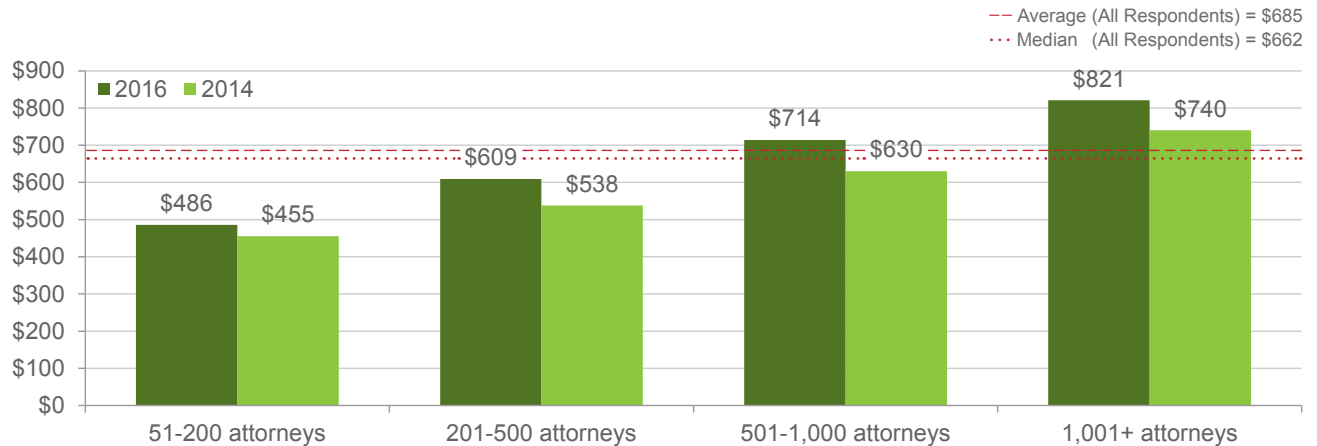


EXHIBIT 3.2 – AVERAGE BILLABLE HOURS BY FIRM SIZE

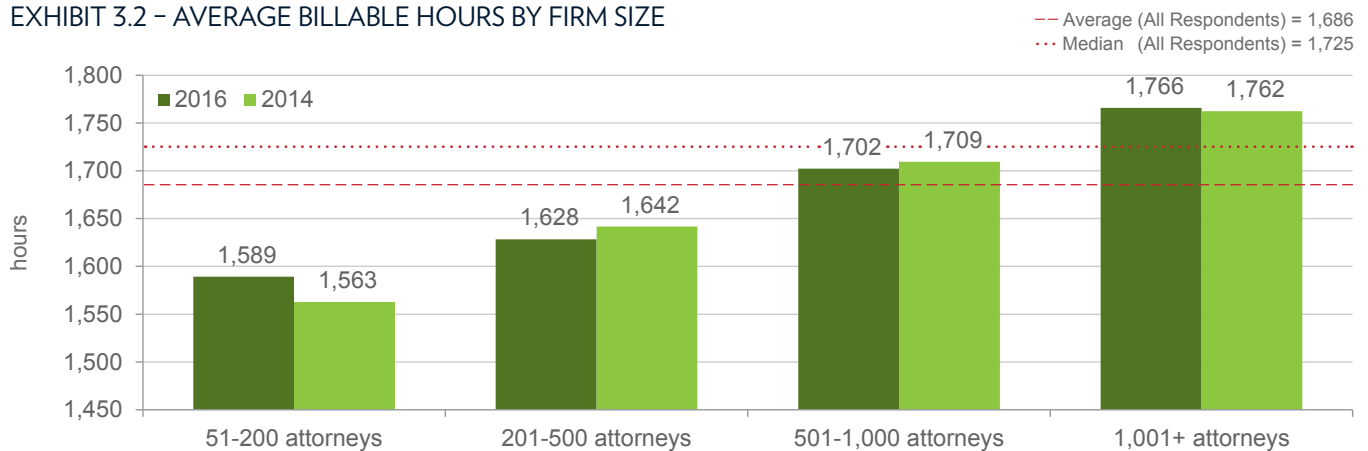
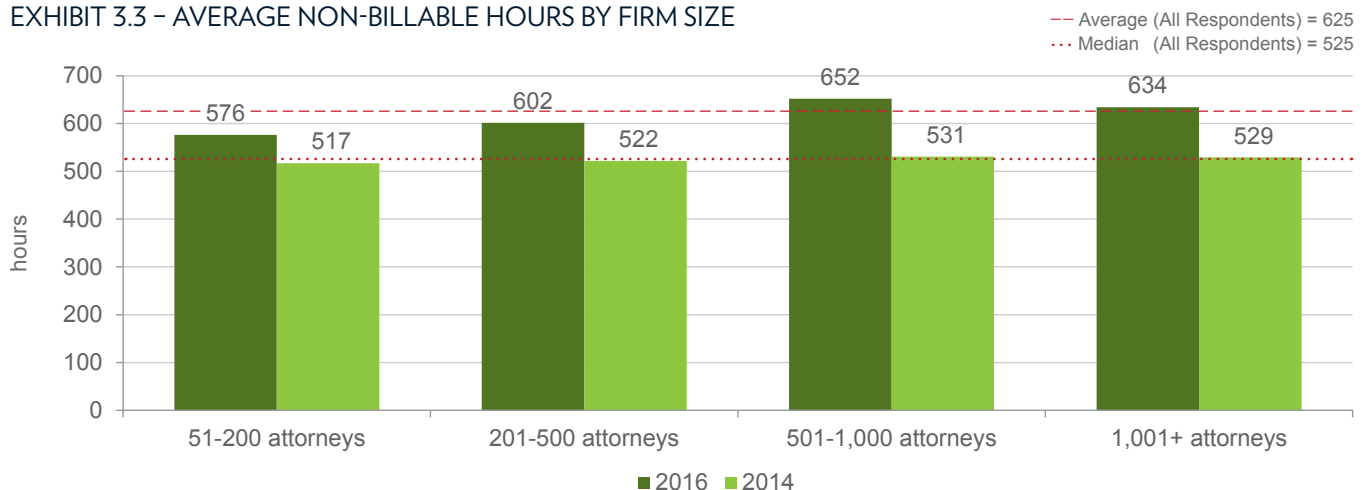


EXHIBIT 3.3 – AVERAGE NON-BILLABLE HOURS BY FIRM SIZE



Below are highlights of selected billing rates, billable hours and non-billable hours data.

## Billing Rates

- Tax & ERISA partners reported the highest average hourly billing rate (\$780), up 15% from 2014 (\$680), whereas Labor & Employment partners continued to report the lowest hourly billing rate at \$566, up 12% from 2014 (\$505). Litigation and Tax & ERISA partners showed the highest percentage gains in billing rates, climbing to \$639 (+16%) and \$780 (+15%), respectively. All practice areas showed at least a 7% increase in billing rates.
- Every city reported an increase in billing rates, ranging from a low of 3% in Philadelphia to a high of 19% in New York, San Francisco and Seattle. New York had the highest average hourly billing rate (\$920) and Seattle the lowest (\$572).
- Average billing rates for male partners rose 12%, climbing from \$624 in 2014 to \$701 in 2016. Female partner billing rates rose 13%, rising to \$636 from \$561.

## Billable Hours

- Unlike 2014, when, for the first time since measuring the data, Non-Equity partners averaged higher billable hours than Equity partners (1,692 hours vs. 1,681 hours), in 2016 Equity partners posted higher average numbers than Non-Equity partners (1,696 hours vs. 1,663 hours).
- Real Estate partners showed the largest percentage gain in billable hours, up from 1,600 hours in 2014 to 1,677 in 2016 (+5%). Billable hours for Corporate and Tax & ERISA partners increased 3% and 2%, respectively, whereas billable hours for Labor & Employment partners were essentially flat (less than 1%). Both Litigation and IP partners reported a -3% decline in billable hours.
- Billable hours fell in five of the 13 cities, with Atlanta posting the largest percentage decline (-8%; 1,767 in 2014 vs. 1,634 in 2016). Washington, D.C., and Philadelphia reported the highest percentage increase (+5%), and Los Angeles posted the highest average number of billable hours for all cities, 1,834, edging out Silicon Valley by 56 hours (1,778). Miami reported the lowest average number of billable hours, 1,508. The next closest city was Dallas at 1,601 hours.
- Both male and female partners billed virtually the identical number of hours as they reported in 2014 (1,703 vs. 1,702 for males and 1,632 vs. 1,634 for females).

## Non-Billable Hours

- Non-billable hours increased by 19% from 2014 (625 vs. 526), and across all partnership tenure groupings. Partners in the 6-10 year grouping reported the largest increase, 651 hours vs. 507 (+28%), and partners in the 11-20 year grouping reported the smallest increase (590 vs. 552; +7%).
- Equity partners continue to report higher non-billable hours than Non-Equity partners, 674 vs. 515.
- Non-billable hours rose sharply in virtually every city, with Houston (+37%) and Silicon Valley (+36%) posting the largest percentage increases, and Philadelphia reporting the only decline (-1%).
- Open compensation system partners again significantly outpaced Closed compensation system partners in non-billable hours, reporting 669 non-billable hours vs. 543 hours in 2016, versus 560 and 453 hours, respectively, in 2014.
- Non-billable hours of female partners rose 22%, from 512 in 2014 to 623 in 2016, vs. an 18% increase in non-billable hours by male partners, from 531 to 626.

*For the complete results, please refer to **Appendix VI – Average Billing Rates**, **Appendix VII – Average Billable Hours** and **Appendix VIII – Average Non-Billable Hours**.*



## > COMPENSATION SATISFACTION

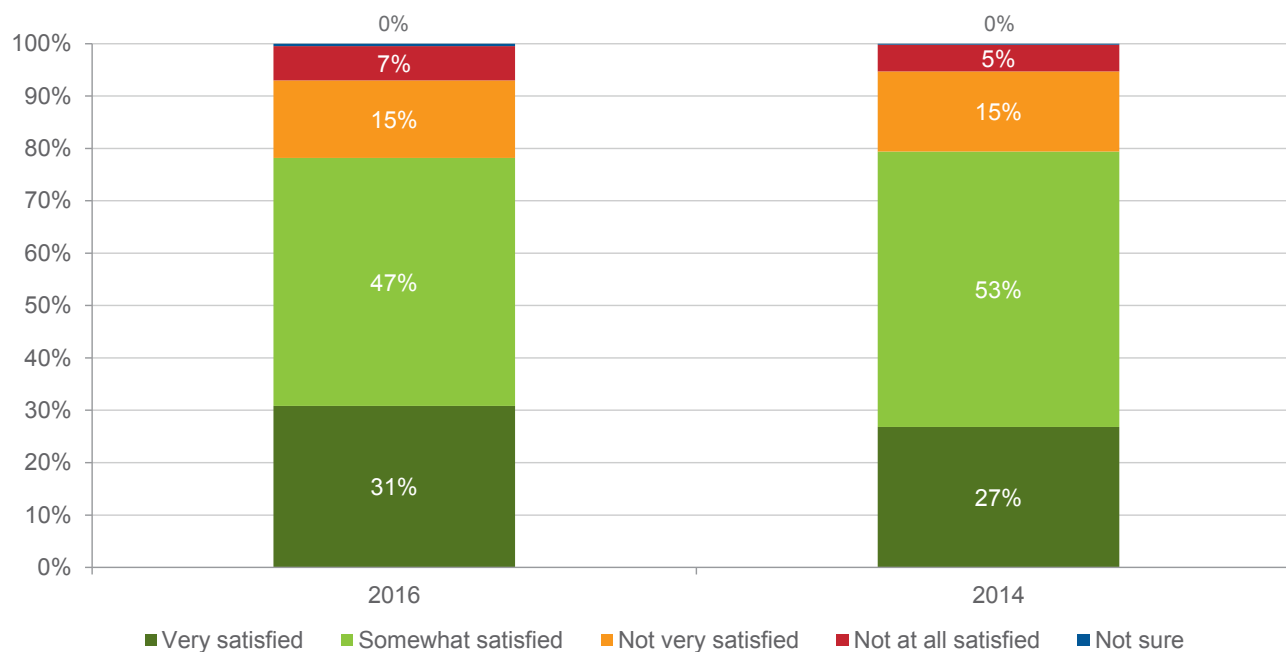
Question 15 of the Survey dealt with compensation satisfaction and was sorted by the following categories:

- |                       |                              |                          |               |
|-----------------------|------------------------------|--------------------------|---------------|
| 1. Partnership Tenure | 5. Lateral Status            | 8. Total Compensation    | 12. Firm PPP  |
| 2. Partnership Status | 6. Compensation Transparency | 9. Total Originations    | 13. Gender    |
| 3. Practice Area      | 7. Lockstep Type             | 10. Total Billable Hours | 14. Ethnicity |
| 4. City               |                              | 11. Firm Size            |               |

### SATISFACTION RATINGS

A total of 2,153 respondents answered this question. 31% classified themselves as Very Satisfied with their current compensation, 47% classified themselves as Somewhat Satisfied, 15% said they were Not Very Satisfied and 7% were Not at All Satisfied. These satisfaction levels are very similar to the results of prior Surveys, although the 31% classifying themselves as Very Satisfied is the highest it has ever been (versus 27% in 2014, 27% in 2012 and 24% in 2010).

EXHIBIT 4.1 – OVERALL SATISFACTION WITH TOTAL COMPENSATION



### Partnership Tenure and Partnership Status

The two most senior groupings of lawyers once again were more likely to classify themselves as Very Satisfied with their compensation (34% and 40% for categories 11-20 years and 20+ years, respectively, versus 21% and 25% for categories 1-5 years and 6-10 years, respectively). The chasm between Equity partners' and Non-Equity partners' compensation

satisfaction remains wide, but has narrowed slightly since 2014. In 2014, Equity partners were three times more likely to classify themselves as Very Satisfied than Non-Equity partners: 37% vs. 12%, as compared to 38% vs. 15% in 2016. Both Equity partners and Non-Equity partners had a slight uptick in percentage classifying themselves as Not at All Satisfied (3% vs. 8% in 2014, as compared to 5% vs. 10% in 2016).

EXHIBIT 4.2 – SATISFACTION BY PARTNERSHIP TENURE

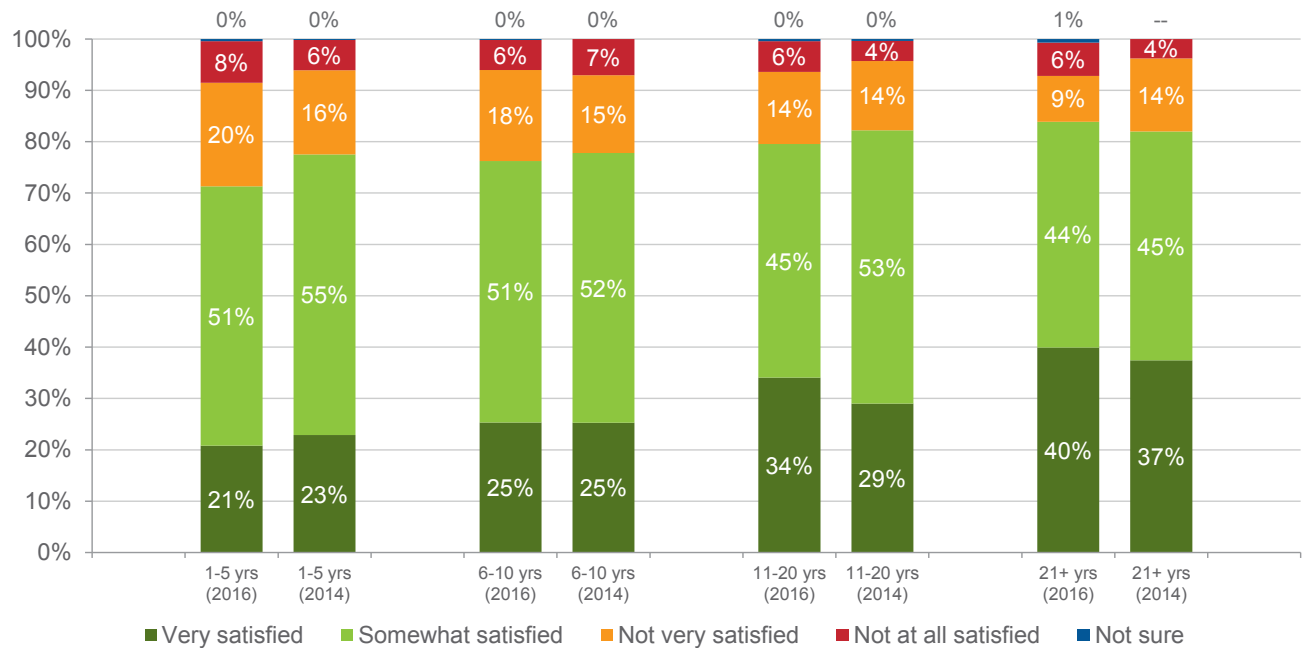
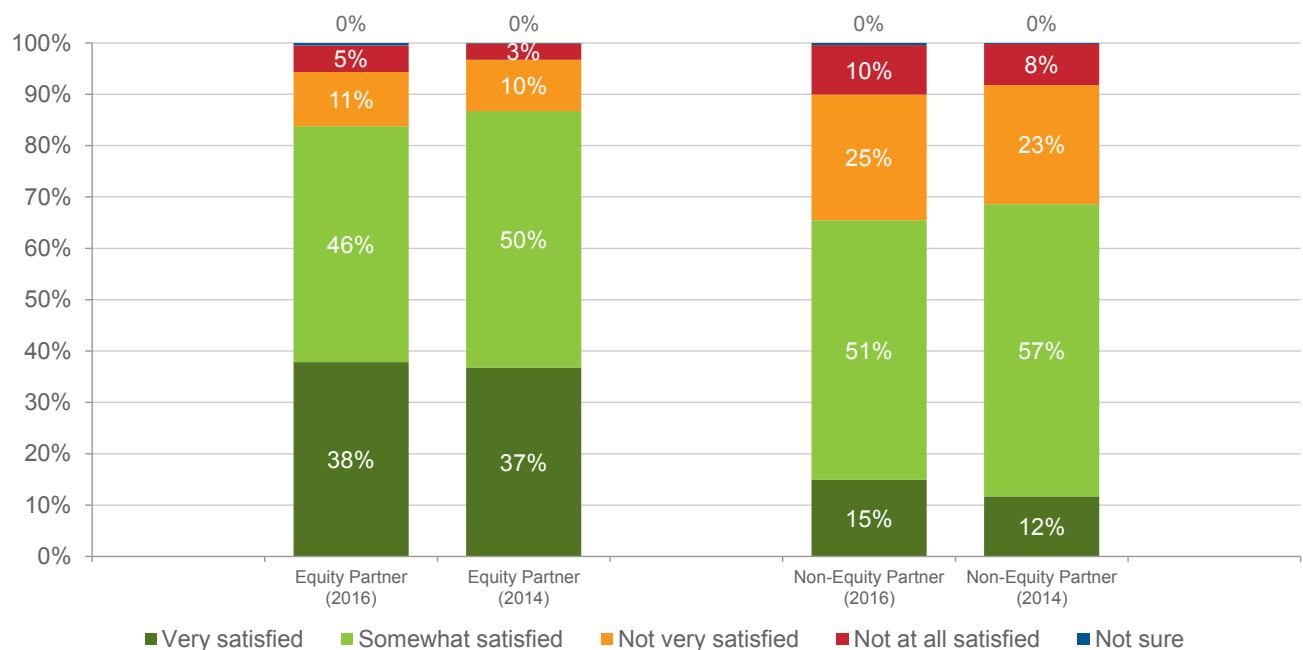


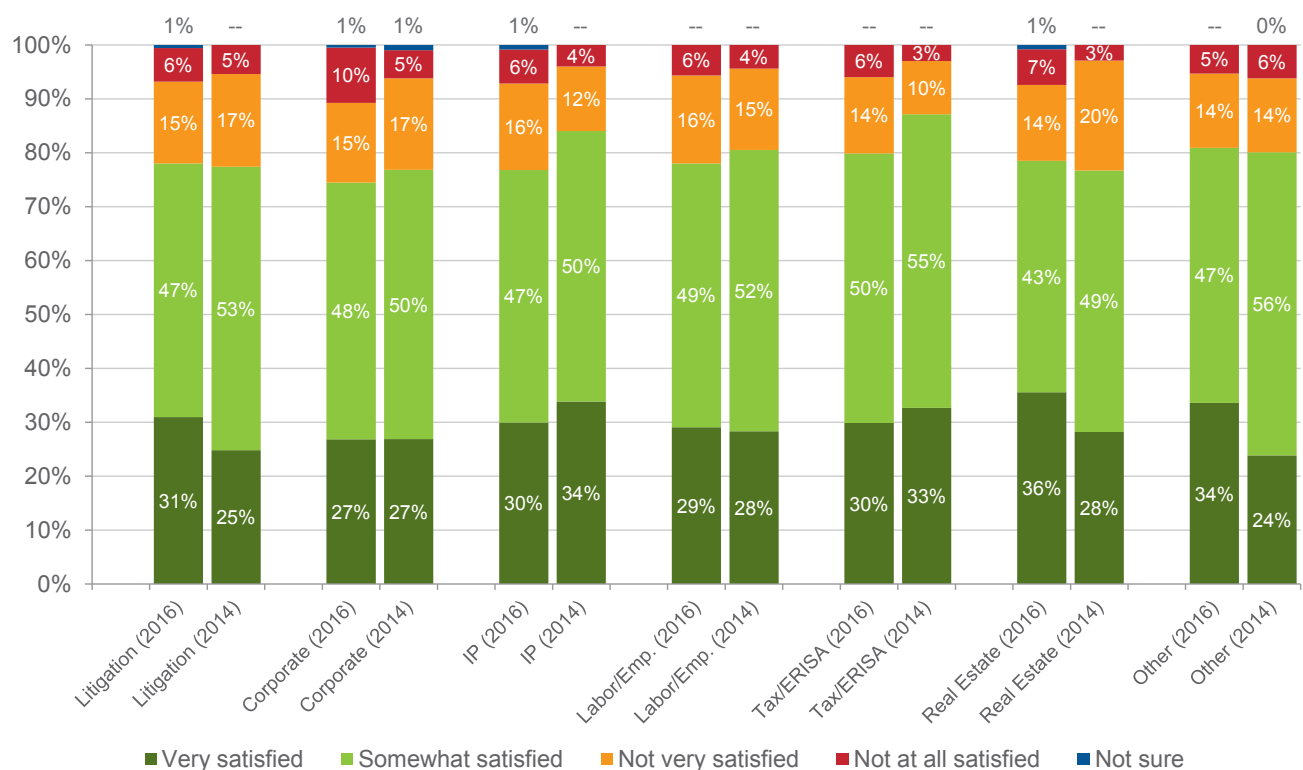
EXHIBIT 4.3 – SATISFACTION BY PARTNERSHIP STATUS



## Practice Area

Analyzing the data by Practice Area, Real Estate partners were most likely to classify themselves as Very Satisfied (36%), up sharply from 2014 (28%), whereas Corporate partners were least likely (27%), unchanged from 2014. Real Estate partners also showed the strongest gains, with an 8% increase in partners classifying themselves as Very Satisfied. Litigation partners had the next highest increase, going from 25% in 2014 to 31% in 2016. Corporate and Real Estate partners also showed the greatest increase in percentage of partners classifying themselves as Not at All Satisfied, with Corporate rising from 5% to 10% and Real Estate rising from 3% to 7%. Tax & ERISA partners had the highest increase in partners classifying themselves as either Not Very Satisfied or Not at All Satisfied, climbing from 13% in 2014 to 20% in 2016. The next closest were IP partners, climbing from 16% in 2014 to 22% in 2016. Tax & ERISA partners still had the highest overall satisfaction rate, with 80% classifying themselves as either Very Satisfied or Somewhat Satisfied; however, that number was down from 88% in 2014.

EXHIBIT 4.4 – SATISFACTION BY PRACTICE AREA



## City

Cities with high satisfaction (35% or more Very Satisfied) include Silicon Valley (43%), San Francisco (40%), Seattle (38%) and Boston (35%). At the other end of the spectrum, only 21% of Philadelphia-based partners reported that they are Very Satisfied with their compensation, a drop of approximately 12 percentage points from 2014. Boston had the highest percentage of partners classifying themselves as Not at All Satisfied (13%), and Seattle had the lowest (3%; unchanged from 2014). Unlike 2014, where no cities had 25% or more of their partners classifying themselves as either Not at All Satisfied or Not Very Satisfied, four cities hit that threshold in 2016 (Dallas, 30%; Houston, 29%; Boston, 26%; and Chicago, 26%), percentages which are up markedly for Dallas, Houston and Boston from 2014 (16%, 19% and 19%, respectively).

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EXHIBIT 4.5A – SATISFACTION BY CITY (2016)

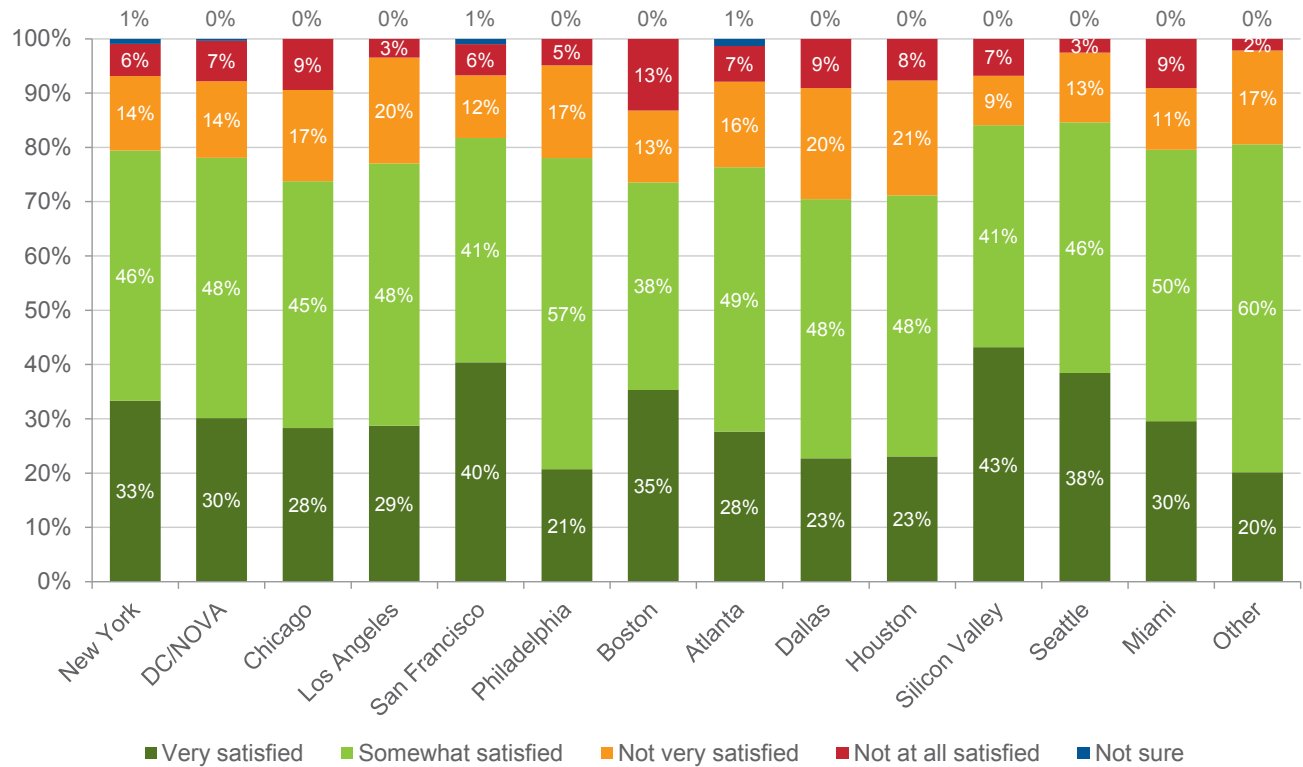
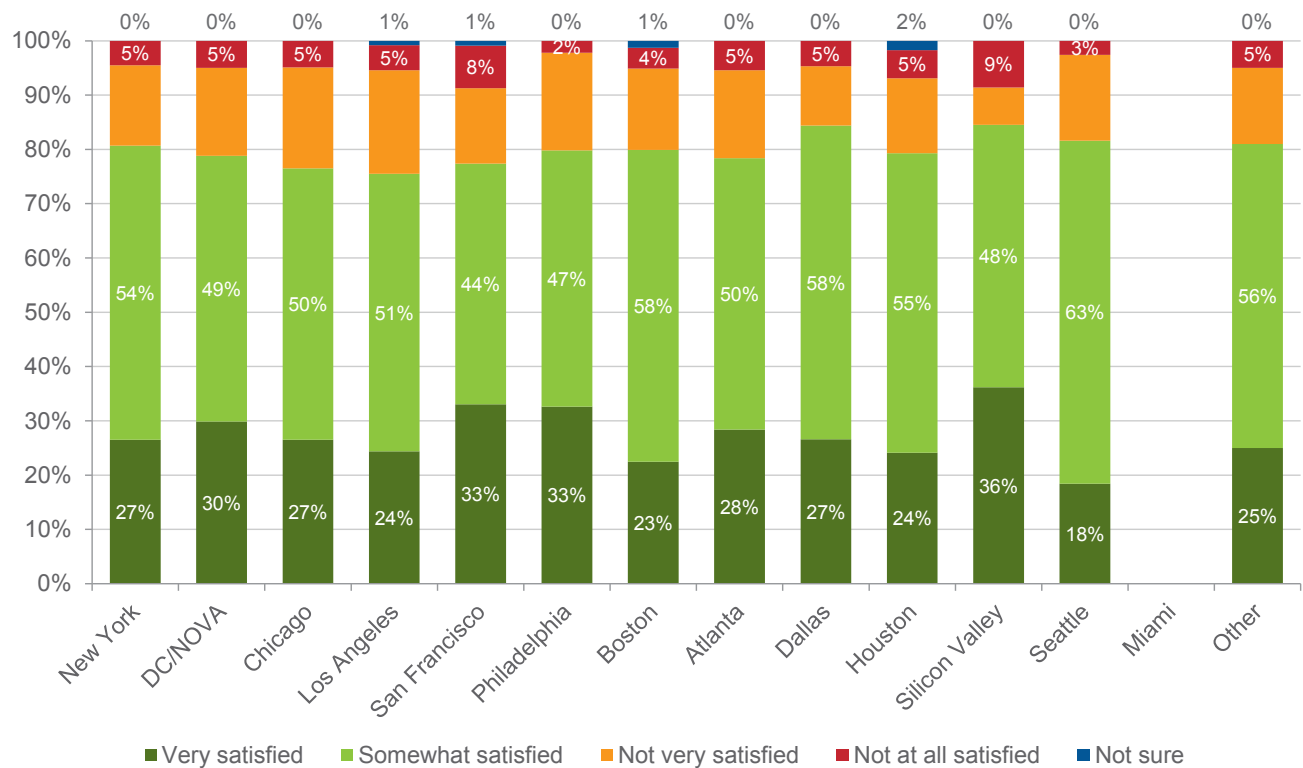


EXHIBIT 4.5B – SATISFACTION BY CITY (2014)





## Compensation Transparency and Lateral Status

Once again, partners in Open compensation systems were much more likely to classify themselves as Very Satisfied (36%) than the relatively small number of partners in Partially Open (25%) or Closed (20%) compensation systems. Partners who joined their firms laterally as partners were also more likely to classify themselves as Very Satisfied (34%) than “homegrown” partners (28%), which reflects a narrowing in the gap from 2014 (32% vs. 23%).

EXHIBIT 4.6 – SATISFACTION BY COMPENSATION TRANSPARENCY

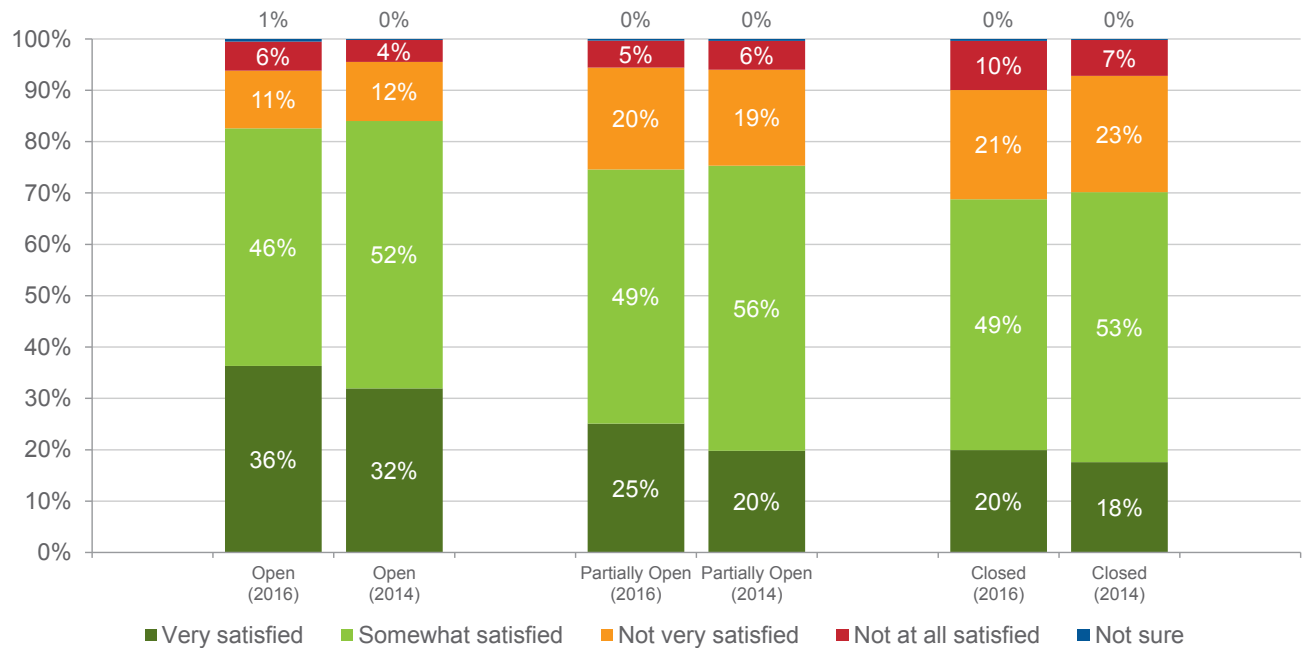
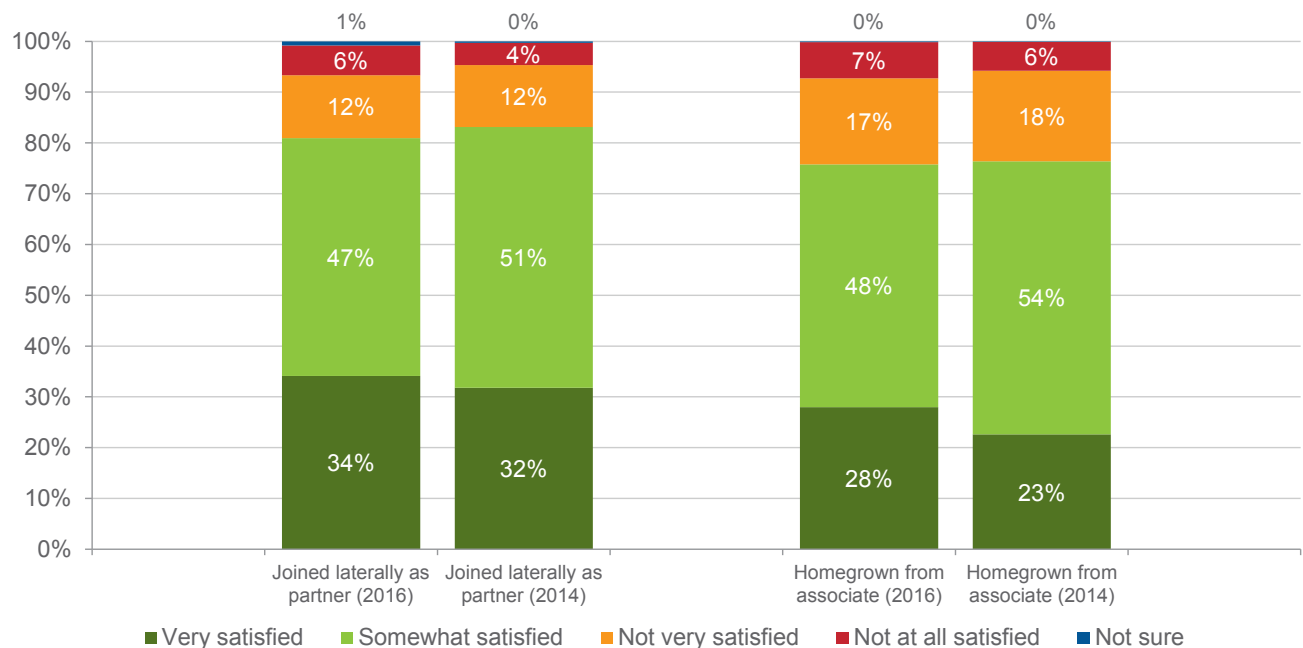


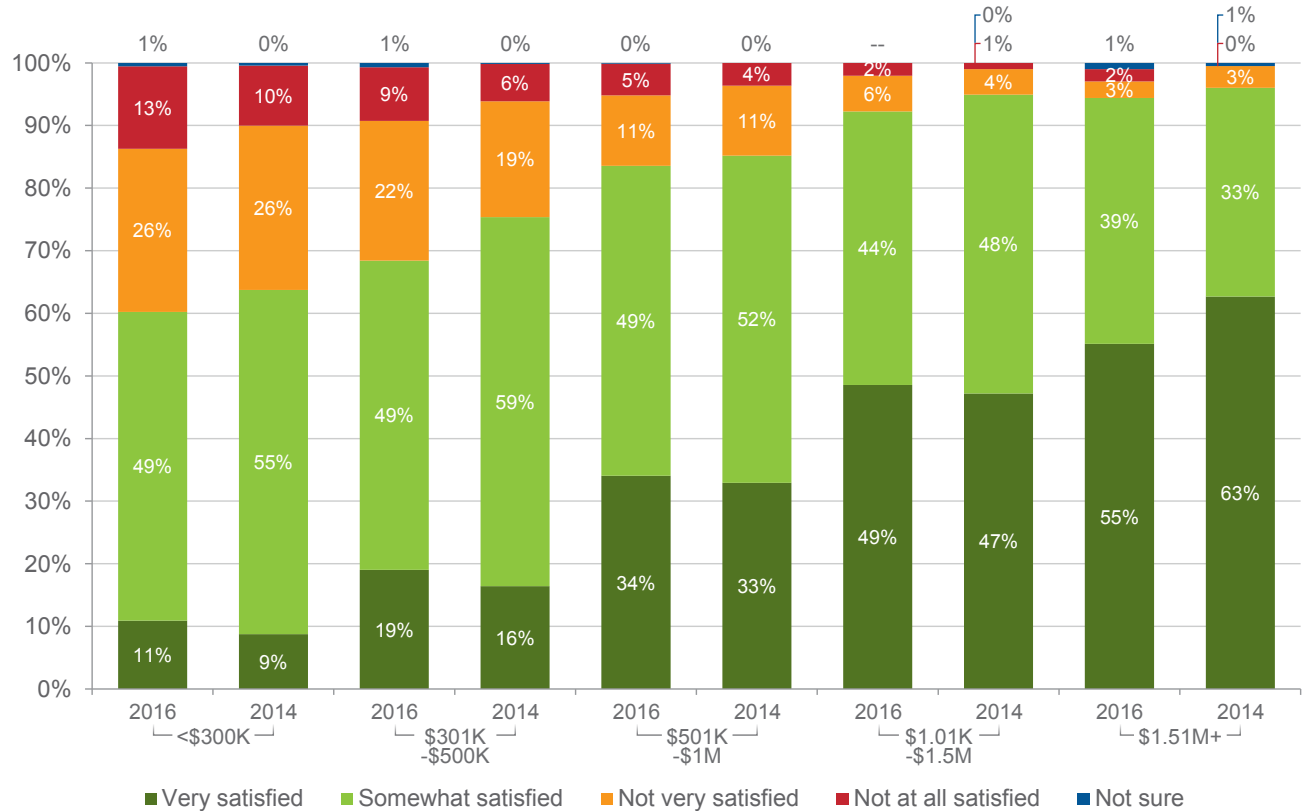
EXHIBIT 4.7 – SATISFACTION BY LATERAL STATUS



## Total Compensation, Total Originations and Billable Hours

Not surprisingly, compensation satisfaction climbs in relation to total compensation. In 2016, we once again saw significantly higher levels of compensation satisfaction in the higher compensation ranges, though the percentage of partners in the \$1.5 million+ grouping classifying themselves as Very Satisfied fell from 63 to 55. The relationship between compensation satisfaction and originations mirrors that of compensation, with satisfaction levels rising steadily as originations increase, though the groupings are somewhat tighter on both ends of the scale (i.e., Very Satisfied and Not at All Satisfied). When sorted by billable hours, the spread between groupings is narrower, although it is interesting to note that partners in the higher billable hour groupings have slightly higher levels of compensation satisfaction.

EXHIBIT 4.8 – SATISFACTION BY TOTAL COMPENSATION



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EXHIBIT 4.9 – SATISFACTION BY TOTAL ORIGINATIONS

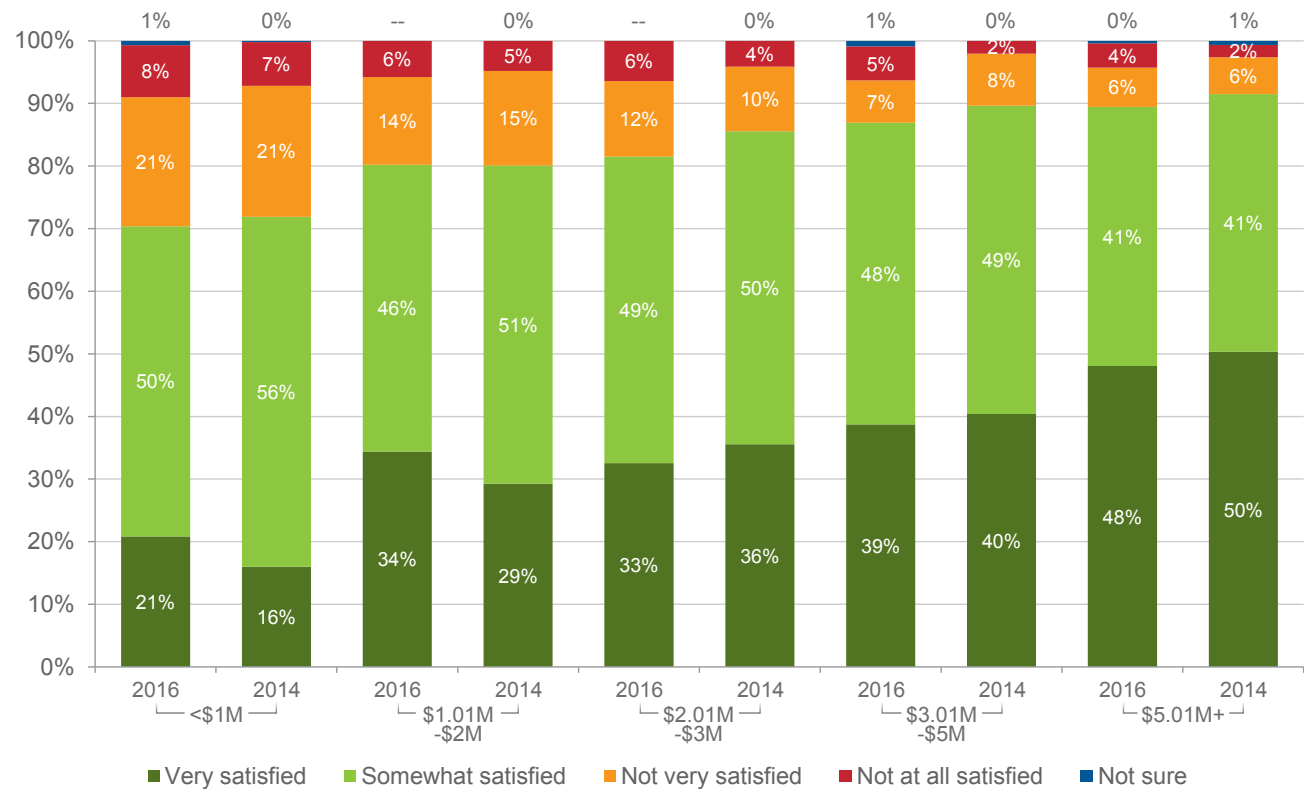
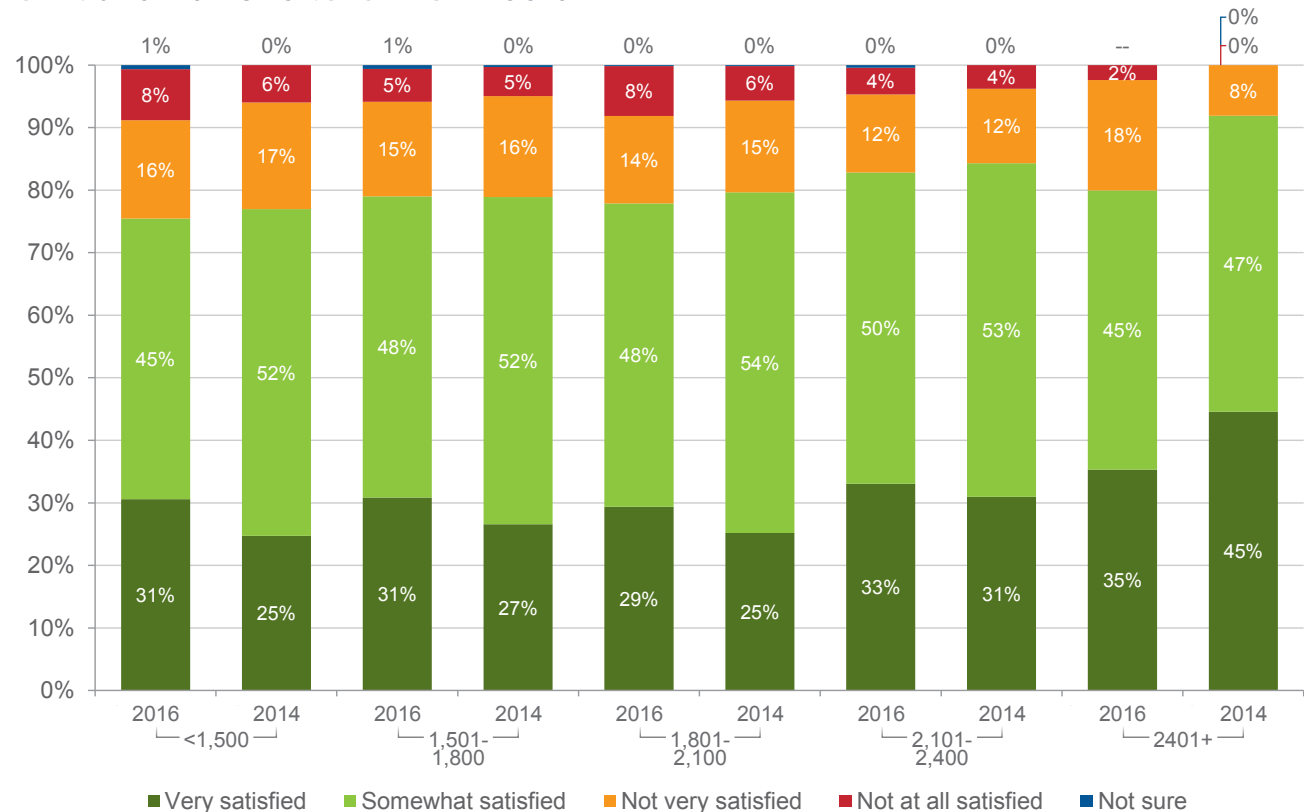


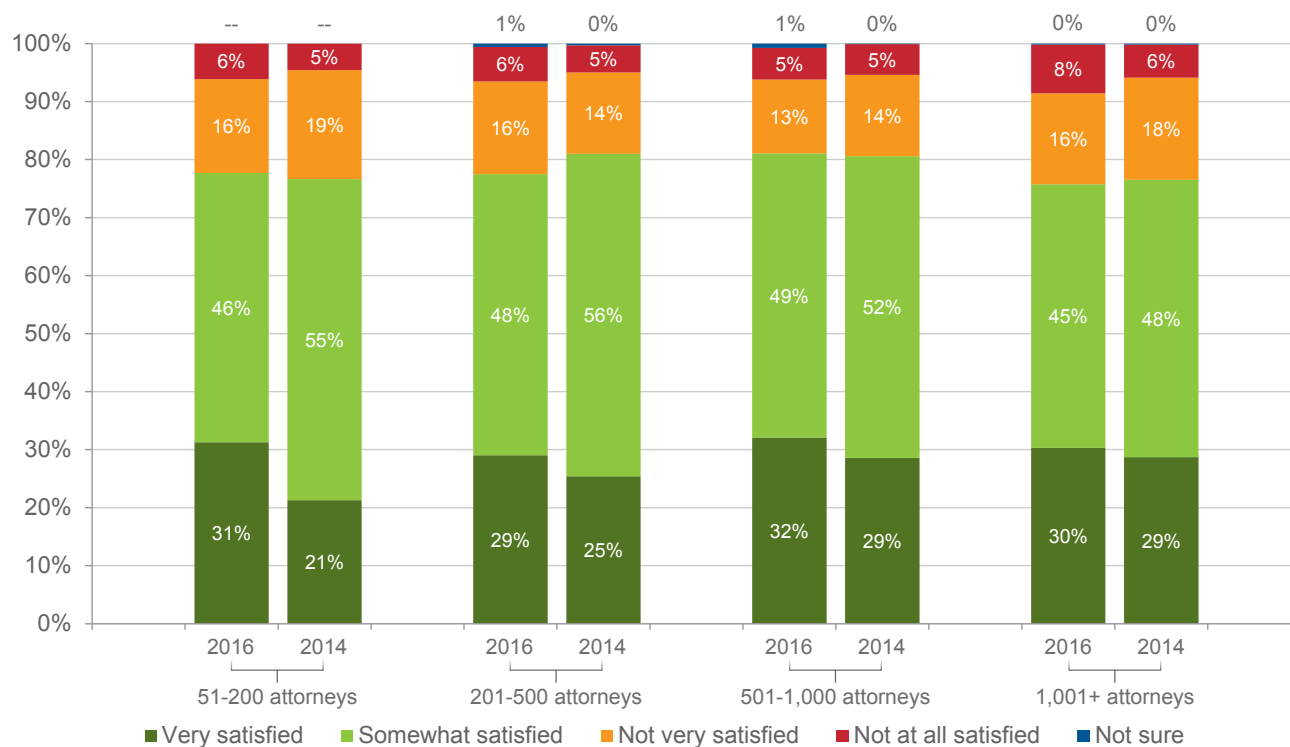
EXHIBIT 4.10 – SATISFACTION BY BILLABLE HOURS



## Firm Size and Firm PPP

Firm Size seemed to have no significant bearing on compensation satisfaction in 2016. Conversely, partners at firms with higher PPP generally were more likely to classify themselves as Very Satisfied and less likely to say they were Not Very Satisfied or Not at All Satisfied, which generally is consistent with the 2014 results.

EXHIBIT 4.11 – SATISFACTION BY FIRM SIZE



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EXHIBIT 4.12A – SATISFACTION BY FIRM PPP (2016)

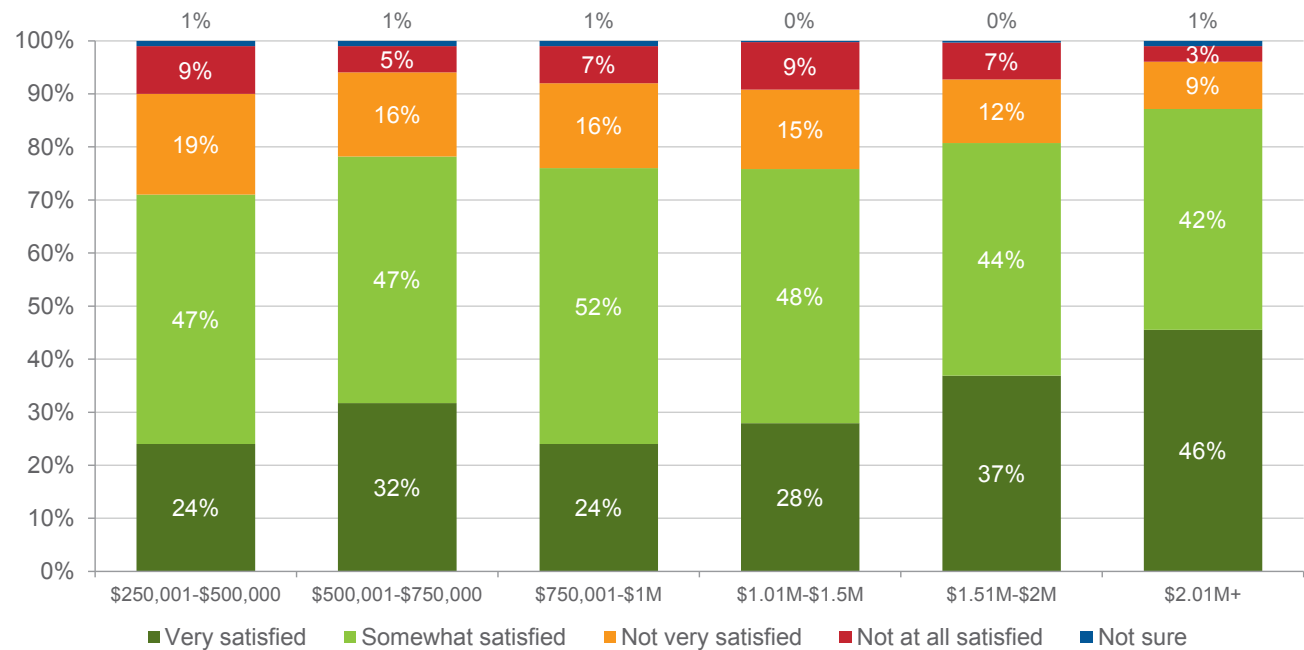
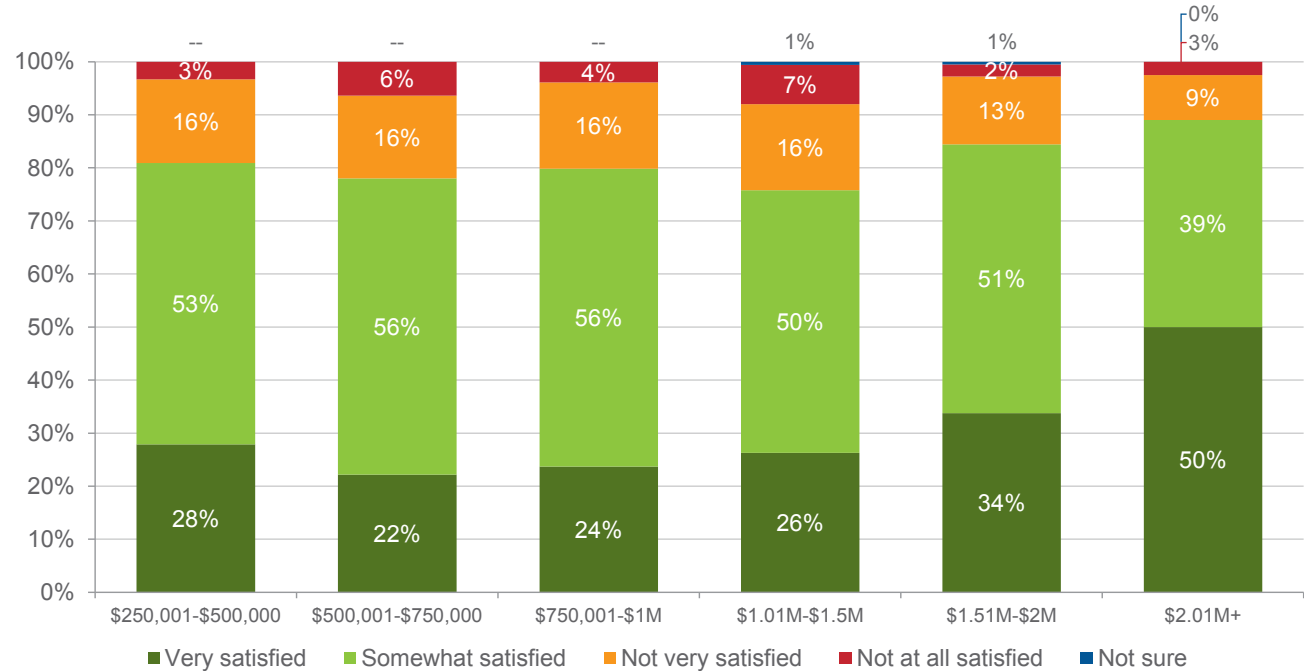


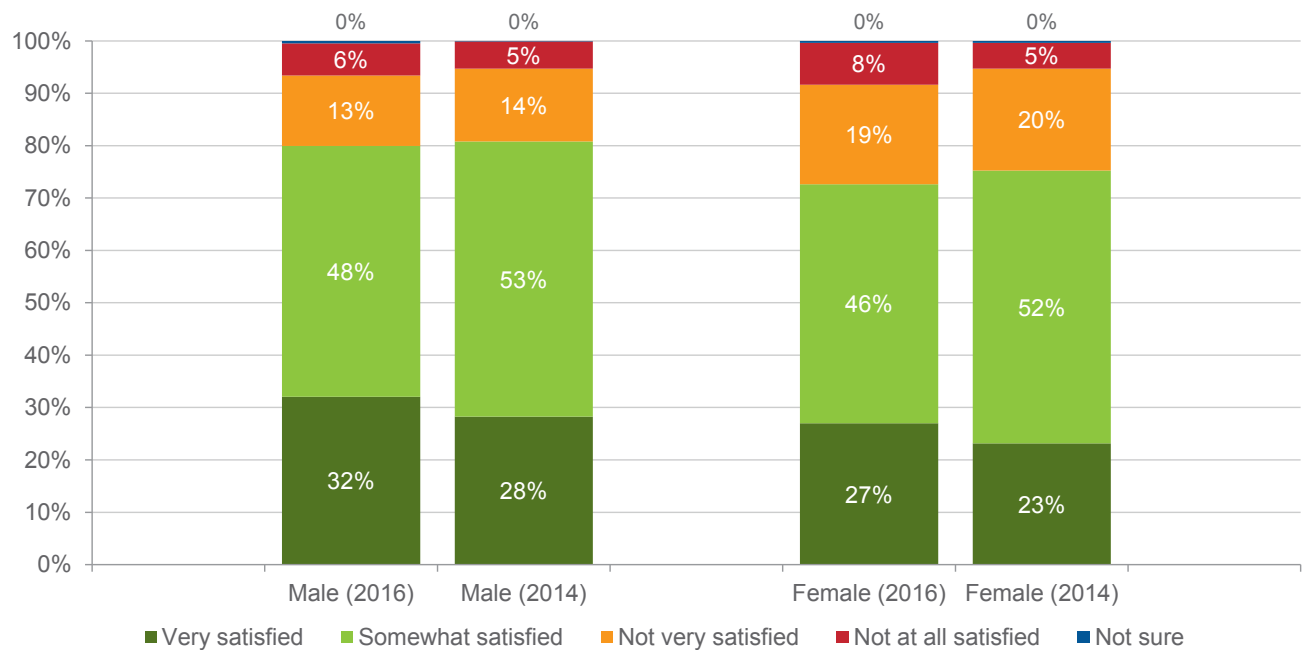
EXHIBIT 4.12B – SATISFACTION BY FIRM PPP (2014)



## Gender and Ethnicity

In 2016, 32% of male partners reported that they were Very Satisfied with their compensation, compared to 27% of female partners. These results reflect a 4% increase for both genders compared to 2014. At the opposite end, in 2014, 5% of males and 5% of females reported that they were Not at All Satisfied with their compensation. Both numbers have risen slightly, to 6% and 8%, respectively, in 2016.

EXHIBIT 4.13 – SATISFACTION BY GENDER



The level of satisfaction among White partners was generally consistent with the 2014 results, with 31% classifying themselves as Very Satisfied and only 6% classifying themselves as Not at All Satisfied (compared to 28% and 4%, respectively, in 2014). The level of satisfaction among Black partners was also consistent with the 2014 results, with only 16% classifying themselves as Very Satisfied and 44% classifying themselves as Somewhat Satisfied, compared to 14% and 43%, respectively, in 2014. These numbers continue to be much lower than the 2012 results, which were 24% and 52%, respectively. Conversely, the percentage of Hispanic partners classifying themselves as Very Satisfied in 2016 rose sharply from 2014 (36% versus 24%), while the percentage of partners classifying themselves as Not at All Satisfied dropped from 12% to 8%. While the percentage of Asian Pacific partners classifying themselves as Very Satisfied (25%) or Somewhat Satisfied (46%) was almost unchanged from 2014 (24% and 43%, respectively), the percentage of Asian Pacific partners classifying themselves as Not at All Satisfied dropped from 10% in 2014 to 3% in 2016.

Partners classifying themselves as Mixed Races also showed strong gains in satisfaction, with 38% classifying themselves as Very Satisfied in 2016 compared to 25% in 2014. Only 19% classified themselves as Not Very Satisfied or Not at All Satisfied, compared to 38% for Black partners, and 28% for both Hispanic partners and Asian Pacific partners.<sup>7</sup>

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<sup>7</sup>Again, it is difficult to draw meaningful conclusions for the non-White categories because of the relatively small number of respondents.

EXHIBIT 4.14A – SATISFACTION BY ETHNICITY (2016)

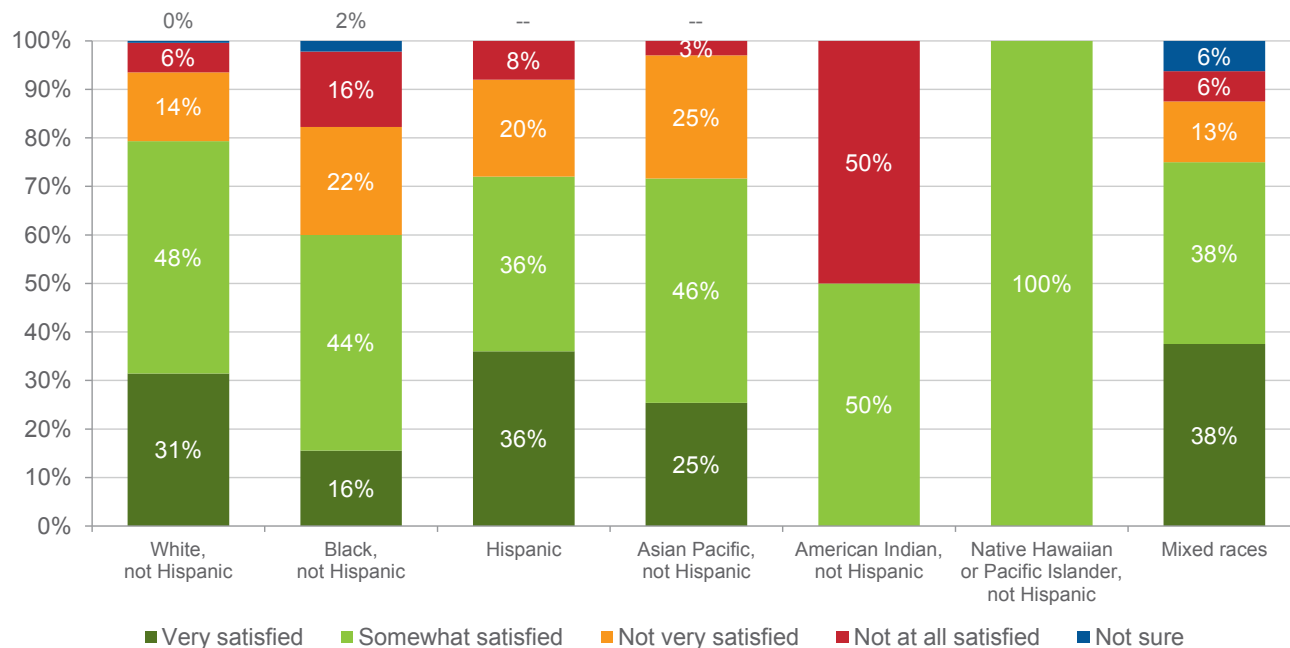
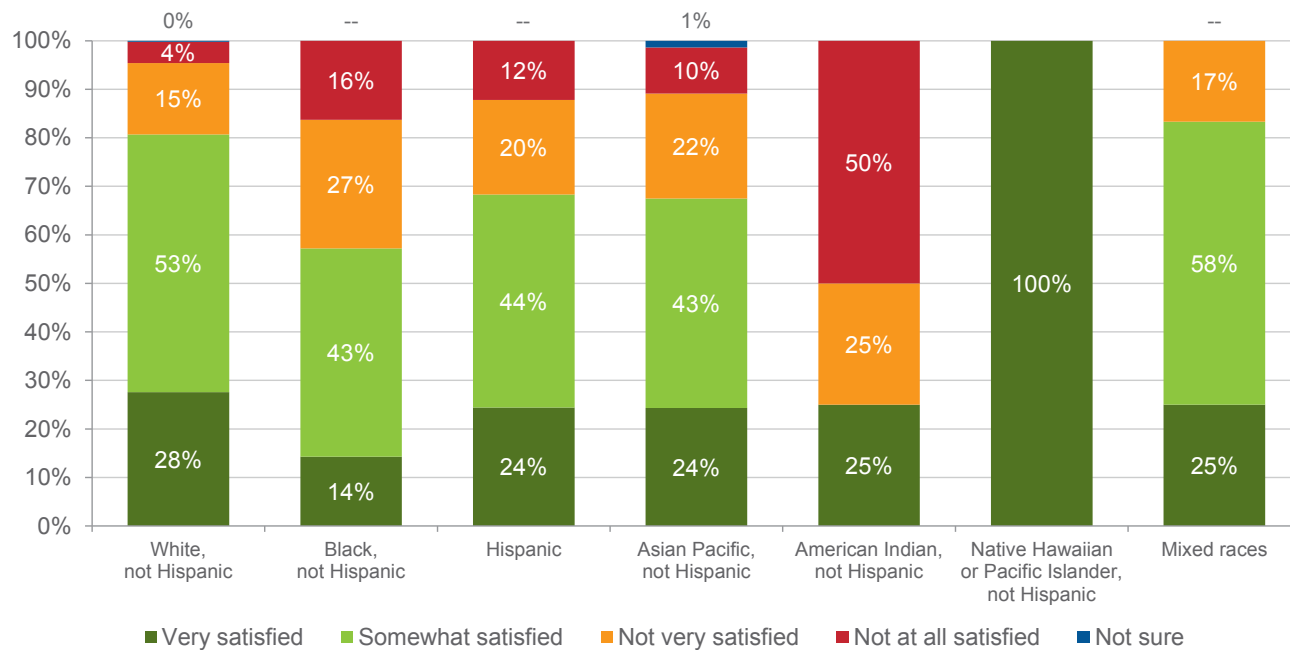


EXHIBIT 4.14B – SATISFACTION BY ETHNICITY (2014)



# COMPENSATION SATISFACTION AND PERCEIVED BIAS

Respondents who answered Not Very Satisfied or Not at All Satisfied to Question 15 were then asked if their lack of satisfaction was attributable to any biases on the part of their firms, such as cronyism, gender bias, racial bias, sexual orientation bias, bias against laterals or bias against homegrown partners. A total of 2,708 respondents answered this question.

Approximately 24% of the respondents attributed their lack of compensation satisfaction to cronyism, with that factor once again (30% in 2014) outpacing all of the other enumerated reasons. However, for the first time in 2016, respondents were given two additional response options: “bias against homegrown partners” and “my firm does not exercise any such bias in terms of compensation.” Notably, 31% of the respondents indicated their firm did not exercise any such bias, while 10% said their firms exercised bias against homegrown partners. Thus, while the perception of cronyism apparently remains high, it is worth noting that the percentage has fallen from 40 when we first measured it in 2010 (and prior to including these new response options). 10% of respondents cited gender bias (down from 12% in 2014), followed by bias against laterals (4%, up from 2% in 2014), racial bias (1%, down from 2% in 2014) and sexual orientation bias (1%, unchanged from 2014). 11% of respondents responded “Not Sure” and 7% of respondents cited “Other Reasons.”

For the complete results, please refer to **Appendix IX – Satisfaction with Total Compensation**.



## > OVERALL SATISFACTION/COMPENSATION TRADE-OFF

In addition to measuring respondents’ satisfaction with their compensation, for the first time we attempted to measure respondents’ overall satisfaction with their lives as attorneys. Question 27 of the Survey asked respondents about their overall satisfaction as an attorney when factoring compensation into the equation, whereas Question 28 asked about their overall satisfaction as an attorney *without* factoring compensation into the equation. As with compensation satisfaction, these questions were also sorted by the following categories:

- |                       |                              |                  |               |
|-----------------------|------------------------------|------------------|---------------|
| 1. Partnership Tenure | 4. City                      | 7. Lockstep Type | 10. Gender    |
| 2. Partnership Status | 5. Lateral Status            | 8. Firm Size     | 11. Ethnicity |
| 3. Practice Area      | 6. Compensation Transparency | 9. Firm PPP      |               |

Not surprisingly, factoring compensation into the equation resulted in higher levels of overall satisfaction, but the differences were much lower than we expected. For example, 82% of respondents classified themselves as either Very Satisfied, Moderately Satisfied or Slightly Satisfied when factoring in compensation, versus 72% when compensation was not taken into consideration. Similarly, only 14% of respondents classified themselves as either Slightly Dissatisfied, Moderately Dissatisfied or Very Dissatisfied when factoring in compensation, versus 21% when not. These numbers suggest that partners find significant intrinsic value and satisfaction in their lives as attorneys, *i.e.*, contrary to popular conception, they’re not just in it for the money.

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EXHIBIT 5.1 – OVERALL SATISFACTION, FACTORING IN COMPENSATION

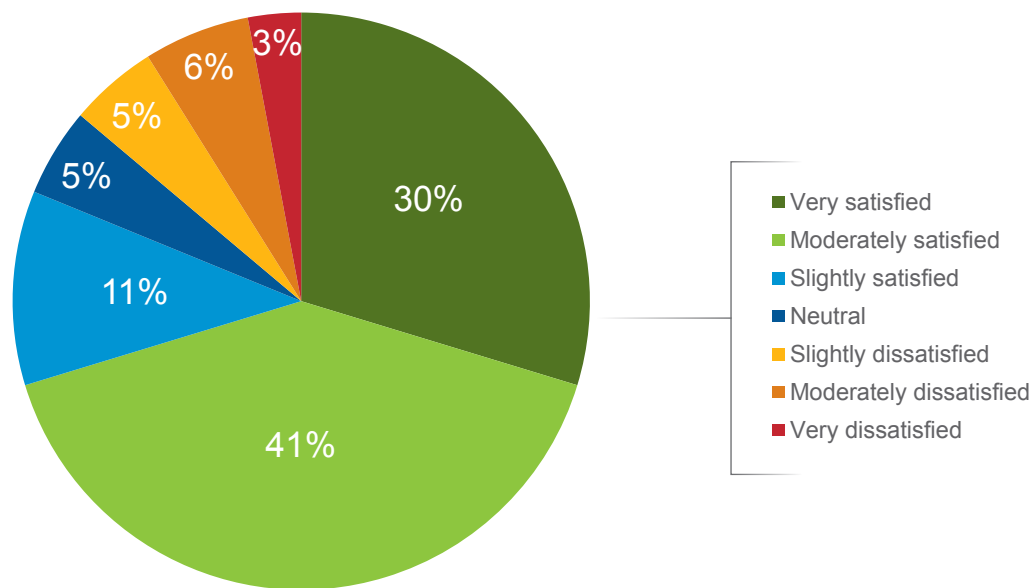
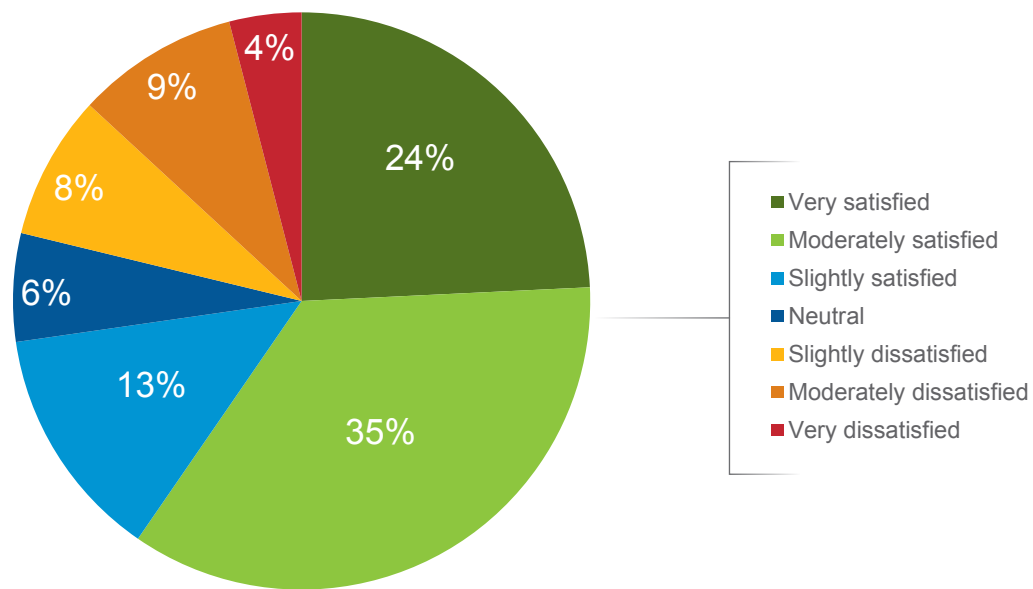
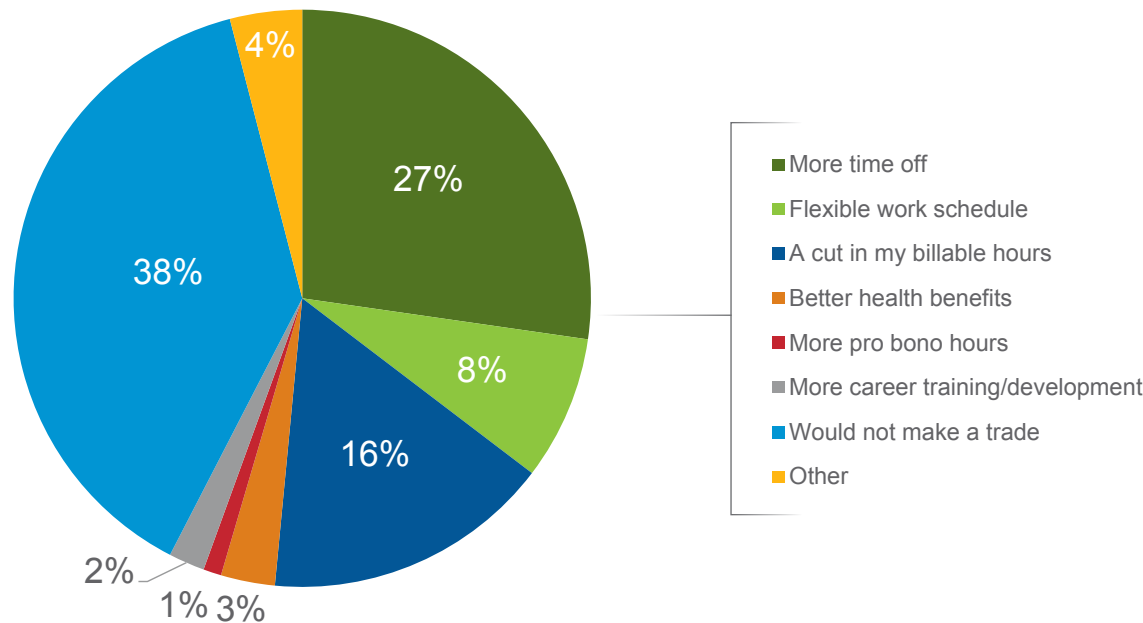


EXHIBIT 5.2 – OVERALL SATISFACTION, NOT FACTORING IN COMPENSATION



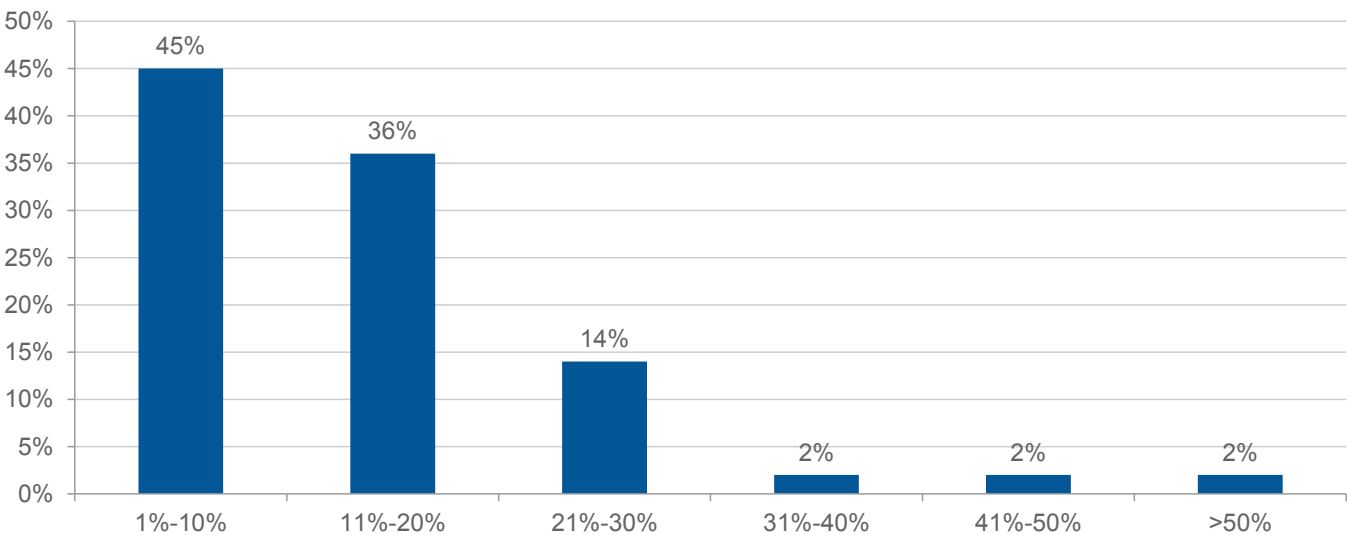
Question 29 asked respondents whether they would be willing to trade a portion of their compensation for a non-monetary benefit, such as more time off, flexible work schedule, cut in billable hours, etc. Interestingly, 38% of the respondents said they would not trade a portion of their compensation for any benefit or incentive.

EXHIBIT 5.3 – COMPENSATION TRADE FOR NON-MONETARY BENEFIT



Those respondents who were willing to trade a portion of their compensation for a benefit or incentive were next asked what percentage of their compensation they would be willing to trade in. 45% of respondents were willing to forego 1%-10% of their compensation, 36% were willing to forego 11%-20% and an additional 14% were willing to forego 21%-30%. Only 6% of respondents were willing to forego more than 30% of their compensation.

EXHIBIT 5.4 – PERCENTAGE COMPENSATION WILLING TO FOREGO



Below are highlights of selected overall satisfaction data.

## Overall Satisfaction

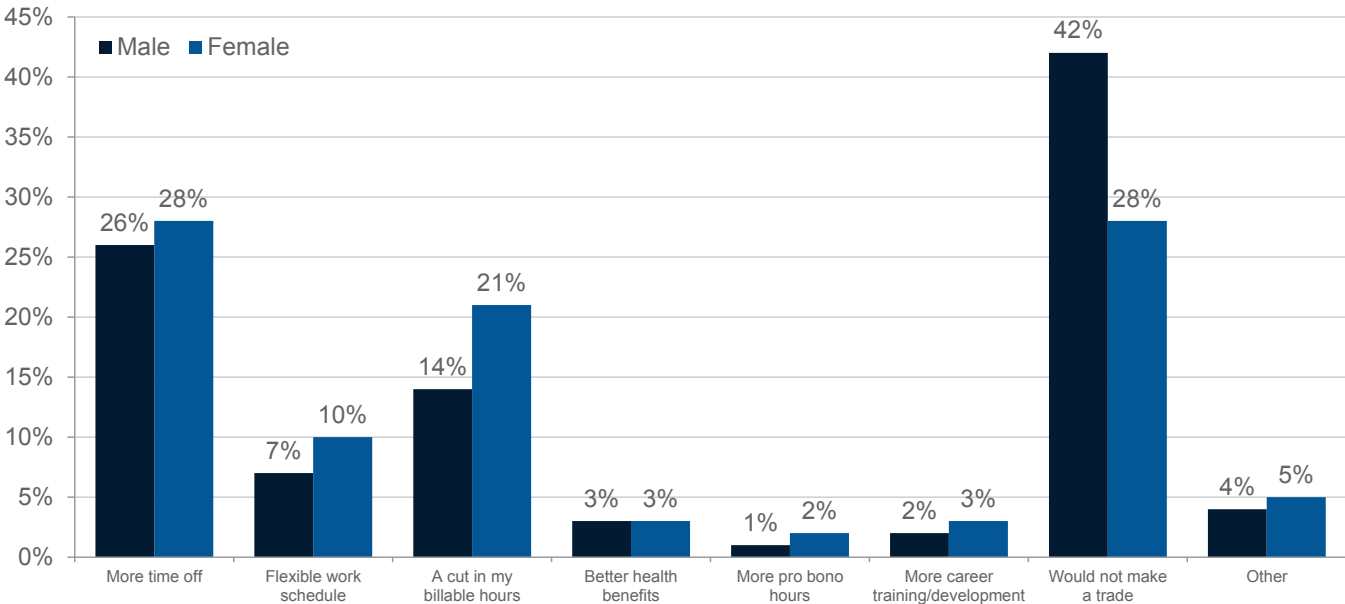
- Overall satisfaction, with and without regard to compensation (expressed below as X%/X%), generally rose with partnership tenure, from 19%/17% for the 1-5 year grouping to 42%/37% for the 20+ years grouping, although the 11-20 year grouping registered lower numbers in both cases than the 5-10 year grouping, 24%/18% versus 31%/23%.
- 36%/28% of Equity partners classified themselves as Very Satisfied, versus 15%/16% of Non-Equity partners. We find it interesting that a greater percentage of Non-Equity partners classified themselves as Very Satisfied when removing compensation from the equation than they did when factoring in compensation. Non-Equity partners also showed higher levels of dissatisfaction across all categories.
- Real Estate partners had the highest percentage of partners classifying themselves as Very Satisfied (34%/27%), with Tax & ERISA and Corporate partners the lowest (25%/17% and 25%/20%, respectively). When data were sorted by city, Seattle had the highest percentage of partners classifying themselves as Very Satisfied (38%/33%), with Miami the lowest (20%/16%).
- 35%/29% of lateral partners described themselves as Very Satisfied, versus 25%/20% of homegrown partners. Similarly, 34%/28% of Open compensation system partners described themselves as Very Satisfied, versus 21%/20% of Closed system partners.
- 32%/26% of male partners classified themselves as Very Satisfied, versus 23%/20% of female partners. Female partners showed higher levels of dissatisfaction across all categories.

## Compensation Trade-off

- Somewhat surprisingly, a respondent's unwillingness to trade any compensation for a non-monetary benefit generally rose with partnership tenure, from 31% for the 1-5 year grouping to 45% for the 20+ years grouping. Given that more senior partners typically make more money than junior partners, one might have expected that senior partners would be more willing to forego some portion of their compensation. However, it is possible that more junior partners simply place a higher value on non-monetary benefits than more senior partners. This analysis would be consistent with studies that show that younger generations place a higher value on quality of life issues than their predecessors. Interestingly, for those partners who were willing to forego compensation, the more senior the partner grouping, the higher the percentage of compensation they were willing to forego.
- 42% of Equity partners were unwilling to trade compensation for non-monetary benefits, versus 31% of Non-Equity partners. Again, since Equity partners on average make significantly more money than Non-Equity partners, one might have expected that Equity partners would be more willing to forego compensation. However, with regard to those Equity partners who were willing to forego compensation, they, like the more senior tenured lawyers, were generally willing to forego a higher percentage of their compensation than Non-Equity partners.
- 44% of Corporate partners were unwilling to trade compensation for a non-monetary benefit, versus 32% of Labor & Employment partners. When data were sorted by city, Seattle had the lowest percentage of partners unwilling to trade compensation (25%), with Atlanta the highest (49%).
- 42% of male partners said they would not trade compensation, versus 28% for female partners. Set forth on the next page is the compensation trade-off breakout for male and female partners:

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EXHIBIT 5.5 – COMPENSATION TRADE-OFF



For the complete results, please refer to **Appendix X – Overall Satisfaction/Compensation Trade-Off**.



## ➤ CAPITAL CONTRIBUTIONS, MONTHLY DRAWS, BONUS POOLS, RETIREMENT EXPECTATIONS AND PENSIONS

Questions 17 through 26 of the Survey dealt with partners’ capital contributions, monthly draws, firm bonus pools, retirement expectations and pension plans. These key practice metrics were then sorted by the following categories:

- |                       |                              |                  |               |
|-----------------------|------------------------------|------------------|---------------|
| 1. Partnership Tenure | 4. City                      | 7. Lockstep Type | 10. Gender    |
| 2. Partnership Status | 5. Lateral Status            | 8. Firm Size     | 11. Ethnicity |
| 3. Practice Area      | 6. Compensation Transparency | 9. Firm PPP      |               |

### CAPITAL CONTRIBUTIONS

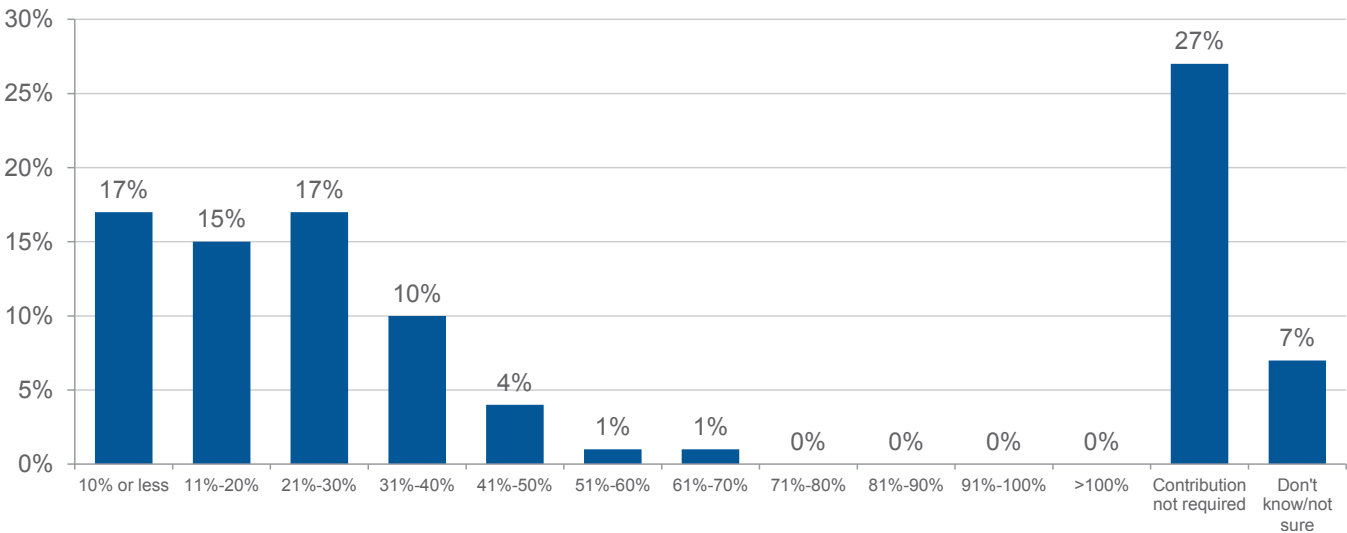
A total of 2,153 respondents to Question 17 provided their accumulated capital contribution data, expressed as a percentage of their non-discretionary compensation for 2015. 581 respondents (27%) were not required to make any capital contribution (presumably this included many of the Non-Equity partner respondents, who made up approximately 31% of the respondents), and 152 respondents (7%) were unsure of their capital contribution requirements.<sup>8</sup> The average

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<sup>8</sup>This comports with one finding of the [2014 MLA Lateral Partner Satisfaction Survey](#), where nearly 40% of the responding lateral partners admitted that they had not read their law firm’s partnership agreement.

accumulated capital contribution requirement for the remaining respondents was 23%. Generally, the larger the firm, the larger the capital contribution percentage.

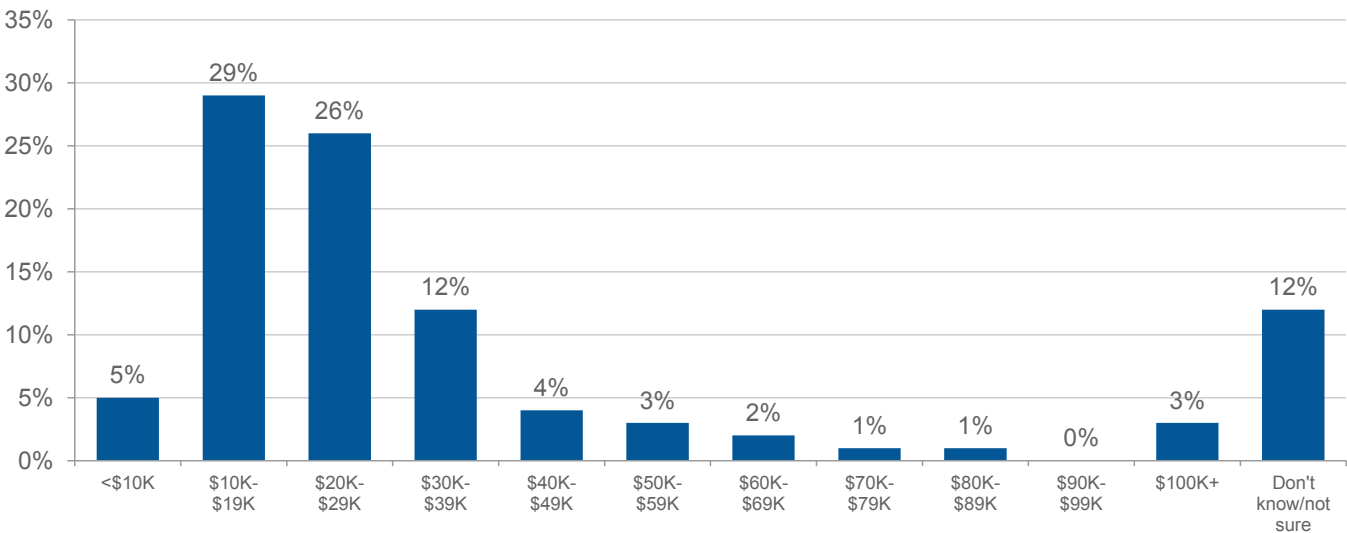
EXHIBIT 6.1 – ACCUMULATED CAPITAL CONTRIBUTIONS



## MONTHLY DRAW

Question 18 asked respondents to provide their average monthly draw for 2015. 2,153 respondents answered this question, with 262 responding that they were unsure. For the 1,891 respondents who were able to provide a dollar amount, the average monthly draw was \$31,000.

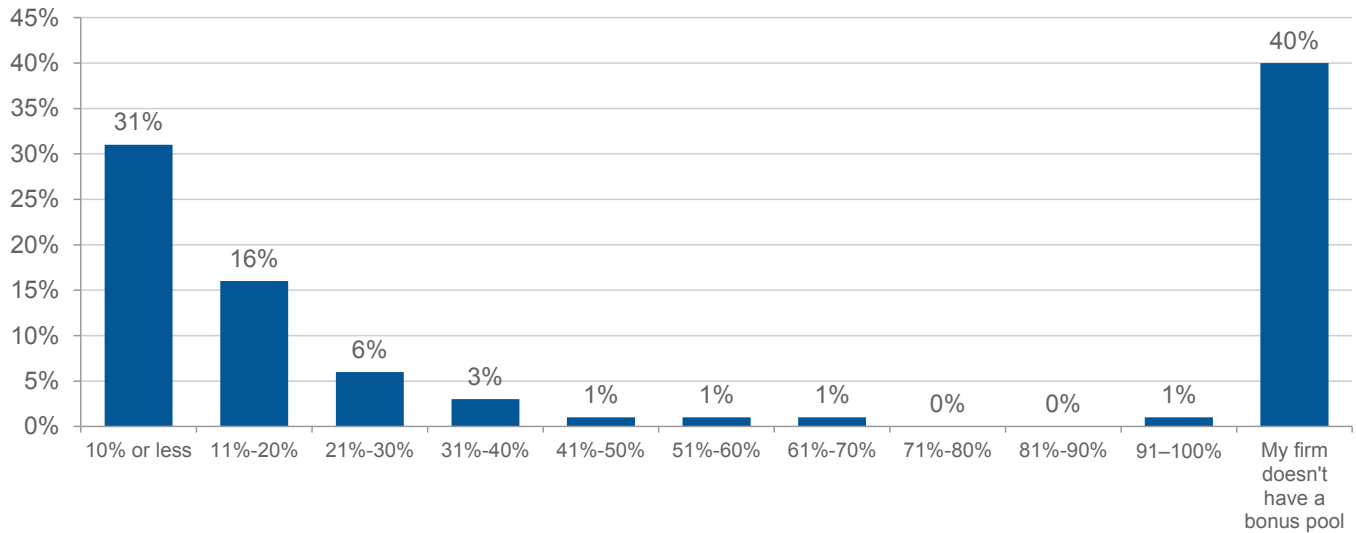
EXHIBIT 6.2 – AVERAGE MONTHLY DRAW



## BONUS POOL

Question 19 asked respondents to provide the size of their firm's bonus pool, expressed as a percentage of firm profits. 2,153 respondents answered this question. 40% of the respondents indicated that their firms did not have a bonus pool. For those firms with a bonus pool, the average size of the bonus pool was 15% of firm profits. 32% of respondents from Open compensation system firms said their firms did not have a bonus pool, versus 61% of Closed system firms.

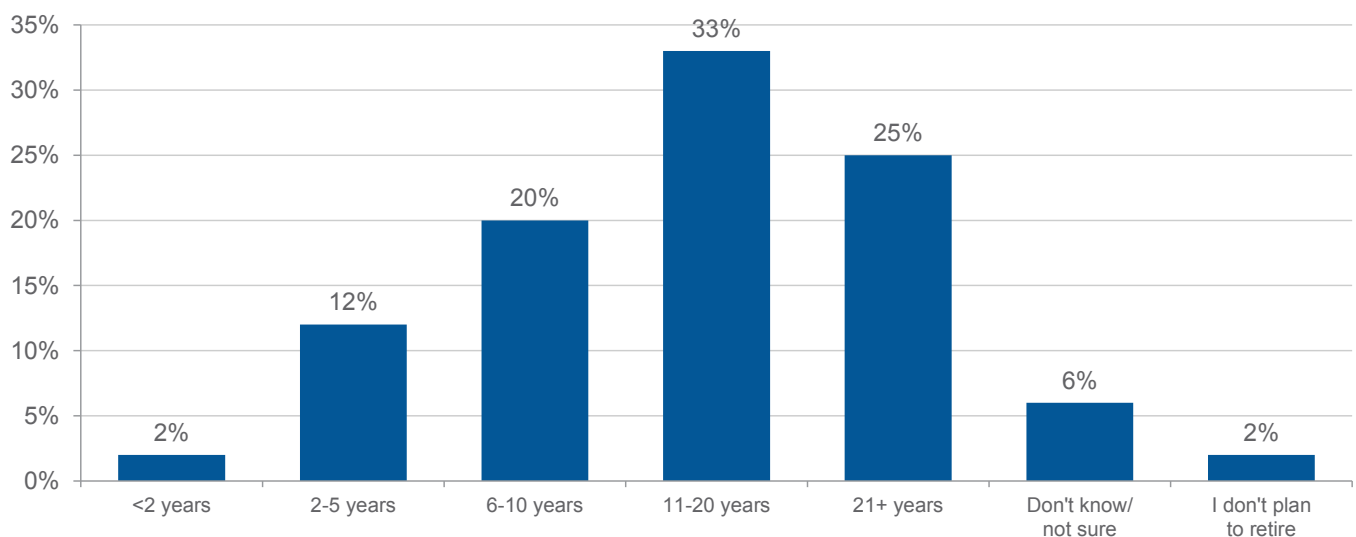
EXHIBIT 6.3 – SIZE OF BONUS POOL



## EXPECTED RETIREMENT DATE AND MANDATORY RETIREMENT AGE

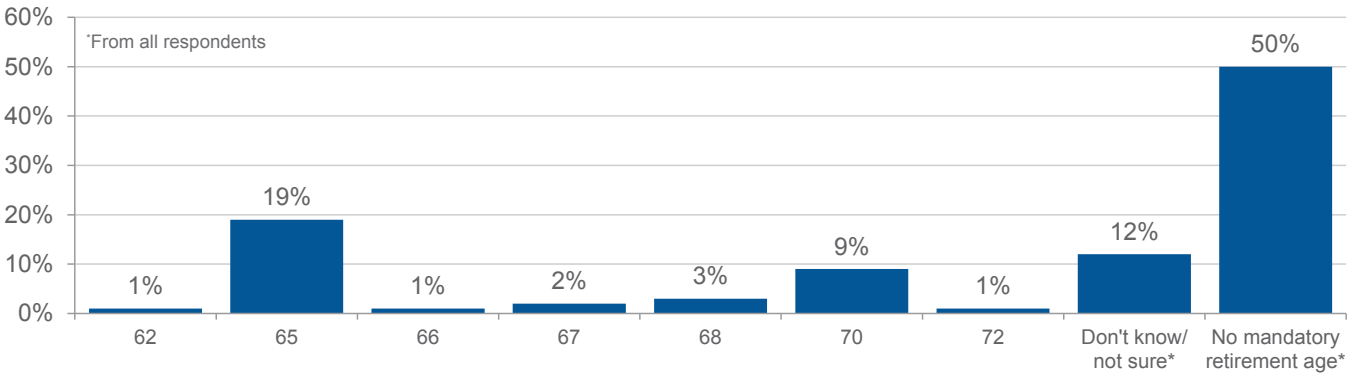
Question 20 asked respondents when they expected to retire. 2,152 respondents answered this question.

EXHIBIT 6.4 – EXPECTED RETIREMENT DATE



Question 21 asked respondents whether their firm had a mandatory retirement age. 2,072 respondents answered this question. 1,044 respondents (50%) indicated that their firm did not have a mandatory retirement age, while 245 respondents (12%) were unsure. As you will see from the chart below, for firms with a mandatory retirement age (783 respondents), over half of respondents (394) indicated that their mandatory retirement age was 65, while 23% (183) indicated that it was 70. Firms with Open compensation systems were more likely to have higher mandatory retirement ages than Closed system firms.

EXHIBIT 6.5 – MANDATORY RETIREMENT AGE

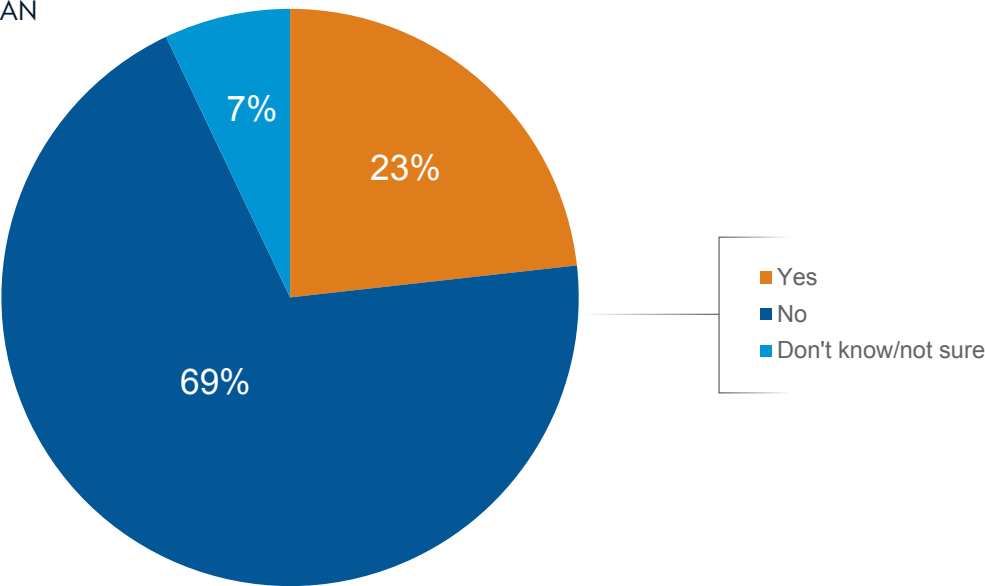


PENSION PLANS AND MEDICAL COVERAGE

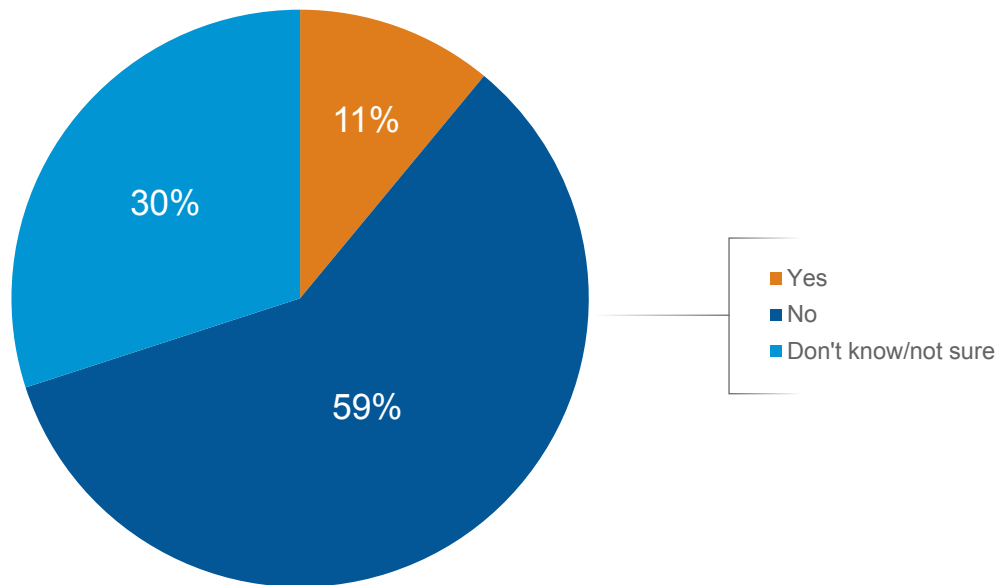
Question 22 asked respondents whether their firm had a pension plan (other than one that was self-funded). 2,110 respondents answered this question, of which 69% of respondents said their firm did not have such a plan, 23% said their firm did, and 7% were unsure.

Question 26 asked respondents whether they expected to continue to receive some type of medical insurance coverage from their firm after retirement. 2,109 respondents answered this question. 11% of respondents said they did expect to receive such coverage, 59% said they did not expect to receive it and 30% were unsure.

EXHIBIT 6.6 – PENSION PLAN



## EXHIBIT 6.7 – MEDICAL COVERAGE POST-RETIREMENT



The 495 respondents who indicated that their firms did have a non-self-funded pension plan were then asked whether they ever expected to receive the pension from the firm. 65% stated they did expect to receive it, 23% indicated that they did not expect to receive it and 12% were unsure; 72% of Equity partners said they expected to receive their pension, as compared to only 45% of Non-Equity partners. Generally speaking, the larger the firm size, the greater the expectation of receiving the pension.

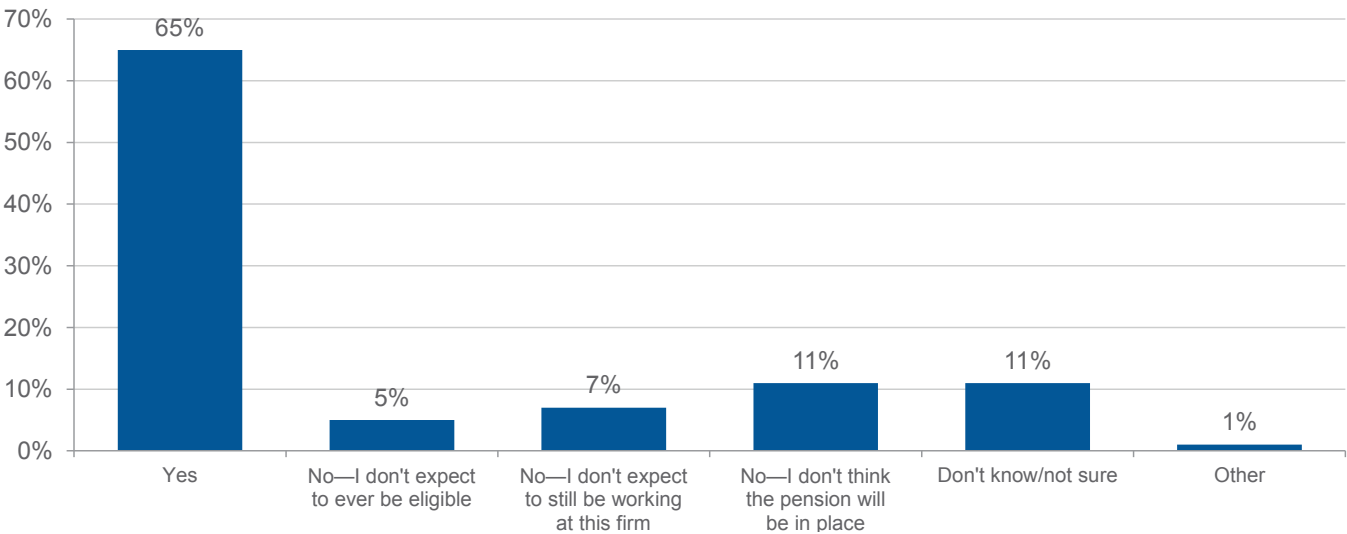
Of the 23% who did not expect to receive the pension, 5% said they did not expect to receive it because they did not expect to ever be eligible, 7% said they did not expect to be working at the firm when they retired and 11% said they did not think the pension would be in place by the time they retired. Not surprisingly, Non-Equity partners were more than twice as likely as Equity partners (12% vs. 5%) to say they did not expect to receive the pension because they did not expect to still be working at that firm.

The 495 respondents were also asked whether they would be required to forego their pension if they remained at the firm after reaching a certain age, and, if so, what that age was. 47% of the respondents said their firm had no such policy and 46% of the respondents were unsure; 7% of the respondents (only 36 people in total) said their firm did have such a policy, with most respondents indicating the relevant age was either 65 or 70.

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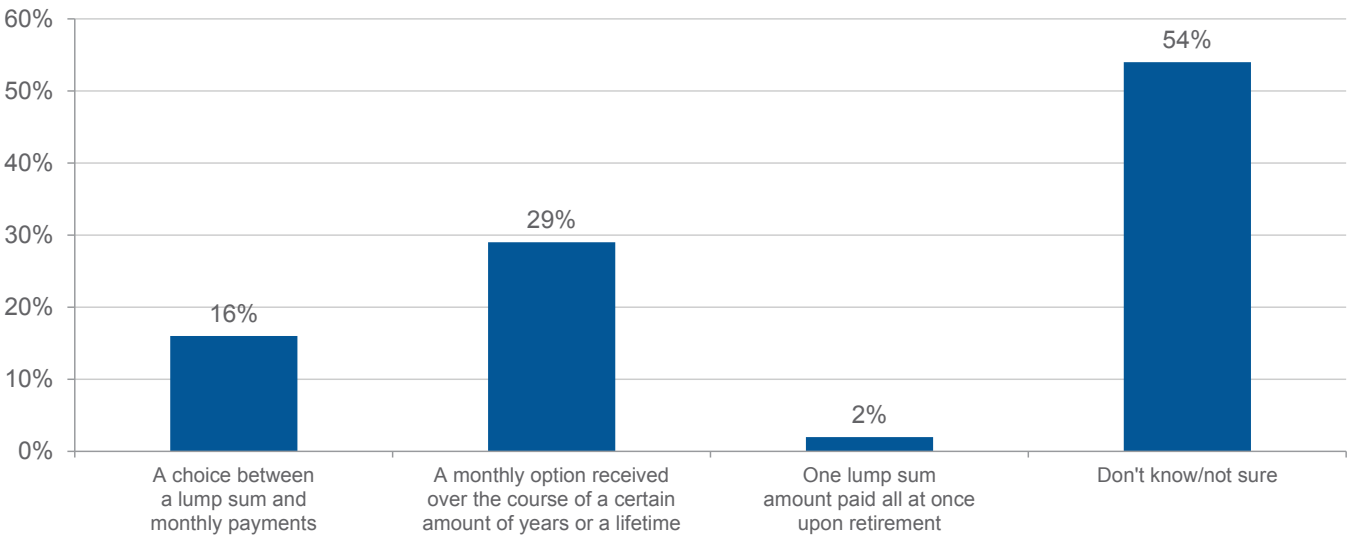


EXHIBIT 6.8 – EXPECTATION OF PARTICIPATING IN PENSION PLAN



Respondents were next asked how their pension would be paid upon retirement. 16% of the 495 respondents stated that they would have a choice between a lump sum payment and monthly payments made over a period of years, 29% stated that they would only have the monthly payment option and 2% stated that they would only have the lump sum option. Surprisingly, 54% of the respondents were unsure how their pension would be paid.

EXHIBIT 6.9 – FORM OF PENSION PAYOUT



Of those respondents who had an option as to their form of payment, 33% said they would choose the monthly option, 26% said they would choose the lump sum and 41% were unsure. The average lump sum payment for the 29 respondents who indicated they would receive or choose the lump sum amount was \$1,112,500. The average monthly payment for the 171 respondents who indicated they would receive or choose the monthly payment amount was \$34,500, and the average length of payment was nine years. 17% of the monthly option respondents indicated their payment would include a cost-of-living adjustment, 60% said the monthly payment would remain flat and 23% were unsure.

34% of male partners indicated they would choose the monthly option, versus 25% of female partners. Conversely, 23% of male partners indicated they would choose the lump sum payment, versus 38% of female partners.

*For the complete results, please refer to **Appendix XI – Capital Contributions, Monthly Draws, Bonus Pools, Retirement Expectations and Pensions.***



### ABOUT THE AUTHOR

Jeffrey A. Lowe is the Global Practice Leader of Major, Lindsey & Africa's Law Firm Practice Group, the Managing Partner of MLA's Washington, D.C., office, and the leader of the Washington, D.C., Partner Practice Group. His practice focuses on the representation of high-profile law firm partners and groups and high-ranking government officials. He is widely regarded as one of the leading partner recruiters and advisors in the United States. In addition to being the creator and author of the biennial **Major, Lindsey & Africa Partner Compensation Surveys**, he is co-author of the **2014 Major, Lindsey & Africa Lateral Partner Satisfaction Survey**. He is regularly quoted by leading publications, such as *The American Lawyer*, *Businessweek*, *Law 360* and *The Wall Street Journal*, and his articles have been published in the *D.C. Legal Times*, *The New York Law Journal*, *The National Law Journal*, the *Law Firm Partnership & Benefits Report* and the *Texas Lawyer*.

Prior to opening the Washington, D.C., office of Major, Lindsey & Africa in 2003, Jeffrey was a partner in the Washington, D.C., office of Hogan & Hartson L.L.P. (now HoganLovells). He joined Hogan & Hartson in 1991 and was elected to the partnership in 1998. In 1994-1995, Jeffrey worked in Tokyo, Japan, with Mori Sogo Law Offices (now Mori Hamada & Matsumoto), one of Japan's leading international and domestic law firms.

### ABOUT MAJOR, LINDSEY & AFRICA

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# APPENDICES



# I – RESPONDENT PROFILE

## Respondents by Partnership Tenure

	FREQUENCY	PERCENT
1-5 years	481	22%
6-10 years	446	21%
11-20 years	655	30%
21+ years	571	27%
<b>TOTAL</b>	2153	

## Respondents by Partnership Status

	FREQUENCY	PERCENT
Equity Partner	1496	69%
Non-Equity Partner	657	31%
<b>TOTAL</b>	2153	

## Respondents by Practice Area

	FREQUENCY	PERCENT
Litigation	514	31%
Corporate	399	24%
IP	237	14%
Labor & Employment	141	8%
Tax & ERISA	134	8%
Real Estate	121	7%
Other	131	8%
<b>TOTAL</b>	1677	

## Respondents by City

	FREQUENCY	PERCENT
New York	321	20%
DC/NOVA	269	16%
Chicago	244	15%
Los Angeles	87	5%
San Francisco	104	6%
Philadelphia	82	5%
Boston	68	4%
Atlanta	76	5%
Dallas	44	3%
Houston	52	3%
Silicon Valley	44	3%
Seattle	39	2%
Miami	44	3%
Other	139	8%
<b>TOTAL</b>	1613	

## Respondents by Lateral Status

	FREQUENCY	PERCENT
Joined laterally as partner	1002	47%
Homegrown from associate	1151	53%
<b>TOTAL</b>	2153	

## Respondents by Compensation Transparency

	FREQUENCY	PERCENT
Open	1344	62%
Partially Open	287	13%
Closed	522	24%
<b>TOTAL</b>	2153	

## Respondents by Lockstep Type

	FREQUENCY	PERCENT
Pure Lockstep	13	1%
Generally Lockstep*	299	14%
Not Lockstep at All	1841	86%
<b>TOTAL</b>	2153	

\*Some variance

## Respondents by Total Compensation

	FREQUENCY	PERCENT
<\$300K	357	17%
\$300,001-\$500,000	572	27%
\$500,001-\$1M	675	31%
\$1.01M-\$1.5M	245	11%
\$1.51M+	304	14%
<b>TOTAL</b>	2153	

## Respondents by Firm Size

	FREQUENCY	PERCENT
1-50 attorneys	13	1%
51-200 attorneys	278	13%
201-500 attorneys	520	24%
501-1,000 attorneys	788	37%
1,001+ attorneys	548	26%
<b>TOTAL</b>	2147	

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### Respondents by **Firm PPP**

	FREQUENCY	PERCENT
\$250,001-\$500,000	109	5%
\$500,001-\$750,000	377	18%
\$750,001-\$1M	378	18%
\$1.01M-\$1.5M	434	20%
\$1.51M-\$2M	322	15%
\$2.01M+	179	8%
Unknown	354	16%
<b>TOTAL</b>	2153	

### Respondents by **Gender**

	FREQUENCY	PERCENT
Male	1619	75%
Female	526	25%
<b>TOTAL</b>	2145	

### Respondents by **Ethnicity**

	FREQUENCY	PERCENT
White, not Hispanic	1902	91%
Black, not Hispanic	45	2%
Hispanic	50	2%
Asian Pacific, not Hispanic	67	3%
American Indian, not Hispanic	2	0%
Native Hawaiian or Pacific Islander, not Hispanic	2	0%
Mixed races	16	1%
<b>TOTAL</b>	2084	

## II – AVERAGE TOTAL COMPENSATION

### Partnership Tenure

	2016	2014
1-5 years	\$450,000	\$378,000
6-10 years	\$745,000	\$628,000
11-20 years	\$989,000	\$885,000
21+ years	\$1,209,000	\$1,015,000

### Partnership Status

	2016	2014
Equity Partner	\$1,100,000	\$971,000
Non-Equity Partner	\$367,000	\$338,000

### Practice Area

	2016	2014
Litigation	\$873,000	\$700,000
Corporate	\$1,055,000	\$893,000
IP	\$880,000	\$855,000
Labor & Employment	\$597,000	\$503,000
Tax & ERISA	\$897,000	\$832,000
Real Estate	\$817,000	\$573,000
Other	\$816,000	\$620,000

### City

	2016	2014
New York	\$1,168,000	\$1,106,000
DC/NOVA	\$981,000	\$787,000
Chicago	\$780,000	\$688,000
Los Angeles	\$1,136,000	\$825,000
San Francisco	\$997,000	\$662,000
Philadelphia	\$625,000	\$697,000
Boston	\$862,000	\$750,000
Atlanta	\$850,000	\$701,000
Dallas	\$727,000	\$624,000
Houston	\$1,062,000	\$782,000
Silicon Valley	\$1,433,000	\$1,167,000
Seattle	\$564,000	\$438,000
Miami	\$847,000	--
Other	\$534,000	\$512,000

### Gender

	2016	2014
Male	\$949,000	\$779,000
Female	\$659,000	\$531,000

### Compensation Transparency

	2016	2014
Open	\$1,004,000	\$843,000
Partially Open	\$770,000	\$574,000
Closed	\$608,000	\$484,000

### Lockstep Type

	2016	2014
Pure Lockstep	\$1,553,000	\$821,000
Generally Lockstep	\$778,000	\$629,000
Not Lockstep at All	\$888,000	\$730,000

### Firm Size

	2016	2014
51-200 attorneys	\$504,000	\$429,000
201-500 attorneys	\$646,000	\$558,000
501-1,000 attorneys	\$1,010,000	\$774,000
1,001+ attorneys	\$1,097,000	\$978,000

### Firm PPP

	2016	2014
\$250,001-\$500,000	\$431,000	\$414,000
\$500,001-\$750,000	\$509,000	\$451,000
\$750,001-\$1M	\$673,000	\$597,000
\$1.01M-\$1.5M	\$905,000	\$816,000
\$1.51M-\$2M	\$1,318,000	\$1,111,000
\$2.01M+	\$2,227,000	\$1,967,000

### Ethnicity

	2016	2014
White, not Hispanic	\$876,000	\$734,000
Black, not Hispanic	\$797,000	\$574,000
Hispanic	\$956,000	\$479,000
Asian Pacific, not Hispanic	\$875,000	\$645,000
American Indian, not Hispanic	\$612,000	\$438,000
Native Hawaiian or Pacific Islander, not Hispanic	\$150,000	\$175,000
Mixed races	\$704,000	\$736,000

### III – COMPENSATION CHANGE FOR LATERAL PARTNERS

#### Compensation Change (Total)

	2016	2014
Increased 10% or more	56%	53%
Decreased 10% or more	8%	8%
Stayed about the same	36%	39%

#### Compensation Increase (Total)

	2016	2014
10%-20%	39%	36%
21%-30%	26%	27%
31%-40%	10%	10%
41%-50%	6%	7%
51%-60%	4%	4%
61%-70%	2%	2%
71%-80%	1%	1%
81%-90%	1%	1%
91%-100%	1%	3%
>100%	8%	9%

#### Compensation Decrease (Total)

	2016	2014
10%-20%	43%	51%
21%-30%	33%	26%
31%-40%	12%	9%
41%-50%	5%	10%
51%-60%	5%	3%
61%-70%	2%	1%
71%-80%	--	--
81%-90%	--	--
91%-100%	0%	--
>100%	--	--



## IV – AVERAGE TOTAL ORIGINATIONS

### Partnership Tenure

	2016	2014
1-5 years	\$820,000	\$813,000
6-10 years	\$2,140,000	\$1,792,000
11-20 years	\$2,780,000	\$2,353,000
21+ years	\$3,410,000	\$2,918,000

### Partnership Status

	2016	2014
Equity Partner	\$3,100,000	\$2,812,000
Non-Equity Partner	\$720,000	\$673,000

### Practice Area

	2016	2014
Litigation	\$2,490,000	\$1,840,000
Corporate	\$3,170,000	\$2,714,000
IP	\$2,380,000	\$2,620,000
Labor & Employment	\$1,400,000	\$1,391,000
Tax & ERISA	\$1,100,000	\$1,419,000
Real Estate	\$2,190,000	\$1,507,000
Other	\$2,200,000	\$1,638,000

### City

	2016	2014
New York	\$3,730,000	\$2,827,000
DC/NOVA	\$2,640,000	\$2,056,000
Chicago	\$2,050,000	\$1,770,000
Los Angeles	\$2,610,000	\$2,052,000
San Francisco	\$2,800,000	\$1,779,000
Philadelphia	\$1,900,000	\$2,067,000
Boston	\$2,730,000	\$2,103,000
Atlanta	\$2,350,000	\$2,230,000
Dallas	\$2,320,000	\$1,541,000
Houston	\$2,940,000	\$2,112,000
Silicon Valley	\$3,970,000	\$3,387,000
Seattle	\$1,690,000	\$1,280,000
Miami	\$2,150,000	--
Other	\$1,260,000	\$1,488,000

### Gender

	2016	2014
Male	\$2,590,000	\$2,195,000
Female	\$1,730,000	\$1,240,000

### Compensation Transparency

	2016	2014
Open	\$2,760,000	\$2,336,000
Partially Open	\$2,170,000	\$1,332,000
Closed	\$1,510,000	\$1,352,000

### Lockstep Type

	2016	2014
Pure Lockstep	\$3,640,000	\$1,105,000
Generally Lockstep	\$2,330,000	\$1,802,000
Not Lockstep at All	\$2,370,000	\$1,986,000

### Firm Size

	2016	2014
51-200 attorneys	\$1,200,000	\$1,104,000
201-500 attorneys	\$1,540,000	\$1,429,000
501-1,000 attorneys	\$2,800,000	\$2,085,000
1,001+ attorneys	\$3,180,000	\$2,918,000

### Firm PPP

	2016	2014
\$250,001-\$500,000	\$1,070,000	\$1,120,000
\$500,001-\$750,000	\$1,370,000	\$1,375,000
\$750,001-\$1M	\$1,790,000	\$1,503,000
\$1.01M-\$1.5M	\$2,560,000	\$2,330,000
\$1.51M-\$2M	\$3,820,000	\$3,409,000
\$2.01M+	\$5,670,000	\$5,163,000

### Ethnicity

	2016	2014
White, not Hispanic	\$2,380,000	\$1,995,000
Black, not Hispanic	\$2,530,000	\$1,345,000
Hispanic	\$2,840,000	\$1,830,000
Asian Pacific, not Hispanic	\$2,050,000	\$1,852,000
American Indian, not Hispanic	\$2,800,000	\$1,125,000
Native Hawaiian or Pacific Islander, not Hispanic	\$1,000,000	\$50,000
Mixed races	\$1,920,000	\$2,270,000

# V – AVERAGE TOTAL WORKING ATTORNEY RECEIPTS

## Partnership Tenure

	2016	2014
1-5 years	\$1,000,000	\$936,000
6-10 years	\$1,300,000	\$1,142,000
11-20 years	\$1,190,000	\$1,163,000
21+ years	\$1,280,000	\$1,166,000

## Partnership Status

	2016	2014
Equity Partner	\$1,330,000	\$1,265,000
Non-Equity Partner	\$890,000	\$850,000

## Practice Area

	2016	2014
Litigation	\$1,100,000	\$1,027,000
Corporate	\$1,510,000	\$1,338,000
IP	\$1,280,000	\$1,249,000
Labor & Employment	\$940,000	\$888,000
Tax & ERISA	\$1,120,000	\$1,131,000
Real Estate	\$1,170,000	\$937,000
Other	\$1,130,000	\$1,026,000

## City

	2016	2014
New York	\$1,790,000	\$1,603,000
DC/NOVA	\$1,480,000	\$1,208,000
Chicago	\$1,230,000	\$1,186,000
Los Angeles	\$1,240,000	\$1,157,000
San Francisco	\$1,460,000	\$1,185,000
Philadelphia	\$1,140,000	\$1,062,000
Boston	\$1,270,000	\$1,273,000
Atlanta	\$990,000	\$1,006,000
Dallas	\$870,000	\$961,000
Houston	\$1,190,000	\$1,012,000
Silicon Valley	\$2,260,000	\$1,666,000
Seattle	\$790,000	\$777,000
Miami	\$990,000	--
Other	\$850,000	\$796,000

## Gender

	2016	2014
Male	\$1,240,000	\$1,142,000
Female	\$1,090,000	\$948,000

## Compensation Transparency

	2016	2014
Open	\$1,250,000	\$1,178,000
Partially Open	\$1,240,000	\$1,027,000
Closed	\$1,080,000	\$939,000

## Lockstep Type

	2016	2014
Pure Lockstep	\$1,670,000	\$1,023,000
Generally Lockstep	\$1,180,000	\$1,153,000
Not Lockstep at All	\$1,210,000	\$1,090,000

## Firm Size

	2016	2014
51-200 attorneys	\$740,000	\$704,000
201-500 attorneys	\$1,020,000	\$946,000
501-1,000 attorneys	\$1,280,000	\$1,143,000
1,001+ attorneys	\$1,530,000	\$1,431,000

## Firm PPP

	2016	2014
\$250,001-\$500,000	\$680,000	\$651,000
\$500,001-\$750,000	\$790,000	\$790,000
\$750,001-\$1M	\$1,110,000	\$1,005,000
\$1.01M-\$1.5M	\$1,330,000	\$1,279,000
\$1.51M-\$2M	\$1,880,000	\$1,660,000
\$2.01M+	\$2,450,000	\$2,438,000

## Ethnicity

	2016	2014
White, not Hispanic	\$1,190,000	\$1,104,000
Black, not Hispanic	\$1,450,000	\$1,023,000
Hispanic	\$1,010,000	\$1,069,000
Asian Pacific, not Hispanic	\$1,480,000	\$1,152,000
American Indian, not Hispanic	\$800,000	\$800,000
Native Hawaiian or Pacific Islander, not Hispanic	\$350,000	\$550,000
Mixed races	\$1,290,000	\$904,000

## VI – AVERAGE BILLING RATES

### Partnership Tenure

	2016	2014
1-5 years	\$593	\$531
6-10 years	\$668	\$595
11-20 years	\$708	\$646
21+ years	\$748	\$668

### Partnership Status

	2016	2014
Equity Partner	\$730	\$667
Non-Equity Partner	\$581	\$519

### Practice Area

	2016	2014
Litigation	\$639	\$551
Corporate	\$775	\$694
IP	\$706	\$662
Labor & Employment	\$566	\$505
Tax & ERISA	\$780	\$680
Real Estate	\$663	\$593
Other	\$623	\$603

### City

	2016	2014
New York	\$920	\$772
DC/NOVA	\$804	\$705
Chicago	\$687	\$628
Los Angeles	\$740	\$643
San Francisco	\$753	\$633
Philadelphia	\$600	\$581
Boston	\$711	\$685
Atlanta	\$620	\$546
Dallas	\$654	\$614
Houston	\$731	\$632
Silicon Valley	\$857	\$803
Seattle	\$572	\$482
Miami	\$652	--
Other	\$524	\$474

### Gender

	2016	2014
Male	\$701	\$624
Female	\$636	\$561

### Compensation Transparency

	2016	2014
Open	\$699	\$636
Partially Open	\$695	\$590
Closed	\$642	\$549

### Lockstep Type

	2016	2014
Pure Lockstep	\$781	\$646
Generally Lockstep	\$640	\$579
Not Lockstep at All	\$691	\$612

### Firm Size

	2016	2014
51-200 attorneys	\$486	\$455
201-500 attorneys	\$609	\$538
501-1,000 attorneys	\$714	\$630
1,001+ attorneys	\$821	\$740

### Firm PPP

	2016	2014
\$250,001-\$500,000	\$467	\$438
\$500,001-\$750,000	\$514	\$481
\$750,001-\$1M	\$658	\$598
\$1.01M-\$1.5M	\$767	\$722
\$1.51M-\$2M	\$895	\$792
\$2.01M+	\$1,050	\$909

### Ethnicity

	2016	2014
White, not Hispanic	\$682	\$611
Black, not Hispanic	\$660	\$560
Hispanic	\$695	\$559
Asian Pacific, not Hispanic	\$720	\$612
American Indian, not Hispanic	\$887	\$663
Native Hawaiian or Pacific Islander, not Hispanic	\$275	\$288
Mixed races	\$706	\$613

## VII – AVERAGE BILLABLE HOURS

### Partnership Tenure

	2016	2014
1-5 years	1,775	1,795
6-10 years	1,719	1,716
11-20 years	1,693	1,683
21+ years	1,576	1,524

### Partnership Status

	2016	2014
Equity Partner	1,696	1,681
Non-Equity Partner	1,663	1,692

### Practice Area

	2016	2014
Litigation	1,738	1,785
Corporate	1,644	1,601
IP	1,726	1,774
Labor & Employment	1,698	1,694
Tax & ERISA	1,720	1,691
Real Estate	1,677	1,600
Other	1,667	1,612

### City

	2016	2014
New York	1,746	1,719
DC/NOVA	1,744	1,658
Chicago	1,695	1,688
Los Angeles	1,834	1,783
San Francisco	1,773	1,731
Philadelphia	1,689	1,615
Boston	1,712	1,653
Atlanta	1,634	1,767
Dallas	1,601	1,650
Houston	1,609	1,628
Silicon Valley	1,778	1,826
Seattle	1,622	1,705
Miami	1,508	--
Other	1,654	1,661

### Gender

	2016	2014
Male	1,703	1,702
Female	1,632	1,634

### Compensation Transparency

	2016	2014
Open	1,670	1,672
Partially Open	1,737	1,696
Closed	1,698	1,717

### Lockstep Type

	2016	2014
Pure Lockstep	1,673	1,775
Generally Lockstep	1,758	1,821
Not Lockstep at All	1,674	1,664

### Firm Size

	2016	2014
51-200 attorneys	1,589	1,563
201-500 attorneys	1,628	1,642
501-1,000 attorneys	1,702	1,709
1,001+ attorneys	1,766	1,762

### Firm PPP

	2016	2014
\$250,001-\$500,000	1,527	1,638
\$500,001-\$750,000	1,610	1,656
\$750,001-\$1M	1,633	1,628
\$1.01M-\$1.5M	1,690	1,696
\$1.51M-\$2M	1,799	1,806
\$2.01M+	1,984	2,052

### Ethnicity

	2016	2014
White, not Hispanic	1,688	1,688
Black, not Hispanic	1,640	1,671
Hispanic	1,524	1,652
Asian Pacific, not Hispanic	1,708	1,702
American Indian, not Hispanic	1,513	1,694
Native Hawaiian or Pacific Islander, not Hispanic	2,200	2,025
Mixed races	1,796	1,611

## VIII – AVERAGE NON-BILLABLE HOURS

### Partnership Tenure

	2016	2014
1-5 years	497	443
6-10 years	651	507
11-20 years	590	552
21+ years	731	614

### Partnership Status

	2016	2014
Equity Partner	674	569
Non-Equity Partner	515	464

### Practice Area

	2016	2014
Litigation	552	451
Corporate	723	603
IP	634	503
Labor & Employment	653	508
Tax & ERISA	598	555
Real Estate	592	499
Other	577	567

### City

	2016	2014
New York	594	532
DC/NOVA	694	575
Chicago	523	447
Los Angeles	527	460
San Francisco	659	514
Philadelphia	573	580
Boston	614	570
Atlanta	746	578
Dallas	601	494
Houston	730	533
Silicon Valley	788	581
Seattle	659	534
Miami	679	--
Other	604	531

### Gender

	2016	2014
Male	626	531
Female	623	512

### Compensation Transparency

	2016	2014
Open	669	560
Partially Open	570	503
Closed	543	453

### Lockstep Type

	2016	2014
Pure Lockstep	821	473
Generally Lockstep	537	460
Not Lockstep at All	638	536

### Firm Size

	2016	2014
51-200 attorneys	576	517
201-500 attorneys	602	522
501-1,000 attorneys	652	531
1,001+ attorneys	634	529

### Firm PPP

	2016	2014
\$250,001-\$500,000	557	527
\$500,001-\$750,000	622	511
\$750,001-\$1M	671	516
\$1.01M-\$1.5M	655	541
\$1.51M-\$2M	614	580
\$2.01M+	624	472

### Ethnicity

	2016	2014
White, not Hispanic	619	525
Black, not Hispanic	615	559
Hispanic	745	497
Asian Pacific, not Hispanic	689	538
American Indian, not Hispanic	962	456
Native Hawaiian or Pacific Islander, not Hispanic	26	175
Mixed races	642	583

## IX – SATISFACTION WITH TOTAL COMPENSATION

### Compensation Satisfaction

	2016	2014
Very satisfied	31%	27%
Somewhat satisfied	47%	53%
Not very satisfied	15%	15%
Not at all satisfied	7%	5%
Not sure	0%	0%

### Partnership Tenure

	2016				2014			
	1-5 yrs	6-10 yrs	11-20 yrs	21+ yrs	1-5 yrs	6-10 yrs	11-20 yrs	21+ yrs
Very satisfied	21%	25%	34%	40%	19%	23%	29%	37%
Somewhat satisfied	51%	51%	45%	44%	57%	55%	53%	45%
Not very satisfied	20%	18%	14%	9%	17%	16%	14%	14%
Not at all satisfied	8%	6%	6%	6%	7%	6%	4%	4%
Not sure	0%	0%	0%	1%	0%	0%	0%	--

### Partnership Status

	2016		2014	
	Equity Partner	Non-Equity Partner	Equity Partner	Non-Equity Partner
Very satisfied	38%	15%	37%	12%
Somewhat satisfied	46%	51%	50%	57%
Not very satisfied	11%	25%	10%	23%
Not at all satisfied	5%	10%	3%	8%
Not sure	0%	0%	0%	0%

### Practice Area

	Litigation		Corporate		IP		Labor/Emp.		Tax/ERISA		Real Estate		Other	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	31%	25%	27%	27%	30%	34%	29%	28%	30%	33%	36%	28%	34%	24%
Somewhat satisfied	47%	53%	48%	50%	47%	50%	49%	52%	50%	55%	43%	49%	47%	56%
Not very satisfied	15%	17%	15%	17%	16%	12%	16%	15%	14%	10%	14%	20%	14%	14%
Not at all satisfied	6%	5%	10%	5%	6%	4%	6%	4%	6%	3%	7%	3%	5%	6%
Not sure	1%	--	1%	1%	1%	--	0%	--	0%	--	1%	--	0%	0%

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## City

	New York		DC/NOVA		Chicago		Los Angeles		San Francisco		Philadelphia		Boston	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	33%	27%	30%	30%	28%	27%	29%	24%	40%	33%	21%	33%	35%	23%
Somewhat satisfied	46%	54%	48%	49%	45%	50%	48%	51%	41%	44%	57%	47%	38%	58%
Not very satisfied	14%	15%	14%	16%	17%	19%	20%	19%	12%	14%	17%	18%	13%	15%
Not at all satisfied	6%	5%	7%	5%	9%	5%	3%	5%	6%	8%	5%	2%	13%	4%
Not sure	1%	0%	0%	0%	0%	0%	0%	1%	1%	1%	0%	0%	0%	1%
	Atlanta		Dallas		Houston		Silicon Valley		Seattle		Miami		Other	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	28%	28%	23%	27%	23%	24%	43%	36%	38%	18%	30%	--	20%	25%
Somewhat satisfied	49%	50%	48%	58%	48%	55%	41%	48%	46%	63%	50%	--	60%	56%
Not very satisfied	16%	16%	20%	11%	21%	14%	9%	7%	13%	16%	11%	--	17%	14%
Not at all satisfied	7%	5%	9%	5%	8%	5%	7%	9%	3%	3%	9%	--	2%	5%
Not sure	1%	0%	0%	0%	0%	2%	0%	0%	0%	0%	0%	--	0%	0%

## Lateral Status

	Joined laterally as partner		Homegrown from associate	
	2016	2014	2016	2014
Very satisfied	34%	32%	28%	23%
Somewhat satisfied	47%	51%	48%	54%
Not very satisfied	12%	12%	17%	18%
Not at all satisfied	6%	4%	7%	6%
Not sure	1%	0%	0%	0%

## Move-related Compensation Change

	Increased 10% or more		Decreased 10% or more		Stayed about the same	
	2016	2014	2016	2014	2016	2014
Very satisfied	39%	37%	21%	15%	29%	28%
Somewhat satisfied	46%	51%	40%	41%	50%	53%
Not very satisfied	11%	9%	22%	28%	13%	14%
Not at all satisfied	4%	3%	16%	15%	7%	4%
Not sure	1%	0%	1%	0%	1%	1%

## Compensation System

	Open		Partially Open		Closed	
	2016	2014	2016	2014	2016	2014
Very satisfied	36%	32%	25%	20%	20%	18%
Somewhat satisfied	46%	52%	49%	56%	49%	53%
Not very satisfied	11%	12%	20%	19%	21%	23%
Not at all satisfied	6%	4%	5%	6%	10%	7%
Not sure	1%	0%	0%	0%	0%	0%

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## Lockstep Type

	Pure Lockstep		Generally Lockstep		Not Lockstep at All	
	2016	2014	2016	2014	2016	2014
Very satisfied	54%	29%	30%	26%	31%	27%
Somewhat satisfied	38%	29%	45%	56%	48%	52%
Not very satisfied	0%	21%	21%	14%	14%	15%
Not at all satisfied	8%	21%	3%	5%	7%	5%
Not sure	0%	0%	0%	0%	0%	0%

## Law Firm Size

	51-200 attorneys		201-500 attorneys		501-1,000 attorneys		1,001+ attorneys	
	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	31%	21%	29%	25%	32%	29%	30%	29%
Somewhat satisfied	46%	55%	48%	56%	49%	52%	45%	48%
Not very satisfied	16%	19%	16%	14%	13%	14%	16%	18%
Not at all satisfied	6%	5%	6%	5%	5%	5%	8%	6%
Not sure	0%	0%	1%	0%	1%	0%	0%	0%

## Firm PPP

	\$250,001-\$500,000		\$500,001-\$750,000		\$750,001-\$1M		\$1.01M-\$1.5M		\$1.51M-\$2M		\$2.01M+	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	24%	28%	32%	22%	24%	24%	28%	26%	37%	34%	46%	50%
Somewhat satisfied	47%	53%	47%	56%	52%	56%	48%	50%	44%	51%	42%	39%
Not very satisfied	19%	16%	16%	16%	16%	16%	15%	16%	12%	13%	9%	9%
Not at all satisfied	9%	3%	5%	6%	7%	4%	9%	7%	7%	2%	3%	3%
Not sure	1%	0%	1%	0%	1%	0%	0%	1%	0%	1%	1%	0%

## Gender

	Male		Female	
	2016	2014	2016	2014
Very satisfied	32%	28%	27%	23%
Somewhat satisfied	48%	53%	46%	52%
Not very satisfied	13%	14%	19%	20%
Not at all satisfied	6%	5%	8%	5%
Not sure	0%	0%	0%	0%

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## Perceived Bias (2016 only)

	Racial bias	Sexual orientation bias	Bias against laterals	Bias against homegrown	Gender bias	Cronyism	No firm bias	Other reason	Not sure
Very satisfied	14%	0%	11%	11%	17%	13%	53%	13%	22%
Somewhat satisfied	32%	38%	42%	48%	45%	50%	40%	47%	59%
Not very satisfied	24%	31%	34%	26%	25%	24%	5%	23%	15%
Not at all satisfied	30%	31%	13%	15%	13%	13%	2%	17%	4%
Not sure	0%	0%	0%	1%	0%	0%	0%	1%	1%

## Ethnicity

	White, not Hispanic		Black, not Hispanic		Hispanic		Asian Pacific, not Hispanic		American Indian, not Hispanic		Native Hawaiian or Pacific Islander, not Hispanic		Mixed races	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	31%	28%	16%	14%	36%	24%	25%	24%	0%	25%	--	100%	38%	25%
Somewhat satisfied	48%	53%	44%	43%	36%	44%	46%	43%	50%	0%	100%	--	38%	58%
Not very satisfied	14%	15%	22%	27%	20%	20%	25%	22%	0%	25%	--	--	13%	17%
Not at all satisfied	6%	4%	16%	16%	8%	12%	3%	10%	50%	50%	--	--	6%	0%
Not sure	0%	0%	2%	0%	0%	0%	0%	1%	0%	0%	--	--	6%	0%

## Total Compensation

	<\$300K		\$301K-\$500K		\$501K-\$1M		\$1.01M-\$1.5M		\$1.51+M	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	11%	9%	19%	16%	34%	33%	49%	47%	55%	63%
Somewhat satisfied	49%	55%	49%	59%	49%	52%	44%	48%	39%	33%
Not very satisfied	26%	26%	22%	19%	11%	11%	6%	4%	3%	3%
Not at all satisfied	13%	10%	9%	6%	5%	4%	2%	1%	2%	0%
Not sure	1%	0%	1%	0%	0%	0%	--	0%	1%	1%

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## Total Originations

	<\$1M		\$1.01M-\$2M		\$2.01M-\$3M		\$3.01M-\$5M		\$5.01M+	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	21%	16%	34%	29%	33%	36%	39%	40%	48%	50%
Somewhat satisfied	50%	56%	46%	51%	49%	50%	48%	49%	41%	41%
Not very satisfied	21%	21%	14%	15%	12%	10%	7%	8%	6%	6%
Not at all satisfied	8%	7%	6%	5%	6%	4%	5%	2%	4%	2%
Not sure	1%	0%	--	0%	--	0%	1%	0%	0%	1%

## Billable Hours

	<1,500		1,501-1,800		1,801-2,100		2,101-2,400		2,401+	
	2016	2014	2016	2014	2016	2014	2016	2014	2016	2014
Very satisfied	31%	25%	31%	27%	29%	25%	33%	31%	35%	45%
Somewhat satisfied	45%	52%	48%	52%	48%	54%	50%	53%	45%	47%
Not very satisfied	16%	17%	15%	16%	14%	15%	12%	12%	18%	8%
Not at all satisfied	8%	6%	5%	5%	8%	6%	4%	4%	2%	0%
Not sure	1%	0%	1%	0%	0%	0%	0%	0%	--	0%

## Means

	Total Compensation		Originations		Total Receipts	
	2016	2014	2016	2014	2016	2014
Very satisfied	\$1,245,853	\$1,107,985	\$3,383,904	\$2,942,394	\$3,278,904	\$1,300,095
Somewhat satisfied	\$800,212	\$630,484	\$2,277,828	\$1,785,663	\$2,249,728	\$1,056,532
Not very satisfied	\$493,912	\$428,864	\$1,361,448	\$1,108,500	\$2,264,512	\$931,086
Not at all satisfied	\$528,223	\$373,095	\$1,748,141	\$1,126,263	\$1,829,222	\$933,495
Not sure	\$1,337,000	\$2,256,250	\$4,933,000	\$10,366,667	\$1,189,500	\$2,166,667
	Billing Rate		Billable Hours		Non-Billable Hours	
	2016	2014	2016	2014	2016	2014
Very satisfied	\$732	\$667	\$1,686	\$1,737	\$653	\$557
Somewhat satisfied	\$675	\$594	\$1,704	\$1,687	\$620	\$512
Not very satisfied	\$628	\$566	\$1,673	\$1,628	\$579	\$507
Not at all satisfied	\$661	\$566	\$1,588	\$1,566	\$650	\$579
Not sure	\$662	\$681	\$1,600	\$1,642	\$440	\$325

## X – OVERALL SATISFACTION/COMPENSATION TRADE-OFF

**Q27. Overall, how satisfied are you with your life as an attorney when you factor your compensation into the equation?**

### Partnership Tenure (2016 only)

	1-5 yrs	6-10 yrs	11-20 yrs	21+ yrs
Very satisfied	19%	31%	24%	42%
Moderately satisfied	43%	42%	42%	38%
Slightly satisfied	13%	8%	16%	9%
Neutral	6%	5%	4%	3%
Slightly dissatisfied	7%	6%	6%	2%
Moderately dissatisfied	9%	5%	6%	4%
Very dissatisfied	3%	3%	2%	2%

### Partnership Status (2016 only)

	Equity Partner	Non-Equity Partner
Very satisfied	36%	15%
Moderately satisfied	41%	43%
Slightly satisfied	9%	17%
Neutral	4%	6%
Slightly dissatisfied	4%	7%
Moderately dissatisfied	4%	8%
Very dissatisfied	2%	4%

### Practice Area (2016 only)

	Litigation	Corporate	IP	Labor/Emp.	Tax/ERISA	Real Estate	Other
Very satisfied	28%	25%	29%	30%	25%	34%	33%
Moderately satisfied	43%	44%	43%	41%	40%	37%	40%
Slightly satisfied	8%	11%	10%	15%	19%	12%	8%
Neutral	4%	6%	3%	2%	6%	5%	7%
Slightly dissatisfied	7%	5%	4%	4%	5%	2%	5%
Moderately dissatisfied	7%	6%	6%	6%	0%	5%	6%
Very dissatisfied	2%	3%	5%	3%	4%	4%	2%

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## City (2016 only)

	New York	DC/NOVA	Chicago	Los Angeles	San Francisco	Philadelphia	Boston
Very satisfied	30%	30%	24%	30%	36%	27%	35%
Moderately satisfied	39%	43%	43%	38%	40%	50%	32%
Slightly satisfied	10%	9%	12%	14%	12%	9%	13%
Neutral	5%	4%	7%	2%	1%	4%	7%
Slightly dissatisfied	6%	4%	5%	5%	6%	4%	4%
Moderately dissatisfied	6%	4%	7%	9%	5%	4%	4%
Very dissatisfied	3%	6%	3%	2%	1%	4%	3%
	Atlanta	Dallas	Houston	Silicon Valley	Seattle	Miami	Other
Very satisfied	26%	36%	25%	30%	38%	20%	24%
Moderately satisfied	45%	30%	46%	39%	41%	57%	45%
Slightly satisfied	13%	7%	12%	23%	3%	11%	11%
Neutral	3%	9%	6%	2%	3%	0%	6%
Slightly dissatisfied	11%	7%	4%	2%	8%	7%	6%
Moderately dissatisfied	1%	9%	8%	2%	5%	5%	7%
Very dissatisfied	1%	2%	0%	2%	3%	0%	1%

## Lateral Status (2016 only)

	Joined laterally as partner	Homegrown from associate
Very satisfied	35%	25%
Moderately satisfied	40%	43%
Slightly satisfied	9%	13%
Neutral	4%	5%
Slightly dissatisfied	4%	6%
Moderately dissatisfied	5%	6%
Very dissatisfied	2%	3%

## Compensation Transparency (2016 only)

	Open	Partially Open	Closed
Very satisfied	34%	26%	21%
Moderately satisfied	43%	39%	39%
Slightly satisfied	9%	14%	14%
Neutral	4%	7%	6%
Slightly dissatisfied	4%	7%	7%
Moderately dissatisfied	5%	5%	9%
Very dissatisfied	2%	2%	4%

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### Lockstep Type (2016 only)

	Pure Lockstep	Generally Lockstep	Not Lockstep at All
Very satisfied	31%	24%	30%
Moderately satisfied	38%	42%	41%
Slightly satisfied	15%	13%	11%
Neutral	0%	5%	4%
Slightly dissatisfied	0%	7%	5%
Moderately dissatisfied	15%	7%	5%
Very dissatisfied	0%	2%	3%

### Law Firm Size (2016 only)

	51-200 attorneys	201-500 attorneys	501-1,000 attorneys	1,001+ attorneys
Very satisfied	27%	26%	33%	30%
Moderately satisfied	41%	45%	40%	40%
Slightly satisfied	10%	12%	11%	11%
Neutral	4%	6%	3%	5%
Slightly dissatisfied	9%	4%	5%	5%
Moderately dissatisfied	6%	5%	6%	5%
Very dissatisfied	4%	2%	2%	3%

### Gender (2016 only)

	Male	Female
Very satisfied	32%	23%
Moderately satisfied	42%	40%
Slightly satisfied	10%	14%
Neutral	5%	4%
Slightly dissatisfied	4%	7%
Moderately dissatisfied	5%	9%
Very dissatisfied	2%	3%

### Ethnicity (2016 only)

	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	American Indian, not Hispanic	Native Hawaiian or Pacific Islander, not Hispanic	Mixed races
Very satisfied	30%	18%	30%	22%	0%	0%	31%
Moderately satisfied	42%	51%	36%	36%	0%	50%	38%
Slightly satisfied	11%	4%	10%	22%	50%	50%	13%
Neutral	4%	11%	4%	12%	0%	0%	0%
Slightly dissatisfied	5%	4%	10%	6%	0%	0%	6%
Moderately dissatisfied	5%	7%	4%	1%	0%	0%	6%
Very dissatisfied	2%	4%	6%	0%	50%	0%	6%

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### Firm PPP (2016 only)

	\$250,001-\$500,000	\$500,001-\$750,000	\$750,001-\$1M	\$1.01M-\$1.5M	\$1.51M-\$2M	\$2.01M+
Very satisfied	28%	31%	25%	28%	34%	39%
Moderately satisfied	39%	39%	44%	43%	39%	42%
Slightly satisfied	15%	13%	12%	10%	10%	8%
Neutral	5%	5%	3%	6%	4%	2%
Slightly dissatisfied	6%	4%	5%	6%	3%	4%
Moderately dissatisfied	7%	6%	8%	4%	6%	2%
Very dissatisfied	2%	2%	3%	3%	2%	2%



### Q28. Overall, how satisfied are you with your life as an attorney when you DO NOT factor your compensation into the equation?

#### Partnership Tenure (2016 only)

	1-5 yrs	6-10 yrs	11-20 yrs	21+ yrs
Very satisfied	17%	23%	18%	37%
Moderately satisfied	35%	36%	31%	38%
Slightly satisfied	13%	13%	18%	9%
Neutral	10%	5%	9%	4%
Slightly dissatisfied	9%	9%	10%	4%
Moderately dissatisfied	10%	9%	10%	5%
Very dissatisfied	6%	4%	5%	3%

#### Partnership Status (2016 only)

	Equity Partner	Non-Equity Partner
Very satisfied	28%	16%
Moderately satisfied	35%	36%
Slightly satisfied	13%	13%
Neutral	5%	9%
Slightly dissatisfied	7%	10%
Moderately dissatisfied	8%	10%
Very dissatisfied	4%	6%

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## Practice Area (2016 only)

	Litigation	Corporate	IP	Labor/Emp.	Tax/ERISA	Real Estate	Other
Very satisfied	24%	20%	25%	28%	17%	27%	31%
Moderately satisfied	37%	37%	32%	30%	33%	36%	37%
Slightly satisfied	12%	13%	14%	13%	18%	12%	16%
Neutral	5%	8%	5%	6%	11%	7%	5%
Slightly dissatisfied	9%	7%	11%	9%	6%	5%	5%
Moderately dissatisfied	8%	10%	7%	11%	10%	7%	5%
Very dissatisfied	4%	6%	7%	3%	6%	6%	2%

## City (2016 only)

	New York	DC/NOVA	Chicago	Los Angeles	San Francisco	Philadelphia	Boston
Very satisfied	25%	21%	17%	23%	24%	24%	34%
Moderately satisfied	34%	40%	37%	33%	41%	41%	27%
Slightly satisfied	13%	13%	13%	9%	16%	11%	10%
Neutral	8%	4%	6%	9%	0%	7%	10%
Slightly dissatisfied	6%	7%	11%	13%	11%	6%	6%
Moderately dissatisfied	6%	10%	9%	8%	6%	7%	9%
Very dissatisfied	7%	4%	6%	5%	2%	2%	3%
	Atlanta	Dallas	Houston	Silicon Valley	Seattle	Miami	Other
Very satisfied	32%	25%	19%	23%	33%	16%	22%
Moderately satisfied	33%	36%	48%	30%	44%	34%	38%
Slightly satisfied	12%	7%	13%	16%	5%	18%	14%
Neutral	9%	5%	6%	9%	3%	9%	6%
Slightly dissatisfied	8%	11%	4%	9%	3%	11%	9%
Moderately dissatisfied	5%	9%	8%	7%	10%	11%	9%
Very dissatisfied	1%	7%	2%	7%	3%	0%	3%

## Lateral Status (2016 only)

	Joined laterally as partner	Homegrown from associate
Very satisfied	29%	20%
Moderately satisfied	36%	35%
Slightly satisfied	12%	14%
Neutral	5%	7%
Slightly dissatisfied	6%	10%
Moderately dissatisfied	8%	9%
Very dissatisfied	4%	4%

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### Compensation Transparency (2016 only)

	Open	Partially Open	Closed
Very satisfied	28%	18%	20%
Moderately satisfied	35%	40%	33%
Slightly satisfied	13%	14%	12%
Neutral	5%	7%	9%
Slightly dissatisfied	8%	8%	8%
Moderately dissatisfied	8%	8%	10%
Very dissatisfied	3%	5%	7%

### Lockstep Type (2016 only)

	Pure Lockstep	Generally Lockstep	Not Lockstep at All
Very satisfied	46%	18%	25%
Moderately satisfied	15%	35%	35%
Slightly satisfied	0%	16%	13%
Neutral	8%	10%	6%
Slightly dissatisfied	8%	6%	8%
Moderately dissatisfied	15%	11%	8%
Very dissatisfied	8%	5%	4%

### Law Firm Size (2016 only)

	51-200 attorneys	201-500 attorneys	501-1,000 attorneys	1,001+ attorneys
Very satisfied	25%	25%	25%	22%
Moderately satisfied	36%	34%	35%	36%
Slightly satisfied	12%	16%	13%	12%
Neutral	8%	5%	7%	6%
Slightly dissatisfied	8%	6%	8%	10%
Moderately dissatisfied	6%	9%	8%	10%
Very dissatisfied	5%	4%	4%	4%

### Gender (2016 only)

	Male	Female
Very satisfied	26%	20%
Moderately satisfied	35%	36%
Slightly satisfied	13%	13%
Neutral	7%	5%
Slightly dissatisfied	8%	9%
Moderately dissatisfied	7%	13%
Very dissatisfied	4%	5%

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### Ethnicity (2016 only)

	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	American Indian, not Hispanic	Native Hawaiian or Pacific Islander, not Hispanic	Mixed races
Very satisfied	25%	16%	28%	14%	0%	0%	25%
Moderately satisfied	36%	38%	22%	33%	50%	0%	38%
Slightly satisfied	13%	20%	18%	11%	0%	100%	6%
Neutral	6%	11%	2%	11%	0%	0%	6%
Slightly dissatisfied	8%	2%	6%	14%	50%	0%	0%
Moderately dissatisfied	8%	11%	16%	12%	0%	0%	19%
Very dissatisfied	4%	2%	8%	6%	0%	0%	6%

### Firm PPP (2016 only)

	\$250,001-\$500,000	\$500,001-\$750,000	\$750,001-\$1M	\$1.01M-\$1.5M	\$1.51M-\$2M	\$2.01M+
Very satisfied	28%	28%	21%	24%	23%	22%
Moderately satisfied	34%	33%	36%	36%	39%	34%
Slightly satisfied	14%	16%	12%	12%	12%	13%
Neutral	4%	6%	7%	6%	5%	7%
Slightly dissatisfied	7%	6%	9%	8%	8%	9%
Moderately dissatisfied	7%	7%	11%	7%	10%	11%
Very dissatisfied	6%	4%	3%	6%	3%	4%



**Q29. Which of the following, if any, would you trade a portion of your compensation for? Select all that apply.**

### Partnership Tenure (2016 only)

	1-5 yrs	6-10 yrs	11-20 yrs	21+ yrs
More time off	29%	27%	25%	27%
Flexible work schedule	10%	6%	10%	7%
A cut in my billable hours	18%	16%	15%	13%
Better health benefits	4%	3%	5%	2%
More pro bono hours	2%	1%	1%	1%
More career training/development	3%	3%	2%	1%
Would not make a trade	31%	39%	37%	45%
Other	3%	6%	4%	4%

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## Partnership Status (2016 only)

	Equity Partner	Non-Equity Partner
More time off	28%	26%
Flexible work schedule	7%	10%
A cut in my billable hours	14%	19%
Better health benefits	2%	5%
More pro bono hours	1%	2%
More career training/development	2%	3%
Would not make a trade	42%	31%
Other	4%	4%

## Practice Area (2016 only)

	Litigation	Corporate	IP	Labor/Emp.	Tax/ERISA	Real Estate	Other
More time off	26%	28%	29%	31%	30%	25%	27%
Flexible work schedule	8%	8%	8%	9%	7%	10%	9%
A cut in my billable hours	17%	10%	19%	20%	17%	14%	15%
Better health benefits	4%	3%	4%	2%	2%	3%	6%
More pro bono hours	2%	1%	1%	1%	1%	2%	1%
More career training/development	2%	2%	2%	2%	5%	1%	2%
Would not make a trade	35%	44%	35%	32%	34%	43%	36%
Other	5%	4%	4%	4%	5%	3%	4%

## City (2016 only)

	New York	DC/NOVA	Chicago	Los Angeles	San Francisco	Philadelphia	Boston
More time off	26%	25%	27%	31%	31%	23%	31%
Flexible work schedule	9%	8%	8%	9%	6%	10%	4%
A cut in my billable hours	9%	19%	18%	20%	18%	13%	12%
Better health benefits	2%	2%	5%	2%	2%	11%	4%
More pro bono hours	1%	1%	2%	3%	0%	0%	4%
More career training/development	2%	1%	2%	0%	2%	3%	2%
Would not make a trade	47%	40%	34%	30%	32%	38%	39%
Other	4%	4%	5%	5%	9%	3%	5%
	Atlanta	Dallas	Houston	Silicon Valley	Seattle	Miami	Other
More time off	22%	18%	33%	32%	33%	16%	25%
Flexible work schedule	8%	18%	2%	7%	11%	11%	10%
A cut in my billable hours	14%	19%	15%	20%	18%	13%	16%
Better health benefits	2%	0%	0%	2%	2%	4%	4%
More pro bono hours	2%	0%	2%	2%	4%	4%	2%
More career training/development	2%	2%	2%	3%	0%	7%	5%
Would not make a trade	49%	42%	44%	33%	25%	42%	36%
Other	0%	2%	2%	2%	7%	4%	3%

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### Lateral Status (2016 only)

	Joined laterally as partner	Homegrown from associate
More time off	25%	29%
Flexible work schedule	8%	8%
A cut in my billable hours	15%	16%
Better health benefits	3%	4%
More pro bono hours	1%	2%
More career training/development	2%	3%
Would not make a trade	43%	34%
Other	4%	5%

### Compensation Transparency (2016 only)

	Open	Partially Open	Closed
More time off	28%	26%	24%
Flexible work schedule	7%	9%	10%
A cut in my billable hours	14%	18%	17%
Better health benefits	3%	3%	5%
More pro bono hours	1%	2%	1%
More career training/development	2%	2%	2%
Would not make a trade	40%	36%	36%
Other	4%	4%	5%

### Lockstep Type (2016 only)

	Pure Lockstep	Generally Lockstep	Not Lockstep at All
More time off	15%	28%	27%
Flexible work schedule	0%	10%	8%
A cut in my billable hours	31%	19%	15%
Better health benefits	0%	4%	3%
More pro bono hours	0%	3%	1%
More career training/development	0%	3%	2%
Would not make a trade	54%	31%	39%
Other	0%	3%	5%

### Law Firm Size (2016 only)

	51-200 attorneys	201-500 attorneys	501-1,000 attorneys	1,001+ attorneys
More time off	25%	29%	27%	27%
Flexible work schedule	7%	8%	8%	8%
A cut in my billable hours	14%	15%	15%	18%
Better health benefits	4%	3%	3%	2%
More pro bono hours	3%	1%	1%	1%
More career training/development	4%	2%	2%	2%
Would not make a trade	38%	38%	38%	39%
Other	5%	4%	6%	3%

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## Gender (2016 only)

	Male	Female
More time off	26%	28%
Flexible work schedule	7%	10%
A cut in my billable hours	14%	21%
Better health benefits	3%	3%
More pro bono hours	1%	2%
More career training/development	2%	3%
Would not make a trade	42%	28%
Other	4%	5%

## Ethnicity (2016 only)

	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	American Indian, not Hispanic	Native Hawaiian or Pacific Islander, not Hispanic	Mixed races
More time off	27%	19%	18%	38%	0%	0%	26%
Flexible work schedule	8%	10%	9%	4%	0%	13%	13%
A cut in my billable hours	16%	17%	17%	18%	0%	0%	9%
Better health benefits	3%	5%	5%	4%	0%	13%	9%
More pro bono hours	1%	2%	3%	0%	0%	0%	9%
More career training/development	2%	5%	5%	1%	0%	13%	0%
Would not make a trade	39%	34%	37%	31%	100%	13%	26%
Other	4%	8%	6%	4%	0%	50%	9%

## Firm PPP (2016 only)

	\$250,001-\$500,000	\$500,001-\$750,000	\$750,001-\$1M	\$1.01M-\$1.5M	\$1.51M-\$2M	\$2.01M+
More time off	25%	27%	26%	27%	27%	29%
Flexible work schedule	8%	8%	7%	9%	9%	6%
A cut in my billable hours	16%	18%	16%	16%	15%	16%
Better health benefits	3%	6%	4%	3%	1%	0%
More pro bono hours	2%	1%	2%	1%	1%	1%
More career training/development	4%	3%	3%	2%	2%	0%
Would not make a trade	37%	34%	37%	39%	39%	42%
Other	4%	3%	5%	4%	5%	6%



## Q29A. What percentage of your compensation would you be willing to trade in?

### Partnership Tenure (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
1-5 years	55%	32%	10%	0%	1%	2%
6-10 years	46%	34%	14%	2%	3%	1%
11-20 years	41%	39%	14%	3%	2%	2%
21+ years	35%	39%	17%	4%	3%	2%

### Partnership Status (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
Equity Partner	40%	37%	16%	3%	3%	2%
Non-Equity Partner	54%	32%	9%	1%	1%	2%

### Practice Area (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
Litigation	47%	34%	13%	2%	2%	2%
Corporate	46%	34%	12%	3%	4%	1%
IP	41%	38%	16%	2%	1%	2%
Labor/Employment	46%	41%	11%	0%	1%	0%
Tax/ERISA	46%	38%	10%	1%	1%	3%
Real Estate	46%	42%	8%	2%	2%	0%
Other	51%	28%	10%	4%	4%	3%

### City

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
New York	42%	34%	16%	2%	4%	1%
DC/NOVA	36%	38%	19%	1%	3%	4%
Chicago	42%	38%	13%	5%	2%	1%
Los Angeles	39%	43%	9%	4%	4%	2%
San Francisco	36%	41%	20%	0%	3%	0%
Philadelphia	53%	33%	15%	0%	0%	0%
Boston	57%	29%	9%	3%	0%	3%
Atlanta	57%	33%	10%	0%	0%	0%
Dallas	42%	42%	11%	0%	0%	5%
Houston	54%	29%	14%	0%	0%	4%
Silicon Valley	42%	25%	29%	4%	0%	0%
Seattle	48%	24%	20%	4%	4%	0%
Miami	65%	30%	0%	5%	0%	0%
Other	42%	37%	16%	3%	1%	0%

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### Lateral Status (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
Joined laterally as partner	41%	36%	15%	3%	3%	2%
Homegrown from associate	47%	35%	13%	2%	2%	2%

### Compensation Transparency (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
Open	44%	36%	14%	2%	2%	1%
Partially Open	41%	41%	12%	3%	2%	1%
Closed	47%	31%	13%	2%	3%	3%

### Lockstep Type (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
Pure Lockstep	50%	17%	17%	0%	0%	17%
Generally Lockstep	45%	33%	16%	1%	2%	2%
Not Lockstep at All	44%	36%	13%	2%	2%	2%

### Firm Size (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
51-200 attorneys	55%	31%	13%	0%	1%	1%
201-500 attorneys	49%	35%	9%	3%	3%	1%
501-1,000 attorneys	42%	37%	16%	2%	1%	2%
1,001+ attorneys	39%	38%	15%	3%	3%	2%

### Gender (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
Male	45%	37%	12%	2%	2%	2%
Female	44%	33%	17%	2%	2%	2%

### Ethnicity (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
White, not Hispanic	43%	37%	14%	2%	3%	2%
Black, not Hispanic	60%	24%	12%	4%	0%	0%
Hispanic	48%	36%	12%	0%	0%	4%
Asian Pacific, not Hispanic	67%	19%	12%	2%	0%	0%
American Indian, not Hispanic	--	--	--	--	--	--
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%	0%	0%	0%	0%
Mixed races	60%	40%	0%	0%	0%	0%

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## Firm PPP (2016 only)

	1%-10%	11%-20%	21%-30%	31%-40%	41%-50%	>50%
\$250,001-\$500,000	47%	41%	8%	2%	2%	0%
\$500,001-\$750,000	48%	36%	11%	2%	2%	1%
\$750,001-\$1M	51%	30%	13%	2%	2%	3%
\$1.01M-\$1.5M	37%	42%	14%	2%	3%	3%
\$1.51M-\$2M	36%	37%	18%	4%	3%	1%
\$2.01M+	34%	39%	17%	3%	3%	2%

## XI – CAPITAL CONTRIBUTIONS, MONTHLY DRAWS, BONUS POOLS, RETIREMENT EXPECTATIONS AND PENSIONS

**Q17. Please indicate the amount of your total accumulated capital contribution to the partnership (if you are required to make one), expressed as a percentage of your non-discretionary compensation for 2015.**

### Partnership Tenure (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
1-5 years	17%	10%	9%	4%	1%	1%	0%	0%	0%	0%	0%	7%	52%
6-10 years	16%	16%	19%	13%	5%	1%	1%	0%	0%	0%	0%	7%	21%
11-20 years	19%	13%	17%	9%	3%	1%	1%	0%	0%	0%	0%	10%	27%
21+ years	16%	20%	20%	14%	7%	1%	2%	0%	0%	1%	1%	5%	12%

### Partnership Status (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
Equity Partner	19%	19%	23%	14%	6%	1%	1%	0%	0%	0%	1%	8%	6%
Non-Equity Partner	12%	5%	2%	1%	0%	0%	0%	0%	0%	0%	0%	4%	74%

### Practice (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
Litigation	17%	13%	12%	10%	5%	1%	0%	0%	0%	0%	1%	10%	31%
Corporate	18%	18%	15%	12%	7%	1%	1%	0%	0%	0%	1%	7%	21%
IP	19%	16%	16%	10%	4%	0%	0%	0%	0%	1%	1%	5%	27%
Labor/Emp.	18%	13%	21%	4%	2%	0%	2%	0%	1%	0%	0%	5%	35%
Tax/ERISA	13%	11%	22%	11%	5%	2%	1%	1%	1%	0%	0%	6%	26%
Real Estate	17%	14%	23%	13%	1%	2%	2%	0%	0%	0%	0%	3%	25%
Other	13%	15%	21%	11%	2%	0%	1%	1%	0%	0%	1%	3%	32%

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\*Not required to make a capital contribution

\*\*Don't know/not sure



## City (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
New York	18%	15%	16%	12%	7%	2%	1%	0%	0%	0%	1%	8%	21%
DC/NOVA	13%	16%	20%	13%	3%	1%	2%	0%	0%	1%	0%	6%	24%
Chicago	13%	17%	16%	11%	3%	1%	0%	0%	0%	0%	0%	5%	33%
Los Angeles	13%	15%	16%	6%	6%	0%	2%	0%	0%	0%	1%	10%	31%
San Francisco	27%	19%	15%	6%	6%	0%	0%	1%	0%	1%	1%	13%	12%
Philadelphia	16%	18%	24%	15%	5%	0%	1%	0%	0%	0%	0%	5%	16%
Boston	13%	7%	13%	16%	6%	0%	0%	0%	0%	0%	3%	3%	38%
Atlanta	13%	20%	21%	8%	0%	0%	0%	0%	0%	0%	1%	8%	29%
Dallas	20%	9%	18%	14%	0%	0%	0%	0%	0%	0%	2%	2%	34%
Houston	27%	19%	17%	15%	6%	2%	0%	0%	0%	0%	0%	0%	13%
Silicon Valley	7%	16%	23%	14%	9%	2%	0%	0%	0%	2%	5%	11%	11%
Seattle	10%	26%	18%	10%	3%	3%	0%	0%	3%	0%	0%	5%	23%
Miami	7%	2%	9%	25%	11%	0%	0%	0%	0%	0%	0%	11%	23%
Other	22%	11%	13%	7%	4%	2%	1%	0%	0%	0%	0%	9%	34%

## Lateral Status (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
Joined laterally as partner	16%	15%	19%	12%	6%	1%	1%	0%	0%	0%	0%	6%	23%
Homegrown from associate	17%	16%	14%	9%	3%	1%	1%	0%	0%	0%	1%	8%	30%

## Compensation Transparency (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
Open	18%	16%	19%	13%	5%	1%	1%	0%	0%	0%	1%	8%	18%
Partially Open	15%	18%	15%	5%	3%	1%	1%	0%	0%	0%	0%	7%	34%
Closed	14%	11%	12%	5%	4%	1%	0%	0%	0%	0%	1%	4%	46%

## Lockstep Type (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
Pure Lockstep	23%	15%	8%	15%	0%	0%	0%	0%	8%	0%	0%	8%	23%
Generally Lockstep	22%	10%	12%	5%	4%	0%	1%	0%	0%	0%	0%	13%	32%
Not Lockstep at All	16%	16%	17%	11%	4%	1%	1%	0%	0%	0%	1%	6%	26%

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\*Not required to make a capital contribution

\*\*Don't know/not sure

## Firm Size (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
51-200 attorneys	25%	16%	8%	3%	2%	1%	0%	0%	0%	0%	0%	8%	38%
201-500 attorneys	20%	16%	12%	7%	3%	0%	1%	0%	0%	0%	1%	7%	33%
501-1,000 attorneys	16%	11%	21%	12%	5%	1%	2%	0%	0%	1%	0%	7%	23%
1,001+ attorneys	10%	20%	20%	16%	6%	1%	0%	0%	0%	0%	1%	6%	20%

## Gender (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
Male	17%	16%	17%	11%	5%	1%	1%	0%	0%	0%	0%	6%	24%
Female	16%	12%	14%	8%	2%	1%	1%	0%	0%	0%	0%	9%	36%

## Ethnicity (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
White, not Hispanic	17%	15%	17%	11%	4%	1%	1%	0%	0%	0%	0%	6%	27%
Black, not Hispanic	11%	13%	13%	11%	2%	0%	2%	0%	0%	0%	0%	13%	33%
Hispanic	20%	8%	22%	10%	2%	2%	0%	2%	0%	0%	0%	16%	18%
Asian Pacific, not Hispanic	50%	50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
American Indian, not Hispanic	18%	13%	13%	9%	3%	0%	0%	0%	0%	0%	0%	15%	28%
Native Hawaiian or Pacific Islander, not Hispanic	25%	13%	6%	0%	6%	0%	0%	0%	0%	0%	0%	13%	38%
Mixed races	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%

## Firm PPP (2016 only)

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	N/A*	D/K**
\$250,001-\$500,000	25%	9%	14%	8%	2%	1%	1%	0%	0%	0%	0%	36%	4%
\$500,001-\$750,000	16%	13%	19%	5%	4%	1%	1%	0%	0%	0%	0%	33%	7%
\$750,001-\$1M	14%	16%	19%	16%	4%	1%	1%	0%	0%	0%	0%	24%	5%
\$1.01M-\$1.5M	11%	14%	18%	14%	8%	1%	1%	0%	0%	0%	1%	23%	7%
\$1.51M-\$2M	13%	19%	19%	17%	4%	1%	1%	0%	0%	1%	1%	14%	7%
\$2.01M+	16%	14%	18%	6%	2%	0%	2%	0%	0%	0%	1%	29%	11%



\*Not required to make a capital contribution

\*\*Don't know/not sure

## Q18. What was your average monthly draw for 2015?

### Partnership Tenure

	2016
1-5 years	\$23,069
6-10 years	\$36,782
11-20 years	\$34,753
21+ years	\$50,891

### Partnership Status

	2016
Equity Partner	\$42,750
Non-Equity Partner	\$23,737

### Practice Area

	2016
Litigation	\$35,983
Corporate	\$44,428
IP	\$34,750
Labor & Employment	\$35,596
Tax & ERISA	\$43,617
Real Estate	\$35,896
Other	\$35,194

### City

	2016
New York	\$51,010
DC/NOVA	\$45,467
Chicago	\$37,956
Los Angeles	\$49,703
San Francisco	\$40,797
Philadelphia	\$23,028
Boston	\$35,560
Atlanta	\$57,041
Dallas	\$24,358
Houston	\$44,438
Silicon Valley	\$54,534
Seattle	\$23,819
Miami	\$26,375
Other	\$26,280

### Lateral Status

	2016
Joined laterally as partner	\$38,369
Homegrown from associate	\$37,219

### Compensation Transparency

	2016
Open	\$39,311
Partially Open	\$32,849
Closed	\$36,027

### Lockstep Type

	2016
Pure Lockstep	\$53,541
Generally Lockstep	\$35,230
Not Lockstep at All	\$38,047

### Firm Size

	2016
51-200 attorneys	\$24,362
201-500 attorneys	\$26,063
501-1,000 attorneys	\$42,286
1,001+ attorneys	\$48,768

### Gender

	2016
Male	\$39,906
Female	\$30,927

### Ethnicity

	2016
White, not Hispanic	\$37,824
Black, not Hispanic	\$33,562
Hispanic	\$33,555
Asian Pacific, not Hispanic	\$39,083
American Indian, not Hispanic	\$31,250
Native Hawaiian or Pacific Islander, not Hispanic	\$0
Mixed races	\$17,692

### Firm PPP

	2016
\$250,001-\$500,000	\$19,597
\$500,001-\$750,000	\$24,739
\$750,001-\$1M	\$31,904
\$1.01M-\$1.5M	\$33,267
\$1.51M-\$2M	\$51,991
\$2.01M+	\$96,891



## Q18. What was your average monthly draw for 2015? (Option 2)

### Partnership Tenure

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
1-5 years	8%	31%	25%	8%	2%	2%	0%	0%	0%	0%	0%	23%
6-10 years	4%	28%	28%	14%	5%	4%	2%	2%	1%	0%	3%	10%
11-20 years	5%	33%	26%	12%	3%	3%	1%	1%	0%	0%	3%	13%
21+ years	4%	24%	25%	15%	7%	5%	4%	2%	2%	1%	7%	4%

### Partnership Status

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
Equity Partner	5%	28%	26%	14%	6%	4%	2%	1%	1%	0%	5%	7%
Non-Equity Partner	6%	30%	27%	8%	2%	2%	0%	0%	0%	0%	0%	25%

### Practice Area

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
Litigation	7%	32%	23%	10%	5%	2%	1%	1%	0%	0%	4%	16%
Corporate	3%	24%	30%	16%	3%	4%	2%	1%	3%	0%	5%	9%
IP	6%	29%	25%	18%	3%	6%	2%	0%	1%	0%	3%	7%
Labor/Emp.	7%	23%	22%	8%	6%	4%	1%	2%	0%	1%	2%	23%
Tax/ERISA	3%	26%	31%	13%	7%	0%	4%	1%	1%	0%	5%	8%
Real Estate	5%	24%	30%	12%	7%	4%	2%	1%	1%	1%	2%	12%
Other	5%	30%	32%	8%	2%	4%	2%	2%	0%	0%	5%	11%

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\*Don't know/not sure

## City

	Less than \$10K	\$10K- \$19K	\$20K- \$29K	\$30K- \$39K	\$40K- \$49K	\$50K- \$59K	\$60K- \$69K	\$70K- \$79K	\$80K- \$89K	\$90K- \$99K	\$100K +	D/K*
New York	3%	22%	28%	17%	5%	5%	2%	1%	0%	0%	7%	9%
DC/NOVA	4%	22%	30%	16%	6%	2%	2%	1%	1%	0%	6%	9%
Chicago	4%	20%	32%	13%	5%	3%	4%	1%	1%	0%	3%	15%
Los Angeles	3%	21%	28%	15%	1%	5%	0%	5%	5%	0%	6%	13%
San Francisco	6%	25%	26%	12%	8%	5%	2%	2%	2%	0%	4%	10%
Philadelphia	5%	44%	24%	4%	4%	2%	2%	0%	1%	0%	0%	13%
Boston	1%	29%	32%	12%	1%	3%	1%	0%	0%	1%	3%	15%
Atlanta	1%	24%	26%	4%	5%	5%	1%	3%	0%	1%	8%	21%
Dallas	5%	32%	32%	14%	2%	2%	2%	0%	0%	0%	0%	11%
Houston	2%	37%	17%	12%	15%	4%	2%	0%	0%	0%	6%	6%
Silicon Valley	0%	20%	16%	30%	7%	9%	2%	2%	5%	0%	7%	2%
Seattle	8%	33%	33%	5%	8%	5%	0%	0%	0%	0%	0%	8%
Miami	5%	30%	27%	18%	5%	5%	2%	0%	0%	0%	0%	9%
Other	10%	43%	19%	6%	2%	2%	1%	1%	0%	1%	1%	13%

## Lateral Status

	Less than \$10K	\$10K- \$19K	\$20K- \$29K	\$30K- \$39K	\$40K- \$49K	\$50K- \$59K	\$60K- \$69K	\$70K- \$79K	\$80K- \$89K	\$90K- \$99K	\$100K +	D/K*
Joined laterally as partner	3%	28%	26%	15%	6%	4%	3%	2%	1%	0%	3%	9%
Homegrown from associate	7%	29%	27%	10%	3%	3%	1%	0%	1%	0%	4%	15%

## Compensation Transparency

	Less than \$10K	\$10K- \$19K	\$20K- \$29K	\$30K- \$39K	\$40K- \$49K	\$50K- \$59K	\$60K- \$69K	\$70K- \$79K	\$80K- \$89K	\$90K- \$99K	\$100K +	D/K*
Open	6%	30%	26%	13%	5%	4%	1%	1%	1%	0%	4%	8%
Partially Open	5%	24%	30%	13%	3%	2%	1%	1%	1%	0%	2%	7%
Closed	4%	27%	25%	10%	4%	2%	3%	0%	2%	0%	3%	4%

## Lockstep Type

	Less than \$10K	\$10K- \$19K	\$20K- \$29K	\$30K- \$39K	\$40K- \$49K	\$50K- \$59K	\$60K- \$69K	\$70K- \$79K	\$80K- \$89K	\$90K- \$99K	\$100K +	D/K*
Pure Lockstep	8%	23%	15%	23%	8%	0%	0%	0%	8%	0%	8%	8%
Generally Lockstep	6%	33%	23%	8%	2%	4%	2%	0%	2%	0%	3%	16%
Not Lockstep at All	5%	28%	27%	13%	5%	3%	2%	1%	1%	0%	4%	12%

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\*Don't know/not sure

## Firm Size

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
51-200 attorneys	9%	43%	22%	7%	3%	3%	1%	0%	1%	0%	1%	11%
201-500 attorneys	8%	35%	24%	9%	4%	3%	1%	0%	1%	0%	1%	14%
501-1,000 attorneys	4%	27%	25%	13%	5%	4%	3%	2%	1%	0%	4%	11%
1,001+ attorneys	2%	18%	32%	17%	4%	3%	2%	1%	1%	0%	6%	13%

## Gender

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
Male	4%	27%	27%	13%	5%	4%	2%	1%	1%	0%	4%	11%
Female	8%	32%	24%	10%	3%	3%	1%	0%	1%	0%	2%	16%

## Ethnicity

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
White, not Hispanic	5%	29%	26%	13%	4%	3%	2%	1%	1%	0%	4%	12%
Black, not Hispanic	2%	33%	27%	11%	4%	4%	4%	0%	0%	0%	2%	11%
Hispanic	4%	22%	34%	16%	6%	2%	4%	0%	0%	0%	2%	10%
Asian Pacific, not Hispanic	3%	37%	22%	10%	3%	9%	0%	0%	0%	0%	4%	10%
American Indian, not Hispanic	50%	0%	0%	0%	0%	50%	0%	0%	0%	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%
Mixed races	13%	44%	19%	6%	0%	0%	0%	0%	0%	0%	0%	19%

## Firm PPP

	Less than \$10K	\$10K-\$19K	\$20K-\$29K	\$30K-\$39K	\$40K-\$49K	\$50K-\$59K	\$60K-\$69K	\$70K-\$79K	\$80K-\$89K	\$90K-\$99K	\$100K +	D/K*
\$250,001-\$500,000	15%	38%	17%	6%	2%	4%	0%	0%	0%	0%	0%	20%
\$500,001-\$750,000	7%	37%	25%	7%	4%	2%	1%	1%	0%	0%	1%	16%
\$750,001-\$1M	3%	33%	27%	12%	5%	3%	2%	1%	2%	1%	2%	10%
\$1.01M-\$1.5M	3%	24%	33%	15%	5%	3%	2%	1%	1%	0%	2%	12%
\$1.51M-\$2M	1%	13%	32%	21%	6%	6%	4%	2%	3%	0%	6%	7%
\$2.01M+	1%	12%	24%	15%	6%	6%	1%	1%	1%	1%	21%	13%



\*Don't know/not sure

## Q19. How large is your firm's bonus pool expressed as a percentage of firm profits?

### Partnership Tenure

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
1-5 years	26%	14%	6%	1%	1%	1%	0%	0%	0%	1%	49%
6-10 years	30%	18%	5%	4%	1%	1%	0%	0%	0%	1%	39%
11-20 years	31%	15%	6%	2%	3%	3%	0%	0%	0%	1%	40%
21+ years	37%	17%	5%	3%	1%	1%	1%	0%	1%	0%	35%

### Partnership Status

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
Equity Partner	34%	17%	6%	3%	2%	1%	1%	0%	0%	1%	36%
Non-Equity Partner	25%	14%	5%	1%	1%	1%	0%	0%	0%	0%	52%

### Practice

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
Litigation	28%	16%	4%	3%	2%	1%	0%	0%	0%	1%	45%
Corporate	32%	20%	6%	3%	1%	1%	1%	0%	0%	1%	36%
IP	32%	11%	7%	4%	2%	1%	1%	0%	0%	1%	40%
Labor/Emp.	28%	9%	7%	2%	1%	1%	0%	1%	0%	0%	51%
Tax/ERISA	34%	16%	10%	0%	1%	0%	1%	0%	0%	1%	38%
Real Estate	28%	12%	8%	4%	2%	0%	1%	1%	1%	2%	41%
Other	27%	17%	7%	4%	2%	1%	1%	0%	0%	0%	43%

### City

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
New York	30%	19%	4%	2%	1%	1%	0%	0%	1%	2%	41%
DC/NOVA	29%	19%	6%	3%	1%	1%	0%	0%	0%	0%	40%
Chicago	25%	14%	8%	1%	0%	0%	0%	0%	0%	1%	51%
Los Angeles	23%	16%	8%	1%	2%	0%	0%	1%	0%	0%	48%
San Francisco	32%	20%	5%	6%	4%	0%	0%	0%	0%	1%	33%
Philadelphia	37%	12%	5%	2%	1%	0%	0%	1%	0%	2%	39%
Boston	24%	16%	7%	3%	3%	1%	0%	0%	0%	1%	44%
Atlanta	41%	16%	1%	1%	0%	0%	4%	0%	0%	1%	36%
Dallas	25%	16%	9%	2%	2%	0%	0%	0%	0%	0%	45%
Houston	42%	8%	6%	2%	0%	0%	0%	0%	0%	0%	42%
Silicon Valley	27%	23%	0%	5%	2%	0%	7%	0%	0%	0%	36%
Seattle	41%	5%	21%	10%	3%	0%	0%	0%	0%	0%	21%
Miami	20%	9%	9%	5%	0%	2%	0%	0%	2%	0%	52%
Other	27%	12%	6%	2%	2%	1%	0%	0%	0%	0%	49%

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## Lateral Status

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
Joined laterally as partner	30%	18%	5%	3%	2%	1%	1%	0%	0%	1%	38%
Homegrown from associate	32%	14%	6%	2%	1%	1%	0%	0%	0%	1%	42%

## Compensation Transparency

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
Open	37%	18%	6%	3%	2%	1%	1%	0%	0%	1%	32%
Partially Open	29%	17%	8%	4%	1%	1%	0%	0%	0%	0%	40%
Closed	18%	11%	4%	2%	1%	1%	1%	1%	0%	1%	61%

## Lockstep Type

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
Pure Lockstep	15%	15%	0%	0%	0%	0%	0%	0%	0%	8%	62%
Generally Lockstep	28%	18%	6%	2%	1%	0%	0%	0%	0%	1%	43%
Not Lockstep at All	32%	16%	6%	3%	2%	1%	1%	0%	0%	1%	40%

## Firm Size

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
51-200 attorneys	34%	19%	5%	3%	1%	1%	1%	0%	0%	2%	34%
201-500 attorneys	36%	13%	6%	1%	2%	1%	0%	0%	1%	1%	39%
501-1,000 attorneys	35%	15%	4%	2%	2%	0%	1%	0%	0%	0%	41%
1,001+ attorneys	22%	19%	7%	5%	1%	1%	0%	0%	0%	1%	44%

## Gender

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
Male	33%	17%	5%	3%	2%	1%	1%	0%	0%	1%	38%
Female	27%	14%	7%	1%	1%	1%	0%	0%	0%	1%	48%

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## Ethnicity

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	Firm doesn't have a bonus pool
White, not Hispanic	32%	16%	6%	3%	1%	1%	1%	0%	0%	1%	40%
Black, not Hispanic	29%	7%	4%	4%	2%	0%	0%	0%	0%	0%	53%
Hispanic	20%	20%	6%	2%	2%	2%	0%	0%	0%	0%	48%
Asian Pacific, not Hispanic	24%	13%	4%	4%	4%	0%	3%	0%	0%	3%	46%
American Indian, not Hispanic	0%	0%	50%	0%	0%	0%	0%	0%	0%	0%	50%
Native Hawaiian or Pacific Islander, not Hispanic	0%	50%	0%	0%	0%	0%	0%	0%	0%	0%	50%
Mixed races	19%	25%	6%	6%	6%	0%	0%	0%	0%	0%	38%

## Firm PPP

	10% or Less	11%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-80%	81%-90%	91%-100%	>100%	Firm doesn't have a bonus pool
\$250,001-\$500,000	53%	9%	4%	1%	1%	0%	1%	0%	0%	1%	1%	29%
\$500,001-\$750,000	38%	16%	3%	1%	1%	0%	1%	0%	0%	0%	1%	40%
\$750,001-\$1M	40%	7%	4%	0%	1%	0%	0%	0%	0%	0%	1%	46%
\$1.01M-\$1.5M	24%	23%	10%	6%	2%	0%	1%	0%	0%	1%	0%	33%
\$1.51M-\$2M	19%	18%	6%	4%	2%	0%	3%	0%	0%	0%	1%	46%
\$2.01M+	24%	13%	4%	3%	1%	0%	1%	1%	0%	1%	0%	53%



## Q20. When do you expect to retire?

### Partnership Tenure

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
1-5 years	0%	1%	5%	23%	62%	2%	8%
6-10 years	2%	8%	22%	52%	9%	2%	5%
11-20 years	0%	2%	9%	40%	39%	2%	8%
21+ years	7%	32%	41%	13%	1%	2%	4%

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## Partnership Status

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
Equity Partner	3%	14%	26%	35%	17%	1%	5%
Non-Equity Partner	2%	6%	9%	29%	43%	3%	8%

## Practice Area

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
Litigation	3%	11%	17%	33%	28%	2%	5%
Corporate	1%	11%	21%	35%	25%	1%	5%
IP	3%	11%	17%	32%	28%	1%	7%
Labor/Emp.	2%	11%	17%	28%	28%	4%	10%
Tax/ERISA	2%	19%	23%	34%	14%	2%	6%
Real Estate	2%	11%	23%	33%	23%	2%	5%
Other	3%	11%	22%	37%	18%	2%	8%

## City

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
New York	2%	12%	23%	33%	24%	3%	3%
DC/NOVA	2%	14%	16%	36%	22%	1%	8%
Chicago	2%	11%	17%	34%	26%	2%	8%
Los Angeles	3%	15%	15%	36%	23%	5%	3%
San Francisco	3%	13%	27%	28%	21%	1%	7%
Philadelphia	1%	7%	18%	44%	23%	0%	6%
Boston	0%	7%	21%	35%	25%	1%	10%
Atlanta	4%	5%	17%	33%	33%	1%	7%
Dallas	2%	11%	16%	34%	27%	7%	2%
Houston	2%	21%	31%	27%	17%	0%	2%
Silicon Valley	2%	11%	23%	36%	18%	0%	9%
Seattle	10%	10%	31%	26%	23%	0%	0%
Miami	0%	9%	18%	34%	34%	0%	5%
Other	1%	10%	29%	23%	25%	4%	7%

## Lateral Status

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
Joined laterally as partner	2%	15%	28%	34%	14%	2%	5%
Homegrown from associate	3%	9%	14%	32%	34%	1%	6%

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## Compensation Transparency

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
Open	3%	13%	22%	33%	22%	2%	5%
Partially Open	2%	8%	17%	36%	29%	2%	6%
Closed	2%	9%	18%	30%	30%	2%	8%

## Lockstep Type

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
Pure Lockstep	0%	23%	31%	23%	23%	0%	0%
Generally Lockstep	2%	7%	17%	33%	33%	3%	5%
Not Lockstep at All	3%	12%	21%	33%	24%	2%	6%

## Firm Size

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
51-200 attorneys	1%	14%	21%	29%	26%	3%	6%
201-500 attorneys	4%	11%	20%	30%	28%	3%	4%
501-1,000 attorneys	2%	12%	21%	36%	23%	1%	5%
1,001+ attorneys	2%	11%	21%	32%	23%	2%	9%

## Gender

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
Male	2%	12%	21%	33%	25%	2%	5%
Female	2%	11%	20%	33%	25%	1%	8%

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## Ethnicity

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
White, not Hispanic	3%	12%	21%	33%	24%	2%	5%
Black, not Hispanic	0%	11%	13%	33%	29%	0%	13%
Hispanic	0%	6%	16%	38%	20%	4%	4%
Asian Pacific, not Hispanic	0%	4%	13%	45%	32%	1%	3%
American Indian, not Hispanic	0%	0%	0%	0%	50%	50%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	0%	100%	0%	0%
Mixed races	0%	0%	12%	25%	44%	0%	19%

## Firm PPP

	Less than 2 years	2-5 years	6-10 years	11-20 years	More than 20	Don't plan to retire	Don't know/not sure
\$250,001-\$500,000	4%	11%	25%	21%	34%	3%	3%
\$500,001-\$750,000	2%	11%	17%	36%	28%	2%	5%
\$750,001-\$1M	2%	11%	24%	31%	26%	1%	5%
\$1.01M-\$1.5M	3%	12%	18%	36%	24%	2%	7%
\$1.51M-\$2M	3%	13%	23%	32%	22%	2%	6%
\$2.01M+	4%	12%	21%	32%	23%	1%	8%



## Q21. What is your firm's mandatory retirement age (if any)?

### Partnership Tenure (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
1-5 years	0%	1%	21%	12%	1%	1%	0%	43%	22%
6-10 years	0%	0%	23%	15%	1%	0%	1%	50%	10%
11-20 years	0%	0%	25%	15%	0%	0%	0%	47%	12%
21+ years	0%	0%	14%	18%	2%	0%	0%	60%	5%

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\*No mandatory retirement age

\*\*Don't know/not sure

## Partnership Status (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
Equity Partner	0%	0%	22%	16%	1%	0%	0%	52%	8%
Non-Equity Partner	0%	0%	18%	12%	1%	0%	0%	47%	21%

## Practice Area (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
Litigation	0%	0%	15%	17%	1%	0%	0%	56%	11%
Corporate	0%	1%	28%	13%	2%	0%	0%	45%	12%
IP	0%	1%	24%	14%	1%	0%	0%	42%	17%
Labor/Emp.	0%	0%	15%	12%	0%	2%	0%	60%	12%
Tax/ERISA	0%	0%	20%	14%	1%	0%	1%	52%	12%
Real Estate	0%	0%	14%	7%	1%	0%	0%	64%	14%
Other	0%	0%	17%	19%	1%	0%	1%	53%	9%

## City (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
New York	0%	0%	31%	14%	1%	0%	0%	44%	9%
DC/NOVA	0%	1%	31%	13%	0%	0%	0%	44%	10%
Chicago	0%	0%	18%	10%	2%	0%	0%	51%	18%
Los Angeles	0%	4%	15%	13%	0%	1%	0%	55%	12%
San Francisco	0%	0%	22%	10%	0%	0%	0%	52%	16%
Philadelphia	0%	0%	29%	14%	1%	0%	0%	45%	11%
Boston	0%	0%	21%	18%	2%	0%	0%	53%	6%
Atlanta	0%	0%	22%	27%	0%	0%	0%	41%	11%
Dallas	0%	0%	10%	13%	0%	0%	0%	70%	8%
Houston	0%	0%	29%	10%	0%	0%	0%	53%	8%
Silicon Valley	0%	0%	21%	9%	0%	0%	0%	42%	28%
Seattle	0%	0%	5%	3%	0%	0%	0%	76%	16%
Miami	2%	0%	5%	2%	0%	0%	2%	67%	21%
Other	1%	0%	14%	15%	7%	0%	0%	49%	14%

## Lateral Status (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
Joined laterally as partner	0%	0%	18%	15%	1%	0%	0%	52%	13%
Homegrown from associate	0%	0%	23%	15%	1%	0%	0%	49%	11%

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\*No mandatory retirement age

\*\*Don't know/not sure

## Compensation Transparency (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
Open	0%	0%	21%	19%	1%	0%	0%	50%	8%
Partially Open	0%	2%	22%	9%	1%	0%	0%	46%	19%
Closed	0%	0%	19%	8%	1%	0%	0%	54%	17%

## Lockstep Type (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
Pure Lockstep	0%	0%	23%	31%	23%	8%	0%	15%	0%
Generally Lockstep	0%	1%	27%	11%	2%	0%	0%	42%	16%
Not Lockstep at All	0%	0%	20%	16%	1%	0%	0%	52%	11%

## Firm Size (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
51-200 attorneys	0%	0%	8%	16%	3%	1%	0%	67%	5%
201-500 attorneys	0%	0%	15%	22%	2%	0%	0%	50%	10%
501-1,000 attorneys	0%	0%	28%	15%	1%	0%	0%	44%	12%
1,001+ attorneys	1%	1%	21%	9%	0%	0%	0%	51%	17%

## Gender (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
Male	0%	0%	21%	16%	1%	0%	0%	50%	11%
Female	0%	1%	20%	12%	1%	0%	0%	50%	15%

## Ethnicity (2016 only)

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
White, not Hispanic	0%	0%	20%	15%	1%	0%	0%	51%	11%
Black, not Hispanic	0%	0%	18%	29%	0%	0%	0%	36%	18%
Hispanic	0%	0%	26%	2%	2%	0%	0%	57%	13%
Asian Pacific, not Hispanic	2%	5%	26%	6%	0%	0%	0%	43%	18%
American Indian, not Hispanic	0%	0%	0%	0%	0%	0%	0%	0%	100%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	50%	0%	0%	0%	0%	0%	50%
Mixed races	0%	0%	38%	6%	0%	0%	0%	38%	19%

\*No mandatory retirement age

\*\*Don't know/not sure

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## Firm PPP

	Ages 50-55	Ages 56-60	Ages 61-65	Ages 66-70	Ages 71-75	Ages 76-80	Ages 81+	N/A*	D/K**
\$250,001-\$500,000	0%	0%	16%	29%	1%	0%	0%	43%	11%
\$500,001-\$750,000	0%	0%	10%	12%	2%	0%	1%	62%	13%
\$750,001-\$1M	0%	0%	28%	17%	0%	0%	0%	40%	14%
\$1.01M-\$1.5M	0%	0%	15%	13%	1%	0%	0%	55%	16%
\$1.51M-\$2M	0%	1%	36%	7%	0%	0%	0%	45%	11%
\$2.01M+	0%	2%	41%	17%	0%	0%	0%	30%	9%



## Q22. Does your firm have a pension (other than one that is self-funded)?

### Partnership Tenure (2016 only)

	Yes	No	D/K**
1-5 years	24%	62%	14%
6-10 years	23%	71%	6%
11-20 years	26%	65%	9%
21+ years	22%	76%	2%

### Partnership Status (2016 only)

	Yes	No	D/K**
Equity Partner	25%	70%	4%
Non-Equity Partner	19%	67%	14%

### Practice Area (2016 only)

	Yes	No	D/K**
Litigation	22%	72%	6%
Corporate	23%	69%	8%
IP	27%	65%	8%
Labor/Emp.	24%	68%	9%
Tax/ERISA	32%	60%	8%
Real Estate	23%	73%	4%
Other	23%	70%	7%

### City (2016 only)

	Yes	No	D/K**
New York	31%	63%	6%
DC/NOVA	23%	68%	9%
Chicago	23%	68%	9%
Los Angeles	30%	66%	4%
San Francisco	22%	68%	10%
Philadelphia	18%	74%	7%
Boston	18%	72%	10%
Atlanta	23%	73%	4%
Dallas	28%	65%	8%
Houston	35%	63%	2%
Silicon Valley	32%	59%	9%
Seattle	5%	92%	3%
Miami	16%	70%	14%
Other	18%	73%	9%

### Lateral Status (2016 only)

	Yes	No	D/K**
Joined laterally as partner	22%	71%	7%
Homegrown from associate	25%	67%	8%

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\*No mandatory retirement age

\*\*Don't know/not sure

### Compensation Transparency (2016 only)

	Yes	No	D/K*
Open	26%	70%	4%
Partially Open	21%	66%	13%
Closed	19%	69%	12%

### Lockstep Type (2016 only)

	Yes	No	D/K*
Pure Lockstep	31%	54%	15%
Generally Lockstep	29%	58%	13%
Not Lockstep at All	22%	71%	6%

### Firm Size (2016 only)

	Yes	No	D/K*
51-200 attorneys	17%	77%	5%
201-500 attorneys	20%	73%	6%
501-1,000 attorneys	28%	65%	7%
1,001+ attorneys	23%	68%	10%

### Gender (2016 only)

	Yes	No	D/K*
Male	24%	71%	5%
Female	21%	65%	14%

### Ethnicity (2016 only)

	Yes	No	D/K*
White, not Hispanic	23%	70%	7%
Black, not Hispanic	3%	59%	11%
Hispanic	25%	65%	10%
Asian Pacific, not Hispanic	26%	65%	9%
American Indian, not Hispanic	0%	100%	0%
Native Hawaiian or Pacific Islander, not Hispanic	50%	0%	50%
Mixed races	31%	63%	6%

### Firm PPP (2016 only)

	Yes	No	D/K*
\$250,001-\$500,000	11%	83%	6%
\$500,001-\$750,000	17%	76%	7%
\$750,001-\$1M	24%	69%	7%
\$1.01M-\$1.5M	23%	68%	9%
\$1.51M-\$2M	30%	63%	8%
\$2.01M+	46%	47%	7%



## Q22A. Do you expect to receive this pension from your firm?

### Partnership Tenure (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
1-5 years	49%	8%	14%	13%	0%	16%
6-10 years	67%	5%	5%	12%	2%	9%
11-20 years	61%	3%	9%	13%	0%	14%
21+ years	84%	4%	1%	4%	2%	6%

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\*Don't know/not sure



### Partnership Status (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
Equity Partner	72%	4%	5%	10%	1%	8%
Non-Equity Partner	45%	9%	12%	12%	2%	19%

### Practice Area (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
Litigation	67%	5%	9%	9%	2%	8%
Corporate	60%	4%	6%	12%	0%	18%
IP	72%	8%	3%	8%	0%	9%
Labor/Emp.	63%	6%	6%	3%	0%	22%
Tax/ERISA	71%	5%	5%	14%	0%	5%
Real Estate	70%	4%	4%	4%	7%	11%
Other	72%	7%	10%	10%	0%	0%

### City (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
New York	61%	4%	10%	14%	1%	9%
DC/NOVA	74%	5%	7%	7%	0%	8%
Chicago	62%	2%	5%	15%	0%	16%
Los Angeles	52%	0%	4%	8%	0%	36%
San Francisco	87%	0%	4%	0%	0%	9%
Philadelphia	67%	0%	7%	27%	0%	0%
Boston	67%	8%	0%	8%	0%	17%
Atlanta	47%	0%	24%	18%	6%	6%
Dallas	91%	0%	0%	9%	0%	0%
Houston	67%	11%	6%	11%	0%	6%
Silicon Valley	86%	0%	0%	0%	0%	14%
Seattle	50%	0%	0%	50%	0%	0%
Miami	71%	14%	0%	14%	0%	0%
Other	71%	8%	4%	8%	4%	4%

### Lateral Status (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
Joined laterally as partner	72%	5%	4%	8%	1%	9%
Homegrown from associate	60%	5%	9%	12%	1%	12%

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## Compensation Transparency (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
Open	66%	5%	7%	11%	1%	10%
Partially Open	59%	2%	5%	14%	0%	21%
Closed	69%	6%	8%	5%	3%	8%

## Lockstep Type (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
Pure Lockstep	50%	0%	25%	0%	0%	25%
Generally Lockstep	60%	8%	10%	11%	1%	11%
Not Lockstep at All	67%	4%	6%	11%	1%	11%

## Firm Size (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
51-200 attorneys	57%	11%	9%	13%	0%	11%
201-500 attorneys	54%	7%	10%	19%	1%	10%
501-1,000 attorneys	66%	5%	5%	10%	2%	12%
1,001+ attorneys	77%	2%	6%	5%	0%	11%

## Gender (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
Male	65%	5%	7%	11%	1%	10%
Female	66%	4%	8%	9%	1%	12%

## Ethnicity (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
White, not Hispanic	66%	5%	6%	11%	1%	11%
Black, not Hispanic	54%	8%	38%	0%	0%	0%
Hispanic	58%	8%	0%	8%	0%	25%
Asian Pacific, not Hispanic	71%	6%	12%	0%	0%	12%
American Indian, not Hispanic	0%	0%	0%	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	0%	0%	100%
Mixed races	100%	0%	0%	0%	0%	0%

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### Firm PPP (2016 only)

	Yes	No, because I don't expect to ever be eligible	No, because I don't expect to still be working at this firm	No, because I don't think the pension will be in place anymore	Other	Don't know/not sure
\$250,001-\$500,000	67%	8%	0%	17%	0%	8%
\$500,001-\$750,000	60%	6%	6%	16%	2%	10%
\$750,001-\$1M	68%	5%	9%	9%	2%	7%
\$1.01M-\$1.5M	59%	7%	4%	10%	1%	18%
\$1.51M-\$2M	73%	3%	9%	5%	0%	10%
\$2.01M+	69%	1%	7%	10%	1%	11%



### Q23. Does your firm offer a choice in terms of how you receive your pension as either a monthly check versus one lump sum?

#### Partnership Tenure (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/not sure
1-5 years	5%	14%	1%	81%
6-10 years	23%	29%	1%	46%
11-20 years	11%	25%	2%	63%
21+ years	20%	48%	2%	30%

#### Partnership Status (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/not sure
Equity Partner	18%	34%	2%	46%
Non-Equity Partner	8%	15%	1%	76%

#### Practice Area (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/not sure
Litigation	14%	26%	4%	56%
Corporate	14%	30%	0%	56%
IP	9%	27%	0%	64%
Labor/Emp.	16%	13%	0%	72%
Tax/ERISA	21%	43%	5%	31%
Real Estate	26%	30%	0%	44%
Other	14%	31%	0%	55%

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## City (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
New York	20%	36%	1%	43%
DC/NOVA	16%	23%	2%	59%
Chicago	15%	16%	2%	67%
Los Angeles	12%	28%	0%	60%
San Francisco	17%	26%	0%	57%
Philadelphia	13%	53%	0%	33%
Boston	17%	42%	0%	42%
Atlanta	0%	29%	0%	71%
Dallas	18%	36%	0%	45%
Houston	17%	44%	0%	39%
Silicon Valley	7%	29%	0%	64%
Seattle	0%	0%	50%	50%
Miami	0%	14%	14%	71%
Other	4%	25%	0%	71%

## Lateral Status (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
Joined laterally as partner	17%	27%	2%	54%
Homegrown from associate	14%	31%	1%	53%

## Compensation Transparency (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
Open	15%	34%	2%	48%
Partially Open	16%	26%	2%	57%
Closed	16%	13%	0%	70%

## Lockstep Type (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
Pure Lockstep	25%	25%	0%	50%
Generally Lockstep	7%	33%	2%	57%
Not Lockstep at All	17%	29%	1%	53%

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### Firm Size (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
51-200 attorneys	4%	34%	4%	57%
201-500 attorneys	15%	33%	1%	51%
501-1,000 attorneys	16%	30%	2%	52%
1,001+ attorneys	20%	25%	0%	55%

### Gender (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
Male	16%	31%	2%	51%
Female	15%	24%	1%	61%

### Ethnicity (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
White, not Hispanic	16%	31%	2%	51%
Black, not Hispanic	15%	23%	0%	62%
Hispanic	33%	8%	0%	58%
Asian Pacific, not Hispanic	6%	12%	0%	76%
American Indian, not Hispanic	0%	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	100%
Mixed races	20%	20%	0%	60%

### Firm PPP (2016 only)

	Choice between lump sum and monthly payments	Monthly option disbursed over a certain amount of years or a lifetime	Only one lump sum amount upon retirement	Don't know/ not sure
\$250,001-\$500,000	8%	25%	0%	67%
\$500,001-\$750,000	10%	18%	6%	66%
\$750,001-\$1M	16%	24%	2%	57%
\$1.01M-\$1.5M	14%	24%	0%	63%
\$1.51M-\$2M	20%	29%	0%	51%



## Q23A. Which option are you planning on selecting?

### Partnership Tenure (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
1-5 years	20%	0%	80%
6-10 years	36%	25%	39%
11-20 years	8%	42%	50%
21+ years	41%	26%	33%

### Partnership Status (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
Equity Partner	33%	29%	39%
Non-Equity Partner	30%	10%	60%

### Practice Area (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
Litigation	44%	19%	38%
Corporate	23%	15%	62%
IP	33%	33%	33%
Labor/Emp.	20%	20%	60%
Tax/ERISA	11%	44%	44%
Real Estate	25%	13%	63%
Other	20%	60%	20%

### City (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
New York	37%	11%	53%
DC/NOVA	55%	27%	18%
Chicago	25%	50%	25%
Los Angeles	33%	0%	67%
San Francisco	0%	75%	25%
Philadelphia	50%	0%	50%
Boston	25%	50%	25%
Atlanta	0%	0%	0%
Dallas	0%	33%	67%
Houston	33%	67%	0%
Silicon Valley	0%	0%	100%
Seattle	0%	0%	0%
Miami	0%	0%	0%
Other	100%	0%	0%

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### Lateral Status (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
Joined laterally as partner	45%	26%	29%
Homegrown from associate	21%	26%	52%

### Compensation Transparency (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
Open	35%	28%	37%
Partially Open	30%	10%	60%
Closed	25%	31%	44%

### Lockstep Type (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
Pure Lockstep	100%	0%	0%
Generally Lockstep	29%	14%	57%
Not Lockstep at All	32%	28%	40%

### Firm Size (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
51-200 attorneys	50%	50%	0%
201-500 attorneys	12%	24%	65%
501-1,000 attorneys	31%	31%	37%
1,001+ attorneys	46%	19%	35%

### Gender (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
Male	34%	23%	42%
Female	25%	38%	38%

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### Ethnicity (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
White, not Hispanic	33%	26%	41%
Black, not Hispanic	33%	0%	67%
Hispanic	25%	50%	25%
Asian Pacific, not Hispanic	100%	0%	0%
American Indian, not Hispanic	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%
Mixed races	0%	0%	100%

### Firm PPP (2016 only)

	A monthly disbursement over a certain amount of years or a lifetime	One lump sum paid all at once upon retirement	Don't know/ not sure
\$250,001-\$500,000	0%	0%	100%
\$500,001-\$750,000	33%	33%	33%
\$750,001-\$1M	47%	20%	33%
\$1.01M-\$1.5M	13%	47%	40%
\$1.51M-\$2M	26%	26%	47%
\$2.01M+	53%	18%	29%



## Q24. What lump sum amount are you expecting to receive upon retirement?

### Partnership Tenure (2016 only)

	2016
1-5 years	\$2,500,000
6-10 years	\$664,286
11-20 years	\$1,300,000
21+ years	\$1,237,500

### Partnership Status (2016 only)

	2016
Equity Partner	\$1,135,000
Non-Equity Partner	\$410,000

### Practice Area (2016 only)

	2016
Litigation	\$875,000
Corporate	--
IP	\$2,500,000
Labor & Employment	\$450,000
Tax & ERISA	\$1,120,000
Real Estate	--
Other	\$1,016,667

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### City (2016 only)

	2016
New York	\$1,150,000
DC/NOVA	\$1,033,333
Chicago	\$833,333
Los Angeles	\$0
San Francisco	\$2,000,000
Philadelphia	\$0
Boston	\$0
Atlanta	\$0
Dallas	\$0
Houston	\$200,000
Silicon Valley	\$0
Seattle	\$750,000
Miami	\$0
Other	\$0

### Lateral Status (2016 only)

	2016
Joined laterally as partner	\$1,135,000
Homegrown from associate	\$410,000

### Compensation Transparency (2016 only)

	2016
Open	\$719,642
Partially Open	\$925,000
Closed	\$881,250

### Lockstep Type (2016 only)

	2016
Pure Lockstep	\$0
Generally Lockstep	\$300,000
Not Lockstep at All	\$825,000

### Firm Size (2016 only)

	2016
51-200 attorneys	\$0
201-500 attorneys	\$162,500
501-1,000 attorneys	\$886,538
1,001+ attorneys	\$550,000

### Gender (2016 only)

	2016
Male	\$823,529
Female	\$483,333

### Ethnicity (2016 only)

	2016
White, not Hispanic	\$829,166
Black, not Hispanic	\$0
Hispanic	\$75,000
Asian Pacific, not Hispanic	\$0
American Indian, not Hispanic	\$0
Native Hawaiian or Pacific Islander, not Hispanic	\$0
Mixed races	\$0

### Firm PPP (2016 only)

	2016
\$250,001-\$500,000	\$0
\$500,001-\$750,000	\$691,666
\$750,001-\$1M	\$512,500
\$1.01M-\$1.5M	\$258,333
\$1.51M-\$2M	\$975,000
\$2.01M+	\$1,500,000



## Q25a. What is the monthly amount you are expecting to receive after retirement?

### Partnership Tenure (2016 only)

	2016
1-5 years	\$25,142
6-10 years	\$46,833
11-20 years	\$32,791
21+ years	\$34,148

### Partnership Status (2016 only)

	2016
Equity Partner	\$36,772
Non-Equity Partner	\$6,062

### Practice Area (2016 only)

	2016
Litigation	\$34,431
Corporate	\$43,545
IP	\$31,333
Labor & Employment	\$3,833
Tax & ERISA	\$22,208
Real Estate	\$56,083
Other	\$33,903

### City (2016 only)

	2016
New York	\$45,096
DC/NOVA	\$19,291
Chicago	\$38,312
Los Angeles	\$22,214
San Francisco	\$25,375
Philadelphia	\$5,500
Boston	\$86,375
Atlanta	\$73,750
Dallas	\$13,500
Houston	\$88,571
Silicon Valley	\$15,000
Seattle	\$0
Miami	\$15,000
Other	\$10,250

### Lateral Status (2016 only)

	2016
Joined laterally as partner	\$34,712
Homegrown from associate	\$34,327

### Compensation Transparency (2016 only)

	2016
Open	\$37,312
Partially Open	\$26,200
Closed	\$19,727

### Lockstep Type (2016 only)

	2016
Pure Lockstep	\$45,000
Generally Lockstep	\$71,868
Not Lockstep at All	\$26,426

### Firm Size (2016 only)

	2016
51-200 attorneys	\$18,954
201-500 attorneys	\$10,500
501-1,000 attorneys	\$33,989
1,001+ attorneys	\$62,259

### Gender (2016 only)

	2016
Male	\$35,271
Female	\$31,406

### Ethnicity (2016 only)

	2016
White, not Hispanic	\$33,946
Black, not Hispanic	\$18,333
Hispanic	\$0
Asian Pacific, not Hispanic	\$45,000
American Indian, not Hispanic	\$0
Native Hawaiian or Pacific Islander, not Hispanic	\$0
Mixed races	\$0

### Firm PPP (2016 only)

	2016
\$250,001-\$500,000	\$15,000
\$500,001-\$750,000	\$6,000
\$750,001-\$1M	\$21,266
\$1.01M-\$1.5M	\$13,357
\$1.51M-\$2M	\$32,386
\$2.01M+	\$65,617



## Q25B. For how many years following your retirement are you expecting to receive this monthly amount?

### Partnership Tenure (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
1-5 years	6%	6%	13%	6%	31%	38%
6-10 years	9%	0%	12%	26%	30%	23%
11-20 years	14%	0%	3%	34%	7%	41%
21+ years	29%	0%	6%	29%	25%	12%

### Partnership Status (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
Equity Partner	18%	1%	7%	29%	26%	20%
Non-Equity Partner	14%	0%	19%	14%	10%	43%

### Practice Area (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
Litigation	14%	0%	11%	22%	19%	33%
Corporate	13%	0%	3%	27%	37%	20%
IP	11%	0%	16%	21%	26%	26%
Labor & Employment	20%	0%	0%	40%	0%	40%
Tax & ERISA	16%	0%	5%	21%	32%	26%
Real Estate	10%	0%	0%	40%	30%	20%
Other	40%	10%	10%	30%	0%	10%

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## City (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
New York	10%	2%	2%	21%	38%	26%
DC/NOVA	20%	0%	20%	20%	30%	10%
Chicago	0%	0%	18%	18%	36%	27%
Los Angeles	25%	0%	0%	38%	38%	0%
San Francisco	33%	0%	0%	50%	0%	17%
Philadelphia	11%	0%	22%	33%	11%	22%
Boston	0%	0%	0%	67%	0%	33%
Atlanta	20%	0%	0%	60%	20%	0%
Dallas	50%	0%	0%	25%	0%	25%
Houston	22%	0%	0%	22%	44%	11%
Silicon Valley	50%	0%	0%	25%	0%	25%
Seattle	0%	0%	0%	0%	0%	0%
Miami	0%	0%	100%	0%	0%	0%
Other	0%	0%	14%	29%	14%	43%

## Lateral Status (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
Joined laterally as partner	22%	0%	8%	31%	22%	18%
Homegrown from associate	14%	1%	8%	24%	26%	27%

## Compensation Transparency (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
Open	17%	0%	8%	27%	25%	23%
Partially Open	17%	0%	6%	39%	6%	33%
Closed	24%	6%	12%	12%	35%	12%

## Lockstep Type (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
Pure Lockstep	0%	0%	0%	0%	100%	0%
Generally Lockstep	10%	0%	10%	33%	30%	17%
Not Lockstep at All	19%	1%	8%	26%	22%	24%

## Firm Size (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
51-200 attorneys	35%	0%	6%	35%	0%	24%
201-500 attorneys	22%	3%	11%	8%	19%	36%
501-1,000 attorneys	16%	0%	11%	28%	25%	21%
1,001+ attorneys	10%	0%	2%	38%	36%	14%

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### Gender (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
Male	19%	0%	8%	26%	24%	22%
Female	10%	3%	7%	30%	23%	27%

### Ethnicity (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
White, not Hispanic	19%	1%	8%	26%	24%	23%
Black, not Hispanic	0%	0%	25%	50%	25%	0%
Hispanic	0%	0%	0%	50%	0%	50%
Asian Pacific, not Hispanic	0%	0%	0%	33%	33%	33%
American Indian, not Hispanic	0%	0%	0%	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	0%	0%	0%
Mixed races	0%	0%	0%	0%	100%	0%

### Firm PPP (2016 only)

	1-5 years	6-10 years	11-15 years	>15 years	For lifetime	Don't know/ not sure
\$250,001-\$500,000	67%	0%	0%	0%	0%	33%
\$500,001-\$750,000	23%	0%	0%	8%	23%	46%
\$750,001-\$1M	14%	38%	0%	3%	21%	24%
\$1.01M-\$1.5M	12%	16%	4%	16%	24%	28%
\$1.51M-\$2M	34%	25%	0%	9%	19%	13%
\$2.01M+	2%	37%	0%	2%	43%	15%



## Q25C. Will the monthly amount include a cost of living adjustment or will it remain flat?

### Partnership Tenure (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
1-5 years	19%	31%	50%
6-10 years	22%	58%	20%
11-20 years	7%	61%	32%
21+ years	17%	67%	16%

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### Partnership Status (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
Equity Partner	20%	60%	20%
Non-Equity Partner	0%	55%	45%

### Practice Area (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
Litigation	14%	58%	28%
Corporate	33%	47%	20%
IP	11%	56%	33%
Labor & Employment	0%	75%	25%
Tax & ERISA	26%	47%	26%
Real Estate	10%	70%	20%
Other	10%	60%	30%

### City (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
New York	29%	48%	24%
DC/NOVA	10%	65%	25%
Chicago	27%	55%	18%
Los Angeles	13%	38%	50%
San Francisco	17%	83%	0%
Philadelphia	0%	78%	22%
Boston	17%	67%	17%
Atlanta	20%	60%	20%
Dallas	0%	75%	25%
Houston	13%	50%	38%
Silicon Valley	25%	75%	0%
Seattle	0%	0%	0%
Miami	100%	0%	0%
Other	17%	67%	17%

### Lateral Status (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
Joined laterally as partner	11%	68%	21%
Homegrown from associate	22%	53%	25%

### Compensation Transparency (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
Open	18%	59%	23%
Partially Open	12%	71%	18%
Closed	18%	53%	29%

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### Lockstep Type (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
Pure Lockstep	50%	50%	0%
Generally Lockstep	24%	41%	34%
Not Lockstep at All	15%	64%	21%

### Firm Size (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
51-200 attorneys	12%	71%	18%
201-500 attorneys	6%	71%	23%
501-1,000 attorneys	22%	54%	24%
1,001+ attorneys	21%	55%	24%

### Gender (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
Male	17%	59%	25%
Female	20%	63%	17%

### Ethnicity (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
White, not Hispanic	17%	60%	23%
Black, not Hispanic	25%	50%	23%
Hispanic	50%	0%	50%
Asian Pacific, not Hispanic	0%	100%	0%
American Indian, not Hispanic	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%
Mixed races	100%	0%	0%

### Firm PPP (2016 only)

	Will include a cost of living adjustment	Will remain flat	Don't know/ not sure
\$250,001-\$500,000	0%	100%	0%
\$500,001-\$750,000	0%	67%	33%
\$750,001-\$1M	3%	72%	24%
\$1.01M-\$1.5M	21%	58%	21%
\$1.51M-\$2M	28%	53%	19%
\$2.01M+	27%	51%	22%



## Q25. Does your firm have a policy whereby you forego pension distributions by remaining at the firm after reaching a certain age?

### Partnership Tenure (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
1-5 years	1%	1%	1%	0%	29%	68%
6-10 years	1%	4%	2%	1%	52%	41%
11-20 years	0%	4%	3%	1%	29%	63%
21+ years	1%	6%	5%	1%	72%	15%

### Partnership Status (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
Equity Partner	1%	4%	2%	1%	51%	41%
Non-Equity Partner	0%	4%	4%	0%	32%	60%

### Practice Area (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
Litigation	1%	4%	3%	0%	48%	45%
Corporate	0%	9%	1%	0%	39%	51%
IP	0%	0%	2%	0%	47%	52%
Labor & Employment	0%	0%	3%	3%	41%	52%
Tax & ERISA	0%	0%	2%	2%	63%	32%
Real Estate	4%	0%	4%	0%	52%	41%
Other	0%	7%	4%	0%	37%	52%

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## City (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
New York	0%	5%	1%	0%	48%	45%
DC/NOVA	0%	5%	7%	0%	41%	48%
Chicago	0%	6%	0%	0%	38%	57%
Los Angeles	0%	9%	4%	0%	30%	57%
San Francisco	0%	5%	5%	0%	50%	40%
Philadelphia	0%	0%	7%	7%	50%	36%
Boston	0%	8%	8%	0%	33%	50%
Atlanta	0%	7%	14%	0%	29%	50%
Dallas	0%	0%	0%	0%	50%	50%
Houston	0%	6%	6%	0%	71%	18%
Silicon Valley	0%	0%	0%	0%	67%	33%
Seattle	0%	0%	0%	0%	50%	50%
Miami	0%	0%	0%	0%	43%	57%
Other	0%	0%	0%	0%	57%	43%

## Lateral Status (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
Joined laterally as partner	1%	6%	3%	1%	44%	47%
Homegrown from associate	1%	2%	3%	1%	49%	45%

## Compensation Transparency (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
Open	1%	4%	3%	1%	49%	42%
Partially Open	0%	0%	2%	0%	49%	49%
Closed	0%	3%	2%	0%	35%	59%

## Lockstep Type (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
Pure Lockstep	25%	0%	0%	0%	50%	25%
Generally Lockstep	0%	6%	5%	0%	35%	54%
Not Lockstep at All	1%	3%	2%	1%	49%	44%

## Firm Size (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
51-200 attorneys	0%	0%	2%	2%	50%	45%
201-500 attorneys	1%	2%	1%	0%	52%	44%
501-1,000 attorneys	0%	4%	2%	1%	43%	49%
1,001+ attorneys	1%	5%	4%	0%	47%	42%

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### Gender (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
Male	1%	4%	3%	1%	47%	45%
Female	1%	3%	2%	1%	45%	48%

### Ethnicity (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
White, not Hispanic	0%	3%	3%	1%	48%	45%
Black, not Hispanic	0%	7%	0%	0%	36%	57%
Hispanic	0%	0%	0%	0%	33%	67%
Asian Pacific, not Hispanic	0%	12%	0%	0%	47%	41%
American Indian, not Hispanic	0%	0%	0%	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	0%	100%	0%
Mixed races	0%	0%	0%	0%	60%	40%

### Firm PPP (2016 only)

	Ages 55-60	Ages 61-65	Ages 66-70	Ages 71-75	No such policy	Don't know/ not sure
\$250,001-\$500,000	0%	0%	0%	0%	45%	55%
\$500,001-\$750,000	0%	2%	2%	3%	46%	48%
\$750,001-\$1M	1%	4%	4%	0%	39%	52%
\$1.01M-\$1.5M	0%	4%	0%	0%	43%	53%
\$1.51M-\$2M	1%	2%	5%	0%	46%	46%
\$2.01M+	0%	9%	5%	0%	54%	32%



## Q26. Do you expect to continue to receive some type of medical insurance coverage from your firm after retirement?

### Partnership Tenure (2016 only)

	Yes	No	D/K*
1-5 years	8%	49%	43%
6-10 years	11%	62%	27%
11-20 years	9%	54%	37%
21+ years	16%	68%	17%

### Partnership Status (2016 only)

	Yes	No	D/K*
Equity Partner	13%	61%	26%
Non-Equity Partner	8%	54%	38%

### Practice Area (2016 only)

	Yes	No	D/K*
Litigation	11%	59%	30%
Corporate	11%	57%	31%
IP	11%	57%	32%
Labor/Emp.	10%	56%	34%
Tax/ERISA	13%	65%	22%
Real Estate	14%	57%	29%
Other	9%	67%	24%

### City (2016 only)

	Yes	No	D/K*
New York	16%	49%	35%
DC/NOVA	12%	59%	29%
Chicago	10%	56%	33%
Los Angeles	16%	49%	35%
San Francisco	17%	53%	30%
Philadelphia	6%	72%	22%
Boston	10%	61%	28%
Atlanta	13%	59%	28%
Dallas	15%	49%	37%
Houston	8%	67%	25%
Silicon Valley	11%	52%	36%
Seattle	5%	72%	23%
Miami	5%	45%	50%
Other	8%	73%	19%

### Lateral Status (2016 only)

	Yes	No	D/K*
Joined laterally as partner	11%	61%	28%
Homegrown from associate	12%	57%	31%

### Compensation Transparency (2016 only)

	Yes	No	D/K*
Open	12%	62%	26%
Partially Open	11%	52%	38%
Closed	10%	55%	36%

### Lockstep Type (2016 only)

	Yes	No	D/K*
Pure Lockstep	38%	54%	8%
Generally Lockstep	11%	54%	35%
Not Lockstep at All	11%	60%	29%

### Firm Size (2016 only)

	Yes	No	D/K*
51-200 attorneys	6%	74%	20%
201-500 attorneys	8%	62%	30%
501-1,000 attorneys	14%	54%	33%
1,001+ attorneys	14%	55%	31%

### Gender (2016 only)

	Yes	No	D/K*
Male	12%	60%	28%
Female	9%	56%	35%

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\*Don't know/not sure

**Ethnicity (2016 only)**

	Yes	No	D/K*
White, not Hispanic	11%	60%	29%
Black, not Hispanic	18%	43%	39%
Hispanic	8%	52%	40%
Asian Pacific, not Hispanic	12%	48%	39%
American Indian, not Hispanic	0%	100%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	100%
Mixed races	0%	63%	38%

**Firm PPP (2016 only)**

	Yes	No	D/K*
\$250,001-\$500,000	5%	73%	23%
\$500,001-\$750,000	9%	65%	25%
\$750,001-\$1M	8%	60%	32%
\$1.01M-\$1.5M	13%	53%	34%
\$1.51M-\$2M	16%	48%	37%
\$2.01M+	23%	45%	32%

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\*Don't know/not sure





# QUESTIONNAIRE

## > 2016 MAJOR, LINDSEY & AFRICA PARTNER COMPENSATION SURVEY

Thank you for agreeing to participate in this survey. Your responses will be kept strictly confidential by ALM Legal Intelligence and no identifying information will be associated with your answers or forwarded to Major, Lindsey & Africa or any other party. Each participant will get a free copy of the final report. If you are not sure of an answer to a question, please feel free to skip that question.



First, some general questions about your partnership status and practice.

**1. How many years have you been a partner at a law firm in total? Please include any and all law firms including your current one.**

- 1-5 years
- 6-10 years
- 11-20 years
- More than 20 years

**2. What was your Partnership Status during the 2015 compensation year?**

*For your response, please use The American Lawyer definitions of Partnership Status, which defines Equity Partners as those who receive no more than half their compensation on a fixed-income basis and Non-Equity Partners as those who receive more than half their compensation on a fixed basis.*

- Equity Partner
- Non-Equity Partner

**3. What is your primary practice area?**

- |  |                        |  |
|--|------------------------|--|
| • Administrative/Regulatory                          | • Energy               | • Litigation – General                                 |
| • Antitrust  | • Entertainment        | • Litigation – Appellate                               |
| • Banking  | • Environmental        | • Litigation – White Collar/<br>Securities Enforcement |
| • Bankruptcy   | • ERISA/Benefits       | • Privacy/Cybersecurity                                |
| • Corporate – General                                | • Government Contracts | • Project Finance                                      |
| • Corporate – Emerging<br>Company/Venture Capital    | • Healthcare           | • Real Estate  |
| • Corporate – Finance/Securities/<br>Capital Markets | • Immigration          | • Tax  |
| • Corporate – M&A                                    | • Insurance            | • Trusts & Estates                                     |
| • Employment/Labor                                   | • International        | • Other (please specify)                               |
|  | • IP – Litigation      |  |
|  | • IP – Transactional   |  |

#### 4. In what city do you practice?

- Akron, OH
- Albuquerque, NM
- Arlington, TX
- Atlanta, GA
- Austin, TX
- Baltimore, MD
- Birmingham, AL
- Boston, MA
- Buffalo, NY
- Charlotte, NC
- Chicago, IL
- Cincinnati, OH
- Cleveland, OH
- Colorado Springs, CO
- Columbia, SC
- Columbus, OH
- Dallas, TX
- Denver, CO
- Detroit, MI
- El Paso, TX
- Fort Worth, TX
- Fresno, CA
- Greenville, SC
- Hartford, CT
- Honolulu, HI
- Houston, TX
- Indianapolis, IN
- Irvine, CA
- Jacksonville, FL
- Kansas City, MO
- Las Vegas, NV
- Long Beach, CA
- Los Angeles, CA
- Louisville, KY
- Memphis, TN
- Mesa, AZ
- Miami, FL
- Milwaukee, WI
- Minneapolis, MN
- Mountain View, CA
- Nashville, TN
- New Orleans, LA
- New York, NY
- Newark, NJ/Northern NJ
- Oakland, CA
- Oklahoma City, OK
- Omaha, NE
- Orange County, CA
- Orlando, FL
- Palo Alto/Silicon Valley, CA
- Philadelphia, PA
- Phoenix, AZ
- Pittsburgh, PA
- Portland, OR
- Providence, RI
- Raleigh, NC
- Richmond, VA
- Sacramento, CA
- San Antonio, TX
- San Diego, CA
- San Francisco, CA
- San Jose, CA
- Seattle, WA
- St. Louis, MO
- Tallahassee, FL
- Tampa, FL
- Tucson, AZ
- Tulsa, OK
- Virginia Beach/Tidewater, VA
- Washington, D.C./NOVA
- Westchester, NY
- Winston-Salem, NC
- Other (please specify)

#### 5. Did you join your present firm laterally as a partner, or were you previously an associate or counsel with your present firm before making partner?

- I joined my present firm laterally as a partner
- I was previously an associate or counsel with my present firm before making partner

#### 6. When you joined your present firm laterally as a partner, did your total compensation increase, decrease or stay about the same as in your previous position?

*By total compensation we mean all base and bonus compensation earned by you in respect of a fiscal year, even if it was paid in the following fiscal year.*

- Compensation increased 10% or more
- Compensation decreased 10% or more
- Compensation stayed about the same (increased or decreased by less than 10%)



**6A. By about what percent did your total compensation increase?**

- Drop down menu of percentages ranging from “10%-20%” to “More than 100%,” in 10% increments.

**6B. By about what percent did your total compensation decrease?**

- Drop down menu of percentages ranging from “10%-20%” to “More than 100%,” in 10% increments.

**7. Is your firm’s compensation system an open or closed one, i.e., do you know what other partners make?**

- Open: I know what everyone makes, or can easily find out
- Partially Open: I know ranges of compensation, but do not know exactly who makes what
- Closed: I don’t know what anyone else makes

**8. Is your firm’s compensation system pure lockstep, generally lockstep but it allows for some variance based on certain factors, or not lockstep at all?**

- My firm is pure lockstep
- My firm is generally lockstep, but allows for some variance
- My firm is not lockstep at all

Now some questions about your billing rate, hours, compensation and originations.

**9. What was your *standard hourly billing rate* for 2015?**

- Drop down menu of values ranging from “less than \$50” to “\$2,000 or more,” in \$25/hour increments.

**10. What were your *total billable hours* for 2015?**

- Drop down menu of values ranging from “less than 1,000 hours” to “3,000 hours or more,” in 50-hour increments.

**11. What were your *total non-billable hours* for 2015?**

- Drop down menu of values ranging from “less than 50 hours” to “1,000 hours or more,” in 50-hour increments.

**12. What was your total compensation for 2015 (including base and bonus, but excluding one-time contingency case payments, *signing bonuses* or other unusual payments that are *not likely to re-occur*)?**

- Drop down menu of values ranging from “less than \$100K” to “\$8.0M or more,” in \$50,000 increments.

**13. What were your *total originations* for 2015? If your firm doesn’t track originations, please provide your best estimate if possible.**

*By total originations, we mean the total dollar value of work performed and collected by you and the other attorneys at your firm for which your efforts were the proximate cause of such work coming to the firm.*

- Drop down menu of values ranging from “less than \$100K” to “\$30M or more,” in \$100,000 increments through \$10M and \$1M increments between \$10-30M; Don’t know/not sure.



**14. What were your total working attorney receipts for 2015?**

*By total working attorney receipts we mean the number of dollars collected (or expected to be collected) by your firm for work performed personally by you in a fiscal year, even if it was collected in the following fiscal year. (Please exclude one-time contingency case payments or other unusual payments that are unlikely to re-occur.)*

- Drop down menu of values ranging from “less than \$100K” to “\$5M or more,” in \$100,000 increments; Don’t know/not sure.

**15. Generally, how satisfied are you with your total compensation?**

- I am very satisfied
- I am somewhat satisfied
- I am not very satisfied
- I am not at all satisfied
- Not sure

**16. Do you feel that your firm exercises any of the following types of biases when determining compensation?  
Select all that apply.**

- Racial bias
- Sexual orientation bias
- Bias against laterals
- Bias against homegrown partners
- Gender bias
- Cronyism
- Other type of bias (please specify)
- Not sure
- My firm does not exercise any such bias in terms of compensation

Now, some questions relating to your capital contribution, monthly draw and bonus pool.

**17. Please indicate the amount of your total accumulated capital contribution to the partnership (if you are required to make one), expressed as a percentage of your non-discretionary compensation for 2015.**

*For example, if your non-discretionary income for 2015 was \$1 million and your total accumulated capital contribution to the partnership was \$300,000, your percentage would be 30%.*

- Drop down menu of percentages ranging from “1%-5%” to “More than 100%,” in 5% increments; I am not required to make a capital contribution; Don’t know/not sure.

**18. What was your average monthly draw for 2015?**

- Drop down menu of values ranging from “Less than \$5,000” to “More than \$1,000,000,” in \$10,000 increments; Don’t know/not sure.

**19. How large is your firm's bonus pool expressed as a percentage of firm profits?**

- *Drop down menu of percentages ranging from "1%-5%" to "96%-100%," in 5% increments; My firm doesn't have a bonus pool.*

Now some questions about your billing rate, hours, compensation and originations.

**20. When do you expect to retire?**

- In less than 2 years
- Within 2-5 years
- Within 6-10 years
- Within 11-20 years
- In over 20 years
- Don't know/not sure
- I don't plan to retire

**21. When do you expect to retire?**

- *Drop down menu of values ranging from "50" to "Over 80," in one year increments; My firm does not have a mandatory retirement age; Don't know/not sure.*

**22. Does your firm have a pension (other than one that is self-funded)?**

- Yes
- No
- Don't know/not sure

**22A. Do you expect to receive this pension from your firm?**

- Yes
- No, because I don't expect to still be working at this firm when it's time for me to retire
- No, because I don't think the pension will be in place anymore when it's time for me to retire
- Don't know/not sure

**23. Does your firm offer a choice in terms of how you receive your pension as either a monthly check versus one lump sum?**

- My firm only offers one lump sum amount paid all at once upon retirement
- My firm only offers a monthly option that I receive over the course of a certain amount of years or a lifetime
- My firm offers a choice between a lump sum and monthly payments
- Don't know/not sure

**23A. Which option are you planning on selecting?**

- One lump sum paid all at once upon retirement
- A monthly option that I receive over the course of a certain amount of years or a lifetime
- Don't know/not sure

**24. What lump sum amount are you expecting to receive upon retirement?**

- *Drop down menu of values ranging from "Less than \$100,000" to "More than \$10,000,000," in \$100,000 increments; Don't know/not sure.*

**25A. What is the monthly amount you are expecting to receive after retirement?**

- *Drop down menu of values ranging from "Less than \$1,000" to "\$100,000 or more," in \$50,000 increments; Don't know/not sure.*

**25B. For how many years following your retirement are you expecting to receive this monthly amount?**

- *Drop down menu of values ranging from "1" to "30" in one year increments; For my lifetime; Don't know/not sure.*

**25C. Will the monthly amount include a cost of living adjustment or will it remain flat?**

- It will include a cost of living adjustment
- It will remain flat
- Don't know/not sure

**25. Does your firm have a policy whereby you forego pension distributions by remaining at the firm after reaching a certain age? If so, please indicate that age using the dropdown menu below.**

- *Drop down menu of values ranging from "55" to "Over 75" in one year increments; My firm has no such policy; Don't know/not sure.*

**26. Do you expect to continue to receive some type of medical insurance coverage from your firm after retirement?**

- Yes
- No
- Don't know/not sure

**27. Overall, how satisfied are you with your life as an attorney when you factor your compensation into the equation?**

- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Neutral
- Slightly dissatisfied
- Moderately dissatisfied
- Very dissatisfied

**28. Overall, how satisfied are you with your life as an attorney when you *DO NOT* factor your compensation into the equation?**

- Very satisfied
- Moderately satisfied
- Slightly satisfied
- Neutral
- Slightly dissatisfied
- Moderately dissatisfied

**29. Which of the following, if any, would you trade a portion of your compensation for? Select all that apply.**

- More time off
- Flexible work schedule
- A cut in my billable hours
- Better health benefits
- More pro bono hours
- More time for career training and development
- Other (please specify)
- I would not trade a portion of my compensation for any benefit/incentive

**29A. What percentage of your compensation would you be willing to trade in?**

- 11-20%
- 21-30%
- 31-40%
- 41-50%
- More than 50%

Finally, just a few demographic questions.

**30. How large is your law firm?**

- 1-50 attorneys
- 51-200 attorneys
- 201-500 attorneys
- 501-1,000 attorneys
- 1,001+ attorneys
- Don't know/not sure

**31. What is your gender?**

- Male
- Female

**32. Which of these categories, used by the American Bar Association, best describes your ethnicity?**

- White, not Hispanic
- Black, not Hispanic
- Hispanic
- Asian Pacific, not Hispanic
- American Indian, not Hispanic
- Native Hawaiian or Pacific Islander, not Hispanic
- Mixed races



By hitting the Submit button, you will be completing this survey and submitting the results to ALM.

Thank you for participating in the Major, Lindsey & Africa Partner Compensation Survey. For Managing Partners and members of firm management who want a more detailed briefing on the results of this survey, please contact Jeffrey Lowe, Global Practice Leader, Law Firm Practice and Managing Partner, Washington D.C., at [jLowe@mlaglobal.com](mailto:jLowe@mlaglobal.com) or 202-628-0661.

To learn more about Major, Lindsey & Africa, visit [www.mlaglobal.com](http://www.mlaglobal.com).



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