

UNITED STATES DISTRICT COURT  
SOUTHERN DISTRICT OF NEW YORK

MASHAYILA SAYERS, BRITTNEY  
TINKER, JENNIFER MONACHINO,  
KIMBERLY MULLINS, HILDA MICHELLE  
MURPHREE, and AMANDA JIMENEZ, on  
behalf of themselves and all others similarly  
situated,

Plaintiffs,

v.

ARTSANA USA, INC.,

Defendant.

Case No. 7:21-cv-07933-VB

Hon. Vincent L. Briccetti

**DECLARATION OF ANTONIO VOZZOLO IN SUPPORT OF PLAINTIFFS’  
MOTIONS FOR FINAL APPROVAL OF CLASS ACTION SETTLEMENT, AWARD OF  
ATTORNEYS’ FEES AND EXPENSES, AND APPROVAL OF INCENTIVE AWARDS**

I, Antonio Vozzolo, pursuant to 28 U.S.C. § 1746, hereby declare as follows:

1. I am an attorney at law licensed to practice in the State of New York. I am a member of the bar of this Court, and I am the founder of Vozzolo LLC, one of the Class Counsel appointed by this Court in its January 23, 2023 Order preliminarily approving the proposed settlement of this litigation. I actively participated in all aspects of this action since inception and am fully familiar with the proceedings being resolved. I am fully familiar with the facts contained herein based upon my personal knowledge and the books and records kept in the ordinary course of Vozzolo LLC’s business and, if called as a witness, I could and would testify competently thereto.

2. I make this declaration in support of Plaintiffs’ Motions for Final Approval of Class Action Settlement and for Attorneys’ Fees, Costs, Expenses, and Incentive Awards filed herewith.

3. Attached hereto as **Exhibit 1** is a true and correct copy of the firm resume of Vozzolo LLC.

### **LITIGATION HISTORY**

4. Beginning in January 2021, Class Counsel commenced a pre-suit investigation of Defendant's practices related to its Chicco-brand KidFit booster seats.

5. On February 19, 2021, counsel for Plaintiff Amanda Jimenez served pre-suit notice and demand for corrective action on Artsana, pursuant to U.C.C. § 2-607(3)(a), concerning breaches of express and implied warranties, for violation of the Magnuson-Moss Warranty Act, 15 U.S.C. §§ 2301, *et seq.* and New York General Business Law ("GBL") §§ 349-50.

6. On April 22, 2021, Plaintiffs Mashayila Sayers, Kimberly Mullins, Jennifer Monachino, Brittney Tinker, and Hilda Murphee filed a putative class action against Artsana in the Eastern District of Pennsylvania, captioned *Sayers et al. v. Artsana USA, Inc.*, Case No. 5:21-cv-01876-JMG, ECF No. 1 (E.D. Pa.) (the "*Sayers*" action).

7. The *Sayers* complaint asserted nationwide counts for violation of the Magnuson-Moss Warranty Act, unjust enrichment, and violation of Pennsylvania's Unfair Trade Practices and Consumer Protection Law, as well as counts for breach of express warranty, breach of implied warranty, and violation of consumer protection acts under the specific laws of Colorado, Florida, Illinois, Maryland, and Texas, that related to, *inter alia*, alleged misrepresentations on advertising, labeling, or marketing concerning the minimum weight requirement for and side-impact collision protection provided by Artsana's KidFit booster seats.

8. The *Sayers* complaint asserted these claims on behalf of a putative nationwide class of consumers, as well as Colorado, Florida, Illinois, Maryland, and Texas classes of consumers.

9. On July 28, 2021, Artsana filed a motion to dismiss (*Sayers*, ECF No. 18) and a motion to strike portions of Plaintiffs' complaint (*Sayers*, ECF No. 19). Plaintiffs filed their opposition to Artsana's motions on September 3, 2021, and the motions were fully briefed on

September 22, 2021. *See Sayers*, ECF Nos. 27, 31.

10. On September 23, 2021, Plaintiff Amanda Jimenez filed the instant class action lawsuit against Artsana in the United States District Court for the Southern District of New York, Case No. 7:21-cv-07933-VB (S.D.N.Y.), which asserted counts of deceptive acts or practices under New York General Business Law section 349, false advertising under New York General Business Law section 350, fraud, unjust enrichment, breach of implied warranty, and breach of express warranty, that related to, *inter alia*, alleged misrepresentations on advertising, labeling, or marketing concerning the minimum weight requirement for and side-impact collision protection provided by Artsana's KidFit booster seats.

11. Ms. Jimenez asserted claims on behalf of a putative nationwide class of consumers, as well as a subclass of consumers that purchased Artsana's KidFit booster seats in New York.

12. Prior to initiating litigation, Class Counsel extensively researched Artsana, its history of selling booster seats, and its marketing representations related to the booster seats over time. Class Counsel also reviewed publicly available independent testing results for Artsana booster seats and discussed the performance of booster seats in side-impact collisions with potential expert consultants.

13. Class Counsel also carefully reviewed a December 10, 2020 Staff Report of the House of Representatives Subcommittee on Economic and Consumer Policy entitled: "Booster Seat Manufacturers Give Parents Dangerous Advice: Misleading Claims, Meaningless Safety Testing, and Unsafe Recommendations to Parents About When They Can Transition Their Children from Car Seats to Booster Seats." In addition, on July 14, 2021, counsel for Jimenez submitted a Freedom of Information Act request to the National Highway Traffic Safety Administration to uncover additional information related to Defendant's marketing and testing of

Chicco-branded “KidFit” booster seats.

## **THE CLASS SETTLEMENT**

### **A. History of Settlement Negotiations**

14. During the *Sayers* motion to dismiss briefing, the Parties initiated discussions about the possibility of opening settlement negotiations. The Parties in both cases agreed to engage in mediation with Judge Diane Welsh, a retired Magistrate Judge of the United States District Court for the Eastern District of Pennsylvania and exchanged mediation submissions that helped to clarify the factual and legal issues. Judge Welsh is a well-respected mediator who has substantial experience in mediating class actions and other complex civil litigation.

15. On September 30, 2021, the Parties participated in a full-day mediation facilitated by Judge Welsh and were able to make substantial progress, including reaching an agreement on the scope of the Class (a time frame of April 22, 2015 through December 31, 2021 and a nationwide Class) and the substantive monetary terms of the Class benefits. The Parties, however, did not resolve the scope of prospective non-monetary benefits. Accordingly, the Parties gave the *Sayers* court and this Court notice of the settlement and requested a stay of proceedings to facilitate further discussions on the remaining elements of the Settlement.

16. On November 8, 2021, the Parties participated in a second mediation with Judge Welsh regarding non-monetary benefits. Although the Parties did not finalize the scope of the non-monetary benefits at that session, the Parties engaged in numerous phone conferences, with each other and Judge Welsh, regarding prospective non-monetary benefits and the precise terms of the Stipulation of Settlement. The Parties exchanged numerous drafts of the Stipulation of Settlement until they reached final agreement on both the non-monetary benefits and all the terms of the Stipulation of Settlement except for attorneys’ fees, costs, and expenses.



17. After reaching agreement on the Class monetary benefits and the non-monetary benefits, the Parties addressed attorneys' fees, costs, and expenses in phone conferences and in a June 6, 2022 mediation, also with Judge Welsh. The Parties ultimately were unable to reach agreement on an amount for attorneys' fees, costs, and expenses but did agree on a process and schedule for further negotiations.

18. The Parties participated in additional mediation sessions with Judge Welsh on August 18, 2023, and August 28, 2023 to develop a process for addressing any deficiencies in claims submitted throughout the Claims Period.

19. Although the August 18, 2023, and August 28, 2023 mediation sessions were initially scheduled to discuss Class Counsel's request for attorney's fees, costs, and expenses, no such discussion occurred.

20. Prior to and during the course of the mediations and other negotiations, the Parties exchanged information and informal discovery to allow the Parties and their counsel to evaluate claims and potential defenses. Plaintiffs received data and information concerning manufacturer's suggested retail prices, total sales nationwide on an annual basis from 2017 through 2021, total sales for each Plaintiff's state of residence on an annual basis from 2017 through 2021, total sales for all 50 states for the period April 22, 2015 through December 31, 2021, estimates of Class Members' average purchase price, total revenue received by Artsana, the number of people who registered their booster seats, and the number of emails of potential Class Members in Artsana's possession. The exchanged information ensured that the Parties engaged in informed settlement discussions with the result that negotiations were hard-fought.

21. In the course of reaching the Settlement, the Parties concluded that a nationwide settlement, encompassing claims of similarly situated purchasers of Artsana's booster seats, was

an appropriate resolution. Additionally, during the negotiations, Plaintiffs obtained an agreement from Artsana to expand the timeframe of the Class covered by the Settlement so that it now extends from April 22, 2015 through December 31, 2021, allowing consumers who purchased Artsana booster seats more than six years before the filing of the class action to participate in the Settlement. In addition, consumers who purchased Artsana booster seats up to eight months after the litigation commenced can also participate in the class recovery. In the absence of the Settlement, there would be a substantial risk that any Class ultimately certified would be substantially truncated.

22. Following agreement on the terms of the Stipulation of Settlement, the Parties engaged in extensive negotiations regarding the Exhibits to the Stipulation of Settlement, which include a proposed preliminary approval order, proposed final order, proposed final judgment, claim forms, notices, and a settlement administration protocol.

23. From the Plaintiffs' perspective, these negotiations were critical to ensure that the Class Members received effective notice, that they were adequately advised regarding the terms of the Settlement, and that they would be able to file claims with ease.

24. The Parties agreed to have the Angeion Group serve as the Settlement Administrator because of their extensive experience administering class action settlements. Working with the Angeion Group, the Parties negotiated (a) the content and format for an on-line Claim Form and a paper Claim Form, (b) the content of the Long Form and Summary class notices, and (c) the Settlement Administration Protocol. The Parties also negotiated the proposed preliminary and final approval orders and a proposed Final Judgment.

25. Finally, on January 17, 2023, after many months of continued, contentious arms' length negotiations via telephone conference—and with the assistance of Judge Welsh—the

Parties ultimately executed the Stipulation of Settlement. The parties moved for preliminary approval the same day, which the Court granted on January 23, 2023.

26. The Parties agreed to the terms of the Settlement through experienced counsel who possessed all the information necessary to evaluate the case, determine all contours of the proposed class, and reach a fair and reasonable compromise after negotiating the terms of the Settlement at arms'-length and with the assistance of a neutral mediator.

27. There are no separate agreements to be identified pursuant to Federal Rule of Civil Procedure 23(e)(3) between Plaintiffs and their counsel and Artsana other than the Settlement Agreement.

**B. Settlement Benefits**

28. Plaintiffs and Class Counsel recognize that despite our belief in the strength of Plaintiffs' claims, and Plaintiffs' and the Class's ability to ultimately secure an award of damages, the expense, duration, and complexity of protracted litigation would be substantial and the outcome of trial uncertain. Thus, the Settlement secures a more proximate and more certain monetary benefit to the Class than continued litigation.

29. Plaintiffs and Class Counsel are also mindful that absent a settlement, the success of Defendant's various defenses in this case could deprive the Plaintiffs and the Settlement Class Members of any potential relief whatsoever.

30. Defendant is also represented by highly experienced attorneys who have made clear that absent a settlement, they were prepared to continue their vigorous defense of this case, including by moving for summary judgment should the motion to dismiss have been denied. Plaintiffs and Class Counsel are also aware that Defendant would continue to challenge liability as well as assert a number of defenses, including (i) whether common proof can establish

Defendant's marketing claims resulted in damages for Class Members; (ii) whether a nationwide class could be certified; and (iii) whether this Court has personal jurisdiction over the claims of non-New York class members. Defendant's success on any one of those issues could have precluded many if not most Class Members from recovering anything. Defendant would have also vigorously contested the certification of a litigation class, including pursuing an appeal of the Court's class certification order pursuant to Fed. R. Civ. P. 23(f). And, even success at class certification would not preclude a victory for Defendant on the merits at summary judgment, at trial, or on appeal. Thus, there was a significant risk of achieving no recovery for the class or, substantial delay in obtaining a favorable final resolution of this matter.

31. Plaintiffs and Class Counsel believe that the monetary relief provided by the Settlement weighs heavily in favor of finding that the Settlement is fair, reasonable, and adequate, and well within the range of approval.

32. The Settlement benefits are consistent with the goals of the Class based on their claims in this action: reimbursement of a substantial portion of the amount Class Members paid in reliance on Artsana's misrepresentations together with significant non-monetary benefits educating past and current purchasers of Artsana booster seats, including Class Members who wish to be able to buy Artsana booster seats in the future.

33. Artsana has agreed to pay Class members \$50 per booster seat if they have proof of purchase, which is defined very broadly. The manufacturer's suggested retail price ("MSRP") at the time of the Settlement in 2021 ranged from \$99.99 to \$149.99. Since the Class period runs from April 22, 2015 through December 31, 2021, Class Members with proof of purchase will be receiving between 33% and 50% of the MSRP in 2021 regardless of when they purchased the booster seat. In addition, in agreeing to the Settlement amount, we were aware that many, if not

most, consumers do not pay the MSRP when purchasing a booster seat. Consequently, the Class Members' percentage recovery of their purchase price is likely higher than 33% to 50%.

34. Class members without proof of purchase may recover \$25 per booster seat if they are able to provide certain basic information about their purchase. In Class Counsel's experience, consumer protection class action settlements often do not provide any recovery for potential Class Members who do not have proof of purchase or, if the settlement does, it is for a lesser amount. Here, Class Members without proof of purchase can recover between 17% and 25% of the MSRP—and likely a higher percentage of their actual purchase price.

35. Moreover, the Settlement does not limit the number of booster seats for which Class Members may file a claim. More importantly, the Settlement has no cap on the total amount that Artsana will ultimately pay out pursuant to the Settlement. Since Artsana sold hundreds of thousands of booster seats, the ultimate recovery by Class Members could be substantial and there will be no proration of any Class Member's recovery. Between April 22, 2015, and December 31, 2021, a total of 874,538 Eligible Products were sold in the United States.

36. Given the number of Eligible Products sold during the Class Period, the Settlement's monetary value is at least \$24,735, 203.20 based on the relief made available to Class Members. Specifically, this includes: (1) the number of Eligible Products sold during the Class Period (874,538) multiplied by \$25 per Eligible Product, which amounts to \$21,863,450; (2) approximately \$612,753.20 for Notice and Administration Costs, (3) anticipated incentive awards to Plaintiffs totaling \$9,000, and (4) Class Counsel's requested \$2,250,000 for Attorneys' Fees and Expenses.

37. In addition to the monetary relief, Artsana agreed to modify its consumer-facing website to include a link to an informational video providing accurate information about safe

weight, height, and age requirements for Artsana’s booster seats. In addition, Artsana will be adding an overlay of text to a Facebook video concerning Chicco booster seats, stating that NHTSA “recommends that you keep your child in a forward-facing car seat with a harness and tether until he or she reaches the top height or weight limit allowed by your car seat’s manufacturer.” Lastly, Artsana will create a new educational video discussing the subject of transitioning a child to a booster seat, including the minimum requirements for safe use of a booster seat. This video will include either an audio version of the Facebook video overlay regarding the NHTSA recommendation or the same visual overlay. The new video will appear on Artsana’s product video page.

**C. Class Notice and Settlement Administration**

38. Since the Court granted preliminary approval, Class Counsel has worked with the Settlement Administrator, Angeion, to carry out the Court-ordered notice plan. Specifically, Class Counsel helped compile and review the contents of the required notice to State Attorney Generals pursuant to 28 U.S.C. § 1715, reviewed the final claim and notice forms, and reviewed and tested the settlement website before it launched live. Class Counsel has also been performing weekly status checks in order to monitor and oversee the proper functioning of the claims process.

39. As detailed in the accompanying Declaration of Steven Weisbrot (“Weisbrot Decl.”), the Court-ordered notice plan has been carried out in its entirety and reached an estimated 86.77% of targeted Class Members. Weisbrot Decl. ¶¶ 23-24.

40. After extensive notice of the Settlement, no Class Members have submitted objections and only 3 opt-outs have been received to date. Similarly, there have been no objections by the Attorney General of the United States nor any of the attorney generals of each state where Class Members reside who were notified in accordance with the Class Action Fairness Act of 2005

(“CAFA”), 28 U.S.C. § 1715(b).

**D. Attorneys’ Fees, Expenses, Costs, and Incentive Awards**

41. The Parties engaged in negotiations of attorneys’ fees, expenses, and costs and incentive awards only after agreement was reached on relief for the Class to ensure that Settlement Class Members’ benefits were not impacted by negotiations over attorneys’ fees, costs, and expenses and incentive awards. This procedure is in accordance with the Manual for Complex Litigation, Third § 30.42 (Fed. Judicial Ctr. 1995), which states: “Separate negotiation of the class settlement before an agreement on fees is generally preferable to avoid conflicts of interest between the attorneys and their clients[.]” Thus, the issue of fees did not cloud other aspects of the negotiation. The Parties have been unable to reach any agreement regarding payment of attorneys’ fees, expenses, and costs but have agreed to participate in an additional mediation session with Judge Welsh on August 28, 2023.

42. Class Counsel have dedicated significant time and resources to litigating this case on behalf of the Settlement Class. Their legal services were performed on a wholly contingent fee basis. Therefore, counsel has assumed the risk of non-payment in litigating and prosecuting this action and have at all times ensured that sufficient resources were made available.

43. Class Counsel separately move for an award of attorneys’ fees, costs, and expenses in the amount of \$2,250,000, including \$20,422.43 in litigation expenses, payment of which will be separate and apart from the monetary relief afforded to the Settlement Class.

44. Class Counsel’s \$2,250,000 fee request is only 9.1% of the total estimated value of the Settlement (\$24,735,203.20). *See supra* ¶ 36. This Settlement value is a conservative estimate of the maximum amount Artsana is liable for under the Settlement given that it does not account for any claims submitted with proof of purchase, for which claimants are entitled to \$50 per

Eligible Product. Moreover, this percentage does not take into account the value of the non-monetary benefits provided for under the Settlement.

45. Additionally, even considering the Settlement value based on the approximate value of reported claims awaiting confirmation of validity, Class Counsel's fee request is only 33.5% of the Settlement value calculated on that basis. Class Counsel conservatively calculated this percentage as follows: (1) 153,244 claims awaiting confirmation of validity as of July 21, 2023 multiplied by \$25 per claim = \$3,831,100; (2) estimated notice and administration expenses: \$612,753.20; (3) anticipated incentive awards to Plaintiffs: \$9,000; (4) requested amount of fees, costs and expenses: \$2,250,000. This is a total of \$6,702,853.20 ( $\$3,831,100 + \$612,753.20 + \$9,000 + 2,250,000 = \$6,702,853.20$ ), amounting to 33.5% of the value of the Settlement based on claims reported by the Settlement Administrator to Class Counsel that are awaiting confirmation of validity ( $\$2,250,000 / \$6,702,853.20 = 33.5\%$ ).

46. Since Class Counsel began investigating this matter in January of 2021 through August 27, 2023, Class Counsel expended 1,184.5 hours in this case. Class Counsel's total lodestar in this case, based on current billing rates, is \$1,320,040.50. Accordingly, the fee request of \$2,250,000 represents a multiplier of 1.7 to the combined lodestar of Class Counsel. Class Counsel's fee request is within the range of fees customarily awarded in similar actions and is justified in light of the benefit conferred on the Settlement Class, the risks undertaken, and the quality and extent of the services performed, as set forth herein and in the accompanying moving papers.

47. All of the time Class Counsel is claiming was reasonably devoted to advancing and protecting the interests of our clients and the public in this case. This time does not include any time spent on fee-related work.



48. Class Counsel's hours were recorded in a manner consistent with accepted practices related to contemporaneous time and billing procedures, and counsel has exercised billing discretion where appropriate. By proceeding with this case on a contingent fee basis, Class Counsel were incentivized to conduct our work as efficiently as possible.

49. As is the general practice of most law firms, each of the attorneys and support staff at Vozzolo LLC are responsible for keeping track of their billable time. I have personally reviewed all of Vozzolo LLC's time entries and have used billing judgment and discretion to ensure that duplicative or unnecessary time has been excluded and that only time reasonably devoted to the litigation has been included. The time and descriptions displayed in the firm's billing records were regularly and contemporaneously recorded by me and other timekeepers/employees of the firm and have been maintained in the computerized records at Vozzolo LLC.

50. Attached hereto as **Exhibit 2** is a summary of Vozzolo LLC's total time incurred through August 27, 2023. Attached hereto as **Exhibit 3** are my firm's detailed billing diaries for this matter.

51. Detailed billing records for Milberg Coleman Bryson Phillips Grossman PLLC ("Milberg") and Bursor & Fisher, P.A. ("Bursor & Fisher") are attached to the Declarations of Martha A. Geer ("Geer Declaration") and Alec M. Leslie ("Leslie Declaration") in Support of Plaintiffs' Motions for Final Approval of Class Action Settlement and for Attorneys' Fees, Costs, Expenses, and Incentive Awards, respectively.

52. Based upon my experience in complex consumer class action litigation similar to this case, it is my opinion that the hourly rates charged by the attorneys performing work here are within the range of market rates charged for similar work performed by attorneys of equivalent experience, skill, and expertise. The Supreme Court and other courts have held that the use of

current rates is proper since such rates compensate for inflation and the loss of use of funds. *See Missouri v. Jenkins*, 491 U.S. 274, 283-84 (1989).

53. In addition to the time enumerated above, I estimate that Class Counsel will incur an additional 150-200 hours of future work in connection with the fairness hearing, coordinating with the settlement administrator, monitoring settlement administration, and responding to Class member inquiries and possible objections. Future work relating to monitoring settlement administration is likely to be substantial in this case, given the potential for a claims deficiency process and the fact that the class filing period extends at least through December 11, 2023.

54. Class Counsel also incurred out-of-pocket litigation costs and expenses that were advanced and carried throughout the litigations. Class Counsel incurred \$20,422.43 in out-of-pocket expenses in connection with the prosecution of this case. Vozzolo LLC specifically expended \$216.62 in out-of-pocket expenses. Attached as **Exhibit 4** is an itemized list of Vozzolo LLC's expenses by category. Attached as **Exhibit 3** to the Geer Declaration and **Exhibit 4** to the Leslie Declaration are charts showing out-of-pocket expense incurred in this action by Milberg and by Bursor & Fisher, respectively. The actual expenses incurred in the prosecution of this action are reflected on the computerized accounting records of Class Counsel. Those accounting records are prepared by accounting staff from receipts and check records and accurately reflect all actual expenses incurred. Upon request, we will provide the Court with copies of documentation for each of the costs itemized above. In the same manner that Class Counsel were incentivized to conduct work as efficiently as possible, so too were we incentivized to be extremely judicious in our approach to expending funds.

55. I have general familiarity with the range of hourly rates typically charged by plaintiffs' class action counsel in New York, this District and throughout the United States, both

on a current basis and historically.

56. This familiarity has been obtained in several ways: (1) by litigating attorneys' fee applications; (2) by discussing fees with other class action attorneys; (3) by obtaining declarations regarding prevailing market rates filed by other attorneys seeking fees; and (4) by reviewing attorneys' fee applications and awards in other cases, as well as surveys and articles on attorneys' fees in legal newspapers and treatises. The information I have gathered shows that Class Counsel's rates are in line with the non-contingent market rates charged by attorneys of reasonably comparable experience, skill, and reputation for reasonably comparable class action work.

57. In fact, comparable hourly rates have been found reasonable by various courts in New York for reasonably comparable services, including:

- *Laydon v. Mizuho Bank, Ltd.*, No. 1:12-cv-03419-GBD, ECF No. 837 (S.D.N.Y. Dec. 7, 2017) (approving partner rates of \$875 to \$975 and associate rates of \$325 to \$600, see ECF No. 817).
- *In re Credit Default Swaps Antitrust Litig.*, 2016 WL 2731524, at \*17 (S.D.N.Y. April 26, 2016) (approving partner rates of \$834 to \$1,125 and associate rates of \$411 to \$714, see ECF No. 482);
- *In re Platinum & Palladium Commod. Litig.*, Slip Op. No.10cv3617, 2015 U.S. Dist. LEXIS 98691, at \*13 (S.D.N.Y. July 7, 2015) (approving billing rates of \$950 and \$905 per hour and referring to a recent National Law Journal survey yielding an average hourly partner billing rate of \$982 in New York.)
- *In re Bear Stearns Cos., Inc. Sec., Deriv., & ERISA Litig.*, 909 F. Supp. 2d 259, 271-72 (S.D.N.Y. 2012) (approving fee award based on hourly rates ranging from \$275 to \$650 for associates and \$725 to \$975 for partners, see ECF No. 302-5 in Case No. 1:08-md-01963-RWS)
- *In re Merrill Lynch & Co. Inc., Research Reports Sec. Litig.*, No. 02 MDL 1484 (JFK), 2007 WL 313474, at \*22 (S.D.N.Y. Feb. 1, 2007) (approving billing rates up to \$850 per hour.)
- *City of Providence v. Aeropostale, Inc.*, No. 11-Civ-7132 (CM), 2014 WL 1883494, at \*13 (S.D.N.Y. May 9, 2014), *aff'd sub nom. Arbuthnot v. Pierson*, 2015 WL 3604407 (2d Cir. June 10, 2015) (approving billing rates of attorneys in New York firms ranging from \$335 to \$875 per hour.)

- *In re Hi-Crush Partners L.P. Sec. Litig.*, No. 12-8557, 2014 WL 7323417, at \*14 (S.D.N.Y. Dec. 19, 2014) (approving hourly billing rates ranging from \$425 to \$825 for attorneys.)

58. In addition to my general familiarity with market rates and my review of the hourly rates claimed by other class action counsel, my conclusion that Vozzolo LLC's hourly rates are reasonable is bolstered by the following authorities, including by prior fee applications I have submitted on behalf of Vozzolo LLC and/or my prior position, including three (3) in this District:

- In *Fried v. JPMorgan Chase & Co., et al.*, No. 2:15-cv-02512, ECF No. 88 (D. N.J. July 25, 2019), the Court approved plaintiffs' motion for award of attorneys' fees and costs, including partner rates of \$795 per hour for Vozzolo LLC, as set forth in ECF No. 79.
- In *In re Scotts EZ Seed Litig.*, No. 7:12-cv-4727 (VB), slip op. (ECF No. 367) (S.D.N.Y. Dec. 19, 2018), the Court approved plaintiffs' motion for award of attorneys' fees, costs, and expenses, including partner rates of \$795 per hour for Vozzolo LLC, as set forth in ECF No. 352, and associate rates of \$555-\$400, including a specific rate of \$450 for Andrea Clisura, as set forth in ECF No. 351-2.
- In *Potzner v. Tommie Copper Inc.*, No. 15 CIV. 3183 (AT), slip op. (ECF No. 129) (S.D.N.Y. May 4, 2018), the Court approved plaintiffs' motion for award of attorneys' fees, costs, and expenses, including partner rates of \$795 per hour for Vozzolo LLC, as set forth in ECF No. 126.
- In *Rodriguez v. CitiMortgage, Inc.*, Case No. 11-cv-4718, (S.D.N.Y. Oct. 6, 2015), the court concluded during the fairness hearing that the 2015 hourly rate of \$775.00 for Antonio Vozzolo was "reasonable." 10/6/15 Tr. at 14:24-15:14.

The hourly rates among plaintiffs' counsel and their staff range between \$950 per hour to \$165 per hour with the average partner billing rate at \$748. The hourly rates that the partners who performed most of the partner-level work on the matter, those being Joseph Marchese, Scott Bursor, Gary Lynch, and **Antonio Vozzolo** are \$680, \$850, \$650, and \$775 an hour respectively. The total blended rate for all legal work performed was \$609 per hour. ... I conclude that the hourly rates are reasonable.

10/6/15 Tr. at 14:24-15:14 (emphasis added).

- In *Astiana v. Kashi Co.*, Case No. 11-CV-1967-H (BGS), 2014 U.S. Dist. LEXIS 127624 (S.D. Cal. Sept. 2, 2014) the Court approved 2014 partner rates of \$875-\$675, including a specific rate of \$675 for Antonio Vozzolo, associate rates of \$510-\$375, including a specific rate of \$450 for Andrea Clisura, paralegal rates of \$315-\$245 in granting plaintiffs'

motion for final approval and for award of attorneys' fees, costs, and incentive awards, as set forth in ECF No. 229-4.

- In *Cox v. Clarus Marketing Group, LLC.*, 291 F.R.D. 473, 483 (S.D. Cal. 2013) the Court approved the 2013 hourly rates of class counsel, including 2013 partner rates of \$850-\$625, including a specific rate of \$650 for Antonio Vozzolo, associate rates of \$535-\$390, including a specific rate of \$390 for Andrea Clisura, and paralegal rates of \$300-\$265 (as set forth in ECF No. 30-5 in Case No. 3:11-cv-02711-H-RBB), stating that "hourly rates charged by the attorneys appear reasonable in light of the experience of counsel and complexities of this case."
- In *In re Alexia Foods, Inc. Litigation*, Case No. 4:11-cv-06119 PJH, ECF No. 66 (N.D. Cal. Dec. 12, 2013) the Court approved 2013 partner rates of \$875-\$650, including a specific rate of \$650 for Antonio Vozzolo, associate rates of \$450-\$390 in granting plaintiffs' motion for final approval and for award of attorneys' fees, costs, and incentive awards, as set forth in ECF No. 55-2.
- In *In re Haier Freezer Consumer Litigation*, Case No. C 11-02911 EJD, ECF No. 90 (N.D. Cal. Oct. 25, 2013) the Court approved 2013 hourly partner rates of \$850-\$645, including a specific rate of \$650 for Antonio Vozzolo, associate rates of \$535-\$375, including a specific rate of \$390 for Andrea Clisura, and paralegal rates of \$265-250 and time in granting plaintiffs' motion for final approval and for award of attorneys' fees, costs, and incentive awards, as set forth in ECF No. 87-3.
- In *Rossi v. Proctor & Gamble Co.*, No. 11-7238 (JLL), 2013 U.S. Dist. LEXIS 143180, at \*30 (D.N.J. Oct. 3, 2013) the Court found that the 2013 hourly partner rates of \$850-\$650, including a specific rate of \$650 for Antonio Vozzolo, associate rates of \$535-\$375, including a specific rate of \$390 for Andrea Clisura, and paralegal rates of \$265-235 (as set forth in ECF No. 76-4) "are based on a reasonable hourly billing rate for such services given the geographical area, the nature of the services provided and the experience of the lawyer."
- In *Loreto v. Coast Cutlery Co.*, Case No. 2:11-cv-03977(D.N.J. Sep. 8, 2011), the Court approved 2014 partner rates of \$875-\$675, and a specific rate of \$675.00 for Antonio Vozzolo in granting plaintiffs' motion for final approval and for award of attorneys' fees, costs, and incentive awards, as set forth in ECF No. 56.
- In *Landes v. Sony Mobile Communications (U.S.A.), Inc.*, Case No. 2:17-cv-02264 (ECF No. 40) (E.D.N.Y. Dec. 1, 2017), the Court approved the 2017 hourly rates for associates of \$525-\$575, including the specific rate of \$575 for Andrea Clisura, as set forth in ECF No. 31, as reasonable in granting plaintiffs' motion for final approval and for award of attorneys' fees and expenses.

59. The reasonableness of the Class Counsel's hourly rates are also supported by several surveys of legal rates, including the following:

- In an article entitled “Big Law Rates Topping \$2,000 Leave Value ‘In Eye of Beholder,’” written by Roy Strom and published by Bloomberg Law on June 9, 2022, the author describes how Big Law firms have crossed the \$2,000-per hour rate. The article also notes that law firm rates have been increasing by just under 3% per year. A true and correct copy of this article is attached hereto as **Exhibit 5**.
- The CounselLink Enterprise Management Trends Report for June 2022 states that the median partner rate in New York was \$1,030. The report also notes that median partner rates have grown by 4.3% in New York. A true and correct copy of this article is attached hereto as **Exhibit 6**.
- A 2022 Partner Compensation Survey by Major, Lindsey & Africa and Law360 reported an average billing rate for partners in New York, NY of \$1,109. A true and correct copy of portions of the survey are attached as **Exhibit 7**.
- Wolters Kluwer’s ELM Solutions’s 2018 Real Rate Report reported 2018 median rates for attorneys in New York, NY of \$925 for partners and \$588 for associates. The data further indicated a \$955 rate for partners in New York with 21 or more years of experience. A true and correct copy of portions of the report are attached as **Exhibit 8**.
- In an article entitled “On Sale: The \$1,150-Per Hour Lawyer,” written by Jennifer Smith and published in the *Wall Street Journal* on April 9, 2013, the author describes the rapidly growing number of lawyers billing at \$1,150 or more revealed in public filings and major surveys. The article also notes that in the first quarter of 2013, the 50 top-grossing law firms billed their partners at an average rate between \$879 and \$882 per hour. A true and correct copy of this article is attached hereto as **Exhibit 9**.
- In an article published April 16, 2012, the *Am Law Daily* described the 2012 Real Rate Report, an analysis of \$7.6 billion in legal bills paid by corporations over a five-year period ending in December 2011. That article illustrates that the top quartile of lawyers bill at an average of “just under \$900 per hour.” A true and correct copy of that article is attached hereto as **Exhibit 10**.
- Similarly, on February 25, 2011, the *Wall Street Journal* published an on-line article entitled “Top Billers.” That article listed the 2010 and/or 2009 hourly rates for more than 125 attorneys, in a variety of practice areas and cases, who charged \$1,000 per hour or more. Indeed, the article specifically lists *eleven* (11) Gibson Dunn & Crutcher attorneys billing at \$1,000 per hour or more. A true and correct copy of that article is attached hereto as **Exhibit 11**.
- The National Law Journal’s December 2010, nationwide sampling of law firm billing rates (attached hereto as **Exhibit 12**) lists 32 firms whose highest rate was \$800 per hour or more, eleven firms whose highest rate was \$900 per hour or more, and three firms whose highest rate was \$1,000 per hour or more.
- On December 16, 2009, *The American Lawyer* published an online article entitled

“Bankruptcy Rates Top \$1,000 in 2008-2009.” In addition to reporting that several attorneys had charged rates of \$1,000 or more in bankruptcy filings in Delaware and the Southern District of New York, the article also listed 18 firms that charged median partner rates of from \$625 to \$980 per hour. A true and correct copy of that article is attached hereto as **Exhibit 13**.

- According to the National Law Journal’s 2014 Law Firm Billing Survey, law firms with their largest office in New York have average partner and associate billing rates of \$882 and \$520, respectively. Karen Sloan, *\$1,000 Per Hour Isn’t Rare Anymore; Nominal Billing Levels Rise, But Discounts Ease Blow*, National Law Journal, Jan. 13, 2014. The survey also shows that it is common for legal fees for partners in New York firms to exceed \$1,000 an hour. *Id.* A true and correct copy of this survey is attached hereto as **Exhibit 14**.

60. Class Counsel further petition the Court for incentive awards for each Class Representative in the amount of \$1,500, for their service on behalf of the Class. Any such awards will also be paid separate and apart from the monetary relief afforded to the Settlement Class.

61. Class Counsel is of the opinion that Plaintiffs’ interests are aligned with those of the Class and they have no conflicts of interest. Plaintiffs and each Class Member were injured in the same manner, and Plaintiffs assert the same legal claims as those of the Class.

62. Throughout the litigation, Plaintiffs have provided valuable assistance in the prosecution of this matter and have taken their obligations to the Class seriously by conferring with their counsel, reviewing the pleadings, and consulting with Class Counsel regarding the propriety of the Settlement.

63. Class Counsel has significant experience in litigating class actions of similar size, scope, and complexity to the instant action.

64. Attached as **Exhibit 1** to the Geer Declaration and **Exhibit 13** to the Leslie Declaration are the Firm Resumes of Milberg and Bursor & Fisher, respectively.

65. I and Vozzolo LLC regularly engage in major complex litigation, and have extensive experience in consumer class action lawsuits that are similar in size, scope, and complexity to the present case. See **Exhibit 2** (Firm Resume of Vozzolo LLC). Prior to creating



the firm in 2016, I was a partner at Faruqi & Faruqi, LLP (2004-2016), serving in various capacities including Chair of the firm's Consumer Litigation Department, and Chair of the firm's Securities Litigation Department.

66. Prior to that, I was an associate at Faruqi & Faruqi, LLP for five (5) years. I received my Juris Doctor from Brooklyn Law School in 1998.

67. Since 2011, I have served as lead or co-lead counsel in at least 19 putative consumer class action cases, including:

- *In re: Michaels Stores Pin Pad Litig.*, Case No. 1:11-CV-03350 CPK (N.D. Ill. June 8, 2011)
- *In re Haier Freezer Consumer Litig.*, No. C11-02911 (N.D. Cal. Aug. 17, 2011)
- *Loreto v. Coast Cutlery Co.*, No. 11-3977 (D.N.J. Sep. 8, 2011)
- *Rodriguez v. CitiMortgage, Inc.*, No. 1:11-cv-04718 (S.D.N.Y. Nov. 14, 2011)
- *Avram v. Samsung Elecs. Am., Inc.*, No. 11-6973 (D.N.J. Jan 3, 2012)
- *Rossi v. Procter & Gamble Co.*, No. 11-7238 (D.N.J. Jan. 31, 2012)
- *Dzielak v. Whirlpool Corp.*, No. 2:12-cv-0089 (D.N.J. Feb. 21, 2012)
- *Jovel et al., v. i-Health, Inc.*, No 1:12-cv-05614 (E.D.N.Y. March 27, 2012)
- *Dei Rossi v. Whirlpool Corp.*, No. 12-125 (E.D. Cal. Apr. 19, 2012)
- *In re Scotts EZ Seed Litig.*, No. 7:12-cv-4727 (VB) (S.D.N.Y. Sept. 19, 2012)
- *Forcellati et al., v Hyland's, Inc. et al.*, No. CV 12-1983-GHK (C.D. Cal. Nov. 8, 2012)
- *In re Sinus Buster Prods. Consumer Litig.*, No. 12-2429 (E.D.N.Y. Dec. 17, 2012)
- *In re 5-Hour ENERGY Mktg. and Sales Practice Litig.*, No. 13-ml-2438 (C.D. Cal. Nov. 8, 2013)
- *Potzner v. Tommie Copper Inc., et al.*, No. 7:15-cv-03183 (S.D.N.Y. Jan. 4, 2016)
- *Inocencio, et al. v. Telebrands Corp.*, No. BER-L 4378-16 (N.J. Super. Ct. 2016)



- *Robbins, et al. v. Gencor Nutrients, Inc., et al.*, No. 16AC-CC00366 (Cir. Ct., Cole County, Missouri 2016)
- *Liptai v. Spectrum Brands Holdings Inc., et al.*, Case No. 2018CV000321 (Cir. Ct., Dane County, Wisconsin 2018)
- *Fried v. JPMorgan Chase & Co., et al.*, No. 2:15-cv-02512 (D.N.J. March 28, 2019)
- *Buffington v. Progressive Advanced Insurance Co.*, No. 20-cv-07408 (S.D.N.Y. Aug. 23, 2022).

68. Class Counsel is experienced in the litigation, certification, trial, and settlement of multi-state consumer class actions like this one, including serving as lead or co-lead counsel in booster seat litigation against other manufacturers.

69. In particular, certain co-lead Class Counsel has specific experience litigating class actions against other booster seat manufacturers that involve allegations and false advertising claims substantially similar to those in this case. For example, Milberg Partner Martha Geer is serving as court-appointed co-lead counsel in an MDL pending in the District of Massachusetts involving Evenflo (*In re Evenflo Company, Inc. Marketing, Sales Practices & Products Liability Litigation*, MDL No. 20-md-02938-DJC) and in consolidated actions against Graco Children's Products filed in the North District of Georgia (*Carder, et al. v. Graco Children's Products, Inc.*, 2:20-cv-00137-LMM). Milberg Partners Martha Geer and Jonathan Cohen are also primary counsel in a class action against Britax Child Safety, Inc. in the District of South Carolina (*Coleman, et al. v. Britax Child Safety, Inc.*, 0:21-cv-00721-SAL). Accordingly, Class Counsel has considerable experience handling consumer class actions and are capable of assessing the strengths and weaknesses of their positions.

70. In negotiating this Settlement, Class Counsel had the benefit of years of relevant experience and a familiarity with the facts of this case and the substantive law at issue.

71. Class Counsel have well-regarded practices that are currently litigating dozens of

cases in state and federal courts throughout the nation, and they have devoted substantial resources to representing the Class. Class Counsel regularly engage in complex litigation and have extensive experience in consumer class actions similar in size, scope, and complexity to this one, including false advertising and labeling cases.

72. Bursor & Fisher has also been recognized by courts across the country for its expertise and skilled and effective representation. Ex. 2; *see also Mogull v. Pete and Gerry's Organics, LLC*, 2022 WL 4661454, at \*2 (S.D.N.Y. Sept. 30, 2022) (Briccetti, J.) (“Bursor & Fisher ... has represented other plaintiffs in more than one hundred class action lawsuits, including several consumer class actions that proceeded to jury trials in which Bursor & Fisher achieved favorable results for the plaintiffs. Thus, Bursor & Fisher has experience in class actions as well as knowledge of the applicable law in this case.”); *Ebin v. Kangadis Food Inc.*, 297 F.R.D. 561, 566 (S.D.N.Y. Feb. 25, 2014) (Rakoff, J.) (“Bursor & Fisher, P.A., are class action lawyers who have experience litigating consumer claims ... The firm has been appointed class counsel in dozens of cases in both federal and state courts, and has won multi-million dollar verdicts or recoveries in five [now six] class action jury trials since 2008.”).

73. Class Counsel has zealously represented the interests of the Class and committed substantial resources to the resolution of the class claims.

74. To date, Class Counsel’s work has included:

- i. conducting an extensive, pre-suit factual investigation of the Eligible Products and Defendant’s marketing claims;
- ii. interviewing numerous interested Class Members, including Plaintiffs, regarding their purchase of and experience with the Eligible Products;
- iii. drafting and serving FIOA requests;
- iv. drafting the initial Complaints and Consolidated Amended Complaint;
- v. fully briefing a Motion to Dismiss and a Motion to Strike in the *Sayers* action;

- vi. holding numerous telephonic calls with defense counsel regarding settlement;
- vii. drafting multiple mediation statements, participating in five full-day mediation sessions with the Honorable Diane Welsh (Ret.) of JAMS on September 30, 2021, November 8, 2021, June 6, 2022, August 18, 2023, and August 28, 2023;
- viii. successfully moving for Preliminary Approval of the Settlement; and
- ix. communicating with the Claims Administrator regarding implementation of the Notice Plan and addressing any issues with claims administration as they arise.

75. Based on Class Counsel's experience litigating similar consumer class actions, and taking into consideration the risks of continued litigation, including appeals, versus the substantial and concrete benefits to Class Members, Class Counsel is of the opinion that the Settlement is not only fair, reasonable, and adequate, but also a very favorable result for the Settlement Class.

76. As discussed above and throughout Plaintiffs' Motion for Final Approval of Class Action Settlement, the Settlement reached in this case was the product of negotiations conducted at arms' length by experienced counsel representing adversarial parties, and there is absolutely no evidence of fraud or collusion. Accordingly, I believe the proposed Settlement is in the best interest of the Class and merits final approval by this Court.

77. I am of the opinion that each Plaintiff's active involvement in this case was critical to its ultimate resolution. They took their roles as class representatives seriously, devoting significant amounts of time and effort to protecting the interests of the class. Without their willingness to assume the risks and responsibilities of serving as class representatives, I do not believe such a strong result could have been achieved.

78. In particular, Plaintiffs equipped Class Counsel with critical details regarding their purchases from and experiences with Defendant's Products. They assisted Class Counsel in investigating their claims, detailed their experiences as users of the Products, supplied supporting

documentation, aided in drafting the Complaints, and frequently communicated with Class Counsel regarding settlement negotiations and strategy. Plaintiffs were prepared to testify at deposition and trial, if necessary. And they were actively consulted during the settlement process.

79. In short, each Plaintiff assisted Class Counsel in pursuing this action on behalf of the class, and their involvement in this case has been nothing short of essential.

I declare under penalty of perjury that the foregoing is true and correct. Executed on August 28, 2023 in New City, New York.

/s/ Antonio Vozzolo  
Antonio Vozzolo



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**FIRM RESUME**

Vozzolo LLC is a civil litigation firm with offices in New York and New Jersey. The firm focuses on complex litigation, including consumer protection class actions, as well as securities and shareholder derivative litigation. The firm litigates cases throughout the country, including both federal and state courts. The firm's attorneys are experienced in, and thoroughly familiar with, all aspects of class action litigation, including the underlying substantive law, the substance and procedure of class certification, and trial. In numerous high-profile matters, Vozzolo LLC's founder, Antonio Vozzolo, has played a principal or lead role establishing new law, obtaining groundbreaking rulings and securing substantial recoveries for his clients.

**ANTONIO VOZZOLO**

Antonio Vozzolo is a civil litigator and trial lawyer who focuses on complex litigation, class actions and consumer protection. Before creating the firm in 2016, Mr. Vozzolo was a partner at Faruqi & Faruqi, LLP, one of the country's leading securities litigation firms, serving in various capacities including: Chair of the firm's Consumer Litigation Department, and Chair of the firm's Securities Litigation Department. There, he represented aggrieved individuals, consumers and investors in a wide variety of contexts, including consumer protection and securities litigation, as well as shareholder derivative, merger and transactional litigation. Over his 20-year career, Mr. Vozzolo has recovered hundreds of millions of dollars and other significant remedial benefits on behalf of consumers and investors.

*In Fried v. JPMorgan Chase & Co., et al.*, No. 2:15-cv-02512 (D.N.J. April 8, 2015), Vozzolo LLC represented a nationwide class of customers of defendant arising out of the improper collection of Private Mortgage Insurance ("PMI") on residential mortgage transactions in violation of the

Homeowners Protection Act of 1998, 12 U.S.C. § 4901 (“HPA”). A settlement was obtained, providing class members with a total benefit valued at \$19.5 million in monetary and injunctive relief.

In *Bates v. Kashi Co., et al.*, Case No. 11-CV-1967-H BGS (S.D. Cal. 2011), Mr. Vozzolo served as co-lead counsel, securing a \$5.0 million settlement fund on behalf of California consumers who purchased Kashi products that were deceptively labeled as “nothing artificial” and “all natural.” The settlement provided class members with a full refund of the purchase price in addition to requiring Kashi to modify its labeling and advertising to remove “All Natural” and “Nothing Artificial” from certain products. As noted by Judge Marilyn L. Huff in approving the settlement, “Plaintiffs’ counsel has extensive experience acting as class counsel in consumer class action cases, including cases involving false advertising claims.”

Moreover, in *Thomas v. Global Vision Products*, Case No. RG-03091195 (California Superior Ct., Alameda Cty.), Mr. Vozzolo served as co-lead counsel in a consumer class action lawsuit against Global Vision Products, Inc., the manufacturer of the Avacor hair restoration product and its officers, directors and spokespersons, in connection with the false and misleading advertising claims regarding the Avacor product. Though the company had declared bankruptcy in 2007, Mr. Vozzolo, along with his co-counsel, successfully prosecuted two trials to obtain relief for the class of Avacor purchasers. In January 2008, a jury in the first trial returned a verdict of almost \$37 million against two of the creators of the product. In November 2009, another jury awarded plaintiff and the class more than \$50 million in a separate trial against two other company directors and officers. This jury award represented the largest consumer class action jury award in California in 2009 (according to VerdictSearch, a legal trade publication).

In *In re Purchase Pro Inc. Securities Litig.*, Master File No. CV-S-01-0483-JLQ (D. Nev. 2001), Mr. Vozzolo served as co-lead counsel for the class, securing a \$24.2 million settlement fund in a case involving federal securities fraud litigation. As noted by Senior Judge Justin L. Quackenbush

in approving the settlement, “I feel that counsel for plaintiffs evidenced that they were and are skilled in the field of securities litigation.”

More recently, in *Jovel v. I-Health, Inc.*, Case No. 12-CV-5614 MDG (E.D.N.Y. 2012), Mr. Vozzolo served as counsel in a consumer class action challenging the marketing of certain brain health supplements. A settlement was obtained, providing class members with a cash refund of up to the actual purchase price. As noted by Judge Marilyn D. Go in approving the settlement, “Mr. Vozzolo [and co-lead counsel] are attorneys with substantial experience litigating consumer class action, and are associated with firms specializing in class actions.” Similarly, in *Potzner v. Tommie Copper Inc., et al.*, No. 7:15-cv-03183 (S.D.N.Y. Jan. 4, 2016), Judge Analisa Torres noted that “plaintiffs’ counsel has substantial experience in successfully litigating consumer class actions.”

Below is a non-exhaustive list of settlements where Mr. Vozzolo served as lead or co-lead counsel:

- *Fried v. JPMorgan Chase & Co., et al.*, No. 2:15-cv-02512 (D.N.J. April 8, 2015). Vozzolo LLC represented a nationwide class of customers of defendant arising out of the improper collection of Private Mortgage Insurance (“PMI”) on residential mortgage transactions. A settlement was obtained, providing class members with a settlement valued at \$19.5 million in monetary and injunctive relief.
- *Liptai v. Spectrum Brands Holdings, Inc., et al.*, No. 2018cv000321 (Dane County, WI 2018). Vozzolo LLC represented a nationwide class of purchasers of defendants’ small kitchen appliances. A settlement was obtained, providing class members with a cash refunds of up to \$4.00.
- *Robbins, et al. v. Gencor Nutrients, Inc., et al.*, No. 16AC-CC00366 (Cir. Ct. Cole County, Missouri 2016). Vozzolo LLC represented a nationwide class of purchasers of defendants’ testosterone boosting supplements. A settlement was obtained, providing class members with a cash refunds of up to \$14.52.
- *Potzner v. Tommie Copper Inc., et al.*, No. 7:15-cv-03183 (S.D.N.Y. Jan. 4, 2016). Vozzolo LLC represented a nationwide class of purchasers of defendants’ “copper-infused” or “zinc-infused” compression apparel. A settlement fund was obtained, providing class members with a cash refunds of up to \$10.00.
- *Inocencio, et al. v. Telebrands Corp.*, No. BER-L 4378-16 (N.J. Super. Ct. 2016). Vozzolo LLC represented a proposed nationwide class of consumers who purchased certain “Pocket



Hose” brand of expandable garden hoses. A settlement was obtained, providing full relief to class members, including cash refunds of up to \$50.00.

- *Forcellati et al., v Hyland’s, Inc. et al.*, No. CV 12-1983-GHK (C.D. Cal. Nov. 8, 2012). Mr. Vozzolo represented a certified nationwide class of purchasers of children’s homeopathic cold and flu remedies. A settlement was obtained, providing class members with cash refunds of up to the full purchase price.
- *Dei Rossi v. Whirlpool Corp.*, No. 12-125 (E.D. Cal. Apr. 19, 2012). Mr. Vozzolo represented a certified class of consumers who purchased certain KitchenAid refrigerators marketed as Energy Star qualified when they were not. A settlement was obtained, providing class members with cash payments of \$55.00 to recoup the excess energy costs of their appliances.
- *In re Sinus Buster Products Consumer Litig.*, Case No. 1:12-cv-02429-ADS-AKT (E.D.N.Y. 2012). Mr. Vozzolo represented a nationwide class of purchasers of assorted cold, flu and sinus products. A settlement was obtained, providing class members with a cash refund up to \$10.00 and requiring defendant to discontinue the marketing and sale of certain products.
- *In Rodriguez v. Citimortgage, Inc.*, Case No. 11-cv-4718-PGG (S.D.N.Y. 2015). Mr. Vozzolo represented a nationwide class military servicemembers related to foreclosure violations of the Servicemembers Civil Relief Act. A \$38 million class settlement was obtained, where each class member was entitled to \$116,785 plus lost equity in the foreclosed property and interest thereon.
- *In re: Haier Freezer Consumer Litig.*, Case No. 5:11-CV-02911-EJD (N.D. Cal. 2011). Mr. Vozzolo represented a nationwide class of consumers who purchased certain model freezers, which were sold in violation of the federal standard for maximum energy consumption. A settlement was obtained, valued at \$4 million, providing class members with cash payments of between \$50.00 and \$325.80.
- *Loreto v. Coast Cutlery Co.*, Case No. 11-3977 SDW-MCA (D.N.J. 2011). Mr. Vozzolo represented a proposed nationwide class of people who purchased stainless steel knives and multi-tools that were of a lesser quality than advertised. A settlement was obtained, providing class members with a full refund of the purchase price.
- *Rossi v Procter & Gamble Company.*, Case No. 11-7238 (D.N.J. 2011). Mr. Vozzolo represented a nationwide class of consumers who purchased deceptively marketed “Crest Sensitivity” toothpaste. A settlement was obtained, providing class members with a full refund of the purchase price.
- *In re: Michaels Stores Pin Pad Litig.*, Case No. 1:11-CV-03350 CPK (N.D. Ill. 2011). Mr. Vozzolo represented a nationwide class of persons against Michaels Stores, Inc. for failing to secure and safeguard customers’ personal financial data. A settlement was obtained, which provided class members with monetary relief for unreimbursed out-of-pocket losses

incurred in connection with the data breach, as well as up to four years of credit monitoring services.

- *In re: HP Power-Plug Litigation*, Case No. 06-1221 (N.D. Cal. 2006). Mr. Vozzolo represented a proposed nationwide class of consumers who purchased defective laptops manufactured by defendant. A settlement was obtained, which provided full relief to class members, including, among other benefits, a cash payment of up to \$650.00 per class member, or in the alternative, a repair free-of-charge and new limited warranties accompanying repaired laptops.
- *Delre v. Hewlett-Packard Co.*, C.A. No. 3232-02 (N.J. Super. Ct. 2002). Mr. Vozzolo represented a proposed nationwide class of consumers (approximately 170,000 members) who purchased, HP dvd-100i dvd-writers (“HP 100i”) based on misrepresentations regarding the write-once (“DVD+R”) capabilities of the HP 100i and the compatibility of DVD+RW disks written by HP 100i with DVD players and other optical storage devices. A settlement was obtained, which provided full relief to class members, including among other benefits, the replacement of the defective HP 100i with its more current, second generation DVD writer, the HP 200i, and/or refunds of the \$99.00 it had charged some consumers to upgrade from the HP 100i to the HP 200i prior to the settlement.

In addition, Mr. Vozzolo, has considerable leadership experience in complex litigation, serving as lead or co-lead counsel in at least 19 putative consumer class action cases since 2011, including:

- *In re: Michaels Stores Pin Pad Litig.*, Case No. 1:11-CV-03350 CPK (N.D. Ill. June 8, 2011)
- *In re Haier Freezer Consumer Litig.*, No. C11-02911 (N.D. Cal. Aug. 17, 2011)
- *Loreto v. Coast Cutlery Co.*, No. 11-3977 (D.N.J. Sep. 8, 2011)
- *Astiana v. Kashi Co.*, No. 3:11-cv-01967-H BGS (S.D. Cal. Sept. 28, 2011)
- *Rodriguez v. CitiMortgage, Inc.*, No. 1:11-cv-04718 (S.D.N.Y. Nov. 14, 2011)
- *Avram v. Samsung Elecs. Am., Inc.*, No. 11-6973 (D.N.J. Jan 3, 2012)
- *Rossi v. Procter & Gamble Co.*, No. 11-7238 (D.N.J. Jan. 31, 2012)
- *Dzielak v. Whirlpool Corp.*, No. 2:12-cv-0089 (D.N.J. Feb. 21, 2012)
- *Dei Rossi v. Whirlpool Corp.*, No. 12-125 (E.D. Cal. Apr. 19, 2012)
- *In re Scotts EZ Seed Litig.*, No. 7:12-cv-4727 (VB) (S.D.N.Y. Sept. 19, 2012)
- *Forcellati et al., v Hyland’s, Inc. et al.*, No. CV 12-1983-GHK (C.D. Cal. Nov. 8, 2012)

- *In re Sinus Buster Prods. Consumer Litig.*, No. 12-2429 (E.D.N.Y. Dec. 17, 2012)
- *In re 5-Hour ENERGY Mktg. and Sales Practice Litig.*, No. 13-ml-2438 (C.D. Cal. Nov. 8, 2013)
- *Fried v. JPMorgan Chase & Co., et al.*, No. 2:15-cv-02512 (D.N.J. April 8, 2015)
- *Potzner v. Tommie Copper Inc., et al.*, No. 7:15-cv-03183 (S.D.N.Y. April 22, 2015)
- *Inocencio, et al. v. Telebrands Corp.*, No. BER-L 4378-16 (N.J. Super. Ct. 2016)
- *Robbins, et al. v. Gencor Nutrients, Inc., et al.*, No. 16AC-CC00366 (Cir. Ct. Cole County, Missouri 2016)
- *Liptai v. Spectrum Brands Holdings, Inc., et al.*, No. 2018cv000321 (Dane County, WI 2018).
- *Buffington v. Progressive Advanced Insurance Co.*, No. 20-cv-07408 (S.D.N.Y. Aug. 23, 2022)

Mr. Vozzolo is also experienced in the substance and procedure of class certification, obtaining class certification in the following contested consumer class actions:

- *Buffington v. Progressive Advanced Insurance Co.*, No. 20-cv-07408 (S.D.N.Y. Aug. 23, 2022)
- *Dei Rossi v. Whirlpool Corp.*, No. 2:12-cv-125 (E.D. Cal. Apr. 28, 2015)
- *Forcellati v. Hyland's, Inc.*, No. CV 2:12-cv-1983-GHK (C.D. Cal. Apr. 9, 2014)
- *In re Scotts EZ Seed Litig.*, No. 7:12-cv-04727 (S.D.N.Y. Jan. 26, 2015)
- *Astiana v. Kashi Co.*, No. 3:11-cv-01967-H BGS (S.D. Cal. July 30, 2013)
- *Dzielak v. Whirlpool Corp., et al.*, No. 12-CIV-0089 SRC-MAS (D.N.J. Feb. 12, 2012)
- *Thomas v. Global Vision Products, Inc., et al.*, No. RG03-091195 (Cal. Super. Ct. Alameda Cnty. 2003)

In recognition of his outstanding work on behalf of clients, Mr. Vozzolo has been regularly sought out to comment on important consumer protection matters. For example, Mr. Vozzolo was quoted in a *New York Times* article related to recent proposed legislation attempting to ban consumer

class actions related to the Energy Star program. Matthew L. Wald, *Whirlpool Wants Congress to Ban Class-Action Suits Tied to Energy Star Program*, Energy & Environment,

NY TIMES, July 20, 2014, *available at* <http://www.nytimes.com/2014/07/21/business/energy-environment/whirlpool-wants-congress-to-ban-class-action-suits-tied-to-energy-star-program.html>.

More recently, Mr. Vozzolo was invited to participate in the September 21, 2015 Federal Trade Commission Panel on Homeopathic Medicine & Advertising to discuss the legal and regulatory implications of the advertising and marketing claims made by manufacturers of homeopathic products.<sup>1</sup>

Mr. Vozzolo graduated, *cum laude*, from Fairleigh Dickinson University in 1992 with a Bachelor of Science (B.Sc.), where he was on the Dean's List, and with a Masters in Business Administration (M.B.A.) in 1995. He is a graduate of Brooklyn Law School (1998). Mr. Vozzolo served as an intern to the Honorable Ira Gammerman of the New York Supreme Court and the New York Stock Exchange while attending law school.

He is a member of the bars of the State of New York, the State of New Jersey, the United States District Court for the District of New Jersey, the United States District Court for the Southern District of New York, the United States District Court for the Eastern District of New York, the United States Court of Appeals for the Second Circuit, the United States Court of Appeals for the Sixth Circuit, the United States Court of Appeals for the Ninth Circuit, and the United States Court of Appeals for the Eleventh Circuit.

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<sup>1</sup> See [https://www.ftc.gov/system/files/documents/videos/homeopathic-medicine-advertising-part-2/ftc\\_homeopathic\\_medicine\\_and\\_advertising\\_workshop\\_-\\_transcript\\_segment\\_2.pdf](https://www.ftc.gov/system/files/documents/videos/homeopathic-medicine-advertising-part-2/ftc_homeopathic_medicine_and_advertising_workshop_-_transcript_segment_2.pdf).

**ATTORNEY PROFILE-OF COUNSEL & ASSOCIATES**

**ANDREA CLISURA (Associate)**

Andrea Clisura is experienced in complex litigation, commercial litigation, civil rights litigation, and consumer protection class action litigation. Prior to joining Vozzolo LLC, Ms. Clisura was a Staff Attorney for Disability Rights New York (“DRNY”), the Protection and Advocacy system in the State of New York. At DRNY, she represented clients with intellectual and developmental disabilities fighting discriminatory practices, including through putative class action litigation. She was lead attorney for DRNY in *Disability Rights New York, et al. v. The State of New York, et al.*, Case No. 17-cv-6965 (E.D.N.Y.), ongoing litigation asserting claims against the New York State Office for People with Developmental Disabilities for the failure to timely transition hundreds of former students from residential schools throughout New York and in neighboring states into community placements. She also represented a client in an action to terminate the restrictive guardianship of her person and property under Article 17-A of the New York Surrogate’s Court Procedure Act, a case which went to trial in Nassau County Surrogate’s Court and subsequently settled.

Previously, Ms. Clisura was an associate at boutique law firms in New York focusing on consumer class action litigation. As an associate at Levi & Korsinsky, LLP, Ms. Clisura identified and developed claims against Sony Mobile Communications (U.S.A.), Inc. and Sony Electronics, Inc. for deceptive advertising of Xperia smartphones and tablets as “waterproof.” The action was settled on behalf of a nationwide class and resulted in relief for consumers, including warranty extensions, changes to marketing materials, and individual monetary relief ranging from \$250 to \$340. *Landes, et al. v. Sony Mobile Communications (U.S.A.), Inc., et al.*, Case No. 17-cv-2264 (E.D.N.Y. Dec. 1, 2017). She also worked as part of the teams leading multi-district litigation in *In Re: Intel Corp. CPU Marketing, Sales Practices and Products Liability Litigation*, 3:18-md-2828-SI, MDL No. 2828 (D.

Oregon), relating to certain security vulnerabilities in Intel Corporation’s microprocessors, and *In Re: 100% Grated Parmesan Cheese Marketing and Sales Practices Litigation*, Case No. 16-cv-5802, MDL No. 2705 (N.D. Ill.), consolidating multiple class-action lawsuits alleging various manufacturers misleadingly market their products as “100%” grated parmesan cheese. At Faruqi & Faruqi, LLP, in a contested class action, Ms. Clisura was part of a team of attorneys that achieved nationwide certification of a class of purchasers of children’s homeopathic cold and flu remedies in *Forcellati et al., v Hyland’s, Inc. et al.*, No. 12-cv-1983-GHK (C.D. Cal. Nov. 8, 2012). Ultimately, a settlement was obtained, providing class members with cash refunds of up to the full purchase price of the products. Ms. Clisura was also part of the team in *Dei Rossi v. Whirlpool Corp.*, No. 12-125 (E.D. Cal. Apr. 19, 2012), which won a contested motion for class certification of a class of consumers who purchased certain KitchenAid refrigerators marketed as Energy Star qualified when they were not. A settlement was obtained, providing class members with cash payments of \$55.00 to recoup the excess energy costs of their appliances.

Ms. Clisura is a member of the State Bars of New York and New Jersey and a member of the bars of the United States District Court for the Southern District of New York, the United States District Court for the Eastern District of New York, and the United States District Court for the District of New Jersey. Ms. Clisura received her Juris Doctor from Brooklyn Law School, *magna cum laude* (2011). While attending Brooklyn Law School, Ms. Clisura served as an Associate Managing Editor of the Journal of Law and Policy and was a member of the Moot Court Honor Society, Appellate Advocacy Division. Her note, “None of Their Business: The Need for Another Alternative to New York’s Bail Bond Business,” was published in Brooklyn Law School’s Journal of Law and Policy. Ms. Clisura also gained experience in law school as an intern to the Honorable David G. Trager of the U.S. District Court for the Eastern District of New York and as a summer law intern with the U.S. Department of Justice, Antitrust Division, and a New York Legal Services office engaged in

foreclosure defense. Ms. Clisura earned a Bachelor of Arts in Metropolitan Studies and Sociology from New York University, *magna cum laude* (2005).





*Jimenez v. Artsana*

VOZZOLO LLC

8/28/2023

## SUMMARY TIME REPORT

PROFESSIONAL*	HOURS	RATE	LODESTAR
Antonio Vozzolo (P)	295.90	\$900	\$266,310.00
Andrea Clisura (A)	321.70	\$650	\$209,105.00
<b>TOTALS</b>	617.60		\$475,415.00
Partner (P)			
Of Counsel (OC)			
Associate (A)			
Paralegal (PL)			



			<b>VOZZOLO LLC</b>	
<b>Detailed Time Diaries</b>				
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6/15/2021	Artsana	A Clisura	Review initial documents received from A. Vozzolo (.4); begin fact research re draft complaint, incl read Congressional Report & related articles (.8)	1.20
6/16/2021	Artsana	A Clisura	Revise/edit draft complaint (1.9); rev related documents (.6); factual research, incl save related images (2.2)	4.70
6/17/2021	Artsana	A Clisura	Factual research, incl rev social media and save marketing images (3.5)	3.50
6/18/2021	Artsana	A Clisura	Revise/edit draft complaint (6.9); factual research re additional products, GoFit product (.4)	7.30
6/19/2021	Artsana	A Clisura	Finish and send revised complaint to A Vozzolo.	0.20
9/13/2021	Artsana	A Clisura	Emails from A Vozzolo re Artsana complaint and related matter (.1); review draft complaint from co-counsel along with previous drafts and begin mark-up of same (2.3); review orders on MTD in related matters (.9); comms w AV re draft (.2)	3.50
9/14/2021	Artsana	A Clisura	Revisions to complaint w focus on factual background and conduct factual research re same	5.00
9/15/2021	Artsana	A Clisura	Complete revisions to complaint draft and email to A Vozzolo	1.40
10/4/2021	Artsana	A Clisura	Rev letter from state AGs to NHTSA (.3); rev df's mediation s/m (.5); rev pls' mediation s/m (.4)	1.20
10/5/2021	Artsana	A Clisura	Discuss status of mediation w A Vozzolo (.2); discuss letter proposing injunctive relief with A Vozzolo (.1); review and begin revising letter proposing injunctive relief for class (2)	2.30
10/6/2021	Artsana	A Clisura	Complete review and revisions of letter proposing injunctive relief and send same to A Vozzolo	1.40
11/18/2021	Artsana	A Clisura	Review various videos and marketing materials and draft proposal for new educational videos as part of injunctive relief	2.80
12/1/2021	Artsana	A Clisura	Rev email from A Vozzolo re potential settlement strategy, approaches (.1); call w A Vozzolo re same (.1)	0.20
12/2/2021	Artsana	A Clisura	Begin research and drafting memo re claims made settlements, incl research re 3d cir	4.00
12/3/2021	Artsana	A Clisura	Con't. research and drafting memo re claims made settlements in 3d circuit	2.40
12/4/2021	Artsana	A Clisura	Rev materials re settlements in 2d Cir. in shared folder and notes re same (2.4); con't drafting memo in connection w research (3.5)	5.90
12/5/2021	Artsana	A Clisura	Con't rev of materials in shared folder re 2d Cir and write-up re same (3.8); con't drafting and legal research for memo re settlement in 2d Cir (2)	5.80
12/6/2021	Artsana	A Clisura	Research settlements, review transcript re 2d Cir (.5); rev notes and draft reseach summary (.3); con't Lexis research re claims-made settlements and drafting memo in connection w same (7.8)	8.60
12/7/2021	Artsana	A Clisura	Con't Lexis research re claims made settlements (3.3); revisions to draft memo and send same to A Vozzolo (3.6); call w A Vozzolo re same (.2)	7.10
12/9/2021	Artsana	A Clisura	Review and write up re various fairness hearings in 2d Cir. (2.3); Lexis research (.2)	2.50

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12/10/2021	Artsana	A Clisura	Con't Lexis research re claims made settlements (3.6); revisions to draft memo in connection w same (2.5); pull relevant documents off of PACER (.4); review materials from PACER and update memo in connection w same (2.8)	9.30
12/11/2021	Artsana	A Clisura	Review and clean up memo re claims-made settlements, analysis of 2d Cir. and send same to A Vozzolo	0.60
12/15/2021	Artsana	A Clisura	Call w A Vozzolo re educational videos and additions to company's website (.2); review website and emails in connection w same (.1)	0.30
12/17/2021	Artsana	A Clisura	Call w A Vozzolo re draft letter re proposal for educational videos for injunctive relief (.1); revise letter regarding same and send proposed edits to A Vozzolo (1.4)	1.50
1/19/2022	Artsana	A Clisura	Organize files in case folder	0.40
1/20/2022	Artsana	A Clisura	Review emails w co-counsel re settlement, notice, and respond re same	0.20
1/25/2022	Artsana	A Clisura	Review and organize documents and communications re mediation (.8); call w co-counsel re notice plan and related issues (.5); call w A Vozzolo re same (.1)	1.40
1/26/2022	Artsana	A Clisura	Review letters from oppo counsel in connection w settlement negotiations	0.20
2/3/2022	Artsana	A Clisura	Review corr from oppo counsel and notes re same (.5); rev proposal re injunctive relief (.2); rev videos on website and social media (.2); rev email from A Vozzolo with comm re injunctive relief and respond re same (.3)	1.20
2/15/2022	Artsana	A Clisura	Rev notes and comms in prep for call (.3); conf call re settlement negotiations (.6)	0.90
3/11/2022	Artsana	A Clisura	Call w A Vozzolo re draft settlement agreement (.2); rev and analyze documents re recent class settlement in SDNY action, incl concerns from state attys general (.9) and objections and related documents from recent SDNY settlement and summarize notes re same (2.3); rev emails from A Vozzolo re injunctive relief negotiations (.3); begin review of draft settlement agreement (1.8)	5.50
3/14/2022	Artsana	A Clisura	Call w A Vozzolo re edits to draft settlement agreement (.3); continue reviewing and revising draft settlement, incl provisions re injunctive relief (6.6)	6.90
3/15/2022	Artsana	A Clisura	Review Angeion notice proposal and notes re same (.9); review JND notice proposal and notes re same (.8); review KCC notice proposal and notes re same (1.1); rev notes from conf call w co-counsel re notice issues (.2); analyze differences in proposals and draft email to A Vozzolo re same (1.8); call w A Vozzolo re notice plan (.1); focus revise notice provisions in draft settlement agmt and email same to A Vozzolo (2.4)	7.30
3/21/2022	Artsana	A Clisura	Review redline from A Vozzolo re draft settlement and email re same	0.50
3/22/2022	Artsana	A Clisura	Rev comments and redline from J Cohen re settlement agmt (.3); rev comments from T Fisher re settlement (.1)	0.40

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4/22/2022	Artsana	A Clisura	Rev emails re open issues re settlement	0.10
4/29/2022	Artsana	A Clisura	Call w A Vozzolo re status of settlement discussions (.1); rev emails amongst co-counsel (.2)	0.30
5/3/2022	Artsana	A Clisura	Call w A Vozzolo re anticipated research issues relating to settlement	0.10
5/4/2022	Artsana	A Clisura	Call w A Vozzolo re research issues relating to settlement (.3); research re various settlement issues (3.4)	3.70
5/5/2022	Artsana	A Clisura	Calls a A Vozzolo re research issues relating to settlement (.6); conf call w co-counsel re open settlement issues (.9); review and edit latest draft of settlement agreement and insert comments re same (.6); research re various settlement issues (5.1)	7.20
5/6/2022	Artsana	A Clisura	Call w A Vozzolo re research issues relating to settlement (.3); research re various settlement issues (3.3); rev and edits to latest version of agreement (.7); rev email from A Vozzolo outlining remaining issues (.1)	4.40
5/9/2022	Artsana	A Clisura	Rev emails re draft settlement agreement	0.10
5/13/2022	Artsana	A Clisura	Review redline of draft settlement agreement sent to df counsel	0.20
5/27/2022	Artsana	A Clisura	Review redline of settlement agreement from def counsel (.2) and related emails from co-counsel re same (.1)	0.30
5/31/2022	Artsana	A Clisura	Review redlined version of settlement agmt from A Vozzolo (.2); conf call w co-counsel to discuss same (.8); rev email re JAMS session (.1)	1.10
6/1/2022	Artsana	A Clisura	Emails re status report	0.10
6/3/2022	Artsana	A Clisura	Register with JAMS (.1); discuss upcoming mediation w A Vozzolo (.1)	0.20
6/6/2022	Artsana	A Clisura	Rev draft status report	0.10
6/9/2022	Artsana	A Clisura	Rev emails re open settlement issues	0.10
6/10/2022	Artsana	A Clisura	Rev emails from oppo counsel and co-counsel re open settlement issues and latest draft of agreement	0.10
6/13/2022	Artsana	A Clisura	Call w A Vozzolo re latest draft of settlement agreement (.2); legal research in connection with open issues re same (1.2); review and redline latest draft agreement (2); call w A Vozzolo re timeline for approval set out in agmt (.2); email to A Vozzolo re same (.1); review additional cases and email A Vozzolo re draft (.6); review email from A Vozzolo summarizing issues and redline re same (.4); email comms with co-counsel re same (.2)	4.90
6/14/2022	Artsana	A Clisura	Review co-counsel's latest draft of settlement agreement and comments and email regarding same	0.40
6/16/2022	Artsana	A Clisura	Review notes re timeline in prep for conf call w co-counsel (.1); conf call w co-counsel re open settlement issues (1.1); review sample notices from co-counsel (.1); call w A Vozzolo re further research in light of discussions w co-counsel (.1); legal research further to discussion w A Vozzolo (1.8)	3.20

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6/17/2022	Artsana	A Clisura	Summarize research in connection w settlement and send email to A Vozzolo re same (.5); email from M Geer re various open issues (.1); email from A Vozzolo re latest version of agreement and open issues re same (.1)	0.70
6/20/2022	Artsana	A Clisura	Rev emails re latest draft of settlement agmt	0.10
6/21/2022	Artsana	A Clisura	Rev emails re possible timeline for settlement filings	0.10
6/23/2022	Artsana	A Clisura	Email comms re open issues for mediation, incl claims period, serial numbers as proof of purchase and related matters	0.10
6/24/2022	Artsana	A Clisura	Rev emails re update on negotiations w opposing counsel in connection w open settlement issues and timelines	0.10
6/27/2022	Artsana	A Clisura	Rev df's proposal regarding proposed settlement deadlines and compare with prior drafts highlighting issues re same	1.90
6/28/2022	Artsana	A Clisura	Emails re remaining issues re settlement draft	0.10
6/29/2022	Artsana	A Clisura	Emails re remaining issues re settlement draft	0.20
6/30/2022	Artsana	A Clisura	Emails re setting up conf call (.1); conf call w co-counsel re open settlement issues (.7); review emails further to same (.2)	1.00
7/6/2022	Artsana	A Clisura	Comms re status of action (.1); review df's comments re proposed status report and discuss same w A Vozzolo (.1); rev follow up emails re same (.1)	0.30
7/8/2022	Artsana	A Clisura	Rev emails w co-counsel re status of comms w df	0.10
7/11/2022	Artsana	A Clisura	Rev emails from M Geer re latest draft settlement and comms w df counsel (.1); review redline of settlment agreement and compare with prior timeline (1); call w A Vozzolo re same (.2); additional research and review of cases regarding sufficiency of notice and email A Vozzolo re same (1.8); review email correspondence regarding potential issues with latest draft (.1)	3.20
7/12/2022	Artsana	A Clisura	Rev emails and latest version of agreement (.2); review update from M Geer re comms w df counsel (.1)	0.30
7/19/2022	Artsana	A Clisura	Rev comms re latest modifications to settlement agreement	0.20
7/20/2022	Artsana	A Clisura	Comms re settlement agreement and next steps	0.10
7/29/2022	Artsana	A Clisura	Call w A Vozzolo re drafting preliminary approval brief (.1); emails w A Vozzolo re same (.1); begin draft of preliminary approval brief (4.2)	4.40
7/30/2022	Artsana	A Clisura	Review and organize documents relating to briefing in support of preliminary approval	0.40
8/1/2022	Artsana	A Clisura	Rev emails regarding documents and next steps in support of mot for preliminary approval (.2); continue draft preliminary approval brief (3.6)	3.80
8/2/2022	Artsana	A Clisura	Continue initial draft of preliminary approval brief	2.40
8/3/2022	Artsana	A Clisura	Emails regarding status of documents required in support of mot for preliminary approval (.1); call w A Vozzolo re same (.1); continue draft preliminary approval brief (4.6)	4.80
8/4/2022	Artsana	A Clisura	Continue initial draft of preliminary approval brief	5.50

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8/5/2022	Artsana	A Clisura	Review and revise drafts of summary and long form notices to class members and send same to A Vozzolo (.9); continue draft of preliminary approval brief (6.3)	7.20
8/7/2022	Artsana	A Clisura	Continue draft of preliminary approval brief incl focus on conditional class certification requirements	4.90
8/8/2022	Artsana	A Clisura	Complete initial draft of preliminary approval brief incl review and condense arguments and send to A Vozzolo for review.	4.30
8/15/2022	Artsana	A Clisura	Rev comms re latest versions of documents required for preliminary approval, incl forms of notice	0.20
8/16/2022	Artsana	A Clisura	Rev emails re draft forms of notice	0.10
8/17/2022	Artsana	A Clisura	Review latest communications re draft forms of notice	0.10
8/22/2022	Artsana	A Clisura	Comms w A Vozzolo re reviewing claim form and proposed orders (.2); review and revise draft claim form and proposed orders for preliminary and final approval (7.5)	7.70
8/23/2022	Artsana	A Clisura	Complete proposed revisions to draft claim form, proposed orders for preliminary and final approval, and administrator declaration (.7); emails with A Vozzolo re same (.2); rev emails re latest edits to forms of notice (.1)	1.00
8/24/2022	Artsana	A Clisura	Rev draft notices and emails amongst counsel re same (.4); rev email from A Vozzolo and attached draft prelim approval brief (.3); rev redline from T. Fisher re prelim approval brief and comments re same (.2)	0.90
8/25/2022	Artsana	A Clisura	Rev emails from M Greer and A Vozzolo re draft notices (.2); rev email and attachments from A Vozzolo regarding proposed orders and settlement administrator declaration (.3); rev email and draft from A Vozzolo of prelim approval brief (.1)	0.60
8/26/2022	Artsana	A Clisura	Rev latest drafts of settlement exhibits from M Geer and emails re same	0.30
10/3/2022	Artsana	A Clisura	Review comms/comments re settlement exhibits	0.20
10/6/2022	Artsana	A Clisura	Review emails re notice language	0.10
10/17/2022	Artsana	A Clisura	Emails re discussing next steps to finalize settlement papers	0.10
10/19/2022	Artsana	A Clisura	Review draft documents from A Vozzolo and M Greer (.8); call w all pls counsel regarding draft settlement exhibits and next steps (.4)	1.20
10/24/2022	Artsana	A Clisura	Rev emails regarding settlement exhibits	0.10
10/25/2022	Artsana	A Clisura	Review and edit draft press release (1.8); call w A Vozzolo re claim form and notice language re proof of purchase (.2); review additional redline of press release from A Vozzolo (.1)	2.10
10/28/2022	Artsana	A Clisura	Calls w A Vozzolo re claim form (.1); review and edit new version of claim form (1.9); email co-counsel re same (.1); review edits/comments from co-counsel (.3); identify additional issues re claims process for discussion w team (.5)	2.90
10/31/2022	Artsana	A Clisura	Rev emails regarding claim form (.1); discuss same w A Vozzolo (.1); work to review and revise claim form language based on discussion w A Vozzolo (2.3); additional emails regarding claim form (.1)	2.60

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11/1/2022	Artsana	A Clisura	Review emails regarding notice and claim form	0.20
11/28/2022	Artsana	A Clisura	Review documents and emails in preparation for call w co-counsel re settlement documents (.2); call w co-counsel re same (.4)	0.60
12/5/2022	Artsana	A Clisura	Email update from co-counsel re claim form	0.10
12/13/2022	Artsana	A Clisura	Review status letter and related emails	0.10
12/14/2022	Artsana	A Clisura	Comms re deadline for settlement approval	0.10
12/16/2022	Artsana	A Clisura	Review claim form from claims administrator (.4); calls w A Vozzolo re new proposed form (.3); call w A Vozzolo and LT Fisher re new proposed form (.3); draft new proposed form of claims form table and review complete draft and email comms re same (1.4)	2.40
1/3/2023	Artsana	A Clisura	Review case summary from A Vozzolo re required disclosures in notice of settlement	0.10
1/9/2023	Artsana	A Clisura	Comms w A Vozzolo re df's proposed revisions to claim forms (.3); review and summarize edits regarding same (.7); emails from co-counsel re next steps re documents ISO settlement and cases regarding certain required disclosures (.2); review case docket (.1)	1.30
1/10/2023	Artsana	A Clisura	Emails re long form notice and required disclosure	0.20
1/11/2023	Artsana	A Clisura	Call w A Vozzolo re notice issue (.2); research regarding same(3.2)	3.40
1/12/2023	Artsana	A Clisura	Emails re consolidated complaint (.2); review and note edits to draft consolidated complaint (2.6); email A Vozzolo re same (.1); conf call w co-counsel re draft documents in support of settlement (.8); call w A Vozzolo re same (.1); review draft press release and related comments (.2)	4.00
1/17/2023	Artsana	A Clisura	Discuss anticipated filing of preliminary approval papers w A Vozzolo (.1); review emails from M Geer re status of documents (.1); review and mark-up memorandum in support of motion for preliminary approval (3.7); review declaration re same (.8); email co-counsel summarizing edits re same (.1); review consolidated complaint in prep for filing and emails w M Geer re same (.6); call w A Vozzolo regarding edits to documents for filing (.4); revise brief to conform with declaration (1.5); create clean copy of brief (.2); emails and comms w co-counsel re finalizing documents for filing (.7)	8.20
1/18/2023	Artsana	A Clisura	Rev comms and stipulation from co-counsel re consent to file consolidated complaint	0.20
1/19/2023	Artsana	A Clisura	Rev comms re stipulation re filing consolidated complaint	0.10
1/23/2023	Artsana	A Clisura	Review approval order (.1); review deadlines from court (.1); comms re approval and press release (.3); review and revise draft press release (.8)	1.30
1/24/2023	Artsana	A Clisura	Call w A Vozzolo re updating forms of documents to conform with preliminary approval (.1); begin revising notices re same (2.2);further revise press release and comms w A Vozzolo re same (.2); close review of filed settlement documents with focus on creating timeline and spreadsheet of deadlines re same (3.5)	6.00



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1/25/2023	Artsana	A Clisura	Rev emails re CAFA notice and settlement administration (.2); call w A Vozzolo concerning issues re settlement timeline (.6); comms w A Vozzolo re having call w co-counsel (.1); rev email from A Vozzolo re cases concerning timing of settlement objections (.1)	1.00
1/26/2023	Artsana	A Clisura	Research re 2d Cir requirments for timing of notice, opportunity to object or opt-out (1.5); call w A Vozzolo re timing issues in preliminary order (.2); call w A Vozzolo and T Fisher re same (.3); email A Vozzolo re timeline for responses to objections (.1)	2.10
1/27/2023	Artsana	A Clisura	Rev emails re press release and send additional edit to A Vozzolo (.2); rev emails re proposed modifications to scheduling order (.1); call w A Vozzolo re next steps (.1)	0.40
1/31/2023	Artsana	A Clisura	Call w A Vozzolo re comms w Court to request modification of preliminary approval/scheduling order (.2); draft correspondence to court and send to A Vozzolo for review (1.5); draft proposed amended order and send to A Vozzolo for review (.5)	2.20
2/1/2023	Artsana	A Clisura	Review edits to proposed letter to court re amending preliminary approval order	0.10
2/3/2023	Artsana	A Clisura	Review df's edits to letter to court (.1); rev emails re updated schedule and comms w settlement administrator (.1); call w A Vozzolo re same (.1); revise settlement timeline spreadsheet to conform with amended preliminary approval order (1)	1.30
2/5/2023	Artsana	A Clisura	Close review and edit forms of notice and claim forms	3.50
2/6/2023	Artsana	A Clisura	Review and finalize revised forms of notice and claim forms (.7); email to A Vozzolo summarizing changes (.1); rev email summary re contact information for class members (.1)	0.90
2/7/2023	Artsana	A Clisura	Comms w A Vozzolo re call w settlement administrator (.1); kick-off call w settlement administrator (.3); review emails re settlement documents (.1)	0.50
2/8/2023	Artsana	A Clisura	Pull and review docket (.3); update and file NOA (.4); rev emails re settlement website URL (.1);	0.80
2/9/2023	Artsana	A Clisura	Rev emails re settlement documents and URL for website	0.10
2/10/2023	Artsana	A Clisura	Rev emails re settlement URL	0.10
2/13/2023	Artsana	A Clisura	Review emails re settlement URL and press release (.1); emails and comms w A Vozzolo re press release and exclusion deadline (.2); review draft press release (.2); review amended preliminary approval order and email w settlement administrator re deadlines (.2)	0.70
2/22/2023	Artsana	A Clisura	Review proposals from claims administrator and email with co-counsel re same	0.20

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2/23/2023	Artsana	A Clisura	Review emails from A Vozzolo re documents from claims admin (.1); call w A Vozzolo re reviewing and responding to same (.1); review and draft responses to proposals from claims admin (1.9); review and redline versions of notices and claim form (1.8); call w A Vozzolo re same (.1); review related emails among co-counsel (.1); review response from def counsel (.1); emails re next steps (.1)	4.30
2/24/2023	Artsana	A Clisura	Review emails w A Vozzolo and co-counsel re claims administration (.1); review emails re anticipated call w claims administrator (.1)	0.20
2/27/2023	Artsana	A Clisura	Review claim form and emails in prep for team call w claims admin (.2); call w claims admin re: proposed changes to electronic claim form (.3); follow up discussion re same w A Vozzolo (.1)	0.60
3/3/2023	Artsana	A Clisura	Emails regarding status of settlement website (.1) calls w A Vozzolo re reviewing same (.2)	0.30
3/6/2023	Artsana	A Clisura	Rev email from def counsel re comments to settlement website (.1); rev S. Weisbrot re status of settlement website (.1); review banner ad mock-up (.1)	0.30
3/7/2023	Artsana	A Clisura	Rev emails among counsel re setting up mediation re fees w df counsel (.1); call w A Vozzolo re reviewing settlement website (.1); review sections of settlement website, note comments re same, and review def's edits re same (2.4); call w A Vozzolo re reviewing updated website/claim form (.4); close review of eclaim form incl running example claims on same and compiling comments re same (2.1); email comments to A Vozzolo (.1); follow up call w A Vozzolo re same (.2)	5.40
3/8/2023	Artsana	A Clisura	Review summary from class administrator re changes to web forms (.1); review facebook ads from settlement administrator (.1); call w A Vozzolo re def's proposal re serial numbers for proof of claim (.2); rev summary re def proposal (.1); review list of product color names incl in sales information (.1); review email from def counsel re serial number proposal (.1); call w A Vozzolo re same (.2); draft alternative proposal re incorporating serial number into e-claim form and email AV re same (.6); follow up emails re facebook ad (.2); call w A Vozzolo and then A Vozzolo and T Fisher to discuss serial number proposal (.7); emails re additional edits to settlement website (.2); review press release (.1); emails re issues concerning color matrix question on e-claim form and status of ads/notice to class (.4)	3.10
3/9/2023	Artsana	A Clisura	Comms re email notice to class (.1); review draft email to def counsel and comms w A Vozzolo re same (.2); rev emails w counsel concerning claim form questions and defendant's color matrix (.2)	0.50
3/15/2023	Artsana	A Clisura	Rev info re claims analysis and e-claim form for class members w proof of purchase	0.20
3/16/2023	Artsana	A Clisura	Review comms re online ads and claims analysis	0.10
3/21/2023	Artsana	A Clisura	Comms re proposed online ads	0.10

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3/22/2023	Artsana	A Clisura	Review comms re proposed online ads to class members	0.10
3/23/2023	Artsana	A Clisura	Comms re proposed online ads (.1); review sample proof of purchase claim and comms w A Vozzolo re same (.3)	0.40
3/24/2023	Artsana	A Clisura	Review comms re online ads and claims analysis	0.10
3/30/2023	Artsana	A Clisura	Call w A Vozzolo re claim form, submissions/rejections, and anticipated call w def re same (.1); review email from defense counsel re same (.1)	0.20
4/4/2023	Artsana	A Clisura	Rev emails re claims data	0.10
4/5/2023	Artsana	A Clisura	Rev emails re submitted claim forms and analysis of errors in same	0.10
4/11/2023	Artsana	A Clisura	Review status report re claims submitted	0.10
4/12/2023	Artsana	A Clisura	Review data from claims admin re incorrect claimant responses on color/model/year question	0.10
4/18/2023	Artsana	A Clisura	Review emails re claims process and comms w administrator (2.); review comms re class members' selection of color combinations (.1)	0.30
4/19/2023	Artsana	A Clisura	Review latest version of claim form and emails re proposed edits to same	0.20
4/20/2023	Artsana	A Clisura	Review comms re edits to claim form and status update	0.10
5/2/2023	Artsana	A Clisura	Review update re claims made	0.10
5/10/2023	Artsana	A Clisura	Review claims update	0.10
5/11/2023	Artsana	A Clisura	Review updates re claims made	0.10
5/19/2023	Artsana	A Clisura	Call w A Vozzolo re comms w def counsel (.1); rev emails amongst co-counsel re same (.1)	0.20
5/23/2023	Artsana	A Clisura	Emails regarding claim submissions	0.10
5/25/2023	Artsana	A Clisura	Call w A Vozzolo re drafting final approval brief	0.10
5/26/2023	Artsana	A Clisura	Begin draft of final approval brief	0.50
5/30/2023	Artsana	A Clisura	Rev latest claims report and emails re same	0.10
6/1/2023	Artsana	A Clisura	Legal research in connection w drafting MOL ISO final approval of settlement	3.90
6/2/2023	Artsana	A Clisura	Review of documents from recent settlement approval in connection w drafting final approval brief	0.70
6/5/2023	Artsana	A Clisura	Drafting for final approval brief	2.40
6/6/2023	Artsana	A Clisura	Drafting for final approval brief and review of cases in connection w same	4.60
6/14/2023	Artsana	A Clisura	Review claims status report	0.10
6/23/2023	Artsana	A Clisura	Call with A Vozzolo claims, final approval papers (.1)	0.10
6/27/2023	Artsana	A Clisura	Review and continue drafting MOL ISO motion for final approval of settlement (4.2); review latest claims status report (.1)	4.30
6/29/2023	Artsana	A Clisura	Continue drafting MOL ISO motion for final approval of settlement	3.00
7/3/2023	Artsana	A Clisura	Continue drafting MOL in support of final approval	9.10
7/4/2023	Artsana	A Clisura	Continue drafting MOL in support of final approval	7.30
7/5/2023	Artsana	A Clisura	Review and clean up draft MOL in support of final approval (.6); draft notice of motion (.2); email same to A Vozzolo for review (.1)	0.90
7/6/2023	Artsana	A Clisura	Rev emails amongst co-counsel re claims and deadlines	0.10
7/11/2023	Artsana	A Clisura	Comms w co-counsel to discuss upcoming mediation	0.10

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7/12/2023	Artsana	A Clisura	Review latest status report re claims	0.10
7/14/2023	Artsana	A Clisura	Review deadlines relating to settlement administration (.2); review and share spreadsheet re same (.1); calls w A Vozzolo re timeline and next steps (.2); send email to A Vozzolo re upcoming meet and confers (.1); rev emails amongst co-counsel re next steps (.2)	0.80
7/17/2023	Artsana	A Clisura	Call w co-counsel re next steps (.3); call with A Vozzolo re claims data (.1)	0.40
7/19/2023	Artsana	A Clisura	Call w A Vozzolo re settlement claims (.1); follow up email to A Vozzolo re same (.1)	0.20
7/20/2023	Artsana	A Clisura	Review email from A Vozzolo summarizing comms w defense counsel	0.10
7/21/2023	Artsana	A Clisura	Rev comms w co-counsel re claims process	0.10
7/25/2023	Artsana	A Clisura	Review email from A Vozzolo re claims rates	0.10
7/26/2023	Artsana	A Clisura	Review claims status from claims administrator	0.10
8/2/2023	Artsana	A Clisura	Note points for review/discussion regarding administrator's claims calculations	0.20
8/8/2023	Artsana	A Clisura	Email w A Vozzolo re draft mediation statement (.1); review and edit draft (1.7); call w A Vozzolo re edits and strategy for same (.2); follow up emails regarding updated draft statement (.1)	2.10
8/9/2023	Artsana	A Clisura	Call w A Vozzolo to discuss monitoring of claims process (.1); draft proposed email to claims administrator re information provided to date and review documents in connection w same (1.1); review emails from various parties re monitoring of claims (.3); further comms w A Vozzolo re same (.1); review latest claims status report (.1)	1.70
8/10/2023	Artsana	A Clisura	Review emails with c counsel (.20); review latest draft of mediation statement (0)	0.20
8/11/2023	Artsana	A Clisura	Call w A Vozzolo regarding status of claims process, upcoming mediation (.2); review emails relating to same (.1)	0.30
8/14/2023	Artsana	A Clisura	Review latest analysis of claims from claims administrator and note points for further analysis and review	0.50
8/17/2023	Artsana	A Clisura	Emails w A Vozzolo re reviewing materials in support of final approval	0.20
8/18/2023	Artsana	A Clisura	Review recent 2d Cir decision re class settlements (.9); review recent approval order by J Briccetti (.1); review MOL ISO final approval and highlight areas for revision (1.2); begin review of MOL ISO atty fees (0); discuss various issues regarding claim processing with A Vozzolo (.5); review update from claims administrator re claims processing (.1)	2.80
8/19/2023	Artsana	A Clisura	Review and edit sections of motion for attorney fees, w focus on background and summary of settlement (0)	0.00
8/20/2023	Artsana	A Clisura	Continue to review and edit fee brief (0); review case law in connection with final approval papers (3.6)	3.60
8/21/2023	Artsana	A Clisura	Continue to review and revise fee brief (0); legal research in connection final approval, claims rates, claims admin review issues (5.6); review mediation term sheet (.1)	5.70

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8/22/2023	Artsana	A Clisura	Complete revisions to fee brief and send same to A Vozzolo for review (0); call w A Vozzolo to discuss final approval briefing (.3); continue review and revisions to MOL ISO final approval of settlement (2.8); call w A Vozzolo re mediation term sheet re claims processing (.1); review email comms among co-counsel re mediation term sheet (.2); email comms w A Vozzolo re claims analysis and processing (.1); call w A Vozzolo re claims analysis and processing (.2); review emails w co-counsel re mediation term sheet (.2); review update from claims administrator (.1)	4.00
8/23/2023	Artsana	A Clisura	Organize documents relating to motion in support of final approval (.3); rev comms re claims process (.1);	0.40
8/24/2023	Artsana	A Clisura	Review latest drafts of mediation term sheet (.1); email comms w co-counsel regarding same (.1); review comms re anticipated claims administrator declaration ISO final approval brief (.1); review comms regarding latest versions of final approval documents (.2)	0.50
				321.70

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12/14/2020	Artsana	A Vozzolo	Fact research re potential matter, review Subcommittee report on Booster Seat Investigation (3.80)	3.80
12/15/2020	Artsana	A Vozzolo	Fact research re potential new matter, child booster seats, weight issues (4.10)	4.10
12/16/2020	Artsana	A Vozzolo	t/call with T Fisher re potential new matter (.60); Fact research re potential new matter (3.10); Corresp with T Fisher re new matter, including related documents (.50)	4.20
12/17/2020	Artsana	A Vozzolo	Research re related/similar matters (1.40); Fact research re legal claims, regulatory overview re booster seats (1.20); review house oversight report, fact research (.90);	3.50
12/18/2020	Artsana	A Vozzolo	Corresp with T Fisher re litigation strategy, new matter(.20); fact research re same (1.50)	1.70
12/19/2020	Artsana	A Vozzolo	Fact research re side impact standards, height weight requirements (3.70)	3.70
12/21/2020	Artsana	A Vozzolo	Fact research re standards governing side impact testing (2.10)	2.10
12/22/2020	Artsana	A Vozzolo	t/call with potential plaintiffs re investigation (.40)	0.40
12/29/2020	Artsana	A Vozzolo	Draft FOIA request re subcommittee investigation (.40)	0.40
12/30/2020	Artsana	A Vozzolo	t/call with potential plaintiffs re legal action (.60)	0.60
1/4/2021	Artsana	A Vozzolo	t/call with potential plaintiff (.50); legal research re safety testing, similar matters (2.60); review product packaging, advertising, website representations, wayback machine, social media (3.10)	6.20
1/5/2021	Artsana	A Vozzolo	Discussion with potential experts re safety standards and testing (.30)	0.30
1/6/2021	Artsana	A Vozzolo	Fact research re social media,advertising campaign, materiality of claims, screen captures of product packaging (2.80)	2.80
1/9/2021	Artsana	A Vozzolo	Fact research re historical testing of baby seats (.80)	0.80
1/11/2021	Artsana	A Vozzolo	Legal research re similar legal claims pending against competitors Evenflo, Graco, Britax (2.40)	2.40
1/22/2021	Artsana	A Vozzolo	Fact research re recommendations of various interested parties AAEP, NHTSA, Safe Seats 4 kids, CDC re weight safety and side impact standards (.90)	0.90
1/29/2021	Artsana	A Vozzolo	t/call with potential plaintiff (.20)	0.20
2/2/2021	Artsana	A Vozzolo	Corresp with T Fisher re investigation (.20); t/call with T Fisher re investigation, litigation strategy (.30)	0.50
2/3/2021	Artsana	A Vozzolo	Fact research re weight standards (1.10); t/call with T Fisher re litigation strategy, client (.50); Corresp with T Fisher re investigation, litigation strategy (.20); discussion with potential plaintiff (.20)	2.00
2/4/2021	Artsana	A Vozzolo	Corresp with T Fisher re status, litigation strategy (.10); t/call with potential plaintiffs (.80); fact research (1.30)	2.20
2/9/2021	Artsana	A Vozzolo	t/call with T Fisher re status update, litigation strategy, new clients (.40); email from T Fisher re same (0.0)	0.40
2/10/2021	Artsana	A Vozzolo	Revise draft FOIA request (.40); Fact research re sub committee report, incidents, prior investigations/issues (1.40)	1.80
2/11/2021	Artsana	A Vozzolo	Corresp with potential client re new matter (.30)	0.30
2/12/2021	Artsana	A Vozzolo	t/calls with potential plaintiffs 2x(.70)	0.70

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2/18/2021	Artsana	A Vozzolo	t/call with T Fisher re pre-suit notice, Litig strategy, congressional report (.40); review/edit draft pre-suit notice (.80); Corresp with T Fisher re same (.20)	1.40
2/19/2021	Artsana	A Vozzolo	Review Corresp from T Fisher re demand letter (.10)	0.10
2/22/2021	Artsana	A Vozzolo	Fact research re congressional investigation, new reports, watchdog groups (1.20)	1.20
2/24/2021	Artsana	A Vozzolo	Review Corresp from T Fisher re Corresp with defense counsel (.10)	0.10
2/25/2021	Artsana	A Vozzolo	t/call with Tim Fisher re litigation strategy, FOIA requests (.20)	0.20
3/1/2021	Artsana	A Vozzolo	Corresp with T Fisher re investigation, fact research updates, scope of models at issues, potential discussion with defense counsel C Chorba (.20)	0.20
3/2/2021	Artsana	A Vozzolo	t/call with Defense counsel and T Fisher re pre-suit notice/demand (.20); Corresp with T Fisher re fact investigation (.20)	0.40
3/3/2021	Artsana	A Vozzolo	t/call with potential plaintiff (.20)	0.20
3/5/2021	Artsana	A Vozzolo	Revise draft FOIA request (.20)	0.20
3/8/2021	Artsana	A Vozzolo	t/call T Fisher re litigation strategy, pre-suit demand issues (.40)	0.40
3/17/2021	Artsana	A Vozzolo	Review Corresp from B Reed re draft complaint (.10); revise/edit draft complaint (3.50)	3.60
3/18/2021	Artsana	A Vozzolo	Review Corresp and defendants response to demand letter (.60); Corresp with T Fisher re Litig strategy (.30)	0.90
3/25/2021	Artsana	A Vozzolo	T/call with T Fisher re Litig. strategy, draft complaint (.50); review revised draft complaint, Corresp from T Fisher re same (.80)	1.30
3/27/2021	Artsana	A Vozzolo	t/call with T Fisher re notice (.20)	0.20
4/2/2021	Artsana	A Vozzolo	T/call with T Fisher re status update, draft complaint (.50)	0.50
4/12/2021	Artsana	A Vozzolo	Corresp with T Fisher, B Reed re plaintiffs and draft complaint (.40); Review/revised draft complaint (.80)	1.20
4/13/2021	Artsana	A Vozzolo	Corresp with T Fisher, B Reed re plaintiff (.20); Review Corresp with plaintiff (.10)	0.30
4/14/2021	Artsana	A Vozzolo	Corresp with T Fisher re plaintiff (.10)	0.10
4/15/2021	Artsana	A Vozzolo	Corresp with T Fisher, B Reed re plaintiff, draft complaint (.20)	0.20
4/16/2021	Artsana	A Vozzolo	t/call with plaintiff (.40); t/call with B Reed re litigation strategy (.40); t/call with T Fisher re plaintiff, litigation strategy (.30); Corresp with plaintiff (.10)	1.20
4/22/2021	Artsana	A Vozzolo	t/call with potential plaintiff (.70); t/call with Blair reed re status update and call with plaintiff (.40); t/call with T Fisher re litigation strategy (.20); review Corresp from T Fisher re discussion with defenses counsel (.10)	1.40
4/23/2021	Artsana	A Vozzolo	t/call with T Fisher re litigation strategy in anticipation of call with Def. (.20); t/call with defense counsel and T Fisher, B Reed (.30); follow up call with T Fisher re same (.10); fact research re certain misrepresentations (1.70)	2.30



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4/27/2021	Artsana	A Vozzolo	Corresp with T Fisher, B Reed re coordination of related litigation (.20); t/call with T Fisher re same, related litigation (.20); review complaint re related matter in Sayers action (.50); review Corresp with G Coleman, M Geer re potential discussion re coordination (.10); Review Corresp from K Hahm (Def) re related litigation (10)	1.10
4/29/2021	Artsana	A Vozzolo	Review Corresp from T Fisher re discussions with Defense counsel (.10); T/call with T Fisher re same (.30)	0.40
4/30/2021	Artsana	A Vozzolo	Fact research re misrepresentations, archived wayback webpages (1.50); discussion with T Fisher re litigation strategy, next steps (.40)	1.90
5/3/2021	Artsana	A Vozzolo	t/call with T Fisher re litigation strategy, potential resolution, mediators (.10); review Corresp from defense counsel re potential early resolution (.10); review Corresp from T Fisher to counsel in related case re coordination (.10)	0.30
5/4/2021	Artsana	A Vozzolo	Review Corresp from counsel in related matter Sayers re potential coordination (.10); Corresp with T Fisher re analysis of related claims in Sayers (.30); legal research re pre-suit notice (.80)	1.20
5/5/2021	Artsana	A Vozzolo	Review/revise draft complaint (4.20)	4.20
5/6/2021	Artsana	A Vozzolo	Revise draft complaint (3.10)	3.10
5/9/2021	Artsana	A Vozzolo	Revise complaint, research re complaint, APA and NHTSA reports, website representations, product packaging (2.40)	2.40
5/10/2021	Artsana	A Vozzolo	revise draft complaint (4.80)	4.80
5/11/2021	Artsana	A Vozzolo	Revise draft complaint (1.60); Corresp with T Fisher re same, litigation strategy, discussion with counsel in related action (.20)	1.80
5/12/2021	Artsana	A Vozzolo	T/call with T Fisher re litigation strategy, complaint (.20); Fact research re representations on Company website, finalize draft complaint (5.10)	5.30
5/14/2021	Artsana	A Vozzolo	Review Corresp with T Fisher and counsel in related matter re coordination (.20)	0.20
5/16/2021	Artsana	A Vozzolo	Review Corresp re coordination, discussion with counsel in related matter (.10)	0.10
5/17/2021	Artsana	A Vozzolo	Corresp with T Fisher, M Geer, G Coleman re coordination or related cases (.20)	0.20
5/18/2021	Artsana	A Vozzolo	t/call with T Fisher and B Reed re litigation strategy, potential early resolution (.80)	0.80
5/24/2021	Artsana	A Vozzolo	Review Corresp from Def re early resolution(.10); Corresp with T Fisher re same, early resolution (.20)	0.30
5/28/2021	Artsana	A Vozzolo	T/call with T Fisher re litigation strategy (.30); Review Corresp from T Fisher re potential mediation, mediators (.10); Review Corresp from counsel in related matter, M Geer, G Coleman re litigation strategy, potential resolution talks (.40)	0.80
6/2/2021	Artsana	A Vozzolo	Review Corresp from M Geer, G Coleman re coordination, potential settlement talks (.20); Corresp with T Fisher re same, litigation strategy and experts (.10)	0.30



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6/7/2021	Artsana	A Vozzolo	t/call with T Fisher re litigation strategy, discussions with defendants (.20) ; Conf./call with T Fisher, counsel in related matter and defend re resolution (.20)	0.40
6/14/2021	Artsana	A Vozzolo	Corresp with T Fisher re discussion with defendant's (.20)	0.20
6/15/2021	Artsana	A Vozzolo	Corresp with A Clisura re draft complaint (.30); t/call with T Fisher re litigation strategy, plaintiffs, draft complaint (.40); Review Corresp from M Geer, G Coleman re mediation, strategy (.20); Corresp with T Fisher & Blair Reed re mediation, litigation strategy (.30); Corresp with T Fisher, B Reed re Mediators (.20)	1.40
6/18/2021	Artsana	A Vozzolo	Corresp with A Clisura re litigation strategy, draft complaint (.20) ; T/call with Blair Reed re plaintiff information, litigation strategy (.30)	0.50
6/19/2021	Artsana	A Vozzolo	Review Corresp and revised draft complaint from A Clisura (.90)	0.90
6/20/2021	Artsana	A Vozzolo	Review/redline revised draft complaint (1.20)	1.20
6/21/2021	Artsana	A Vozzolo	Review/edit draft complaint (.50); Corresp with co-counsel. T Fisher, B Reed re complaint, litigation strategy (.10); t/call with T Fisher re same (.30)	0.90
6/22/2021	Artsana	A Vozzolo	Corresp with T Fisher re coordination of related matters, litigation strategy (.10)	0.10
6/24/2021	Artsana	A Vozzolo	Corresp with A Clisura re fact research (.20); review Corresp re conference call (.0.0)	0.20
6/25/2021	Artsana	A Vozzolo	t/call with counsel in related matter re litigation strategy, potential early resolution (.40); t/call with T Fisher re discussion with counsel in related matter (.20)	0.60
6/29/2021	Artsana	A Vozzolo	Review Corresp with counsel in related action (M Geer) (.10); t/call with T Fisher re same, complaint, litigation. strategy (.40)	0.50
6/30/2021	Artsana	A Vozzolo	Corresp with co-counsel re litigation strategy, potential mediators (.10)	0.10
7/13/2021	Artsana	A Vozzolo	Review/edit draft FOIA request (.20); t/call with T Fisher and S Litteral re litigation strategy, mediation dates (.30) Corresp re same (.10)	0.60
7/14/2021	Artsana	A Vozzolo	Revise FOIA requests (.20); Corresp with T Fisher and S Litteral re same (.30); fact research re subcommittee investigation, administrative agencies re same (1.80); t/call with S Litteral re FOIA requests and litigation strategy (.30)	2.60
7/15/2021	Artsana	A Vozzolo	Final review re FOIA request (.20); Corresp with S Litteral, T Fisher re same (.10); t/call and Corresp with S Litteral re plaintiffs (.40)	0.70
7/16/2021	Artsana	A Vozzolo	Review Corresp with M Geer, J Smith re mediation dates (.10)	0.10
7/19/2021	Artsana	A Vozzolo	Corresp with S Litteral re potential clients (.20)	0.20
7/20/2021	Artsana	A Vozzolo	Corresp with S Litteral re draft complaint and fact research/litigation. strategy (20); review/edit revised draft complaint (.70); t/call with A Clisura re revised complaint (.30)review Corresp from S Litteral re plaintiffs (.20)	1.40
7/22/2021	Artsana	A Vozzolo	Corresp by and between co-counsel re mediations dates/scheduling (.40)	0.40

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7/23/2021	Artsana	A Vozzolo	Review Corresp between parties, M Geer, J Smith re mediation dates (.10)	0.10
7/27/2021	Artsana	A Vozzolo	t/call with T Fisher re status update, litigation strategy (.20)	0.20
7/30/2021	Artsana	A Vozzolo	Corresp with T Fisher re related Graco matter/hearing (.20)	0.20
8/3/2021	Artsana	A Vozzolo	Corresp from S Litteral re plaintiff (.10)	0.10
8/6/2021	Artsana	A Vozzolo	Corresp with co-counsel T Fisher, S Litteral re plaintiff (.10)	0.10
8/7/2021	Artsana	A Vozzolo	Fact research re product packaging, weight representations (.40)	0.40
8/10/2021	Artsana	A Vozzolo	T/call with T Fisher and S Litteral re litigation strategy, complaint, tasks (.30)	0.30
8/11/2021	Artsana	A Vozzolo	Legal research re extra territorial application of Pa consumer law (1.60); Corresp with T Fisher and S Litteral re same (.10); Corresp with T Fisher, S Litteral re FOIA issues(.10)	1.80
8/24/2021	Artsana	A Vozzolo	Review Corresp from S Litteral re updated complaint (.10); t/call with T Fisher, S Litteral re complaint (.30); review revised draft complaint (.50)	0.90
9/1/2021	Artsana	A Vozzolo	t/call with T Fisher re mediation/litigation strategy (.20); Review Corresp from T Fisher re recent order in related matter (.10); Review order re same (.30)	0.60
9/2/2021	Artsana	A Vozzolo	Review Order re MTD in related matter (Graco Case) (.10)	0.10
9/13/2021	Artsana	A Vozzolo	Review legal research re MTD order in related litigation, kidsembrace, Graco MTD orders and affiliated MTD papers (.50); Corresp with A Clisura re same (.10); t/call with A Clisura re amended complaint (.20)	0.80
9/15/2021	Artsana	A Vozzolo	Review Corresp and revisions to draft amended complaint from A Clisura (.60); Corresp with T Fisher, S Litteral re amended complaint, litigation strategy, pre-suit notice (.20)	0.80
9/20/2021	Artsana	A Vozzolo	t/call with T Fisher re litigation strategy, mediation (.40); Corresp with T Fisher re FOIA matters (.20); t/call with S Litteral re mediation, strategy (.40); review Corresp to counsel in related matter G Coleman and M Geer re same (.20)	1.20
9/21/2021	Artsana	A Vozzolo	t/call with co-counsel, M Geer, S Litteral, T Fisher re complaint, mediation, statement (.30); t/call with T Fisher re litigation strategy, complaint, mediation issues (.20); review Corresp and response from FTC related to FOIA request (.10)	0.60
9/23/2021	Artsana	A Vozzolo	Corresp with co-counsel re mediation statement (.30); Revise mediation statement (.40); review Def mediation statement (.60); Corresp with T Fisher A Leslie re complaint (.20)	1.50
9/24/2021	Artsana	A Vozzolo	Corresp with co-counsel re mediation (.10); Corresp with T Fisher re assignment (.10); Corresp with A Clisura re mediation (.10); review Corresp with Jams office K Soto, T Smith, T Fisher re mediation (0.0)	0.30
9/27/2021	Artsana	A Vozzolo	Corresp with co-counsel re mediation (.20); Review Corresp from J Smith, M Geer re resolution, average price, sales numbers (.10)	0.30

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9/28/2021	Artsana	A Vozzolo	Corresp with co-counsel re t/call re mediation, next steps (.20); review Def mediation statements and mediation prep (.70); review Corresp from mediator (.10) Review Corresp from Def. J Smith re average retail price, sales numbers (.10)	1.10
9/29/2021	Artsana	A Vozzolo	t/call with T Fisher re mediation, strategy (.40); t/call with Co-Counsel re mediation/resolution terms (.80); follow up call with T Fisher re discussion and litigation strategy (.20); review Corresp from M Geer re sales (.10); review Defendant's response re sales information (.10); review mediations statements and prepare for mediation (2.10)	3.70
9/30/2021	Artsana	A Vozzolo	Mediation with defendants (9.80) (10:00 am start); Corresp with S Litteral re docs (.10); follow-up call with T Fisher re mediation (.20); Corresp with co-counsel re follow up on mediation (.0.0)	10.10
10/1/2021	Artsana	A Vozzolo	Fact research re injunctive relief (1.40); draft proposal (1.10); T/call with S Litteral re injunctive components (.20); Corresp with co-counsel re confirmatory discovery , injunctive relief (.10)	2.80
10/4/2021	Artsana	A Vozzolo	Draft injunctive relief proposal (.70); review email from S Litteral re suggestions re education component (.20)	0.90
10/5/2021	Artsana	A Vozzolo	t/call with A Clisura re injunctive relief, settlement proposal (.20); t/call and Corresp with A Clisura re injunctive relief (.10); draft injunctive relief proposal (.60); t/call with S Litteral re same (.20); review email exchange between M Geer, J Smith re motion to stay (0.0)	1.10
10/6/2021	Artsana	A Vozzolo	Revise demand concerning injunctive relief component (.50); review edits from A Clisura (.30) ; Corresp with T Fisher and S Litteral re same (.20); review/edit draft motion to stay (.20); Corresp with co-counsel same/same (.10); review Corresp from JAMS B McNamara re supplemental mediation statements (.00)	1.30
10/7/2021	Artsana	A Vozzolo	Corresp with co-counsel re revised motion to stay, review same (.10); Review Corresp re revisions from M Geer (0.0); Review response and proposed changes from J Smith re same (.10)	0.20
10/8/2021	Artsana	A Vozzolo	Corresp with co-counsel re stay motion, injunctive component of settlement (.30); t/call with T Fisher re litigation strategy, resolution, tasks (.30)	0.60
10/10/2021	Artsana	A Vozzolo	Corresp by and between co-counsel re litigation strategy (.20)	0.20
10/11/2021	Artsana	A Vozzolo	Corresp with co-counsel re call, litigation strategy (0.10)	0.10
10/12/2021	Artsana	A Vozzolo	t/call with co-counsel re injunctive relief component, litigation strategy, mediation (.50); t/call with T Fisher re same (.20); review Corresp from S Litteral re pre-motion letter re stay (.10)	0.80
10/13/2021	Artsana	A Vozzolo	Corresp between co-counsel re confirmatory Discovery (.20); Review/edit draft letter re same (.20); t/call with S Litteral re settlement communication. (.20)	0.60

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10/15/2021	Artsana	A Vozzolo	T/call with T Fisher re Corresp with Court, stay (.10); Corresp re same (.10); review Corresp from J Cohen re confirmatory (0.0); review Corresp from J Smith response deadline (0.0)	0.20
10/18/2021	Artsana	A Vozzolo	Corresp with Defense counsel J Smith re Corresp to SDNY re stay, draft letter, review edits (.20); Corresp with co-counsel re defendant's edits (.10)	0.30
10/19/2021	Artsana	A Vozzolo	Corresp with parties re stay (.10);	0.10
10/20/2021	Artsana	A Vozzolo	Corresp with T Fisher re resolution, Litig strategy (.10)	0.10
10/21/2021	Artsana	A Vozzolo	Review Corresp from co-counsel, G Coleman, M Geer, T Fisher, J Cohen re mediation, injunctive relief proposals, draft email to defendant (.20);	0.20
10/22/2021	Artsana	A Vozzolo	Review Corresp from M Geer to Def, C Chorba re injunctive and confirm discovery (0.0)	0.00
10/25/2021	Artsana	A Vozzolo	Corresp with Co-Counsel re injunctive component (.10); Review Corresp from S Litteral re FOIA issues (.10)	0.20
10/26/2021	Artsana	A Vozzolo	Corresp with parties re settlement, scheduling call, draft settlement agreement (.10)	0.10
10/27/2021	Artsana	A Vozzolo	Review draft settlement agreement from Def (.60)	0.60
10/29/2021	Artsana	A Vozzolo	t/call with Defendant re resolution, injunctive relief, discovery (.80); t/call with T Fisher re same, injunctive aspects (.20); Corresp with co-counsel re litigation strategy, mediation statement. Settlement admin (.10)	1.10
11/1/2021	Artsana	A Vozzolo	Conf. Call with co-counsel re injunctive component, mediation, strategy (.40); Corresp with co-counsel re same (.20); review Corresp between parties re mediation, sales figures (0.10)	0.70
11/2/2021	Artsana	A Vozzolo	Review Corresp re call with Def (.10);	0.10
11/3/2021	Artsana	A Vozzolo	Review/revise injunctive relief letter (.30); Corresp re co-counsel same (.10); t/call with Def re discovery demand (.50); follow up call with T Fisher, S Litteral re same (.20); Corresp with mediator re injunctive relief component (.10)	1.20
11/4/2021	Artsana	A Vozzolo	Corresp with mediator re injunctive relief proposal (.10)	0.10
11/5/2021	Artsana	A Vozzolo	Review Corresp from B McNamara re mediation, injunctive relief (.10); Review Corresp from J Welsh re same (.10); t/call with mediator assistant re injunctive demand B McNamar (.10)	0.30
11/7/2021	Artsana	A Vozzolo	Prep for mediation (1.60)	1.60
11/8/2021	Artsana	A Vozzolo	Review email and letter Corresp from Def re injunctive relief (.30); Mediation with co counsel and defendants (4.80); t/call with T Fisher re follow up call re mediations, next steps (.30); review product education videos re injunctive relief (1.30)	6.70
11/9/2021	Artsana	A Vozzolo	Corresp between co-counsel re mediation, settlement agreement (.30);	0.30
11/10/2021	Artsana	A Vozzolo	Corresp with co-counsel re settlement agreement, revisions (.10)	0.10
11/11/2021	Artsana	A Vozzolo	t/call with S Litteral re settlement agreement (.10)	0.10
11/12/2021	Artsana	A Vozzolo	Corresp with co-counsel re revised settlement agreement, comments (.30); review and redline settlement agreement (.20); Review Corresp from J Smith re education videos, injunctive comp (.10)	0.60
11/16/2021	Artsana	A Vozzolo	Review Corresp from M Geer re education videos (0)	0.00
11/18/2021	Artsana	A Vozzolo	Review Corresp from A Clisura re product videos (.30)	0.30

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11/19/2021	Artsana	A Vozzolo	Corresp with co-counsel re injunctive components, video (.40); Corresp with parties re draft status report to Court (.40); t/call with T Fisher re same (.30)	1.10
11/22/2021	Artsana	A Vozzolo	review order re status report (.10)	0.10
11/29/2021	Artsana	A Vozzolo	Corresp with co-counsel re status report (.20); Review draft report (.10); Corresp with co-counsel re injunctive relief (.10)	0.40
12/1/2021	Artsana	A Vozzolo	t/call with A Clisura re legal research re settlement issues, litigation strategy (.10); Corresp with A Clisura re same (.10)	0.20
12/7/2021	Artsana	A Vozzolo	Review Corresp and research from A Clisura re settlement proposal (.80)	0.80
12/9/2021	Artsana	A Vozzolo	Review Corresp with co-counsel re settlement, litigation strategy (.30)	0.30
12/11/2021	Artsana	A Vozzolo	Review Corresp and revised research memo from A Clisura re settlement proposal (.40)	0.40
12/13/2021	Artsana	A Vozzolo	t/call with co-counsel re litigation strategy (.40); Follow up call with T Fisher re same (.20); Revise settlement agreement (.30); Corresp with co-counsel re same (.10)	1.00
12/14/2021	Artsana	A Vozzolo	t/call with T Fisher re injunctive component, litigation strategy (.30)	0.30
12/15/2021	Artsana	A Vozzolo	t/call with A Clisura re injunctive relief, education videos, website additions (.20); Review emails re same (.10); Review email re confirm discovery (.10)	0.40
12/17/2021	Artsana	A Vozzolo	t/call with A Clisura proposed injunctive relief (.10); Review and edit revised proposal/draft (.40); Corresp with A Clisura re revisions to proposal (.10); t/call with T Fisher re same (.20); Corresp with co-counsel re settlement agreement, litigation strategy (.20)	1.00
12/20/2021	Artsana	A Vozzolo	Review Corresp from M Geere re document production, injunctive relief (.20); Corresp with co-counsel, Def and mediator re settlement, injunctive component (.10)	0.30
12/21/2021	Artsana	A Vozzolo	Corresp with co-counsel re revised settlement agreement (.20); Review revised settlement agreement (.20); Review Corresp from M Geer re same (.10)	0.50
12/28/2021	Artsana	A Vozzolo	t/call with T Fisher re notice, litigation strategy, injunctive relief discussion (.30); Review Corresp from M Geer and J Cohen re litigation strategy, call with Defendants (.20); Corresp with M Geer, J Cohen re litigation strategy (.20)	0.70
12/29/2021	Artsana	A Vozzolo	Corresp with co-counsel re next steps, call (.20); review notice and administration proposal (.40)	0.60
12/30/2021	Artsana	A Vozzolo	Conf. call with co-counsel re: status report, litigation strategy (.6); t/call w/S Litteral re same (.1)	0.70
1/2/2022	Artsana	A Vozzolo	Corresp with co-counsel re status letter (.20)	0.20
1/4/2022	Artsana	A Vozzolo	t/call with T Fisher re notice (.20)	0.20
1/5/2022	Artsana	A Vozzolo	Corresp with T Fisher re notice plan, admin (.20)	0.20
1/6/2022	Artsana	A Vozzolo	t/call with co-counsel re resolution, settlement agreement, litigation strategy (.50); review/edit settlement agreement (.40); t/call with T Fisher re litigation strategy, settlement agreement (.20); review Corresp from T Fisher re notice program, details (.30);	1.40
1/7/2022	Artsana	A Vozzolo	t/call with Defendant's re resolution (.70); t/call with T Fisher re follow up (.20)	0.90
1/12/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement structure (.10)	0.10

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1/13/2022	Artsana	A Vozzolo	Corresp with T Fisher, co-co-counsel re draft status report, extension of stay (.20)	0.20
1/14/2022	Artsana	A Vozzolo	Review Corresp re status report (.10)	0.10
1/18/2022	Artsana	A Vozzolo	Corresp with T Fisher re notice plan (.10); Review Corresp from S Litteral re discussion with NHTSA, FOIA request (.10)	0.20
1/19/2022	Artsana	A Vozzolo	Corresp with T Fisher and S Litteral re Notice, litigation strategy (.10); Corresp with counsel in related action re notice, next steps (.10)	0.20
1/20/2022	Artsana	A Vozzolo	Review Corresp from M Geer re litigation strategy, discussion with J Smith (.10); Corresp with co-counsel re settlement, notice, litigation strategy (.20)	0.30
1/24/2022	Artsana	A Vozzolo	T/call with T Fisher re litigation strategy, notice (.20)	0.20
1/25/2022	Artsana	A Vozzolo	t/call with Co-counsel re notice plan, issues, litigation strategy (.50); t/call with A Clisura notice plan and litigation strategy (.10); t/call with T Fisher re same (.10)	0.70
1/26/2022	Artsana	A Vozzolo	Review Corresp from Defense counsel and attachments re resolution issues, supplemental injunctive relief proposal, Confirmatory discovery (.30); t/call with T Fisher re same (.10)	0.40
1/27/2022	Artsana	A Vozzolo	Review order in related matter Evenflo (.20)	0.20
2/1/2022	Artsana	A Vozzolo	Corresp with co-counsel re status report, review draft stats report (.20)	0.20
2/3/2022	Artsana	A Vozzolo	Review Defendants proposal re injunctive relief, analyze and provide comments for co-counsel (.70); Corresp with S Litteral, T Fisher, A Clisura re same (.10); Corresp with Def re notice (.10); Corresp with M Geer, Jonathan, Co-Counsel re notice (.10); research re side impact standard proposal from NHTSA (.40)	1.40
2/4/2022	Artsana	A Vozzolo	Review Corresp and notice proposal (attachment) from defendant, J Smith (.40)	0.40
2/7/2022	Artsana	A Vozzolo	Corresp with T Fisher, S Litteral re injunctive component (.20); review Corresp from defense counsel re same (.20); t/call with S Litteral re same (.10)	0.50
2/8/2022	Artsana	A Vozzolo	Corresp with co-counsel re defendants response to injunctive proposal (.10)	0.10
2/9/2022	Artsana	A Vozzolo	t/call with T Fisher re status update, strategy (.20); Corresp with co-counsel re strategy, follow up (.20)	0.40
2/10/2022	Artsana	A Vozzolo	Corresp with co-counsel re conference call (.10)	0.10
2/15/2022	Artsana	A Vozzolo	Prepare for conference call with co-counsel, list of tasks (.50); Conference call with co-counsel re settlement, notice (.40); T/call with T Fisher re same (.10); Corresp with co-counsel re notice (.10)	1.10
2/16/2022	Artsana	A Vozzolo	Corresp with T Fisher re confirm discovery (.10)	0.10
2/18/2022	Artsana	A Vozzolo	Conf Call with Co-counsel and claims admin re notice plan and admin (.60); t/call with T Fisher re same (.20); Corresp with T Fisher re notice proposal (.10)	0.90
2/22/2022	Artsana	A Vozzolo	Corresp with counsel re injunctive relief (.20); Call with defense counsel re same (.20); t/call with T Fisher 2 (.40)	0.80
2/25/2022	Artsana	A Vozzolo	Corresp with co-counsel re strategy, next steps (.10); Review Corresp from Defendant's re (.10)	0.20
2/27/2022	Artsana	A Vozzolo	Corresp with parties re status report (.20)	0.20



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2/28/2022	Artsana	A Vozzolo	t/call with T Fisher re call with defendant's (.20); Corresp with co-counsel re status report, tasks (.10)	0.30
3/1/2022	Artsana	A Vozzolo	Conf Call with Co-counsel re notice, strategy, next steps (.50)	0.50
3/10/2022	Artsana	A Vozzolo	Legal research re notice, review objection re notice in recent matter (.30); t/call with notice expert re notice program (.40)	0.70
3/11/2022	Artsana	A Vozzolo	t/call with A Clisura re settlement agreement draft (.20); Corresp with A Clisura re injunctive relief proposals (.20)	0.40
3/14/2022	Artsana	A Vozzolo	Corresp with A Clisura re notice, litigation strategy (.20)	0.20
3/14/2022	Artsana	A Vozzolo	t/call with A Clisura re draft settlement agreement (.30); Corresp with A Clisura re notice proposals (.10); Review Corresp from A Clisura re edits to settlement agreement (.30)	0.70
3/15/2022	Artsana	A Vozzolo	Corresp with A Clisura re notice proposals (.20); review Corresp from A Clisura re notice proposals (.30); t/call with A Clisura re notice proposals (.10); Corresp with T Fisher re related matter (Britax) (.20)	0.80
3/21/2022	Artsana	A Vozzolo	Review/edit settlement agreement (1.20); Corresp with A Clisura re same (.20); Corresp with co-counsel re same (.10)	1.50
3/22/2022	Artsana	A Vozzolo	Review edits and Corresp from co-counsel, J Cohen, T Fisher re settlement agreement (.40); t/call with T Fisher re same (.20)	0.60
3/31/2022	Artsana	A Vozzolo	Review status report (0)	0.00
4/1/2022	Artsana	A Vozzolo	Corresp with M Geer re edits to settlement agreement (.20); Corresp with C Chorba J Smith re redline edits to settlement agreement (.10)	0.30
4/5/2022	Artsana	A Vozzolo	Confer Call with co-counsel re: call with Def	0.10
4/6/2022	Artsana	A Vozzolo	Confer w/ defendant's counsel re: settlement (.90); review Corresp and attached revised settlement agreement from J Smith, Def (.30)	1.20
4/9/2022	Artsana	A Vozzolo	Corresp re settlement agreement, strategy (.30)	0.30
4/11/2022	Artsana	A Vozzolo	Corresp re potential fee mediation (0)	0.00
4/12/2022	Artsana	A Vozzolo	t/call with T Fisher re status update, misc. settlement matters (.20); Corresp with co-counsel re settlement agreement, strategy (.10)	0.30
4/14/2022	Artsana	A Vozzolo	Review settlement agreement re injunctive components, revise edit/redline settlement agreement (.40)	0.40
4/15/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement agreement, edits, and status (.30); conf. all with co-counsel re same (.10)	0.40
4/18/2022	Artsana	A Vozzolo	Conf. Call with co-counsel re status report (.10)	0.10
4/19/2022	Artsana	A Vozzolo	t/call with T Fisher re settlement status, strategy (.20)	0.20
4/20/2022	Artsana	A Vozzolo	Corresp re fee mediation (.00)	0.00
4/21/2022	Artsana	A Vozzolo	Corresp with co-counsel re strategy, revised settlement agreement (.20); Review revised settlement agreement (.20)	0.40
4/22/2022	Artsana	A Vozzolo	Corresp with co-counsel re open issues, status report (.10); t/call with T Fisher re settlement agreement (.20)	0.30

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4/27/2022	Artsana	A Vozzolo	t/call with T Fisher re strategy, settlement agreement (.30); Review Corresp with M Geer re revisions to settlement agreement (.20); Corresp with co-counsel re same and schedule call (.10)	0.60
4/28/2022	Artsana	A Vozzolo	Conf Call with Co-counsel re edits/revisions to settlement agreement (.10) T/Call T Fisher re same (0.0)	0.10
4/29/2022	Artsana	A Vozzolo	t/call with A Clisura re status settlement (.10); Corresp with co-counsel re settlement, additional data points re class member data (.20); Corresp with co-counsel re Pa. action status report (.10); t/call with T Fisher re same (.10); Corresp with Def re revised settlement agreement, class member information (.20)	0.70
5/2/2022	Artsana	A Vozzolo	Corresp with co-counsel re status report (0)	0.00
5/3/2022	Artsana	A Vozzolo	t/call with A Clisura re litigation strategy, research (.10); t/call with T Fisher re defendants edits (.30); Corresp with co-counsel re scheduling call (.10)	0.50
5/4/2022	Artsana	A Vozzolo	t/call with A Clisura re litigation strategy, settlement issues, research related thereto (.30); Conf/call with co-counsel re settlement, litigation strategy (.90); Corresp with co-counsel re M Geer call with C Chorba (.20)	1.40
5/5/2022	Artsana	A Vozzolo	t/call with co-counsel revised settlement agreement (1.0); follow up call with T Fisher re same (.30); t/call with A Clisura re settlements research (.60); Corresp with A Clisura re revisions to settlement agreement (.20); Review/edit settlement agreement (.30); Corresp with co-counsel re revised settlement agreement (.10)	2.50
5/6/2022	Artsana	A Vozzolo	t/call with A Clisura re research, settlement matters (.30); t/call with T Fisher re strategy, settlement issues (.10); Corresp with co-counsel re settlement (.10); Corresp with A Clisura re settlement agreement, legal authority re courts review of claims, assessment of fairness, communications with class members (.30)	0.80
5/9/2022	Artsana	A Vozzolo	Review Corresp from M Geer re edits to settlement agreement (.20); Review Corresp from T Fisher re same (.10); Review Corresp from G Coleman re settlement agreement (.10)	0.40
5/11/2022	Artsana	A Vozzolo	Corresp with J Cohen re comments to Agreement (.10)	0.10
5/13/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement agreement (.30); t/call with T Fisher re edits to settlement agreement (.30)	0.60
5/20/2022	Artsana	A Vozzolo	t/call T Fisher re settlement, strategy (.10)	0.10
5/23/2022	Artsana	A Vozzolo	t/call t fisher re settlement, remaining issues (.10)	0.10
5/27/2022	Artsana	A Vozzolo	Review Corresp and revised settlement agreement from Def, J Smith (.60); Corresp by and between co-counsel re same (.10); t/call T Fisher re same (.10)	0.80
5/28/2022	Artsana	A Vozzolo	Corresp with co-counsel re mediation (.10)	0.10
5/31/2022	Artsana	A Vozzolo	Review/revise settlement agreement (.60); Corresp with A Clisura re same (.10); Conf. Call with co-counsel re same (.80); Review Corresp from mediator (.10)	1.60
6/1/2022	Artsana	A Vozzolo	Review Corresp re draft status report (.10)	0.10



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6/3/2022	Artsana	A Vozzolo	Final review of settlement agreement (.80); Corresp with co-counsel re edits to settlement agreement (.10); t/call with co-counsel in preparation for mediation (.40); t/call with T Fisher re follow up (.10); t/call with A Clisura re mediation, litigation strategy (.10); Corresp with J Smith C Chorba re settlement agreement (.10)	1.60
6/5/2022	Artsana	A Vozzolo	Prep for mediation (.90)	0.90
6/6/2022	Artsana	A Vozzolo	Prep for mediation (.40); Mediation outstanding issues (2.20); Review Corresp from Defense counsel re status report (.10); t/call with T Fisher re same (.20); Review Draft status report (.10)	3.00
6/8/2022	Artsana	A Vozzolo	Call with Co Counsel	0.10
6/9/2022	Artsana	A Vozzolo	review Corresp from Defense counsel re status of settlement agreement (.20); Corresp with co-counsel re settlement agreement, strategy, mediation issues (.40)	0.60
6/10/2022	Artsana	A Vozzolo	Review Corresp from Def re settlement agreement (.20); Corresp with co-counsel re settlement issues, settlement agreement notes (.30); t/call with T Fisher re same (.30)	0.80
6/13/2022	Artsana	A Vozzolo	t/call with A Clisura re revised settlement agreement (.20); t/call with A Clisura re settlement issues, timeline (.20); review Corresp from A Clisura re timing, settlement issues (.20); Corresp with co-counsel re settlement agreement redlines, objection deadlines, proof of purchase issues (.60)	1.20
6/14/2022	Artsana	A Vozzolo	Review Corresp from co-counsel re revised redlines of settlement agreement, mediator (.50)	0.50
6/16/2022	Artsana	A Vozzolo	Conf Call with co-counsel re remaining issues re settlement, litigation strategy (1.10); Review Corresp from co-counsel re same (.10); t/call with A Clisura re additional legal research re issues raised on call with co-counsel (.10)	1.30
6/17/2022	Artsana	A Vozzolo	review email from A Clisura re research (.40); Corresp with A Clisura re settlement agreement revisions (.20); review updated settlement agreement (.30); Corresp with co-counsel re same (.10)	1.00
6/20/2022	Artsana	A Vozzolo	Review Corresp from M Geer re settlement agreement (.10)	0.10
6/21/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement agreement, litigation strategy, timing (.20)	0.20
6/23/2022	Artsana	A Vozzolo	Review Corresp from J Smith to mediator remaining issues (.10); Corresp with co-counsel re mediation, litigation strategy, proof of purchase (.10); Corresp with Def J Smith, C Chorba re revised settlement agreement (.10); Corresp with Judge Welsh, Mediator (.10)	0.40
6/24/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement, litigation strategy, open issues (.30)	0.30
6/27/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement deadlines	0.10
6/28/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement drafts, remaining issues	0.10
6/29/2022	Artsana	A Vozzolo	Corresp re draft settlement agreement (0)	0.00
6/30/2022	Artsana	A Vozzolo	Conf. Call with co-counsel re settlement agreement, open issues (.70); Corresp with co-counsel re same (.20); t/call with T Fisher re same (.40)	1.30

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7/6/2022	Artsana	A Vozzolo	Discussion with A Clisura re status report, comments by Def. (.10); Corresp by and between co-counsel re same (.10); Conf Call with co-counsel re open issues (.60); follow up call with T Fisher re same (.10)	0.90
7/7/2022	Artsana	A Vozzolo	t/call with M Geer re litigation strategy, potential objections (.40)	0.40
7/8/2022	Artsana	A Vozzolo	Corresp y and between co-counsel re settlement agreement (.10); t/call with T Fisher re same (.10);	0.20
7/11/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement agreement (.20); t/call with S Litteral re long form notice, settlement agreement (.20); t/call with T Fisher, S Litteral re settlement agreement (.20) ; t/call with A Clisura re settlement agreement, deadlines, timing issues (.20)	0.80
7/12/2022	Artsana	A Vozzolo	Corresp with co-counsel re settlement agreement (.10); Review Corresp from M Geer with Def settlement agreement (.10); t/call with M Geer, C Chorba re settlement issues, claims admin protocol, class member data (.20) follow up call with M Geer re same (.20); Review Corresp from co-counsel re call with Def (.10);	0.70
7/19/2022	Artsana	A Vozzolo	Review Corresp from J Smith re Settlement agreement (.10); Corresp with co-counsel re settlement agreement changes (.20)	0.30
7/20/2022	Artsana	A Vozzolo	Corresp with co-co-counsel re settlement agreement, litigation strategy, next steps (.20)	0.20
7/22/2022	Artsana	A Vozzolo	Corresp co-counsel re draft settlement agreement (.30); t/call with T Fisher re settlement agreement edits (.30); t/call with A Clisura re settlement agreement edits (.20); Corresp with A Clisura re same (.10)	0.90
7/26/2022	Artsana	A Vozzolo	T/Call with T Fisher re prelim approval (.20)	0.20
7/27/2022	Artsana	A Vozzolo	Corresp with co counsel re latest settlement demand (.10); Fact research and Corresp with co-counsel re new side impact standards (.20); Corresp with A Clisura re timeline, next steps (.10)	0.40
7/29/2022	Artsana	A Vozzolo	t/call wit A Clisura re Preliminary approval (.10), Corresp with A Clisura re same (.20); Corresp with T Fisher re prelim approval (.20)	0.50
7/31/2022	Artsana	A Vozzolo	Review Corresp from M Geer re final draft of settlement agreement (.20)	0.20
8/1/2022	Artsana	A Vozzolo	Corresp re litigation strategy, preliminary approval, next steps (.20); Review Corresp exchange between M Geer to def. re settlement agreement changes (.10)	0.30
8/3/2022	Artsana	A Vozzolo	Corresp with co-counsel re preliminary approval draft (.20); t/call with A Clisura re prelamin approval draft (.10)	0.30
8/4/2022	Artsana	A Vozzolo	Review Corresp from Def. J Smith re agreement, settlement protocol, admin matters (.10); t/call with T Fisher re strategy brief and notices(.10); review Corresp from T Fisher, S Litteral re draft notices and draft version of long form and Short form notice (.30)	0.50
8/5/2022	Artsana	A Vozzolo	Corresp with A Clisura re notice, edits, prelim approval brief (.20); review edits re same (.10)	0.30

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8/8/2022	Artsana	A Vozzolo	Corresp from co-counsel re notice (.20); revise draft notices (.30); Review/edit draft of prelim approval papers (.90); Corresp and t/call with T Fisher re same (.10); t/call with S Litteral re same (.10)	1.60
8/9/2022	Artsana	A Vozzolo	Review settlement admin protocol (.40); Corresp with co-counsel re same (.10); t/call with T Fisher and S Litteral re same (.20)	0.70
8/10/2022	Artsana	A Vozzolo	Corresp with co-counsel re protocol (.10); discussion with co-counsel re preliminary . Approval, notices, settlement admin (.10)	0.20
8/11/2022	Artsana	A Vozzolo	Corresp with T Fisher re notices (.20); Review email from J Cohen re same (.10)	0.30
8/12/2022	Artsana	A Vozzolo	Review email from J Smith re exhibits (.10)	0.10
8/15/2022	Artsana	A Vozzolo	Corresp with co-counsel re preliminary approval, notices (.20); t/call with T Fisher, S Litteral re notice, settlement protocol (.30)	0.50
8/16/2022	Artsana	A Vozzolo	Review Corresp from M Geer re revised notice (.10)	0.10
8/17/2022	Artsana	A Vozzolo	Corresp with co-counsel re revisions to notice, comments re same (.30); t/call with T Fisher re same (.30)	0.60
8/22/2022	Artsana	A Vozzolo	Review Corresp from A Clisura re claim form and ancillary papers, proposed orders (.20); Corresp re claims admin protocol (.20); review/revise preliminary approval papers, notices (.20); t/call with T Fisher re same (.80); Review Corresp from M Geere re notice, prelim approval (.10)	1.50
8/23/2022	Artsana	A Vozzolo	Revise notice, short form, long form (.30); Corresp with co-counsel re same (.20); Review edits to claim form, final and prelim approval orders (.20); Corresp with A Clisura re edits (.20); Corresp with T Fisher and S Litteral re edits to proposed orders, claim form and Declaration etc. (.20)	1.10
8/24/2022	Artsana	A Vozzolo	Corresp with co-counsel re notice, preliminary approval drafts (.40); Corresp with A Clisura re draft prelim approval brief (.30); review revised redlines from co-counsel T Fisher re preliminary approval papers (.20); t/call with T Fisher, expert M Dennis re claim process (.40); Review Corresp from T Fisher to expert re claim form (.10)	1.40
8/25/2022	Artsana	A Vozzolo	Review Corresp from co-counsel re revision to preliminary approval papers and notice (.40); revise prelim approval brief (.50); Corresp with co counsel re same (.10); t/call with T Fisher re claim form (.40); Review Corresp from expert re claim form (.10); review Corresp from T Fisher to N Deckant re settlement website (0.0)	1.50
8/26/2022	Artsana	A Vozzolo	Corresp with co-counsel re revision to settlement exhibits, settlement website, claims admin protocol (.20); Review Corresp from M Geer to C Chorba, J Smith re same (0.0) Conf Call with T Fisher, M Geer re claim form (.30)	0.50
8/30/2022	Artsana	A Vozzolo	Corresp with co-counsel re claims form (.20); review Corresp from T Fisher to expert M Dennis (0.0)	0.20
8/31/2022	Artsana	A Vozzolo	t/call with T Fisher re claim form (.30)	0.30
9/1/2022	Artsana	A Vozzolo	Corresp re status report (.10)	0.10

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9/2/2022	Artsana	A Vozzolo	Corresp re status report (.10); Corresp with co-counsel re notice, claims form, claims admin (.40); review Corresp from expert re claim form (.10); t/call with T Fisher re same (.20); review Corresp and attachments from J Smith re revised exhibits (.20)	1.00
9/6/2022	Artsana	A Vozzolo	Corresp re status report (.10)	0.10
9/8/2022	Artsana	A Vozzolo	Review Corresp from T Fisher re notice (.10)	0.10
9/14/2022	Artsana	A Vozzolo	Corresp with co-counsel re notice, edits (.10)	0.10
9/16/2022	Artsana	A Vozzolo	t/call with T Fisher re notice, deadlines (.20); Review Corresp from Def. (.10); Corresp with co-counsel re response to def inquiry (.20)	0.50
9/28/2022	Artsana	A Vozzolo	Corresp with co-counsel re notice (.10)	0.10
9/29/2022	Artsana	A Vozzolo	t/call with T Fisher re status update (.10)	0.10
9/30/2022	Artsana	A Vozzolo	Corresp re status update (.10)	0.10
10/3/2022	Artsana	A Vozzolo	Revise/edits to settlement edh. s(.40); Corresp by and between co-co-counsel re settlement exhibits (.10)	0.50
10/6/2022	Artsana	A Vozzolo	Corresp with co-counsel re SDNY report (.10)	0.10
10/17/2022	Artsana	A Vozzolo	Corresp by and between co-counsel re preliminary approval papers (.10)	0.10
10/18/2022	Artsana	A Vozzolo	t/call with T Fisher re call with co-counsel re litigation. strategy, exhibits, notice, remaining issues (.20); Review Corresp re call re same (.10)	0.30
10/19/2022	Artsana	A Vozzolo	Corresp with A Clisura re revisions to exhibits, notice (.10); Conf call with co-counsel re litigations strategy, amended compl, notice/exhibits, tasks (.40); Corresp with co-counsel re redlines to long, short form notice, prelim approval papers, Decl ISO prelim and claim forms (.20); Review Corresp re complaint (0.0)	0.70
10/24/2022	Artsana	A Vozzolo	Revise co-counsel re settlement exhibits (notices, orders, Claims Admin dec) (.30); Corresp by and between co-counsel re settlement exhibits, notices, orders, Claims Admin dec (.10); Corresp with A Clisura re draft press release (.10)	0.50
10/25/2022	Artsana	A Vozzolo	t/call with A Clisura re claim form, notice, proof of purchase (.20); revise press release (.10) ; Corresp with A Clisura re same (.10)	0.40
10/28/2022	Artsana	A Vozzolo	t/call with A Clisura re claim form (.10) review revised claim form (.20); Corresp by and between co-counsel re claim form (.20)	0.50
10/31/2022	Artsana	A Vozzolo	Corresp with co-co-counsel re revised claim forms, notice (.20); t/call with A Clisura re claim form (.10); review Corresp from A Clisura re same (0.0)	0.30
11/1/2022	Artsana	A Vozzolo	Corresp with co-counsel re claim forms, notice (.10); review Corresp from A Leslie re status report (0.0)	0.10
11/3/2022	Artsana	A Vozzolo	Corresp with co-counsel , M Geer, J Cohen re settlement website (.10)	0.10
11/4/2022	Artsana	A Vozzolo	Corresp with Def. C Chorba, J Smith re revised exhibits A-H (.20)	0.20
11/11/2022	Artsana	A Vozzolo	T/Call with T Fisher re claim form, status update, timeline (.20)	0.20
11/16/2022	Artsana	A Vozzolo	Review Corresp and attachments from J Smith re revision to exhibits (.20)	0.20
11/17/2022	Artsana	A Vozzolo	Corresp with co-co-counsel re settlement agreement, Exhibits (.30)	0.30
11/23/2022	Artsana	A Vozzolo	Corresp with co-counsel re claim form (.20)	0.20

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11/25/2022	Artsana	A Vozzolo	Review Corresp and from T Fisher and appellate opinion re similar matter- Evenflo (.30)	0.30
11/28/2022	Artsana	A Vozzolo	Prep for conf call with co-counsel (.10); Conf. Call with co-counsel re litigation strategy, next steps (.40); review Corresp from M Geer re claim form (0.0)	0.50
11/30/2022	Artsana	A Vozzolo	Corresp with J Cohen re claim form, discussion with claims admin (.10)	0.10
12/5/2022	Artsana	A Vozzolo	Corresp with co-counsel re claim form (.20)	0.20
12/10/2022	Artsana	A Vozzolo	review draft status report (.10)	0.10
12/11/2022	Artsana	A Vozzolo	Review Corresp from co-counsel re draft status report (.10)	0.10
12/12/2022	Artsana	A Vozzolo	Review Corresp from J Cohen re claim form (.10); Review Corresp from T Fisher re status report (.10)	0.20
12/13/2022	Artsana	A Vozzolo	Review Corresp re status letter (0)	0.00
12/14/2022	Artsana	A Vozzolo	Corresp by and between claims administrator (.20); Corresp with co-counsel re order related to preliminary approval, deadline to file (.10); Corresp with T Fisher re claim form (.10)	0.40
12/15/2022	Artsana	A Vozzolo	Corresp with M Geer re prelim approval brief (0.0)	0.00
12/16/2022	Artsana	A Vozzolo	Corresp with co-counsel re revised claim form, claims admin (.20); t/call with A Clisura re claim form (.30); t/call with A Clisura and T Fisher re revised claim form (.30); review Corresp by and between co-counsel re revised claim form (.20); Corresp with C Chorba, J Smith re revised claims forms (.10)	1.10
12/22/2022	Artsana	A Vozzolo	t/call with T Fisher re status update, prelim approval motion, remaining issues (.30)	0.30
1/3/2023	Artsana	A Vozzolo	Corresp with A Clisura re notice issues (.30) Corresp with co-counsel re claim form, status report, draft declaration ISO prelim approval (.20)	0.50
1/5/2023	Artsana	A Vozzolo	t/call with T Fisher re revised long form notice (.20); Review Corresp with Def, J Smith and T Fisher re revised claims forms, long form notice(.10)	0.30
1/9/2023	Artsana	A Vozzolo	Review Corresp and revised claim forms from Defendants (.30); Review Corresp from A Clisura re proposed revisions/edits (.20); Corresp with co-counsel re notice/disclosures, claim form, litigation strategy (.20); Draft notice of motion re prelim approval (0.0)	0.70
1/10/2023	Artsana	A Vozzolo	Corresp with T Fisher, S Litteral, A Leslie re changes to claim form, status update (.10); Review Corresp from co-counsel re status update for preliminary approval papers (.30) ; t/call T Fisher re status, notice, claims form edits(.40)	0.80
1/11/2023	Artsana	A Vozzolo	t/call with A Clisura re notice, litigation strategy (.20);t/call with T Fisher M Dennis expert re claim form (.20); Corresp between parties re settlement, prelim approval (.30) Corresp with co-counsel re settlement agreement (0.0)	0.70

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1/12/2023	Artsana	A Vozzolo	Corresp with co-counsel re consolidated complaint (.10); Review Corresp from A Clisura re: consolidated complaint (.20); review/revise consolidated complaint (.30); conf. call with co-counsel re settlement papers (.80); t/call with A Clisura re same (.10); T/call with T Fisher re same (.10) Corresp with co-counsel re draft press release, settlement website, claims forms (paper and e-version); draft press release (.20)	1.80
1/13/2023	Artsana	A Vozzolo	File NOA re AV (0.); Review ECF notice re NOA of AV (0.0); Review Corresp from M Geer re discussion with defendants re notice and Corresp with defense counsel re same (.20); Corresp by and between defense counsel re settlement agreement, prelim approval (.20); Corresp with co-counsel re settlement agreement, prelim approval (.20); t/call with T Fisher re same (.30)	0.90
1/15/2023	Artsana	A Vozzolo	Corresp with co-counsel re prelim approval papers, filing (.30)	0.30
1/16/2023	Artsana	A Vozzolo	T/Call with T Fisher re prelim approval, remaining issues (.30); Review revised prelim approval Papers (.40); Corresp with co-counsel re same, notice offiling consolidated amended complaint (redlines) (.20); Corresp with M Geer re sales numbers, debut of kid fit booster seat year (0.0)	0.90
1/17/2023	Artsana	A Vozzolo	t/call with A Clisura re preliminary approval motions, pares (.10) Corresp with co-counsel re prelim approval papers, status (.30); Review revised MOL ISO prelim approval and revised declaration (.60); review revised consolidated complaint (.40); t/call with A Clisura re revisions to prelim approval papers (.40); Review Corresp from J Smith re executed settlement agreement (.10)	1.90
1/18/2023	Artsana	A Vozzolo	Review Corresp re consolidated complaint (.10); Corresp with M Geer re redline to stip, redline re same (0); review ECF notice re deficiency (0.0)	0.10
1/19/2023	Artsana	A Vozzolo	Corresp by and between parties re stipulation re consolidated complaint (.10); Review ECF notice re deficiencies (0.0)	0.10
1/23/2023	Artsana	A Vozzolo	Review prelim approval a order/ECF notice (.10); Corresp by and between co-counsel re prelim approval, press release (.20); t/call with T Fisher re same (.10)	0.40
1/24/2023	Artsana	A Vozzolo	t/call with A Clisura re revision to documents, forms to comply with Prelim. Approval order, timeline for completion (.10); Corresp with A Clisura re same (0.0); review Corresp from A Clisura re revisions to press release (.10); Review Corresp from J Smith re final docs (0.0); Corresp with J Cohen, Co-counsel re revised press release (.10); Corresp with Def. D Rubin re CAFA notice (.10)	0.40



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1/25/2023	Artsana	A Vozzolo	Corresp by and between co-counsel re cafe notice, claims admin (.10); t/call with A Clisura re settlement timeline, tasks (.60); review Corresp with A Clisura re conference call with co-counsel (.10); Corresp with A Clisura re objection deadlines, filing of papers (.10); Review Corresp from Claims Admin re cafe notice O Lorenzano (.20)	1.10
1/26/2023	Artsana	A Vozzolo	t/call with A Clisura re preliminary approval/timing issues (.20); t/call with T Fisher, A Clisura re same (.30); Review Corresp from A Clisura re response to objections, timeline (.10); corresp with M Geer, J Cohen re prelim approval order (0.0)	0.60
1/27/2023	Artsana	A Vozzolo	Corresp with co-counsel re press release (.10); Corresp with co-counsel re modifying scheduling order (.20); Conf/Call with A Clisura re next steps/litigation strategy (.10); t/call with T Fisher and Def. re prelim approval order (.20); Corresp with J Smith, C Chorba re draft press release (.10); Corresp with M Geer re retailer information (0)	0.70
1/31/2023	Artsana	A Vozzolo	t/call with A Clisura re modification of prelim approval order, scheduling issues (.20); Corresp with A Clisura re same (0.0); Review Corresp and draft Corresp from A Clisura re communication with Court re revisions to schedule, amended order (.30); Review revised order (.20); Corresp with co-counsel re amendment to prelim approval (.10)	0.80
2/1/2023	Artsana	A Vozzolo	Corresp with co-counsel re edits to prelim approval order, amendment (.10); t/call with clerk re joint letter and proposed amend order (.10); Corresp with J Smith, C Chorba re same, proposal to amended order (.10)	0.30
2/3/2023	Artsana	A Vozzolo	Review revision by Defendant to prelim approval order (.20); Corresp with settlement admin (.10); t/call with A Clisura re scheduling, settlement timeline (.10); Corresp with M Geer re draft letter and proposed order (.10)	0.50
2/6/2023	Artsana	A Vozzolo	Review Corresp from A Clisura re changes to claims forms and notice (.10); Review Corresp re class member information, claims admin (.10); t/call with T Fisher re same (.20)	0.40
2/7/2023	Artsana	A Vozzolo	Corresp with Claims admin and Def re revised notices (.10); Corresp with A Clisura re call with claims admin (.10); Corresp with claims admin re t/call re deadlines (.20); t/call with claims admin re notice, website timelines (.30); Corresp with T Fisher, S Litteral re domain websites (.10)	0.80
2/8/2023	Artsana	A Vozzolo	t/call with Jeremy Smith re notice issues (.10); Corresp with t Fisher re same (.20); Corresp with settlement administrator re mis, settlement website(.10); Review Corresp from J Smith approval revisions (.10)	0.50
2/9/2023	Artsana	A Vozzolo	Corresp with claims admin re document on settlement website (.10)	0.10
2/10/2023	Artsana	A Vozzolo	Corresp with co-counsel re settlement website (.10); Corresp with J Smith re same settlement website issues, name (.10); t/call with J Smith re same (.10)	0.30

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2/13/2023	Artsana	A Vozzolo	Review Corresp from J Smith re settlement website (.10) Corresp with Claims administrator re website domain, admin matters (.10); Corresp by and between A Clisura re deadlines, press release (.20);	0.40
2/22/2023	Artsana	A Vozzolo	Review Corresp and claims admin proposal, Corresp from claims admin L Rose (.20); Corresp with co counsel, T Fisher re same (.20)	0.40
2/23/2023	Artsana	A Vozzolo	Corresp with claims admin re (.10); Corresp with A Clisura documents from claims admin (.10); t/call with A Clisura re notice admin docs(.10); review Corresp from Def re claims admin proposal (.10); Corresp with defense counsel re same (.10); t/call with A Clisura re revisions to notices and claims form (.10); Corresp with co-counsel re notices and claim forms (.10); Review Corresp re next steps (.10); t/call with T Fisher re claim form (.20)	1.00
2/24/2023	Artsana	A Vozzolo	t/call with T Fisher re claim form, outstanding issues (.20); Corresp between between co-counsel re claims admin (.20); Corresp with Jeremy re claim form (.10)	0.50
2/27/2023	Artsana	A Vozzolo	t/call with T Fisher re claims form (.20); t/call with claims admin re electronic claim form (.30); t/call with A Clisura re same (.10)	0.60
2/28/2023	Artsana	A Vozzolo	Corresp re Pa. action (.10)	0.10
3/2/2023	Artsana	A Vozzolo	t/call with claims administrator and defense counsel (.20); follow up call with J Cohen call and claim form (.20); Corresp with S Weisbrot re word version of claim form (.10)	0.60
3/3/2023	Artsana	A Vozzolo	t/call with T Fisher re claims admin forms (.20); Review Corresp from Claims admin re settlement website (.10); t/call with A Clisura settlement website (.20)	0.50
3/6/2023	Artsana	A Vozzolo	Review Corresp from defendants re settlement website (.10); Corresp with T Fisher re call with claims admin. S Weisbrot (.10)	0.20
3/7/2023	Artsana	A Vozzolo	Corresp with parties re mediation over fees (0.0); t/call A Clisura re settlement website (.10); review defendant's edits re settlement website (.20); t/call A Clisura re updated website and claim form (.40); review Corresp from A Clisura re claim form and website review (.10); t/call with A Clisura re comments to claim form/settlement website (.20); t/call with T Fisher re claim form, notice (.30)	1.30
3/8/2023	Artsana	A Vozzolo	Review Corresp from class admin. J Shawyer re changes forms (.10); review internet campaign, ada, Facebook re settlement admin (.10); t/call w A Clisura re serial numbers issues/proof of purchase (.20); Corresp from J Smith to Claims admin re color combination (.10); t/call with A. Clisura re same (.20); Review Corresp from A Clisura re alternative proposal, serial number claim forms (.20); t/call T Fisher, A Clisura re discuss serial number proposal (.70); Corresp with co-counsel re settlement website (.20); Corresp with co-counsel re color matrix issues, claim forms, notice (.40) t/call with S Weisbrot re banner ads, pictures of booster seat (.20) Corresp with claims admin J Shawyer and J Smith re banner ads (.10)	2.50

Time



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<b>Date</b>	<b>Case Matter Name</b>	<b>Professional Timekeeper</b>	<b>Description</b>	<b>Hours</b>
3/9/2023	Artsana	A Vozzolo	Corresp with co-counsel re notice to class members (.10); Corresp with co-counsel re draft communication with def counsel(.10); Corresp with C Chorba & J Smith re claim form, color issues (.20)	0.40
3/16/2023	Artsana	A Vozzolo	Corresp with Claims admin J Shawyer and S Weisbrot re banner ads, photos, claims analysis (.30); Corresp with co-counsel re same (.30); Review Corresp, email exchange from M Geer with Def re photos for banner ads (.20)	0.80
3/17/2023	Artsana	A Vozzolo	Review Corresp from J Shawyer re picture options for banner ads (.10)	0.10
3/20/2023	Artsana	A Vozzolo	Review Corresp from Claims Admin J Shawyer re banner ads (.10); Review Corresp from J Smith and co-counsel M Geer re same (.20)	0.30
3/21/2023	Artsana	A Vozzolo	Corresp with Co-Counsel re online/banner ads (.10); Corresp with Claims admin and Def re same (.20); t/call with S Weisbrot re color choice re ad (.10)	0.40
3/22/2023	Artsana	A Vozzolo	Review Corresp from J Shawyer re mock up banner ads (.10) t/call with T Fisher re banner ads (.20); Corresp with co-counsel re same (.10)	0.40
3/23/2023	Artsana	A Vozzolo	Corresp. with co-counsel re banners ads (.30); t/call with claims admin J Shawyer re Facebook ads (.10); Corresp with Claims admin and defendants re digital ads (.10); Review Corresp from A Clisura re proof of purchase claims (.10)	0.60
3/24/2023	Artsana	A Vozzolo	Corresp with claims admin J Shawyer and defense counsel re online ads and claims analysis (.20); t/call with T Fisher re same (.20)	0.40
3/27/2023	Artsana	A Vozzolo	t/call with T Fisher re notice (.20)	0.20
3/28/2023	Artsana	A Vozzolo	Corresp by and between defense counsel re discussions over notice (.20)	0.20
3/29/2023	Artsana	A Vozzolo	Corresp by and between defense counsel (.10)	0.10
3/30/2023	Artsana	A Vozzolo	t/call with T Fisher, M Geer and Def re claims admin (.50); t/call with A Clisura re claim form, claims, litigation strategy (.10); Review Corresp. from Def Re same (.10); Corresp with Co-counsel re fee mediation (0.0)	0.70
4/4/2023	Artsana	A Vozzolo	Review claims admin Corresp re claims (.10)	0.10
4/5/2023	Artsana	A Vozzolo	Corresp with T Fisher re claims data (.20)	0.20
4/11/2023	Artsana	A Vozzolo	Review Corresp from Claims Admin re claims (.10)	0.10
4/12/2023	Artsana	A Vozzolo	Review Corresp re claim form data re color and model years (.10)	0.10
4/14/2023	Artsana	A Vozzolo	t/call with T Fisher re claims (.30) review Corresp by and between counsel and defendants re same (.10)	0.40
4/17/2023	Artsana	A Vozzolo	t/call with C Chorba, J Smith re claim form, color combinations (.30); t/call with co-counsel M Geer, G Coleman, T Fisher re online claims form (.30) Corresp with co-counsel re same (.10)	0.70
4/18/2023	Artsana	A Vozzolo	Review Corresp from claims admin re claims (.20); Corresp re color selection (.10)	0.20
4/19/2023	Artsana	A Vozzolo	t/call t fisher re claims process and claims admin (.30); Corresp re claims process and color issue (.10); t/call with Jeremy Smith re same (.10)	0.50
4/20/2023	Artsana	A Vozzolo	Corresp re claim form and stats (.10)	0.10
4/26/2023	Artsana	A Vozzolo	t/call with T Fisher re claims data (.10)	0.10

			<b>VOZZOLO LLC</b>	
<b>Detailed Time Diaries</b>				
<b>Reporting Period: Dec 2020-August 2023</b>				
<b>Date</b>	<b>Case Matter Name</b>	<b>Professional Timekeeper</b>	<b>Description</b>	<b>Hours</b>
5/2/2023	Artsana	A Vozzolo	Review Corresp re claims (.10)	0.10
5/10/2023	Artsana	A Vozzolo	Corresp with T Fisher re claims issues (.10)	0.10
5/11/2023	Artsana	A Vozzolo	Review Corresp re claims (.10)	0.10
5/19/2023	Artsana	A Vozzolo	t/call with A Clisura re Corresp with defendant's (.10); Corresp with co-counsel re same (.10)	0.20
5/23/2023	Artsana	A Vozzolo	Review Corresp and report from claims admin re weekly update (.20); t/call with M Greer re defendants suggestion re deficiency notice, litigation strategy (.30)	0.50
5/24/2023	Artsana	A Vozzolo	t/call with A Clisura re final approval papers, strategy (.10)	0.10
5/25/2023	Artsana	A Vozzolo	t/call with A Clisura re final approval brief, papers (.10)	0.10
5/30/2023	Artsana	A Vozzolo	review Corresp from Claims admin re claims (.10)	0.10
5/31/2023	Artsana	A Vozzolo	t/call with T Fisher re claims data, timeline matters (.30)	0.30
6/2/2023	Artsana	A Vozzolo	t/call with claim admin J Shawyer re claims (.40); t/call with T Fisher re final approval (.10)	0.50
6/5/2023	Artsana	A Vozzolo	Corresp with claims admin (.10); t/call with claims admin re legacy claims, fraud detection (.30)	0.40
6/6/2023	Artsana	A Vozzolo	Corresp re claims data (.10)	0.10
6/7/2023	Artsana	A Vozzolo	Review Corresp from G Coleman re claims report (.10); t/call T Fisher re notice claims (.20)	0.30
6/9/2023	Artsana	A Vozzolo	Review claims form related to defendant's concerns (.20); t/call with T Fisher re same and litigation strategy (.30); t/call with S Weisbrot re claims (.20)	0.70
6/14/2023	Artsana	A Vozzolo	Review Corresp from claims admin re status (.10)	0.10
6/20/2023	Artsana	A Vozzolo	review claims report from claims administrator (.10)	0.10
6/23/2023	Artsana	A Vozzolo	t/call with A Clisura reclaims data, final approval (.10); t/call with T Fisher re claims data, final approval (.10)	0.20
6/28/2023	Artsana	A Vozzolo	Review Corresp from Defense counsel re fee mediation (0.00); Corresp with Co-counsel re same, mediation dates (0)	0.00
6/30/2023	Artsana	A Vozzolo	t/call with claims administrator regarding review of claims DB (.50)	0.50
7/5/2023	Artsana	A Vozzolo	Review Corresp from A Clisura re final approval (.10); review/revise MOL ISO Final Approval, NOM (.50)	0.60
7/6/2023	Artsana	A Vozzolo	Corresp with co-counsel re claims, objections, litigation strategy passim (.30)	0.30
7/7/2023	Artsana	A Vozzolo	t/call with T Fisher re final approval draft, litigation strategy, upcoming deadlines mediation (.30)	0.30
7/11/2023	Artsana	A Vozzolo	Review Corresp from mediator (.00); Corresp with co-counsel re litigation upcoming deadlines and scheduled call (.10); t/call with T Fisher re same (.20)	0.30
7/14/2023	Artsana	A Vozzolo	t/call with M Geer re claims data, deadline (.30); t/call with T Fisher re same (.20); Corresp with co-counsel re deadlines, claims data (.10); t/call with C Chorba re meet and confer (.10); Corresp with co-co-counsel re same (.10); t/call and Corresp with claims admin re deadlines, spreadsheet re claims (.20); Corresp with co-counsel re NOM and MOL in support of final approval (.10); t/call with A Clisura re settlement admin, timeline, follow up (.20); review Corresp from A Clisura re meet and confer (.10)	1.40
7/17/2023	Artsana	A Vozzolo	Conf. call with M Geer, A Clisura, T Fisher re timelines, claims (.30); follow up call with A Clisura re claims (.10)	0.40

			<b>VOZZOLO LLC</b>	
<b>Detailed Time Diaries</b>				
<b>Reporting Period: Dec 2020-August 2023</b>				
<b>Date</b>	<b>Case Matter Name</b>	<b>Professional Timekeeper</b>	<b>Description</b>	<b>Hours</b>
7/19/2023	Artsana	A Vozzolo	t/call with A Clisura re claims rates, recent case law (.10); Review Corresp from A Clisura re same (.10); legal research re defense counsel's threat to blow up settlement (.80)	1.00
7/20/2023	Artsana	A Vozzolo	Legal research re defense counsel's threat to blow up settlement (.80); Corresp with co-counsel re discussion with defense counsel (.10)	0.90
7/21/2023	Artsana	A Vozzolo	t/call with A Leslie re litigation strategy, additional press release, claims rates (.80); Corresp with co-counsel re claims process (.10)	0.90
7/25/2023	Artsana	A Vozzolo	Corresp with co-counsel re claims rates (.10)	0.10
7/26/2023	Artsana	A Vozzolo	Corresp with FT Fisher re claims data (.20)	0.20
7/28/2023	Artsana	A Vozzolo	t/call with T Fisher re claims data (.20)	0.20
7/31/2023	Artsana	A Vozzolo	Corresp by and between claims administrator re status of claims, conference call (.20)	0.20
8/1/2023	Artsana	A Vozzolo	Conference call with claims admin re interim report (.50); follow up call with M Geer (.20); t/call with T Fisher re same (.20)	0.90
8/4/2023	Artsana	A Vozzolo	Corresp with co-counsel (MG) re final approval papers (.20)	0.20
8/8/2023	Artsana	A Vozzolo	Review Corresp from T Fisher re draft/revised mediation brief (.30); Corresp with A Clisura re same (.10); t/call with A Clisura re edits to brief, Litig strategy (.20); Corresp by and between co-counsel re draft Statement (.10)	0.70
8/9/2023	Artsana	A Vozzolo	t/call with T Fisher re litigation strategy (.10) t/call with A Clisura re draft email re notice admin, claim (.10); Corresp with co-counsel re notice (.10); review Corresp from A Clisura re monitoring of claims (.10) Corresp with claims administrator re review of claims, challenge (.10); t/call with C Chorba re claims (.20); Corresp with Group re Chora's discussion re challenging claims and his review of the underlying data (.20); t/call with D Beshada re analysis of data (.20); t/call with T Fisher re discussion with Chorba re (.20)	1.30
8/10/2023	Artsana	A Vozzolo	review revised draft of mediation statement (0.0)	0.00
8/11/2023	Artsana	A Vozzolo	t/call with A Clisura re claims process, mediation, brief (00); Corresp with A Clisura re same (00); Review Corresp and attached mediation brief from J Smith (.20); t/call with T Fisher M Geer re claims, Litig strategy (.40)	0.60
8/14/2023	Artsana	A Vozzolo	Review Corresp from J Shawyer, claims data (.10)	0.10
8/17/2023	Artsana	A Vozzolo	t/call with T Fisher re claims rates (.20); t/call with A Leslie re 2nd Cir. case (.20); review 2nd Cir case law re final approval standards (.30); Corresp with A Clisura re same (.10)	0.80
8/18/2023	Artsana	A Vozzolo	t/call with T Fisher, M Geer before mediation re litigation strategy (.40); Mediation re settlement (6.0); t/call with M Geer and T Fisher re mediation proposal, notice issues (.20); t/call with T Fisher re same (.10)	6.70
8/22/2023	Artsana	A Vozzolo	t/call with A Clisura re final approval edits, misc. (.30); t/call with A Clisura re defendant mediation term sheet (.20); T Call A Clisura re claims analysis, claims admin validation (.10)	0.60

[illegible]



Matter *Jiminez et. al. v Artsana*

Fir VOZZOLO LLC

Re E PENSE REPORT

Category	Amount
Computer Other Research Fee(s) (Le is/ estla / loo erg/Pacer)	\$ 192.52
Courier Overnight Delivery Services	\$
Court Filing/Service Fees	\$
Postage	\$ 24.10
Reproduction	\$
Meals, Travel, and Hotel	\$
<b>TOTAL EXPENSES</b>	<b>\$ 216.62</b>



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Business & Practice

# Big Law Rates Topping \$2,000 Leave Value ‘In Eye of Beholder’

By Roy Strom

Column

June 9, 2022, 2:30 AM

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*Welcome back to the Big Law Business column on the changing legal marketplace written by me, Roy Strom. Today, we look at a new threshold for lawyers' billing rates and why it's so difficult to put a price on high-powered attorneys. Sign up to receive this column in your inbox on Thursday mornings. Programming note: Big Law Business will be off next week.*

Some of the nation's top law firms are charging more than \$2,000 an hour, setting a new pinnacle after a two-year burst in demand.

Partners at Hogan Lovells and Latham & Watkins have crossed the threshold, according to court documents in bankruptcy cases filed within the past year.

Other firms came close to the mark, billing more than \$1,900, according to the documents. They include Kirkland & Ellis, Simpson Thacher & Bartlett, Boies Schiller Flexner, and Sidley Austin.

Simpson Thacher & Bartlett litigator Bryce Friedman, who helps big-name clients out of jams, especially when they're accused of fraud, charges \$1,965 every 60 minutes, according to a court document.

In need of a former acting US Solicitor General? Hogan Lovells partner Neal Katyal bills time at \$2,465 an hour. Want to hire famous litigator David Boies? That'll cost \$1,950 an hour (at least). Reuters was first to report their fees.

Eye-watering rates are nothing new for Big Law firms, which typically ask clients to pay higher prices at least once a year, regardless of broader market conditions.

"Value is in the eye of the beholder," said John O'Connor, a San Francisco-based expert on legal fees. "The perceived value of a good lawyer can reach into the multi-billions of dollars."

Kirkland & Ellis declined to comment on its billing rates. None of the other firms responded to requests to comment.



## Charge It Up

Big Law firms are crossing the \$2,000-an-hour threshold after two years of surging rates driven by an increase in demand for lawyers.

Firm	Highest Billing Rate
Hogan Lovells	\$2,465
Latham & Watkins	\$2,075
Kirkland & Ellis	\$1,995
Simpson Thacher & Bartlett	\$1,965
Boies Schiller Flexner	\$1,950
Sidley Austin	\$1,900

Source: Court documents

Bloomberg Law

Law firms have been more successful raising rates than most other businesses over the past 15 years.

Law firm rates rose by roughly 40 percent from 2007 to 2020, or just short of 3 percent per year, Thomson Reuters Peer Monitor data show. US inflation rose by about 28% during that time.

The 100 largest law firms in the past two years achieved their largest rate increases in more than a decade, Peer Monitor says. The rates surged more than 6% in 2020 and grew another 5.6% through November of last year. Neither level had been breached since 2008.

The price hikes occurred during a once-in-a-decade surge in demand for law services, which propelled profits at firms to new levels. Fourteen law firms reported average profits per equity partner in 2021 over \$5 million, according to data from The American Lawyer. That was up from six the previous year.

The highest-performing firms, where lawyers charge the highest prices, have outperformed their smaller peers. Firms with leading practices in markets such as mergers and acquisitions, capital markets, and real estate were forced to turn away work at some points during the pandemic-fueled surge.

Firms receive relatively tepid pushback from their giant corporate clients, especially when advising on bet-the-company litigation or billion-dollar deals.

The portion of bills law firms collected—a sign of how willingly clients pay full-freight—rose during the previous two years after drifting lower following the Great Financial Crisis. Collection rates last year breached 90% for the first time since 2009, Peer Monitor data show.

Professional rules prohibit lawyers from charging “unconscionable” or “unreasonable” rates. But that doesn’t preclude clients from paying any price they perceive as valuable, said Jacqueline Vinaccia, a San Diego-based lawyer who testifies on lawyer fee disputes.

Lawyers’ fees are usually only contested when they will be paid by a third party.

That happened recently with Hogan Lovells’ Katyal, whose nearly \$2,500 an hour fee was contested in May by a US trustee overseeing a bankruptcy case involving a Johnson & Johnson unit facing claims its talc-based powders caused cancer.

The trustee, who protects the financial interests of bankruptcy estates, argued Katyal’s fee was more than \$1,000 an hour higher than rates charged by lawyers in the same case at Jones Day and Skadden Arps Slate Meagher & Flom.

A hearing on the trustee’s objection is scheduled for next week. Hogan Lovells did not respond to a request for comment on the objection.

Vinaccia said the firm’s options will be to reduce its fee, withdraw from the case, or argue the levy is reasonable, most likely based on Katyal’s extensive experience arguing appeals.

Still, the hourly rate shows just how valuable the most prestigious lawyers’ time can be—even compared to their highly compensated competitors.

“If the argument is that Jones Day and Skadden Arps are less expensive, then you’re already talking about the cream of the crop, the top-of-the-barrel law firms,” Vinaccia said. “I can’t imagine a case in which I might argue those two firms are more reasonable than the rates I’m dealing with.”

### **Worth Your Time**

**On Cravath:** Cravath Swaine & Moore is heading to Washington, opening its first new office since 1973 by hiring former heads of the U.S. Securities and Exchange Commission and Federal Deposit Insurance Corporation. Meghan Tribe reports the move comes as Big Law firms are looking to add federal government expertise as clients face more regulatory scrutiny.

**On Big Law Promotions:** It’s rare that associates get promotions to partner in June, but Camille Vasquez is now a Brown Rudnick partner after she shot to fame representing Johnny Depp in his defamation trial against ex-wife Amber Heard.

**On Working From Home:** I spoke this week with Quinn Emanuel’s John Quinn about why he thinks law firm life is never going back to the office-first culture that was upset by the pandemic. Listen to the podcast [here](#).



*That's it for this week! Thanks for reading and please send me your thoughts, critiques, and tips.*

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## Documents

[Trustee's Objection](#)

## Related Articles

[Overworked Big Law Can't Find Enough Lawyers With Demand Surging](#) Dec. 9, 2021, 3:00 AM

[Never Underestimate Big Law's Ability to Raise Billing Rates](#) Aug. 12, 2021, 3:00 AM

## Law Firms

Simpson Thacher  
Hogan Lovells  
Jones Day  
Skadden  
Sidley Austin  
Quinn Emanuel  
Cravath Swaine & Moore  
Latham & Watkins  
Kirkland & Ellis  
Boies Schiller Flexner

## **Topics**

expert fees  
compensation of bankruptcy attorney  
acquisitions  
U.S. trustees  
financial markets  
client-paid legal fees  
data breaches

## **Companies**

Johnson & Johnson  
Thomson Reuters Corp





# Enterprise Legal Management Trends Report

## INSIGHT INTO **7** KEY METRICS

JUNE 2022





## Enterprise Legal Management Trends Report

INSIGHTS ARE BASED ON DATA DERIVED FROM

OVER  
\$49 Billion  
IN LEGAL SPENDING

MORE THAN  
350,000  
TIMEKEEPERS

MORE THAN  
1.2 Million  
MATTERS

# Executive Highlights

Insights are based on data derived from over \$49 billion in legal spending, more than 350,000 timekeepers, and more than 1.2 million matters. The key metrics are based on 2021 charges billed by outside counsel.

## 2021 RECORD SETTING YEAR FOR MERGERS & ACQUISITIONS

LexisNexis® CounselLink® data aligns with reports of 2021 being a record setting year for global mergers and acquisitions. Mergers & Acquisitions (M&A) related legal fees processed through CounselLink in 2021 represented 7.4% of total legal billing, a significant increase from 4.3% in 2020. The data also reflects that greater demand for M&A legal expertise resulted in material price increases. The median partner rate billed for M&A work in 2021 was \$878, a 6.1% increase over the prior year median.

## HOURLY RATE INCREASES SHOW NO SIGNS OF SLOWING

Consistent with what we observed in 2020, despite pandemic-related and other pressures for legal departments to reduce outside counsel spending, hourly rate increases paid to US firms showed no signs of slowing. On average, 2021 partner hourly rates increased by 3.4% relative to 2020. This compares to 3.5% growth in 2020 versus 2019.

## USE OF ALTERNATIVE FEE ARRANGEMENT CONTINUES TO INCREASE

In 2021, 14.8% of matters had at least a portion of their billing under an arrangement other than hourly billing. Non-hourly fees billed accounted 9.6% of all billings. Use of alternative fee arrangements (AFAs) has been slowly rising over the years, showing an increased appetite by corporate counsel for AFAs, and a willingness by law firms to provide them.

## THE “LARGEST 50” FIRMS ACCOUNT FOR LARGEST SHARE OF SPENDING

The “Largest 50” firms (those with more than 750 lawyers) continue to account for the largest share of U.S. legal spending. In 2021, 46% of outside counsel fees were paid to these firms, consistent with recent year results. Further, the largest firms are continuing to gain share of wallet for the highest rate work. The three practices commanding the highest partner rates are Mergers & Acquisitions; Finance, Loans & Investments; and Regulatory & Compliance. Combining these types of matters, the “Largest 50” firms had a 61% share of legal billings in 2021. Several sub-categories of other matter categories with high partner rates follow the same pattern. For example, those firms had a 77% share of IP Litigation and a 78% share of Corporate Antitrust work.



# Introduction

The first edition of the annual CounselLink Enterprise Legal Management Trends Report was published in October 2013. That report established a set of six key metrics based on data available via the CounselLink Enterprise Legal Management platform and provided insights that corporate law departments and law firms could use to guide their decisions and subsequent actions. Beginning with the 2021 edition, a seventh key metric has been added to highlight hourly rates billed by law firm partners located in countries outside of the United States.

With the volume of data available for analysis growing with each passing year, the 2022 edition of the Trends Report represents the most up-to-date and detailed picture of how legal market dynamics are evolving over time.

As always, information about the methodologies used, definitions, and expert contributors conducting the analysis are presented at the end of the report.

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<b>12</b>	#3A: Alternative Fee Arrangement (AFA) Usage by Matter
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## **Update on seven key metrics**

Each annual update of the CounselLink Enterprise Legal Management Trends Report covers a standard set of key metrics related to hourly legal rates and the corporate procurement of legal services.

1A

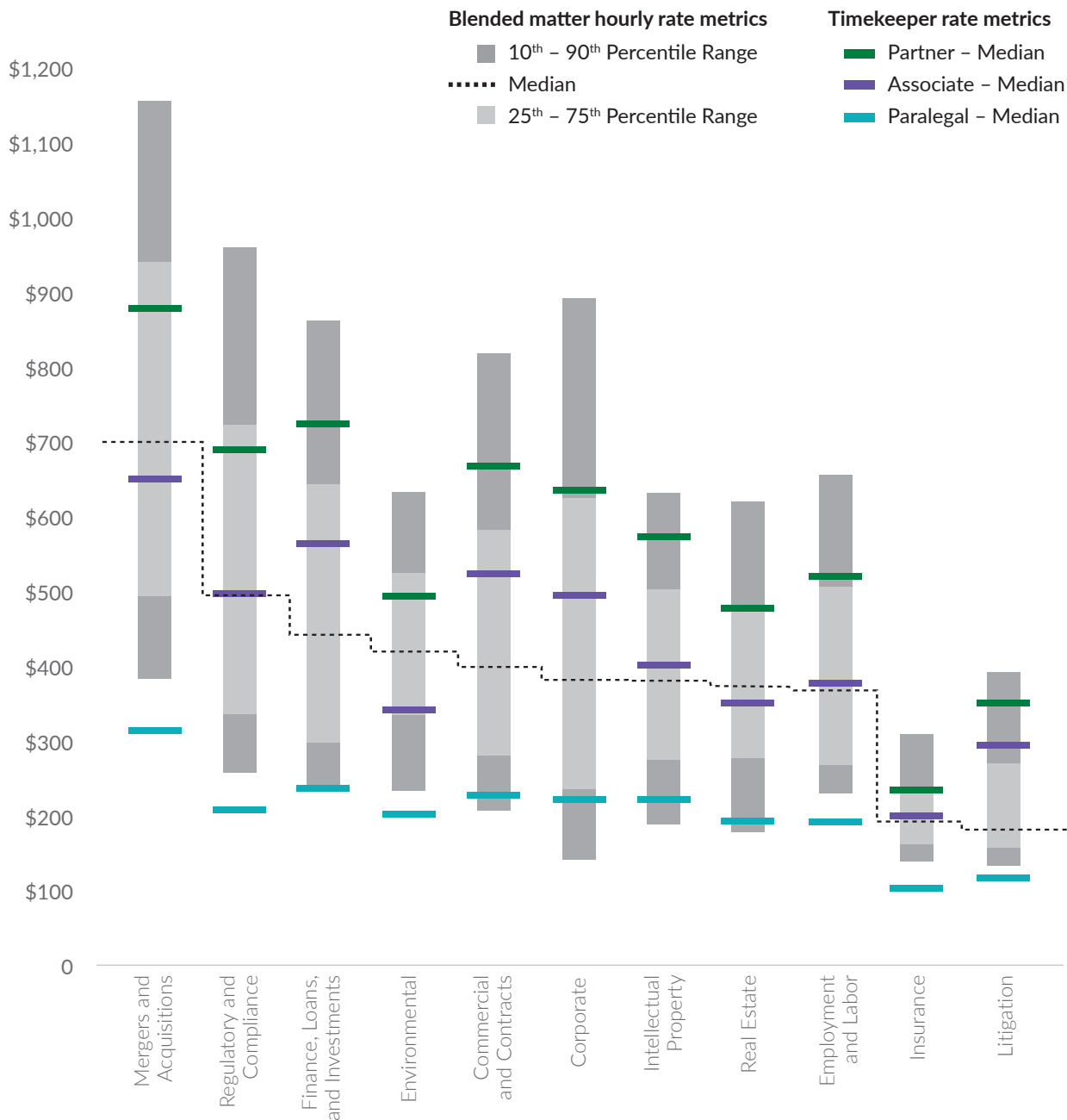
KEY  
METRIC

## Blended Hourly Rate for Matters by Practice Area

## BLENDED HOURLY RATES AND RATE VOLATILITY DIFFER BY TYPE OF WORK

All analysis is based on data through December 31, 2021

Practice areas ordered by median blended matter rates

Volatility  
Rate

5

7

7

3

6

10

5

4

5

3

5

Volatility is a calculated indicator of blended rate variability. Higher numbers suggest better possibilities for negotiating rates and/or changing the assigned timekeeper mix.

See page 9 for guidance on interpreting all blended hourly rates charts.

1B

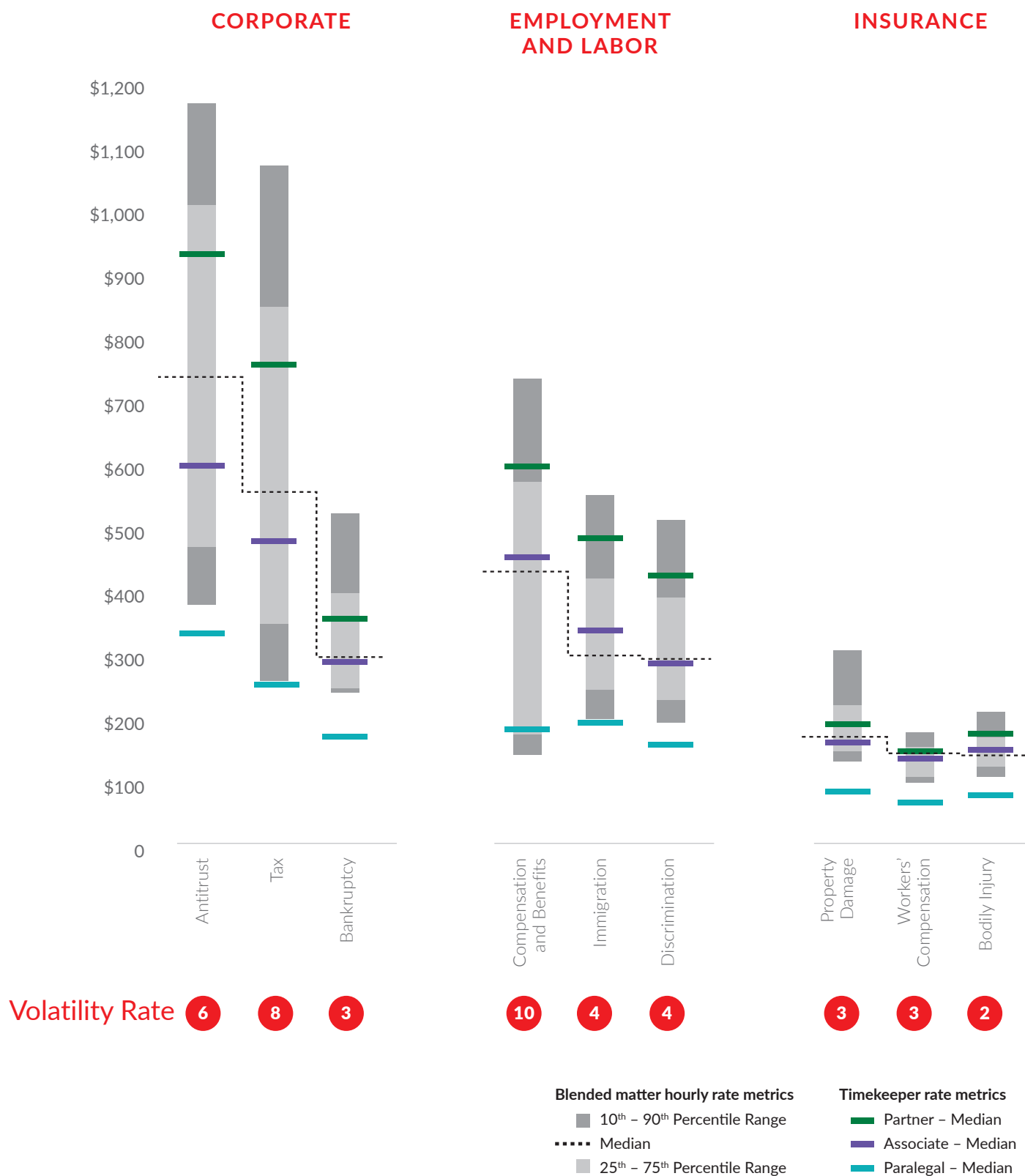
KEY  
METRIC

## Blended Hourly Rate for Matters – by Subcategory

BLENDED HOURLY RATES AND RATE VOLATILITY DIFFER BY SUBCATEGORY OF WORK

All analysis is based on data through December 31, 2021

Practice areas ordered by median blended matter rates



1B

KEY  
METRIC

## Blended Hourly Rate for Matters – by Subcategory

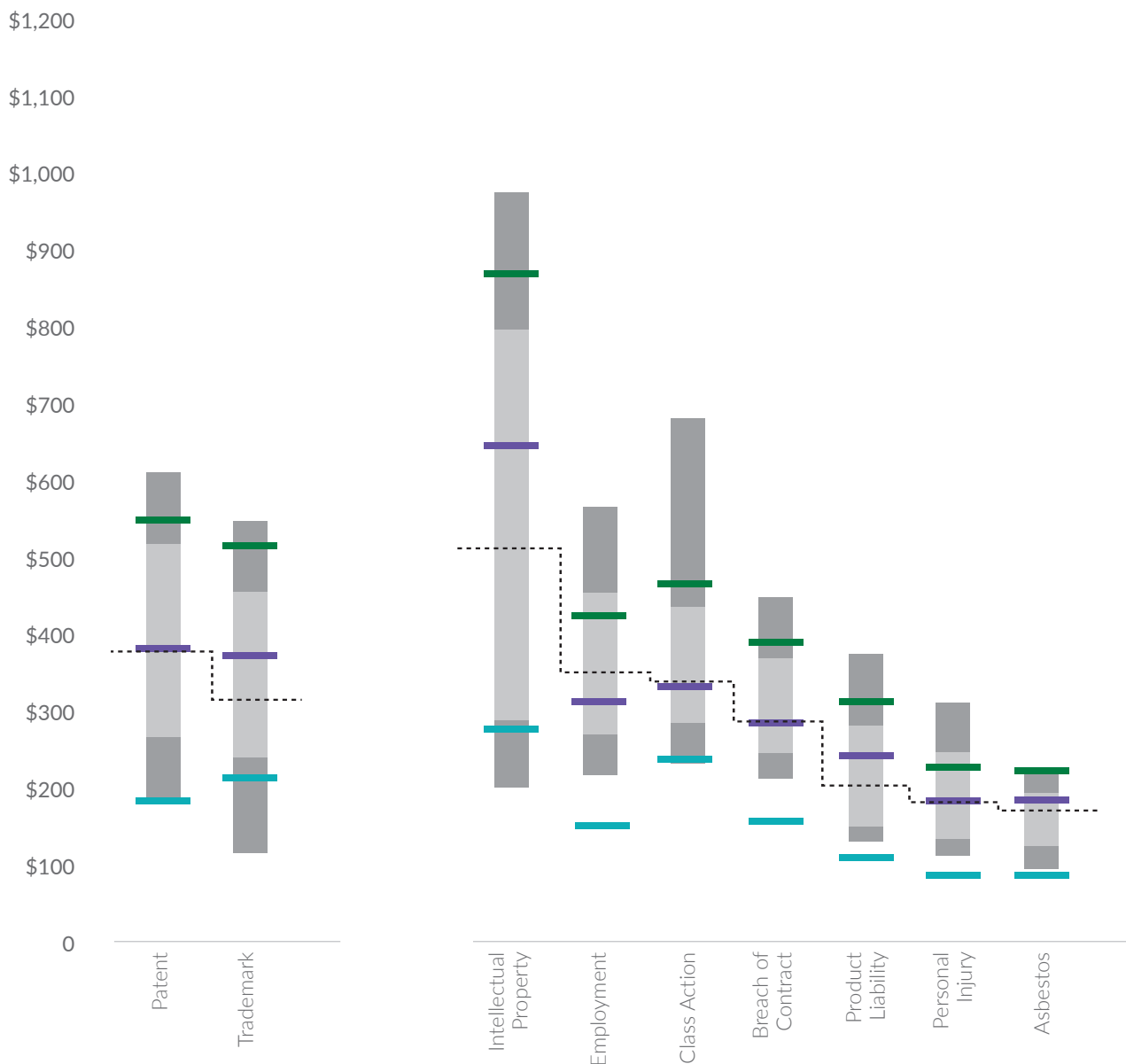
BLENDED HOURLY RATES AND RATE VOLATILITY DIFFER BY SUBCATEGORY OF WORK

All analysis is based on data through December 31, 2021

Practice areas ordered by median blended matter rates

INTELLECTUAL  
PROPERTY

## LITIGATION



Volatility Rate

5

5

10

4

3

3

5

5

3

## Blended matter hourly rate metrics

■ 10<sup>th</sup> – 90<sup>th</sup> Percentile Range

..... Median

■ 25<sup>th</sup> – 75<sup>th</sup> Percentile Range

## Timekeeper rate metrics

■ Partner – Median

■ Associate – Median

■ Paralegal – Median

**Interpreting the Charts:**

*The charts on the previous pages capture matter level benchmarks. It's important to distinguish that Metric 1 is not benchmarking individual timekeeper rates, but rather the blended rates that result from the multiple timekeepers that work on a given matter. As a guide to interpreting the output, compare the two categories Corporate and Employment & Labor. These two categories have very similar median blended average matter rate (\$376 and \$366, respectively). But note that Corporate matters have a median partner rate of \$636, considerably higher than that of Employment & Labor (\$520). This indicates that relative to Corporate work, Employment & Labor matters are staffed more significantly with non-partners, whose hourly rates bring down the overall blended average matter rates.*

*The Volatility Index provided in this section is a calculated marker that shows the variability in blended matter rates. Using a 10-point scale, the Index highlights the broad spread between the 25<sup>th</sup> and 75<sup>th</sup> percentiles of hourly rates. High volatility scores indicate greater variance in prices paid based on the mix of timekeepers and individual hourly rates.*

Although individual lawyer rates are the focus of considerable industry attention, it is equally, or arguably more important, to look at the bigger picture: the blended average rate of the different timekeepers that work on a matter. The chart shows that the median blended hourly rate is highest for Mergers and Acquisitions, which often involve the most expensive firms and require significant partner engagement.

Comparing the Corporate category to Insurance as an example, the spread between the 25<sup>th</sup> and 75<sup>th</sup> percentiles of blended hourly rates for Corporate work is broader than the spread for Insurance. On a 10-point scale, Corporate has a Volatility Index of 10 while Insurance has an Index of three, which indicates that the mix of timekeepers and rates paid on Corporate matters vary significantly compared to the timekeeper mix and rates paid for Insurance matters. A high Volatility Index could also indicate that a category represents a wide range of matter types.

The 2020 data revealed that three matter categories have relatively low Volatility Indices (lower than 5), which means rates are consistent and less subject to negotiations between corporations and their firms:

- Insurance
- Real Estate
- Environmental

The two matter categories with the greatest change relative to the prior year are Mergers & Acquisitions and Commercial & Contracts. The median blended average matter rate for these categories increased 7% relative to 2020.

Legal departments can compare their own data against these rates and ranges for help managing costs. If departments are paying at or near the top of the range for more volatile matter types, there may be opportunities to negotiate lower rates or request a different mix of timekeepers to reduce costs. Note, however, that when looking at trends, it is important to evaluate the entire range of rates rather than focusing solely on the median rate.



**Key Metric 1B: Blended Hourly Rates and Rate Volatility Differ by Legal Work Subcategories**

Key Metric #1 measures average billing rates for high-level categories of legal work. Beginning in 2021, the Trends Report expanded upon this to include benchmarks for more granular categories of work to continue to provide more meaningful data points for decision-making in the legal industry.

Note that several of the sub-categories have Volatility Indices that are lower than that of their parent categories. For example, refer to the Corporate practice area in Key Metric #1 which had a Volatility Index of 10.

The three sub-categories of Corporate reflected in Key Metric #1B include Antitrust, Bankruptcy, and Tax. These areas have volatility scores of 6, 3, and 8 respectively. This can be interpreted to mean that as we narrow down to more granular/similar types of work, there is less variability between the 25<sup>th</sup> and 75<sup>th</sup> percentile blended average rates paid for these specific types of legal work relative to the broader category of Corporate. For example, there is greater consistency in the staffing and/or negotiated rates for these types of work, particularly for Antitrust and Bankruptcy.



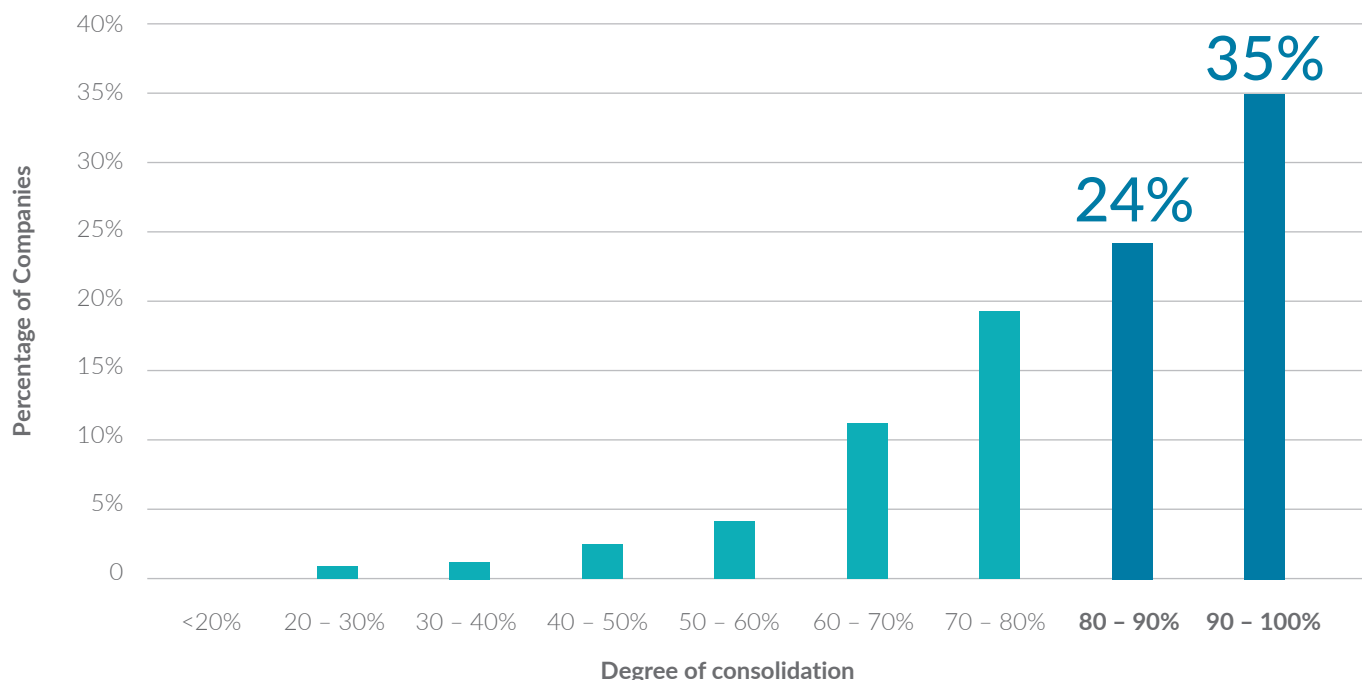
2

KEY  
METRIC

## Law Firm Consolidation: Number of Legal Vendors Used by Corporations

**HALF OF COMPANIES IN THE COUNSELLINK DATA POOL HAVE 10 FIRMS OR FEWER THAT ACCOUNT FOR AT LEAST 80% OF THEIR OUTSIDE COUNSEL FEES**

All analysis is based on data through December 31, 2021



### Interpreting the Chart:

This chart shows the degree of law firm consolidation among companies whose outside counsel legal billings are processed through CounselLink. The horizontal axis separates participating companies into nine segments representing different degrees of consolidation. For example, the bar on the far right shows that 35% of participating companies have 90 - 100% of their legal billings with 10 or fewer vendors; these are the most consolidated legal departments. The far left bar shows that just 1% of companies have 20 - 30% of their legal billings with 10 or fewer firms. In 2020, we noted a subtle shift of law departments that had dropped from between 80-90% on the chart to the 70-80% bucket. That shift has reversed itself, and we see 59% of companies with high levels of law firm consolidation, consistent with consolidation levels noted in the last five years (excepting 2020).

Industry type plays a significant role in consolidation.

#### HIGH DEGREES OF CONSOLIDATION:

**88%** Transportation and Warehousing  
**83%** Information Companies  
**78%** Retail Trade  
**74%** Manufacturing

#### LOW DEGREES OF CONSOLIDATION:

**40%** Finance  
 Insurance  
**36%** Utilities



3A

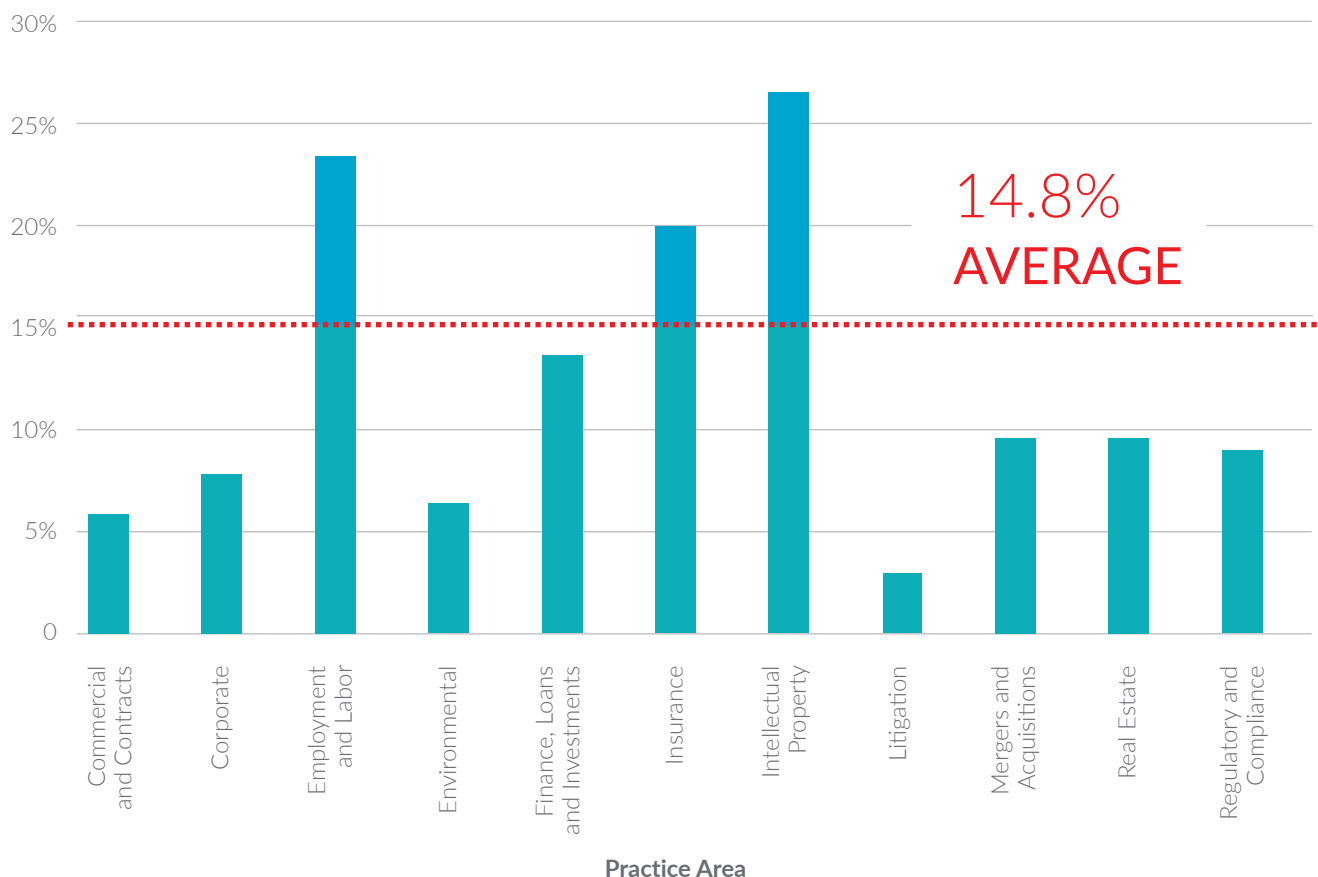
KEY  
METRIC

## Alternative Fee Arrangement (AFA) Usage by Matter

SOME FORM OF AFAs WERE USED IN 14.8% OF MATTERS

Based on 12 months of data ending December 31, 2021

## PERCENTAGE OF MATTERS UTILIZING AFAs



The use of AFAs to govern legal service payments varies considerably by legal matter type. High volume, predictable work included in Intellectual Property, Insurance, and the Employment and Labor categories continue to have the highest volume of matters billed under AFAs.

**INTELLECTUAL PROPERTY | INSURANCE | EMPLOYMENT & LABOR**  
utilized AFAs for at least **20%** of matters

Other matter categories are gaining in use of alternative billing. Mergers and Acquisitions, Real Estate, and Regulatory and Compliance have nearly 10% of matters with non-hourly billing.

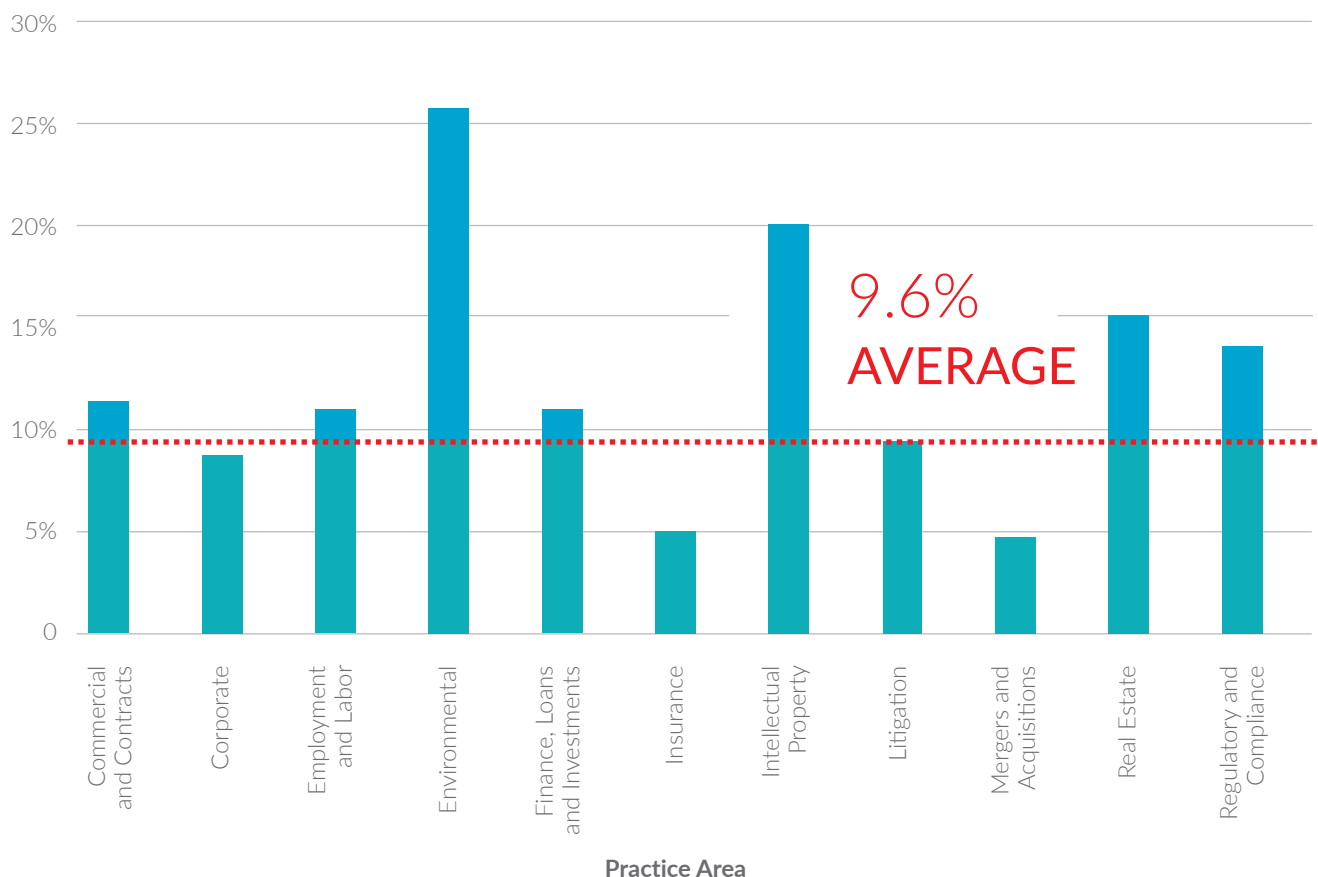
3B

KEY  
METRIC

## Alternative Fee Arrangement (AFA) Usage by Billings

**SOME FORM OF AFAs WERE USED IN 9.6% OF BILLINGS**

Based on 12 months of data ending December 31, 2021

**PERCENTAGE OF BILLINGS UTILIZING AFAs**

The use of Alternative Fee Arrangements has been gradually increasing as the industry slowly moves in the direction of not relying solely on hourly billing as the mechanism for payment of legal services. When CounselLink first started reporting on these key metric ten years ago, AFAs were used in approximately 12% of matters and 7% of fees and billings.

4

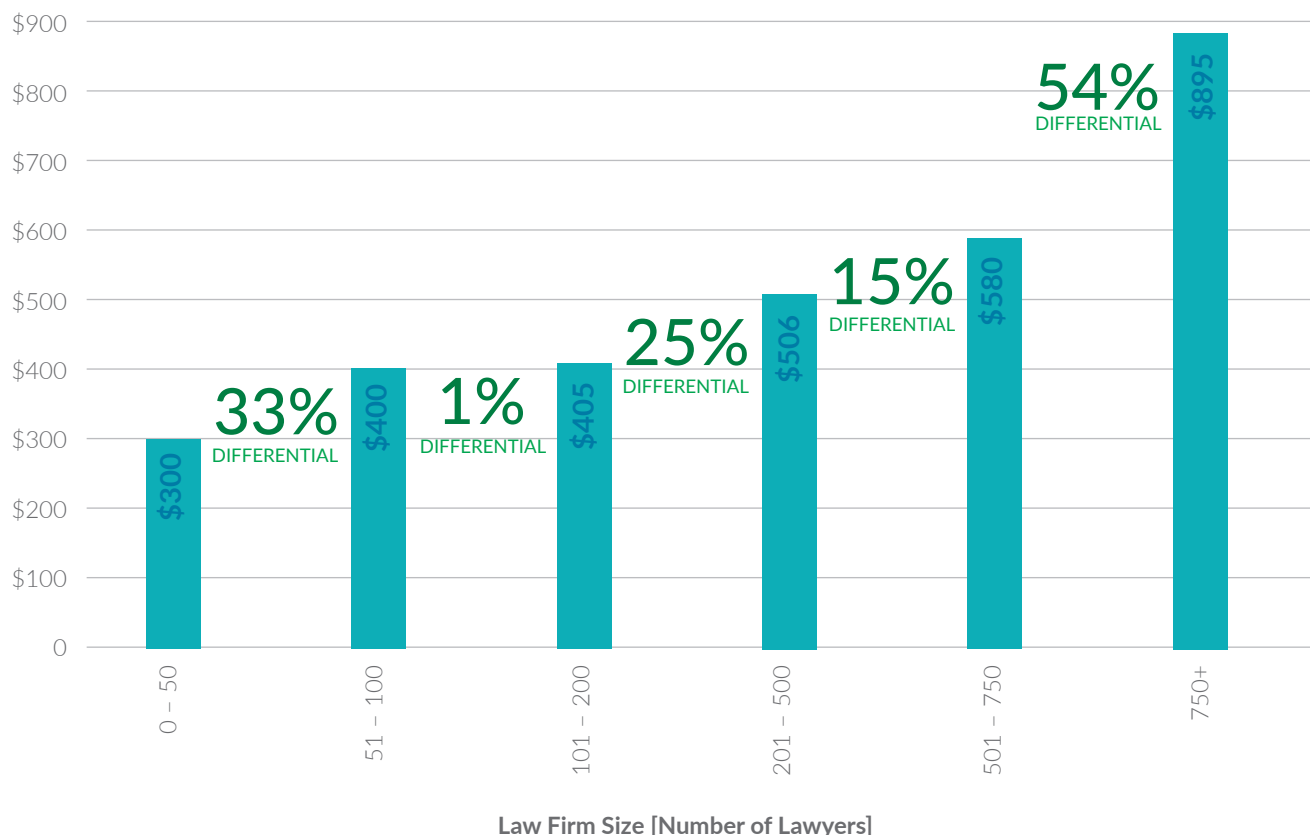
KEY  
METRIC

## Partner Hourly Rate Differences by Law Firm Size

MEDIAN RATES ACROSS PRACTICE AREAS, EXCLUDING INSURANCE

Based on 12 months of data ending December 31, 2021

## MEDIAN PARTNER HOURLY RATES BY LAW FIRM SIZE



The size of a law firm is highly correlated to the rates billed by its lawyers. This progression is especially notable for the largest category of firms, those with 750 or more lawyers. The median hourly billing rate for partners in firms with more than 750 lawyers (\$895) is 54% higher than the median hourly billing rate billed by partners in the next smaller tier of firms (\$575).

Relative to prior years, the 54% differential for the largest firms compared to the next tier of firms is the largest in all the years we have tracked this metric. The differential was 47% for 2020.

Additionally, relative to prior years, the gap between mid-sized firm rates has narrowed. The median partner rate for firms with 51-100 lawyers (\$400) is nearly the same as that for firms with 101-200 lawyers (\$405).

The average partner growth rate for the largest firms was 4.6% in 2021 relative to 2020—the largest increase of the various law firm bands.

**AVERAGE PARTNER GROWTH RATE**  
FOR THE LARGEST FIRMS

**4.6%** 2021 RELATIVE TO 2020

5A

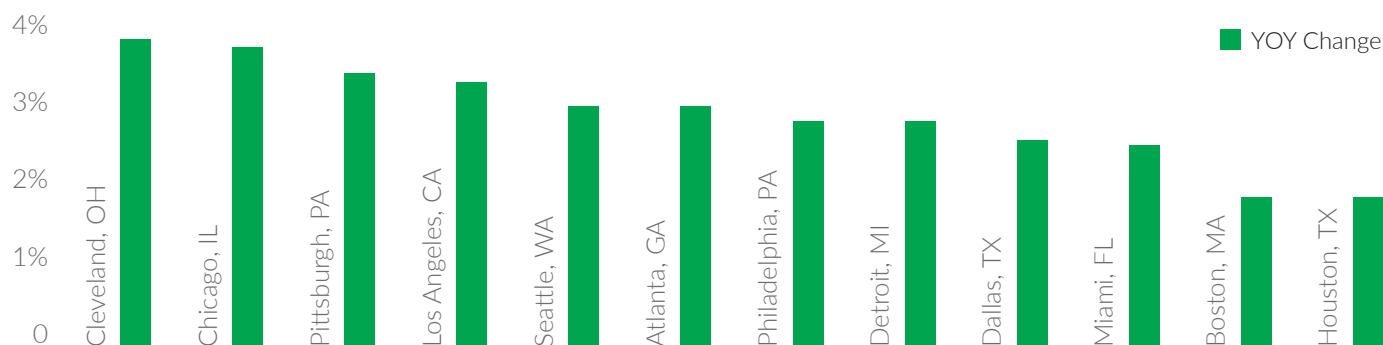
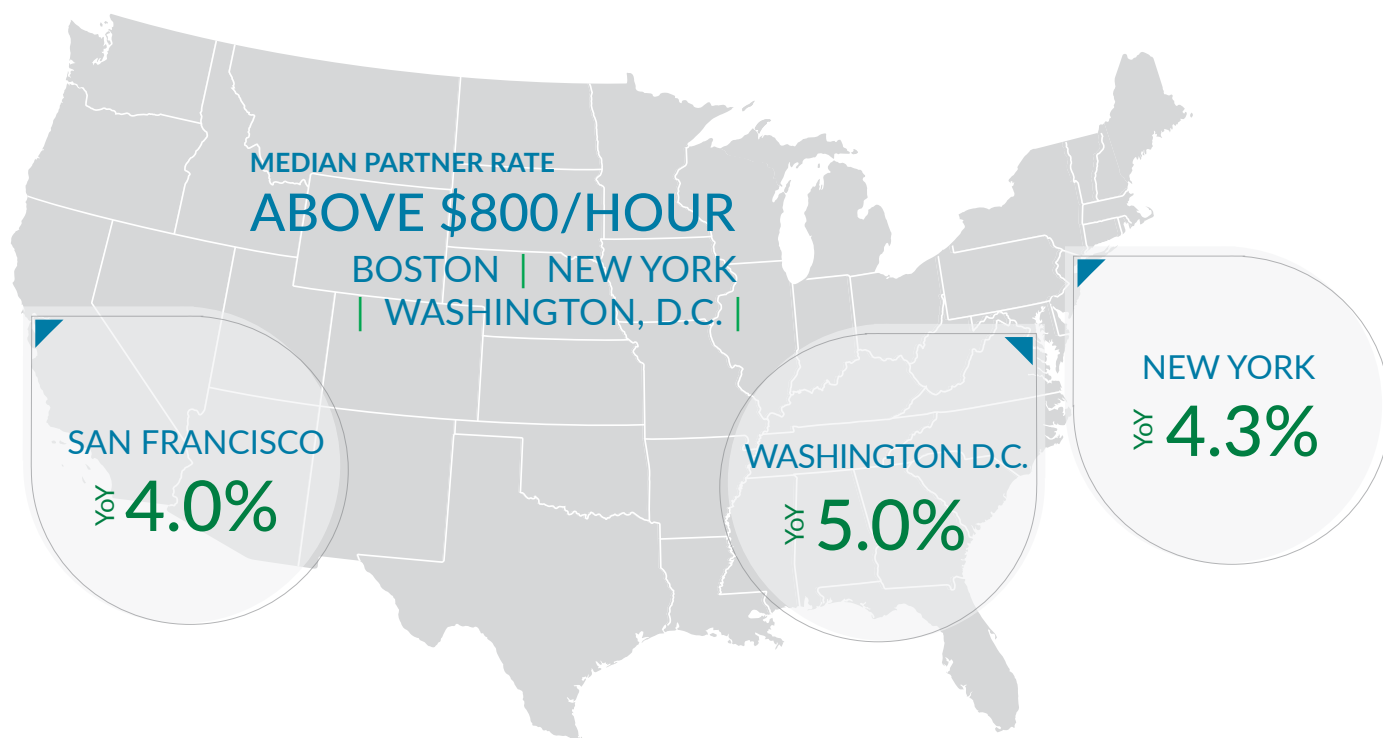
KEY  
METRIC

## Partner Hourly Rate Growth by City

**FOUR MAJOR METROPOLITAN AREAS SHOW MEDIAN PARTNER RATE GROWTH OF MORE THAN 4.0%**

Based on 12 months of data ending December 31, 2021

### PARTNER RATE GROWTH IN THREE MAJOR CITIES



#### Interpreting the Chart:

Across the United States, partner hourly rates grew 3.4% on average in 2021.

The biggest growth spurts in attorney rates for the last year occurred in Washington D.C., New York, and San Francisco. Each of these four cities saw average attorney rates grow more than 4.0% relative to 2020.

On the opposite side of the spectrum, two cities saw hourly growth rate below 2%: Boston and Houston.

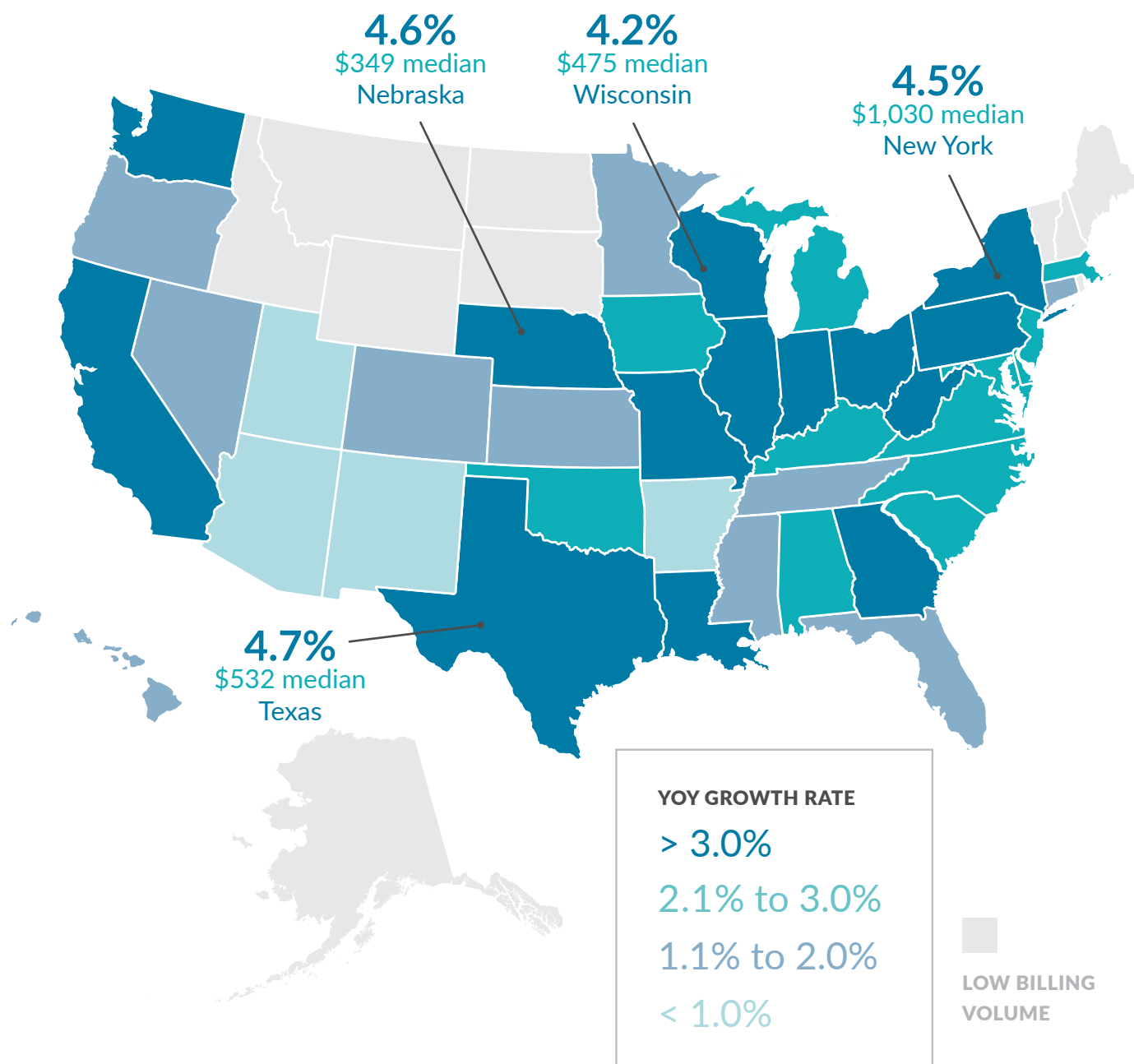
5B

KEY  
METRIC

## Partner Hourly Rate Growth by State

**GROWTH IN MEDIAN PARTNER RATES VARIES BY STATE,  
AVERAGING 3.4% YEAR-OVER-YEAR INCREASE**

Based on 12 months data ending December 31, 2021

**3.4% AVERAGE GROWTH IN PARTNER RATES ACROSS STATES***The average growth in partner rates across states is 3.4%, in line with prior year increases.*

6A

KEY  
METRIC

## Median Partner Hourly Rate by Practice Area

## MEDIAN PARTNER RATES IN FIVE PRACTICE AREAS ABOVE \$600 AN HOUR

Based on 12 months of data ending December 31, 2021



Aggregate statistics based on legal work performed in 2021 identify Mergers and Acquisition as the practice area with the highest median partner rate of \$878. Additionally, the other practices with median partner rates over \$600 per hour have such high medians in large part because companies often use larger firms for these kinds of matters. In 2021, the “Largest 50” firms handled 66% of Merger and Acquisition work, and 62% of Finance, Loans & Investment work. With regard to the other high rate practices of Regulatory and Compliance, Commercial and Contracts, and Corporate, the “Largest 50” firms had a 47%, 52%, and 53% share of the wallet.

Conversely, at the lower end of the hourly rate spectrum is insurance work. Insurance carriers demand and negotiate aggressively for low rates on their high-volume defense matters. Law firms with fewer than 100 lawyers handled 69% of insurance work in 2021.

6B

KEY  
METRIC

## Median Partner Rates by Subcategory of Work

WITHIN PRACTICE AREAS, SUBCATEGORY RATES VARY CONSIDERABLY

Based on 12 months of data ending December 31, 2021



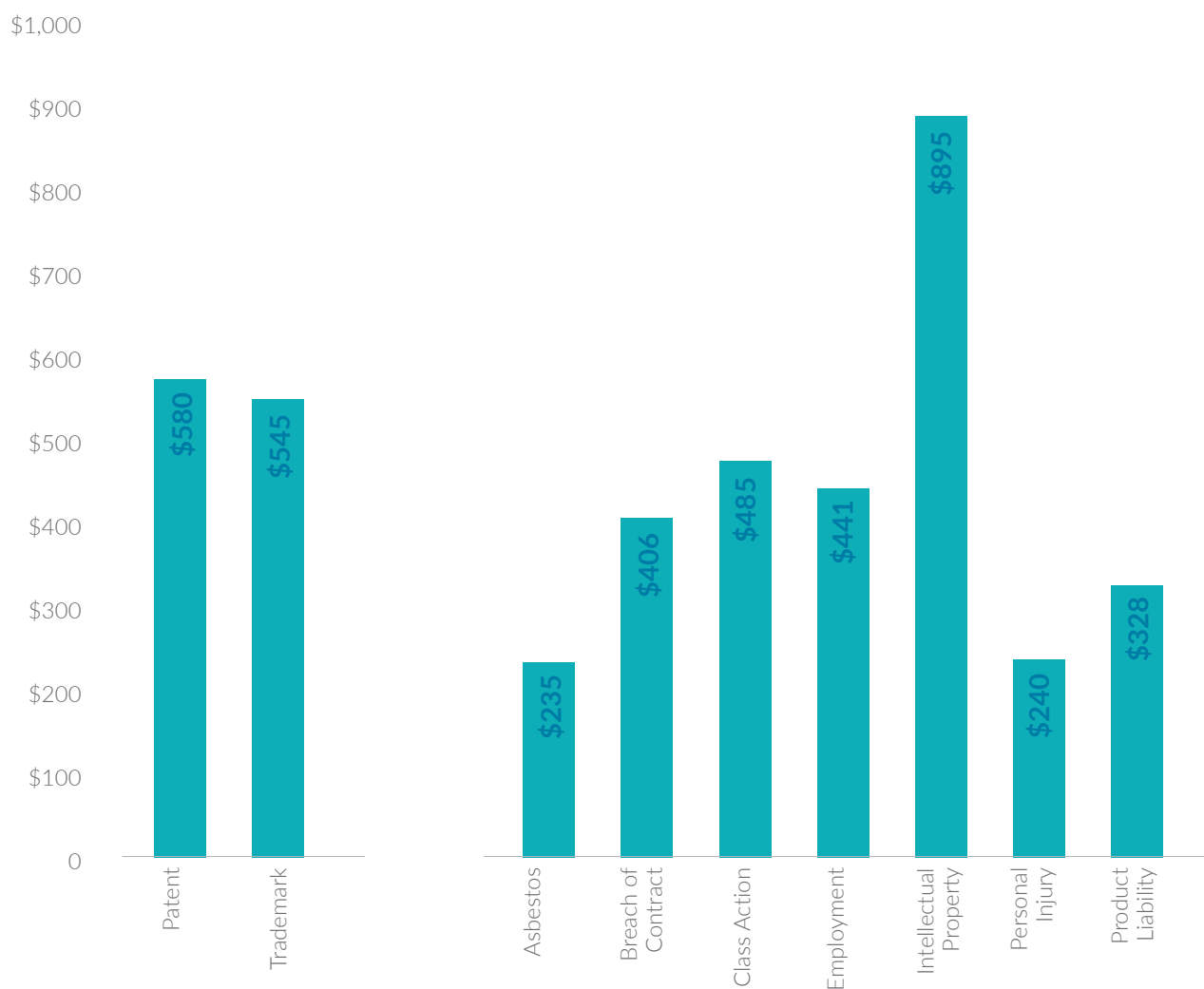
6B

KEY  
METRIC

## Median Partner Rates by Subcategory of Work

**WITHIN PRACTICE AREAS, SUBCATEGORY RATES VARY CONSIDERABLY**

Based on 12 months of data ending December 31, 2021

**INTELLECTUAL  
PROPERTY****LITIGATION**

New since the 2021 Trends Report, benchmarks are available for more granular categories of legal work. Litigation work, for example, encompasses a wide variety of practices that command very different rates. At the high end, Intellectual Property Litigation had a median partner hourly rate of \$895 in 2020, whereas Asbestos Litigation work was billed at a median partner hourly rate of \$235.



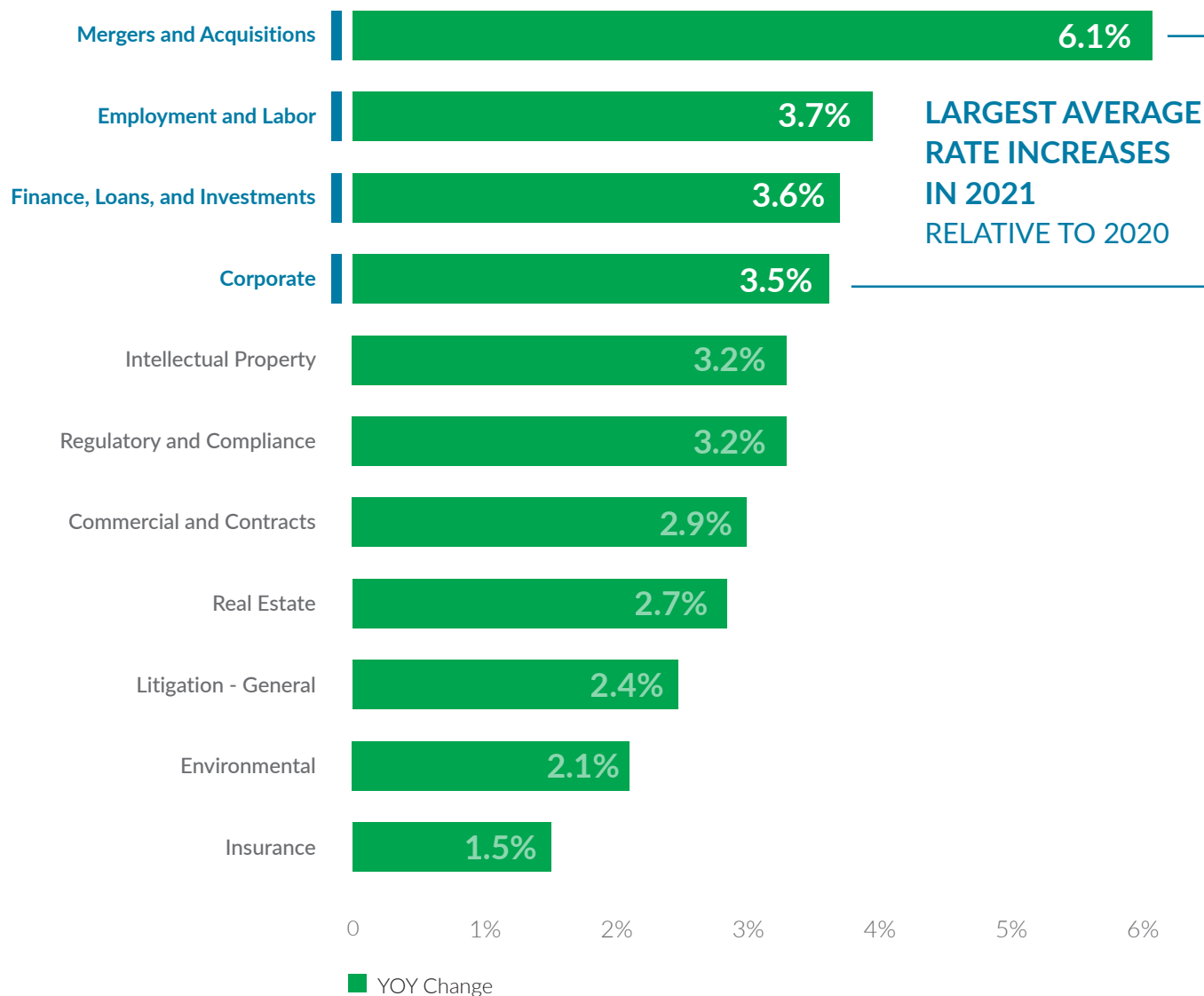
6C

KEY  
METRIC

## Partner Hourly Rate Growth by Practice Area

### FOUR PRACTICE AREAS LEAD PARTNER RATE GROWTH IN 2021

Based on 12 months of data ending December 31, 2021



**LARGEST AVERAGE  
RATE INCREASES  
IN 2021  
RELATIVE TO 2020**

Turning to partner rate growth by practice area, Mergers and Acquisitions was the area that far and away saw the largest increases in rates in 2021. The average rate change for Mergers and Acquisitions partners was 6.1%. Note that three of the types of work that command median hourly rates above \$600 (see Metric 6A) are at or near the top of this list. They are: Mergers and Acquisitions, Finance, Loans, and Investments, and Corporate.

Partner rates for Insurance work increased notably less than rates in other practice areas.

7A

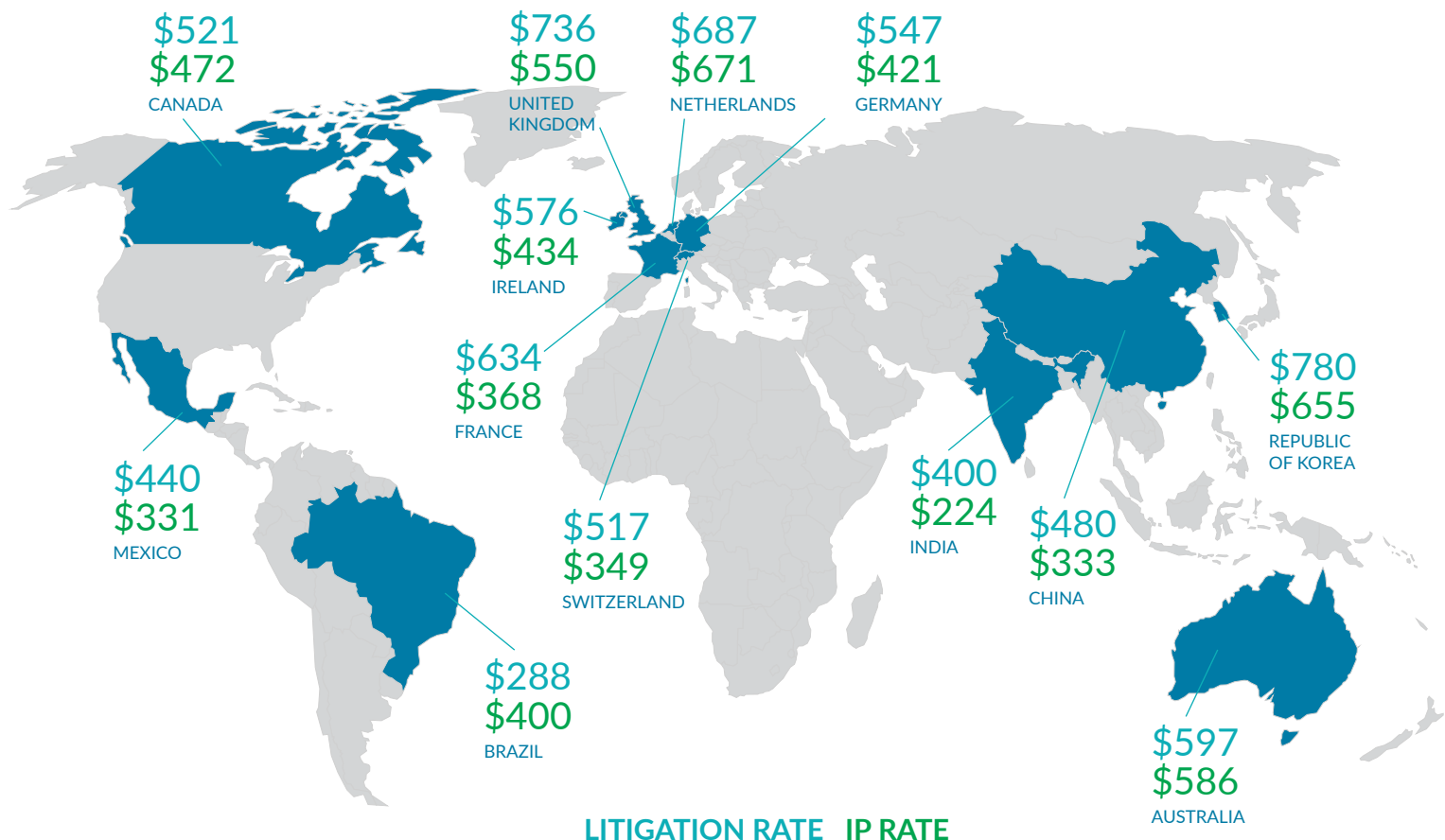
KEY  
METRIC

## International Partner Rates for Litigation and Intellectual Property (non-Litigation)

CORPORATIONS HIRED INTERNATIONAL OUTSIDE  
COUNSEL FOR BOTH LITIGATION AND IP WORK

Based on 12 months data ending December 31, 2021

EXPANDED FOR 2021

MEDIAN PARTNER HOURLY RATES IN 13 INTERNATIONAL MARKETS  
RATES IN \$USD

Corporations headquartered outside of the United States as well as U.S. corporations with international interests look to firms in many countries to handle their legal needs. Key Metric 7 provides benchmarks of partner hourly rates for countries where outside counsel is most often engaged for Litigation, Intellectual Property, Employment and Labor, and Corporate work.

In 2021, median hourly partner rates were among the highest in the Republic of Korea across all four practice areas. (See page 22 for Employment and Labor, and Corporate work.)

UK partner rates are relatively high particularly in Litigation and Corporate work.

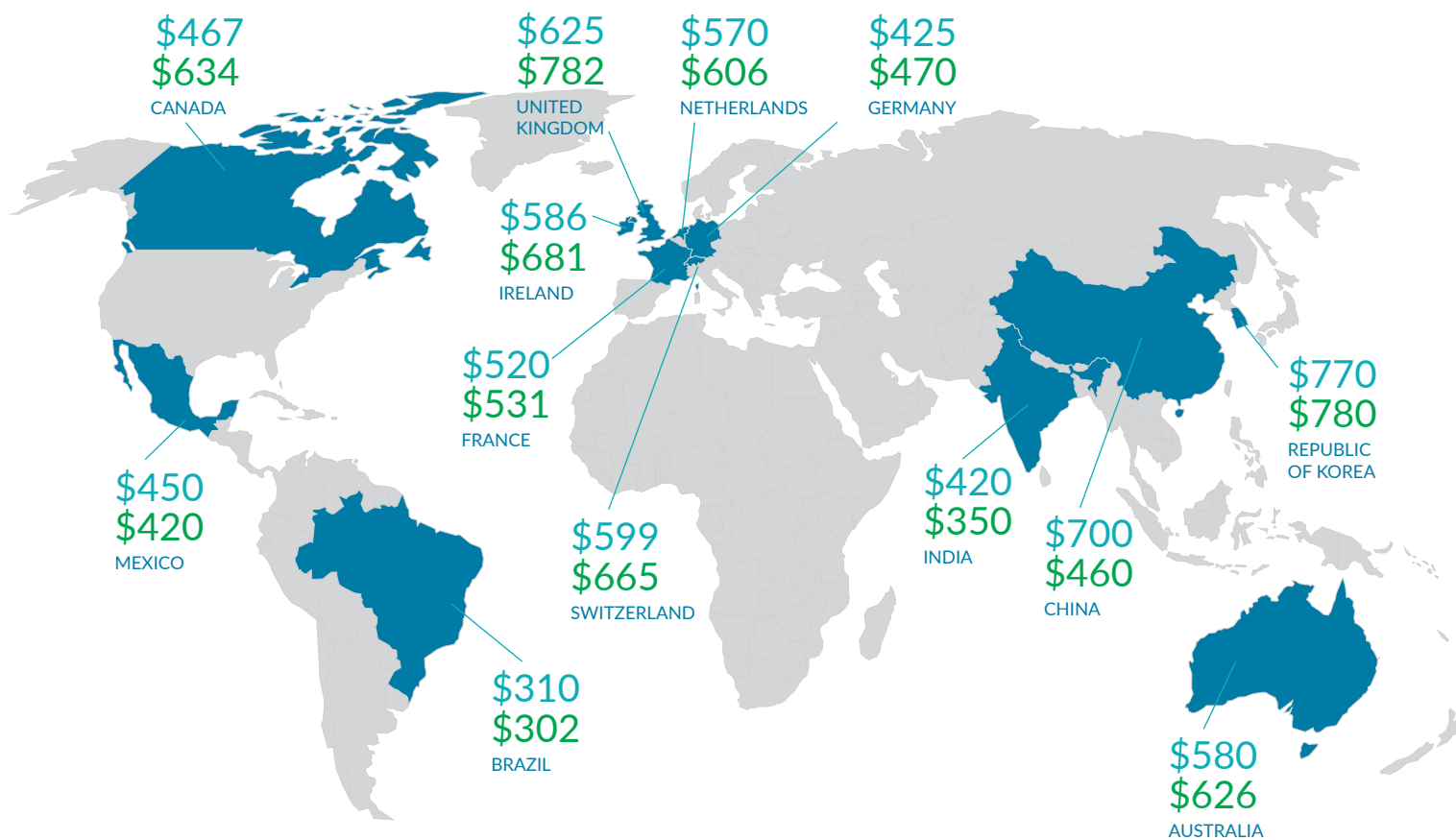
In all matter categories, India and Brazil had partners billing at considerably lower rates.

7B

KEY  
METRICInternational Partner Rates for  
Employment and Labor and CorporateCORPORATIONS HIRED INTERNATIONAL OUTSIDE  
COUNSEL FOR BOTH EMPLOYMENT & LABOR AND  
CORPORATE WORK

Based on 12 months data ending December 31, 2021

EXPANDED FOR 2021

MEDIAN PARTNER HOURLY RATES IN 13 INTERNATIONAL MARKETS  
RATES IN \$USD

EMPLOYMENT &amp; LABOR CORPORATE

# About the Enterprise Legal Management Trends Report

## TERMINOLOGY:

**Matter Categorization:** Counsellink solution users define the types of work associated with various matters that were analyzed and categorized into legal practice areas. For this analysis, all types of litigation matters are classified as Litigation regardless of the nature of the dispute.

**Company Size:** Based on revenue cited in public sources, companies were grouped into these three size categories:

- > \$10 Billion Plus
- > \$1 – 10 Billion
- > < \$1 Billion



## Expert Contributor

Since the inception of the CounselLink Enterprise Legal Management Trends Report, Kris Satkunas has been the principal author. She has made notable contributions to this latest Enterprise Legal Management Trends Report in the analysis of CounselLink data and in preparing the surrounding narrative.

### Author

#### **KRIS SATKUNAS – DIRECTOR OF STRATEGIC CONSULTING**

As Director of Strategic Consulting at LexisNexis CounselLink, Kris brings over 20 years of experience consulting in the legal industry to advise corporate legal department managers on improving operations with data-driven decisions. Kris is an expert in managing the business of law and in data mining, with specific expertise in matter pricing and staffing, practice area metrics, and scorecards.

Prior to joining CounselLink, Kris served as Director of the LexisNexis® Redwood Think Tank, which she also established. For five years, Kris worked closely with thought leaders in large law firms conducting unbiased data-based research studies focused on finding solutions to legal industry management issues. Before that, she led the business of law consulting practice for large law firms. During that time she worked with key management at over a hundred law firms to improve the financial models and analyses developed for large law firms.

Kris has authored numerous articles and spoken at many legal industry conferences and events. She came to LexisNexis in 2000 after honing her finance skills as a Senior Vice President in Strategic Finance at SunTrust Bank. She holds a B.B.A. in Finance from The College of William and Mary.

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**LinkedIn**



LexisNexis CounselLink is the leading cloud-based legal management solution designed to help corporate legal departments gain 100% visibility into all matters and invoices so they can control costs, maximize productivity, and make better decisions. For nearly 30 years, LexisNexis has been providing innovative solutions to corporate law departments based on insight from thought leaders, industry expertise, and customer feedback.

Here's how CounselLink supports your legal department:

- Financial Management improves the predictability of legal spend with complete visibility and oversight of every penny spent by the department.
- Work Management helps you collect, organize, track, audit, and report on all the work done within the legal department to increase productivity and drive better outcomes for your business.
- Vendor Management strengthens your relationships with law firms while measuring their performance, so you can select the best mix for your needs.
- Analytics provides you with full visibility over workloads and legal data analytics to make informed, data-driven decisions.

If you have questions or comments about the CounselLink Enterprise Legal Management Trends Report or want to learn more about CounselLink software and services, visit [CounselLink.com](https://CounselLink.com), or contact us via email: [LNCounselLink@LexisNexis.com](mailto:LNCounselLink@LexisNexis.com).

For media inquiries, please contact: [eric@plat4orm.com](mailto:eric@plat4orm.com).

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# 2022 Partner Compensation Survey



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## BACKGROUND

In May 2022, Major, Lindsey & Africa (MLA) launched its 2022 Partner Compensation Survey in partnership with Law360, a publication of Portfolio Media. The Survey, which was sent independently by Law360 to over 35,000 law firm partners at NLJ 350- and Global 100-size firms across the United States, was the seventh in the 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.

When we launched our 2020 Survey in early summer 2020 during the height of the first wave of the COVID-19 pandemic, we felt it was more important than ever to continue with the Survey so that we could better understand the pandemic's short-term and long-term impact on partner compensation and satisfaction, expecting that law firm revenue and compensation would be materially adversely affected by the pandemic. No one could have guessed at the onset of the pandemic that law firms would not only weather the storm brought on by the pandemic but thrive. Similarly, during those early days of the pandemic we had no idea that the very nature of work would change forever. Accordingly, in addition to repeating the new questions that we added to our 2020 Survey relating to the pandemic's effects on partners' compensation, this year we have added several new questions that address the impact of the pandemic on respondents' ability to work remotely, geographic location, firm programs and benefits, anticipated retirement age, and full-time/part-time status.

This Report provides (i) an overview of the Survey, (ii) the demographic breakdown of the respondents to the Survey, (iii) selected highlights of the impact and expected impact of COVID-19 on respondents' compensation and other aspects of their personal and professional lives, (iv) selected highlights of compensation and other practice metrics as reported by the respondents, and (v) selected highlights of compensation satisfaction as reported by the respondents.

## THE SURVEY

The Survey consisted of 20 questions (including demographic 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)
- › Age
- › Expected retirement age
- › Full-time/Part-time status
- › Gender
- › Sexual orientation
- › Ethnicity

2. Objective information about a respondent's compensation and practice metrics for 2021, including:

- › Total compensation
- › Total originations
- › Total working attorney receipts
- › Standard hourly billing rate and discount
- › Total billable hours
- › Total non-billable hours

3. Questions about the impact of the COVID-19 pandemic on a respondent's compensation, ability to work remotely, geographic location, firm programs and benefits, anticipated retirement age, and full-time/part-time status, including:

- › Percentage impact/expected impact on draw, base compensation, bonuses and capital contributions for 2021 and 2022
- › Ability to work remotely and its importance to respondent
- › Impact on respondent's geographical location
- › Programs/benefits introduced by firm as a result of the pandemic
- › Impact on anticipated retirement age
- › Impact on full-time/part-time status

4. Subjective information about a respondent's perception of his or her satisfaction with their total compensation.





## METHODOLOGY

This Survey was sponsored and developed by Major, Lindsey & Africa (MLA) in association with Law360, a publication of Portfolio Media. By having all correspondence and Survey responses go through Law360, MLA enabled all respondents to answer confidentially and anonymously. At no time was MLA 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 Law360. Invitations were emailed to 35,000 partners across the United States at NLJ 350- and Global 100-size firms. The emailed invitation contained a link that partners could use to access the Survey online. The Survey was open between May 5, 2022, and July 18, 2022. To maximize the response rate, four email reminders, each spaced one to two weeks apart, were also sent.

The recipient list was sourced through an aggregated and vetted online attorney database. A minority of respondents also participated after being notified of the Survey through MLA's and Law360's LinkedIn campaigns, or via direct invitation from MLA and Law360. The questionnaire was developed by MLA and reviewed by Law360. As an incentive to complete the Survey, respondents were advised that MLA had agreed to make a donation to The Legal Aid Society for each respondent who completed the Survey. Additionally, partners who participated became eligible to receive a \$1,500 American Express gift card, which was to be awarded to one respondent who completed the Survey before its close. Law360 randomly selected one respondent to receive this prize after the Survey closed.

A total of 1,815 responses were received from partners practicing across the United States. Seven thousand of the initial emails were returned as undeliverable. Assuming that all remaining partners contacted received the invitation, the overall response rate was 5.19%.

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 to present the data meaningfully, in certain cases individual respondents were grouped into larger categories.

For a number of Survey questions, 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, Law360 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), Law360 and MLA jointly agreed on values to be used for those responses, applying consistent criteria to previous surveys.

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. Law360 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 2022 Survey with those of the 2020 Survey. However, it is important to note that due to the pandemic the 2020 Survey was targeted to a narrower range of partners (i.e., only partners at AmLaw 200-size firms and not also those at NLJ 350- and Global 100-size firms). For 2022, we have returned to the broader range of partners. Consequently, we have normalized the 2020 data for the sections of this Report covering Questions 8, 10-12 and 23-24 of the Survey (total compensation, total originations, total working attorney receipts, standard hourly billing rate and discount, total billable hours and total non-billable hours) to adjust for the narrower range of partners surveyed in 2020 in order to make these comparisons more meaningful. The complete results of the 2020 Survey can be found by clicking [here](#).

*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 50th 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.
- › Percentages may not total 100 because of decimal places/rounding.



## KEY FINDINGS

### IMPACT OF COVID-19 ON COMPENSATION

During the height of the first wave of the pandemic in July 2020, 70% of partners expected their 2020 compensation to be affected, but by November 2020 that number was already down to 37%. From this year's data, only 13% of respondents reported that their 2021 compensation was affected by the pandemic and only 5% expect their 2022 compensation to be affected.

### WORKING REMOTELY – IMPORTANCE

Over two-thirds of all respondents value the ability to work remotely. Five percent (5%) of respondents said the ability to work from home was Not Important at All, 13% said it was Not Very Important, 10% were Neutral, 26% said it was Somewhat Important, 33% said it was Very Important, and 10% said it was So Important That I Would Change Firms Because of It.

Not surprisingly, the more junior the tenure grouping the greater the importance of working from home (80% of respondents from the 1-5 years grouping chose one of the pro-working from home categories vs. 57% for the 20+ years grouping), and the most junior partners were more than twice as likely as the most senior partners to say they would change jobs because of it (16% for the 1-5 years grouping vs. 7% for the 20+ years grouping).

Non-Equity partners were also much more likely than Equity partners to place importance on working from home, with 79% selecting one of the pro-working from home categories vs. only 63% for Equity partners. Presumably one reason for this is that the average age for Non-Equity partners is likely lower than that of Equity partners.

Boston and Miami had the highest percentage of partners placing importance on working from home (both 78%), while their Texas counterparts were least likely (Houston, 55%; Dallas, 58%). Atlanta was not far behind the Texans at 61%.

Female partners were much more likely than male partners to place importance on working from home (79% vs. 65%) and were more than twice as likely to say they would change jobs because of it (17% vs. 8%).

Black partners were most likely to place importance on working from home (84%) but least likely to say they would change jobs because of it (5%), while White partners were least likely to place importance on working from home (69%) but were more than twice as likely to say they would change jobs because of it (11%).

### WORKING REMOTELY – FREQUENCY

Amazingly, despite respondents reporting that their firms would allow them to work from home an average of 3.39 weekdays once their firms fully reopened, respondents reported preferring to work at home for an average of only 2.51 weekdays. This result seems to indicate that law firms are providing even greater flexibility than lawyers actually prefer and could have profound implications for law firm remote work policies going forward.

## CHANGE IN GEOGRAPHY

Only 7% of respondents said they changed their geographic location because of the pandemic. Of those who did move, 30% said they expected to move back to their former home when their firm fully reopened, 53% said they would not and 18% were unsure.

New York had the highest percentage of partners who changed their geographic location because of the pandemic (16%), followed closely by San Francisco at 15% and Philadelphia at 11%. Minneapolis, Boston and Miami had the lowest percentages at 0%, 1% and 2%, respectively. 82% of San Franciscans who moved reported that they would not be moving back when their firms fully reopened, compared to 50% of Philadelphians and 46% of New Yorkers.

## HEALTH AND WELL-BEING PROGRAMS AND BENEFITS

Home Office Equipment/Technology was the benefit/program most frequently cited by respondents as having been increased or introduced by their firms as a result of the pandemic, with 58% of respondents noting it. The next highest categories were Mental Health and Wellness (53%) and Physical Health and Wellness (27%). A surprising 24% of respondents said their firms introduced no new programs or benefits, and Childcare, Eldercare and Paid Vacation/Time Off were cited by only 9%, 4% and 7% of respondents, respectively.

The provision of new or increased health and well-being programs and benefits varied widely by geography. Atlanta respondents reported the lowest number of new/increased programs, by far, followed by Miami. At the opposite end of the spectrum, Seattle, Silicon Valley and San Francisco respondents reported the highest number of new or increased programs and benefits.

## RETIREMENT AGE

The average age of expected retirement was 64.48 years. Asked whether the pandemic affected their anticipated retirement age, 12% of respondents said they expected to retire earlier, 6% said they expected to retire later and 81% said that it did not affect their decision.

## COMPENSATION

Average compensation for all partners was \$1,119,000, up 15% from 2020 (\$970,000). Median compensation was \$675,000.

Equity partners continue to average more than three times the total compensation of their Non-Equity colleagues (\$1,473,000 vs. \$460,000). Equity and Non-Equity partners saw similar percentage gains in compensation: Average compensation for Equity partners rose by 15% over 2020, from \$1,279,000 to \$1,473,000, while Non-Equity partner compensation rose by 16%, from \$397,000 to \$460,000.

Among the seven practice areas grouped for purposes of this Report, Corporate partners reported the highest average total compensation and the highest percentage increase (\$1,488,000; +26%), with Labor & Employment partners reporting the lowest average total compensation (\$653,000; +6%). Tax & ERISA partners reported the only decline in average total compensation from 2020 (\$1,145,000; -9%) while IP partners' average total compensation stayed virtually flat (\$1,010,000; 0%). Litigation partners recorded the second highest percentage increase in total compensation, rising 17% to \$1,054,000.

The disparity in compensation among cities continues to be pronounced. Average total compensation ranged from a low of \$714,000 in Seattle (-3%) to a high of \$1,817,000 in New York (+20%). Interestingly, some of the smaller major cities showed the highest percentages gains: Dallas (\$1,454,000; +87%), Atlanta (\$987,000; +65%), Houston (\$1,348,000; +48%), and Minneapolis (\$837,000; +31%). Philadelphia (-27%), Los Angeles (-15%) and Miami (-6%) showed the greatest percentage declines.

As in our prior Surveys, partners in Open compensation systems reported significantly higher average compensation (\$1,328,000; +18%) compared to partners in Partially Open and Closed systems. Average compensation for partners in Partially Open systems rose 10%, to \$916,000, and partners in Closed systems saw a whopping 33% increase, to \$848,000. Though still lagging behind partners in Open and Partially Open systems, this year's increase for Closed systems has significantly narrowed the gap between Closed and Partially Open systems.

As in our prior Surveys, male partners' average compensation continues to significantly outpace that of female partners (\$1,212,000 vs. \$905,000), though female partners' compensation once again rose at a much higher rate than that of male partners (+26% vs. +17%). While the average male partner's total compensation is still 34% more than the average female partner's, the wage gap has narrowed significantly from the 53% differential reported in our 2018 Survey and the 44% differentials reported in 2016 and 2020. One can only hope that these gains show that firms are finally getting the message, though much more work needs to be done.

The average total compensation for those identifying with a non-White ethnicity is 10% lower than that of White partners (\$1,030,000 vs. \$1,133,000). Hispanic partners reported a 56% increase in compensation, followed by a 33% increase for Asian Pacific partners and a 17% increase for White partners. Black partners were the only category to report a decline (-9%).<sup>1</sup>

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<sup>1</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 (1,413), Black not Hispanic (39), Hispanic (77), Asian Pacific not Hispanic (79), American Indian not Hispanic (2), Native Hawaiian or Pacific Islander not Hispanic (2), Mixed Races (30). Historically, because of the relatively small number of non-White respondents, it has been difficult to draw statistically meaningful conclusions for those categories. This is also true with regard to other sections of this Report, especially where data is sorted by City, as the fewer the number of respondents, the more susceptible the numbers are to sampling variation. However, we are delighted by the large increase in responses from respondents in the non-White categories since 2018 and would like to thank the leadership and members of the National Bar Association, the Asian Pacific American Bar Association, the National Hispanic Bar Association and the Diverse Partners Network for promoting the Survey to their members. We look forward to sharing additional data and commentary with these organizations and the entire legal community.

## ORIGINATIONS

Average originations for all partners were \$2,757,000, up 4% from \$2,644,000 in 2020. Median originations were \$1,250,000.

Equity partners and Non-Equity partners both reported increases in average originations, though the increase for Equity partners was quite small (\$3,735,000; +1% and \$927,000; +17%, respectively). Thus, Equity partners continue to originate more than four times the amount of business generated by Non-Equity partners, which is consistent with each of our previous Surveys. Median originations for Equity partners were \$2,050,000, while the median for Non-Equity partners was substantially lower at \$500,000.

At the high end, Corporate partners reported average originations of \$4,288,000 (+17%), and on the low end, Tax & ERISA partners reported \$1,406,000 in originations (-4%).

Male partners continue to significantly outpace female partners in originations. Male partners reported average originations of \$3,045,000, representing a 6% gain over 2020. Female partners reported a 5% increase, with average originations of \$2,022,000, down from the huge 19% increase they reported in 2020.

Originations for non-White partners were \$2,763,000, the first time non-White partner average originations exceeded those of White partners. Hispanic partners reported a whopping 104% increase (\$2,763,000) while Black partners and Asian Pacific partners each reported a 3% increase (\$1,747,000 and \$2,956,000, respectively). White partners averaged \$2,707,000 in originations.

## BILLING RATES AND HOURS

The average billing rate for all respondents was \$819, up \$42 (+5%) from 2020. The gap in billing rates between Equity and Non-Equity partners is much smaller than their compensation gap (\$876 vs. \$712, or a 23% difference in billing rates (down from 31% in 2020) vs. a 320% difference in compensation). Average billing rates for Non-Equity partners rose 10% over 2020 compared to only a 3% increase for Equity partners. Thus, while billing rates for Non-Equity partners climb toward parity with Equity partners, the compensation gap remains virtually unchanged.

Forty-six percent (46%) of partners do not provide a standard discount off their hourly billing rate, up from 37% in 2020. Of those who do, the majority give a discount of 15% or less. Only 11% of all partners provide a discount above this figure.

The average billed time for all partners was 1,721 hours, an increase of approximately 2% from the 2020, 2018 and 2016 averages (1,680, 1,683, and 1,686 hours, respectively). Notably, non-billed time averaged 481 hours, dropping 16% from 2020 (572).

These figures represent the highest average number of billable hours and the lowest average number of non-billable hours ever recorded since the inception of the Survey in 2010. Interestingly, as noted above, while respondents believed the pandemic caused a 22% reduction in their work, the average total number of billable/non-billable hours (2,202) reported this year is only about 2% lower than the average total number of billable/non-billable hours recorded in our 2018 and 2020 Surveys (both 2,252).

## COMPENSATION SATISFACTION

Partners' satisfaction with their compensation remains robust: 29% classified themselves as Very Satisfied with their current compensation, 35% classified themselves as Moderately Satisfied and 11% as Slightly Satisfied. Conversely, 8% classified themselves as Slightly Dissatisfied, 6% as Moderately Dissatisfied



and 4% as Very Dissatisfied. 6% felt Neutral. These numbers generally track 2020 results across every measure.

The gap between Equity partners' and Non-Equity partners' compensation satisfaction remains wide and is growing, with 40% of Equity partners Very Satisfied compared to 10% of Non-Equity partners, up from 32% and 12%, respectively, in 2020. Conversely, Non-Equity partners were more than twice as likely to classify themselves as Very Dissatisfied (7% vs. 3%, down from 10% vs. 3% in 2020).

Analyzing the data by Practice Area, Tax & ERISA partners were most likely to classify themselves as Very Satisfied with their compensation (33%), up from 28% in 2020, followed by Real Estate partners at 32%, up slightly from 31% in 2020. Labor & Employment partners were the only practice group to post a decline, with 20% classifying themselves as Very Satisfied compared to 26% in 2020. Interestingly, despite higher levels of Very Satisfied partners in virtually every practice area compared to the 2020 results, every practice area other than Corporate (72%; +0%) posted a decline in Satisfied partners overall.

Boston had the highest level of partners classifying themselves as Very Satisfied with their compensation (42%; +12%), followed by Dallas (40%; +12%). At the other end of the spectrum, only 15% of Palo Alto/Silicon Valley-based partners reported that they are Very Satisfied, down 23% from 2020. Washington, D.C./Northern Virginia, San Francisco, Dallas and Seattle had the highest percentage of partners selecting one of the Satisfied choices (79%, 78%, 78% and 78%, respectively). However, despite most cities reporting a higher percentage of Very Satisfied partners, several cities reported markedly lower percentages of partners selecting one of the Satisfied categories: Silicon Valley (-18%), Miami (-11%) and Boston (-11%).

Minneapolis and Miami had the highest percentage of partners falling into one of the Dissatisfied categories (both 27%), followed by Los Angeles (26%) and Philadelphia (23%). Dallas had by far the lowest percentage (11%), with Washington, D.C./Northern Virginia next lowest (16%).

Thirty-one percent (31%) of male partners reported they were Very Satisfied with their compensation, compared to 26% of female partners, up 6% and 2%, respectively. At the opposite end, a higher percentage of female partners placed themselves in one of the Dissatisfied categories (22%), a 2% decrease from 2020. The male percentage rose 1% to 18%.

All ethnic groups (other than those classifying themselves as Mixed Races) reported strong gains in describing themselves as Very Satisfied with their compensation. Hispanic partners were most likely to classify themselves in one of the Satisfied categories, rising 7% from 76% to 83%. Partners classifying themselves as Mixed Races and Black partners were the only groups to show a decrease in classifying themselves in one of the Satisfied categories, decreasing from 78% and 68%, respectively, in 2020 to 63% and 67%, respectively, in 2022. These same partners also showed the greatest increase in classifying themselves in one of the Dissatisfied categories, rising from 17% and 21%, respectively, in 2020 to 30% and 33%, respectively, in 2022.

# Impact of COVID-19 on Compensation

Questions 11a through 11d of the Survey dealt with the impact of COVID-19 on 2021 and 2022 compensation, specifically the impact on partners' draws, base compensation, bonuses and capital contributions. These key metrics were then sorted by the following categories:

- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Compensation Transparency
- › Lockstep Type
- › Gender
- › Ethnicity

## COVID-19 – A HISTORICAL LENS

In our initial 2020 Survey, which was launched during the height of the first wave of the COVID-19 pandemic in July 2020, 70% of respondents reported that they expected COVID-19 to impact their 2020 compensation in some way. However, over the course of the summer and into early fall 2020, it became clear that the industry was faring far better than anyone expected during the early days of the pandemic. In fact, by late summer of 2020, some firms began indicating that they were even outperforming their strong results from 2019.

Given the fluidity of the situation, MLA independently conducted a mini “flash survey” in November 2020 of the same pool of participants as those invited to participate in the main 2020 Survey. Nearly two-thirds of the 134 respondents to the flash survey reported that they did not expect their 2020 compensation to be affected by the pandemic, and of those respondents whose firms enacted austerity measures at the start of the pandemic, 43% reported those austerity measures being reversed completely and 41% reported those measures being reversed in part.<sup>2</sup>

No one could have guessed at the onset of the pandemic that law firms would not only weather the storm brought on by the pandemic but thrive, as evidenced by the strong compensation numbers reported in this year's Report – the highest average compensation numbers ever.

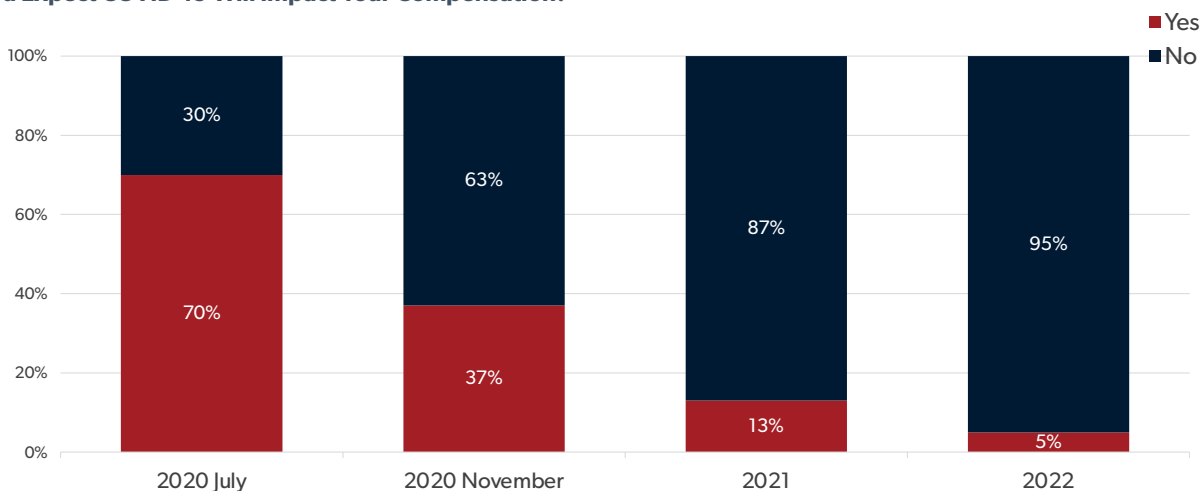
## 2021 ACTUAL COMPENSATION AND 2022 EXPECTED COMPENSATION

A total of 1,758 partners answered Question 11a, which asked respondents whether their 2021 total compensation/capital was affected by the COVID-19 pandemic. Only 13% of partners reported that COVID-19 impacted their 2021 compensation. A total of 1,757 partners answered Question 11c, which asked respondents whether they expected their 2022 total compensation/capital to be affected by the COVID-19 pandemic. Only 5% of partners reported that they expected COVID-19 to impact their 2021 compensation.

As you can see from the graph below, during the height of the first wave of the pandemic in July 2020, 70% of partners expected their 2020 compensation to be affected, but by November 2020 that number was already down to 37%. Because of the biennial nature of our Surveys, we were not able to measure respondents' actual 2020 compensation, but from this year's data only 13% of respondents reported that their 2021 compensation was affected by the pandemic and only 5% expect their 2022 compensation to be affected.

<sup>2</sup>For a more complete discussion, please see <https://www.law.com/americanlawyer/2020/10/22/adjusting-the-covid-19-response-how-law-firms-are-altering-austerity-measures/>



**EXHIBIT 1.1 – EFFECT OF COVID-19 ON COMPENSATION****Do You Expect COVID-19 Will Impact Your Compensation?**

Question 11b asked those respondents who answered “Yes” to Question 11a what the actual impacts to their draws, base compensation, bonuses and capital contributions were for 2021. A total of 376 respondents answered this question. For those respondents, draws were reduced by an average of 14%, base compensation was reduced by an average of 15%, bonuses were reduced by an average of 29% and capital was increased by an average of 12%.

Question 11d asked those respondents who answered “Yes” to Question 11c what they expected the impacts to their draws, base compensation, bonuses and capital contributions to be for 2022. A total of 166 respondents answered this question. For those respondents, draws are expected to be reduced by an average of 15%, base compensation is expected to be reduced by an average of 17%, bonuses are expected to be reduced by an average of 29%, and capital is expected to be increased by an average of 6%.

Interestingly, in each case, respondents to Questions 11b and 11d in our 2022 Survey cited a higher impact/expected impact on their draws, base compensation bonuses and capital for 2021 and 2022 than respondents to our initial 2020 Survey expected for their 2020 compensation. In that Survey, respondents expected their 2020 draws, and bonuses to be reduced by an average of 12%, 9% and 13%, respectively, and their capital to be increased by an average of 1%, although percentage-wise, the number of positive respondents to Questions 11a and 11c in our 2022 Survey number is much lower than the 74% of positive respondents to our initial 2020 Survey.

**IMPACT ON GENDER**

Male partners and female partners had virtually identical responses to Questions 11a and 11c, with 13% of male partners and 14% of female partners experiencing a negative impact to their 2021 compensation/capital and 5% of male partners and 6% of female partners expecting a negative impact on their 2022 compensation/capital.

With regard to bonuses, for both 2021 and 2022, female partners reported/expect a much bigger reduction than male partners (-40% and -37%, respectively, for female partners vs. -25% and -26%, respectively, for male partners). Interestingly, while female partners expect the impact on their base compensation and draws to be smaller in 2022 than in 2021 (base compensation: -17% in 2021 vs. -14% in 2022; draws: -15% in 2021 vs. -9% in 2022), male partners expect the impact to be greater in both cases (base compensation: -14% in 2021 vs. -19% in 2022; draws: -13% in 2021 vs. -18% in 2022).

*For the complete results, please refer to [Appendix II – Impact of COVID-19 on Compensation](#).*

# Impact of COVID-19 on Ability to Work Remotely, Geographic Location, Firm Programs and Benefits, Anticipated Retirement Age, and Full-Time/Part-Time Status

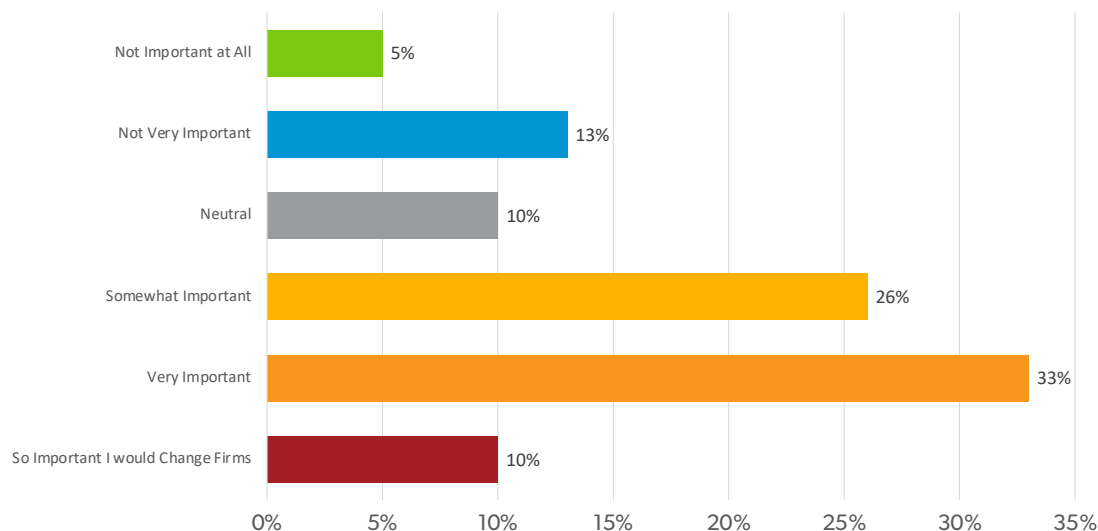
Questions 11e through 11j and 16 through 17c of the Survey dealt with the impact of COVID-19 on a respondent's ability to work remotely, geographic location, firm programs and benefits, anticipated retirement age, and full-time/part-time status. These key metrics were then sorted by the following categories:

- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Compensation Transparency
- › Lockstep Type
- › Gender
- › Ethnicity

## WORKING REMOTELY – IMPORTANCE

Question 11g asked respondents to rate how important it was to them to be able to work from home. A total of 1,756 respondents answered this question. Over two-thirds of all respondents value the ability to work remotely. 5% of respondents said the ability to work from home was Not Important at All, 13% said it was Not Very Important, 10% were Neutral, 26% said it was Somewhat Important, 33% said it was Very Important, and 10% said it was So Important That I Would Change Firms Because of It.

### EXHIBIT 2.1 – IMPORTANCE OF WORKING REMOTELY

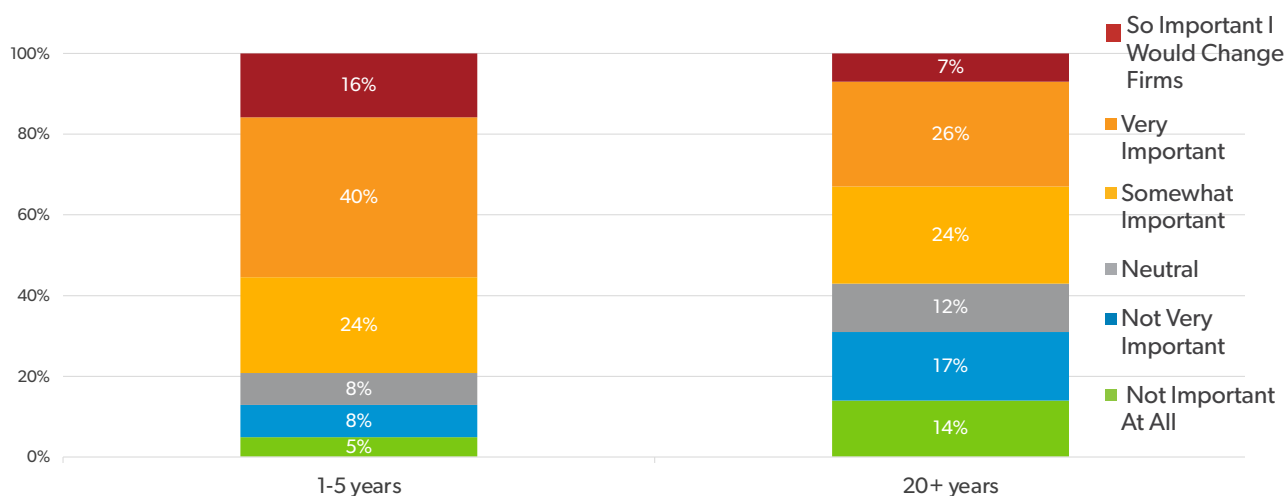


### Partnership Tenure and Partnership Status

Not surprisingly, the more junior the tenure grouping the greater the importance of working from home

(80% of respondents from the 1-5 years grouping chose one of the pro-working from home categories vs. 57% for the 20+ years grouping), and the most junior partners were more than twice as likely as the most senior partners to say they would change jobs because of it (16% for the 1-5 years grouping vs. 7% for the 20+ years grouping). Non-Equity partners were also much more likely than Equity partners to place importance on working from home, with 79% selecting one of the pro-working from home categories vs. only 63% for Equity partners. Presumably one reason for this is that the average age for Non-Equity partners is likely lower than that of Equity partners.

## EXHIBIT 2.2 – IMPORTANCE OF WORKING REMOTELY BY PARTNERSHIP TENURE



## Practice Area

Analyzing the data by Practice Area, Real Estate partners were much less likely to place importance on working from home, with only 56% selecting one of the pro-working from home categories. Litigation partners were next lowest at 65%. Each of the other practice areas ranged from 70 to 72%.

## City

Boston and Miami had the highest percentage of partners placing importance on working from home (both 78%), while their Texas counterparts were least likely (Houston, 55%; Dallas, 58%). Atlanta was not far behind the Texans at 61%. Interestingly, while Boston and Miami had the highest percentage of partners choosing one of the pro-working from home categories, both cities had a relatively low percentage of partners saying they would change jobs because of it (7% and 9% respectively); San Francisco and Minneapolis had the highest percentage (16% and 15%, respectively.)

## Gender and Ethnicity

Female partners were much more likely than male partners to place importance on working from home (79% vs. 65%) and were more than twice as likely to say they would change jobs because of it (17% vs. 8%).

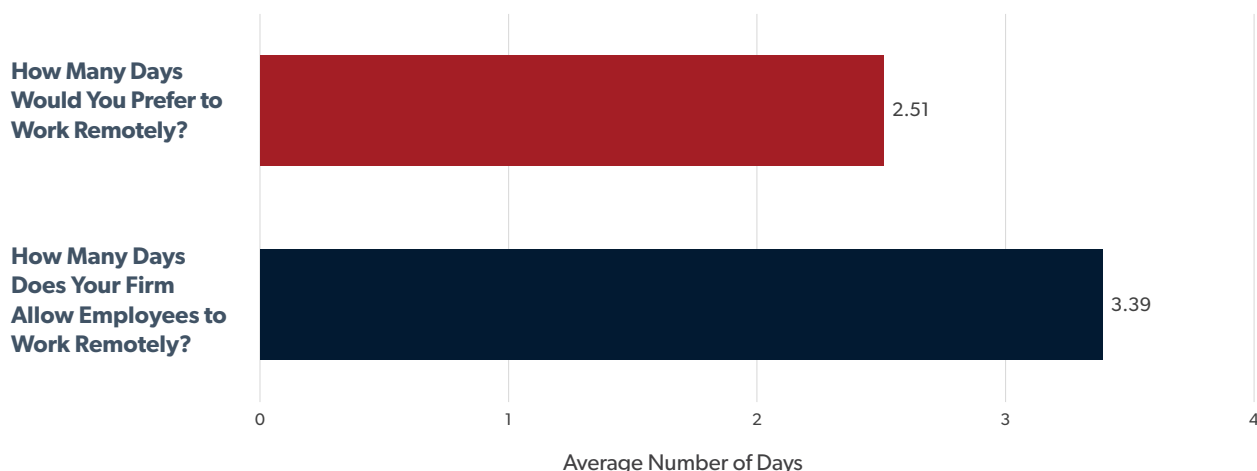
Black partners were most likely to place importance on working from home (84%) but least likely to say they would change jobs because of it (5%), while White partners were least likely to place importance on working from home (69%) but were more than twice as likely to say they would change jobs because of it (11%).

## WORKING REMOTELY – FREQUENCY

Question 11e asked respondents how many weekdays, if any, their firm would allow them to work from home once their firm fully reopened, and Question 11f asked respondents how many days they would prefer to work from home once their firm fully reopened.

Amazingly, despite the average response to Question 11e being 3.39 weekdays, respondents reported preferring to work at home for an average of only 2.51 weekdays. This result seems to indicate that law firms are providing even greater flexibility than lawyers actually prefer and could have profound implications for law firm remote work policies going forward.

### EXHIBIT 2.3 – FREQUENCY OF WORKING REMOTELY



### Partnership Tenure and Partnership Status

Again, not surprisingly, the two more junior tenure groupings reported a preference for working a greater number of days from home (3) than the two more senior tenure groupings (2). Similarly, Equity partners (who are presumably older on average) expressed a preference for working a smaller number of days at home (2) than Non-Equity partners (3).

### City

Given that Houston, Dallas and Atlanta placed the lowest overall importance on working from home in Question 19, it is equally unsurprising that those cities reported a preference for working a smaller number of days at home (2) than every other city (3) other than Minneapolis (which was also 2).

### Gender and Ethnicity

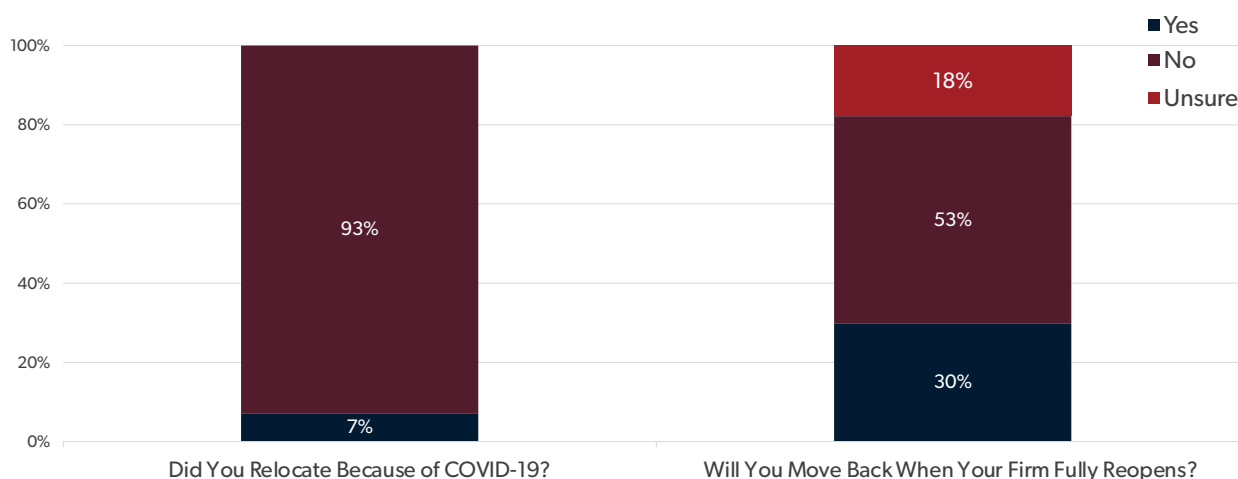
Female partners expressed a preference for working a greater number of days at home (3) than male partners (2).

Black, Hispanic and Asian Pacific partners also expressed a preference for working a greater number of days at home (3) than White partners (2).

## CHANGE IN GEOGRAPHY

Question 11h asked respondents whether they changed their geographical location because of the pandemic, and Question 11i asked those respondents who did change their geographical location whether they would be moving back when their firm fully reopened. A total of 1,754 respondents answered Question 11h and 118 respondents answered Question 11i. Only 7% of respondents said they changed their geographic location because of the pandemic. Of those who did move, 30% said they expected to move back to their former home when their firm fully reopened, 53% said they would not and 18% were unsure.

### EXHIBIT 2.4 – CHANGE IN GEOGRAPHY



### Partnership Tenure and Partnership Status

Somewhat surprisingly, the 20+ years tenure grouping had a slightly higher percentage of partners reporting they changed their geographic location (9%) than each of the other tenure groupings (all 6%). Equity partners also had a slightly higher percentage of partners reporting they changed their geographic location (8%) than Non-Equity partners (5%).

On the other hand, the more junior the tenure grouping the less likely the respondents were to report that they were planning to move back when their firms fully reopened (1-5 years, 21%; 6-10 years, 22%; 11-20 years, 32%; and 20+ years, 37%). Conversely, a slightly higher percentage of Equity partners reported that that they were planning to move back (31%) than Non-Equity partners (27%).

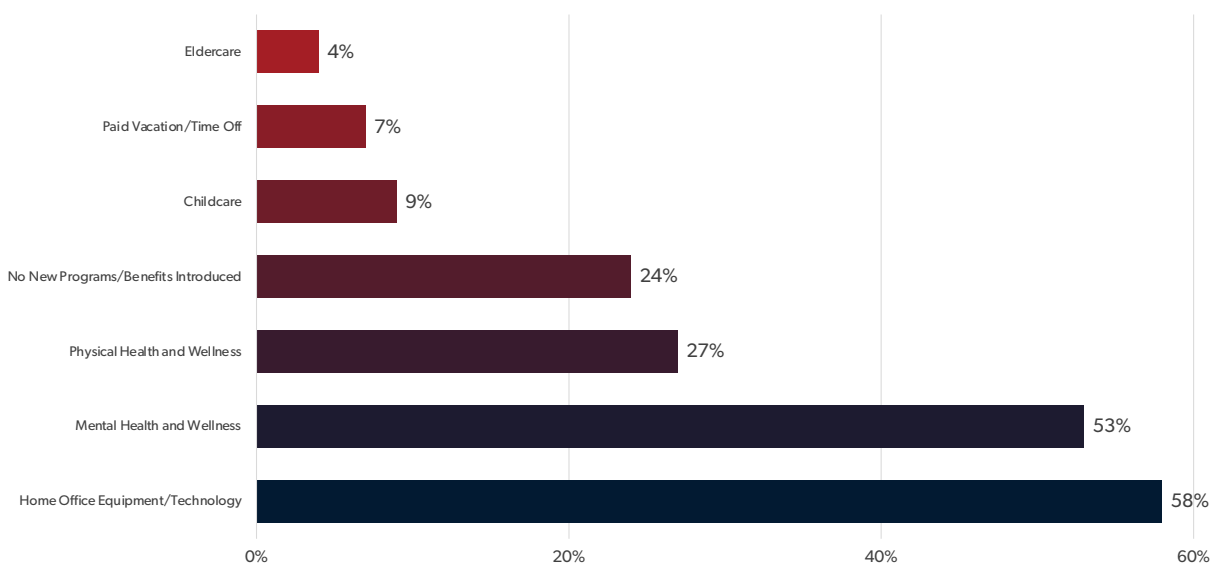
### City

New York had the highest percentage of partners who changed their geographic location because of the pandemic (16%), followed closely by San Francisco at 15% and Philadelphia at 11%. Minneapolis, Boston and Miami had the lowest percentages at 0%, 1% and 2%, respectively. Eighty-two percent (82%) of San Franciscans who moved reported that they would not be moving back when their firms fully reopened, compared to 50% of Philadelphians and 46% of New Yorkers. Although certain cities had a higher percentage of respondents reporting that they would not be moving back, those cities had a much lower percentage of respondents reporting that they were moving in the first place.

## HEALTH AND WELL-BEING PROGRAMS AND BENEFITS

Question 11j asked respondents whether their firm introduced or increased certain health and well-being programs and benefits as a result of the pandemic. A total of 1,739 respondents answered this question. Home Office Equipment/Technology was the benefit/program most frequently cited by respondents as having been increased or introduced by their firms as a result of the pandemic, with 58% of respondents noting it. The next highest categories were Mental Health and Wellness (53%) and Physical Health and Wellness (27%). A surprising 24% of respondents said their firms introduced No New Programs/Benefits, and Childcare, Eldercare and Paid Vacation/Time Off were cited by only 9%, 4% and 7% of respondents, respectively.

### EXHIBIT 2.5 – HEALTH AND WELL-BEING PROGRAMS AND BENEFITS INTRODUCED OR INCREASED IN COVID-19

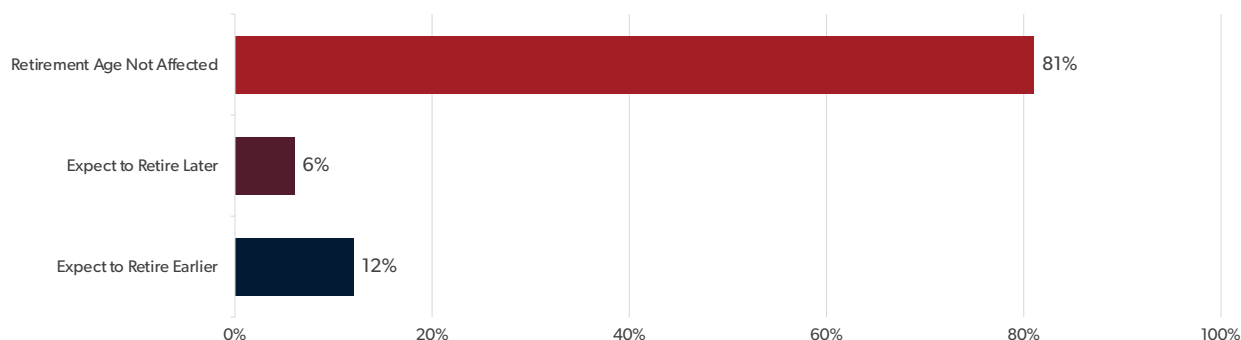


### City

The provision of new or increased health and well-being programs and benefits varied widely by geography. Atlanta respondents reported the lowest number of new/increased programs, by far, followed by Miami. At the opposite end of the spectrum, Seattle, Silicon Valley and San Francisco respondents reported the highest number of new or increased programs and benefits.

## RETIREMENT AGE

Question 16 asked respondents at what age they expected to retire. A total of 1,590 respondents answered this question. The average age of expected retirement was 64.48 years. Question 16a asked respondents whether the pandemic affected their anticipated retirement age. A total of 1,746 respondents answered this question. 12% of respondents said they expected to retire earlier, 6% said they expected to retire later and 81% said that it did not affect their decision.

**EXHIBIT 2.6 – CHANGE IN RETIREMENT AGE****Partnership Tenure and Partnership Status**

Perhaps not surprisingly, the average age of anticipated retirement grew steadily by tenure grouping, rising from 62 for the 1-5 years grouping up to 68 for the 20+ years grouping.

The more senior tenure groupings were generally more likely to say they expected to retire earlier because of the pandemic (18% of respondents from the 11-20 years grouping and 12% from the 20+ years grouping, vs. 8% for the 1-5 years grouping and 11% for the 6-10 years grouping). Interestingly, and somewhat paradoxically, the expectation to retire later also rose by seniority, from 4% for the 1-5 years grouping up to 9% for the 20+ years grouping.

Equity partners and Non-Equity partners reported nearly identical expected retirement ages, at 65 and 64, respectively.

Equity partners were also nearly twice as likely as Non-Equity partners to say they expected to retire earlier because of the pandemic (15% vs. 8%).

**City**

Anticipated retirement ages varied by city, with a low of 63 in several cities and a high of 65 in several others.

Partners from Palo Alto/ Silicon Valley were the least likely, by far, to say that the pandemic had affected their anticipated retirement age either way, with 96% saying it would have no impact. The next closest city was Dallas at 88%. Minneapolis had the highest percentage of respondents indicating that they expected to retire earlier (19%) while Philadelphia had the highest percentage of respondents indicating that they expected to retire later (11%).

**Gender and Ethnicity**

Male partners reported an anticipated retirement age of 65 vs. 63 for female partners.

An equal percentage (81%) of both male and female partners reported that the pandemic would not impact their anticipated retirement age.

Anticipated retirement ages varied by ethnicity, with a low of 63 for Asian Pacific partners and partners classifying themselves as Mixed Races, and a high of 65 for White partners.

Although Black partners were less likely to report an impact on their anticipated retirement age (76%) than White (81%), Hispanic (83%) and Asian Pacific partners, Black partners who did report a change were more likely to say they expected to retire earlier (18%) than the other groups (12%, 14% and 14%, respectively).

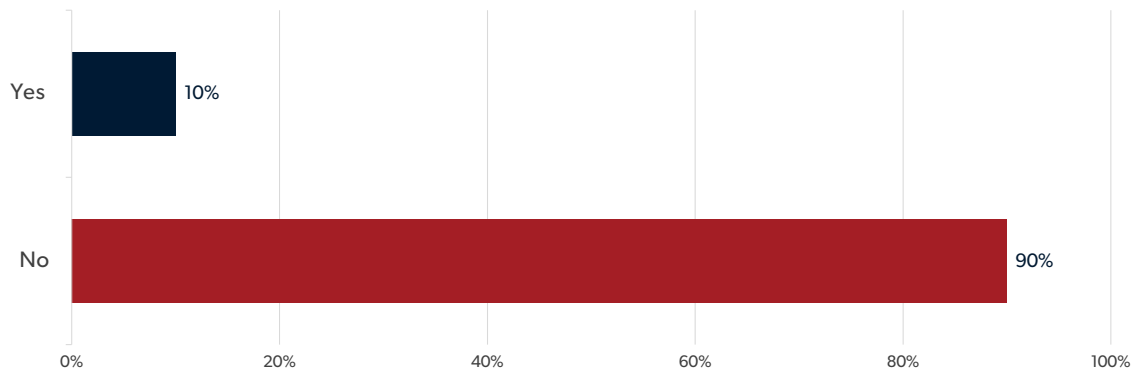
## IMPACT ON FULL-TIME/PART-TIME STATUS

Question 17 asked respondents whether they worked full time or part time. A total of 1,753 respondents answered this question. Ninety-seven percent (97%) of respondents said they worked full-time and 3% said they worked part-time. Question 17a asked respondents who responded that they worked part-time what their work schedule was, expressed as a percentage of what full-time partners at their firm are expected to work. A total of 56 respondents answered this question. The average work schedule for these partners was 62.5% of a full-time partner's work schedule.

Question 17b asked respondents whether their ability to work full time/part time had been adversely affected by the pandemic. A total of 1,750 respondents answered this question. 10% of respondents said that their work schedule had been adversely impacted by the pandemic. Question 17c asked respondents whose schedule was adversely affected to what extent it had been adversely affected, expressed as a percentage of what they were previously able to work before the pandemic. A total of 180 respondents answered this question. The average reduction in work was 22%. The average total number of billable/non-billable hours (2,202) reported this year is only about 2% lower than the average total number of billable/non-billable hours recorded in our 2018 and 2020 Surveys (both 2,252).

## EXHIBIT 2.7 – IMPACT ON WORK SCHEDULE

Has Your Work Schedule Been Adversely Impacted by COVID-19?



## Partnership Tenure and Partnership Status

The more junior the tenure grouping the more likely the respondent's work schedule was impacted by the pandemic. Fifteen percent (15%) of partners in the 1-5 years grouping reported being impacted, vs. 14%, 9% and 5%, respectively, for partners in the 6-10 years, 11-20 years and 20+ years groupings. Partners in the 6-10 years grouping reported the greatest percentage impact (-28%) and partners in the 20+ years grouping reported the lowest impact (-18%).

Similarly, Non-Equity partners were twice as likely to report being impacted as Equity partners (16% vs. 8%), although their respective reductions in hours were much closer (-24% and -20%, respectively).



## Practice Area

Analyzing the data by Practice Area, 13% of Litigation partners reported being impacted, vs. a low of 8% for Corporate, Tax & ERISA and Real Estate partners. Corporate partners reported the greatest impact (-30%) and Tax & ERISA partners reported the lowest (-17%).

## City

San Francisco and Los Angeles partners were most likely to report being impacted (22% and 19%, respectively), vs. a low of 3% for Minneapolis partners and 4% each for Miami and Houston partners.

## Gender and Ethnicity

Female partners were much more likely than male partners to report an impact (18% vs. 8%), although their reductions in hours did not reflect as great a difference (-24% and -20%, respectively).

Similarly, Asian Pacific partners were much more likely to report an impact (19%) than White, Black and Hispanic partners (10%, 8% and 6%, respectively).

*For the complete results, please refer to [Appendix II - Impact of COVID-19 on Ability to Work Remotely, Geographic Location, Firm Programs and Benefits, Anticipated Retirement Age, and Full-Time/Part-Time Status](#).*



# Compensation, Originations, Receipts, Billing Rates and Hours

Questions 8 through 13 (not including questions 11a-11j) of the Survey dealt with the principal practice metrics of the respondents for the 2021 fiscal year, and address total compensation, total originations, total working attorney receipts, standard hourly billing rate, standard billing rate discount, total billable hours and total non-billable hours. These key practice metrics were then sorted by the following categories:

- › Partnership Tenure
- › Practice Area
- › Compensation
- › Gender
- › Partnership Status
- › City
- › Transparency
- › Ethnicity
- › Lockstep Type

## COMPENSATION

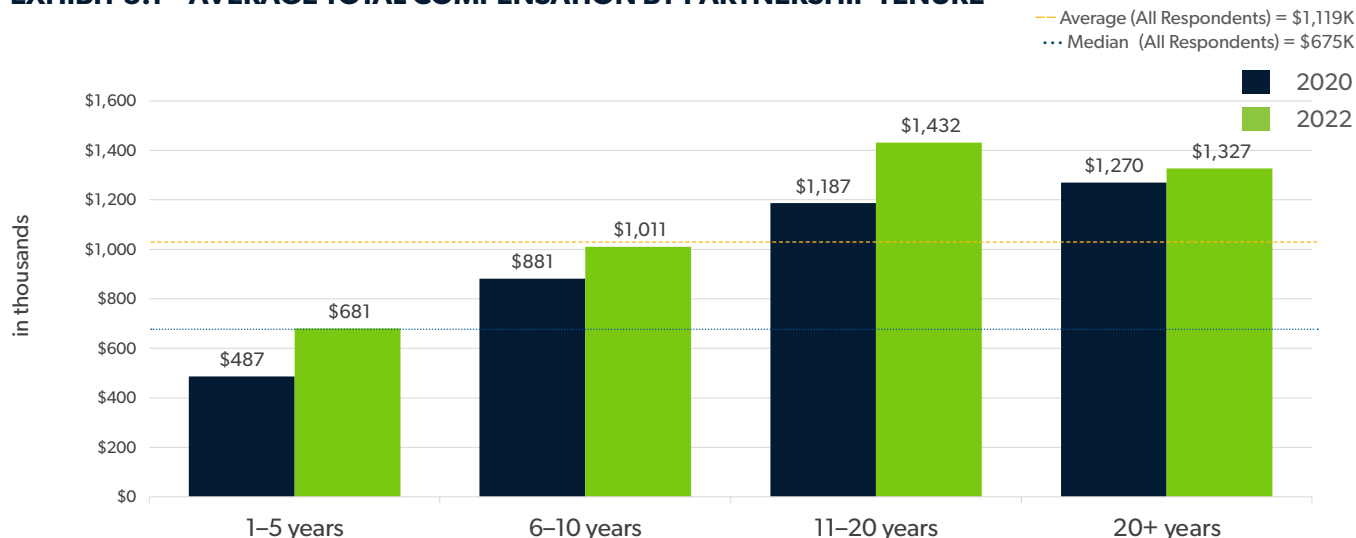
A total of 1,755 partners provided their compensation data, with reported compensation ranging from less than \$150,000 (31 respondents) to more than \$8,000,000 (15 respondents). Average compensation for all partners was \$1,119,000, up 15% from 2020 (\$970,000). Median compensation was \$675,000.<sup>3</sup>

### Partnership Tenure and Partnership Status

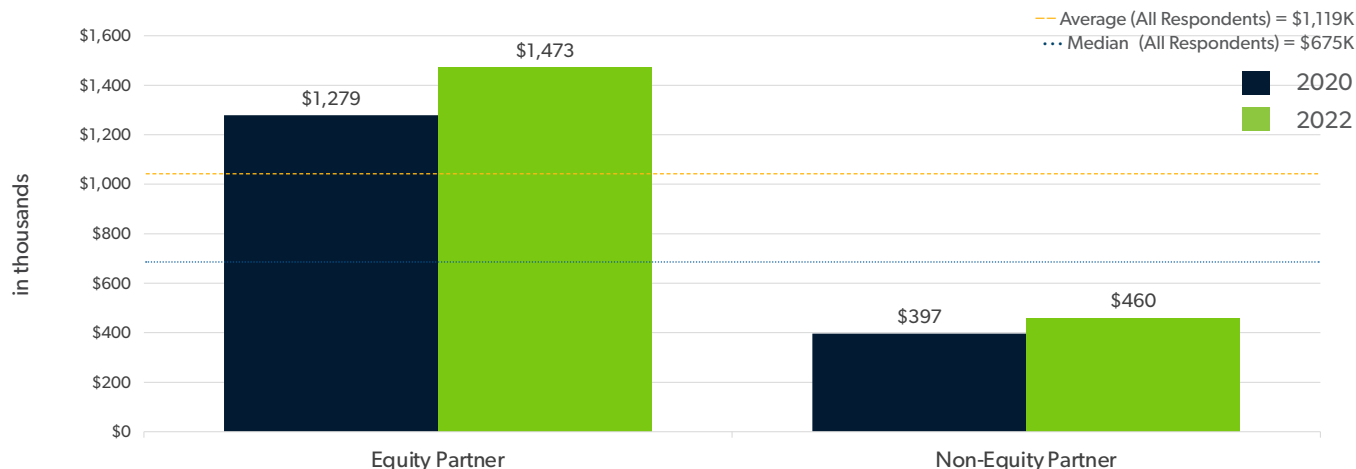
When sorted by Partnership Tenure, average compensation climbs steadily by tenure grouping for the first three tenure groupings, from an average of \$681,000 for those in the 1-5 years category up to \$1,432,000 for those in the 11-20 years category. However, unlike prior years, average compensation for the 20+ years grouping was lower than for the 11-20 years grouping, \$1,327,000. All four tenure groupings show increases in compensation over 2020. However, while the first three groupings show a sharp increase over 2020 (1-5 years (+40%), 6-10 years (+15%), 11-20 years (+21%)), the 20+ years grouping reflects only a 4% increase.

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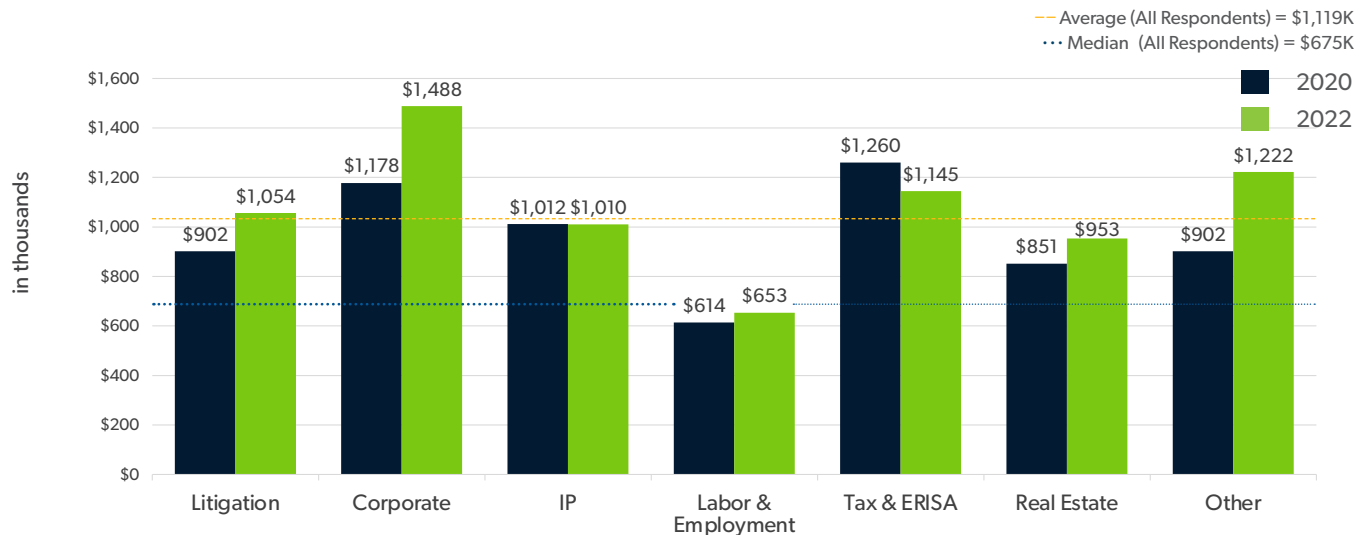
<sup>3</sup> In many instances, this Report compares the results of the 2022 Survey with those of the 2020 Survey. However, it is important to note that due to the pandemic the 2020 Survey was targeted to a narrower range of partners (i.e., only partners at AmLaw 200-size firms and not also those at NLJ 350- and Global 100-size firms). For 2022, we have returned to the broader range of partners. Consequently, we have normalized the 2020 data for the sections of this Report covering Questions 8-11 and 12-13 of the Survey (total compensation, total originations, total working attorney receipts, standard hourly billing rate and discount, total billable hours and total non-billable hours) to adjust for the narrower range of partners surveyed in 2020 in order to make these comparisons more meaningful. However, the Appendices to this Report include both the actual and the normalized data for 2020. This normalized data is reflected in the included charts as “2020 Adj.”

**EXHIBIT 3.1 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP TENURE**

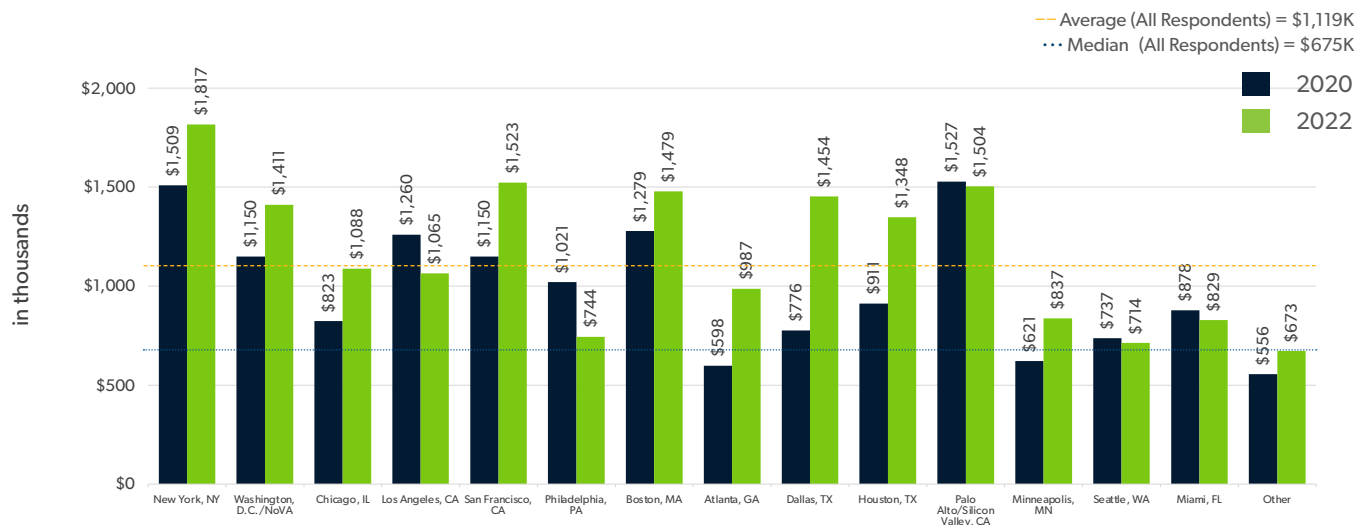
As in our 2020 Survey, Equity partners continue to average more than three times the total compensation of their Non-Equity colleagues (\$1,473,000 vs. \$460,000). While the vast majority of Non-Equity partners earn less than \$500,000, Equity partner pay levels show greater spread: 48% of Equity partners report total compensation of over \$1 million, compared to only 4% of Non-Equity partners. As in 2020, Equity and Non-Equity partners saw similar percentage gains in compensation: Average compensation for Equity partners rose by 15% over 2020, from \$1,279,000 to \$1,473,000, while Non-Equity partner compensation rose by 16%, from \$397,000 to \$460,000.

**EXHIBIT 3.2 – AVERAGE TOTAL COMPENSATION BY PARTNERSHIP STATUS****Practice Area**

Among the seven practice areas grouped for purposes of this Report, Corporate partners reported the highest average total compensation and the highest percentage increase (\$1,488,000; +26%) with Labor & Employment partners reporting the lowest average total compensation (\$653,000; +6%). Tax & ERISA partners reported the only decline in average total compensation from 2020 (\$1,145,000; -9%) while IP partners' average total compensation stayed virtually flat (\$1,010,000; 0%). Litigation partners recorded the second highest percentage increase in total compensation, rising 17% to \$1,054,000.

**EXHIBIT 3.3 – AVERAGE TOTAL COMPENSATION BY PRACTICE AREA****CITY<sup>4</sup>**

The disparity in compensation among cities continues to be pronounced. Average total compensation ranged from a low of \$714,000 in Seattle (-3%) to a high of \$1,817,000 in New York (+20%). Interestingly, some of the smaller major cities showed the highest percentages gains: Dallas (\$1,454,000; +87%), Atlanta (\$987,000; +65%), Houston (\$1,348,000; +48%) and Minneapolis (\$837,000; +31%). Philadelphia (-27%), Los Angeles (-15%) and Miami (-6%) showed the greatest percentage declines.

**EXHIBIT 3.4 – AVERAGE TOTAL COMPENSATION BY CITY**

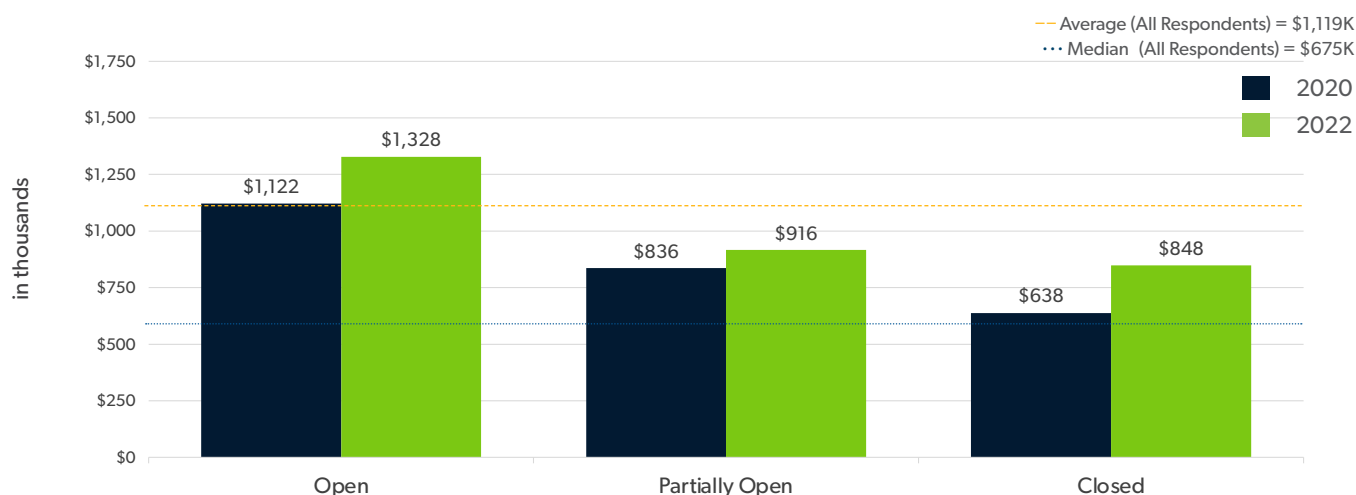
<sup>4</sup> The 14 named cities shown in Exhibit 3.4 were chosen based on their total response counts. All cities had at least 30 respondents (with the exception of Seattle at 27). New York and Washington, D.C., had over 200 respondents and Chicago and Los Angeles each had over 100 respondents.

### COMPENSATION TRANSPARENCY AND LOCKSTEP TYPE

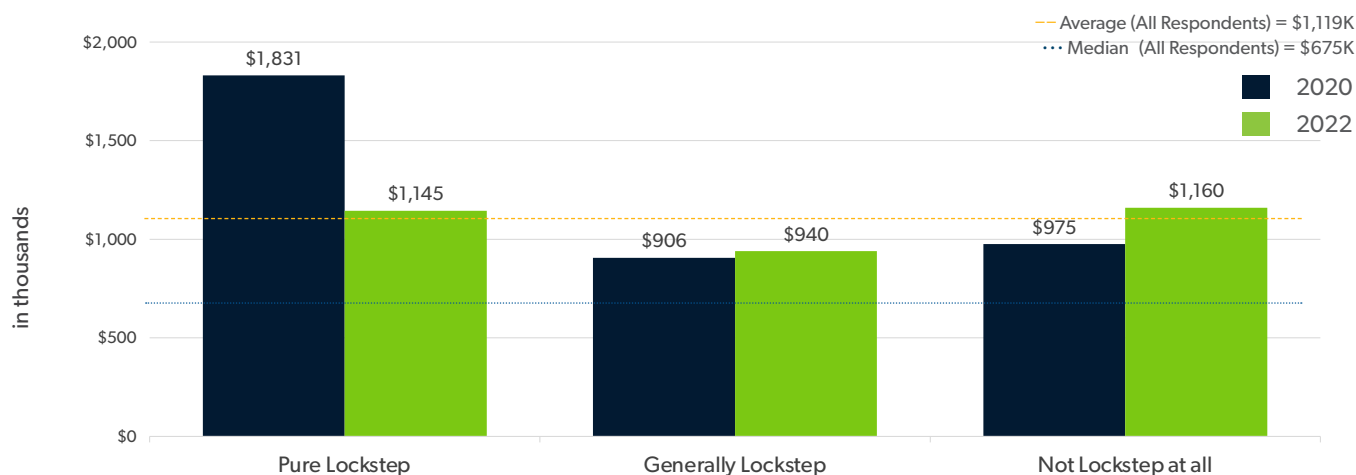
As in our prior Surveys, partners in Open compensation systems reported significantly higher average compensation (\$1,328,000; +18%) compared to partners in Partially Open and Closed systems. Average compensation for partners in Partially Open systems rose 10%, to \$916,000, and partners in Closed systems saw a whopping 33% increase, to \$848,000. Though still lagging behind partners in Open and Partially Open systems, this year's increase for Closed systems has significantly narrowed the gap between Closed and Partially Open systems.

When sorted by Lockstep Type, Pure Lockstep<sup>5</sup> partners reported average compensation of \$1,145,000 (a 37% decrease from 2020, which ably demonstrates how small populations can significantly skew results). Average compensation for Non-Lockstep and Generally Lockstep partners rose 19% and 4%, respectively, to \$1,160,000, and \$940,000, respectively.

### EXHIBIT 3.5 – AVERAGE TOTAL COMPENSATION BY COMPENSATION TRANSPARENCY



### EXHIBIT 3.6 – AVERAGE TOTAL COMPENSATION BY COMPENSATION SYSTEM



<sup>5</sup> Because the population size for the Pure Lockstep category (38 respondents) is much lower than for the other categories, which had 1,352 (Non-Lockstep) and 339 (Generally Lockstep) responses, it is difficult to draw meaningful conclusions for this category due to potential greater sampling variance in the reported data.

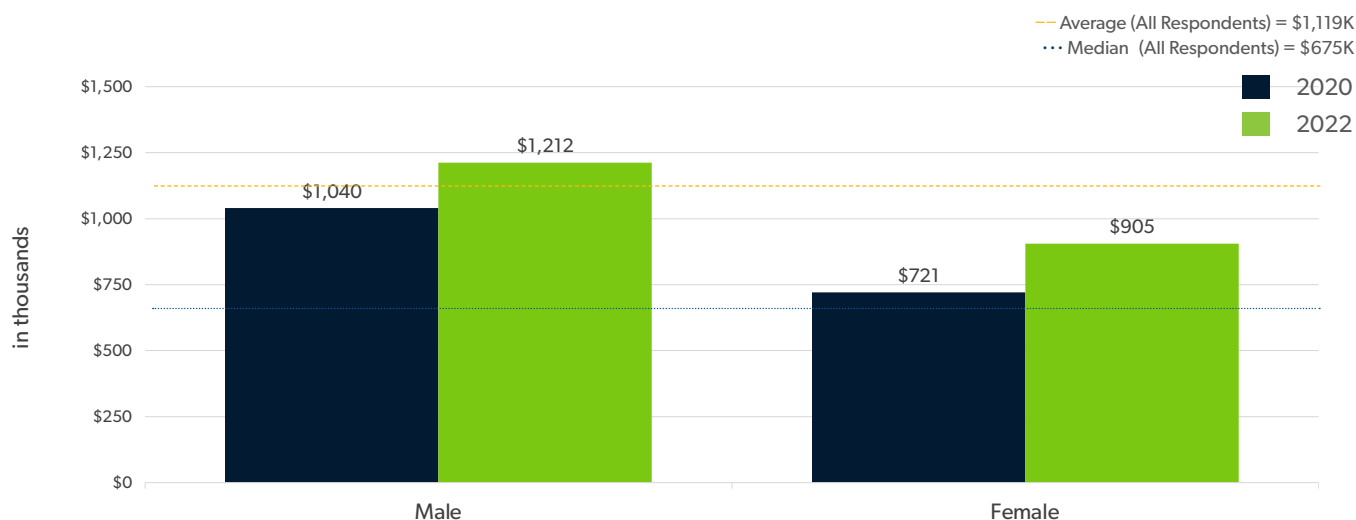
## GENDER AND ETHNICITY

As in our prior Surveys, when data are sorted by gender, male partners' average compensation continues to significantly outpace that of female partners (\$1,212,000 vs. \$905,000), though female partners' compensation once again rose at a much higher rate than that of male partners (+26% vs. +17%). While the average male partner's total compensation is still 34% more than the average female partner's, the wage gap has narrowed significantly from the 53% differential reported in our 2018 Survey and the 44% differential reported in 2016 and 2020. One can only hope that these gains reflect that firms are finally getting the message, though much more work needs to be done.

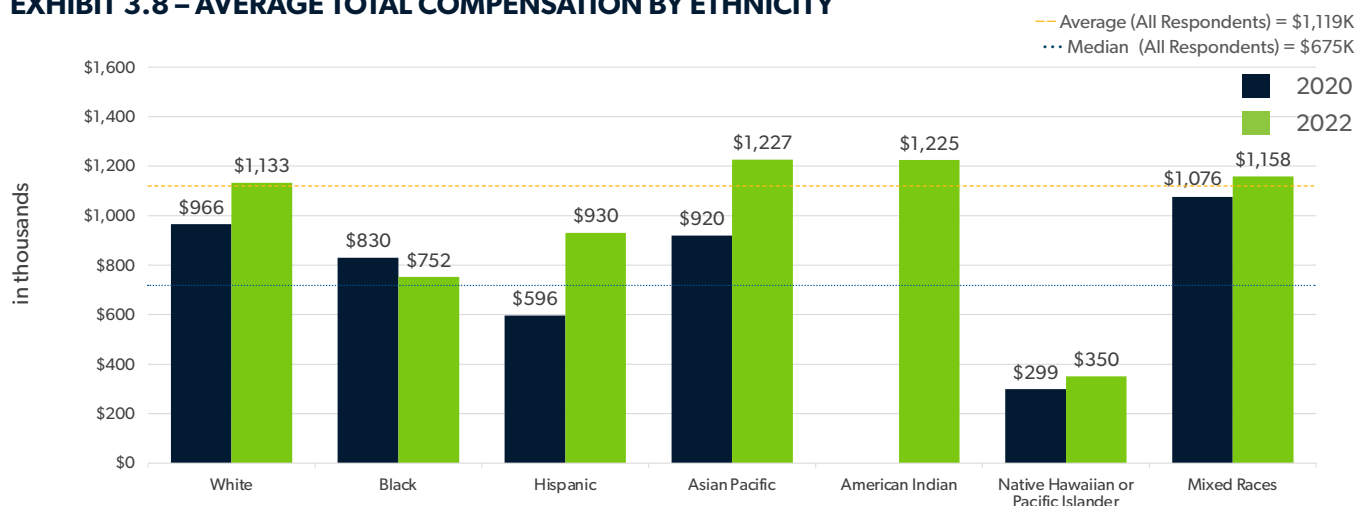
The ethnic categories used in the Survey and this Report track those previously used by the American Bar Association. The number of respondents by ethnic category was as follows: White, (1,413), Black (39), Hispanic (77), Asian Pacific (79), American Indian (2), Native Hawaiian or Pacific Islander (2), Mixed Races (30). Historically, because of the relatively small number of non-White respondents, it has been difficult to draw statistically meaningful conclusions for those categories.<sup>6</sup> This is also true with regard to other sections of this Report, especially where data is sorted by City, as the fewer the number of respondents, the more susceptible the numbers are to sampling variation. However, we are delighted by the large increase in responses from respondents in the non-White categories since 2018 and would like to thank the leadership and members of the National Bar Association, the Asian Pacific American Bar Association, the National Hispanic Bar Association and the Diverse Partners Network for promoting the Survey to their members. We look forward to sharing additional data and commentary with these organizations and the entire legal community.

The average total compensation for those identifying with a non-White ethnicity is 10% lower than that of White partners (\$1,030,000 vs. \$1,133,000). Hispanic partners reported a 56% increase in compensation, followed by a 33% increase for Asian Pacific partners and a 17% increase for White partners. Black partners were the only category to report a decline (-9%).

### EXHIBIT 3.7 – AVERAGE TOTAL COMPENSATION BY GENDER



<sup>6</sup> In 2018, the number of respondents by ethnic category was as follows: White (1,030), Black (24), Hispanic (29), Asian Pacific (55), American Indian (1), Native Hawaiian or Pacific Islander, Mixed Races (22).

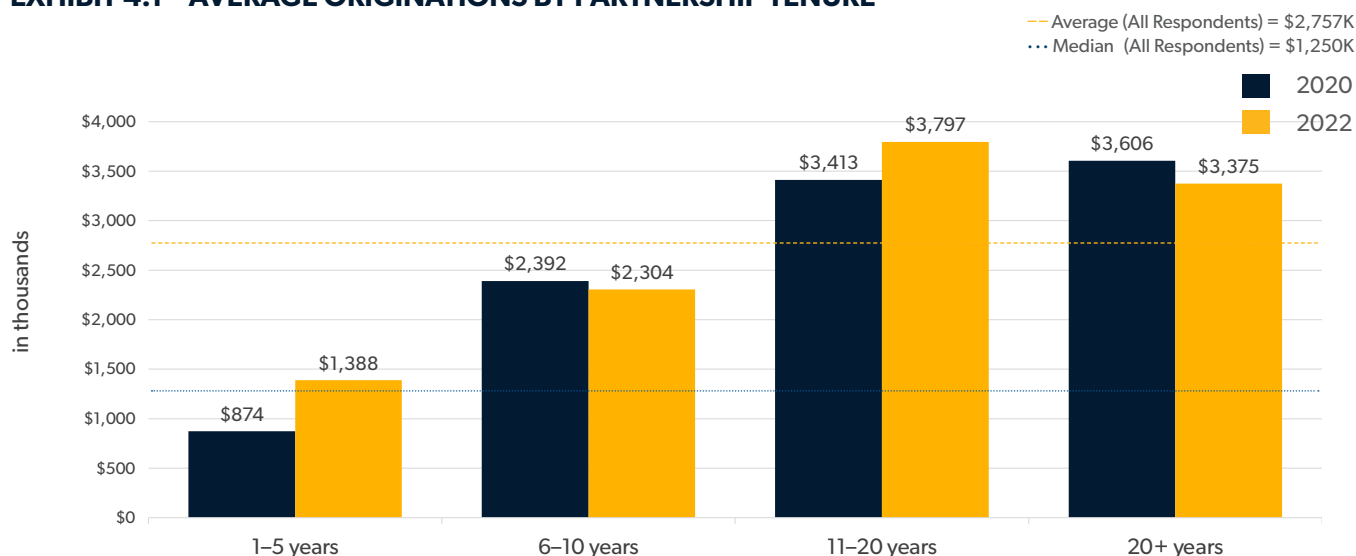
**EXHIBIT 3.8 – AVERAGE TOTAL COMPENSATION BY ETHNICITY****ORIGINATIONS**

A total of 1,691 respondents provided their originations data, with reported originations ranging from less than \$100,000 (166 respondents) to more than \$30 million (13 respondents).

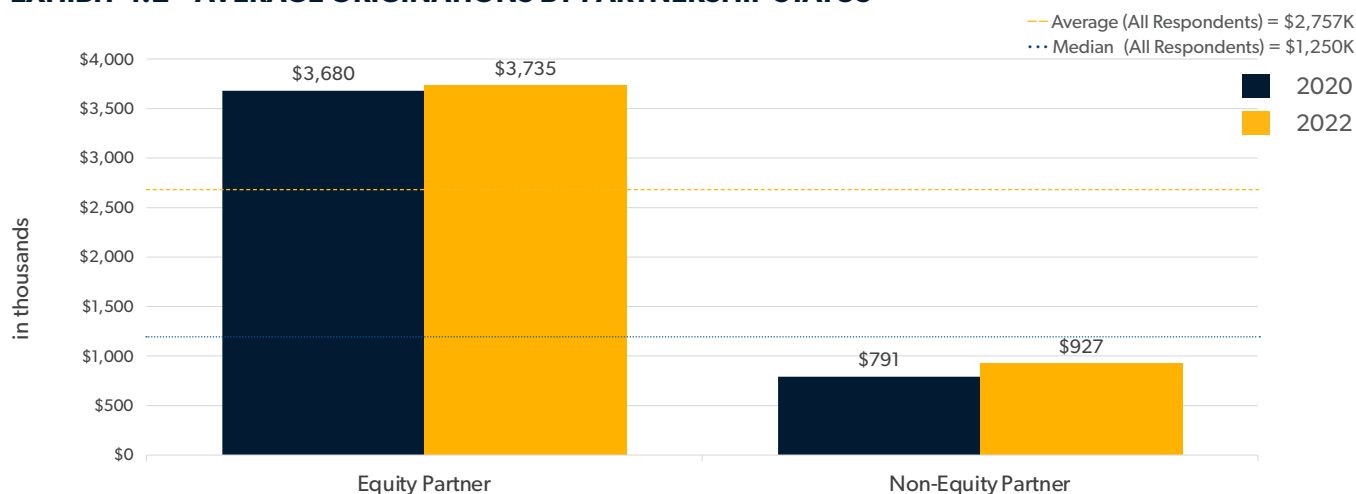
**PARTNERSHIP TENURE AND PARTNERSHIP STATUS**

As in 2020, the results for 2022 were mixed among tenure groupings. The 1-5 years grouping showed an astonishing increase (\$1,388,000; +59%), followed by a more moderate increase for those in the 11-20 years grouping (\$3,797,000; +11%). Those in the 6-10 years grouping and the 20+ years grouping once again both showed moderate declines (\$2,304,000; -4% and \$3,375,000; -6%, respectively).

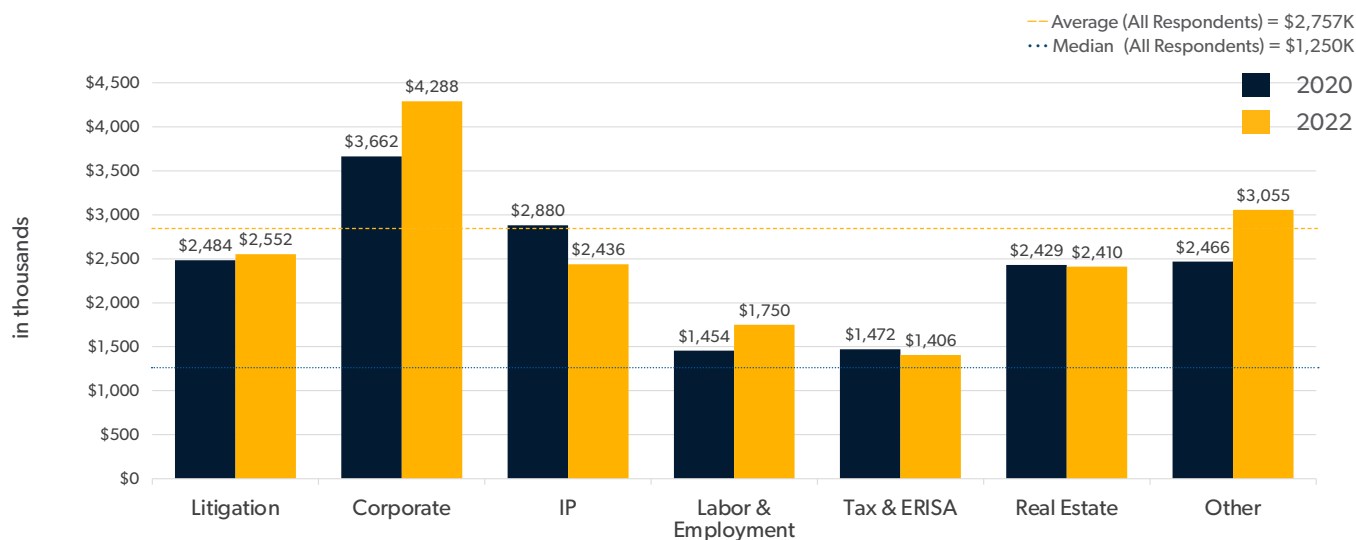
Equity partners and Non-Equity partners both reported increases in average originations, though the increase for Equity partners was quite small (\$3,735,000; +1% and \$927,000; +17%, respectively). Thus, Equity partners continue to originate more than four times the amount of business generated by Non-Equity partners, which is consistent with each of our previous Surveys. Median origination for Equity partners was \$2,050,000, while the median for Non-Equity partners was \$550,000.

**EXHIBIT 4.1 – AVERAGE ORIGINATIONS BY PARTNERSHIP TENURE**



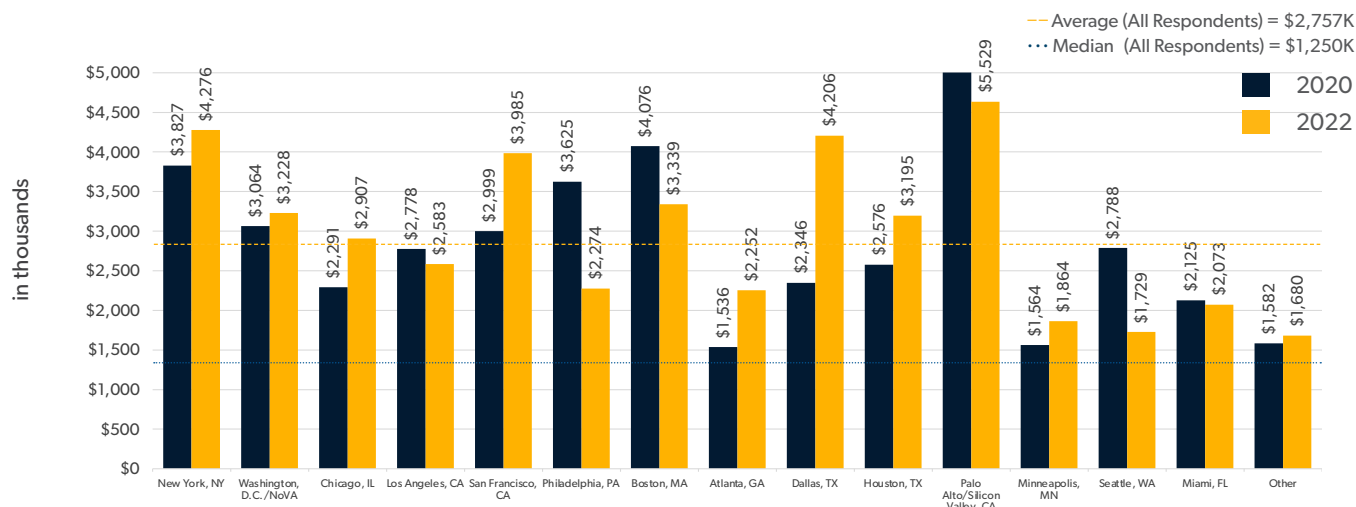
**EXHIBIT 4.2 – AVERAGE ORIGINATIONS BY PARTNERSHIP STATUS****PRACTICE AREA**

At the high end, Corporate partners reported average originations of \$4,288,000 (+17%), and on the low end, Tax & ERISA partners reported \$1,406,000 in originations (-4%).

**EXHIBIT 4.3 – AVERAGE ORIGINATIONS BY PRACTICE AREA****CITY**

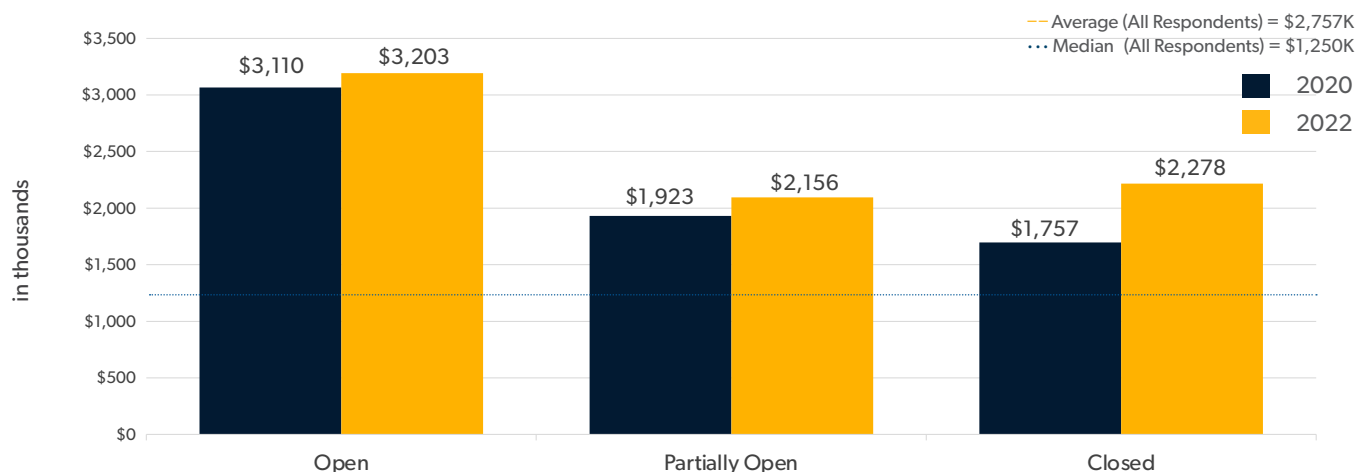
Origination trends by City tended to follow compensation trends. Average originations ranged from a low of \$1,729,000 in Seattle (-38%) to a high of \$4,633,000 in Palo Alto/Silicon Valley (-16%). New York was next highest, rising 12% to \$4,276,000, and, surprisingly, Dallas was only slightly behind at \$4,206,000 (+79%). Other cities posting remarkable jumps in originations include Atlanta (+47%; \$2,252,000), San Francisco (+33%; \$3,985,000), Chicago (+27%; \$2,907,000) and Houston (+24%; \$3,195,000).

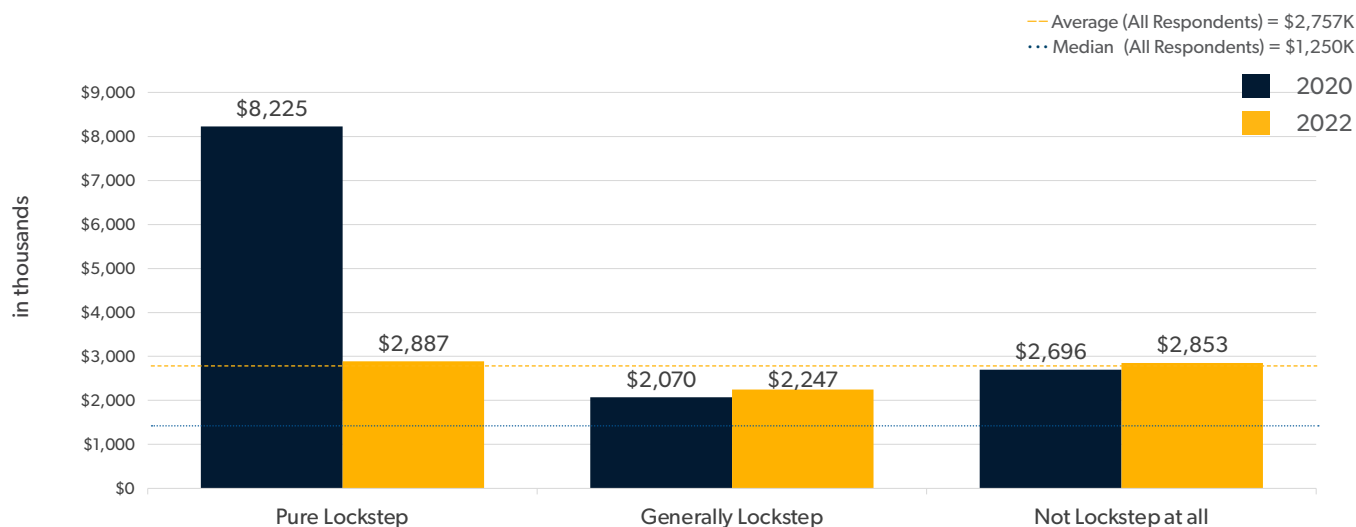
Seattle reported the largest percentage decline in originations (-38%; \$1,729,000), followed by Philadelphia (-37%; \$2,274,000), Boston (-18%; \$3,339,000) and Palo Alto/Silicon Valley (-16%).

**EXHIBIT 4.4 – AVERAGE ORIGINATIONS BY CITY****COMPENSATION TRANSPARENCY AND LOCKSTEP TYPE**

Partners in Open compensation systems (\$3,203,000; +3%) continued to report average originations much higher than their Partially Open (\$2,156,000; +12%) and Closed compensation system (\$2,278,000; +30%) counterparts, though for the first time ever Closed compensation system partners reported average originations higher than Partially Open compensation system partners. This mirrors the extremely strong gains made by Closed compensation system partners in compensation as noted above. We continue to believe the wide disparity in originations among these groups accounts for much of the disparity in these groups' respective average compensation.

Partners at firms that are Generally Lockstep and Non-Lockstep recorded 9% and 6% increases, respectively, in originations (\$2,247,000 and \$2,853,000, respectively). The 36 partners who classified themselves as Pure Lockstep reported a 65% decrease, from \$8,225,000 to \$2,887,000, again demonstrating the effects of sampling variance for low populations.

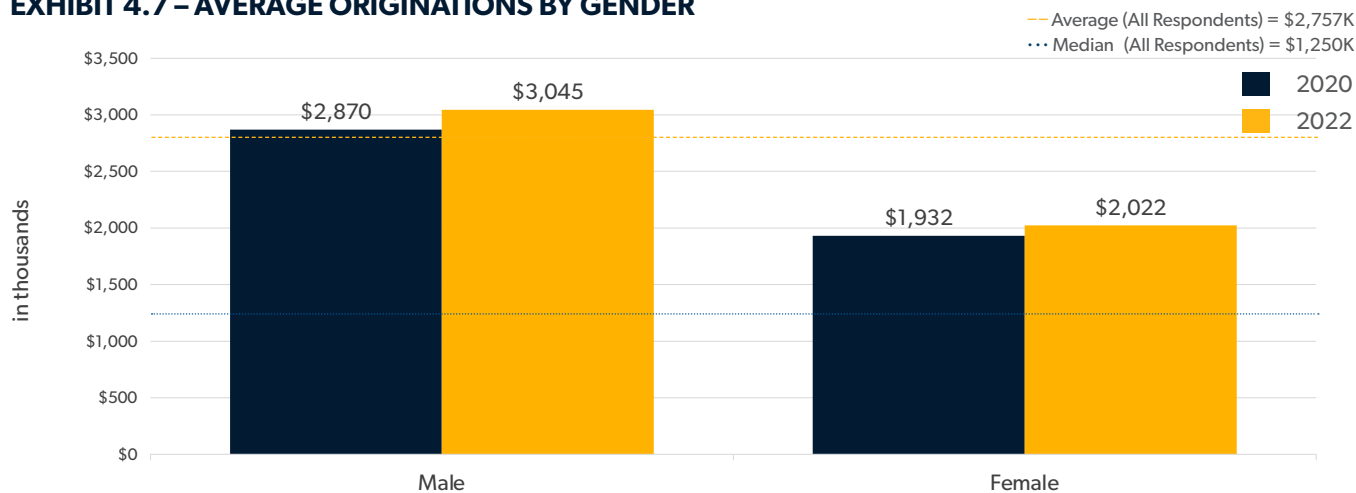
**EXHIBIT 4.5 – AVERAGE ORIGINATIONS BY COMPENSATION TRANSPARENCY**

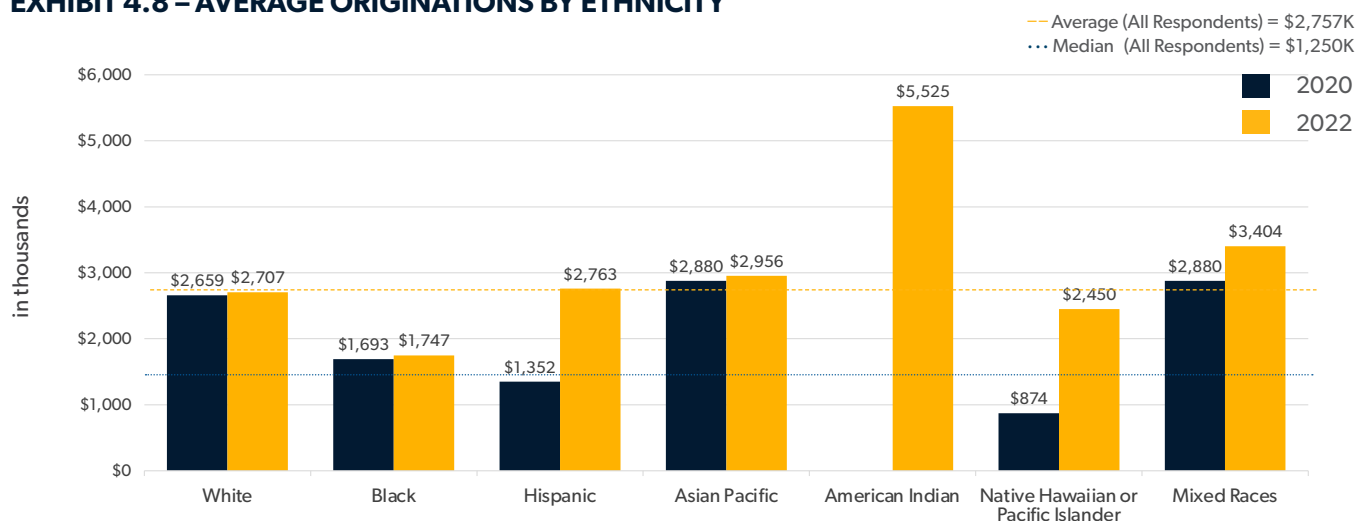
**EXHIBIT 4.6 – AVERAGE ORIGINATIONS BY COMPENSATION SYSTEM****Gender and Ethnicity**

Male partners continue to significantly outpace female partners in originations. Male partners reported average originations of \$3,045,000, representing a 6% gain over 2020. Female partners reported a 5% increase, with average originations of \$2,022,000, down from the huge 19% increase they reported in 2020.

As we noted in our 2018 Report and reiterated in our 2020 Report, regression analysis suggests that 75% of variation in compensation is accounted for by originations and hourly rate. Given that male partners' average originations are approximately 50% higher than female partners', and that male partners' average hourly rate is approximately 5% higher than female partners', there is little wonder why the average compensation for male partners is 34% higher than for female partners. Thus, the question remains: why are male partners' originations and hourly rates higher?

Originations for non-White partners were \$2,763,000, the first time non-White partner average originations exceeded those of White partners. Hispanic partners reported a whopping 104% increase (\$2,763,000) while Black partners and Asian Pacific each reported a 3% increase (\$1,747,000 and \$2,956,000, respectively). White partners averaged \$2,707,000 in originations.

**EXHIBIT 4.7 – AVERAGE ORIGINATIONS BY GENDER**

**EXHIBIT 4.8 – AVERAGE ORIGINATIONS BY ETHNICITY**

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

**WORKING ATTORNEY RECEIPTS**

A total of 1,634 respondents provided their working attorney receipts (WAR) data, with reported WAR ranging from less than \$100,000 (21 respondents) to over \$5 million (54 respondents). Average WAR for all respondents was \$1,378,000, up 17% from 2020 (\$1,176,000).

All tenure groupings reported strong gains in WAR, ranging from 14% for the 6-10 years grouping (\$1,434,000) to 23% for the 1-5 years grouping (\$1,200,000).

Equity partners and Non-Equity partners posted similar percentage increases in average WAR (\$1,555,000; +17% and \$1,049,000; +15%, respectively). The disparity in total compensation continues to suggest that originations rather than billable hours/WAR continue to have a greater bearing on compensation levels.

The results among practice areas were mixed. Corporate partners reported both the biggest percentage increase in WAR (+33%) and the highest dollar amount (\$1,711,000). IP partners posted the biggest percentage decline of the enumerated practice areas (-6%; \$1,179,000), while Labor & Employment partners reported the lowest WAR by dollar amount (\$962,000; +5%).

Every city with the exception of Miami (\$1,024,000; +0%) reported an increase in WAR, ranging from +2% for Seattle (\$938,000) to +55% in Dallas (\$1,586,000).

Similarly, all compensation systems posted large gains in WAR: Open (\$1,427,000; +15%), Partially Open (\$1,403,000; +22%) and Closed (\$1,272,000; +26%).

Despite male partners earning significantly more (34%) than female partners, their WAR remains fairly close at \$1,441,000 (+19%) and \$1,217,000 (+15%), respectively, a difference of only 18%.

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

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

A total of 1,714 respondents provided their hourly billing rate data. Hourly billing rates ranged from less than \$50 (1 respondent) to greater than \$2,400 (1 respondent), though the majority (42%) had a standard rate between \$550 and \$999, while 30% bill over \$1,000. The average billing rate for all respondents was \$819, up \$42 (+5%) from 2020.

The gap in billing rates between Equity and Non-Equity partners is much smaller than their compensation gap (\$876 vs. \$712, or a 23% difference in billing rates (down from 31% in 2020) vs. a 320% difference in compensation). Average billing rates for Non-Equity partners rose 10% over 2020 compared to only a 3% increase for Equity partners. Thus, while billing rates for Non-Equity partners climb toward parity with Equity partners, the compensation gap remains virtually unchanged.

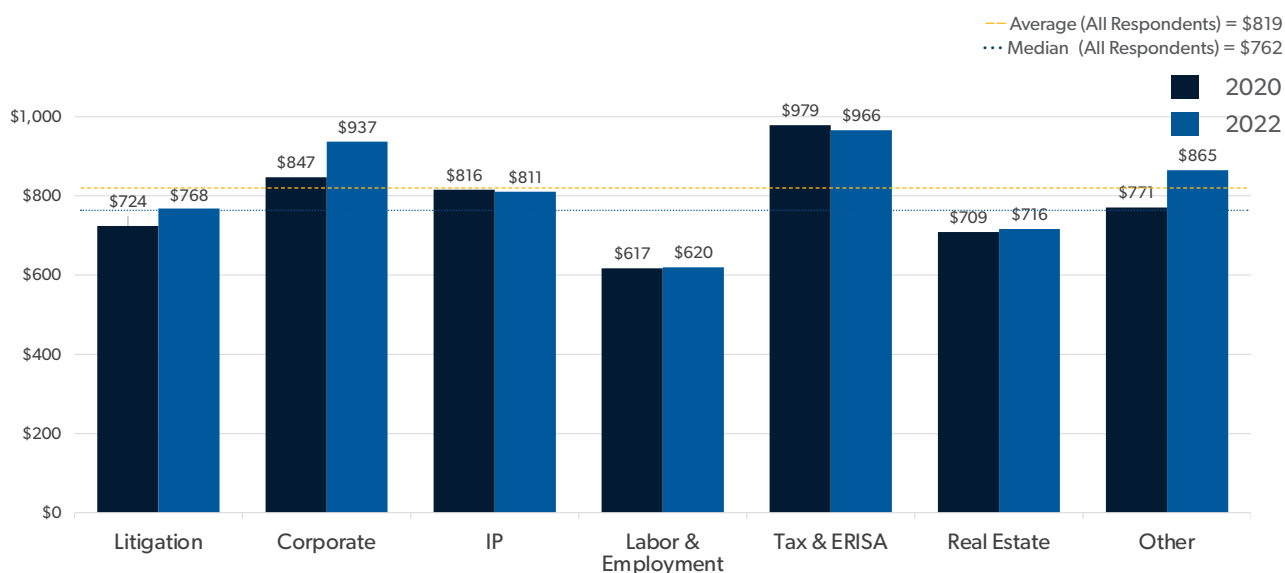
Forty-six percent (46%) of partners do not provide a standard discount off their hourly billing rate, up from 37% in 2020. Of those who do, the majority give a discount of 15% or less. Only 11% of all partners provide a discount above this figure.

Reported billable hours ranged from 1,000 hours or less (104 respondents) to 3,000 hours or more (18 respondents). Reported non-billable hours ranged from 50 hours or below (60 respondents) to 1,000 hours or more (192 respondents).

The average billed time for all partners was 1,721 hours, an increase of approximately 2% from the 2020, 2018 and 2016 averages (1,680, 1683 and 1,686 hours respectively). Notably, non-billed time averaged 481 hours, dropping 20% from 2020 (572).

These figures represent the highest average number of billable hours and the lowest average number of non-billable hours ever recorded since the inception of the Survey in 2010. Interestingly, as noted above, while respondents believed the pandemic caused a 22% reduction in their work, the average total number of billable/non-billable hours (2,202) reported this year is only about 2% lower than the average total number of billable/non-billable hours recorded in our 2018 and 2020 Surveys (both 2,252).

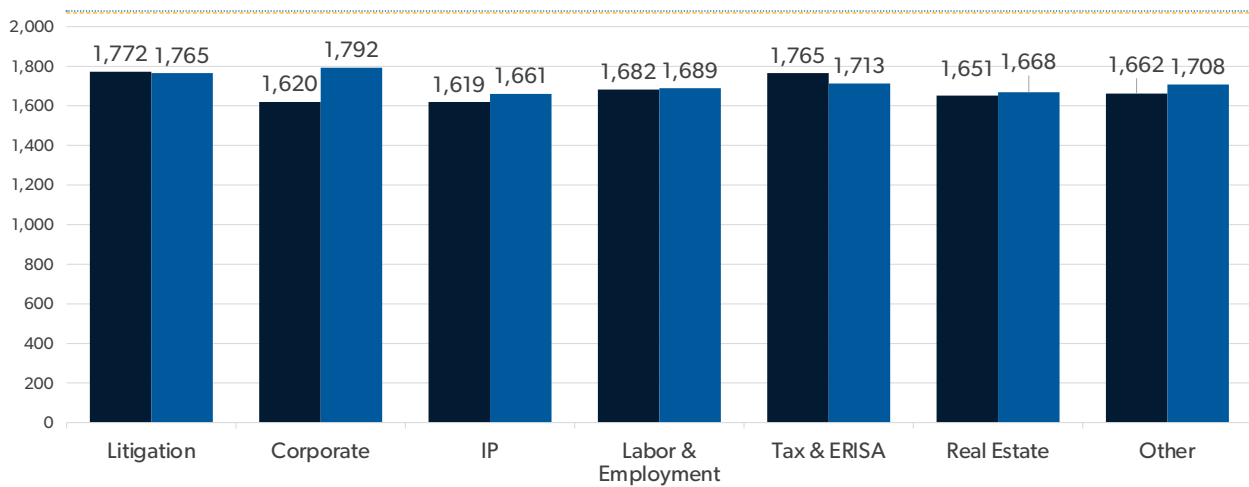
### EXHIBIT 5.1 AVERAGE BILLING RATE BY PRACTICE AREA



**EXHIBIT 5.2 AVERAGE BILLABLE HOURS BY PRACTICE AREA**

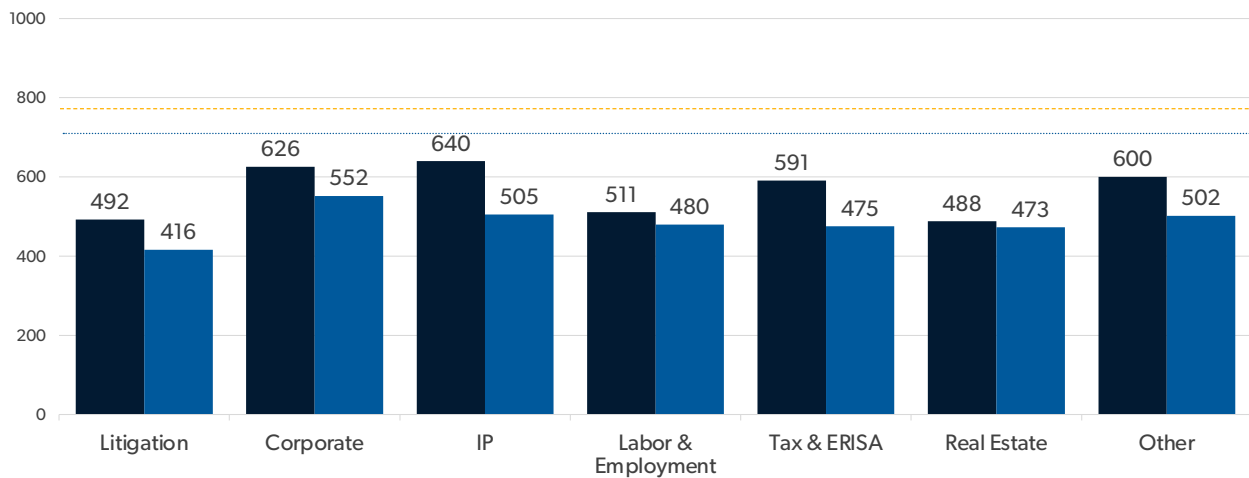
— Average (All Respondents) = 1,721  
 ... Median (All Respondents) = 1,724

■ 2020  
 ■ 2022

**EXHIBIT 5.3 AVERAGE NON-BILLABLE HOURS BY PRACTICE AREA**

— Average (All Respondents) = 481  
 ... Median (All Respondents) = 424

■ 2020  
 ■ 2022



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

## **BILLING RATES**

- › In contrast to 2020, when all practices reported an increase in billing rates, the 2022 results were varied.
- › Corporate, Litigation and Real Estate partners reported increases in billing rates (+11%, +6% and +1%, respectively), while Tax & ERISA and IP partners reported decreases (both -1%). Labor & Employment partners' billing rates were essentially unchanged.
- › Once again, Tax & ERISA partners reported the highest average billing rate (\$966) and Labor & Employment partners reported the lowest billing rate of all practice groups (\$620).
- › Every city reported an increase in billing rates, with the biggest percentage increases in Palo Alto/Silicon Valley (+17%; \$1,159), Washington, D.C./Northern Virginia (+13%; \$1,048), Philadelphia (+13%; \$761), San Francisco (+12%; \$955) and Miami (+13%; \$787). Palo Alto/Silicon Valley had the highest rates (\$1,159), followed by New York (\$1,109), with Washington, D.C./Northern Virginia coming in third highest (\$1,048). Minneapolis, Atlanta and Seattle reported the lowest average rates at \$628, \$650 and \$687, respectively.
- › Female partners' average hourly billing rate increased by 10%, rising \$70 to \$790. Male partners' average hourly billing rate increased by a smaller percentage (+5%) to \$828, essentially halving the gap in billing rates from 10% in 2020 to 5% in 2022.

## **Billable Hours**

- › Billable hours for Non-Equity partners actually exceeded those of Equity partners (1,737; +4% vs. 1,713; +2%).
- › Corporate partners showed a much bigger percentage increase in billable hours (+11%; 1,792) than any other practice area, while Tax & ERISA partners reported a decline (-3%; 1,713) and Litigation and Labor & Employment partners were essentially flat (0%; 1,765 and 1,689, respectively). For the first time, Corporate partners dethroned Litigation partners for the most billable hours of all practice areas (1,792 vs. 1,765).
- › Changes in billable hours by city were highly variable. Minneapolis reported the biggest increase (+13%; 1,809), followed by Atlanta (+12%; 1,805), Seattle (+10%; 1,707) and Silicon Valley (+10%; 1,843). Miami reported the largest decrease (-9%; 1,615), followed by Philadelphia (-4%; 1,713) and Los Angeles (-2%; 1,684).
- › Billable hours ranged from a high of 1,843 in Silicon Valley to a low of 1,615 in Miami.
- › Male and female partners reported billable hours of 1,748 (+3%) and 1,663 (+2%).
- › Once again, partners in Closed compensation systems reported a higher number of billable hours (1,753; +2%) than partners in Partially Open (1,745; +5%) and Open (1,697; +2%) systems.



## Non-Billable Hours

- › Non-billable hours dropped dramatically from 2020 to 2022, from 572 to 481 (-16%).
- › Equity partners continue to report a higher number of non-billable hours than Non-Equity partners (518 vs. 412). Non-billable hours reported by Equity partners fell 14%, compared to a 21% decrease reported by Non-Equity partners.
- › Non-billable hours among partnership tenure groupings all declined, with partners in the 20+ years grouping showing the biggest decrease (-20%; 501).
- › Changes in non-billable hours by city also varied widely but all showed declines, ranging from -40% in Seattle (372) to -9% in Chicago (488) and Philadelphia (427).
- › Open compensation system partners again significantly outpaced Closed compensation system partners in non-billable hours, reporting 505 non-billable hours (-17%) vs. 442 (-13%).
- › Female partners again reported more non-billable hours than male partners, though the gap narrowed somewhat (491; -18% vs. 474; -16%).

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



# Compensation Satisfaction

Question 14 of the Survey dealt with compensation satisfaction and was sorted by the following categories:

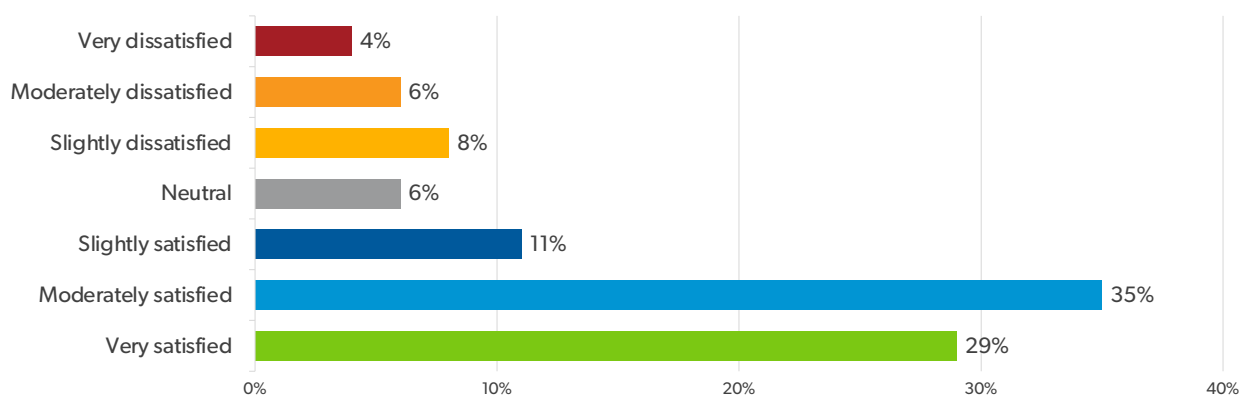
- › Partnership Tenure
- › Partnership Status
- › Practice Area
- › City
- › Lateral Status
- › Compensation Transparency
- › Lockstep Type
- › Total Compensation
- › Total Originations
- › Total Billable Hours
- › Gender
- › Ethnicity

## SATISFACTION RATINGS

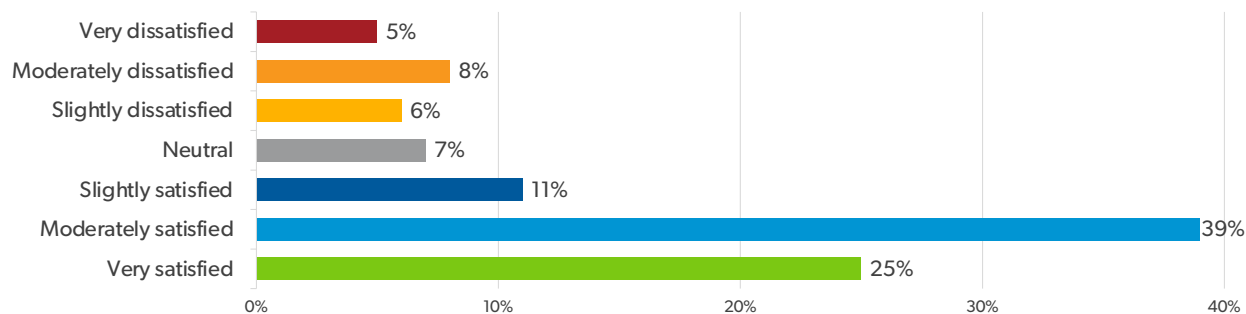
A total of 1,753 respondents answered this question. 29% classified themselves as Very Satisfied with their current compensation, 35% classified themselves as Moderately Satisfied and 11% as Slightly Satisfied.

Conversely, 8% classified themselves as Slightly Dissatisfied, 6% as Moderately Dissatisfied and 4% as Very Dissatisfied. 6% felt Neutral. These numbers generally track 2020 results across every measure.

### EXHIBIT 6.1A – OVERALL SATISFACTION WITH TOTAL COMPENSATION (2022)



### EXHIBIT 6.1B – OVERALL SATISFACTION WITH TOTAL COMPENSATION (2020)

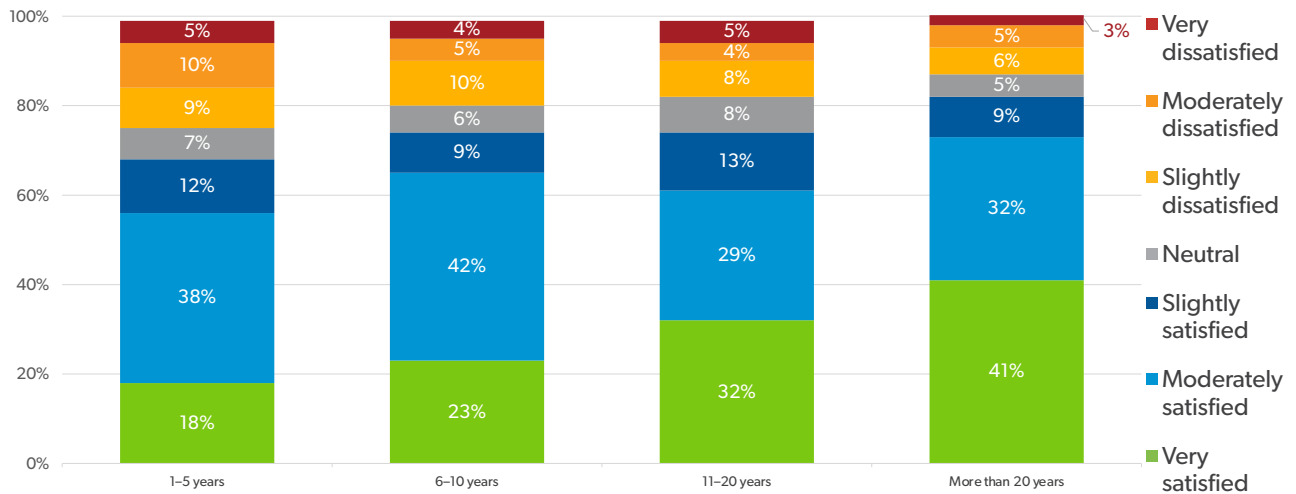


### PARTNERSHIP TENURE AND PARTNERSHIP STATUS

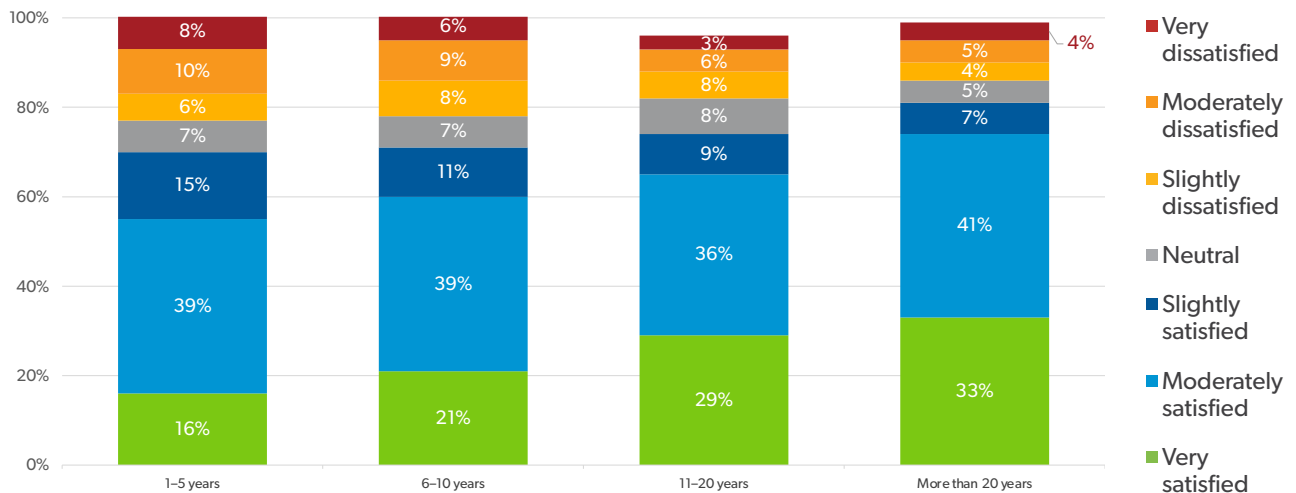
Once again, the two most senior groupings of partners were more likely to classify themselves as Very Satisfied with their compensation (32% and 41% for categories 11-20 years and 20+ years, respectively, vs. 18% and 23% for categories 1-5 years and 6-10 years, respectively). The gap between Equity partners' and Non-Equity partners' compensation satisfaction remains wide and is growing, with 40% of Equity partners Very Satisfied compared to 10% of Non-Equity partners, up from 32% and 12%, respectively, in 2020.

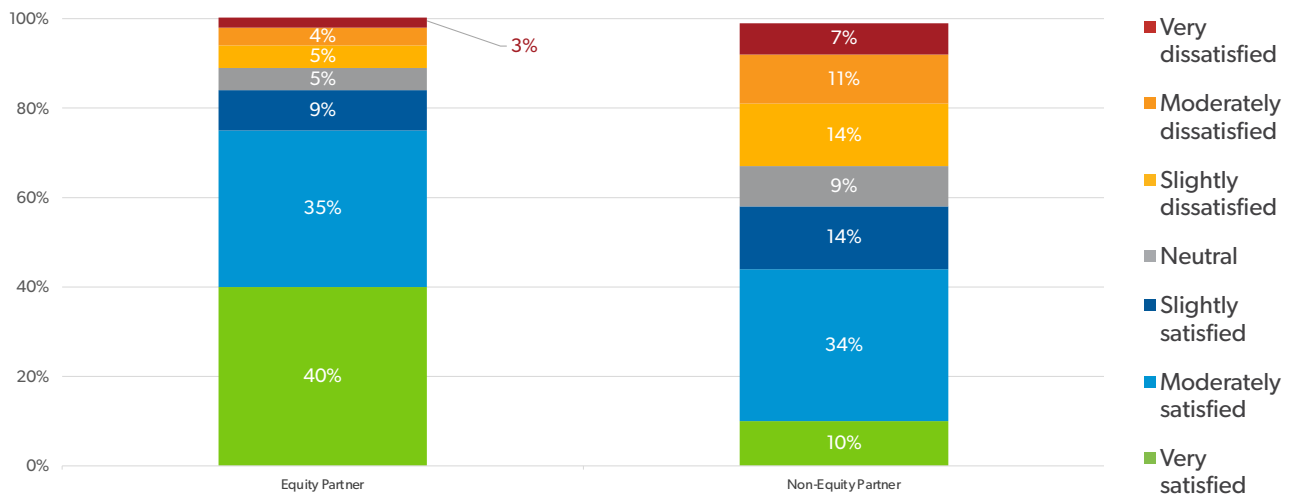
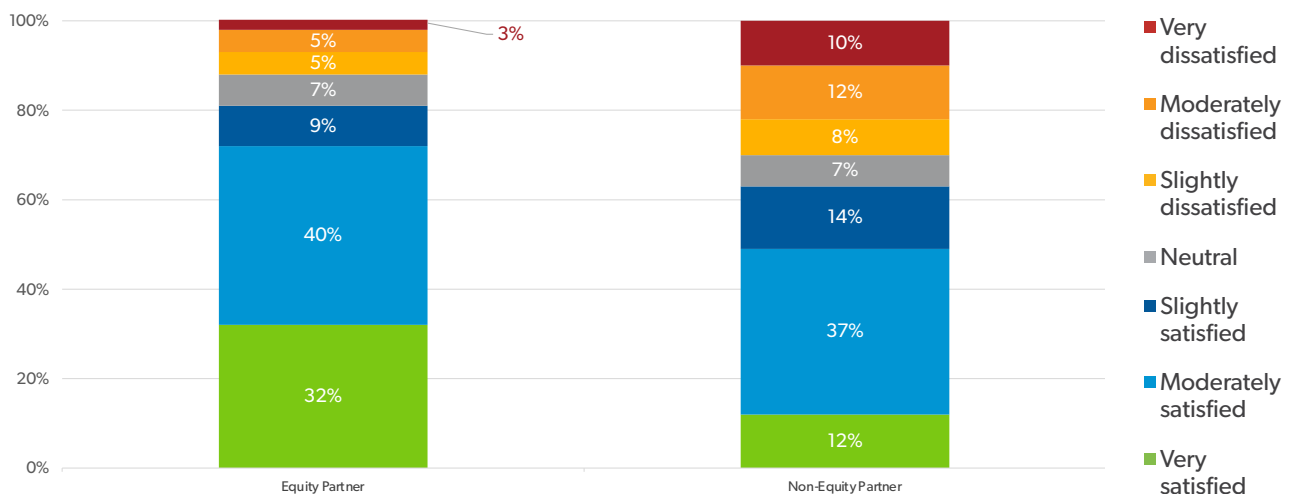
Conversely, Non-Equity partners were more than twice as likely to classify themselves as Very Dissatisfied (7% vs. 3% down from 10% vs. 3% in 2020).

#### EXHIBIT 6.2A – SATISFACTION BY PARTNERSHIP TENURE (2022)

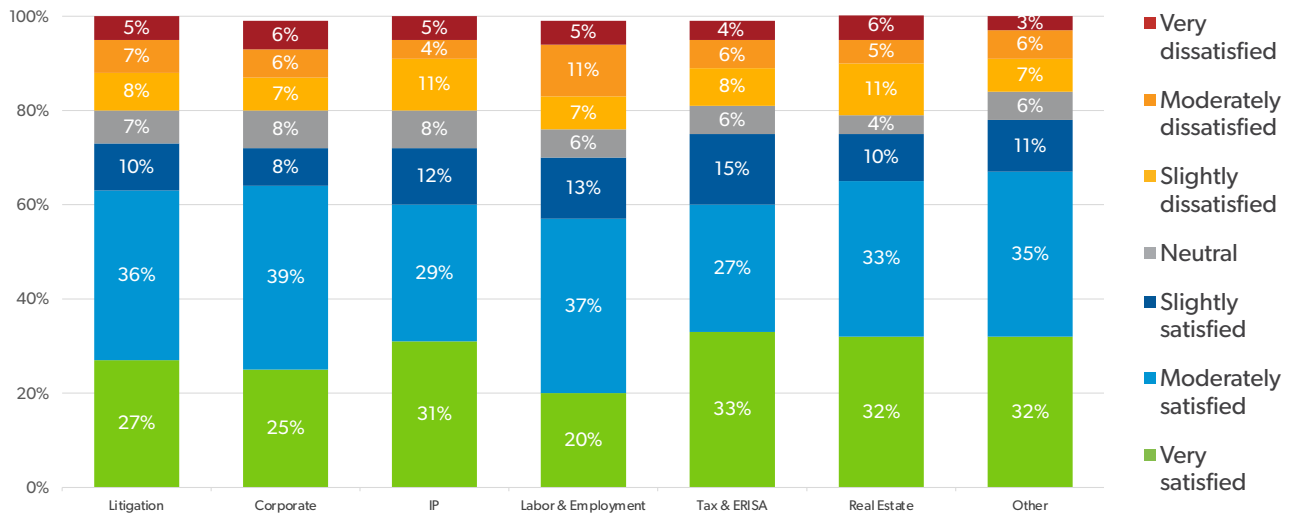
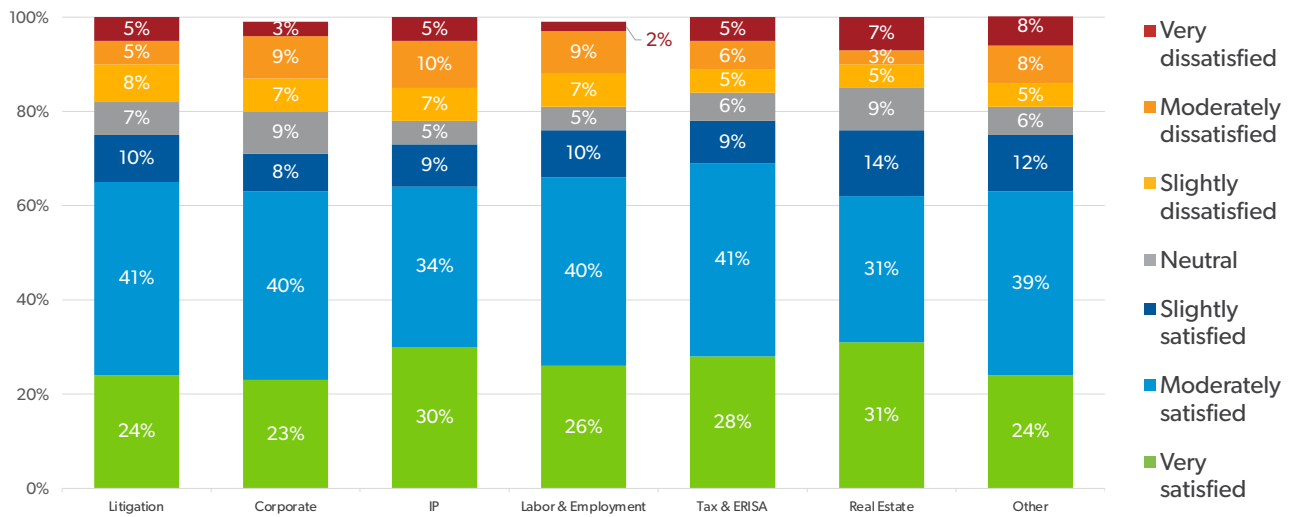


#### EXHIBIT 6.2B – SATISFACTION BY PARTNERSHIP TENURE (2020)



**EXHIBIT 6.3A – SATISFACTION BY PARTNERSHIP STATUS (2022)****EXHIBIT 6.3B – SATISFACTION BY PARTNERSHIP STATUS (2020)****PRACTICE AREA**

Analyzing the data by Practice Area, Tax & ERISA partners were most likely to classify themselves as Very Satisfied with their compensation (33%), up from 28% in 2020, followed by Real Estate partners at 32%, up slightly from 31% in 2020. Labor & Employment partners were the only practice group to post a decline, with 20% classifying themselves as Very Satisfied compared to 26% in 2020. Interestingly, despite higher levels of Very Satisfied partners in virtually every practice area compared to the 2020 results, every practice area other than Corporate (72%; +0%) posted a decline in Satisfied partners overall.

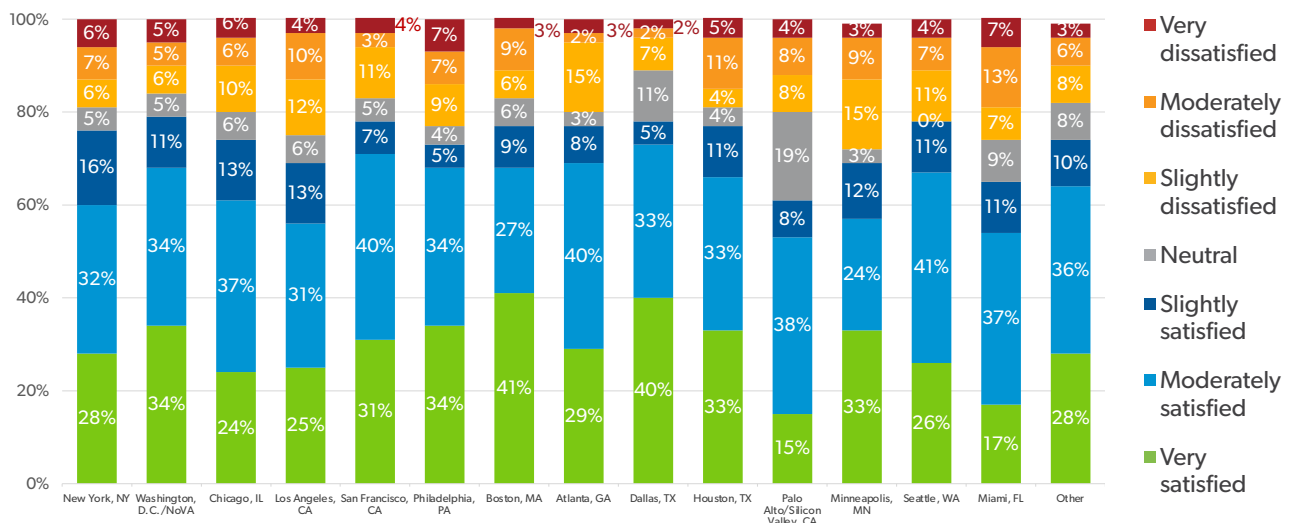
**EXHIBIT 6.4A – SATISFACTION BY PRACTICE AREA (2022)****EXHIBIT 6.4B – SATISFACTION BY PRACTICE AREA (2020)**

## CITY

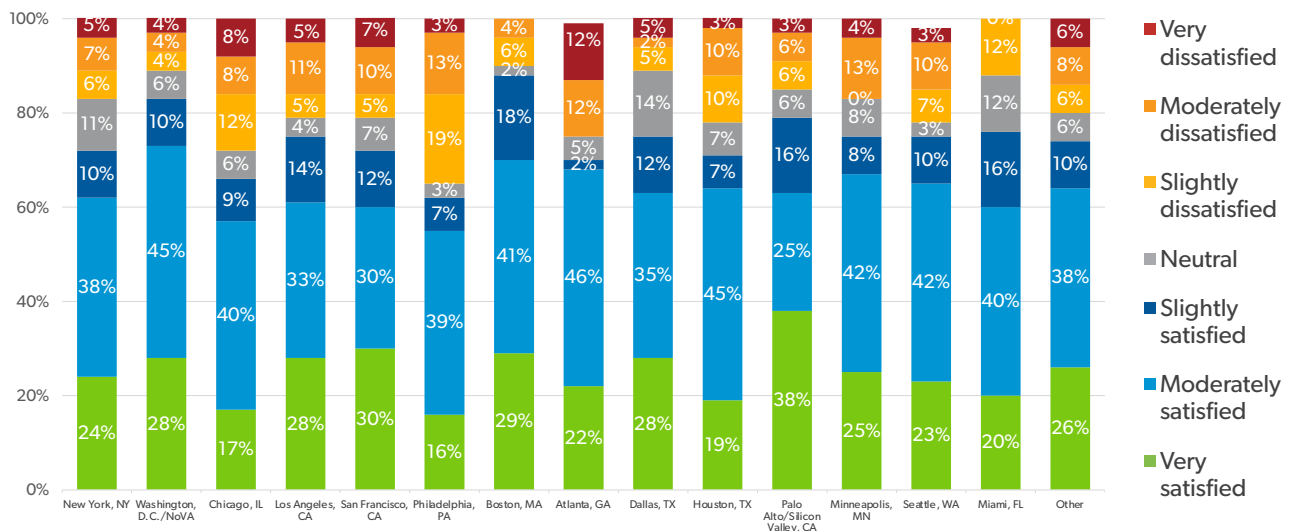
Boston had the highest number of partners classifying themselves as Very Satisfied with their compensation (42%; +12%), followed by Dallas (40%; +12%). At the other end of the spectrum, only 15% of Palo Alto/Silicon Valley-based partners reported that they are Very Satisfied, down 23% from 2020. Washington, D.C./Northern Virginia, San Francisco, Dallas and Seattle had the highest percentage of partners selecting one of the Satisfied choices (79%, 78%, 78% and 78% respectively). However, despite most cities reporting a higher level of Very Satisfied partners, several cities reported markedly lower percentages of partners selecting one of the Satisfied categories: Palo Alto/Silicon Valley (-18%), Miami (-11%) and Boston (-11%).

Minneapolis and Miami had the highest percentage of partners falling into one of the Dissatisfied categories (both 27%), followed by Los Angeles (26%) and Philadelphia (23%). Dallas had by far the lowest percentage (11%), with Washington, D.C./Northern Virginia next lowest (16%).

### EXHIBIT 6.5A – SATISFACTION BY CITY (2022)



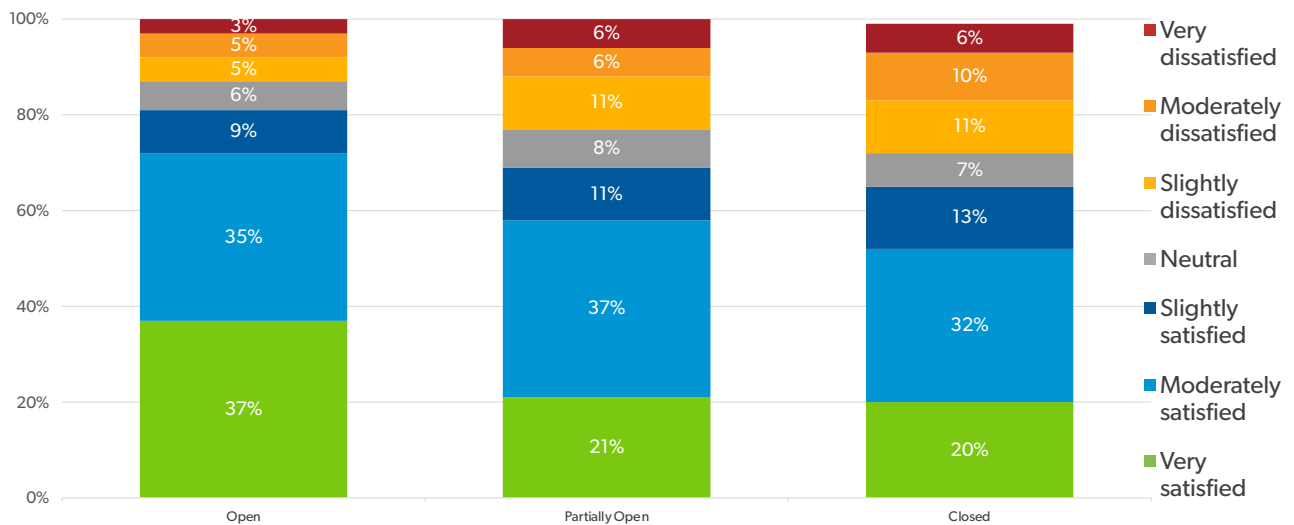
### EXHIBIT 6.5B – SATISFACTION BY CITY (2020)



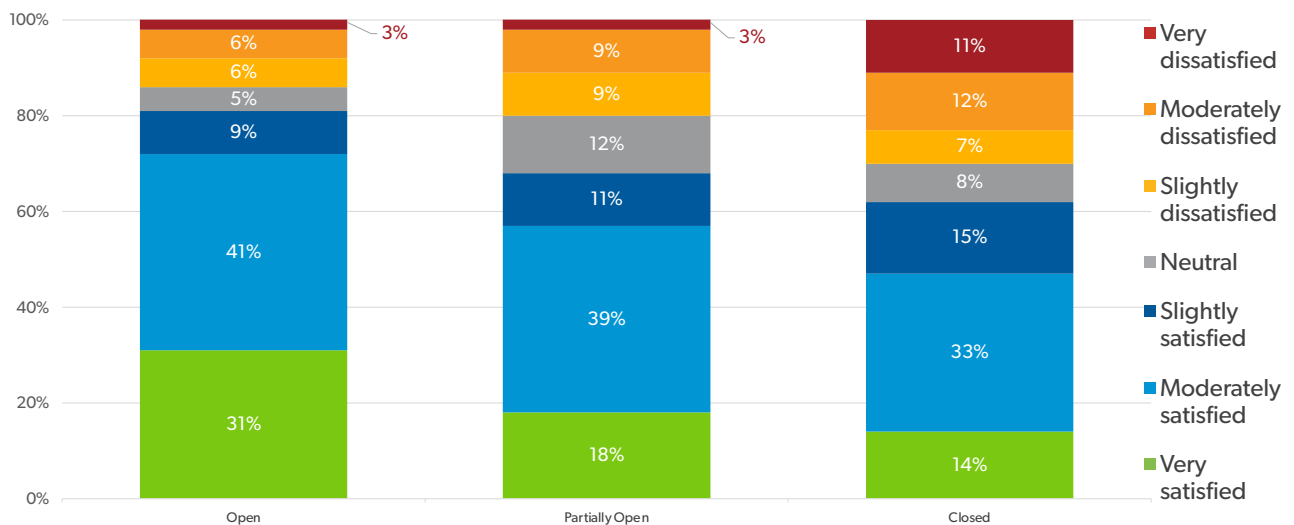
### COMPENSATION TRANSPARENCY AND LATERAL STATUS

Once again, partners in Open compensation systems were far more likely to classify themselves as Very Satisfied with their compensation (37%) than those in Partially Open (21%) or Closed (20%) compensation systems. Similarly, partners who joined their firms laterally from law firms or industry were slightly more likely to classify themselves in one of the Satisfied categories (76% and 77%, respectively) than homegrown partners (72%).

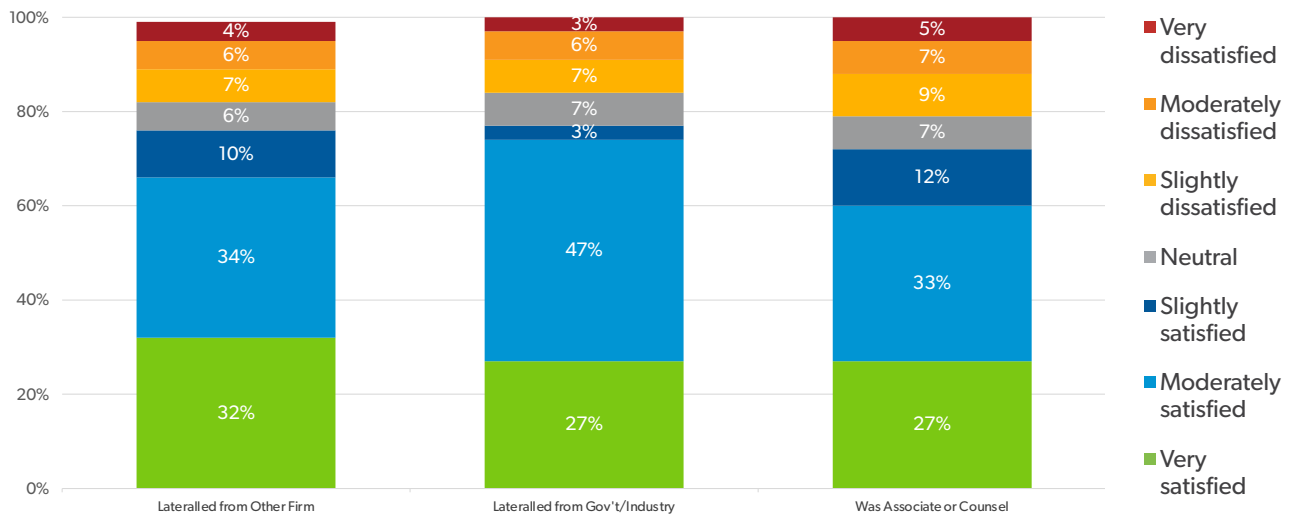
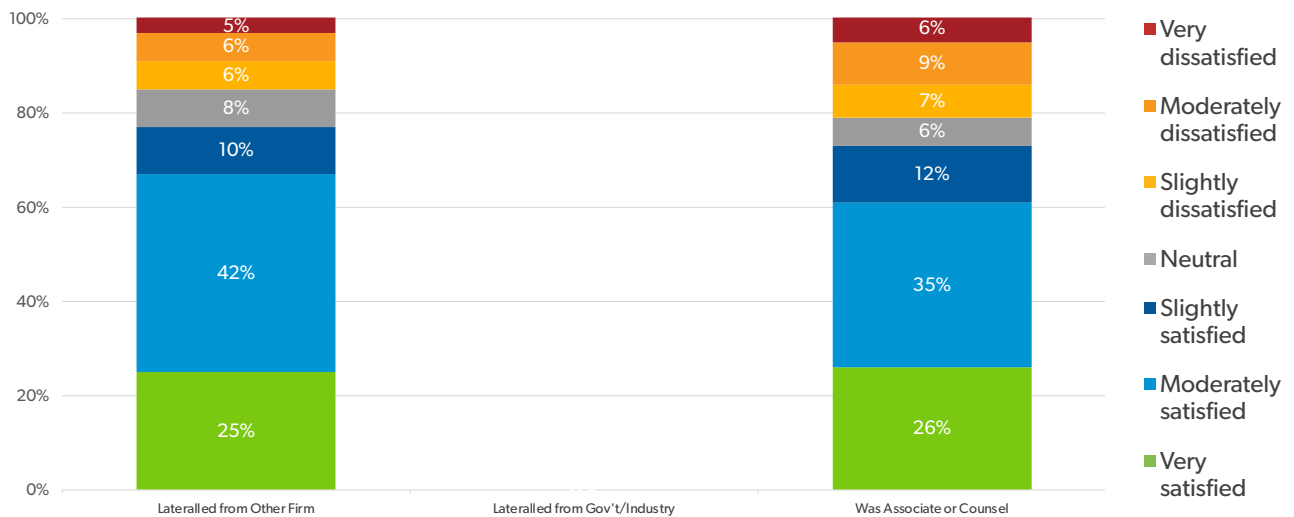
#### EXHIBIT 6.6A – SATISFACTION BY COMPENSATION TRANSPARENCY (2022)



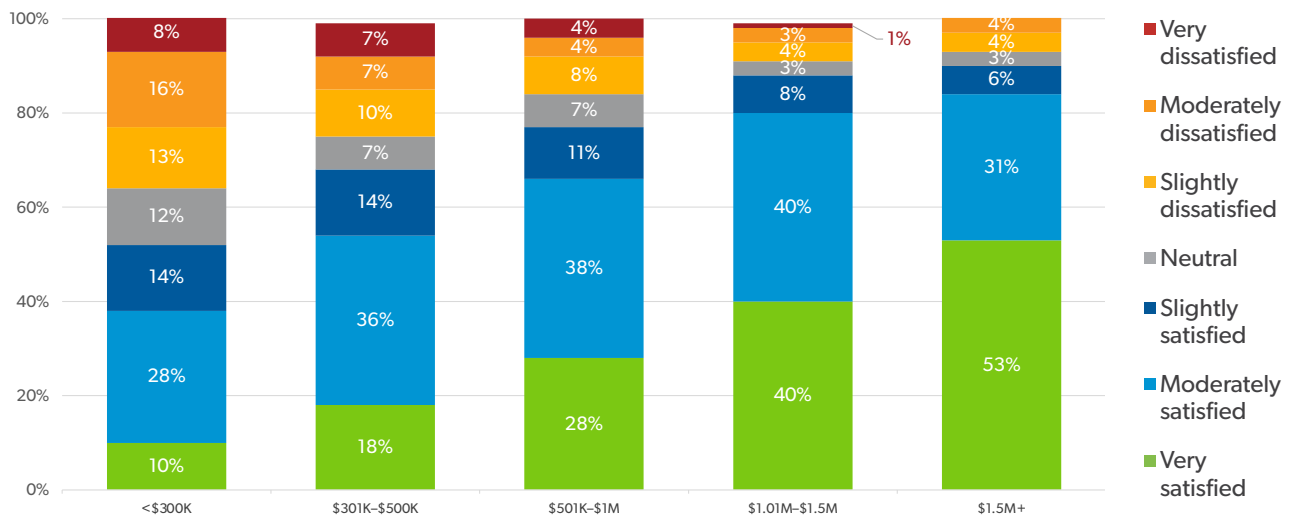
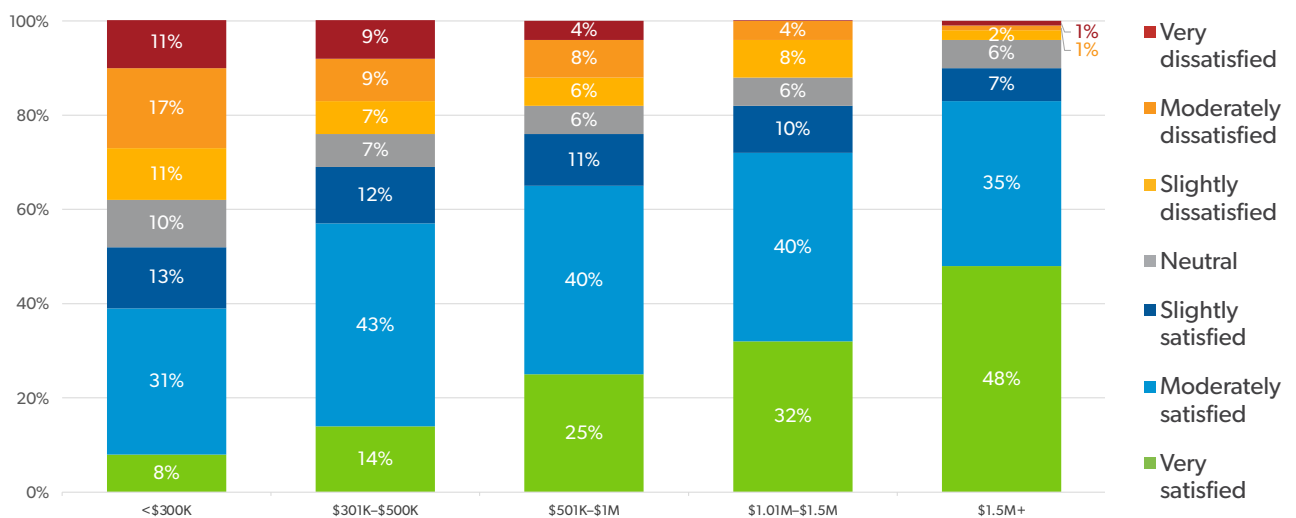
#### EXHIBIT 6.6B – SATISFACTION BY COMPENSATION TRANSPARENCY (2020)

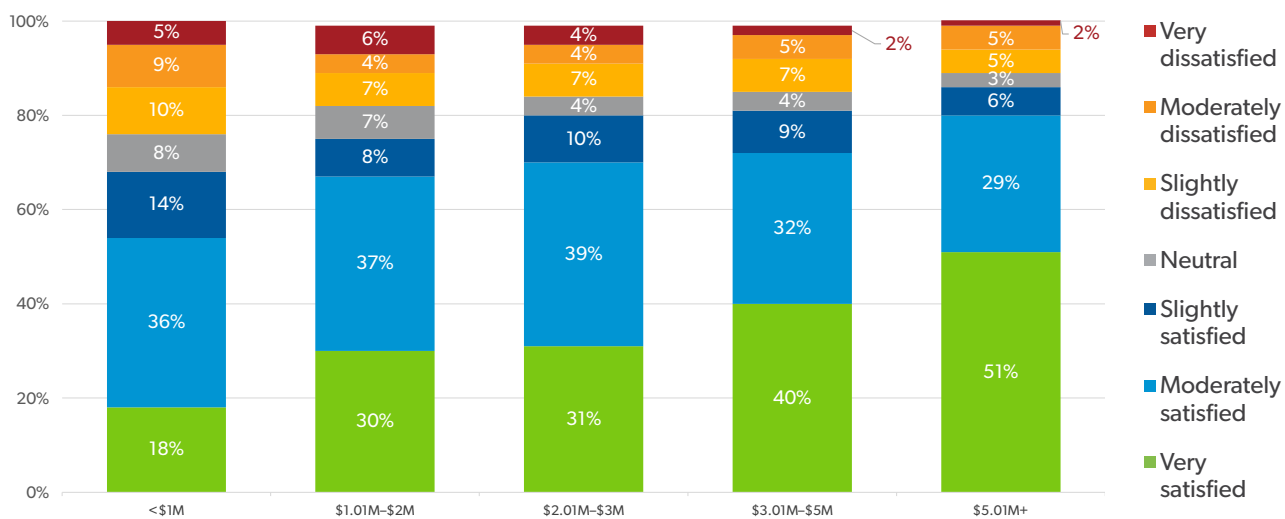
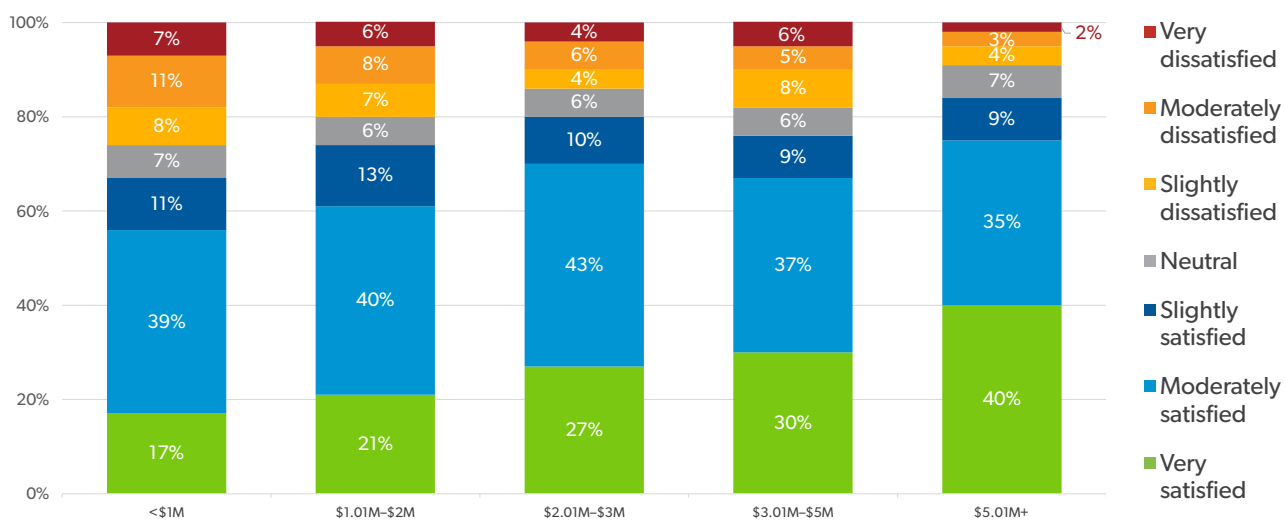


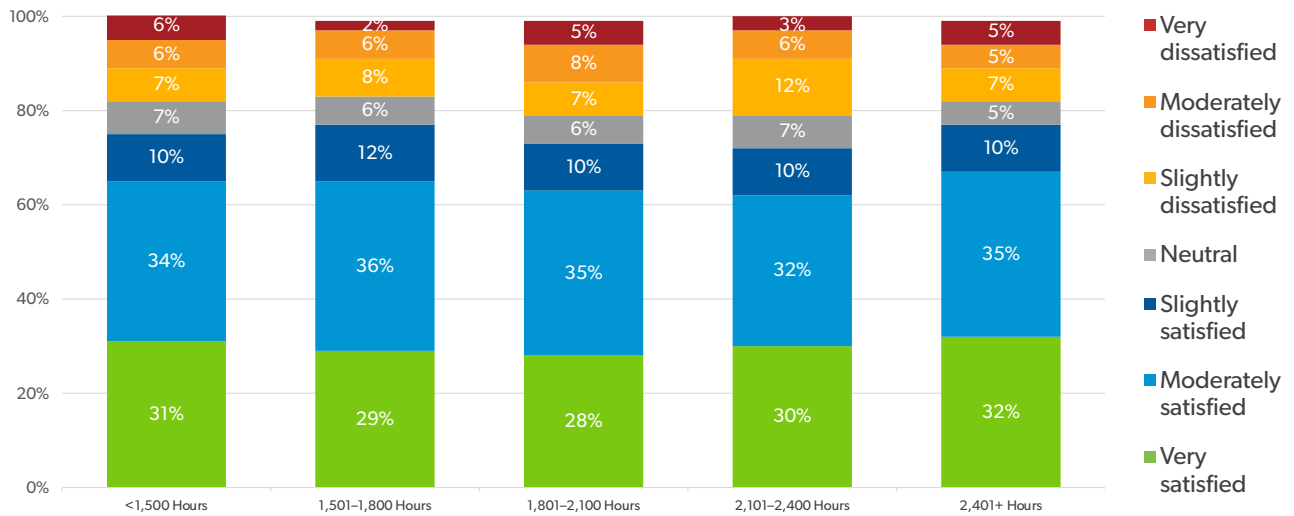
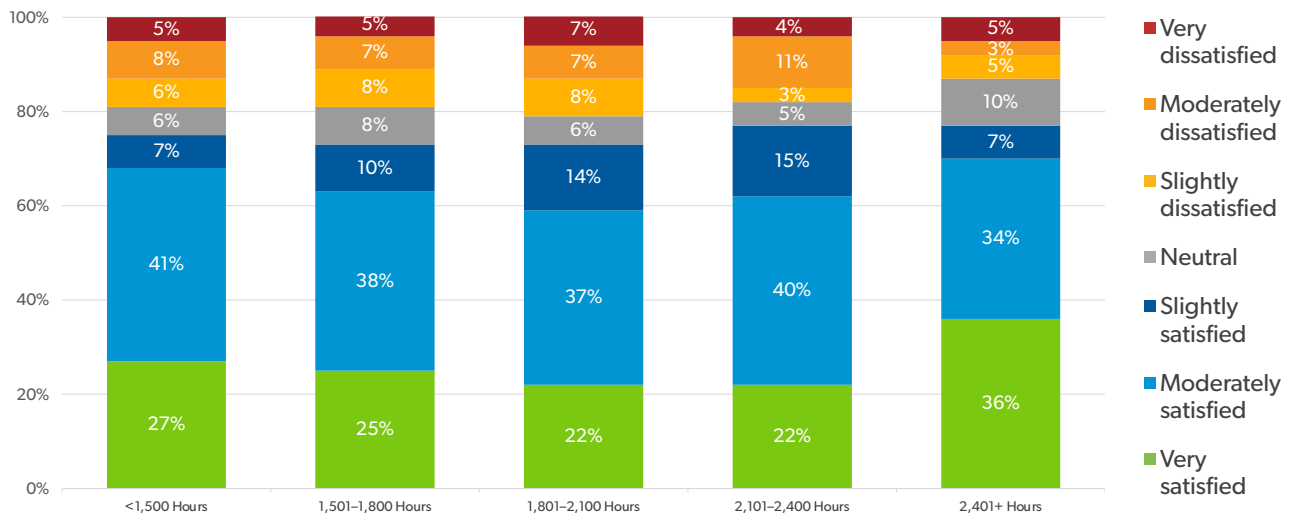


**EXHIBIT 6.7A – SATISFACTION BY LATERAL STATUS (2022)****EXHIBIT 6.7B – SATISFACTION BY LATERAL STATUS (2020)****TOTAL COMPENSATION, TOTAL ORIGINATIONS AND BILLABLE HOURS**

Not surprisingly, compensation satisfaction climbs in relation to total compensation and total originations. Once again, those recording the most billable hours (2,401+ hours) are also most likely to be Very Satisfied with their compensation (32%), although unlike in 2020 the difference between the groups is very small.

**EXHIBIT 6.8A – SATISFACTION BY TOTAL COMPENSATION (2022)****EXHIBIT 6.8B - SATISFACTION BY TOTAL COMPENSATION (2020)**

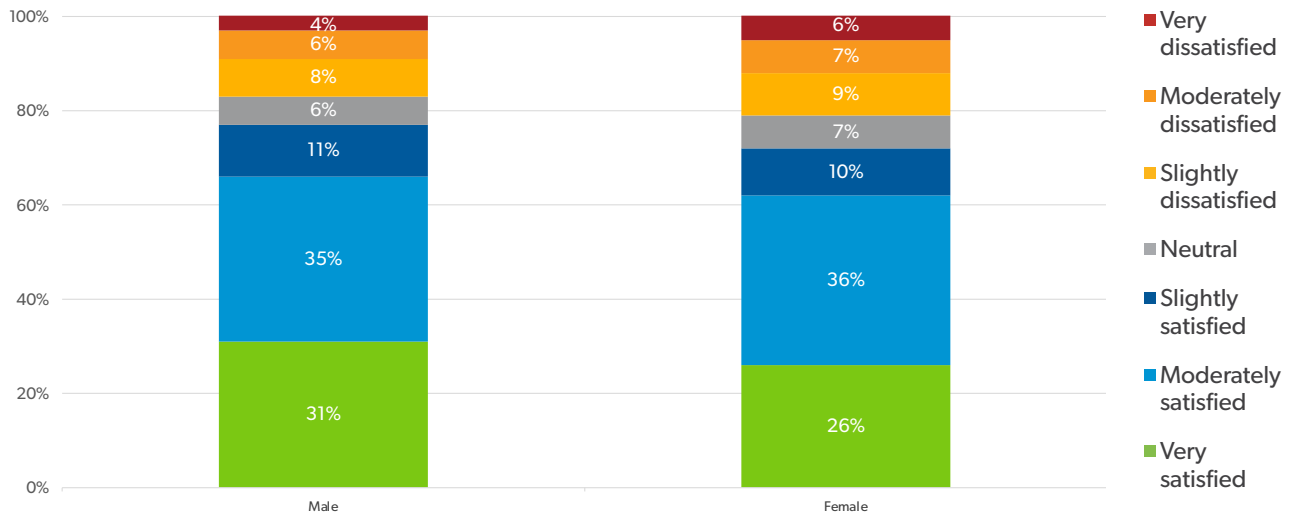
**EXHIBIT 6.9A – SATISFACTION BY TOTAL ORIGINATIONS (2022)****EXHIBIT 6.9B – SATISFACTION BY TOTAL ORIGINATIONS (2020)**

**EXHIBIT 6.10A – SATISFACTION BY BILLABLE HOURS (2022)****EXHIBIT 6.10B – SATISFACTION BY BILLABLE HOURS (2020)**

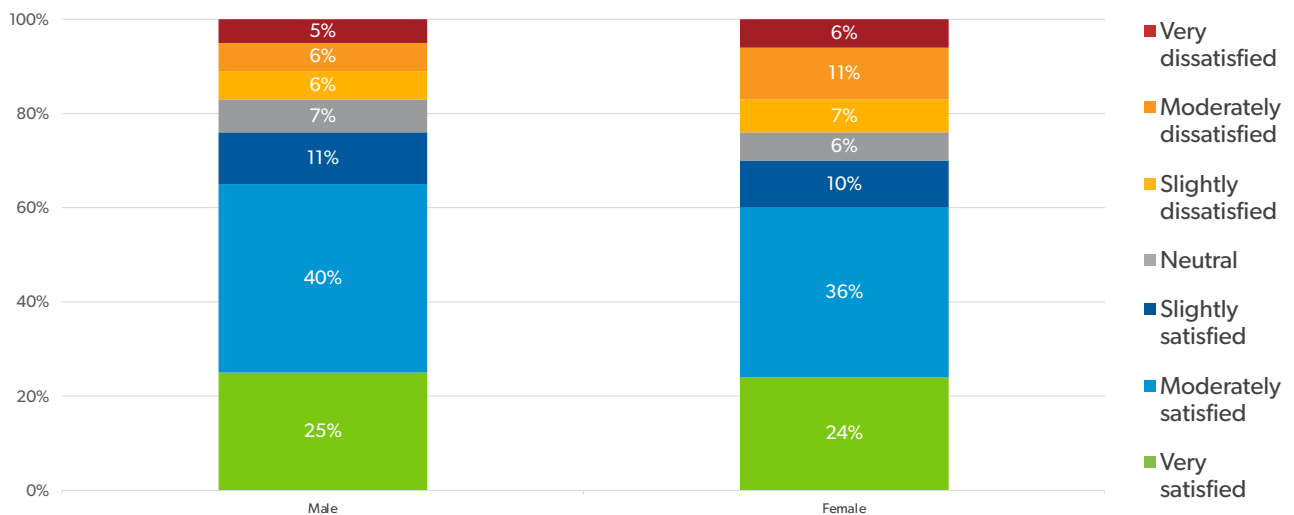
## GENDER AND ETHNICITY

Thirty-one percent (31%) of male partners reported they were Very Satisfied with their compensation, compared to 26% of female partners, up 6% and 2%, respectively. At the opposite end, a higher percentage of female partners placed themselves in one of the Dissatisfied categories (22%), which represents a 2% decrease from 2020. The male percentage rose 1% to 18%.

### EXHIBIT 6.11A – SATISFACTION BY GENDER (2022)

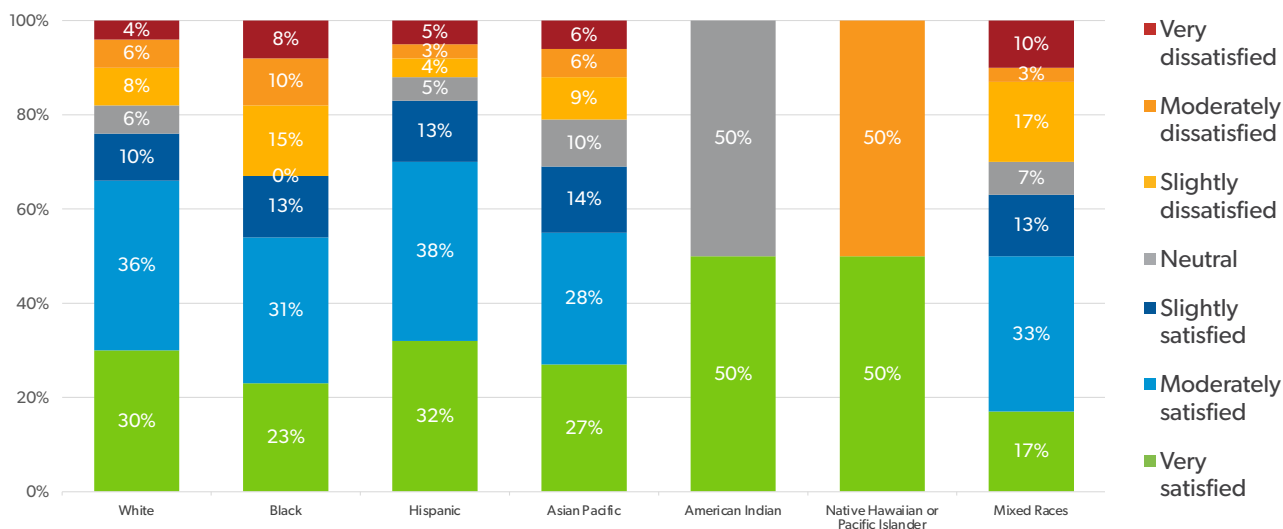


### EXHIBIT 6.11B – SATISFACTION BY GENDER (2020)

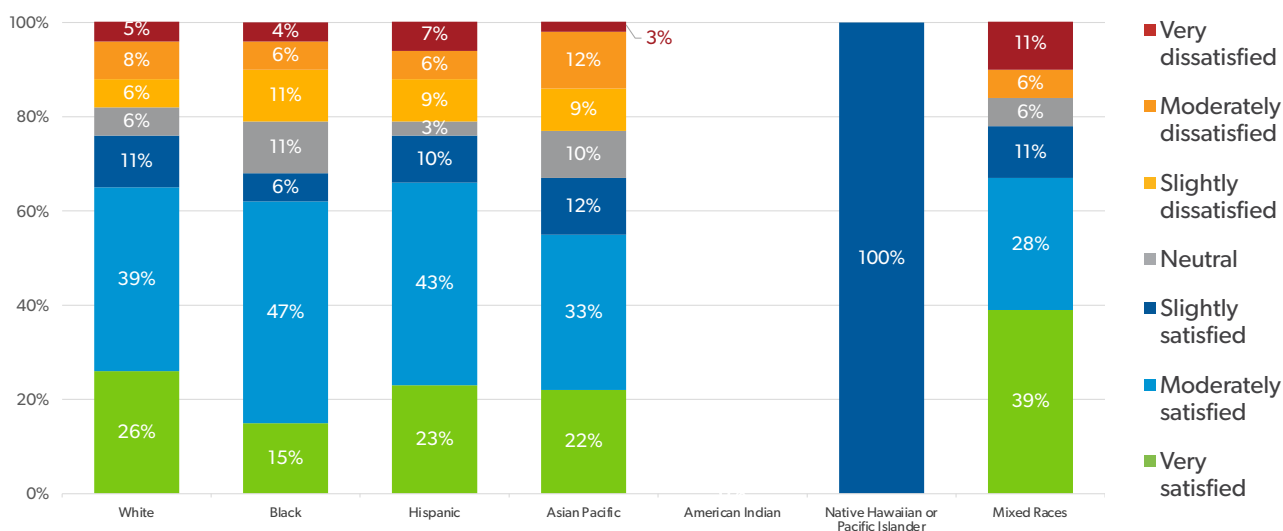


All ethnic groups (other than those classifying themselves as Mixed Races) reported strong gains in describing themselves as Very Satisfied with their compensation. Hispanic partners were most likely to classify themselves in one of the Satisfied categories, an increase from 2020 of 7% from 76% to 83%. Partners classifying themselves as Mixed Races and Black partners were the only groups to show a decrease in numbers classifying themselves in one of the Satisfied categories, decreasing from 78% and 68%, respectively, in 2020 to 63% and 67%, respectively, in 2022. These same partners also showed the greatest increase in classifying themselves in one of the Dissatisfied categories, rising from 17% and 21%, respectively, in 2020 to 30% and 33%, respectively, in 2022.

#### EXHIBIT 6.12A – SATISFACTION BY ETHNICITY (2022)



#### EXHIBIT 6.12B – SATISFACTION BY ETHNICITY (2020)



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

# Notes

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# Appendices

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**Note:** In many instances, this Report compares the results of the 2022 Survey with those of the 2020 Survey. However, it is important to note that due to the pandemic the 2020 Survey was targeted to a narrower range of partners (i.e., only partners at AmLaw 200-size firms and not also those at NLJ 350- and Global 100-size firms). For 2022, we have returned to the broader range of partners. Consequently, we have normalized the 2020 data for the sections of this Report covering Questions 8, 10-12 and 23-24 of the Survey (total compensation, total originations, total working attorney receipts, standard hourly billing rate and discount, total billable hours and total non-billable hours), to adjust for the narrower range of partners surveyed in 2020 in order to make these comparisons more meaningful. However, the Appendices to this Report include both the actual and the normalized data for 2020. This normalized data is reflected in the included charts as “2020 Adj.”

## I – Respondent Profile

### RESPONDENTS BY PARTNERSHIP TENURE

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
1 - 5 years	327	26%	478	27%
6 - 10 years	239	19%	328	19%
11 - 20 years	345	27%	432	24%
More than 20 years	359	28%	526	30%
TOTAL	1,270		1,764	

### RESPONDENTS BY PARTNERSHIP STATUS

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Equity partner	826	65%	1148	65%
Non-Equity partner	445	35%	620	35%
Not a partner during 2017	0	0%	0	0%
TOTAL	1,271		1,768	

### RESPONDENTS BY PRACTICE AREA

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Other	348	27%	656	37%
Litigation	294	23%	446	25%
Labor & Employment	88	7%	128	7%
Tax & ERISA	66	5%	84	5%
Corporate	269	21%	158	9%
Real Estate	63	5%	103	6%
IP	141	11%	193	11%
TOTAL	1,269		1,768	

**RESPONDENTS BY GENDER**

	<b>2020</b>		<b>2022</b>	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Female	353	30%	508	29%
Male	812	68%	1186	68%
Non-binary/third gender	1	0%	2	0%
Prefer to self-describe	1	0%	52	3%
Prefer not to say	23	2%	2	0%
TOTAL	1,190		1,750	

**RESPONDENTS BY ETHNICITY**

	<b>2020</b>		<b>2022</b>	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
White, not Hispanic	931	78%	1418	81%
Black, not Hispanic	47	4%	39	2%
Hispanic	70	6%	77	4%
Asian Pacific, not Hispanic	69	6%	79	5%
American Indian, not Hispanic	0	0.0%	2	0%
Native Hawaiian or Pacific Islander, not Hispanic	1	0.1%	2	0%
Mixed races	18	2%	30	2%
Prefer not to say	53	5%	103	6%
TOTAL	1,189		1,750	

**RESPONDENTS BY COMPENSATION TRANSPARENCY**

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Open: Partners know what everyone makes, or can easily find out	802	63%	953	54%
Partially Open: Partners know ranges of compensation, but do not know exactly who makes what	169	13%	289	16%
Closed: Partners do not know what anyone else makes	296	23%	513	29%
TOTAL	1,267		1,755	

**RESPONDENTS BY LOCKSTEP TYPE**

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
My firm is pure lockstep	14	1%	38	2%
My firm is generally lockstep, but allows for some variance	193	15%	342	20%
My firm is not lockstep at all	1,055	84%	1,359	78%
TOTAL	1,262		1,262	

**RESPONDENTS BY CITY**

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Other	328	26%	558	32%
Washington, D.C./NoVA	171	14%	227	13%
New York, NY	183	14%	227	13%
Chicago, IL	121	10%	145	8%
San Francisco, CA	63	5%	75	4%
Philadelphia, PA	32	3%	56	3%
Boston, MA	50	4%	70	4%
Los Angeles, CA	85	7%	103	6%
Houston, TX	31	2%	55	3%
Atlanta, GA	43	3%	63	4%
Dallas, TX	46	4%	57	3%
Minneapolis, MN	26	2%	33	2%
Miami, FL	27	2%	46	3%
Palo Alto/Silicon Valley, CA*	33	3%	26	1%
Seattle, WA	31	2%	27	2%
TOTAL	1,270		1,768	

\*Palo Alto/Silicon Valley, CA, appears in the Report as "Silicon Valley."

**RESPONDENTS BY LATERAL STATUS**

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
I joined my present firm laterally as a partner from another law firm	621	49%	753	43%
I joined my present firm laterally as a partner from government service or private industry	70	6%	101	6%
I was previously an associate or counsel with my present firm before making partner	570	45%	894	51%
TOTAL	1,261		1,748	

**RESPONDENTS BY TOTAL COMPENSATION**

	2020		2022	
	FREQUENCY	PERCENTAGE	FREQUENCY	PERCENTAGE
Less than \$300K	164	13%	0	0%
\$300,001 - \$500,000	306	24%	670	38%
\$500,001 - \$1M	386	31%	508	29%
\$1.01M - \$1.5M	166	13%	205	12%
\$1.51M+	239	19%	372	21%
TOTAL	1,261		1,755	

## II – Impact of COVID-19

### TENURE

Average COVID-19 decreases of those affected	Total 2022	1 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Draw reduced by:	14%	6%	12%	18%	16%
Base compensation reduced by:	15%	12%	18%	12%	18%
Anticipated bonus reduced by:	29%	34%	28%	31%	26%
Capital increased by:	12%	3%	21%	17%	8%

Average COVID-19 decreases of those affected	Total 2020	1 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Draw reduced by:	12%	9%	12%	15%	12%
Base compensation reduced by:	9%	10%	9%	9%	9%
Anticipated bonus reduced by:	13%	19%	11%	11%	11%
Capital increased by:	1%	1%	2%	1%	1%

### PARTNER STATUS

Average COVID-19 decreases of those affected	Total 2022	Equity Partner	Non-Equity Partner
Draw reduced by:	14%	15%	10%
Base compensation reduced by:	15%	14%	15%
Anticipated bonus reduced by:	29%	23%	36%
Capital increased by:	12%	13%	11%

Average COVID-19 decreases of those affected	Total 2020	Equity Partner	Non-Equity Partner
Draw reduced by:	12%	14%	8%
Base compensation reduced by:	9%	8%	11%
Anticipated bonus reduced by:	13%	11%	18%
Capital increased by:	1%	2%	1%

### PRACTICE AREA

Average COVID-19 decreases of those affected	Total 2022	Other	Labor & Employment	Litigation	Tax & ERISA	Corporate	Real Estate	IP
Draw reduced by:	14%	13%	37%	11%	8%	12%	14%	20%
Base compensation reduced by:	15%	13%	20%	13%	2%	20%	15%	17%
Anticipated bonus reduced by:	29%	26	37%	31%	12%	20%	31%	40%
Capital increased by:	12%	8%	10%	8%	5%	22%	16%	23%

Average COVID-19 decreases of those affected	Total 2020	Other	Labor & Employment	Litigation	Tax & ERISA	Corporate	Real Estate	IP
Draw reduced by:	12%	13%	13%	12%	14%	11%	12%	12%
Base compensation reduced by:	9%	10%	11%	9%	10%	8%	8%	10%
Anticipated bonus reduced by:	13%	18%	13%	16%	10%	8%	13%	10%
Capital increased by:	1%	1%	1%	1%	4%	1%	1%	1%

**CITY**

Average COVID-19 decreases of those affected	Total 2022	New York	Washington, D.C./NoVA	Chicago	Los Angeles	San Francisco	Dallas	Atlanta	Boston	Seattle	Palo Alto/Silicon Valley	Philadelphia	Houston	Miami	Minneapolis	Other
Draw reduced by:	14%	13%	13%	10%	24%	30%	23%	16%	2%	63%	28%	9%	11%	2%	8%	13%
Base compensation reduced by:	15%	13%	8%	16%	23%	13%	5%	9%	2%	60%	28%	4%	13%	2%	23%	16%
Anticipated bonus reduced by:	29%	24%	21%	39%	58%	23%	25%	45%	2%	76%	28%	9%	34%	23%	28%	23%
Capital increased by:	12%	19%	4%	10%	11%	11%	18%	2%	5%	20%	2%	28%	2%	2%	16%	14%

Average COVID-19 decreases of those affected	Total 2020	New York	Washington, D.C./NoVA	Chicago	Los Angeles	San Francisco	Dallas	Atlanta	Boston	Seattle	Palo Alto/Silicon Valley	Philadelphia	Houston	Miami	Minneapolis	Other
Draw reduced by:	12%	10%	13%	13%	11%	16%	15%	13%	12%	10%	16%	17%	22%	12%	15%	11%
Base compensation reduced by:	9%	9%	10%	9%	11%	11%	7%	11%	10%	8%	10%	8%	11%	8%	7%	9%
Anticipated bonus reduced by:	13%	15%	12%	15%	13%	9%	17%	19%	10%	7%	8%	13%	32%	13%	18%	11%
Capital increased by:	1%	1%	1%	1%	1%	2%	0%	0%	0%	2%	1%	1%	1%	6%	0%	1%

**COMPENSATION TRANSPARENCY**

Average COVID-19 decreases of those affected	Total 2022	Open	Partially Open	Closed
Draw reduced by:	14%	13%	18%	12%
Base compensation reduced by:	15%	15%	20%	11%
Anticipated bonus reduced by:	29%	23%	38%	30%
Capital increased by:	12%	11%	17%	10%

Average COVID-19 decreases of those affected	Total 2020	Open	Partially Open	Closed
Draw reduced by:	12%	13%	9%	13%
Base compensation reduced by:	9%	9%	10%	10%
Anticipated bonus reduced by:	13%	11%	12%	21%
Capital increased by:	1%	1%	2%	1%

**COMPENSATION SYSTEM**

Average COVID-19 decreases of those affected	Total 2022	Pure lockstep	Generally lockstep	Not lockstep
Draw reduced by:	14%	13%	19%	12%
Base compensation reduced by:	15%	26%	17%	13%
Anticipated bonus reduced by:	29%	28%	30%	29%
Capital increased by:	12%	29%	11%	11%

Average COVID-19 decreases of those affected	Total 2020	Pure lockstep	Generally lockstep	Not lockstep
Draw reduced by:	12%	10%	11%	13%
Base compensation reduced by:	9%	8%	9%	9%
Anticipated bonus reduced by:	13%	2%	15%	13%
Capital increased by:	1%	0%	1%	1%

**GENDER**

Average COVID-19 decreases of those affected	Total 2022	Female	Male	Total 2020	Female	Male
Draw reduced by:	14%	13%	15%	12%	13%	12%
Base compensation reduced by:	15%	14%	17%	9%	11%	9%
Anticipated bonus reduced by:	29%	25%	40%	13%	17%	12%
Capital increased by:	12%	12%	13%	1%	2%	1%

**ETHNICITY**

Average COVID-19 decreases of those affected	Total 2022	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	Am. Indian	Native Hawaiian or Pacific Islander	Mixed races
Draw reduced by:	12%	11%	34%	10%	12%	38%	0%	18%
Base compensation reduced by:	15%	14%	14%	8%	18%	48%	0%	2%
Anticipated bonus reduced by:	14%	29%	51%	98%	16%	28%	0%	25%
Capital increased by:	29%	13%	16%	0%	0%	18%	0%	2%

Average COVID-19 decreases of those affected	Total 2020	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	Native Hawaiian or Pacific Islander	Mixed races
Draw reduced by:	12%	12%	16%	13%	14%	13%	20%
Base compensation reduced by:	9%	9%	11%	11%	11%	0%	13%
Anticipated bonus reduced by:	13%	12%	9%	28%	12%	0%	16%
Capital increased by:	1%	1%	1%	3%	1%	0%	1%

**PARTNERSHIP TENURE**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
1 to 5 years	91%	9%
6 to 10 years	86%	14%
11 to 20 years	87%	13%
More than 20 years	84%	16%

**PARTNERSHIP STATUS**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Equity Partner	87%	13%
Non-Equity Partner	87%	13%

**PRACTICE AREAS**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Litigation	84%	16%
Corporate	87%	13%
IP	86%	14%
Labor & Employment	85%	15%
Tax & ERISA	90%	10%
Real Estate	92%	8%
Other	88%	12%

**CITY**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
New York, NY	91%	9%
Washington, D.C./NoVA	92%	8%
Chicago, IL	81%	19%
Los Angeles, CA	80%	20%
San Francisco, CA	85%	15%
Philadelphia, PA	84%	16%
Boston, MA	93%	7%
Atlanta, GA	90%	10%
Dallas, TX	93%	7%
Houston, TX	87%	13%
Palo Alto/Silicon Valley, CA	92%	8%
Minneapolis, MN	85%	15%
Seattle, WA	88%	12%
Miami, FL	91%	9%
Other	84%	16%

**COMPENSATION TRANSPARENCY**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Open	86%	14%
Partially Open	85%	15%
Closed	90%	10%

**COMPENSATION SYSTEM**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Pure Lockstep	68%	32%
Generally Lockstep	83%	17%
Not Lockstep at all	88%	12%

**GENDER**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
Male	87%	13%
Female	86%	14%

**ETHNICITY**

Percentage of Respondents Impacted by COVID-19 for 2021	No	Yes
White, not Hispanic	87%	13%
Black, not Hispanic	82%	18%
Hispanic	90%	10%
Asian Pacific, not Hispanic	87%	13%
American Indian, not Hispanic	0%	100%
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%
Mixed races	83%	17%

**PARTNERSHIP TENURE**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
1 to 5 years	96%	4%
6 to 10 years	93%	7%
11 to 20 years	94%	6%
More than 20 years	95%	5%



**PARTNERSHIP STATUS**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Equity Partner	95%	5%
Non-Equity Partner	94%	6%

**PRACTICE AREAS**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Litigation	95%	5%
Corporate	91%	9%
IP	94%	6%
Labor & Employment	94%	6%
Tax & ERISA	95%	5%
Real Estate	98%	2%
Other	95%	5%

**CITY**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
New York, NY	95%	5%
Washington, D.C./NoVA	96%	4%
Chicago, IL	92%	8%
Los Angeles, CA	94%	6%
San Francisco, CA	90%	10%
Philadelphia, PA	95%	5%
Boston, MA	96%	4%
Atlanta, GA	98%	2%
Dallas, TX	96%	4%
Houston, TX	100%	0%
Palo Alto/Silicon Valley, CA	96%	4%
Minneapolis, MN	97%	3%
Seattle, WA	93%	7%
Miami, FL	98%	2%
Other	93%	7%

**COMPENSATION TRANSPARENCY**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Open	95%	5%
Partially Open	91%	9%
Closed	96%	4%

**COMPENSATION SYSTEM**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Pure Lockstep	79%	21%
Generally Lockstep	93%	7%
Not Lockstep at all	96%	4%

**GENDER**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
Male	95%	5%
Female	94%	6%

**ETHNICITY**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	No	Yes
White, not Hispanic	95%	5%
Black, not Hispanic	100%	0%
Hispanic	92%	8%
Asian Pacific, not Hispanic	87%	13%
American Indian, not Hispanic	100%	0%
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%
Mixed races	93%	7%

**PARTNERSHIP TENURE**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	Total 2022	1 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Draw reduced by:	15%	5%	14%	11%	23%
Base compensation reduced by:	17%	8%	23%	12%	24%
Anticipated bonus reduced by:	29%	31%	38%	16%	17%
Capital increased by:	6%	3%	13%	3%	2%

**PARTNERSHIP STATUS**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	Total 2022	Equity Partner	Non-Equity Partner
Draw reduced by:	15%	15%	14%
Base compensation reduced by:	17%	17%	18%
Anticipated bonus reduced by:	29%	27%	30%
Capital increased by:	6%	5%	8%

**PRACTICE AREAS**

Percentage of Respondents Anticipated to be Impacted by COVID-19 in 2022	Total 2022	Litigation	Corporate	IP	Labor & Employment	Tax & ERISA	Real Estate	Other
Draw reduced by:	15%	12%	12%	21%	18%		53%	10%
Base compensation reduced by:	17%	15%	21%	18%	32%	13%	53%	8%
Anticipated bonus reduced by:	29%	33%	35%	26%	5%	23%	2%	24%
Capital increased by:	6%	7%	11%	4%	2%		2%	2%

**CITY**

Average COVID-19 decreases of those affected	Total 2022	New York	Washington, D.C./NoVA	Chicago	Los Angeles	San Francisco	Philadelphia	Boston	Atlanta	Dallas	Houston	Palo Alto/Silicon Valley	Minneapolis	Seattle	Miami	Other
Draw reduced by:	15%	13%	8%	11%	33%	13%	2%	5%	98%	2%	98%		12%			
Base compensation reduced by:	17%	9%	8%	11%	23%	11%	5%	2%	98%	5%	98%		19%			
Anticipated bonus reduced by:	29%	38%	2%	33%	53%		2%	2%	2%	2%	98%	2%	30%			
Capital increased by:	6%	2%	2%	8%		2%	8%	2%	2%	2%	2%		8%			

**COMPENSATION TRANSPARENCY**

Average Percent Anticipated Impact of COVID-19 in 2022	Total 2022	Open	Partially Open	Closed
Draw reduced by:	15%	11%	23%	5%
Base compensation reduced by:	17%	14%	25%	6%
Anticipated bonus reduced by:	29%	27%	32%	26%
Capital increased by:	6%	5%	9%	4%

**COMPENSATION SYSTEM**

Average Percent Anticipated Impact of COVID-19 in 2022	Total 2022	Pure Lockstep	Generally Lockstep	Not Lockstep at all
Draw reduced by:	15%	13%	17%	15%
Base compensation reduced by:	17%	22%	22%	15%
Anticipated bonus reduced by:	29%	29%	37%	25%
Capital increased by:	6%	18%	8%	2%

**GENDER**

Average Percent Anticipated Impact of COVID-19 in 2022	Total 2022	Male	Female
Draw reduced by:	15%	18%	9%
Base compensation reduced by:	17%	19%	14%
Anticipated bonus reduced by:	29%	26%	37%
Capital increased by:	6%	8%	4%

**ETHNICITY**

Average COVID-19 decreases of those affected	Total 2022	White, not Hispanic	Black, not Hispanic	Hispanic	Asian Pacific, not Hispanic	Am. Indian	Native Hawaiian or Pacific Islander	Mixed races
Draw reduced by:	15%	12%		18%	6%			
Base compensation reduced by:	17%	16%		8%	8%			8%
Anticipated bonus reduced by:	29%	27%		49%	5%			
Capital increased by:	6%	8%		2%	2%			

**PARTNERSHIP TENURE**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
1 to 5 years	477	4
6 to 10 years	328	3
11 to 20 years	432	3
More than 20 years	526	3

**PARTNERSHIP STATUS**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Equity Partner	1148	3
Non-Equity Partner	619	3

**PRACTICE AREAS**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Litigation	446	3
Corporate	158	4
IP	193	4
Labor & Employment	128	3
Tax & ERISA	84	3
Real Estate	103	4
Other	655	3

**CITY**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
New York, NY	227	3
Washington, D.C./NoVA	227	3
Chicago, IL	145	3
Los Angeles, CA	103	4
San Francisco, CA	75	4
Philadelphia, PA	55	4
Boston, MA	70	3
Atlanta, GA	63	4
Dallas, TX	57	3
Houston, TX	55	3
Palo Alto/Silicon Valley, CA	26	4
Minneapolis, MN	33	4
Seattle, WA	27	4
Miami, FL	46	4
Other	558	3

**COMPENSATION SYSTEM**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Pure Lockstep	38	3
Generally Lockstep	341	3
Not Lockstep at all	1359	3

**GENDER**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Male	1186	3
Female	507	3

**COMPENSATION TRANSPARENCY**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
Open	953	3
Partially Open	289	3
Closed	512	3

**ETHNICITY**

Average Number of Days Respondents are Allowed to Work from Home	2022 Frequency	2022 Mean
White, not Hispanic	1417	3
Black, not Hispanic	39	3
Hispanic	77	3
Asian Pacific, not Hispanic	79	4
American Indian, not Hispanic	2	1
Native Hawaiian or Pacific Islander, not Hispanic	2	4
Mixed races	30	4

**PARTNERSHIP TENURE**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
1 to 5 years	478	3
6 to 10 years	328	3
11 to 20 years	432	2
More than 20 years	526	2

**PARTNERSHIP STATUS**

	2022 Frequency	2022 Mean
Equity Partner	1148	2
Non-Equity Partner	620	3

**PRACTICE AREAS**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Litigation	446	2
Corporate	158	3
IP	193	3
Labor & Employment	128	3
Tax & ERISA	84	3
Real Estate	103	2
Other	656	3

**CITY**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
New York, NY	227	3
Washington, D.C./NoVA	227	3
Chicago, IL	145	3
Los Angeles, CA	103	3
San Francisco, CA	75	3
Philadelphia, PA	56	3
Boston, MA	70	3
Atlanta, GA	63	2
Dallas, TX	57	2
Houston, TX	55	2
Palo Alto/Silicon Valley, CA	26	3
Minneapolis, MN	33	2
Seattle, WA	27	2
Miami, FL	46	3
Other	558	2

**COMPENSATION TRANSPARENCY**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Open	953	2
Partially Open	289	3
Closed	513	3

**COMPENSATION SYSTEM**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Pure Lockstep	38	2
Generally Lockstep	342	2
Not Lockstep at All	1359	3

**GENDER**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
Male	1186	2
Female	508	3

**ETHNICITY**

Average Number of Days Respondents Prefer to Work from Home	2022 Frequency	2022 Mean
White, not Hispanic	1418	2
Black, not Hispanic	39	3
Hispanic	77	3
Asian Pacific, not Hispanic	79	3
American Indian, not Hispanic	2	2
Native Hawaiian or Pacific Islander, not Hispanic	2	4
Mixed races	30	3

**PARTNERSHIP TENURE**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
1 to 5 years	16%	40%	24%	8%	8%	5%
6 to 10 years	10%	34%	30%	8%	12%	6%
11 to 20 years	10%	32%	25%	11%	14%	9%
More than 20 years	7%	26%	24%	12%	17%	14%

**PARTNERSHIP STATUS**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Equity Partner	9%	30%	24%	12%	16%	10%
Non-Equity Partner	14%	37%	28%	7%	7%	7%

**PRACTICE AREAS**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Litigation	7%	30%	28%	11%	14%	10%
Corporate	7%	36%	27%	9%	12%	9%
IP	16%	32%	25%	8%	12%	7%
Labor & Employment	12%	36%	24%	10%	12%	5%
Tax & ERISA	15%	32%	23%	5%	14%	11%
Real Estate	8%	25%	23%	12%	18%	14%
Other	11%	35%	25%	10%	11%	8%

**CITY**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
New York, NY	10%	37%	25%	11%	11%	7%
Washington, D.C./NoVA	10%	37%	28%	10%	11%	4%
Chicago, IL	11%	42%	24%	6%	10%	6%
Los Angeles, CA	14%	33%	26%	14%	10%	4%
San Francisco, CA	16%	27%	32%	12%	9%	4%
Philadelphia, PA	9%	43%	25%	7%	11%	5%
Boston, MA	7%	41%	30%	7%	9%	6%
Atlanta, GA	5%	27%	29%	5%	16%	18%
Dallas, TX	5%	23%	30%	4%	23%	14%
Houston, TX	4%	33%	18%	13%	11%	22%
Palo Alto/Silicon Valley, CA	12%	23%	35%	12%	12%	8%
Minneapolis, MN	15%	33%	21%	3%	15%	12%
Seattle, WA	11%	22%	37%	7%	15%	7%
Miami, FL	9%	55%	14%	9%	11%	2%
Other	11%	26%	24%	11%	16%	12%

**COMPENSATION TRANSPARENCY**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Open	9%	29%	26%	11%	14%	11%
Partially Open	10%	36%	28%	12%	8%	5%
Closed	13%	38%	23%	7%	12%	7%

**COMPENSATION SYSTEM**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Pure Lockstep	16%	11%	29%	24%	16%	5%
Generally Lockstep	9%	35%	27%	10%	11%	9%
Not Lockstep at all	11%	33%	25%	9%	13%	9%

**GENDER**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
Male	8%	30%	27%	11%	14%	11%
Female	17%	38%	24%	7%	10%	4%

**ETHNICITY**

Average Percentage of Importance of Working from Home to Respondents	So important I would change firms	Very important	Somewhat important	Neutral	Not very important	Not important at all
White, not Hispanic	11%	32%	26%	10%	13%	9%
Black, not Hispanic	5%	41%	38%	5%	5%	5%
Hispanic	11%	37%	26%	7%	14%	5%
Asian Pacific, not Hispanic	9%	42%	24%	6%	9%	10%
American Indian, not Hispanic	0%	0%	0%	50%	50%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%	50%	50%	0%
Mixed races	17%	17%	45%	7%	14%	0%

**PARTNERSHIP TENURE**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
1 to 5 years	94%	6%
6 to 10 years	94%	6%
11 to 20 years	94%	6%
More than 20 years	91%	9%

**PARTNERSHIP STATUS**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Equity Partner	92%	8%
Non-Equity Partner	95%	5%

**PRACTICE AREAS**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Litigation	94%	6%
Corporate	92%	8%
IP	93%	7%
Labor & Employment	91%	9%
Tax & ERISA	94%	6%
Real Estate	94%	6%
Other	93%	7%

**CITY**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
New York, NY	84%	16%
Washington, D.C./NoVA	94%	6%
Chicago, IL	93%	7%
Los Angeles, CA	96%	4%
San Francisco, CA	85%	15%
Philadelphia, PA	89%	11%
Boston, MA	99%	1%
Atlanta, GA	95%	5%
Dallas, TX	96%	4%
Houston, TX	91%	9%
Palo Alto/Silicon Valley, CA	96%	4%
Minneapolis, MN	100%	0%
Seattle, WA	96%	4%
Miami, FL	98%	2%
Other	96%	4%



**COMPENSATION TRANSPARENCY**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Open	92%	8%
Partially Open	95%	5%
Closed	94%	6%

**COMPENSATION SYSTEM**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Pure Lockstep	89%	11%
Generally Lockstep	93%	7%
Not Lockstep at all	93%	7%

**GENDER**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
Male	94%	6%
Female	93%	7%

**ETHNICITY**

Average Percentage of Respondent Relocation due to COVID-19	No	Yes
White, not Hispanic	93%	7%
Black, not Hispanic	95%	5%
Hispanic	95%	5%
Asian Pacific, not Hispanic	92%	8%
American Indian, not Hispanic	100%	0%
Native Hawaiian or Pacific Islander, not Hispanic	100%	0%
Mixed races	86%	14%

**PARTNERSHIP TENURE**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
1 to 5 years	69%	10%	21%
6 to 10 years	61%	17%	22%
11 to 20 years	48%	20%	32%
More than 20 years	41%	22%	37%

**PARTNERSHIP STATUS**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Equity Partner	51%	18%	31%
Non-Equity Partner	57%	17%	27%

**PRACTICE AREAS**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Litigation	56%	11%	33%
Corporate	50%	25%	25%
IP	69%	8%	23%
Labor & Employment	70%	0%	30%
Tax & ERISA	20%	60%	20%
Real Estate	17%	33%	50%
Other	51%	20%	29%

**CITY**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
New York, NY	46%	19%	35%
Washington, D.C./NoVA	38%	23%	38%
Chicago, IL	40%	30%	30%
Los Angeles, CA	75%	25%	0%
San Francisco, CA	82%	9%	9%
Philadelphia, PA	50%	33%	17%
Boston, MA	0%	0%	100%
Atlanta, GA	0%	0%	100%
Dallas, TX	50%	0%	50%
Houston, TX	80%	0%	20%
Palo Alto/Silicon Valley, CA	100%	0%	0%
Minneapolis, MN	0%	0%	0%
Seattle, WA	100%	0%	0%
Miami, FL	100%	0%	0%
Other	57%	17%	26%

**COMPENSATION TRANSPARENCY**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Open	53%	18%	29%
Partially Open	57%	14%	29%
Closed	48%	19%	32%

**COMPENSATION SYSTEM**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Pure Lockstep	0%	0%	100%
Generally Lockstep	59%	9%	32%
Not Lockstep at all	53%	21%	26%

**GENDER**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
Male	43%	19%	38%
Female	65%	15%	21%

**ETHNICITY**

Average Percentage of Respondents Who Plan to Return to Former Location	No	Not sure	Yes
White, not Hispanic	52%	17%	31%
Black, not Hispanic	50%	0%	50%
Hispanic	0%	50%	50%
Asian Pacific, not Hispanic	60%	20%	20%
American Indian, not Hispanic	0%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	0%
Mixed races	50%	50%	0%

**PARTNERSHIP TENURE**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
1 to 5 years	10%	3%	54%	48%	28%	6%	24%
6 to 10 years	11%	4%	54%	55%	24%	7%	25%
11 to 20 years	8%	4%	59%	62%	22%	8%	32%
More than 20 years	8%	4%	63%	50%	23%	6%	27%

**PARTNERSHIP STATUS**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Equity Partner	9%	4%	64%	57%	21%	9%	30%
Non-Equity Partner	8%	3%	47%	47%	31%	4%	21%

**PRACTICE AREAS**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Litigation	8%	3%	59%	49%	26%	7%	26%
Corporate	9%	6%	65%	66%	13%	6%	33%
IP	9%	3%	55%	54%	27%	7%	24%
Labor & Employment	12%	2%	55%	55%	23%	9%	25%
Tax & ERISA	11%	5%	52%	63%	20%	8%	31%
Real Estate	7%	4%	60%	50%	29%	7%	29%
Other	9%	4%	57%	52%	25%	7%	27%

**CITY**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
New York, NY	10%	3%	58%	60%	23%	8%	32%
Washington, D.C./NoVA	11%	3%	60%	66%	21%	9%	33%
Chicago, IL	14%	6%	52%	55%	24%	6%	28%
Los Angeles, CA	7%	4%	65%	56%	20%	9%	26%
San Francisco, CA	12%	5%	75%	63%	15%	8%	33%
Philadelphia, PA	5%	0%	52%	61%	23%	7%	23%
Boston, MA	11%	7%	54%	56%	26%	1%	27%
Atlanta, GA	5%	2%	43%	27%	46%	3%	11%
Dallas, TX	14%	7%	63%	56%	26%	4%	44%
Houston, TX	13%	4%	65%	47%	22%	4%	31%
Palo Alto/Silicon Valley, CA	15%	12%	62%	77%	12%	12%	23%
Minneapolis, MN	6%	0%	61%	64%	21%	0%	12%
Seattle, WA	22%	11%	67%	67%	11%	15%	41%
Miami, FL	2%	2%	41%	57%	20%	2%	22%
Other	6%	3%	57%	43%	28%	7%	22%

**COMPENSATION TRANSPARENCY**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Open	10%	5%	64%	56%	22%	9%	29%
Partially Open	10%	3%	60%	52%	20%	5%	23%
Closed	8%	3%	45%	50%	32%	5%	25%

**COMPENSATION SYSTEM**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Pure Lockstep	11%	5%	63%	29%	34%	11%	21%
Generally Lockstep	8%	4%	60%	50%	24%	7%	24%
Not Lockstep at all	9%	4%	57%	56%	24%	7%	28%

**GENDER**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
Male	8%	2%	59%	52%	25%	7%	27%
Female	11%	6%	55%	58%	23%	6%	27%

**ETHNICITY**

Average Percentage of Respondents Who Gained/Improved Benefits During COVID-19	Childcare	Eldercare	Equipment/Tech	Mental Health	None	Paid Vacation	Physical Health
White, not Hispanic	9%	3%	58%	53%	25%	7%	27%
Black, not Hispanic	13%	8%	59%	64%	23%	8%	36%
Hispanic	12%	6%	58%	64%	17%	5%	26%
Asian Pacific, not Hispanic	8%	4%	58%	57%	19%	8%	29%
American Indian, not Hispanic	0%	0%	50%	50%	50%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	100%	100%	0%	50%	100%
Mixed races	17%	20%	60%	70%	17%	10%	47%

**PARTNERSHIP TENURE**

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
1 to 5 years	88%	8%	4%
6 to 10 years	83%	11%	6%
11 to 20 years	75%	18%	7%
More than 20 years	80%	12%	9%

**PARTNERSHIP STATUS**

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Equity Partner	79%	15%	6%
Non-Equity Partner	85%	8%	8%

**PRACTICE AREAS**

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Litigation	83%	12%	5%
Corporate	75%	13%	12%
IP	79%	14%	7%
Labor & Employment	78%	14%	8%
Tax & ERISA	83%	15%	1%
Real Estate	82%	11%	8%
Other	82%	12%	6%

**CITY**

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
New York, NY	79%	13%	7%
Washington, D.C./NoVA	83%	15%	2%
Chicago, IL	81%	13%	6%
Los Angeles, CA	77%	16%	7%
San Francisco, CA	77%	16%	7%
Philadelphia, PA	80%	9%	11%
Boston, MA	83%	13%	4%
Atlanta, GA	77%	15%	8%
Dallas, TX	88%	5%	7%
Houston, TX	81%	13%	6%
Palo Alto/Silicon Valley, CA	96%	0%	4%
Minneapolis, MN	78%	19%	3%
Seattle, WA	78%	15%	7%
Miami, FL	80%	11%	9%
Other	82%	10%	7%

**ETHNICITY**

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
White, not Hispanic	81%	12%	7%
Black, not Hispanic	76%	18%	5%
Hispanic	83%	14%	3%
Asian Pacific, not Hispanic	83%	14%	3%
American Indian, not Hispanic	100%	0%	0%
Native Hawaiian or Pacific Islander, not Hispanic	50%	0%	50%
Mixed races	73%	13%	13%

**COMPENSATION TRANSPARENCY**

Average Percentage of Retirement Age Changes due to Covid-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Open	81%	13%	6%
Partially Open	78%	15%	6%
Closed	84%	9%	7%

**COMPENSATION SYSTEM**

Average Percentage of Retirement Age Changes due to COVID-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Pure Lockstep	70%	5%	24%
Generally Lockstep	81%	12%	7%
Not Lockstep at all	82%	13%	6%

**GENDER**

Average Percentage of Retirement Age Changes due to COVID-19	No	Yes, I expect to retire earlier	Yes, I expect to retire later
Male	81%	12%	7%
Female	81%	14%	5%

**PARTNERSHIP TENURE**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
1 to 5 years	85%	15%
6 to 10 years	86%	14%
11 to 20 years	91%	9%
More than 20 years	95%	5%

**PARTNERSHIP STATUS**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Equity Partner	92%	8%
Non-Equity Partner	84%	16%

**PRACTICE AREAS**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Litigation	87%	13%
Corporate	92%	8%
IP	89%	11%
Labor & Employment	90%	10%
Tax & ERISA	92%	8%
Real Estate	92%	8%
Other	90%	10%

**CITY**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
New York, NY	94%	6%
Washington, D.C./NoVA	91%	9%
Chicago, IL	88%	12%
Los Angeles, CA	81%	19%
San Francisco, CA	78%	22%
Philadelphia, PA	91%	9%
Boston, MA	87%	13%
Atlanta, GA	95%	5%
Dallas, TX	91%	9%
Houston, TX	96%	4%
Palo Alto/Silicon Valley, CA	92%	8%
Minneapolis, MN	97%	3%
Seattle, WA	89%	11%
Miami, FL	96%	4%
Other	88%	12%

**COMPENSATION TRANSPARENCY**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Open	91%	9%
Partially Open	84%	16%
Closed	89%	11%

**COMPENSATION SYSTEM**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Pure Lockstep	84%	16%
Generally Lockstep	88%	12%
Not Lockstep at all	90%	10%

**GENDER**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
Male	1%	0%
Female	1%	0%

**ETHNICITY**

Average Percentage of Respondents Whose Work Hours Have Been Affected by COVID-19	No	Yes
White, not Hispanic	1%	0%
Black, not Hispanic	1%	0%
Hispanic	1%	0%
Asian Pacific, not Hispanic	1%	0%
American Indian, not Hispanic	1%	1%
Native Hawaiian or Pacific Islander, not Hispanic	1%	1%
Mixed races	1%	0%

**PARTNERSHIP TENURE**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
1 to 5 years	70	20%
6 to 10 years	46	28%
11 to 20 years	39	22%
More than 20 years	25	18%

**PARTNERSHIP STATUS**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Equity Partner	87	20%
Non-Equity Partner	93	24%
Not Lockstep at all	90%	10%

**PRACTICE AREAS**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Litigation	58	22%
Corporate	13	30%
IP	20	22%
Labor & Employment	13	30%
Tax & ERISA	7	17%
Real Estate	8	25%
Other	61	19%

**CITY**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
New York, NY	13	18%
Washington, D.C./NoVA	21	15%
Chicago, IL	16	23%
Los Angeles, CA	19	27%
San Francisco, CA	15	24%
Philadelphia, PA	5	22%
Boston, MA	9	11%
Atlanta, GA	3	16%
Dallas, TX	5	28%
Houston, TX	2	16%
Palo Alto/Silicon Valley, CA	2	21%
Minneapolis, MN	1	16%
Seattle, WA	3	42%
Miami, FL	2	10%
Other	64	24%

**COMPENSATION TRANSPARENCY**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Open	82	22%
Partially Open	44	24%
Closed	53	20%
More than 20 years	25	18%

**COMPENSATION SYSTEM**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Pure Lockstep	6	41%
Generally Lockstep	40	28%
Not Lockstep at all	131	19%

**GENDER**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
Male	88	20%
Female	90	24%

**ETHNICITY**

Average Percentage of COVID-19's Impact on Work Hours	2022 Frequency	2022 Mean
White, not Hispanic	137	21%
Black, not Hispanic	3	23%
Hispanic	5	16%
Asian Pacific, not Hispanic	15	22%
Native Hawaiian or Pacific Islander, not Hispanic	1	66%
American Indian, not Hispanic	1	36%
Mixed races	8	24%



## III – Average Total Compensation

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 - 5 years	\$529K	\$487K	\$681K	40%	476
6 - 10 years	\$958K	\$881K	\$1.01M	15%	327
11 - 20 years	\$1.29M	\$1.18M	\$1.43M	21%	428
More than 20 years	\$1.38M	\$1.27M	\$1.32M	4%	522

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$1.39M	\$1.27M	\$1.47M	15%	1142
Non-Equity Partner	\$432K	\$397K	\$460K	16%	613

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$980K	\$902K	\$1.05M	17%	442
Corporate	\$1.28M	\$1.17M	\$1.48M	26%	157
IP	\$1.1M	\$1M	\$1M	0%	192
Labor & Employment	\$667K	\$614K	\$653K	6%	128
Tax & ERISA	\$1.37M	\$1.26M	\$1.11M	-9%	83
Real Estate	\$925K	\$851K	\$953K	12%	103
Other	\$980K	\$902K	\$1.22M	35%	650

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$1.64M	\$1.5M	\$1.81M	20%	226
Washington, D.C./NoVA	\$1.25M	\$1.15M	\$1.41M	23%	226
Chicago, IL	\$895K	\$823K	\$1.08M	32%	143
Los Angeles, CA	\$1.37M	\$1.26M	\$1.06M	-15%	102
San Francisco, CA	\$1.25M	\$1.15M	\$1.52M	32%	74
Philadelphia, PA	\$1.11M	\$1M	\$744K	-27%	56
Boston, MA	\$1.39M	\$1.27M	\$1.47M	16%	70
Atlanta, GA	\$650K	\$598K	\$987K	65%	62
Dallas, TX	\$843K	\$776K	\$1.45M	87%	57
Houston, TX	\$990K	\$911K	\$1.34M	48%	54
Palo Alto/Silicon Valley, CA	\$1.66M	\$1.52M	\$1.5M	-2%	26
Minneapolis, MN	\$675K	\$621K	\$837K	35%	33
Seattle, WA	\$801K	\$737K	\$714K	-3%	27
Miami, FL	\$954K	\$878K	\$829K	-6%	46
Other	\$604K	\$556K	\$673K	21%	553

**COMPENSATION TRANSPARENCY**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$1.22M	\$1.12M	\$1.32M	18%	950
Partially Open	\$909K	\$836K	\$916K	10%	286
Closed	\$694K	\$638K	\$848K	33%	509

**COMPENSATION SYSTEM**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$1.99M	\$1.83M	\$1.14M	-37%	38
Generally Lockstep	\$985K	\$906K	\$940K	4%	339
Not Lockstep at all	\$1M	\$975K	\$1.16M	19%	1352

**GENDER**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$1.13M	\$1.04M	\$1.21M	21%	507
Female	\$784K	\$721K	\$905K	26%	1181

**ETHNICITY**

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$1M	\$966K	\$1.13M	17%	1413
Black, not Hispanic	\$902K	\$830K	\$752K	-9%	39
Hispanic	\$648K	\$596K	\$930K	56%	77
Asian Pacific, not Hispanic	\$1M	\$920K	\$1.22M	33%	79
American Indian, not Hispanic	-	-	\$1.22M	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$325K	\$299K	\$350K	17%	2
Mixed races	\$1.17M	\$1.07M	\$1.15M	8%	30

## IV – Average Total Originations

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	\$950K	\$874K	\$1.38M	59%	446
6 to 10 years	\$2.6M	\$2.39M	\$2.3M	-4%	314
11 to 20 years	\$3.71M	\$3.41M	\$3.79M	11%	417
More than 20 years	\$3.92M	\$3.6M	\$3.37M	-6%	512

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$4M	\$3.68M	\$3.73M	1%	1102
Non-Equity Partner	\$865K	\$791K	\$927K	17%	589

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$2.7M	\$2.48M	\$2.55M	3%	428
Corporate	\$3.98M	\$3.66M	\$4.28M	17%	150
IP	\$3.13M	\$2.88M	\$2.43M	-15%	187
Labor & Employment	\$1.58M	\$1.45M	\$1.75M	20%	122
Tax & ERISA	\$1.6M	\$1.47M	\$1.4M	-4%	81
Real Estate	\$2.64M	\$2.42M	\$2.41M	-1%	101
Other	\$2.68M	\$2.46M	\$3M	24%	622

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$4.16M	\$3.82M	\$4.27M	12%	217
Washington, D.C./NoVA	\$3.33M	\$3M	\$3.06M	5%	216
Chicago, IL	\$2.49M	\$2.29M	\$2.29M	27%	138
Los Angeles, CA	\$3M	\$2.77M	\$2.58M	-7%	93
San Francisco, CA	\$3.26M	\$2.99M	\$3.98M	33%	72
Philadelphia, PA	\$3.94M	\$3.62M	\$2.27M	-37%	55
Boston, MA	\$4.43M	\$4M	\$3.33M	-18%	69
Atlanta, GA	\$1.67M	\$1.53M	\$2.25M	47%	62
Dallas, TX	\$2.55M	\$2.34M	\$4.2M	79%	54
Houston, TX	\$2.8M	\$2.57M	\$3.19M	24%	55
Palo Alto/Silicon Valley, CA	\$6M	\$5.52M	\$4.63M	-16%	26
Minneapolis, MN	\$1.7M	\$1.56M	\$1.86M	19%	33
Seattle, WA	\$3M	\$2.78M	\$1.72M	-38%	24
Miami, FL	\$2.31M	\$2.12M	\$2.07M	-2%	46
Other	\$1.72M	\$1.58M	\$1.68M	6%	531

**COMPENSATION TRANSPARENCY**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$3.38M	\$3.11M	\$3.2M	3%	920
Partially Open	\$2.09M	\$1.92M	\$2.15M	12%	272
Closed	\$1.91M	\$1.75M	\$2.27M	30%	490

**COMPENSATION SYSTEM**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$8.94M	\$8.22M	\$2.88M	-65%	36
Generally Lockstep	\$2.25M	\$2.07M	\$2.24M	9%	321
Not Lockstep at all	\$2.93M	\$2.69M	\$2.85M	6%	1311

**GENDER**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$3.12M	\$2.87M	\$3.04M	6%	1151
Female	\$2.1M	\$1.93M	\$2.02M	5%	480

**ETHNICITY**

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$2.89M	\$2.65M	\$2.7M	2%	1375
Black, not Hispanic	\$1.84M	\$1.69M	\$1.74M	3%	37
Hispanic	\$1.47M	\$1.35M	\$2.76M	104%	74
Asian Pacific, not Hispanic	\$3.13M	\$2.88M	\$2.95M	3%	71
American Indian, not Hispanic	-	-	\$5.52M	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$950K	\$875K	\$2.45M	180%	1
Mixed races	\$3.13M	\$2.88M	\$3.4M	18%	29

# V – Average Total Working Attorney Receipts

## PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	\$1.04M	\$978K	\$1.2M	23%	426
6 to 10 years	\$1.34M	\$1.26M	\$1.43M	14%	305
11 to 20 years	\$1.34M	\$1.26M	\$1.45M	15%	405
More than 20 years	\$1.3M	\$1.22M	\$1.43M	17%	496

## PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$1.41M	\$1.32M	\$1.55M	17%	1063
Non-Equity Partner	\$960K	\$902K	\$1.04M	16%	571

## PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$1.16M	\$1.09M	\$1.33M	23%	412
Corporate	\$1.37M	\$1.28M	\$1.71M	33%	150
IP	\$1.34M	\$1.26M	\$1.79M	-6%	180
Labor & Employment	\$970K	\$912K	\$962K	5%	118
Tax & ERISA	\$1.61M	\$1.51M	\$1.54M	2%	78
Real Estate	\$1.22M	\$1.14M	\$1.18M	3%	96
Other	\$1.21M	\$1.13M	\$1.47M	30%	600

## CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$1.8M	\$1.69M	\$1.93M	14%	207
Washington, D.C./NoVA	\$1.53M	\$1.43M	\$1.79M	25%	202
Chicago, IL	\$1.18M	\$1.1M	\$1.32M	20%	131
Los Angeles, CA	\$1.33M	\$1.25M	\$1.38M	11%	94
San Francisco, CA	\$1.52M	\$1.42M	\$1.68M	18%	66
Philadelphia, PA	\$1.25M	\$1.1M	\$1.24M	6%	55
Boston, MA	\$1.58M	\$1.48M	\$1.65M	12%	69
Atlanta, GA	\$860K	\$808K	\$1.08M	34%	62
Dallas, TX	\$1.09M	\$1.02M	\$1.58M	55%	53
Houston, TX	\$1.15M	\$1.08M	\$1.52M	41%	52
Palo Alto/Silicon Valley, CA	\$.042M	\$1.91M	\$2.11M	10%	25
Minneapolis, MN	\$970K	\$912K	\$1.04M	15%	33
Seattle, WA	\$980K	\$921K	\$938K	2%	24
Miami, FL	\$1.09M	\$1.02M	\$1.02M	0%	43
Other	\$860K	\$808K	\$979K	21%	518

**COMPENSATION TRANSPARENCY**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Open	\$1.32M	\$1.24M	\$1.42M	15%	886
Partially Open	\$1.22M	\$1.14M	\$1.40M	22%	261
Closed	\$1.07M	\$1M	\$1.27M	26%	478

**COMPENSATION SYSTEM**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Pure Lockstep	\$2.43M	\$2.28M	\$1.22M	-46%	33
Generally Lockstep	\$1.3M	\$1.22M	\$1.35M	11%	309
Not Lockstep at all	\$1.23M	\$1.15M	\$1.38M	20%	1269

**GENDER**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Male	\$1.29M	\$1.21M	\$1.44M	19%	1120
Female	\$1.13M	\$1.06M	\$1.21M	15%	456

**ETHNICITY**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
White, not Hispanic	\$1.24M	\$1.16M	\$1.37M	18%	1332
Black, not Hispanic	\$1.2M	\$1.12M	\$1.27M	13%	36
Hispanic	\$1.02M	\$959K	\$1.4M	46%	71
Asian Pacific, not Hispanic	\$1.49M	\$1.4M	\$1.59M	14%	68
American Indian, not Hispanic	-	-	\$1.1M	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$450K	\$423K	\$1.95M	361%	1
Mixed races	\$1.53M	\$1.43M	\$1.34M	-6%	29

## VI – Average Billing Rates

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	\$724	\$681	\$773	14%	469
6 to 10 years	\$827	\$777	\$810	4%	325
11 to 20 years	\$867	\$815	\$876	7%	430
More than 20 years	\$884	\$831	\$819	-1%	521

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	\$902	\$848	\$876	3%	1141
Non-Equity Partner	\$689	\$648	\$712	10%	606

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	\$770	\$724	\$768	6%	440
Corporate	\$901	\$847	\$937	11%	158
IP	\$868	\$816	\$811	-1%	192
Labor & Employment	\$656	\$617	\$620	0%	127
Tax & ERISA	\$1,041	\$979	\$966	-1%	84
Real Estate	\$754	\$709	\$716	1%	103
Other	\$820	\$771	\$865	12%	643

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	\$1,088	\$1,023	\$1,109	8%	225
Washington, D.C./NoVA	\$988	\$929	\$1,048	13%	226
Chicago, IL	\$821	\$772	\$839	9%	142
Los Angeles, CA	\$933	\$877	\$888	1%	100
San Francisco, CA	\$907	\$853	\$955	12%	74
Philadelphia, PA	\$717	\$674	\$761	13%	56
Boston, MA	\$969	\$911	\$953	5%	70
Atlanta, GA	\$634	\$596	\$650	9%	62
Dallas, TX	\$817	\$768	\$810	5%	57
Houston, TX	\$880	\$827	\$896	8%	55
Palo Alto/Silicon Valley, CA	\$1,051	\$988	\$1,159	17%	26
Minneapolis, MN	\$617	\$580	\$628	8%	33
Seattle, WA	\$692	\$650	\$687	6%	25
Miami, FL	\$739	\$695	\$787	13%	46
Other	\$585	\$550	\$576	5%	550

**COMPENSATION TRANSPARENCY**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Open	\$861	\$809	\$832	3%	948
Partially Open	\$839	\$789	\$831	5%	286
Closed	\$729	\$685	\$791	15%	503

**COMPENSATION SYSTEM**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Pure Lockstep	\$1,009	\$948	\$667	-30%	37
Generally Lockstep	\$785	\$738	\$761	3%	339
Not Lockstep at all	\$833	\$783	\$840	7%	1347

**GENDER**

	2020	2020 Adj.	2022	% Change	2022 Frequency
Male	\$841	\$791	\$828	5%	1176
Female	\$766	\$720	\$790	10%	503

**ETHNICITY**

	2020	2020 Adj.	2022	% Change	2022 Frequency
White, not Hispanic	\$822	\$773	\$819	6%	1407
Black, not Hispanic	\$797	\$749	\$806	8%	39
Hispanic	\$698	\$656	\$737	12%	77
Asian Pacific, not Hispanic	\$862	\$810	\$893	10%	77
American Indian, not Hispanic	-	-	\$874	-	2
Native Hawaiian or Pacific Islander, not Hispanic	\$287	\$270	\$474	76%	2
Mixed races	\$865	\$813	\$782	-4%	30

**% OF DISCOUNT BILLABLE**

	2020	2022	Frequency
No standard discount	37%	46%	742
<5%	6%	0%	0
5-10%	33%	32%	513
11-15%	15%	12%	190
16-20%	6%	6%	104
21-25%	2%	2%	30
26-30%	1%	1%	13
31-35%	0%	1%	9
36-40%	1%	1%	10
41-45%	0%	0%	2
46-50%	0%	0%	4
>50%	0%	0%	0
Total			1617



## VII – Average Billable Hours

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	1758	1758	1784	1%	463
6 to 10 years	1726	1726	1730	0%	323
11 to 20 years	1674	1674	1732	3%	425
More than 20 years	1586	1586	1650	4%	517

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	1685	1685	1713	2%	1131
Non-Equity Partner	1672	1672	1737	4%	599

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	1772	1772	1765	0%	436
Corporate	1620	1620	1792	11%	157
IP	1619	1619	1661	3%	191
Labor & Employment	1682	1682	1689	0%	127
Tax & ERISA	1765	1765	1713	-3%	83
Real Estate	1651	1651	1668	1%	102
Other	1662	1662	1708	3%	634

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	1721	1721	1788	4%	224
Washington, D.C./NoVA	1680	1680	1751	4%	223
Chicago, IL	1672	1672	1697	1%	143
Los Angeles, CA	1711	1711	1684	-2%	99
San Francisco, CA	1748	1748	1747	0%	73
Philadelphia, PA	1788	1788	1713	-4%	56
Boston, MA	1776	1776	1798	1%	70
Atlanta, GA	1606	1606	1805	12%	60
Dallas, TX	1701	1701	1748	3%	54
Houston, TX	1653	1653	1755	6%	55
Palo Alto/Silicon Valley, CA	1673	1673	1843	10%	26
Minneapolis, MN	1598	1598	1809	13%	33
Seattle, WA	1547	1547	1707	10%	26
Miami, FL	1771	1771	1615	-9%	45
Other	1639	1639	1666	2%	543

**COMPENSATION TRANSPARENCY**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Open	1669	1669	1697	2%	941
Partially Open	1665	1665	1745	5%	282
Closed	1719	1719	1753	2%	497

**COMPENSATION SYSTEM**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Pure Lockstep	2060	2060	1750	-15%	37
Generally Lockstep	1770	1770	1788	1%	333
Not Lockstep at all	1662	1662	1705	3%	1336

**GENDER**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Male	1693	1693	1748	3%	1171
Female	1636	1636	1663	2%	494

**ETHNICITY**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
White, not Hispanic	1681	1681	1723	2%	1396
Black, not Hispanic	1609	1609	1641	2%	38
Hispanic	1672	1672	1712	2%	76
Asian Pacific, not Hispanic	1629	1629	1754	8%	75
American Indian, not Hispanic	-	-	1374	-	2
Native Hawaiian or Pacific Islander, not Hispanic	1775	1775	1824	3%	2
Mixed races	1790	1790	1807	1%	30

## VIII – Average Non-Billable Hours

### PARTNERSHIP TENURE

	2020	2020 Adj.	2022	% Change	2022 Frequency
1 to 5 years	519	503	414	-18%	462
6 to 10 years	576	559	479	-14%	322
11 to 20 years	611	593	531	-10%	422
More than 20 years	643	624	501	-20%	510

### PARTNERSHIP STATUS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Equity Partner	618	599	518	-14%	1122
Non-Equity Partner	538	522	412	-21%	596

### PRACTICE AREAS

	2020	2020 Adj.	2022	% Change	2022 Frequency
Litigation	507	492	416	-15%	429
Corporate	645	626	552	-12%	157
IP	660	640	505	-21%	190
Labor & Employment	527	511	480	-6%	125
Tax & ERISA	609	591	475	-20%	84
Real Estate	503	488	473	-3%	100
Other	619	600	502	-16%	633

### CITY

	2020	2020 Adj.	2022	% Change	2022 Frequency
New York, NY	599	581	497	-14%	224
Washington, D.C./NoVA	650	631	535	-15%	224
Chicago, IL	554	537	488	-9%	140
Los Angeles, CA	601	583	490	-16%	100
San Francisco, CA	611	593	461	-22%	73
Philadelphia, PA	486	471	427	-9%	55
Boston, MA	577	560	486	-13%	70
Atlanta, GA	570	553	465	-16%	58
Dallas, TX	603	585	497	-15%	55
Houston, TX	683	663	450	-32%	54
Palo Alto/Silicon Valley, CA	636	617	547	-11%	26
Minneapolis, MN	602	584	447	-23%	33
Seattle, WA	640	621	372	-40%	26
Miami, FL	366	355	455	28%	44
Other	578	561	465	-17%	536

**COMPENSATION TRANSPARENCY**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Open	619	600	505	-16%	931
Partially Open	574	557	466	-16%	282
Closed	524	508	442	-13%	495

**COMPENSATION SYSTEM**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Pure Lockstep	454	440	426	-3%	37
Generally Lockstep	516	501	430	-14%	329
Not Lockstep at all	605	587	495	-16%	1329

**GENDER**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
Male	585	567	474	-16%	1160
Female	619	600	491	-18%	493

**ETHNICITY**

	<b>2020</b>	<b>2020 Adj.</b>	<b>2022</b>	<b>% Change</b>	<b>2022 Frequency</b>
White, not Hispanic	590	572	474	-17%	1388
Black, not Hispanic	614	596	569	-5%	38
Hispanic	565	548	509	-7%	72
Asian Pacific, not Hispanic	679	659	514	-22%	76
American Indian, not Hispanic	-	-	424	-	2
Native Hawaiian or Pacific Islander, not Hispanic	625	606	74	-88%	2
Mixed races	653	633	448	-29%	30

## IX – Satisfaction with Total Compensation

**PARTNERSHIP TENURE (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
1 - 5 years	18%	38%	12%	7%	9%	10%	5%	317
6 - 10 years	23%	42%	9%	6%	10%	5%	4%	228
11 - 20 years	32%	29%	13%	8%	8%	4%	5%	321
More than 20 years	41%	32%	9%	5%	6%	5%	3%	336

**PARTNERSHIP TENURE (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
1 - 5 years	16%	39%	15%	7%	6%	10%	8%
6 - 10 years	21%	39%	11%	7%	8%	9%	6%
11 - 20 years	29%	36%	9%	8%	8%	6%	3%
More than 20 years	33%	41%	7%	5%	4%	5%	4%

**PARTNERSHIP STATUS (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
Equity Partner	40%	35%	9%	5%	5%	4%	3%	771
Non-Equity Partner	10%	34%	14%	9%	14%	11%	7%	432

**PARTNERSHIP STATUS (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
Equity Partner	32%	40%	9%	7%	5%	5%	3%
Non-Equity Partner	12%	37%	14%	7%	8%	12%	10%

**PRACTICE AREA (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
Litigation	27%	36%	10%	7%	8%	7%	5%	278
Corporate	25%	39%	8%	8%	7%	6%	6%	253
IP	31%	29%	12%	8%	11%	4%	5%	132
Labor & Employment	20%	37%	13%	6%	7%	11%	5%	87
Tax & ERISA	33%	27%	15%	6%	8%	6%	4%	64
Real Estate	32%	33%	10%	4%	11%	5%	6%	58
Other	32%	35%	11%	6%	7%	6%	3%	329

**PRACTICE AREA (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
Litigation	24%	41%	10%	7%	8%	5%	5%
Corporate	23%	40%	9%	9%	7%	9%	3%
IP	30%	34%	9%	5%	7%	10%	5%
Labor & Employment.	26%	40%	10%	5%	7%	9%	2%
Tax & ERISA	28%	41%	9%	6%	5%	6%	5%
Real Estate	31%	31%	14%	9%	5%	3%	7%
Other	24%	39%	12%	6%	5%	8%	8%

**CITY (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
New York	28%	32%	16%	5%	6%	7%	6%	165
D.C. / NoVA	34%	34%	11%	5%	6%	5%	5%	161
Chicago	24%	37%	13%	6%	10%	6%	6%	113
Los Angeles	25%	31%	13%	6%	12%	10%	4%	81
San Francisco	31%	40%	7%	5%	11%	3%	4%	60
Philadelphia	34%	34%	5%	4%	9%	7%	7%	31
Boston	41%	27%	9%	6%	6%	9%	3%	49
Atlanta	29%	40%	8%	3%	15%	2%	3%	41
Dallas	40%	33%	5%	11%	7%	2%	2%	43
Houston	33%	33%	11%	4%	4%	11%	5%	31
Silicon Valley	15%	38%	8%	19%	8%	8%	4%	32
Minneapolis	33%	24%	12%	3%	15%	9%	3%	24
Seattle	26%	41%	11%	0%	11%	7%	4%	30
Miami	17%	37%	11%	9%	7%	13%	7%	25
Other	28%	36%	10%	8%	8%	6%	3%	316

**CITY (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
New York	24%	38%	10%	11%	6%	7%	5%
D.C. / NoVA	28%	45%	10%	6%	4%	4%	4%
Chicago	17%	40%	9%	6%	12%	8%	8%
Los Angeles	28%	33%	14%	4%	5%	11%	5%
San Francisco	30%	30%	12%	7%	5%	10%	7%
Philadelphia	16%	39%	7%	3%	19%	13%	3%
Boston	29%	41%	18%	2%	6%	4%	0%
Atlanta	22%	46%	2%	5%	0%	12%	12%
Dallas	28%	35%	12%	14%	5%	2%	5%
Houston	19%	45%	7%	7%	10%	10%	3%
Silicon Valley	38%	25%	16%	6%	6%	6%	3%
Minneapolis	25%	42%	8%	8%	0%	13%	4%
Seattle	23%	43%	10%	3%	7%	10%	3%
Miami	20%	40%	16%	12%	12%	0%	0%
Other	26%	38%	10%	6%	6%	8%	6%

**LATERAL STATUS (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
Joined laterally as partner	32%	34%	10%	6%	7%	6%	4%	652
Lateralled from Gov't/Industry	27%	47%	3%	7%	7%	6%	3%	
Homegrown from associate	27%	33%	12%	7%	9%	7%	5%	541

**LATERAL STATUS (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
Joined laterally as partner	25%	42%	10%	8%	6%	6%	5%
Lateralled from Gov't/Industry	NA	NA	NA	NA	NA	NA	NA
Homegrown from associate	26%	35%	12%	6%	7%	9%	6%

**COMPENSATION TRANSPARENCY (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
Open	37%	35%	9%	6%	5%	5%	3%	764
Partially Open	21%	37%	11%	8%	11%	6%	6%	153
Closed	20%	32%	13%	7%	11%	10%	6%	283

**COMPENSATION TRANSPARENCY (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
Open	31%	41%	9%	5%	6%	6%	3%
Partially Open	18%	39%	11%	12%	9%	9%	3%
Closed	14%	33%	15%	8%	7%	12%	11%

**COMPENSATION SYSTEM (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
Pure Lockstep	35%	38%	3%	11%	8%	3%	3%	13
Generally Lockstep	24%	38%	12%	7%	8%	6%	4%	184
Not Lockstep at all	31%	34%	11%	6%	8%	7%	5%	998

**COMPENSATION SYSTEM (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
Pure Lockstep	69%	8%	15%	0%	0%	8%	0%
Generally Lockstep	21%	36%	10%	9%	9%	8%	6%
Not Lockstep at all	25%	40%	11%	6%	6%	7%	5%



**GENDER (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
Male	31%	35%	11%	6%	8%	6%	4%	812
Female	26%	36%	10%	7%	9%	7%	6%	353

**GENDER (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
Male	25%	40%	11%	7%	6%	6%	5%
Female	24%	36%	10%	6%	7%	11%	6%

**ETHNICITY (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
White, not Hispanic	30%	36%	10%	6%	8%	6%	4%	931
Black, not Hispanic	23%	31%	13%	0%	15%	10%	8%	47
Hispanic	32%	38%	13%	5%	4%	3%	5%	70
Asian Pacific, not Hispanic	27%	28%	14%	10%	9%	6%	6%	69
American Indian, not Hispanic	50%	0%	0%	50%	0%	0%	0%	0
Native Hawaiian or Pacific Islander, not Hispanic	50%	0%	0%	0%	0%	50%	0%	1
Mixed races	17%	33%	13%	7%	17%	3%	10%	18

**ETHNICITY (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
White, not Hispanic	26%	39%	11%	6%	6%	8%	5%
Black, not Hispanic	15%	47%	6%	11%	11%	6%	4%
Hispanic	23%	43%	10%	3%	9%	6%	7%
Asian Pacific, not Hispanic	22%	33%	12%	10%	9%	12%	3%
American Indian, not Hispanic							
Native Hawaiian or Pacific Islander, not Hispanic	0%	0%	100%	0%	0%	0%	0%
Mixed races	39%	28%	11%	6%	0%	6%	11%

**TOTAL COMPENSATION (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
<\$300K	10	28	14	12	13	16	8	158
\$301K - \$500K	18	36	14	7	10	7	7	295
\$501K - \$1M	28	38	11	7	8	4	4	367
\$1.01M - \$1.5M	40	40	8	3	4	3	1	155
\$1.5M+	53	31	6	3	4	4	1	222

**TOTAL COMPENSATION (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
<\$300K	8%	31%	13%	10%	11%	17%	11%
\$301K - \$500K	14%	43%	12%	7%	7%	9%	9%
\$501K - \$1M	25%	40%	11%	6%	6%	8%	4%
\$1.01M - \$1.5M	32%	40%	10%	6%	8%	4%	1%
\$1.5M+	48%	35%	7%	6%	2%	1%	1%

**TOTAL ORIGINATIONS (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
<\$1M	18	36	14	8	10	9	5	403
\$1.01M - \$2M	30	37	8	7	7	4	6	288
\$2.01M - \$3M	31	39	10	4	7	4	4	136
\$3.01M - \$5M	40	32	9	4	7	5	2	128
\$5.0M+	51	29	6	3	5	5	2	188

**TOTAL ORIGINATIONS (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
<\$1M	17%	39%	11%	7%	8%	11%	7%
\$1.01M - \$2M	21%	40%	13%	6%	7%	8%	6%
\$2.01M - \$3M	27%	43%	10%	6%	4%	6%	4%
\$3.01M - \$5M	30%	37%	9%	6%	8%	5%	6%
\$5.0M+	40%	35%	9%	7%	4%	3%	2%

**BILLABLE HOURS (2022)**

<b>2022</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>	<b>2022 Frequency</b>
<1,500 Hours	31	34	10	7	7	6	6	383
1,501 - 1,800 Hours	29	36	12	6	8	6	2	336
1,801 - 2,100 Hours	28	35	10	6	7	8	5	302
2,101 - 2,400 Hours	30	32	10	7	12	6	3	107
2,401+ Hours	32	35	10	5	7	5	5	59

**BILLABLE HOURS (2020)**

<b>2020</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Slightly satisfied</b>	<b>Neutral</b>	<b>Slightly dissatisfied</b>	<b>Moderately dissatisfied</b>	<b>Very dissatisfied</b>
<1,500 Hours	27%	41%	7%	6%	6%	8%	5%
1,501 - 1,800 Hours	25%	38%	10%	8%	8%	7%	5%
1,801 - 2,100 Hours	22%	37%	14%	6%	8%	7%	7%
2,101 - 2,400 Hours	22%	40%	15%	5%	3%	11%	4%
2,401+ Hours	36%	34%	7%	10%	5%	3%	5%

## 2022 Major, Lindsey & Africa Partner Compensation Survey

Thank you for taking part in the 2022 Major, Lindsey & Africa Partner Compensation Survey. Major, Lindsey & Africa has partnered with Law360, a publication of Portfolio Media, to administer this survey on its behalf. Your responses will be kept strictly confidential by Law360/Portfolio Media and no identifying information will be associated with your answers or forwarded to Major, Lindsey & Africa or any other party.

Each participant will receive 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.***

**Q1.** How many years have you been a partner at a law firm in total? Please include all law firms, including your current one.

- Less than one year
- 1 to 5 years
- 6 to 10 years
- 11 to 20 years
- More than 20 years

**Q2.** What was your partnership status during the 2021 compensation year?

For purposes of this survey, Equity Partners are those who receive no more than half their compensation on a fixed-income basis and Non-Equity Partners are those who receive more than half their compensation on a fixed-income basis. If your status changed during the year, please use your status as of the end of the year.

- Equity Partner
- Non-Equity Partner
- Not a partner during 2021

**Q3.** What is your primary practice area?

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

**Q4.** In what city do you primarily practice?

- |                   |                        |                  |
|-------------------|------------------------|------------------|
| ➤ Akron, OH       | ➤ Boston, MA           | ➤ Columbia, SC   |
| ➤ Albuquerque, NM | ➤ Buffalo, NY          | ➤ Columbus, OH   |
| ➤ Arlington, TX   | ➤ Charlotte, NC        | ➤ Dallas, TX     |
| ➤ Atlanta, GA     | ➤ Chicago, IL          | ➤ Denver, CO     |
| ➤ Austin, TX      | ➤ Cincinnati, OH       | ➤ Detroit, MI    |
| ➤ Baltimore, MD   | ➤ Cleveland, OH        | ➤ El Paso, TX    |
| ➤ Birmingham, AL  | ➤ Colorado Springs, CO | ➤ Fort Worth, TX |

- |                    |                                |                                 |
|--------------------|--------------------------------|---------------------------------|
| › Fresno, CA       | › Mountain View, CA            | › Sacramento, CA                |
| › Greenville, SC   | › Nashville, TN                | › San Antonio, TX               |
| › Hartford, CT     | › New Orleans, LA              | › San Diego, CA                 |
| › Honolulu, HI     | › New York, NY                 | › San Francisco, CA             |
| › Houston, TX      | › Newark, NJ/Northern NJ       | › San Jose, CA                  |
| › Indianapolis, IN | › Oakland, CA                  | › Seattle, WA                   |
| › Irvine, CA       | › Oklahoma City, OK            | › St. Louis, MO                 |
| › Jacksonville, FL | › Omaha, NE                    | › Tallahassee, FL               |
| › Kansas City, MO  | › Orange County, CA            | › Tampa, FL                     |
| › Las Vegas, NV    | › Orlando, FL                  | › Tucson, AZ                    |
| › Long Beach, CA   | › Palo Alto/Silicon Valley, CA | › Tulsa, OK                     |
| › Los Angeles, CA  | › Philadelphia, PA             | › Virginia Beach/ Tidewater, VA |
| › Louisville, KY   | › Phoenix, AZ                  | › Washington, D.C./NoVA         |
| › Memphis, TN      | › Pittsburgh, PA               | › Westchester, NY               |
| › Mesa, AZ         | › Portland, OR                 | › Winston-Salem, NC             |
| › Miami, FL        | › Providence, RI               | › Other (please specify)        |
| › Milwaukee, WI    | › Raleigh, NC                  |                                 |
| › Minneapolis, MN  | › Richmond, VA                 |                                 |

**Q5.** Which statement best describes your career trajectory?

- › I joined my present firm laterally as a partner from another law firm
- › I joined my present firm laterally as a partner from government service or private industry
- › I was previously an associate or counsel with my present firm before making partner

**Q6.** Is your firm's compensation system an open or closed one, i.e., do partners know what other partners make?

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

**Q7.** Is your firm's compensation system pure lockstep, generally lockstep but 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.**

**Q8.** What was your standard hourly billing rate for 2021? If your rate changed, please select the option which reflects the majority of the year.

- › Drop down menu of values ranging from "less than \$50" to \$3,000 or more," in \$25/hour increments.

**Q8a.** What was your standard discount off your hourly billing rate for 2021?

- |                        |          |          |
|------------------------|----------|----------|
| › No standard discount | › 21-25% | › 46-50% |
| › <5%                  | › 26-30% | › >50%   |
| › 5-10%                | › 31-35% |          |
| › 11-15%               | › 36-40% |          |
| › 16-20%               | › 41-45% |          |

**Q9.** What were your total billable hours for 2021?

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

**Q10.** What were your total non-billable hours for 2021?

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

**Q11.** What was your total compensation for 2021 (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 “\$8M or more,” in \$50,000 increments.

**Next, some questions concerning the impact of the COVID-19 pandemic on your practice and compensation.**

**Q11a.** Was your 2021 total compensation/capital affected by the COVID-19 pandemic?

- Yes
- No

**Q11b.** How was your 2021 compensation affected by: [Check all that apply]

- My draw was reduced by \_\_\_% [increment ranges of 5%]
- My base compensation was reduced by \_\_\_% [increment ranges of 5%]
- My previously anticipated bonus was reduced by \_\_\_% [increment ranges of 5%]
- My capital was increased by \_\_\_% [increment ranges of 5%]

**Q11c.** Is your 2022 compensation/capital expected to be affected by the COVID-19 pandemic?

- Yes
- No

**Q11d.** How is your 2022 compensation/capital expected to be affected: [Check all that apply]

- My draw was/is expected to be reduced by \_\_\_% [increment ranges of 5%]
- My base compensation was/is expected to be reduced by \_\_\_% [increment ranges of 5%]
- My previously anticipated bonus was/is expected to be reduced by \_\_\_% [increment ranges of 5%]
- My capital was/is expected to be increased by \_\_\_% [increment ranges of 5%]

**Q11e.** How many weekdays (i.e., Monday-Friday), if any, will your firm allow you to work from home once your firm fully re-opens?

- 0
- 1
- 2
- 3
- 4
- 5
- Not sure

**Q11f.** How many weekdays (i.e., Monday-Friday) would you prefer to work from home once your firm fully re-opens?

- 0
- 1
- 2
- 3
- 4
- 5
- Not sure

**Q11g.** How important is the ability to work from home to you?

- > So important that I would change firms because of it
- > Somewhat important
- > Not important at all
- > Very important
- > Neutral
- > Very dissatisfied
- > Not very important

**Q11h.** Did you change your geographic location because of the COVID-19 pandemic?

- > Yes
- > No

**Q11i.** Do you expect to move back to your former geographic location when your firm fully re-opens?

- > Yes
- > No
- > Not sure

**Q11j.** Which of the following programs/benefits, if any, did your firm introduce or increase as a result of the COVID-19 pandemic: [Select all that apply]

- > Mental health and wellness
- > Paid vacation/time off
- > Physical health and wellness
- > Home office equipment/technology
- > Childcare
- > None
- > Eldercare

**Now some questions about your practice.**

**Q12.** What were your total originations for 2021?

- > 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 menus 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.

**Q13.** What were your total working attorney receipts for 2021?

- > 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 (e.g., your billable hours multiplied by your billing rate) 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 menus of values ranging from "less than \$100K" to "\$5M or more" in \$100,000 increments; Don't know/not sure.

**Q14.** Generally, how satisfied are you with your total compensation?

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

***Finally, just a few demographic questions.***

**Q15.** What is your age?

- › Drop down menu of values ranging from 20 to 100.

**Q16.** At what age do you expect to retire?

- › Drop down menu of values ranging from “Prior to 50” to “After 80”; Don’t know/not sure; I don’t plan to retire.

**Q16a.** Has the COVID-19 pandemic affected your anticipated retirement age?

- › Yes, I expect to retire earlier
- › Yes, I expect to retire later
- › No

**Q17.** Do you work full-time or part-time?

- › I work full-time
- › I work part-time

**Q17a.** What is your work schedule, expressed as a percentage of what full-time partners at your firm are expected to work?

- › Drop down menu of values ranging from 5% to 95%.

**Q17b.** Has your ability to work full-time (or, if you are part-time, your ability to work your normal part-time schedule) been adversely impacted by the COVID-19 pandemic

- › Yes
- › No

**Q17c.** To what extent has it been impacted, expressed as a percentage in reduction in the ability to work full-time (or your normal part-time schedule) during the pandemic:

- › 0-10%
- › 11-20%
- › 21-30%
- › 31-40%
- › 41-50%
- › 51-60%
- › 61-70%
- › 71-80%
- › 81-90%
- › 91-100%



**Q18.** What is your gender?

- Female
- Male
- Non-binary/third gender
- Prefer to self-describe:
- Prefer not to say

**Q19.** Which of the following statuses do you most closely associate with?

- Heterosexual
- Gay or Lesbian
- Bisexual
- Prefer to self-describe:
- Prefer not to say

**Q20.** 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
- Prefer not to say

★ ★ ★ ★ ★

By hitting the Submit button, you will be completing this survey and submitting your responses to Law360.

Thank you for participating in the Major, Lindsey & Africa Partner Compensation Survey. To learn more about Major, Lindsey & Africa, visit [www.mlaglobal.com](http://www.mlaglobal.com)

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# *2018 Real Rate Report<sup>®</sup>*

*thru September 2018*

The Industry's  
Leading Analysis  
of Law Firm  
Rates, Trends,  
and Practices



Wolters Kluwer

When you have to be right





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## A Letter to Our Readers

### Welcome to the Wolters Kluwer's ELM Solutions Real Rate Report®, the industry's leading data-driven benchmark report for lawyer rates.

Our Real Rate Report has been a useful data analytics resource to the legal industry since its inception in 2010 and continues to evolve. The Real Rate Report is powered by Wolters Kluwer's ELM Solutions LegalVIEW® data warehouse, the world 's largest source of legal performance benchmark data, which has grown to include over \$128 billion in anonymized legal data.

The legal services industry relies on internal analytics and the use of data resources, such as the LegalVIEW® data warehouse, to support legal management strategies. The depth and details of the data in the Real Rate Report enable you to better benchmark, and make more informed investment and resourcing decisions for your organization.

As with past Real Rate Reports, all of the data analyzed are from corporations' and law firms' e-billing and time management solutions. We have included lawyer and paralegal rate data filtered by specific practice and sub-practice areas, metropolitan areas, and types of matters to give legal departments and law firms greater ability to pinpoint areas of opportunity.

We strive to make the Real Rate Report a valuable and actionable reference tool for legal departments and law firms. As always, we welcome your comments and suggestions on what information would make this publication more valuable to you. We thank you for making Wolters Kluwer's ELM Solutions your trusted partner for legal industry domain expertise, data, and analytics and look forward to serving you to provide market-leading, expert solutions that deliver the best business outcomes for collaboration among legal departments and law firms.

Sincerely,



**Jonah Paransky**

EVP and General Manager

Wolters Kluwer's ELM Solutions



## How to Use this Report

### The 2018 Real Rate Report:

- Examines law firm rates over time
- Identifies rates by location, experience, firm size, areas of expertise, industry, and timekeeper role (i.e., partner, associate, and paralegal)
- Itemizes variables that drive rates up or down

All the analyses included in the report are derived from the actual rates charged by law firm professionals as recorded on invoices submitted and approved for payment.

Examining real, approved rate information along with the ranges of those rates and their changes over time highlights the role these variables play in driving aggregate legal cost and income. The analyses can energize questions for both corporate clients and law firm principals.

Clients might ask whether they are paying the right amount for different types of legal services, while law firm principals might ask whether they are charging the right amount for legal services and whether to modify their pricing approach.

### Some key factors that drive rates<sup>1</sup>:

- **Geographic location** - lawyers in urban and major metropolitan areas tend to charge more when compared with lawyers in rural areas or small towns.
- **Degree of difficulty** - the cost of representation will be higher if the case is particularly complex or time-consuming; for example, if there are a large number of documents to review, many witnesses to depose, and numerous procedural steps, the case is likely to cost more (regardless of other factors like the lawyer's level of experience).
- **Experience and reputation** - a more experienced, higher-profile lawyer is often going to charge more, but absorbing this higher cost at the outset may make more sense than hiring a less expensive lawyer who will likely take time and billable hours to come up to speed on unfamiliar legal and procedural issues.
- **Overhead** - the costs associated with the firm's support network (paralegals, clerks, assistants), document preparation, consultants, research, and other expenses.

The data in the 2018 Real Rate Report provides corporate counsel with an understanding of the rates they can expect to pay for a given matter type, industry, or practice area and offers in-depth analyses on key drivers of rates to help make informed selection decisions. For law firms, it provides a relative benchmark to ensure that pricing for legal services remains competitive.

<sup>1</sup> David Goguen, J.D., University of San Francisco School of Law (2017) Guide to Legal Services Billing Retrieved from <https://www.lawyers.com/legal-info/research/guide-to-legal-services-billing-rates.html>

# Section I: High-Level Data Cuts

## Cities

### Q3 2018 -- Real Rates for Partners and Associates

### Trend Analysis (Mean)

City	Role	n	First Quartile	Median	Third Quartile	Q3 2018	Q3 2017	Q3 2016
Kansas City MO	Partner	167	\$344	\$417	\$484	\$418	\$423	\$415
	Associate	158	\$225	\$270	\$290	\$264	\$266	\$268
Knoxville TN	Partner	15	\$200	\$230	\$313	\$259	\$260	\$259
Lafayette LA	Partner	18	\$150	\$150	\$241	\$194	\$213	\$210
Las Vegas NV	Partner	52	\$345	\$433	\$555	\$438	\$398	\$365
	Associate	42	\$241	\$272	\$310	\$271	\$256	\$250
Lexington KY	Partner	20	\$295	\$300	\$325	\$318	\$312	\$327
Little Rock AR	Partner	32	\$215	\$235	\$288	\$264	\$270	\$256
	Associate	12	\$160	\$180	\$195	\$186	\$180	\$182
Los Angeles CA	Partner	999	\$450	\$695	\$955	\$718	\$691	\$656
	Associate	1361	\$382	\$550	\$721	\$559	\$529	\$494
Louisville KY	Partner	49	\$273	\$330	\$410	\$337	\$352	\$362
	Associate	32	\$208	\$225	\$225	\$213	\$205	\$197
Madison WI	Partner	17	\$357	\$378	\$420	\$399	\$378	\$414
	Associate	14	\$280	\$316	\$485	\$362	\$346	\$345
Manchester NH	Partner	13	\$360	\$380	\$525	\$413	\$410	\$327
Memphis TN	Partner	42	\$275	\$374	\$410	\$345	\$345	\$329
	Associate	22	\$185	\$206	\$235	\$209	\$217	\$207
Miami FL	Partner	258	\$304	\$450	\$595	\$467	\$444	\$431
	Associate	193	\$225	\$300	\$399	\$331	\$304	\$291
Milwaukee WI	Partner	121	\$290	\$365	\$446	\$396	\$384	\$390
	Associate	87	\$224	\$270	\$310	\$279	\$268	\$260
Minneapolis MN	Partner	232	\$300	\$429	\$578	\$456	\$443	\$423
	Associate	202	\$250	\$310	\$410	\$361	\$318	\$306
Nashville TN	Partner	120	\$337	\$420	\$474	\$409	\$401	\$390
	Associate	102	\$215	\$234	\$270	\$247	\$243	\$236
New Haven CT	Partner	24	\$324	\$385	\$443	\$390	\$395	\$412
	Associate	24	\$239	\$285	\$322	\$281	\$273	\$270
New Orleans LA	Partner	113	\$225	\$305	\$350	\$308	\$286	\$293
	Associate	83	\$185	\$225	\$238	\$221	\$209	\$195
New York NY	Partner	2564	\$600	\$925	\$1,201	\$910	\$871	\$846
	Associate	3653	\$410	\$588	\$790	\$603	\$572	\$549
Oklahoma City OK	Partner	40	\$200	\$308	\$350	\$293	\$285	\$279
	Associate	22	\$169	\$203	\$215	\$198	\$195	\$189
Omaha NE	Partner	29	\$280	\$365	\$395	\$342	\$325	\$310
	Associate	13	\$193	\$216	\$230	\$213	\$212	\$201

# Section I: High-Level Data Cuts

## Cities

By Years of Experience

### Q3 2018 -- Real Rates for Partners

### Trend Analysis (Mean)

City	Years of Experience	n	First Quartile	Median	Third Quartile	Q3 2018	Q3 2017	Q3 2016
New Haven CT	21 or More Years	11	\$360	\$378	\$390	\$384	\$388	\$413
New Orleans LA	Fewer Than 21 Years	24	\$225	\$305	\$320	\$294	\$258	\$244
	21 or More Years	55	\$215	\$305	\$390	\$322	\$301	\$301
New York NY	Fewer Than 21 Years	642	\$642	\$924	\$1,195	\$909	\$853	\$821
	21 or More Years	1337	\$625	\$955	\$1,269	\$938	\$888	\$860
Oklahoma City OK	21 or More Years	26	\$220	\$316	\$358	\$304	\$300	\$298
Omaha NE	Fewer Than 21 Years	12	\$279	\$320	\$375	\$314	\$296	\$281
	21 or More Years	15	\$326	\$391	\$395	\$365	\$348	\$332
Orlando FL	Fewer Than 21 Years	38	\$341	\$393	\$542	\$425	\$420	\$360
	21 or More Years	47	\$414	\$450	\$511	\$471	\$445	\$436
Philadelphia PA	Fewer Than 21 Years	232	\$434	\$550	\$661	\$552	\$526	\$509
	21 or More Years	403	\$475	\$634	\$775	\$632	\$599	\$578
Phoenix AZ	Fewer Than 21 Years	31	\$269	\$335	\$418	\$347	\$344	\$351
	21 or More Years	65	\$325	\$400	\$489	\$410	\$416	\$403
Pittsburgh PA	Fewer Than 21 Years	49	\$300	\$380	\$538	\$416	\$421	\$400
	21 or More Years	94	\$375	\$490	\$585	\$486	\$463	\$448
Portland ME	21 or More Years	31	\$205	\$402	\$448	\$345	\$353	\$345
Portland OR	Fewer Than 21 Years	42	\$350	\$405	\$500	\$426	\$390	\$359
	21 or More Years	67	\$374	\$438	\$531	\$452	\$446	\$421
Providence RI	21 or More Years	12	\$185	\$400	\$582	\$421	\$381	\$399
Raleigh NC	Fewer Than 21 Years	26	\$275	\$320	\$400	\$345	\$364	\$346
	21 or More Years	30	\$384	\$428	\$483	\$429	\$413	\$378
Richmond VA	Fewer Than 21 Years	38	\$305	\$548	\$711	\$529	\$426	\$469
	21 or More Years	49	\$388	\$585	\$714	\$560	\$531	\$520
Rochester NY	21 or More Years	16	\$250	\$295	\$360	\$311	\$316	\$332
Sacramento CA	21 or More Years	19	\$365	\$394	\$478	\$488	\$461	\$441
Salt Lake City UT	Fewer Than 21 Years	26	\$280	\$305	\$431	\$385	\$338	\$279
	21 or More Years	36	\$310	\$385	\$438	\$390	\$389	\$375
San Diego CA	Fewer Than 21 Years	45	\$359	\$375	\$795	\$506	\$447	\$473
	21 or More Years	66	\$315	\$467	\$980	\$624	\$592	\$546
San Francisco CA	Fewer Than 21 Years	126	\$496	\$700	\$881	\$719	\$644	\$595
	21 or More Years	213	\$510	\$700	\$902	\$711	\$662	\$656
San Jose CA	Fewer Than 21 Years	35	\$608	\$787	\$908	\$771	\$734	\$720
	21 or More Years	68	\$600	\$802	\$985	\$813	\$857	\$799
Seattle WA	Fewer Than 21 Years	70	\$400	\$461	\$550	\$478	\$423	\$392
	21 or More Years	167	\$475	\$568	\$680	\$574	\$520	\$474



**Westlaw CourtExpress**

**LEGAL BILLING REPORT**

**VOLUME 11, NUMBER 1**

**May 2009**

**BY BILLING RATE**

## California Rate Report

PROFESSIONAL	FIRM	GRADUATED	ADMITTED	STATE	RATE	HOURS	TOTAL
P Kelly, Jr., Daniel	Davis Polk & Wardwell (CA)	1986	1986	CA	\$ 980.00	4.50	4,320.00
P Condes, Julia	Davis Polk & Wardwell (CA)	1986	1990	CA	955.00	17.00	16,235.00
P Durheim, Scott	O'Melveny & Myers LLP (CA)	1975	1875	CA	860.00	1.10	946.00
P Tuchin, Michael	Klee, Tuchin, Bogdanoff & Stern, LLP	1990	1990	CA	850.00	0.50	425.00
P Ballack, Karen	Weil, Gotshal & Manges LLP (CA)	1986	1986	CA	799.00	0.80	639.20
P Arnold, Dennis	Gibson Dunn & Crutcher, LLP (CA)	1975	1978	CA	750.00	4.50	3,555.00
OC Morris, Michael	Herrington Bennett & Dorman LLP	1979	1979	CA	750.00	65.20	45,652.00
P Averch, Craig	White & Case LLP (CA)	1984	1984	CA	750.00	128.10	96,075.00
P Kharasch, Ira D.	Pacholski Stang Ziehl Young Jones & Weintraub (CA)	1982	1982	CA	750.00	2.90	2,175.00
P Kornfeld, Alan	Pacholski Stang Ziehl Young Jones & Weintraub (CA)	1987	1987	CA	725.00	0.80	580.00
A Lamb, Peter	Davis Polk & Wardwell (CA)	2005	2005	CA	680.00	101.40	69,952.00
P Irving, Jeanne E.	Herrington Bennett & Dorman LLP	1976	1978	CA	680.00	18.10	6,868.00
P Kevane, Henry	Pacholski Stang Ziehl Young Jones & Weintraub (CA)	1985	1986	CA	675.00	19.10	12,892.50
A Gorsich, Ronald	White & Case LLP (CA)	2001	2001	CA	665.00	176.20	117,173.00
P Brown, Kenneth H.	Pacholski Stang Ziehl Young Jones & Weintraub (CA)	1977	1981	CA	650.00	27.30	17,745.00
P Fidler, David	Klee, Tuchin, Bogdanoff & Stern, LLP	1997	1998	CA	650.00	23.10	15,015.00
P Weismann, Henry	Munger Toiles & Olson LLC	1987	1987	CA	650.00	0.50	328.00
P Bernthal, David M.	Pacholski Stang Ziehl Young Jones & Weintraub (CA)	1989	1993	CA	645.00	35.60	22,962.00
P Montgometry, Cromwell	Gibson Dunn & Crutcher, LLP (CA)	1997	1997	CA	635.00	0.80	508.00
P Brown, Dennis	Munger Toiles & Olson LLC	1970	1970	CA	625.00	17.80	11,125.00
A Newman, Samuel	Gibson Dunn & Crutcher, LLP (CA)	2001	2001	CA	610.00	13.50	8,235.00
A DeCarra, Shiva	White & Case LLP (CA)	2003	2003	CA	600.00	183.70	119,220.00
P Vincent, Garth	Munger Toiles & Olson LLC	1988	1988	CA	600.00	124.60	74,760.00
A Scott, Melanie	White & Case LLP (CA)	2004	2004	CA	600.00	20.90	12,540.00
P Buchanan, Laura	Klee, Tuchin, Bogdanoff & Stern, LLP	1991	1991	CA	590.00	0.20	118.00
A Ger Kwang-chien, B.	Weil, Gotshal & Manges LLP (CA)	2003	2003	CA	570.00	28.50	16,530.00
A Edgell, David	Gibson Dunn & Crutcher, LLP (CA)	2003	2003	CA	570.00	2.50	1,651.00
P Heintz, Jeffrey	Munger Toiles & Olson LLC	1984	1984	CA	550.00	35.10	19,305.00
P Fulton, James	Pacholski Stang Ziehl Young Jones & Weintraub (CA)	1995	1995	CA	535.00	21.40	11,448.00
A Morse, Joshua	Munger Toiles & Olson LLC	1997	1997	CA	525.00	25.80	13,545.00
A Matralic, Michael	Herrington Bennett & Dorman LLP	2000	2000	CA	505.00	13.10	6,615.50
A Barstow, Melissa	Weil, Gotshal & Manges LLP (CA)	2005	2005	CA	500.00	36.50	18,250.00
A Liu, Leslie	Weil, Gotshal & Manges LLP (CA)	2006	2006	CA	470.00	14.00	6,580.00
A Kaufman, Derek	Munger Toiles & Olson LLC	2005	2005	CA	450.00	508.30	228,735.00
A Hochmeister, Brian	Munger Toiles & Olson LLC	2002	2002	CA	435.00	0.30	130.50
A Nathan, Joseph	Weil, Gotshal & Manges LLP (CA)	2007	2007	CA	415.00	25.20	10,458.00
A Jasper, M. Lance	Munger Toiles & Olson LLC	2006	2006	CA	400.00	96.20	38,480.00
A Estandard, Barney	Munger Toiles & Olson LLC	2006	2006	CA	400.00	8.80	3,520.00
A Rubin, Erendira E.	O'Melveny & Myers LLP (CA)	2006	2006	CA	395.00	8.40	3,318.00

## California Rate Report

PROFESSIONAL	FIRM	GRADUATED	ADMITTED	STATE	RATE	HOURS	\$	TOTAL
A. Schneider, Bradley	Munger, Toiles & Olson LLC	2004	2004	CA	\$ 385.00	1.30		513.50
A. Reason, Matthew	Weil, Gotshal & Manges LLP (CA)	2006	2006	CA	355.00	13.50		4,792.50
A. Guzman, Tanya	O'Melveny & Myers LLP (CA)	2007	2007	CA	330.00	2.50		825.00
PP Neglia, Ross	O'Melveny & Myers LLP (CA)				260.00	6.20		1,612.00
Finelison, Kaiha	Pachniski Slang Zien Young Jones & Weintraub (CA)				225.00	27.50		6,210.00
Jeffries, Patricia J.	Pachniski Slang Zien Young Jones & Weintraub (CA)				225.00	0.40		90.00
PP Pearson, Sandra	Klee, Tucke, Bogdanoff & Stern, LLP			CA	215.00	1.90		408.50
PP Floyd, Kevin	Hendman Bennett & Dorman LLP				210.00	0.30		63.00
PP Krojts, Cheryl	Pachniski Slang Zien Young Jones & Weintraub (CA)				205.00	2.20		451.00
CMA Pitman, Sharla	Pachniski Slang Zien Young Jones & Weintraub (CA)				125.00	2.50		325.00

***Westlaw CourtExpress***

***LEGAL BILLING REPORT***

***VOLUME 11, NUMBER 2***

***August 2009***

***BY BILLING RATE***



## California rate Report

PROFESSIONAL	FIRM	GRADUATED	ADMITTED	STATE	RATE	HOURS	TOTAL
P. Tolles, Stephen L.	Gibson Dunn & Crutcher, LLP (CA)	1982	1982	CA	\$ 860.00	0.10	\$ 86.00
P. Patterson, Thomas	Klee Tuchin, Bogdanoff & Stern, LLP	1984	1984	CA	890.00	223.00	191,250.00
P. Tuchin, Michael	Klee Tuchin, Bogdanoff & Stern, LLP	1980	1980	CA	850.00	74.40	63,240.00
P. Stern, David	Klee Tuchin, Bogdanoff & Stern, LLP	1975	1975	CA	850.00	32.50	27,850.00
P. Issler, Paul S.	Gibson Dunn & Crutcher, LLP (CA)	1986	1986	CA	840.00	6.35	5,334.00
P. Arnold, Dennis	Gibson Dunn & Crutcher, LLP (CA)	1975	1976	CA	840.00	4.10	3,444.00
P. Thompson, Brian	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1991	1991	CA	820.00	72.80	59,696.00
P. Balack, Karen	Weil, Gotshal & Manges, LLP (CA)	1986	1986	CA	810.00	40.40	32,724.00
P. Ziehl, Dean A.	Pachulski Stang Ziehl Young Jones & Weintraub (CA)	1978	1978	CA	795.00	20.30	16,138.50
P. Gilmer, Danielle	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1993	1994	CA	775.00	9.50	7,362.50
P. Averch, Craig	White & Case LLP (CA)	1984	1984	CA	750.00	189.20	141,900.00
P. Keller, Tobias	White & Case LLP (CA)	1980	1980	CA	750.00	1.90	1,425.00
P. Baker, James	Jones Day (CA)	1980	1980	CA	750.00	0.80	150.00
P. Winston, Eric D.	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1999	1999	CA	740.00	7.10	5,254.00
P. Orr, Johanna Y.	Pachulski Stang Ziehl Young Jones & Weintraub (CA)	1997	1997	CA	740.00	6.30	4,662.00
P. Kornfeld, Alan	Pachulski Stang Ziehl Young Jones & Weintraub (CA)	1987	1987	CA	725.00	10.10	7,322.50
A. Blot, Jeffrey E.	Stidley Austin Brown & Wood LLP (CA)	1987	1988	CA	700.00	110.90	77,630.00
P. Myers, Martin	Jones Day (CA)	1987	1987	CA	700.00	26.50	18,550.00
P. Grassl, David	Pachulski Stang Ziehl Young Jones & Weintraub (CA)	1991	1992	CA	695.00	5.50	3,822.50
A. Gustafson, Mark E.	White & Case LLP (CA)	1988	1988	CA	685.00	117.70	80,824.50
P. Alash, Dora	Gibson Dunn & Crutcher, LLP (CA)	1995	1995	CA	675.00	39.40	28,595.00
A. Gershen, Ronald	White & Case LLP (CA)	2001	2001	CA	665.00	221.50	147,297.50
P. Montgomery, Cromwell	Gibson Dunn & Crutcher, LLP (CA)	1997	1997	CA	635.00	2.50	1,587.50
A. Neuman, Samuel	Gibson Dunn & Crutcher, LLP (CA)	2001	2001	CA	610.00	11.50	7,015.00
A. Debrahn, Shiva	White & Case LLP (CA)	2003	2003	CA	600.00	217.50	130,500.00
A. Scott, Melanie	White & Case LLP (CA)	2004	2004	CA	800.00	74.90	44,940.00
P. Trodella, Robert	Jones Day (CA)	1995	1995	CA	600.00	35.30	21,180.00
A. Ger Kiang-chien, B.	Weil, Gotshal & Manges, LLP (CA)	2003	2003	CA	580.00	54.20	31,436.00
OC Metcalf, Brian	Klee, Tuchin, Bogdanoff & Stern, LLP	1998	1998	CA	575.00	12.40	7,130.00
A. Egozi, David	Gibson Dunn & Crutcher, LLP (CA)	2003	2003	CA	570.00	0.50	285.00
C. Crosby IV, Peter	Jones Day (CA)	1984	1984	CA	565.00	13.30	7,514.50
A. Martin, M.	White & Case LLP (CA)	2006	2006	CA	550.00	45.80	25,190.00
A. Correa, Michelle	Jones Day (CA)	2001	2001	CA	525.00	1.70	892.50
OC Brandt, Gina F.	Pachulski Stang Ziehl Young Jones & Weintraub (CA)	1976	1976	CA	525.00	1.30	682.50
A. Malek, Michael	Weil, Gotshal & Manges, LLP (CA)	2005	2005	CA	500.00	175.30	87,650.00
A. Rodriguez, Noel	Jones Day (CA)	2003	2003	CA	500.00	41.80	20,900.00
A. Heyn, Matthew	Klee, Tuchin, Bogdanoff & Stern, LLP	2003	2003	CA	495.00	111.80	55,341.00
A. Barshop, Melissa	Gibson Dunn & Crutcher, LLP (CA)	2006	2006	CA	470.00	4.10	1,927.00
A. Liu, Leslie	Weil, Gotshal & Manges, LLP (CA)	2006	2006	CA	465.00	302.70	140,755.50
A. Chun, Sebyul	White & Case LLP (CA)	2008	2008	CA	460.00	162.10	74,566.00

## California rate Report

PROFESSIONAL	FIRM	GRADUATED	ADMITTED	STATE	RATE	HOURS	TOTAL
A. Morrison, Kelley M.	White & Case LLP (CA)	2008	2008	CA	\$ 460.00	105.50	\$ 48,530.00
A. Hawk, Jonathan	White & Case LLP (CA)	2007	2007	CA	460.00	20.30	9,338.00
P. Phillip, Laurence	McKenna Long & Aldridge LLP (CA)	1997	1997	CA	450.00	15.00	6,750.00
P. Larsen, J David	McKenna Long & Aldridge LLP (CA)	1997	1997	CA	450.00	10.00	4,500.00
A. Gussis, David	Klee, Tuchin, Bogdanoff & Stern, LLP	2005	2005	CA	430.00	366.70	157,881.00
A. Pczmaniter, Courtney	Klee, Tuchin, Bogdanoff & Stern, LLP	2005	2005	CA	430.00	23.20	9,976.00
A. Dickerson, Matthew	Sidley Austin Brown & Wood LLP (CA)	2007	2007	CA	425.00	25.30	10,752.50
A. Tran, William	Sidley Austin Brown & Wood LLP (CA)	2006	2006	CA	425.00	5.40	2,295.00
A. Nathan, Joseph	Weil, Gotshal & Manges LLP (CA)	2007	2007	CA	415.00	61.50	25,522.50
A. Wilson, Lorna S.	Gibson Dunn & Crutcher, LLP (CA)	2008	2008	CA	400.00	4.00	1,600.00
A. Simonds, Ariella	Sidley Austin Brown & Wood LLP (CA)	2008	2008	CA	375.00	49.30	18,487.50
A. Dearlhan, Kevin	Klee, Tuchin, Bogdanoff & Stern, LLP	2008	2008	CA	300.00	4.70	1,410.00
A. Elliot, Kerin	Klee, Tuchin, Bogdanoff & Stern, LLP	2008	2008	CA	300.00	2.10	630.00
LIB Forrester, Leslie A.	Pachulski Stang Ziehl Young Jones & Weintraub (CA)				250.00	4.30	1,225.00
PP Harits, Denise A.	Pachulski Stang Ziehl Young Jones & Weintraub (CA)				225.00	8.50	1,912.50
PP Grycenker, Michelle	McKenna Long & Aldridge LLP (CA)				215.00	40.60	8,729.00
PP Pearson, Sandra	Klee, Tuchin, Bogdanoff & Stern, LLP			CA	215.00	38.00	7,740.00
PP Brown, Thomas J.	Pachulski Stang Ziehl Young Jones & Weintraub (CA)				195.00	2.00	390.00
LIB Jones, Carla H.	Gibson Dunn & Crutcher, LLP (CA)				165.00	0.50	82.50

***Westlaw CourtExpress***

**LEGAL BILLING REPORT**

VOLUME 11, NUMBER 3

December 2009

**BY BILLING RATE**

## California Rate Report

PROFESSIONAL	FIRM	GRADUATED	ADMITTED	STATE	RATE	HOURS	TOTAL
P Pachnisi, Richard M.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1978	1978	CA	\$ 885.00	287.62	\$ 257,7419.90
P Patterson, Thomas	Klee, Tuchin, Bogdanoff & Stern, LLP	1994	1994	CA	850.00	382.60	333,7410.00
P Tietlin, Michael	Klee, Tuchin, Bogdanoff & Stern, LLP	1990	1990	CA	850.00	201.40	171,190.00
P Stiem, David	Klee, Tuchin, Bogdanoff & Stern, LLP	1975	1975	CA	850.00	68.60	58,480.00
P Pachnisi, Richard M.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1979	1979	CA	850.00	68.00	57,800.00
P Arnold, David	Gibson Dunn & Crutcher, LLP (CA)	1975	1975	CA	840.00	1.00	840.00
P Ziehl, Dean A.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1978	1978	CA	825.00	258.75	211,405.25
P Timmons, Brian	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1991	1991	CA	820.00	240.60	197,282.00
P Lyons, Duane	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1986	1986	CA	820.00	60.20	65,764.00
P Oguel, Robert B.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1981	1981	CA	785.00	357.30	284,053.50
P Richards, Jeremy	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1980	1981	CA	795.00	158.50	126,007.50
P Ziehl, Dean A.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1978	1978	CA	795.00	94.00	74,730.00
P Ziehl, Dean A.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1978	1978	CA	785.00	20.30	16,136.50
P Winston, Eric D.	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1999	1999	CA	740.00	54.00	39,960.00
P Ong, Johanna Y.	Quinn Emanuel Urquhart Oliver & Hedges, LLP	1997	1997	CA	740.00	11.20	8,288.00
P Kornfeld, Alan	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1987	1987	CA	725.00	10.10	7,322.50
P Grassman, Debra I.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1991	1992	CA	695.00	6.50	3,822.50
C Galin, Andrew	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1983	1983	CA	685.00	3.40	2,363.00
P Parker, Daryl	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1986	1970	CA	675.00	60.80	41,040.00
P McInerney, James	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1986	1987	CA	675.00	16.60	11,205.00
P Arash, Dara	Gibson Dunn & Crutcher, LLP (CA)	1995	1995	CA	675.00	14.80	9,990.00
P Davids, Ron	Klee, Tuchin, Bogdanoff & Stern, LLP	1985	1985	CA	650.00	1.40	910.00
A Newman, Samuel	Gibson Dunn & Crutcher, LLP (CA)	2001	2001	CA	610.00	3.70	2,287.00
C Hochman, Harry	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1987	1987	CA	585.00	100.80	59,976.00
A Newmark, Viktoria	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1986	1997	CA	595.00	32.50	18,397.50
C Cho, Shiny	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1987	1987	CA	595.00	19.40	11,543.00
C Hochman, Harry	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1987	1987	CA	575.00	57.60	33,120.00
A Dirckman, Jennifer	Klee, Tuchin, Bogdanoff & Stern, LLP	1988	1988	CA	575.00	1.40	805.00
OC Metcalf, Brian	Klee, Tuchin, Bogdanoff & Stern, LLP	1999	1999	CA	575.00	0.70	402.50
OC Brandt, Gina F.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1976	1976	CA	525.00	1.30	682.50
A Heyn, Matthew	Klee, Tuchin, Bogdanoff & Stern, LLP	2003	2003	CA	495.00	109.70	54,301.50
P Brown, Gibran	Pachnisi Stang Zehn Young Jones & Weintraub (CA)	1989	1989	CA	495.00	0.50	247.50
A Barshon, Melissa	Gibson Dunn & Crutcher, LLP (CA)	2006	2006	CA	470.00	2.10	987.00
A Liu, Leslie	Wall, Gelstein & Mancoske LLP (CA)	1997	1997	CA	465.00	9.80	4,557.00
P Phelan, Laurence	McKenna Long & Aldridge LLP (CA)	2005	2005	CA	450.00	2.70	1,215.00
A Guets, David	Klee, Tuchin, Bogdanoff & Stern, LLP	2005	2005	CA	380.00	4.80	1,734.00
PP Santos, Joseph C	Quinn Emanuel Urquhart Oliver & Hedges, LLP	2008	2008	CA	300.00	16.60	4,980.00
A Elliot, Kolin	Klee, Tuchin, Bogdanoff & Stern, LLP	2008	2008	CA	250.00	20.30	5,075.00
PP Lacroix, Maurice	Quinn Emanuel Urquhart Oliver & Hedges, LLP						
LIB Fontaine, Leslie A.	Pachnisi Stang Zehn Young Jones & Weintraub (CA)				250.00	4.90	1,225.00

## California Rate Report

PROFESSIONAL	FIRM	GRADUATED	ADMITTED	STATE	RATE	HOURS	TOTAL
LIB Forrester, Leslie A.	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				\$ 250.00	1.80	\$ 450.00
PP Harris, Denise A.	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				225.00	47.80	10,777.50
PP Harris, Denise A.	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				225.00	8.50	1,912.50
PP Harrison, Felice	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				225.00	0.40	90.00
PP Glycerat, Michelle	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				215.00	60.40	12,986.00
PP Pearson, Sandra	McKenna Long & Aldridge LLP (CA)				215.00	52.40	11,268.00
PP Brown, Thomas J.	Klee, Tustin, Bogdanoff & Stern, LLP				195.00	59.75	11,651.25
PP Brown, Thomas J.	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				195.00	6.00	1,170.00
PP Matteo, Mike	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				195.00	2.00	390.00
PP Brown, Thomas J.	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				180.00	3.00	540.00
LS Everheart, Christine	McKenna Long & Aldridge LLP (CA)				180.00	16.80	2,535.00
PP Sahn, Andrew	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				150.00	0.80	120.00
PP Bass, John	Pachniski Slang Ziehl Young Jones & Weintraub (CA)				150.00		



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### The Firms

April 16, 2012 5:20 PM

### When It Comes to Billing, Latest Rate Report Shows the Rich Keep Getting Richer

Posted by Sara Randazzo

Hourly rates just keep rising—and the best-paid lawyers are raising their rates faster than everyone else.

Those are two of the key findings contained in the [2012 Real Rate Report](#), an analysis of \$7.6 billion in legal bills paid by corporations over a five-year period ending in December 2011. The report, released Monday, is the second such collaboration between TyMetrix, a company that manages and audits



legal bills for corporate legal departments, and the Corporate Executive Board.

Many of the new rate report's findings echo those contained in the 2010 study, including the fact that rates keep going up, almost across the board, and that the cost of a given matter can vary dramatically depending on a law firm's size and location and its relationship with a particular client.

At the same time, this year's study shows that the legal sector is becoming increasingly bifurcated, with top firms raising rates faster than those at the bottom of the market and large firms charging a premium price based purely on their size.

"What it's really showing is that there's an increased premium being paid for experience and expertise," says Julie Peck, vice president of strategy and market development at TyMetrix. "Some parts of the lawyer market are able to raise rates much more quickly, and are more impervious to economic forces than others."

To compile the current rate report, TyMetrix received permission from its clients to examine legal fees billed to 62 companies across 17 industries including energy, finance, retail, technology, insurance, and health care. The bills, which represent the amount actually paid by the companies in question rather than the amount initially charged, came from more than 4,000 firms in 84 metropolitan areas around the country. Every firm on the 2011 Am Law 100 is represented in the data.

The report's key data points include:

**A Widening Gap:** Hourly rates charged by lawyers in the legal sector's upper echelon grew faster between 2009 and 2011 than those charged by lawyers toiling on the lower rungs. Particularly striking was the jump in associate rates billed by those falling in the report's top quartile: 18 percent on average, to just over \$600 per hour. Rates billed by top quartile partners, meanwhile, rose 8 percent, to just under \$900 per hour. In the bottom quartile, associate rates rose 4 percent and partner rates rose 3 percent during the same period.

**The Recession's (Minor) Toll:** Even amid the economic downturn, the cost of an hour of a lawyer's time continued to rise faster than key measures of inflation. That said, the legal industry wasn't completely immune to the broader economy's slowdown. After rising 8.2 percent between 2007 and 2008, hourly rates rose just 2.3 percent in 2009. Law firms bounced back a bit last year, with rates climbing 5.1 percent, to an average of \$530 an hour.

**Location Counts:** Not surprisingly, lawyers working in major metropolitan areas—where, as the rate report notes, rents are typically higher—are the priciest. An address in Boston, Chicago, Los Angeles, San Francisco, or Washington, D.C., alone adds about \$161 to the hourly rate charged by an individual lawyer. Those six cities and Baltimore, Houston, Philadelphia, and San Jose are the ten U.S. markets with the highest hourly rates. With an average partner rate topping \$700 per hour and average associate rate of more than \$450 per hour, New York is the most expensive market in the country. The least expensive? Riverside, California, where the average partner bills at under \$250 per hour and associates bill at just over \$300 an hour.

**In the Minority:** A small group of lawyers—12 percent—bucked the trend toward higher fees and actually lowered rates between 2009 to 2011—and 3 percent trimmed rates by \$50 or more per hour. (Most of those in the rate-cutting camp were based outside the big six markets identified above.) At the other end of the spectrum, 52 percent of lawyers increased rates by between \$25 and \$200 or more per hour. Another 18 percent increased rates by less than \$25 per hour, and the final 18 percent held rates steady.

**First-Year Blues:** Even before the recession hit, clients balked at paying for what they considered on-the-job training for first-year associates. The latest rate report is likely to reinforce that reluctance, given its finding that using entry-level lawyers adds as much as 20 percent to the cost of a legal matter. The report offers evidence that firms may be accommodating clients on this front: The percentage of bills attributed to entry-level associates dropped from 7 percent in 2009 to 2.9 percent last year.

**Ties That Bind:** The more work one firm handles for a client—and the longer the client relationship extends—the higher the average rate the firm charges. For companies that paid one firm \$10 million or more in a single year, the average hourly rate paid was \$553 in 2011. By comparison, clients that limited their spending on an individual firm to \$500,000 paid that firm an average of \$319 per hour.

**Four-Digit Frontier:** Data has consistently shown that many lawyers hesitate to charge more than \$1,000 an hour, and in 2011 just under 3 percent of the lawyers covered by the rate report had broken that barrier. Of those, the vast majority were working in the six main legal markets identified above and 60 percent of the time, they billed in increments of one hour or less.

**Playing Favorites:** Across all practice areas, 90 percent of lawyers charged different clients different rates for similar types of work. (The figure for mergers and acquisitions lawyers was 100 percent.) The differences from client to client can be extreme, and were even more pronounced in the current report than in the 2010 edition. Rates charged by intellectual property specialists, for instance, had a median variance of 23.1 percent, while lawyers doing commercial and contract work showed a 18.7 percent median difference.

**Who's Doing What?** A closer look at law firm bills for work performed on litigation and intellectual property assignments shows that the kind of timekeeper billing on a matter varies by practice type. On patent matters, the report shows, 47 percent of hours billed on average are attributed to paralegals, and 37 percent by partners. By comparison, paralegals account for just 8 percent of the work done on labor and employment litigation hours, while partners handle 45 percent.

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The Big Law law firm is a dinosaur - a dying species. This kind of self-interested greed will ultimately kill the beast.

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FEBRUARY 23, 2011

## Top Billers

Top attorneys in the U.S. are asking for as much as \$1,250 an hour, according to recent court filings, significantly more than in previous years, as they take advantage of big clients willing to pay top dollar even amid the downturn. The move is contributing to price inflation across the struggling \$100 billion global corporate law firm industry, where lawyers often study rival attorney fee filings in bankruptcy cases. See which attorneys had some of the highest-known hourly rates in 2010 and 2009. Click on column headers to sort.

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Name	Firm	Practice Area 1	Practice Area 2	Practice Area 3	Hourly Rate	Case Name	Date
Racke, Kirk A.	Kirkland & Ellis LLP	Corporate			\$1,250	Reader's Digest Association Inc	2010
Taplin, Ish	Kirkland & Ellis LLP	Tax			\$1,220	Vision Corp.	2010
Schmidt, Gerhard	Watt Tieder	Finance	Corporate	Mergers and Acquisition	\$1,165	Aleris International	2010
Gon, Michelle Y.L.	Baker McKenzie	Real Estate	Mergers and Acquisition	Intellectual Property	\$1,163	Morris Liquidation Company	2010
Shustar, Andrew	Clary Gottlieb	Bankruptcy			\$1,160	Truvo	2010
McDonald, Michael	Clary Gottlieb	Corporate	Mergers and Acquisition		\$1,160	Truvo	2010
Vandermere, Dirk	Clary Gottlieb	Environmental Litigation	Litigation		\$1,130	Truvo	2010
Reding, Jacques	Clary Gottlieb	Bankruptcy	Mergers and Acquisition	Equities	\$1,130	Truvo	2010
McArdle, Wayne P.	Gibson Dunn	Corporate			\$1,110	Lehman Brothers Holding Inc	2010
DuBois, Pierre-André	Kirkland & Ellis LLP	Intellectual Property			\$1,105	Reader's Digest Association Inc	2010
Scheller, Brad	Fried Frank	Bankruptcy			\$1,100	Station Casinos	2010
Lewin-Smith, Guy	Debevoise & Plimpton LLP	Corporate			\$1,090	MGI Inc	2010
Brown, Michael	Jones Day	Finance	Litigation	Regulatory	\$1,075	Lehman Brothers Holding Inc	2010
Coffey, Lee	Jones Day	Litigation	International Law	Energy	\$1,075	Lehman Brothers Holding Inc	2010
Stueck, Barnaby C.	Jones Day	Bankruptcy			\$1,075	Lehman Brothers Holding Inc	2010
Kortan, Mitchel A.	Gibson Dunn	Litigation			\$1,075	Athletis	2010
Brockway, David	Bingham McCutchen	Corporate			\$1,065	Lehman Brothers Holding Inc	2010
Magee, John B.	Bingham McCutchen	Tax			\$1,065	Lehman Brothers Holding Inc	2010
Nelson, William F.	Bingham McCutchen	Tax			\$1,065	Lehman Brothers Holding Inc	2010
Plislik, Benito	Shearman & Sterling LLP	Tax			\$1,065	Worldspace	2010
Meyerson, Lee	Simpson Thacher	Capital Markets	Mergers and Acquisition		\$1,050	Washington Mutual	2010
Nesgos, Peter	Mitbank Tweed	Finance			\$1,050	Sea Launch Company	2010
Clayton, Lewis	Paul Weiss	Intellectual Property			\$1,050	SP Wind Down Inc	2010
Flader, Robert	Paul Weiss	Labor and Employment			\$1,050	SP Wind Down Inc	2010
Rosenberg, Peter	Paul Weiss	Corporate	Tax		\$1,050	SP Wind Down Inc	2010
Baronsky, Kenneth J	Mitbank Tweed	Bankruptcy	Mergers and Acquisition	Securities Litigation	\$1,050	Station Casinos	2010
Palmer, Deryok A.	Cadwalader	Finance	Bankruptcy	Mergers and Acquisition	\$1,050	Lyondell Chemical Company	2010
Aronzon, Paul	Mitbank Tweed	Bankruptcy			\$1,050	Lehman Brothers Holding Inc	2010

Name	Firm	Practice Area 1	Practice Area 2	Practice Area 3	Hourly Rate	Case Name	Date
Bray, Gregory	Milbank Tweed	Bankruptcy			\$1,050	Midway Games Inc	2010
Duhne, Dennis	Milbank Tweed	Bankruptcy			\$1,050	Lehman Brothers Holding Inc	2010
Schiff, Kenneth E.	Wells Global	Mergers and Acquisitions			\$1,030	Essexday Stay Inc	2010
Kar, Partha	Kirkland & Ellis LLP	Bankruptcy			\$1,030	Reader's Digest Association Inc	2010
Budd, Thomas M.	Gibson Dunn	Finance			\$1,027	Lehman Brothers Holding Inc	2010
Moore, Robert Jay	Milbank Tweed	Bankruptcy			\$1,025	Calm Jumper	2010
Dakin-Grimm, Linda	Milbank Tweed	Litigation			\$1,025	Lehman Brothers Holding Inc	2010
Davis, Trayton M.	Milbank Tweed	Finance	Bankruptcy	Investment Funds Litigation	\$1,025	Lehman Brothers Holding Inc	2010
Grutskikh, Jay D.	Milbank Tweed	International Law	Finance	Transportation	\$1,025	Lehman Brothers Holding Inc	2010
Heller, David S.	Latam/Walkins	Bankruptcy			\$1,025	In re: NEC Holdings Corp.	2010
Herschtal, Michal	Milbank Tweed	Tax	Real Estate	Finance	\$1,025	Lehman Brothers Holding Inc	2010
Magob, Rainer	Milbank Tweed	Finance			\$1,025	Lehman Brothers Holding Inc	2010
Tomback, Andrew E.	Milbank Tweed	Litigation	Finance		\$1,025	Lehman Brothers Holding Inc	2010
Sharp, Richard	Milbank Tweed	Litigation			\$1,025	Lehman Brothers Holding Inc	2010
Clowry, Kait J.K.	Paul Hastings	Corporate			\$1,021	Lehman Brothers Holding Inc	2010
Eagan, Mark J.	Paul Hastings	Real Estate			\$1,021	Lehman Brothers Holding Inc	2010
O'Sullivan, Ronan P.	Paul Hastings	Corporate	Real Estate		\$1,021	Lehman Brothers Holding Inc	2010
Lifshar, Richard S.	Cleary Gottlieb	Corporate	Finance	Mergers and Acquisition	\$1,020	Truve	2010
Danban, James A.	Cleary Gottlieb	Finance	Tax		\$1,020	Truve	2010
Pascoe, James	Cleary Gottlieb	Tax			\$1,020	Truve	2010
Gorin, William F.	Cleary Gottlieb	Corporate	Government	Capital Markets	\$1,020	Truve	2010
Moloney, Thomas J.	Cleary Gottlieb	Bankruptcy	Litigation	Finance	\$1,020	Truve	2010

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Source: Veeva partners, Washington, D.C. Notes: Based on recent filings in a range of bankruptcy cases. Some lawyers may have standard hourly rates above what they charged in these cases.

(See correction.)

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FEBRUARY 26, 2010

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Name	Firm	Practice Area 1	Practice Area 2	Practice Area 3	Hourly Rate	Case Name	Date
Aleksander, Nicholas P.B.	Gibson Dunn	Tax			\$1,018	Lehman Brothers Holding Inc	2010
Rocher, Philip	Gibson Dunn	Litigation			\$1,018	Lehman Brothers Holding Inc	2010
Thomas, Andrew S.V.	Gibson Dunn	Corporate			\$1,018	Lehman Brothers Holding Inc	2010
Blyth, Mark	Linklaters	Litigation			\$1,010	Nortel Networks	2010
Cox, Tim	Linklaters	Corporate			\$1,018	Nortel Networks	2010
Sachdev, Naveen V.	Kirkland & Ellis LLP	Corporate			\$1,015	Visteon Corp.	2010
Mayo, David	Paul Weiss	Tax			\$1,015	BP Wind Down Inc	2010
Cohen, Joel	Gibson Dunn	Bankruptcy			\$1,014	Almatis	2010
Sullivan, Peter	Gibson Dunn	Intellectual Property	Litigation		\$1,014	Almatis	2010
Trinklein, Jeffrey	Gibson Dunn	Tax	Employee Benefits	Energy	\$1,014	Almatis	2010
Vance, Janet L.	Gibson Dunn	Finance	Corporate		\$1,014	Almatis	2010
Buffone, Steven P.	Gibson Dunn	Energy	Corporate	Finance	\$1,008	Almatis	2010
Jowit, Justin S.	Paul Hastings	Finance			\$1,004	Lehman Brothers Holding Inc	2010
Gander, Fred R.	Dewey LeBoeuf LLP	Finance	Tax	Corporate	\$1000	Ambee	2010
Vysokil, Mary Kay	Simpson Thacher	Insurance	Litigation		\$1000	Washington Mutual	2010
Brown, Avri	Simpson Thacher	Employee Benefits	Executive Compensation		\$1000	American Safety Razor Company	2010
Etherton, Upamve	Weil Gotshal	Mergers and Acquisitions			\$1000	Lehman Brothers Holding Inc	2010
McCaill, Dominic T.	Weil Gotshal	Bankruptcy			\$1000	Lehman Brothers Holding Inc	2010
Tringali, Joseph F.	Simpson Thacher	Litigation	Antitrust	Intellectual Property	\$1000	American Safety Razor Company	2010
Francis, Michael	Weil Gotshal	Mergers and Acquisitions			\$1000	Lehman Brothers Holding Inc	2010
Keller, Andy	Simpson Thacher	Corporate	Energy		\$1000	Lehman Brothers Holding Inc	2010
Nave, Douglas	Weil Gotshal	Antitrust	Finance	Mergers and Acquisition	\$1000	Motors Liquidation Company	2010
Nowood, Andrew R.	Weil Gotshal	Finance			\$1000	Lehman Brothers Holding Inc	2010
Ostrager, Barry R.	Simpson Thacher	Litigation			\$1000	Washington Mutual	2010
Horspool, Anthony	Weil Gotshal	Bankruptcy			\$1000	Lehman Brothers Holding Inc	2010
Katy, Jacky	Weil Gotshal	Bankruptcy	Finance		\$1000	Lehman Brothers Holding Inc	2010
Nadiri, Michael	Weil Gotshal	Bankruptcy	Finance	Equities	\$1000	Lehman Brothers Holding Inc	2010
Shankland, Matthew	Weil Gotshal	Alternative Dispute Resolution			\$1000	Lehman Brothers Holding Inc	2010
Martin, Susan	Allen & Overy LLP	Labor and Employment			\$1,152	BearingPoint	2009



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Name	Firm	Practice Area 1	Practice Area 2	Practice Area 3	Hourly Rate	Case Name	Date
Huber, John J.	Latham Watkins	Capital Markets			\$1,120	Aviza Technology	2009
Reynolds, Michael	Allen & Overy LLP	Mergers and Acquisitions			\$1,111	Chemtura Corp.	2009
Norley, Lyndon E.	Kirkland & Ellis LLP	Bankruptcy			\$1,110	Chemtura Corp.	2009
Norley, Lyndon E.	Kirkland & Ellis LLP	Bankruptcy			\$1,100	Reader's Digest Association Inc	2009
Reiss, John M.	White & Case	Mergers and Acquisitions	Equities		\$1,100	Heartland Automotive Holdings	2009
Ollespie, Stephen	Kirkland & Ellis LLP	Corporate			\$1,080	Chemtura Corp.	2009
Nakata, Nobuo	Allen & Overy LLP	Corporate			\$1,077	BearingPoint	2009
Brown, Stephen	Latham Watkins	Employee Benefits			\$1,065	Aviza Technology	2009
Chanda, Kenneth D. C.	Latham Watkins	Mergers and Acquisitions			\$1,065	Aviza Technology	2009
Finn, Sean	Latham Watkins	Tax			\$1,065	Aviza Technology	2009
Sefran, Lawrence	Latham Watkins	Finance			\$1,065	Aviza Technology	2009
Verbung, Leonard	Allen & Overy LLP	Labor and Employment			\$1,065	BearingPoint	2009
Lee-Lim, Jiyeon	Latham Watkins	International Law	Tax		\$1,065	Spanion	2009
Pisillo, Bernie	Bushman & Sterling LLP	Tax			\$1,065	Workspace	2009
Selder, Mitchell A.	Latham Watkins	Bankruptcy			\$1,065	Spanion	2009
Schermers, Christiaan	Allen & Overy LLP	Corporate			\$1,062	BearingPoint	2009
Pohl, Timothy	Skadden	Bankruptcy	Litigation		\$1,050	Verasun Energy Corporation	2009
Laurie, Thomas	White & Case	Bankruptcy			\$1,050	Global Safety Textiles	2009
Mulaney, Charles W.	Skadden	Mergers and Acquisitions			\$1,060	Hartmarx	2009
Rosen, Matthew A.	Skadden	Tax			\$1,060	Hartmarx	2009
Zhinsky, Bruce	Cadwalader	Bankruptcy			\$1,050	TH Agriculture	2009

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Source: Valed partners, Washington, D.C. Notes: Based on recent filings in a range of bankruptcy cases. Some lawyers may have standard hourly rates above what they charged in these cases.

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FEBRUARY 23, 2011

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Name	Firm	Practice Area 1	Practice Area 2	Practice Area 3	Hourly Rate	Case Name	Date
Milmo, J. Gregory	Skadden	Bankruptcy			\$1,050	Interstate Bakeries	2009
Braut, Elen	Allen & Overy LLP	Antitrust			\$1,038	Chemura Corp.	2009
Stroff, Neal	Skadden	Antitrust			\$1,035	Varasun Energy Corporation	2009
Hayman, Ulfida C.	Skadden	Corporate	Mergers and Acquisitions		\$1,035	Interstate Bakeries	2009
Neckles, Peter J.	Skadden	Finance			\$1,032	Interstate Bakeries	2009
MacLachlan, James	Baker McKenna	Tax			\$1,029	Microm	2009
Keck, Colleen	Allen & Overy LLP	Corporate	Intellectual Property		\$1,026	BearingPoint	2009
Kellner, Eileen	Allen & Overy LLP	Mergers and Acquisitions			\$1,026	BearingPoint	2009
Fouflet, Francois	Vinson & Elkins	Capital Markets	Energy	International Law	\$1,026	MPF Holding US LLC and Official Committee Of Unsecured Creditors	2009
Riemann, David	Skadden	Tax			\$1,026	Mark IV Industries	2009
Davenport II, Kirk	Latham Watkins	Capital Markets			\$1,025	Dayton Superior	2009
Clayton, Lewis	Paul Weiss	Intellectual Property			\$1,025	Tronox	2009
Fisch, Peter	Paul Weiss	Real Estate			\$1,025	Tronox	2009
Kornberg, Alan	Paul Weiss	Bankruptcy			\$1,025	Tronox	2009
Schimek, Terry	Paul Weiss	Finance			\$1,025	Tronox	2009
Smith, Mark	Skadden	Corporate			\$1,013	Mark IV Industries	2009
Hyde, Mark	Clifford Chance	Bankruptcy			\$1,000	Lyondell Chemical Company	2009
Butters, James	Clifford Chance	Mergers and Acquisitions			\$1,000	Lyondell Chemical Company	2009
Saferstein, Jeffrey	Paul Weiss	Bankruptcy			\$1,000	Samsonite Company	2009
Meyerson, Lee	Simpson Thacher	Capital Markets	Mergers and Acquisitions		\$1,000	Washington Mutual	2009
Finley, John	Simpson Thacher	Mergers and Acquisitions			\$1,000	Lehman Brothers Holding Inc	2009
Gover, Alan	White & Case	Bankruptcy			\$1,000	Hospital Partners	2009

&lt;&lt; first &lt; prev 1 2 3 next &gt;&gt; last &gt;&gt;

Source: Vales partners, Washington, D.C. Notes: Based on recent filings in a range of bankruptcy cases. Some lawyers may have standard hourly rates above what they charged in these cases.

(See correction.)

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## 2010 NLJ Billing Survey

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Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Adams and Reese	New Orleans	\$265	\$550	\$250	\$344	\$290	\$195	\$229
2010	Akerman Senterfitt	Miami							
2010	Akin Gump Strauss Hauer & Feld	Washington							
2010	Allen Matkins Lack	Los Angeles							
2010	Gamble Maffroy & Natsis	Atlanta	\$515	\$865	\$450	\$627	\$590	\$270	\$405
2010	Alston & Bird	Houston							
2010	Andrews Kurth	Haddonfield, NJ		\$560	\$305		\$340	\$175	
2010	Archer & Greiner	Washington							
2010	Arent Fox	St. Louis		\$765	\$400		\$475	\$240	
2010	Armstrong Teasdale	Washington		\$475	\$300		\$325	\$200	
2010	Arnold & Porter	Indianapolis							
2010	Baker & Daniels	Cleveland							
2010	Baker & Hostetler	Houston							
2010	Baker Botts LLP	Memphis, TN	\$312	\$595	\$255	\$357	\$320	\$165	\$231
2010	Baker, Donelson, Bearman, Caldwell & Berkowitz	Philadelphia							
2010	Ballard Spahr	Indianapolis	\$367	\$613	\$298	\$416	\$355	\$225	\$261
2010	Barnes & Thornburg	Nashville, TN							
2010	Bass, Berry & Sims	Cleveland	\$315	\$575	\$350	\$335	\$360	\$195	\$245
2010	Benesch, Friedlander, Coplan & Aronoff	Riverside, Calif.		\$550	\$310		\$395	\$225	
2010	Best Best & Krieger								

Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Bingham McCutchen	Boston							
2010	Blank Rome	Philadelphia	\$510	\$855	\$440	\$615	\$360	\$260	\$361
2010	Bond, Schoeneck & King	Syracuse, NY	\$260	\$475	\$220	\$309	\$280	\$160	\$208
2010	Briggs and Morgan	Minneapolis	\$373	\$600	\$290	\$437	\$315	\$210	\$240
2010	Brinks Hofer Gilson & Lyne	Chicago	\$435	\$725	\$345	\$541	\$420	\$195	\$308
2010	Broad and Cassel	Orlando, FL	\$307	\$475	\$260	\$372	\$350	\$175	\$242
2010	Brown Rudnick	Boston							
2010	Brownstein Hyatt Farber Schreck	Denver	\$391	\$810	\$295	\$463	\$360	\$200	\$256
2010	Bryan Cave	St. Louis	\$464	\$790	\$370	\$553	\$550	\$185	\$344
2010	Buchalter Nemer	Los Angeles	\$415	\$625	\$270	\$490	\$450	\$195	\$328
2010	Buchanan Ingersoll & Rooney	Pittsburgh		\$900	\$310		\$465	\$210	
2010	Burr & Forman	Birmingham, AL	\$328	\$500	\$210	\$361	\$335	\$200	\$250
2010	Butzel Long	Detroit		\$750	\$300		\$375	\$200	
2010	Cadwalader, Wickersham & Taft LLP	New York							
2010	Cahill Gordon Reindel LLP	New York							
2010	Carlton Fields	Tampa, FL	\$388	\$775	\$325	\$455	\$375	\$195	\$268
2010	Chadbourne & Parke	New York	\$456	\$995	\$390	\$769	\$625	\$110	\$442
2010	Chapman and Cutler	Chicago							
2010	Clark Hill	Detroit							
2010	Cooley	Palo Alto, CA							
2010	Covington & Burling	Washington							
2010	Cozen O'Connor	Philadelphia	\$422	\$880	\$310	\$497	\$585	\$225	\$326
2010	Crowell & Moring	Washington							
2010	Curtis, Mallet-Prevost, Colt & Mosle	New York	\$489	\$785	\$675	\$669	\$575	\$290	\$365
2010	Davis Wright Tremaine	Seattle	\$355	\$795	\$320	\$486	\$435	\$210	\$304
2010	Day Pitney	Florham Park, NJ							



Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Dewey & Leboeuf LLP	New York							
2010	Dickinson Wright	Detroit		\$575	\$355		\$275	\$195	
2010	Dickstein Shapiro	Washington	\$546	\$950	\$525	\$656	\$530	\$265	\$426
2010	Dinsmore & Shohl	Cincinnati	\$302	\$590	\$220	\$360	\$300	\$175	\$222
2010	DLA Piper	Chicago							
2010	Dorsey & Whitney	Minneapolis	\$410	\$795	\$290	\$515	\$440	\$180	\$285
2010	Duane Morris	Philadelphia	\$483	\$850	\$240	\$550	\$480	\$135	\$349
2010	Dykema Gossett	Detroit	\$445	\$535	\$360	\$495	\$450	\$225	\$325
2010	Eckert Seamans Chertin & Melloft	Pittsburgh		\$625	\$250		\$320	\$150	
2010	Edwards Angell Palmer & Dodge	Boston	\$451	\$780	\$345	\$571	\$610	\$200	\$323
2010	Epstein Becker & Green	New York	\$429	\$850	\$350	\$520	\$450	\$180	\$325
2010	Faegre & Benson LLP	Minneapolis							
2010	Finnegan, Henderson, Farabow, Garrett & Dunner	Washington							
2010	Fish & Richardson	Boston							
2010	Fisher & Phillips	Atlanta		\$505	\$340		\$360	\$220	
2010	Fitzpatrick, Calla, Harper & Scinto	New York		\$730	\$460		\$440	\$275	
2010	Foley & Lardner	Milwaukee	\$554	\$1,035		\$654		\$255	\$426
2010	Foley Hoag	Boston							
2010	Ford & Harrison	Atlanta		\$620	\$375				
2010	Fowler White Boggs	Tampa, FL	\$350	\$575	\$325	\$400	\$390	\$250	\$250
2010	Fox Rothschild	Philadelphia	\$407	\$690	\$315	\$473	\$315	\$235	\$298
2010	Frost Brown Todd	Cincinnati	\$279	\$515	\$200	\$326	\$250	\$150	\$189
2010	Fulbright & Jaworski	Houston							
2010	Gardere Wynne Sewell	Dallas	\$445	\$815	\$380	\$531	\$445	\$195	\$311
2010	Gibbons	Newark, NJ	\$404	\$790	\$390	\$479	\$450	\$250	\$289
2010	Gibson, Dunn & Crutcher LLP	Los Angeles							
2010	Godfrey & Kahn	Milwaukee		\$495	\$325		\$340	\$180	
2010	Goodwin Procter	Boston							

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Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Gordon & Rees	San Francisco, CA							
2010	GrayRobinson	Orlando, FL		\$750	\$225		\$315	\$150	
2010	Greenberg Traurig	New York	\$453	\$875	\$355	\$550	\$610	\$200	\$332
2010	Harris Beach	Rochester, NY		\$500	\$275		\$250	\$140	
2010	Haynes and Boone	Dallas							
2010	Hinshaw & Culbertson	Chicago							
2010	Hiscock & Barclay	Syracuse, NY	\$311	\$650	\$195	\$348	\$440	\$150	\$234
2010	Hodgson Russ	Buffalo, NY	\$328	\$665	\$230	\$374	\$410	\$175	\$238
2010	Hogan Lovells	Washington							
2010	Holland & Hart LLP	Washington							
2010	Holland & Knight	Washington	\$418	\$850	\$300	\$499	\$480	\$185	\$288
2010	Holme Roberts & Owen	Denver	\$355	\$635	\$285	\$415	\$530	\$170	\$295
2010	Honigman Miller Schwartz and Cohn	Detroit							
2010	Hughes Hubbard & Reed LLP	New York							
2010	Hunton & Williams	Richmond, VA							
2010	Husch Blackwell	St. Louis	\$329	\$804	\$230	\$357	\$415	\$171	\$220
2010	Ice Miller LLP	Indianapolis							
2010	Irell & Manella	Los Angeles							
2010	Jackson Kelly	Charleston, WV		\$495	\$245		\$275	\$155	
2010	Jackson Lewis	White Plains, NY	\$384	\$715	\$260	\$426	\$440	\$150	\$282
2010	Jones Day	Washington							
2010	Jones, Walker, Waechter, Poitavent, Carrara & Denegre	New Orleans		\$520	\$195		\$275	\$140	
2010	K&L Gates	Pittsburgh							
2010	Kelley Drye & Warren	New York		\$900	\$465		\$565	\$275	
2010	Kenyon & Kenyon LLP	New York							



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Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Kilpatrick Stockton	Atlanta	\$425	\$730	\$375	\$527	\$465	\$225	\$320
2010	Kirkland & Ellis	Chicago							
2010	Knobbe, Martens, Olson & Bear	Irvine, CA	\$432	\$710	\$395	\$511	\$450	\$285	\$332
2010	Kramer Levin Naftalis & Frankel	New York							
2010	Lane Powell	Seattle	\$349	\$600	\$310	\$431	\$350	\$230	\$278
2010	Lathrop & Gage	Kansas City		\$490	\$255		\$265	\$180	
2010	LeClairRyan, Professional Corporation	Richmond, VA							
2010	Leonard, Street and DeNard	Minneapolis							
2010	Lewis and Roca	Phoenix, AZ							
2010	Lewis Brisbois Bisgaard & Smith	Los Angeles							
2010	Lewis, Rice & Fingersh	St. Louis		\$460	\$250		\$315	\$150	\$235
2010	Lindquist & Vennum	Minneapolis	\$330			\$415			\$296
2010	Littler Mendelson	San Francisco	\$372	\$650	\$290	\$445	\$480	\$210	
2010	Locke Lord Bissell & Liddell	Dallas	\$486	\$1,120	\$400	\$599	\$525	\$215	\$320
2010	Loeb & Loeb	New York		\$975	\$475		\$575	\$275	
2010	Lowenstein Sandler	Roseland, NJ		\$825	\$440		\$575	\$235	
2010	Luce, Forward, Hamilton & Scripps	San Diego		\$670	\$350		\$445	\$245	
2010	Manatt, Phelps & Phillips	Los Angeles	\$568	\$850	\$525	\$651	\$525	\$200	\$405
2010	Marshall, Dennehey, Warner, Coleman & Goggin	Philadelphia		\$410	\$145		\$320	\$130	
2010	Maynard, Cooper & Gale	Birmingham, AL		\$600	\$325		\$295	\$235	
2010	McAndrews, Held & Malloy	Chicago		\$675	\$260		\$350	\$225	

Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	McCartier & English	Newark, NJ	\$355	\$825	\$360	\$498	\$405	\$215	\$313
2010	McElroy, Deutsch, Mulvaney & Carpenter	Morristown, N.J.	\$210	\$550	\$295	\$280	\$275	\$150	\$190
2010	McGuireWoods	Richmond, Va.	\$455	\$830	\$325	\$543	\$600	\$220	\$355
2010	McKenna Long & Aldridge	Atlanta	\$455	\$775	\$375	\$540	\$490	\$220	\$366
2010	Michael Best & Friedrich	Milwaukee	\$345	\$650	\$235	\$400	\$320	\$190	\$239
2010	Miles & Stockbridge	Baltimore		\$695	\$325		\$370	\$220	
2010	Miller & Martin	Chattanooga, TN	\$328	\$610	\$235	\$361	\$275	\$180	\$218
2010	Miller, Canfield, Paddock and Stone	Detroit							
2010	Montgomery, McCracken, Walker & Rhoads	Philadelphia		\$625	\$380	\$461	\$395	\$205	\$284
2010	Moore & Van Allen	Charlotte, N.C.	\$364	\$785	\$265	\$441	\$360	\$180	\$257
2010	Morgan, Lewis & Bockius	Philadelphia							
2010	Morris, Manning & Martin	Atlanta	\$424	\$760	\$425	\$492	\$545	\$225	\$353
2010	Morrison & Foerster	San Francisco, CA							
2010	Munger, Tolles & Olson	Los Angeles							
2010	Neal, Gerber & Eisenberg	Chicago							
2010	Nelson Mullins Riley & Scarborough	Columbia, SC	\$347	\$850	\$245	\$399	\$335	\$185	\$248
2010	Nexsen Pruet	Columbia, SC		\$625	\$230		\$250	\$160	
2010	Nixon Peabody	New York		\$905	\$375	\$613	\$580	\$195	\$388
2010	O'Melveny & Myers	Los Angeles	\$429						
2010	Ogletree, Deakins, Nash, Smoak & Stewart	Greenville, S.C.	\$351	\$575	\$300	\$389	\$390	\$195	\$285

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Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Orick, Herrington & Sutcliffe	San Francisco, CA							
2010	Parker Poe Adams & Bernstein LLP	Charlotte N.C.							
2010	Patton Boggs	Washington	\$482	\$990	\$355	\$645	\$550	\$215	\$399
2010	Paul, Hastings, Janofsky & Walker	New York							
2010	Paul, Weiss, Rifkind Wharton & Garrison LLP	New York							
2010	Pepper Hamilton	Philadelphia	\$326	\$825	\$420	\$547	\$465	\$230	\$329
2010	Perkins Coie	Seattle	\$447	\$825	\$275	\$534	\$570	\$200	\$354
2010	Phelps Dunbar	New Orleans	\$226	\$385	\$180	\$272	\$240	\$145	\$183
2010	Phillips Lytle	Buffalo, NY	\$255	\$535	\$260	\$352	\$450	\$150	\$283
2010	Pillsbury Winthrop Shaw Pittman	New York							
2010	Polsinelli Shughart	Kansas City, MO		\$600	\$250		\$325	\$185	
2010	Quarles & Brady	Milwaukee	\$364	\$660	\$290	\$438	\$400	\$210	\$260
2010	Read Smith	Pittsburgh							
2010	Reinhart Boerner Van Duren	Milwaukee							
2010	Roetzel & Andress	Akron, OH	\$317	\$525	\$225	\$357	\$325	\$165	\$243
2010	Rutan & Tucker	Costa Mesa, CA		\$650	\$355		\$450	\$225	
2010	Saul Ewing	Philadelphia	\$412	\$800	\$320	\$491	\$475	\$225	\$310
2010	Schiff Hardin LLP	Chicago							
2010	Schnader Harrison Segal & Lewis	Philadelphia							
2010	Schulte Roth & Zabel	New York		\$895	\$735		\$690	\$275	
2010	Schwabe, Williamson & Wyatt	Portland, OR	\$350	\$540	\$310	\$415	\$450	\$200	\$260
2010	Sedgwick, Detert, Moran & Arnold	San Francisco							
2010	Seyfarth Shaw	Chicago	\$377	\$770	\$335	\$505	\$535	\$185	\$325

Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Sheppard Mullin	Los Angeles		\$820	\$495		\$620	\$270	
2010	Stelman & Howard	New York							
2010	Shook, Hardy & Bacon	Kansas City, MO							
2010	Shumaker, Loop & Kendrick	Toledo, OH	\$331	\$540	\$250	\$366	\$315	\$185	\$246
2010	Skadden, Arps, Slate, Meagher & Flom	New York							
2010	Smith, Gambrell & Russell	Atlanta		\$740	\$325		\$440	\$195	
2010	Snell & Wilmer	Phoenix							
2010	Squire, Sanders & Dempsey	Cleveland	\$338	\$795	\$315	\$486	\$550	\$175	\$282
2010	Stoetzel & Johnson LLP	Washington							
2010	Stevens & Lee	Reading, PA							
2010	Stinson Morrison Hecker	Kansas City, MO							
2010	Sites & Harbison	Louisville, KY							
2010	Stoel Rives	Portland, OR	\$381	\$600	\$315	\$441	\$390	\$190	\$270
2010	Strasburger & Price	Dallas	\$336	\$617	\$250	\$372	\$306	\$194	\$243
2010	Sullivan & Worcester	Boston	\$537	\$830	\$475	\$647	\$535	\$290	\$383
2010	Sutherland Asbill & Brennan	Atlanta							
2010	Taft, Stettinius & Hollister	Cincinnati	\$315	\$500	\$220	\$358	\$365	\$165	\$227
2010	Thompson & Knight	Dallas		\$825	\$410		\$440	\$265	
2010	Thompson Coburn	St. Louis		\$610	\$300		\$395	\$190	
2010	Townsend and Townsend and Crew	San Francisco, CA	\$320	\$750	\$470	\$563	\$460	\$260	\$345
2010	Troutman Sanders	Atlanta							
2010	Ulmer & Berne	Cleveland		\$665	\$260		\$375	\$185	
2010	Vedder Price	Chicago	\$425	\$720	\$370	\$483	\$365	\$255	\$326
2010	Venable	Washington	\$484	\$950	\$445	\$590	\$500	\$280	\$353



Fiscal Year	Firm Name	Location	Firmwide Average	Partner High	Partner Low	Partner Average	Associate High	Associate Low	Associate Average
2010	Vorys, Sater, Seymour and Pease	Columbus, OH							
2010	Wachtell, Lipton, Rosen & Katz	New York							
2010	Weil, Gotshal & Manges LLP	New York							
2010	White and Williams	Philadelphia							
2010	Wildman, Harrold, Allen & Dixon LLP	Chicago							
2010	Wiley Rein	Washington							
2010	Williams Mullen	Richmond, Va.	\$368	\$645	\$315	\$428	\$370	\$230	\$279
2010	Willkie Farr & Gallagher LLP	New York							
2010	Wilmer Cutler Pickering Hale and Dorr	Washington							
2010	Winstead	Dallas	\$395	\$655	\$340	\$462	\$390	\$215	\$291
2010	Winston & Strawn	Chicago	\$486	\$1,075	\$475	\$670	\$610	\$250	\$393
2010	Womble Carlyle Sandridge & Rice	Winston Salem, NC	\$372	\$625	\$300	\$461	\$445	\$210	\$291
2010	Wyatt, Tarrant & Combs	Louisville, KY		\$500	\$245		\$285	\$180	



# 2010 NLJ Associate Class Billing Survey

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Fiscal Year	Firm Name	Associate Class							
		1st year	2nd year	3rd year	4th year	5th year	6th year	7th year	8th year
2010	Alston & Bird	\$270 - \$345	\$330 - \$395	\$365 - \$440	\$395 - \$470	\$420 - \$515	\$445 - \$550	\$470 - \$570	
2010	Benesch, Friedlander, Coplan	\$195	\$200	\$215	\$230	\$240	\$250	\$275	
2010	Blank Rome	\$250 - \$275	\$260 - \$290	\$280 - \$305	\$325 - \$360	\$345 - \$400	\$370 - \$435	\$390 - \$460	\$410 - \$480
2010	Brinks Hofer Gilson & Lione	\$240	\$265	\$285	\$310	\$340	\$365	\$390	\$410
2010	Brownstein Hyatt Farber Schreck	\$200							
2010	Bryan Cave	\$185 - \$300	\$215 - \$350	\$250 - \$385	\$275 - \$395	\$300 - \$420	\$275 - \$460	\$330 - \$480	\$340 - \$510
2010	Curtis, Mallet-Prevost, Colt &	\$290	\$335	\$375	\$415	\$455	\$495	\$535	\$575
2010	Davis Wright Tremaine	\$190 - \$285	\$205 - \$295	\$225 - \$325	\$235 - \$345	\$245 - \$365	\$265 - \$380	\$285 - \$405	\$295 - \$415
2010	Dickinson Wright	\$190	\$195	\$205	\$220	\$230	\$240	\$250	
2010	Dickstein Shapiro	\$265 - \$290	\$325 - \$375	\$375 - \$425	\$375 - \$425	\$425 - \$475	\$425 - \$475	\$475 - \$530	\$475 - \$530
2010	Dinsmore & Shohl	\$180	\$190	\$205	\$220	\$230	\$240	\$250	260
2010	Edwards Angell Palmer & Dodge	255	275						
2010	Fitzpatrick, Cella, Harper & Scinto	\$275	\$300	\$325	\$350	\$370	\$385	\$405	\$420

Fiscal Year	Firm Name	Associate Class							
		1st year	2nd year	3rd year	4th year	5th year	6th year	7th year	8th year
2010	Frost Brown Todd	\$150							
2010	Gardere Wynne Sewell	195	210	260	280	300	315	355	385
2010	Harris Beach	\$155	\$170	\$200	\$230	\$230	\$230	\$250	\$250
2010	Hiscock & Barclay	\$150 - \$340	\$150-340	\$165 - \$360	\$165 - \$360	\$165 - \$360	\$175 - \$380	\$175 - \$380	\$185 - \$440
2010	Kelley Dye & Warren	\$305	\$340	\$370	\$410	\$435	\$455	\$485	510
2010	Kipatrick Stockton	250	275	310	325	335	360	375	385
2010	Kiobbe Martens Olson & Bear	\$285	\$310	\$335	\$360	\$385			
2010	Lindquist & Vennum	\$200	\$210	225	235	245	260	265	290
2010	Locke Lord Bissell & Liddell	\$215	\$230	\$253	\$270	\$300	\$321	\$349	\$386
2010	Loeb & Loeb	\$350 - \$375							
2010	Maynard, Cooper & Gale	\$235	\$235	\$245	\$255	\$270	\$280	\$295	
2010	McElroy, Deutsch, Mulvaney & McKenna	\$150	\$175	\$185	\$195	\$200	\$205	\$210	\$220
2010	McKenna Long & Aldridge	279	312	325	346	363	381	382	415
2010	Montgomery, McCracken, Walker & Morris	\$205	\$215	\$235	\$255	\$275	\$295	\$315	\$335
2010	Morris, Manning & Martin	\$200	\$265	\$310	\$340	\$365	\$390	\$415	\$425

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Fiscal Year	Firm Name	Apprentice Class							
		1st year	2nd year	3rd year	4th year	5th year	6th year	7th year	8th year
2010	Frost Brown Todd	\$150							
2010	Gardere Wynne Sewell	195	210	260	280	300	315	355	385
2010	Harris Beach	\$155	\$170	\$200	\$230	\$230	\$230	\$250	\$250
2010	Hiscock & Barclay	\$150 - \$340	\$150 - \$340	\$165 - \$360	\$165 - \$360	\$165 - \$360	\$175 - \$380	\$175 - \$380	\$185 - \$440
2010	Kelley Dye & Warren	\$305	\$340	\$370	\$410	\$435	\$455	\$485	510
2010	Kilpatrick Stockton	250	275	310	325	335	360	375	385
2010	Knobbe Martens Olson & Bear	\$285	\$310	\$335	\$360	\$385			
2010	Lindquist & Vennum	\$200	\$210	225	235	245	260	265	290
2010	Locke Lord Bissell & Liddell	\$215	\$230	\$253	\$270	\$300	\$321	\$349	\$386
2010	Loeb & Loeb	\$350 - \$375							
2010	Maynard, Cooper & Gale	\$235	\$235	\$245	\$255	\$270	\$280	\$295	
2010	McElroy Deutsch, Mulvaney & Aldridge	\$150	\$175	\$185	\$195	\$200	\$205	\$210	\$220
2010	McKenna Long & Aldridge	279	312	325	346	363	381	382	415
2010	Montgomery, McCracken, Walker & Morris, Manning & Martin	\$205	\$215	\$235	\$255	\$275	\$295	\$315	\$335
2010		\$200	\$265	\$310	\$340	\$365	\$390	\$415	\$425



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Fiscal Year	Plan Name	Associate Class							
		1st year	2nd year	3rd year	4th year	5th year	6th year	7th year	8th year
2010	Patton Boggs	\$290	\$315	\$340	\$370	\$400	\$425	\$450	\$480
2010	Pepper Hamilton	\$230	\$275	\$300	\$330	\$355	\$370	\$385	\$395
2010	Perkins Cole	272	290	306	337	345	372	391	436
2010	Phillips Lytle	\$160	\$170	\$190	\$195	\$210	\$225	\$220	235
2010	Quanes & Brady	\$210 - \$235	\$220 - \$240						
2010	Saul Ewing	\$225 - \$235	\$230 - \$260	\$255 - \$275	\$240 - \$315	\$260 - \$285	\$285 - \$300	\$295 - \$425	\$275 - \$320
2010	Schulte Roth & Zabel	\$375	\$445	\$495	\$540	\$560	\$580	\$605	\$625
2010	Schwabe								
2010	Williamson & Wyatt	\$200							
2010	Sheppard, Mullin, Richter & Hampton	\$270 - \$335	\$330 - \$430	\$365 - \$475	\$395 - \$510	\$420 - \$540	\$445 - \$565	\$470 - \$595	\$490 - \$620
2010	Snell & Wilmer	\$185	\$200	\$225	\$260	\$285	\$315	\$350	\$365
2010	Strasburger & Price	\$200	\$220	\$240	\$260	\$280	\$300	\$320	\$340
2010	Sullivan & Worcester	\$290	\$305	\$330	\$350	\$370	\$390	\$425	
2010	Thompson & Knight	\$265	\$300	\$330	\$365	\$385	\$405	\$425	\$440
2010	Townsend and	260	290	325	370	390	420	450	460
2010	Townsend and Crew								
2010	Wedder Price	225	270	290	310	325	345	360	380

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Fiscal Year	Firm Name	Associate Class							
		1st year	2nd year	3rd year	4th year	5th year	6th year	7th year	8th year
2010	Williams Mullen	\$230	\$250	\$265	\$295	\$295	\$310	\$345	\$345
2010	Winstead	\$215	215	227	260	280	300	325	350
2010	Winston & Strawn	\$295 - \$320	\$305 - \$335	\$325 - \$365	\$350 - \$400	\$380 - \$440	\$420 - \$480	\$455 - \$520	\$490 - \$555



Font Size: **Bankruptcy Rates Top \$1,000 Mark in 2008-09**

Amy Kolz

The American Lawyer

December 16, 2009

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A review of bankruptcy rates in Delaware and the Southern District of New York shows that a handful of U.S.-based partners at Am Law 200 firms have inched above the \$1,000 rate barrier, making bankruptcy work as lucrative as it was plentiful in 2008 and 2009. Over a 12-month period ending August 2009, there were more than 13,000 billing rate entries submitted by law firms in the nation's two busiest bankruptcy courts, according to a new database compiled by ALM Media.

Among U.S.-based lawyers at Am Law 200 firms, Shearman & Sterling tax partner Bernie Pistillo topped the rate chart with an hourly fee of \$1,065 for his work on the bankruptcy of Stock Building Supply Holdings LLC, a building products supplier, in Delaware. (One solo practitioner in Pleasantville, N.Y., Alan Harris, surpassed Pistillo's rate, charging \$1,200 an hour for his work as special real estate litigation counsel on the bankruptcy of Digital Printing Systems in the Southern District of New York.) Eleven other U.S.-based Am Law 200 partners were in the \$1,000-plus club, according to the database. Cadwalader, Wickersham & Taft financial restructuring co-chair Daryck Palmer, a former Weil, Gotshal & Manges partner, billed Lyondell Chemical Co. at a rate of \$1,050 for work on its 2009 bankruptcy. Greenberg Traurig bankruptcy co-chair Bruce Zirinsky, who left Cadwalader last January, billed \$1,050 an hour as debtor's counsel for TH Agriculture and Nutrition LLC, as did White & Case global restructuring head Thomas Lauria for WCI Communities Inc., and Robert Pincus, the head of the corporate practice in Skadden, Arps, Slate, Meagher & Flom's Wilmington office, for Hayes Lemmerz International Inc., an automotive wheel supplier.

Neal Stoll, a Skadden antitrust partner, and Sally Thurston, a Skadden tax partner, billed \$1,035 for work on the bankruptcies of VeraSun Energy Corp. and Hayes Lemmerz, respectively, while Latham & Watkins corporate finance chair Kirk Davenport billed at \$1,025 an hour for Dayton Superior Corp.'s filing. Paul, Weiss, Rifkind, Wharton & Garrison partners Carl Reisner and Richard Bronstein billed at \$1,025 for the Buffets Inc., bankruptcy. (Reisner is co-head of the firm's M&A practice and Bronstein is co-chair of its tax practice.) Simpson Thacher & Bartlett partners Lee Meyerson and litigator Michael Chepiga charged Lehman Brothers \$1,000 an hour on the sale of its brokerage to Barclays Bank PLC.

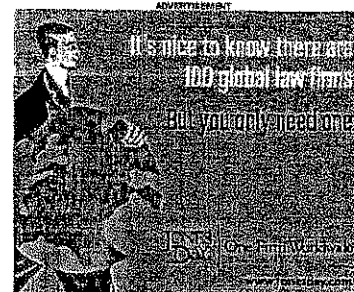
Absent from the \$1,000 club are Weil, Gotshal & Manges restructuring gurus Harvey Miller and Marcia Goldstein. Both clocked rates of \$950 an hour for their work on the Lehman Brothers and BearingPoint Inc. bankruptcies, respectively. Also, Kirkland & Ellis' James Sprayregen billed \$965 an hour for work on the bankruptcies of Lear Corp. and The Reader's Digest Association. And Jones Day partner Corinne Ball charged \$900 an hour for her work on Chrysler's filing.

Comparing the median partner rates among Am Law 200 firms in the database demonstrated that there are few bargains when it comes to Chapter 11 work. Among those charging median partner rates of more than \$900 an hour were: Cadwalader; Cleary Gottlieb Steen & Hamilton; Davis Polk & Wardwell; Milbank, Tweed, Hadley & McCloy; Paul Weiss; Shearman & Sterling; Simpson Thacher; and Skadden. Firms with median partner billing rates between \$800 and \$900 were Gibson Dunn, Fried Frank, Latham, Paul Hastings, Weil Gotshal, and White & Case. Firms billing \$700 or below were Akin Gump Strauss Hauer & Feld, Kirkland, Sidley Austin, and Sonnenschein Nath & Rosenthal. (Medians can be deceiving, since some firms, such as Kirkland, had a difference of more than \$600 between its highest- and lowest-rate partners.)

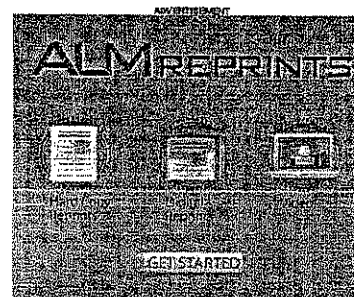
The bankruptcy case with one of the highest median partner rates was Nortel Networks. The phone equipment maker paid firms such as Cleary and Kirkland a median partner rate of \$940. Firms working on the Lehman filing billed a median partner rate of \$810 during the time period, while firms working on the filing of Tribune Co. billed a median of \$690, according to the database.

Associate rates occasionally topped \$700 an hour on bankruptcies including Lehman and Nortel Networks, as well as that of the lesser-known Sportsman's Warehouse. Discovery attorneys, research specialists and benefits consultants sometimes billed between \$500 and \$800 on cases such as Nortel, Charter Communications and Graphics Properties Holdings Inc.

FIRM	MEDIAN PARTNER RATE*	# PARTNERS FILING
Simpson Thacher	\$980	30
Cleary Gottlieb	\$960	47
Shearman & Sterling	\$950	17
Davis Polk	\$948	14
Skadden	\$945	38
Paul Weiss	\$925	24
Cadwalader	\$900	29
Milbank	\$900	55
Weil Gotshal	\$843	142
Gibson Dunn	\$840	29
Fried Frank	\$83	518
Latham & Watkins	\$830	57
White & Case	\$825	21
Paul Hastings	\$810	46
Sidley Austin	\$700	99
Akin Gump	\$690	79



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Kirkland	\$675	149
Sonnenschein	\$825	47

\*U.S.-based partners only.

The American Lawyer will publish a detailed analysis of the bankruptcy billing rates in its February 2010 issue.

[Click here to order the Excel® version of the 2009 Bankruptcy Billing Rates Report.](#)

*This article first appeared on The Am Law Daily blog on AmericanLawyer.com.*

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*\$1,000 Per Hour Isn't Rare Anymore; Nominal billing levels rise, but discounts ease blow. The National Law Journal January 13, 2014 Monday*

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The National Law Journal

January 13, 2014 Monday

**SECTION:** NLJ'S BILLING SURVEY; Pg. 1 Vol. 36 No. 20

**LENGTH:** 1860 words

**HEADLINE:** \$1,000 Per Hour **Isn't Rare Anymore;**  
Nominal billing levels rise, but discounts ease blow.

**BYLINE:** KAREN SLOAN

**BODY:**

As recently as five years ago, law partners charging \$1,000 an hour were outliers. Today, four-figure hourly rates for indemand partners at the most prestigious firms don't raise eyebrows-and a few top earners are closing in on \$2,000 an hour.

These rate increases come despite hand-wringing over price pressures from clients amid a tough economy. But everrising standard billing rates also obscure the growing practice of discounts, falling collection rates, and slow march toward alternative fee arrangements.

Nearly 20 percent of the firms included in The National Law Journal's annual survey of large law firm billing rates this year had at least one partner charging more than \$1,000 an hour. Gibson, Dunn & Crutcher partner Theodore Olson had the highest rate recorded in our survey, billing \$1,800 per hour while representing mobile satellite service provider LightSquared Inc. in Chapter 11 proceedings.

Of course, few law firm partners claim Olson's star power. His rate in that case is nearly the twice the \$980 per hour average charged by Gibson Dunn partners and three times the average \$604 hourly rate among partners at NLJ 350 firms. Gibson Dunn chairman and managing partner Ken Doran said Olson's rate is "substantially" above that of other partners at the firm, and that the firm's standard rates are in line with its peers.

"While the majority of Ted Olson's work is done under alternative billing arrangements, his hourly rate reflects his stature in the legal community, the high demand for his services and the unique value that he offers to clients given his extraordinary experience as a former solicitor general of the United States who has argued more than 60 cases before the U.S. Supreme Court and has counseled several presidents," Doran said.

In reviewing billing data this year, we took a new approach, asking each firm on the NLJ 350-our survey of the nation's 350 largest firms by attorney headcount-to provide their highest, lowest and average billing rates for associates and partners. We supplemented those data through public records. All together, this year's survey includes information for 159 of the country's largest law firms and reflects billing rates as of October.

The figures show that, even in a down economy, hiring a large law firm remains a pricey prospect. The median among the highest partner billing rates reported at each firm is \$775 an hour, while the median low partner rate is \$405. For associates, the median high stands at \$510 and the low at \$235. The average associate rate is \$370.

Multiple industry studies show that law firm billing rates continued to climb during 2013 despite efforts by corporate counsel to rein them in. TyMetrix's 2013 Real Rate Report Snapshot found that the average law firm billing rate increased by 4.8 percent compared with 2012. Similarly, the Center for the Study of the Legal Profession at the Georgetown University Law Center and Thomson Reuters Peer Monitor found that law firms increased their rates by an average 3.5 percent during 2013.

Of course, rates charged by firms on paper don't necessarily reflect what clients actually pay. Billing realization rates-which reflect the percentage of work billed at firms' standard rates- have fallen from 89 percent in 2010 to nearly 87 percent in 2013 on average, according to the Georgetown study. When accounting for billed hours actually collected by firms, the realization rate falls to 83.5 percent.

"What this means, of course, is that- on average-law firms are collecting only 83.5 cents for every \$1.00 of standard time they record," the Georgetown report reads. "To understand the full impact, one need only consider that at the end of 2007, the collected realization rate was at the 92 percent level."

In other words, law firms set rates with the understanding that they aren't likely to collect the full amount, said Mark Medice, who oversees the Peer Monitor Index. That index gauges the strength of the legal market according to economic indicators including demand for legal services, productivity, rates and expenses. "Firms start out with the idea of, 'I want to achieve a certain rate, but it's likely that my client will ask for discounts whether or not I increase my rate,'" Medice said.

Indeed, firms bill nearly all hourly work at discounts ranging from 5 percent to 20 percent off standard rates, said Peter Zeughauser, a consultant with the Zeughauser Group. Discounts can run as high as 50 percent for matters billed under a hybrid system, wherein a law firm can earn a premium for keeping costs under a set level or for obtaining a certain outcome, he added. "Most firms have gone to a two-tier system, with what is essentially an aspirational rate that they occasionally get and a lower rate that they actually budget for," he said.

Most of the discounting happens at the front end, when firms and clients negotiate rates, Medice said. But additional discounting happens at the billing and collections stages. Handling alternative fee arrangements and discounts has become so complex that more than half of the law firms on the Am Law 100-NLJ affiliate The American Lawyer's ranking of firms by gross revenue-have created new positions for pricing directors, Zeughauser said.

#### THE ROLE OF GEOGRAPHY

Unsurprisingly, rates vary by location. Firms with their largest office in New York had the highest average partner and associate billing rates, at \$882 and \$520, respectively. Similarly, TyMetrix has reported that more than 25 percent of partners at large New York firms charge \$1,000 per



Washington was the next priciest city on our survey, with partners charging an average \$748 and associates \$429. Partners charge an average \$691 in Chicago and associates \$427. In Los Angeles, partners charge an average \$665 while the average associate rate is \$401.

Pricing also depends heavily on practice area, Zeughauser and Medice said. Bet-the-company patent litigation and white-collar litigation largely remain at premium prices, while practices including labor and employment have come under huge pressure to reduce prices.

"If there was a way for law firms to hold rates, they would do it. They recognize how sensitive clients are to price increases," Zeughauser said. But declining profit margins—due in part to higher technology costs and the expensive lateral hiring market—mean that firms simply lack the option to keep rates flat, he said.

## BILLING SURVEY METHODOLOGY

The National Law Journal's survey of billing rates of the largest U.S. law firms provides the high, low and average rates for partners and associates.

The NLJ asked respondents to its annual survey of the nation's largest law firms (the NLJ 350) to provide a range of hourly billing rates for partners and associates as of October 2013.

For firms that did not supply data to us, in many cases we were able to supplement billing-rate data derived from public records.

In total, we have rates for 159 of the nation's 350 largest firms.

Rates data include averages, highs and low rates for partners and associates. Information also includes the average full-time equivalent (FTE) attorneys at the firm and the city of the firm's principal or largest office.

We used these data to calculate averages for the nation as a whole and for selected cities.

## Billing Rates at the Country's Priciest Law Firms

Here are the 50 firms that charge the highest average hourly rates for partners.

### Billing Rates at the Country's Priciest Law Firms

FIRM NAME	LARGEST U.S. OFFICE*	AVERAGE FULL-TIME EQUIVALENT ATTORNEYS*	PARTNER HOURLY RATES	ASSOCIATE HOURLY RATES	AVERAGE	HIGH	LOW
Debevoise & Plimpton	New York	615	\$1,055	\$1,075	\$955	\$490	\$760
Paul, Weiss,	New York	803	\$1,040	\$1,120	\$760	\$600	\$250

\* Full-time equivalent attorney numbers and the largest U.S. office are from the NLJ 350 published in April 2013. For complete numbers, please see [NLJ.com](http://nlj.com).

\*\* Firm did not exist in this form for the entire year.

Rifkind, Wharton & Garrison									
Skadden, Arps, Slate, Meagher & Flom	New York	1,735	\$1,035	\$1,150	\$845	\$620	\$845	\$340	
Fried, Frank, Harris, Shriver & Jacobson	New York	476	\$1,000	\$1,100	\$930	\$595	\$760	\$375	
Latham & Watkins	New York	2,033	\$990	\$1,110	\$895	\$605	\$725	\$465	
Gibson, Dunn & Crutcher	New York	1,086	\$980	\$1,800	\$765	\$590	\$930	\$175	
Davis Polk & Wardwell	New York	787	\$975	\$985	\$850	\$615	\$975	\$130	
Willkie Farr & Gallagher	New York	540	\$950	\$1,090	\$790	\$580	\$790	\$350	
Cadwalader, Wickersham & Taft	New York	435	\$930	\$1,050	\$800	\$605	\$750	\$395	
Weil, Gotshal & Manges	New York	1,201	\$930	\$1,075	\$625	\$600	\$790	\$300	
Quinn Emanuel Urquhart & Sullivan	New York	697	\$915	\$1,075	\$810	\$410	\$675	\$320	
Wilmer Cutler Pickering Hale and Dorr	Washington	961	\$905	\$1,250	\$735	\$290	\$695	\$75	
Dechert	New York	803	\$900	\$1,095	\$670	\$530	\$735	\$395	
Andrews Kurth	Houston	348	\$890	\$1,090	\$745	\$528	\$785	\$265	
Hughes Hubbard & Reed	New York	344	\$890	\$995	\$725	\$555	\$675	\$365	
Irell & Manella	Los Angeles	164	\$890	\$975	\$800	\$535	\$750	\$395	
Proskauer Rose	New York	746	\$880	\$950	\$725	\$465	\$675	\$295	
White & Case	New York	1,900	\$875	\$1,050	\$700	\$525	\$1,050	\$220	
Morrison & Foerster	San Francisco	1,010	\$865	\$1,195	\$595	\$525	\$725	\$230	
Pillsbury Winthrop Shaw Pittman	Washington	609	\$865	\$1,070	\$615	\$520	\$860	\$375	
Kaye Scholer	New York	414	\$860	\$1,080	\$715	\$510	\$680	\$320	
Kramer Levin Naftalis & Frankel	New York	320	\$845	\$1,025	\$740	\$590	\$750	\$400	
Hogan Lovells	Washington	2,280	\$835	\$1,000	\$705	-	-	-	

Kasowitz, Benson, Torres & Friedman	New York	365	\$835	\$1,195	\$600	\$340	\$625	\$200
Kirkland & Ellis	Chicago	1,517	\$825	\$995	\$590	\$540	\$715	\$235
Cooley	Palo Alto	632	\$820	\$990	\$660	\$525	\$630	\$160
Arnold & Porter	Washington	748	\$815	\$950	\$670	\$500	\$610	\$345
Paul Hastings	New York	899	\$815	\$900	\$750	\$540	\$755	\$335
Curtis, Mallet- Prevost, Colt & Mosle	New York	322	\$800	\$860	\$730	\$480	\$785	\$345
Winston & Strawn	Chicago	842	\$800	\$995	\$650	\$520	\$590	\$425
Bingham McCutchen	Boston	900	\$795	\$1,080	\$220	\$450	\$605	\$185
Akin Gump Strauss Hauer & Feld	Washington	806	\$785	\$1,220	\$615	\$525	\$660	\$365
Covington & Burling	Washington	738	\$780	\$890	\$605	\$415	\$565	\$320
King & Spalding	Atlanta	838	\$775	\$995	\$545	\$460	\$735	\$125
Norton Rose Fulbright	N/A**	N/A**	\$775	\$900	\$525	\$400	\$515	\$300
DLA Piper	New York	4,036	\$765	\$1,025	\$450	\$510	\$750	\$250
Bracewell & Giuliani	Houston	432	\$760	\$1,125	\$575	\$440	\$700	\$275
Baker & McKenzie	Chicago	4,004	\$755	\$1,130	\$260	\$395	\$925	\$100
Dickstein Shapiro	Washington	308	\$750	\$1,250	\$590	\$475	\$585	\$310
Jenner & Block	Chicago	432	\$745	\$925	\$565	\$465	\$550	\$380
Jones Day	New York	2,363	\$745	\$975	\$445	\$435	\$775	\$205
Manatt, Phelps & Phillips	Los Angeles	325	\$740	\$795	\$640	-	-	-
Seward & Kissel	New York	152	\$735	\$850	\$625	\$400	\$600	\$290
O'Melveny & Myers	Los Angeles	738	\$715	\$950	\$615	-	-	-
McDermott Will & Emery	Chicago	1,024	\$710	\$835	\$525	-	-	-
Reed Smith	Pittsburgh	1,468	\$710	\$945	\$545	\$420	\$530	\$295
Dentons	N/A**	N/A**	\$700	\$1,050	\$345	\$425	\$685	\$210
Jeffer Mangels Butler & Mitchell	Los Angeles	126	\$690	\$875	\$560	-	-	-
Sheppard,	Los	521	\$685	\$875	\$490	\$415	\$535	\$275

Mullin, Richter, Angeles  
& Hampton

Alston & Bird	Atlanta	805	\$675	\$875	\$495	\$425	\$575	\$280
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## THE FOUR-FIGURE CLUB

These 10 firms posted the highest partner billing rates.

### THE FOUR-FIGURE CLUB

Gibson, Dunn & Crutcher	\$1,800
Dickstein Shapiro	\$1,250
Wilmer Cutler Pickering Hale and Dorr	\$1,250
Akin Gump Strauss Hauer & Feld	\$1,220
Kasowitz, Benson, Torres & Friedman	\$1,195
Morrison & Foerster	\$1,195
Skadden, Arps, Slate, Meagher & Flom	\$1,150
Baker & McKenzie	\$1,130
Bracewell & Giuliani	\$1,125
Paul, Weiss, Rifkind, Wharton & Garrison	\$1,120

Contact Karen Sloan at [ksloan@alm.com](mailto:ksloan@alm.com)

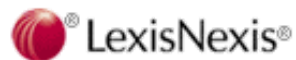
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