



*2018 Real
Rate Report[®]*

thru September 2018

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

Table of Contents - 2018 Real Rate Report

A Letter to Our Readers • 4

How to Use This Report • 5

Section I: High-Level Data Cuts • 7

- Partners, Associates, and Paralegals
- Partners, Associates, and Paralegals by Practice Area and Matter Type
- Partners and Associates by City
- Partners and Associates by City and Matter Type
- Partners by City and Years of Experience
- Associates by City and Years of Experience
- Partners and Associates by Firm Size and Matter Type

Section II: Industry Analysis • 40

- Partners, Associates, and Paralegals by Industry Group
- Partners and Associates by Industry Group and Matter Type
- Partners and Associates by Industry Group, Division, and Matter Type
- Basic Materials and Utilities
- Consumer Goods
- Consumer Services
- Financials (Excluding Insurance)
- Health Care
- Industrials
- Technology and Telecommunications

Section III: Practice Area Analysis • 56

- Bankruptcy and Collections
- Commercial
- Corporate: Mergers, Acquisitions, and Divestitures
- Corporate: Regulatory and Compliance
- Corporate: Other
- Employment and Labor
- Environmental
- Finance and Securities
- General Liability (Litigation Only)
- Insurance Defense (Litigation Only)
- Intellectual Property: Patents
- Intellectual Property: Trademarks
- Intellectual Property: Other
- Real Estate

Section IV: In-Depth Analysis for Select US Cities • 110

- Boston, MA
- Chicago, IL
- Los Angeles, CA
- New York, NY
- Philadelphia, PA
- San Francisco, CA
- Washington, DC

Section V: International Analysis • 130

Section VI: Matter Staffing Analysis • 156

Appendix: Data Methodology • 161

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
Orlando FL	Partner	104	\$370	\$448	\$553	\$460	\$453	\$434
	Associate	96	\$230	\$269	\$310	\$276	\$274	\$277
Philadelphia PA	Partner	898	\$450	\$600	\$765	\$615	\$596	\$578
	Associate	1016	\$288	\$362	\$450	\$373	\$364	\$342
Phoenix AZ	Partner	140	\$270	\$350	\$450	\$364	\$381	\$387
	Associate	79	\$200	\$244	\$300	\$253	\$266	\$231
Pittsburgh PA	Partner	192	\$325	\$460	\$585	\$469	\$469	\$455
	Associate	254	\$244	\$321	\$394	\$327	\$312	\$306
Portland ME	Partner	50	\$250	\$354	\$449	\$370	\$357	\$333
	Associate	20	\$196	\$223	\$258	\$235	\$231	\$221
Portland OR	Partner	129	\$350	\$405	\$512	\$431	\$415	\$387
	Associate	150	\$300	\$342	\$385	\$340	\$300	\$275
Providence RI	Partner	21	\$185	\$295	\$513	\$377	\$397	\$345
	Associate	19	\$205	\$225	\$235	\$225	\$221	\$210
Raleigh NC	Partner	65	\$285	\$385	\$450	\$383	\$385	\$361
	Associate	37	\$225	\$250	\$305	\$274	\$247	\$238
Richmond VA	Partner	108	\$340	\$500	\$700	\$525	\$484	\$492
	Associate	131	\$274	\$343	\$430	\$351	\$335	\$325
Rochester NY	Partner	28	\$243	\$295	\$365	\$311	\$313	\$339
	Associate	18	\$198	\$216	\$268	\$233	\$217	\$249
Sacramento CA	Partner	31	\$350	\$385	\$454	\$453	\$452	\$442
	Associate	17	\$275	\$304	\$350	\$324	\$326	\$294
Salt Lake City UT	Partner	66	\$281	\$345	\$433	\$379	\$362	\$338
	Associate	19	\$196	\$205	\$230	\$211	\$221	\$211
San Diego CA	Partner	140	\$250	\$385	\$875	\$535	\$499	\$495
	Associate	132	\$180	\$225	\$390	\$299	\$305	\$279
San Francisco CA	Partner	448	\$475	\$695	\$895	\$702	\$651	\$623
	Associate	378	\$295	\$446	\$567	\$451	\$440	\$408
San Jose CA	Partner	119	\$525	\$755	\$938	\$748	\$777	\$734
	Associate	99	\$319	\$490	\$609	\$494	\$490	\$462
San Juan PR	Partner	48	\$191	\$210	\$254	\$226	\$228	\$224
	Associate	30	\$150	\$155	\$165	\$157	\$157	\$150
Savannah GA	Partner	11	\$284	\$306	\$369	\$324	\$299	\$279
Seattle WA	Partner	294	\$410	\$528	\$666	\$535	\$482	\$446
	Associate	187	\$279	\$360	\$450	\$373	\$327	\$305

Section II: Industry Analysis

Consumer Services

By Practice Area and Matter Type

Q3 2018 -- Real Rates for Partners and Associates

Trend Analysis (Mean)

Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	Q3 2018	Q3 2017	Q3 2016
Bankruptcy and Collections	Litigation	Partner	58	\$271	\$375	\$499	\$409	\$372	\$376
		Associate	36	\$251	\$275	\$295	\$296	\$278	\$277
Commercial	Litigation	Partner	324	\$380	\$553	\$695	\$577	\$566	\$523
		Associate	240	\$283	\$350	\$465	\$393	\$389	\$354
	Non-Litigation	Partner	183	\$400	\$535	\$680	\$553	\$534	\$532
		Associate	149	\$268	\$371	\$447	\$381	\$375	\$358
Corporate: Mergers, Acquisitions and Divestitures	Non-Litigation	Partner	81	\$629	\$1,144	\$1,201	\$927	\$866	\$896
Corporate: Other	Litigation	Partner	184	\$450	\$652	\$800	\$655	\$619	\$629
		Associate	173	\$310	\$410	\$553	\$442	\$437	\$420
	Non-Litigation	Partner	374	\$519	\$683	\$878	\$734	\$721	\$751
		Associate	315	\$310	\$457	\$629	\$487	\$476	\$483
Corporate: Regulatory and Compliance	Litigation	Partner	96	\$409	\$573	\$814	\$630	\$635	\$629
		Associate	96	\$339	\$399	\$518	\$428	\$453	\$437
	Non-Litigation	Partner	331	\$478	\$605	\$875	\$681	\$592	\$563
		Associate	362	\$346	\$491	\$700	\$515	\$432	\$382
Corporate: Tax	Non-Litigation	Partner	77	\$430	\$558	\$627	\$572	\$541	\$506
Employment and Labor: ADA	Litigation	Partner	17	\$275	\$300	\$515	\$372	\$346	\$347
Employment and Labor: Compensation and Benefits	Litigation	Partner	17	\$577	\$645	\$949	\$718	\$706	\$606
	Non-Litigation	Partner	30	\$555	\$615	\$677	\$639	\$608	\$585
Employment and Labor: Discrimination, Retaliation and Harassment / EEO	Litigation	Partner	136	\$281	\$374	\$524	\$407	\$386	\$385
		Associate	99	\$235	\$280	\$327	\$285	\$293	\$280
	Non-Litigation	Partner	18	\$350	\$457	\$485	\$490	\$478	\$453
Employment and Labor: Other	Litigation	Partner	163	\$346	\$455	\$595	\$467	\$466	\$430
		Associate	113	\$250	\$290	\$400	\$331	\$326	\$307
	Non-Litigation	Partner	144	\$408	\$500	\$593	\$512	\$535	\$500
		Associate	88	\$269	\$344	\$437	\$383	\$393	\$375

Section III: Practice Area Analysis

Employment and Labor

By Firm Size and Matter Type

Q3 2018 -- Real Rates for Partners and Associates

Trend Analysis (Mean)

Firm Size	MatterType	Role	n	First Quartile	Median	Third Quartile	Q3 2018	Q3 2017	Q3 2016
50 Lawyers or Fewer	Litigation	Partner	105	\$275	\$350	\$432	\$379	\$376	\$344
		Associate	83	\$250	\$295	\$335	\$303	\$288	\$253
	Non-Litigation	Partner	113	\$325	\$395	\$499	\$420	\$401	\$397
		Associate	69	\$225	\$270	\$325	\$283	\$256	\$257
51-200 Lawyers	Litigation	Partner	114	\$326	\$400	\$503	\$434	\$445	\$387
		Associate	96	\$234	\$287	\$340	\$295	\$294	\$258
	Non-Litigation	Partner	161	\$360	\$442	\$622	\$498	\$479	\$465
		Associate	110	\$234	\$280	\$340	\$320	\$321	\$301
201-500 Lawyers	Litigation	Partner	241	\$383	\$500	\$695	\$542	\$519	\$488
		Associate	220	\$289	\$332	\$474	\$405	\$395	\$350
	Non-Litigation	Partner	277	\$378	\$450	\$520	\$475	\$463	\$442
		Associate	159	\$272	\$305	\$365	\$333	\$314	\$297
501-1,000 Lawyers	Litigation	Partner	360	\$430	\$538	\$707	\$609	\$570	\$512
		Associate	342	\$285	\$372	\$545	\$432	\$416	\$377
	Non-Litigation	Partner	383	\$445	\$528	\$662	\$587	\$572	\$553
		Associate	280	\$300	\$350	\$450	\$393	\$391	\$377
More Than 1,000 Lawyers	Litigation	Partner	178	\$594	\$714	\$881	\$756	\$724	\$686
		Associate	209	\$375	\$475	\$565	\$480	\$474	\$446
	Non-Litigation	Partner	232	\$615	\$744	\$890	\$768	\$720	\$693
		Associate	250	\$351	\$420	\$536	\$459	\$436	\$420

Section V: International Analysis

Countries

Q3 2018 -- Real Rates for Partners, Associates, and Paralegals

Trend Analysis (Mean)

Country	Role	n	First Quartile	Median	Third Quartile	Q3 2018	Q3 2017	Q3 2016
Greece	Partner	11	\$279	\$302	\$743	\$465	\$488	\$326
	Associate	20	\$151	\$214	\$240	\$236	\$219	\$194
Hong Kong	Partner	70	\$645	\$798	\$932	\$799	\$805	\$807
	Associate	136	\$200	\$362	\$537	\$389	\$419	\$491
	Paralegal	60	\$220	\$254	\$308	\$266	\$255	\$267
India	Partner	47	\$300	\$350	\$418	\$384	\$367	\$374
	Associate	93	\$200	\$224	\$250	\$218	\$193	\$211
Indonesia	Partner	15	\$510	\$576	\$615	\$572	\$555	\$496
	Associate	46	\$180	\$248	\$350	\$265	\$285	\$241
Ireland	Partner	57	\$414	\$509	\$616	\$525	\$530	\$502
	Associate	63	\$296	\$368	\$429	\$371	\$381	\$363
	Paralegal	37	\$150	\$195	\$245	\$209	\$208	\$222
Israel	Partner	40	\$257	\$396	\$439	\$373	\$372	\$387
	Associate	56	\$190	\$241	\$300	\$249	\$238	\$244
	Paralegal	13	\$100	\$175	\$206	\$157	\$138	\$141
Italy	Partner	34	\$371	\$440	\$584	\$493	\$506	\$481
	Associate	93	\$222	\$289	\$358	\$312	\$295	\$283
	Paralegal	24	\$135	\$157	\$190	\$165	\$153	\$176
Japan	Partner	92	\$300	\$319	\$595	\$423	\$437	\$406
	Associate	67	\$230	\$320	\$428	\$348	\$315	\$303
	Paralegal	36	\$130	\$168	\$211	\$171	\$150	\$148
Korea, Republic of	Partner	175	\$496	\$577	\$720	\$596	\$567	\$563
	Associate	204	\$244	\$308	\$380	\$310	\$298	\$304
	Paralegal	55	\$153	\$199	\$250	\$199	\$219	\$191
Luxembourg	Partner	49	\$684	\$764	\$868	\$753	\$670	\$673
	Associate	96	\$291	\$383	\$488	\$400	\$397	\$383
	Paralegal	13	\$205	\$250	\$277	\$236	\$249	\$260
Mexico	Partner	37	\$200	\$258	\$350	\$294	\$258	\$316
	Associate	61	\$180	\$225	\$324	\$256	\$211	\$219
	Paralegal	19	\$81	\$95	\$114	\$105	\$140	\$107
Netherlands	Partner	80	\$468	\$627	\$719	\$594	\$571	\$577
	Associate	183	\$294	\$377	\$473	\$391	\$374	\$388
	Paralegal	25	\$202	\$226	\$276	\$247	\$237	\$199
New Zealand	Partner	15	\$309	\$451	\$500	\$402	\$422	\$442
	Associate	35	\$163	\$295	\$410	\$322	\$296	\$310