



*2016 Real Rate Report[®]:
Lawyer Rates, Trends,
and Analysis*

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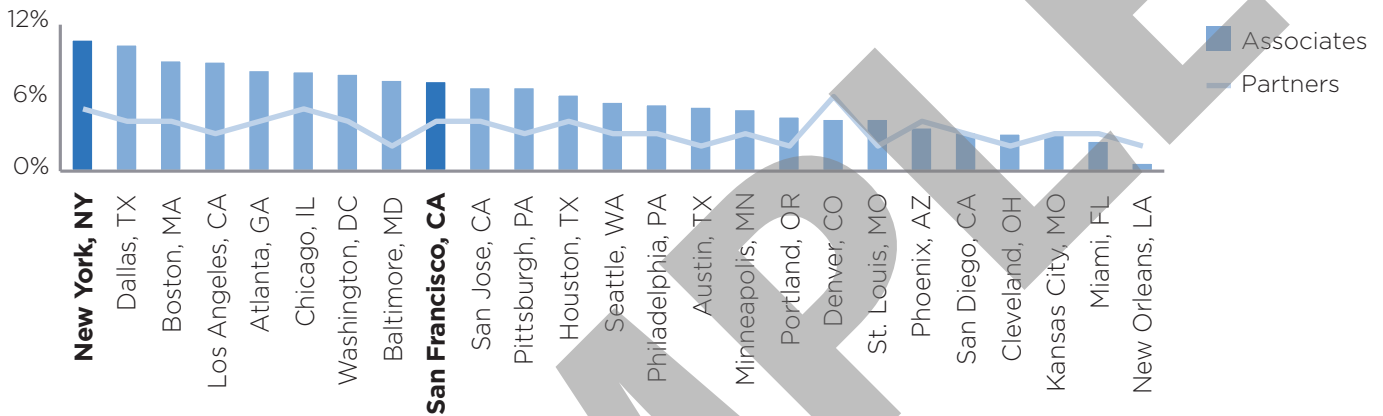
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Associate Rate Increases Outpace Partners in Most US Cities

Figure 4 displays average rate increases for the 25 US markets with the highest volume of legal work sent to law firms. With a few exceptions, associate rate increases outpaced partners, and they did so by greater margins in larger US cities characterized by a higher density of the largest law firms.

The tables below Figure 4 provide brief deep dives on rates and rate changes for the New York and San Francisco markets. They display how law firm usage, legal work performed, and lawyer rate changes differ across individual cities.

Figure 4: Average Year-to-Year Lawyer Rate Changes by US City, 2014 to 2015



n = 98 partners for New Orleans to 2,397 partners for New York; 76 associates for New Orleans to 2,761 associates for New York.
Source: Wolters Kluwer's ELM Solutions, Inc.; CEB analysis.

New York		2015	% Rate Change			
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	31%	\$779	2%	4%	5%
	Associates	57%	\$517	8%	10%	11%
	Paralegals	12%	\$219	4%	6%	7%
Firm Size (# of Lawyers)	50 or Fewer	11%	\$352	3%	2%	4%
	51 to 200	8%	\$396	3%	6%	5%
	201 to 500	13%	\$576	4%	5%	5%
	501 to 1,000	38%	\$699	7%	11%	10%
	More Than 1,000	29%	\$719	6%	7%	9%
	Most Billed Practice Areas	M&A, Non-Litigation	11%	\$759	4%	12%
Corporate, Non-Litigation		9%	\$720	4%	7%	6%
Corporate, Litigation		8%	\$554	4%	3%	4%
Investments and Other Fin. Instruments, Non-Litigation		7%	\$750	8%	11%	13%
Patents, Litigation		5%	\$577	7%	7%	5%

San Francisco		2015	% Rate Change			
		% of Hrs	Mean Real Rate	'13	'14	'15
Role	Partners	46%	\$595	2%	3%	4%
	Associates	41%	\$400	6%	7%	7%
	Paralegals	12%	\$172	0%	3%	6%
Firm Size (# of Lawyers)	50 or Fewer	23%	\$328	1%	1%	2%
	51 to 200	17%	\$438	1%	4%	3%
	201 to 500	8%	\$385	3%	4%	3%
	501 to 1,000	34%	\$553	4%	5%	9%
	More Than 1,000	19%	\$650	5%	6%	6%
	Most Billed Practice Areas	Patents, Litigation	15%	\$643	5%	4%
Product and Product Liability, Litigation		11%	\$369	6%	1%	0%
Asbestos Mesothelioma, Litigation		9%	\$273	1%	3%	1%
Patents, Non-Litigation		6%	\$477	3%	6%	3%
General Liability, Litigation		6%	\$324	1%	3%	2%

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Section I: High-Level Data Cuts

Cities

2015—Real Rates for Partners and Associates						Trend Analysis (Mean)		
City	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Akron, OH	Partner	33	\$262.10	\$325.00	\$360.00	\$309.20	\$305.65	\$286.40
	Associate	19	\$185.00	\$216.34	\$248.31	\$216.07	\$218.17	\$229.38
Albany, NY	Partner	60	\$244.91	\$277.50	\$357.25	\$323.72	\$292.76	\$295.20
	Associate	50	\$180.00	\$213.41	\$255.00	\$222.45	\$219.76	\$211.80
Albuquerque, NM	Partner	43	\$170.00	\$210.00	\$295.00	\$235.98	\$230.53	\$237.63
	Associate	26	\$145.00	\$150.00	\$210.00	\$169.92	\$169.91	\$174.30
Anchorage, AK	Partner	13	\$355.00	\$380.39	\$442.93	\$371.27	\$340.64	\$324.38
	Associate	7	\$232.18	\$255.00	\$310.07	\$257.89	\$242.66	n/a
Atlanta, GA	Partner	658	\$329.99	\$500.00	\$650.58	\$510.79	\$477.73	\$466.72
	Associate	693	\$227.69	\$320.00	\$430.50	\$340.47	\$323.81	\$305.20
Austin, TX	Partner	153	\$325.00	\$425.00	\$535.00	\$456.55	\$453.28	\$417.47
	Associate	120	\$235.00	\$263.00	\$339.31	\$301.95	\$302.37	\$288.13
Baltimore, MD	Partner	251	\$348.00	\$440.96	\$592.72	\$473.67	\$460.25	\$430.58
	Associate	274	\$265.00	\$325.63	\$445.72	\$353.20	\$329.51	\$314.68
Baton Rouge, LA	Partner	48	\$245.98	\$295.00	\$350.00	\$299.48	\$290.05	\$292.33
	Associate	19	\$150.00	\$190.00	\$220.98	\$194.79	\$205.59	\$200.27
Birmingham, AL	Partner	146	\$270.00	\$320.00	\$375.00	\$324.67	\$311.78	\$287.45
	Associate	111	\$200.00	\$216.00	\$265.00	\$229.63	\$217.80	\$205.87
Boise, ID	Partner	27	\$225.00	\$250.00	\$342.00	\$285.52	\$256.38	\$241.09
	Associate	15	\$145.00	\$165.00	\$209.11	\$177.77	\$188.67	\$178.40
Boston, MA	Partner	520	\$372.81	\$571.52	\$776.28	\$586.71	\$577.02	\$551.30
	Associate	596	\$260.00	\$380.00	\$489.50	\$388.66	\$366.89	\$353.64
Boulder, CO	Partner	12	\$313.16	\$412.50	\$539.91	\$421.53	\$406.91	\$339.29
	Associate	n/a	n/a	n/a	n/a	n/a	n/a	\$241.11
Bridgeport, CT	Partner	46	\$280.00	\$408.41	\$515.04	\$414.30	\$398.00	\$386.54
	Associate	40	\$240.00	\$296.25	\$340.00	\$287.35	\$285.31	\$265.32
Buffalo, NY	Partner	99	\$235.00	\$300.00	\$320.00	\$287.44	\$279.23	\$282.10
	Associate	71	\$160.00	\$205.00	\$225.00	\$197.00	\$202.49	\$195.24
Burlington, VT	Partner	15	\$210.00	\$225.00	\$293.93	\$251.61	\$273.65	\$277.31
	Associate	9	\$150.00	\$150.00	\$175.00	\$168.11	\$192.99	\$197.56
Charleston, SC	Partner	43	\$285.00	\$303.42	\$375.00	\$321.87	\$297.55	\$291.05
	Associate	33	\$175.00	\$215.00	\$250.00	\$216.33	\$211.95	\$211.16
Charleston, WV	Partner	60	\$225.00	\$249.90	\$302.50	\$256.86	\$242.97	\$240.26
	Associate	44	\$161.14	\$186.00	\$213.03	\$188.43	\$185.26	\$179.66
Charlotte, NC	Partner	151	\$340.00	\$465.00	\$616.00	\$499.74	\$473.21	\$464.66
	Associate	143	\$223.85	\$285.00	\$385.00	\$313.28	\$318.09	\$319.80

Section II: Industry Analysis

Financials

By Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2015	2014	2013
Bankruptcy and Collections	Litigation	Partner	365	\$270.00	\$340.00	\$448.05	\$379.88	\$386.38	\$367.44
		Associate	344	\$200.00	\$249.50	\$310.00	\$273.46	\$267.73	\$262.54
	Non-Litigation	Partner	280	\$261.50	\$350.00	\$450.00	\$386.47	\$388.33	\$387.53
		Associate	190	\$200.00	\$235.21	\$309.38	\$294.47	\$309.47	\$266.82
Commercial	Litigation	Partner	365	\$395.00	\$545.00	\$715.00	\$558.23	\$489.42	\$445.16
		Associate	257	\$260.00	\$352.75	\$485.00	\$388.19	\$338.51	\$300.55
	Non-Litigation	Partner	156	\$322.00	\$415.00	\$595.00	\$475.18	\$496.12	\$505.79
		Associate	113	\$205.00	\$285.00	\$346.50	\$325.90	\$317.00	\$368.98
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	112	\$695.00	\$875.00	\$1,075.00	\$864.79	\$779.87	\$798.93
		Associate	152	\$380.00	\$499.50	\$695.66	\$524.27	\$513.47	\$510.64
Corporate: Regulatory and Compliance	Litigation	Partner	328	\$501.00	\$695.00	\$920.89	\$716.22	\$694.99	\$700.25
		Associate	351	\$335.00	\$430.00	\$600.00	\$467.67	\$460.33	\$440.13
	Non-Litigation	Partner	311	\$637.47	\$803.00	\$1,000.00	\$817.51	\$785.29	\$716.67
		Associate	266	\$360.00	\$478.81	\$625.00	\$494.38	\$478.56	\$445.78
Corporate: Other	Litigation	Partner	619	\$350.00	\$501.00	\$680.00	\$533.38	\$497.27	\$511.43
		Associate	541	\$240.00	\$320.00	\$425.00	\$347.38	\$322.74	\$320.20
	Non-Litigation	Partner	1,074	\$540.00	\$765.32	\$990.00	\$776.27	\$724.68	\$687.81
		Associate	992	\$335.00	\$467.95	\$640.00	\$500.01	\$451.61	\$427.99
Environmental	Non-Litigation	Partner	27	\$440.00	\$495.00	\$777.63	\$590.29	\$579.06	\$541.86
		Associate	17	\$260.00	\$320.00	\$380.00	\$342.99	\$309.57	\$417.00
Finance and Securities	Litigation	Partner	325	\$590.00	\$753.18	\$895.00	\$746.59	\$655.29	\$615.78
		Associate	328	\$357.84	\$482.24	\$592.50	\$480.43	\$432.16	\$426.30
	Non-Litigation	Partner	3,353	\$595.00	\$800.00	\$999.35	\$797.82	\$753.59	\$729.81
		Associate	3,335	\$378.06	\$518.20	\$680.00	\$538.35	\$508.25	\$491.70
General Liability	Litigation	Partner	287	\$154.62	\$290.00	\$559.90	\$375.43	\$334.79	\$305.50
		Associate	286	\$150.00	\$225.00	\$360.00	\$275.74	\$273.25	\$213.70
Intellectual Property: Patents	Non-Litigation	Partner	16	\$395.00	\$662.50	\$745.75	\$606.61	\$463.69	\$431.73
		Associate	9	\$280.00	\$300.00	\$470.00	\$367.83	\$312.09	\$267.25
Intellectual Property: Trademarks	Non-Litigation	Partner	22	\$425.00	\$425.00	\$525.00	\$520.29	\$517.77	\$387.03
		Associate	16	\$211.44	\$250.00	\$287.50	\$325.13	\$383.85	\$299.55
Intellectual Property: Other	Litigation	Partner	14	\$416.10	\$484.16	\$675.26	\$525.79	\$403.40	\$517.87
		Associate	11	\$300.00	\$345.00	\$475.00	\$395.86	\$283.68	\$310.33
	Non-Litigation	Partner	22	\$340.00	\$409.00	\$525.00	\$456.73	\$436.35	\$464.60
		Associate	19	\$250.00	\$303.60	\$465.00	\$383.64	\$362.47	\$363.09

Section III: Practice Area Analysis

Bankruptcy and Collections

By Firm Size and Matter Type

2015—Real Rates for Partners and Associates							Trend Analysis (Mean)		
Firm Size	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
50 Lawyers or Fewer	Litigation	Partner	147	\$225.00	\$275.00	\$330.00	\$286.43	\$297.40	\$295.24
		Associate	125	\$185.00	\$205.00	\$250.00	\$218.21	\$209.07	\$210.13
	Non-Litigation	Partner	78	\$225.00	\$275.00	\$340.00	\$297.68	\$312.45	\$305.34
		Associate	47	\$189.01	\$205.00	\$240.00	\$218.46	\$217.30	\$222.50
51-200 Lawyers	Litigation	Partner	134	\$275.00	\$320.00	\$400.00	\$347.84	\$353.86	\$374.96
		Associate	94	\$195.00	\$225.00	\$255.00	\$230.69	\$233.44	\$233.19
	Non-Litigation	Partner	88	\$270.38	\$337.80	\$415.00	\$345.90	\$365.97	\$360.60
		Associate	68	\$180.00	\$201.33	\$256.79	\$329.36	\$352.07	\$216.69
201-500 Lawyers	Litigation	Partner	119	\$308.86	\$420.00	\$500.00	\$425.95	\$434.88	\$431.02
		Associate	88	\$250.00	\$282.88	\$336.17	\$303.09	\$299.43	\$292.67
	Non-Litigation	Partner	101	\$350.70	\$433.13	\$505.26	\$437.10	\$415.07	\$430.28
		Associate	73	\$225.00	\$261.00	\$321.20	\$276.91	\$272.57	\$285.90
501-1,000 Lawyers	Litigation	Partner	66	\$420.00	\$508.36	\$660.00	\$540.09	\$526.67	\$535.27
		Associate	78	\$258.00	\$330.75	\$445.50	\$361.44	\$332.94	\$346.71
	Non-Litigation	Partner	47	\$480.00	\$596.18	\$810.61	\$639.48	\$567.52	\$582.07
		Associate	38	\$282.38	\$377.50	\$495.00	\$398.32	\$370.23	\$379.62
More Than 1,000 Lawyers	Litigation	Partner	29	\$435.00	\$625.00	\$795.00	\$630.05	\$668.92	\$606.06
		Associate	30	\$271.09	\$322.50	\$510.00	\$385.77	\$394.45	\$422.41
	Non-Litigation	Partner	36	\$410.00	\$765.00	\$903.72	\$713.20	\$698.65	\$632.94
		Associate	26	\$340.00	\$458.73	\$610.00	\$491.12	\$478.85	\$413.26

Section VI: International Analysis

United Kingdom

2015—Real Rates for Partners, Associates, and Paralegals

Trend Analysis (Mean)

Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Partner	820	\$555.12	\$731.08	\$870.22	\$727.62	\$729.43	\$714.89
Associate	1,611	\$359.92	\$460.34	\$588.49	\$484.49	\$476.11	\$469.00
Paralegal	714	\$165.30	\$210.21	\$252.92	\$216.46	\$214.83	\$217.76

United Kingdom

By Practice Area and Matter Type

2015—Real Rates for Partners, Associates, and Paralegals

Trend Analysis (Mean)

Practice Area	Matter Type	Role	<i>n</i>	First Quartile	Median	Third Quartile	2015	2014	2013
Commercial	Litigation	Partner	14	\$716.14	\$790.52	\$878.00	\$784.61	\$795.28	\$769.60
		Associate	17	\$353.34	\$568.60	\$666.72	\$502.07	\$504.57	\$517.88
		Paralegal	13	\$162.60	\$244.61	\$268.86	\$230.48	\$292.38	\$298.83
	Non-Litigation	Partner	86	\$512.47	\$618.12	\$785.00	\$649.09	\$662.66	\$667.02
		Associate	145	\$337.66	\$411.08	\$485.89	\$428.86	\$422.76	\$409.72
		Paralegal	47	\$168.83	\$222.75	\$274.35	\$225.75	\$217.42	\$247.85
Corporate: Mergers, Acquisitions, and Divestitures	Non-Litigation	Partner	101	\$656.85	\$780.00	\$967.87	\$793.51	\$786.93	\$743.99
		Associate	246	\$390.94	\$529.25	\$687.71	\$535.17	\$471.05	\$480.13
		Paralegal	62	\$243.83	\$270.65	\$350.00	\$286.52	\$249.97	\$277.09
Corporate: Regulatory and Compliance	Litigation	Partner	7	\$755.00	\$848.81	\$1,028.02	\$863.19	\$924.18	\$894.21
		Associate	15	\$419.75	\$472.99	\$606.83	\$503.02	\$545.01	\$606.12
		Paralegal	24	\$136.91	\$145.98	\$224.31	\$174.83	\$200.33	\$308.31
	Non-Litigation	Partner	63	\$632.51	\$746.60	\$821.91	\$730.74	\$703.08	\$721.18
		Associate	113	\$342.30	\$419.41	\$564.45	\$440.53	\$472.65	\$453.47
		Paralegal	20	\$175.07	\$189.63	\$252.17	\$209.06	\$194.49	\$259.14
Corporate: Other	Litigation	Partner	22	\$488.85	\$610.14	\$822.00	\$668.85	\$856.87	\$727.56
		Associate	26	\$294.49	\$365.77	\$477.61	\$391.65	\$484.18	\$513.35
		Paralegal	15	\$180.77	\$225.11	\$288.41	\$233.40	\$272.12	\$300.03
	Non-Litigation	Partner	121	\$599.46	\$755.00	\$894.17	\$762.50	\$717.44	\$710.22
		Associate	224	\$353.00	\$458.36	\$547.53	\$476.40	\$463.71	\$496.87
		Paralegal	155	\$74.67	\$172.74	\$205.00	\$161.77	\$155.30	\$139.62
Finance and Securities	Litigation	Partner	n/a	n/a	n/a	n/a	n/a	\$942.92	\$826.73
		Associate	8	\$365.95	\$425.95	\$460.99	\$416.84	\$519.04	\$513.59
		Paralegal	n/a	n/a	n/a	n/a	n/a	\$267.26	\$257.50
	Non-Litigation	Partner	285	\$654.00	\$787.81	\$943.27	\$787.63	\$815.08	\$766.28
		Associate	517	\$379.42	\$502.87	\$625.00	\$513.97	\$511.58	\$500.82
		Paralegal	181	\$160.11	\$225.30	\$252.92	\$226.61	\$230.63	\$237.99