

NORTHERN CALIFORNIA EDITION

2025 Law Firm Compensation Billing Rate & Benefits Survey



SAN FRANCISCO



Presented by Armanino's Law Firm Services Group



Law Firm Practice:

Armanino has over 30 years of experience servicing professional service firms, specifically law firms. We take a comprehensive and strategic approach to providing value-added accounting and tax insights to law firms. Our approach is designed to identify potential issues and implement best practice solutions effectively. We have deep expertise in reporting, compliance, technology, and human capital challenges. Our best of industry service offerings meet you where you are at now and into the future. Whether your current challenges are tax compliance, financial statement accounting, or figuring out the latest ways you can use AI & Automation, Armanino has a team to service you.



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State Tax Nexus & Market-Based Sourcing Analysis



Partner Redemption Matters



Succession Planning & Cash Modeling



Individual Tax Partner Planning & Compliance

Audit & Assurance Services



Comprehensive Annual Financial Audit



401K Audit



Benefit Plan Audit



Financial Review



Risk Mitigation

Outsourced Accounting & Finance



Financial Statements



Bookkeeping & Accounting Support



Payroll & HR



Cash Flow Planning



Trust Accounts Reconciliation & Compliance

Other Consulting Services



Retirement Plan Analysis & Recommendations



Dashboards & Data Analytics



Fraud & Forensics + Expert Witness Support



Succession Planning Advisory



AI & Automation Strategy



ERP Implementations: Workday, Business Central, Sage Intacct

Other Services

Law Firm Compensation & Benefits Survey

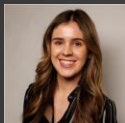
- ✓ Detailed Compensation
- ✓ Billing Rates
- ✓ Employee Benefits
- ✓ Cost Per Lawyer

Mergers & Acquisition

- ✓ Due Diligence Analysis
- ✓ Post-Merger Integration Support



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Introduction

SURVEY INTRODUCTION AND METHODOLOGY

SURVEY CONFIDENTIALITY

Numerous security procedures and controls are in place to safeguard and protect the confidentiality of the participating firms and the reported data.

Your completed survey data was sent directly to Armanino Advisory, LLC for tabulation and summarization. Only one individual within our firm has access to this information. All individual firm data is strictly confidential and will not be disclosed or distributed to any party by Armanino Advisory, LLC.

SURVEY RESULTS

Survey results are available to both survey participants and non-participants. Non-participants may purchase the survey results from:

Armanino Advisory, LLC
2121 Avenue of the Stars,
Suite 1500
Los Angeles, CA 90067

If you have any questions, please contact LawFirmCompSurvey@armanino.com

SURVEY METHODOLOGY AND ANALYSIS

Firm sizes are determined based on the TOTAL number of attorneys firm-wide (as opposed to attorneys within the reported office location.)

The geographical locations reported in the survey are as follows:

San Francisco: includes all San Francisco zip codes

South Bay: includes Palo Alto, San Jose, Mountain View, and Menlo Park

East Bay: includes Oakland and Walnut Creek

Other: includes North Bay, Napa Valley, Stockton, Lagunitas, and other areas throughout greater Northern California not specifically identified above

Please note that within the compensation and billing sections, the total number of firms by size will equal the All Firms number. In the Location section, the total firms in all locations may not equal the All Firms number because each participating firm may have multiple locations. Similarly, the total firms by Practice Area, Class Year, etc. may not equal the All Firms number because each firm employs individuals within multiple categories.

SECTIONS II, III, and IV – GENERAL QUESTIONS, EMPLOYEE BENEFITS, & MARKET CONDITIONS

These sections report the responses on the general questions regarding firm operations and data, employee benefits, and industry conditions. Some data in these sections is reported by the number of firms responding, while other data is reported by percentage of total responses. Since ***all participants did not respond to each question***, the analyses are reported only for those firms that responded.

SECTION V – ATTORNEY COMPENSATION, BILLING RATES, AND BILLABLE HOURS

This section reports the responses on base salary, bonuses, billing rates, and billable hours for full-time Partners, Associates, and Of-Counsel. The salaries reported were those in effect on July 1, 2025, and bonuses reported were the bonuses paid in the previous prior year. The categories of the analyses in this section (also applicable to all other sections), are as follows:

Average – The sum of all numbers within a category divided by the number of reported

10th Percentile – The amount that has 10% of the reported values below it

25th Percentile – The amount that has 25% of the reported values below it

Median – The amount where there is an equal number of reported values both above and below it

75th Percentile – The amount that has 75% of the reported values below it

90th Percentile – The amount that has 90% of the reported values below it

For certain positions, a small number of incumbents and corresponding data were reported for various categories. In order to maintain the confidentiality of individual data, certain statistical information was omitted based upon the number of firms and incumbents reported. The omitted information is noted by an asterisk (*) in the statistical data.

SECTION VI – NON-ATTORNEY BILLER COMPENSATION, BILLING RATES, AND BILLABLE HOURS

This section reports the responses on base salary, bonuses, billing rates, and billable hours for the full-time Paralegal positions covered by the survey. The salaries reported were those in effect on July 1, 2025, and bonuses reported were the bonuses paid in the previous prior year. The categories of the analyses in this section are the same as described above for attorneys.

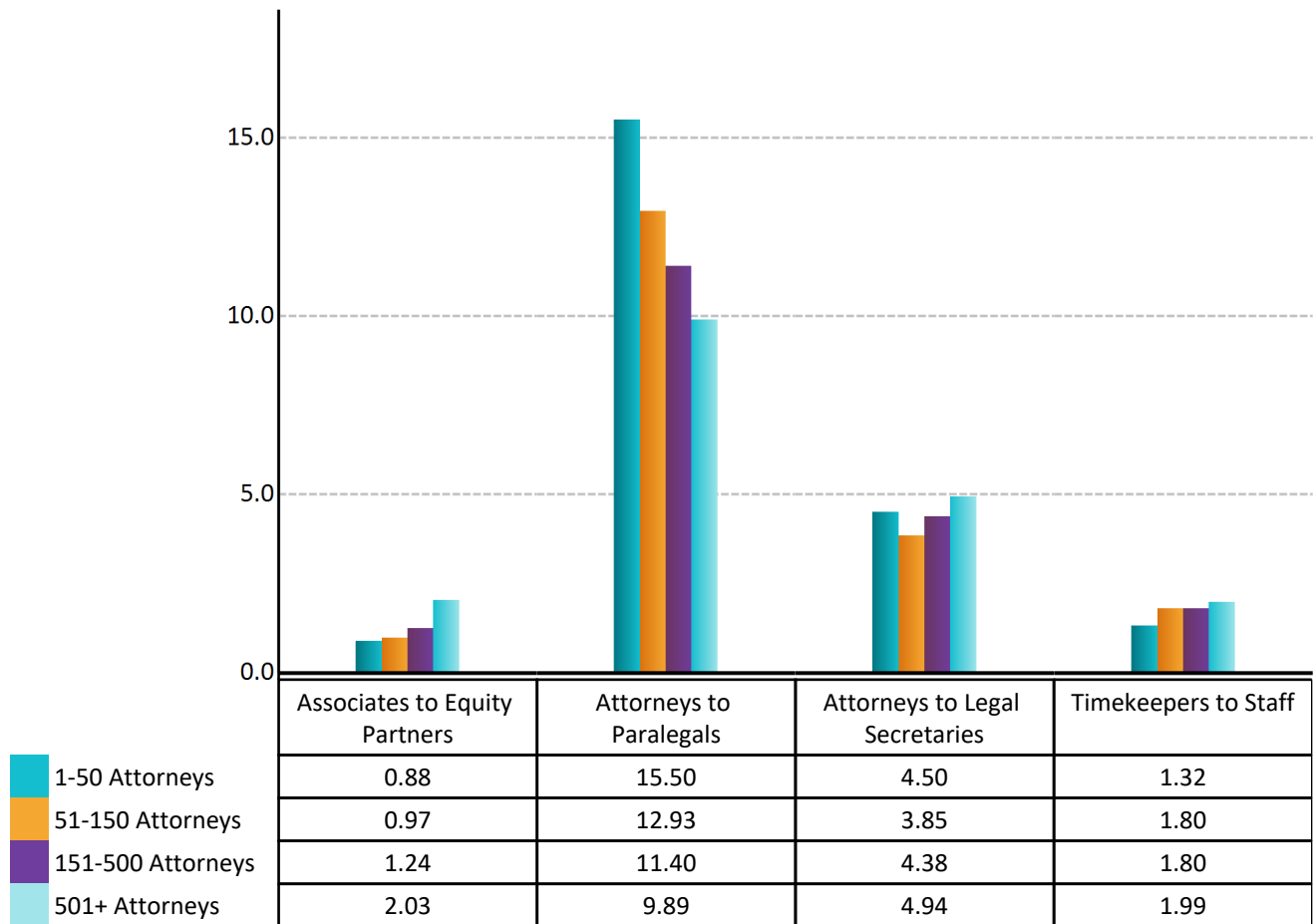
SECTION VII – STAFF COMPENSATION

This section reports the responses on base salary and bonuses for the full-time staff positions covered by the survey. The salaries reported were those in effect on July 1, 2025, and bonuses reported were the bonuses paid in the previous prior year. The categories of the analyses in this section are the same as described above for attorneys.

SECTION VIII – PART-TIME STAFF COMPENSATION

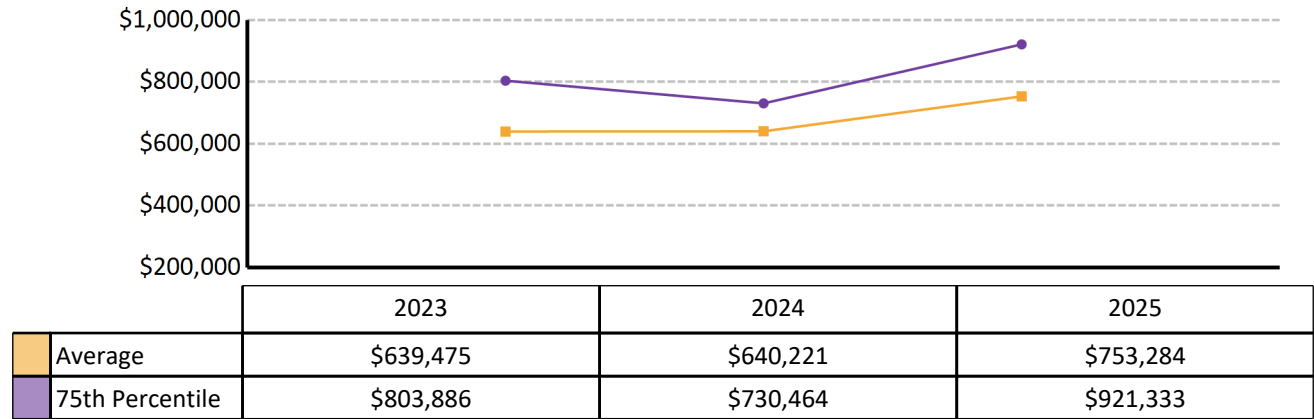
This section reports on the base hourly compensation for part-time paralegal and staff positions covered in the survey. The categories of the analyses in this section are the same as described above for attorneys.

Leverage Ratios

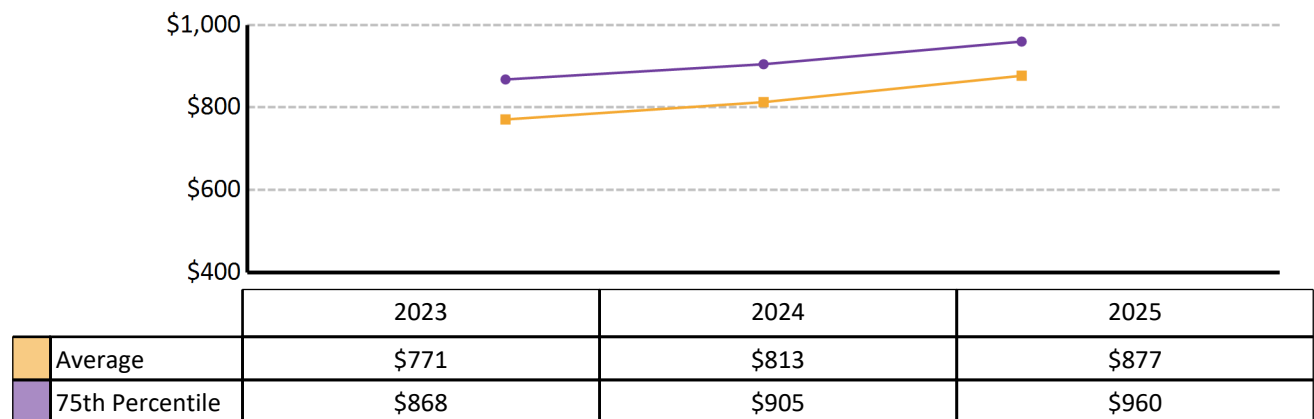


Equity Partners/Shareholders

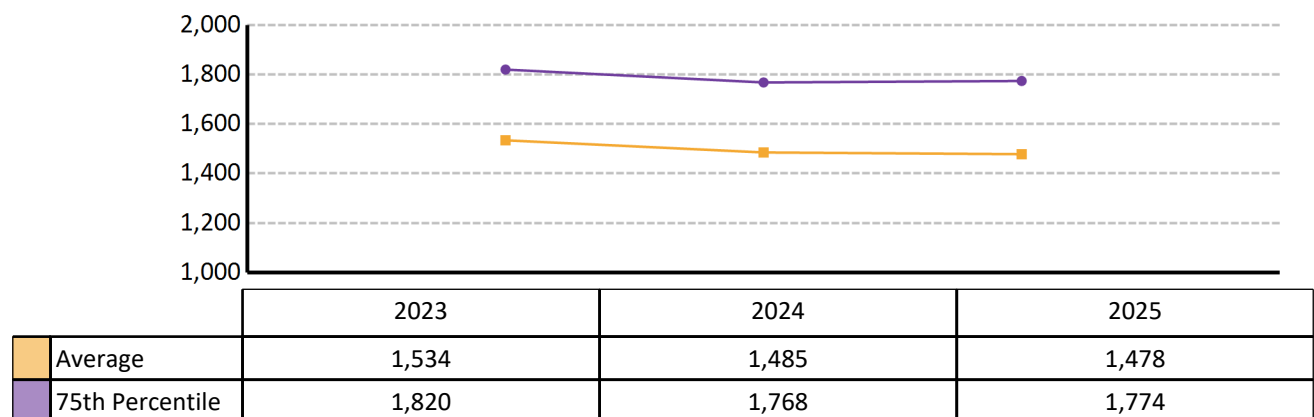
Total Compensation



Billing Rates

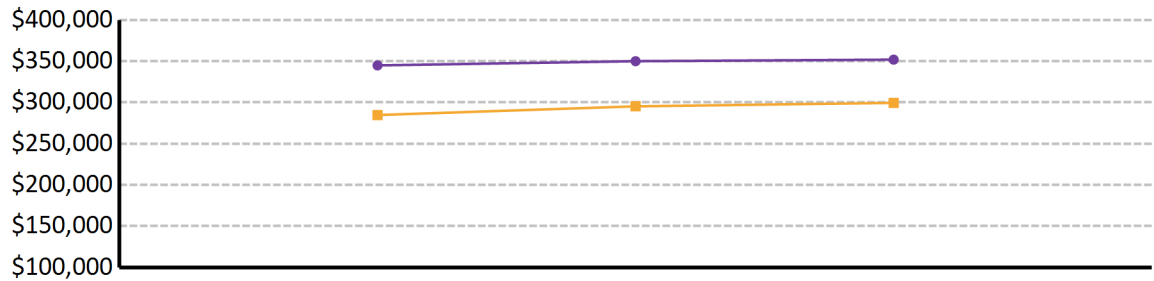


Billable Hours



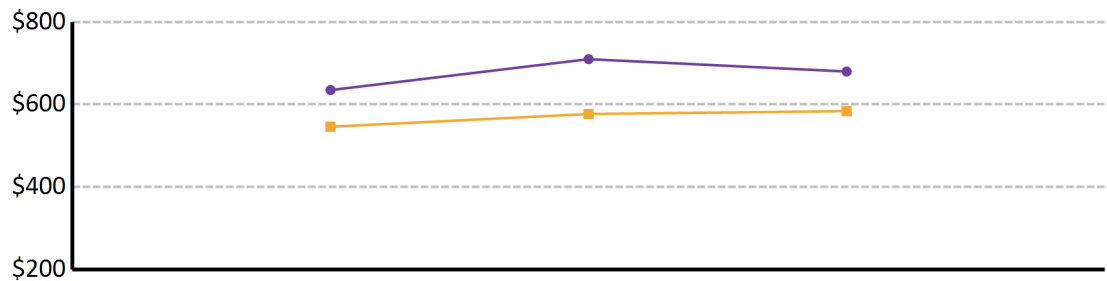
Associates

Total Compensation



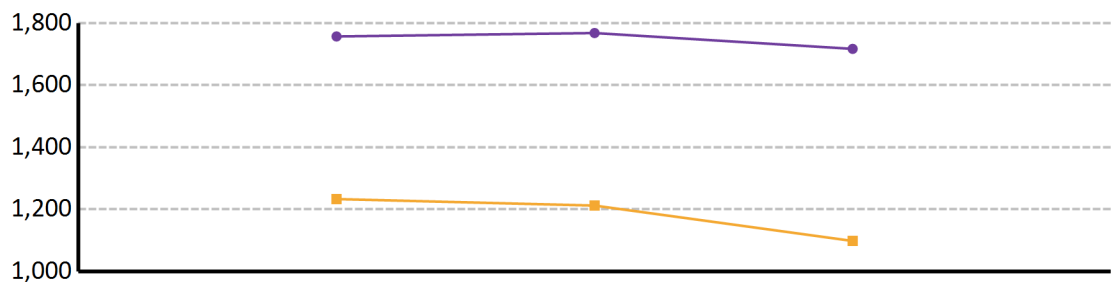
	2023	2024	2025
Average	\$284,778	\$295,369	\$299,579
75th Percentile	\$345,000	\$350,125	\$352,000

Billing Rates



	2023	2024	2025
Average	\$546	\$577	\$584
75th Percentile	\$635	\$710	\$680

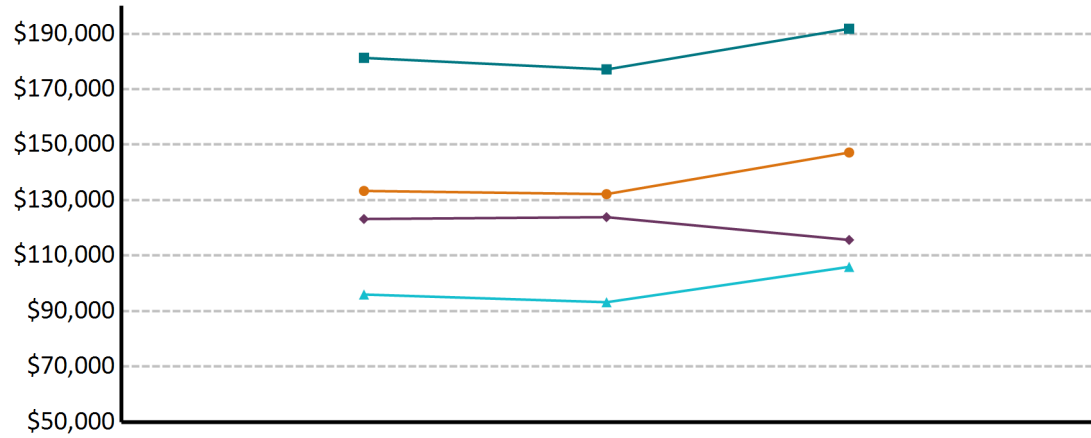
Billable Hours



	2023	2024	2025
Average	1,233	1,212	1,098
75th Percentile	1,757	1,768	1,717

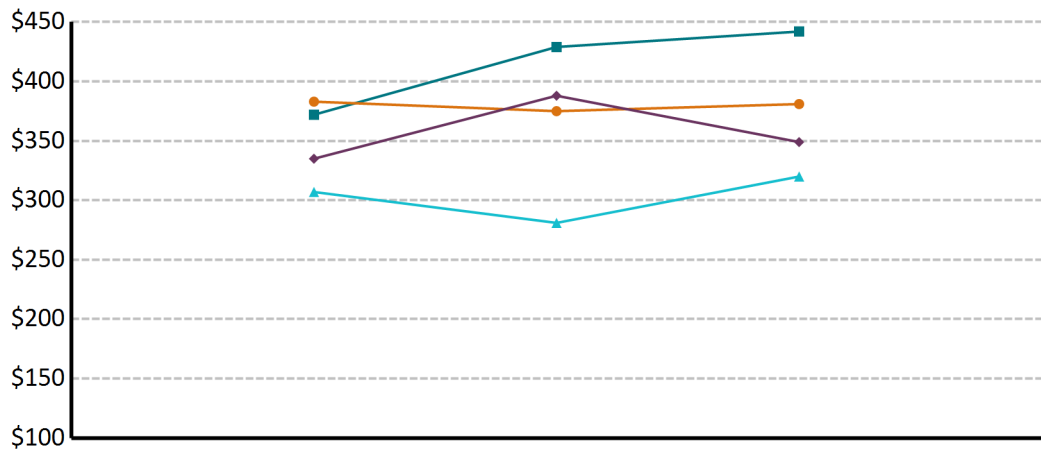
Paralegals

Average Total Compensation



	2023	2024	2025
Super Senior (20+ years)	\$181,298	\$177,130	\$191,808
Senior (11 to 20 years)	\$133,330	\$132,175	\$147,180
Mid-Level (6 to 10 years)	\$123,198	\$123,866	\$115,653
Junior (2 to 5 years)	\$95,975	\$93,188	\$105,951

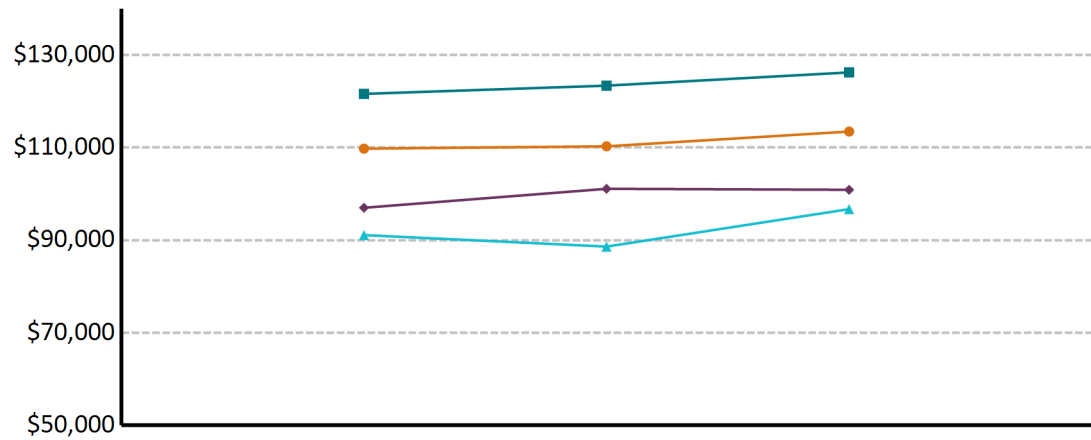
Average Billing Rates



	2023	2024	2025
Super Senior (20+ years)	\$372	\$429	\$442
Senior (11 to 20 years)	\$383	\$375	\$381
Mid-Level (6 to 10 years)	\$335	\$388	\$349
Junior (2 to 5 years)	\$307	\$281	\$320

Legal Secretaries

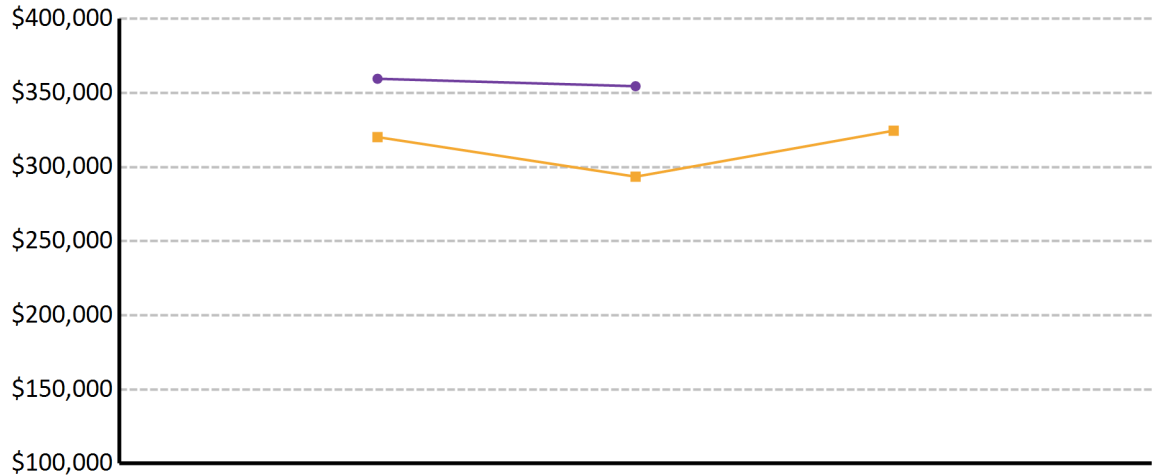
Average Total Compensation



	2023	2024	2025
Super Senior (20+ years)	\$121,644	\$123,428	\$126,289
Senior (11 to 20 years)	\$109,791	\$110,297	\$113,494
Mid-Level (6 to 10 years)	\$97,000	\$101,108	\$100,887
Junior (2 to 5 years)	\$91,096	\$88,602	\$96,710

Director of Administration

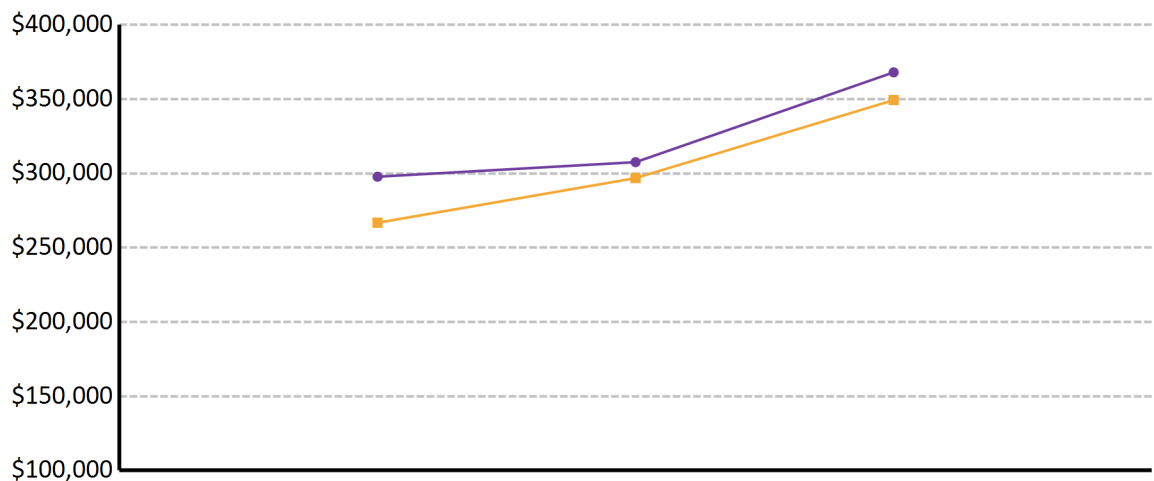
Average Total Compensation



	2023	2024	2025
Average	\$320,195	\$293,486	\$324,517
75th Percentile	\$359,525	\$354,500	N/A

Director of Finance

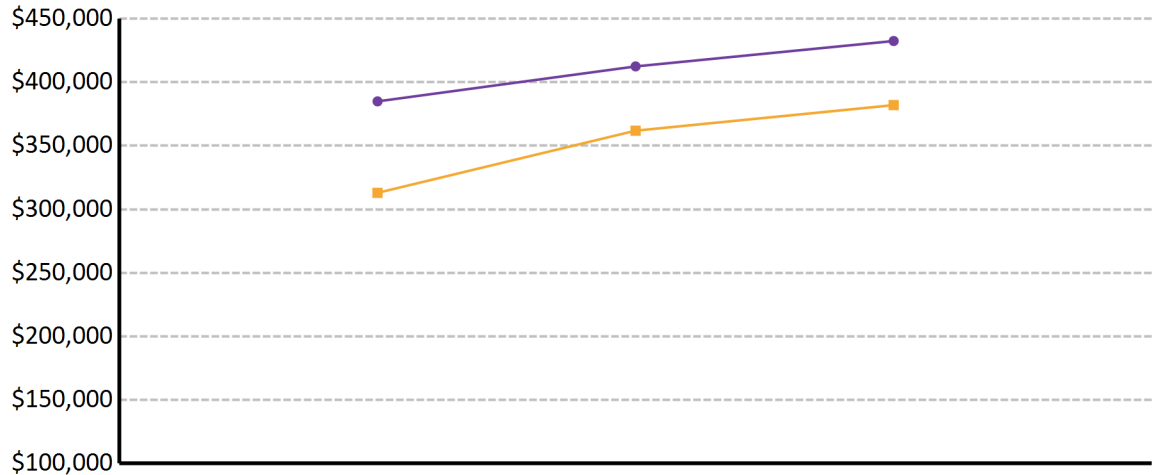
Average Total Compensation



	2023	2024	2025
Average	\$266,750	\$296,815	\$349,333
75th Percentile	\$297,750	\$307,552	\$368,000

Director of Human Resources

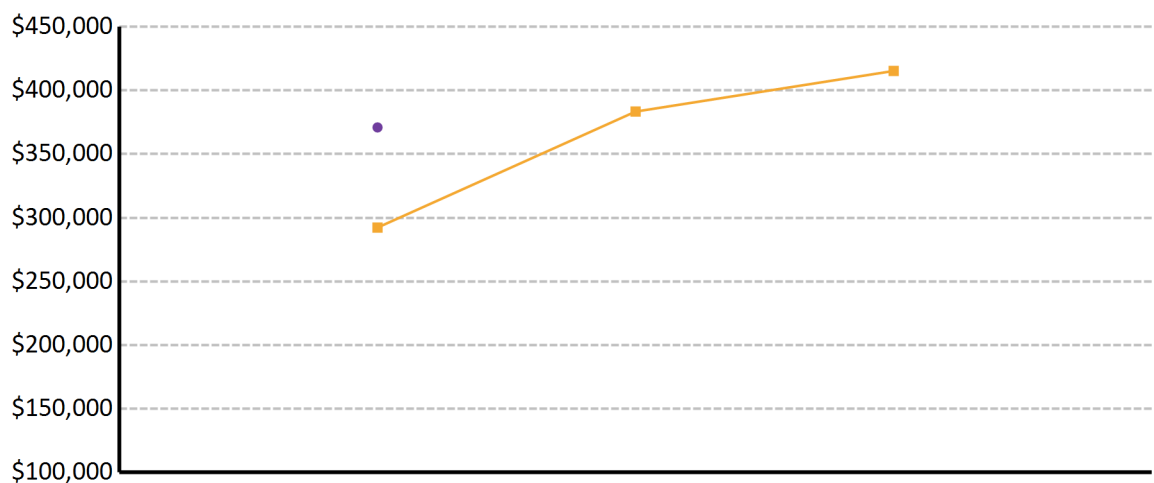
Average Total Compensation



	2023	2024	2025
Average	\$313,009	\$361,936	\$382,052
75th Percentile	\$385,000	\$412,500	\$432,500

Director of Marketing/Business Development

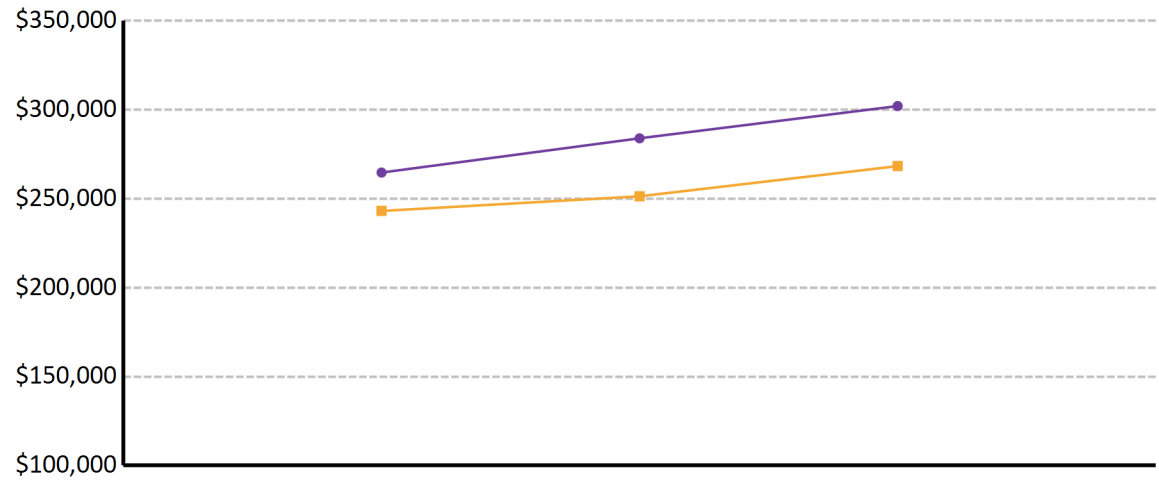
Average Total Compensation



	2023	2024	2025
Average	\$292,350	\$383,423	\$415,333
75th Percentile	\$371,000	N/A	N/A

Director of Information Systems

Average Total Compensation



	2023	2024	2025
Average	\$243,101	\$251,344	\$268,312
75th Percentile	\$264,678	\$283,937	\$302,062

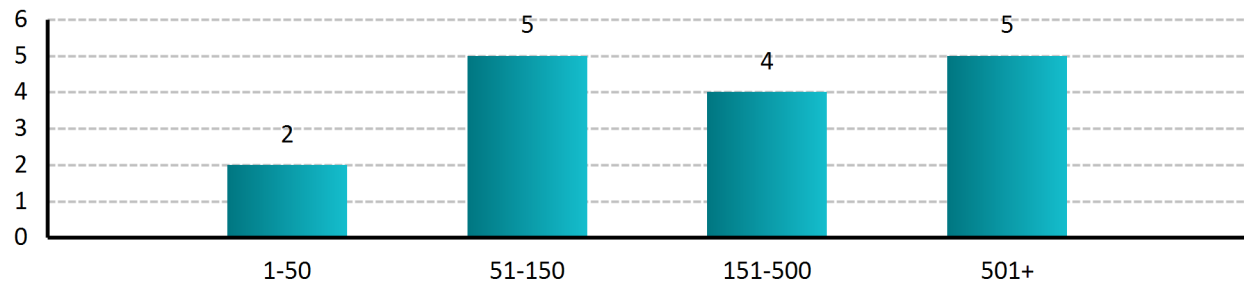


General Questions

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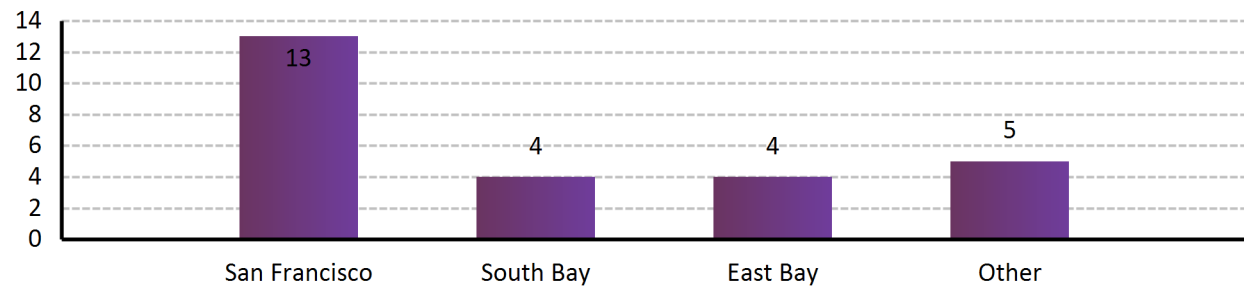
Firm Count by Size (# of Attorneys)



16

Total
of Firms

Firm Count by Location (# of Offices)

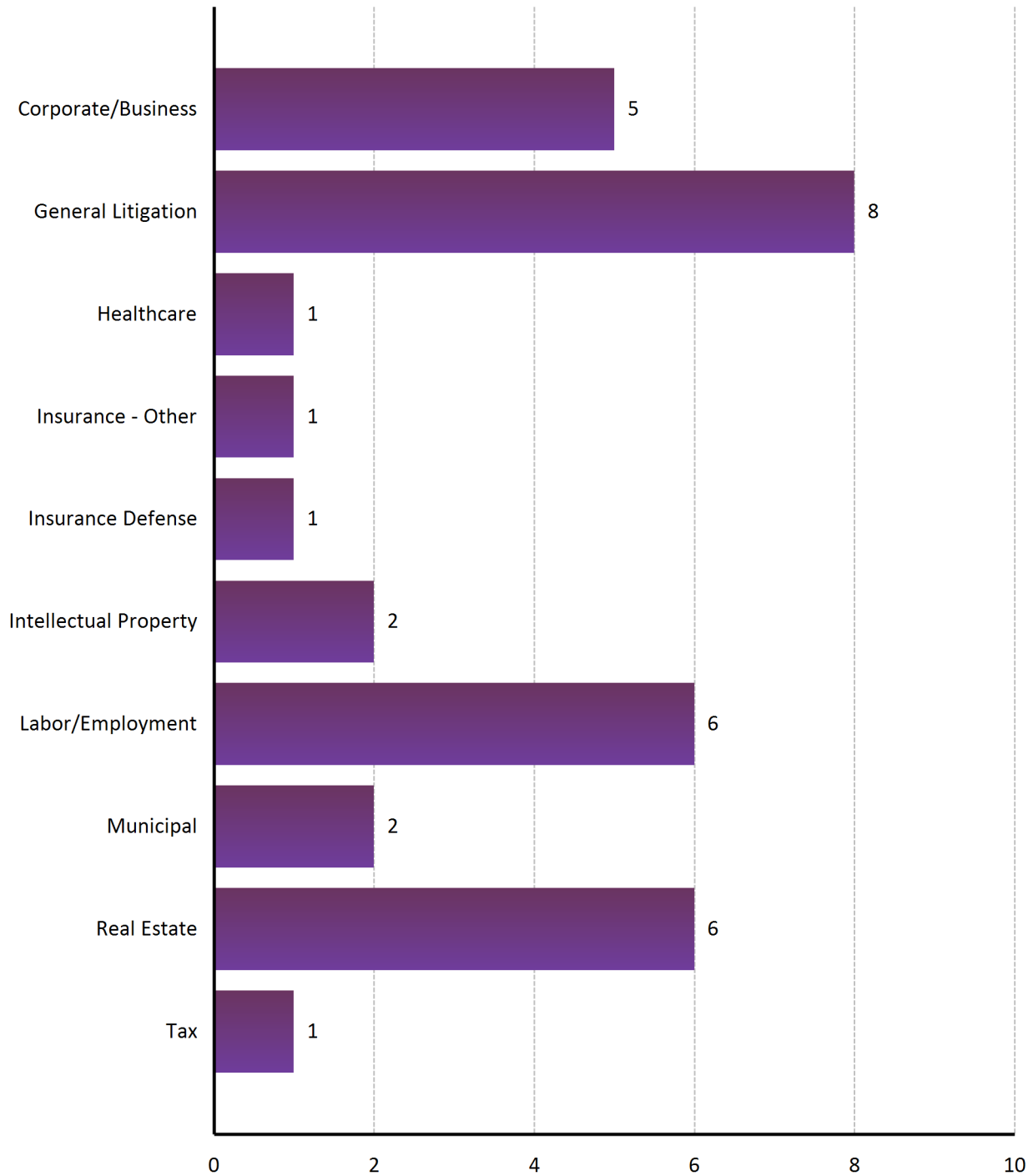


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Total
of Offices

Note: Total number of offices by location may be greater than total firm count by size, as some firms may have multiple locations.

Firm Count by Prevalent Practice Areas



Note: Practice area must be at least 20% of billings to be considered prevalent in the firm

Total Headcounts

Equity Partners/Shareholders	693
Non-Equity Partners/Shareholders	409
Associates	938
Of-Counsel	166
 Total Attorneys	 2,206
 Paralegals	 210
Other Billers	91
Legal Secretaries	505
Finance/Accounting/Billing Staff	178
Information Systems Personnel	161
Other Non-Attorney Staff	625

Average Staffing Ratios

Associates to Equity Partners	1.36
Non-Equity to Equity Partners	0.84
Attorneys to Paralegals	11.92
Attorneys to Legal Secretaries	4.41
Attorneys to Information Systems Personnel	17.70
Timekeepers to Finance/Accounting	29.45
Timekeepers to Staff	1.80

Note: The numbers above represent an average of each individual firm's ratios.

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**Annual Revenue
(in Thousands)**

	Firms	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
All Firms	11	\$116,411	\$22,800	\$42,351	\$76,791	\$137,638	\$297,488
# of Attorneys							
1-50	2	\$26,438	*	*	*	*	*
51-150	2	\$64,372	*	*	*	*	*
151-500	3	\$98,673	\$41,428	\$72,456	\$124,169	\$137,638	\$145,720
501+	4	\$200,720	\$81,833	\$89,398	\$195,544	\$306,866	\$323,746

**Annual Revenue per Attorney
(in Thousands)**

	Firms	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
All Firms	11	\$863	\$506	\$622	\$771	\$1,002	\$1,267
# of Attorneys							
1-50	2	\$1,019	*	*	*	*	*
51-150	2	\$1,002	*	*	*	*	*
151-500	3	\$669	\$551	\$620	\$734	\$750	\$760
501+	4	\$860	\$416	\$477	\$723	\$1,106	\$1,413

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Northern California Edition

**Net Income per Partner
(in Thousands)**

	Firms	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
All Firms	8	\$956	\$321	\$557	\$747	\$932	\$1,737
# of Attorneys							
1-50	2	\$608	*	*	*	*	*
51-150	2	\$843	*	*	*	*	*
151-500	2	\$626	*	*	*	*	*
501+	2	\$1,744	*	*	*	*	*

**Net Income per Equity Partner
(in Thousands)**

	Firms	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
All Firms	8	\$1,012	\$435	\$715	\$807	\$1,003	\$1,734
# of Attorneys							
1-50	2	\$551	*	*	*	*	*
51-150	2	\$891	*	*	*	*	*
151-500	2	\$758	*	*	*	*	*
501+	2	\$1,850	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

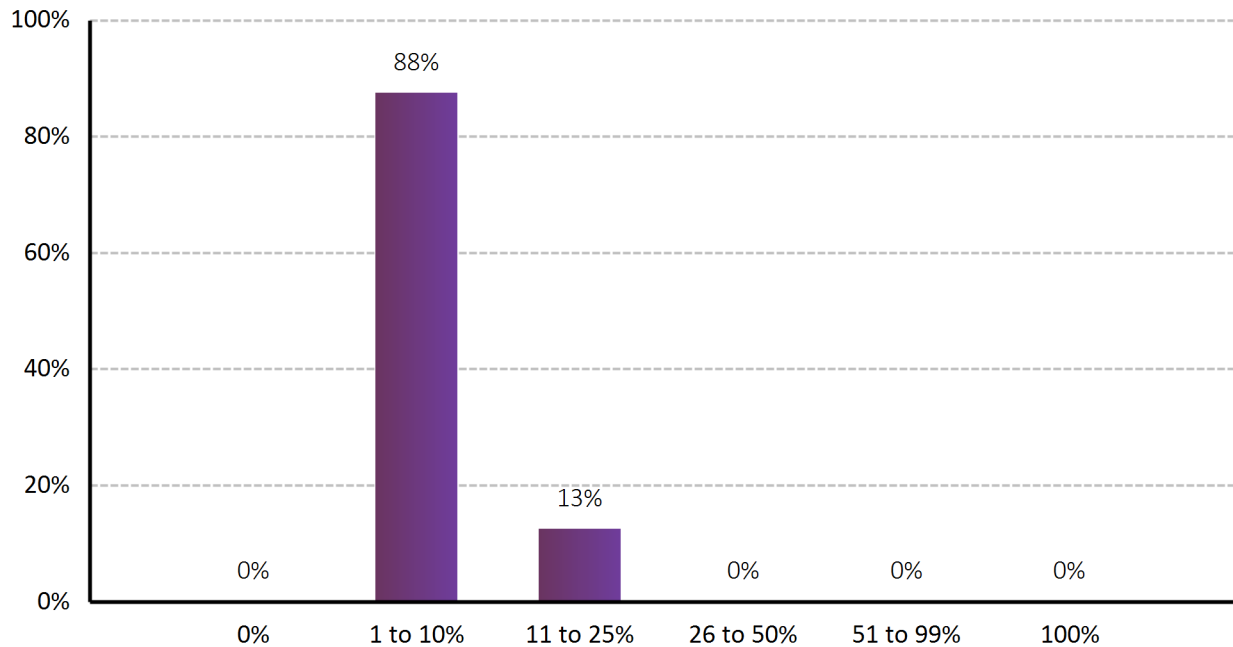
Annual Net Expenses per Attorney (in Thousands)

	Firms	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
All Firms	8	\$376	\$237	\$287	\$395	\$446	\$501
# of Attorneys							
1-50	2	\$531	*	*	*	*	*
51-150	2	\$415	*	*	*	*	*
151-500	2	\$282	*	*	*	*	*
501+	2	\$278	*	*	*	*	*

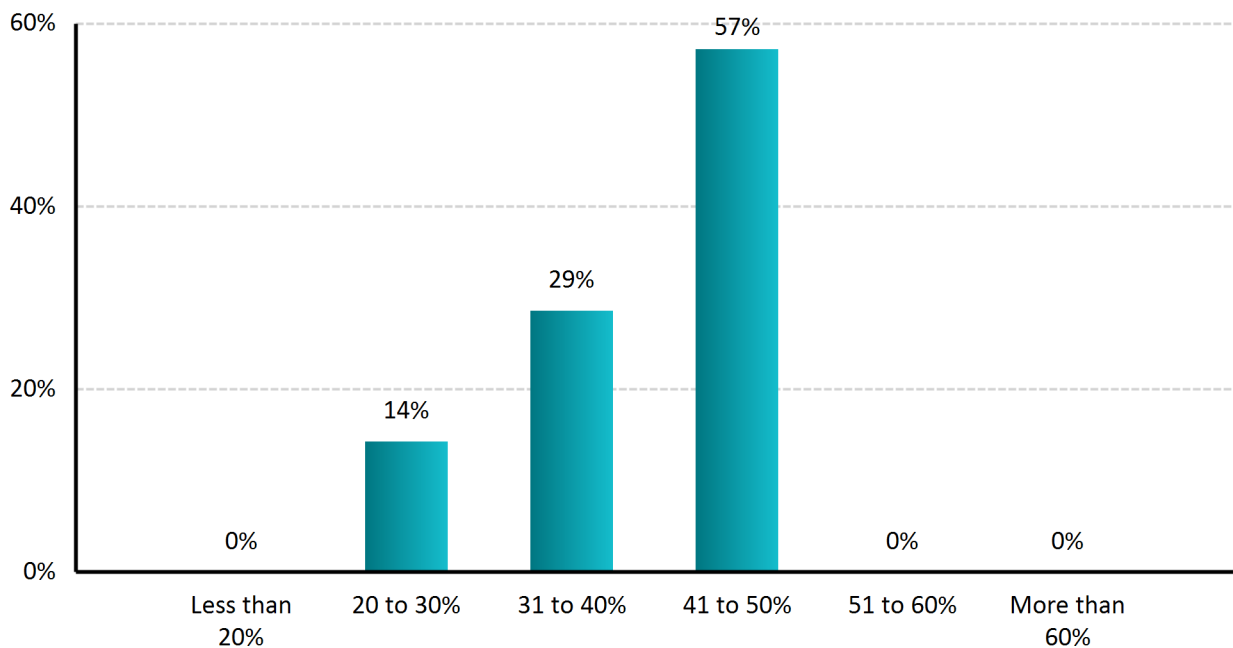
First Year Associates' Base Compensation

	Firms	Average	10th Percentile	25th Percentile	Median	75th Percentile	90th Percentile
All Firms	13	\$186,692	\$138,000	\$177,000	\$190,000	\$215,000	\$219,500
# of Attorneys							
1-50	2	\$186,250	*	*	*	*	*
51-150	4	\$188,125	\$146,500	\$171,250	\$201,250	\$218,125	\$219,250
151-500	2	\$145,000	*	*	*	*	*
501+	5	\$202,400	\$182,200	\$190,000	\$205,000	\$215,000	\$221,000

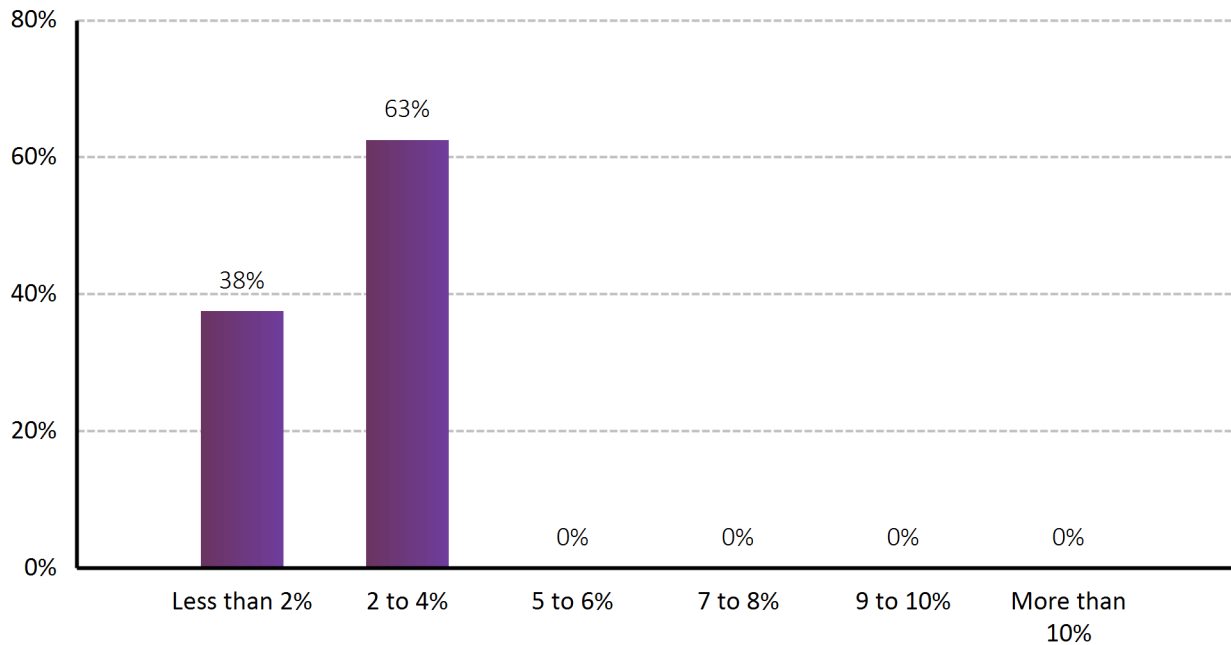
% of Engagements that are Fixed Fees



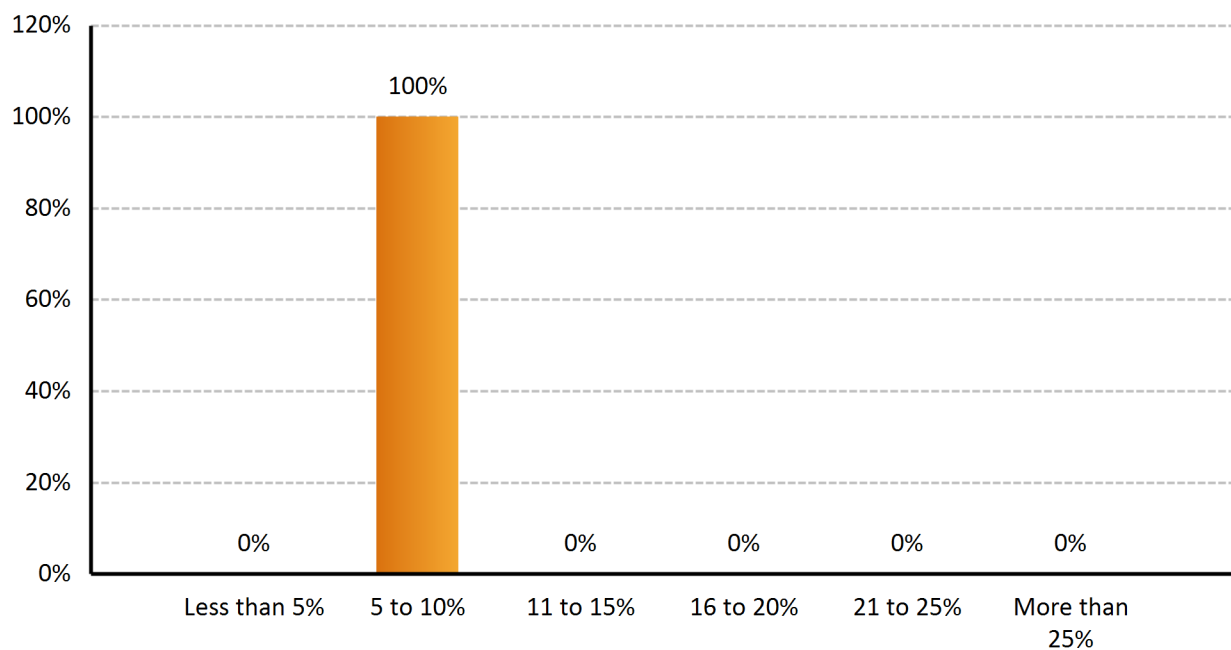
% Revenue Spent on Salaries & Benefits



% Revenue Spent on Information Technology



% Revenue Spent on Real Estate/Facilities



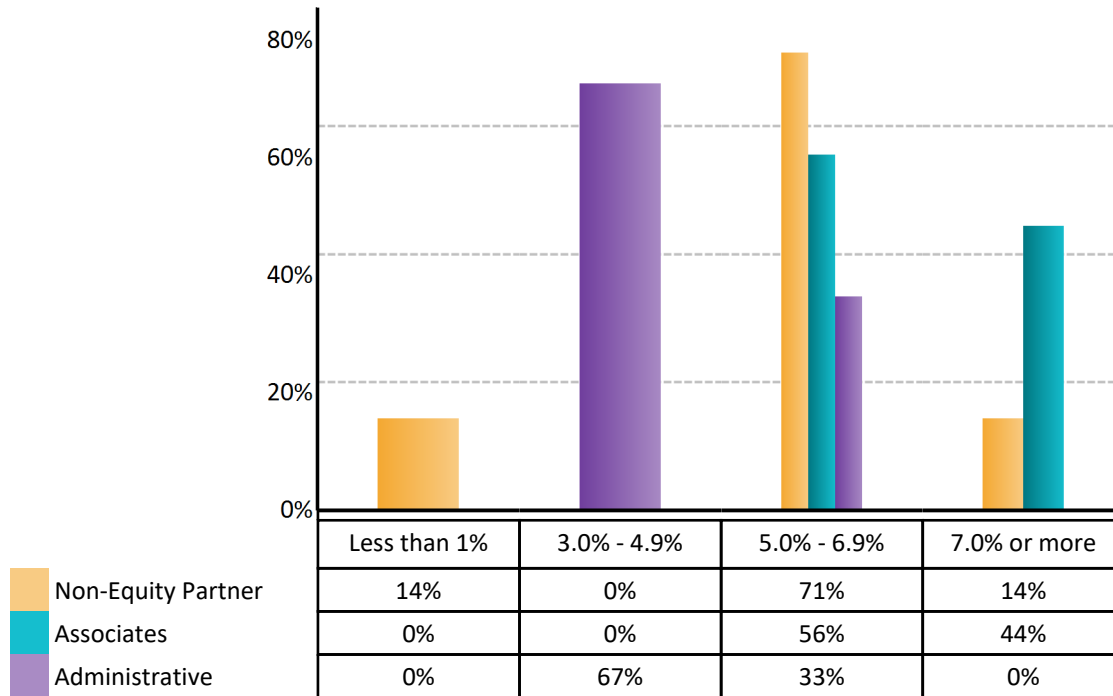
Buy-In for New Partner

	All Firms	1-50	51-150	151-500	501+
N/A	17%	50%	0%	25%	0%
Yes	83%	50%	100%	75%	100%

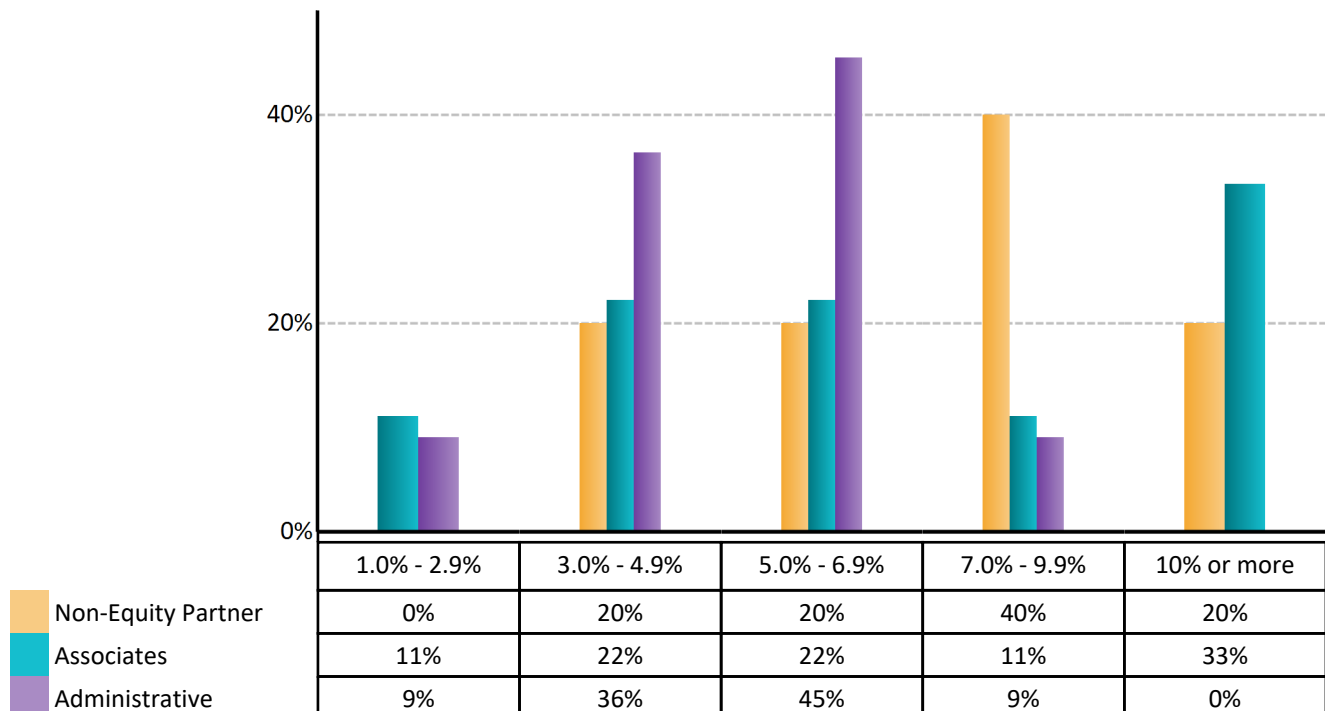
Partner Marketing Budget

	All Firms	1-50	51-150	151-500	501+
Yes	36%	0%	25%	25%	75%
N/A	64%	100%	75%	75%	25%

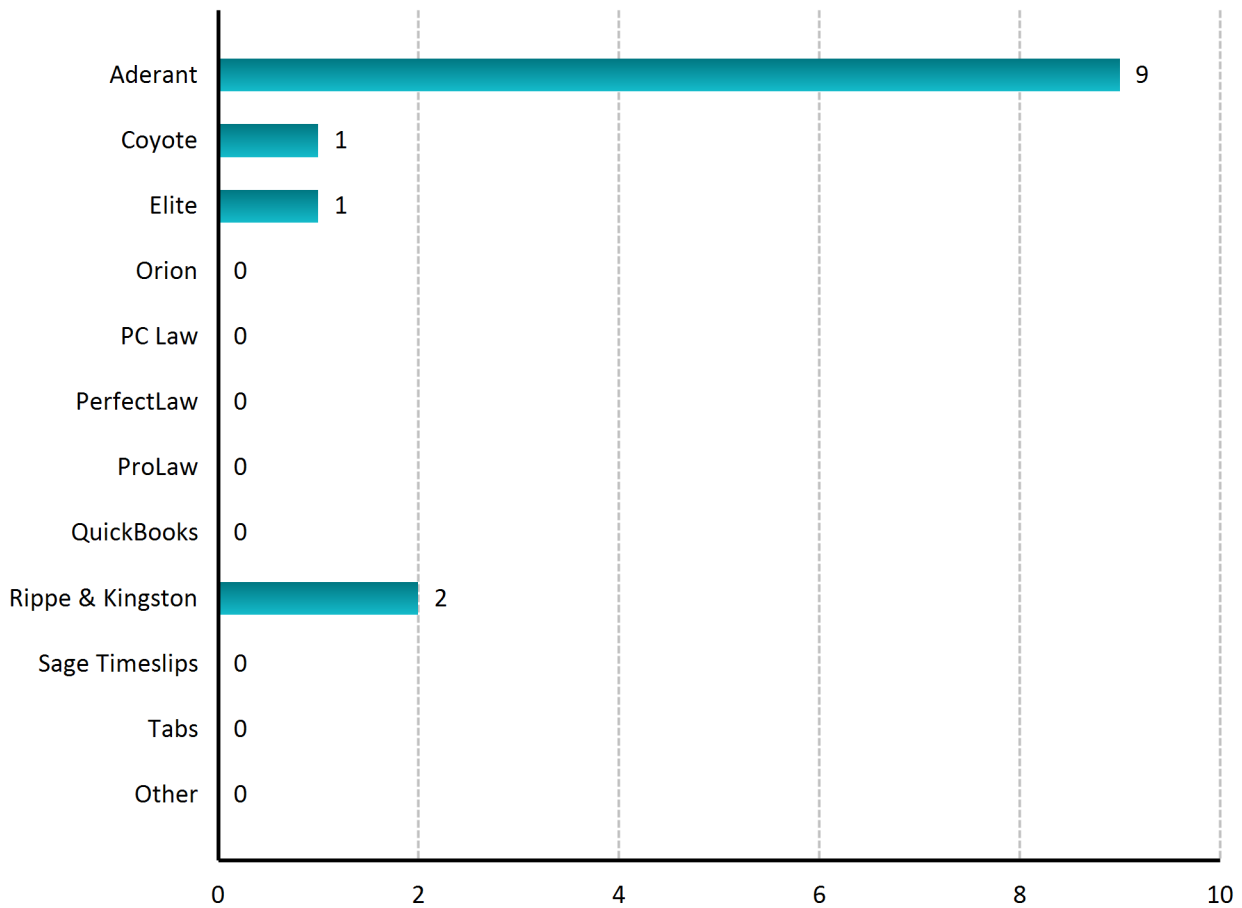
Average Increase in Base Compensation



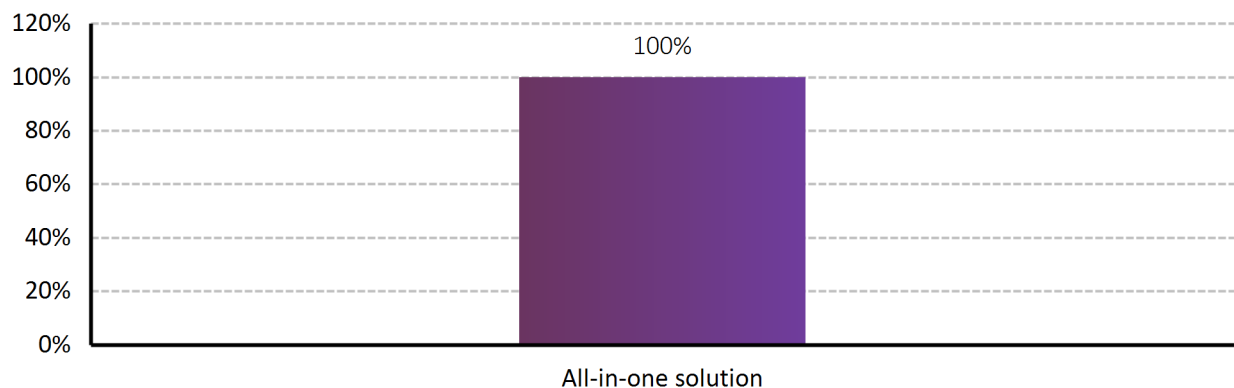
Paid Bonuses, as Average % of Base Compensation



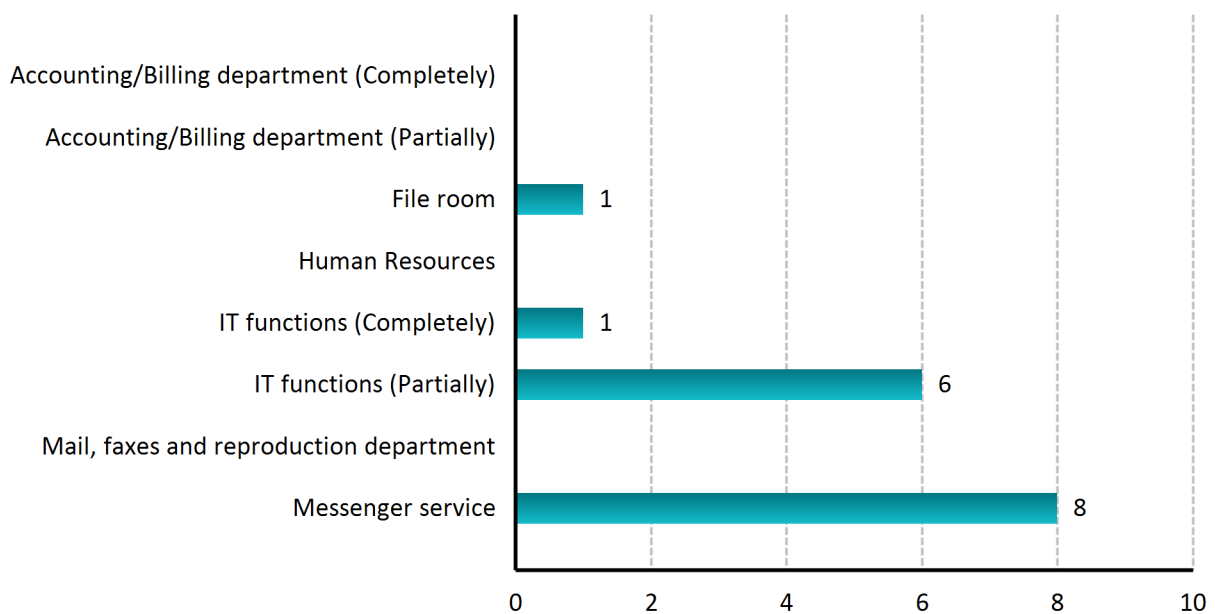
Time and Billing Systems Used



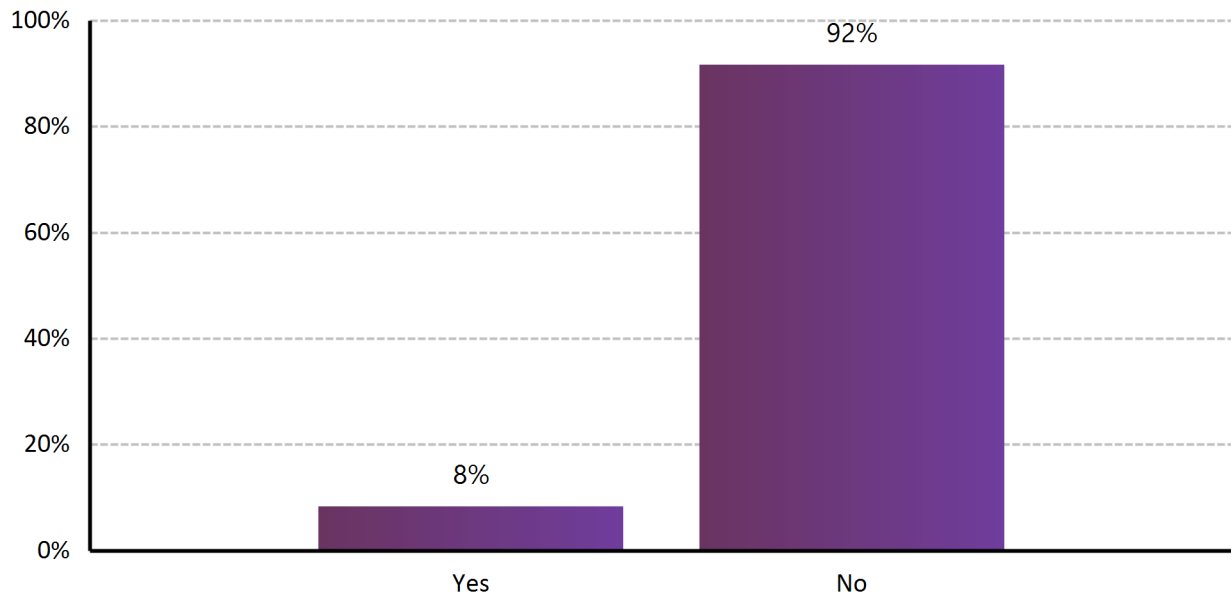
Most Important Accounting System Feature



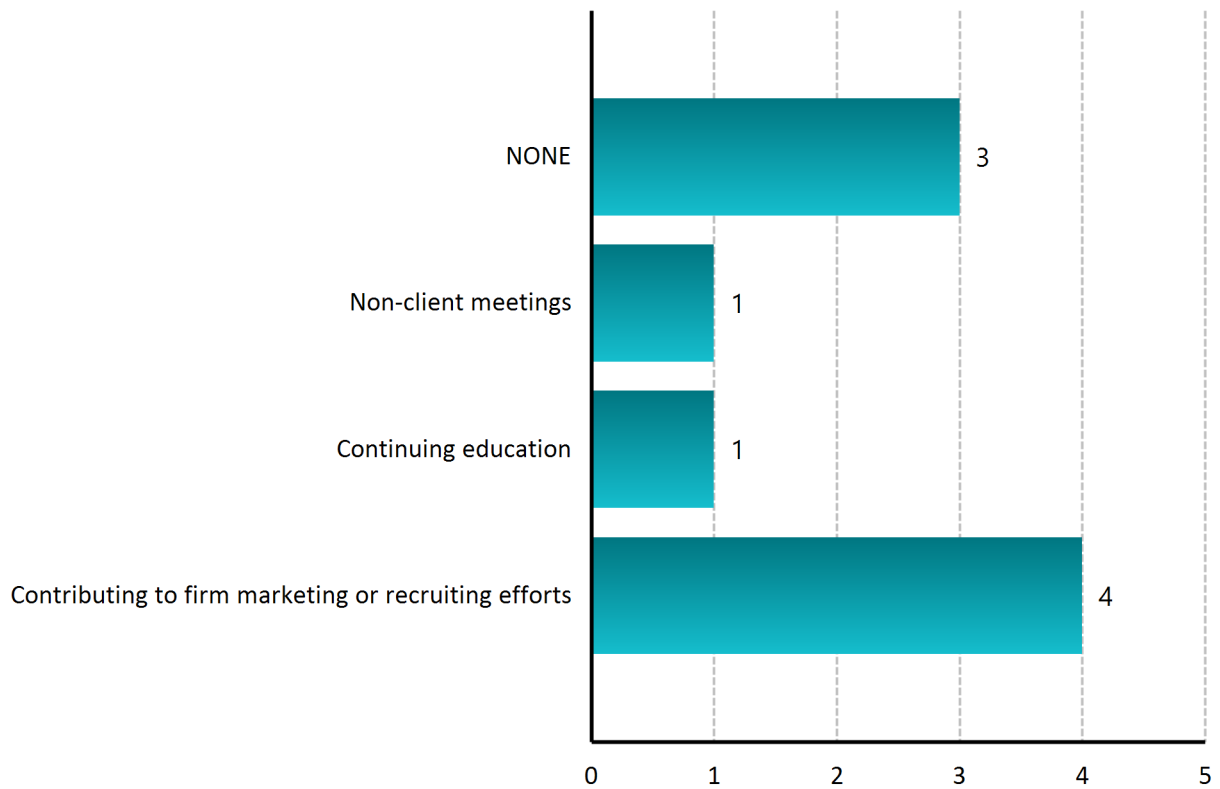
Outsourced Functions



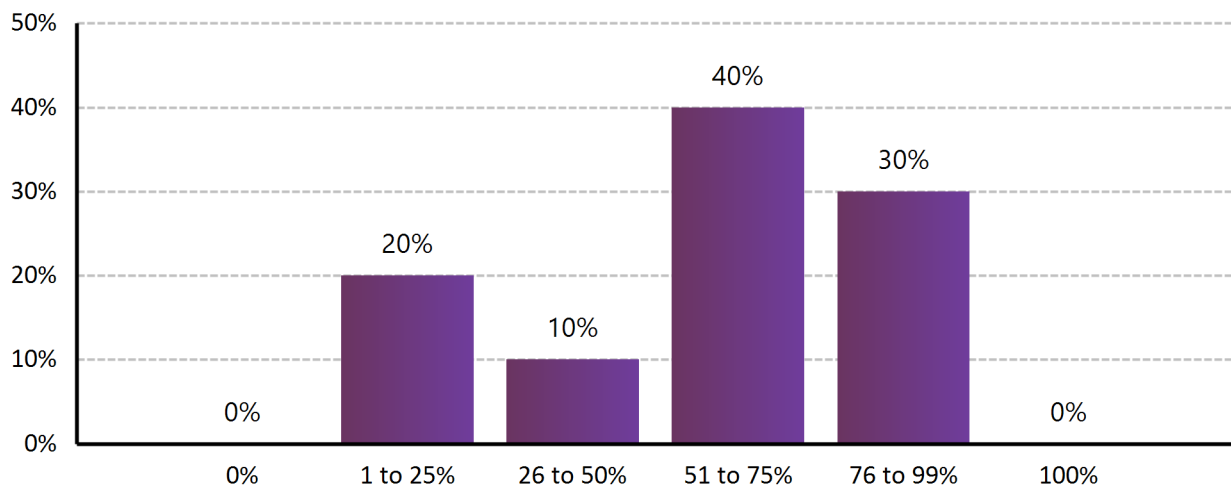
Firm Determines Base Compensation By Percentage of Expected Production



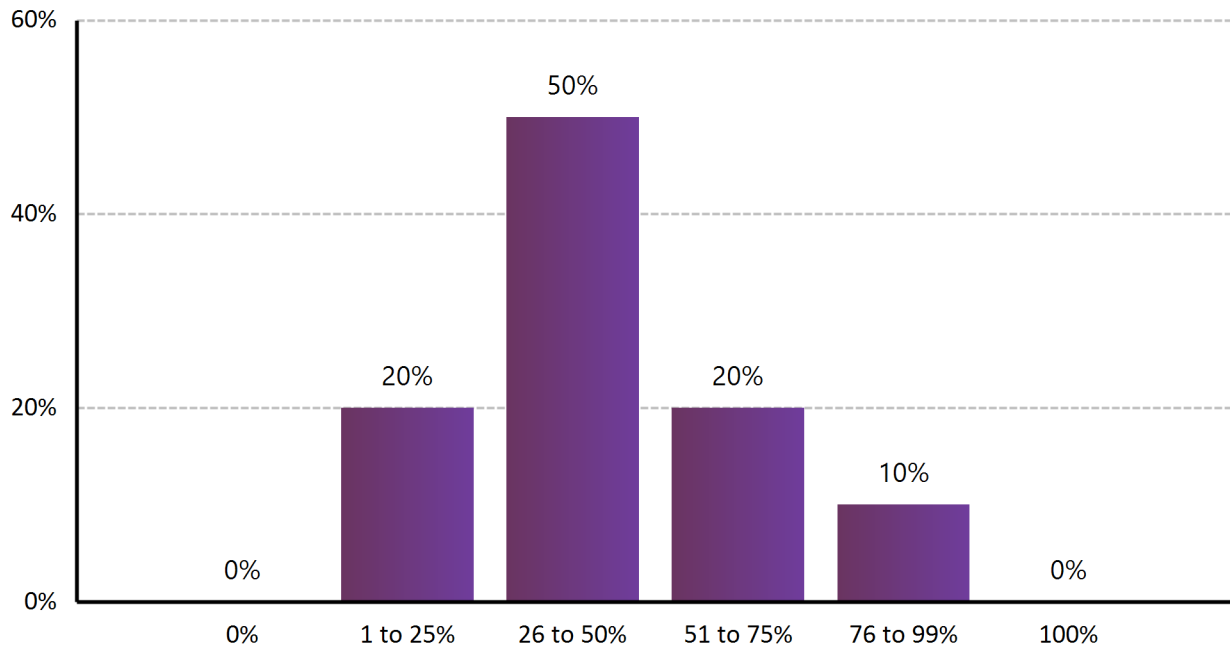
Administrative Or Non-Client Related Work That Counts Toward Hours Requirements



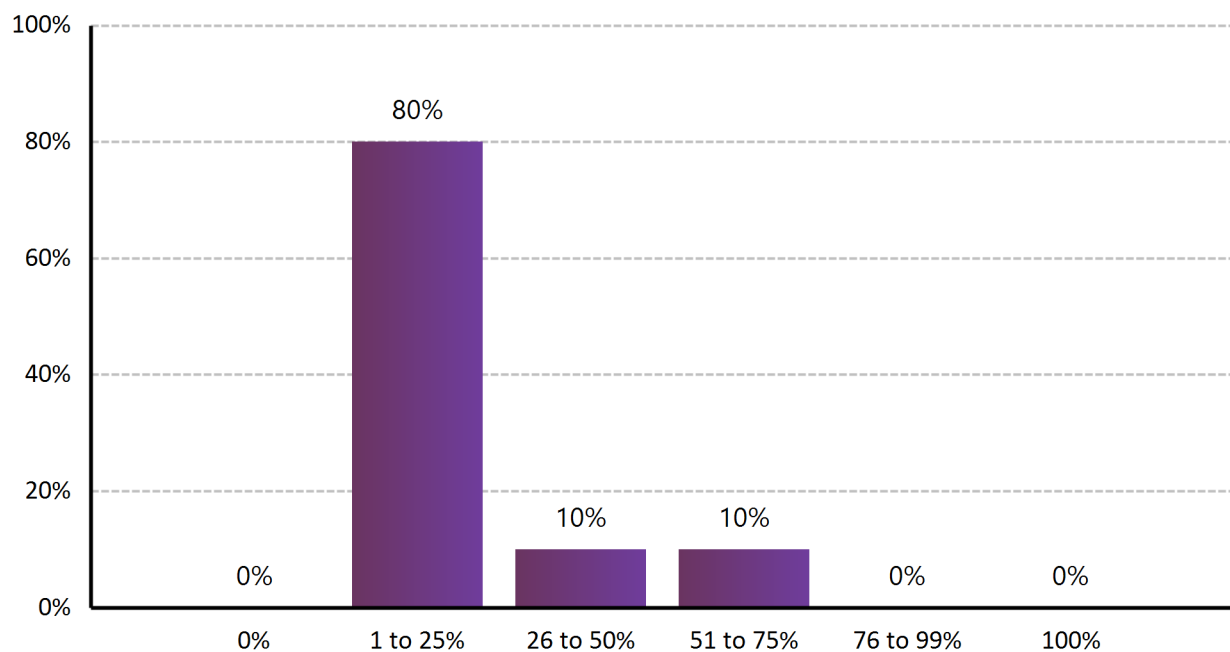
% Attorneys Who Met Billable Hour Goals



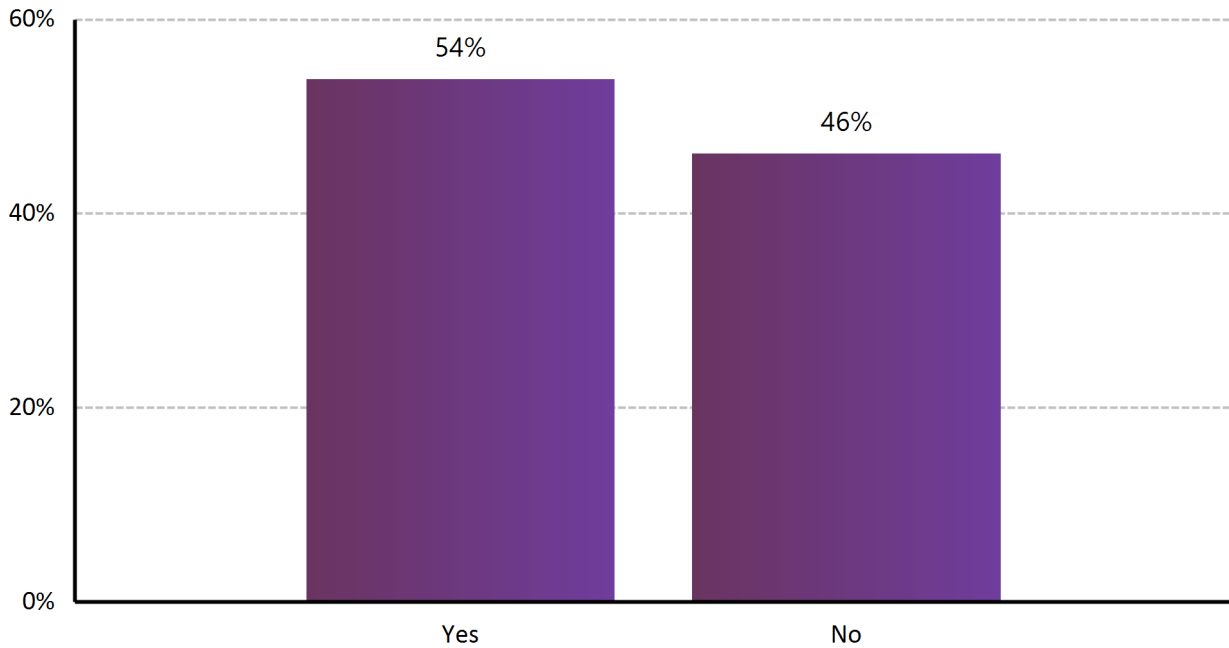
% Attorneys Who Exceeded Billable Hour Goals



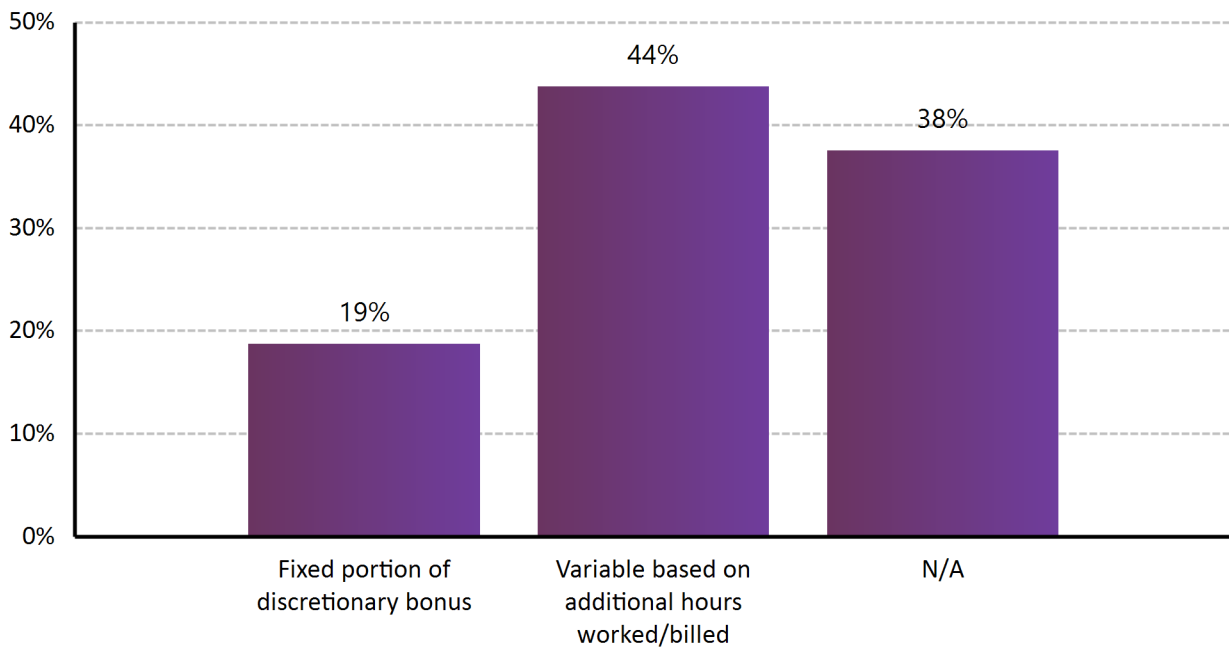
% Attorneys On Reduced Billable Hour Requirements



Mandatory Bonus For Meeting Billable Hour Goals



Method Of Compensation For Exceeding Billable Hour Goals



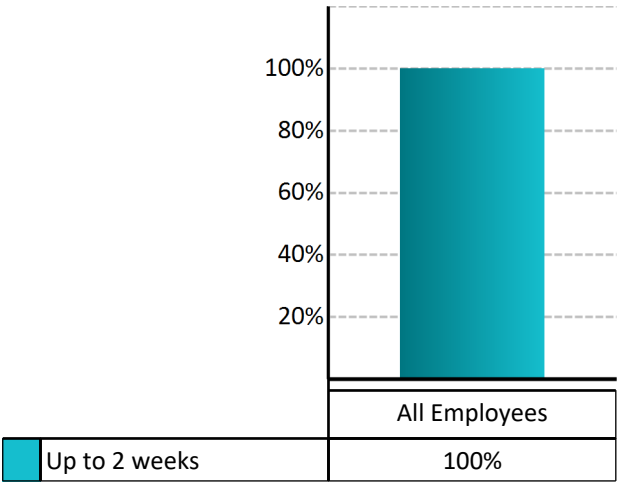


Benefits

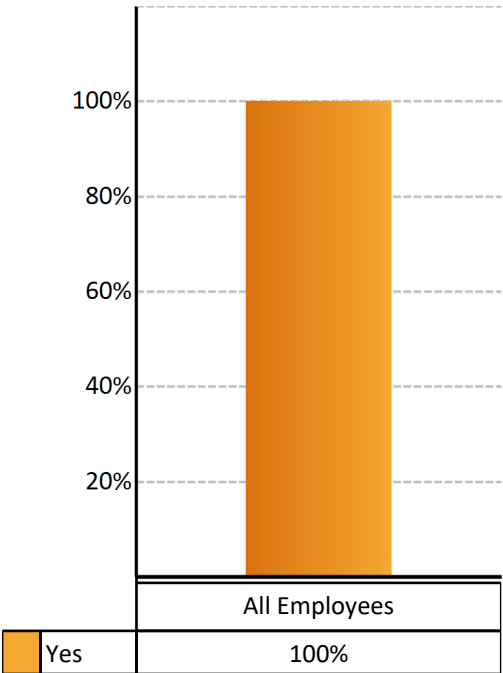
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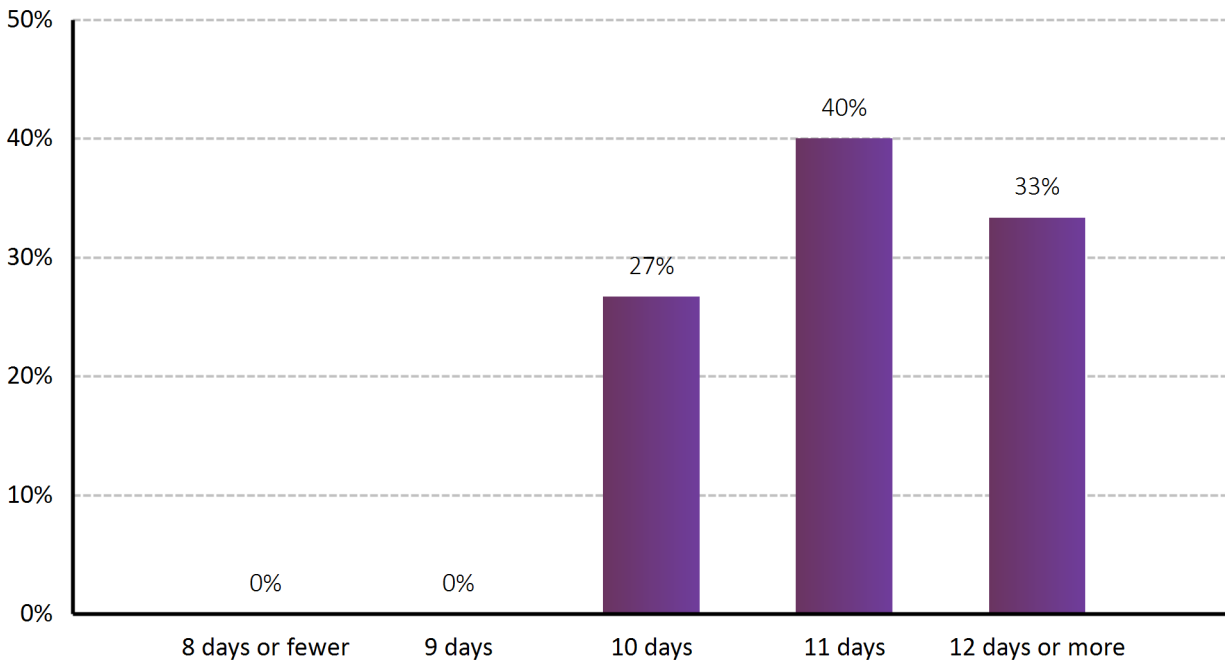
Vacation, PTO, & Sick Leave Starting Allowance



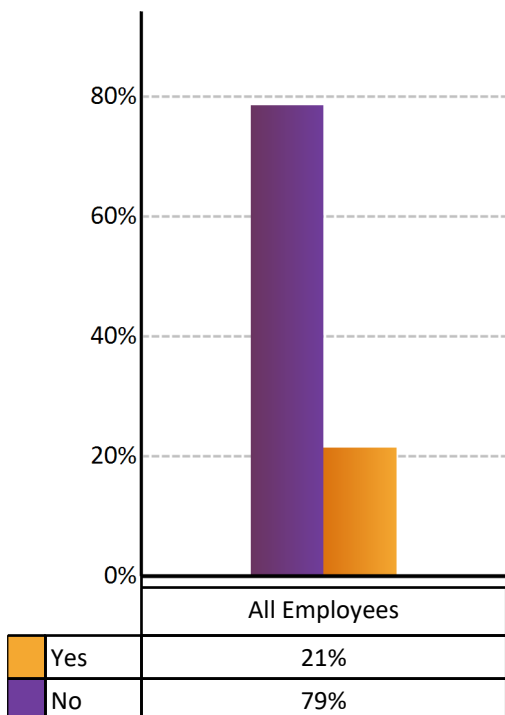
Leave Increase with Seniority



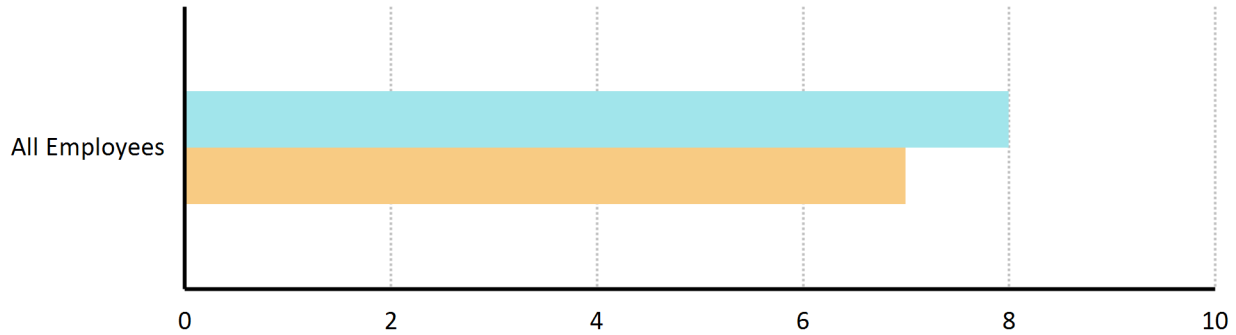
Annual Paid Holidays



Sabbatical Leave Allowed

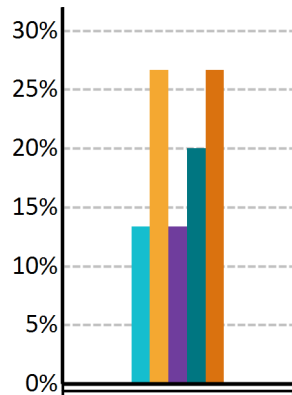


Retirement Plans Offered



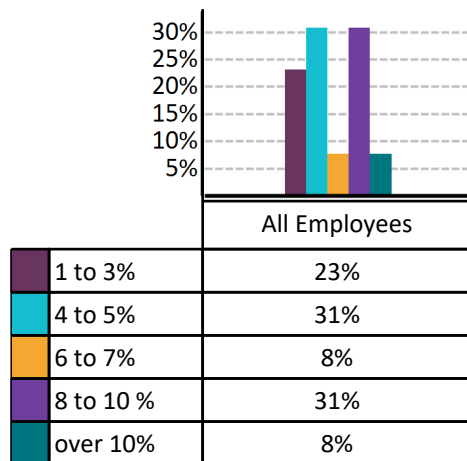
All Employees	
401(k) plan with no matching	8
Cash Balance Plan or other	7

Years Until 100% Vested in Retirement Plan

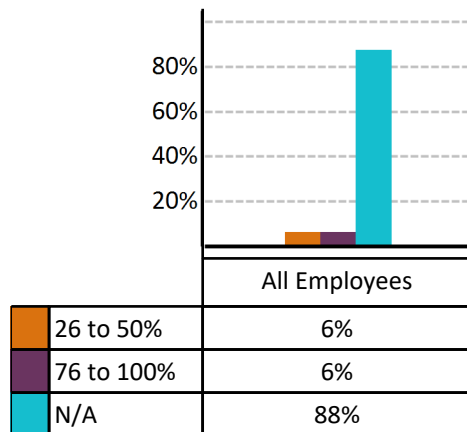


All Employees	
No plan offered	13%
1 year	27%
2 years	13%
3 years	20%
More than 3 years	27%

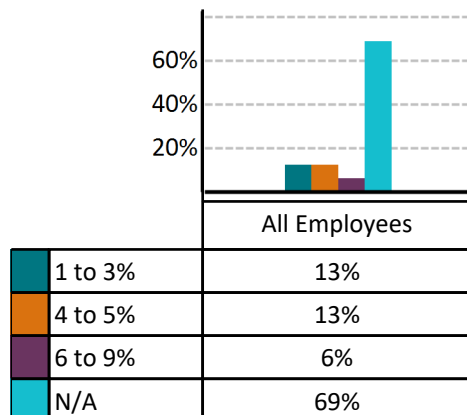
Firm Contribution to Profit Sharing Plan



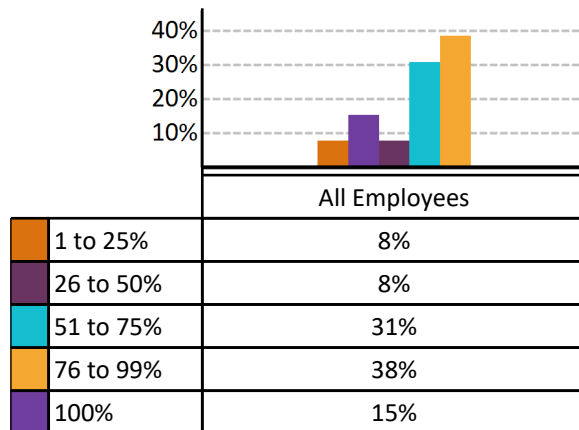
Annual Firm Matching Contribution to 401(k)



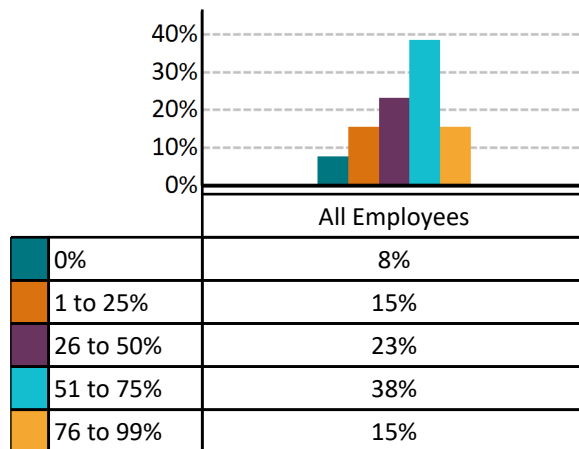
Firm Contribution to 401(k) Based on Compensation



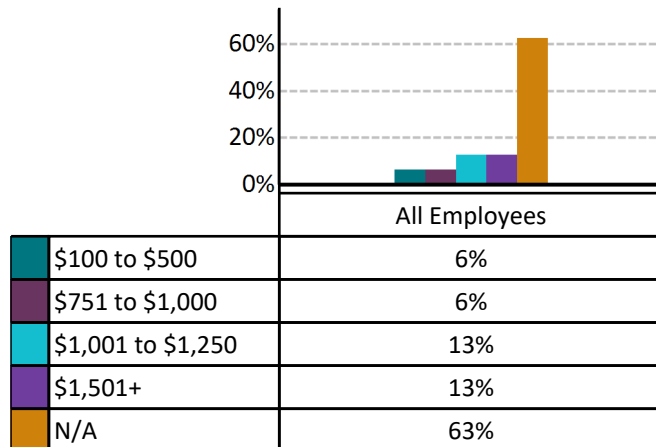
Portion of Medical Insurance Premium Paid for Employees



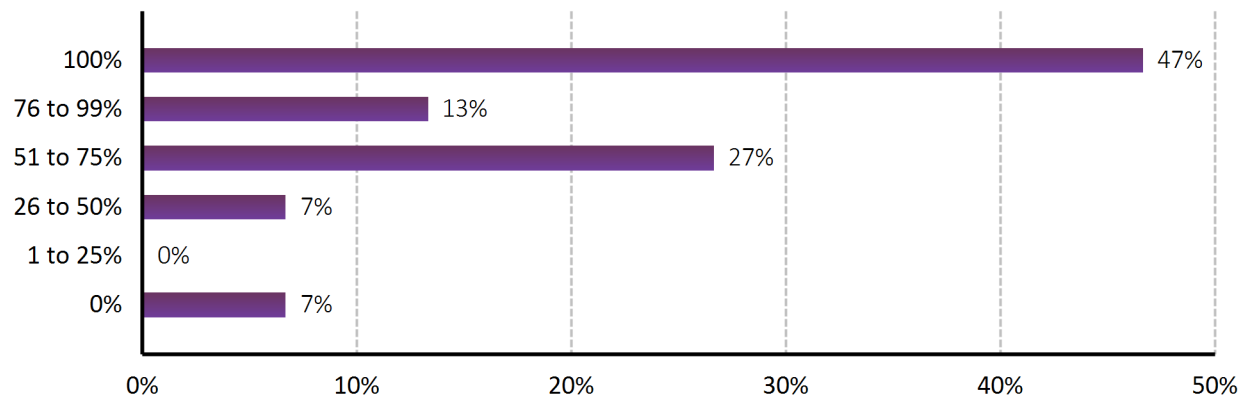
Portion of Medical Insurance Premium Paid for Dependents



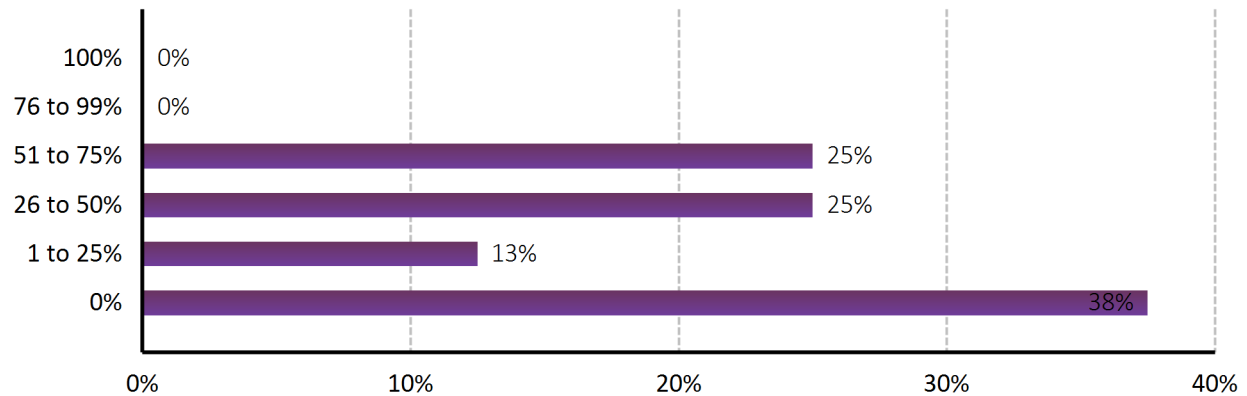
Firm Contribution to Employees' HSA



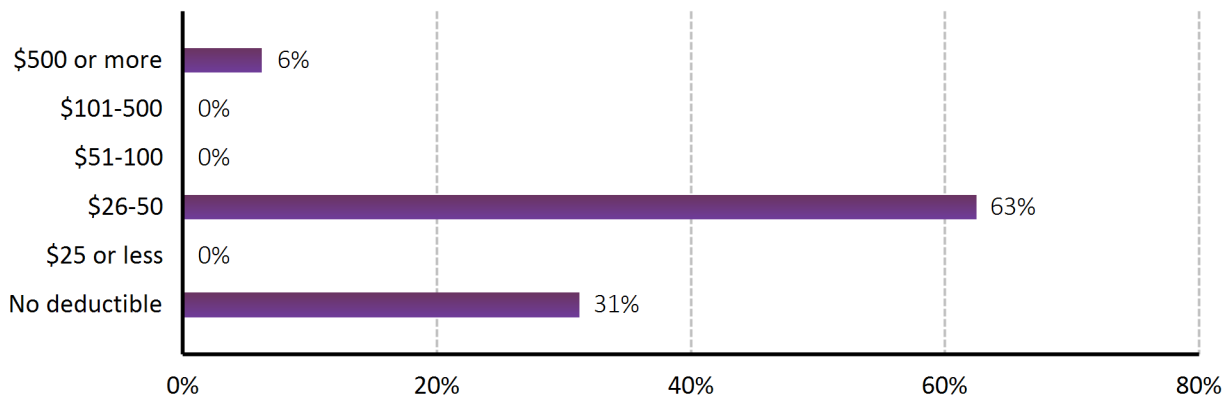
Portion of Dental Premium Paid for Employees



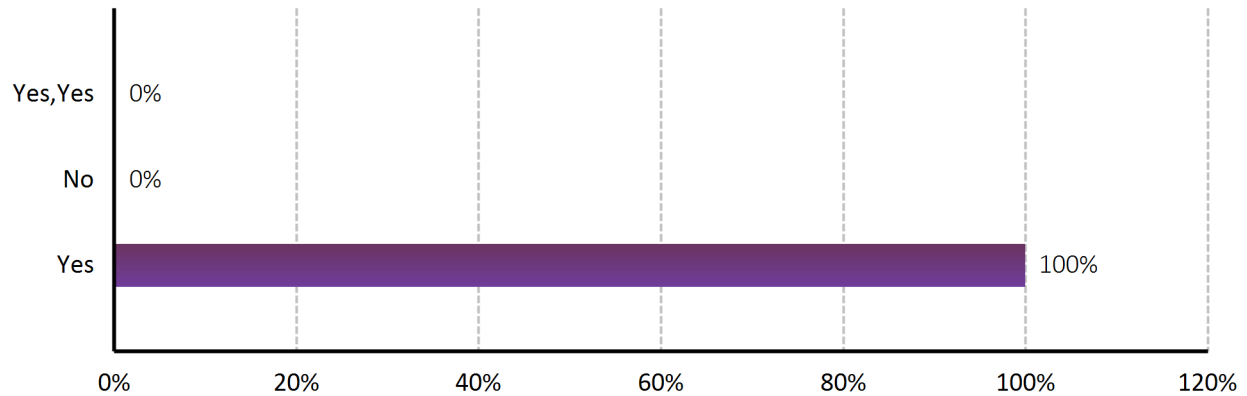
Portion of Dental Premium Paid for Dependents



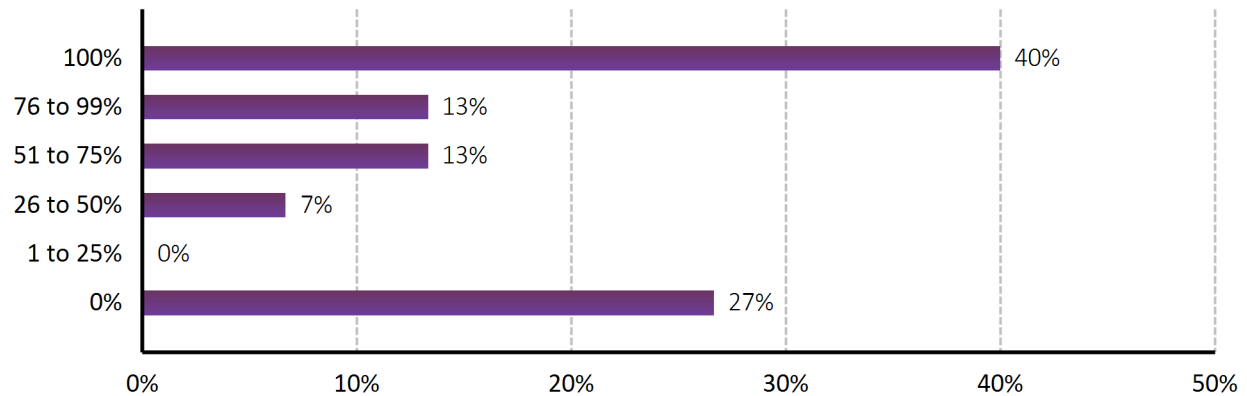
Dental Insurance Deductible



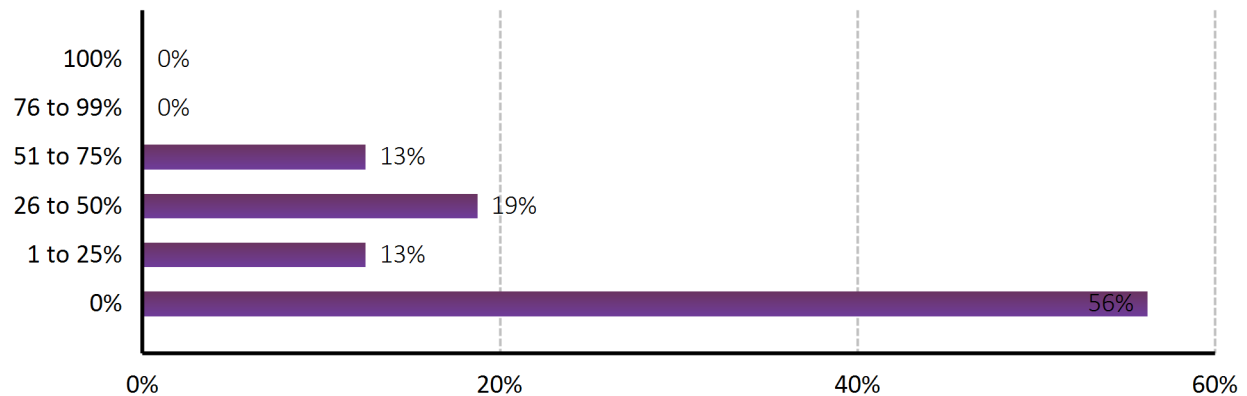
Vision Care Provided



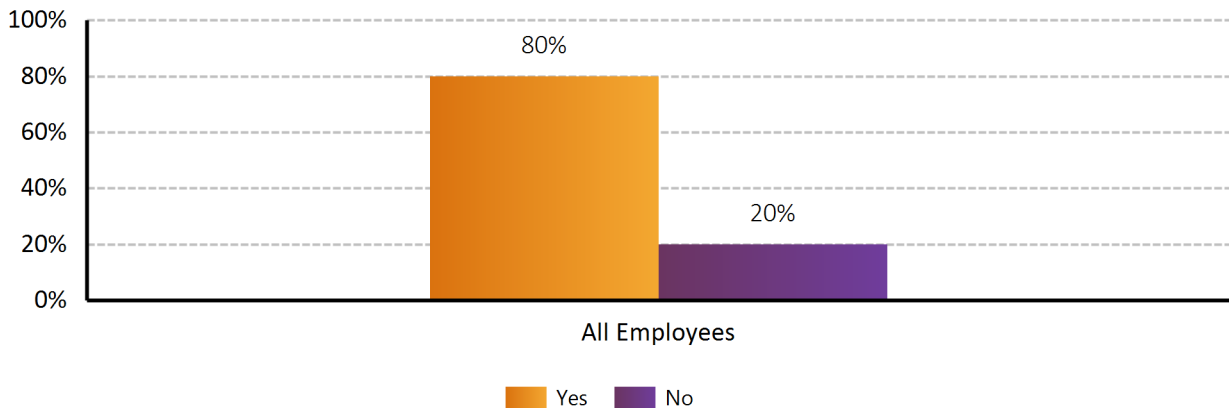
Portion of Vision Care Paid for Employees



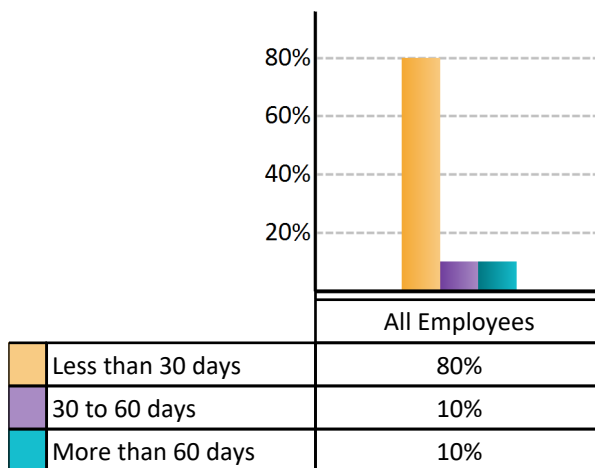
Portion of Vision Care Paid for Dependents



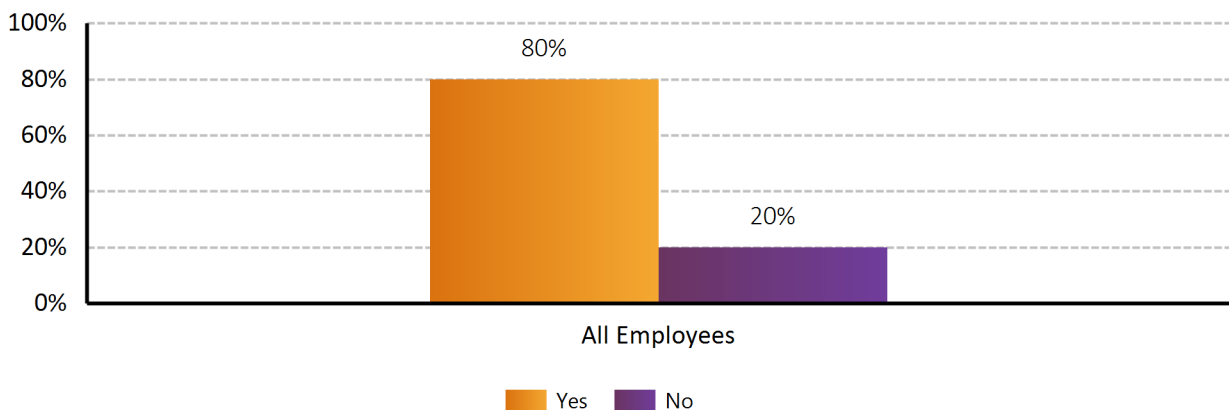
Short-Term Disability Plan Offered



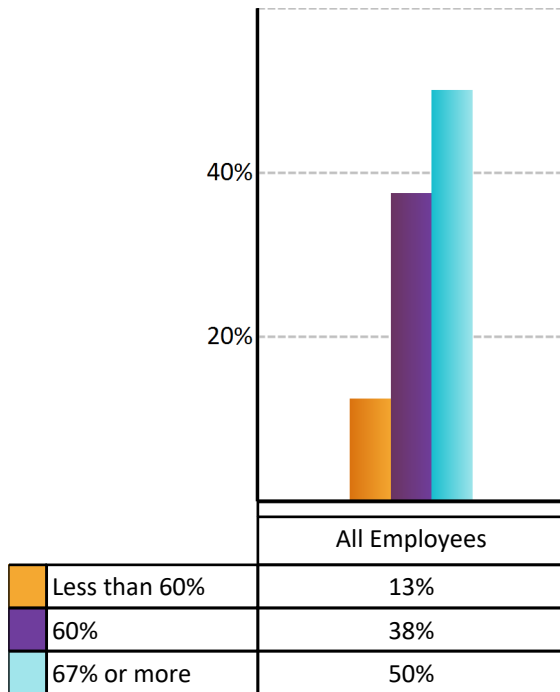
Short-Term Disability Waiting Period



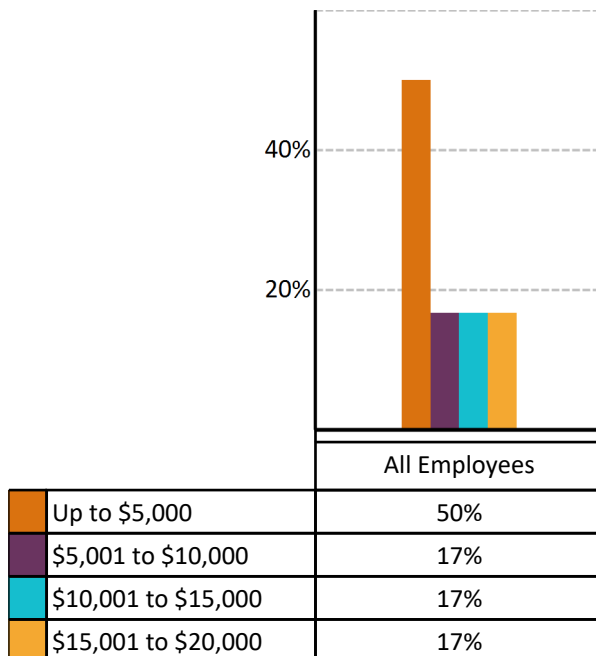
Firm Pays Short-Term Disability Premium



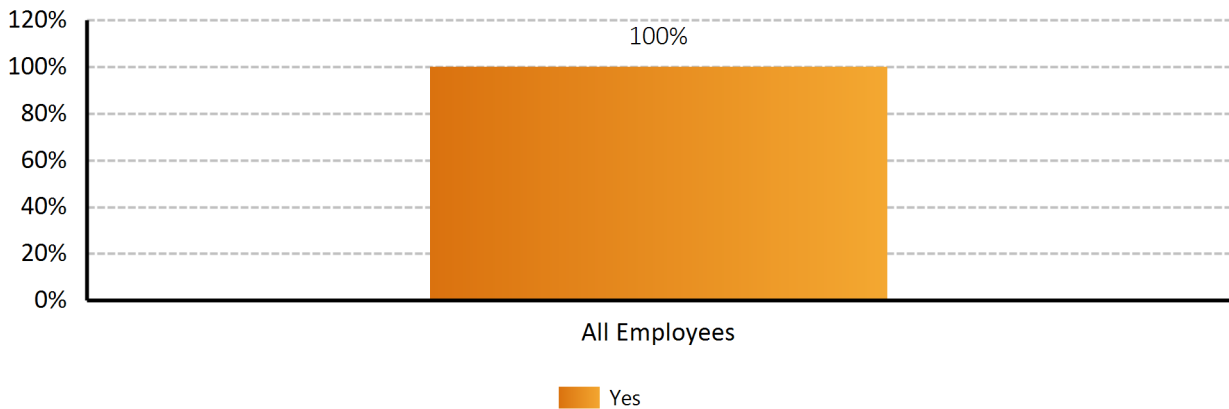
Short-Term Disability Benefit as % of Monthly Salary



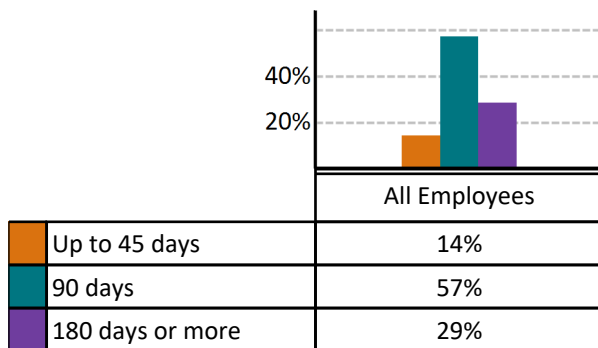
Short-Term Disability Maximum Monthly Benefit



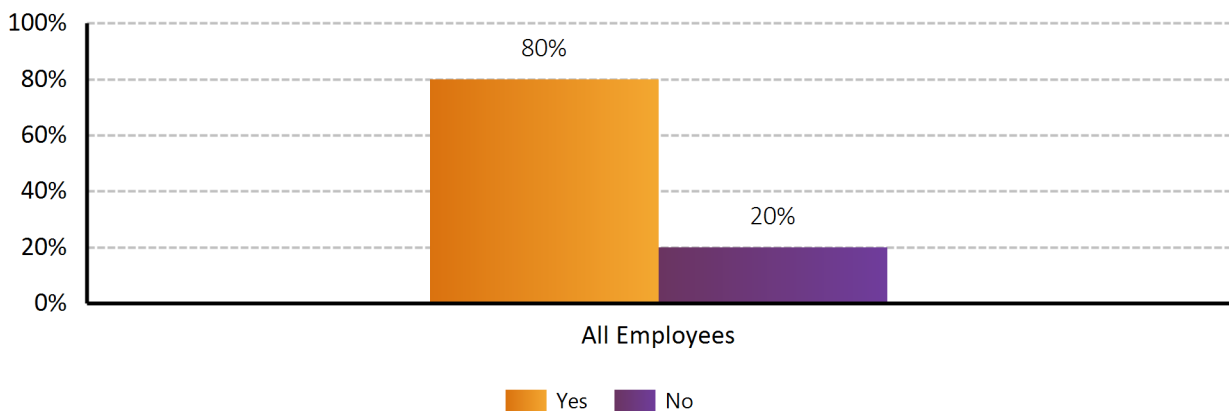
Long-Term Disability Plan Offered



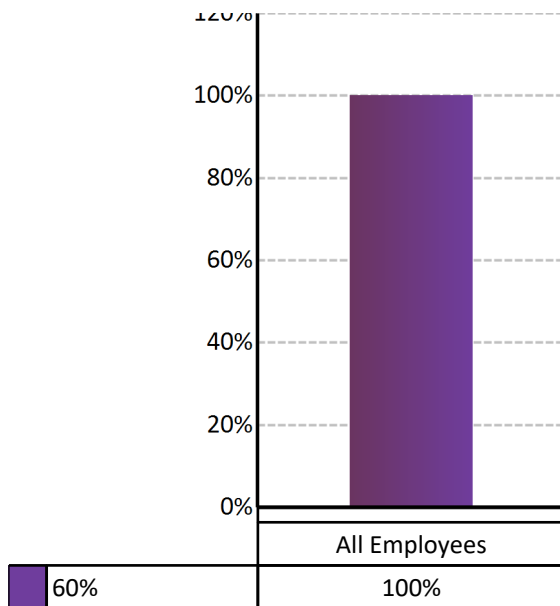
Long-Term Disability Waiting Period



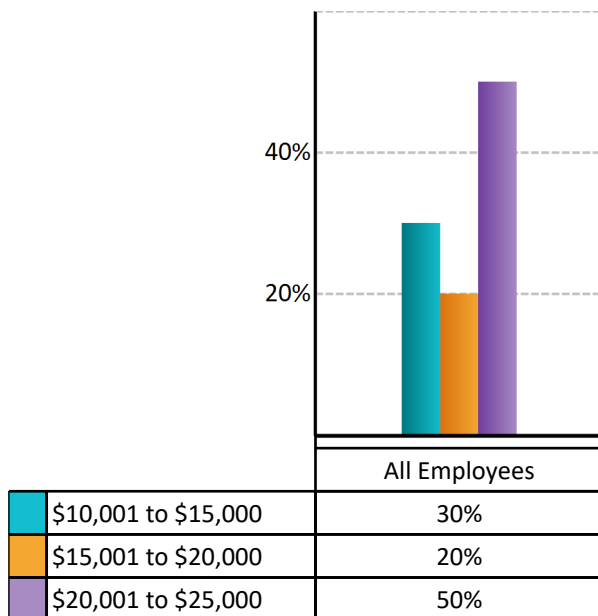
Firm Pays Long-Term Disability Premium



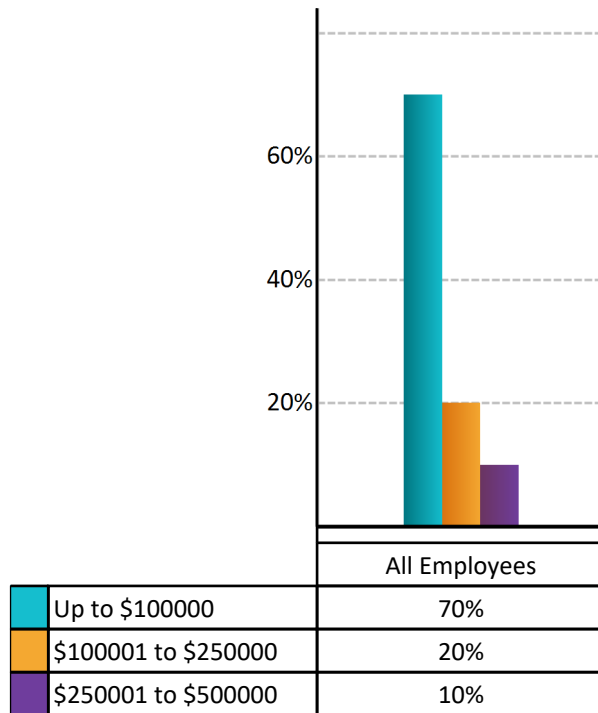
Long-Term Disability Benefit as % of Monthly Salary



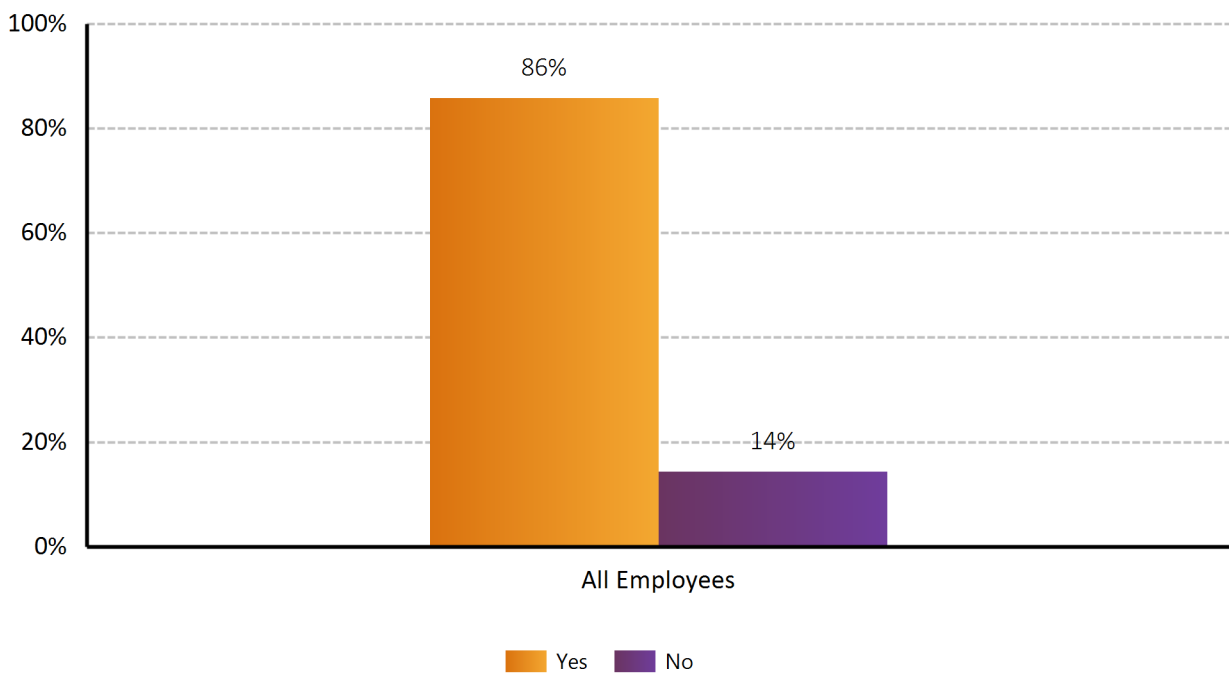
Long-Term Disability Maximum Monthly Benefit



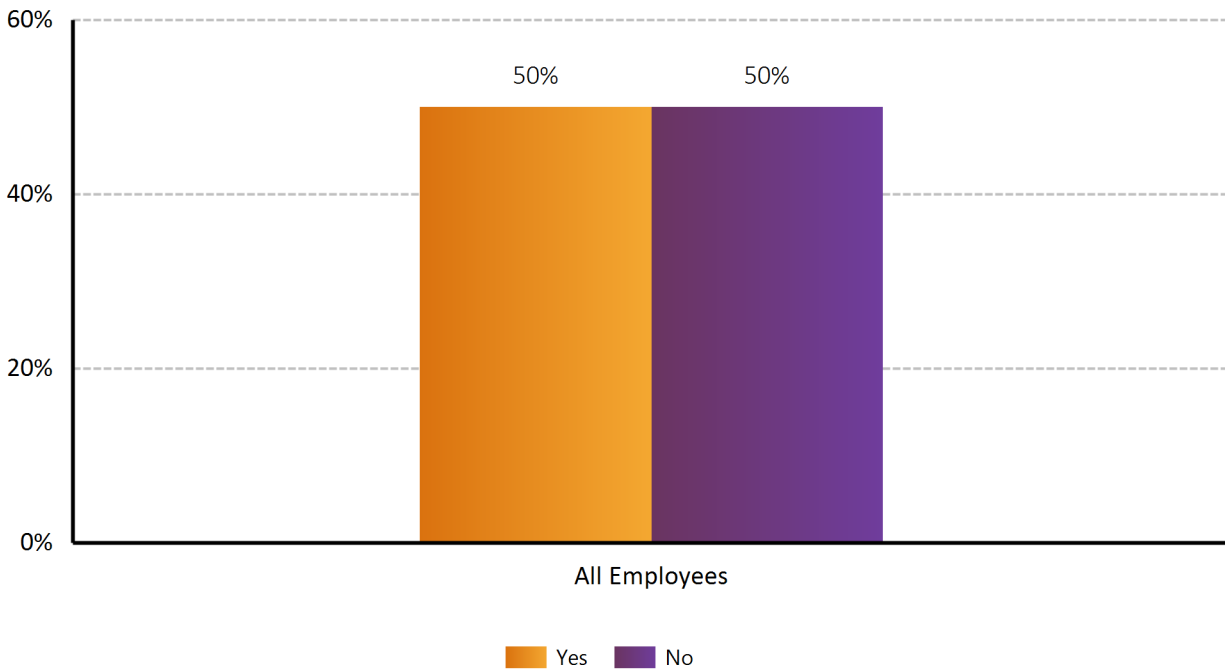
Life Insurance Benefit Amount



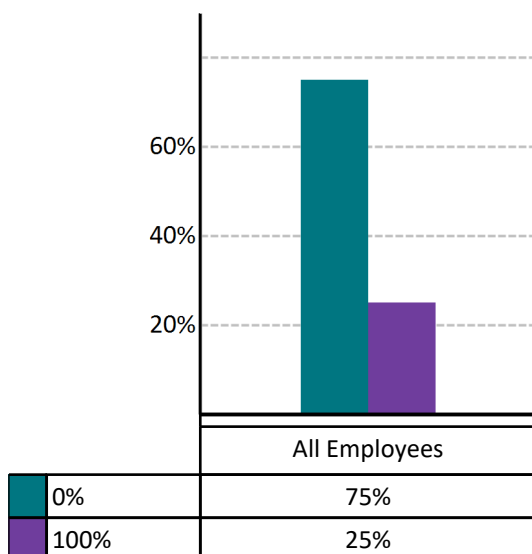
Firm Allows Supplemental Buy-Up for Life Insurance



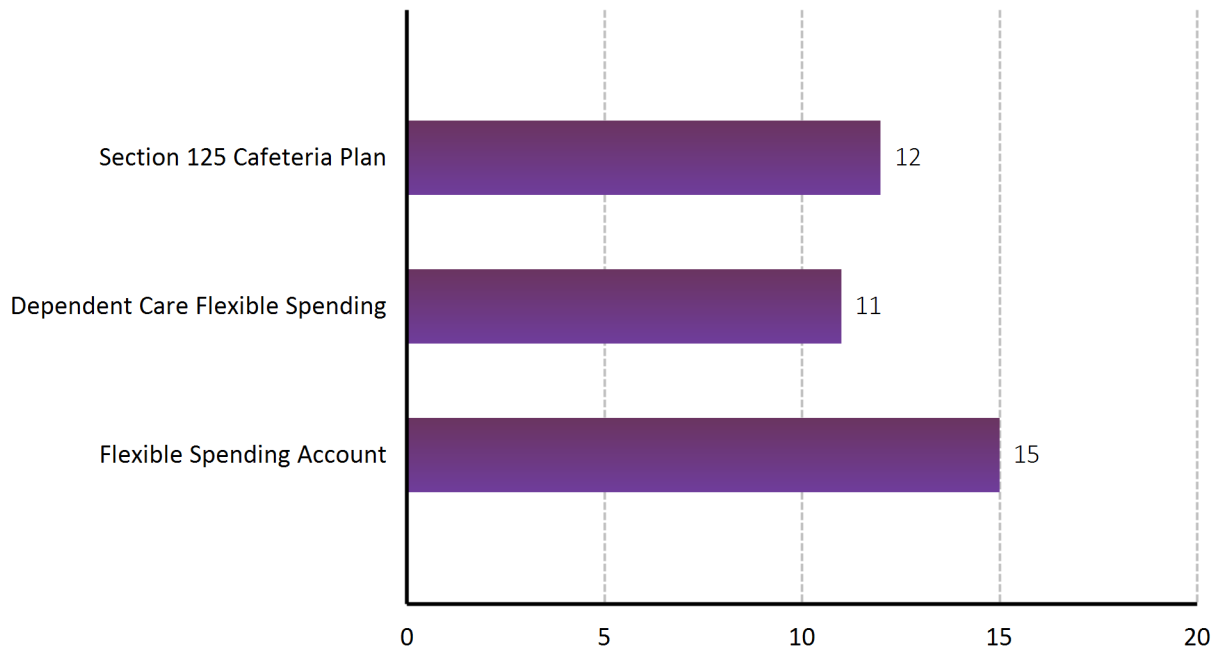
Long-Term Care Benefits Offered



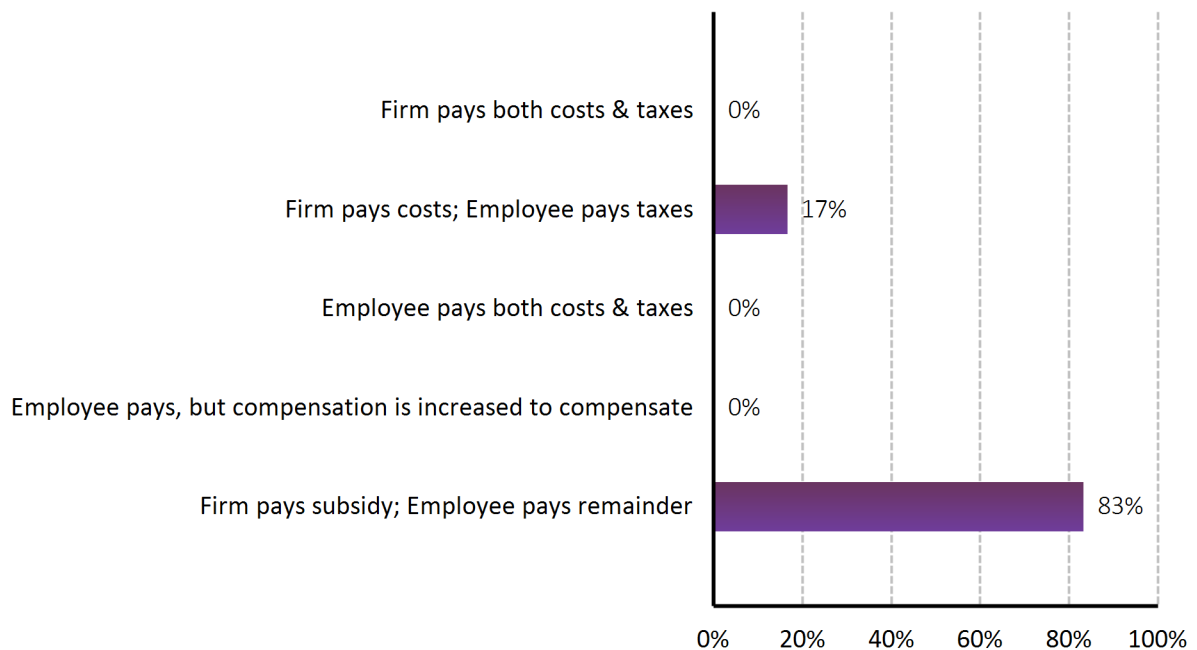
Portion of Long-Term Care Premium Paid for Employees



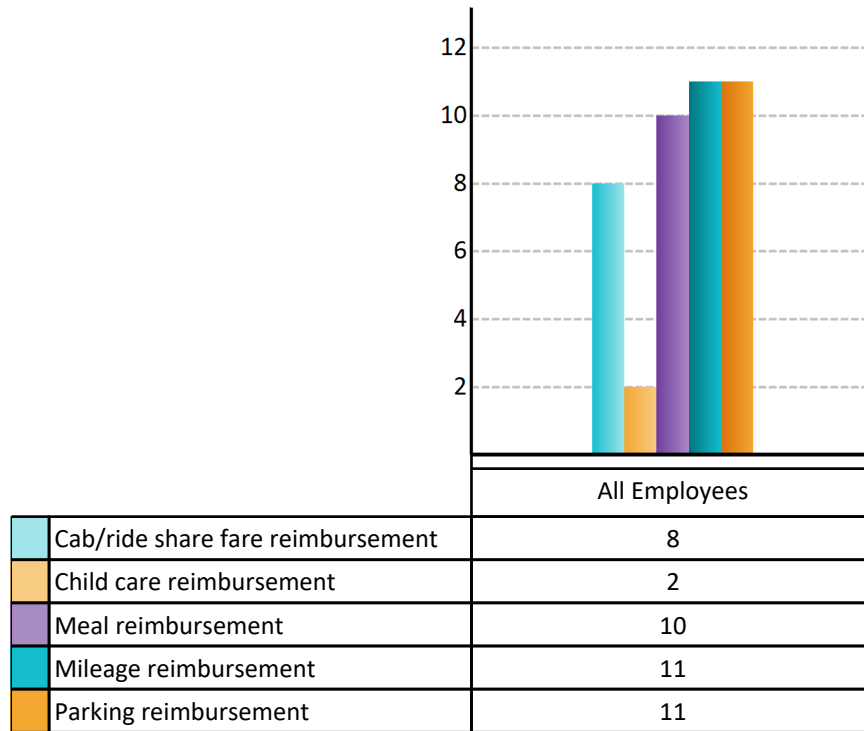
Benefit Plan Options



Qualified Transportation Benefits



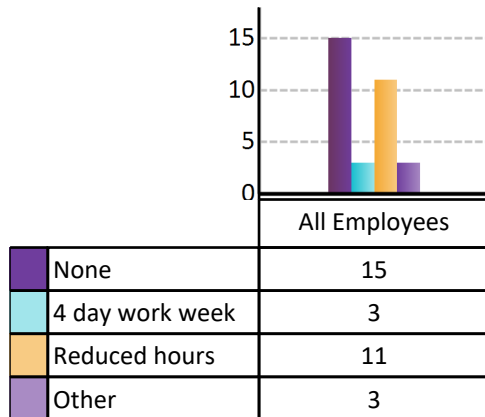
Overtime Benefits



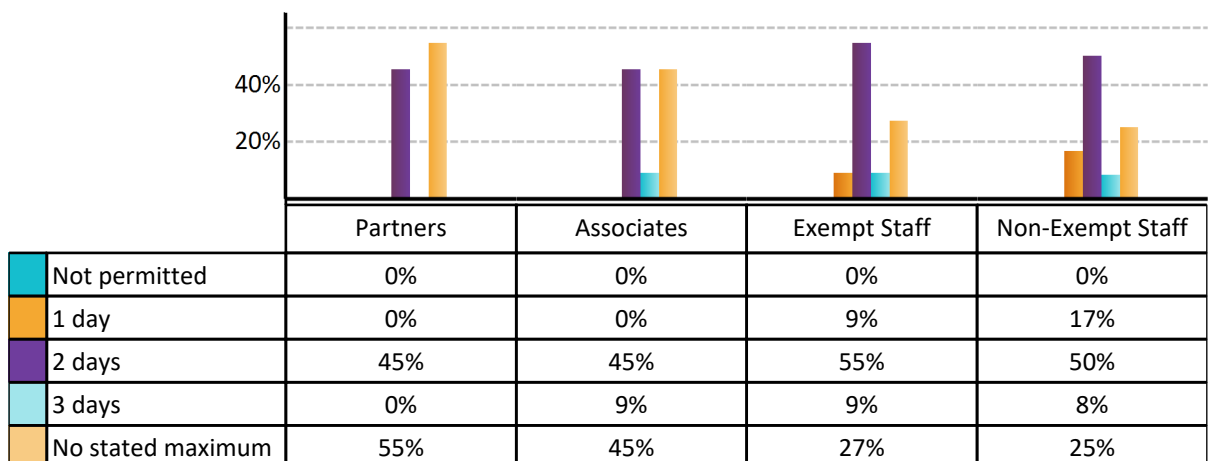
Perquisites

	All Employees
Annual physical	2
Athletic club dues	3
Bar examination fee	13
Bar review courses	11
Child care assistancel	4
Continuing professional education	12
Moving cost allowancel	5
Personal computer laptop	4
Professional organization fees	14
Reimbursement for smartphone/tablet datausage	15
Tuition reimbursement	4

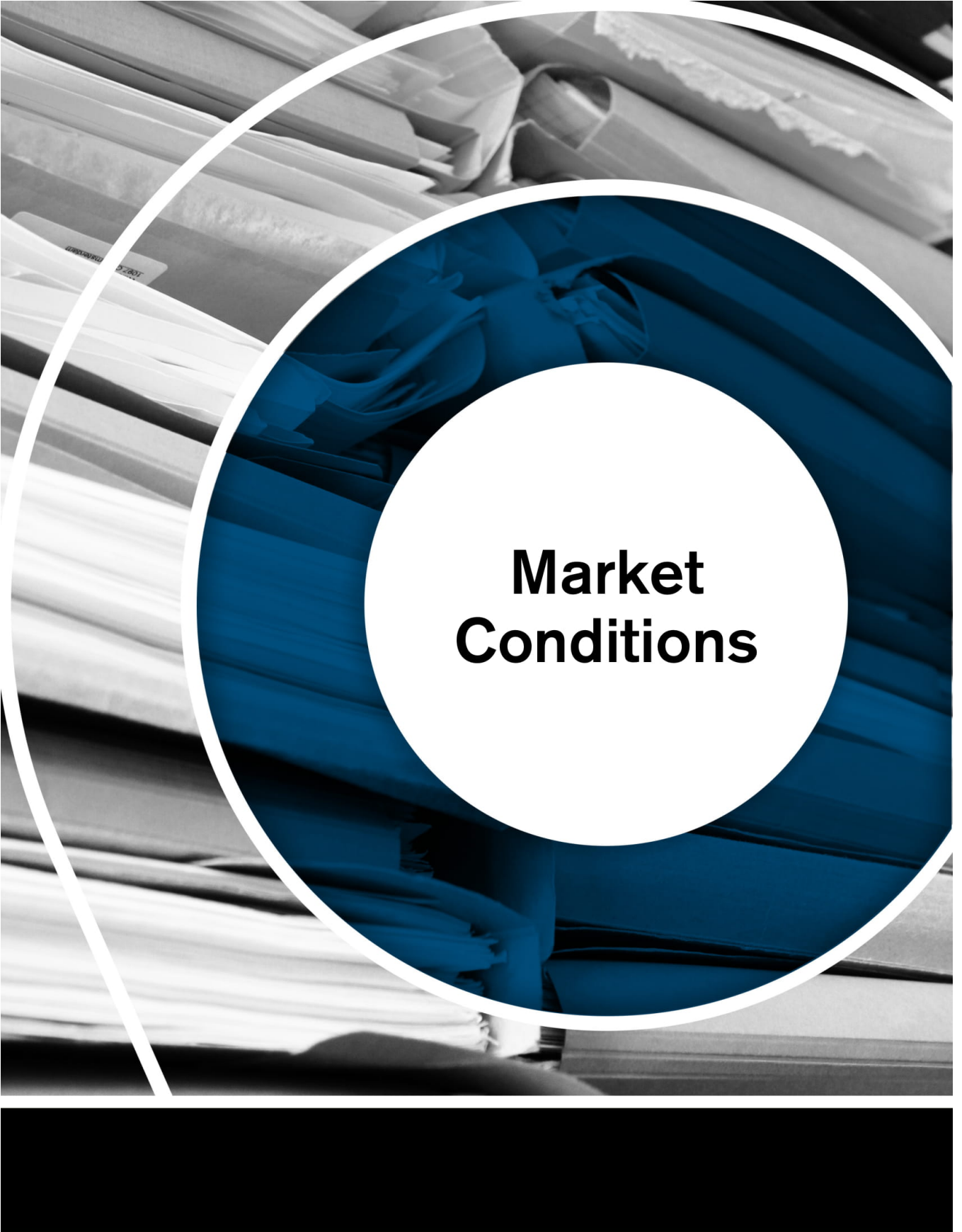
Alternative Work Schedules



Work From Home Days Allowed



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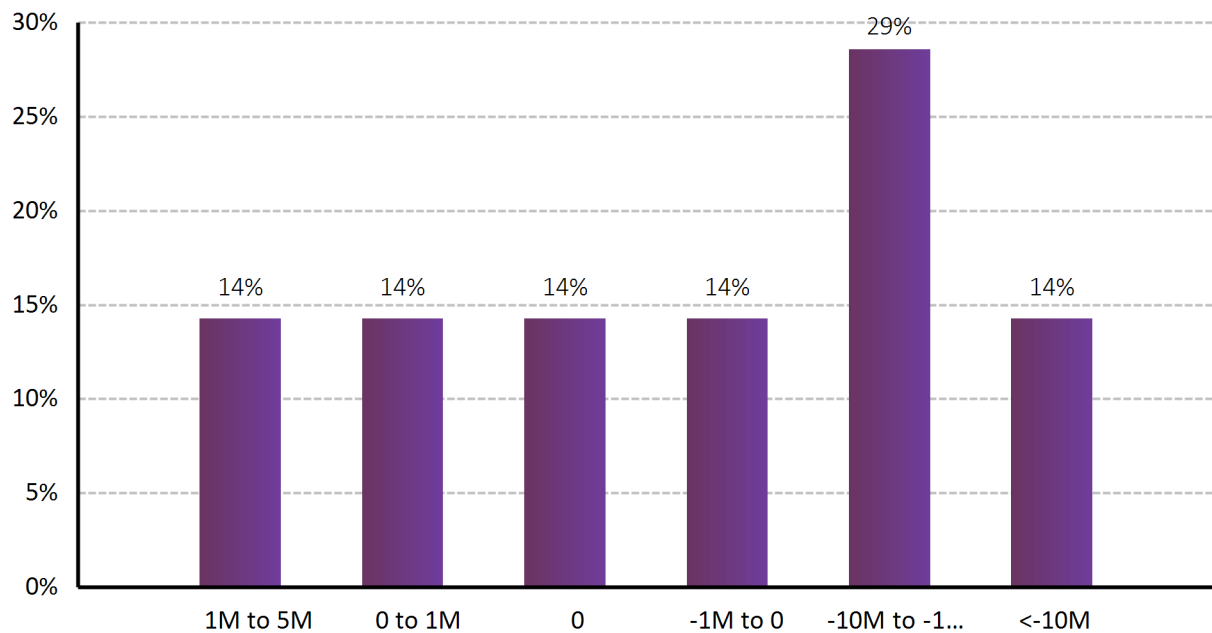


Market Conditions

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Is the Firm Planning to Change Partner Compensation Model in Next 2 Years.....	7

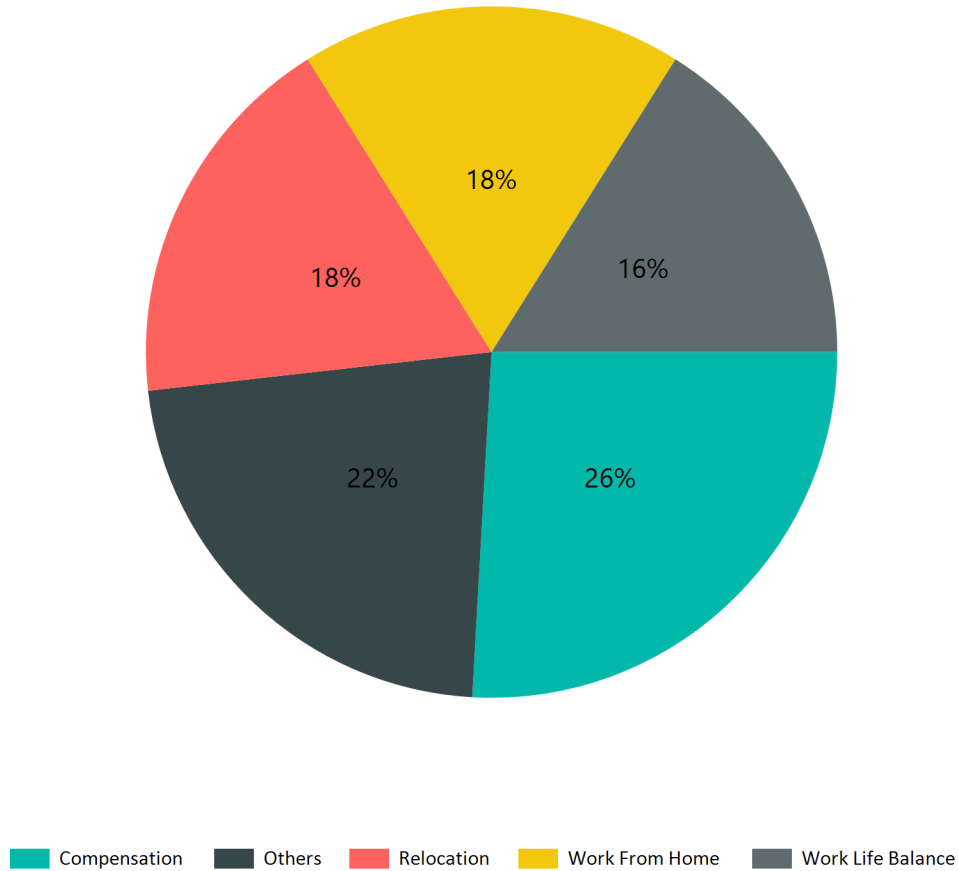
Anticipated Change in Firm's Profits in 2025 From Previous Year



Current Turnover Rates

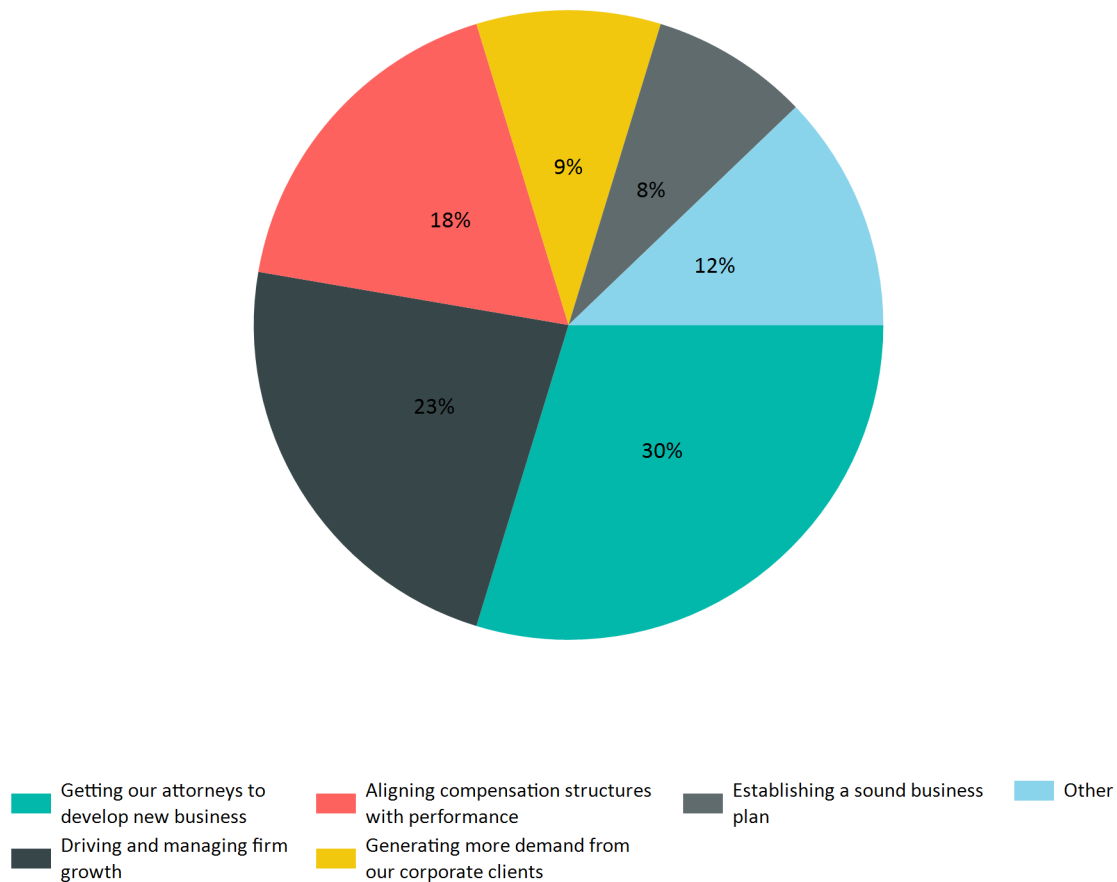
	Attorney	Paralegals	Other Staff
Under 10%	50%	58%	42%
10 to 15%	33%	25%	33%
16 to 20%	17%	17%	17%
21 to 25%	0%	0%	8%
Over 25%	0%	0%	0%

Reasons Attributed to Turnover Rates



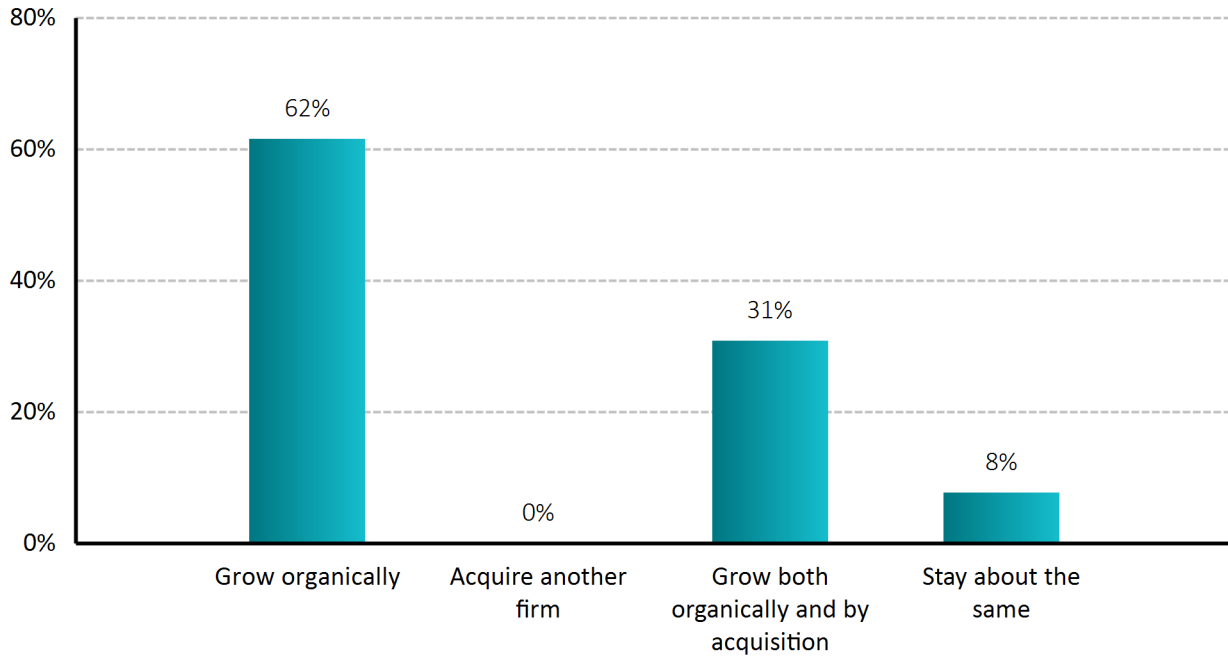
Responses	
Compensation	23%
Work Life Balance	18%
WFH Policies	18%
Relocation	22%
Others	20%

Top 5 Business Issues Facing Firms in the Coming Year

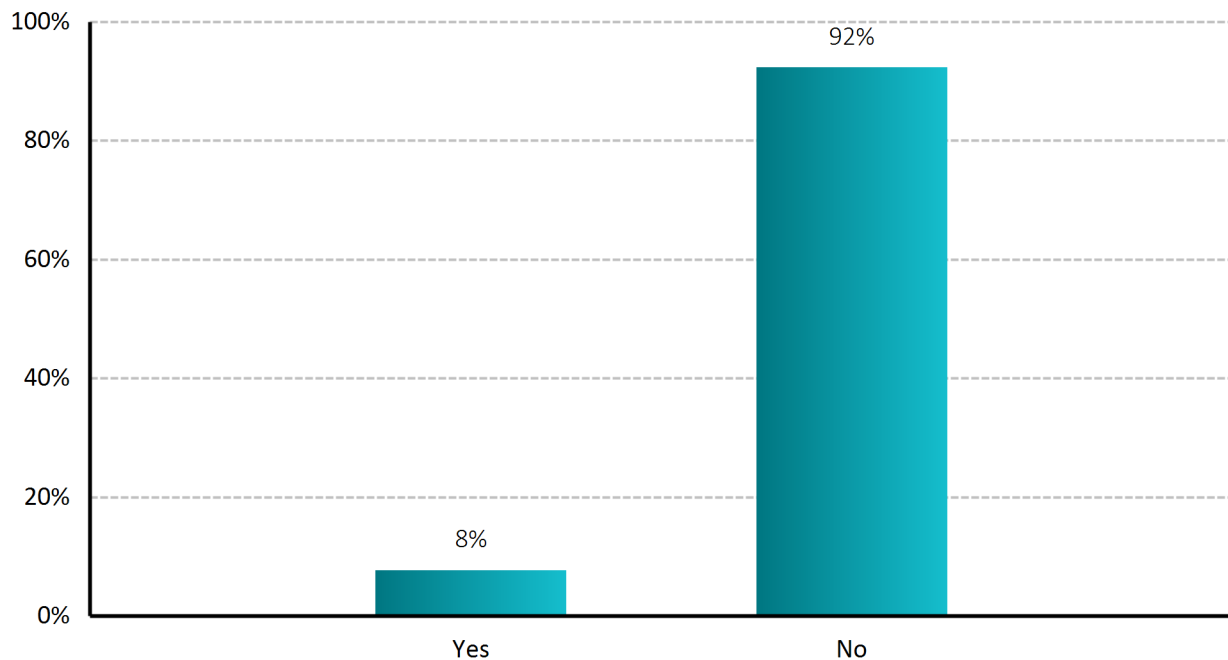


Responses	
Getting our attorneys to develop new business	30%
Driving and managing firm growth	23%
Aligning compensation structures with performance	18%
Generating more demand from our corporate clients	9%
Establishing a sound business plan	8%
Others	12%

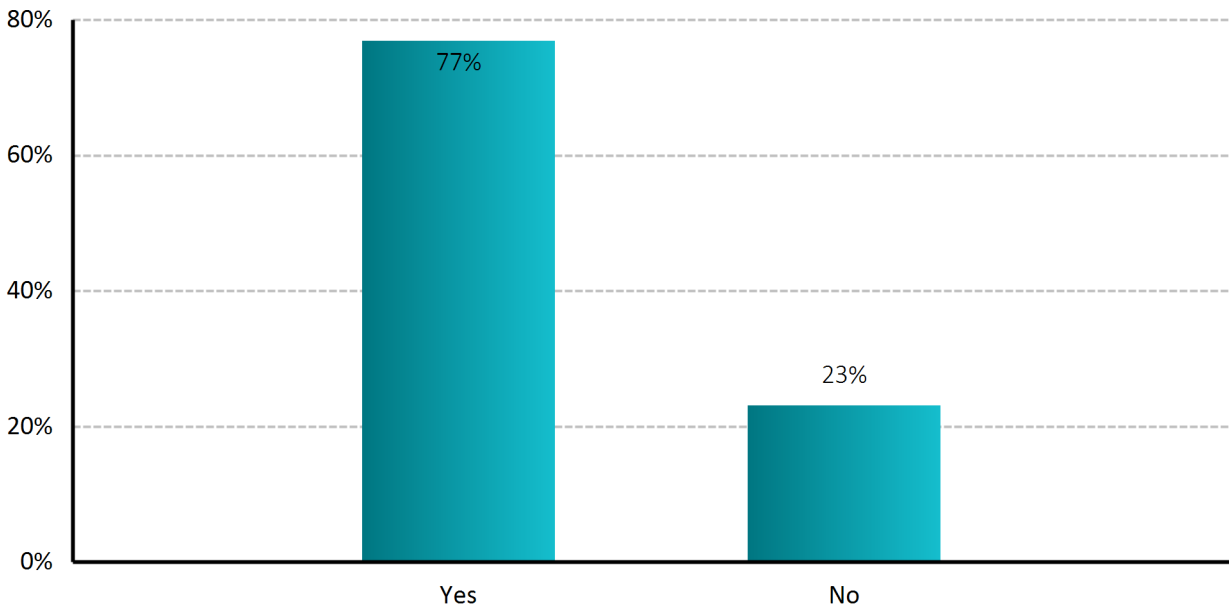
Expected Growth Over Next 2 Years



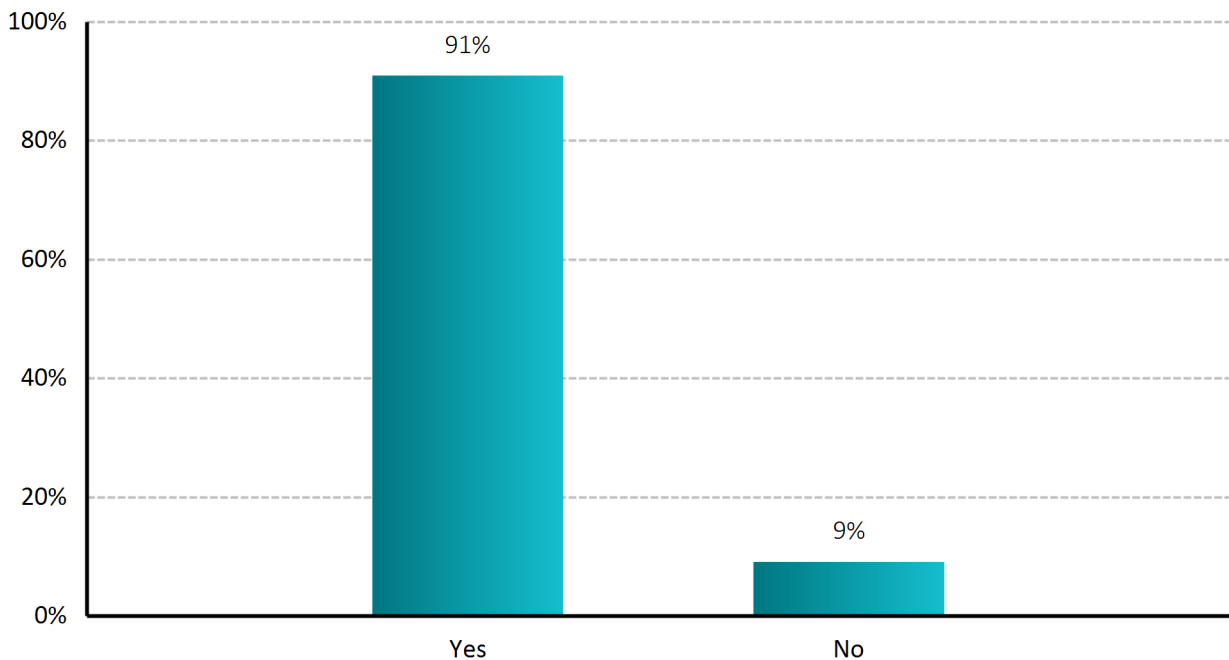
Planning to Change Organization Structure in Next 2 Years



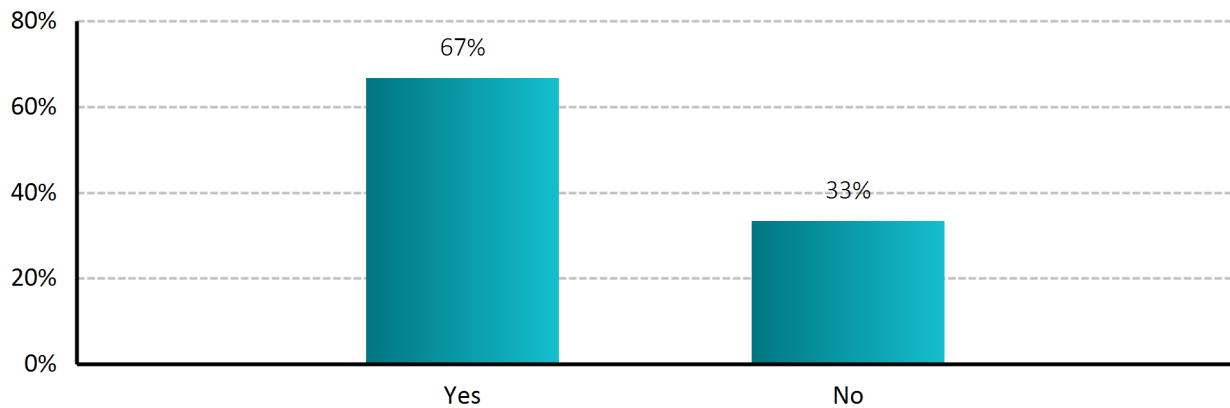
Planning to Use Part-Time or Contract Lawyers in Next 2 Years



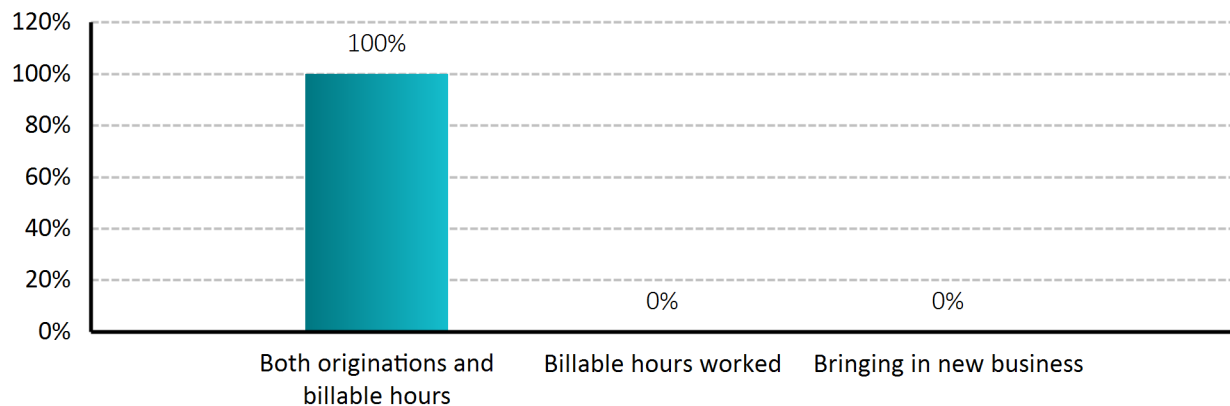
Succession Plan in Place



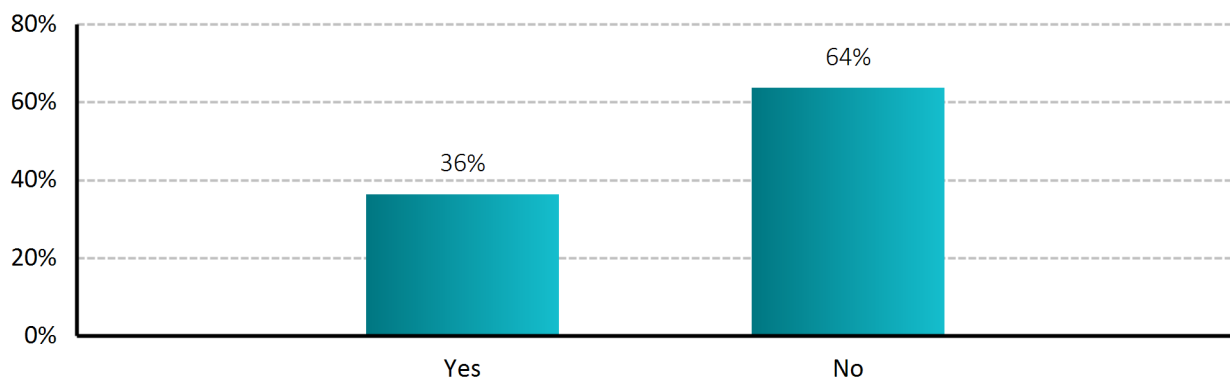
Firm Has "Under-Productive" Partners



Most Important Factor in Partners' Productivity



Planning to Change Partner Compensation Model* in Next 2 Years



** To incentivize the right behaviors to meet business goals*



Attorney Compensation

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Managing Partner – Billable Hour Goals.....	4
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Managing Partner – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	4	\$1,545,316	\$925,074	\$1,223,834	\$1,600,182	\$1,921,664	\$2,121,666
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$1,818,455	\$1,473,960	\$1,600,182	\$1,810,552	\$2,032,776	\$2,166,110
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	1	1	*	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	0	0	*	*	*	*	*	*
Healthcare	1	1	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	0	0	*	*	*	*	*	*
Municipal	0	0	*	*	*	*	*	*
Real Estate	2	2	*	*	*	*	*	*
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Managing Partner – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
Gender								
Male	2	2	*	*	*	*	*	*
Female	2	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Managing Partner – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	4	\$1,131	\$801	\$1,041	\$1,248	\$1,338	\$1,369
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$1,295	\$1,204	\$1,248	\$1,320	\$1,355	\$1,376
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	1	1	*	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	0	0	*	*	*	*	*	*
Healthcare	1	1	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	0	0	*	*	*	*	*	*
Municipal	0	0	*	*	*	*	*	*
Real Estate	2	2	*	*	*	*	*	*
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Managing Partner – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	*	*	*	*	*	*
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	1	1	*	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	0	0	*	*	*	*	*	*
Healthcare	0	0	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	0	0	*	*	*	*	*	*
Municipal	0	0	*	*	*	*	*	*
Real Estate	1	1	*	*	*	*	*	*
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Managing Partner – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*

Managing Partner – Management Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	8	8	922	270	450	925	1,231	1,528
# of Attorneys								
1-50	2	2	525	*	*	*	*	*
51-150	2	2	850	*	*	*	*	*
151-500	3	3	1,208	505	813	1,325	1,663	1,865
501+	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner/Shareholder – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	10	160	\$819,196	\$410,936	\$546,865	\$696,627	\$930,674	\$1,412,232
# of Attorneys								
1-50	2	22	\$720,830	\$384,547	\$540,139	\$738,740	\$930,674	\$1,000,547
51-150	3	43	\$982,978	\$388,284	\$564,070	\$769,327	\$1,301,205	\$1,921,543
151-500	2	70	\$762,634	\$509,490	\$572,076	\$736,820	\$905,467	\$1,031,206
501+	3	25	\$782,428	\$371,050	\$416,500	\$601,686	\$855,258	\$1,593,572
Location								
San Francisco	8	97	\$888,086	\$387,667	\$550,194	\$769,327	\$1,021,333	\$1,778,694
South Bay	2	5	\$826,545	\$594,326	\$601,686	\$701,044	\$834,511	\$1,177,442
East Bay	2	30	\$687,008	\$395,705	\$539,485	\$631,992	\$859,693	\$925,270
Other	3	28	\$720,860	\$472,788	\$522,108	\$667,660	\$838,733	\$933,588
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	16	\$1,046,246	\$520,067	\$611,497	\$837,574	\$1,549,086	\$1,827,137
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	2	5	\$876,958	\$511,700	\$570,067	\$672,076	\$887,574	\$1,424,400
Family Law	1	4	*	*	*	*	*	*
General Litigation	5	49	\$781,154	\$399,484	\$522,788	\$658,045	\$911,431	\$1,372,303
Healthcare	3	10	\$1,122,048	\$742,288	\$796,250	\$899,503	\$1,301,301	\$1,735,200
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	2	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	3	\$612,369	*	*	\$572,788	*	*
Labor/Employment	5	19	\$811,351	\$512,788	\$596,375	\$855,258	\$930,674	\$1,004,974
Municipal	3	11	\$645,509	\$479,808	\$550,067	\$629,283	\$770,577	\$787,209
Real Estate	3	29	\$754,297	\$372,602	\$529,291	\$677,215	\$960,700	\$1,165,332
Tax	2	3	\$979,600	*	*	\$590,422	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	8	\$612,995	\$395,638	\$433,036	\$521,428	\$667,908	\$1,009,022

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner/Shareholder – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Gender								
Male	10	112	\$849,914	\$412,085	\$546,865	\$674,646	\$971,769	\$1,696,743
Female	8	48	\$747,521	\$427,168	\$558,197	\$764,709	\$911,431	\$1,013,480
Class Year								
Pre-1980	5	9	\$799,569	\$534,082	\$572,683	\$761,431	\$921,333	\$1,117,597
1980-1984	5	13	\$895,952	\$380,558	\$520,067	\$837,574	\$1,326,301	\$1,397,434
1985-1989	5	12	\$766,146	\$398,690	\$493,301	\$612,060	\$893,488	\$1,222,137
1990-1994	8	27	\$988,592	\$478,640	\$586,349	\$701,044	\$1,084,220	\$1,971,370
1995-1999	7	32	\$759,144	\$520,339	\$576,692	\$736,640	\$913,907	\$1,000,620
2000-2004	8	26	\$824,608	\$467,680	\$574,074	\$648,783	\$942,053	\$1,333,189
2005-2009	7	28	\$821,923	\$383,704	\$522,788	\$768,268	\$898,349	\$1,560,325
2010 & Later	5	12	\$569,868	\$5,925	\$222,653	\$524,650	\$701,881	\$1,085,648
Unspecified	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner – Total Compensation by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	22	\$720,830	\$384,547	\$540,139	\$738,740	\$930,674	\$1,000,547

Location

San Francisco	1	7	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	15	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Equity Partner – Total Compensation by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	3	43	\$982,978	\$388,284	\$564,070	\$769,327	\$1,301,205	\$1,921,543

Location

San Francisco	2	42	\$988,347	\$385,194	\$561,105	\$772,604	\$1,301,859	\$1,929,672
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner – Total Compensation by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	70	\$762,634	\$509,490	\$572,076	\$736,820	\$905,467	\$1,031,206

Location

San Francisco	2	29	\$766,346	\$464,192	\$572,076	\$762,209	\$911,431	\$1,049,760
South Bay	1	4	*	*	*	*	*	*
East Bay	1	15	*	*	*	*	*	*
Other	1	22	*	*	*	*	*	*

Equity Partner – Total Compensation by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	25	\$782,428	\$371,050	\$416,500	\$601,686	\$855,258	\$1,593,572

Location

San Francisco	3	19	\$849,946	\$354,696	\$409,006	\$580,088	\$1,415,344	\$1,698,412
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	5	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner – Total Compensation by Practice Area (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Males)	10	112	\$849,914	\$412,085	\$546,865	\$674,646	\$971,769	\$1,696,743
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	13	\$1,109,391	\$520,067	\$558,140	\$837,574	\$1,793,053	\$1,844,762
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	2	5	\$876,958	\$511,700	\$570,067	\$672,076	\$887,574	\$1,424,400
Family Law	1	2	*	*	*	*	*	*
General Litigation	5	36	\$804,269	\$409,006	\$531,932	\$643,664	\$861,990	\$1,436,913
Healthcare	2	4	\$1,289,433	\$777,502	*	\$1,070,651	*	\$1,976,390
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	1	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	3	\$612,369	*	*	\$572,788	*	*
Labor/Employment	3	10	\$873,823	\$562,147	\$584,529	\$926,004	\$930,674	\$1,082,705
Municipal	3	6	\$601,794	\$395,389	\$547,371	\$639,416	\$730,512	\$770,577
Real Estate	3	23	\$775,103	\$346,921	\$554,096	\$677,215	\$989,970	\$1,179,826
Tax	2	3	\$979,600	*	*	\$590,422	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	5	\$595,937	\$379,293	\$411,983	\$520,067	\$570,067	\$900,067

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner – Total Compensation by Practice Area (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Females)	8	48	\$747,521	\$427,168	\$558,197	\$764,709	\$911,431	\$1,013,480
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	3	\$772,620	*	*	\$837,574	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	1	2	*	*	*	*	*	*
General Litigation	3	13	\$717,143	\$378,728	\$522,788	\$711,848	\$911,431	\$1,144,180
Healthcare	3	6	\$1,010,458	\$680,000	\$814,394	\$899,503	\$1,147,584	\$1,451,873
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	1	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	5	9	\$741,938	\$486,926	\$655,251	\$787,209	\$886,110	\$938,061
Municipal	1	5	*	*	*	*	*	*
Real Estate	3	6	\$674,541	\$390,126	\$458,693	\$702,841	\$826,402	\$930,657
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	2	3	\$641,424	*	*	\$522,788	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner – Total Compensation by Class Year (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Males)	10	112	\$849,914	\$412,085	\$546,865	\$674,646	\$971,769	\$1,696,743
Class Year								
Pre-1980	4	6	\$767,678	\$477,090	\$572,228	\$667,057	\$778,098	\$1,158,887
1980-1984	5	10	\$949,701	\$461,259	\$545,067	\$816,771	\$1,353,768	\$1,445,232
1985-1989	5	9	\$769,653	\$384,545	\$520,067	\$589,420	\$796,431	\$1,335,287
1990-1994	7	23	\$1,047,164	\$526,092	\$586,349	\$761,431	\$1,231,681	\$2,160,457
1995-1999	7	20	\$722,371	\$503,423	\$552,824	\$629,283	\$923,668	\$1,024,623
2000-2004	5	12	\$887,381	\$522,596	\$585,836	\$722,142	\$975,335	\$1,274,187
2005-2009	6	21	\$855,249	\$342,154	\$529,291	\$769,327	\$930,674	\$1,776,301
2010 & Later	4	10	\$626,191	\$5,569	\$318,869	\$568,673	\$751,214	\$1,193,712
Unspecified	1	1	*	*	*	*	*	*

Equity Partner – Total Compensation by Class Year (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Females)	8	48	\$747,521	\$427,168	\$558,197	\$764,709	\$911,431	\$1,013,480
Class Year								
Pre-1980	2	3	\$863,350	*	*	\$921,333	*	*
1980-1984	1	3	*	*	*	*	*	*
1985-1989	3	3	\$755,625	\$446,375	\$520,287	\$643,473	\$934,887	\$1,109,735
1990-1994	4	4	\$651,804	\$448,712	\$547,053	\$651,365	\$756,116	\$855,246
1995-1999	4	12	\$820,431	\$655,195	\$768,369	\$842,687	\$911,431	\$956,431
2000-2004	5	14	\$770,802	\$446,809	\$504,873	\$648,783	\$878,397	\$1,258,758
2005-2009	3	7	\$721,945	\$502,788	\$522,788	\$767,209	\$788,605	\$950,333
2010 & Later	2	2	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Equity Partner/Shareholder – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	174	\$877	\$665	\$766	\$885	\$960	\$1,057
# of Attorneys								
1-50	2	22	\$785	\$621	\$649	\$720	\$914	\$1,015
51-150	3	44	\$974	\$835	\$855	\$963	\$1,053	\$1,210
151-500	3	83	\$841	\$650	\$763	\$855	\$928	\$960
501+	3	25	\$904	\$740	\$760	\$905	\$960	\$1,099
Location								
San Francisco	8	99	\$946	\$799	\$855	\$925	\$1,015	\$1,108
South Bay	2	5	\$740	\$560	\$680	\$775	\$875	\$884
East Bay	3	34	\$777	\$623	\$664	\$753	\$891	\$976
Other	4	36	\$800	\$618	\$740	\$835	\$900	\$933
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	17	\$996	\$871	\$900	\$965	\$1,060	\$1,144
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	2	5	\$926	\$812	\$890	\$920	\$1,020	\$1,032
Family Law	1	5	*	*	*	*	*	*
General Litigation	5	50	\$886	\$739	\$818	\$895	\$958	\$996
Healthcare	3	10	\$1,011	\$750	\$869	\$973	\$1,191	\$1,228
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	2	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	3	\$757	*	*	\$895	*	*
Labor/Employment	5	20	\$956	\$818	\$890	\$930	\$1,015	\$1,107
Municipal	4	20	\$687	\$559	\$638	\$725	\$763	\$807
Real Estate	3	29	\$797	\$628	\$700	\$825	\$880	\$1,015
Tax	2	3	\$983	*	*	\$985	*	*
Trust, Estate, & Probate	1	2	*	*	*	*	*	*
Other	3	8	\$819	\$773	\$789	\$813	\$844	\$872

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Equity Partner/Shareholder – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	5	9	\$1,000	\$868	\$915	\$985	\$1,075	\$1,157
1980-1984	5	13	\$945	\$882	\$920	\$935	\$960	\$1,036
1985-1989	5	12	\$865	\$682	\$719	\$905	\$989	\$1,015
1990-1994	9	29	\$953	\$732	\$890	\$925	\$1,040	\$1,168
1995-1999	8	36	\$854	\$703	\$754	\$885	\$931	\$1,005
2000-2004	9	27	\$879	\$720	\$798	\$855	\$938	\$1,033
2005-2009	8	33	\$821	\$632	\$750	\$835	\$885	\$981
2010 & Later	6	14	\$815	\$646	\$706	\$825	\$846	\$1,051
Unspecified	1	1	*	*	*	*	*	*

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Equity Partner – Billing Rates by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	22	\$785	\$621	\$649	\$720	\$914	\$1,015

Location

San Francisco	1	7	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	15	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Equity Partner – Billing Rates by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	3	44	\$974	\$835	\$855	\$963	\$1,053	\$1,210

Location

San Francisco	2	43	\$991	\$836	\$865	\$965	\$1,055	\$1,210
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

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Equity Partner – Billing Rates by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	3	83	\$841	\$650	\$763	\$855	\$928	\$960
Location								
San Francisco	2	30	\$870	\$748	\$809	\$893	\$934	\$962
South Bay	1	4	*	*	*	*	*	*
East Bay	2	19	\$847	\$657	\$753	\$840	\$953	\$1,004
Other	2	30	\$827	\$620	\$766	\$848	\$908	\$946

Equity Partner – Billing Rates by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	25	\$904	\$740	\$760	\$905	\$960	\$1,099
Location								
San Francisco	3	19	\$946	\$777	\$900	\$925	\$1,008	\$1,109
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	5	*	*	*	*	*	*

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Equity Partner/Shareholder – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	152	1,596	1,191	1,397	1,615	1,811	1,934
# of Attorneys								
1-50	2	21	1,726	1,531	1,647	1,740	1,820	1,912
51-150	3	36	1,582	1,124	1,420	1,609	1,793	1,915
151-500	3	73	1,524	1,098	1,360	1,493	1,750	1,857
501+	3	22	1,737	1,280	1,448	1,756	1,928	2,164
Location								
San Francisco	8	82	1,584	1,132	1,350	1,592	1,813	1,934
South Bay	2	5	1,655	1,476	1,490	1,493	1,669	1,963
East Bay	3	34	1,633	1,308	1,499	1,707	1,800	1,890
Other	4	31	1,581	1,174	1,363	1,484	1,818	2,037
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	10	1,477	1,097	1,292	1,422	1,767	1,827
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	1	3	*	*	*	*	*	*
Family Law	1	3	*	*	*	*	*	*
General Litigation	5	46	1,633	1,207	1,448	1,685	1,869	1,986
Healthcare	3	9	1,565	1,216	1,360	1,584	1,719	1,958
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	2	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	3	1,570	*	*	1,529	*	*
Labor/Employment	5	18	1,598	1,242	1,321	1,511	1,819	2,128
Municipal	4	20	1,655	1,418	1,501	1,705	1,808	1,970
Real Estate	3	27	1,631	1,320	1,506	1,684	1,763	1,827
Tax	1	1	*	*	*	*	*	*
Trust, Estate, & Probate	1	2	*	*	*	*	*	*
Other	3	8	1,495	1,282	1,436	1,484	1,690	1,711

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Equity Partner/Shareholder – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	4	7	1,460	1,061	1,144	1,463	1,765	1,872
1980-1984	4	9	1,538	1,294	1,393	1,546	1,689	1,812
1985-1989	5	9	1,530	1,171	1,349	1,631	1,719	1,830
1990-1994	9	28	1,586	1,159	1,363	1,529	1,862	2,054
1995-1999	8	34	1,604	1,273	1,457	1,572	1,822	1,924
2000-2004	9	24	1,577	1,141	1,335	1,553	1,773	2,022
2005-2009	7	27	1,612	1,222	1,434	1,724	1,776	1,842
2010 & Later	5	13	1,741	1,473	1,581	1,700	1,898	1,966
Unspecified	1	1	*	*	*	*	*	*

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Equity Partner/Shareholder – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	9	97	1,658	1,610	1,650	1,650	1,700	1,750
# of Attorneys								
1-50	2	21	1,631	1,450	1,650	1,700	1,700	1,700
51-150	3	44	1,660	1,650	1,650	1,650	1,650	1,650
151-500	1	8	*	*	*	*	*	*
501+	3	24	1,662	1,320	1,700	1,750	1,750	1,750
Location								
San Francisco	6	67	1,637	1,510	1,650	1,650	1,675	1,750
South Bay	1	1	*	*	*	*	*	*
East Bay	2	18	1,700	1,700	1,700	1,700	1,700	1,700
Other	3	11	1,705	1,700	1,700	1,700	1,750	1,750
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	9	1,612	1,572	1,650	1,650	1,650	1,660
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	1	1	*	*	*	*	*	*
Family Law	1	5	*	*	*	*	*	*
General Litigation	3	28	1,678	1,650	1,650	1,650	1,750	1,750
Healthcare	2	5	1,780	1,740	1,800	1,800	1,800	1,800
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	3	10	1,536	1,312	1,413	1,550	1,688	1,750
Municipal	2	9	1,678	1,660	1,700	1,700	1,700	1,700
Real Estate	2	26	1,679	1,650	1,650	1,700	1,700	1,700
Tax	1	1	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	2	3	1,700	*	*	1,700	*	*

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Equity Partner/Shareholder – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
Class Year								
Pre-1980	2	3	1,667	*	*	1,650	*	*
1980-1984	3	3	1,536	1,336	1,454	1,650	1,675	1,690
1985-1989	3	7	1,679	1,650	1,650	1,650	1,700	1,720
1990-1994	7	16	1,669	1,550	1,650	1,700	1,750	1,750
1995-1999	6	17	1,655	1,550	1,650	1,700	1,700	1,750
2000-2004	7	19	1,662	1,650	1,650	1,650	1,700	1,750
2005-2009	7	19	1,648	1,577	1,650	1,700	1,700	1,750
2010 & Later	5	12	1,683	1,650	1,650	1,650	1,700	1,745
Unspecified	1	1	*	*	*	*	*	*

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Non-Equity Partner/Shareholder – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	73	\$362,193	\$248,000	\$300,000	\$360,000	\$406,500	\$452,085
# of Attorneys								
1-50	2	8	\$299,524	\$255,600	\$264,750	\$292,345	\$329,875	\$355,000
51-150	3	5	\$294,324	\$234,383	\$242,951	\$270,000	\$350,000	\$368,000
151-500	3	35	\$354,650	\$243,000	\$307,500	\$370,000	\$410,000	\$441,672
501+	3	25	\$406,381	\$294,700	\$308,370	\$360,000	\$480,000	\$631,245
Location								
San Francisco	7	41	\$395,656	\$301,750	\$325,000	\$375,000	\$417,408	\$552,075
South Bay	2	4	\$400,843	\$335,859	*	\$407,500	*	\$460,500
East Bay	4	15	\$306,211	\$226,468	\$254,000	\$322,500	\$361,000	\$373,000
Other	4	13	\$309,358	\$240,590	\$247,500	\$285,000	\$360,000	\$418,551
Practice Area								
Appellate	1	1	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	5	\$410,782	\$387,600	\$406,500	\$410,000	\$417,408	\$433,963
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	2	6	\$456,016	\$357,097	\$400,646	\$408,877	\$517,245	\$602,075
Family Law	0	0	*	*	*	*	*	*
General Litigation	5	17	\$331,439	\$273,000	\$301,750	\$351,000	\$370,000	\$406,000
Healthcare	3	6	\$491,525	\$340,000	\$357,500	\$380,000	\$636,556	\$754,575
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Labor/Employment	3	6	\$345,315	\$289,625	\$304,860	\$313,820	\$395,238	\$432,500
Municipal	3	12	\$278,609	\$211,867	\$237,168	\$256,250	\$306,250	\$356,500
Real Estate	2	9	\$297,167	\$245,000	\$258,000	\$278,000	\$352,000	\$360,400
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	8	\$423,710	\$335,500	\$355,000	\$405,000	\$464,973	\$531,452

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Non-Equity Partner/Shareholder – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Gender								
Male	9	46	\$341,718	\$234,336	\$275,750	\$353,000	\$399,799	\$413,877
Female	8	27	\$397,075	\$281,000	\$313,820	\$360,000	\$445,000	\$522,075
Class Year								
Pre-1980	1	1	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	3	6	\$373,525	\$275,000	\$334,250	\$368,500	\$395,306	\$477,075
1990-1994	3	4	\$400,000	\$290,000	\$312,500	\$362,500	\$450,000	\$539,999
1995-1999	4	5	\$341,770	\$311,400	\$351,000	\$352,000	\$360,000	\$360,510
2000-2004	6	11	\$414,205	\$270,000	\$308,375	\$360,000	\$418,704	\$722,075
2005-2009	6	14	\$321,631	\$221,250	\$252,000	\$310,923	\$399,566	\$469,500
2010 & Later	10	32	\$359,406	\$265,200	\$303,188	\$372,500	\$407,375	\$444,168
Unspecified	0	0	*	*	*	*	*	*

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Non-Equity Partner – Total Compensation by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	8	\$299,524	\$255,600	\$264,750	\$292,345	\$329,875	\$355,000

Location

San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	7	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Non-Equity Partner – Total Compensation by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	3	5	\$294,324	\$234,383	\$242,951	\$270,000	\$350,000	\$368,000

Location

San Francisco	2	3	\$333,333	*	*	\$350,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

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Non-Equity Partner – Total Compensation by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	3	35	\$354,650	\$243,000	\$307,500	\$370,000	\$410,000	\$441,672
Location								
San Francisco	1	17	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	2	7	\$325,000	\$219,000	\$275,000	\$360,000	\$372,500	\$389,000
Other	2	10	\$318,275	\$236,250	\$251,875	\$292,500	\$399,566	\$423,000

Non-Equity Partner – Total Compensation by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	25	\$406,381	\$294,700	\$308,370	\$360,000	\$480,000	\$631,245
Location								
San Francisco	3	20	\$418,760	\$300,575	\$314,405	\$360,425	\$514,575	\$659,075
South Bay	1	3	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*

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Non-Equity Partner – Total Compensation by Practice Area (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Males)	9	46	\$341,718	\$234,336	\$275,750	\$353,000	\$399,799	\$413,877
Practice Area								
Appellate	1	1	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	3	\$399,636	*	*	\$406,500	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	1	4	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	5	14	\$320,030	\$271,500	\$292,938	\$334,395	\$367,713	\$394,000
Healthcare	2	3	\$477,358	*	*	\$380,000	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Labor/Employment	0	0	*	*	*	*	*	*
Municipal	3	8	\$249,578	\$207,750	\$224,003	\$241,476	\$260,625	\$307,500
Real Estate	2	6	\$290,333	\$237,500	\$254,250	\$272,500	\$339,500	\$361,000
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	2	5	\$422,000	\$348,000	\$360,000	\$400,000	\$410,000	\$523,999

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Non-Equity Partner – Total Compensation by Practice Area (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
Firms (Females)	8	27	\$397,075	\$281,000	\$313,820	\$360,000	\$445,000	\$522,075
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	1	2	*	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	1	2	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	2	3	\$384,685	*	*	\$370,000	*	*
Healthcare	2	3	\$505,692	*	*	\$380,000	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	3	6	\$345,315	\$289,625	\$304,860	\$313,820	\$395,238	\$432,500
Municipal	2	4	\$336,670	\$271,000	*	\$322,500	*	\$413,677
Real Estate	1	3	*	*	*	*	*	*
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	3	\$426,560	\$350,521	\$388,803	\$452,606	\$477,341	\$492,181

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Non-Equity Partner – Total Compensation by Class Year (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Males)	9	46	\$341,718	\$234,336	\$275,750	\$353,000	\$399,799	\$413,877
Class Year								
Pre-1980	1	1	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	3	5	\$337,815	\$265,000	\$325,000	\$362,000	\$375,000	\$391,245
1990-1994	2	2	*	*	*	*	*	*
1995-1999	2	3	\$357,283	*	*	\$360,000	*	*
2000-2004	5	6	\$378,197	\$256,476	\$277,938	\$308,375	\$391,806	\$569,742
2005-2009	6	8	\$269,212	\$172,697	\$238,125	\$270,000	\$323,343	\$361,826
2010 & Later	7	21	\$343,106	\$240,000	\$278,000	\$370,000	\$400,000	\$410,000
Unspecified	0	0	*	*	*	*	*	*

Non-Equity Partner – Total Compensation by Class Year (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Females)	8	27	\$397,075	\$281,000	\$313,820	\$360,000	\$445,000	\$522,075
Class Year								
Pre-1980	0	0	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	1	1	*	*	*	*	*	*
1990-1994	2	2	*	*	*	*	*	*
1995-1999	2	2	*	*	*	*	*	*
2000-2004	3	5	\$457,415	\$354,000	\$360,000	\$370,000	\$420,000	\$640,245
2005-2009	5	6	\$391,522	\$281,028	\$318,042	\$402,500	\$471,250	\$491,038
2010 & Later	7	11	\$390,523	\$304,250	\$313,820	\$380,000	\$440,841	\$452,606
Unspecified	0	0	*	*	*	*	*	*

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Non-Equity Partner/Shareholder – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	84	\$736	\$527	\$611	\$720	\$855	\$1,021
# of Attorneys								
1-50	2	13	\$630	\$524	\$555	\$615	\$700	\$762
51-150	3	10	\$674	\$311	\$326	\$532	\$1,070	\$1,102
151-500	3	36	\$723	\$555	\$615	\$728	\$809	\$865
501+	3	25	\$836	\$667	\$695	\$830	\$985	\$1,069
Location								
San Francisco	8	44	\$834	\$667	\$711	\$805	\$955	\$1,086
South Bay	2	4	\$708	\$605	*	\$723	*	\$799
East Bay	4	21	\$638	\$363	\$540	\$615	\$765	\$865
Other	4	15	\$596	\$396	\$528	\$585	\$693	\$774
Practice Area								
Appellate	1	1	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	5	\$848	\$682	\$805	\$865	\$870	\$1,008
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	2	6	\$789	\$718	\$735	\$735	\$806	\$915
Family Law	0	0	*	*	*	*	*	*
General Litigation	5	17	\$788	\$665	\$700	\$800	\$855	\$909
Healthcare	3	8	\$985	\$776	\$946	\$1,020	\$1,079	\$1,126
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Labor/Employment	3	6	\$753	\$653	\$733	\$773	\$794	\$833
Municipal	4	16	\$513	\$321	\$354	\$540	\$600	\$643
Real Estate	2	14	\$666	\$526	\$560	\$620	\$738	\$846
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	8	\$773	\$669	\$681	\$718	\$844	\$908

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Non-Equity Partner/Shareholder – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	2	2	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	4	7	\$878	\$688	\$740	\$865	\$1,018	\$1,059
1990-1994	4	5	\$913	\$813	\$840	\$855	\$865	\$1,072
1995-1999	5	6	\$735	\$479	\$638	\$813	\$875	\$913
2000-2004	6	12	\$791	\$363	\$726	\$828	\$985	\$1,048
2005-2009	6	15	\$727	\$583	\$615	\$695	\$785	\$940
2010 & Later	10	36	\$681	\$523	\$571	\$673	\$756	\$848
Unspecified	1	1	*	*	*	*	*	*

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Non-Equity Partner – Billing Rates by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	13	\$630	\$524	\$555	\$615	\$700	\$762

Location

San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	12	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Non-Equity Partner – Billing Rates by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	3	10	\$674	\$311	\$326	\$532	\$1,070	\$1,102

Location

San Francisco	2	5	\$1,026	\$842	\$1,055	\$1,075	\$1,090	\$1,162
South Bay	0	0	*	*	*	*	*	*
East Bay	1	3	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*

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Non-Equity Partner – Billing Rates by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	3	36	\$723	\$555	\$615	\$728	\$809	\$865
Location								
San Francisco	2	18	\$740	\$611	\$704	\$735	\$805	\$858
South Bay	1	1	*	*	*	*	*	*
East Bay	2	6	\$830	\$698	\$790	\$843	\$865	\$950
Other	2	11	\$644	\$525	\$545	\$595	\$723	\$800

Non-Equity Partner – Billing Rates by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	25	\$836	\$667	\$695	\$830	\$985	\$1,069
Location								
San Francisco	3	20	\$873	\$684	\$715	\$858	\$989	\$1,096
South Bay	1	3	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*

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Non-Equity Partner/Shareholder – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	58	1,629	1,228	1,436	1,637	1,872	1,987
# of Attorneys								
1-50	2	6	1,532	1,324	1,435	1,514	1,699	1,757
51-150	3	5	1,687	1,509	1,579	1,619	1,887	1,887
151-500	3	28	1,507	1,152	1,239	1,487	1,726	1,900
501+	3	19	1,825	1,484	1,638	1,831	1,995	2,079
Location								
San Francisco	7	31	1,613	1,246	1,448	1,589	1,826	1,900
South Bay	2	3	1,878	*	*	1,934	*	*
East Bay	4	11	1,548	1,233	1,342	1,540	1,757	1,887
Other	4	13	1,680	1,171	1,315	1,737	1,927	2,198
Practice Area								
Appellate	1	1	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	1	2	*	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	2	5	1,692	1,560	1,679	1,699	1,765	1,806
Family Law	0	0	*	*	*	*	*	*
General Litigation	4	14	1,766	1,475	1,560	1,826	1,993	2,032
Healthcare	3	6	1,530	1,330	1,409	1,521	1,587	1,739
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Labor/Employment	3	5	1,646	1,316	1,431	1,491	1,812	2,080
Municipal	3	12	1,613	1,213	1,295	1,688	1,887	1,888
Real Estate	2	6	1,487	1,189	1,275	1,514	1,699	1,757
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	6	1,696	1,470	1,525	1,688	1,863	1,930

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Non-Equity Partner/Shareholder – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	1	1	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	3	4	1,422	1,234	1,236	1,359	1,545	1,661
1990-1994	1	2	*	*	*	*	*	*
1995-1999	4	5	1,826	1,275	1,447	2,038	2,242	2,243
2000-2004	6	7	1,648	1,489	1,535	1,589	1,753	1,888
2005-2009	5	11	1,664	1,315	1,529	1,765	1,826	1,888
2010 & Later	9	28	1,613	1,187	1,421	1,667	1,847	1,958
Unspecified	0	0	*	*	*	*	*	*

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Non-Equity Partner/Shareholder – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	10	41	1,742	1,700	1,700	1,750	1,800	1,850
# of Attorneys								
1-50	2	7	1,740	1,722	1,750	1,750	1,750	1,750
51-150	3	5	1,820	1,800	1,800	1,800	1,850	1,850
151-500	2	9	1,722	1,700	1,700	1,700	1,700	1,740
501+	3	20	1,732	1,680	1,700	1,750	1,800	1,900
Location								
San Francisco	6	19	1,752	1,696	1,700	1,750	1,800	1,900
South Bay	2	4	1,813	1,765	*	1,800	*	1,870
East Bay	3	9	1,750	1,700	1,750	1,750	1,750	1,770
Other	3	9	1,682	1,617	1,700	1,700	1,700	1,810
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	0	0	*	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	1	2	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	3	12	1,821	1,750	1,788	1,800	1,900	1,900
Healthcare	2	4	1,750	1,700	*	1,750	*	1,800
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	2	3	1,588	*	*	1,680	*	*
Municipal	2	10	1,730	1,700	1,700	1,700	1,700	1,850
Real Estate	1	6	*	*	*	*	*	*
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	2	4	1,700	1,700	*	1,700	*	1,700

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Non-Equity Partner/Shareholder – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	0	0	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	2	2	*	*	*	*	*	*
1990-1994	2	3	1,733	*	*	1,700	*	*
1995-1999	3	4	1,813	1,715	1,738	1,825	1,900	1,900
2000-2004	5	6	1,792	1,700	1,725	1,800	1,838	1,875
2005-2009	5	10	1,730	1,700	1,700	1,725	1,750	1,755
2010 & Later	8	16	1,729	1,690	1,700	1,750	1,800	1,825
Unspecified	0	0	*	*	*	*	*	*

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Associates – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	13	407	\$278,443	\$196,000	\$225,000	\$260,000	\$315,000	\$390,000
# of Attorneys								
1-50	2	17	\$234,059	\$181,000	\$200,000	\$240,000	\$267,000	\$286,000
51-150	4	64	\$284,352	\$219,000	\$237,500	\$290,000	\$336,875	\$362,500
151-500	2	70	\$226,166	\$156,800	\$180,000	\$225,000	\$275,000	\$300,000
501+	5	256	\$294,207	\$216,500	\$235,000	\$260,000	\$365,000	\$420,000
Location								
San Francisco	10	251	\$286,629	\$208,000	\$225,000	\$279,000	\$327,500	\$390,000
South Bay	3	95	\$296,947	\$225,000	\$235,000	\$260,000	\$365,000	\$435,000
East Bay	4	22	\$225,477	\$157,300	\$166,250	\$212,500	\$282,000	\$313,500
Other	5	39	\$210,554	\$149,000	\$174,750	\$195,000	\$246,750	\$290,000
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	3	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	6	120	\$307,438	\$225,000	\$235,000	\$280,000	\$390,000	\$435,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	2	*	*	*	*	*	*
Environmental	3	7	\$289,286	\$242,000	\$272,500	\$290,000	\$307,500	\$330,000
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	116	\$276,375	\$204,750	\$224,625	\$257,500	\$310,000	\$390,000
Healthcare	3	9	\$251,111	\$204,000	\$240,000	\$245,000	\$260,000	\$295,000
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	2	7	\$315,357	\$224,000	\$267,500	\$332,500	\$367,500	\$376,500
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	3	16	\$302,500	\$236,250	\$260,000	\$295,000	\$341,875	\$365,000
Labor/Employment	6	46	\$272,261	\$192,500	\$222,500	\$260,000	\$308,750	\$352,500
Municipal	3	24	\$172,088	\$140,000	\$149,625	\$160,000	\$181,250	\$204,000
Real Estate	5	20	\$258,875	\$199,500	\$216,250	\$253,500	\$290,000	\$305,250
Tax	2	2	\$243,750	*	*	*	*	*
Trust, Estate, & Probate	2	6	\$265,000	\$218,750	\$244,375	\$265,000	\$283,750	\$311,250
Other	6	27	\$257,500	\$187,600	\$206,500	\$248,500	\$287,500	\$341,000

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Associates – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Gender								
Male	11	153	\$288,056	\$196,000	\$225,000	\$260,000	\$362,500	\$432,000
Female	12	230	\$269,320	\$190,000	\$225,000	\$260,000	\$310,000	\$381,000
Class Year								
Pre-2015	7	31	\$286,323	\$225,000	\$253,500	\$279,000	\$296,000	\$320,000
2015	6	8	\$334,500	\$280,550	\$297,500	\$312,500	\$374,375	\$401,000
2016	8	32	\$351,156	\$226,700	\$286,250	\$362,500	\$445,000	\$445,000
2017	7	26	\$351,269	\$248,250	\$273,750	\$352,500	\$435,000	\$435,000
2018	8	35	\$317,143	\$222,000	\$251,250	\$315,000	\$420,000	\$420,000
2019	9	40	\$321,900	\$231,150	\$290,000	\$317,500	\$390,000	\$390,000
2020	8	43	\$296,047	\$223,500	\$260,000	\$290,000	\$365,000	\$365,000
2021	9	51	\$251,608	\$200,000	\$207,250	\$260,000	\$310,000	\$310,000
2022	10	53	\$240,434	\$196,000	\$215,000	\$260,000	\$260,000	\$260,000
2023	6	49	\$222,143	\$184,000	\$222,500	\$235,000	\$235,000	\$235,000
2024	6	37	\$210,230	\$175,000	\$190,000	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	2	2	\$229,800	*	*	*	*	*

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Associates – Annual Base Salary by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	17	\$234,059	\$181,000	\$200,000	\$240,000	\$267,000	\$286,000

Location

San Francisco	1	8	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	9	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Associates – Annual Base Salary by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	64	\$284,352	\$219,000	\$237,500	\$290,000	\$336,875	\$362,500

Location

San Francisco	3	58	\$295,474	\$222,500	\$245,000	\$290,000	\$350,000	\$362,500
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	2	2	\$188,750	*	*	*	*	*

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Associates – Annual Base Salary by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	70	\$226,166	\$156,800	\$180,000	\$225,000	\$275,000	\$300,000
Location								
San Francisco	1	35	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	9	\$229,667	\$153,600	\$160,000	\$200,000	\$315,000	\$316,000
Other	2	26	\$217,292	\$147,500	\$162,500	\$237,500	\$255,000	\$295,000

Associates – Annual Base Salary by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	5	256	\$294,207	\$216,500	\$235,000	\$260,000	\$365,000	\$420,000
Location								
San Francisco	5	150	\$299,483	\$223,500	\$235,000	\$290,000	\$365,000	\$420,000
South Bay	3	95	\$296,947	\$225,000	\$235,000	\$260,000	\$365,000	\$435,000
East Bay	0	0	*	*	*	*	*	*
Other	1	11	*	*	*	*	*	*

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Associates – Annual Base Salary by Class Year (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	17	\$234,059	\$181,000	\$200,000	\$240,000	\$267,000	\$286,000
Class Year								
Pre-2015	2	7	\$257,143	\$214,000	\$236,000	\$267,000	\$282,000	\$286,000
2015	0	0	*	*	*	*	*	*
2016	2	2	\$271,000	*	*	*	*	*
2017	0	0	*	*	*	*	*	*
2018	0	0	*	*	*	*	*	*
2019	1	1	*	*	*	*	*	*
2020	0	0	*	*	*	*	*	*
2021	1	1	*	*	*	*	*	*
2022	2	3	\$211,667	*	*	\$200,000	*	*
2023	0	0	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Annual Base Salary by Class Year (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	64	\$284,352	\$219,000	\$237,500	\$290,000	\$336,875	\$362,500
Class Year								
Pre-2015	1	1	*	*	*	*	*	*
2015	2	2	\$376,250	*	*	*	*	*
2016	2	7	\$337,857	\$293,500	\$362,500	\$362,500	\$362,500	\$362,500
2017	2	7	\$320,714	\$242,000	\$298,750	\$352,500	\$352,500	\$352,500
2018	3	11	\$292,727	\$185,000	\$277,500	\$332,500	\$332,500	\$350,000
2019	2	5	\$314,000	\$310,000	\$310,000	\$310,000	\$310,000	\$322,000
2020	2	8	\$286,250	\$265,000	\$283,750	\$290,000	\$290,000	\$296,000
2021	2	8	\$271,250	\$245,000	\$271,250	\$280,000	\$280,000	\$280,000
2022	3	5	\$213,200	\$171,100	\$205,000	\$237,500	\$237,500	\$237,500
2023	2	9	\$213,333	\$206,000	\$222,500	\$222,500	\$222,500	\$222,500
2024	1	1	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

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Associates – Annual Base Salary by Class Year (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	70	\$226,166	\$156,800	\$180,000	\$225,000	\$275,000	\$300,000
Class Year								
Pre-2015	1	14	*	*	*	*	*	*
2015	1	3	*	*	*	*	*	*
2016	1	7	*	*	*	*	*	*
2017	1	4	*	*	*	*	*	*
2018	2	8	\$240,313	\$200,250	\$232,500	\$240,000	\$248,750	\$282,500
2019	2	6	\$203,667	\$153,500	\$157,750	\$185,000	\$243,750	\$272,500
2020	2	6	\$197,917	\$147,500	\$159,375	\$191,250	\$243,750	\$255,000
2021	2	13	\$181,923	\$147,000	\$160,000	\$200,000	\$200,000	\$208,000
2022	1	2	*	*	*	*	*	*
2023	1	3	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

Associates – Annual Base Salary by Class Year (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	5	256	\$294,207	\$216,500	\$235,000	\$260,000	\$365,000	\$420,000
Class Year								
Pre-2015	3	9	\$319,278	\$271,100	\$279,000	\$279,000	\$320,000	\$455,000
2015	3	3	\$344,500	\$271,800	\$291,750	\$325,000	\$387,500	\$425,000
2016	3	16	\$406,250	\$293,250	\$415,000	\$445,000	\$445,000	\$445,000
2017	4	15	\$389,533	\$278,900	\$335,000	\$435,000	\$435,000	\$435,000
2018	3	16	\$372,344	\$285,000	\$315,000	\$420,000	\$420,000	\$420,000
2019	4	28	\$350,607	\$290,000	\$300,000	\$390,000	\$390,000	\$390,000
2020	4	29	\$319,052	\$223,500	\$290,000	\$365,000	\$365,000	\$365,000
2021	4	29	\$279,207	\$216,500	\$260,000	\$300,000	\$310,000	\$310,000
2022	4	43	\$247,953	\$208,000	\$260,000	\$260,000	\$260,000	\$260,000
2023	3	37	\$227,703	\$196,000	\$235,000	\$235,000	\$235,000	\$235,000
2024	3	30	\$217,200	\$188,700	\$225,000	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

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Associates – Annual Base Salary by Practice Area (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	11	153	\$288,056	\$196,000	\$225,000	\$260,000	\$362,500	\$432,000
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	50	\$320,200	\$225,000	\$235,000	\$305,000	\$390,000	\$445,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	2	2	\$321,250	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	38	\$277,513	\$196,000	\$216,750	\$267,500	\$310,000	\$420,000
Healthcare	3	3	\$235,000	\$209,000	\$222,500	\$245,000	\$252,500	\$257,000
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	2	6	\$316,250	\$223,750	\$251,875	\$347,500	\$370,000	\$377,500
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	8	\$314,688	\$249,500	\$260,000	\$311,250	\$365,000	\$381,500
Labor/Employment	5	17	\$282,059	\$217,500	\$225,000	\$260,000	\$320,000	\$385,500
Municipal	3	8	\$187,813	\$158,500	\$167,500	\$176,250	\$186,250	\$220,000
Real Estate	4	6	\$260,250	\$215,000	\$241,250	\$248,500	\$274,500	\$317,250
Tax	2	2	\$243,750	*	*	*	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	10	\$238,300	\$188,700	\$202,000	\$224,250	\$259,625	\$284,900

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Associates – Annual Base Salary by Practice Area (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
Firms (Female Attorneys)	12	230	\$269,320	\$190,000	\$225,000	\$260,000	\$310,000	\$381,000
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	2	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	5	64	\$296,133	\$225,000	\$235,000	\$260,000	\$317,500	\$420,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	3	5	\$276,500	\$235,500	\$255,000	\$290,000	\$300,000	\$309,000
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	76	\$277,158	\$209,000	\$225,000	\$255,750	\$315,000	\$377,500
Healthcare	3	6	\$259,167	\$222,500	\$241,250	\$252,500	\$282,500	\$302,500
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	1	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	4	\$263,125	\$235,750	*	\$263,750	*	\$290,000
Labor/Employment	5	27	\$263,667	\$183,000	\$216,250	\$260,000	\$305,000	\$336,000
Municipal	3	16	\$164,225	\$132,500	\$143,750	\$156,000	\$164,375	\$200,000
Real Estate	4	12	\$253,000	\$200,000	\$203,750	\$248,500	\$284,500	\$299,200
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	2	5	\$260,000	\$215,000	\$237,500	\$265,000	\$265,000	\$305,500
Other	5	9	\$233,278	\$182,600	\$200,000	\$223,500	\$261,500	\$294,000

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Associates – Annual Base Salary by Class Year (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	11	153	\$288,056	\$196,000	\$225,000	\$260,000	\$362,500	\$432,000
Class Year								
Pre-2015	5	15	\$277,367	\$229,000	\$253,500	\$279,000	\$290,000	\$320,000
2015	3	4	\$307,750	\$270,950	\$289,625	\$300,000	\$318,125	\$350,750
2016	4	19	\$365,789	\$225,000	\$290,000	\$362,500	\$445,000	\$445,000
2017	5	16	\$352,750	\$248,250	\$262,500	\$352,500	\$435,000	\$435,000
2018	4	13	\$325,385	\$216,000	\$240,000	\$332,500	\$420,000	\$420,000
2019	3	8	\$370,000	\$310,000	\$370,000	\$390,000	\$390,000	\$390,000
2020	5	12	\$306,208	\$211,350	\$223,500	\$365,000	\$365,000	\$365,000
2021	7	15	\$250,733	\$176,000	\$210,500	\$260,000	\$295,000	\$310,000
2022	5	19	\$242,158	\$205,400	\$220,000	\$260,000	\$260,000	\$260,000
2023	4	18	\$217,000	\$184,000	\$196,000	\$222,500	\$235,000	\$235,000
2024	5	14	\$211,036	\$175,600	\$196,875	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Annual Base Salary by Class Year (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	12	230	\$269,320	\$190,000	\$225,000	\$260,000	\$310,000	\$381,000
Class Year								
Pre-2015	5	16	\$294,719	\$232,500	\$261,625	\$280,500	\$303,750	\$385,000
2015	4	4	\$361,250	\$300,500	\$316,250	\$352,500	\$397,500	\$429,000
2016	7	13	\$329,769	\$243,300	\$261,500	\$325,000	\$362,500	\$445,000
2017	4	8	\$352,375	\$247,300	\$302,875	\$352,500	\$435,000	\$435,000
2018	8	22	\$312,273	\$240,000	\$261,250	\$315,000	\$350,000	\$420,000
2019	8	22	\$304,818	\$165,000	\$238,875	\$310,000	\$390,000	\$390,000
2020	7	27	\$285,759	\$223,500	\$260,000	\$290,000	\$310,000	\$365,000
2021	8	32	\$246,906	\$200,000	\$200,000	\$252,500	\$310,000	\$310,000
2022	10	34	\$239,471	\$196,500	\$209,750	\$260,000	\$260,000	\$260,000
2023	5	29	\$224,448	\$183,200	\$222,500	\$235,000	\$235,000	\$235,000
2024	5	21	\$208,286	\$175,000	\$185,000	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	2	2	\$229,800	*	*	*	*	*

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Associates – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	12	200	\$41,114	\$3,712	\$11,749	\$30,000	\$60,981	\$105,000
# of Attorneys								
1-50	2	11	\$11,707	\$7,500	\$7,500	\$10,000	\$14,079	\$15,000
51-150	4	49	\$16,832	\$735	\$1,000	\$10,050	\$21,000	\$54,920
151-500	2	34	\$28,270	\$4,130	\$7,169	\$18,984	\$48,257	\$59,932
501+	4	106	\$59,511	\$20,000	\$28,345	\$39,434	\$90,000	\$115,000
Location								
San Francisco	9	124	\$36,301	\$1,000	\$11,000	\$24,920	\$57,500	\$90,000
South Bay	2	47	\$67,667	\$21,200	\$30,000	\$63,480	\$105,000	\$115,800
East Bay	3	9	\$8,970	\$7,300	\$7,500	\$7,500	\$10,000	\$11,040
Other	3	20	\$23,017	\$4,876	\$5,990	\$19,801	\$35,867	\$48,576
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	6	58	\$63,028	\$8,894	\$30,000	\$57,500	\$91,661	\$117,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	2	4	\$22,015	\$8,300	*	\$20,301	*	\$37,102
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	56	\$35,932	\$1,697	\$10,956	\$22,099	\$53,506	\$94,000
Healthcare	3	6	\$22,202	\$3,750	\$7,563	\$22,625	\$30,000	\$40,232
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	5	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	10	\$45,269	\$4,514	\$14,875	\$29,775	\$71,500	\$105,750
Labor/Employment	5	23	\$34,991	\$2,000	\$12,250	\$15,500	\$45,836	\$90,694
Municipal	3	8	\$19,136	\$3,800	\$5,000	\$12,525	\$25,010	\$48,127
Real Estate	4	10	\$9,776	\$5,439	\$6,773	\$7,500	\$9,375	\$16,484
Tax	2	2	\$34,875	*	*	*	*	*
Trust, Estate, & Probate	2	2	\$43,032	*	*	*	*	*
Other	4	12	\$26,214	\$6,926	\$17,719	\$26,900	\$33,427	\$39,230

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Associates – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Gender								
Male	11	79	\$53,887	\$4,751	\$14,540	\$48,343	\$90,000	\$115,000
Female	10	119	\$32,737	\$2,479	\$10,913	\$24,840	\$42,230	\$74,800
Class Year								
Pre-2015	5	14	\$37,987	\$7,500	\$8,125	\$19,801	\$50,625	\$103,019
2015	6	8	\$30,020	\$8,383	\$9,317	\$14,188	\$28,553	\$69,824
2016	7	25	\$60,197	\$6,792	\$11,000	\$52,175	\$97,911	\$133,970
2017	4	14	\$65,605	\$4,750	\$16,000	\$66,115	\$110,779	\$139,150
2018	5	18	\$53,539	\$3,348	\$12,000	\$53,160	\$91,314	\$105,000
2019	5	16	\$65,076	\$3,399	\$35,412	\$90,000	\$91,250	\$108,000
2020	8	27	\$38,377	\$3,400	\$13,000	\$35,000	\$58,375	\$75,000
2021	7	27	\$32,892	\$5,919	\$13,038	\$28,980	\$57,500	\$64,400
2022	6	29	\$26,360	\$5,800	\$26,550	\$30,000	\$33,000	\$36,000
2023	3	15	\$15,625	\$554	\$12,500	\$20,000	\$20,000	\$21,600
2024	3	6	\$5,743	\$1,000	\$1,000	\$2,151	\$11,385	\$14,079
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

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Associates – Annual Bonus by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	11	\$11,707	\$7,500	\$7,500	\$10,000	\$14,079	\$15,000

Location

San Francisco	1	5	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	6	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Associates – Annual Bonus by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	49	\$16,832	\$735	\$1,000	\$10,050	\$21,000	\$54,920

Location

San Francisco	3	48	\$16,973	\$735	\$1,000	\$9,618	\$21,550	\$55,680
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

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Associates – Annual Bonus by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	34	\$28,270	\$4,130	\$7,169	\$18,984	\$48,257	\$59,932
Location								
San Francisco	1	17	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	2	15	\$23,272	\$4,254	\$5,000	\$15,000	\$44,249	\$49,740

Associates – Annual Bonus by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	4	106	\$59,511	\$20,000	\$28,345	\$39,434	\$90,000	\$115,000
Location								
San Francisco	4	54	\$55,861	\$19,650	\$25,100	\$37,000	\$88,773	\$115,000
South Bay	2	47	\$67,667	\$21,200	\$30,000	\$63,480	\$105,000	\$115,800
East Bay	0	0	*	*	*	*	*	*
Other	1	5	*	*	*	*	*	*

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Associates – Annual Bonus by Class Year (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	11	\$11,707	\$7,500	\$7,500	\$10,000	\$14,079	\$15,000
Class Year								
Pre-2015	1	5	*	*	*	*	*	*
2015	0	0	*	*	*	*	*	*
2016	2	2	\$17,563	*	*	*	*	*
2017	0	0	*	*	*	*	*	*
2018	0	0	*	*	*	*	*	*
2019	0	0	*	*	*	*	*	*
2020	0	0	*	*	*	*	*	*
2021	1	1	*	*	*	*	*	*
2022	1	1	*	*	*	*	*	*
2023	0	0	*	*	*	*	*	*
2024	1	2	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Annual Bonus by Class Year (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	49	\$16,832	\$735	\$1,000	\$10,050	\$21,000	\$54,920
Class Year								
Pre-2015	1	1	*	*	*	*	*	*
2015	2	2	\$11,265	*	*	*	*	*
2016	2	7	\$33,293	\$8,030	\$10,525	\$11,000	\$63,000	\$67,000
2017	1	5	*	*	*	*	*	*
2018	2	5	\$26,307	\$1,558	\$2,394	\$11,000	\$53,400	\$59,606
2019	2	5	\$19,707	\$760	\$798	\$6,000	\$41,000	\$46,400
2020	2	8	\$13,856	\$679	\$978	\$9,250	\$14,075	\$29,359
2021	2	8	\$14,312	\$735	\$4,532	\$12,017	\$24,899	\$30,000
2022	2	4	\$3,625	\$1,450	*	\$3,750	*	\$5,700
2023	1	4	*	*	*	*	*	*
2024	0	0	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

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Associates – Annual Bonus by Class Year (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	34	\$28,270	\$4,130	\$7,169	\$18,984	\$48,257	\$59,932
Class Year								
Pre-2015	1	5	*	*	*	*	*	*
2015	1	3	*	*	*	*	*	*
2016	1	5	*	*	*	*	*	*
2017	1	2	*	*	*	*	*	*
2018	2	6	\$26,193	\$4,379	\$7,500	\$19,542	\$42,278	\$54,659
2019	1	1	*	*	*	*	*	*
2020	2	4	\$25,115	\$5,000	*	\$23,730	*	\$46,338
2021	1	2	*	*	*	*	*	*
2022	1	1	*	*	*	*	*	*
2023	1	2	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Annual Bonus by Class Year (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	4	106	\$59,511	\$20,000	\$28,345	\$39,434	\$90,000	\$115,000
Class Year								
Pre-2015	2	3	\$93,550	*	*	\$115,000	*	*
2015	3	3	\$49,542	\$14,150	\$16,813	\$21,250	\$68,125	\$96,250
2016	2	11	\$98,025	\$25,050	\$71,283	\$115,000	\$132,963	\$138,000
2017	2	7	\$100,674	\$47,748	\$75,785	\$115,000	\$132,250	\$149,500
2018	1	7	*	*	*	*	*	*
2019	2	10	\$89,665	\$82,865	\$90,000	\$90,000	\$98,000	\$117,000
2020	4	15	\$54,991	\$25,100	\$34,201	\$42,000	\$75,000	\$93,000
2021	3	16	\$45,256	\$15,375	\$27,773	\$57,500	\$57,500	\$74,750
2022	2	23	\$31,301	\$28,568	\$30,000	\$30,000	\$33,000	\$36,000
2023	1	9	*	*	*	*	*	*
2024	1	1	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

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Associates – Annual Bonus by Practice Area (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	11	79	\$53,887	\$4,751	\$14,540	\$48,343	\$90,000	\$115,000
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	23	\$86,655	\$30,000	\$74,875	\$90,390	\$115,000	\$133,800
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	2	2	\$10,500	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	5	19	\$46,590	\$5,638	\$10,182	\$28,210	\$74,532	\$107,000
Healthcare	2	2	\$22,625	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	4	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	6	\$68,842	\$29,775	\$40,000	\$68,000	\$97,500	\$108,750
Labor/Employment	4	7	\$58,533	\$8,847	\$17,023	\$50,671	\$75,759	\$127,870
Municipal	3	4	\$17,263	\$2,200	\$4,000	\$7,525	\$20,788	\$40,115
Real Estate	2	3	\$7,628	*	*	\$7,500	*	*
Tax	2	2	\$34,875	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	6	\$26,013	\$7,839	\$14,156	\$24,750	\$32,552	\$45,451

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Associates – Annual Bonus by Practice Area (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	10	119	\$32,737	\$2,479	\$10,913	\$24,840	\$42,230	\$74,800
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	5	33	\$48,260	\$6,847	\$30,000	\$36,000	\$63,480	\$110,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	1	2	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	37	\$30,458	\$1,000	\$12,500	\$20,000	\$33,670	\$68,900
Healthcare	2	4	\$21,991	\$3,250	*	\$17,500	*	\$44,324
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	1	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	4	\$9,909	\$1,596	*	\$8,750	*	\$19,150
Labor/Employment	5	16	\$24,692	\$3,500	\$11,749	\$13,790	\$28,219	\$51,000
Municipal	2	4	\$21,010	\$8,000	*	\$16,500	*	\$37,627
Real Estate	4	7	\$10,696	\$6,318	\$7,015	\$7,500	\$8,750	\$17,936
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	2	2	\$43,032	*	*	*	*	*
Other	4	6	\$26,415	\$15,660	\$25,013	\$26,900	\$32,313	\$36,684

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Associates – Annual Bonus by Class Year (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	11	79	\$53,887	\$4,751	\$14,540	\$48,343	\$90,000	\$115,000
Class Year								
Pre-2015	4	5	\$27,530	\$10,500	\$15,000	\$27,650	\$30,000	\$46,500
2015	3	4	\$11,729	\$9,233	\$9,317	\$10,869	\$13,281	\$14,913
2016	4	16	\$72,031	\$7,525	\$17,725	\$65,500	\$115,000	\$138,000
2017	4	11	\$75,045	\$1,000	\$20,075	\$88,090	\$115,000	\$149,500
2018	3	9	\$73,618	\$39,426	\$53,400	\$89,000	\$105,000	\$105,000
2019	3	7	\$69,819	\$3,894	\$48,000	\$90,000	\$92,500	\$103,800
2020	4	7	\$61,665	\$22,041	\$44,576	\$75,000	\$75,000	\$90,000
2021	5	8	\$36,837	\$12,414	\$21,211	\$30,350	\$57,500	\$62,675
2022	2	7	\$28,180	\$23,730	\$27,380	\$30,000	\$30,000	\$31,200
2023	1	2	*	*	*	*	*	*
2024	3	3	\$6,127	\$1,460	\$2,151	\$3,302	\$8,691	\$11,924
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Annual Bonus by Class Year (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	10	119	\$32,737	\$2,479	\$10,913	\$24,840	\$42,230	\$74,800
Class Year								
Pre-2015	3	9	\$43,796	\$7,300	\$7,500	\$10,000	\$75,063	\$119,600
2015	4	4	\$48,311	\$10,946	\$17,570	\$35,857	\$66,597	\$95,639
2016	6	9	\$39,160	\$7,264	\$11,000	\$27,625	\$52,175	\$77,585
2017	2	3	\$30,993	*	*	\$16,000	*	*
2018	5	9	\$33,460	\$2,115	\$5,000	\$15,000	\$52,920	\$76,194
2019	5	9	\$61,387	\$15,076	\$41,000	\$50,000	\$90,000	\$102,600
2020	7	18	\$29,696	\$973	\$7,625	\$20,550	\$42,344	\$65,200
2021	7	19	\$31,231	\$4,947	\$10,413	\$28,750	\$57,500	\$60,950
2022	6	22	\$25,780	\$5,100	\$21,000	\$30,000	\$33,000	\$36,000
2023	3	13	\$17,932	\$12,500	\$18,000	\$20,000	\$20,000	\$21,800
2024	2	3	\$5,360	*	*	\$1,000	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

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Associates – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	13	407	\$298,646	\$200,000	\$225,000	\$279,000	\$344,625	\$440,000
# of Attorneys								
1-50	2	17	\$241,634	\$189,079	\$205,000	\$240,000	\$267,000	\$293,500
51-150	4	64	\$297,238	\$219,000	\$241,500	\$290,569	\$353,039	\$386,341
151-500	2	70	\$239,897	\$159,700	\$192,500	\$234,250	\$293,750	\$330,231
501+	5	256	\$318,848	\$225,000	\$235,000	\$290,000	\$371,813	\$493,088
Location								
San Francisco	10	251	\$304,563	\$210,000	\$235,000	\$290,000	\$360,487	\$420,000
South Bay	3	95	\$330,425	\$225,000	\$235,000	\$290,000	\$435,000	\$531,234
East Bay	4	22	\$229,147	\$157,300	\$166,250	\$217,500	\$289,500	\$314,418
Other	5	39	\$222,358	\$149,000	\$177,000	\$228,670	\$262,938	\$312,411
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	3	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	6	120	\$337,901	\$225,000	\$235,000	\$293,000	\$421,875	\$513,377
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	2	*	*	*	*	*	*
Environmental	3	7	\$301,866	\$263,000	\$292,500	\$297,459	\$319,801	\$342,161
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	116	\$293,721	\$208,000	\$225,000	\$260,000	\$338,224	\$409,372
Healthcare	3	9	\$265,913	\$206,000	\$245,000	\$275,000	\$275,250	\$320,093
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	2	7	\$339,108	\$224,103	\$278,750	\$360,000	\$400,500	\$420,500
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	3	16	\$330,793	\$249,750	\$279,913	\$300,000	\$357,125	\$458,750
Labor/Employment	6	46	\$289,757	\$199,250	\$222,528	\$271,250	\$326,969	\$379,700
Municipal	3	24	\$178,466	\$140,000	\$149,625	\$160,000	\$186,875	\$209,400
Real Estate	5	20	\$263,763	\$199,500	\$223,750	\$261,000	\$290,000	\$332,145
Tax	2	2	\$278,625	*	*	*	*	*
Trust, Estate, & Probate	2	6	\$279,344	\$218,750	\$244,375	\$277,500	\$327,547	\$341,782
Other	6	27	\$269,151	\$189,581	\$230,500	\$270,875	\$302,500	\$349,250

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Associates – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Gender								
Male	11	153	\$315,880	\$200,000	\$225,000	\$276,000	\$373,500	\$511,468
Female	12	230	\$286,258	\$194,750	\$225,000	\$266,456	\$325,599	\$391,500
Class Year								
Pre-2015	7	31	\$303,478	\$235,000	\$267,000	\$289,500	\$317,500	\$340,063
2015	6	8	\$364,520	\$297,686	\$309,317	\$343,357	\$387,023	\$441,450
2016	8	32	\$398,185	\$250,032	\$292,888	\$373,500	\$506,729	\$571,633
2017	7	26	\$386,595	\$248,250	\$323,438	\$367,250	\$435,000	\$550,000
2018	8	35	\$344,677	\$222,000	\$262,500	\$315,000	\$420,000	\$519,834
2019	9	40	\$347,930	\$231,150	\$290,000	\$333,419	\$390,000	\$480,500
2020	8	43	\$320,144	\$223,500	\$280,500	\$305,000	\$365,000	\$440,000
2021	9	51	\$269,021	\$200,000	\$213,250	\$275,250	\$310,000	\$367,500
2022	10	53	\$254,857	\$208,000	\$225,000	\$260,000	\$290,000	\$293,000
2023	6	49	\$226,926	\$190,800	\$222,500	\$235,000	\$235,000	\$255,000
2024	6	37	\$211,161	\$177,000	\$190,000	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	2	2	\$262,300	*	*	*	*	*

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Associates – Total Compensation by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	17	\$241,634	\$189,079	\$205,000	\$240,000	\$267,000	\$293,500

Location

San Francisco	1	8	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	9	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Associates – Total Compensation by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	64	\$297,238	\$219,000	\$241,500	\$290,569	\$353,039	\$386,341

Location

San Francisco	3	58	\$309,521	\$222,578	\$265,228	\$302,849	\$358,375	\$387,121
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	2	2	\$188,750	*	*	*	*	*

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Associates – Total Compensation by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	70	\$239,897	\$159,700	\$192,500	\$234,250	\$293,750	\$330,231
Location								
San Francisco	1	35	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	9	\$231,409	\$153,600	\$160,000	\$200,000	\$315,000	\$320,300
Other	2	26	\$230,718	\$147,500	\$162,750	\$241,879	\$285,175	\$327,221

Associates – Total Compensation by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	5	256	\$318,848	\$225,000	\$235,000	\$290,000	\$371,813	\$493,088
Location								
San Francisco	5	150	\$319,593	\$225,000	\$240,035	\$290,000	\$367,500	\$473,628
South Bay	3	95	\$330,425	\$225,000	\$235,000	\$290,000	\$435,000	\$531,234
East Bay	0	0	*	*	*	*	*	*
Other	1	11	*	*	*	*	*	*

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Associates – Total Compensation by Class Year (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	17	\$241,634	\$189,079	\$205,000	\$240,000	\$267,000	\$293,500
Class Year								
Pre-2015	2	7	\$263,929	\$220,000	\$248,500	\$267,000	\$289,500	\$293,500
2015	0	0	*	*	*	*	*	*
2016	2	2	\$288,563	*	*	*	*	*
2017	0	0	*	*	*	*	*	*
2018	0	0	*	*	*	*	*	*
2019	1	1	*	*	*	*	*	*
2020	0	0	*	*	*	*	*	*
2021	1	1	*	*	*	*	*	*
2022	2	3	\$215,666	*	*	\$211,999	*	*
2023	0	0	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Total Compensation by Class Year (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	64	\$297,238	\$219,000	\$241,500	\$290,569	\$353,039	\$386,341
Class Year								
Pre-2015	1	1	*	*	*	*	*	*
2015	2	2	\$387,515	*	*	*	*	*
2016	2	7	\$371,150	\$300,520	\$370,500	\$373,500	\$425,500	\$429,500
2017	2	7	\$327,412	\$242,000	\$298,943	\$353,500	\$367,250	\$368,500
2018	3	11	\$304,685	\$185,000	\$277,500	\$332,500	\$347,947	\$385,900
2019	2	5	\$333,707	\$312,841	\$316,000	\$330,798	\$351,000	\$356,400
2020	2	8	\$300,106	\$269,473	\$285,353	\$296,750	\$309,075	\$333,359
2021	2	8	\$285,562	\$275,000	\$279,301	\$283,267	\$290,126	\$298,018
2022	3	5	\$216,100	\$172,100	\$207,500	\$238,500	\$242,500	\$243,100
2023	2	9	\$215,819	\$206,000	\$222,500	\$222,500	\$222,757	\$227,500
2024	1	1	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

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Associates – Total Compensation by Class Year (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	70	\$239,897	\$159,700	\$192,500	\$234,250	\$293,750	\$330,231
Class Year								
Pre-2015	1	14	*	*	*	*	*	*
2015	1	3	*	*	*	*	*	*
2016	1	7	*	*	*	*	*	*
2017	1	4	*	*	*	*	*	*
2018	2	8	\$259,957	\$204,750	\$232,500	\$244,379	\$291,028	\$317,650
2019	2	6	\$211,340	\$153,500	\$157,750	\$185,000	\$243,750	\$295,520
2020	2	6	\$214,660	\$150,000	\$164,375	\$193,750	\$275,594	\$300,230
2021	2	13	\$185,269	\$147,000	\$160,000	\$200,000	\$210,000	\$210,000
2022	1	2	*	*	*	*	*	*
2023	1	3	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

Associates – Total Compensation by Class Year (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	5	256	\$318,848	\$225,000	\$235,000	\$290,000	\$371,813	\$493,088
Class Year								
Pre-2015	3	9	\$350,461	\$271,100	\$279,000	\$279,000	\$320,000	\$574,600
2015	3	3	\$394,042	\$285,950	\$308,563	\$346,250	\$455,625	\$521,250
2016	3	16	\$473,642	\$305,775	\$415,000	\$516,283	\$563,232	\$583,000
2017	4	15	\$436,515	\$293,390	\$335,000	\$435,000	\$536,545	\$570,700
2018	3	16	\$414,532	\$285,000	\$315,000	\$420,000	\$515,314	\$525,000
2019	4	28	\$382,630	\$290,000	\$300,000	\$390,000	\$480,000	\$486,200
2020	4	29	\$347,495	\$253,442	\$290,000	\$365,000	\$400,000	\$440,000
2021	4	29	\$304,176	\$233,625	\$260,000	\$300,000	\$367,500	\$370,950
2022	4	43	\$264,696	\$215,000	\$260,000	\$260,000	\$290,000	\$293,000
2023	3	37	\$232,757	\$196,000	\$235,000	\$235,000	\$235,000	\$255,000
2024	3	30	\$217,310	\$188,700	\$225,000	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

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Associates – Total Compensation by Practice Area (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	11	153	\$315,880	\$200,000	\$225,000	\$276,000	\$373,500	\$511,468
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	50	\$360,061	\$225,000	\$235,000	\$309,589	\$480,000	\$551,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	2	2	\$331,750	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	38	\$300,808	\$196,000	\$223,283	\$275,325	\$349,731	\$513,227
Healthcare	3	3	\$250,083	\$215,000	\$237,500	\$275,000	\$275,125	\$275,200
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	2	6	\$335,626	\$223,879	\$251,875	\$360,500	\$406,500	\$422,500
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	8	\$366,319	\$249,500	\$279,913	\$358,250	\$449,375	\$491,750
Labor/Employment	5	17	\$306,161	\$217,500	\$235,000	\$275,671	\$353,500	\$412,870
Municipal	3	8	\$196,444	\$158,500	\$168,250	\$178,750	\$188,763	\$242,935
Real Estate	4	6	\$264,064	\$215,000	\$241,250	\$256,000	\$283,875	\$321,193
Tax	2	2	\$278,625	*	*	*	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	10	\$253,908	\$191,672	\$206,875	\$263,889	\$280,875	\$297,500

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Associates – Total Compensation by Practice Area (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	12	230	\$286,258	\$194,750	\$225,000	\$266,456	\$325,599	\$391,500
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	2	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	5	64	\$321,017	\$225,000	\$235,000	\$290,000	\$371,813	\$477,876
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	1	*	*	*	*	*	*
Environmental	3	5	\$289,912	\$249,500	\$290,000	\$297,459	\$315,000	\$320,761
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	76	\$291,986	\$212,500	\$237,625	\$260,000	\$338,224	\$397,500
Healthcare	3	6	\$273,827	\$226,250	\$248,750	\$267,500	\$305,000	\$327,732
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	1	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	4	\$273,034	\$246,850	*	\$273,569	*	\$298,791
Labor/Employment	5	27	\$278,299	\$191,132	\$217,250	\$267,000	\$326,313	\$357,000
Municipal	3	16	\$169,477	\$132,500	\$143,750	\$158,500	\$168,125	\$209,000
Real Estate	4	12	\$259,239	\$200,000	\$203,750	\$252,250	\$292,000	\$326,806
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	2	5	\$277,213	\$215,000	\$237,500	\$265,000	\$340,063	\$342,125
Other	5	9	\$250,887	\$182,600	\$205,000	\$254,820	\$286,550	\$319,750

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Associates – Total Compensation by Class Year (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	11	153	\$315,880	\$200,000	\$225,000	\$276,000	\$373,500	\$511,468
Class Year								
Pre-2015	5	15	\$286,543	\$243,000	\$271,000	\$282,500	\$298,325	\$320,000
2015	3	4	\$319,479	\$282,366	\$299,602	\$309,270	\$329,147	\$364,759
2016	4	19	\$426,447	\$268,993	\$319,000	\$432,500	\$551,456	\$583,000
2017	5	16	\$404,343	\$250,000	\$319,225	\$383,309	\$529,818	\$567,250
2018	4	13	\$376,351	\$216,751	\$288,343	\$360,974	\$512,085	\$525,000
2019	3	8	\$431,092	\$314,421	\$371,500	\$480,000	\$481,250	\$491,600
2020	5	12	\$342,179	\$211,350	\$248,552	\$365,000	\$440,000	\$440,000
2021	7	15	\$270,380	\$176,000	\$225,850	\$275,000	\$306,599	\$367,500
2022	5	19	\$252,540	\$213,600	\$226,250	\$260,000	\$273,275	\$290,000
2023	4	18	\$217,070	\$184,000	\$196,000	\$223,129	\$235,000	\$235,000
2024	5	14	\$212,349	\$180,624	\$199,352	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Total Compensation by Class Year (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	12	230	\$286,258	\$194,750	\$225,000	\$266,456	\$325,599	\$391,500
Class Year								
Pre-2015	5	16	\$319,354	\$240,750	\$264,000	\$289,750	\$322,275	\$455,032
2015	4	4	\$409,561	\$342,199	\$344,803	\$366,390	\$431,148	\$511,459
2016	7	13	\$356,880	\$250,564	\$286,550	\$327,625	\$427,500	\$486,740
2017	4	8	\$363,998	\$247,300	\$302,875	\$367,250	\$435,000	\$454,044
2018	8	22	\$325,961	\$240,250	\$261,250	\$315,000	\$398,406	\$420,000
2019	8	22	\$329,931	\$165,000	\$252,860	\$343,520	\$390,000	\$480,000
2020	7	27	\$305,556	\$233,160	\$280,500	\$302,500	\$351,500	\$365,000
2021	8	32	\$265,450	\$200,000	\$210,000	\$267,500	\$310,000	\$367,500
2022	10	34	\$256,152	\$207,650	\$218,418	\$260,000	\$290,000	\$295,100
2023	5	29	\$232,487	\$192,500	\$235,000	\$235,000	\$255,000	\$255,000
2024	5	21	\$209,051	\$177,000	\$189,079	\$225,000	\$225,000	\$225,000
2025	0	0	*	*	*	*	*	*
Unspecified	2	2	\$262,300	*	*	*	*	*

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Associates – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	12	229	\$584	\$424	\$475	\$560	\$680	\$820
# of Attorneys								
1-50	2	17	\$473	\$359	\$405	\$495	\$520	\$574
51-150	4	66	\$681	\$495	\$585	\$713	\$839	\$865
151-500	3	74	\$528	\$415	\$445	\$503	\$570	\$654
501+	3	72	\$579	\$435	\$460	\$563	\$680	\$750
Location								
San Francisco	9	158	\$624	\$445	\$495	\$625	\$720	\$845
South Bay	1	11	*	*	*	*	*	*
East Bay	4	22	\$494	\$307	\$407	\$460	\$520	\$797
Other	5	38	\$486	\$415	\$430	\$468	\$544	\$585
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	4	17	\$711	\$628	\$630	\$710	\$800	\$841
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	2	*	*	*	*	*	*
Environmental	3	9	\$654	\$495	\$500	\$680	\$725	\$848
Family Law	0	0	*	*	*	*	*	*
General Litigation	5	69	\$571	\$443	\$475	\$560	\$640	\$726
Healthcare	3	12	\$735	\$576	\$625	\$743	\$850	\$891
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	2	7	\$756	\$528	\$660	\$820	\$880	\$895
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	4	*	*	*	*	*	*
Labor/Employment	4	40	\$598	\$425	\$493	\$555	\$720	\$823
Municipal	4	25	\$406	\$293	\$415	\$415	\$435	\$481
Real Estate	4	18	\$545	\$411	\$495	\$510	\$589	\$704
Tax	2	2	\$563	*	*	*	*	*
Trust, Estate, & Probate	2	6	\$643	\$535	\$599	\$650	\$664	\$743
Other	4	16	\$505	\$433	\$446	\$500	\$550	\$580

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Associates – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-2015	6	31	\$624	\$505	\$545	\$615	\$670	\$825
2015	5	7	\$700	\$560	\$578	\$725	\$790	\$835
2016	8	22	\$678	\$526	\$541	\$628	\$865	\$865
2017	5	15	\$682	\$554	\$560	\$630	\$845	\$845
2018	7	25	\$634	\$447	\$510	\$665	\$780	\$820
2019	7	15	\$578	\$417	\$503	\$525	\$683	\$770
2020	7	27	\$613	\$421	\$500	\$665	\$720	\$732
2021	8	35	\$534	\$415	\$460	\$490	\$628	\$630
2022	9	20	\$501	\$397	\$445	\$460	\$585	\$600
2023	5	19	\$464	\$430	\$438	\$450	\$495	\$495
2024	5	13	\$436	\$360	\$435	\$435	\$435	\$450
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

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Associates – Billing Rates by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	17	\$473	\$359	\$405	\$495	\$520	\$574

Location

San Francisco	1	8	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	9	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Associates – Billing Rates by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	66	\$681	\$495	\$585	\$713	\$839	\$865

Location

San Francisco	3	60	\$715	\$495	\$630	\$720	\$845	\$865
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	2	2	\$428	*	*	*	*	*

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Associates – Billing Rates by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	3	74	\$528	\$415	\$445	\$503	\$570	\$654
Location								
San Francisco	2	40	\$526	\$445	\$483	\$513	\$570	\$631
South Bay	0	0	*	*	*	*	*	*
East Bay	2	9	\$601	\$415	\$420	\$495	\$805	\$852
Other	2	25	\$504	\$415	\$425	\$500	\$550	\$612

Associates – Billing Rates by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	72	\$579	\$435	\$460	\$563	\$680	\$750
Location								
San Francisco	3	50	\$617	\$459	\$500	\$625	\$705	\$785
South Bay	1	11	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	11	*	*	*	*	*	*

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Associates – Billing Rates by Class Year (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	17	\$473	\$359	\$405	\$495	\$520	\$574
Class Year								
Pre-2015	2	7	\$508	\$410	\$457	\$505	\$530	\$594
2015	0	0	*	*	*	*	*	*
2016	2	2	\$573	*	*	*	*	*
2017	0	0	*	*	*	*	*	*
2018	0	0	*	*	*	*	*	*
2019	1	1	*	*	*	*	*	*
2020	0	0	*	*	*	*	*	*
2021	1	1	*	*	*	*	*	*
2022	2	3	\$428	*	*	\$425	*	*
2023	0	0	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Billing Rates by Class Year (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	4	66	\$681	\$495	\$585	\$713	\$839	\$865
Class Year								
Pre-2015	1	1	*	*	*	*	*	*
2015	2	2	\$845	*	*	*	*	*
2016	3	8	\$807	\$686	\$860	\$865	\$865	\$897
2017	2	7	\$774	\$597	\$725	\$845	\$845	\$845
2018	3	11	\$671	\$306	\$685	\$720	\$820	\$820
2019	2	5	\$729	\$664	\$685	\$770	\$770	\$770
2020	3	9	\$719	\$662	\$665	\$720	\$720	\$755
2021	2	8	\$685	\$630	\$630	\$630	\$685	\$850
2022	3	5	\$566	\$402	\$585	\$585	\$585	\$711
2023	2	9	\$470	\$450	\$495	\$495	\$495	\$495
2024	1	1	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

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Associates – Billing Rates by Class Year (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	3	74	\$528	\$415	\$445	\$503	\$570	\$654
Class Year								
Pre-2015	1	16	*	*	*	*	*	*
2015	1	3	*	*	*	*	*	*
2016	1	8	*	*	*	*	*	*
2017	1	4	*	*	*	*	*	*
2018	2	8	\$524	\$464	\$495	\$510	\$566	\$588
2019	2	6	\$462	\$415	\$416	\$460	\$504	\$510
2020	2	6	\$458	\$415	\$418	\$460	\$495	\$498
2021	3	15	\$450	\$415	\$415	\$465	\$493	\$495
2022	1	2	*	*	*	*	*	*
2023	1	3	*	*	*	*	*	*
2024	1	3	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Associates – Billing Rates by Class Year (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	72	\$579	\$435	\$460	\$563	\$680	\$750
Class Year								
Pre-2015	2	7	\$652	\$605	\$615	\$640	\$640	\$714
2015	2	2	\$665	*	*	*	*	*
2016	2	4	\$688	\$544	*	\$675	*	\$841
2017	2	4	\$649	\$560	*	\$643	*	\$743
2018	2	6	\$713	\$588	\$650	\$753	\$795	\$800
2019	2	3	\$577	*	*	\$525	*	*
2020	2	12	\$612	\$500	\$500	\$680	\$688	\$746
2021	2	11	\$547	\$475	\$475	\$475	\$625	\$625
2022	3	10	\$496	\$441	\$449	\$460	\$561	\$600
2023	2	7	\$466	\$430	\$430	\$430	\$450	\$526
2024	2	6	\$472	\$435	\$435	\$443	\$450	\$538
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Associates – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	8	100	1,647	1,263	1,482	1,699	1,832	1,913
# of Attorneys								
1-50	2	13	1,629	1,194	1,684	1,717	1,800	1,822
51-150	2	11	1,561	1,112	1,383	1,559	1,775	1,826
151-500	2	41	1,555	1,212	1,332	1,601	1,724	1,833
501+	2	35	1,788	1,477	1,672	1,839	1,911	2,042
Location								
San Francisco	6	60	1,652	1,270	1,502	1,705	1,832	1,911
South Bay	1	6	*	*	*	*	*	*
East Bay	3	11	1,554	1,175	1,280	1,705	1,778	1,826
Other	3	23	1,638	1,293	1,427	1,672	1,839	1,985
Practice Area								
Appellate	1	1	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	6	1,462	1,141	1,240	1,464	1,527	1,783
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	2	*	*	*	*	*	*
Environmental	2	3	1,446	*	*	1,437	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	4	32	1,709	1,445	1,566	1,715	1,897	1,998
Healthcare	3	5	1,662	1,432	1,505	1,724	1,826	1,853
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	1	1	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	3	16	1,604	1,216	1,464	1,699	1,759	1,824
Municipal	2	12	1,555	1,217	1,284	1,624	1,732	1,832
Real Estate	2	10	1,602	1,265	1,477	1,704	1,791	1,829
Tax	1	1	*	*	*	*	*	*
Trust, Estate, & Probate	1	1	*	*	*	*	*	*
Other	3	10	1,789	1,527	1,679	1,821	1,868	2,061

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Associates – Billable Hours

Class Year	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Pre-2015	4	14	1,565	1,184	1,460	1,580	1,799	1,851
2015	2	4	1,513	1,274	*	1,517	*	1,748
2016	4	9	1,668	1,358	1,593	1,737	1,859	1,888
2017	3	7	1,782	1,707	1,722	1,745	1,839	1,881
2018	4	10	1,601	1,378	1,467	1,611	1,714	1,835
2019	6	8	1,657	1,474	1,633	1,696	1,772	1,808
2020	5	16	1,688	1,299	1,433	1,718	1,940	2,064
2021	7	20	1,640	1,202	1,478	1,691	1,841	1,994
2022	5	7	1,772	1,519	1,730	1,800	1,905	2,041
2023	2	4	1,662	1,520	*	1,701	*	1,772
2024	1	1	*	*	*	*	*	*
2025	0	0	*	*	*	*	*	*
Unspecified	0	0	*	*	*	*	*	*

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Associates – Billable Hours by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	13	1,629	1,194	1,684	1,717	1,800	1,822

Location

San Francisco	1	6	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	7	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Associates – Billable Hours by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	2	11	1,561	1,112	1,383	1,559	1,775	1,826

Location

San Francisco	2	11	1,561	1,112	1,383	1,559	1,775	1,826
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Associates – Billable Hours by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	2	41	1,555	1,212	1,332	1,601	1,724	1,833
Location								
San Francisco	1	19	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	4	1,360	1,202	*	1,280	*	1,582
Other	2	18	1,559	1,267	1,353	1,585	1,717	1,842

Associates – Billable Hours by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	2	35	1,788	1,477	1,672	1,839	1,911	2,042
Location								
San Francisco	2	24	1,757	1,426	1,578	1,835	1,905	2,016
South Bay	1	6	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	5	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Associates – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	11	366	1,882	1,800	1,850	1,950	1,950	2,000
# of Attorneys								
1-50	2	14	1,712	1,630	1,710	1,750	1,750	1,750
51-150	4	64	1,953	1,850	1,850	2,000	2,000	2,000
151-500	2	68	1,808	1,800	1,800	1,800	1,800	1,850
501+	3	220	1,896	1,850	1,850	1,950	1,950	1,950
Location								
San Francisco	8	218	1,892	1,800	1,850	1,950	1,950	2,000
South Bay	2	89	1,908	1,850	1,950	1,950	1,950	1,950
East Bay	4	22	1,798	1,750	1,750	1,800	1,850	1,850
Other	5	37	1,817	1,800	1,800	1,800	1,850	1,850
Practice Area								
Appellate	1	2	*	*	*	*	*	*
Banking	1	3	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	5	110	1,926	1,940	1,950	1,950	1,950	1,950
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	1	2	*	*	*	*	*	*
Environmental	3	7	1,842	1,758	1,800	1,800	1,900	2,000
Family Law	0	0	*	*	*	*	*	*
General Litigation	6	111	1,863	1,800	1,850	1,950	1,950	1,950
Healthcare	3	8	1,850	1,800	1,800	1,850	1,900	1,900
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	2	7	1,971	1,920	2,000	2,000	2,000	2,000
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	2	12	1,967	1,950	1,950	1,950	2,000	2,000
Labor/Employment	5	38	1,870	1,710	1,800	1,850	2,000	2,000
Municipal	3	22	1,836	1,800	1,813	1,850	1,850	1,850
Real Estate	4	18	1,803	1,750	1,750	1,775	1,800	1,895
Tax	2	2	1,900	*	*	*	*	*
Trust, Estate, & Probate	2	6	1,900	1,800	1,800	1,900	2,000	2,000
Other	4	18	1,829	1,800	1,850	1,850	1,850	1,950

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Associates – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-2015	6	30	1,781	1,750	1,750	1,800	1,800	1,860
2015	5	7	1,864	1,800	1,800	1,850	1,900	1,970
2016	7	30	1,900	1,800	1,800	1,950	1,950	2,000
2017	6	24	1,915	1,800	1,849	1,950	1,963	2,000
2018	8	32	1,903	1,800	1,850	1,950	1,950	2,000
2019	8	30	1,900	1,800	1,850	1,950	1,950	1,955
2020	7	36	1,887	1,800	1,850	1,950	1,950	2,000
2021	8	45	1,853	1,800	1,850	1,850	1,950	1,950
2022	9	51	1,876	1,750	1,850	1,950	1,950	1,950
2023	5	47	1,903	1,800	1,950	1,950	1,950	2,000
2024	4	33	1,915	1,810	1,950	1,950	1,950	1,950
2025	0	0	*	*	*	*	*	*
Unspecified	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Of-Counsel – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	43	\$452,416	\$273,400	\$285,000	\$313,897	\$472,116	\$960,000
# of Attorneys								
1-50	2	2	\$267,449	*	*	*	*	*
51-150	1	9	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	4	32	\$477,602	\$280,500	\$285,000	\$311,820	\$426,250	\$977,160
Location								
San Francisco	6	33	\$404,127	\$279,200	\$285,000	\$333,025	\$443,548	\$588,717
South Bay	2	6	\$838,471	\$290,413	\$353,119	\$750,000	\$1,331,250	\$1,475,000
East Bay	1	1	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	7	\$683,254	\$434,129	\$468,890	\$525,000	\$937,500	\$995,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	1	1	*	*	*	*	*	*
General Litigation	3	15	\$333,260	\$281,400	\$285,000	\$300,000	\$322,423	\$471,844
Healthcare	0	0	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Labor/Employment	4	4	\$469,199	\$284,450	\$303,125	\$313,699	\$479,773	\$778,349
Municipal	0	0	*	*	*	*	*	*
Real Estate	2	2	\$320,167	*	*	*	*	*
Tax	1	2	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	9	\$314,425	\$274,000	\$285,000	\$290,509	\$350,000	\$367,000

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Of-Counsel – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Gender								
Male	6	27	\$496,646	\$283,000	\$293,167	\$350,000	\$446,774	\$975,960
Female	5	16	\$377,777	\$213,590	\$281,750	\$305,910	\$494,424	\$565,231
Class Year								
Pre-1980	1	1	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	1	1	*	*	*	*	*	*
1990-1994	0	0	*	*	*	*	*	*
1995-1999	1	1	*	*	*	*	*	*
2000-2004	2	6	\$276,758	\$245,590	\$285,000	\$287,259	\$290,261	\$297,425
2005-2009	4	6	\$396,560	\$292,500	\$303,474	\$369,449	\$443,750	\$527,731
2010 & Later	5	21	\$349,181	\$272,000	\$285,000	\$313,500	\$419,333	\$494,232
Unspecified	1	7	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Of-Counsel – Total Compensation by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	2	\$267,449	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Of-Counsel – Total Compensation by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	1	9	*	*	*	*	*	*
Location								
San Francisco	1	9	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

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Of-Counsel – Total Compensation by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Of-Counsel – Total Compensation by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	4	32	\$477,602	\$280,500	\$285,000	\$311,820	\$426,250	\$977,160
Location								
San Francisco	4	23	\$408,112	\$281,000	\$285,000	\$311,820	\$408,500	\$806,000
South Bay	2	6	\$838,471	\$290,413	\$353,119	\$750,000	\$1,331,250	\$1,475,000
East Bay	0	0	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Of-Counsel – Total Compensation by Practice Area (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
Firms (Male Attorneys)	6	27	\$496,646	\$283,000	\$293,167	\$350,000	\$446,774	\$975,960
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	3	\$772,849	*	*	\$900,000	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	3	10	\$329,045	\$284,400	\$286,129	\$297,913	\$325,854	\$409,474
Healthcare	0	0	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Labor/Employment	2	2	\$645,649	*	*	*	*	*
Municipal	0	0	*	*	*	*	*	*
Real Estate	1	1	*	*	*	*	*	*
Tax	1	1	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	7	\$322,833	\$268,000	\$285,255	\$311,820	\$351,250	\$381,500

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Of-Counsel – Total Compensation by Practice Area (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	5	16	\$377,777	\$213,590	\$281,750	\$305,910	\$494,424	\$565,231
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	0	0	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	4	\$616,058	\$442,270	\$475,674	\$509,616	\$650,000	\$875,000
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	1	1	*	*	*	*	*	*
General Litigation	2	5	\$341,692	\$237,707	\$285,000	\$300,000	\$311,820	\$488,005
Healthcare	0	0	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	2	2	\$292,750	*	*	*	*	*
Municipal	0	0	*	*	*	*	*	*
Real Estate	1	1	*	*	*	*	*	*
Tax	1	1	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*

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Of-Counsel – Total Compensation by Class Year (Male Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Male Attorneys)	6	27	\$496,646	\$283,000	\$293,167	\$350,000	\$446,774	\$975,960
Class Year								
Pre-1980	0	0	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	1	1	*	*	*	*	*	*
1990-1994	0	0	*	*	*	*	*	*
1995-1999	0	0	*	*	*	*	*	*
2000-2004	1	5	*	*	*	*	*	*
2005-2009	3	3	\$396,299	\$336,118	\$369,449	\$425,000	\$437,500	\$445,000
2010 & Later	4	13	\$347,711	\$279,200	\$295,825	\$333,025	\$397,000	\$427,867
Unspecified	1	5	*	*	*	*	*	*

Of-Counsel – Total Compensation by Class Year (Female Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firms (Female Attorneys)	5	16	\$377,777	\$213,590	\$281,750	\$305,910	\$494,424	\$565,231
Class Year								
Pre-1980	1	1	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	0	0	*	*	*	*	*	*
1990-1994	0	0	*	*	*	*	*	*
1995-1999	1	1	*	*	*	*	*	*
2000-2004	1	1	*	*	*	*	*	*
2005-2009	2	3	\$396,820	*	*	\$300,000	*	*
2010 & Later	4	8	\$351,569	\$256,700	\$281,750	\$312,660	\$438,558	\$494,462
Unspecified	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	54	\$822	\$607	\$678	\$800	\$940	\$1,059
# of Attorneys								
1-50	2	4	\$815	\$580	*	\$858	*	\$1,017
51-150	2	22	\$943	\$733	\$808	\$888	\$990	\$1,285
151-500	0	0	*	*	*	*	*	*
501+	3	28	\$728	\$604	\$630	\$698	\$800	\$914
Location								
San Francisco	6	46	\$854	\$630	\$706	\$810	\$950	\$1,083
South Bay	1	2	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	1	4	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	4	\$870	\$814	*	\$853	*	\$941
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	1	3	*	*	*	*	*	*
General Litigation	3	20	\$746	\$609	\$630	\$698	\$808	\$964
Healthcare	1	2	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	3	5	\$892	\$677	\$815	\$950	\$1,045	\$1,057
Municipal	0	0	*	*	*	*	*	*
Real Estate	3	6	\$807	\$633	\$774	\$850	\$900	\$938
Tax	1	4	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	9	\$724	\$604	\$630	\$700	\$800	\$830

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	2	7	\$1,094	\$915	\$943	\$975	\$1,263	\$1,375
1980-1984	2	3	\$967	*	*	\$995	*	*
1985-1989	3	3	\$787	\$741	\$750	\$765	\$813	\$841
1990-1994	1	1	*	*	*	*	*	*
1995-1999	2	2	\$735	*	*	*	*	*
2000-2004	2	8	\$778	\$620	\$630	\$698	\$769	\$1,073
2005-2009	4	7	\$819	\$598	\$668	\$815	\$950	\$1,010
2010 & Later	5	23	\$737	\$601	\$630	\$800	\$803	\$869
Unspecified	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billing Rates by Location (Firm Size 1-50 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (1-50 Attorneys)	2	4	\$815	\$580	*	\$858	*	\$1,017

Location

San Francisco	1	2	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Of-Counsel – Billing Rates by Location (Firm Size 51-150 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (51-150 Attorneys)	2	22	\$943	\$733	\$808	\$888	\$990	\$1,285

Location

San Francisco	2	22	\$943	\$733	\$808	\$888	\$990	\$1,285
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Of-Counsel – Billing Rates by Location (Firm Size 151-500 Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (151-500 Attorneys)	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Of-Counsel – Billing Rates by Location (Firm Size 501+ Attorneys)

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Firm Size (501+ Attorneys)	3	28	\$728	\$604	\$630	\$698	\$800	\$914
Location								
San Francisco	3	22	\$753	\$612	\$641	\$723	\$800	\$941
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	4	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	19	1,619	1,170	1,318	1,725	1,916	1,964
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	4	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	3	14	1,740	1,261	1,550	1,849	1,939	1,995
Location								
San Francisco	5	16	1,612	1,159	1,323	1,627	1,906	1,977
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	2	2	1,450	*	*	*	*	*
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	3	8	1,716	1,284	1,478	1,846	1,941	1,999
Healthcare	0	0	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Labor/Employment	2	2	1,459	*	*	*	*	*
Municipal	0	0	*	*	*	*	*	*
Real Estate	1	1	*	*	*	*	*	*
Tax	0	0	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	5	1,604	1,254	1,447	1,491	1,940	1,984

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	0	0	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	0	0	*	*	*	*	*	*
1990-1994	0	0	*	*	*	*	*	*
1995-1999	0	0	*	*	*	*	*	*
2000-2004	1	2	*	*	*	*	*	*
2005-2009	3	3	1,389	1,243	1,320	1,447	1,488	1,512
2010 & Later	4	14	1,676	1,181	1,369	1,846	1,927	1,992
Unspecified	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	6	38	1,697	1,223	1,525	1,850	1,850	1,950
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	7	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	4	30	1,756	1,228	1,850	1,850	1,850	1,950
Location								
San Francisco	6	29	1,636	1,202	1,450	1,707	1,850	1,870
South Bay	2	6	1,917	1,850	1,875	1,950	1,950	1,950
East Bay	0	0	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*
Practice Area								
Appellate	0	0	*	*	*	*	*	*
Banking	1	1	*	*	*	*	*	*
Bankruptcy	0	0	*	*	*	*	*	*
Corporate/Business	3	7	1,843	1,630	1,750	1,950	1,950	1,950
Education	0	0	*	*	*	*	*	*
Entertainment/Sports	0	0	*	*	*	*	*	*
Environmental	0	0	*	*	*	*	*	*
Family Law	0	0	*	*	*	*	*	*
General Litigation	3	12	1,711	1,348	1,680	1,850	1,850	1,850
Healthcare	0	0	*	*	*	*	*	*
Immigration	0	0	*	*	*	*	*	*
Insurance - Other	0	0	*	*	*	*	*	*
Insurance Defense	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Labor/Employment	4	4	1,738	1,526	1,639	1,776	1,875	1,920
Municipal	0	0	*	*	*	*	*	*
Real Estate	1	1	*	*	*	*	*	*
Tax	1	2	*	*	*	*	*	*
Trust, Estate, & Probate	0	0	*	*	*	*	*	*
Other	3	9	1,574	1,184	1,231	1,850	1,850	1,850

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Of-Counsel – Billable Hour Goal

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
Class Year								
Pre-1980	0	0	*	*	*	*	*	*
1980-1984	0	0	*	*	*	*	*	*
1985-1989	1	1	*	*	*	*	*	*
1990-1994	0	0	*	*	*	*	*	*
1995-1999	1	1	*	*	*	*	*	*
2000-2004	1	5	*	*	*	*	*	*
2005-2009	4	6	1,462	1,150	1,230	1,385	1,750	1,850
2010 & Later	4	18	1,629	1,223	1,500	1,705	1,850	1,850
Unspecified	1	7	*	*	*	*	*	*

**Non-Attorney
Biller
Compensation**

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Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal Coordinator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$112,877	*	*	\$93,619	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	3	\$112,877	*	*	\$93,619	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	3	\$112,877	*	*	\$93,619	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	3	\$112,877	*	*	\$93,619	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal Coordinator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$7,936	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$7,936	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	2	\$7,936	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$7,936	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal Coordinator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	6.2%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	6.2%	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	2	6.2%	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	6.2%	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal Coordinator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$118,168	*	*	\$98,619	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	3	\$118,168	*	*	\$98,619	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	3	\$118,168	*	*	\$98,619	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	3	\$118,168	*	*	\$98,619	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal Coordinator – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$348	*	*	\$315	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	3	\$348	*	*	\$315	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	3	\$348	*	*	\$315	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal Coordinator – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	280	*	*	93	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	3	280	*	*	93	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	3	280	*	*	93	*	*

Paralegal Coordinator – Billable Hour Goals

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	1	2	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Super Senior (20+ years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	52	\$178,664	\$123,728	\$153,723	\$177,000	\$208,182	\$225,046
# of Attorneys								
1-50	2	2	\$202,500	*	*	*	*	*
51-150	2	12	\$174,154	\$153,681	\$159,502	\$169,503	\$179,315	\$184,526
151-500	3	12	\$147,827	\$101,908	\$122,488	\$139,117	\$154,406	\$172,674
501+	4	26	\$193,144	\$154,377	\$180,604	\$204,412	\$218,816	\$224,588
Location								
San Francisco	9	34	\$171,183	\$139,011	\$153,577	\$169,503	\$184,354	\$208,073
South Bay	1	11	*	*	*	*	*	*
East Bay	2	2	\$164,901	*	*	*	*	*
Other	3	5	\$159,662	\$111,754	\$120,859	\$123,031	\$156,237	\$237,995
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	7	13	\$167,191	\$118,500	\$147,200	\$158,009	\$199,056	\$217,859
Transactional	4	22	\$183,433	\$121,076	\$142,986	\$183,708	\$221,312	\$227,656
Other	7	16	\$179,595	\$155,744	\$159,308	\$175,000	\$198,755	\$213,408
Weekly Hours								
35	3	9	\$184,889	\$152,000	\$168,000	\$175,000	\$185,000	\$234,320
37.5	4	12	\$151,462	\$114,157	\$127,715	\$146,589	\$156,568	\$159,657
40	5	29	\$192,896	\$157,108	\$174,500	\$202,220	\$213,200	\$224,245

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Super Senior (20+ years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	50	\$13,669	\$4,920	\$6,163	\$12,500	\$17,750	\$26,200
# of Attorneys								
1-50	2	2	\$23,005	*	*	*	*	*
51-150	2	12	\$11,064	\$5,700	\$6,900	\$12,183	\$14,104	\$14,834
151-500	3	11	\$7,145	\$4,000	\$5,100	\$6,000	\$7,948	\$12,500
501+	4	25	\$17,044	\$6,080	\$11,500	\$16,300	\$21,000	\$29,200
Location								
San Francisco	9	33	\$12,633	\$5,410	\$6,000	\$12,100	\$15,000	\$21,000
South Bay	1	11	*	*	*	*	*	*
East Bay	2	2	\$2,500	*	*	*	*	*
Other	2	4	\$8,099	\$5,057	*	\$7,948	*	\$11,262
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	7	12	\$12,064	\$5,035	\$5,838	\$9,800	\$16,050	\$25,500
Transactional	4	21	\$12,937	\$4,200	\$7,524	\$14,083	\$17,000	\$20,000
Other	7	16	\$14,814	\$5,825	\$6,913	\$10,250	\$17,250	\$31,000
Weekly Hours								
35	3	9	\$16,370	\$9,880	\$12,266	\$14,083	\$14,908	\$25,275
37.5	4	11	\$6,479	\$4,000	\$5,500	\$6,000	\$6,700	\$8,372
40	4	28	\$16,184	\$6,000	\$7,875	\$15,750	\$21,000	\$28,600

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Super Senior (20+ years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	50	7.3%	3.8%	4.2%	7.3%	8.3%	12.6%
# of Attorneys								
1-50	2	2	13.1%	*	*	*	*	*
51-150	2	12	6.3%	3.6%	3.9%	7.9%	8.1%	8.1%
151-500	3	11	5.1%	3.9%	4.2%	4.6%	6.5%	7.2%
501+	4	25	8.4%	3.9%	6.3%	7.9%	10.5%	13.1%
Location								
San Francisco	9	33	7.1%	3.8%	4.2%	6.7%	8.1%	10.5%
South Bay	1	11	*	*	*	*	*	*
East Bay	2	2	2.2%	*	*	*	*	*
Other	2	4	5.6%	2.8%	*	6.5%	*	7.7%
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	7	12	6.8%	3.4%	4.2%	6.3%	8.9%	12.4%
Transactional	4	21	6.8%	4.0%	6.1%	7.2%	8.0%	8.4%
Other	7	16	8.0%	3.7%	3.9%	6.0%	10.3%	13.9%
Weekly Hours								
35	3	9	9.2%	6.4%	7.9%	8.1%	8.1%	11.8%
37.5	4	11	4.5%	3.9%	3.9%	4.3%	4.5%	6.9%
40	4	28	8.0%	3.7%	4.7%	7.6%	10.5%	12.9%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Super Senior (20+ years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	52	\$191,808	\$130,056	\$162,832	\$188,289	\$231,050	\$247,456
# of Attorneys								
1-50	2	2	\$225,505	*	*	*	*	*
51-150	2	12	\$185,218	\$163,553	\$165,563	\$179,805	\$190,145	\$199,226
151-500	3	12	\$154,377	\$106,345	\$129,808	\$145,117	\$162,559	\$185,174
501+	4	26	\$209,533	\$163,005	\$186,479	\$222,662	\$238,762	\$248,172
Location								
San Francisco	9	34	\$183,444	\$145,011	\$161,777	\$179,805	\$212,892	\$233,373
South Bay	1	11	*	*	*	*	*	*
East Bay	2	2	\$167,401	*	*	*	*	*
Other	3	5	\$166,141	\$115,103	\$129,231	\$130,555	\$168,737	\$245,395
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	7	13	\$178,327	\$123,700	\$159,466	\$165,300	\$220,056	\$232,235
Transactional	4	22	\$195,782	\$129,308	\$148,986	\$196,912	\$237,694	\$247,456
Other	7	16	\$194,410	\$165,205	\$168,075	\$185,706	\$217,917	\$238,908
Weekly Hours								
35	3	9	\$201,259	\$164,133	\$181,454	\$193,083	\$220,009	\$239,188
37.5	4	12	\$157,401	\$119,494	\$129,808	\$152,589	\$165,093	\$168,472
40	5	29	\$208,522	\$165,192	\$184,000	\$220,056	\$238,000	\$247,862

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Super Senior (20+ years) – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	8	29	\$442	\$347	\$405	\$445	\$490	\$504
# of Attorneys								
1-50	2	2	\$398	*	*	*	*	*
51-150	2	12	\$474	\$436	\$449	\$458	\$495	\$518
151-500	2	10	\$427	\$395	\$405	\$425	\$434	\$451
501+	2	5	\$412	\$287	\$335	\$490	\$490	\$490
Location								
San Francisco	6	22	\$464	\$401	\$431	\$458	\$494	\$518
South Bay	0	0	*	*	*	*	*	*
East Bay	2	2	\$350	*	*	*	*	*
Other	3	5	\$381	\$293	\$350	\$425	\$435	\$438
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	5	8	\$388	\$283	\$325	\$433	\$446	\$452
Transactional	2	12	\$470	\$405	\$420	\$438	\$501	\$547
Other	5	9	\$452	\$370	\$455	\$460	\$490	\$492

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Super Senior (20+ years) – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	8	25	964	498	753	1,033	1,173	1,396
# of Attorneys								
1-50	2	2	1,233	*	*	*	*	*
51-150	1	7	*	*	*	*	*	*
151-500	3	11	1,045	868	899	1,080	1,156	1,383
501+	2	5	736	192	449	753	953	1,283
Location								
San Francisco	6	18	993	574	789	1,045	1,162	1,419
South Bay	0	0	*	*	*	*	*	*
East Bay	2	2	1,123	*	*	*	*	*
Other	3	5	796	241	572	901	1,080	1,275
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	5	7	999	454	900	1,110	1,281	1,428
Transactional	3	12	1,024	651	889	999	1,139	1,362
Other	4	6	804	313	525	853	1,054	1,246

Paralegal - Super Senior (20+ years) – Billable Hour Goals

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	8	41	1,505	1,400	1,500	1,600	1,600	1,640
# of Attorneys								
1-50	2	2	1,220	*	*	*	*	*
51-150	1	5	*	*	*	*	*	*
151-500	2	11	1,435	1,200	1,500	1,500	1,500	1,560
501+	3	23	1,534	1,475	1,600	1,600	1,600	1,600

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Senior (11 to 20 years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	8	29	\$140,208	\$105,006	\$120,107	\$136,162	\$164,944	\$173,768
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	5	\$155,560	\$137,997	\$151,000	\$153,200	\$170,766	\$172,409
151-500	2	8	\$120,774	\$103,738	\$111,014	\$122,227	\$132,004	\$136,162
501+	3	14	\$150,503	\$119,845	\$131,196	\$157,528	\$168,480	\$177,882
Location								
San Francisco	5	16	\$148,933	\$124,718	\$131,403	\$151,576	\$169,052	\$174,164
South Bay	2	6	\$154,689	\$130,260	\$137,030	\$159,972	\$167,596	\$173,836
East Bay	2	3	\$105,259	*	*	\$105,000	*	*
Other	3	4	\$109,798	\$99,279	\$102,961	\$109,012	\$115,849	\$120,947
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	5	9	\$127,973	\$107,365	\$113,016	\$130,618	\$136,162	\$154,571
Transactional	5	10	\$140,708	\$118,596	\$125,592	\$130,572	\$164,110	\$169,551
Other	4	9	\$148,042	\$104,161	\$131,040	\$155,000	\$170,766	\$174,642
Weekly Hours								
35	3	5	\$126,983	\$107,000	\$110,000	\$115,715	\$151,000	\$152,320
37.5	2	8	\$120,774	\$103,738	\$111,014	\$122,227	\$132,004	\$136,162
40	4	16	\$154,058	\$129,404	\$131,508	\$162,500	\$171,451	\$177,008

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Senior (11 to 20 years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	25	\$8,088	\$3,120	\$6,000	\$7,350	\$11,000	\$12,800
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	5	\$8,100	\$4,240	\$5,650	\$7,350	\$12,100	\$12,100
151-500	2	7	\$6,121	\$5,600	\$6,000	\$6,000	\$6,500	\$6,639
501+	2	11	\$10,622	\$7,745	\$9,750	\$11,000	\$12,750	\$13,350
Location								
San Francisco	4	14	\$9,186	\$5,755	\$6,125	\$9,050	\$12,100	\$13,245
South Bay	2	6	\$8,958	\$5,373	\$8,059	\$9,750	\$10,875	\$11,750
East Bay	2	3	\$2,333	*	*	\$1,000	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	3	6	\$6,408	\$3,500	\$6,000	\$6,250	\$6,760	\$9,474
Transactional	5	10	\$8,565	\$3,070	\$6,125	\$9,123	\$11,825	\$12,750
Other	4	8	\$8,094	\$4,400	\$5,488	\$8,175	\$10,813	\$11,600
Weekly Hours								
35	2	4	\$6,550	\$1,000	*	\$6,550	*	\$12,100
37.5	2	7	\$6,121	\$5,600	\$6,000	\$6,000	\$6,500	\$6,639
40	3	14	\$9,510	\$4,005	\$7,449	\$10,625	\$12,125	\$13,245

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Senior (11 to 20 years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	25	5.5%	2.2%	4.4%	6.0%	7.0%	7.8%
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	5	5.2%	2.9%	3.3%	4.2%	7.9%	8.0%
151-500	2	7	5.0%	4.5%	4.7%	4.8%	5.2%	5.7%
501+	2	11	6.8%	6.0%	6.4%	6.9%	7.2%	7.6%
Location								
San Francisco	4	14	6.1%	3.6%	4.5%	6.0%	7.5%	8.0%
South Bay	2	6	5.8%	4.0%	6.0%	6.5%	6.8%	6.9%
East Bay	2	3	2.3%	*	*	1.0%	*	*
Other	1	2	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	3	6	4.8%	2.7%	4.5%	4.7%	5.7%	7.0%
Transactional	5	10	5.9%	2.4%	5.0%	6.1%	6.9%	8.4%
Other	4	8	5.3%	2.9%	4.0%	5.8%	6.9%	7.1%
Weekly Hours								
35	2	4	4.4%	0.9%	*	4.4%	*	8.0%
37.5	2	7	5.0%	4.5%	4.7%	4.8%	5.2%	5.7%
40	3	14	6.0%	2.8%	4.7%	6.6%	7.0%	7.5%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Senior (11 to 20 years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	8	29	\$147,180	\$105,955	\$126,607	\$142,662	\$175,944	\$182,318
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	5	\$163,660	\$144,817	\$163,100	\$165,300	\$176,416	\$179,079
151-500	2	8	\$126,130	\$105,545	\$116,341	\$128,477	\$138,004	\$142,312
501+	3	14	\$158,849	\$122,168	\$141,696	\$161,479	\$179,355	\$190,637
Location								
San Francisco	5	16	\$156,971	\$129,618	\$140,776	\$161,479	\$177,182	\$184,514
South Bay	2	6	\$163,647	\$138,633	\$144,530	\$166,972	\$178,221	\$185,336
East Bay	2	3	\$107,592	*	*	\$106,000	*	*
Other	3	4	\$113,010	\$99,279	\$102,961	\$112,435	\$122,484	\$127,201
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	5	9	\$132,244	\$108,165	\$115,715	\$136,618	\$142,662	\$161,105
Transactional	5	10	\$149,272	\$124,546	\$130,917	\$141,945	\$175,010	\$180,701
Other	4	9	\$155,237	\$105,622	\$140,040	\$162,902	\$176,416	\$183,122
Weekly Hours								
35	3	5	\$132,223	\$108,000	\$111,000	\$115,715	\$163,100	\$164,420
37.5	2	8	\$126,130	\$105,545	\$116,341	\$128,477	\$138,004	\$142,312
40	4	16	\$162,379	\$134,927	\$145,008	\$169,423	\$179,824	\$189,933

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Senior (11 to 20 years) – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	17	\$381	\$275	\$315	\$405	\$435	\$455
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	5	\$461	\$436	\$445	\$455	\$455	\$494
151-500	2	8	\$387	\$315	\$375	\$403	\$413	\$425
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	4	10	\$430	\$389	\$409	\$433	\$453	\$462
South Bay	0	0	*	*	*	*	*	*
East Bay	2	3	\$285	*	*	\$295	*	*
Other	3	4	\$334	\$242	\$289	\$358	\$403	\$407
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	4	8	\$366	\$270	\$325	\$400	\$416	\$438
Transactional	4	5	\$403	\$307	\$400	\$420	\$430	\$484
Other	2	4	\$385	\$315	*	\$385	*	\$455

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Senior (11 to 20 years) – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	14	1,010	691	803	1,047	1,202	1,342
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	8	1,145	900	1,017	1,112	1,249	1,443
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	3	7	1,109	866	996	1,154	1,280	1,342
South Bay	0	0	*	*	*	*	*	*
East Bay	2	3	1,185	*	*	1,127	*	*
Other	3	4	705	257	529	837	1,013	1,047
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	4	8	988	499	895	1,141	1,249	1,342
Transactional	3	4	871	726	740	871	1,002	1,016
Other	1	2	*	*	*	*	*	*

Paralegal - Senior (11 to 20 years) – Billable Hour Goals

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	6	26	1,524	1,431	1,500	1,600	1,600	1,620
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	2	8	1,500	1,500	1,500	1,500	1,500	1,500
501+	2	13	1,561	1,489	1,600	1,600	1,600	1,600

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Mid-Level (6 to 10 years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	10	\$112,690	\$90,799	\$97,773	\$117,886	\$128,238	\$131,100
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$131,501	*	*	*	*	*
151-500	2	4	\$105,313	\$84,507	*	\$107,585	*	\$124,301
501+	2	4	\$110,661	\$96,223	*	\$110,843	*	\$124,954
Location								
San Francisco	5	6	\$121,821	\$110,843	\$116,746	\$123,120	\$129,768	\$131,501
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	2	3	\$89,003	*	*	\$91,998	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	6	\$118,967	\$103,802	\$116,746	\$123,120	\$128,238	\$129,980
Transactional	1	1	*	*	*	*	*	*
Other	2	3	\$93,697	*	*	\$95,004	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	4	\$105,313	\$84,507	*	\$107,585	*	\$124,301
40	3	5	\$114,929	\$97,631	\$106,080	\$115,606	\$128,960	\$130,785

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Mid-Level (6 to 10 years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	5	\$5,927	\$3,600	\$4,500	\$6,000	\$6,000	\$8,480
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$7,317	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	4	5	\$5,927	\$3,600	\$4,500	\$6,000	\$6,000	\$8,480
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	2	3	\$6,378	*	*	\$6,000	*	*
Transactional	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	2	*	*	*	*	*	*
40	2	2	\$5,250	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Mid-Level (6 to 10 years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	5	4.8%	2.8%	3.4%	5.0%	5.7%	6.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	5.6%	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	4	5	4.8%	2.8%	3.4%	5.0%	5.7%	6.9%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	2	3	5.0%	*	*	5.0%	*	*
Transactional	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	2	*	*	*	*	*	*
40	2	2	4.5%	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Mid-Level (6 to 10 years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	10	\$115,653	\$90,799	\$99,273	\$120,886	\$129,045	\$136,964
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$138,817	*	*	*	*	*
151-500	2	4	\$107,563	\$84,507	*	\$110,585	*	\$128,201
501+	2	4	\$112,161	\$98,023	*	\$113,843	*	\$124,954
Location								
San Francisco	5	6	\$126,760	\$113,843	\$118,246	\$127,620	\$134,644	\$138,817
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	2	3	\$89,003	*	*	\$91,998	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	6	\$122,156	\$103,802	\$118,246	\$127,563	\$129,045	\$135,103
Transactional	1	1	*	*	*	*	*	*
Other	2	3	\$95,697	*	*	\$95,004	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	4	\$107,563	\$84,507	*	\$110,585	*	\$128,201
40	3	5	\$117,029	\$100,031	\$112,080	\$115,606	\$128,960	\$133,485

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Mid-Level (6 to 10 years) – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	\$349	\$272	\$335	\$345	\$415	\$431
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$433	*	*	*	*	*
151-500	2	4	\$351	\$307	*	\$350	*	\$397
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	4	5	\$380	\$339	\$345	\$355	\$430	\$433
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	2	3	\$302	*	*	\$290	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	6	\$334	\$268	\$335	\$340	\$353	\$395
Transactional	1	1	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Mid-Level (6 to 10 years) – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	6	740	187	404	846	946	1,187
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	3	597	*	*	798	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	3	4	1,016	827	869	929	1,076	1,276
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	5	868	483	798	893	964	1,232
Transactional	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Paralegal - Mid-Level (6 to 10 years) – Billable Hour Goals

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	5	8	1,461	1,334	1,500	1,500	1,525	1,612
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	3	1,500	*	*	1,500	*	*
501+	2	4	1,387	1,113	*	1,500	*	1,570

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Junior (2 to 5 years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	10	\$100,122	\$77,800	\$91,048	\$106,392	\$109,101	\$116,582
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	\$88,001	*	*	\$78,000	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	6	\$103,287	\$92,032	\$97,098	\$106,392	\$106,392	\$111,436
Location								
San Francisco	3	5	\$93,591	\$76,800	\$78,000	\$90,064	\$106,392	\$113,057
South Bay	2	4	\$105,816	\$97,718	*	\$106,392	*	\$113,454
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	3	3	\$94,521	\$78,813	\$83,032	\$90,064	\$103,782	\$112,013
Other	3	6	\$106,610	\$100,196	\$106,392	\$106,392	\$109,101	\$113,242
Weekly Hours								
35	1	2	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	4	8	\$105,903	\$92,819	\$103,294	\$106,392	\$111,623	\$116,786

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Junior (2 to 5 years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	9	\$6,476	\$4,896	\$5,150	\$6,083	\$6,500	\$7,700
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	\$5,828	*	*	\$6,083	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	5	*	*	*	*	*	*
Location								
San Francisco	3	5	\$7,432	\$5,928	\$6,083	\$6,250	\$6,500	\$10,100
South Bay	1	3	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	3	3	\$8,361	\$6,166	\$6,292	\$6,500	\$9,500	\$11,300
Other	2	5	\$5,391	\$4,688	\$5,000	\$5,150	\$5,825	\$6,230
Weekly Hours								
35	1	2	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	3	7	\$6,565	\$4,792	\$5,075	\$5,825	\$6,500	\$8,900

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Junior (2 to 5 years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	9	6.5%	4.5%	4.7%	6.1%	8.0%	8.5%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	6.9%	*	*	8.0%	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	5	*	*	*	*	*	*
Location								
San Francisco	3	5	7.9%	6.2%	7.2%	8.0%	8.0%	9.6%
South Bay	1	3	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	3	3	8.6%	7.4%	7.6%	8.0%	9.3%	10.1%
Other	2	5	5.0%	4.2%	4.7%	4.7%	5.5%	5.9%
Weekly Hours								
35	1	2	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	3	7	6.1%	4.3%	4.7%	5.5%	6.7%	8.6%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Junior (2 to 5 years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	10	\$105,951	\$84,033	\$94,641	\$111,805	\$114,589	\$121,864
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	\$93,829	*	*	\$84,250	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	6	\$108,004	\$95,282	\$100,271	\$111,805	\$112,723	\$116,926
Location								
San Francisco	3	5	\$101,023	\$82,950	\$84,250	\$96,564	\$112,217	\$122,887
South Bay	2	4	\$109,811	\$99,218	*	\$112,142	*	\$118,540
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	3	3	\$102,882	\$84,979	\$89,324	\$96,564	\$113,282	\$123,313
Other	3	6	\$111,103	\$102,696	\$111,598	\$112,555	\$114,589	\$118,057
Weekly Hours								
35	1	2	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	4	8	\$111,647	\$95,795	\$107,685	\$112,555	\$116,606	\$123,672

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Junior (2 to 5 years) – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$320	*	*	\$275	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	\$320	*	*	\$275	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	2	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Junior (2 to 5 years) – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	604	*	*	450	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	604	*	*	450	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	2	2	681	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Paralegal - Junior (2 to 5 years) – Billable Hour Goals

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	3	7	1,600	1,584	1,600	1,600	1,600	1,616
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	5	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Trainee (0 to 1 year) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	3	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	1	2	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Trainee (0 to 1 year) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Trainee (0 to 1 year) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Trainee (0 to 1 year) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	3	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	1	2	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	1	*	*	*	*	*	*
Transactional	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Paralegal - Trainee (0 to 1 year) – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Paralegal - Trainee (0 to 1 year) – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Paralegal - Trainee (0 to 1 year) – Billable Hour Goals

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firm	1	3	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Patent Agent – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	6	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	6	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	1	6	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Patent Agent – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	5	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	5	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	1	5	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Patent Agent – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	5	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	5	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	1	5	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Patent Agent – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	6	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	6	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	1	6	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Patent Agent – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Patent Agent – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Litigation Support Specialist – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	8	\$153,562	\$135,098	\$141,770	\$147,505	\$157,750	\$183,852
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	\$155,391	\$144,789	*	\$150,505	*	\$169,900
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	7	\$147,284	\$133,655	\$140,989	\$145,000	\$150,505	\$161,800
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Litigation Support Specialist – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	\$8,061	\$3,980	\$4,800	\$6,150	\$10,090	\$14,800
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	\$7,271	\$4,600	*	\$5,725	*	\$11,178
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	6	\$6,572	\$3,900	\$4,550	\$5,725	\$6,673	\$10,090
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Litigation Support Specialist – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	4.9%	2.8%	3.3%	4.1%	6.1%	7.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	4.5%	3.2%	*	3.8%	*	6.5%
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	6	4.2%	2.8%	3.1%	3.8%	4.6%	6.1%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Litigation Support Specialist – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	8	\$160,615	\$137,548	\$145,870	\$153,579	\$165,696	\$198,285
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	\$162,661	\$149,389	*	\$156,230	*	\$181,078
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	7	\$152,917	\$135,755	\$144,889	\$151,847	\$156,230	\$170,823
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Litigation Support Specialist – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	8	\$376	\$320	\$320	\$378	\$423	\$435
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	\$414	\$378	*	\$425	*	\$441
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	7	\$374	\$320	\$320	\$360	\$425	\$436
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Litigation Support Specialist – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	609	378	*	647	*	810
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	615	*	*	704	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Litigation Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$114,550	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Litigation Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$4,000	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Litigation Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	3.1%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Litigation Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$118,550	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Litigation Clerk – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$280	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Litigation Clerk – Billable Hours

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Law Clerk – Weekly Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Law Clerk – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
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Summer Associate – Weekly Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	50	\$146,619	\$3,600	\$4,335	\$225,000	\$225,000	\$225,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	2	45	\$161,040	\$3,600	\$3,600	\$225,000	\$225,000	\$225,000
Location								
San Francisco	3	20	\$125,958	\$3,600	\$5,804	\$225,000	\$225,000	\$225,000
South Bay	2	24	\$197,325	\$70,020	\$225,000	\$225,000	\$225,000	\$225,000
East Bay	1	1	*	*	*	*	*	*
Other	1	5	*	*	*	*	*	*

Summer Associate – Billing Rates

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	17	\$370	\$365	\$365	\$375	\$375	\$375
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	1	13	*	*	*	*	*	*
Location								
San Francisco	2	9	\$371	\$365	\$365	\$375	\$375	\$375
South Bay	1	3	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	5	*	*	*	*	*	*

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Staff Compensation

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Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Director – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	5	\$440,400	\$336,000	\$390,000	\$455,000	\$525,000	\$529,200
# of Attorneys								
1-50	2	2	*	*	*	*	*	*
51-150	2	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	4	4	\$475,500	\$409,500	\$438,750	\$490,000	\$526,750	\$529,900
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Director – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	5	\$109,300	\$52,000	\$100,000	\$125,000	\$142,500	\$152,400
# of Attorneys								
1-50	2	2	*	*	*	*	*	*
51-150	2	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	4	4	\$131,625	\$107,500	\$118,750	\$133,750	\$146,625	\$154,050
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Director – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	5	23.4%	14.3%	25.6%	27.1%	27.5%	28.9%
# of Attorneys								
1-50	2	2	*	*	*	*	*	*
51-150	2	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	4	4	27.5%	26.1%	26.8%	27.3%	28.1%	29.2%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Director – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	5	\$549,700	\$388,000	\$490,000	\$580,000	\$667,500	\$681,600
# of Attorneys								
1-50	2	2	*	*	*	*	*	*
51-150	2	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	4	4	\$607,125	\$517,000	\$557,500	\$623,750	\$673,375	\$683,950
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Administration – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$265,517	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	\$265,517	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Administration – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$59,000	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	\$59,000	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Administration – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	20.8%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	20.8%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Administration – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$324,517	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	\$324,517	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative/Office Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	8	\$177,902	\$150,500	\$169,944	\$188,000	\$192,948	\$199,153
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$147,463	*	*	*	*	*
501+	3	5	\$188,658	\$173,900	\$191,000	\$191,000	\$198,790	\$199,516
Location								
San Francisco	5	5	\$189,443	\$177,455	\$185,000	\$191,000	\$198,790	\$199,516
South Bay	2	2	\$156,750	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$186,213	*	*	*	*	*
40	4	6	\$175,132	\$142,500	\$168,125	\$188,000	\$191,000	\$194,895

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative/Office Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	8	\$12,625	\$4,400	\$6,500	\$12,250	\$18,125	\$20,450
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$17,250	*	*	*	*	*
501+	3	5	\$8,300	\$3,800	\$5,000	\$7,000	\$8,500	\$14,200
Location								
San Francisco	5	5	\$14,500	\$6,400	\$8,500	\$16,000	\$18,000	\$22,200
South Bay	2	2	\$12,750	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$17,000	*	*	*	*	*
40	4	6	\$11,167	\$4,000	\$5,500	\$7,750	\$16,000	\$21,750

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative/Office Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	8	7.4%	2.4%	3.4%	6.6%	10.3%	14.0%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	12.2%	*	*	*	*	*
501+	3	5	4.3%	2.2%	2.6%	3.7%	4.3%	7.1%
Location								
San Francisco	5	5	7.7%	3.3%	4.3%	9.0%	9.3%	11.8%
South Bay	2	2	9.4%	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	9.1%	*	*	*	*	*
40	4	6	6.8%	2.2%	2.9%	4.0%	11.2%	14.3%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative/Office Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	8	\$190,527	\$158,150	\$182,694	\$197,000	\$207,968	\$212,400
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$164,713	*	*	*	*	*
501+	3	5	\$196,958	\$177,700	\$196,000	\$198,000	\$207,290	\$213,716
Location								
San Francisco	5	5	\$203,943	\$191,455	\$196,000	\$207,290	\$210,000	\$214,800
South Bay	2	2	\$169,500	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$203,213	*	*	*	*	*
40	4	6	\$186,298	\$153,250	\$173,125	\$197,000	\$204,968	\$208,645

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Assistant – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	8	\$123,015	\$85,661	\$104,000	\$132,600	\$141,622	\$148,970
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	3	4	\$120,370	\$93,200	\$104,000	\$122,600	\$138,970	\$145,756
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	4	\$102,718	\$85,210	*	\$98,000	*	\$124,000
40	1	4	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Assistant – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	\$7,681	\$4,100	\$5,500	\$9,500	\$9,885	\$10,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	3	3	\$7,757	\$4,754	\$6,635	\$9,770	\$9,885	\$9,954
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	4	\$6,068	\$3,800	*	\$5,500	*	\$8,789
40	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Assistant – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	6.3%	4.6%	5.2%	6.4%	7.3%	8.0%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	3	3	6.8%	4.7%	5.7%	7.4%	8.1%	8.6%
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	4	5.8%	4.3%	*	5.2%	*	7.8%
40	1	3	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Executive Assistant – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	8	\$129,736	\$89,461	\$112,203	\$140,850	\$149,590	\$152,568
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	3	4	\$126,188	\$98,581	\$112,203	\$132,485	\$146,470	\$148,756
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	4	\$108,785	\$89,410	*	\$104,635	*	\$131,481
40	1	4	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative Assistant – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	12	\$72,396	\$55,265	\$61,378	\$71,273	\$74,567	\$78,449
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	4	\$64,746	\$55,542	*	\$64,428	*	\$74,204
501+	3	6	\$69,277	\$59,605	\$67,470	\$71,600	\$74,067	\$76,627
Location								
San Francisco	6	8	\$74,509	\$55,353	\$61,378	\$69,780	\$75,525	\$94,512
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	3	3	\$72,515	\$70,629	\$71,273	\$72,345	\$73,673	\$74,469
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	5	7	\$63,947	\$54,136	\$55,819	\$63,000	\$72,673	\$73,800
40	2	4	\$72,504	\$67,652	*	\$72,311	*	\$77,509

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative Assistant – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	6	\$4,751	\$3,000	\$3,125	\$3,500	\$4,625	\$7,754
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	3	\$3,833	*	*	\$3,500	*	*
Location								
San Francisco	5	6	\$4,751	\$3,000	\$3,125	\$3,500	\$4,625	\$7,754
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	4	4	\$3,250	\$3,000	\$3,000	\$3,250	\$3,500	\$3,500
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative Assistant – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	6	6.0%	5.1%	5.4%	5.6%	6.2%	7.2%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	3	5.6%	*	*	5.7%	*	*
Location								
San Francisco	5	6	6.0%	5.1%	5.4%	5.6%	6.2%	7.2%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	4	4	5.3%	4.9%	5.2%	5.4%	5.6%	5.7%
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Administrative Assistant – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	12	\$74,771	\$56,036	\$64,753	\$71,273	\$75,375	\$83,099
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	4	\$65,496	\$56,442	*	\$65,928	*	\$74,204
501+	3	6	\$71,194	\$61,105	\$67,470	\$72,311	\$75,981	\$80,166
Location								
San Francisco	6	8	\$78,073	\$58,353	\$64,753	\$70,491	\$78,333	\$101,165
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	3	3	\$72,515	\$70,629	\$71,273	\$72,345	\$73,673	\$74,469
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	5	7	\$65,805	\$55,440	\$57,581	\$66,500	\$73,673	\$75,600
40	2	4	\$73,754	\$67,652	*	\$72,311	*	\$81,009

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Financial Officer – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Financial Officer – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Financial Officer – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Financial Officer – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Finance – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	\$305,667	\$287,600	\$296,000	\$310,000	\$317,500	\$322,000
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$296,000	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$305,667	\$287,600	\$296,000	\$310,000	\$317,500	\$322,000
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Finance – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	\$43,667	\$26,000	\$27,500	\$30,000	\$53,000	\$66,800
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$27,500	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$43,667	\$26,000	\$27,500	\$30,000	\$53,000	\$66,800
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Finance – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	14.0%	8.6%	9.4%	10.6%	17.0%	20.8%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	9.4%	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	14.0%	8.6%	9.4%	10.6%	17.0%	20.8%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Finance – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	\$349,333	\$316,600	\$323,500	\$335,000	\$368,000	\$387,800
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$323,500	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$349,333	\$316,600	\$323,500	\$335,000	\$368,000	\$387,800
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Pricing – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	2	2	\$253,088	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$253,088	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$253,088	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$253,088	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Pricing – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$24,000	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$24,000	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$24,000	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$24,000	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Pricing – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	9.3%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	9.3%	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	9.3%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	9.3%	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Pricing – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	2	2	\$277,088	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$277,088	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$277,088	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$277,088	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Controller – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	2	2	\$217,000	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Controller – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$20,833	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Controller – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	9.5%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Controller – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	2	2	\$237,833	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Financial Analyst – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$141,629	\$85,250	\$102,825	\$135,666	\$150,258	\$203,971
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	4	\$158,994	\$105,210	*	\$145,516	*	\$223,559
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	4	*	*	*	*	*	*
40	2	2	\$116,750	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Financial Analyst – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	5	\$16,413	\$8,800	\$11,500	\$13,041	\$15,000	\$27,314
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	4	\$17,641	\$8,812	*	\$14,021	*	\$29,367
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	4	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Financial Analyst – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	5	9.9%	8.0%	8.5%	9.6%	9.7%	12.3%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	4	10.2%	8.2%	*	9.6%	*	12.7%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	4	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Financial Analyst – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	3	6	\$155,306	\$88,750	\$110,950	\$147,937	\$164,768	\$229,233
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	4	\$176,635	\$114,022	*	\$159,537	*	\$252,926
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	4	*	*	*	*	*	*
40	2	2	\$124,250	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	3	4	\$141,334	\$111,685	\$139,209	\$154,500	\$156,625	\$160,450
# of Attorneys								
1-50	2	2	\$158,750	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$134,112	*	*	\$154,500	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$134,112	*	*	\$154,500	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$10,500	\$5,100	\$8,250	\$11,000	\$13,250	\$15,500
# of Attorneys								
1-50	2	2	\$11,000	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$10,667	*	*	\$12,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$10,667	*	*	\$12,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	7.0%	4.1%	5.4%	7.0%	8.6%	10.0%
# of Attorneys								
1-50	2	2	7.0%	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	7.3%	*	*	7.8%	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	7.3%	*	*	7.8%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$151,834	\$117,385	\$148,959	\$169,000	\$171,875	\$172,550
# of Attorneys								
1-50	2	2	\$169,750	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$144,779	*	*	\$166,500	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$144,779	*	*	\$166,500	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Billing Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	4	4	\$168,070	\$114,241	\$129,592	\$157,061	\$195,538	\$230,706
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	2	\$179,079	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$196,137	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	\$121,064	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Billing Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	4	\$15,300	\$4,300	\$4,750	\$5,600	\$16,150	\$34,060
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	2	\$25,000	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$26,100	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	\$5,100	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Billing Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	4	7.3%	3.1%	3.6%	4.2%	7.9%	14.0%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	2	11.0%	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	11.3%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	4.2%	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Billing Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	4	4	\$183,370	\$118,901	\$135,242	\$162,661	\$210,788	\$264,406
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	2	\$204,079	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$222,237	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	\$126,164	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Collection Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Collection Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Collection Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Collection Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Bookkeeper – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Bookkeeper – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Bookkeeper – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Bookkeeper – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th</u> <u>Percentile</u>	<u>25th</u> <u>Percentile</u>	<u>Median</u>	<u>75th</u> <u>Percentile</u>	<u>90th</u> <u>Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Supervisor/Coordinator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	31	\$107,636	\$85,600	\$97,812	\$103,900	\$120,000	\$137,114
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	7	\$104,341	\$93,580	\$100,055	\$101,500	\$109,338	\$119,580
151-500	1	1	*	*	*	*	*	*
501+	2	22	\$107,515	\$76,086	\$96,954	\$106,360	\$120,000	\$137,208
Location								
San Francisco	4	29	\$107,325	\$83,456	\$97,968	\$103,900	\$120,000	\$129,424
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	3	7	\$95,075	\$73,885	\$74,734	\$96,720	\$104,698	\$118,143
40	2	19	\$114,827	\$97,906	\$101,409	\$116,896	\$123,870	\$138,656

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Supervisor/Coordinator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	30	\$7,798	\$4,090	\$5,550	\$6,700	\$8,100	\$14,087
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	7	\$6,918	\$4,060	\$5,492	\$7,950	\$8,067	\$8,623
151-500	1	1	*	*	*	*	*	*
501+	1	21	*	*	*	*	*	*
Location								
San Francisco	4	29	\$7,590	\$4,080	\$5,500	\$6,600	\$8,000	\$11,250
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	3	7	\$6,707	\$4,360	\$4,800	\$6,000	\$6,750	\$9,739
40	2	19	\$8,141	\$4,080	\$5,600	\$6,600	\$8,123	\$16,730

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Supervisor/Coordinator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	30	7.0%	4.8%	5.4%	6.3%	8.0%	10.4%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	7	6.6%	4.0%	5.2%	8.0%	8.0%	8.0%
151-500	1	1	*	*	*	*	*	*
501+	1	21	*	*	*	*	*	*
Location								
San Francisco	4	29	6.9%	4.7%	5.4%	6.3%	8.0%	9.0%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	3	7	6.8%	5.8%	6.2%	6.3%	6.8%	8.2%
40	2	19	6.8%	4.0%	5.1%	5.8%	7.3%	12.9%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Supervisor/Coordinator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	31	\$115,183	\$87,176	\$103,062	\$110,400	\$126,504	\$148,320
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	7	\$111,258	\$100,179	\$105,843	\$106,850	\$117,646	\$128,395
151-500	1	1	*	*	*	*	*	*
501+	2	22	\$115,023	\$80,250	\$102,732	\$113,860	\$126,656	\$147,833
Location								
San Francisco	4	29	\$114,915	\$87,715	\$103,356	\$110,400	\$126,200	\$144,424
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	3	7	\$101,782	\$78,285	\$79,034	\$102,720	\$111,448	\$127,881
40	2	19	\$122,968	\$103,238	\$105,843	\$123,696	\$131,170	\$150,386

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	42	\$90,142	\$74,100	\$81,169	\$90,676	\$100,589	\$104,969
# of Attorneys								
1-50	2	7	\$77,277	\$64,400	\$68,922	\$76,765	\$80,216	\$91,714
51-150	1	6	*	*	*	*	*	*
151-500	2	13	\$99,100	\$90,671	\$93,592	\$100,000	\$104,969	\$107,100
501+	1	16	*	*	*	*	*	*
Location								
San Francisco	5	38	\$91,498	\$74,100	\$83,655	\$92,698	\$101,520	\$105,624
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	4	31	\$90,089	\$74,100	\$82,388	\$90,000	\$100,883	\$104,969
40	2	7	\$97,736	\$85,984	\$93,076	\$97,011	\$101,625	\$109,402

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	38	\$4,676	\$1,000	\$3,000	\$4,000	\$6,350	\$7,650
# of Attorneys								
1-50	2	5	\$1,540	\$1,000	\$1,000	\$1,000	\$1,000	\$2,620
51-150	1	5	*	*	*	*	*	*
151-500	2	13	\$7,475	\$4,400	\$6,000	\$6,524	\$8,000	\$12,560
501+	1	15	*	*	*	*	*	*
Location								
San Francisco	5	34	\$5,109	\$2,410	\$3,434	\$4,000	\$6,475	\$7,850
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	4	28	\$5,537	\$2,970	\$3,700	\$4,725	\$6,506	\$8,240
40	2	6	\$3,108	\$1,125	\$1,875	\$3,100	\$3,800	\$5,100

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	38	4.9%	1.4%	3.4%	4.4%	6.4%	7.4%
# of Attorneys								
1-50	2	5	1.8%	1.2%	1.3%	1.3%	1.4%	2.7%
51-150	1	5	*	*	*	*	*	*
151-500	2	13	7.4%	4.6%	6.4%	7.0%	7.6%	11.8%
501+	1	15	*	*	*	*	*	*
Location								
San Francisco	5	34	5.4%	2.9%	3.7%	4.9%	6.6%	7.5%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	4	28	5.8%	3.5%	4.1%	5.4%	7.0%	7.9%
40	2	6	3.0%	1.4%	2.2%	3.2%	3.8%	4.6%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Accounting, Billing, Collection, or Payroll Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	42	\$94,373	\$76,201	\$82,573	\$94,744	\$106,450	\$113,428
# of Attorneys								
1-50	2	7	\$78,377	\$64,400	\$69,422	\$77,765	\$81,216	\$93,794
51-150	1	6	*	*	*	*	*	*
151-500	2	13	\$106,575	\$96,271	\$100,092	\$108,265	\$112,316	\$116,965
501+	1	16	*	*	*	*	*	*
Location								
San Francisco	5	38	\$96,069	\$76,267	\$87,205	\$96,506	\$107,395	\$114,213
South Bay	0	0	*	*	*	*	*	*
East Bay	1	4	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	4	31	\$95,091	\$76,190	\$85,450	\$95,575	\$107,933	\$113,552
40	2	7	\$100,400	\$87,034	\$94,556	\$98,000	\$105,125	\$113,682

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Human Resources/People Officer – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Human Resources/People Officer – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Human Resources/People Officer – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Human Resources/People Officer – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Human Resources – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	7	\$309,909	\$252,146	\$295,000	\$325,000	\$345,750	\$354,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	4	\$335,000	\$311,000	*	\$337,500	*	\$357,000
Location								
San Francisco	2	2	\$323,250	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	2	\$281,432	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	5	\$336,300	\$313,000	\$325,000	\$341,500	\$350,000	\$356,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Human Resources – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	7	\$72,143	\$14,000	\$25,000	\$50,000	\$117,500	\$138,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	4	\$107,500	\$55,500	*	\$117,500	*	\$151,500
Location								
San Francisco	2	2	\$82,500	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	2	\$25,000	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	5	\$96,000	\$38,000	\$50,000	\$115,000	\$120,000	\$147,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Human Resources – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	7	22.3%	5.7%	9.1%	14.6%	37.3%	41.5%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	4	32.5%	16.9%	*	37.3%	*	44.3%
Location								
San Francisco	2	2	26.2%	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	2	9.1%	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	5	28.9%	10.9%	14.6%	36.9%	37.7%	43.4%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Human Resources – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	7	\$382,052	\$263,146	\$340,000	\$391,500	\$432,500	\$473,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	4	\$442,500	\$399,000	*	\$432,500	*	\$494,000
Location								
San Francisco	2	2	\$405,750	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	2	\$306,432	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	5	\$432,300	\$390,600	\$391,500	\$420,000	\$445,000	\$487,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$155,207	*	*	\$142,120	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$170,310	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	2	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$12,365	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$12,365	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	7.1%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	7.1%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$163,450	*	*	\$150,967	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$182,675	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	2	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Specialist – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Specialist – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Specialist – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Human Resources Specialist – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Benefits Manager/Coordinator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$128,973	*	*	\$100,048	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$128,973	*	*	\$100,048	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Benefits Manager/Coordinator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$16,067	*	*	\$6,800	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$16,067	*	*	\$6,800	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Benefits Manager/Coordinator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	10.6%	*	*	6.9%	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	10.6%	*	*	6.9%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Benefits Manager/Coordinator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$145,040	*	*	\$106,848	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$145,040	*	*	\$106,848	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Attorney Development & Legal Recruiting – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$259,667	\$197,500	\$237,500	\$267,500	\$296,000	\$314,000
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	2	3	\$286,000	*	*	\$303,000	*	*
Location								
San Francisco	2	2	\$234,000	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	4	\$250,750	\$193,500	*	\$267,500	*	\$294,600
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Attorney Development & Legal Recruiting – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$45,013	\$14,415	\$27,038	\$42,025	\$60,000	\$78,000
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	3	\$58,017	*	*	\$50,000	*	*
Location								
San Francisco	2	2	\$20,025	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$20,025	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

**Director/Manager of Attorney Development & Legal Recruiting – Annual Bonus
Percentage***

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	16.1%	5.9%	9.3%	16.5%	23.2%	25.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	3	20.2%	*	*	21.7%	*	*
Location								
San Francisco	2	2	7.4%	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	7.4%	*	*	*	*	*
40	1	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director/Manager of Attorney Development & Legal Recruiting – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$289,675	\$215,500	\$263,750	\$277,500	\$322,788	\$376,025
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	2	3	\$344,017	*	*	\$337,050	*	*
Location								
San Francisco	2	2	\$254,025	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	2	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	4	\$260,763	\$197,700	*	\$267,500	*	\$318,435
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$155,928	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$155,928	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$19,000	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$19,000	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	12.2%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	12.2%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$174,928	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$174,928	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Coordinator/Assistant – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	\$78,340	\$68,682	\$71,924	\$77,001	\$79,524	\$88,024
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	3	4	\$76,120	\$71,003	\$74,859	\$78,021	\$79,282	\$79,718
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	2	*	*	*	*	*	*
40	2	5	\$78,674	\$68,598	\$68,848	\$77,001	\$79,040	\$91,645

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Coordinator/Assistant – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$4,203	\$2,810	\$3,075	\$3,900	\$4,725	\$5,900
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	3	4	\$3,805	\$2,824	\$3,130	\$3,900	\$4,575	\$4,710
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	5	\$4,144	\$2,772	\$3,000	\$3,300	\$4,800	\$6,120

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Coordinator/Assistant – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	5.2%	3.9%	4.5%	5.2%	6.0%	6.5%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	3	4	5.0%	3.8%	4.5%	5.2%	5.7%	5.9%
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	5	5.1%	3.8%	4.4%	4.8%	6.1%	6.6%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Recruiting Coordinator/Assistant – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	\$81,942	\$71,802	\$73,424	\$79,621	\$84,174	\$93,524
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	3	4	\$79,925	\$74,099	\$77,649	\$81,731	\$84,007	\$84,308
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	2	*	*	*	*	*	*
40	2	5	\$82,818	\$71,778	\$71,848	\$79,621	\$83,840	\$97,765

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Marketing/Client Services Officer – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Marketing/Client Services Officer – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Marketing/Client Services Officer – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Marketing/Client Services Officer – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Marketing/Business Development – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$352,000	*	*	\$351,000	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	2	3	\$352,000	*	*	\$351,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$352,000	*	*	\$351,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Marketing/Business Development – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$63,333	*	*	\$75,000	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	2	3	\$63,333	*	*	\$75,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$63,333	*	*	\$75,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Marketing/Business Development – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	18.0%	*	*	21.1%	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	2	3	18.0%	*	*	21.1%	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	18.0%	*	*	21.1%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Marketing/Business Development – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$415,333	*	*	\$425,000	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	2	3	\$415,333	*	*	\$425,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	3	\$415,333	*	*	\$425,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	11	\$164,538	\$114,400	\$138,500	\$165,238	\$193,230	\$203,322
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	5	*	*	*	*	*	*
501+	3	3	\$182,153	\$166,000	\$175,000	\$190,000	\$193,230	\$195,168
Location								
San Francisco	3	8	\$163,933	\$127,770	\$141,000	\$162,619	\$183,956	\$206,525
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	5	\$143,328	\$122,040	\$133,500	\$143,500	\$160,000	\$163,143
40	3	4	\$194,490	\$181,250	\$186,875	\$193,230	\$200,845	\$208,738

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	\$10,983	\$3,800	\$5,000	\$6,847	\$15,000	\$19,600
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	2	2	\$4,000	*	*	*	*	*
Location								
San Francisco	3	7	\$11,264	\$3,600	\$5,000	\$6,847	\$16,500	\$21,200
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	4	\$4,962	\$3,300	*	\$5,000	*	\$6,593
40	2	3	\$12,667	*	*	\$15,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	6.7%	2.4%	2.8%	6.0%	8.5%	12.9%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	2	2	2.2%	*	*	*	*	*
Location								
San Francisco	3	7	6.3%	2.4%	3.2%	6.0%	8.4%	10.2%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	4	3.6%	2.1%	*	3.2%	*	5.3%
40	2	3	6.5%	*	*	8.4%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	11	\$173,524	\$127,000	\$140,500	\$171,238	\$196,980	\$229,322
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	5	*	*	*	*	*	*
501+	3	3	\$184,820	\$168,400	\$176,500	\$190,000	\$195,730	\$199,168
Location								
San Francisco	3	8	\$173,788	\$129,824	\$144,000	\$167,119	\$201,706	\$230,125
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	5	\$147,297	\$126,148	\$133,500	\$147,500	\$163,000	\$167,943
40	3	4	\$203,990	\$190,750	\$191,875	\$196,980	\$209,095	\$222,838

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Assistant – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$91,825	*	*	\$88,413	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$91,825	*	*	\$88,413	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Assistant – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	2	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	2	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Assistant – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	2	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	2	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Marketing/Business Development Assistant – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	3	\$94,992	*	*	\$90,913	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$94,992	*	*	\$90,913	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Information Officer – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000	\$312,000
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Information Officer – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000	\$56,000
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Information Officer – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	17.9%	17.9%	17.9%	17.9%	17.9%	17.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	17.9%	17.9%	17.9%	17.9%	17.9%	17.9%
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	17.9%	17.9%	17.9%	17.9%	17.9%	17.9%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	17.9%	17.9%	17.9%	17.9%	17.9%	17.9%
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Chief Information Officer – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000	\$368,000
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Information Systems – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$243,332	\$208,998	\$222,025	\$247,131	\$268,438	\$274,625
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$271,875	\$266,375	\$268,438	\$271,875	\$275,313	\$277,375
151-500	1	2	\$214,788	\$203,209	\$207,551	\$214,788	\$222,025	\$226,367
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$257,671	\$236,410	\$247,131	\$265,000	\$271,875	\$276,000
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	\$200,314	\$200,314	\$200,314	\$200,314	\$200,314	\$200,314
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	\$278,750	\$278,750	\$278,750	\$278,750	\$278,750	\$278,750
37.5	1	2	\$214,788	\$203,209	\$207,551	\$214,788	\$222,025	\$226,367
40	1	1	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000	\$265,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Information Systems – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$24,980	\$18,076	\$19,691	\$21,461	\$26,750	\$34,700
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$31,167	\$24,100	\$26,750	\$31,167	\$35,583	\$38,233
151-500	1	2	\$18,794	\$17,359	\$17,897	\$18,794	\$19,691	\$20,229
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$27,640	\$20,937	\$21,461	\$22,333	\$31,167	\$36,467
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000	\$17,000
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	\$22,333	\$22,333	\$22,333	\$22,333	\$22,333	\$22,333
37.5	1	2	\$18,794	\$17,359	\$17,897	\$18,794	\$19,691	\$20,229
40	1	1	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Information Systems – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	10.1%	8.2%	8.4%	8.7%	10.5%	13.3%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	11.6%	8.7%	9.8%	11.6%	13.3%	14.4%
151-500	1	2	8.7%	8.5%	8.6%	8.7%	8.9%	8.9%
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	10.7%	8.2%	8.5%	9.0%	12.0%	13.9%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	8.5%	8.5%	8.5%	8.5%	8.5%	8.5%
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	8.0%	8.0%	8.0%	8.0%	8.0%	8.0%
37.5	1	2	8.7%	8.5%	8.6%	8.7%	8.9%	8.9%
40	1	1	15.1%	15.1%	15.1%	15.1%	15.1%	15.1%

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Director of Information Systems – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$268,312	\$227,075	\$241,716	\$275,467	\$302,062	\$303,825
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	2	\$303,042	\$301,475	\$302,062	\$303,042	\$304,021	\$304,608
151-500	1	2	\$233,582	\$220,568	\$225,448	\$233,582	\$241,716	\$246,596
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$285,311	\$285,311	\$275,467	\$301,083	\$303,042	\$304,217
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	\$217,314	\$217,314	\$217,314	\$217,314	\$217,314	\$217,314
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	\$301,083	\$301,083	\$301,083	\$301,083	\$301,083	\$301,083
37.5	1	2	\$233,582	\$220,568	\$225,448	\$233,582	\$241,716	\$246,596
40	1	1	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000	\$305,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Information Systems Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	6	\$176,380	\$155,391	\$167,375	\$178,750	\$189,375	\$195,000
# of Attorneys								
1-50	2	2	\$193,750	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	2	\$157,141	*	*	*	*	*
Location								
San Francisco	4	4	\$172,071	\$150,947	\$160,946	\$177,000	\$188,125	\$189,250
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey

Northern California Edition

Weekly Hours								
35	2	2	\$183,250	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	3	\$167,261	\$149,426	\$157,141	\$170,000	\$178,750	\$184,000

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Information Systems Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	6	\$13,472	\$7,000	\$10,500	\$12,667	\$18,333	\$20,750
# of Attorneys								
1-50	2	2	\$15,000	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	2	\$12,750	*	*	*	*	*
Location								
San Francisco	4	4	\$12,333	\$6,400	\$10,000	\$12,667	\$15,000	\$18,000
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	\$11,667	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	3	\$15,167	\$7,200	\$12,000	\$20,000	\$20,750	\$21,200

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Information Systems Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	6	7.6%	3.9%	5.3%	7.2%	10.0%	11.7%
# of Attorneys								
1-50	2	2	7.8%	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	2	7.7%	*	*	*	*	*
Location								
San Francisco	4	4	6.9%	3.8%	5.4%	7.2%	8.7%	9.9%
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	6.5%	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	3	8.7%	4.4%	6.7%	10.7%	11.7%	12.3%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Information Systems Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	6	\$189,853	\$164,058	\$182,750	\$196,750	\$206,125	\$208,750
# of Attorneys								
1-50	2	2	\$208,750	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	2	2	\$169,891	*	*	*	*	*
Location								
San Francisco	4	4	\$184,404	\$157,747	\$171,945	\$190,917	\$203,375	\$205,850
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	2	\$194,917	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	3	3	\$182,427	\$156,926	\$169,891	\$191,500	\$199,500	\$204,300

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Database Manager/Administrator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	\$175,877	\$159,780	*	\$179,703	*	\$188,913
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	3	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Database Manager/Administrator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	3	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	3	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Database Manager/Administrator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	3	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	3	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	3	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Database Manager/Administrator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	\$180,377	\$161,280	*	\$185,453	*	\$195,413
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	3	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	3	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Network Engineer/Administrator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$167,605	\$131,250	\$134,625	\$161,737	\$200,224	\$209,828
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	4	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	3	6	\$167,605	\$131,250	\$134,625	\$161,737	\$200,224	\$209,828
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	5	\$164,631	\$131,000	\$132,500	\$141,000	\$206,141	\$210,565

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Network Engineer/Administrator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$8,367	\$2,750	\$5,300	\$7,600	\$13,125	\$14,750
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	4	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	3	6	\$8,367	\$2,750	\$5,300	\$7,600	\$13,125	\$14,750
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	5	\$8,240	\$2,300	\$5,000	\$6,200	\$14,500	\$14,800

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Network Engineer/Administrator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	4.9%	1.7%	3.2%	4.4%	6.5%	8.7%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	4	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	3	6	4.9%	1.7%	3.2%	4.4%	6.5%	8.7%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	5	4.9%	1.4%	3.0%	3.8%	7.0%	9.0%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Network Engineer/Administrator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$175,972	\$134,000	\$140,125	\$173,487	\$207,124	\$220,428
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	4	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	3	6	\$175,972	\$134,000	\$140,125	\$173,487	\$207,124	\$220,428
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	5	\$172,871	\$133,800	\$135,000	\$155,500	\$212,341	\$222,045

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Software System Specialist/Trainer – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	8	\$128,845	\$115,488	\$117,424	\$129,435	\$133,146	\$141,700
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	6	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$123,232	*	*	\$118,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	6	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Software System Specialist/Trainer – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	8	\$7,081	\$5,350	\$5,875	\$7,000	\$7,788	\$9,055
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	6	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$7,167	*	*	\$6,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	6	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Software System Specialist/Trainer – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	8	5.5%	4.3%	4.6%	5.3%	6.6%	6.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	6	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	5.7%	*	*	5.2%	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	6	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Software System Specialist/Trainer – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	8	\$135,927	\$122,259	\$123,250	\$136,935	\$139,884	\$150,800
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	1	6	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$130,399	*	*	\$123,500	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	1	3	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	6	*	*	*	*	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Help Desk/PC Tech Support – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	9	13	\$105,654	\$87,540	\$90,064	\$107,395	\$114,884	\$122,458
# of Attorneys								
1-50	2	2	\$112,344	*	*	*	*	*
51-150	2	3	\$116,545	*	*	\$114,884	*	*
151-500	2	5	\$104,424	\$83,148	\$89,700	\$101,400	\$113,548	\$128,633
501+	3	3	\$92,355	\$87,613	\$88,532	\$90,064	\$95,032	\$98,013
Location								
San Francisco	7	10	\$105,260	\$86,178	\$92,275	\$104,398	\$113,913	\$125,244
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	2	\$120,521	*	*	*	*	*
37.5	5	7	\$105,390	\$88,620	\$94,850	\$101,400	\$110,472	\$123,605
40	2	3	\$105,316	*	*	\$111,001	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Help Desk/PC Tech Support – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	10	\$6,067	\$3,475	\$4,063	\$4,875	\$8,250	\$10,124
# of Attorneys								
1-50	2	2	\$4,750	*	*	*	*	*
51-150	2	3	\$7,139	*	*	\$7,500	*	*
151-500	2	5	\$5,950	\$3,950	\$4,250	\$4,750	\$5,000	\$9,200
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	5	8	\$6,833	\$3,925	\$4,188	\$6,125	\$8,854	\$10,541
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	2	\$5,458	*	*	*	*	*
37.5	3	5	\$6,900	\$4,450	\$4,750	\$5,000	\$8,500	\$10,600
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Help Desk/PC Tech Support – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	10	5.4%	3.2%	4.2%	5.0%	7.6%	8.1%
# of Attorneys								
1-50	2	2	4.4%	*	*	*	*	*
51-150	2	3	6.1%	*	*	6.8%	*	*
151-500	2	5	5.5%	4.3%	4.4%	4.8%	5.3%	7.3%
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	5	8	6.1%	4.0%	4.6%	6.0%	7.9%	8.2%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	2	4.4%	*	*	*	*	*
37.5	3	5	6.1%	4.3%	4.4%	5.3%	7.9%	8.4%
40	1	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Help Desk/PC Tech Support – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	9	13	\$110,321	\$87,613	\$94,450	\$115,895	\$118,548	\$130,710
# of Attorneys								
1-50	2	2	\$117,094	*	*	*	*	*
51-150	2	3	\$123,684	*	*	\$118,884	*	*
151-500	2	5	\$110,374	\$87,298	\$94,450	\$105,650	\$118,548	\$137,833
501+	3	3	\$92,355	\$87,613	\$88,532	\$90,064	\$95,032	\$98,013
Location								
San Francisco	7	10	\$110,727	\$86,553	\$95,838	\$110,773	\$118,788	\$135,368
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	2	\$125,979	*	*	*	*	*
37.5	5	7	\$110,319	\$91,470	\$97,225	\$105,650	\$117,222	\$131,405
40	2	3	\$109,150	*	*	\$118,501	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary Coordinator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$144,125	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	2	\$144,125	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary Coordinator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$13,750	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	2	\$13,750	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary Coordinator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	9.2%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	2	9.2%	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary Coordinator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$157,875	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	2	2	\$157,875	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Super Senior (20+ years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	14	126	\$120,914	\$103,984	\$111,615	\$119,377	\$134,404	\$139,051
# of Attorneys								
1-50	2	13	\$115,995	\$105,759	\$113,603	\$114,651	\$118,750	\$132,434
51-150	4	30	\$120,483	\$114,664	\$119,139	\$121,967	\$124,955	\$127,860
151-500	4	33	\$107,070	\$98,114	\$103,955	\$108,153	\$112,472	\$116,081
501+	4	50	\$131,588	\$115,149	\$121,298	\$136,001	\$138,669	\$144,602
Location								
San Francisco	10	68	\$119,740	\$105,045	\$113,881	\$120,000	\$127,781	\$134,550
South Bay	4	27	\$136,808	\$121,900	\$136,793	\$138,450	\$140,985	\$145,226
East Bay	3	22	\$111,982	\$101,175	\$106,748	\$113,568	\$114,913	\$118,728
Other	3	9	\$103,932	\$95,421	\$101,846	\$106,084	\$107,118	\$111,559
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	8	26	\$126,079	\$114,691	\$117,887	\$127,522	\$135,910	\$143,104
Transactional	7	35	\$126,388	\$114,022	\$117,469	\$127,800	\$137,670	\$138,625
Other	7	63	\$115,217	\$102,077	\$106,084	\$113,568	\$121,967	\$136,578
Weekly Hours								
35	2	23	\$120,603	\$112,006	\$114,974	\$120,000	\$127,788	\$128,400
37.5	11	92	\$119,901	\$103,961	\$109,532	\$118,966	\$133,673	\$138,245
40	2	10	\$136,148	\$112,500	\$140,582	\$144,768	\$145,470	\$145,746

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Super Senior (20+ years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	13	114	\$5,940	\$1,000	\$3,750	\$5,500	\$9,000	\$10,100
# of Attorneys								
1-50	2	13	\$1,385	\$1,000	\$1,000	\$1,000	\$1,000	\$3,000
51-150	4	28	\$6,484	\$3,135	\$4,088	\$5,100	\$10,203	\$10,239
151-500	4	32	\$5,214	\$3,050	\$4,000	\$4,674	\$6,073	\$9,205
501+	3	41	\$7,581	\$3,500	\$7,400	\$8,200	\$9,140	\$10,000
Location								
San Francisco	9	62	\$6,235	\$3,030	\$4,000	\$5,500	\$8,500	\$10,234
South Bay	3	23	\$8,533	\$7,420	\$8,300	\$9,100	\$10,000	\$10,180
East Bay	2	21	\$2,989	\$1,000	\$1,000	\$1,000	\$4,500	\$5,847
Other	3	8	\$3,954	\$1,350	\$3,375	\$4,200	\$4,972	\$5,705
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	7	23	\$7,124	\$1,000	\$5,500	\$8,500	\$9,971	\$10,239
Transactional	7	34	\$7,046	\$1,000	\$4,100	\$8,450	\$9,931	\$10,239
Other	6	55	\$4,662	\$1,600	\$3,500	\$4,500	\$5,686	\$7,800
Weekly Hours								
35	2	22	\$5,543	\$1,000	\$1,000	\$5,308	\$10,239	\$10,239
37.5	10	85	\$5,927	\$2,850	\$4,000	\$5,347	\$8,200	\$9,575
40	2	6	\$8,083	\$5,950	\$7,725	\$8,700	\$9,375	\$9,600

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Super Senior (20+ years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	13	114	4.8%	0.9%	3.3%	5.0%	6.6%	8.0%
# of Attorneys								
1-50	2	13	1.2%	0.8%	0.8%	0.9%	1.0%	2.6%
51-150	4	28	5.3%	2.7%	3.4%	4.3%	8.0%	8.1%
151-500	4	32	4.8%	3.5%	3.8%	4.4%	5.5%	7.3%
501+	3	41	5.6%	3.0%	5.4%	6.0%	6.7%	7.2%
Location								
San Francisco	9	62	5.1%	2.8%	3.7%	4.7%	7.0%	8.0%
South Bay	3	23	6.2%	5.2%	5.9%	6.6%	7.2%	7.3%
East Bay	2	21	2.7%	0.8%	0.9%	1.3%	4.3%	5.2%
Other	3	8	3.9%	1.2%	3.2%	4.4%	5.0%	5.4%
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	7	23	5.6%	0.9%	4.7%	6.5%	7.9%	8.1%
Transactional	7	34	5.5%	0.9%	3.5%	6.4%	7.3%	8.1%
Other	6	55	4.0%	1.4%	3.2%	4.1%	5.1%	6.0%
Weekly Hours								
35	2	22	4.5%	0.8%	0.9%	4.7%	8.0%	8.1%
37.5	10	85	4.8%	2.6%	3.7%	4.8%	6.2%	7.2%
40	2	6	5.9%	5.0%	5.3%	6.0%	6.4%	6.6%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Super Senior (20+ years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	14	126	\$126,289	\$105,923	\$113,608	\$125,040	\$140,600	\$148,154
# of Attorneys								
1-50	2	13	\$117,380	\$106,759	\$114,603	\$116,296	\$119,750	\$133,934
51-150	4	30	\$126,535	\$114,839	\$122,664	\$127,717	\$133,209	\$138,099
151-500	4	33	\$112,126	\$102,214	\$107,955	\$112,153	\$118,472	\$124,606
501+	4	50	\$137,804	\$116,043	\$125,988	\$143,220	\$148,083	\$152,192
Location								
San Francisco	10	68	\$125,425	\$107,669	\$117,513	\$126,166	\$137,527	\$141,508
South Bay	4	27	\$144,077	\$125,428	\$144,263	\$147,255	\$149,330	\$152,670
East Bay	3	22	\$114,835	\$104,459	\$110,715	\$115,312	\$119,287	\$122,724
Other	3	9	\$107,447	\$100,178	\$105,013	\$110,084	\$112,465	\$112,688
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	8	26	\$132,381	\$115,312	\$125,366	\$136,956	\$142,231	\$152,673
Transactional	7	35	\$133,233	\$115,022	\$120,385	\$138,039	\$146,147	\$148,393
Other	7	63	\$119,287	\$104,495	\$110,481	\$116,500	\$126,197	\$144,890
Weekly Hours								
35	2	23	\$125,905	\$113,006	\$115,974	\$128,925	\$137,689	\$138,639
37.5	11	92	\$125,376	\$106,100	\$112,585	\$123,617	\$140,769	\$147,165
40	2	10	\$140,998	\$112,940	\$140,920	\$149,038	\$153,701	\$154,728

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Senior (11 to 20 years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	36	\$110,316	\$93,406	\$99,728	\$109,668	\$119,275	\$126,095
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	4	8	\$114,070	\$97,757	\$106,744	\$116,124	\$121,088	\$127,545
151-500	3	11	\$101,373	\$92,722	\$93,406	\$98,806	\$104,006	\$109,336
501+	3	16	\$114,133	\$98,768	\$106,884	\$114,026	\$122,042	\$126,095
Location								
San Francisco	9	21	\$116,580	\$101,082	\$108,631	\$117,600	\$125,000	\$133,043
South Bay	2	4	\$115,060	\$109,561	*	\$115,966	*	\$119,833
East Bay	2	2	\$105,142	*	*	*	*	*
Other	4	9	\$94,745	\$89,822	\$92,722	\$93,463	\$97,012	\$99,430
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	6	11	\$115,298	\$105,787	\$109,836	\$114,952	\$121,925	\$127,190
Transactional	2	2	\$127,050	*	*	*	*	*
Other	7	21	\$104,715	\$93,348	\$97,012	\$101,082	\$109,999	\$117,759
Weekly Hours								
35	2	2	\$118,011	*	*	*	*	*
37.5	9	32	\$110,135	\$93,748	\$99,728	\$108,984	\$118,057	\$126,971
40	2	2	\$105,528	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Senior (11 to 20 years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	10	23	\$4,973	\$2,960	\$3,450	\$4,400	\$6,250	\$7,300
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	4	8	\$4,850	\$2,740	\$3,438	\$4,250	\$5,375	\$7,550
151-500	3	8	\$5,086	\$2,400	\$3,750	\$4,500	\$6,000	\$7,706
501+	2	6	\$4,733	\$3,175	\$3,400	\$4,025	\$6,000	\$7,000
Location								
San Francisco	8	15	\$5,562	\$2,970	\$3,475	\$5,000	\$6,500	\$9,000
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	3	6	\$4,067	\$2,500	\$4,000	\$4,200	\$4,850	\$5,500
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	4	5	\$6,480	\$4,640	\$5,000	\$6,500	\$6,500	\$8,600
Transactional	2	2	\$7,618	*	*	*	*	*
Other	6	14	\$4,207	\$2,460	\$3,000	\$4,000	\$5,750	\$6,350
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	8	20	\$4,822	\$2,880	\$3,263	\$4,300	\$6,125	\$6,600
40	2	2	\$3,975	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Senior (11 to 20 years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	10	23	4.4%	2.3%	3.0%	4.3%	5.5%	6.2%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	4	8	4.2%	2.4%	3.1%	3.6%	5.0%	6.2%
151-500	3	8	4.8%	2.4%	4.0%	4.8%	5.7%	6.8%
501+	2	6	3.8%	2.5%	2.7%	3.3%	4.7%	5.7%
Location								
San Francisco	8	15	4.6%	2.3%	3.0%	3.7%	5.6%	7.4%
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	3	6	4.3%	2.6%	4.3%	4.7%	5.1%	5.5%
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	4	5	5.4%	4.1%	4.9%	5.1%	5.4%	7.0%
Transactional	2	2	5.9%	*	*	*	*	*
Other	6	14	3.9%	2.2%	2.6%	3.9%	5.4%	5.8%
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	8	20	4.2%	2.2%	2.9%	4.0%	5.4%	5.9%
40	2	2	3.9%	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Senior (11 to 20 years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	11	36	\$113,494	\$95,706	\$100,994	\$112,158	\$125,067	\$133,645
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	4	8	\$118,920	\$100,652	\$110,006	\$119,649	\$128,463	\$136,045
151-500	3	11	\$105,071	\$93,110	\$95,406	\$101,314	\$108,632	\$112,084
501+	3	16	\$115,908	\$98,768	\$106,884	\$114,026	\$126,925	\$131,595
Location								
San Francisco	9	21	\$120,553	\$103,332	\$112,084	\$120,709	\$129,500	\$136,900
South Bay	2	4	\$115,947	\$109,561	*	\$115,966	*	\$122,318
East Bay	2	2	\$106,642	*	*	*	*	*
Other	4	9	\$97,456	\$93,032	\$93,463	\$97,012	\$99,806	\$102,637
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	2	*	*	*	*	*	*
Litigation	6	11	\$118,244	\$105,787	\$109,836	\$114,952	\$130,175	\$133,690
Transactional	2	2	\$134,667	*	*	*	*	*
Other	7	21	\$107,520	\$93,463	\$97,500	\$103,947	\$112,231	\$124,100
Weekly Hours								
35	2	2	\$123,011	*	*	*	*	*
37.5	9	32	\$113,148	\$97,046	\$100,994	\$111,042	\$124,688	\$133,271
40	2	2	\$109,503	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Mid-Level (6 to 10 years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	16	\$98,584	\$84,915	\$91,670	\$97,256	\$106,177	\$115,060
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	3	5	\$91,308	\$76,371	\$79,837	\$90,675	\$101,968	\$106,787
501+	2	9	\$100,038	\$91,599	\$95,004	\$97,012	\$106,177	\$108,966
Location								
San Francisco	5	9	\$102,053	\$93,056	\$97,500	\$101,968	\$106,177	\$112,089
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	5	\$92,937	\$90,265	\$90,675	\$92,001	\$95,004	\$96,209
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	4	\$108,165	\$99,306	\$103,723	\$108,089	\$112,530	\$117,084
Transactional	0	0	*	*	*	*	*	*
Other	5	12	\$95,391	\$80,853	\$90,504	\$96,008	\$100,503	\$105,756
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	6	14	\$97,205	\$82,884	\$91,007	\$97,256	\$105,125	\$108,853
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Mid-Level (6 to 10 years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$6,140	\$3,250	\$3,875	\$6,250	\$8,505	\$8,920
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	3	5	\$5,600	\$3,200	\$3,500	\$5,000	\$7,500	\$8,400
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	2	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	3	4	\$4,750	\$3,150	\$3,375	\$4,250	\$5,625	\$6,750
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	3	5	\$5,600	\$3,200	\$3,500	\$5,000	\$7,500	\$8,400
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Mid-Level (6 to 10 years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	5.7%	3.3%	4.0%	6.0%	7.3%	7.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	3	5	5.4%	3.2%	3.8%	4.9%	7.1%	7.9%
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	1	2	*	*	*	*	*	*
Transactional	0	0	*	*	*	*	*	*
Other	3	4	4.7%	3.2%	3.5%	4.3%	5.4%	6.4%
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	3	5	5.4%	3.2%	3.8%	4.9%	7.1%	7.9%
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Mid-Level (6 to 10 years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	16	\$100,887	\$86,415	\$91,670	\$97,256	\$110,919	\$119,561
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	3	5	\$92,908	\$77,571	\$82,837	\$90,675	\$106,968	\$108,787
501+	2	9	\$102,854	\$91,599	\$95,004	\$97,012	\$113,677	\$117,934
Location								
San Francisco	5	9	\$105,164	\$93,656	\$97,500	\$106,968	\$113,677	\$116,930
South Bay	1	1	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	5	\$92,937	\$90,265	\$90,675	\$92,001	\$95,004	\$96,209
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	4	\$112,625	\$100,453	\$106,590	\$112,589	\$118,623	\$124,825
Transactional	0	0	*	*	*	*	*	*
Other	5	12	\$96,974	\$83,553	\$90,504	\$96,008	\$101,753	\$113,006
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	6	14	\$99,205	\$84,984	\$91,007	\$97,256	\$109,242	\$114,727
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Junior (2 to 5 years) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	10	\$92,330	\$89,982	\$90,860	\$92,550	\$94,380	\$95,550
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	\$91,525	\$87,480	*	\$92,550	*	\$94,750
151-500	2	2	\$94,001	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	5	8	\$91,883	\$88,986	\$90,480	\$92,051	\$93,625	\$95,650
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	2	4	\$92,295	\$90,966	*	\$92,550	*	\$93,420
Other	4	5	\$91,896	\$87,492	\$90,480	\$92,001	\$95,500	\$95,800
Weekly Hours								
35	1	2	*	*	*	*	*	*
37.5	4	6	\$91,660	\$87,990	\$90,480	\$91,241	\$94,625	\$95,750
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Junior (2 to 5 years) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	\$4,866	\$1,850	\$3,100	\$5,750	\$7,000	\$7,180
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	\$3,700	*	*	\$3,100	*	*
151-500	2	2	\$2,549	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	5	7	\$4,385	\$1,450	\$2,675	\$4,847	\$6,375	\$7,200
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	2	3	\$6,417	*	*	\$6,000	*	*
Other	4	5	\$3,489	\$1,050	\$2,250	\$3,100	\$4,847	\$6,139
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	4	6	\$4,158	\$1,250	\$2,463	\$3,974	\$6,462	\$7,250
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Junior (2 to 5 years) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	5.3%	2.2%	3.2%	6.2%	7.5%	7.8%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	3	4.0%	*	*	3.2%	*	*
151-500	2	2	2.8%	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	5	7	4.8%	1.7%	2.9%	5.3%	7.0%	8.0%
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	2	3	7.0%	*	*	6.4%	*	*
Other	4	5	3.8%	1.2%	2.6%	3.2%	5.3%	6.7%
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	4	6	4.6%	1.4%	2.8%	4.3%	7.1%	8.0%
40	1	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Junior (2 to 5 years) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	10	\$96,710	\$92,475	\$96,400	\$97,665	\$98,445	\$99,814
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	4	\$94,300	\$89,325	*	\$95,425	*	\$98,375
151-500	2	2	\$96,549	*	*	*	*	*
501+	1	4	*	*	*	*	*	*
Location								
San Francisco	5	8	\$95,720	\$91,425	\$95,438	\$97,164	\$97,883	\$98,166
South Bay	1	2	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	1	1	*	*	*	*	*	*
Litigation	0	0	*	*	*	*	*	*
Transactional	2	4	\$97,108	\$94,455	*	\$97,915	*	\$99,114
Other	4	5	\$95,386	\$91,150	\$96,250	\$96,848	\$97,480	\$98,152
Weekly Hours								
35	1	2	*	*	*	*	*	*
37.5	4	6	\$95,818	\$92,000	\$96,400	\$97,164	\$97,855	\$98,290
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Trainee (0 to 1 year) – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	10	\$73,329	\$62,160	\$64,350	\$71,860	\$78,512	\$84,680
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	3	\$71,113	*	*	\$73,000	*	*
501+	1	6	*	*	*	*	*	*
Location								
San Francisco	3	5	\$76,313	\$64,080	\$70,200	\$73,027	\$80,340	\$90,936
South Bay	2	5	\$70,344	\$62,400	\$62,400	\$70,720	\$73,000	\$79,120
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	3	\$74,513	\$70,760	\$71,600	\$73,000	\$76,670	\$78,872
Transactional	3	4	\$78,557	\$63,908	\$69,770	\$78,114	\$86,900	\$93,560
Other	1	3	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	3	5	\$71,313	\$64,080	\$70,200	\$73,000	\$73,027	\$77,415
40	1	4	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Trainee (0 to 1 year) – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	5	\$4,248	\$1,688	\$3,845	\$4,900	\$5,145	\$6,318
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	\$3,675	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	2	3	\$5,363	*	*	\$5,145	*	*
South Bay	2	2	\$2,575	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	3	\$3,732	\$969	\$2,048	\$3,845	\$5,473	\$6,449
Transactional	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	3	4	\$4,085	\$1,329	\$2,946	\$4,495	\$5,634	\$6,514
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Trainee (0 to 1 year) – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	5	5.5%	2.4%	5.5%	5.9%	7.0%	8.1%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	2	2	4.6%	*	*	*	*	*
501+	1	3	*	*	*	*	*	*
Location								
San Francisco	2	3	7.1%	*	*	7.0%	*	*
South Bay	2	2	3.1%	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	3	4.9%	1.4%	2.9%	5.5%	7.2%	8.2%
Transactional	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	3	4	5.4%	1.9%	4.2%	6.3%	7.5%	8.3%
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Legal Secretary - Trainee (0 to 1 year) – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	10	\$75,453	\$62,160	\$64,480	\$73,648	\$85,123	\$89,090
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	2	3	\$73,563	*	*	\$73,250	*	*
501+	1	6	*	*	*	*	*	*
Location								
San Francisco	3	5	\$79,531	\$65,618	\$74,045	\$78,172	\$87,440	\$93,776
South Bay	2	5	\$71,374	\$62,400	\$62,400	\$70,720	\$73,250	\$82,160
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Practice Area								
Entertainment	0	0	*	*	*	*	*	*
Intellectual Property	0	0	*	*	*	*	*	*
Litigation	3	3	\$78,245	\$73,409	\$73,648	\$74,045	\$80,743	\$84,761
Transactional	3	4	\$81,068	\$65,452	\$73,629	\$83,136	\$90,575	\$95,030
Other	1	3	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	3	5	\$74,581	\$65,300	\$73,250	\$74,045	\$78,172	\$83,733
40	1	4	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Head Librarian – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	\$152,858	\$136,050	\$139,787	\$146,015	\$162,508	\$172,403
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	\$156,280	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	\$162,508	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Head Librarian – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	\$16,333	\$12,400	\$14,500	\$18,000	\$19,000	\$19,600
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	\$15,500	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	\$19,000	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Head Librarian – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	10.6%	8.8%	9.7%	11.2%	11.8%	12.1%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	9.7%	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	11.8%	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Head Librarian – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	3	\$169,191	\$148,450	\$154,287	\$164,015	\$181,508	\$192,003
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	2	\$171,780	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	2	\$181,508	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Reference Librarian – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$86,991	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$86,991	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Reference Librarian – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$3,883	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$3,883	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Reference Librarian – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	4.8%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	4.8%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Reference Librarian – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$90,874	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$90,874	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Library Assistant – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Library Assistant – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Library Assistant – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Library Assistant – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	1	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Calendar/Docket Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	\$95,976	\$85,961	\$88,514	\$89,549	\$100,157	\$108,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	4	\$106,188	\$91,889	*	\$100,704	*	\$124,875
151-500	1	3	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	4	7	\$99,836	\$89,068	\$89,549	\$95,000	\$100,704	\$114,750
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	3	\$108,255	*	*	\$101,250	*	*
37.5	2	3	\$91,366	*	*	\$89,549	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Calendar/Docket Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	\$4,605	\$2,840	\$3,500	\$3,500	\$4,000	\$8,671
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	4	\$6,460	\$3,360	*	\$5,802	*	\$10,087
151-500	1	3	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	4	7	\$5,206	\$3,420	\$3,500	\$3,500	\$5,852	\$9,237
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	3	\$6,680	*	*	\$8,104	*	*
37.5	2	3	\$3,533	*	*	\$3,500	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Calendar/Docket Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	4.6%	3.0%	3.7%	3.9%	5.2%	8.0%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	4	5.8%	3.6%	*	5.9%	*	8.1%
151-500	1	3	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	4	7	5.0%	3.6%	3.8%	3.9%	6.0%	8.0%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	3	5.7%	*	*	8.0%	*	*
37.5	2	3	3.9%	*	*	3.9%	*	*
40	1	2	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Calendar/Docket Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	9	\$100,581	\$87,696	\$91,646	\$93,049	\$103,657	\$116,671
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	2	4	\$112,649	\$95,249	*	\$106,506	*	\$134,962
151-500	1	3	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	4	7	\$105,042	\$92,488	\$93,049	\$98,600	\$106,506	\$123,987
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	2	3	\$114,935	*	*	\$109,354	*	*
37.5	2	3	\$94,899	*	*	\$93,049	*	*
40	1	2	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Counsel – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$232,631	\$130,740	\$172,693	\$196,000	\$255,938	\$363,825
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	2	\$269,261	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$275,917	*	*	\$196,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	3	\$164,924	*	*	\$196,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Counsel – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$24,125	\$2,850	\$4,875	\$7,000	\$26,250	\$59,100
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	2	\$41,250	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$31,667	*	*	\$8,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	3	\$5,167	*	*	\$6,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Counsel – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	6.8%	1.9%	2.7%	3.6%	7.7%	14.2%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	2	10.0%	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	8.6%	*	*	4.1%	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	3	2.9%	*	*	3.1%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Counsel – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$256,756	\$133,590	\$177,568	\$203,000	\$282,188	\$422,925
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	2	\$310,511	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$307,583	*	*	\$204,000	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	3	\$170,091	*	*	\$202,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$189,220	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	2	\$189,220	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$21,000	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	2	\$21,000	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	10.4%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	2	10.4%	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$210,220	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	2	2	\$210,220	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	\$95,207	\$76,402	\$90,240	\$98,074	\$99,526	\$112,274
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	5	\$87,571	\$70,549	\$88,108	\$92,371	\$98,074	\$99,504
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$108,890	*	*	\$98,595	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	3	\$83,890	*	*	\$92,371	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	2	4	\$93,887	\$67,623	*	\$93,352	*	\$120,579

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$5,108	\$1,750	\$2,500	\$4,325	\$4,913	\$9,250
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	4	\$5,500	\$1,650	*	\$3,500	*	\$10,950
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$4,550	*	*	\$4,650	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	2	3	\$5,667	*	*	\$2,000	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	2	3	\$3,383	*	*	\$4,000	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	5.3%	2.3%	2.8%	3.8%	4.8%	9.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	4	6.1%	2.2%	*	3.8%	*	11.8%
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	4.2%	*	*	4.1%	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	2	3	6.4%	*	*	2.5%	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	2	3	3.4%	*	*	3.6%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Conflicts Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	7	\$99,585	\$77,002	\$95,283	\$102,595	\$104,473	\$117,383
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	5	\$91,971	\$71,449	\$88,108	\$102,457	\$103,074	\$104,752
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	3	\$113,440	*	*	\$103,074	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	2	3	\$89,557	*	*	\$102,457	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	2	4	\$96,424	\$68,673	*	\$95,352	*	\$125,034

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$93,490	\$82,348	\$87,331	\$91,465	\$97,624	\$106,254
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$93,711	\$81,240	\$84,563	\$90,100	\$101,054	\$107,626
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$84,563	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$5,361	\$4,110	\$4,425	\$5,300	\$6,236	\$6,661
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$5,148	\$4,040	\$4,250	\$4,600	\$5,772	\$6,475
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$5,422	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	5.8%	4.4%	4.7%	5.7%	6.8%	7.3%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	5.6%	4.3%	4.5%	4.9%	6.3%	7.2%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	6.3%	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$98,851	\$87,161	\$93,514	\$97,937	\$103,274	\$111,274
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	2	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	3	3	\$98,859	\$85,749	\$89,985	\$97,044	\$106,826	\$112,694
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$89,985	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	10	\$69,540	\$63,878	\$65,500	\$68,351	\$73,414	\$76,651
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	5	\$67,711	\$61,161	\$64,421	\$65,000	\$74,052	\$75,279
501+	3	3	\$73,380	\$67,900	\$69,250	\$71,500	\$76,570	\$79,612
Location								
San Francisco	5	9	\$69,322	\$63,334	\$65,000	\$67,342	\$74,052	\$77,206
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	4	7	\$68,151	\$62,247	\$64,711	\$67,000	\$72,776	\$74,870
40	2	3	\$72,781	*	*	\$69,360	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	8	\$4,396	\$2,630	\$2,989	\$4,349	\$5,649	\$6,559
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	4	\$5,725	\$4,652	*	\$5,934	*	\$6,631
501+	2	2	\$3,685	*	*	*	*	*
Location								
San Francisco	5	8	\$4,396	\$2,630	\$2,989	\$4,349	\$5,649	\$6,559
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	3	5	\$5,184	\$3,550	\$4,347	\$5,363	\$6,505	\$6,613
40	2	3	\$3,083	*	*	\$2,900	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	8	6.3%	3.8%	4.4%	6.3%	8.4%	8.8%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	4	8.3%	7.7%	*	8.6%	*	8.8%
501+	2	2	4.9%	*	*	*	*	*
Location								
San Francisco	5	8	6.3%	3.8%	4.4%	6.3%	8.4%	8.8%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	3	5	7.6%	5.7%	7.4%	8.3%	8.8%	8.8%
40	2	3	4.2%	*	*	4.2%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Records Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	10	\$73,057	\$64,833	\$69,453	\$70,760	\$78,483	\$83,103
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	2	*	*	*	*	*	*
151-500	2	5	\$72,291	\$64,000	\$65,000	\$69,784	\$80,557	\$81,892
501+	3	3	\$75,836	\$70,315	\$70,760	\$71,500	\$78,745	\$83,092
Location								
San Francisco	5	9	\$73,230	\$64,667	\$69,342	\$70,019	\$80,557	\$83,424
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	4	7	\$71,854	\$64,334	\$67,392	\$70,019	\$76,029	\$81,447
40	2	3	\$75,864	*	*	\$72,260	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Supervisor – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Supervisor – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Supervisor – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Supervisor – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	0	0	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	0	0	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Operator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	14	\$107,735	\$97,088	\$100,821	\$108,439	\$113,700	\$120,417
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	2	\$115,795	*	*	*	*	*
151-500	2	3	\$107,251	*	*	\$107,977	*	*
501+	2	7	\$108,147	\$93,787	\$99,986	\$108,900	\$117,062	\$122,803
Location								
San Francisco	5	8	\$109,755	\$101,533	\$106,458	\$109,995	\$113,300	\$115,880
South Bay	1	4	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	3	\$106,142	*	*	\$101,259	*	*
37.5	3	6	\$107,742	\$101,288	\$103,419	\$108,439	\$112,050	\$113,500
40	2	5	\$108,683	\$91,645	\$98,072	\$111,089	\$120,224	\$124,093

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Operator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	14	\$5,425	\$1,240	\$2,525	\$4,700	\$8,600	\$9,950
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	2	\$6,217	*	*	*	*	*
151-500	2	3	\$8,137	*	*	\$10,000	*	*
501+	2	7	\$5,300	\$2,220	\$3,350	\$5,200	\$7,200	\$8,040
Location								
San Francisco	5	8	\$6,018	\$2,290	\$2,575	\$5,500	\$9,875	\$10,123
South Bay	1	4	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	3	\$3,944	*	*	\$1,000	*	*
37.5	3	6	\$5,952	\$2,150	\$2,875	\$5,500	\$9,250	\$10,205
40	2	5	\$5,680	\$3,240	\$4,200	\$5,200	\$7,400	\$8,360

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Operator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	14	4.9%	1.2%	2.4%	5.1%	7.2%	8.9%
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	2	5.3%	*	*	*	*	*
151-500	2	3	7.5%	*	*	9.2%	*	*
501+	2	7	4.8%	2.1%	3.6%	5.3%	6.0%	6.7%
Location								
San Francisco	5	8	5.4%	2.1%	2.4%	5.1%	8.4%	9.2%
South Bay	1	4	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	3	3.4%	*	*	1.0%	*	*
37.5	3	6	5.4%	2.1%	2.8%	5.1%	8.4%	9.2%
40	2	5	5.2%	3.3%	4.8%	5.3%	5.8%	6.8%

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Word Processing Operator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	7	14	\$113,160	\$99,044	\$103,554	\$112,195	\$122,858	\$130,000
# of Attorneys								
1-50	1	2	*	*	*	*	*	*
51-150	2	2	\$122,011	*	*	*	*	*
151-500	2	3	\$115,387	*	*	\$117,977	*	*
501+	2	7	\$113,447	\$98,587	\$103,836	\$110,700	\$125,062	\$131,163
Location								
San Francisco	5	8	\$115,773	\$104,593	\$109,194	\$115,833	\$121,553	\$125,557
South Bay	1	4	*	*	*	*	*	*
East Bay	1	2	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	2	3	\$110,086	*	*	\$102,259	*	*
37.5	3	6	\$113,694	\$104,538	\$106,181	\$114,339	\$120,169	\$122,205
40	2	5	\$114,363	\$96,245	\$103,272	\$113,689	\$129,224	\$132,133

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Office Services Supervisor – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	\$99,875	\$71,850	*	\$86,750	*	\$138,400
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	4	\$99,875	\$71,850	*	\$86,750	*	\$138,400
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	3	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Office Services Supervisor – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	\$6,896	\$2,625	*	\$6,958	*	\$11,116
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	4	\$6,896	\$2,625	*	\$6,958	*	\$11,116
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	3	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Office Services Supervisor – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	6.4%	3.4%	*	8.0%	*	8.1%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	4	6.4%	3.4%	*	8.0%	*	8.1%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	3	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Office Services Supervisor – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	4	\$106,771	\$74,475	*	\$93,708	*	\$149,516
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	3	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	2	4	\$106,771	\$74,475	*	\$93,708	*	\$149,516
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	3	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Receptionist – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	9	\$62,342	\$55,655	\$59,280	\$60,320	\$64,000	\$71,200
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	3	6	\$60,240	\$57,720	\$59,540	\$60,320	\$61,100	\$62,680
Location								
San Francisco	5	6	\$64,293	\$57,720	\$59,540	\$62,160	\$68,500	\$73,000
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	2	\$67,000	*	*	*	*	*
40	3	6	\$58,513	\$54,899	\$56,940	\$59,800	\$60,320	\$60,840

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Receptionist – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$2,953	\$1,425	\$2,061	\$3,157	\$4,049	\$4,319
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	2	3	\$3,604	*	*	\$3,898	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	3	\$2,638	*	*	\$2,415	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Receptionist – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	4.8%	2.5%	3.5%	5.0%	6.4%	7.0%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	0	0	*	*	*	*	*	*
501+	2	3	5.8%	*	*	6.1%	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	2	3	4.4%	*	*	4.0%	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Receptionist – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	6	9	\$63,654	\$55,855	\$59,280	\$62,735	\$67,898	\$71,200
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	3	6	\$62,042	\$57,720	\$59,540	\$61,528	\$65,079	\$66,879
Location								
San Francisco	5	6	\$64,943	\$57,720	\$59,540	\$64,109	\$69,475	\$73,000
South Bay	1	2	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	2	2	\$68,949	*	*	*	*	*
40	3	6	\$59,832	\$55,399	\$56,940	\$59,800	\$62,131	\$64,298

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

General Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	8	\$59,211	\$48,098	\$52,541	\$56,891	\$67,718	\$74,649
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	3	3	\$62,752	\$54,496	\$56,740	\$60,480	\$67,628	\$71,917
Location								
San Francisco	5	7	\$60,361	\$48,180	\$53,151	\$60,480	\$70,010	\$74,667
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	4	7	\$56,988	\$47,077	\$52,081	\$53,302	\$62,953	\$69,093
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

General Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	5	\$3,749	\$3,000	\$3,000	\$3,900	\$4,347	\$4,439
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	4	\$3,562	\$3,000	*	\$3,450	*	\$4,213
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	5	\$3,749	\$3,000	\$3,000	\$3,900	\$4,347	\$4,439
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

General Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	5	6.7%	5.7%	5.8%	6.0%	7.3%	8.2%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	4	6.2%	5.7%	*	5.9%	*	6.9%
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	5	6.7%	5.7%	5.8%	6.0%	7.3%	8.2%
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

General Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	5	8	\$61,555	\$50,285	\$54,997	\$58,391	\$70,688	\$76,026
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	4	*	*	*	*	*	*
501+	3	3	\$62,752	\$54,496	\$56,740	\$60,480	\$67,628	\$71,917
Location								
San Francisco	5	7	\$62,396	\$49,380	\$54,651	\$60,480	\$72,051	\$76,442
South Bay	0	0	*	*	*	*	*	*
East Bay	1	1	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	4	7	\$59,666	\$49,380	\$54,331	\$56,302	\$64,903	\$73,172
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

File/Document/Photocopy Clerk – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	8	\$73,573	\$56,040	\$72,360	\$77,300	\$78,650	\$83,750
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	6	\$77,550	\$68,450	\$77,100	\$77,950	\$79,550	\$86,250
151-500	0	0	*	*	*	*	*	*
501+	2	2	\$61,640	*	*	*	*	*
Location								
San Francisco	3	7	\$77,397	\$69,888	\$76,690	\$77,700	\$79,100	\$85,000
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	5	*	*	*	*	*	*
37.5	2	2	\$61,640	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

File/Document/Photocopy Clerk – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	\$6,497	\$5,683	\$6,166	\$6,196	\$6,225	\$7,613
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	5	\$6,757	\$6,166	\$6,167	\$6,225	\$6,225	\$7,890
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	3	6	\$6,497	\$5,683	\$6,166	\$6,196	\$6,225	\$7,613
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

File/Document/Photocopy Clerk – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	6	8.0%	7.3%	7.8%	8.0%	8.0%	8.9%
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	5	8.3%	7.8%	8.0%	8.0%	8.0%	9.0%
151-500	0	0	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	3	6	8.0%	7.3%	7.8%	8.0%	8.0%	8.9%
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	1	4	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

File/Document/Photocopy Clerk – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	4	8	\$78,445	\$56,040	\$76,260	\$83,496	\$84,861	\$90,767
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	2	6	\$83,181	\$71,533	\$83,281	\$84,175	\$85,732	\$93,834
151-500	0	0	*	*	*	*	*	*
501+	2	2	\$64,240	*	*	*	*	*
Location								
San Francisco	3	7	\$82,966	\$73,008	\$82,373	\$83,925	\$85,296	\$92,300
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	5	*	*	*	*	*	*
37.5	2	2	\$64,240	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Mail Clerk/Messenger – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	5	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	5	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	5	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	5	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Mail Clerk/Messenger – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	5	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	5	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	5	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	5	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Mail Clerk/Messenger – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	5	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	5	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	5	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	5	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Mail Clerk/Messenger – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	1	5	*	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	5	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	5	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	5	*	*	*	*	*	*
40	0	0	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Manager – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	5	\$130,581	\$88,193	\$100,470	\$101,427	\$178,000	\$187,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$146,735	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	2	\$139,714	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Manager – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	5	\$14,300	\$6,100	\$7,000	\$9,000	\$10,000	\$28,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$24,500	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	2	\$8,500	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Manager – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	5	9.8%	6.1%	6.9%	6.9%	9.0%	16.0%
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	14.8%	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	2	6.3%	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Manager – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	5	\$144,881	\$94,676	\$108,427	\$109,470	\$188,000	\$215,000
# of Attorneys								
1-50	1	1	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	3	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	2	2	\$171,235	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	2	2	\$148,214	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	1	1	*	*	*	*	*	*
37.5	1	3	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Coordinator – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$71,897	\$62,565	\$69,413	\$74,214	\$76,699	\$79,376
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	2	2	\$77,189	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$66,606	*	*	*	*	*
40	2	2	\$77,189	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Coordinator – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$3,200	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Coordinator – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	5.1%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	0	0	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	0	0	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	1	1	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Facilities Coordinator – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	3	4	\$73,497	\$65,963	\$71,908	\$75,414	\$77,003	\$79,498
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	1	1	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	2	*	*	*	*	*	*
Location								
San Francisco	2	2	\$78,389	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	1	1	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	2	2	\$68,606	*	*	*	*	*
40	2	2	\$78,389	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Hospitality Coordinator/Housekeeper – Annual Base Salary

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$52,179	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Hospitality Coordinator/Housekeeper – Annual Bonus

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$4,500	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Hospitality Coordinator/Housekeeper – Annual Bonus Percentage*

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	9.0%	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*

*Note: *Annual Bonus Percentage was calculated using bonus as a percentage of base compensation*

Armanino's 2025 Law Firm Compensation, Billing Rate, & Benefits Survey
Northern California Edition

Hospitality Coordinator/Housekeeper – Total Compensation

	<u>Firms</u>	<u>Individuals</u>	<u>Average</u>	<u>10th Percentile</u>	<u>25th Percentile</u>	<u>Median</u>	<u>75th Percentile</u>	<u>90th Percentile</u>
All Firms	2	2	\$56,679	*	*	*	*	*
# of Attorneys								
1-50	0	0	*	*	*	*	*	*
51-150	0	0	*	*	*	*	*	*
151-500	1	1	*	*	*	*	*	*
501+	1	1	*	*	*	*	*	*
Location								
San Francisco	1	1	*	*	*	*	*	*
South Bay	1	1	*	*	*	*	*	*
East Bay	0	0	*	*	*	*	*	*
Other	0	0	*	*	*	*	*	*
Weekly Hours								
35	0	0	*	*	*	*	*	*
37.5	0	0	*	*	*	*	*	*
40	1	1	*	*	*	*	*	*



Position Descriptions

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NON-ATTORNEY BILLERS

Paralegal Coordinator: Supervises the paralegal or research assistant employees. Trains and directs the efforts of the paralegal staff; allocates and assigns the workload; and assures that the research, document searching, and other similar type duties are performed in accordance with attorneys' instructions.

Paralegal: Conducts initial interviews with clients and witnesses. Familiar with methods and procedures for carrying out quasi-legal proceedings for a client without material supervision. Performs legal research in a library or with Lexis/Westlaw. Drafts documents; e.g., preparing answers to interrogatories, simple pleadings, motions or petitions, corporate bylaws and minutes, individual, estate, inheritance and gift tax returns, form reports and applications to secretaries of state or probate court, subpoena. Assists attorneys at depositions and in preparation and attendance at trial. Should have a college degree and/or formal training in legal subjects and law office work experience. The difference between the different classifications within job is the number of years of experience as a Paralegal, which does not need to all be within the same firm.

Patent Agent: Professionally licensed by the United States Patent and Trademark Office (USPTO) to prepare, advise, evaluate, file or prosecute patent applications. Patent Agents can also represent clients before the USPTO and perform several tasks that a patent attorney could. Patent Agents cannot advise on or represent clients in other legal settings, such as a courtroom. Performs infringement and validity analysis and general portfolio management. Other responsibilities include patent research and identification, support for patent enforcement, and patent protection.

Litigation Support Specialist: Provides support to the organization's litigation efforts through the use of technology. Designs, implements, and maintains litigation databases; trains end users on database use and document management. May assist in the preparation of documents or exhibits for trial. Requires a bachelor's degree.

Litigation Clerk: Clerk who has completed 4 years of college and is on the path to becoming a paralegal or going to law school. Assist paralegals with various tasks such as trial preparation, indexing, and redacting documents. They are billable, but don't have a minimum billable hours requirements. May also do non-billable tasks (filing, scanning), to assist paralegals or attorneys.

Law Clerk: Law school student who is employed on an hourly basis.

Summer Associate: Law clerk who is currently enrolled in law school and is employed as a summer associate in the current calendar year. Normally paid on a weekly basis.

ADMINISTRATION

Executive Director: May also be referred to as Chief Executive Officer (CEO) or Chief Operating Officer (COO). Directs the business affairs and formalization of policy in the areas of finance, personnel, and general administration for large size firms. Participates in developing firm-wide strategic and financial plans. Responsible for the supervision and direction of all non-legal personnel and physical facilities. Usually reports to the operating head (Managing Partner) or senior committee (Executive Committee) of the organization.

Director of Administration: Directs the business administration and formalization of policy in the areas of finance, personnel, and general administration for mid-to-large size firms. Participates in the preparation of income and expense budgets, financial plans, and forecasts of capital expenditures and cash flow. Maintains processes for management data and specific management reports. Responsible for the supervision and direction of all non-legal personnel and physical facilities.

Administrative/Office Manager: Administers the business of a small-to-medium size organization of lawyers. Participates in annual budget proposals, prepares and interprets management reports, and expends allocated budgets for non-professional personnel, equipment and supplies. Supervises all non-professional personnel functions and systems and may have final responsibility and authority in non-professional personnel matters, including hiring, training, salary advancement, discipline, and discharge. Responsible for the supervision of day-to-day operation of all support functions.

Executive Assistant: The scope of this role is broad and is not limited to the following: Organizes calendars, travel, calls, meetings, and events for one or several Partners or Firm Executives. Keeps track of and manages professional needs or requirements such as CLE, bar admissions, travel accounts, expenses, time entry, etc. Drafts correspondence and other documents relating to the firm at the direction of the Partner or Executive. Maintains precedent files, financial files, tax files, and other files for the Partner. Provides secretarial support in addition to building and maintaining working relationships inside and outside of the firm. Held to a high level of discretion and trusted with confidential firm and case information to assist Partner(s).

Administrative Assistant: Provides secretarial support, as well as administrative assistance, to the primary administrator and/or administrative partner. Interacts with all departments and functions, and may have unsupervised responsibilities, including special projects and reports.

FINANCE

Chief Financial Officer: Responsible for directing the firm's overall financial policies for a large-size firm. Oversees all financial functions including accounting, budgeting, credit, insurance, tax, and treasury. Manages the preparation of a wide variety of accounting and statistical data and reporting. Develops and directs the implementation of strategic business and/or operational plans and projects.

Director of Finance: Directs the financial affairs of a mid- to large-size organization of lawyers. Responsible for financial projections, reports, and treasurer functions. Manages all aspects of the firm's financial affairs, time/billing systems, and collections.

Director/Manager of Pricing: Responsible for developing both traditional and alternative pricing arrangements, and for working with attorneys and/or client services to create matter budgets. Monitors and analyzes pricing strategies' profitability to report to stakeholders.

Controller: Manages the accounting operations of the organization, including billing, financial statements, general ledger, payroll, accounts payable, accounts receivable, budgeting, tax compliance, revenue recognition, and various special analyses. Protects assets by establishing, monitoring, and enforcing internal controls and compliance to regulations. Responsible for firm's timely submittal of all local, state, and federal tax reports. Approves all firm-related purchases and expense invoices.

Accounting Manager: Supervises the accounting operation under the direction of a Controller, Director of Finance, or Director of Administration. Manages a portion of a large accounting department/operation or all aspects of a small accounting department/operation. Duties may include responsibility for general ledger, payroll, accounts payable, and accounts receivable transactions.

Billing Manager: Manages all billing operations of the firm, usually under the direction of the Accounting Manager and/or the Controller. Responsible for training of billing staff and maintaining adherence to billing policies and procedures. May assist with selection, implementation, and management of time/billing software programs. May also be responsible for collection of delinquent accounts.

Collection Manager: Oversees the collection of the firm's accounts receivable, usually under the direction of the Accounting Manager, Controller, or Firm Administrator. Responsible for training of collection personnel, and supervising staff to ensure all money owed is received in a timely fashion. Maintains direct contact with clients regarding outstanding invoices. Provides regular reporting on the collection department's progress and statistics to stakeholders.

FINANCE (continued)

Bookkeeper: Maintains the books of a law firm under the supervision of an outside accountant or an internal supervisor. Records day-to-day financial transactions and to bring the books to trial balance stage. May perform billing and time-keeping functions.

Accounting, Billing, Collection, or Payroll Supervisor/Coordinator: Responsible for the supervision of multiple accounting functions such as Billing, Collections, Accounts Receivable, Accounts Payable, or Payroll. May also supervise other clerical staff positions in the accounting department. This position has greater responsibilities and authority than the account clerks listed below, and usually reports to the Controller or Accounting Manager of the firm.

Accounting, Billing, Collection, or Payroll Clerk: Performs accounting duties as assigned and in accordance with prescribed procedures under the supervision and guidance of the Controller, Accounting Manager, or Accounting Supervisor. Role may include any of the following: records day-to-day financial transactions; checks, posts and reconciles special account records; prepares client billings or employee paychecks; assists with trial balance and preparation of statements and reports; performs general clerical work such as maintaining files and records, typing statements and reports, maintaining and handling petty cash, preparing bank deposits, etc.

Financial Analyst: Generates models and reports as directed by firm leadership and accounting managers. Role may include any of the following: analyze client billing arrangements and payment transactions; develop schedules and reports to evaluate client realization levels; assign and audit firm-wide billing rates; assist in preparation of financial schedules for annual partner meetings; develop and prepare monthly and quarterly reporting for internal firm needs and external firm client requests; support the preparation of materials/ad hoc reports for various meetings of firm management; assist with researching and compiling industry benchmarking information; perform due diligence and other analysis to support various firm initiatives; prepare, review and distribute monthly financial reports; assist in preparing and monitoring the annual budget.

HUMAN RESOURCES/PERSONNEL

Chief Human Resources/People Officer: Oversees a complex network of employees in a large-size organization. Responsible for maintaining and improving firm to employee relations, compensation practices, health care, retirement programs, health and safety in the workplace. Works with the CEO and COO to implement, communicate, execute and sustain the firm's strategic plans. Responsible for advising internal leaders, developing and administering all policies and procedures. Additionally, in charge of employee development programs and retaining talent.

Director of Human Resources: Responsible for the overall direction of the Human Resources and Benefits Departments in a mid-to-large size organization of lawyers. This person is responsible for developing and formalizing all policies and procedures within these departments. Areas of responsibility may include oversight for hiring, training, and termination of staff; development and implementation of an evaluation process; and research and evaluation of, and recommendations for benefits to be offered by the firm. Will supervise lower level managers of Human Resources/Personnel/Benefits departments.

Human Resources Manager: Conducts employment recruiting and interviewing, orients and trains new employees, conducts or assists in conducting employee evaluations and reviews, handles disciplinary problems, assists in designing policies and procedures, and is responsible for all personnel records. May have additional duties such as administering benefits, disability and workers' compensation claims, and unemployment insurance.

Human Resources Specialist: Assists Human Resources Managers and Directors in a wide variety of areas including recruitment, onboarding, benefits administration support, and employee relations. Responsibilities include coordinating conflict checks, reference checks, and background checks as part of onboarding process. Coordinates and schedules interviews and orientations. Answers day-to-day employee questions based on firm policies, practices, and government regulations. Provides support to Managers by planning, organizing, and executing various programs for the firm.

Benefits Manager/Coordinator: Responsible for the administration of the firm's insurance and retirement plans. Additional responsibilities include enrollment of new employees in various insurance plans, open enrollment processes, maintaining up-to-date employee benefits manuals, resolving employee issues with insurance providers and other benefits administrators, and providing ongoing support to employees and the HR team.

RECRUITING/PROFESSIONAL DEVELOPMENT

Director/Manager of Attorney Development & Legal Recruiting: Sources, recruits, interviews, checks references, makes offers, and conducts orientation for new legal hires. Maintains a database of prospective and current legal professionals. Develops practice specific programs, arranges training program logistics, and ensures participation in all required CLE programs.

Recruiting Manager: Coordinates recruiting program for the firm. Develops recruiting schedule by working closely with law school placement officers and firm personnel. Provides administrative support in all areas of recruiting, including orientation and training to new associates and coordination of summer programs.

Recruiting Coordinator/Assistant: Provides administrative and clerical support to the Recruiting Manager. Assists with overall recruiting initiatives, scheduling of candidate interviews, arranging for transportation and lodging for candidates, and assists with the coordination of orientation sessions for new hires.

MARKETING/BUSINESS DEVELOPMENT

Chief Marketing/Client Services Officer: Responsible for the overall direction of the firm's marketing and business development activities in a large-size organization. Actively oversees the planning, development, and execution of the firm's long-range marketing and business development plans. Primary focus is to generate revenue and maintain positive client relations.

Director of Marketing/Business Development: Plans, coordinates, and implements the firm's marketing, public relations, and business development activities. Strategizes to increase firm's branding and to strengthen and expand the firm's client base.

Marketing/Business Development Manager: Prepares the content for firm's marketing materials, maintains data on the firm's sales programs, and may assist in calls to potential clients. Responsible for content development for presentations, proposals, and pitch materials. Provides administrative support and guidance in all areas of marketing, public relations, and client service. May also be responsible for the technical and/or creative functions of marketing, such as managing the development of the firm's website and online presence and designing advertising materials and other electronic communications.

Marketing/Business Development Assistant: Provides administrative and clerical support to the Marketing and Business Development department. Assists with preparation of the firm's marketing materials. Maintains a calendar of deadlines for sales programs and plans, and provides administrative assistance with mass mailing projects.

INFORMATION SYSTEMS MANAGEMENT

Chief Information Officer/Director of Information Systems: Responsible for all the firm's IT and information systems activities. Manages policies, procedures, and standards related to the firm's information systems management and operation. Maintains up-to-date on current developments in information systems technology and develops the firm's long- and short-term technology plans.

Information Systems Manager: Manages the firm's information technology and systems. Maintains a working knowledge of the latest advances in computer technology, communications systems, software and law firm information systems. Monitors and reports on the effectiveness of the existing information systems and securities, and implementing changes when appropriate.

Database Manager/Administrator: Designs, implements, and administers firm's computer databases. Manages a seamless flow of information throughout the company, considering both backend data structure and frontend accessibility for end-users. Define and enforce database policies, procedures, and standards. Perform tests and evaluations to ensure data security, privacy, and integrity.

Network Engineer/Administrator: Responsible for the design, configuration, implementation, and maintenance of the firm's local and/or wide area network. Administers and monitors the performance of the firm's networks. Must be knowledgeable of cabling, network topology, network software, hardware. Responsible for locating, diagnosing, and repairing any network problems on a timely basis.

Software System Specialist/Trainer: In conjunction with users and other information systems personnel, implements, monitors, and maintains software applications. Tests and installs software revisions and updates. Responsible for providing in-house training for software applications used by the firm. Provides support for network users on all firm-supported software products and provides advanced training to users as needed.

Help Desk/PC Tech Support: Responsible for the efficient operation of the firm's personal computers and local area networks. Must be familiar with all aspects of the operation and maintenance of firm's hardware and software. Monitors a dedicated help desk to assist users regarding software or hardware issues. Responds to users' questions or arranges for other information systems personnel to assist in solving problems.

LEGAL SECRETARY

Legal Assistant Coordinator: Supervises the secretarial staff. Trains and directs the efforts of the secretarial staff and allocates and assigns the workload to ensure that all deadlines are met.

Legal Assistant: Performs complete secretarial function for attorneys requiring the highest level of knowledge of format, procedures, and specialized terminology. Has high degree of knowledge in word processing software and prepares documents with minimal instruction. Role may also include maintaining client contact, managing files and calendars, scheduling appointments and meetings, and making travel arrangements. The difference between the different classifications within job title is the number of years of experience as a Legal Secretary, which does not need to all be within the same firm.

LIBRARY

Head Librarian: Manages library policies, procedures, and services. Evaluates and implements all library systems. Evaluates and monitors acquisitions of cost-effective non-traditional materials, such as online services and CD-ROM, as well as traditional hard copy materials to meet the needs of all practice areas within the firm. Organizes the library collection and other firm information resources to expedite efficient use by attorneys and staff. Develops a detailed library budget and closely monitors all library related expenses. Performs and/or supervises reference and research services including manual and online searching, using both firm resources and outside libraries and databases. Has a degree in Library Science or Law.

Reference Librarian: Has a degree in Library Science or Law or equivalent experience. Performs reference and research services, including manual and online searching using both firm resources and outside libraries and databases. May handle and/or supervise technical tasks such as cataloging, indexing, book processing and invoice processing.

Library Assistant: Provides overall assistance and clerical support to the Librarians. Coordinates in the library circulation system and processes library materials as appropriate. Responsible for library housekeeping and mail check-in, routing, filing, and shelving. May handle simple online searches and basic reference and location questions.

Calendar/Docket Clerk: Responsible for maintaining and updating the firm's calendar of filing dates, due dates on responses, court appearances, depositions, etc. Enters data daily and publishes the calendar on a daily or weekly basis. Performs related clerical tasks as required.

CONFLICTS, RECORDS, & WORD PROCESSING

Conflicts Counsel: Holds a J.D. and Bar membership in the jurisdiction where located. Analyzes conflict reports, identifies potential conflict situations, performs legal research, reviews firm engagement letters, and advises firm lawyers on conflict issues. Confirms need for and establishes ethical walls to screen individuals from specific clients and matters under a conflict clearing process. Assists in supervising new client and matter intake by clearing conflicts.

Conflicts Manager: Responsible for identifying and resolving conflicts of interest on a firmwide basis, problem solving and troubleshooting, and creating and maintaining client/matter and conflict databases. Works with attorneys to investigate and resolve potential conflicts.

Conflicts Clerk: Responsible for maintaining firm database containing names of clients and related parties to identify potential conflicts of interest when opening new client/matter files. Prepares paper work listing identified potential conflicts to obtain approval from attorneys. Prepares reports to inform all attorneys regarding new client/matters opened and all related parties involved.

Records Manager: Responsible for the overall file room and records operations, including organization, space planning, indexing, and offsite retrieval functions. Makes recommendations on application software and equipment selection and evaluation. Supervises file room personnel.

Records Clerk: Maintains complete files and records on specific court cases. Enters data and files data in records.

Word Processing Supervisor: Supervises the word processing area or department as a primary duty. Makes recommendations on selection of applications and equipment. Responsible for selection, assignment, orientation, training, and evaluation of word processing personnel.

Word Processing Operator: Formats, produces, and revises complicated documents, such as lengthy technical and statistical reports from complex source information, including the retrieval of text and data from electronic files. Exercises independent action when interpreting instructions to produce a quality document, understands proofreader marks, and assumes full responsibility for document accuracy and completeness.

OFFICE SERVICES

Office Services Supervisor: Manages the auxiliary support services to a legal organization which may comprise such areas as duplicating, copying, library, filing, reception, telephone, and messenger services as a primary duty. May have additional duties in matters, such as purchasing supplies or docket control. Usually reports to a senior administrator rather than to a lawyer.

Receptionist: Operates a multiple-line switchboard. Greets and registers visitors. Maintains office lobby in an orderly manner. Accepts and signs for packages, registered mail, etc., and dispatches same to the addressees. Schedules appointments and meetings and makes travel arrangements. Maintains log which reflects location of attorneys and staff members.

General Clerk: Performs a variety of routine tasks, such as photocopying, fax machine operations, messenger service, setting up rooms for meetings, filing, running errands, etc.

File/Document/Photocopy Clerk: Maintains general or departmental files in accordance with an established system. Responsible for proper upkeep of technical documentation. Maintains files that are easily classified as to type and index. Role may also include: Setting up new files, look-up work, and following up on overdue, misdirected, or lost files or contents withdrawn. Assists with expending, sorting, and transferring of obsolete materials from active files to storage vault.

Mail Clerk/Messenger: Receives, sorts, and processes incoming, interoffice, and outgoing mail and operates postage meter and scales. Performs messenger service between departments and outside of office as directed.

Facilities Manager: Responsible for the optimal functioning of building systems, including mechanical, fire, safety, elevators, etc. May also manage other employees performing maintenance of buildings and grounds.

Facilities Coordinator: Plans and arranges for the maintenance service and repairs in the areas of plumbing, carpentry, painting, plastering, machine servicing, or electrical servicing to the organization's facilities.

Hospitality Coordinator/Housekeeper: Performs a variety of routine kitchen duties associated with the support of a law firm, such as setting up coffee or meals for meetings and performing a variety of general kitchen duties.