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SUPERIOR COURT OF THE STATE OF CALIFORNIA
FOR THE COUNTY OF SAN DIEGO

TIFFANY ROBINSON, on behalf of the State of
California and other aggrieved persons,

Plaintiff,

vs.

WILLIS TOWERS WATSON US LLC, a
Limited Liability Company; and DOES 1
through 10, inclusive,

Defendants.

Case No.: 37-2021-00036978-CU-OE-CTL

*[Assigned for All Purposes to the Honorable
Loren G. Freestone, Dept. C-64]*

**DECLARATION OF BENJAMIN H.
HABER IN SUPPORT OF PLAINTIFF'S
MOTION FOR FINAL APPROVAL OF
CLASS ACTION AND PAGA
SETTLEMENT**

Final Approval Hearing:

Date: December 11, 2026

Time: 10:30 a.m.

Dept.: C-64

Complaint filed: August 27, 2021
FAC filed: September 19, 2023
Trial date: Not set

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I, Benjamin H. Haber, declare as follows:

1. I am an attorney at law licensed to practice before all of the courts of the State of California. I am a Senior Partner at Wilshire Law Firm, PLC (“WLF” or “Class Counsel”), counsel of record for Plaintiff Tiffany Robinson (“Plaintiff”). I have personal knowledge of the facts set forth in this declaration and could and would competently testify to them under oath if called as a witness.

2. I submit this declaration in support of Plaintiff's Motion for Final Approval of Class Action and PAGA Settlement.

3. Plaintiff is represented by WLF. The attorneys at WLF performed significant work and expended litigation costs in prosecuting this matter with no guarantee of payment.

4. WLF was selected by Best Lawyers and U.S. News & World Report as one of the nation's Best Law Firms since 2020 and is comprised of more than 100 attorneys and over 600 employees. WLF is actively and continuously practicing in employment litigation, representing employees in both individual and class actions in both state and federal courts throughout California.

5. WLF is qualified to handle this Litigation because its attorneys are experienced in litigating Labor Code violations in individual, class action, and representative action cases. WLF has handled, and is currently handling, numerous wage and hour class action lawsuits, as well as class actions involving consumer rights and data privacy litigation.

6. I am a Partner at WLF. I graduated from the University of California, Los Angeles, in 2012 and received my Juris Doctor from the University of California, Hastings College of the Law (now the University of California College of Law, San Francisco) in 2016. During law school, I was a member of the executive board for the *Hastings Law Journal*; a student mediator at the San Francisco Superior Court, Small Claims Division; and a managing editor for *SCOCAblog*, which continues to be a leading online publication for analysis regarding trends and cases before the California Supreme Court. Since graduating from law school, I have focused my legal work primarily on wage-and-hour litigation and have helped obtain more than one

1 hundred class settlements on behalf of tens of thousands of workers in California. I was also
2 selected as a “Southern California Rising Star” in 2024, 2025, and 2026.

3 7. I have been appointed as class counsel in numerous wage-and-hour cases
4 throughout California. Below is a non-exhaustive list of cases where I was appointed as class
5 counsel or I and other members of WLF were appointed as class counsel:

- 6 a. *Colter v. Propulsion Controls Engineering*, San Diego County, Case No. 37-2020-
7 00030682-CU-OE-CTL; Motion for Final Approval granted on October 28, 2022.
- 8 b. *Rodriguez v. Modesto Restaurant Group, LLC*, Stanislaus County, Case No. CV-
9 21-000269; Motion for Final Approval granted on January 10, 2023.
- 10 c. *Kingsbury v. Caravan Foods II, Inc.*, Alameda County, Case No. RG21096357;
11 Motion for Final Approval granted on January 31, 2023.
- 12 d. *Frias-Estrada v. Trek Retail Corporation*, Contra Costa County, Case No. MSC20-
13 01916; Motion for Final Approval granted on March 3, 2023.
- 14 e. *Varez v. Valley Connection, LLC dba Carl's Jr.*, Merced County, Case No. 22CV-
15 00985; Motion for Final Approval granted on April 27, 2023.
- 16 f. *Reyes v. Everytable, PBC, et al.*, Los Angeles County, Case No. 21STCV35987;
17 Motion for Final Approval granted on May 3, 2023.
- 18 g. *Ortiz v. Tara Materials, Inc.*, San Diego County, Case No. 37-2021-0001473-CU-
19 OE-CTL; Motion for Final Approval granted on May 30, 2023.
- 20 h. *Cruz-Sanchez v. Eagle Lath & Plaster, Inc.*, Sacramento County, Case No. 34-
21 2021-00293739-CU-OE-GDS; Motion for Final Approval granted on May 30,
22 2023.
- 23 i. *Garduno v. New Generation Framing, Inc., et al.*, Stanislaus County, Case No. CV-
24 21-000544; Motion for Final Approval granted on August 11, 2023.
- 25 j. *Hernandez, et al. v. Burford Farming Company, Inc.*, Fresno County, Case No.
26 21CECG03817; Motion for Final Approval granted on August 21, 2023.
- 27 k. *Barajas v. Final Phase Construction, Inc.*, San Bernardino County, Case No.
28 CIVSB2118622; Motion for Final Approval granted on September 13, 2023.

1. *Jaimes, et al. v. Infiniti Health LLC*, Los Angeles County, Case No. 22STCV07261; Motion for Final Approval granted on October 17, 2023.
- m. *Nunez v. Gabriel Container*, Los Angeles County, Case No. 21STCV09787; Motion for Final Approval granted on November 2, 2023.
- n. *Gutierrez v. Next Level Door & Millwork, Inc.*, Riverside County, Case No. CVRI2105455; Motion for Final Approval granted on January 11, 2024.
- o. *Lupercio v. Western CNC, Inc.*, San Diego County, Case No. 37-2021-00010314-CU-OE-CTL; Motion for Final Approval granted on January 26, 2024.
- p. *Jackson, et al. v. Apple Valley Communications, Inc., et al.*, San Bernardino County, Case No. CIVSB2124721; Motion for Final Approval granted on February 1, 2024.
- q. *Cuadras, et al. v. Guinn Corporation*, Kern County, Case No. BCV-21-101520; Motion for Final Approval granted on February 22, 2024.
- r. *Canton, et al v. John B. Sanfilippo & Sons, Inc.*, Merced County, Case No. 22-CV-01145; Motion for Final Approval granted on March 15, 2024.
- s. *Williams v. Total Longterm Care, Inc., et al.*, San Bernardino County, Case No. CIVSB2213347; Motion for Final Approval granted on April 2, 2024.
- t. *Espinoza v. Delallo's Italian Foods, Inc.*, Butte County, Case No. 21CV02640; Motion for Final Approval granted on April 24, 2024.
- u. *Meza v. Argus Management Company, LLC, et al.*, Los Angeles County, Case No. 21STCV31612; Motion for Final Approval granted on May 20, 2024.
- v. *Wade v. Mallory Safety and Supply LLC*, Siskiyou County, Case No. 23CV00951; Motion for Final Approval granted on July 11, 2024.
- w. *Abarca-Rueda, et al. v. Foley Family Wines, Inc., et al.*, Sonoma County, Case No. S-CV-268148; Motion for Final Approval granted on August 21, 2024.
- x. *Aguilar v. American Pasteurization Company, Inc., et al.*, Sacramento County, Case No. 34-2021-00312027-CU-OE-GDS; Motion for Final Approval granted on September 3, 2024.

1 y. *Hayes, et al. v. Gonzales Park, LLC, et al.*, Butte County, Case No. 21CV02456;
2 Motion for Final Approval granted on May 1, 2024.

3 z. *Hernandez v. KW California, et al.*, Kern County, Case No. BCV-23-100346;
4 Motion for Final Approval Granted on December 4, 2024.

5 aa. *Arias v. The Shyft Group GTB, LLC, et al.*, Los Angeles County, Case
6 No.22STCV37390; Motion for Final Approval granted on December 3, 2024.

7 bb. *Barajas Maya v. United Facilities Group, Inc., et al.*, Santa Clara County, Case
8 No. 22CV397353; Motion for Final Approval granted on November 22, 2024.

9 8. Daniel J. Kramer is a ninth-year Senior Attorney at Wilshire Law Firm, PLC. He
10 was admitted to practice law in the State of California and the Central, Eastern, Southern, and
11 Northern Districts of California. He graduated from Stanford University with a Bachelor of Arts
12 in History and Political Science, and received his Juris Doctor from Loyola Law School, Los
13 Angeles in 2016. During law school, he was a research editor for the Loyola of Los Angeles
14 International and Comparative Law Review. Before joining Wilshire Law Firm, he practiced
15 briefly at a firm that focused on municipal law and code enforcement and then moved to a
16 respected plaintiff-side firm to practice wage and hour class action litigation. He has several
17 years of work experience litigating wage and hour class actions, and has been appointed as class
18 counsel in numerous cases, including inter alia:

19 a. *Hayes, et al. v. Gonzales Park, LLC, et al.*, Butte County, Case No. 21CV02456;
20 Motion for Final Approval granted on May 1, 2024.

21 b. *Hernandez v. KW California, et al.*, Kern County, Case No. BCV-23-100346; Motion
22 for Final Approval granted on December 4, 2024.

23 c. *Petrossian v. The Testing Company LLC*, Los Angeles County, Case No.
24 22STCV34526; Motion for Final Approval granted on December 23, 2024.

25 d. *Conchas Jimenez v. The Castine Group*, Santa Clara County, Case No.
26 21CV375173; Motion for Final Approval granted on February 6, 2025.

27 e. *Svay v. Certainteed, LLC*, Madera County, Case No. MCV093066; Motion for Final
28 Approval granted on May 20, 2025.

1 f. Chavira, et al. v. Mark III Construction, Inc., Sacramento County, Case No. 34-2021-
2 00308972-CU-OE-GDS; Motion for Final Approval granted on January 30, 2026.

3 g. Mendoza, et al. v. OSI Industries, LLC, Riverside County, Case No. CVRI2203101;
4 Motion for Final Approval granted on February 27, 2026.

5 9. Chase Stern is an Associate Attorney at WLF. He has more than a decade of
6 complex litigation experience, which has been largely dedicated to representing individual and
7 corporate entity plaintiffs in complex class action and commercial litigation in state and federal
8 courts throughout the country. He is admitted to practice law before all courts in the State of
9 California, the United States District Courts for the Northern, Southern, and Central Districts of
10 California, and the United States Court of Appeals for the Ninth Circuit. Over the course of his
11 career, he has been appointed as class counsel in numerous class action matters throughout
12 California, including wage-and-hour cases. He holds a B.S. in Finance and Entrepreneurship &
13 Emerging Enterprises from Syracuse University and a J.D. from California Western School of
14 Law, graduating from both institutions with honors.

15 10. Giancarlo A. Recinos is a Senior Attorney at WLF. He was admitted to practice
16 law in the State of California in 2012 and is an active member in good standing with the State
17 Bar of California. Mr. Recinos graduated from San Francisco State University with a Bachelor of
18 Arts in Communications and received his Juris Doctor from Southwestern Law School. For over
19 a decade, his practice has focused on employment law and wage -and-hour compliance.

20 11. Conor J.D. Gomez is a former Attorney at WLF. Mr. Gomez was responsible for
21 finalizing resolved class action and PAGA matters, ensuring that they were carried through the
22 approval and distribution process in an efficient manner and in compliance with court orders. He
23 graduated from the University of California, Los Angeles School of Law in May 2020. Mr.
24 Gomez passed the California Bar Examination on his first attempt and was admitted to practice
25 in May 2021. He is admitted to practice law in the State of California and before the Northern
26 District of California. Mr. Gomez billed at an hourly rate of \$575 per hour.

27 12. Alan Wilcox is a former Senior Attorney at WLF. He obtained his Bachelor's
28 degree from the University of California, Berkeley in 2007. He graduated from Pepperdine

1 University's School of Law and became a member of the California State Bar in 2012.
2 Throughout Mr. Wilcox's career up until his employment at WLF, he was essentially
3 continuously employed as a civil litigation attorney at multiple law firms. He has represented
4 clients in both state and federal Courts in a wide variety of matters, including contract disputes,
5 wrongful foreclosure, unlawful detainer, divorce, product defect, tort, and employment. Mr.
6 Wilcox's billed at an hourly rate of \$950.00 per hour.

7 13. Justin F. Marquez is a former Senior Partner at Wilshire Law Firm who was actively
8 involved in the litigation and resolution of this matter from its inception through December 2024.
9 He graduated from University of California, Los Angeles's College Honors Program in 2004 with
10 Bachelor of Arts degrees in History and Japanese, *magna cum laude* and *Phi Beta Kappa*. His
11 practice focused primarily on advocating for the rights of consumers and employees in class action
12 litigation and appellate litigation. He received numerous awards for his legal work: from 2017 to
13 2020, Super Lawyers selected him as a "Southern California Rising Star," and from 2022 to 2025,
14 he was selected as a "Southern California Super Lawyer"; he was selected as one of the "Best
15 Lawyers in America" from 2023 to 2025; and in 2024, he, along with his colleagues at Wilshire
16 Law Firm, received a CLAY (California Lawyer Attorneys of the Year) award for their work on a
17 false advertising case against Apple which ultimately led to a \$25 million settlement. He also was
18 selected to speak at multiple CELA conferences throughout his career – in 2019, he spoke on the
19 topic of manageability of class actions at CELA's 2019 Advanced Wage & Hour Seminar, and in
20 2024, he spoke on the topic of dealings with multiple cases against the same defendant at CELA's
21 2024 Advanced Wage & Hour Seminar. He served as lead or co-lead in negotiating class action
22 settlements worth over \$10 million in gross recovery to class members for each year since 2020,
23 including over \$37.5 million in 2022 and over \$75 million in 2023

24 14. WLF's hourly rates are comparable to those charged by other class action
25 plaintiffs' counsel and the firms defending class actions. WLF's rates are well within the range
26 of hourly rates that the Los Angeles legal marketplace would compensate counsel for similar
27 services accomplishing similar results. For example, in *Bronshteyn v. State of California*, Los
28 Angeles County Superior Ct. No. 19SMCV00057, Order Granting Plaintiff's Motion for

1 Statutory Attorneys' Fees and Costs filed March 30, 2023, an employment action brought by two
2 small law firms (Levy, Vinick, Burrell & Hyams LLP and Law Offices of Wendy Musell), the
3 court found that counsel's 2022 hourly rates of \$1,100 and \$1,000 per hour were reasonable for
4 the plaintiff's five senior attorneys, including \$1,000 per hour for the plaintiff's 23-year lead
5 counsel and \$850 per hour for a senior associate. These rates were then augmented by a 1.75
6 lodestar multiplier and affirmed by the California Court of Appeals. The rates (and multiplier)
7 requested here are well in line with those found reasonable in *Bronshteyn*. In *Tran v. Golden State*
8 *FC LLC, et al.* (LASC Case No. BC699931), Fee Order filed 4/8/2022, the court found hourly
9 rates of \$1,300 per hour reasonable for plaintiff's 32-year attorney and \$1,000 per hour reasonable
10 for a 14-year attorney. The multiplier here is even more compelling given Class Counsel
11 represents approximately 200 Class Members.

12 15. In support of the reasonableness of WLF's hourly rates, attached as **Exhibit 1** is a
13 true and correct excerpt from the *2025 Real Rate Report* published by Wolters Kluwer. The Real
14 Rate Report is widely relied upon in the legal industry because it is derived from anonymized
15 billing data taken from actual law firm invoices that were submitted to clients and approved for
16 payment, rather than from voluntary surveys or self-reported rates. Although the report refers to
17 "2025" rates, the data reflects rates charged by law firms during the first half of 2024 and therefore
18 represents the most recent available objective evidence of prevailing market rates.

- 19 a. The Real Rate Report further shows that in the San Diego market, partners with 21
20 or more years of experience command third-quartile billing rates of approximately
21 \$1,334 per hour, confirming that highly experienced litigators in major Southern
22 California markets routinely bill at the upper end of the rate spectrum.
- 23 b. The 2025 Real Rate Report's practice-area-specific data further supports this
24 conclusion. Page 81 provides third-quartile rates for the detailed practice category
25 "Employment and Labor: Other Litigation," which is directly analogous to the type
26 of work performed in this case. That dataset includes 24 partners and 14 associates
27 and shows a third-quartile rate of \$1,252 per hour for partners and \$564 per hour
28 for associates. These figures demonstrate that even within the specialized

1 employment litigation market, partners regularly bill well above \$1,200 per hour
2 based on rates actually charged to clients. When this practice-specific benchmark
3 is considered together with the broader regional market data, it confirms that
4 WLF's hourly rate for highly experienced counsel in a representative employment
5 action falls within the upper range of prevailing market rates rather than outside it.

6 c. The Real Rate Report does not provide 1st quartile or 4th quartile rates, presumably
7 to provide a sense of the average attorney billing rates. Importantly, the third
8 quartile represents the point below which 75% of rates fall; it is not a cap on
9 reasonable rates. By definition, a substantial portion of partners in the relevant
10 benchmark market routinely bill above that level, particularly those with extensive
11 experience, specialized expertise, or leadership roles in complex litigation. Courts
12 evaluating fee requests recognize that leading counsel in complex or representative
13 actions may reasonably bill above median or third-quartile benchmarks where their
14 experience, results obtained, and responsibilities justify higher rates. We firmly
15 believe WLF belongs in the 4th quartile of attorney billing rates in Southern
16 California. As previously discussed, WLF is a nationally recognized employment
17 litigation firm that has been named one of the nation's *Best Law Firms* by U.S.
18 News & World Report and Best Lawyers since 2020, and its attorneys regularly
19 litigate complex wage-and-hour class and representative actions throughout
20 California. I am a UCLA School of Law graduate with nearly three decades of
21 experience litigating labor and employment matters—including as a partner and
22 holding leadership roles at major international law firms when I was on the defense
23 side for 26 years, as well as substantial recent class and representative action
24 results including being one of the few attorneys in the state of California to try a
25 wage and hour class action to verdict (and prevail), and achieving results
26 exceeding \$225 million in just the last three years since starting to settle matters
27 as a plaintiffs' attorney. My credentials and experience place my \$1,500 hourly
28 rate within the highest tier of Southern California employment litigators, consistent

1 with rates that would fall within the fourth quartile beyond those reported in the
2 Real Rate Report.

3 16. In an article entitled “Big Law Rates Topping \$2,000 Leave Value ‘In Eye of
4 Beholder,’” written by Roy Strom and published by Bloomberg Law on June 9, 2022, the author
5 describes how Big Law firms have crossed the \$2,000-per hour rate. The article also notes that
6 law firm rates have been increasing by just under 3% per year. A true and correct copy of this
7 article is attached hereto as **Exhibit 2**.

8 17. WLF has performed significant work and incurred litigation costs in prosecuting
9 this matter with no guarantee of any payment. The efforts expended by Plaintiff’s counsel to
10 achieve this result include, but are not limited to, the following:

- 11 a. the investigation of the matter, including meeting with Plaintiff, reviewing
12 Defendant’s Willis Towers Watson US LLC (“Defendant”) policies, and
13 requesting and reviewing Plaintiff’s time and pay records, personnel file, and
14 exploring the corporate structure of Defendant;
- 15 b. filing the Action;
- 16 c. attending status conferences and meeting and conferring with Defendant
17 regarding the case;
- 18 d. meeting and conferring with Defendant regarding mediation, exchange of
19 informal discovery beforehand, and negotiating with opposing counsel
20 regarding the parameters thereof;
- 21 e. selecting a mediator and mediation date;
- 22 f. working with opposing counsel for the receipt of a representative sampling and
23 analyzing the same with the aid of an expert consultant and Plaintiff to perform
24 analyses of liability and exposure prior to attendance of the mediation in this
25 matter;
- 26 g. reviewing policy documents from Defendant and researching applicable
27 defenses;
- 28 h. preparing the mediation brief and damages model for use at mediation;

- i. attending the mediation;
- j. communicating with Plaintiff;
- k. negotiating, finalizing and fully executing the settlement agreement;
- l. preparing and filing the Motion for Preliminary Approval and supporting documents;
- m. attending the hearing on Motion for Preliminary Approval;
- n. communicating with any Class Members who sought additional information regarding the settlement; and
- o. preparing the instant Motion for Final Approval and supporting documents.

18. WLF's current lodestar reflects the efficiencies achieved by attorneys experienced in this field with **141.6** hours of work resulting in **\$131,710.00** in fees. The chart below shows the calculation of hours spent by each of WLF's attorneys on this case:

Attorney	Hours	Hourly Rate	Total
Benjamin H. Haber	78.5	\$950.00	\$74,575.00
Daniel J. Kramer	13.8	\$850.00	\$11,730.00
Arrash Fattahi	24.3	\$850.00	\$20,655.00
Justin Marquez	20	\$1,000.00	\$20,000.00
Giancarlo A. Recinos	5.0	\$950.00	\$4,750.00
TOTAL	141.6		\$131,710.00

19. This amount results in a modest 1.08 multiplier. Class Counsel's lodestar does not include the time Class Counsel will spend at the Final Approval Hearing and assisting the Settlement Administrator following final approval. Class Counsel dedicated significant resources to this case by dividing the tasks required according to skill level. The hours expended by each attorney were not duplicative and reflect the extensive investigation and analysis that was required to achieve this Settlement. This time could have been spent on other potentially lucrative

1 cases. Class Counsel's lodestar reflects the efficiencies achieved by attorneys experienced in this
2 field. Moreover, Class Counsel has singularly assumed the risk and costs of litigation purely on
3 a contingency basis. And, while Plaintiff is confident in the merits of her claims, a legitimate
4 controversy exists as to each cause of action, posing an actual risk that Plaintiff may not succeed
5 at class certification and/or trial. Any of these obstacles could have prevented recovery
6 completely, meaning Class Counsel would have been left with no compensation for all the time
7 and money invested in litigating this case. Despite these risks, Class Counsel took this case on a
8 contingency basis so that Class Members (a particularly vulnerable group of hourly paid workers)
9 could be compensated for their unpaid wages. Consequently, Class Counsel was precluded from
10 focusing on, or taking on, other cases which could have resulted in a larger, and less risky,
11 monetary gain.

12 20. In litigation costs, Wilshire Law Firm, PLC, has spent \$11,688.86 on items such
13 as filing fees, service fees, mediation fees, and expert fees. A true and correct copy of a breakdown
14 of costs incurred by my office is attached hereto as **Exhibit 3**. Additionally, we anticipate
15 incurring \$300.00 in anticipated future costs for filing fees and service fees for a total of
16 \$11,988.86 in costs. Since Class Counsel's costs did not reach the maximum of \$20,000.00, the
17 remaining \$8,011.14 will revert to and increase the Net Settlement Amount.

18 21. Class Counsel has negotiated a settlement here that they believe is fair, reasonable,
19 and adequate based on their prior experience litigating these type of cases.

20 22. To date, the LWDA has not responded to or objected to the Settlement in this
21 matter.

22 I declare under penalty of perjury under the laws of the State of California that the
23 foregoing is true and correct.

24 Executed on September 28, 2026 at Los Angeles, California.

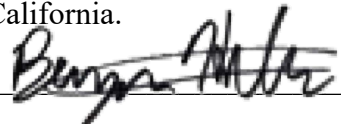
25 
26 Benjamin H. Haber

EXHIBIT 1



ELM Solutions

2025 Real Rate Report[®] powered by LegalVIEW[®] DynamicInsights

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analysis of law firm rates,
trends, and practices

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A Letter to Our Readers

Welcome to the latest edition of the Real Rate Report®, the legal industry's most trusted benchmark for legal billing rates.

Since 2010, the Real Rate Report has helped legal departments and law firms make smarter decisions about pricing, resourcing, and vendor management. That hasn't changed. What has changed is how we deliver those insights.

This year, the Real Rate Report is powered by LegalVIEW® DynamicInsights—our new digital-first platform that brings the same trusted LegalVIEW data to life in a more interactive, flexible, and timely way. Leveraging Wolters Kluwer's LegalVIEW database, with over \$200B in anonymized, approved, invoice data, LegalVIEW DynamicInsights offers dynamic filters, quarterly updates, and calendar-year alignment to help users tailor benchmarks to their unique needs, on demand.

The Real Rate Report remains a vital snapshot of the market, and we know many of you rely on it as a reference tool. But DynamicInsights goes further. It enables deeper exploration of rate trends by role, experience, geography, practice area, industry, and more. Whether you're negotiating rates, evaluating law firm performance, or planning budgets, DynamicInsights gives you the agility and precision today's legal environment demands.

As always, we welcome your feedback and thank our data contributors for making this work possible. We're proud to be your partner in legal analytics and look forward to continuing to deliver insights that drive better business outcomes.

Sincerely,



Brian Jorgenson

Vice President, Product Management
Wolters Kluwer ELM Solutions

Real Rate Report Overview

The Real Rate Report is powered by LegalVIEW DynamicInsights, a web-based solution that delivers dynamic, invoice-backed insights through approved legal billing rates. It enables legal professionals to analyze rate trends by role, experience, industry, geography, practice area, and more using the world's largest repository of legal spend data.

DynamicInsights leverages the same trusted LegalVIEW database that has powered the Real Rate Report for years, now encompassing over \$200B+ in anonymized, approved legal invoice data. As with previous Real Rate Reports, our data is sourced from corporations' and law firms' e-billing and time management solutions. We have included lawyer and paralegal rate data filtered by specific practice and sub-practice areas, metropolitan areas, and types of matters. This level of granularity gives legal departments and law firms the precision they need to identify areas of opportunity.

What's different with DynamicInsights?

Same source, same methodology: DynamicInsights uses the same rigorous data validation and methodology as the Real Rate Report.

- **Enhanced flexibility:** With dynamic filters, DynamicInsights enables users to tailor benchmarks to their unique needs and on demand.
- **Full year data:** DynamicInsights now aligns to a calendar year view—January through December—replacing the previous July-to-June format used in the Real Rate Report, reducing confusion and improving consistency across reporting periods.
- **More up to date:** Unlike the annual and static Real Rate Report, DynamicInsights is refreshed quarterly, offering more timely insights.
- **Digital-first access:** Delivered via a secure online interface, users can interact with the data, bookmark views, and share insights in real time.

DynamicInsights provides the same level of credibility and analytical power long trusted in the Real Rate Report with more agility and transparency for today's legal environment.

2025 Real Rate Report use considerations

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

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

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

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

Examples of data to consider when reviewing rates:

- **Industry** – Compare spend and rate trends across various industries
- **Practice area** – Analyze cost variations in different legal practice areas
- **Detailed practice area** – Drill down into niche legal specialties for precise benchmarking
- **Am Law** – Benchmark against top-ranked law firms for competitive rate analysis
- **City** – Understand rate trends in specific metropolitan areas
- **Country** – Gain a global perspective on legal costs and spend management
- **Role** – Assess legal spend distribution across different law firm roles

Real Rate Report Overview

Understanding key statistical terms

To help interpret the legal rate data presented in DynamicInsights and this report, it's important to understand the statistical measures used. Below are definitions of the core metrics:

- **Mean (average):** The sum of all rate values divided by the total number of values added. It provides a general sense of the central tendency of the rates but can be influenced by extreme values (outliers).
- **Median:** The middle value when all rates are arranged in ascending order. If there is an even number of rates being analyzed, the median is the average of the two middle rates. It is a robust measure of central tendency of rates that is less affected by outliers.
- **First quartile (Q1):** The value below which 25% of the rates fall. It marks the lower boundary of the middle 50% of the rates and helps identify the lower range of typical values.
- **Third quartile (Q3):** The value below which 75% of the rates fall. It marks the upper boundary of the middle 50% of the rates and helps identify the upper range of typical values.
- **n:** The number of unique timekeepers contributing to the data.

These metrics are used to provide a more nuanced view of legal rates, helping users identify trends, outliers, and benchmarks across various dimensions.

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Up to 20% improvement in billing guideline compliance



Increased efficiencies free up time for more value-add work

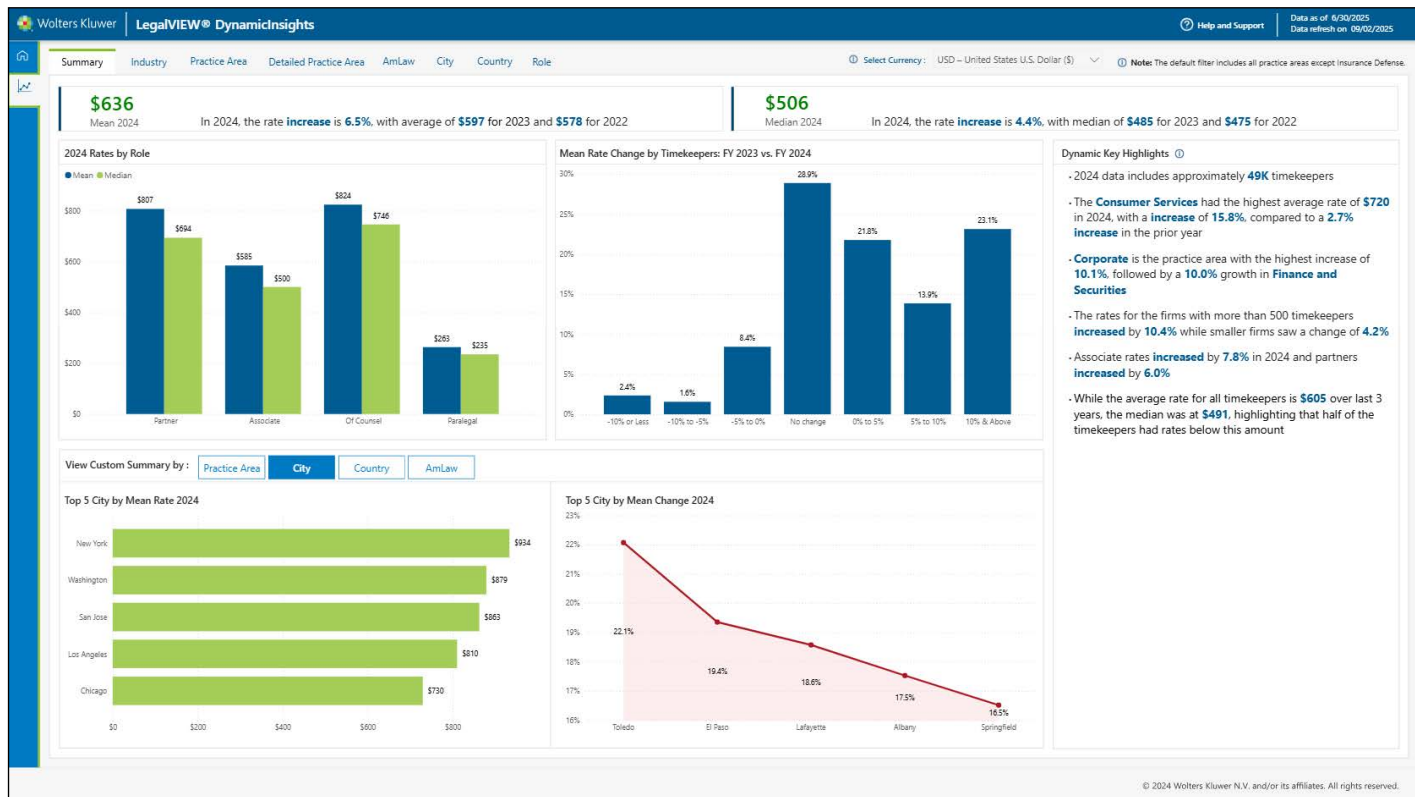
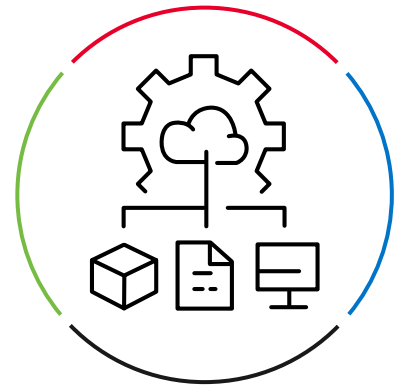


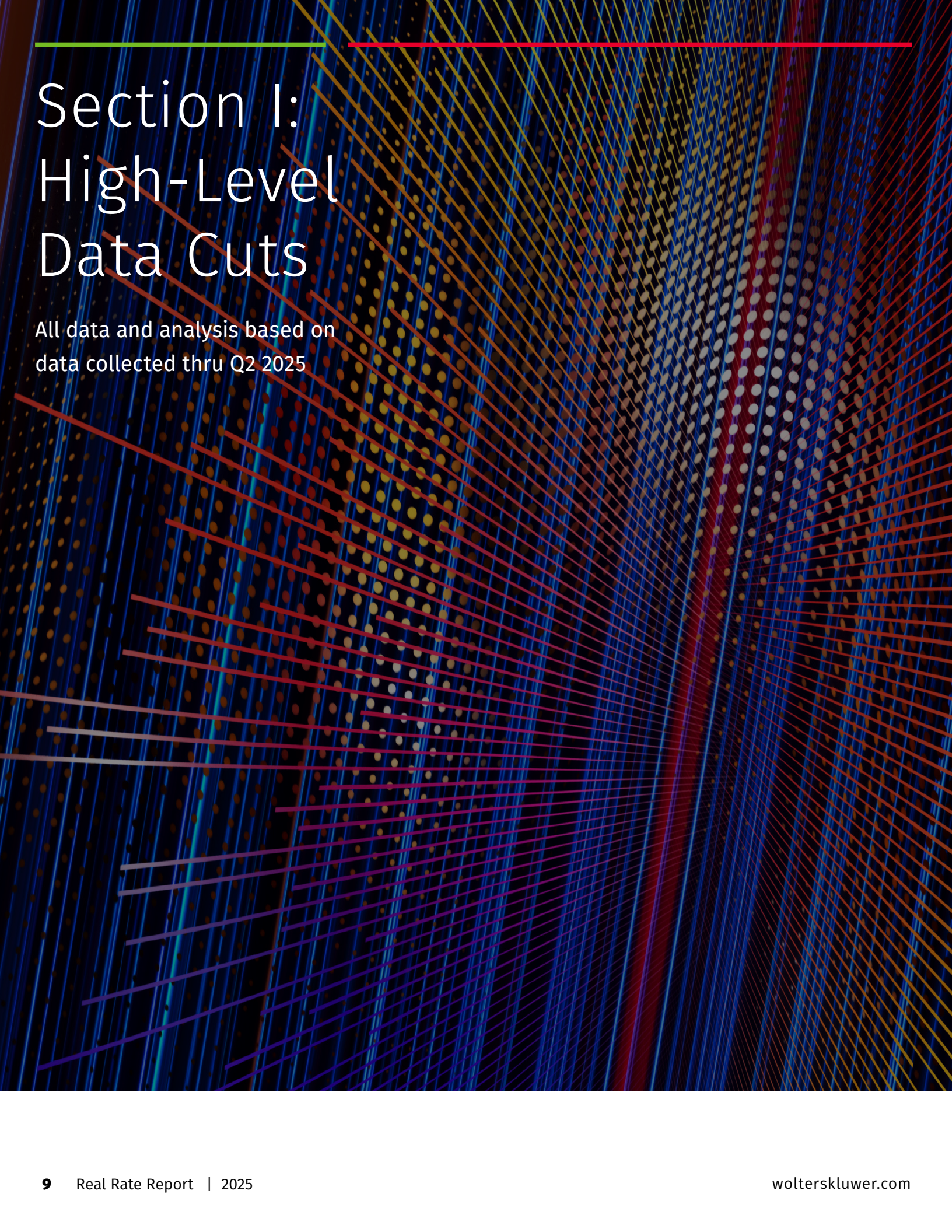
LegalVIEW® DynamicInsights

Legal rates keep climbing and 2026 will be no exception. Stay ahead with award-winning insights designed to give your team the edge in every negotiation.

Data that wins awards...and rate negotiations

- **Unmatched Data Power:** Leverages over **\$200B** in invoice-backed legal spend data to deliver deep, actionable insights.
- **Strategic Legal Spend Management:** Empowers legal teams to negotiate smarter, plan more effectively, and control costs with greater precision.
- **Enhanced Transparency & Collaboration:** Strengthens law firm-client relationships through data-driven transparency and benchmarking.
- **Insight-Driven Decision Making:** Enables analysis across key dimensions to support strategic negotiations and financial optimization.





Section I: High-Level Data Cuts

All data and analysis based on
data collected thru Q2 2025

Section I: High-Level Data Cuts

Cities
By Role

2025 Real Rates for Associate and Partner

Trend Analysis - Mean

City	Role	n	First Quartile	Median	Third Quartile	2025	2024	2023
Los Angeles CA	Partner	565	\$517	\$925	\$1,365	\$993	\$979	\$913
	Associate	518	\$485	\$720	\$982	\$761	\$741	\$684
Louisville KY	Partner	32	\$291	\$395	\$500	\$411	\$395	\$380
	Associate	19	\$275	\$290	\$342	\$304	\$274	\$268
Madison WI	Partner	10	\$275	\$420	\$491	\$420	\$443	\$563
Memphis TN	Partner	22	\$325	\$394	\$470	\$404	\$428	\$387
Miami FL	Partner	191	\$250	\$525	\$733	\$547	\$570	\$575
	Associate	128	\$175	\$330	\$479	\$357	\$389	\$393
Milwaukee WI	Partner	32	\$364	\$459	\$649	\$524	\$581	\$525
	Associate	18	\$322	\$455	\$690	\$498	\$462	\$404
Minneapolis MN	Partner	138	\$475	\$694	\$918	\$692	\$673	\$637
	Associate	111	\$333	\$450	\$620	\$485	\$467	\$432

Section I: High-Level Data Cuts

Cities
By Years of Experience

2025 Real Rates for Partner						Trend Analysis - Mean		
City	Years of Experience	n	First Quartile	Median	Third Quartile	2025	2024	2023
Phoenix AZ	21 or More Years	25	\$350	\$490	\$674	\$559	\$499	\$540
Pittsburgh PA	Fewer Than 21 Years	41	\$501	\$600	\$810	\$669	\$658	\$599
	21 or More Years	72	\$480	\$691	\$860	\$705	\$733	\$669
Portland ME	21 or More Years	18	\$386	\$435	\$484	\$418	\$421	\$381
Portland OR	Fewer Than 21 Years	17	\$402	\$465	\$525	\$599	\$536	\$509
	21 or More Years	32	\$470	\$525	\$639	\$594	\$607	\$553
Raleigh NC	21 or More Years	12	\$396	\$475	\$510	\$489	\$477	\$477
Richmond VA	Fewer Than 21 Years	10	\$604	\$703	\$855	\$707	\$746	\$687
	21 or More Years	24	\$431	\$713	\$1,084	\$739	\$756	\$726
Salt Lake City UT	Fewer Than 21 Years	12	\$395	\$447	\$459	\$422	\$445	\$412
	21 or More Years	16	\$350	\$463	\$521	\$480	\$433	\$407
San Diego CA	21 or More Years	33	\$438	\$785	\$1,334	\$894	\$898	\$882



Section II: Industry Analysis

All data and analysis based on
data collected thru Q2 2025

Section II: Industry Analysis

Consumer Services

By Detailed Practice Area and
Matter Type

2025 - Real Rates for Associate and Partner

Trend Analysis - Mean

Practice Area	Matter Type	Role	n	First Quartile	Median	Third Quartile	2025	2024	2023
Employment and Labor: Discrimination, Retaliation and Harassment / EEO	Litigation	Partner	27	\$393	\$495	\$613	\$509	\$463	\$436
		Associate	19	\$400	\$475	\$493	\$437	\$387	\$370
Employment and Labor: Other	Litigation	Partner	24	\$564	\$692	\$1,252	\$956	\$782	\$683
		Associate	14	\$384	\$469	\$564	\$553	\$484	\$458
	Non-Litigation	Partner	25	\$450	\$574	\$695	\$579	\$573	\$548
		Associate	25	\$397	\$450	\$525	\$465	\$472	\$456
Intellectual Property: Patents	Non-Litigation	Partner	41	\$350	\$595	\$691	\$605	\$652	\$634
		Associate	51	\$208	\$373	\$517	\$382	\$378	\$389
Real Estate: Leasing	Non-Litigation	Partner	17	\$410	\$539	\$865	\$616	\$664	\$667
		Associate	10	\$278	\$404	\$617	\$482	\$444	\$478
Real Estate: Other	Non-Litigation	Partner	58	\$480	\$626	\$940	\$694	\$612	\$540
		Associate	39	\$320	\$460	\$733	\$503	\$468	\$415

EXHIBIT 2

Free Newsletter Sign Up

Business & Practice

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

By Roy Strom

Column

June 9, 2022, 2:30 AM

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

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

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

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

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

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

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

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

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

Charge It Up

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

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

Source: Court documents

Bloomberg Law

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Worth Your Time

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

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

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



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

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Documents

[Trustee's Objection](#)

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Aug. 12, 2021, 3:00 AM

Law Firms

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

Topics

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

Companies

Johnson & Johnson
Thomson Reuters Corp

EXHIBIT 3

Wilshire Law Firm, PLC
Transaction Detail by Account
All Transactions

Accrual Basis

<u>Type</u>	<u>Date</u>	<u>Num</u>	<u>Memo</u>	<u>Description</u>	<u>Amount</u>	<u>Balance</u>
Mediation Fees						
	06/08/2022	34125	Signature Resolution, LLC	50% Mediation Fees	\$7,450.00	<u>\$7,450.00</u>
Total MEDIATION FEES					\$7,450.00	\$7,450.00
Consultant Fees						
	4/10/2023	8508	Berger Consulting Group, LLC	7.1 hours of work	<u>\$2,485.00</u>	<u>\$2,485.00</u>
Total CONSULTANT FEES					\$2,485.00	\$2,485.00
Filing Fees						
	03/02/2021		Filing Fee - Department of Industrial Relations	PAGA Notice	\$75.00	\$75.00
	08/30/2021	39749	Filing Fee - Valpro Attorney Services, LLC	Complaint	\$563.50	\$638.50
	09/22/2021	40454	Filing Fee - Valpro Attorney Services, LLC	POS	\$45.00	\$683.50
	09/22/2021	40442	Service Fee - Valpro Attorney Services, LLC	Serve: Willis Towers	\$129.00	\$812.50
	03/03/2022		Filing Fee - One Legal LLC	CMS	\$13.38	\$825.88
	05/26/2023	59938	Courtesy Copies - Valpro Attorney Services, LLC	Deliver CC of Notice	\$135.00	\$960.88
	06/07/2023		Courtesy Copies - One Legal LLC	Notice	\$14.36	\$975.24
	09/06/2023	21158684	Filing Fee - One Legal LLC	CMS	\$14.36	\$989.60
	09/20/2023	21251542	Filing Fee - One Legal LLC	Ex Parte	\$75.10	\$1,064.70
	09/21/2023	65227	Courtesy Copies - Valpro Attorney Services, LLC	Deliver CC	\$179.00	\$1,243.70
	09/27/2023	21248337	Filing Fee - One Legal LLC	Stip	\$34.95	\$1,278.65
	10/28/2023	21427594	Filing Fee - One Legal LLC	Notice	\$14.36	\$1,293.01
	12/07/2023	21788833	Filing Fee - One Legal LLC		\$14.36	\$1,307.37
	02/09/2024	22211563	Filing Fee - One Legal LLC		\$15.39	\$1,322.76
	05/20/2024	22945320	Filing Fee - One Legal LLC		\$16.42	\$1,339.18
	06/06/2024	22211563(2)	Filing Fee - One Legal LLC		\$1.00	\$1,340.18
	07/23/2024	23377400	Filing Fee - One Legal LLC	CMS	\$20.02	\$1,360.20
	09/23/2024	23789492	Filing Fee - One Legal LLC	CMS	\$20.34	\$1,380.54
	08/27/2025	CC083125TA-2908	Filing Fee - One Legal LLC	Proposed Order	\$86.62	\$1,467.16
	09/01/2025	CC083125TA-2971	Filing Fee - One Legal LLC	Notice	\$23.63	\$1,490.79
	01/09/2026	CC013126TA-0635	Filing Fee - One Legal LLC	Proposed Order	\$24.73	\$1,515.52
	05/04/2026	CC053126TA-0161	Filing Fee - One Legal LLC	Order	\$67.28	\$1,582.80
	05/11/2026	CC053126TA-0807	Filing Fee - One Legal LLC	Stip	\$67.28	\$1,650.08
	05/13/2026	CC053126TA-0889	Filing Fee - One Legal LLC		\$24.73	\$1,674.81
	05/13/2026	CC053126TA-0894	Filing Fee - One Legal LLC		\$24.73	\$1,699.54
	05/20/2026	CC053126TA-1587	Filing Fee - One Legal LLC	Stip	<u>\$46.46</u>	<u>\$1,746.00</u>
Total FILING FEES					\$1,746.00	\$1,746.00
Other Costs						
	2/26/2023		Rapid Sign Now		\$5.97	\$5.97
	9/27/2024	E-3237339	DocuSign Envelope		<u>\$1.89</u>	<u>\$7.86</u>

Total OTHER COSTS					\$7.86	\$7.86
TOTAL					\$11,688.86	\$11,688.86

\$11,988.86

\$8,011.14