

John G. Yslas (SBN 187324)
john.yslas@wilshirelawfirm.com
Eugene Zinovyev (SBN 267245)
eugene.zinovyev@wilshirelawfirm.com
John Brown (SBN 233605)
john.brown@wilshirelawfirm.com
Emily Borman (SBN 303180)
emily.borman@wilshirelawfirm.com
Gabriella Solé (SBN 346164)
gabriella.sole@wilshirelawfirm.com
WILSHIRE LAW FIRM, PLC
660 S. Figueroa Street, Sky Lobby
Los Angeles, California 90017
Telephone: (213) 381-9988
Facsimile: (213) 381-9989

Attorneys for Plaintiff

**SUPERIOR COURT OF THE STATE OF CALIFORNIA
FOR THE COUNTY OF VENTURA**

JUVENTINO RAMIREZ-PACHECO,
individually, and on behalf of all others similarly
situated,

Plaintiff,

vs.

BROPHY BROS., INC., a California corporation;
BENNETT BROS., INC, a California corporation;
and DOES 1 through 10, inclusive,

Defendants.

Case No.: 2024CUOE021291

*Assigned for all purposes to:
Hon. Charmaine H. Buehner
Dept. 44*

**DECLARATION OF JOHN G. YSLAS IN
SUPPORT OF PLAINTIFF'S MOTION
FOR FINAL APPROVAL OF CLASS
ACTION AND PAGA SETTLEMENT**

Final Approval Hearing:

Date: April 2, 2026

Time: 1:30 p.m.

Dept.: 44

DECLARATION OF JOHN G. YSLAS

I, John G. Yslas, 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 “Plaintiff’s Counsel”), counsel of record for Plaintiff Juventino Ramirez-Pacheco (“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 graduated from the University of California, Santa Barbara with High Honors in 1991 with Bachelor of Arts degrees in Psychology. I received my Juris Doctor from UCLA Law School in 1996.

7. Upon graduating from law school in 1996, I worked for a boutique law firm practicing general litigation which included employment law matters. Since 2000 (that is, the last 25 years) my practice has been exclusively focused on labor and employment matters including handling wage and hour class, collective and representative actions (including the

1 California Private Attorneys General Act, or “PAGA”), including in the international law firms
2 of Morgan, Lewis & Bockius LLP (where I was a senior associate), Foley & Lardner LLP
3 (where I was a partner and a national Vice Chair of the Labor and Employment Group), Norton
4 Rose Fulbright LLP (where I was a partner) and Seyfarth Shaw LLP (where I was a partner and
5 member of the Wage and Hour Practice Group). During my time at these law firms, I was the
6 primary attorney or took a major leading role in defending employers on numerous wage and
7 hour class, collective and representative actions.

8 8. In late June 2022 I left Seyfarth Shaw LLP and joined my current firm, Wilshire
9 Law Firm, PLC, to represent plaintiff employees. I have been and am handling many wage and
10 hour class and representative actions litigating such matters on behalf of plaintiff employees in
11 numerous Superior Courts and District Courts. From matters representing both plaintiffs and
12 defendants, I have successfully mediated the resolution of many wage and hour class,
13 collective, and representative actions. Just since starting to settle cases in late April 2023 I have
14 already successfully mediated matters in which I have been counsel or co-counsel resulting in
15 **over \$225 million** in settlements and verdicts which are in the process of being finalized, and
16 with numerous upcoming mediations scheduled. In those and numerous other matters, I have
17 managed and assisted with the litigation and settlement of many wage and hour PAGA and
18 class actions. In those actions, I performed similar tasks as those performed in the course of
19 prosecuting this action. Indeed, I recently tried and prevailed in achieving a jury verdict in a
20 certified wage and hour class action in the matter of *Aguilar-Flores v. Javier’s – CC LLC*, Los
21 Angeles County Superior Court, Case No. 19STCV36438 (settled after verdict).

22 9. I have received numerous awards for my legal work. For example, from 2015 to
23 2018, I was listed in Los Angeles Super Lawyers for Employment Litigation (Thomson
24 Reuters). I have also served on numerous prominent boards and in other leadership positions,
25 including serving as Southern California Regional President for the Hispanic National Bar
26 Association and on the board of directors of the Mexican American Bar Foundation. I also
27 previously served on the 5-member Los Angeles Civil Service Commission, which generally
28

1 oversees the personnel decisions for the City of Los Angeles.

2 10. I have also published numerous blogs on labor and employment issues including
3 on wage and hour issues. For example, I published “Headline News: Wal-Mart v. Dukes-
4 Impact on Class Action Litigation” (while a partner with Foley & Lardner LLP) and “Are You
5 Really Protected From Wage-and-Hour Successor Liability in an Asset Purchase” (while a
6 partner with Seyfarth Shaw LLP). I have also been a presenter at numerous conferences,
7 including being a presenter involving the “Employment Law Update” at a National
8 Employment Law Council conference. I currently bill at an hourly rate of \$1,500.00.

9 11. Eugene Zinovyev is a Junior Partner at WLF. He graduated from the University
10 of California Berkeley with a Bachelor of Arts in Political Economy of Industrial Societies,
11 and received his Juris Doctor from the University of California, San Francisco School of Law
12 in 2009. He has practiced employment and wage and hour law since on both the plaintiff and
13 defense sides. Mr. Zinovyev has tried multiple jury cases to verdict as well as numerous bench
14 trials. He has also briefed published appellate court decisions in both state and federal court.
15 Mr. Zinovyev is admitted to practice before all Federal District Courts in California as well as
16 the 9th Circuit Court of Appeals. He is also a member of the California Employment Lawyers
17 Association. He has mediated and settled dozens of class and representative actions as well as
18 individual civil matters. Mr. Zinovyev’s hourly billing rate is \$950.00.

19 12. Emily Borman is a Junior Partner at Wilshire Law Firm, PLC. She was admitted
20 to practice law in the State of California in May 2015. Ms. Borman graduated from Cornell
21 University with a Bachelor of Science in Development Sociology and a Minor in Applied
22 Economics and Management. While at Cornell she was inducted into the Alpha Kappa Delta
23 International Honor Society. Ms. Borman received her Juris Doctor from University of
24 California Law San Francisco (formerly UC Hastings). Since graduating, her practice has been
25 in employment law, including Plaintiff-side wage and hour cases. Ms. Borman has received
26 numerous awards for her legal work. In 2021 and from 2023 to 2025, Super Lawyers selected
27 her as a “Southern California Rising Star.” Ms. Borman was selected as one of the “Best
28

1 Lawyers in America” from 2021 to 2026. Ms. Borman currently bills at an hourly rate of
2 \$850.00.

3 13. John Brown is an Associate Attorney at WLF. He was admitted to practice law
4 in the State of California in 2004. Mr. Brown graduated from UC Berkeley with a Bachelor of
5 Arts and received his Juris Doctor from UCLA School of Law. His current practice has been
6 focused on class action employment law. Mr. Brown has participated in dozens of settlements
7 totaling tens of millions of dollars, from the memorandum of understanding and settlement
8 agreement drafting stage through to final approvals from the court. Mr. Brown’s hourly billing
9 rate is \$650.00.

10 14. Gabriella Solé is an Associate Attorney at Wilshire Law Firm, PLC. She was
11 admitted to practice law in the State of California in 2022. Ms. Solé graduated from University
12 of California, Los Angeles with a Bachelor of Arts in Sociology. She received her Juris Doctor
13 from University of San Francisco, School of Law. During law school, she was a First Year
14 Moot Court Director on the Moot Court Board. Since graduating, her practice has been mainly
15 focused on wage and hour class action litigation. Ms. Solé’s hourly billing rate is \$550.00.

16 15. WLF’s hourly rates are comparable to those charged by other class action
17 plaintiffs’ counsel and the firms defending class actions. WLF’s rates are well within the range
18 of hourly rates that the Los Angeles legal marketplace would compensate counsel for similar
19 services accomplishing similar results. For example, in *Bronshteyn v. State of California*, Los
20 Angeles County Superior Ct. No. 19SMCV00057, Order Granting Plaintiff’s Motion for
21 Statutory Attorneys’ Fees and Costs filed March 30, 2023, an employment action brought by
22 two small law firms (Levy, Vinick, Burrell & Hyams LLP and Law Offices of Wendy Musell),
23 the court found that counsel’s 2022 hourly rates of \$1,100 and \$1,000 per hour were reasonable
24 for the plaintiff’s five senior attorneys, including \$1,000 per hour for the plaintiff’s 23-year
25 lead counsel and \$850 per hour for a senior associate. These rates were then augmented by a
26 1.75 lodestar multiplier and affirmed by the California Court of Appeals. The rates (and
27 multiplier) requested here are well in line with those found reasonable in *Bronshteyn*. In *Tran*
28

1 v. *Golden State FC LLC, et al.* (LASC Case No. BC699931), Fee Order filed 4/8/2022, the
2 court found hourly rates of \$1,300 per hour reasonable for plaintiff's 32-year attorney and
3 \$1,000 per hour reasonable for a 14-year attorney. The multiplier here is even more compelling
4 given PAGA counsel represents approximately 220 PAGA Members.

5 16. WLF has been approved as Class Counsel by courts in California. *See, e.g.,*
6 *Matthew Veliz v. DrinkPak, LLC*, Los Angeles County Superior Court, Case No.
7 22STCV37384, *Ismael Villegas-Sanchez v. COE Orchard Equipment, Inc.*, Sutter County
8 Superior Court, Case No. CVCS22-0002261; *Jessica Bronsal v. PTI Technologies Inc.*,
9 Ventura County Superior Court, Case No. 202200570361CUOE; *Miguel A. Vigil Ruiz v. The*
10 *De Ruosi Group, LLC*, San Joaquin County Superior Court, Case No. STK-CV-UOE-2022-
11 8780; *Gutierrez v. Top Drawer Merch, LLC et al*, Los Angeles County Superior Court, Case
12 No. 23STCV04299; *Wing v. Road Machinery, LLC et al*, Kern County Superior Court, Case
13 No. BCV-22-102896; *Hernandez v. SGPS Showrig Los Angeles, Inc.*, Los Angeles County
14 Superior Court, Case No. 22STCV28155; *Azevedo v. Tulare Nursing & Rehabilitation*
15 *Hospital, Inc.*, Tulare County Superior Court, Case No. VCU293325; *Haser v. Universal Chain*
16 *of California, Inc.*, Sacramento County Superior Court, Case No. 34-2022-00332268; *Caldera*
17 *v. Performance Online, Inc. et al*, Riverside County Superior Court, Case No. CVRI2306013;
18 *Goosby v. CiminoCare, Inc.*, Sacramento County Superior Court, Case No. 34-2022-00329033;
19 *Rooks v. Hot Cakes Restaurant Group, Inc.*, San Joaquin County Superior Court, Case No.
20 STK-CV-UOE-2022-11056; *Garcia v. Compassionate Heart*, Orange County Superior Court,
21 Case No. 30-2022-01294409-CU-OE-CXC; *Parra v. Citrus Valley Management Services, Inc.*,
22 Riverside County Superior Court, Case No. CVRI2301768; *Torres v. HomeShield Pest Control*
23 *Inc.*, Placer County Superior Court, Case No. S-CV-0049525; *Cabrera v. Creekside Auto*
24 *Group*, Santa Clara County Superior Court, Case No. 23CV415661; *Simpson v. Arcos*,
25 Riverside Superior Court, Case No. CVRI2303337; *Payne v. Planned Parenthood: Shasta-*
26 *Diablo, Inc.*, San Francisco County Superior Court, Case No. CGC-23-607359. The total hours
27 expended on this action are reasonable and in line with those expended in comparable cases.
28

1 17. In cases in which WLF has been approved as Class Counsel, California courts
2 have approved rates similar to those requested by WLF in the instant case. *See, e.g., Rodolfo*
3 *Ponce v. Youbar, Inc.*, Los Angeles County Superior Court, Case No. 22STCV37519 (WLF's
4 rates were approved as follows: John G. Yslas (\$1,500.00), Samantha A. Smith (\$1,000.00),
5 Jeffrey C. Bills (\$850.00), Aram Boyadjian (\$600.00), Lisa B. Iturriaga (\$550.00), and Andrew
6 Sandoval (\$500.00)); *Sabrina N. Batres v. Wish Automotive II, Inc. dba Infiniti of Van Nuys*,
7 Los Angeles County Superior Court, Case No. 23STCV19968 (WLF's rates were approved as
8 follows: John G. Yslas (\$1,500.00), Jeffrey C. Bills (\$850.00), Aram Boyadjian (\$600.00), Lisa
9 B. Iturriaga (\$550.00), and Andrew Sandoval (\$500.00)); *Diandrea Correa et al. v.*
10 *CareMeridian, LLC, et. al.*, Los Angeles County Superior Court, Case No. 23STCV10707
11 (WLF's rates were approved as follows: John G. Yslas (\$1,500.00), Samantha A. Smith
12 (\$1,000.00), Jeffrey C. Bills (\$850.00), Fawn F. Bekam (\$800.00), Diego Aviles (\$800.00),
13 Aram Boyadjian (\$600.00), Harry Erganyan (\$600.00), Lisa B. Iturriaga (\$550.00), and
14 Andrew Sandoval (\$500.00)); *Carlos Santos Granados v. Sunny Hills Management Co., Inc.*,
15 Los Angeles County Superior Court, Case No. 23STCV02109 (WLF's rates were approved as
16 follows: John G. Yslas (\$1,500.00), Samantha A. Smith (\$1,000.00), Jeffrey C. Bills (\$850.00),
17 Diego Aviles (\$750.00), Courtney M. Miller (\$650.00), Aram Boyadjian (\$600.00), Harry
18 Erganyan (\$600.00), Mariam Nazaretyan (\$550.00), Lisa B. Iturriaga (\$550.00), and Andrew
19 Sandoval (\$500.00)); *Kayla Kurges v. Khanna Enterprises, Ltd. dba Sheraton Agoura Hills*,
20 Los Angeles County Superior Court, Case No. 24STCV01590 (WLF's rates were approved as
21 follows: John G. Yslas (\$1,500.00), Jeffrey C. Bills (\$850.00), Aram Boyadjian (\$600.00), Lisa
22 B. Iturriaga (\$550.00), and Andrew Sandoval (\$500.00)); *Thora Magney et al. v. Levi Strauss*
23 *& Co., et al.*, Los Angeles County Superior Court, Case No. 24STCV02320 (WLF's rates were
24 approved as follows: John G. Yslas (\$1,500.00), Samantha A. Smith (\$1,000.00), Jeffrey C.
25 Bills (\$850.00), Fawn F. Bekam (\$800.00), Aram Boyadjian (\$600.00), Lisa B. Iturriaga
26 (\$550.00), and Andrew Sandoval (\$500.00)); *Armando Muniz, et al. v. Lot LLC, dba Lot*
27 *Management LLC (fka Red Cow, Inc.) et. al.*, Los Angeles County Superior Court, Case No.
28

22STCV32901 (WLF's rates were approved as follows: John G. Yslas (\$1,500.00), Samantha A. Smith (\$1,000.00), Jeffrey C. Bils (\$850.00), Diego Aviles (\$750.00), Aram Boyadjian (\$600.00), Harry Erganyan (\$600.00), Mariam Nazaretyan (\$550.00), Lisa B. Iturriaga (\$550.00), and Andrew Sandoval (\$500.00)); *George Munoz v. Century West, LLC dba Century West BMW*, Los Angeles County Superior Court, Case No. 23STCV04247 (WLF's rates were approved as follows: John G. Yslas (\$1,500.00), Samantha A. Smith (\$1,000.00), Jeffrey C. Bils (\$850.00), Aram Boyadjian (\$600.00), Lisa B. Iturriaga (\$550.00), and Andrew Sandoval (\$500.00)); *Ivan S. Martinez II et. al. v. The Haar Company, et. al.*, Los Angeles County Superior Court, Case No. 23STCV21651 (WLF's rates were approved as follows: John G. Yslas (\$1,500.00), Samantha A. Smith (\$1,000.00), Jeffrey C. Bils (\$850.00), Diego Aviles (\$750.00), Aram Boyadjian (\$600.00), Harry Erganyan (\$600.00), Mariam Nazaretyan (\$550.00), Lisa B. Iturriaga (\$550.00), and Andrew Sandoval (\$500.00)).

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

a. The report provides rate information filtered by geographic market, practice type, and timekeeper role. Page 33 of the report reflects rates drawn from 565 partners and 518 associates practicing in Los Angeles. In that dataset, the third-quartile hourly rate is \$1,365 for partners and \$982 for associates. These figures confirm that Los Angeles is a high-rate legal market and that experienced litigation partners routinely bill in excess of \$1,300 per hour based on rates actually paid by clients in 2024. The Real Rate Report further shows that in the San Diego market, partners with 21 or more years of experience command third-quartile billing

1 rates of approximately \$1,334 per hour, confirming that highly experienced litigators in major
2 California markets routinely bill at the upper end of the rate spectrum.

3 b. The 2025 Real Rate Report’s practice-area-specific data further supports this
4 conclusion. Page 81 provides third-quartile rates for the detailed practice category
5 “Employment and Labor: Other Litigation,” which is directly analogous to the type of work
6 performed in this case. That dataset includes 24 partners and 14 associates and shows a third-
7 quartile rate of \$1,252 per hour for partners and \$564 per hour for associates. These figures
8 demonstrate that even within the specialized employment litigation market, partners regularly
9 bill well above \$1,200 per hour based on rates actually charged to clients. When this practice-
10 specific benchmark is considered together with the broader regional market data, it confirms
11 that WLF’s hourly rate for highly experienced counsel in a representative employment action
12 falls within the upper range of prevailing market rates rather than outside it.

13 c. The Real Rate Report does not provide 1st quartile or 4th quartile rates,
14 presumably to provide a sense of the average attorney billing rates. Importantly, the third
15 quartile represents the point below which 75% of rates fall; it is not a cap on reasonable rates.
16 By definition, a substantial portion of partners in the relevant benchmark market routinely bill
17 above that level, particularly those with extensive experience, specialized expertise, or
18 leadership roles in complex litigation. Courts evaluating fee requests recognize that leading
19 counsel in complex or representative actions may reasonably bill above median or third-quartile
20 benchmarks where their experience, results obtained, and responsibilities justify higher rates.
21 We firmly believe WLF belongs in the 4th quartile of attorney billing rates in Los Angeles. As
22 previously discussed, WLF is a nationally recognized employment litigation firm that has been
23 named one of the nation’s *Best Law Firms* by U.S. News & World Report and Best Lawyers
24 since 2020, and its attorneys regularly litigate complex wage-and-hour class and representative
25 actions throughout California. I am a UCLA School of Law graduate with nearly three decades
26 of experience litigating labor and employment matters—including as a partner and holding
27 leadership roles at major international law firms when I was on the defense side for 26 years,
28

1 as well as substantial recent class and representative action results including being one of the
2 few attorneys in the state of California to try a wage and hour class action to verdict (and
3 prevail), and achieving results exceeding \$225 million in just the last three years since starting
4 to settle matters as a plaintiffs' attorney. My credentials and experience place my \$1,500 hourly
5 rate within the highest tier of Los Angeles employment litigators, consistent with rates that
6 would fall within the fourth quartile beyond those reported in the Real Rate Report.

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

10 a. the investigation of the matter, including meeting with Plaintiff, reviewing
11 Defendants' policies, and requesting and reviewing Plaintiff's time and pay records, personnel
12 files, and exploring the corporate structure of Defendants;

13 b. filing the Action;

14 c. attending status conferences and meeting and conferring with Defendants
15 regarding the case;

16 d. meeting and conferring with Defendants regarding mediation, exchange of
17 informal discovery beforehand, and negotiating with opposing counsel regarding the
18 parameters thereof;

19 e. selecting a mediator and mediation date;

20 f. working with opposing counsel and expert consultants for the receipt of a
21 representative sampling and analyzing the same with the aid of expert consultants and Plaintiff
22 to perform analyses of liability and exposure prior to attendance of the mediation in this matter;

23 g. reviewing policy documents from Defendants and researching applicable
24 defenses;

25 h. preparation of the mediation brief and damages model for use at mediation;

26 i. attendance at the mediations by all Parties and Counsel;

27 j. communicating with Plaintiff who requested updates or other information
28

1 regarding this matter;

2 k. negotiating, finalizing and fully executing the settlement agreement;

3 l. preparing and filing the Motion for Preliminary Approval and supporting
4 documents;

5 o. attending the hearings on Motion for Preliminary Approval;

6 q. communicating with class members who sought additional information
7 regarding the settlement, including answering questions regarding the settlement and obtaining
8 updated addresses from class members for purposes of receiving the class notices and
9 administering the settlement checks; and

10 r. preparing the instant Motion for Final Approval and supporting documents.

11 20. WLF's current lodestar reflects the efficiencies achieved by attorneys
12 experienced in this field with **180.7** hours of work resulting in **\$192,525.00** in fees. The chart
13 below shows the calculation of hours spent by each of WLF's attorneys on this case:

Attorney	Hours	Hourly Rate	Total
John G. Yslas	59.8	\$1,500.00	\$89,700.00
Eugene Zinovyev	76.0	\$950.00	\$72,200.00
Emily Borman	7.2	\$850.00	\$6,120.00
John Brown	37.7	\$650.00	\$24,505.00
TOTAL	180.7		\$192,525.00

21 21. This amount surpasses the requested fee award of \$141,666.67, resulting in a
22 negative multiplier. This amount does not include the time Plaintiff's Counsel will spend at the
23 final approval hearing and assisting the Settlement Administrator following final approval.
24 Plaintiff's Counsel dedicated significant resources to this case by dividing the tasks required
25 according to skill level. The hours expended by each attorney were not duplicative and reflect
26 the extensive investigation and analysis that was required to achieve this Settlement. This time
27 could have been spent on other potentially lucrative cases. Plaintiff's Counsel's lodestar
28

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

12 22. In litigation costs, WLF has spent \$22,727.47 on items such as filing fees,
13 service fees, mediation fees, and expert fees. Since Plaintiff's Counsel's costs do not exceed
14 the maximum of \$25,000.00, the remaining \$2,272.53 will revert to the Net Settlement
15 Amount. A true and correct copies of WLF's cost reports in this matter are attached hereto as
16 **Exhibit 2**. All of the costs incurred were reasonable and necessary for the prosecution of this
17 case.

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

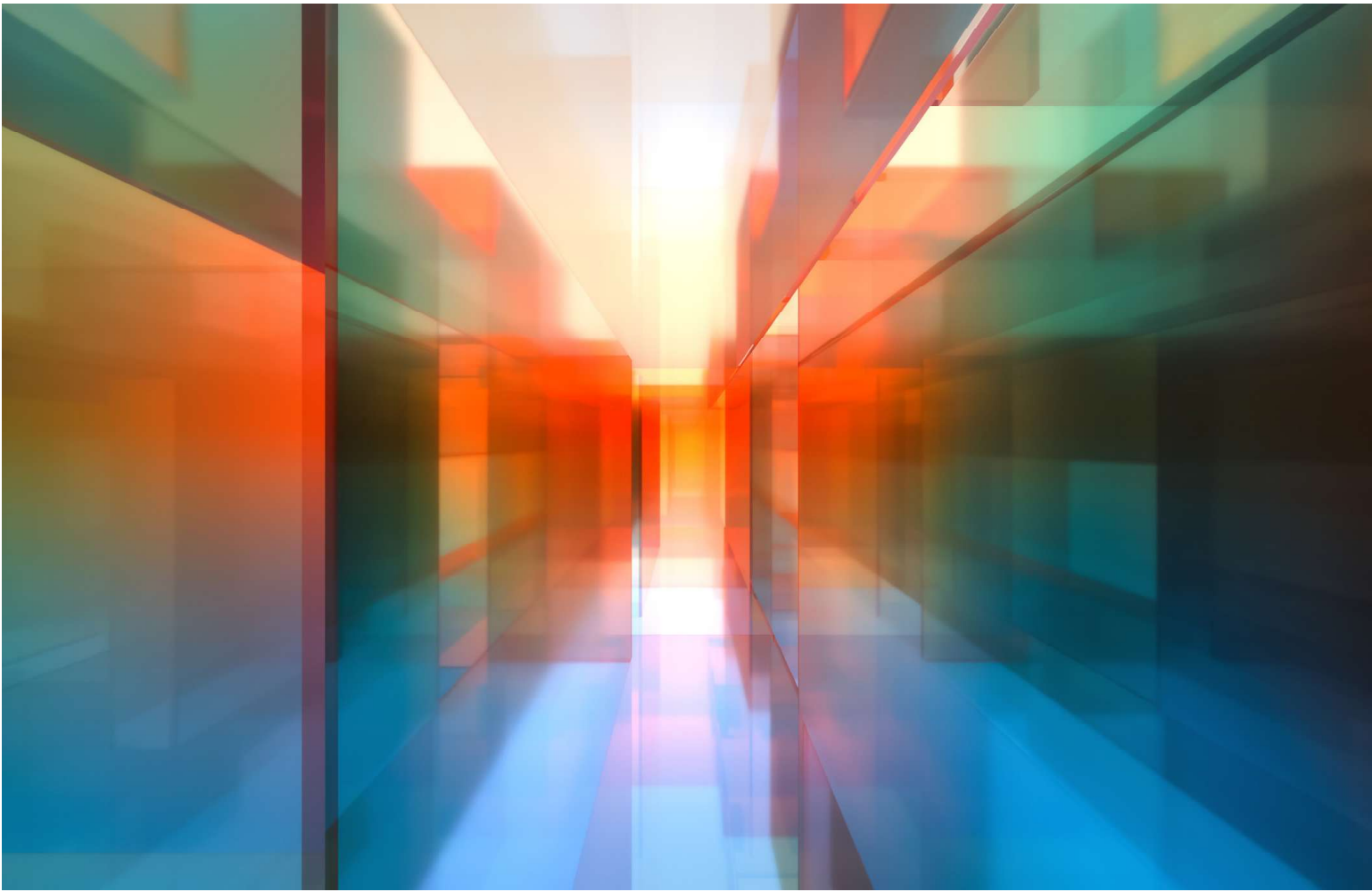
20 24. To date, the LWDA has not responded to or objected to the Settlement in this
21 matter.

22 I declare under penalty of perjury under the laws of the State of California that the
23 foregoing is true and correct. Executed on March 10, 2026 at Los Angeles, California.

24
25 

26 John G. Yslas
27
28

EXHIBIT 1



ELM Solutions

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

The industry's leading
analysis of law firm rates,
trends, and practices

Report Editor**Jennifer McIver**

Director, Legal Operations and Industry Insights
Wolters Kluwer ELM Solutions

Lead Data Analysts**Anand Kumar Pathinettam Padian**

Software and Data Engineer
Wolters Kluwer ELM Solutions

Farhan Shaikh

Data Scientist
Wolters Kluwer ELM Solutions

ELM Solutions Creative**David Andrews**

Senior Graphic Designer
Wolters Kluwer ELM Solutions

Contributing Analysts and Authors**Haemi Jung**

Strategic Business Intelligence Manager
Wolters Kluwer ELM Solutions

Manish Sharma

Director, Business Analysis
Wolters Kluwer ELM Solutions

Karen Sekley-Dandrea

Director, Marketing
Wolters Kluwer ELM Solutions

Mat Greener

Project & Program Management Director
Wolters Kluwer ELM Solutions

Executive Sponsor**Brian Jorgenson**

Vice President, Product Management
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Wolters Kluwer ELM Solutions
2929 Allen Pkwy Ste 3300
Houston, TX 77019 United States
ATTN: Marketing
ELMSolutionsSales@wolterskluwer.com

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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.

See clearly. Spend wisely.

Step into the future of legal spend management with responsibly developed AI-powered solutions.



Our innovative Total Spend Management approach leverages AI-powered capabilities to empower intelligent workflows and improved outcomes.



Up to 10% savings on legal spend



Up to 20% improvement in billing guideline compliance



Increased efficiencies free up time for more value-add work

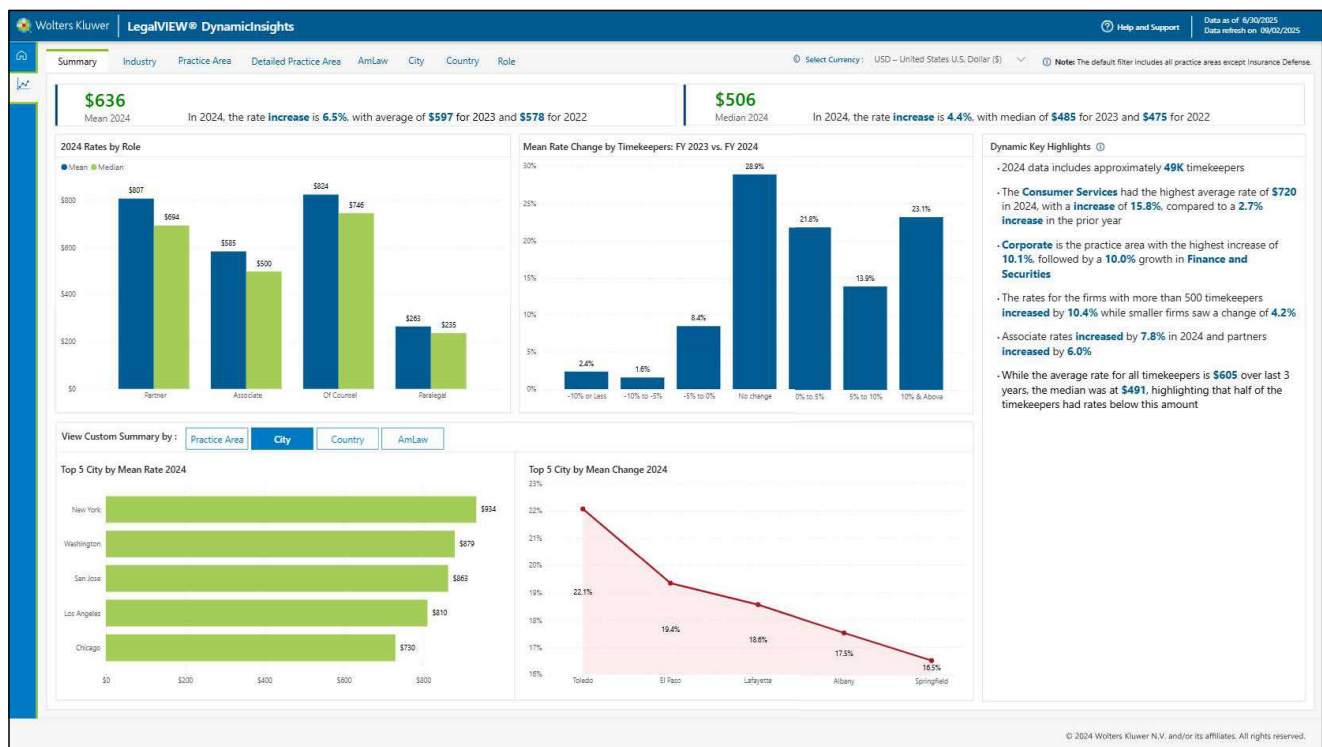
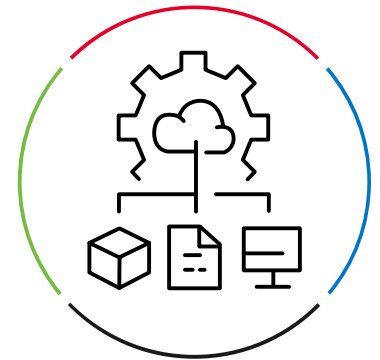


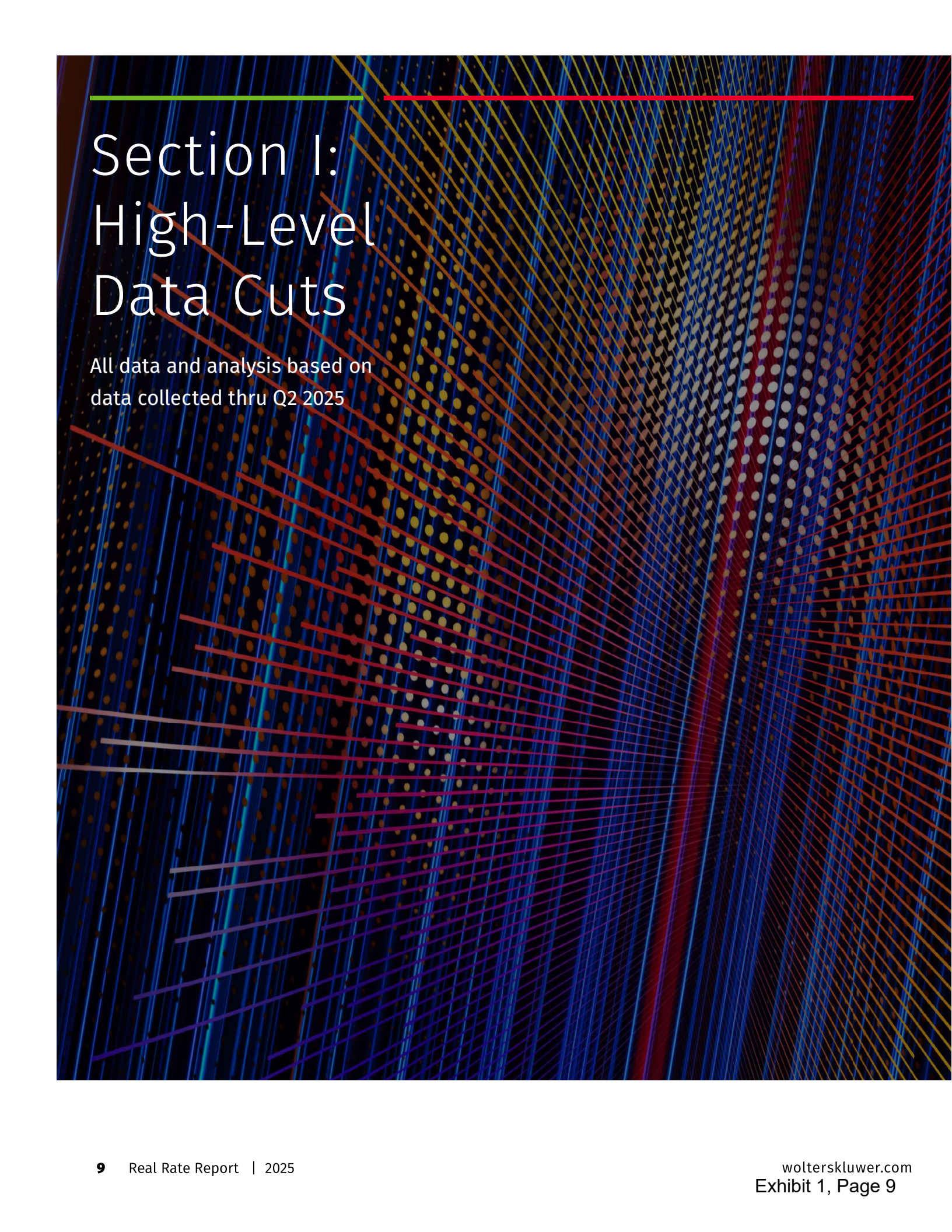
LegalVIEW® DynamicInsights

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

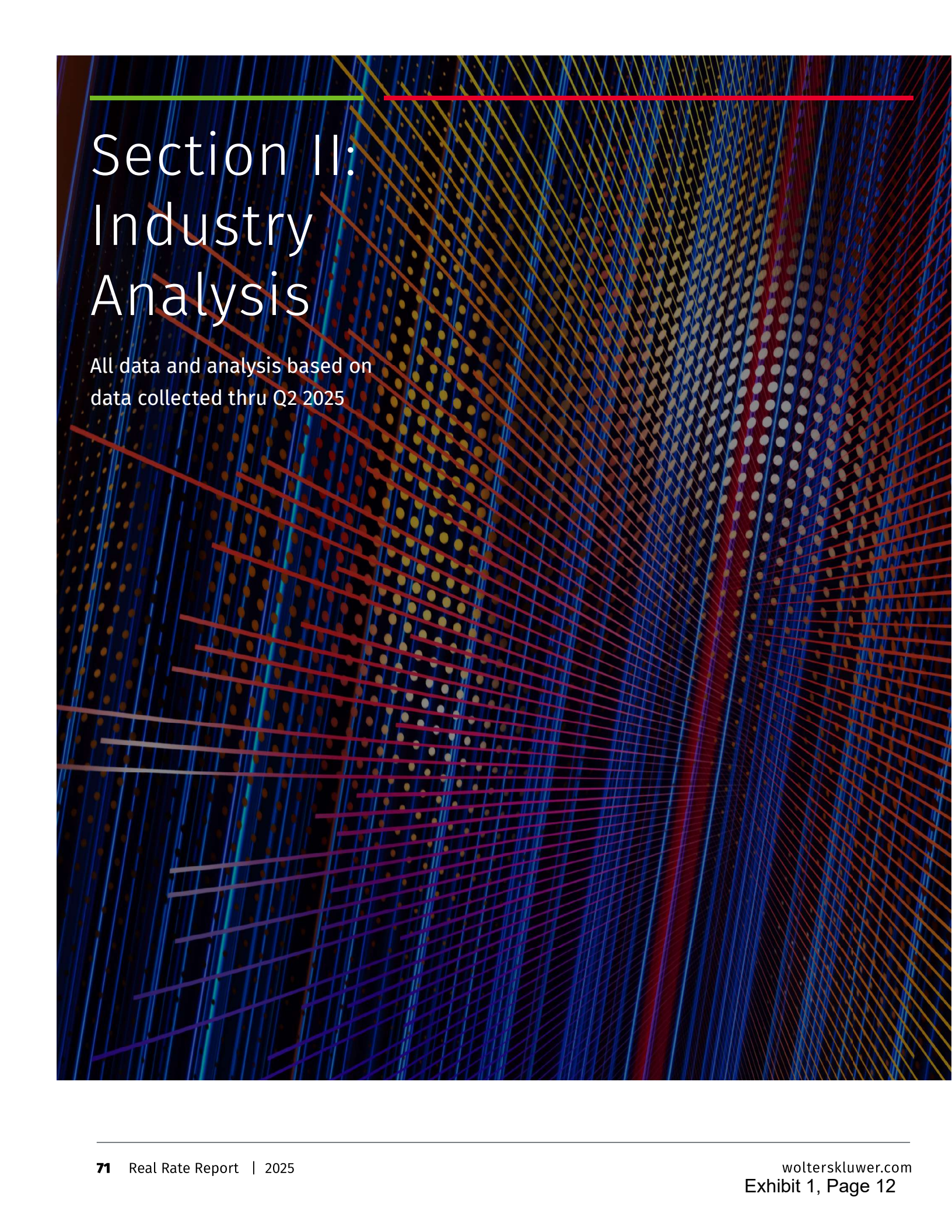
Cities
By Role

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

Expenses Subtotals - Filtered Exp. Type

As of 2026-03-04 09:23:00 Pacific Standard Time/PST • Generated by Arella Ramirez

Filtered By

Show: All matters

Matter: ID equals a0LPc000000f4nd

Expense Type equals E127 — DTF,DTF,E108 — Postage,E102 — Printing

Display Name ↑	Expense Type ↑	Date	Expense: Expense ID	Provider Name	Note	Amount	Reduction Amount	Amount Paid	Amount Due.
Juventino Ramirez-Pacheco - Wage & Hour: //	E108 — Postage	11/27/2023	E-3161608			\$7.18			\$7.18
		11/20/2023	E-3160322			\$7.18			\$7.18
		11/20/2023	E-3160321			\$7.18			\$7.18
		11/20/2023	E-3160314			\$7.18			\$7.18
		11/20/2023	E-3160313			\$7.18			\$7.18
	Subtotal	Sum				\$35.90	\$0.00	\$0.00	\$35.90
		Count	5						
Subtotal		Sum				\$35.90	\$0.00	\$0.00	\$35.90
		Count	5						
Total		Sum				\$35.90	\$0.00	\$0.00	\$35.90
		Count	5						

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Client Cost Report

Account	Type	Date	Num	Name	Matter Display Name	Line Memo	Amount
501500 Cost of Sale : Court Filing Fees	C r e d i t Card	7/7/2025	CC073125TA-940	One Legal LLC	Bennett Bros., Inc./Brophy Bros., Inc. (Ramirez-Pacheco) - Wage & Hour (Class Action)	25313876-247878-Atty Svc for Court Filing-Stip & Ord-Bennett Bros., Inc./Brophy Bros., Inc. (Ramirez-Pacheco) - Wage & Hour (Class Action)	\$20.65
501500 Cost of Sale : Court Filing Fees	C r e d i t Card	8/1/2025	CC083125TA-0958	One Legal LLC	Bennett Bros., Inc./Brophy Bros., Inc. (Ramirez-Pacheco) - Wage & Hour (Class Action)	25946949-247878-Atty Svc for Court Filing- Change of Address-Juventino Ramirez-Pacheco	\$28.08
501500 Cost of Sale : Court Filing Fees	C r e d i t Card	12/10/2025	CC123125TA-1519	One Legal LLC	Bennett Bros., Inc./Brophy Bros., Inc. (Ramirez-Pacheco) - Wage & Hour (Class Action)	26966433-247878-Atty Svc for Court Filing-Stip & Ord-Juventino Ramirez-Pacheco	\$46.67
Total							\$95.40

Wilshire Law Firm, PLC
Client Costs Detailed Report
All Transactions

03/04/26

Accrual Basis

Type	Date	Num	Class	Source Name	Memo	Amount	Balance
500000 · COS							
501500 · Court Filing Fees							
Credit C...	03/05/2024	22318813	BrophyBros(Ramirez-P).W&H	One Legal LLC	22318813-CCCS,Summ,Comp-Atty Svc for Court Filing-247878 Juv...	597.11	597.11
Credit C...	03/19/2024	22318814	BrophyBros(Ramirez-P).W&H	One Legal LLC	22318814-Comp,CCCS,Summ-Atty Svc for Court Filing-247878 Juv...	108.10	705.21
Credit C...	03/19/2024	22318815	BrophyBros(Ramirez-P).W&H	One Legal LLC	22318815-Comp,CCCS,Summ-Atty Svc for Court Filing-247878 Juv...	87.51	792.72
Credit C...	06/13/2024	23096548	BrophyBros(Ramirez-P).W&H	One Legal LLC	23096548-247878-Atty Svc for Court Filing-Ntc of Appearance of Co...	93.68	886.40
Credit C...	07/01/2024	23187276	BrophyBros(Ramirez-P).W&H	One Legal LLC	23187276-247878-Atty Svc for Court Filing-Joint Compl Case Stat R...	1,219.44	2,105.84
Credit C...	10/07/2024	23879670	BrophyBros(Ramirez-P).W&H	One Legal LLC	23879670-247878-Atty Svc for Court Filing-CMS-BrophyBros(Ramir...	5.16	2,111.00
Credit C...	10/10/2024	23879668	BrophyBros(Ramirez-P).W&H	One Legal LLC	23879668-247878-Atty Svc for Court Filing-CMS-BrophyBros(Ramir...	98.09	2,209.09
Credit C...	01/21/2025	24528075	BrophyBros(Ramirez-P).W&H	One Legal LLC	24528075-247878-Atty Svc for Court Filing-Ntc of Settlem-BrophyBr...	21.63	2,230.72
Credit C...	01/23/2025	24567759	BrophyBros(Ramirez-P).W&H	One Legal LLC	24567759-247878-Atty Svc for Court Filing-Stip & Ord-BrophyBros(...	48.73	2,279.45
Credit C...	04/22/2025	25204184	BrophyBros(Ramirez-P).W&H	One Legal LLC	25204184-247878-Atty Svc for Court Filing-Stat Rpt-BrophyBros(Ra...	22.92	2,302.37
Credit C...	04/22/2025	25204185	BrophyBros(Ramirez-P).W&H	One Legal LLC	25204185-247878-Atty Svc for Court Filing-Stat Rpt-BrophyBros(Ra...	20.65	2,323.02
Credit C...	05/09/2025	25342471	BrophyBros(Ramirez-P).W&H	One Legal LLC	25342471-247878-Atty Svc for Court Filing-Declar,POS-BrophyBros...	86.94	2,409.96
Credit C...	05/09/2025	25313875	BrophyBros(Ramirez-P).W&H	One Legal LLC	25313875-247878-Atty Svc for Court Filing-Stip & Ord-BrophyBros(...	44.60	2,454.56
Credit C...	05/14/2025	25387501	BrophyBros(Ramirez-P).W&H	One Legal LLC	25387501-247878-Atty Svc for Court Filing-Amended Comp-Brophy...	4.13	2,458.69
Credit C...	05/14/2025	25387772	BrophyBros(Ramirez-P).W&H	One Legal LLC	25387772-247878-Atty Svc for Court Filing-POS-BrophyBros(Ramir...	4.13	2,462.82
Credit C...	05/16/2025	25390300	BrophyBros(Ramirez-P).W&H	One Legal LLC	25390300-247878-Atty Svc for Court Filing-Amended Comp-Brophy...	22.92	2,485.74
Credit C...	06/03/2025	25518764	BrophyBros(Ramirez-P).W&H	One Legal LLC	25518764-247878-Atty Svc for Court Filing-Declaration-BrophyBros(...	28.08	2,513.82
Bill	03/27/2024	73294	BrophyBros(Ramirez-P).W&H	Valpro Attorney Services, LLC	73294-BrophyBros(Ramirez-P).W&H-File proofs	45.00	2,558.82
Total 501500 · Court Filing Fees						2,558.82	2,558.82
502500 · Legal Expenses							
Credit C...	06/24/2024		BrophyBros(Ramirez-P).W&H	Department of Industrial Relations	ORD-000295906 (247878) BrophyBros(Ramirez-P).W&H	75.00	75.00
Bill	12/04/2024	851148941	BrophyBros(Ramirez-P).W&H	Thomson Reuters-West Publishi...	Legal Research-BrophyBros(Ramirez-P).W&H	149.73	224.73
Total 502500 · Legal Expenses						224.73	224.73
502700 · Mediation Fees							
Bill	08/09/2024	7285636	BrophyBros(Ramirez-P).W&H	JAMS, Inc.	7285636-BrophyBros(Ramirez-P).W&H-Mediation Fees	10,500.00	10,500.00
Total 502700 · Mediation Fees						10,500.00	10,500.00
503200 · Process Service Fees							
Bill	03/26/2024	73072	BrophyBros(Ramirez-P).W&H	Valpro Attorney Services, LLC	73072-BrophyBros(Ramirez-P).W&H Served: Brophy Bros - S&C	282.00	282.00
Bill	03/26/2024	73073	BrophyBros(Ramirez-P).W&H	Valpro Attorney Services, LLC	73073-BrophyBros(Ramirez-P).W&H Served: Bennett Bros - S&C	122.00	404.00
Total 503200 · Process Service Fees						404.00	404.00
503300 · Professional Fees							
Bill	11/19/2024	13395	BrophyBros(Ramirez-P).W&H	Berger Consulting Group, LLC	13395 BrophyBros(Ramirez-P).W&H 16.20 Hours of work	8,910.00	8,910.00
Bill	12/01/2024	183573	BrophyBros(Ramirez-P).W&H	Creal Consulting, Inc.	183573-BrophyBros(Ramirez-P).W&H-Litigation Support	174.25	9,084.25
Total 503300 · Professional Fees						9,084.25	9,084.25
Total 500000 · COS						22,771.80	22,771.80
TOTAL						22,771.80	22,771.80