

EXHIBIT 17

2020 Real Rate Report[®]

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

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A Letter to Our Readers

Welcome to the Wolters Kluwer's ELM Solutions Real Rate Report®, the industry's leading data-driven benchmark report for lawyer rates.

Our Real Rate Report has been a useful data analytics resource to the legal industry since its inception in 2010 and continues to evolve. The Real Rate Report is powered by Wolters Kluwer's ELM Solutions LegalVIEW® data warehouse, the world's largest source of legal performance benchmark data, which has grown to include over \$140 billion in anonymized legal data.

The legal services industry relies on internal analytics and the use of external data resources, such as the LegalVIEW® data warehouse, to support legal management strategies. The depth and details of the data in the Real Rate Report enable you to better benchmark and make more informed investment and resourcing decisions for your organization.

As with past Real Rate Reports, all of the data analyzed are 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 to give legal departments and law firms greater ability to pinpoint areas of opportunity.

We strive to make the Real Rate Report a valuable and actionable reference tool for legal departments and law firms. As always, we welcome your comments and suggestions on what information would make this publication more valuable to you. We thank you for making Wolters Kluwer's ELM Solutions your trusted partner for legal industry domain expertise, data, and analytics and look forward to continuing to provide market-leading, expert solutions that deliver the best business outcomes for collaboration among legal departments and law firms.

Sincerely,



Jonah Paransky

Executive Vice President and General Manager
Wolters Kluwer's ELM Solutions

How to Use this Report

The 2020 Real Rate Report:

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

All the analyses included in the report derive 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.

Clients 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.

Some key factors¹ that drive rates²:

- **Geographic location** - Lawyers in urban and major metropolitan areas tend to charge more when compared with lawyers in rural areas or small towns.
- **Degree of difficulty** - The cost of representation will be higher if the case is particularly complex or time-consuming; for example, if there are a large number of documents to review, many witnesses to depose, and numerous procedural steps, the case is likely to cost more (regardless of other factors like the lawyer's level of experience).
- **Experience and reputation** - A more experienced, higher-profile lawyer is often going to charge more, but absorbing this higher cost at the outset may make more sense than hiring a less expensive lawyer who will likely take time and billable hours to come up to speed on unfamiliar legal and procedural issues.
- **Overhead** - The costs associated with the firm's support network (paralegals, clerks, and assistants), document preparation, consultants, research, and other expenses.

Additional analysis was performed to examine the impact of rates on law firm invoices relative to an e-billing providers' business model. It should be noted that there are several industry-standard business models that e-billing providers use to charge law firms and other legal service providers to submit invoices and perform other transactions through their systems. The three main model types are:

- Client pay, where the corporate client pays a subscription for the matter and spend solution
- Law firm pay, where the law firm pays a subscription or usage fee based on the invoices submitted
- Hybrid, which is a combination of a client pay and law firm pay

¹ Source: 2018 RRR. Factor order validated in multiple analyses since 2010

² David Goguen, J.D., University of San Francisco School of Law (2017) Guide to Legal Services Billing Retrieved from <https://www.lawyers.com/legal-info/research/guide-to-legal-services-billing-rates.html>

How to Use this Report

The data shows that the law firm pay model has become normative in the industry – 85%+ of Wolters Kluwer’s ELM Solutions clients’ law firms participate in a law firm pay or hybrid model. In addition, 99% of the Am Law 200 law firms participate in at least one law firm pay model paying 1% or more on the invoices submitted, and 97% of the Am Law 200 pay 2%.

Additionally, the analysis performed then examined law firm rates from firms who participated in one of those law firm pay/hybrid models versus those who are in a client pay model. The analysis showed no statistical difference in rates, suggesting that the business model that the firm participates in does not impact the rates the firm charges to their corporate client.

Overall, the data in the 2020 Real Rate Report provides corporate counsel with an understanding of the rates they can expect to pay for a given matter type, division, industry, or practice area and offers in-depth analyses on key drivers of rates to help make informed selection decisions. For law firms, it provides a relative benchmark to ensure that pricing for legal services remains competitive.

Section IV: In-Depth Analysis for Select US Cities



2020 Real Rate Report

Section IV: In-Depth Analysis for Select US Cities

Washington DC

By Practice Area and Firm Size

2019 -- Real Rates for Partners and Associates

Trend Analysis (Mean)

Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2019	2018	2017
Commercial	50 Lawyers or Fewer	Partner	15	\$411	\$518	\$590	\$512	\$619	\$556
		Associate							
	51-200 Lawyers	Partner	13	\$610	\$680	\$700	\$676	\$632	\$590
		Associate							
	201-500 Lawyers	Partner	45	\$596	\$664	\$752	\$691	\$675	\$694
		Associate	48	\$350	\$438	\$508	\$445	\$408	\$439
	501-1,000 Lawyers	Partner	93	\$680	\$846	\$992	\$869	\$883	\$842
Associate		50	\$464	\$530	\$601	\$544	\$549	\$528	
More Than 1,000 Lawyers	Partner	99	\$793	\$950	\$1,193	\$994	\$887	\$868	
	Associate	59	\$476	\$625	\$746	\$634	\$603	\$557	
Corporate: Antitrust and Competition	501-1,000 Lawyers	Partner	33	\$740	\$857	\$960	\$896	\$893	\$890
		Associate	24	\$445	\$519	\$752	\$603	\$569	\$557
	More Than 1,000 Lawyers	Partner	29	\$745	\$796	\$905	\$842	\$848	\$864
		Associate	25	\$407	\$494	\$560	\$495	\$511	\$573
Corporate: Mergers, Acquisitions and Divestitures	201-500 Lawyers	Partner	14	\$653	\$784	\$805	\$740	\$786	\$712
		Associate	15	\$385	\$405	\$505	\$439	\$451	\$461
	501-1,000 Lawyers	Partner	18	\$702	\$938	\$1,080	\$931	\$978	\$991
		Associate							
More Than 1,000 Lawyers	Partner	54	\$904	\$985	\$1,194	\$1,028	\$1,046	\$855	
	Associate	36	\$533	\$673	\$806	\$671	\$605	\$511	
Corporate: Other	50 Lawyers or Fewer	Partner	30	\$474	\$580	\$657	\$573	\$571	\$540
		Associate	28	\$345	\$590	\$590	\$474	\$415	\$387
	51-200 Lawyers	Partner	40	\$680	\$781	\$988	\$807	\$760	\$743
		Associate	18	\$415	\$593	\$650	\$559	\$560	\$501
	201-500 Lawyers	Partner	83	\$590	\$712	\$814	\$721	\$735	\$720
		Associate	48	\$382	\$508	\$623	\$515	\$462	\$435
	501-1,000 Lawyers	Partner	187	\$761	\$880	\$935	\$885	\$853	\$806
		Associate	200	\$490	\$525	\$593	\$545	\$524	\$485
	More Than 1,000 Lawyers	Partner	203	\$795	\$910	\$1,044	\$939	\$875	\$845
		Associate	174	\$455	\$554	\$720	\$591	\$592	\$545

Section IV: In-Depth Analysis for Select US Cities

Washington DC

By Practice Area and Firm Size

2019 -- Real Rates for Partners and Associates

Trend Analysis (Mean)

Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2019	2018	2017	
Corporate: Regulatory and Compliance	50 Lawyers or Fewer	Partner	61	\$523	\$575	\$630	\$582	\$561	\$547	
		Associate	33	\$293	\$329	\$369	\$362	\$299	\$318	
	51-200 Lawyers	Partner	40	\$602	\$788	\$968	\$787	\$747	\$681	
		Associate	28	\$335	\$375	\$569	\$453	\$416	\$425	
	201-500 Lawyers	Partner	54	\$640	\$705	\$870	\$730	\$710	\$710	
		Associate	40	\$355	\$460	\$516	\$469	\$433	\$446	
	501-1,000 Lawyers	Partner	151	\$740	\$871	\$1,000	\$890	\$893	\$863	
		Associate	143	\$458	\$530	\$632	\$566	\$580	\$540	
	More Than 1,000 Lawyers	Partner	143	\$819	\$925	\$1,058	\$969	\$915	\$871	
		Associate	117	\$460	\$593	\$720	\$593	\$579	\$562	
	Corporate: Tax	201-500 Lawyers	Partner	24	\$590	\$590	\$677	\$629	\$664	\$654
		More Than 1,000 Lawyers	Partner	48	\$840	\$944	\$1,175	\$1,028	\$953	\$945
Associate	50		\$469	\$618	\$792	\$677	\$603	\$590		
Employment and Labor: Other	201-500 Lawyers	Partner	19	\$550	\$701	\$735	\$697	\$619	\$644	
		Associate	17	\$513	\$625	\$625	\$559	\$576	\$562	
	501-1,000 Lawyers	Partner	48	\$607	\$694	\$921	\$764	\$784	\$798	
		Associate	41	\$365	\$445	\$595	\$484	\$555	\$527	
	More Than 1,000 Lawyers	Partner	22	\$596	\$719	\$836	\$768	\$789	\$788	
		Associate	18	\$375	\$436	\$621	\$479	\$447	\$483	
Environmental	501-1,000 Lawyers	Partner	11	\$774	\$853	\$893	\$786	\$801	\$717	
Finance and Securities: Investments and Other Financial Instruments	51-200 Lawyers	Partner	11	\$749	\$750	\$858	\$784	\$749	\$745	
	501-1,000 Lawyers	Partner	46	\$833	\$961	\$1,116	\$989	\$1,040	\$1,032	
		Associate	22	\$501	\$625	\$761	\$636	\$714	\$684	
	More Than 1,000 Lawyers	Partner	56	\$844	\$952	\$1,093	\$982	\$1,013	\$987	
Associate		21	\$480	\$630	\$829	\$654	\$631	\$717		
Finance and Securities: Loans and Financing	51-200 Lawyers	Partner	12	\$769	\$820	\$880	\$789	\$852	\$563	
	201-500 Lawyers	Partner	18	\$650	\$835	\$953	\$843	\$747	\$731	
		Associate	18	\$436	\$483	\$520	\$504	\$446	\$561	
	501-1,000 Lawyers	Partner	28	\$823	\$923	\$1,143	\$1,025	\$980	\$922	
	More Than 1,000 Lawyers	Partner	21	\$905	\$1,229	\$1,510	\$1,177	\$1,147	\$991	
		Associate	18	\$561	\$688	\$1,050	\$784	\$689	\$747	

Section IV: In-Depth Analysis for Select US Cities

Washington DC

By Practice Area and Firm Size

2019 -- Real Rates for Partners and Associates

Trend Analysis (Mean)

Practice Area	Firm Size	Role	n	First Quartile	Median	Third Quartile	2019	2018	2017
General Liability: Product and Product Liability	501-1,000 Lawyers	Partner	14	\$554	\$740	\$856	\$717	\$672	\$720
		Associate	11	\$490	\$520	\$612	\$546	\$505	\$517
	More Than 1,000 Lawyers	Partner	11	\$935	\$966	\$1,013	\$965	\$995	\$951
		Associate	19	\$401	\$560	\$681	\$552	\$587	\$511
Government Relations	501-1,000 Lawyers	Partner	20	\$744	\$784	\$893	\$854	\$827	\$776
Intellectual Property: Other	501-1,000 Lawyers	Partner	12	\$698	\$779	\$828	\$818	\$754	\$725
Intellectual Property: Patents	50 Lawyers or Fewer	Partner	16	\$388	\$450	\$720	\$564	\$540	\$474
		Associate	17	\$302	\$325	\$346	\$332	\$314	\$308
	51-200 Lawyers	Partner	36	\$385	\$435	\$540	\$464	\$480	\$519
		Associate	30	\$300	\$330	\$365	\$337	\$310	\$325
	201-500 Lawyers	Partner	34	\$600	\$680	\$768	\$704	\$686	\$688
		Associate	35	\$377	\$444	\$533	\$455	\$406	\$422
	501-1,000 Lawyers	Partner	70	\$775	\$900	\$1,060	\$923	\$908	\$876
		Associate	74	\$490	\$609	\$695	\$620	\$582	\$596
	More Than 1,000 Lawyers	Partner	30	\$761	\$893	\$939	\$858	\$910	\$901
		Associate	38	\$496	\$525	\$692	\$586	\$634	\$525
Miscellaneous: General Advice & Counsel	More Than 1,000 Lawyers	Partner	11	\$888	\$1,200	\$1,200	\$1,078	\$735	\$896
Requests for Information: Subpoena	501-1,000 Lawyers	Partner	14	\$900	\$915	\$1,046	\$974	\$920	\$818

Appendix: Data Methodology



2020 Real Rate Report

Appendix: Data Methodology

Invoice Information

Data in Wolters Kluwer's ELM Solutions reference database and in the 2020 Real Rate Report were taken from invoice line item entries contained in invoices received and approved by participating companies.

Invoice data were received in the Legal Electronic Data Exchange Standard (LEDES) format (LEDES.org). The following information was extracted from those invoices and their line items:

- Law firm (which exists as a random number in the ELM Solutions reference database)
- Timekeeper ID (which exists as a random number in the ELM Solutions reference database)
- Matter ID (which exists as a random number in the ELM Solutions reference database)
- Timekeeper's position (role) within the law firm (partner, associate, paralegal, etc.)
- Uniform Task-Based Management System Code Set, Task Codes, and Activity Codes (UTBMS.com)
- Date of service
- Hours billed
- Hourly rate billed
- Fees billed

Non-Invoice Information

To capture practice area details, the matter ID within each invoice was associated with matter profiles containing areas of work in the systems of each company. The areas of work were then systematically categorized into legal practice areas. Normalization of practice areas was done based on company mappings to system-level practice areas available in the ELM Solutions system and by naming convention.

The majority of analyses included in this report have been mapped to one of 12 practice areas, further divided into sub-areas and litigation/non-litigation (for more information on practice areas and sub-areas, please refer to pages 164-166).

To capture location and jurisdiction details, law firms and timekeepers were systematically mapped to the existing profiles within ELM Solutions systems, as well as with publicly available data sources for further validation and normalization. Where city location information is provided, it includes any address within that city's defined Core-Based Statistical Area (CBSA) as defined by the Office of Management and Budget (OMB). The CBSAs are urban centers with populations of 10,000 or more and include all adjacent counties that are economically integrated with that urban center.

Where the analyses focus on partners, associates, and paralegals, the underlying data occasionally included some sub-roles, such as "senior partner" or "junior associate." In such instances, those timekeeper sub-roles were placed within the broader partner, associate, and paralegal segments.

Demographics regarding law firm size, location, and lawyer years of experience were augmented by incorporating publicly available information.

Appendix: Data Methodology

Anonymization of the Dataset

Prior to inclusion in the ELM Solutions reference database, we systematically scrubbed the data of any information that would identify a particular matter, company, law firm, invoice, or timekeeper (individual). To ensure relationships necessary for analysis, those variables were assigned randomly generated numbers. To maintain data integrity and allow for proper analysis, these numbers are linked across data tables to enforce their associations.

To further ensure anonymity and confidentiality:

- The information is published in such a manner as to make it reasonably impervious to reverse analysis should some attempt be made to determine what data might pertain to any company, law firm, timekeeper, invoice, or matter;
- The 2020 Real Rate Report will not reveal which ELM Solutions client or clients are included or excluded in its analyses;
- Clients are not and will not be informed as to whether their data are included within a particular facet of analysis; and
- No textual description of any legal work performed by any individual exists in the ELM Solutions reference database.

A Note on Insurance Litigation

Our aim is to provide a point of comparison for companies purchasing law firm services. To improve comparability, we removed data related to insurance company defense litigation for all analyses unless noted otherwise. Insurance litigation tends to be less expensive than other types of litigation, as it is typically more repetitive and less complex.

“Real Rate” Definition

The information in this report consists of data taken from client invoices submitted by law firms for work performed from 1/1/2017 through 12/31/2019. All Invoices were submitted through the ELM billing systems.

The analyses contained in this report are derived from aggregating hours, fees, and rates submitted as line items on those invoices. For a line item to qualify for inclusion in this report, it had to undergo multiple and rigorous testing processes to ensure its validity.

For example, for a rate to be loaded to the ELM Solutions reference database and used in this report, it must have been part of an invoice line entry in which all of the following items were included:

- Name of the biller
- Role of the biller
- Date of activity
- Hourly rate charged
- Time charged
- UTBMS code associated with the time charged
- Total amount charged for the activity

In addition, each line item’s hourly rate was validated against its “real rate” (calculated by dividing the total amount charged for the activity by the time charged). Any line items with an hourly rate that did not align closely with the real rate were not loaded to the reference database.

Real Rate = Line Item Total/Line Item Hours (Units) Example: \$4,000/10 Hours = Real Rate of \$400

Adjustments the client made to line item amounts subsequent to submission are not factored into the dataset. These types of adjustments may impact the effective rate paid by the client to the law firm but do not reflect the real rate billed.

Appendix: Data Methodology

In short, the real rate is the rate appearing on an approved invoice at the invoice line item level.

Aggregations of data taken from millions of these line item-level invoice entries are the core of the information analyzed.

A Note on Negotiated Rates and Billing

Practices law firms can generally follow vary for submitting “negotiated” rates on invoices. Firms may submit the negotiated rate as the hourly rate identified on the invoice line item, insert a vendor line item adjustment to ensure compliance, or provide a vendor invoice level adjustment to bring the total amount of the fees into compliance with agreed-on discounts. Although the former two are considered part of the real rate calculation, the latter can be problematic. It is not directly linked to a line item, and therefore, for the purposes of determining the rate, it should not be assumed that the adjustment is related to a specific line item. Invoice-level adjustments may represent a credit or some other type of adjustment placed on the invoice. To ensure these types of adjustments would not adversely impact the analysis contained within the 2020 Real Rate Report, the team reviewed the population of invoices and line items to determine what the deviation of the real rate might be based on inclusion or exclusion. The analysis demonstrated that the variance was not significant (less than 1%).

As such, we decided not to include the vendor-level adjustments in the report.

Types of Matters Included in the Analysis

Matters within the ELM Solutions system are associated with areas of work described and defined by ELM Solutions clients. Those areas of work were analyzed and systematically categorized into legal practice areas. Normalization of practice areas was supported by mappings to system-level practice areas available in the ELM Solutions system and by naming convention.

All data included within this report have been mapped to a corresponding practice area. The majority of our analyses focus on the following 12 practice areas:

- Bankruptcy and Collections
- Commercial
- Corporate
- Employment and Labor
- Environmental
- Finance and Securities
- General Liability
- Government Relations
- Insurance Defense
- Intellectual Property
- Marketing and Advertising
- Real Estate

Within each client’s areas of work, sub-areas are often identified. The lists that follow identify client areas of work and, within those areas, the sub-areas underneath each practice area. Often, the same sub-area appears within different practice areas. For example, the sub-area “General/Other” when listed under “Commercial and Contracts” refers to general work provided regarding Commercial and Contracts matters. When listed under the “Employment and Labor” practice area, the same sub-area refers to work provided on Employment and Labor. Where applicable and practicable, each area and sub-area has been further subdivided into litigation and non- litigation work for the purposes of granular analysis.

Bankruptcy and Collections

Chapter 11
Collections
General/Other
Workouts and Restructuring

Appendix: Data Methodology

Commercial (Commercial Transactions and Agreements)

Contract Breach or Dispute
General, Drafting, and Review
General/Other

Corporate¹

Antitrust and Competition	Partnerships and Joint Ventures
Corporate Development	Regulatory and Compliance
General/Other	Strategic Asset Management
Governance	Tax
Information and Technology	Treasury
Mergers, Acquisitions, and Divestitures	White Collar/Fraud/Abuse

Employment and Labor

ADA	General/Other
Agreements	Immigration
Compensation and Benefits	OFCCP
Discrimination, Retaliation, and Harassment/EEO	Union Relations and Negotiations/NLRB
Employee Dishonesty/Misconduct	Wages, Tips, and Overtime
ERISA	Wrongful Termination

Environmental

General/Other
Health and Safety
Permits
Superfund
Waste/Remediation

Finance and Securities

Commercial Loans and Financing	Investments and Other Financial Instruments
Debt/Equity Offerings	Loans and Financing
Fiduciary Services	SEC Filings and Financial Reporting
General/Other	Securities and Banking Regulations

General Liability

Asbestos/Mesothelioma	Personal Injury/Wrongful Death
Auto and Transportation	Premises
Consumer Related Claims	Product and Product Liability
Crime, Dishonesty and Fraud	Property Damage
General/Other	Toxic Tort

Government Relations

General/Other
Lobbying and Relations

¹ All references to "Corporate: General/Other" in the 2020 Real Rate Report are the aggregation of all Corporate subareas excluding the Mergers, Acquisitions, and Divestitures sub-area and the Regulatory and Compliance sub-area.

Appendix: Data Methodology

Insurance Defense

Asbestos/Mesothelioma
Auto and Transportation
Errors and Omissions
General/Other
Personal Injury/Wrongful Death
Product and Product Liability
Professional Liability
Property Damage
Toxic Tort

Intellectual Property²

Copyrights
General/Other
Licensing
Patents
Trademarks

Marketing and Advertising

General/Other

Real Estate

Commercial
Construction/Development
Easement and Right of Way
General/Other
Land Use/Zoning/Restrictive Covenants
Landlord/Tenant Issues
Leasing
Property/Land Acquisition or Disposition
Titles

² All references to "Intellectual Property: General/Other" in the 2020 Real Rate Report are the aggregation of all Intellectual Property sub-areas excluding the Patents and Trademarks sub-areas.

About Wolters Kluwer's ELM Solutions

Wolters Kluwer's ELM Solutions is the market-leading global provider of enterprise legal spend and matter management, contract lifecycle management, and legal analytics solutions. We provide a comprehensive suite of tools that address the growing needs of corporate legal operations departments to increase operational efficiency and reduce costs. Corporate legal and insurance claims departments trust our innovative technology and end-to-end customer experience to drive world-class business outcomes. Wolters Kluwer's ELM Solutions was named a leader in both the IDC MarketScape: Worldwide Enterprise Legal Spend Management 2020 Vendor Assessment and IDC MarketScape: Worldwide Enterprise Matter Management 2020 Vendor Assessment. The award-winning products include Passport®, the highest-rated ELM solution in the latest Hyperion MarketView™ Legal Market Intelligence Report; TyMetrix® 360°, the industry's leading SaaS-based e-billing and matter management solution; CLM Matrix, named a "strong performer" in the 2019 Q1 CLM Forrester Wave report; and the LegalVIEW® portfolio of legal analytics solutions based upon the industry's largest and most comprehensive legal spend database, with more than \$140 billion in invoices.