



## **A Message from Bill Malley, Firmwide Managing Partner February 27, 2023**

To: All Personnel All Offices

I am writing today with important news: After many deep and thoughtful conversations, we have made the difficult decision to reduce the size of our workforce by 58 business professionals from across our U.S. offices. Those directly affected by this action have been informed during individual conversations with their supervisors.

Before explaining the reasons for this decision, I want to acknowledge its significance to our entire firm community. We care about and value the many contributions of those who are transitioning out of the firm, and we are doing all we can to support them with severance pay, assistance with healthcare coverage costs, access to Lyra Health for mental health support, outplacement services, and a payout for unused paid time off. Those who qualify for a sabbatical by the end of 2023 will also receive sabbatical pay.

We also want to support all of you; I know you will have questions, both now and over the coming days. To help answer those questions, we will hold informational meetings tomorrow for all personnel, and there will be other resources available. Please watch your email for invitations to the informational meetings.

Below, I explain the reasons for this decision and place them in the context of larger transformations underway in our firm and our industry. I encourage you to review this information and to attend the informational meetings tomorrow.

### **What led to this decision?**

Over the past several years, the legal industry has experienced tremendous change, placing new demands on law firms to provide ever more specialized and high-value services to our clients. In response to evolving client needs, we have significantly expanded our business professional workforce across all departments.

The legal industry has shifted again over the past year. Like most law firms, we are navigating macroeconomic forces and market conditions that are driving up costs at a higher rate than revenue. Those conditions have forced us and other law firms to take steps to manage the rate of increase in expenses, while continuing to serve our clients at the highest level and to make investments that support the firm's long-term growth.

Beyond the immediate economic environment, we are navigating deep transformations in the workplace and in the way legal services are provided. As a firm, we operate more than ever in national teams that provide highly specialized support across time zones and locations. We use technology in new ways to deliver information more efficiently. We automate tasks that previously were manual. We build custom solutions tailored to client needs. We innovate in the way we price and deliver legal services. These changes compel us to transform our own business by re-thinking roles, restructuring departments, and re-imagining the way we work together to serve our clients.

In this context, our Management Committee has worked with the Senior Leadership Team to review our current staffing levels and determine whether changes are needed, and we have engaged the Executive Committee throughout this process. We have focused on identifying opportunities to meet needs more efficiently and with less overlap of roles. Today's

announcement is a result of that effort. While a workforce reduction is never easy, I am confident that it is consistent with delivering excellent service and maintaining the long-term health and competitiveness of our firm.

### **Next Steps**

As we process this news over the coming days, I encourage you to be available for one another, and to lean on your leaders for guidance and questions. As we saw during the pandemic, it is important that we come together during challenging times, and we expect and understand there will be some disruption as these important connections take place.

Along with tomorrow's informational meetings, members of the Management Committee and Senior Leadership Team will be available to answer questions.

Together, we will move forward and continue our 111-year history of exceptional client service, professional excellence, service to our communities, and dedication to each other. Thank you for your support of the firm and, as always, for your care and compassion for one another.

Best,

Bill