

March 26, 2009

To: All Associates and Counsel
From: Management Committee
Re: Summer Program and Incoming Associate Class Changes

We are in the process of informing our 2009 summer associates and our 2009 incoming class of associates in the U.S. of the following changes:

2009 Summer Associate Program

- We are reducing the length of the 2009 summer program from 12 weeks to 10 weeks. Each summer associate who was originally scheduled to work 12 weeks will receive a \$1,500 stipend to assist with any expenses. Any summer associate who was scheduled to work for a shorter period of time (i.e., split summers) will not be affected by this program and will not be eligible for the stipend. The stipend will be mailed out next week.

2009 Incoming Associates

- We are moving the start date for our 2009 incoming associates to January 19, 2010. Each incoming associate will be provided with a \$15,000 stipend this September to help defray expenses that may be incurred prior to the later start date.
- We are offering each incoming associate the option of deferring his or her start date from January 19, 2010 to January, 2011. Each incoming associate electing this option will receive a \$60,000 stipend (in addition to the initial \$15,000 stipend). Alternatively, any incoming associate electing this option who chooses to work in a Firm-approved public service or pro bono position during the deferral period will receive a \$75,000 stipend (in addition to the initial \$15,000 stipend).

While we have been fortunate, due to the Firm's balanced platform, that our overall level of business has remained strong and is expected to remain strong when the economy "normalizes", the substantial decrease in the current rate of associate attrition has resulted in exceptionally large classes of our junior associates. These classes, together with the large class of 2009 incoming associates, will exceed the number of associates necessary to handle the anticipated levels of workflow, and will negatively impact the experience and training that we provide to our junior lawyers. In addition to the changes described above, the Management Committee is continuing to consider all of our options in an effort to avoid any attorney lay-offs.

We know that many of you have relationships with members of our 2009 incoming class and may get inquiries about the deferral option. Please feel free to speak with Lisa Cuevas or any of the partners on the Hiring Committee so that you can be provided with the necessary information to accurately answer any questions you may have received.