

The Brattle Group



44 Brattle Street Cambridge, MA 02138 Phone: (617) 864-7900 Fax: (617) 864-1576 www.brattle.com



Quality of Life

- #5 – Travel Requirements
- #6 (Tie) – Overall Business Outlook
- #10 – Compensation
- #14 – Firm Culture
- #16 – Best Firms to Work For
- #17 – Formal Training
- #17 – Green Initiatives
- #17 – Overall Satisfaction

Diversity

- #12 – Diversity for Women
- #20 – Diversity for Minorities

LOCATIONS

Cambridge, MA (HQ)

San Francisco, CA • Washington, DC • Brussels
• London • Madrid

PRACTICE AREAS

Functional Practice Areas

Antitrust/Competition • Commercial Damages • Environmental Litigation & Regulation • Forensic Economics • Intellectual Property • International Arbitration • International Trade • Product Liability • Regulatory Finance & Accounting • Risk Management • Securities • Tax • Utility Regulatory Policy & Ratemaking • Valuation

Industry Practice Areas

Electric Power • Financial Institutions • Natural Gas • Petroleum • Pharmaceuticals, Medical Devices, & Biotechnology • Telecommunications & Media • Transportation

THE STATS

Employer Type: Private Company

President: Matthew O'Loughlin

2009 Employees: 200+

2008 Employees: 178

THE SCOOP

From Harvard Square to Trafalgar Square

The Brattle Group provides consulting and expert testimony on economic, financial, regulatory and strategic issues to corporations, law firms and public agencies worldwide. Founded in 1990 as a five-person outfit on Cambridge, Massachusetts' Brattle Street, the firm's 200-plus employees—now working from six offices in the United States, Belgium, Spain and the United Kingdom—serve a number of industries, including electric power, financial institutions, natural gas, petroleum, telecommunications and media, and transportation.

Where its energy lies

Today, *The Brattle Group's* specialties lie in energy, finance and litigation throughout North America, the European Union and even Asia Pacific, despite having no physical presence there. In the energy sector, one of *Brattle's* major practice areas, it services the electric, natural gas and petroleum industries. The firm assists electric utilities, deregulated power producers, customers, regulators and energy policy-makers with planning, regulation and litigation efforts. It provides gas clients with expert testimony and advice in regulatory and legal disputes over pricing, prudence and cost recovery, access and contract performance and consults in a variety of areas for the petroleum industry, including asset valuation, corporate strategy and risk assessments, financial modeling, market power reviews, reliability, and damages evaluations. The firm also has growing practices in climate change policy and planning and demand-side management.

Elsewhere in the halls of commerce, financial institutions call on *The Brattle Group* when faced with litigation and regulatory matters concerning securities litigation, capital

requirements, due diligence, structured finance, risk management, asset valuation, pricing of services, profitability and the cost of capital. Telecommunications and media outfits engaged in fixed-line and wireless communications, mobile satellite services, and cable and satellite television look to the firm for assistance in a number of areas including valuation of spectrum, the assessment of damages in litigation, and assistance with auctions. *The Brattle Group* also has in-depth knowledge and experience in intellectual property, product liability, transportation and general commercial litigation, as well as an emerging practice in international arbitration. Its antitrust/competition experts have worked on a number of the largest mergers, or attempted mergers, in over 50 industries.

Brattle's brains

The Brattle Group refers to its consultants collectively as a team, and its chain of command is structured flatly to encourage input in a peer-like manner from individuals of any rank. Not only does the system foster a sense of collegiality, but it also exposes younger associates to some of the biggest brains in their fields. *Brattle's* principals are longtime experts in their respective industries, with advanced degrees in economics, finance, management and engineering from top universities around the world. Its cadre of senior principals includes Daniel McFadden of the University of California, Berkeley, who was the co-winner of the 2000 Nobel Prize in Economics, and Stewart Myers of MIT's Sloan School of Management, co-author of the leading graduate-level textbook on corporate finance (Brealey & Myers). The firm's experts also draw on a network of senior advisors that includes renowned academics and former government officials, such as the former chief economist for the U.S. Federal Communications Commission and the Securities and Exchange Commission, and deans and faculty at academic institutions,

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such as MIT, Duke University, the University of Chicago and London Business School.

Rolling out the page-turners

Brattle consultants have shared their insights in countless academic papers, books, articles and reports, which have appeared in magazines, newspapers and journals the world over. The firm also publishes a newsletter series that meditates on the state of economics, the environment, energy, finance and telecommunications.

OUR SURVEY SAYS

All work and no play? No way!

When asked to describe their culture, *Brattle* consultants describe a positive, laid-back environment that fosters hard work and collaboration, but that doesn't forget about the fun factor. Although the firm "works hard to foster a good corporate culture with weekly Friday parties as well as other outings," hard work is strongly valued. "*Brattle* has a very collaborative environment," a contact tells us. "It is not uncommon for research analysts to work directly with principals, and everyone is happy to help each other out."

Tasty benefits

Within that environment, respondents report a range of work hours and demands. Research analysts say they work 45 to 55+ hours per week, and associates about the same, although both groups are called on to work longer hours during crunch times. *Brattlers* seem pretty food-focused, overall, probably as a result of all the free snacks the firm provides.

A consultant in D.C. says, "Our office has happy hours every Friday that are sponsored by the firm, which many

employees attend. These allow for the building of a decent amount of camaraderie."

So far so good

It seems that despite the current economic turbulence, *The Brattle Group* has continued on in a largely business-as-usual manner. Insiders believe that because the firm is private, it has not had to accommodate Wall Street trends. "The company is also small enough that it can be nimble during downturns," a source notes. "One advantage of being a smaller firm is that we are agile enough to take on different projects and explore new opportunities. Most employees are happy to work here, and therefore their quality of work reflects this," reassures another. Additionally, the firm has continued to bring on new recruits, as one entry-level employee will attest: "The firm continues to grow, adding staff in most offices and expanding our international presence. There are several principals on the brink of retirement, but plans have been made to transition the clients to others in the firm."

On-the-job is where it's at

No matter what your level at the firm, all staff is exposed to a wide range of both formal and informal training opportunities. "The real training has to be informal. Here, if you ask and force the questions, someone will answer. If you wait for someone to teach you, they won't. It may make it hard for people without work experience who don't know the right questions to ask to get the running start they need," a colleague admits. The firm also holds a comprehensive orientation program twice a year, as well as regular brown-bag training lunches that cover emerging topics within various industry areas. Additionally, the firm provides each employee with a mentor at a higher level and a "buddy" at the same level.

The firm seems to encourage interaction and communication between staff of all levels. "All my supervisors are extremely open and supportive," a consultant reports. "There is an open-door policy. They want to challenge you and make sure you are learning. They are also making sure that you are thinking of longer-term goals, such as graduate school, and what they can do to help both in terms of advice and providing exposure to any particular interests or skills."

A diverse group

Respondents rated *The Brattle Group* highly for its commitment to diversity among minorities and women. "From my experience, and from comparing it with other consulting firms, it is apparent that *Brattle* is at the top in this regard," an insider attests. "I feel that women are viewed as exact equals, and there is no discrimination in any way. Women are treated more fairly at *Brattle* than any other company I have worked at." This fairness extends to minorities, as well. "In many ways, *Brattle* is like the UN with its diverse background of employees," we're told.

Regarding GLBT employees, one consultant notes, "Although it is unclear if there are any specific programs that the firm has related to sexuality, I have not seen or experienced any notions of discrimination in this regard." An associate points out that "gay couples have benefits covered to the same extent that straight couples do, with some 'additional paperwork' required. So in the most tangible way, the company is supportive and, as far as I can tell, everyone is gay-friendly. That being said, there is not a thriving gay culture here."

EMPLOYMENT CONTACT
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