

Table 2a

Compensation for all firms in XXX (fee-earners)

Position	Weighted mean	Median (50th percentile)	Arithmetic mean	LMI average	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	Average salary band range	5th percentile firms	95th percentile firms	Number of people in sample	Number of firms in sample
Equity partner	1,507,722	1,037,333	1,293,619	1,279,558	941,985	1,236,980	627,976	732,200	2,580,150	49	8
Salaried/local partner	1,173,436	1,084,282	1,247,833	1,168,517	955,981	1,369,169	675,802	924,375	2,011,612	61	12
Of counsel	877,796	856,000	850,418	861,405	800,000	911,000	193,394	519,200	1,135,296	41	17
Lawyer in 13th+ year with a firm [UK 10+ years of PQE]	710,970	795,294	784,349	763,538	714,454	810,000	360,686	644,430	961,340	101	15
Lawyer in 12th year with a firm [UK 9 years of PQE]	695,025	749,086	727,032	723,714	680,610	783,367	145,277	596,274	817,640	36	13
Lawyer in 11th year with a firm [UK 8 years of PQE]	727,444	720,000	741,567	729,670	696,396	794,525	87,933	626,673	922,657	42	19
Lawyer in 10th year with a firm [UK 7 years of PQE]	675,711	716,000	692,316	694,676	680,000	741,970	79,616	510,305	783,269	44	17
Lawyer in 9th year with a firm [UK 6 years of PQE]	657,338	667,243	678,902	667,828	603,000	719,913	121,341	504,498	956,953	59	19
Lawyer in 8th year with a firm [UK 5 years of PQE]	599,055	617,182	613,979	610,072	562,000	656,500	94,806	457,835	774,370	63	19
Lawyer in 7th year with a firm [UK 4 years of PQE]	537,481	546,333	529,882	537,899	463,313	578,174	64,366	398,675	651,854	47	20
Lawyer in 6th year with a firm [UK 3 years of PQE]	487,451	507,500	489,002	494,651	442,232	531,250	58,105	361,396	584,618	51	15
Lawyer in 5th year with a firm [UK 2 years of PQE]	482,375	471,000	478,694	477,356	441,000	517,500	65,135	318,090	607,408	49	19
Lawyer in 4th year with a firm [UK 1 year of PQE]	425,631	428,000	425,034	425,555	390,000	440,000	66,176	345,000	504,625	48	21
Lawyer in 3rd year with a firm [UK newly qualified]	388,501	390,000	395,504	391,335	372,500	401,554	52,775	325,260	478,932	53	19
Lawyer in 2nd year with a firm [UK trainee year 2]	325,797	271,502	325,534	307,611	264,000	348,000	42,160	232,800	491,780	13	9
Lawyer in 1st year with a firm [UK trainee year 1]	264,889	234,000	266,617	255,169	216,000	272,496	42,160	208,098	409,798	13	9
Paralegal	262,672	276,000	284,344	274,339	240,000	300,000	98,186	204,000	409,200	75	25
Translator	284,624	275,367	288,714	282,902	253,854	312,513	42,105	221,672	375,098	11	7

Table 2b(f)

Compensation for all firms in XXX (support staff)

Position	Weighted mean	Median (50th percentile)	Arithmetic mean	LMI average	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	Average salary band range	5th percentile firms	95th percentile firms	Number of people in sample	Number of firms in sample
Office management											
Chief operating officer/operations director/regional head	841,303	749,622	841,303	810,743	595,107	931,500	144,000	450,767	1,463,400	14	14
Office manager (multi-function)	448,017	447,000	448,017	447,678	411,180	484,128	-	370,385	528,500	11	11
Office manager	320,297	330,000	320,523	323,607	312,000	352,800	106,560	249,744	363,600	10	9
Assistant office manager	205,533	194,400	205,533	201,822	190,800	214,700	-	187,920	230,940	3	3
Office administration assistant	91,429	94,388	116,019	100,612	86,567	111,660	41,994	63,771	228,210	23	8
Facilities manager	319,258	309,000	319,258	315,838	301,614	331,773	-	295,705	349,991	3	3
Compliance manager	321,600	300,000	321,600	314,400	300,000	342,000	-	290,400	370,800	5	5
Office services											
Office clerk	109,262	109,650	107,376	108,762	104,187	111,702	37,500	99,816	113,344	7	3
Driver	81,400	80,704	85,196	82,433	73,715	91,500	23,696	68,550	113,664	21	12
Driver/office assistant	97,493	87,363	95,617	93,491	82,200	103,896	43,500	66,300	138,959	12	10
Office services assistant	78,966	79,200	85,539	81,235	72,000	89,600	23,444	39,691	151,440	35	17
Finance											
Chief financial officer/finance director/regional head	663,535	651,000	663,535	659,356	575,000	771,669	18,000	464,448	845,236	7	7
Finance manager	368,133	367,000	368,133	367,755	339,450	430,350	-	247,080	460,299	8	8
Finance administration assistant	117,600	100,000	129,333	115,644	86,000	158,000	36,000	74,800	204,400	5	3
Senior accountant	353,216	346,800	353,216	351,077	307,500	397,780	-	296,700	415,556	5	5
Accountant	259,452	252,996	252,611	255,020	223,750	286,350	32,250	157,650	339,840	21	18
Assistant accountant	156,869	147,000	156,402	153,424	133,200	178,648	39,000	119,400	202,465	12	11
Revenue manager/head of billing	329,854	314,000	333,159	325,671	302,564	342,750	-	283,913	425,040	9	8
Revenue controller/billing coordinator	232,512	234,000	233,616	233,376	215,796	258,000	33,032	196,512	261,546	12	9
Credit controller	187,320	188,400	179,940	185,220	130,500	212,400	89,200	122,700	246,450	15	10
Accounts payable assistant	190,582	177,000	190,582	186,055	168,000	199,500	-	145,500	260,620	6	6
Payroll administrator	218,443	224,000	218,443	220,295	214,000	225,664	-	206,000	226,995	3	3

Table 2b(ii)

Compensation for all firms in XXX (support staff) [continued]

Position	Weighted mean	Median (50th percentile)	Arithmetic mean	LMI average	1st quartile (25th percentile firms)	3rd quartile (75th percentile firms)	Average salary band range	5th percentile firms	95th percentile firms	Number of people in sample	Number of firms in sample
Information technology (IT)											
IT director/regional head	495,200	464,400	495,200	484,933	432,000	513,000	24,000	420,600	636,000	6	6
IT manager	319,207	320,000	327,007	322,071	301,702	349,107	49,686	272,221	395,801	10	7
IT trainer	299,140	302,940	299,140	300,407	295,470	304,710	-	289,494	306,126	3	3
IT support staff – senior	291,321	291,000	291,321	291,214	270,400	306,000	-	248,400	336,594	13	13
IT support staff – junior	197,555	194,130	196,650	196,038	169,440	201,765	33,000	157,380	253,500	8	6
Marketing and business development (BD)											
Marketing and BD director/regional head	594,681	564,500	594,681	584,621	549,000	584,753	90,000	520,740	762,900	10	10
Marketing and BD manager	386,009	380,333	393,805	386,716	351,450	441,281	87,150	320,988	482,044	20	16
Marketing and BD assistant	229,936	204,000	229,936	221,290	199,734	222,000	102,000	195,180	325,356	7	7
BD executive	255,047	261,000	260,228	258,758	237,150	276,000	-	188,874	337,979	9	8
BD coordinator	266,295	276,283	259,594	267,590	237,517	285,375	17,378	200,625	296,625	9	6
Events and marketing coordinator	229,950	219,800	233,400	227,650	217,800	242,100	9,600	216,360	260,100	4	3
Human resources (HR)											
HR director/regional head	609,058	575,400	609,058	597,839	540,229	670,500	-	492,264	776,100	8	8
HR manager	363,114	351,000	363,381	359,165	323,278	406,050	50,760	277,670	458,248	11	7
HR officer	249,421	275,500	264,229	263,050	248,700	276,745	26,280	187,951	327,900	13	10
HR administration assistant	174,567	172,620	175,123	174,103	157,620	207,000	18,000	120,600	214,200	9	7
Public relations officer	197,791	225,300	216,645	213,245	139,750	260,750	168,000	94,950	348,810	19	14
Knowledge management											
Head of professional support/knowledge management	694,622	699,996	694,622	696,413	679,173	712,758	-	662,515	722,968	3	3
Professional support lawyer	556,846	544,469	556,846	552,720	484,800	600,000	-	468,960	671,968	5	5
Assistant librarian/information coordinator	244,552	253,597	244,552	247,567	221,299	272,329	6,000	195,460	287,314	3	3
Secretaries											
Secretarial coordinator	304,478	300,589	296,727	300,598	287,499	317,433	40,740	257,985	323,311	10	6
Executive assistant	286,692	298,667	297,177	294,179	281,531	314,400	31,856	252,417	344,580	16	9
Legal secretary – senior	254,637	265,000	261,655	260,431	247,500	274,500	42,155	218,950	306,817	130	25
Legal secretary – junior	184,387	223,575	202,632	203,531	193,431	240,000	58,000	92,250	250,887	83	12
Receptionists											
Receptionist	159,759	180,000	178,979	172,913	150,000	205,008	28,373	115,560	238,000	42	25

Chart 2.1

Compensation for all firms in XXX (fee-earners) – median, 25th and 75th percentile firms and average salary band range values

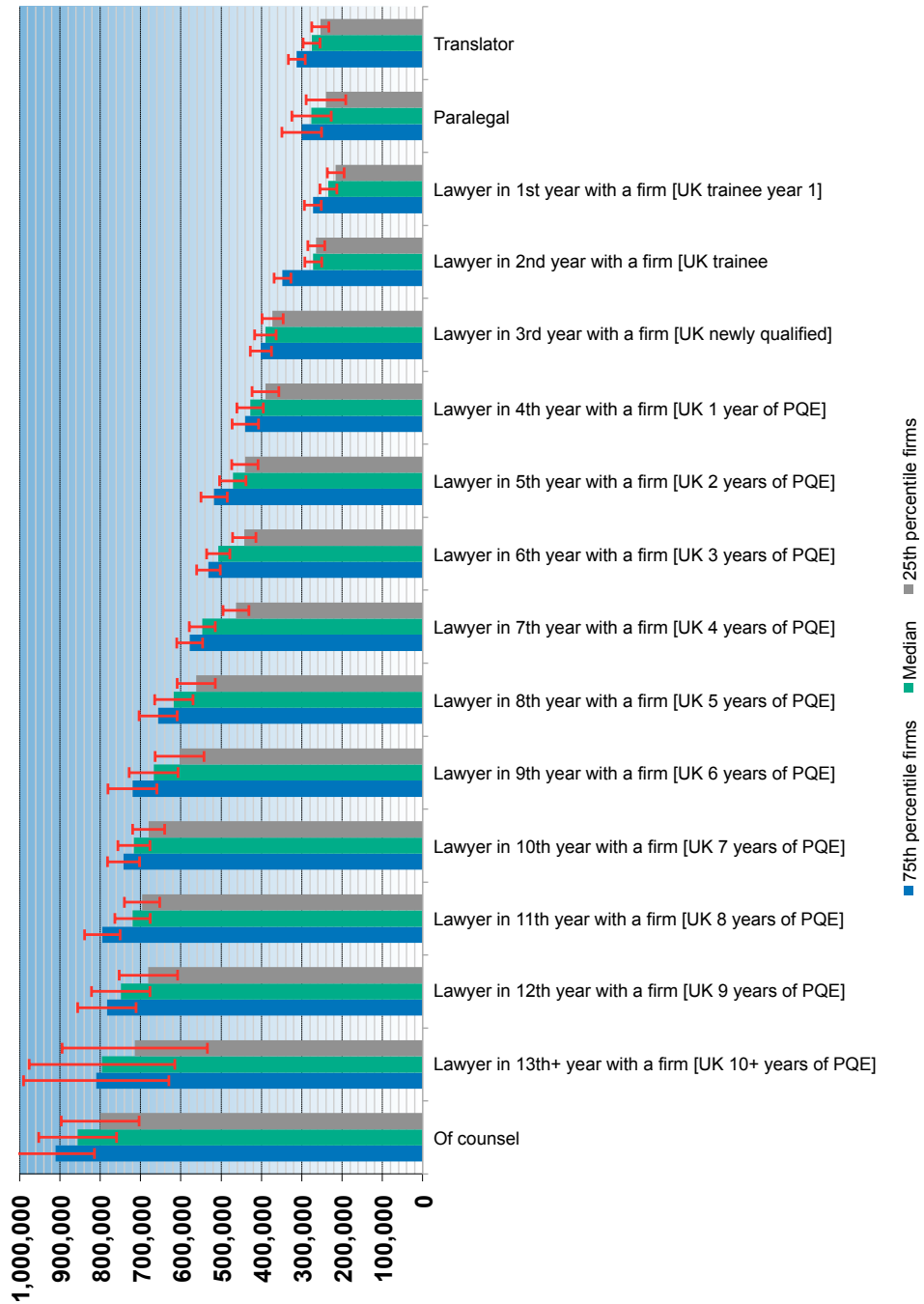


Chart 2.2(i)

Compensation for all firms in XXX (support staff) – median, 25th and 75th percentile firms and average salary band range values

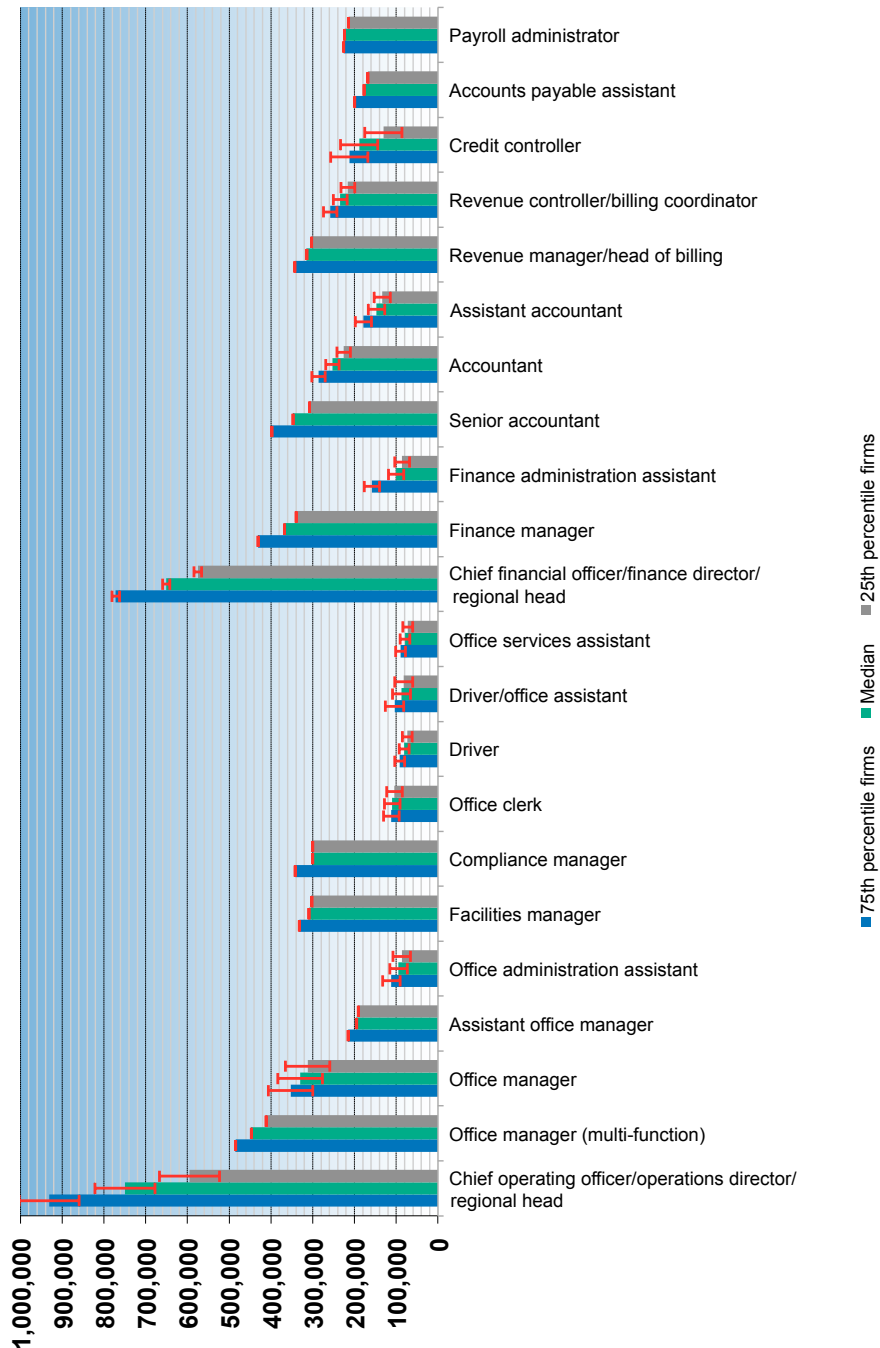
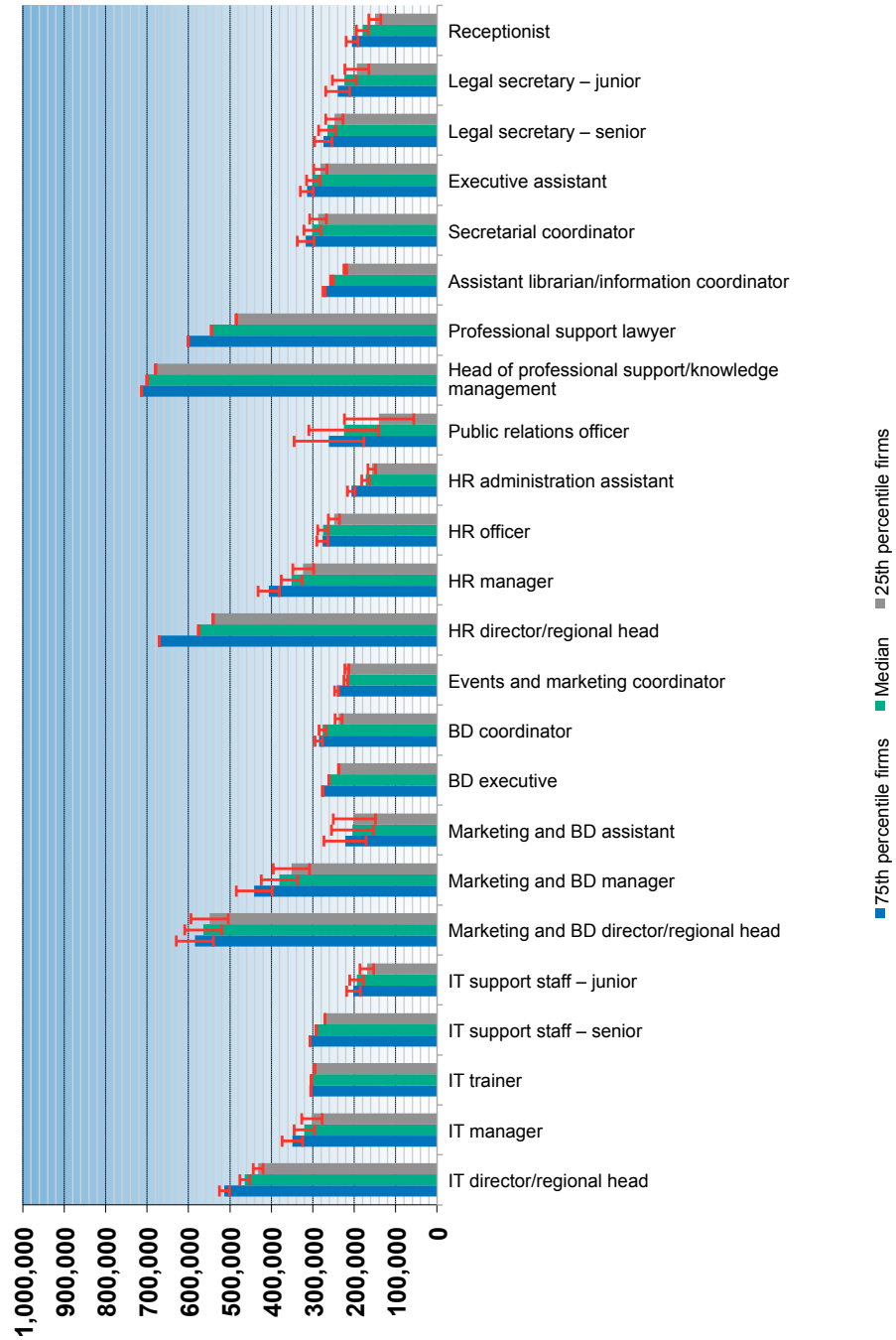


Chart 2.2(ii)

Compensation for all firms in XXX (support staff) – median, 25th and 75th percentile firms and average salary band range values [continued]



Bonus eligibility among all firms in XXX

Table 2c

	Fee-earners					Support staff		
	Trainees	Junior lawyers	Senior lawyers	Partners	Assistants	Managers		
Variable bonus eligibility								
Eligible for performance-related bonus	67%	83%	83%	54%	62%	69%		
Eligible for global firm-wide profit-related bonus	21%	17%	17%	33%	27%	23%		
Eligible for local office profit-related bonus	21%	21%	17%	13%	19%	19%		
Eligible for bonus for bringing in new clients	21%	33%	38%	21%	12%	15%		
Eligible for bonus for helping to recruit new personnel	58%	63%	67%	38%	58%	54%		
Performance-related bonus structure								
Purely based on billable hours	0%	17%	21%	4%	0%	0%		
Partially based on billable hours	25%	46%	46%	21%	0%	0%		
Purely based on partner discretion	13%	13%	13%	8%	23%	23%		
Based on key performance indicators	29%	50%	50%	33%	42%	42%		

All figures = percentage of participating firms where bonus scheme is available.

Prevalence of bonuses among all firms in XXX

Table 2d

	Fee-earners	Support staff (assistants)
% of firms that awarded performance/fiscal-related bonuses during the past year	82%	68%

Prevalence of bonuses among firms in XXX that awarded bonuses during past year

Table 2e

	Fee-earners			Support staff	
	Junior lawyers	Senior lawyers	Assistants	Managers	
Median % of headcount that received bonus	38%	51%	92%	100%	
Median maximum total bonus awarded (as % of annual salary)	12%	15%	8%	11%	
Median average total bonus awarded (as % of annual salary)	7%	8%	3%	10%	
Mean % of headcount that received bonus	44%	58%	76%	92%	
Mean maximum total bonus awarded (as % of annual salary)	14%	15%	8%	11%	
Mean average total bonus awarded (as % of annual salary)	7%	7%	4%	8%	

Benefits and allowances available among all firms in XXX

Table 2f(i)

Benefit	Fee-earners					Support staff		
	Trainees	Junior lawyers	Senior lawyers	Partners	Managers	Assistants	Managers	
Major ongoing allowances								
Housing allowance*	4%	8%	12%	20%	4%	4%	4%	
Housing provided	8%	0%	0%	0%	0%	0%	0%	
Personal flight allowance**	12%	12%	16%	12%	15%	15%	19%	
Annual return air tickets for individual	40%	44%	44%	28%	52%	52%	48%	
Annual return air tickets for family	16%	20%	20%	16%	4%	4%	22%	
Cost-of-living allowance	0%	0%	0%	0%	0%	0%	0%	
Education and training								
LLM support	16%	12%	12%	8%	4%	4%	4%	
Further legal education costs	24%	20%	20%	8%	15%	15%	15%	
Study leave	40%	40%	40%	24%	33%	33%	37%	
Firm-wide training programmes	60%	68%	68%	48%	59%	59%	67%	
Local training schemes/allowance	24%	24%	24%	20%	22%	22%	22%	
Foreign language training	24%	28%	24%	20%	22%	22%	11%	
Equipment								
Smartphone/BlackBerry/iPhone etc	76%	88%	92%	76%	19%	19%	93%	
Fully paid phone contract (work only)	64%	76%	80%	64%	19%	19%	78%	
Fully paid phone contract (work and personal)	0%	4%	4%	4%	4%	4%	4%	
Phone allowance (work only)	4%	4%	4%	4%	0%	0%	4%	
Phone allowance (work and personal)	8%	8%	8%	4%	4%	4%	7%	
Laptop/notebook/tablet	44%	44%	48%	56%	11%	11%	48%	
Remote office/desktop connection	64%	72%	72%	60%	37%	37%	70%	
Business clothing allowance	0%	0%	0%	0%	11%	11%	0%	

* This allowance has been included in the salaries listed in the compensation tables.

** This allowance has not been included in the salaries listed in the compensation tables.
All figures = percentage of participating firms where benefit is available.

Benefits and allowances available among all firms in XXX [continued]

Table 2f(iii)

Benefit	Fee-earners					Support staff		
	Trainees	Junior lawyers	Senior lawyers	Partners	Assistants	Managers		
Health and lifestyle								
Relocation costs***	56%	76%	80%	64%	52%	70%		
Private medical/healthcare	92%	100%	100%	68%	100%	100%		
Private medical/healthcare for spouse/dependants	68%	80%	80%	64%	56%	78%		
Private dental care	44%	52%	52%	40%	56%	56%		
Private dental care for spouse/dependants	24%	36%	36%	32%	30%	37%		
Paid sick leave	84%	92%	92%	76%	93%	93%		
Enhanced maternity leave†	60%	72%	72%	52%	63%	67%		
Enhanced paternity leave††	56%	56%	60%	52%	59%	59%		
Gym membership (fully covered)	4%	4%	4%	0%	0%	0%		
Gym membership (subsidy)	4%	4%	4%	0%	4%	4%		
Private club membership	0%	0%	0%	8%	0%	0%		
Housing loan†††	64%	92%	96%	56%	74%	89%		
Childcare	0%	0%	0%	0%	0%	0%		
Child school fees	0%	4%	4%	4%	4%	7%		
Life assurance	52%	60%	56%	44%	59%	59%		
Life insurance	48%	52%	48%	36%	56%	56%		
Length-of-service bonus/award	24%	28%	24%	16%	37%	37%		
Pension contributions from firm (above statutory)	16%	16%	16%	12%	15%	15%		
Travel insurance (work only)	56%	64%	60%	48%	56%	59%		
Travel insurance (work and leisure)	0%	4%	4%	8%	4%	4%		

*** Typically includes flight costs for family, 14-30 days' accommodation and shipping allowance.
 † 45-180 calendar days at full pay (mean 105 days, median 90 days) and a maximum of 45-135 calendar days of unpaid leave.
 †† 3-10 working days (mean 9 days).
 ††† Typically 25%-50% of annual salary – available for limited number of years at some firms.
 All figures = percentage of participating firms where benefit is available.

Benefits and allowances available among all firms in XXX [continued]

Table 2f(iii)

Benefit	Fee-earners				Support staff		
	Trainees	Junior lawyers	Senior lawyers	Partners	Assistants	Managers	Managers
Holiday							
Median number of annual working days' holiday (not including public holidays)	25	25	25	30	25	25	25
Absolute minimum number of annual working days' holiday (not including public holidays)	22	22	22	25	22	22	22
Absolute maximum number of annual working days' holiday (not including public holidays)	30	30	30	32	30	30	30
Contractual working hours							
Mean weekly contractual working hours			40.3		39.7		40.0
Median weekly contractual working hours			40		40		40
Absolute minimum weekly contractual working hours			35		35		35
Absolute maximum weekly contractual working hours			45		42.5		45
Work start time range			08:00-09:30		08:30-09:30		08:00-09:30
Work finish time range			17:30-18:30		17:30-18:00		17:30-18:00
Travel and transport							
Use of company car/driver during office hours	44%	52%	52%	44%	44%	52%	52%
Taxis home after hours†	52%	52%	52%	36%	56%	48%	48%
Commuting costs	0%	0%	0%	0%	4%	0%	0%
Parking space on site	32%	48%	56%	64%	33%	63%	63%
Parking allowance	12%	8%	8%	8%	15%	11%	11%
Food							
Workplace canteen (fully paid)	0%	0%	0%	0%	0%	0%	0%
Workplace canteen (subsidised)	0%	0%	0%	0%	0%	0%	0%
Food vouchers	0%	0%	0%	0%	0%	0%	0%
Food costs after hours‡	32%	28%	28%	24%	30%	26%	26%
Social							
Winter office party	76%	80%	80%	72%	78%	78%	78%
Summer office party	28%	32%	32%	28%	37%	37%	37%
Annual retreat	28%	40%	40%	44%	19%	37%	37%
Sports teams	8%	12%	12%	12%	11%	11%	11%

† Typically after 21:00.

‡ Typically after 21:00.

All figures (except days' holiday and contractual working hours) = percentage of participating firms where benefit is available.

Average personnel ratios in XXX – all law firms

Table 2g

	Average % of total headcount
All fee-earners (trainees, paralegals, partners, lawyers etc)	58.8%
Support staff	41.2%
Partners	13.8%
Qualified lawyers (excluding partners)	36.8%
Office management	5.5%
Office services	4.7%
Finance	6.1%
Information technology	2.1%
Marketing and business development	3.4%
Human resources	2.4%
Knowledge management	1.3%
Secretaries	13.0%
Receptionists	2.6%

All figures = percentage of total headcount.

Average female/male demographic ratios in XXX – all law firms

Table 2h

	Average female demographic %	Average male demographic %
Fee-earners	38%	62%
Associates	35%	65%
Partners	10%	90%
Support staff	64%	36%

Average size of sample firms in XXX

Table 2i

	Mean headcount among sample firms	Median headcount among sample firms
All personnel	61	39
Fee-earners (trainees, paralegals, partners, lawyers etc)	35	24
Support staff	26	15