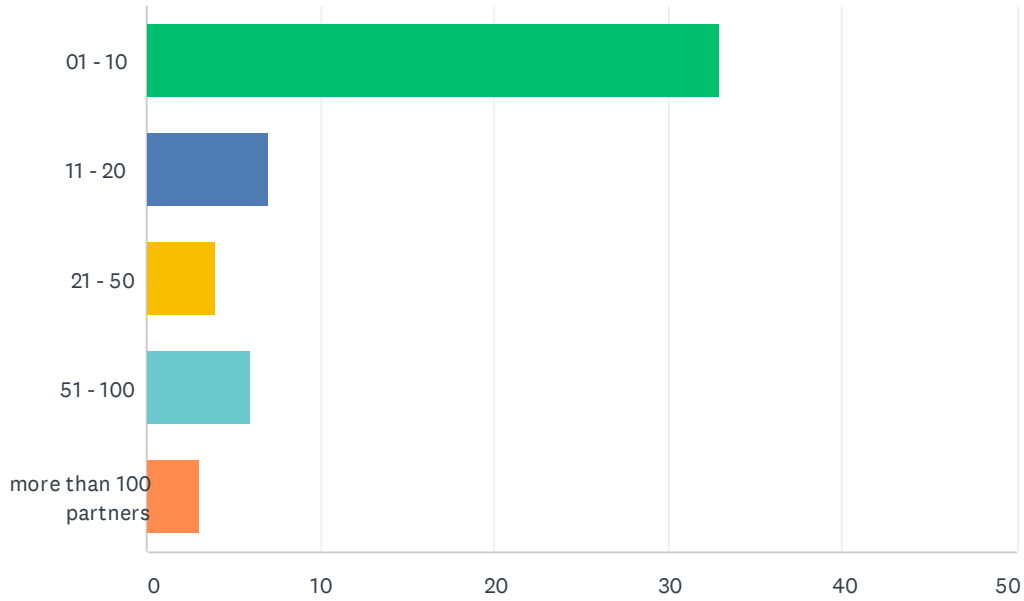


The Law Firm Management Committee 2021  
monthly survey series

February / Costs

## Q1 Number of partners

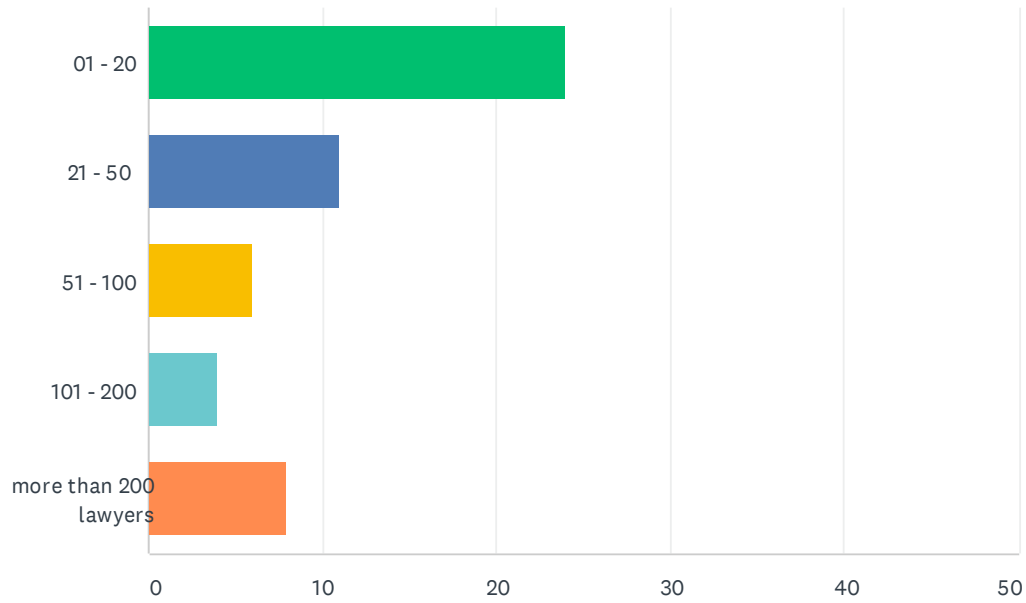
Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
01 - 10	62.26%	33
11 - 20	13.21%	7
21 - 50	7.55%	4
51 - 100	11.32%	6
more than 100 partners	5.66%	3
<b>TOTAL</b>		<b>53</b>

## Q2 Number of lawyers, including partners

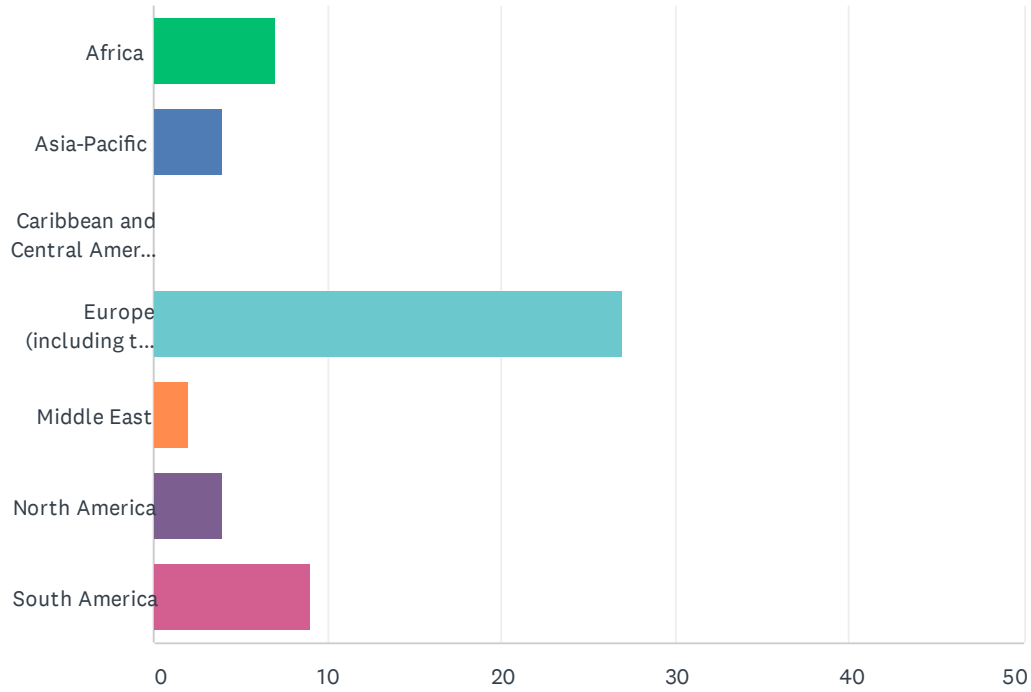
Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
01 - 20	45.28%	24
21 - 50	20.75%	11
51 - 100	11.32%	6
101 - 200	7.55%	4
more than 200 lawyers	15.09%	8
<b>TOTAL</b>		<b>53</b>

## Q3 Region

Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
Africa	13.21%	7
Asia-Pacific	7.55%	4
Caribbean and Central America	0.00%	0
Europe (including the Russian Federation)	50.94%	27
Middle East	3.77%	2
North America	7.55%	4
South America	16.98%	9
<b>TOTAL</b>		<b>53</b>

## Q4 Revenue per lawyer

Answered: 53 Skipped: 0

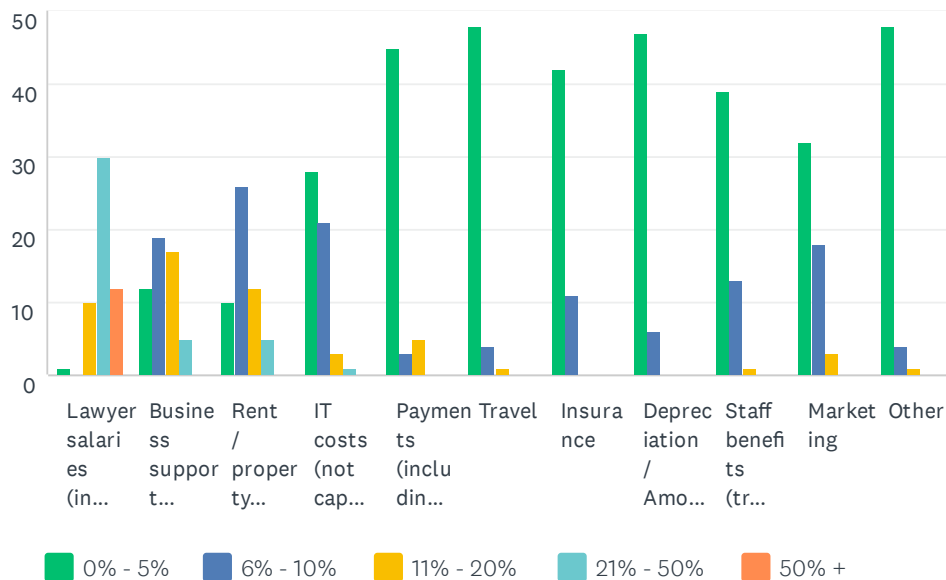
#	RESPONSES	DATE
1	100000	2/21/2021 2:38 PM
2	25100 \$ per year	2/17/2021 3:42 PM
3	US\$500,000	2/16/2021 1:37 AM
4	\$400,000	2/15/2021 5:57 PM
5	160,000	2/15/2021 11:38 AM
6	USD100,000	2/15/2021 5:13 AM
7	50K	2/14/2021 10:24 AM
8	EUR 10,000 monthly	2/13/2021 11:43 AM
9	Average of N25m	2/13/2021 8:18 AM
10	EUR 200000	2/12/2021 4:37 PM
11	£213k per annum	2/12/2021 4:19 PM
12	information not available	2/12/2021 3:14 PM
13	150000	2/12/2021 2:35 PM
14	N1,000,000 per annum	2/12/2021 12:38 PM
15	150,000 - 300,000 Euro	2/12/2021 12:12 PM
16	£240,000	2/12/2021 8:50 AM
17	EUR 568 000	2/12/2021 8:46 AM
18	EUR 450.000,00	2/12/2021 8:37 AM
19	\$200,000	2/12/2021 8:32 AM
20	116000	2/12/2021 8:28 AM
21	100000€	2/12/2021 8:17 AM
22	10000000	2/12/2021 8:07 AM
23	200000	2/12/2021 7:17 AM
24	1,000,000 usd	2/12/2021 6:28 AM
25	250.000	2/12/2021 5:54 AM
26	USD25000	2/12/2021 5:27 AM
27	yes	2/11/2021 11:32 PM
28	EUR 200.000	2/11/2021 10:52 PM
29	USD 240`000	2/11/2021 9:27 PM
30	1,420,000	2/11/2021 9:13 PM
31	50000	2/11/2021 9:04 PM
32	Euro150,000	2/11/2021 8:57 PM
33	60000	2/11/2021 8:55 PM

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34	\$45000	2/11/2021 8:50 PM
35	\$15,000	2/11/2021 8:01 PM
36	500,000	2/11/2021 7:52 PM
37	USD150,000	2/11/2021 7:45 PM
38	Eur 100000	2/11/2021 7:35 PM
39	not sure	2/11/2021 7:20 PM
40	EUR 60000	2/11/2021 7:04 PM
41	250000	2/11/2021 6:59 PM
42	15,000.00 - 300,000.00 € (yearly revenue), depending on experience	2/11/2021 6:57 PM
43	\$750,000	2/11/2021 6:47 PM
44	500000	2/11/2021 6:43 PM
45	500.000	2/11/2021 6:32 PM
46	120,000 Euro / year	2/11/2021 6:16 PM
47	5000 Euro per month	2/11/2021 6:02 PM
48	600	2/11/2021 6:00 PM
49	10.000	2/11/2021 5:50 PM
50	150,000 Euro	2/11/2021 5:45 PM
51	usd80000	2/11/2021 5:45 PM
52	20,000	2/11/2021 5:44 PM
53	180,000 EUR	2/11/2021 5:43 PM

## Q5 Please choose the percentage of total costs each cost “bucket” represents for calendar 2020 (or most recent accounting period)

Answered: 53 Skipped: 0



	0% - 5%	6% - 10%	11% - 20%	21% - 50%	50% +	TOTAL
Lawyer salaries (including fixed shares for partners but not 'profit' distribution)	1.89% 1	0.00% 0	18.87% 10	56.60% 30	22.64% 12	53
Business support salaries	22.64% 12	35.85% 19	32.08% 17	9.43% 5	0.00% 0	53
Rent / property costs	18.87% 10	49.06% 26	22.64% 12	9.43% 5	0.00% 0	53
IT costs (not capital spend but licences etc, IT supplies and computer maintenance)	52.83% 28	39.62% 21	5.66% 3	1.89% 1	0.00% 0	53
Payments (including pensions) to Founders no longer in firm	84.91% 45	5.66% 3	9.43% 5	0.00% 0	0.00% 0	53
Travel	90.57% 48	7.55% 4	1.89% 1	0.00% 0	0.00% 0	53
Insurance	79.25% 42	20.75% 11	0.00% 0	0.00% 0	0.00% 0	53
Depreciation / Amortisation	88.68% 47	11.32% 6	0.00% 0	0.00% 0	0.00% 0	53
Staff benefits (training, education, wellness)	73.58% 39	24.53% 13	1.89% 1	0.00% 0	0.00% 0	53
Marketing	60.38% 32	33.96% 18	5.66% 3	0.00% 0	0.00% 0	53
Other	90.57% 48	7.55% 4	1.89% 1	0.00% 0	0.00% 0	53

#	OTHER (PLEASE SPECIFY MAIN ITEM)	DATE
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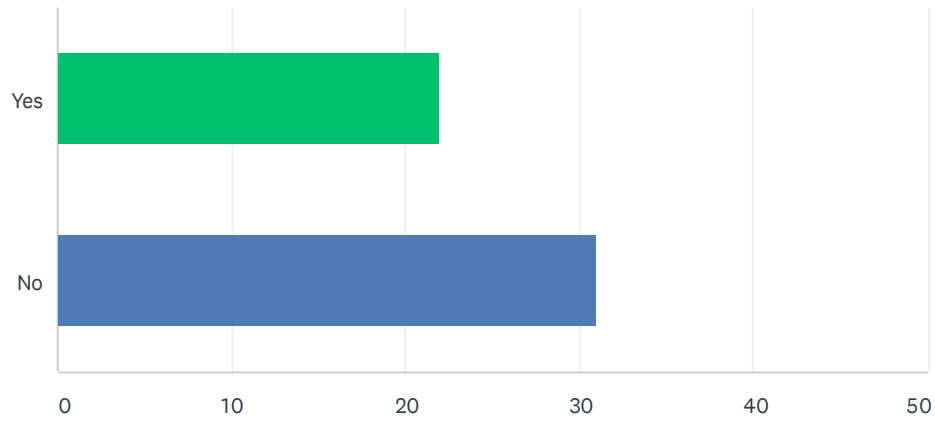
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1	No significant amounts	2/21/2021 2:42 PM
2	Library and Research	2/17/2021 3:42 PM
3	None	2/16/2021 1:39 AM
4	Purchase of insurance related cases	2/15/2021 11:42 AM
5	branding	2/15/2021 5:14 AM
6	Administration salaries	2/13/2021 11:47 AM
7	Tax and alternative power supply etc	2/13/2021 8:23 AM
8	public felations	2/12/2021 12:41 PM
9	none	2/12/2021 6:31 AM
10	Profit distribution	2/11/2021 9:32 PM
11	Miscellaneous	2/11/2021 9:14 PM
12	---	2/11/2021 7:04 PM
13	Miscellaneous	2/11/2021 5:55 PM
14	Subscriptions	2/11/2021 5:45 PM



## Q6 Were your costs in 2020 greater than 2019?

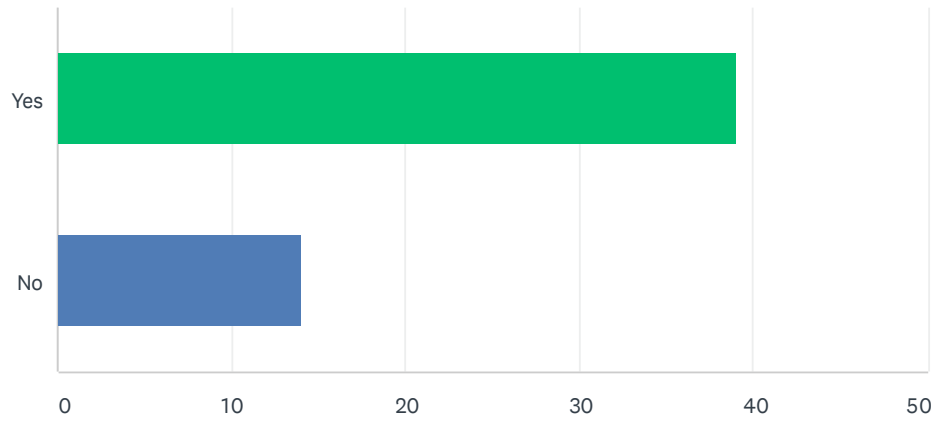
Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	41.51%	22
No	58.49%	31
TOTAL		53

## Q7 Will your costs in 2021 be greater than 2020?

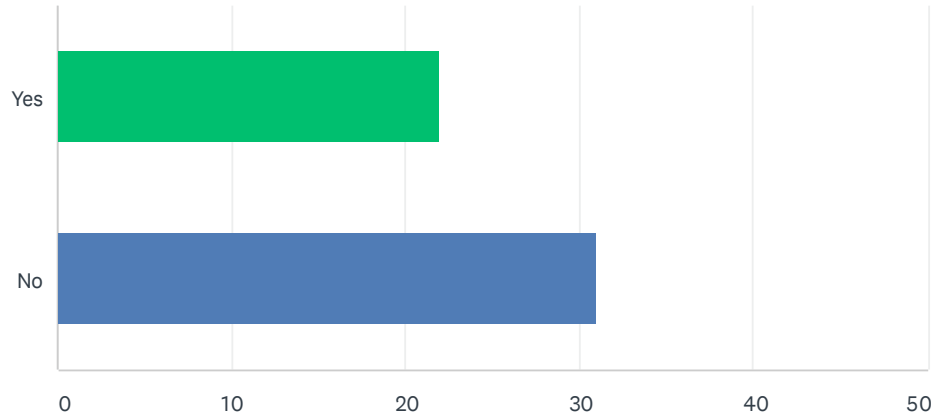
Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	73.58% 39
No	26.42% 14
TOTAL	53

## Q8 Do you have a cost reduction plan for 2021?

Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	41.51%	22
No	58.49%	31
TOTAL		53

## Q9 What is the key item that you will spend more on in 2021?

Answered: 53 Skipped: 0

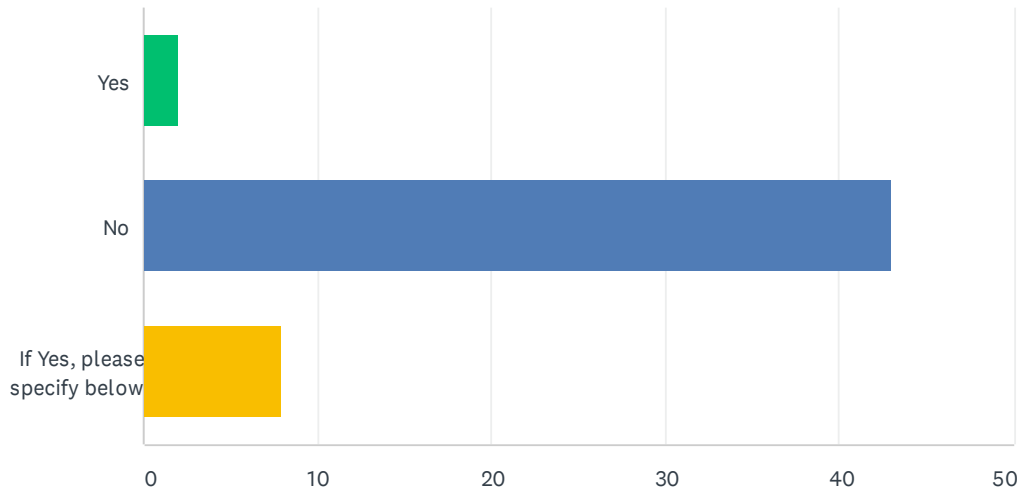
#	RESPONSES	DATE
1	Staff Compensation	2/21/2021 2:42 PM
2	Marketing and Research	2/17/2021 3:42 PM
3	Marketing	2/16/2021 4:30 PM
4	Salaries	2/16/2021 1:40 AM
5	IT	2/15/2021 6:02 PM
6	IT infrastructure and staff engagement initiatives	2/15/2021 11:44 AM
7	business development	2/15/2021 5:15 AM
8	IT	2/14/2021 10:29 AM
9	Business support salaries	2/13/2021 11:49 AM
10	ICT	2/13/2021 8:25 AM
11	buying and change of office	2/12/2021 4:42 PM
12	Insurance	2/12/2021 4:38 PM
13	Salaries	2/12/2021 3:18 PM
14	salaries	2/12/2021 2:36 PM
15	staff	2/12/2021 12:42 PM
16	Education / seminars	2/12/2021 12:15 PM
17	Salaries	2/12/2021 8:53 AM
18	Fee earner salaries	2/12/2021 8:53 AM
19	IT	2/12/2021 8:39 AM
20	IT, Marketing, Training	2/12/2021 8:39 AM
21	rent	2/12/2021 8:31 AM
22	salaries	2/12/2021 8:19 AM
23	marketing, salary, rent	2/12/2021 8:11 AM
24	IT	2/12/2021 7:20 AM
25	staff salaries	2/12/2021 6:31 AM
26	marketing and digitalisation	2/12/2021 5:59 AM
27	Salaries and associated taxes	2/12/2021 5:29 AM
28	IT	2/11/2021 11:36 PM
29	MArketing	2/11/2021 10:54 PM
30	Office and IT infrastructure	2/11/2021 9:34 PM
31	Payroll	2/11/2021 9:15 PM
32	Salaries	2/11/2021 9:07 PM
33	Insurance and lawyer salaries	2/11/2021 9:01 PM

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34	Salaries	2/11/2021 8:58 PM
35	salaries and employee benefits	2/11/2021 8:53 PM
36	Covid 19 precautions	2/11/2021 8:08 PM
37	Travel, staff	2/11/2021 7:55 PM
38	Salaries	2/11/2021 7:47 PM
39	Salaries	2/11/2021 7:37 PM
40	more staff	2/11/2021 7:25 PM
41	Travel and Business meetings	2/11/2021 7:05 PM
42	IT infrastructure	2/11/2021 7:05 PM
43	marketing	2/11/2021 7:01 PM
44	IT	2/11/2021 7:00 PM
45	BD	2/11/2021 6:45 PM
46	marketing	2/11/2021 6:34 PM
47	Lawyers' and staff salaries	2/11/2021 6:18 PM
48	awareness, advertising	2/11/2021 6:11 PM
49	Rent	2/11/2021 5:56 PM
50	Salaries	2/11/2021 5:47 PM
51	employees	2/11/2021 5:47 PM
52	Marketing	2/11/2021 5:46 PM
53	IT support and infrastructure	2/11/2021 5:46 PM

## Q10 Do you / are you considering outsourcing anything to save costs?

Answered: 53 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	3.77% 2
No	81.13% 43
If Yes, please specify below	15.09% 8
<b>TOTAL</b>	<b>53</b>

#	IF YES, PLEASE SPECIFY BELOW	DATE
1	Traveling	2/17/2021 3:42 PM
2	Payroll and management services.	2/16/2021 1:40 AM
3	Letter generation and IT (client web portal and automation)	2/15/2021 6:02 PM
4	Receptionist & telephone services	2/12/2021 8:53 AM
5	Parts of IT support	2/12/2021 8:39 AM
6	accounting, invoicing	2/12/2021 8:11 AM
7	IT	2/11/2021 6:45 PM
8	IT	2/11/2021 5:46 PM