

Key performance indicators (UK)

	2011	2012	2013	2014	2015	2016
Top 10						
UK fees per chargeable hour (£)	308	321	359	330	328	330
UK fees per full equity partner (£000)	2,481	2,541	2,296	2,578	2,656	2,705
UK fees per fee earner (£000)	352	365	353	374	379	378
UK profit per full equity partner (£000)	908	951	905	1,031	1,067	1,068
UK profit per fee earner (£000)	137	146	143	155	157	154
Profit margin (%)	36.0	37.1	38.5	40.0	39.9	38.7
Staff cost ratio (%)	37.7	37.4	38.7	36.7	34.7	36.7
1-5 year PQE fee earner utilisation (hours)	1,514	1,509	1,452	1,559	1,542	1,461
Lock up days	123	124	118	120	124	121
Average number of full equity partners – UK	133	136	159	147	140	143
Average number of fee earners (incl partners) – UK	999	997	1,003	963	975	1,046
Top 11-25						
UK fees per chargeable hour (£)	286	289	283	275	286	275
UK fees per full equity partner (£000)	1,762	1,862	1,820	1,879	2,239	2,160
UK fees per fee earner (£000)	245	265	259	284	296	289
UK profit per full equity partner (£000)	443	481	448	547	641	614
UK profit per fee earner (£000)	65	72	68	85	97	97
Profit margin (%)	26.1	26.1	26.0	28.2	29.2	28.2
Staff cost ratio (%)	40.9	42.3	40.9	39.5	40.3	40.6
1-5 year PQE fee earner utilisation (hours)	1,237	1,295	1,263	1,373	1,366	1,333
Lock up days	104	115	129	132	133	161
Average number of full equity partners – UK	76	67	79	79	78	82
Average number of fee earners (incl partners) – UK	531	486	702	714	741	715
Top 26-50						
UK fees per chargeable hour (£)	225	233	280	254	223	231
UK fees per full equity partner (£000)	1,504	1,591	1,569	1,633	1,813	1,844
UK fees per fee earner (£000)	229	226	239	213	210	208
UK profit per full equity partner (£000)	381	402	377	383	406	397
UK profit per fee earner (£000)	56	62	60	55	55	51
Profit margin (%)	26.3	25.5	24.4	24.1	24.5	23.1
Staff cost ratio (%)	42.1	40.9	39.9	43.0	42.5	42.4
1-5 year PQE fee earner utilisation (hours)	1,192	1,254	1,209	1,232	1,263	1,240
Lock up days	124	131	122	124	118	117
Average number of full equity partners – UK	53	50	48	50	51	51
Average number of fee earners (incl partners) – UK	442	362	328	428	460	491

	2011	2012	2013	2014	2015	2016
Top 51-100						
UK fees per chargeable hour (£)	207	218	223	222	225	216
UK fees per full equity partner (£000)	1,402	1,430	1,285	1,477	1,847	1,708
UK fees per fee earner (£000)	163	168	172	171	181	181
UK profit per full equity partner (£000)	282	337	283	356	364	394
UK profit per fee earner (£000)	33	40	41	43	41	44
Profit margin (%)	20.9	23.7	22.9	24.3	21.2	22.4
Staff cost ratio (%)	43.9	43.4	42.6	41.3	43.6	42.8
1-5 year PQE fee earner utilisation (hours)	1,083	1,083	1,007	1,073	1,061	1,050
Lock up days	127	138	146	149	137	140
Average number of full equity partners – UK	30	28	29	27	21	24
Average number of fee earners (incl partners) – UK	254	227	216	200	205	209
Outside Top 100						
UK fees per full equity partner (£000)	929	979	943	997	1,024	1,037
UK fees per fee earner (£000)	153	142	139	159	166	140
UK profit per full equity partner (£000)	210	203	191	244	213	233
UK profit per fee earner (£000)	31	31	42	45	45	36
Profit margin (%)	20.6	20.7	20.9	18.6	19.0	22.9
Staff cost ratio (%)	44.6	42.1	42.4	43.0	45.4	43.2
1-5 year PQE fee earner utilisation (hours)	1,032	1,039	1,094	968	998	1,045
Lock up days	150	155	147	161	163	135
Average number of full equity partners – UK	15	15	16	13	16	15
Average number of fee earners (incl partners) – UK	99	113	114	90	101	102

Key performance indicators (Global)

	2012	2013	2014	2015	2016
Top 10					
Fees per all partners (£000)	1,669	1,728	1,793	1,755	1,787
Fees per fee earner (£000)	337	341	352	362	352
Profits per all partners (£000)	631	667	700	692	723
Profits per fee earner (£000)	124	129	136	139	139
Net profit margins (%)	35.9	37.0	37.8	37.8	38.7
Average number of partners – global	492	478	474	475	480
Average number of fee earners (inc partners) – global	2,379	2,371	2,352	2,253	2,393

Top 11-50					
Fees per all partners (£000)	948	909	910	984	982
Fees per fee earner (£000)	257	245	260	273	268
Profits per all partners (£000)	309	276	304	311	304
Profits per fee earner (£000)	84	76	85	87	82
Net profit margins (%)	33.0	30.7	32.7	31.7	30.0
Average number of partners – global	139	161	161	153	159
Average number of fee earners (inc partners) – global	527	589	562	575	611