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Developing legal talent
Stepping into the
future law firm

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Contents

Foreword	1
Executive summary	2
Lessons from past trends in the legal profession	3
Future business strategies	6
Future talent strategies for leading law firms	9
Conclusion	15
Appendix: Analysis framework and methodology	17
Endnotes	18
Contacts	19

Foreword

Welcome to this Deloitte Insight report which looks into the future of the talent landscape in law firms.

While the legal profession has undergone significant change in recent decades, over the next ten years, we expect to see profound reforms across the profession. Law firms will need to transform the way they think about how they attract, develop, retain and change talent in order to succeed.

We expect the more radical changes to take place as 2025 approaches, but firms must prepare their business and talent strategies now to position themselves effectively relative to their competition and the challenges that lie ahead.

This report considers the future of talent in the legal sector based on past trends, an extensive review of literature, discussions with experts and an assessment of potential scenarios. It also helps firms identify what talent strategies may be most relevant and suitable for them. Law firms need to assess their current and future capabilities and aspirations to identify their talent priorities.

We would like to thank everyone who contributed to this research. We hope you find our insights thought-provoking and useful, are keen to debate further and welcome your feedback.



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Executive summary

This report examines the future of talent in law firms in the UK over the next decade. It considers how law firms might change, to respond to challenges that are transforming the sector, focusing on what this could mean for future talent in the profession.

Transformation by 2025

Over the past decade, the legal profession in the UK has evolved to respond to changes in the labour force, client demands, technological innovations and broader policy developments. These factors have already altered the way many firms operate. Leading firms are preparing their businesses for further change.

The transformation of the profession is likely to be profound due to the quickening pace of technological developments, shifts in workforce demographics and the need to offer clients more value for money. Indeed, by around 2020, we expect a tipping point for individual firms which will impact the competitive landscape and the role of talent in law firms. Businesses must prepare effectively now so they are not left behind by the end of the decade.

Strategic choices will impact talent

Firms will need to make strategic choices based on how they will operate in the new environment. At the broadest level, this could be to change or continue in the same business segments and/or geographies. This report considers talent outcomes for a range of scenarios based on potential business strategies for the future.

There is no one best strategic option; choices will depend on the aspiration of the firm. Identification of the most appropriate business strategy should be based on the assumptions around future demand, a business risk review and prioritisation of areas in which to invest. This will need to reflect both clients' future needs and other external factors such as technology, globalisation and regulation. However, the strategic choices made will impact the number, type and mix of people required within law firms, affecting how firms should access, attract and develop the best candidates. The talent strategy should be closely linked to and developed in conjunction with the business strategy.

Adapting to a new talent model

Even firms that opt for the status quo – offering the same services and operating in the same geographical markets – will require a review of their talent strategy. Aspirations for radical business outcomes and strategic choices will require more significant change to attract and develop talent.

Strategy and human resources leaders will need to take innovative approaches to staffing in future to adapt to the transformation of the profession. Firms will want to continue to demonstrate that they can offer clients the best products, price and service. However, prioritising what to focus on will help to achieve a better return on investment. With this in mind, firms should develop talent that is dedicated to their relevant strategy.

We expect three 'talent pools' to form the structure of front-office employees within the future law firm:

- **Partners and leaders** – to embed the most appropriate culture in the law firm.
- **Traditional, permanent staff** – primarily fee-earning lawyers who firms should attract, retain and develop in the conventional way.
- **Non-traditional and transient employees** – including project managers, sales executives, dealmakers, data and technology experts as well as lawyers. Access to these employees may be through partnership arrangements or contactor models. These staff will also require alternative incentives and training structures.

Mid-sized firms will need a focused talent strategy as they compete with large firms, that have scale to invest and innovate, and smaller firms that are agile and less restricted by fixed costs. Pressure on mid-sized firms will intensify as merger and acquisition activity continues and the market sees more new entrants.

We believe that the most successful law firms will be those that are agile enough to flex resources in order to meet client needs at an efficient price. They will need access to lawyers who have a broader skill set and are not just technically competent lawyers.

Lessons from past trends in the legal profession

Over the past decade, the legal profession in the UK has evolved to respond to changes in the labour force, client demands, technological developments and broader policy shifts. This section outlines the background and context of some key developments which are likely to affect the profession's talent in future.

Steady growth in legal profession employees, bigger shifts in skills and expectations

Growth in the number of employees in the legal activities sector¹ has reflected changes in the national economic performance, measured in terms of Gross Domestic Product. However, changes in the number of employees in the sector has fluctuated on a more exaggerated scale and has not recovered as well since 2012. Between 2004 and 2014, overall growth of all employees in the sector was similar to the national employment growth rate, despite fluctuations over the period (see Figure 1).

Data from the Solicitors Regulation Authority suggest that, in January 2016, 132,635 solicitors held current practising certificates and the number of solicitors in the legal profession grew by 17 per cent between January 2010 and January 2016.¹ Headcount in the top corporate law firms also grew over the past decade. According to data from TheCityUK, employment of solicitors in private practice has remained steady in the last year having increased by a fifth over the past decade. Projections by Warwick Institute of Employment Research indicate there will be growth in the number of barristers, solicitors and other legal professionals and associate professionals between 2015 and 2020, estimating that 25,000 extra workers will be needed in the legal activities sector.²

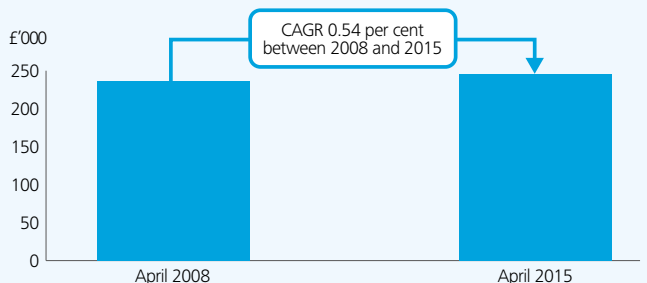
Due to extensive education, training and apprenticeships in the legal services profession, employees are typically more productive than the UK average employee with around £71,500 economic contribution per employee across the UK.³ However, businesses are already identifying a mismatch between the skills being developed through education and those required in the workplace. Data from *Deloitte's Quarterly Legal Sector Survey* shows slow growth in revenue generated per fee earner among the top 100 law firms (see Figure 2).

Figure 1. GDP and employment trends in Great Britain (index 2004=100)



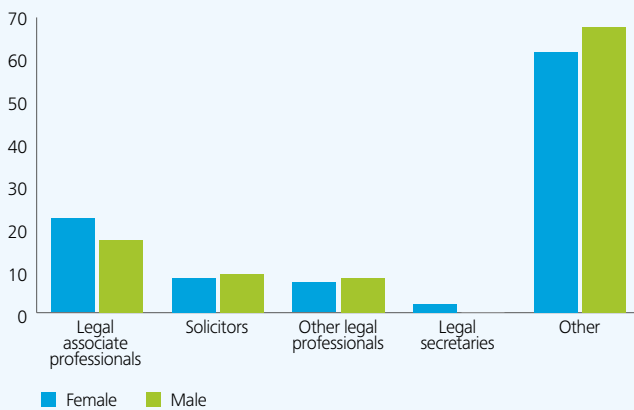
There are still significantly more law graduates than lawyer jobs available. Of those who find employment after graduating, over 60 per cent do not go into a job in the legal profession (see Figure 3). This 'over-supply' means that law firms are able to select what has been perceived as the best candidates. However, over the next decade, factors such as partners retiring, a shortage of appropriately-skilled workers and alternative career options in-house or within Alternative Business Structures could transform the profession into an employee-led market.

Figure 2. Average revenue per fee earner, Top 100 law firms



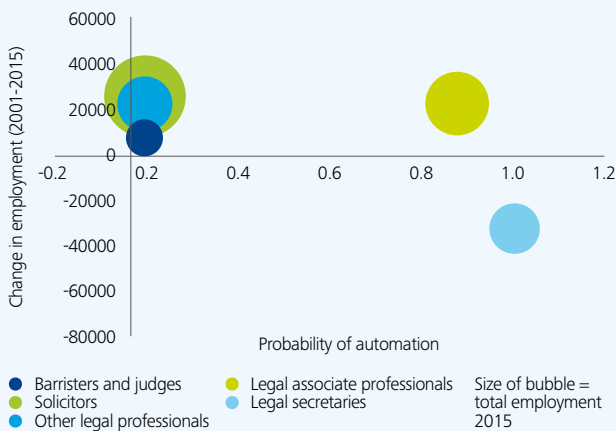
* Includes all employees (excludes self-employed) within firms classified in the following sectors: Barristers at law, Solicitors and Activities of patent and copyright agents; other legal activities (other than those of barristers and solicitors) not elsewhere classified.

Figure 3. Destination of law graduates, 2013-14



Source: Higher Education Statistical Agency data, Deloitte analysis.

Figure 4. Changes in legal profession employment and risk of automation



Source: Frey and Osborne, Office for National Statistics, Deloitte analysis.

Law firms will need to consider the demands of the next generation of lawyers. By 2025, around three-quarters of the global workforce will be of the Millennial generation so it will be important to assess the profile of these future employees to attract the best talent.* Deloitte's *Human Capital Trends* report found that 87 per cent of surveyed companies rate 'investing in talent' as important and 51 per cent rate it urgent. Despite the fact that leadership development spending increased by 14 per cent last year, only one-third of companies have programmes focused on Millennials.⁴

* In this report, references to 'Millennials' or 'Generation Y' include those born between 1980 and 2000.

The *Deloitte Millennial Survey 2016*, suggested that businesses must review how they nurture loyalty among Millennials or risk losing a large share of their workforce. Millennials seek a greater 'purpose' with the desired package including alignment to social values and aspirations as well as money. Seventy-one per cent of Millennials in the UK say, if given the choice, they expect to leave their current employers in the next five years.⁵ The way candidates find jobs is also shifting. An estimated 70 per cent of Millennials learn about job opportunities from friends.⁶

In terms of career aspirations of 'Generation Y' law graduates, findings from the *Lawyer 2B Attitude Survey* showed that 42 per cent hoped to make partner in a law firm, suggesting they are not put off by the long legal career path to partnership. A further 21 per cent said they wanted to pursue a career within in-house legal provision while 20 per cent had not contemplated a career path beyond the first few years.⁷

Opportunities and risks from developments in data, technology and innovation

Automation opportunities have grown in the legal sector. Computers are being used for specific and clearly defined legal tasks for more efficient delivery of services, for instance Robotic Process Automation has been maturing slowly over the last decade. There is also more the legal sector can do to automate other routine processes using robotics, algorithms and Artificial Intelligence. Some firms are already making use of virtual assistants to help clients and support in-house functions. Further technological advances over the next decade mean that future skill requirements will change.

To date, the impact of automation within the legal sector has had a polarising effect. Lower skilled jobs, such as legal secretary, have been lost while new high-skilled roles have been created to develop and manage new technologies (see Figure 4).⁸

The use of data and technology is growing in the legal sector and there is scope for greater application in future. For instance, some law firms are making use of the large volumes of contract information and data they have to create value for their business using advanced analytics. There is significant potential for high-skilled roles that involve repetitive processes to be automated by smart and self-learning algorithms. In the short term, there will be a need to support and manage this transition.

In the longer term, it could cause some high-skilled roles to be displaced and people may need to redeploy/reskill themselves for alternative jobs.

Building scale versus specialising

Globalisation continues to have an impact on the legal sector. The past decade has seen consolidation with increased merger and acquisition activity.

Some of the major international law firms have pursued expansion of their business in terms of offices and/or jurisdictions. This has been driven by the need to support international activities of clients as well as the growing opportunities for services across the world. Recent years have seen firms expand in Asia, notably China, and Africa. Around 45 to 65 per cent of lawyers in the largest UK-headquartered law firms are based outside the UK.⁹

Regulatory changes opening up the market to innovative business models

The most notable regulatory change in the past decade was the Legal Services Act 2007 which resulted in liberalisation of the UK legal market, particularly with the introduction of the Alternative Business Structure (ABS). The introduction of the ABS has increased external funding opportunities, and could result in law firms being forced to become much more commercially focused.

The impact of the ABS has been slow but is gaining momentum in the UK and law firms and new entrants are offering more innovative business models.

Around 500 ABS licences have been granted to date.¹⁰ The Solicitors Regulation Authority review of qualifications and focus on outcomes could alter the type of people entering the profession. Some argue these changes could 'devalue' the role of the profession, while others say it could provide more opportunities for a more diverse talent pool.

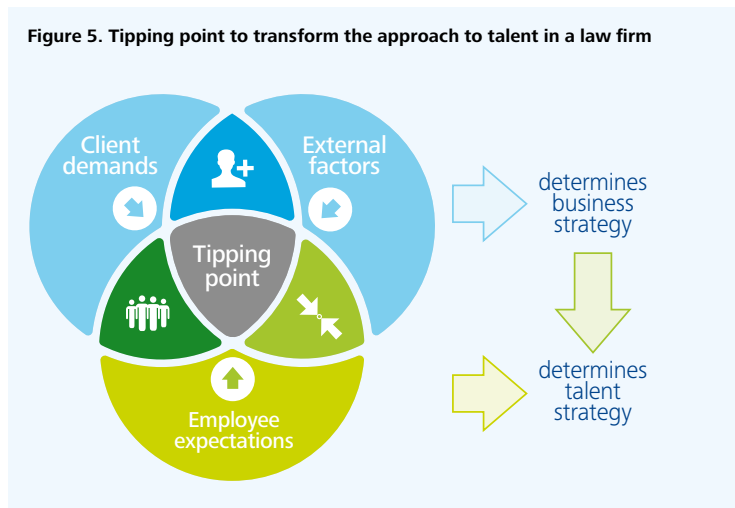
Client demands

Clients continue to expect quality services alongside better value for money. They also have access to more information now and so expect more value from the services they pay law firms for. More access to information enables clients to compare the cost of legal services and alternative options more easily. It has also accelerated the unbundling of legal services.

Talent strategies will be key in dealing with future challenges

Risks to the legal profession of likely shifts in many of these micro and macro factors are well documented. However, we expect the forthcoming transformation to be more substantial due to the increasing pace of change. There is an opportunity for UK law firms that have a clear strategy for dealing with these changes and cultivating talent who will support their chosen strategy. This means having access to the right number and type of employees within the most appropriate workforce structure.

Over the next decade, the transformation is likely to be profound and lead to a tipping point which will impact the competitive landscape and role of lawyers in law firms. Client demands and external pressures will primarily determine business strategies. These, compounded with changes in employee expectations, will generate a tipping point risk and the need for a new talent strategy (see Figure 5).



In this context, the tipping point is when individual firms that do not prepare for change are no longer sustainable. If past trends continue, this tipping point risk for businesses could occur around 2020. However, this depends on how law firms respond to the challenges outlined, both collectively and individually.

Subsequent sections present a range of strategic choices for firms to deal with these challenges and assess the implications for talent.

Future business strategies

This section presents a range of potential future business strategies in law firms. It assesses talent implications for firms based on their strategic choices and the broader market trends, as discussed in preceding sections.

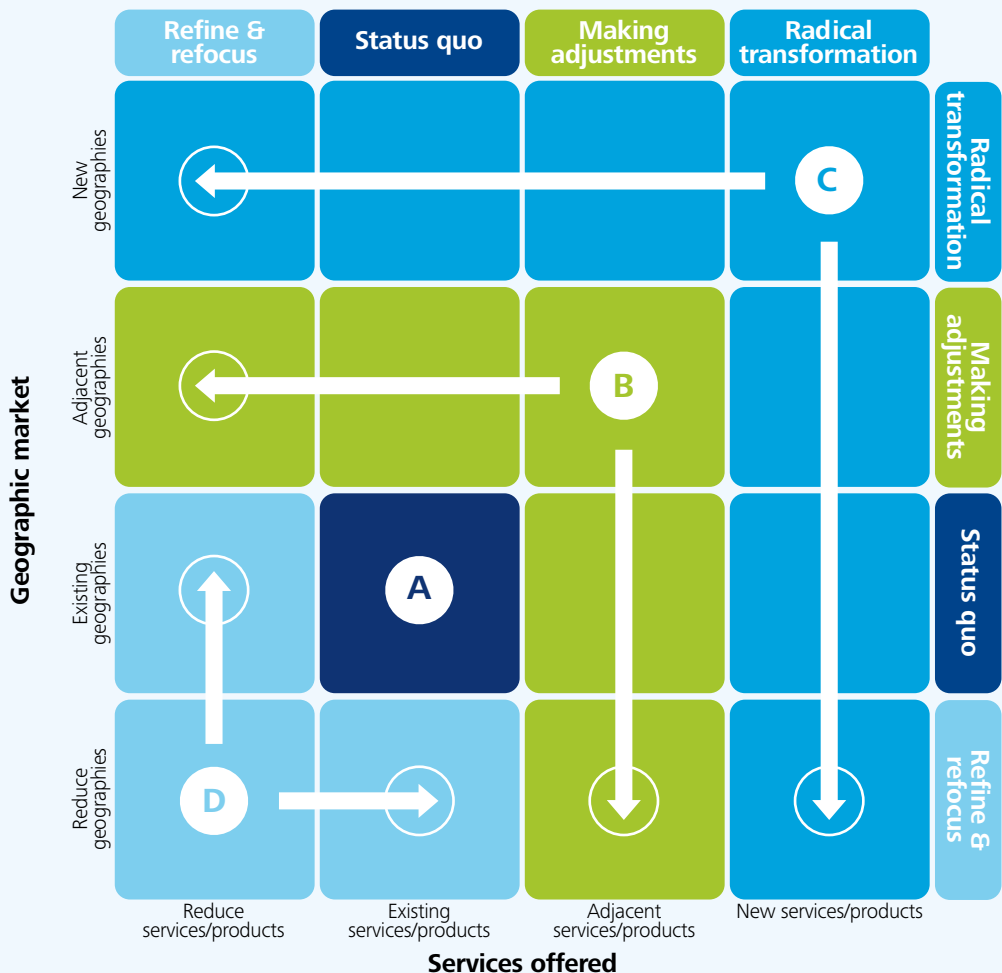
What are the strategic choices for law firms?

At the broadest level, firms could continue to operate in the same way or they could change. If they choose to change, this could relate to the geographical market they operate in and/or the services offered to clients. This analysis covers four broad scenarios:

- A** **Status quo** – sticking to existing markets/services.
- B** **Making adjustments** – exploring adjacent markets/services.
- C** **Radical transformation** – exploring new markets/services.
- D** **Refine and refocus** – scaling back on some existing markets/services.

These options are shown in Figure 6 and described in more detail overleaf.

Figure 6. Strategic choices for law firms



The four scenarios are explained below:

A. Status quo – a scenario in which firms do not intend to change the way they operate. This may include firms that have already made changes to respond to future challenges. This means that across the entire business, there is a continued focus on **existing** services and products (whether this includes full service, specialist or niche offerings) and **existing** geographical markets. This might include a small, niche firm continuing to operate in the same markets or a large, full-service law firm continuing to operate in the same markets.

B. Making adjustments – a scenario where firms are making changes but these are not going to transform the way they currently operate. Here, part of the business could develop new services/products and/or move into geographical market(s) that are **adjacent** to the existing business portfolio. This might be most suitable for expansion into areas where international business activities are carried out under English Law. It could also be new advisory offerings that provide more value to clients who have more access to information and data. Some firms have made adjacent moves through the formation of a Verein structure so that they operate under one global brand but profit and management structures remain separate.

C. Radical transformation – a scenario where firms are making changes that are likely to transform the way they currently operate. Here, the business could develop **entirely new** services/products and/or move into new geographical market(s). Examples of 'radical' geographical moves include recent expansion into Russia and China.

D. Refine and refocus – a scenario which sees firms reducing their offering in some way. This means that in some part of the business, there is a **scaling back** of existing services and products (whether this includes full service, specialist or niche offerings) and/or geographical markets.

Although scenarios A and D do not include additional services or geographies they are not necessarily lower growth scenarios. For instance, the decision to scale back may be to focus on high growth opportunities which consequently mean the choice to 'scale back' results in stronger or higher quality growth.

This is a simplistic representation of potential scenarios and there are variations within each. For example, a firm may plan to increase its geographical footprint but reduce the range of services offered. This would be classified as a scale back but the business may require more resources due to the geographical expansion.

Which outcome is best?

The chosen business strategy should be based on the identification of future demand, a business risk review and prioritisation of areas in which to invest. It should reflect how the business plans to respond to the following questions:

- What do clients want now and what will they want in future?
- What technological and other external change might affect the services that can be offered and requests demanded by clients?
- How are the profiles of employees changing?

There may be advantages and disadvantages to each outcome – depending on the type of firm and the extent of change. The scenario relevant to individual law firms will depend on the choices and capabilities of the individual organisation. Therefore, the aim of this assessment is not to predict which scenario is most likely or more preferable, but to assess effects that may occur under each.

While the development of a law firm strategy is complex, our intent here is to identify the focus of a firm in order to analyse the implications for talent.

“In a competitive environment, the best firms will be able to offer competitive salaries and conditions. In the absence of these, staff will vote with their feet and ultimately, this could result in an implosion of the law firm.”

Future talent strategies for leading law firms

This section discusses key talent issues for law firms to support delivery of their business strategy. Its purpose is to outline questions that firms should ask regarding their talent strategies. However, it is not intended to provide details on how these strategies should be implemented.

'Status quo' still requires change

Even under scenario A, Status quo, there are a number of factors that should be considered in the firm's talent strategy given the external pressures expected over the next decade.

Indeed, under all scenarios law firms will need to assess how much and what type of talent they need in future and how they will attract, develop, retain and change talent to deliver the chosen business strategy successfully.

Talent requirements for each business strategy scenario

For individual businesses to achieve the desired outcome for their chosen scenario, they should review specific talent questions outlined below.

- **Business needs** – What sort of leaders will the business need in future? What range of perspectives will be needed? Will diversity be important in delivering this? What succession plans are in place to replace talent? This is particularly important to assess given the higher attrition rates expected in future and the retirement age of many partners. What different expertise will be required in future? How can this be acquired?
- **Individual needs** – What careers experiences do employees want in terms of opportunities, responsibilities and alignment to social values? What coaching, mentoring and management skills will be needed? What should employees be aiming for – stretch roles etc.?

Figure 7 shows examples of these questions under each scenario.

Law firms should consider the number and type of people they need in future and how they will attract, retain and change skills within the firm to deliver their business strategy.

Figure 7. Examples of questions to ask under each scenario

Services offered

C Radical transformation

Includes considerations under **'Status quo'** and **'Making adjustments'** as well as:

- Is the culture of your organisation responsive to significant change?
- Does the leadership fully embrace significant change?

B Making adjustments

Includes considerations under **'Status quo'** as well as:

- Consider skills required in adjacent markets – do existing employees have the relevant skills?
- Is there a need for investment in technology to support employees in delivering these services/products?

A Status quo

- Assess existing talent strategies – are these still appropriate for the future?
- Review staffing models

Includes considerations under **'Status quo'** as well as:

- Can employees be redeployed?

D Refine & refocus

Geographic markets

C Radical transformation

Includes considerations under **'Status quo'** and **'Making adjustments'** as well as:

- Is the culture of your organisation responsive to significant change?
- Does the leadership fully embrace significant change?

B Making adjustments

Includes considerations under **'Status quo'** as well as:

- Global mobility factors to operate in new geographies: will talent at 'home' be assigned to roles abroad or will talent be sourced locally? Will this approach provide lower cost resources with the same skills?
- Is there a need for investment in cultural change programmes for existing employees to deliver in these markets?
- Would a global company pay scale be suitable?

A Status quo

- Assess existing talent strategies – are these still appropriate for the future?
- Review staffing models

Includes considerations under **'Status quo'** as well as:

- Can employees be redeployed?

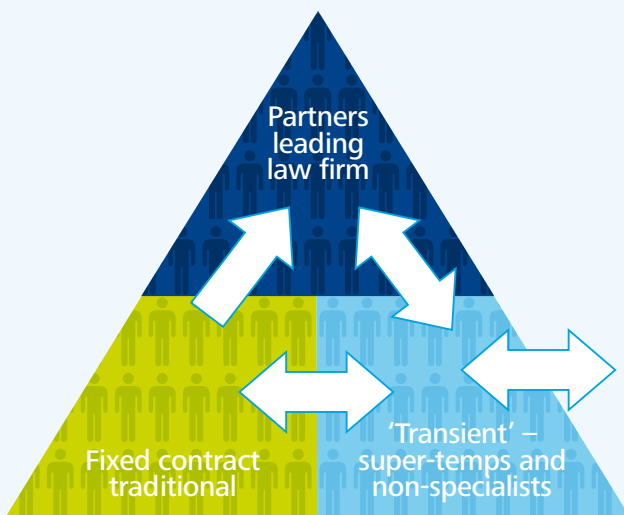
D Refine & refocus

Additional future talent requirements

Strategy and human resources leaders will need to take innovative approaches to staffing in future to adapt to change. It will be important to demonstrate strategic value to differentiate firms from their competition through efficiency, expertise and service quality. Although law firms will want to demonstrate that they can offer clients the best products, price and service, by prioritising what they want to focus on they can develop dedicated talent.

- **client care and relationships** may involve more 'softer' skills and emotional intelligence among employees who can manage these relationships well
- **development of the latest products through innovations** may involve more of an understanding and investment in new markets and technological advances. Access to these employees may be through partnership arrangements or contactor models. These staff may also require alternative incentives and training structures.

Figure 8. The three talent pools of the future law firm (illustrative, not to scale)



Source: Deloitte analysis.

It will be important to evaluate the return on investment of each approach by identifying the need and the potential returns that may be generated. Regardless of the specific mix of employee types, we believe there will be three 'talent pools' that will form the structure of front-office staff in the future law firm (see Figure 8).

The three talent pools are:

1. **Partners and leaders** – to embed the most appropriate culture in the law firm. Over time, these people will be from both the traditional and non-traditional talent pools
2. **Traditional, permanent staff** – primarily fee-earning lawyers whom firms should attract, retain and develop in the conventional way. Not all people in this group will progress into the partners and leaders talent pool and some may move into the transient employee pool
3. **Non-traditional and transient employees** – including project managers, sales executives, dealmakers, data and technology experts as well as lawyers. Access to these employees may be through partnership arrangements or contactor models. These staff will also require alternative incentives and training structures. This is because there will be less incentive for firms to invest in the development and retention of this group.

The type of people required will depend on where firms chose to focus. For instance:

- **technological solutions** will require employees who are able to manage data and technology – 'data managers'
- **efficiency, value for money and low price options** may involve more use of technology or perhaps a review of pricing models. The growing demand for more fixed fee and payment by results pricing across the profession will have implications for resourcing methods and types of employees. It will be important to maintain productivity among employees to demonstrate Value for Money while maintaining margins

Employees may move between the talent pools throughout their career but law firms will need to identify different incentive structures for these groups. There is an important role for industry bodies to support these transitions and help solicitors to prepare for change. Indeed, The Law Society has identified opportunities for support and collaboration in The Future of Legal Services report.¹¹

With advisory services within law firms becoming more important, leaders will need to ensure there is a continued focus on the quality of existing services as they will play a significant role in the success of new advisory offerings.

There are a number of examples where contractor lawyers are employed successfully under different arrangements in law firms. This is currently a relatively small proportion of the total lawyer population and we envisage scope for greater use of this group of people. The third talent pool we present covers a broader range of employees – beyond contractor lawyers – including specialists and non-specialists.

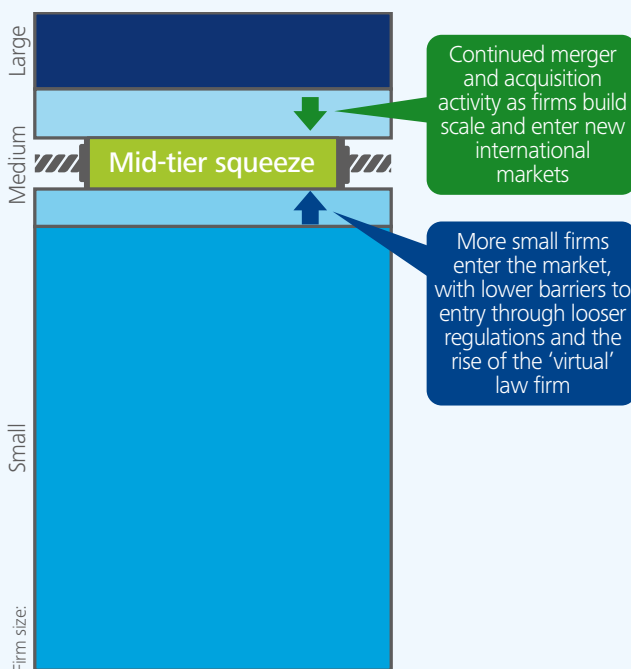
Size of firm

Small firms may face greater margin pressures as the cost of investments will be higher relative to turnover. However, they may also be more nimble and adapt to change more easily. Small firms are likely to feel the impact last. Larger firms will require change programmes to shift culture and behaviours that have become entrenched in the organisation.

Mid-sized firms will need a particularly focused talent strategy as they compete with large firms that have the scale to invest and innovate, and smaller firms that are agile and less restricted by fixed costs. Pressure on the mid-sized law firms will increase alongside continued merger and acquisition activity and new entrants.

Building scale may allow firms to get a better return on investment as they are more able to innovate. This could be done through organic growth, lateral hires and/or mergers.

Figure 9. Implications by size of firm (illustrative, not to scale)



Source: Deloitte analysis.

Plan ahead and account for the pace of change

The pace of change will also affect talent strategies. It will be important to prepare now for future changes. We expect a tipping point where developments across the profession adversely affect those who resist change. We also expect that by around 2020, if firms have not sufficiently adapted, they will be at risk of being left behind.

Firms will need to assess the appropriate level of investment required based on client demand and business capabilities and capacity, both now and in future. To do this it will be important to analyse current processes. In some instances, it may be more efficient to outsource some activities, rather than develop in-house teams, particularly if demand is low.

Firms with more advanced technology and knowledge-based skills may experience a bigger impact on roles of their employees towards the end of decade as the profession goes through the biggest transformation. Based on the assumption that those who are newer in the profession generally view change as positive, the more traditional lawyers are likely to be at greater risk if they do not rethink their capabilities. Firms that do not support these changes are also likely to be at risk.

Challenges of embedding a new talent strategy

Given the challenges outlined earlier, there are a number of barriers that apply to all scenarios. These include:

- dynamic leadership to set out a vision and motivate teams in a difficult market which has seen a number of restructurings, reduced work and greater pressure to perform. Consideration should be given to risk-averse and conservative attitudes prevalent in the profession
- maintaining profitability due to client pressure on fees which requires innovative pricing, creative solutions, effective delegation and good project management
- a reappraisal of promotion/recruitment approaches
- perceived lack of a career path which might increase attrition. However, firms will need to decide whether to embrace greater movement of employees or whether they can offer packages that might reverse this trend.

The future talent landscape of the legal profession will depend on the collective response of firms. However, over the next decade, we expect the changes across the profession to have an impact on:

- **the number and type of lawyers** in law firms. Fewer traditional lawyers will be needed as adoption of technology increases. However, more roles in the transient talent pool will be required. These include project managers, sales executives, dealmakers, data and technology experts as well as non-traditional lawyers. Traditional lawyers must also be able to understand data, deal with complex technology and manage risk in addition to utilising their traditional knowledge and technical skills
- **mobility** – as businesses expand internationally and employees seek more opportunities for work travel
- **flexibility** in terms of working arrangements – agile and new types of contracts, incentive structures and training schemes will be particularly important for the transient talent pool
- **workforce structure and progression** will be different according to which talent pool employees belong to.

Conclusion

The legal profession will be radically different in ten years. Changing client demands, employee expectations, technology and other external factors will alter the nature of jobs and skills required in the future.

Conclusion

The legal profession will be radically different in ten years. Changing client demands, employee expectations, technology and other external factors will alter the nature of jobs and skills required in the future.

The future talent landscape of the legal sector will depend on how individual firms respond to the challenges ahead. On the whole, we expect the following to occur:

- **fewer traditional lawyers in law firms** – alongside the growth in non-lawyer roles, greater use of technology and alternative career options
- **a new mix of skills among the elite lawyers** – those who can adapt to change and new requirements will progress faster than the traditional lawyer
- **greater flexibility and mobility** with continued expansion internationally and further cross-border mergers as well as more agile working arrangements and new types of contracts
- **reformed workforce structure and alternative progression routes** in terms of career paths and structures that are more fluid for the transient pool of employees
- **a greater willingness to source people from other industries with non-traditional skills and training.**

The extent of change will depend on the characteristics of law firms including size of business, area of practice, type of clients and geographical presence. This report does not attempt to capture all aspects of talent management in law firms but rather to outline key priorities for achieving aspirations for success in future.

There is a growing mismatch between skills being developed and skills required. However, this presents an opportunity for UK law firms to take the lead and be at the forefront of change.

To attract and retain the talent necessary to operate in the new environment, law firms will need to recruit and develop a new type of employee. The future law firm employee will need to have behaviours and skills that are inherently different from those required today.

Law firms will need to target and tailor investment in talent to attract and retain the right employees. They will also need to understand what the future risks of their chosen strategy are. Where a culture shift is required, this could be done through separate business units or embedded in a wider organisational change programme.

There are significant risks to law firms' reputations and ultimately clients if future strategies are not developed and implemented effectively. Key questions Human Resources, Strategy directors and the firm's leadership should be asking include:

- what is the business strategy that will help our firm in future?
- what types of people are needed to deliver this?
- what are the current capabilities and capacity of existing employees?
- where are the gaps?

This report has assessed changing talent trends and what the next decade is likely to hold for law firms in the UK. Firms should maximise opportunities and mitigate risks through their talent strategy to remain competitive in the global market.

Appendix: Analysis framework and methodology

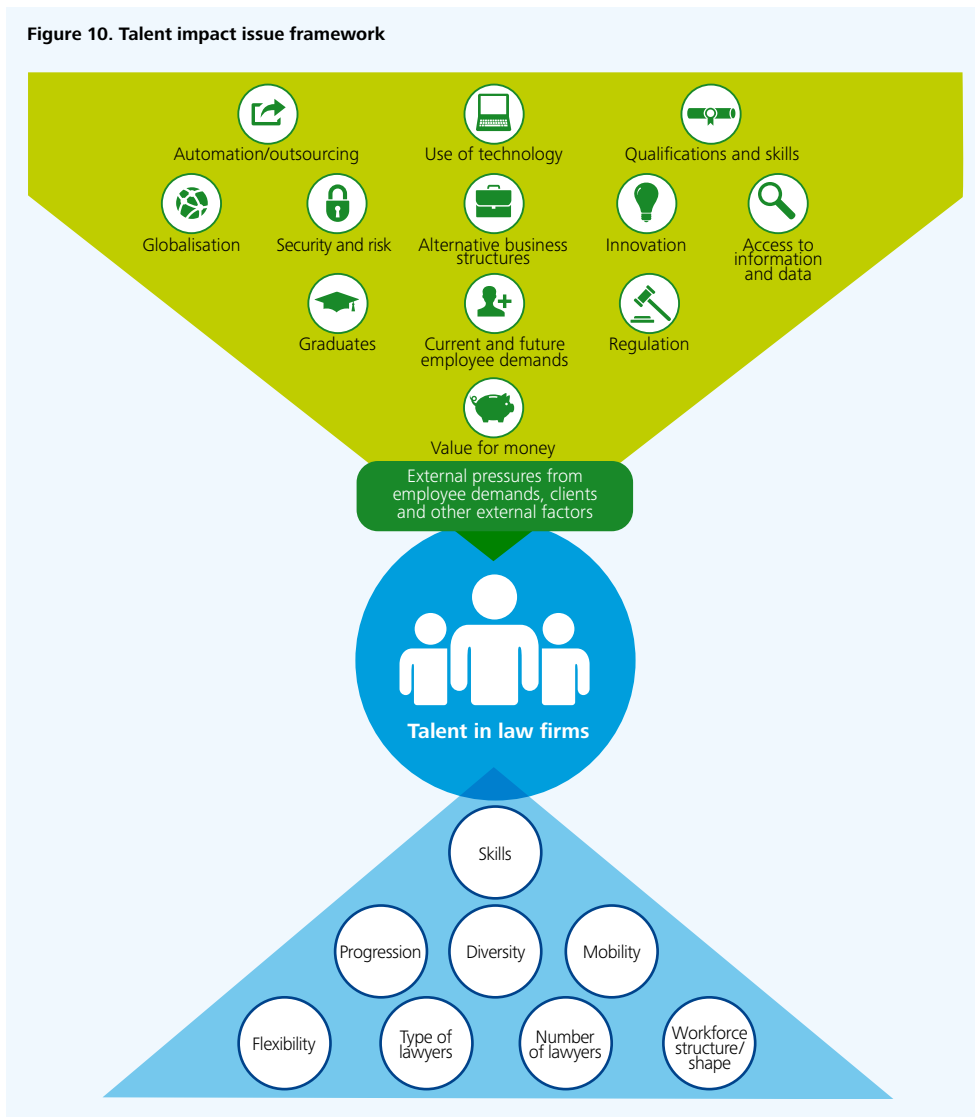
The approach used in this study is based on an extensive literature review, discussions with sector experts and analysis by Deloitte.

An impact framework has been developed for this study to assess the issues relating to future talent in law firms (see Figure 10).

The framework helped to guide the analysis and was refined, according to feedback during interviews with experts in the sector.

The top section of the framework illustrates the factors that have been, and are likely to be, important to the legal sector over the next decade. The bottom section describes the key factors relating to talent that have been considered as part of this report, from the number of lawyers required to the skills of lawyers and structure of the business workforce. This report has focused on talent in UK-based law firms which include international and foreign law firms that have operations in the UK.

Figure 10. Talent impact issue framework



Endnotes

1. Regulated population statistics: Data for population of practising solicitors, Solicitors Regulation Authority, 2016.
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Notes

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