

2025 New Zealand Financial Performance Benchmarking Survey

Questionnaire

Contents

The survey this year has been broken down into 5 main sections:

- Section 1: Contact Details
- Section 2: Firm Characteristics
- Section 3: Financial Performance
- Section 4: Firm Metrics: Expectations & Predictions
- Section 5: Strategy & Succession Plans

Thank you for your interest in the **Financial Performance Benchmarking Survey Research**. This survey will take approximately 25–45 minutes.

****ONLINE** responses will save at the start of every page so that you can leave and return without losing progress. Please use this document to prepare responses for the online survey.**

Why participate?

Participate in this study to enter the second half of the year armed with an industry benchmarking report that lets you compare your financial performance against similar firms.

Participants who wish to receive an automatic complimentary copy of the *Financial Performance Benchmarking Survey Report* will need to complete the entire survey and provide their contact details where requested. These contact details will not be associated with the survey responses and are only used to contact participants with regards to the survey incentives.

Who should complete this survey?

Survey participation is free and open to all New Zealand law firms. Only **one submission can be completed per firm**, to obtain accurate firm data the survey should be completed by staff who have appropriate knowledge about the following firm matters:

- FY2025 P&L
- FY2025 Balance Sheet
- Current charge out rates
- Remuneration
- Hours worked by Authors
- Practice Area Revenue
- Top Client Revenue
- Staff and Owner
- Fees and Write Off\Premium Data
- WIP & debtor balances as at the beginning and end of FY2025

It is therefore suggested that this survey be conducted by—or in consultation with—Practice Managers, C-Suite Executives, Managing Partners, of Finance / Accounting Managers or similar.

Anonymity, Confidentiality & Ethics

Participation in this ALPMA study is voluntary, and the responses to this survey are collected and processed with the aim to provide members with insights into financial performance within the legal industry. Individual responses will not be identifiable in the final report. Data from this survey will only be used for research processes.

No personally identifiable information is recorded unless voluntarily offered in text comment fields or provided in the participant contact details section. This contact data is only used to record which participants have completed the survey and are eligible for the participant incentives. For more details, please see our website [here](#).

If you have any questions regarding the survey, please contact ALPMA at research@alpma.com.au

Questionnaire

Section 1: Contact Details

Please enter all details based on your **2025 financial year end date**. All financial values to be entered **GST exclusive**.

ALPMA NZ Financial Benchmarking Study 2025

Introduction	Contact Details	Firm Characteristics	Financial Performance	Firm Metrics Expectations & Predictions	Strategy & Succession Plans
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Section 1: Contact Details

The information collected on this page is optional, however an email address is required in order to receive a complimentary copy of the final report.

These contact details will not be associated with your survey responses. Any data being sent to our accounting partners for analysis will be anonymized and not be sent with personal or firm information.

These contact details will only used to contact participants with regards to the survey incentives, unless you agree to any of the options below to stay in touch.

Name

First

Last

Law Firm

Contact email Address *

Keeping in touch

- ☒ I consent to ALPMA retaining my contact details for the purposes of emailing me about other research opportunities and reports through ALPMA.
- ☐ I consent to my details being added to the ALPMA mailing list, to receive event invitations, newsletters, partner messages and more. Unsubscribe or change preferences anytime.
- ☐ I consent to share my details with research partner IT Simply, to learn more about their Practice Intelligence BI platform.

Your contact details will never be stored or transmitted in association with your survey responses outside of our survey platform.

Email address where access to the final report should be sent if different from above. *

E.g., Organisation Practice Manager that requests access to the final report.

Are you an ALPMA Member? *

- | | |
|--|--|
| <input type="checkbox"/> No, not yet and no-one at my organisation is an ALPMA Member as far as I am aware | <input type="checkbox"/> Yes, I am an ALPMA Member |
| <input type="checkbox"/> No, not yet but a colleague at my organisation is an ALPMA Member | <input type="checkbox"/> Yes, through my firm via ALPMA Corporate Subscriptions |
| | <input type="checkbox"/> Yes, through NZ LAW, Lawlink, Law Plus or Law Alliance NZ |
| | <input type="checkbox"/> Prefer not to say |

Responses to this item will only be used to measure reach and impact of our ALPMA research projects.

Section 2: Firm Characteristics

Section 2: Firm Characteristics

Please enter all details based on your 2025 financial year end date. All financial values to be entered GST exclusive.

Give the closing date of the 12 month financial period you have used for this questionnaire *

Which of the following best describes your firm's main practice location? *

- | | |
|--|--|
| <input type="checkbox"/> Auckland CBD / City fringe | <input type="checkbox"/> Wellington CBD |
| <input type="checkbox"/> Auckland Suburbs | <input type="checkbox"/> Outside CBD of Wellington |
| <input type="checkbox"/> Christchurch CBD | <input type="checkbox"/> Other North Island |
| <input type="checkbox"/> Outside CBD of Christchurch | <input type="checkbox"/> Other South Island |

What is the structure of your firm *

- | | |
|--|--|
| <input type="checkbox"/> Partnership | <input type="checkbox"/> Trust |
| <input type="checkbox"/> Sole Practitioner | <input type="checkbox"/> Partnership of Trusts/Partnership of entities |
| <input type="checkbox"/> Incorporated Legal Practice | |

Is your firm part of a law firm association? *

- ☐ Law Alliance NZ (LANZ) ☐ NZ Law ☐ Law Link ☐ Law Plus ☐ Not a member ☐

Which of the following best describes your firm's profit-sharing arrangement? *

- | | |
|--|---|
| <input type="checkbox"/> Equal Profit Sharing | <input type="checkbox"/> Ownership Shares |
| <input type="checkbox"/> Performance-based Sharing with contribution based on performance (financial or non-financial) | <input type="checkbox"/> <input type="text" value="Other"/> |
| <input type="checkbox"/> Lockstep for new/junior partners | |

Section 3: Financial Performance

This is an interactive section. You will find drop-down boxes and menus in most sections. You can add data and additional lines of data by using the + buttons. You can use the X buttons to remove them.

Within this section there are hidden formulas and calculations. E.g. as you add Practice Area Data the Fee and Gross Fees fields will update, as will the Percentage of Total Fees fields. Please make sure these fields are as accurate as possible, as they may be used within this section and/in other areas.

Section 3: Financial Performance

Income

Please enter all amounts EXCLUSIVE OF GST and as whole numbers in NZD. Select any practice areas where revenue was generated in the last financial year.

Fees by Practice Area

Enter each practice area by using the add practice area button and selecting the area from the dropdown menu and enters its total fees in the fees column

Practice Area *	Fees *	Percentage of Total Fees
<div><div>⊗</div><div></div></div>	\$0.00	
Total Fees Income: \$0.00		Percentage Total: 0.00%

+ Add Practice Area

Gross Fees

\$0.00

Total Annual Client Invoices for the period

\$0.00

Total Billings including Fees GST, Office Expenses and Disbursements from invoices rendered to clients over the period.

Other Income

Enter each other income type by using the add other income button and selecting the type from the dropdown menu and also the total income in the next column

Other Income Type *	Income Total *
<div><div>×</div><div></div></div>	\$0.00

Total Other Income: \$0.00

+ Add Other Income

Firm Total Other Income

\$0.00

Client Analysis

Percent (%) of practice income from government funding (Legal Aid / Counsel for Child Work) in FY25? *

0.00%

Value of fees from the firm's 10 largest clients? *

ALPMA's Calculation of % Top 10 Clients Revenue of Gross Fees

Please enter the approximate value of fees (\$) generated from the firm's ten (10) largest clients for the 2025 Financial Year. Treat each family group of entities as a single client when calculating this value.

Staff Profile

What were the total number of FTE staff in each position?

FTE = Full-time equivalent, where 1 FTE = 37.5hrs/week

Convert part-time or part-year staff into a decimal based on the portion of the year worked and add together. Round to the nearest 0.5.

For example: two part-time business management staff working approximately 18.75 hours each would be equal to 1 FTE staff in the business management position group.

Head Count is the sum of each individual persons in that role

All blank rows will assume 0 staff in that position group.

Add roles from the add role button and select from the dropdown menu.

Select the role type and fill in the FTE and Head Count total in each column

Role *	FTE's *	Head Count *
<div><div>⊗</div><div></div></div>	0.00	0.00
Total: 0.00		Total: 0.00

+ Add Role

FTEs and Headcount Check

Firm Size

Firm Size Not Calculated

Equity Partner Gender Proportion

Select the gender and fill in the percentage total in each column. The overall total must equal 100%

Equity Partners Gender *	Percentage *
<div><div>⊗</div><div></div></div>	0.00%
Total: 0.00%	

+ Add Gender

Equity Partner Gender Check Total

0.00%

Non-Equity Partner Gender Proportion

Select the gender and fill in the percentage total in each column. The overall total must equal 100%

Non-Equity Partners (Salaried Partners) Gender *	Percentage *
<div><div>⊗</div><div></div></div>	0.00%
Total: 0.00%	

+ Add Gender

Non-Equity Partner Gender Check Total

0.00

Billing Practices

What pricing options does your firm offer clients? *

☐ Fixed fee

☒ Fee estimate/range with time recording

☐ Subscription offer

☐ Agreed value-based pricing

☐ No win/no fee

☐ Other

Tick all options you offer

Does your firm (if advertised or not) set hourly charge out rates for fee earning positions within your firm?

☒ Yes

☐ No

Hourly Rates

Please report your firm's hourly charge out rates (Low & High) for each position for FY25.

If you do not currently have any employees in a category, please enter the range you would expect to charge.

Add roles using the add roles button and select from the dropdown menu for each role and fill in the lowest and highest hourly rates in each column

Roles *	Lowest Hourly Rate *	Highest Hourly Rate *
<div><div>⊗</div><div></div></div>	\$0.00	\$0.00
Lowest Hourly Avg: \$0.00		Highest Hourly Avg: \$0.00

+ Add Roles

Billing Targets vs Matters Worked

Select the role type using the add role button and fill in for each position what on average they are expected to record per day, versus the average actual number of billable hours billed per day and also for each group the total annual hours worked on client matters (before write-offs).

Roles *	TARGET Average billable hours/day *	ACTUAL Average hours billed/day *	Total Annual Charged Hours Worked *
<div><div>⊗</div><div><div></div><div>⚠</div></div></div>	0.00	0.00	0.00
			0.00

+ Add Role

Gross Production, Fees and Write-offs

Gross Production, Fees and Write Offs and Premiums - for each role Gross Production is the product of the chargeable hours worked multiplied by their standard hourly rate for this time at the time that the work was done. Fees are the fees apportioned to each group. Enter Write Offs as a positive number and Premium as a negative for each group.

	Roles *	Gross Production *	Fees *	Write Offs(+)\ Premium(-) *
⊗		\$0.00	\$0.00	\$0.00
		Total: \$0.00	Total: \$0.00	Total: \$0.00

+ Add Role

Check Fees from Practice Revenue with Fees by Role

\$0.00
This total should equal Zero if practice area revenue and fees by role are equal

Firm Gross Production Total

\$0.00

Firm Fees Total

\$0.00

Firm Write OffPremium Total

\$0.00

Expense Analysis

Operating Expenses

Please enter your firm's expenses for FY25.
Select the expense type using the add expenses button and dropdown menu and fill in the expense total in each column

	Expense Category *	Expense Total *	Percentage Operating Expenses %
⊗		\$0.00	
		Expense Total: \$0.00	% of Operating Expenses: 0.00%

+ Add Expenses

Firm Total Operating Expenses

\$0.00

Operating Expenses Percentage of Gross Revenue

Total Remuneration

Select the employee group using the add employee group button and dropdown menu and fill in the Total annual remuneration paid (including salary, tax, kiwi saver, super, bonuses) and enter in for each employee group.

Employee Group *	Remuneration Total *	Percentage Remuneration of Total
<div><div>⊗</div><div></div></div>	\$0.00	
Remuneration Total: \$0.00		Total%: 0.00%

+ Add Employee Group

Firm Total Remuneration

\$0.00

ALPMA's Calculated Expenses (Total Remuneration Expenses and Operating Expenses)

\$0.00

Includes operating expenses and total remuneration.

Equity Partner Remuneration in the previous financial year *

Enter Equity Partner Remuneration paid in the previous financial year (including salary, tax, kiwi saver, super, bonuses) or any interest paid to them or related parties.

Previous Financial Year Profit Check

Profit from previous financial year *

Enter the profit of the firm from the previous financial year including partner remuneration.

Previous Year Profit before Partner Remuneration

\$0.00

Last Financial Year Profit Check

Partner Remuneration

\$0.00

Profit before Partner Remuneration

\$0.00

Profit

\$0.00

Balance sheet

Please enter your firm's Balance Sheet as at end of FY25

Assets

Enter each asset type using the add asset type and dropdown menu and its total value in each column

Asset Type *	Asset Total *
<div><div>⊗</div><div></div></div>	\$0.00
Asset Total: \$0.00	
<div>+ Add Asset Types</div>	

Liabilities

Enter each liability type using the add asset type and dropdown menu and its total value in each column

Liability Type *	Liability Total *
<div><div>⊗</div><div></div></div>	\$0.00
Liability Total: \$0.00	
<div>+ Add Liability Type</div>	

WIP, Debtor & Working Capital Analysis

Work in Progress

Enter GST exclusive both the opening (beginning of the financial year) and closing (end of the financial year) values and its total value for each age period in each column. Total WIP is automatically calculated.

Opening\Closing *	Total	Current *	1 Month *	2 Months *	3 Months *	3 Months+ *
<div><div>⊗</div><div></div></div>	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<div>+ Add Opening or Closing</div>						

Opening	Current %	1 Month %	2 Month %	3 Month %	3 Month+ %
Closing	Current %	1 Month %	2 Month%	3 Month %	3 Month+ %

WIP Days	Work in Progress Movement
	0.00
Opening WIP Total	Closing WIP Total
\$0.00	\$0.00

Accounts Receivable (Debtors)

Enter GST inclusive both the opening (beginning of the financial year) and closing (end of the financial year) Debtors values and its total value for each age period in each column. Total Debtors is automatically calculated.

	Opening\Closing *	Total	Current *	1 Month *	2 Months *	3 Months *	3 Months Plus *
⊗		\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

+ Add Opening or Closing

Opening	Current %	1 Month %	2 Months %	3 Months %	3 Months+ %
Closing	Current %	1 Month %	2 Months %	3 Months %	3 Months+ %

Debtor Days	Debtors Movement
	\$0.00
Opening Accounts Receivable (Debtors)	Closing Accounts Receivable (Debtors)
\$0.00	\$0.00

Section 4: Firm Metrics: Expectations & Predictions

In general, how does the firm expect the following metrics to change in the next financial year (from FY25 to FY26)?

Overall Fee Revenue *

☐ No Change ☒ Increase ☐ Decrease

Net Profit *

☐ Decrease ☒ No Change ☐ Increase

Total staff costs (including salaries, superannuation, payroll tax, bonuses and incentive payments) *

☐ Decrease ☐ No Change ☒ Increase

Number of FTE employees? *

☐ Decrease ☒ No Change ☐ Increase

Equity Partner remuneration *

☐ Decrease ☐ No Change ☒ Increase

If you are planning to adopt AI solutions or have adopted it already what is / was the reason? *

☐ Increase revenue

☐ Enables sustainability goals

☐ Reduce cost

☐ Improve supply chain efficiency

☐ Innovation

☐ Increase data quality for decision making

☐ Improve customer experience

☐ Increased productivity

(Select up to three)

If you have already adopted this technology what value are you getting from it? *

☐ Increased productivity

☐ Improved customer experience

☐ Streamlined processes

☐ Innovation

☐ Improved data driven decision making

☐ No or limited value has been delivered

(Select all that apply)

Section 5: Strategy & Succession Plans

Does your firm have a set retirement age for Partners? *

☐ Yes ☐ No

Does your firm have a signed shareholder or Partnership Agreement? *

☐ Yes ☐ No

Does your firm use goodwill? *

☐ Yes ☐ No

Does your firm use any lockstep progression plans to equity partnership? *

☐ Yes ☐ No

Does your firm have a documented Strategic Plan (e.g. 1 to 5 year Firm Strategy)? *

☐ Yes ☐ No

Thank you for your interest in the Financial Performance Benchmarking Survey Research. The survey results will be made available in August 2025. We will send you an email about the report release, or you can stay updated on our research at our website [here](#).

If you have any questions regarding the survey, please contact ALPMA at research@alpma.com.au