

## Legal Recruitment News - August 2024

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Good morning and welcome to the August 2024 edition of Legal Recruitment News. It includes our legal job market report, locum hourly rates, articles on different types of law firm buyer, toxic cultures, avoiding problems hiring locums, spotlight on the Cure Parkinson's Trust and a salary level guide. All our past newsletters are available on our [Legal Recruitment News website here](#).

## Legal Job Market Report - August 2024

Here is our summary of the current state of the UK legal job market.

### Locum Recruitment - Steady

Locum work has increased from last year and is busier as usual in the summer season. Conveyancing cover requests have increased, office based work hourly rates have increased, and law firm clients are reporting much larger caseloads than last year. In house assignments are down still. A quick look at the most recently posted roles shows fields of law include commercial litigation, conveyancing, commercial contracts, wills & probate and commercial property. Number one difficulty for recruiting locums remains the preference of a significant proportion of locums to do remote working rather than office-based work. This is still an issue across the UK, particularly for wills & probate.

Locum assignment updates here: <https://www.interimlawyers.co.uk/category/locum-solicitor-updates/>

### Permanent Recruitment - Quiet

Pretty standard for the summer - permanent roles are lower than usual and there is less activity on this side of the business. We still have a wide range of vacancies coming in for fields of law - wills & probate remains extremely popular and difficult to recruit for in all areas of the UK. Salary levels are increasing in the field. Recent vacancies in have been for corporate commercial, in house,

conveyancing and family plus others. A good proportion of permanent vacancies remain unfilled after 3 months - mainly because of the lack of candidates generally in the market.

Permanent vacancies can be viewed here:<https://www.ten-percent.co.uk/vacancies/>

### **New Candidate Registrations - 30% increase**

Candidate registrations are a very good indicator for market conditions. Increasing numbers of candidates register with us when the market is going down, and drop when the market is on the up. Numbers are up by c30% for the last month compared with the previous year. This is a slowdown on previous months (last month the figure was 215%). The REC monthly report is still indicating a general increase in candidate numbers across the board with their sample of recruitment agencies.

### **Law Firms for Sale - Busy**

Busy as ever. A lot of fresh enquiries coming into us daily for our featured firms and we have seen the usual uptake in new law firms looking to list for sale. A number of deals have also recently completed, including a couple that have taken an extremely long time to get over the line.

Full details of firms currently for sale on our [website](#) - list updated daily. For valuations, exit planning or a confidential discussion about a potential sale or acquisition generally please ring 01824 780937 and speak to Jonathan Fagan or Taillte Mallon, or email [jf@jonathanfagan.co.uk](mailto:jf@jonathanfagan.co.uk)

### **Ten Percent Group statistics for July 2024 (2023 figures in brackets)**

New locum roles added - 25 (17)

New permanent roles added - 29 (25)

New candidates added - 48 (37)

## **KPMG & REC Report on Jobs UK - August 8th 2024**

Staff appointments continue to fall

Pay rates up again, albeit at slower rates

Further uplift in candidate numbers

### **Commentary from Jon Holt, CEO of KPMG UK**

"While the Bank of England's easing of interest rates will have provided a much-needed lift to businesses and the investment market, the impact on the economic outlook will not be felt immediately. This latest survey data was gathered before the rate cut, and it gives a subdued picture of the labour market as the downturn moves into its second year. Despite the stability of a new Government and easing inflationary pressures, employer confidence to recruit has not yet returned, leading to delays with permanent hiring and even a small contraction in the temporary market as worker contracts are not renewed. In the sectors where employers are still hiring, a lack of skilled talent continues to drive pay growth. With forecasts for economic growth improving and potential further interest rate cuts over the coming months there are green shoots of economic recovery. But it's still early days for this new Government and businesses may be cautious to hit go on their full recruitment and investment strategies until they have heard more from the Chancellor in her Autumn Budget."

### **Commentary from Neil Carberry REC CEO**

"Employers are gradually emerging from the woods, gaining optimism for their businesses and the broader economy. London is setting the pace with a growth in permanent placements signalling the potential for an economic bounce back elsewhere in the country. In the private sector, permanent staff vacancies rose in July and temp vacancies grew for the fourth consecutive month – to the

highest levels since October last year.”



## Hourly Rates of Pay for Locum Solicitors and Legal Executives

### August 2024 Locum Hourly Rates - Solicitors and Legal Executives

NB: Remote Working Role rates are about 10% lower.

Civil Litigation – £45-£55 per hour  
Commercial Contract - £35-£75 per hour  
Commercial Litigation – £50-£125 per hour  
Company Commercial – £50-£90 per hour  
Construction (non-contentious) £60-£75, (contentious) £45-£60 per hour  
Conveyancing - £30-£45 per hour  
Commercial Property – £45-£60 per hour  
Employment Solicitors – £50-60 per hour  
Family Solicitors (Legal Aid) – £35 per hour  
Family Solicitors (Private) - £45-£50 per hour  
Family (Child Care LA) - £35-£45 per hour  
Immigration Lawyers - £30-£55 per hour  
In House Counsel: 0-3 years PQE – £35-£50 per hour  
In House Counsel: 3+ years PQE – £50-£95 per hour  
In House Interim Lawyers (SMEs) - £60-£85 per hour  
Insolvency - £50-£55 per hour  
IP - £55-80 per hour  
Personal Injury and Clinical Negligence – 3+ years PQE - £40-£50 per hour  
Professional Negligence - £45-£55 per hour  
Property Litigation - £40-£50 per hour  
Wills & Probate – £40-£55 per hour

We have an online calculator to convert hourly rates to salary equivalents [-click here](#).

NB all rates exclude agency fees. The rates are for self-employed locums billing firms directly on a weekly basis. These are the ranges we have seen over the last 30 days from assignments.

### Salary Guide - August 2024



Each month we publish a list of any salary levels we become aware of from employers in relation to jobs offered and salaries indicated.

#### August 2024 Guide

These are the salaries we have had indicated by law firms to us for 3 years PQE and upwards. London figures in brackets where relevant.

#### Commercial

In House Solicitor (General) - £80k - £120k (£85k-140k)  
Commercial Litigation - £45-£65k (£50k-£90k)  
Corporate Commercial - £50k-£150k (£65k-£175k)  
Construction - £65k-£95k

Commercial Property - £55k-£90k  
Insolvency - £55k-£75k  
IP - £50k-£90k  
Professional Negligence - £45k-£65k

### **High Street**

Crime - £40-45k  
Civil Litigation - £40k-£60k  
Conveyancing £35k-£55k (£60k)  
Employment Solicitors - £35k-£55k  
Family Solicitors - £35k-£50k  
Immigration Lawyers - £35k-£45k  
Personal Injury and Clinical Negligence £30k-£55k  
Property Litigation - £45k-£60k  
Wills & Probate - £45k-£60k

### **Support Staff**

Office Manager - £40-60k  
Legal Cashier - £30-35k  
Senior legal accounts professional - £35k-45k  
Secretary - £22-28k  
Paralegal - £22-27k

## **Candidate Salary Expectations**

Candidate salary expectations are very often higher than salaries being paid to existing staff within a law firm with less than a £2 million turnover. We regularly view staff lists when valuing law firms via our business broker service, and the salaries being paid by law firms to existing staff are invariably lower than candidate salary expectations for similar roles. There is also a huge disparity at the moment between expectations for remote working from candidates compared with firms' requirements - hybrid working is becoming the minimum requirement for a significant proportion of candidates.

## **Salary Level Assistance**

If you would like assistance with salary levels, please contact our specialist permanent recruiter, Peter Gresty FIRP. Email [pete.gresty@ten-percent.co.uk](mailto:pete.gresty@ten-percent.co.uk)

## **Who Buys Small Law Firms?**

When we get enquiries from law firm owners looking to register with us, we will get a question fairly early on to ask who is actually interested in acquiring small law firms in the UK? I thought we would take a look at our database and give you an idea of the types of buyers/acquirers who regularly come up.

In the UK, small law firms can be bought by a variety of buyers, depending on the firm's specialisation, client base, location, and turnover/profit levels.

## **Law Firms**

The biggest group of buyers by far. We have over 400 law firms specifically registered with us as buyers and looking for various types of firms. These include larger firms looking for smaller firms to expand their geographical reach, client base, or to bring in specialised expertise, or firms of any

size looking quite specifically for merger opportunities (we use the term 'merger' in a different way to the SRA - very often its all about one firm taking over another rather than setting up an entirely new entity together). Recruitment is a common theme for a lot of smaller law firm buyers - easy way to acquire staff. We also get smaller firms looking to expand simply by bolting on the client base of another law firm to move into a new area or grow their existing clients in current fields.

### **Troubled Law Firms**

Very often looking for an SRA regulated shell law firm to take over and continue to run work through. Usually linked to PII problems - ie their renewal quote has gone into the stratosphere and the firm owners seek to move staff and clients across to a new firm. More common whenever we approach PII renewal deadlines.

### **Consolidators**

These have had extremely bad press in recent years courtesy of some spectacular collapses. Often helped by the somewhat generous circumstances of ABS ownership (seems a lot easier to run up huge debts and collapse without any repercussions from the SRA than it is for solicitors working via traditional structures). There are still some operators out there, but they tend to be suitable only for firms in financial difficulty or looking for a fast exit. The model sounds great - collect small firms, deal with the admin centrally and benefit from the increased profit. Not sure anyone has made it work particularly well yet..

### **Non-Lawyers**

This usually leads to a fairly complicated sale process, but non-lawyers can own solicitors firms via the ABS route. Non-lawyers make up about 20% of our buyer database. The same applies to private equity firms, although they tend to focus on much larger law firms than the majority of our stock for sale, or invest via the consolidator model. Overseas lawyers also form part of this group - some of whom have funding, but tend to struggle with the regulatory requirements.

### **Other Professional Service Firms**

Accountants, IFAs, tax advisers and other financial sector professionals are a small minority of buyers, but again selling to them tends to result in a longer process courtesy of the need for an ABS.

### **Individual Buyers**

Private individuals make up about 20% of our database. The Bank of Mum and Dad is not a source to be ignored - we get a good number of enquiries from fairly recently qualified solicitors with family funding behind them. Good buyers if the sellers can hang around for a few years and the buyer is already qualified and not far from eligibility for COLP/COFA and principal owner status. Similarly we get part qualified lawyers looking to acquire law firms before qualification so they can get trained, qualified and then take up an option to purchase a firm when they are able to.

### **Groups of Lawyers**

Smaller group again - we do sometimes see small groups of solicitors looking to band together to acquire a law firm. Not the best buyers - quite often they decide to simply set up from scratch once they have looked into the costs involved!

### **Summary**

We often say to law firm sellers that they will rarely sell to the party they were expecting to. A lot of sellers have an idea of the perfect buyer who is often about 30-40 years old, works locally, practices

the same areas of law and just happens to have £200k in the bank to pay for a firm. Similarly small law firm sellers often expect the friendly firm up the road to buy them out for a good price. The reality is often (but not always!) markedly different!

## Avoiding Problems When Using Locums

Locum lawyers provide a valuable service for law firms by offering temporary support during periods of staff shortages, such as maternity leave, illness, or sudden increases in workload. However, to make the most of this arrangement and avoid common pitfalls, it's essential to manage the relationship effectively. Here's a guide for employers on how to avoid problems when using locum lawyers.

### Speak to the Locum

Before hiring a locum lawyer, conduct a thorough vetting process. This includes verifying their qualifications, practising certificates, and previous work experience. Ask for references whenever possible (it's not always possible due to a lot of law firms refusing to provide anything useful – this is another article topic!). Even if the locum comes highly recommended we would recommend conducting an initial interview, preferably via Zoom (never face to face - locums will invariably be unable to attend!) to assess their fit with your firm's culture, ask them in detail about their experience and their ability to handle the specific legal challenges they will face.

### Clear Contractual Terms

Ensure that the contract outlines all terms clearly, including duration, responsibilities, remuneration, and confidentiality agreements. Be wary of hidden clauses such as minimum working hours or cancellation fees, which can lead to unexpected costs. Interim Lawyers offer a standard locum agreement that can be e-signed by both parties and includes a 7 day notice period as standard from either side. The agreement also includes a dissatisfaction process to deal with any issues quickly and fairly for both parties. Don't forget – locums are not employees – this is a business to business relationship.

### Effective Onboarding

Locum lawyers benefit from an induction process. Introduce them to your firm's policies, procedures and key team members. Providing a clear overview of expectations and access to necessary resources, such as IT systems and administrative support, is vital for their seamless integration. Regular check-ins can help address any issues promptly. Don't assume locums know what they are doing from the moment they step through the door. Some firms fail abysmally here and just leave locums to figure everything out themselves, which doesn't always go well. Similarly make sure your support staff understand that if the locum is covering for senior member of staff they have the requisite authority to instruct the support staff. Demonstrate to your support staff that the locum has your full trust & support - office politics can cause real problems for locums at times.

### Maintain Open Communication

Regular meetings and feedback sessions can help resolve potential issues early. Encourage locums to ask questions (within reason) and provide constructive feedback to help them improve their performance. Never just leave locum solicitors in a room and expect them to be productive. They need supervising and checking regularly as well as facilitating a line of communication so they can ask questions.

### Monitoring Performance

Set clear performance benchmarks and regularly review the locum's work to ensure it meets your firm's standards. Monitoring their productivity and providing timely feedback can help avoid misunderstandings and ensure high-quality output. Evaluating the locum's performance at the end of their assignment can also provide valuable insights for future engagements. Spell out to the locum what you want them to do – locums will not generate new leads for you but they will chase up matters and do the ordinary work of a fee earner. Make sure you explain what you expect at the outset, but be realistic.

### **Cost Management**

While hiring a locum lawyer can be cost-effective, especially for short-term needs, firms should budget for the potentially higher hourly or daily rates compared to salaried staff. Avoid having long-term assignments without considering the reasons for having a locum solicitor in the first place in order to prevent escalating costs. Keep talking to the locum and the agency! Don't assume a locum will remain available forever and for the same price. Things change quickly, particularly in the locum world.

### **Client Communication**

Consider informing clients about the involvement of a locum lawyer if they will be handling client interactions directly. Transparency regarding the locum's role and expertise can help maintain client trust and satisfaction. Brief the locum on client relationships and preferences to ensure smooth transitions. Agree if/how a locum is going to inform clients and what they are going to say to them.

### **Post-Engagement Evaluation**

Conduct a thorough evaluation of the locum's performance at the end of their assignment. Gather feedback from colleagues and clients to assess their contributions and identify any areas for improvement. Provide feedback to the agency who supplied the locum in the first place.

For more detailed guidance, give us a call or have a read of our blog entries at [www.interimlawyers.co.uk](http://www.interimlawyers.co.uk).

## **Toxic Cultures in the Workplace**

As recruiters we very often see some of our clients have a problem in both recruiting and retaining staff. This can be for a number of reasons, whether an employer doesn't particularly pay well, the location isn't very good, but there is an overwhelming statistic in most work place environments where staff turnover is high that the workplace has a toxic culture.

### **Business Ethos**

One of the things that comes up quite often for management consultants is looking at the culture of a workplace environment and seeing what the ethos of the business is. What type of management style does the management team have, what the relationship is like between the management team and the staff, what pressures everyone is under because of external factors affecting the business, how effective is the management team at getting the message of the type of culture the business has or the management team want the business to have, and do the employees within the business understand the culture and appreciate the manner in which business is done within the company.

### **Perceived Culture**

A recent study found that one of the primary reasons for employees looking to move from one business to another is because of the perceived culture within the business. Toxic culture can be

caused either by individuals making other employees' life misery, or it can be the culture of the business itself. If the business spends a lot of time putting employees under pressure to achieve impossible billing targets or deadlines, the employees will almost certainly be looking for pastures new.

### One Person Can Cause Mayhem

Quite often we see lawyers looking to move not because of the work they are doing or the location but because one of the owners or the senior management team is an absolute nightmare to work with. This is the second kind of toxic culture, where you have a member of staff or members of staff within your company who maybe very efficient at what they do, but cause other peoples' lives to be a complete misery. Very often owners of businesses are not aware of this type of issue because it doesn't necessarily come up or be detected by the owners or other senior management because nobody tells them. Similarly the person may be the highest billing fee earner.

However if you become aware as an owner or senior manager of someone within your business who is putting this kind of pressure on colleagues then you need to deal with the behaviour very quickly indeed. Failure to do so could cost you tens of thousands of pounds when you lose members of staff or even worse they take you to a tribunal because of the workplace environment.

### Find the Problem

Dealing with a toxic culture in the workplace is a very difficult task because it's not always obvious as to what's causing the culture or how you deal with or address the behaviour behind it. However one thing is for sure and that is that if you do not deal either with the company culture to make it one that employees and customers can identify with or you do not root out any poor behaviour within your workforce, it will have a damaging effect on your company. Similarly think about your own culture - can anyone realistically achieve the targets you are setting and are they actually necessary to improve performance?

### Summary

If you are not sure whether or not you have a toxic culture I would look at the turnover of staff in your business. If you have had staff working with you for decades and there doesn't seem to be a problem in terms of age of staff, or new staff joining and then leaving quickly, then your workplace is probably a happy one. However if you have a rapid turnover of staff with most people only stopping within the business for up to two years before moving on then there is probably something wrong. Take a look at the whole business, define your culture and keep an eye on management colleagues to make sure they are not creating a toxic culture within.



*Cure Parkinson's*

## Charity Focus - Cure Parkinson's - £1000 donation

The Ten Percent Foundation donated £1000 to the Cure Parkinson's Trust in 2024, a London-based charity, after a nomination by Jonathan Fagan, Founder of the Ten Percent Group and in memory of his late father who had Parkinson's. We have been supporting the Cure Parkinson's Trust for a number of years.

### Who are they?

Cure Parkinson's fund research to slow, stop or reverse Parkinson's. According to Cure Parkinson's, over 10 million people worldwide live with the disease, and this number is set to double



by 2040. Cure Parkinson's are working to find a cure. They are focusing their research on several of the key biochemical pathways and funding the most promising areas.

### **How they help**

They are shaping Parkinson's research by delivering pre-clinical science and clinical trials.

### **Reply from the charity**

On behalf of everyone at Cure Parkinson's, I would like to say a huge thank you for your generosity. We are so grateful. Your support shows a shared commitment to funding some of the most promising research and clinical trials in the world.

Our International Linked Clinical Trials (iLCT) initiative involves a committee of the world's leading Parkinson's experts gathering annually to review and prioritise potentially disease-modifying drugs and compounds for clinical trials in Parkinson's. Some that are not prioritised however, often show potential for Parkinson's but lack key background information, like further biological evidence of efficacy in Parkinson's, needed to justify progressing these compounds into clinical trials for people with Parkinson's. The iLCT Research Pipeline Acceleration Programme aims to quickly provide this background evidence by commissioning research to fill the knowledge gaps.

Doctor Poomman Thakur is the second recipient of the iLCT Research Pipeline Acceleration Program. His research will focus on the molecules probucol and chlorogenic acid to see if they have a protective effect on the dopamine neurones progressively lost in Parkinson's. We hope to see a promising outcome and this further research is only possible thanks to donations such as yours.

With best wishes,  
Emily Lindley Trusts and Major Gifts Assistant

### **What is this all about?**

Ten-Percent Legal, Interim Lawyers and Jonathan Fagan Business Brokers donate 10% of annual net profits to charity via the Ten Percent Foundation, a charitable trust set up by our group of companies, to distribute monies to charities in the UK and Africa. We have been doing this for over 20 years. The Foundation never incurs any administration costs (other than Triodos bank charges which are minimal). All monies donated are distributed to charities and community organisations.

### **Why do we donate?**

We set up our companies over 20 years ago with the aim of being ethical in everything we did. As part of this we decided that a percentage of our profits should always be earmarked for charitable work and set the rate at ten percent. A sudden burst of inspiration meant we called ourselves the Ten Percent Group.

### **Nominations 2024**

We received over 60 charity nominations from academic clients, business clients, locums, solicitors, transcribers (via our sister company TP Transcription Limited) and staff. We have a strict list of criteria in relation our donating which is available on the Ten Percent Foundation website. Donations tend to be within the range of £500-£2000 per charity per year, although in the past we have supported charities over a period of 5 years with donations going towards specific ongoing projects. We will publishing the list of charities we are donating to in 2024 shortly.

If you have any questions about the work of the Ten Percent Foundation, please email [jonathan@tptranscription.co.uk](mailto:jonathan@tptranscription.co.uk) or visit our website at <http://www.tenpercentfoundation.org>

## Peaceful Weekend Getaways

St Milburga Chapel in the Shropshire Hills is a cosy 4 person, Grade 2 listed holiday home in open countryside overlooking Titterstone Clee Hill. Renovated in 2022, it is approximately 10 minutes' drive from Ludlow with its highly regarded restaurants, cafes and independent shops. The chapel is perfectly located for family holidays (Ironbridge & Church Stretton nearby), weekend breaks and walking holidays. 10% of profits from the chapel lettings are donated to the Ten Percent Foundation. Rated 4 star accommodation by Visit England.



Website: <https://www.stmilburgachapel.co.uk>

## Low Cost Recruitment for Solicitors - Ten Percent Unlimited

Recruit as many staff as you like over a set period of time (3 or 5 years) for a low monthly fee (our lowest fees are offered to legal aid firms). We offer this service to law firms and accountancy practices and some of our member firms have been using the service for over 10 years. There are no restrictions on numbers and no other similar services exist in the recruitment industry. You can save £000s on your ongoing recruitment. Includes unlimited job posting on [www.chancerylane.co.uk](http://www.chancerylane.co.uk).

Interested? Call Clare Fagan on 0207 127 4343 or email [clare.fagan@ten-percent.co.uk](mailto:clare.fagan@ten-percent.co.uk).  
[www.tenpercentunlimited.co.uk](http://www.tenpercentunlimited.co.uk).

## How to be a Locum - pdf guide

We have produced a guide on how to be a locum. This includes sections on getting work, realistic expectations, hourly rates, popular fields of law, payment, insurance, umbrella companies and much more. Available for download or to read online from [www.interimlawyers.co.uk](http://www.interimlawyers.co.uk).

## Outsourcing Translation & Typing

TP Transcription Limited is our subsidiary company offering outsourced typing & translation work by our team of over 200 secretaries and translators. Established in 2003, we work on thousands of hours of recording every year for law firms, the NHS, academic institutions and individuals. We are preferred suppliers to a number of institutions. Try the service out - email your recording to [anna@tptranscription.co.uk](mailto:anna@tptranscription.co.uk), upload your file using our secure systems at [www.tptranscription.co.uk](http://www.tptranscription.co.uk) or call 01745 813306.

## About Ten-Percent Legal Recruitment

We are a specialist legal recruiter, covering both permanent and locum roles across the whole of the UK. Over 12,000 lawyers are registered with us and we have access to a range of external & internal job boards and websites where we do not have candidates available ourselves. We also assist with recruitment advice and assistance, regularly advising partners and practice managers on suitable salary and package levels.

Our company is unique for a number of reasons, including the fact that we are not shy to publish our fee structure and also donate a chunk of our profits to charity each year. We offer unlimited permanent and locum recruitment for a fixed monthly fee or one-off fees depending on the job. We

also buy, merge and sell law firms. We donate 10% of our profits annually to charity, hence our name.

We have four recruitment consultants, Jonathan Fagan, Clare Fagan, Peter Gresty and Emma Ireland. Jonathan is a non-practising solicitor and Emma is a law graduate. As a team we have over 40 years of experience in the legal profession. Three of us are Fellows of the Institute of Recruitment Professionals (FIRP) and we all hold the Certificate of Recruitment Practice.

Ten-Percent Legal Recruitment also owns Interim Lawyers, a specialist locum service. We operate an outsourced UK based typing service as well – [www.tptranscription.co.uk](http://www.tptranscription.co.uk) and are preferred suppliers to a number of institutional clients and law firms across the UK and overseas. We also own and operate Jonathan Fagan Business Brokers Limited, with Tailte Mallon BA and Will Webster MA advising as specialist consultants.

The Ten-Percent Group of Legal Recruitment websites gives 10% of annual profits to charity. We have maintained this tradition since we formed the company 20 years ago. So far over £150k has been donated to charities in the UK and Africa including LawCare, Unlock and Reprive.

We hope you have enjoyed reading our newsletter and look forward to hearing from you if we can assist further.

Warm regards

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