

Thank you for participating in the **2025 ALPMA New Zealand Legal Industry Salary and HR Issues Survey**.

By participating in this research, you will receive a complimentary copy of the **2025 ALPMA New Zealand Legal Industry Salary & HR Issues Report**.

The report provides comprehensive data on salaries paid for 55+ legal, management and support roles at New Zealand law firms, broken down by city and size of firm, that will help you benchmark your compensation strategy with like firms and assist with salary reviews. The survey also provides valuable insight on employment trends and the HR issues and challenges facing New Zealand law firms.

### **Who should complete this survey?**

ALPMA recommends each firm nominates one person to complete this survey on behalf of the firm. If your firm spans multiple cities, you may wish to nominate one person per office to complete the survey for their city.

Salary information is highly sensitive. To retain a high level of quality control, the survey should be completed by staff who have the appropriate authority to provide accurate information (e.g. HR Managers, Practice Managers, Managing Partners etc).

### **Before commencing the survey**

Before commencing the survey, we recommend you review the [Preparation Checklist](#) to ensure you have all the information you need at your fingertips to complete the survey. This makes completing the survey much easier and quicker!

### **Completing the survey**

To ensure the final results provide reliable and comprehensive information, we ask you to allow plenty of time to complete the survey (at least 30-60 minutes) and to take care when entering data to ensure its accuracy.

If your legal firm operates in more than one city, please complete the survey **separately for each location**.

The first section includes questions about your firm's staff employment profile, employment benefits, bonuses, recruitment and salary projections for the next 12 months, and the HR practices and issues facing the legal community in 2025.

The second section covers salary data for 55+ support, management and legal roles at law firms. You need to enter the highest, lowest and average salary for each position type at your firm. You can use the [ALPMA Calculations Spreadsheet](#) to assist with gathering this data and calculating the salary information for each position type. Once you have finished collating this information use the calculation spreadsheet to enter data into the online survey.

### **Privacy**

**Survey Matters** has been engaged to conduct the survey on behalf of ALPMA, to ensure independence and confidentiality of data.

Survey Matters is a member of The Research Society (TRS) and is bound by their Code of Professional Behaviour and the Australian Privacy Principles in the Privacy Act 1988.

All data submitted to this survey will be held as strictly confidential and used for the sole purpose of compiling the survey report for participating firms. Individual responses will not be identified; the information you provide will be consolidated with that provided by other industry participants and provided to ALPMA in aggregate only. All data you provide will be de-identified immediately following the provision of results to ALPMA.

You can view our [Privacy Policy](#) and [Terms of Use](#) at the bottom of each page of the survey.

### **Need help?**

If you have any queries or require further information to assist with completing the survey, please contact Jillian Hays at ALPMA on +613 8644 7055 or via [research@alpma.com.au](mailto:research@alpma.com.au)

Thank you for your participation.

FLUID RECRUITMENT

### Contact details

Please provide your contact details in case we have any queries regarding the data you have provided. We also require your email address to forward you a copy of the final report.

Your details will remain confidential and will only be used for the purposes specified above.

First Name	
Last Name	
Position	
Company Name	
Telephone Number	
Email Address	

### Demographics

If your legal firm has operations in more than one location, please complete this survey separately for each location.

1. In which area is your firm located?

<input type="checkbox"/>	Auckland
<input type="checkbox"/>	Wellington
<input type="checkbox"/>	Christchurch
<input type="checkbox"/>	Other location: North Island
<input type="checkbox"/>	Other location: South Island

### Staff Employment Profile

2. How many total staff were employed at your legal firm on 1 January 2025?

3. What were your staff employment arrangements on 1 January 2025?

(Please ensure the total number of staff equals that entered at the previous question. Where you have no staff in the employment category, please enter '0')

	No. Staff
No. of permanent full-time staff	
No. of permanent part-time staff	
No. of contracted/temporary full-time staff	
No. of contracted/temporary part-time staff	
No. of casual staff	

4. How many fee earners did your firm have (including Partners, Lawyers/Solicitors & Legal Executives) on 1 January 2025?

5. How many individuals did you employ in the following positions as at 1 January 2025?

	Male	Female	Other
Equity Partners			
Salaried Partners			
Solicitors / Lawyers			
Legal Executives			
Executive / Senior Management			
Secretarial Support (Legal Team)			
Administration (Office Support)			
Other Roles			

6. How many staff departed your legal firm last year (between 1 January 2024 and 31 December 2024)?

7. How many departures were a result of?

(Only asked if 0 **not** entered at Q6) (Where no staff have left in a category, please enter '0')

Redundancy	
Lost to another firm	
Left the industry	
Travel / Relocation	
Inflexible working from home policies	
Other	

## Employee Benefits, Bonuses and Incentives

8. In addition to salaries, does your firm offer other employment benefits, bonuses or incentives?

	Yes
	No (Go to Q23)

**9. What allowances & salary packaging options do you offer?**

*(Only asked if selected 'Yes' at Q8)*

	All staff	Some staff	Not offered
Car and / or car allowance			
Car park			
Mobile phone / mobile allowance			
Connectivity (home internet, remote access)			
Gym / health club membership			
Health care subsidies (including vaccines programs, massage, skin checks or cash payments)			
Meal allowances (fruit, daily lunches, other meals)			
Insurances (including salary continuance, life, death & disability)			
Allowance for home office set up (desk, chair, computer etc)			

**10. Who receives these allowances or benefits?**

*(Only asked if selected "Offered to some staff" at Q9)*

	Partners	Fee earners	Management	Admin / Support staff
Car and / or car allowance				
Car park				
Mobile phone / mobile allowance				
Connectivity				
Gym / health club membership				
Health care subsidies				
Meal allowances				
Insurances				
Allowance for home office set up				

**11. What flexible work arrangements do you offer?**

*(Only asked if selected 'Yes' at Q8)*

	All staff	Some staff	Not offered
Extra annual leave			
Additional leave (study, short term career breaks, RDOs)			
Paid maternity leave (over and above government entitlements)			
Paid paternity leave (over and above government entitlements)			
Flexible working hours			
Overtime payments			
Ability to work from home			

**12. Who receives these flexible working benefits?**

*(Only asked if selected "Offered to some staff" at Q11)*

	Partners	Fee earners	Management	Admin / Support staff
Extra annual leave				
Additional leave				
Paid maternity leave				
Paid paternity leave				
Flexible working hours				
Overtime payments				
Ability to work from home				

**13. What training and professional development benefits do you offer?**

*(Only asked if selected 'Yes' at Q8)*

	All staff	Some staff	Not offered
Company paid training			
Study allowances			
Professional association membership			
Employee Assistance Program			
Mental Health First Aid training			

**14. Who receives these training and professional development benefits?**

*(Only asked if selected "Offered to some staff" at Q13)*

	Partners	Fee earners	Management	Admin / Support staff
Company paid training				
Study allowances				
Professional association membership				
Employee Assistance Program				
Mental Health First Aid training				

**15. What other benefits do you offer?**

*(Only asked if selected 'Yes' at Q8)*

	All staff	Some staff	Not offered
Celebrations (Christmas, birthdays, anniversaries, staff recognition)			
Social activities			
Legal services (in house)			

**16. Who receives these other benefits?**

*(Only asked if selected "Offered to some staff" at Q15)*

	Partners	Fee earners	Management	Admin / Support staff
Celebrations				
Social activities				
Legal services (in house)				

**17. On top of salaries, which of the following performance bonuses and incentives (if any) do you offer?**

*(Select all that apply) (Only asked if selected 'Yes' at Q8)*

<input type="checkbox"/>	Individual (discretionary and/or financial), Team financial, and/or Firm financial performance bonus
<input type="checkbox"/>	Recruitment Referral Incentives (Paid to staff)
<input type="checkbox"/>	Other (Please specify)
<input type="checkbox"/>	Do not offer performance bonuses or incentives (Go to Q23) [Excl]

**18. Please indicate the bonus type that each position group is eligible for:**

*(Ask if selected "Individual performance bonus"; "Individual financial Performance"; "Team financial performance" or "Firm Financial Performance" at Q17)*

	Individual Performance (Discretionary)	Individual Financial Performance	Team Financial Performance	Firm Financial Performance	None of these [Exclusive]
Equity Partners					
Salaried Partners					
Solicitors / Lawyers					
Legal Executives					
Executive / Senior Management					
Secretarial Support (Legal Team)					
Administration (Office Support)					

**19. For bonuses paid in the last 12 months, please indicate the AVERAGE bonus that was achieved (as a % of base remuneration) (Use actual %. Only ask of those who receive a bonus in Q12)**

(If no bonus was given to a particular role type in the last 12 months, please enter 0). (The [ALPMA Calculations Spreadsheet](#) can be used to help calculate the average bonuses for each position type) (Ask if received a bonus in Q18)

	Average % paid
Equity Partners	
Salaried Partners	
Solicitors / Lawyers	
Legal Executives	
Executive / Senior Management	
Secretarial Support (Legal Team)	
Administration (Office Support)	

**20. When considering individual financial metrics used to define performance, when paying a bonus, what financial metrics does your firm use?**

(Please select all that apply) (Ask if selected "bonus" at Q17)

<input type="checkbox"/>	Fees billed as a multiple of salary
<input type="checkbox"/>	Average hours recorded per day
<input type="checkbox"/>	Average hours billed per day
<input type="checkbox"/>	Fees recovered as a % of fees billed
<input type="checkbox"/>	Matter profitability
<input type="checkbox"/>	Metrics are agreed individually (Please specify)
<input type="checkbox"/>	Other (Please specify)

**21. Do you take into consideration non-financial metrics when paying a bonus?**

(Ask if selected "Individual performance bonus"; "Individual financial Performance"; "Team financial performance" or "Firm Financial Performance" at Q17)

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No (Go to Q23)



**22. Please advise the metrics that are considered.**

(Please select all that apply) (Ask if selected "Yes" at Q21)

<input type="checkbox"/>	Mentoring of junior staff
<input type="checkbox"/>	Business development activity
<input type="checkbox"/>	Attending external events
<input type="checkbox"/>	Internal referrals
<input type="checkbox"/>	Running internal CPD/training sessions
<input type="checkbox"/>	Writing articles
<input type="checkbox"/>	Client feedback/relationships
<input type="checkbox"/>	Precedent development
<input type="checkbox"/>	Firm fit (e.g. upholding firm values)
<input type="checkbox"/>	Technical knowledge leadership
<input type="checkbox"/>	Other (Please specify)

This question will help our understanding of how law firms in New Zealand define "Performance" when considering performance bonuses for staff.

**23. How much do you agree that the following definitions of "Performance" match those used at your firm?**

(Where 1=Strongly disagree; 2=Disagree; 3=Neither agree nor disagree; 4=Agree; 5=Strongly agree)

<b>Below performance</b> expectation - Performance is below the level expected and work requires a high degree of supervision, correction, and direction. Needs improvement to continue within the position and/or with their employment	1	2	3	4	5
<b>Meets performance</b> expectation - Performance is at an acceptable level and the work performed meets the minimum level of expectation for the position held.	1	2	3	4	5
<b>Above performance</b> expectation - Performance is above expected level or requirement. Consistently generates results above and beyond those expected of the position. Person has shown aptitude outside of core area and/or displays an interest in developing their skillset within (or outside of) their current position	1	2	3	4	5
<b>Exceeds performance expectations</b> - Far exceeds the normal expectations for the criteria. Truly outstanding performance that results in extraordinary and exceptional accomplishments with significant contributions to the firm	1	2	3	4	5

**24. Hypothetically, if your firm was reviewing possible bonus payments to a lawyer on a salary of \$100k including Kiwisuper. What bonus amount (as a % of the \$100k) would your firm consider offering to this lawyer based on their performance at each level as defined above?**

(Please enter 0 if no bonus would be paid for the performance criteria)

	%
Below performance expectations	
Meets performance expectations	
Above performance expectations	
Exceeds performance expectations	

25. You indicated that you pay recruitment referral incentives to staff who recommend people to the firm (and who are subsequently employed). What is the AVERAGE referral amount paid to staff for recommending people to these positions?

(Ask if selected "Recruitment Referral Incentives" at Q17)

	<\$500	\$1-\$3K	\$3-\$5K	\$5-\$10K	Over \$10K	Do not pay
Fee Earner Referrals						
Other / Support Staff Referrals						

## Parental Leave

26. Does your firm pay additional entitlements for parental leave?

Yes
No (Go to Q29)

27. Please specify the additional entitlements paid for parental leave.

(Select all that apply) (Ask if selected "Yes" at Q26)

Top up to government parental leave payments
Extended maternity leave ( <b>paid</b> )
Extended maternity leave ( <b>unpaid</b> )
Extended paternity leave ( <b>paid</b> )
Extended paternity leave ( <b>unpaid</b> )
Bonus on return to work
Other (Please specify)

28. Is KiwiSaver continuity offered whilst on parental leave?

(Ask if selected "Yes" at Q26)

Yes
No

29. For employees returning from parental leave, what is the capacity (average number of working days) these employees return to?

1 day per week
2 days per week
3 days per week
4 days per week
5 days per week

## Recruitment and Salary Projections

30. Over the last 12 months (1 January 2024 - 31 December 2024), has the number of staff at your firm:

<input type="checkbox"/>	Increased
<input type="checkbox"/>	Stayed the same
<input type="checkbox"/>	Decreased
<input type="checkbox"/>	Don't Know

31. Over the next 12 months (1 January 2025 - 31 December 2025), do you expect staff levels at your firm to:

<input type="checkbox"/>	Increase
<input type="checkbox"/>	Stay the same
<input type="checkbox"/>	Decrease
<input type="checkbox"/>	Don't Know

32. What is the likelihood of recruiting staff into the following roles over the next 12 months?

	Not at all likely	Unlikely	Unsure	Likely	Highly Likely
Solicitors / Lawyers					
Legal Executives					
Executive / Senior Management					
Secretarial Support (Legal Team)					
Administration (Office Support)					
Human Resources					
Information Technology					
Finance					
Knowledge Management					
Marketing & Business Development					
Operations / Project Management					

**33. You indicated that you are likely to recruit staff into the following roles over the next 12 months. Please indicate if this is to:**

*(Presented if selected "Likely" or "Highly likely" at Q32)*

	Replace existing staff	Grow firm by adding staff
Solicitors / Lawyers		
Legal Executives		
Executive / Senior Management		
Secretarial Support (Legal Team)		
Administration (Office Support)		
Human Resources		
Information Technology		
Finance		
Knowledge Management		
Marketing & Business Development		
Operations / Project Management		

**34. ]You indicated you are likely to recruit solicitors / lawyers to grow your firm. At what position level will you focus your recruitment efforts in 2025? Please rank these in order of the positions you will focus on, with 1 being the position you will give the MOST FOCUS.**

*(Please rank up to 5 positions) (If selected Solicitor / Lawyer and "Grow firm by adding staff" at Q33)*

	Graduate
	0-1 years Post Qualification Experience (PQE)
	1 years PQE
	2 years PQE
	3 years PQE
	4 years PQE
	5 years PQE
	6 years PQE
	Associate / Senior Solicitor
	Senior Associate
	Special Counsel
	Salaried Partner
	Equity Partner

**35. Does your firm offer "sign on" bonuses to secure top talent?**

	Yes
	Sometimes – Depends on the role / person
	No, but we are considering it in the future
	No
	Don't know

36. Please indicate if you have, or intend to, recruit for Solicitors / Lawyers into the following practice areas:

Practice Areas	Recruited for in past 12 months	Expect to recruit for in coming 12 months	Neither
Business & Commercial Law			
Government & Planning Law			
Personal Injury			
Litigation, Mediation & Dispute Resolution			
Family Law			
Taxation Law			
Criminal Law			
M&A Corporate Advisory			
Wills & Estates			
Insolvency & Restructuring			
Insurance			
Banking & Finance			
Property Law & Construction			
Intellectual Property			
Employment, Industrial & WH&S			
Competition, Consumer Law & Trade Practices			
Immigration			
Other			

37. In general, how have you found your recruitment activities over the past 12 months:

<input type="checkbox"/>	Much harder than last year
<input type="checkbox"/>	Slightly harder than last year
<input type="checkbox"/>	About the same as last year
<input type="checkbox"/>	Slightly easier than last year
<input type="checkbox"/>	Much easier than last year
<input type="checkbox"/>	Don't know

38. Overall, would you say that your recruitment outcomes over the last 12 months have been:

<input type="checkbox"/>	Very unsuccessful
<input type="checkbox"/>	Somewhat unsuccessful
<input type="checkbox"/>	Neither successful nor unsuccessful
<input type="checkbox"/>	Somewhat successful
<input type="checkbox"/>	Very successful
<input type="checkbox"/>	Don't know

39. In general, what are your expectations for your recruitment over the next 12 months:

	I do not expect to be able to obtain the staff that we need
	I am concerned that it will be difficult to find the staff we need
	I am confident that we will be able to recruit the staff we need
	Don't know / Unsure

40. Compared to last year, what proportion of new staff are likely to be employed on the following employment arrangements

	A lower proportion	About the same	A higher proportion
Permanent full-time			
Permanent part-time			
Contracted / temporary full-time			
Contracted / temporary part-time			
Casual			

41. Do you have a talent sourcing strategy?

	No
	Yes, we have a reactive talent sourcing strategy
	Yes, we have a proactive talent sourcing strategy
	Other (Please specify)

42. When considering recruitment, is your firm willing to increase remuneration packages offered to secure external talent, that are in excess of current internal salary packages?

	No, we pay the same
	Yes, we will pay / have paid up to 10% more
	Yes, we will pay / have paid up to 20% more
	Yes, we will pay / have paid over 20% more
	Don't know

43. Please describe your REACTIVE talent sourcing strategy.

(Select all that apply) (Present if 'Yes, we have a reactive sourcing strategy' is selected at Q41)

	We go to the market by advertising when the firm need arises
	We go to our own network, staff referrals
	We work exclusively with a recruitment agency
	We multi-list the vacancy with several recruitment agencies
	Other (Please specify)

**44. Please describe your PROACTIVE talent sourcing strategy.**

(Select all that apply) (Present if 'Yes, we have a proactive sourcing strategy' is selected at Q41)

<input type="checkbox"/>	We have our own database of potential candidates
<input type="checkbox"/>	We have developed a pool of candidates for unique talent
<input type="checkbox"/>	We have built our brand on social media to attract future talent
<input type="checkbox"/>	We have an ongoing engagement strategy with potential talent
<input type="checkbox"/>	Other (Please specify)

**45. What proactive retention strategies do you have in place to ensure you retain your staff (in particular top performers)**

(Select all that apply)

<input type="checkbox"/>	Well defined career pathways
<input type="checkbox"/>	Mentoring
<input type="checkbox"/>	Above market salaries
<input type="checkbox"/>	Additional flexibility
<input type="checkbox"/>	High calibre client work
<input type="checkbox"/>	Other (please specify)

**46. Overall, what movement do you anticipate to your firm's salaries over the next 12 months?**

<input type="checkbox"/>	Wage freeze. No increases
<input type="checkbox"/>	Limited freeze. Increases for some positions only
<input type="checkbox"/>	Consumer Price Index (CPI) adjusted increases only
<input type="checkbox"/>	Individual employee negotiated increases – above CPI rates
<input type="checkbox"/>	Other (Please specify)

**47. How often are salaries reviewed at your firm?**

<input type="checkbox"/>	Annually
<input type="checkbox"/>	Bi-annually
<input type="checkbox"/>	Other (Please specify)
<input type="checkbox"/>	Don't Know

## Diversity and Inclusion

**48. Do you have a Diversity and Inclusion program at your legal firm?**

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No (Go to Q50)
<input type="checkbox"/>	Don't Know (Go to Q50)

49. Which of the following does your Diversity and Inclusion program include?

(Select all that apply)

<input type="checkbox"/>	Work – life flexibility
<input type="checkbox"/>	Disability
<input type="checkbox"/>	Gender equality
<input type="checkbox"/>	Generational / mature age
<input type="checkbox"/>	Cultural diversity
<input type="checkbox"/>	Indigenous
<input type="checkbox"/>	Multi-faith
<input type="checkbox"/>	Sexuality
<input type="checkbox"/>	LGBTIQ
<input type="checkbox"/>	Other (Please specify)

50. Do you believe there is a gender pay gap issue in the legal industry?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

51. Do you believe there is a gender pay gap at your firm?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know

52. Is your firm planning on conducting a gender pay gap analysis in the next 12 months?

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know



## HR Issues

53. Please rate the level of importance of the following HR issues to your firm, from a HR perspective in 2025.

### Practice Management

	Not at all important	Of little importance	Neutral	Of some importance	Highly important
Changing partnership models					
Developing organisational leadership capabilities					
Managing expectations of partners					
Managing cultural change					
Managing a remote or distributed workforce					
Managing communication & staff management skills of partners					
Managing intergenerational expectations					
Managing professionals and non-professionals					
Innovation & change management					

### Acquisition, Management & Retention

	Not at all important	Of little importance	Neutral	Of some importance	Highly important
Managing poor work performance					
Finding quality staff / talent acquisition					
Employee retention / talent management					
Managing workloads and employee flexibility					
Managing employee engagement					

**Resources & Policy**

	Not at all important	Of little importance	Neutral	Of some importance	Highly important
Ageing of the profession / Succession Planning					
Effective social media usage					
Managing a mobile/remote connected workforce					
Workforce diversity & equal employment opportunities					
Managing mental health & wellbeing in the workplace					
Parental leave					
Flexible hours					
Managing Risk & Policy Reviews (Including COVID policies & AI usage policies)					
Managing or developing diversity program/initiatives					
Environmental, Social and Governance (ESG) reporting and management					

54. Please identify any other issues that have not been identified in the previous question, that you expect will impact on HR policy, strategies and procedures in your firm in the next 12 months.

55. From the following list, please rank where you anticipate spending most of your HR resources (time) in the next 12 months, where 1 indicates the highest level of time spent

(Please rank at least the TOP THREE (3) priority areas you will spend the most time)

Recruitment
Training & Development
Performance Management
Salary Reviews
Cultural/Change Programs (Including Technology/Innovation)
Reward & Remuneration Strategies
Succession Planning
Retention Programs
Work Health & Safety
Policy Development
Social Media Branding
Environmental, Social and Corporate Governance Programs
Managing Staff Expectations
Managing Remote Workforce
Workload/Workflow Management

## Salary Data

### Instructions for entering Salary Data

The next part of the survey involves a series of questions related to the salary rates for each position within your legal firm.

**You will be asked to enter the number of staff, the lowest salary, the highest salary and the average salary paid for each type of position you have at your firm.** For positions where there are more than two staff, the **AVERAGE** salary gives more accurate data for the analysis. By utilising all salaries in a position (not just the lowest and highest), you will be providing the true cost per person for each position at your firm. Instructions for calculating the average are given below.

When entering salary data, please note the following:

1. If you have no staff in a particular position type, leave the salary boxes EMPTY.
2. If you have only one employee in a particular position, then place their salary in the **LOWEST and AVERAGE** salary box.
3. Please select the CLOSEST match to the role. You may wish to review all of the [position types](#) prior to entering data.
4. Salary rates should **EXCLUDE** Kiwisaver and superannuation.
5. Part-time or casual staff salaries should be calculated out to the FTE rate for your firm, or **37.5 hours per week** to obtain their FTE rate.
6. Additional employment benefits and bonuses should be EXCLUDED from the Full Time Equivalent (FTE) salary calculation.
7. Salaries should be entered in New Zealand dollars. Each salary should be entered as a WHOLE NUMBER, with no commas, currency symbols or decimal places. For example, \$68,750.40 should be entered as 68750.
8. Average salary for each position is calculated by totalling all salaries in the position type and then dividing by the number of staff. For example:

Position X has 4 people with salaries:

- \$73,000 + \$60,500 + \$69,000 + \$72,500 = total of \$275,000
- Total \$275,000 divided by 4 people = \$68,750 average
- Enter 68750 into the average salary box

NB. An Excel spreadsheet is available which calculates the survey data and averages for you. You can access this [here](#).

If you have any queries or require further information, please call Jillian Hays, ALPMA on +613 8644 7055 or via [research@alpma.com.au](mailto:research@alpma.com.au).

## Salary Details

### 56. SOLICITORS/LAWYERS

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

(\* For partners please just average their regular drawings into an annual amount and include these figures. Do not include any additional profit share or top up payments received throughout the year.)

	No. of staff	Lowest Salary	Highest Salary	Average Salary
Graduate				
0-1 years Post Qualification Experience (PQE)				
1 years PQE				
2 years PQE				
3 years PQE				
4 years PQE				
5 years PQE				
6 years PQE				
Associate / Senior Solicitor				
Senior Associate				
Special Counsel				
Salaried Partner*				
Equity Partner*				
Managing Partner*				
Consultant				

**57. LEGAL EXECUTIVES**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Legal Executive (less than 5 yrs experience)				
Legal Executive (5+ yrs experience)				
Law Clerk				

**58. SECRETARIAL SUPPORT (Legal Team)**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Legal Secretary (less than 5 years' experience)				
Legal Secretary (5+ years' experience)				
Legal Assistant				
Trainee Legal Assistant				
Word Processor (less than 5 years' experience)				
Word Processor (5+ years' experience)				

**59. ADMINISTRATION (Office Support)**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest salary	Highest salary	Average
Office Manager / Administration Manager				
Office Services Supervisor				
PA (less than 5 years' experience)				
PA (5+ years' experience)				
Receptionist (less than 5 years' experience)				
Receptionist (5+ years' experience)				
AML Administrator				
AML Officer/Manager				
Administration Assistant (less than 5 years' experience)				
Administration Assistant (5+ years' experience)				
Office Junior				

**60. HUMAN RESOURCES**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
HR Manager				
HR Consultant / Advisor				
HR Assistant / Administrator				
Recruitment Manager				
Payroll				

**61. INFORMATION TECHNOLOGY**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
IT Manager				
IT Trainer				
IT Project Manager				
Helpdesk/Desktop/Support Officer				
Programmer/Analyst				

**62. FINANCE**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Financial Controller / CFO				
Finance Manager				
Trust Accountant				
Assistant Accountant				
Accounts Staff (AR/AP/Reconciliations)				
Credit Control Staff				

**63. KNOWLEDGE MANAGEMENT**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Precedent Manager				
Librarian / Records Management				



**64. MARKETING AND BUSINESS DEVELOPMENT**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
Marketing Manager				
Marketing Coordinator				
Events Coordinator				
Desktop Publisher				
Business Development Manager				

**65. EXECUTIVE AND SENIOR MANAGEMENT**

Salaries should EXCLUDE Kiwisaver and superannuation and be adjusted from part time / casual payments to a full time equivalent (FTE) rate. Additional employment benefits and bonuses should be EXCLUDED from the FTE salary calculation. Please enter all details for each position at your firm (number of staff, highest, lowest and average salary) in whole numbers.

	No. of staff	Lowest Salary	Highest Salary	Average
CEO/COO				
General Manager				
Practice Manager				

**Thank you for participating in the 2025 ALPMA New Zealand Legal Industry Salary and HR Issues Survey, proudly supported by Fluid Recruitment.**

The survey results will be made available free to participants in early March 2025. We will send you an email with a link to the full survey report.

If your legal firm operates in more than one location, please complete the survey again for each additional location.

If you have any queries, or require further information about this survey, please call Jillian Hays, ALPMA on +613 8644 7055 or via [research@alpma.com.au](mailto:research@alpma.com.au)

**If you are ready to submit your answers, please click on 'Submit' below. If you close your browser, your answers will be saved if you re-enter using the survey login provided at the beginning of this survey.**

FINAL