

ALPMA 2025 Australian Legal Industry HR Issues & Salary Survey

Questionnaire

Thank you for participating in the [2025 ALPMA Australian Legal Industry HR Issues and Salary Survey](#).

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

This report provides comprehensive data on salaries paid for 70+ legal, management and support roles at Australian legal firms, and is presented by state, location (CBD/Regional), size of firm and practice area, that will help you benchmark your compensation strategy to like firms and assist with salary reviews. The overall survey also provides valuable insight on employment trends and HR challenges facing Australian law firms.

Who should complete this survey?

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, CFO, Managing Partners).

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.

The first three sections of the survey require you to enter data for a single state. If your legal firm operates in more than one Australian State or Territory, **please complete the survey separately for each location**, answering all questions for that location. You may wish to nominate one person per state to complete the survey for each location. Alternatively, if you will be completing the survey for more than one location, you will need to register multiple times to receive a unique survey link for each state.

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. Staffing and headcount data should be reported to reflect the firm as at **1 January 2025**. This section provides vital information about the size of the market and current issues facing the legal community.

The second section collects salary data for 70+ support, management and legal roles at law firms. You need to enter the total number of staff, lowest, highest and average salary for each position type at your firm. All firms will need to complete this section, only entering data relevant for the roles at their firm. For a description of each position covered by the current survey, please see the [Preparation Checklist](#). Salaries should be entered to reflect the position as at **1 January 2025**.

The third section of the survey asks for fee earner salary data split by practice area. You will be asked to enter the number of staff in each role, the lowest salary, the highest salary and the average salary paid for each fee earner position at your firm, broken down by firm practice area. In this section you will be taken to an additional form where this data can be entered.

You can use the [calculations spreadsheet](#) to assist with gathering this data and calculating the lowest, highest and average salary for each position type.

Please note that if you cannot complete the survey in one session, you will be able to resume the survey as long as you use the link that was emailed to you by Survey Matters. If you misplace the link, and would like another one sent to you, please email support@survey matters.com.au.

Note: if you are operating as a company, please interchange the word 'partner' with 'Director' as you read the 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 (formerly the AMSRS) and is bound by the Research Society 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 and associated functionality relating to the report for participating firms. Individual responses will not be identified; the information you provide will be consolidated with that provided by other 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](#) here.

Need more information or help?

If you have any queries or require further information to assist with completing the survey, please contact the ALPMA research team on +61 3 8644 7058 or email research@alpma.com.au

Thank you for your participation.

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Section 1: Firm Profile & HR Issues

About Your Firm

If your legal operates in more than one Australian State or Territory, please complete this survey separately for each location and respond to all questions about that location. Please report all information as representative of your firm's position on **1 January 2025**.

1. In which Australian State or Territory is your firm located?

ACT	<input type="radio"/>
NSW	<input type="radio"/>
NT	<input type="radio"/>
QLD	<input type="radio"/>
SA	<input type="radio"/>
TAS	<input type="radio"/>
VIC	<input type="radio"/>
WA	<input type="radio"/>

2. Where is your firm located?

Capital city	<input type="radio"/>
Regional centre (100 km's or more from an Australian capital city)	<input type="radio"/>
Virtual Firm (Online only)	<input type="radio"/>

3. Does your firm operate in more than one Australian State or Territory?

Yes	<input type="radio"/>
No	<input type="radio"/>

4. Are you an international firm?

Yes	<input type="radio"/>
No	<input type="radio"/>

5. Please select up to three (3) practice areas in your firm / state office that generate the most revenue.

Business & Commercial Law	<input type="checkbox"/>
Government & Planning Law	<input type="checkbox"/>
Personal Injury	<input type="checkbox"/>
Litigation, Mediation & Dispute Resolution	<input type="checkbox"/>
Family Law	<input type="checkbox"/>
Taxation Law	<input type="checkbox"/>
Criminal Law	<input type="checkbox"/>
M&A Corporate Advisory	<input type="checkbox"/>
Wills & Estates	<input type="checkbox"/>
Insolvency & Restructuring	<input type="checkbox"/>
Insurance	<input type="checkbox"/>
Banking & Finance	<input type="checkbox"/>
Property Law & Construction	<input type="checkbox"/>
Intellectual Property (IP)	<input type="checkbox"/>
Employment, Industrial & WH&S	<input type="checkbox"/>
Competition, Consumer Law & Trade Practices	<input type="checkbox"/>
Immigration	<input type="checkbox"/>
Other PLEASE SPECIFY	<input type="checkbox"/>

6. How would you best describe your firm?

We are a law firm that does not practice Intellectual Property (IP) law	<input type="radio"/>
We are a specialist IP or Trademark firm	<input type="radio"/>
We are a law firm that also practices Intellectual Property (IP)law	<input type="radio"/>

Staff Employment Profile

7. How many total staff are currently employed at your law firm?

(Please include all full-time, part-time, permanent, casual and contracted staff — including partners and all roles at your firm as of 1st January 2025.)

Number of staff:	<input type="text"/>
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8. What are your current staff employment arrangements?

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

	Number of staff
Number of permanent full-time staff	<input type="text"/>
Number of permanent part-time staff	<input type="text"/>
Number of contracted / temporary full-time staff	<input type="text"/>
Number of contracted / temporary part-time staff	<input type="text"/>
Number of casual staff	<input type="text"/>

9. How many fee earners does your firm currently have (including Partners, Solicitors / Lawyers, Paralegals / Law Clerks*)?

(* if they are fee earners and / or have a budget assigned to them)

Number of staff:	<input type="text"/>
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10. How many individuals are currently employed in the following position groups?

	Male	Female	Other
Board	<input type="text"/>	<input type="text"/>	<input type="text"/>
Equity Partners	<input type="text"/>	<input type="text"/>	<input type="text"/>
Partners (excluding Equity Partners)	<input type="text"/>	<input type="text"/>	<input type="text"/>
General / Special Counsel / Consultants	<input type="text"/>	<input type="text"/>	<input type="text"/>
Solicitors / Lawyers (excluding Partners)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Paralegals / Law Clerks	<input type="text"/>	<input type="text"/>	<input type="text"/>
Executive / Senior Management / C-Suite	<input type="text"/>	<input type="text"/>	<input type="text"/>
Secretarial Support (Legal Team)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Administration (Office Support)	<input type="text"/>	<input type="text"/>	<input type="text"/>
Human Resources	<input type="text"/>	<input type="text"/>	<input type="text"/>
Information Technology	<input type="text"/>	<input type="text"/>	<input type="text"/>
Finance	<input type="text"/>	<input type="text"/>	<input type="text"/>
Knowledge Management	<input type="text"/>	<input type="text"/>	<input type="text"/>
Marketing & Business Development	<input type="text"/>	<input type="text"/>	<input type="text"/>
Operations / Project Management	<input type="text"/>	<input type="text"/>	<input type="text"/>

11. How many staff departed your firm for any reason last year (between 1 January 2024 and 31 December 2024)?

(Where you had no departures in the category, please enter '0')

	Number of staff
Fee Earners (Partners, Solicitors / Lawyers, Paralegals / Law Clerks)	
All other staff (Admin / Support, Business Development, IT)	

[IF THERE WERE NO DEPARTURES IN 2024, GO TO Q14]

12. Were any departures the result of a redundancy?

Yes	<input type="radio"/>
No [Go to Q14]	<input type="radio"/>

13. How many departures were the result of redundancy?

(Where you had no departures in the category, please enter '0')

Reason for Redundancy	Fee Earners (Partners, Solicitors / Lawyers, Paralegals / Law Clerks)	All other staff (Admin / Support, Business Development, IT)
Return to partner profits		
Introduction of AI, improved processes or other legal technology		
Position / Function outsourced		
Restructure due to a merger or new strategy direction		
Other		

Employee Benefits, Bonuses & Incentives

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

Yes	<input type="radio"/>
No [Go to Q27]	<input type="radio"/>

15. What other employment benefits do you offer?

(Select all that apply; select 'None of the above' for each section where no benefits of that type are offered.)

Allowances & salary packaging options

Car and / or car allowance	<input type="checkbox"/>
Car park	<input type="checkbox"/>
Mobile phone / mobile allowance	<input type="checkbox"/>
Connectivity allowance (home internet, remote access, WFH allowance)	<input type="checkbox"/>
Gym / health club membership	<input type="checkbox"/>
Health care subsidies (including vaccines, programs, massage, skin checks, cash payments)	<input type="checkbox"/>
Childcare subsidies	<input type="checkbox"/>
Additional employer superannuation contributions over and above the normal super guarantee (SG) rate	<input type="checkbox"/>
Meal allowances (fruit, daily lunches, other meals)	<input type="checkbox"/>
Uniform / uniform allowance	<input type="checkbox"/>
Insurances (including salary continuance, life, death & disability)	<input type="checkbox"/>
None of the above	<input type="checkbox"/>

Flexible work arrangements

Extra annual leave	<input type="checkbox"/>
Additional leave (study, short term career breaks, RDOs)	<input type="checkbox"/>
Paid maternity leave (over and above any government entitlements)	<input type="checkbox"/>
Paid paternity leave (over and above any government entitlements)	<input type="checkbox"/>
Flexible working hours	<input type="checkbox"/>
Ability to work from home / remote working	<input type="checkbox"/>
Overtime payments	<input type="checkbox"/>
None of the above	<input type="checkbox"/>

Training and professional development

Firm paid training (CPD and other)	<input type="checkbox"/>
Study allowances	<input type="checkbox"/>
Professional association membership (Fee Earners)	<input type="checkbox"/>
Professional association membership (Business / Support Staff)	<input type="checkbox"/>
Mental Health First Aid Training	<input type="checkbox"/>
Wellbeing education and support programs	<input type="checkbox"/>
Career development training	<input type="checkbox"/>
None of the above	<input type="checkbox"/>

Other benefits

Social activities	<input type="checkbox"/>
Social responsibility volunteer program	<input type="checkbox"/>
Legal services (in house)	<input type="checkbox"/>
Client discount	<input type="checkbox"/>
Reward gateway style services	<input type="checkbox"/>
Employee Assistance Program	<input type="checkbox"/>
Other PLEASE SPECIFY	<input type="checkbox"/>
None of the above	<input type="radio"/>

16. You indicated that you provide additional employer superannuation contributions over and above the normal super guarantee (SG) rate. Please indicate the additional employer superannuation contributions you offer as an employee benefit.

[ASKED IF "ADDITIONAL EMPLOYER SUPERANNUATION..." SELECTED AT **Q15**]

Up to an additional 1%	<input type="radio"/>
1.1% to 2%	<input type="radio"/>
2.1% to 3%	<input type="radio"/>
More than an additional 3%	<input type="radio"/>

17. On top of salaries, which of the following bonuses and incentives do you pay?

(Select all that apply)

Bonuses	<input type="checkbox"/>
Client Referral Incentives	<input type="checkbox"/>
Recruitment Referral Incentives	<input type="checkbox"/>
Other PLEASE SPECIFY	<input type="checkbox"/>
None of the above [GO TO Q27]	<input type="checkbox"/>

18. You indicated that you pay bonuses. Are all staff eligible for a bonus?

[ASKED IF "BONUSES" SELECTED AT **Q17**]

Yes, all staff	<input type="radio"/>
Yes, some staff	<input type="radio"/>

19. Please indicate the bonus type (if any) that each position group is eligible for:

	Firm Financial Performance	Team Financial Performance	Individual Financial Performance	Individual Performance (Discretionary)	None: Not eligible for bonus
Equity Partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Partners (excluding Equity Partners)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
General / Special Counsel / Consultants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Solicitors / Lawyers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Paralegals / Law Clerks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Executive / Senior Management / C-Suite	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Secretarial Support (Legal Team)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Administration (Office Support)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Human Resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Information Technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Knowledge Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Marketing & Business Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>
Operations / Project Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="radio"/>

20. For bonuses paid in the last 12 months, please indicate the AVERAGE bonus that was achieved (as a % of base remuneration).

	Average % Bonus
Equity Partners	
Partners (excluding Equity Partners)	
General / Special Counsel / Consultants	
Solicitors / Lawyers	
Paralegals / Law Clerks	
Executive / Senior Management / C-Suite	
Secretarial Support (Legal Team)	
Administration (Office Support)	
Human Resources	
Information Technology	
Finance	
Knowledge Management	
Marketing & Business Development	
Operations / Project Management	

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

(Select all that apply)

Fees billed as a multiple of salary	<input type="radio"/>
Average hours recorded per day	<input type="radio"/>
Average hours billed per day	<input type="radio"/>
Fees recovered as a % of fees billed	<input type="radio"/>
Matter profitability	<input type="radio"/>
Metrics are agreed individually PLEASE SPECIFY	<input type="radio"/>
Other PLEASE SPECIFY	<input type="radio"/>

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

Yes	<input type="radio"/>
No [SKIP TO Q24]	<input type="radio"/>

23. Please specify the non-financial metrics considered.

(Select all that apply)

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"/>
Presenting/sharing subject matter expertise at firm events for clients and/or prospects	<input type="checkbox"/>
Contributing to firm marketing activities (e.g. Writing articles/blogs, social media presence, subject matter expertise)	<input type="checkbox"/>
Client feedback/relationships	<input type="checkbox"/>
Precedent development	<input type="checkbox"/>
Firm fit (e.g. upholding firm values)	<input type="checkbox"/>
Thought leadership in practice area	<input type="checkbox"/>
Other PLEASE SPECIFY	<input type="checkbox"/>

24. Which position groups are eligible for client referral incentives?

[ASKED IF SELECTED "CLIENT REFERRAL INCENTIVES" AT Q17] (Select all that apply)

Equity Partners	<input type="checkbox"/>
Partners (excluding Equity Partners)	<input type="checkbox"/>
General / Special Counsel / Consultants	<input type="checkbox"/>
Solicitors / Lawyers	<input type="checkbox"/>
Paralegals / Law Clerks	<input type="checkbox"/>
Executive / Senior Management / C-Suite	<input type="checkbox"/>
Secretarial Support (Legal Team)	<input type="checkbox"/>
Administration (Office Support)	<input type="checkbox"/>
Human Resources	<input type="checkbox"/>
Information Technology	<input type="checkbox"/>
Finance	<input type="checkbox"/>
Knowledge Management	<input type="checkbox"/>
Marketing & Business Development	<input type="checkbox"/>
Operations / Project Management	<input type="checkbox"/>

25. Please indicate the method of reward for client referrals.

(Select all that apply)

Commission on total value of referral 1-5%	<input type="checkbox"/>
Commission on total value of referral 6-10%	<input type="checkbox"/>
Commission on total value of referral >10%	<input type="checkbox"/>
Donation to charity	<input type="checkbox"/>
Financial reward (e.g. cash, Visa gift card, store gift vouchers)	<input type="checkbox"/>
Gift (e.g. gift baskets, movie tickets)	<input type="checkbox"/>
Lunch/dinner	<input type="checkbox"/>
Reciprocal referral	<input type="checkbox"/>
Thank-you card, email or letter	<input type="checkbox"/>
Other PLEASE SPECIFY	<input type="checkbox"/>

26. What is the AVERAGE recruitment referral incentive amount paid to employees for these types of referrals?

[ASKED IF SELECTED "RECRUITMENT REFERRAL INCENTIVES" AT Q17]

	<\$500	\$1-\$3K	\$3-\$5K	\$5-\$10K	Over \$10K	Do not pay referral incentives
Fee Earner Referrals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Management Referrals (anyone with the title of Manager)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other / Support Staff Referrals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Parental Leave

27. Does your firm currently provide paid parental leave for the **primary** and **non-primary** care giver over and above any government entitlement?

	Primary Care Giver	Non-Primary Care Giver
Yes, all staff	<input type="radio"/>	<input type="radio"/>
Yes, but only for fee earners	<input type="radio"/>	<input type="radio"/>
No [GO TO Q31 IF NO FOR BOTH PRIMARY & NON-PRIMARY CARER]	<input type="radio"/>	<input type="radio"/>

28. Does your firm have a qualifying period of continuous service for this policy to become available?

	Primary Care Giver	Non-Primary Care Giver
Yes	<input type="radio"/>	<input type="radio"/>
No [GO TO Q30 IF NO FOR BOTH]	<input type="radio"/>	<input type="radio"/>

29. Please indicate the qualifying period:

	Primary Care Giver	Non-Primary Care Giver
Less than 6 months	<input type="radio"/>	<input type="radio"/>
6 months to 1 year	<input type="radio"/>	<input type="radio"/>
At least 1 year	<input type="radio"/>	<input type="radio"/>
At least 2 years	<input type="radio"/>	<input type="radio"/>
At least 3 years	<input type="radio"/>	<input type="radio"/>

30. Please indicate the additional leave provided to the **primary** and **non-primary** care giver:

	Primary Care Giver	Non-Primary Care Giver
1-2 weeks	<input type="radio"/>	<input type="radio"/>
3-6 weeks	<input type="radio"/>	<input type="radio"/>
7-10 weeks	<input type="radio"/>	<input type="radio"/>
11-14 weeks	<input type="radio"/>	<input type="radio"/>
Over 14 weeks	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>

31. Is superannuation continuity offered to the **primary** and **non-primary** care giver whilst on parental leave?

	Primary Care Giver	Non-Primary Care Giver
Yes	<input type="radio"/>	<input type="radio"/>
No	<input type="radio"/>	<input type="radio"/>
NOT APPLICABLE	<input type="radio"/>	<input type="radio"/>

32. For employees returning from parental leave, what is the average number of working days they return to?

	Primary Care Giver	Non-Primary Care Giver
1 day per week	<input type="radio"/>	<input type="radio"/>
2 days per week	<input type="radio"/>	<input type="radio"/>
3 days per week	<input type="radio"/>	<input type="radio"/>
4 days per week	<input type="radio"/>	<input type="radio"/>
5 days per week	<input type="radio"/>	<input type="radio"/>
NOT APPLICABLE	<input type="radio"/>	<input type="radio"/>

33. What is the average length of parental leave taken by the **primary** and **non-primary** care giver within your firm?

	Primary Care Giver	Non-Primary Care Giver
Less than 3 months	<input type="radio"/>	<input type="radio"/>
3-6 months	<input type="radio"/>	<input type="radio"/>
7-8 months	<input type="radio"/>	<input type="radio"/>
9-12 months	<input type="radio"/>	<input type="radio"/>
Over 12 months	<input type="radio"/>	<input type="radio"/>
NOT APPLICABLE	<input type="radio"/>	<input type="radio"/>

Recruitment & Salary Projections

34. Over the last 12 months, has the total number of staff at your firm:

Increased	<input type="radio"/>
Stayed the same	<input type="radio"/>
Decreased	<input type="radio"/>
Don't know	<input type="radio"/>

35. Over the next 12 months, do you expect staff levels at your firm to:

Increased	<input type="radio"/>
Stayed the same	<input type="radio"/>
Decreased	<input type="radio"/>
Don't know	<input type="radio"/>

36. 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
Equity Partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partners (excluding Equity Partners)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General / Special Counsel / Consultants	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Solicitors / Lawyers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paralegals / Law Clerks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Executive / Senior Management / C-Suite	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Secretarial Support (Legal Team)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administration (Office Support)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information Technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Knowledge Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing & Business Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Operations / Project Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. What is the main reason for recruitment?

[PRESENTED IF ANSWERED "LIKELY" OR "HIGHLY LIKELY" AT Q36]

	Replace existing staff	Grow firm by adding staff
Equity Partners	<input type="radio"/>	<input type="radio"/>
Partners (excluding Equity Partners)	<input type="radio"/>	<input type="radio"/>
General / Special Counsel / Consultants	<input type="radio"/>	<input type="radio"/>
Solicitors / Lawyers	<input type="radio"/>	<input type="radio"/>
Paralegals / Law Clerks	<input type="radio"/>	<input type="radio"/>
Executive / Senior Management / C-Suite	<input type="radio"/>	<input type="radio"/>
Secretarial Support (Legal Team)	<input type="radio"/>	<input type="radio"/>
Administration (Office Support)	<input type="radio"/>	<input type="radio"/>
Human Resources	<input type="radio"/>	<input type="radio"/>
Information Technology	<input type="radio"/>	<input type="radio"/>
Finance	<input type="radio"/>	<input type="radio"/>
Knowledge Management	<input type="radio"/>	<input type="radio"/>
Marketing & Business Development	<input type="radio"/>	<input type="radio"/>
Operations / Project Management	<input type="radio"/>	<input type="radio"/>

38. For new staff, what proportion will likely be employed under the following arrangements, compared to the previous 12 months?

	A lower proportion	About the same	A higher proportion
Permanent full time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Permanent part time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contracted / temporary full time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contracted / temporary part time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Casual	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. Overall, what movement do you anticipate to your firm’s salaries over the next 12 months?

Wage freeze. No increases	<input type="radio"/>
Limited freeze. Increases for some positions only	<input type="radio"/>
Consumer Price Index (CPI) adjusted increases only	<input type="radio"/>
3-5% increase for all roles	<input type="radio"/>
5-10% increase for all roles	<input type="radio"/>
10% + increase for all roles	<input type="radio"/>
Individual employee negotiated increases – above CPI rates	<input type="radio"/>
Other PLEASE SPECIFY	<input type="radio"/>

40. How often are salaries (typically) reviewed at your firm?

Annually	<input type="radio"/>
Bi-annually	<input type="radio"/>
Other PLEASE SPECIFY	<input type="radio"/>
Don't know	<input type="radio"/>

41. Please indicate the date on which salaries are reviewed / effective at your firm each year.

[PRESENTED IF ANSWERED “ANNUALLY” AT **Q40**]

1 January	<input type="radio"/>
1 July	<input type="radio"/>
Employment anniversary	<input type="radio"/>
Other PLEASE SPECIFY	<input type="radio"/>

Diversity & Inclusion

42. Does your firm have a Diversity and Inclusion Program?

Yes [Go to Q43]	<input type="radio"/>
No [Go to Q46]	<input type="radio"/>
Under preparation [Go to Q44]	<input type="radio"/>
Don't know [Go to Q46]	<input type="radio"/>

43. Does your Diversity and Inclusion Program include the following:

(Select all that apply)

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"/>
Reconciliation Action Plan	<input type="checkbox"/>
Other Please Specify	<input type="checkbox"/>

44. What challenges does your firm encounter or need to overcome to develop these programs, initiatives and inclusive cultures?

[PRESENTED IF ANSWERED "UNDER PREPARATION" AT Q42]

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45. What new inclusion and diversity initiatives did you introduce in 2023?

[PRESENTED IF ANSWERED "YES" AT Q42]

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

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

47. In the past 12 months, have you conducted a gender pay gap analysis?

Yes	<input type="radio"/>
No [Go to Q49]	<input type="radio"/>

48. What were the results of the gender pay gap analysis?

[PRESENTED IF ANSWERED "YES" AT Q47]

No gap	<input type="radio"/>
Gap of 1-5%	<input type="radio"/>
Gap of 6-10%	<input type="radio"/>
Gap of 11-20%	<input type="radio"/>
Gap over 20%	<input type="radio"/>

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

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

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

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

HR Issues for 2025

51. From an HR perspective, how would you prioritise the following HR issues for your firm in 2025?

Practice Management

	No Priority	Low Priority	Moderate Priority	High Priority	Critical
Developing organisational leadership capabilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing expectations of partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing cultural change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing communication and staff management skills of partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing partner client relationship skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organisation development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability of HR to drive change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Innovation and change management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing the mentoring and coaching of junior staff by senior staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensuring regular feedback is provided to all staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing appropriate delegation of work from senior lawyer to junior lawyer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing a firm merger	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing staff with the adoption of new IT and/or providing IT training to staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Acquisition, Management & Retention

	No Priority	Low Priority	Moderate Priority	High Priority	Critical
Managing poor work performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talent acquisition / finding quality staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Employee retention / talent management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Moving human capital resourcing from reactive / transactional to proactive / strategic	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restructures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
HR effectiveness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance evaluation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Succession planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing staff expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing employee engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing a distributed or remote workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing workloads and employee flexibility	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing corporate and social responsibility programs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing employee wellbeing, resilience and mental health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Resources & Policy

	No Priority	Low Priority	Moderate Priority	High Priority	Critical
Effective social media usage	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing a mobile / remote connected workforce	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce diversity & equal employment opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing inter-generational expectations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Workforce planning & data analysis	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing or developing diversity program / initiatives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing risk & policy reviews (including Environmental, Social and Governance (ESG) items and any relevant COVID safe & vaccination policies)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

52. Are there any other issues not mentioned in the previous question that you expect will impact HR policies, strategies, or procedures in your firm over the next 12 months?.

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

(Please rank at least the TOP THREE (3) priority areas)

Recruitment	<input type="checkbox"/>
Training & Development	<input type="checkbox"/>
Performance Management	<input type="checkbox"/>
Salary Reviews	<input type="checkbox"/>
Cultural/Change Programs (Including Technology/Innovation adoption)	<input type="checkbox"/>
Reward & Remuneration Strategies	<input type="checkbox"/>
Succession Planning	<input type="checkbox"/>
Retention Programs	<input type="checkbox"/>
Work Health & Safety	<input type="checkbox"/>
Mental Health, Wellbeing, Resilience & Psychological Safety	<input type="checkbox"/>
Social Media Branding	<input type="checkbox"/>
Corporate Social Responsibility Programs including Environmental, Social and Governance (ESG) items	<input type="checkbox"/>
Managing Staff Expectations	<input type="checkbox"/>
Workload/Workflow Management	<input type="checkbox"/>
Managing a remote workforce	<input type="checkbox"/>
Policy Development	<input type="checkbox"/>

Section 2: Salary Data – Total Firm / State Office

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 first be asked to enter the total number of staff, the lowest salary, the highest salary and the average salary paid for each position type you have at your firm / state location as at the date you are collating / entering data.

Enter all salaries to reflect the position within your firm at 1 January 2025.

Practice Area Salary Data

To enhance the value of data, the **ALPMA Australian Legal Industry HR Issues and Salary Survey** also provides **fee earner** salary data by firm practice area. After completing salary data for your total firm / state office, you will be asked to enter salary data for each fee earner position at your firm / state office broken down by practice area/s.

Instructions for entering Salary Data

When entering salary data, please note the following:

1. If your firm has more than one state office, please enter salary data only for the state that you selected at the first question of the survey.
2. Please select the **CLOSEST** match to the role. You may wish to review all of the [position types](#) prior to entering data.
3. If you have no staff in a particular position type, leave the salary boxes **EMPTY**.
4. If you have only one employee in a particular position, then place their salary in the **LOWEST** and **AVERAGE** salary box.
5. Salary rates should **INCLUDE** the superannuation guarantee levy (if this is paid).
6. Additional employment benefits and bonuses should be **EXCLUDED** from the Full Time Equivalent (FTE) salary calculation.
7. Salary sacrifice, part-time or casual staff salaries should be calculated out to the FTE rate for your firm, or 38 hours per week to obtain their FTE rate. For casual staff, please remove any casual loading applied to get the FTE amount.
8. If GST is applicable to salaries, this should **NOT** be included.
9. Salaries should be entered in Australian dollars or converted to AUD rates. 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.
10. 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 in the **AVERAGE** box

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.

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

If you have any queries or require further information to assist with completing the survey, please contact ALPMA on +61 3 8644 7058 or via email at research@alpma.com.au

Salary Data by Position

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

54. Solicitors / Lawyers

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Graduate (undertaking supervised workplace training)				
Less than 1 year Post Admission Experience (PAE)				
1-2 years PAE **				
2-3 years PAE **				
3-4 years PAE **				
4-5 years PAE **				
5-6 years PAE **				
6+ years PAE **				
Associate **				
Senior Associate **				
General / Special Counsel				
Salaried Partner *				
Managing Partner *				
Equity Partner *				
Consultant				

* 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.

** Salaries should be entered based on title first then years PAE. For example: If a 4-year PAE Lawyer has the title of Associate then the salary for this individual should be entered under Associate. If a 4-year PAE lawyer has the title of Lawyer then the salary should be entered under 4-5 years PAE.

55. Paralegals / Law Clerks

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Paralegal / Law Clerk (< 5 years' experience)				
Paralegal / Law Clerk (5+ years' experience)				
Undergraduate Student Paralegal / Clerk				
Registered Conveyancer				

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

56. Executive And Senior Management

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Chief Executive Officer / Chief Operating Officer				
Chief Financial Officer / Financial Controller / Director				
Chief Information Officer / Director				
HR Director				
Head / General Manager of People & Culture				
General Manager				
Practice Manager				
Business Manager				

57. Secretarial Support (Legal Team)

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Trainee Secretary / Assistant (0-1 year experience)				
Junior Secretary (1-2 years' experience)				
Legal Secretary (3-5 years' experience)				
Legal Secretary (5+ years' experience)				
Word Processor				

58. Administration (Office Support)

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Office Manager				
Facilities Manager				
Office / Corporate Services Supervisor / Team Leader				
Administration Manager				
Practice Administrator				
Executive Assistant				
Receptionist (3+ years' experience)				
Junior Receptionist (0-3 years' experience)				
Outside Clerk / Rounds Clerk				
Office Junior / Administration Assistant				

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

59. Human Resources

	Number of staff	Lowest Salary	Highest Salary	Average Salary
HR Manager				
HR Consultant / Advisor				
HR Assistant / Administrator				
Learning & Development / Training Manager				
Learning & Development / Training Officer				
Innovation & Change Management Manager				

60. Information Technology

	Number of staff	Lowest Salary	Highest Salary	Average Salary
IT Manager				
Helpdesk / Desktop / Support Officer				
IT Project Manager				
Customer / Client Experience Specialist (CXs)				
Network Engineer				
Programmer / Data Analyst				
Database Administrator				

61. Finance

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Finance Manager				
Accountant				
Assistant Accountant				
Accounting Supervisor				
Accounts Staff				
Credit Control Staff / Accounts Receivable				
Payroll Manager / Coordinator				
Bookkeeper / Payroll Assistant				

62. Knowledge Management

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Precedent Manager / PSL / Governance / Risk Policy Officer				
Precedent Development Officer				
Librarian / Records Manager				

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

63. Marketing & Business Development

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Business Development Manager				
Marketing Manager				
Marketing Coordinator				
Events Coordinator				
Digital / Graphic Designer				
Digital / Social Media Manager				
Digital / Social Media Assistant				

Section 3: Salary Data – Fee Earners by Practice Area

To enhance the value provided, the ALPMA Australian Legal Industry HR Issues & Salary Survey will provide **Fee Earner** salary data by firm practice area.

To facilitate this, when you click **Add** below, you will be taken to a new page to select a practice area and enter salary data for fee earners whose main work is within that practice area.

Please enter the number of staff in each role, the lowest salary, the highest salary and the average salary paid for each fee earner position at your firm, within the nominated practice area at your firm / state office.

Once you have entered the details, click **FINALISE** and you will be returned to this page to select additional practice areas to complete.

64. Please click **Add** below and you will be taken to a new page to select practice area and enter salary data for fee earners whose main work is within that practice area.

Please select your Law Firm Practice Area

Business & Commercial Law	<input type="checkbox"/>
Government & Planning Law	<input type="checkbox"/>
Personal Injury	<input type="checkbox"/>
Litigation, Mediation & Dispute Resolution	<input type="checkbox"/>
Family Law	<input type="checkbox"/>
Taxation Law	<input type="checkbox"/>
Criminal Law	<input type="checkbox"/>
M&A Corporate Advisory	<input type="checkbox"/>
Wills & Estates	<input type="checkbox"/>
Insolvency & Restructuring	<input type="checkbox"/>
Insurance	<input type="checkbox"/>
Banking & Finance	<input type="checkbox"/>
Property Law & Construction	<input type="checkbox"/>
Intellectual Property (IP)	<input type="checkbox"/>
Employment, Industrial & WH&S	<input type="checkbox"/>
Competition, Consumer Law & Trade Practices	<input type="checkbox"/>
Immigration	<input type="checkbox"/>
Other PLEASE SPECIFY	<input type="checkbox"/>

Salary Data by Position

Please enter the number of staff in each role, the lowest salary, the highest salary, and the average salary paid for each fee earner position at your firm / state office, broken down by firm practice area.

Salaries should **INCLUDE** the superannuation guarantee levy 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. If you have only one person in a position, please enter the salary in the lowest and average boxes.

	Number of staff	Lowest Salary	Highest Salary	Average Salary
Graduate (undertaking supervised workplace training)				
Less than 1 year Post Admission Experience (PAE)				
1-2 years PAE **				
2-3 years PAE **				
3-4 years PAE **				
4-5 years PAE **				
5-6 years PAE **				
6+ years PAE **				
Associate **				
Senior Associate **				
General / Special Counsel				
Salaried Partner *				
Managing Partner *				
Equity Partner *				
Consultant				
Paralegal / Law Clerk (< 5 years' experience)				
Paralegal / Law Clerk (5+ years' experience)				
Undergraduate Student Paralegal / Clerk				
Registered Conveyancer				

* 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.

** Salaries should be entered based on title first then years PAE. For example: If a 4-year PAE Lawyer has the title of Associate then the salary for this individual should be entered under Associate. If a 4-year PAE lawyer has the title of Lawyer then the salary should be entered under 4-5 years PAE.

Survey Completion

NOTE: If your legal firm operates in more than one Australian State or Territory, please complete the survey separately for each additional location.

If you are an Intellectual Property (IP), Trademarks & Patents firm and/or a Law firm that also practices Intellectual Property (IP) law, we would also like to invite you to participate in our specialist [2025 Australasian Intellectual Property Industry Salary Survey](#), which you can access by clicking [here](#).

Thank you for participating in the **2025 ALPMA Australian Legal Industry HR Issues and Salary Survey**. The survey results will be made available free to participants in May 2025. We will send you an email with a link to the 2025 full survey report, or you can stay updated on our research at our website [here](#).

If you have any queries or require further information, please contact ALPMA on +61 3 8644 7058 or email research@alpma.com.au

Thank you again for your participation.