



2025 ALPMA / Novum Global Australian Legal Industry HR Issues & Salary Survey

SUMMARY REPORT

**Purchase the full 132-page report
with interactive salary tables**

<https://www.alpma.com.au/research/hr-issues-salary-survey-au-2025>

ALPMA Members: AUD \$550

Non-ALPMA Members: AUD \$2,200

All prices include GST.

Firms who participated in this survey receive a complimentary copy of the final report and salary tables.

CONTENTS

Introduction	03
Executive Summary	04
Key Insights	08
Detailed Results	09
Salary Insights	09
Workforce Profile	13
Employment Projections	22
Diversity, Equity and Inclusion	35
Remuneration Practices	49
HR Challenges and Strategy	70
Market Insights	76
Update from Novum Global	77
Salary Data Tables	79
Interpretation Guidelines	80
Salary Data	83
Appendix	118
Methodology	119
Respondent Profile	120
No of Employees, by Position	121
Benchmark Position Descriptions	122
HR Issues	129
About	132

Introduction

The Australasian Legal Practice Management Association (ALPMA) conducts the Legal Industry HR Issues and Salary Survey in Australia to provide an annual overview of salaries paid in law firms across the country. It is the largest and most comprehensive independent survey of salaries across all roles for law firms in Australia.

The survey helps ALPMA members and law firm business leaders benchmark their remuneration strategies against similar firms, and gain insight into the remuneration, HR and employment trends across the industry.

In addition to salary data, the survey includes information about staff employment profiles, employment benefits, bonuses paid, employment and salary projections for the next 12 months and the HR issues facing the law community in 2025.

The 2025 ALPMA Australia Legal Industry HR Issues and Salary Survey provides data for over 9,900 staff employed across 342 legal offices in Australia. Comparisons made within this report reflect the 2024 HR Issues and Salary Survey data collected which was representative of 8,828 staff employed across 277 legal offices in Australia. Participating firms may not be the same year on year.



Executive Summary

Executive Summary

The 2025 ALPMA Australian Legal Industry HR Issues and Salary Survey presents a comprehensive picture of employment, remuneration, and workforce strategy across the nation's legal sector.

Based on responses from 345 law firms employing over 9,900 staff, this year's report highlights a stabilising employment environment, modest but sustained salary growth, and evolving human resource strategies shaped by a tight labour market, economic uncertainty, and regulatory change.

Wage Growth

Salary trends in 2024 reveal continued growth, though at a slower pace than the previous year.

Average salaries across Australian law firms increased by 4.1% between 1 January and 31 December 2024, down from 7.0% average growth in 2023, yet still outpacing national wage growth (3.2%) and inflation (2.4%) over the same period¹. This indicates that despite a cautious economic outlook, firms remain committed to preserving real wage gains and attracting talent through competitive pay structures.

Salaries for solicitors and lawyers increased by an average of 4.9% in 2024, following a 5.6% rise in 2023. Wage growth was strongest among early-career solicitors, particularly those with 1–5 years post-admission experience, who saw increases of between 5% and 10%, with those at the 4–5 year mark earning an average of \$121,000.

In contrast, lawyers with more than 6 years' experience who had not yet progressed to Associate saw salaries fall by 7%, suggesting that title progression is increasingly necessary for salary growth.

Significant wage increases were also recorded among senior support and strategic leadership roles. CEO/COO positions saw a 17% increase, reaching an average of \$301,000, while salaries paid to CFO positions rose by 6% and Practice Managers rose by 5%, suggesting steady growth in executive leadership and non-legal professional roles that support business operations.

Meanwhile, salaries for paralegals and law clerks rose 4.7% on average, down slightly from 5.2% in 2025. Salaries for secretarial support roles grew by 2.2% on

average, while administrative support roles recorded stronger growth, with an average salary increase of 4.3%.

Looking ahead, the outlook for wage growth in 2025 remains measured. While 26% of firms plan to implement across-the-board increases of 3% to 5%, and 21% plan to align salaries with CPI, only a small proportion (8%) intend to offer increases above 5%, indicating a return to more balanced salary strategies after two years of accelerated wage pressure.

Workforce Structure

Staffing levels have stabilised across most firms, with large firms continuing to lead in growth.

The average law firm employs 38 staff and 24 fee earners, with figures unchanged from last year. Permanent full-time employment remains the dominant employment type, accounting for 70% of roles, while small firms continue to offer higher levels of permanent part-time work (26%) than large firms.

While staffing levels have stabilised, workforce structures are becoming leaner as Australian law firms continued to reshape their staffing models, increasingly prioritising operational efficiency.

In 2025, the average number of fee earners per business support staff member increased to 1.94 from 1.77 in 2024. While the lawyer-to-paralegal ratio also rose to 2.39 from 2.23 in 2024. This suggests firms may be leveraging technology to automate support tasks, reducing the need for extensive administrative and paralegal support.

Similarly, the ratio of fee earners to secretarial support rose from 4.05 to 4.46, indicating a trend towards fee earners managing more of their administrative responsibilities directly, likely due to enhanced digital tools and cost management strategies.

Turnover rates have improved slightly but retention remains a persistent challenge. The average turnover across all roles was 23% in the year ending 31 December 2024, down from 25% the year prior and 27% in 2023, with 23% turnover among fee earners and 29% among support staff in 2025. Smaller firms continue to face greater challenges in retention, losing proportionally more staff than their larger counterparts.

Diversity, Equity and Inclusion

Progress on diversity and inclusion remains uneven and slow.

In 2025, female representation within Australian law firms showed only incremental improvement. While women represent 63% of solicitors, only 28% of equity partners and 39% of board members are female—signifying persistent barriers to leadership advancement.

Similarly, gender pay gap awareness is rising, but action remains limited. While 44% of firms believe a gender pay gap exists industry-wide, only 27% conducted a pay gap analysis last year. Large firms are more likely to monitor pay equity, but small firms continue to lag in both recognition and reporting.

Only 20% of firms have a formal diversity, equity and inclusion program, a figure unchanged from the previous year, and skewed heavily toward large firms (57%).

2024 Workforce Growth

Despite strong recruitment intentions entering the year, actual workforce growth in 2024 fell short of expectations, continuing a trend observed over the past five years.

While 56% of firms projected headcount increases for the 2024 year, only 39% reported actual staff growth—highlighting the persistent gap between intention and outcome.

Most firms maintained existing staffing levels, with 41% of respondents reporting no change to headcount over the last 12 months. One in five (20%) firms reported a reduction in staff, up slightly from 18% last year.

Workforce growth was strongest among large firms, with 86% reporting an increase in staff numbers over the year. In contrast, only 31% of small firms and 44%

of medium firms grew their teams. Medium-large firms also reported higher growth rates (57%), reflecting greater capacity and demand in firms with more established infrastructure and client bases.

Geographically, the strongest workforce expansion occurred in Victoria and Western Australia (44%) followed by New South Wales, where 43% of firms reported staff growth, compared to 39% nationally. This suggests that market conditions, client demand, or economic activity in the region may have supported higher growth than in other states.

2025 Employment Projections

Employment projections for 2025 remain positive, though cautious.

Expectations for staff growth in the legal profession have remained consistently optimistic over time, with 59% of respondents in 2025 indicating they expect staff levels at their firm to increase in the next 12 months.

This figure has remained steady compared to 2024 (56%) and 2023 (60%), though slightly below the 2022 peak of 64%. Meanwhile, the proportion expecting staffing levels to stay the same has fallen slightly to 36%, and only 4% anticipate a decrease or are unsure—an ongoing trend of low concern around downsizing.

The recruitment outlook for 2025 highlights a strong and ongoing demand for legal professionals, particularly solicitors and paralegals, while appetite for hiring across most non-legal and specialist roles remains limited.

Most new recruitment is focused on solicitors (80%) and paralegals (58%), with business growth—rather than replacement—driving demand. By contrast, 45% of firms will be looking for secretarial support and 34% for administrative staff, while fewer firms plan to recruit in executive or specialist support roles.

To assist with recruitment activities, firms are also increasingly using recruitment referral bonuses, especially for fee earners. Nearly half (47%) of firms now offer staff referral incentives, rising to 95% among large firms.

Remuneration Strategies

Bonus practices reflect a strong focus on performance, particularly for senior roles.

Bonuses remain a core component of remuneration strategies in Australian law firms, with 93% of lawyers, 64% of paralegals, and 58% of executives eligible to receive them.

Equity partners received the highest bonuses, averaging 18.4% of base salary, while salaried partners earned 14.0%, and consultants and solicitors received 9.0% and 8.5% respectively. In contrast, paralegals averaged 5.1%, and administrative and secretarial roles received more modest bonuses of 3.2% to 3.5%, highlighting a structured reward system aligned to revenue-generating roles and leadership responsibilities.

Bonus criteria for lawyers are predominantly linked to individual financial performance (58%), discretionary manager assessment (55%), and firm-wide results (13%).

Other Employment Benefits

Employment benefits remain widespread but are concentrated in larger firms.

Beyond financial incentives, law firms continue to provide a broad range of employment benefits that support staff wellbeing, professional development, and workplace culture.

Company-paid training remains nearly universal (98%), and 90% of firms fund professional association memberships for fee earners—although this has dropped 7% since 2024.

Social and wellbeing-related benefits are also gaining ground. The ability to work from home remains widely available at 92%, showing that remote work is firmly embedded in legal workplace culture. Social activities are offered by 91% of firms, up 6% from last year. Mental health and wellbeing initiatives also saw noticeable increases, with 55% now offering Employee Assistance Programs (up 12-percentage points from 2024) and 46% providing Mental Health First Aid Training (up 10%).

Top HR Challenges in 2025

Employee retention and capability development remain the top workforce priorities for law firms in 2025.

As the sector stabilises after several years of a challenging employment market, firms are turning their attention to long-term workforce sustainability.

Three in four firms (76%) identified retaining quality employees as their most pressing HR issue, rising to 92% of large firms and 86% of medium-large firms. Talent acquisition also remains a priority, especially for large firms, where every respondent (100%) rated it as critical—an increase from 90% in 2024.

Mentoring, workload delegation and wellbeing are also areas of focus. With turnover still high and employee expectations evolving, firms indicated that workplace support systems are a priority. Nearly two-thirds (64%) prioritise mentoring junior staff, and 64% highlight regular feedback as essential. Workload delegation is a key concern for 60% of firms, while 57% rate developing employee engagement as a critical focus area.

In response, law firms anticipate spending the majority of their HR time on recruitment, followed by performance management, training and development and workload or workflow management. These priorities have remained relatively stable over the past few years.

Conclusion

The 2025 ALPMA Australian Legal Industry HR Issues and Salary Survey shows that while conditions in the legal sector have begun to stabilise, many firms continue to navigate a complex mix of workforce and economic challenges.

Salary growth remains positive, and firms are making targeted investments in talent and leadership, and recruitment, retention, and capability development remain key priorities. While progress is being made in areas such as diversity, inclusion, and flexible work, there is still room for improvement—especially among smaller firms.

Overall, the findings suggest that law firms are taking a more deliberate and focused approach to workforce planning as they prepare for the year ahead.



Nearly three in five law firms expect they will increase their headcount in 2025, with most employment of legal staff expected to be to facilitate firm growth.

Key Insights at a Glance

1	<p>Salary growth in the legal sector remains strong but is moderating</p> <p>Salaries across Australian law firms increased by an average of 4.1% in 2024, down from 7.0% in 2023. Despite this, growth outpaced both national wage growth (3.2%) and inflation (2.4%), resulting in real wage gains.</p>
2	<p>Early-career lawyers see the strongest salary growth</p> <p>Salaries for solicitors and lawyers increased by an average of 4.9% in 2025, following a 5.6% rise in 2024. Lawyers with 1–5 years post-admission experience received salary increases ranging from 5% to 10%, with those at the 4–5 year mark earning an average of \$121,000. In contrast, those with 6+ years not yet promoted to Associate saw a 7% decline, indicating a plateau without title progression.</p>
3	<p>Most firms plan modest salary increases aligned with CPI and performance for 2025</p> <p>For 2025, 26% of firms plan a 3% to 5% increase across all roles, while 21% will offer CPI-based adjustments. Only 8% plan higher increases of 5–10%, and none anticipate increases above 10%, indicating a cautious approach to compensation.</p>
4	<p>Staffing levels have stabilised, with growth forecasts outpacing actual increases</p> <p>The average Australian law firm employed 38 staff and 24 fee earners in 2025—levels that have remained steady since 2023. Although 56% of firms expected growth in 2024, only 39% reported actual increases. This recurring gap between projections and outcomes points to recruitment challenges and market uncertainty.</p>
5	<p>Law firms are shifting toward leaner support structures</p> <p>In 2025, the ratio of fee earners to secretarial staff rose to 4.46, and fee earners per business support role increased to 1.94. This suggests a growing focus on digital self-sufficiency and cost efficiency across firms.</p>
6	<p>Recruitment priorities are focused on fee earners, especially solicitors</p> <p>Four in five (80%) firms plan to recruit solicitors and 58% expect to hire paralegals, while demand for corporate services roles like HR and IT remains low. Recruitment for legal roles is expected to be largely driven by growth rather than replacement of existing staff.</p>
7	<p>Turnover rates have fallen to a three-year low</p> <p>Overall staff turnover dropped to 23% over the year ending 31 December 2024, down from 25% the year before, with lower rates among fee earners (21%). Small firms saw higher turnover (25%) than large ones (23%), highlighting retention challenges in smaller practices.</p>
8	<p>Performance-based bonuses are common, with the highest rewards going to senior legal roles</p> <p>Bonuses in law firms are widely used to reward performance, especially among fee earners, where structures for lawyers are based on individual financial (58%), discretionary (55%), and firm-wide (13%) metrics. Equity partners received the largest bonuses at 18.4% of base salary, followed by salaried partners (14.0%), consultants (9.0%), and solicitors (8.5%). Support roles received more modest bonuses.</p>
9	<p>Paid parental leave is expanding slowly and remains tied to firm size</p> <p>Over two in five (44%) firms offer paid leave to primary carers beyond government entitlements, but this rises to 100% in large firms and falls to 29% in small firms. Only 32% of firms overall offer superannuation continuity during leave. Slightly fewer firms (36%) offer additional parental leave for non-primary carers.</p>
10	<p>Almost three in five firms expect to grow their headcount in 2025</p> <p>59% of firms forecast staff increases over the next 12 months, consistent with 2024 and 2023. However, only 43% of large firms expect growth, suggesting possible consolidation at the top end of the market.</p>



Strong demand for lawyers is expected to continue in 2025, with four in five firms intending to recruit for the role over the next 12 months.



From Stabilisation to Strategy: The 2025 ALPMA Survey Through a Novum Global Lens

By David Woolstencroft, Chairman – Novum Global

The 2025 ALPMA Salary & HR Issues Survey reads like a barometer of an industry at the inflection point between post-pandemic recalibration and pre-AI acceleration. While the numbers offer statistical clarity, what stands out most is what they imply: the legal sector, long defined by caution and continuity, is being quietly reshaped by a new set of pressures—talent scarcity, structural imbalance, and a generational shift in expectations.

As a firm that partners with legal businesses across Australia, New Zealand, the UK, and beyond, **Novum Global sees this report not as a snapshot—but a set of signals**. Here's how we interpret them, and what they mean for leadership teams shaping their next chapter.

1. The Salary Signal: Momentum Without Meaning Is a Risk

A 4.1% average salary increase—above inflation and national wage growth—is good optics. But beneath the headline, a more telling trend emerges: **early-career solicitors are advancing**, while mid-level lawyers without progression pathways are falling behind. This divergence is dangerous. It reflects a common weakness: **law firms are excellent at hiring but inconsistent at developing**.

From our perspective, this reinforces the need for firms to embed **transparent progression frameworks**—not just for equity paths, but for specialist, technical, and leadership roles too. Failing to do so doesn't just risk churn—it devalues the investment already made in talent.

2. Workforce Models: Leaner Isn't Always Smarter

The 4.46 ratio of fee earners to secretaries is emblematic of the continued march toward tech-enabled independence. But efficiency gains can't come at the cost of **team sustainability**. We hear it daily: high-performing professionals are struggling under the weight of administrative load, context-switching, and hybrid expectations.

True innovation lies not just in fewer heads but in **better-integrated support**—whether that's through outsourced legal ops, workflow automation, or flexible paralegal resourcing. Firms that build scalable, resilient support models will outpace those clinging to legacy cost-centre thinking.

3. DEI & Leadership: Still Crawling, Not Running

63% of solicitors are women, yet only 28% of equity partners are. The gap is glaring—and the response has been tepid. Only 20% of firms have active DEI programs, and fewer still have undertaken a gender pay gap analysis. Every year, this data drives me absolutely bonkers. It's disheartening not just because the gap is wide, but because it's barely moving.

This is no longer about awareness; it's about **accountability**. Firms must build inclusive pathways to equity and measure them. Until then, we're just circulating the same conversation every year.

4. Recruitment Reality Check: Growth Isn't Guaranteed

While 59% of firms expect headcount growth, only 39% achieved it in 2024. This optimism gap reflects what we see across markets: **intent is not translating into outcome**. Why? Because the war for talent has shifted. It's no longer about who pays the most—it's about who **invests the most in purpose, flexibility, and growth**.

The shift from backfill to growth hiring is promising. But it must be supported by **more strategic workforce planning**—especially around specialist roles like legal ops, knowledge management, and IT. These are the functions that will unlock future capacity, yet continue to be underfunded and overlooked.

5. Bonus Models: Broken Signals in a Performance Culture

Bonuses have always intrigued me, particularly as they intersect with career frameworks—or the lack thereof. According to the survey, 58% of lawyers earn bonuses based on individual financial performance, often tied to fees billed or recovered (both 41%). But 55% receive what are labelled discretionary bonuses, and therein lies the problem.

In many firms, discretionary means opaque. There's no clear roadmap of what behaviour or value beyond billables will earn recognition. Mentoring, innovation, client relationship development—these non-financials are applauded in theory but often unrewarded in practice. And when professionals don't see a **clear line of sight between effort and outcome**, motivation wanes.

Even more concerning is the **near-total absence of team or firm performance bonuses**. Only 11% of firms consider profitability per matter. That speaks volumes. We're still in an industry that rewards individual results, not collaborative architects.

Until bonus models evolve to reflect **contribution beyond individual billing**, we will continue to struggle with alignment, engagement, and the adoption of modern pricing and service delivery models.

Novum Global's Outlook: What Progressive Firms Are Doing Differently

Across our client base, we're seeing a new breed of legal employers emerge—ones that are:

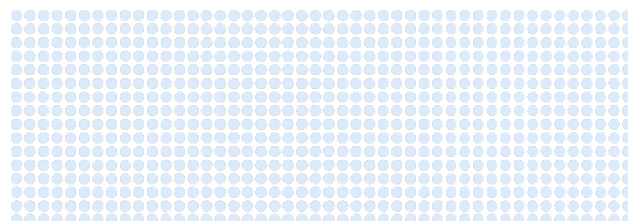
- Creating **multi-pathway career frameworks** (not just partner-or-bust)
- Embedding **flexible workforce structures**, including offshore and on-demand talent
- Investing in **internal brand and EVP storytelling**, especially for early-career hires
- Reframing **DEI as a business performance strategy**, not just a policy goal
- Using **data to align remuneration, retention, and performance**

These firms aren't waiting for the market to shift—they're designing for it.

Final Word: From Caution to Creativity

The 2025 ALPMA report underscores that while the legal sector may be stabilising, it has not yet fully **transitioned from reactive to proactive**. For leaders, the message is clear: **the future won't reward the cautious—it will reward the courageous**.

At Novum Global, we believe the firms that win will be those that reimagine what it means to lead—not just bill. This isn't just a war for talent. It's a race to redefine value—and the clock is already ticking.





8.

Salary Data

Interpretation guidelines

Salary data collection

Survey participants were asked to provide the total number of staff, lowest salary, highest salary and average salary paid for each position at their firm. Respondents were provided with a calculation spreadsheet to assist with calculation of the high, low and average salaries paid for each position.

Please note that salary rates:

- INCLUDE the superannuation guarantee levy, which is currently 11.5%
- Additional employment benefits and bonuses are EXCLUDED from the FTE salary calculation
- Part time or casual staff salaries were calculated out to 38 hours per week to obtain their FTE rate
- Salaries were entered in Australian dollars, as a whole number

About the Sample

The survey results present the responses of 345 legal offices across Australia and provides data for 9,968 staff across 70 positions in the legal industry.

Please note that within the overall sample for this study some segments contain very small samples, particularly salary data by firm size and location.

In order to preserve anonymity, where there were less than five (5) staff represented by the data provided for a position overall the data has not been provided. Where there were less than five (5) staff represented by data for a position/firm size/state breakdown, the overall survey average only is provided.

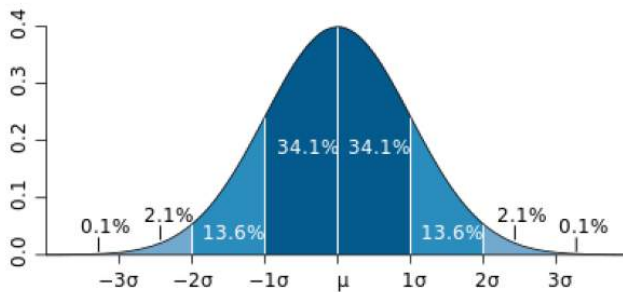
As sample composition can significantly affect reported values and impact reliability and variability, salary data should be treated as indicative of the sample population and is provided for **directional purposes only**. Sample sizes and the number of actual positions covered by the survey are provided in Appendix A.

Whilst every effort has been made to ensure the accuracy of the data, the actual data entered by participants was used in the analysis.

ALPMA and Survey Matters accepts no responsibility for reliance on such data provided.

Using the Salary Tables

- A **survey average** has been calculated from the average salary figures provided by respondents for each position, across all validated survey. This represents the mean of the average salary data provided.
- The bold number represents the **typical salary** for that position. This is the midpoint (median) of the salary data for each position when it is sorted from smallest to largest.
- The numbers underneath the typical salary represent the **salary range**. Salary ranges have been calculated by deducting the standard deviation from the mean for each position/segment to provide a LOW figure and adding the standard deviation to the mean for each position/segment to provide a HIGH figure.
- The **standard deviation** shows how much variation exists from the average. A low standard deviation indicates the data points are grouped close to the average, while a high standard deviation indicates the data is spread out over a wider range of values.
- While all data has been used in the analysis, the salary range was summarised in this way to remove outlying data points that could potentially skew the results, and to provide a more accurate representation of the range within which salaries in each position **typically** fall.
- Salaries are in '000's. All salaries have been rounded to the nearest thousand.



LOW figure is (average-std deviation) or -1
(34.1% below average)

HIGH figure is (average+std deviation) or 1
(34.1% above average)

RANGE is the mid 68.2% of sample

Position	Average	Firm Size/Location
Position	Overall Average Salary (Mean)	Typical Salary (Median) Low Salary – High Salary

Please note:

- Where there were less than 5 staff represented by the responses provided for a position, the survey average has not been calculated and the position has been removed from the salary data tables.
- In order to preserve anonymity, where there were less than 5 staff represented by the data provided for a position/firm size/location breakdown, the overall survey average is provided and highlighted in blue.



How to Read and Interpret the Salary Tables

Example: Graduate Salaries

Overall Salary Data	Number of Staff	Survey Average AUD 000s	Low Salary AUD 000s	High Salary AUD 000s	Median Salary AUD 000s	Standard Deviation AUD 000s
Lawyers	All firms	All firms	All firms	All firms	All firms	All firms
Graduate (undertaking supervised workplace training)	287	79	68	90	78	11

Number of Staff: There were 287 salaries collected for Graduates.

Survey Average AUD 000s: The average salary for graduate lawyers was \$79,000 (Sum of all graduate lawyer salaries received and divided by the number of graduate lawyers in the survey).

Low Salary AUD 000s and High Salary AUD 000s: The typical range for graduate lawyer salaries collected was between \$68,000 and \$90,000. Further, 68.2% of salaries collected fell within this range.

Median Salary AUD 000s: The median salary was \$78,000. This means that 50% of graduate lawyer salaries collected were equal to or below this amount, and 50% of salaries collected were either equal to or greater than this amount.

Standard Deviation AUD 000s: The standard deviation for this position was \$11,000. The standard deviation provides a measure of dispersion, or the spread of the data from the average.

Please note

Where there were fewer than five staff represented by the responses provided for a position, the survey average has not been calculated and the position has been removed from the salary data tables.

Salary Data by Firm Size	Survey Average AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s
Lawyers	All firms	1-24	25-74	75-149	150+
Graduate (undertaking supervised workplace training)	79	78 66 - 91	77 69 - 88	77 67 - 87	87 75 - 98

Salary data by firm size tables show that the median salary for Graduates at large firms with over 150 staff (\$87,000) was higher than the amounts seen at small firms with 1 to 24 staff (\$78,000), and at those with between 25 and 149 staff (\$77,000).

Salary Data by Location	Median Low-High AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s	Median Low-High AUD 000s
Lawyers	ACT	NSW	QLD	SA	VIC	WA
Graduate (undertaking supervised workplace training)	87 84 - 97	81 71 - 93	77 70 - 91	78 67 - 83	75 67 - 86	81 71 - 94

Salary data by location tables show that Graduates working for firms in ACT are typically receiving higher salaries than in other states, with a median of \$87,000. The average salary range for Graduates in Victoria was generally lower, with a median salary of \$75,000 and a range of \$67,000 to \$86,000, compared with a range from \$71,000 to \$94,000 in Western Australia.

To preserve anonymity, where there were fewer than five staff represented by the data provided for a position/firm size/location breakdown, the overall survey average is provided and highlighted in blue.

Inside the full report:

Online Interactive Salary Tables and other report data

Not only does the full report provide you with comprehensive, up-to-date information with which to benchmark your firm against various HR metrics, it also grants you access to interactive salary data tables for 70+ law firm positions.

Quickly search the data by position, sort by average salary, and see how wages have changed over time with this new online tool.

Search Position...

Role Type	Position	Number of Staff	Low Salary	Median Salary	Mean Salary	High Salary	Standard Deviation	Mean Salary (2020-2025) AUD 000s	% Change 2024 to 2025
Lawyers	Graduate	100	\$18,000	\$22,000	\$25,000	\$30,000	\$10,000	\$25,000	4.0%
Lawyers	Less than 1 year PAE	100	\$25,000	\$30,000	\$35,000	\$45,000	\$15,000	\$35,000	3.0%
Lawyers	1-2 years PAE	100	\$30,000	\$35,000	\$40,000	\$50,000	\$15,000	\$40,000	3.0%
Lawyers	2-3 years PAE	100	\$35,000	\$40,000	\$45,000	\$55,000	\$15,000	\$45,000	3.0%
Lawyers	3-4 years PAE	100	\$40,000	\$45,000	\$50,000	\$60,000	\$15,000	\$50,000	3.0%
Lawyers	4-5 years PAE	100	\$45,000	\$50,000	\$55,000	\$65,000	\$15,000	\$55,000	3.0%

Purchase the full 132-page report with interactive salary tables

<https://www.alpma.com.au/research/hr-issues-salary-survey-au-2025>

ALPMA Members: AUD \$550

Non-ALPMA Members: AUD \$2,200

All prices include GST.

Firms who participated in this survey receive a complimentary copy of the final report and salary tables.



While legal and leadership roles continue to receive widespread access to bonuses, support functions often remain excluded—particularly in the largest and smallest firms.



8.

Appendix

Methodology

<p>Distribution</p>	<p>The 2025 ALPMA Australian Legal Industry HR Issues and Salary Survey was open to all Australian law firms from 11 February to 25 March 2025.</p> <p>The survey registration link was emailed to all ALPMA members and subscribers, inviting firms to register to complete an online survey. The survey registration link was also accessible via the ALPMA website and various social media channels. Firms who registered were immediately emailed a unique survey link, which allowed them to complete the survey over multiple sessions.</p>
<p>Questionnaire</p>	<p>The survey questionnaire was designed by ALPMA, with a majority of the questions the same as prior survey waves, allowing benchmarking to previous years. A preparation checklist was developed to assist staff in collecting the necessary salary data to fully complete the survey.</p>
<p>Years</p>	<p>Respondents in law firms were asked about staff numbers, employment arrangements and related data as at January 1, 2025. Respondents were also asked about employment benefits, bonuses, recruitment, salary projections, HR issues and other items over the next 12 months. For most questions in the survey 2025 data relates to current arrangements or projections for the next 12 months. However, 2025 data for employment and salary growth relates to changes that occurred over the previous 12 months (i.e. covering the period from 1 January 2024 to 31 December 2024).</p>
<p>Results and Analysis</p>	<p>A total of 342 law firms completed the survey by the closing date and the study provides data for 9,968 people employed within these 342 firms. To ensure validity, only data from fully completed surveys was used in the analysis. Results were compiled in Survey Manager software and results were analysed in Q statistical software.</p> <p>The survey was conducted by an independent research firm, Survey Matters, and results are provided in aggregate form only. Survey Matters is a member of The Research Society (TRS) and is bound by the TRS Code of Professional Behaviour and the Australian Privacy Principles in the Privacy Act 1988. The salary data provided by firms is held as strictly confidential. No individual or firm is identified in the survey results in any way.</p>
<p>Sample</p>	<p>Where applicable, results are presented in this report to show differences based on firm size. Please note that some segments contain very small samples, particularly salary data by firm size and location.</p> <p>As sample composition can significantly affect reported values and impact reliability and variability, salary data should be treated as indicative only and is provided for directional purposes only. It is not intended to be relied upon as representative of salaries paid across all law firms in Australia.</p> <p>In particular, care should be taken with results provided for 'large' Australia law firms. As privacy and data retention policies prevent validation of the sample for consistency, changes in results over time may be due to differences in the sample of firms who have completed the survey year on year.</p> <p>Sample sizes are provided in Appendix A.</p>

Disclaimer

Whilst every effort has been made to ensure the accuracy of the data contained in this report, actual salary data provided by survey respondents has been used to calculate the remuneration tables in this report.

The results are provided as indicative information only and should be used as a guideline only. ALPMA and Survey Matters do not make any warranties regarding the use, validity, accuracy or reliability of the results and information obtained. ALPMA and Survey Matters will not be liable for any damages of any kind arising out of or relating to use of this Information.

Respondent Sample

The survey was completed by 345 firms employing over 9,900 staff across Australia.

The survey sample for the 2025 ALPMA Australian Legal Industry HR Issues and Salary Survey included representation from across Australia, with 24% of firms based in Queensland, 23% in Victoria, 18% in New South Wales, and 16% in Western Australia.

Other regions also contributed significantly, with the remainder spread across other parts of the country including from firms in each of ACT (3%), Northern Territory (1%), South Australia (9%) and Tasmania (7%).

Small firms (under 25 staff) made up 54% of respondents, while medium-sized firms (25-74 staff) comprised 34%, larger firms (75-149 staff)

represented 6%, while the largest firms with over 150 staff accounted for 5% of respondents.

Salary data was collected across more than 70 different positions, predominantly lawyers (53%), followed by secretarial support staff (15%) and paralegals / law clerks (13%).

Administrative support staff accounted for 7%, finance staff 4% and executive and senior management 3%, with smaller proportions represented by other functions such as human resources, IT, marketing, and knowledge management each constituting approximately 1% of the sample.

Nearly a quarter of firms were based in Queensland, with another 23% in Victoria

State	%	State	%
ACT	3%	SA	9%
NSW	18%	TAS	7%
NT	1%	VIC	23%
QLD	24%	WA	16%

Surveyed firms employ an average of 38 staff

Firm Size	%
Small Firms (Less than 25 staff)	54%
Medium Firms (25-74 staff)	34%
Large Firms (75-149 staff)	6%
Very Large Firms (150+ staff)	5%

Salary data includes more than 70 positions across 10 key position groups

Position	%	No.	Position	%	No.
Lawyers	53%	5,262	Human Resources	1%	123
Paralegals	13%	1,310	Information Technology	2%	152
Executive / Senior Management	3%	297	Finance	4%	423
Secretarial Support (Legal Team)	15%	1,522	Knowledge Management	1%	57
Administration (Office Support)	7%	689	Marketing and Business Development	1%	133

Number of Employees

Position	No. of Individuals	Position	No. of Individuals
Graduate (undertaking supervised workplace training)	287	Trainee Secretary/Assistant (<1 year experience)	108
Less than 1 year PAE	308	Junior Secretary (1-2 years experience)	213
1-2 years PAE	364	Legal Secretary (3-5 years experience)	286
2-3 years PAE	261	Legal Secretary (5+ years experience)	886
3-4 years PAE	150	Word Processor	29
4-5 years PAE	104	Finance Manager	73
5-6 years PAE	84	Accountant	35
6+ years PAE	170	Assistant Accountant	17
Associate	682	Accounting Supervisor	28
Senior Associate	761	Accounts Staff	199
General/Special Counsel	559	Credit Control Staff/Accounts Receivable	39
Salaried Partner	588	Payroll Manager/Coordinator	13
Managing Partner	92	Bookkeeper/Payroll Assistant	19
Equity Partner	724	IT Manager	33
Consultant	128	Helpdesk/Desktop/Support Officer	57
Paralegal/Law Clerk (<5 years experience)	425	IT Project Manager	18
Paralegal/Law Clerk (5+ years experience)	443	Customer/Client Experience Specialist (CXS)	9
Undergraduate Student Paralegal/Clerk	368	Network Engineer	11
Registered Conveyancer	74	Programmer/Analyst	15
Chief Executive Officer/Chief Operating Officer	41	Database Administrator	9
CFO/Financial Controller/Director	35	HR Manager	45
CIO/Chief Information Officer/Director	9	HR Consultant/Advisor	31
HR Director	5	HR Assistant/Administrator	25
Head/General Manager of People & Culture	26	Learning & Development/Training Manager	14
General Manager	38	Learning & Development/Training Officer	<5
Practice Manager	116	Innovation & Change Management Manager	<5
Business Manager	27	Business Development Manager	34
Office Manager	65	Marketing Manager	36
Facilities Manager	6	Marketing Coordinator	43
Office Services Supervisor/Team Leader	21	Events Coordinator	10
Administration Manager	13	Digital/Graphic Designer	<5
Practice Administrator	39	Digital / Social Media Manager	<5
Executive Assistant	75	Digital/Social Media Assistant	<5
Receptionist	170	Precedent Manager/PSL	10
Junior Receptionist	80	Precedent Development Manager	17
Outside Clerk/Rounds Clerk	41	Librarian/Records Manager	30
Office Junior/Administration Assistant	179		
		TOTAL NUMBER OF POSITIONS	9,968

Benchmark Position Descriptions

SOLICITORS/LAWYERS

Graduate

Has successfully completed a Law Degree and is undertaking further supervised work experience or training as governed by the relevant Law Societies and other legal bodies or institutions across Australasia to gain admission.

Lawyer

A qualified and admitted Legal Practitioner with years of Post Admission Experience (P.A.E.). Salaries to be entered by years of experience:

- 0-1 yr P.A.E.
- 1-2 yrs P.A.E.
- 2-3 yrs P.A.E.
- 3-4 yrs P.A.E.
- 4-5 yrs P.A.E.
- 5-6 yrs P.A.E.
- 6+ years P.A.E.

Associate

A Lawyer with 3 to 5 years' experience who has achieved a level of specialist knowledge that can be held out to the public as a representative of the firm.

Senior Associate

A Lawyer with 5+ years' experience held out to be an experienced representative of the firm on the path towards a Partner Position/General/Special Counsel/Consultant.

General/Special Counsel

A Lawyer with 7+ years' experience. Appointment to General/Special Counsel can be a career path promotion towards Partnership or applied to a Senior Lawyer who is not seeking partnership as part of career goals. This person may also be a very senior lateral hire or person who has stepped down from Partnership.

Salaried Partner

Also known as Non-Equity Partner or Fixed Draw Partner. They do not receive a profit share but are subject to liability as a Partner. This is often an intermediary step to a full Equity Partner or may be recognition of seniority and prestige.

Managing Partner

Usually performed by an Equity Partner who has been given authority from the partnership to have overall responsibility for the firm's partnership matters, practice management and other operational matters.

Equity Partner

A Partner that shares in the profits and losses of the business, but who is not involved in its management.

Consultant

Usually a lawyer whose role can range from a specialist advisor (like a General/Special Counsel), a Partner who has retired or been bought out (and may never come into the office), or can include an overseas qualified lawyer who is not yet admitted in Australia. This person may take the role of coach/mentor or client Relationship Manager and may also be a significant person on a retainer to appear at special events. This position relates to internal salaried consultants, not external consultants.

PARALEGALS/LAW CLERKS

Paralegal (also referred to as Law Clerk)

Undertakes specialist legal duties under the supervision of a lawyer, usually in a very defined and process driven area. Eg Conveyancing, Mortgage, Debt Collection, and Personal Injury. They are frequently considered Fee Earners, but are not qualified as a lawyer. They may have completed a Legal Diploma or Certificate. Salaries to be entered by years of experience:

- Paralegal/Law Clerk (less than 5 yrs experience),
- Paralegal/Law Clerk (5+ yrs experience).

Undergraduate Student Paralegal/Clerk (also referred to as a Vacation or Seasonal/Student Law Clerk)

Students recruited, often in their penultimate year, to assist and gain experience within the firm. Students undertake a range of tasks including simple legal tasks supervised by a lawyer, research or assisting on specific projects. Usually work on a part time basis or as a Summer/Winter Clerk.

Registered Conveyancer

A licensed conveyancer holds a current registered licence and has complied with the various requirements or units of competency under the relevant legislation or regulatory bodies.

SECRETARIAL SUPPORT (Legal Team)

Legal Secretary

This person performs all secretarial duties for a lawyer or a small group of lawyers. Requires knowledge of policies, procedures, precedents and specialised terminology and maintains a working knowledge of a lawyer's area of practice. Salaries to be entered by years of experience:

- Trainee Secretary/Assistant 0 – 1 year
- Junior Secretary 1 – 2 years
- Legal Secretary 3 – 5 years
- Legal Secretary 5 years +

Word Processor

An experienced operator dedicated to document production, and usually with a good understanding of the work practice and precedents, often working for many areas of the firm.

EXECUTIVE/SENIOR MANAGEMENT

Chief Executive Officer/Chief Operating Officer

A Chief Executive Officer (CEO) acts autonomously at a senior level within the firm (more senior than the General Manager), reporting to the board on significant issues. Usually a CEO would act in a firm of 100 staff and over. A Chief Operating Officer (COO) may handle the day to day operations in a significantly larger firm, but not the overall strategy. These roles vary significantly across firms.

CFO/Financial Controller/Director

Qualified CA/CPA. Develops and implements the firm's strategic financial goals and objectives, operational and legal team budgets and the firm's financial KPIs. Supervises finance team, preparation of accounts, cash flow management and works at a high level and closely with the Managing Partner. Has overall responsibility for the firm's finance.

CIO/Chief Information Officer/Director

Designs, oversees and implements the firm's IT strategy. This is a key managerial role in larger firms. Works closely with the other department managers to drive various IT initiatives to improve the firm wide operating systems and processors. Leverages technology in order to gain efficiencies in a commercial manner.

HR Director/General Manager People

Oversees staff operations, business planning and budget development of HR programs. They also plan, direct, and manage all human resource initiatives, such as recruitment, compensation, benefits, training and employee relations of the firm.

General Manager

A General Manager usually supervises other specialist areas of the firm such as Finance, HR, IT, Marketing and has the overall responsibility of managing revenue, costs and growth. A General Manager is given authority and autonomy to act in the role and liaises and reports to the Partners or a Managing Partner.

Practice Manager

Generally in a smaller firm, a Practice Manager is responsible for the supervision of specialist areas such as Finance, HR, IT, Marketing and the overall responsibility of managing revenue, costs and growth, under greater supervision from managing partner, less autonomy.

Business Manager

The role of a Business Manager can vary between firms, but often they work closely with the Partners, particularly the Managing Partner of the firm to design and implement the firm's strategic plan. The Business Manager may look after specialist functions such as Marketing, Business Development, HR, IT, and Administration and work closely with the Finance department.

ADMINISTRATION (Office Support)

Office Manager

Responsible for all day to day administration and office co-ordination tasks for the firm. This is a varied role and typically has direct responsibility and supervision for the Administration, Secretarial and Accounts departments. An Office Manager could also be responsible for IT and HR functions within a smaller firm.

Facilities Manager

Often responsible for managing a back-office team and project manages staff, office refurbishments and space allocation, liaises with the landlord on building issues, rent and outgoings, and ensures the firm is compliant with the terms of the lease, fitouts and fixtures, and make good.

Office Services Supervisor/Team Leader

This person is responsible for managing staff and delivery of service across the print or copy room, mail room, safe custody and archiving functions.

Administration Manager

An Administration Manager may supervise and manage staff in Accounts, Payroll, Reception, Outside Clerk and other supporting administration roles. This role is usually performed in a larger firm. This position may vary in status due to qualifications and experience required and as firm size varies.

Practice Administrator

A small firm position (up to 10 staff), or working with a sole practitioner undertaking secretarial duties and also responsible for trust, accounts and other office administration functions.

Executive Assistant

Provides high level administrative and confidential secretarial support, may attend partner or Board meetings, has strong communication and organisation skills and usually works for the Managing Partner, CEO, COO or CFO.

Receptionist

A client-facing role, meets and greets clients in reception, manages meeting room bookings and refreshments, attends to the telephone switch board and other office duties.

Outside Clerk/Rounds Clerk

Responsible for filing court documents in the required court, visiting government or other agencies to lodge legal documents, ensuring all documents comply with the standards, regulations and requirements for lodgement before attendance for filing, keeps abreast of any changes that will affect filing or lodgements and accordingly informs lawyers in the various legal teams.

Office Junior/Administration Assistant

Provides assistance and support with general office administration and other duties as needed. This is a varied role and could include such tasks as basic administration, stationery ordering, data entry, meeting refreshments and general errands.

Records Manager

Responsible for the accurate entry, maintenance and retrieval of any Safe Custody and Archived documents held, physically or digitally, by the Firm.

HUMAN RESOURCES

HR Manager

Responsible for recruitment, career planning, performance reviews, grievance and disciplinary issues, compensation and benefits, professional and technical learning and development, policies and procedures, legal compliance, and instructs payroll. Works closely with the leadership team in the business. May lead a team or work autonomously in smaller practices. Usually appointed in a firm with over 40 staff and responsible to the Managing Partner.

HR Consultant/Advisor

Assists the HR Manager in the broad spectrum of the HR function. Takes an active role with recruitment and change management projects, advises staff on policies and procedures, has involvement with performance reviews and professional development. In smaller practices where no HR Manager has been appointed, works closely with the Managing Partner to fulfil the needs of the business.

HR Assistant/Administrator

Assists the HR Manager/HR Consultant across a variety of paper based and data entry activities.

Learning & Development/Training Manager

Works closely with the HR Manager, inducts new staff, develops and implements learning and development programs for all existing staff. Ensures legal staff meet CPD requirements and organises in-house training where appropriate. May play an important role in culture, motivation, bullying and harassment education and mental wellbeing. Sometimes may be involved in knowledge management where the firm does not have a Knowledge Manager. In smaller practices Training Manager can be a position or function within the HR team.

Learning & Development/Training Officer

Assists the Learning & Development/Training Manager as required or in smaller practices the Training Officer can be a position or function within the HR team with a lesser level of responsibility.

INFORMATION TECHNOLOGY

IT Manager

Oversees the firm's IT strategy, and the computer systems, software and facilities to support the firm's strategic objectives and goals. Tasks carried out within this role will vary greatly between firms. In smaller firms the role would be mixture of hands-on daily tasks combined with project based tasks whilst larger firms would involve a mixture of high level planning with project based tasks.

Helpdesk/Desktop/Support Officer

Attends to daily issues raised by users, sets up new users, monitors security and daily backups, etc.

IT Trainer

Responsible for induction of new staff in using the firm's systems and software programs. Trains staff on the implementation and upgrade of new systems or software programs. Provides ongoing systems training as required.

IT Project Manager

Plans and works with external vendors and internal key stakeholders for the timely and efficient introduction of significant upgrades, additions to the IT infrastructure or outsourced facilities.

Network Engineer

An IT professional who provides planning and implementation skills to maintain or grow the firm's local area network (LAN), wide area network (WAN), virtual private network (VPN), WiFi, intranet and internet, data and video capabilities.

Programmer/Analyst

An IT professional who can write code across multiple software platforms and specialises in analysing and designing information systems.

FINANCE

Finance Manager

Usually CA/CPA qualified. Accountant or an individual with relevant/significant financial experience. Responsible for hands-on supervision of the accounts team in daily transactions including Trust, Accounts Receivable (Debtors) Accounts Payable (Creditors) Billing, Reconciliations, Statutory and Tax reports.

Accountant

Usually qualified. Assists the CFO/Financial Controller with the preparation of quarterly and yearly accounts and assists with the production of specific financial reports and other tasks as required. Can assist the Partners with their individual and family trust tax returns, including management of private investment portfolios for accounting/tax implication purposes. Can assist with the production of client accounts during the billing cycle.

Assistant Accountant

Assists the Finance Manager/Accountant as required. Can be undertaking external study in Finance/Accounting.

Accounting Supervisor

Supports the Finance Manager or handles similar duties in a smaller firm. Not at a higher level and less responsibility. Can take particular responsibility for Trust transactions compliance and Audit responsibility.

Accounts Staff

Administration staff assisting the Finance Manager with the daily processing of accounts. Eg. Accounts Receivable, Accounts Payable, Bank Reconciliations, Billing.

Credit Control Staff/Accounts Receivable

Responsible for managing account reminders and collection of the firm's debtors' ledger including telephone reminders.

Payroll

Responsible for the accurate collation of staff time records, including accounting for annual leave and personal leave entitlements, and attending to pay run in accordance with relevant awards and other requirements for lawyers and administration staff. Works in unison with HR team.

KNOWLEDGE MANAGEMENT

Precedent Manager/PSL/Governance/Risk Policy Officer

Often a qualified lawyer who writes, reviews and standardises precedents across the firm. Responsible for momentum and quality of documents produced. Could also be involved in KM system design or maintenance and training of the firm's lawyers in the use of the precedent database and KM systems.

Precedent Development Officer

Works with the Precedent Manager in a large firm and independently in a small firm. Has advanced skills in precedent and document assembly programs. Ensures documents comply with firm style guide and are correctly identified.

Librarian (qualified)

Responsible for selection and upkeep of firm library resources whether written or online. May also maintain a Knowledge Bank of cases, articles, training information, barristers' opinions etc. that can be resourced by lawyers. Holds an applicable qualification.

Librarian (unqualified)

Responsible for selection and upkeep of firm library resources whether written or online. May also maintain a Knowledge Bank of cases, articles, training information, barristers' opinions etc. that can be resourced by lawyers. Has no formal qualifications in this area.

MARKETING & BUSINESS DEVELOPMENT

Business Development Manager

Responsible for building and implementing business development activities to grow market position in conjunction with the Partners and senior lawyers within the firm. Often works with the HR Manager to develop individual BD plans. Generally works at a high level and closely with Managing Partner to identify BD opportunities. In larger firms the BDM can be responsible for generating new business for the firm and actively engages with clients to foster relationships and develop new opportunities. This role may include marketing activities.

Marketing Manager

Develops and implements the firm's marketing plans including website development and management, development of marketing material, preparation of tenders, social media, event organisation and staff training.

Marketing Coordinator

Assists the Marketing Manager or Business Development Manager with tasks, as required.

Events Coordinator

Works with the Partners, Business Development Manager, Marketing Manager and external vendors to coordinate and manage all internal and external client events.

Desktop Publisher

Proficient in the use of computer based specialised programs and software to design and produce brochures, flyers, infographics and marketing material for the firm.

Digital/Social Media Manager

Responsible for the planning and implementation of social media strategies to grow the firm's business and to contribute, monitor, filter internal updates, measure and respond to feedback across all of the firm's social media pages.

Digital/Social Media Assistant

Assists the Digital/Social Media Manager in a variety of tasks.

HR Issues Descriptions

PRACTICE MANAGEMENT ISSUES

Developing organisational leadership capabilities

This issue includes the challenge of developing effective learning and development programs to increase leadership capability for partners and managers (including training, coaching and mentoring) often with limited resources.

Managing expectations of partners

This issue relates to ensuring partner expectations are realistic and achievable.

Managing cultural change

This issue relates to the number of mergers between mid and top tier law firms in the past 12 months and merging potentially two very different cultures into one.

Managing communication and staff management skills of partners

This issue covers people management shortfalls at Managing Partner or Partner level.

Managing partner client relationship skills

This issue covers teaching Managing Partners or Partners how to manage client relationships.

Organisation development

This issue relates to continuous improvement and developing and delivering improvements.

Ability of HR to drive change

This issue covers how influential is HR in the firm.

Innovation & change management

This issue relates to keeping abreast with technology and adopting an innovation mindset in the firm.

Managing the mentoring and coaching of junior staff by senior staff

This issue relates to the ability of senior staff to effectively mentor and guide junior staff within their career pathways.

Ensuring regular feedback is provided to all staff

This issue relates to the willingness, capacity and priority given to ensuring regular feedback is being provided to all staff.

Managing appropriate delegation of work from senior lawyer to junior lawyer

This issue relates to the communication method of; the detail of instructions provided by; and mindfulness of the junior lawyers workflow, by senior lawyers when delegating work.

Managing a firm merger

This issue relates to the merging of two entities into one either by purchase or merger. This relates to the business operational functions that need to be restructured, updated and rolled out across the firm.

Managing staff with the adoption of new IT and / or providing IT training to staff

This issue relates to the training of employees in new or existing software platforms that enhance performance and/or efficiencies. This includes managing staff training for new technology adoption and the management of ongoing training & security requirements.

ACQUISITION, MANAGEMENT AND RETENTION

Managing poor work behaviours/performance

This issue includes managing poor performance or inappropriate behaviour by partners, employees or contractors.

Talent acquisition/Finding quality staff

This issue covers the challenges associated with recruiting quality staff for your firm.

Employee retention/talent management

This issue spans the challenges of developing strategies to retain talented employees.

Moving human capital resourcing from reactive/transactional to proactive/strategic

This issue relates to talent management and building a network of talent for future hiring as opposed to being reactive and worrying about attracting talent at the time of need.

Restructures

This issue covers the time spent on restructuring the workforce.

HR Effectiveness

This issue relates to how effective the HR function is in achieving firm goals.

Performance evaluation

This issue covers the challenges of setting and implementing an effective performance evaluation framework for the firm.

Succession planning

This issue relates to managing the successful transition a person's business and client base from one person to another, typically when the person transitioning is approaching retirement and exiting the firm.

Managing staff expectations

This issue relates to providing clear, concise and transparent communication between employer and employee in relation to expectations, conditions of work and performance.

Managing a distributed remote workforce

This issue relates to the logistical and operational items experienced when managing a dispersed workforce.

Managing workloads and employee flexibility

This issue relates to balancing client expectations and firm workloads with employee capacity and availability.

Managing corporate and social responsibility programs

This issue relates to management of the firm's corporate and social responsibility programs both internally and externally.

Managing employee wellbeing, resilience and mental health

This issue relates to ensuring that the firm provides a healthy and psychologically safe working environment for all staff. This includes providing training, education and support for staff on wellbeing, resilience and mental health.

RESOURCES & POLICY

Effective social media usage

From a HR perspective, this issue includes the best ways to use social media for employee communications, recruitment and HR profiling, as well as ensuring appropriate usage of social media by partners, employees and contractors.

Managing mobile / remote connected workforce

This issue reflects the challenges of managing a workforce in a connected world where people can work from anywhere at any time. It includes developing appropriate policies for internet access while on leave, travelling or overseas, developing flexible working arrangements, while considering OH&S implications.

Workforce diversity & equal employment opportunities

This issue covers the challenges of creating and supporting a diverse workforce and meeting equal opportunity requirements.

Managing intergenerational expectations

This issue covers the issues around the needs, engagement and retention of different generations in your firm.

Workforce planning and data analysis

This issue covers the challenges in effectively examining and interpreting workforce data, within the context of internal and external environmental factors, to identify workforce risks and manage talent.

Managing or developing diversity programs / initiatives

This issue relates to the development and promotion of inclusive policies within the firm.

Managing risk and policy reviews

This issue relates to the development of policies within the firm as they relate to risk. Often this includes the frequent review of the firm's risk register and risk mitigation strategies. It includes Environmental, Social and Governance (ESG) items and any relevant COVID safe & vaccination policies.

About ALPMA

The Australasian Legal Practice Management Association, (ALPMA), is the peak body representing managers and lawyers with a legal practice management role. ALPMA provides an authoritative voice on issues relevant to legal practice management. Members of ALPMA provide professional management services to legal practices in areas of financial management, strategic management, technology, human resources, facilities and operational management, marketing and information services and technology.

www.alpma.com.au

Report Prepared By Survey Matters

Survey Matters is the only research agency exclusively servicing the association, membership and non-profit sector. We offer member engagement and satisfaction surveys, association benchmarks, industry statistics and public opinion research.

Survey Matters have helped a wide range of associations understand their value proposition. We also work with associations to generate and build industry data and knowledge to support advocacy, promotion, industry development and marketing activities.

Our research provides the evidence to make better decisions, improve performance and increase value to members and stakeholders.

www.surveymatters.com.au



Feedback and Further Information

Any feedback or questions about the survey report should be directed to ALPMA.

Phone: +61 (3) 8644 7055

Email: info@alpma.com.au

Disclaimer

Whilst every effort has been made to ensure the accuracy of the data contained in this report, actual salary data provided by survey respondents has been used to calculate the remuneration tables in this report. The results are provided as indicative information only and should be used as a guideline only. ALPMA and Survey Matters do not make any warranties regarding the use, validity, accuracy or reliability of the results and information obtained. ALPMA and Survey Matters will not be liable for any damages of any kind arising out of or relating to use of this Information.



2025 ALPMA / Novum Global Australian Legal Industry HR Issues & Salary Survey

SUMMARY REPORT

**Purchase the full 132-page report
with interactive salary tables**

<https://www.alpma.com.au/research/hr-issues-salary-survey-au-2025>

ALPMA Members: AUD \$550

Non-ALPMA Members: AUD \$2,200

All prices include GST.

Firms who participated in this survey receive a complimentary copy of the final report and salary tables.