

## 2026 NZ Legal Industry HR Issues and Salary Survey Questionnaire

Thank you for participating in the [2026 ALPMA New Zealand Legal Industry HR Issues and Salary Survey](#).

By participating in this research, you will receive a complimentary copy of the 2026 ALPMA New Zealand Legal Industry HR Issues and Salary Survey Report.

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

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

ALPMA recommends each firm nominates one person to complete this survey on behalf of the firm. Salary information is highly sensitive. To retain a high level of quality control, the survey should be completed by staff who have the appropriate authority to provide accurate information (e.g. HR Managers, Practice Managers, Managing Partners etc).

### **Before commencing the survey**

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

### **Completing the survey**

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

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 2026.

The second section covers salary data for 55+ support, management and legal roles at law firms. You need to enter the highest, lowest and average salary for each position type at your firm. This year, we are also asking you to provide the average male and average female salaries for each position. You can use the ALPMA Calculations Spreadsheet to assist with gathering this data and calculating the salary information for each position type. Once you have finished collating this information use the calculation spreadsheet to enter data into the online survey.

**If your legal firm operates in more than one city, you will be able to provide salary data for each location separately within a single survey.**

### **Privacy**

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

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

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

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

### **Need help?**

If you have any queries or require further information to assist with completing the survey, please contact the ALPMA Research Team at ALPMA on +613 8644 7056 or via [research@alpma.com.au](mailto:research@alpma.com.au)

Thank you for your participation.

## About your Firm

### 1. In which locations does your firm have an office?

(Select all that apply) **REMINDER:** This year you only need to complete Section 1: HR Issues Survey **ONCE**. Please complete this section on behalf of your entire firm. You will be able to split salary data by location in Section 2: Salary Data Collection

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

### 2. In which location is your main office situated?

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

### 3. Are you an international firm?

|                          |     |
|--------------------------|-----|
| <input type="checkbox"/> | Yes |
| <input type="checkbox"/> | No  |

### 4. Please select up to three (3) practice areas in your firm that generate the most revenue.

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | 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)                      |

**5. How many total staff (people) are currently employed at your law firm?**

*(Please include all full-time, part-time, permanent, casual and contracted staff—including partners, across all roles and locations at your firm as of 1 January 2026)*

**6. How many individuals are currently employed in the following position groups?**

*(If no individuals hold these positions, please leave the box empty)*

|   | Female | Male | Other |
|---|--------|------|-------|
| Board   |        |      |       |
| Equity Partners                                       |        |      |       |
| Salaried Partners (excluding Equity Partners)         |        |      |       |
| General / Special Counsel / Consultants               |        |      |       |
| Solicitors / Lawyers / Graduates (excluding Partners) |        |      |       |
| Paralegals / Law Clerks / Legal Executives            |        |      |       |
| Executive / Senior Management / C-Suite               |        |      |       |
| Secretarial Support (Legal Team)                      |        |      |       |
| Administration (Office Support)                       |        |      |       |
| Human Resources                                       |        |      |       |
| Information Technology                                |        |      |       |
| Finance   |        |      |       |
| Knowledge Management                                  |        |      |       |
| Marketing and Business Development                    |        |      |       |

**7. How many staff departed your firm for any reason last year (between 1 January 2025 and 31 December 2025)?**

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

|   | # Staff |
|---|---------|
| Partners (Equity or Salaried)                               |         |
| Solicitors / Lawyers (0-4 years PQE)                        |         |
| Solicitors / Lawyers (4+years PQE)                          |         |
| Paralegals / Law Clerks / Legal Executives                  |         |
| All other staff (Admin / Support, Business Development, IT) |         |

**8. How many departures were the result of:**

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

|                                       | # Staff |
|---------------------------------------|---------|
| Redundancy                            |         |
| Moved to another firm                 |         |
| Moved to an in-house role             |         |
| Left the industry                     |         |
| Retirement                            |         |
| Travel / Relocation                   |         |
| Inflexible working from home policies |         |
| Other                                 |         |

## Bonuses and Employment Benefits

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

|  |                  |
|--|------------------|
|  | Yes              |
|  | No (Skip to Q15) |

| 10. What allowances & salary packaging options do you offer?  | All staff | Some staff | Not offered |
|---|-----------|------------|-------------|
| Car park  |           |            |             |
| Mobile / Home internet allowance  |           |            |             |
| Gym / health club membership  |           |            |             |
| Health care subsidies (including vaccines, programs, massage, skin checks, cash payments)                       |           |            |             |
| Meal allowances (fruit, daily lunches, other meals)   |           |            |             |
| Additional employer superannuation contributions over & above the normal super guarantee (SG) or Kiwisaver rate |           |            |             |
| Insurances (including salary continuance, life, death & disability)   |           |            |             |
|   |           |            |             |
| 11. What flexible work arrangements do you offer?   | All staff | Some staff | Not offered |
| Additional annual leave (E.g. Standard 5 or 6 week annual leave entitlement)                                    |           |            |             |
| Additional leave (study, short term career breaks, TOIL)  |           |            |             |
| Paid maternity leave (over and above any government entitlements)   |           |            |             |
| Paid paternity leave (over and above any government entitlements)   |           |            |             |
| Flexible working hours  |           |            |             |
| Ability to work from home / remote working  |           |            |             |
| Overtime payments   |           |            |             |
|   |           |            |             |
| 12. What training and professional development benefits do you offer?   | All staff | Some staff | Not offered |
| Firm paid training (CPD and other)  |           |            |             |
| Study allowances  |           |            |             |
| Professional association membership (Fee Earners)   |           |            |             |
| Professional association membership (Business / Support Staff)  |           |            |             |
| Mental Health First Aid Training  |           |            |             |
|   |           |            |             |
| 13. What other benefits do you offer?   | All staff | Some staff | Not offered |
| Social activities   |           |            |             |
| Legal services (in house)   |           |            |             |
| Employee Assistance Program   |           |            |             |

**14. Which types of bonuses or incentives does your firm pay?**

|  |   |
|--|---|
|  | <b>Individual Performance (KPI) Bonus</b><br>Bonus paid based on an individual KPI target being achieved  |
|  | <b>Discretionary Bonuses (individual or Firmwide)</b><br>Annual payment paid entirely at the employer's discretion based on overall performance, contribution beyond billable hours, leadership, and client management. These bonuses are not guaranteed and reward exceptional work or firm success. |
|  | <b>Special Recognition Bonus</b><br>Smaller, one-off bonuses for specific achievements or extraordinary efforts. Used to boost morale and acknowledge intangible value  |
|  | <b>None of these</b> (Go to Q15)  |

**15. Please indicate the bonus type (if any) that each position group is eligible for?**

*(If you do not offer certain bonus types, please leave blank) (Select all that apply)*

|   | Individual performance | Discretionary bonus | Special recognition | None of these |
|---|------------------------|---------------------|---------------------|---------------|
| Equity Partners                               |                        |                     |                     |               |
| Salaried Partners (excluding Equity Partners) |                        |                     |                     |               |
| General / Special Counsel / Consultants       |                        |                     |                     |               |
| Solicitors / Lawyers                          |                        |                     |                     |               |
| Paralegals / Law Clerks / Legal Executives    |                        |                     |                     |               |
| 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               |                        |                     |                     |               |

**16. For each bonus or incentive type your firm paid in 2025, please indicate the average amount awarded:**

*(If a bonus type was not paid to any staff, please enter '0')*

|                           | Minimum Amount \$ | Maximum Amount \$ | Average Amount (\$) |
|---------------------------|-------------------|-------------------|---------------------|
| Individual performance    |                   |                   |                     |
| Discretionary bonus       |                   |                   |                     |
| Special recognition bonus |                   |                   |                     |

**17. For each bonus or incentive type your firm paid in 2025, please indicate the average amount awarded, as a percentage of base salary.**

*(If no bonus was paid for a position group / bonus type, please enter '0')*

|   | Individual performance | Discretionary bonus | Special recognition |
|---|------------------------|---------------------|---------------------|
| Equity Partners                               |                        |                     |                     |
| Salaried Partners (excluding Equity Partners) |                        |                     |                     |
| General / Special Counsel / Consultants       |                        |                     |                     |
| Solicitors / Lawyers                          |                        |                     |                     |
| Paralegals / Law Clerks / Legal Executives    |                        |                     |                     |
| Executive / Senior Management / C-Suite       |                        |                     |                     |

**18. Do you have any comments about bonus payments made in 2025?**

## Recruitment and Retention

**19. Over the last 12 months to the end of 2025, has the total number of staff at your firm:**

|  |                 |
|--|-----------------|
|  | Increased       |
|  | Stayed the same |
|  | Decreased       |
|  | Don't know      |

**20. Over the next 12 months to the end of 2026, do you expect staff levels at your firm to:**

|  |               |
|--|---------------|
|  | Increase      |
|  | Stay the same |
|  | Decrease      |
|  | Don't know    |

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

*(Where 1=Not at all likely; 2=Unlikely; 3=Unsure; 4=Likely; 5=Highly likely)*

|   |   |   |   |   |   |
|---|---|---|---|---|---|
| Equity Partners                               | 1 | 2 | 3 | 4 | 5 |
| Salaried Partners (excluding Equity Partners) | 1 | 2 | 3 | 4 | 5 |
| General / Special Counsel / Consultants       | 1 | 2 | 3 | 4 | 5 |
| Solicitors / Lawyers                          | 1 | 2 | 3 | 4 | 5 |
| Paralegals / Law Clerks / Legal Executives    | 1 | 2 | 3 | 4 | 5 |
| Executive / Senior Management / C-Suite       | 1 | 2 | 3 | 4 | 5 |
| Secretarial Support (Legal Team)              | 1 | 2 | 3 | 4 | 5 |
| Administration (Office Support)               | 1 | 2 | 3 | 4 | 5 |
| Human Resources                               | 1 | 2 | 3 | 4 | 5 |
| Information Technology                        | 1 | 2 | 3 | 4 | 5 |
| Finance                                       | 1 | 2 | 3 | 4 | 5 |

|                                  |   |   |   |   |   |
|----------------------------------|---|---|---|---|---|
| Knowledge Management             | 1 | 2 | 3 | 4 | 5 |
| Marketing & Business Development | 1 | 2 | 3 | 4 | 5 |
| Operations / Project Management  | 1 | 2 | 3 | 4 | 5 |

**22. What is the main reason for recruitment into the following roles over the next 12 months.**

*(Answer if Likely or Highly Likely to Recruit Position at Q18)*

|   | Replace existing staff | Grow firm by adding staff |
|---|------------------------|---------------------------|
| Equity Partners                               |                        |                           |
| Salaried Partners (excluding Equity Partners) |                        |                           |
| General / Special Counsel / Consultants       |                        |                           |
| Solicitors / Lawyers                          |                        |                           |
| Paralegals / Law Clerks / Legal Executives    |                        |                           |
| 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               |                        |                           |

**23. What position level will you focus your recruitment efforts for solicitors / lawyers to grow your firm in 2026?**

*(Answer if Likely or Highly Likely to Recruit Partners, Lawyers / Solicitors at Q18) (Please rank these in order of the positions you will focus on, with 1 being the position you will give the MOST FOCUS. Rank at least 3)*

|  |  |
|--|--|
|  | Graduate                                     |
|  | 0-1 years PQE                                |
|  | 1 years PQE                                  |
|  | 2 years PQE                                  |
|  | 3 years PQE                                  |
|  | 4 years PQE                                  |
|  | 5 years PQE                                  |
|  | 6 years PQE                                  |
|  | Associate / Senior Solicitor                 |
|  | Senior Associate                             |
|  | Special Counsel                              |
|  | Salaried Partner (excluding Equity Partners) |
|  | Equity Partner                               |

**24. Does your firm offer 'sign on' bonuses to secure top talent?**

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

**25. Does your firm offer recruitment incentives, and if so what is the average \$ amount paid per role?**

*(A recruitment incentive is a monetary incentive paid to an employee for referring a new employee to the firm. This incentive is likely a fixed referral fee)*

|  |  |
|--|--|
|  | Yes, for referrals of fee earners (Please specify average \$ amount)                   |
|  | Yes, for referrals of management roles (Please specify average \$ amount)              |
|  | Yes, for referrals of support staff and other roles (Please specify average \$ amount) |
|  | No   |
|  | Don't know   |

**26. In general, how have you found your recruitment process over the past 12 months?**

|  |                                |
|--|--------------------------------|
|  | Much harder than last year     |
|  | Slightly harder than last year |
|  | About the same as last year    |
|  | Slightly easier than last year |
|  | Much easier than last year     |
|  | Don't know                     |

**27. Overall, would you say that your recruitment activities over the last 12 months have been:**

|  |                                     |
|--|-------------------------------------|
|  | Very unsuccessful                   |
|  | Somewhat unsuccessful               |
|  | Neither successful nor unsuccessful |
|  | Somewhat successful                 |
|  | Very successful                     |
|  | Don't know                          |

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

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

**29. How effective do you believe your firm is at retaining top talent?**

|                          |                                   |
|--------------------------|-----------------------------------|
| <input type="checkbox"/> | Not at all effective              |
| <input type="checkbox"/> | Not very effective                |
| <input type="checkbox"/> | Neither effective nor ineffective |
| <input type="checkbox"/> | Somewhat effective                |
| <input type="checkbox"/> | Very effective                    |
| <input type="checkbox"/> | Don't know                        |

**30. What do you think is the main reason employees leave your firm?**

*(Select all that apply)*

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Compensation and benefits                         |
| <input type="checkbox"/> | Approached by another firm                        |
| <input type="checkbox"/> | Work-life balance / flexibility                   |
| <input type="checkbox"/> | Limited ability to work from home                 |
| <input type="checkbox"/> | Limited career progression                        |
| <input type="checkbox"/> | Workplace culture                                 |
| <input type="checkbox"/> | Moved to an in-house role                         |
| <input type="checkbox"/> | Decide to leave the legal industry                |
| <input type="checkbox"/> | Firm reputation                                   |
| <input type="checkbox"/> | Poor leadership or team environment               |
| <input type="checkbox"/> | Misalignment to firm direction & strategy         |
| <input type="checkbox"/> | Lack of Innovation, change or technology adoption |
| <input type="checkbox"/> | Lack of social impact / ESG initiatives           |
| <input type="checkbox"/> | Other (Please specify)                            |
| <input type="checkbox"/> | Don't know  |
| <input type="checkbox"/> | None of the above                                 |

## Performance Measurement

The following question asks for your level of agreement with several definitions of employee performance. These definitions are used to guide performance assessment and related decisions within many firms.

### 31. How much do you agree that the descriptions below accurately reflects the definition of “performance” in your organisation, using the following scale

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

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

### 32. How do you think the statements could be improved?

### 33. Individual Performance Bonus

Imagine your firm is considering an Individual Performance (KPI) bonus for a lawyer on a base salary of \$100,000 (excluding Kiwisaver / superannuation). For each performance level below, what is the minimum and maximum bonus percentage (% of base salary) your firm would consider awarding?

(If no bonus would be paid for a particular performance level, please enter '0'. If there is no variation in the amount you would pay please put the same amount in both columns)

|                                 | Minimum Bonus (%) | Maximum Bonus (%) |
|---------------------------------|-------------------|-------------------|
| Below performance expectation   |                   |                   |
| Meets performance expectation   |                   |                   |
| Above performance expectation   |                   |                   |
| Exceeds performance expectation |                   |                   |

### 34. Performance Based Salary Increase

Using the same example, if your firm was conducting a salary review for a lawyer currently earning \$100,000 (excluding Kiwisaver / superannuation), what is the minimum and maximum salary increase (as a % of base salary) you would typically award for each performance level below.

(If no increase would be awarded for a particular performance level, please enter '0'. If there is no variation in the amount you would pay please put the same amount in both columns)

|                                 | Minimum Salary Increase (%) | Maximum Salary Increase (%) |
|---------------------------------|-----------------------------|-----------------------------|
| Below performance expectation   |                             |                             |
| Meets performance expectation   |                             |                             |
| Above performance expectation   |                             |                             |
| Exceeds performance expectation |                             |                             |

**35. What individual financial metrics does your firm use to define performance for bonus eligibility?**

*(Select all that apply)*

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

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

|                          |                |
|--------------------------|----------------|
| <input type="checkbox"/> | Yes            |
| <input type="checkbox"/> | No (Go to Q34) |

**37. Please specify the non-financial metrics considered:**

*(Select all that apply)*

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Mentoring of junior staff  |
| <input type="checkbox"/> | Business development activity  |
| <input type="checkbox"/> | Attending external events  |
| <input type="checkbox"/> | Internal referrals   |
| <input type="checkbox"/> | Running internal CPD/training sessions   |
| <input type="checkbox"/> | 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"/> | Working on firm wide projects such as new technology project evaluation teams  |
| <input type="checkbox"/> | Other (Please specify)   |

## Salary Projections

**38. Which of the following best describes your firm's approach to salary increases over the next 12 months?**

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Wage freeze. No increases (Go to Q38)    |
| <input type="checkbox"/> | Increases for some positions only        |
| <input type="checkbox"/> | Across the board increases for all staff |
| <input type="checkbox"/> | Other (Please specify)                   |

**39. What is the average percentage salary increase you anticipate awarding across these positions over the next 12 months?**

*(If you pay CPI increases please enter 3%, the latest annual CPI figure published by Stats NZ)*

|                   |  |
|-------------------|--|
| Fee earners (%)   |  |
| Management (%)    |  |
| Support roles (%) |  |

**40. What factors will drive salary increases at your firm this year?**

*(Select up to five (5) factors)*

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Competition to secure talent / skills shortages     |
| <input type="checkbox"/> | Desire to retain top talent                         |
| <input type="checkbox"/> | Individual performance                              |
| <input type="checkbox"/> | Firm performance                                    |
| <input type="checkbox"/> | Inflation / Falling real wages / Cost of living     |
| <input type="checkbox"/> | Employees more prepared to ask for salary increases |
| <input type="checkbox"/> | Impact of pay transparency                          |
| <input type="checkbox"/> | Gender pay gap reviews                              |
| <input type="checkbox"/> | Other (please specify)                              |

**41. What are the main considerations when deciding on individual salary increases for staff?**

*(Select up to five (5) factors)*

|                          |  |
|--------------------------|--|
| <input type="checkbox"/> | Individual performance                                   |
| <input type="checkbox"/> | Firm performance   |
| <input type="checkbox"/> | Billable hours   |
| <input type="checkbox"/> | Client acquisition / retention                           |
| <input type="checkbox"/> | Quality of work  |
| <input type="checkbox"/> | Peer and management reviews                              |
| <input type="checkbox"/> | Market competitiveness of the salary                     |
| <input type="checkbox"/> | Responsibilities of the role                             |
| <input type="checkbox"/> | Inflation / cost of living adjustments                   |
| <input type="checkbox"/> | Years of service   |
| <input type="checkbox"/> | External demand for the role / practice area / expertise |
| <input type="checkbox"/> | Need to retain talent                                    |
| <input type="checkbox"/> | Other (please specify)                                   |

## Rates and Billable Hours

### 42. Do you set billable hours targets at your firm?

|  |  |
|--|--|
|  | Yes  |
|  | No, we use another measure of productivity (Go to Q40) |
|  | Don't know (Go to Q40)                                 |

### 43. What is the average billable hours target per day for fee earners (per role) at your firm?

(If you do not have any people at a level, please enter '0')

|   | # hours |
|---|---------|
| Equity Partners                               |         |
| Salaried Partners (excluding Equity Partners) |         |
| Special Counsel / Consultant                  |         |
| Senior Associate                              |         |
| Associate                                     |         |
| Solicitors / Lawyers                          |         |
| Graduates                                     |         |
| Paralegals / Law Clerks / Legal Executives    |         |

### 44. What is the billable hourly rate for each position at your firm?

(If you only have one person in a role, please provide the hourly rate in both the minimum and maximum columns. if you do not have any people at a level or do not use hourly rates in your firm please enter '0')

|   | Minimum \$ | Maximum \$ |
|---|------------|------------|
| Equity Partners                               |            |            |
| Salaried Partners (excluding Equity Partners) |            |            |
| Special Counsel / Consultant                  |            |            |
| Senior Associate                              |            |            |
| Associate                                     |            |            |
| Lawyer (5-6 PQE)                              |            |            |
| Lawyer (4-5 PQE)                              |            |            |
| Lawyer (3-4 PQE)                              |            |            |
| Lawyer (2-3 PQE)                              |            |            |
| Lawyer (1-2 PQE)                              |            |            |
| Graduates (0-1 PQE)                           |            |            |
| Paralegals / Law Clerks / Legal Executives    |            |            |

## HR Issues for 2026

Please rate the level of importance of the following HR issues for your firm, from an HR perspective, in 2026.

(Where 1=No priority; 2=Low priority; 3=Moderate priority; 4=High priority; 5=Critical)

|  |   |   |   |   |   |
|--|---|---|---|---|---|
| <b>45. Practice Management Issues</b>  |   |   |   |   |   |
| Changing partnership or firm models  | 1 | 2 | 3 | 4 | 5 |
| Developing organisational leadership capabilities                                | 1 | 2 | 3 | 4 | 5 |
| Managing expectations of partners  | 1 | 2 | 3 | 4 | 5 |
| Managing cultural change   | 1 | 2 | 3 | 4 | 5 |
| Managing a remote or distributed workforce                                       | 1 | 2 | 3 | 4 | 5 |
| Managing communication & staff management skills of partners                     | 1 | 2 | 3 | 4 | 5 |
| Managing intergenerational expectations  | 1 | 2 | 3 | 4 | 5 |
| Managing innovation & change management projects                                 | 1 | 2 | 3 | 4 | 5 |
| Managing partner client relationship skills                                      | 1 | 2 | 3 | 4 | 5 |
| Managing the mentoring / coaching of junior staff                                | 1 | 2 | 3 | 4 | 5 |
| Ensuring regular feedback is provided to all staff                               | 1 | 2 | 3 | 4 | 5 |
| Managing appropriate delegation of work from senior lawyer to junior lawyer      | 1 | 2 | 3 | 4 | 5 |
| Managing a firm merger   | 1 | 2 | 3 | 4 | 5 |
| Managing staff with the adoption of new IT and/or providing IT training to staff | 1 | 2 | 3 | 4 | 5 |
|  |   |   |   |   |   |
| <b>46. Acquisition, Management &amp; Retention Issues</b>                        |   |   |   |   |   |
| Managing poor work performance   | 1 | 2 | 3 | 4 | 5 |
| Finding quality staff / talent acquisition                                       | 1 | 2 | 3 | 4 | 5 |
| Employee retention / talent management   | 1 | 2 | 3 | 4 | 5 |
| Managing workloads and employee flexibility                                      | 1 | 2 | 3 | 4 | 5 |
| Managing employee engagement   | 1 | 2 | 3 | 4 | 5 |
| Performance evaluation   | 1 | 2 | 3 | 4 | 5 |
| Succession planning / aging of the profession                                    | 1 | 2 | 3 | 4 | 5 |
| Managing staff expectations  | 1 | 2 | 3 | 4 | 5 |
| Managing employee wellbeing, resilience and mental health                        | 1 | 2 | 3 | 4 | 5 |
|  |   |   |   |   |   |
| <b>47. Resources &amp; Policy Issues</b>   |   |   |   |   |   |
| Effective social media usage   | 1 | 2 | 3 | 4 | 5 |
| Managing a mobile/remote connected workforce                                     | 1 | 2 | 3 | 4 | 5 |
| Workforce diversity & equal employment opportunities                             | 1 | 2 | 3 | 4 | 5 |
| Managing parental leave and other leave entitlements                             | 1 | 2 | 3 | 4 | 5 |
| Managing flexible working arrangements   | 1 | 2 | 3 | 4 | 5 |
| Managing risk & policy reviews   | 1 | 2 | 3 | 4 | 5 |
| Managing or developing diversity program/initiatives                             | 1 | 2 | 3 | 4 | 5 |
| Workforce planning & data analysis   | 1 | 2 | 3 | 4 | 5 |

## Employee Engagement

### 48. How does your firm measure employee engagement levels?

(Select all that apply)

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Regular employee surveys                          |
| <input type="checkbox"/> | One-on-one meetings                               |
| <input type="checkbox"/> | Focus groups                                      |
| <input type="checkbox"/> | Performance metrics                               |
| <input type="checkbox"/> | We do not formally measure engagement (Exclusive) |
| <input type="checkbox"/> | Other (Please specify)                            |

### 49. How much do you agree that your firm provides sufficient support for employee mental health and wellbeing?

|                          |                            |
|--------------------------|----------------------------|
| <input type="checkbox"/> | Strongly disagree          |
| <input type="checkbox"/> | Disagree                   |
| <input type="checkbox"/> | Neither agree nor disagree |
| <input type="checkbox"/> | Agree                      |
| <input type="checkbox"/> | Strongly agree             |
| <input type="checkbox"/> | Don't know                 |

### 50. In what areas do you think your staff require additional training or development?

(Please rank these in order of priority, where 1 is the area MOST needed) (Rank at least three)

|                          |   |
|--------------------------|---|
| <input type="checkbox"/> | Legal skills and knowledge (substantive law)                    |
| <input type="checkbox"/> | Leadership & people management skills                           |
| <input type="checkbox"/> | Professional Development Skills (e.g. communication, team work) |
| <input type="checkbox"/> | Technology and legal software (foundation technology)           |
| <input type="checkbox"/> | AI / Gen AI (emerging technology)                               |
| <input type="checkbox"/> | Business and client management                                  |
| <input type="checkbox"/> | Ethics and compliance   |
| <input type="checkbox"/> | Project and change management                                   |

## Salary Details

### Instructions for entering Salary Data

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

**You will be asked to enter the number of staff, the lowest salary, the highest salary and the average salary paid for each type of position you have at your firm. You will also be asked to provide the average salary for all male employees in a position, and the average salary for all female employees in a position.**

When entering salary data, please note the following:

1. For positions where there are more than two staff, the **AVERAGE** salary gives more accurate data for the analysis. By utilising all salaries in a position (not just the lowest and highest), you will be providing the true cost per person for each position at your firm. Instructions for calculating the average are given below.
2. If you have no staff in a particular position type, leave the salary boxes EMPTY.
3. If you have only one employee in a particular position, then place their salary in the **LOWEST and AVERAGE** salary box.
4. Please select the CLOSEST match to the role. You may wish to review all of the [position types](#) prior to entering data.
5. Salary rates should **EXCLUDE** Kiwisaver and superannuation.
6. Part-time or casual staff salaries should be calculated out to the FTE rate for your firm, or **37.5 hours per week** to obtain their FTE rate.
7. Additional employment benefits and bonuses should be EXCLUDED from the Full Time Equivalent (FTE) salary calculation.
8. Salaries should be entered in New Zealand dollars. Each salary should be entered as a WHOLE NUMBER, with no commas, currency symbols or decimal places. For example, \$68,750.40 should be entered as 68750.
9. Average salary for each position is calculated by totalling all salaries in the position type and then dividing by the number of staff.

For example:

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

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

10. To calculate the average salary for each **GENDER**, perform the above calculation for all males in a position, and then again for all females in a position.

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

### **Entering Your Salary Data**

The **2026 ALPMA New Zealand Legal Industry HR Issues and Salary Survey Report** provides comprehensive data on salaries paid for 55+ legal, management and support roles at New Zealand law firms.

To enable the provision of data by city and firm size so you can benchmark your compensation strategy with like firms, if your legal firm operates in more than one city, please 'add' a new survey below for each location. This will enable you to enter your salary data for each location / office separately.

**Please add your salary data for each location here:**

Location 1:

Location 2:

Location 3:

Location 4:

Location 5:

## SOLICITORS/LAWYERS

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

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

|   | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|---|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Graduate                                      |                 |               |                |                |                     |                       |
| 0-1 years Post Qualification Experience (PQE) |                 |               |                |                |                     |                       |
| 1 years PQE                                   |                 |               |                |                |                     |                       |
| 2 years PQE                                   |                 |               |                |                |                     |                       |
| 3 years PQE                                   |                 |               |                |                |                     |                       |
| 4 years PQE                                   |                 |               |                |                |                     |                       |
| 5 years PQE                                   |                 |               |                |                |                     |                       |
| 6 years PQE                                   |                 |               |                |                |                     |                       |
| Associate / Senior Solicitor                  |                 |               |                |                |                     |                       |
| Senior Associate                              |                 |               |                |                |                     |                       |
| Special Counsel                               |                 |               |                |                |                     |                       |
| Salaried Partner*                             |                 |               |                |                |                     |                       |
| Equity Partner*                               |                 |               |                |                |                     |                       |
| Managing Partner*                             |                 |               |                |                |                     |                       |
| Consultant                                    |                 |               |                |                |                     |                       |

## LEGAL EXECUTIVES

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

|  | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|--|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Legal Executive (less than 5 yrs experience) |                 |               |                |                |                     |                       |
| Legal Executive (5+ yrs experience)          |                 |               |                |                |                     |                       |
| Law Clerk                                    |                 |               |                |                |                     |                       |

### SECRETARIAL SUPPORT (Legal Team)

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

|   | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|---|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Legal Secretary (less than 5 years' experience) |                 |               |                |                |                     |                       |
| Legal Secretary (5+ years' experience)          |                 |               |                |                |                     |                       |
| Legal Assistant                                 |                 |               |                |                |                     |                       |
| Trainee Legal Assistant                         |                 |               |                |                |                     |                       |
| Word Processor (less than 5 years' experience)  |                 |               |                |                |                     |                       |
| Word Processor (5+ years' experience)           |                 |               |                |                |                     |                       |

### ADMINISTRATION (Office Support)

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

|  | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|--|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Office Manager / Administration Manager                  |                 |               |                |                |                     |                       |
| Office Services Supervisor                               |                 |               |                |                |                     |                       |
| PA (less than 5 years' experience)                       |                 |               |                |                |                     |                       |
| PA (5+ years' experience)                                |                 |               |                |                |                     |                       |
| Receptionist (less than 5 years' experience)             |                 |               |                |                |                     |                       |
| Receptionist (5+ years' experience)                      |                 |               |                |                |                     |                       |
| AML Administrator  |                 |               |                |                |                     |                       |
| AML Officer/Manager                                      |                 |               |                |                |                     |                       |
| Administration Assistant (less than 5 years' experience) |                 |               |                |                |                     |                       |
| Administration Assistant (5+ years' experience)          |                 |               |                |                |                     |                       |
| Office Junior  |                 |               |                |                |                     |                       |

## HUMAN RESOURCES

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

|                              | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|------------------------------|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| HR Manager                   |                 |               |                |                |                     |                       |
| HR Consultant / Advisor      |                 |               |                |                |                     |                       |
| HR Assistant / Administrator |                 |               |                |                |                     |                       |
| Recruitment Manager          |                 |               |                |                |                     |                       |
| Payroll                      |                 |               |                |                |                     |                       |

## INFORMATION TECHNOLOGY

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

|                                  | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|----------------------------------|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| IT Manager                       |                 |               |                |                |                     |                       |
| IT Trainer                       |                 |               |                |                |                     |                       |
| IT Project Manager               |                 |               |                |                |                     |                       |
| Helpdesk/Desktop/Support Officer |                 |               |                |                |                     |                       |
| Programmer/Analyst               |                 |               |                |                |                     |                       |

## FINANCE

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

|  | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|--|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Financial Controller / CFO             |                 |               |                |                |                     |                       |
| Finance Manager                        |                 |               |                |                |                     |                       |
| Trust Accountant                       |                 |               |                |                |                     |                       |
| Assistant Accountant                   |                 |               |                |                |                     |                       |
| Accounts Staff (AR/AP/Reconciliations) |                 |               |                |                |                     |                       |
| Credit Control Staff                   |                 |               |                |                |                     |                       |

### KNOWLEDGE MANAGEMENT

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

|                                | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|--------------------------------|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Precedent Manager              |                 |               |                |                |                     |                       |
| Librarian / Records Management |                 |               |                |                |                     |                       |

### MARKETING AND BUSINESS DEVELOPMENT

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

|                              | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|------------------------------|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| Marketing Manager            |                 |               |                |                |                     |                       |
| Marketing Coordinator        |                 |               |                |                |                     |                       |
| Events Coordinator           |                 |               |                |                |                     |                       |
| Desktop Publisher            |                 |               |                |                |                     |                       |
| Business Development Manager |                 |               |                |                |                     |                       |

### EXECUTIVE AND SENIOR MANAGEMENT

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

|                  | Number of staff | Lowest Salary | Highest Salary | Average Salary | Average Salary MALE | Average Salary FEMALE |
|------------------|-----------------|---------------|----------------|----------------|---------------------|-----------------------|
| CEO/COO          |                 |               |                |                |                     |                       |
| General Manager  |                 |               |                |                |                     |                       |
| Practice Manager |                 |               |                |                |                     |                       |

**Thank you for participating in the 2026 ALPMA New Zealand Legal Industry HR Issues and Salary Survey, proudly supported by Fluid Recruitment.**

The survey results will be made available free to participants in early March 2026. We will send you an email with a link to the full survey report.

If you have any queries, or require further information about this survey, please call the ALPMA Research Team on +613 8644 7056 or via [research@alpma.com.au](mailto:research@alpma.com.au).