2027 NZ Legal Industry HR Issues and Salary Survey Questionnaire

Thank you for participating in the 2027 ALPMA New Zealand Legal Industry HR Issues and Salary Survey.

All participants who complete this survey receive a copy of the 2027 ALPMA New Zealand Legal Industry HR Issues and Salary Survey Report at participant pricing:

- Free for ALPMA members
- Free for firms that also participated in 2025 or 2026, and
- NZD 299 for non-members who have not participated before or recently (usual price NZD 2,299).

The report will be available in late January or early February 2027.

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 2027.

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.

Please note that as you are completing the survey prior to 1 January 2027, we ask that you provide your best estimate of what your staffing, benefit and salary arrangements will be as of 1 January 2027.

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 on +613 8644 7056 or via 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*

	Auckland
	Wellington
	Christchurch
	Other location: North Island
	Other location: South Island

2. In which location is your main office situated?

	Auckland
	Wellington
	Christchurch
	Other location: North Island
	Other location: South Island

3. Are you an international firm?

	Yes
	No

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

	Business & Commercial Law
	Government & Planning Law
	Personal Injury
	Litigation, Mediation & Dispute Resolution
	Family Law
	Taxation Law
	Criminal Law
	M&A Corporate Advisory
	Wills & Estates
	Insolvency & Restructuring
	Insurance
	Banking & Finance
	Property Law & Construction
	Intellectual Property (IP)
	Employment, Industrial & WH&S
	Competition, Consumer Law & Trade Practices
	Immigration
	Other (Please specify)

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

(As you are completing the survey prior to 1 January 2027, please provide your best estimate of what your staffing arrangements will be on 1 January 2027. 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 2027)

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

(As you are completing the survey prior to 1 January 2027, please provide your best estimate of what your staffing arrangements will be on 1 January 2027 and ensure the total number of staff equals that entered at the previous question. Where you have no staff in the employment category, please leave blank)

	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 2026 and 31 December 2026)?

(As you are completing the survey prior to 1 January 2027, please provide your best estimate. 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 Q19)

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?

	Individual Performance (KPI) Bonus Bonus paid based on an individual KPI target being achieved
	Discretionary Bonuses (individual or Firmwide) 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.
	Special Recognition Bonus Smaller, one-off bonuses for specific achievements or extraordinary efforts. Used to boost morale and acknowledge intangible value
	None of these (Go to Q19)

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 2026, 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 2026, 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 2026?

Recruitment and Retention

19. Over the last 12 months to the end of 2026, 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 2027, 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 Q21)

	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 2027?

(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?

	Not at all effective
	Not very effective
	Neither effective nor ineffective
	Somewhat effective
	Very effective
	Don't know

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

(Select all that apply)

	Compensation and benefits
	Approached by another firm
	Work-life balance / flexibility
	Limited ability to work from home
	Limited career progression
	Workplace culture
	Moved to an in-house role
	Decide to leave the legal industry
	Firm reputation
	Poor leadership or team environment
	Misalignment to firm direction & strategy
	Lack of Innovation, change or technology adoption
	Lack of social impact / ESG initiatives
	Other (Please specify)
	Don't know
	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)

Below performance expectation – Performance is below the level expected and work requires a high degree of supervision, correction, and direction. Needs improvement to continue within the position and/or with their employment	1	2	3	4	5
Meets performance expectation – Performance is at an acceptable level and the work performed meets the minimum level of expectation for the position held	1	2	3	4	5
Above performance expectation – Performance is above expected level or requirement. Consistently generates results above and beyond those expected of the position. Person has shown aptitude outside of core area and/or displays an interest in developing their skillset within (or outside of) their current position	1	2	3	4	5
Exceeds performance expectation – 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?

(Only answer if 'strongly disagree' or 'disagree' with any of the statements at Q31)

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)

	Fees billed as a multiple of salary
	Average hours recorded per day
	Average hours billed per day
	Fees recovered as a % of fees billed
	Matter profitability
	Metrics are agreed individually (Please specify)
	Other (Please specify)

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

	Yes
	No (Go to Q38)

37. Please specify the non-financial metrics considered:

(Select all that apply)

	Mentoring of junior staff
	Business development activity
	Attending external events
	Internal referrals
	Running internal CPD/training sessions
	Presenting/sharing subject matter expertise at firm events for clients and/or prospects
	Contributing to firm marketing activities (e.g. Writing articles/blogs, social media presence, subject matter expertise)
	Client feedback/relationships
	Precedent development
	Firm fit (e.g. upholding firm values)
	Thought leadership in practice area
	Working on firm wide projects such as new technology project evaluation teams
	Other (Please specify)

Salary Projections

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

	Wage freeze. No increases (Go to Q42)
	Increases for some positions only
	Across the board increases for all staff
	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 4.1%, 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)

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

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

(Select up to five (5) factors)

	Individual performance
	Firm performance
	Billable hours
	Client acquisition / retention
	Quality of work
	Peer and management reviews
	Market competitiveness of the salary
	Responsibilities of the role
	Inflation / cost of living adjustments
	Years of service
	External demand for the role / practice area / expertise
	Need to retain talent
	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 2027

45. Please rate the level of importance of the following HR issues for your firm, from an HR perspective, in 2027.

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

46. Practice Management Issues					
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
47. Acquisition, Management & Retention Issues					
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
48. Resources & Policy Issues					
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

49. How does your firm measure employee engagement levels?

(Select all that apply)

	Regular employee surveys
	One-on-one meetings
	Focus groups
	Performance metrics
	We do not formally measure engagement (Exclusive)
	Other (Please specify)

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

	Strongly disagree
	Disagree
	Neither agree nor disagree
	Agree
	Strongly agree
	Don't know

51. 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)

	Legal skills and knowledge (substantive law)
	Leadership & people management skills
	Professional Development Skills (e.g. communication, team work)
	Technology and legal software (foundation technology)
	AI / Gen AI (emerging technology)
	Business and client management
	Ethics and compliance
	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 7056 or via research@alpma.com.au.

Entering Your Salary Data

The **2027 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 2027 ALPMA New Zealand Legal Industry HR Issues and Salary Survey, proudly supported by Fluid Recruitment.

The survey results will be made available in early February 2027. We will send you an email with how to access 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.

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