

Survey 2005

Marlab

Survey²⁰₀₅

2005 Survey

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Figures contained within tables in this survey have been rounded to the nearest \$500 and are quoted in local currency.

Designed by Savanah Design 03 9417 4474

Welcome to Survey 2005

Supported by industry associations, we have surveyed hundreds of clients, private practitioners, company secretaries, corporate lawyers, patent attorneys and management support professionals in the areas of marketing, human resources and knowledge management this year as part of Survey 2005.

We would like to thank the Australian Corporate Lawyers Association, Victorian Women Lawyers, the Young Lawyers groups in NSW and Victoria, the Australasian Professional Services Marketing Association and the Legal Precedents Network for their continued support in circulating links to the online questionnaires to their members.

The participation rate in our survey increased again this year and this information was supplemented by up-to-date data collected from our client and candidate base in Australia and overseas in the course of the last financial year, with an emphasis on data that reflects post 1 July 2005 reviews.

The legal recruitment market was particularly busy in the last 12 months, with firms and corporate employers actively recruiting lawyers to manage increased workloads and to fill vacancies created by lawyers exploring alternative career options, both locally and overseas. The sustained level of interest by international firms in Australian and New Zealand lawyers has resulted in a flow of lawyers offshore and has contributed to the frequently discussed 'talent shortage'.

Interestingly, the limited supply of quality lawyers did not result in particularly high salary increases in 2004–2005. Significant pay rises generally formed part of firm retention strategies only where other factors, such as high levels of performance, warranted this.

In private practice, salaries rose by an average of 8% nationally. In Sydney, firms increased salaries by an average of 7%, and in Melbourne, the increases offered in the private practice sector averaged 8.3%. Brisbane and Adelaide firms stayed close to their Melbourne and Sydney counterparts by offering a general salary increase of approximately 8%. Bonus payments were more prevalent in private practice this year, with 18% of lawyers surveyed receiving discretionary (or more rarely, uniform) bonuses.

Partner movement in the last financial year was steady, with the highest level of activity comprising departures from the top tier firms to mid tier firms. Significant movement from private practice into the corporate arena was witnessed and the trend of senior partners taking on non-fee earning roles also emerged.

There was a high degree of recruitment activity in the corporate market in 2004–2005. The average percentage increase in salaries for corporate lawyers for the past financial year was 5.9%. Company secretaries received average increases of 5.5%.

The increasing number and popularity of flexible in-house opportunities for lawyers resulted in a large number of contract and part-time roles across all industry sectors in 2004–2005.

Introduction

The international recruitment market gained strength in the past financial year and moves to London, in particular, remained very popular among mid-level lawyers. Language skills were almost a prerequisite for roles in Asia, particularly in Hong Kong and Japan. This resulted in an increased level of interest in Singapore, where these skills are not as essential, as a destination for Australian lawyers. The United States market appears to be opening up, following changes to working visa requirements in May 2005. There was also an increase in recruitment activity in the United Arab Emirates in 2004–2005, particularly in Dubai and Abu Dhabi.

Salary increases for professional support roles were less than the previous year, across marketing (6%), human resources (5.4%) and knowledge management (3.8%). Business development and client relationship managers were in particular demand in 2004–2005, as were generalist HR practitioners and in-house recruitment consultants. In knowledge management, part-time working arrangements remained commonplace.

The field of patent attorney work continued to grow in 2004–2005 and the demand for patent attorneys was relatively strong across most industry sectors.

Thank you to all the clients, individuals and associations who assisted with and contributed to Survey 2005. As always, we welcome your feedback and are happy to provide further advice on any career and salary issues.



Lisa Gazis
Managing Director – NSW



Katherine Sampson
Managing Director – VIC

The 2004–2005 financial year was characterised by growth and optimism in the legal sector. While this growth resulted in a high and sustained level of recruitment activity in private practice law firms, recruitment activity in firms nevertheless continued to be tempered by longer term strategic considerations. Firms also continued to show caution in approaching blanket salary increases.

Salaries rose by an average of 8% nationally. In Sydney, firms increased salaries by an average of 7%. More specifically, mid tier firms fluctuated between 5% and 12%, with increases at the upper end of this range reflecting a buoyant year.

In Melbourne, the increases offered in the private practice sector averaged 8.3%. Brisbane and Adelaide firms stayed close to their Melbourne and Sydney counterparts by offering a general salary increase of approximately 8%. Salaries in Perth rose sharply as a result of the talent shortage experienced. In an effort perhaps to eliminate remuneration as a reason to relocate, Perth firms offered salaries that were commensurate with those obtainable in eastern seaboard states.

Most lawyers received salary increases by moving up a salary band to reflect their increased level of experience, higher charge out rate and greater budget target. Survey responses confirmed that performance heavily influenced salary increases, with some lawyers receiving much higher increases than others. Senior associates and those lawyers with a client base were included in this group.

Adjustments to the salary bands themselves were not substantial, reflecting 'bracket creep'. The percentage increase for senior lawyers was generally lower, which is not surprising given the already high levels of remuneration at this end of the market. Despite this, some firms reported paying premium rates for senior lawyers to assist with retention. 52% of lawyers surveyed this year were satisfied with the result of their salary review.

The average amount of hours worked per week by private practice lawyers was 49 hours. Interestingly, billable hours, budget targets and charge out rates were not uniformly higher in any particular practice area, tier of firm or state. 64% of lawyers surveyed achieved their budget in 2004–2005.

One of the most significant factors pushing salaries up this year was the candidate shortage. This is not a new trend in the corporate and finance areas of private practice law firms, but 2004–2005 was characterised by a demand for lawyers across most practice areas, primarily in the 2–6 year bracket.

Nationally, demand for candidates outstripped supply in a range of areas including general corporate, capital markets, private equity, funds management, superannuation, employment, banking & finance, project finance and construction. In Brisbane, firms were on the look out for litigators, as well as lawyers with experience in energy & resources, construction, property and insurance. In Perth, the energy & resources sector continued to fuel a need for lawyers with expertise in this area, as well as in the areas of employment, construction and general corporate/commercial.

The talent shortage in private practice was due in part to the flow of candidates to in-house roles, as well as to lawyers moving out of the legal profession all together. Large numbers of lawyers were also leaving Australian firms to take up opportunities in overseas markets, primarily in the United Kingdom and in Asia. In Western Australia, Queensland and South Australia, firms also faced the familiar prospect of losing candidates to the larger markets of New South Wales and Victoria.

In spite of this, the talent shortage has not resulted in extremely high salary increases. This year's survey results suggest at least one reason for this: 18% of lawyers surveyed reported receiving discretionary (or more rarely, uniform) bonuses. It appears that firms were electing to reward high performers and staff that they are at risk of losing from key areas of the firm, without setting the precedent of paying higher salaries in general.

Bonus payments tended to be performance based, although there were instances in the past year of firms offering bonuses as enticements to staff who had received offers of employment from other firms. Lawyers also reported being offered a range of other benefits including secondment opportunities, which suggests that firms are again looking outside of the sphere of remuneration for other ways to retain staff.

Satisfaction amongst private practice lawyers was reasonably high, with 14% being 'very satisfied' and 44% being 'somewhat satisfied' with their career. Those lawyers that reported dissatisfaction with their career indicated that greater flexibility of hours, recognition of work and more effective setting of realistic goals by their employers were changes that would improve their career fulfilment. Recognition of work was rated by respondents as the factor that most contributed to enjoyment of their role, followed by working with a good team, undertaking quality work and flexibility of hours.

The performance review process was considered by 35% of lawyers surveyed as being 'very important' and by 40% as being 'somewhat important' as a component of career development. 42% of respondents to Survey 2005 were satisfied with the way in which their firm handled the review process. Many improvements were suggested by lawyers surveyed, including better structure, clearer explanation of the process, more action required on points discussed, evaluation on areas other than billing, more involvement of both HR and partners, greater regularity of reviews and more practical analysis of targets and ways to achieve them.

The development of non-technical skills, such as business development and leadership, was supported to a very varied degree by firms, according to private practice lawyers surveyed this year. Some reported comprehensive and structured programs and coaching, however most lawyers felt their firm offered nothing to assist them in this area.

Confidence in developing new business with clients was reported to be fairly strong, with 42% of lawyers being 'quite confident' in their ability and 15% being 'very confident'.

However, the perception of lawyers about their training in marketing and business development techniques was not as positive, with 22% of lawyers stating that they were 'not well' trained in this area and 19% stating that they did not receive any training at all. Responses to questions relating to leadership techniques produced a mixed result, with 25% of lawyers reporting that they were 'well' trained, but 15% nominating that they were 'not well' trained and a further 15% stating that they were not trained at all to become leaders.

Mentoring was also examined, producing a varied response, with 16% describing the level of mentoring offered at their firm as 'excellent', 31% as 'good', but then 17% as 'neutral', 17% as 'average' and 19% as 'poor'.

Survey 2005 also examined the working environment of private practice firms. 81% of lawyers surveyed felt that their firm was an equal opportunity employer, which is particularly positive. 47% of lawyers worked for a firm that offered a pro bono program, with 20% rating their firm's program as 'excellent', 43% as 'good' and only 6% as 'poor'. A firm's endorsement of pro bono opportunities was considered to be of mixed importance to participants in Survey 2005, with 22% rating this as 'very important', 29% as 'quite important', 27% as 'neutral', 10% as 'not very important' and 12% as 'not at all important'.

Bullying in the workplace was reportedly not uncommon, with nearly a quarter of private practice lawyers surveyed advising that they had been the subject of behaviour including intimidation, shouting, persistent and unjustified criticism and, for nearly 70%, humiliation through sarcasm, criticism or insults. 11% of lawyers surveyed also reported being subjected to discrimination in the workplace in the past 12 months. This is not great news for law firms and whilst 54% of lawyers felt that there were adequate channels in place to address concerns they had about their work environment, most did not think that their firm was effective at responding to these concerns.









Interestingly, these concerns did not correspond to a lack of interest in remaining in private practice. Whilst 51% of lawyers surveyed this year were considering leaving their current role, a move to another firm was the most popular option, with 43% seeing this as their next step. 17% were interested in making a move in-house and 15% reported planning a move overseas. 44% of those lawyers planning a move expect to do so within the next 6 months and a further 30% in the next 12 months.

The most important factors that would influence this move were reported, in order, as being salary, career development, work/life balance, quality of work and a change in organisational culture.










Of those planning to remain in private practice, partnership is the ultimate goal for 58% of lawyers. High levels of pressure, the increased hurdles to actually achieving partnership and, for some, a preference for the practice of law over management responsibilities were amongst the many reasons offered for not pursuing this career path.

Salaries in Private Practice Sydney





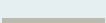
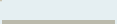
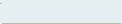
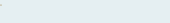

Top Tier Firms*

| Year Level | Range | Average | |
|------------|-----------------------|-----------|---|
| Graduate | \$55,000 – \$65,000 | \$58,000 |  |
| 1 | \$60,000 – \$82,000 | \$67,000 |  |
| 2 | \$70,000 – \$90,000 | \$80,000 |  |
| 3 | \$75,000 – \$105,000 | \$94,000 |  |
| 4 | \$75,000 – \$120,000 | \$105,000 |  |
| 5 | \$80,000 – \$140,000 | \$118,000 |  |
| 6 | \$100,000 – \$150,000 | \$130,000 |  |
| 7–10 years | \$110,000 – \$230,000 | \$160,000 |  |
| 10 years+ | \$140,000 – \$255,000 | \$190,000 |  |

Mid Tier Firms

| Year Level | Range | Average | |
|------------|-----------------------|-----------|---|
| Graduate | \$51,000 – \$63,000 | \$55,000 |  |
| 1 | \$55,000 – \$77,000 | \$65,000 |  |
| 2 | \$65,000 – \$90,000 | \$77,000 |  |
| 3 | \$65,000 – \$105,000 | \$80,000 |  |
| 4 | \$72,000 – \$120,000 | \$90,000 |  |
| 5 | \$75,000 – \$130,000 | \$105,000 |  |
| 6 | \$85,000 – \$138,000 | \$118,000 |  |
| 7–10 years | \$100,000 – \$195,000 | \$145,000 |  |
| 10 years+ | \$100,000 – \$200,000 | \$152,000 |  |

Small Firms

| Year Level | Range | Average | |
|------------|----------------------|-----------|---|
| Graduate | \$38,000 – \$65,000 | \$45,000 |  |
| 1 | \$43,000 – \$70,000 | \$55,000 |  |
| 2 | \$48,000 – \$83,000 | \$65,500 |  |
| 3 | \$55,000 – \$100,000 | \$71,000 |  |
| 4 | \$65,000 – \$110,000 | \$82,000 |  |
| 5 | \$71,000 – \$115,000 | \$90,000 |  |
| 6 | \$75,000 – \$126,000 | \$95,000 |  |
| 7–10 years | \$75,000 – \$148,000 | \$135,000 |  |
| 10 years+ | \$87,500 – \$195,000 | \$145,000 |  |









Given that firms take into account a range of factors when determining remuneration, an individual's positioning within a band will vary based on their background, experience and performance. For tailored advice, please contact one of our consultants.

Figures include superannuation but do not include bonuses or other benefits.









* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

Salaries in Private Practice Melbourne








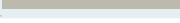
Top Tier Firms*

| Year Level | Range | Average | |
|------------|-----------------------|-----------|---|
| 1 | \$55,000 – \$67,000 | \$63,500 |  |
| 2 | \$65,000 – \$86,000 | \$73,000 |  |
| 3 | \$76,000 – \$91,000 | \$88,000 |  |
| 4 | \$82,000 – \$105,000 | \$93,500 |  |
| 5 | \$90,000 – \$135,000 | \$112,000 |  |
| 6 | \$99,000 – \$170,000 | \$121,000 |  |
| 7–10 years | \$110,000 – \$220,000 | \$151,000 |  |
| 10 years+ | \$120,000 – \$230,000 | \$160,000 |  |

Mid Tier Firms

| Year Level | Range | Average | |
|------------|-----------------------|-----------|---|
| 1 | \$48,000 – \$65,000 | \$56,500 |  |
| 2 | \$53,000 – \$74,000 | \$65,000 |  |
| 3 | \$62,000 – \$93,000 | \$78,000 |  |
| 4 | \$72,000 – \$100,000 | \$84,500 |  |
| 5 | \$84,000 – \$136,000 | \$93,000 |  |
| 6 | \$87,000 – \$125,000 | \$115,000 |  |
| 7–10 years | \$90,000 – \$164,000 | \$130,000 |  |
| 10 years+ | \$105,000 – \$200,000 | \$137,000 |  |

Small Firms

| Year Level | Range | Average | |
|------------|----------------------|-----------|---|
| 1 | \$35,000 – \$52,000 | \$43,500 |  |
| 2 | \$39,000 – \$64,000 | \$53,000 |  |
| 3 | \$46,000 – \$72,000 | \$61,000 |  |
| 4 | \$55,000 – \$79,000 | \$67,000 |  |
| 5 | \$58,000 – \$120,000 | \$74,000 |  |
| 6 | \$68,000 – \$110,000 | \$95,000 |  |
| 7–10 years | \$76,000 – \$130,000 | \$125,000 |  |
| 10 years+ | \$98,000 – \$200,000 | \$142,000 |  |

Given that firms take into account a range of factors when determining remuneration, an individual's positioning within a band will vary based on their background, experience and performance. For tailored advice, please contact one of our consultants.

Figures include superannuation but do not include bonuses or other benefits.

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

Salaries in Private Practice Brisbane

Top Tier Firms*

| | | | |
|------------|-----------------------|-----------|--|
| 1 | \$48,000 – \$55,000 | \$50,000 | |
| 2 | \$55,000 – \$75,000 | \$67,000 | |
| 3 | \$62,000 – \$78,000 | \$74,000 | |
| 4 | \$73,000 – \$90,000 | \$83,000 | |
| 5 | \$80,000 – \$100,000 | \$87,000 | |
| 6 | \$82,000 – \$130,000 | \$105,000 | |
| 7–10 years | \$94,000 – \$155,000 | \$136,000 | |
| 10 years+ | \$120,000 – \$180,000 | \$160,000 | |

Salaries in Private Practice Perth

Top Tier Firms*

| | | | |
|------------|-----------------------|-----------|--|
| 1 | \$51,000 – \$62,000 | \$58,000 | |
| 2 | \$56,000 – \$78,000 | \$70,000 | |
| 3 | \$59,000 – \$90,000 | \$79,000 | |
| 4 | \$75,000 – \$115,000 | \$86,000 | |
| 5 | \$86,000 – \$125,000 | \$90,000 | |
| 6 | \$105,000 – \$140,000 | \$130,000 | |
| 7–10 years | \$118,000 – \$165,000 | \$142,000 | |
| 10 years+ | \$140,000 – \$185,000 | \$160,000 | |

Salaries in Private Practice Adelaide

Top Tier Firms*

| | | | |
|------------|-----------------------|-----------|--|
| 1 | \$44,500 – \$60,000 | \$51,000 | |
| 2 | \$51,500 – \$73,500 | \$58,000 | |
| 3 | \$52,000 – \$82,000 | \$69,500 | |
| 4 | \$57,000 – \$92,500 | \$80,000 | |
| 5 | \$61,000 – \$112,000 | \$85,000 | |
| 6 | \$74,000 – \$125,000 | \$104,000 | |
| 7–10 years | \$88,000 – \$175,000 | \$130,000 | |
| 10 years+ | \$116,000 – \$210,000 | \$150,000 | |

Given that firms take into account a range of factors when determining remuneration, an individual's positioning within a band will vary based on their background, experience and performance. For tailored advice, please contact one of our consultants.

Figures include superannuation but do not include bonuses or other benefits.

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

Benefits Offered in Private Practice

| Benefit | % of surveyed lawyers offered benefit | |
|---|---------------------------------------|--|
| Technology | | |
| Mobile phone | 34% | |
| Laptop | 25% | |
| Home computer connection | 13% | |
| Blackberry | 4% | |
| Financial | | |
| Vehicle | 4% | |
| Car parking | 20% | |
| Additional superannuation | 2% | |
| After hours travel allowance | 30% | |
| Subsidised meals | 21% | |
| Income protection insurance | 22% | |
| Life insurance | 12% | |
| Paid parental leave | 29% | |
| Lifestyle | | |
| Additional leave without pay | 37% | |
| Private health insurance | 2% | |
| Flexible work arrangements | 38% | |
| Part-time partnership | 11% | |
| Gym memberships | 19% | |
| Stress Management (yoga, massage, chiropractic) | 16% | |
| Career Development | | |
| Secondments - Local | 35% | |
| Secondments - International | 9% | |
| Travel - Interstate | 37% | |
| Travel - International | 15% | |
| Management training | 37% | |
| Professional memberships | 86% | |
| Further study – full fees | 29% | |
| Further study – part fees | 36% | |
| Study leave - paid | 38% | |
| Study leave - unpaid | 38% | |

Much has been made in the media this year of the gridlock at partner level and the increased attrition rates that this has caused. Partner movement in the last financial year was steady, with the highest level of activity comprising departures from the major firms to mid tier firms.

For partners on the move, significant practices in the order of \$1million – \$2million were the key to equity. Salaried partner status demanded a minimum transportable practice of \$500,000. Once again, a number of mid tier firms seized the opportunity to recruit experienced and high profile lawyers in practice areas of strategic importance.

The queue to partnership has continued to get longer, with the average pre-appointment period reaching 8–12 years. The resulting pressure from ambitious senior associates on partnerships has been enormous. This in turn has caused pressure at the more senior end of partnerships, with some partners having to 'shape up or ship out'.

The forced departure of non-performing or unsuitable practice-based partners has been used to ease this tightness at the top. This trend has led to the movement of senior partners into alternative roles where there is greater flexibility, for example, consultancy, fixed term contract or precedent management roles.

Interestingly, over the past year there has been significant movement from private practice into the corporate arena, with more high profile large firm partners moving into senior general counsel positions with major entities than ever before. These senior in-house roles have attracted partners from the major firms who are keen to utilise both their legal and considerable management experience - the legacy of their private practice careers – in a different forum. Partners in these roles then tend to build up quality in-house legal teams, often mirroring the seniority and experience model of a private practice firm. This flexibility of movement between private practice and in-house is a true bonus at this stage of many partners' careers. It also paves the way for future opportunities in management and business roles across the board.

Simultaneously (and perhaps not coincidentally), general counsel at major companies are showing an increased willingness and desire to refer work that was once the domain of top tiers to experienced and well known legal practitioners at mid sized or boutique firms, proving that the real beneficiaries of recent partner movement trends may well be the clients.

Partner Salaries in Sydney

| | Average | |
|-----------------|-----------|---|
| Top Tier Firms* | \$950,000 |  |
| Mid Tier Firms | \$595,000 |  |
| Small Firms | \$400,000 |  |

Partner Salaries in Melbourne

| | Average | |
|-----------------|-----------|---|
| Top Tier Firms* | \$830,000 |  |
| Mid Tier Firms | \$525,000 |  |
| Small Firms | \$315,000 |  |

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

The corporate market enjoyed a high degree of recruitment activity during the 2004–2005 financial year, reflecting generally favourable economic conditions. Companies of all sizes continued to undertake an increasing amount of legal work in-house in an attempt to not only cut external legal costs but also to add value by providing their business with commercially relevant legal advice from an internal resource.

Recruitment occurred across most industry sectors during the past financial year with numerous opportunities in retail, property and construction, gaming, energy & resources and IT. The financial services sector once again experienced high levels of demand, offering a mix of both legal and compliance related roles.

The popularity of a career in the corporate arena is an obvious trend amongst lawyers at all levels. There are a number of reasons associated with lawyers increasingly looking to progress their careers in-house. These include exposure to a greater variety of work, a different working environment and the opportunity to be part of a business and observe first hand the results of their legal advice in a commercial context. Despite a noticeable upturn in attractive international private practice opportunities, almost 1 in 5 private practice lawyers surveyed this year viewed a move in-house as their next career move.

Reflecting the importance of an in-house legal function, a number of organisations recruited their first in-house counsel during 2004–2005. 31% of lawyers surveyed stated that their position was a newly created role. A number of these 'greenfield' positions were initially on a contract basis while companies assessed whether there was a need to recruit on a more permanent basis.

Illustrating the perceived benefits of an in-house legal role, Survey 2005 revealed a high degree of career satisfaction amongst lawyers in the corporate sector. 83% of lawyers surveyed advised that they were either 'very satisfied' (34%) or 'somewhat satisfied' (49%) in their current role. The factors that in-house lawyers enjoyed about their role were being close to the business, involvement in decision-making, autonomy, diversity of work and strategic input.

Despite being reasonably content in their role, a considerable proportion of in-house lawyers were strategically considering their next move. 40% of lawyers surveyed said that they were looking at leaving their current company, with over 85% of those respondents looking to do so in the next two years. Significantly, 43% of respondents to Survey 2005 saw their next career move as being in another in-house legal role. For those lawyers planning to remain in-house, 29% were ultimately looking at a commercial role as a career objective, whilst 47% reported aiming for a general counsel position.






Generally, salary increases for lawyers in the corporate sector were slightly stronger during 2004–2005 than the previous financial year. The average percentage increase in salaries for corporate lawyers for the past financial year was 5.9%, which compares to 5.22% in 2003–2004. 57% of lawyers surveyed were satisfied with the outcome of their salary review.

Bonuses continued to comprise a significant proportion of the corporate salary package. 75% of those surveyed indicated that their organisation offered performance based bonuses, with 62% of lawyers actually receiving some form of bonus. Most bonuses (58%) involved a combination of individual, department and company performance. Corporate lawyers reported a range of benefits that were provided by their employers in addition to remuneration. The most desired benefits not offered were home computer connections, Blackberry access, gym memberships and income protection insurance.

The average working week for an in-house lawyer was 49 hours, which is on par with the hours worked in private practice. Corporate lawyers indicated that the areas that required the most attention in both 2004 and 2005 were, in order, corporate governance, compliance, company secretarial work, FSR and privacy matters.

One of the notable trends to emerge in the corporate market was the increasing number and popularity of flexible in-house opportunities for lawyers. Corporations and government bodies were looking to recruit in-house lawyers outside the traditional permanent full-time employee model. We have noticed an increase in part-time roles and contract positions of varying lengths during the past financial year. To their benefit, employers are able to take advantage of what is a growing market of quality candidates who are choosing to pursue these flexible work options. There is a range of reasons why lawyers are looking to these flexible opportunities; these include wishing to balance work with family obligations, further study, private consultancies or other personal interests.

Corporate Salaries in Sydney

| Year Level | Range | Average | |
|------------------------|------------------------|-----------|---|
| 1 | \$50,000 – \$78,000 | \$67,000 |  |
| 2 | \$59,000 – \$85,000 | \$78,000 |  |
| 3 | \$70,000 – \$110,000 | \$94,000 |  |
| 4 | \$85,000 – \$130,000 | \$115,000 |  |
| 5 | \$90,000 – \$145,000 | \$128,000 |  |
| 6+ | \$110,000 – \$195,000 | \$155,000 |  |
| Deputy General Counsel | \$125,000 – \$260,000 | \$210,000 |  |
| General Counsel | \$150,000 – \$600,000+ | \$280,000 |  |

Figures refer to total package including benefits but excluding bonuses and share options.








Corporate Salaries in Melbourne

| | | | |
|------------------------|------------------------|-----------|---|
| 1 | \$45,000 – \$62,000 | \$58,000 |  |
| 2 | \$55,000 – \$75,000 | \$74,000 |  |
| 3 | \$60,000 – \$95,000 | \$85,000 |  |
| 4 | \$70,000 – \$110,000 | \$95,000 |  |
| 5 | \$85,000 – \$130,000 | \$110,000 |  |
| 6+ | \$90,000 – \$180,000 | \$135,000 |  |
| Deputy General Counsel | \$120,000 – \$225,000 | \$170,000 |  |
| General Counsel | \$130,000 – \$500,000+ | \$240,000 |  |

Figures refer to total package including benefits but excluding bonuses and share options.









Salary bands in the corporate market tend to be very broad. An individual's positioning within a band will depend on a number of factors including background and experience of the individual, size of the organisation and its legal function, industry sector and level of management responsibility within the role.

Corporate Salaries in Brisbane

| Year Level | Range | Average | |
|------------------------|------------------------|-----------|---|
| 1 | \$50,000 – \$65,000 | \$58,000 |  |
| 2 | \$55,000 – \$75,000 | \$68,000 |  |
| 3 | \$65,000 – \$85,000 | \$77,000 |  |
| 4 | \$71,000 – \$95,000 | \$86,000 |  |
| 5 | \$80,000 – \$120,000 | \$95,000 |  |
| 6+ | \$90,000 – \$150,000 | \$130,000 |  |
| Deputy General Counsel | \$120,000 – \$180,000 | \$145,000 |  |
| General Counsel | \$115,000 – \$280,000+ | \$195,000 |  |

Brisbane figures take into consideration the two year articles of clerkship program and refer to total package including benefits but excluding bonuses and share options.

Corporate Salaries in Perth

| Year Level | Range | Average | |
|------------------------|------------------------|-----------|---|
| 1 | \$52,000 – \$65,000 | \$53,000 |  |
| 2 | \$55,000 – \$75,000 | \$65,000 |  |
| 3 | \$60,000 – \$83,000 | \$73,000 |  |
| 4 | \$65,000 – \$93,000 | \$85,000 |  |
| 5 | \$67,000 – \$98,000 | \$93,000 |  |
| 6+ | \$80,000 – \$135,000 | \$113,000 |  |
| Deputy General Counsel | \$110,000 – \$180,000 | \$140,000 |  |
| General Counsel | \$110,000 – \$300,000+ | \$200,000 |  |

Figures refer to total package including benefits but excluding bonuses and share options.

Salary bands in the corporate market tend to be very broad. An individual's positioning within a band will depend on a number of factors including background and experience of the individual, size of the organisation and its legal function, industry sector and level of management responsibility within the role.

Benefits Offered in Corporate Practice

| Benefit | % of surveyed lawyers offered benefit | |
|---|---------------------------------------|--|
| Technology | | |
| Mobile phone | 69% | |
| Home telephone connection | 15% | |
| Laptop | 65% | |
| Home computer connection | 26% | |
| Blackberry | 17% | |
| Financial | | |
| Share plans/options | 75% | |
| Bonus | 75% | |
| Vehicle | 25% | |
| Car parking | 51% | |
| Additional superannuation | 32% | |
| After hours travel allowance | 22% | |
| Subsidised meals | 13% | |
| Income protection insurance | 31% | |
| Life insurance | 32% | |
| Paid parental leave | 45% | |
| Lifestyle | | |
| Additional leave without pay | 44% | |
| Private health insurance | 10% | |
| Flexible work arrangements | 55% | |
| Gym memberships | 13% | |
| Stress Management (yoga, massage, chiropractic) | 15% | |
| Career Development | | |
| Secondments - Local | 18% | |
| Secondments - International | 17% | |
| Travel - Interstate | 70% | |
| Travel - International | 37% | |
| Management training | 60% | |
| Professional memberships | 90% | |
| Further study – full fees | 44% | |
| Further study – part fees | 36% | |
| Study leave – paid | 48% | |
| Study leave - unpaid | 40% | |

The market for contract lawyers remained busy in 2004–2005, with sustained demand from the corporate sector across all industries, particularly banking & finance, where project work on a 3–6 month basis was consistently available. Other industry sectors that engaged contract lawyers in 2004–2005 included energy & resources, retail, consulting and entertainment.

Of particular note in the last 12 months was the increase in senior level contract appointments. Lawyers with 6–7 years corporate/commercial experience, particularly those with an in-house background, were in high demand, with organisations seeking lawyers who could hit the ground running.

In recent years, organisations engaged lawyers on a contract, as opposed to permanent basis, for headcount reasons. This diminished last year and the most common reason for an organisation to engage a contract lawyer in 2004–2005 was a busy workload. Project based contracts, for example to undertake major merger & acquisition work, and a high number of parental leave contracts were also common.

The length of a contract appointment can be anything from two days per week for six weeks, to 3 months or 12 month parental leave cover. Organisations are making the most of the flexibility of contract employment terms, for example, by employing lawyers on a rolling month by month basis whilst a re-structure is settled, or on a week by week basis whilst increased workload demands it.

A plethora of high quality contract lawyers were available in 2004–2005, except in IT, where there was a significant shortage of lawyers interested in contract roles. Contract lawyers were primarily attracted to the flexibility offered by this type of work. Sole practitioners also reported using contract work to bolster their practice. Other reasons for taking on a contract role include being able to demonstrate corporate experience in a bid to make a more permanent career move in-house and, for more senior practitioners who no longer want to work full-time, keeping their finger on the pulse and staying abreast of developments within the profession.

Career contractors at a senior level are given exposure to a variety of work and, in a busy market, they can be confident of securing a new contract at the conclusion of their current one. There is still a perception that contract roles attract a financial premium due to the risk associated with undertaking a role on a non-permanent basis. This is not necessarily the case although senior contractors can earn up to \$600 a day. Most longer term (3–12 month) contracts are paid on a pro rata basis and lawyers with 6+ years experience can expect pro rated salaries of \$120,000 – \$150,000.

In private practice, firms reported substantially increased workflows in a number of key areas in 2004–2005. In many cases, firms also reported severe staff shortages due to already lean teams becoming even leaner with lawyers heading overseas, taking parental leave or resigning to take up in-house roles. Unable to secure lawyers in the current candidate tight market, private practice firms this year turned to contract lawyers, many of whom having been offered the opportunity to demonstrate their capability, were then offered permanent roles.

With more attention being focused on corporate governance due to an increasingly stringent regulatory framework, the company secretarial function continued to play an important role in the modern company's affairs in 2004–2005.

Dual legal/company secretary roles were also more prevalent, with one third of respondents to Survey 2005 holding a Company Secretary/General Counsel role. Despite the increased focus in the corporate governance area, the size of secretariat functions remained relatively lean. 34% of company secretaries operated independently and half of those surveyed were in a secretariat of less than five team members.

The average increase in salaries for company secretaries over the past financial year was 5.5%. 61% of company secretaries were satisfied with the outcome of their last salary review.

81% of respondents to Survey 2005 worked for organisations that offered performance based bonuses. This is an increase on last year's figure of 65%. 70% of those surveyed actually received a bonus this year. More than half (55%) of bonus payments were based on a combination of individual and company performance. Some of the additional benefits provided to company secretaries included mobile phones, laptops, professional memberships, management training and study leave.

The average working week for those in the company secretary area was approximately 51 hours, which is the same figure as last year and is slightly higher than the average hours worked by lawyers in private practice and in-house. Flexible working arrangements are available to company secretaries with one third of those surveyed this year stating that they work from home for at least part of the time.

There appears to be a high level of satisfaction amongst those working in the company secretarial area. Almost two thirds of respondents to Survey 2005 indicated that they were not considering leaving their current role. The five factors that would influence a company secretary to leave their current role, in order of significance, were reported as career development, salary, quality of work, work/life balance and change in organisational culture.

Overall, the trend of lawyers moving into the company secretarial field appears to be ongoing. More lawyers are undertaking relevant courses in the area and are broadening their experience by seeking roles with a company secretarial component. The increased emphasis on corporate governance and the important role of the company secretarial function will ensure these roles continue to be viewed as attractive in the market.

Company Secretary Salaries

| State | Company type | Range | Average | |
|-------|-----------------|-----------------------|-----------|---|
| NSW | Publicly Listed | \$90,000 – \$405,000 | \$210,000 |  |
| | Other | \$70,000 – \$395,000 | \$182,000 |  |
| VIC | Publicly Listed | \$105,000 – \$400,000 | \$205,000 |  |
| | Other | \$75,000 – \$275,000 | \$135,000 |  |
| QLD | Publicly Listed | \$80,000 – \$240,000 | \$140,000 |  |
| | Other | \$75,000 – \$185,000 | \$120,000 |  |
| WA | Publicly Listed | \$68,000 – \$260,000 | \$160,000 |  |
| | Other | \$75,000 – \$190,000 | \$140,000 |  |

Figures refer to total package including benefits but excluding bonuses and share options.

There may be some individuals in major companies who are earning outside the bands revealed by the survey, however they would be the exception.

Working overseas remains a very attractive option for Australian lawyers and the international recruitment market has certainly gained strength over the past financial year.

In the past 12 months, international firms continued to target Australian and New Zealand lawyers. Moves to London, in particular, remained very popular among mid-level lawyers.

2005 has seen fewer international campaigns run by UK firms, however the market is still very strong for first class Australian and New Zealand lawyers. The strong financial performance by leading London firms over the last financial year resulted in a healthy level of recruitment activity in popular practice areas such as banking & finance, corporate/M&A and projects. It also paved the way for firms to consider top tier Australian lawyers with non-transactional expertise or skill sets that were not generally transferable internationally such as litigation, property and workplace relations.

In London, salary bands increased by £1,000 – £2,000 on average, but in some instances senior lawyers enjoyed generous bonuses of up to 14% of annual salaries for their commitment and contribution. In the premier London firms, innovative bonus schemes were increasingly popular for senior lawyers, particularly for those whose prospects of partnership were limited. Some senior lawyers trapped in the partnership bottleneck in Australia have opted to move overseas as a way of maximising remuneration.

There was an upward shift in salary bands Asia-wide, albeit a small one, in 2004–2005. Opportunities for high quality lawyers in Hong Kong, Singapore and Japan existed, however they tended to be limited to the financial services, capital markets, derivatives and corporate/M&A fields. Lawyers with written and verbal language skills were, and still are, favoured immensely in most Asian countries.

Consequently, Australian lawyers are looking to Singapore for their Asian experience, where language skills are not as essential. In the last twelve months, campaigns targeting Australian lawyers were lead by Singaporean firms. As an Asian hub, Singapore offers an opportunity for lawyers to be exposed to local as well as regional and cross-border work.

The New York market is expected to open up for Australian lawyers as a result of significant changes made to United States working visa requirements in May 2005. The legislative changes allow for a larger number of Australian professionals to work in the United States and generally make Australian lawyers a more attractive option. It is expected that the firms in New York will continue be very selective when recruiting Australian lawyers, appointing only outstanding performers from top tier practices. The current focus of New York firms is top tier corporate lawyers.

In 2004–2005 there was a noticeable increase in activity in the United Arab Emirates, particularly Dubai and Abu Dhabi, with a strong demand for corporate, project finance and energy & resources lawyers. A corresponding increase in the level of interest by Australian lawyers, attributable to the high level of growth in the Middle East, competitive salaries and tax free status was also apparent. Again, top tier lawyers with excellent academics were preferred, with strong mid tier lawyers also being considered.

Overall, the strength of the international market continues to generate exciting opportunities for high calibre Australian and New Zealand lawyers. The 2004–2005 financial year saw considerable growth internationally and the global shortage of highly trained legal talent resulted in more lawyers gaining roles abroad. The international market is currently stronger for Australian lawyers than it has been for several years, and this growth is likely to continue into 2006.

London Salaries

| Year Level | Range |
|-----------------|-------------------|
| Newly Qualified | £46,000 – £55,000 |
| PQE 1 | £49,000 – £57,500 |
| 2 | £54,000 – £65,500 |
| 3 | £59,500 – £72,000 |
| 4 | £64,000 – £78,500 |
| 5 | £70,500 – £84,000 |

New York Salaries

| Year Level | Range |
|-----------------|---------------------------|
| Newly Qualified | US\$125,000 – US\$140,000 |
| PQE 1 | US\$135,000 – US\$150,000 |
| 2 | US\$150,000 – US\$170,000 |
| 3 | US\$165,000 – US\$185,000 |
| 4 | US\$186,000 – US\$200,000 |
| 5 | US\$200,000 – US\$212,000 |

Hong Kong Salaries

| Year Level | Range |
|-----------------|--------------------------|
| Newly Qualified | HK\$57,000 - HK\$68,000 |
| PQE 1 | HK\$60,000 – HK\$75,000 |
| 2 | HK\$65,000 – HK\$83,000 |
| 3 | HK\$72,000 – HK\$90,000 |
| 4 | HK\$78,000 – HK\$97,000 |
| 5 | HK\$83,000 – HK\$110,000 |

Singapore Salaries

| Year Level | Range |
|-----------------|-------------------------|
| Newly Qualified | S\$90,000 – S\$125,000 |
| PQE 1 | S\$120,000 – S\$145,000 |
| 2 | S\$125,000 – S\$165,000 |
| 3 | S\$140,000 – S\$200,000 |
| 4 | S\$155,000 – S\$230,000 |
| 5 | S\$160,000 – S\$240,000 |

Figures for Hong Kong are paid monthly.

All figures quoted include base salary only and are in local currency.

Marketing

Marketing teams within professional service firms continued to grow over the past 12 months with 42% of respondents to Survey 2005 reporting that their teams increased in size. This growth is expected to continue with 48% of respondents anticipating further expansion over the next 12 months.

As in 2004, recruitment for professional service firms remained focused on business development professionals. However, unlike last year, the volume of recruitment in mid and top tier firms was at junior coordinator and advisor levels.

The demand for experienced tender and proposal writers continued in 2004–2005. Interestingly, this year's survey revealed that marketers feel that the ability to write and coordinate the tender production process is the contribution that is most valued by the firms they work for, presumably due to the relationship between tender success and fee generation.

A significant growth area in the last 12 months was the recruitment of specialised client relationship managers and a considerable allocation of resources was directed towards establishing and upgrading client relationship management systems and procedures.

Firm branding also emerged as the focus for a number of mid and top tier firms, with several undergoing extensive re-branding exercises in the last 12 months. Some top tier firms appointed specialist public relations managers to support and promote their brand message, and to influence the public perception of their firm.

The expansion of marketing teams and investment of resources indicates a commitment by firms to the marketing function. 43% of respondents to this year's survey strongly agreed with the assertion that marketing and business development was embraced by their firm and 40% feel that their firm was proactive in its marketing strategy. Significantly, strategy and planning also emerged as the activities on which marketing and business development professionals spent most of their time. This was followed by coordination of events and seminars, client relationship management and tender and capability statements.

Survey 2005 highlighted the effects of the continuing candidate shortage. Firms indicated a willingness to look outside the traditional professional services sector to find appropriate candidates and 32% of respondents were previously employed in industries outside professional services.

52% of marketers stated that 'challenge' attracted them to their current role and 43% of respondents indicated that they would remain within professional services in their next career move.

The candidate shortage within Australia has been accentuated by the continued interest from overseas firms, particularly from the UK and Asia, in Australian marketing professionals. Australian marketing professionals are also becoming more open to the idea of moving overseas for career progression opportunities, with 21% of respondents to Survey 2005 seeing their next move as being an overseas one.

Although 70% of respondents reported to be 'somewhat satisfied' with their jobs, growing restlessness was evident, with almost half of all marketers surveyed considering a move, 69% within the next 12 months.

Respondents identified career development, salary and quality of work as being the main factors that would influence a decision to move. Suggestions from respondents as to what firms could do to enhance job satisfaction revolved around management training, career planning and establishing clearer performance objectives.





There was a positive message from respondents with regard to salary levels, with 72% indicating that they were satisfied with the outcome of their salary review. The average increase in salaries in the past year was 6%.

Traditionally, professional service firms have not offered performance based bonuses to non fee earners. This trend appears to be shifting, with 22% of marketers reporting that they received a bonus payment ranging from \$5,000 to \$50,000 this year. Firms continued to offer a range of lifestyle benefits, with 66% of respondents being offered additional leave without pay and 72% being able to negotiate flexible working arrangements.




The retention of Australian professional services marketers will be a significant issue over the next 12 months due to the local market candidate shortage, the attractiveness of Australian candidates to overseas employers and the ability of marketers to pursue new challenges and career development opportunities in a buoyant recruitment market.

Marketing Salaries



Top Tier Firms*

| Job Level | Range | Average | |
|-------------|-----------------------|-----------|---|
| Director | \$130,000 – \$300,000 | \$238,000 |  |
| Manager | \$90,000 – \$170,000 | \$145,000 |  |
| Consultant | \$75,000 – \$90,000 | \$82,000 |  |
| Coordinator | \$55,000 – \$75,000 | \$65,000 |  |

Mid Tier Firms

| Job Level | Range | Average | |
|-------------|-----------------------|-----------|---|
| Director | \$130,000 – \$160,000 | \$141,000 |  |
| Manager | \$75,000 – \$140,000 | \$110,000 |  |
| Coordinator | \$50,000 – \$65,000 | \$55,000 |  |

Small Firms

| Job Level | Range | Average | |
|-------------|----------------------|----------|---|
| Manager | \$65,000 – \$100,000 | \$82,000 |  |
| Coordinator | \$45,000 – \$65,000 | \$55,000 |  |

Figures include superannuation but do not include bonuses or other benefits.

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

Human Resources

The human resources market remained extremely active in 2004–2005, with most firms recruiting at all levels on both a permanent and contract basis. The beginning of the 2005 calendar year was particularly busy, a distinct contrast to early 2004 which was characterised by a slow start in the recruitment of human resource professionals.

Demand for professionals who possess both generalist and specialist skills, particularly those in the areas of learning and development, occupational health & safety and recruitment was most prevalent. There was also an increased need for human resources coordinators, human resources managers and internal recruitment consultants.

Both mid and top tier firms demonstrated similar levels of recruitment activity. Positions arose due to continued growth, internal promotions and as a result of practitioners leaving the professional services environment for the corporate market or opportunities overseas. Firms increasingly looked to sectors other than professional services to source candidates, with many newly appointed HR professionals coming from financial services and corporate backgrounds.

The high level of movement and resulting vacancies in HR can perhaps be linked to career satisfaction. Survey 2005 indicated that career satisfaction amongst HR professionals was average, with 50% of those surveyed reporting that they were 'very satisfied' with their current role, whilst 25% were 'somewhat satisfied' and 25% 'somewhat dissatisfied'.

Respondents to Survey 2005 indicated that the factor that most contributed to their enjoyment of their role was recognition of their work, followed by the quality of work offered, working within a good team, flexible hours and, lastly, social activities organised by their firm. Challenge and level of responsibility were cited as the aspects that most attracted respondents to their current role, ahead of salary and the reputation of a particular firm or partnership.

HR professionals reported having mixed feelings about professional development within their firm. 22% 'strongly agreed' with the assertion that their firm was sufficiently focused on their professional development, 33% 'mildly agreed', whilst 23% did not agree with this statement.

Survey 2005 examined various aspects of organisational culture. 44% of respondents indicated that human resources was considered a real business partner within their firm. Over half of the respondents surveyed stated that they 'mildly agreed' with the comment that their human resources advice was taken on board by fee earners within their firm, with 22% 'strongly agreeing'. Encouragingly, 67% of respondents indicated that they considered their firm's human resources practices to be progressive.

Mahlab Professionals

The main responsibilities of human resources professionals were reported (in order of the most time spent) as recruitment, remuneration and benefits, and performance management. This was followed by a focus on strategy and planning, projects and administration, policy development and finally, secondments and retention issues.





HR practitioners felt that recruitment was the HR function most valued by their firm. This coincides with the area they spend most time on and also the aspect of their role that, along with retention of staff, they feel presents the biggest challenge.

Salary increases for this financial year averaged 5.3%, which is slightly lower than last year. The most common benefits offered in addition to salary were related to career development, including professional memberships and study leave. Lifestyle benefits including additional leave without pay (71%) and flexible work arrangements (79%) were also widespread.




71% of human resources professionals surveyed were satisfied with their review and, whilst one third indicated they were considering leaving their current role, continuing their career within professional services was the most popular option. The most important factors that would influence a move were reported as career development and quality of work, ahead of salary, work/life balance and a change in organisational culture.

Human Resources Salaries



Top Tier Firms*

| Job Level | Range | Average | |
|-------------|-----------------------|-----------|---|
| Director | \$165,000 – \$270,000 | \$228,000 |  |
| Manager | \$107,000 – \$154,000 | \$130,000 |  |
| Consultant | \$75,000 – \$97,000 | \$82,000 |  |
| Coordinator | \$48,000 – \$65,000 | \$58,000 |  |

Mid Tier Firms

| Job Level | Range | Average | |
|-------------|-----------------------|-----------|---|
| Director | \$126,000 – \$170,000 | \$142,000 |  |
| Manager | \$75,000 – \$114,000 | \$90,000 |  |
| Coordinator | \$43,000 – \$60,000 | \$54,000 |  |

Small Firms

| Job Level | Range | Average | |
|-------------|---------------------|----------|---|
| Manager | \$70,000 – \$90,000 | \$81,000 |  |
| Coordinator | \$41,000 – \$55,000 | \$49,000 |  |

Figures include superannuation but do not include bonuses or other benefits.

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

Knowledge Management

The recruitment of knowledge management professionals in 2004–2005 remained consistent, with firms recruiting both contract and permanent staff.

Survey 2005 confirmed that a significant number of knowledge management roles were undertaken on a part-time basis, with 35% of respondents indicating that this was the basis on which they were employed. 80% of KM professionals surveyed indicated that they were offered flexible working arrangements by their firm, and many worked from home.

There continues to be a wide disparity in salary bands in the knowledge management field, particularly at consultant and manager level. Survey 2005, as in the previous year, showed significant differences in remuneration for professionals with similar job titles, as the responsibilities and structure of various firms in which they worked created quite different roles.

The main responsibilities for knowledge management professionals reported in this year's survey (in order of time spent), were drafting and editing, precedent management, staff management, strategy and training. This was followed by intranet and website management, style guide, research and library management.

52% of respondents indicated that their firm's organisational culture was successful in encouraging people to contribute to precedent development/knowledge management. The main barriers to success were considered to be billing pressure on fee earners and a lack of commitment from senior partners and management to the value of precedent development and knowledge management initiatives. Only 19% of respondents indicated that lawyers obtained fee relief to contribute to the firm's precedents/knowledge management resources. The most significant change sought by participants in Survey 2005 was the linking of precedents/KM contributions to individual and practice area performance reviews.

It would appear that whilst the appreciation of knowledge management is beginning to improve, there is still a room for further progress. 40% of respondents to Survey 2005 indicated that knowledge management is embraced by their firm, however 20% 'strongly disagreed' with this assertion. Respondents were also asked whether their firm is proactive in relation to its knowledge management strategy. 15% of respondents 'strongly agreed' with this statement, 30% 'mildly agreed', 5% 'neither agreed nor disagreed', 20% 'mildly disagreed' and 30% 'strongly disagreed'.




Career satisfaction varied amongst knowledge management professionals this year with 20% surveyed advising they were 'very satisfied' with their current role and 50% describing themselves as 'somewhat satisfied'. More than half the participants indicated that they are considering leaving their current firm, with 45% expecting to be in alternative employment within 12 months.

Work/life balance, salary, quality of work, career development and a change in organisational culture were cited, in that order, as the most important factors that would influence a decision to move.



Salary increases in 2004–2005 were on average 3.8%, significantly lower than the previous year.

Knowledge Management Salaries

Top Tier Firms*

| Job Level | Range | Average | |
|------------------|-----------------------|-----------|---|
| National Manager | \$140,000 – \$250,000 | \$165,000 |  |
| Manager | \$75,000 – \$150,000 | \$124,000 |  |
| Coordinator | \$45,000 – \$75,000 | \$67,000 |  |

Mid Tier Firms

| Job Level | Range | Average | |
|-------------|----------------------|-----------|---|
| Manager | \$67,000 – \$130,000 | \$105,000 |  |
| Coordinator | \$45,000 – \$51,000 | \$48,000 |  |

Figures include superannuation but do not include bonuses or other benefits.

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.

Patent Attorneys








The field of patent attorney work continued to grow in 2004–2005. As innovative products continued to develop across a range of industry sectors, patent attorneys were called upon to assist with the protection and commercialisation of these products.

The demand for patent attorneys was relatively strong across most industry sectors. Those in particular demand over the past financial year included patent attorneys with expertise in biotechnology and pharmaceuticals, engineering, physics and IT.

Several law firms employed specialists to manage their corporate clients' trademark portfolios. These tended to be trade mark attorneys who also hold a law degree. These dual qualified attorneys generally received slightly higher remuneration. Further, those trade mark attorneys who managed a team of trade mark administrators were paid at a level that recognised the management component of their role.

Salaries for patent attorneys and trade mark attorneys moved slightly upwards in 2004–2005. This is consistent with movement in salaries generally as a result of a stronger financial year.

Patent Attorney Salaries

| Position | Range | |
|---------------------------------|-----------------------|---|
| Trainee Patent Attorney | \$55,000 – \$80,000 |  |
| Newly Qualified Patent Attorney | \$76,000 – \$110,000 |  |
| Mid Level Patent Attorney | \$80,000 – \$120,000 |  |
| Senior Patent Attorney | \$100,000 – \$185,000 |  |
| Trade Marks Officer | \$40,000 – \$70,000 |  |
| Qualified Trade Marks Attorney | \$70,000 – \$130,000 |  |
| IP Manager - In-house | \$80,000 – \$150,000 |  |

Figures include superannuation but do not include bonuses or other benefits.



Survey 2005

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