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

© Mahlab Recruitment (NSW) Pty Ltd 2003
© Mahlab Recruitment (Vic) Pty Ltd 2003
Welcome to the new on-line Survey 2003. We are pleased to present Survey 2003 on-line, allowing us to deliver an even better product with broader participation and greater distribution of findings than ever before.

Survey 2003 provides you with the complete picture of the legal labour market in Australia and overseas, taking into account 1 July 2003 reviews and trends over the last 12 months.

Survey 2003 contains information regarding salaries and employment trends in the legal profession in Australia, Asia, the UK and North America. For the first time, this year the survey will also provide information in relation to the Perth and Adelaide markets.

Survey 2003 provides information on private and in-house practice, flexible and contract work, management support salaries in the areas of marketing, human resources and knowledge management, and patent attorneys. Another first this year is the information regarding salaries for Company Secretaries.

Participation in the survey continues to grow with each year of publication. Information is gathered through questionnaires distributed nationally, backed by up-to-date data collected from our client and candidate base here and overseas in the course of the last financial year, with an emphasis on data which reflects the 1 July 2003 reviews.

Response to our on-line survey hosted at www.mahlab.com.au has been outstanding. Participants in Survey 2003 also have access to detailed results through our website www.mahlab.com.au.

We are grateful to have had once again the support of the Australian Corporate Lawyers Association, the Australasian Professional Services Marketing Association, the Precedents Network Group and Chartered Secretaries Australia Ltd. Members of these professional associations were all encouraged to participate nationally, allowing us to capture highly focused data.

Thank you to all who participated and to those who have worked with us to bring the market a superior information source and better understanding of the issues and trends facing our profession.

For the second consecutive year in a row, salary increases have reflected a cautious approach to what lies ahead.

A particular trend this year has been a strong focus on managing costs and performance within businesses with a particular drive to ensure all staff work effectively and efficiently. Employers tend to be risk averse and this has been reflected in hiring trends. There have been fewer promotion opportunities than in previous years, particularly at partnership levels. The emphasis on the performance management of employees has continued throughout 2002–2003 and we expect more focus in this area by employers over the next 12 months.

In private practice, reviews have averaged an increase of 8.45% whilst in the in-house environment reviews have averaged an increase of 5.5%. Private practice has recognised good performers and some lawyers who have made significant contributions to the business have received increases of up to 26%.
Corporate practice remains an attractive option for lawyers and contract opportunities have grown in these quieter times.

Our data reflects the greater demand for professional support roles as firms seek specialist professionals to develop effective strategies in marketing/business development, human resources and knowledge management. Reviews in this area have been 7–8%.

Survey 2003 is a useful information guide for those keen to learn more about the legal professional market. We hope you find the information valuable. We encourage your feedback and invite you to contact us or any one of our experienced consultants for further information or specific advice on any issue.

Lisa Gazis  
Managing Director – NSW

Katherine Sampson  
Managing Director – Vic
The 2002–2003 financial year was both challenging and interesting. For many it was a period of consolidation and conservatism. For others it was a period of solid and steady growth, particularly in the last quarter.

From a recruitment perspective, the demand for lawyers at the 3–5 year post admission level continued, albeit in a more subdued way than in previous years. This year was characterised by a high demand for commercial property and construction lawyers. We also observed a steady demand, primarily at mid tier level, for lawyers in general commercial and commercial litigation as well as in specialist areas such as employee relations. With the exception of some of the premier and boutique practices, banking & finance, corporate advisory and mergers & acquisitions remained relatively quiet. In Sydney, despite quieter market conditions, top tier firms continued to strategically recruit local lawyers and Australians returning from overseas in both banking & finance and corporate/mergers & acquisitions.

Across all practice areas, law firms generally recruited only where there was a definite need that could not be covered by existing resources and staff. The hours worked by lawyers in private practice remained high in both mid tier and top tier firms.

On the salary front, there was an even stronger emphasis on individual performance with the gap between high achievers and average performers widening even more. This gap was more evident in Sydney where the bands were stretched out to incorporate large increases for ‘star’ performers and minimal rises for non-performers. In Adelaide, Brisbane and Perth, firms adopted a similar approach to salary reviews by awarding conservative increases within the existing salary bands, with the average salary increase being slightly less than that given in 2002. Many firms awarded the largest increases to outstanding performers at the 3–5 year level, presumably as part of their retention strategy.

Overall, the average salary increase hovered around 8.45%, with some ‘star’ performers achieving 15–26% increases. Discretionary performance bonuses of between 10–15% were paid by some firms, particularly at Senior Associate level. Most firms adopted stricter qualifying criteria, whilst others dispensed with the payment of bonuses altogether.

Lawyers continued to receive the usual range of benefits (professional memberships, reimbursement of postgraduate study, additional leave, mobile telephones, laptops, secondments, management training, gym memberships, travel allowances, stress management courses) and firms displayed an increased willingness to accommodate requests for flexible work arrangements from good performers.

More than half of the private practice lawyers surveyed indicated that they were already thinking about their next move. Most ranked the desire to work within a different organisational culture as the key factor in their decision to leave their current firm. Work/life balance was also a key motivator followed by a focus on quality of work, salary and career development.

Moving into the corporate sector continued to feature as the most popular alternative to private practice. Nevertheless, a large number of lawyers surveyed were also looking for alternatives within the private practice arena.
Salaries in Private Practice Sydney

### Top Tier Firms*

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$50,000 – $60,000</td>
<td>$54,000</td>
</tr>
<tr>
<td>1</td>
<td>$52,000 – $72,000</td>
<td>$62,000</td>
</tr>
<tr>
<td>2</td>
<td>$59,000 – $85,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>3</td>
<td>$70,000 – $120,000</td>
<td>$87,000</td>
</tr>
<tr>
<td>4</td>
<td>$87,000 – $124,000</td>
<td>$103,500</td>
</tr>
<tr>
<td>5</td>
<td>$85,000 – $160,000</td>
<td>$115,000</td>
</tr>
<tr>
<td>6</td>
<td>$90,000 – $190,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$105,000 – $230,000</td>
<td>$146,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$130,000 – $265,000</td>
<td>$175,000</td>
</tr>
</tbody>
</table>

### Mid Tier Firms

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$43,000 – $56,500</td>
<td>$50,000</td>
</tr>
<tr>
<td>1</td>
<td>$47,000 – $73,000</td>
<td>$55,000</td>
</tr>
<tr>
<td>2</td>
<td>$54,500 – $80,500</td>
<td>$63,000</td>
</tr>
<tr>
<td>3</td>
<td>$63,000 – $95,000</td>
<td>$78,000</td>
</tr>
<tr>
<td>4</td>
<td>$70,500 – $118,000</td>
<td>$86,000</td>
</tr>
<tr>
<td>5</td>
<td>$72,000 – $128,000</td>
<td>$98,000</td>
</tr>
<tr>
<td>6</td>
<td>$84,000 – $135,000</td>
<td>$107,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$90,000 – $160,000</td>
<td>$130,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$102,000 – $200,000</td>
<td>$140,000</td>
</tr>
</tbody>
</table>

### Small Firms

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$38,000 – $50,000</td>
<td>$44,000</td>
</tr>
<tr>
<td>1</td>
<td>$43,000 – $65,000</td>
<td>$49,000</td>
</tr>
<tr>
<td>2</td>
<td>$50,000 – $68,000</td>
<td>$58,500</td>
</tr>
<tr>
<td>3</td>
<td>$55,000 – $83,000</td>
<td>$68,000</td>
</tr>
<tr>
<td>4</td>
<td>$61,500 – $90,000</td>
<td>$77,000</td>
</tr>
<tr>
<td>5</td>
<td>$70,000 – $102,000</td>
<td>$83,000</td>
</tr>
<tr>
<td>6</td>
<td>$80,000 – $128,000</td>
<td>$95,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$78,000 – $140,000</td>
<td>$110,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$90,000 – $175,000</td>
<td>$122,000</td>
</tr>
</tbody>
</table>

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*

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$50,000 – $65,000</td>
<td>$58,000</td>
</tr>
<tr>
<td>2</td>
<td>$54,000 – $80,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>3</td>
<td>$56,500 – $87,000</td>
<td>$85,000</td>
</tr>
<tr>
<td>4</td>
<td>$70,000 – $106,500</td>
<td>$90,000</td>
</tr>
<tr>
<td>5</td>
<td>$76,500 – $115,000</td>
<td>$96,000</td>
</tr>
<tr>
<td>6</td>
<td>$82,000 – $132,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$100,000 – $220,000</td>
<td>$140,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$120,000 – $220,000</td>
<td>$155,000</td>
</tr>
</tbody>
</table>

#### Mid Tier Firms

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$45,000 – $65,000</td>
<td>$57,000</td>
</tr>
<tr>
<td>2</td>
<td>$50,000 – $85,000</td>
<td>$63,000</td>
</tr>
<tr>
<td>3</td>
<td>$60,000 – $89,000</td>
<td>$72,500</td>
</tr>
<tr>
<td>4</td>
<td>$65,000 – $110,000</td>
<td>$76,000</td>
</tr>
<tr>
<td>5</td>
<td>$75,000 – $112,000</td>
<td>$85,000</td>
</tr>
<tr>
<td>6</td>
<td>$80,000 – $123,000</td>
<td>$97,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$85,000 – $185,000</td>
<td>$130,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$110,000 – $202,000</td>
<td>$138,000</td>
</tr>
</tbody>
</table>

#### Small Firms

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$33,000 – $55,000</td>
<td>$45,000</td>
</tr>
<tr>
<td>2</td>
<td>$40,000 – $58,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>3</td>
<td>$49,000 – $72,000</td>
<td>$56,000</td>
</tr>
<tr>
<td>4</td>
<td>$54,000 – $75,000</td>
<td>$68,000</td>
</tr>
<tr>
<td>5</td>
<td>$56,500 – $92,000</td>
<td>$73,000</td>
</tr>
<tr>
<td>6</td>
<td>$65,000 – $95,000</td>
<td>$80,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$65,500 – $130,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$97,500 – $190,000</td>
<td>$125,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$40,000 – $59,000</td>
<td>$49,000</td>
</tr>
<tr>
<td>2</td>
<td>$45,000 – $72,000</td>
<td>$57,500</td>
</tr>
<tr>
<td>3</td>
<td>$50,000 – $85,000</td>
<td>$68,000</td>
</tr>
<tr>
<td>4</td>
<td>$59,000 – $95,000</td>
<td>$81,000</td>
</tr>
<tr>
<td>5</td>
<td>$67,000 – $110,000</td>
<td>$92,000</td>
</tr>
<tr>
<td>6</td>
<td>$78,000 – $130,000</td>
<td>$102,500</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$85,000 – $165,000</td>
<td>$122,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$109,000 – $190,000</td>
<td>$145,000</td>
</tr>
</tbody>
</table>

*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 Perth

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$43,500 – $58,500</td>
<td>$50,000</td>
</tr>
<tr>
<td>2</td>
<td>$47,000 – $72,000</td>
<td>$57,000</td>
</tr>
<tr>
<td>3</td>
<td>$50,500 – $80,500</td>
<td>$68,000</td>
</tr>
<tr>
<td>4</td>
<td>$55,000 – $90,500</td>
<td>$78,000</td>
</tr>
<tr>
<td>5</td>
<td>$65,000 – $110,000</td>
<td>$89,000</td>
</tr>
<tr>
<td>6</td>
<td>$75,000 – $126,000</td>
<td>$102,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$85,000 – $165,000</td>
<td>$125,000</td>
</tr>
<tr>
<td>10 years+</td>
<td>$115,000 – $190,000</td>
<td>$145,000</td>
</tr>
</tbody>
</table>

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

### Salaries in Private Practice Adelaide

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$44,000 – $46,000</td>
<td>$44,000</td>
</tr>
<tr>
<td>2</td>
<td>$47,500 – $52,000</td>
<td>$49,000</td>
</tr>
<tr>
<td>3</td>
<td>$52,500 – $60,000</td>
<td>$58,000</td>
</tr>
<tr>
<td>4</td>
<td>$55,000 – $65,500</td>
<td>$63,000</td>
</tr>
<tr>
<td>5</td>
<td>$65,000 – $86,500</td>
<td>$82,000</td>
</tr>
<tr>
<td>6</td>
<td>$70,000 – $95,000</td>
<td>$86,000</td>
</tr>
<tr>
<td>7-10 years</td>
<td>$75,000 – $115,000</td>
<td>$91,500</td>
</tr>
<tr>
<td>10 years+</td>
<td>$110,000 – $190,000</td>
<td>$130,000</td>
</tr>
</tbody>
</table>

*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

<table>
<thead>
<tr>
<th>Benefit</th>
<th>% of surveyed lawyers offered benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional leave without pay</td>
<td>48%</td>
</tr>
<tr>
<td>Additional superannuation</td>
<td>26%</td>
</tr>
<tr>
<td>Mobile phone</td>
<td>27%</td>
</tr>
<tr>
<td>Vehicle</td>
<td>2%</td>
</tr>
<tr>
<td>Private health insurance</td>
<td>30%</td>
</tr>
<tr>
<td>Secondments</td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>29%</td>
</tr>
<tr>
<td>International</td>
<td>6%</td>
</tr>
<tr>
<td>Management training</td>
<td>37%</td>
</tr>
<tr>
<td>Flexible work arrangements</td>
<td>57%</td>
</tr>
<tr>
<td>Part-time partnership</td>
<td>30%</td>
</tr>
<tr>
<td>Gym memberships</td>
<td>29%</td>
</tr>
<tr>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>Interstate</td>
<td>22%</td>
</tr>
<tr>
<td>International</td>
<td>4%</td>
</tr>
<tr>
<td>After hours travel allowance</td>
<td>47%</td>
</tr>
<tr>
<td>Subsidised meals</td>
<td>27%</td>
</tr>
<tr>
<td>Stress management (yoga, massage, chiropractic)</td>
<td>20%</td>
</tr>
<tr>
<td>Income protection insurance</td>
<td>35%</td>
</tr>
<tr>
<td>Professional memberships</td>
<td>76%</td>
</tr>
<tr>
<td>Further study</td>
<td></td>
</tr>
<tr>
<td>Full Fees</td>
<td>46%</td>
</tr>
<tr>
<td>Part Fees</td>
<td>21%</td>
</tr>
<tr>
<td>Study leave</td>
<td></td>
</tr>
<tr>
<td>Paid</td>
<td>52%</td>
</tr>
<tr>
<td>Unpaid</td>
<td>32%</td>
</tr>
<tr>
<td>Laptop</td>
<td>24%</td>
</tr>
<tr>
<td>Home computer connection</td>
<td>22%</td>
</tr>
<tr>
<td>Parental leave</td>
<td>62%</td>
</tr>
</tbody>
</table>
This year we have witnessed greater partner mobility.

The larger national practices have sought to review non-performing partners or those partners who do not fit the firm’s current needs.

This year there was again a noticeable increase in the number of senior lateral moves, with many firms openly targeting and ‘cherry picking’ key practitioners and their groups to bolster existing teams. Many second tier and mid sized partnerships have continued to grow and perform well in the current climate and have taken advantage of market conditions to acquire partners of major firms with specialist and transportable practices in order to strategically build their firms.

Those partners who have made moves this year cite reasons such as frustration with firm management and dissatisfaction with firm culture. They generally sought practices which would allow them to have a greater role and participation in developing their business. Remuneration, although a factor, was not the main reason for seeking a move.

Partner income, as in previous years, is highest in the largest national firms. Many national firms have been affected by the notable disparity in the financial performance of their state offices.

To a large degree this reflects not only economic conditions but also changes to legal practice such as changes in personal injuries legislation. The transition of new lateral partners into firms which have taken some time to settle in, slower growth rates within firms and subdued activity in practice areas such as corporate finance, mergers & acquisitions and information technology have also affected partner income.

The following tables indicate average partner income. We note that ‘partners’ include salaried and equity partners at various stages of the still common ‘lock-step’ entry system. With the increased application of substantial profit pool remuneration in some national firms, there is now an even wider range of income for partners, even for those of similar seniority. For these reasons, survey results this year indicated higher averages than those in Survey 2002.

### Partner Salaries in Sydney

<table>
<thead>
<tr>
<th>Category</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Tier Firms*</td>
<td>$680,000</td>
</tr>
<tr>
<td>Mid Tier Firms</td>
<td>$405,000</td>
</tr>
<tr>
<td>Small Firms</td>
<td>$325,000</td>
</tr>
</tbody>
</table>

### Partner Salaries in Melbourne

<table>
<thead>
<tr>
<th>Category</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Tier Firms*</td>
<td>$585,000</td>
</tr>
<tr>
<td>Mid Tier Firms</td>
<td>$360,000</td>
</tr>
<tr>
<td>Small Firms</td>
<td>$250,000</td>
</tr>
</tbody>
</table>

* This category also includes some practices with a strong presence in a particular city as well as a limited number of boutique practices.
Overall, the corporate market nationally was reasonably active in the 2002–2003 financial year, with many interesting in-house opportunities. Corporate legal recruitment activity occurred across most sectors, in particular, property, construction and financial services.

Financial services reform legislation has led to a high level of demand for specialists and compliance professionals. During 2002–2003 there was a particular demand from the energy & resources sectors in Sydney, Perth, Brisbane and Adelaide. In the IT, telecommunications and investment banking industries, global recruitment freezes have impacted on job opportunities.

Junior to mid level (2–6 years experience) corporate/commercial lawyers were most in demand during 2002–2003. The senior corporate market in Sydney saw the highest level of demand. However, on the whole, opportunities for senior lawyers were limited. As a result, there was a great deal of competition for those senior roles which did arise.

Due to the tightness of the senior end of the market, experienced lawyers were encouraged to be quite lateral in their thinking and be willing to consider not only General Counsel roles, but also Senior Corporate Lawyer roles where there was an element of succession planning into the General Counsel role at a later stage. Some senior lawyers took advantage of a solid contract market as an interim measure while they waited for the right permanent opportunity to arise. Interestingly, the 2001–2002 financial year trend of recruiting General Counsels on lengthy contracts continued into this year, with a number of these opportunities arising.

One of the noticeable trends which developed in the 2002–2003 financial year was the increase in the number of part-time corporate opportunities available. While mainly permanent, a number of part-time contract roles also arose. The most common reason for recruiting on a part-time basis was an overflow of work, but at a level such that it did not justify recruiting someone on a full-time basis.

During 2002–2003, there was a significant increase in the number of Australian lawyers returning home who expressed a preference for pursuing a career in the corporate sector rather than in private practice. These lawyers were attracted to a career in the corporate sector; to work in a more commercial environment, to be involved in the deal from beginning to end, to work closely with commercial managers towards business objectives and to contribute towards the strategic direction of a company. There were a number of lawyers who had successfully made the transition into the corporate sector while overseas and were keen to continue their corporate careers back home.

A career in the corporate sector continues to be a very popular alternative to private practice for many lawyers, particularly with the current downturn in the international market. 37% of private practice lawyers surveyed advised that they saw it as the next step in their career.

Increases in corporate salaries were again relatively conservative in 2002–2003 with moderate increases being received by most lawyers and some not receiving an increase at all. The percentage increase in salaries for corporate lawyers for the past financial year ranged from 4–8%. The average percentage increase was 5.5% which compares to 7% in 2001–2002.

Bonuses are no longer the sole domain of senior lawyers. Nowadays, they are part of most corporate salary packages. 60% of corporate lawyers surveyed were entitled to receive performance bonuses as part of their package. The percentages range from 10–40%. Most bonuses are calculated on base salary, although some are calculated on the total package.
The upper end of this range is usually applicable to senior lawyers in large financial institutions. Most bonuses are tied to key performance indicators covering personal, team and company performance. Generally, the more senior the lawyer, the greater the proportion of the bonus which is tied to personal performance.

Corporate lawyers are working as hard as their law firm counterparts, with the average number of hours worked each week being 48.6.

The 2003–2004 financial year has started positively for junior to intermediate level lawyers seeking corporate roles with a range of interesting roles with high profile organisations having arisen. We expect this level of lawyer to continue to be in demand throughout the year, with demand for senior level lawyers increasing steadily as the year progresses.

**Corporate Salaries in Sydney**

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Graduate</td>
<td>$50,000 – $60,000</td>
<td>$55,000</td>
</tr>
<tr>
<td>1</td>
<td>$52,000 – $73,000</td>
<td>$67,000</td>
</tr>
<tr>
<td>2</td>
<td>$58,000 – $82,000</td>
<td>$73,000</td>
</tr>
<tr>
<td>3</td>
<td>$63,000 – $95,000</td>
<td>$87,000</td>
</tr>
<tr>
<td>4</td>
<td>$70,000 – $125,000</td>
<td>$108,000</td>
</tr>
<tr>
<td>5</td>
<td>$83,000 – $140,000</td>
<td>$123,000</td>
</tr>
<tr>
<td>6+</td>
<td>$110,000 – $185,000</td>
<td>$145,000</td>
</tr>
<tr>
<td>Deputy General Counsel</td>
<td>$110,000 – $220,000</td>
<td>$170,000</td>
</tr>
<tr>
<td>General Counsel</td>
<td>$140,000 – $500,000+</td>
<td>$250,000</td>
</tr>
</tbody>
</table>

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

**Corporate Salaries in Melbourne**

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$43,000 – $60,000</td>
<td>$55,000</td>
</tr>
<tr>
<td>2</td>
<td>$45,000 – $78,000</td>
<td>$71,000</td>
</tr>
<tr>
<td>3</td>
<td>$54,000 – $92,000</td>
<td>$77,000</td>
</tr>
<tr>
<td>4</td>
<td>$65,000 – $111,000</td>
<td>$92,000</td>
</tr>
<tr>
<td>5</td>
<td>$75,000 – $120,000</td>
<td>$105,000</td>
</tr>
<tr>
<td>6+</td>
<td>$80,000 – $180,000</td>
<td>$128,000</td>
</tr>
<tr>
<td>Deputy General Counsel</td>
<td>$115,000 – $220,000</td>
<td>$170,000</td>
</tr>
<tr>
<td>General Counsel</td>
<td>$120,000 – $500,000+</td>
<td>$220,000</td>
</tr>
</tbody>
</table>

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

Note: 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 the 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

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$45,000 – $60,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>2</td>
<td>$50,000 – $70,000</td>
<td>$58,000</td>
</tr>
<tr>
<td>3</td>
<td>$53,000 – $80,000</td>
<td>$69,000</td>
</tr>
<tr>
<td>4</td>
<td>$60,000 – $85,000</td>
<td>$74,000</td>
</tr>
<tr>
<td>5</td>
<td>$64,000 – $95,000</td>
<td>$83,000</td>
</tr>
<tr>
<td>6+</td>
<td>$75,000 – $125,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>Deputy General Counsel</td>
<td>$98,000 – $170,000</td>
<td>$130,000</td>
</tr>
<tr>
<td>General Counsel</td>
<td>$100,000 – $280,000+</td>
<td>$170,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$48,000 – $64,000</td>
<td>$51,500</td>
</tr>
<tr>
<td>2</td>
<td>$53,500 – $77,000</td>
<td>$63,500</td>
</tr>
<tr>
<td>3</td>
<td>$55,000 – $85,500</td>
<td>$76,000</td>
</tr>
<tr>
<td>4</td>
<td>$59,000 – $87,500</td>
<td>$79,500</td>
</tr>
<tr>
<td>5</td>
<td>$65,500 – $94,000</td>
<td>$89,500</td>
</tr>
<tr>
<td>6+</td>
<td>$79,000 – $139,500</td>
<td>$107,500</td>
</tr>
<tr>
<td>Deputy General Counsel</td>
<td>$103,500 – $183,500</td>
<td>$143,500</td>
</tr>
<tr>
<td>General Counsel</td>
<td>$111,000 – $321,000+</td>
<td>$192,500</td>
</tr>
</tbody>
</table>

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

Note: 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 the background and experience of the individual, size of the organisation and its legal function, industry sector and level of management responsibility within the role.
<table>
<thead>
<tr>
<th>Benefit</th>
<th>% of surveyed lawyers offered benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Share plans/options</td>
<td>34%</td>
</tr>
<tr>
<td>Discretionary bonus</td>
<td>60%</td>
</tr>
<tr>
<td>Additional leave without pay</td>
<td>36%</td>
</tr>
<tr>
<td>Additional superannuation</td>
<td>20%</td>
</tr>
<tr>
<td>Mobile phone</td>
<td>58%</td>
</tr>
<tr>
<td>Home telephone</td>
<td>5%</td>
</tr>
<tr>
<td>Vehicle</td>
<td>25%</td>
</tr>
<tr>
<td>Private health insurance</td>
<td>4%</td>
</tr>
<tr>
<td>Secondments</td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>14%</td>
</tr>
<tr>
<td>International</td>
<td>13%</td>
</tr>
<tr>
<td>Management training</td>
<td>53%</td>
</tr>
<tr>
<td>Flexible work arrangements</td>
<td>58%</td>
</tr>
<tr>
<td>Gym memberships</td>
<td>12%</td>
</tr>
<tr>
<td>Travel</td>
<td></td>
</tr>
<tr>
<td>Interstate</td>
<td>57%</td>
</tr>
<tr>
<td>International</td>
<td>32%</td>
</tr>
<tr>
<td>After hours travel allowance</td>
<td>17%</td>
</tr>
<tr>
<td>Subsidised meals</td>
<td>16%</td>
</tr>
<tr>
<td>Stress management (yoga, massage, chiropractic)</td>
<td>17%</td>
</tr>
<tr>
<td>Income protection insurance</td>
<td>31%</td>
</tr>
<tr>
<td>Professional memberships</td>
<td>89%</td>
</tr>
<tr>
<td>Further study</td>
<td></td>
</tr>
<tr>
<td>Full Fees</td>
<td>42%</td>
</tr>
<tr>
<td>Part Fees</td>
<td>39%</td>
</tr>
<tr>
<td>Study leave</td>
<td></td>
</tr>
<tr>
<td>Paid</td>
<td>52%</td>
</tr>
<tr>
<td>Unpaid</td>
<td>35%</td>
</tr>
<tr>
<td>Laptop</td>
<td>56%</td>
</tr>
<tr>
<td>Home computer connection</td>
<td>19%</td>
</tr>
<tr>
<td>Parental leave</td>
<td>52%</td>
</tr>
</tbody>
</table>
The market for contract lawyers continued to be buoyant throughout the 2002–2003 financial year with the greatest demand for contractors, as in previous years, continuing to be in the corporate sector.

Whilst most contract positions call for experienced commercial lawyers, an increasing number of mid level lawyers are successfully obtaining contract roles.

This year we have noticed the beginning of an interesting trend of mid level lawyers moving from permanent positions in private practice to contract roles of 6 to 12 months, such is their desire to make the move in-house.

We have also seen an increase in the number of General Counsel seeking to reduce their external legal costs by retaining experienced commercial lawyers on a consultancy basis and paying them an hourly rate. These arrangements are mostly on an ‘as and when needed’ basis although fixed days and/or hours can be negotiated. Corporations are also openly saying that they wish to ‘try before they buy’ before offering the role on a permanent basis.

A number of part-time contract opportunities also arose during the financial year. This trend was mainly due to either an overflow of work or the quantity of work not justifying the recruitment of a lawyer on a permanent basis. Maternity leave replacements in both private practice and the corporate sector continued to provide an excellent source of opportunities for contract lawyers.

A contract role remains an excellent way for lawyers returning to the workforce to re-establish themselves in the market. A number of lawyers have returned this year from working in London, where contracts for lawyers are commonplace. Their career histories show a number of contract roles, each building on the experience gained in the previous role.

A contract role has become a popular option in the current market as the ideal permanent role may take some time to secure.

We expect the demand for contract lawyers to continue to increase throughout the 2003–2004 financial year.
In early 2003, Mahlab Recruitment undertook an Australia-wide survey of company secretarial professionals in conjunction with Chartered Secretaries Australia Ltd. The survey focused on salaries and working practices and provided the opportunity for individuals to benchmark themselves against others operating within the profession.

The salary ranges are wide, but they reflect the disparity of responsibilities faced by those working in the company secretary area. An individual’s positioning within a range depends on a number of factors, including background and experience, size of the organisation and its company secretariat, whether the organisation is a listed public company, industry sector and level of management responsibility within the role.

In relation to additional benefits, we found that 67% of survey respondents worked for companies that offered performance based bonuses. The vast majority of bonuses were paid on a combination of meeting personal key performance indicators and company performance.

From the survey it is evident that in the past year there has been a decrease in bonus payments due to some companies feeling the impact of the downturn in the global economy. However, the majority of respondents advised that the personal performance component of their bonus structure was still paid. Of the 67% of Company Secretaries surveyed that received performance bonuses, 70% were calculated on a combination of both individual and company performance.

Standard benefits include mobile phones, company cars, additional superannuation, professional memberships and laptops. Interestingly, 40% of those who responded to the survey were granted management training, which would perhaps reflect the commercial and management aspect of roles within this field.

The average working week for those working in the company secretary area is approximately 51 hours a week. Whether the company secretariat consists of one person or 10, the average hours worked remains relatively the same. This suggests there is an ever increasing allocation of responsibility and specialisation, particularly with individuals taking responsibility for subsidiary companies. What is also evident from the survey is that, like other professions, there is a focus on flexible working arrangements, with more than 28% of those surveyed working from home. Interestingly, only 4% of respondents advised that they worked part-time.

There appears to be a high level of satisfaction amongst those working in the company secretarial area. 62% of those surveyed advised that they are not looking to leave their current role within the next 12 months and 26% of respondents advised that they “love their current role”.

The trend of lawyers moving into the company secretarial field looks like continuing over the next year. As more companies combine the role of General Counsel and Company Secretary, younger lawyers in their first in-house roles are undertaking courses like the Graduate Diploma run by Chartered Secretaries Australia Ltd and are seeking roles with even the most limited company secretarial component.

In terms of salary, there appears to be little uniformity in terms of salary increases. Company Secretaries will continue to be rewarded according to the depth and variety of their role, with the average increase in salary being between 5–8% per annum.
## Company Secretary Salaries

<table>
<thead>
<tr>
<th>State</th>
<th>Company type</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW</td>
<td>Publicly Listed</td>
<td>$86,000 – $320,000</td>
<td>$145,000</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>$55,000 – $320,000</td>
<td>$133,000</td>
</tr>
<tr>
<td>VIC</td>
<td>Publicly Listed</td>
<td>$82,500 – $332,500</td>
<td>$150,000</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>$80,000 – $300,000</td>
<td>$168,500</td>
</tr>
<tr>
<td>QLD</td>
<td>Publicly Listed</td>
<td>$55,000 – $310,000</td>
<td>$190,500</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>$55,000 – $310,000</td>
<td>$136,000</td>
</tr>
<tr>
<td>WA</td>
<td>Publicly Listed</td>
<td>$80,000 – $415,000</td>
<td>$191,500</td>
</tr>
<tr>
<td></td>
<td>Other</td>
<td>$45,000 – $300,000</td>
<td>$142,000</td>
</tr>
</tbody>
</table>

Note: We are aware that 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 popular option for Australian lawyers. Whilst Australian lawyers are still able to secure roles overseas, there has been a decrease in the number doing so. Activity in the international legal recruitment market is slow for a range of reasons including the sluggish global economic climate, the War in Iraq and the outbreak of the SARS virus.

International law firms in the UK, US and Asia are recruiting less Australian lawyers at present. Due to tighter local markets, there are sufficient high quality candidates in local jurisdictions and not such a need to source candidates from Australia. Some candidates are looking to locations such as Dubai while the more conventional destinations are less of an option.

Before the outbreak of SARS, international law firms in China were seeking Australian lawyers with fluent Mandarin language skills and quality legal experience from an Australian law firm. While the recruitment activity largely halted in the last half of the 2002-2003 financial year, the legal market is recovering and China should again be a centre for legal recruitment in 2003–2004.

Generally, international law firms are recruiting in very specific areas of need. The most consistent area of demand is for lawyers with expertise in finance, for example, structured finance and asset finance. This is particularly the case in London. Globally, the recruitment of corporate/M&A lawyers has reduced over the past financial year. Lawyers currently securing positions overseas tend to have at least three years experience, top tier law firm training and a strong academic background. Relevant language skills are often sought for positions in Europe.

The mood in international law firms is generally one of caution. The firms are consolidating current staff and using staff from other offices in preference to recruiting. The firms are cost focused. The fact that in the UK, US and Asia, salary bands have not moved upwards in the past 12 months is an example of this cost control. In some Hong Kong practices, individual lawyers’ salaries have not gone up at all meaning an effective decrease in the salary bands this year. Internationally, bonuses have been paid to some lawyers to award strong performance and effort. Whilst some firms have given each staff member an equal bonus (in terms of percentage of salary), most have tied bonuses to individual achievement.

In London, US firms continue to pay more than UK firms. At the extremes, some US firms are paying almost double the salaries of their UK competitors. We have not included these anomalies in our salary ranges. With the exception of a few US firms, salaries in London are relatively homogeneous at the junior level, with the salary divide between the smaller and the larger City and ‘Magic Circle’ firms being more appreciable at the three year PQE mark.

We expect the demand for Australian lawyers from overseas law firms to gain momentum over the next 12 months. This anticipated increase in activity is likely to be gradual.
<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Year Level</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly Qualified</td>
<td>£48,000 – £50,000</td>
<td>Newly Qualified</td>
<td>US$115,000 – US$140,000</td>
</tr>
<tr>
<td>PQE 1</td>
<td>£51,000 – £55,000</td>
<td>PQE 1</td>
<td>US$125,000 – US$160,000</td>
</tr>
<tr>
<td>2</td>
<td>£56,000 – £63,000</td>
<td>2</td>
<td>US$130,000 – US$170,000</td>
</tr>
<tr>
<td>3</td>
<td>£60,000 – £70,000</td>
<td>3</td>
<td>US$150,000 – US$180,000</td>
</tr>
<tr>
<td>4</td>
<td>£63,000 – £75,000</td>
<td>4</td>
<td>US$165,000 – US$200,000</td>
</tr>
<tr>
<td>5</td>
<td>£76,000+</td>
<td>5</td>
<td>US$175,000 – US$212,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Year Level</th>
<th>Range</th>
<th>Year Level</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newly Qualified</td>
<td>HK$60,000 – HK$67,000</td>
<td>Newly Qualified</td>
<td>S$85,000 – S$95,000</td>
</tr>
<tr>
<td>PQE 1</td>
<td>HK$65,000 – HK$71,000</td>
<td>PQE 1</td>
<td>S$115,000 – S$130,000</td>
</tr>
<tr>
<td>2</td>
<td>HK$72,000 – HK$78,000</td>
<td>2</td>
<td>S$140,000 – S$160,000</td>
</tr>
<tr>
<td>3</td>
<td>HK$77,000 – HK$85,000</td>
<td>3</td>
<td>S$155,000 – S$180,000</td>
</tr>
<tr>
<td>4</td>
<td>HK$84,000 – HK$93,000</td>
<td>4</td>
<td>S$175,000 – S$193,000</td>
</tr>
<tr>
<td>5</td>
<td>HK$90,000 – HK$97,000</td>
<td>5</td>
<td>S$185,000 – S$205,000</td>
</tr>
</tbody>
</table>

Figures for Hong Kong are paid monthly

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

Marketing recruitment within professional services firms was steady throughout the financial year with emphasis remaining on the business development and client relationship management areas. Participants in this year’s survey revealed that the top three main responsibilities were strategy and planning, client relationship management and tenders and capability statements.

Candidates with tender and proposal writing experience were most in demand at the top tier firms with position descriptions weighting these skills up to 80% in some cases. Whilst the market was buoyant in top tier firms, many of the opportunities were at junior-mid management level and were mostly created due to people moving to competitors.

There was more activity at senior level amongst the mid tier firms with several key appointments at Senior Manager and Director level. Several of these positions were newly created demonstrating a general acceptance that marketing and business development professionals are seen as a necessary addition to the management teams. As you would expect with the fierce competition in the mid tier market, firms tended to put more emphasis on brand management and communications when recruiting. This made it a good market for candidates with experience of the full marketing mix.

Our survey of marketers revealed them to be optimistic about their careers with 42% satisfied with their current role and 26% very satisfied. Salary increases for this financial year averaged out at 8%. Bonuses were also paid to 30% of marketers in the range of $500–$10,000.

Marketing Salaries

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Top Tier Firms</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>$105,000 – $300,000</td>
<td>$220,000</td>
</tr>
<tr>
<td>Manager</td>
<td>$75,000 – $135,000</td>
<td>$104,000</td>
</tr>
<tr>
<td>Senior Co-ordinator</td>
<td>$62,000 – $72,000</td>
<td>$70,000</td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$40,000 – $65,000</td>
<td>$56,000</td>
</tr>
<tr>
<td><strong>Mid Tier Firms</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>$110,000 – $135,000</td>
<td>$120,000</td>
</tr>
<tr>
<td>Manager</td>
<td>$70,000 – $150,000</td>
<td>$95,000</td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$40,000 – $63,500</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Small Firms</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td>$55,000 – $97,000</td>
<td>$75,000</td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$40,000 – $60,000</td>
<td>$52,000</td>
</tr>
</tbody>
</table>

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

Human resources recruitment in the first half of the 2002–2003 financial year was active, especially at senior level, with a particular interest in generalist practitioners. A number of HR teams experienced either a re-structure or a downsizing, with specialists being replaced with practice-area generalists. Firms also expressed a preference for staff with professional services, if not legal, experience. This demonstrates a surprising move away from previous years where broader commercial backgrounds were sought.

The market in early 2003 was relatively quiet, a cyclical trend that we see each year as teams focus on major projects such asarticled clerk/graduate recruitment. This busy time tends to discourage practitioners to move or firms to recruit. Those firms that did recruit at this time were seeking specialist junior staff, mostly to provide support on projects.

Role responsibilities are becoming broader, with most professionals surveyed nominating diverse activities including performance management, remuneration/benefits, recruitment, administration and policy development work as their main focus. Survey 2003 showed that challenge and the opportunity to work with a particular team were the two most cited reasons for HR professionals being attracted to their current roles.

Job satisfaction in human resources is strong, with 36% of those surveyed reporting that they are very satisfied with their current role and 40% that they are mostly satisfied. Salary increases for this financial year averaged out at 7%.

### Human Resources Salaries

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Top Tier Firms*</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>$160,000 – $270,000</td>
<td>$220,000</td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td>$100,000 – $150,000</td>
<td>$120,000</td>
<td></td>
</tr>
<tr>
<td>Consultant</td>
<td>$70,000 – $90,000</td>
<td>$75,000</td>
<td></td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$45,000 – $65,000</td>
<td>$55,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Mid Tier Firms</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>$120,000 – $170,000</td>
<td>$130,000</td>
<td></td>
</tr>
<tr>
<td>Manager</td>
<td>$65,000 – $110,000</td>
<td>$80,000</td>
<td></td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$40,000 – $60,000</td>
<td>$48,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Small Firms</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>$65,000 – $80,000</td>
<td>$70,000</td>
<td></td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$35,000 – $55,000</td>
<td>$45,000</td>
<td></td>
</tr>
</tbody>
</table>

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

Knowledge management opportunities were strong in the last financial year with newly created positions, the expansion of teams and the appointment of senior Knowledge Managers, particularly within mid tier firms.

The integration of knowledge management activities into law firm operations continues, with 94% of respondents to Survey 2003 indicating that they report to partners on precedents/KM, and 84% confirming that fee earners are actively contributing to these areas.

Qualifications within these fields remain broad across law, library, and information technology, with 69% of respondents holding legal qualifications. Responsibilities reported include precedent management, intranet and website management, training, drafting and editing, research and the development of the firm's style guide with 63% including this as their responsibility within the firm.

Salary bands were again broad this year, with the diversity of responsibilities creating significant differences in remuneration for professionals with a similar job title. Salaries rose on average by 7.4%

Career satisfaction is high amongst Knowledge Managers/Precedents professionals, with 47% satisfied with their current role and 25% very satisfied. The coming year looks to be active again. Early indications and the level of recruitment activity point to another busy year within this growing area.

Knowledge Management Salaries

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Manager</td>
<td>$113,000 – $220,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Manager</td>
<td>$60,000 – $125,000</td>
<td>$110,000</td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$38,000 – $60,000</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Job Level</th>
<th>Range</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>$64,000 – $130,000</td>
<td>$97,500</td>
</tr>
<tr>
<td>Co-ordinator</td>
<td>$36,000 – $45,000</td>
<td>$40,500</td>
</tr>
</tbody>
</table>

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 last financial year has seen a steady flow of activity in patent attorney and trademark attorney recruitment across Australia. Further, recruitment of intellectual property lawyers offering highly specialist skills has been constant in law firms and patent attorney firms alike.

There is an increasing awareness by corporations that the protection of their organisation’s intellectual property is paramount. Some multinational companies have teams of intellectual property specialists working in-house who manage the intellectual property portfolio from compliance, administrative and strategic perspectives. This may involve managing several portfolios concerning the business of the holding company and numerous subsidiaries. It is not uncommon for the team to include a mix of patent attorneys, trademark attorneys and lawyers.

Over the past twelve months, the strongest areas of recruitment demand have been for lawyers and patent attorneys with expertise in health, biotechnology, computer science and electrical engineering. We expect this trend to continue in the 2003–2004 financial year.

Given the relatively small pool of registered patent attorneys in Australia, there is a continuing trend for clients to search in overseas markets for quality candidates. Overseas candidates are generally sourced from the United Kingdom, South Africa and Europe.

<table>
<thead>
<tr>
<th>Position</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trainee Patent Attorney</td>
<td>$51,000 – $74,000</td>
</tr>
<tr>
<td>Newly Qualified Patent Attorney</td>
<td>$72,000 – $96,000</td>
</tr>
<tr>
<td>Mid Level Patent Attorney</td>
<td>$77,000 – $112,000</td>
</tr>
<tr>
<td>Senior Patent Attorney</td>
<td>$98,000 – $150,000</td>
</tr>
<tr>
<td>Trade Marks Officer</td>
<td>$46,000 – $67,000</td>
</tr>
<tr>
<td>Qualified Trade Mark Attorney</td>
<td>$72,000 – $120,000</td>
</tr>
<tr>
<td>IP Manager - In-house</td>
<td>$80,000 – $135,000</td>
</tr>
</tbody>
</table>

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