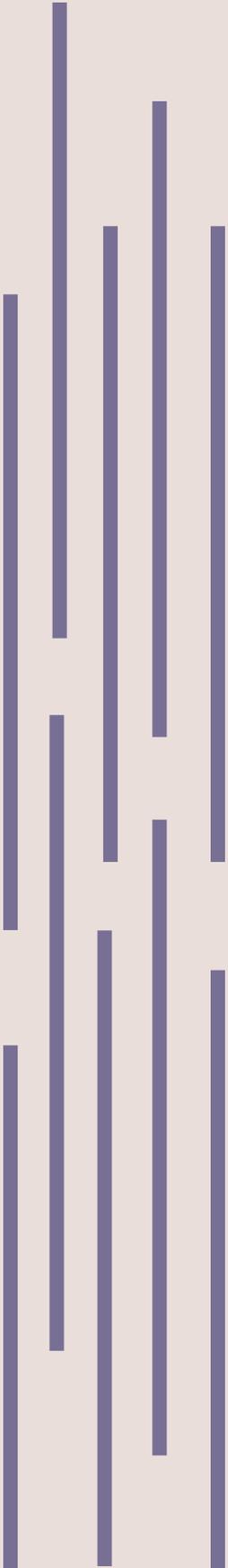




2021

SALARY
AND
CAREERS
GUIDE



2021 IN THIS YEAR'S REPORT

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QUEENSLAND YOUNG LAWYERS

Queensland Young Lawyers (QYL) is an independent not-for-profit association dedicated to encouraging and supporting the personal and professional development of young lawyers and barristers in Queensland.

Together with Peppercorn Recruitment, the QYL Committee has worked tirelessly to collate and present the results of the Salary Survey.



Megan Dudley
President



Helen Driscoll
Vice-President



Lysette Yates
Treasurer



Mitchell Page
Secretary

2021 FROM THE QYL EXECUTIVE

Queensland Young Lawyers (QYL) is thrilled to release the 2021 Queensland Legal Salary Survey.

They say all good things get better with age and that's no different for our salary survey - now in its fourth year of production in partnership with Peppercorn Recruitment.

We believe there is a huge opportunity for young lawyers to start negotiating their salaries and knowing their worth early on in their career. This salary survey is an important tool to put all the numbers on the negotiating table and to know how to back up what you're asking for.

The data within this survey is collected by lawyers, from lawyers. This means its real data which accurately reflects the real salaries and working conditions for young lawyers in Queensland.

2020 was truly a scooter to the ankle. We saw our colleagues and our friends deal with loss of employment, disruption and forced or optional salary decreases. We saw the rise of #WFH and the start of getting back to what is called "COVID normal".

We saw the young lawyer demographic engage in a type of collegiality never seen before, attending virtual events, checking in on mates and attending in-person events once it became safe to do so. Queensland, we came back better than ever. So now it's 2021 and we are still subject to the COVID-19 pandemic but the market is getting better. The advice we can give you for this years' pay review - don't be afraid to ask for a pay rise!

We would like to thank our gold sponsor and partner in this project, Peppercorn Recruitment. It is a pleasure working with you and producing this valuable report.

QYL Executive
May 2021



PEPPERCORN RECRUITMENT

Established in 2015, Peppercorn Recruitment has grown to be Brisbane's leading specialist legal, risk and compliance recruitment agency.

We are lawyers, and we are legal recruiters. We understand the intricacies, demands and challenges of the legal, risk and compliance industries. This, combined with our extensive networks, ensures we match our candidates to the right jobs. We take the time to understand the unique experience and career goals of our candidates as well as the intricacies of the business and culture of our clients. This allows us to give you an insight into what employers are going to work best for your specific career aspirations.

Based in Brisbane, we have recruited at all levels across private practice, in-house and government for permanent, fixed term, contract and temporary positions across Australia.



Peter Liaw
Partner



Ross Dakin
Partner

2021 WELCOME TO THE SALARY SURVEY

Welcome to the 2021 Queensland Legal Salary Survey. Now in its fourth year, the survey is quickly becoming the go-to resource for early career Queensland lawyers understanding their worth in the market.

In putting together this survey, we're using real data provided to us by lawyers in the Queensland market. And it's with this data that we hope to provide you as a lawyer useful information with which to approach your salary reviews or indeed assess your current employment. Once again, we're thrilled to have had more than 500 lawyers contribute to the survey. While not every lawyer in Queensland has completed the survey, those that have means we can present to you data that has a meaningful and hopefully useful purpose.

Which brings us to 2020. Well, what a year! Having come off a buoyant 2019, the legal recruitment market in early 2020 was flying. And then COVID-19 hit. From March until about July, it was a case of lawyers keeping their heads below the parapet, working as hard as they could and hoping that this virus would quickly pass.

While a few unfortunate people lost their jobs (in law firms, the biggest casualty was support staff) or had their salaries reduced, a perfect storm was soon to emerge. Throw into the mix Jobkeeper and the realization that lawyers were still needed to sort everything out – from lease re-negotiations, to insurance claims and an economy suddenly awash with government money (the front-end corporate types loved this, not so much the insolvency ones who thought this was their time!) – and it was game on again! EXCEPT....no-one wanted to move jobs (understandably!) in the middle of a pandemic.

The latter half of 2020 saw some law firms having record financial years, unable to keep up with the amount of work coming through the door, furiously re-hiring support staff they had let go, and yet struggling to recruit fee-earning lawyers and support staff. Many lawyers didn't get their salary reviewed, and to be fair, most understood the predicament and were grateful for a job. However, one thing we noticed very early on was that those lawyers who were contemplating a move prior to COVID-19, put their plans on ice to see how the rest of the year panned out and would "re-assess" come January.

To say that the start of 2021 was busy, would be a huge understatement. Not only has demand for lawyers reached fever pitch in law firms, so too can be said with corporates looking to grow their legal teams too. Without question, in May 2021 we are at hiring levels not seen since before the GFC.

In all our years of recruitment, we have never seen anything like what we saw in 2020. As the Managing Partner of a firm we work closely with said to us recently, "we've seen 10 years of workplace change happen in 6 months". Which is interesting, as we again said in our survey last year:

Work-from-home (WFH) has become the new norm and it will be interesting to see what impact this has long-term, particularly on traditional law firm work environments.

Already in speaking to several law firm clients, productivity of fee-earners at home has remained surprisingly high. How employers adjust longer term remains to be seen, but with technology allowing remote working, "flexible" working arrangements which have often been high on the wish-list of lawyers at all levels could be here to stay.

While it may be true (and it seems a very good thing too) of the work-from-home assumption, it didn't take long before upward pressure on salaries came through. We've gone from a market where a lawyer with an in-demand skill-set will instead of having maybe one or two offers, instead be contemplating multiple offers.

If we were to guess again what 2021 might hold, it is that there are a lot of lawyers waiting to get their "due" pay-rises they missed out on in 2020 and then explore other options in FY 21/22.

It was always going to be interesting to see the raw data results of the 2021 Salary Survey. And as we thought would be the case, salaries remained flat throughout the year but that has certainly now changed. Indeed, next year's survey we suspect will see a significant spike in salaries across the board.

Once again, it's been a thoroughly rewarding, interesting and at times challenging process pulling together a survey like this. As proud and long-time supporters of Queensland Young Lawyers, we try our best to provide lawyers with as much information as they need to help shape their careers. A big thank-you obviously goes to those who took the time to complete the survey and contribute to the data. We know that talking about salaries is not exactly "water-cooler" chat in the office, but we hope that this survey and its results gives you some guidance and assistance in navigating your legal career (or at least the financial aspect of it!) moving forward.

Finally, we'd like to extend our thanks and appreciation to the Executive Committee of the QYL. It's so great to see young lawyers with such passion, giving up hours of their time in helping other young lawyers on their career journey in the profession.

It's been an honour and a pleasure to work so closely with you all and we look forward to presenting next year's survey in 2022!

Ross Dakin & Peter Liaw.
Peppercorn Recruitment – May 2021

2021 FROM THE QYL EXECUTIVE

The statistics in this guide are derived from the 2021 Queensland Legal Salary Survey which was open for five weeks in February and March 2021.

Of the participants, 93% were employed on a full-time basis. The sample of data collected was sufficient to provide the averages and statistics in this guide. Where there was a data sample too small, those statistics have been omitted. Prior to any analysis, entries in the survey were reviewed and corrected where obvious errors were identified

DEFINITIONS

Firm Sizes

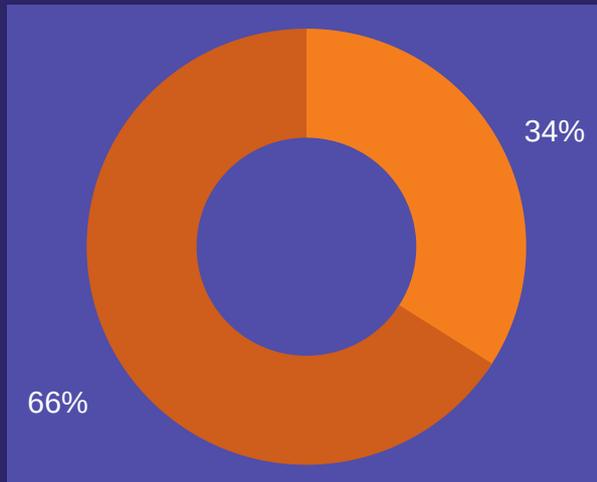
- Micro Law Firm (Micro): 2-5 Solicitors
- Small Law Firm (Small): 6-19 Solicitors
- Medium Law Firm (Medium): 20-49 Solicitors
- Large Law Firm (Large): 50+ Solicitors (no offices outside of Queensland)
- National Law Firm (National): 50+ Solicitors has offices outside Queensland
- International Law Firm (International): firm with international offices

Other terms

- PAE: post admission experience
- Special Counsel includes: Executive Counsel and Managing Associate
- Graduate includes Trainee solicitor.
- "Other" includes: General Counsel, Federal Prosecutors and Paralegals

SURVEY RESPONDENTS

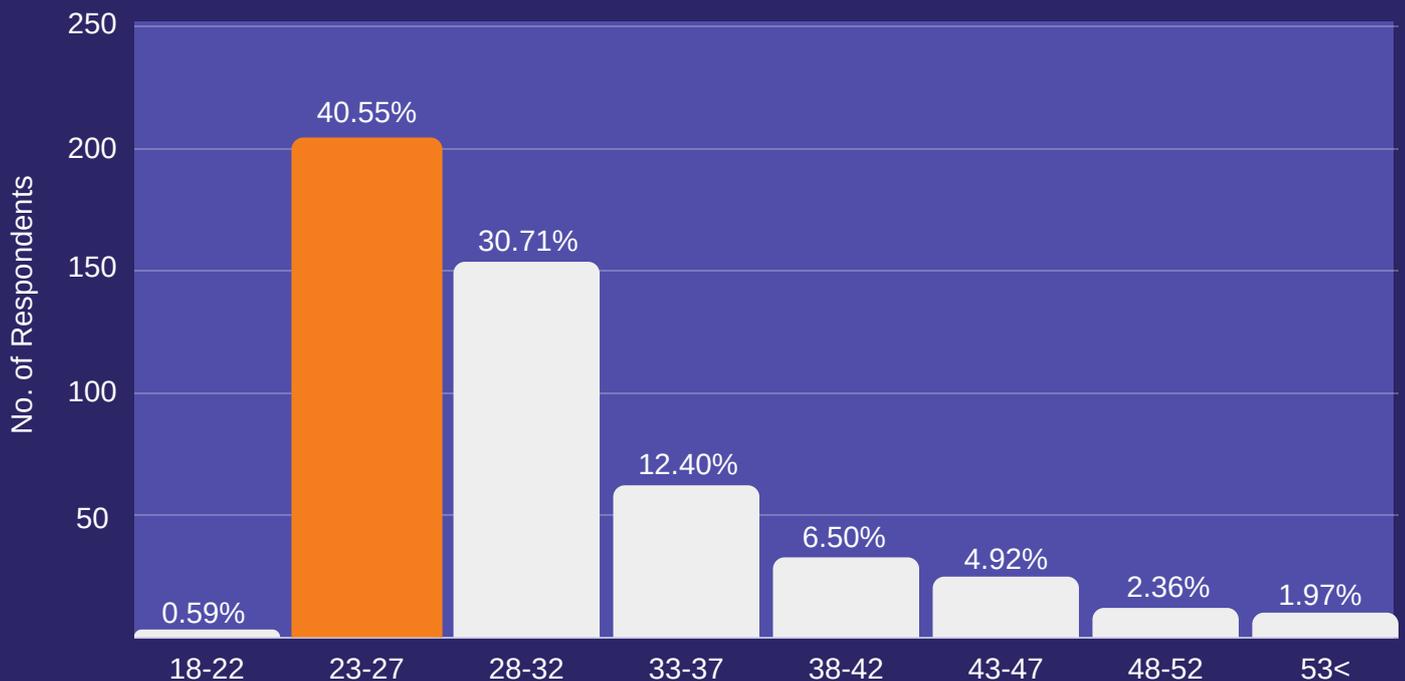
SURVEY RESPONDENTS BY GENDER



The majority of survey respondents were female reflecting recent statistics that show female law graduates outnumber males 2 to 1. * source Pitcher Partners' '2019 Legal Firm Survey'

SURVEY RESPONDENTS BY AGE

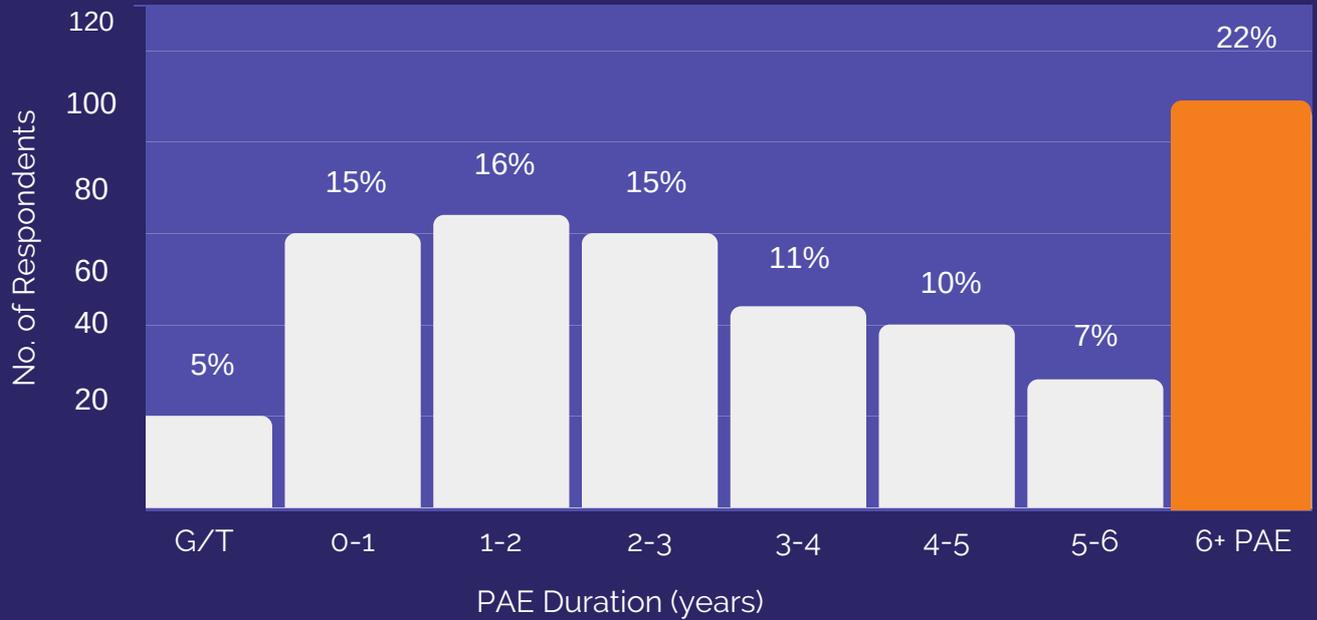
84% of respondents were between the ages of 18 and 37. However 26% of respondents had at least 6 years PAE showing it is not just *young* lawyers who want to know their worth.



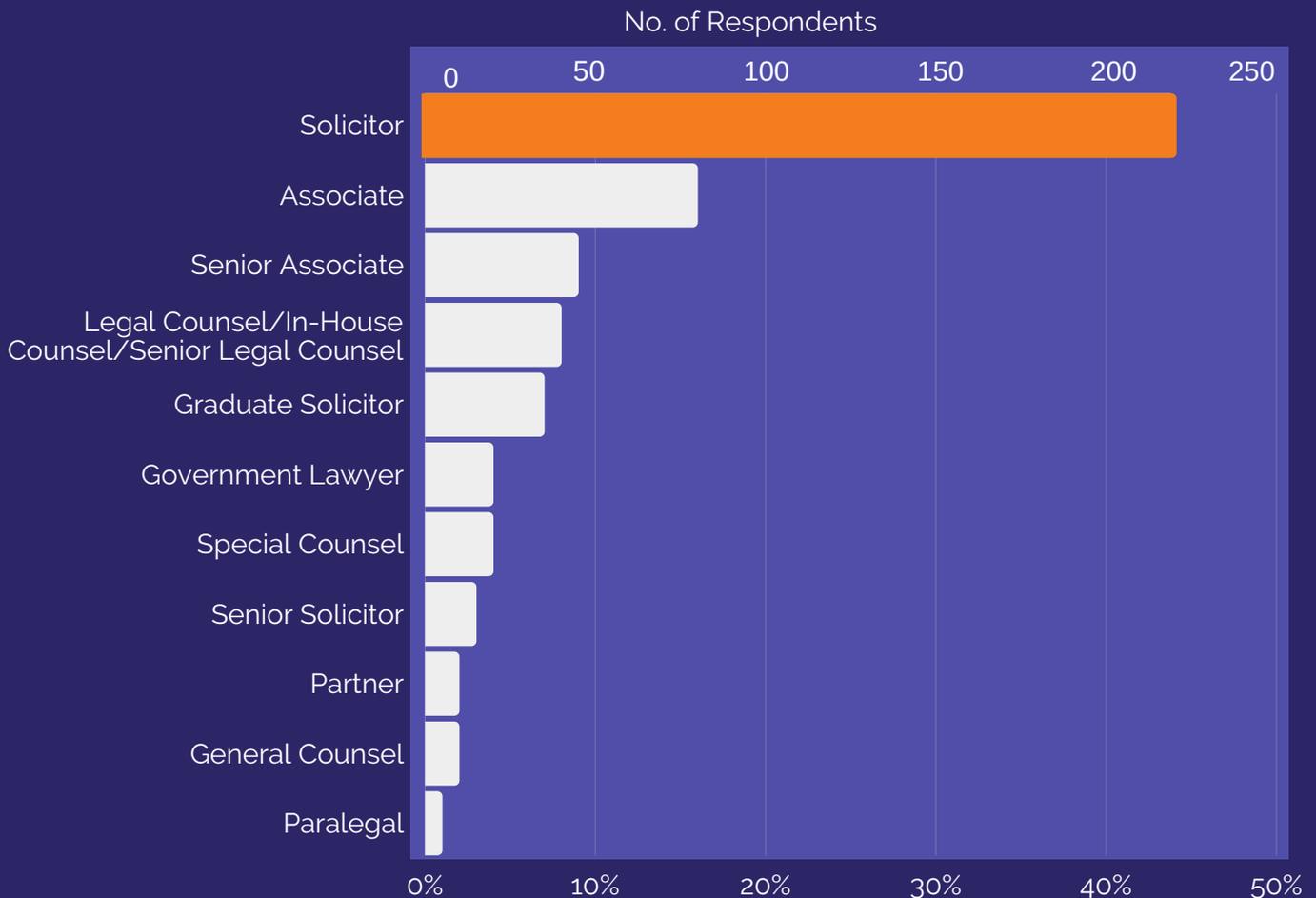
SURVEY RESPONDENTS

SURVEY RESPONDENTS BY PAE (YEARS PAE)

The greatest number of respondents were six years post admission or more



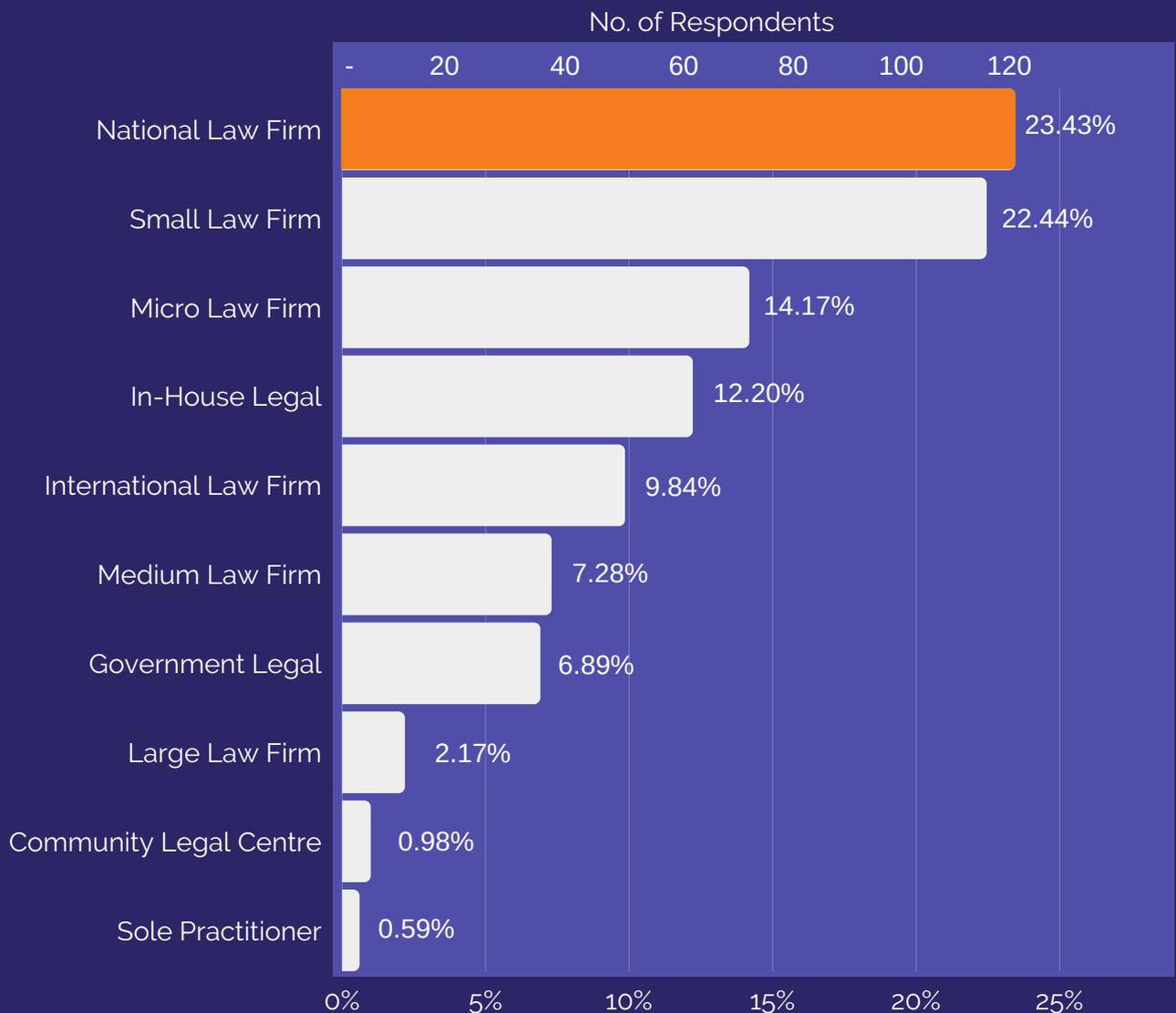
SURVEY RESPONDENTS BY POSITION



SURVEY RESPONDENTS

SURVEY RESPONDENTS BY FIRM SIZE

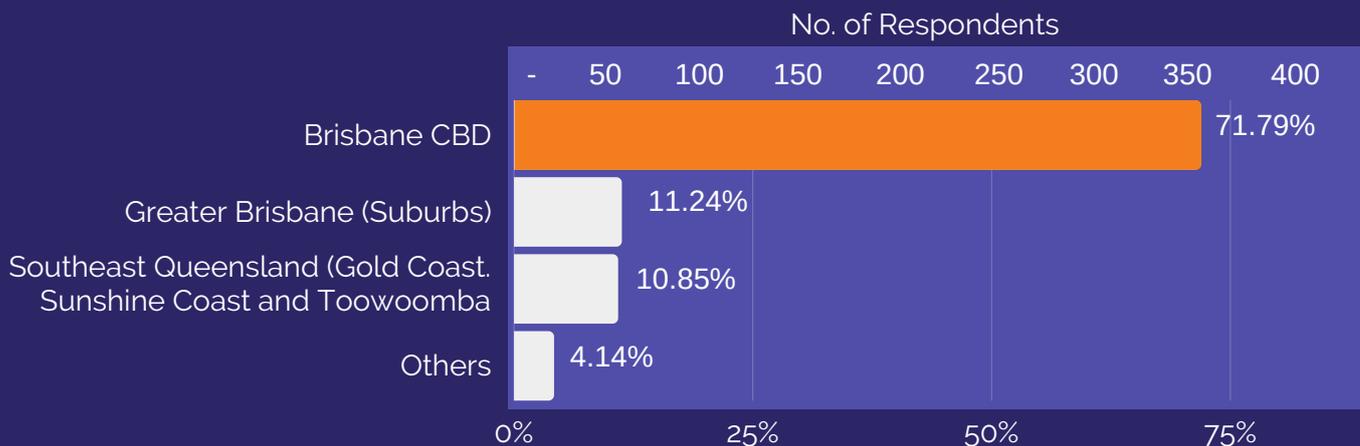
Similar to 2020's results, the greatest number of respondents came from large national firms however we have seen a significant increase of respondents from smaller law firms. 76.56% of respondents work in sole practitioner, micro, small or medium firms.



SURVEY RESPONDENTS

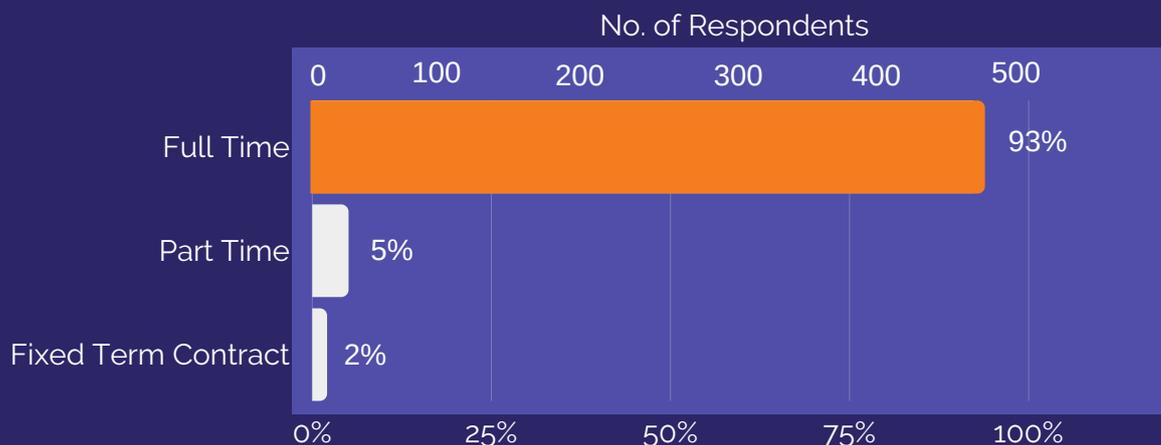
SURVEY RESPONDENTS BY FIRM LOCATION

This year we saw a decrease in the number of respondents from Greater Brisbane, Southeast Queensland and the regions. Brisbane CBD remained the greatest location of respondents increasing to 71% in 2021, compared to 67% last year.



SURVEY RESPONDENTS BY EMPLOYMENT STATUS

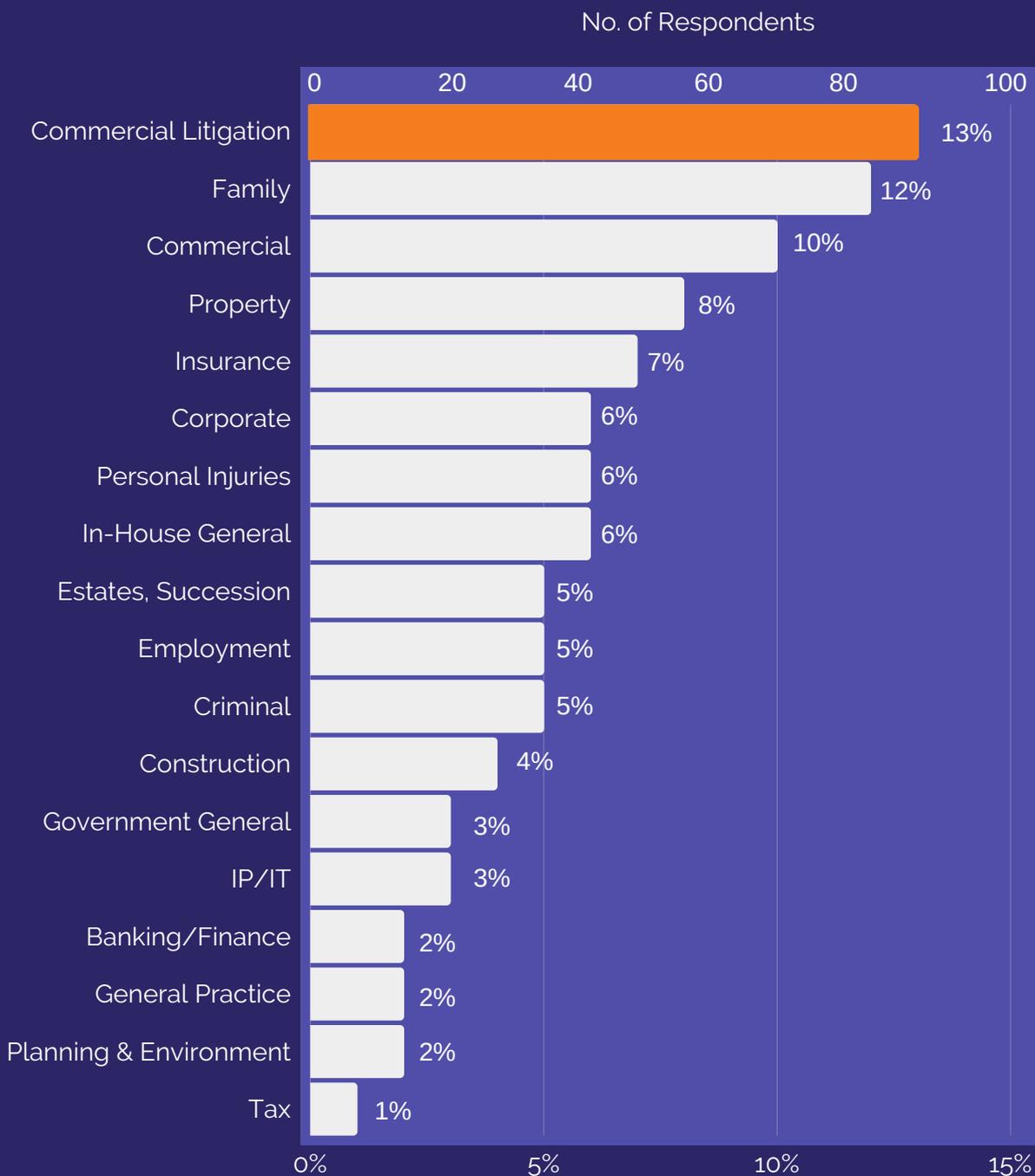
This year's data suggests that the Queensland legal market remains dominated by full time roles. We have seen an increase in full time respondents but a decrease in part time respondents.



SURVEY RESPONDENTS

SURVEY RESPONDENTS BY FIRM LOCATION

The majority of respondents work in Commercial Litigation, Family Law, Commercial, Property and Insurance. This year's respondents are more diverse in terms of practice areas as compared to previous years. In future years, as the number of survey respondents grow, there will be enough data to further analyse salaries by practice area.



SALARIES

SALARIES

The salary figures presented in this report are inclusive of superannuation. The white line spans from the lowest to the highest salary reported for the relevant category and the dot indicates the average salary based on the amounts reported.

SALARIES BY POSITION

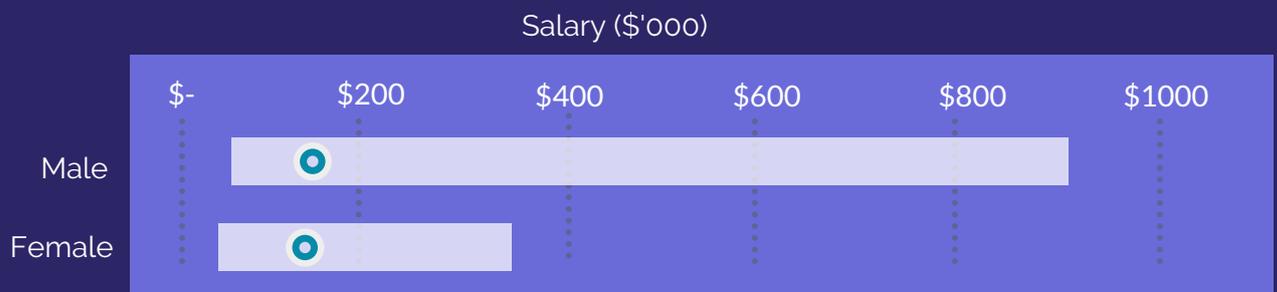
The highest salary was \$900,000 per annum for a partner in an international law firm in Brisbane CBD. The lowest salary for a full time employee was \$35,000 for a graduate/trainee solicitor working in Greater Brisbane. Due to the significant variation in Partner salaries, this position has been omitted below.



SALARIES

SALARIES BY GENDER

Based on the responses received, males average a slightly higher salary than females. However, this graph does not take into account the PAE, practice area and full time vs part time working arrangements. Aside from the highest salary reported at \$900,000, the highest earning female received \$354,000 and the highest male salary was \$347,500. Each of these earners worked in-house and were the in same age bracket. On the lower end of the scale, the lowest overall full time salary reported by a female was \$35,000 for the position of graduate/trainee solicitor with 0-1 years PAE. The lowest full time salary reported for a male was \$45,000 for the position of graduate/trainee solicitor with 1-2 years PAE.



SALARIES BY AGE

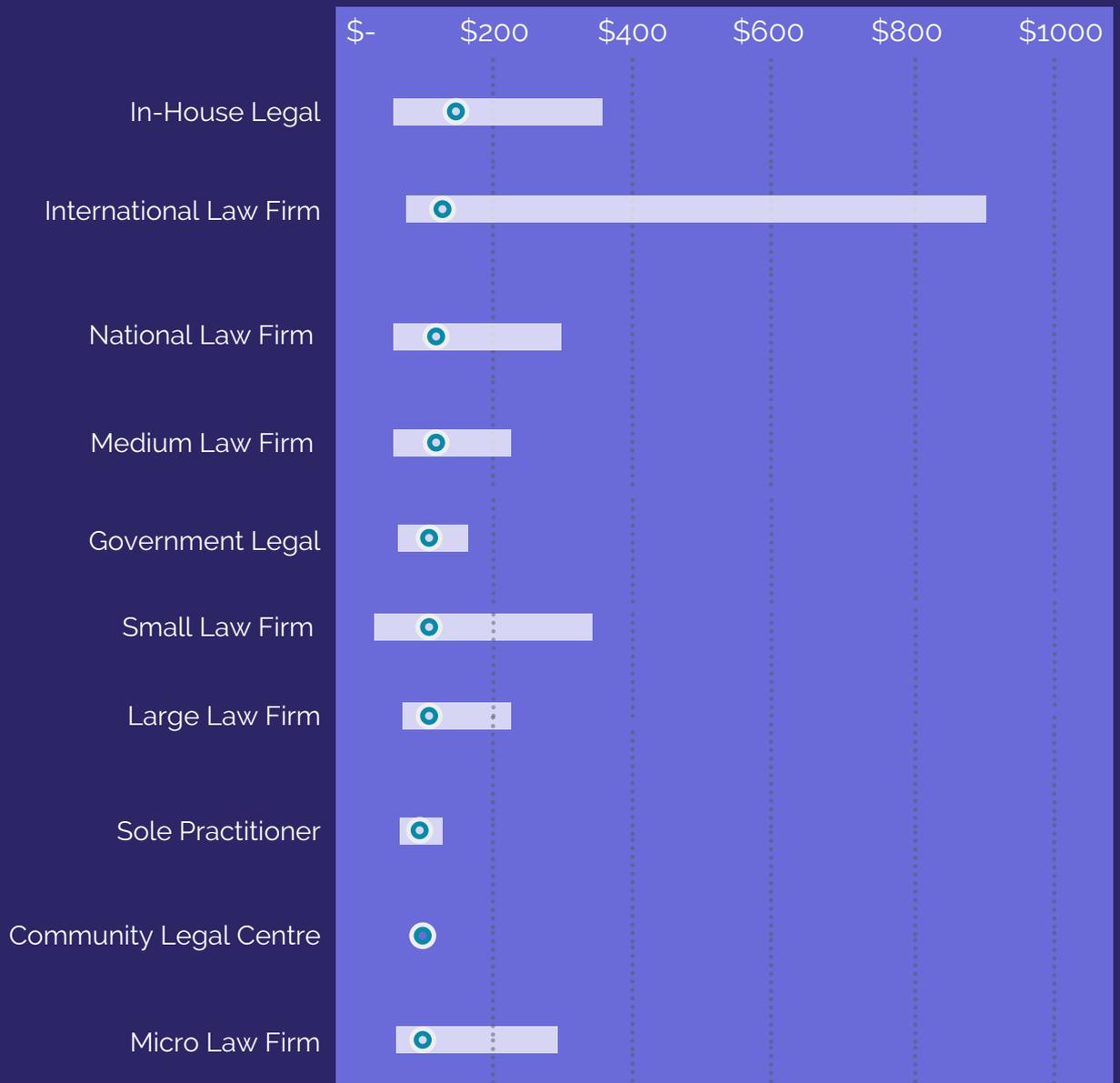
Whilst age is perhaps not as relevant to a profession that ordinarily rewards based on performance and PAE, it is interesting to see that salaries, up to the 43-47 years old bracket, increase together with age.



SALARIES

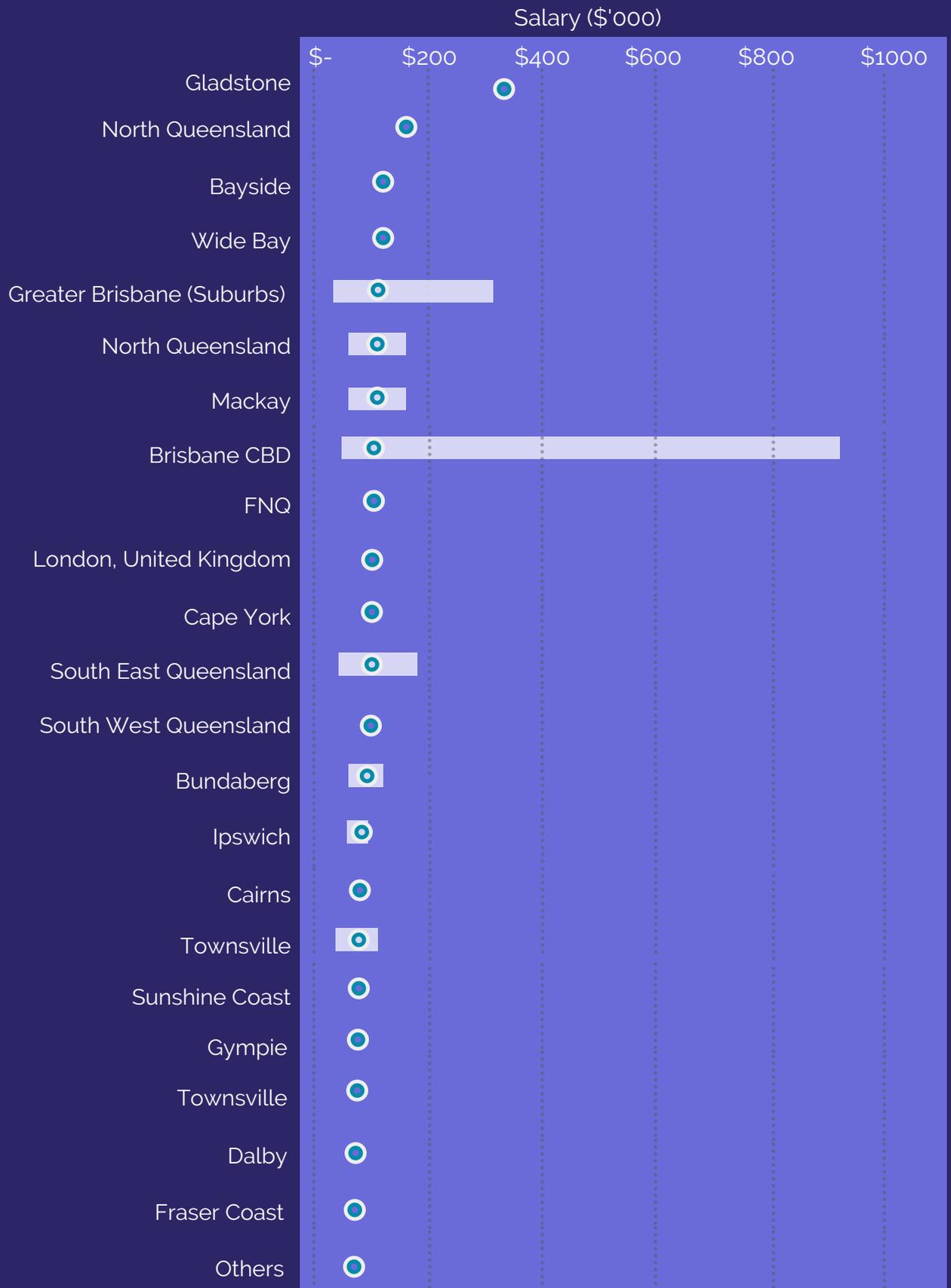
SALARIES BY FIRM TYPE

In keeping with historical data, in-house legal positions average higher than the other, more classic legal positions. The average salary for employees of a firm of 50+ solicitors with offices only in Queensland is \$94,832, whereas a similar sized firm that also has offices outside of Queensland provides an average salary of \$101,696.



SALARIES

SALARIES BY FIRM LOCATION



SALARIES

SALARIES BY EMPLOYMENT CAPACITY



SALARIES

SALARIES BY PAE

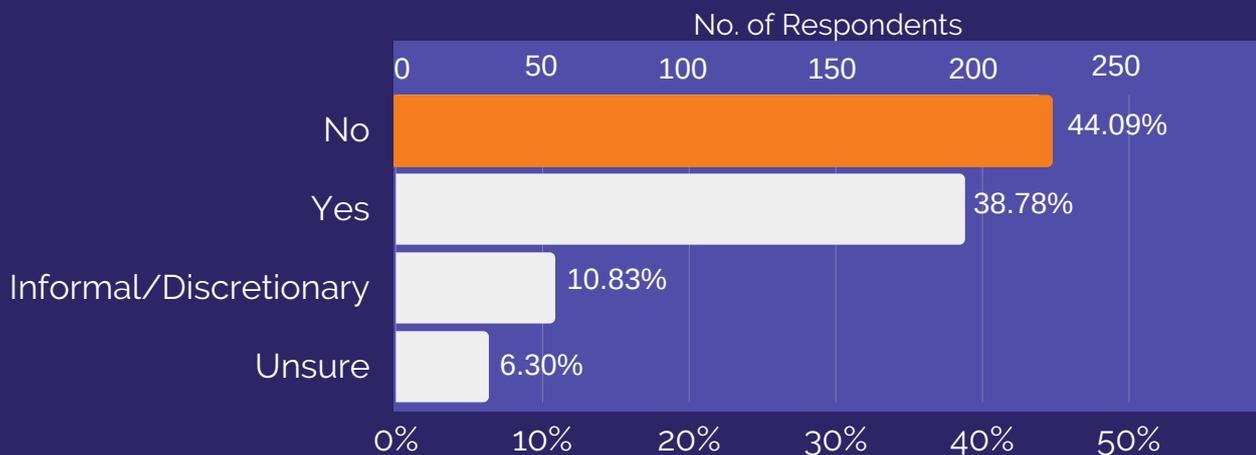
The average salaries were reported for the following position/PAE years:

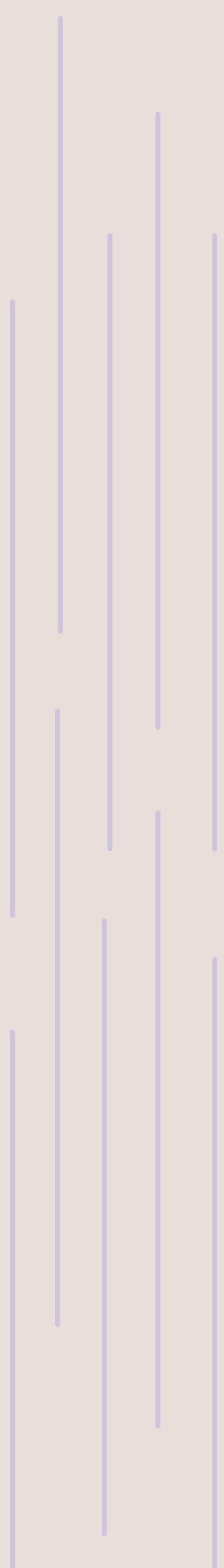
- Graduate: \$65,289
- 0-1: \$69,985
- 1-2: \$76,482
- 2-3: \$84,801
- 3-4 :\$95,555
- 4-5 :\$111,246
- 5-6: \$118,604
- 6+: \$172,056



BONUS SCHEME

Almost 45% of respondents reported that their firm does not offer a bonus scheme.





2021

AVERAGE SALARY BY PAE

GRADUATE / TRAINEE SOLICITOR

This year's data saw a noticeable increase in micro law firms (firms with 2-5 solicitors). This accords with a trend we noticed through 2020 which saw many Micro Law Firms very busy and therefore recruiting actively particularly in late 2020, which saw them competing for talent with larger firms.

Interestingly, in-house has been displaced by Government as having the highest salary average for graduates. This remains consistent with the trend that sees in-house and government lawyers paid better at an early stage in their careers but overtaken by their law firm counterparts as they become more senior.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Government Legal	\$77,819	\$70,000	\$85,000
In-house Legal	\$68,375	\$66,750	\$70,000
Medium Law Firm	\$58,000	\$55,000	\$61,000
Micro Law Firm	\$58,725	\$51,750	\$65,700
National Law Firm	\$65,252	\$56,000	\$72,000
Small Law Firm	\$56,386	\$52,689	\$60,000

0-1 YEARS PAE

The data this year shows very little movement from last year's numbers at the 0-1 year PAE level except that we had a better sample size In-house which brought the average to where we would have expected it to be. As the data demonstrates, Government and in-house have the highest paying salaries which reflects the fact that salaries often start quite high but do not increase annually as much as they do in private practice.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Government Legal	\$74,586	\$55,000	\$98,430
In-house Legal	\$91,060	\$63,240	\$101,000
International Law Firm	\$79,933	\$76,000	\$82,100
Large Law Firm	\$78,062	\$66,000	\$95,187
Medium Law Firm	\$70,440	\$53,000	\$83,000
Micro Law Firm	\$61,662	\$45,000	\$81,650
National Law Firm	\$74,284	\$65,000	\$90,000
Small Law Firm	\$63,310	\$35,000	\$87,600
Sole Practitioner	\$12,000	\$12,000	\$12,000

1-2 YEARS PAE

The disparity in salaries at the high and low extremes is clearly evident with a low of \$45,000 and a high of \$127,000!

This is in line with what we see in the market and why providing salary averages to lawyers without looking at their individual circumstances is very difficult. Putting aside In-house and Government, Micro and National law firm lawyers are some of the best and worst paid lawyers at the 1-2 year PAE level. Because Top Tier and International firms have quite discreet salary bands this makes sense. Add to that the fact that smaller firms are often run very efficiently, we often see smaller law firms pay very well compared to their top tier equivalents even without taking into account the bonuses many of these small firms pay.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Government Legal	\$90,893	\$74,360	\$110,000
In-house Legal	\$78,667	\$66,000	\$103,000
International Law Firm	\$85,763	\$79,000	\$95,000
Large Law Firm	\$67,750	\$62,000	\$73,500
Medium Law Firm	\$74,163	\$70,000	\$80,000
Micro Law Firm	\$73,544	\$55,000	\$105,000
National Law Firm	\$78,272	\$60,000	\$127,000
Small Law Firm	\$69,526	\$45,000	\$90,000

2-3 YEARS PAE

Apart from the data for Large law firms (which was compromised by limited salary data) the highest recorded salaries at the 2-3 year PAE level are very close reflecting the fact that lawyers are very profitable for their firms at this level. In addition, this is one of the most in demand levels for firms seeking lateral hires. Therefore, in order to retain good lawyers, firms are very conscious to ensure they are competitive on salary, particularly for their high performers.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Government Legal	\$96,614	\$80,500	\$110,405
In-house Legal	\$104,063	\$93,125	\$115,000
International Law Firm	\$90,390	\$78,000	\$105,000
Large Law Firm	\$68,500	\$68,500	\$68,500
Medium Law Firm	\$86,950	\$77,000	\$105,677
Micro Law Firm	\$78,521	\$62,500	\$104,000
National Law Firm	\$88,560	\$72,500	\$100,000
Small Law Firm	\$73,945	\$45,000	\$93,500

3-4 YEARS PAE

Overall we noticed that the 3-4 year PAE level was quite soft this year with the highest and/or lowest figures seeing falls across most firm sizes. This is quite surprising as it is the most in demand area across most areas of recruitment currently – one wonders what that will mean for the 2021/2022 data. Much like last year also, we noticed that some of the lower salaries recorded, particularly for National and International firms reflected part time arrangements impacting actual salary level.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Community Legal Centre	\$90,750	\$85,000	\$96,500
Government Legal	\$113,000	\$105,000	\$127,000
In-house Legal	\$121,275	\$95,000	\$147,825
International Law Firm	\$101,375	\$85,000	\$115,000
Large Law Firm	\$75,700	\$75,700	\$75,700
Medium Law Firm	\$82,586	\$77,000	\$90,000
Micro Law Firm	\$88,456	\$70,000	\$114,975
National Law Firm	\$99,106	\$79,999	\$130,000
Small Law Firm	\$92,333	\$82,000	\$105,000
Sole Practitioner	\$67,342	\$67,342	\$67,342

4-5 YEARS PAE

The significant range between high and low salaries in firms reflects the differing performance of lawyers who therefore achieve Associate or Senior Associate promotions at this level earlier or later and which have a substantial positive impact on salary. It is also interesting to see how close the averages are between firms of different sizes and how well many small firms pay (particularly their high performers) at this level. The highest in-house salary is very much higher than is typically seen in the market at the 4-5 year PAE level. Typically law firms would in many instances pay high performers better than in-house at this level.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Community Legal Centre	\$100,187	\$100,000	\$100,375
Government Legal	\$110,520	\$91,560	\$130,000
In-house Legal	\$151,537	\$106,500	\$301,250
International Law Firm	\$104,333	\$80,000	\$135,000
Large Law Firm	\$91,300	\$87,600	\$95,000
Medium Law Firm	\$103,500	\$92,000	\$115,000
Micro Law Firm	\$101,233	\$65,000	\$152,455
National Law Firm	\$108,665	\$82,125	\$140,000
Small Law Firm	\$101,446	\$80,000	\$131,400
Sole Practitioner	\$120,000	\$120,000	\$120,000

5-6 YEARS PAE

As lawyers become more senior there is an increasing disparity in salary between high performers and the rest. This is very evident in the figures at the 5-6 year PAE level. The lowest figures were also impacted by lawyers who were part time or on arrangements other than full time, permanent. This reflects the impacts of parental responsibilities on work arrangements and therefore salaries. This level also clearly shows the reversal of in-house paying better than private practice that we would have expected to see in the data for 4-5 year PAE lawyers. At the 5-6 year level private practice clearly pays better when looking at the highest salaries recorded.

FIRM SIZE	AVERAGE	LOWEST	HIGHEST
Government Legal	\$ 117,750	\$109,000	\$126,500
In-house Legal	\$119,720	\$107,700	\$135,720
International Law Firm	\$144,967	\$139,900	\$152,000
Medium Law Firm	\$117,500	\$90,000	\$145,000
Micro Law Firm	\$88,050	\$66,000	\$98,550
National Law Firm	\$127,250	\$100,000	\$142,750
Small Law Firm	\$117,939	\$72,000	\$165,000

6+ YEARS PAE

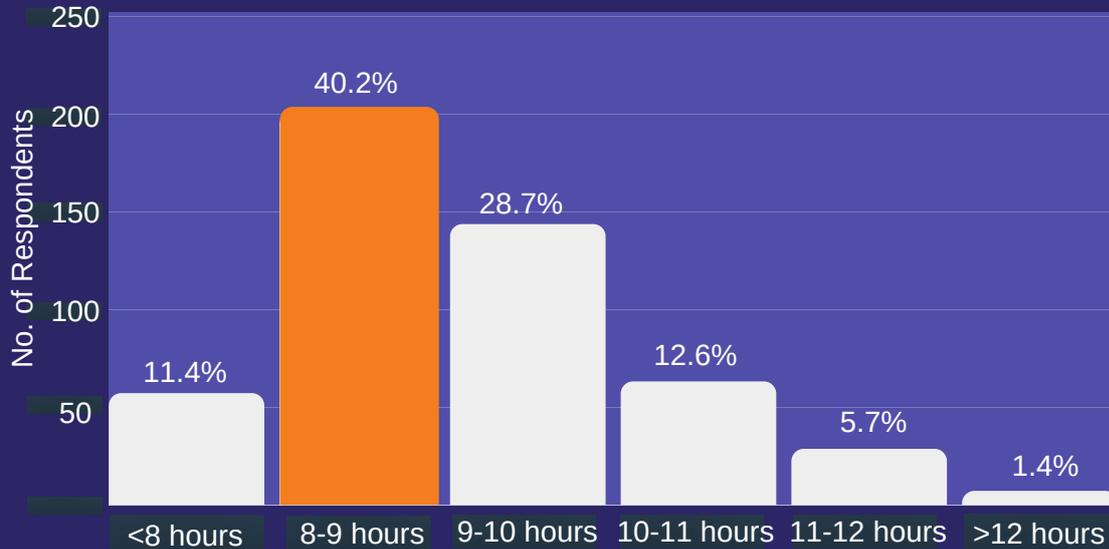
The figures in the table below are all the average salary for each position from the data collected from lawyers with 6+ PAE.

The variance in salary at this more senior level is significant given many factors influence remuneration at this point in a lawyer's career. These include responsibilities outside work that impact on participation as well as responsibilities at work including staff supervision and client introductions.

	MICRO	SMALL	MEDIUM	LARGE	NATIONAL	INTERNATIONAL	GOVERNMENT	IN-HOUSE	COMMUNITY
SOLICITOR	-	\$125,925	\$95,000	-	-	-	\$100,000	-	-
ASSOCIATE	\$82,125	\$125,533	\$116,000	126,666	\$114,988	-	-	-	-
SENIOR ASSOCIATE	\$93,800	\$137,289	\$125,000	-	\$144,960	\$201,833	-	-	-
SENIOR SOLICITOR	\$130,000	-	-	-	\$142,960	\$143,000	-	-	\$79,509
PARTNER	-	\$201,000	\$164,250	220,000	\$290,000	\$900,000	-	-	-
GENERAL COUNSEL	-	-	-	-	-	-	-	\$234,534	-
HEAD OF DIVISION	-	-	-	-	-	\$230,000	-	-	-
GOVERNMENT LAWYER	-	-	-	-	-	-	144,870	-	-
LEGAL COUNSEL	-	-	-	-	-	-	-	\$175,518	-
PARALEGAL	-	\$85,000	-	-	-	-	-	-	-
SPECIAL / EXECUTIVE COUNSEL	-	\$160,231	\$176,667	-	\$188,571	\$252,333	-	-	-

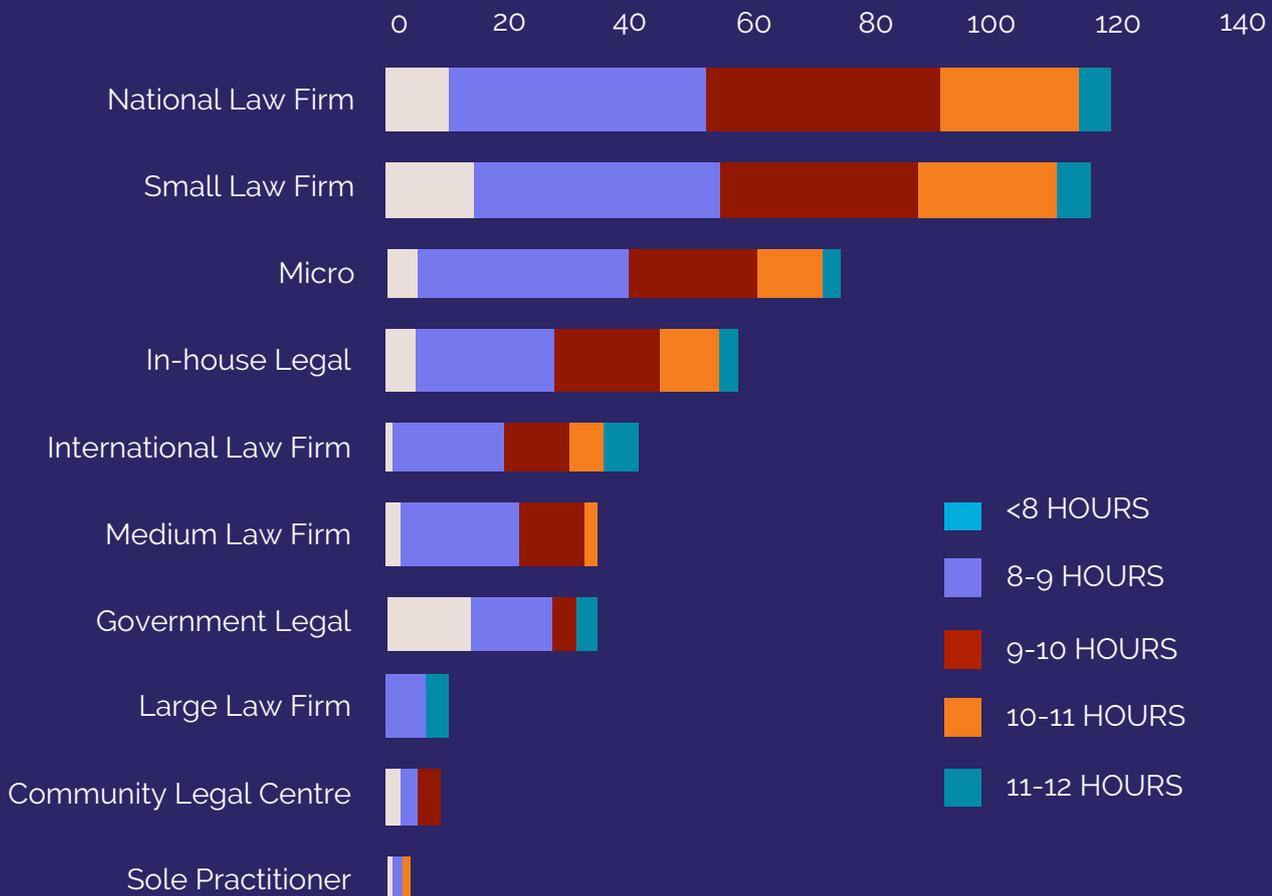
HOURS AND BILLABLES

AVERAGE HOURS PER DAY WORKED



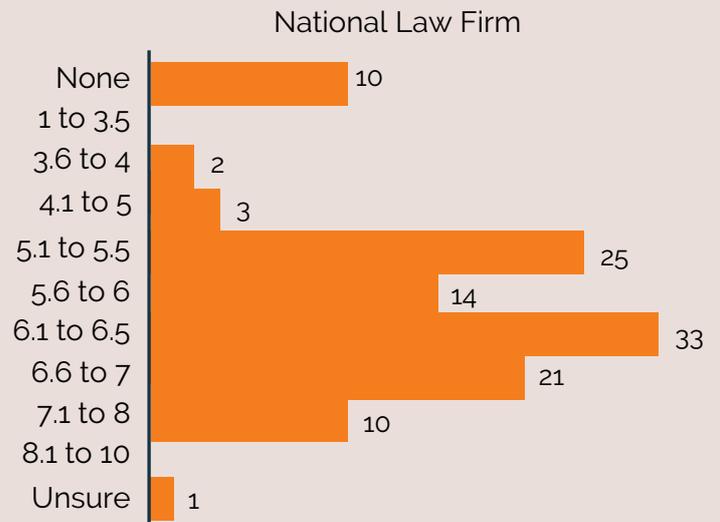
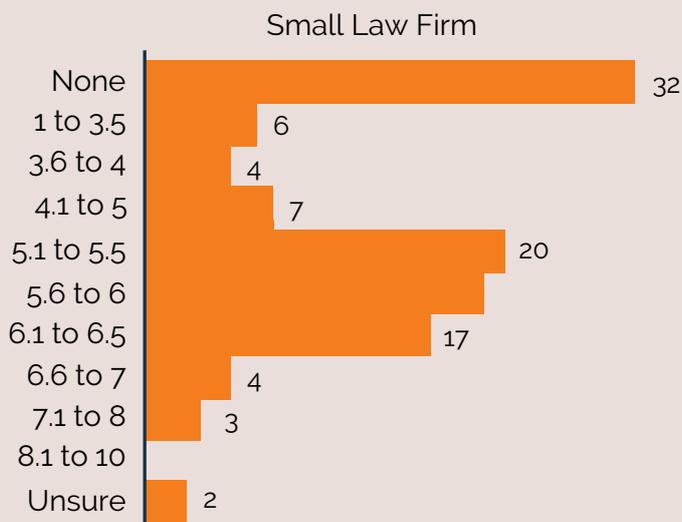
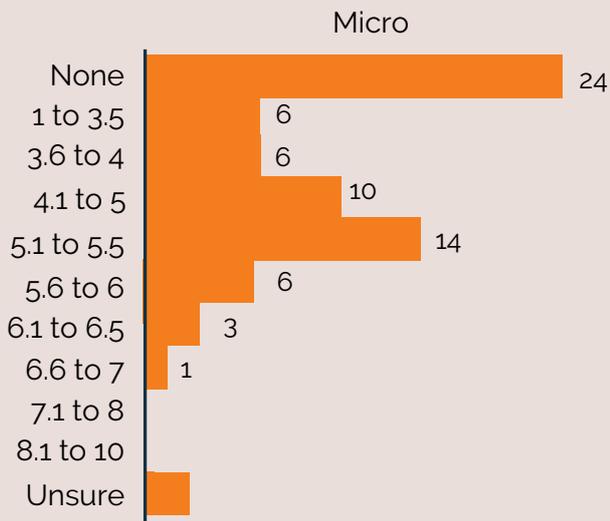
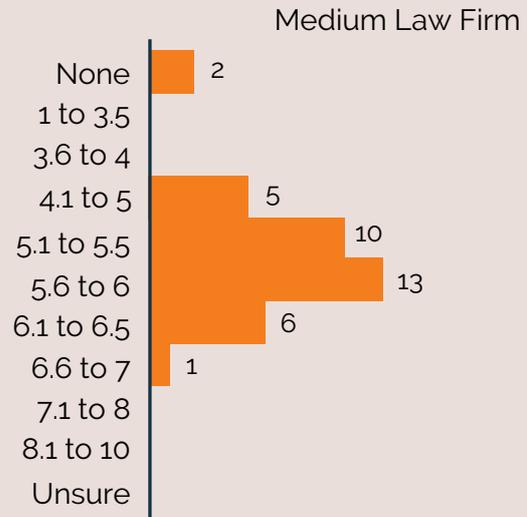
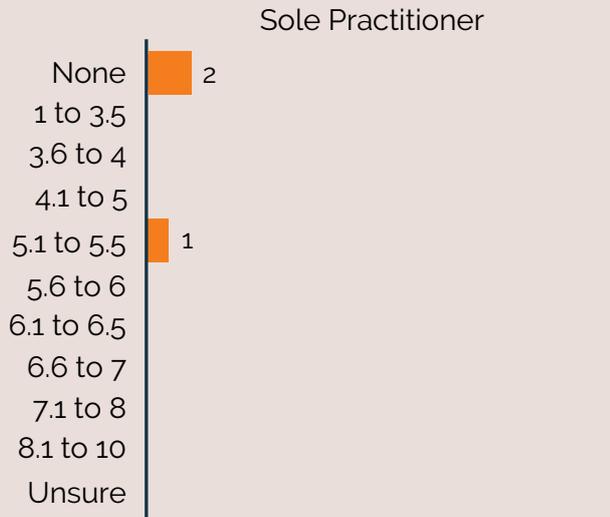
AVERAGE HOURS BY FIRM TYPE

Interestingly there was a slight drop in average hours worked compared to last year's data. The majority of respondents work an average of 8-9 hours per day. Nearly 20% of respondents work over 10 hours a day on average.



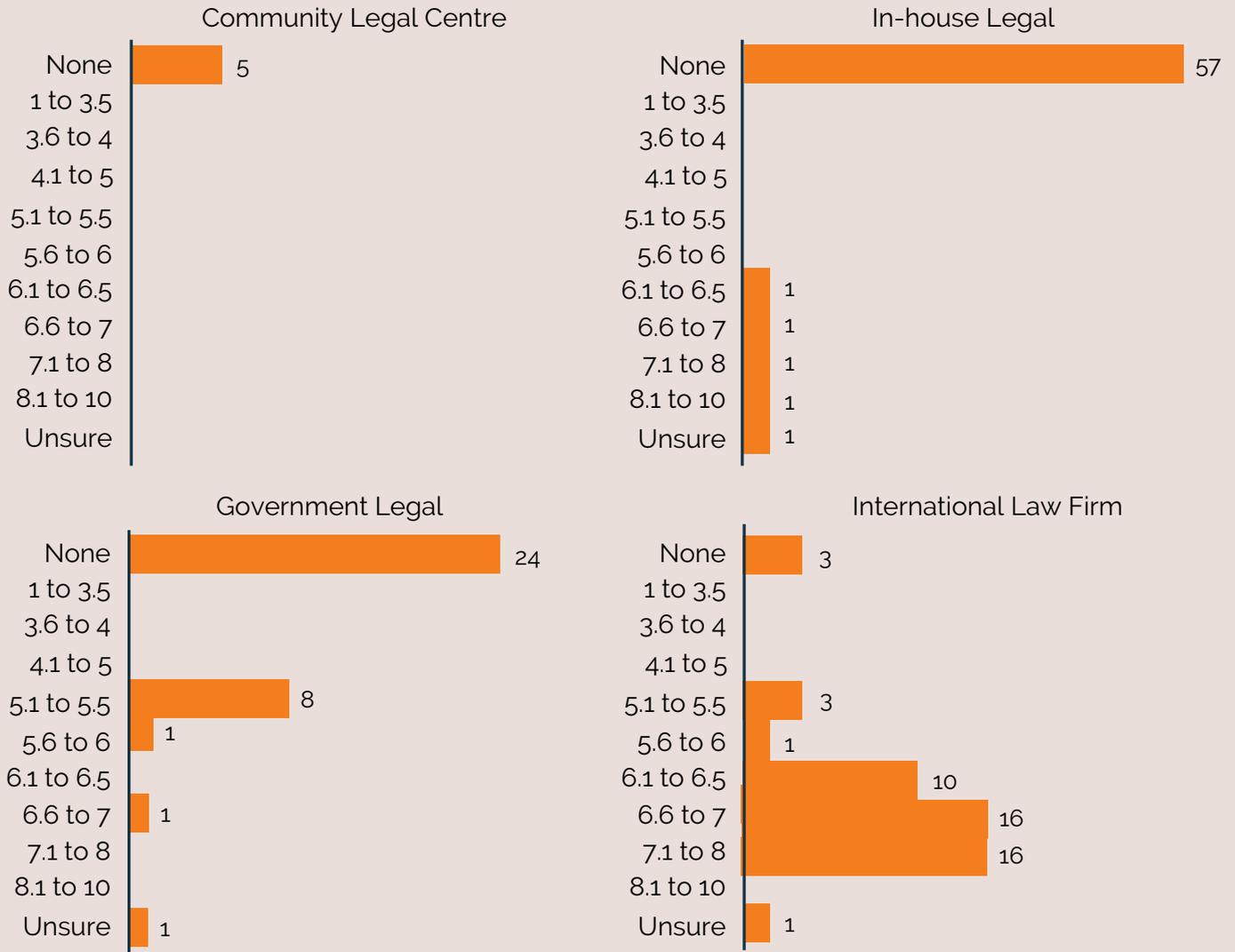
BILLABLES

BILLABLE HOURS BY FIRM SIZE



BILLABLES

BILLABLE HOURS BY FIRM SIZE



National and International Law Firms appear to have the highest billable hour budgets. It is quite interesting to see the number of Micro and Small Firms that have no billable targets, though not a surprise to see the numbers in government. And following on from that, the most common budget for billable hours was no billable hour target (31.7%). The most common budget of those who have a target was 5.1 to 5.5 (16.1%). Only 4.8% of respondents had a budget of under 4 hours per day. 6.1% of respondents had a budget of over 7 billable hours per day. 1.6% of respondents did not know their billable target (wow!).

ADDITIONAL BENEFITS

PAID PARENTAL LEAVE

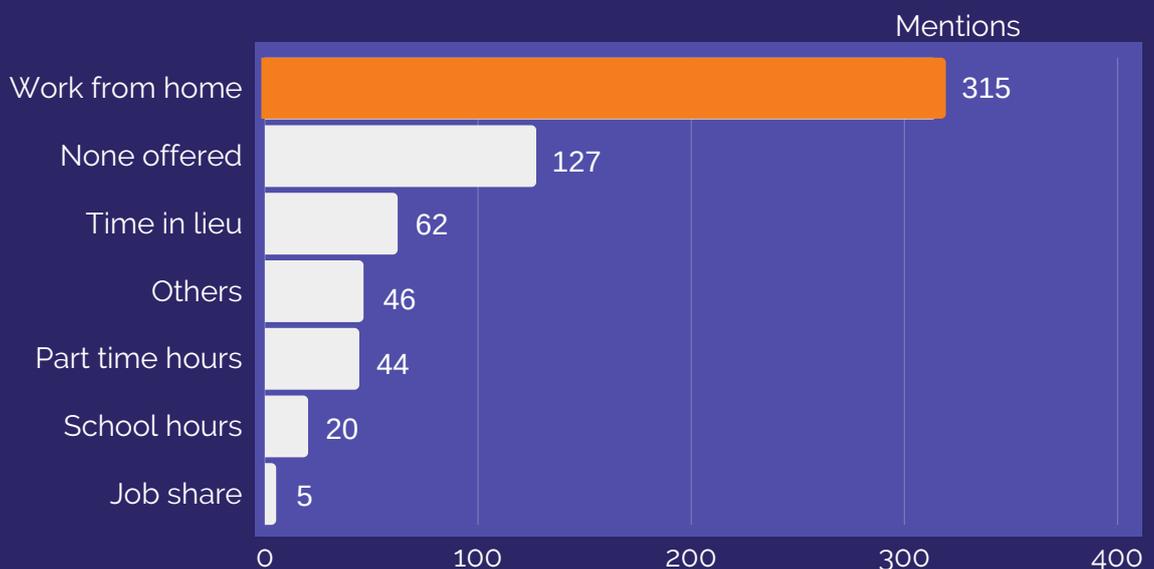
Perhaps reflecting the fact a significant number of respondents to the survey are younger lawyers, 31.5% of respondents were unsure if their employer offered any paid parental leave. 26.38% of respondents were not entitled to any paid parental leave. The most generous parental leave schemes were full pay for over 6 months.



FLEXIBLE WORK

62% of respondents indicated that they had the option of working from home, unsurprisingly up from 43.54% last year and 29.5% in 2019.

Surprisingly 25% stated that their firm offered no flexible working arrangements. 12.2% stated that their firm offered days in lieu. 8.6% stated that their firm allowed them to work part-time hours down from 14.46% last year. A common 'other' flexible arrangement was days or time off for medical and personal appointments.

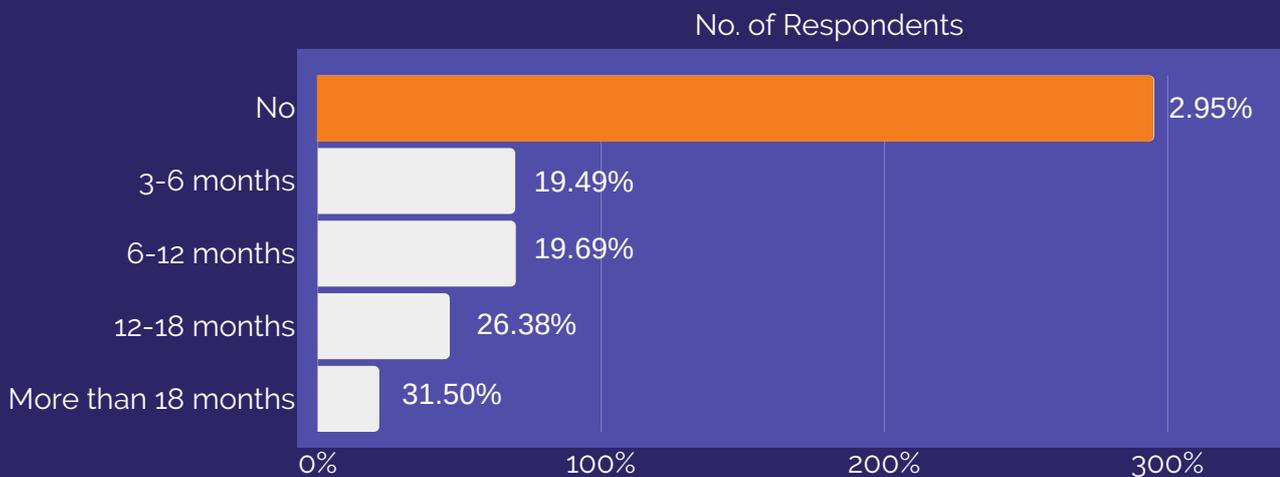


ADDITIONAL BENEFITS

OTHER BENEFITS



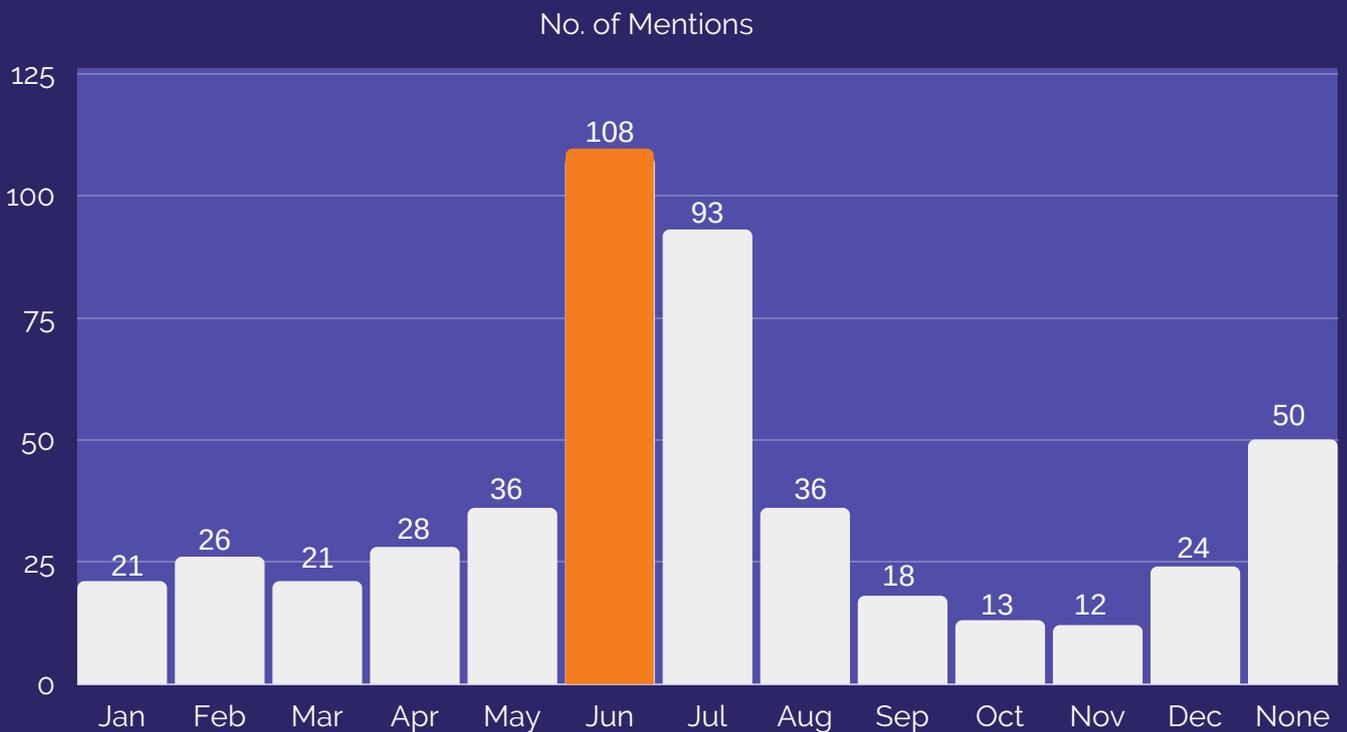
EXTENDED BREAKS



PERFORMANCE REVIEWS

SALARY REVIEW

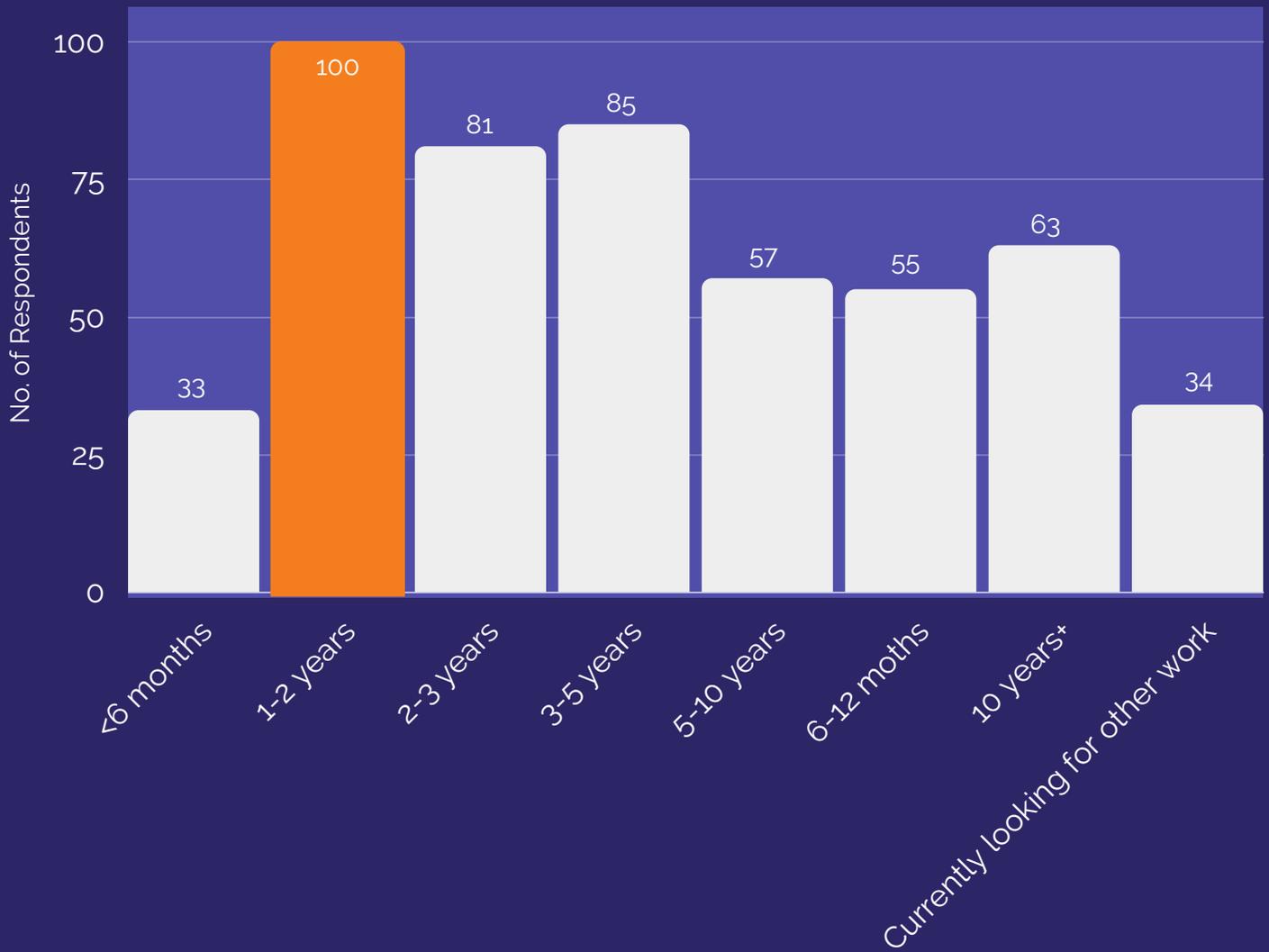
As per previous years most lawyers have their performance review either mid year or end of year. But what remains a concern to many in the profession – particularly at the junior level – is the lack of any formal annual review process. This lack of transparency has consistently been a major source of frustration for many lawyers and a contributing factor in our decision to produce an annual salary survey for those in the legal profession.



COMMITMENT

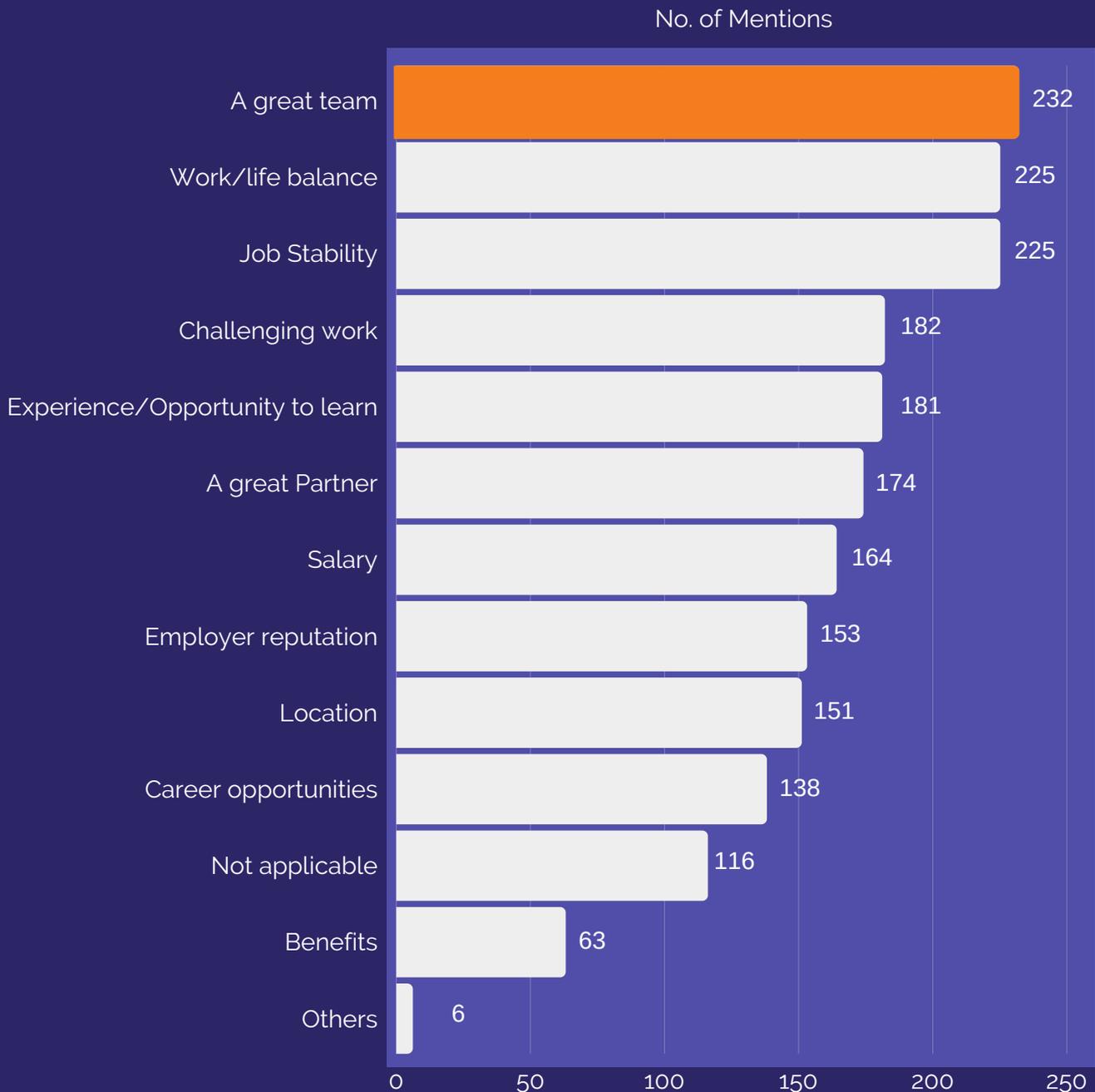
EMPLOYMENT PLAN

The bulk of respondents expect to stay at their current employer for between 1-5 years with the most common response 1-2 years.



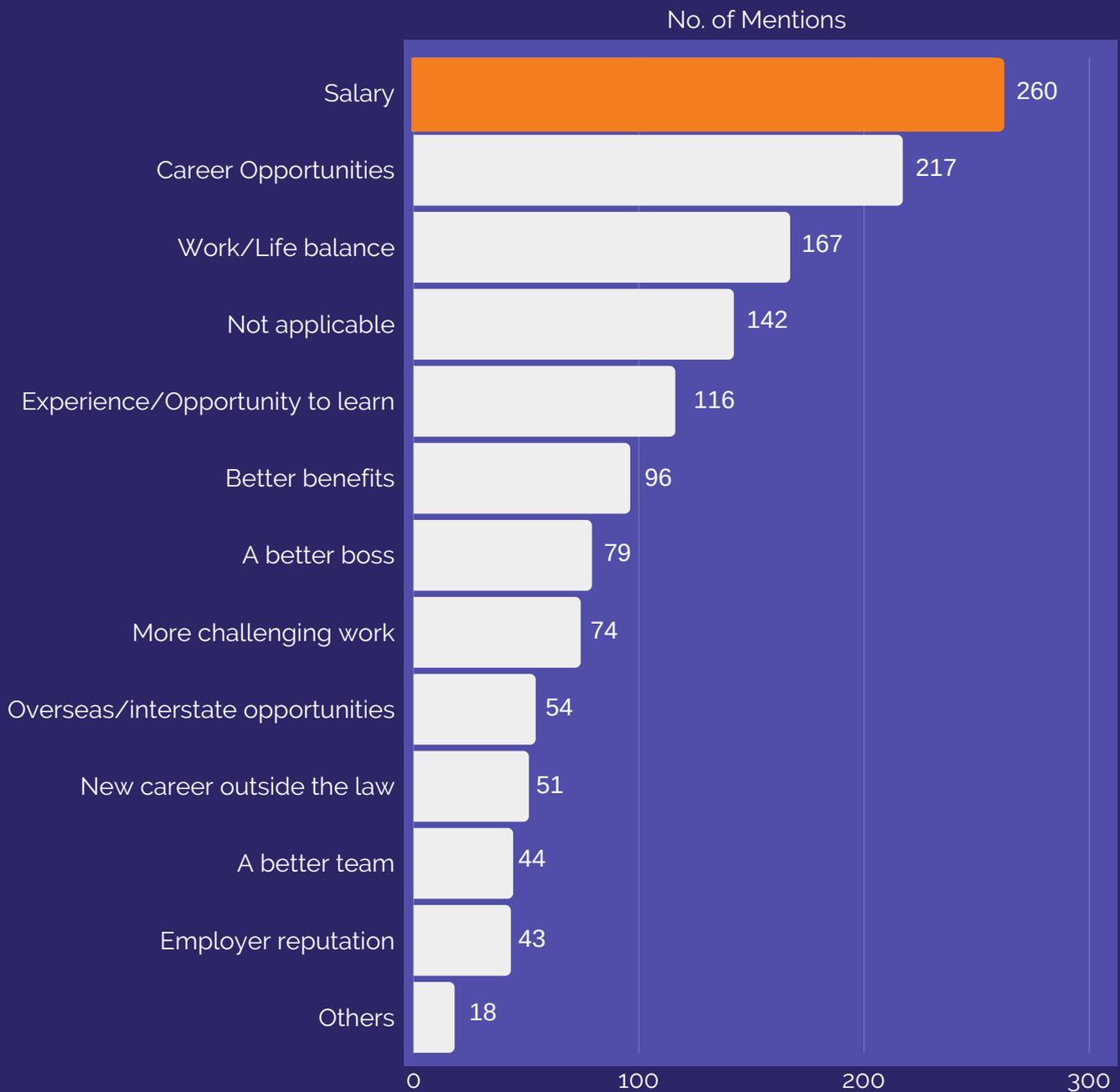
REASONS TO STAY

The number one reason identified by respondents this year as a reason to stay with their employer was a great team with 45.85% of respondents indicating this was their key motivator to stay. This was closely followed by work/life balance (44.47%), job stability (44.47%) and challenging work (35.97%).



REASONS TO LEAVE

The number one reason identified by respondents this year as a reason to leave their employer was salary, with 51.38% of respondents indicating this was their key motivator to move firms. This was closely followed by career opportunities (42.88%) and work/life balance (33.00%).



CONCLUSION

The goal for producing the 2021 Queensland Legal Salary Survey was to provide young lawyers with a resource they can refer to in their next pay review or job interview. As it stands, most legal salary surveys ignore or are not targeted to collect data specifically for lawyers in the Queensland market.

While a survey is useful, every lawyer's salary depends on many different factors – practice area, firm size, years of experience, billable expectations etc. The partners at Peppercorn Recruitment have over 30 years of combined experience in knowing a lawyer's worth and are always happy to have a confidential chat with you to discuss your unique situation.

We hope that this report inspires confidence in young lawyers across Queensland to know their worth and make this clear to their employer.

