Lawyer Wellbeing Research Report

Psychosocial supports for lawyers

The research explores how lawyers perceive the available psychosocial supports in their workplaces and what supports they see as beneficial. Studies indicate that burn-out, affective and work-related stress is directly associated with perceptions of the strength of support from the organisation.

The results:

Level of organisational psychosocial supports in place for lawyers

% Agree/strongly agree Participants' endorsement of workplace psychosocial supports Staff feel part of a community and that people 63.7% they are working with are helpful in fulfilling the job requirements. Staff feel supported by the organisation when they 62% are dealing with personal or family issues. The organisation offers services or benefits that 57.4% address employee psychological and social support. People in the organisation have a good 52% understanding of the importance of employee mental health. The organisation has a process in place to intervene 39.4% if an employee looks distressed while at work. 36.4% The organisation supports employees who are returning to work after time off due to a mental health condition.

Overall, the results suggest that legal employers who are engaging with workplace wellbeing and introducing a range of supports have lawyers who report a more positive ethical climate, are less likely to leave, and experience less incivility.

The results:

Increasing effective psychosocial supports is critical to future lawyer wellbeing



New insights and a pathway for action – A key recommendation from the report is to implement and increase psychosocial supports for lawyers, both in workplaces and across the profession. Based on a job design and resources understanding of legal practice, increasing resources and designing work differently are critical in enabling lawyers to cope with the demands in their role. This can serve not just to protect, but also to actively promote wellbeing.

Implementation of beneficial workplace supports Key report recommendation:

There are a range of impactful actions that legal workplaces and sector organisations can do to support lawyer wellbeing:



More flexibility in work arrangements

Use of leave to accommodate life circumstances

Additional days in lieu for extra hours and for 'health and wellbeing' supports





Close monitoring and redistribution of excessive workloads

Researcher insight:

"The research found (as expected) a strong negative correlation between total psychosocial support and incivility, and a strong positive correlation between positive ethical behaviours and relationships and the presence of good psychosocial supports." (page 5)

Respondent experience:

"The most useful thing I have found is the support of my immediate team and managers... Factors like check-ins, workload monitoring, encouragement to take mental health days and leave, strong team culture." (page 37)

Systems change insight: Results for all key measures in the report were similar for lawyers across Victoria, New South Wales and Western Australia. This highlights the opportunity to work collaboratively for positive wellbeing change across jurisdictions.

Report citation: Holmes, V., Webb, J., Tang, S., Ainsworth, S., & Foley, T. (2025). Lawyer Wellbeing, Workplace Experiences and Ethics. A Research Report. Victorian Legal Services Board + Commissioner, the Law Society of New South Wales and the Legal Practice Board of Western Australia

Learn More at Isbc.vic.gov.au/resources/lawyer-wellbeing-workplace-experiences-and-ethics-research-report-0