APT

The eDiscovery Forecast:

2022 Salary Survey

A Note From Our Founder

Could those be green shoots? It is certainly a busy time for recruiters. Businesses are starting to regain confidence, invest and expand their teams. If you're looking for that next opportunity, now could be the time. As you'll see later on, eDiscovery salaries are moving faster than even today's high rates of inflation.

That's not to say that things are returning to normal though. The world of work post-COVID is different in a number of respects. There has been a recognition by employees that flexible hours are something that they demand; and that flexibility brings some real benefits in terms of their family lives and the places that they can choose to call home. Forward-thinking Managers and Partners are seeing the trust they place in flexibly-working employees is rewarded in terms of greater engagement, loyalty and productivity. Both sides win, and it's great to see.

"The growth in data privacy work is providing exciting opportunities for those with transferable skills and the confidence to try something new"

A word of caution to employers though - our survey indicates that for many employees, these flexible benefits are now 'baked in' and not enough, of themselves, to guarantee longevity in their role. One possible gap that employers could consider is a strategy of constant investment in life-long learning. Our data suggests that training seems to focus heavily on more junior roles.

One of the drivers of our industry is the expansion of where eDiscovery skills are applied. The growth in data privacy work is providing exciting opportunities for those with transferable skills and the confidence to try something new.

There's more detail on all these topics in the following pages, as well as our biggest, most multinational salary survey to date. For those of you looking to emigrate (or are just interested in how colleagues in other countries are doing!) there are some insights here for you too.

If you're interested in growing your department or wish to talk about your next career move, reach out to one of the team here:
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About Our Respondents

This is the second time we have performed this survey and we're delighted to have received responses from 15 countries, from entry level analysts to company leadership, from those new to the industry to seasoned consultants.

USA
10% of respondents

UK
44% of respondents

INDIA
17% of respondents

REST OF WORLD
14% of respondents

DACH
16% of respondents

Legend

Years in Industry
- 0-2 years experience
- 3-5 years experience
- 6-9 years experience
- 10+ years experience

Organization Type
- Consultancy
- Corporation
- Governmental Entity
- Law Firm
- Media / Research Organisation
- Software or Services Provider
- Other

We saw a strong response rate from the UK, Germany and Switzerland and more than ever before from the USA. We also saw some really positive engagement from India.

The People In eDiscovery

In 2021, we asked our respondents about their experience in commercial eDiscovery and time with their current employer. When we asked them again for this survey, we found that the results were almost identical. That tells us that the industry is mature and stable.

How much commercial eDiscovery experience do you have?

0-2 years
7.3%

3-5 years
20.9%

10+ years
40.1%

6-9 years
31.6%
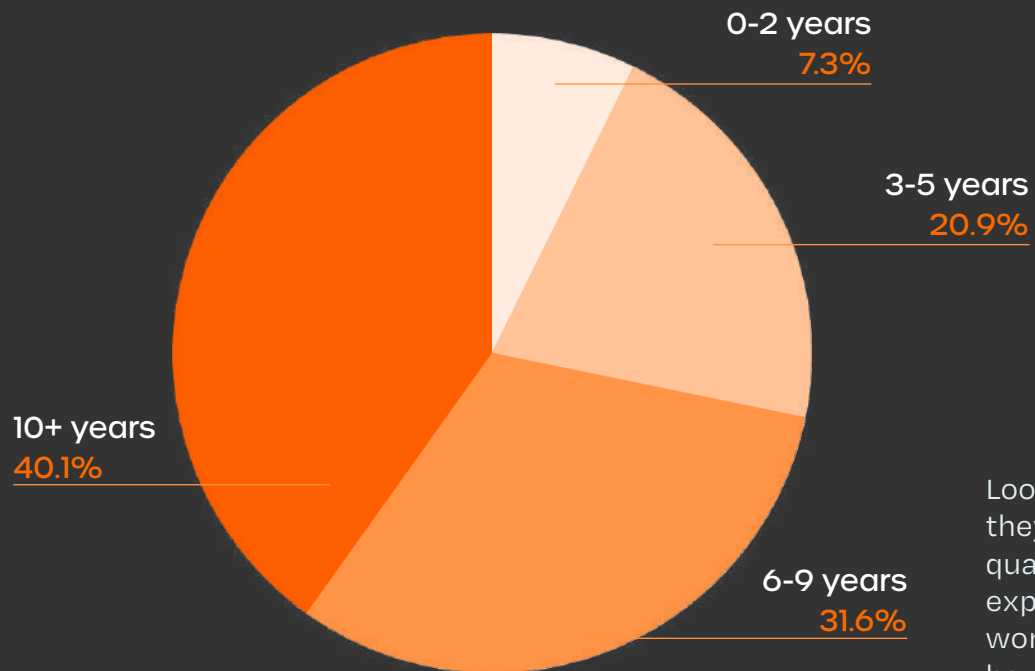
Looking at the composition of our respondents, they are an experienced bunch. Nearly three quarters of them have more than six years of experience, gained in commercial eDiscovery work. However, two thirds of our respondents have been at their current organisation for less than three years.
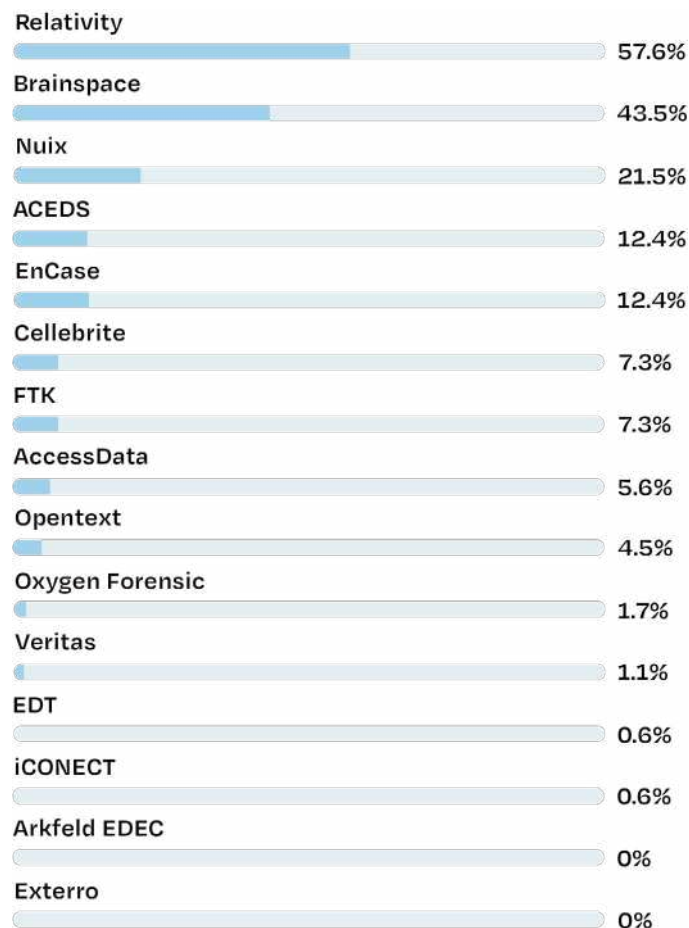
How long have you been at your current organisation?

- 10+ years 40.1%
- 8-9 years 2.3%
- 10+ years 3.4%
- 0-1 years 28.2%
- 6-7 years 11.3%
- 2-3 years 32.2%
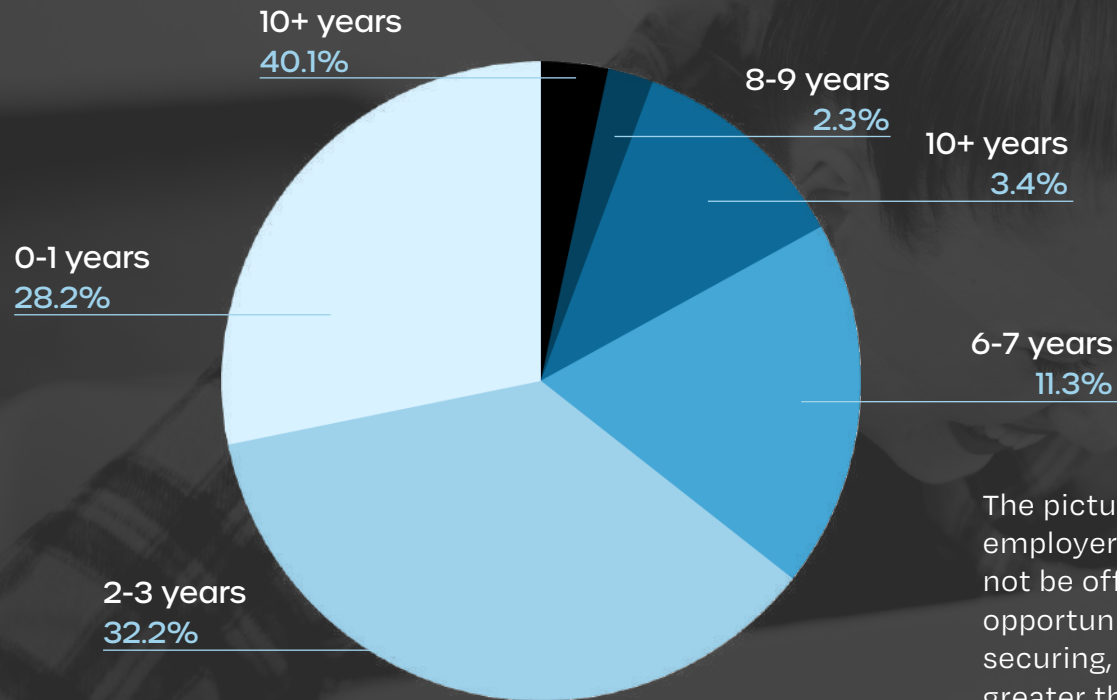
The picture here is clear. Talent is moving from employer to employer as it develops. That suggests that employers might not be offering the range of experiences or development opportunities that their employees are seeking. As the cost of securing, inducting and training new employees is significantly greater than developing in-house talent, there is a message here for employers that they need to think more about how to meet their employees' desire for growth. It's what their employees want and it's not being met to their satisfaction.

Expertise In Depth, Not Breadth

Certifications among respondents

Certification	Percentage
Relativity	57.6%
Brainspace	43.5%
Nuix	21.5%
ACEDS	12.4%
EnCase	12.4%
Cellebrite	7.3%
FTK	7.3%
AccessData	5.6%
Opentext	4.5%
Oxygen Forensic	1.7%
Veritas	1.1%
EDT	0.6%
iCONECT	0.6%
Arkfeld EDEC	0%
Exterro	0%

We asked our respondents what certifications they held. The picture here is very similar to what we found last year, with Relativity and Brainspace being the most common certifying companies.

We've also taken a look at the number of different certifications held by respondents of different lengths of time within commercial eDiscovery. Not surprisingly, those with less than two years in the industry typically only have one certifying company. Nearly 40% of this group don't have any certifications at all, perhaps suggesting that some employers don't yet see the value in using these certifications as an early-years development tool. However, those employers might wish to take note that 70% of this group are already considering their next career move!

More surprisingly, the median number for every group over "0-2 years experience" is two certifying companies. You might expect that the breadth of certifying companies increases as an employee reaches beyond 10 years' experience, but that is not borne out by our survey. Rather, what seems to be happening is that employees are finding their niche and honing their skills within it, instead of branching out.

What Motivates eDiscovery Talent?

In our 2021 survey, we asked respondents what their Top 3 motivators were when considering a new role. Asking again in 2022, it is perhaps no surprise that career prospects and money are significant motivations.

64%

Career prospects

60%

Money

46%
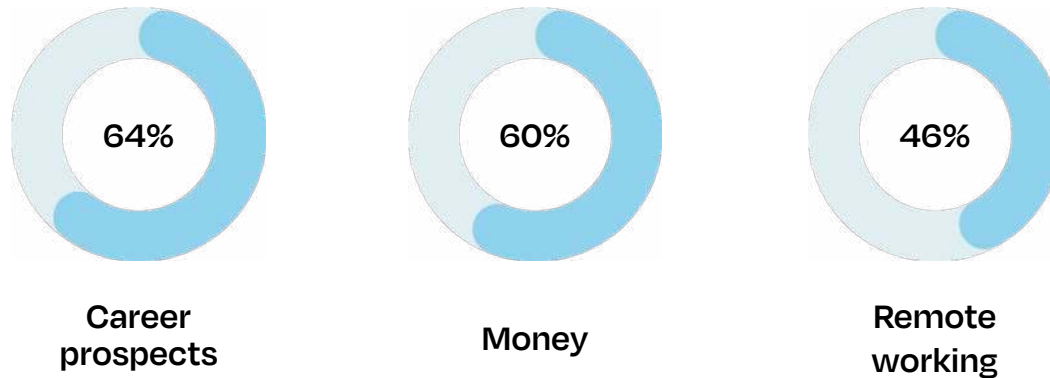
Remote working

The change for 2022 is that remote working is now a Top 3 motivator for many. This is now as important as the ability to make an impact (last year's third place motivator).
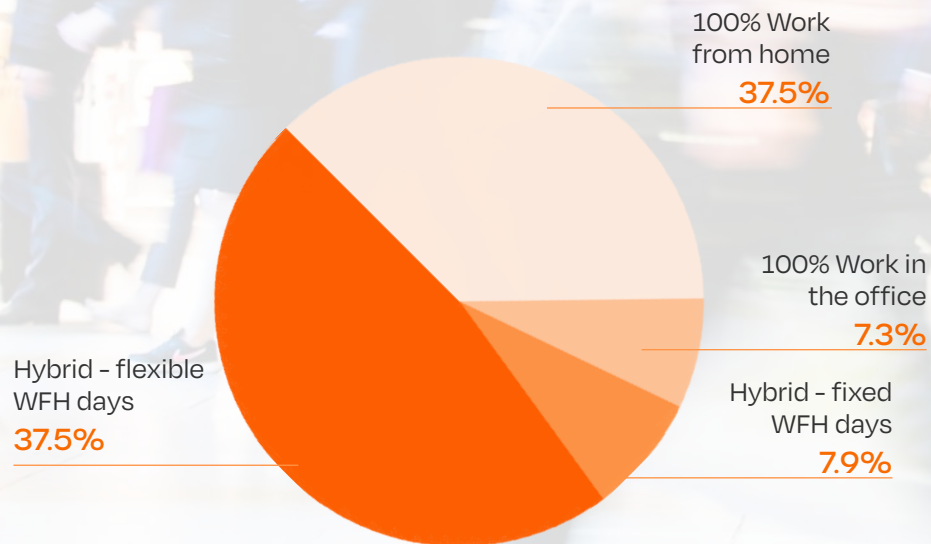
Looking at this by number of years in the industry it's a very consistent motivator for all levels of experience. By comparison, the other two of our Top 3 follow expected trends, with money being more important for more experienced candidates and career prospects being more important for those at the start of their careers.

It's important that employers recognise this change. Talented candidates at all levels are now looking for the ability to choose their working location based on personal, rather than operational factors; at least some of the time. The days of 9 to 5 in the office every single day seem to be over, at least for now.
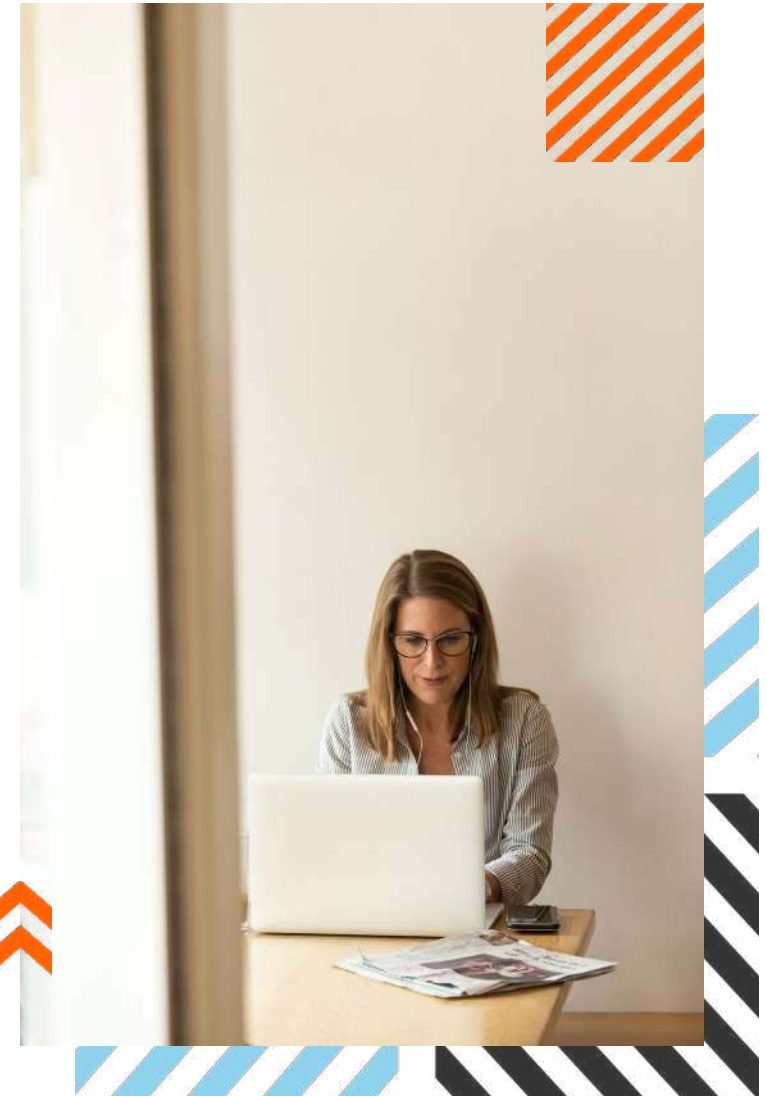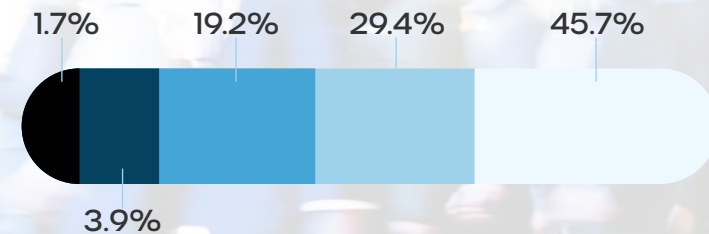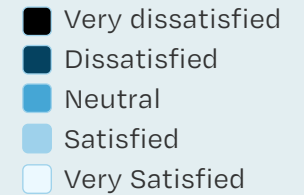
Flexible is the New Normal

With all the change that we've all gone through in the last two years, perhaps a desire for more flexibility is not a huge surprise. With this in mind, we asked our respondents how flexible their current working practices were. Less than 10% were office based and over 80% of respondents had at least some control over their working pattern, choosing for themselves when they worked in an office.

100% Work from home
37.5%

100% Work in the office
7.3%

Hybrid - fixed WFH days
7.9%

Hybrid - flexible WFH days
37.5%

Level of satisfaction
- Very dissatisfied
- Dissatisfied
- Neutral
- Satisfied
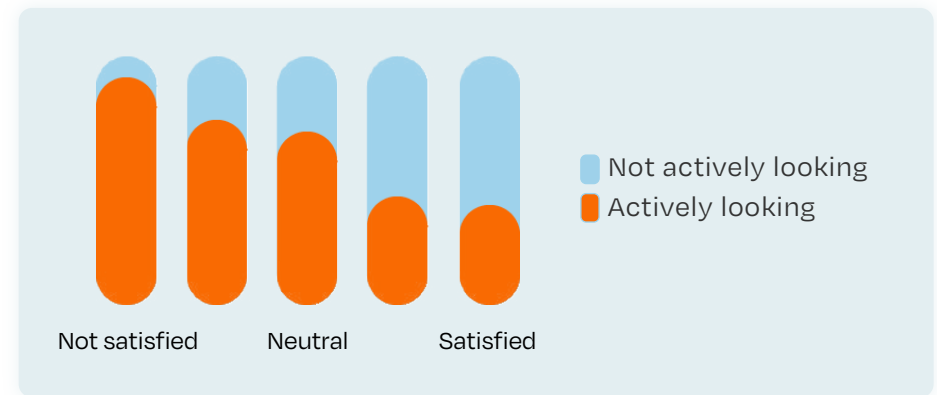- Very Satisfied

1.7%   19.2%   29.4%   45.7%

3.9%

We followed up that question to ask about satisfaction levels. 80% were "satisfied" or "very satisfied" with their arrangements. There was no real pattern in those who responded either "dissatisfied" or "very dissatisfied". Some worked in offices, some from home and some a mix, suggesting that other factors were at play in causing their dissatisfaction.

How Happy are eDiscovery Professionals?

How important is it that employers recognise this trend? We asked respondents whether they were actively looking for a new role and discovered that many were. We then looked at this in comparison to satisfaction levels.

Not actively looking
Actively looking

Not satisfied   Neutral   Satisfied

It's no surprise that dissatisfied respondents are looking for new roles. What's interesting is that many respondents that claimed to be neutral or satisfied are actively seeking new roles anyway.

The message here is that employers shouldn't assume that the status quo is good enough. Those employers that aren't seeking to understand their employees changing needs and adjust their processes accordingly are likely to see increases in staff turnover in 2022. Candidates aren't afraid of making a change in 2022, even if their current situation is satisfactory.

Average Salaries by Profession in The UK

The highest number of responses came from the UK. Looking at the salaries by function across the UK market gives us a sense of the current trends by job function.

Project Management
2022: £82,825 *

17%

2021: £70,754

* This is an average across all levels of Project Management, from entry level to senior roles

Sales
2022: £95,550 **

4%

2021: £91,500

** This is as accurate as we can be, but we had a low rate of responses on sales roles

Technical Operations ***
2022: £77,500

**7%**

2021: £72,167

*** Referred to as "Operations" in 2021

Trends in the US eDiscovery Market

The US eDiscovery market is divided into traditional centres for litigation and lawmaking, and emerging centres for technology and innovation. Places like New York, Washington DC and Los Angeles remain hubs for major law firms, and so attract many in the eDiscovery space.

However, there is a second group of cities that provide hot spots for eDiscovery professionals. The common factor in these locations is that they are centres for software and IT, often centred on a local university that provides innovation and incubators for new ideas. Places such as Boston, Atlanta, Minneapolis, Austin (Texas), Seattle and Dallas Fort Worth can provide exciting, challenging employment for eDiscovery professionals. Graduates from places like the University of Washington and the University of Texas at Austin remain popular with traditional firms but increasingly candidates are finding that they can find rewarding work on the doorstep of their alma mater.

Many of these smaller cities also offer a better quality of life, with lower cost-of-living and better access to leisure activities, whilst still providing salaries comparable to those offered by more established, traditional legal firms. For employers, the lower cost of real-estate and access to more cost-effective support services can make these attractive locations too. For candidates and employers looking to move into or within the US market, there are more options than ever before. Make sure you consider them all.
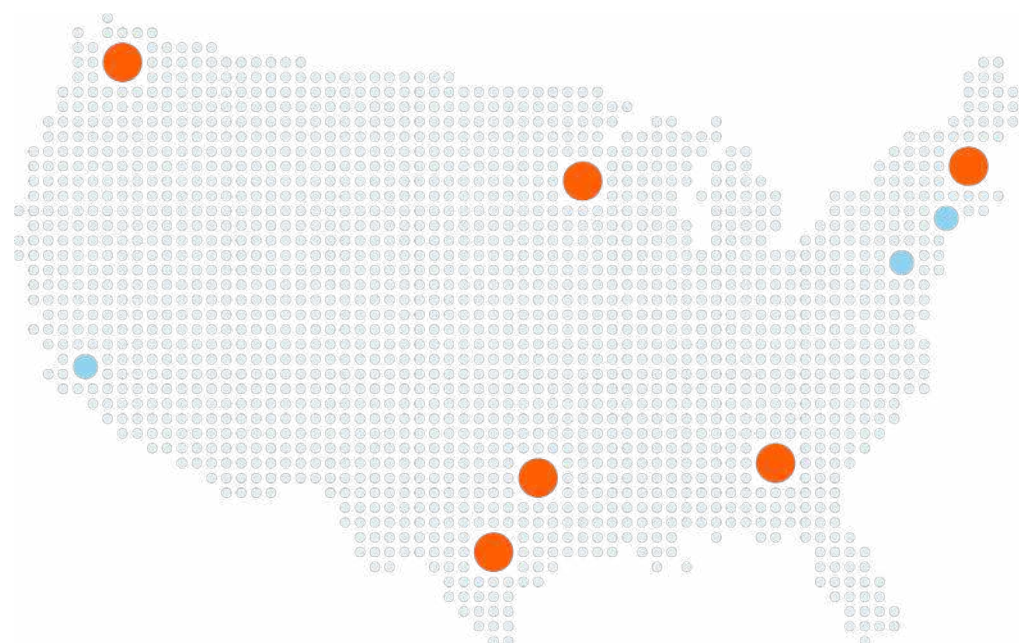
Total compensation is typically in a range from $33,700 to $128,700.

Median tenure in-role can be as little as 2-years.

Traditional eDiscovery locations
eDiscovery innovation hubs

Moving from eDiscovery to Privacy

One of the emergent trends of recent years has been the growth of the use of eDiscovery tools within the data privacy sector, for Data Subject Access Requests, Freedom of Information Requests and so forth. Work in this area can present some exciting opportunities, but also new challenges. Is working in this area something that an eDiscovery professional should consider? We asked Noriswadi Ismail, Managing Director, Global Data Privacy Consulting Leader from Breakwater Solutions, and one of their recent hires, for Noriswadi's opinion...

The hiring manager identified three main evolving themes that are important to prioritising the scoping, onboarding and delivering complex data privacy projects:

The surge of technology tool deployment

"Data privacy, governance and discovery technologies and solutions are in demand partly driven by cost effectiveness and delivery efficiency. There are existing transferable skillsets of non-data privacy and governance talents. These need to be upskilled and socialised though. It's work in progress."

Mentoring and coaching

"We see mentoring and coaching as an important part of the talents that we are upskilling. Learning is a combination of self-research, self-reading and self-taught, certifications, making mistakes and, importantly, from guidance from Project Leads and senior stakeholders."

Continued quality assurance

"Quality is key in any project. We've observed that standards of quality differ based on project sponsor expectations, executive leadership tone and equally cultural nuance and landscape. Managing stakeholder expectations and ensuring consistency of work product quality are both important."

The hiring manager's perspective...

Why is Data Privacy an attractive career choice?

Every day and every single second, humanity, and business deals with data – it's relatable, linkable, contextual, marketable, investable, and profitable to living individuals globally. We're inquisitive, and this domain supports lifelong learning, upskilling, and passion. It's a joy, not a chore!

What skills or experience do eDiscovery professionals have that makes them suited to Data Privacy projects?

Transferable skills include project management, technology analysis, onboarding and deployment. Prior operational involvement in DSARs or Data Breaches is welcome. The ability to ask fundamental questions (What? Why? Who? When? How?) is really important. As is being a proactive doer.

What can eDiscovery professionals do to prepare themselves if they are considering a role in Data Privacy?

1: Learn, research, socialise and understand global taxonomy, principles and exemptions of data protection, privacy, and governance. You will get exposure and fast track the taxonomical journey through sizeable data privacy projects.

2: Upskill via certification. Be a member of the International Association of Privacy Professionals (IAPP) and consider the IAPP certifications.

3: Connect, observe, and learn from existing data privacy and governance practitioners. Data privacy intertwines with most other domains - it's a life long learning!

What attributes does a successful Data Privacy practitioner have?

Passion. Passion. Passion.

"We're inquisitive, and this domain supports lifelong learning, upskilling, and passion."

A candidate's perspective...

What attracted you to Data Privacy?

The impact it is having in the world. Since GDPR there has been a domino effect of countries/regulatory bodies adopting their own Data Privacy laws. It is fascinating to see the impact it is having on strategic and day to day business decisions.

How was the transition from eDiscovery? What was the hardest bit?

One important aspect of Data Privacy is the ability to implement solutions and train clients on how to use them. There is always a "new" tool in the market that is breaking new ground. I am constantly teaching myself the nuances of different tools to keep ahead of the market. Being able to identify the small differences between the tools helps. The hardest part for me is the non-stop reading, especially the regs as they are not the most exciting of reads.

How long did it take you to become comfortable in the role?

Let's just say that this is still a work in progress! I've been in my role for around 6 months and Data Privacy is still a very new concept in my region. I reckon another few months and I will be able to go to market with more confidence and run projects.

What advice would you give others thinking about moving towards Data Privacy from other areas of expertise such as eDiscovery?

Get involved in Data Privacy projects (i.e., Records of Processing Activities or Data Privacy Impact Assessment) to get exposure to the methodology and tooling. Webinars are a great learning place. The IAPP are releasing a KnowledgeNet series focused on the MENA region. This is a perfect place for those new to Data Privacy as it will go through some of the activities required.

"Have an open mind. Although this sounds very cliché, you won't learn much if you don't have your heart/mind set on it"

Salary Benchmarks by Region and Job Title

	2022				2021		
	UK	DACH	USA	India	UK	Germany	Netherlands
eDiscovery Analyst	£29,500	€50,000	$90,000	Rs 150,000	£41,400	€55,500	€62,166
Junior eDiscovery PM	£43,500	€55,000	$125,000	Rs 65,000	£25,500	€65,500	
eDiscovery PM	£66,439	€77,500	$139,286	Rs 138,000	£58,604	€75,500	
Senior eDiscovery PM	£83,548	€95,000	$175,000		£80,833	€108,833	
Relativity Master	£84,500	€95,000			£77,500		
Director level PM	£130,333	€125,000	$175,000		£108,833	€95,500	
Client Services Director	£135,350	€121,450	$160,000		£131,950		
Inside Sales					£85,500		
Sales Manager						€105,500	
eDiscovery Business Developer	£85,500	€100,000			£73,500	€95,500	
Senior eDiscovery Business Developer	£123,054				£111,454		
Sales Director					£92,166		
Head of Sales EMEA	£165,000	€175,456				€165,500	
Head of Sales Global	£280,000				£280,000		
Operations Analyst	£48,550	€50,000			£45,500		
Operations Manager	£91,667	€95,450		Rs 79,000	£75,500	€90,250	
Marketing Manager	£80,500				£75,500		
Computer Forensics Analyst / Investigator	£62,356	€125,000	$70,000	Rs 35,000	£60,500	€65,500	
Computer Forensics Manager	£80,000	€90,000	$100,000	Rs 400,000	£45,500		
Computer Forensics Director	£131,667	€125,000	$156,250	Rs 196,667			
Legal Technology Manager	£110,456	€105,000			£95,500		
eDiscovery Litigation Support Manager	£93,400	€45,000			£87,166	€145,500	
Document Review Manager	£91,250	€125,000			£68,000	€85,500	
CEO / Partner	£400,000	€400,000					

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