



APT

The eDiscovery Forecast:
2023 Salary Survey





A note from our Founder

We said there would be green shoots last year, and I'm happy to say we were right. The legal technology market has seen a huge rise in activity since 2022. Last year, a lot of talented people thought it was the right time to explore new opportunities. It was also a great time to bring new ideas to the market, and we helped a number of start-ups and smaller companies grow their teams.

For more than a decade, we have been helping businesses find their ideal candidates. In the last couple of years, demand for our Talent-on-Demand service has increased significantly. This helps organisations adapt to changing circumstances in a cost-effective way by giving them access to trained and experienced talent without any long-term commitment. It makes it easy and quick to complete short-term tasks, and our robust processes give peace of mind in areas like IR35 compliance. Candidates benefit from regular, flexible, professional work that is often done from home, and our Contractor Care Team provides full support.

The range of technologies being used by organisations is also broadening. It's an exciting time, as both established businesses and start-ups introduce innovative solutions to the market and expand the tools at their disposal for serving customers.

Our attendance at Relativity Fest in Chicago confirmed just how dynamic the market is currently, and provided us with insight into the new skill sets that are in high demand. We also recently attended Legalweek in New York for the eighth consecutive year. This was a great opportunity to reconnect with existing clients and understand the latest trends in the market.

As part of our commitment to the growth and ongoing evolution of our industry, we're proud to be sponsoring Future Lawyer Week UK in April 2023. This event showcases and drives innovation in eDiscovery and legal technology through workshops and networking. We're delighted to be a part of it. We'll also be at Legal Geek later in the year. Be sure to come and have a conversation with us at these events.

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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**Amit Pandit,
Founder of APT Search**



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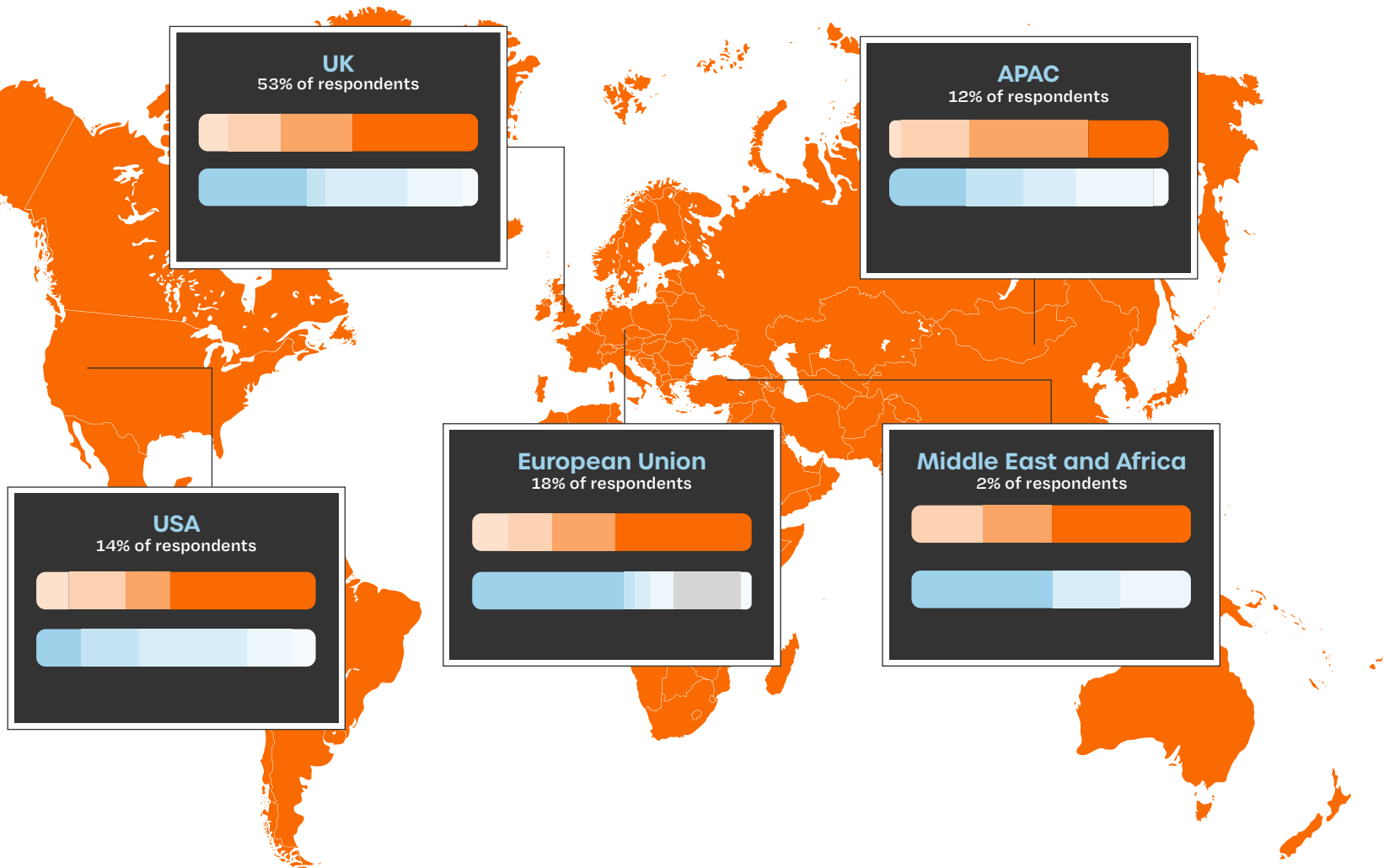
About our respondents

This is our third annual survey. The core composition of the group has held steady from last year. That allows us to start to see trends and changes in the industry as a whole.

We have again seen a strong response from the UK and consistent responses from across Europe, the USA and APAC. Thanks to our continued growth, this year we've been able to add in a Middle East and Africa group too.

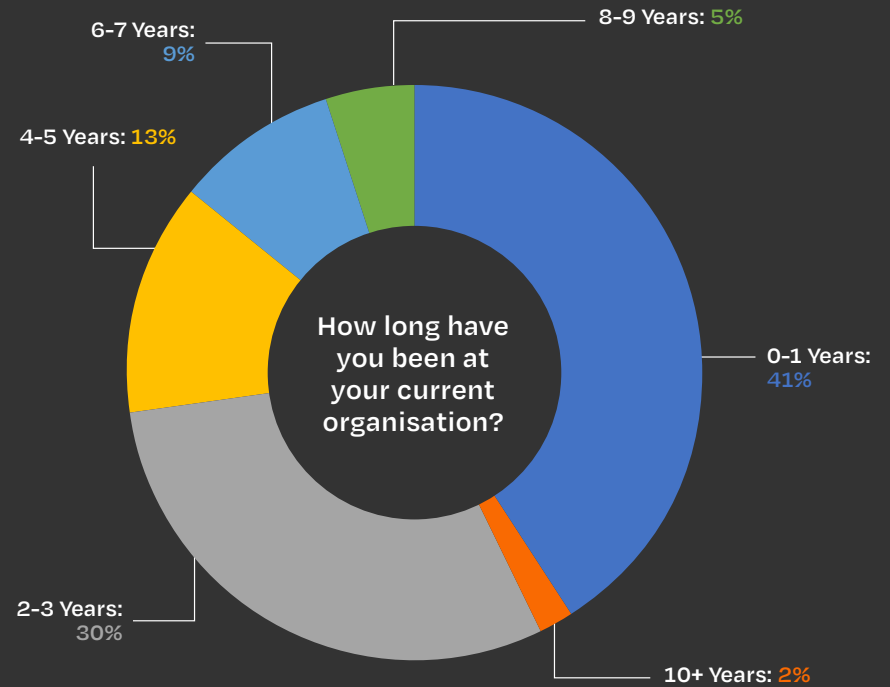
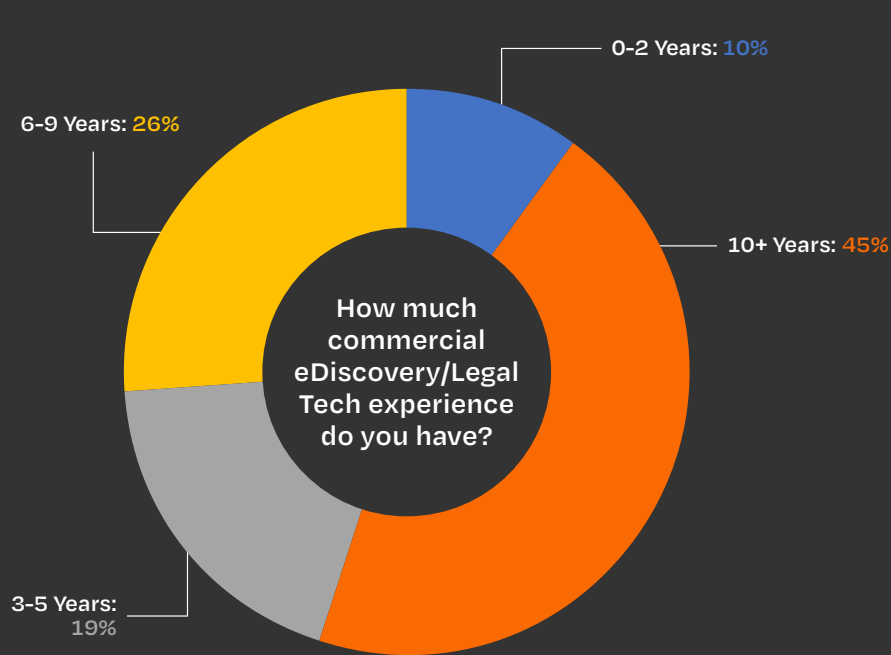
Legend

- 0-2 years experience
- 3-5 years experience
- 6-9 years experience
- 10+ years experience
- Consultancy
- Corporation
- Governmental Entity
- Law Firm
- Software or Services Provider
- Other





The people in eDiscovery



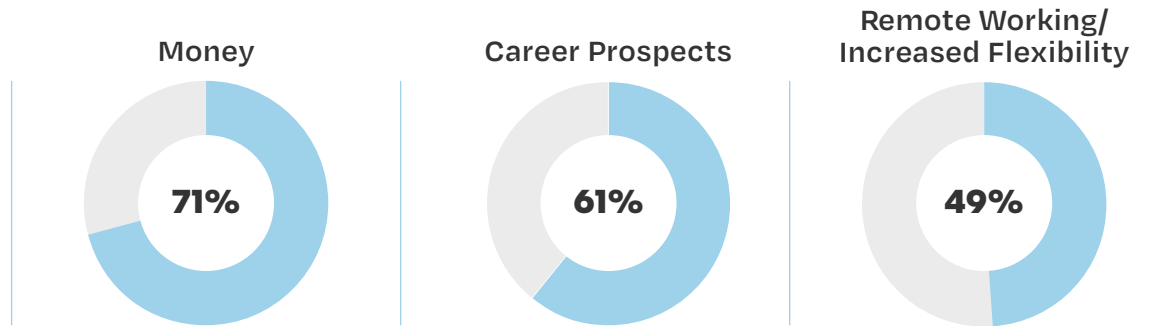
There are a lot of very experienced professionals among our respondents, with nearly three-quarters having been in the profession for more than 5 years. However, they are also very mobile; more than two in five of them changed organisations in 2022. That's an increase from 2021, but the ongoing pandemic was still dampening confidence at that time. What we've seen in 2022 (and this trend continues in 2023) is a willingness of talent to move to pastures new. That's good news for growing organisations. For those with mature, established teams, the message here is that you need to be proactive in the retention of your talent or else risk your capability being quickly eroded.





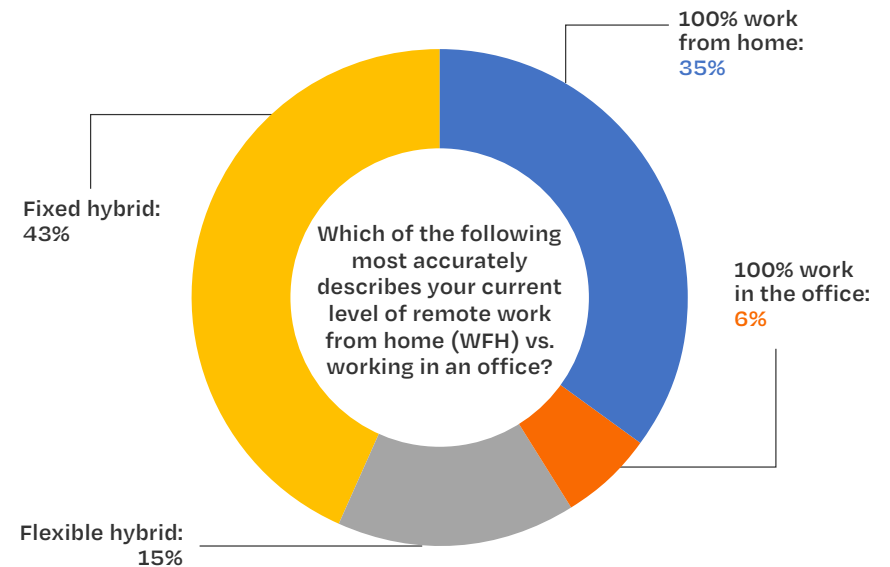
Market drivers for 2023

What motivations are driving all of this market activity? Last year, we saw that resetting their work-life balance was a motivator for many of our respondents. This year, we asked a series of questions that attempted to get under the skin of satisfaction levels. The challenges around working patterns that many organisations faced during and immediately after the pandemic appear to have been resolved to the satisfaction of our respondents. The dissatisfaction of our respondents has returned to more traditional topics; reward and stress.



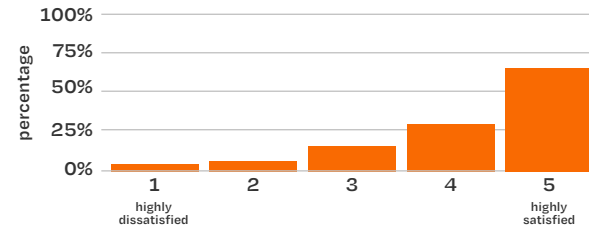
We asked our respondents for their Top 3 motivators if they were to seek a new role. Remember here that two-fifths of respondents have switched roles in the past year, so for many this not a hypothetical question. More than two-thirds cited 'money' as one of their Top 3 motivators and three in five cited 'career prospects'. 'Remote working' is still a motivator for half of our respondents, which featured highest in our Top 3 last year.

We also asked our respondents to describe the degree and type of flexibility that their employer provided. Over 90% worked away from the office some of the time and over a third worked exclusively from home.





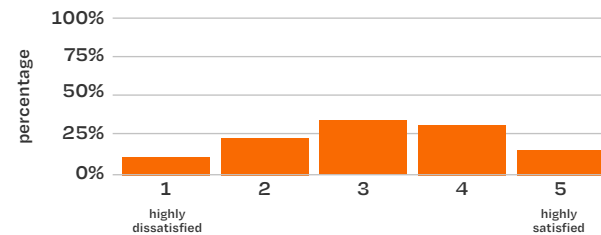
How satisfied are you with your level of remote work from home (WFH) vs. working in an office?



*Employees satisfaction with their balance of WFH and being office based.

Starting with things that employers are doing well, most of our respondents were happy with the balance of office and home working that their employers offer to them. Last year, this was the largest issue cited by our respondents. Employers have clearly listened to the wishes of their employees and adopted practices that our respondents find satisfactory. This explains why remote working has dropped from first to third in our Top 3.

Are you currently satisfied with your companies benefits package or do they feel outdated?



*Employees satisfaction with their current company benefits package (considering relevancy).

Looking at the benefits package as a whole, there is still work to do. More than half of our respondents were neutral or dissatisfied. Given the current volume of movement in the market, employers should hear this message and act, or risk losing precious talent from their teams.

Employers should review the benefits they offer

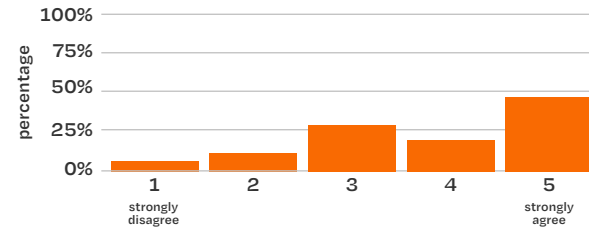




**Excessive workload is
a common motivator
for changing employer**



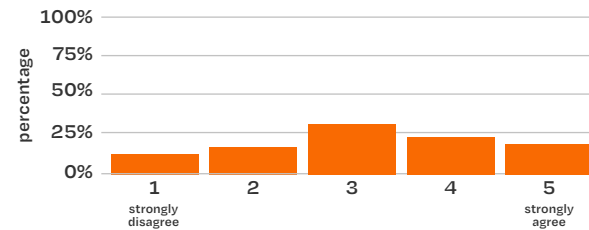
Should overtime rates be embedded into contracts as standard?



*Employees opinions on whether overtime rates should be invariably included within contracts.

Excessive workload is a common motivator for changing employer. Half our respondents wanted to be paid for the overtime they do. This suggests that many employers are asking more of our respondents than they are happy to do in return for their core salary. It is worth noting, anecdotally, that we are seeing some employers use paid overtime as a differentiator when competing for scarce talent.

Do you think your current employer is doing enough to assist and prevent burnout?



*Employees opinions on whether employers are doing enough to avoid burnout.

This is reinforced by our last question. When asked about support to prevent burnout, more than half of our respondents were neutral or dissatisfied with the assistance that their employer provided. Flexibility of working location is not, on its own, meeting our respondents' non-financial needs and expectations. This was a recurring topic during Relativity Fest this year, and one that organisations need to be mindful of. If an organisation isn't doing enough in this space, word will get around and it will be harder for it to secure the talent it needs to thrive and grow.



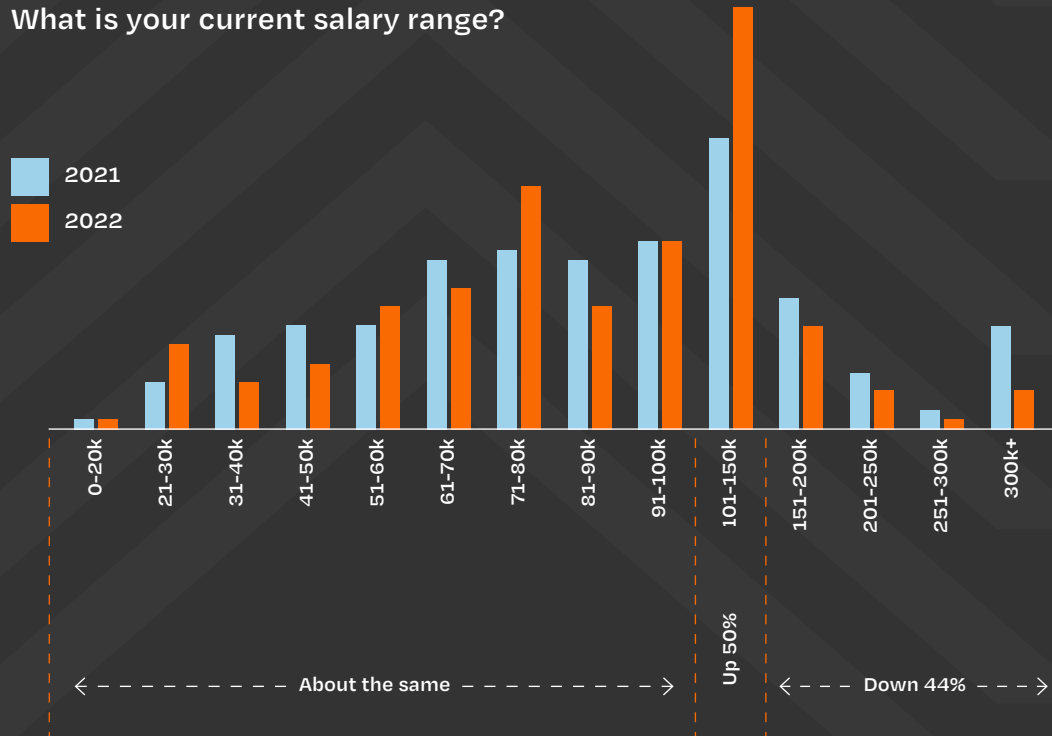
Bonuses appear to be down from last year

Our sample of respondents from this year and last year have similar mixes of seniority, geography and technical expertise. One might expect that the range of salaries that they represent would be similar also.

However, that's not what our respondents are telling us. We're seeing a significant squeeze on higher-earner packages, with around one in three of those who earned over £150k at the time of the last survey falling within the under £150k bracket this time. That is likely to reflect a reduction in bonus and other incentivisation payments from 2021 and goes some way to explain why money is, once more, the single biggest motivator in any recruitment process.



What is your current salary range?



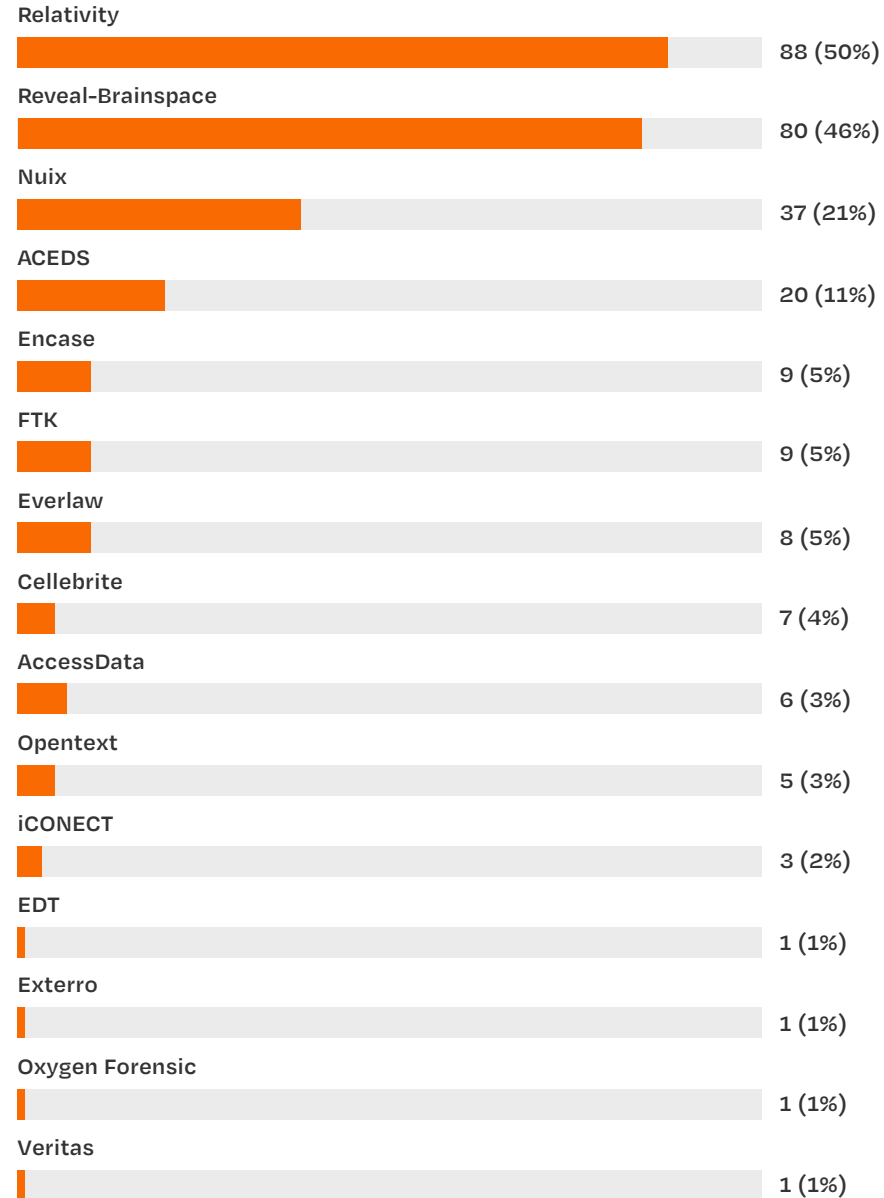


Investment in training is not keeping pace with innovation

Last year, we asked our respondents to tell us what certifications they held. At that time, we saw good levels of response (over half of the respondents) for core certifications such as Relativity and Reveal-Brainspace.

Technology moves on at pace and so, when we asked this year, we were anticipating a modified picture. What we see, however, is almost no change in the 12 months since the last time we asked. This might be a sign that adoption and best practice in the use of new advances are being stifled through a lack of training.

With so much movement in the market, it could be that it will take another 12 months for new certifications to be obtained. However, we don't believe that this is the case. When we look at the number of certifications for each experience level, 70-80% of all respondents only have a couple of certification types. You might think that those with more than five years of experience would be moving into their third or fourth certification type, but that's simply not what our respondents are telling us. For eDiscovery professionals, seniority indicates a depth of knowledge, rather than a broad knowledge across multiple technical specialisms.





Average salaries by profession in the UK

As in previous years, 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. We saw strong performance in our three core categories last year. This time, there appears to have been a levelling off. This is not surprising if bonuses and incentive payments have reduced in the last year.



Project Management*

2023: £93,333

Project Director

2023: £79,000

Senior PM

2023: £65,000

Project Manager



2022: £82,825



2021: £70,754

*This was presented as an average across all levels of Project management in 2021 and 2022.

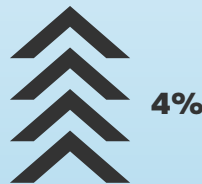


Sales**

2023: £95,000

No change

2022: £95,550



2021: £91,500

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



Technical Operations***

2023: £79,118



2022: £77,500



2021: £72,167

***Referred to as "Operations" in 2021.





Why is now a great time to recruit?

Our research shows that there has been a huge amount of change in the eDiscovery job market in the last year, both in terms of the number of candidates changing positions and also the types of roles that they are moving to. To try and give a more detailed perspective on these trends, we asked Martin Flavell, Director at Sky Discovery and one of their recent hires for their opinion.

What caused the vacancy that we are talking about today?

We're a young and growing business. We regularly need more resources so that there is plenty of bandwidth across our consulting team.

What options did you look at in order to find the right candidate?

We are continuously looking at our networks and the wider industry to find new people and keep in contact with existing relationships. We keep our ear to the ground to try and see where people are moving to, which organisations are doing well, and so on. Quite often, we find that the people we work with are people we've worked with before. That could be with a previous employer or in a different legal jurisdiction. We have a large Australian operation and often see people move from there to the UK and vice versa.

What are the benefits of using a recruiter?

The crux of it is, recruiters will find candidates that we can't find ourselves. Advertisements attract people who are actively looking for a job. Often, the best candidates are engaged by their current job and not actively looking to leave. It's really hard to reach those people without using a recruiter.





And why APT Search in particular?

You guys specialise in this industry and sector. You're actively engaging in it. You are the obvious go-to and have the most knowledge of what we're trying to offer.

What were the best bits of APT's recruitment process?

A big part is that you take away the administrative burden. Recruitment takes a lot of time across multiple people in our team. You do a lot of the legwork, including putting out job adverts, assessing the responses, filtering CVs and digging into the details. Some people have bad CVs but are great candidates. Others have great writing skills that mask weaknesses in skills and knowledge. A lot of telephone screening is required before even shortlisting for a first round of interviews. By working with APT, that burden is taken away and we know that the people we speak to in the first round are definitely qualified for the role.

What are the hardest bits?

You need to dedicate time to the interview process. You also need to bring people from across the business. It's also a very unnatural environment. The candidate needs to promote themselves yet also be careful what they're saying and be reserved. As an interviewer, you have to try to break the ice and get the candidate to relax. The longest interviews are the ones where it's hard to break that barrier at the beginning. Also, you really have to use your active listening skills, otherwise you can accept generic, business speak answers. As an interviewer, you have to actively listen and dig into the answers you are being given.

Thinking about when you were recruiting Ravi, what did you only learn after he started at Sky Discovery?

Ravi had an impressive CV and so fully lived up to the expectations that we'd built up through the interview process. The thing that struck me the most that I didn't know was his sense of humour. He's really quick-witted, ironic and sarcastic. He comes out with these 'dad jokes' all the time. With Ravi, you have to chuckle and laugh a bit. He's got a unique sense of humour.



Do you have any advice for other hiring managers?

1. Dedicate time to the process, you can't rush it. You won't be engaged with it if you don't put aside enough time.
2. Work with the recruiter and really sell them on your company culture and what it's like to work there.
3. Be really clear on the role that you're trying to fill. There are some really good candidates out there, but you don't necessarily need them in your business. You can't be left with the situation realising that, after hiring, you've still got a big skills gap to fill.
4. Bring people from all levels of your business into the interview process. Everyone sees the candidate from different angles and having different levels involved gives you a more rounded view of the candidate.
5. Gut instinct goes a long way on these things. You can have some really good conversations with people but sometimes you get that feeling that something is not quite there. I think you need to acknowledge it and consider it as part of your decision making.

Where is there the most opportunity in eDiscovery right now?

As the technology gets better and functionality broadens and diversifies, there is less of a requirement to be highly technical and more of a requirement to understand what's possible. You need to be able to conceptualise ideas and bring them into use through well thought out workflows. Creativity is a major part of this, and being able to develop and change your technical skills in response to a different way of working.

Are there any drawbacks to working in eDiscovery?

Probably the biggest challenge is educating our clients. You get some very switched-on lawyers who understand technology, but those are the standouts. As an industry, we need to educate and increase our influence with courts so that they can improve the way they operate and make appropriate use of technology.



Why is now a great time to change roles?

eDiscovery organisations are facing some really interesting challenges at the moment. But for candidates, changing roles is not without risk. Why might now be the time? We asked Ravi Sharma, Consultant at Sky Discovery what had motivated him to move to a new employer.

How are you finding Sky Discovery so far?

I can't believe it's already been seven months since I started! It feels like it's been much shorter than that time. There have been a lot of different challenges. It's been interesting to get back into client-facing work. Overall, I'm really enjoying it and the time has flown by.

Why were you looking for a new role?

I wasn't actively looking. I'd been working in Analyst positions in larger eDiscovery firms and was hoping to grow my technical understanding of the tools and technology being used to solve legal challenges, and then provide consultation to clients that helped them accomplish their goals.

What attracted you to this role in particular?

Sky Discovery are very technically focussed and innovative. They are always trying to come up with cutting-edge ways to solve new problems. They adapt to the task rather than following tried-and-tested workflows that might not actually fit. They focus on the needs of the client and apply the technology that is going to be helpful for them.





How did APT help you to prepare for the interview?

We had a lot of discussion about my needs and my views on the industry in general, as well as the role on offer at Sky Discovery. APT was always really transparent about what to expect at each stage of the application process; what the nature of the next interview was going to be and who would be involved. That definitely saved me a lot of headaches.

How were the interviews themselves?

It was really straightforward and seamless. The whole process was relatively quick, with everything concluded and a decision made in the space of two weeks. First, there was a competency-based interview, based on their structures and how those might be used to solve a client problem. Then there was a technical assessment based particularly on Relativity. The final interview focussed on cultural fit.

With hindsight, is there anything that you should have asked at interview, and didn't?

We'd had a lot of conversations about Sky Discovery and the industry in general before I committed to the interviews. I tried to be diligent, throughout the interview process, that I was asking the right questions and ensuring that I was happy with the answers that Sky Discovery provided. It was a two-way discussion, so I felt able to ask everything that I wanted to know. Thanks to that, there wasn't too much in the way of surprise once I started.

What's the best part of your new role?

The people and the culture at Sky Discovery. I knew a couple of people there from a previous life, so throughout the process I had an idea of how it would be in terms of fit. Everybody there is really friendly and really experienced. Seeing the way in which the people there solve client problems, I really enjoy learning that stuff.



What's the most positive thing about our industry right now?

Our industry involves a lot of people who are very adaptable to changing situations. It is such a fast industry, both in terms of technology and also in terms of the law as well. People need to constantly adapt to change so that they are not left behind by new legal requirements or innovation. Seeing how problems are proactively solved in ways that are adaptable to how things will be going forward, that's one of the best things about our industry.

Are there any drawbacks or areas for improvement?

As volumes increase, sometimes a new data source slips by that can throw you off. The volumes themselves remain a challenge, as is how we apply proportionality to that volume when talking it through with clients. Some clients want to find that needle in the haystack and you have to try and educate them about things like active learning and other AI features that can actually help. As an industry, we're very much on top of these new technologies, it's just making sure that lawyers are aware of these solutions as well. The challenge going forward is going to be getting our clients to embrace new technology in a much, much bigger way.



Technology is driving operational efficiency

We're seeing greater adoption of technology in companies large and small. There are a huge number of start-ups in the market offering innovative platforms. Larger organisations such as law firms are also increasingly recognising the benefits that technology can bring. This moves beyond the traditional legal platforms such as eDiscovery and document review. Process support solutions for practice management, document storage and automation, billing and accounting, CRM and digital signatures are all in demand.

These changes mean that organisations can help their clients more quickly, cost effectively and seamlessly. However, it also requires changes in organisational structures to support these platforms and creates new roles as a result. Examples of these new roles include Innovation Managers to look at emerging technologies and how they can best be integrated and used by organisations, as well as Data Analysts, Legal Technologists and User Experience Designers to create and maintain the platforms themselves.

Once integrated, these new technologies trigger further organisational changes. Project Managers need training to continue to perform their roles effectively. Knowledge Managers and Business Analysts need to make the best use of the new, high-quality information that these

platforms generate. The changes permeate all the way to business development and customer service roles, as new platforms enhance or change the services that are available to clients and prospects.



This is (finally!) automating many mundane and repetitive tasks that organisations perform every day. For organisations, this means increased accuracy and efficiency. For individuals, it increases the proportion of value-add work they do, enhancing motivation and increasing pay. It's truly a win-win for these organisations, and we are well placed to help them adapt their existing teams and supplement them with new talent where fresh ideas are needed.





Salary Benchmarks by Region and Job Title

	2023			2022			2021		
	UK	EU	USA	UK	DACH	USA	UK	Germany	Netherlands
Junior eDiscovery PM	£30,000	€75,000		£29,500	€55,000	\$175,000	£25,500	€65,500	
eDiscovery PM	£60,833	€95,000	\$95,000	£66,439	€77,500	\$139,286	£58,604	€75,500	
Senior eDiscovery PM	£81,667	€125,000	\$168,901	£83,548	€95,000	\$125,000	£80,833	€108,833	
Director Level PM	£122,500		\$200,000	£130,333	€125,000	\$175,000	£108,833	€95,500	
eDiscovery Business Developer				£85,500	€100,000		£73,500	€95,500	
Senior eDiscovery Business Developer	£125,000	€125,000		£123,054			£111,454		
Sales Director	£125,000			£165,000	€175,456		£92,166	€165,500	
Operations Manager	£85,000	€125,000		£91,667	€95,450		£75,500	€90,250	
Computer Forensics Manager	£99,000	€76,207	\$133,333	£80,000	€90,000	\$100,000	£45,500		
Legal Technology Manager				£110,456	€105,000		£95,500		
eDiscovery Litigation Support Manager	£80,183			£93,400			£87,166	€145,500	
Document Review Manager				£91,250	€125,000		£68,000	€85,500	
Client Services Director	£110,000	€125,000	\$175,000	£135,350	€121,450	\$160,000	£131,950		
Computer Forensics Director				£131,667	€125,000	\$156,250			
Head of eDiscovery	£119,286								
eDiscovery Attorney			\$55,000						
eDiscovery Analyst / Specialist	£55,000	€75,000	\$92,500	£48,550	€50,000	\$90,000	£45,500	€55,500	€62,166
eDiscovery & Digital Forensics Consultant	£72,500	€65,000							
eDiscovery & Forensic Technology Consultant	£78,333	€101,667		£84,500	€95,000		£77,500		
eDiscovery / Computer Forensics Analyst	£125,000	€85,000	\$92,500	£62,356	€125,000	\$70,000	£60,500	€65,500	
CEO / Partner				£400,000	€400,000				





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