



# 2025 Senior Administrative Leaders Compensation & Staffing Report

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Thank you for participating in the Billing Rate and Associate Salary Survey, Law Firm Statistical Survey, and/or Senior Administrative Leaders Compensation and Staffing survey (collectively, the “Surveys”) conducted by PwC Product Sales LLC (“PwC” or “we”). Enclosed are the associated reports (“Reports”) you ordered, which were prepared by PwC based on the data submitted in connection with the Surveys.

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We thank you again for your participation in the Surveys. If you have any questions please do not hesitate to reach out to Carolyn Furina (646) 315-3748 or Nicholas Fulchini (201) 566-2100 from the PwC LFS Survey Team.

# Senior Administrative Leaders Compensation & Staffing Report

*AmLaw 100 xNYC - Firms (45 members)*

**Issued: June 2025**

**Group Report**

**Confidential**

*This report is intended solely for the use of Partners and authorized employees of the participating firm.*

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## Guide to Interpreting the Statistics Presented in this Report

The statistics reported in the PricewaterhouseCoopers 2025 Senior Administrative Leaders Compensation & Staffing Report include quartile and median group information based on the number of members in each comparison group. As such, the PwC Survey results are generated and presented in the Final Reports using Microsoft ® Excel worksheet functions.

### Median Value

The middle value of a set of numbers arranged in descending order. The median, unlike the mean, is not affected by extreme data values. The median divides the data so that half of all the data items are greater than or equal to the median.

#### **Remarks:**

- If a range of numbers contains empty cells, those values are ignored; however, cells with the value zero are included.
- If there is an even number of values in the set, then the median returns the average of the two values in the middle.

### Quartile Values

Any of three points that divide an ordered distribution into four parts each containing one-quarter of the values.

One-fourth of the data lies above the first quartile (hence three-quarters below it). Similarly, one-quarter of the data lies below the third quartile (hence three-quarters above it). The first and third quartiles are the medians of the lower half and upper half of the data.

#### **Remarks:**

- A quartile is a number or cutoff, and not a range of values. Your Firm may be above or below the first quartile, but not in the first quartile.
- The second quartile is by definition the median.

### Example

The Phoenix comparison group includes 11 members. The office manager base salaries are sorted in descending order and the median and quartile values are determined as follows:

Firm Value:	Firm Rank:	
\$ 100,000	1	
90,000	2	
85,000	3	
80,000	4	\$82,500 - Represents the value at the first quartile; 3.5 represents the entry point to the top 25%
75,000	5	
70,000	6	\$70,000 - Represents the value at the median; 6.0 represents the entry point to the top 50%
65,000	7	
60,000	8	
55,000	9	\$57,500 - Represents the value at the third quartile; 8.5 represents the entry point to the bottom 25%
50,000	10	
45,000	11	

*Note: If your firm is ranked 12th in the above example, then your firm is NOT a member of the comparison group and falls below all 11 firms included in the group.*

## Comparison Group Information

### AmLaw 100 xNYC - Firms

#### ***Number of Overall Members in the Group***

Law Firm Statistical Survey (LFSS) Submissions  
Senior Administrative Leaders Compensation Survey Submissions

***Your Firm Displayed in this Report is a Member of the Group***

#### ***Defined Size Range of Group Members (# of Attorneys)***

Maximum  
Minimum

#### ***Your Firm Size (# of Attorneys)***

#### ***Average Size of Group Members (# of Attorneys)***

Group Information
45
8
37
No Maximum
No Minimum
1,047

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

## Leverage Ratios

2024

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Attorney Leverage</b>					
Ratio of Other Lawyers <sup>1</sup> to Equity Partners		/ 41	3.76	2.89	2.36
Ratio of Non-Partner Lawyers <sup>2</sup> to Partners		/ 41	1.63	1.31	1.05
Ratio of Non-Partner Timekeepers <sup>3</sup> to Partners		/ 41	2.02	1.71	1.45
<b>Support Staff Ratios</b>					
Secretarial & Word Proc. per Partner		/ 39	0.53	0.46	0.40
Secretarial & Word Proc. per Lawyer		/ 36	0.25	0.19	0.15
Secretarial & Word Proc. per Timekeeper		/ 39	0.22	0.17	0.13
Total Admin. Staff (xSec/WP) per Lawyer		/ 37	0.62	0.53	0.48
Total Admin. Staff (xSec/WP) per Timekeeper		/ 40	0.55	0.48	0.40
Total Admin. Staff per Lawyer		/ 37	0.82	0.75	0.65
Total Admin. Staff per Timekeeper		/ 40	0.71	0.65	0.57

2023

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Attorney Leverage</b>					
Ratio of Other Lawyers <sup>1</sup> to Equity Partners		/ 35	4.05	2.81	2.17
Ratio of Non-Partner Lawyers <sup>2</sup> to Partners		/ 35	1.67	1.31	1.07
Ratio of Non-Partner Timekeepers <sup>3</sup> to Partners		/ 35	2.09	1.80	1.45
<b>Support Staff Ratios</b>					
Secretarial & Word Proc. per Partner		/ 34	0.55	0.47	0.42
Secretarial & Word Proc. per Lawyer		/ 34	0.25	0.19	0.15
Secretarial & Word Proc. per Timekeeper		/ 34	0.20	0.17	0.14
Total Admin. Staff (xSec/WP) per Lawyer		/ 34	0.60	0.54	0.46
Total Admin. Staff (xSec/WP) per Timekeeper		/ 34	0.51	0.47	0.39
Total Admin. Staff per Lawyer		/ 34	0.82	0.75	0.63
Total Admin. Staff per Timekeeper		/ 34	0.70	0.63	0.55

<sup>1</sup> Includes Non-Equity Partners, Associates, Sr., Staff & eDiscovery Attorneys, and Of Counsel.

<sup>2</sup> Includes Associates, Sr., Staff & eDiscovery Attorneys, and Of Counsel.

<sup>3</sup> Includes Associates, Sr., Staff & eDiscovery Attorneys, Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks & Law Clerks, and Of Counsel.

\*\* omitted due to insufficient data

<sup>‡</sup> less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

 Administrative Staffing Summary  
 Headcount per 100 Lawyers

2024

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Administrative Management		/ 37	3.28	2.57	1.88
Practice Group Management		/ 30 ‡	3.19	1.89	0.79
Secretarial		/ 36	23.18	18.57	13.75
Word Processing		/ 26 ‡	2.23	1.63	0.99
Professional Staff Recruiting		/ 36	1.99	1.54	1.21
Human Resources/Personnel		/ 37	3.20	2.47	2.12
Professional Development		/ 34	1.94	1.12	0.75
Finance/Accounting		/ 37	11.03	9.72	9.01
Information Systems		/ 37	13.06	10.80	8.87
Knowledge Management/Library Services		/ 37	2.80	2.07	1.42
Marketing		/ 37	7.79	5.96	5.09
Business Intake & Conflicts		/ 37	3.79	3.00	2.34
Other Support Staff		/ 36	13.73	10.71	8.13
<b>Total Administrative Support Staff</b>		/ 37	81.61	74.57	65.18

2023

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Administrative Management		/ 34	3.40	2.54	1.57
Practice Group Management		/ 26 ‡	2.54	1.41	0.68
Secretarial		/ 34	23.41	17.87	15.08
Word Processing		/ 25 ‡	2.09	1.55	1.02
Professional Staff Recruiting		/ 33 ‡	1.95	1.45	1.08
Human Resources/Personnel		/ 34	3.13	2.45	1.93
Professional Development		/ 30 ‡	1.95	1.00	0.63
Finance/Accounting		/ 34	10.61	9.25	8.49
Information Systems		/ 34	11.99	10.48	8.26
Knowledge Management/Library Services		/ 33 ‡	3.04	2.24	1.41
Marketing		/ 33 ‡	7.45	5.19	4.51
Business Intake & Conflicts		/ 33 ‡	3.63	2.90	2.30
Other Support Staff		/ 32 ‡	13.87	11.44	9.52
<b>Total Administrative Support Staff</b>		/ 34	81.79	75.37	63.45

## Admin Leader's Retention Rates

(at December 31, 2024)

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
C-Suite Leaders		/ 23 ‡	100.0	100.0	84.5
Directors		/ 22 ‡	100.0	94.9	92.8

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

**Administrative Staffing Summary**  
Headcount per 100 Timekeepers

2024

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Administrative Management</b>		/ 40	3.06	2.24	1.63
<b>Practice Group Management</b>		/ 32 ‡	2.82	1.79	0.75
<b>Secretarial</b>		/ 39	20.25	16.44	12.90
<b>Word Processing</b>		/ 27 ‡	1.92	1.37	0.85
<b>Professional Staff Recruiting</b>		/ 39	1.89	1.47	1.08
<b>Human Resources/Personnel</b>		/ 40	2.86	2.12	1.82
<b>Professional Development</b>		/ 36	1.66	0.97	0.65
<b>Finance/Accounting</b>		/ 40	9.83	8.57	7.65
<b>Information Systems</b>		/ 40	12.16	9.24	7.66
<b>Knowledge Management/Library Services</b>		/ 39	2.66	1.82	1.21
<b>Marketing</b>		/ 39	6.92	5.20	4.34
<b>Business Intake &amp; Conflicts</b>		/ 39	3.54	2.63	2.05
<b>Other Support Staff</b>		/ 39	14.50	9.91	7.49
<b>Total Administrative Support Staff</b>		/ 40	71.49	64.78	57.05

2023

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Administrative Management</b>		/ 34	2.93	2.06	1.35
<b>Practice Group Management</b>		/ 26 ‡	2.12	1.18	0.52
<b>Secretarial</b>		/ 34	18.19	16.06	13.03
<b>Word Processing</b>		/ 25 ‡	1.82	1.39	0.76
<b>Professional Staff Recruiting</b>		/ 33 ‡	1.69	1.22	1.01
<b>Human Resources/Personnel</b>		/ 34	2.82	2.12	1.71
<b>Professional Development</b>		/ 30 ‡	1.61	0.88	0.52
<b>Finance/Accounting</b>		/ 34	8.61	8.08	7.50
<b>Information Systems</b>		/ 34	10.78	8.84	7.31
<b>Knowledge Management/Library Services</b>		/ 33 ‡	2.82	1.96	1.23
<b>Marketing</b>		/ 33 ‡	6.13	4.75	3.94
<b>Business Intake &amp; Conflicts</b>		/ 33 ‡	3.15	2.50	1.95
<b>Other Support Staff</b>		/ 32 ‡	12.11	9.73	7.97
<b>Total Administrative Support Staff</b>		/ 34	70.08	63.14	55.40

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

**Administrative Compensation by Function**  
**Compensation per Lawyer**

2024

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Administrative Management</b>	/ 33	‡	8,987	6,574	3,937
<b>Practice Group Management</b>	/ 27	‡	6,480	4,011	1,633
<b>Secretarial</b>	/ 32	‡	20,647	17,884	12,382
<b>Word Processing</b>	/ 22	‡	2,299	1,478	757
<b>Professional Staff Recruiting</b>	/ 32	‡	2,800	1,936	1,611
<b>Human Resources/Personnel</b>	/ 33	‡	4,370	3,567	2,638
<b>Professional Development</b>	/ 31	‡	2,497	2,000	1,094
<b>Finance/Accounting</b>	/ 33	‡	12,538	11,134	10,190
<b>Information Systems</b>	/ 33	‡	18,617	15,123	10,801
<b>Knowledge Management/Library Services</b>	/ 33	‡	3,160	2,395	1,640
<b>Marketing</b>	/ 33	‡	11,243	8,725	6,455
<b>Business Intake &amp; Conflicts</b>	/ 33	‡	4,995	3,447	2,644
<b>Other Support Staff</b>	/ 32	‡	12,911	9,925	6,333
<b>Total Administrative Support Staff</b>	/ 33	‡	101,989	92,318	72,121

2023

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Administrative Management</b>	/ 32	‡	9,318	5,979	3,520
<b>Practice Group Management</b>	/ 24	‡	4,517	3,053	1,472
<b>Secretarial</b>	/ 32	‡	20,313	16,753	13,781
<b>Word Processing</b>	/ 23	‡	2,231	1,227	703
<b>Professional Staff Recruiting</b>	/ 31	‡	2,313	1,790	1,078
<b>Human Resources/Personnel</b>	/ 32	‡	4,369	3,069	2,313
<b>Professional Development</b>	/ 28	‡	2,309	1,683	776
<b>Finance/Accounting</b>	/ 32	‡	11,769	10,398	8,711
<b>Information Systems</b>	/ 32	‡	17,765	12,942	8,898
<b>Knowledge Management/Library Services</b>	/ 31	‡	3,673	2,633	1,610
<b>Marketing</b>	/ 31	‡	9,728	6,753	5,563
<b>Business Intake &amp; Conflicts</b>	/ 31	‡	4,643	3,249	1,994
<b>Other Support Staff</b>	/ 30	‡	13,108	10,346	7,220
<b>Total Administrative Support Staff</b>	/ 32	‡	102,990	84,505	68,119

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

**Administrative Compensation by Function**  
**Average Compensation per Function**

2024

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Administrative Management</b>		/ 36	315,554	249,000	177,565
<b>Practice Group Management</b>		/ 29 ‡	231,300	177,390	156,207
<b>Secretarial</b>		/ 35	104,744	96,252	82,868
<b>Word Processing</b>		/ 23 ‡	107,545	88,215	77,374
<b>Professional Staff Recruiting</b>		/ 35	149,552	129,865	114,000
<b>Human Resources/Personnel</b>		/ 36	158,894	135,741	120,325
<b>Professional Development</b>		/ 33 ‡	161,875	138,382	124,750
<b>Finance/Accounting</b>		/ 36	129,048	109,319	97,060
<b>Information Systems</b>		/ 36	145,637	134,896	123,119
<b>Knowledge Management/Library Services</b>		/ 35	134,497	118,152	109,358
<b>Marketing</b>		/ 35	159,044	141,512	122,024
<b>Business Intake &amp; Conflicts</b>		/ 35	126,614	115,947	89,610
<b>Other Support Staff</b>		/ 35	99,551	90,050	75,602
<b>Total Administrative Support Staff</b>		/ 36	129,657	116,734	102,686

2023

	Your Firm		Group		
	Value	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<b>Administrative Management</b>		/ 32 ‡	289,799	217,209	154,750
<b>Practice Group Management</b>		/ 24 ‡	247,489	174,358	149,684
<b>Secretarial</b>		/ 32 ‡	100,857	94,839	81,884
<b>Word Processing</b>		/ 22 ‡	99,121	86,910	72,160
<b>Professional Staff Recruiting</b>		/ 31 ‡	134,208	128,250	106,875
<b>Human Resources/Personnel</b>		/ 32 ‡	147,870	130,350	108,393
<b>Professional Development</b>		/ 28 ‡	167,146	139,859	118,518
<b>Finance/Accounting</b>		/ 32 ‡	120,254	106,343	93,699
<b>Information Systems</b>		/ 32 ‡	141,082	130,342	116,426
<b>Knowledge Management/Library Services</b>		/ 31 ‡	131,984	116,961	101,702
<b>Marketing</b>		/ 31 ‡	147,637	129,125	119,237
<b>Business Intake &amp; Conflicts</b>		/ 31 ‡	125,001	110,039	83,063
<b>Other Support Staff</b>		/ 30 ‡	100,085	86,986	70,509
<b>Total Administrative Support Staff</b>		/ 32 ‡	128,811	114,914	102,715

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

## Firmwide Senior Administrative Leaders Compensation

Annual Base Salary as of Jan. 1, 2025

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Chief Operating Officer (COO)		/ 29 ‡	\$1,400,000	\$1,000,000	\$710,000
Chief Administrative Officer (CAO)		/ 13 ‡	535,500	445,000	380,000
Chief Strategy/Growth Officer		/ 12 ‡	962,500	567,500	443,929
Chief Financial Officer (CFO)		/ 32 ‡	771,554	672,500	544,208
Chief Technology/Info Officer (CTO/CIO)		/ 38	700,000	580,000	516,818
Chief Talent/People Officer		/ 10 ‡	801,875	572,500	451,250
Chief Human Resources Officer (CHRO)		/ 22 ‡	625,000	530,000	447,546
Chief Diversity Officer		/ 13 ‡	560,000	500,000	390,000
Chief Knowledge Officer (CKO)		/ 10 ‡	657,000	552,500	451,250
Chief Client Value Officer			**	**	**
Chief Innovation Officer			**	**	**
Chief Business Development Officer		/ 13 ‡	630,001	500,000	470,000
Chief Communications Officer (CCO)			**	**	**
Chief Marketing Officer (CMO)		/ 24 ‡	687,500	566,851	480,288
Chief Real Estate Officer			**	**	**
Chief Legal Recruiting and Dev. Officer		/ 14 ‡	520,000	457,500	426,250
Chief Risk Management Officer			**	**	**
Chief Legal Officer (CLO)/General Counsel		/ 9 ‡	713,838	625,000	460,000
Chief Security Officer (CSO)			**	**	**
Chief Practice Management Officer		/ 9 ‡	740,000	520,000	407,500
Executive Director (ED)		/ 13 ‡	384,360	290,000	244,817
Director of Strategy			**	**	**
Director of Finance		/ 29 ‡	310,000	300,000	270,919
Director of Pricing		/ 26 ‡	359,000	309,441	271,109
Director of Financial Reporting & Analysis		/ 25 ‡	312,000	300,028	238,100
Director of Technology/Info Systems (IS)		/ 34	332,750	298,961	243,882
Director of Information Security		/ 30 ‡	326,047	272,500	241,231
Director of Conflicts & Docketing		/ 20 ‡	273,750	232,500	194,549
Director of Billings & Collections		/ 26 ‡	288,639	255,802	224,874
Director of Client Service/Accounting		/ 9 ‡	280,000	261,640	230,630
Director of Client Value/Relationships		/ 9 ‡	293,600	270,955	231,748
Director of Diversity		/ 21 ‡	301,500	260,000	235,000
Director of Human Resources		/ 33 ‡	310,000	275,366	225,000
Director of Communications		/ 26 ‡	311,875	268,784	240,456
Director of Marketing		/ 22 ‡	288,130	262,625	235,475
Director of Business Development		/ 30 ‡	326,664	282,800	235,800
Director of Practice Development/Management		/ 19 ‡	315,068	280,000	246,360
Director of Practice Applications/Technologies		/ 14 ‡	301,250	280,800	232,021
Director of Knowledge Mgmt/Library Services		/ 26 ‡	281,698	238,960	195,000
Director of Attorney Prof Dev. & Training		/ 33 ‡	300,000	267,500	231,117
Director of Attorney Recruiting			**	**	**
Director of Prof Staff Recruiting (PSR)		/ 16 ‡	287,981	226,800	190,625
Director of Business Ops/Office Facilities		/ 23 ‡	350,000	272,273	211,497
Director of Litigation Support		/ 18 ‡	386,250	296,275	268,138
Director of Paralegals		/ 14 ‡	296,875	262,250	222,000
Director of Secretarial Services		/ 9 ‡	315,000	270,000	178,448
Director of Pro Bono Services		/ 11 ‡	357,500	290,000	214,418
Director of Taxation		/ 15 ‡	327,650	291,500	234,050
Director of Risk Management		/ 11 ‡	295,495	255,000	211,800
Director of Benefits		/ 23 ‡	295,625	254,112	217,572
Director of eDiscovery			**	**	**
Director of Records Management		/ 17 ‡	261,095	176,400	156,072
Controller		/ 26 ‡	319,326	282,277	218,750

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

## Firmwide Senior Administrative Leaders Compensation (Continued)

## Bonus Awarded for the Year Ending 2024

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Chief Operating Officer (COO)	/ 26	‡	\$825,000	\$363,425	\$250,000
Chief Administrative Officer (CAO)	/ 12	‡	153,500	125,000	80,006
Chief Strategy/Growth Officer	/ 11	‡	400,000	185,000	125,000
Chief Financial Officer (CFO)	/ 30	‡	250,000	187,500	150,000
Chief Technology/Info Officer (CTO/CIO)	/ 37		200,000	152,470	80,000
Chief Talent/People Officer	/ 9	‡	175,000	150,000	121,250
Chief Human Resources Officer (CHRO)	/ 21	‡	225,000	150,000	115,000
Chief Diversity Officer	/ 12	‡	138,000	120,750	96,250
Chief Knowledge Officer (CKO)	/ 10	‡	168,750	135,500	57,048
Chief Client Value Officer			**	**	**
Chief Innovation Officer			**	**	**
Chief Business Development Officer	/ 13	‡	260,000	160,000	130,000
Chief Communications Officer (CCO)			**	**	**
Chief Marketing Officer (CMO)	/ 22	‡	168,750	125,000	83,875
Chief Real Estate Officer			**	**	**
Chief Legal Recruiting and Dev. Officer	/ 14	‡	262,500	143,000	106,250
Chief Risk Management Officer			**	**	**
Chief Legal Officer (CLO)/General Counsel			**	**	**
Chief Security Officer (CSO)			**	**	**
Chief Practice Management Officer			**	**	**
Executive Director (ED)	/ 13	‡	65,833	30,000	21,978
Director of Strategy			**	**	**
Director of Finance	/ 28	‡	60,166	40,000	29,750
Director of Pricing	/ 25	‡	65,000	45,000	26,232
Director of Financial Reporting & Analysis	/ 24	‡	57,750	42,250	31,500
Director of Technology/Info Systems (IS)	/ 33	‡	53,000	40,000	25,000
Director of Information Security	/ 28	‡	42,750	34,520	25,000
Director of Conflicts & Docketing	/ 20	‡	50,000	27,014	19,938
Director of Billings & Collections	/ 25	‡	50,000	35,000	23,000
Director of Client Service/Accounting	/ 9	‡	48,000	39,600	30,000
Director of Client Value/Relationships	/ 9	‡	40,000	33,200	27,500
Director of Diversity	/ 19	‡	50,000	31,790	25,300
Director of Human Resources	/ 31	‡	50,000	40,000	27,260
Director of Communications	/ 24	‡	36,105	30,480	17,541
Director of Marketing	/ 21	‡	46,111	32,000	18,471
Director of Business Development	/ 29	‡	50,669	32,692	22,066
Director of Practice Development/Management	/ 19	‡	63,604	42,333	30,000
Director of Practice Applications/Technologies	/ 12	‡	38,038	32,500	21,500
Director of Knowledge Mgmt/Library Services	/ 25	‡	50,000	25,000	14,000
Director of Attorney Prof Dev. & Training	/ 32	‡	43,090	34,875	21,750
Director of Attorney Recruiting			**	**	**
Director of Prof Staff Recruiting (PSR)	/ 16	‡	48,928	35,000	24,250
Director of Business Ops/Office Facilities	/ 23	‡	83,651	50,000	27,602
Director of Litigation Support	/ 16	‡	64,938	40,275	24,770
Director of Paralegals	/ 14	‡	74,725	38,136	30,438
Director of Secretarial Services	/ 9	‡	71,000	60,000	15,168
Director of Pro Bono Services	/ 10	‡	42,875	32,500	21,625
Director of Taxation	/ 15	‡	55,000	31,500	26,250
Director of Risk Management	/ 11	‡	36,000	21,500	20,000
Director of Benefits	/ 22	‡	54,736	34,000	24,007
Director of eDiscovery			**	**	**
Director of Records Management	/ 16	‡	32,066	20,250	13,700
Controller	/ 25	‡	56,900	36,262	23,000

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

## Firmwide Senior Administrative Leaders Compensation (Continued)

## Aggregate Compensation\* as of Jan. 1, 2025

	Your Firm		Group		
	Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
Chief Operating Officer (COO)	/ 29	‡	\$2,250,000	\$1,330,000	\$1,025,000
Chief Administrative Officer (CAO)	/ 13	‡	625,000	583,000	560,000
Chief Strategy/Growth Officer	/ 12	‡	1,443,750	730,000	525,336
Chief Financial Officer (CFO)	/ 32	‡	1,057,638	817,500	709,124
Chief Technology/Info Officer (CTO/CIO)	/ 38	‡	893,750	730,000	602,500
Chief Talent/People Officer	/ 10	‡	955,625	708,125	566,250
Chief Human Resources Officer (CHRO)	/ 22	‡	901,750	680,000	546,763
Chief Diversity Officer	/ 13	‡	694,000	615,000	490,000
Chief Knowledge Officer (CKO)	/ 10	‡	776,250	698,000	521,500
Chief Client Value Officer		**	**	**	**
Chief Innovation Officer		**	**	**	**
Chief Business Development Officer	/ 13	‡	930,001	635,500	625,000
Chief Communications Officer (CCO)		**	**	**	**
Chief Marketing Officer (CMO)	/ 24	‡	882,813	706,883	597,500
Chief Real Estate Officer		**	**	**	**
Chief Legal Recruiting and Dev. Officer	/ 14	‡	837,500	584,500	542,500
Chief Risk Management Officer		**	**	**	**
Chief Legal Officer (CLO)/General Counsel	/ 9	‡	763,838	678,350	525,000
Chief Security Officer (CSO)		**	**	**	**
Chief Practice Management Officer	/ 9	‡	940,000	635,000	407,500
Executive Director (ED)	/ 13	‡	520,360	311,000	281,101
Director of Strategy		**	**	**	**
Director of Finance	/ 29	‡	380,000	330,500	306,993
Director of Pricing	/ 26	‡	413,063	348,260	304,334
Director of Financial Reporting & Analysis	/ 25	‡	370,000	342,000	278,100
Director of Technology/Info Systems (IS)	/ 34	‡	379,778	335,638	269,193
Director of Information Security	/ 30	‡	349,425	314,900	272,051
Director of Conflicts & Docketing	/ 20	‡	318,000	260,464	226,219
Director of Billings & Collections	/ 26	‡	328,750	280,125	246,359
Director of Client Service/Accounting	/ 9	‡	327,500	310,000	256,942
Director of Client Value/Relationships	/ 9	‡	336,640	318,200	270,000
Director of Diversity	/ 21	‡	350,000	290,000	270,000
Director of Human Resources	/ 33	‡	355,882	320,715	250,000
Director of Communications	/ 26	‡	336,125	298,362	268,658
Director of Marketing	/ 22	‡	326,575	286,974	265,225
Director of Business Development	/ 30	‡	381,768	316,800	263,465
Director of Practice Development/Management	/ 19	‡	368,000	327,850	294,588
Director of Practice Applications/Technologies	/ 14	‡	327,833	312,900	254,521
Director of Knowledge Mgmt/Library Services	/ 26	‡	319,518	273,776	217,750
Director of Attorney Prof Dev. & Training	/ 33	‡	345,000	302,000	255,000
Director of Attorney Recruiting		**	**	**	**
Director of Prof Staff Recruiting (PSR)	/ 16	‡	336,106	262,800	216,050
Director of Business Ops/Office Facilities	/ 23	‡	403,607	342,348	254,285
Director of Litigation Support	/ 18	‡	454,156	317,068	280,568
Director of Paralegals	/ 14	‡	379,725	313,094	275,503
Director of Secretarial Services	/ 9	‡	387,000	341,000	193,616
Director of Pro Bono Services	/ 11	‡	405,000	331,000	240,168
Director of Taxation	/ 15	‡	375,730	330,500	255,750
Director of Risk Management	/ 11	‡	331,711	290,000	232,550
Director of Benefits	/ 23	‡	354,975	286,880	244,872
Director of eDiscovery		**	**	**	**
Director of Records Management	/ 17	‡	286,095	201,000	164,072
Controller	/ 26	‡	372,650	328,383	248,750

\* Aggregate Compensation combines Base Salary and Bonus.

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

## Office &amp; Departmental Supervisors Compensation

		Your Firm		Group		
		Average	Rank / Of	1 <sup>st</sup> Quartile	Median	3 <sup>rd</sup> Quartile
<i>Annual Base Salary as of Jan. 1, 2025</i>						
Office Managers	High		/ 33 ‡	\$229,320	\$189,074	\$176,350
	Low		/ 33 ‡	145,000	120,063	100,000
Paralegal Supervisor	High		/ 25 ‡	216,483	195,000	166,020
	Low		/ 25 ‡	183,070	149,065	124,000
Secretarial	High		/ 23 ‡	174,506	159,520	135,000
	Low		/ 23 ‡	146,838	130,000	99,029
Professional Staff Recruiting	High		/ 31 ‡	193,053	175,100	152,500
	Low		/ 31 ‡	151,160	128,000	114,654
Human Resources/Personnel	High		/ 36	201,250	182,513	157,755
	Low		/ 36	135,350	127,451	101,950
Finance/Accounting	High		/ 35	226,853	200,000	167,146
	Low		/ 35	110,335	94,200	85,813
Information Systems	High		/ 37	234,000	208,000	175,000
	Low		/ 37	130,000	105,900	98,280
Knowledge Mgmt/Library Services	High		/ 30 ‡	232,774	185,983	146,750
	Low		/ 30 ‡	136,218	121,000	110,078
Marketing	High		/ 34	231,059	209,000	192,688
	Low		/ 34	120,000	106,226	95,000
<i>Bonus Awarded for the Year Ending 2024</i>						
Office Managers	High		/ 32 ‡	\$25,100	\$21,655	\$12,300
	Low		/ 32 ‡	10,508	6,237	5,000
Paralegal Supervisor	High		/ 25 ‡	22,000	15,000	7,808
	Low		/ 25 ‡	18,000	11,500	6,000
Secretarial	High		/ 22 ‡	18,326	12,500	10,001
	Low		/ 22 ‡	12,000	5,975	4,526
Professional Staff Recruiting	High		/ 30 ‡	20,675	14,250	10,000
	Low		/ 30 ‡	11,375	9,000	6,531
Human Resources/Personnel	High		/ 35	24,650	18,000	14,000
	Low		/ 35	10,500	8,000	5,000
Finance/Accounting	High		/ 34	25,000	18,400	15,000
	Low		/ 34	7,891	5,667	3,518
Information Systems	High		/ 36	27,610	18,100	14,540
	Low		/ 36	10,250	5,675	3,442
Knowledge Mgmt/Library Services	High		/ 29 ‡	22,500	10,500	7,500
	Low		/ 29 ‡	10,000	8,100	5,250
Marketing	High		/ 33 ‡	25,000	18,700	12,500
	Low		/ 33 ‡	6,000	4,600	3,000

\*\* omitted due to insufficient data

‡ less than 75% population response

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

## Administrative Support Staff Discretionary Benefits Information - 2024

	Your Firm (designated with an X)	# of Responses	% of Group Resp. - Yes
<b>1. Types of Benefits offered to Administrative Staff</b>		44	
a. 401(k) pre-tax employee deferrals			95.5
b. 401(k) Roth employee deferrals			93.2
c. 401(k) pre-tax employer matching contributions			29.5
d. 401(k) post-tax employee deferrals			38.6
e. Additional non-elective employer contributions ("Profit Sharing")			90.9
f. Qualified defined benefit plan			29.5
g. Non-qualified or unfunded retirement plan			9.1
h. Active healthcare or other discretionary benefits			93.2
i. Post-retirement healthcare benefits			34.1
<b>2. For Firms offering a 401(k) deferrals, matching contributions and/or non-elective contributions, the definition of compensation used is:</b> (Firms responding to 1a, b, c, d, or e)		44	
a. Base pay only			13.6
b. Total compensation (W-2, Box 1)			65.9
c. Medicare wages and tips (W-2, Box 5)			2.3
<b>3. For Firms matching a 401(k) pre-tax contribution, the level of the matching contribution is:</b> (Firms responding to 1c)	‡	14	
a. Between 1% and 1.9% of compensation			28.6
b. Between 2% and 2.9% of compensation			28.6
c. Between 3% and 3.9% of compensation			14.3
d. Between 4% and 4.9% of compensation			7.1
e. 5% of compensation or above			21.4
<b>4. For Firms offering an additional non-elective employer contribution, the most recent contribution was:</b> (Firms responding to 1e)		40	
a. Between 1% and 2.9% of compensation			2.5
b. Between 3% and 4.9% of compensation			17.5
c. Between 5% and 6.9% of compensation			12.5
d. Between 7% and 8.9% of compensation			45.0
e. 9% of compensation or above			5.0
f. Sliding scale based on compensation level			7.5
<b>5. For Firms offering a qualified defined benefit plan, the type of plan offered is:</b> (Firms responding to 1f)	‡	15	
a. Cash Balance Plan			73.3
b. Final Average Pay Plan			6.7
c. Career Average Pay Plan			6.7
d. Pension Equity Plan			6.7

## 2025 Senior Administrative Leaders Compensation &amp; Staffing Report

AmLaw 100 xNYC - Firms (45 members)

 Administrative Support Staff Discretionary Benefits Information - 2024  
 (Continued)

## 6. For Firms with a Cash Balance Plan, the interest credit basis utilized is:

(Firms responding to 5a)

- a. Fixed Income Based (e.g., fixed return or 30 year Treasury rate)
- b. Equity Based (e.g., return on plan assets or S&P 500 index)

## 7. For Firms offering active healthcare or other discretionary benefits, the type of benefits offered is:

(Firms responding to 1h)

- a. Medical benefits
- b. Healthcare Spending Account (HSA)
- c. Prescription drug benefits
- d. Dental benefits
- e. Vision benefits
- f. Mental health benefits
- g. Parental leave
- h. Wellness benefits and incentives
- i. Health Advocacy Programs
- j. Long term / short term disability
- k. Long term care
- l. Life Insurance
- m. Flexible spending accounts
- n. Employee Assistance Programs (EAPs)
- o. Emergency childcare / eldercare
- p. Parking / transit
- q. Adoption/Surrogacy/Fertility
- r. Student loan refinancing/paydown
- s. Tuition assistance
- t. Pet insurance
- u. Dependent care
- v. Career coaching/Continuing education
- w. Identity theft protection

<i>Your Firm (designated with an X)</i>	<i># of Responses</i>	<i>% of Group Resp. - Yes</i>
†	12	
		33.3
		66.7
	44	
		102.3
		102.3
		102.3
		102.3
		102.3
		102.3
		102.3
		102.3
		97.7
		88.6
		79.5
		102.3
		72.7
		102.3
		100.0
		102.3
		84.1
		93.2
		79.5
		59.1
		59.1
		54.5
		90.9
		47.7
†	13	
		53.8
		23.1
†	13	
		53.8
		23.1
		23.1

## 8. At what ages are you offering post-retirement healthcare benefits?

(Firms responding to 1i)

- a. Before age 65 - not eligible for Medicare
- b. Age 65 or higher - eligible for Medicare

## 9. At what ages are you offering post-retirement healthcare benefits?

(Firms responding to 1i)

- a. Before age 65 - not eligible for Medicare
- b. Age 65 or higher - eligible for Medicare
- c. Both eligible and non-eligible for Medicare

<i>Your Firm</i>	<i>1<sup>st</sup> Quartile</i>	<i>Median</i>	<i>3<sup>rd</sup> Quartile</i>
†	18.0	12.0	11.5
	12.0	12.0	6.0

## 10. Paid weeks of parental leave offered

(Firms responding to 7g)

- a. Maternal leave
- b. Paternal leave