



2026 Senior Administrative Leaders Compensation & Staffing Report (SAL)

Questionnaire Instructions

Questionnaire Due Date: May 08, 2026

Report Distribution Date: Early June 2026



Form: Description Page

These Instructions should be used by firms who wish to receive the metrics included within the '**Senior Administrative Leaders Compensation & Staffing Report**' (**SAL**) but will not be participating in the annual 2025 Law Firm Statistical Survey (LFSS).

Highlights this Release:

- Leverage Ratios based on HR Staff & Finance/Accounting Staff are now included.
- Additional C-Suite & Director-Level titles have been added.
- As with last year, the base participation fee includes two comparison group (versus one) as an effort to expand the multiple peer groups participants utilize for their review.
- The base fee also includes two office-level reports for benchmarking the Supervisor-level salary and bonus values.

To Submit Your Data to PwC:

Send your completed data submission along with your 'Peer Firms' Listing via email to
us_pwc_law_firm_survey_team@pwc.com

If you have any questions, please contact a Survey Staff member at **(201) 566-2100** or via email at the email address noted above.

In order to ensure the comparability and meaningfulness of Survey results, we ask that all participants pay careful attention to the distinction between 'C-Suite' Leaders and Director-Level Leaders.

For most Administrative Leaders, we have included both a 'C-Suite' Level and Director Level title. If your Firm does not classify the leader(s) as a 'Chief' position, then do not place the salary and bonus of the individual in that title.

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1 General Information

Confidentiality

The PwC Law Firm Survey Group does not disclose the names of our participants. If your Firm would like to obtain a Report comprised of its peers, we ask that you submit the list of peer Firms and we will create a Report consisting of the participants from your list. If all your peer Firms participate, we will randomly exclude at least one of the Firms.

Due to the sensitive nature of the information collected, and to abide by all antitrust laws, peer groups are only available with at least 5 Firms.

Additional limitations on reporting will be applied for groups with fewer than 7 Firms.

Participants have the option to ‘suppress’ any, or all, of their individual Firm’s compensation values on their Final Reports.

Survey Webcast

The following webcast will be offered to all participants (or prospective participants):

‘Benefits to Participation’ Webcast: Designed to provide an overview of the metrics included within this Report, highlighting the benefits to participating.

Questionnaire & Timing

For those participants in the Law Firm Statistical Survey (LFSS), the input necessary for the SAL is included within their LFSS Questionnaire, and there is no additional cost for the Reports.

For all other participants, a separate Data Form is necessary to complete and can be downloaded from our website [at www.pwc.com/us/lfsurveys](http://www.pwc.com/us/lfsurveys)

The due date for submitting the data form is: **May 8, 2026**

The results will be distributed on: **Early June 2026**

Ordering ‘Peer Firm’ Comparison Groups

We are asking that all participants identify a listing of their primary peers on a national or global level. To assist with this effort, we developed a **‘Peer Firms’ Listing** which allows you to select from the 200 law firms that were listed on the most recent American Lawyer publication. Additional space has been provided for your Firm to identify any Peer Firm listed outside of the AmLaw 200.

A member of our Survey Staff will be contacting all participants to review and finalize their report order. If you need assistance prior to our initial call, please do not hesitate to contact us at **(201) 566-2100**.

Sample Report

Please contact a Survey Staff member to preview the full content included in this Report offering at **(201) 566-2100** or via email at **us_pwc_law_firm_survey_team@pwc.com**

Participation Disclaimer

The benchmarking information contained within the PwC Reports comply with recommendations made by counsel during their annual review of the Surveys relative to current antitrust issues. While we are confident that the data supporting the Surveys have been properly summarized, no opinion is expressed regarding the fairness of the results.

The PwC Law Firm Survey results are highly confidential. They are intended for the internal business management of participating law firms, and to support internal benchmarking and decision-making. As such, all data contained in the reports are to be made available only to partners and designated employees of your Firm and should not be made available to any third parties.

PwC does not condone the use of this data by participants in a court of law or any public forum that would either make the information available to non-participants or identify or expose participating law firms to other participants or non-participants

Antitrust Compliance Policy

The PwC Surveys are reviewed annually by counsel to ensure compliance with current antitrust regulations.

Form 1: Firm Reporting Information

This form contains general information about your law firm. The Firm ID Number is the four-digit PwC issued number assigned to you by the Survey Staff (if unknown, please leave blank). Please be sure to provide the required firm contacts for Final Report distribution and for questions regarding information submitted to the Survey (including e-mail addresses).

Date of Last Change

Please indicate the month ('mm') and year ('yyyy') of the last salary change for your Administrative Leaders at January 1, 2026.

Form 2: Select Timekeeper & Administrative Staff Headcount and Compensation Information

Use Form 2 to record fiscal year 2025 headcount and compensation information for each timekeeper and administrative function listed.

Please report Full Time Equivalent (FTE) headcount values to the nearest tenth & Compensation Data (Comp) in thousands.

Because statistics based on per-person calculations are predominant throughout the Survey final reports, it is imperative that all participants provide an accurate count based on annual full-time equivalents.

Report the **annual average** full-time equivalent (fte) number of timekeepers in each category. For example, two employees each working 50% of the time during the year equal one full-time equivalent. In the example, 50% can represent working half days for the entire year or working full-time for one-half of the year.

Adjust the 'fte' value for any employees on sabbatical, leave of absence, or paternity/maternity leave to reflect the actual period of time working during the year.

An annual average full-time equivalent can be established by averaging periodic staff totals within the year.

Report all FTE values to the nearest tenth & Comp data in thousands.

Since firms use different job titles for similar staff, categorize staff according to job content rather than strictly by the title used. A listing of the job definitions is included on the following pages.

Job Definitions for Select Timekeepers

1. Equity Partners

In the Survey, the terms 'Partner' and 'Shareholder' are used interchangeably. Include as Partners only active Partners or Shareholders of the firm. Note that Equity and Non-Equity Partners are separated in the staffing tables. For the definition of Non-Equity Partners, see below.

Although certain active Partners may have fewer chargeable hours (because of administrative, recruiting, or other non-billable responsibilities) they should, nonetheless, be classified as active full-time Partners.

There may be additional participants in net income of the firm (e.g., Of Counsel, retired Partners and/or their estates) who are not active Partners and accordingly they should be excluded from the Equity Partner staffing tables.

Inactive Partners and Partners on sabbaticals or extended leave should not be included in the active partner headcount.

2. Non-Equity Partners

Non-Equity Partners are attorneys admitted to the partnership from Associate status or laterally from an external organization who meet the following criteria:

- They are considered to be Partners according to applicable tax regulations.
- Within the firm, they are considered to be members of a Partner class designated as Non-Equity, Junior, non-participating, etc.
- Less than 50% of their compensation is based on the profits of the Firm.
- There is a substantive difference in the treatment of these Partners relative to Equity Partners. Evidence of such a difference might include being compensated on a salary or fixed basis, not having a vote in policy matters decided by the partnership, or not yet having a permanent capital contribution requirement.
- A future change in status (including admission to the Equity Partnership) is considered likely for at least some of these Non-Equity Partners.

3. Non-Partner Attorneys

Non-Partner Attorneys include Associates, Of Counsel, Senior Attorneys (Counsel), Staff Attorneys and eDiscovery Attorneys.

4. Total Legal Staff

The sum of all attorneys reported on a full-time equivalent basis. All attorneys for this calculation should include Equity Partners, Non-Equity Partners and Non-Partner Attorneys.

5. Total Non-Legal Timekeepers

The sum of all Non-Legal Timekeepers reported on a full-time equivalent basis. Non-Legal Timekeepers include Lobbyists, Specialists, Litigation Support, Patent Agents, Paralegals, Case Clerks and Law Clerks. Do not include 'contract' timekeepers paid through an outside agency.

Do not include Non-Legal Administrative Staff

Do not include 'contract' partners or associates paid through an outside agency.

If a lateral hire is hired on a contractual basis for a fixed time period, include them in the respective category.

Job Definitions for Administrative Staff by Function

6. Administrative Management

Administrative Management staff includes all support employees who generally work in the office of the Executive Director and support the firm's management (e.g., Office Managers, Chief Strategy Officer, Chief Diversity Officer, Director of Strategic Business Operations, etc.).

Please record all Directors of each individual support function with the specific function, and not under Administrative Management..

7. Practice Group Management

Practice Group Managers work operationally and strategically with senior management or other Administrative Managers to ensure the appropriate allocation of resources, development of strategic plans, effectiveness and accountability of the firm's practice groups.

Business managers who support individual practices of the firm should be included in this department.

8. Secretarial

In addition to full-time Legal Secretaries, this category should include personnel performing typing tasks who are not part of a central word processing staff.

9. Word Processing

Word processing staff consists of employees who are part of a central word processing department or whose responsibilities are primarily to operate word processing equipment.

10. Professional Staff Recruiting

Professional Staff Recruiting staff includes those employees who assist with the recruitment of professional staff (Attorneys and Paralegals). This includes, but is not limited to, the recruiting of professional staff through campus and summer programs. He/she may have personnel-related responsibilities for existing professional staff. This category should only be used by firms with staff members dedicated solely to the recruitment of professionals.

11. Human Resources/Personnel

Include here all employees who assist with recruitment, human resource services, non-attorney technical training, employee benefits, and salary determinations. Personnel Assistants should be included here unless their primary responsibilities involve the recruitment of professional staff, in which case they should be included on Line 14.

Please include all headcount and related compensation of the payroll staff with the Finance/Accounting function.

Please include all headcount and related compensation of the diversity staff with the Administrative Management function.

12. Professional Development

Include here all employees who manage or assist with the professional growth, training and development of attorneys.

13. Finance/Accounting

This category includes both staff in the financial and central accounting departments and those located elsewhere within the firm whose functions are predominantly bookkeeping or billing (if centralized). Include staff involved with all aspects of financial accounting and reporting and staff responsible for bookkeeping, payroll and the billing/collection functions of the firm. *Please include all headcount of the payroll staff with the Finance/Accounting function.*

14. Information Systems (I.S.)

The I.S. staff are responsible for supporting all aspects of the automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, upgrades, networks, workstations and help desk, software and user training, and IT project management.

As more and more training sessions become on-line, please allocate the expense associated with the training based on the individual session content, or the function, that is benefiting from the on-line training.

15. Knowledge Management/Library Services

This category includes Library Supervisors, Librarians, Library Clerks and Library Research Assistants who provide research and information support to all the professionals in the firm and maintain the firm's law library and other related resources.

Knowledge management professionals maintain technical infrastructures and applications to support access for web-based information and databases, software, online library catalog systems, server-based tools, desktop support of library staff, and network infrastructure.

16. Marketing

This classification includes staff whose responsibilities relate to the business development, public relations, communications and client retention activities of the firm.

17. Business Intake & Conflicts

Include here all employees who are responsible for reviewing all new business to determine if there are any client conflicts.

18. Other Support Staff

This category contains staff that include Receptionists, Telephone staff, File and Records Management Clerks, Mail Clerks, Messengers, Reproduction Clerks, Maintenance staff, Food Service staff, Procurement and Travel staff, etc.

19. Total Administrative Support Staff

Record the Administrative Support Staff headcount and compensation totals from Lines 6 – 31

Form 3: Administrative Leaders & Departmental Supervisors Compensation Information

Record on Form 3 the Firmwide (Global) 'C-Suite' Administrative Leaders' and Firmwide Director-Level Administrative Leaders' base salaries as of 1/1/26, bonus amounts awarded for the year ending 12/31/25, and the 2025 FTE of the individual(s) in the designated title.

For each Leader category, please include annualized base salaries only. To the extent bonuses are of a recurring nature, and everyone in a given category of employees receives them, bonuses should be annualized regardless of whether they were of a fixed amount or if different amounts were paid to employees within a category.

The following are examples of recurring bonuses, which should be included with base salaries in determining the range:

1. Bonuses that are given after a specified duration of employment.
2. Bonuses paid to a particular staff category every year.

It is very important that you record your Administrative Leaders in the appropriate category – 'C-Suite' or Director-level – based on their role within your Firm. The responsibilities of the individual should be substantially similar to the definitions provided.

Please submit the 2025 FTE of the individual(s) within each title. If an individual's responsibilities span across multiple titles, please adjust the FTE accordingly, BUT include the full salary and bonus amount in both roles.

If there are multiple individuals for a designated title, please provide the corresponding FTE and **average the salary and bonus of those individual(s) – not the sum of the individuals.**

Report all values to the nearest dollar. Adjust any compensation values to USD.

Include only those individuals employed by the firm on January 1, 2026.

Record the amount of the bonus awarded for the year ending 12/31/25, even if it was paid in another accounting period, e.g., February 2026.

Part-time employees can be included; however, their salary and corresponding bonus must be annualized. Otherwise, exclude these individual(s).

Job Definitions for Firmwide (Global) 'C-Suite' Administrative Leaders

1. Chief Operating Officer (COO)

The Chief Operating Officer (COO) manages the business aspects of the firm. Responsibilities may include finance, middle office operations, legal and compliance, trading, marketing, human resources, facilities and technology. The COO can identify and manage service providers such as an administrator, auditor, IT, consultant, attorney and accountant. The COO allows the partners to focus on their areas of expertise while taking over the management of the business. Responsibilities may include developing and implementing high-level strategies, making major firm decisions, and managing the overall operations and resources of the firm.

2. Chief Administrative Officer (CAO)

A Chief Administrative Officer (CAO) is a key member of the Firm leadership who typically reports to the COO, Managing Partner or the management committee of the firm. The CAO is responsible for directing the management of the Client Intake Department and related processes and procedures, including advising on legal ethical standards, ethical screens, conflicts compliance issues and engagement pricing.

3. Chief Strategy/Growth Officer (CSO/CGO)

The Chief Strategy/Growth Officer (CSO/CGO) is a key member of the Firm leadership who is responsible for assisting the COO with developing, communicating, executing and sustaining strategic initiatives. The CSO/CGO assesses whether strategic initiatives, at all levels, are in line with the firm's standards and objectives.

4. Chief Financial Officer (CFO)

The Chief Financial Officer (CFO) is responsible for overseeing the financial activities of the firm. Duties may include financial planning and monitoring of cash flow, analyzing the firm's financial strengths and weaknesses, and overseeing the accounting and finance departments.

5. Chief Technology Officer/Information Officer (CTO/CIO)

The Chief Technology Officer/Information Officer (CTO/CIO) is the person responsible for information technology and computer systems that support strategic goals. The CTO/CIO is generally viewed in many law firms as a key contributor in formulating strategic goals. The CTO/CIO reports directly to the Chief Operating Officer or Managing Partner.

6. Chief Talent/People Officer (CTO)

The Chief Talent/People Officer (CTO) has the responsibility of matching the pipeline of talent to the pipeline of client work. This is the person who has deep experience in the legal or professional services industry and is the internal consultant on all aspects of talent, recruitment, development (training, mentoring, and coaching), deployment, evaluation, compensation, and promotion. The CTO is tasked with aligning, developing, and implementing policies, procedures, protocols, and systems that produce the right people, at the right time, to meet or exceed client expectations. The CTO has a seat at the strategic table and acts as an internal talent consultant to senior management

7. Chief Human Resources Officer (CHRO)

This individual oversees all hiring, including legal professionals, business professionals, and support teams. The CHRO will put into place a process by which it will be easier to test for and hire service-minded individuals who can support every firm/client intersection and activity. The CHRO works closely with the Chief Talent/People Officer (in small to midsized firms these functions will fall under one individual) to develop programs for advancing the skill level of each individual in the firm.

8. Chief Diversity Officer (CDO)

The Chief Diversity Officer is responsible for cultivating work, coordinating leadership and developing learning environments that encourage and support diversity and inclusion.

9. Chief Knowledge Officer (CKO)

The CKO oversees these and other growing needs: strategic intelligence, competitive intelligence, market/industry intelligence, and key client intelligence. The CKO is required to understand the role that process improvement and project management play in the development and delivery of the legal work product. This person, like the CTO, is part of the strategic leadership of the team. Roles reporting to the CKO may include marketing intelligence, library, knowledge management, database/CRM management and product/service development and, last, research and development.

10. Chief Client Value Officer (CCVO)

The Chief Client Value Officer is responsible for ensuring the firm consistently delivers high value to its clients by overseeing client relationships, identifying their needs and proactively implementing strategies; often including managing client experience, pricing models and communication throughout the legal process.

11. Chief Innovation Officer (CINO)

The Chief Innovation Officer is responsible for streamlining and managing the process to improve client service, and to provide a better client service experience. The CINO identifies strategies, business opportunities and new technologies and develops business models and structures to serve those opportunities.

12. Chief Business Development Officer

The Chief Business Development Officer identifies and implements processes to support business growth, through client and market definition and elaborates business development plans.

13. Chief Communications Officer (CCO)

The Chief Communications Officer (CCO) is responsible for the overall coordination of business development and communications for incoming and outgoing public relations opportunities.

14. Chief Marketing Officer (CMO)

The primary mission of the Chief Marketing Officer (CMO) is to facilitate growth and increase sales by developing a comprehensive plan that will promote brand recognition and help the organization gain a competitive advantage.

15. Chief Real Estate Officer

The Chief Real Estate Officer provides direction, guidance, and executive level decision making for the real estate of the Firm, including handling real property acquisition and dispositions. Responsibilities also include all services supporting condemnation actions, easements, property management, leasing, and sales of real property.

16. Chief Legal Recruiting and Development Officer

The Chief Legal Recruiting & Development Officer is responsible for coordinating all aspects of legal recruiting and attorney development such as new attorney arrivals, evaluations, compensation, morale-related initiatives, departures and promotions, training and development, and assigning

17. Chief Risk Management Officer (CRMO)

The Chief Risk Management Officer is responsible for assessing and mitigating significant competitive, regulatory, and technological threats to a firm's capital and earnings. The CRMO's role and responsibilities vary depending on the size of the Firm. The CRMO works to ensure that the firm is compliant with government regulations, such as Sarbanes-Oxley, and reviews factors that could negatively affect investments. Typically, the CRMO is responsible for the firm's risk management operations, including managing, identifying, evaluating, reporting and overseeing the firm's risks externally and internally to the organization and works diligently with senior management such as the Chief Executive Officer and the Chief Financial Officer.

18. Chief Legal Officer (CLO)/General Counsel

The Chief Legal Officer is the chief lawyer of a legal department who typically reports directly to the CEO. Duties involve overseeing and identifying the legal issues in all departments and their interrelation, including engineering, design, marketing, sales, distribution, credit, finance, human resources and production, as well as corporate governance and business policy.

19. Chief Security Officer (CSO)

The Chief Security Officer is the Firm's senior most executive accountable for the development and oversight of policies and programs intended for the mitigation and/or reduction of compliance, operational, strategic, financial and reputational security risk strategies relating to the protection of people, intellectual assets and tangible property.

20. Chief of Practice Management Officer

The Chief of Practice Management Officer works with firm partners and clients in developing pricing and staffing arrangements and service delivery models that drive successful client relationships.

21 & 22. Other 'C-Suite' Officers

List any additional 'C-Suite' Officers within your Firm.

Job Definitions for Firmwide Director-Level Administrative Leaders

23. Executive Director / Director of Administration

The Executive Director/Director of Administration is a key member of the Firm leadership who typically reports to the COO, Managing Partner or the management committee of the firm. Responsibilities include leading and coordinating the work of the firm's executive staff and administrative departments and driving the execution of the firm's operational objectives.

24. Director of Strategy

The Director of Strategy is responsible for obtaining and evaluating information about industry and market trends, competitive threats and possible business opportunities for the management. The Director may work with a small team of analysts and support staff.

25. Director of Finance

The Director of Finance is responsible for the management of all financial operations, including all aspects of financial accounting and reporting, budgeting, cash management and banking relationships. Typically, the Director of Finance would report to the CFO.

26. Director of Pricing

The Director of Pricing focuses on pricing analysis, policy and strategy in support of firm competitiveness and profitability.

27. Director of Financial Reporting & Analysis

The Director of Financial Reporting & Analysis is responsible for all aspects of the firm's external and internal financial reporting including external financial statement preparation, internal operations reporting and other performance metric reporting.

28. Director of Technology/Information Systems (IS)

The Director of IS is responsible for analyzing, planning and managing all aspects of the automated systems, including data processing, word processing, telecommunications, litigation support, systems procedures, security, upgrades, networks, workstations and help desk, software and user training, and IT project management.

29. Director of Information Security

The Director of Information Security is responsible for implementing, designing, managing and allocating all the technology security measures within a firm.

30. Director of Conflicts & Docketing

The Director of Conflicts & Docketing is responsible for overseeing the labeling and organization of all documents and mail related to a patent application.

31. Director of Billings & Collections

The Director of Billings & Collections is responsible for the management of accounts receivable and monitoring that collection KPIs are being achieved. The Director of Billings & Collections will also oversee the revenue process including invoicing to ensure compliance with the Firm's credit and collection policy.

32. Director of Client Service/Accounting

The Director of Client Service/Accounting is responsible for managing client relationships to ensure their satisfaction as well as attract new clients. Typically, the Director of Client Service/Accounting will review client revenue objectives and ensure compliance with firm policies.

33. Director of Client Value/Relationships

The Director of Client Value/Relationships is responsible for creating and nurturing long-term relationships with clients, addresses client concerns and complaints and creates sales plans to generate revenue and retain clients.

34. Director of Diversity

The Director of Diversity works collaboratively with all departments within the firm to advance equal opportunity and affirmative action goals and commitment to diversity. He/she oversees firm compliance with federal, state, and local regulations concerning diversity and disability.

35. Director of Human Resources (HR)

The Director of HR is responsible for recruiting/hiring, salary determinations, benefits administration, training and development, employee relations and governmental compliance.

36. Director of Communications/Public Relations

The Director of Communications/Public Relations manages incoming and outgoing public relations opportunities, designs and implements social media outreach, coordinates and develops content for company websites, project-related communications, strategic communication coordination with clients, and organizes press around events.

37. Director of Brand/Marketing

The Director of Brand/Marketing strategically directs the marketing function in direct support of the firm's strategic plan and business development goals. The Director evaluates, develops and implements the firm's ongoing marketing programs and initiatives.

38. Director of Business Development

The Director of Business Development supports and executes marketing and business development programs and initiatives for assigned practices, offices and industries. This includes supporting existing client relationships and bringing in new clients and business to the firm.

39. Director of Practice Development/Management

The Director of Practice Development/Management works closely with the partners in the relevant practice group or office to design and implement a variety of business initiatives to help the practice group or office achieve its strategic priorities.

40. Director of Practice Applications/Technologies

The Director of Practice Applications/Technologies oversees all business applications and technology needs. The Director develops and manages application portfolios for each department and all technology implementations for the user community.

41. Director of Knowledge Management/Library Services

The Director of Knowledge Management/Library Services manages the law library operations, including monitoring budgets and allocating, organizing and disseminating legal resources. The Director also develops policies, procedures, and systems necessary to promote a knowledge sharing culture

42. Director of Attorney Professional Development & Training

The Attorney Professional Development & Training Director is a non-legal employee whose primary duty is to oversee and implement curriculum and content, assist with the design and delivery of practice-specific training and coordinate continuing legal education training of the firm's attorneys.

43. Director of Attorney Recruiting

The Director of Attorney Recruiting is responsible for overseeing the entire process of hiring new attorneys, including developing and implementing recruitment strategies, managing relations with legal search firms, identifying potential candidates, conducting interviews and coordinating the onboarding of new hires.

44. Director of Professional Staff Recruiting (PSR)

The Professional Staff Recruiting Director is a non-legal employee whose primary duty is to administer the recruitment of professional staff (Attorneys and Paralegals). This includes, but is not limited to, the recruiting of professional staff through campus and summer programs. He/she may also have personnel management responsibilities for existing professional staff.

45. Director of Business Operations/Office Facilities

The Director of Business Operations/Office Facilities is a non-legal employee who is responsible for all office services functions, including purchasing, reception services, mail, messenger services, facilities management, telecommunications, food services and reprographics.

46. Director of Litigation Support

The Director of Litigation Support is responsible for coordinating technical services related to electronic discovery and firmwide litigation support services. This may include consulting services to legal teams in the areas of early case assessment, electronically stored information (ESI) collecting, processing, review, analyses and trial presentations.

47. Director of Paralegals

The Director of Paralegals manages the firmwide paralegal department assignments, staffing, utilization and resources, communicates with internal client base and manages expectations with regard to assignments and time frames.

48. Director of Secretarial Services

The Director of Secretarial Services is responsible for the supervision and management of the firm's secretarial services, and functions as the liaison between professional/administrative staff and legal secretaries.

49. Director of Pro Bono Services

The Director of Pro Bono Services is responsible for the coordination of creating, developing policies, expanding and managing litigation and advocacy projects.

50. Director of Taxation

The Director of Taxation is a non-legal employee who is responsible for overseeing the preparation of U.S. Federal, state and local income tax compliance requirements within the firm's tax filing jurisdictions. This individual also provides daily deadline management, tax research, and assists other departments with items concerning various aspects of tax.

51. Director of Risk Management

The Director of Risk Management reports to the Chief Risk Management Officer (if there is one) to develop and administer Firmwide risk management programs.

52. Director of Benefits

The Director of Benefits plans and directs the overall design, implementation, communications, and administration of the organization's health and welfare benefits programs. The Director ensures that programs adhere to current regulations and supports the organization's strategic objectives. He/she evaluates current programs to ensure compliance with governmental regulations and competitiveness with other organizations.

53. Director of eDiscovery

The Director of eDiscovery manages a team that identifies, collects and reviews electronically stored information (ESI) for legal cases.

54. Director of Records Management

The Director of Records Management plans, develops, and administers records management policies designed to facilitate effective and efficient handling of business records and other information: They plan development and implementation of records management policies intended to standardize filing, protecting, and retrieving records, reports, and other information contained on paper, microfilm, computer program, or other media.

55. Controller

The Controller is responsible for the internal accounting function and the preparation of income and expense budgets, financial plans, and forecasts of capital expenditures/cash flows. The Controller typically reports to the Director of Finance (if present in the firm organization chart). Otherwise, he/she reports to the Administrator, Managing Partner, or management committee.

56 & 57. Other 'Directors'

List any additional 'Directors' within your Firm.

Office & Departmental Supervisors/Managers

58-75. Office & Departmental Supervisors/Managers

On Lines 58 through 75 provide the high and low salary values as of 1/1/25, and high and low bonus values for the year 2025 for all supervisors/managers in each administrative department. For categories that contain only one employee, list that employee's base salary and bonus amount as both the high and low end of the range.

76-77. Administrative Leader's Retention Rates

On Lines 73 through 74, calculate the percentage of C-Suite Leaders and Directors who were at the Firm at 1/1/25 that were still at the Firm at 12/31/25. Do not include any new positions or vacant positions in the calculation even if they were filled during the year.

For example, of the 10 C-Suite Leaders at the Firm at 1/1/25, only 8 of those C-Suite Leaders were still at the Firm at 12/31/25. Therefore, the retention rate is 80%.

78-80 Administrative Leader's Compensation Information on Final Reports

Please respond 'Yes' to Lines 78 through 80 only if you wish to suppress your Firm's designated compensation information from your final reports

The option to provide the Supervisory salary and bonus values both on a firmwide level and by office (up to 12 offices) is available.

All values must be reported in USD.

Form 4: Administrative Staff Benefits Information

This form contains non-compensatory benefits that your Firm offers its' Administrative Support Staff. Responses should be for the 12-month period ending 12/31/2025, unless otherwise specified.

We are not attempting to collect any information regarding the proportion of benefits that your Firm pays for these benefits. We are only collecting information on the types of non-compensatory benefits that your Firm currently offers.

If the Administrative Leaders of the Firm have different levels of discretionary benefits, please respond only for the broader Administrative support staff.

Help

Please contact the Law Firm Survey Staff if any questions arise concerning your participation in the Survey.

Phone: (201) 566-2100

Website: www.pwc.com/us/lfsurveys

Email: us_pwc_law_firm_survey_team@pwc.com

Thank you

pwc.com