ICEBERG







2027 PREDICTIONS

# What's next for Cybersecurity and eDiscovery hiring

31 calls for 2027 from the Iceberg team across Cybersecurity, eDiscovery and go-to-market, with what those roles pay today. A thank-you for your introduction.

Cybersecurity | eDiscovery

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THANK YOU

# Thanks for the introduction

You made an introduction, and much of our best work starts exactly that way. So this is our thank-you.

Inside are 31 calls for 2027 from the people who work Cybersecurity, eDiscovery and go-to-market hiring every day, plus what those roles pay right now. Every call has a name next to it. Hold us to them.

**The Iceberg team**

FROM 2026 TO 2027

# Last year's calls, this year's next step

Our 2026 Hiring Trends reports made a set of calls. This year's predictions build on them.

## 01 Cybersecurity

| WHAT WE SAID IN 2026 | | WHERE IT GOES IN 2027 |
|---|---|---|
| On-premise and Linux-native security skills became a premium in hedge funds, trading firms and crypto.<br>Cybersecurity Hiring Trends 2026 | → | Linux fundamentals become non-negotiable for security engineering roles.<br>TOM, 2027 |
| Identity became the new perimeter, and IAM skills became essential as identity-based attacks rose.<br>Cybersecurity Hiring Trends 2026 | → | Identity becomes one of the most important security engineering problems to solve.<br>TOM, 2027 |
| AI Security went mainstream, with new roles like Head of AI Security and AI Governance Manager.<br>Cybersecurity Hiring Trends 2026 | → | AI security demand keeps rising, and GRC and compliance engineering hiring grows with it.<br>ARCHIE, 2027 |
| Founding AEs were in especially short supply: people who can build pipeline from scratch.<br>Cybersecurity GTM Hiring Trends 2026 | → | Founding experience becomes one of the most in-demand skill sets in the market.<br>TOM, 2027 |

## 02 eDiscovery and legal tech

| WHAT WE SAID IN 2026 | | WHERE IT GOES IN 2027 |
|---|---|---|
| Senior PMs with deep platform expertise were one of the clearest supply gaps.<br>eDiscovery Hiring Trends 2026 | → | The PM role expands as tools like Relativity add capabilities such as breach response.<br>MAX, 2027 |
| AI and automation created demand for a new class of hybrid legal-technical talent.<br>eDiscovery Hiring Trends 2026 | → | The best sellers look like practitioners who properly understand a client's workflow.<br>CALLUM, 2027 |
| The era of hiring any AE with legal sector exposure was over. The sales motion got more technical.<br>GTM Hiring Trends in Legal Tech 2026 | → | Being a strong salesperson won't be enough. The best sellers will be genuine SMEs.<br>CALLUM, 2027 |
| AI Product Counsel roles rose in tech-forward in-house teams and startups.<br>eDiscovery Hiring Trends 2026 | → | Top US law firms hire a new class of Partner with relationships in AI tech.<br>MAX, 2027 |



## Tom Chapman

CEO · Cybersecurity

BOLD CALL

# "Security engineering won't always look like security engineering anymore."

## THE CALLS FOR 2027

### 01 Builders over traditional profiles

Companies will increasingly want pure builders who can engineer their way through security problems, rather than traditional security profiles.

### 02 Generalists over specialists

More companies start looking for security generalists rather than narrow specialists.

### 03 Linux is non-negotiable

Linux fundamentals become a must-have for security engineering roles.

### 04 Identity takes centre stage

Identity becomes one of the most important security engineering problems to solve.

### 05 Founding experience

Founding experience becomes one of the most in-demand skill sets in the market.

### 06 Player-coaches lead

Player-coach roles take the leadership spotlight, and demand keeps climbing.

## WHAT IT PAYS TODAY

| ROLE | LONDON £K | UK REGIONS £K | NEW YORK $K | US $K |
|---|---|---|---|---|
| **Security engineer** 3–7 years' experience | 75–110 | 55–85 | 140–200 | 115–175 |
| **Staff/principal security engineer** 8–15+ years' experience | 125–180 | 95–145 | 200–300 | 170–260 |
| **Head of security engineering** 10–18+ years' experience | 160–230 | 120–180 | 240–350 | 200–300 |

Annual base salary in thousands, local currency, excluding bonus and equity. Source: live searches Tom has worked in 2026.



## Max Richardson

AI Driven Legal Tech Headhunter · eDiscovery and legal tech

BOLD CALL

# "Top US law firms will hire a new class of Partner, valued for their relationships in AI tech."

## THE CALLS FOR 2027

### 01 A new class of Partner

Top US law firms will hire at Partner level for people who have built relationships in the AI tech space and can turn them into wins for the firm.

### 02 Digital forensics scales up

Companies will expand their digital forensics teams massively, and that talent will be in high demand.

### 03 AI product teams everywhere

Companies inside and outside legal tech will grow their AI product teams. This will happen across industries.

### 04 The eDiscovery PM gets bigger

As tools like Relativity add capabilities such as breach response, PMs will take on a wider range of responsibilities and become even more important to their organisations.

## WHAT IT PAYS TODAY

| ROLE | UK BASE £K | US BASE $K |
|---|---|---|
| **Senior forensic consultant** | 67–98 | 110–145 |
| **Senior eDiscovery project manager** | 65–100 | 120–160 |
| **Senior AI product manager** | 110–170 | 175–300 |

Base salary in thousands, local currency. Most of these roles are remote, so figures are split by UK and US.



## Archie Bourne

Cybersecurity and Technical Headhunter

BOLD CALL

**"More software, APIs and AI agents mean a bigger attack surface, driving demand for AppSec and Product Security talent."**

## THE CALLS FOR 2027

### 01 Hybrid hiring sticks

Roles keep getting hybridised. Companies want each hire to do more.

### 02 More player-coaches

More people who are both technical and strategic, sharing those responsibilities.

### 03 Compliance engineering grows

GRC and compliance engineering hiring will increase as AI expands.

### 04 AI security keeps climbing

Demand for AI security skills and experience will keep rising.

### 05 AppSec hiring rises

More software, APIs, agents, dependencies and autonomy add up to a larger attack surface.

### 06 Engineers who can code

More security engineers with software engineering skills and backgrounds.

### 07 IT engineering in growth companies

As companies grow, demand increases for people to build and manage the internal technology, infrastructure and systems that support the business.

## WHAT IT PAYS TODAY

| ROLE | LONDON £K | UK REGIONS £K | NEW YORK $K | US $K |
|---|---|---|---|---|
| **Compliance engineer** | 75–110 | 65–95 | 140–190 | 130–180 |
| **GRC leader** | 110–150 | 90–130 | 170–230 | 150–210 |
| **Application security engineer** | 90–120 | 80–105 | 160–210 | 150–195 |

Thousands, local currency.



## Callum Nevill

eDiscovery and Legal Tech Headhunter

BOLD CALL

# "Someone is going to get closer to Relativity. I'm not sure who yet, but the gap will get smaller."

## THE CALLS FOR 2027

### 01 Product becomes the focus

Vendors put more money into their platforms: better products, stronger product teams and a real push to build what comes next.

### 02 Someone closes on Relativity

Relativity remains a major force, but another platform makes a real jump forward and starts competing more seriously.

### 03 Good hunters stay gold

Salespeople with a proven record of billing or generating $3m to $6m+ in new business stay heavily sought after.

### 04 Sellers must know the market

Being a strong salesperson won't be enough. The best will be genuine SMEs in eDiscovery, analytics or forensics technology.

### 05 Sellers look like practitioners

The line between sales and delivery blurs. Vendors want people who can sell and properly understand a client's workflow, challenges and technology.

## WHAT IT PAYS TODAY

| ROLE | BASE $K | OTE |
|---|---|---|
| **eDiscovery product manager** | 160–185 | n/a |
| **Managing Director, eDiscovery and forensics** | 230–275 | – |
| **Business development director** | 150 | Double |

Base salary in thousands of US dollars. Double OTE means on-target earnings of twice base.



## Liam McAll

Cybersecurity and Technical Headhunter

BOLD CALL

# "Firms will lean less on MSSPs as small in-house teams take on detection and response."

## THE CALLS FOR 2027

### 01 Software engineers move into security

Hiring focus shifts to security engineers with a background in software engineering.

### 02 GRC gets hands-on

With AI more involved in security, GRC becomes more technical and hands-on. It will need to understand the software and keep up with faster-changing regulation.

### 03 Less reliance on MSSPs

As security becomes more automated, firms rely less on MSSPs and run more of their detection and response with small in-house teams.

## WHAT IT PAYS TODAY

| ROLE | LONDON £K | UK REGIONS £K | NEW YORK $K | US $K |
|---|---|---|---|---|
| **Detection engineer** Mid-level to senior | 100–160 | 80–120 | 150–300 | 120–250 |
| **IAM engineer** | 90–150 | 70–110 | 140–260 | 120–200 |
| **Offensive security engineer** | 100–150 | 75–125 | 140–300 | 120–275 |

Thousands, local currency.



## George Taylor

Cybersecurity and Legal Tech GTM Headhunter

BOLD CALL

# "Candidates are qualifying companies just as much as companies are qualifying them."

## THE CALLS FOR 2027

### 01 Candidates qualify you too

The best people are assessing your company as hard as you assess them.

### 02 Face-to-face is back

Face-to-face selling is becoming increasingly important again.

### 03 Hunters over support

Less emphasis on pre-sales support, more focus on true hunting ability.

### 04 Senior doesn't mean manager

Experienced salespeople are choosing to stay senior ICs rather than move into management.

### 05 Platform-led buying

Sales cycles get longer and more platform-led, as buyers favour broad platforms over point products.

### 06 Vendors over resellers

Candidates increasingly favour vendors over resellers.

## WHAT IT PAYS TODAY

| ROLE | US BASE $K | OTE |
|---|---|---|
| **Account executive (AE)**<br>3–5 years' experience | 120–150 | Double |
| **Director of sales**<br>5+ years' experience | 150–175 | Double |

Base salary in thousands of US dollars. Double OTE means on-target earnings of twice base. Source: figures based on previous open roles.

THEMES ACROSS THE TEAM

# Six of us. The same six signals.

We work different markets, but kept landing in the same places. These are the calls more than one of us made.

### 01 Builders beat badges

Security teams want people who can build. Engineers with software backgrounds, and builders who solve security problems, over traditional security profiles.

Tom Archie Liam

### 02 One hire, more hats

Player-coaches, generalists and hybrid roles. Leaders stay technical, and every hire is asked to do more.

Tom Archie

### 03 Compliance goes technical

GRC and compliance engineering grow with AI. GRC people need to understand the software, not just the framework.

Archie Liam

### 04 AI reaches every team

AI product teams grow across industries, AI security demand keeps rising, and automation pulls detection and response in-house.

Max Archie Liam

### 05 Sellers who know the work

True hunters with a real new-business record, who know eDiscovery, analytics or forensics well enough to talk workflow with a client.

Callum George

### 06 Platforms win the deal

Buyers favour broad platforms, vendors pour money into product, and platform capability expands what eDiscovery PMs do.

George Callum Max

*The thread through all of it: people who can do the work and explain it are winning, on both sides of the market.*

WHAT THIS MEANS FOR YOU

# Twelve moves to make before 2027 starts

## If you're hiring

01 **Test what people can build.**
Practical work in Linux, code and automation tells you more than a list of certifications.

02 **Hire leaders who still do the work.**
If a lead will be hands-on, put it in the brief and pay for both halves of the job.

03 **Look for GRC people who can read the tech.**
Frameworks matter less if they can't follow the software.

04 **Ask sellers for their new-business record.**
Then test what they know about your product and your buyer.

05 **Sell the role as hard as you assess it.**
Candidates are qualifying you. Have your platform story and sales support ready.

06 **Move fast.**
Our 2026 research found slow processes are the biggest cause of candidate drop-off. Past four weeks, people walk.

## If you're a candidate

01 **Get your fundamentals tight.**
Linux, scripting and identity are becoming baseline for security engineers.

02 **Show what you've built.**
Repos, tools and automation stand out more than another certificate.

03 **If you lead, keep your hands in it.**
Player-coach is where the demand is.

04 **eDiscovery PMs: get breach response on your CV.**
That is where the role is growing.

05 **Sellers: know the product like a practitioner.**
Talk workflow, not just pipeline.

06 **Senior IC is a real path.**
You don't have to manage people to keep moving up.

### Want the full numbers?

Ask us for the Iceberg Salary Report 2027: pay, bonus and day rates across London, the UK regions, New York and the wider US.

Request it

THANK YOU FOR READING

# Know someone else we should meet?

Hiring, or thinking about your next move? Talk to the person who made the call. We'll tell you what we're seeing right now.

Book a call

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SCAN TO BOOK A CALL

## GET IN TOUCH

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