


SALARY SURVEY 2020
UNITED KINGDOM



**“ WE ARE POWERING
PEOPLE AND
ORGANISATIONS TO
FULFIL THEIR UNIQUE
POTENTIAL. ”**

WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,
CHIEF EXECUTIVE OFFICER**

Since opening our doors over 30 years ago, people have been at the heart of everything we do, from the jobseeker to the hiring manager and those who bring them together. As a market-leading global recruitment group, we see our role as that of a trusted advisor – helping our candidates and clients to build fulfilling careers and grow effective teams both now and into the future.

As we continue to grow internationally, we remain committed to our founding principles: a strong team-based culture that puts clients and candidates first, a passion for quality in all that we do, a commitment to treating people with integrity, and an innovative spirit that propels us to constantly improve.

These values lead us to prioritise building long-term relationships – we advise and consult but never force people into making decisions that aren't right for their business or career goals. We believe that our consultative approach sets us apart from the competition and continues to cement our reputation as a recruiter of choice, trusted by the world's leading organisations and professionals.

In addition, we are experts in the disciplines we recruit for, enabling us to provide our clients and candidates with quality insights into hiring and salary trends. Our regional Salary Surveys are designed to help you make informed hiring decisions and salary negotiations. If you would like to discuss these topics further, please don't hesitate to contact your local Robert Walters office listed in the back of this book.

Robert Walters

CEO

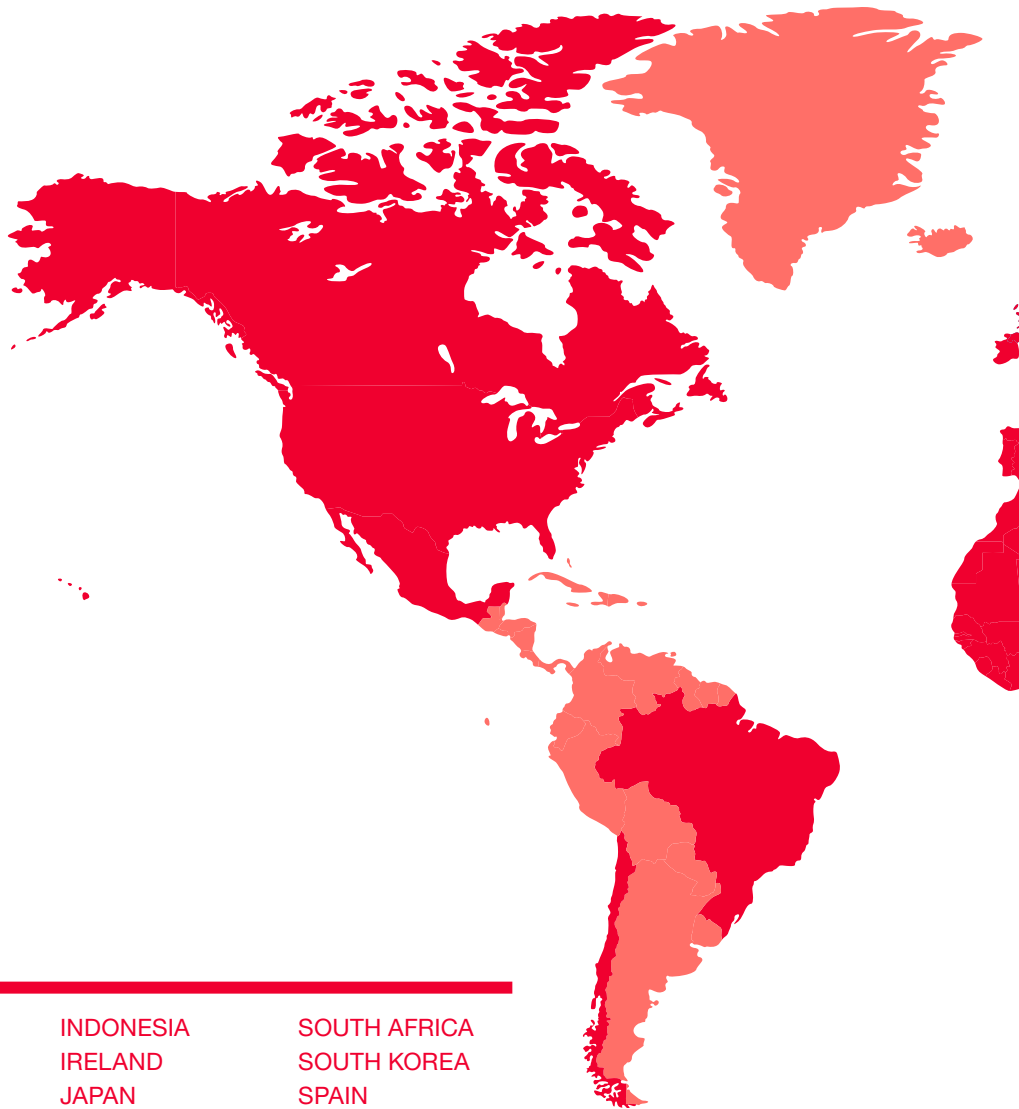
Robert Walters Group

69%

OF OUR BUSINESS
IS FOCUSED ON
PERMANENT
RECRUITMENT, 31%
ON CONTRACT

GLOBAL REACH, LOCAL EXPERTISE

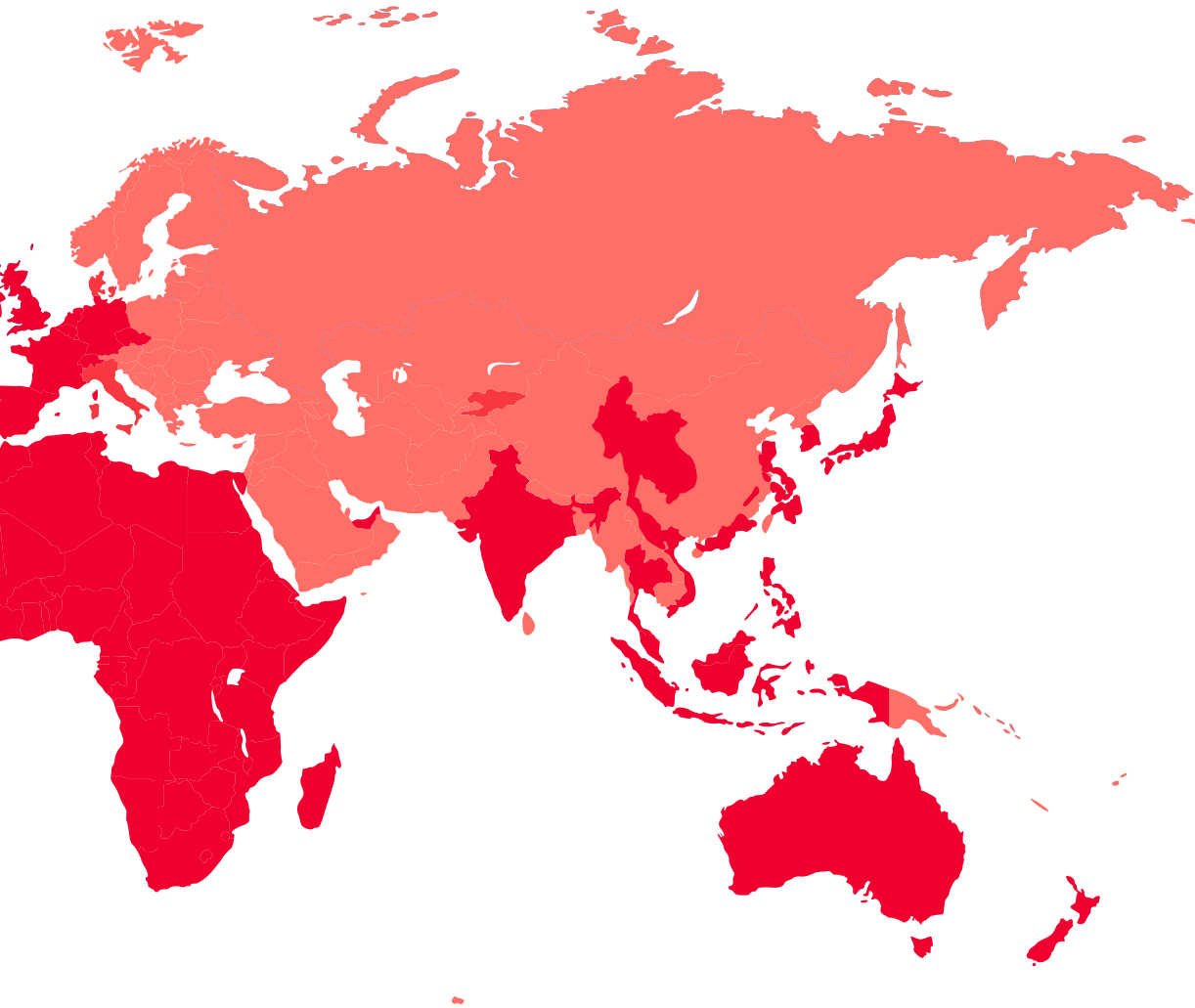
 Countries we operate in



31

**WE RECRUIT
ACROSS 31
COUNTRIES
GLOBALLY**

- | | | |
|----------------|-------------|--------------|
| AUSTRALIA | INDONESIA | SOUTH AFRICA |
| BELGIUM | IRELAND | SOUTH KOREA |
| BRAZIL | JAPAN | SPAIN |
| CANADA | LUXEMBOURG | SWITZERLAND |
| CHILE | MALAYSIA | TAIWAN |
| CHINA | MEXICO | THAILAND |
| CZECH REPUBLIC | NETHERLANDS | UAE |
| FRANCE | NEW ZEALAND | UK |
| GERMANY | PHILIPPINES | USA |
| HONG KONG | PORTUGAL | VIETNAM |
| INDIA | SINGAPORE | |



DOWNLOAD OUR SALARY SURVEY BOOKS

To discover hiring and salary trends across the world, read our global overview on page 12 and international trends on page 104 or download our books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting www.robertwalters.com/salary-survey



OUR SERVICE

In an increasingly complex global recruitment market, the Robert Walters Group builds great teams for our clients by offering an end-to-end recruitment service, on a local, regional or global basis.

OUR CORE DISCIPLINES INCLUDE:

- Banking & Finance
- Business Support
- Commerce
- Engineering & Construction
- Human Resources
- Legal
- Procurement & Supply Chain
- Sales & Marketing
- Technology

WHAT MAKES US DIFFERENT?

Bespoke, consultative service

1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ Robert Walters is our preferred recruitment partner. They are able to identify talent that we would not have been able to find or engage with ourselves.

Razmig Hovaghimian,
Founder & CEO,
Hoodline, USA

”

“ Working with Robert Walters has been really seamless and rich, thanks to the insights that the consultants bring in. I've enjoyed my experience working with Robert Walters over the last 10 years.

Atul Gaur, HR Director,
L'Oréal, Singapore and
Malaysia

”

“ Robert Walters has open, honest and experienced consultants. They offer a broad knowledge of the market and have access to an extensive network of experienced candidates. I'd recommend using Robert Walters to any prospective organisation.

Shaq Mohajerani, Head
of Development, Hanwha
Energy, Australia

”

3. No individual commission

We operate a team-based profit-share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

4. Our people and culture

We promote long-term, international careers, which helps us to retain our top people, providing continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 22 years.

5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with an in-house innovation team which tests and trials the latest recruitment technologies.

6. Long-term business focus

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long term and maintain our presence, even in tough times.

7. End-to-end recruitment service

We offer clients a true end-to-end recruitment service, from permanent, contract and interim recruitment through to recruitment process outsourcing.

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Drawing on our local knowledge and expertise across six continents we've produced a series of books covering:

- Australia & New Zealand
- Greater China & South East Asia
- Japan
- South Korea
- Belgium & Luxembourg
- France
- Germany
- Ireland
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom
- Middle East & Africa
- Canada
- Latin America

Download your copy today by visiting

www.robertwalters.com/salary-survey



**“ WELCOME TO THE 21ST
EDITION OF THE GLOBAL
SALARY SURVEY, PROVIDING
CREDIBLE INSIGHT INTO
HIRING AND SALARY TRENDS
WORLDWIDE. ”**



ABOUT THE SALARY SURVEY

Welcome to the 21st edition of the annual Robert Walters Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2019, and our predictions for the year ahead.

GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.



GLOBAL TRENDS

GLOBAL OVERVIEW

Overall the global hiring market was active in 2019 despite widespread economic and political uncertainty. Demand for specialist technology skill sets as well as risk, regulatory and compliance professionals led to candidate shortages in many markets.

Across Europe, we saw demand for talent outstripping supply as businesses continued to hire. In France, the recruitment market performed well in 2019 despite employers pausing hiring activity during times of difficulty such as the yellow vests (gilets jaunes) protests.

Belgium experienced strong economic growth in 2019, which led to an active hiring market and widespread talent shortages. Across the border in Germany, hiring was buoyant as traditional Mittelstand companies focused on digitalisation and foreign companies grew their presence. Similarly, in the Netherlands, a strong economy and an exceptionally low unemployment rate led to candidate shortages across all disciplines.

In Spain, hiring activity was high in the first half of 2019 but reduced in the

second half due to uncertainty caused by the US-China trade war, Brexit and the difficulty of building a stable government in Spain.

Brexit continued to dominate the headlines in the UK, impacting hiring in many sectors; however, there were pockets of hiring activity across technology, fintech, property and professional services.

In the Middle East, recruitment activity was high for most of 2019. Nationalisation remains a key priority in the UAE and Saudi Arabia, leading to local talent shortages, wage inflation and nationals moving roles more frequently. We saw similar trends across Africa as companies sought to adhere to government nationalisation policies.

Throughout Greater China, the local market outlook became increasingly uncertain in the latter half of 2019, with the US-China trade war weighing heavily on sentiment. Candidates became harder to source as professionals proved reluctant to change roles in uncertain market conditions. We also saw manufacturers taking action to avoid US tariffs by

moving specific aspects of production out of Mainland China to locations such as Taiwan and South East Asia, which impacted hiring.

South East Asia experienced a predominantly buoyant hiring market in 2019, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Demand for 'glocal' talent – professionals with a strong understanding of both global business practices and local cultural mindsets – continued as more businesses internationalised.

In Japan, acute talent shortages continued due to the nation's declining and ageing population as well as high demand for bilingual professionals with international expertise. Companies specialising in cloud computing, AI,

“

As top talent prioritise keeping their skills up to date, we recommend employers offer clear learning and development opportunities to attract in-demand professionals.

”

future mobility and smart factories increased hiring in 2019 in preparation for the rollout of 5G in 2020.

In Australia and New Zealand, the economic environment looks set to prevent any widespread jobs and salary growth in the near to mid-future. The exceptions will be in sectors where demand outstrips supply – most notably in technology, financial services and infrastructure.

KEY TRENDS

Acute tech talent shortages

Across most markets the demand for technology professionals with specialist skill sets will continue to outstrip supply in 2020. Digital transformations are continuing apace across many industries in China, Hong Kong, Australia and New Zealand, so in 2020 we expect to see employers vying for professionals with expertise in AI, big data, UX, development and cyber security.

Digital experts, data scientists and cyber security specialists will also be in high demand across Brazil, Chile and Mexico as companies migrate their businesses online and deal with the extra security challenges this presents. In San Francisco, companies will struggle to hire software and machine learning engineering specialists due to a shortage of qualified professionals.

Demand for risk and compliance skill sets

As regulatory requirements evolve alongside digitalisation, companies are seeking professionals with expertise in risk, compliance and audit. South East Asia saw strong demand for

these skill sets within the banking and financial services sector as businesses sought to adhere to new regulations and guidelines set by their central banks. Japan continued to strengthen its financial regulations and companies faced greater scrutiny over their handling of personal data, leading to high demand for audit, risk and compliance professionals. In the Netherlands, salaries for compliance, regulatory reporting and risk management specialists are expected to rise in 2020 due to extreme talent shortages.

Advice to employers

In order to secure top talent with specialist skill sets we recommend employers run swift and efficient recruitment processes, ensuring offers are made in a timely manner. As in-demand professionals consider moving roles they will focus on more than the salary on offer – they are keenly aware of the need to keep their specialist skills up to date, so we recommend businesses offer clear learning and development opportunities to attract the best talent on the market.



IN 2020 WE EXPECT TO SEE EMPLOYERS VYING FOR TALENT WITH EXPERTISE IN AI, BIG DATA, UX, DEVELOPMENT AND CYBER SECURITY.



UNITED KINGDOM

2019

While the UK was defined by a year of political and economic instability due to Brexit, the recruitment market performed better than anticipated. There were pockets of hiring activity within sectors that received notable VC funding such as technology and fintech. Other areas of positive recruitment in 2019 were property, professional services and specific areas within banking such as hedge funds.

2020

With the outcome of the General Election and Brexit at the centre of plans for 2020, we anticipate that there will be greater opportunities amongst emerging industries, disruptors and SMEs. It's businesses in these categories that will drive the hiring agenda by recruiting agile, tech-proficient and commercially savvy professionals who have their finger on the pulse of developing markets. Salary increases will be most lucrative at the mid to senior level as companies endeavour to attract individuals with these newly developed skill-sets that are in high demand but limited supply.

CHRIS HICKEY,
CEO,
UK, MIDDLE EAST, AFRICA
& SWITZERLAND



Pay satisfaction - UK breakdown

1. London - 42%
2. North West - 42%
3. Midlands - 39%
4. Yorkshire - 38%
5. South East - 37%

Less than half of professionals in each region think their salary is an accurate reflection of their work.

BENEFITS PACKAGES

While typical benefits packages do not tend to deviate by industry, differences occur at the point businesses start to make them available.

Benefits start being consistently offered at a different level of experience, usually along with a promotion. Whilst there are some companies that will offer benefits for rising stars in fast-track management programmes, consistently the majority of roles only have these available later.

In sectors where there are talent shortages, benefits packages are being seen as a prerequisite for securing and keeping employees engaged, with banks, consulting and law firms along with technology companies leading the way in making these available for qualified staff who may only have left university a few years before. Of those businesses in the FTSE 500, 96% are clearly offering benefits packages for entry-level positions, and highlighting these benefits in job advertising.

Which benefits are most valued by professionals?

1. Private healthcare - 20%
2. Awards/incentive schemes - 15%
3. Employee discounts - 10%
4. Shares/investment opportunities - 10%

40%

**OF PROFESSIONALS DO NOT
THINK THEIR EMPLOYERS' BENEFITS
PACKAGE SUITS THEIR NEEDS**

90%

**OF PROFESSIONALS IN THE UK
WOULD BE OPEN TO A JOB OFFER
WHEN NOT ACTIVELY LOOKING**

“

Businesses outlining clear benefits packages and development routes are the ones primed to attract and cultivate the best talent.

”







UK TRENDS

METHODOLOGY

Robert Walters analysed over 100,000 roles advertised in the United Kingdom over a 12-month period to calculate the mean average of each role in the survey, as well as the upper and lower limits and year-on-year (YOY) growth in comparison with previous year's data. Where distinctions have been found, permanent salaries are split by company size: Medium Enterprise (headcount from 50 to 250) and large enterprise (headcount of 250 and above). The salaries have also been provided for most prominent professional roles in small, independent businesses (headcount below 50).

For niche areas with less salary data available, the salary ranges have been provided, omitting the average, and in some cases, the year-on-year growth.

TOP INDUSTRIES HIRING - UK BREAKDOWN

Region	Discipline
London	 Financial Services
North	 Information Technology
South East	 Information Technology
Midlands	 Retail



The top industries hiring in the UK are identified according to the number of businesses hiring talent in professional disciplines in each region.

TOP 3 TALENT HOTSPOTS



Audit
76% YOY growth



Data Analysis
61% YOY growth



General Accountant
42.5% YOY growth

TALENT POOL ANALYSIS BY DISCIPLINE

Discipline	Average tenure (Years)	Talent Pool Growth (%)	Hiring Demand
Accounting & Finance	2.0	+ 1.80%	Very High
Banking & Financial Services	1.4	+ 1.70%	Very High
Legal	1.5	+ 2.80%	High
Technology, Projects & Change	1.6	+ 3.90%	Very High
Business Support	1.1	+ 0.20%	Moderate
Supply Chain, Procurement & Logistics	2.5	+ 2.20%	High
Manufacturing & Engineering	2.1	+ 3.30%	Very High
Human Resources	2.1	+ 2.50%	Very High

ACCOUNTING & FINANCE

The Accounting & Finance salary report covers salary and employment trends in London, the North, the Midlands, and the South East across the following areas:

- Accounting & Finance - Qualified, Part-Qualified & Transactional
- Interim Management
- Corporate Finance
- Tax & Treasury



ACCOUNTING & FINANCE

KEY FINDINGS

BIGGEST DETERMINANTS OF JOB SATISFACTION



Competitive salary & benefits



Positive company culture



Good work-life balance

52%

Of accounting & finance professionals would consider changing jobs if their progression path was unclear

SALARY & BONUS EXPECTATIONS



Accounting & finance professionals expecting a salary increase



Accounting & finance professionals expecting a bonus

ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a 1-6% increase



Expecting a 7-15% increase



Expecting a 16%+ increase

80%

Of accounting & finance professionals feel confident about job opportunities in their sector

TOP 4 MOTIVATIONS TO MOVE JOBS

Career progression

40%

Salary increase

22%

Improved work-life balance

9%

Change in role/responsibilities

9%

ACCOUNTING & FINANCE

TALENT HOTSPOTS

TOP 10 AREAS OF DEMAND

Talent hotspot rankings are based on the number of vacancies posted within a 12 month period.

Rank	Role	Average tenure (years)	YOY growth (%)
 1	Finance Manager	2.1	+ 25.60%
2	Audit Manager	2.1	+ 76.00%
3	General Accountant	1.7	+ 42.50%
4	Management Accountant	1.6	- 27.70%
5	Financial Analyst	1.3	- 3.30%
6	Tax Accountant	2.0	+ 26.60%
7	Financial Controller	2.0	- 9.40%
8	Internal Audit	2.0	- 19.80%
9	Data Analysis	1.6	+ 36.60%
10	FP&A	1.8	- 17.80%



FASTEST GROWING SKILL SET IN DEMAND

Audit Manager
76% YOY growth

ACCOUNTING & FINANCE

LONDON

BANKING & FINANCIAL SERVICES

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Financial Control/Management Reporting									
Director (8+ yrs' PQE)	92.5 - 121k	108,333	+ 8.33%	123 - 152k	133,000	+ 1.83%	600 - 1,200	910	0.00%
Vice President (5 - 10 yrs' PQE)	72 - 93k	84,900	+ 1.13%	90 - 115k	100,625	+ 0.63%	525 - 900	713	+ 1.86%
Assistant Vice President (3 - 5 yrs' PQE)	57 - 68k	61,000	+ 1.67%	60 - 74k	67,429	+ 3.74%	415 - 750	583	+ 5.91%
Analyst/Associate (newly-qualified - 3 yrs' PQE)	47 - 63k	53,125	+ 1.06%	50 - 73k	62,222	+ 2.34%	305 - 440	367	+ 4.86%
Product Control									
Director (8+ yrs' PQE)	90 - 103k	97,500	+ 2.63%	123 - 143k	131,050	+ 3.05%	600 - 1,200	904	0.00%
Vice President (5 - 10 yrs' PQE)	76 - 99k	85,833	+ 3.00%	82.5 - 108k	95,909	+ 4.63%	500 - 800	640	+ 4.84%
Assistant Vice President (3 - 5 yrs' PQE)	53 - 69k	63,063	+ 0.10%	66 - 95k	80,128	+ 6.67%	400 - 700	550	+ 3.33%
Analyst/Associate (newly-qualified - 3 yrs' PQE)	47 - 58k	51,500	+ 3.00%	50 - 65k	57,576	+ 1.01%	285 - 385	333	+ 7.42%
Internal Audit									
Director (8+ yrs' PQE)	84 - 108k	99,063	+ 1.08%	121 - 151k	134,300	+ 6.78%	590 - 1,200	921	+ 2.33%
Vice President (5 - 10 yrs' PQE)	78 - 102k	86,071	+ 1.26%	86 - 117k	102,222	+ 2.22%	425 - 550	488	+ 5.98%
Assistant Vice President (3 - 5 yrs' PQE)	55.5 - 68k	61,365	+ 2.28%	65.5 - 87k	75,313	+ 0.42%	350 - 550	453	0.00%
Analyst/Associate (newly-qualified - 3 yrs' PQE)	37 - 55k	43,875	+ 2.72%	40 - 63k	50,000	0.00%	300 - 420	366	+ 1.67%
Regulatory Reporting									
Director (8+ yrs' PQE)	115 - 130k	122,000	+ 1.67%	122 - 152k	132,500	+ 6.00%	500 - 1,000	755	+ 3.89%
Vice President (5 - 10 yrs' PQE)	67 - 97k	86,206	+ 1.42%	91 - 126k	113,571	+ 3.25%	425 - 550	505	+ 1.00%
Assistant Vice President (3 - 5 yrs' PQE)	56 - 70k	63,778	+ 1.23%	67 - 113k	83,105	+ 3.88%	350 - 550	500	0.00%
Analyst/Associate (2 - 4 yrs' PQE)	46 - 58k	51,000	+ 2.00%	53 - 78k	66,429	+ 5.44%	390 - 525	465	+ 3.86%
Treasury - Financial Services									
Director (8 yrs' PQE)	82.5 - 105k	93,750	+ 2.27%	121 - 149k	129,500	+ 1.73%	500 - 1,000	751	+ 6.67%
Vice President (5 - 10 yrs' PQE)	82.5 - 99k	89,250	+ 5.00%	95.5 - 118k	106,750	+ 6.75%	480 - 700	535	+ 2.59%
Assistant Vice President (3 - 5 yrs' PQE)	57 - 67k	61,967	+ 3.46%	63 - 90k	75,842	+ 2.46%	400 - 500	448	+ 3.36%
Analyst (1 - 3 yrs' PQE)	35 - 43k	39,728	+ 3.19%	42.5 - 55k	49,786	+ 3.72%	200 - 400	334	+ 7.13%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

LONDON

BANKING & FINANCIAL SERVICES

Role	Permanent Salary Per Annum GBP (£)			Contract Rate Per Day (PAYE) GBP (£)		
	Range	Average	YOY Change	Range	Average	YOY Change
SME Banking						
Head of Finance	134 - 183k	165,600	+ 1.07%	550 - 670	620	+ 12.73%
Financial Controller	92 - 130k	102,067	+ 2.07%	550 - 670	626	+ 12.00%
Finance Manager	76 - 91k	82,100	+ 9.47%	330 - 525	448	+ 15.79%
Financial Accountant (newly-qualified - 3 yrs' PQE)	68 - 79k	74,100	+ 1.40%	365 - 550	440	+ 8.93%
Management Accountant (newly-qualified - 3 yrs' PQE)	55 - 73k	62,300	+ 2.60%	265 - 500	305	+ 4.17%
Assistant Accountant	55 - 70k	64,200	+ 4.30%	255 - 350	303	- 2.50%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST PERMANENT SALARY GROWTH

Director - Internal Audit
16.78% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

Finance Manager - SME Banking
15.79% YOY increase

ACCOUNTING & FINANCE

LONDON

COMMERCE & INDUSTRY - EXECUTIVE

Role	Permanent Salary Per Annum GBP (£)					
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)		
Role	Range	Average	YOY Change	Range	Average	YOY Change
CFO	91 - 147k	115,789	+ 0.69%	133 - 248k	180,222	+ 1.27%
Finance Director	90 - 135k	112,345	+ 1.87%	100 - 180k	128,345	+ 1.82%
Group Financial Controller	78 - 120k	85,665	+ 1.59%	100 - 192k	115,636	+ 3.85%
Financial Controller	60 - 88k	78,456	+ 4.37%	72 - 96k	86,941	+ 2.28%

COMMERCE & INDUSTRY - INTERIM MANAGEMENT

Role	Contract Rate Per Day (PAYE) GBP (£)		
	Range	Average	YOY Change
CFO	1,000 - 1,500	1,350	+ 0.25%
Finance Director	800 - 1,000	875	+ 1.60%
Group Financial Controller	600 - 900	705	+ 0.89%
Financial Controller	450 - 650	600	+ 3.60%
Business Change/Transformation	550 - 1,100	732	+ 1.33%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST PERMANENT SALARY GROWTH

Financial Controller - Medium Enterprise
4.37% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

Financial Controller
3.60% YOY increase

ACCOUNTING & FINANCE

LONDON

COMMERCE & INDUSTRY - QUALIFIED

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Finance Director	90 - 135k	112,345	+ 1.87%	100 - 180k	128,345	+ 1.82%	800 - 1,000	875	+ 1.60%
Group Financial Controller	78 - 120k	85,665	+ 1.59%	100 - 192k	115,636	+ 3.85%	600 - 900	705	+ 0.89%
Financial Controller	60 - 88k	78,456	+ 4.37%	72 - 96k	86,941	+ 2.28%	480 - 820	600	+ 3.60%
Finance Manager	50 - 70k	62,394	+ 9.03%	60.5 - 80k	67,194	+ 5.52%	275 - 500	350	0.00%
FP&A Manager	60 - 80k	72,364	+ 6.25%	60 - 90k	76,948	+ 0.30%	350 - 530	450	0.00%
Analyst	50 - 60k	54,998	+ 0.89%	50 - 75k	62,333	+ 1.57%	315 - 560	425	+ 0.95%
Group Accountant	50 - 60k	54,126	+ 3.16%	56 - 75k	65,739	+ 2.15%	325 - 650	475	+ 0.56%
Newly-qualified ACA	50 - 55k	52,550	+ 0.85%	50 - 55k	53,187	+ 5.00%	275 - 325	304	+ 2.86%
Newly-qualified CIMA	50 - 55k	52,477	+ 0.96%	50 - 55k	53,112	0.00%	275 - 325	299	0.00%
Newly-qualified ACCA	50 - 55k	52,187	+ 2.39%	50 - 55k	52,555	+ 1.67%	250 - 300	275	+ 5.67%
Financial Accountant	50 - 60k	54,980	+ 1.16%	50 - 60k	57,945	+ 3.11%	275 - 350	300	+ 1.29%
Management Accountant	50 - 60k	55,062	+ 2.52%	50 - 60k	56,923	+ 2.75%	275 - 350	289	+ 2.80%

Increase 
 Decrease 
 No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST PERMANENT SALARY GROWTH

FP&A Manager - Medium Enterprise
6.25% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

Newly-qualified ACCA
5.67% YOY increase

ACCOUNTING & FINANCE

LONDON

COMMERCE & INDUSTRY - PART & NON-QUALIFIED

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
ACCA Part 3/CIMA Strategic	35 - 43k	38,750	+ 1.97%	37.5 - 50k	44,500	+ 1.14%	195 - 265	226	+ 0.44%
ACCA Part 2/CIMA Management	34 - 42k	38,000	0.00%	39 - 45k	41,636	+ 4.09%	170 - 265	210	+ 5.00%
ACCA Part 1/CIMA Operational	25 - 33k	28,044	+ 0.16%	29 - 35k	32,222	+ 0.69%	135 - 240	181	+ 0.56%
Finance Manager	28 - 39k	33,542	+ 1.64%	37 - 48k	42,895	+ 7.24%	150 - 300	207	+ 3.50%
Business/Financial Analyst	27 - 35k	30,053	+ 0.18%	33 - 47k	41,059	+ 2.65%	185 - 320	236	+ 4.89%
Accounts Payable Manager	34 - 43k	37,200	+ 0.54%	41.5 - 54k	46,471	+ 3.27%	140 - 220	169	+ 5.63%
Accounts Payable Assistant	21.5 - 26k	24,211	+ 0.88%	26 - 31k	28,333	+ 1.19%	105 - 185	130	0.00%
Accounts Assistant	19 - 26k	22,500	+ 7.58%	25 - 30k	27,346	+ 5.18%	110 - 155	126	+ 0.80%
Graduate	19 - 24k	21,889	+ 9.45%	23 - 28k	25,647	+ 2.59%	80 - 100	91	+ 1.11%

PAYROLL

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Payroll Manager	34 - 48k	39,294	+ 3.41%	44 - 64k	55,189	0.00%	160 - 265	227	+ 0.89%
Payroll Officer	29.5 - 39k	33,270	+ 10.00%	34 - 42k	39,083	+ 2.85%	125 - 165	135	+ 3.85%

CREDIT CONTROL & ACCOUNTS RECEIVABLE

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Sales Ledger Manager	34 - 45k	36,765	+ 2.86%	38 - 50k	43,333	+ 2.86%	150 - 225	188	+ 4.17%
Sales Ledger Assistant	23 - 27k	25,970	0.00%	25 - 30k	27,100	0.00%	100 - 135	114	+ 3.64%
Credit Control Manager	31 - 40k	35,071	+ 0.20%	38 - 58k	44,714	+ 0.20%	180 - 300	240	0.00%
Revenue/Billings Manager	30 - 40k	34,676	0.00%	38 - 57k	47,250	0.00%	180 - 250	215	0.00%
Credit Controller	25 - 29k	27,690	+ 2.56%	29 - 33k	31,083	+ 2.56%	120 - 150	134	+ 3.08%
Senior Credit Controller	30 - 34k	32,083	+ 0.26%	34 - 42k	36,250	+ 0.26%	120 - 165	142	+ 1.43%
Billings Specialist	24.5 - 30k	27,833	+ 3.09%	30 - 34k	32,167	+ 3.09%	95 - 135	112	+ 1.82%

Part & Non-Qualified Contract Roles, and Payroll and Accounts receivable roles in London are supplied by Walters People, part of The Robert Walters Group.

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

LONDON

INVESTMENT & MANAGEMENT FINANCE

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Financial Control									
CFO	126 - 198k	153,244	+ 2.82%	155 - 214k	191,547	+ 6.11%	775 - 1,235	942	+ 1.84%
Financial Director	78 - 120k	93,033	0.00%	92 - 162k	132,684	+ 1.28%	600 - 925	786	+ 0.77%
Financial Controller	75 - 91k	83,231	+ 2.25%	78 - 97k	86,239	+ 4.44%	450 - 550	504	0.00%
Finance Manager (3+ yrs' PQE)	66 - 82k	71,122	+ 8.33%	67 - 84k	77,599	+ 1.42%	360 - 540	439	+ 3.29%
Financial Accountant (0 - 3 yrs' PQE)	52 - 65k	60,099	+ 5.56%	52 - 65k	63,122	+ 10.00%	245 - 325	300	0.00%
Management Reporting/Financial Planning & Analysis									
Head of Management Reporting/FP&A	73 - 101k	86,548	+ 1.38%	77 - 102k	94,877	+ 2.48%	450 - 1,000	658	+ 1.23%
Senior Management Accountant/FP&A Manager (3+ yrs' PQE)	63 - 83k	72,199	+ 6.53%	69 - 83k	76,628	+ 1.11%	375 - 525	465	+ 1.09%
Management Accountant/FP&A Analyst (0 - 3 yrs' PQE)	52 - 65k	60,554	+ 0.50%	52 - 65k	62,889	+ 2.25%	290 - 390	344	+ 1.18%
Fund Accounting									
Fund Controller (5+ yrs' PQE)	74 - 98k	85,437	+ 0.64%	71 - 98k	89,277	+ 1.07%	315 - 500	359	+ 2.57%
Fund Accountant (3 - 5 yrs' PQE)	67 - 83k	74,440	+ 0.93%	67 - 83k	77,499	+ 1.10%	300 - 415	342	+ 0.59%
Fund Accountant (0 - 3 yrs' PQE)	55 - 71k	63,397	+ 1.06%	55 - 72k	66,660	+ 6.67%	215 - 290	263	+ 1.15%
Internal Audit									
Head of Internal Audit	74 - 105k	83,398	+ 0.61%	85 - 120k	111,220	+ 0.65%	800 - 1,200	1,060	0.00%
Internal Audit Manager	67 - 83k	73,321	+ 0.42%	76 - 115k	97,760	+ 0.34%	450 - 750	652	+ 2.05%
Internal Auditor (3+ yrs' PQE)	55 - 59k	57,288	+ 3.64%	57 - 75k	66,658	+ 1.92%	350 - 550	447	0.00%
Internal Auditor (0 - 3 yrs' PQE)	41 - 51k	46,290	+ 1.90%	48 - 67k	56,643	+ 2.27%	275 - 400	338	+ 2.27%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

LONDON

INTERNAL AUDIT

Role	Permanent Salary Per Annum GBP (£)			Contract Rate Per Day (PAYE) GBP (£)		
	Range	Average	YOY Change	Range	Average	YOY Change
Internal Audit - Commerce & Industry						
Director of Internal Audit/VP of Internal Audit	150 - 250k	200,125	+ 5.26%	1,000 - 2,000	1,526	+ 7.14%
Head of Internal Audit	120 - 180k	149,997	+ 3.45%	800 - 1,200	1,072	+ 11.11%
Senior Internal Audit Manager	80 - 100k	91,345	+ 13.92%	500 - 600	552	0.00%
Internal Audit Manager	70 - 85k	77,500	+ 3.33%	400 - 550	460	0.00%
Senior Internal Auditor	55 - 70k	62,500	+ 5.93%	300 - 450	375	0.00%
Internal Auditor	50 - 64k	56,684	+ 1.22%	275 - 400	347	+ 1.45%
Newly-qualified (still in practice)	45 - 57k	52,200	+ 0.38%	250 - 300	278	+ 12.24%
Auditor (part-qualified)	29 - 36k	32,667	+ 2.08%	200 - 250	229	0.00%
Risk Management - Commerce & Industry						
Chief Risk Officer	150 - 200k	174,643	+ 2.73%	800 - 1,100	961	0.00%
Head of Risk	79 - 142k	112,500	+ 2.27%	500 - 938	744	+ 2.62%
Risk Director/Senior Manager	85 - 139k	117,143	+ 1.86%	517 - 750	633	+ 0.48%
Risk Manager	66 - 87k	76,429	+ 1.91%	440 - 640	538	+ 8.00%
IT Audit - Commerce & Industry						
Head of IT Audit	100 - 175k	132,639	0.00%	600 - 1,000	803	0.00%
IT Audit Senior Manager	80 - 110k	91,667	+ 1.85%	450 - 600	525	0.00%
IT Audit Manager	71 - 83k	76,944	+ 2.59%	375 - 500	438	+ 2.94%
IT Auditor	57 - 68k	61,429	+ 2.38%	263 - 450	375	0.00%
Internal Controls - Commerce & Industry						
Head of Internal Control	90 - 180k	124,980	0.00%	600 - 1,000	812	+ 14.29%
Internal Control Manager	65 - 90k	77,250	+ 10.36%	438 - 538	488	+ 1.67%
Internal Control Analyst	48 - 70k	60,833	+ 1.39%	207 - 325	274	+ 1.48%

Increase  Decrease  No change 

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ACCOUNTING & FINANCE

LONDON

TAXATION

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
FTSE 100									
Head of Tax	105.5 - 176k	131,333	+ 1.03%	130 - 189k	152,455	+ 7.14%	800 - 1000	905	0.00%
Group Tax Manager/Senior Manager	72 - 84k	83,905	+ 4.88%	85 - 115k	97,776	- 3.39%	460 - 630	517	+ 0.39%
International Tax Manager	58 - 80k	69,289	+ 0.42%	80 - 115k	95,103	- 1.72%	450 - 600	516	+ 3.20%
UK Tax Manager	59 - 74k	66,900	+ 2.92%	59 - 76k	73,600	+ 5.75%	300 - 500	413	0.00%
Tax Accountant/Analyst	39 - 67k	50,229	+ 0.46%	39 - 67k	50,229	- 3.50%	350+	350	0.00%
Mid-cap/Non-listed									
Head of Tax	89.5 - 123k	102,271	+ 2.27%	115 - 130k	123,360	- 1.37%	550 - 780	632	+ 1.12%
Senior Manager - International Tax	71 - 92k	82,364	+ 2.96%	80 - 110k	91,344	- 3.57%	400 - 550	475	0.00%
Group Tax Manager	64 - 87k	77,750	+ 3.67%	75 - 85k	82,221	0.00%	380 - 520	428	+ 0.71%
UK Tax Manager	54 - 76k	65,517	+ 0.80%	62.5 - 75k	67,050	- 1.71%	330 - 390	356	+ 1.71%
Tax Accountant/Analyst	39 - 56.5k	46,509	+ 3.35%	40 - 67k	50,229	- 3.94%	370 - 580	328	+ 0.92%
Financial Services									
Head of Tax	96 - 134k	109,375	+ 4.17%	112 - 158k	137,273	+ 1.68%	580 - 870	750	0.00%
Group Tax Manager/Senior Manager	63 - 89k	74,500	+ 6.43%	87.5 - 137k	102,727	+ 2.73%	400 - 630	550	0.00%
International Tax Manager	56 - 74k	66,150	+ 1.77%	74 - 103k	85,110	0.00%	380 - 520	457	+ 1.56%
UK Tax Manager	60 - 82k	69,405	+ 0.59%	70.5 - 100k	84,490	+ 0.58%	350 - 500	425	0.00%
Tax Accountant/Analyst	41 - 56k	45,095	+ 0.21%	54.5 - 67k	60,917	+ 1.53%	330 - 480	408	+ 2.00%

Increase

Decrease

No change

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ACCOUNTING & FINANCE

LONDON

TREASURY - COMMERCE & INDUSTRY

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Senior Treasury									
Group Treasurer - FTSE 100	130k+	-	0.00%	130 - 180k	152,354	0.00%	900 - 1000	952	0.00%
Group Treasurer - FTSE 250	100 - 145k	120,430	+ 0.84%	92.5 - 133k	115,988	+ 4.55%	650 - 880	767	+ 2.27%
Treasurer - Mid-cap/Non-listed	62 - 106k	83,750	+ 4.69%	62 - 106k	83,750	+ 2.13%	550+	-	0.00%
Assistant Treasurer - FTSE 100	75 - 100k	89,167	+ 1.33%	78 - 100k	89,167	+ 4.90%	600+	-	0.00%
Assistant Treasurer - FTSE 250	75 - 93k	83,455	+ 0.90%	78 - 93k	83,750	+ 4.69%	550+	-	0.00%
Treasury Manager									
3+ yrs' exp	57 - 74k	65,718	+ 1.10%	77 - 92k	83,214	+ 4.02%	350 - 450	413	+ 3.25%
0 - 3 yrs' exp	45 - 60k	51,686	+ 3.37%	59 - 75k	66,135	+ 1.75%	270 - 400	305	+ 1.67%
Senior Treasury Analyst									
3+ yrs' exp	41 - 54k	46,800	+ 4.00%	48 - 62.5k	56,250	+ 2.27%	330 - 440	375	0.00%
0 - 3 yrs' exp	31 - 42k	35,696	+ 1.99%	40 - 55k	48,756	+ 3.72%	200 - 370	299	+ 6.79%
Treasury Accountant/Controller									
5+ yrs' exp	63 - 79k	67,590	+ 3.98%	67.5 - 90k	81,200	+ 1.50%	470 - 520	490	+ 2.08%
2 - 5 yrs' exp	47 - 60k	50,770	+ 1.40%	57 - 71k	61,276	+ 2.13%	340 - 470	393	+ 3.42%
0 - 2 yrs' exp	32 - 44k	37,668	+ 4.63%	43.5 - 60k	51,606	+ 3.20%	250+	-	0.00%
Treasury Dealer									
2+ yrs' exp	42 - 56k	50,128	0.00%	52 - 62k	56,667	+ 3.03%	300 - 350	333	+ 5.71%
0 - 2 yrs' exp	32 - 42k	36,733	+ 4.95%	38 - 57k	46,667	+ 3.70%	200+	-	0.00%

Increase  Decrease  No change 

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60%

**OF ACCOUNTING & FINANCE PROFESSIONALS
NEGOTIATE THEIR SALARY WHEN ACCEPTING
A JOB OFFER**

ACCOUNTING & FINANCE

MERSEYSIDE

COMMERCE & INDUSTRY

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Group Finance Director	85 - 95k	88,333	+ 3.92%	95 - 200k	116,699	+ 5.45%	730 - 1100	880	+ 3.53%
Finance Director	60.5 - 86k	74,048	+ 5.78%	85 - 115k	97,078	+ 2.19%	530 - 810	680	+ 6.25%
Group Financial Controller	61 - 74.5k	67,929	+ 4.51%	72 - 120k	93,222	+ 3.58%	370 - 550	427	+ 1.67%
Financial Controller	43.5 - 61k	51,560	+ 9.89%	59 - 88.5k	74,474	+ 6.39%	300 - 420	361	+ 0.28%
Head of Audit	67 - 110k	88,389	+ 2.78%	100 - 120k	115,324	+ 4.55%	500 - 600	553	+ 4.76%
Head of FP&A	67 - 81k	74,819	+ 1.11%	77 - 116k	98,125	+ 3.29%	380 - 570	475	+ 5.56%
Internal Audit/Risk	36.5 - 50k	43,222	+ 8.06%	50 - 66k	55,389	+ 5.50%	220 - 420	372	+ 0.54%
Systems Accountant	37 - 50k	45,320	- 1.71%	45 - 60k	53,965	- 3.64%	140 - 350	261	+ 4.40%
Finance Manager	36 - 47.5k	40,640	+ 1.60%	46.5 - 60k	54,317	+ 0.27%	270 - 440	325	+ 4.84%
Project Accountant	32 - 42k	38,042	+ 0.11%	41 - 55k	48,443	+ 0.92%	250 - 430	313	+ 4.33%
Financial Accountant	37 - 45k	40,372	+ 10.07%	41.5 - 50k	45,492	- 1.10%	180 - 330	236	+ 2.61%
Management Accountant	31 - 40k	35,409	+ 1.17%	35 - 48k	42,349	+ 7.26%	160 - 270	217	+ 0.93%
Financial Analyst	25 - 33k	28,930	+ 3.32%	33.5 - 45k	40,471	+ 1.18%	150 - 230	180	0.00%
Finance Business Partner/Commercial Accountant	34 - 45k	40,577	+ 1.44%	44 - 72.5k	59,359	+ 2.34%	260 - 540	361	+ 0.28%
Commercial Finance Analyst	27 - 36k	30,370	+ 1.23%	32 - 41.5k	37,550	+ 1.49%	180 - 240	215	+ 2.38%
Group Accountant	35 - 42k	38,889	+ 2.34%	37.5 - 53k	47,333	+ 5.18%	260 - 370	312	+ 4.00%
Financial Planning Analyst	33 - 42k	37,545	+ 1.47%	40 - 48k	43,733	+ 1.70%	200 - 250	225	+ 2.27%
In-House Tax									
Corporate	33 - 57k	40,825	+ 2.06%	48 - 89k	65,870	+ 1.34%	370 - 510	428	+ 1.90%
Indirect/VAT	29 - 52k	35,271	+ 0.77%	47 - 75k	61,594	+ 2.66%	350 - 450	388	+ 2.11%
Treasury									
Head of Treasury/Treasury Manager	41.5 - 66k	49,350	+ 0.71%	61 - 76k	70,233	0.00%	300 - 400	350	0.00%
Group Treasurer	70 - 90k	81,266	0.00%	82 - 110k	98,750	+ 0.77%	400 - 600	499	0.00%
Assistant Group Treasurer	65 - 85k	75,437	0.00%	75 - 90k	86,667	+ 0.78%	300 - 450	376	0.00%
Treasury Analyst	23 - 30k	25,143	+ 0.57%	29 - 42k	35,684	+ 0.86%	130 - 225	175	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

MERSEYSIDE

TRANSACTIONAL FINANCE

Role	Permanent Salary Per Annum GBP (£)						Contract Hourly Rate (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Payroll									
Payroll Manager	30 - 42.5k	33,500	+ 11.67%	42 - 54k	47,455	+ 5.46%	18 - 40	25	+ 3.33%
Payroll Supervisor/Team Leader	23 - 28k	24,005	+ 0.02%	26 - 39k	31,256	+ 4.19%	15 - 21	17	0.00%
Payroll Clerk	19 - 24k	21,326	+ 0.64%	22 - 27k	24,031	+ 4.27%	12 - 15	13	0.00%
Credit Control									
Credit Control Manager	30 - 45k	34,997	+ 2.50%	33 - 56k	39,750	+ 4.61%	19 - 38	21	+ 2.67%
Credit Control Clerk/Credit Controller	19 - 24k	20,581	+ 6.05%	23 - 30.5k	25,320	+ 6.81%	11 - 21	12	+ 6.67%
Credit Control Supervisor/Team Leader	24 - 27.5k	25,885	+ 3.54%	26 - 34k	29,588	+ 2.03%	14 - 16	15	+ 2.22%
Accounts Payable/Purchase Ledger									
Accounts Payable Manager	27 - 35k	30,010	- 9.09%	32 - 55k	45,250	+ 0.56%	33 - 40	37	+ 1.85%
Accounts Payable Supervisor/Team Leader	24 - 31k	26,235	+ 4.94%	27 - 33k	29,509	+ 5.39%	15 - 21	18	- 2.78%
Accounts Payable Clerk	18 - 22k	19,574	+ 1.51%	21 - 25k	23,130	+ 1.63%	11- 14	13	+ 13.64%
Accounts Receivable									
Accounts Receivable Manager	30 - 45k	35,675	- 16.67%	35 - 55k	45,882	- 6.25%	21 - 31	24	0.00%
Accounts Receivable Supervisor/Team Leader	23 - 32.5k	26,750	+ 2.88%	25.5 - 34k	30,904	+ 3.01%	20 - 37	27	+ 3.59%
Accounts Receivable Clerk	18.5 - 23k	20,299	+ 0.24%	21 - 24.5k	23,214	+ 3.17%	12 - 14	13	0.00%
CIMA/ACCA									
Strategic/Part 3	25.5 - 35k	29,556	+ 5.56%	33 - 36k	34,667	+ 1.96%	20 - 27	23	+ 1.45%
Managerial/Part 2	23 - 28k	25,643	+ 2.57%	28 - 35k	33,333	+ 1.01%	13 - 16	14	+ 1.90%
Certificate/Part 1	20 - 26k	22,485	+ 2.20%	25 - 29k	26,875	+ 3.37%	12 - 14	12	0.00%
AAT	19 - 25k	22,355	+ 4.76%	23 - 28k	25,762	+ 3.05%	10 - 13	11	+ 2.27%
Other									
QBE Bookkeeper	19 - 22k	20,704	+ 3.52%	21 - 26k	23,320	+ 1.39%	11 - 20	14	+ 1.90%
Transactional Processing Manager	37 - 51k	42,886	+ 7.22%	48 - 84k	67,800	+ 4.31%	25 - 50	40	+ 12.68%
Accounts Assistant	18 - 23k	19,525	+ 8.13%	21 - 26k	23,048	+ 8.33%	10 - 13	12	+ 5.45%

ACCOUNTING & FINANCE

MIDLANDS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Qualified									
Finance Director	70 - 110k	80,776	+ 0.57%	80 - 150k	98,846	+ 0.86%	415 - 545	473	+ 5.11%
Financial Controller	50 - 70k	58,978	+ 9.70%	52 - 100k	62,934	+ 8.51%	295 - 480	363	+ 0.83%
Finance Manager	45 - 60k	51,680	+ 4.06%	44 - 70k	52,211	+ 4.45%	245 - 345	291	+ 3.93%
Head of Audit	50 - 65k	53,350	+ 6.70%	56 - 85k	71,150	+ 7.69%	450 - 650	550	0.00%
Financial Accountant	35 - 50k	38,159	+ 7.94%	45 - 56k	50,321	+ 1.11%	170 - 280	201	+ 0.50%
Project Accountant	35 - 45k	38,250	+ 0.78%	33 - 60k	45,750	+ 2.74%	155 - 315	229	+ 4.09%
Management Accountant	38 - 50k	41,625	+ 13.81%	40 - 55k	44,254	+ 9.71%	185 - 260	216	+ 2.86%
Systems Accountant	40 - 55k	43,400	+ 8.50%	47.5 - 65k	51,438	+ 2.88%	270 - 425	338	+ 5.63%
Financial Analyst	35 - 50k	37,167	+ 3.65%	40 - 60k	47,570	+ 5.56%	145 - 255	204	+ 2.00%
Part-qualified & Transactional Services									
CIMA/ACCA/AAT									
Strategic/Part 3	28 - 35k	30,222	+ 0.74%	32.5 - 44k	38,487	+ 6.91%	245 - 300	260	+ 4.00%
Management/Part 2	23 - 30k	26,316	+ 5.26%	30 - 37k	34,220	+ 6.94%	155 - 220	193	+ 7.22%
Operational Level/Part 1	21 - 26k	23,583	+ 2.53%	25 - 32k	28,881	+ 3.15%	110 - 160	142	+ 1.43%
AAT	18 - 24k	20,814	+ 4.07%	23 - 28k	25,731	+ 2.92%	80 - 150	98	0.00%
Manager									
Credit Control	28 - 50k	33,300	+ 0.91%	36 - 55k	45,625	+ 1.39%	180 - 400	290	+ 2.89%
Accounts Payable	29 - 45k	31,111	+ 0.36%	34.5 - 50k	40,500	+ 1.25%	175 - 300	238	+ 10.47%
Accounts Receivable	28 - 50k	34,643	+ 1.89%	37 - 55k	42,667	+ 1.59%	165 - 400	208	+ 4.00%
Payroll	28 - 45k	30,250	+ 0.83%	30 - 50k	35,444	+ 1.27%	165 - 400	275	+ 10.00%
Team Leader/Supervisor									
Credit Control	28 - 37k	32,300	+ 0.94%	33 - 41k	38,125	+ 0.33%	120 - 200	160	+ 6.67%
Accounts Receivable	24 - 30k	25,500	+ 2.00%	25 - 30k	27,703	+ 2.05%	110 - 200	127	+ 1.60%
Accounts Payable	25 - 30k	26,083	+ 0.32%	25 - 30k	28,660	0.00%	90 - 200	99	+ 0.65%
Payroll	14 - 31k	27,487	+ 1.80%	29 - 34k	31,765	+ 5.88%	135 - 200	145	+ 3.57%
Clerks									
Credit Control	19 - 25k	20,500	+ 3.88%	21 - 27k	23,016	+ 0.07%	80 - 150	88	+ 3.53%
Accounts Payable	19 - 25k	20,941	+ 9.06%	20 - 26k	23,161	+ 8.16%	75 - 130	91	+ 1.11%
Accounts Receivable	17.5 - 25k	18,767	+ 4.26%	19 - 27k	20,929	+ 4.72%	75 - 150	86	+ 1.18%
Payroll	21 - 27k	22,944	+ 4.29%	23 - 30k	24,929	+ 3.87%	95 - 180	115	+ 4.55%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

NORTH

COMMERCE & INDUSTRY

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Group Finance Director/CFO	90 - 120k	93,333	+ 3.92%	95 - 200k	116,345	+ 5.45%	735 - 1,100	882	+ 3.53%
Finance Director	70 - 85k	74,048	+ 5.78%	85 - 140k	102,078	+ 2.19%	530 - 800	679	+ 6.25%
Group Financial Controller	61 - 75k	67,929	+ 4.51%	72 - 120k	93,222	+ 3.58%	400 - 550	427	+ 1.67%
Financial Controller	59 - 65k	60,799	+ 9.89%	60 - 100k	88,571	+ 6.39%	350 - 500	425	+ 0.28%
Head of Audit	75 - 110k	88,389	+ 2.78%	100 - 120k	115,270	+ 4.55%	500 - 600	550	+ 4.76%
Head of FP&A	75 - 80k	77,566	+ 4.82%	85 - 116k	98,125	+ 3.29%	385 - 570	475	+ 5.56%
Internal Audit/Risk	37 - 50k	43,222	+ 8.06%	55 - 75k	65,756	+ 5.50%	300 - 420	372	+ 0.54%
Systems Accountant	40 - 54k	47,263	+ 3.23%	52 - 65k	57,188	+ 3.98%	250 - 355	306	+ 4.40%
Finance Manager	43 - 50k	47,355	+ 1.60%	52 - 59k	56,427	+ 0.27%	300 - 440	325	+ 4.84%
Project Accountant	40 - 45k	41,356	+ 0.11%	48 - 60k	55,333	+ 0.92%	300 - 430	351	+ 4.33%
Financial Accountant	39 - 43k	41,480	+ 6.51%	42.5 - 52k	48,492	+ 5.42%	250 - 350	305	+ 2.61%
Management Accountant	35 - 40k	40,118	+ 1.17%	42 - 50k	45,755	+ 7.26%	240 - 350	301	+ 0.93%
Financial Analyst	35 - 40k	38,930	+ 3.32%	40 - 50k	45,333	+ 1.18%	250 - 350	298	0.00%
Finance Business Partner/Commercial Accountant	40 - 50k	44,765	+ 1.44%	55 - 72k	59,359	+ 2.34%	350 - 545	412	+ 0.28%
Commercial Finance Analyst	30 - 36k	32,333	+ 1.23%	37.5 - 50k	41,556	+ 1.49%	250 - 350	303	+ 2.38%
Group Accountant	37.5 - 47k	42,222	+ 2.34%	45 - 53k	47,333	+ 5.18%	300 - 400	359	+ 4.00%
Financial Planning Analyst	40 - 44k	42,050	+ 1.47%	43 - 55k	48,333	+ 1.70%	250 - 350	310	+ 2.27%
In-House Tax									
Corporate	40 - 60k	57,188	+ 2.06%	48 - 115k	89,286	+ 1.34%	365 - 510	428	+ 1.90%
Indirect/VAT	30 - 52k	35,271	+ 0.77%	46 - 100k	74,786	+ 2.66%	350 - 450	310	+ 2.11%
Treasury									
Head of Treasury/Treasury Manager	41 - 66k	49,350	+ 0.71%	60 - 80k	75,833	0.00%	400 - 500	450	+ 2.57%
Group Treasurer	70 - 90k	80,340	0.00%	82 - 110k	98,750	+ 0.77%	450 - 600	504	0.00%
Assistant Group Treasurer	65 - 85k	75,049	0.00%	75 - 90k	86,667	+ 0.78%	300 - 450	375	0.00%
Treasury Analyst	23 - 30k	25,143	+ 0.57%	29 - 42k	35,300	+ 0.86%	250 - 350	302	+ 7.43%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

NORTH

PRACTICE ACCOUNTING

	Permanent Salary Per Annum GBP (£)					
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)		
Role	Range	Average	YOY Change	Range	Average	YOY Change
Audit						
Senior Manager	45 - 67k	53,500	+ 7.00%	58 - 75k	68,571	+ 5.49%
Manager	40 - 53k	45,695	+ 4.45%	44 - 61k	53,167	+ 4.25%
Assistant Manager	29 - 36k	32,750	+ 9.17%	32 - 49k	41,375	+ 3.44%
Senior	26.5 - 36k	30,833	+ 2.78%	30 - 38k	34,833	+ 2.45%
Tax						
Senior Manager	47 - 60k	54,750	+ 1.39%	53 - 75k	63,786	+ 6.31%
Manager	43 - 58k	48,893	+ 1.86%	48 - 71k	61,196	+ 1.99%
Assistant Manager	33 - 41k	37,255	+ 5.71%	38 - 44k	40,200	+ 0.50%
Senior	26 - 35k	31,932	+ 6.44%	25.5 - 45k	39,441	+ 3.79%
Corporate Finance						
Director	65 - 114k	78,714	+ 2.45%	81 - 127k	108,650	0.00%
Senior Manager	50 - 70k	68,338	+ 1.49%	60 - 85k	71,225	+ 0.32%
Manager	45 - 58k	51,702	+ 3.40%	54 - 72k	62,500	+ 4.17%
Executive	34 - 38k	36,010	+ 2.86%	37.5 - 42k	39,775	+ 1.99%
Other						
Transaction Services	36 - 52k	40,702	+ 1.76%	45 - 69k	59,132	+ 1.95%
Private Equity/Investment	54 - 80k	66,500	+ 2.31%	66 - 100k	88,750	+ 3.20%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

NORTH

TRANSACTIONAL FINANCE

	Permanent Salary Per Annum GBP (£)						Contract Hourly Rate (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Transactional Services									
Transactional Processing Manager	37 - 51k	42,886	+ 7.22%	48 - 84k	67,899	+ 4.31%	35 - 50	40	0.00%
Payroll Manager	30 - 43k	33,500	+ 11.67%	42 - 54k	47,455	+ 5.46%	18 - 40	25	+ 3.33%
Accounts Payable Manager	30 - 35k	33,333	+ 1.01%	32 - 55k	45,250	+ 0.56%	33 - 40	37	+ 1.85%
Accounts Receivable Manager	36.5 - 45k	42,600	+ 1.43%	38 - 53k	49,622	+ 3.33%	21 - 31	24	0.00%
Credit Control Manager	25 - 39k	28,556	+ 1.99%	31 - 44k	39,750	+ 4.61%	19 - 38	21	+ 2.67%
Credit Control Supervisor/Team Leader	24 - 27.5k	25,885	+ 3.54%	26 - 34k	29,588	+ 2.03%	14 - 16	15	+ 2.22%
Payroll Supervisor/Team Leader	23 - 28k	24,005	+ 0.02%	26 - 39k	31,256	+ 4.19%	15 - 21	17	0.00%
Accounts Payable Supervisor/Team Leader	24 - 31k	26,235	+ 4.94%	27 - 33k	29,509	+ 5.39%	15 - 21	18	- 2.78%
Accounts Receivable Supervisor/Team Leader	23 - 32.5k	26,750	+ 2.88%	25.5 - 34k	30,904	+ 3.01%	20 - 37	27	+ 3.59%
Credit Control Clerk/Credit Controller	19 - 24k	20,581	+ 6.05%	23 - 31k	25,320	+ 6.81%	11 - 21	12	+ 6.67%
Accounts Payable Clerk	18 - 22k	19,574	+ 1.51%	21 - 25k	23,130	+ 1.63%	11 - 14	13	+ 3.03%
Accounts Assistant	18 - 23k	19,525	+ 8.13%	21 - 26k	23,048	+ 8.33%	10 - 13	12	+ 5.45%
Payroll Clerk	20 - 24k	21,326	+ 0.64%	22 - 27k	24,031	+ 4.27%	12 - 15	13	0.00%
Accounts Receivable Clerk	18.5 - 23k	20,299	+ 0.24%	21 - 25k	23,214	+ 3.17%	12 - 14	13	0.00%
CIMA/ACCA									
Strategic/Part 3	25.5 - 31k	28,556	+ 1.99%	33 - 36k	34,667	+ 1.96%	20 - 27	23	+ 1.45%
Managerial/Part 2	23 - 28k	25,643	+ 2.57%	28 - 35k	33,333	+ 1.01%	13 - 16	14	+ 1.90%
Certificate/Part 1	20 - 26k	22,485	+ 2.20%	25 - 29k	26,875	+ 3.37%	12 - 14	12	0.00%
Other									
AAT	19 - 25k	22,255	+ 4.76%	23 - 28k	25,762	+ 3.05%	10 - 13	11	+ 2.27%
QBE Bookkeeper	19 - 22k	20,704	+ 3.52%	21 - 26k	23,320	+ 1.39%	11 - 20	14	+ 1.90%

ACCOUNTING & FINANCE

SOUTH EAST

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Qualified									
Finance Director	68 - 90k	82,299	+ 5.26%	80 - 114k	103,432	0.00%	545 - 700	596	+ 2.76%
Financial Controller	48 - 63k	55,250	+ 4.11%	62 - 81k	70,976	+ 9.81%	300 - 475	372	+ 0.54%
Finance Manager	36 - 52k	48,366	+ 5.14%	41 - 65k	52,769	+ 8.41%	255 - 370	306	+ 2.00%
Head of Audit	62 - 89k	71,956	+ 2.71%	95 - 113k	85,900	+ 1.06%	320 - 560	440	+ 3.53%
Financial Accountant	37 - 48k	42,712	+ 7.48%	45 - 56k	51,389	+ 2.62%	235 - 360	296	+ 2.07%
Project Accountant	36 - 51k	42,917	+ 10.63%	42 - 61k	52,455	+ 4.91%	240 - 340	287	+ 2.50%
Management Accountant	33 - 42k	39,118	+ 10.04%	44 - 57k	48,125	+ 13.08%	195 - 340	245	+ 2.08%
Systems Accountant	34 - 49k	40,786	+ 3.91%	40 - 57k	49,767	+ 10.11%	245 - 400	304	+ 1.33%
Financial Analyst	26 - 37k	34,240	+ 4.39%	44 - 53k	43,857	+ 6.48%	200 - 355	265	+ 1.92%
Part-qualified & Transactional Services									
CIMA/ACCA/AAT									
Strategic/Part 3	32 - 46k	37,932	+ 4.14%	43 - 51k	47,028	+ 5.53%	150 - 185	166	+ 3.75%
Management/Part 2	33 - 44k	36,806	+ 0.66%	39 - 48k	43,562	+ 2.19%	130 - 140	135	+ 3.85%
Operational Level/Part 1	21 - 29k	25,273	+ 3.16%	29 - 38k	33,275	+ 0.63%	95 - 120	108	+ 3.85%
AAT	19 - 24k	21,650	+ 4.53%	24 - 31k	26,954	+ 3.67%	85 - 125	104	+ 4.00%
Manager									
Credit Control	32.5 - 40k	36,938	+ 2.61%	40 - 50k	43,857	+ 4.42%	170 - 225	200	0.00%
Accounts Payable	31 - 40k	35,208	+ 0.59%	38 - 48k	43,273	+ 0.63%	175 - 350	233	+ 3.56%
Accounts Receivable	29 - 38k	34,313	+ 0.92%	39 - 49k	43,542	+ 1.16%	165 - 325	245	+ 7.50%
Payroll	27 - 41k	32,289	+ 0.90%	38.5 - 49k	44,333	+ 0.76%	165 - 370	251	+ 0.40%
Team Leader/Supervisor									
Credit Control	22 - 28k	29,875	+ 3.02%	33 - 43k	37,875	+ 2.36%	140 - 230	185	+ 2.78%
Accounts Receivable	19 - 24k	30,433	0.00%	30 - 36k	33,165	0.00%	140 - 225	160	0.00%
Accounts Payable	19 - 25k	31,167	+ 0.54%	32.5 - 35k	33,200	+ 0.61%	135 - 220	155	+ 3.33%
Payroll	18.5 - 22k	29,963	+ 3.32%	32.5 - 44k	39,958	+ 2.46%	225 - 250	244	+ 1.67%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

ACCOUNTING & FINANCE

SOUTH EAST

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Clerks									
Credit Control	22 - 28k	24,625	+ 6.84%	28 - 39k	32,136	+ 0.43%	90 - 120	102	+ 2.00%
Accounts Payable	19 - 24k	20,115	+ 0.58%	22 - 26k	23,923	+ 1.80%	90 - 125	116	+ 0.87%
Accounts Receivable	20 - 25k	22,548	+ 7.37%	24 - 27k	25,625	+ 2.50%	80 - 125	102	+ 2.00%
Payroll	19 - 22k	20,394	+ 0.96%	21 - 27k	24,283	+ 6.74%	115 - 145	121	+ 0.83%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST PERMANENT SALARY GROWTH

Management Accountant - Large Enterprise
13.08% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

Accounts Receivable Manager
7.50% YOY increase

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

The Banking, Financial Services & Specialist Markets salary report covers salary and employment trends in London, the North and the Midlands across the following areas:

- Compliance
- Financial Crime
- Investment Banking
- Investment Management
- Risk
- Banking Operations
- Insolvency



BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

KEY FINDINGS

TOP DETERMINANTS OF JOB SATISFACTION



Competitive salary and
benefits package



Challenging/
interesting work



Good work-life
balance

21%

Of banking & financial services professionals are
expecting a bonus of 10-20% of their salary

SALARY & BONUS EXPECTATIONS



Banking & financial services
professionals expecting a salary
increase



Banking & financial services
professionals expecting a bonus

ANNUAL SALARY INCREMENT EXPECTATIONS



Expecting a
1-5% increase



Expecting a
5-10% increase

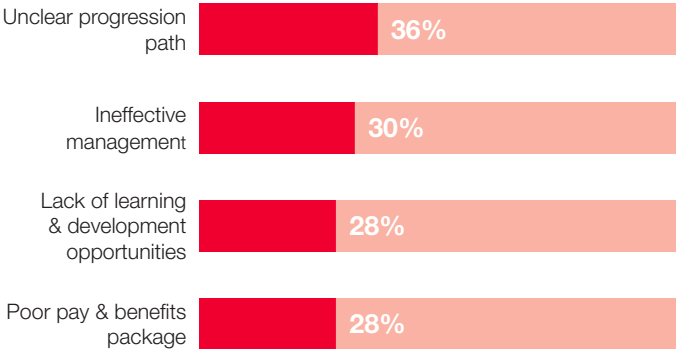


Expecting a
10%+ increase

60%

Of professionals state
that they are likely
to leave their role if
they receive no pay
increase or bonus

TOP 4 FACTORS THAT PROFESSIONALS ARE LEAST SATISFIED WITH IN THEIR ROLE



BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

TALENT HOTSPOTS

TOP 10 AREAS OF DEMAND

Talent hotspot rankings are based on the number of vacancies posted within a 12 month period.

Rank	Role	Average tenure (years)	YOY growth (%)
 1	Compliance	2.1	+ 3.80%
2	Change Management	2.0	+ 3.30%
3	Credit Risk	2.4	+ 5.30%
4	Investment Management	2.8	+ 6.40%
5	Banking Operations	2.4	+ 4.20%
6	Financial Management	1.3	+ 3.20%
7	Research/Analyst	1.0	+ 1.20%
8	Financial Crime	1.4	+ 1.20%
9	Internal Audit	2.0	+ 3.90%
10	Corporate Insolvency	2.0	+ 2.04%



FASTEST GROWING SKILL SET IN DEMAND

Investment Management
6.4% YOY growth

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

COMPLIANCE - BUY-SIDE

Role	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)
	Range	Bonus	Range
Large Institutional Asset Manager			
Director	140k+	30 - 70%	900+
VP	80 - 130k	20 - 40%	600 - 800
Associate/AVP	50 - 70k	20 - 30%	400 - 500
Analyst	30 - 45k	10 - 20%	300 - 350
Asset Management arm of financial services firm			
Director	130k+	30 - 60%	800+
VP	80 - 120k	20 - 40%	500 - 700
Associate/AVP	50 - 70k	10 - 30%	300 - 450
Analyst	30 - 45k	5 - 15%	200 - 300
Boutique Investment Manager			
Director	120k+	35 - 80%	800+
VP	90 - 120k	20 - 50%	500 - 700
Associate/AVP	50 - 85k	20 - 40%	300 - 500
Analyst	30 - 50k	10 - 30%	200 - 300

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST GROWTH IN DEMAND

Compliance
3.8%

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

COMPLIANCE - SELL-SIDE

	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)
Role	Range	Bonus	Range
Central Compliance			
Director	115k+	20 - 30%	650+
VP	75 - 110k+	15 - 20%	450 - 600
Associate/AVP	40 - 70k	10 - 15%	300 - 400
Trade Surveillance			
Director	115k+	20 - 30%	650+
VP	70 - 100k	15 - 20%	500 - 600
Associate/AVP	50 - 70k	10 - 15%	350 - 450
Product Advisory			
Director	130 - 150k	20 - 40%	700+
VP	90 - 130k	15 - 20%	600 - 700
Associate/AVP	60 - 90k	10 - 15%	450 - 600
Control Room			
Director	115k+	20 - 30%	700+
VP	65 - 100k	15 - 20%	500 - 700
Associate/AVP	45 - 65k	10 - 15%	350 - 475
Regulatory Affairs/Change			
Director	120k+	20 - 30%	700 - 800
VP	80 - 110k	15 - 20%	600 - 750
Associate/AVP	50 - 75k	10 - 15%	400 - 600
Monitoring/Assurance			
Director	120k+	20 - 30%	650+
VP	80 - 110k	15 - 20%	450 - 600
Associate/AVP	50 - 75k	10 - 15%	350 - 450

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

FINANCIAL CRIME

	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
Role	Range	Average	Range	Average
KYC				
6+ yrs' exp	70 - 90k	81,675	400 - 600	505
4 - 6 yrs' exp	60 - 70k	66,891	300 - 500	410
2 - 4 yrs' exp	40 - 55k	45,689	250 - 400	312
0 - 2 yrs' exp	30 - 40k	35,125	200 - 250	225
AML Policy/Advisory				
6+ yrs' exp	90 - 150k	120,832	500 - 800	643
4 - 6 yrs' exp	70 - 90k	82,340	400 - 500	455
2 - 4 yrs' exp	50 - 70k	59,963	300 - 400	352
0 - 2 yrs' exp	40 - 50k	45,441	200 - 300	257
Sanctions Policy/Advisory				
6+ yrs' exp	90 - 150k	120,350	500 - 700	606
4 - 6 yrs' exp	70 - 90k	71,435	350 - 500	412
2 - 4 yrs' exp	50 - 70k	45,273	200 - 300	288
ABC Policy/Advisory				
6+ yrs' exp	80 - 140k	122,340	500 - 700	643
4 - 6 yrs' exp	60 - 80k	70,844	400 - 600	510
2 - 4 yrs' exp	50 - 70k	62,438	300 - 400	356
Fraud				
6+ yrs' exp	75 - 120k	85,125	450 - 650	557
4 - 6 yrs' exp	55 - 80k	61,647	350 - 450	405
2 - 4 yrs' exp	40 - 55k	45,446	250 - 350	317
0 - 2 yrs' exp	30 - 40k	35,950	150 - 250	215
Transaction Monitoring				
6+ yrs' exp	75 - 100k	84,045	450 - 550	523
4 - 6 yrs' exp	55 - 70k	60,341	300 - 450	398
2 - 4 yrs' exp	40 - 55k	46,402	200 - 275	248
0 - 2 yrs' exp	30 - 40k	35,607	150 - 200	177

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

OPERATIONS - INVESTMENT BANKING

	Permanent Salary Per Annum GBP (£)					
	Analyst		AVP/Associate		Management	
Role	Range	Average	Range	Average	Range	Average
Trade Support - Derivatives	40 - 55k	45,525	55 - 70k	65,225	70 - 100k	88,610
Trade Support - Securities	40 - 50k	45,675	50 - 65k	60,879	70 - 100k	86,229
Settlements - Derivatives	35 - 45k	41,220	50 - 65k	57,505	70 - 90k	81,265
Settlements - Securities	35 - 45k	39,889	50 - 65k	57,575	70 - 80k	75,780
Client Services - Derivatives	30 - 45k	42,350	50 - 65k	57,520	75 - 100k	84,443
Client Services - Securities	30 - 45k	40,998	50 - 65k	57,595	70 - 100k	82,095
OTC Clearing	40 - 55k	49,334	50 - 70k	61,140	75 - 110k	91,542
Asset Servicing	30 - 52k	45,755	50 - 60k	55,225	70 - 100k	90,225
Loans Operations	35 - 50k	44,283	50 - 75k	62,580	70 - 110k	85,350
Data/MI	35 - 50k	38,362	50 - 75k	62,404	70 - 90k	80,980
Collateral, Margining, Liquidity	40 - 55k	48,265	50 - 70k	59,889	70 - 115k	92,543
Regulatory Reporting/Client Money	40 - 55k	46,175	50 - 70k	62,554	70 - 110k	82,320
Onboarding	35 - 50k	45,870	50 - 65k	57,570	70 - 100k	88,645
Cash Management/Treasury/Payments	30 - 50k	41,976	45 - 55k	53,230	65 - 90k	75,878
Operations Manager	-	-	55 - 65k	60,875	70 - 95k	86,552
Reconciliations	30 - 45k	42,230	45 - 55k	50,125	65 - 80k	75,421
Business Manager	-	-	55 - 70k	62,564	70 - 120k	93,137
Relationship Manager	-	-	55 - 70k	62,587	75 - 120k	90,120
Project Support	30 - 50k	40,978	50 - 70k	60,040	70 - 90k	88,543
Documentation	40 - 55k	48,572	55 - 70k	65,030	70 - 90k	86,776
Prime Brokerage/Stock Loan	40 - 50k	45,762	55 - 75k	64,880	75 - 100k	85,890

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

OPERATIONS - INVESTMENT BANKING

	Contract Rate Per Day (PAYE) GBP (£)		
	Analyst	AVP/Associate	Management
Role	Range	Range	Range
Trade Support - Derivatives	180 – 250	250 – 350	350 - 500
Trade Support - Securities	160 – 220	220 – 300	300 - 400
Settlements - Derivatives	160 – 200	200 – 300	300 - 400
Settlements - Securities	160 – 200	200 – 300	300 - 500
Client Services - Derivatives	150 – 220	220 – 300	300 - 450
Client Services - Securities	150 – 220	220 – 300	300 - 450
OTC Clearing	200 – 250	250 – 350	350 - 600
Asset Servicing	180 – 220	220 – 350	350 - 450
Loans Operations	180 – 250	250 – 350	350 - 500
Data/MI	160 – 250	250 –350	350 - 500
Collateral, Margining, Liquidity	200 – 250	250 – 350	350 - 600
Regulatory Reporting/Client Money	220 – 250	250 – 350	350 - 700
Onboarding	180 – 220	220 – 300	300 - 500
Cash Management/Treasury/Payments	180 – 220	220 – 300	300 - 400
Operations Manager	-	300 – 400	400 - 800
Reconciliations	150 - 200	200 – 280	280 - 400
Business Manager	-	300 – 400	400 - 700
Project Support	180 – 220	220 – 300	300 - 400
Documentation	200 – 250	250 - 350	350 - 500
Prime Brokerage / Stock Loan	180 – 220	220 – 300	300 – 500

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

OPERATIONS - INVESTMENT MANAGEMENT

	Permanent Salary Per Annum GBP (£)					
	Analyst		AVP/Associate		Management	
Role	Range	Average	Range	Average	Range	Average
Head of Operations	-	-	-	-	95 - 220k	152,435
Head of Fund Operations	-	-	-	-	85 - 150k	102,760
Relationship Management	-	-	55- 80k	62,225	85 - 130k	95,346
Client Services	25 - 40k	35,255	40 - 55k	50,382	60 - 95k	75,225
Onboarding	32 - 44k	39,432	44 - 58k	52,324	61 - 85k	70,550
Transfer Agency	18 - 35k	27,524	37 - 45k	43,571	50 - 77.5k	65,625
Fund Administration	30 - 42k	37,928	42 - 48k	45,435	52 - 70k	60,456
Fund Accounting (non-qualified)	32 - 44k	38,726	44 - 55k	48,438	60 - 75k	65,425
Client Reporting	28 - 45k	35,372	48.5 - 55k	52,948	65 - 75k	69,045
Transitions	35 - 45k	40,403	50 - 60k	56,555	65 - 90k	74,560
Performance	38 - 50k	45,293	55 - 68k	60,034	70 - 95k	82,560
Oversight	35 - 40k	38,024	44 - 55k	48,055	65 - 85k	76,530
Fund Manager's Assistant	40 - 50k	45,719	60 - 70k	63,225	70 - 82k	78,205
Private Banking Assistant	28 - 38k	32,500	40 - 60k	47,880	60 - 75k	67,357
Settlements	28 - 37k	35,048	40 - 47k	45,430	52.5 - 65k	58,930
Securities Trade Support	30 - 42k	36,990	42 - 55k	47,230	60 - 80k	70,342
Cross-product Trade Support	32 - 44k	38,482	47 - 62k	54,940	65 - 85k	75,430
Reconciliations	28 - 36k	31,235	38 - 47k	42,830	50 - 65k	54,435
Corporate Actions/Dividends	33 - 42k	37,945	43 - 54k	47,235	55 - 78k	65,558
CASS	34 - 50k	43,243	55 - 58k	63,320	70 - 90k	81,125
Regulatory Reporting	34 - 48k	42,049	55 - 65k	60,980	80 - 97k	90,760
Loans Operations	34 - 40k	38,304	42 - 60k	50,324	75 - 95k	85,478
Data Management	32 - 42k	36,204	45 - 56k	51,312	60 - 93k	78,324
Project Manager/PMO	30 - 50k	41,220	50 - 80k	62,532	80 - 95k	88,085
Pricing	31 - 48k	38,403	48 - 60k	55,025	60 - 93k	75,871
RFP Writer	30 - 40k	35,493	40 - 60k	50,948	75 - 95k	87,988
Client Management	40 - 52k	45,493	60 - 80k	70,324	80 - 115k	92,225
Investor Relations	30 - 45k	40,434	45 - 60k	55,429	65 - 100k	82,152
Transition Management	50 - 65k	55,238	65 - 100k	76,300	100 - 150k	125,214

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

OPERATIONS - INVESTMENT MANAGEMENT

	Contract Rate Per Day (PAYE) GBP (£)		
	Analyst	AVP/Associate	Management
Role	Range	Range	Range
Head of Operations	-	-	500 - 800
Head of Fund Operations	-	-	400 - 600
Relationship Management	-	200 - 300	300 - 500
Client Services	150 - 220	220 - 300	300 - 400
Onboarding	180 - 220	220 - 300	300 - 450
Transfer Agency	150 - 200	200 - 280	280 - 350
Fund Administration	150 - 200	200 - 280	280 - 350
Fund Accounting (non-qualified)	180 - 250	250 - 300	300 - 450
Client Reporting	150 - 220	220 - 300	300 - 450
Transitions	180 - 220	220 - 350	350 - 500
Performance	220 - 250	250 - 350	350 - 450
Oversight	220 - 250	250 - 350	350 - 450
Fund Manager's Assistant	180 - 250	250 - 320	320 - 450
Private Banking Assistant	150 - 200	200 - 300	300 - 400
Settlements	180 - 220	220 - 300	300 - 400
Securities Trade Support	180 - 220	220 - 300	300 - 450
Cross-product Trade Support	180 - 220	220 - 320	320 - 450
Reconciliations	160 - 220	220 - 300	300 - 400
Corporate Actions/Dividends	150 - 220	220 - 300	300 - 400
CASS	200 - 250	250 - 350	350 - 500
Regulatory Reporting	200 - 250	250 - 350	350 - 500
Loans Operations	200 - 250	250 - 350	350 - 450
Data Management	150 - 220	220 - 350	350 - 500
Project Manager/PMO	200 - 250	250 - 350	350 - 450
Pricing	160 - 220	220 - 320	320 - 450
RFP Writer	160 - 220	220 - 320	320 - 450
Client Management	180 - 220	220 - 320	320 - 450
Investor Relations	180 - 220	220 - 320	320 - 340

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

RISK

Role	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
	Range	Average	Range	Average
Market Risk Management				
10+ yrs' exp (VP/Director)	120k+	-	850+	-
7 - 10 yrs' exp (VP)	84 - 110k	87,030	750 - 850	798
5 - 7 yrs' exp (AVP/VP)	68 - 86k	76,210	600 - 700	653
3 - 5 yrs' exp (Associate/AVP)	58 - 73k	67,875	400 - 550	502
1 - 3 yrs' exp (Analyst)	43 - 65k	56,064	250 - 350	304
Market Risk Reporting				
10+ yrs' exp (VP/Director)	110k+	-	700+	-
7 - 10 yrs' exp (VP)	84 - 100k	87,333	600+	-
5 - 7 yrs' exp (AVP/VP)	68 - 86k	76,550	475 - 575	525
3 - 5 yrs' exp (Associate/AVP)	58 - 73k	68,170	400 - 450	426
1 - 3 yrs' exp (Analyst)	43 - 65k	55,941	300 - 400	348
Credit Analysis				
10+ yrs' exp (VP/Director)	110k+	-	500+	-
7 - 10 yrs' exp (VP)	74.5 - 93k	80,882	450 - 500	476
5 - 7 yrs' exp (AVP/VP)	59 - 77k	65,090	300 - 450	359
3 - 5 yrs' exp (Associate/AVP)	44.5 - 62k	53,767	200 - 300	254
1 - 3 yrs' exp (Analyst)	31 - 46k	37,769	190 - 260	243
Credit Risk Reporting				
10+ yrs' exp (VP/Director)	100k+	-	500+	-
7 - 10 yrs' exp (VP)	78 - 97k	80,222	500 - 600	571
5 - 7 yrs' exp (AVP/VP)	52 - 81k	64,864	350 - 400	373
3 - 5 yrs' exp (Associate/AVP)	42 - 59k	50,027	250 - 350	302
1 - 3 yrs' exp (Analyst)	30 - 40k	37,804	200 - 300	228
Credit Risk Modelling/Stress Testing				
10+ yrs' exp (VP/Director)	120k+	-	900 - 1,200	-
7 - 10 yrs' exp (VP)	98 - 130k	109,580	750 - 900	825
5 - 7 yrs' exp (AVP/VP)	78 - 105k	84,893	710 - 835	764
3 - 5 yrs' exp (Associate/AVP)	55 - 80k	63,075	485 - 680	558
1 - 3 yrs' exp (Analyst)	36 - 56k	55,619	300 - 500	405

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BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

RISK

	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
Role	Range	Average	Range	Average
Quantitative Analysis				
10+ yrs' exp (VP/Director)	135k+	-	1,000+	-
7 - 10 yrs' exp (VP)	115 - 135k	125,234	800 - 950	833
5 - 7 yrs' exp (AVP/VP)	93 - 120k	102,040	680 - 750	718
3 - 5 yrs' exp (Associate/AVP)	70 - 90k	75,340	480 - 645	615
1 - 3 yrs' exp (Analyst)	50 - 70k	63,349	240 - 580	473
Performance & Investment Risk Analysis				
10+ yrs' exp (VP/Director)	114k+	-	750+	-
7 - 10 yrs' exp (VP)	88 - 111k	91,875	530 - 725	625
5 - 7 yrs' exp (AVP/VP)	68 - 85k	76,750	425 - 520	488
3 - 5 yrs' exp (Associate/AVP)	56 - 72k	64,773	315 - 500	402
1 - 3 yrs' exp (Analyst)	36 - 49k	43,933	300 - 435	367
Operational Risk				
10+ yrs' exp (VP/Director)	105k+	-	750+	-
7 - 10 yrs' exp (VP)	85 - 100k	92,537	650+	-
5 - 7 yrs' exp (AVP/VP)	65 - 80k	72,600	550 - 600	575
3 - 5 yrs' exp (Associate/AVP)	45 - 60k	52,772	400 - 500	453
1 - 3 yrs' exp (Analyst)	35 - 50k	42,513	300 - 430	349
Business Analysts/Project Managers				
10+ yrs' exp (VP/Director)	87.5 - 107k	-	800+	-
7 - 10 yrs' exp (VP)	74 - 96k	86,500	700 - 800	750
5 - 7 yrs' exp (AVP/VP)	60 - 75k	69,612	500 - 675	598
3 - 5 yrs' exp (Associate/AVP)	51 - 68k	58,500	375 - 505	437
1 - 3 yrs' exp (Analyst)	32 - 54k	43,342	300 - 430	351
Liquidity Risk				
10+ yrs' exp (VP/Director)	130k+	-	800 - 1,000	-
7 - 10 yrs' exp (VP)	87 - 108k	99,333	700 - 800	753
5 - 7 yrs' exp (AVP/VP)	77.5 - 91k	82,441	625 - 750	667
3 - 5 yrs' exp (Associate/AVP)	57.5 - 74k	66,458	425 - 625	526
1 - 3 yrs' exp (Analyst)	44 - 68k	53,400	250 - 450	389

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

LONDON

RISK

Role	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
	Range	Average	Range	Average
Enterprise Risk				
10+ yrs' exp (VP/Director)	110k+	-	750+	-
7 - 10 yrs' exp (VP)	90 - 100k	95,234	650+	-
5 - 7 yrs' exp (AVP/VP)	75 - 90k	82,540	550 - 600	605
3 - 5 yrs' exp (Associate/AVP)	45 - 65k	55,347	400 - 500	455
1 - 3 yrs' exp (Analyst)	45 - 55k	50,349	250 - 350	304

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST PERMANENT SALARY GROWTH

Operational Risk - 3-5 yrs' experience
5.54% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

Quantitative Analysis - 1-3 yrs' experience
5.11% YOY increase

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

MIDLANDS

	Permanent Salary Per Annum GBP (£)								
	0-3 years' experience			3-5 years' experience			5+ years' experience		
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Operations/Back Office									
Operations Manager	36 - 50k	41,999	+ 2.44%	43.5 - 55k	47,586	+ 1.25%	53 - 70k	60,977	+ 1.63%
Corporate Actions	23 - 32k	26,978	+ 3.76%	32.5 - 54k	40,933	+ 2.33%	57 - 94k	72,176	+ 0.24%
Transfer Pricing	22 - 37k	27,600	+ 2.22%	38 - 58k	48,455	+ 0.95%	60 - 90k	74,688	+ 0.93%
Fraud	22 - 35k	26,295	+ 1.13%	29.5 - 47k	36,950	+ 2.64%	47 - 93k	71,676	+ 2.39%
Cash Management	20 - 36k	24,750	+ 3.13%	25 - 47k	39,312	0.00%	53 - 72k	62,500	+ 0.81%
Paraplanner	24 - 32k	27,776	0.00%	30 - 37k	33,231	+ 0.70%	33 - 43k	39,118	+ 0.30%
Client Services	20 - 25k	22,833	+ 3.79%	25 - 38k	30,300	+ 1.00%	35 - 48k	42,345	0.00%
Collections	19 - 25k	21,763	+ 3.63%	24 - 39k	35,157	+ 0.45%	38 - 66k	57,545	+ 4.63%
Settlements	18 - 23k	20,667	+ 3.34%	23 - 35k	28,625	+ 2.23%	33 - 53k	45,235	0.00%
Trade Support	17 - 25k	20,954	+ 4.77%	22 - 31k	26,646	0.00%	28 - 37k	33,250	+ 0.76%
Reconciliations	19 - 24k	20,958	+ 4.79%	21 - 28k	24,241	+ 1.00%	26 - 36k	33,333	+ 1.01%
Compliance									
Compliance Advisory	23 - 35k	27,795	+ 2.94%	32 - 45k	39,119	+ 0.31%	55 - 73k	63,294	+ 2.09%
Compliance Monitoring	20 - 30k	27,833	+ 3.09%	33 - 47k	39,607	+ 1.56%	50 - 67k	58,888	+ 0.86%
Middle & Front Office									
Asset and Liability Management	26 - 31k	28,333	+ 1.19%	33 - 50k	38,857	+ 2.26%	58 - 100k	78,333	+ 0.43%
Investment Manager	33 - 48k	37,791	+ 2.14%	38 - 51k	46,900	+ 1.96%	51 - 77k	60,524	+ 0.87%
Investment Assistant	19 - 24k	20,154	+ 0.77%	22 - 28k	24,929	+ 3.87%	35k+	35,556	0.00%
Credit Risk	30 - 46k	36,286	+ 0.79%	41 - 52k	44,959	+ 2.18%	51 - 78k	64,375	+ 0.59%
Regulatory Risk	31.5 - 52k	36,469	+ 1.30%	46 - 65k	54,926	+ 1.71%	57 - 88k	73,455	+ 0.62%
Operational Risk	24 - 46k	30,076	0.00%	41 - 51k	45,556	+ 1.11%	51.5 - 81k	61,500	+ 0.82%
Market Risk	27 - 37k	31,500	+ 1.61%	34 - 52k	41,875	+ 2.13%	46 - 73k	58,525	+ 0.86%
Anti-Money-Laundering	23.5 - 33k	29,335	+ 1.16%	35 - 51k	42,785	+ 1.87%	46 - 65k	56,207	+ 0.37%
Research Analyst	21 - 26k	22,716	+ 3.25%	25 - 37k	29,166	+ 0.57%	36 - 62k	47,697	+ 1.48%
Business Development	24 - 34k	29,100	+ 0.34%	28 - 44k	36,409	+ 1.14%	41 - 83k	62,556	+ 4.26%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

NORTH

	Permanent Salary Per Annum GBP (£)								
	0-3 years' experience			3-5 years' experience			5+ years' experience		
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Operations/Back Office									
Operations Manager	35 - 41k	39,259	+ 0.66%	42 - 54k	46,264	+ 0.57%	60 - 78k	66,559	+ 0.85%
Collections	21 - 33k	23,402	+ 1.75%	30 - 49k	38,154	+ 0.41%	54 - 70k	62,236	+ 0.38%
Fraud	20 - 31k	23,667	+ 2.90%	30 - 44k	38,834	+ 2.19%	47 - 83k	62,567	+ 0.91%
Corporate Actions	22 - 40k	27,362	+ 1.34%	40 - 55k	49,938	+ 1.91%	60 - 99k	80,205	+ 0.00%
Settlements	18 - 21k	19,833	+ 4.38%	24 - 34k	30,813	+ 2.71%	32 - 41k	38,250	+ 0.66%
Cash Management	20 - 26k	21,625	+ 2.98%	27 - 40k	34,636	+ 1.87%	46 - 64k	55,490	+ 0.89%
Client Services	19 - 28k	22,698	+ 3.17%	30 - 42k	37,867	+ 2.34%	41 - 53k	47,857	+ 1.82%
Transfers	30 - 40k	34,650	+ 5.00%	43 - 55k	49,607	+ 1.24%	59 - 75k	66,071	+ 1.65%
Trade Support	20 - 24k	22,667	+ 3.03%	24 - 31k	27,375	+ 1.39%	27.5 - 38k	33,333	+ 1.01%
Paraplanner	23 - 33k	25,917	+ 3.67%	30 - 38k	33,778	+ 2.36%	32 - 41k	38,714	+ 1.88%
Reconciliations	20 - 25k	21,684	+ 3.26%	24 - 30k	27,294	+ 1.09%	28 - 40k	35,583	+ 1.67%
Compliance									
Compliance Advisory	26 - 37k	32,489	+ 4.80%	38 - 55k	46,259	+ 2.80%	60 - 90k	75,000	0.00%
Compliance Monitoring	23 - 33k	28,038	+ 0.14%	34 - 50k	41,345	+ 3.36%	52 - 75k	65,000	0.00%
Middle & Front Office									
Asset and Liability Management	28 - 39k	31,313	+ 4.38%	40 - 51k	45,667	+ 1.48%	60k+	60,000	0.00%
Investment Manager	27 - 41k	31,211	+ 3.33%	43 - 61k	51,820	+ 3.64%	62 - 93k	77,825	+ 3.77%
Credit Risk	24 - 36k	28,402	+ 1.44%	39 - 58k	48,750	+ 1.56%	51 - 70k	59,000	0.00%
Business Development	25 - 39k	33,485	+ 1.47%	39 - 58k	48,700	+ 1.46%	58 - 77k	69,444	+ 0.64%
Regulatory Risk	19 - 32k	24,750	+ 3.13%	34 - 49k	40,732	+ 1.83%	48 - 66k	55,455	+ 0.83%
Market Risk	30 - 42k	35,375	+ 1.07%	39 - 47k	43,750	+ 1.74%	47.5 - 70k	53,750	+ 1.42%
Research Analyst	26 - 47k	36,259	+ 0.72%	37 - 58k	53,562	+ 1.06%	60 - 80k	70,000	0.00%
Operational Risk	21 - 27k	23,188	+ 0.82%	26 - 37k	30,188	+ 0.63%	50k+	50,000	0.00%
Investment Assistant	19 - 26k	20,500	+ 2.50%	25 - 32k	31,250	+ 4.17%	35 - 45k	38,250	+ 3.38%
Anti-Money-Laundering	22 - 32k	25,000	0.00%	31 - 37k	34,545	+ 1.60%	35 - 53k	48,750	+ 1.56%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BANKING, FINANCIAL SERVICES & SPECIALIST MARKETS

NORTH

INSOLVENCY

Role	Permanent Salary Per Annum GBP (£)		
	Range	Average	YOY Change
Corporate Insolvency/Restructuring			
Insolvency Practitioner/Partner (0-3 yrs' experience)	50 - 100k	61,345	+ 1.32%
Insolvency Practitioner/Partner (3-5 yrs' experience)	50 - 100k	82,450	+ 0.72%
Insolvency Practitioner/Partner (5+ yrs' experience)	50 - 150k	100,998	+ 2.23%
Senior Insolvency Manager	40 - 60k	50,770	+ 0.98%
Insolvency Manager	35 - 50k	44,908	0.00%
Insolvency Assistant Manager	30 - 40k	32,335	+ 0.56%
Insolvency Senior Case Administrator	24 - 30k	28,755	+ 1.45%
Insolvency Case Administrator	20 - 30k	25,030	+ 1.24%
Insolvency Junior Administrator	18 - 22k	18,455	+ 0.06%
Trainee/Graduate Case Administrator	18 - 22k	18,770	+ 0.15%
Corporate Insolvency Business Development Manager	30 - 40k	35,243	+ 2.66%
Personal Insolvency			
Insolvency Practitioner	50 - 100k	72,056	+ 0.50%
Senior IVA Advisor	20 - 30k	24,085	0.00%
IVA Advisor	18 - 25k	22,160	+ 1.24%
Senior IVA Drafter	25 - 35k	25,225	+ 2.04%
IVA Drafter	18 - 25k	20,480	0.00%
Meeting of Creditors Executive	18 - 25k	20,354	+ 2.12%
IVA Post Appointment Case Administrator	18 - 30k	19,998	+ 1.38%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



TECHNOLOGY, PROJECTS & CHANGE

The Technology, Projects & Change salary report covers salary and employment trends in London, the North and the Midlands across the following areas:

- Architecture
- AI Research & Analytics
- BI & Data Management
- Data Engineering, Development & DevOps
- Information Security
- Infrastructure
- Projects & Change
- SAP/CRM
- Senior Appointments
- Testing

TECHNOLOGY, PROJECTS & CHANGE

KEY FINDINGS

GENDER DIVERSITY IN TECHNOLOGY



60%

Of technology professionals would consider changing jobs if their progression path was unclear

DRIVERS OF JOB GROWTH



Automation



Gender diversity



AI & Predictive Analytics

SALARY EXPECTATIONS



Average salary increase technology professionals aim for when accepting a job offer

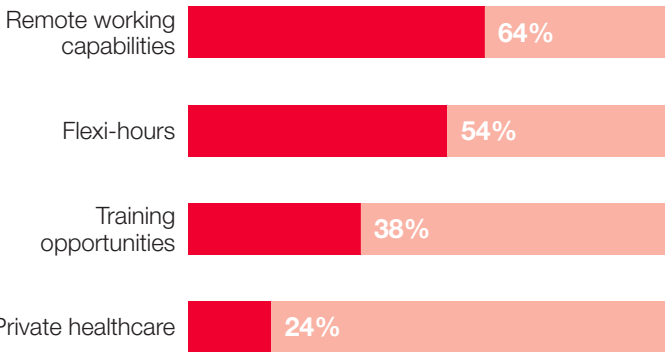


Of technology professionals ask for a salary increase outside of a promotion or performance review

32%

Of technology professionals do not think their company's management team is demographically representative

TOP 4 WORK PERKS VALUED BY PROFESSIONALS



TECHNOLOGY, PROJECTS & CHANGE

TALENT HOTSPOTS

TOP 10 AREAS OF DEMAND

Talent hotspot rankings are based on the number of vacancies posted within a 12 month period.

Rank	Role	Average tenure (years)	YOY growth (%)
 1	Software Engineering & Development	1.4	+ 14.90%
2	Data Analysis/Management	1.5	+ 60.50%
3	Project Management/PMO	1.6	+ 1.60%
4	Business Analysis	1.7	+ 7.90%
5	UI & UX Design/Development	1.3	- 0.20%
6	Tester	1.7	- 6.80%
7	Technical Support	1.6	0.00%
8	Solutions Architect	1.7	- 6.60%
9	Support	1.7	- 5.90%
10	IT Manager	2.7	+ 6.70%



FASTEST GROWING SKILL SET IN DEMAND

Data Analysis/Management
60.5% YOY growth

TECHNOLOGY, PROJECTS & CHANGE

LONDON

PROJECTS & CHANGE

Role	Permanent Salary Per Annum GBP (£)			Contract Rate Per Day (PAYE) GBP (£)		
	Range	Average	YOY Change	Range	Average	YOY Change
PMO						
PMO Manager/Portfolio Manager	70 - 100k	83,650	+ 4.50%	575 - 815	675	0.00%
PMO	45.5 - 75k	55,368	+ 0.67%	375 - 675	475	0.00%
PMO Analyst	34 - 54k	42,882	+ 7.21%	300 - 430	354	+ 1.14%
Re-engineering/Transformation/Consulting						
Business Architecture	66 - 102k	81,967	+ 2.46%	555 - 710	620	+ 0.81%
Programme Manager	80 - 116k	91,201	+ 1.33%	650 - 825	718	+ 0.42%
Project Manager	63 - 108k	77,105	+ 2.81%	500 - 645	582	+ 0.34%
Business Analyst	57 - 82k	65,341	+ 0.52%	400 - 540	461	+ 2.44%
Front Office						
Programme Manager	120 - 200k	160,220	0.00%	750 - 1,100	911	0.00%
Project Manager	84 - 100k	91,786	+ 1.98%	690 - 870	752	+ 0.27%
Business Analyst	63 - 93k	75,070	+ 0.09%	565 - 720	639	+ 3.06%
Finance						
Programme Manager	76 - 103k	88,684	+ 0.78%	665 - 880	767	+ 2.27%
Project Manager	59 - 89k	72,848	+ 1.18%	500 - 750	625	0.00%
Business Analyst	52 - 78k	61,824	+ 3.04%	440 - 620	530	+ 0.95%
Operations						
Programme Manager	90 - 150k	105,250	+ 5.00%	700 - 900	803	0.00%
Project Manager	70 - 102k	77,857	+ 3.81%	540 - 680	603	+ 0.50%
Business Analyst	51 - 67k	58,846	+ 1.46%	400 - 600	504	0.00%
Risk & Controls						
Programme Manager	85 - 90k	87,565	+ 0.57%	740 - 1,050	808	+ 1.00%
Project Manager	65 - 88k	74,583	+ 0.79%	500 - 770	626	+ 4.33%
Business Analyst	55 - 78k	68,040	+ 0.06%	475 - 680	584	+ 0.69%
Compliance						
Programme Manager	83 - 122k	100,886	+ 0.80%	800 - 1,000	911	0.00%
Project Manager	63 - 89k	77,188	+ 2.92%	650 - 950	750	0.00%
Business Analyst	57 - 83k	71,444	+ 2.06%	550 - 750	610	+ 1.67%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

LONDON

PROJECTS & CHANGE

Role	Permanent Salary Per Annum GBP (£)			Contract Rate Per Day (PAYE) GBP (£)		
	Range	Average	YOY Change	Range	Average	YOY Change
Investment Management						
Programme Manager	92.5 - 103k	99,255	+ 4.21%	800 - 1,000	898	+ 0.12%
Project Manager	75 - 100k	86,499	+ 1.65%	600 - 800	704	+ 2.92%
Business Analyst	60 - 85k	70,842	+ 1.20%	550 - 700	650	+ 5.00%
Wealth Management/Private Banking						
Programme Manager	87 - 100k	93,571	+ 3.97%	800 - 1,000	900	0.00%
Project Manager	73 - 90k	84,125	+ 2.44%	615 - 785	672	+ 0.30%
Business Analyst	53 - 79k	62,535	+ 4.17%	495 - 620	553	+ 0.55%
Reference Data						
Programme Manager	87 - 129k	107,760	+ 2.63%	800 - 1,200	1,036	0.00%
Project Manager	76 - 124k	100,646	+ 5.26%	640 - 850	708	+ 1.14%
Business Analyst	47.5 - 80k	63,750	+ 1.19%	500 - 655	559	+ 1.64%
Regulatory						
Programme Manager	96 - 143k	116,667	+ 1.45%	650 - 900	756	+ 3.44%
Project Manager	82 - 109k	93,333	+ 3.70%	600 - 800	708	+ 1.57%
Business Analyst	68 - 89k	77,065	+ 2.75%	450 - 650	549	+ 3.33%
Internal Consultancy						
Programme Manager	85 - 160k	122,545	+ 2.08%	900 - 1,200	993	+ 2.50%
Project Manager	74 - 90k	80,833	+ 1.04%	600 - 700	650	0.00%
Business Analyst	45 - 80k	62,625	+ 4.38%	500 - 700	600	0.00%
Change Management						
Programme Manager	82 - 110k	90,810	+ 0.90%	850 - 1,200	1,025	+ 2.50%
Project Manager	66 - 94k	78,933	+ 1.20%	600 - 800	703	0.00%
Business Analyst	55 - 76k	68,167	+ 0.25%	430 - 600	474	+ 0.85%
Financial Services Technology						
Programme Manager	96 - 135k	104,438	+ 4.44%	650 - 900	775	0.00%
Project Manager	70 - 100k	78,710	+ 0.91%	530 - 700	586	+ 1.03%
Business Analyst	60 - 88k	72,315	0.00%	480 - 580	535	+ 1.90%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

LONDON

AI RESEARCH & APPLIED ANALYTICS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Chief Data Scientist	95 - 180k	118,976	+ 5.29%	133 - 250k	171,719	+ 0.45%	805+	-	0.00%
Senior Data Scientist	64 - 120k	86,013	+ 1.69%	85 - 150k	105,743	+ 4.07%	560 - 780	668	+ 0.17%
Data Scientist	43 - 77k	56,445	+ 7.28%	68 - 98k	82,753	+ 2.80%	525 - 770	646	+ 0.36%
Analytics Specialist	43 - 60k	48,919	+ 6.35%	49 - 80k	71,039	+ 2.07%	405+	-	0.00%
NLP Specialist	53 - 120k	77,658	+ 1.44%	67 - 150k	88,488	+ 0.37%	405 - 640	570	+ 1.22%
AI Researcher	53 - 90k	70,751	+ 5.65%	69 - 130k	91,014	+ 0.64%	425 - 570	507	+ 0.23%
Computer Vision Specialist	50 - 110k	72,726	+ 1.01%	69 - 130k	94,481	+ 2.03%	570 - 725	659	+ 0.53%
Product & Design									
Head of Product	79 - 100k	89,792	+ 0.10%	90 - 140k	109,850	+ 0.55%	645 - 915	780	+ 0.44%
Product Manager	56 - 78k	66,461	+ 1.39%	77 - 100k	88,913	+ 3.09%	520 - 670	578	+ 0.60%
UX/UI Designer	53 - 74k	61,100	+ 0.99%	57 - 76k	65,981	+ 0.66%	400 - 565	465	+ 1.00%
UX Researcher	52 - 73k	58,808	+ 1.05%	56 - 73k	64,348	+ 1.74%	450 - 565	511	+ 0.91%

ENGINEERING

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Full Stack Developer/Engineer	51 - 81k	60,474	+ 0.91%	72 - 100k	85,910	+ 0.95%	420 - 650	519	+ 0.22%
DevOps Engineer	55 - 82k	65,456	+ 3.57%	81 - 112k	94,841	0.00%	545 - 700	628	+ 0.18%
Lead Developer/Engineer	68 - 87k	72,119	+ 1.40%	79 - 105k	92,800	+ 4.03%	500 - 655	561	+ 1.67%
Head of Development	80 - 110k	98,509	+ 1.83%	102 - 160k	132,077	+ 1.10%	520 - 920	690	0.00%
Machine Learning Engineer	51 - 79k	60,375	+ 5.00%	72 - 131k	94,040	+ 2.22%	585 - 820	681	+ 2.07%
NLP Engineer	58 - 93k	70,656	+ 2.40%	78 - 118k	75,420	+ 0.90%	370 - 560	453	+ 3.68%
Big Data Architect	83 - 130k	102,052	+ 0.06%	100 - 170k	121,550	+ 2.11%	625 - 820	739	+ 0.47%
CTO	93 - 180k	114,549	+ 1.04%	125 - 250k	161,225	+ 1.15%	885 - 1,260	1,052	+ 0.55%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

LONDON

INFORMATION SECURITY

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Head of Information Security (10+ yrs' exp)	94 - 127k	103,911	+ 0.40%	108 - 150k	132,250	0.00%	715 - 990	863	0.00%
Information Security Risk Manager	92 - 111k	102,350	+ 4.71%	105 - 132k	115,958	+ 0.83%	605 - 770	687	+ 2.93%
Information Security Manager (5-10 yrs' exp)	67 - 101k	85,032	+ 5.63%	95 - 124k	108,839	+ 2.87%	690 - 935	812	+ 0.86%
Information Security Manager (1-5 yrs' exp)	54 - 72k	63,469	+ 0.35%	73 - 89k	80,543	+ 0.05%	535 - 680	601	+ 0.58%
Information Security Analyst (5-10 yrs' exp)	58 - 75k	65,057	+ 2.86%	65 - 91k	80,860	+ 0.45%	565 - 740	652	+ 1.25%
Information Security Analyst (1-5 yrs' exp)	42 - 58k	46,199	+ 6.31%	54 - 67k	58,816	+ 5.38%	425 - 575	512	0.00%
Security Operations Consultant (SOC)	51 - 71k	59,417	+ 3.88%	60 - 100k	85,429	+ 0.39%	545 - 680	598	+ 4.00%
Security Engineer	50 - 75k	59,715	+ 3.85%	74 - 100k	86,524	+ 0.32%	545 - 805	660	+ 0.70%
Security Architect	70 - 100k	82,785	+ 2.84%	93 - 119k	106,732	+ 3.12%	680 - 885	752	+ 0.62%
CISO	106 - 142k	125,733	+ 4.13%	131 - 200k	177,161	+ 0.25%	1,060 - 1,725	1,208	+ 5.00%
Business Information Security Officer	86 - 123k	99,906	+ 2.21%	112 - 140k	125,861	+ 4.23%	690 - 865	762	+ 0.45%
Penetration Tester	50 - 76k	59,964	+ 4.29%	65 - 96k	79,887	+ 2.16%	550 - 805	652	+ 1.25%
Ethical Hacker	57 - 73k	68,934	+ 3.35%	69 - 94k	82,800	+ 2.86%	605 - 720	637	+ 0.73%
Business Continuity Analyst	42 - 55k	50,169	+ 3.87%	50 - 57k	56,542	+ 2.43%	425 - 545	470	+ 2.25%

Increase Decrease No change

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HIGHEST PERMANENT SALARY GROWTH

Information Security Analyst
(1-5 yrs' experience)
6.31% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

CISO
5% YOY increase

TECHNOLOGY, PROJECTS & CHANGE

MIDLANDS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Development									
CTO	72.5 - 114k	92,188	+ 2.43%	104 - 140k	124,545	+ 13.22%	750 - 1,000	875	0.00%
Head of Development	70 - 77.5k	71,667	+ 2.38%	77.5 - 90k	85,322	+ 3.66%	450 - 800	625	0.00%
Development Manager	45 - 62.5k	53,037	+ 14.30%	59 - 76.5k	66,824	+ 16.06%	446 - 675	523	+ 2.55%
Front End Developer	26 - 37k	29,679	+ 6.00%	29 - 53k	38,868	+ 7.97%	261 - 417	349	+ 2.65%
Data Developer	35 - 48k	40,700	+ 7.11%	38 - 50k	44,040	+ 10.10%	411 - 503	460	+ 10.84%
Lead Developer	41 - 56k	47,866	+ 2.76%	56 - 72k	63,333	+ 1.04%	449 - 613	512	+ 2.40%
Full Stack Developer	31 - 46k	38,778	+ 2.05%	38 - 57k	47,692	+ 5.98%	350 - 486	429	+ 7.25%
Scrum Master	47 - 58k	53,056	+ 1.90%	52.5 - 72.5k	61,667	+ 12.12%	478 - 596	507	+ 3.47%
JavaScript Developre (React, Vue, Angular)	35 - 49k	40,143	+ 0.36%	40 - 65k	48,906	+ 4.35%	327 - 450	376	+ 0.27%
Architect	50 - 68k	59,833	+ 15.58%	75 - 89k	74,902	+ 16.73%	428 - 647	555	+ 5.71%
Senior Appointments									
CIO/Chief Data Officer	95 - 127.5k	103,333	+ 3.33%	111 - 175k	135,833	+ 8.67%	900 - 1,200	1,050	+ 5.00%
IT Director	53 - 103k	71,111	+ 1.59%	95 - 115k	103,125	+ 3.13%	750 - 1,000	875	+ 2.94%
CTO	72.5 - 114k	92,188	+ 2.43%	104 - 140k	124,545	+ 13.22%	750 - 1,000	875	0.00%
Digital Director	68 - 108k	88,333	+ 5.16%	87 - 138k	112,500	+ 2.27%	750 - 900	825	0.00%
Transformation Director	70 - 135k	90,388	+ 5.88%	93 - 140k	126,562	+ 5.00%	700 - 900	800	0.00%
Infrastructure									
Infrastructure Engineer	30 - 46.5k	37,048	+ 1.74%	43.5 - 57k	52,406	+ 17.11%	277 - 365	312	+ 4.00%
DevOps Engineer	40 - 64.5k	49,050	+ 0.10%	49 - 70k	60,577	+ 0.96%	333 - 567	489	+ 1.88%
Service Desk Analyst	19 - 24k	21,471	+ 5.78%	21.5 - 27k	24,411	+ 7.36%	101 - 141	123	+ 2.50%
Technical Architect	56 - 73k	62,750	+ 4.58%	65 - 80.5k	71,750	+ 2.50%	400 - 625	564	+ 2.55%
3rd Line Support Engineer	28 - 34k	30,938	+ 3.13%	32.5 - 46k	40,769	+ 0.79%	294 - 407	328	+ 2.50%
Network Engineer	26.5 - 41k	33,467	+ 0.65%	40 - 55.5k	48,750	+ 3.72%	258 - 381	348	+ 2.35%
2nd Line Support Engineer	19 - 24.5k	21,786	+ 3.74%	24 - 33k	28,133	+ 4.20%	144 - 248	187	+ 3.89%
Solutions Architect	46 - 64k	55,118	+ 1.92%	70.5 - 102k	84,044	+ 5.00%	470 - 663	567	+ 3.09%
IT Manager	30 - 39k	37,188	+ 6.25%	43 - 61.5k	52,188	+ 4.38%	300 - 550	425	0.00%
Linux Engineer	32 - 44.5k	36,953	+ 5.58%	41 - 82k	62,500	+ 4.17%	200 - 450	325	+ 4.84%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

MIDLANDS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
SAP/CRM									
CRM Consultant	33 - 53k	48,887	+ 2.13%	51 - 65k	59,655	+ 4.39%	450 - 663	544	+ 0.74%
SAP Consultant	43 - 66k	54,306	+ 4.42%	65 - 95k	82,778	+ 3.47%	240 - 526	422	+ 0.48%
SAP Support	36 - 57.5k	41,875	+ 4.69%	62.5 - 70k	56,667	+ 3.03%	200 - 500	350	+ 0.00%
Dynamics Developer	39 - 55k	47,622	+ 5.56%	45 - 64k	54,375	+ 4.57%	394 - 532	482	+ 1.47%
Dynamics Support	30.5 - 41k	35,600	+ 1.71%	36 - 48k	42,364	+ 0.87%	350 - 500	425	+ 1.19%
Security									
Information Security Manager	45 - 64k	54,428	+ 4.18%	55 - 72k	64,557	+ 0.94%	500 - 750	625	0.00%
Security Analyst	35 - 50k	42,392	+ 4.86%	43 - 56k	49,923	+ 5.34%	358 - 550	480	+ 1.05%
Security Engineer/SCO	33 - 47.5k	40,375	+ 5.38%	48 - 60k	54,167	+ 8.33%	338 - 550	444	+ 0.91%
CISO	90 - 120k	105,448	+ 5.00%	100k+	-	0.00%	750 - 1,000	875	0.00%
DPO	42 - 53k	46,400	+ 7.05%	45 - 75k	56,100	+ 3.08%	450 - 600	525	0.00%
BI/Data									
BI Developer	32.5 - 46k	39,583	+ 5.99%	40 - 56k	49,167	+ 8.11%	329 - 505	410	+ 2.50%
Data Warehouse Developer/ETL Developer	38 - 49k	43,571	+ 8.93%	43 - 56k	49,788	+ 6.52%	320 - 433	354	+ 1.14%
Head of BI/Data	60 - 77k	69,286	+ 2.65%	76 - 92k	82,727	+ 3.41%	450 - 650	550	+ 4.76%
BI/MI Analyst	29 - 39k	34,767	+ 3.82%	33 - 51k	40,406	+ 4.05%	350 - 431	391	+ 2.89%
Data Architect	53 - 72k	63,901	+ 6.50%	62 - 92k	76,395	+ 1.86%	400 - 500	450	0.00%
Data Visualisation Developer	37.5 - 44k	40,957	+ 2.39%	41 - 53k	47,500	+ 3.26%	375 - 450	413	+ 3.13%
Data Scientist	40 - 37k	45,625	+ 1.05%	57.5 - 82k	67,500	+ 15.32%	383 - 575	460	+ 2.22%
DevOps									
DevOps Engineer	40 - 65k	49,050	+ 0.10%	49 - 70k	60,577	+ 0.96%	333 - 567	489	+ 1.88%
Senior/Lead DevOps Engineer	58 - 78k	67,680	+ 4.12%	64 - 92k	73,020	+ 4.31%	450 - 700	575	0.00%
Testing									
QA Test Analyst	26 - 37k	31,272	+ 1.87%	33 - 45k	39,514	+ 3.98%	326 - 404	356	+ 1.71%
Test Manager	45 - 58k	52,154	+ 4.31%	55 - 69k	65,545	+ 5.21%	383 - 467	425	0.00%
NFT/Peformance/Automation Tester	27 - 41k	32,260	+ 4.06%	38 - 49k	43,074	+ 5.06%	258 - 425	346	+ 1.76%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

MIDLANDS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Projects and Programmes									
Delivery Manager	37 - 47k	46,615	+ 1.43%	46 - 73k	56,500	+ 2.13%	513 - 767	621	+ 3.50%
Scrum Master	47 - 58k	52,500	+ 11.66%	53 - 74k	61,250	+ 11.36%	472 - 603	508	+ 1.60%
Project Manager	40 - 53k	45,511	+ 10.23%	51 - 64k	56,313	+ 2.27%	250 - 500	412	+ 3.00%
Programme Manager	54 - 70k	68,893	+ 4.38%	69 - 98k	80,769	+ 0.96%	400 - 536	468	+ 4.00%
Programme Director	86.5 - 103k	95,545	0.00%	95 - 130k	106,667	+ 1.59%	600 - 800	700	0.00%
Agile Coach	48 - 57.5k	53,750	+ 7.50%	55 - 83k	66,250	+ 1.92%	500 - 775	593	+ 2.24%
Head of Delivery	62.5 - 73k	68,333	+ 0.49%	72.5 - 85k	78,333	+ 1.73%	700 - 900	800	0.00%
Head of Change	65 - 80k	73,333	+ 0.46%	73 - 110k	103,333	+ 3.33%	750 - 900	825	0.00%
Business Analyst	34 - 45k	38,045	+ 5.55%	44 - 62k	50,875	+ 8.94%	348 - 504	417	+ 4.25%
Developers									
PHP (Back End)	32.5 - 42k	38,333	+ 6.48%	38 - 48k	43,750	+ 6.71%	300 - 525	413	+ 3.13%
PHP (Full Stack)	28 - 39k	33,375	+ 4.30%	31 - 45k	38,947	+ 2.49%	276 - 480	361	+ 1.69%
Java (Back End)	41 - 60k	49,167	+ 2.43%	47 - 70k	58,167	+ 0.29%	450 - 517	490	+ 2.08%
Java (Full Stack)	36 - 52k	41,390	+ 4.24%	42 - 59k	50,872	+ 6.39%	400 - 516	463	+ 0.65%
C# .NET (Back End)	39 - 48k	43,375	+ 8.44%	42.5 - 50k	46,357	+ 0.78%	355 - 406	396	+ 4.21%
C# .NET (Full Stack)	31 - 43k	39,833	+ 11.21%	42.5 - 52k	46,750	+ 11.04%	393 - 475	415	+ 3.75%
Node JS (Back End)	35 - 54k	45,988	0.00%	47 - 58k	50,833	+ 1.67%	260 - 340	304	0.00%
Node JS (Full Stack)	37.5 - 58k	46,875	+ 1.90%	45 - 60k	53,333	+ 6.67%	260 - 340	300	0.00%
Front End Development (HTML, CSS, JavaScript)									
Jquery	26 - 37k	31,122	+ 3.33%	30 - 41k	35,500	+ 7.13%	250 - 384	317	+ 2.26%
React	32 - 48k	36,417	+ 1.25%	39 - 65k	46,875	+ 1.85%	364 - 485	415	+ 0.67%
Vue	36 - 52k	40,554	+ 3.36%	39 - 53k	45,833	+ 4.51%	410 - 525	453	+ 3.75%
Angular	29 - 44k	36,176	+ 0.22%	38 - 63k	45,833	+ 0.91%	333 - 496	415	+ 4.00%
Mobile	32 - 44k	37,083	+ 1.79%	42.5 - 60k	50,455	+ 2.00%	400 - 483	442	+ 3.75%
Native Android (Java)	32 - 44k	35,625	+ 1.56%	40 - 62k	51,311	+ 2.24%	336 - 527	415	+ 4.24%
Native iOS (Objective-C/Swift)	28 - 44k	40,625	+ 4.05%	46 - 60k	52,143	+ 4.17%	317 - 538	443	+ 1.22%
React Native	29 - 38k	33,333	+ 4.17%	32 - 45k	39,534	+ 3.95%	365 - 590	449	+ 2.05%
Xamarin	38 - 48k	41,100	+ 2.75%	41 - 53k	48,212	+ 4.35%	362 - 475	407	+ 1.75%
Tester									
Automation	26 - 38k	30,318	+ 1.06%	36 - 50k	40,562	+ 6.74%	314 - 475	358	+ 2.29%
Manual	22 - 33k	28,800	+ 4.73%	29 - 43k	36,750	+ 5.00%	205 - 350	253	+ 1.20%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

NORTH

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Development									
CTO	80 - 100k	94,984	+ 1.59%	100 - 250k +	114,150	+ 2.84%	750 - 1,000	875	0.00%
Head of Development	80 - 100k	87,115	+ 2.47%	90 - 100k+	95,434	+ 2.70%	500 - 800	652	0.00%
Development Manager	65 - 75k	68,300	+ 2.88%	70 - 80k	76,650	+ 0.20%	400 - 450	435	0.00%
Front End Developer	45 - 55k	48,950	+ 2.26%	50 - 60k	52,250	+ 0.51%	350 - 450	395	0.00%
Data Developer	45 - 70k	52,823	+ 5.00%	45 - 70k	53,050	+ 6.10%	300 - 450	351	0.00%
Lead Developer	55 - 65k	59,800	+ 0.09%	55 - 65k	62,425	+ 2.79%	450 - 550	495	+ 7.61%
Full Stack Developer	50 - 60k	52,400	+ 1.03%	50 - 60k	54,877	+ 3.60%	375 - 450	385	+ 2.67%
Scrum Master	50 - 60k	57,850	+ 4.02%	50 - 60k	58,400	+ 1.54%	400 - 500	445	+ 1.14
JavaScript Developer (React, Vue, Angular)	50 - 60k	52,375	+ 1.03%	50 - 60k	53,312	+ 3.94%	375 - 500	434	+ 2.12%
Architect	65 - 80k	70,100	+ 2.50%	70 - 90k	77,350	+ 1.93%	550 - 650	601	0.00%
Senior Appointments									
CIO/Chief Data Officer	90 - 150k	124,325	+ 1.22%	110 - 180k	171,250	+ 0.74%	800 - 1,200	1,084	0.00%
IT Director	80 - 120k	98,350	+ 3.53%	93 - 128k	110,255	+ 1.57%	750 - 1,000	950	0.00%
CTO	75 - 120k	110,300	+ 0.73%	90 - 150k	132,750	+ 1.96%	750 - 1,000	955	0.00%
Digital Director	70 - 110k	95,300	+ 1.38%	90 - 150k	110,900	+ 0.36%	900 - 1,000	955	0.00%
Transformation Director	80 - 120k	92,211	+ 0.77%	100 - 180k	114,200	+ 1.51%	750 - 900	825	0.00%
Infrastructure									
Infrastructure Engineer	37 - 60k	45,800	+ 4.68%	37 - 60k	44,550	+ 3.36%	250 - 350	302	+ 0.95%
DevOps Engineer	40 - 85k	55,868	+ 5.77%	40 - 85k	69,025	0.00%	400 500	447	+ 4.10%
Service Desk Analyst	19 - 24k	20,950	+ 4.23%	19 - 24k	23,656	+ 7.56%	120 - 150	148	+ 6.07%
Technical Architect	65 - 110k	70,988	+ 0.84%	65 - 120k	74,950	+ 0.60%	600 - 700	625	0.00%
3rd Line Support Engineer	32 - 42k	36,150	+ 1.83%	32 - 45k	37,738	+ 0.63%	300 - 350	326	+ 4.16%
Network Engineer	40 - 58k	45,692	+ 1.71%	40 - 65k	48,250	+ 1.81%	300 - 350	338	+ 2.29%
2nd Line Support Engineer	24 - 29k	26,100	+ 2.55%	24 - 32k	29,150	+ 4.11%	150 - 200	180	+ 12.50%
Solutions Architect	60 - 85k	69,277	+ 2.96%	60 - 95k	78,989	+ 2.63%	500 - 600	553	0.00%
IT Manager	50 - 70k	56,808	+ 3.06%	50 - 80k	55,850	+ 6.38%	500 - 600	550	0.00%
Linux Engineer	40 - 65k	51,700	+ 0.48%	40 - 65k	56,473	+ 0.71%	350 - 450	425	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

NORTH

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
SAP/CRM									
CRM Consultant	40 - 48k	43,850	+ 0.80%	46 - 65k	55,442	+ 0.73%	350 - 550	455	0.00%
SAP Consultant	46 - 62k	53,989	+ 2.67%	62 - 79k	70,589	+ 1.44%	370 - 650	513	+ 2.00%
SAP Support	30.5 - 40k	35,150	+ 3.38%	37.5 - 47.5k	42,550	+ 6.38%	200 - 400	305	0.00%
Dynamics Developer	53 - 61.5k	57,450	+ 4.45%	60 - 67k	63,350	+ 1.36%	400 - 550	477	0.00%
Dynamics Support	33 - 40k	36,354	+ 3.86%	38 - 48k	43,621	+ 7.50%	400 - 550	473	0.00%
Security									
Information Security Manager	50 - 80k	53,322	+ 2.10%	60 - 85k	64,550	+ 7.58%	450 - 600	533	0.00%
Security Analyst	38 - 60k	45,848	+ 5.41%	38 - 65k	45,125	+ 2.27%	375 - 475	445	0.00%
Security Engineer/SCO	55 - 85k	60,400	+ 3.53%	55 - 95k	65,214	+ 10.40%	375 - 500	465	+ 2.00%
CISO	80 - 115k	103,827	+ 5.40%	85 - 150k	132,500	+ 8.33%	600 - 750	688	+ 2.94%
DPO	45 - 85k	61,300	+ 6.61%	45 - 95k	83,500	+ 7.74%	500 - 700	615	+ 4.29%
BI/Data									
BI Developer	35 - 55k	42,250	+ 5.63%	40 - 60k	48,250	+ 7.22%	300 - 450	435	0.00%
Data Warehouse Developer/ETL Developer	40 - 60k	45,662	+ 5.60%	41 - 60k	43,367	+ 2.59%	350 - 500	391	+ 1.47%
Head of BI/Data	70 - 100k	84,499	+ 8.90%	80 - 120k	90,850	+ 10.12%	600 - 800	725	0.00%
BI/MI Analyst	28 - 40k	36,450	+ 9.30%	35 - 45k	42,434	+ 6.40%	275 - 350	375	+ 15.38%
Data Architect	70 - 90k	75,550	+ 4.88%	75 - 95k	79,150	+ 5.53%	550 - 650	578	+ 7.50%
Data Visualisation Developer	40 - 50k	48,233	+ 9.43%	40 - 60k	50,125	0.00%	375 - 450	428	0.00%
Data Scientist	60 - 90k	66,650	+ 6.02%	65 - 100k	72,577	+ 4.17%	450 - 550	496	+ 4.55%
DevOps									
DevOps Engineer	45 - 65k	55,355	+ 5.77%	58 - 80k	69,967	0.00%	400 - 500	447	+ 4.10%
Senior/Lead DevOps Engineer	55 - 80k	62,900	+ 4.83%	60 - 87.5k	73,850	+ 1.86%	500 - 600	575	+ 8.70%
Testing									
QA Test Analyst	31 - 38k	34,450	+ 1.32%	37 - 46k	41,327	+ 3.25%	300 - 400	375	+ 7.14%
Test Manager	42 - 54k	47,950	+ 6.56%	47 - 66k	56,450	+ 2.64%	400 - 550	501	+ 5.26%
NFT/Peformance/Automation Tester	41 - 50.5k	45,550	+ 1.22%	42 - 60k	51,288	+ 2.40%	350 - 450	413	+ 3.13%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

TECHNOLOGY, PROJECTS & CHANGE

NORTH

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Projects and Programmes									
Delivery Manager	55 - 75k	58,150	+ 2.67%	55 - 75k	59,545	+ 0.85%	400 - 600	513	+ 5.26%
Scrum Master	50 - 60k	54,100	+ 1.21%	50 - 65k	62,194	+ 0.81%	300 - 600	433	0.00%
Project Manager	45 - 65k	54,433	+ 4.95%	50 - 75k	58,872	+ 11.15%	250 - 650	433	+ 5.88%
Programme Manager	60 - 80k	67,521	+ 3.85%	70 - 90k	74,550	+ 0.07%	550 - 700	549	0.00%
Programme Director	80 - 100k	88,325	+ 2.59%	90 - 130k	100,650	+ 0.52%	600 - 900	672	0.00%
Agile Coach	60 - 70k	64,750	+ 1.50%	60 - 80k	64,250	+ 2.80%	400 - 700	559	0.00%
Head of Delivery	70 - 100k	85,598	+ 6.25%	70 - 100k+	89,850	+ 5.71%	600 - 800	704	0.00%
Head of Change	80 - 100k	83,499	+ 1.21%	90 - 130k	97,150	+ 3.35%	800 - 1,000	917	+ 5.88%
Business Analyst	45 - 60k	49,872	+ 3.33%	45 - 60k	54,322	+ 4.38%	300 - 450	427	+ 5.88%
Developers									
PHP (Back End)	28 - 41k	40,425	+ 1.04%	48 - 60k	51,266	+ 0.99%	300 - 450	425	+ 6.25%
PHP (Full Stack)	35 - 45k	37,050	+ 0.14%	39 - 50k	44,432	+ 0.00%	325 - 500	375	+ 3.45%
Java (Back End)	40 - 58k	46,800	+ 4.00%	48 - 63k	53,250	+ 0.47%	400 - 550	463	0.00%
Java (Full Stack)	37.5 - 58k	46,521	+ 9.26%	44 - 63k	50,601	+ 3.79%	400 - 600	499	0.00%
C# .NET (Back End)	33 - 55k	39,150	+ 4.40%	37.5 - 50k	43,750	+ 2.94%	350 - 450	375	+ 3.45%
C# .NET (Full Stack)	37 - 55k	41,850	+ 7.31%	40 - 49k	44,762	+ 3.72%	375 - 475	389	+ 3.70%
Node JS (Back End)	-	-	-	45 - 50k	47,524	0.00%	400 - 500	455	+ 4.90%
Node JS (Full Stack)	34.5 - 47k	40,100	+ 6.93%	44 - 51k	47,718	+ 0.42%	450 - 550	490	+ 4.90%
Front End Development (HTML, CSS, JavaScript)									
Jquery	28 - 36.5k	32,250	+ 2.38%	31 - 37.5k	34,150	+ 5.08%	300 - 450	357	0.00%
React	37 - 48k	42,481	+ 6.00%	38.5 - 53k	45,988	+ 4.32%	375 - 500	414	0.00%
Vue	41 - 51k	46,050	+ 2.33%	50 - 59k	54,500	+ 1.87%	350 - 450	392	+ 3.31%
Angular	38.5 - 46k	43,500	+ 4.82%	43 - 55k	49,150	+ 3.47%	350 - 450	425	+ 6.25%
Mobile	38 - 48k	43,213	+ 7.50%	44 - 60k	51,919	+ 0.78%	300 - 550	425	+ 6.25%
Native Android (Java)	33 - 51k	42,150	+ 1.57%	38 - 57.5k	47,750	+ 6.11%	350 - 500	375	0.00%
Native iOS (Objective-C/Swift)	30 - 50k	36,025	+ 2.93%	40 - 60k	52,437	0.00%	350 - 500	395	0.00%
React Native	38.5 - 45.5k	42,614	+ 1.20%	42.5 - 53k	47,450	+ 5.44%	375 - 500	426	0.00%
Xamarin	32 - 41k	36,550	+ 4.43%	40 - 52k	45,750	+ 1.67%	350 - 500	396	0.00%
Tester									
Automation	33 - 42k	37,500	+ 7.14%	40 - 50.5k	45,250	+ 0.56%	350 - 450	413	+ 3.13%
Manual	28.5 - 35.5k	32,472	+ 1.59%	32 - 37.5k	34,638	+ 3.28%	300 - 375	348	+ 6.92%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

LEGAL

The Legal salary report covers salary and employment trends in London, the North and the Midlands across the following roles:

- Paralegal
- Newly-qualified Associate
- In-house Lawyer
- Professional Support Lawyer
- Document Review Specialist/Specialist Trading Documentation Negotiator
- Risk & Compliance Lawyer
- UK Private Practice
- US Private Practice
- Offshore



LEGAL

KEY FINDINGS

TOP 3 FACTORS THAT LEGAL PROFESSIONALS ARE LEAST SATISFIED WITH IN THEIR ROLE



Lack of progression opportunities



Poor work-life balance



Ineffective management

45%

Of legal professionals state that they are likely to leave their role if their work-life balance does not improve

BONUS EXPECTATIONS



Legal professionals expecting a bonus in 2020



Legal professionals expecting a bonus of up to 10%

SALARY EXPECTATIONS



Legal professionals expecting a salary increase in 2020



Legal professionals expecting an increase of up to 10%

25%

Legal professionals feel it is important to be part of a well-known law firm

TOP 4 DETERMINANTS OF JOB SATISFACTION



LEGAL

TALENT HOTSPOTS

TOP 10 AREAS IN DEMAND

Talent hotspot rankings are based on the number of vacancies posted within a 12 month period.

Rank	Role	Average tenure (years)	YOY growth (%)
 1	Real Estate	1.1	+ 3.60%
2	General Commercial	1.4	+ 3.10%
3	Employment	1.3	+ 13.40%
4	Corporate/M&A	1.3	+ 4.40%
5	Family	1.6	+ 2.90%
6	Personal Injury	2.0	0.00%
7	Private Client	1.9	+ 1.70%
8	Litigation	1.4	+ 3.70%
9	Construction	1.8	+ 10.00%
10	Dispute Resolution	1.8	0.00%



FASTEST GROWING SKILL SET IN DEMAND

Employment Law
13.4% YOY growth

COMMERCE & INDUSTRY

Role	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
	Range	YOY Change	Range	YOY Change
IT/Telecoms/Business Services/Pharma				
General Counsel/Legal Director	130k+	+ 8.33%	500+	0.00%
7 - 8 yrs' PQE	90 - 130k	0.00%	400 - 500	0.00%
4 - 6 yrs' PQE	85 - 110k	+ 8.33%	350 - 425	0.00%
1 - 3 yrs' PQE	60 - 85k	+ 3.57%	250 - 325	0.00%
Newly-qualified	50 - 65k	+ 4.55%	200 - 225	0.00%
Contracts Manager	35 - 80k	0.00%	180 - 300	0.00%
Paralegal	27 - 36k	0.00%	130 - 180	0.00%
Construction/Energy/Manufacturing/Engineering				
General Counsel/Legal Director	130k+	0.00%	500+	0.00%
7 - 8 yrs' PQE	90 - 130k	0.00%	400 - 500	0.00%
4 - 6 yrs' PQE	85 - 105k	+ 5.56%	350 - 400	0.00%
1 - 3 yrs' PQE	65 - 85k	+ 3.45%	250 - 350	0.00%
Newly-qualified	50 - 65k	+ 8.49%	175 - 220	0.00%
Contracts Manager	35 - 65k	0.00%	170 - 250	0.00%
Paralegal	27 - 42k	0.00%	130 - 180	0.00%
Media/FMCG/Retail/Leisure				
General Counsel/Legal Director	110k+	0.00%	475+	0.00%
7 - 8 yrs' PQE	80 - 120k	0.00%	350 - 425	0.00%
4 - 6 yrs' PQE	70 - 95k	0.00%	300 - 375	0.00%
1 - 3 yrs' PQE	60 - 75k	0.00%	250 - 320	0.00%
Newly-qualified	50 - 55k	0.00%	170 - 210	0.00%
Contracts Manager	28 - 55k	0.00%	160 - 250	0.00%
Paralegal	27 - 35k	0.00%	130 - 180	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

FINANCIAL SERVICES

	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
Role	Range	YOY Change	Range	YOY Change
Investment Banking				
10+ yrs' PQE	140k+	0.00%	750+	0.00%
7 - 9 yrs' PQE	120 - 190k	0.00%	550 - 700	0.00%
5 - 6 yrs' PQE	100 - 160k	0.00%	450 - 550	0.00%
4 yrs' PQE	95 - 130k	0.00%	400 - 450	0.00%
3 yrs' PQE	80 - 110k	0.00%	350 - 400	0.00%
2 yrs' PQE	70 - 90k	0.00%	325 - 350	0.00%
1 yr PQE	65 - 80k	0.00%	300 - 325	0.00%
Investment Management/Private Wealth				
10+ yrs' PQE	150k+	0.00%	800+	0.00%
7 - 9 yrs' PQE	110 - 150k	0.00%	600 - 750	0.00%
5 - 6 yrs' PQE	90 - 120k	0.00%	500 - 600	0.00%
4 yrs' PQE	90 - 110k	0.00%	450 - 500	0.00%
3 yrs' PQE	85 - 105k	0.00%	350 - 400	0.00%
2 yrs' PQE	75 - 90k	0.00%	325 - 350	0.00%
1 yr PQE	75 - 85k	0.00%	300 - 325	0.00%
Retail Banking & Insurance				
10+ yrs' PQE	100 - 150k	0.00%	650+	0.00%
7 - 9 yrs' PQE	90 - 120k	0.00%	500 - 600	0.00%
5 - 6 yrs' PQE	80 - 100k	0.00%	400 - 500	0.00%
4 yrs' PQE	70 - 85k	0.00%	375 - 425	0.00%
3 yrs' PQE	65 - 80k	0.00%	325 - 375	0.00%
2 yrs' PQE	60 - 75k	0.00%	300 - 325	0.00%
1 yr PQE	55 - 65k	0.00%	275 - 300	0.00%
Trading Documentation Negotiator				
10+ yrs' PQE	130k+	0.00%	700 - 750	0.00%
7 - 9 yrs' PQE	100 - 130k	0.00%	500 - 600	0.00%
5 - 6 yrs' PQE	95 - 115k	0.00%	400 - 500	0.00%
4 yrs' PQE	60 - 90k	0.00%	300 - 400	0.00%
3 yrs' PQE	55 - 85k	0.00%	250 - 350	0.00%
2 yrs' PQE	50 - 70k	0.00%	200 - 300	0.00%
1 yr PQE	35 - 55k	0.00%	150 - 250	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

COMPANY SECRETARY

Role	Permanent Salary Per Annum GBP (£)		Contract Rate Per Day (PAYE) GBP (£)	
	Range	YOY Change	Range	YOY Change
Plc				
Company Secretary	130 - 300k	0,00%	630+	0,00%
Deputy Company Secretary	85 - 155k	0,00%	350 - 650	0,00%
Assistant Company Secretary	55 - 85k	0,00%	245 - 420	0,00%
Company Secretarial Assistant	35 - 55k	0,00%	180 - 245	0,00%
Trainee Company Secretary	24 - 32k	0,00%	-	-
Ltd Company				
Company Secretary	90 - 170k	0,00%	525+	0,00%
Deputy Company Secretary	75 - 120k	0,00%	280 - 490	0,00%
Assistant Company Secretary	45 - 65k	0,00%	210 - 350	0,00%
Company Secretarial Assistant	30 - 50k	+ 14,29%	140 - 210	0,00%
Trainee Company Secretary	24 - 30k	0,00%	-	-

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



AVERAGE TENURE

Company Secretary
1.9 years

PRIVATE PRACTICE - US FIRM

Role	Permanent Salary Per Annum GBP (£)		Contract Hourly Rate (PAYE) GBP (£)	
	Range	YOY Change	Range	YOY Change
US Firm (New York)				
Partner	250k+	0.00%	-	-
7+ yrs' PQE	240k+	0.00%	70+	0.00%
6 yrs' PQE	200 - 260k	+ 2.91%	65 - 70	0.00%
5 yrs' PQE	185 - 240k	+ 3.41%	60 - 65	0.00%
4 yrs' PQE	168 - 220k	+ 2.92%	55 - 60	0.00%
3 yrs' PQE	150 - 205k	+ 2.60%	50 - 55	0.00%
2 yrs' PQE	140 - 185k	+ 3.83%	45 - 50	0.00%
1 yr PQE	130 - 167k	+ 6.07%	40 - 45	0.00%
Newly-qualified	120 - 157k	+ 6.95%	35 - 40	0.00%
Paralegal	37 - 48k	0.00%	25 - 30	0.00%
US Firm (Mid-Atlantic)				
Partner	170k+	0.00%	-	-
7+ yrs' PQE	160k+	0.00%	65+	0.00%
6 yrs' PQE	150 - 210k	+ 9.76%	65 - 70	0.00%
5 yrs' PQE	140 - 190k	+ 11.11%	60 - 65	0.00%
4 yrs' PQE	130 - 168k	+ 12.03%	55 - 60	0.00%
3 yrs' PQE	120 - 155k	+ 13.17%	50 - 55	0.00%
2 yrs' PQE	110 - 140k	+ 14.16%	45 - 50	0.00%
1 yr PQE	100 - 130k	+ 11.65%	40 - 45	0.00%
Newly-qualified	90 - 120k	+ 8.81%	35 - 40	0.00%
Paralegal	32 - 43k	0.00%	25 - 30	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PRIVATE PRACTICE - LONDON FIRM

Role	Permanent Salary Per Annum GBP (£)		Contract Hourly Rate (PAYE) GBP (£)	
	Range	YOY Change	Range	YOY Change
City Firm				
Partner	160k+	+ 6.67%	-	-
7+ yrs' PQE	150k+	+ 7.14%	60+	0.00%
6 yrs' PQE	100 - 165k	+ 3.92%	60 - 65	0.00%
5 yrs' PQE	95 - 150k	+ 4.26%	55 - 60	0.00%
4 yrs' PQE	85 - 140k	+ 7.14%	50 - 55	0.00%
3 yrs' PQE	78 - 130k	+ 5.05%	45 - 50	0.00%
2 yrs' PQE	70 - 120k	+ 5.56%	40 - 45	0.00%
1 yr PQE	66 - 110k	+ 6.02%	35 - 40	0.00%
Newly-qualified	64 - 100k	+ 6.49%	30 - 35	0.00%
Paralegal	25 - 35k	0.00%	15 - 25	0.00%
West End Firm				
Partner	110k+	+ 10.00%	-	-
7+ yrs' PQE	100k+	+ 5.26%	55+	0.00%
6 yrs' PQE	68 - 110k	+ 9.20%	40 - 55	0.00%
5 yrs' PQE	60 - 100k	+ 8.11%	40 - 50	0.00%
4 yrs' PQE	58 - 90k	+ 7.25%	40 - 45	0.00%
3 yrs' PQE	55 - 90k	+ 11.54%	35 - 40	0.00%
2 yrs' PQE	48 - 78k	+ 6.78%	30 - 35	0.00%
1 yr PQE	45 - 72k	+ 5.41%	25 - 50	0.00%
Newly-qualified	44 - 67k	+ 6.73%	20 - 25	0.00%
Paralegal	22 - 30k	0.00%	15 - 20	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

PRIVATE PRACTICE - COMPLIANCE

Role	Permanent Salary Per Annum GBP (£)	
	Range	YOY Change
Head of Department/Global Head of Department	120 - 250k	0.00%
Deputy Head/Compliance Manager	70 - 120k	+ 5.56%
Senior Risk & Compliance Lawyer		
10+ yrs' PQE	120 - 140k	0.00%
6 - 10yrs' PQE	90 - 120k	0.00%
Risk & Compliance Lawyer		
3 - 6yrs PQE	75 - 95k	+ 6.25%
0 - 3yrs' PQE	60 - 70k	0.00%
Senior Risk & Compliance Analyst		
3 - 6yrs' PQE	45 - 55k	- 4.76%
Risk & Compliance Analyst/Officer/Assistant		
1 - 3yrs' PQE	40 - 45k	+ 11.76%
0 - 1yr PQE	25 - 40k	+ 8.33%

Increase Decrease No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



YOY GROWTH IN DEMAND

Legal Compliance
4%

OFFSHORE

	Permanent Salary Per Annum GBP (£)	
Role	Range	YOY Change
Channel Islands GBP (£)		
Partner	110 - 200k	0.00%
7+ yrs' PQE	95k+	+ 5.56%
6 yrs' PQE	90 - 100k	+ 5.56%
5 yrs' PQE	85 - 95k	+ 5.88%
4 yrs' PQE	77 - 90k	+ 4.38%
3 yrs' PQE	72 - 82k	+ 2.67%
2 yrs' PQE	57 - 77k	+ 2.86%
1 yr PQE	60 - 72k	+ 1.54%
Newly-qualified	58 - 62k	+ 0.84%
British Virgin Islands USD (\$)		
Partner	220k+	0.00%
7+ yrs' PQE	170k+	0.00%
6 yrs' PQE	170 - 220k	0.00%
5 yrs' PQE	160 - 190k	0.00%
4 yrs' PQE	150 - 180k	+ 3.13%
3 yrs' PQE	140 - 165k	+ 1.67%
2 yrs' PQE	130 - 160k	0.00%
1 yr PQE	120 - 140k	0.00%
Newly-qualified	100 - 130k	0.00%
Cayman Islands USD (\$)		
Partner	280k+	0.00%
7+ yrs' PQE	180k+	0.00%
6 yrs' PQE	170 - 220k	0.00%
5 yrs' PQE	160 - 200k	0.00%
4 yrs' PQE	150 - 190k	0.00%
3 yrs' PQE*	145 - 170k	+ 1.61%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Private Practice									
9+ yrs' PQE	80 - 120k	100,000	+ 11.11%	100 - 200k	150,000	+ 7.14%	400 - 600	500	+ 11.11%
7 - 9 yrs' PQE	50 - 80k	65,000	0.00%	70 - 140k	105,000	+ 24.56%	400 - 600	500	+ 11.11%
6 yrs' PQE	45 - 67k	56,000	+ 9.06%	48 - 71k	59,500	+ 4.75%	350 - 375	363	+ 0.69%
5 yrs' PQE	40 - 60k	50,000	+ 7.41%	45 - 66k	55,500	+ 4.77%	230 - 295	263	+ 0.96%
4 yrs' PQE	36.5 - 55k	45,750	+ 8.28%	42 - 60k	51,200	+ 2.09%	225 - 260	243	+ 1.04%
3 yrs' PQE	35 - 50k	42,500	+ 10.68%	40 - 58k	48,950	+ 10.00%	190 - 230	210	+ 5.00%
2 yrs' PQE	32 - 45k	38,600	+ 8.27%	35.5 - 55k	45,250	+ 13.84%	125 - 205	165	+ 3.13%
1 yr PQE	30 - 42.5k	36,250	+ 13.81%	34 - 50k	42,000	+ 15.07%	125 - 205	165	+ 2.48%
Newly-qualified	28 - 40k	34,000	+ 10.57%	34 - 46k	38,850	+ 12.61%	100 - 200	150	+ 1.35%
Paralegal/Contract Manager	17 - 31.5k	24,250	+ 5.43%	22 - 40k	31,000	+ 4.20%	100 - 200	150	+ 30.43%
In-house									
9+ yrs' PQE	75 - 100k	87,500	0.00%	80 - 105k	92,500	+ 2.78%	400 - 600	500	+ 1.01%
7 - 9 yrs' PQE	70 - 75k	72,500	+ 5.07%	70 - 85k	77,500	+ 0.98%	350 - 400	375	+ 4.17%
6 yrs' PQE	50 - 67.5k	58,750	+ 4.82%	52.5 - 73k	62,900	+ 8.26%	300 - 370	335	+ 11.67%
5 yrs' PQE	47 - 63k	55,200	+ 8.55%	52 - 72.5k	62,250	+ 15.38%	230 - 350	290	+ 1.05%
4 yrs' PQE	42.5 - 52.5k	47,500	+ 3.83%	45 - 56k	50,300	+ 4.79%	215 - 300	258	+ 3.00%
3 yrs' PQE	37 - 50k	43,400	+ 8.91%	39 - 53k	46,000	+ 7.35%	205 - 270	238	+ 7.95%
2 yrs' PQE	35 - 48k	41,350	+ 11.46%	38 - 50k	44,200	+ 10.50%	190 - 230	210	+ 1.45%
1 yr PQE	31 - 42k	37,000	+ 8.19%	37 - 48k	41,350	+ 15.83%	190 - 200	195	+ 2.09%
Newly-qualified	35 - 42k	40,000	+ 5.26%	35 - 46k	40,000	+ 5.26%	100 - 190	140	+ 7.69%
Paralegal/Contract Manager	17.5 - 30k	23,750	+ 1.93%	19 - 32k	25,500	+ 1.59%	80 - 125	103	+ 3.54%

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Private Practice									
9+ yrs' PQE	80 - 120k	99,342	+ 10.13%	100 - 200k	153,241	+ 5.34%	400 - 600	495	+ 1.98%
7 - 9 yrs' PQE	50 - 80k	66,340	+ 1.23%	70 - 140k	102,342	+ 2.23%	400 - 600	498	+ 1.04%
6 yrs' PQE	45 - 67k	55,240	+ 7.34%	48 - 71k	57,530	+ 1.78%	350 - 375	353	0.00%
5 yrs' PQE	40 - 60k	49,350	+ 5.45%	45 - 66k	54,340	+ 3.54%	230 - 295	258	0.00%
4 yrs' PQE	36.5 - 55k	45,352	+ 9.22%	42 - 60k	50,230	0.00%	225 - 260	238	+ 1.54%
3 yrs' PQE	35 - 50k	41,503	+ 8.28%	40 - 58k	47,989	+ 8.05%	190 - 230	207	+ 3.20%
2 yrs' PQE	32 - 45k	38,450	+ 7.12%	35.5 - 55k	43,252	+ 3.82%	125 - 205	161	+ 2.18%
1 yr PQE	30 - 42.5k	34,230	+ 4.83%	34 - 50k	45,034	+ 5.14%	125 - 205	158	+ 1.47%
Newly-qualified	28 - 40k	33,890	+ 7.23%	34 - 46k	37,880	+ 2.69%	100 - 200	152	0.00%
Paralegal/Contract Manager	17 - 31.5k	24,950	0.00%	22 - 40k	32,330	+ 4.28%	100 - 200	146	+ 3.41%
In-house									
9+ yrs' PQE	75 - 100k	86,998	+ 1.05%	80 - 105k	90,500	+ 0.43%	400 - 600	496	+ 1.87%
7 - 9 yrs' PQE	70 - 75k	73,125	+ 3.23%	70 - 85k	76,540	0.00%	350 - 400	376	+ 2.27%
6 yrs' PQE	50 - 67.5k	58,124	+ 1.85%	52.5 - 73k	63,950	+ 7.30%	300 - 370	339	+ 1.43%
5 yrs' PQE	47 - 63k	56,467	+ 3.70%	52 - 72.5k	66,230	+ 5.28%	230 - 350	288	0.00%
4 yrs' PQE	42.5 - 52.5k	45,990	+ 1.78%	45 - 56k	50,334	+ 1.91%	215 - 300	249	+ 1.05%
3 yrs' PQE	37 - 50k	44,674	+ 2.90%	39 - 53k	44,430	+ 7.30%	205 - 270	237	+ 5.76%
2 yrs' PQE	35 - 48k	43,354	+ 1.90%	38 - 50k	42,245	+ 5.23%	190 - 230	212	0.00%
1 yr PQE	31 - 42k	37,432	+ 2.18%	37 - 48k	39,350	+ 1.80%	190 - 200	199	+ 0.50%
Newly-qualified	30 - 42k	31,564	+ 3.21%	35 - 42k	32,000	+ 3.21%	100 - 190	151	+ 2.45%
Paralegal/Contract Manager	17.5 - 30k	22,550	0.00%	19 - 32k	24,500	0.00%	80 - 125	108	+ 1.74%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

The Supply Chain, Procurement & Logistics salary report covers salary and employment trends in the Midlands, the North and the South East across the following areas:

- Procurement Director/Manager
- Category Manager
- Buyer
- Supply Chain Director/Manager
- Demand Planning
- Planner
- Logistics Manager/Director
- Operations
- Transport
- Warehouse
- Distribution

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

KEY FINDINGS

GENDER DIVERSITY IN SUPPLY CHAIN, PROCUREMENT & LOGISTICS



Male
70%



Female
30%

2.2 YEARS

The average tenure for supply chain, procurement and logistics professionals

DISRUPTORS IN SUPPLY CHAIN



Big Data
analytics



Blockchain



Advanced
robotics

SALARY NEGOTIATION



Of supply chain, procurement and logistics professionals have never negotiated their salary



Have negotiated their salary during an official performance or pay review

39%

Of supply chain, procurement and logistics professionals do not think their pay is an accurate reflection of the work they do

TOP 4 WORK PERKS

Flexi-hours

46%

Training
opportunities

43%

Bonus schemes

34%

Awards/incentive
schemes


20%

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

TALENT HOTSPOTS

TOP 10 AREAS OF DEMAND

Talent hotspot rankings are based on the number of vacancies posted within a 12 month period.

Rank	Role	Average tenure (years)	YOY growth (%)
 1	Buyer	2.0	- 0.80%
2	Logistics	1.8	+ 4.70%
3	Procurement	1.8	+ 3.90%
4	Supply Chain Management	1.7	+ 4.00%
5	Warehouse	1.8	+ 7.70%
6	Contract Management	2.0	+ 3.00%
7	Transport	2.1	+ 3.00%
8	Category Management	1.8	+ 2.50%
9	Administration	1.3	+ 2.20%
10	Demand Planning/Management	1.9	+ 1.70%



FASTEST GROWING SKILL SET IN DEMAND

Warehouse
7.7% YOY growth

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

MIDLANDS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Procurement									
Procurement/Purchasing Director	70 - 110k	92,345	+ 5.90%	115 - 130k	122,553	+ 2.10%	700 - 1,000	851	+ 13.33%
Head of Procurement/Purchasing	70 - 80k	75,453	0.00%	80 - 100k	90,532	0.00%	550 - 900	725	+ 11.59%
Procurement/Purchasing Manager	35 - 55k	45,352	+ 3.40%	45 - 70k	57,566	+ 2.75%	400 - 580	494	+ 5.43%
Category Manager	40 - 50k	45,463	0.00%	50 - 75k	62,521	+ 9.61%	400 - 550	477	+ 15.90%
Senior Buyer	40 - 46k	43,462	+ 2.40%	40 - 55k	47,556	+ 5.60%	170 - 300	235	0.00%
Buyer/Junior Buyer	27 - 37k	32,362	0.00%	35 - 46k	40,150	0.00%	110 - 250	181	+ 8.12%
Supply Chain									
Supply Chain Director	70 - 120k	96,367	0.00%	110 - 150k	132,462	+ 4.05%	700 - 1,000	850	+ 13.32%
Supply Chain Manager	64 - 73k	68,650	+ 5.60%	73 - 88k	80,650	+ 7.54%	600 - 800	704	+ 16.78%
Head of Supply Chain	41.5 - 53k	47,352	+ 8.90%	44 - 62k	52,843	+ 2.92%	450 - 600	525	+ 16.70%
Demand Planning Manager	37.5 - 47k	42,351	+ 5.00%	45 - 63k	54,150	+ 3.12%	150 - 300	225	0.00%
Planner	34 - 20k	26,992	+ 3.50%	27 - 40k	33,454	+ 3.96%	120 - 250	188	0.00%
Logistics									
Logistics Director	77.5 - 100k	88,754	+ 0.30%	90 - 130k	109,738	0.00%	700 - 1,200	953	+ 5.61%
Operations Director	78 - 93k	85,152	+ 2.00%	90 - 125k	107,523	+ 4.92%	600 - 1,200	943	0.00%
General Manager	57.5 - 74k	65,855	+ 0.55%	70 - 95k	82,753	+ 0.22%	325 - 550	438	+ 16.54%
Transport Manager	41 - 50k	45,251	+ 1.74%	45.5 - 65k	55,250	+ 0.51%	250 - 425	338	0.00%
Logistics Manager	40 - 48k	44,452	+ 3.52%	47 - 73k	59,813	+ 3.18%	300 - 500	400	0.00%
Warehouse Manager	28 - 45k	36,563	0.00%	40 - 60k	50,356	0.00%	215 - 400	308	+ 8.83%
Operations Manager	30 - 47k	38,454	+ 5.26%	43.5 - 60k	51,875	+ 5.90%	215 - 400	308	0.00%
First Line Manager	26 - 31k	28,500	+ 0.89%	28 - 37k	32,500	+ 0.92%	125 - 180	152	0.00%
Shift Manager	30 - 38k	35,552	+ 1.65%	32 - 50k	43,452	+ 1.24%	150 - 215	183	0.00%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

NORTH

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Procurement									
Procurement/Purchasing Director	85 - 110k	97,554	0.00%	110 - 130k	119,024	0.00%	700 - 1,000	852	+ 13.32%
Head of Procurement/Purchasing	55 - 90k	72,570	+ 3.62%	80 - 110k	95,255	+ 5.66%	550 - 725	725	+ 11.54%
Procurement/Purchasing Manager	40 - 55k	47,325	+ 8.72%	48 - 61k	54,850	+ 4.50%	400 - 490	491	+ 12.23%
Category Manager	38 - 48k	42,945	+ 0.95%	46 - 57k	51,503	+ 1.05%	400 - 475	475	+ 5.76%
Senior Buyer	33 - 42k	37,450	+ 7.54%	41 - 58k	49,152	+ 3.54%	320 - 425	373	0.00%
Buyer/Junior Buyer	25 - 30k	27,653	+ 1.72%	32.5 - 39k	35,656	+ 4.12%	180 - 230	205	+ 9.32%
Supply Chain									
Supply Chain Director	75 - 100k	87,523	+ 2.90%	110 - 130k	120,345	0.00%	700 - 1,200	954	0.00%
Supply Chain Manager	55 - 75k	65,453	0.00%	73 - 88k	80,652	+ 7.54%	600 - 900	750	0.00%
Head of Supply Chain	45 - 52k	48,650	+ 2.45%	54 - 70k	62,352	+ 3.32%	450 - 600	525	+ 0.06%
Demand Planning Manager	41 - 55k	48,125	+ 1.33%	50 - 70k	60,356	0.00%	250 - 550	402	+ 0.98%
Planner	26 - 31k	28,350	+ 0.92%	38 - 46k	41,625	+ 4.82%	210 - 330	276	+ 0.76%
Logistics									
Logistics Director	75 - 100k	87,545	0.00%	90 - 110k	102,532	0.00%	700 - 1,200	950	+ 1.43%
Operations Director	70 - 100k	85,356	0.00%	90 - 130k	110,256	+ 4.84%	650 - 1,200	925	0.00%
General Manager	54.5 - 66k	60,050	+ 0.95%	82 - 95k	88,353	+ 0.45%	325 - 550	438	+ 1.24%
Transport Manager	48 - 61k	54,453	+ 0.42%	58 - 70k	63,935	+ 0.66%	250 - 425	338	+ 1.26%
Logistics Manager	43 - 54k	48,602	+ 1.34%	50 - 70k	60,352	0.00%	225 - 400	313	0.00%
Warehouse Manager	30 - 45k	37,534	0.00%	40 - 60k	50,035	0.00%	215 - 400	308	+ 2.25%
Operations Manager	42 - 49k	45,150	+ 5.25%	48 - 56k	52,238	+ 1.43%	215 - 400	308	+ 2.00%
Distribution Manager	44 - 53k	48,522	+ 0.10%	53 - 66k	59,625	+ 1.10%	235 - 300	269	0.00%
Shift Manager	33 - 43k	37,955	+ 4.25%	36 - 48k	41,959	+ 2.24%	150 - 215	183	+ 0.97%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SUPPLY CHAIN, PROCUREMENT & LOGISTICS

SOUTH EAST

PROCUREMENT

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Procurement/Purchasing Director	75 - 90k	82,525	0.00%	90 - 120k	105,670	+ 10.54%	700 - 900	775	+ 3.26%
Head of Procurement/Purchasing	50 - 70k	61,350	+ 8.75%	80 - 100k	92,556	+ 3.33%	600 - 880	654	+ 13.81%
Procurement/Purchasing Manager	45 - 65k	55,505	+ 6.32%	60 - 80k	72,523	+ 5.04%	340 - 520	432	+ 4.99%
Category Manager	45 - 65k	56,760	+ 2.00%	65 - 85k	75,800	+ 8.33%	340 - 520	430	+ 4.88%
Senior Buyer	35 - 45k	40,344	+ 1.32%	44.5 - 60k	52,250	+ 9.44%	300 - 350	325	+ 8.32%
Buyer/Junior Buyer	20 - 30k	26,050	+ 2.26%	28 - 38k	33,087	+ 1.45%	120 - 200	167	0.00%

LOGISTICS

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Logistics Director	77 - 100k	87,988	0.00%	90 - 130k	112,938	0.00%	700 - 1,200	1,023	+ 0.05%
Operations Director	78 - 93k	85,980	+ 3.56%	90 - 125k	108,343	0.00%	600 - 1,200	940	0.00%
General Manager	58 - 74k	64,965	0.00%	70 - 95k	82,340	+ 2.43%	325 - 550	435	0.00%
Transport Manager	40 - 50k	45,342	+ 4.32%	45 - 65k	56,372	+ 5.23%	250 - 425	374	0.00%
Logistics Manager	40 - 48k	44,128	+ 2.36%	47 - 73k	60,583	+ 3.25%	300 - 500	428	0.00%
Warehouse Manager	28 - 45k	37,010	0.00%	40 - 60k	53,452	0.00%	215 - 400	311	+ 1.24%
Operations Manager	30 - 47k	39,875	+ 5.98%	40k - 65k	54,827	+ 0.20%	215 - 400	307	0.00%
Shift Manager	30 - 38k	35,431	+ 1.00%	32 - 50k	45,928	+ 1.24%	150 - 225	186	+ 3.34%
First Line Manager	26 - 32k	29,130	+ 0.97%	28 - 37k	31,830	+ 1.25%	125 - 190	160	0.00%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

MANUFACTURING & ENGINEERING

The Manufacturing & Engineering salary report covers salary and employment trends in the North across the following roles:

- Operations Director
- Factory/Plant Manager
- Engineering Manager
- Health and Safety Manager
- Production Manager
- CI Manager
- Quality Manager
- Process Engineer
- Manufacturing Engineer
- Automation Engineer
- ECI Engineer

MANUFACTURING & ENGINEERING

KEY FINDINGS

GENDER DIVERSITY IN MANUFACTURING & ENGINEERING



1.8 YEARS

The average tenure for manufacturing & engineering professionals is 1.8 Years

BIGGEST DISRUPTORS FOR MANUFACTURING & ENGINEERING



Automation



Agile design



Additive manufacturing

SALARY NEGOTIATION



Average salary increase manufacturing professionals aim for when accepting a job offer

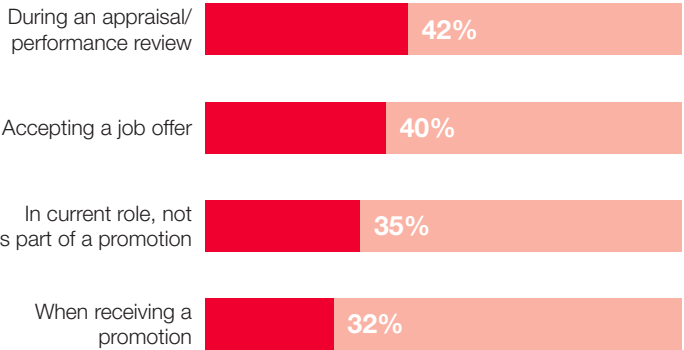


Average salary increase manufacturing professionals aim for during an appraisal/performance review

33%

Of manufacturing & engineering professionals do not think their pay is an accurate reflection of the work they do

TOP 4 WAYS TO NEGOTIATE SALARY



MANUFACTURING & ENGINEERING NORTH

Role	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Operations Director	69 - 90k	80,476	+ 0.60%	96 - 140k	105,432	+ 5.00%	500k+	-	0.00%
Factory/Plant Manager	37 - 60k	47,323	+ 0.69%	61 - 100k	67,778	+ 1.16%	400 - 600	552	0.00%
Engineering Manager	40 - 53k	46,686	+ 1.49%	56 - 85k	62,313	+ 3.86%	302 - 523	413	+ 3.25%
Health and Safety Manager	38 - 45k	41,119	+ 0.29%	47 - 56k	51,222	+ 0.44%	223 - 340	272	+ 0.74%
Production Manager	35 - 46k	42,029	+ 5.07%	46 - 59k	52,733	+ 5.47%	204 - 350	277	+ 0.73%
CI Manager	38 - 48k	44,182	+ 0.41%	48 - 69k	51,167	+ 2.33%	325 - 400	363	+ 0.69%
Quality Manager	31 - 42k	35,924	+ 2.64%	41 - 53k	49,867	+ 1.77%	343 - 433	397	+ 4.47%
Process Engineer	29 - 38k	33,487	+ 1.48%	39 - 54k	46,800	+ 1.74%	260 - 360	314	+ 4.67%
Manufacturing Engineer	27 - 36k	31,741	+ 5.80%	37 - 47k	40,190	+ 0.48%	216 - 350	249	+ 1.63%
Automation Engineer	33 - 42.5k	38,976	+ 2.57%	40 - 48k	44,306	+ 0.70%	400 - 550	480	0.00%
ECI Engineer	32.5 - 44k	37,780	+ 2.11%	42.5 - 54k	48,867	+ 1.81%	294 - 413	324	+ 1.25%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST PERMANENT SALARY GROWTH

Manufacturing Engineer - SME
5.80% YOY increase



HIGHEST CONTRACT RATE PER DAY GROWTH

Process Engineer
4.67% YOY increase

BUSINESS SUPPORT

The Business Support salary report covers salary and employment trends in London, the North and the Midlands across the following roles:

- Human Resources
- Personal & Executive Assistant
- Office Manager
- Receptionist
- Team & Legal Secretary
- Administration
- Customer Service

Business Support roles are supplied by Walters People, part of The Robert Walters Group.



BUSINESS SUPPORT

KEY FINDINGS

TOP DETERMINANTS OF JOB SATISFACTION



Competitive salary & benefits package



Challenging/interesting work



Learning & development opportunities

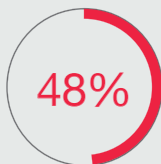
33%

Of business support professionals are in contract or interim roles

SALARY EXPECTATIONS



Business support professionals expecting a salary increase



Business support professionals expecting an increase of up to 10%

BONUS EXPECTATIONS

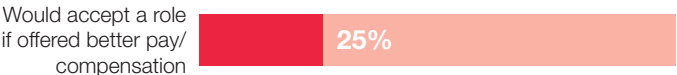


Business support professionals expecting a bonus



Business support professionals expecting a bonus of up to 10%

JOB APPROACHES AND COUNTER OFFERS



31%

Of business support professionals state that the primary motivation to move roles would be for better career progression

BUSINESS SUPPORT

LONDON

	Permanent Salary Per Annum GBP (£)						Contract Hourly Rate (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Administration									
PA/EA	28 - 35k	31,633	+ 4.60%	32 - 55k	42,105	+ 0.43%	15 - 20	17	+ 0.29%
Office Manager	30 - 35k	33,172	+ 4.52%	35 - 50k	42,014	+ 1.86%	13 - 21	17	+ 3.31%
Administration Assistant	18 - 24k	20,572	+ 1.75%	24 - 30k	26,257	+ 0.22%	10 - 14	11	+ 1.82%
Receptionist	18 - 23k	19,670	+ 1.43%	22 - 31k	25,196	+ 0.78%	8.5 - 11	10	+ 6.78%

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Business Support									
HR Business Partner	39 - 52k	44,180	+ 2.54%	51 - 77k	64,372	+ 3.83%	235 - 450	332	+ 0.61%
HR Manager	37 - 50k	44,512	+ 3.66%	48 - 66k	59,315	+ 2.27%	230 - 350	307	+ 2.33%
HR Advisor	28 - 38k	31,439	+ 0.08%	35 - 44k	39,252	+ 0.32%	145 - 230	181	+ 0.73%
HR Coordinator	25 - 30k	26,555	+ 5.81%	28 - 35k	32,350	+ 1.09%	120 - 286	162	+ 1.34%
HR Assistant	21 - 28k	23,121	+ 4.36%	26 - 34k	30,045	+ 2.73%	97 - 132	113	+ 2.87%
Marketing Manager	32 - 44k	36,787	+ 4.93%	48.5 - 66k	56,982	+ 3.60%	225 - 305	257	+ 2.80%
Marketing Executive	24 - 30k	27,053	+ 3.94%	30 - 36k	32,965	+ 6.07%	132 - 205	159	+ 6.00%
Marketing Assistant	20 - 28k	23,244	+ 2.26%	25 - 32k	27,144	+ 4.08%	90 - 145	114	+ 3.64%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BUSINESS SUPPORT

MIDLANDS

HUMAN RESOURCES

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
HR Director	64.5 - 89k	72,353	+ 3.36%	81 - 107.5k	96,786	+ 2.69%	350 - 800	575	0.00%
Head of Human Resources	55 - 77k	63,678	+ 6.13%	66 - 80k	73,000	+ 4.29%	300 - 650	475	0.00%
Head of Reward, Compensation & Benefits	71 - 85k	77,500	+ 0.65%	75 - 89k	81,667	+ 2.08%	500 - 800	669	+ 1.67%
Organisational Development Consultant	40 - 48k	43,269	+ 3.02%	42 - 60k	50,000	+ 0.86%	400 - 600	500	+ 1.21%
Head of Learning & Development	45 - 70k	56,125	+ 0.87%	58 - 83k	74,167	+ 5.95%	300 - 600	478	+ 2.14%
Head of Recruitment	64 - 72k	66,667	+ 1.01%	65 - 75k	70,000	+ 2.22%	350 - 500	420	+ 5.00%
Senior HR Business Partner	47 - 67.5k	53,797	+ 0.46%	58 - 81k	72,273	+ 3.25%	350 - 500	402	+ 0.50%
HR Business Partner	38 - 48k	42,870	+ 4.05%	46 - 59.5k	54,107	+ 1.07%	287 - 517	397	+ 0.51%
HR Manager	34 - 42k	37,693	+ 5.86%	42 - 54k	49,470	+ 3.01%	244 - 495	376	+ 1.62%
Compensation & Benefits Manager	41 - 46k	43,935	+ 3.87%	43 - 57.5k	50,935	+ 3.95%	200 - 375	288	+ 3.60%
Compensation & Benefits Analyst	24 - 31k	26,818	+ 3.15%	26 - 37k	33,790	+ 2.39%	200 - 350	250	+ 3.79%
Reward Advisor	29 - 38k	33,447	+ 1.53%	36 - 46k	41,643	+ 0.10%	200 - 350	290	+ 5.45%
Recruitment Manager	29 - 40k	34,468	+ 1.39%	39.5 - 47k	42,963	+ 0.32%	250 - 350	300	+ 3.68%
Graduate Recruiter	19 - 27k	23,438	+ 1.90%	23 - 32.5k	29,732	+ 4.59%	150 - 250	189	+ 3.28%
Learning & Development Manager	30 - 36.5k	34,817	+ 2.84%	36 - 49k	43,740	+ 2.67%	200 - 350	308	+ 2.67%
Training Manager	29 - 41k	33,357	+ 2.84%	36 - 49k	43,846	+ 4.18%	175 - 400	216	+ 3.85%
Training Officer	23 - 27.5k	25,583	+ 3.05%	27 - 34k	31,090	+ 1.48%	125 - 200	160	+ 4.58%
Employee Relations Advisor/Business Partner	25 - 35k	28,789	+ 1.01%	33 - 41k	37,333	+ 0.33%	150 - 299	239	+ 3.91%
Global Mobility Specialist	30k - 45k	37,727	+ 1.96%	38 - 54k	49,167	+ 2.43%	200 - 400	280	+ 3.70%
HR Advisor	24 - 30.5k	27,680	+ 4.76%	30.5 - 37k	33,351	+ 4.01%	103 - 164	140	0.00%
HR Officer	22 - 29k	25,388	+ 0.87%	27.5 - 38k	33,122	+ 3.05%	122 - 192	152	+ 1.33%
HR Administrator	18 - 20k	18,681	+ 0.14%	20 - 24k	21,156	+ 0.03%	81 - 106	90	0.00%

Increase

Decrease

No change

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BUSINESS SUPPORT

MIDLANDS

SECRETARIAL & BUSINESS SUPPORT

	Permanent Salary Per Annum GBP (£)						Contract Hourly Rate (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Executive Assistant	24 - 32k	25,457	+ 5.02%	29 - 38k	33,543	+ 7.00%	13 - 21	16.5	+ 2.50%
Personal Assistant	21 - 26k	22,950	+ 6.02%	24 - 32k	28,100	+ 7.98%	9.5 - 13	11.5	+ 3.25%
Office Manager	21 - 26k	23,123	+ 5.32%	25 - 31k	28,990	+ 1.98%	10.5 - 15	13	+ 7.00%
Senior Project Coordinator	19 - 31k	23,998	+ 1.25%	30 - 37k	32,986	+ 0.23%	-	-	-
Project Coordinator	19 - 24k	22,245	+ 1.00%	24 - 29k	25,532	+ 2.98%	17 - 26	22	+ 3.98%
Senior Administration Assistant	18 - 24	21,867	+ 0.56%	23 - 35k	28,650	+ 7.21%	9.5 - 15	11	+ 0.98%
Receptionist	15 - 19k	17,050	+ 0.15%	18 - 22k	19,543	+ 1.27%	8 - 9.5	9	+ 1.14%
Administration Assistant	15 - 18k	17,550	+ 2.34%	18 - 22k	20,639	+ 3.45%	8.5 - 12	10	+ 4.56%
Junior Administration Assistant	15 - 17k	16,008	+ 1.76%	16 - 20k	18,130	+ 4.87%	6.5 - 9	8	+ 2.34%
Data Entry Operator	16 - 19k	18,010	+ 4.55%	19 - 26k	21,956	+ 2.00%	9 - 10.5	9.5	+ 1.25%
Legal Secretary	19 - 24k	20,750	+ 0.98%	22 - 27k	24,030	+ 1.18%	11 - 15	13	0.00%
Secretary	18 - 21k	19,790	+ 9.02%	20.5 - 27k	23,500	+ 3.98%	10 - 12	11.5	+ 3.46%
Audio Typist	18 - 20k	18,976	0.00%	20 - 25k	22,333	0.00%	9 - 11	10	+ 3.76%
Medical Secretary	18 - 21k	19,125	+ 10.15%	18 - 21k	19,800	+ 7.90%	8 - 10	9	+ 2.17%
Customer Service Assistant	18 - 20k	18,546	+ 2.98%	19 - 24k	21,340	+ 2.22%	8 - 9.5	9	0.00%
Recruitment Administrator	17 - 21k	19,577	+ 7.43%	19 - 24k	22,145	0.00%	8.5 - 11	9	+ 4.56%
Team Secretary	15.5 - 21k	18,666	+ 5.98%	22- 32k	24,546	+ 3.45%	10.5 - 14	12.5	+ 0.97%

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BUSINESS SUPPORT

NORTH

HUMAN RESOURCES

	Permanent Salary Per Annum GBP (£)						Contract Rate Per Day (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
HR Director	75 - 94k	80,500	+ 0.63%	82 - 110k	96,500	+ 1.58%	350 - 800	575	0.00%
Head of Human Resources	57 - 70k	62,699	+ 0.54%	68 - 91k	77,368	+ 3.16%	300 - 650	487	+ 1.46%
Head of Reward, Compensation & Benefits	64 - 70k	66,800	+ 1.21%	66 - 86k	76,750	+ 0.99%	350 - 750	526	+ 1.15%
Organisational Development Consultant	37 - 58k	43,658	+ 1.53%	47 - 73k	58,120	+ 0.21%	300 - 700	510	+ 2.00%
Head of Learning & Development	57 - 77k	60,834	+ 1.39%	62 - 84k	75,408	+ 0.54%	300 - 500	399	+ 2.31%
Head of Recruitment	42 - 65k	56,667	+ 1.91%	58 - 75k	69,557	+ 0.52%	300 - 550	425	+ 7.59%
Senior HR Business Partner	51 - 62k	55,500	+ 0.91%	57 - 71k	66,500	+ 2.31%	300 - 350	318	+ 2.58%
HR Business Partner	33 - 44k	39,469	+ 2.15%	43 - 57k	50,621	+ 3.31%	190 - 335	269	+ 3.46%
HR Manager	32 - 42k	35,077	+ 0.22%	39 - 54k	47,905	+ 3.00%	200 - 375	261	+ 4.40%
Compensation & Benefits Analyst	30 - 38k	34,900	+ 2.65%	37.5 - 44k	41,571	+ 1.39%	250 - 420	306	+ 2.00%
Reward Advisor	25 - 36k	30,021	+ 0.07%	32.5 - 41k	37,143	+ 3.18%	150 - 250	181	+ 3.43%
Recruitment Manager	28.5 - 39k	34,002	+ 3.04%	35.5 - 55k	46,652	+ 4.39%	150 - 300	222	+ 3.26%
Learning & Development Manager	38 - 47k	42,558	+ 6.40%	44.5 - 62k	52,028	+ 4.06%	165 - 320	240	+ 9.09%
Training Officer	21 - 30k	24,992	+ 5.58%	28 - 39k	32,500	+ 6.04%	90 - 135	108	+ 8.00%
Employee Relations Advisor/Business Partner	25 - 31k	27,067	+ 1.29%	30 - 43k	35,143	+ 0.41%	110 - 210	160	0.00%
Global Mobility Specialist	29 - 43k	33,826	+ 2.50%	35.5 - 49k	43,878	+ 2.04%	150 - 250	205	+ 5.13%
HR Advisor	25 - 30k	27,255	+ 2.58%	29 - 37k	32,128	+ 1.33%	130 - 195	158	+ 5.33%
HR Officer	23 - 27k	23,773	+ 3.07%	26 - 33k	29,473	+ 6.01%	105 - 200	137	+ 1.48%
HR Administrator	18 - 22k	18,586	+ 3.27%	22 - 26k	23,942	+ 6.24%	75 - 95	82	+ 3.10%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BUSINESS SUPPORT

NORTH

SECRETARIAL & BUSINESS SUPPORT

	Permanent Salary Per Annum GBP (£)						Contract Hourly Rate (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Executive Assistant	24 - 31k	26,395	+ 4.11%	29 - 38k	32,495	+ 7.63%	13 - 21	16	+ 1.23%
Personal Assistant	21 - 25k	22,403	+ 4.79%	24 - 32k	27,943	+ 6.27%	9 - 12.5	11	+ 4.19%
Office Manager	21 - 26k	23,840	+ 6.41%	24.5 - 31k	28,485	+ 2.12%	10 - 14	12	+ 6.27%
Senior Project Coordinator	19 - 31k	24,237	+ 0.99%	30 - 37k	33,386	+ 1.17%	-	-	-
Project Coordinator	19 - 24k	21,235	+ 1.06%	24 - 29k	25,481	+ 1.34%	17 - 26	21	+ 4.65%
Senior Administration Assistant	18 - 24	21,081	+ 0.31%	23 - 35k	29,080	+ 6.47%	10 - 14	11	+ 1.45%
Receptionist	15 - 19k	16,358	+ 1.06%	18 - 22k	19,112	+ 3.09%	8 - 9.5	9	+ 1.41%
Administration Assistant	15 - 18k	17,891	+ 3.81%	18.5 - 23k	20,391	+ 1.21%	8 - 11	9	+ 2.97%
Junior Administration Assistant	15 - 17k	15,188	+ 1.25%	16 - 19k	17,327	+ 1.92%	6 - 8	7	+ 4.29%
Data Entry Operator	16 - 19k	17,856	+ 5.04%	19 - 26k	21,559	+ 2.66%	9 - 10.5	9	+ 1.78%
Legal Secretary	19 - 24k	20,278	+ 1.39%	22 - 27k	24,590	+ 2.46%	11 - 15	12	+ 0.50%
Secretary	18 - 21k	19,270	+ 8.81%	20.5 - 27k	22,982	+ 1.72%	10 - 12	11	+ 2.38%
Audio Typist	18 - 20k	19,346	+ 0.22%	20 - 25k	21,881	+ 3.49%	9 - 11	10	+ 1.12%
Medical Secretary	18 - 21k	18,568	+ 9.99%	18 - 21k	19,917	+ 4.01%	8 - 10	9	+ 2.78%
Customer Service Assistant	18 - 20k	18,543	+ 3.19%	19 - 24k	20,847	+ 4.24%	8 - 9.5	9	+ 0.12%
HR Administrator	17 - 20k	18,586	+ 3.27%	21 - 26k	23,942	+ 6.24%	9.5 - 12	10	+ 3.10%
Recruitment Administrator	17 - 21k	18,569	+ 6.98%	19 - 24k	21,465	+ 0.22%	8.5 - 11	10	+ 4.21%
Team Secretary	15 - 21k	19,429	+ 5.54%	22- 32k	25,250	+ 3.41%	10 - 13	12	+ 1.22%

Increase  Decrease  No change 

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

BUSINESS SUPPORT

SOUTH EAST

SECRETARIAL & BUSINESS SUPPORT

	Permanent Salary Per Annum GBP (£)						Contract Hourly Rate (PAYE) GBP (£)		
	Medium Enterprise (HC 50 - 250)			Large Enterprise (HC 250+)					
Role	Range	Average	YOY Change	Range	Average	YOY Change	Range	Average	YOY Change
Executive Assistant	25 - 32.5k	25,997	+ 2.83%	29 - 38k	32,456	+ 5.34%	13 - 21	16.5	+ 2.50%
Personal Assistant	22 - 27k	23,540	+ 0.73%	25 - 33k	29,100	+ 2.39%	10 - 13	11.5	+ 3.25%
Office Manager	20 - 26k	24,225	+ 4.58%	25 - 32k	30,012	+ 3.45%	11 - 15	13	+ 7.00%
Senior Project Coordinator	20 - 32k	25,150	+ 7.25%	30 - 37k	32,999	+ 10.23%	-	-	-
Project Coordinator	19.5 - 24k	23,560	+ 2.84%	25 - 30k	26,102	+ 9.34%	17 - 26	22	+ 3.98%
Senior Administration Assistant	18 - 24	22,900	+ 10.92%	24 - 35k	29,145	0.00%	10 - 16	11	0.00%
Receptionist	16 - 19k	18,125	0.00%	18 - 22k	20,034	+ 2.76%	8 - 10	9	+ 1.14%
Administration Assistant	16 - 19k	18,550	+ 1.06%	18 - 22k	19,998	+ 5.34%	9 - 12	10	+ 4.56%
Junior Administration Assistant	15 - 18k	17,450	+ 1.11%	16 - 21k	19,021	+ 4.29%	7 - 10	8	+ 2.34%
Data Entry Operator	16 - 20k	18,567	+ 4.62%	20 - 26k	22,304	+ 0.32%	9 - 12	9.5	+ 1.25%
Legal Secretary	20 - 25k	21,754	+ 2.36%	22 - 28k	24,983	+ 1.07%	11 - 16	13	0.00%
Secretary	18.5 - 21k	20,160	+ 3.30%	21 - 27k	24,835	+ 9.98%	10 - 12	11.5	+ 3.46%
Audio Typist	18 - 20k	19,250	0.00%	20 - 26k	23,859	+ 5.53%	9 - 12	10	+ 3.76%
Medical Secretary	18 - 21k	19,320	+ 10.00%	18 - 21k	20,034	+ 0.23%	8 - 10	9	+ 2.17%
Customer Service Assistant	18 - 21k	20,005	+ 2.65%	19 - 24k	21,852	+ 1.07%	8 - 10	9	0.00%
HR Administrator	18 - 21k	19,432	0.00%	20 - 26k	25,023	0.00%	10 - 12	11	0.00%
Recruitment Administrator	17 - 22k	20,778	+ 2.76%	20 - 25k	22,985	0.00%	9 - 12	10	+ 4.56%
Team Secretary	16 - 21k	19,430	+ 5.55%	22- 32k	26,024	+ 5.57%	11 - 14	12.5	+ 0.97%

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

SMALL BUSINESSES

Robert Walters identified the prominent professional roles in small businesses in the UK – defined as independent businesses with a headcount of below 50. The following small businesses report reveals salaries and employment trends across London, the North, the Midlands and the South East across the following roles:

- Office Manager
- Marketing Manager
- Finance Manager
- Finance Director
- Operations Manager
- HR Manager
- CTO

SMALL BUSINESSES

LONDON

Role	Permanent Salary Per Annum GBP (£)	
	Range	Average
Office Manager	24 - 50k	32,562
Marketing Manager	35 - 70k	43,166
Finance Manager	45 - 75k	58,571
Finance Director	70 - 160k	93,300
Operations Manager	25 - 45k	41,181
HR Manager	45 - 60k	51,428
CTO	100 - 120k	110,000

SOUTH EAST

Role	Permanent Salary Per Annum GBP (£)	
	Range	Average
Office Manager	20 - 35k	27,184
Marketing Manager	30 - 45k	41,000
Finance Manager	35 - 70k	45,600
Finance Director	60 - 90k	72,600
Operations Manager	25 - 50k	37,677
HR Manager	30 - 55k	44,667

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.



HIGHEST GROWTH IN DEMAND

Operations Manager
4%

SMALL BUSINESSES

MIDLANDS

Role	Permanent Salary Per Annum GBP (£)	
	Range	Average
Office Manager	21.5 - 34k	27,078
Marketing Manager	30 - 44k	39,500
Finance Manager	30 - 50k	45,000
Finance Director	60 - 85k	72,000
Operations Manager	35 - 42k	39,250
HR Manager	27 - 45k	31,875

NORTH

Role	Permanent Salary Per Annum GBP (£)	
	Range	Average
Office Manager	21 - 30k	26,375
Marketing Manager	30 - 44k	40,200
Finance Manager	35 - 60k	45,500
Finance Director	60 - 90k	72,777
Operations Manager	35 - 40k	38,750
HR Manager	25 - 50k	39,600
CTO	60 - 100k	90,000

70%
OF PROFESSIONALS THINK A
POSITIVE COMPANY CULTURE IS
MOST IMPORTANT WHEN SELECTING
A COMPANY TO WORK FOR

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.

INTERNATIONAL TRENDS

With our presence spanning 31 countries across six continents our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2019 and their predictions for the year ahead.

Our regional overviews include:

- Australia & New Zealand
- Greater China
- Japan & South Korea
- South East Asia
- Europe
- Middle East & Africa
- US & Canada
- Latin America



**THE GROUP'S INTERNATIONAL NETWORK
OF OFFICES SPANS 31 COUNTRIES AND SIX
CONTINENTS ENABLING US TO MEET THE
DEMANDS OF CLIENTS AND CANDIDATES
WHOSE NEEDS EXTEND BEYOND LOCAL
MARKETS**



AUSTRALIA & NEW ZEALAND

INTRODUCTION

The prevailing global and local economic headwinds look set to prevent any widespread jobs and salary growth in the near to mid future. That said, in the Australia and New Zealand markets, 2020 offers some reasons for cautious optimism, as we anticipate salary growth in selected sectors where there is high demand and limited supply — most notably in technology, financial services and infrastructure.

BRIGHT FUTURE FOR TECH SPECIALISTS

Technology transformations are continuing unabated across every industry in Australia and New Zealand. As a result, 2020 will see employers vying for professionals with expertise in development, UX, data management

and cyber security. For professionals with these more niche skill sets, we anticipate further salary increases and premium rates for contractors.

Concerns about widespread unemployment due to automation and artificial intelligence have, so far, proved unfounded. In 2020, we expect some transactional roles to become obsolete, but new technology jobs will be created in areas such as design, programming and analysis.

REPAIR JOBS AT THE BANKS

In the wake of Australia's recent Royal Commission, financial institutions are under enormous pressure from regulators, legislators, government, media and their customers. The result is an unprecedented focus on risk,

Our presence in Australia & New Zealand:

- Adelaide
- Auckland
- Brisbane
- Chatswood
- Christchurch
- Melbourne
- Perth
- Sydney
- Wellington

remediation and compliance projects across the banking, financial services and insurance sectors — on both sides of the Tasman. Experienced professionals who can deliver these massive programs are relatively

scarce, and so demand (and salaries) are likely to remain high.

CAUTIOUS GROWTH IN INFRASTRUCTURE

Australia and New Zealand will remain committed to long-term nation-building programs throughout 2020. Investment in traditional infrastructure projects such as transport, health and education will continue to stimulate demand for civil engineers and project managers, as well as professionals in ancillary sectors. And while the emerging renewables sector is showing signs of promise, and the creation of some new jobs, uncertainty may linger until the Australian Government articulates a more comprehensive energy policy.

ADVICE FOR EMPLOYERS

Where skills shortages exist, hiring managers have much to do in 2020. Money talks, of course, but high salaries and premium rates may not be enough to entice specialists to join your organisation. Apart from flexible working, which remains a high priority for many, professionals are acutely aware of the need to keep their specialist skills up-to-date, so employers who can offer cutting-edge projects and substantial personal development opportunities will be those who attract and retain the best talent.

‘Potential’ should be the watchword for many employers in 2020. During selection processes, employers should remain open-minded when candidates are a good cultural fit but short on technical experience. A comprehensive learning and development strategy can help plug technical gaps, whilst also helping to

ease the disconnect between skills that the next generation of talent are being taught and what businesses need.

“

In 2020, we anticipate salary growth in selected sectors of high demand and limited supply, most notably in technology, financial services and infrastructure.

”

ADVICE FOR CANDIDATES

2020 will be a year of opportunity for professionals with skills in the aforementioned areas of high demand and short supply. Approaches and offers from prospective employers are likely to be common, but our advice to these individuals is that not every job is equal. Do your research about possible employers, know what your market value is, and remember that in a fast-moving jobs market this golden moment may not last long. In 2020, we recommend that in-demand specialists seize the day.

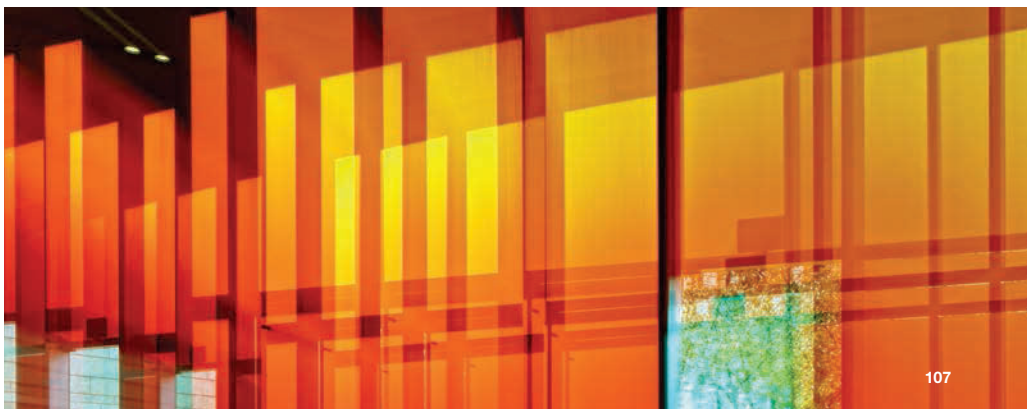
POLITICAL LANDSCAPE IN 2020

While the outcome of New Zealand’s 2020 general election currently

appears too close to call, we can predict two possible knock-on effects. First, many employers are likely to wait until after the election before embarking upon any major hiring campaigns. Second, the jobs market in Wellington will be dominated by contract and contingent roles until after the election result is known.

In Australia, 2020 will see local elections in Queensland and the Australian Capital Territory. Enterprise employers in these states may see elections as an opportunity to gain an advantage over their competitors. Aggressive hiring campaigns in areas of skills shortages during election season could yield a windfall of talent, as many other employers may have scaled down their recruitment activity.

Both the Australian and New Zealand governments are currently tightening immigration restrictions. For many employers, this means that their best chance of hiring overseas talent in 2020 will be to work with a recruitment partner who can offer access to an international talent network as well as expert, up-to-the-minute skilled migration advice and support.





GREATER CHINA

GREATER CHINA

The global economy and local market outlook became increasingly uncertain in the second half of 2019, with the impact of the US-China trade war continuing to weigh on sentiment, particularly in Hong Kong and Mainland China.

Despite the risks, we saw demand for candidates in key growth areas. The technology industry was one of the fastest-growing markets across Greater China and, because of the innovative and highly skilled nature of the industry, there was an ongoing shortage of suitably qualified candidates. Employers found talent harder to source, as professionals were reluctant to switch roles because of the uncertainty caused by changing market conditions.

MAINLAND CHINA

The impact of lingering economic trade frictions and market uncertainties put pressure on the job market in 2019. The slowdown in hiring was more apparent in the manufacturing sector where companies are trying to avoid tariffs by moving specific aspects of production out of Mainland China.

Organisations in the region took steps to adapt by adding value to their existing products and considering expansion into international markets through free trade zones and the Belt and Road initiative. This drove demand for candidates with strong technical skills, solid business development capabilities and international work experience. Despite relatively slower growth, the country continues to strengthen its digital transformation

Our presence in Greater China:

- Beijing
- Shanghai
- Suzhou
- Southern China
- Hong Kong
- Taipei

capabilities, through initiatives such as the development of Shenzhen as a hi-tech model city. Technology will remain a growth sector with employers looking to secure experienced professionals in R&D, big data and artificial intelligence.

In 2020, we expect both candidates and hiring managers to remain cautious due to uncertain market conditions.

While the total number of jobs may decline, demand is expected to continue for highly skilled professionals.

HONG KONG

With ongoing political and economic uncertainty, Hong Kong has faced a challenging period in 2019, from trade and tourism to consumer sentiment and capital markets. Nevertheless, it retains its appeal to companies as a global business and finance hub.

In 2019, financial services firms took a relatively cautious approach to hiring, with the exception of virtual banking and fintech. With the issue of eight virtual banking licences, the demand for specialists ranging from C-level to managers has been on the rise in all areas of finance, legal, technology and risk and compliance, as well as operational and HR roles. This has been the backbone of financial services hiring over the last 12 months and we expect to see strong growth in this area in 2020.

Organisations across a range of different industries will continue their digital transformations, leading to sustained demand for analytics, big data, DevOps and digital specialists. At the same time, we have seen a noticeable shift towards contract hiring as businesses looked to build an agile workforce that can adapt to the fluid economic conditions. We expect this trend to continue in 2020.

TAIWAN

Taiwan started 2019 with better-than-expected economic growth, resulting in buoyant hiring levels across several industries, including technology, FMCG and healthcare.

Towards the second half of the year, export-oriented companies became more conservative in their operations due to the US-China trade war. We saw manufacturers and electronics companies reshoring some production

“

There is an atmosphere of cautiousness across the region and the outcome of the US-China trade war will play a determining role in the market and employment conditions in 2020.

”

lines from Mainland China to other regions in Asia, including Taiwan. The inflow of investment has driven demand for technology and software talent. At the same time, there is continuous demand for engineering specialists within renewable energy industries. Compensation is expected to be steady, with levels set on a case-by-case basis, depending on individuals' expertise and performance.

OUTLOOK FOR 2020

Demand for specialists is likely to continue in 2020, despite the uncertain economic situation. With skills shortages likely to be exacerbated, companies are expected to place greater emphasis on retention strategies. Moderate salary rises are anticipated across Greater China, and companies are advised to promote clear career development and smart workplace policies like flexible working, which are increasingly valued by employees.

Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in a changing job market. In-demand professions and specialist roles will continue to command premiums and yield lucrative new opportunities, but general salary inflation will be subject to, and defined by, the outcome of the variable macroeconomic conditions.





JAPAN & SOUTH KOREA

JAPAN

Despite global economic and geopolitical uncertainty, demand for talent far outstripped supply in 2019 with a job openings-to-applicants ratio of 1.6 to 1. Japan's labour shortages continued unabated due to its declining and ageing population, as well as increased demand for talent with English-language skills and international expertise. Both foreign-affiliated firms and Japanese companies operating internationally are driving this demand for bilingual talent with international or global business exposure. Other businesses operating locally, such as transport networks, retailers, hotels and service and entertainment companies, are beginning to follow suit.

Companies specialising in cloud computing, artificial intelligence (AI),

mobility (connected cars and autonomous driving), smart factories and medtech increased hiring in 2019 in preparation for the rollout of 5G in 2020. In addition, the digital sector has seen strong growth in smartphone payment services, with many new offerings launching in quick succession. As a result, talented individuals have flocked to the industry, including candidates with financial backgrounds, app developers, security experts and other professionals able to draw from a diverse range of experience and skills.

The medical industry continues to hire in order to keep pace with Japan's ageing population, with life sciences specialists in particularly high demand. Medical device firms and pharmaceutical companies are searching for professionals specialising

Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

in central nervous system disorders, and oncology and regenerative medicine. Following Japan's interest in the 100-year lifespan concept, which focuses on positive longevity, hiring has increased at manufacturers producing ingredients for dietary supplements and organic food products.

In 2019, Japan continued to strengthen its financial regulations following several high-profile incidents involving

cryptocurrencies and smartphone payment fraud. Similarly, companies are under increased scrutiny regarding their collection and usage of personal data, which requires compliance with the Personal Information Protection Law. Both these things have led to increased demand for cyber security, audit, risk and compliance professionals.

In 2020, legislation designed to ensure equal pay for equal work will come into force. This will give those in part-time and temporary work more stable employment conditions, an uplift in wages and an increase in opportunities to receive full-time employment. On the employer side, we expect to see companies utilising contractors even more as they seek to secure specialised talent at short notice in order to launch new projects or move into new markets.

SOUTH KOREA

With the implementation of the 52-hour workweek, another rise in the minimum wage and prolonged US-China trade tensions, foreign direct investment (FDI) in Korea declined in the first half of 2019 compared to 2018. Despite this, FDI in the first half of 2019 actually surpassed the 10-year average, indicating that general upward movement continues.

In 2019, the Korean government invested heavily in the biotechnology sector, along with future mobility (autonomous and electric vehicles) and renewable energy, to lead the country's economic growth into the future. As a result, the biotechnology industry drew exceptional attention from foreign investors in 2019, with demand for highly skilled talent in this potentially high-growth field

remaining strong. In addition, the rapid growth of the biotechnology industry has expanded the market for analytical devices and diagnostics, leading to increased hiring in these areas.

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Both foreign-affiliated firms and Japanese companies operating internationally are driving demand for bilingual talent with overseas experience.

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Competition for technology specialists continued to intensify with the development of new business models converging IT and healthcare, as well as across-the-board digitalisation of many industries including retail, logistics, manufacturing and finance. Demand for new technology skills remains strong in the manufacturing sector, where a

transition to smart factories is taking place as part of the Fourth Industrial Revolution. Whereas manufacturers of internal-combustion engine vehicles experienced a decline against a backdrop of poor business performance in South Korea, the autonomous and electric car industries continued to boom. With that, the demand for bilingual data scientists, deep learning engineers and autonomous system platform specialists in the manufacturing field will continue in 2020.

Turning to new and renewable energy, the Korean government has announced the 'Renewable Energy 3020 Implementation Plan', with the goal of producing 20% of the country's energy from renewable sources by 2030. With the accelerated introduction of infrastructure for solar, wind and hydroelectric power generation, the demand for top talent in these areas is growing steadily.





SOUTH EAST ASIA

A SOLID GROWTH TRAJECTORY

In 2019, hiring activity in South East Asia was predominantly buoyant, particularly in the high-growth markets of Indonesia, the Philippines, Thailand and Vietnam. Elections in the first half of the year saw businesses take a more conservative approach to hiring, but activity recovered in the latter half of 2019. In Malaysia and Singapore, hiring showed steady signs of growth, with robust activity in technology.

Across the region, technology and transformation remains a major focus for businesses, which is in turn shaping hiring trends.

KEY HIRING TRENDS

Hybrid skill sets sought after

As companies continue their digitalisation journeys, hiring managers are looking for experienced technology professionals with hybrid skill sets. Specifically, they are seeking mid-level and senior managers who can help their teams navigate change and ensure the successful adoption of new technologies.

Outside of the technology function, employers are seeking professionals with the ability to leverage new technology within their work to drive the business forward. For example, HR professionals who are well-versed in workforce analytics and finance professionals with expertise in business intelligence are increasingly in demand.

Our presence in South East Asia:

- Indonesia
- Malaysia
- Philippines
- Singapore
- Thailand
- Vietnam

Across the board, there is strong demand for professionals who are able to apply their technical expertise to a broader commercial context that positions the organisation for growth. 'Glocal' talent, or professionals who have a good understanding of both global and local cultures and mindsets, are also in demand as businesses continue to internationalise.

Risk and compliance professionals in demand

Regulatory requirements and guidelines across the region have evolved alongside digitalisation. This has resulted in strong demand for risk and compliance professionals as businesses within the banking and financial services sector seek to align themselves with new regulations and guidelines set by their central banks.

As digital banking, fintech and online payment solutions continue to grow, so does the demand for risk, compliance and legal talent with specialist knowledge in technology.

Manufacturing growth drives hiring activity

The manufacturing industries in Thailand and Vietnam saw healthy growth in 2019, driven by a multitude of factors, including the Eastern Economic Corridor project in Thailand, the establishment of free trade agreements in Vietnam and growing external confidence in these markets. The US-China trade war also played a part as manufacturers and electronics companies moved some production lines from Mainland China to South East Asia to avoid tariffs.

This has spurred demand for professionals within the industry across key functions, such as human resources, accounting & finance, engineering, supply chain & procurement and logistics.

HIRING TOP TALENT

Broadly speaking, demand outstrips the supply of well-rounded talent who demonstrate strong expertise in their own field, the ability to leverage new technologies to drive efficiencies in their own work and a commercial mindset. As such, forward-thinking employers are starting to emphasise potential and transferrable skill sets over market

“Across functions, employers are seeking professionals with the ability to apply their technical expertise to a broader commercial context.”

sector experience. For instance, businesses in fast-moving consumer goods (FMCG) are starting to hire technology talent from other industries such as financial services or retail.

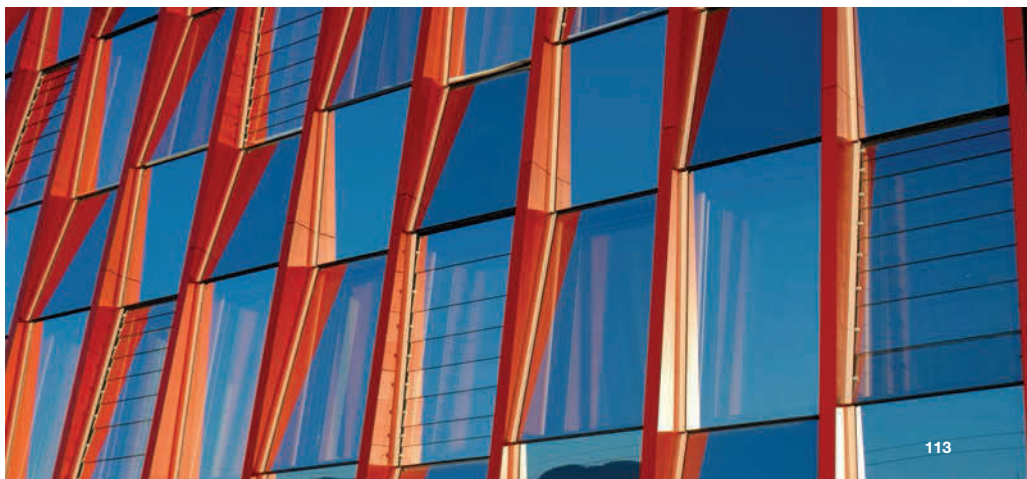
The talented, modern jobseeker is looking for fresh challenges and the opportunity to deliver value to a business through their role. To secure and retain top professionals, hiring managers will

need to show a commitment to learning and development, while also demonstrating how the role contributes to the wider organisation.

To meet the need for ‘glocal’ talent, we encourage employers to search internationally, thereby tapping into the pool of local professionals based overseas. Organisations in the region have found high-quality local talent with niche skill sets and international expertise via our ‘Return Home’ campaigns - Pulang Kampung (Indonesia), Balik Bayan (Philippines), Balik Kampung (Singapore) and Come Home Phở Good (Vietnam).

LOOKING AHEAD

Global events like the US-China trade war may negatively influence hiring activity in specific industries and markets, but overall, we expect healthy levels of hiring across the region. Digitalisation will continue to build momentum and be a major driver of hiring trends in the coming year, and there will be growing demand for well-rounded, ‘glocal’ professionals, particularly for both mid-level and senior positions.





EUROPE

2019

Despite much publicised economic and political uncertainty across Europe, businesses continued to recruit in 2019.

In France, businesses adopted a “stop-and-go” approach to hiring. Concerns about the economy and the yellow vests (gilets jaunes) protests meant companies were quick to stop recruitment activity in times of distress. However, in general the recruitment market performed well in 2019 as companies had to make up for talent shortages in all sectors. Real estate and construction were particularly busy as Paris geared up for the 2024 Olympic Games and worked on delivering the Greater Paris project.

The Dutch economy was in great shape in 2019. The unemployment rate was

at an all-time low, resulting in increased scarcity of candidates across all disciplines, especially at the junior and mid levels. In a market where candidates were calling the shots, employers were forced to act fast to secure the best candidates. To overcome candidate shortages companies hired more expats, from countries both within and outside the EU, such as Turkey and South Africa.

Belgium continued to benefit from strong economic growth in 2019, which led to a busy hiring market. However, businesses were still constrained by widespread candidate shortages. This resulted in companies hiring permanent staff more quickly than in previous years whilst increasing interim recruitment in the fields of finance and project management.

Our presence in Europe:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom

While the UK was defined by a year of political and economic instability due to Brexit, the hiring market performed better than anticipated. There were pockets of hiring activity within sectors that received notable VC funding such as technology

and fintech. Other areas of positive recruitment in 2019 were property, professional services and specific areas within banking such as hedge funds.

In 2019 there was a lot of negative press in Germany concerning the economic environment, political uncertainty and difficulties within the automotive industry. However, these stories did not lead to a slowdown in hiring. The professional skills shortage across finance, legal, technology and digital marketing showed no sign of abating and the market remained busy as traditional Mittelstand companies focused on digitalisation and international businesses grew their footprints in Germany.

Hiring activity in Spain was very high in the first half of the year as the strength of the economy facilitated growth. Businesses in the technology, automation, renewable energy, construction, chemical, pharmaceutical and tourism sectors were busiest. The second half of the year saw a reduction in hiring activity as commercial conflicts surrounding the USA and China, the UK's exit from the European Union and the difficulty of building a stable government in Spain reduced the appetite for hiring.

2020

It's very hard to predict what the European hiring market will look like in 2020 due to the unknown outcome of Brexit (at the time of writing) and ongoing economic and political uncertainty. However, we are confident that widespread candidate shortages will continue, resulting in demand for skilled professionals.

Recruitment has become less cyclical than it once was as business leaders

have realised the value of being quick to adapt to market conditions, whilst remaining right-sized in order to take advantage of future growth.

In Belgium, we expect businesses will continue to expand in 2020. As a result, we will see an increase in demand for support professionals in HR, marketing, administration and supply chain. Like previous years, support staff with strong language capabilities in Dutch, French and English will be highly desirable.

The French hiring market is expected to remain relatively strong. For the first time in years the unemployment rate has fallen, causing further candidate shortages. As a result, companies will place greater emphasis on staff retention and succession planning.

In Spain, the technology sector will continue to be one of the biggest drivers of hiring. The focus on digital transformation is set to increase, which will lead to businesses recruiting specialist technology professionals. These professionals will need to have strong communication skills in order to work effectively and efficiently with departments outside of technology.

Whatever the outcome of Brexit in the UK, we will still see plenty of hiring

activity amongst emerging industries, disruptors and SMEs. It's businesses in these categories that will drive the hiring agenda by recruiting agile, tech-proficient and commercially savvy professionals who have their finger on the pulse of developing markets. Salary increases will be most lucrative at the mid to senior level as companies try to attract more risk-averse talent who are conscious about job moves during a time of uncertainty.

In the Netherlands, the scarcity of candidates is expected to continue in 2020 at all levels of seniority and across all disciplines. After two years of substantial growth, salaries are expected to stabilise in 2020. However, pay for specialists in compliance, regulatory reporting, risk management and technology will continue to grow, as these specialists are extremely scarce.

In Germany, hiring volumes in financial services will be dependent on the outcome of Brexit. If economic conditions worsen, we may see finance departments hire professionals who focus on cost efficiencies rather than business partnering and growth. Due to candidate scarcity we will continue to see salary increases across the market.





MIDDLE EAST

2019

Recruitment activity was high across the Middle East for the majority of 2019, following a relatively flat first quarter. Businesses in the UAE, Saudi Arabia and Kuwait benefited from improved economic optimism and were the most active hirers.

In the UAE, the growing demand for nationals increased. Companies attempted to comply with 'Emiratization' legislation but struggled, due to available talent pools still being dominated by foreign expats. As a result, we have seen wage inflation for nationals at all levels and a trend of local candidates moving roles more frequently.

Multinationals continued to open their regional headquarters in Dubai, bringing further opportunities for skilled professionals. Digitalisation was at the forefront as companies looked to optimise performance and stay relevant. This led to greater demand for marketing and sales professionals with digital experience.

The job market in Saudi Arabia continued to be busy for government roles, with the

private sector starting to follow suit in the second half of the year. The rush to hire good-quality Gulf candidates resulted in increased candidate movement, especially in Saudi Arabia. Kuwait, often overshadowed by its larger neighbours, significantly increased hiring activity and continued to be a growing market.

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In 2020, the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence.

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2020

In 2020 the UAE economy is set to go through a new growth cycle, bringing about an increase in business confidence. While Expo 2020 is not the silver bullet to solve everything, it is expected to act as a catalyst to kick-start 2020. With an optimistic economy forecasted, we expect a positive hiring market.

There will be a renewed focus on nationalisation, especially in the UAE and Saudi Arabia. Saudi Arabia has been the most stringent in enforcing nationalisation policies. This trend will accelerate throughout the year and we expect other GCC countries to follow suit.

The expected growth in Saudi Arabia means there are excellent career opportunities for Western-educated Saudi nationals and expats bringing best-practice skill sets from multinationals. The nation has immense hiring-potential and tangible opportunities that continue to grow in number. Social changes, such as the introduction of cinemas and women being permitted to drive, will continue at a steady pace and further investment into infrastructure is expected to support business growth. Kuwait will continue to be an area of focus for many companies and as a result we predict an active hiring market.

As the wider Middle East economic environment continues to improve, we expect to see salaries increasing during 2020.



AFRICA

SOUTH AFRICA **2019**

2019 was characterised by cautious hiring due to the general elections, a sluggish economy and unemployment of up to 29%. When businesses did hire, they sought internationally minded professionals with high adaptability and strong business acumen to minimise the downtime during onboarding.

The demand for employment equity (EE) professionals continued to influence hiring processes, resulting in salary increases of 10-15% for applicable candidates. Legal and finance specialists with high levels of technical competence and industry knowledge also received premium salaries.

2020

In 2020, we expect to see high demand for professionals with both technical ability and strategic acumen. Productivity and effectiveness of employees will be the highest priorities. Historically, specialist skill sets in candidates were considered a 'value-add', but we expect this to be a minimum requirement moving forward.

The modernity and agile approach of SMEs has made them more competitive in the hiring market than their larger competitors. In order to compete, larger businesses need to have a clear picture of the professional they are looking to hire and operate swift recruitment processes. Due to continued economic instability, salary increases are expected to be in line with inflation.

REST OF AFRICA **2019**

Across Africa there was an increasing drive towards nationalisation and a demand for diaspora professionals. The development of employees, succession planning and youth development were key focus areas for companies. Experienced finance professionals were highly sought after as companies looked to train and develop local staff.

Recruitment in both East and West Africa was particularly fast-paced due to the increased need for mid to senior level professionals within finance, legal, sales and operations. Across Central Africa the need for sales, marketing and finance professionals continued, with an increased

focus on digitalisation and engineering. As companies sought to adhere to government nationalisation policies while also facing a lack of local talent, we saw increased salary offers made to nationals for roles previously held by expats.

2020

The competition for skilled nationals will remain high across the continent. In East Africa, international companies can expect inflated salary demands due to candidate shortages. Businesses in more developed parts of Africa, such as the Indian Ocean region, can expect to see multiple counter-offers presented to top talent. With increased stability across North Africa, salary increases of 3-7% are likely.

Investment in skills development, staff retention and competitive benefits will be key trends in 2020. Employers looking for skilled nationals with international and cross-border experience will struggle to recruit these roles themselves and will need to rely more on specialist recruiters.



US & CANADA

SAN FRANCISCO

In 2019, we saw an unprecedented demand for talent across the Bay area. Strategic, hands-on leaders were the most highly sought after.

Hiring activity spiked across design functions as companies realised the impact that design-led thinking can have on business success. Sectors with the highest levels of recruitment included AI, autonomous vehicles, robotics, online marketplaces and fintech.

In 2020, machine learning and AI will remain challenging areas to recruit in, with demand for talent far outweighing the availability of qualified professionals. Hiring managers should streamline their recruitment processes in order to attract more candidates and remain competitive in securing top talent.

We have seen a significant increase in salaries across the board, in part due to the change in law in California which prohibited employers from asking job applicants for salary history information. Salaries continued to rise due to the highly competitive nature of the market, and we expect this to continue in 2020.

LOS ANGELES

In LA, businesses faced a shortage of CPA-qualified controllers with audit backgrounds, especially those with start-up experience. We expect this to continue in 2020.

Demand for operational leaders remained high in 2019. Many start-ups sought general managers and operational heads to manage the P&L, launch new markets, evaluate M&A possibilities, and provide insightful product and marketing feedback.

Our presence in the US & Canada:

- Los Angeles
- New York
- San Francisco
- Toronto

LA will continue to be at the centre of frontier categories such as e-commerce, direct to consumer, logistics, manufacturing and aerospace as well as AR/VR and gaming/esports in 2020. These categories will be powered by increases in venture capital, a pipeline of diverse engineering talent and a legacy of expertise in specialised industries.

In 2020, employers are advised to run swift and efficient hiring processes. By engaging all relevant stakeholders

at the outset, hiring managers can build a clearer profile of their ideal candidate and move quickly to make an offer to promising candidates.

NEW YORK

2019 saw high demand for talent in areas such as technology, data privacy, cyber security, AI and machine learning, leading to candidate shortages in these areas. Hiring activity was more measured in traditional areas such as accounting and finance, financial services operations and support functions. However, businesses in the fintech space and in pockets of the investment management industry were still strong hirers.

In many cases, interview processes were drawn out and due to the lack of swift decision making, clients missed out on securing top talent.

Demand for professionals in revenue generating roles, such as sales professionals across all industries and lawyers in private practice, remained high, and we expect this to continue in 2020.

In the financial services sector, highly quantitative candidates will remain in high demand, both in research and trading strategy roles and risk management positions.

VC-backed high-growth tech start-ups were major hirers in 2019. The need for hands-on leadership candidates will still be a high priority for all early stage firms looking to scale.

TORONTO

Canada witnessed a buoyant recruitment market in 2019 as the economy continued to grow and unemployment rates reached

their lowest levels in decades.

Large cohorts of baby boomers retiring combined with low numbers of millennials with STEM (science, technology, engineering, mathematics) skill sets entering the workforce is causing an acute skills shortage in the Canadian market.

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Hiring managers should streamline their recruitment processes in order to effectively increase candidate attraction and remain competitive in securing top talent.

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Accounting and finance professionals who remained in their current roles either did not receive a salary review or had their salary adjusted in line

with inflation (2% forecast for end of 2019). Those who did start new roles saw an average increase in base salary of 14%. This caused significant movement in the market.

In 2020, top calibre candidates will have multiple opportunities to consider when moving jobs. The Canadian government will continue turning towards mass immigration for highly skilled workers to ensure all skill gaps are filled.

Salaries for lawyers in private practice will increase \$10-20k with each year post-call, before stabilising at the nine-year post-call mark at between \$150k (in small- to medium-sized law firms) and \$220k (for national or Seven Sister firms). Lawyers who move firms will see an average increase of 7% on base salary, while compliance professionals moving firms will receive pay increases of up to 10%.





LATIN AMERICA

2019

Brazil, Chile and Mexico all experienced a challenging economic environment in 2019, which saw central banks cut interest rates to stimulate their economies.

Chile's economic slowdown was driven by weakening domestic demand and a slumping copper price, which drives many aspects of the economy. In Mexico, it was widely agreed that signs of economic stagnation were due to decisions made by the new president, most notably the cancellation of several high-profile construction projects, which shook investor confidence and dampened hopes for growth. In Brazil, early optimism that the new government would be good for business quickly cooled, following a series of distracting scandals and ongoing delays

with the vote on pension reforms.

Despite these economic challenges the demand for specialist technology talent remained consistent across all countries. While construction suffered in Mexico, the energy sector grew in Chile and there was an increased shortage of cyber security specialists in Brazil.

2020

Brazil, Chile and Mexico could all take very different paths in 2020, leading to a very mixed recruitment outlook for the region.

After years of economic misery, Brazil may finally see a long-awaited recovery spurred on by pension reform, which will most likely increase the level of foreign direct investment. The recovery of the oil and gas sectors, as well as

Our presence in Latin America:

- Brazil
- Chile
- Mexico

the construction industry, will also start to have an impact on the economy in 2020, but the overall gains will still be modest by international standards.

The government's focus on economic equality policies at the expense of economic growth and decisions such as the cancellation of government contracts will likely have a negative impact on the economy, especially in the construction and energy industries. However, it remains to

be seen if the government's budget stabilisation fund will be needed and if confidence will return.

Across the Andes, in Chile, where the business community has more confidence in the government's ability to manage economic challenges, the planned injection of USD \$600 million into the country's budget (for road construction, subsidised housing, healthcare and water projects) throughout 2020 should see the economy weather any challenges better than most in the region.

HIRING TRENDS

With independent and diverse economic challenges across the region there are unique hiring environments in each country; however, there are also some common trends.

In all markets the recruitment of professionals with a high level of business English will remain a key challenge, especially for finance, commercial and engineering roles. This is driven by two factors. Firstly, in many global firms, expats are being replaced with local employees, but as these roles are the main interface with head office, professionals with a high level of fluency in English are needed. Secondly, many domestic firms are looking to expand internationally, so they are now competing with global companies for the same talent.

In all countries there are shortages of digital experts, data scientists and cyber security specialists, as firms look to migrate their businesses online and deal with the extra security challenges this presents. In many cases 'digital-first' businesses are taking most of the talent due to the

attractiveness of this business model.

As a rule, employers seeking digital skill sets are looking for multi-skilled profiles, hoping to add greater value to

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Despite economic challenges the demand for specialist technology talent remained consistent across all countries.

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their businesses, so there will be more demand for commercial finance profiles as well as digital natives who combine technology and marketing expertise.

There is increasing demand from candidates for better work-life balance,

with firms having to offer flexible and innovative working options, which, in many cases, are just as important as salary increases to professionals looking for their next career move. In addition to this, employers need to be able to demonstrate equal opportunities for women in the workplace with proven examples of women progressing their careers while having a family.

Firms should also consider hiring from international talent pools, where they can attract professionals who will often be in the role for longer, which easily compensates for the time and cost of arranging work visas.



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