

SALARY SURVEY 2019

UNITED KINGDOM

“

PEOPLE ARE AT THE HEART OF EVERYTHING WE DO. OUR CANDIDATES AND CLIENTS SEE US AS A TRUSTED ADVISOR, HELPING THEM TO FULFIL CAREER ASPIRATIONS AND BUILD EXCEPTIONAL TEAMS OVER THE LONG-TERM.

”

WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,
CHIEF EXECUTIVE OFFICER**

“As a market-leading global recruitment group our purpose is clear - we power people and organisations to fulfil their unique potential – and that’s what we’ve been doing for over 33 years.

People are at the heart of everything we do from the job seeker, to the hiring manager, to those who bring them together. Our candidates and clients see us as a trusted advisor, helping them to fulfil career aspirations and build exceptional teams over the long-term.

We do this through our collaborative culture and non-commission model which ensures that candidate and client needs are front and centre.

Our candidates know that we’ll take the time to listen and advise them on the next step in their career. It’s these relationships that enable us to offer our clients the best talent on the market and that’s why they return to us again and again. We’re also experts in the disciplines we recruit for enabling us to provide insight into hiring and salary trends.

While our reach is global, we remain committed to providing our clients with local market insight. We look to hire the best local talent to ensure we can offer a deep understanding of the local culture and market conditions. This sets us apart from the competition and helps us remain a trusted recruitment partner to the world’s leading businesses.”

Robert Walters

CEO

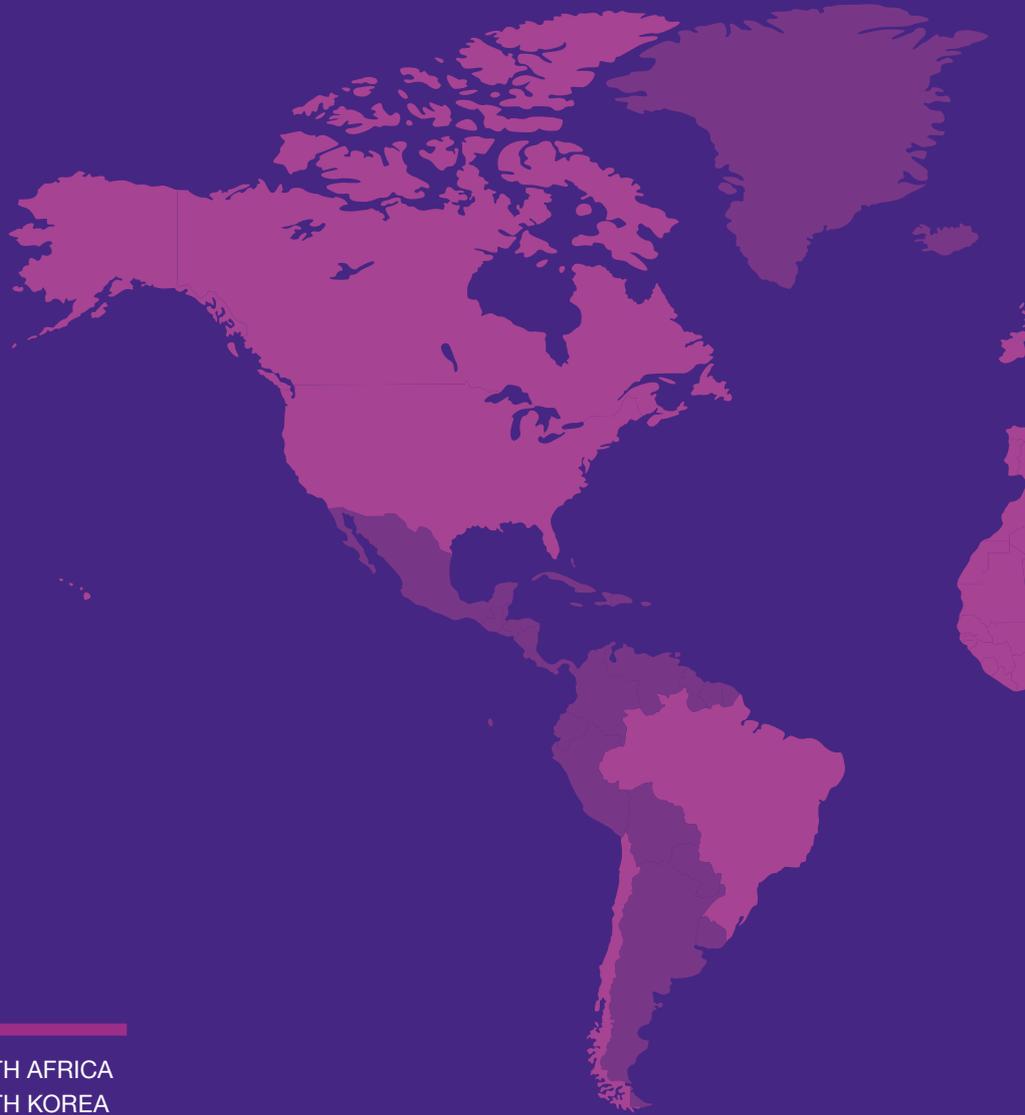
Robert Walters plc

69%

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

GLOBAL REACH, LOCAL EXPERTISE

 Locations we operate in



AUSTRALIA

BELGIUM

BRAZIL

CANADA

CHILE

CHINA

FRANCE

GERMANY

HONG KONG

INDIA

INDONESIA

IRELAND

JAPAN

LUXEMBOURG

MALAYSIA

NETHERLANDS

NEW ZEALAND

PHILIPPINES

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SINGAPORE

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SPAIN

SWITZERLAND

TAIWAN

THAILAND

UAE

UK

USA

VIETNAM



DOWNLOAD OUR SALARY SURVEY BOOKS

To discover hiring and salary trends across the world, read our Global Trends on page 10 or download our books covering:

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- Europe
- Greater China & South East Asia
- Japan
- Middle East & Africa
- South Korea
- United Kingdom

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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:

- Accounting & Finance
- Banking & Financial Services
- Engineering
- Human Resources
- Legal
- Marketing
- Sales
- Secretarial & Support
- Supply Chain & Procurement
- 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 has found us some great people. They're fast, friendly and very well connected. I've worked with many recruiters over the years but the Robert Walters team are without doubt my favourite.

Michael Acton Smith,
Co-founder & CEO,
Calm, USA

”

“ I have found Robert Walters to be professional, thorough and responsive. They've introduced us to quality candidates who closely match our requirements and as a result we have made successful hires.

Henry Loo, VP Data
Management and
Analytics, DBS Bank,
Hong Kong

”

“ We had a dedicated team from Robert Walters who provided consistency and a great level of expertise in their relevant disciplines. The team clearly communicated the recruitment process to us and provided sound advice around the market, candidate experience and expectations.

Sam Reynolds, Senior HR
Advisor, ARTC, 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 helping us to retain our top people which provides continuity for our clients. We're proud to say our senior management team is home-grown with an average tenure of 17 years.

5. Innovation culture

We were the first recruiter to launch a recruitment process outsourcing business and we continue to lead the way with industry-first sponsorships and brand development such as our sponsorship of the British and Irish Lions.

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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- South Korea
- United Kingdom

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**“ WELCOME TO THE 20TH
EDITION OF THE GLOBAL
SALARY SURVEY PROVIDING
CREDIBLE INSIGHT INTO
HIRING AND SALARY TRENDS
WORLDWIDE.**

”

ABOUT THE SALARY SURVEY

Welcome to the 20th edition of the Robert Walters annual 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 2018, 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



**GILES DAUBNEY, DEPUTY
CHIEF EXECUTIVE OFFICER**

GLOBAL OVERVIEW

“Overall the global hiring market was buoyant in 2018, with most markets reporting an increase in hiring due to positive economic conditions and employer confidence. Many markets continued to face candidate shortages, especially in relation to bilingual professionals and those with specialist digital skills.

Across Europe, the recruitment market went from strength to strength in 2018. In France, we saw an increase in

investment and hiring across all sectors as the business-friendly government eased employment regulations.

Businesses in Belgium expanded and hiring in Germany and Ireland increased across multiple disciplines. In Spain, we saw greater demand for bilingual candidates, especially for accounting and human resources roles.

The positive economic climate led to a candidate driven market in the Netherlands, with candidate shortages especially acute at the junior to mid-level. Switzerland remained the outlier with only minimal shifts in hiring volumes in 2018.

In the UK, employers faced candidate shortages as professionals proved reluctant to switch roles due to the uncertainty surrounding Brexit. The technology industry continued to grow and hire aggressively.

Across Africa, there was a surge in demand for returning professionals with international experience as businesses sought to implement international best practice and support government nationalisation policies. Businesses in the Middle East also focused on hiring local talent in support of nationalisation

programmes and hiring was up across the region.

South East Asia experienced a buoyant recruitment market in 2018, with rapid growth across Indonesia, Philippines, Thailand and Vietnam. This was driven by foreign direct investment and the continued entry of multinational companies. In comparison, hiring in Singapore and Malaysia was modest and stable as companies sought fewer but better-skilled professionals.

In Japan, local and foreign companies competed for bilingual candidates with international experience, putting pressure on this already scarce talent pool. Overall the market remained candidate driven and this will continue in 2019.

Greater China experienced strong economic growth in 2018, boosting

“

With talent shortages set to continue in 2019, we advise companies to streamline their recruitment processes to avoid losing out on top talent.

”

employer confidence and hiring activity across the region.

The Australia and New Zealand markets showed steady growth and modest salary increases in 2018, although pressure is growing for a long-awaited uptick in salaries in 2019.

KEY TRENDS

Global shortage of digital skills

The global demand for digital and technology skill sets continued apace and shows no sign of slowing in 2019.

In Australia, digital transformation was prevalent across many industries leading to sustained demand for development and digital specialists. Similarly, in South East Asia, digitalisation remained a key trend with cyber security, big data and AI specialists highly sought after.

In San Francisco, blockchain and cryptocurrency were growth areas, and start-ups utilising machine learning and AI continued to attract talent as candidates sought to be on the cutting edge of technological advancements. In Japan, roles related to data utilisation, AI development/deployment and infrastructure, rapidly increased across all industries.

Across Greater China, demand for top-tier talent experienced in high-tech and digital transformation projects outstripped supply. Candidate shortages were also a concern for the UK's growing technology industry as businesses faced stiff competition for software developers and engineers.

Risk and compliance talent in high demand

While hiring across the banking and financial services sector varied by

region, there was widespread demand for risk, compliance and legal talent.

Regulatory pressure in the UK and Australia led to high demand for compliance and risk professionals and this is set to continue in 2019.

In Germany and Ireland, we expect to see even greater demand for regulatory professionals across risk, audit, compliance and legal, as the UK is scheduled to exit the EU in 2019.

Advice to employers

With talent shortages set to continue in 2019, we advise companies to streamline their recruitment processes

to avoid losing out on top talent. Hiring managers should also clearly articulate the company's mission, strategy and values at interview stage to differentiate themselves from the competition. In addition, for scarce skill sets, employers are advised to hire ambitious, fast learners, even if they are not an exact fit for the job description.

Retaining staff will remain a top priority in 2019 so, on top of paying competitive salaries, employers should continue to invest in learning and development, benefits packages, flexible working and employer branding.”



THE GLOBAL DEMAND FOR DIGITAL AND TECHNOLOGY SKILL SETS CONTINUED APACE AND SHOWS NO SIGN OF SLOWING IN 2019.

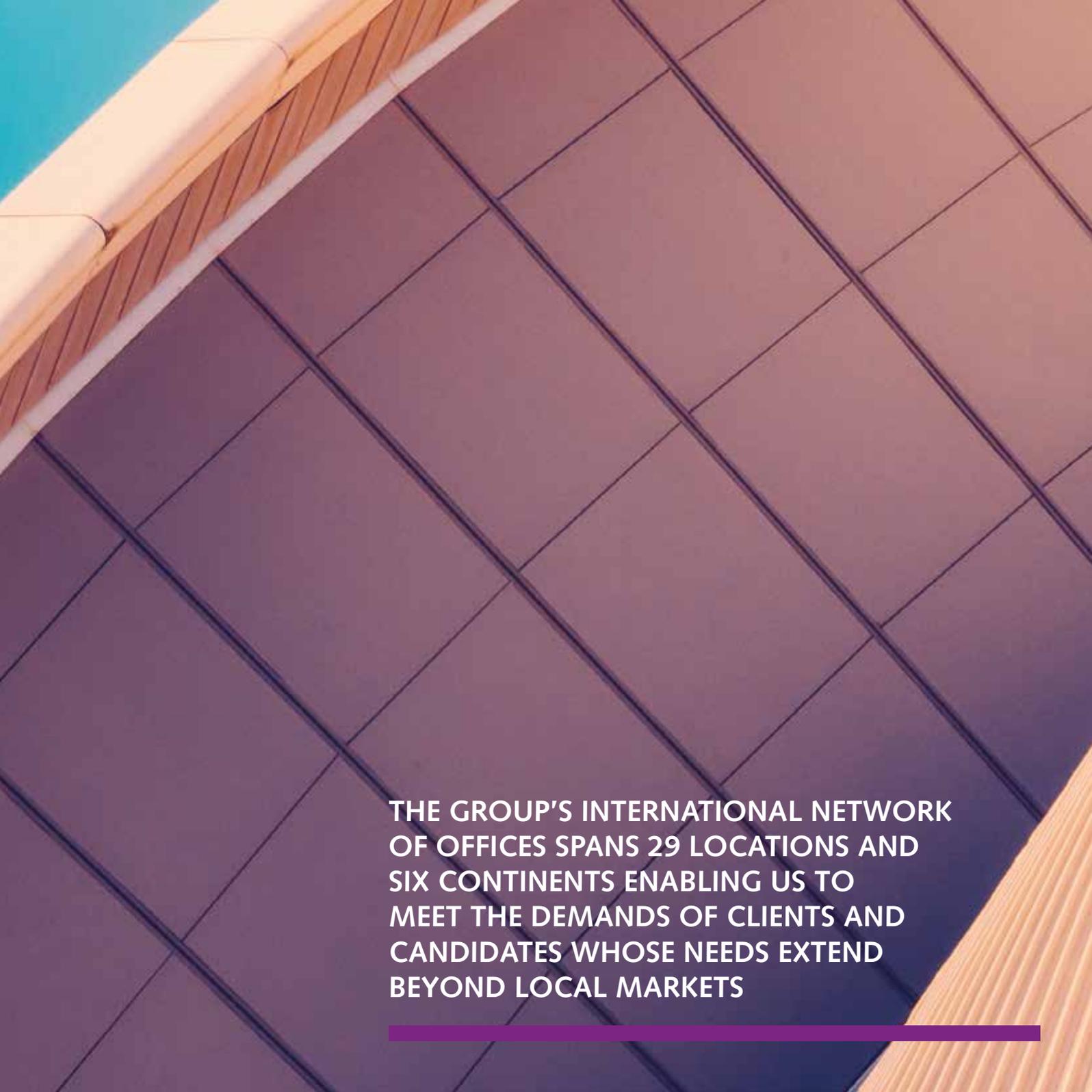


REGIONAL TRENDS

With our presence spanning 29 locations 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 2018 and their predictions for the year ahead.

Our regional overviews include:

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



**THE GROUP'S INTERNATIONAL NETWORK
OF OFFICES SPANS 29 LOCATIONS AND
SIX CONTINENTS ENABLING US TO
MEET THE DEMANDS OF CLIENTS AND
CANDIDATES WHOSE NEEDS EXTEND
BEYOND LOCAL MARKETS**



AUSTRALIA & NEW ZEALAND

INTRODUCTION

“The Australia and New Zealand markets continued their trajectory of steady growth in 2018, without ever threatening to break out into all-out booms.

Salary growth has generally been modest for the past three years and pressure is gradually building for a possible uplift in wage levels in 2019.

Several industry sectors are experiencing high demand for qualified talent in specialisms where there is limited supply. The most notable pressure points apply to specific roles in infrastructure, technology, and banking and financial services.

INFRASTRUCTURE DRIVING DEMAND

The skylines of most major cities in Australia and New Zealand are currently dotted with cranes, as national infrastructure projects continue. Civil engineers and project managers will be highly sought after in 2019 to help deliver new roads, railways, hospitals, schools, stadiums and hotels. We expect an increase in demand for ancillary roles too, such as architects, interior designers and lawyers with relevant contract expertise.

TECH POWERING GROWTH

In the technology space, we will see demand for numerous IT specialists continue unabated in 2019. High-profile security breaches and regulatory scrutiny are increasing the value of

Our presence in Australia & New Zealand:

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

cyber security professionals, who are already in short supply. Organisations from every industry and sector will continue their digital transformations, leading to sustained demand for

development and digital specialists. Likewise business intelligence, automation and data management professionals will be sought to help companies rebuild services and products around customer behaviour.

FINANCE REGULATION TIGHTENS

The banking and financial services sector in Australia felt the sting of media criticism and public discontent during 2018, as revelations of misconduct were laid bare by the Royal Commission. Consequently, the regulatory crackdown will continue in 2019, with the number of risk and compliance roles substantially outstripping supply.

ADVICE FOR EMPLOYERS

Given the shortage of local talent in many sectors, 2019 is shaping up to be a challenging year for hiring managers. Part of the answer will lie in the power of networks: knowing where the market is heading, who the talent is, where to find them and how to secure them.

The other essential part will be to think long-term: hiring and training graduates with the right aptitude, as well as upskilling existing personnel. For example, with new or emerging roles such as conduct risk managers there are very few experienced specialists in the market. Employers may need to respond by training existing personnel to identify and mitigate risk.

POLITICAL OUTLOOK

In New Zealand there was concern that the new government may dent business confidence, however the

recruitment market remained buoyant in 2018. As Australians head to the polling booths in 2019, employers will hope that the next government does not put the brakes on hiring flexible workforces to deal with short-term supply issues.

As in Washington and London, anti-immigration rhetoric has reverberated along the corridors of power in Wellington and Canberra during 2018.

“

The skylines of most major cities in Australia and New Zealand are currently dotted with cranes, as national infrastructure projects continue.

”

Some employers fear their growth could be stifled by further restrictions upon hiring overseas talent. In 2019, we hope economic pragmatism will prevail over populism.

Overall, heading into 2019, we believe the Australian and New Zealand hiring market remains in good shape.

Many of the ingredients are in place for a positive year and, after a few years of modest wage rises, pressure is gathering for a long-awaited uptick in salaries.”

James Nicholson

Managing Director
Australia & New Zealand





EUROPE

2018 TRENDS

“The European recruitment market went from strength to strength in 2018. Overall hiring levels were high, underpinned by a growing economy, increased investor confidence in the eurozone and UK-based roles transferring to the region due to Brexit, all of which led to businesses aggressively hiring new talent.

In France, the strong market conditions of 2017 continued into 2018 with companies actively recruiting across the market. The economic climate was reinforced by a business friendly government easing employment regulations. This bolstered confidence leading to investment across all sectors. In particular, the number of construction projects increased. The demand

for engineering and supply chain professionals was also high thanks to large-scale investment in new plants and factories. As a consequence, HR, legal and finance professionals were in high demand.

The continued economic upturn in the Netherlands led to an extremely candidate driven market at all levels of seniority, with shortages most apparent at the junior to mid-level. In an attempt to attract talent early, high-potential students were beginning to be offered contracts for finance and banking roles whilst still at university.

In Belgium, recruitment levels remained high as businesses expanded in response to the positive economic climate. There was also strong demand

Our presence in Europe:

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

for bilingual candidates, especially for accountants and customer services specialists.

Hiring levels increased in Ireland resulting in high demand for candidates across multiple specialisms.

In response, businesses focused on reducing time to hire, improving employer brand, staff retention and benefits packages whilst offering more remote and flexible working options.

Switzerland saw minimal shifts in hiring volumes in 2018 with only a couple of pockets of increased activity. The luxury sector had a more positive outlook in comparison to 2017 and the financial services industry saw an increase in corporate banking hiring from both local and international companies.

Confidence in the German economy continued to rise which led to significant hiring activity across a vast array of disciplines. In Frankfurt, banking and financial services hiring across risk, audit, finance, compliance, legal and regulation increased as roles were transferred from the UK due to Brexit. Outside of financial services, we saw a continued trend for digitalisation both in marketing and technology.

In 2018 Spain benefited from the positive macroeconomic situation in Europe. Hiring was strongest in the information technology, manufacturing, energy and construction sectors where businesses focused on hiring engineers and digital transformation specialists. English speaking professionals were highly sought after as companies strengthened their accounting and human resources functions.

2019 FORECAST

Europe is expected to continue its strong economic growth in 2019, resulting in a favourable recruitment market with confidence remaining high among professionals and employers.

The biggest issue for the region will be keeping up with demand as candidate shortages are already present and are expected to intensify over the next 12 months.

In the Netherlands, hiring shortages will become more acute across all sectors but will also move upward in seniority. Within finance, the standardisation of financial processes will decrease the demand for operational and transactional professionals and increase the demand for candidates with strong analytical capabilities.

The demand for new hires in France shows no sign of slowing down, but this must be considered within the context of growing skills shortages which will once again drive up salaries. HR professionals are most likely to be highly sought after, as in all sectors companies are becoming acutely aware of the need to retain employees, especially those at a senior level.

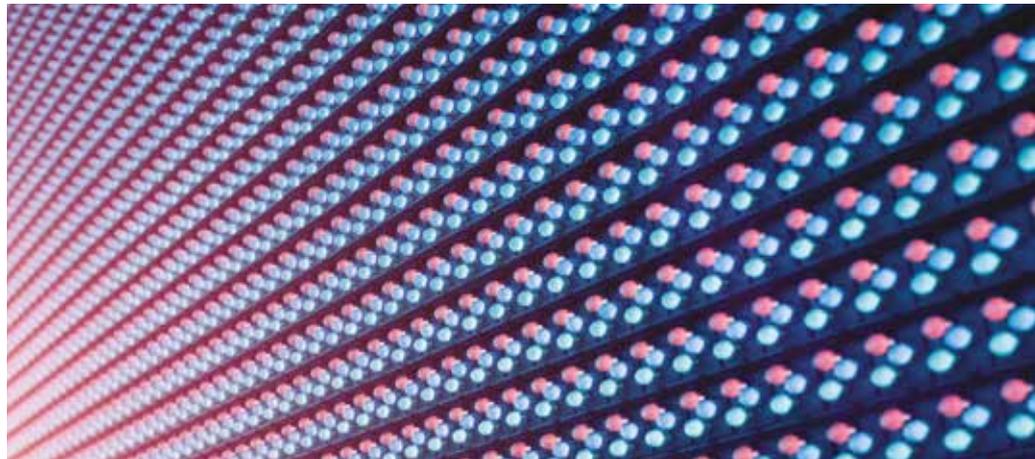
In Belgium, we expect organisations to continue to expand and create new jobs. The demand for bilingual candidates will remain high, especially in the Brussels region. The Belgian labour market will remain candidate

driven, with hiring managers needing to move quickly and be more flexible in order to secure top talent. As pressure on talent pools continues to increase, employers will need to raise salaries of highly sought-after professionals in order to remain competitive.

In Ireland, the job market will remain strong, with hiring continuing across most sectors. Britain's departure from the EU will lead to an extremely high demand for regulatory professionals across the risk, compliance, legal and finance sectors, leading to a persistent skills shortage. Securing and retaining top talent will mean offering competitive salaries, but employers will also need to focus on promoting their brand and company culture.

In Spain, the employment market will continue to be buoyant as IT and engineering businesses continue to hire at great pace. We also expect to see more hiring activity across finance, legal and HR as many small businesses grow and larger players try to defend their market position."

Antoine Morgaut
CEO
Europe & South America





GREATER CHINA

“In 2018, we witnessed strong economic growth across the Greater China region and an overall optimistic outlook which drove an increase in hiring activity.

Technology is fundamentally changing the hiring landscape across the region as businesses seek to digitalise and become more technologically advanced. Hiring managers are competing to secure recruits from a limited pool of candidates with experience in high-tech and digital transformation projects. IT professionals in several specialist areas, including AI, business intelligence, cyber security, automation and analytics continued to be in high demand throughout 2018.

MAINLAND CHINA

Supported by various national initiatives such as Manufacturing 2025, Belt and Road and ‘Internet Plus’, Mainland China’s outbound investment and development of innovative technology maintained an upward trajectory in 2018. Demand for top-tier talent in high-end technology such as virtual reality (VR), AI, Internet of Things (IoT) and machine learning dramatically exceeded supply as businesses fought to attract individuals with relevant experience.

Mainland China is now one of the leading global investors in digital technologies and e-commerce. Previously, China’s e-commerce industry had a stronger domestic focus but we are now seeing e-commerce businesses expanding

Our presence in Greater China:

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

both regionally and globally. As a result, many companies across a wide range of industries have been seeking professionals who are both familiar with global business and proficient in English, putting the level of demand for bilingual talent at an all-time high, in particular for those with international experience.

At the same time, the Southern China region is now known as Mainland China's open innovation centre and is home to technological leaders as well as many digital start-ups. The heavy investment in data and research centres has driven demand for talent, not only from other parts of Mainland China but also other countries in Asia and across the world.

HONG KONG

Hong Kong started 2018 with robust economic growth and buoyant recruitment levels, supported by solid global demand for Hong Kong products and services, a rebound in visitor numbers and a strong economy in Mainland China. At the same time, the Guangdong-Hong Kong-Macao Bay Area and the Belt and Road initiatives are encouraging strategic partnerships within the region and a flow of talent between Hong Kong and Mainland China.

Financial institutions and companies across different industries sought to actively increase headcount, with businesses often hiring for several positions at once, in contrast to the previous five years when simultaneous recruitment was only seen in niche areas.

There continued to be strong demand for professionals with the technical expertise to help companies implement digitalisation projects. Skill sets in highest demand included cloud computing, big data, DevOps, e-commerce, analytics, cyber security and fintech.

TAIWAN

Taiwan continued to grow at a steady pace as it has done over the past decade. The country also sustained strong export momentum in 2018 and there were signs of recovery in the retail sector. Job volumes grew considerably across multinational and local companies in 2018.

The Taiwan government is implementing a Green Energy Industries and Technological Innovation plan to boost renewable energy development, leading to international wind power turbine makers and installers setting up regional operational headquarters in Taiwan. This is driving demand for HR, engineering and supply chain professionals.

Despite a growing skills shortage, pay increases remained conservative for professionals who stayed in the same role. This can be attributed to the stability and maturity of Taiwan's job market; professionals have grown accustomed to this degree of wage stagnation.

LOOKING AHEAD

Professionals who thrive on change stand to gain the most in 2019, as organisations continue to embrace new ways of working, led by digital-first strategies. At the same time, digital technologies have already dramatically impacted the culture around work and the evolution of "smart workplaces". Employers should consider adopting new digital technologies and platforms to create positive employee experiences, helping to attract and retain employees, in particular millennials.

Staff retention will continue to be a top priority for all organisations in 2019 and we advise that, in addition to paying competitive salaries, companies need to examine multiple factors, such as corporate culture, employer branding, learning and development opportunities, career progression and international mobility in order to retain the best talent."

Matthew Bennett
Managing Director
Greater China





JAPAN & SOUTH KOREA

JAPAN

“In 2018, there was high and sustained demand for bilingual professionals with international experience, as Japanese companies sought to ‘go global’ bolstered by their confidence in the domestic economy. Foreign companies with operations in Japan sought to attract the same professionals, putting pressure on this already scarce talent pool.

We saw the government’s vision for a smart society, Society 5.0, begin to take shape as the number of roles related to data utilisation, AI development/ deployment and infrastructure, rapidly increased across all industries. As the country geared up to rollout 5G by 2020, we saw an increase in job openings related to IoT technologies

such as autonomous driving and smart supply chain.

Whilst AI continued an upward trend, the demand for talent remained high in 2018 as companies sought various skill sets, including professionals experienced in building data-informed strategies and client liaison roles.

Automation specialists were highly sought after as many companies looked to leverage cutting-edge technologies such as Robotic Process Automation and machine learning to increase efficiency and improve employees’ work-life balance.

With automation giving employees more time to focus on work with a direct impact on the bottom line, we saw

Our presence in Japan & South Korea:

- Osaka
- Seoul
- Tokyo

demand fall for clerical staff across some companies, particularly large financial institutions.

Elsewhere, we saw an uplift in demand for sales and marketing staff in the consumer goods and hospitality industries, as tourist numbers grew in the lead up to the 2020 Olympics. However, hospitality companies struggled to hire bilingual specialists as demand increasingly outstripped supply.

The Integrated Resort Implementation Bill also came into force which will eventually result in large-scale hiring across the hospitality industry as companies make plans to develop facilities such as casinos, hotels and exhibition centres.

The sustained labour shortage will continue to drive a competitive job market in 2019 giving jobseekers greater opportunities and leverage.

As a result, employers will need to excite candidates with their company's vision and growth potential as well as offer competitive compensation, learning and development opportunities and a clear career path to attract the best talent.

We also advise companies to streamline their recruitment processes to avoid losing top talent to competitors with quick interview and selection processes.

SOUTH KOREA

Despite challenging conditions, such as the US-China trade war and the widening interest rate gap between South Korea and the US, foreign direct investment (FDI) reached a record high in 2018. This boost in FDI was driven by a boom in the semiconductor market, increased investment in the financial sector and eased geopolitical risks following the US-North Korea summit.

Domestic production and the number of jobs are expected to increase as large amounts of reported FDI have been made in the form of greenfield projects.

Keeping pace with the government's job creation policy, South Korean

conglomerates are making substantial investments in creating new roles, especially in the semiconductor and AI sectors, which are considered the most important components of the Fourth Industrial Revolution.

“

The sustained labour shortage will continue to drive a competitive job market in 2019 giving jobseekers greater opportunities and leverage.

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A planned increase in the minimum wage and the implementation of the 52-hour work week began to affect businesses across the country in the second half of 2018. As a result, we have seen a significant increase in demand for HR professionals with compensation and benefits experience and we expect this to continue in 2019.

With the minimum wage set to rise by over 10% in 2019, many companies

started focusing on automation and smart factories as possible solutions to increased labour costs and the consequent decline in profit margins. This led to a notable increase in hiring in these areas, resulting in a rise in demand for professionals with expertise in AI and deep learning. We expect these trends to continue in 2019.”

Jeremy Sampson

Managing Director
Japan & Korea





MIDDLE EAST

2018

“The Middle East experienced a positive year with a significant increase in hiring across the region.

Companies continued to focus on recruiting local talent as part of their nationalisation programmes. This led to fewer relocations by international professionals and, in some cases, added to the exodus of expats from the region.

An increase in hiring was seen across retail, sales, marketing and technology as businesses looked to expand. Many local and international financial services firms also expanded their teams with growth in hiring highest in Kuwait City, Riyadh and Dubai.

Countries within the Gulf underwent extensive changes due to the introduction of VAT and while a rise in demand for tax specialists was predicted, in reality these requirements were outsourced to countries with experienced tax teams. Instead, demand for traditional accountants and

analysts continued to dominate the market. In the legal sector, construction dispute lawyers were in highest demand as construction projects continued to launch across Dubai and Saudi Arabia.

The hiring market in Saudi Arabia continued to grow as both the private and public sectors actively recruited nationals to deliver the Kingdom’s 2030 Vision. However, retention remained a problem as professionals frequently changed jobs to secure salary increases.

Across the Gulf, the hiring market remained client driven.

2019

In the UAE, the growing demand for nationals will continue to dominate the market as many companies aim to comply with ‘Emiratization’ legislation. As a result, local market knowledge will be a key differentiator for all professionals across the region.

Multinationals will continue to open their regional headquarters in Dubai, bringing further opportunities for finance

professionals. Meanwhile, demand for legal professionals is expected to remain steady across the Gulf.

Within the luxury space, we predict an increase in salaries offered to top talent. There is a widespread view that the software market will continue to perform well across the region, with the largest growth predicted for Saudi Arabia.

Digitalisation is expected to come to the forefront in 2019, as companies look to optimise performance.

There is an atmosphere of cautious optimism across the region and skilled professionals in all industries should be able to find lucrative new opportunities in 2019.”

Jason Grundy
Managing Director
Middle East



AFRICA

2018

South Africa - “In South Africa we saw an increase in hiring activity across professional disciplines due to positive political changes and the resulting rise in market confidence. However, as hiring activity rose, so did the disparity between employer requirements and the available pool of talent which highlighted the ongoing skills shortage across the country.

The demand for employment equity candidates continued to influence hiring processes and this trend shows no sign of slowing. Returning South Africans with international experience were also in high demand as businesses looked to adopt international best practices.

Rest of Africa - The East Africa market matured and the demand for local talent with emerging market and start-up experience continued to be at the forefront of hiring requirements.

In West Africa, the continued decline of the traditional oil and gas industries marked a change in skill set requirements as countries focused on

emerging sectors, including agriculture and manufacturing. Professionals with international experience looking to return home were in high demand.

In North Africa, muted oil prices and foreign currency fluctuations had a significant impact on the hiring market.

Many companies throughout the continent have realigned their business strategies to focus on developing countries with stable economies and political structures. There has also been a corresponding increased demand for top-tier sales professionals as companies look to gain market share in these key territories.

2019

South Africa - We expect measured business confidence in 2019, contingent on political stability.

Employment equity strategies will continue to dictate hiring trends and due to ongoing talent shortages, highly desirable candidates will likely secure salary increases of up to 10-15%.

Rest of Africa - We expect employers in developing countries to maintain a sense of measured confidence. Demand for specialist skills within operations, finance, sales, engineering and technology will continue to support growth.

Business and hiring activity will focus on East and West Africa with countries such as Kenya, Ghana, Nigeria and the Ivory Coast driving industrialisation and sustainable projects in power, water, transport and communication.

Companies will continue to support nationalisation leading to a growing demand for skilled nationals with international experience. This is likely to result in a significant skills gap as companies compete for the same talent. The effects of this will vary, but hiring managers are advised to proactively drive recruitment processes to secure top talent.”

Nic Sephton-Poultney
Managing Director
South Africa



NORTH AMERICA

SAN FRANCISCO 2018

“Recruitment levels in the San Francisco Bay Area in 2018 were exceptionally high, driven by business growth and a candidate short market.

Technical talent was in highest demand, with senior software engineers extremely sought after. Experienced designers, product marketers and HR/people operations professionals were in short supply, while demand for finance and business operations talent remained consistently high.

Blockchain and cryptocurrency were growth sectors, and start-ups utilising machine learning and artificial intelligence continued to attract talent. Fintech, edtech, and healthtech were also active hiring sectors.

Salaries increased by around 5-7% in 2018 and while it's too early to predict if it will continue to rise at the same pace in 2019, we certainly do not expect compensation levels to decline.

2019

Venture capital firms will continue to inject new capital into the early and growth stage start-up ecosystem in 2019.

Whilst the number of vacancies in people operations was in sync with the number of jobseekers in 2018, we expect this to change in 2019 as more companies look to hire for this function.

We anticipate that senior engineers, especially engineering leaders, will remain the most challenging candidates to hire.

Our presence in North America:

- Los Angeles
- New York
- San Francisco
- Toronto

As competition for top talent continues to escalate, companies should focus on streamlining their recruitment processes. Employee retention will remain a challenge for tech firms in the San Francisco Bay Area as competing companies will continue their attempts to lure staff away with lucrative compensation packages.

Mission-driven companies will have a better chance of attracting and retaining candidates, but no company is immune to the disruption of candidate churn.

Overall, we expect a hiring boom in 2019, with unrelenting competition for top talent. Emerging technologies like blockchain, machine learning, and autonomous vehicles will keep attracting candidates who want to be on the cutting edge of technological advancements.

NEW YORK 2018

Record levels of low unemployment and a decade of economic growth in the US meant that competition for qualified candidates continued, with candidates sometimes entertaining three or four job offers at a time. The candidate shortage forced companies to improve their efforts to retain talented workers, resulting in more flexible work environments and other benefits not common a few years ago.

2019

Demand for compliance and legal professionals in banks, as well as risk management specialists in hedge funds and buy-side companies, will be high. In technology, data science and cyber security will continue to be key hiring areas.

Sales and marketing will continue to drive hiring in commerce, primarily at the junior to mid-level with businesses struggling to hire at these levels in 2019. Hiring managers will need to maintain a sense of urgency in the recruitment process to secure top talent. Despite the tight labour market and a decade of low unemployment, salaries

only increased by about 2-5%. In 2018, fringe benefits like flexible working hours, gym membership and free food have been embraced by many organisations, however they may need to be more creative when trying to compensate and retain key staff in 2019.

We expect to see robust hiring levels in the first half of 2019, driven by tax cuts and increased government spending. This will cause salaries to inch upwards next year. However, potential increases in trade tariffs could destabilise financial markets and lead to a fall in sales for major companies, resulting in hiring freezes or wage stagnation as we move into 2020.

TORONTO 2018

An influx of start-up technology companies, the expansion of the real estate investment market and a continued focus on improving controls and governance within large financial institutions led to a buoyant recruitment market in Toronto. Professionals in accounting and finance, as well as legal and compliance, were in high demand.

Increasingly seen as the 'Silicon Valley North', demand for STEM graduates with the ability to work in a start-up environment was high. When recreational cannabis became legal in October 2018, companies in cannabis production and distribution grew rapidly and sought out any qualified candidates with professional experience in the sector.

Financial reporting accountants with large scale consolidations experience were in demand, as firms grappled with tighter reporting deadlines and changes

in IFRS legislation. General counsel and compliance managers looked to secure practice-trained lawyers with expertise in IIROC and SEC regulations, as Canadian asset management firms continued to expand into the US.

Inflation hit 3% in Canada and brought salary increases of just above that for most professionals. Those moving jobs saw average salary increases of 7-11%. Tax, internal audit and regulatory compliance professionals saw increases closer to 11-15%.

2019

In 2019, 'Big 4' trained CPAs 18-24 months out of practice will be in high demand, due to their highly desirable hybrid skill set of external audit plus hands-on accounting experience, particularly at the controller/VP finance level.

Lawyers with strong M&A deal experience in burgeoning sectors like pharmaceuticals, cannabis, IT and real estate, as well as compliance officers with dual Canadian and US regulatory knowledge will also be in demand.

Hiring managers will need to streamline interview processes to ensure they keep millennial candidates, or they will risk losing them to nimble start-ups that move at a rapid pace and often offer equity even for junior to mid-level staff."

Simon Bromwell
Managing Director
North America



SOUTH EAST ASIA

2018: A DYNAMIC GROWTH LANDSCAPE

“In 2018, hiring across South East Asia was buoyant, with rapid growth across the maturing economies and a noticeable evolution in hiring needs in the more established markets.

Indonesia, Philippines, Thailand and Vietnam all showed strong levels of hiring as organisations sought to expand their teams to fuel continued growth. The continued entry of multinational companies and foreign direct investment were key drivers of growth in these markets. We saw stiff competition for skilled and experienced talent in 2018, and we expect these markets to maintain their robust growth momentum in 2019.

Hiring in Malaysia and Singapore was stable and modest in 2018 compared to the other South East Asian markets. In these more established markets, companies sought fewer but better skilled professionals whose expertise and experience could add significant value. We expect this to continue in 2019.

STRONGER INDUSTRIAL PRESENCE

South East Asia’s role as an industrial hub within Asia looks set to grow due to a greater injection of foreign investment into the region, particularly from China. In 2018, a number of new entrants set up operations and existing players expanded their footprint, bolstering confidence and hiring activity.

Our presence in South East Asia:

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

This stimulated demand for professionals with industrial experience across a range of roles, including engineering, manufacturing, supply chain, sales and marketing, finance and human resources.

CONTINUED PUSH TOWARDS DIGITAL

Digitalisation remains a key trend influencing hiring across the region and sustaining the high demand for IT talent. The growth of cyber security, big data and artificial intelligence has driven the need for IT specialists in these niche areas.

The impact of digitalisation, however, reaches far beyond the technology sector and we have seen significant demand for professionals with relevant digital capabilities. This includes marketers with digital and e-commerce expertise, supply chain and logistics experts with knowledge in automation and machine learning and HR professionals with experience using the latest HR technologies.

AN EVOLUTION IN HIRING NEEDS

Across the region, we have seen an increased effort by companies to hire local talent, in part due to government policies and recommendations. At the same time, businesses are looking to expand outside of the country and this has driven demand for “glocal” talent, or local talent with international experience. For less mature markets, employers often sought professionals with experience working in more developed markets to lead growing teams.

Companies, particularly those in the more mature markets, are also looking to refine and optimise their recruitment processes and we have seen a larger number of companies moving to recruitment process outsourcing solutions.

HIRING ADVICE

Businesses in the region are placing more focus on employee retention by investing in training, offering benefits such as flexible working arrangements and providing attractive counter-offers for their top talent. As such, employers looking to hire skilled professionals will need to do more to secure the talent they want.

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Businesses are looking to expand out of the country and this has driven demand for “glocal” talent, or local talent with international experience.

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This includes providing a competitive salary and benefits package, acting swiftly and maintaining good communication throughout the recruitment process. Most importantly, it’s about showing genuine interest in a candidate’s future, and demonstrating how he or she will be an integral part of the organisation.

To overcome skill shortages in certain sectors, companies should also expand their pool of candidates and reach out to local professionals residing overseas. Our ‘Return Home’ campaigns – Pulang Kampung (Indonesia), Balik Bayan (Philippines), Balik Kampung (Singapore) and Come Home Phố Good (Vietnam) – have helped businesses in the region identify and hire overseas returning professionals with the necessary expertise, skill sets and international experience.

2019: A POSITIVE OUTLOOK

There are several elections being held across South East Asia in 2018 and 2019, and these typically have some impact on recruitment activity. Assuming political stability, we expect the recruitment markets in South East Asia to maintain their dynamic growth in 2019.”

Toby Fowlston

Managing Director
South East Asia



UNITED KINGDOM

2018

Despite high demand for specialist and highly skilled mid-level and senior professionals, employers had to contend with a UK-wide candidate shortage across most disciplines. Uncertainty around Brexit appeared to be creating a fear of 'last in first out', which in turn meant candidates were less willing to move roles as swiftly as they had in previous years.

The UK remained a 'two-speed economy', with London-based financial services firms experiencing slow growth due to Brexit-related concerns, while non-financial services companies outside of London experienced much faster growth. Manchester, Leeds and Birmingham have been particularly successful in positioning themselves as regional tech-hubs, attracting talent that would have historically migrated to London.

The technology industry was one of the fastest-growing markets across the whole of the UK and given the innovative and highly skilled nature of the industry there was an ongoing shortage of suitably qualified candidates.

Hiring across the legal sector became increasingly competitive, leading to firms paying premiums for experienced lawyers across most skill sets. Demand was partly due to a lack of lawyers at the two to four year PQE level, caused by a reduction in the number of trainees being hired a few years ago, coupled with the increase in European regulations.

In commerce and industry, demand for finance professionals remained strong across the UK at all levels, from part-qualified accountants through to finance directors. As candidates now understand their worth, they are increasingly pushing for commercial or strategic roles rather than core reporting positions.

Due to uncertainty around Brexit, banks and financial services firms took a relatively cautious approach to recruitment characterised by replacement hiring. Compliance, risk and audit were exceptions, with professionals in these areas highly sought after due to the pressure from regulators.

In comparison to the previous year, we saw salaries rise faster in 2018, but on the whole increases were not significant unless professionals were working in a market short of qualified professionals, such as technology or compliance.

46%

**OF PROFESSIONALS BELIEVE
COMPANIES DO NOT OFFER
COMPETITIVE ENOUGH SALARIES**



CHRIS HICKEY,
CEO,
UK, MIDDLE EAST & AFRICA

2019

The outcome of Brexit will be the key determinant of hiring market conditions in 2019, especially for the financial services sector. However, despite Brexit, there will be pockets of intense hiring activity within financial services driven by demand for skills such as compliance, risk and audit.

Traditional finance functions will begin hiring at all levels as general business growth is likely to continue. Technology aligned companies and venture capital backed start-ups show no signs of slowing down, and the rate at which they continue to attract investors will be a big pull for candidates who are looking to future-proof their careers.

We advise businesses facing candidate shortages to be flexible and consider hiring professionals with transferable skills. Companies should consider taking on candidates who are ambitious and fast learners, even if they are not an exact fit for the job description, in order to support areas of growth within the business.

Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in changing working practices.

In-demand professions or specialist roles will continue to command premiums, but general salary inflation will be subject to, and defined by, the outcome of Brexit and other variable macroeconomic conditions.



Of professionals are dissatisfied with their work-life balance



- 1 London – 87% of professionals sought new opportunities in 2018
- 2 North West – 86% of professionals sought new opportunities in 2018
- 3 Yorkshire – 92% of professionals sought new opportunities in 2018

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Candidates looking for a new role should embrace digitalisation and innovation to ensure they remain current and relevant in changing working practices.

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**All statistics are drawn from Robert Walters industry research*

OVERVIEW

ACCOUNTING & FINANCE

2018 was a particularly buoyant recruitment market for the accounting and finance sector across all regions, with global brands capitalising on the highly skilled and mobile workforce available in areas such as Birmingham, Manchester and Leeds.

Hiring managers in the permanent market had to contend with a candidate shortage across the board in 2018. Competition for top talent was at an all-time high with salaries and packages, alongside career development and future growth, all playing a part in candidate decision-making.

In 2019, we will see an increase in interim and temp roles within commerce finance as companies prepare for Brexit.

Professionals that are effective with the use and management of technology and able to work in a fast-paced and changing environment will be particularly sought after.

The expectation of salary increases of more than 10% has become commonplace, with top-performing

talent expecting lucrative compensation packages above market value.

BANKING & FINANCIAL SERVICES

Hiring for professionals across the sell side and buy side remained strong throughout 2018 as firms continued to best position themselves. The most in-demand professionals remained those in business critical roles, supporting revenue-generating functions, and those required because of regulatory changes.

Hiring managers were having to contend with candidate shortages across product control, fund control, fund accounting, treasury, regulatory reporting and accounting policy roles.

The continued push by investment banks to move more junior accounting roles out of London, particularly the bulge bracket banks, came to a head in 2018 with an acute lack of talent at analyst and assistant vice president levels.

In 2019, the demand for accounting professionals at AVP level will continue, along with accounting professionals within the reporting and policy sphere as companies

look to achieve best practice and meet regulatory requirements. It will also be common practice for companies to hire on potential rather than experience alone.

On the buy side, particularly for boutique firms, there was continued demand for qualified accountants to move out of practice into pure accounting and hybrid roles across both accounting and investments. The lack of candidates with investment management experience has led to clients becoming increasingly open to experience in other fields.

Retention of professionals within financial services will be key. Firms who are able to offer cross training, secondments and lateral moves will see higher retention rates in 2019.

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Hiring managers in the permanent market had to contend with a candidate shortage across the board in 2018.

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COMMERCE & INDUSTRY

Despite ongoing concerns surrounding Brexit, job creation was high within commerce and industry. It was a candidate driven market in 2018, with multiple offers and buy-backs from current employers becoming common in order to secure top talent.

As ever, newly-qualified accountants were in particular demand, both within practice and industry. There was also significant recruitment activity for 'second-time movers' who had trained in practice before making the move into industry. Their technical knowledge and hands-on experience meant that these candidates were highly desirable.

Salaries remained fairly consistent in 2018. However premiums were paid for ACAs going into core financial/group accounting positions.

We are expecting a continued need for industry-trained management accountants at the recently qualified (£50-55k) level in 2019. This is particularly the case for management accountant and FP&A roles, where a commercial outlook and hands-on skill set is highly desirable. Industry experience at any level will continue to be highly sought after, with the finance manager level remaining the busiest in the market.

It will continue to be a competitive market in 2019, so interview processes should be rapid and slick. In order to attract top talent and high-performing millennials, companies should invest in their employer brand and improve softer benefits including flexi-hours and the workplace environment.

Hiring managers should ensure roles have variety and a well-written job spec, particularly at the newly-qualified level where jobs can traditionally be fairly one-dimensional.

In a candidate-driven market, companies should be flexible and consider candidates who do not necessarily fit the exact job description, but instead possess valuable transferable skills and cross-industry experience. Hiring managers should look out for candidates with the right cultural fit, ambition and the ability to pick things up quickly.

COMPLIANCE

2018 has been a busy year in regulatory compliance recruitment. Despite budgetary hiring restrictions and uncertainty around Brexit, organisations continued to invest in specialist compliance functions.

Permanent hiring was focused around regulatory change and horizon scanning – particularly given the challenges posed with GDPR.

We expect that 2019 will continue to remain very busy at more senior levels with director positions coming to market during late quarter one or early quarter two. Bonus payments will continue to be a key catalyst for moves at the senior level.

Most organisations are planning to stabilise teams across their core regulatory compliance functions, with increases in headcounts led by changes in regulation rather than existing rules in place.



75%

OF JOBSEEKERS LOOK FOR ROLES
ON ONLINE JOB BOARDS

Brexit will be a contributing factor for market moves and may lead to talent being risk-averse and loyal to their current employer. As a result, hiring managers need to be flexible in 2019 and consider hiring talent from legal or risk pools as well as more traditional regulatory backgrounds.

FINANCIAL CRIME

Despite concerns around Brexit contingency planning, budget restrictions and hiring freezes, 2018 saw continued investment in senior and mid-level roles across most large and medium organisations.

Job satisfaction and flexible working were the main motivators for job seekers across the market in 2018 and we expect these to play a bigger part in 2019.

There will be continued demand for candidates in the financial crime

testing, assurance and controls space, as many large and medium banks continue to bolster second and third line functions. Hiring will pick up in the 'know your customer' (KYC) space as many institutions look to align KYC with front office.

Data analytics and machine learning will play a key part in organisations' spending and hiring strategies.

Junior candidates in the financial crime assurance and testing space will be hard to come by, as will advisory candidates with global markets, trade finance and asset management experience.

Brexit strategies may play a bigger part in 2019, as many banks will look to set up smaller functions in other European financial hubs.

HUMAN RESOURCES

Many businesses in 2018 were growing and expanding HR teams following acquisitions or business changes. This was particularly prevalent in regions such as the Midlands.

As a result, demand was high for specialist HR skills – data, MI and HRIS – as well as learning and development professionals. The number of part-time roles in 2018 increased significantly, a trend that we expect to continue in 2019.

Demand for HR professionals with specialist skills will be high across the board, and as a result hiring managers will need to offer more competitive salaries for top candidates.

Professionals with a background in talent acquisition, rewards and benefits, internal recruitment and HR information systems will be highly sought after throughout 2019.

Businesses should try to keep interview processes straightforward, simple and engaging. Soft benefits such as agile working, pensions and holiday entitlement, along with hearing more about the type of projects they will be involved with, will all be important aspects of a candidate's choice for moving roles.

INFORMATION TECHNOLOGY

In 2018, demand was high for specialists in business intelligence, data, analytics, security, development, architecture and digital, in both permanent and contract roles.

Fintech, e-commerce/online and financial services employers were active in recruiting digital professionals across development, DevOps and architecture as they expanded their online and digital offerings.

Professionals who could demonstrate technical abilities as well as communication and analytical skills were highly sought after, as an emphasis on communicating the threats of cyber security breaches to staff became more important.

In terms of skills, candidates with a background in BI, data science, AI, cyber security, Java, Linux, CRM dynamics, architecture, cloud security and product were all in demand.

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In 2018, demand was high for specialists in business intelligence, data, analytics, security, development, architecture and digital in both permanent and contract roles.

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In 2019, demand will increase for interim talent as employers implement data, digital and transformation projects. Companies will continue to invest in their security, architecture and data capabilities, driving up salaries in these areas.

Employers will struggle to source developers, software architects, CRM specialists, data and security professionals for both permanent and interim roles as demand continues to outstrip supply.

Competitive salaries and well-structured career paths continue to be optimal ways to attract top talent. Innovative yet challenging projects, along with a good work-life balance, will also allow firms to retain and hire the best candidates in the market.

LEGAL

IN-HOUSE – FINANCIAL SERVICES

Recruitment activity was high in 2018, with employers perceiving the need to recruit in-house lawyers specialising in transactional fields such as derivatives, capital markets, corporate and M&A - particularly at the two to six years' PQE level.

There was an obvious demand for data protection lawyers, with the implementation of GDPR often leading to a ‘bidding war’ between companies in 2018.

Hiring managers were having to contend with a skills shortage at the three to six years’ PQE level in derivatives and capital markets, largely due to fewer candidates qualifying in these areas during the recession.

Salaries remained static, but the expectations of professionals making the move in-house increased due to a rise in private practice salaries and the perception that in-house pay rises are difficult to achieve.

In 2019, demand will be influenced by the outcome of Brexit negotiations, with financial services firms likely to actively hire. More junior candidates (two to five years’ PQE) entering the field will help ease skills shortages. However, the perception of the financial services industry makes it difficult to attract candidates at these levels, with more opting to join start-ups and progressive technology businesses.

IN-HOUSE – COMMERCE & INDUSTRY

Towards the end of 2018, the resurgence of oil, gas and construction led to an increase in hiring levels. As always, mid-level candidates were the most sought after. There was also more mobility at the newly-qualified and junior level for the first time in some years.

On the contract side, there was steady demand throughout 2018. The number of mid-level lawyers (four to seven years’ PQE) looking to move from

private practice into contracting roles increased, typically to achieve a more flexible lifestyle and higher rates of pay. Salaries in business-facing sectors increased, while in-house roles in retail saw few salary changes in 2018.

With GDPR regulations in play, data protection lawyers continue to be in unusually high demand. With this exception, daily rates will remain largely static.

COMPANY SECRETARY

It was a tight market in 2018 with several firms delaying decisions as a result of the uncertainty around Brexit.

There was marginal inflation in salaries to allow companies to hold onto talent and remain competitive.

In 2019, candidates who are qualified or on the path to being qualified, who have previously worked in high-pressure environments, will be highly sought after.

Those entering into junior-level positions will be seeking a clear career path and quick progression. As a result, hiring managers will be met with a candidate shortage at this level in 2019.

Firms and hiring managers should make sure to go with their instincts when hiring. If a candidate displays all the can-do traits and high-level aptitude needed for a company secretary role, they should make an offer rather than waiting for the ‘ideal’ fit.

Retention will continue to be a key focus in 2019, with career progression,

TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Remuneration and benefits



Work-life balance



Status and level of responsibility



Day-to-day work

competitive salaries and the introduction of flexible working conditions all playing a part in retaining top talent.

OFFSHORE

The offshore market was reasonably busy in 2018, showing a good recovery from the post-Brexit vote uncertainty. Salaries remained largely constant, with the exception of the British Virgin Islands where increases of around 10% were common to compensate for housing shortages following two significant hurricanes.

New office openings in different jurisdictions resulted in an increased demand for lawyers. As candidates moved to new entrants in the market, vacancies in their old firms were opening up, resulting in demand outstripping supply.

There will continue to be a demand for highly skilled lawyers who have experience at top international firms and are able to bring contacts and expertise with them.

Firms will increasingly find themselves competing to secure the same candidates in 2019, and so it is crucial that hiring managers tailor their offering to individual candidates and staff, rather than adopting a one-size-fits-all approach.

If Brexit goes poorly, we can expect lawyers to be reluctant to move out of secure positions, putting pressure on the already-small candidate pool for offshore firms.

PRIVATE PRACTICE

Hiring returned to normal levels in 2018 despite the ongoing uncertainty about Brexit. Salary levels continued to rise across the board, triggered by a significant increase at the top US law firms, leaving other firms rushing to make up ground.

Brexit will no doubt have some impact on the economy and as such we will see an increase in hiring for areas such as disputes, insolvency, employment and other areas which tend to be more counter-cyclical.

Private practice will continue to see dropout rates in 2019, with lawyers either making the move in-house or leaving law entirely, meaning that hiring at the mid to senior level will be a struggle.

It is likely 2019 will see further salary increases from US firms, with local competitors following suit in order to remain competitive.

RISK & COMPLIANCE

2018 was another year of growth for risk and compliance, as Magic Circle and Silver Circle firms looked to strengthen their teams, whilst US and regional/national firms focused on better establishing their functions.

In relation to junior positions, several large, established teams offshored/nearshored their functions, resulting in a much smaller candidate pool in London. Consequently, firms are finding it increasingly difficult to find strong junior and mid-level candidates as the bulk of the talent pool now exists outside of London.

Over the years, the functions in prominent UK firms have become increasingly sophisticated, which has lent itself to increased productivity. However, at present many run the risk of becoming too process driven, which is prompting candidates to look at alternatives. It is likely that this will continue to effect Magic and Silver Circle firms throughout 2019, who will need to increase the scope of their roles or run the risk of losing out to their US counterparts.

In order to attract and retain top talent, firms should try to structure their roles in such a way that they offer greater breadth and diversity, as this is what most candidates are looking for.

OPERATIONS

In 2018, the operations market was focused on permanent hiring despite the uncertainty surrounding

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Firms should try to structure their roles in such a way that they offer greater breadth and diversity as this is what most candidates are looking for.

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the outcome of Brexit. In fact, a number of American hedge fund and European mid-tier institutions set up operational hubs in London.

The market was driven by candidates, with many areas short of a strong pool of professionals from which to secure talent. As a result, companies were hiring at the junior level where there was an upwards drive in salaries as candidates began to understand their worth.

More traditional operations roles came into the market in 2018, driven particularly by mid-tier banks. Volumes from the buy side continued to be positive and, with slick recruitment processes, they were quick to secure the best talent.

MiFID II resulted in a number of companies making last-minute contract hires to assist them with incoming regulatory changes.

In early 2019, we anticipate a shift towards contract hiring as the outcome of Brexit pushes organisations to prefer to have a more agile workforce.

With Brexit looming and Securities Financing Transactions Regulation (SFTFTR) around the corner there will be

a real demand for candidates willing to build on MiFID II, EMIR and DFA. Stand out candidates will be project focused with solid SQL, VBA and even C/R languages as companies are forced to invest heavily to update and replace outdated procedures and software.

Professionals with strong systems skills will be highly sought after, as firms look at robotics and automations to reduce costs. Strong candidates from collateral and OTC middle office are likely to continue to be in demand on the banking side, whilst professionals from performance, client reporting and client services will be sought after on the investment management side.

PROCUREMENT & SUPPLY CHAIN

We saw a number of interim and permanent hires throughout 2018 to both support the critical roles within supply chain functions, but also to help firms draw up and resolve a number of 'what if' Brexit-related scenarios.

The introduction of GDPR meant that candidates with a knowledge of best data practices and contracts were highly sought after as firms had to turn their focus to whether contracts and procedures would be fit for purpose.

A competitive market meant that candidates often had multiple offers on the table resulting in a salary inflation – this was particularly acute for management and director roles as businesses were willing to pay that bit extra to get the right person. Interim rates also increased in-line with growing demand.

In spite of Brexit, it will be business as usual in 2019 for the procurement and supply chain sectors. Businesses will still be seeking top talent to drive efficiency and best practice in order to survive in today's climate and to also gain a competitive advantage.

Hiring managers will find it difficult to come across high-quality supply chain and engineering candidates in 2019 and will have to contend with a significant candidate shortage as job openings continue to increase in this area.

PROJECTS, CHANGE & TECHNOLOGY

It was a relatively quiet market in 2018 at the senior project manager and programme level, as we saw a number of new workstreams being put on hold. Instead emphasis was placed on hiring permanent business analysts at the more junior level.

In 2019, demand will be high for candidates with either a regulatory, organisational design or process optimisation background as the outcome of Brexit becomes clear.

All indicators are pointing to a candidate shortage within the regulatory space this year. As such, hiring managers will need to be flexible on skill sets, as looking for candidates that tick all technical boxes will be very expensive.

DATA SCIENCE & ANALYTICS

2018 has been the busiest year we have seen in the data science, analytics and engineering market.

Despite budgetary hiring restrictions and some uncertainty around Brexit, organisations have continued to invest in a number of machine learning and analytics related functions as business leaders became accustomed to the potential of the data at their disposal.

Data scientists with real-life experience, knowledgeable data engineers and generalists with understanding of niche areas such as NLP and deep learning will be in high demand in 2019. Although Python is very much the most popular, other languages such as Julia, Scala and Go will have more of a presence moving forwards due to the flexibility they provide data scientists.

Machine learning and data engineers will be competitive to hire in 2019 as companies look to ensure they have the right big data environments to make the most of the data at their disposal.

INFOSEC

The IT security recruitment market was buoyant in 2018 as a result



Of professionals consider mental health policies important when considering a new role

of increased inward investment by tier one investment banks and small-to-mid sized companies.

GDPR was the single biggest game changer to the recruitment market as companies had compulsory requirements to address internal data privacy practices. This change kept the financial services sector particularly busy.

In 2019, we will continue to see organisations move off-premises and into third-generation platforms such as Cloud. As a result, having Cloud security knowledge will be paramount in 2019.

Candidates who have a hybrid skill set of IT risk and IT security will also be in demand as companies need to ensure that the confidentiality, availability and integrity of both their data and IT systems are not compromised.

Hiring managers will struggle to find technical specialists who also have stakeholder engagement and business awareness capabilities.

Advice to hiring managers for 2019 is to move quickly. The IT security market will be candidate-driven so ensuring a rapid turnaround for interviewing and hiring top talent will be key. Financial rewards and benefits such as remote working should also be available.

SECRETARIAL & SUPPORT

Hiring managers were battling with candidate shortages in 2018, as demand for secretarial and support professionals grew – most notably in the North West as a result of companies relocating from London.

Job security was top of candidates' wish lists, with the uptake on temp roles being slow as a result.

Salaries rose across the board from junior to senior level, which led to the common occurrence of counter-offers. Companies sought to improve on salaries in order to attract and retain candidates with specific skill sets and experience levels.

Throughout 2019, demand for support professionals is likely to remain stable and salaries will continue to rise. Flexible working hours and the potential for career progression will become increasingly important when looking to attract top-calibre professionals.

TAX

In 2018, recruitment market sentiment and confidence remained strong in the face of Brexit. Demand was constant for specialist tax areas, including project roles looking at the impact of Brexit for tax planning.

Retention strategies for permanent staff included secondments onto project work to broaden core skill sets and keep engagement.

2018 saw an increase in salaries for tax professionals of between 10-20%.

The tax market will remain strong in 2019 with tax reform a prominent topic. Candidates with a breadth of experience in international tax, VAT and a good understanding of the tax implications of mergers and acquisitions will be highly sought after.

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The tax market will remain strong in 2019 with tax reform a prominent topic.

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We will also see an increase in the hiring of technically specific roles on an interim basis for Brexit projects, VAT and tax robotics, due to the increased focus on tax transparency and tax reform.

TREASURY

Recruitment activity remained constant throughout 2018, in particular in the treasury front office where specialist candidates were particularly sought after for senior treasury analyst and treasury manager roles.

Permanent staff were retained by being given secondments onto project roles in order to broaden their operational skill set. Common projects included implementing new TMS systems, and bank RFPs.

In 2019, we expect the treasury market to remain strong, with a focus around key technical skill sets of operations. We will also see an increase in demand for interim roles for smaller treasury functions as companies begin to see the value in building out a team.

Hiring managers will be seeking candidates with a breadth of treasury experience, as well as interim roles that have skill sets around TMS implementations, refinancing and treasury transformation projects.

LONDON

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Financial Control/Management Reporting				
Vice President (5 yrs'+ PQE)	75 - 110k	75 - 130k	425 - 550	425 - 550
Assistant Vice President (2 - 6 yrs' PQE)	65 - 80k	70 - 80k	350 - 425	350 - 425
Analyst/Assistant Vice President (newly-qualified - 2 yrs' PQE)	55 - 70k	55 - 70k	275 - 375	275 - 375
Product Control				
Vice President (5 yrs'+ PQE)	100 - 150k	80 - 130k	450 - 600	450 - 600
Assistant Vice President (2 - 6 yrs' PQE)	70 - 105k	70 - 80k	350 - 450	350 - 450
Analyst/Assistant Vice President (newly-qualified - 2 yrs' PQE)	55 - 70k	55 - 70k	275 - 375	275 - 375
Internal Audit				
Vice President (5 yrs'+ PQE)	80 - 110k	80 - 140k	425 - 550	425 - 550
Assistant Vice President (2 - 6 yrs' PQE)	65 - 90k	65 - 90k	350 - 450	350 - 450
Analyst/Assistant Vice President (newly-qualified - 2 yrs' PQE)	50 - 70k	55 - 70k	275 - 375	275 - 375
Regulatory Reporting				
Vice President (5 yrs'+ PQE)	80 - 110k	80 - 130k	500 - 600	500 - 600
Assistant Vice President (2 - 6 yrs' PQE)	65 - 90k	70 - 80k	450 - 500	450 - 500
Analyst/Assistant Vice President (newly-qualified - 2 yrs' PQE)	50 - 70k	55 - 70k	350 - 450	350 - 450
Treasury - Financial Services				
Vice President (5 yrs'+ PQE)	75 - 110k	80 - 130k	475 - 600	475 - 600
Assistant Vice President (2 - 6 yrs' PQE)	55 - 70k	70 - 80k	275 - 450	275 - 450
Analyst/Assistant Vice President (newly-qualified - 2 yrs' PQE)	35 - 50k	55 - 70k	180 - 250	180 - 250
SME Banking				
Head of Finance	110k+	110k+		
Financial Controller	85 - 110k	85 - 110k	450 - 550	450 - 550
Finance Manager	65 - 85k	65 - 85k	350 - 450	350 - 450
Financial Accountant (newly-qualified - 3 yrs' PQE)	50 - 65k	50 - 65k	275 - 400	275 - 400
Management Accountant (newly-qualified - 3 yrs' PQE)	45 - 65k	45 - 65k	180 - 250	275 - 400
Assistant Accountant	28 - 35k	28 - 35k	120 - 200	120 - 200

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

LONDON

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2018	2019
Executive		
CFO (FTSE 100/Multinational org)	500k+	550k+
CFO/Financial Director (FTSE 250/large org)	250k+	275k+
CFO/Financial Director (FTSE small cap/med org)	140 - 220k	150 - 220k
Financial Director (AIM/small org)	80 - 140k	110 - 150k
Financial Controller (FTSE 100/250/large org)	160k+	175k+
Financial Controller (FTSE small cap/AIM/med org)	80 - 100k	100 - 130k

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

COMMERCE & INDUSTRY - INTERIM MANAGEMENT

ROLE	CONTRACT	
	RATE PER DAY GBP (£)	
	2018	2019
CFO (large org)	1500 - 2200	1500 - 2500
CFO (small/med org)	1000 - 1800	1100 - 1900
Finance Director (large org)	700 - 1400	750 - 1500
Finance Director (small/med org)	500 - 800	600 - 850
Business Change/Transformation	600 - 1500	600 - 1600
Group Financial Controller	450 - 750	500 - 800

NB: Figures are basic salaries exclusive of benefits

LONDON

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Qualified				
Finance Manager	65 - 85k	65 - 85k	300 - 400	300 - 400
FP&A Manager	70 - 90k	70 - 90k	350 - 500	350 - 500
Analyst	55 - 80k	55 - 80k	300 - 350	300 - 350
Group Accountant	50 - 75k	50 - 75k	300 - 450	300 - 450
Financial Accountant	47 - 55k	47 - 60k	250 - 300	275 - 325
Management Accountant	47 - 52k	47 - 55k	250 - 300	250 - 325
Newly-qualified ACA	50 - 55k	50 - 55k	250 - 300	250 - 300
Newly-qualified CIMA	50 - 55k	50 - 55k	250 - 350	250 - 300
Newly-qualified ACCA	45 - 55k	45 - 55k	225 - 275	250 - 300
Part and Non-qualified				
ACCA Part 3/CIMA Strategic	40 - 45k	40 - 45k	190 - 250	190 - 250
ACCA Part 2/CIMA Management	35 - 40k	35 - 40k	170 - 220	170 - 220
ACCA Part 1/CIMA Operational	28 - 34k	28 - 34k	140 - 180	140 - 180
Finance Manager	40 - 60k	40 - 60k	180 - 260	180 - 260
Business/Financial Analyst	38 - 50k	38 - 50k	180 - 250	180 - 250
Payroll Manager	45 - 80k	45 - 80k	170 - 300	170 - 300
Accounts Payable Manager	40 - 70k	40 - 70k	150 - 250	150 - 250
Accounts Payable Assistant	21 - 28k	21 - 28k	100 - 140	100 - 140
Accounts Assistant	24 - 30k	24 - 30k	105 - 140	105 - 140
Payroll Officer	22 - 32k	22 - 32k	100 - 135	100 - 135
Graduate	20 - 28k	20 - 28k	85 - 120	85 - 120
Credit & Accounts Receivable				
Sales Ledger Manager	35 - 45k	35 - 42k	150 - 225	150 - 225
Sales Ledger Assistant	22 - 27k	22 - 27k	100 - 140	100 - 140
Credit Control Manager	40 - 100k	40 - 100k	180 - 300	180 - 300
Revenue/Billings Manager	40 - 65k	40 - 65k	180 - 250	180 - 250
Credit Controller	26 - 35k	26 - 35k	115 - 150	115 - 150
Senior Credit Controller	28 - 35k	28 - 35k	120 - 150	120 - 150
Billings Specialist	28 - 40k	28 - 40k	120 - 200	120 - 200

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LONDON

ACCOUNTING & FINANCE INVESTMENT MANAGEMENT FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Financial Control				
CFO	150k+	150k+	750+	750+
Financial Director	90 - 140k	100 - 150k	550+	550+
Financial Controller	75 - 90k	75 - 100k	450 - 550	450 - 550
Finance Manager (3+ yrs' PQE)	65 - 80k	65 - 80k	350 - 450	350 - 450
Financial Accountant (0 - 3 yrs' PQE)	55 - 65k	55 - 65k	275 - 350	275 - 350
Assistant Accountant	30 - 40k	30 - 40k	180 - 250	180 - 250
Accounts Payable	20 - 30k	20 - 30k	140 - 200	140 - 200
Accounts Receivable	20 - 30k	20 - 30k	140 - 200	140 - 200
Management Reporting/Financial Planning & Analysis				
Head of Management Reporting/FP&A	85 - 110k	85 - 110k	450+	450+
Senior Management Accountant/FP&A Manager (3+ yrs' PQE)	70 - 85k	70 - 85k	375+	375+
Management Accountant/FP&A Analyst (0 - 3 yrs' PQE)	55 - 70k	50 - 70k	300+	300+
Fund Accounting				
Fund Controller (5+ yrs' PQE)	80 - 110k	80 - 110k	550+	550+
Fund Accountant (3 - 5 yrs' PQE)	65 - 80k	65 - 80k	475+	475+
Fund Accountant (0 - 3 yrs' PQE)	50 - 65k	50 - 65k	275+	300+
Internal Audit				
Head of Internal Audit	115 - 140k	115 - 140k	800 - 1200	800 - 1200
Internal Audit Manager	90 - 115k	90 - 115k	500 - 750	500 - 750
Internal Auditor (3+ yrs' PQE)	70 - 90k	70 - 90k	350 - 500	350 - 500
Internal Auditor (0 - 3 yrs' PQE)	55 - 70k	55 - 70k	275 - 350	275 - 350

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LONDON

ACCOUNTING & FINANCE PRACTICE ACCOUNTING

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2018	2019
Audit		
Director	95 - 130k	95 - 130k
Senior Manager	70 - 90k	70 - 90k
Manager	55 - 67k	55 - 67k
Senior	45 - 50k	45 - 50k
Corporate Finance		
Director	100 - 140k	100 - 140k
Senior Manager	70 - 90k	70 - 90k
Manager	55 - 70k	55 - 70k
Senior	45 - 55k	45 - 55k

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LONDON

COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Central Compliance				
6+ yrs' exp	115k+	115k+	650+	650+
4 - 6 yrs' exp	75 - 90k+	75 - 90k+	450 - 600	450 - 600
2 - 4 yrs' exp	60 - 75k	60 - 75k	300 - 400	300 - 400
0 - 2 yrs' exp	40 - 55k	40 - 55k	200 - 300	200 - 300
Trade Surveillance				
6+ yrs' exp	100k+	100k+	650+	650+
4 - 6 yrs' exp	70 - 95k	70 - 95k	500 - 600	500 - 600
2 - 4 yrs' exp	50 - 70k	50 - 70k	350 - 450	350 - 450
0 - 2 yrs' exp	35 - 50k	35 - 50k	200 - 350	200 - 350
Product Advisory				
6+ yrs' exp	130 - 150k	130 - 150k	700+	700+
4 - 6 yrs' exp	90 - 130k	90 - 130k	600 - 700	600 - 700
2 - 4 yrs' exp	60 - 90k	60 - 90k	450 - 600	450 - 600
Control Room				
6+ yrs' exp	100k+	100k+	750+	750+
4 - 6 yrs' exp	65 - 95k	65 - 95k	500 - 700	500 - 700
2 - 4 yrs' exp	45 - 65k	45 - 65k	350 - 475	350 - 475
0 - 2 yrs' exp	35 - 45k	35 - 45k	200 - 350	200 - 350
Regulatory Affairs/Change				
6+ yrs' exp	110k+	110k+	800 - 1000	800 - 1000
4 - 6 yrs' exp	80 - 100k	80 - 100k	600 - 750	600 - 750
2 - 4 yrs' exp	50 - 75k	50 - 75k	400 - 600	400 - 600
Monitoring/Assurance				
6+ yrs' exp	120k+	120k+	650+	650+
4 - 6 yrs' exp	80 - 110k	80 - 110k	450 - 600	450 - 600
2 - 4 yrs' exp	50 - 75k	50 - 75k	350 - 450	350 - 450
0 - 2 yrs' exp	30 - 45k	30 - 45k	200 - 350	200 - 350

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LONDON

FINANCIAL CRIME

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
KYC				
6+ yrs' exp	65k+	65k+	450+	450+
4 - 6 yrs' exp	45 - 65k	45 - 65k	350 - 450	350 - 450
2 - 4 yrs' exp	25 - 45k	25 - 45k	250 - 350	250 - 350
0 - 2 yrs' exp	20 - 25k	20 - 25k	150 - 250	150 - 250
AML Policy/Advisory				
6+ yrs' exp	85k+	85k+	500 - 750	500 - 750
4 - 6 yrs' exp	60 - 85k	60 - 85k	350 - 500	350 - 500
2 - 4 yrs' exp	40 - 65k	40 - 65k	250 - 350	250 - 350
0 - 2 yrs' exp	30 - 40k	30 - 40k	200 - 350	200 - 350
Sanctions Policy/Advisory				
6+ yrs' exp	75k+	75k+	500 - 600	500 - 600
4 - 6 yrs' exp	55 - 75k	55 - 75k	400 - 500	400 - 500
2 - 4 yrs' exp	35 - 55k	35 - 55k	300 - 400	300 - 400
ABC Policy/Advisory				
6+ yrs' exp	74k+	74k+	600+	600+
4 - 6 yrs' exp	55 - 75k	55 - 75k	400 - 600	400 - 600
2 - 4 yrs' exp	35 - 55k	35 - 55k	300 - 400	300 - 400
Fraud				
6+ yrs' exp	65k+	65k+	400+	400+
4 - 6 yrs' exp	45 - 65k	45 - 65k	300 - 400	300 - 400
2 - 4 yrs' exp	30 - 45k	30 - 45k	200 - 320	200 - 320
0 - 2 yrs' exp	20 - 30k	20 - 30k	120 - 170	120 - 170
Transaction Monitoring				
6+ yrs' exp	65k+	65k+	500+	500+
4 - 6 yrs' exp	45 - 65k	45 - 65k	300 - 500	300 - 500
2 - 4 yrs' exp	30 - 45k	30 - 45k	200 - 300	200 - 300
0 - 2 yrs' exp	20 - 30k	20 - 30k	150 - 200	150 - 200

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LONDON

INTERNAL AUDIT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Internal Audit - Commerce & Industry				
Director of Internal Audit/VP of Internal Audit	150 - 200k	160 - 250k	700 - 1000	800 - 1200
Head of Internal Audit	110 - 140k	120 - 150k	600 - 800	650 - 900
Audit Director	90 - 110k	95 - 120k	500 - 650	550 - 750
Senior Internal Audit Manager	85 - 105k	90 - 120k	400 - 550	500 - 650
Internal Audit Manager	65 - 95k	70 - 95k	350 - 450	400 - 550
Senior Internal Auditor	55 - 75k	60 - 75k	250 - 350	300 - 450
Internal Auditor	50 - 60k	55 - 60k	250 - 300	275 - 325
Newly-qualified (still in practice)	45 - 50k	47 - 55k	220 - 275	250 - 300
Auditor (part-qualified)	35 - 40k	38 - 48k	180 - 250	200 - 250
Risk Management - Commerce & Industry				
CRO	150 - 200k	160 - 250k	700 - 1000	800 - 1200
Head of Risk	120 - 150k	120 - 150k	600 - 800	650 - 900
Risk Director/Senior Manager	120 - 120k	90 - 120k	450 - 650	450 - 650
Risk Manager	60 - 90k	60 - 90k	350 - 450	350 - 450
IT Audit - Commerce & Industry				
Head of IT Audit	110 - 150k	120 - 150k	550 - 800	600 - 1000
IT Audit Senior Manager	90 - 110k	90 - 120k	450 - 600	450 - 600
IT Audit Manager	75 - 95k	75 - 95k	375 - 500	375 - 500
IT Auditor	55 - 75k	60 - 75k	275 - 400	275 - 400
Internal Controls - Commerce & Industry				
Head of Internal Control	90 - 120k	90 - 120k	450 - 650	500 - 650
Internal Control Manager	65 - 90k	65 - 90k	350 - 500	350 - 500
Internal Control Analyst	50 - 65k	50 - 65k	250 - 400	250 - 400

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LONDON

LEGAL COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
IT/Telecoms/Business Services/Pharma				
General Counsel/Legal Director	120k+	120k+	500+	500+
7 - 8 yrs' PQE	90 - 130k	90 - 130k	400 - 500	400 - 500
4 - 6 yrs' PQE	70 - 110k	70 - 110k	350 - 425	350 - 425
1 - 3 yrs' PQE	55 - 85k	55 - 85k	250 - 325	250 - 325
Newly-qualified	50 - 60k	50 - 60k	200 - 225	200 - 225
Contracts Manager	35 - 60k	35 - 80k	180 - 300	180 - 300
Paralegal	27 - 36k	27 - 36k	130 - 180	130 - 180
Construction/Energy/Manufacturing/Engineering				
General Counsel/Legal Director	130k+	130k+	500+	500+
7 - 8 yrs' PQE	90 - 130k	90 - 130k	400 - 500	400 - 500
4 - 6 yrs' PQE	75 - 105k	75 - 105k	350 - 400	350 - 400
1 - 3 yrs' PQE	60 - 85k	60 - 85k	250 - 350	250 - 350
Newly-qualified	48 - 58k	48 - 58k	175 - 220	175 - 220
Contracts Manager	35 - 60k	35 - 65k	170 - 250	170 - 250
Paralegal	27 - 42k	27 - 42k	130 - 180	130 - 180
Media/FMCG/Retail/Leisure				
General Counsel/Legal Director	110k+	110k+	475+	475+
7 - 8 yrs' PQE	80 - 120k	80 - 120k	350 - 425	350 - 425
4 - 6 yrs' PQE	70 - 95k	70 - 95k	300 - 375	300 - 375
1 - 3 yrs' PQE	60 - 75k	60 - 75k	250 - 320	250 - 320
Newly-qualified	50 - 55k	50 - 55k	170 - 210	170 - 210
Contracts Manager	28 - 38k	28 - 55k	160 - 250	160 - 250
Paralegal	27 - 35k	27 - 35k	130 - 180	130 - 180

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

LONDON

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Investment Banking				
10+ yrs' PQE	140k+	140k+	750+	750+
7 - 9 yrs' PQE	120 - 190k	120 - 190k	550 - 700	550 - 700
5 - 6 yrs' PQE	100 - 160k	100 - 160k	450 - 550	450 - 550
4 yrs' PQE	95 - 130k	95 - 130k	400 - 450	400 - 450
3 yrs' PQE	80 - 110k	80 - 110k	350 - 400	350 - 400
2 yrs' PQE	70 - 90k	70 - 90k	325 - 350	325 - 350
1 yr PQE	65 - 80k	65 - 80k	300 - 325	300 - 325
Investment Management/Private Wealth				
10+ yrs' PQE	150k+	150k+	800+	800+
7 - 9 yrs' PQE	110 - 150k	110 - 150k	600 - 750	600 - 750
5 - 6 yrs' PQE	90 - 120k	90 - 120k	500 - 600	500 - 600
4 yrs' PQE	90 - 110k	90 - 110k	450 - 500	450 - 500
3 yrs' PQE	85 - 105k	85 - 105k	350 - 400	350 - 400
2 yrs' PQE	75 - 90k	75 - 90k	325 - 350	325 - 350
1 yr PQE	75 - 85k	75 - 85k	300 - 325	300 - 325
Retail Banking & Insurance				
10+ yrs' PQE	100 - 150k	100 - 150k	650+	650+
7 - 9 yrs' PQE	90 - 120k	90 - 120k	500 - 600	500 - 600
5 - 6 yrs' PQE	80 - 100k	80 - 100k	400 - 500	400 - 500
4 yrs' PQE	70 - 85k	70 - 85k	375 - 425	375 - 425
3 yrs' PQE	65 - 80k	65 - 80k	325 - 375	325 - 375
2 yrs' PQE	60 - 75k	60 - 75k	300 - 325	300 - 325
1 yr PQE	55 - 65k	55 - 65k	275 - 300	275 - 300

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LONDON

LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Trading Documentation Negotiator				
10+ yrs' PQE	130k+	130k+	700 - 750	700 - 750
7 - 9 yrs' PQE	100 - 130k	100 - 130k	500 - 600	500 - 600
5 - 6 yrs' PQE	95 - 115k	95 - 115k	400 - 500	400 - 500
4 yrs' PQE	60 - 90k	60 - 90k	300 - 400	300 - 400
3 yrs' PQE	55 - 85k	55 - 85k	250 - 350	250 - 350
2 yrs' PQE	50 - 70k	50 - 70k	200 - 300	200 - 300
1 yr PQE	35 - 55k	35 - 55k	150 - 250	150 - 250

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COMPANY SECRETARY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Plc				
Company Secretary	130 - 300k	130 - 300k	90+	90+
Deputy Company Secretary	85 - 155k	85 - 155k	35 - 70	40 - 75
Assistant Company Secretary	55 - 85k	60 - 85k	30 - 60	35 - 60
Company Secretarial Assistant	35 - 55k	35 - 55k	25 - 35	25 - 35
Ltd Company				
Company Secretary	90 - 160k	90 - 170k	75+	75+
Deputy Company Secretary	70 - 120k	75 - 120k	35 - 65	40 - 70
Assistant Company Secretary	45 - 65k	45 - 65k	25 - 45	30 - 50
Company Secretarial Assistant	30 - 40k	30 - 40k	20 - 30	20 - 30

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

LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
US Firm (New York)				
Partner	250k+	250k+		
7+ yrs' PQE	230k+	240k+	70+	70+
6 yrs' PQE	190 - 250k	193 - 254k	65 - 70	65 - 70
5 yrs' PQE	175 - 230k	178 - 233k	60 - 65	60 - 65
4 yrs' PQE	160 - 210k	163 - 214k	55 - 60	55 - 60
3 yrs' PQE	145 - 195k	148 - 198k	50 - 55	50 - 55
2 yrs' PQE	130 - 175k	135 - 178k	45 - 50	45 - 50
1 yr PQE	115 - 160k	118 - 162k	40 - 45	40 - 45
Newly-qualified	105 - 150k	107 - 152k	35 - 40	35 - 40
Paralegal	35 - 45k	37 - 48k	25 - 30	25 - 30
US Firm (Mid-Atlantic)				
Partner	170k+	170k+		
7+ yrs' PQE	150k+	160k+	65+	65+
6 yrs' PQE	120 - 200k	123 - 205k	65 - 70	65 - 70
5 yrs' PQE	110 - 180k	113 - 184k	60 - 65	60 - 65
4 yrs' PQE	100 - 160k	103 - 163k	55 - 60	55 - 60
3 yrs' PQE	90 - 145k	95 - 148k	50 - 55	50 - 55
2 yrs' PQE	80 - 128k	85 - 134k	45 - 50	45 - 50
1 yr PQE	75 - 124k	78 - 128k	40 - 45	40 - 45
Newly-qualified	70 - 115k	75 - 118k	35 - 40	35 - 40
Paralegal	30 - 40k	32 - 43k	25 - 30	25 - 30

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LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
City Firm				
Partner	150k+	150k+		
7+ yrs' PQE	140k+	140k+	60+	60+
6 yrs' PQE	95 - 155k	100 - 155k	60 - 65	60 - 65
5 yrs' PQE	90 - 135k	95 - 140k	55 - 60	55 - 60
4 yrs' PQE	80 - 125k	85 - 125k	50 - 55	50 - 55
3 yrs' PQE	75 - 120k	78 - 120k	45 - 50	45 - 50
2 yrs' PQE	68 - 110k	70 - 110k	40 - 45	40 - 45
1 yr PQE	64 - 100k	66 - 100k	35 - 40	35 - 40
Newly-qualified	60 - 90k	64 - 90k	30 - 35	30 - 35
Paralegal	24 - 34k	25 - 35k	15 - 25	15 - 25
West End Firm				
Partner	100k+	100k+		
7+ yrs' PQE	90k+	95k+	55+	55+
6 yrs' PQE	65 - 90k	68 - 95k	40 - 55	40 - 55
5 yrs' PQE	58 - 83k	60 - 88k	40 - 50	40 - 50
4 yrs' PQE	55 - 75k	58 - 80k	40 - 45	40 - 45
3 yrs' PQE	50 - 72k	55 - 75k	35 - 40	35 - 40
2 yrs' PQE	45 - 68k	48 - 70k	30 - 35	30 - 35
1 yr PQE	42 - 60k	45 - 66k	25 - 30	25 - 30
Newly-qualified	40 - 55k	44 - 60k	20 - 25	20 - 25
Paralegal	20 - 28k	22 - 30k	15 - 20	15 - 20

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LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2018	2019
Law Firm Compliance		
Head of Department/Global Head of Department	100 - 200k	120 - 250k
Deputy Head/Compliance Manager	60 - 90k	60 - 120k
Senior Risk & Compliance Lawyer		
10+ yrs' PQE	100 - 120k	120 - 140k
6 - 10yrs' PQE	90 - 120k	90 - 120k
Risk & Compliance Lawyer		
3 - 6yrs PQE	70 - 80k	70 - 90k
0 - 3yrs' PQE	50 - 70k	60 - 70k
Senior Risk & Compliance Analyst		
3 - 6yrs' PQE	40 - 50k	40 - 65k
Risk & Compliance Analyst/Officer/Assistant		
1 - 3yrs' PQE	32 - 42k	35 - 50k
0 - 1yr PQE	25 - 32k	25 - 35k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified. *Risk = General risk as well as conflict risk and AML focused roles.

LONDON

LEGAL OFFSHORE

ROLE	PERMANENT SALARY PER ANNUM	
	2018	2019
Channel Islands GBP (£)		
Partner	110 - 200k	110 - 200k
7+ yrs' PQE	90k+	90k+
6 yrs' PQE	85 - 95k	85 - 95k
5 yrs' PQE	80 - 90k	80 - 90k
4 yrs' PQE	75 - 85k	75 - 85k
3 yrs' PQE	70 - 80k	70 - 80k
2 yrs' PQE	65 - 75k	65 - 75k
1 yr PQE	60 - 70k	60 - 70k
Newly-qualified	57 - 62k	57 - 62k
British Virgin Islands USD (\$)		
Partner	220k+	220k+
7+ yrs' PQE	170k+	170k+
6 yrs' PQE	160 - 200k	170 - 220k
5 yrs' PQE	150 - 180k	160 - 190k
4 yrs' PQE	140 - 160k	150 - 170k
3 yrs' PQE	130 - 150k	140 - 160k
2 yrs' PQE	110 - 140k	130 - 160k
1 yr PQE	100 - 120k	120 - 140k
Newly-qualified	90 - 110k	100 - 130k
Cayman Islands USD (\$)		
Partner	280k+	280k+
7+ yrs' PQE	180k+	180k+
6 yrs' PQE	170 - 220k	170 - 220k
5 yrs' PQE	160 - 200k	170 - 220k
4 yrs' PQE	150 - 190k	150 - 190k
3 yrs' PQE	140 - 170k	140 - 170k

NB: Figures are basic salaries exclusive of benefits/bonuses unless otherwise specified.
*There is a minimum level of three years' post-qualification experience required in the Cayman Islands from another jurisdiction.

LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	ANALYST		AVP/ASSOCIATE		MANAGEMENT	
	2018	2019	2018	2019	2018	2019
Trade Support - Derivatives	30 - 50k	35 - 50k	50 - 65k	50 - 65k	80k	75k+
Trade Support - Securities	28 - 50k	30 - 45k	45 - 65k	50 - 65k	80k	75k+
Settlements - Derivatives	35 - 50k	35 - 45k	50 - 70k	50 - 65k	85k	65k+
Settlements - Securities	35 - 50k	35 - 45k	50 - 70k	50 - 65k	80k	65k+
Client Services - Derivatives	30 - 50k	30 - 45k	50 - 70k	50 - 65k	85k	70k+
Client Services - Securities	30 - 50k	30 - 45k	50 - 70k	50 - 65k	85k	70k+
OTC Clearing	40 - 55k	40 - 55k	50 - 75k	50 - 75k	85k	85k
Asset Servicing	30 - 50k	30 - 50k	50 - 70k	50 - 65k	70k	70k
Loans Operations	35 - 50k	35 - 45k	50 - 75k	50 - 75k	75k	75k
Data/MI	35 - 55k	35 - 50k	50 - 75k	50 - 75k	75k	75k
Collateral, Margining, Liquidity	40 - 55k	40 - 50k	50 - 75k	55 - 75k	75k	75k
Regulatory Reporting/Client Money	40 - 55k	40 - 55k	55 - 75k	55 - 75k	75k	75k
Onboarding	30 - 50k	30 - 50k	50 - 70k	50 - 70k	70k	70k
Cash Management/Treasury/Payments	28 - 45k	30 - 45k	45 - 55k	45 - 55k	55k+	60k
Operations Manager			50 - 65k	50 - 65k	75k+	75k+
Reconciliations	28 - 40k	30 - 40k	40 - 50k	40 - 50k	60k+	60k+
Business Manager			50 - 75k	60 - 70k	85k	85k+
Relationship Manager		40 - 50k	45 - 75k	50 - 70k	85k	85k+
Project Support	28 - 45k	30 - 45k	50 - 70k	50 - 70k	80k+	80k+

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

LONDON

OPERATIONS INVESTMENT BANKING

ROLE	CONTRACT RATE PER DAY (PAYE) GBP (£)					
	ANALYST		AVP/ASSOCIATE		MANAGEMENT	
	2018	2019	2018	2019	2018	2019
Trade Support - Derivatives	180 - 220	80 - 250	200 - 300	200 - 350	300 - 400	350 - 450
Trade Support- Securities	180 - 220	150 - 220	220 - 300	220 - 300	300 - 400	300 - 400
Settlements - Derivatives	180 - 220	180 - 220	250 - 300	220 - 300	300 - 400	300 - 400
Settlements - Securities	180 - 220	150 - 220	250 - 300	250 - 300	300 - 400	300 - 400
Client Services - Derivatives	160 - 220	160 - 220	250 - 300	250 - 300	300 - 400	300 - 400
Client Services - Securities	160 - 220	160 - 220	220 - 280	220 - 280	300 - 400	300 - 400
OTC Clearing	180 - 250	180 - 250	250 - 350	250 - 350	350 - 500	350 - 300
Asset Servicing	180 - 220	150 - 220	220 - 300	220 - 300	300 - 450	300 - 450
Loans Operations	180 - 250	180 - 250	250 - 300	250 - 350	300 - 450	300 - 450
Data/MI	160 - 200	160 - 200	220 - 380	220 - 380	300 - 450	300 - 450
Collateral, Margining, Liquidity	180 - 250	180 - 250	250 - 350	250 - 350	350 - 400	350 - 400
Regulatory Reporting/Client Money	200 - 250	200 - 250	250 - 400	250 - 400	350 - 450	350 - 450
Onboarding	160 - 200	160 - 200	200 - 300	200 - 300	280 - 350	280 - 350
Cash Management/Treasury/Payments	150 - 200	150 - 200	200 - 250	200 - 250	250 - 300	250 - 300
Operations Manager			350 - 500	350 - 500	500+	500+
Reconciliations	150 - 200	150 - 200	220 - 250	220 - 250	250 - 300	250 - 300
Business Manager			300 - 500	300 - 500	500+	500+
Relationship Manager			300 - 400	300 - 400	400 - 500	400 - 500
Project Support	180 - 220	180 - 220	250 - 350	250 - 350	350 - 450	350 - 450

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

LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	ANALYST		AVP/ASSOCIATE		MANAGEMENT	
	2018	2019	2018	2019	2018	2019
Head of Operations					100k+	100k+
Head of Fund Operations			30 - 70k	30 - 70k	70 - 95k	70 - 95k
Relationship Management			50 - 75k	50 - 75k	75 - 95k	75 - 95k
Client Services	28 - 40k	28 - 40k	45 - 60k	45 - 60k	60 - 85k	60 - 85k
Onboarding	30 - 45k	30 - 45k	50 - 75k	50 - 65k	55 - 85k	65 - 85k
Transfer Agency	25 - 35k	25 - 40k	35 - 50k	40 - 55k	55 - 75k	55 - 75k
Fund Administration	30 - 45k	30 - 45k	45 - 60k	45 - 60k	55 - 80k	60 - 80k
Fund Accounting (non-qualified)	30 - 45k	30 - 45k	45 - 60k	45 - 60k	55 - 90k	60 - 90k
Client Reporting	30 - 45k	30 - 45k	45 - 60k	45 - 60k	65 - 85k	65 - 85k
Transitions	35 - 50k	40 - 50k	50 - 70k	50 - 75k	70 - 100k	75 - 125k
Performance	32 - 50k	30 - 50k	50 - 80k	50 - 70k	70 - 95k	70 - 95k
Oversight	32 - 50k	40 - 50k	45 - 70k	50 - 70k	60 - 90k	70 - 95k
Fund Manager's Assistant	32 - 50k	35 - 50k	50 - 70k	50 - 70k	70k+	70k+
Private Banking Assistant	30 - 40k	30 - 40k	35 - 55k	40 - 60k	60k+	60k+
Settlements	28 - 40k	30 - 40k	38 - 55k	40 - 55k	55 - 75k	55 - 75k
Securities Trade Support	30 - 50k	30 - 48k	48 - 65k	50 - 65k	65 - 85k	65 - 85k
Cross-product Trade Support	30 - 50k	30 - 50k	48 - 65k	50 - 65k	65 - 85k	65 - 85k
Reconciliations	28 - 40k	28 - 40k	38 - 45k	40 - 50k	48 - 65k	50 - 65k
Corporate Actions/Dividends	30 - 45k	30 - 45k	40 - 55k	45 - 55k	55 - 75k	55 - 75k
CASS	30 - 50k	30 - 50k	50 - 75k	50 - 70k	75 - 100k	70 - 100k
Regulatory Reporting	30 - 50k	35 - 50k	55 - 80k	55 - 75k	75 - 100k	75 - 100k
Loans Operations	35 - 48k	35 - 48k	40 - 65k	48 - 65k	50 - 80k	65 - 80k
Data Management	28 - 45k	32 - 45k	45 - 65k	50 - 70k	60 - 85k	70k+
Project Manager/PMO	30 - 50k	30 - 50k	50 - 80k	50 - 80k	90k+	90k+
Pricing	30 - 45k	30 - 45k	50 - 70k	50 - 70k	70k	70k

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

LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	CONTRACT RATE PER DAY (PAYE) GBP (£)					
	ANALYST		AVP/ASSOCIATE		MANAGEMENT	
	2018	2019	2018	2019	2018	2019
Head of Operations					600+	600+
Head of Fund Operations			200 - 300	200 - 300	300 - 400	300 - 400
Relationship Management			250 - 300	250 - 300	300 - 450	300 - 450
Client Services	150 - 180	150 - 200	180 - 220	200 - 250	300 - 450	250 - 400
Onboarding	150 - 180	150 - 200	200 - 260	200 - 260	260 - 300	260 - 300
Transfer Agency	150 - 200	150 - 200	200 - 230	200 - 230	230 - 250	230 - 250
Fund Administration	130 - 180	130 - 200	180 - 230	200 - 230	230 - 250	230 - 250
Fund Accounting (non-qualified)	140 - 200	180 - 200	200 - 280	200 - 280	280 - 360	280 - 360
Client Reporting	150 - 200	150 - 200	200 - 230	200 - 250	230 - 260	250 - 300
Transitions	150 - 200	150 - 200	200 - 260	200 - 260	260 - 300	260 - 300
Performance	160 - 240	180 - 240	240 - 320	240 - 320	320 - 400	320 - 400
Oversight	160 - 220	180 - 220	220 - 300	220 - 300	300 - 400	300 - 400
Fund Manager's Assistant	180 - 220	180 - 220	220 - 300	220 - 300	300 - 400	300 - 400
Private Banking Assistant	150 - 180	150 - 180	180 - 250	180 - 250	250 - 300	250 - 300
Settlements	140 - 180	140 - 180	180 - 230	180 - 230	230 - 250	230 - 250
Securities Trade Support	140 - 200	150 - 200	200 - 250	200 - 250	250 - 300	250 - 300
Cross-product Trade Support	140 - 200	150 - 200	200 - 250	200 - 250	250 - 300	250 - 300
Reconciliations	140 - 180	140 - 180	180 - 220	180 - 220	220 - 280	220 - 280
Corporate Actions/Dividends	140 - 180	140 - 180	180 - 250	180 - 250	250 - 300	250 - 300
CASS	150 - 200	150 - 200	200 - 350	200 - 300	300 - 450	300 - 450
Regulatory Reporting	180 - 250	180 - 250	250 - 350	250 - 350	350 - 450	350 - 450
Loans Operations	160 - 200	160 - 200	200 - 250	200 - 250	250 - 300	250 - 300
Data Management	150 - 180	150 - 180	180 - 300	180 - 300	250 - 400	250 - 400
Project Manager/PMO	200 - 400	200 - 300	400 - 600	300 - 450	500 - 600	450 - 600
Pricing	150 - 200	150 - 200	200 - 250	200 - 250	250 - 300	250 - 300

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

LONDON

PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Commerce & Industry				
Chief Procurement Officer	170k+	180k+	1000+	1000+
Regional Head/Director of Procurement	90 - 150k	95 - 160k	800+	800+
Head of Vendor Management/SRM	90 - 110k	95 - 120k	650 - 850	650 - 800
Category Lead	80 - 110k	85 - 120k	600 - 800	650 - 800
Category Manager	70 - 90k	75 - 95k	500 - 700	500 - 700
Vendor Manager/Contract Manager	55 - 70k	60 - 75k	450 - 650	400 - 600
Procurement Manager (end-to-end)	60 - 80k	65 - 85k	400 - 600	450 - 550
Sourcing Specialist/Senior Buyer	50 - 60k	55 - 65k	300 - 500	400 - 550
Buyer	35 - 45k	35 - 45k	175 - 350	200 - 400
Procurement Analyst/Coordination SRM	35 - 50k	35 - 50k	175 - 350	200 - 400
Financial Services				
Chief Procurement Officer	190k+	200k+	1000+	1000+
Regional Head/Director of Procurement	100 - 160k	110 - 170k+	800+	800+
Head of Vendor Management/SRM	90 - 120k	95 - 120k	650 - 900	650 - 900
Category Lead	80 - 100k	85 - 120k	550 - 750	600 - 800
Category Manager	80 - 110k	80 - 110k	500 - 700	550 - 700
Vendor Manager/Contract Manager	60 - 90k	65 - 90k	400 - 700	450 - 700
Procurement Manager (end-to-end)	65 - 90k	65 - 90k	400 - 600	400 - 650
Sourcing Specialist/Senior Buyer	55 - 70k	55 - 70k	350 - 550	400 - 600
Buyer	40 - 60k	45 - 65k	200 - 400	250 - 450
Procurement Analyst/Coordination SRM	40 - 60k	45 - 65k	200 - 400	250 - 450

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

LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
PMO				
PMO Manager/Portfolio Manager	70 - 150k	70 - 150k	650 - 850	650 - 850
PMO	45 - 90k	50 - 90k	500 - 650	450 - 650
PMO Analyst	35 - 65k	35 - 55k	350 - 450	300 - 450
Re-engineering/Transformation/Consulting				
Business Architecture	85 - 140k	85 - 140k	650 - 1000	650 - 1000
Programme Manager	90 - 150k	100 - 150k	750 - 1100	750 - 1100
Project Manager	80 - 120k	80 - 120k	600 - 900	600 - 900
Business Analyst	50 - 100k	60 - 100k	500 - 700	450 - 700
Front Office				
Programme Manager	120 - 200k	120 - 200k	800 - 1200	800 - 1200
Project Manager	85 - 150k	85 - 150k	700 - 1000	700 - 1000
Business Analyst	60 - 100k	60 - 100k	600 - 850	600 - 850
Finance				
Programme Manager	100 - 150k	100 - 150k	750 - 1000	750 - 1000
Project Manager	60 - 120k	60 - 120k	600 - 800	600 - 800
Business Analyst	50 - 95k	50 - 90k	450 - 700	450 - 700
Operations				
Programme Manager	90 - 150k	90 - 150k	700 - 1000	700 - 1000
Project Manager	65 - 110k	65 - 110k	600 - 800	600 - 800
Business Analyst	50 - 90k	50 - 90k	400 - 650	400 - 650
Risk & Controls				
Programme Manager	100 - 150k	100 - 150k	800 - 1100	800 - 1100
Project Manager	80 - 130k	80 - 130k	600 - 900	600 - 900
Business Analyst	50 - 110k	50 - 110k	500 - 800	500 - 800

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

LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Compliance				
Programme Manager	100 - 150k	100 - 150k	800 - 1100	800 - 1100
Project Manager	80 - 120k	70 - 120k	650 - 850	650 - 850
Business Analyst	65 - 100k	65 - 100k	450 - 700	450 - 700
Investment Management				
Programme Manager	90 - 120k	90 - 120k	700 - 900	700 - 900
Project Manager	70 - 100k	70 - 100k	600 - 750	600 - 750
Business Analyst	50 - 80k	50 - 90k	400 - 650	400 - 650
Wealth Management/Private Banking				
Programme Manager	90 - 120k	90 - 140k	700 - 900	700 - 900
Project Manager	65 - 95k	65 - 95k	600 - 750	600 - 750
Business Analyst	50 - 80k	50 - 90k	400 - 650	400 - 650
Reference Data				
Programme Manager	80 - 130k	80 - 130k	800 - 1200	800 - 1200
Project Manager	60 - 110k	60 - 110k	600 - 800	600 - 800
Business Analyst	35 - 75k	50 - 75k	550 - 700	550 - 700
Regulatory				
Programme Manager	100 - 170k	100 - 180k	800 - 1200	800 - 1200
Project Manager	75 - 120k	75 - 120k	650 - 900	650 - 900
Business Analyst	60 - 100k	70 - 110k	500 - 750	500 - 750
Internal Consultancy				
Programme Manager	85 - 160k	85 - 160k	850 - 1200	850 - 1200
Project Manager	65 - 120k	65 - 120k	600 - 700	600 - 700
Business Analyst	55 - 100k	55 - 100k	550 - 700	550 - 700

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

LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Change Management				
Programme Manager	85 - 160k	85 - 160k	850 - 1000	850 - 1000
Project Manager	65 - 120k	65 - 120k	600 - 675	600 - 675
Business Analyst	55 - 100k	55 - 100k	550 - 650	550 - 650
Financial Services Technology				
Programme Manager	110 - 150k	110 - 150k	800 - 1200	800 - 1200
Project Manager	85 - 110k	85 - 110k	650 - 900	650 - 900
Business Analyst	70 - 100k	70 - 100k	550 - 700	550 - 700
Data Science & Analytics				
Head of Data Analytics	90 - 150k	100 - 150k	750 - 1200	75 - 1200
Head of Data Science	100 - 180k	110 - 200k	850 - 1500	750 - 1500
Data Scientist (5 - 10 yrs' exp)	90 - 150k	110 - 150k	700 - 1000	700 - 1000
Data Scientist (1 - 5 yrs' exp)	50 - 90k	60 - 90k	500 - 700	450 - 750
Data Analyst (1 - 5 yrs' exp)	35 - 60k	45 - 70k	400 - 600	450 - 700
Big Data Engineer (5 - 10 yrs' exp)	75 - 130k	85 - 150k	650 - 900	650 - 1000
Big Data Engineer (1 - 5 yrs' exp)	50 - 75k	50 - 100k	400 - 600	400 - 650
IT Security				
Head of Information Security (10+ yrs' exp)	105 - 170k	110 - 185k	900 - 1250	920 - 130
Information Security Manager (5 - 10 yrs' exp)	95 - 130k	105 - 140k	700 - 950	730 - 980
Information Security Analyst (5 - 10 yrs' exp)	65 - 100k	70 - 105k	625 - 900	650 - 950
Information Security Analyst (1 - 5 yrs' exp)	45 - 75k	45 - 75k	400 - 600	400 - 625
Information Security Risk Manager (5 - 10 yrs' exp)	95 - 130k	100 - 135k	700 - 950	700 - 975
Information Security Manager (1 - 5 yrs' exp)	65 - 85k	65 - 85k	550 - 700	550 - 700

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

LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Development				
CTO	100 - 140k	100 - 140k	750 - 1000	750 - 1000
Head of Development	85 - 110k	85 - 110k	500 - 800	500 - 800
Development Manager	70 - 100k	70 - 100k	400 - 650	400 - 650
Front End Developer	45 - 65k	45 - 65k	400 - 550	400 - 550
Data Developer	40 - 60k	40 - 60k	350 - 450	350 - 450
Lead Developer	60 - 75k	60 - 75k	450 - 550	450 - 550
Full Stack Developer	50 - 65k	50 - 65k	400 - 500	400 - 500
Scrum Master	55 - 70k	55 - 70k	400 - 500	400 - 500
JavaScript Developer (React, Vue, Angular)	40 - 65k	40 - 65k	400 - 500	400 - 500
Architect	50 - 80k	50 - 80k	450 - 650	450 - 650
Senior Appointments				
CIO/Chief Data Officer	100 - 200k	100 - 200k	900 - 1350	900 - 1350
IT Director	85 - 150k	85 - 150k	900 - 1450	900 - 1450
CTO	85 - 150k	85 - 150k	900 - 1300	900 - 1300
Digital Director	85 - 100k	85 - 100k	850 - 1000	850 - 1000
Transformation Director	85 - 150k	85 - 150k	800 - 1500	800 - 1500
Infrastructure				
Infrastructure Engineer	40 - 65k	40 - 65k	300 - 575	300 - 575
DevOps Engineer	55 - 65k	55 - 65k	500 - 680	500 - 680
Service Desk Analyst	21 - 38k	21 - 38k	100 - 240	100 - 240
Technical Architect	75 - 110k	75 - 110k	450 - 710	450 - 710
3rd Line Support Engineer	31 - 60k	31 - 60k	250 - 425	250 - 425
Network Engineer	35 - 80k	35 - 80k	250 - 560	250 - 560
2nd Line Support Engineer	25 - 36k	25 - 36k	120 - 220	120 - 220
Solution Architect	65 - 95k	65 - 95k	460 - 725	460 - 725

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

LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Solution Architect	65 - 95k	65 - 95k	460 - 725	460 - 725
IT Manager	50 - 80k	50 - 80k	340 - 700	340 - 700
Linux Engineer	45 - 95k	45 - 95k	375 - 625	375 - 625
SAP/CRM				
CRM Consultant	55 - 65k	55 - 65k	400 - 550	400 - 550
SAP Counsultant	55 - 75k	55 - 75k	400 - 550	400 - 550
SAP Support	38 - 55k	38 - 55k	300 - 400	300 - 400
Dynamics Developer	55 - 65k	55 - 65k	400 - 550	400 - 550
Dynamics Support	38 - 55k	38 - 55k	400 - 550	400 - 550
BI/Data				
BI Developer	35 - 50k	35 - 50k	300 - 350	300 - 350
Data Warehouse Developer/ETL Developer	35 - 50k	35 - 50k	375 - 400	375 - 400
Head of BI/Data	70 - 100k	70 - 100k	650 - 800	650 - 800
BI/MI Analyst	30 - 40k	30 - 40k	250 - 300	250 - 300
Data Architect	50 - 65k	50 - 65k	400 - 500	400 - 500
Data Visualisation Developer	30 - 50k	30 - 50k	375 - 450	375 - 450
Data Scientist	40 - 60k	40 - 60k	400 - 550	400 - 550
DevOps				
DevOps Engineer	55 - 65k	55 - 65k	500 - 680	500 - 680
Senior/Lead DevOps Engineer	65 - 110k	65 - 110k	500 - 720	500 - 720
Testing				
QA Test Analyst	35 - 50k	35 - 50k	300 - 400	300 - 400
Test Manager	60 - 70k	60 - 70k	400 - 550	400 - 550
NFT/Performance/Automation Tester	40 - 60k	40 - 60k	400 - 500	400 - 500

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

LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Market Risk Management				
10+ yrs' exp (VP/Director)	110k+	120k+	850+	850+
7 - 10 yrs' exp (VP)	80 - 110k	85 - 120k	700 - 800	750 - 850
5 - 7 yrs' exp (AVP/VP)	60 - 80k	75 - 85k	600 - 700	600 - 700
3 - 5 yrs' exp (Associate/AVP)	50 - 70k	55 - 70k	400 - 550	400 - 550
1 - 3 yrs' exp (Analyst)	40 - 50k	40 - 55k	250 - 350	250 - 350
Market Risk Reporting				
10+ yrs' exp (VP/Director)	100k+	110k+	700+	700+
7 - 10 yrs' exp (VP)	80 - 100k	80 - 110k	600+	600+
5 - 7 yrs' exp (AVP/VP)	65 - 80k	70 - 80k	475 - 575	475 - 575
3 - 5 yrs' exp (Associate/AVP)	40 - 65k	40 - 70k	400 - 450	400 - 450
1 - 3 yrs' exp (Analyst)	30 - 40k	30 - 40k	250 - 350	300 - 400
Credit Analysis				
10+ yrs' exp (VP/Director)	100k+	110k+	500+	500+
7 - 10 yrs' exp (VP)	80 - 100k	80 - 100k	450 - 500	450 - 500
5 - 7 yrs' exp (AVP/VP)	65 - 80k	65 - 80k	350 - 400	350 - 400
3 - 5 yrs' exp (Associate/AVP)	45 - 65k	45 - 65k	250 - 350	250 - 350
1 - 3 yrs' exp (Analyst)	35 - 45k	35 - 45k	200 - 250	200 - 250
Credit Risk Reporting				
10+ yrs' exp (VP/Director)	90k+	100k+	700+	700+
7 - 10 yrs' exp (VP)	75 - 90k	80 - 100k	550 - 600	550 - 600
5 - 7 yrs' exp (AVP/VP)	50 - 75k	50 - 80k	450 - 500	450 - 500
3 - 5 yrs' exp (Associate/AVP)	40 - 55k	45 - 55k	300 - 400	300 - 400
1 - 3 yrs' exp (Analyst)	30 - 40k	35 - 40k	200 - 250	200 - 250
Credit Risk Modelling/Stress Testing				
10+ yrs' exp (VP/Director)	110k+	120k+	900 - 1100	900 - 1200
7 - 10 yrs' exp (VP)	100 - 120k	110 - 130k	750 - 850	750 - 850
5 - 7 yrs' exp (AVP/VP)	90 - 100k	90 - 110k	600 - 700	600 - 700
3 - 5 yrs' exp (Associate/AVP)	55 - 80k	55 - 80k	450 - 550	450 - 550
1 - 3 yrs' exp (Analyst)	40 - 55k	40 - 55k	300 - 400	300 - 400

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Quantitative Analysis				
10+ yrs' exp	115k+	140k+	1000+	1000+
7 - 10 yrs' exp	110 - 125k	120 - 135k	800 - 900	800 - 950
5 - 7 yrs' exp	90 - 110k	100 - 120k	600 - 700	600 - 750
3 - 5 yrs' exp	75 - 90k	80 - 95k	400 - 500	400 - 550
1 - 3 yrs' exp	50 - 75k	50 - 80k	250 - 350	250 - 350
Performance & Investment Risk Analysis				
10+ yrs' exp	100k+	110k+	750+	800
7 - 10 yrs' exp	85 - 100k	85 - 110k	600+	600+
5 - 7 yrs' exp	65 - 85k	65 - 85k	500 - 550	500 - 550
3 - 5 yrs' exp	50 - 65k	50 - 65k	400 - 450	450 - 500
1 - 3 yrs' exp	40 - 50k	40 - 50k	250 - 350	300 - 350
Operational Risk				
10+ yrs' exp	100k+	100k+	750+	750+
7 - 10 yrs' exp	80 - 100k+	80 - 100k	650+	650+
5 - 7 yrs' exp	65 - 80k+	65 - 80k+	550 - 600	550 - 600
3 - 5 yrs' exp	45 - 65k	45 - 65k	400 - 500	400 - 500
1 - 3 yrs' exp	40 - 50k	40 - 50k	250 - 350	250 - 350
Business Analysts/Project Managers				
10+ yrs' exp	100k+	110k+	800+	800+
7 - 10 yrs' exp	80 - 100k	85 - 110k	700 - 750	700 - 750
5 - 7 yrs' exp	65 - 80k	65 - 85k	600 - 650	550 - 700
3 - 5 yrs' exp	45 - 65k	45 - 65k	500 - 550	500 - 550
1 - 3 yrs' exp	30 - 45k	30 - 45k	350 - 450	350 - 450
Liquidity Risk				
10+ yrs' exp	120 - 130k+	120 - 130k+	900+	900+
7 - 10 yrs' exp	90 - 110k	90 - 110k	750 - 850	750 - 850
5 - 7 yrs' exp	75 - 80k	75 - 80k	600 - 700	600 - 700
3 - 5 yrs' exp	60 - 65k	60 - 65k	450 - 550	450 - 550
1 - 3 yrs' exp	50 - 60k	50 - 65k	300 - 400	300 - 400

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

LONDON

TAXATION

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
FTSE 100				
Head of Tax	140 - 300k	140 - 300k	900	900 - 1000
Group Tax Manager/Senior Manager	80 - 100k	80 - 100k	600	650
International Tax Manager	75 - 85k	75 - 85k	500	550
UK Tax Manager	60 - 75k	60 - 75k	450	450
Tax Accountant/Analyst	50 - 65k	50 - 65k	350	350
Mid-cap/Non-listed				
Head of Tax	80 - 110k	100 - 120k	700	700+
Group Tax Manager/Senior Manager	75 - 90k	90 - 110k	500+	500+
International Tax Manager	65 - 80k	70 - 80k	450+	550+
UK Tax Manager	60 - 75k	65 - 75k	350+	400+
Tax Accountant/Analyst	45 - 60k	45 - 60k	250+	300+
Financial Services				
Head of Tax	130 - 320k	130 - 320k	900	900 - 1000
Group Tax Manager/Senior Manager	90 - 120k	90 - 120k	600	650
International Tax Manager	80 - 110k	80 - 110k	500	550
UK Tax Manager	70 - 90k	70 - 90k	350+	400+
Tax Accountant/Analyst	55 - 70k	55 - 70k	250+	300+

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

LONDON

TREASURY COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Senior Treasury				
Group Treasurer - FTSE 100	150k+	150k+	900+	900 - 1000+
Group Treasurer - FTSE 250	125k	125k	650+	650+
Treasurer	90k+	90k+	550+	550+
Assistant Treasurer - FTSE 100	110k	90 - 110k	550+	600+
Assistant Treasurer - FTSE 250	90 - 100k	80 - 100k	500+	550+
Treasury Manager				
3+ yrs' exp	70 - 80k	70 - 80k	350+	300+
0 - 3 yrs' exp	60 - 70k	60 - 70k	300+	200+
Senior Treasury Analyst				
3+ yrs' exp	55 - 65k	55 - 65k	300+	300+
0 - 3 yrs' exp	45k+	45k+	200+	200+
Treasury Accountant/Controller				
5+ yrs' exp	75k+	75k+	450+	450+
2 - 5 yrs' exp	60 - 75k	60 - 75k	300+	300+
0 - 2 yrs' exp	55 - 60k	55 - 60k	250	250
Treasury Dealer				
2+ yrs' exp	45k+	45k+	200+	200+
0 - 2 yrs' exp	55 - 65k	55 - 65k	300+	300+

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

MIDLANDS

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Qualified				
Finance Director	65 - 130k	65 - 130k	35 - 70	40 - 75
Financial Controller	50 - 80k	55 - 85k	30 - 60	30 - 60
Finance Manager	45 - 60k	45 - 60k	25 - 30	25 - 35
Head of Audit	60k+	65k	30 - 40	30 - 40
Financial Accountant	30 - 50k	40 - 60k	15 - 30	15 - 30
Project Accountant	30 - 60k	40 - 65k	15 - 25	15 - 30
Management Accountant	30 - 50k	35 - 60k	15 - 30	15 - 30
Systems Accountant	30 - 60k	30 - 75k	15 - 25	15 - 50
Financial Analyst	30 - 50k	40 - 65k	14 - 20	15 - 25
Part-qualified & Transactional Services				
CIMA/ACCA/AAT				
Strategic/Part 3	25 - 32k	25 - 32k	14 - 19	14 - 19
Management/Part 2	22 - 30k	22 - 30k	12 - 17	12 - 17
Operational Level/Part 1	18 - 24k	18 - 24k	10 - 14	10 - 14
AAT	18 - 22k	18 - 22k	10 - 13	10 - 13
Manager				
Credit Control	35 - 80k	35 - 80k	20 - 46	20 - 46
Accounts Payable	35 - 70k	35 - 70k	17 - 35	17 - 35
Accounts Receivable	35 - 60k	35 - 60k	17 - 29	17 - 29
Payroll	35 - 70k	35 - 70k	17 - 35	17 - 35
Team Leader/Supervisor				
Credit Control	28 - 35k	28 - 35k	16 - 21	16 - 21
Accounts Receivable	28 - 35k	28 - 35k	14 - 21	14 - 21
Accounts Payable	28 - 35k	28 - 35k	14 - 21	14 - 21
Payroll	28 - 35k	28 - 35k	14 - 21	14 - 21
Clerks				
Credit Control	18 - 24k	18 - 24k	10 - 14	10 - 14
Accounts Payable	18 - 23k	18 - 23k	10 - 13	10 - 13
Accounts Receivable	17 - 22k	17 - 22k	9 - 12	9 - 12
Payroll	18 - 24k	18 - 24k	10 - 14	10 - 14

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

MIDLANDS

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Operations/Back Office						
Operations Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	70k+	70k+
Fraud	18 - 38k	18 - 38k	35 - 50k	35 - 50k	50k+	50k+
Client Services	18 - 25k	18 - 25k	25 - 32k	25 - 32k	32 - 40k	32 - 40k
Trade Support	18 - 23k	18 - 23k	23 - 30k	23 - 30k	30 - 40k	30 - 40k
Paraplanner	28 - 32k	28 - 32k	33 - 38k	33 - 38k	40k+	40k+
Collections	28 - 35k	28 - 35k	35 - 45k	35 - 45k	50 - 65k	50 - 65k
Corporate Actions	21 - 26k	21 - 26k	27 - 35k	27 - 35k	40 - 50k	40 - 50k
Settlements	18 - 25k	18 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Cash Management	20 - 25k	20 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 40k
Transfers	18 - 23k	18 - 23k	23 - 27k	23 - 27k	30 - 40k	30 - 40k
Reconciliation	18 - 22k	18 - 22k	20 - 26k	20 - 26k	35k+	35k+
Compliance						
Compliance Advisory	25 - 30k	25 - 30k	30 - 50k	30 - 50k	55k+	55k+
Compliance Monitoring	20 - 30k	20 - 30k	30 - 45k	30 - 45k	50k+	50k+
Middle & Front Office						
Investment Manager	30 - 35k	20 - 35k	30 - 45k	30 - 45k	60k+	60k+
Credit Risk	25 - 35k	25 - 35k	35 - 45k	30 - 45k	60k+	60k+
Regulatory Risk	27 - 32k	27 - 32k	35 - 45k	30 - 45k	50k+	50k+
Operational Risk	27 - 35k	30 - 40k	40 - 50k	40 - 50k	50k+	50k+
Anti-Money-Laundering	25 - 26k	25 - 35k	32 - 45k	32 - 45k	55k+	55k+
Business Development	25 - 35k	25 - 35k	30 - 45k	30 - 45k	55k+	55k+
Market Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	50k+	50k+
Investment Assistant	22 - 27k	22 - 27k	25 - 32k	25 - 32k	35k+	35k+

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

MIDLANDS

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
HR Director	90 - 170k	80 - 150k	700 - 1000	650 - 1000
Head of Human Resources	65 - 90k	60 - 90k	450 - 850	450 - 850
Head of Reward, Compensation & Benefits	75 - 110k	75 - 110k	500 - 800	500 - 800
Organisational Development Consultant	60 - 85k	60 - 85k	400 - 700	400 - 700
Head of Learning & Development	70 - 95k	60 - 90k	300 - 600	300 - 600
Head of Recruitment	55 - 80k	50 - 75k	350 - 600	350 - 600
Senior HR Business Partner	55 - 80k	55 - 85k	350 - 500	350 - 500
HR Business Partner	40 - 65k	40 - 60k	250 - 420	250 - 400
HR Manager	35 - 55k	35 - 60k	200 - 400	200 - 350
Compensation & Benefits Manager	50 - 65k	50 - 65k	375 - 500	375 - 500
Compensation & Benefits Analyst	35 - 50k	35 - 60k	200 - 375	200 - 375
Reward Advisor	35 - 45k	35 - 50k	200 - 300	200 - 350
Recruitment Manager	35 - 55k	35 - 55k	250 - 400	250 - 400
Graduate Recruiter	20 - 35k	25 - 38k	100 - 200	150 - 250
Learning & Development Manager	35 - 50k	35 - 50k	200 - 350	200 - 350
Training Manager	35 - 50k	30 - 50k	200 - 400	175 - 400
Training Officer	25 - 30k	25 - 35k	125 - 175	125 - 200
Employee Relations Advisor	28 - 40k	28 - 40k	150 - 275	150 - 275
Global Mobility Specialist	40 - 55k	35 - 55k	250 - 400	200 - 400
HR Advisor	26 - 35k	28 - 35k	125 - 225	150 - 225
HR Officer	24 - 30k	25 - 32k	150 - 200	150 - 225
HR Administrator	16 - 24k	17 - 24k	90 - 150	90 - 150

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

MIDLANDS

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Development				
CTO	85 - 120k	85 - 120k	750 - 1000	750 - 1000
Head of Development	75 - 100k	75 - 100k	450 - 800	450 - 800
Development Manager	60 - 85k	60 - 85k	400 - 550	400 - 550
Front End Developer	35 - 55k	35 - 55k	350 - 450	350 - 450
Data Developer	30 - 50k	30 - 50k	300 - 400	300 - 400
Lead Developer	50 - 65k	50 - 65k	400 - 450	400 - 450
Full Stack Developer	40 - 55k	40 - 55k	400 - 500	400 - 500
Scrum Master	45 - 60k	45 - 60k	350 - 500	350 - 500
JavaScript Developer (React, Vue, Angular)	40 - 60k	40 - 60k	350 - 500	350 - 500
Architect	50 - 70k	50 - 70k	400 - 500	400 - 500
Senior Appointments				
CIO/Chief Data Officer	100 - 200k	100 - 200k	900 - 1200	900 - 1200
IT Director	80 - 130k	80 - 130k	900 - 1200	900 - 1200
CTO	80 - 150k	80 - 150k	900 - 1000	900 - 1000
Digital Director	85 - 100k	85 - 100k	800 - 900	800 - 900
Transformation Director	80 - 120k	80 - 120k	750 - 900	750 - 900
Infrastructure				
Infrastructure Engineer	35 - 55k	40 - 55k	350 - 450	350 - 450
DevOps Engineer	50 - 80k	50 - 80k	500 - 625	500 - 625
Service Desk Analyst	18 - 27k	18 - 27k	100 - 180	100 - 180
Technical Architect	60 - 85k	60 - 80k	450 - 700	450 - 700
3rd Line Support Engineer	30 - 55k	30 - 55k	250 - 375	250 - 375
Network Engineer	30 - 65k	30 - 65k	200 - 450	200 - 450
2nd Line Support Engineer	25 - 30k	25 - 30k	120 - 200	120 - 200
Solution Architect	50 - 70k	50 - 70k	450 - 650	450 - 650
IT Manager	45 - 60k	45 - 60k	300 - 550	300 - 550
Linux Engineer	40 - 70k	40 - 70k	350 - 500	350 - 500
SAP/CRM				
CRM Consultant	55 - 65k	55 - 65k	400 - 550	400 - 550
SAP Consultant	40 - 60k	40 - 60k	400 - 550	400 - 500
SAP Support	30 - 40k	30 - 40k	300 - 400	400 - 550
Dynamics Developer	50 - 65k	50 - 65k	400 - 550	400 - 550
Dynamics Support	50 - 60k	50 - 60k	400 - 550	400 - 550

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MIDLANDS

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Security				
Information Security Manager	45 - 70k	45 - 70k	500 - 750	500 - 750
Security Analyst	35 - 55k	35 - 55k	400 - 650	400 - 650
Security Engineer/SCO	35 - 60k	35 - 60k	450 - 550	450 - 550
CISO	90k+	90k+	750 - 1000	750 - 1000
DPO	50 - 100k	50 - 100k	450 - 600	450 - 600
BI/Data				
BI Developer	40 - 50k	25 - 35k	300 - 350	300 - 350
Data Warehouse Developer/ETL Developer	40 - 55k	30 - 45k	375 - 400	375 - 400
Head of BI/Data	50 - 60k	65 - 90k	650 - 800	650 - 800
BI/MI Analyst	30 - 45k	25 - 35k	250 - 300	250 - 300
Data Architect	50 - 65k	50 - 65k	400 - 500	400 - 500
Data Visualisation Developer	45 - 60k	30 - 45k	375 - 450	375 - 450
Data Scientist	50 - 70k	35 - 55k	400 - 550	400 - 550
DevOps				
DevOps Engineer	45 - 55k	45 - 55k	500 - 625	500 - 625
Senior/Lead DevOps Engineer	50 - 70k	50 - 70k	550 - 650	550 - 650
Testing				
QA Test Analyst	35 - 45k	35 - 45k	300 - 400	300 - 400
Test Manager	60 - 70k	60 - 70k	350 - 450	400 - 550
NFT/Performance/Automation Tester	40 - 60k	40 - 60k	350 - 450	400 - 500
Projects and Programmes				
Delivery Manager	55 - 70k	55 - 70k	450 - 550	450 - 550
Scrum Master	60 - 70k	60 - 70k	450 - 550	450 - 550
Project Manager	50 - 70k	50 - 70k	500 - 600	500 - 600
Programme Manager	65 - 85k	65 - 85k	600 - 700	600 - 700
Programme Director	75 - 100k	75 - 100k	800 - 1000	800 - 1000
Agile Coach	60 - 70k	60 - 70k	500 - 600	500 - 600
Head of Delivery	70 - 90k	70 - 90k	700 - 900	700 - 900
Head of Change	80 - 120k	80 - 120k	750 - 900	750 - 900
Business Analyst	45 - 60k	45 - 80k	350 - 500	350 - 500

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MIDLANDS

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Private Practice				
9+ yrs' PQE	70k+	75k+	50 - 65	50 - 65
7 - 9 yrs' PQE	53 - 79k	54 - 80k	40 - 60	40 - 60
6 yrs' PQE	51 - 73k	52 - 75k	40 - 55	40 - 55
5 yrs' PQE	49 - 67k	50 - 60k	38 - 50	38 - 50
4 yrs' PQE	43 - 58k	44 - 60k	30 - 48	30 - 48
3 yrs' PQE	40 - 51k	41 - 55k	28 - 43	28 - 43
2 yrs' PQE	37 - 48k	38 - 50k	25 - 40	25 - 40
1 yr PQE	34 - 45k	35 - 47k	22 - 37	22 - 37
Newly-qualified	32 - 43k	33 - 44k	20 - 33	20 - 33
Paralegal/Contract Manager	18 - 55k	16 - 56k	16 - 28	16 - 28
In-house				
9+ yrs' PQE	80k+	85k+	50 - 70	50 - 70
7 - 9 yrs' PQE	70 - 100k	70 - 100k	45 - 65	45 - 65
6 yrs' PQE	57 - 90k	57 - 90k	40 - 65	40 - 65
5 yrs' PQE	55 - 70k	55 - 70k	42 - 60	42 - 60
4 yrs' PQE	50 - 65k	50 - 68k	35 - 55	35 - 55
3 yrs' PQE	45 - 60k	46 - 62k	30 - 50	30 - 50
2 yrs' PQE	40 - 55k	46 - 60k	27 - 45	27 - 45
1 yr PQE	37 - 55k	37 - 57k	25 - 40	25 - 40
Newly-qualified	35 - 45k	35 - 46k	22 - 35	22 - 35
Paralegal/Contract Manager	25 - 57k	25 - 60k	18 - 30	18 - 30

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MIDLANDS

SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Supply Chain				
Operations Director	80 - 160k	75 - 150k	500 - 1000	500 - 1000
Logistics Director	70 - 140k	70 - 140k	500 - 1000	500 - 1000
Supply Chain Director	70 - 140k	70 - 140k	500 - 1000	500 - 1000
General Manager	60 - 90k	60 - 100k	500 - 750	500 - 750
Head of Supply Chain	60 - 80k	55 - 90k	400 - 800	400 - 800
Logistics Manager	45 - 75k	45 - 75k	250 - 350	250 - 350
Transport Manager	35 - 60k	35 - 60k	150 - 300	150 - 300
Planning Manager	30 - 55k	30 - 60k	150 - 300	150 - 300
Operations Manager	35 - 55k	40 - 60k	150 - 350	150 - 350
Shift Manager	35 - 40k	35 - 45k	120 - 180	120 - 180
First Line Manager	28 - 37k	25 - 27k	120 - 150	120 - 150
Planner	27 - 35k	25 - 35k	120 - 220	120 - 220
Procurement				
Head of Procurement	55 - 90k	55 - 90k	500 - 950	500 - 950
Procurement Manager	45 - 70k	45 - 70k	350 - 600	350 - 600
Category Director	40 - 55k	40 - 60k	180 - 300	180 - 300
Senior Buyer	40 - 45k	40 - 45k	170 - 300	170 - 300
Buyer	30 - 40k	30 - 40k	120 - 225	120 - 225

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

MILTON KEYNES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Qualified				
Finance Director	75 - 150k	75 - 150k	50 - 80	50 - 80
Head of Audit	70 - 90k	70 - 90k	42 - 55	42 - 55
Group Reporting Manager	65 - 85k	65 - 85k	38 - 50	38 - 50
FP&A Manager	65 - 85k	65 - 85k	38 - 50	38 - 50
Financial Controller	60 - 95k	60 - 95k	35 - 55	35 - 55
Internal Audit Manager	50 - 60k	50 - 60k	29 - 35	29 - 35
Financial/Business Analyst	45 - 55k	45 - 55k	25 - 32	25 - 32
Finance Manager	45 - 60k	45 - 60k	25 - 35	25 - 35
Financial Accountant	45 - 60k	45 - 60k	25 - 35	25 - 35
Management Accountant	45 - 60k	45 - 60k	25 - 35	25 - 35
Internal Auditor	40 - 55k	40 - 55k	21 - 32	21 - 32
Newly-qualified (ACA/CIMA/ACCA)	40 - 45k	40 - 45k	21 - 25	21 - 25
Chief Financial Officer	100 - 250k	100 - 250k	700+	700+
Part-qualified				
CIMA Passed Finalist	35 - 42k	35 - 42k	21 - 25	21 - 25
CIMA Strategic	30 - 40k	30 - 40k	17 - 23	17 - 23
CIMA Management	25 - 33k	25 - 33k	15 - 19	15 - 19
CIMA Operational	20 - 28k	20 - 28k	12 - 17	12 - 17
ACCA Part 3	30 - 42k	30 - 42k	17 - 25	17 - 25
ACCA Part 2	28 - 33k	28 - 33k	16 - 19	16 - 19
ACCA Part 1	20 - 28k	20 - 28k	12 - 17	12 - 17
Credit Control Manager	30 - 45k	30 - 45k	17 - 26	17 - 26
Accounts Payable Manager	30 - 45k	30 - 45k	17 - 26	17 - 26
Accounts Payable/Receivable Clerk	19 - 25k	19 - 25k	11 - 15	11 - 15
Payroll Manager	30 - 45k	30 - 45k	17 - 26	17 - 26
Credit Controller	19 - 25k	19 - 25k	11 - 15	11 - 15
Payroll Clerk	19 - 26k	19 - 26k	11 - 16	11 - 16

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MILTON KEYNES

PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Head of Procurement/Purchasing	80 - 100k	80 - 100k	75 - 110	75 - 110
Procurement/Purchasing Director	80 - 100k	80 - 100k	75 - 110	75 - 110
Procurement/Purchasing Manager	50 - 70k	50 - 70k	40 - 65	40 - 65
Category Manager	45 - 75k	45 - 75k	40 - 65	40 - 65
Senior Buyer	40 - 50k	40 - 50k	25 - 35	25 - 35
Buyer	30 - 40k	30 - 40k	15 - 20	15 - 20

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

NORTH WEST

ACCOUNTING & FINANCE - GREATER MANCHESTER COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Group Finance Director	110 - 170k	110 - 170k	550 - 850	650 - 900
Finance Director	75 - 140k	80 - 140k	375 - 700	400 - 750
Group Financial Controller	75 - 120k	75 - 120k	375 - 600	450 - 750
Financial Controller	65 - 100k	60 - 100k	350 - 500	350 - 500
Head of Audit	75 - 110k	75 - 110k	400 - 600	400 - 600
Head of FP&A	80 - 100k	80 - 105k	350 - 500	400 - 600
Internal Audit/Risk	35 - 75k	35 - 75k	175 - 375	175 - 375
Systems Accountant	35 - 55k	35 - 55k	175 - 275	200 - 300
Finance Manager	50 - 70k	50 - 75k	250 - 350	250 - 350
Project Accountant	40 - 60k	40 - 60k	200 - 300	250 - 350
Financial Accountant	35 - 50k	35 - 50k	175 - 250	200 - 250
Management Accountant	35 - 50k	35 - 50k	175 - 250	200 - 250
Financial Analyst	35 - 50k	35 - 50k	175 - 250	200 - 250
Financial Planning Analyst	35 - 55k	35 - 55k	175 - 225	200 - 250
In-house Tax				
Corporate	40 - 115k	42 - 115k	200 - 550	200 - 550
Indirect/VAT	30 - 110k	30 - 110k	150 - 550	150 - 550
Treasury				
Head of Treasury/Treasury Manager	60 - 80k	60 - 80k	300 - 400	300 - 400
Group Treasurer	80 - 120k	80 - 120k	400 - 600	400 - 600
Assistant Group Treasurer	60 - 90k	60 - 90k	300 - 450	300 - 450
Treasury Analyst	25 - 45k	25 - 45k	125 - 225	125 - 225

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

NORTH WEST

ACCOUNTING & FINANCE - GREATER MANCHESTER PRACTICE ACCOUNTING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2018	2019
Audit		
Senior Manager	50 - 80k	50 - 80k
Manager	42 - 55k	42 - 55k
Assistant Manager	35 - 45k	35 - 45k
Senior	30 - 40k	30 - 40k
Tax		
Senior Manager	50 - 90k	50 - 100k
Manager	40 - 55k	40 - 65k
Assistant Manager	30 - 45k	30 - 45k
Senior	30 - 38k	30 - 38k
Corporate Finance		
Director	75 - 130k	75 - 130k
Senior Manager	60 - 85k	60 - 85k
Manager	45 - 65k	45 - 65k
Executive	35 - 40k	35 - 40k
Other		
Transaction Services	45 - 120k	45 - 120k
Private Equity/Investment	55 - 120k	55 - 120k

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

NORTH WEST

ACCOUNTING & FINANCE - GREATER MANCHESTER TRANSACTIONAL ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Transactional Services				
Payroll Manager	40 - 70k	40 - 70k	21 - 36	21 - 36
Transactional Processing Manager	60 - 90k	60 - 90k	31 - 46	31 - 46
Credit Control Manager	40 - 70k	40 - 70k	21 - 36	21 - 36
Accounts Payable Manager	40 - 70k	32 - 42k	21 - 36	21 - 36
Credit Control Supervisor	30 - 40k	30 - 40k	15 - 21	17 - 23
Payroll Supervisor	30 - 40k	30 - 40k	15 - 21	15 - 21
Accounts Receivable Manager	40 - 60k	40 - 60k	21 - 31	21 - 31
Accounts Payable Supervisor	30 - 40k	30 - 40k	15 - 21	15 - 21
Accounts Receivable Supervisor	30 - 40k	30 - 40k	15 - 21	15 - 21
Credit Control Clerk	22 - 30k	22 - 30k	11 - 15	11 - 15
Accounts Payable Clerk	20 - 26k	21 - 26k	10 - 13	11 - 13
Accounts Assistant	20 - 26k	20 - 26k	10 - 13	10 - 13
Payroll Clerk	24 - 30k	24 - 30k	12 - 15	12 - 15
Accounts Receivable Clerk	22 - 28k	23 - 28k	11 - 14	12 - 14
CIMA/ACCA				
Strategic/Part 3	30 - 35k	30 - 35k	15 - 18	15 - 18
Managerial/Part 2	26 - 30k	26 - 32k	13 - 15	13 - 16
Certificate/Part 1	23 - 28k	23 - 28k	12 - 14	12 - 14

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

NORTH WEST

ACCOUNTING & FINANCE - MERSEYSIDE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Qualified				
Finance Director	65 - 130k	65 - 130k	30 - 70	33 - 66
Financial Controller	50 - 80k	50 - 80k	30 - 60	25 - 41
Finance Manager	45 - 60k	45 - 60k	25 - 30	23 - 30
Head of Audit	60k+	60k+	30 - 40	30+
Financial Accountant	30 - 50k	35 - 55k	15 - 30	17 - 28
Project Accountant	30 - 60k	30 - 60k	15 - 25	15 - 30
Management Accountant	30 - 50k	35 - 50k	15 - 30	17 - 25
Systems Accountant	30 - 60k	35 - 50k	15 - 25	17 - 25
Financial Analyst	30 - 50k	35 - 50k	14 - 20	17 - 25
Group Accountant	30 - 50k	35 - 50k	14 - 20	17 - 25
Finance Business Partner/Commercial Accountant	35 - 50k	40 - 60k	17 - 30	20 - 30
Commercial Finance Analyst	30 - 45k	30 - 45k	15 - 23	15 - 23

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

NORTH WEST

ACCOUNTING & FINANCE - MERSEYSIDE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Part-Qualified & Transactional Services				
CIMA/ACCA/AAT				
Strategic/Part 3	25 - 32k	27 - 33k	14 - 19	13 - 16
Management/Part 2	22 - 30k	22 - 28k	12 - 17	11 - 14
Operational/Level 1	18 - 24k	20 - 24k	10 - 14	10 - 12
AAT	18 - 22k	17 - 22k	10 - 13	8 - 11
Credit Control				
Credit Control Manager	35 - 80k	35 - 70k	20 - 46	17 - 35
Credit Control Team Leader/Supervisor	28 - 35k	25 - 35k	16 - 21	12 - 17
Credit Control Clerk/Credit Controller	18 - 24k	18 - 25k	10 - 14	9 - 12
Accounts Payable/Purchase Ledger				
Accounts Payable Manager	35 - 70k	35 - 60k	17 - 35	17 - 30
Accounts Payable Team Leader/Supervisor	28 - 35k	25 - 35k	14 - 21	12 - 17
Accounts Payable Clerk	18 - 23k	18 - 23k	10 - 13	9 - 11
Accounts Receivable				
Accounts Receivable Manager	35 - 60k	30 - 60k	17 - 29	15 - 30
Accounts Receivable Team Leader/Supervisor	28 - 35k	25 - 33k	14 - 21	12 - 16
Accounts Receivable Clerk	17 - 22k	18 - 22k	9 - 12	9 - 11
Payroll				
Payroll Manager	35 - 70k	35 - 60k	17 - 35	17 - 30
Payroll Team Leader/Supervisor	28 - 35k	25 - 35k	14 - 21	12 - 17
Payroll Clerk	18 - 24k	18 - 24k	10 - 14	9 - 12
Other				
QBE Bookkeeper	25 - 35k	25 - 30k	14 - 21	12 - 20

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

NORTH WEST

ACCOUNTING & FINANCE - MERSEYSIDE

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2018	2019
Audit		
Senior Manager	50 - 80k	50 - 80k
Manager	42 - 55k	45 - 55k
Assistant Manager	35 - 45k	35 - 45k
Senior	30 - 40k	30 - 40k
Tax		
Senior Manager	50 - 90k	50 - 70k
Manager	40 - 55k	40 - 55k
Assistant Manager	30 - 45k	35 - 45k
Senior	30 - 38k	30 - 38k

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

NORTH WEST

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2018	2019	2018	2019	2018	2019
Operations/Back Office						
Operations Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	70k+	70k+
Collections	24 - 35k	24 - 35k	35 - 50k	35 - 50k	50 - 65k	50 - 65k
Fraud	20 - 35k	26 - 37k	35 - 60k	37 - 65k	60k+	60k+
Corporate Actions	21 - 26k	21 - 28k	27 - 35k	27 - 36k	45 - 60k	45 - 60k
Settlements	18 - 25k	19 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Cash Management	20 - 25k	20 - 25k	25 - 32k	25 - 32k	35 - 45k	35 - 45k
Client Services	18 - 26k	19 - 26k	25 - 32k	25 - 32k	32 - 40k	32 - 40k
Transfers	18 - 23k	19 - 23k	23 - 27k	23 - 27k	30 - 40k	30 - 40k
Trade Support	20 - 25k	20 - 25k	23 - 30k	23 - 30k	30 - 40k	30 - 40k
Paraplanner	25 - 32k	25 - 32k	30 - 40k	30 - 40k	37k+	37k+
Reconciliations	18 - 22k	19 - 22k	20 - 26k	20 - 27k	35k+	35k+
Compliance						
Compliance Advisory	30 - 40k	30 - 40k	40 - 55k	40 - 55k	50 - 70k	50 - 70k
Compliance Monitoring	28 - 35k	28 - 35k	40 - 50k	40 - 50k	50 - 65k	50 - 65k
Middle & Front Office						
Asset and Liability Management	25 - 35k	25 - 35k	30 - 45k	30 - 45k	60k+	60k+
Investment Manager	30 - 35k	30 - 35k	40 - 45k	40 - 50k	50k+	50k+
Credit Risk	25 - 35k	26 - 37k	35 - 55k	37 - 65k	50 - 80k	55 - 80k
Business Development	25 - 35k	27 - 35k	30 - 45k	30 - 45k	50k+	50k+
Regulatory Risk	30 - 38k	30 - 38k	40 - 55k	40 - 55k	50 - 70k	50 - 70k
Market Risk	30 - 40k	30 - 40k	40 - 60k	40 - 60k	60 - 80k	60 - 80k
Research Analyst	22 - 30k	22 - 30k	35 - 45k	35 - 45k	50k+	50k+
Operational Risk	30 - 40k	30 - 40k	40 - 55k	40 - 55k	55 - 70k	55 - 70k
Investment Assistant	22 - 27k	22 - 27k	25 - 32k	25 - 32k	35k+	35k+
Anti-Money-Laundering	25 - 30k	25 - 30k	30 - 45k	30 - 45k	50 - 65k	50 - 65k

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

NORTH WEST

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
HR Director	80 - 150k	80 - 150k	350 - 800	350 - 800
Head of HR	60 - 100k	60 - 100k	300 - 650	300 - 650
Head of Reward, Compensation & Benefits	65 - 105k	65 - 110k	350 - 750	350 - 750
Head of Organisational Development	60 - 100k	60 - 100k	300 - 700	300 - 700
Head of Learning & Development	60 - 100k	60 - 100k	300 - 500	300 - 500
Head of Talent/Recruitment	50 - 90k	50 - 90k	350 - 500	350 - 500
Senior HR Business Partner	60 - 75k	60 - 80k	300 - 350	300 - 350
HR Business Partner	45 - 60k	45 - 65k	200 - 300	200 - 300
HR Manager	40 - 60k	40 - 60k	200 - 300	200 - 300
Internal Communications Manager	45 - 65k	45 - 65k	200 - 350	200 - 350
Recruitment Manager	35 - 55k	35 - 55k	150 - 300	150 - 300
Learning & Development Manager	30 - 55k	30 - 55k	150 - 250	150 - 250
HR/Reward Analyst	30 - 50k	30 - 50k	150 - 250	150 - 250
Global Mobility Specialist	30 - 50k	30 - 50k	150 - 250	150 - 250
HR Advisor	30 - 40k	30 - 40k	140 - 200	140 - 200
Employee Relations Advisor	25 - 35k	25 - 35k	130 - 180	130 - 180
Recruitment Advisor	25 - 35k	30 - 40k	130 - 180	130 - 180
Learning & Development Advisor	25 - 35k	30 - 40k	100 - 150	100 - 150
HR Officer	22 - 32k	25 - 35k	120 - 150	120 - 150
HR Administrator	18 - 25k	18 - 25k	90 - 130	90 - 130

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

NORTH WEST

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Development				
CTO	85 - 120k	85 - 120k	750 - 1000	750 - 1000
Head of Development	75 - 100k	75 - 100k	450 - 800	450 - 800
Development Manager	60 - 85k	60 - 85k	400 - 550	400 - 550
Front End Developer	35 - 55k	35 - 55k	350 - 450	350 - 450
Data Developer	30 - 50k	30 - 50k	300 - 400	300 - 400
Lead Developer	50 - 65k	50 - 65k	400 - 450	400 - 450
Full Stack Developer	40 - 55k	40 - 55k	400 - 500	400 - 500
Scrum Master	45 - 60k	45 - 60k	350 - 500	350 - 500
JavaScript Developer (React, Vue, Angular)	40 - 60k	40 - 60k	350 - 500	350 - 500
Architect	50 - 70k	50 - 70k	400 - 500	400 - 500
Senior Appointments				
CIO/Chief Data Officer	100 - 200k	100 - 200k	900 - 1200	900 - 1200
IT Director	80 - 130k	80 - 130k	900 - 1200	900 - 1200
CTO	80 - 150k	80 - 150k	900 - 1000	900 - 1000
Digital Director	85 - 100k	85 - 100k	800 - 900	800 - 900
Transformation Director	80 - 120k	80 - 120k	750 - 900	750 - 900
Infrastructure				
Infrastructure Engineer	35 - 55k	40 - 55k	350 - 450	350 - 450
DevOps Engineer	50 - 80k	50 - 80k	500 - 625	500 - 625
Service Desk Analyst	18 - 27k	18 - 27k	100 - 180	100 - 180
Technical Architect	60 - 85k	60 - 85k	450 - 700	450 - 700
3rd Line Support Engineer	30 - 55k	30 - 55k	250 - 375	250 - 375
Network Engineer	30 - 65k	30 - 65k	200 - 450	200 - 450
2nd Line Support Engineer	25 - 30k	25 - 30k	120 - 200	120 - 200
Solution Architect	50 - 70k	50 - 70k	450 - 650	450 - 650
IT Manager	45 - 60k	45 - 60k	300 - 550	300 - 550
Linux Engineer	40 - 70k	40 - 70k	350 - 500	350 - 500
SAP/CRM				
CRM Consultant	55 - 65k	55 - 65k	400 - 550	400 - 550
SAP Consultant	40 - 60k	40 - 60k	400 - 550	400 - 550
SAP Support	30 - 40k	30 - 40k	300 - 400	300 - 400
Dynamics Developer	50 - 65k	50 - 65k	400 - 550	400 - 550
Dynamics Support	50 - 60k	50 - 60k	400 - 550	400 - 550

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

NORTH WEST

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2018	2019	2018	2019
Security				
Information Security Manager	45 - 60k	50 - 70k	500 - 750	500 - 750
Security Analyst	30 - 50k	35 - 50k	400 - 650	400 - 650
Security Engineer/SCO	30 - 50k	35 - 60k	450 - 550	450 - 550
CISO	80k+	100k+	750 - 1000	750 - 1000
DPO	45 - 100k	55 - 100k	450 - 600	450 - 600
BI/Data				
BI Developer	40 - 50k	25 - 35k	300 - 350	300 - 350
Data Warehouse Developer/ETL Developer	40 - 55k	30 - 45k	375 - 400	375 - 400
Head of BI/Data	50 - 60k	65 - 90k	650 - 800	650 - 800
BI/MI Analyst	30 - 45k	25 - 35k	250 - 300	250 - 300
Data Architect	50 - 65k	50 - 65k	400 - 500	400 - 500
Data Visualisation Developer	45 - 60k	45 - 60k	375 - 450	375 - 450
Data Scientist	50 - 70k	50 - 70k	400 - 550	400 - 550
DevOps				
DevOps Engineer	45 - 55k	45 - 55k	500 - 625	500 - 625
Senior/Lead DevOps Engineer	50 - 70k	50 - 70k	550 - 650	550 - 650
Testing				
QA Test Analyst	35 - 45k	35 - 45k	300 - 400	300 - 400
Test Manager	60 - 70k	60 - 70k	350 - 450	400 - 550
NFT/Performance/Automation Tester	40 - 60k	40 - 60k	350 - 450	400 - 500
Projects and Programmes				
Delivery Manager	55 - 70k	55 - 70k	450 - 550	450 - 550
Scrum Master	60 - 70k	60 - 70k	450 - 550	450 - 550
Project Manager	50 - 70k	50 - 70k	500 - 600	500 - 600
Programme Manager	65 - 85k	65 - 85k	600 - 700	600 - 700
Programme Director	75 - 100k	75 - 100k	800 - 1000	800 - 1000
Agile Coach	60 - 70k	60 - 70k	500 - 600	500 - 600
Head of Delivery	70 - 90k	70 - 90k	700 - 900	700 - 900
Head of Change	80 - 120k	80 - 120k	750 - 900	750 - 900
Business Analyst	45 - 60k	45 - 60k	350 - 500	350 - 500

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

NORTH WEST

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Private Practice				
9+ yrs' PQE	70k+	75k+	50 - 65	50 - 65
7 - 9 yrs' PQE	53 - 79k	54 - 80k	40 - 60	40 - 60
6 yrs' PQE	51 - 73k	52 - 75k	40 - 55	40 - 55
5 yrs' PQE	45 - 67k	50 - 60k	38 - 50	38 - 50
4 yrs' PQE	43 - 58k	44 - 60k	30 - 48	30 - 48
3 yrs' PQE	40 - 51k	41 - 55k	28 - 43	28 - 43
2 yrs' PQE	37 - 48k	38 - 50k	25 - 40	25 - 40
1 yr PQE	34 - 45k	35 - 47k	22 - 37	22 - 37
Newly-qualified	32 - 43k	33 - 44k	20 - 33	20 - 33
Paralegal/Contract Manager	18 - 55k	16 - 56k	16 - 28	16 - 28
In-house				
9+ yrs' PQE	80k+	85k+	50 - 70	50 - 70
7 - 9 yrs' PQE	70 - 100k	70 - 100k	45 - 65	45 - 65
6 yrs' PQE	57 - 90k	57 - 90k	40 - 65	40 - 65
5 yrs' PQE	55 - 70k	55 - 70k	42 - 60	42 - 60
4 yrs' PQE	50 - 65k	50 - 68k	35 - 55	35 - 55
3 yrs' PQE	45 - 60k	46 - 62k	30 - 50	30 - 50
2 yrs' PQE	40 - 55k	41 - 60k	27 - 45	27 - 45
1 yr PQE	37 - 55k	37 - 57k	25 - 40	25 - 40
Newly-qualified	35 - 45k	35 - 46k	22 - 35	22 - 35
Paralegal/Contract Manager	25 - 57k	25 - 60k	18 - 30	18 - 30

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

NORTH WEST

MANUFACTURING & ENGINEERING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Operations Director	80 - 120k	90 - 130k	400 - 700	500 - 700
Factory/Plant Manager	70 - 95k	75 - 100k	400 - 600	500 - 700
Engineering Manager	45 - 65k	50 - 70k	400 - 550	450 - 600
Health and Safety Manager	40 - 55k	40 - 55k	310 - 525	310 - 525
Production Manager	40 - 50k	45 - 55k	200 - 250	250 - 350
CI Manager	40 - 65k	45 - 65k	300 - 400	325 - 400
Quality Manager	40 - 60k	40 - 60k	300 - 400	325 - 450
Process Engineer	40 - 60k	40 - 60k	225 - 400	225 - 400
Manufacturing Engineer	35 - 45k	35 - 45k	200 - 250	225 - 275

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

NORTH WEST

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Executive Assistant	30 - 45k	30 - 45k	15 - 25	15 - 25
Personal Assistant	22 - 35k	22 - 35k	12 - 18	12 - 18
Office Manager	23 - 38k	23 - 38k	13 - 18	13 - 18
Senior Project Coordinator	25 - 35k	25 - 35k	12 - 19	12 - 19
Project Coordinator	18 - 28k	18 - 28k	9 - 14	9 - 14
Senior Administration Assistant	19 - 25k	19 - 25k	9 - 15	9 - 15
Receptionist	16 - 22k	16 - 22k	8 - 12.50	8 - 12.50
Administration Assistant	15 - 23k	15 - 23k	7 - 13	7 - 13
Junior Administration Assistant	15 - 17k	15 - 17k	7 - 9	7 - 9
Data Entry Operator	15 - 19k	15 - 19k	7 - 9	7 - 9
Legal Secretary	20 - 28.5k	20 - 28.5k	9 - 15	9 - 15
Secretary	18 - 28k	18 - 28k	9 - 13	9 - 13
Audio Typist	17 - 22k	17 - 22k	9 - 12	9 - 12
Medical Secretary	17 - 26k	17 - 26k	8 - 15	8 - 15
Customer Service Assistant	15 - 19k	15 - 19k	7 - 10	7 - 10
HR Administrator	16 - 21k	16 - 21k	8 - 10	8 - 10
Recruitment Administrator	17 - 22k	17 - 22k	8 - 10	8 - 10
Team Secretary	19 - 26k	19 - 26k	9 - 14	9 - 14

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

NORTH WEST

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2018	2019	2018	2019
Procurement				
Procurement Director	85 - 130k	85 - 130k	500 - 1000	700 - 1000
Procurement/Category Manager	50 - 75k	50 - 75k	350 - 575	400 - 600
Supplier Relationship Manager	60 - 80k	60 - 80k	325 - 500	400 - 550
Buying Manager	50 - 80k	50 - 80k	300 - 450	300 - 450
Senior Buyer	40 - 50k	40 - 50k	320 - 425	320 - 450
Buyer/Junior Buyer	25 - 45k	25 - 45k	125 - 300	125 - 300
Supply Chain				
Supply Chain Director	90 - 160k	90 - 160k	600 - 1200	600 - 1200
Supply Chain Manager	55 - 85k	55 - 85k	360 - 550	400 - 550
Demand Planning Manager	55 - 80k	55 - 80k	280 - 600	350 - 600
Supply Planning Manager	50 - 70k	50 - 70k	250 - 550	250 - 550
Planner	28 - 38k	28 - 38k	210 - 330	210 - 330
Logistics				
Logistics Director	85 - 150k	90 - 150k	600 - 1200	650 - 1200
Operations Director	90 - 150k	95 - 105k	650 - 1200	650 - 1200
General Manager	75 - 95k	75 - 95k	325 - 450	325 - 450
Transport Manager	55 - 70k	55 - 70k	250 - 425	250 - 425
Logistics Manager	50 - 80k	50 - 80k	225 - 400	225 - 400
Warehouse Manager	45 - 65k	45 - 65k	215 - 350	215 - 350
Operations Manager	45 - 55k	45 - 55k	215 - 400	215 - 400
Distribution Manager	55 - 65k	55 - 65k	237 - 300	237 - 300
Shift Manager	35 - 50k	35 - 50k	150 - 215	150 - 215

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

SOUTHERN HOME COUNTIES

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Qualified				
Finance Director	70 - 250k	70 - 250k	50 - 120	50 - 120
Financial Controller	60 - 100k	60 - 100k	30 - 50	30 - 50
Head of Audit	90 - 180k	90 - 180k	40 - 70	40 - 70
Group Reporting Manager	60 - 80k	60 - 80k	35 - 50	35 - 50
FP&A Manager	60 - 80k	60 - 80k	30 - 50	30 - 50
Internal Audit Manager	60 - 80k	60 - 80k	35 - 50	35 - 50
Financial/Business Analyst	50 - 75k	50 - 75k	30 - 45	30 - 45
Finance Business Partner	50 - 75k	50 - 75k	40 - 60	40 - 60
Finance Manager	50 - 75k	50 - 75k	30 - 40	30 - 40
Financial Accountant	50 - 60k	50 - 60k	28 - 35	28 - 35
Internal Auditor	45 - 65k	45 - 65k	25 - 35	25 - 35
Newly-qualified (ACA/CIMA/ACCA)	45 - 60k	45 - 60k	25 - 30	25 - 30
Part-qualified				
CIMA Passed Finalist	42 - 45k	42 - 45k	20 - 25	20 - 25
CIMA Strategic Level	37 - 45k	37 - 45k	18 - 25	18 - 25
CIMA Managerial Level	32 - 35k	32 - 35k	15 - 20	15 - 20
CIMA Certificate Level	22 - 28k	22 - 28k	12 - 15	12 - 15
ACCA Finalist/Passed Finalist	37 - 45k	37 - 45k	20 - 25	20 - 25
ACCA Professional Level	28 - 35k	28 - 35k	15 - 20	15 - 20
ACCA Fundamental Level	22 - 25k	22 - 25k	12 - 15	12 - 15
Transactional Accounting				
Finance Operations Manager	40 - 65k	40 - 65k	20 - 35	20 - 35
Credit Control Manager	45 - 65k	45 - 65k	20 - 35	20 - 35
Payroll Manager	40 - 55k	40 - 55k	17 - 30	17 - 30
Accounts Payable Manager	35 - 55k	35 - 55k	17 - 30	17 - 30
Accounts Receivable Manager	30 - 50k	30 - 50k	17 - 30	17 - 30
Credit Control Clerk	20 - 25k	20 - 25k	12 - 18	12 - 18
Accounts Assistant	22 - 28k	22 - 28k	12 - 18	12 - 18
Payroll Clerk	18 - 28k	18 - 28k	12 - 18	12 - 18
Accounts Payable/Receivable Clerk	20 - 26k	20 - 26k	12 - 18	12 - 18

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

ST ALBANS

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Qualified				
Finance Director	81 - 140k	81 - 140k	50 - 125	50 - 125
Group Financial Controller	80 - 100k	85 - 100k	50 - 70	55 - 70
Financial Controller	60 - 75k	70 - 85k	45 - 75	40 - 60
Group Reporting Manager	50 - 65k	65 - 75k	30 - 60	35 - 50
Head of Commercial Finance	80 - 100k	80 - 100k	50 - 70	50 - 70
Head of FP&A	75 - 90k	80 - 90k	45 - 60	50 - 60
FP&A Manager	50 - 65k	60 - 70k	30 - 60	30 - 40
Financial/Business Analyst	40 - 50k	45 - 55k	22 - 35	25 - 35
Systems Accountant	50 - 60k	50 - 60k	30 - 50	30 - 50
Finance Manager	55 - 65k	55 - 65k	35 - 55	35 - 40
Financial Accountant	45 - 55k	45 - 55k	30 - 40	25 - 35
Management Accountant	40 - 50k	45 - 55k	25 - 35	25 - 35
Newly-qualified (ACA/CIMA/ACCA)	42 - 48k	45 - 50k	20 - 30	25 - 30
Part-qualified				
CIMA Passed Finalist	35 - 40k	40 - 45k	17 - 25	20 - 25
CIMA Strategic	35 - 40k	35 - 40k	16 - 23	17 - 25
CIMA Managerial	25 - 32k	30 - 35k	15 - 20	15 - 20
CIMA Certificate	20 - 30k	25 - 50k	12 - 17	14 - 17
ACCA Part 3	30 - 40k	43 - 47k	16 - 23	20 - 25
ACCA Part 2	25 - 35k	38 - 43k	10 - 12	17 - 25
ACCA Part 1	20 - 30k	33 - 38k	15 - 28	15 - 25
Systems Accountant	30 - 50k	30 - 50k	25 - 35	25 - 35
Credit Control Manager	30 - 45k	35 - 45k	14 - 26	14 - 26
Accounts Payable/Receivable	18 - 23k	20 - 28k	10 - 18	12 - 18
Payroll/Billings Supervisor	25 - 40k	28 - 40k	12 - 24	16 - 20
Credit Controller	20 - 25k	20 - 30k	12 - 15	12 - 17

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

YORKSHIRE

ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2018	2019
Audit		
Senior Manager	50 - 80k	50 - 80k
Manager	42 - 55k	42 - 55k
Assistant Manager	35 - 45k	35 - 45k
Senior	28 - 38k	28 - 38k
Tax		
Senior Manager	50 - 90k	50 - 90k
Manager	40 - 55k	40 - 55k
Assistant Manager	30 - 45k	30 - 45k
Senior	30 - 38k	30 - 38k
Corporate Finance		
Director	75 - 130k	75 - 130k
Senior Manager	60 - 85k	60 - 85k
Manager	45 - 65k	45 - 65k
Executive	35 - 40k	35 - 40k
Other		
Transaction Services	45 - 120k	45 - 120k
Private Equity/Investment	55 - 120k	55 - 120k

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

YORKSHIRE

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Transactional Services				
Payroll Manager	40 - 70k	40 - 70k	21 - 36	21 - 36
Credit Control Manager	40 - 60k	40 - 60k	21 - 36	21 - 36
Accounts Payable Manager	40 - 55k	40 - 55k	21 - 36	21 - 36
Credit Control Supervisor	30 - 40k	30 - 40k	15 - 21	15 - 21
Credit Control Clerk	22 - 30k	22 - 30k	15 - 21	15 - 21
Payroll Supervisor	30 - 40k	30 - 40k	15 - 21	15 - 21
Accounts Receivable Manager	40 - 60k	40 - 60k	21 - 31	21 - 31
Accounts Payable Supervisor	40 - 60k	40 - 60k	21 - 31	21 - 31
Accounts Payable Clerk	20 - 25k	20 - 25k	10 - 13	10 - 13
Accounts Assistant	20 - 26k	20 - 26k	10 - 13	10 - 13
Payroll Clerk	24 - 30k	24 - 30k	12 - 15	12 - 15
Accounts Receivable Clerk	22 - 26k	22 - 26k	11 - 13	11 - 13
CIMA/ACCA				
Strategic/Part 3	30 - 35k	30 - 40k	15 - 18	15 - 18
Managerial/Part 2	26 - 30k	26 - 30k	13 - 15	13 - 15
Certificate/Part 1	23 - 28k	23 - 28k	12 - 14	12 - 14

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YORKSHIRE

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Group Finance Director	110 - 170k	110 - 170k	550 - 850	550 - 850
Finance Director	75 - 140k	75 - 140k	375 - 700	375 - 700
Group Financial Controller	75 - 120k	75 - 120k	375 - 600	375 - 600
Financial Controller	60 - 90k	60 - 90k	300 - 450	300 - 450
Head of Audit	75 - 105k	75 - 105k	375 - 500	375 - 500
Head of FP&A	70 - 90k	70 - 90k	350 - 450	350 - 450
Internal Audit/Risk	35 - 75k	35 - 75k	175 - 375	175 - 375
Systems Accountant	35 - 55k	35 - 55k	175 - 275	175 - 275
Finance Manager	45 - 65k	45 - 65k	225 - 325	225 - 325
Project Accountant	40 - 60k	40 - 60k	200 - 300	200 - 300
Financial Accountant	35 - 50k	40 - 50k	175 - 250	175 - 250
Management Accountant	35 - 50k	40 - 50k	175 - 250	175 - 250
Financial Analyst	35 - 50k	40 - 50k	175 - 250	175 - 250
Financial Planning Analyst	35 - 50k	40 - 50k	175 - 250	175 - 225
In-House Tax				
Corporate	40 - 115k	40 - 115k	200 - 550	200 - 550
Indirect/VAT	30 - 115k	30 - 110k	150 - 550	150 - 550
Treasury				
Head of Treasury/Treasury Manager	55 - 75k	55 - 75k	275 - 375	275 - 375
Group Treasurer	75 - 120k	75 - 120k	375 - 600	375 - 600
Assistant Group Treasurer	60 - 90k	60 - 90k	300 - 450	300 - 450
Treasury Analyst	25 - 45k	25 - 45k	125 - 225	125 - 225

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

YORKSHIRE

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2018	2019	2018	2019
Private Practice				
9+ yrs' PQE	70k+	75k+	50 - 65	50 - 65
7 - 9 yrs' PQE	53 - 79k	54 - 80k	40 - 60	40 - 60
6 yrs' PQE	51 - 73k	52 - 75k	40 - 55	40 - 55
5 yrs' PQE	45 - 67k	50 - 60k	38 - 50	38 - 50
4 yrs' PQE	43 - 58k	44 - 60k	30 - 48	30 - 48
3 yrs' PQE	40 - 51k	41 - 55k	28 - 43	28 - 43
2 yrs' PQE	37 - 48k	38 - 50k	25 - 40	25 - 40
1 yr PQE	34 - 45k	35 - 47k	22 - 37	22 - 37
Newly-qualified	32 - 43k	33 - 44k	20 - 33	20 - 33
Paralegal/Contract Manager	18 - 55k	16 - 56k	16 - 28	16 - 28
In-house				
9+ yrs' PQE	80k+	85k+	50 - 70	50 - 70
7 - 9 yrs' PQE	70 - 100k	70 - 100k	45 - 65	45 - 65
6 yrs' PQE	57 - 90k	57 - 90k	40 - 65	40 - 65
5 yrs' PQE	55 - 70k	55 - 70k	42 - 60	42 - 60
4 yrs' PQE	50 - 65k	50 - 68k	35 - 55	35 - 55
3 yrs' PQE	45 - 60k	46 - 62k	30 - 50	30 - 50
2 yrs' PQE	40 - 55k	41 - 60k	27 - 45	27 - 45
1 yr PQE	37 - 55k	37 - 57k	25 - 40	25 - 40
Newly-qualified	35 - 45k	35 - 46k	22 - 35	22 - 35
Paralegal/Contract Manager	25 - 57k	25 - 60k	18 - 30	18 - 30

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

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