

A SUBSTANTIALLY MORE CONFIDENT BUSINESS ENVIRONMENT, DRIVEN BY AN IMPROVING ECONOMY AND POLITICAL CLARITY FOLLOWING MAY'S GENERAL ELECTION, CREATED A BUOYANT RECRUITMENT MARKET IN 2015.

2015 INSIGHT

From the second quarter of 2015, employers across the majority of sectors began to actively search for new talent as business confidence made a strong return.

With candidate supply already limited in several areas of the market, this significant increase in hiring rapidly exposed shortages across the board. Some employers struggled to respond effectively, which resulted in a number of positions remaining unfilled and existing employees' workloads increasing.

The switch to a more competitive hiring environment was most apparent in financial services and digital marketing. Employers in these areas were already more accustomed to the need for quick action to engage individuals with scarce skill sets. As a result, they led the way in demonstrating the value of decisive action in the search for professional talent.

2016 EXPECTATIONS

With shortages set to intensify in 2016, employers will increasingly require professionals with transferable skill sets as they focus on developing talent internally through training and mentoring.

We also expect to see growing numbers of mid-career professionals retraining to make themselves eligible for careers in high-growth sectors. This will be particularly evident in the fast-growing digital industries, where multinationals are investing heavily in the UK to make use of British talent. Experienced professionals taking the initiative to up-skill will be particularly attractive to employers.

Another key trend which we anticipate will continue in 2016 is the transfer of shared service centres to sites outside London, motivated by cost considerations as organisations bring previously offshored services back to the UK. This will serve to make the UK regions much more appealing to ambitious candidates seeking to start careers in accountancy and finance, legal administration and operations. It will also further fuel salary inflation outside London, making the capital less of an automatic choice for those seeking

to establish their careers – enabling hiring managers across the UK to compete more effectively for top talent.

To encourage retention in an increasingly competitive market, especially amongst more junior jobseekers, we recommend that employers tailor reward packages to include flexible working conditions and clear career paths. Above all, we advise hiring managers to act quickly to ensure that positions are filled with their first-choice candidate. Otherwise, there is an added risk of losing additional team members as extreme workloads could lead other employees to resign.



We expect market conditions to continue improving throughout 2016 across all sectors. Financial services will also return to growth as institutions continue to adopt regulatory changes.



KEY FINDINGS

The transfer of shared service centres to sites outside London will continue in 2016, making the capital less of an automatic choice for those seeking to establish their careers.

To encourage retention in an increasingly competitive jobs market, employers need to tailor rewards packages to include flexible working conditions and clear career paths.

+ 20% (UKJI)

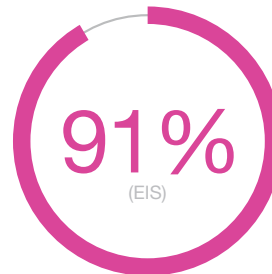
Year-on-year increase in the number of jobs advertised in the UK

2015 GROWTH IN ADVERTISED VACANCIES (UKJI)

NORTH WEST
21%

MIDLANDS
5%

LONDON
23%



Professionals who would be open to hearing about a job opportunity even when not actively looking for work

UKJI: Robert Walters UK Job Index, Q1-Q3, 2014 v 2015.
EIS: Robert Walters Employee Insights Survey 2015, 602 respondents.

OVERVIEW

ACCOUNTING & FINANCE

As employer confidence grew across both commerce & industry and financial services in 2015, the demand for qualified and part-qualified accountants rose. Firms sought to actively increase headcount, with businesses often hiring for several positions at once.

In commerce and industry, employers began to favour recruitment of permanent staff over short-term contractors. Despite many former contractors moving into permanent roles, employers still struggled to fill many business-critical permanent positions. Demand was highest for newly-qualified accountants and for those with up to three years' experience.

Businesses with a strong e-commerce or high street presence were especially active hirers, whilst industries such as oil and gas slowed their rate of hiring. Professionals capable of a commercial advisory role were also highly sought after – a shift from the emphasis in recent years on technical accountants.

Firms across the full financial services spectrum were keen to recruit professionals with cost management, business planning, regulation and capital management expertise. In banking and investment management, demand was highest at the newly-qualified and AVP level, particularly as firms reviewed their long-term strategic goals with an eye on succession planning and future leadership. Small and medium-sized investment management firms were successful in attracting candidates in 2015 by offering a better work-life balance and more varied work.

Salaries for in-demand mid-level professionals rose across financial services and commerce firms. Employers also showed increased flexibility to attract the candidates they wanted, emphasising their career development opportunities. In a market where candidates can frequently consider several offers at once, we also saw businesses streamlining their recruitment processes and reducing hire times, in order to secure top talent.

Talent shortages are likely to persist in 2016. Newly-qualified and mid-level accountants will continue to be in short supply for some time to come, across both financial services and commerce, causing employers to work harder to retain good staff. Buy-backs will become a common strategy to prevent staff attrition.

In investment banking, we expect VP and director-level staff will consider changing jobs towards the middle of the year. Rising salaries in the investment management market, meanwhile, will attract qualified candidates, putting greater pressure on investment banking employers.

The shift towards a consumer-driven market in the UK is likely to continue, boosting the performance of FMCG, retail, media, publishing, property and construction companies. In turn, these employers will expand their accountancy headcount in business advisory functions.

Across accounting and finance, an abundance of permanent vacancies means that employers are likely to struggle to recruit contractors, with 'career contractors' making up most of the talent pool.

COMPLIANCE

Pressure from domestic and international regulators ensured that demand was high for compliance professionals in 2015. Dodd Frank, MiFID II and the need to review processes and procedures for best practice all played a key role in driving employers to increase compliance headcount.

Greater emphasis on the end customer required firms to embed changes into the compliance framework, ensuring that conduct specialists were popular hires, particularly at VP level. Employers were also especially keen to recruit talent for key second-line-of-defence roles in controls testing, monitoring and assurance.

Salaries saw modest growth in 2015, despite growing demand in a number of areas. The largest increases were received by professionals in front office compliance advisory and regulatory advisory roles.

Sustained demand over the last few years means that employers will continue to face skills shortages in 2016. As new regulatory agendas and trends emerge, compliance professionals will remain popular hires. We expect to see a return to hiring in central compliance functions, particularly across trade surveillance and control room functions, as well as continued focus on monitoring and assurance roles.

With the nearshoring trend continuing, more firms will move their back and middle office functions outside London. Extensive hiring is therefore likely in Manchester, the Midlands and Edinburgh during 2016.

KEY TRENDS

- ▶ Due to reduced hiring during the recession, employers are facing a shortage of mid-level professionals as market conditions improve.
- ▶ Employers are looking to expand headcount in contrast to the 'replacement' hiring that characterised the downturn.
- ▶ Hiring managers have begun to broaden their recruitment criteria, focusing on transferable skills and considering professionals from other disciplines in order to fill business-critical roles.
- ▶ In banking and financial services, increased regulation has driven demand for specialists in compliance and legal fields.

HUMAN RESOURCES

Throughout 2015, demand for skilled HR professionals, including permanent and contract talent, was strong. Candidate shortages at the junior and mid-levels caused hiring managers to focus on reducing time-to-hire. Employers were also increasingly flexible about the specific skills and experience they required, focusing instead on candidates with core transferable skills who could be trained to fill business-critical roles.

Expanding financial services regulation and restructuring projects led to increased demand for specialists in reward, compensation, HR systems and HR projects, spurring salary growth in these areas.

Across all industries, companies were keen to attract talent development and acquisition specialists to review internal staff development and external hiring strategies. Professionals with these sought-after skill sets could frequently consider several opportunities at once.

We expect demand for HR professionals to continue rising in 2016, with employers adapting recruitment processes to consider candidates

from a wider range of backgrounds. Following the 2016 round of bonus payments we also anticipate greater movement in the permanent market, with a corresponding rise in the number of contract hires to fill any skills gaps.

Another notable trend will be HR's increasing prominence in shaping business strategy, with senior HR professionals taking a more active role in high-level board decisions.

INFORMATION TECHNOLOGY

As companies further invested in their technology infrastructure, 2015 was characterised by skills shortages across all areas of IT, which in turn triggered significant salary increases.

Demand was particularly strong for Java and .NET developers, and high daily rates led many to move into contracting, often to work on digital transformation projects for large companies. Counter-offers to retain staff became common, pushing salaries for permanent developers above inflation. Specialists in cloud computing, cyber security, business intelligence and big data were also highly sought after, as businesses continued to integrate these

systems to create competitive advantage.

A lack of entry-level recruitment during the recession meant junior to mid-level professionals were in short supply, as were senior management personnel with experience in cyber and data security. Larger firms found it hard to react quickly enough to compete for such hard-to-find IT professionals, meaning growth in the industry was fuelled by smaller, more agile businesses.

Skills shortages will become increasingly acute in 2016. As a result, we anticipate that employers will become more flexible in their recruitment criteria, for example, hiring talent with transferable skills and training them within the business. As employers come to favour a DevOps structure, we also anticipate further integration of IT and operations teams.

LEGAL

Demand for private practice and in-house lawyers increased steadily in 2015, with market forces causing a particular emphasis on commercial, finance, corporate and real-estate specialists.

Regulatory pressures in the banking and financial services sector, coupled with growing business confidence, drove increased interest in transactional and regulatory professionals. In private practice, real estate, corporate and finance lawyers continued to be particularly sought after.

In response to increased competition for top talent, employers, especially those in private practice, became more open to changes in working culture and practices. A shortage of mid-level professionals also emerged during the year, triggering a rise in salaries for newly-qualified and two-to-four-year post-qualification lawyers. Mergers between firms also led to movement of senior lawyers, and salaries increased steadily.

The skills shortages of 2015 are likely to persist into 2016, despite an increased number of training contracts. Regional law firms may have to raise salaries to compete with the recovering London market and to prevent staff turnover.



OVERVIEW

MARKETING

Many businesses in the financial services and B2B sectors sought to expand their campaign and business development teams in 2015, driving demand for skilled marketers.

Hiring managers at asset management companies were particularly keen to attract digital marketers and investment content specialists capable of helping them add value to their client communications. Retail banks too increased the number of communications business partners, as well as creating new social media and digital roles.

In the technology sector, rising business confidence and company growth triggered investments in marketing talent. In addition, as professional services, consultancy and other traditional firms aimed to raise their online profiles, marketers with a combination of social media and established marketing management skills were highly sought after.

We expect such trends to continue throughout 2016, with steady, sustainable growth in hiring activity and a continued shortage of mid-level candidates. Where marketing professionals can demonstrate a quantifiable return on investment, salary increases may push ahead of the industry average.

OPERATIONS

A combination of attrition, growing confidence in the markets and ongoing regulatory reform buoyed recruitment levels for temporary and permanent operations professionals throughout 2015.

In investment banking, hiring managers were particularly interested in specialists in regulatory change and projects, regulatory reporting and exotic/OTC trade support. On the buy side, regulatory specialists and multi-faceted operations generalists were also in high demand.

Across these functions employers were faced with a skills shortage among mid-level professionals, including senior analysts through to junior VPs in both investment banking and investment management. Demand also

outstripped supply for senior professionals as there was greater movement at this level than in previous years.

Investment managers were also keen to find professionals with experience in the traditionally siloed roles of fund administration, transfer agency, oversight and fund accountancy.

As further regulatory change drives demand for expertise, the job market for regulatory reporting and project professionals will remain busy in 2016. Continued market confidence will drive demand for exotic/OTC trade support in banking and multi-faceted operations generalists on the buy side.

Salary increases of 10 - 15% will be available to those changing jobs, and current employers will seek to retain top talent with counter-offers and promotions. We also expect that employers will be more flexible when setting recruitment criteria, often appointing candidates with transferable skills with a view to developing their expertise internally.

PROJECTS, CHANGE & TECHNOLOGY

During the first half of 2015, many major financial services firms prepared for the next round of regulatory initiatives by hiring high numbers of permanent and contract change professionals. MiFID II, bank ring-fencing, FRTB and CRS were particularly high on the agenda. Greatest demand was seen for candidates with front office experience and detailed knowledge of product and trading processes.

Rates of pay increased for professionals moving from middle office change positions to front office roles. Those in senior programming roles with strong track records in delivering regulatory programmes also received a small increase in compensation. This reflected the scarcity of those skills and the penalties of failure to deliver against new regulatory requirements.

While demand for top talent remained strong in the second half of the year, the desire to reduce costs resulted in lower hiring elsewhere and more pressure on teams to deliver using their existing resources. In quarter three, some larger businesses made internal changes and

redistributed team members to limit hiring levels.

The majority of recruitment spend will continue to be on regulatory programmes as a range of new requirements are delivered over the next 24 months. Changes in the nature of each regulation will impact the kinds of expertise most in demand.

As MiFID II, MAD2 and FRTB will largely be delivered in 2016, we predict high demand for candidates in these areas.

RISK

Regulatory pressures led to increased recruitment of risk professionals in London and the North West during 2015. The most active hiring periods were during the second and third quarters, when demand was greatest for specialists in stress testing, quantitative analytics and operations risk & controls.

In credit risk, regulatory pressure caused hiring managers to seek specialists in credit-risk analytics, modelling and methodology. The most in-demand operational risk professionals were those with governance and methodology-development skills, in addition to experience overseeing first line of defence and business activities.

Across market risk, FRTB (Fundamental Review of the Trading Book), Volcker and BCBS (Basel Committee on Banking Supervision) regulations ensured that candidates with backgrounds in methodology, change and regulatory competencies were particularly desirable.

In London and the South East, demand for professionals at AVP and associate level outstripped supply across all areas, while the North West was characterised by a shortage of senior professionals with technical expertise and leadership skills.

A candidate-short market in 2016 is likely to place upward pressure on salaries, particularly in niche areas where skills are scarce. Candidates at AVP and associate level will remain in short supply and employers will need to adopt more flexible criteria when hiring for business-critical roles.

SECRETARIAL & SUPPORT

Hiring for secretarial and support staff increased in 2015 as permanent recruitment was fuelled by growing employer confidence, particularly following May's General Election.

Despite increasing numbers of candidates overall, there was still a shortage of top-calibre professionals. Employers responded by streamlining their recruitment processes to secure the strongest candidates. In creative industries, where secretarial staff could traditionally be secured at lower pay, salaries rose to match the wider market rate.

We saw firms continue to move their middle and back office functions to the Midlands and North West, driving support hiring within these regions. We also saw an influx of antipodean talent, as uncertainties in the Asia-Pacific region saw many support professionals relocate to Europe on one or two-year working visas.

Junior and mid-level candidates were in highest demand as employers recruited primarily for team support rather than one-to-one positions. The scope of many roles expanded to include key aspects of project delivery, which in turn is raising the profile of the secretarial and support career path.

We expect these trends to continue in 2016. The market is likely to remain short of candidates, causing hiring managers to become increasingly flexible in their requirements. As a result, they will focus more on transferable skills, and will aim to attract top talent by offering increased responsibility.

SUPPLY CHAIN & PROCUREMENT

The permanent and temporary jobs market for procurement professionals was buoyant in 2015, while a series of major change programmes, IT projects and strategy overhauls fuelled demand for interim talent. The call for junior to mid-level professionals outstripped supply in all sectors, and vendor management specialists were highly sought after by banks and other financial institutions.

Many large firms reviewed their procurement policies during the year. This led a significant number of global corporates, particularly in the technology, aerospace and FMCG sectors, to redesign or create new strategic procurement roles.

The North West also saw high demand for supply chain and logistics professionals. In order to fill business-critical positions employers began to adjust their recruitment criteria to acquire candidates from a more diverse pool.

We expect the requirement for specialist procurement professionals to grow in 2016 as interest in generalists continues to decline. We also anticipate some growth in the number of boutique procurement consultancies and an increased emphasis among employers on ethical procurement.

There is likely to be a continuing skills shortage in 2016, meaning that employers will need to take a flexible approach to filling key procurement roles. In light of this, we expect salaries to show steady, sustainable growth during the year.

TAXATION

Positive economic factors and growing pressure from regulators drove continued demand for compliance and reporting tax professionals at all levels of seniority during 2015.

The implementation of FATCA (Foreign Account Tax Compliance Act) and CRS (Common Reporting Standard) regulations ensured that professionals with relevant experience were highly sought after, triggering salaries to rise. For the most part, however, salaries remained static with the exception of mid-level roles where increases of around 10% were seen.

Overall, we expect a year of steady growth in 2016, with new regulations driving a focus on compliance and risk tax specialists. The need for newly-qualified tax professionals is also likely to remain high.

We anticipate that salaries will continue to rise to a ceiling of around £90k at the best-paying firms for mid-level roles. Above this level we anticipate salaries remaining largely consistent.

TREASURY

As employers invested in improving efficiency during 2015, much of the demand for treasury professionals was driven by projects involving cash-pooling and treasury-management systems. Another key factor driving recruitment was the organic growth of treasury teams as firms enjoyed a period of business expansion.

Following a lack of recruitment during the recession, junior and mid-level professionals were highly sought after throughout the year. This pushed junior-level salaries to £45-55k and to £55-70k for mid-level roles.

We expect investment in treasury teams to continue in 2016. Demand for mid-level professionals is also likely to remain high, while budget constraints mean that salaries at senior levels are likely to remain largely static.

59%

Increase in advertised
marketing jobs

48%

Increase in
advertised legal jobs

32%

Increase in advertised
compliance jobs

LONDON

ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Financial Control/Management Reporting				
Director (8+ yrs' PQE)	110k+	110k+	550+	550+
Vice President (5 - 10 yrs' PQE)	75 - 110k	75 - 110k	425 - 550	425 - 550
Assistant Vice President (3 - 5 yrs' PQE)	65 - 80k	65 - 80k	350 - 425	350 - 425
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	275 - 375	275 - 375
Product Control				
Director (8+ yrs' PQE)	115k+	115k+	550+	550+
Vice President (5 - 10 yrs' PQE)	80 - 120k	80 - 120k	425 - 550	425 - 550
Assistant Vice President (3 - 5 yrs' PQE)	65 - 85k	65 - 85k	350 - 450	350 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	275 - 375	275 - 375
Internal Audit				
Director (8+ yrs' PQE)	110k+	110k+	550+	550+
Vice President (5 - 10 yrs' PQE)	80 - 120k	80 - 120k	425 - 550	425 - 550
Assistant Vice President (3 - 5 yrs' PQE)	70 - 90k	70 - 90k	375 - 450	375 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	300 - 375	275 - 375
Project Management/Business Analysis				
VP (5 - 10 yrs' PQE)/Director (8+ yrs' PQE)	80 - 120k	85 - 130k	575+	600+
Associate (NQ - 3 yrs' PQE)/AVP (3 - 5 yrs' PQE)	55 - 85k	58 - 85k	375 - 550	400 - 575
Regulation				
Director (8+ yrs' PQE)	115k+	115k+	600+	600+
Vice President (5 - 10 yrs' PQE)	80 - 120k	80 - 120k	500 - 600	500 - 600
Assistant Vice President (3 - 5 yrs' PQE)	70 - 85k	70 - 85k	375 - 450	375 - 450
Associate (newly-qualified - 3 yrs' PQE)	55 - 70k	55 - 70k	300 - 400	300 - 400
Part-qualified - CIMA/ACCA/ACA				
Accountant	35 - 50k	35 - 50k	175 - 280	175 - 280
Accounts Assistant	24 - 35k	24 - 35k	100 - 175	100 - 175
Treasury - Financial Services				
Treasury Accountant (3 - 5 yrs' PQE)	55 - 65k	55 - 70k	450 - 550	450 - 550
Capital Management (3 - 5 yrs' PQE)	55 - 75k	60 - 80k	450 - 550	475 - 600
Asset Liability Management/IRRBB (3 - 5 yrs' PQE)	50 - 70k	55 - 75k	450 - 550	450 - 550

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

LONDON

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Qualified				
CFO (FTSE 100)	500k+	500k+		
Finance Director (large org)	225k+	250k+	1200+	1200+
Financial Controller (large org)	150k+	160k+	700+	700+
Finance Director (small/med org)	80 - 140k	80 - 140k	500 - 600	500 - 700
Head of Audit	85 - 125k	95 - 140k	400 - 500	400 - 500
Financial Controller (small/med org)	70 - 90k	65 - 85k	300 - 400	300 - 450
Finance Manager	60 - 85k	65 - 85k	275 - 380	275 - 380
FP&A Manager	65 - 90k	65 - 90k	300 - 380	325 - 400
Audit Manager	60 - 85k	65 - 85k	300 - 380	300 - 380
Analyst	55 - 80k	55 - 80k	280 - 380	280 - 380
Group Accountant	50 - 75k	50 - 75k	250 - 380	275 - 400
Internal Auditor	50 - 70k	50 - 75k	250 - 500	250 - 500
Newly-qualified ACA	45 - 50k	45 - 52k	200 - 250	250 - 275
Newly-qualified CIMA	45 - 50k	45 - 52k	200 - 250	200 - 250
Newly-qualified ACCA	40 - 50k	42 - 52k	200 - 250	200 - 250
Part and Non-qualified				
ACCA Part 3/CIMA Strategic	38 - 45k	38 - 45k	180 - 225	180 - 225
ACCA Part 2/CIMA Management	33 - 38k	34 - 38k	155 - 180	155 - 190
ACCA Part 1/CIMA Operational	25 - 32k	26 - 32k	125 - 155	125 - 160
Finance Manager	35 - 55k	40 - 60k	190 - 260	200 - 260
Credit Control Manager	40 - 100k	38 - 100k	160 - 300	160 - 300
Revenue/Billings Manager	35 - 65k	35 - 65k	145 - 235	145 - 240
Business/Financial Analyst	35 - 65k	35 - 65k	170 - 280	180 - 300
Payroll Manager	35 - 80k	40 - 80k	150 - 250	150 - 250
Purchase/Sales Ledger Manager	35 - 45k	35 - 50k	135 - 200	150 - 250
Purchase/Sales Ledger Assistant	23 - 27k	23 - 30k	90 - 130	100 - 140
Accounts Assistant	24 - 32k	24 - 30k	90 - 120	100 - 140
Credit Controller	24 - 35k	25 - 35k	90 - 150	110 - 150
Payroll Officer	22 - 32k	22 - 32k	90 - 120	100 - 130
Graduate	20 - 27k	20 - 27k	85 - 120	85 - 120

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ACCOUNTING & FINANCE INVESTMENT MANAGEMENT FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Financial Control				
CFO/Finance Director	150k+	150k+	700+	700+
Financial Controller	90 - 140k	90 - 140k	500+	500+
Finance Manager	80 - 95k	75 - 90k	400+	400+
Senior Financial Accountant	70 - 85k	65 - 75k	350+	350+
Financial Accountant	55 - 65k	55 - 65k	275+	275+
Management Reporting/Financial Planning & Analysis				
Head of Management Reporting/FP&A	85 - 110k	90 - 115k	450+	450+
Senior Management Accountant/FP&A Manager	70 - 85k	70 - 85k	375+	375+
Management Accountant/FP&A Analyst	55 - 70k	55 - 70k	300+	300+
Fund Accounting				
Head of Fund Accounting	88 - 110k	90 - 110k	550+	550+
Fund Accounting Manager	70 - 95k	75 - 90k	450+	475+
Fund Accountant	55 - 70k	55 - 70k	275+	275+
Regulatory Reporting				
Head of Regulatory Reporting	108k+	110k+	600+	600+
Regulatory Reporting Manager	85 - 100k	85 - 100k	450+	450+
Regulatory Accountant	60 - 80k	65 - 85k	375+	375+
Internal Audit				
Head of Internal Audit	100 - 125k	100 - 130k	700+	750+
Internal Audit Manager	65 - 85k	70 - 90k	600+	650+
Internal Auditor	55 - 65k	55 - 70k	400+	350+
Part-qualified - ACCA/CIMA				
ACCA Part 3/CIMA Strategic	38 - 50k	40 - 50k	150 - 200	150 - 200
ACCA Part 2/CIMA Management	32 - 38k	34 - 40k	125 - 160	125 - 160
ACCA Part 1/CIMA Operational	26 - 32k	28 - 34k	105 - 130	105 - 130

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COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Senior Compliance Roles				
Global Head of Compliance	250k+	250k+	1200+	1200+
Regional Head of Compliance	150 - 220k	150 - 220k	1000+	1200+
MLRO	165k+	175k+	1000+	1000+
Central Compliance				
6+ yrs' exp	100k+	100k+	650+	700+
4 - 6 yrs' exp	75 - 100k	75 - 90k	500 - 650	550 - 650
2 - 4 yrs' exp	55 - 75k	60 - 75k	375 - 500	400 - 500
0 - 2 yrs' exp	40 - 55k	40 - 55k	250 - 375	250 - 375
Trade Surveillance/Control Room				
6+ yrs' exp	90k+	100k+	600+	650+
4 - 6 yrs' exp	70 - 90k	70 - 95k	500 - 600	500 - 600
2 - 4 yrs' exp	50 - 70k	50 - 70k	350 - 500	375 - 500
0 - 2 yrs' exp	35 - 50k	35 - 50k	200 - 350	200 - 375
Product Advisory				
6+ yrs' exp	130 - 150k	130 - 150k	800+	850+
4 - 6 yrs' exp	85 - 125k	85 - 125k	600 - 800	600 - 800
2 - 4 yrs' exp	60 - 80k	60 - 85k	400 - 600	450 - 600
Financial Crime				
6+ yrs' exp	100k+	100k+	600+	750+
4 - 6 yrs' exp	75 - 95k	75 - 95k	475 - 600	500 - 700
2 - 4 yrs' exp	50 - 70k	50 - 75k	350 - 475	350 - 475
0 - 2 yrs' exp	35 - 50k	35 - 50k	225 - 350	200 - 350
Regulatory Affairs				
6+ yrs' exp	100k+	100k+	750+	800+
4 - 6 yrs' exp	80 - 95k	80 - 95k	600 - 750	600 - 750
2 - 4 yrs' exp	50 - 75k	50 - 75k	350 - 600	375 - 600
Monitoring/Assurance				
6+ yrs' exp	110k+	110k+	650+	700+
4 - 6 yrs' exp	80 - 100k	80 - 100k	450 - 600	450 - 650
2 - 4 yrs' exp	50 - 75k	50 - 75k	300 - 450	350 - 450
0 - 2 yrs' exp	30 - 45k	30 - 45k	200 - 300	200 - 350

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HUMAN RESOURCES COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Generalist HR				
HR Director	85 - 160k	85 - 160k	400 - 800	400 - 800
Head of HR	75 - 125k	75 - 125k	375 - 675	375 - 675
HR Business Partner	60 - 100k	60 - 100k	300 - 650	300 - 650
Organisation/Change Manager	65 - 120k	65 - 120k	350 - 700	350 - 700
HR Manager (10+ yrs' exp)	65 - 100k	65 - 100k	300 - 500	300 - 500
HR Manager (5+ yrs' exp)	45 - 75k	45 - 75k	225 - 375	250 - 400
HR Advisor	32 - 45k	35 - 45k	190 - 250	190 - 250
HR Officer	30 - 40k	30 - 40k	160 - 220	160 - 220
HR Administrator	22 - 35k	25 - 35k	120 - 180	120 - 180
Compensation & Benefits				
Head of Compensation & Benefits	90 - 140k	90 - 140k	400 - 850	400 - 850
Compensation & Benefits Manager	65 - 95k	65 - 95k	300 - 525	300 - 525
Recruitment				
Head of Recruitment	65 - 110k	65 - 110k	350 - 650	350 - 650
Recruitment Manager	50 - 75k	55 - 80k	250 - 425	250 - 425
Training				
Training Manager	48 - 75k	48 - 75k	200 - 400	200 - 400
Training Officer	28 - 45k	28 - 45k	140 - 250	160 - 250

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HUMAN RESOURCES FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Generalist HR Roles				
HR Director	110 - 220k	120 - 220k	600 - 1000	700 - 1000
Head of HR	85 - 150k	100 - 160k	500 - 700	550 - 750
HR Business Partner	65 - 100k	70 - 100k	300 - 600	350 - 600
HR Manager (10+ yrs' exp)	75 - 110k	65 - 110k	350 - 600	450 - 600
HR Manager (5+ yrs' exp)	60 - 80k	60 - 80k	250 - 400	350 - 450
HR Officer/Advisor	35 - 50k	35 - 50k	175 - 250	190 - 300
HR Administrator/Assistant	25 - 38k	25 - 38k	130 - 170	130 - 180
Compensation & Benefits				
Head of Compensation & Benefits	150 - 300k	150 - 300k	700 - 1350	750 - 1450
Compensation & Benefits Manager	80 - 120k	80 - 160k	350 - 600	450 - 650
Compensation & Benefits Officer/Advisor	45 - 60k	45 - 70k	180 - 270	220 - 350
Recruitment				
Head of Recruitment	80 - 130k	80 - 140k	500 - 700	550 - 700
Recruitment Manager	60 - 80k	60 - 100k	300 - 500	350 - 500
Recruitment Officer/Advisor	30 - 45k	30 - 50k	150 - 250	150 - 250
Training & Development				
Head of Training & Development	80 - 130k	80 - 130k	450 - 750	550 - 800
Training & Development Manager	60 - 85k	60 - 85k	300 - 450	350 - 500
Training & Development Officer/Advisor	30 - 45k	30 - 50k	140 - 225	150 - 300

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

LONDON

LEGAL COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
IT/Telecoms/Business Services/Pharma				
General Counsel/Legal Director	110k+	115k+	450+	450+
7 - 8 yrs' PQE	80 - 110k	85 - 115k	350 - 500	375 - 500
4 - 6 yrs' PQE	65 - 90k	70 - 100k	300 - 420	300 - 375
1 - 3 yrs' PQE	46 - 75k	50 - 80k	220 - 325	230 - 300
Newly-qualified	45 - 53k	45 - 55k	175 - 220	170 - 210
Contracts Manager	30 - 55k	30 - 60k	150 - 250	170 - 250
Paralegal	24 - 35k	25 - 35k	120 - 160	120 - 140
Construction/Energy/Manufacturing/Engineering				
General Counsel/Legal Director	115k+	115k+	475+	450+
7 - 8 yrs' PQE	80 - 120k	85 - 125k	350 - 525	375 - 500
4 - 6 yrs' PQE	65 - 90k	70 - 100k	300 - 450	300 - 375
1 - 3 yrs' PQE	55 - 75k	55 - 80k	230 - 350	230 - 300
Newly-qualified	45 - 55k	45 - 55k	180 - 230	170 - 210
Contracts Manager	35 - 60k	30 - 60k	175 - 275	170 - 250
Paralegal	26 - 40k	26 - 40k	125 - 170	120 - 140
Media/FMCG/Retail/Leisure				
General Counsel/Legal Director	90k+	100k+	450+	450+
7 - 8 yrs' PQE	70 - 95k	75 - 110k	350 - 450	365 - 450
4 - 6 yrs' PQE	58 - 87k	62 - 90k	280 - 380	300 - 350
1 - 3 yrs' PQE	45 - 68k	48 - 70k	200 - 300	230 - 280
Newly-qualified	45 - 50k	45 - 50k	160 - 200	160 - 200
Contracts Manager	23 - 34k	25 - 35k	120 - 200	160 - 250
Paralegal	22 - 30k	24 - 32k	110 - 140	120 - 140

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 HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Investment Banking				
10+ yrs' PQE	120k+	120k+	75+	75+
7 - 9 yrs' PQE	110 - 175k	110 - 175k	65 - 85	65 - 85
5 - 6 yrs' PQE	90 - 150k	90 - 150k	55 - 75	55 - 75
4 yrs' PQE	85 - 120k	85 - 120k	45 - 70	45 - 70
3 yrs' PQE	70 - 110k	70 - 110k	40 - 60	40 - 60
2 yrs' PQE	65 - 95k	65 - 95k	35 - 65	35 - 65
1 yr PQE	50 - 75k	50 - 75k	30 - 50	30 - 50
Investment Management/Private Wealth				
10+ yrs' PQE	120k+	120k+	80+	80+
7 - 9 yrs' PQE	95 - 140k	95 - 140k	65 - 85	65 - 85
5 - 6 yrs' PQE	90 - 120k	90 - 120k	60 - 80	60 - 80
4 yrs' PQE	85 - 110k	85 - 110k	55 - 75	55 - 75
3 yrs' PQE	80 - 100k	80 - 100k	50 - 70	50 - 70
2 yrs' PQE	75 - 90k	75 - 90k	45 - 65	45 - 65
1 yr PQE	70 - 85k	70 - 85k	30 - 50	30 - 50
Retail Banking & Insurance				
10+ yrs' PQE	90 - 130k	90 - 130k	70+	70+
7 - 9 yrs' PQE	80 - 110k	80 - 110k	60 - 80	60 - 80
5 - 6 yrs' PQE	70 - 90k	70 - 90k	55 - 75	55 - 75
4 yrs' PQE	60 - 80k	60 - 80k	50 - 70	50 - 70
3 yrs' PQE	55 - 75k	55 - 75k	45 - 65	45 - 65
2 yrs' PQE	50 - 70k	50 - 70k	35 - 55	35 - 55
1 yr PQE	45 - 60k	45 - 60k	30 - 45	30 - 45

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 HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Documentation				
10+ yrs' PQE	120k+	120k+	90+	90+
7 - 9 yrs' PQE	90 - 120k	95 - 125k	65 - 85	70 - 90
5 - 6 yrs' PQE	85 - 115k	85 - 115k	55 - 65	55 - 70
4 yrs' PQE	80 - 100k	80 - 110k	50 - 60	50 - 65
3 yrs' PQE	70 - 90k	75 - 95k	45 - 55	45 - 60
2 yrs' PQE	60 - 80k	65 - 85k	40 - 50	35 - 55
1 yr PQE	50 - 70k	50 - 75k	30 - 40	30 - 45

COMPANY SECRETARY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Plc				
Company Secretary	130 - 300k	130 - 300k	75+	80+
Deputy Company Secretary	85 - 130k	85 - 150k	30 - 60	30 - 65
Assistant Company Secretary	55 - 75k	55 - 80k	25 - 45	30 - 50
Company Secretarial Assistant	35 - 45k	35 - 45k	15 - 25	20 - 25
Ltd Company				
Company Secretary	90 - 150k	90 - 150k	60+	65+
Deputy Company Secretary	70 - 95k	70 - 100k	25 - 55	30 - 60
Assistant Company Secretary	45 - 60k	45 - 60k	17 - 35	20 - 35
Company Secretarial Assistant	30 - 38k	30 - 40k	15 - 20	15 - 25

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 (£)	
	2015	2016	2015	2016
US Firm (New York)				
7 yrs' PQE - Partner	170k+	170k+	65+	70+
6 yrs' PQE	145 - 170k	145 - 170k	55 - 60	55 - 65
5 yrs' PQE	130 - 160k	130 - 160k	45 - 55	50 - 55
4 yrs' PQE	122 - 142k	122 - 142k	43 - 53	45 - 55
3 yrs' PQE	115 - 132k	115 - 132k	40 - 50	42 - 55
2 yrs' PQE	110 - 123k	110 - 123k	38 - 50	40 - 50
1 yr PQE	98 - 108k	98 - 108k	35 - 45	35 - 46
Newly-qualified	94 - 103k	94 - 103k	30 - 40	30 - 40
Paralegal	35 - 45k	35 - 45k	20 - 35	22 - 35
US Firm (Mid-Atlantic)				
7 yrs' PQE - Partner	140k+	140k+	55+	60+
6 yrs' PQE	120 - 150k	120 - 150k	45 - 55	50 - 60
5 yrs' PQE	110 - 140k	110 - 140k	40 - 50	45 - 55
4 yrs' PQE	97 - 120k	97 - 120k	38 - 47	40 - 50
3 yrs' PQE	90 - 112k	90 - 112k	35 - 43	35 - 45
2 yrs' PQE	80 - 110k	80 - 110k	33 - 38	35 - 40
1 yr PQE	75 - 98k	75 - 98k	28 - 35	30 - 38
Newly-qualified	67 - 92k	67 - 92k	26 - 34	28 - 35
Paralegal	30 - 40k	30 - 40k	18 - 25	20 - 25

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LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
City Firm				
7 yrs' PQE - Partner	120k+	120k+	45+	45+
6 yrs' PQE	93 - 130k	93 - 130k	35 - 48	40 - 50
5 yrs' PQE	87 - 120k	87 - 120k	32 - 45	35 - 47
4 yrs' PQE	77 - 108k	77 - 108k	30 - 40	35 - 42
3 yrs' PQE	72 - 100k	72 - 115k	29 - 39	30 - 40
2 yrs' PQE	65 - 87.5k	65 - 104.5k	25 - 36	25 - 38
1 yr PQE	63 - 78k	63 - 92.6k	24 - 30	25 - 32
Newly-qualified	59 - 68k	70 - 78.5k	22 - 28	22 - 30
Paralegal	24 - 34k	24 - 34k	13 - 25	13 - 25
West End Firm				
7 yrs' PQE - Partner	90k+	90k+	40+	42+
6 yrs' PQE	64 - 86k	64 - 86k	30 - 38	30 - 40
5 yrs' PQE	57 - 80k	57 - 80k	28 - 35	30 - 36
4 yrs' PQE	54 - 74k	54 - 74k	26 - 32	28 - 33
3 yrs' PQE	49 - 70k	49 - 70k	22 - 30	23 - 32
2 yrs' PQE	45 - 66k	45 - 66k	22 - 28	23 - 29
1 yr PQE	40 - 58k	40 - 58k	19 - 27	20 - 27
Newly-qualified	28 - 52k	38 - 52k	18 - 25	20 - 25
Paralegal	20 - 28k	20 - 28k	13 - 21	15 - 21

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LONDON

LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Law Firm Compliance				
Head of Risk*	90 - 200k	100 - 200k	45 - 100	50 - 100
Deputy Head/Compliance Manager	50 - 90k	50 - 100k	25 - 45	25 - 50
Senior Risk* Lawyer/Analyst	47 - 96k	50 - 100k	23 - 48	25 - 50
Mid Level Risk* Lawyer/Analyst	38 - 55k	40 - 60k	19 - 28	20 - 30
Junior Risk* Lawyer/Analyst	22 - 45k	25 - 45k	11 - 23	13 - 23

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

OFFSHORE

ROLE	PERMANENT SALARY PER ANNUM	
	2015	2016
Channel Islands GBP (£)		
Partner	98 - 160k+	100 - 170k+
5 - 9 yrs' PQE	88 - 150k	90 - 160k
1 - 4 yrs' PQE	60 - 95k	63 - 95k
Newly-qualified	53 - 58k	53 - 60k
Caribbean USD (\$)		
Partner	200k+	220k+
5 - 9 yrs' PQE	165 - 280k	170 - 290k
1 - 4 yrs' PQE*	125 - 175k	130 - 185k

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 and there may soon be a similar requirement in the BVI.

LONDON

MARKETING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	EXECUTIVE		MANAGER		DIRECTOR	
	2015	2016	2015	2016	2015	2016
Bid	25 - 45k	30 - 50k	50 - 80k	50 - 80k	75 - 100k	80 - 110k
Brand	25 - 45k	30 - 45k	40 - 75k	40 - 75k	70 - 140k	70 - 140k
Business Development	30 - 50k	30 - 55k	50 - 90k	50 - 90k	90 - 180k	110 - 180k
Campaign Management	25 - 45k	32 - 45k	40 - 70k	45 - 65k	80 - 140k	80 - 140k
Communications	23 - 45k	30 - 45k	40 - 80k	45 - 90k	75 - 130k	75 - 130k
CRM	25 - 40k	32 - 50k	40 - 75k	50 - 80k	75 - 120k	75 - 120k
Digital	35 - 55k	35 - 55k	50 - 80k	50 - 80k	75 - 150k	75 - 150k
Direct Marketing	25 - 40k	30 - 40k	35 - 70k	35 - 70k	70 - 120k	70 - 120k
DTP/Graphic	23 - 40k	25 - 40k	30 - 60k	30 - 60k	60 - 90k	60 - 90k
Events/Roadshows	25 - 40k	25 - 40k	40 - 70k	45 - 70k	65 - 100k	65 - 100k
General Marketing	25 - 45k	30 - 45k	45 - 80k	50 - 80k	70 - 200k	70 - 200k
Investment Writing	35 - 50k	30 - 50k	45 - 80k	45 - 80k	70 - 120k	70 - 120k
Marketing Analyst	25 - 40k	25 - 45k	40 - 75k	45 - 75k	60 - 130k	65 - 150k
Marketing Strategy	35 - 55k	35 - 55k	60 - 90k	60 - 90k	80 - 150k	80 - 150k
Product and Propositions	25 - 40k	25 - 45k	40 - 80k	45 - 80k	80 - 130k	80 - 130k
PR/Media Relations	25 - 40k	25 - 40k	40 - 70k	40 - 70k	70 - 120k	70 - 120k
RFP	35 - 50k	35 - 50k	50 - 85k	50 - 85k	80 - 130k	80 - 130k

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

LONDON

MARKETING

ROLE	CONTRACT RATE PER HOUR (PAYE) GBP (£)					
	EXECUTIVE		MANAGER		DIRECTOR	
	2015	2016	2015	2016	2015	2016
Bid	18 - 25	18 - 25	30 - 40	30 - 40	35 - 50	35 - 50
Brand	15 - 25	15 - 25	25 - 45	25 - 45	35 - 85	35 - 85
Business Development	15 - 25	15 - 25	25 - 45	25 - 45	50 - 100	50 - 100
Campaign Management	12 - 20	15 - 25	18 - 35	18 - 35	35 - 75	35 - 75
Communications	15 - 25	18 - 25	30 - 60	30 - 60	50 - 100	50 - 100
CRM	12 - 25	12 - 25	22 - 40	22 - 40	35 - 75	35 - 75
Digital	15 - 30	15 - 32	25 - 45	30 - 50	40 - 100	40 - 100
Direct Marketing	12 - 20	12 - 25	20 - 35	20 - 35	35 - 75	35 - 75
DTP/Graphic	12 - 20	12 - 20	20 - 35	20 - 40	35 - 45	35 - 50
Events/Roadshows	15 - 25	15 - 25	25 - 40	25 - 40	40 - 80	40 - 80
General Marketing	12 - 25	12 - 25	20 - 40	20 - 40	40 - 100	40 - 100
Investment Writing	20 - 30	20 - 30	30 - 50	30 - 50	40 - 70	40 - 80
Marketing Analyst	12 - 25	12 - 25	22 - 40	22 - 40	35 - 70	40 - 80
Marketing Strategy			35 - 50	35 - 50	50 - 100	50 - 100
Product and Propositions	15 - 25	15 - 30	25 - 45	25 - 50	40 - 80	50 - 100
PR/Media Relations	15 - 25	15 - 25	25 - 50	25 - 50	40 - 100	40 - 100
RFP	20 - 30	20 - 30	30 - 50	30 - 50	40 - 70	40 - 70

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

LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Securities Settlements & Confirmations				
VP	80k+	80k+	300 - 450	300 - 450
AVP/Associate	45 - 60k	50 - 65k	200 - 230	220 - 300
Analyst	28 - 45k	28 - 50k	200 - 220	160 - 220
Commodities: Settlements/Trade Support				
VP	80k+	80k+	300 - 500	300 - 450
AVP/Associate	45 - 65k	45 - 65k	230 - 260	250 - 300
Analyst	30 - 50k	30 - 50k	120 - 220	160 - 250
Derivatives Settlements & Confirmations				
VP	80k+	80k+	300 - 450	350 - 450
AVP/Associate	45 - 65k	45 - 65k	200 - 250	250 - 350
Analyst	30 - 45k	30 - 50k	120 - 220	160 - 250
Securities Trade Support, Client Services, Middle Office				
VP	85k+	85k+	300 - 500	350 - 450
AVP/Associate	50 - 65k	50 - 70k	200 - 250	250 - 300
Analyst	38 - 50k	40 - 50k	130 - 200	160 - 250
OTC Derivatives Trade Support, Client Services, Middle Office				
VP	80k+	85k+	300 - 500	350 - 450
AVP/Associate	48 - 65k	50 - 75k	250 - 300	250 - 330
Analyst	35 - 50k	40 - 50k	130 - 240	160 - 250
ETD Derivatives Trade Support, Client Services, Middle Office				
VP	80k+	85k+	300 - 400	350 - 450
AVP/Associate	48 - 60k	50 - 65k	230 - 270	220 - 300
Analyst	35 - 48k	35 - 50k	120 - 200	160 - 220
OTC Clearing, Prime Brokerage & Stock Lending				
VP	80k+	85k+	300 - 500	350 - 500
AVP/Associate	50 - 75k	50 - 75k	240 - 280	220 - 350
Analyst	40 - 50k	40 - 55k	120 - 220	160 - 220

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

LONDON

OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Asset Servicing				
VP	70k+	75k+	300 - 400	300 - 450
AVP/Associate	45 - 60k	50 - 70k	230 - 250	220 - 300
Analyst	28 - 45k	28 - 50k	120 - 200	150 - 250
Loans Operations				
VP	80k+	85k+	300 - 400	300 - 450
AVP/Associate	48 - 60k	48 - 60k	240 - 270	220 - 300
Analyst	28 - 48k	28 - 48k	120 - 220	160 - 220
Data				
VP	80k+	85k+	300 - 500	300 - 450
AVP/Associate	50 - 75k	50 - 75k	230 - 300	220 - 300
Analyst	35 - 50k	35 - 55k	120 - 220	160 - 220
Collateral, Liquidity, Valuations & Margining				
VP	75k+	80k+	400 - 500	300 - 450
AVP/Associate	50 - 75k	50 - 75k	250 - 300	250 - 350
Analyst	40 - 50k	40 - 55k	120 - 250	160 - 250
Operations Risk & Control				
VP	80k+	85k+	450 - 550	350 - 500
AVP/Associate	50 - 85k	55 - 85k	300 - 400	280 - 400
Analyst	40 - 50k	40 - 55k	140 - 280	160 - 280
Regulatory & Client Money				
VP	95k+	100k+	450 - 550	450 - 550
AVP/Associate	50 - 85k	55 - 90k	300 - 400	300 - 400
Analyst	40 - 50k	40 - 60k	140 - 280	160 - 280
Project Management/Change Management				
Programme Manager	150k+	150k+	700 - 1100	700 - 1100
Project Manager	100k+	110k+	600 - 800	600 - 800
Business Analyst	45 - 85k	50 - 110k	400 - 700	400 - 700
PMO	45 - 85k	50 - 110k	400 - 650	400 - 650

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

LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 7 YRS' EXP		MANAGEMENT	
	2015	2016	2015	2016	2015	2016
Head of Operations/COO					100k+	100k+
Relationship Management			50 - 75k	50 - 75k	70 - 90k	75 - 95k
Oversight	30 - 45k	32 - 47k	45 - 70k	45 - 70k	60 - 90k	60 - 90k
Loans Operations	30 - 40k	32 - 45k	40 - 55k	40 - 60k	50 - 75k	50 - 80k
Hedge Fund Operations	30 - 45k	32 - 47k	45 - 65k	45 - 70k	65 - 95k	65 - 95k
Performance	30 - 50k	35 - 55k	50 - 75k	50 - 80k	70 - 95k	70 - 95k
Transitions	30 - 42k	30 - 45k	42 - 60k	45 - 65k	60 - 100k	60 - 100k
Fund Accounting (non-qualified)	28 - 45k	28 - 48k	42 - 58k	45 - 60k	60 - 90k	60 - 90k
Fund Administration	30 - 42k	30 - 42k	40 - 55k	45 - 60k	50 - 80k	50 - 80k
Regulatory Reporting	30 - 45k	30 - 50k	50 - 75k	55 - 80k	70 - 90k	75 - 100k
CASS	30 - 45k	30 - 50k	50 - 70k	50 - 75k	70 - 90k	75 - 100k
Corporate Trust	25 - 45k	28 - 50k	50 - 60k	60 - 80k	70k+	80k+
Client Reporting	25 - 45k	27 - 48k	40 - 55k	45 - 60k	60 - 80k	65 - 85k
Client Services	25 - 40k	25 - 40k	40 - 50k	45 - 55k	50 - 75k	55 - 85k
Asset Pricing	28 - 42k	28 - 45k	42 - 55k	45 - 60k	55 - 70k	60 - 80k
Data Management	30 - 45k	30 - 45k	45 - 65k	45 - 65k	60 - 85k	60 - 85k
Corporate Actions/Dividends	30 - 40k	30 - 40k	40 - 55k	40 - 55k	55 - 75k	55 - 75k
Settlements	25 - 38k	25 - 38k	35 - 45k	35 - 50k	48 - 70k	48 - 70k
Securities Trade Support	28 - 48k	30 - 50k	48 - 60k	48 - 65k	60 - 80k	65 - 85k
Cross-product Trade Support	30 - 50k	32 - 55k	48 - 60k	48 - 65k	65 - 85k	65 - 85k
Reconciliations	25 - 40k	25 - 40k	38 - 45k	38 - 45k	48 - 65k	48 - 65k
Fund Manager's Assistant	25 - 45k	30 - 50k	45 - 65k	45 - 70k		
Private Banking Assistant	28 - 35k	30 - 40k	35 - 55k	35 - 55k		
Business Analyst	30 - 45k	30 - 50k	50 - 75k	50 - 80k	80k+	90k+
Project Manager/PMO	30 - 50k	30 - 50k	50 - 80k	50 - 80k	80k+	90k+

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

LONDON

OPERATIONS INVESTMENT MANAGEMENT

ROLE	CONTRACT RATE PER HOUR (PAYE) GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP/MANAGEMENT	
	2015	2016	2015	2016	2015	2016
Head of Operations/COO					100+	100+
Relationship Management	16 - 22	18 - 24	18 - 24	24 - 30	24 - 30	30 - 45
Oversight	18 - 25	20 - 26	25 - 30	27 - 32	30 - 35	32 - 40
Loans Operations	16 - 20	18 - 22	18 - 24	22 - 26	22 - 26	26 - 35
Hedge Fund Operations	16 - 24	18 - 26	24 - 33	24 - 32	35 - 40	32 - 40
Performance	18 - 31	20 - 30	31 - 50	30 - 45	50 - 55	45 - 50
Transitions	16 - 25	16 - 25	25 - 30	25 - 32	32 - 35	32 - 35
Fund Accounting (non-qualified)	16 - 24	18 - 25	24 - 32	25 - 35	32 - 42	35 - 45
Fund Administration	15 - 22	16 - 24	22 - 26	24 - 28	27 - 30	28 - 30
Regulatory Reporting	22 - 28	26 - 32	26 - 32	30 - 45	32 - 38	45 - 50
CASS	15 - 22	15 - 25	25 - 37	25 - 37	35 - 45	37 - 50
Corporate Trust	20 - 25	20 - 25	25 - 30	25 - 35	30 - 35	35 - 40
Client Reporting	16 - 22	18 - 24	22 - 26	24 - 28	26 - 28	28 - 32
Client Services	14 - 18	16 - 20	18 - 22	20 - 24	22 - 28	24 - 32
Asset Pricing	14 - 17	16 - 20	17 - 21	20 - 25	21 - 25	25 - 30
Data Management	14 - 18	15 - 20	18 - 22	20 - 25	22 - 26	25 - 30
Corporate Actions/Dividends	16 - 20	16 - 20	20 - 25	20 - 25	25 - 30	25 - 30
Settlements	14 - 18	14 - 18	18 - 22	18 - 22	22 - 25	22 - 25
Securities Trade Support	17 - 22	18 - 24	22 - 27	24 - 32	28 - 30	32 - 38
Cross-product Trade Support	18 - 24	20 - 25	24 - 28	25 - 30	28 - 34	30 - 37
Reconciliations	14 - 16	15 - 21	16 - 18	21 - 23	18 - 22	23 - 25
Fund Manager's Assistant	16 - 22	20 - 25	22 - 28	25 - 30	28 - 32	30 - 35
Private Banking Assistant	15 - 19	15 - 20	19 - 25	20 - 25	25 - 28	25 - 28
Business Analyst	31 - 50	35 - 45	50 - 75	45 - 65	75 - 85	65 - 90
Project Manager/PMO	31 - 50	35 - 50	50 - 75	50 - 75	75 - 85	75 - 80

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 (£)	
	2015	2016	2015	2016
Commerce & Industry				
Chief Procurement Officer	150k+	180k+	800+	900+
Regional Head/Director of Procurement	80 - 140k	90 - 140k	700+	750+
Senior Procurement Manager	70 - 120k	75 - 120k	500 - 900	500 - 900
Procurement Lead	65 - 90k	68 - 93k	350 - 650	450 - 700
Category Manager	55 - 80k	55 - 85k	375 - 650	400 - 675
End-to-end Procurement Manager	50 - 70k	50 - 75k	300 - 500	350 - 525
Purchasing Manager	45 - 80k	48 - 80k	300 - 500	300 - 500
Contracts/Vendor Manager	30 - 60k	35 - 60k	200 - 400	200 - 500
Buyer	28 - 48k	25 - 48k	150 - 300	150 - 350
Procurement Analyst	27 - 48k	25 - 55k	150 - 300	150 - 275
Financial Services				
Chief Procurement Officer	130k+	140k+	900+	900+
Regional Head/Director of Procurement	78 - 145k	80 - 150k	700+	750+
Senior Procurement Manager	70 - 132k	75 - 130k	550 - 900	600 - 900
Procurement Lead	65 - 95k	70 - 100k	450 - 600	500 - 675
Category Manager	60 - 90k	65 - 100k	350 - 550	450 - 650
End-to-end Procurement Manager	42 - 70k	50 - 85k	200 - 400	300 - 500
Purchasing Manager	45 - 70k	45 - 70k	200 - 400	250 - 450
Contracts/Vendor Manager	55 - 85k	55 - 80k	350 - 575	400 - 650
Buyer	29 - 50k	30 - 52k	350 - 575	300 - 500
Procurement Analyst	35 - 50k	35 - 50k	200 - 325	200 - 350

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 (LTD) GBP (£)	
	2015	2016	2015	2016
PMO				
PMO Manager/Portfolio Manager	60 - 100k	60 - 120k	600 - 800	600 - 800
PMO	45 - 80k	45 - 80k	450 - 650	450 - 650
PMO Analyst	35 - 50k	35 - 50k	300 - 450	300 - 450
Re-engineering/Transformation/Consulting				
Business Architecture	80 - 140k	80 - 140k	650 - 900	650 - 900
Programme Manager	80 - 140k	80 - 140k	750 - 1100	750 - 1100
Project Manager	70 - 110k	70 - 110k	600 - 850	600 - 850
Business Analyst	50 - 90k	50 - 90k	500 - 700	500 - 700
Front Office				
Programme Manager	120 - 200k	120 - 200k	800 - 1300	800 - 1300
Project Manager	75 - 150k	75 - 150k	700 - 1000	700 - 1000
Business Analyst	50 - 100k	50 - 100k	550 - 850	550 - 850
Finance				
Programme Manager	100 - 150k	100 - 150k	750 - 1000	750 - 1000
Project Manager	60 - 120k	60 - 120k	600 - 800	600 - 800
Business Analyst	45 - 90k	45 - 90k	450 - 700	450 - 700
Operations				
Programme Manager	90 - 150k	90 - 150k	700 - 1100	700 - 1100
Project Manager	60 - 110k	60 - 110k	600 - 800	600 - 800
Business Analyst	40 - 75k	40 - 75k	400 - 700	400 - 700
Risk & Controls				
Programme Manager	100 - 150k	100 - 150k	800 - 1100	800 - 1100
Project Manager	80 - 130k	80 - 130k	650 - 900	650 - 900
Business Analyst	50 - 110k	50 - 110k	500 - 800	500 - 800

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2015	2016	2015	2016
Compliance				
Programme Manager	100 - 150k	100 - 150k	800 - 1100	800 - 1100
Project Manager	75 - 120k	75 - 120k	650 - 900	650 - 900
Business Analyst	60 - 100k	60 - 100k	450 - 700	450 - 700
Investment Management				
Programme Manager	90 - 120k	90 - 120k	600 - 800	600 - 800
Project Manager	65 - 95k	65 - 95k	500 - 650	500 - 650
Business Analyst	50 - 80k	50 - 80k	400 - 600	400 - 600
Wealth Management/Private Banking				
Programme Manager	90 - 120k	90 - 120k	600 - 800	600 - 800
Project Manager	65 - 95k	65 - 95k	500 - 650	500 - 650
Business Analyst	50 - 80k	50 - 80k	400 - 600	400 - 600
Reference Data				
Programme Manager	80 - 130k	80 - 130k	750 - 1000	750 - 1000
Project Manager	60 - 110k	60 - 110k	600 - 800	600 - 800
Business Analyst	35 - 75k	35 - 75k	400 - 650	400 - 650
Regulatory				
Programme Manager	100 - 150k	100 - 170k	800 - 1100	800 - 1200
Project Manager	75 - 120k	75 - 120k	650 - 900	650 - 900
Business Analyst	60 - 100k	60 - 100k	450 - 700	450 - 750

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LONDON

PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (LTD) GBP (£)	
	2015	2016	2015	2016
Financial Services Technology				
Programme Manager	95 - 120k	95 - 140k	750 - 1200	750 - 1200
Project Manager	70 - 100k	70 - 110k	550 - 900	550 - 900
Business Analyst	70 - 100k	70 - 100k	450 - 700	450 - 700
Test/QA Manager	60 - 80k	60 - 80k	450 - 600	450 - 600
Test Analyst	45 - 60k	45 - 60k	300 - 450	300 - 450
Order Management Project Manager	75 - 105k	75 - 105k	650 - 900	650 - 900
Order Management Business Analyst	70 - 90k	70 - 90k	550 - 750	550 - 750
Order Management Support	50 - 65k	50 - 65k	350 - 450	350 - 450
Data Analytics				
Head of Data Analytics (10+ yrs' exp)	80 - 140k	85 - 150k	700 - 1150	750 - 1200
Head of Data Analytics (5 - 10 yrs' exp)	70 - 120k	75 - 130k	800 - 1150	850 - 1200
Data Scientist (5 - 10 yrs' exp)	60 - 110k	60 - 110k	450 - 750	500 - 800
Data Scientist (1 - 5 yrs' exp)	40 - 60k	45 - 70k	350 - 500	400 - 600
Data Analyst (5 - 10 yrs' exp)	40 - 60k	40 - 60k	400 - 600	400 - 600
Data Analyst (1 - 5 yrs' exp)	28 - 50k	32 - 50k	300 - 450	300 - 450
Big Data Engineer (5 - 10 yrs' exp)	50 - 80k	50 - 80k	400 - 650	400 - 650
Big Data Engineer (1 - 5 yrs' exp)	40 - 50k	40 - 50k	350 - 580	370 - 600
BI Consultant (5 - 10 yrs' exp)	40 - 60k	40 - 60k	300 - 550	300 - 550
BI Consultant (1 - 5 yrs' exp)	30 - 50k	30 - 50k	200 - 450	200 - 450
Statistical Modeller (5 - 10 yrs' exp)	40 - 65k	45 - 70k	350 - 550	350 - 570
Statistical Modeller (1 - 5 yrs' exp)	32 - 50k	34 - 50k	250 - 400	250 - 420

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Market Risk Management				
10+ yrs' exp	100 - 140k	110 - 150k	800+	850+
7 - 10 yrs' exp	80 - 100k	80 - 110k	650 - 750	700 - 800
5 - 7 yrs' exp	60 - 75k	60 - 80k	550 - 650	600 - 700
3 - 5 yrs' exp	45 - 70k	45 - 70k	450 - 550	500 - 600
1 - 3 yrs' exp	30 - 50k	30 - 45k	300 - 450	300 - 450
Market Risk Reporting				
10+ yrs' exp	80 - 100k	90 - 140k	600+	700+
7 - 10 yrs' exp	70 - 85k	70 - 90k	500+	500+
5 - 7 yrs' exp	50 - 70k	55 - 70k	450 - 500	475 - 575
3 - 5 yrs' exp	40 - 55k	40 - 55k	400 - 450	400 - 450
1 - 3 yrs' exp	30 - 40k	30 - 40k	250 - 400	250 - 350
Credit Analysis				
10+ yrs' exp	90 - 130k	95 - 140k	500+	500+
7 - 10 yrs' exp	70 - 90k	75 - 95k	450 - 500	450 - 500
5 - 7 yrs' exp	55 - 75k	60 - 80k	350 - 450	350 - 450
3 - 5 yrs' exp	45 - 55k	45 - 60k	250 - 350	250 - 350
1 - 3 yrs' exp	30 - 40k	30 - 40k	200 - 250	200 - 250
Credit Risk Reporting				
10+ yrs' exp	90 - 110k	90 - 140k	600+	500+
7 - 10 yrs' exp	70 - 85k	75 - 90k	500 - 600	500 - 600
5 - 7 yrs' exp	50 - 70k	50 - 75k	450 - 500	450 - 500
3 - 5 yrs' exp	40 - 55k	40 - 55k	400 - 450	400 - 450
1 - 3 yrs' exp	30 - 40k	30 - 40k	250 - 450	300 - 450
Credit Risk Modelling/Stress Testing				
10+ yrs' exp	110 - 120k	120 - 160k	800+	850+
7 - 10 yrs' exp	75 - 100k	90 - 120k	700+	750+
5 - 7 yrs' exp	55 - 75k	70 - 85k	600 - 700	650 - 750
3 - 5 yrs' exp	45 - 60k	50 - 70k	400 - 500	450 - 550
1 - 3 yrs' exp	30 - 45k	30 - 45k	300 - 400	350 - 450

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LONDON

RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Quantitative Analysis				
10+ yrs' exp	110 - 150k	120 - 160k	900+	950+
7 - 10 yrs' exp	85 - 110k	95 - 120k	800+	850+
5 - 7 yrs' exp	65 - 85k	70 - 95k	700+	750+
3 - 5 yrs' exp	50 - 70k	50 - 75k	450 - 550	500 - 600
1 - 3 yrs' exp	30 - 50k	30 - 50k	250 - 450	300 - 450
Performance & Investment Risk Analysis				
10+ yrs' exp	100 - 130k	100 - 150k	700+	750+
7 - 10 yrs' exp	80 - 100k	80 - 100k	600+	650+
5 - 7 yrs' exp	60 - 80k	60 - 80k	500 - 600	550 - 650
3 - 5 yrs' exp	45 - 60k	50 - 60k	450 - 500	500 - 550
1 - 3 yrs' exp	30 - 45k	30 - 50k	250 - 400	300 - 450
Operational Risk				
10+ yrs' exp	90 - 110k	100 - 150k	750+	750+
7 - 10 yrs' exp	70 - 90k	80 - 100k	650+	650+
5 - 7 yrs' exp	60 - 75k	65 - 80k	500 - 600	500 - 600
3 - 5 yrs' exp	45 - 60k	45 - 65k	350 - 500	400 - 500
1 - 3 yrs' exp	30 - 45k	30 - 45k	200 - 350	250 - 350
Business Analysts/Project Managers				
10+ yrs' exp	100 - 130k	100 - 150k	900+	1000+
7 - 10 yrs' exp	80 - 100k	80 - 100k	750+	875+
5 - 7 yrs' exp	60 - 80k	60 - 80k	500 - 650	650 - 750
3 - 5 yrs' exp	45 - 65k	45 - 65k	400 - 500	550 - 600
1 - 3 yrs' exp	30 - 45k	30 - 45k	250 - 400	300 - 450

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LONDON

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Commerce & Industry				
Office Manager	35 - 45k	35 - 45k	16 - 20	16 - 20
Executive Assistant	38 - 48k	40 - 50k	18 - 22	18 - 22
Personal Assistant	32 - 40k	35 - 45k	16 - 20	16 - 20
Team Secretary	25 - 32k	28 - 35k	14 - 16	14 - 16
Senior Administrator	25 - 28k	25 - 30k	14 - 16	14 - 16
Bilingual Secretary	28 - 35k	28 - 35k	14 - 18	14 - 18
Project Co-ordinator	28 - 35k	28 - 35k	14 - 18	14 - 18
Senior Receptionist	26 - 32k	26 - 32k	12 - 16	12 - 16
Junior Secretary	23 - 26k	23 - 26k	12 - 14	12 - 14
Junior Administrator	20 - 24k	20 - 25k	10 - 12	10 - 12
Data Entry Operator	18 - 23k	18 - 23k	10 - 12	10 - 12
Junior Receptionist	23 - 26k	23 - 26k	11 - 13	11 - 13
Financial Services				
Office Manager	38 - 50k	38 - 50k	17 - 20	17 - 22
Executive Assistant	45 - 50k	45 - 50k	20 - 24	20 - 24
Personal Assistant	35 - 45k	35 - 45k	17 - 20	17 - 21
Team Secretary	28 - 35k	28 - 35k	15 - 18	16 - 19
Senior Administrator	25 - 35k	25 - 35k	15 - 18	15 - 18
Trading Floor Secretary	35 - 45k	35 - 45k	16 - 20	17 - 21
Bilingual Secretary	32 - 42k	35 - 45k	15 - 19	17 - 20
Project Co-ordinator	30 - 40k	30 - 40k	15 - 20	16 - 20
Senior Receptionist	28 - 35k	28 - 35k	13 - 16	15 - 16
Junior Secretary	24 - 28k	28 - 32k	12 - 14	12 - 14
Junior Administrator	18 - 26k	20 - 26k	10 - 13	10 - 13
Junior Receptionist	18 - 26k	20 - 26k	10 - 12	10 - 12

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LONDON

TAXATION

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2015	2016
FTSE 100		
Head of Tax	140 - 300k	140 - 300k
Group Tax Manager/Senior Manager	85 - 110k	80 - 100k
International Tax Manager	80 - 100k	75 - 100k
UK Tax Manager	60 - 85k	55 - 75k
Tax Accountant	45 - 60k	45 - 60k
Mid-cap/Non-listed		
Head of Tax	90 - 150k	80 - 120k
Group Tax Manager/Senior Manager	75 - 100k	75 - 90k
International Tax Manager	65 - 90k	65 - 80k
UK Tax Manager	55 - 75k	55 - 75k
Tax Accountant	40 - 50k	40 - 55k
Financial Services		
Head of Tax	120 - 350k	120 - 350k
Group Tax Manager/Senior Manager	90 - 160k	90 - 140k
International Tax Manager	80 - 110k	80 - 100k
UK Tax Manager	65 - 85k	70 - 90k
Tax Accountant	45 - 60k	45 - 65k

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LONDON

TREASURY COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Senior Treasury				
Group Treasurer - FTSE 100	150k+	150k+	1000+	1000+
Group Treasurer - FTSE 250	125k+	125k+	750+	750+
Treasurer	95k+	95k+	550+	550+
Assistant Treasurer - FTSE 100	125k+	125k+	550+	600+
Assistant Treasurer - FTSE 250	100k+	100k+	500+	550+
Treasury Manager				
3+ yrs' exp	75 - 80k	75 - 80k	390+	390+
0 - 3 yrs' exp	60 - 65k	60 - 65k	310+	320+
Treasury Analyst				
3+ yrs' exp	55k+	55k+	280+	300+
0 - 3 yrs' exp	45k+	45k+	220+	230+
Treasury Accountant/Controller				
5+ yrs' exp	70k+	70k+	380+	390+
2 - 5 yrs' exp	55 - 70k	55 - 70k	280 - 380	280 - 380
0 - 2 yrs' exp	45 - 55k	45 - 55k	175 - 280	175 - 280

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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	60 - 130k	65 - 130k	30 - 60	35 - 70
Financial Controller	45 - 80k	50 - 80k	25 - 60	30 - 60
Finance Manager	40 - 60k	45 - 60k	20 - 30	25 - 30
Head of Audit	60k+	60k+	30+	30+
Financial Accountant	30 - 50k	30 - 50k	15 - 30	15 - 30
Project Accountant	30 - 60k	30 - 60k	15 - 25	15 - 25
Management Accountant	30 - 50k	30 - 50k	15 - 30	15 - 30
Systems Accountant	25 - 50k	25 - 50k	15 - 25	15 - 25
Financial Analyst	25 - 50k	25 - 50k	14 - 20	14 - 20
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	30 - 60k	30 - 60k	17 - 35	17 - 35
Accounts Receivable	30 - 50k	30 - 50k	17 - 29	17 - 29
Payroll	30 - 60k	30 - 70k	17 - 35	17 - 35
Team Leader/Supervisor				
Credit Control	28 - 35k	28 - 35k	16 - 21	16 - 21
Accounts Receivable	25 - 35k	25 - 35k	14 - 21	14 - 21
Accounts Payable	25 - 35k	25 - 35k	14 - 21	14 - 21
Payroll	25 - 35k	25 - 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

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MIDLANDS

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		6+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
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	25 - 30k	28 - 32k	30 - 35k	33 - 38k	40k+	40k+
Compliance						
Compliance Advisory	20 - 27k	25 - 30k	30 - 37k	30 - 40k	45k+	50k+
Compliance Monitoring	18 - 25k	20 - 27k	27 - 35k	30 - 35k	40k+	45k+
Middle & Front Office						
Investment Manager	30 - 35k	30 - 35k	30 - 45k	30 - 45k	60k+	60k+
Credit Risk	25 - 35k	25 - 35k	35 - 45k	35 - 45k	60k+	60k+
Regulatory Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	50k+	50k+
Operational Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	45k+	45k+
Anti-Money-Laundering	22 - 26k	25 - 26k	25 - 35k	28 - 40k	40k+	45k+
Business Development	22 - 27k	25 - 35k	30 - 45k	30 - 45k	50k+	55k+

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MIDLANDS

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2015	2016	2015	2016
HR Director	90 - 180k	90 - 170k	700 - 1200	700 - 1100
Head of Human Resources	80 - 95k	65 - 90k	600 - 1000	450 - 900
Head of Reward, Compensation & Benefits	75 - 105k	75 - 110k	400 - 700	450 - 750
Organisational Development Consultant	70 - 85k	60 - 85k	500 - 700	400 - 700
Head of Learning & Development	80 - 95k	65 - 90k	400 - 700	300 - 650
Head of Recruitment	65 - 90k	55 - 80k	400 - 700	350 - 600
Senior HR Business Partner	70 - 90k	55 - 85k	400 - 500	350 - 500
HR Business Partner	40 - 55k	40 - 60k	200 - 375	250 - 400
HR Manager	50 - 60k	40 - 55k	300 - 400	250 - 400
Compensation & Benefits Manager	45 - 60k	50 - 65k	300 - 500	375 - 500
Compensation & Benefits Analyst	35 - 45k	30 - 45k	200 - 350	200 - 350
Reward Advisor	26 - 38k	30 - 40k	150 - 250	175 - 275
Recruitment Manager	40 - 60k	40 - 55k	200 - 450	250 - 400
Graduate Recruiter	20 - 35k	20 - 35k	125 - 200	100 - 180
Training Manager	40 - 55k	35 - 50k	200 - 400	200 - 400
Training Officer	25 - 35k	24 - 30k	125 - 250	125 - 175
Employee Relations Advisor	26 - 36k	28 - 40k	150 - 250	150 - 275
Global Mobility Specialist	45 - 60k	40 - 55k	300 - 450	250 - 400
HR Advisor	26 - 35k	26 - 35k	125 - 200	125 - 200
HR Officer	20 - 30k	22 - 30k	125 - 200	125 - 175
HR Administrator	16 - 20k	15 - 22k	100 - 150	90 - 125

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MIDLANDS

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Development				
Development Manager	55 - 80k	55 - 80k	500 - 750	500 - 750
C#/ASP.Net Developer/VB.Net Developer	33 - 60k	35 - 65k	350 - 500	350 - 500
Software Architect	55 - 70k	60 - 80k	350 - 600	500 - 700
Java/J2EE Developer	40 - 60k	40 - 65k	375 - 550	375 - 600
Mobile Developer	33 - 50k	35 - 60k	350 - 500	400 - 600
BI Senior/Analyst/Developer	30 - 65k	35 - 70k	350 - 550	350 - 600
Web Developer/Open Source/PHP Developer	25 - 45k	30 - 50k	300 - 450	350 - 500
Senior Appointments				
Head of IT/IT Director/CIO/Chief Data Officer	80 - 180k	85 - 180k	600 - 1200	700 - 1200
Service Delivery Manager/Director	50 - 85k	50 - 85k	350 - 800	400 - 800
Business Process Change Manager/Business Analyst	50 - 65k	50 - 65k	400 - 500	400 - 550
PMO/Project Manager/Programme Manager	45 - 65k	45 - 80k	350 - 550	350 - 700
Infrastructure				
Enterprise/Solutions Cloud Architect	80 - 95k	80 - 100k	600 - 850	600 - 850
Technical Architect	60 - 85k	70 - 90k	450 - 650	450 - 700
Tech Services - Infrastructure Manager	50 - 75k	50 - 75k	450 - 550	450 - 550
Systems Administrator	35 - 45k	35 - 45k	250 - 350	250 - 350
Infrastructure Analyst	30 - 38k	30 - 38k	200 - 320	250 - 350
Field Support Engineer/Helpdesk/Service Desk Support	25 - 38k	25 - 38k	200 - 320	200 - 350
Testing				
Test Manager	45 - 60k	45 - 65k	400 - 550	450 - 600
Test Analyst	28 - 38k	28 - 38k	300 - 400	300 - 400
Digital				
Chief Digital Officer	90 - 140k	90 - 140k	600 - 1000	600 - 1000
UX/UI Architect/Design	70 - 120k	70 - 120k	500 - 800	500 - 800
Security				
CISO	60 - 130k	70 - 150k	600 - 1000	700 - 1200
Head of Cyber Security	60 - 110k	70 - 130k	600 - 950	700 - 1000
Security Analyst	35 - 50k	40 - 60k	250 - 500	300 - 600
Security Support	30 - 45k	35 - 45k	250 - 450	300 - 500

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MIDLANDS

LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Private Practice				
9+ yrs' PQE	67k+	70k+	32+	38+
7 - 9 yrs' PQE	47 - 75k	49 - 76k	25 - 52	28 - 55
6 yrs' PQE	46 - 69k	47 - 69k	23 - 45	25 - 47
5 yrs' PQE	44 - 65k	46 - 65k	22 - 42	24 - 44
4 yrs' PQE	40 - 55k	41 - 56k	21 - 33	23 - 36
3 yrs' PQE	37 - 48k	38 - 48k	19 - 30	21 - 34
2 yrs' PQE	35 - 45k	35 - 46k	16 - 28	18 - 31
1 yr PQE	32 - 42k	33 - 44k	15 - 26	17 - 29
Newly-qualified	30 - 38.5k	30 - 41k	13 - 22	14 - 25
Paralegal/Contract Manager	18 - 53k	18 - 55k	11 - 24	11 - 24
In-house				
9+ yrs' PQE	75k+	80k+	32+	38+
7 - 9 yrs' PQE	65 - 95k	70 - 95k	25 - 52	28 - 55
6 yrs' PQE	54 - 85k	54 - 85k	23 - 45	25 - 47
5 yrs' PQE	50 - 68k	50 - 68k	22 - 42	24 - 44
4 yrs' PQE	45 - 61k	47 - 64k	21 - 33	23 - 36
3 yrs' PQE	42 - 56k	45 - 58k	19 - 30	21 - 34
2 yrs' PQE	40 - 53k	40 - 53k	16 - 28	18 - 31
1 yr PQE	32 - 48k	32 - 50k	15 - 26	17 - 29
Newly-qualified	30 - 42k	30 - 42k	13 - 22	14 - 25
Paralegal/Contract Manager	22 - 56k	23 - 57k	11 - 24	11 - 24

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

MIDLANDS

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Procurement				
Chief Procurement Officer	85 - 175k	85 - 180k	800 - 1500	800 - 1500
Commercial Director	70 - 130k	70 - 130k	550 - 950	550 - 1000
Procurement Director	70 - 130k	70 - 130k	550 - 900	550 - 1000
Head of Procurement	65 - 120k	65 - 120k	500 - 900	500 - 950
Commercial Manager	50 - 70k	50 - 70k	350 - 500	350 - 650
Procurement Manager	50 - 65k	50 - 70k	350 - 500	350 - 600
Direct Purchasing Manager	45 - 75k	45 - 75k	220 - 350	220 - 400
Category Manager	40 - 55k	40 - 55k	180 - 275	180 - 300
Senior Buyer	38 - 45k	38 - 50k	170 - 325	180 - 350
Buyer	28 - 40k	28 - 40k	120 - 220	125 - 225
Supply Chain				
Supply Chain Director	75 - 135k	80 - 135k	500 - 900	550 - 1000
Logistics Director	75 - 135k	75 - 135k	500 - 900	500 - 1000
Head of Supply Chain	55 - 95k	60 - 95k	350 - 750	400 - 800
General Manager	55 - 105k	55 - 105k	400 - 850	400 - 900
Supply Chain Manager	40 - 85k	45 - 85k	225 - 350	250 - 400
Logistics Manager	45 - 70k	45 - 75k	225 - 325	225 - 350
Warehouse Manager	40 - 60k	40 - 60k	185 - 300	200 - 350
Demand Planning Manager	40 - 60k	40 - 60k	200 - 350	200 - 400
Planner	30 - 45k	30 - 45k	120 - 220	130 - 230

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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	75 - 150k	75 - 150k	50 - 80	50 - 80
Head of Audit	70 - 90k	70 - 90k	42 - 80	42 - 55
Group Reporting Manager	65 - 85k	65 - 85k	37 - 50	38 - 50
FP&A Manager	65 - 85k	65 - 85k	35 - 50	38 - 50
Financial Controller	60 - 95k	60 - 95k	35 - 55	35 - 55
Internal Audit Manager	50 - 60k	50 - 60k	25 - 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	20 - 35	25 - 35
Management Accountant	45 - 60k	45 - 60k	20 - 35	25 - 35
Internal Auditor	40 - 55k	40 - 55k	20 - 30	21 - 32
Newly-qualified (ACA, CIMA, ACCA)	35 - 45k	40 - 45k	18 - 25	21 - 25
Part-qualified				
CIMA Passed Finalist	35 - 42k	35 - 42k	15 - 25	21 - 25
CIMA Strategic	25 - 40k	30 - 40k	13 - 22	17 - 23
CIMA Management	20 - 30k	25 - 33k	10 - 16	15 - 19
CIMA Operational	20 - 25k	20 - 28k	10 - 12	12 - 17
ACCA Part 3	30 - 40k	30 - 42k	15 - 22	17 - 25
ACCA Part 2	25 - 35k	28 - 33k	13 - 22	16 - 19
ACCA Part 1	20 - 30k	20 - 28k	10 - 12	12 - 17
Credit Control Manager	30 - 45k	30 - 45k	20 - 30	17 - 26
Accounts Payable Manager	28 - 40k	30 - 45k	15 - 22	17 - 26
Accounts Payable/Receivable Clerk	18 - 25k	19 - 25k	10 - 18	11 - 15
Payroll Manager	25 - 40k	30 - 45k	12 - 22	17 - 26
Credit Controller	18 - 25k	19 - 25k	12 - 15	11 - 15
Payroll Clerk	19 - 25k	19 - 26k	11 - 15	11 - 16

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

NORTH OF ENGLAND

ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Group Finance Director	90 - 150k	95 - 155k	650 - 1000	650 - 1000
Finance Director	70 - 135k	75 - 140k	400 - 650	400 - 650
Group Financial Controller	70 - 110k	75 - 110k	350 - 500	350 - 500
Financial Controller	55 - 75k	55 - 80k	275 - 400	275 - 400
Head of Audit	75 - 105k	75 - 105k	300 - 550	300 - 550
Head of FP&A	50 - 68k	60 - 80k	250 - 325	250 - 325
Internal Audit/Risk	30 - 60k	35 - 70k	150 - 275	200 - 275
Systems Accountant	30 - 50k	35 - 55k	150 - 275	200 - 300
Finance Manager	40 - 55k	45 - 60k	200 - 250	225 - 275
Project Accountant	30 - 50k	35 - 60k	150 - 350	200 - 350
Financial Accountant	30 - 50k	35 - 50k	150 - 225	200 - 250
Management Accountant	30 - 40k	35 - 45k	150 - 225	150 - 225
Financial Analyst	25 - 50k	35 - 50k	150 - 200	150 - 200
Financial Planning Analyst	35 - 55k	35 - 55k	175 - 275	175 - 275
In-house Tax				
Corporate	40 - 110k	40 - 115k	225 - 650	225 - 700
Indirect/VAT	35 - 105k	35 - 105k	200 - 600	200 - 600
Treasury				
Head of Treasury/Treasury Manager	45 - 65k	50 - 70k	250 - 350	250 - 375
Group Treasurer	75 - 120k	80 - 125k	400 - 750	400 - 800
Assistant Group Treasurer	60 - 90k	60 - 90k	300 - 450	300 - 450
Treasury Analyst	25 - 40k	25 - 40k	150 - 200	150 - 200

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

NORTH OF ENGLAND

ACCOUNTING & FINANCE PRACTICE ACCOUNTING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2015	2016
Audit		
Senior Manager	46 - 75k	50 - 80k
Manager	38 - 50k	42 - 55k
Assistant Manager	33 - 38k	35 - 45k
Senior	28 - 36k	28 - 38k
Tax		
Senior Manager	50 - 75k	50 - 80k
Manager	40 - 50k	40 - 50k
Assistant Manager	35 - 42k	30 - 45k
Senior	30 - 39k	25 - 35k
Corporate Finance		
Director	70 - 110k	75 - 115k
Senior Manager	55 - 80k	60 - 85k
Manager	41 - 55k	45 - 60k
Executive	33 - 42k	38 - 45k
Other		
Transaction Services	45 - 105k	50 - 105k
Private Equity/Investment	50 - 115k	55 - 120k

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

NORTH OF ENGLAND

ACCOUNTING & FINANCE TRANSACTIONAL ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Transactional Services				
Payroll Manager	37 - 52k	37 - 52k	18 - 25	18 - 25
Transactional Processing Manager	40 - 70k	45 - 80k	20 - 40	20 - 40
Credit Control Manager	35 - 65k	35 - 65k	20 - 35	18 - 35
Accounts Payable Manager	35 - 55k	35 - 55k	17 - 30	17 - 30
Credit Control Supervisor	26 - 35k	28 - 38k	13 - 20	13 - 20
Payroll Supervisor	28 - 35k	28 - 38k	14 - 20	14 - 20
Accounts Receivable Manager	35 - 55k	28 - 38k	17 - 27	17 - 27
Accounts Payable Supervisor	25 - 35k	28 - 38k	13 - 20	13 - 20
Accounts Receivable Supervisor	25 - 35k	28 - 38k	13 - 20	13 - 20
Credit Control Clerk	20 - 26k	22 - 28k	10 - 14	10 - 15
Accounts Payable Clerk	18 - 25k	20 - 25k	9 - 14	9 - 14
Accounts Assistant	18 - 25k	20 - 26k	9 - 14	9 - 14
Payroll Clerk	20 - 28k	22 - 30k	10 - 14	10 - 15
Accounts Receivable Clerk	18 - 25k	20 - 26k	10 - 14	10 - 14
CIMA/ACCA				
Strategic/Part 3	26 - 35k	26 - 35k	13 - 18	14 - 20
Managerial/Part 2	24 - 28k	24 - 30k	12 - 15	13 - 16
Certificate/Part 1	18 - 25k	21 - 28k	9 - 13	9 - 13

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

NORTH OF ENGLAND

BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		6+ YRS' EXP	
	2015	2016	2015	2016	2015	2016
Operations/Back Office						
Operations Manager	40 - 50k	40 - 50k	50 - 65k	50 - 65k	70k+	70k+
Collections	28 - 35k	28 - 35k	35 - 45k	35 - 45k	50 - 65k	50 - 65k
Fraud	18 - 38k	18 - 38k	35 - 50k	35 - 60k	50k+	60k+
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 - 45k
Client Services	18 - 25k	18 - 25k	25 - 32k	25 - 32k	32 - 40k	32 - 40k
Transfers	18 - 23k	18 - 23k	23 - 27k	23 - 27k	30 - 40k	30 - 40k
Trade Support	18 - 23k	18 - 23k	23 - 30k	23 - 30k	30 - 40k	30 - 40k
Paraplanner	25 - 30k	25 - 30k	30 - 35k	30 - 35k	35k+	35k+
Reconciliations	18 - 22k	18 - 22k	20 - 26k	20 - 26k	30k+	35k+
Compliance						
Compliance Advisory	20 - 27k	20 - 27k	30 - 37k	30 - 37k	45k+	50k+
Compliance Monitoring	18 - 25k	18 - 25k	27 - 35k	27 - 35k	40k+	45k+
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 - 45k	50k+	50k+
Credit Risk	25 - 35k	25 - 35k	35 - 45k	35 - 45k	60k+	60k+
Business Development	25 - 35k	25 - 35k	30 - 45k	30 - 45k	50k+	50k+
Regulatory Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	50k+	50k+
Market Risk	25 - 35k	25 - 35k	35 - 45k	35 - 45k	50k+	50k+
Research Analyst	22 - 30k	22 - 30k	35 - 45k	35 - 45k	50k+	50k+
Operational Risk	27 - 32k	27 - 32k	35 - 45k	35 - 45k	45k+	45k+
Investment Assistant	22 - 27k	22 - 27k	25 - 32k	25 - 32k	35k+	35k+
Anti-Money-Laundering	22 - 26k	22 - 26k	25 - 35k	25 - 35k	40k+	40k+

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

NORTH OF ENGLAND

HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2015	2016	2015	2016
HR Director	70 - 140k	80 - 150k	350 - 800	350 - 800
Head of HR	60 - 100k	60 - 100k	300 - 650	300 - 650
Head of Reward, Compensation & Benefits	50 - 80k	60 - 100k	250 - 550	300 - 700
Head of Organisational Development	60 - 90k	60 - 100k	300 - 700	300 - 700
Head of Learning & Development	60 - 90k	60 - 100k	300 - 450	300 - 500
Head of Talent/Recruitment	40 - 80k	45 - 85k	200 - 500	300 - 400
Senior HR Business Partner	60 - 70k	60 - 75k	300 - 350	300 - 350
HR Business Partner	45 - 60k	45 - 60k	200 - 300	200 - 300
HR Manager	40 - 60k	40 - 60k	200 - 300	200 - 300
Recruitment Manager	30 - 50k	35 - 55k	150 - 250	150 - 300
Learning & Development Manager	30 - 50k	30 - 55k	150 - 250	150 - 250
HR/Reward Analyst	30 - 45k	30 - 50k	150 - 200	150 - 250
Global Mobility Specialist	30 - 50k	30 - 50k	150 - 250	150 - 250
HR Advisor	28 - 40k	30 - 40k	140 - 200	140 - 200
Employee Relations Advisor	25 - 35k	25 - 35k	130 - 180	130 - 180
Recruitment Advisor	24 - 35k	25 - 35k	120 - 160	130 - 180
Learning & Development Advisor	20 - 35k	25 - 35k	100 - 180	100 - 180
HR Officer	22 - 30k	22 - 32k	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 OF ENGLAND

INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
CIO/CTO	80 - 150k	80 - 170k	750 - 1200	750 - 1250
IT Director	75 - 130k	80 - 130k	700 - 1200	700 - 1200
IT Manager/Head of IT	60 - 110k	65 - 110k	600 - 1000	650 - 1000
Head of Digital	70 - 110k	70 - 110k	500 - 800	500 - 850
Head of Architecture	85 - 130k	85 - 135k	800 - 1200	800 - 1200
Enterprise/Solutions Architect	60 - 80k	65 - 90k	450 - 700	500 - 850
Programme Manager/Director	75 - 120k	75 - 120k	650 - 1000	650 - 1000
Project Manager/Snr Project Manager	45 - 70k	55 - 70k	350 - 600	400 - 600
PMO Manager/Lead	50 - 70k	55 - 70k	400 - 600	400 - 600
Development Manager/Head of Development	60 - 90k	65 - 90k	450 - 750	450 - 750
Service Delivery Manager/Head of Service Delivery	55 - 80k	55 - 85k	500 - 650	500 - 650
Infrastructure Manager/Head of Infrastructure	60 - 100k	65 - 100k	500 - 750	500 - 750
BI Consultant/Architect	45 - 75k	45 - 75k	450 - 600	450 - 600
BI Developer	35 - 50k	35 - 50k	350 - 450	350 - 450
Java/J2EE Developer/Senior	45 - 55k	45 - 55k	400 - 550	400 - 550
C#/ASP.Net Developer	40 - 55k	45 - 60k	350 - 500	350 - 500
Mobile, Android and iOS Developer	40 - 55k	40 - 60k	350 - 500	350 - 500
Test Manager	50 - 70k	52 - 70k	375 - 550	375 - 550
Information Security Consultant/Manager	55 - 70k	55 - 70k	450 - 600	450 - 600
Business Analyst	35 - 55k	35 - 55k	300 - 500	300 - 500
PMO Analyst	30 - 40k	35 - 40k	350 - 450	350 - 450
Test Analyst	28 - 40k	28 - 40k	275 - 400	275 - 400
1st/2nd Line Infrastructure Support	18 - 24k	18 - 24k	120 - 150	120 - 180
3rd Line Infrastructure Wintel	35 - 45k	35 - 45k	250 - 400	250 - 400
3rd Line Infrastructure CISCO	35 - 45k	40 - 55k	250 - 350	375 - 450

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

NORTH OF ENGLAND

MANUFACTURING & ENGINEERING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2015	2016	2015	2016
Operations Director	65 - 115k	65 - 120k	500 - 875	500 - 900
Factory/Plant Manager	45 - 90k	45 - 95k	370 - 570	370 - 600
Engineering Manager	40 - 70k	40 - 75k	360 - 550	360 - 575
Health and Safety Manager	35 - 50k	35 - 52k	310 - 500	310 - 525
Production Manager	40 - 65k	40 - 70k	295 - 500	295 - 500
CI Manager	35 - 55k	40 - 60k	250 - 450	275 - 475
Quality Manager	35 - 50k	35 - 55k	250 - 400	250 - 450
Process Engineer	25 - 40k	25 - 45k	150 - 250	150 - 275
Manufacturing Engineer	25 - 35k	25 - 37k	140 - 250	140 - 275

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

NORTH OF ENGLAND

SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2015	2016	2015	2016
Executive Assistant	25 - 37k	25 - 40k	15 - 20	15 - 22
Personal Assistant	22 - 30k	22 - 30k	12 - 18	12 - 18
Office Manager	23 - 35k	25 - 35k	13 - 18	13 - 18
Senior Project Co-ordinator	25 - 35k	25 - 35k	12 - 19	12 - 19
Project Co-ordinator	18 - 28k	18 - 28k	9 - 14	9 - 14
Senior Admin Assistant	18 - 25k	18 - 25k	9 - 15	9 - 15
Receptionist	16 - 20k	16 - 21k	8 - 10	8 - 11
Admin Assistant	15 - 22k	15 - 22k	7 - 12	7 - 12
Junior Admin Assistant	14 - 16k	14 - 16k	7.5 - 8.5	7.5 - 8.5
Data Entry Operator	15 - 19k	15 - 19k	7 - 8.5	7 - 8.5
Legal Secretary	20 - 28.5k	20 - 28.5k	9 - 15	9 - 15
Secretary	18 - 25k	18 - 25k	9 - 13	9 - 13
Audio Typist	17 - 19k	17 - 19k	8.5 - 9.5	8.5 - 9.5
Medical Secretary	17 - 24k	17 - 24k	8.5 - 12	8.5 - 12
Customer Service Assistant	15 - 18k	15.5 - 19k	7 - 9	7.5 - 9.5
HR Administrator	16 - 18k	17 - 20k	7 - 9	8 - 9.5
Recruitment Administrator	16 - 18k	17 - 20k	7 - 9	8 - 9.5
Team Secretary	18 - 20k	19 - 21k	9 - 11	9.5 - 12

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

NORTH OF ENGLAND

SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2015	2016	2015	2016
Procurement				
Procurement Director	75 - 125k	80 - 125k	500 - 800	500 - 1000
Procurement/Category Manager	50 - 75k	45 - 75k	350 - 575	350 - 575
Supplier Relationship Manager	60 - 80k	60 - 80k	325 - 500	325 - 500
Buying Manager	50 - 80k	50 - 80k	270 - 450	300 - 450
Senior Buyer	35 - 45k	40 - 50k	230 - 425	320 - 425
Buyer/Junior Buyer	25 - 40k	25 - 45k	110 - 300	125 - 300
Supply Chain				
Supply Chain Director	85 - 150k	90 - 160k	600 - 1200	600 - 1200
Supply Chain Manager	55 - 85k	55 - 85k	360 - 550	360 - 550
Demand Planning Manager	50 - 75k	55 - 80k	260 - 550	280 - 600
Supply Planning Manager	45 - 70k	50 - 70k	245 - 525	250 - 550
Planner	25 - 35k	28 - 38k	210 - 310	210 - 330
Logistics				
Logistics Director	85 - 150k	85 - 150k	600 - 1200	600 - 1200
Operations Director	90 - 150k	90 - 150k	650 - 1200	650 - 1200
General Manager	75 - 95k	75 - 95k	325 - 410	325 - 450
Transport Manager	50 - 65k	55 - 70k	225 - 425	250 - 425
Logistics Manager	50 - 80k	50 - 80k	225 - 375	225 - 400
Warehouse Manager	45 - 65k	45 - 65k	215 - 350	215 - 350
Operations Manager	45 - 55k	45 - 55k	215 - 240	215 - 240
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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	70 - 250k	70 - 250k	50 - 120	50 - 120
Financial Controller	60 - 90k	60 - 90k	30 - 50	30 - 50
Head of Audit	80 - 150k	80 - 150k	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	55 - 75k	55 - 75k	35 - 50	35 - 50
Financial/Business Analyst	50 - 65k	50 - 65k	30 - 45	30 - 45
Finance Business Partner	50 - 75k	50 - 75k	40 - 60	40 - 60
Finance Manager	50 - 70k	50 - 70k	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 - 55k	45 - 55k	25 - 30	25 - 30
Part-qualified				
CIMA Passed Finalist	42 - 45k	42 - 45k	20 - 25	20 - 25
CIMA Strategic Level	37 - 42k	37 - 45k	15 - 20	18 - 25
CIMA Managerial Level	32 - 35k	32 - 35k	14 - 18	15 - 20
CIMA Certificate Level	22 - 28k	22 - 28k	10 - 14	12 - 15
ACCA Finalist/Passed Finalist	35 - 42k	37 - 45k	15 - 20	20 - 25
ACCA Professional Level	28 - 35k	28 - 35k	15 - 18	15 - 20
ACCA Fundamental Level	22 - 25k	22 - 25k	10 - 14	12 - 15
Transactional Accounting				
Finance Operations Manager	40 - 60k	40 - 65k	20 - 35	20 - 35
Credit Control Manager	40 - 60k	40 - 60k	20 - 35	20 - 35
Payroll Manager	35 - 55k	35 - 55k	17 - 30	17 - 30
Accounts Payable Manager	30 - 50k	30 - 50k	15 - 30	17 - 30
Accounts Receivable Manager	30 - 50k	30 - 50k	15 - 30	17 - 30
Credit Control Clerk	18 - 25k	20 - 25k	12 - 18	12 - 18
Accounts Assistant	18 - 28k	22 - 28k	12 - 18	12 - 18
Payroll Clerk	18 - 26k	18 - 28k	12 - 18	12 - 18
Accounts Payable/Receivable Clerk	18 - 25k	20 - 26k	12 - 18	12 - 18

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

THAMES VALLEY

ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2015	2016	2015	2016
Qualified				
Finance Director (CFO)	80 - 250k	80 - 250k	500 - 1300	500 - 1500
Head of Audit	80 - 150k	80 - 150k	450 - 800	450 - 800
Group Reporting Manager	60 - 90k	60 - 90k	400 - 550	400 - 600
FP&A Manager	65 - 85k	65 - 85k	425 - 550	425 - 550
Financial Controller	65 - 120k	65 - 120k	400 - 600	400 - 600
Financial/Business Analyst	50 - 65k	50 - 75k	300 - 450	300 - 450
Finance Manager	50 - 70k	50 - 70k	300 - 450	300 - 450
Financial Accountant	50 - 60k	50 - 65k	250 - 350	250 - 350
Internal Auditor	50 - 75k	50 - 75k	250 - 450	250 - 450
Management Accountant	45 - 60k	45 - 60k	250 - 350	250 - 350
Newly-qualified (ACA)	45 - 50k	45 - 50k	220 - 270	220 - 270
Newly-qualified (CIMA/ACCA)	40 - 50k	45 - 50k	200 - 250	200 - 300
Part-qualified				
CIMA Strategic/ACCA Part 3	35 - 45k	35 - 45k	160 - 200	160 - 200
CIMA Managerial/ACCA Part 2	28 - 35k	28 - 35k	150 - 170	150 - 170
CIMA Certificate/ACCA Part 1	22 - 28k	22 - 28k	120 - 150	120 - 150

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 (£)	
	2015	2016	2015	2016
Qualified				
Finance Director	90 - 150k	85 - 140k	50 - 150	50 - 125
Financial Controller	60 - 80k	60 - 75k	40 - 80	45 - 75
Group Reporting Manager	55 - 75k	50 - 65k	30 - 60	30 - 60
FP&A Manager	55 - 75k	50 - 65k	30 - 60	30 - 60
Financial/Business Analyst	45 - 55k	40 - 50k	23 - 37	22 - 35
Systems Accountant	50 - 60k	50 - 60k	25 - 45	30 - 50
Finance Manager	50 - 65k	55 - 65k	25 - 50	35 - 55
Financial Accountant	45 - 55k	45 - 55k	23 - 37	30 - 40
Management Accountant	45 - 55k	40 - 50k	23 - 37	25 - 35
Newly-qualified (ACA, CIMA, ACCA)	40 - 45k	42 - 48k	20 - 37	20 - 30
Part-qualified				
CIMA Passed Finalist	35 - 40k	35 - 40k	17 - 25	17 - 25
CIMA Strategic	35 - 40k	35 - 40k	18 - 25	16 - 23
CIMA Managerial	25 - 35k	25 - 32k	15 - 20	15 - 20
CIMA Certificate	20 - 30k	20 - 30k	13 - 18	12 - 17
ACCA Part 3	30 - 40k	30 - 40k	15 - 22	16 - 23
ACCA Part 2	25 - 35k	25 - 35k	10 - 12	10 - 12
ACCA Part 1	20 - 30k	20 - 30k	20 - 30	15 - 28
Systems Accountant	30 - 50k	30 - 50k	20 - 30	25 - 35
Credit Control Manager	30 - 45k	30 - 45k	15 - 27	14 - 26
Accounts Payable/Receivable	18 - 25k	18 - 23k	10 - 18	10 - 18
Payroll/Billings Supervisor	25 - 45k	25 - 40k	13 - 25	12 - 24
Credit Controller	18 - 25k	20 - 25k	12 - 15	12 - 15

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