



IRELAND

# MARKET INSIGHT

SALARY & MARKET TREND REPORT

14<sup>th</sup> EDITION

MARKS  
SATTIN



14<sup>th</sup> EDITION

# Overview

Below we have outlined the areas we cover in this report. Each discipline and location section contains: Key Findings, Market Insight, Salary Directory. Whenever you see this symbol: " → " please click and you will be redirected to that section.

→ INTRODUCTION

→ DEMOGRAPHICS OF RESPONDENTS

→ EQUALITY, DIVERSITY & INCLUSION

→ ENVIRONMENTAL SOCIAL GOVERNANCE

→ OVERALL KEY FINDINGS

→ IRELAND

→ THOUGHT LEADERSHIP:  
The Jobshare Revolution

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Alderway

→ THOUGHT LEADERSHIP:  
Charterpath

→ THOUGHT LEADERSHIP:  
MSC

→ THOUGHT LEADERSHIP:  
Seedrs

→ THOUGHT LEADERSHIP:  
Forvis Mazars

→ THOUGHT LEADERSHIP:  
Intoo



## Introduction

I would like to extend a very warm welcome to the 14th edition of our highly regarded Marks Sattin Market Insight & Salary Trend Report.

I am proud to say that our report is referred to by thousands of finance, technology, change, legal and HR specialists across the UK, Ireland and the Netherlands. It contains key findings from research conducted with over 2,200 professionals, along with a comparison of salaries, packages, opinions, and insights, all of which provide a valuable benchmarking tool for our readers.

We work closely with business leaders at Marks Sattin to produce useful discipline and regional specific market analysis, and we collaborate with some exciting external businesses on thought leadership content to bring you a fresh perspective on key topics impacting the employment landscape.

The theme of our report this year is doors, aside from the fact that a lot of people appreciate an intriguing or beautiful doorway, more symbolically, it represents the pride we take in our role of opening doors to pivotal career opportunities. Our mission is to bridge a connection between exceptional talent and prosperous businesses, opening the door to your next defining career move.

### Green shoots of recovery

It is no secret that we are living in challenging economic times. Every business is contending with rising costs, a volatile political landscape and ambiguity on what the future holds. It seems the only thing that is certain in recent years is uncertainty! Especially in a crucial election year, it is of little use making any definitive predictions for H2.

However, we are pleased to report that 2024 began with a buoyant level of hiring activity and we believe the green shoots of recovery are sown after a challenging 2023. In saying that, and with the benefit of hindsight, many business leaders concur that 2023 was not particularly a year of poor performance, it was a year of poor forecasting, as organisations fell into the trap of expecting the same growth levels of 2022, which was an anomaly post-pandemic rebound year.

This year brings with it a welcome shift towards equilibrium in role and salary expectations among employers and employees alike. Furthermore, we are seeing the seasonal nature of hiring patterns return, marked by quieter periods over holidays and notably heightened activity in January and September. These trends signal a return to normality following a stretch of unusual years, fostering a sense of security in current roles and, crucially, empowering individuals to transition roles.

Our research uncovers an increasing number of professionals grappling with burnout or dissatisfaction in their jobs. Hence we would welcome a return to normality and a more stable economic climate so that professionals can have the confidence to leave a role that is not fulfilling should they wish.

### An emphasis on returning to the office

Echoing this prevalent longing for normality, we are seeing a definite shift of professionals returning to the office, increasing from two days at the office, to three or four per week. Companies are keen to cultivate a culture where employees are present to inspire learning and reinforce corporate values. Many professionals are also expressing a desire to be at the office, in some regions in the UK we are seeing remote employees trading their higher London salaries in favour of rejoining a local company culture. While most people are open to spending more time at the office, an employer who offers flexible working will attract the best talent.



### MATTHEW WILCOX

Managing Director  
matthew.wilcox@markssattin.com

A sincere thank you to the 2,202 professionals who gave their precious time to participate in our research report. This year we partnered with Ecologi to plant a tree for each survey response we received, and I am delighted to confirm that we have planted 2,202 trees to help prevent flooding in Madagascar and to support farmers in Uganda.

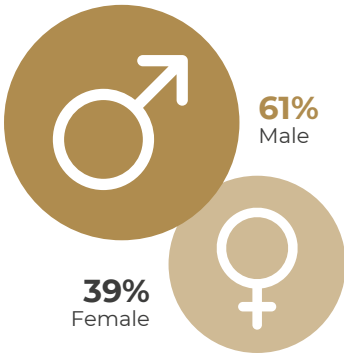
Thank you also to our Thought Leadership content partners: Charterpath, INTOO, Seedrs, Forvis Mazars, The Jobshare Revolution, MSCConsulting and Alderway.

We hope you enjoy our report and find it useful!  
Kind Regards,

# DEMOGRAPHICS OF RESPONDENTS

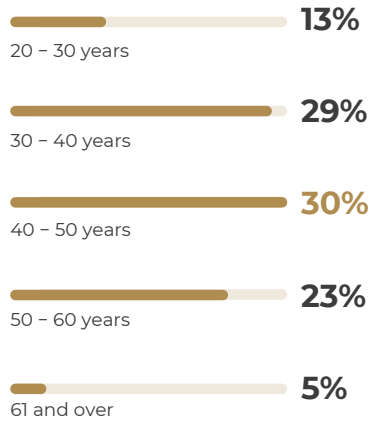
Here we outline the demographics of our survey respondents. Please note this is not a representation of our candidate and client community, rather a demographic overview of our research participants this year.

## GENDER



(11 respondents chose non-binary)

## AGE

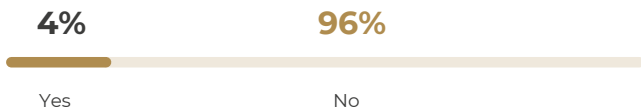


(2 respondents chose 19 and under)

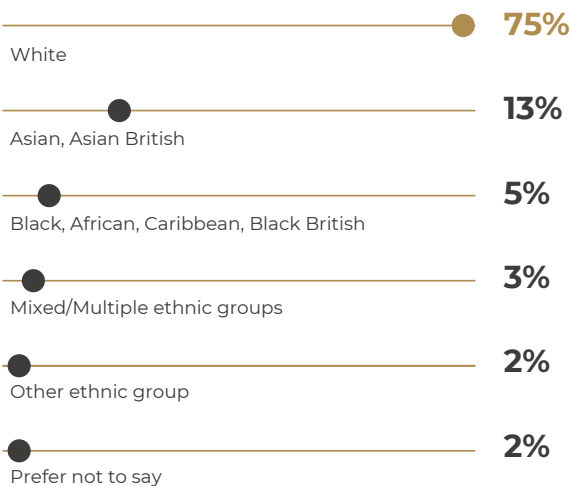
## DO YOU HAVE A DISABILITY UNDER THE EQUALITY ACT 2010?

In the Act, a person has a disability if:

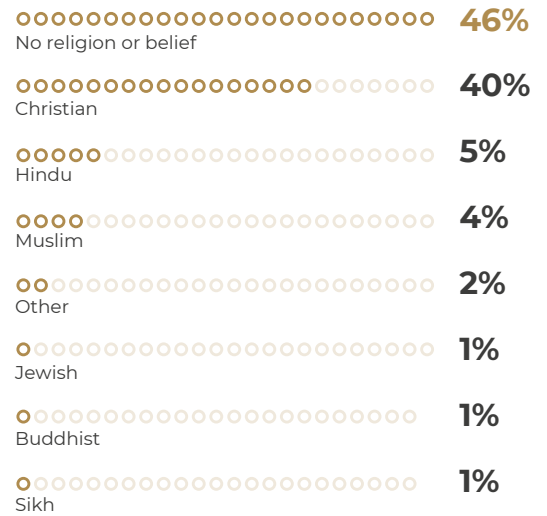
- they have a physical or mental impairment
- the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.



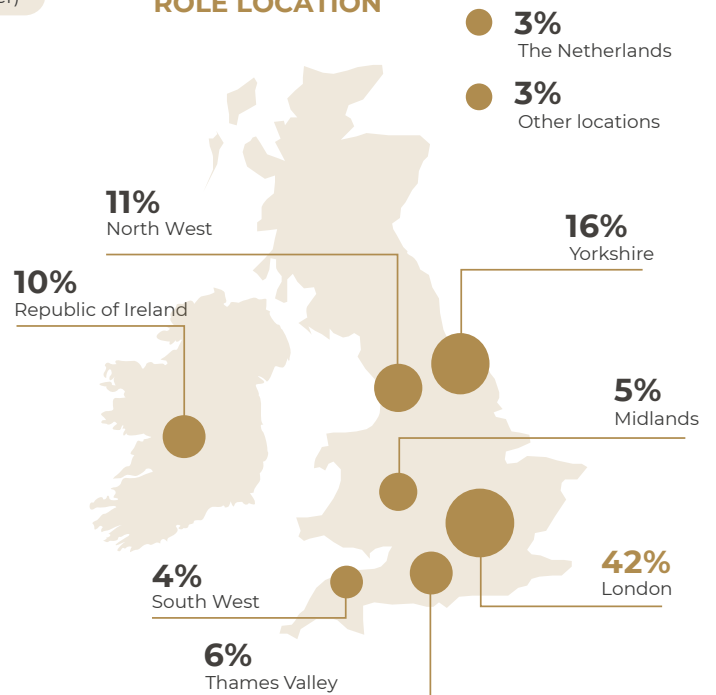
## ETHNIC ORIGIN



## RELIGION OR BELIEF



## ROLE LOCATION

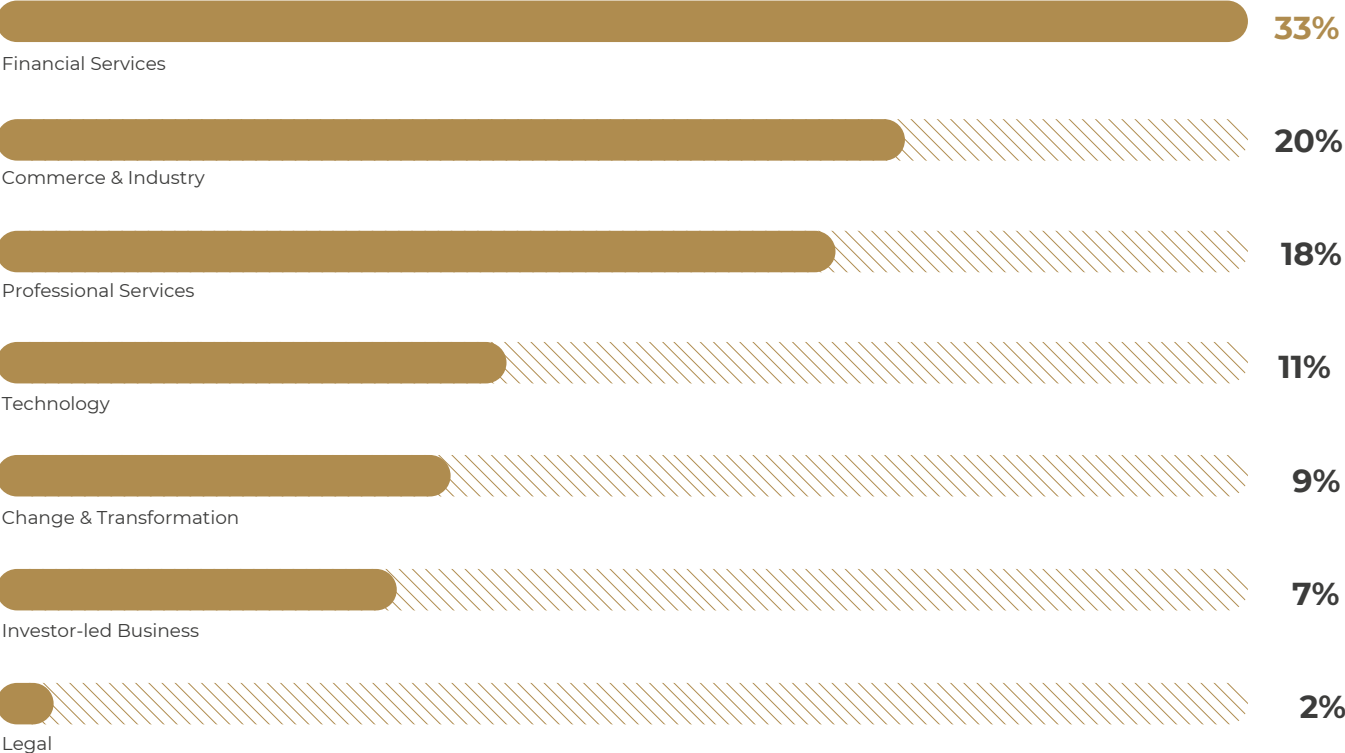


## CONTRACT TYPE

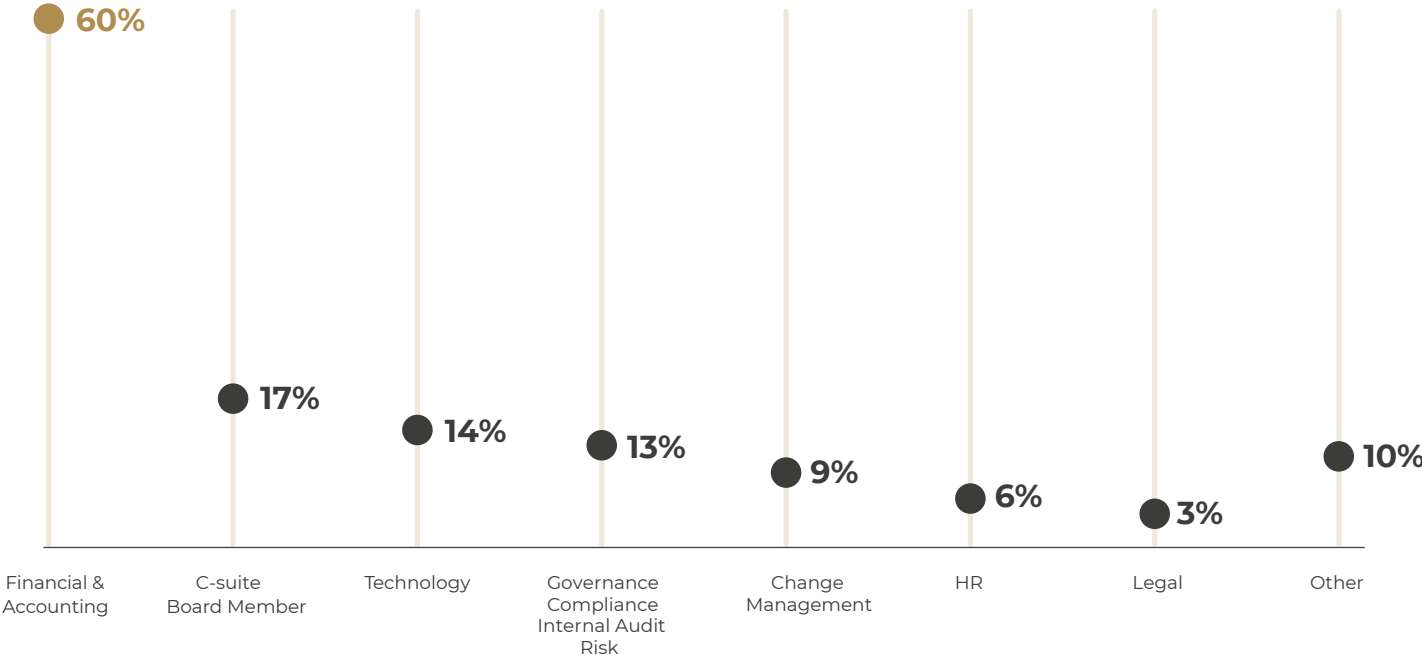


4% of respondents chose not currently employed

SECTOR REPRESENTATION



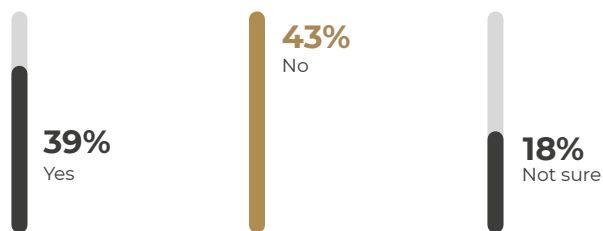
BUSINESS FUNCTION\*



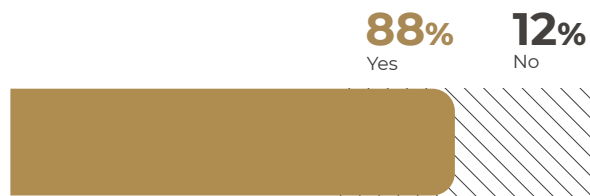
\*Respondents could choose more than one answer

# EQUALITY, DIVERSITY & INCLUSION

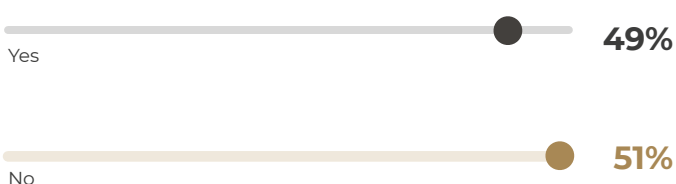
Does your company have an official diversity board or committee?



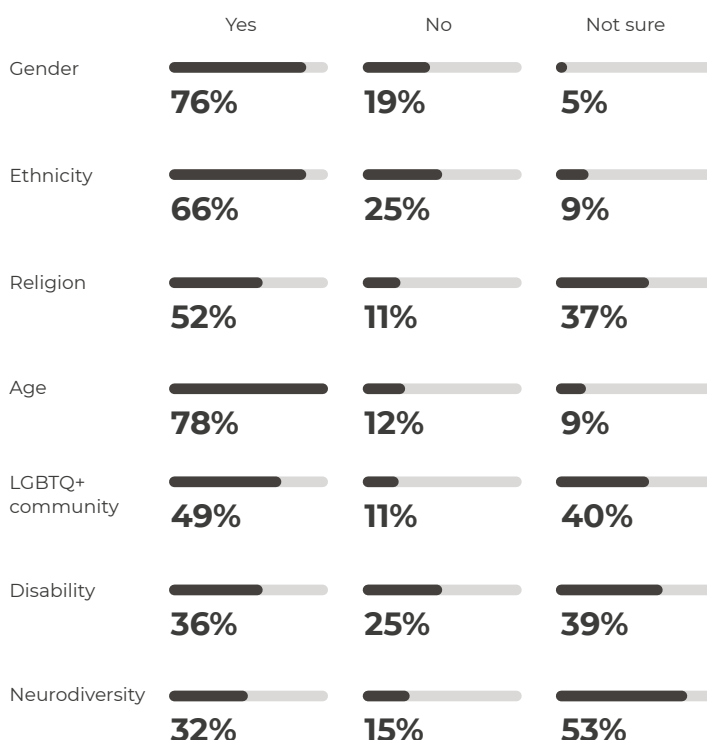
Are you confident that your organisation supports and encourages diversity in the workplace?



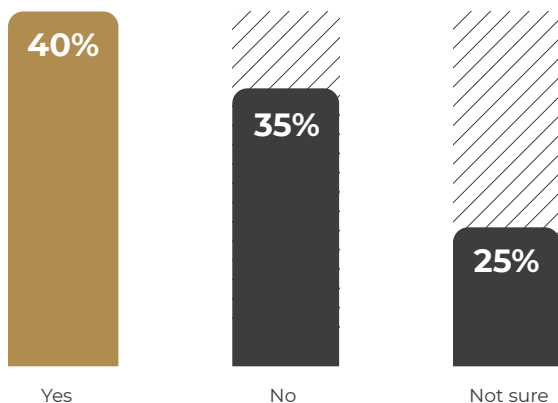
Do you think your leadership team is sufficiently diverse?



Is your organisation sufficiently diverse in the following areas?



Does your company publish information on their gender pay gap?



## OUR DIVERSITY PROMISE

As a talent consultancy, we have an unwavering responsibility to represent everyone in our network in a fair and ethical manner. We commit to providing the same high level service to every professional we work with regardless of their age, gender identity, race, sexual orientation, physical or mental ability, and ethnicity.

We recognise and advocate that a diverse workforce contributes positively to a company's success and growth. It's not just about the service we provide, true appreciation for diversity, equality, and inclusion needs to be at our core. We pledge to keep embedding these values in our culture, so that as advisors, we feel empowered to afford the same opportunities we receive, to the professionals we represent.



Visit our dedicated Equality, Diversity & Inclusion hub:  
[www.markssattin.co.uk/diversity-and-inclusion](http://www.markssattin.co.uk/diversity-and-inclusion)

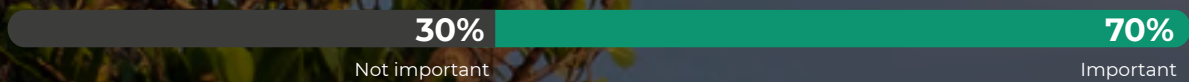


# ENVIRONMENTAL SOCIAL GOVERNANCE

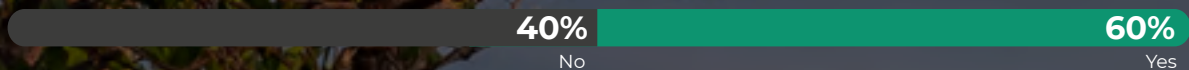
In today's competitive and fast-paced corporate landscape, having a robust Environmental, Social, and Governance (ESG) strategy has become not just an elevated ideal, but a business essential. The importance of a business's sustainability score is growing, strongly influencing investment decisions, contract negotiations, and talent recruitment.

Why is this the case? Because potential investors, partners, and employees are increasingly aware and concerned about the environmental and social impact of businesses. They're aligning their decisions, whether it's investing in a company, choosing a supplier, or deciding where to work, according to how strong an organisation's ESG commitments are.

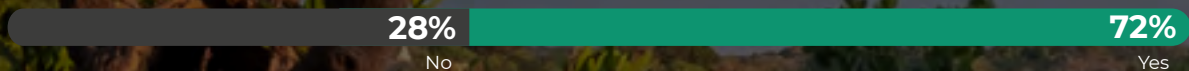
**How important is it for you to work for an organisation that has a robust ESG (environmental, social, governance) strategy?**



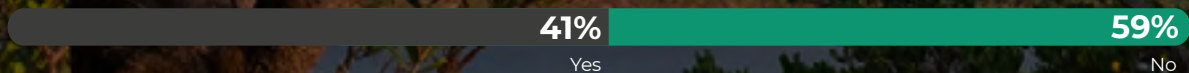
**Does your company communicate their ESG efforts with you on a regular basis?**



**Are you satisfied with the effort your company makes to improve ESG challenges?**



**Are you concerned about your employer's impact on the environment?**



**THANK YOU!**

## 2,202 TREES PLANTED BY OUR COMMUNITY

We are thrilled to have planted a tree with Ecologi for each survey response we received. That means our community is directly responsible for the planting of 2,202 trees, split across Madagascar and Uganda.



The mangrove trees we have planted in Madagascar will help protect local communities against flooding.



The fruit trees we have planted in Uganda will provide a source of food and income for farmers.

# Ecologi

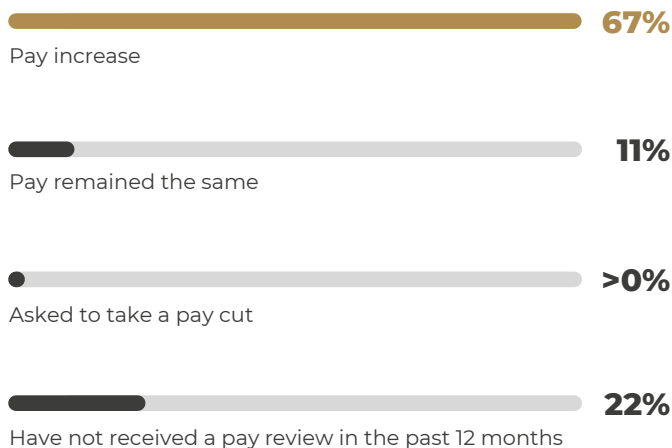
### ABOUT ECOLOGI

Ecologi started as a subscription service for individuals, but has rapidly evolved into a passionate community of over 19,000 businesses and 40,000 members. And in the years ahead, we will focus on championing SMEs as green revolutionaries, empowering them on their journey to reduce emissions and take climate action.

# OVERALL KEY FINDINGS

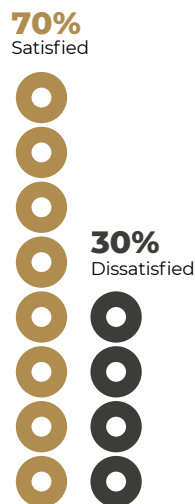
## REMUNERATION

What was the outcome of your last pay review?



## BENEFITS

How satisfied are you with your current benefits package?

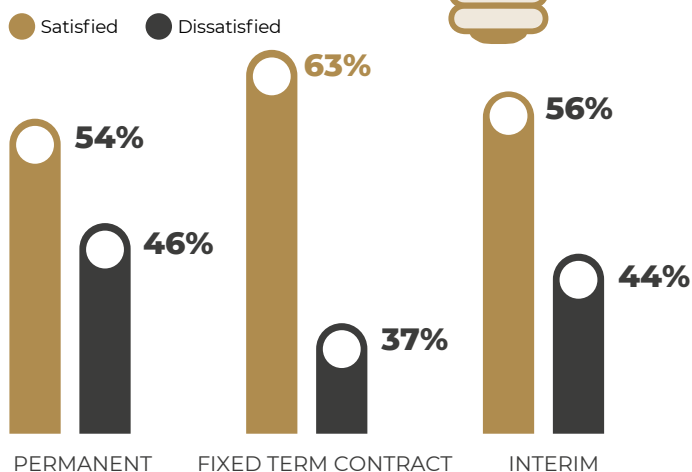


Top 5 most important benefits when considering a new role

- 25 DAYS HOLIDAY OR MORE
- FLEXIBLE WORKING (FLEXITIME / REMOTE)
- GOOD COMPANY PENSION SCHEME
- ANNUAL BONUS SCHEME
- PRIVATE HEALTHCARE / DENTAL CARE

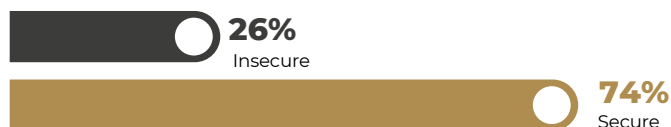


How satisfied are you with your current remuneration?

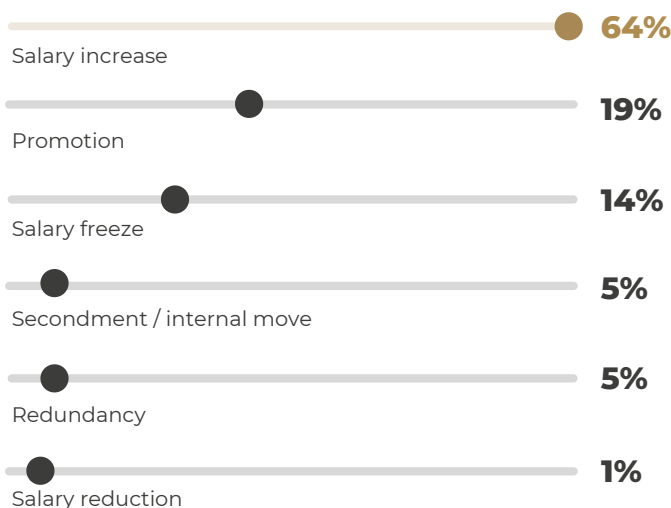


## JOB SECURITY

How satisfied are you with your current remuneration?

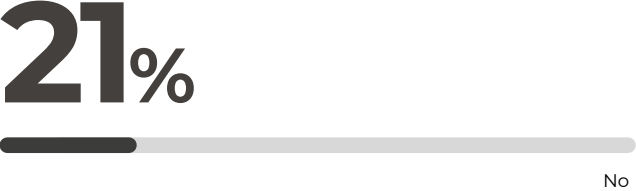


What are your expectations for your role over the next 12 months\*



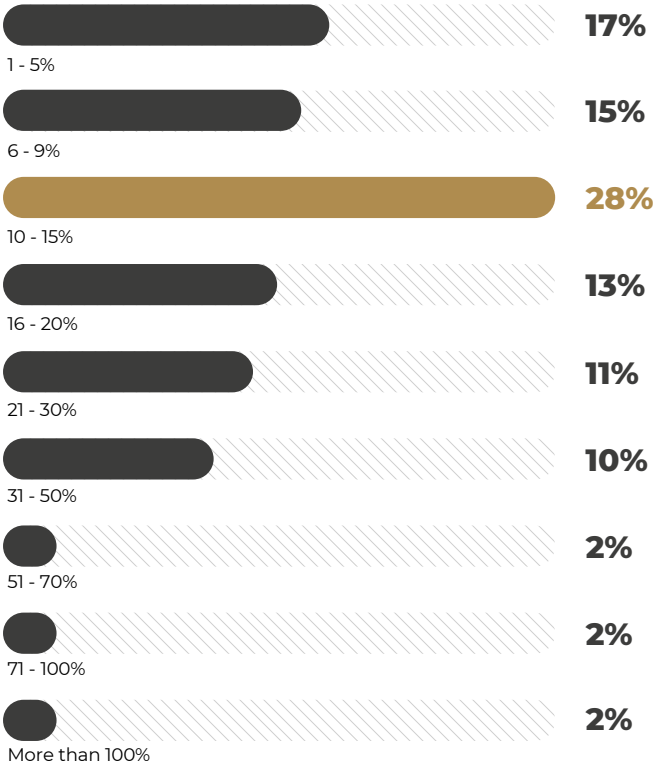
**BONUS**

Did you receive a bonus for your contribution in 2023?



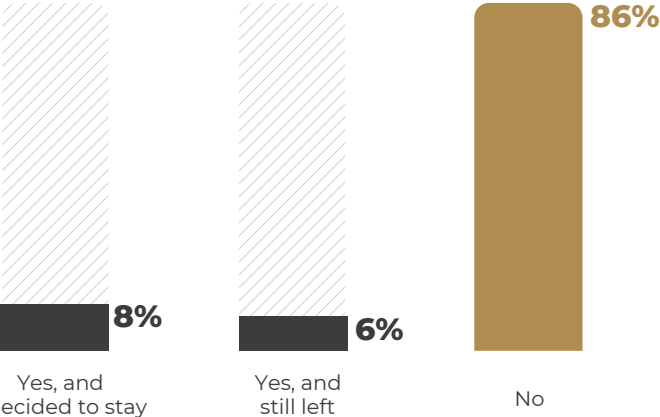
65% of respondents were satisfied with their bonus

As a percentage of your basic salary, what was your bonus in 2023?

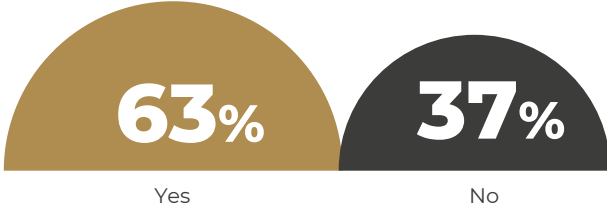


**COUNTER OFFERS**

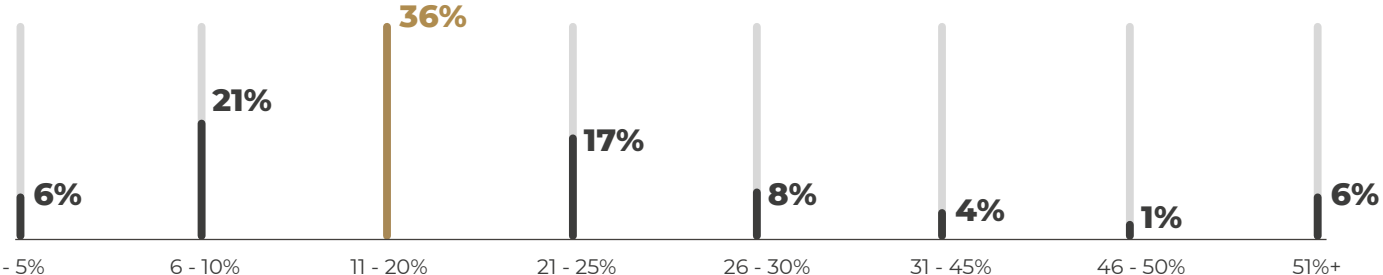
Have you been counter offered in the last 12 months?



Were the reasons for your resignation resolved after you accepted the counter offer?



If you were considering a new role, what percentage increase of your salary would you accept as a counteroffer from your current employer?



\*Respondents could choose more than one answer

## YOUR ORGANISATION

Compared to the last 12 months, how confident do you feel about the economic prospects facing your company?



Top 5 expectations for your business in the next 12 months\*

1

ORGANISATIONAL GROWTH

2

COMPANY RESTRUCTURE / TRANSFORMATION

3

BUSINESS PROCESS / POLICY CHANGES

4

SALARY INCREASES

5

INCREASED PROFIT

Satisfaction with current role

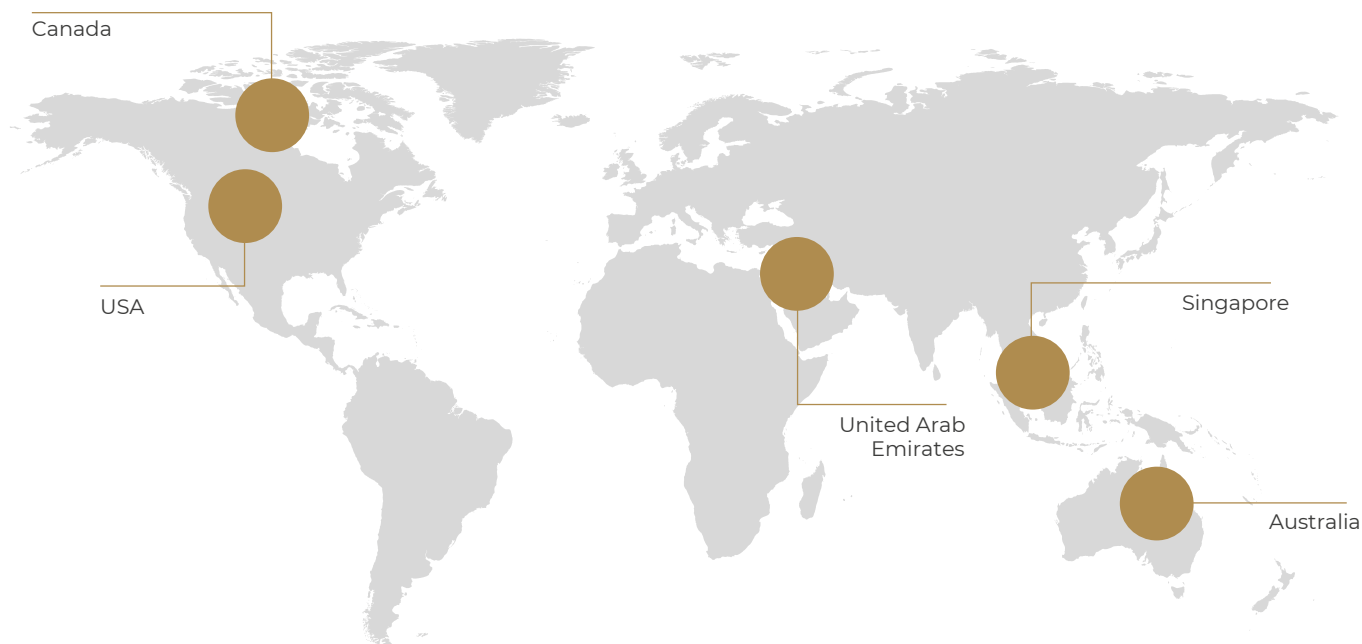


## RELOCATION

Is job relocation on your agenda over the next 12 months?

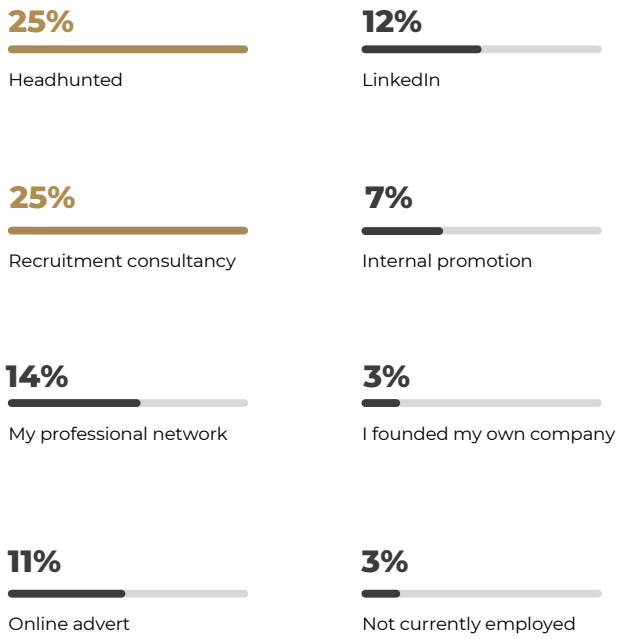


Top 5 places respondents would consider relocating to in the next two years (outside the UK)\*



## MOVING ON

### How did you find your current position?



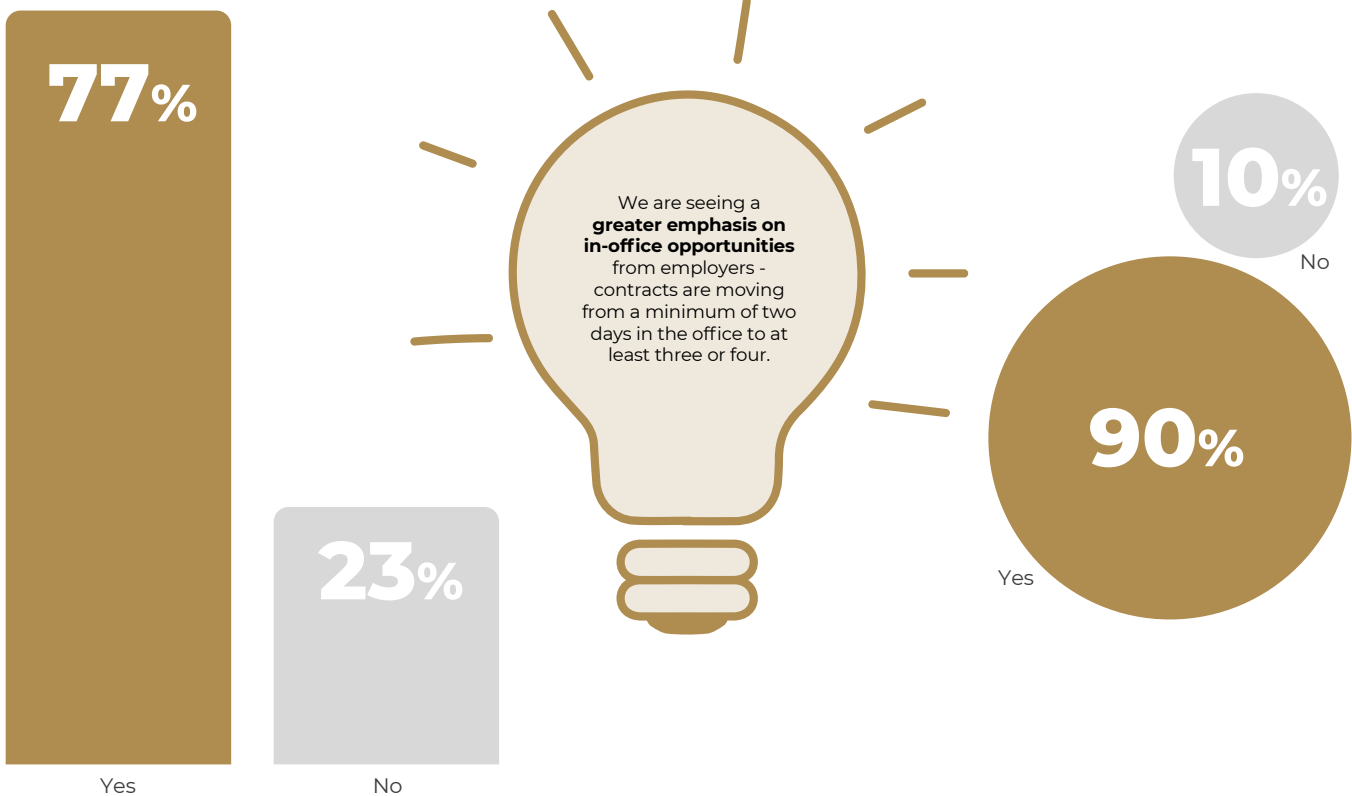
### Top three resources people will use to find their new role



**38%** of respondents anticipate changing roles, if the right opportunity presents itself, in the next 12 months.

### Does your organisation allow you to work flexible hours?

### Does your organisation allow you to work remotely?



\*Respondents could choose more than one answer

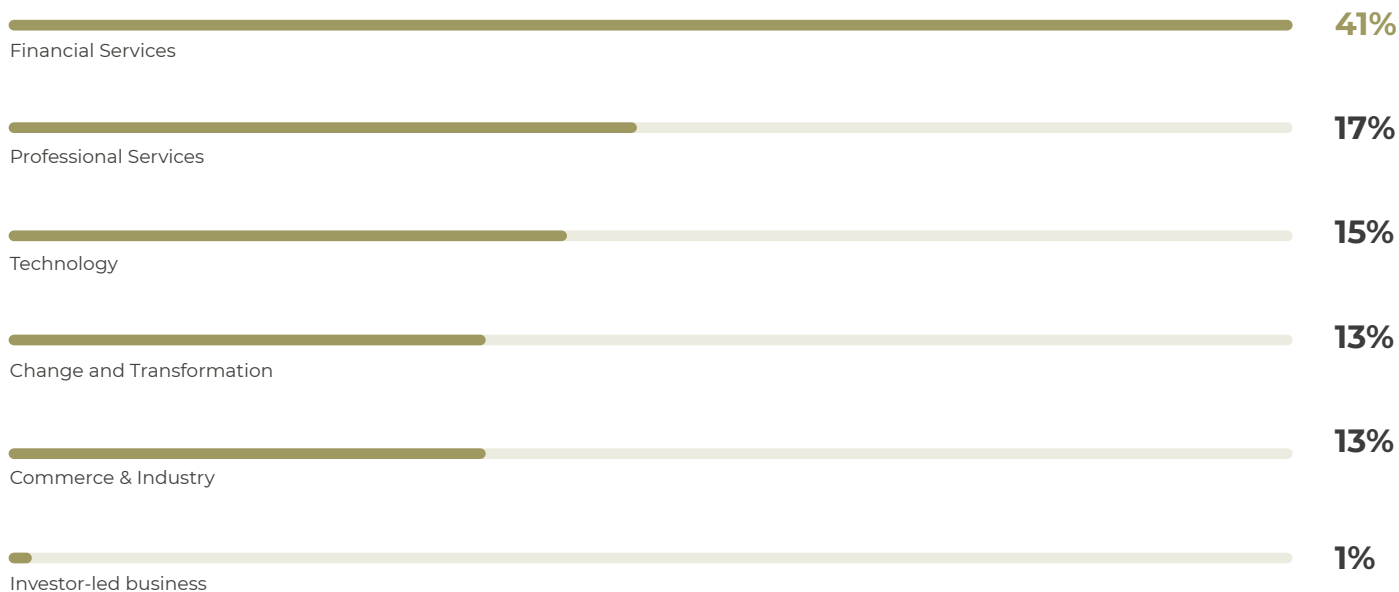
# IRELAND

- Key Findings
- Market Insight
- Salary Directory
- Corporate Finance / M&A
- Investment Management
- Change & Leadership
- Commerce & Industry
- IMI & Banking
- Public Practice & Taxation
- Fund Services
- Technology: Leadership and Senior Appointments
- Technology: Development
- Technology: Data Engineering
- Technology: Cloud Devops & Cyber Security
- Technology: QA & Test



# KEY FINDINGS & MARKET INSIGHT

## SECTOR REPRESENTATION\*



### Market uncertainty is the new normal

It is difficult to deny the impact that macroeconomic trends are having on the Irish employment market. The current climate of high inflation and interest rates create an atmosphere of uncertainty for the financial landscape and has direct implications on overall merger and acquisition (M&A) activity. Tracking major finance deals serves as a critical barometer for the corporate finance market, and high interest rates and escalating inflation, which propels the cost of debt and borrowing, pose a negative impact on economic growth.

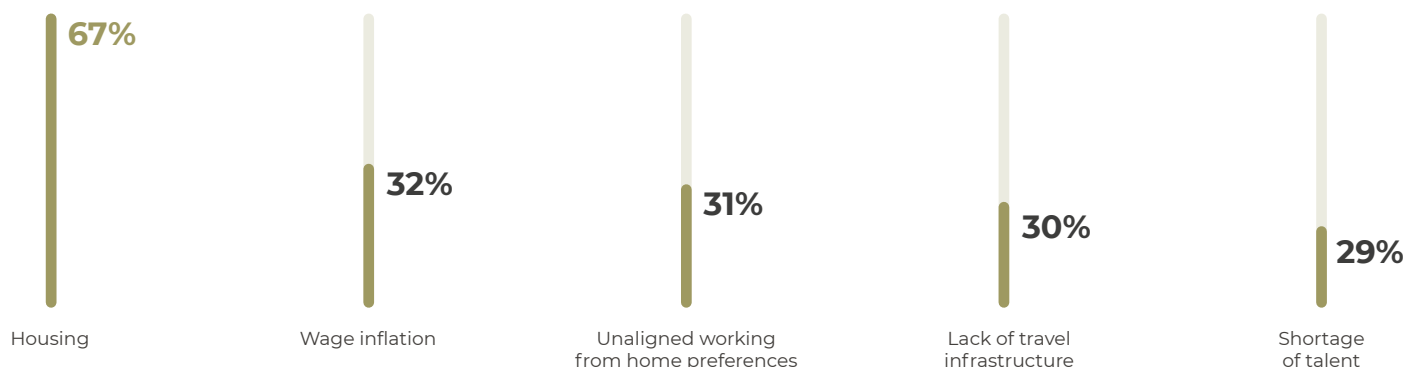
This trend has, in turn, stunted the volume of acquisitions in the market throughout 2023, however the first two quarters of 2024 has seen some green shoots. Although interest rates have fallen a quarter of a basis point in June 24, we are still in somewhat of a holding pattern, they have at least stabilised, contributing to a cautious optimism for H2 and beyond.

### Ireland proves to be a resilient labour market

Despite these macroeconomic challenges, the Irish employment market demonstrates remarkable endurance. Optimistically, we are seeing an increase in live roles in the finance sector, along with more interview and hiring activity when compared to the same time last year. The demand for skilled finance professionals is ever-growing in Ireland, arguably a strong finance department is key to a business's survival in times of economic uncertainty.

In contrast, there has been a slight downturn in the projects and change industry, which is in part due to its dependence on M&A and investment activity. While companies may postpone their change projects and reallocate the investment for such projects to more pressing concerns, the requirement for a reliable finance team remains constant. Furthermore, the tech industry has seen a correction following an exaggerated post-pandemic hiring surge, resulting in a pool of talented tech experts ready to seize new opportunities. However, persuading experienced finance professionals to switch roles seems to be a more challenging task.

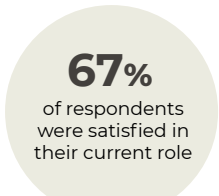
## What do you perceive as the biggest challenge facing the workforce in Ireland?



\*Respondents could choose more than one answer

## JOB SECURITY

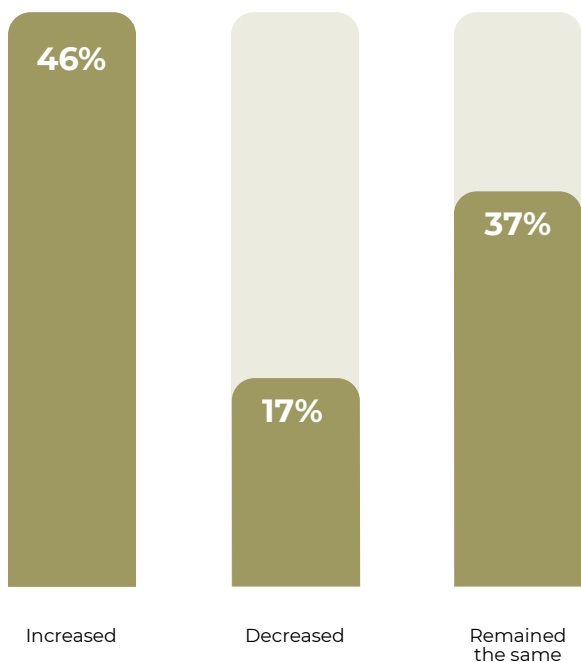
How would you rate your current job security?



## HEADCOUNT

How has the number of employees in your team changed in the past 12 months?

The main cause for an increase in headcount was business growth or expansion



## MOVING ON

Top 3 reasons for leaving last role

- 1 Higher salary
- 2 Career development / new challenge in same career
- 3 Better work / life balance

**36%**  
of respondents will be actively looking to change roles in the next 12 months

**67%**  
of respondents would engage with LinkedIn as their first port of call when seeking their next role

As always, elite talent in either finance or tech, who are already in excellent positions, prove difficult to attract.

### Candidates' motives to move goes beyond salary increases

It is without a doubt that last year's volatility had a significant bearing on bonus payouts. Due to the challenging economic climate, transactional activities were fewer, limiting the opportunities for bonuses to be made. As a result, bonuses in these sectors were, overall, average, and sometimes verging on poor.

Salaries in the public sector are set to increase by 10.25% over the next two-and-a-half years after reaching agreement with unions. Upon lengthy negotiations, nearly 400,000 public servants across Ireland will benefit from pay rises, this is much needed to help people cope with inflation and the rise in the cost of living, and hopefully it will provide a general boost to the Irish economy.

The private sector on the other hand trails behind, with pay increases being modest, ranging between 1-3%. The past 18 months have seen a sharp inflation rise, meaning employees'

salaries are now worth less than before. The current salary rates are not in line with inflation and not sufficiently competitive to entice quality talent to move, a problem compounded as salaries spiralled during the post-covid hiring bomb throughout 2021 and 2022. We advise hiring managers to adjust their salary band parameters, however this is more cost for businesses, who are themselves under pressure from inflation and the rise in the cost of doing business generally. Employers are forced to balance between maintaining operational costs and keeping their employees happy in terms of salaries and benefits.

In saying this, to engage with the best talent in the market, organisations must go above and beyond only thinking about salaries, especially in these current times of the salary squeeze. They must understand that people are moving roles for emotive reasons, and thinking holistically about what a job move will mean for their day-to-day quality of life. For example, considerations like hybrid working, working from anywhere policies, pension schemes, parking, toll compensations, and other small benefits like these can substantially impact the take-home pay and thereby the quality of life for employees and their families.



**A higher demand for talent throughout 2024**

While it is impossible to make any market predictions amidst our rapidly shifting financial landscape, we would anticipate interest rates to fall further during this year, and as we move into Q3 and Q4, this will result in an influx of investment, with renewed risk appetite and with a consequential increase in transactions and IPOs. This wave of financial activity will undoubtedly trigger a higher demand for experienced professionals across Tech, Change and Finance to execute projects that have largely remained dormant of late.

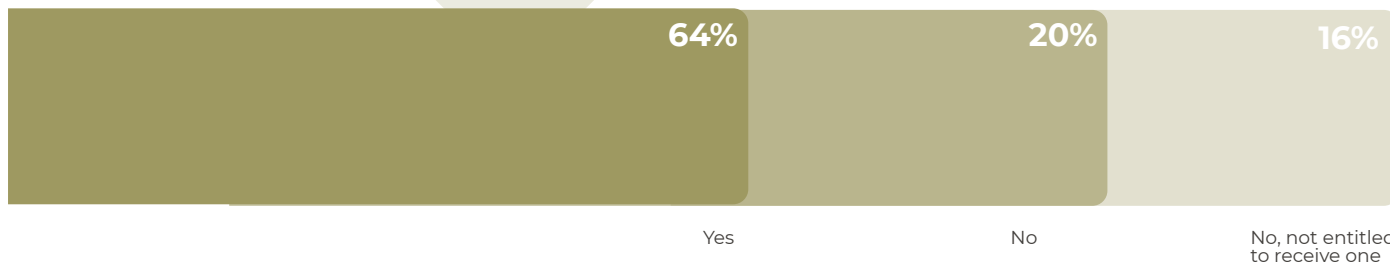
However, it is vital to remember that our future hinges significantly on the macroenvironment, with volatility being a prominent factor. This is particularly relevant when considering geopolitical situations, as observed in regions like Russia and the middle east. Notably, the outcome of the upcoming US elections could add an unexpected twist, as a win for Donald Trump could potentially send inflation rates soaring.

Political discourse undeniably drives market trends, precipitating a domino effect onto businesses and, by extension, onto recruitment. Given that this year is set to witness an unprecedented number of elections worldwide, we can confidently predict that the ensuing landscape will usher in global change.

**BONUS**

**Did you receive a bonus in 2023?**

**57%**  
of respondents were satisfied with their bonus

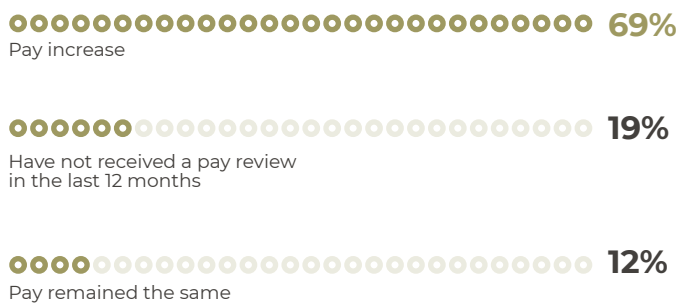


**As a percentage of your basic salary, what level was your bonus in 2023?**



**REMUNERATION & BENEFITS**

**What was the outcome of your last pay review?**



**50%** of permanent employees in Ireland are satisfied with their current remuneration

**27%** of respondents perceive a 5-10% salary increase as acceptable if they were to move roles

**BENEFITS**

**72%**  
of employers allow their people to work flexibly

**90%**  
of employers allow their people to work remotely

# SALARY DIRECTORY

## SALARY RANGE

## BONUS %

### CORPORATE FINANCE / M&A

Senior	€55,000 - €65,000	15%
Manager	€70,000 - €90,000	15% - 20%
Associate Director	€90,000 - €120,000	15% - 30%
Director	€125,000 - €175,000	20% - 40%
AP / Non EP	€150,000 - €225,000	40%+

## SALARY RANGE

## BONUS %

### INVESTMENT MANAGEMENT

Portfolio Analyst	€65,000 - €82,500	20% - 40%
Senior Portfolio Analyst	€85,000 - €110,000	20% - 50%
Investment Manager	€100,000 - €135,000	50% - 100%
Senior Investment Manager	€120,000 - €160,000	No Cap
Director Investment Management	€175,000+	No Cap

## SALARY RANGE

## DAY RATE

### CHANGE & LEADERSHIP

Programme Manager	€85,000 - €140,000	€750
Project Manager 1-3	€57,000 - €69,000	€500
Project Manager 3-5	€69,000 - €84,000	€650
Project Manager 5-8	€84,000 - €88,000	€700
Project Manager 8+	€88,000 - €115,000	€750
Product Owner	€75,000 - €105,000	€500
Product Manager	€85,000 - €120,000	€580
Scrum Master	€85,000 - €120,000	€600
Change Manager	€80,000 - €110,000	€580
Business Analyst 1-3	€57,000 - €69,000	€450
Business Analyst 3-5	€69,000 - €84,000	€500
Business Analyst 5+	€80,000 - €105,000	€580

## SALARY RANGE

## DAY RATE

### COMMERCE & INDUSTRY

CFO	€150,000 - €200,000	€950 - €1,200
Finance Director	€110,000 - €140,000	€600 - €975
Financial Controller	€85,000 - €115,000	€475 - €650
Finance Manager	€80,000 - €95,000	€400 - €550
Internal Audit (across all levels)	€60,000 - €160,000	€325 - €1,000
Senior Financial Analyst	€80,000 - €100,000	€400 - €600
Senior Accountant	€65,000 - €75,000	€350 - €425
Financial Analyst	€65,000 - €75,000	€350 - €425
Financial Accountant	€62,000 - €70,000	€300 - €400
Newly Qualified Accountant	€55,000 - €65,000	€260 - €370

## SALARY RANGE

## DAY RATE

## IMI &amp; BANKING

CFO	€148,000 - €230,000	€900 - €1,450
Finance Director	€121,000 - €158,000	€675 - €1,100
Financial Controller	€95,000 - €132,000	€550 - €750
Finance Manager	€79,000 - €105,000	€400 - €625
Senior Financial Analyst	€85,000 - €115,500	€450 - €650
Senior Accountant	€79,000 - €95,000	€370 - €450
Financial Accountant / Management Accountant	€68,000 - €85,000	€375 - €450
Financial Analyst	€65,000 - €80,000	€325 - €450
Newly Qualified Accountant	€60,000 - €70,000	€300 - €400

## SALARY RANGE

## DAY RATE

## PUBLIC PRACTICE &amp; TAXATION

Director	€105,000 - €158,000	€575 - €1,100
Senior Manager	€80,000 - €105,000	€475 - €600
Manager	€73,500 - €90,000	€425 - €550
Assistant Manager	€68,000 - €88,000	€375 - €450
Tax Senior	€55,000 - €75,000	€260 - €370
Audit Senior	€59,000 - €70,000	€275 - €400
Part Qualified Accountant	€35,000 - €55,000	N/A
Trainee Accountant	€30,000 - €45,000	N/A

## SALARY RANGE

## DAY RATE

## FUND SERVICES

Head of Fund Accounting	€125,000 - €200,000	€800 - €1,500
Fund Accounting VP	€110,000 - €130,000	€570 - €720
Fund Accounting AVP	€80,000 - €95,000	€475 - €520
Fund Accounting Manager	€70,000 - €84,000	€400 - €550
Fund Accounting Supervisor	€59,000 - €80,000	€280 - 450
Senior Fund Accountant	€50,000 - €65,000	€250 - €325
Head of Transfer Agency	€140,000 - €165,000	€850 - €1,250
Senior Transfer Agency Manager	€100,000 - €115,000	€425 - €625
Transfer Agency Manager	€75,000 - €85,000	€425 - €525
Transfer Agency Supervisor	€60,000 - €75,000	€300 - €425
Financial Reporting Manager	€75,000 - €85,000	€425 - €525
Financial Reporting Supervisor	€64,000 - €75,000	€325 - €400
Regulatory Reporting Manager	€75,000 - €95,000	€425 - €575
AML Officer	€55,000 - €75,000	€280 - €500

## SALARY RANGE

## TECHNOLOGY: LEADERSHIP AND SENIOR APPOINTMENTS

CTO - Enterprise	€200,000 - €300,000
CTO - Start-up / Scale-up	€140,000 - €200,000
Head / Director of Engineering	€120,000 - €180,000
IT Manager / Head of IT	€120,000 - €160,000

## SALARY RANGE

## DAY RATE

## TECHNOLOGY: DEVELOPMENT

Junior	€40,000 - €70,000	€300
Mid-level	€70,000 - €90,000	€400
Senior	€90,000 - €120,000	€500
Principal / Staff Engineer	€120,000 - €160,000	€650
Technical Architect	€120,000 - €160,000	€800
Solutions Architect	€100,000 - €140,000	€700

## SALARY RANGE

## DAY RATE

## TECHNOLOGY: DATA ENGINEERING

Junior	€50,000 - €70,000	€300
Mid-level	€70,000 - €90,000	€450
Senior	€90,000 - €120,000	€600
Principal / Staff	€110,000 - €160,000	€700
Data Architect	€100,000 - €140,000	€600

## SALARY RANGE

## DAY RATE

## TECHNOLOGY: CLOUD DEVOPS &amp; CYBER SECURITY

Junior	€45,000 - €70,000	€300
Mid-level	€70,000 - €90,000	€400
Senior	€90,000 - €125,000	€500
Architect	€100,000 - €140,000	€600

## SALARY RANGE

## DAY RATE

## TECHNOLOGY: QA &amp; TEST

Junior	€40,000 - €60,000	€250
Mid-level	€60,000 - €80,000	€400
Senior	€80,000 - €100,000	€450
Test Manager	€85,000 - €130,000	€550

# JOBSHARE – A NEW HORIZON FOR FLEXIBLE WORKING?

It feels like you can't scroll the news or pick up a paper without reading another headline about flexible working, return to the office mandates or hybrid hell. However, the narrative on flexible working seems to have honed in on work from home versus work from the office and perhaps it's time to zone back out and talk more broadly about flexibility and what it means.

Flexible working encompasses everything that differs from the traditional "9-to-5" model across five days per week. Across our industry we've seen an uptake in certain models of flexibility – particularly a "80% contract" or working four days a week. (Not to be confused with the "the four day working week", which is becoming increasingly popular and relates to entire teams or businesses shifting to work four days, but receiving full time pay).

In Yorkshire, a pair of former finance leaders are blazing a trail on an innovative (but not new) form of flexible working – JOBSHARE! Jobsharing is probably the most transformational and least utilised form of flexible working – and often the missing jigsaw piece in the pursuit of talent attraction and retention.

## What is jobsharing?

Put simply, jobshare is two people working part-time and sharing a full-time role, along with its benefits and salary. Because the role is shared, and therefore covered 100% of the time, it offers an advantage for the business. Often, people working part-time do not have cover during their non-working days, which can lead to suboptimal outcomes for both businesses and individuals. But the benefits far exceed just having someone "in the office" right through the week - jobsharing delivers:

- Two amazing brains for the price of one
- Diversity of thought in one single role
- Reduced key person risk

It really is win-win! For employees, it allows talented, ambitious people to continue doing high impact, challenging roles whilst working part time, it vastly improves wellbeing, by creating time and space for other activities and it can lead to much more fulfilling work.

## Who is it for?

Jobsharing is often seen as a solution for working mums, however the applications are incredibly diverse, for example:

- Carers – those with caring responsibilities (parents, elder care etc.) often need or choose to work part-time. Jobsharing means they can continue to access high impact, interesting roles.
- Those managing long term health conditions or disabilities - who may benefit from a shorter working week to manage their conditions. That doesn't mean they should be locked out of leadership – jobsharing means they can continue to do big roles, but on fewer hours.
- Experienced professionals - retiring at 55 may sound like the dream, but in a world where we're increasingly likely to live to 100, ambitious career folk may struggle to find purpose when they step off a retirement cliff. Jobsharing means people can stay in the workforce and continue with their big career but work a shorter proportion of the week.
- Portfolioists – across the generations, but increasingly earlier in our careers, we might not want to be constrained by only having one professional persona. Portfolioists build multiple professional interests – so you may be an accountant for half the week and a physiotherapist for the rest. Jobsharing allows this to happen.
- Everyone! – there are multiple reasons you might want to work part-time. You might want to spend Thursday and Friday surfing, or volunteer at a food bank, or spend time with friends. Whatever the reasons, finding a working pattern that means you can accelerate your career but not sacrifice your life and wellbeing appeals to many – jobsharing is that solution.

More than half (52%) of women say a lack of flexibility at work has pushed them to leave or consider leaving a job<sup>1</sup>

*"Jobsharing changes the game – unlocking high impact, leadership roles that are truly part-time"*

*"Jobsharing is for everyone – there are many reasons to jobshare and our multi-generational workforce is increasingly demanding more flexible working arrangements"*

**Why does this change the game?**

Jobsharing changes the game for individuals, but also for companies. By bringing together a jobshare you can:

- Transform equity – retaining and attracting women and other diverse groups, such as those with a disability or long term health condition, is vital for the sustainability of businesses. Flexible working is a key enabler to this and jobsharing really changes the system to make flexible working work.
- Bring diverse voices into leadership
- Differentiate your business commercially – increased productivity, improved outputs due to skillsets you bring together and increased chargeable hours for client facing work
- Increase employee engagement
- Reduce employee turnover – retain ambitious talented individuals and reduce key person risk

*For many flexibility is a non-negotiable with **76%** of Millennials expressing this expectation<sup>2</sup>*



**Laura Walker**  
BA (Hons), FCA



**Chloe Fletcher**  
BA (Hons), ACMA

**ABOUT THE JOBSHARE REVOLUTION**

After starting their careers on the Deloitte Audit and Cadbury Finance graduate schemes respectively, Laura Walker and Chloe Fletcher moved to Asda and individually held various posts including Head of Internal Audit and Finance Director – George Clothing. After working various part-time patterns, they came together as the most senior jobshare at Asda – sharing the role of Senior Director Finance Shared Services, leading a team of 160 across AP, AR, Data & Analysis, Record to Report and Commercial Admin. After the sale of Asda from Walmart to TDR Capital, they then moved back into core finance to lead the finance change readiness and implementation of the biggest tech transformation in Europe. Sharing two very different roles and supporting the implementation of various jobshares at Asda, led them to the conclusion that all roles can be shared. They then embarked on the mission to increase adoption of jobsharing in leadership roles.

The Jobshare Revolution is now the leading voice on jobsharing in the UK and is particularly focussed on increasing jobshare to drive diversity, equity and inclusion across Professional Services and large corporates, as well as some pro-bono activity with local and national charities.

The Jobshare Revolution offers end to end jobshare support including:

- Keynote talks, upskilling workshops and awareness events
- Role assessments and toolkits to enable jobsharing
- Candidate attraction and matching services
- Pair and line manager training
- Jobshare pair onboarding and ongoing coaching & support



[thejobsharerevolution.co.uk](https://thejobsharerevolution.co.uk)



[www.linkedin.com/company/the-jobshare-revolution](https://www.linkedin.com/company/the-jobshare-revolution)

<sup>1</sup> LinkedIn Research

<sup>2</sup> LiveCareer study <https://www.forbes.com/sites/tracybrower/2022/11/06/new-data-proves-flexiblework-really-works-7-factors-for-success/>

# ALDERWAY PARTNERSHIP CAPITAL: A NEW APPROACH TO INVESTING

**Alderway is bridging the equity gap for businesses in often overlooked Backbone Sectors by providing the investment and support needed to unlock their true value**

Business owners face many challenges, especially when looking to grow and scale. A particular problem faced by many businesses is their ability to raise capital, at the same time securing the support needed to take their business to the next level. There is a critical equity gap faced by established businesses for whom raising growth capital from traditional routes like high street banks, venture capital or typical private equity is either not possible or not suitable.

Those more likely to face this gap tend to be operating outside of London and the South-East, and are in key, but often underappreciated sectors. We call them Backbone Sectors as they are critical to the functioning of the national economy.

We aim to address this disparity by empowering overlooked innovators who are driving growth in these critical, foundational industries.

## **What are Backbone Sectors?**

Businesses operating in Backbone Sectors underpin the stability of the economy. These include Healthcare Infrastructure, Automotive, Logistics and Supply Chain, Specialist Manufacturing, Engineering and Industrials, Construction, Engineering and Maintenance, Energy Transition & Sustainability, and Agriculture.

Despite the enormous scale of their addressable markets and economic significance, for entrepreneurs building businesses in these sectors, it's not unusual for them to feel overlooked and undervalued. As a result, businesses operating in these areas are substantially underfunded as a proportion of the global investment total. The world's total GDP is roughly \$100 trillion and about \$80 trillion of that consists of physical industries such as agriculture, manufacturing, supply chain, logistics, aerospace and defence. The level of investment in these industries however, is nowhere near proportionate.

## **Why do we love these companies?**

These businesses often have the potential for substantial growth through becoming:

- Tech Enabled - streamlining operations with tech to make them best in class
- Customer First - creating the best customer experience, whether consumer or B2B
- Brilliant Brands - going beyond brand identity to build something unique in the sector
- Culture Leaders - attracting and retaining the best talent to create a peerless team
- Finance and Governance Champions - utilising data as a superpower

## **They will often have a number of structural advantages in their favour:**

1. Wide moats are possible: Opportunities exist for companies to establish wide moats, creating substantial barriers to entry for potential competitors.
2. Winners have significant pricing power: Successful companies within these industries can wield significant pricing power, enhancing their profitability.
3. Demographic tailwinds in their favour: Positive demographic trends further support the growth potential of companies operating in these sectors.
4. Margin opportunities: There are opportunities for improved margins through strategic initiatives and operational efficiency.
5. Active M&A landscape: The sectors present an active mergers and acquisitions landscape, providing potential exit opportunities and value realisation with both PE and Strategics
6. Political, macro forces in their favour: Favourable political and macroeconomic forces, such as onshoring trends, contribute positively to the investment potential.
7. Post product/market fit (PMF): Our emphasis is on businesses that have achieved Product/Market Fit and are poised for strategic scaling rather than chasing early-stage growth targets.

## Partnership Capital

Our investing approach centres around alignment of interests between us and the people we back. We not only provide financial investment, but offer focused support through our Value Creation Programme, a structured approach to assessing each area of the business and working with management to identify those areas requiring improvement. We only invest in businesses where we know our experience can help to accelerate growth. We will support through the experience embedded in our own team, as well as a drawing on sector experts for even deeper insights.

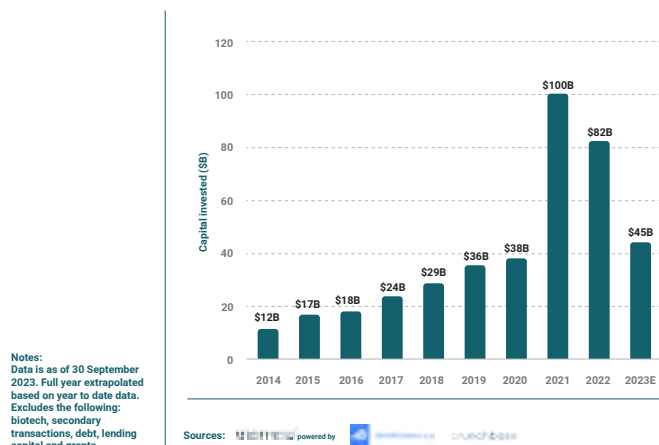
We assess the investment requirement and will look to fully fund the business on day one, investing enough to ensure that growth plans can be achieved. We can be flexible around the structure and can help entrepreneurs to de-risk by realising some early liquidity, whilst retaining a substantial stake for a future exit event where we will collectively share in future success.

Alignment is critical in unlocking and realising the true potential value and is central to our way of working.

### The Investment Landscape

The investment market has shifted in recent years. Both venture and private equity funding ramped up through 2021 and 2022, on the back of the availability of cheap money. The fundamentals-based approach typically characteristic of later stage venture capital gave way to a much looser approach, seeing significant levels of capital flowing in, at ever higher valuations. As illustrated in the chart below, this contracted rapidly in 2023 with significantly lower levels of investment, driven in part by increasing inflation and interest rates, but also due to other market factors including downgraded public market valuations, the resultant slowing of the IPO market (making exits harder and hold periods longer), and the correction of inflated valuations. As a result, the market has shifted to a more risk-averse stance from the investor community. We see this as an ideal time to be championing Partnership Capital, which looks for a much greater success rate, through a focus on identifying businesses with strong underlying fundamentals, with key structural advantages or scale opportunities, in established, tangible sectors. This focus results in higher conviction investing which in turn should drive strong and more consistent returns.

Total capital invested (\$B) in Europe, 2014 to 2023E



**Alderway**  
Partnership Capital

We're a team of experienced investors, entrepreneurs and operators who have been involved in growing many successful businesses, including the ground-breaking success of Vanarama - the only vehicle leasing company to achieve an exit to a FTSE 100 giant.

Visit us at <https://www.alderway.com>

Contact us on [info@alderway.com](mailto:info@alderway.com)





## VOLUNTEERING, THE SECRET SPRINGBOARD FOR EVERY STAGE OF YOUR CAREER

Ask someone why they volunteer and they will typically explain with enthusiastic detail their passion for giving back to the community and how hugely rewarding it is. Whilst there is no doubt this is true, scratch a little deeper and there is often another reason for volunteering that people don't always admit to... that volunteering your skills can be a super springboard for your professional career!

However, there's no reason why this should be a secret - time and time again it's been proven that volunteering is a win for the volunteer as well as the charity in question. In fact we should be celebrating this to inspire more professionals to volunteer their skills - particularly given the financial challenges currently facing non-profits and the ongoing decline in volunteering levels.

So the team here at Charterpath are happy to share with you how volunteering your financial skills will boost your CV and career prospects - whether as a graduate seeking your first professional role or an experienced executive hoping to take on a non-executive position...

1

### **Skills and personal development:**

Volunteering allows you to develop and practice (or refresh) your financial and soft skills in a real-world setting. Whether you're assisting with budgeting, financial planning, fundraising campaigns or investment decisions, you'll gain hands-on experience that goes beyond theoretical knowledge. Moreover, volunteering often exposes you to new challenges and situations, honing your adaptability and problem-solving abilities that are so highly valued in the professional world.

Additionally, volunteering exposes you to diverse perspectives and experiences, promoting empathy, cultural awareness, and interpersonal skills that are invaluable in both professional and personal settings - with a recent report from Education for Employers, highlighting that 80% of volunteers report improved communication, influencing and relationship skills.

2

### **Networking opportunities and professional reputation:**

One of the most significant benefits of volunteering your financial skills is the networking opportunities it presents. By engaging with charitable organisations or community groups, you're likely to connect with a fascinating array of people from diverse backgrounds in terms of their expertise and experience - including fellow volunteers, board members, and donors. These connections can provide valuable advice or open doors to new career opportunities, mentorship relationships, commercial opportunities and collaborations that wouldn't have been possible otherwise.

As part of this, by actively contributing to meaningful projects and initiatives, you actively position yourself as a committed and capable professional - increasing your visibility and reputation within your industry to potential employers, collaborators, and stakeholders.

3

**CV building and career opportunities:**

Volunteering offers a low-risk way to obtain firsthand experience of new tasks directly or indirectly related to your financial skills - for example overseeing the delivery of a major capital project or chairing a finance committee within the charity. Through this experiential learning, it will help you make informed decisions about your future career trajectory, gain insight into various roles and industries - and importantly identify new areas of passion and interest.

Adding this volunteer experience to your CV also showcases your commitment to community involvement and personal development. In this highly competitive job market, employers appreciate candidates who demonstrate initiative and a willingness to go above and beyond their job responsibilities. The same Education for Employers report found that more than a third of volunteers said volunteering had helped them apply for different or more senior roles.

Highlighting your volunteer work not only sets you apart from other applicants but also provides concrete examples of your skills and accomplishments outside the workplace. This is particularly relevant if you're making the transition from an executive to a non-executive role where Boards often seek individuals with previous experience as non-executives, so volunteering as a trustee on a charity board is a great way to get started.

Volunteering your professional skills is more than just a selfless act—it's an investment in your career. Whether you're a recent graduate, a seasoned professional, or someone in the midst of a career transition, volunteering offers invaluable opportunities for skill development, networking, and CV building. So, let's celebrate the dual benefits of volunteering—both for the individual and the non-profits they support. With over 100,000 trustee vacancies in the UK right now, what are you waiting for? Seize the opportunity, get involved, and let volunteering be a springboard for your future success.

**INSPIRED TO SUPPORT OUR MISSION?**

Charterpath CIO is a UK registered charity (1207509) on a mission to chart a path between non-profits and volunteers with financial skills. Charterpath was co-founded by Alice Clementi and Alex Marsh, both chartered accountants with extensive volunteering and fundraising experience alongside their professional careers. They were inspired to start Charterpath in 2020, after seeing firsthand the unprecedented financial challenges facing the non-profit sector from the pandemic.

Follow Charterpath on [LinkedIn](#) and join our community at [www.charterpath.org.uk](http://www.charterpath.org.uk) to access our newsletter, exclusive events and volunteer roles!

Do you lead a finance team or accountancy practice? - ask Charterpath to join a team meeting (virtual or in person) and present directly on the benefits of volunteering and how to get involved - contact us at:

[info@charterpath.org.uk](mailto:info@charterpath.org.uk)

to find out more.



**Alice Clementi**

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**Alex Marsh**

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# LAUNCH YOUR BUSINESS TO NEW HEIGHTS WITH MSCONSULTING

## **Are you looking to stand up a team for a specific project or piece of work?**

MSC is a boutique professional services firm challenging the traditional model of how projects and professional services are delivered.

Stakeholder value is at the core of our approach and we utilise a flexible, associate based workforce to deliver high-quality professional services across a range of disciplines with a greater agility and commercial viability than the traditional consulting model. Where appropriate we complement the delivery team with best-in-class expert resources from the Marks Sattin network.

## **MSCONSULTING'S SERVICES**

### **Change Management**

We work with Transformation and Senior Change professionals to support and help navigate their change objectives. This could be end-to-end support on a transformation programme, a systems implementation, setting up a portfolio office or deploying a project team to hold an external delivery partner to account.

### **Finance & Accountancy**

MSC has a legacy working with CFOs and Finance Directors who need a short term but immediate strengthening of their finance team on a specific business critical deliverable or complex set of challenges.

Whether its responding to or proactively managing issues raised by the external auditors, helping a finance team clear a backlog of issues, getting ready for an event such as a sale or IPO, or being a specialist team to advocate on management's behalf across a range of challenges whilst they are experiencing rapid growth.

### **Technology**

Our technology team liaises directly with CIOs and CTOs to implement project teams and support their digital agenda. Whether it's providing end-to-end support for a digital transformation, providing a managed service for multiple project resources or technical specialists for a systems implementation.

### **Governance, Risk & Compliance**

We work with compliance teams, often in conjunction with finance, to provide project support or assurance where clients need controls and process improvement. This could be in response to rapid growth, readiness for an event such as sale or listing or where they have been recently acquired and have new obligations such as the Sarbanes Oxley Act.

### **Investment & Advisory**

Our transactions team support clients with their M&A strategy, predominantly in the SME and mid-cap market with deal values of between £10-£20million. Additionally, we can support with financial due diligence pre and post-deal.

- Pre-Deal – Data cleanse and preparation of the data room and liaison with advisors and deal structure.
- Post-Deal – Professionalise the finance function to ensure reporting and governance are in place for the new PE or corporate environment. We also provide project and technical support to ensure any TSA requirements are met.

## THE BENEFITS OF WORKING WITH MSC

### FLEXIBILITY

Scale up or down with ease depending on your requirements

Resource & mobilise teams at pace

Proactive, experienced resourcing teams with latest tech tools

### EXPERTS ONLY

Only deploy consultants with a minimum of five years' experience

Demonstrable track record of 'client side' delivery

Functional expertise on specific requirements

### ASSURANCE & OVERSIGHT

We work together on a common goal

Transparent oversight and proactive risk, issues and cost capture

Weekly governance meeting

### TURNKEY SOLUTIONS

Over 100 projects run and delivered successfully

Guaranteed work, with ongoing support after delivery

All Intellectual Property (IP) remains with client

## Our work with a high-profile UK Government Agency

**The Ask:** The Agency invited suppliers to tender for a managed service delivery partner to support its overarching transformation programme and change initiatives. A comprehensive suite of services and expertise were required including Target Operating Model design and Business Architecture; Culture Change initiatives; Organisational Design for the new structure; Service and Process Design; development of a Digital Strategy; assessment of Data Architecture; Business Case Development and Strategic Workforce Planning over the estimated 18 month life cycle of the project. The Agency indicated a minimum requirement of 26 delivery resources as part of managed project team at commencement scaling up and down in line with project needs over the term.

**The Approach:** Following notification of successful tender, MSC and Marks Sattin worked together to mobilise and stand up the project team of 26 multi-disciplinary transformation experts at pace. The initial team comprised a combination of senior transformation experts, programme managers, business analysts and project professionals with subject matter and delivery expertise in each of the change areas. The final team were vetted, interviewed and assessed against the requirements and the MSC values to ensure the appropriate technical and cultural fit with the requirement and ways of working.

**The Solution:** Following mobilisation, MSC delivery experts were integrated into the transformation team with central oversight, assurance and coordination, provided by the MSC assigned partner to ensure all products and services exceeded expectations and aligned to the programme's objectives.

Where client requirements or transformation priorities changed, MSC and Marks Sattin worked together to onboard new or replacement project resources at pace without disruption or loss of project momentum. For example, as illustrated overleaf, a Generative AI specialist was brought in for a use case assessment over a three-month sprint to help shape part of the overall digital strategy assessment.

**The Outcome:** All design work was successfully completed during Phase One of the programme with proposed operating model, digital strategy, workforce plans and organisational designs approved by the Executive Committee. We have been retained to deliver the implementation phase of the programme.

**PROJECT NEED TO  
PROJECT DELIVERY  
IN 7 WORKING DAYS**

**STEP 1:**

MSC on the ground alongside the Programme Director proactively identify a niche need

**STEP 2:**

Marks Sattin tasked with finding Generative AI specialist with Government experience (including ethics of AI in public sector)

**STEP 3:**

Marks Sattin undertook first round interviews from shortlist and down-selects to final two after assessing competence / DEI / etc.

**STEP 4:**

MSC assesses final two against cultural fit and onboards desired candidate

**STEP 5:**

MSC provides full brief on programme to date and cultural fit / stakeholder management

**STEP 6:**

Specialist hits ground running from their first day on the job

## Our professional services partner

**MSC**onsulting

Marks Sattin is a heritage recruitment brand successfully representing the best in finance, change, digital, and programme management talent for nearly four decades. They partner with start-ups and scaling businesses to established FTSE100 and lots more in between.

To provide their clients with a more holistic service, they have entered a commercial partnership with MSC. MSC is led by industry veterans Sat Sembi and Chris Malakouna – who have a collective quarter century within the Big4 consulting firms, where they have built an enviable reputation for professional services in finance, digital and change and for disrupting the traditional consulting model.

[www.markssattin.co.uk/ms-consulting](http://www.markssattin.co.uk/ms-consulting)



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**Sat Sembi**

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# EMERGING INDUSTRIES DRIVING INVESTMENT

SEEDRS IS A PRIVATE INVESTING PLATFORM THAT MAKES IT SIMPLE TO BUY INTO THE BUSINESSES YOU BELIEVE IN AND SHARE IN THEIR SUCCESS.

## SEEDRS IN NUMBERS | 2023 SECTOR REPORT

We continued to open up access to the most exciting startups in Europe for our investors, with **77k** individual investments made on the platform in 2023

Seedrs supported businesses from **13** countries in 2023 and saw investment from investors across **66** countries globally



Some sectors stood out, with Seedrs hosting campaigns for **44 businesses in CleanTech, & 66 businesses that were female founded**



Contributing in fundraising rounds totalling over

**£353m**

Approximately

**40%**

of the businesses on Seedrs last year had sustainability at the heart of their mission with **30 B-Corp business raising with us in 2023**

Despite challenging market conditions, there are certain sectors that are stimulating investment effectively on Seedrs and in the wider early-stage ecosystem. Standout sectors include ClimateTech, which represented 27% of all European venture capital in 2023, and artificial intelligence, with the UK sector alone valued over \$21 billion. Read on to find out what emerging sectors are showing promising investment opportunities.

### Spotlight on ClimateTech

In 2023, global ClimateTech investments saw a significant decrease of 35% from 2022's peak, particularly in Series A and B funding rounds. However, pre-seed and seed rounds continued to be quite active. Despite the overall trend, Europe emerged with a bullish outlook, outperforming with its investments in Carbon and Energy sectors, which even surpassed SaaS. This shift represented 27% of all venture capital in Europe, making it the most popular investment vertical in the continent, and signalled Europe's leadership in bridging the immense \$18 trillion climate funding gap.

Moreover, 2023 brought forward new participants in the climate funding landscape. Notably, Germany introduced a €160 billion Climate and Transformation Fund, and the UAE launched a \$30 billion Alterra fund. Despite associated controversies, the entry of these state-backed funds is significant. It shows a growing governmental willingness to support climate initiatives and suggests the potential introduction of new funding sources that

may not be restricted by the usual ten-year return horizons of traditional venture capital funds.

ClimateTech funding is facing a 'Valley of Death,' as capital from Series B onwards begins to dwindle, particularly impacting hardware companies. Venture capitalists typically prefer Software as a Service (SaaS) due to its low capital requirements and scalability, making it difficult to align investment strategies with the capital-intensive nature of hardware. Such critical technologies for a Net Zero transition like batteries, carbon capture, and energy production all fall under the ambit of hardware. Market conditions are creating further challenges, resulting in prolonged fundraising timelines, stringent due diligence, and contracted dry powder.

Seedrs is placed uniquely to bridge this funding gap with its investors acknowledging the importance of hardware solutions alongside software in addressing climate change. Their most successful ClimateTech fundraises in 2023 were for hardware businesses. Seedrs' secondary market offers investors a chance to exit shares at any time, making it particularly beneficial for long-term hardware investments. However, PwC's State of ClimateTech Report states that climate funding has leaned heavily towards Energy and Mobility sectors, despite their smaller combined carbon footprint. Still, there is emerging evidence of funding starting to diversely spread towards previously overlooked sectors that contribute significantly to the global carbon footprint.

### Spotlight on Sports

The Sport & Leisure industry surged in 2023 with fan ownership of top UK football clubs gaining traction. This concept, though not a novelty, has seen an upswing in recent years, as more football organisations consider effective engagement strategies to share accountability for their success with fans. This value proposition benefits both the fans who become brand ambassadors and the clubs that see a rise in their active investors from their fan base.

As the leading private investment platform worldwide, we see the potential in rallying a sports club's community to increase its brand value, sporting success, and commercial performance. A noteworthy example of this was in 2019 when Seedrs facilitated AFC Wimbledon in raising over £2.3m from over 5,000 investors. This helped finance their return to their new stadium, showcasing the power of fan engagement and investment.

### Spotlight on Ai

The generative artificial intelligence (AI) sector witnessed significant growth in 2023, spearheaded by consumer applications such as Google's Bard and ChatGPT. The thriving market is projected to continue its upward trajectory, potentially reaching a value of \$1.3 trillion in the next ten years, as indicated by Bloomberg Intelligence. Corporate adoption of generative AI is also increasingly reflected, with one in three companies deploying these advanced technologies in at least one business function, resonating even at the C-suite level.

European AI businesses have captured considerable attention in the global investment landscape, obtaining \$1.5 billion of funding in just a quarter of 2023. This activity is mirrored on

Seedrs, with successful funding campaigns for AI enterprises like Zinia AI, INTELLITHING, and Nova AI. In the UK, AI's staggering potential value surpasses \$21 billion, driven by major players such as OneTrust and Quantexa. Sympathetic regulation and active governmental support, including a \$1.3 billion investment in AI companies, have catalysed industry growth. Seedrs recognises the immense possibilities within the sector and provides a unique platform for individual investors to back some of the world's most disruptive innovators.

### Spotlight on FinTech

2023 presented difficulties with funding for early-stage FinTechs, leading them to shift their focus to the profitability journey and revenue over growth. Many opted to delay rounds of investment, relying heavily on current investors to supply bridging capital; a trend expected to endure into 2024. Despite this, some FinTechs enjoyed success, especially those that found ways to monetise in the high-interest rate environment by crafting interest-friendly products.

The wider market mirrored the trends observed on the Seedrs platform; early-stage FinTechs struggled with funding and focused on bolstering existing consumer relationships over acquiring new ones. Nevertheless, Seedrs reported a successful year and continued to be the dominant investor in early-stage FinTech in the UK. Among the notable raises in 2023 was Yonder8 and Portfolio9, who raised significant funds to disrupt credit card and property investment markets, respectively. As we look ahead, it is anticipated that the finance sector will continue to recognise the value of digital security tokens.



We enable all types of investors to invest in businesses they believe in and share in their success. We enable all types of growth-focused businesses to raise capital and a community in the process.

Our unique offer protects and empowers investors while helping businesses grow.

We are equity crowdfunding done properly.

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# DATA GOVERNANCE AND AI: NAVIGATING THE CHALLENGES IN FINANCIAL SERVICES

In the rapidly evolving landscape of financial services, the integration of artificial intelligence (AI) presents both transformative opportunities and significant governance challenges. As we venture deeper into this digital era, the management of data, not just as a resource but as a foundation for regulatory compliance and operational integrity, is critical.

AI's potential to enhance decision-making, streamline operations, and personalise customer experiences in financial services is well known. However, its reliance on vast quantities of data raises important questions about data governance. Data governance in AI is not just about data quality and security; it also encompasses ethical use, compliance with evolving regulations, and the management of biases.

## Compliance and Regulatory Requirements

As regulatory bodies increase scrutiny on AI implementations, financial institutions must ensure that AI systems comply with existing and new regulations, such as GDPR and the more recently adopted AI Act in Europe<sup>1</sup>. The AI Act aims to create a harmonised regulatory framework for AI across the EU, promoting trust and uptake of AI while addressing potential risks to fundamental rights and safety. These regulations mandate stringent data handling procedures and the right for individuals to understand how their data is being used—requirements that are not always easy to adhere to with complex AI systems.

## Data Quality and Integrity

The saying “what you put in is what you get out” is particularly relevant in AI. Financial institutions utilise AI algorithms to make critical decisions—from credit scoring to fraud detection. The integrity of these decisions hinges on the quality of data fed into these algorithms. For example, an AI system used for loan approval that receives incomplete customer data could result in unfair or inappropriate credit decisions, which could lead to financial losses and regulatory scrutiny.

## Ethical Use and Bias Management

The ethical use of AI is critical, particularly in financial services where decisions can significantly impact customers' lives. AI systems can inadvertently portray existing biases if they are trained on historical data, leading to discriminatory practices. For example, an AI model used for setting insurance premiums that trains on historic data might charge higher premiums to certain demog.

## Transparency and Explainability

AI's “black box” nature poses significant challenges in transparency and explainability, which are essential components in financial services where stakeholders require clear insight into decision-making processes.



Regulation is not an obstacle to financial stability and economic prosperity. It is, in fact, a way to achieve sustainable financial integration and innovation in the interests of consumers. We need regulation to anchor expectations of ethical conduct and responsible finance.

**Christine Lagarde, President of the European Central Bank**



In a business heavily reliant on data, ensuring its accuracy and integrity isn't just a good practice — it's foundational for trust and reliability in every transaction we process.

**Jamie Dimon, CEO of JPMorgan Chase**



In leveraging AI, we must be vigilant in monitoring for bias. Our goal is not only to avoid perpetuating historical inequalities but to actively contribute to a fairer financial system.

**Kenneth Chenault, former CEO of American Express**



Technology must serve people in a way that is understandable and doesn't alienate them from the processes intended to assist them. This is especially true for AI in areas like banking and finance where decisions significantly affect personal lives.

**Sundar Pichai, CEO of Alphabet Inc**

### Strategic Approaches to Data Governance in AI

Navigating these challenges requires a strategic approach tailored to the needs of the financial sector. Below are several key considerations:

- **Developing a Data Governance Framework**

A robust data governance framework should outline policies on data access, quality, archiving, and compliance. This framework serves as a blueprint for managing data throughout its lifecycle and should be regularly updated to reflect technological and regulatory changes.

- **Investing in Data Literacy**

Institutions must invest in data literacy programmes to ensure that all stakeholders, from executives to technical staff, understand the principles of data governance and its relevance to their roles.

- **Leveraging Technology**

Technological solutions can enhance governance efforts, such as data catalogues for managing data assets, automated compliance tools for tracking regulatory changes, and AI auditing tools for bias detection.

- **Fostering a Culture of Ethical AI Use**

Creating a culture that prioritises ethical AI use involves training, ethical guidelines, and the establishment of ethics boards to oversee AI deployments.

### Final Thoughts

For financial services, the journey towards effective AI integration is paved with challenges, but also with immense opportunities. By prioritising data governance, institutions can not only safeguard against risks but also harness AI's potential to drive innovation and competitive advantage. As this field continues to evolve, staying ahead in data governance will be a crucial differentiator in the global financial landscape.



**Abdul Samad**

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# HOW A COACHING PROGRAMME CAN ENSURE THE SUCCESS OF YOUR NEXT EXECUTIVE HIRE

Whether an external recruit or an internal move, supporting newly appointed employees to quickly assimilate into their new role allows them to make an immediate impact, accelerates onboarding and increases retention rates.

INTOO's Rapid Impact One-on-One Coaching Programme provides individuals with objective advice and guidance from experienced coaches, encouraging them to explore what they need to do to hit the ground running.

## WHAT IS ONE-ON-ONE EXECUTIVE COACHING?

One-on-one coaching is the most typical form of coaching, involving one coach and one participant. This type of coaching is beneficial for executives, high-potential leaders, or individual contributors who are looking to grow their skills. One-on-one coaching supports via a dedicated personal approach that creates a suitable environment for discussion and thought around specific goals. This type of coaching can be tailored to the individual's learning style and personality that would help them build important skills and competencies, helping them identify areas of strength and weakness and selecting appropriate options around how to handle them.

## WHY OFFER RAPID IMPACT COACHING?

INTOO's rapid impact coaching, is a premium service designed to empower executives for success. The program is structured to help newcomers understand the role and culture before they join, which provides a smoother transition. Rapid impact coaching can help them identify key stakeholders and devise networking strategies, setting clear objectives for their crucial first 90 days. The core aim of the programme is to help build credibility quickly and increase self-reliance, resulting in confident navigation of challenges. Furthermore, we routinely review progress and re-evaluate approaches to consistently deliver improved results.

For optimum impact, we recommend starting the program 1-2 months prior to the individual assuming their new role. In instances where early start is not feasible, we offer accelerative support in the first month to maximise the effectiveness of our coaching.

## HOW IT WORKS

To get the best results, tailoring the coaching programme to the unique needs of the individual and the organisation's objectives is vital, but it must also be structured.

Delivered over 90 days, our approach typically includes:

Personal coach matching process

An individual plan with key outcomes for the first 90 days

Identification of key areas that will help individuals quickly assimilate into their new role

Creation of a measurable coaching contract meeting every two weeks initially, or a frequency to suit the client

End of programme review to assess the effectiveness of the programme and goal achievements

A follow up discussion three months after the end of the coaching programme to sustain the learnings and actions

Feedback surveys on the client's and the sponsor's satisfaction with the coaching programme

### WHY MARKS SATTIN AND INTOO?

- Marks Sattin's ability to truly understand your organisation's culture and the needs of the business and the role
- Marks Sattin's in-depth knowledge of the candidate and what they need to hit the ground running
- The strength of INTOO's coaching bench
- A shared and unwavering commitment to delivering tangible results
- INTOO's ability to report on emerging themes
- In-depth consultation to understand coaching requirement
- INTOO's honest feedback on an individual's receptiveness to coaching before assignment starts
- INTOO's post coaching review sessions to ensure individuals continue to embed learning



### ABOUT INTOO HR CONSULTANCY & OUTPLACEMENT SOLUTIONS

Here at INTOO, we believe that developing the careers of your employees is what ultimately drives business success. We partner with companies to develop the potential of their people, transform performance and transition skills as business needs evolve.

We take a long-term view of careers and help people identify what success looks like now and in the future.

We help them evolve into the best version of themselves, providing them with the skills to keep themselves sharp and your business successful.

For people-centric HR consultancy services that hone in on your unique business needs and challenges, you can rely on INTOO. Whether you're looking for outplacement services that will benefit both you and your employees, or career development programmes that will truly maximise employee talent, we make it our mission to help you to reach your goals and achieve lasting results, whatever your needs.

Find out more about what we can do for you at  
[www.intoo.com/uk/](http://www.intoo.com/uk/)

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**MARKS  
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