

MARKET & SALARY GUIDE



15TH EDITION

**MARKS
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COMMERCE & INDUSTRY – LONDON

Key Findings
Market Insight
Salary Guide:
Qualified & Executive
Newly Qualified (up to one year PQE)
Part Qualified & Transactional
Finance Transformation

COMMERCE & INDUSTRY – REGIONAL

Key Findings
Market Insight
Salary Guide:
Qualified & Executive
Newly Qualified (up to one year PQE)
Part Qualified & Transactional

FINANCIAL SERVICES

Key Findings
Market Insight
Salary Guide:
Private Equity & Investment Management
Real Estate Accounting
Insurance
FinTech
Banking & Capital Markets
Part Qualified & Transactional
Compliance
Risk
Regulatory
Internal Audit
Middle Office, Investment Operations and Oversight
Trading
ESG

LEGAL

Key Findings
Market Insight
Salary Guide:
C & I (Corporate & Commercial)
Special Counsel (C&I)
FS (Corporate & Commercial)
Special Counsel (FS)
PP Job Title (Corporate & Commercial)
Support

PRIVATE EQUITY BACKED EXECUTIVE SEARCH 45

Key Findings
Market Insight
Salary Guide:
Chief Financial Officer
Finance Director / Group Financial Controller
Commercial Finance Director / Director of
Financial Planning & Analysis
Director of M&A

9 SPECIALIST MARKETS

Key Findings
Market Insight
Salary Guide:
External Audit & Assurance
Accounting and General Practice
Insolvency & Restructuring
Corporate Finance
Forensic Accounting
Corporate Tax
Personal Tax
Internal Audit
Risk
Treasury

25 TRANSFORMATION

Key Findings
Market Insight
Salary Guide:
Delivery / Project & Programme Management
Change Management
PMO / Governance
Process Improvement
Analysis

37 TECHNOLOGY

Key Findings
Market Insight
Salary Guide:
Cloud & Infrastructure
Business Intelligence, Data & Analytics
Product
Information & Cyber Security
Technology Leadership
Software Development & Engineering
Embedded Systems

40 IRELAND

Key Findings
Market Insight
Salary Guide:
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

53

54
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INTRODUCTION

Welcome to the 15th edition of our Market Insight & Salary Guide, where we share our expertise on key trends within finance, tech, transformation, legal and specialist markets for 2025.

This year our research is based upon a robust sample size of 1,823 respondents, and is referred to by 100k+ professionals across our nine offices in the UK, Ireland, and the Netherlands.

The recruitment landscape continues to evolve, shaped by economic, political & geopolitical challenges, rising operational costs, fast paced technological advancements, and an uneven market recovery. While these hurdles persist, businesses are demonstrating greater strategic agility. In particular, the finance and tech sectors are leading the way, adapting to new realities with renewed focus and determination.

There is a clear shift in sentiment: organisations are no longer merely reacting to change; they are preparing for it. The rapid pace of technological advancement and shifting workforce expectations have ushered in a new era where it's no longer *'business as usual'* - it's *'transformation as usual'* and traditional approaches to hiring and workforce planning are being replaced with more agile, skills-focused strategies.

In this context, investing in people is more critical than ever. Skills, rather than experience, are emerging as the primary currency for hiring managers. The pace of change has never been faster, and employers are seeking professionals who can adapt, innovate, and thrive. As one industry leader put it: "Your performance tells me what you've done in the past, your skills tell me what you can do in the future."

Age inclusion is also rising up the talent agenda. With 47% of the UK workforce projected to be over 50 by 2030, businesses are increasingly recognising the need to value experience alongside innovation. Age diversity is no longer a 'nice to have' - it's a strategic imperative. Organisations that harness the full breadth of workforce demographics will be better positioned to meet evolving market demands and foster sustainable growth.

Another prevalent trend is the growing influence of AI across sectors. Businesses are making significant investments in advanced technologies to maintain a competitive edge and spur innovation. However, adopting these technologies alone is not sufficient, it is crucial for organisations to ensure their workforce possess the necessary skills to fully leverage these tools. Without the right expertise, even the most sophisticated technologies may not deliver the desired outcomes. To achieve sustained growth and stay ahead of the curve, businesses must prioritise the integration of skilled talent capable of effectively utilising these innovations to drive change and maximise value. This shift places greater emphasis on upskilling and digital readiness as key elements of workforce strategy.

In our fast-moving environment, competition for talent is intense. Companies are offering more attractive salary packages, enhanced benefits, and flexible working models in a bid to secure top professionals. Beyond pay, professionals are increasingly prioritising wellbeing, autonomy, and alignment with company values when considering new roles. These factors are becoming critical differentiators in today's market.

This annual report explores these developments in detail. From emerging hiring trends to salary benchmarks and workforce expectations, we provide comprehensive insight to support both employers and jobseekers. Whether you're refining your talent strategy or planning your next career move, our goal is to equip you with the knowledge needed to navigate a complex and competitive market with confidence.

A sincere thank you to the 1,823 professionals who gave their valuable time to participate in our survey. We have partnered with Ecologi again this year to plant a tree for each survey response we received!



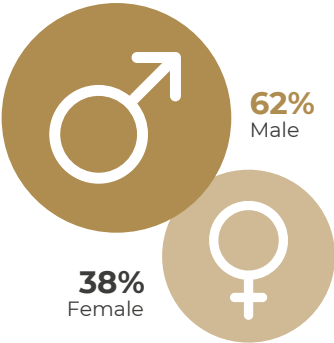
MATTHEW WILCOX

Managing Director
matthew.wilcox@markssattin.com

DEMOGRAPHIC OF RESPONDENTS

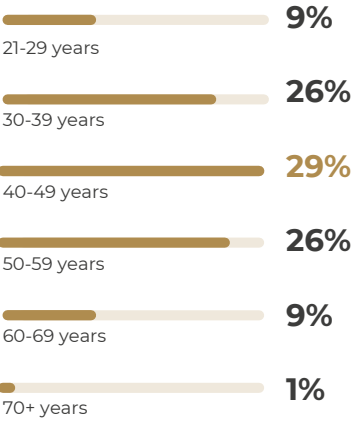
Here we outline the demographics of our survey respondents. Please note this is not a representation of our candidate and client community, rather a demographic overview of our research participants this year.

GENDER

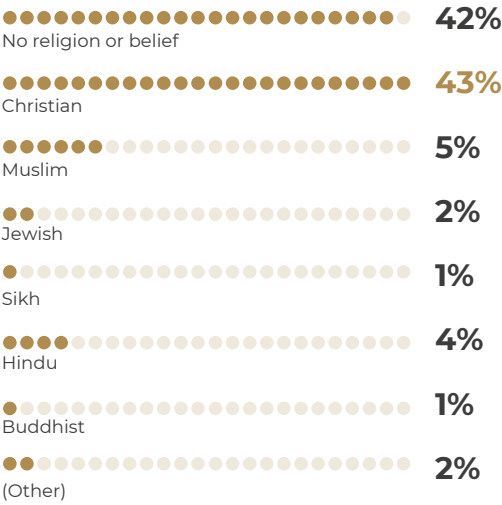


11 respondents chose non-binary

AGE



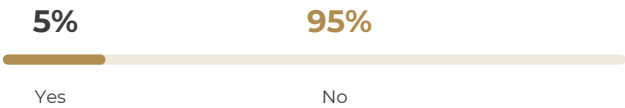
RELIGION OR BELIEF



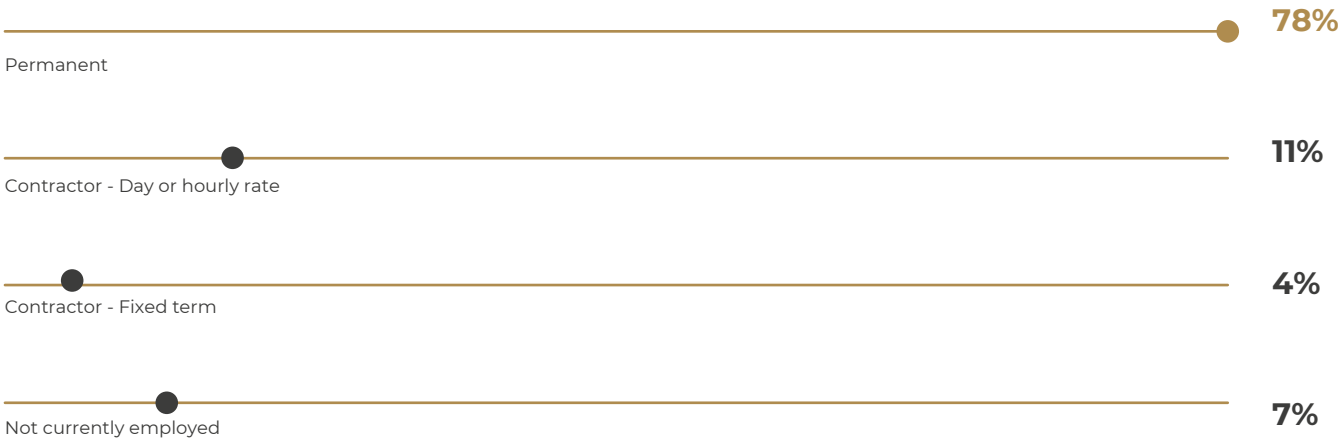
DO YOU HAVE A DISABILITY UNDER THE EQUALITY ACT 2010?

In the Act, a person has a disability if:

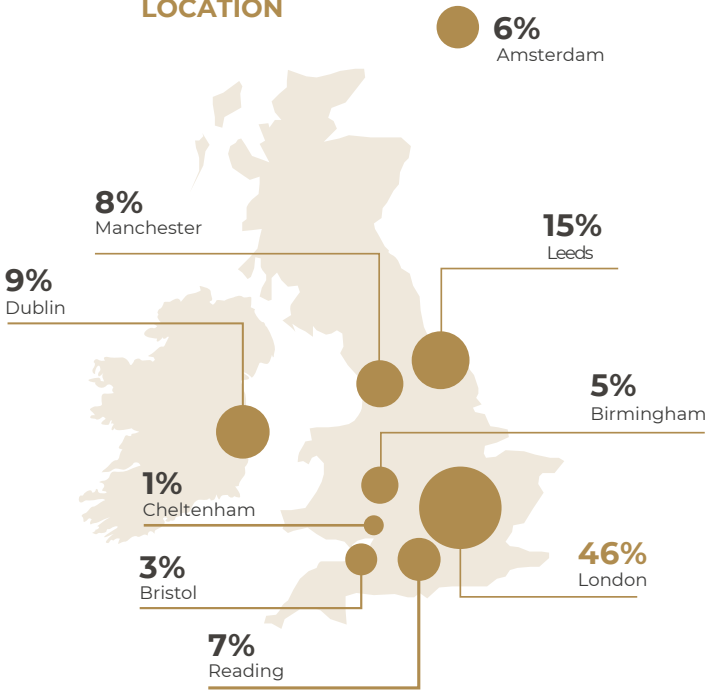
- they have a physical or mental impairment
- the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.



CONTRACT TYPE



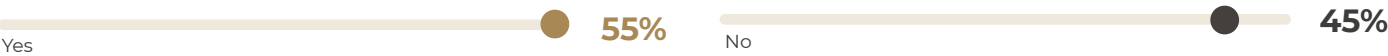
LOCATION



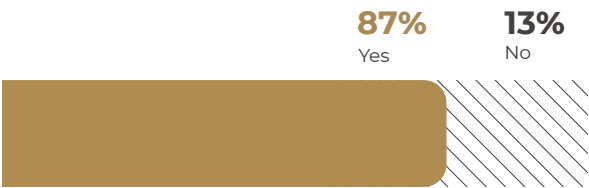
FUTURE OF WORK

EQUALITY, DIVERSITY & INCLUSION

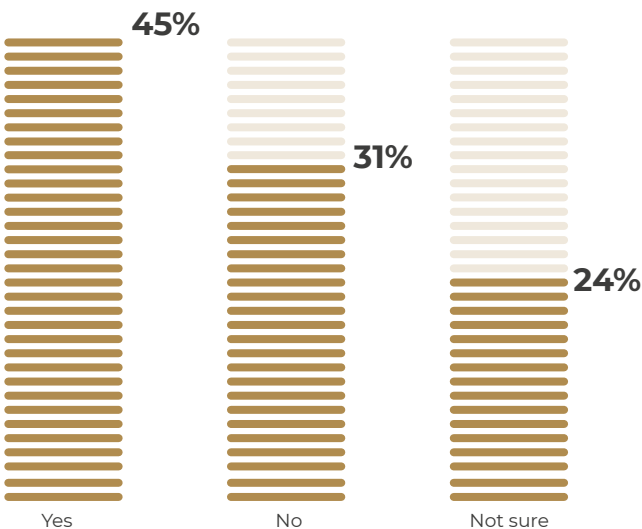
Do you think your leadership team is sufficiently diverse?



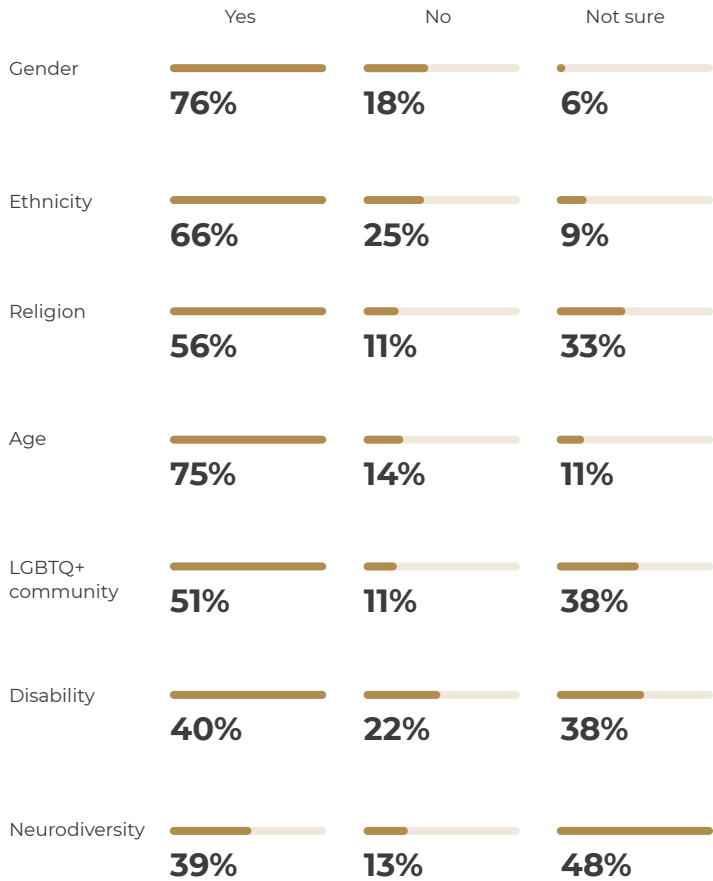
Do you feel your (or most recent) organisation, supports and encourages diversity in the workplace?



Does your company publish information on their gender pay gap?



In your opinion, do you believe your organisation is sufficiently diverse in the following areas?



OUR DIVERSITY PROMISE

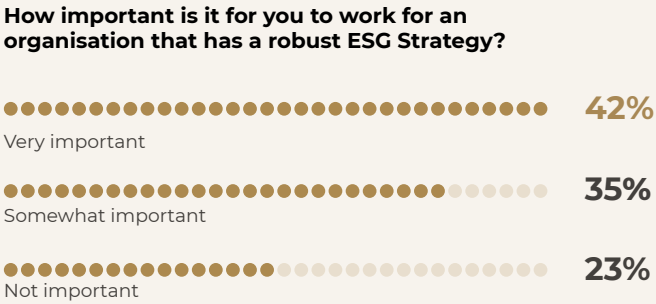
As a talent consultancy, we have an unwavering responsibility to represent everyone in our network in a fair and ethical manner. We commit to providing the same high level service to every professional we work with regardless of their age, gender identity, race, sexual orientation, physical or mental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

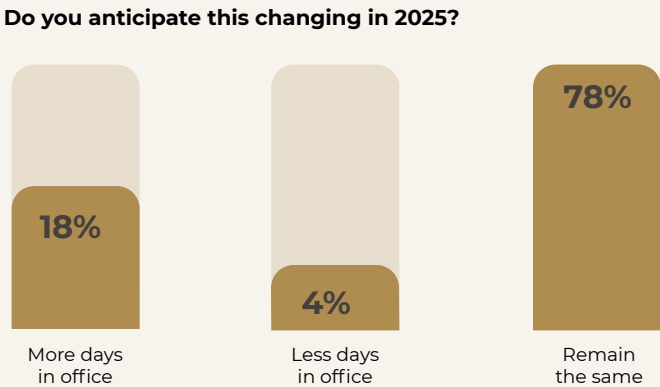
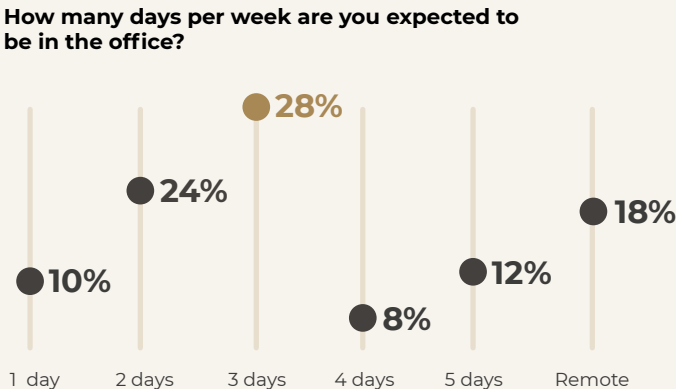


Visit our dedicated Equality, Diversity & Inclusion hub:
www.markssattin.co.uk/diversity-and-inclusion

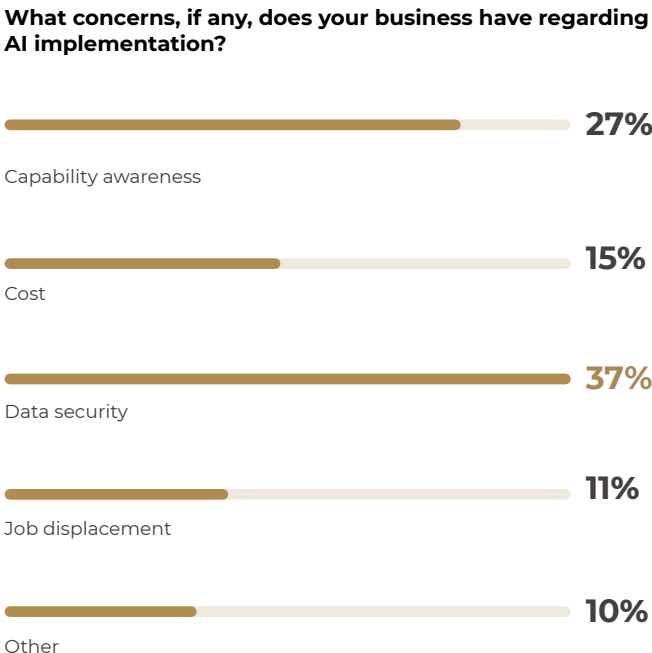
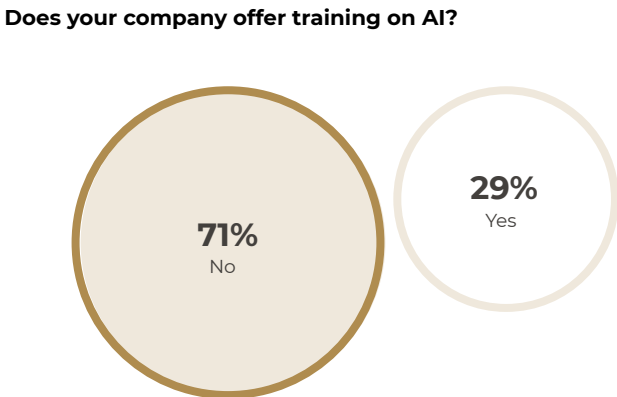
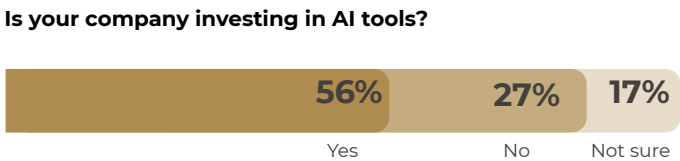
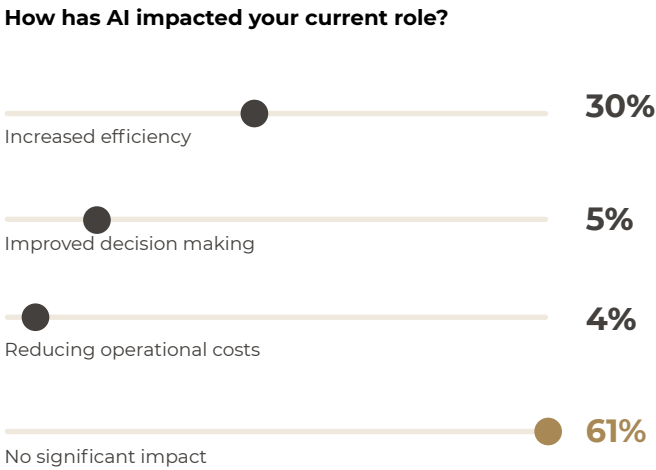
ESG



WORKPLACE FLEXIBILITY



AI



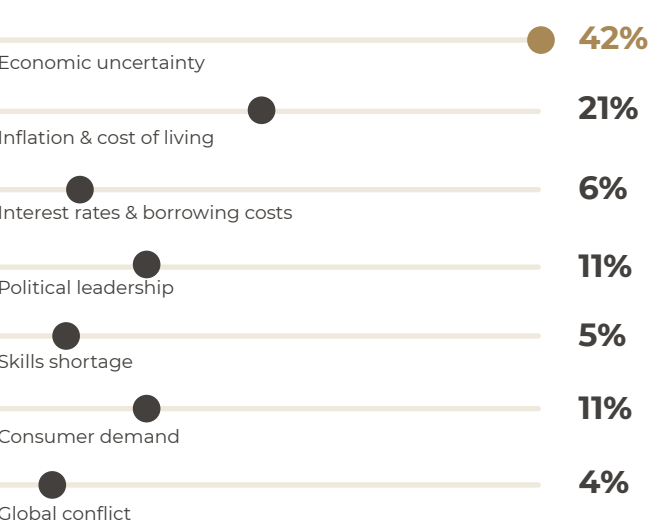
BUSINESS CONFIDENCE

To gain a deeper understanding of how economic conditions are affecting recruitment and talent strategy, we incorporated market confidence questions in this year’s survey. With over 1,800 respondents sharing their perspectives, here are some valuable insights into hiring outlooks and market sentiment for the remainder of the year.

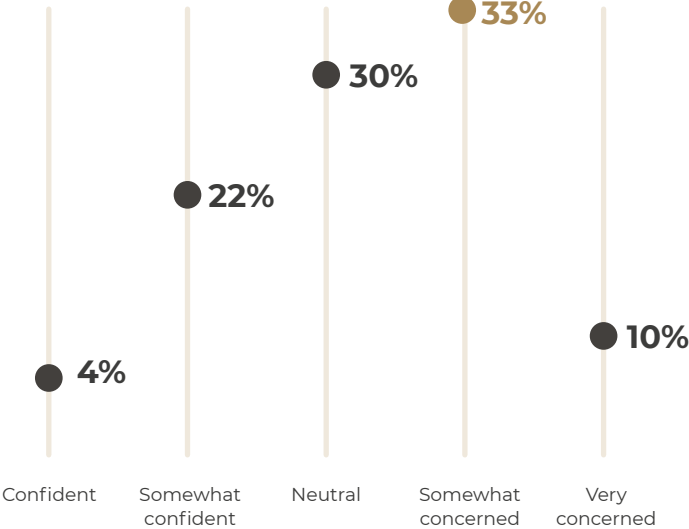
The results of our 2025 Business Confidence Survey highlight that companies are taking a measured approach to recruitment, focusing on selective hiring and investing in strategic areas like digital transformation, technology, and regulatory compliance. Businesses are adapting to the changing economic climate by prioritising resilience, innovation, and cost control. While some

are embarking on major transformation initiatives, others are maintaining stability and carefully navigating uncertainty. This strategic focus on transformation is expected to drive demand for specialised talent, particularly in technology and legal sectors. Overall, while there are concerns about the long-term impact of economic conditions, businesses are staying agile, leveraging opportunities for growth in high-demand sectors. The trend toward stability, coupled with a clear preference for flexible work and cautious relocation decisions, reflects the broader sentiment of managing risk in an unpredictable environment. As we move forward through 2025, the outlook remains one of adaptability and strategic investment in the face of ongoing change.

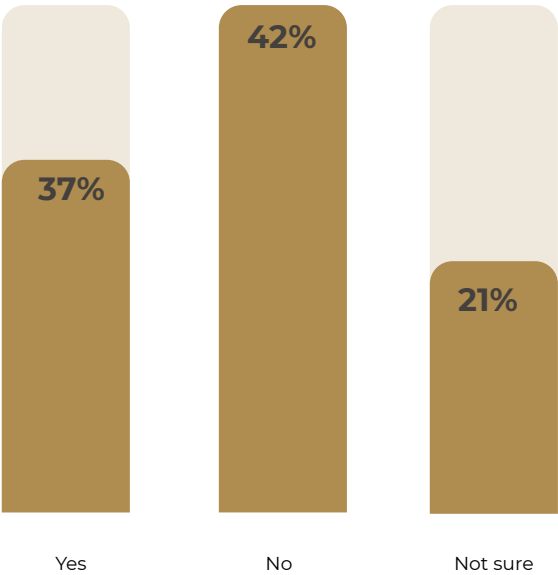
What factors are currently impacting your business confidence the most?



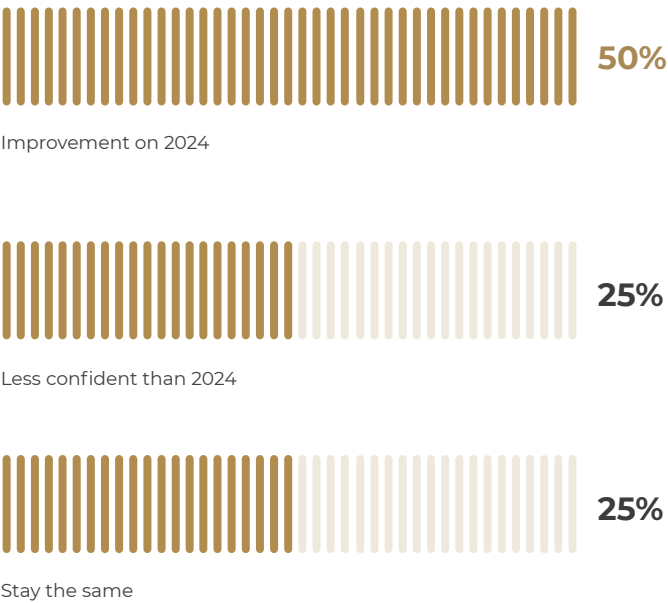
How optimistic are you regarding the UK & Ireland’s economy?



Is your current (or recent) business embarking on any significant Change Programmes in 2025?



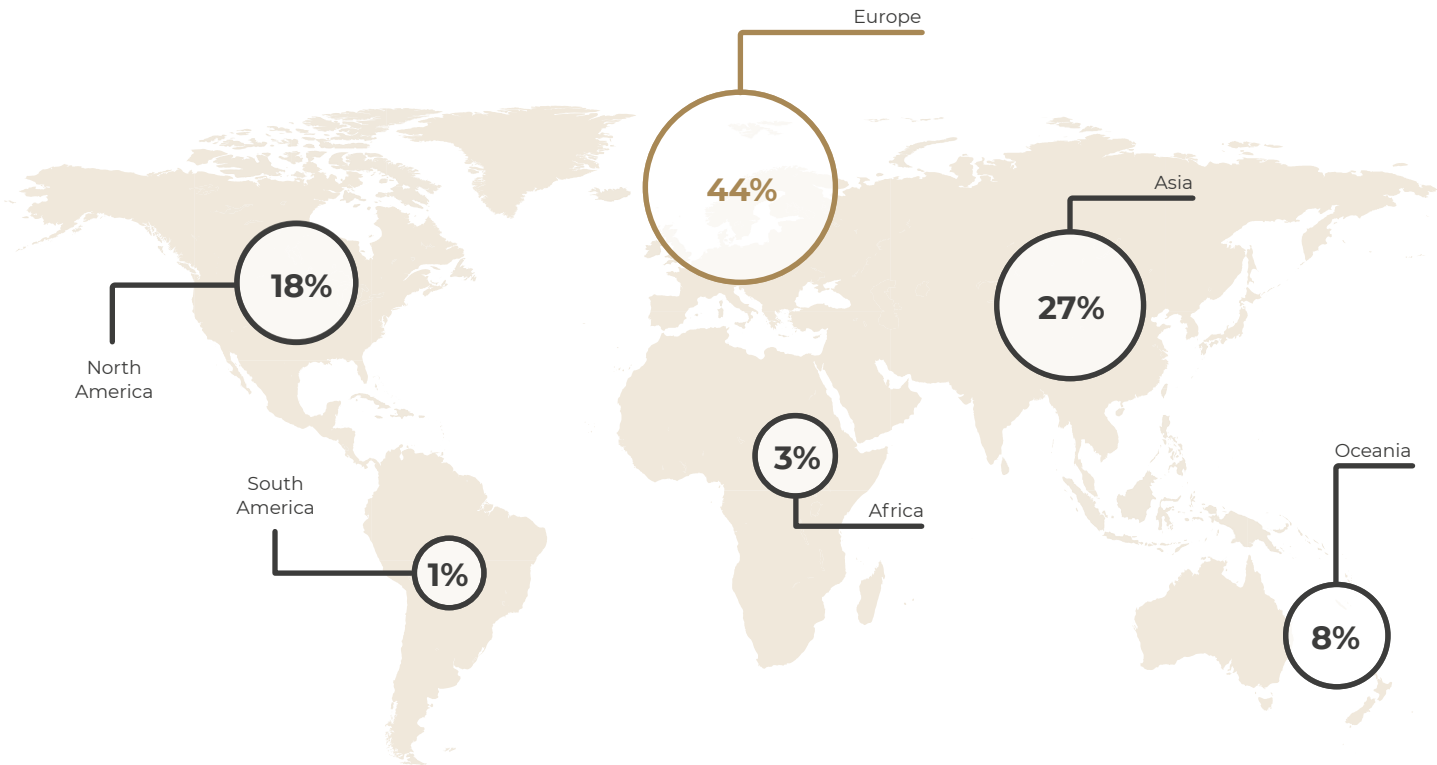
How do you expect your current (or recent) company to perform over the next 12 months?



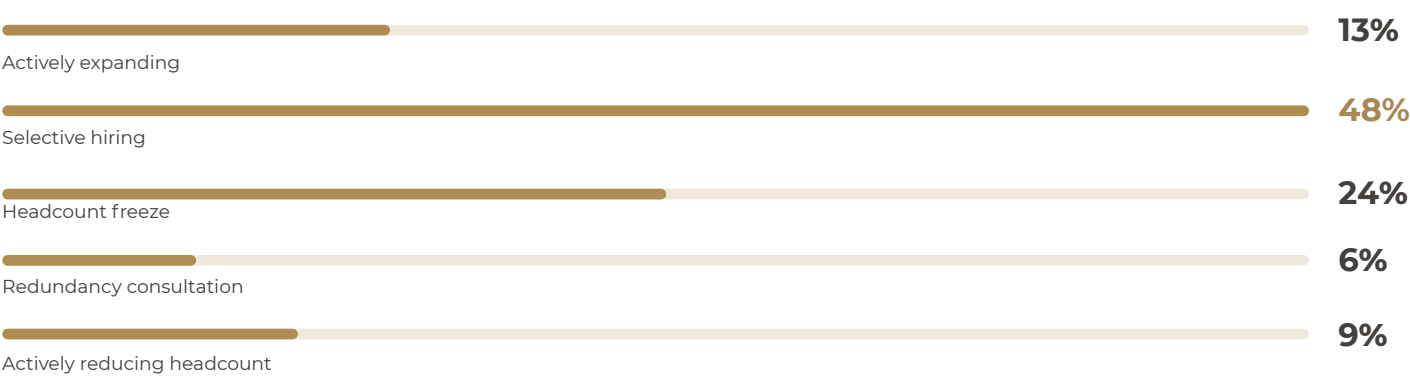
Would you relocate in the next 12 months?



Which international location would you relocate to?



What is your business's current hiring outlook?





15th EDITION

COMMERCE & INDUSTRY

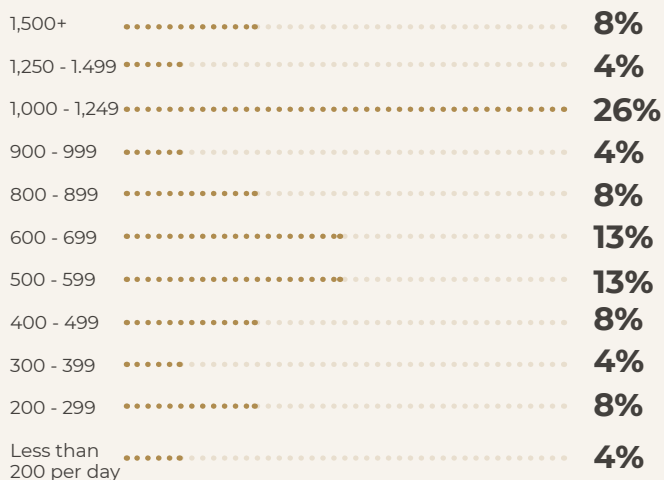
LONDON



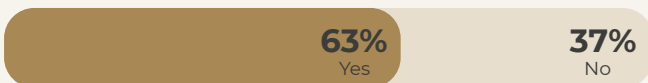
KEY FINDINGS

What is your current (or most recent) daily rate?

CONTRACT

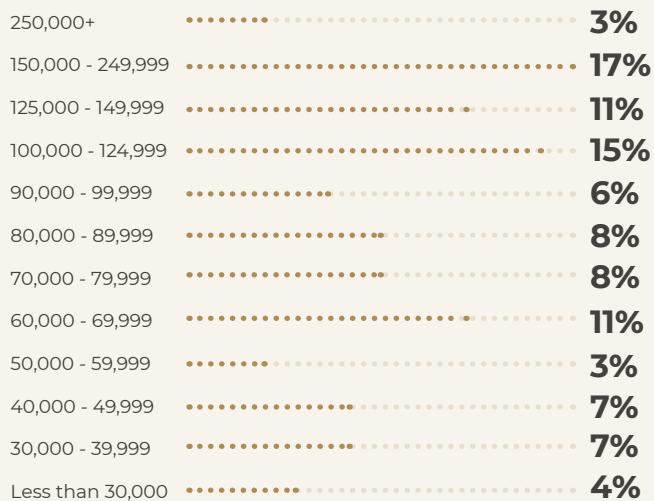


Are you satisfied with your current rate?

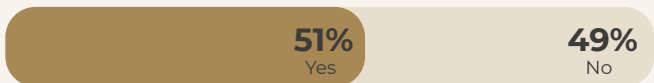


What is your current (or most recent) basic salary?

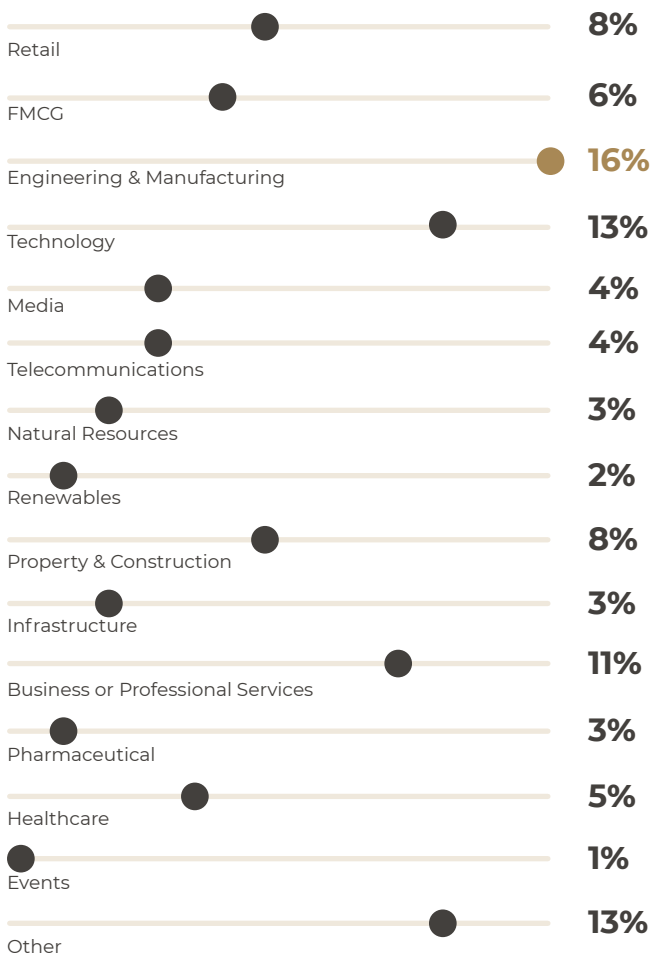
PERMANENT / FTC



Are you satisfied with your current pay?



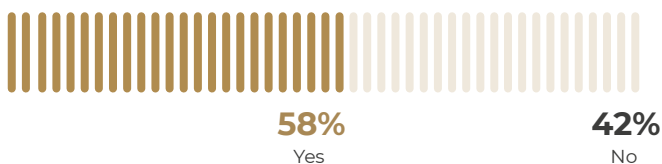
Which industry are you currently (or most recently) working in?



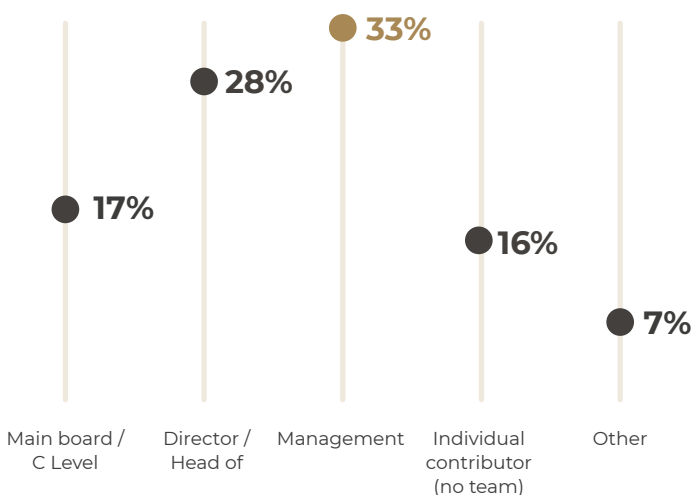
Top 3 reasons for leaving last role



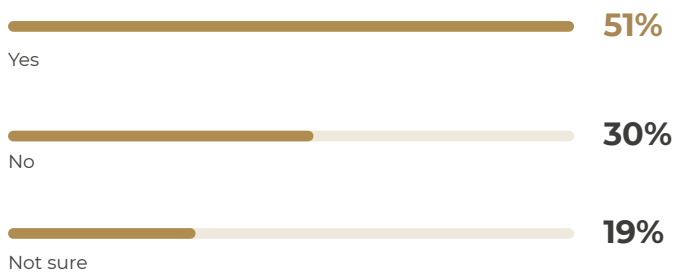
Are you satisfied in your current role?



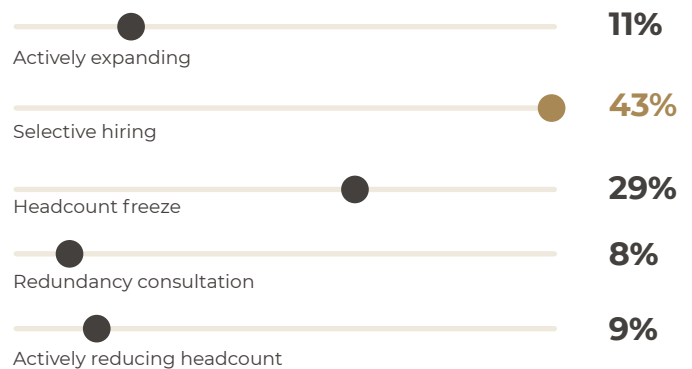
What level is your current (or most recent) position?



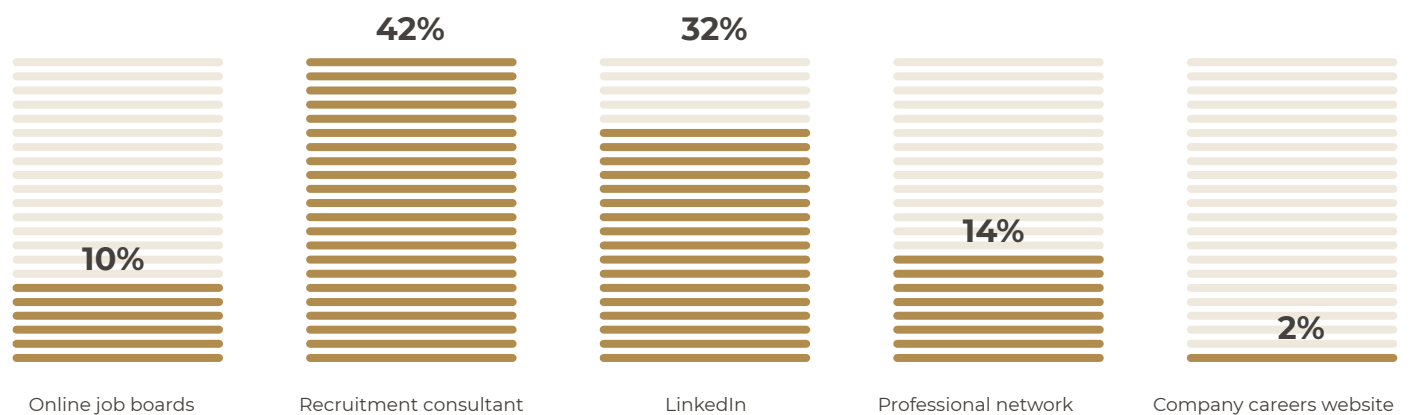
Do you feel your job is secure in 2025?



What is your business's current hiring outlook?



When looking for a role, which of the below would you use?



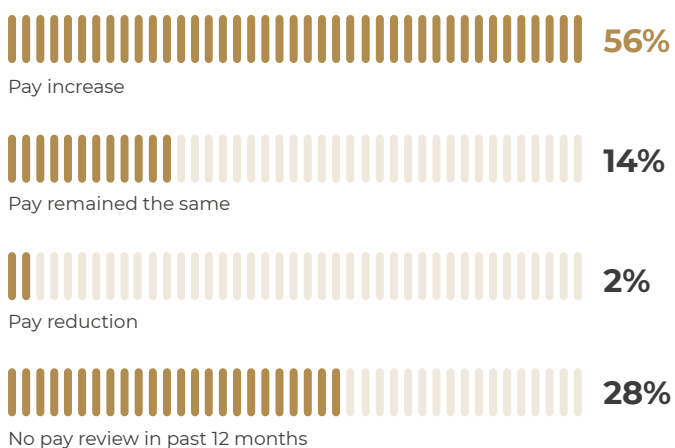
Top 5 benefits



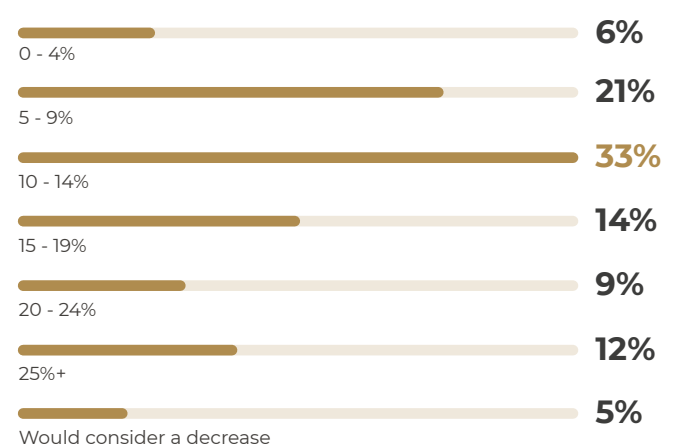
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

The demand for finance professionals in London remains robust in 2025. ONS figures report that UK-wide vacancies in March–May 2025 were down 7.9% quarter-on-quarter, and 16.9% lower year-on-year, however the data highlights that finance roles remain robust even as vacancies decline. After a cautious end to 2024 (when many firms paused senior hiring due to budget uncertainty), hiring picked up this year – finance job openings in London rose 12% from Q4 2024 to Q1 2025. Vacancy levels are still slightly subdued as companies remain mindful of inflation and cost pressures, but, overall, optimism is returning to the market, with transactional and mid-level roles seeing especially active recruitment as the year progresses.

INTERIM HIRING IS KEY IN TIMES OF UNCERTAINTY

Employers are expanding permanent headcount but also leveraging interim solutions to meet demand. There is often a dual strategy: critical roles are being filled on a permanent basis, while interim professionals are brought in for urgent needs and projects (e.g. audits, systems upgrades, compliance initiatives).

This year to date we have noticed a shift towards interim hiring as it provides more flexibility in a volatile market, and a “quick scale” option for many firms to plug skill gaps at a faster pace. Organisations are utilising senior fractional finance professionals to gain access to much-needed skills at a lower cost of a full-time employee, and less risk to the business.

A MIX OF CORE FINANCE AND STRATEGIC ROLES

Organisations are seeking accountancy professionals at all levels – from junior analysts to seasoned CFOs – with a notable focus on roles that combine financial expertise with business insight. Finance professionals with strong data analysis skills are sought after to drive business forward in a tough market. Accountants, financial controllers, and financial reporting specialists are among the most in-demand positions, and research highlights financial controllers, finance managers, FP&A managers, finance business partners, and accounts assistants as some of the “top jobs” within the finance sector for 2025.

MID-LEVEL CAN TURN DATA INTO STRATEGY

These professionals are needed to provide oversight and insight in commercial finance teams across tech, telecoms, media, construction, retail, travel, and FMCG businesses. Financial planning & analysis (FP&A) roles are also critical – companies want analysts who can turn data into strategy. In fact, FP&A managers and business partners are highlighted as key hires for driving growth and controlling costs in 2025. Additionally, specialist roles in compliance, internal audit, and tax are in demand as organisations navigate regulatory changes (e.g. new reporting standards, ESG requirements).

LEADERSHIP LEVEL MANAGE RISK AND PROFITABILITY AMID COST PRESSURES

Finance Directors and CFOs with strategic and transformation skill sets are in demand, although these openings are fewer in number. Companies in sectors like technology and FMCG are seeking CFOs who can lead digital transformation and data-driven decision making, while property/construction and retail firms value finance leaders who can manage risk and profitability amid cost pressures. There is also demand for interim CFOs/FDs in cases where companies need immediate

leadership (for example, during M&A, system implementations, or turnarounds) without long recruitment lead times. Generally, CFOs who can blend financial acumen with strategic vision (and often sector-specific experience) remain highly prized.

SECTOR INSIGHTS

TECH

London's tech industry has seen a notable rebound in hiring for commercial finance professionals in 2025. After a slowdown in 2022/23, finance vacancies saw a surge in 2024, and maintain momentum this year. Tech and fintech firms are selectively expanding finance teams, emphasising roles that blend finance and strategy. PwC's Technology, Media & Telecommunications (TMT) division found a 9% revenue increase driven by demand in audit, tax, and deals services, indicating strong hiring needs for accountancy and commercial finance roles in these sectors. Finance business partners and other commercially-focused finance managers are in high demand as technology companies seek insights to drive growth and efficiency. Overall, hiring in tech remains active across levels, though companies are being strategic – prioritising analytically skilled candidates (e.g. those adept with data tools) to support digital initiatives and AI-driven projects. A McKinsey analysis shows AI roles have grown 21% between 2018–2023, with employers increasingly hiring for skills over degrees, which is emphasised in finance professionals working in the tech sector. We are also seeing many PE backed SaaS companies building their FP&A functions from scratch as they grow market share.

PROPERTY & REAL ESTATE

The property sector is experiencing a strong recovery in finance hiring. After a dip in previous years, real estate and construction firms expanded finance vacancies last year, and this upswing persists year-to-date. Notably, property accountancy roles spiked. Property developers, commercial real estate companies, and related firms are actively recruiting analysts and finance managers to help manage higher borrowing costs and to maximise returns in a still-evolving market. There is optimism in the sector thanks to improving trends (e.g. return-to-office boosting demand for office space) and a stabilising economy. Firms remain cautiously optimistic – continuing to hire key finance talent to guide investment decisions and cost control, while keeping an eye on interest rates and market volatility. McKinsey's “Empty spaces and hybrid places” report highlights London's shift to omni-use real estate. Accountants with expertise in asset valuation, hybrid property modelling, and sustainability auditing are increasingly in demand.

RETAIL

Hiring for commercial finance positions in the retail sector has been steady and focused on roles that can drive financial performance. Retailers in 2025 are intensely focused on cost reduction and margin optimisation, which has sustained demand for finance analysts, FP&A managers, and finance business partners in this sector. Companies are filling positions that help analyse pricing, promotions, and working capital needs – critical areas as consumer spending remains unpredictable. While the retail industry overall has faced headwinds (store closures and workforce shifts), head office finance recruitment is targeted, rather than frozen.

Large retail chains and ecommerce companies continue to invest in finance talent to support online growth and operational efficiency. Hiring spans all levels: junior analysts (to crunch data and track KPIs), mid-level managers (to partner with merchandising and operations teams), and senior executives (to steer financial strategy) are all seeing opportunities. Firms are generally hiring on a permanent basis for these core roles, but many also utilise interim finance professionals for projects, seasonal peaks, or digital transformation initiatives to remain flexible in a fast-changing retail landscape.

MEDIA

Media companies in London continue to hire finance professionals amid a tight labour market. With ongoing recruitment challenges, many are turning to freelancers and contractors to manage fluctuating workloads and control costs. Despite this, permanent hiring remains strong, some large media groups have increased finance vacancies by 20% year-on-year due to acquisitions.

Key hiring trends in Media:

- Hybrid hiring is now standard, blending permanent and contract roles for flexibility.
- Temporary roles make up 75% of UK recruitment market value, supporting agile project delivery.
- London media firms show signs of recovery, with job postings up 1.7%.
- Commercial finance talent - especially analysts and business partners - are in high demand.
- Cost pressures are driving interim hiring as a lower-risk solution.
- AI and automation are reshaping finance roles, boosting demand for data-savvy professionals.

Sector-specific trends in Media:

- Publishing: Demand is rising for finance professionals skilled in subscription forecasting and royalty accounting.
- Entertainment: Growth in streaming and AI production is fuelling hiring in budgeting, rights management, and digital cost control.
- Advertising: Agencies seek experts in project billing and ROI analysis, often via hybrid hiring models.

SALARY VARIATIONS

Salaries vary by industry sector and company size. For example, technology and telecommunications firms often pay higher to attract finance talent with sought-after tech sector experience. FMCG and retail companies in London offer competitive packages, sometimes including bonuses tied to sales performance. Property & construction sector finance roles may include incentive-based pay (such as project bonuses) and have seen increases to secure talent amid a property market revival. Meanwhile, some media and publishing finance roles might offer slightly lower base pay than finance roles in banking or tech, but often come with other perks. Overall, London salaries are higher than UK averages across the board.

MOMENTUM IS KEY IN THE HIRING PROCESS

There is a growing sense of urgency in both temporary and permanent hires. As a result, extended notice periods

(3 months or more) are presenting challenges. Candidates who are available to start sooner are currently at a significant advantage in securing roles.

The volume of openings is high across many sectors. Manufacturing, real estate, and retail are among the industries currently bolstering their finance teams. Sectors like travel & transportation and media & publishing that rebounded post-pandemic are rebuilding their finance teams as well, leading to a broad-based hiring push. Companies are mindful of economic headwinds, yet the need for finance talent to drive cost control and strategic planning is keeping recruitment activity strong.

WHAT DRIVES CANDIDATE MOBILITY?

Despite economic uncertainties, candidate confidence in the finance job market has improved. This indicates rising mobility as candidates see plenty of openings and are motivated by the prospect of career advancement, better pay, and better work/life balance. Other benefits that boost confidence to move jobs include generous holiday allowances and health benefits. In response, many companies are enhancing perks and benefits to attract and retain staff; for example, some are introducing extra bonuses, flexible benefits packages, and wellness initiatives in lieu of unlimited salary hikes. At senior levels, many candidates are willing to hold out for roles that provide strategic influence or better work/life balance (for instance, some CFO-level candidates choose interim/consulting opportunities if permanent roles don't meet their expectations).

A POSITIVE OUTLOOK

Looking ahead to the rest of 2025, the employment outlook for accountancy professionals in London is positive. Stability brought by recent economic measures (such as the UK Spring Budget) has eased some uncertainty and gave companies confidence to proceed with hiring plans. As a result, many organisations that delayed adding headcount are now moving forward, especially in growth sectors and in roles that support financial oversight and strategy.

That said, companies will also remain vigilant of external risks. Key drivers like regulatory compliance, digital transformation, and the need for rigorous financial control are structural and ongoing, which should sustain hiring momentum regardless of short-term economic fluctuations.

Sources:

accountancycareers.co.uk, accountancycareers.co.uk, vacancysoft, mckinsey.com, www.pwc.co.uk



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SALARY GUIDE

	LONDON		SOUTH EAST	
	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
QUALIFIED & EXECUTIVE				
Qualified 2 Years PQE	£70,000 - £75,000	£400 - £450	£60,000 - £70,000	£350 - £400
Qualified 3 Years PQE	£75,000 - £80,000	£425 - £475	£70,000 - £75,000	£400 - £450
Qualified 4 Years PQE	£80,000 - £90,000	£450 - £500	£75,000 - £85,000	£425 - £475
Finance Manager	£70,000 - £80,000	£400 - £475	£65,000 - £80,000	£375 - £450
Commercial Finance / Finance Business Partner	£65,000 - £90,000	£400 - £500	£65,000 - £80,000	£400 - £500
FP&A	£65,000 - £90,000	£400 - £500	£65,000 - £90,000	£400 - £500
Head of FP&A	£90,000 - £140,000	£550 - £700	£90,000 - £140,000	£550 - £700
Financial Controller	£85,000 - £110,000	£450 - £650	£75,000 - £100,000	£425 - £625
Group Financial Controller	£100,000 - £140,000	£600 - £900	£80,000 - £110,000	£550 - £800
Finance Director (SME)	£100,000 - £150,000	£700 - £1,000	£90,000 - £120,000	£600 - £900
Finance Director (Listed)	£150,000 - £200,000	£1,000 - £1,500	£120,000 - £200,000	£900 - £1,300
CFO (SME)	£150,000 - £250,000	£1,000 - £2,000	£130,000 - £160,000	£1,000 - £2,000

	LONDON		SOUTH EAST	
	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
NEWLY QUALIFIED (UP TO ONE YEAR PQE)				
ACA first time mover	£60,000 - £65,000	£350 - £400	£60,000 - £65,000	£300 - £375
Financial Accountant	£60,000 - £70,000	£350 - £400	£60,000 - £65,000	£300 - £375
Management Accountant	£60,000 - £70,000	£350 - £400	£60,000 - £65,000	£300 - £375
Finance Analyst	£65,000 - £70,000	£375 - £425	£65,000 - £70,000	£350 - £400
Finance Business Partner	£65,000 - £70,000	£375 - £425	£65,000 - £70,000	£350 - £400
Finance Manager	£65,000 - £70,000	£400 - £450	£65,000 - £70,000	£350 - £400
Group Reporting	£60,000 - £70,000	£450 - £550	£60,000 - £70,000	£375 - £475
Internal Audit	£60,000 - £70,000	£375 - £425	£60,000 - £70,000	£375 - £475

	LONDON		SOUTH EAST	
	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
PART QUALIFIED & TRANSACTIONAL				
Graduate / Trainee Accountant	£27,000 - £30,000	£130 - £150	£26,000 - £30,000	£130 - £150
Accounts Payable / Receivable	£30,000 - £35,000	£150 - £175	£28,000 - £35,000	£140 - £175
Accounts Assistant	£30,000 - £38,000	£150 - £175	£30,000 - £35,000	£150 - £175
Senior AP / AR	£40,000 - £45,000	£175 - £200	£35,000 - £40,000	£175 - £200
Revenue / Billings Manager	£50,000 - £65,000	£225 - £325	£45,000 - £65,000	£225 - £325
AP / AR Manager	£50,000 - £65,000	£250 - £325	£50,000 - £65,000	£250 - £325
Credit Controller	£35,000 - £45,000	£150 - £175	£30,000 - £35,000	£150 - £170
Senior Credit Controller	£45,000 - £55,000	£175 - £225	£40,000 - £45,000	£175 - £200
Credit Control Manager	£50,000 - £65,000	£250 - £325	£50,000 - £65,000	£250 - £325
Payroll Administrator	£35,000 - £40,000	£175 - £200	£35,000 - £40,000	£175 - £200
Senior Payroll	£40,000 - £50,000	£200 - £250	£40,000 - £50,000	£200 - £250
Payroll Manager	£50,000 - £80,000	£250 - £350	£50,000 - £70,000	£250 - £350
Assistant Accountant	£35,000 - £45,000	£175 - £200	£30,000 - £40,000	£150 - £200
Financial Accountant	£50,000 - £55,000	£200 - £275	£40,000 - £50,000	£175 - £200
Assistant Management Accountant	£40,000 - £45,000	£175 - £225	£35,000 - £40,000	£150 - £175
Management Accountant	£50,000 - £60,000	£200 - £275	£45,000 - £50,000	£200 - £250
Junior Finance Analyst	£35,000 - £45,000	£175 - £225	£35,000 - £45,000	£175 - £225
Finance Analyst/ Finance Business Partner	£50,000 - £60,000	£225 - £275	£45,000 - £50,000	£200 - £250
Finance Manager	£55,000 - £65,000	£250 - £325	£50,000 - £60,000	£225 - £275

	LONDON		SOUTH EAST	
	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
FINANCE TRANSFORMATION				
Finance Transformation Director	£150,000+	£1,000+	£120,000+	£800+
Programme Director	£150,000+	£1,000+	£120,000+	£800+
Head of Finance Transformation	£90,000 - £130,000	£700 - £1,100	£90,000 - £120,000	£750 - £1,000
Finance Systems Manager	£70,000 - £90,000	£400 - £700	£65,000 - £75,000	£400 - £500
ERP Implementation Lead	£100,000+	£700 - £1,200	£75,000 - £110,000	£500 - £900
Finance Project Manager	£60,000 - £90,000	£500 - £700	£60,000 - £80,000	£500 - £800
Systems Accountant	£60,000 - £80,000	£500 - £800	£60,000 - £80,000	£500 - £800
Finance Process Improvement	£60,000 - £90,000	£500 - £800	£60,000 - £90,000	£500 - £800



15th EDITION

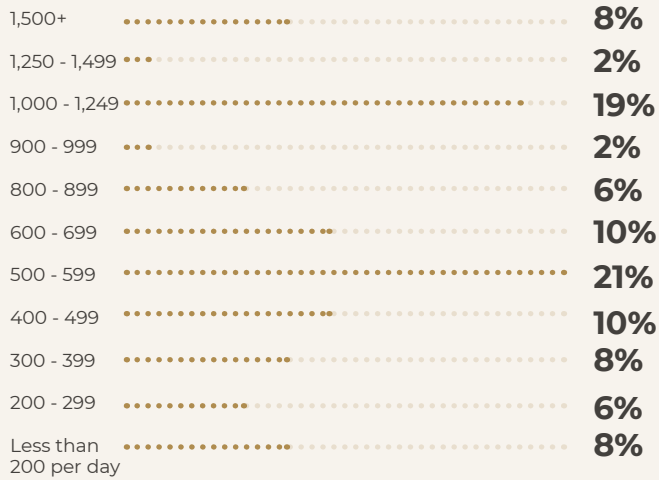
COMMERCE & INDUSTRY

UK REGIONAL



KEY FINDINGS

What is your current (or most recent) daily rate? CONTRACT

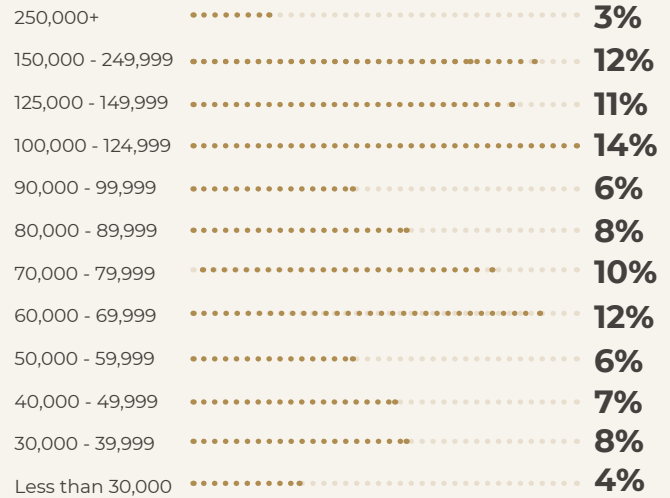


Are you satisfied with your current rate?

65%
Yes

35%
No

What is your current (or most recent) basic salary? PERMANENT / FTC

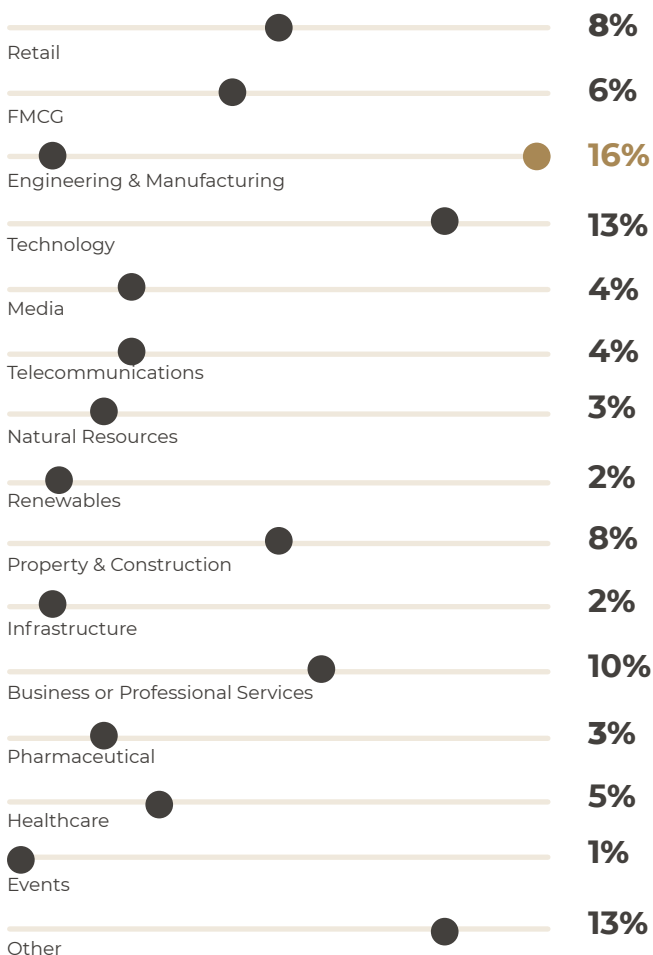


Are you satisfied with your current pay?

56%
Yes

44%
No

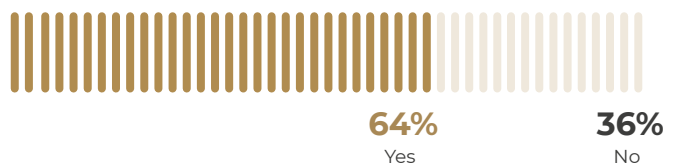
Which Commercial or Industrial subsector does your current (or most recent) company operate in?



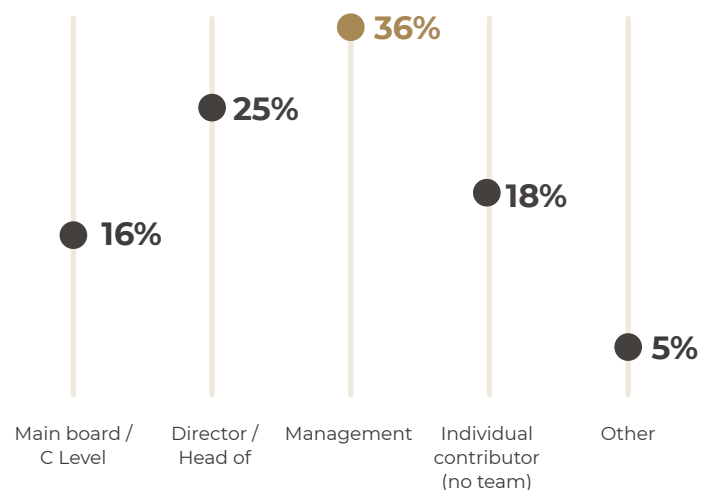
Top 3 reasons for leaving last role



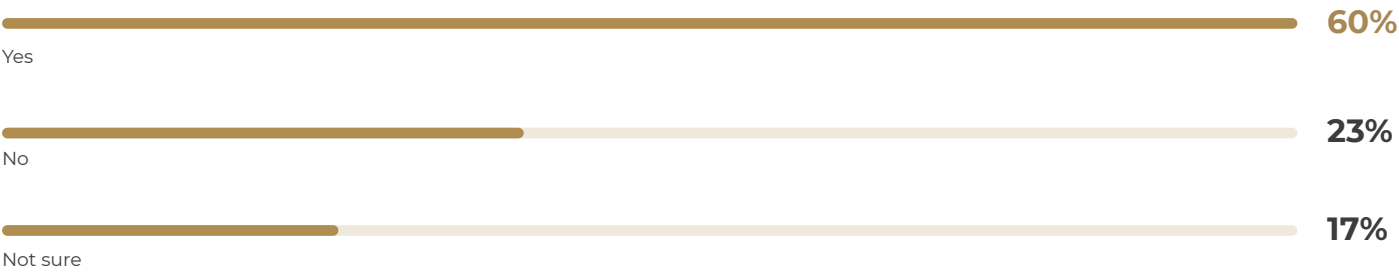
Are you satisfied in your current role?



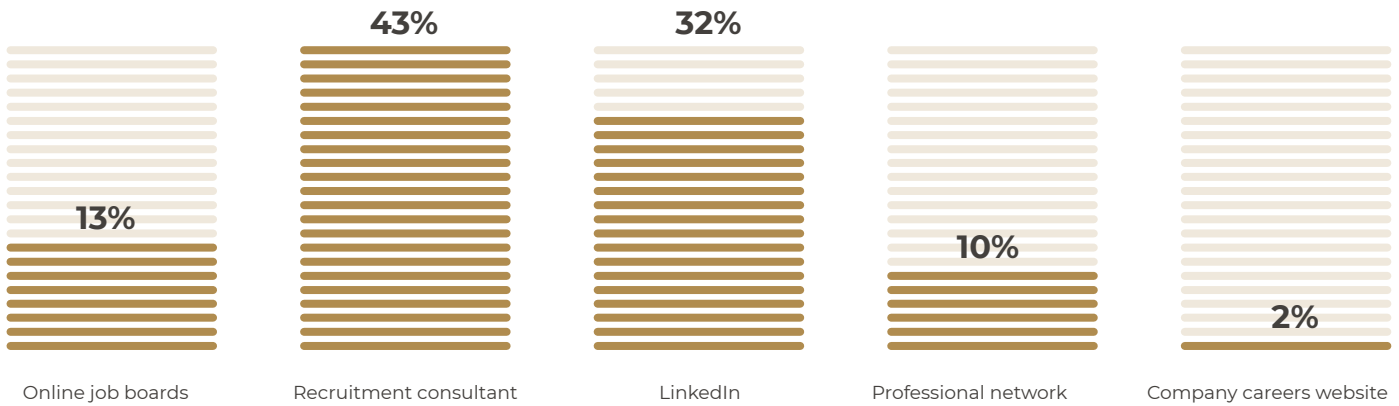
What level is your current (or most recent) position?



Do you feel your job is secure in 2025?



When looking for a role, which of the below would you use?



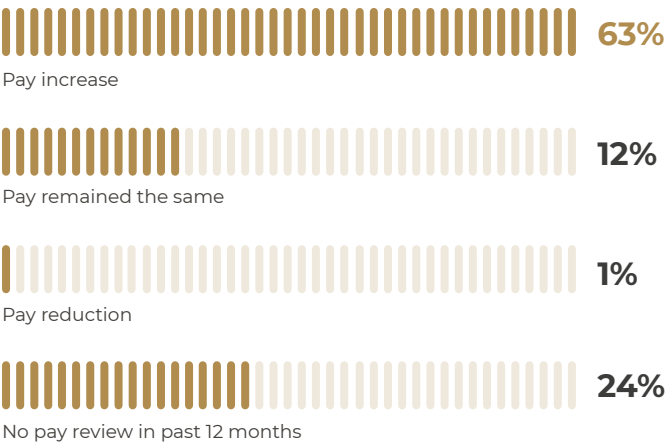
Top 5 benefits



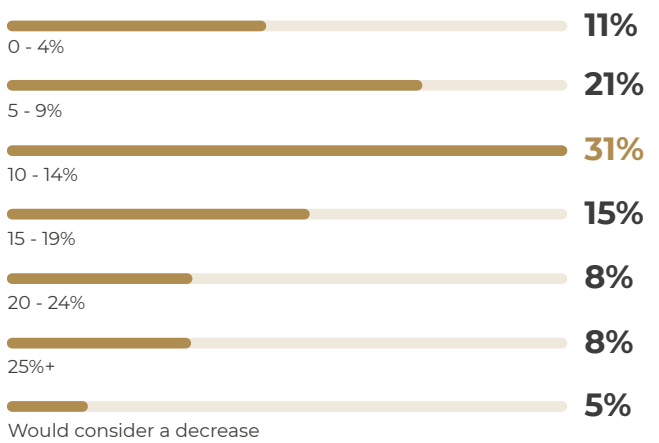
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

The employment market for commercial finance professionals in the UK regions (outside London) has been marked by steady demand in 2025, with many companies actively hiring, albeit within a climate of caution and competition. Despite broader economic uncertainties, the demand for skilled accountants and finance managers remains robust, particularly in the manufacturing and technology sectors.

Companies are becoming more strategic in their hiring decisions, focusing on roles that promise a strong return on investment. The need for finance professionals is driven by regulatory changes and digital transformation, ensuring that hiring remains steady, even in a cautious economic climate. Finance teams are at the forefront of helping companies control costs and find efficiencies in 2025's high inflation environment, which is prompting continued investment in finance talent. We can expect hiring for business-critical roles (e.g. financial controllers, plant accountants, FP&A analysts) to remain a priority for firms.

REGIONAL DISPARITIES IN HIRING

While London continues to lead in job creation, regional markets such as Manchester, Leeds, Birmingham, and Reading are catching up. The absence of a recession and a resilient business environment have enabled these regions to maintain active hiring, particularly in manufacturing and technology. However, the pace of growth varies, with some areas experiencing more measured expansion.

Manufacturing firms are investing in efficiency improvements and sustainability, driving demand for finance talent to support these initiatives. Similarly, the technology sector, optimistic about growth, is adding finance roles to aid business expansion and investor reporting. Despite the global tech slowdown in previous years, selective hiring continues, prioritising roles that enhance business value.

A DUAL APPROACH TO HIRING

A dual approach to recruitment has emerged, with a focus on both permanent positions and interim contract roles. While most new hires are permanent, reflecting a desire to build long-term finance capabilities, there is also a significant increase in contract hiring. This trend sees companies bringing in interim professionals for short-term projects like system implementations and compliance initiatives. The flexibility provided by contract roles is especially appealing in uncertain times, allowing businesses to fill gaps quickly and efficiently.

ONGOING NEED FOR FLEXIBLE FINANCE TALENT

Demand for interim and contract finance professionals is set to remain strong, as companies increasingly rely on project-

based specialists to maintain agility in a shifting market. This approach allows businesses to respond swiftly to evolving conditions without the long-term commitment of permanent hires.

Accountants, finance analysts, and interim finance directors will continue to be in high demand throughout 2025, especially if organisations delay permanent recruitment amid economic uncertainty. Meanwhile, the rise of "fractional" executives is gaining traction, with SMEs across regions choosing part-time seasoned Finance Directors or CFOs to provide strategic leadership cost-effectively, without the expense of full-time appointments.

IN-DEMAND ROLES AND SKILLS

Roles such as Management Accountants, Finance Managers, and Financial Controllers are in high demand. These professionals play crucial roles in bridging financial data with business strategy, ensuring accurate reporting, and leading financial governance. Senior finance leaders like Finance Directors and CFOs are in demand to guide digital transformations, M&A, and restructuring efforts, with many SMEs opting for flexible, interim CFO arrangements. On the transactional side, roles such as Credit Controllers and Payroll Administrators remain vital, with credit control expertise especially valued for managing cash flow in uncertain economic climates.

Key skills driving demand include strong digital and analytical capabilities, such as proficiency in AI, data analytics, automation, and business intelligence tools. Strategic business acumen is equally important; finance professionals who understand their industry's specific operations can offer more insightful guidance and improve margin management. Regulatory knowledge, particularly around compliance and emerging areas like ESG reporting, is increasingly crucial. Alongside technical skills, employers emphasise soft skills such as communication, leadership, and adaptability to effectively collaborate across teams and manage change. Overall, the most in-demand finance talent combines advanced technical expertise with strategic insight and strong interpersonal abilities.

TALENT AVAILABILITY AND CHALLENGES

In 2025, the finance sector faces a significant talent shortage across all levels, from credit controllers to CFOs. This shortage stems from an aging workforce, fewer new entrants, and growing demand from business expansion, creating a highly competitive market where skilled professionals have multiple options. However, candidates are increasingly cautious about changing jobs due to economic uncertainty, making recruitment challenging despite the high number

of vacancies. Employers must offer strong incentives beyond salary, including job security, career growth, and work-life balance, to attract and retain talent.

Salary pressures are rising as companies adjust compensation packages and add bonuses, benefits, and flexible working to stay competitive, while counteroffers have become common. Hybrid work has become a baseline expectation, with many firms adopting flexible models to attract talent from wider regions and meet employee preferences. Skills gaps remain a concern, particularly in financial planning, analysis, and digital expertise, prompting employers to invest in training and interim specialists. Retention efforts focus on career development and highlighting regional benefits like lower living costs and quality of life, especially in cities like Manchester. Overall, employers who adapt with competitive offers, flexibility, and upskilling will be best positioned in the ongoing finance talent war.

Flexible and hybrid working arrangements remain a key expectation among candidates. Employers who fail to offer such flexibility risk losing potential hires to competitors. The shift towards hybrid models not only meets candidate preferences but also allows companies to widen their talent pool by attracting candidates from different regions.

UK REGIONAL SUMMARIES

North West: As a thriving finance hub, Manchester continues to see robust hiring activity across all levels. The city's growing economy, bolstered by manufacturing and tech sectors, contributes to a vibrant job market.

Yorkshire: The market here is characterised by resilience and steady progress. While hiring remains focused on business-critical roles, the region benefits from a diverse economy and a growing digital scene.

West Midlands: With a strong manufacturing heritage, Birmingham offers opportunities across various industries. The finance job market is expected to grow steadily, supported by large corporate employers and investments in advanced manufacturing, logistics and professional services.

Thames Valley: Known for its tech cluster, Reading's finance job market is driven by demand from global tech companies. The region offers a fast-paced and competitive environment with numerous opportunities for finance professionals.

H2 2025 OUTLOOK

The regional finance job markets outside London are set for a solid H2 with companies in manufacturing and technology actively seeking finance professionals to drive efficiency, compliance, and growth. Employers that adapt to the talent

challenges by offering flexible work arrangements and attractive career opportunities will be best positioned to secure the skills they need. The outlook remains one of resilient demand amid a transforming economic backdrop, promising a wealth of opportunities for finance professionals and a competitive arena for employers.

Regional economies expected to grow modestly. Greater Manchester, the West Midlands, and the South-East are projected to see steady job creation, supporting continued hiring in commercial sectors. Manufacturing firms anticipate improved performance as supply chain conditions improve, spurring recruitment in the latter half of the year. The tech sector remains buoyant, with regions like Reading and Manchester poised for ongoing finance hiring.

Sources:

Financial IT, Sharp Consultancy (Yorkshire), Accountancy Age / Personiv, EY Regional Economic Forecast, Mancunian Matters, techUK / Public First



BECKY HUGHES

Regional Director
becky.hughes@markssattin.com

SALARY GUIDE

SW / MIDLANDS

NORTH

	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
QUALIFIED & EXECUTIVE				
Qualified 2 Years PQE	£50,000 - £60,000	£300 - £400	£70,000 - £75,000	£350 - £450
Qualified 3 Years PQE	£60,000 - £75,000	£350 - £500	£75,000 - £80,000	£400 - £500
Qualified 4 Years PQE	£70,000 - £85,000	£400 - £500	£75,000 - £90,000	£400 - £500
Finance Manager	£60,000 - £70,000	£350 - £450	£65,000 - £75,000	£375 - £475
Commercial Finance / Finance Business Partner	£60,000 - £80,000	£400 - £500	£60,000 - £90,000	£400 - £550
FP&A	£60,000 - £75,000	£350 - £500	£65,000 - £90,000	£400 - £500
Head of FP&A	£80,000 - £120,000	£500 - £750	£90,000 - £140,000	£600 - £800
Financial Controller	£70,000 - £100,000	£400 - £700	£80,000 - £110,000	£500 - £800
Group Financial Controller	£80,000 - £120,000	£500 - £800	£90,000 - £140,000	£600 - £900
Finance Director (SME)	£100,000 - £150,000	£700 - £1,000	£100,000 - £150,000	£700 - £1,000
Finance Director (Listed)	£150,000 - £180,000	£900 - £1,200	£150,000 - £200,000	£900 - £1,200
CFO (SME)	£130,000 - £200,000	£1,000 - £2,000	£150,000 - £250,000	£1,000 - £2,000

SW / MIDLANDS

NORTH

	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
NEWLY QUALIFIED (UP TO ONE YEAR PQE)				
ACA first time mover	£50,000 - £57,000	£350 - £400	£50,000 - £60,000	£400 - £450
Financial Accountant	£45,000 - £55,000	£350 - £400	£55,000 - £65,000	£375 - £450
Management Accountant	£45,000 - £65,000	£300 - £400	£55,000 - £65,000	£375 - £500
Finance Analyst	£45,000 - £55,000	£300 - £400	£55,000 - £65,000	£300 - £450
Finance Business Partner	£55,000 - £65,000	£350 - £400	£55,000 - £70,000	£400 - £600
Finance Manager	£60,000 - £70,000	£350 - £450	£55,000 - £70,000	£400 - £500
Group Reporting	£55,000 - £65,000	£400 - £600	£55,000 - £70,000	£600 - £800
Internal Audit	£50,000 - £65,000	£350 - £500	£55,000 - £70,000	£500 - £800

SW / MIDLANDS

NORTH

	SALARY RANGE	DAY RATE	SALARY RANGE	DAY RATE
PART QUALIFIED & TRANSACTIONAL				
Graduate / Trainee Accountant	£23,000 - £30,000	£130 - £150	£23,000 - £30,000	£150 - £250
Accounts Payable / Receivable	£25,000 - £32,000	£140 - £175	£28,000 - £35,000	£120 - £175
Accounts Assistant	£28,000 - £33,000	£150 - £175	£25,000 - £32,000	£120 - £175
Senior AP / AR	£32,000 - £37,000	£175 - £225	£35,000 - £40,000	£150 - £250
Revenue / Billings Manager	£28,000 - £55,000	£200 - £300	£45,000 - £65,000	£200 - £300
AP / AR Manager	£40,000 - £65,000	£250 - £350	£35,000 - £60,000	£150 - £300
Credit Controller	£30,000 - £40,000	£150 - £200	£30,000 - £40,000	£120 - £175
Senior Credit Controller	£35,000 - £45,000	£175 - £225	£35,000 - £45,000	£150 - £225
Credit Control Supervisor	£37,000 - £50,000	£200 - £275	£40,000 - £50,000	£200 - £275
Credit Control Manager	£40,000 - £65,000	£250 - £325	£45,000 - £65,000	£200 - £300
Payroll Administrator	£28,000 - £38,000	£150 - £200	£28,000 - £40,000	£120 - £175
Senior Payroll	£33,000 - £40,000	£200 - £250	£35,000 - £50,000	£150 - £225
Payroll Manager	£40,000 - £70,000	£250 - £350	£50,000 - £70,000	£175 - £250
Assistant Accountant	£28,000 - £38,000	£175 - £200	£28,000 - £36,000	£120 - £200
Financial Accountant	£40,000 - £48,000	£200 - £300	£40,000 - £55,000	£375 - £500
Assistant Management Accountant	£30,000 - £42,000	£175 - £225	£35,000 - £45,000	£150 - £300
Management Accountant	£35,000 - £55,000	£200 - £275	£40,000 - £55,000	£200 - £300
Junior Finance Analyst	£30,000 - £40,000	£150 - £200	£30,000 - £45,000	£120 - £175
Finance Analyst	£35,000 - £50,000	£200 - £275	£40,000 - £55,000	£200 - £300
Finance Manager	£45,000 - £60,000	£250 - £325	£50,000 - £70,000	£250 - £350



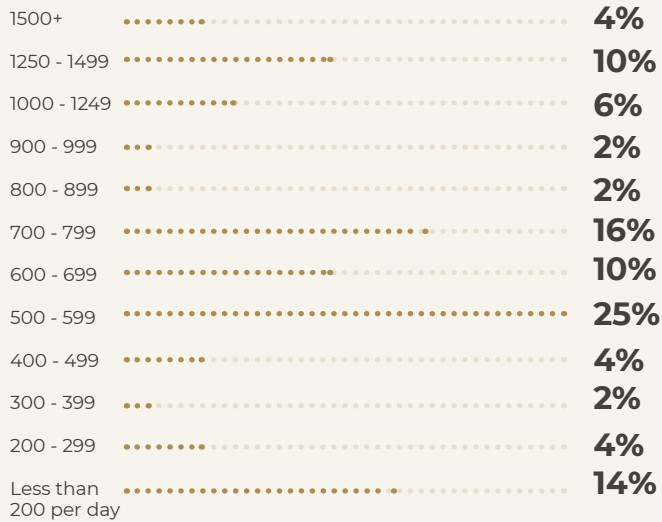
15th EDITION

FINANCIAL SERVICES

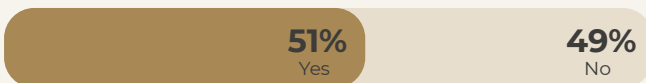


KEY FINDINGS

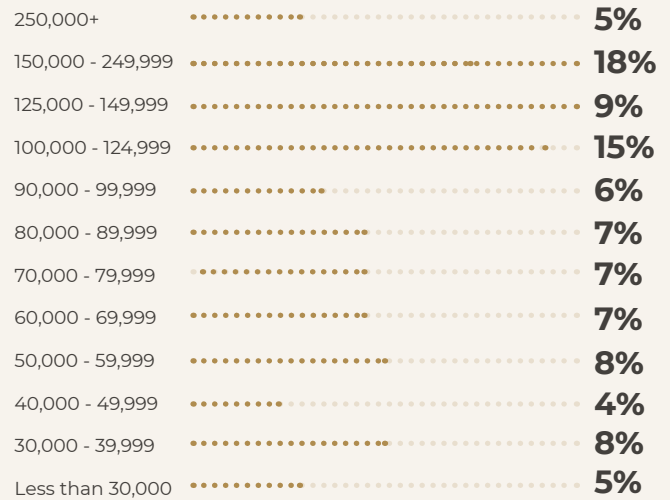
What is your current (or most recent) daily rate? CONTRACT



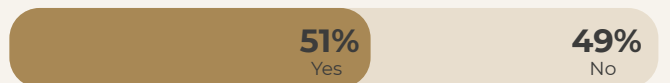
Are you satisfied with your current rate?



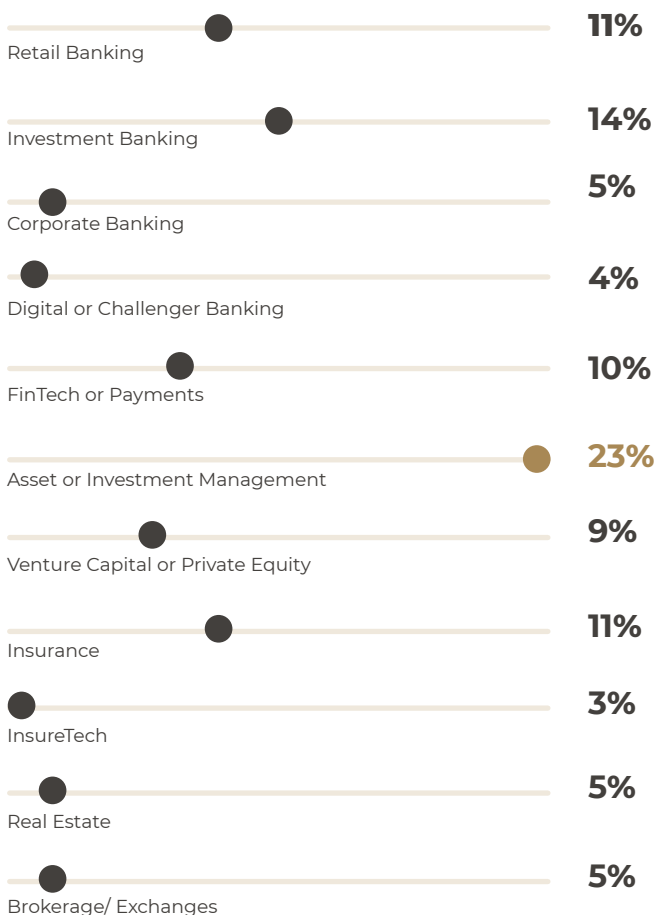
What is your current (or most recent) basic salary? PERMANENT / FTC



Are you satisfied with your current pay?



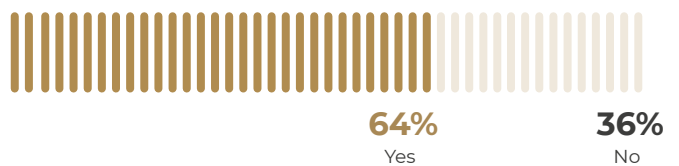
Which FS subsector does your current (or most recent) company operate in?



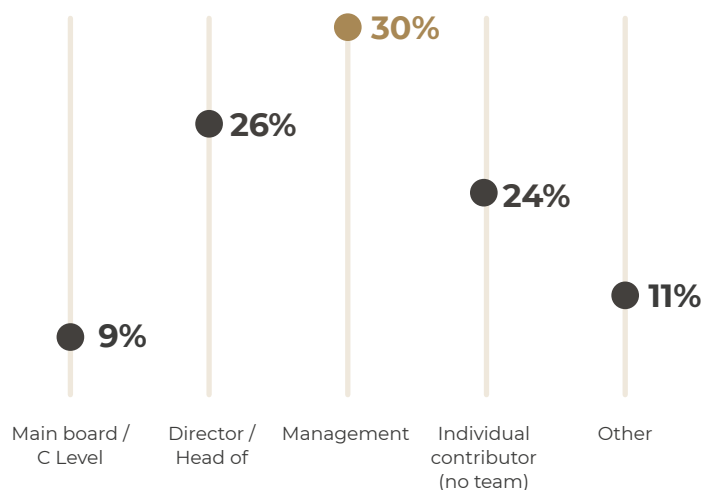
Top 3 reasons for leaving last role



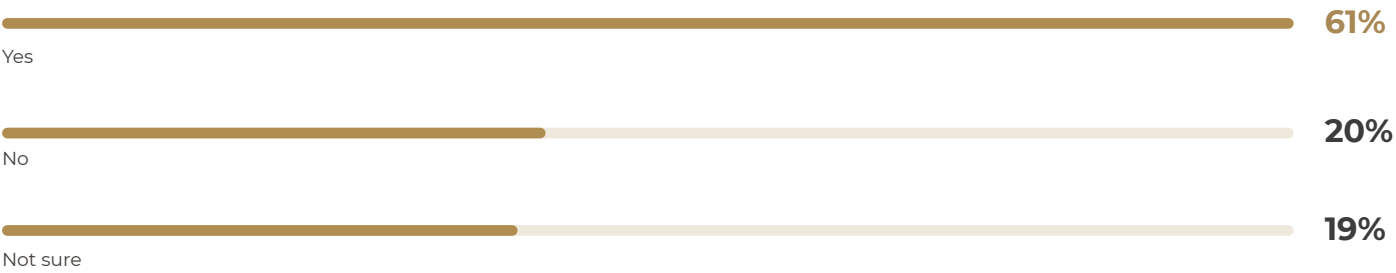
Are you satisfied in your current role?



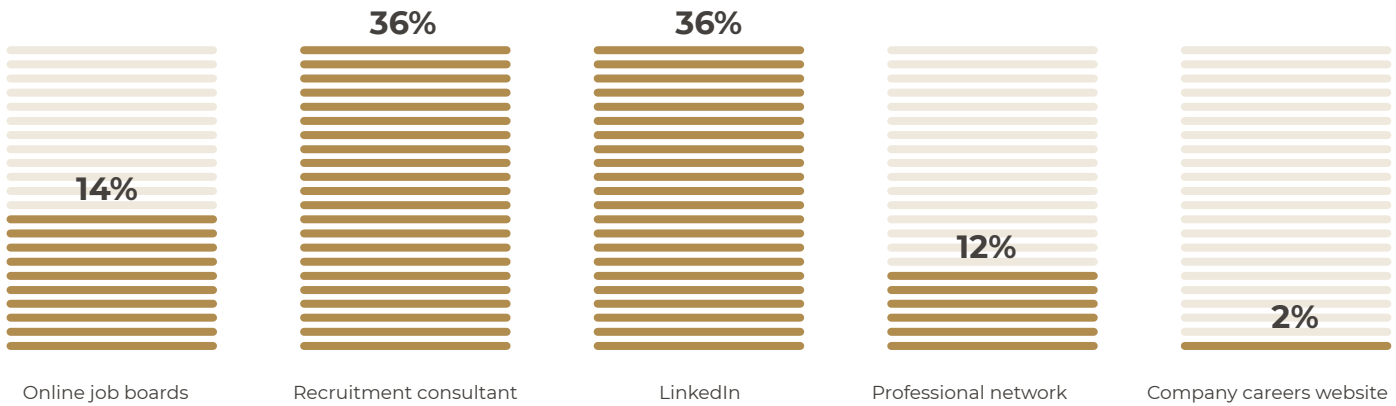
What level is your current (or most recent) position?



Do you feel your job is secure in 2025?



When looking for a role, which of the below would you use?



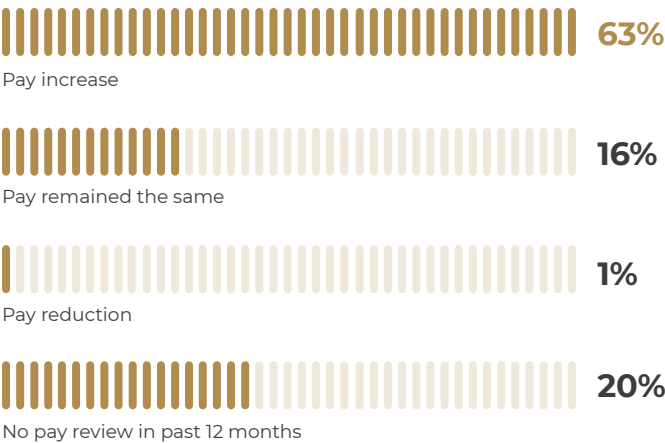
Top 5 benefits



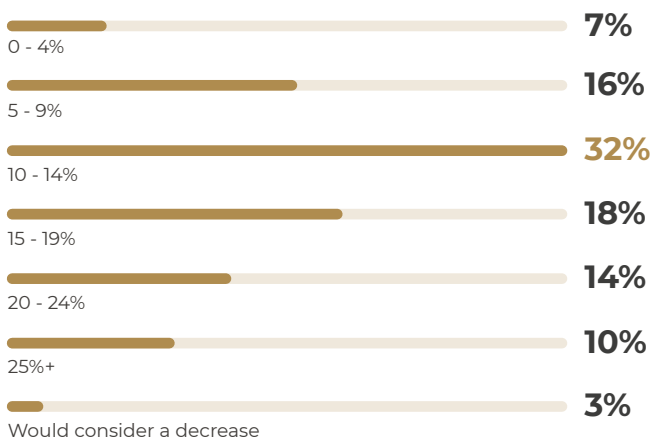
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

Year-to-date the UK financial services recruitment market has been defined by cautious optimism. At the beginning of the year, many financial institutions lifted hiring freezes and moved ahead with Q1 recruitment, however, this rebound was not reflected in vacancies placed - being tempered by wider challenges. Persistent inflation and high interest rates, coupled with global economic uncertainties, have made many firms careful in expanding headcount. Nevertheless, hiring is pressing forward in key areas. Demand is strongest for roles that bolster resilience, compliance and strategic finance, even as organisations recalibrate their workforce needs.

A BALANCED APPROACH BETWEEN PERMANENT AND TEMPORARY HIRING

Market intel indicates that over half of finance hiring managers plan to increase permanent headcount in 2025, reflecting optimism in long-term growth. At the same time, a significant proportion also intend to hire on a project or contract basis to maintain flexibility. In practice, project-led work (such as regulatory implementations or system upgrades) has driven a surge in temporary roles, with companies moving quickly to secure contractors who can meet immediate deadlines. This dual strategy allows firms to “staff up” selectively for core functions and leverage interim talent for short-term needs.

REGULATION DRIVES HIRING IN FINANCIAL SERVICES

With firms navigating a mixed economic climate, certain themes dominate 2025's hiring trends:

- **Regulatory pressure and governance demands** are a major catalyst: organisations are “doubling down” on roles that ensure regulatory compliance, risk control and sound governance. Upcoming rules (such as MiFID III and the new UK Audit, Reporting and Governance Authority) are expected to further spur recruitment of compliance and governance specialists.
- **Technology and automation** continue to reshape staffing. Many institutions are investing in digital transformation and AI-driven efficiency, even as they streamline elsewhere. This has led to sustained hiring of tech-savvy talent, such as data analysts, AI developers, fintech specialists, while some junior and back-office roles are being phased out by automation.
- **Industry-specific conditions** influence hiring. For example, private capital markets are expanding (fuelling recruitment in private credit and semi-liquid funds), whereas parts of traditional banking are retrenching (leading to selective hiring focused on compliance and cost management).
- **Talent strategy considerations** like rising salary expectations and skills shortages are impacting how companies hire.

INDUSTRY INSIGHTS

Private Equity & VC

Private equity (PE) firms and venture capital (VC) investors navigated a slower deal market in 2023/24, but 2025 is showing cautious but steady improvement in activity. This is translating into a gradual uptick in hiring, particularly as firms position themselves for renewed growth.

There is a sense of positioning for a future upcycle – firms want the right talent in place so they can act quickly on deals when conditions improve further. However, given some overhang in the market (e.g. PE firms still working through companies

bought at high valuations, and VCs waiting for better exit conditions), hiring is not at a breakneck pace. It's selective and often focused on senior-level or specialised expertise.

Private Credit/Debt

Private credit is a standout growth area in 2025's financial job market. Building on a strong rebound in 2024, private credit and direct lending firms are expanding aggressively, and this is fuelling significant hiring. Notably, the bulk of hiring in private credit has been at the mid-senior level (approximately 3–10 years' experience). According to one compensation survey, around 70% of offers in early 2025 were for Senior Associate, VP, or Director-level positions.

Another trend is new entrants fuelling hiring. The UK private credit scene is seeing increased participation from new players, including some U.S. investment firms and traditional institutions launching private debt strategies. Between that and many firms launching or expanding private credit units, talent with direct lending experience is in short supply and can command premium compensation (indeed, upward pressure on pay in this sector has been noted due to the competition for talent).

Infrastructure & Real Estate

The infrastructure sector is benefiting from strong tailwinds – government initiatives (like the UK's new industrial strategy and clean energy drive) and investor appetite for stable, long-term assets are buoying activity. Infrastructure funds and project finance lenders are busy with projects in renewable energy, transport, digital infrastructure, and more. As a result, specialist talent in infrastructure investment and finance is in demand.

Whereas the picture is more cautious in the real estate sector. The commercial real estate market in the UK has been under pressure due to high interest rates (which raise financing costs and put downward pressure on property values) and shifts in demand (e.g. hybrid work affecting office occupancy, e-commerce affecting retail property). In 2024, real estate lenders and investors became more conservative, and this has continued into 2025.

Insurance

Hiring in the insurance sector is steady, with no dramatic growth. Key areas of growth are compliance, risk (particularly climate and model risk), and technology roles. Traditional insurance skillsets remain important, but candidates who augment those with data and regulatory knowledge stand out. The availability of talent is relatively good in insurance; it's a mature sector, so there's a solid pipeline of qualified actuaries and underwriters, though niche skills like catastrophe modelling or cyber insurance underwriting can be hard to find. We expect insurance employers to maintain a stable hiring pace through 2025.

Banking & Capital Markets

The large banks remain focused on cost discipline and hiring is focused predominantly on mid-level professionals due to internal departures. Smaller banks and alternative lenders however have seen a significant push in their hiring requirements, with entrants from 22/23 at a position now to develop within teams.

Trading firms and market makers (outside of banks), like proprietary trading shops are hiring quants and traders in profitable niches. The exchanges and clearing houses are hiring tech and risk personnel as they upgrade systems. Capital markets hiring is likely to uptick if the economic outlook continues to brighten, but is at present very reserved.

The second half of 2025 may witness more hiring in front-office banking roles if equity and debt issuance rebounds – banks will be keen to capitalise on any market recovery and may quickly scramble for talent in deal teams, making pipeline networking important now. In summary, banking sector hiring is cautious, but not frozen.

Fintech

Last year saw something of a fintech boom in hiring, as venture capital investment flowed again and fintech firms ramped up innovation in areas like payments, digital assets, and AI-driven finance. In fact, 2024 recorded a striking 44% year-on-year increase in job vacancies in the fintech sector.

Looking ahead, the fintech job market should stay buoyant through this year, but possibly less frothy than 2024's growth. If interest rates fall, venture funding could further increase, giving fintech another boost in hiring (particularly in lending fintechs or mortgage tech, which have been quieter during high-rate times). Conversely, if funding tightens, some consolidation may occur, but those who leave one startup often get absorbed by another, keeping overall employment levels fairly steady.

IN-DEMAND ROLES

Despite the overall moderation in hiring, certain roles and skill-sets are experiencing unabated demand across financial services. Professionals who can drive financial resilience, ensure regulatory adherence, or harness technology for efficiency are especially sought-after.

Finance (part-qualified to CFO)

In the finance and accounting function, hiring has remained steady and broad-based, with needs spanning from part-qualified accountants to finance directors.

Part-qualified candidates (those progressing toward full qualifications) are highly sought after as they can fill accounts assistant, analyst and junior controller roles, gaining experience while alleviating workload on senior staff. In fact, recent data shows part-qualified and newly qualified accountants have seen some of the fastest salary growth of any group, a huge differential to 2024 where the junior candidate base had little movement.

At the mid-level, organisations are bolstering their finance teams with specialists in financial planning & analysis (FP&A), budgeting, and business partnering. Expertise in data analytics and business intelligence tools is a prized asset for finance hires.

At the senior end (CFOs and Finance Directors), demand remains steady but hiring is highly selective. Many firms prefer to promote internally for top finance jobs unless specific expertise is needed. That said, CFO turnover in private companies and startups is creating opportunities – for instance, private equity portfolio companies often seek experienced CFOs or Finance Directors who can drive growth initiatives or turnaround plans.

Risk Management

Risk management hiring is robust, as financial institutions grapple with an evolving risk landscape. Regulatory changes, market volatility, and new technologies are all driving demand for specialised risk talent across banking, insurance, and investment firms. Credit risk hiring is also steady in banks and lenders, given concerns around loan defaults in a high-rate environment.

Across the sector, regulatory risk and compliance-related risk roles are a consistent priority (overlapping with the compliance function). As new rules come into force, companies need risk

managers who understand regulatory requirements (Basel standards, consumer protection rules, operational resilience frameworks, etc.) and can ensure the firm stays within risk appetite.

In summary, risk professionals – from risk analysts and modellers up to Chief Risk Officers (CROs) – are in high demand. Functions like market risk, credit risk, tech/cyber risk, and operational risk are all hiring.

Compliance & Financial Crime

The compliance function remains one of the hottest areas for hiring in financial services. With regulators intensifying scrutiny and new regulations coming into effect, companies are bolstering their compliance, risk governance, and financial crime teams at all levels. In fact, compliance and risk management roles are among those growing fastest in demand.

Financial crime compliance is a particular priority. There is surging demand for anti-money laundering (AML) and fraud prevention specialists, reflecting both stricter enforcement and the rise of complex financial crimes.

Beyond AML, general regulatory compliance officers are in high demand. Organisations are preparing for, or adapting to a host of new regulations – from consumer protection measures to prudential rules – and need staff who can interpret and implement these changes.

Overall, the compliance job market is active this year. Junior analysts (e.g. KYC analysts, monitoring analysts) are needed to handle the volume of checks and reports, while mid-level managers are sought to design and enforce compliance programs, and senior compliance officers/heads of compliance are being hired or elevated to set the strategy in an increasingly complex regulatory environment.

Trading & Quantitative roles

Trading roles present a mixed picture, varying by industry segment. On one hand, major investment banks have been restrained in adding traders due to cost-cutting and lower deal activity in the past year. On the other hand, buy-side firms (hedge funds, proprietary trading firms, asset managers) are aggressively hiring trading talent – particularly quantitative traders and researchers – as they expand strategies and take advantage of volatile markets. The rise in interest rates and macro volatility has created lucrative opportunities in certain trading areas (like fixed income and commodities), spurring some firms to build out their trading desks.

A clear trend is the continued rise of quantitative and algorithmic trading roles. Firms across the spectrum are investing in quants who can develop models and algorithms to generate alpha or manage risk.

Sources:

bmmagazine.co.uk, roberthalf.com, accountancyage.com, alternativecreditinvestor.com, vacancysoft.com, selbyjennings.com, elevatepartners.ie



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SALARY GUIDE

	SALARY RANGE	DAY RATE
PRIVATE EQUITY & INVESTMENT MANAGEMENT		
Fund Accountant	£60,000 - £75,000	£425 - £550
Fund Controller / Fund Accounting Manager	£90,000 - £125,000	£500 - £800
Head of Fund Accounting	£120,000 - £180,000	£750 - £1,000
Newly Qualified Accountant ACCA / CIMA / ACA / Non Big 4	£60,000 - £65,000	£350 - £425
Newly Qualified Accountant ACA Big 4	£60,000 - £70,000	£375 - £425
Senior Accountant 1 - 4 years PQE	£67,500 - £85,000	£400 - £575
Finance Manager / Reporting or Financial Planning & Analysis 3 - 6 years PQE	£75,000 - £100,000	£500 - £650
Financial Controller	£90,000 - £130,000	£550 - £850
Transactional Support 5+ years PQE	£90,000 - £135,000	£500 - £800
Head of Finance	£110,000 - £160,000	£700 - £1,000
Finance Director	£150,000 - £200,000+	£850 - £1,500
CFO	£220,000 - £275,000+	£1,000 - £2,000+

	SALARY RANGE	DAY RATE
REAL ESTATE ACCOUNTING		
Fund Accountant	£60,000 - £75,000	£425 - £550
Fund Controller / Fund Accounting Manager	£80,000 - £110,000	£500 - £800
Head of Fund Accounting	£110,000 - £175,000	£700 - £1,000
Newly Qualified Accountant ACCA/CIMA/ACA non Big 4	£55,000 - £60,000	£350 - £425
Newly Qualified Accountant ACA Big 4	£57,500 - £65,000	£375 - £425
Senior Accountant 1 - 4 years PQE	£65,000 - £85,000	£400 - £550
Finance Manager / Reporting or FP&A 3 - 6 years PQE	£75,000 - £100,000	£500 - £650
Financial Controller / Senior Finance Manager	£85,000 - £125,000	£550 - £800
Transactional Support 5+ years PQE	£85,000 - £135,000	£500 - £800
Head of Finance	£115,000 - £160,000	£700 - £1,000
Finance Director / CFO	£150,000 - £300,000	£900 - £2,000+

	SALARY RANGE	DAY RATE
INSURANCE		
Newly / Recently Qualified Accountant Non Big 4	£55,000 - £60,000	£350 - £425
Newly / Recently Qualified Accountant Big 4	£60,000 - £65,000	£350 - £425
Senior Accountant 1 - 4 years PQE	£65,000 - £85,000	£400 - £550
Finance Manager / Reporting or FP&A 5 - 10 Years PQE	£65,000 - £90,000	£500 - £650
Financial Controller / Senior Finance Manager	£85,000 - £120,000	£550 - £800
Syndicate Accountant NQ - 2 Years PQE	£60,000 - £75,000	£400 - £550
Syndicate Finance Manager 2-5 Years PQE	£75,000 - £90,000	£550 - £750
Syndicate Financial Controller 5-10 Years PQE	£90,000 - £125,000	£600 - £900
Head of Finance	£110,000 - £150,000	£800 - £1,200
CFO / Finance Director	£150,000 - £300,000+	£1,000 - £2,500+

SALARY RANGE

DAY RATE

FINTECH

Newly / Recently Qualified ACA	£60,000 - £70,000	£350 - £400
Newly / Recently Qualified ACCA or CIMA	£60,000 - £65,000	£350 - £400
Finance manager 1 - 3 years PQE	£70,000 - £80,000	£400 - £525
Financial Controller 3 - 5 years PQE	£80,000 - £95,000	£450 - £650
Head of Finance / Finance Director	£95,000 - £130,000	£600 - £900
CFO	£150,000+	£800 - £1,500+

SALARY RANGE

DAY RATE

BANKING & CAPITAL MARKETS

Financial Accountant Newly Qualified up to 2 years PQE	£60,000 - £70,000	£350 - £450
Financial Accountant 2 - 5 years PQE	£70,000 - £90,000	£425 - £600
Senior Financial Accountant 5 - 10 years PQE	£80,000 - £100,000	£450 - £700
Financial Controller 2 - 5 years PQE	£70,000 - £95,000	£425 - £625
Financial Controller 5 - 10 years PQE	£85,000 - £120,000	£500 - £700
Management Accountant Newly Qualified up to 2 years PQE	£60,000 - £70,000	£350 - £450
Management Accountant 2 - 5 years PQE	£70,000 - £90,000	£400 - £550
Finance Business Partner / FP&A Newly Qualified up to 2 years PQE	£60,000 - £75,000	£375 - £450
Finance Business Partner / FP&A 2 - 5 years PQE	£70,000 - £90,000	£400 - £600
Finance Business Partner / FP&A 5 - 10 years PQE	£95,000+	£450 - £750
Head of FP&A	£120,000 - £150,000	£800 - £1,500
Product Controller Newly Qualified up to 2 years PQE	£60,000 - £75,000	£400 - £500
Product Controller 2 - 10 years PQE	£75,000 - £100,000	£500 - £650
Head of Finance	£100,000 - £130,000	£650 - £1,000
Finance Director	£130,000 - £150,000+	£950 - £1,500
CFO (Dependent on size of bank)	£150,000 - £200,000+	£1,200 - £2,000+

SALARY RANGE

DAY RATE

PART QUALIFIED & TRANSACTIONAL

Graduate up to 12 months' experience	£27,000 - £35,000	£175 - £200
Accounts Assistant More than 12 months' experience	£35,000 - £42,000	£180 - £250
Accounts Payable / Receivable	£40,000 - £60,000	£225 - £350
Assistant Accountant	£31,000 - £38,000	£225 - £300
Assistant Financial Accountant	£38,000 - £48,000	£250 - £325
Assistant Management Accountant	£38,000 - £48,000	£225 - £325
ACCA Finalist	£50,000 - £60,000	£300 - £350
Finance Analyst	£40,000 - £50,000	£225 - £320
PQ Regulatory Accountant	£45,000 - £55,000	£275 - £425
PQ Fund Accountant	£44,000 - £55,000	£275 - £400
Fund Administrator	£30,000 - £36,000	£200 - £250
Payroll Admin	£30,000 - £42,000	£250 - £300
Payroll Manager	£60,000 - £80,000	£375 - £425
Head of Payroll (FS)	£80,000 - £125,000	£450 - £700
AP Manager	£55,000 - £75,000	£300 - £400

SALARY RANGE

DAY RATE

COMPLIANCE

Compliance Graduate	£24,000 - £35,000	£160 - £200
Compliance Analyst	£35,000 - £42,000	£220 - £300
Junior Compliance Officer	£38,000 - £52,000	£250 - £350
Senior Compliance Analyst	£45,000 - £60,000	£300 - £425
Compliance Officer	£52,000 - £70,000	£375 - £500
Compliance Manager	£65,000 - £95,000	£450 - £650
Senior Compliance Officer	£85,000 - £110,000	£500 - £700
Senior Compliance Manager	£90,000 - £115,000	£600 - £800
UK Head of Compliance	£115,000 - £170,000	£800 - £1,200
EU Head of Compliance	£150,000 - £200,000	£1,250 - £1,500+
Group Head of Compliance	£185,000+	£1,250 - £2,000+

SALARY RANGE

DAY RATE

RISK

Credit Risk Analyst	£35,000 - £55,000	£250 - £350
Market Risk Analyst	£40,000 - £60,000	£300 - £450
Operational Risk Analyst	£35,000 - £55,000	£250 - £350
Quantitative Risk Analyst	£55,000 - £90,000	£400 - £650
Prudential Risk Analyst	£45,000 - £65,000	£350 - £500
Credit Risk Manager	£65,000 - £90,000	£400 - £600
Market Risk Manager	£65,000 - £100,000	£500 - £750
Operational Risk Manager	£65,000 - £90,000	£500 - £750
Quantitative Risk Manager	£90,000 - £125,000	£650 - £1,000
Prudential Risk Manager	£70,000 - £95,000	£500 - £750
VP / Senior Risk Manager	£95,000 - £120,000	£600 - £850
Head of Risk	£110,000 - £160,000	£750 - £1,200
Risk Director	£140,000 - £185,000	£900 - £1,300
Chief Risk Officer	£200,000 - £400,000	£1,200 - £2,000+

SALARY RANGE

DAY RATE

REGULATORY

Regulatory Reporting Accountant	£60,000 - £85,000	£400 - £550
Senior Regulatory Reporting Accountant	£75,000 - £95,000	£450 - £650
Regulatory Reporting Manager	£80,000 - £120,000	£600 - £800
Head of Regulatory Reporting	£110,000 - £200,000	£700 - £1,250

SALARY RANGE

DAY RATE

INTERNAL AUDIT

Internal Auditor	£40,000 - £65,000	£250 - £400
Senior Internal Auditor	£70,000 - £85,000	£400 - £550
Internal Audit Manager	£75,000 - £95,000	£500 - £700
Senior Internal Audit Manager	£95,000 - £115,000	£600 - £850
Head of Internal Audit	£120,000 - £180,000	£900 - £1,200
Internal Audit Director	£140,000 - £180,000	£1,200 - £1,400
Chief Internal Auditor	£200,000+	£1,500 - £2,000

SALARY RANGE

MIDDLE OFFICE, INVESTMENT OPERATIONS AND OVERSIGHT

Depository Analyst	£35,000 - £45,000
Senior Depository Analyst	£45,000 - £65,000
Fund Management / Investment Operations Associate	£40,000 - £55,000
Fund Management / Investment Operations Manager	£50,000 - £70,000
Head of Fund Management / Investment Operations	£75,000 - £95,000
Director of Fund Management / Investment Operations	£120,000 - £170,000
Senior Fund Oversight Analyst	£35,000 - £45,000
Portfolio / Fund Oversight Manager	£55,000 - £75,000
Head of Portfolio / Fund Oversight	£85,000 - £125,000
Global Head of Portfolio / Fund Oversight	£135,000 - £160,000
Head of Oversight & Vendor Management	£135,000 - £165,000
Client Oversight Senior Manager	£80,000 - £100,000
Client Oversight Manager	£50,000 - £80,000
Performance Analysis Lead	£70,000 - £90,000
Operational Oversight Lead	£70,000 - £110,000
Portfolio Analysis Lead	£65,000 - £125,000
Client Onboarding / Transitions Manager	£55,000 - £75,000
Head of Client Onboarding / Transitions	£75,000 - £130,000

SALARY RANGE**TRADING**

Trading Analyst	£35,000 - £60,000
Junior Trader	£60,000 - £75,000
Junior Quants Trader	£65,000 - £80,000
Trader	£90,000 - £120,000
Quants Trader	£95,000 - £125,000
Senior Trader	£120,000 - £150,000
Seniort Quants Trader	£130,000 - £160,000
Head of Trading	£150,000 - £220,000
Head of Quants	£160,000 - £250,000

SALARY RANGE**ESG**

ESG Analyst / Associate	£65,000 - £75,000
ESG Senior Analyst / Associate	£70,000 - £85,000
ESG Manager / AVP	£85,000 - £110,000
ESG Senior Manager / VP	£120,000 - £140,000
Head of ESG	£150,000 - £200,000
Director of ESG	£180,000 - £250,000



15th EDITION

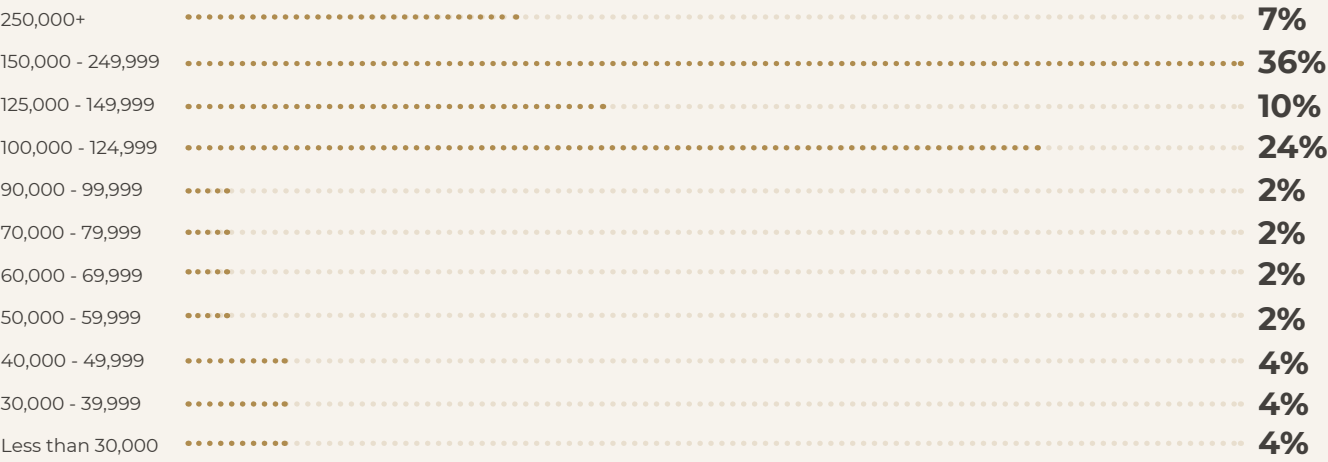
LEGAL



KEY FINDINGS

What is your current (or most recent) basic salary?

PERMANENT / FTC



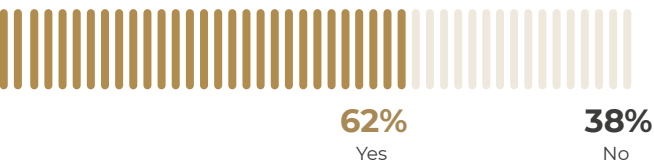
Are you satisfied with your current pay?



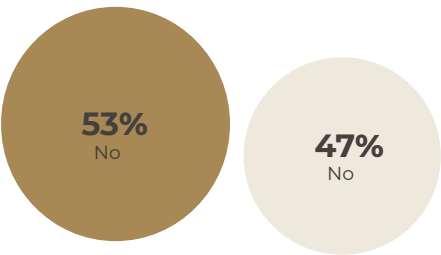
Top 3 reasons for leaving last role



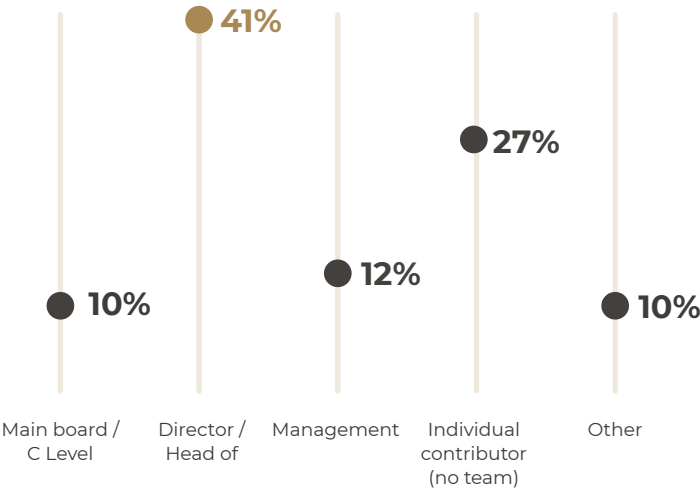
Are you satisfied in your current role?



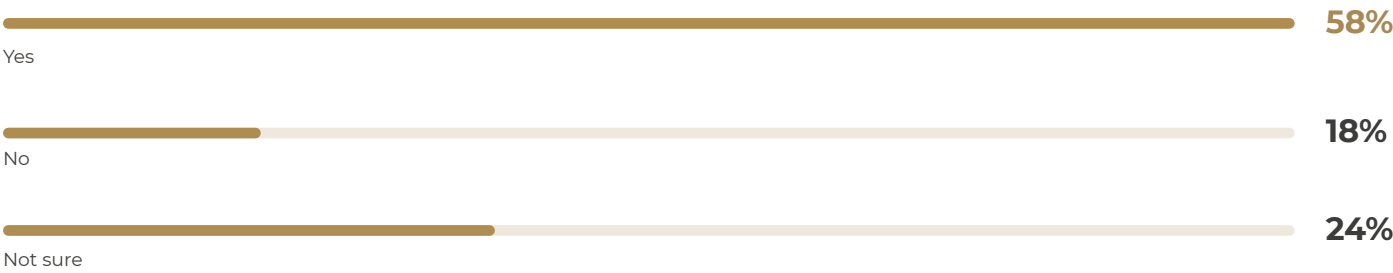
Do you envisage changing jobs in the next 12 months?



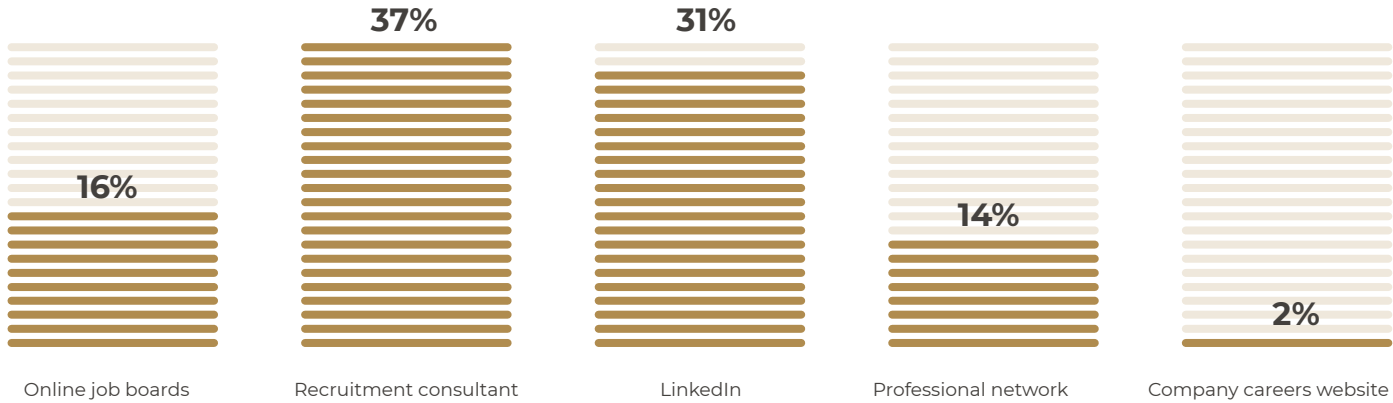
What level is your current (or most recent) position?



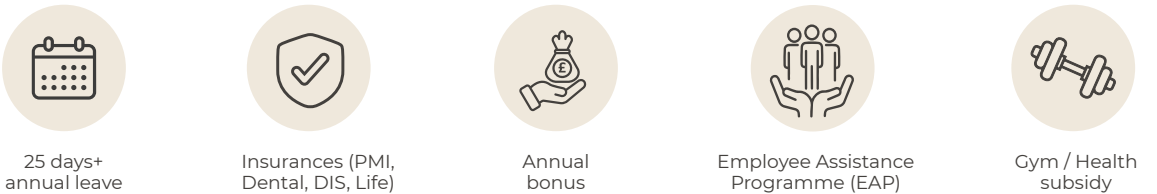
Do you feel your job is secure in 2025?



When looking for a role, which of the below would you use?



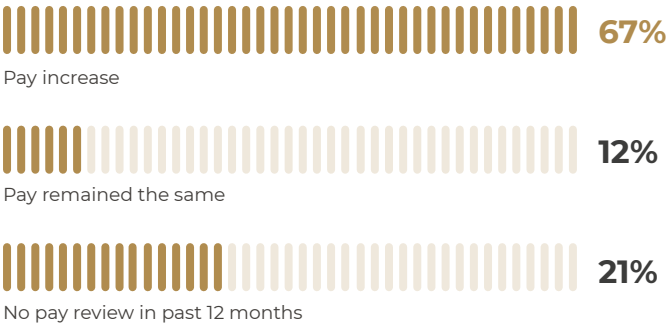
Top 5 benefits



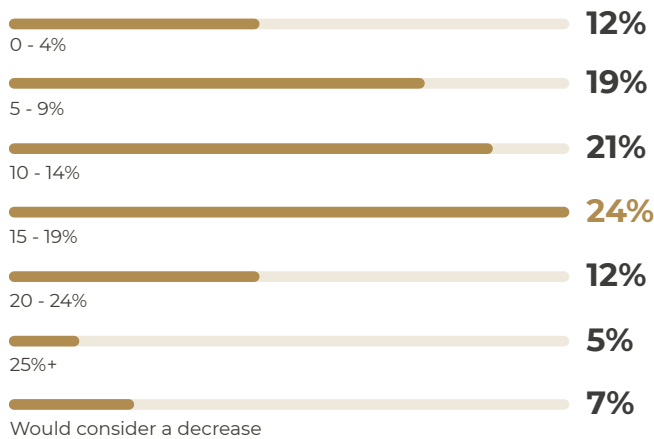
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

Our Marks Sattin legal team specialise in placing legal professionals of all seniority levels within the financial services and commerce & industry sectors. Each of these industries differs in the challenges and market trends that affect the way in which their legal teams operate. As a result, we want to cover the different in-house legal trends we have seen across both industries, and our predictions for the remainder of 2025 and beyond!

IN-HOUSE LEGAL: FINANCIAL SERVICES

Within the financial services industry, legal hiring has thankfully started its resurgence in 2025, particularly within the banking (where there had been hiring freezes), insurers, fintechs, and investment managers space. We are seeing a shift in legal counsel becoming more embedded as a strategic partner to other business functions, specifically supporting compliance, risk management, and providing more advice to enhance innovation (from the product and regulatory perspective) which is nice to see!

We have recently seen more demand for candidates with:

- **Regulatory compliance expertise (FCA/Prudential regimes)**
- **Fintech and payments law experience**
- **Crypto and digital asset regulation understanding**
- **A Corporate trained background and commercial contracts experience**

In relation to salaries within financial services, general counsel salaries have been reporting steady improvement (to be more competitive with private practice), with mid-senior lawyers possessing more niche experience and skillsets becoming even more in demand. With the growth of investment within the digital assets & crypto space, it would not be surprising if these sectors start to soar and as a result the need for an in-house lawyer with these expertise starts to intensify (especially when these sectors become more regulated!). It is clear that hybrid working remains a key priority for candidates, and companies that are able to offer a great culture along with flexibility are becoming more attractive than roles offering a slightly higher salary with no flexibility. We are definitely still feeling the effects of Covid working, which is not necessarily such a bad thing!

IN-HOUSE LEGAL: COMMERCE & INDUSTRY

The in-house legal market within commerce & industry (C&I) spanning sectors such as retail, tech, media & entertainment, pharma, energy and manufacturing, presents a more complex landscape. Although many companies are still steering tight margins that make it hard to match private practice salaries, the importance of in-house legal teams has never been clearer. Today's in-house lawyers are expected to do far more than just provide legal advice, they're becoming trusted advisors at the heart of business decision-making. Whether it's guiding the business through complex regulatory changes, supporting commercial growth, or helping shape operational strategy, legal teams are playing a much more strategic and influential role across organisations. We've noticed a clear trend in the C&I space: companies are increasingly looking for lawyers who come from a solid corporate transactional background but are also comfortable stepping into broader commercial roles. These individuals are especially valued for their ability to add meaningful input on M&A and governance matters, areas that are key for growing or scaling businesses. It's this blend of technical expertise and commercial mindset that allows them to make a real impact, supporting leadership teams through change and helping drive the business forward. This shift is reshaping the profile of the modern in-house lawyer, this includes approach, cross-functional collaboration, and the ability to balance legal risk with commercial agility.

When it comes to remuneration, the commerce & industry sector continues to face some challenges in keeping pace with private practice salaries, particularly at the junior to mid-level. However, we're seeing a growing willingness from businesses - especially if companies are PE backed or those in high-growth sectors like tech, energy, and media, they tend to offer more competitive packages to attract and retain top legal talent.

We have recently seen more demand for candidates with:

- **Corporate transactional background with a view to taking on a broader commercial role**
- **ESG-focused legal hires, particularly in manufacturing and renewable energy**
- **Legal operations roles, reflecting the move toward efficiency and technology AI integration**
- **IP lawyers across retail and media and entertainment**

SECTOR INSIGHTS

Media & Entertainment: Growing demand for in-house lawyers with IP, licensing, and digital content expertise, especially in AI and streaming.

Retail: Legal roles focused on contract risk, compliance and IP, with copyright licensing laws.

Tech: Strong demand for strategic legal hires in data protection, SaaS agreements, and AI governance, especially in PE-backed growth firms.

Energy: The energy sector's shift toward net zero, renewables, legal teams are critical to supporting the energy transition, with demand focused on regulatory, ESG, and project finance expertise, especially in renewables and cross-border infrastructure deals.

Pharma: In-house legal hiring is centred on corporate governance, regulatory compliance, and market access, as companies navigate global oversight and invest in digital health and AI-driven innovation.

Manufacturing: Legal functions are focused on contract risk, supply chain resilience, trade regulation, and ESG compliance.

LOOKING AHEAD: PREDICTIONS FOR LATE 2025 AND BEYOND!

As we move further into 2025, the UK legal hiring market is expected to continue to pick up, with several key themes emerging:

- In-house companies will continue to keep and win candidates through providing a fantastic culture with hybrid working, and career development at the forefront.
- In-house employers will continue to become more innovative, offering equity, enhanced flexibility, and bespoke benefits to keep attracting talent.
- Financial services hiring will likely start to intensify within the digital assets & crypto space, with continued hiring in the investment management space.
- Commerce & industry will continue to evolve beyond traditional advisory work, with growing demand for commercially-minded lawyers who can support ESG, tech innovation, legal operations, and cross-functional decision-making, particularly in scale-up companies.

However, the most important trend and prediction to note is that a “tug of war” between private practice and in-house legal for candidates is expected to intensify. While there is no doubt that salaries within private practice firms will be higher, lawyers are increasingly seeking to see the impact of their work first-hand and be a part of a business. They very much desire greater flexibility within a company with a fantastic culture that truly supports their long-term personal and professional growth at the forefront. Therefore, we will see some interesting moves, all dependent on motivations!

CONCLUSION

Legal hiring across both financial services and commerce & industry reflects the evolving role of in-house counsel, from technical advisor to strategic business partner. Financial services is currently enjoying a more robust recovery with a sharp focus on regulatory expertise and innovation alignment, while C&I presents a more varied and commercially complex environment where cross-functional and sector-specific expertise is critical. Candidates seeking structured regulatory roles may lean toward FS, while those looking for commercial breadth and impact across industries may find C&I more appealing.



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SALARY GUIDE

PRIVATE PRACTICE BACKGROUND

	PQE	US/WHITE SHOE	MAGIC CIRCLE	SILVER CIRCLE	TOP 50
C&I (CORPORATE & COMMERCIAL)					
Legal Counsel	NQ	£90,000 - £100,000	£80,000 - £100,000	£80,000 - £90,000	£60,000 - £70,000
Legal Counsel	1 - 3 years	£100,000 - £120,000	£90,000 - £110,000	£80,000 - £100,000	£80,000 - £90,000
Legal Counsel	4 - 6 years	£130,000 - £150,000	£120,000 - £140,000	£110,000 - £130,000	£100,000 - £120,000
Senior Legal Counsel	6+ years	£140,000 - £170,000	£140,000 - £160,000	£130,000 - £150,000	£120,000 - £140,000
Head of Legal	10+ years	£220,000+	£190,000+	£170,000+	£150,000+
General Counsel & CLO	N/A	£270,000+	£240,000+	£210,000+	£180,000+

PRIVATE PRACTICE BACKGROUND

	PQE	US/WHITE SHOE	MAGIC CIRCLE	SILVER CIRCLE	TOP 50
SPECIAL COUNSEL (C&I)					
IP Legal Counsel	1 - 6 years	£100,000 - £150,000	£90,000 - £140,000	£80,000 - £130,000	£60,000 - £120,000
IP Senior Legal Counsel	6+ years	£140,000 - £170,000	£140,000 - £160,000	£130,000 - £150,000	£120,000 - £140,000

PRIVATE PRACTICE BACKGROUND

	PQE	US/WHITE SHOE	MAGIC CIRCLE	SILVER CIRCLE	TOP 50
FS (CORPORATE & COMMERCIAL)					
Legal Counsel	NQ	£90,000 - £120,000	£90,000 - £110,000	£80,000 - £100,000	£70,000 - £90,000
Legal Counsel	1 - 3 years	£110,000 - £150,000	£100,000 - £140,000	£90,000 - £120,000	£80,000 - £100,000
Legal Counsel	4 - 6 years	£130,000 - £160,000	£120,000 - £150,000	£110,000 - £140,000	£100,000 - £130,000
Senior Legal Counsel	6+ years	£150,000 - £180,000	£140,000 - £170,000	£130,000 - £160,000	£120,000 - £150,000
Head of Legal	10+ years	£240,000+	£200,000+	£180,000+	£160,000+
General Counsel & CLO	N/A	£280,000+	£250,000+	£220,000+	£190,000+

PRIVATE PRACTICE BACKGROUND

	PQE	US/WHITE SHOE	MAGIC CIRCLE	SILVER CIRCLE	TOP 50
SPECIAL COUNSEL (FS)					
Regulatory Legal Counsel	1 - 6 years	£120,000 - £150,000	£100,000 - £130,000	£90,000 - £110,000	£70,000 - £90,000
Regulatory Senior Legal Counsel	6+ years	£140,000 - £180,000	£130,000 - £150,000	£120,000 - £140,000	£110,000 - £130,000

PRIVATE PRACTICE BACKGROUND

	PQE	US/WHITE SHOE	MAGIC CIRCLE	SILVER CIRCLE	TOP 50
PP JOB TITLE (CORPORATE & COMMERCIAL)					
Newly Qualified Associate	NQ	£160,000 - £180,000	£150,000	£110,000 - £120,000	£80,000 - £100,000
Associate	1 - 3 years	£170,000 - £220,000	£160,000 - £190,000	£120,000 - £140,000	£90,000 - £120,000
Senior Associate	4 - 6 years	£200,000 - £270,000	£180,000 - £240,000	£130,000 - £170,000	£100,000 - £150,000
Counsel	6+ years	£290,000+	£260,000+	£190,000+	£170,000+
Partner	10+ years	£350,000+	£300,000+	£250,000+	£210,000+

SALARY RANGE

SUPPORT	
Company Secretarial Assistant	£65,000 - £75,000
Assistant Company Secretary	£75,000 - £100,000
Company Secretary	£100,000 - £150,000
Corporate Services Assistant Co-Sec	£45,000 - £55,000
Corporate Services Co-Sec	£55,000+
Paralegal (Pre TC)	£30,000 - £50,000
Career Paralegal (-5 years exp)	£60,000+
Career Paralegal (5+ years exp)	£75,000+



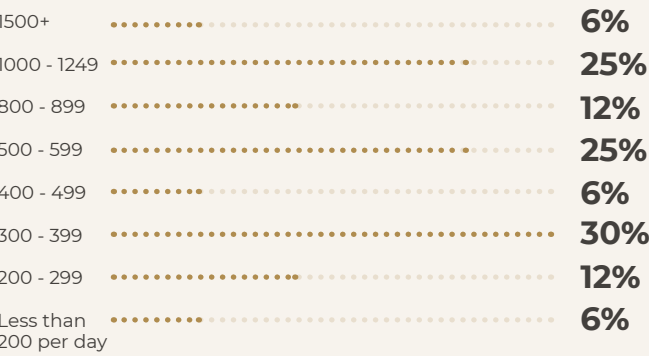
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PRIVATE EQUITY BACKED EXECUTIVE SEARCH



KEY FINDINGS

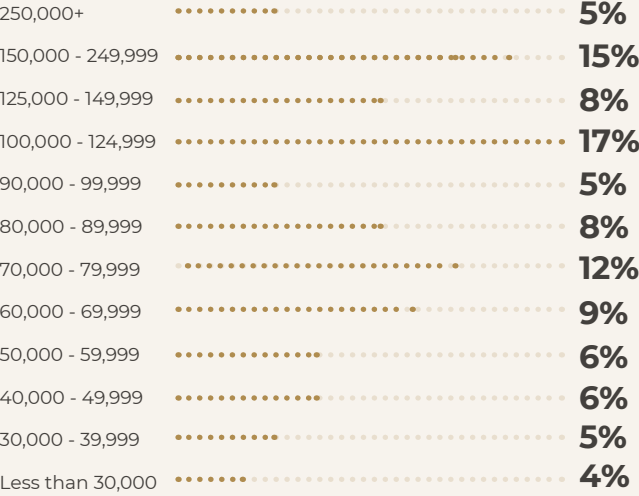
What is your current (or most recent) daily rate? CONTRACT



Are you satisfied with your current rate?



What is your current (or most recent) basic salary? PERMANENT / FTC



Are you satisfied with your current pay?



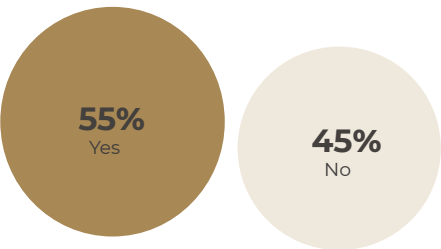
Top 3 reasons for leaving last role



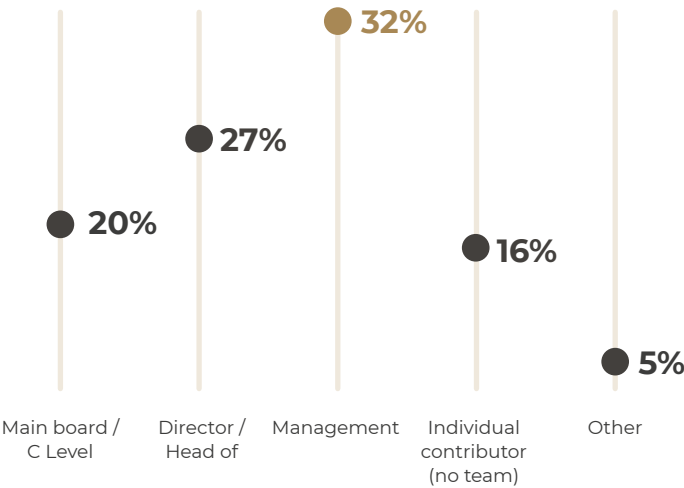
Are you satisfied in your current role?



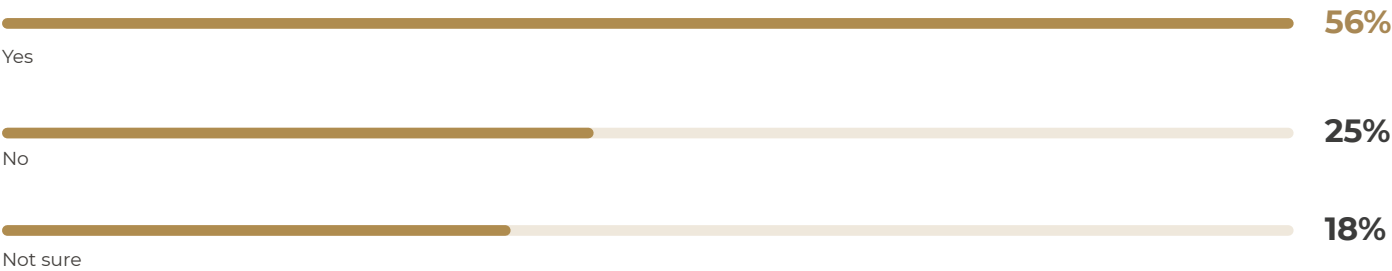
Do you envisage changing jobs in the next 12 months?



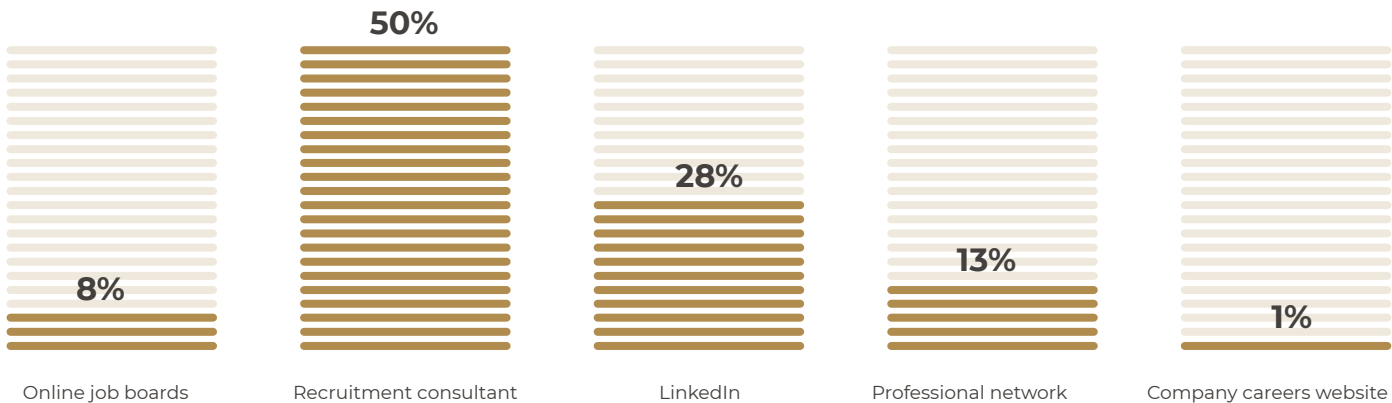
What level is your current (or most recent) position?



Do you feel your job is secure in 2025?



When looking for a role, which of the below would you use?



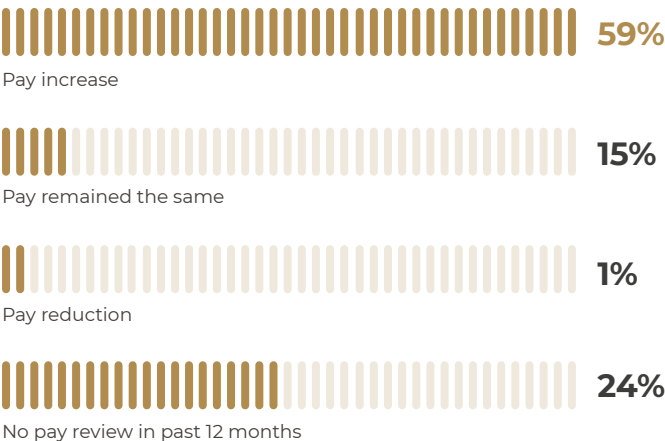
Top 5 benefits



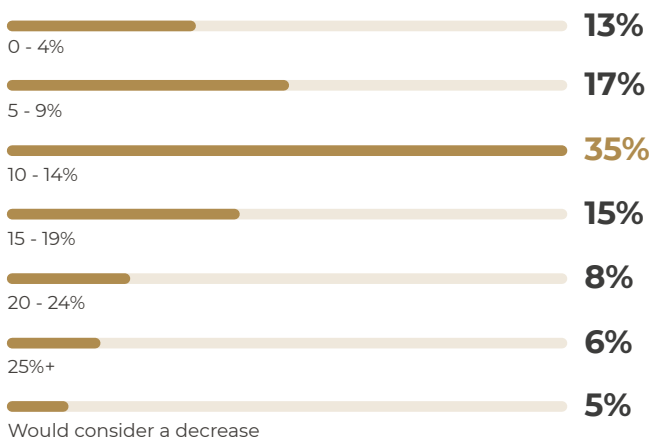
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

The private equity (PE) and venture capital landscape across the UK and Europe is undergoing a notable transformation, reshaping senior finance hiring dynamics with increased complexity and heightened demand. At the heart of this evolution is London, which has not only reaffirmed its status as Europe's financial nucleus, but also emerged as a dominant hub for recruiting Chief Financial Officers (CFOs) and Finance Directors (FDs) within PE-backed businesses. The interplay of deal activity, sector-specific growth, and macroeconomic factors is redefining what firms expect from their finance leadership, and where they look to find it.

SURGING DEMAND FOR CFOS AND FINANCE DIRECTORS IN PE-BACKED BUSINESSES

Last year, nearly 42% of CFO appointments in the UK were within PE-backed firms, underscoring the pivotal role of private capital in executive recruitment. This surge is closely linked to a sharp uptick in mid-market deal activity. European mid-market funds alone are forecasted to raise around €100 billion in 2025, fuelling a wave of transactions that require seasoned finance professionals to drive value creation.

PE investors are sharpening their focus on strategic growth and value extraction, making CFOs indispensable, not just as financial experts but as key architects of operational scaling and portfolio optimisation. Modern CFOs in PE-backed companies increasingly manage complex capital structures, ranging from GP-led secondary transactions to venture debt, while balancing strict financial discipline and the agility to pivot quickly in volatile markets.

THE MACROECONOMIC BACKDROP: RESILIENCE AMIDST COMPLEXITY

Despite ongoing macroeconomic uncertainties, PE hiring remains resilient. Recent data from PitchBook reveals that deal activity in consumer retail and services outpaced 2023 levels by 12%, although exit activity is still running nearly 50% below the 2020–2021 boom period. This mixed picture reflects the longer diligence cycles and elevated caution prompted by persistent high interest rates and geopolitical risks.

However, the outlook brightens as markets anticipate a 50-basis-point rate cut from the Federal Reserve in late 2024. This easing is expected to catalyse renewed buyout activity, especially within non-discretionary consumer subsegments like food, wellness, and pet products, areas where consumer demand remains robust despite economic headwinds. Strategic buyers with strong balance sheets are leveraging this window to refresh portfolios and lock in top-tier finance talent equipped to manage this next phase of growth.

SECTOR SPOTLIGHTS: WHERE CFO TALENT IS MOST IN DEMAND

Technology: Tech continues to dominate PE and VC deal flow, particularly in London, which maintains its position as Europe's leading tech hub. Supported by a €26.6 billion venture debt market, the sector saw a 24.7% year-over-year increase in deal volume in 2024. Here, CFOs are evolving into digital change agents, overseeing growth-stage funding, steering AI-driven

transformations, and navigating a dynamic M&A landscape. By mid-2025, over €11 billion has been invested in AI through PE and VC channels, underscoring the high premium placed on finance leaders who combine digital fluency with strategic vision.

Consumer: The consumer sector is in a state of post-pandemic recalibration. While deal volumes dipped by 18.8% in 2023, early 2025 data points toward stabilisation. CFOs in this space grapple with narrow margins, inflationary pressures, and shifting buyer behaviours. Demand is strongest in resilient subsegments such as food and beverage, pet products, and vitamins, categories that exhibit consistent consumer demand despite broader economic challenges. Conversely, PE investors are more cautious about discretionary segments like apparel and restaurants, where valuations and deal volumes have softened.

Business Services: Buy-and-build strategies continue to fuel deal flow in business services, making CFOs central to acquisition execution, integration, and financial process standardisation. The sector's inherent fragmentation, spanning residential services, storage, and entertainment, creates ripe opportunities for consolidation. Finance leaders with operational efficiency expertise and infrastructure scaling experience are in especially high demand.

Financial Services and Fintech: London's fintech sector remains a beacon for PE investment. CFOs here must balance rigorous financial oversight with compliance demands and technological adaptability, especially in companies navigating complex funding rounds and rapid growth phases.

Healthcare and Education: While smaller in scale, these sectors are attracting increasing capital. Healthcare CFOs balance strict regulatory compliance with profitability goals, while education sector leaders manage hybrid public-private funding models and scale curriculum delivery efficiently.

Industrial and Cleantech: Reshoring initiatives and infrastructure investments are reinvigorating the industrial sector. CFOs with experience in capital expenditure management, project finance, and emerging technologies are pivotal as companies align long-term sustainability goals with financial strategies.

HIRING CHALLENGES IN PRIVATE EQUITY FINANCE LEADERSHIP

Despite robust demand, securing the right senior finance talent remains challenging. Many PE backed firms struggle to find CFOs who seamlessly combine strategic insight with hands-on operational control, a necessity in the high-velocity, outcome-driven environment typical of private equity.

Additionally, macro factors such as geopolitical uncertainty, tariff fluctuations, and interest rate volatility impact investor sentiment and, by extension, hiring activity. In the UK, especially in London, high living costs heighten competition for talent, compelling firms to offer not only attractive compensation but also flexible working arrangements and compelling career trajectories.

TRENDS SHAPING THE CFO ROLE

Several key themes are redefining private equity's expectations of their finance leaders:

- **Sector-specific expertise:** PE firms increasingly prioritise CFOs with deep domain knowledge and familiarity with sector-specific KPIs, be it SaaS metrics in tech or like-for-like sales figures in retail, to hit the ground running.
- **Digital Transformation & ESG:** CFOs are at the forefront of driving digital innovation and integrating ESG (Environmental, Social, Governance) considerations into financial strategies, aligning portfolio companies with evolving investor mandates.
- **Alternative financing structures:** Growing use of venture debt, minority investments, and GP-led secondary transactions requires CFOs adept at navigating complex capital structures while maintaining robust financial discipline.
- **Leadership diversity:** DEI (Diversity, Equity, and Inclusion) remains a strategic priority. PE investors seek finance leaders from diverse backgrounds who can foster inclusive cultures and drive innovative thinking.

UK VS. CONTINENTAL EUROPE: DIVERGENT HIRING DYNAMICS

While the UK remains the leading centre for private equity-backed senior finance recruitment, a growing divergence is apparent between the UK and continental Europe.

London continues to be a powerhouse, accounting for nearly 38% of European PE-backed CFO appointments by mid-2025, a share that steadily increases thanks to a dense pool of experienced, interim, and transformation-focused finance leaders. The UK market's fluidity and scale allow for rapid placements, particularly as firms navigate heightened exit activity and portfolio restructuring.

Key UK sectors driving hiring momentum include technology, consumer health, fintech, and B2B services. CFOs in these sectors are expected to serve multiple roles, champion digital transformation, equity story architects, and operational integrators. The UK's thriving venture debt market provides access to non-dilutive capital, enabling more dynamic growth strategies that, in turn, require agile financial leadership.

In contrast, Europe's private equity hiring is growing but remains more regionally nuanced. Germany, France, and the Nordics have seen a 14–18% increase in senior finance appointments year-on-year, particularly in capital-intensive sectors such as industrials, healthcare, and infrastructure. However, firms tend to favour internal promotions or local talent familiar with regulatory frameworks, cultural norms, and language requirements over importing talent from the UK.

Compensation in Europe tends to be more conservative, often 10–25% lower than UK levels, with firms competing by offering longer-term incentives like flexible equity participation and hybrid work options. European markets, especially Benelux and Scandinavia, are increasingly aligning PE strategies with ESG mandates, elevating the need for CFOs who balance financial rigour with broader societal impact.

Post-Brexit regulatory divergence also plays a role. The UK enjoys a relatively stable and PE-friendly regulatory environment, whereas some European countries maintain more restrictive tax and reporting policies, complicating cross-border talent mobility and compensation structures.

Cross-border talent movement exists, but remains limited. UK CFOs are occasionally recruited to companies in Ireland, Benelux, and Nordic countries, where the language and investor expectations are more aligned with UK norms. Conversely, European CFOs are less likely to move to the UK without strong equity or IPO incentives.

OUTLOOK

The outlook for private equity-backed senior finance hiring in the UK and Europe remains robust, with deal activity and portfolio management requirements driving demand for sophisticated CFOs and FDs. The anticipated resurgence in deal-making during H2 2025, especially within consumer and business services sectors, will expand opportunities for strategic finance leaders.

Yet, the bar is rising. CFOs must bring a multifaceted skill set combining deep sector expertise, financial acumen, digital savvy, and the agility to navigate increasingly complex investment and regulatory ecosystems. For candidates, this signals a career inflection point to evolve beyond traditional finance functions. For PE firms and portfolio companies, it demands offering not just competitive pay, but compelling missions, strong governance, and transparent equity participation pathways.

As private equity continues reshaping industries across the UK and Europe, CFOs will remain essential engines of value creation. The competition to attract, develop, and retain these leaders will only intensify, shaping the contours of private equity success in the years ahead.



TRACEY ALPER

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SALARY GUIDE

CHIEF FINANCIAL OFFICER

TECHNOLOGY

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£150,000 - £175,000
25 - 100M	£175,000 - £220,000
100 - 300M	£220,000 - £350,000

CONSUMER

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£120,000 - £150,000
25 - 100M	£150,000 - £180,000
100 - 300M	£180,000 - £250,000

FINANCIAL SERVICES

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£180,000 - £200,000
25 - 100M	£200,000 - £250,000
100 - 300M	£250,000 - £350,000

BUSINESS SERVICES

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£150,000 - £180,000
25 - 100M	£180,000 - £225,000
100 - 300M	£225,000 - £300,000

HEALTHCARE & EDUCATION

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£150,000 - £170,000
25 - 100M	£170,000 - £200,000
100 - 300M	£200,000 - £300,000

INDUSTRIALS

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£160,000 - £170,000
25 - 100M	£170,000 - £250,000
100 - 300M	£250,000 - £300,000

FINANCE DIRECTOR / GROUP FINANCIAL CONTROLLER

TECHNOLOGY

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£80,000 - £100,000
25 - 100M	£100,000 - £150,000
100 - 300M	£150,000 - £200,000

CONSUMER

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£90,000 - £100,000
25 - 100M	£100,000 - £120,000
100 - 300M	£120,000 - £150,000

HEALTHCARE & EDUCATION

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£90,000 - £100,000
25 - 100M	£100,000 - £130,000
100 - 300M	£130,000 - £140,000

BUSINESS SERVICES

COMPANY REVENUE £	SALARY RANGE*
0 - 25M	£90,000 - £110,000
25 - 100M	£110,000 - £130,000
100 - 300M	£130,000 - £150,000

*Salary range excludes equity and benefits

Note: Fast moving market conditions will impact base salaries, as well as factors such as complexity, pace and scale of business, internationalisation and value creation participation.

COMMERCIAL FINANCE DIRECTOR / DIRECTOR OF FINANCIAL PLANNING & ANALYSIS

TECHNOLOGY

COMPANY REVENUE £

SALARY RANGE*

25 - 100M

£120,000 - £150,000

100 - 300M

£150,000 - £200,000

CONSUMER

COMPANY REVENUE £

SALARY RANGE*

25 - 100M

£95,000 - £110,000

100 - 300M

£110,000 - £160,000

HEALTHCARE & EDUCATION

COMPANY REVENUE £

SALARY RANGE*

25 - 100M

£100,000 - £120,000

100 - 300M

£120,000 - £150,000

BUSINESS SERVICES

COMPANY REVENUE £

SALARY RANGE*

25 - 100M

£95,000 - £120,000

100 - 300M

£120,000 - £140,000

DIRECTOR OF M&A

TECHNOLOGY

SALARY RANGE*

£100,000 - £140,000

CONSUMER

SALARY RANGE*

£85,000 - £110,000

HEALTHCARE & EDUCATION

SALARY RANGE*

£90,000 - £110,000

BUSINESS SERVICES

SALARY RANGE*

£100,000 - £130,000



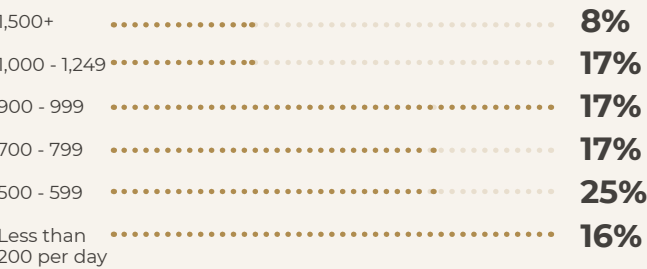
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SPECIALIST MARKETS

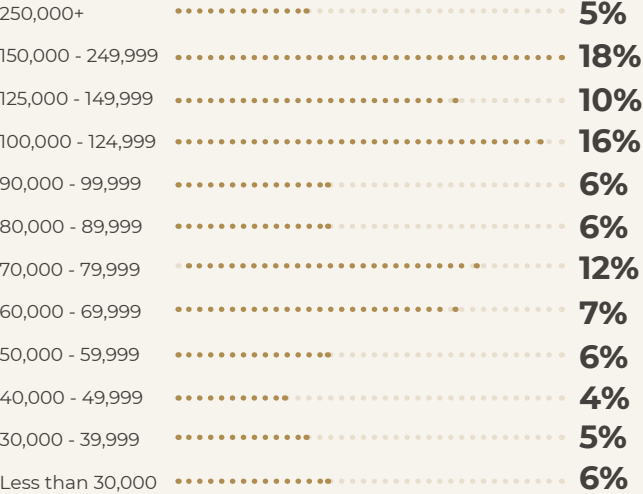


KEY FINDINGS

What is your current (or most recent) daily rate? CONTRACT



What is your current (or most recent) basic salary? PERMANENT / FTC



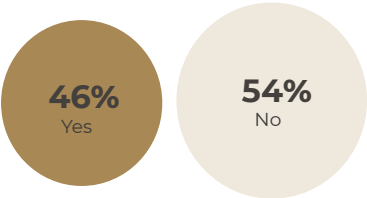
Are you satisfied with your current rate?



Are you satisfied with your current pay?



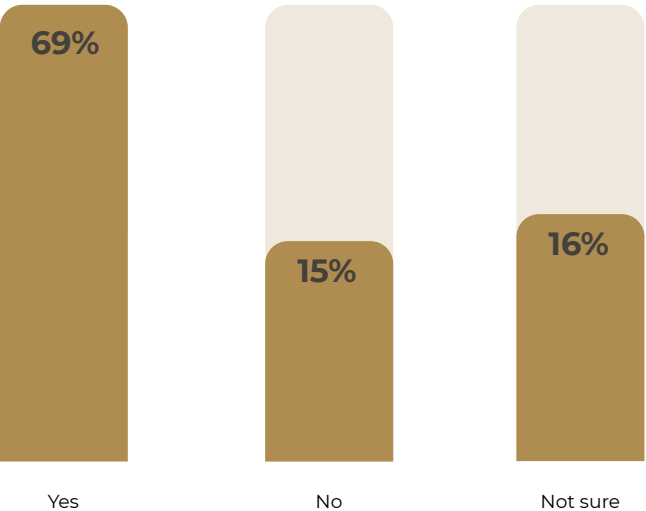
Do you envisage changing jobs in the next 12 months?



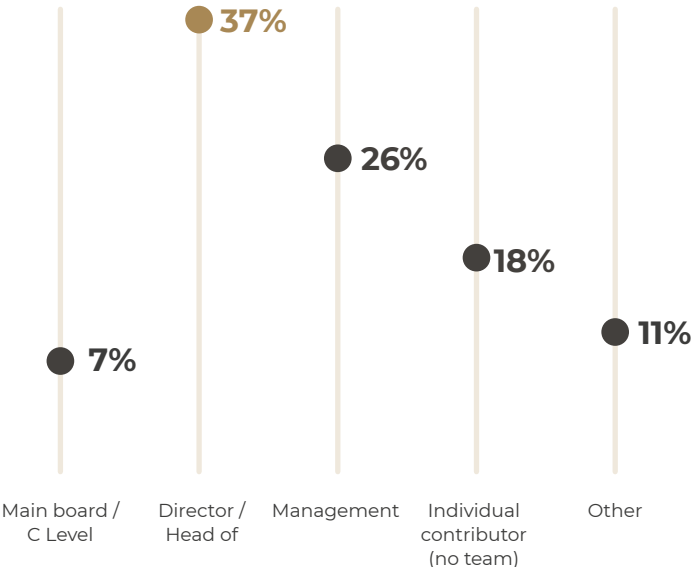
Top 3 reasons for leaving last role



Do you feel your job is secure in 2025?



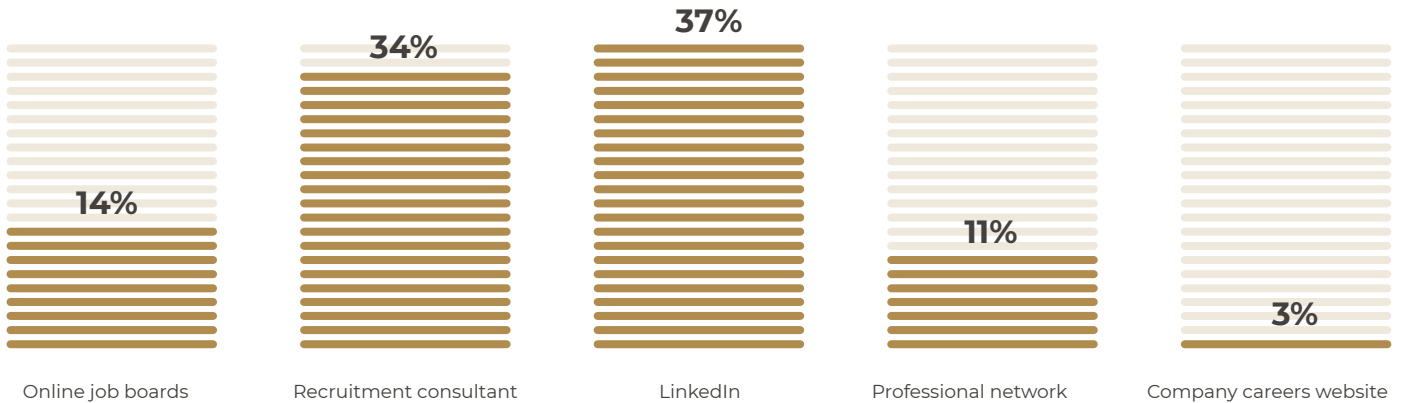
What level is your current (or most recent) position?



Are you satisfied in your current role?



When looking for a role, which of the below would you use?



Top 5 benefits



25 days+
annual leave



Annual
bonus



Insurances (PMI,
Dental, DIS, Life)



Employee Assistance
Programme (EAP)

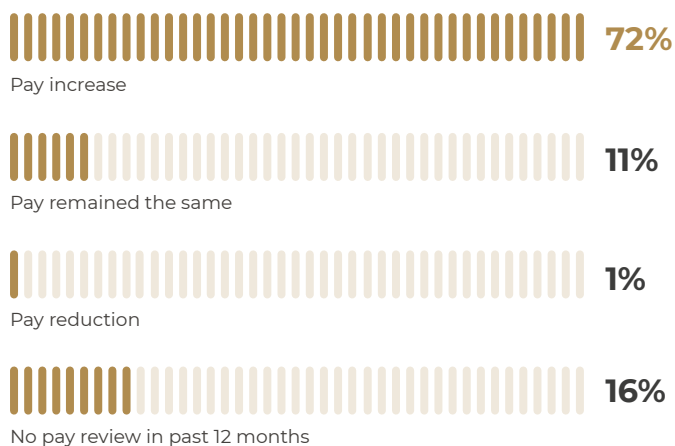


Gym / Health
subsidy

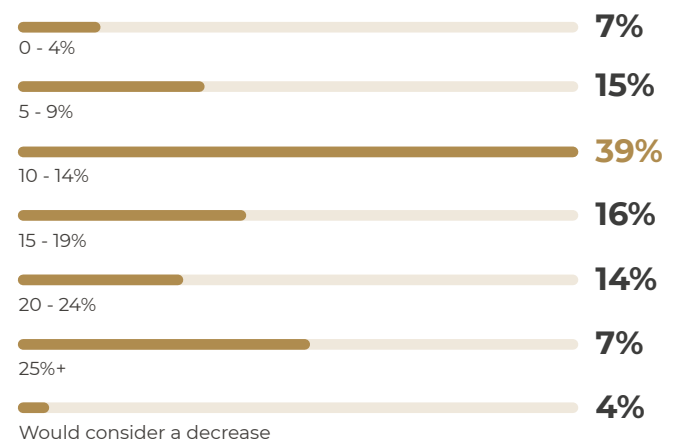
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

The hiring landscape in specialist sectors such as Internal Audit, Risk Management, Taxation, Treasury, Governance & Compliance, IT Audit, Corporate Finance, Information & Cyber Security, and Insolvency & Restructuring across the UK and Ireland continues to evolve. Hiring patterns reflect a strategic shift, organisations are prioritising essential, high-impact roles over broad workforce expansion. While Internal Audit and Risk Management continue to experience cyclical demand fluctuations, certain areas remain robust. Internal Audit positions, particularly those focused on IT and data analytics, remain sought after, despite a recent softening in recruitment. Risk management teams, meanwhile, are preparing for increased hiring, buoyed by improving economic confidence and rising regulatory pressures.

Taxation stands out with a hiring surge driven by complex regulatory changes and a growing appetite for advisory services. Treasury roles are also gaining momentum as firms seek strategic professionals skilled in managing liquidity and financial risks amid ongoing economic volatility. Governance & compliance teams, though currently operating within tight budgets, anticipate a rebound fuelled by stricter regulatory expectations.

Technological advancements continue to reshape these markets. The demand for digital expertise is growing rapidly, with IT Audit and Cyber Security professionals needing to stay ahead of emerging technologies, cybersecurity threats, and data protection mandates, highlighting the critical role of digital transformation.

DEMAND DRIVERS

Regulatory and policy changes

Regulatory shifts remain a powerful catalyst for hiring. The UK's Economic Crime and Transparency Bill, for example, raises the bar for financial crime compliance, creating demand for fraud risk, monitoring, and governance experts. In Risk Management, the upcoming Basel 3.1 bank capital rules will increase the need for credit risk modellers and validation specialists.

The establishment of ARGA (the new UK audit regulator) and updates like MiFID III have intensified recruitment of compliance officers and governance specialists. In Taxation, major fiscal reforms effective from April 2025, such as hikes in national insurance, abolishment of the UK remittance basis, new VAT rules on private school fees, and electric vehicle tax changes, fuel demand for corporate tax, VAT, and cross-border tax experts.

Each regulatory change prompts organisations to recruit specialists with precise technical skills to ensure compliance and capitalise on new rules.

Technological advancements and digital transformation

Rapid technology evolution is another significant hiring driver. Firms invest heavily in data analytics, automation, and AI, seeking finance and risk professionals capable of leveraging these tools. Internal audit functions increasingly require candidates proficient in data science and analytics (Python, SQL, PowerBI) to analyse large data sets and develop audit automation.

Emerging technologies like machine learning and blockchain are transforming finance roles, modernising pricing, trading, and

reporting systems. AI's impact is double-edged: while automating routine tasks and reducing some junior roles, it also creates new needs such as AI governance experts to manage model risks of AI/ML systems.

Employers now seek tech-savvy auditors, risk managers, and analysts who blend domain expertise with digital skills. Job descriptions increasingly emphasise analytics software, cloud platform proficiency, and cybersecurity knowledge. Even traditionally non-technical roles evolve, finance managers with automation experience or quants implementing machine learning models are highly sought.

Macroeconomic and market conditions

Economic factors such as interest rates, inflation, and growth outlook directly influence specialist demand. Rising interest rates have heightened corporate credit stress, increasing demand for risk and restructuring experts. Firms reliant on cheap debt now face costly refinancing, pushing the need for credit risk managers experienced in downturns and restructuring advisors.

Inflationary pressures have eased somewhat, but treasury and finance teams remain focused on optimising cash flow and cost control amid ongoing global uncertainties. Interest rates have started to stabilise in 2025, encouraging a cautious uptick in corporate finance hiring, particularly for M&A projects. Similarly, internal audit demand is rising as organisations seek assurance on new initiatives and strategic investments in a stabilising economic environment.

Low UK unemployment means even modest economic growth leads to skill shortages. Geopolitical and trade developments, such as increased European defence spending, are opening niche demand for military-tech and cybersecurity talent. Market volatility drives counter-cyclical hiring: in downturns, firms seek risk, compliance, and insolvency specialists; in upturns, deal-makers, analysts, and growth-oriented professionals.

INDUSTRY-SPECIFIC CHALLENGES AND INITIATIVES

Each specialist sector faces unique drivers:

ESG: Increasingly central, ESG considerations pressure financial institutions to improve climate risk management and ESG reporting. Demand rises for professionals skilled in sustainable finance and climate-related regulation integration into risk frameworks.

Fraud and Cybersecurity: Persistent threats push retail banks and payment firms to invest in anti-fraud capabilities. Compliance and IT audit teams need experts in fraud analytics, cybersecurity controls, and new UK fraud legislation.

Taxation: Global digital tax administration and cross-border transparency rules (e.g., OECD initiatives) heighten demand for tax specialists with international and tech expertise.

Post-Brexit shifts: Financial services relocating certain functions to EU hubs (Dublin, Paris, Frankfurt) create intense regional demand, while the UK adapts to a smaller financial footprint. These evolving industry priorities—from ESG to digitalisation to

geopolitical shifts—generate new staffing needs as firms seek to stay ahead.

SECTOR-SPECIFIC INSIGHTS

In Internal Audit, there's a growing emphasis on data analytics and IT skills, necessitating candidates with proficiency in tools like Python and PowerBI. Risk Management is experiencing a demand for professionals with downturn experience and regulatory expertise.

The Taxation sector's focus on international tax and transfer pricing reflects the complexity of global tax reforms. Treasury roles are evolving, with a need for strategic thinkers who can navigate financial risks and influence corporate strategy.

Governance & Compliance sectors are under strain due to budget cuts, yet demand remains for professionals who can manage compliance in a cost-effective manner. The IT Audit domain requires auditors who can bridge technical and audit skills, given the rapid digital transformation.

INSOLVENCY & RESTRUCTURING

The Insolvency & Restructuring sector is positioned for growth in 2025, driven by economic pressures and rising corporate debt levels. Demand for restructuring advisors and insolvency practitioners is increasing as firms seek to navigate financial distress. The sector faces challenges in attracting experienced professionals, given the cyclical nature of the work and the need for specialised skills.

In summary, the 2025 specialist hiring market in Leeds, Manchester, London, and Dublin is characterised by strategic, cautious expansion. While economic uncertainties persist, sectors like Taxation and Information & Cyber Security continue to thrive. Firms are adapting to new regulatory landscapes and technological advancements, driving demand for professionals with specialised skills and experience.

REGIONAL DISPARITIES

Leeds and Manchester are emerging as significant hubs for tax and risk management roles, driven by regional expansions of major firms. London remains the epicentre for specialised roles, particularly in finance and cybersecurity, while Dublin's post-Brexit growth in financial services has spurred demand in compliance and tax sectors.

CONTRACT & PERMANENT HIRING

In 2025, the balance between permanent and contract hiring across specialist sectors has shifted significantly, largely influenced by regulatory changes like the UK's IR35 reforms. While contracting remains vital for short-term projects and urgent expertise, especially in technology, cybersecurity, and transformation initiatives, many organisations now favour permanent or fixed-term employment for critical roles to ensure stability and reduce compliance risks. The tightening of contractor tax rules has discouraged traditional self-employed contracts, pushing firms to either engage fixed-term employees or use intermediaries such as umbrella companies and consultancies to manage contract work. This has led to a decline in direct contractor engagement, particularly in fields like internal audit

and finance, where companies increasingly prefer permanent hires or outsourced consulting arrangements to maintain continuity and control.

From a candidate perspective, seasoned professionals weigh flexibility and higher earnings potential against the stability, benefits, and career progression offered by permanent roles, with many contractors transitioning to permanent employment due to the complexities introduced by IR35 and the loss of contracting advantages. Organisations are more cautious, often using contracts sparingly and primarily through third-party vendors or consultancies to mitigate tax and legal risks. The pandemic-induced shift to remote work has also blurred lines, making permanent roles more attractive due to increased flexibility. Overall, the 2025 hiring landscape is characterised by a strategic and compliance-driven approach, with permanent hires dominating for long-term needs, while contract roles persist primarily for highly specialised, short-duration demands handled through compliant frameworks.

H2 OUTLOOK

The sector faces challenges in attracting talent with downturn experience and technical expertise in restructuring. However, the outlook remains positive as firms prepare for a potential surge in restructuring activities, necessitating strategic hires to navigate economic challenges.

Sources:

Marks Sattin Business Confidence Report 2025, Barclay Simpson 2024 Internal Audit Market Report, Morgan McKinley UK Labour Market Reports



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SALARY GUIDE

LONDON

	BIG 4	TOP 50	INDEPENDENT
EXTERNAL AUDIT & ASSURANCE			
Graduate/Trainee	£28,000 - £32,000	£25,000 - £32,000	£25,000 - £32,000
Part-Qualified	£30,000 - £45,000	£30,000 - £40,000	£30,000 - £40,000
Finalist	£35,000 - £45,000	£35,000 - £45,000	£35,000 - £45,000
Newly Qualified	£45,000 - £55,000	£45,000 - £55,000	£45,000 - £55,000
Post Qualified (1 - 3 Years)	£50,000 - £60,000	£50,000 - £60,000	£50,000 - £60,000
Manager	£60,000 - £70,000	£60,000 - £70,000	£60,000 - £70,000
Senior Manager/Director	£70,000 - £100,000	£70,000 - £100,000	£70,000 - £100,000
Director/Associate Partner w/ RI Status	£100,000 - £150,000	£100,000 - £120,000	£100,000 - £120,000
Salaried Partner	£150,000 - £250,000	£120,000 - £250,000	£120,000 - £250,000
Equity Partner	Uncapped OTE	Uncapped OTE	Uncapped OTE

REGIONS

	BIG 4	TOP 50	INDEPENDENT
EXTERNAL AUDIT & ASSURANCE			
Graduate/Trainee	£25,000 - £35,000	£25,000 - £30,000	£25,000 - £30,000
Part-Qualified	£32,000 - £37,000	£30,000 - £35,000	£30,000 - £35,000
Finalist	£35,000 - £42,000	£30,000 - £40,000	£30,000 - £40,000
Newly Qualified	£45,000 - £55,000	£40,000 - £50,000	£40,000 - £50,000
Post Qualified (1 - 3 Years)	£50,000 - £60,000	£50,000 - £55,000	£50,000 - £55,000
Manager	£60,000 - £70,000	£55,000 - £65,000	£55,000 - £65,000
Senior Manager	£70,000 - £95,000	£70,000 - £80,000	£70,000 - £80,000
Director/Associate Partner w/ RI Status	£95,000 - £120,000	£80,000 - £120,000	£80,000 - £120,000
Salaried Partner	£120,000 - £250,000	£100,000 - £250,000	£100,000 - £250,000
Equity Partner	Uncapped OTE	Uncapped OTE	Uncapped OTE

LONDON

	BIG 4	TOP 50	INDEPENDENT
ACCOUNTING AND GENERAL PRACTICE			
Graduate/Trainee	£25,000 - £35,000	£25,000 - £30,000	£25,000 - £30,000
Part-Qualified	£28,000 - £38,000	£24,000 - £34,000	£24,000 - £34,000
Finalist	£35,000 - £45,000	£28,000 - £38,000	£28,000 - £38,000
Newly Qualified	£40,000 - £50,000	£38,000 - £50,000	£38,000 - £50,000
Post Qualified (1 - 3 Years)	£50,000 - £60,000	£45,000 - £55,000	£45,000 - £55,000
Manager	£60,000 - £70,000	£55,000 - £65,000	£55,000 - £60,000
Senior Manager	£70,000 - £90,000	£65,000 - £90,000	£60,000 - £80,000
Director / Associate Partner	£90,000 - £150,000	£90,000 - £120,000	£80,000 - £120,000
Salaried Partner	£150,000 - £200,000	£120,000 - £190,000	£120,000 - £150,000
Equity Partner	£200,000+	£190,000+	£150,000+

REGIONS

	BIG 4	TOP 50	INDEPENDENT
ACCOUNTING AND GENERAL PRACTICE			
Graduate/Trainee	£25,000 - £30,000	£20,000 - £30,000	£20,000 - £30,000
Part-Qualified	£28,000 - £38,000	£24,000 - £34,000	£24,000 - £34,000
Finalist	£35,000 - £45,000	£28,000 - £38,000	£28,000 - £38,000
Newly Qualified	£40,000 - £50,000	£38,000 - £50,000	£38,000 - £50,000
Post Qualified (1 - 3 Years)	£50,000 - £60,000	£45,000 - £55,000	£45,000 - £55,000
Manager	£55,000 - £65,000	£55,000 - £65,000	£55,000 - £65,000
Senior Manager	£65,000 - £75,000	£60,000 - £70,000	£60,000 - £70,000
Director / Associate Partner	£75,000 - £90,000	£70,000 - £85,000	£70,000 - £85,000
Salaried Partner	£90,000 - £150,000	£85,000 - £150,000	£85,000 - £120,000
Equity Partner	£150,000+	£150,000+	£120,000+

LONDON

	BIG 4	MID-TIER / TOP 20	INDEPENDENT
INSOLVENCY & RESTRUCTURING			
Administrator	£30,000 - £35,000	£30,000 - £35,000	£30,000 - £37,000
Senior Administrator	£40,000 - £50,000	£35,000 - £45,000	£35,000 - £45,000
Assistant Manager	£45,000 - £55,000	£45,000 - £50,000	£45,000 - £50,000
Manager	£55,000 - £80,000	£50,000 - £70,000	£50,000 - £80,000
Senior Manager	£80,000 - £100,000	£75,000 - £100,000	£70,000 - £90,000
Director	£100,000+	£100,000+	£90,000+

REGIONS

	BIG 4	MID-TIER / TOP 20	INDEPENDENT
INSOLVENCY & RESTRUCTURING			
Administrator	£30,000 - £35,000	£30,000 - £35,000	£30,000 - £37,000
Senior Administrator	£40,000 - £50,000	£35,000 - £45,000	£35,000 - £45,000
Assistant Manager	£45,000 - £55,000	£45,000 - £50,000	£45,000 - £50,000
Manager	£55,000 - £80,000	£50,000 - £70,000	£50,000 - £80,000
Senior Manager	£80,000 - £100,000	£75,000 - £100,000	£70,000 - £90,000
Director	£100,000+	£100,000+	£90,000+

LONDON

	BIG 4	MID-TIER / TOP 20	INDEPENDENT
CORPORATE FINANCE			
Executive	£50,000 - £60,000	£50,000 - £60,000	£50,000 - £60,000
Assistant Manager	£55,000 - £65,000	£55,000 - £65,000	£55,000 - £65,000
Manager	£65,000 - £80,000	£65,000 - £75,000	£60,000 - £80,000
Senior Manager	£80,000 - £115,000	£75,000 - £105,000	£75,000 - £115,000
Director	£120,000+	£110,000+	£120,000+

REGIONS

	BIG 4	MID-TIER / TOP 20	INDEPENDENT
CORPORATE FINANCE			
Executive	£50,000 - £55,000	£50,000 - £55,000	£50,000 - £55,000
Assistant Manager	£53,000 - £60,000	£53,000 - £60,000	£53,000 - £60,000
Manager	£60,000 - £75,000	£60,000 - £72,000	£60,000 - £75,000
Senior Manager	£80,000 - £100,000	£75,000 - £90,000	£80,000 - £110,000
Director	£100,000+	£90,000+	£110,000+

LONDON

	BIG 4	TOP 50	INDEPENDENT
FORENSIC ACCOUNTING			
Executive	£50,000 - £55,000	£50,000 - £55,000	£50,000 - £60,000
Assistant Manager	£55,000 - £63,000	£55,000 - £63,000	£55,000 - £63,000
Manager	£63,000 - £75,000	£63,000 - £75,000	£63,000 - £75,000
Senior Manager	£75,000 - £100,000	£65,000 - £90,000	£90,000 - £100,000
Director	£100,000+	£100,000+	£100,000+

REGIONS

	BIG 4	TOP 50	INDEPENDENT
FORENSIC ACCOUNTING			
Executive	£45,000 - £50,000	£45,000 - £50,000	£45,000 - £50,000
Assistant Manager	£50,000 - £55,000	£50,000 - £55,000	£50,000 - £60,000
Manager	£60,000 - £80,000	£55,000 - £80,000	£60,000 - £75,000
Senior Manager	£75,000 - £95,000	£65,000 - £90,000	£65,000 - £95,000
Director	£100,000+	£90,000+	£100,000+

LONDON

	BIG 4	TOP 50	INDEPENDENT
CORPORATE TAX			
Partner	£170,000+	£140,000+	£100,000+
Director	£110,000 - £180,000	£100,000 - £130,000	£80,000 - £100,000
Senior Manager / Associate Director	£80,000 - £120,000	£75,000 - £100,000	£70,000 - £80,000
Manager	£65,000 - £90,000	£55,000 - £70,000	£55,000 - £65,000
Assistant Manager	£50,000 - £65,000	£45,000 - £60,000	£45,000 - £55,000
Semi Senior / Senior	£35,000 - £40,000	£30,000 - £35,000	£30,000 - £35,000

REGIONS

	BIG 4	TOP 50	INDEPENDENT
CORPORATE TAX			
Partner	£140,000+	£120,000+	£80,000+
Director	£100,000 - £140,000	£95,000 - £120,000	£70,000 - £110,000
Senior Manager / Associate Director	£75,000 - £100,000	£65,000 - £90,000	£65,000 - £80,000
Manager	£55,000 - £70,000	£50,000 - £60,000	£50,000 - £65,000
Assistant Manager	£42,000 - £55,000	£40,000 - £50,000	£38,000 - £50,000
Semi Senior / Senior	£30,000 - £48,000	£30,000 - £42,000	£28,000 - £40,000

LONDON

	BIG 4	MID-TIER / TOP 20	INDEPENDENT
PERSONAL TAX			
Partner	£150,000+	£130,000+	£120,000+
Director	£110,000 - £160,000	£100,000 - £125,000	£90,000 - £120,000
Senior Manager / Associate Director	£85,000 - 105,000	£70,000 - £90,000	£65,000 - £90,000
Manager	£65,000 - 90,000	£60,000 - £80,000	£55,000 - £80,000
Assistant Manager	£55,000 - £65,000	£50,000 - £60,000	£45,000 - £55,000
Semi Senior / Senior	£32,000 - £50,000	£30,000 - £48,000	£28,000 - £45,000

REGIONS

	BIG 4	MID-TIER / TOP 20	INDEPENDENT
PERSONAL TAX			
Partner	£130,000+	£110,000+	£80,000+
Director	£100,000 - £150,000	£90,000 - £120,000	£65,000 - £85,000
Senior Manager / Associate Director	£75,000 - £95,000	£65,000 - £85,000	£60,000 - £80,000
Manager	£55,000 - £65,000	£50,000 - £60,000	£50,000 - £65,000
Assistant Manager	£45,000 - £55,000	£40,000 - £50,000	£38,000 - £50,000
Semi Senior / Senior	£28,000 - £48,000	£30,000 - £45,000	£25,000 - £40,000

LONDON

	SALARY RANGE	DAY RATE
INTERNAL AUDIT		
Internal Auditor	£40,000 - £65,000	£250 - £400
Senior Internal Auditor	£70,000 - £85,000	£400 - £550
Internal Audit Manager	£75,000 - £95,000	£500 - £700
Senior Internal Audit Manager	£95,000 - £115,000	£600 - £850
Head of Internal Audit	£120,000 - £150,000	£900 - £1,200
Internal Audit Director	£140,000 - £180,000	£1,200 - £1,400
Chief Internal Auditor	£200,000+	£1,500 - £2,000

REGIONS

	SALARY RANGE	DAY RATE
INTERNAL AUDIT		
Internal Auditor	£35,000 - £60,000	£220 - £350
Senior Internal Auditor	£60,000 - £75,000	£300 - £450
Internal Audit Manager	£65,000 - £80,000	£450 - £650
Senior Internal Audit Manager	£85,000 - £100,000	£550 - £750
Head of Internal Audit	£110,000 - £140,000	£800 - £1,000
Internal Audit Director	£125,000 - £160,000	£1,000 - £1,200
Chief Internal Auditor	£180,000+	£1,300 - £1,800

LONDON

	SALARY RANGE	DAY RATE
RISK		
Credit Risk Analyst	£35,000 - £55,000	£250 - £350
Market Risk Analyst	£40,000 - £60,000	£300 - £450
Operational Risk Analyst	£35,000 - £55,000	£250 - £350
Quantitative Risk Analyst	£55,000 - £90,000	£400 - £650
Prudential Risk Analyst	£45,000 - £65,000	£350 - £500
Credit Risk Manager	£65,000 - £90,000	£400 - £600
ALM Manager	£65,000 - £90,000	£400 - £600
Market Risk Manager	£65,000 - £100,000	£500 - £750
Operational Risk Manager	£65,000 - £90,000	£500 - £750
Quantitative Risk Manager	£90,000 - £125,000	£650 - £1,000
Prudential Risk Manager	£70,000 - £95,000	£500 - £750
VP / Senior Risk Manager	£95,000 - £120,000	£600 - £850
Head of Risk	£110,000 - £160,000	£750 - £1,200
Risk Director	£140,000 - £185,000	£900 - £1,300
Chief Risk Officer	£200,000 - £400,000	£1,200 - £2,000+

REGIONS

	SALARY RANGE	DAY RATE
RISK		
Credit Risk Analyst	£30,000 - £50,000	£200 - £350
Market Risk Analyst	£30,000 - £55,000	£325 - £450
Operational Risk Analyst	£30,000 - £50,000	£250 - £400
Quantitative Risk Analyst	£50,000 - £85,000	£350 - £650
Prudential Risk Analyst	£40,000 - £60,000	£300 - £450
Credit Risk Manager	£60,000 - £85,000	£400 - £600
ALM Manager	£60,000 - £85,000	£400 - £600
Market Risk Manager	£60,000 - £85,000	£500 - £700
Operational Risk Manager	£60,000 - £80,000	£450 - £650
Quantitative Risk Manager	£85,000 - £125,000	£650 - £1,000
Prudential Risk Manager	£65,000 - £90,000	£450 - £700
VP / Senior Risk Manager	£85,000 - £115,000	£600 - £850
Head of Risk	£100,000 - £150,000	£750 - £1,200
Risk Director	£130,000 - £170,000	£900 - £1,300
Chief Risk Officer	£180,000 - £300,000	£1,200 - £2,000+

LONDON

	SALARY RANGE	DAY RATE	CAR ALLOWANCE
TREASURY			
Treasury Analyst	£40,000 - £50,000	N/A	N/A
Senior Treasury Analyst	£45,000 - £60,000	N/A	N/A
Treasury Manager	£55,000 - £75,000	£400 - £550	N/A
Senior Treasury Manager	£65,000 - £90,000	£600 - £750	N/A
Deputy Treasurer	£85,000 - £120,000	£700 - £850	£5,000 - £7,000
Treasurer	£100,000 - £160,000	£750 - £1,100	£5,000 - £7,000
Group Treasurer	£120,000 - £250,000	£800 - £1,500	£5,000 - £7,000

REGIONS

	SALARY RANGE	DAY RATE	CAR ALLOWANCE
TREASURY			
Treasury Analyst	£35,000 - £45,000	N/A	N/A
Senior Treasury Analyst	£45,000 - £55,000	N/A	N/A
Treasury Manager	£50,000 - £70,000	£400 - £550	N/A
Senior Treasury Manager	£60,000 - £85,000	£600 - £750	N/A
Deputy Treasurer	£80,000 - £110,000	£700 - £850	£5,000 - £7,000
Treasurer	£90,000 - £130,000	£750 - £1,000	£5,000 - £7,000
Group Treasurer	£100,000 - £170,000	£800 - £1,200	£5,000 - £7,000



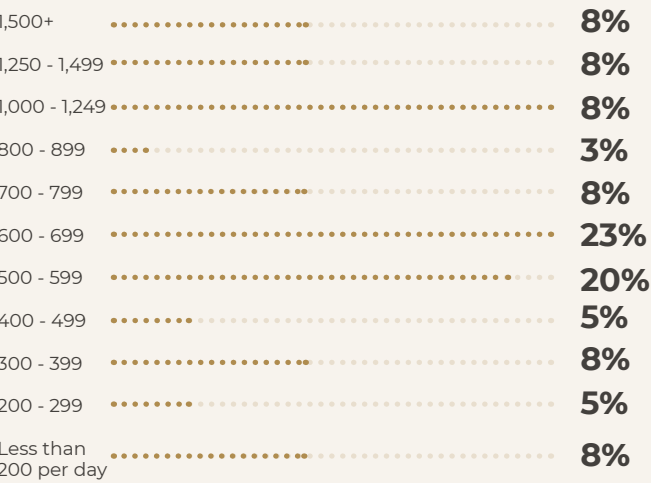
15th EDITION

TRANSFORMATION



KEY FINDINGS

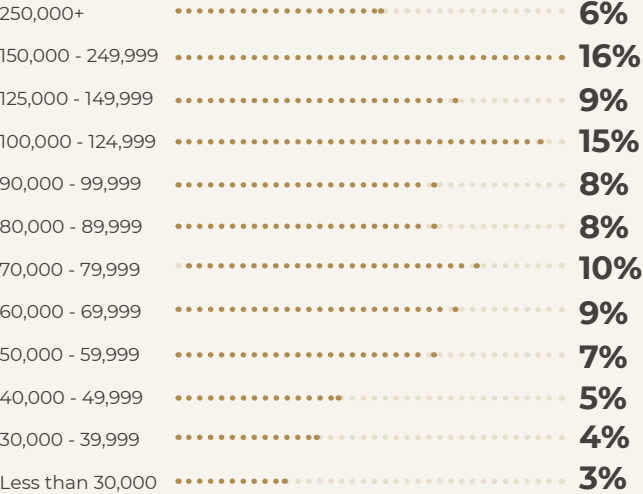
What is your current (or most recent) daily rate? CONTRACT



Are you satisfied with your current rate?



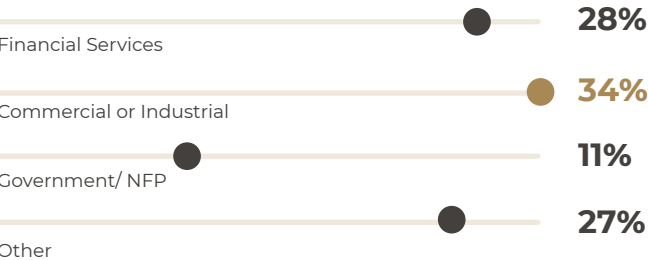
What is your current (or most recent) basic salary? PERMANENT / FTC



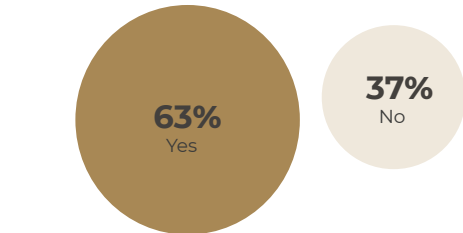
Are you satisfied with your current pay?



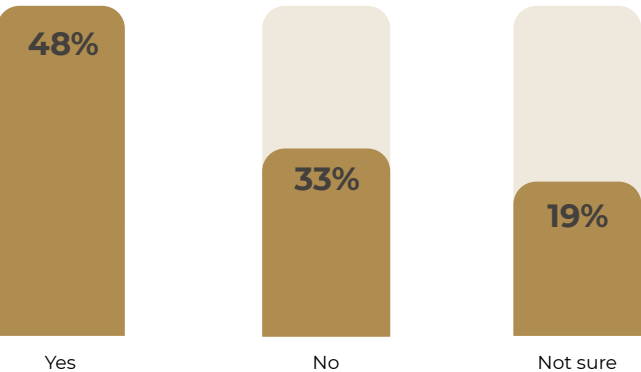
Which industry are you currently (or most recently) working in?



Do you envisage changing jobs in the next 12 months?



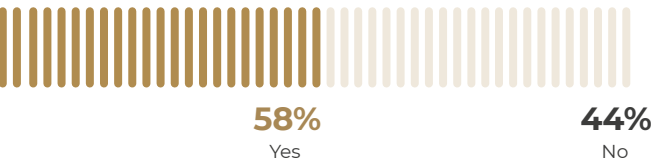
Do you feel your job is secure in 2025?



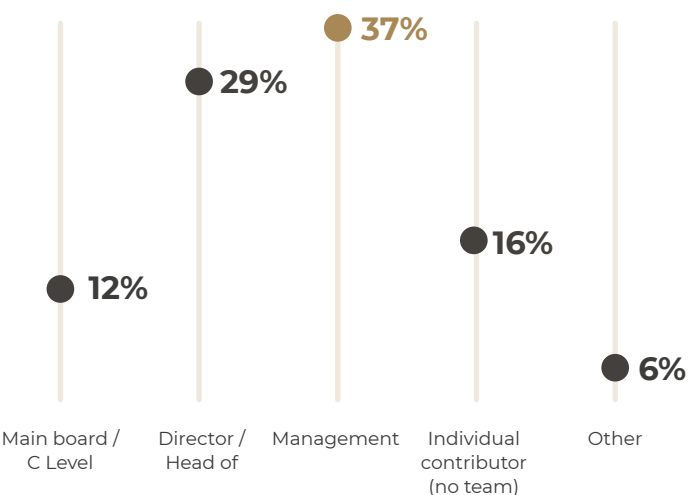
Top 3 reasons for leaving last role



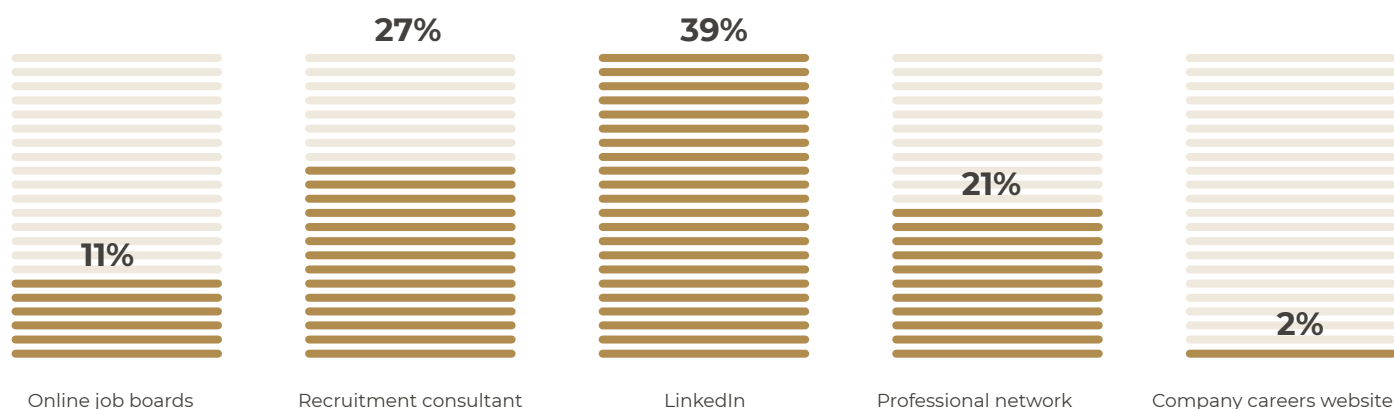
Are you satisfied in your current role?



What level is your current (or most recent) position?



When looking for a role, which of the below would you use?



Top 5 benefits



25 days+
annual leave



Annual
bonus



Insurances (PMI,
Dental, DIS, Life)



Employee Assistance
Programme (EAP)

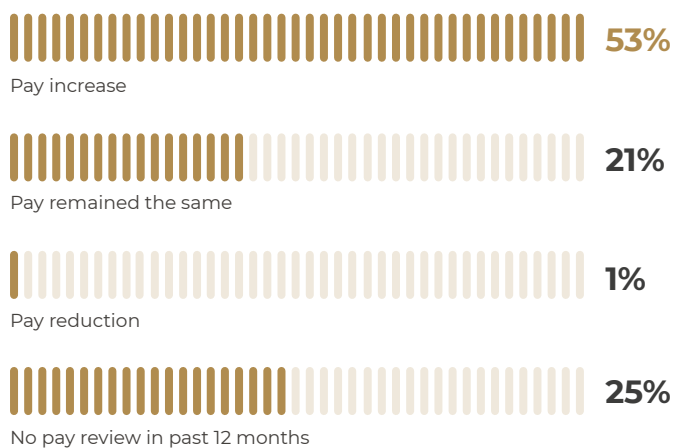


Gym / Health
subsidy

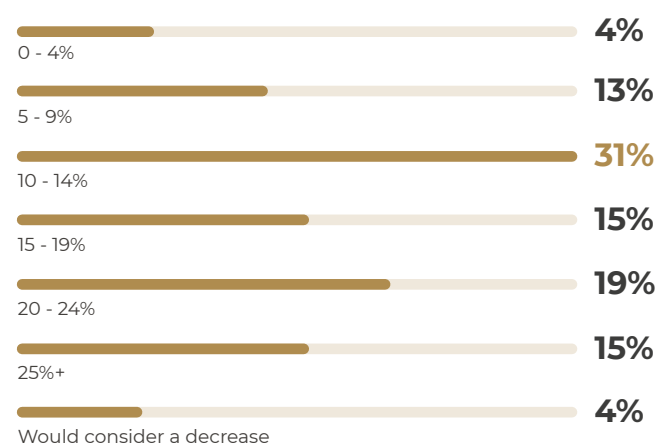
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

Transformation hiring has been marked by a strategic but cautious approach in 2025. Hiring statistics for Chief Transformation Officers, Programme Directors, Change Managers and related positions shows the constant need for business evolution while navigating the pressures of an uncertain economy.

A PICTURE IN NUMBERS

London remains the epicentre for transformation hiring across the UK. Vacancy levels in London rebounded in Q1 2025 after the lows of late 2024 but have not yet returned to early 2024 heights. Budgets reset and new projects launched, driving job openings, yet year-on-year hiring is still subdued. Early optimism was tempered by renewed global market volatility and geopolitical instability, fuelling cautious employer sentiment and a measured hiring pace.

The dominance of London in this space is clear: the capital hosts nearly three times the number of Digital, Technology, Change, and Transformation vacancies in Financial Services compared to other regions such as the North West. This concentration of opportunities attracts a deeper talent pool and underpins London's relatively greater hiring resilience.

Commercial industries have seen a real mix in hiring trends for the year to date. While the UK job market shows overall signs of recession, Retail and Hospitality experienced the sharpest declines. Sectors linked to Technology and Infrastructure have been steadier. Tech and Change jobs in London are still in demand, with continued investment in Digital and Data projects from major firms across the city. The need for people in Transformation remains, with Engineering and High-tech sectors showing strong signs of resilience.

SECTORAL VARIATIONS AND MACROECONOMIC INFLUENCES

The impact of macroeconomic factors is far from uniform. Retail and hospitality remain highly sensitive to consumer spending shifts and cost inflation. High interest rates, energy costs, and cautious consumer credit have dampened retail confidence, driving aggressive cost-cutting and selective hiring. Manufacturing feels the squeeze from global demand softness and trade uncertainties, leading to cautious staffing and investment decisions.

Conversely, technology and digital sectors benefit from persistent secular demand. Despite challenges in capital availability for startups due to higher interest rates, established tech firms and those in critical innovation areas continue to hire niche transformation roles to maintain strategic imperatives around AI, cybersecurity, and cloud adoption. Media companies, facing advertising market fluctuations, have moderated redundancies but remain cautious, prioritising short-term and interim transformation hires.

These dynamics shape transformation hiring: cost-pressured sectors execute change with minimal headcount additions, while growth-oriented or innovation-focused sectors invest in talent despite economic uncertainty.

PERMANENT VS. CONTRACT HIRING

Hiring dynamics in the UK have continued to shift in 2025, reflecting wider market caution. Permanent placements have trended downward nationwide since late 2022. Although London experienced a brief uptick in March 2025, this was quickly offset by a dip in April as economic uncertainty persisted.

Employers have adopted an increasingly risk-averse stance. Permanent hiring has slowed noticeably, while contract and temporary hiring has been volatile. After a subdued interim market in early 2024, demand for contractors picked up in Q1 2025, with one industry report citing an 11% month-on-month rise in contract placements in March. However, this proved to be a temporary lift, as April saw hiring volumes fall once again. In the commercial sector, experts anticipate increased demand for temporary professionals throughout the year. Media and technology firms, in particular, are turning to interim transformation experts to deliver time-sensitive projects. Meanwhile, retail and manufacturing companies are cautiously engaging contract specialists to lead targeted initiatives, ranging from supply chain overhauls to process automation.

IN-DEMAND SKILLS

The most sought-after transformation skills in 2025 seem to be dominated by upcoming ERP implementations, specifically those with SAP S/4HANA or D365 F&O. We have also seen an increase in demand with those candidates with Private Equity experience focused on post-acquisition activities. Undoubted focus will lead to cost so candidates have delivered significant cost transformation programmes will also start to see an increase in activity.

Candidates who combine strategic acumen with technological literacy and exceptional soft skills, especially storytelling capabilities, stand out. Their ability to link change initiatives to broader business goals is critical to overcoming siloed operations and ensuring organisation-wide alignment.

Data and analytics remain indispensable. Change functions sit at the intersection of technology and business insight, with expertise in tools like Power BI and Tableau being highly valued. AI and automation skills are especially prized, underpinning process improvements and customer insight innovations. AI and Machine Learning professionals command salaries up to 35% higher than average, reflecting acute demand across financial and commercial sectors.

TALENT AVAILABILITY

Job markets tend to be job-led or candidate-led, and fluctuate depending on the availability of each. Where post-pandemic conditions saw talent availability at unprecedented low levels, the tide has shifted somewhat in 2025. Spring 2025 saw a sharp rise in candidate availability, with April's data showing the supply of talent growing at the fastest rate for over four years. This increase might be linked to corporate restructurings and redundancies, with some firms downsizing or pausing hiring due to economic uncertainty. As a result, more experienced

Change professionals are on the market, meaning employers have a larger pool to choose from. This, in turn, has eased pressure on salaries, though permanent starting salaries for new and niche hires are still rising.

SALARY BENCHMARKING

The wage growth in the UK has slowed to about 5-6% annually, and for Change roles, hiring managers may find strong candidates without needing to outbid others. We can stop short however of calling the market job-led.

Skill shortages still exist in key areas. Especially high-calibre transformation leaders and technical change specialists, seasoned Chief Transformation Officers or Programme Directors with particular skillsets. Salaries within highly sought-after areas are unlikely to stabilise, with many now offering flexible, remote or hybrid working to attract those in demand. Flexibility remains a key draw for hires. Those offering hybrid working can find a competitive edge in attracting talent against the backdrop of some London institutions pulling staff back to the office more frequently. For many, flexible working is now a basic expectation, with career growth, project scope, and company culture still important in job acceptance rates.

Strategic changes in how transformations are executed have been driven by cost pressures, with many tightening margins and seeking greater efficiency in projects. Initiatives which reduce operating costs or automate processes are highly regarded in 2025.

STAYING ON TOP OF REGULATIONS

Regulatory and political factors have a big influence in Financial Services. Upcoming regulations, such as the ARGA regime for audit governance, mean banks must undertake compliance transformations. This will naturally fuel demand for professionals in these areas.

However should regulatory burdens remain heavy while lacking supportive policies, companies could shift operations elsewhere. We saw a similar shift with Brexit and the fall-out that followed. And while London retains its 'Global Change Hub' status, this isn't permanent. Firms are becoming more selective in their expansions and will follow the winds of change, should they bring inclement conditions to the capital. The remainder of 2025 is expected to bring a gradually improving but measured hiring environment for Change & Transformation roles in London. The consensus among experts is that caution will persist initially, with many firms holding the line ahead of an uncertain summer. Indications suggest hiring in H2 may remain subdued compared to last year. With companies likely to maintain a cautious stance until market stability returns.

Hires which bolster resilience and efficiency may take precedence over roles which expand into new areas, though many will continue to see where those two can combine, like AI and machine learning.

There's reason for optimism by late 2025. Should inflation continue to fall and interest rates continue to be cut, business confidence should rise. This would fall in line with lower financing costs and a clearer picture of the economy.

Hiring dynamics for the remainder of 2025 may look like a competitive balancing act. Expanded candidate pools means employers can have more say than post-pandemic levels. And yet talent at the top of their game, who bring skills scarce in nature still hold some of the cards. Companies need to differentiate themselves to win talent in 2025 and beyond.

Sources:

linkedin.com, bbc.com, info.recruitics.com, barclaysimpson.com, investigo.co.uk, sandersonplc.com



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SALARY GUIDE

COMMERCE & INDUSTRY

	SALARY RANGE	DAY RATE
DELIVERY / PROJECT & PROGRAMME MANAGEMENT		
Chief Transformation Officer	£150,000+	£1,200+
Global Programme Director	£140,000+	£1,000+
Head of Project Management	£110,000+	£900+
Programme Manager	£80,000 - £120,000	£650 - £950
Senior Project Manager	£70,000 - £90,000	£500 - £700
Project Manager	£55,000 - £70,000	£400 - £500
Junior Project Manager	£45,000 - £55,000	£300 - £400

	SALARY RANGE	DAY RATE
CHANGE MANAGEMENT		
Director of Change Management	£120,000+	£850+
Head of Change Management	£100,000+	£750+
Change Lead	£80,000 - £100,000	£650 - £850
Change Manager	£65,000 - £85,000	£450 - £750
Communications Manager	£60,000 - £80,000	£400 - £600
Trainer	£50,000 - £65,000	£350 - £600
Change Analyst	£45,000 - £55,000	£300 - £500

	SALARY RANGE	DAY RATE
PMO / GOVERNANCE		
PMO Director	£120,000+	£800+
Head of PMO	£90,000+	£700+
PMO Manager	£70,000 - £85,000	£450 - £650
Project Planner	£60,000 - £80,000	£400 - £600
PMO Analyst	£50,000 - £65,000	£350 - £500
Project Coordinator	£40,000 - £50,000	£250 - £350

FINANCIAL SERVICES

	SALARY RANGE	DAY RATE
DELIVERY / PROJECT & PROGRAMME MANAGEMENT		
Chief Transformation Officer	£160,000+	£1,250+
Global Programme Director	£150,000+	£1000+
Head of Project Management	£120,000+	£950+
Programme Manager	£90,000 - £125,000	£700 - £950
Senior Project Manager	£80,000 - £110,000	£600 - £800
Project Manager	£60,000 - £80,000	£450 - £650
Junior Project Manager	£45,000 - £60,000	£350 - £450

	SALARY RANGE	DAY RATE
CHANGE MANAGEMENT		
Director of Change Management	£140,000+	£950+
Head of Change Management	£110,000+	£800+
Change Lead	£90,000 - £110,000	£700 - £900
Change Manager	£70,000 - £100,000	£500 - £750
Communications Manager	£60,000 - £80,000	£400 - £600
Trainer	£55,000 - £70,000	£400 - £600
Change Analyst	£45,000 - £55,000	£350 - £500

	SALARY RANGE	DAY RATE
PMO / GOVERNANCE		
PMO Director	£125,000+	£850+
Head of PMO	£100,000+	£750+
PMO Manager	£70,000 - £90,000	£500 - £650
Project Planner	£60,000 - £80,000	£450 - £650
PMO Analyst	£50,000 - £65,000	£350 - £550
Project Coordinator	£40,000 - £50,000	£250 - £350

COMMERCE & INDUSTRY

	SALARY RANGE	DAY RATE
PROCESS IMPROVEMENT		
Head of Business Process Improvement	£90,000+	£650+
Business Process Improvement Manager	£60,000 - £90,000	£500 - £700
Business Process Improvement Analyst	£45,000 - £60,000	£350 - £450
Business Process Improvement Coordinator	£40,000 - £50,000	£250 - £350

	SALARY RANGE	DAY RATE
ANALYSIS		
Global Head of Business Analysis	£110,000+	£900+
Business Analysis Manager	£80,000+	£700+
Senior Business Analyst	£70,000 - £90,000	£500 - £700
Business Analyst	£50,000 - £70,000	£350 - £500
Junior Business Analyst	£40,000 - £50,000	£250 - £350
Senior Data Analyst	£55,000 - £75,000	£450 - £650
Data Analyst	£40,000 - £55,000	£250 - £450

FINANCIAL SERVICES

	SALARY RANGE	DAY RATE
PROCESS IMPROVEMENT		
Head of Business Process Improvement	£100,000+	£700+
Business Process Improvement Manager	£70,000 - £90,000	£500 - £700
Business Process Improvement Analyst	£45,000 - £65,000	£350 - £500
Business Process Improvement Coordinator	£40,000 - £50,000	£250 - £350

	SALARY RANGE	DAY RATE
ANALYSIS		
Global Head of Business Analysis	£120,000+	£1,000+
Business Analysis Manager	£90,000+	£750+
Senior Business Analyst	£75,000 - £100,000	£550 - £800
Business Analyst	£55,000 - £75,000	£400 - £600
Junior Business Analyst	£40,000 - £55,000	£250 - £350
Senior Data Analyst	£60,000 - £80,000	£450 - £700
Data Analyst	£40,000 - £60,000	£300 - £500



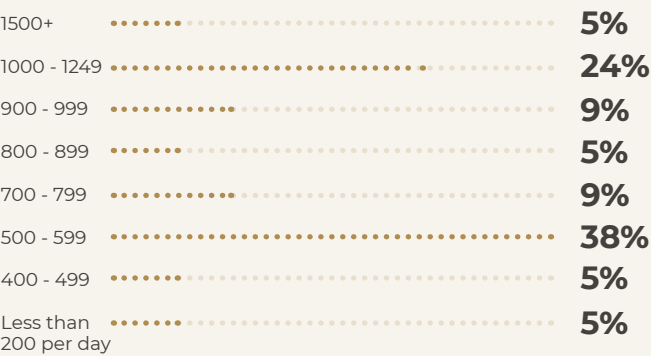
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TECHNOLOGY



TECHNOLOGY KEY FINDINGS

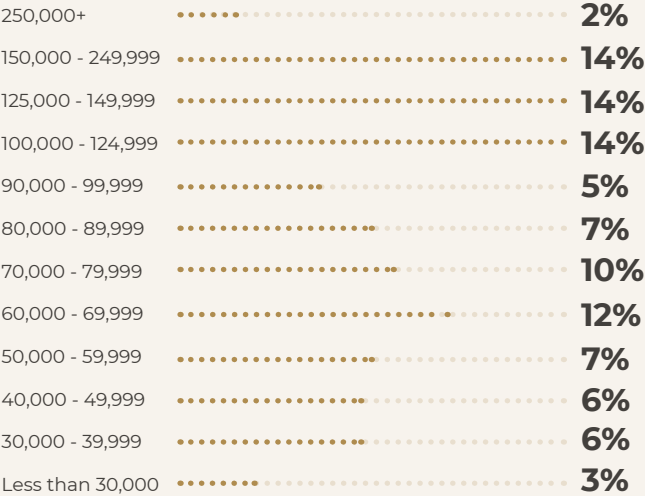
What is your current (or most recent) daily rate? CONTRACT



Are you satisfied with your current rate?



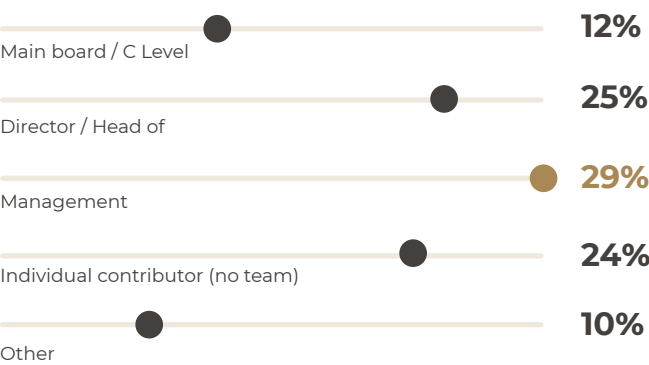
What is your current (or most recent) basic salary? PERMANENT / FTC



Are you satisfied with your current pay?



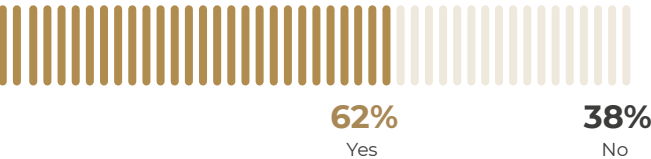
What level is your current (or most recent) position?



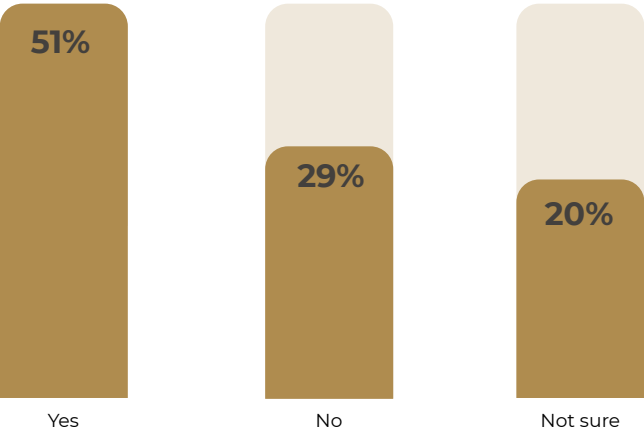
Top 3 reasons for leaving last role



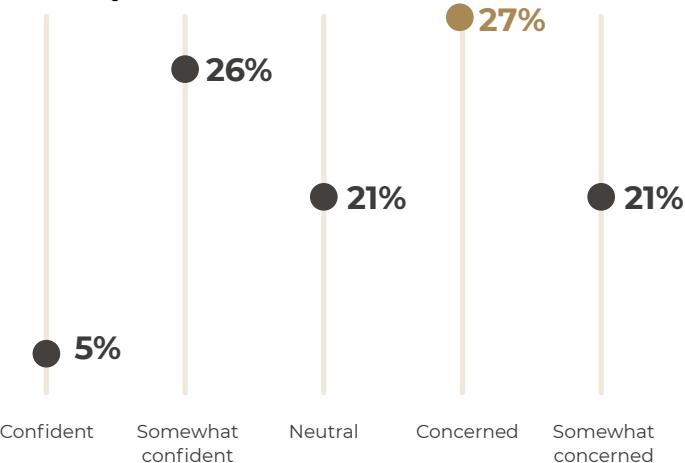
Are you satisfied in your current role?



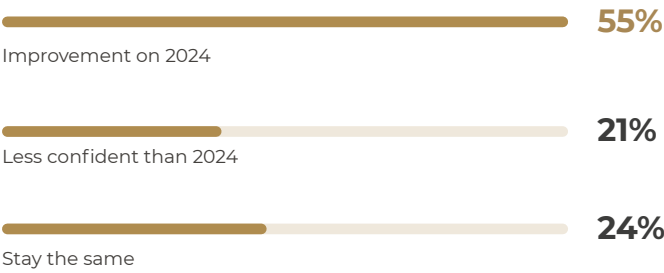
Do you feel your job is secure in 2025?



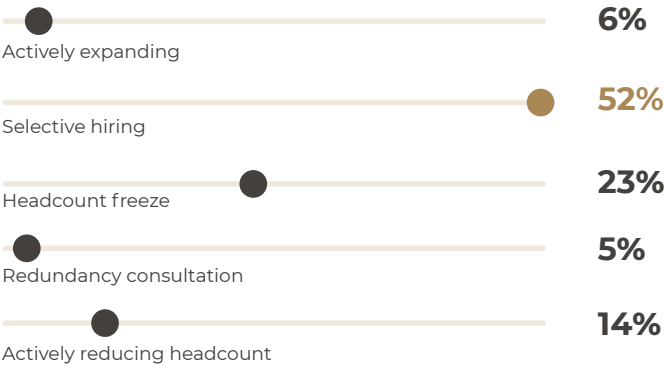
How optimistic are you regarding the UK & Ireland's economy?



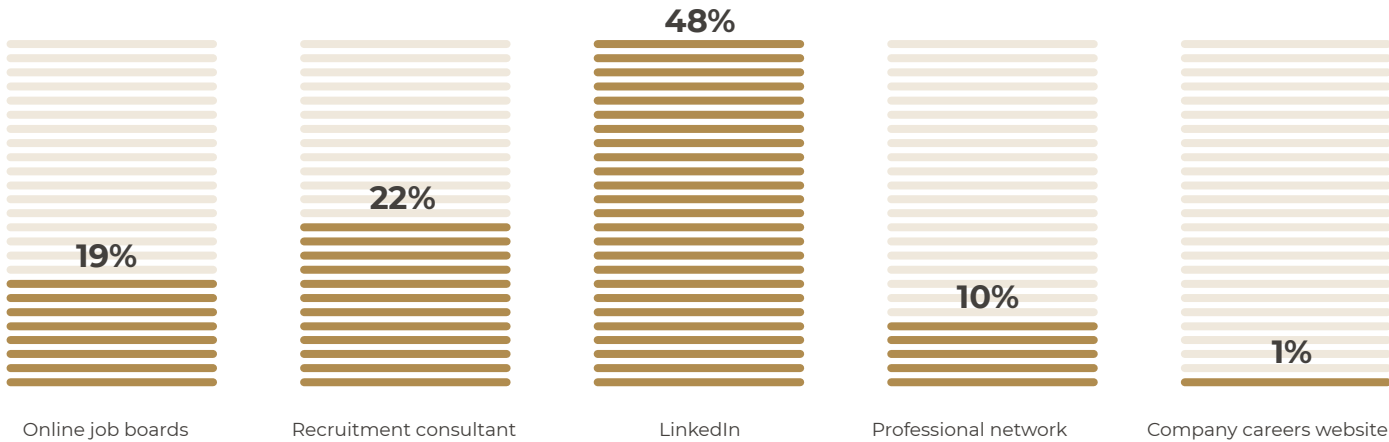
How do you expect your current (or recent) company to perform over the next 12 months?



What is your business's current hiring outlook?



When looking for a role, which of the below would you use?



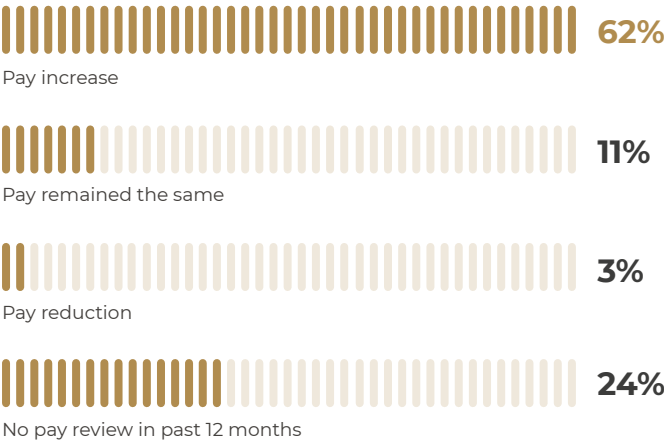
Top 5 benefits



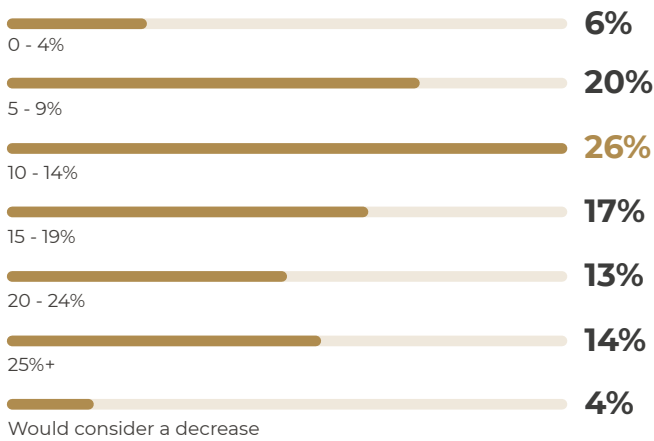
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

The UK technology sector remains a key driver of job creation. Despite economic headwinds in recent years, tech employment has shown resilience and continued growth. As of 2024, the UK's net tech workforce is projected to grow by 1.7%, following a 3.4% increase in 2023, which brought the total to approximately 2.13 million workers and accounting for approx. 6.4% of all UK jobs, and it is projected to keep expanding. However, a persistent digital skills shortage means competition for qualified tech talent is intense, making 2025 a challenging yet opportunity rich year for both employers and professionals.

CAUTIOUS OPTIMISM

The first part of 2025 has seen cautious hiring amid economic uncertainty. Many tech employers delayed hiring decisions in late 2024 due to inflation and market concerns, leading to longer hiring cycles especially for mid-to-senior roles. Nonetheless, employer sentiment is improving; nearly 46% of IT/tech hiring managers plan to create new permanent jobs in 2025, and 25% expect to increase contract hires to support projects. This indicates optimism for a gradual hiring recovery as companies finalise budgets and project roadmaps in Q2 and Q3.

HIGH DEMAND FOR NICHE SKILLS

Even with some caution, demand remains strong for specialised tech skills. Companies are actively seeking experts in areas like Cyber Security, Artificial Intelligence (AI), whilst there is still a demand for cloud engineering, and DevOps. In fact, over 51% of IT firms planned to hire in Q1 2025, yet 75% of them struggled to find qualified candidates for those roles, highlighting the ongoing skills gap. Employers report that technology professionals are still amongst the hardest to find, a situation unchanged for five years running. This skills mismatch means critical roles stay open longer, and organisations risk missing growth opportunities due to unfilled positions.

CANDIDATE EXPECTATIONS

For professionals, 2025's job market remains in their favour for in-demand roles, but economic pressures influence decisions. With cost of living still high, candidates are seeking higher salaries and better benefits, and counter-offers from current employers to retain talent have become common. However, many candidates equally prioritise flexibility and work-life balance, companies with rigid office requirements are struggling to attract talent compared to those offering remote or hybrid options. As a result, employers are focusing not just on pay but also on offering strong workplace culture, career development, and flexibility to secure hires and improve retention.

PERMANENT & CONTRACT HIRING INTEL

Both permanent and contract hiring are contributing to the tech workforce growth in 2025. Permanent roles offer stability and are growing. At the same time, contracting is rebounding after a late 2024 slowdown. Companies are leveraging

contractors for short-term projects and niche expertise to deliver a specific project, or technical implementation which is driving up contractor demand and rates. In fact, the top 10% of tech contractors now command around £708 per day on average, a 9% year-on-year increase in rates. This trend reflects how organisations are willing to pay a premium for readily available specialist skills without long-term commitments. Overall, 2025 finds a balanced approach: firms hire permanent staff for core strategic roles while tapping into the contract market to fill skill gaps and maintain agility in uncertain times. Permanent positions are favoured for roles that are core to the business or require deep institutional knowledge – for example, product managers, team leads, and any position involving strategy or proprietary expertise. Candidates often prefer permanent roles for stability, benefits, and clear career progression. However, with the ongoing skill shortages, employers are having to streamline hiring processes and improve offers to win over perm candidates before they accept other offers. We also see companies placing more emphasis on employee retention (engagement, upskilling, internal promotions) in 2025, because retaining talent is as important as hiring new talent in a tight market.

Contracting remains a vital part of the tech employment landscape, giving firms flexibility to scale skills on demand. Contractors are commonly used for short-term projects, implementations, or to fill immediate skill gaps, for instance, bringing in a contract software engineer to build or enhance a new platform, or a Cyber Security professional to strengthen a company's security functions. The end of 2024 saw a slight lull in contract opportunities due to economic uncertainty, but early 2025 data indicates a rebound in IT contracting activity. For highly skilled professionals, contracting can be very lucrative in the current market. Overall, contracting in 2025 is seeing healthy demand, and with upcoming IR35 reforms relatively settled, both companies and contractors have more clarity on engagement models. Many businesses now maintain a blended workforce, keeping a core perm team and flexing with contractors or freelancers as needed.

For hiring managers, the decision between hiring permanently or contracting often comes down to urgency, skill rarity, and budget. In fields like software architecture or certain AI specialties, if the right permanent hire isn't available, companies will bring in a contractor or consultant rather than leave the need unfilled, even if it costs more in the short term. Conversely, for roles like team lead or department head, organisations prefer permanent staff to provide continuity and leadership. The general view on contractors is that they come at a higher cost, but if you break down the efficiency and ramp up times, alongside one-off placement fees and benefits, the budget for hiring a contractor vs a permanent employee are not too different within a 12-month timeline. Anything further than 12 months and the cost of a contractor vs a permanent member of staff starts to widen. The good news is that opportunities exist in both.

TRENDS LIKELY TO SHAPE TECH HIRING

Continued demand in key roles: High-demand tech specialisations such as cybersecurity, AI/ML, cloud, data engineering, etc. will remain hot commodities. There's no indication that the need for these will abate; if anything, as projects progress, companies may realise they need even more of these skills. For instance, a firm that starts an AI project mid-year might by Q4 need additional ML engineers or data engineers to scale it. We also foresee some new niche roles emerging or growing in prominence, like Ethical AI Consultant, Innovation Lead or Sustainability Data Scientist, though these will be relatively few and very specific. The broad takeaway for professionals is to continue developing skills in the areas the market values – those are likely to yield multiple job offers and security through 2025.

Hiring ramp-up and competition: After a somewhat slow first quarter, many companies will likely ramp up hiring in Q3 and Q4 to meet year-end targets and prepare for 2026. This means competition for talent could further intensify. Hiring managers should be ready for a competitive recruiting environment; candidates with sought-after skills may end up with bidding wars between firms. We might see another wave of “offer inflation” – where companies exceed typical salary bands or add bonuses to secure critical hires, if the talent war heats up. For less in-demand roles, the market will be more balanced, but overall unemployment in tech occupations is expected to remain very low (possibly under 2-3%). The second half of 2025 will still be a candidate's market in most tech niches, barring any major economic shocks.

Persistent skills shortage: Unfortunately, the underlying skills shortage won't resolve quickly. Digital skills gap in the workforce and fast tech evolution outpacing training are deep-set. In fact, the shortage might “get worse before it gets better”, as any uptick in hiring demand meets the same limited talent pool. This means unfilled vacancies could continue to be an issue. We anticipate more companies investing in upskilling initiatives, partnering with universities or apprenticeship programs, and considering overseas talent to fill roles. The UK government's focus on tech visas and digital skills training could start to alleviate some pressure, but likely not in the immediate term.

Contract market: On the contracting side, if economic conditions stay stable or improve, contract opportunities will remain strong through year-end. Companies often use contractors for year-end pushes (e.g. completing an implementation by Q4 or covering permanent staff gaps). Additionally, upcoming regulatory changes (like any 2025 IR35 tweaks or other labour regulations) will influence contracting; as of now, no major deterrent changes are expected in 2025, so the contract market should remain a viable and attractive option for both businesses and workers.

Regional growth and relocation: We may see some shifting of roles regionally. For example, if London costs continue to rise, some employers could expand more in regional offices (a trend already seen with banks and tech firms growing teams in Manchester, Leeds, etc.). Remote work will also allow late 2025 hiring to be more geographically agnostic; more job listings may say “UK remote” which broadens the candidate field. This could slightly ease regional disparities and allow talent in harder-hit economic areas to access tech jobs from elsewhere. As we see a lot of companies returning to the office, this limits certain talent who might seek work outside of the UK where there still seems to be a more favoured approach to remote working.

2025 OUTLOOK

The tech sector has shown it can weather economic storms better than most, and 2025 year-to-date indicates that while challenges like skill shortages persist, the overall trajectory is one of growth and robust demand for tech talent across the UK. According to LinkedIn, the UK tech job market in 2025 is “in flux but not in decline” – it is evolving to meet new technological frontiers, and those with the right skills and strategies will thrive in this environment. Industry projections suggest that hiring activity will accelerate modestly as economic confidence improves. The OECD's improved economic forecasts for the UK and stabilising business sentiment mean companies are likely to green-light projects that were on hold, thereby creating new job openings. Many employers also report plans to invest more in technology (AI, digital transformation, etc.), and where there is investment, talent needs follow.

Sources:

www.finextra.com, www.linkedin.com, www.comptia.org, www.hays.co.uk



ED HALL

Director of Technology
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SALARY GUIDE

	SALARY RANGE	DAY RATE
CLOUD & INFRASTRUCTURE		
Helpdesk Engineer	£30,000 - £35,000	£140 - £170
2nd Line Support Engineer	£35,000 - £45,000	£170 - £250
3rd Line Support Engineer	£48,000 - £60,000	£270 - £450
Storage Engineer	£30,000 - £50,000	£150 - £400
Virtualisation Engineer	£35,000 - £65,000	£200 - £500
Cloud Consultant	£65,000 - £88,000	£540 - £800
Cloud Architect	£80,000 - £140,000	£700 - £1,000
Infrastructure Engineer	£45,000 - £80,000	£300 - £550
Infrastructure Architect	£75,000 - £120,000	£500 - £1,000
Network Engineer	£45,000 - £75,000	£350 - £500
Cloud Systems Administrator	£55,000 - £80,000	£430 - £590
Systems Engineer	£50,000 - £65,000	£350 - £450

	SALARY RANGE	DAY RATE
BUSINESS INTELLIGENCE, DATA & ANALYTICS		
Business Intelligence Developer	£55,000 - £75,000	£300 - £650
Database Administrator	£60,000 - £80,000	£400 - £600
Database Developer	£45,000 - £65,000	£350 - £550
Data Engineer	£65,000 - £80,000	£450 - £650
Senior/Principle Data Engineer	£85,000 - £115,000	£550 - £700
Head of Data Engineering	£110,000 - £145,000	£900 - £1,300
Data Architect	£80,000 - £120,000	£700 - £950
Data Analyst	£45,000 - £65,000	£300 - £500
Senior Data Analyst	£65,000 - £90,000	£500 - £700
Data Analytics Manager	£70,000 - £90,000	£400 - £550
Data Scientist	£60,000 - £80,000	£550 - £750
Senior Data Scientist	£90,000 - £125,000	£700 - £1,250
Head of Data Science	£120,000 - £170,000	£1,000 - £1,600
Machine Learning Engineer	£70,000 - £80,000	£500 - £600
Senior Machine Learning Engineer	£80,000 - £100,000	£600 - £800
AI Engineer	£75,000 - £140,000	£550 - £1,400
Head of Data & Business Intelligence	£100,000 - £130,000	£800 - £1,300
Head of Data & Architecture	£110,000 - £130,000	£900 - £1,300

SALARY RANGE

DAY RATE

PRODUCT

Product Analyst	£40,000 - £55,000	£250 - £450
Product Designer	£45,000 - £65,000	£250 - £450
Product Owner	£60,000 - £75,000	£450 - £750
Product Manager	£65,000 - £100,000	£500 - £750
Head of Product	£85,000 - £130,000	£600 - £850
Product Director	£100,000 - £145,000	£700 - £900
VP Product	£120,000 - £180,000	£750 - £1,000

SALARY RANGE

DAY RATE

INFORMATION & CYBER SECURITY

Information Security Analyst	£55,000 - £90,000	£450 - £650
Penetration Tester	£55,000 - £75,000	£450 - £1,000
SOC Analyst	£40,000 - £60,000	£350 - £500
Cyber Security Analyst	£55,000 - £90,000	£450 - £750
Security Architect	£80,000 - £140,000	£650 - £1,200
Information Security Manager	£70,000 - £110,000	£550 - £900
Security Engineer	£75,000 - £105,000	£550 - £900
Information Security Officer	£85,000 - £125,000	£700 - £1,200
Head of Cyber Security / VP	£90,000 - £150,000	£1,000 - £1,300
Head of Information Security / VP	£100,000 - £150,000	£850 - £1,200

SALARY RANGE

DAY RATE

TECHNOLOGY LEADERSHIP

CIO (Chief Information Officer)	£140,000 - £250,000+	£900 - £2,000
CTO (Chief Technology Officer)	£150,000 - £300,000+	£900 - £2,000
IT Director	£95,000 - £180,000	£850 - £1,300
Head of IT	£85,000 - £160,000	£800 - £1,300
Head of Innovation	£100,000 - £180,000	£850 - £1,400
CISO (Chief Information Security Officer)	£145,000 - £250,000+	£1,300 - £1,550
CPO (Chief Product Officer)	£120,000 - £250,000+	£900 - £1,500
IT Manager	£65,000 - £100,000	£500 - £800
Head of Architecture	£90,000 - £150,000	£850 - £1,300
Head of ERP / ERP Manager	£95,000 - £170,000+	£850 - £1,100

	SALARY RANGE	DAY RATE
SOFTWARE DEVELOPMENT & ENGINEERING		
Senior FullStack Developer	£78,000 - £120,000	£500 - £950
Full Stack Developer	£65,000 - £87,000	£350 - £650
Senior Frontend Developer	£82,000 - £120,000	£500 - £850
Senior Backend Developer	£80,000 - £120,000	£500 - £1,000
Backend Developer	£65,000 - £88,000	£350 - £750
Frontend Developer	£67,000 - £85,000	£300 - £650
Site Reliability Engineer (SRE)	£55,000 - £75,000	£300 - £500
DevOps Engineer	£70,000 - £90,000	£400 - £650
Senior DevOps Engineer	£85,000 - £140,000	£550 - £1,400
Technology Lead	£85,000 - £120,000	£750 - £1,000
Solution Architect	£75,000 - £120,000	£700 - £900
Enterprise Architect	£75,000 - £150,000	£800 - £1200
Head of Architecture	£125,000 - £200,000	£850 - £1,800
Head of Engineering	£120,000 - £180,000	£1,000+

	SALARY RANGE	DAY RATE
EMBEDDED SYSTEMS		
Embedded Test Engineer	£45,000 - £75,000	£400 - £600
Embedded Software Engineer	£60,000 - £90,000	£475 - £750
Embedded Electronics Engineer	£60,000 - £90,000	£475 - £750
Electronics Design Engineer	£50,000 - £70,000	£425 - £575
Control Systems Engineer	£40,000 - £55,000	£375 - £550
PCB Designer	£50,000 - £70,000	£425 - £575
FPGA Engineer	£65,000 - £100,000	£500 - £800
Computer Vision Engineer	£70,000 - £110,000	£550 - £850
Mobile App Developer	£55,000 - £85,000	£450 - £650
IoT Engineer	£70,000 - £110,000	£550 - £850
Systems Engineer	£40,000 - £55,000	£375 - £550
Hardware Engineer	£55,000 - £85,000	£450 - £650
Hardware Test Engineer	£45,000 - £70,000	£375 - £550
Firmware Engineer	£60,000 - £90,000	£475 - £750
Embedded Systems Architect	£80,000 - £140,000	£650 - £1,000
Embedded Security Engineer	£75,000 - £130,000	£600 - £950



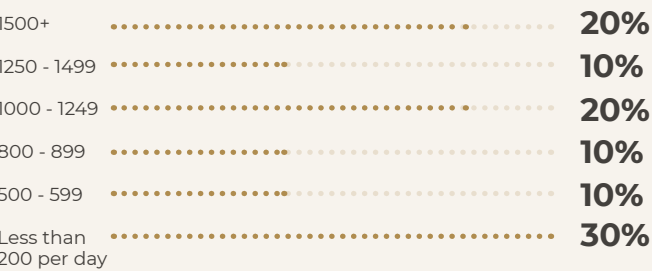
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IRELAND

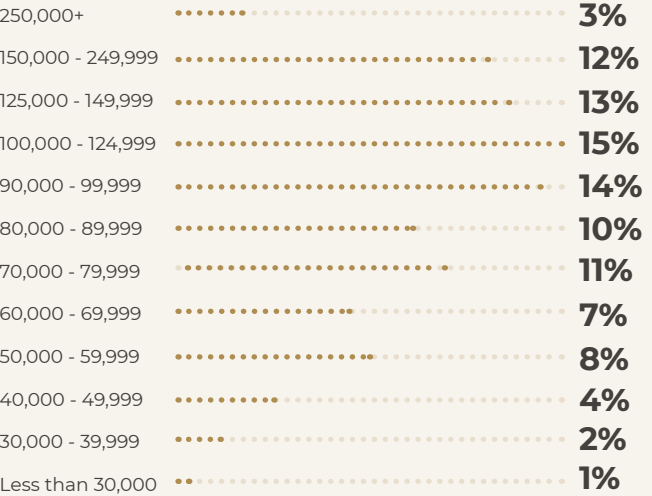


KEY FINDINGS

What is your current (or most recent) daily rate? CONTRACT



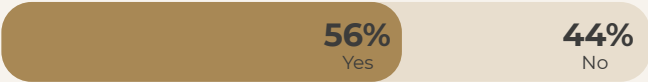
What is your current (or most recent) basic salary? PERMANENT / FTC



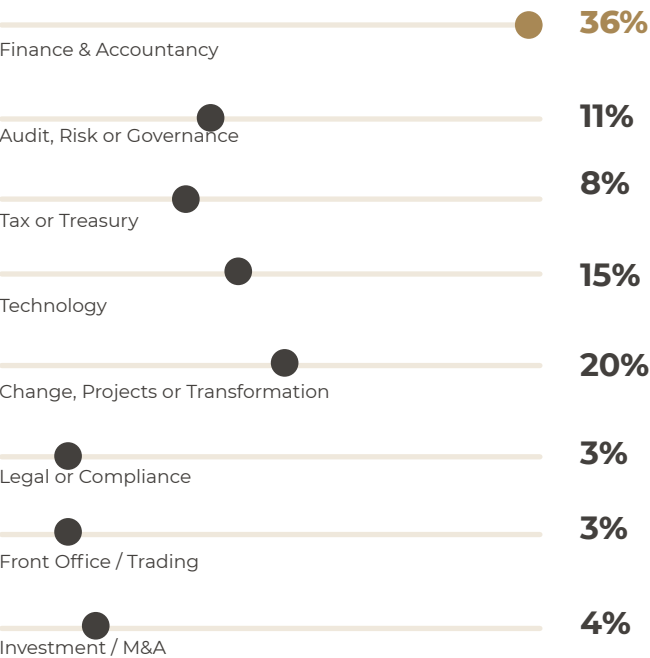
Are you satisfied with your current rate?



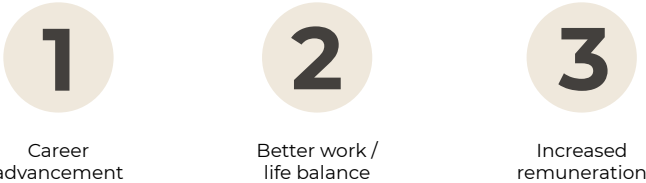
Are you satisfied with your current pay?



In which discipline does your current (or most recent) role sit in?



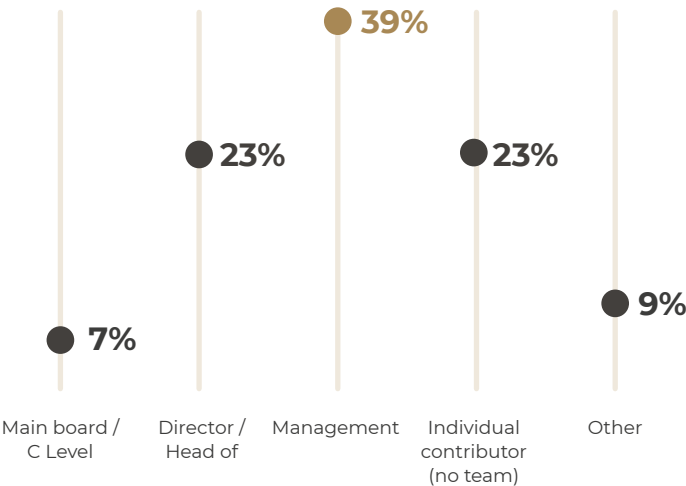
Top 3 reasons for leaving last role



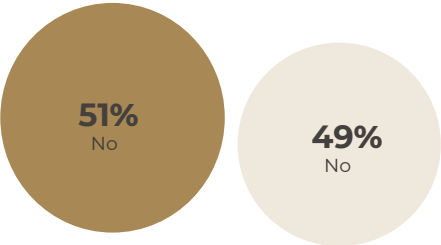
Are you satisfied in your current role?



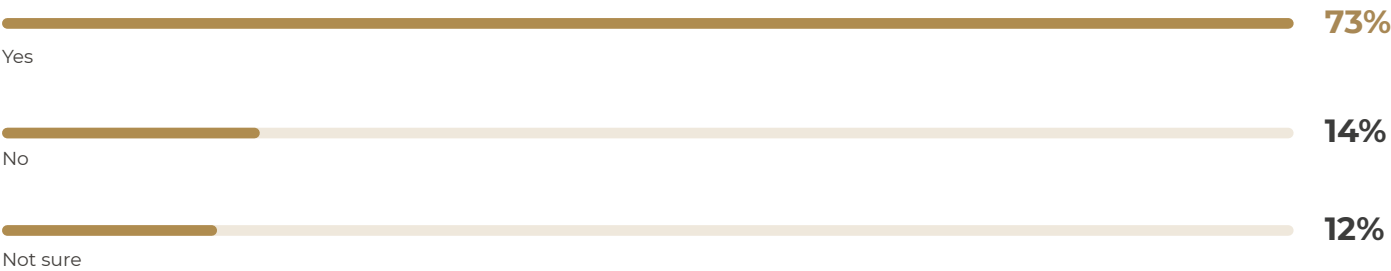
What level is your current (or most recent) position?



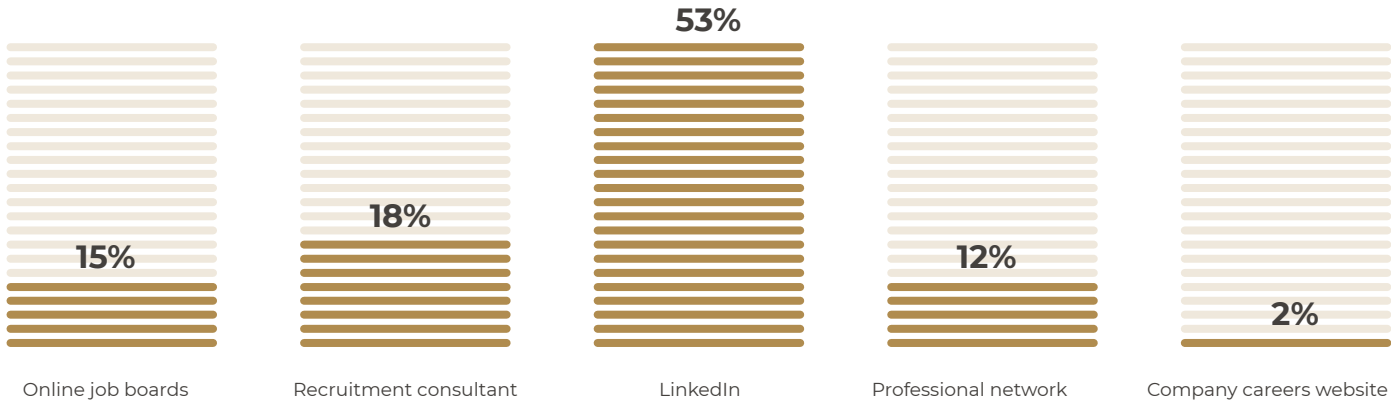
Do you envisage changing jobs in the next 12 months?



Do you feel your job is secure in 2025?



When looking for a role, which of the below would you use?



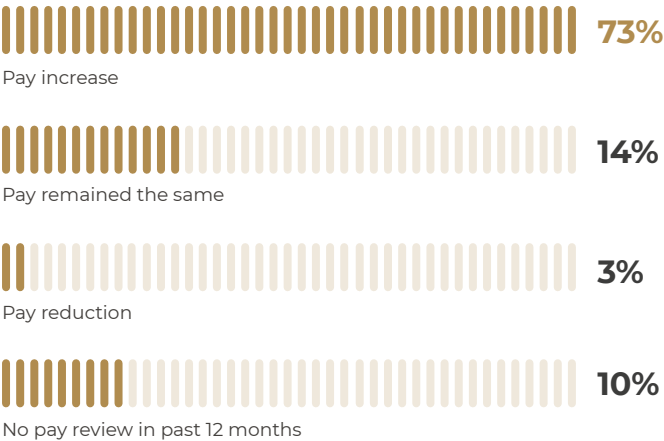
Top 5 benefits



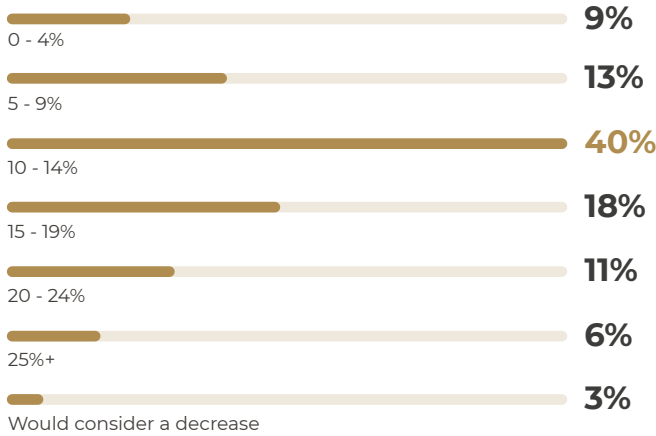
Are you happy with your current benefits?



What was the outcome of your last pay review?



When looking for a new position, what salary increase would you target?



MARKET INSIGHT

Dublin's job market for finance and tech professionals in 2025 is robust, supported by a tight labour supply and low unemployment. Ireland's unemployment rate hovered around 4% through mid-year. While professional job vacancies have cooled slightly from 2022 peaks, they remain above pre-pandemic levels, reflecting resilient hiring demand despite global uncertainties, and generating robust wage growth for workers while remaining a magnet for overseas talent.

According to Indeed data, Dublin's job postings lag the rest of Ireland, about 13% below the pre-pandemic baseline as of June 2025, primarily due to its concentration in tech and professional sectors that saw earlier declines. However, within finance, hiring activity has remained steady, with companies continuing to compete actively for skilled candidates in key roles.

IN DEMAND FINANCE SKILLS

The financial services sector in Dublin has evolved to place considerable emphasis on resilience, regulatory compliance, and risk management. Demand remains particularly strong for professionals in risk and regulatory compliance roles, fund operations (especially within private equity and ETF fund administration) and fintech positions requiring specialised domain knowledge. Fund administration and investment management firms are actively growing their teams to manage an expanding asset base, seeking candidates with expertise in fund accounting, portfolio analysis, and regulatory reporting.

In addition to fund services, corporate finance and accounting roles continue to be highly sought after across industry sectors. The recruitment market shows ongoing demand for newly qualified accountants, financial planning and analysis (FP&A) experts, and tax professionals. Employers increasingly prioritise candidates with strong technical skills, including ERP system fluency (notably SAP) and advanced Excel capabilities, alongside professional financial qualifications. Controller and credit analyst roles remain especially competitive, requiring a blend of financial acumen and technical proficiency.

Public accounting and taxation sectors have similarly maintained steady or growing hiring trajectories. The intensification of compliance requirements and international tax reforms has heightened demand for auditors and tax consultants. This tight talent pipeline mirrors trends seen in the U.S., where retiring CPAs and a shrinking pool of new graduates have exacerbated shortages, a pattern now evident in Ireland.

Key roles in Dublin's finance sector include compliance managers, risk managers, fund accountants (particularly within private equity and ETF funds), investment operations specialists, and M&A/corporate finance advisors. Notably, Ireland's improving deal environment is generating increased demand for corporate finance advisory roles, aligned with expectations of heightened M&A activity throughout this year.

HIRING TRENDS IN THE TECH SECTOR

Dublin's tech sector faced headwinds over the past 1–2 years due to global tech retrenchment, but 2025 shows signs of stabilisation and selective growth. Following a wave of multinational tech layoffs in 2022–2023, many large firms paused hiring or downsized. Now, hiring has rebounded modestly, driven primarily by contract roles tied to new projects and digital transformation initiatives.

While overall tech hiring volumes remain below peak levels, demand for specialist skills remains strong. Companies are particularly seeking cloud infrastructure specialists, ERP system analysts, data analysts, AI and machine learning engineers, and software developers experienced in modern frameworks.

With the European Accessibility Act's compliance deadline in June 2025, accessibility and software testing expertise have also seen increased demand. Dublin's indigenous tech firms and SMEs, particularly outside the city centre, have been increasing permanent tech hiring, helping offset reductions by some multinationals. Overall, tech professionals with in-demand skills continue to find a tight market and multiple opportunities.

The share of Irish job postings offering remote or hybrid work remains near all-time highs, indicating that companies continue to use workplace flexibility as a key attraction for tech and finance talent, even as some multinationals encourage office returns.

RISE OF PROJECT-BASED AND CONTRACT HIRING

Throughout 2025, Dublin employers have balanced permanent hiring with an increased use of contract positions. Economic uncertainties such as global trade tensions and interest rate fluctuations have encouraged firms to adopt interim or contract staff to stay agile.

This trend is especially pronounced in tech, where contracting surged as companies launched new projects, but remained cautious about long-term commitments. Contract tech roles, such as project-based developers and IT consultants, allow firms to quickly access critical skills for cloud and AI initiatives, without permanent hires.

Similarly, outside Dublin city, there has been a move toward shorter-term contracts for finance roles. Employers in sectors like life sciences and engineering, which have significant finance functions, have leaned on contract hiring while awaiting budget clarity and year-end bonus cycles. Even within financial services operations, contract and temporary hires are used to cover surges in workload or regulatory deadlines.

Nonetheless, permanent hiring remains strong for high-value finance positions such as financial controllers, senior analysts, and compliance officers. Retaining skilled professionals in these roles remains a priority in a competitive labour market. Contract roles increasingly extend longer or convert into

permanent appointments, reflecting a cautious but steady approach to workforce expansion. Overall, the first half of 2025 saw steady permanent hiring in core finance areas, supplemented strategically by contract hiring.

U.S. EAST COAST MARKET OVERVIEW

Across the Atlantic, the U.S. East Coast's finance and technology markets present a compelling yet nuanced hiring environment in 2025. Major hubs such as New York City, Boston, and Philadelphia have seen robust activity, especially in financial services, driven by strong earnings from major banks and increased investment in tech roles within financial institutions. The East Coast labour market began 2025 on solid footing, buoyed by a resurgence in Wall Street activity and increased recruitment in dealmaking, trading, software engineering, data science, AI, and cybersecurity. However, by mid-year, caution is emerging as inflation, high interest rates, and geopolitical tensions prompt firms to slow expansion and adopt more selective hiring strategies. Despite this, demand remains strong for critical skill sets amid ongoing talent shortages.

This evolving hiring landscape is significantly influencing candidate mobility, particularly for high-skilled professionals on the US East Coast. From our frontline experience, we've observed increased interest from finance and technology candidates exploring opportunities abroad, notably in Ireland and other UK locations. This trend reflects a broader recalibration of career strategies driven by several factors:

- **Macroeconomic and geopolitical uncertainties** in the US are motivating professionals to seek more stable and predictable markets. Ireland's robust economic environment and stable regulatory framework offer a compelling alternative.
- **Ireland's expanding finance and tech sectors**, underpinned by strong foreign direct investment and ongoing growth in fund services, investment management, and fintech innovation, provide promising career opportunities.
- **Supportive visa and relocation policies**, such as Ireland's Critical Skills Employment Permit, make international moves more accessible for skilled workers.
- **Flexible work models**, including hybrid and remote arrangements, are reducing traditional barriers to relocation, making international moves a practical option.

U.S. HIRING DYNAMICS AND CANDIDATE MOBILITY

Candidate mobility is becoming a crucial dynamic impacting the talent ecosystem both in the US and Ireland. Many US-based professionals are proactively engaging with recruiters to explore roles abroad, positioning Ireland as a prime destination for career advancement amid uncertainty at home.

Employers on the East Coast continue blending permanent and contract hiring to maintain agility amid uncertainty. Contract roles are common in compliance, IT projects, and

analytics, but permanent hiring remains critical for front-office and leadership roles.

This dual approach extends to tech also, where contract software developers often transition into permanent roles, making the contract workforce a key talent pipeline. This flexible hiring landscape dovetails with candidate mobility trends, as professionals weigh long-term career stability against short-term project work, sometimes opting to relocate internationally for more secure opportunities.

OUTLOOK FOR THE REMAINDER OF 2025

Looking ahead, we expect the market to experience moderate growth prospects amid economic headwinds. In Dublin, recent ECB rate cuts and persistent talent shortages in finance and tech sustain demand. Employers focus on multi-skilled candidates and strategic hiring, with strong activity expected in fund services, investment management, fintech, and contract roles supporting digital innovation.

On the East Coast, steady demand continues for finance professionals in M&A, asset management, and compliance, alongside ongoing tech recruitment in AI, data analytics, and cybersecurity. However, macroeconomic uncertainty means firms are more selective, prioritising revenue-impacting and compliance roles.

Fundamentally, the current environment is reshaping talent flows. Ireland's vibrant labour market, attractive immigration pathways, and strong FDI presence are drawing increased interest from US East Coast candidates considering relocation. This cross-border mobility is a significant factor employers and recruiters must consider as competition for critical skills intensifies globally.

Sources:

hiringlab.org, businessinsider.com, U.S. Bureau of Labor Statistics, Reuters analysis, morganmckinley.com, PwC report on global workforce trends (2024), European Digital Economy and Society Index (2024), Irish Department of Enterprise



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SALARY GUIDE

	SALARY RANGE	BONUS %
CORPORATE FINANCE / M&A		
Senior	€55,000 - €65,000	15%
Manager	€70,000 - €90,000	15% - 20%
Associate Director	€95,000 - €125,000	15% - 30%
Director	€125,000 - €175,000	20% - 40%
AP / Non EP	€180,000 - €240,000	40% - 100%

	SALARY RANGE	BONUS %
INVESTMENT MANAGEMENT		
Portfolio Analyst	€70,000 - €85,000	20% - 40%
Senior Portfolio Analyst	€85,000 - €110,000	20% - 50%
Investment Manager	€100,000 - €140,000	50% - 100%
Senior Investment Manager	€145,000 - €160,000	No Cap
Director Investment Management	€190,000+	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 - €220,000	€950 - €1,250
Finance Director	€110,000 - €140,000	€600 - €975
Financial Controller	€90,000 - €115,000	€475 - €650
Finance Manager	€85,000 - €97,500	€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 - €77,500	€350 - €425
Financial Analyst	€65,000 - €75,000	€350 - €425
Financial Accountant	€65,000 - €72,000	€300 - €410
Newly Qualified Accountant	€60,000 - €70,000	€260 - €390

SALARY RANGE

DAY RATE

IMI & BANKING

CFO	€150,000 - €230,000	€900 - €1,450
Finance Director	€121,000 - €158,000	€675 - €1,100
Financial Controller	€95,000 - €132,000	€550 - €750
Finance Manager	€81,000 - €105,000	€400 - €625
Senior Financial Analyst	€85,000 - €105,500	€450 - €650
Senior Accountant	€77,500 - €95,000	€370 - €450
Financial Accountant / Management Accountant	€68,000 - €85,000	€375 - €450
Financial Analyst	€65,000 - €82,500	€325 - €450
Newly Qualified Accountant	€60,000 - €70,000	€300 - €400

SALARY RANGE

DAY RATE

PUBLIC PRACTICE & TAXATION

Director	€125,000 - €160,000	€575 - €1,100
Senior Manager	€95,000 - €110,000	€475 - €600
Manager	€73,500 - €90,000	€425 - €550
Assistant Manager	€68,000 - €74,000	€375 - €450
Tax Senior	€55,000 - €66,500	€260 - €370
Audit Senior	€57,000 - €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 & 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 & 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

ABOUT US

Founded in 1988, and joining Gi Group in 2018, we've been leading by example for nearly 40 years, specialising in placing the very best talent in fast paced, entrepreneurial growth businesses. Our office network covers strategic locations in London, Leeds, Birmingham, Bristol, Manchester, Cheltenham, Reading and Dublin. We offer a multichannel recruitment service for interim and permanent positions across four main divisions; commerce and industry, financial services, technology, transformation and specialist markets.

Marks Sattin was acquired by Gi group in 2018. Gi Group is one of the world's leading companies providing a full range of HR services. Gi Group offer temporary, permanent and professional staffing services, search & selection and executive search, as well as outsourcing, training, outplacement and HR consultancy. It is our mission to contribute to the evolution of the labour market and to emphasise the personal and social value of work.

METHODOLOGY

In Q1 of 2025, we conducted a market research survey with our clients and candidates focusing on remuneration, bonuses, benefits and recruitment trends. We surveyed accountancy, finance, advisory, tech, legal and transformation professionals from numerous industry sectors across the UK, Ireland and the Netherlands. This report is based on the data received from our online survey, our extensive database and the expertise of our experienced consultants. Our report is only ever intended to give a general overview on the changing nature and complexity of the employment market and serve as a useful guide. Please get in touch if you require a more tailored and confidential discussion on how this will affect your business, finance department, or indeed your career.

ACKNOWLEDGEMENTS

We would like to extend our appreciation to all those who completed this survey and made our market report possible. If you did not participate, please do so next year so we can continue to develop the depth and quality of this report and provide you with a fair and balanced picture. Congratulations to the lucky winner of £250 of restaurant vouchers.

DISCLAIMER

This research was carried out by means of an electronic questionnaire and supplemented with data and market information that Marks Sattin has access to. The results are provided as generic market information only. Marks Sattin does not make any warranties regarding the use, validity, accuracy or reliability of the results and information obtained. Marks Sattin will not be liable for any damages of any kind arising out of, or relating to use of this information.

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