

# COMMERCE & INDUSTRY LONDON

A low-angle shot of St Paul's Cathedral in London, focusing on its large, ribbed dome and the cross on top. The cathedral is flanked by two modern glass skyscrapers that reflect the sky and the building. The sky is blue with some light clouds.

## MARKET & SALARY GUIDE

**MARKS  
SATTIN**

Gi Group Holding



## 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.

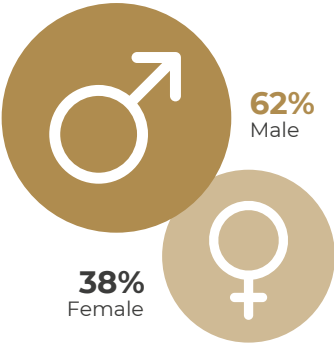
A sincere thank you to the 1,823 professionals who gave their valuable time to participate in our survey. We have partnered with Ecologi again this year to plant a tree for each survey response we received!

**MATTHEW WILCOX**  
Managing Director  
matthew.wilcox@markssattin.com

# DEMOGRAPHIC OF RESPONDENTS

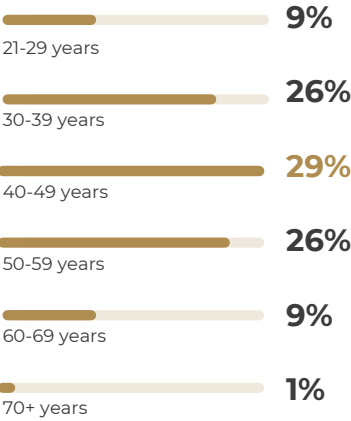
Here we outline the demographics of our survey respondents. Please note this is not a representation of our candidate and client community, rather a demographic overview of our research participants this year.

## GENDER

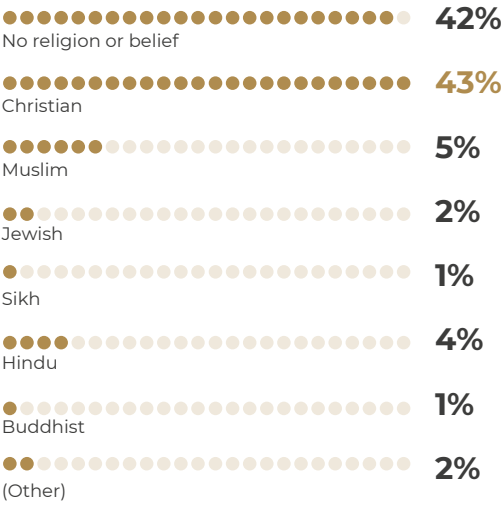


11 respondents chose non-binary

## AGE



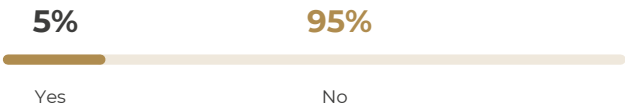
## RELIGION OR BELIEF



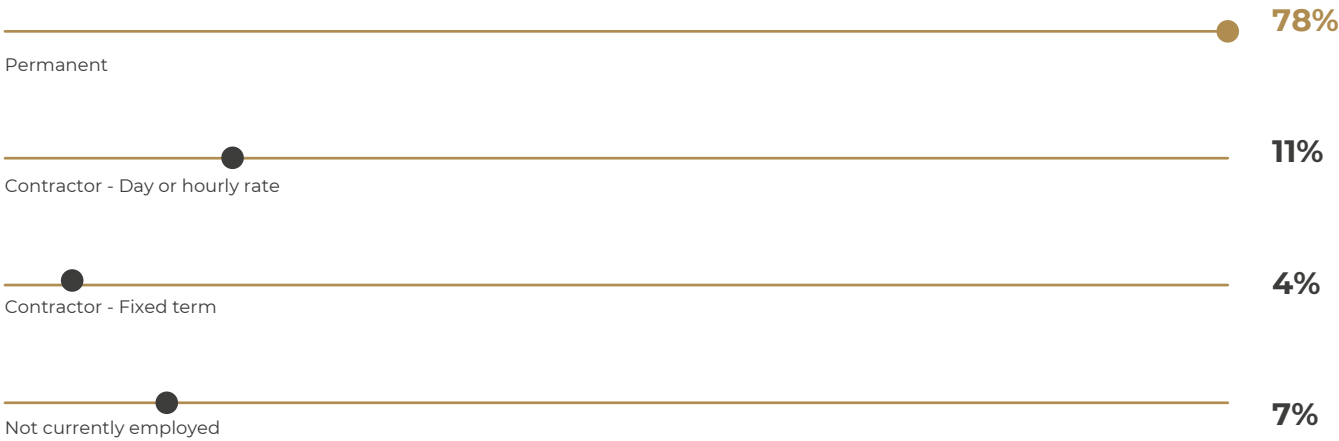
## DO YOU HAVE A DISABILITY UNDER THE EQUALITY ACT 2010?

In the Act, a person has a disability if:

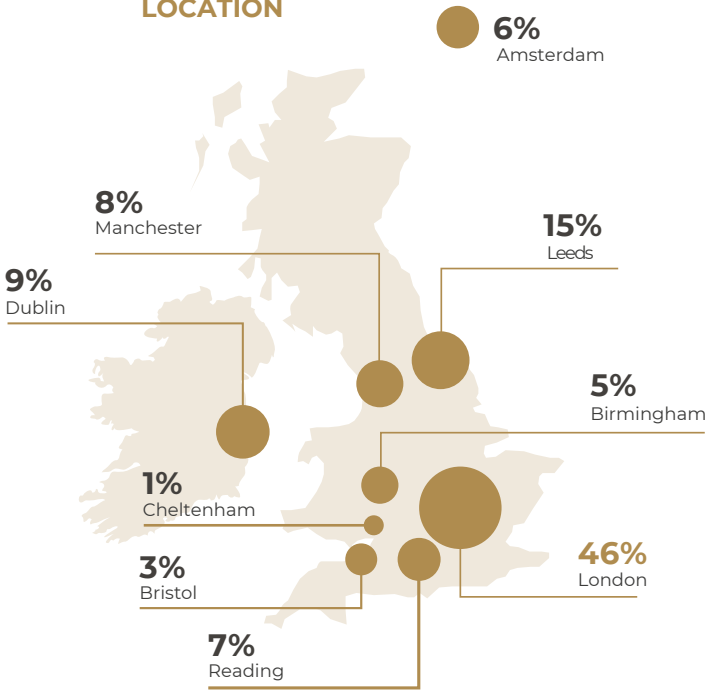
- they have a physical or mental impairment
- the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities.



## CONTRACT TYPE



## LOCATION





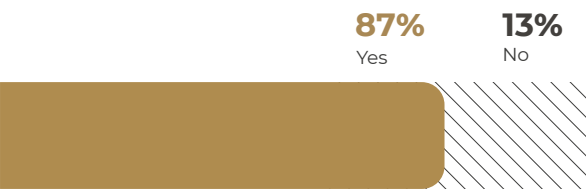
# FUTURE OF WORK

## EQUALITY, DIVERSITY & INCLUSION

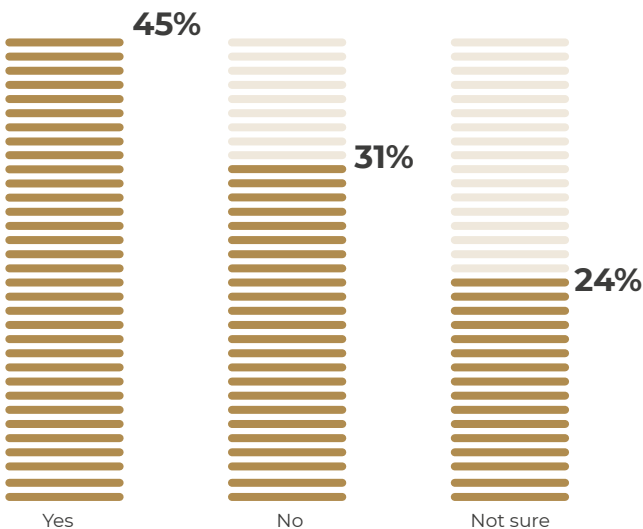
Do you think your leadership team is sufficiently diverse?



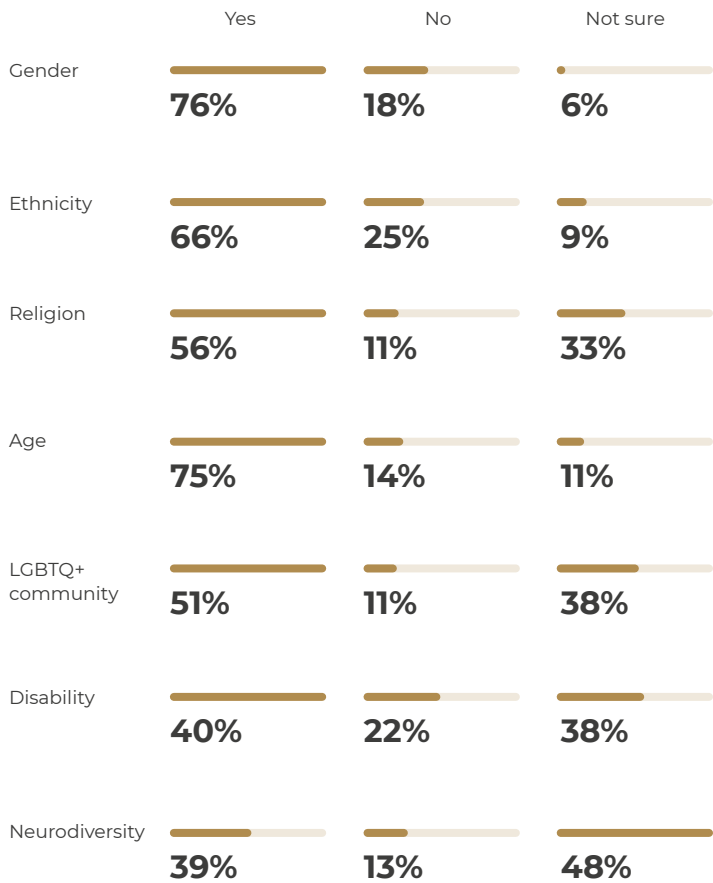
Do you feel your (or most recent) organisation, supports and encourages diversity in the workplace?



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

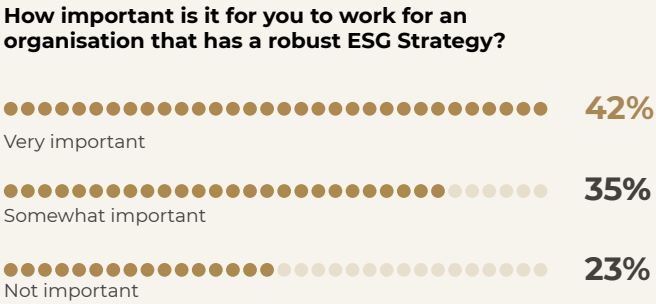
As a talent consultancy, we have an unwavering responsibility to represent everyone in our network in a fair and ethical manner. We commit to providing the same high level service to every professional we work with regardless of their age, gender identity, race, sexual orientation, physical or mental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

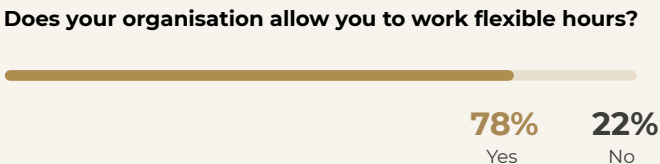
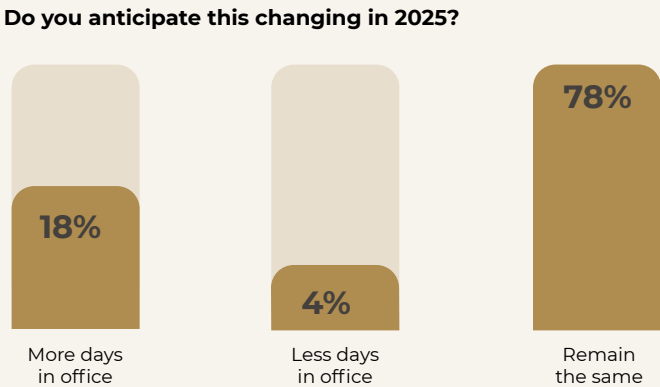
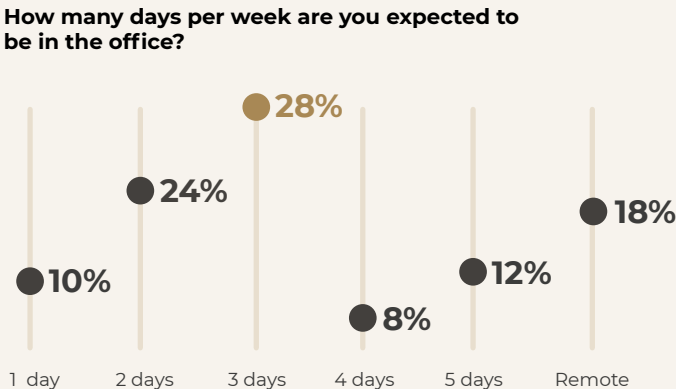


Visit our dedicated Equality, Diversity & Inclusion hub:  
[www.markssattin.co.uk/diversity-and-inclusion](http://www.markssattin.co.uk/diversity-and-inclusion)

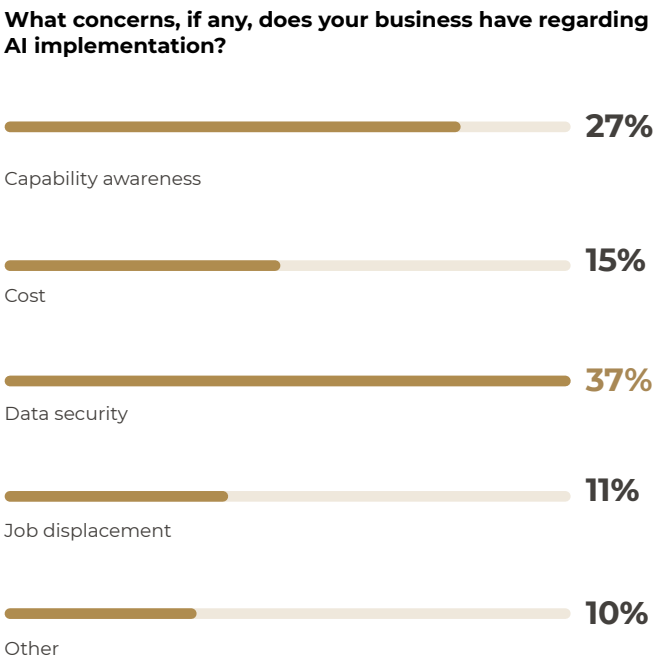
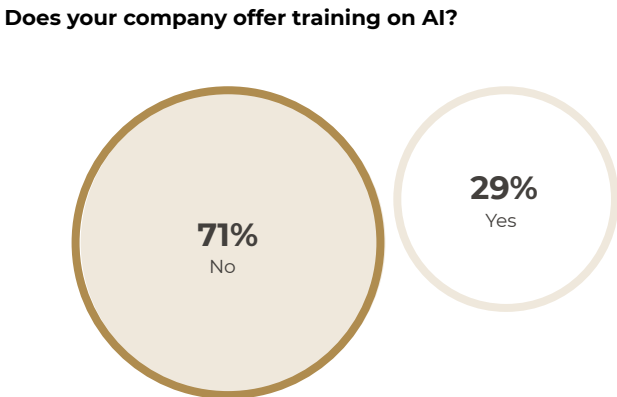
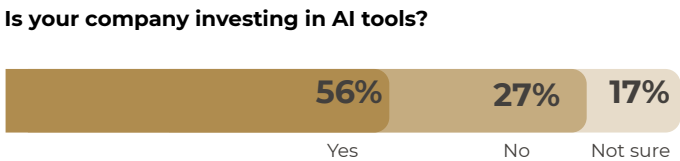
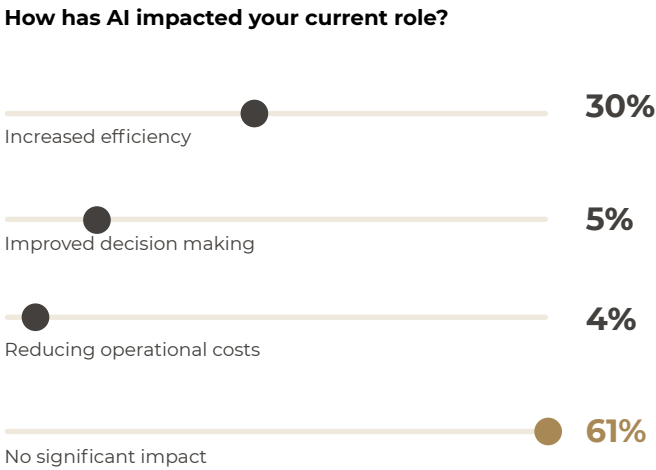
ESG



WORKPLACE FLEXIBILITY



AI



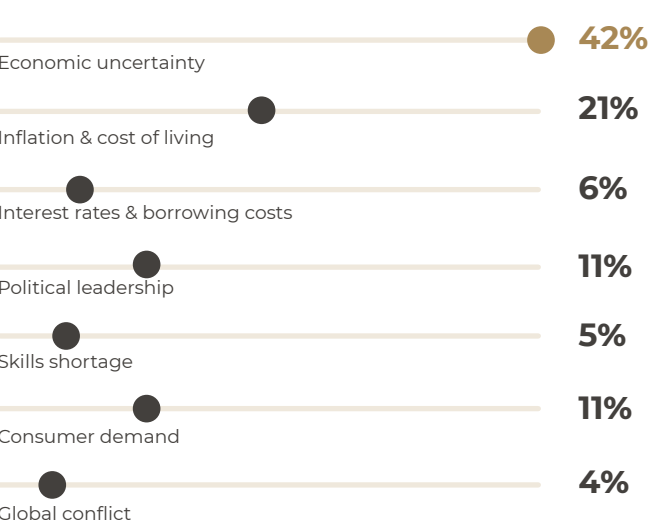
# BUSINESS CONFIDENCE

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.

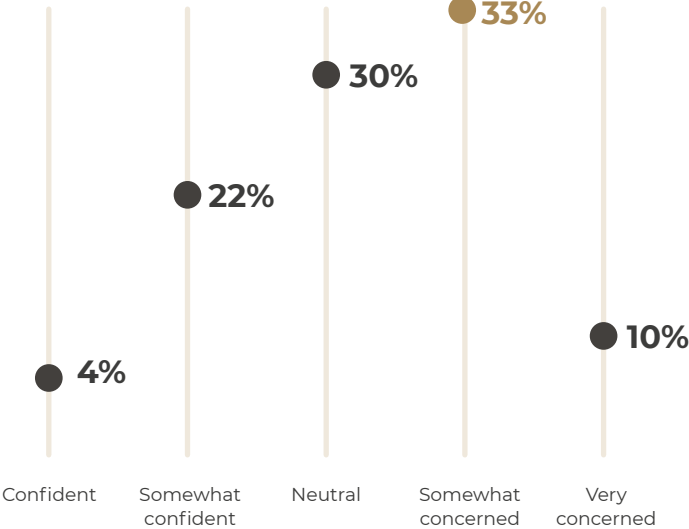
The results of our 2025 Business Confidence Survey highlight that companies are taking a measured approach to recruitment, focusing on selective hiring and investing in strategic areas like digital transformation, technology, and regulatory compliance. Businesses are adapting to the changing economic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

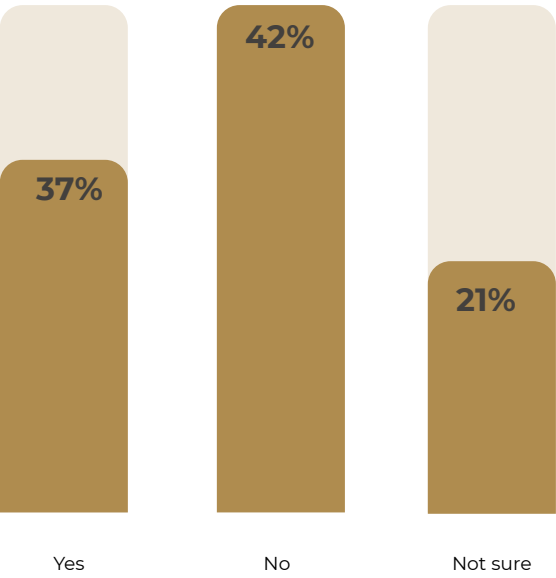
## What factors are currently impacting your business confidence the most?



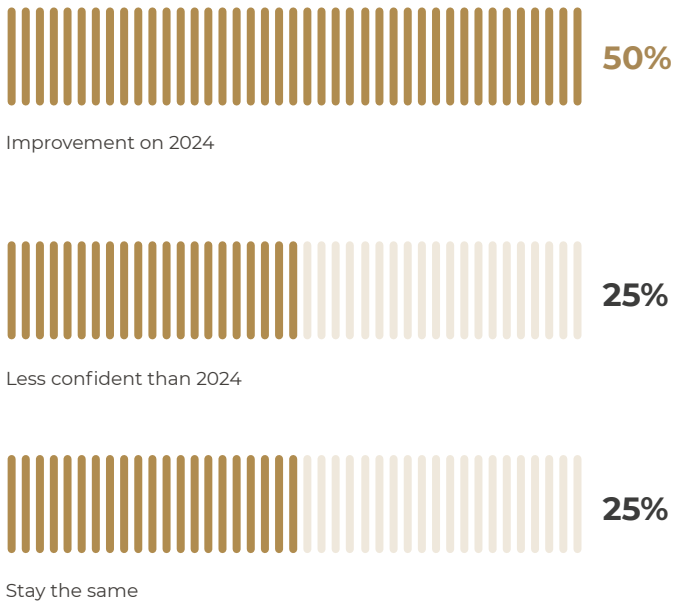
## How optimistic are you regarding the UK & Ireland's economy?



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



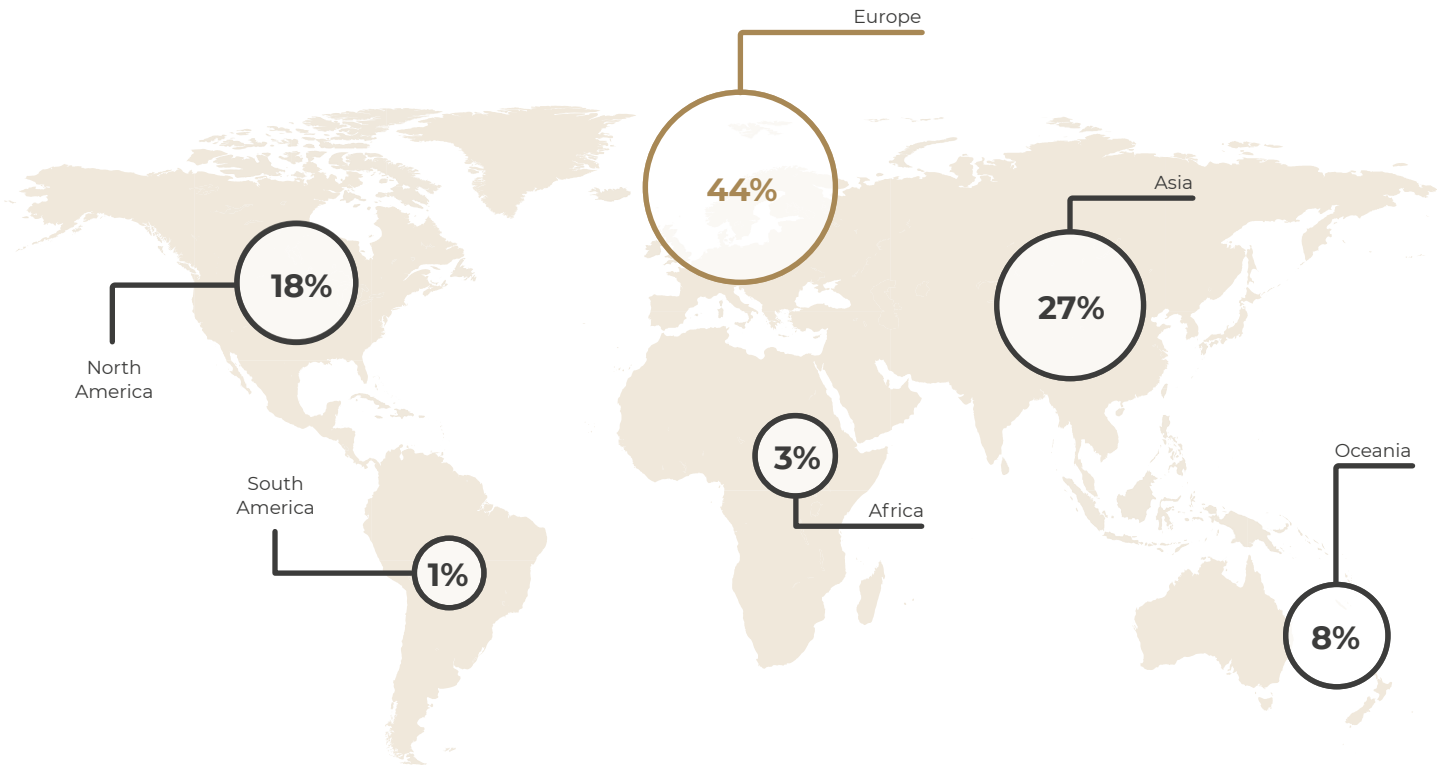
## How do you expect your current (or recent) company to perform over the next 12 months?



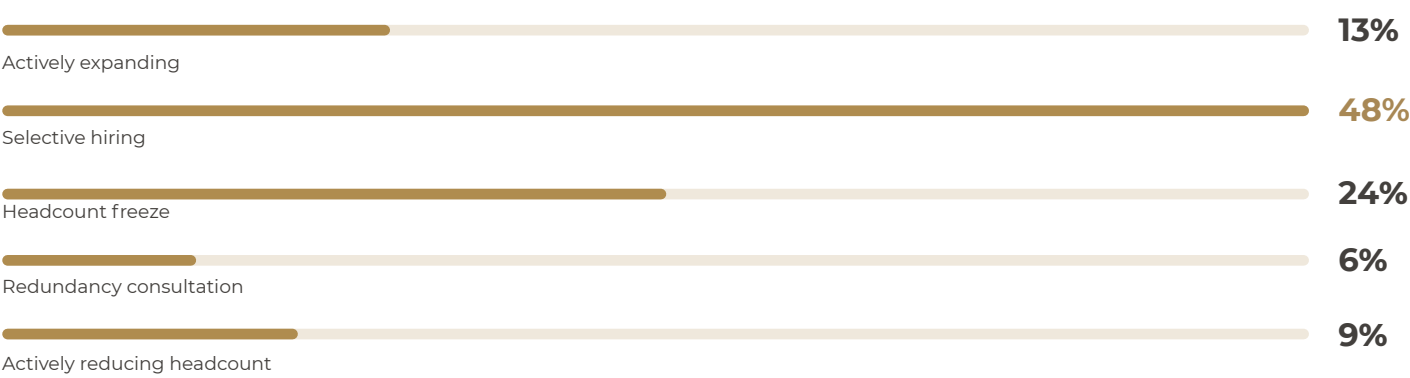
Would you relocate in the next 12 months?



Which international location would you relocate to?

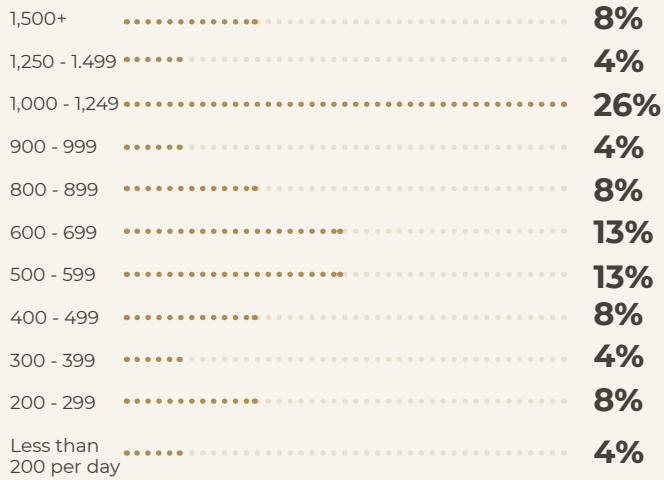


What is your business's current hiring outlook?

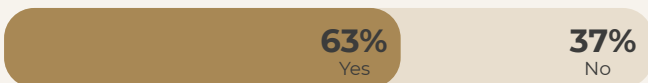


# KEY FINDINGS

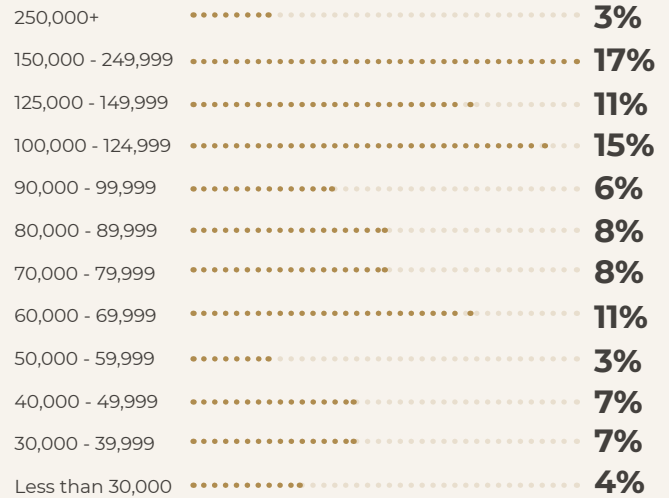
## What is your current (or most recent) daily rate? CONTRACT



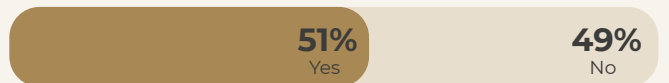
### Are you satisfied with your current rate?



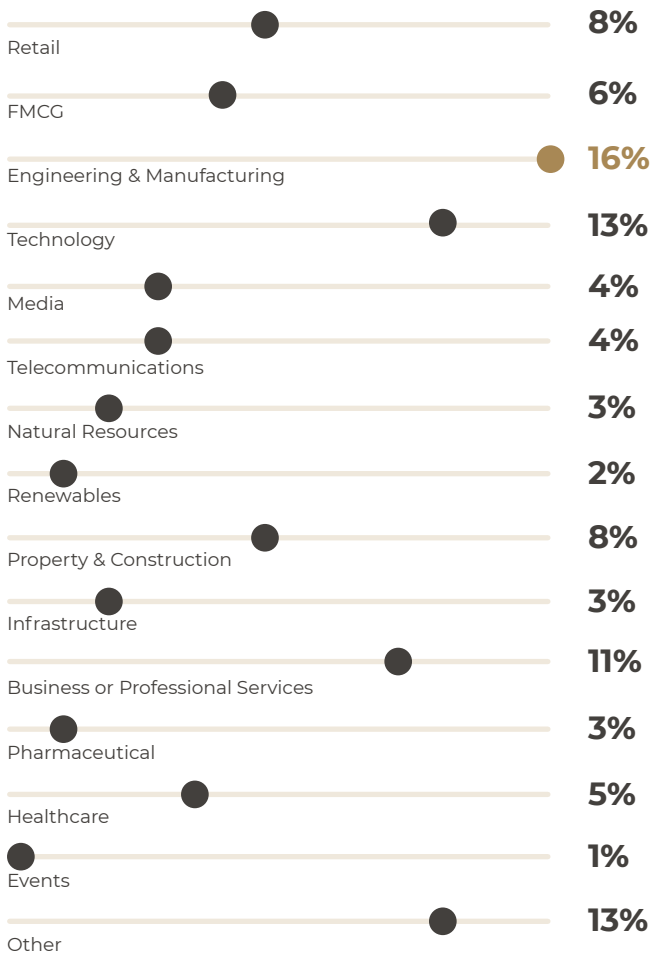
## What is your current (or most recent) basic salary? PERMANENT / FTC



### Are you satisfied with your current pay?



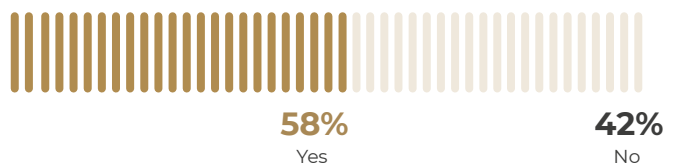
## Which industry are you currently (or most recently) working in?



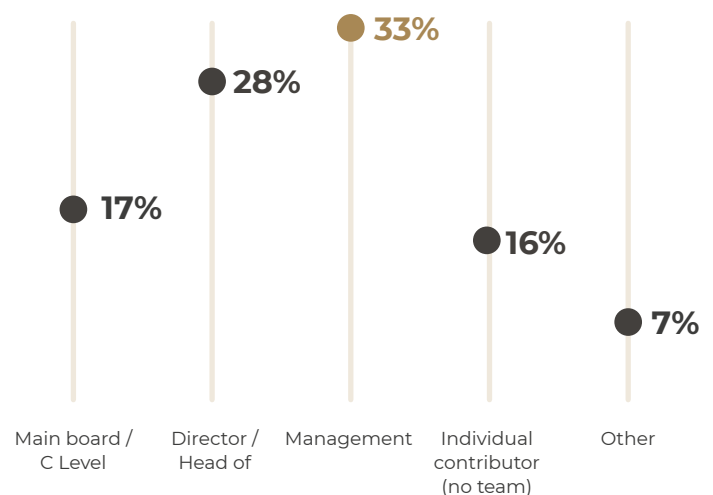
## Top 3 reasons for leaving last role



## Are you satisfied in your current role?

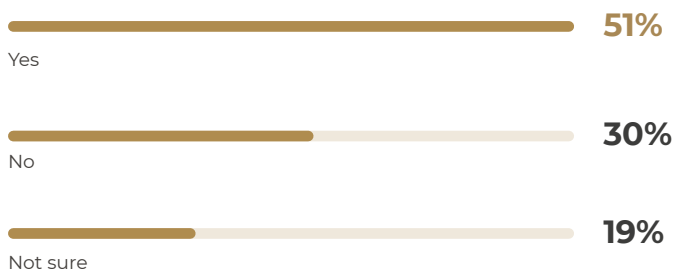


## What level is your current (or most recent) position?

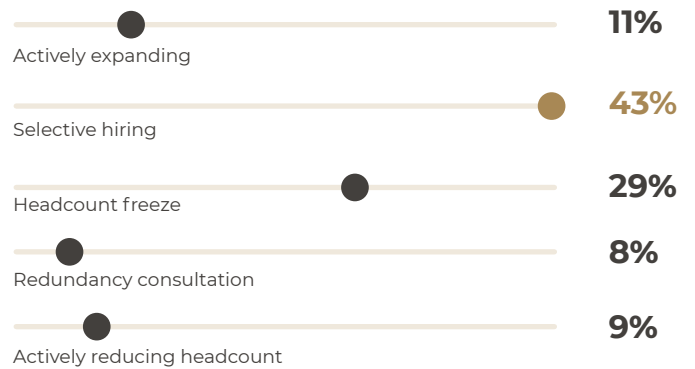




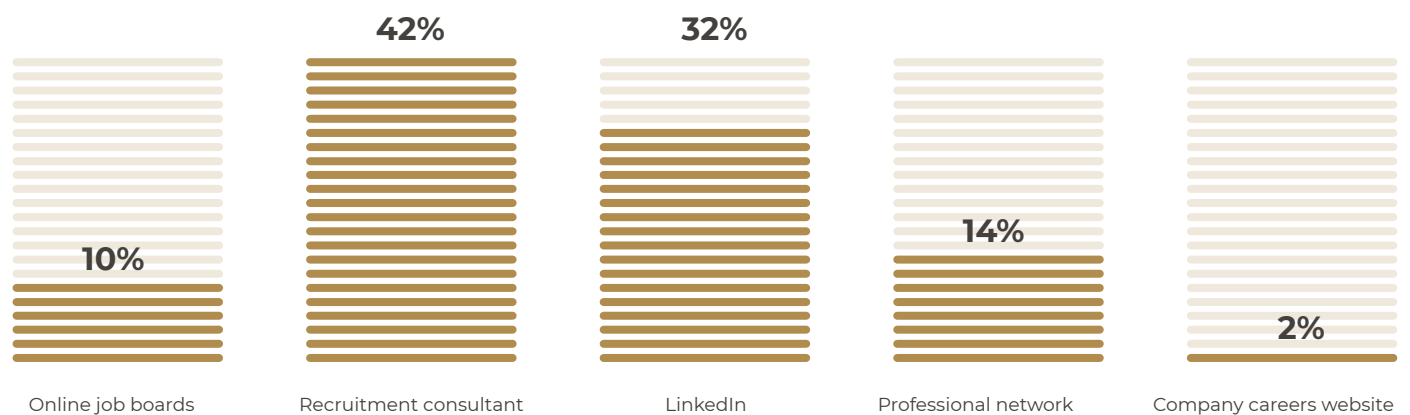
### Do you feel your job is secure in 2025?



### What is your business's current hiring outlook?



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



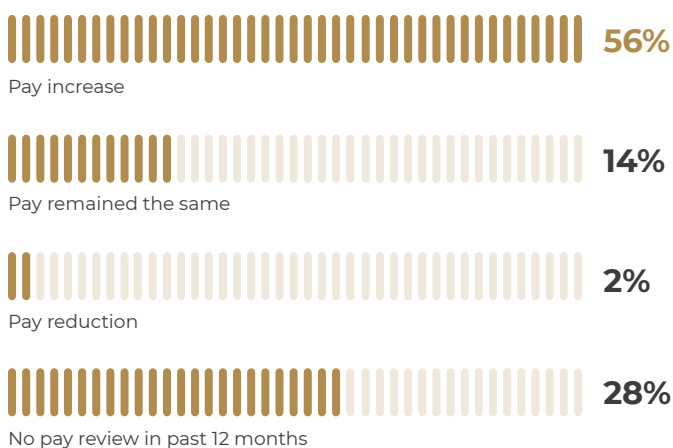
### Top 5 benefits



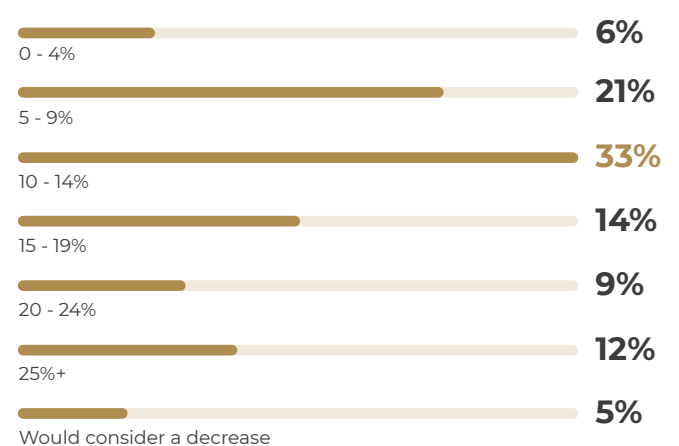
### Are you happy with your current benefits?



### 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
<b>QUALIFIED &amp; EXECUTIVE</b>				
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
<b>NEWLY QUALIFIED (UP TO ONE YEAR PQE)</b>				
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
<b>PART QUALIFIED &amp; TRANSACTIONAL</b>				
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
<b>FINANCE TRANSFORMATION</b>				
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



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# MARKS SATTIN

Gi Group Holding