

# SALARY SURVEY 2018

## EUROPE



“

FOR OVER 32 YEARS, BUSINESSES  
ACROSS THE GLOBE HAVE RELIED  
ON US TO FIND THE VERY BEST  
SPECIALIST PROFESSIONALS AND WE  
ARE TRUSTED TO HELP BUILD THE  
CAREERS OF THE WORLD'S LEADING  
EXECUTIVES, JOB MOVE AFTER JOB  
MOVE.

”

# WELCOME TO ROBERT WALTERS

SPECIALIST PROFESSIONAL RECRUITMENT



**ROBERT WALTERS,  
CHIEF EXECUTIVE OFFICER**

## MARKET LEADING GLOBAL BRAND

Our story begins in 1985 when the Group opened its first office in central London. Since then we have developed into a global specialist professional recruitment group, operating in a diverse range of markets worldwide.

For over 32 years, businesses across the globe have relied on us to find the very best specialist professionals, talented executives have trusted us to help build their careers, and companies have outsourced their recruitment processes to us. It's a success story we're proud of and one that's built on the strength and passion of our people.

As the business continues to expand, we operate with the same commitment to service and quality. Every candidate is treated as an individual with a focus on advising and consulting. It means we continually have the best candidates on the market to offer you.

At the heart of the Group's culture and business is our team-based profit share model which means that unlike the majority of our competition we do not pay individual commission. This ensures the needs of our clients and candidates always come first.

Although our reach is global we remain committed to hiring local talent so our people have a deep understanding of the local market and culture. It's what makes us unique and helps us remain a trusted recruitment partner of the world's leading firms.

**69%**

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

**Robert Walters,**  
CEO,  
Robert Walters Plc

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# GLOBAL REACH, LOCAL EXPERTISE

 Countries we operate in



# 28

**WE RECRUIT  
ACROSS 28  
COUNTRIES  
GLOBALLY**

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AUSTRALIA  
BELGIUM  
BRAZIL  
CANADA  
CHINA  
FRANCE  
GERMANY  
HONG KONG  
INDIA  
INDONESIA

IRELAND  
JAPAN  
KOREA  
LUXEMBOURG  
MALAYSIA  
NEW ZEALAND  
PHILIPPINES  
PORTUGAL  
SINGAPORE  
SOUTH AFRICA

SPAIN  
SWITZERLAND  
TAIWAN  
THAILAND  
NETHERLANDS  
UAE  
UK  
USA  
VIETNAM



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To discover hiring and salary trends across the world, read our Global Trends on page 8 or download our books covering:

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- Japan
- Korea
- Middle East & Africa
- USA salary data is available in our app

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# OUR SERVICE

Our business is built on the quality of our people. The majority of our recruiters have direct industry experience so they truly understand the disciplines they are recruiting for and the challenges facing hiring managers.

## OUR CORE DISCIPLINES INCLUDE:

- Accounting & Finance
- Banking & Financial Services
- Engineering
- Human Resources
- Information Technology
- Legal
- Marketing
- Sales
- Supply Chain & Procurement

## WHAT MAKES US DIFFERENT

Bespoke, consultative service

---

### 1. Commitment to quality

We focus on building long-term, high-quality relationships with clients and candidates. We consult and advise, helping our candidates make the right career move. This builds trust and loyalty and ensures we continually have the industry's top talent for our clients.

---

### 2. Specialists

We hire from industry to ensure our consultants are specialists in the disciplines they recruit for. They also bring with them strong personal relationships and industry networks, enabling them to find hard to reach talent with niche skill sets.

“ I’ve been impressed with the service received by Robert Walters. They listened to our needs and managed to balance accommodating what we wanted with their obvious experience in the recruitment process.

Matt Earle, Regional Director ASEAN, First 4 Farming, Australia ”

“ Robert Walters has always been our preferred recruitment consultancy. Their regional presence and in-depth industry knowledge enables us to successfully hire high quality candidates across multiple locations.

Hagen Ong, APJ Head of Talent Acquisition & Talent Management, Schaeffler (Singapore) Pte Ltd, Singapore ”

“ Robert Walters has placed a number of finance professionals with us, developing a good understanding of our business needs, culture and talent profile.

Sue Mir, EMEA Business Analysis Director, Kimberly-Clark, UK ”

---

### 3. No individual commission

We operate a team-based profit share system which, we believe, sets us apart from the vast majority of our competitors as it ensures the interests of both the client and candidate remain our number one priority. There is also no ownership of candidates, ensuring clients always see the best talent we have available.

---

### 4. Our people and culture

We promote long-term, international careers, helping us to retain our top people, which provides continuity for our clients. We’re proud to say our senior management team is home-grown with an average tenure of 13 years.

---

### 5. Innovation

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

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### 6. Long-term outlook

Our strategy is one of organic growth through international expansion and discipline diversification. We invest in markets for the long-term and maintain our presence, even in tough times.

---

### 7. Tailored solutions

We provide a bespoke, consultative service to our clients, from the largest corporates, through to SMEs and start-ups. This can include tailored premium advertising packages, enabling clients to access difficult to reach talent.

# CONTENTS

## INTRODUCTION

Global Trends .....	12
Regional Trends.....	14

## REGIONAL OVERVIEWS

Australia & New Zealand .....	16
Europe .....	18
Greater China .....	20
South East Asia .....	22
USA .....	24
Middle East.....	26
Africa .....	27

## BELGIUM

<b>COUNTRY OVERVIEW</b> .....	30
<b>Financial Services</b> .....	35
<b>Commerce &amp; Industry</b> .....	36
<b>Engineering</b> .....	37
<b>Interim Management</b> .....	38
<b>Contract Business Support</b> .....	39
<b>Contract Finance</b> .....	40

## FRANCE

<b>COUNTRY OVERVIEW</b> .....	42
-------------------------------	----

### PARIS

Permanent	
<b>Accounting &amp; Finance</b> .....	51
<b>Banking</b> .....	52
<b>Consulting</b> .....	53
<b>Engineering &amp; Supply Chain</b> .....	53
<b>Human Resources</b> .....	54
<b>Information Technology</b> .....	55
<b>Insurance</b> .....	56
<b>Real Estate &amp; Construction</b> .....	57
<b>Sales &amp; Marketing</b> .....	58
<b>Tax, Legal &amp; Compliance</b> .....	59
<b>Private Practice</b> .....	60
<b>Interim management</b> .....	61

### Contract

<b>Accounting &amp; Finance</b> .....	63
<b>Banking</b> .....	63
<b>Business Support</b> .....	64
<b>Construction</b> .....	64
<b>Human Resources &amp; Legal</b> .....	65
<b>Information Technology &amp; Digital</b> . 66	
<b>Insurance</b> .....	66
<b>Real Estate</b> .....	67
<b>Retail</b> .....	67
<b>Sales Management &amp; Supply Chain</b> ...	68

## LYON

<b>Accounting &amp; Finance</b> .....	69
<b>Engineering</b> .....	69
<b>Healthcare</b> .....	70
<b>Human Resources</b> .....	70
<b>Legal</b> .....	70
<b>Information Technology</b> .....	71
<b>Sales &amp; Marketing</b> .....	71
<b>Contract</b> .....	72

## TOULOUSE

<b>Sales</b> .....	73
<b>Finance</b> .....	73
<b>Manufacturing &amp; Supply Chain</b> ....	74
<b>Information Technology</b> .....	75
<b>Human Resources</b> .....	75
<b>Research &amp; Development</b>	
- <b>Engineering</b> .....	75

## GERMANY

<b>COUNTRY OVERVIEW</b> .....	76
<b>Accounting &amp; Finance</b> .....	81
<b>Banking &amp; Financial Services</b> .....	82
<b>Information Technology</b> .....	84
<b>Legal</b>	
Private Practice .....	85
In-House.....	85
<b>Sales &amp; Marketing</b> .....	86

# CONTENTS

## IRELAND

<b>COUNTRY OVERVIEW</b> .....	88
<b>Accounting &amp; Finance</b> .....	94
<b>Banking &amp; Financial Services</b> .....	95
<b>Risk</b> .....	98
<b>Compliance</b> .....	99
<b>Engineering, Supply Chain &amp; Procurement</b> .....	100
<b>Information Technology</b> .....	101
<b>Legal</b> .....	102
<b>Secretarial &amp; Business Support</b> ...	103

## LUXEMBOURG

<b>COUNTRY OVERVIEW</b> .....	104
<b>Banking &amp; Financial Services</b> .....	107

## NETHERLANDS

<b>COUNTRY OVERVIEW</b> .....	108
<b>Accounting &amp; Finance</b> .....	115
<b>Banking &amp; Financial Services</b>	
Permanent .....	116
Interim.....	116
<b>Healthcare</b>	
Permanent .....	117
Interim.....	117
<b>Interim Management</b> .....	118
<b>Legal</b>	
Permanent .....	119
Interim.....	119
<b>Human Resources</b> .....	120
<b>Tax &amp; Treasury</b>	
Permanent .....	121
Interim.....	121
<b>Contract Management Support</b> ....	122
<b>Contract Finance</b> .....	123
<b>Contract Banking &amp; Financial Services</b> .....	123
<b>Contract IT</b> .....	124
<b>Contract Supply Chain</b> .....	125

## PORTUGAL

<b>COUNTRY OVERVIEW</b> .....	126
<b>Accounting &amp; Finance</b> .....	130
<b>Engineering &amp; Operations</b> .....	130
<b>Information Technology</b> .....	131

## SPAIN

<b>COUNTRY OVERVIEW</b> .....	132
<b>Accounting &amp; Finance</b> .....	138
<b>Banking &amp; Insurance</b> .....	139
<b>Engineering</b> .....	140
<b>Human Resources</b> .....	143
<b>Information Technology &amp; Digital</b>	144
<b>Sales &amp; Marketing</b> .....	147
<b>Tax &amp; Legal</b> .....	149

## SWITZERLAND

<b>COUNTRY OVERVIEW</b> .....	150
<b>Accounting &amp; Finance</b> .....	155
<b>Banking &amp; Financial Services</b> .....	156
<b>Luxury Retail</b> .....	157
<b>Professional Services &amp; Consulting</b> .....	158
<b>Technology</b> .....	159

# CONTENTS

## UK

### **COUNTRY OVERVIEW..... 160**

#### LONDON

##### **Accounting & Finance**

Banking & Financial Services ..... 169

Commerce & Industry..... 170

Investment Management Finance ... 171

Practice Accounting ..... 172

**Compliance ..... 173**

**Financial Crime ..... 174**

**Internal Audit ..... 175**

##### **Legal**

Commerce & Industry..... 176

Financial Services..... 177

Company Secretary..... 178

Private Practice ..... 179

Offshore..... 181

##### **Operations**

Investment Banking..... 182

Investment Management..... 184

**Procurement ..... 186**

**Projects, Change & Technology ... 187**

**Risk ..... 190**

**Taxation ..... 192**

**Treasury ..... 193**

#### MIDLANDS

**Accounting & Finance ..... 194**

**Banking & Financial Services ..... 195**

**Human Resources ..... 196**

**Information Technology ..... 197**

**Legal ..... 198**

**Supply Chain ..... 199**

#### MILTON KEYNES

**Accounting & Finance ..... 200**

#### NORTH OF ENGLAND

##### **Accounting & Finance**

Commerce & Industry..... 202

Practice Accounting ..... 203

Transactional Accounting..... 204

**Banking & Financial Services ..... 205**

**Human Resources ..... 206**

**Information Technology ..... 207**

**Legal ..... 208**

**Manufacturing & Engineering..... 209**

**Secretarial & Support..... 210**

**Supply Chain & Procurement ..... 211**

#### SOUTHERN HOME COUNTIES

**Accounting & Finance ..... 212**

#### ST ALBANS

**Accounting & Finance ..... 213**

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- Korea
- Middle East & Africa
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“ WELCOME TO THE 19TH  
EDITION OF THE SALARY  
SURVEY, PROVIDING  
CREDIBLE INSIGHT INTO  
HIRING AND SALARY TRENDS  
WORLDWIDE. ”

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# ABOUT THE SALARY SURVEY

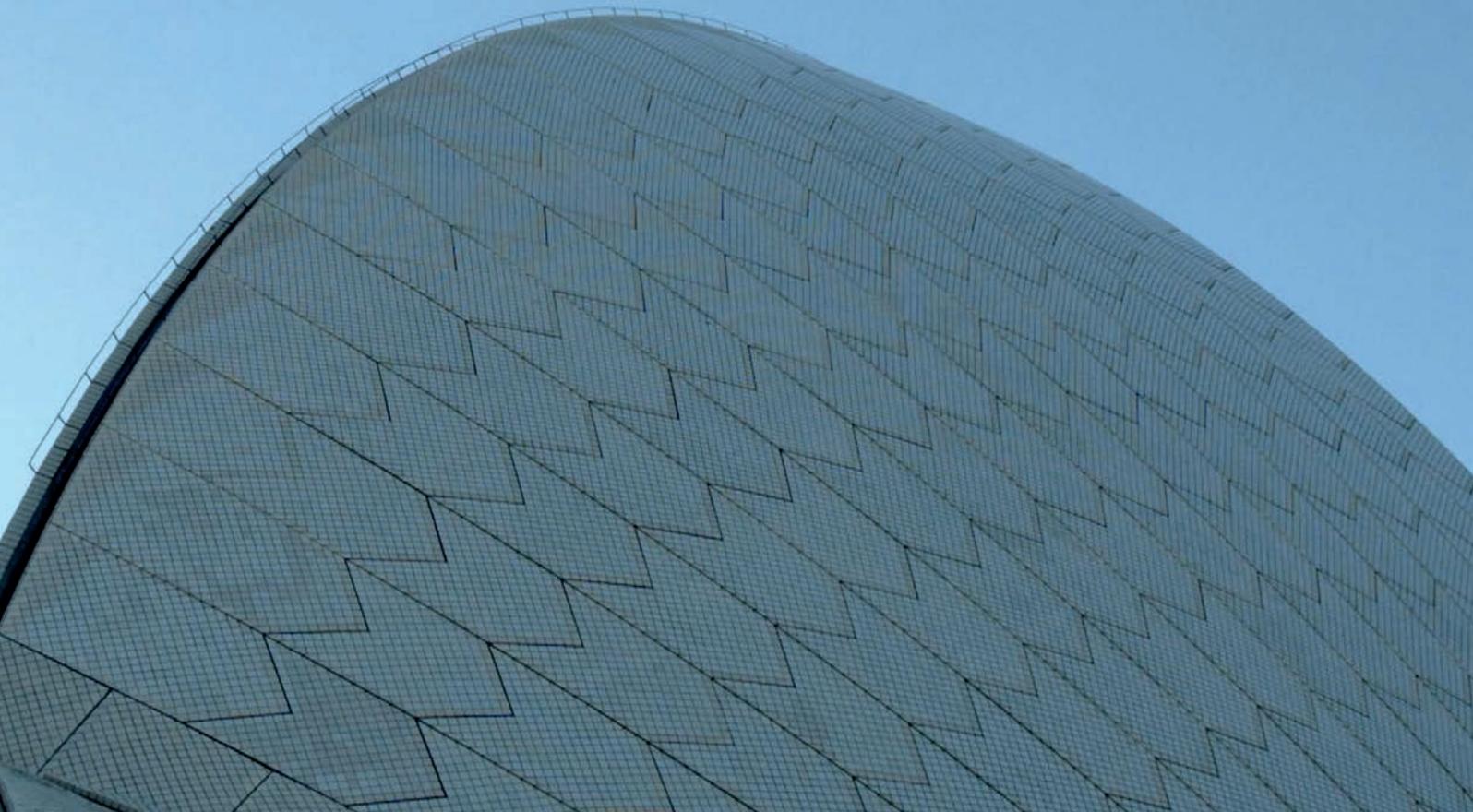
Welcome to the nineteenth edition of the Robert Walters annual Salary Survey.

As the first recruitment company to produce a comprehensive overview of global salaries and recruitment trends across the world, we are pleased to share the latest edition with you.

Our Salary Survey is based on the analysis of permanent, interim and contract placements made across each of our geographies and recruitment disciplines during 2017, and our predictions for the year ahead.

## GET IN TOUCH

If you would like to find out more about salaries and recruitment trends in your industry, call one of our specialist consultants today. Contact details can be found at the back of this book.



# GLOBAL TRENDS



**GILES DAUBENEY, DEPUTY CHIEF EXECUTIVE OFFICER**

## INTRODUCTION

While economic conditions varied in 2017, most markets experienced at least modest growth, which boosted hiring and led to candidate shortages in certain sectors.

The most significant change was in Europe, as the continent's economy and job market began to grow again following 10 years of stagnation. Strong business confidence and the onset of employment

market deregulation spurred job growth as companies were freed up to hire different types of interim and contract roles, whilst the permanent market also recovered.

Belgian businesses entered a period of expansion and there was job growth across France. The Spanish economy was buoyant and unemployment fell in Portugal as opportunities arose in the IT, manufacturing and engineering sectors across both countries. The Netherlands and Germany both saw strong hiring levels, especially in the financial services sector.

In the UK, despite uncertainty surrounding Brexit and the General Election, many sectors hired extensively – although there was a shift towards contract roles as businesses sought to build agile workforces able to quickly adapt to changing economic conditions.

In the Middle East, the total number of jobs declined but demand remained for highly skilled professionals. Both Africa and the Middle East saw a focus on nationalisation programmes as governments promoted hiring

local talent. Returning nationals with international business experience were therefore highly sought after.

The job market in South East Asia remained active, due largely to new companies entering the market and the expansion of existing businesses, despite variable economic conditions.

Vietnam and the Philippines faced ongoing talent shortages with many companies reaching out to overseas nationals to attract them back home with lucrative opportunities. Meanwhile in Indonesia businesses competed to hire high-potential, local bilingual candidates.

Japan also continued to face talent shortages as the government announced a record high in the job opening to

“

As candidate shortages grow across the world we advise companies to be flexible and open to hiring professionals with transferable skills.

”

applicants ratio, leading to strong competition for specialists across many sectors. In particular, professionals with artificial intelligence (AI) and Internet of Things skills and experience were highly sought after.

Despite some global economic uncertainty, China continued its growth momentum bolstering confidence and hiring activity.

Digital, IT, fintech and e-commerce skill sets will continue to be in demand due to the national 'Internet Plus' strategy and companies' digital transformation projects. We also expect to see 12-18% pay rises for technology professionals in China in 2018.

Australia and New Zealand's job markets were generally healthy and this looks set to continue in 2018. Of particular note were the booming infrastructure and technology sectors, leading to demand for project managers and engineers as well as cyber security and AI specialists. Although both countries are relatively close to full employment, we expect salary growth to be marginal in New Zealand and flat in Australia in 2018.

## KEY TRENDS

As in previous years the trend towards digitalisation meant that professionals with digital expertise were in high demand across the globe.

Cyber security and fintech were noticeable growth sectors and demand for big data specialists continued at pace as companies sought to implement new systems to benefit from the insights afforded by big data. Tech start-ups

were active recruiters in, for example, London, San Francisco and Dublin, often competing against larger, more traditional companies by offering candidates equity stakes in the business.

Banks and financial services firms continued to bear the brunt of heavier regulation. This resulted in strong demand for regulatory and compliance skill sets along with risk, audit and legal. In 2018 we expect to see sustained demand for regulatory and compliance professionals, along with salary increases for these sought-after professionals.

For those facing candidate shortages our advice is to be flexible and consider hiring professionals with transferable skills, even if they are not an exact fit for the job description. It's also vital for companies to streamline their recruitment processes, making them efficient and timely to avoid losing top talent to competitors. Employers should also be aware that salary alone will not attract high-calibre candidates as they are increasingly motivated by work-life balance, company culture, structured career progression and flexible working.



**CYBER SECURITY  
AND FINTECH  
WERE NOTICEABLE  
GROWTH SECTORS  
AND DEMAND FOR  
BIG DATA SPECIALISTS  
CONTINUED AT PACE.**



# REGIONAL TRENDS

With our presence spanning 28 countries across six continents, our specialist teams offer in-depth knowledge of the sectors they recruit for. In this section our regional managing directors share their insights on hiring and salary trends in 2017 and their predictions for the year ahead.

Our regional overviews include:

- Australia & New Zealand
- Europe
- Greater China
- South East Asia
- USA
- Middle East
- Africa





**THE GROUP'S INTERNATIONAL NETWORK  
OF OFFICES SPANS 28 COUNTRIES AND SIX  
CONTINENTS, ENABLING US TO MEET THE  
DEMANDS OF CLIENTS AND CANDIDATES  
WHOSE NEEDS EXTEND BEYOND LOCAL  
MARKETS**

---



## AUSTRALIA & NEW ZEALAND

### INTRODUCTION

“There is a sense of cautious optimism across many regions and sectors in Australia and New Zealand. Overall, the job market is robust and this looks set to continue in 2018.

While the outlook for the Australia and New Zealand job markets remains healthy, this doesn't tell the whole story. There are pockets of the Australian and New Zealand economies that are absolutely booming, however there are also some areas that are in decline.

### GROWTH IN CONSTRUCTION

Numerous infrastructure projects are planned or already under way in Australia and New Zealand, fuelling demand and wage growth in many areas of the public sector. Construction of new roads, airports and hospitals in 2018 means employers will continue to be on the hunt for project managers, engineers, and project finance experts.

### Our presence in Australia & New Zealand:

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

“

The Australia and New Zealand job markets are set to remain positive in 2018.

”

## TECH SKILLS IN DEMAND

Specific areas of technology are also taking off right now. These include cyber security, robotic process automation, and artificial intelligence. Professionals with expertise in these areas will be much sought after in 2018. Conversely, lower-level tech roles such as manual testing and helpdesk are in decline, as they are increasingly outsourced to cheaper labour markets overseas.

## BANKS SEEK COMPLIANCE PROFESSIONALS

In the wake of recent scandals in the banking and financial services sector in Australia, centered on misconduct within the banks, the pressure is on for financial institutions to be more transparent and report on their remediation projects. We therefore expect demand to remain high, and salaries to increase for professionals with a background in compliance, regulation and risk management.

## DRIVING EFFICIENCIES

That sense of caution and vigilance extends beyond financial services though. Regardless of sector, Australian and New Zealand organisations are increasingly focusing on cost efficiencies and leaner ways of working. The net result is that salary growth is only marginal in New Zealand overall, and flat in Australia.

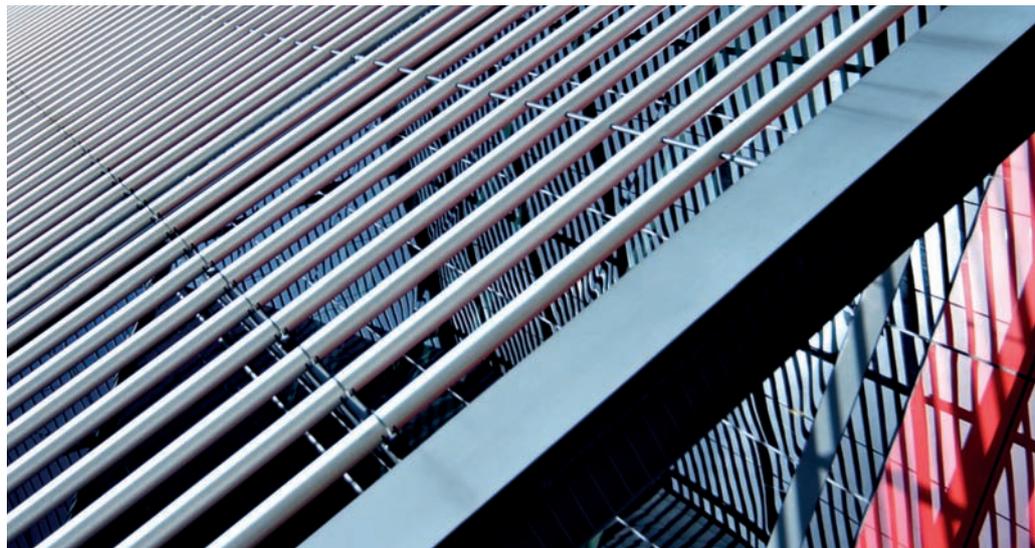
Meanwhile, both countries are relatively close to full employment, which means that future economic growth may rely upon importing offshore talent. Fresh from the 2017 election, New Zealand's government will continue to actively encourage New Zealand professionals living overseas to relocate home. Australia's government is tightening its grip on 457 skilled working visas, making it harder for employers to recruit outside Australia. It remains to be seen whether, during a time of uncertainty at federal government level in Australia, that decision can be reversed in 2018.

## JOBSEEKER MOTIVATIONS

In Australia and New Zealand, the primary reasons for professionals to begin active job searches are salary increases and career progression. Employers who can offer both will be most likely to attract and retain star performers in 2018.

All in all, we expect the Australia and New Zealand job markets to remain generally positive in 2018, with some regions set to enjoy modest growth. At a time of global economic uncertainty, Australia and New Zealand appear stable and secure.”

**James Nicholson,**  
Managing Director,  
Australia & New Zealand





## EUROPE

### 2017 TRENDS

“Despite the presence of variable economic conditions across our European markets in 2017, recruitment levels were high, with a growing economy and high business confidence spurring companies to increase headcount.

In France, the IT, real estate, construction, engineering, healthcare and consulting sectors were all extremely active hirers. Control and monitoring jobs emerged as a major growth area, with the vast majority of companies creating these posts. Compliance professionals were also in high demand as businesses responded to changes in French labour laws. Greater recruitment activity was also particularly notable outside the Paris region, with good job growth across the whole of France.

In Belgium, businesses entered a period of expansion, following a minor lull at the beginning of 2017. Nearshoring continued to shape recruitment activities, with a growing number of roles based outside of urban centres becoming available. Demand was high for qualified accountants, chief accountants, business/financial controllers, internal audit professionals and treasurers.

Germany enjoyed a buoyant year, with hiring levels high among financial services employers where mid and back office professionals were highly sought after. In addition, SME “Mittelstand” businesses, pursued digitalisation programmes and updated business models, driving demand for web developers and e-commerce specialists.

### Our presence in Europe:

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

Recruitment activity in Ireland was high, with financial services firms creating opportunities for compliance and regulatory professionals, and a growing tech startup community driving demand for IT specialists. With high levels of

candidate movement, counter offers became a popular strategy to retain staff, though many professionals showed concern for company culture and brand rather than salary alone when choosing a role.

In the Netherlands recruitment levels were buoyant, despite sluggish interim hiring early in the year as employers prepared for the introduction of the DBA act establishing new rules for hiring contractors. Mid to senior finance professionals became more mobile, looking for roles that could offer significant career progression, while interim compliance specialists were sought to oversee projects relating to regulatory change.

The Spanish economy was buoyant, influenced by growing tourism revenues driving recruitment activity. Digitalisation projects in many businesses also helped stimulate hiring for a range of professionals. The construction, automotive and manufacturing sectors were also active, helping to create high demand for engineers despite the slump in the oil industry.

In Switzerland, wealth management and luxury goods were both significant growth areas and demand was high for multilingual professionals with a knowledge of the local Swiss market. Digitalisation projects were also abundant, particularly among financial services firms, driving demand for IT and web development specialists.

In the UK, despite uncertainty surrounding Brexit and the General Election, recruitment levels remained

healthy. Many employers increased contract recruitment in order to build a more flexible workforce, particularly among financial services firms. Technology remained a strong area of growth, with fintech and cyber security firms showing strong development.

## 2018 FORECAST

Europe is expected to enjoy another strong year, with confidence remaining high among professionals and employers. The continent is likely to continue enjoying a growth period after several years of uncertainty and economic stagnation in some regions.

In France, demand will be highest for senior level professionals who can help businesses overhaul their operating model and embrace digitalisation to expand. Employers may struggle to retain talent if they do not review and embrace new working models, with many professionals looking for businesses which offer flexible working options.

Similarly, in Belgium, professionals who can help businesses expand will be highly sought after, with foreign language skills in high demand. Activity in Belgium will be influenced by the wider European recovery and salaries are expected to grow ahead of inflation.

In the Netherlands, front office hiring in financial services may be limited, though specialists in data, IT and interim compliance will remain highly sought after. When the DBA Act comes into force, a temporary slump in interim hiring is expected, as employers assess the full impact of the act.

Demand for tech specialists in Germany will remain strong as digitalisation projects continue to dominate activity among “Mittelstand” businesses. In financial services employers will struggle with skills shortages, as increasing specialisation within the industry will force hiring managers to look for highly specific candidate profiles.

Demand will remain high in Spain for finance, control, HR and IT professionals who can demonstrate commercial acumen as well as technical skill. The strong economy will lead many businesses to look to expand internationally, creating strong demand for professionals with foreign language skills and international experience.

In Switzerland, luxury goods and wealth management will remain the biggest growth sectors, with employers competing to secure native Swiss talent with detailed knowledge of the local market. Private banking firms will continue moving to focus on ultra-high net worth individuals to maximise profit and ensure compliance with new financial regulations.

Businesses in the UK will continue to emphasise flexibility and adaptability as they respond to the challenges and opportunities presented by Brexit. Within financial services, demand for regulatory specialists will remain high.”

**Antoine Morgaut,**  
CEO,  
Europe & South America



## GREATER CHINA

“Despite general global economic uncertainty, the world economy’s eastward shift continues. The Greater China region has maintained its growth momentum, led by the sustained performance of China, now the world’s second-largest economy.

### DEMAND FOR TECHNOLOGY TALENT

China, Hong Kong and Taiwan all experienced an increase in demand for digital innovation and technology expertise. Automation, cloud technology, e-commerce, big data and cyber security were some of the key growth areas, with many companies in the region undertaking digital transformation projects for their future development.

### CHINA

A major drive by Chinese companies to internationalise their businesses led to heightened competition among hiring managers for bilingual professionals and those with experience working in international companies.

The Chinese government also rolled out a series of initiatives and policies, such as ‘Internet Plus’ and ‘Made in China 2025’ strategies designed to sustain business confidence and support various industries, including technology and manufacturing.

In addition, with the continuing shift towards a service-led, consumption-based and innovation-driven economy,

### Our presence in Greater China:

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

we saw more research and development centres being established, international service firms entering the market and affordable luxury brands expanding into second-tier cities, resulting in an increase in overall recruitment activity.

## HONG KONG

Hong Kong began 2017 with more conservative hiring levels, predominantly focused on replacement-based recruitment. There were still key pockets of specialist professional hiring, for both permanent and contract positions. Given its deepening economic integration with China, Hong Kong is well-positioned to capitalise on the nation's rapid economic rise. Alongside its financial services prowess, Hong Kong has a deep pool of world-class professionals in accounting, technology, legal, management, communications, logistics and many other sectors.

The city showed an unexpectedly strong growth rate through 2017, and it continues to be the fund-raising hub for the 'Belt & Road' initiative. This is a development strategy proposed by the Chinese government which focuses on connectivity and cooperation between Eurasian countries and on underlining China's push to take a larger role in global affairs.

With this in mind we expect demand in 2018 for high-calibre professionals to support the development of commercial services, infrastructure, operations and management.

## TAIWAN

Economic conditions improved in Taiwan with an increase in global export demand. The crucial semiconductor and engineering sectors remained strong, whereas retail and FMCG

experienced pressure on margin generation because of a slowdown in tourism.

Investment in the technology sector continues to evolve, supported by the 'Asian Silicon Valley' plan. We are also seeing an increase in professionals with regional experience and multilingual skills to support business restructuring, in particular in the supply chain and logistics industry. In general, Taiwan is still very much a candidate driven market, and we have noticed a flow of talent between China and Taiwan.

“

With ongoing digitalisation of businesses creating widespread demand, the Greater China recruitment market will remain competitive and we expect to see healthy demand for top-tier professionals and specialists.

”

## HIRING ADVICE

To attract the best talent, we advise companies to be flexible and not to focus only on direct financial benefits such as salaries and bonuses.

Companies are recommended to consider the non-monetary rewards and intangible benefits they can offer, such as career development opportunities, training schemes, employee-friendly working environments and good corporate cultures. These can play an important role in long-term staff engagement and retention.”

**Matthew Bennett,**  
Managing Director,  
Greater China





## SOUTH EAST ASIA

### INTRODUCTION

“Despite variable economic conditions across South East Asia in 2017, the job market remained active. This was largely due to the region’s dominance in attracting new market entrants and supporting the expansion of existing businesses.

The ease of doing business in Malaysia, for example, increasingly led to the growth of the shared services sector, producing higher demand for finance and accounting talent. Similarly, against a backdrop of stable economic and political growth in Indonesia, there was strong growth across most sectors in 2017. Banking and financial services, insurance, manufacturing and FMCG in particular performed well, and the fastest expansion was seen in professional

services. Companies operating in these growing sectors were active in seeking quality candidates.

Likewise, an influx of multinational firms and continued growth of local and fast-emerging businesses resulted in strong demand for high-potential talent in the Philippines. Businesses establishing themselves in the country were keen to gain greater market share, resulting in back office talent in HR and finance being in high demand.

A similar trend was observed in Thailand. As a more stable economy developed, multiple foreign investments led to the growth of the supply chain and engineering sectors in particular. The e-commerce, chemical and building materials industries were able to

### Our presence in South East Asia:

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

offer top-tier talent substantial salary increases. Additionally, the growing healthcare sector saw a rise in demand for technical healthcare professionals.

2017 also saw the expansion of Vietnam’s industrial sector, with a higher number of multinational corporations investing in the manufacturing market. The job market was also particularly

active for legal and corporate governance professionals. Firms in the FMCG, tech and pharmaceutical industries increasingly demanded in-house legal counsels to boost internal efficiency.

Singapore saw more conservative hiring levels, due mainly to increased offshoring, nearshoring and cost-cutting initiatives, specifically within the banking sector. However, there were still key pockets of active hiring within the information technology and sales and marketing sectors, along with a growing contract market.

## KEY TRENDS

Regardless of economic conditions, every market sharpened its focus on developing a more localised workforce and prioritised the hiring and development of locals for key strategic positions. Firms also sought nationals returning from overseas to overcome talent shortages. This was especially true in countries like Singapore, Vietnam and the Philippines. However, Indonesia struggled with an imbalance between the demand for high-potential, local bilingual candidates, and the available supply.

Digitalisation also continued to be a key priority across most markets in South East Asia, due especially to a rapidly growing younger population and increasing consumerism. There was a growth in demand for professionals with digital expertise, across both marketing and IT. As more business moved to online or mobile platforms, there was a rise in demand for IT experts proficient in running back office digital infrastructure or those with niche technology skills such

as UX designers. Cloud, cyber security and big data were key growth areas. This is expected to continue in 2018.

This focus on business transformation also helped to trigger demand for HR professionals with change management experience. Those with proven ability in cultural transformation will be sought after in 2018 as companies undergo further cultural and structural change.

“

A strong economic outlook and ongoing digitalisation, as well as steady market expansion, are set to drive salaries in 2018.

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However, talent attraction and retention remained a challenge across the region, as talent shortages and turnover rates remained high. We advise hiring managers to simplify and streamline their recruitment processes to ensure timely hires. Those who focus on hiring

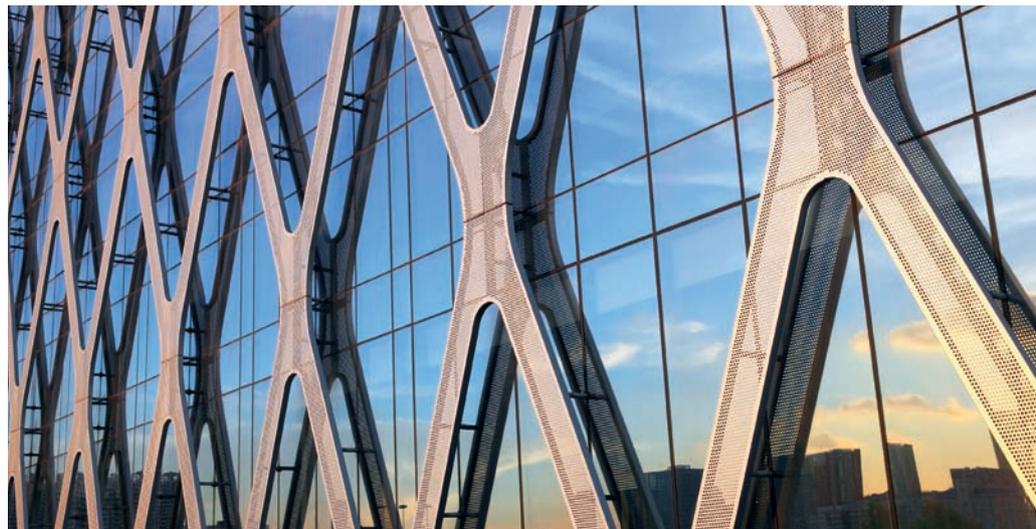
candidates for their potential and learning ability, rather than purely for their technical skills will make successful hires in 2018.

Modest economic growth led to continual upward pressure on salaries across most countries in South East Asia, although the salary increments offered were minimal. Candidates with in-demand and niche skill sets naturally received the highest increments as part of their annual salary reviews, with some also receiving pay rises throughout the year. However, salaries mostly remained flat in Singapore, owing to low inflation rates.

## 2018 EXPECTATIONS

A strong economic outlook and ongoing digitalisation, as well as steady market expansion, are set to drive salaries in 2018. Local candidates with strong technical skills and international backgrounds are set to be highly sought after.”

**Toby Fowlston,**  
Managing Director,  
South East Asia





## USA - NEW YORK

### 2017

"New York experienced steady demand for professionals throughout 2017, with specific sectors such as hedge funds, fintech companies, media firms and the buy-side of asset management offering a high volume of opportunities.

The flow of jobs was limited in the first quarter of the year as employers delayed hiring decisions in light of the surprise outcome of the presidential election. However, as we moved into quarter two and the second half of the year, employers showed a measured confidence, with the volume of available roles increasing.

### 2018

In 2018 we anticipate steady and sustainable rises in demand across all sectors, as political and economic uncertainties become clearer and employers become more confident in making hiring decisions. However, we still expect hiring managers to maintain a stringent approach to recruitment processes, only considering candidates

with the exact experience required for the role.

We expect to see demand for professionals with a background in big data and data science. Specialists at the mid and senior level who can implement new systems to allow employers to benefit from the insights afforded by big data will be in highest demand. In addition, we expect ongoing demand for regulatory specialists in banking and financial services, as well as technical accountants who can ensure firms are compliant with new financial regulations.

Software engineers will also be in high demand in light of the ongoing growth of e-commerce firms and digitalisation projects among established businesses. The growth of digitalisation will also be a key driver in spurring demand for advertising technology specialists across all sectors.

With top calibre professionals in these fields in short supply, employers have had to contend with skills shortages

throughout 2017, and this situation is likely to persist in 2018. In part, this has been driven by the trend towards nearshoring, with large firms relocating certain mid and back office functions outside the New York area, further shrinking the pool of available talent.

In light of this, firms looking to fill business critical roles may need to adapt their approach to hiring, considering professionals with transferable skills who may not be a precise fit for the position.

Overall, we expect 2018 to be a year characterised by modest but sustainable growth, with employers being forced to offer more competitive salaries to secure top talent among a small pool of available professionals. Candidates who are prepared to take a flexible approach and consider roles in new growth areas such as fintech, will be more likely to realise their ambitions in terms of securing a role which can offer a strong salary and career progression."

**Kurt Kraeger,**  
Managing Director, New York



## USA - SAN FRANCISCO

### 2017

“The recruitment market in San Francisco was generally busy in 2017, with most firms looking to expand and increase headcount, building on growth seen over the past five years. The first quarter represented an exception to this trend, with some businesses delaying hiring decisions and candidates being more reluctant to move jobs due to the political uncertainty following the president’s inauguration.

Hiring levels increased significantly throughout the year, with high levels of investment from venture capital firms spurring recruitment activity. Machine learning and AI were both major growth areas in 2017, creating high demand for specialists in these areas. Tech professionals specialising in robotics were sought after, and businesses focusing on drone development were particularly active. Cyber security specialists also saw high demand for their skills, as did professionals with a background in health technology.

The bulk of demand was for mid to senior-level professionals, with many firms looking to take on candidates for their first management positions.

The widespread growth in demand for professionals led to many hiring managers facing skills shortages in key disciplines. Demand for both product designers and data scientists outstripped supply. Outside of tech specialisms, financial controllers were highly sought after, along with life-cycle marketers, product marketers and demand generators.

Despite the high demand for professionals in 2017, salaries saw little movement due to remuneration levels already being high. Instead, employers used flexible working and a positive company culture to attract staff, while smaller firms also offered equity agreements.

### 2018

We expect another strong year for recruitment, with demand for candidates continuing to outstrip supply. While areas of specific demand may shift as new

technologies emerge, AI and machine learning will remain major areas of development. In terms of skill sets, we anticipate product designers and data scientists will be highly sought after.

Hiring managers will face a challenging candidate short market. Moving quickly through hiring processes will be important, with highly sought-after candidates likely to receive multiple offers simultaneously. Employers who have clearly identified the qualities and skills they are looking for, along with an efficient and coordinated recruitment strategy, will be in the strongest position to hire.

Professionals may struggle to secure pay rises, except for those with the most in-demand skills where increases of 5-10% are possible. For smaller firms equity offers will remain a popular strategy for attracting talent.”

**Simon Bromwell,**  
Managing Director, San Francisco



## MIDDLE EAST

### 2017

“2017 was a challenging year in the Middle East, with conflict in the region creating economic and political instability, leaving many employers hesitant to pursue growth. The slump in the oil price impacted various industries, stalling construction and infrastructure projects and slowing recruitment.

However, employers in the region took steps to adapt, pursuing economic diversification and placing an emphasis on business services and tourism. In the UAE, the decision to simplify visa rules for Indian and Chinese citizens provided a boost to tourism, bolstering the hospitality and retail sectors.

The announcement of Saudi Aramco’s 5% share float, the 2022 Qatar World Cup, and Expo 2020 in Dubai all helped to shore up confidence and offset the economic challenges the region faced, while the announcement of VAT introduction created opportunities for tax specialists, as employers adapted to the legislation.

While the total number of jobs declined, demand remained for highly skilled professionals. Salaries remained static within professional services, with bonuses more modest than in previous years. IT remained a growth sector throughout the year, with employers looking to secure professionals with backgrounds in cyber security and web development.

Employers focused on recruiting candidates with local market knowledge which led to fewer relocations by international candidates lacking Middle East experience.

### 2018

With ongoing political and economic uncertainty and the slump in the oil price, the Middle East will continue to face a challenging period.

Bank consolidations are likely, impacting on demand for professionals in these sectors but creating opportunities for legal professionals specialising in mergers and acquisitions.

Fintech and manufacturing will remain growth sectors, spurred by government incentives to diversify industries in the region.

Nationalisation programmes will create opportunities for UAE and Saudi nationals, particularly those who have experience working overseas, combined with an understanding of local business culture. Sales professionals will remain in demand as businesses expand their markets to overcome the challenging economic conditions.

When recruiting, employers should consider that the recent slump in salary growth is likely to make compensation packages a key priority for many professionals.

Despite 2017 being a challenging year, there is an atmosphere of cautious optimism and we anticipate highly skilled professionals will be able to find lucrative opportunities in 2018.”

**Jason Grundy,**  
Country Head, Middle East



## AFRICA

### 2017

“South Africa enjoyed a growing sense of confidence in 2017, with increased recruitment activity despite a somewhat sluggish economy. Finance and legal professionals were highly sought after across financial services and other industries, while technology and FMCG firms were active in hiring IT specialists.

Securing employment equity candidates was a high priority. Businesses targeted nationals working overseas encouraging them to return home. In addition, employers were active in sourcing mid to senior-level professionals with strong industry experience and technical skills.

Businesses in North Africa struggled in 2017. Muted oil prices and stagnation in the Mediterranean economies led to a slow recruitment market.

In Central Africa, despite political and economic instability, governments continued to attract international investment, particularly in the agricultural, manufacturing and FMCG

sectors. To help build these industries, employers sourced professionals from overseas who could pass on their skills to local workers.

In East Africa, growth was strong, due largely to heavy government investment in infrastructure and support for national citizens in securing professional roles. International investment was also forthcoming, with foreign money injected into the technology, FMCG and financial sectors in Kenya and Uganda.

West Africa also struggled with the decline in oil prices, but heavy investment in infrastructure helped to offset the impact, as did healthy levels of foreign investment.

### 2018

South Africa is expected to enjoy a buoyant 2018, with rising confidence among employers and high levels of recruitment, with finance and legal professionals enjoying rising demand for their skills. However, political instability may present a challenge to securing

foreign investment. Due to talent shortages, highly desirable candidates will be able to secure strong salary increases of 12-15%.

Across the rest of the continent, expect employers to maintain a sense of measured confidence, with developments contingent on how the political situation develops in many countries.

Cote d’Ivoire and other French speaking West African countries are expected to attract significant foreign investment, helping to spur growth across all sectors. Investment in infrastructure is likely to be widespread, creating demand for engineering professionals, while the growth of financial services firms will lead to an increase in demand for candidates with international experience.”

**Nic Sephton-Poultney,**  
Country Manager, South Africa

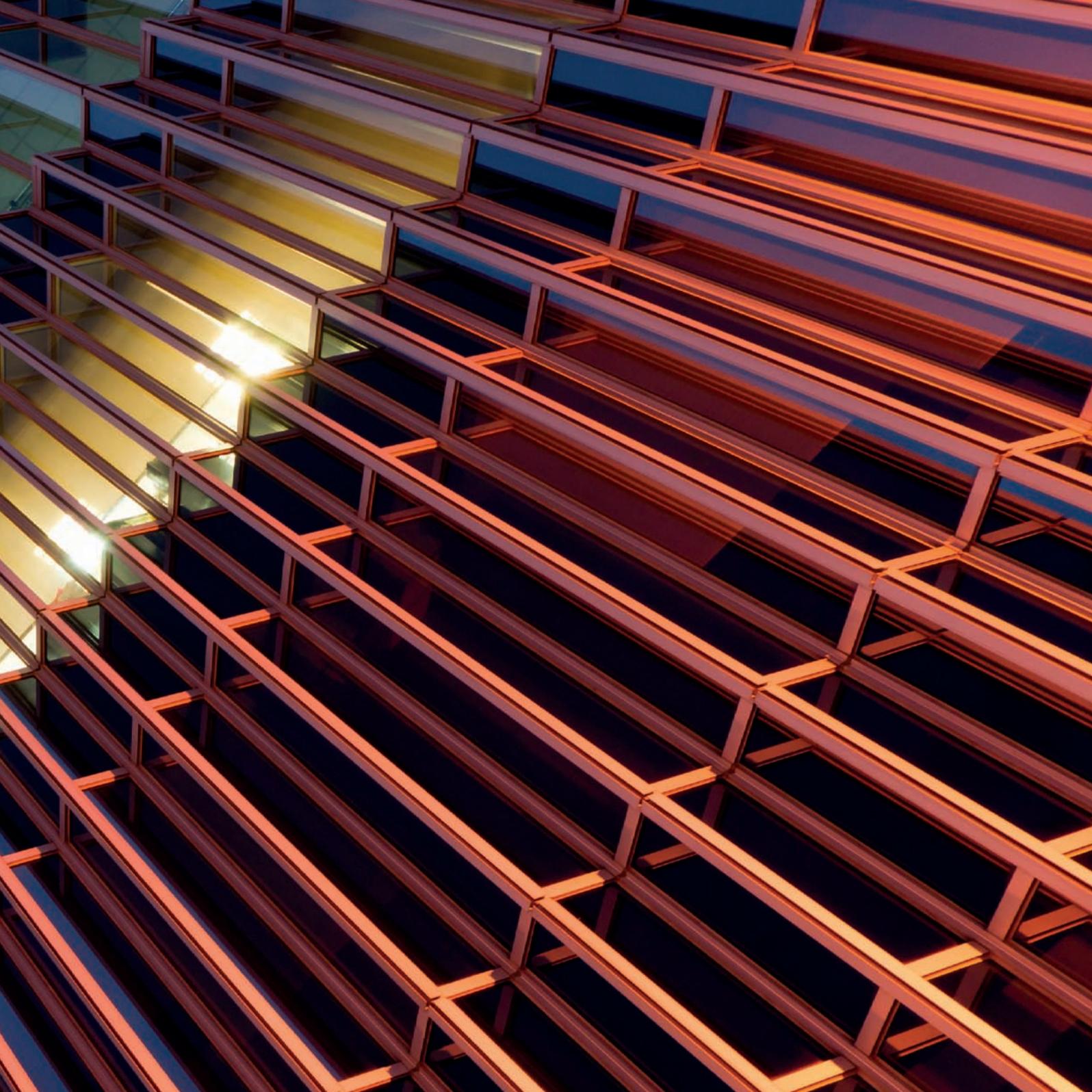


# LOCAL TRENDS - EUROPE

In this section we delve deeper into the hiring and salary trends we expect to see across our local market in 2018.

The countries covered are:

- Belgium
- France
- Germany
- Ireland
- Luxembourg
- The Netherlands
- Portugal
- Spain
- Switzerland
- United Kingdom



# BELGIUM

## 2017

Recruitment activity was high in 2017, driven by a strong economy and investment activity. Employers had to contend with candidate shortages, particularly at the mid to senior level, as confidence increased among businesses and professionals. The trend towards nearshoring also led to an increase in jobs outside major urban centres, compounding skills shortages in some cities as professionals took roles closer to home.

The number of candidates for interim management roles increased, with more experienced professionals offering their services and expertise on a self-employed basis. However, businesses still faced skills shortages in this area, particularly when looking to source HR and finance specialists.

All disciplines saw increased levels of hiring, particularly for businesses in FMCG, manufacturing, construction and retail, as organisation entered a period of significant expansion. In finance, qualified accountants, chief accountants, business/financial controllers, internal audit professionals and treasurers were all in short supply.

Within financial services, risk and compliance specialists remained highly sought after while digitalisation projects and the growth of the tech sector led to a surge in demand for IT specialists.

Interim hiring also grew as digitalisation simplified the process of recruiting short-term contract workers while still adhering to government regulations. Within the interim market, accounting and finance professionals were in short supply. Demand also increased for customer service and HR professionals.

Professionals enjoyed salary growth across all fields, with rises of up to 10%.

# 87%

OF PROFESSIONALS ARE OPEN TO  
A JOB OFFER WHEN NOT ACTIVELY  
LOOKING

“

All disciplines saw increased levels of hiring, as businesses entered a period of significant expansion.

”



**ANTOINE BIOT, DIRECTOR,  
ROBERT WALTERS BELGIUM**

### 2018

Recruitment levels will remain high, with economic growth spurring businesses to increase headcount. Hiring managers will face acute skills shortages, with mid-level and senior candidates in particularly short supply. Employers will need to take a flexible approach, considering professionals with transferable skills to fill business-critical roles.

We anticipate salary growth ahead of inflation, and employers will need to continue making competitive offers to secure the best candidates. In addition, a clear path to career progression and the freedom to work remotely and flexibly will be key priorities for many professionals.



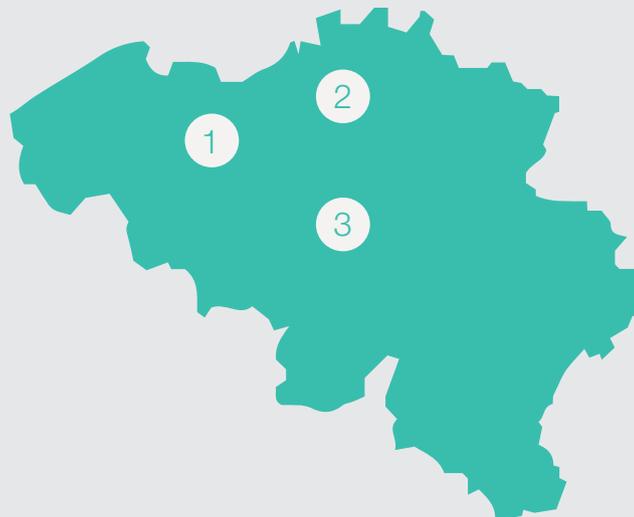
**ÖZLEM SIMSEK, DIRECTOR,  
WALTERS PEOPLE BELGIUM**

Professionals with foreign language skills will be in high demand as Belgian businesses look to expand into international markets.

All sectors will be highly active in recruiting, with businesses in Belgium being influenced by the broader European recovery.



Of professionals want the option to work remotely



- 1 Ghent - Jobs up 15% year-on-year
- 2 Antwerp - Jobs up 16% year-on-year
- 3 Brussels - Jobs up 3.5% year-on-year

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

# OVERVIEW



# 79%

OF PROFESSIONALS ARE  
EXPECTING A SALARY INCREASE  
IN 2018

## FINANCIAL SERVICES

Despite many firms focusing on cost reduction, demand for financial services professionals was high throughout 2017.

Digitalisation was a major focus within the industry, creating demand for IT, marketing and other specialists

who could help improve and develop the online customer-facing functions of banks and financial services firms.

Regulatory pressures also helped to shape recruitment strategies, with internal auditors and compliance professionals in demand. In addition, many firms looked to grow their market share as economic conditions improved, driving demand for relationship managers. Other profiles such as performance managers, cost controllers, accounting and asset managers were also highly sought after.

Businesses in the insurance sector were also highly active in recruiting, with transformation projects spurring demand for project managers as well as digitalisation and data analytics specialists. Family offices and holdings were in search of investment analysts and controllers while relationship managers were required by asset management firms.

Despite the high demand for talent, salaries remained largely stable, and this is likely to remain the case

in 2018, with exceptions for certain highly specialised roles in digitalisation and data analytics. Candidate shortages in these areas have forced salaries to rise.

Over the course of 2018, similar candidate profiles will be sought by employers, with digitalisation specialists seeing the highest demand for their skills as employers look to embrace new developments in e-commerce and fintech. Attracting high calibre candidates will be challenging, and developing and maintaining a strong employer brand will need to be a priority for employers looking to secure top talent.

“

Regulatory pressures also helped to shape recruitment strategies, with internal auditors and compliance professionals in demand.

”

## COMMERCE & INDUSTRY

Finance professionals were highly sought after throughout 2017, with employers facing skills shortages when looking to source qualified candidates. Strong economic conditions led to widespread business growth among both large multinational firms and SMEs, creating opportunities for finance professionals across a wide range of sectors.

Among SMEs there was a strong focus on optimising finance processes by bringing this function in-house. For larger firms based in competitive markets, such as automotive and energy, opportunities were widely available for business controllers. As investment levels increased due to the growing economy, many firms focused on optimising their cash position, creating significant demand for treasury specialists.

Candidates who could demonstrate commercial acumen and the ability to provide strategic insight were highly sought after as employers looked at their finance team to take on a business partnering role.

Due to the shortage of candidates, salaries began to rise in 2017 and this trend is likely to continue throughout 2018. Candidate shortages will also persist, with the most sought-after professionals being those who can provide strategic insight. Mid-level and senior candidates will be among those in highest demand to fill controller and FP&A roles, where skills shortages are particularly acute.

Securing top talent will remain a challenge, with employers needing to promote strategies to encourage a good work-life balance such as flexible working hours as well as job rotation programmes which can offer candidates a more varied and interesting experience. Salaries will still play an important role, but employers should not underestimate the impact flexible working and career progression can have not only on attracting talent, but also on long-term retention. We expect counter-offers to remain a popular strategy among employers to combat staff attrition.

Given the acute candidate shortage, employers will also need to focus on operating fast and efficient hiring processes, moving quickly to make an offer when a desirable candidate becomes available.

## BUSINESS SUPPORT

Demand was high for business support professionals in 2017 as employers expanded in response to the positive economic climate.

As pressure on available talent pools rose, the market quickly became candidate driven, with employers needing to move quickly to secure top talent when professionals became available.

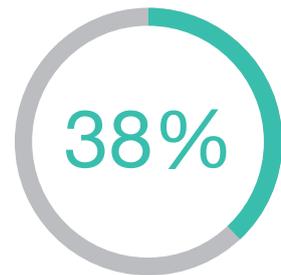
When looking to source logistics and sales staff, employers often struggled to find candidates who met all the requirements of a role. Those with strong language skills were highly desired. Junior candidates were in high demand, though opportunities were also available for experienced sales staff with around five years' experience.



# 31%

OF PROFESSIONALS SAY  
CAREER PROGRESSION IS THEIR  
PRIMARY MOTIVATION FOR  
TAKING ON A NEW ROLE

For HR and administrative staff, the number of short-term roles (one to four weeks) was high, with employers extending contracts on an as-needed basis to support business growth.



Of professionals would not consider a counter offer from their current employer if they got a new job

The growth in opportunities for marketing and HR professionals reflected higher business confidence, as employers became willing to invest in areas which had previously been subject to extensive cuts. Many marketing roles were created to support or reinforce new departments as employers looked to expand market share.

Over the course of the year, as pressure on talent pools increased, employers were forced to raise salaries to remain competitive. We anticipate further increases throughout 2018.

When recruiting logistics and sales professionals, employers will once again face significant skills shortages in 2018, particularly in the case of bilingual candidates, as demand for these profiles continues to outstrip supply. This will also be the case for

employers when recruiting legal and HR assistants, with many turning to agencies to source candidates rather than recruiting directly.

Securing candidates will be an ongoing challenge for employers, with fast and efficient hiring processes being essential, as pressure on talent pools remains high.

## INTERIM MANAGEMENT

The bulk of interim management recruitment came from the finance sector in 2017. While the number of candidates prepared to offer their skills on an interim basis rose, there was still an insufficient supply, as employers increasingly came to favour the use of interim managers to fill skills gaps and oversee specific projects.

Outside the finance discipline, interim management professionals were sought

“

In 2018, demand for interim management specialists will remain high, with the bulk of demand coming from finance and HR for candidates who can oversee change management and cost optimisation projects.

”

by HR departments to fill roles such as HR managers, business partners and compensation and benefits specialists. In supply chain, demand was highest for supply chain managers, logistics managers and operations managers.

In diverse sectors such as pharmaceuticals, automotive, aeronautics, airport services and retail, interim managers were in high demand to oversee improvement projects or process optimisation, using specific experience and skills. Despite the high demand for interim management talent, day rates remained largely stable in 2017 and we expect this to continue in 2018.

In 2018, demand for interim management specialists will remain high, with the bulk of demand coming from finance and HR for candidates who can oversee change management and cost optimisation projects.



23%

OF PROFESSIONALS IN BELGIUM  
RECEIVED A PAY RISE OF MORE  
THAN 5% LAST YEAR

# BELGIUM

## FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 9 YRS' EXP		9 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Managing Director					207 - 400k	<b>207 - 400k</b>
Finance Director/CFO	102 - 189k	<b>102 - 190k</b>	103 - 195k	<b>103 - 195k</b>	155 - 300k	<b>155 - 300k</b>
Internal Auditor/Manager/Director	79 - 145k	<b>79 - 145k</b>	103 - 215k	<b>103 - 215k</b>	155 - 300k	<b>155 - 300k</b>
Risk Manager/Director	85 - 130k	<b>85 - 130k</b>	93 - 160k	<b>93 - 160k</b>	155 - 300k	<b>155 - 300k</b>
Legal/Compliance Manager	90 - 150k	<b>90 - 150k</b>	110 - 210k	<b>110 - 210k</b>	165 - 260k	<b>165 - 260k</b>
Life/Non-life Actuary	74 - 125k	<b>74 - 125k</b>	83 - 142k	<b>83 - 142k</b>	106 - 186k	<b>106 - 186k</b>
HR Manager/Director	74 - 111k	<b>74 - 111k</b>	93 - 150k	<b>93 - 150k</b>	104 - 250k	<b>104 - 250k</b>
Institutional Sales Manager	74 - 105k	<b>74 - 105k</b>	83 - 121k	<b>83 - 121k</b>	95 - 222k	<b>95 - 222k</b>
Financial Controller/Analyst	60 - 105k	<b>60 - 105k</b>	80 - 121k	<b>80 - 121k</b>	80 - 150k	<b>80 - 150k</b>
Corporate Finance Specialist	69 - 100k	<b>69 - 100k</b>	83 - 121k	<b>83 - 121k</b>	95 - 179k	<b>95 - 179k</b>
Asset/Portfolio Manager	69 - 100k	<b>69 - 100k</b>	72 - 105k	<b>72 - 105k</b>	90 - 142k	<b>90 - 142k</b>
Private/Corporate Banker	69 - 100k	<b>69 - 100k</b>	83 - 121k	<b>83 - 121k</b>	95 - 222k	<b>95 - 222k</b>
Accounting Manager	63 - 111k	<b>63 - 111k</b>	88 - 127k	<b>88 - 127k</b>	100 - 148k	<b>100 - 148k</b>
BI Manager	75 - 95k	<b>75 - 95k</b>	80 - 105k	<b>90 - 110k</b>	110 - 130k	<b>110 - 150k</b>
IT Security Risk Officer	55 - 70k	<b>55 - 70k</b>	60 - 80k	<b>70 - 90k</b>	70 - 115k	<b>80 - 120k</b>

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

# BELGIUM

## COMMERCE & INDUSTRY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Chief Financial Officer					150 - 400k	<b>150 - 400k</b>
Finance Director					115 - 200k	<b>115 - 200k</b>
F&A Manager			75 - 100k	<b>75 - 100k</b>	95 - 120k	<b>95 - 120k</b>
FP&A Analyst/Manager	55 - 70k	<b>60 - 85k</b>	70 - 90k	<b>85 - 100k</b>	90 - 125k	<b>100 - 135k</b>
Internal Auditor	60 - 80k	<b>60 - 80k</b>	80 - 100k	<b>80 - 100k</b>	110 - 130k	<b>110 - 140k</b>
Accounting Manager/Director			70 - 90k	<b>70 - 95k</b>	90 - 125k	<b>95 - 130k</b>
Financial Analyst/Controller	50 - 75k	<b>55 - 80k</b>	75 - 100k	<b>80 - 100k</b>	95 - 120k	<b>95 - 120k</b>
Business Analyst/Controller	60 - 85k	<b>65 - 90k</b>	80 - 105k	<b>85 - 110k</b>	95 - 135k	<b>100 - 140k</b>
Consolidation Manager			80 - 95k	<b>85 - 100k</b>	95 - 120k	<b>100 - 120k</b>
Treasurer/Group Treasurer	65 - 80k	<b>65 - 85k</b>	85 - 120k	<b>85 - 120k</b>	115 - 140k	<b>115 - 145k</b>
Treasury Analyst	60 - 70k	<b>60 - 75k</b>	70 - 85k	<b>70 - 90k</b>		
Tax Manager/Director			90 - 125k	<b>95 - 135k</b>	125 - 180k	<b>135 - 200k</b>
Legal Counsel	75 - 95k	<b>75 - 95k</b>	95 - 130k	<b>95 - 130k</b>	100 - 145k	<b>100 - 145k</b>

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

# BELGIUM

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Expert &amp; Technical</b>						
Research & Development Manager	55 - 72k	<b>55 - 75k</b>	65 - 90k	<b>65 - 95k</b>	85 - 150k	<b>90 - 150k</b>
Process Design Manager	50 - 75k	<b>55 - 75k</b>	60 - 75k	<b>60 - 80k</b>	75 - 95k	<b>75 - 100k</b>
Product Manager	50 - 65k	<b>50 - 70k</b>	68 - 82k	<b>70 - 85k</b>	82 - 105k	<b>85 - 110k</b>
<b>Infrastructure &amp; Construction</b>						
Project Manager	55 - 70k	<b>55 - 75k</b>	65 - 90k	<b>65 - 95k</b>	90 - 150k	<b>95 - 150k</b>
Infrastructure Engineer	55 - 75k	<b>55 - 75k</b>	65 - 85k	<b>65 - 90k</b>	90 - 130k	<b>90 - 140k</b>
Specialised Engineer	50 - 70k	<b>50 - 70k</b>	65 - 100k	<b>65 - 100k</b>	90 - 130k	<b>90 - 130k</b>
<b>Projects/Methods</b>						
Contract Manager	50 - 65k	<b>55 - 70k</b>	65 - 90k	<b>70 - 90k</b>	90 - 150k	<b>90 - 150k</b>
Construction Engineer	50 - 70k	<b>55 - 70k</b>	65 - 85k	<b>70 - 90k</b>	85 - 150k	<b>90 - 150k</b>
Methods/Technology Engineer	50 - 65k	<b>50 - 65k</b>	80 - 100k	<b>80 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Health/Safety/Environmental Engineer	50 - 65k	<b>55 - 70k</b>	70 - 95k	<b>70 - 100k</b>	95 - 135k	<b>100 - 140k</b>
Process & Methods Engineer	45 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 80k</b>	80 - 110k	<b>80 - 130k</b>

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

# BELGIUM

## INTERIM MANAGEMENT

ROLE	DAILY CLIENT RATE EUR (€)	
	2017	2018
<b>General Management</b>		
CEO/Business Unit Director	1400 - 1800	<b>1400 - 1800</b>
<b>Finance</b>		
Chief Financial Officer	1140 - 1400	<b>1140 - 1400</b>
Group Controller/Finance Director	1000 - 1350	<b>1000 - 1350</b>
Controller/Finance Manager	900 - 1100	<b>900 - 1100</b>
Risk/Tax/Treasury Manager	900 - 1100	<b>900 - 1100</b>
Senior Financial Analyst	750 - 950	<b>750 - 950</b>
Accounting Manager	720 - 900	<b>720 - 900</b>
<b>Human Resources</b>		
Group HR Director	1200 - 1400	<b>1200 - 1400</b>
HR Manager	1000 - 1250	<b>1000 - 1250</b>
HR Business Partner	900 - 1100	<b>900 - 1100</b>
<b>Production/Logistics/Purchasing</b>		
Plant Director	1000 - 1350	<b>1000 - 1350</b>
Supply Chain Director	1000 - 1350	<b>1000 - 1350</b>
ERP Specialist	1000 - 1300	<b>1000 - 1300</b>
Purchase Manager	860 - 1100	<b>860 - 1100</b>
Quality/Safety Manager	800 - 1000	<b>800 - 1000</b>
<b>IT</b>		
Chief Information Officer	1100 - 1400	<b>1100 - 1400</b>
IT Manager	950 - 1200	<b>950 - 1200</b>
<b>Programme/Project Management</b>		
Programme Manager	1200 - 1500	<b>1200 - 1500</b>
Project Manager	1000 - 1300	<b>1000 - 1300</b>

NB: Interim management figures are daily client rates.

# BELGIUM

## CONTRACT BUSINESS SUPPORT

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Student Job	1600 - 1900	<b>1600 - 1900</b>				
<b>Administration</b>						
Administrative Assistant/Receptionist	1800 - 2100	<b>1900 - 2100</b>	2000 - 2500	<b>2000 - 2500</b>	2400 - 2800	<b>2400 - 2800</b>
Management Assistant	1800 - 2400	<b>2000 - 2300</b>	2200 - 2900	<b>2200 - 2900</b>	2500 - 3500	<b>2500 - 3300</b>
Personal/Executive Assistant			2400 - 3000	<b>2400 - 3000</b>	2800 - 4800	<b>3000 - 4800</b>
Office Manager			2300 - 3000	<b>2400 - 3000</b>	2500 - 3800	<b>2500 - 3800</b>
Legal Assistant/Secretary	1800 - 2500	<b>2000 - 2300</b>	2100 - 2800	<b>2400 - 2800</b>	2500 - 3400	<b>2500 - 3400</b>
<b>Sales &amp; Logistics</b>						
Sales Assistant	1850 - 2300	<b>1900 - 2300</b>	2300 - 2700	<b>2300 - 2700</b>	2400 - 3200	<b>2400 - 3500</b>
Inside Sales	1800 - 2200	<b>1800 - 2200</b>	2200 - 3000	<b>2200 - 3000</b>	2600 - 4000	<b>2600 - 4000</b>
Customer Service Representative	1850 - 2500	<b>1850 - 2500</b>	2200 - 2800	<b>2200 - 3000</b>	2500 - 3500	<b>2500 - 3800</b>
Customer Service Team Leader	1850 - 2500	<b>1850 - 2500</b>	2500 - 3800	<b>2500 - 3800</b>	3000 - 5000	<b>3000 - 5000</b>
Supply Chain Officer	1850 - 2400	<b>1850 - 2500</b>	2200 - 2800	<b>2300 - 3000</b>	2500 - 3300	<b>2500 - 3500</b>
Purchasing Officer	1800 - 2250	<b>1850 - 2400</b>	2100 - 2800	<b>2200 - 3000</b>	2500 - 3200	<b>2500 - 3500</b>
Logistics Administrator	1700 - 2300	<b>1800 - 2300</b>	2200 - 2600	<b>2200 - 2600</b>	2300 - 3000	<b>2300 - 3000</b>
Marketing & Communications Officer	1800 - 2400	<b>1800 - 2530</b>	2300 - 2800	<b>2300 - 3100</b>	2500 - 3000	<b>2500 - 3500</b>
<b>Human Resources</b>						
HR Assistant	1800 - 2200	<b>1900 - 2200</b>	2200 - 2800	<b>2200 - 2800</b>	2400 - 3200	<b>2400 - 3200</b>
HR Officer	2000 - 2500	<b>2000 - 2500</b>	2200 - 3000	<b>2200 - 3000</b>	2500 - 4000	<b>2500 - 3600</b>
Payroll Officer	1800 - 2500	<b>2000 - 2500</b>	2300 - 3200	<b>2300 - 3200</b>	2500 - 4000	<b>2500 - 4000</b>
HR Business Partner			2500 - 3200	<b>2500 - 3200</b>	3000 - 4000	<b>3000 - 4200</b>

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

# BELGIUM

## CONTRACT FINANCE

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Brussels</b>						
Student Job	1600 - 1900	<b>1600 - 1900</b>				
Assistant Accountant (AP/AR)	1900 - 2300	<b>2000 - 2300</b>	2100 - 2800	<b>2200 - 2900</b>	2800 - 3200	<b>2800 - 3200</b>
General Ledger Accountant	1800 - 2300	<b>2000 - 2500</b>	2400 - 3100	<b>2400 - 3100</b>	3000 - 3600	<b>3000 - 3800</b>
Senior/Chief Accountant			3000 - 3700	<b>3000 - 3800</b>	3300 - 4500	<b>3300 - 4500</b>
AP/AR/GL Teamleader/Supervisor			2800 - 3500	<b>3200 - 3800</b>	3100 - 4300	<b>3500 - 5000</b>
Credit Collector	2000 - 2600	<b>2000 - 2500</b>	2400 - 3000	<b>2300 - 3000</b>	2800 - 3600	<b>2800 - 3600</b>
Credit Analyst	2100 - 2400	<b>2100 - 2400</b>	2500 - 3000	<b>2500 - 3000</b>	3000 - 3500	<b>3000 - 3500</b>
Internal Auditor	2200 - 2800	<b>2300 - 2900</b>	2700 - 3700	<b>2700 - 3700</b>	3500 - 4900	<b>3500 - 4900</b>
Treasury Specialist	2200 - 2800	<b>2300 - 2900</b>	2700 - 3700	<b>2700 - 3700</b>	3500 - 4900	<b>3500 - 4900</b>
Business/Financial Analyst	2100 - 2700	<b>2300 - 2900</b>	2600 - 3600	<b>2600 - 3600</b>	3400 - 4500	<b>3400 - 4700</b>
Business/Financial Controller	2200 - 2800	<b>2300 - 2900</b>	2700 - 3700	<b>2700 - 3700</b>	3500 - 4900	<b>3500 - 4900</b>
Back Office Employee	2200 - 2500	<b>2200 - 2500</b>	2500 - 3200	<b>2500 - 3200</b>	3200 - 3500	<b>3200 - 3500</b>
Middle Office Employee	2400 - 2800	<b>2400 - 2800</b>	2800 - 3500	<b>2800 - 3500</b>	3500 - 4000	<b>3200 - 4000</b>
Insurance Specialist	2200 - 2500	<b>2200 - 2500</b>	2500 - 3200	<b>2500 - 3200</b>	3200 - 3500	<b>3200 - 3500</b>

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

# BELGIUM

## CONTRACT FINANCE

ROLE	CONTRACT SALARY PER MONTH EUR (€)					
	0 - 3 YRS' EXP		3 - 6 YRS' EXP		6+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Antwerp, East Flanders &amp; Flemish Brabant</b>						
Student Job	1600 - 1900	<b>1600 - 1900</b>				
Junior Accountant	1800 - 2100	<b>1900 - 2200</b>				
Assistant Accountant (AP/AR)	1800 - 2100	<b>1900 - 2300</b>	2100 - 2800	<b>2200 - 2800</b>	2800 - 3200	<b>2800 - 3200</b>
General Ledger Accountant	1800 - 2100	<b>1900 - 2400</b>	2300 - 2900	<b>2400 - 3200</b>	2900 - 3200	<b>3000 - 3800</b>
Senior/Chief Accountant			2800 - 3500	<b>3200 - 3800</b>	3100 - 4300	<b>3500 - 4500</b>
AP/AR/GL Team Leader/Supervisor			2800 - 3500	<b>3200 - 3800</b>	3100 - 4300	<b>3500 - 5000</b>
Credit Collector	2000 - 2600	<b>2000 - 2600</b>	2400 - 3000	<b>2400 - 3000</b>	2800 - 3600	<b>2800 - 3600</b>
Credit Analyst	2100 - 2400	<b>2100 - 2400</b>	2500 - 3000	<b>2500 - 3000</b>	3000 - 3500	<b>3000 - 3500</b>
Business/Financial Controller	2100 - 2600	<b>2100 - 2600</b>	2600 - 3500	<b>2600 - 3500</b>	3300 - 4100	<b>3300 - 4100</b>
Treasury Specialist	2100 - 2700	<b>2200 - 2800</b>	2600 - 3600	<b>2600 - 3600</b>	3400 - 4800	<b>3400 - 4800</b>
Insurance Specialist	2100 - 2400	<b>2100 - 2400</b>	2400 - 3100	<b>2400 - 3100</b>	3100 - 3400	<b>3100 - 3400</b>

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

# FRANCE

## 2017

Business confidence was high in the wake of the Election, spurring recruitment activity. Global businesses increased investment and established new operations, driving demand for professionals across a wide range of sectors. An increase in candidate confidence led to greater career mobility.

The IT, real estate, construction, engineering, healthcare and consulting sectors were all extremely active in recruiting. An increase in national and European regulatory requirements and a consequent rise in the number of checks carried out led to the growth of control and monitoring jobs. This trend followed on from the recent rise in compliance jobs within multiple sectors. Greater hiring activity was particularly notable outside the Paris region, with job growth across France.

Salaries saw healthy growth, driven in part by international groups securing a foothold in the French market and looking to source talent. While salaries were still important, there was a growing trend towards professionals looking for employers who could offer a good work-life balance, structured career development and trust.

Senior level professionals were highly sought after, particularly those who could demonstrate an innovative approach with the ability to oversee change management, as companies looked to adapt to a shifting and globalised economy and explore new business models.

# 91%

OF PROFESSIONALS ARE OPEN TO  
A JOB OFFER EVEN WHEN NOT  
ACTIVELY LOOKING

“

Salary growth is expected to continue, but to overcome skills shortages and secure top calibre professionals, employers will need to be adaptable.

”



**CORALIE RACHET,**  
**MANAGING DIRECTOR,**  
**FRANCE**

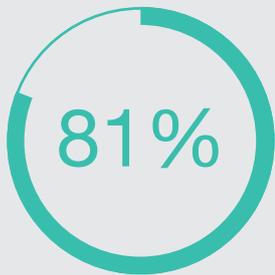
## 2018

Economic growth and strong hiring activity are set to continue, with demand for innovators at the senior level remaining strong. However, despite the increase in candidate confidence, employers will still have to contend with skills shortages, particularly in high-demand fields such as IT and compliance.

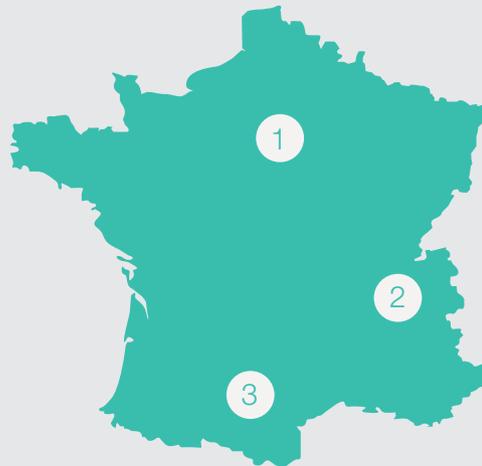
Employers will struggle to retain top talent, as many professionals are keen to find an employer who embraces an agile working model. Succession planning is a growing priority as businesses recognise that the population pyramid will force them to take new approaches to ensure a reliable stream of talent is developed.

Shortening recruitment processes will also be important, as many professionals will be in a position to entertain multiple job offers simultaneously.

Salary growth is expected to persist, but to overcome skills shortages and secure top calibre professionals, employers will need to be adaptable, considering candidates with transferable skills from non-traditional channels.



Of professionals in France feel confident about job opportunities in their sector



1 Paris - Jobs up 14% year-on-year

2 Lyon - Jobs up 17% year-on-year

3 Toulouse - Jobs up 18% year-on-year

“

Economic growth and strong hiring activity are set to continue, with demand for innovators at the senior level remaining strong.

”

# OVERVIEW



# 79%

OF FRENCH PROFESSIONALS ARE EXPECTING A SALARY INCREASE IN 2018

## ACCOUNTING & FINANCE PERMANENT

In 2017, succession planning was a priority for many employers, leading to high levels of recruitment with an emphasis on upskilling and training new staff with high potential. In order to attract top calibre professionals, employers increased salaries, particularly for candidates with specialist

skill sets such as consolidation and accounting. However, opportunities were available for more generalist profiles such as FP&A, controlling and internal audit.

Employers were keen to source professionals with international experience, particularly those who were willing to relocate. This trend will continue throughout 2018. When looking to secure top talent, employers will need to focus not only on salary but also on how they promote their company culture and brand, and what they can offer candidates in terms of long-term career development.

### INTERIM

In the interim market, professionals will be in demand to undertake strategic projects involving changes in processes, organisation and systems. Candidates with experience in consolidation, treasury, accountancy and internal control will be particularly highly sought after.

### CONTRACT

Opportunities were widely available for temporary candidates, in addition to an abundance of

permanent contract positions. Demand was particularly high for general and auxiliary accountants as well as debt recovery agents.

Finance professionals with English language skills were also in notably high demand, as were those with a knowledge of financial information systems, as businesses pursued digitalisation projects.

Salaries are likely to rise in 2018 as employers recognise the need to increase remuneration to remain competitive when recruiting. As competition for talent grows in light of a positive economic outlook, employers will need to shorten recruitment processes in order to secure top talent.

“

Demand for professionals will rise, driving steady salary increases as banks continue to grow.

”

## BANKING PERMANENT

Retail and investment banks both placed a strong emphasis on recruitment in 2017, with experienced front office professionals in high demand. Regulatory pressures such as IFRS 9, Bâle II and Bâle III have also influenced recruitment strategies, with employers looking to secure experienced professionals with strong technical skills who can implement new processes in these areas.

As banks continue to grow, taking advantage of favourable economic conditions, demand for professionals will rise, driving steady salary increases.

## INTERIM

Regulatory restrictions shaped hiring strategies in banking, with interim managers in high demand to oversee change and restructuring projects as employers adapted to new frameworks. Risk and compliance professionals were highly sought after, and will continue to be so throughout 2018 as firms maintain regulatory compliance as a top priority.

## CONTRACT

Regulatory pressures such as MiFID II were a key driver in banks' recruitment strategies in 2017, while private banks and wealth management firms sought candidates with expertise in risk management.

As the fintech industry continues to develop, banks have been under increasing pressure to take an innovative approach, implementing digital solutions to simplify banking for their customers. This has created

opportunities for banking professionals with an understanding of IT and tech.

In 2018, salaries will see modest growth of around 2%, with ongoing demand for compliance and financial crime specialists. Across the entire banking sector we expect to see increased demand for contract professionals, both in front office and support functions.

## BUSINESS SUPPORT

Demand for business support professionals was consistent throughout 2017. Team assistants were in particularly high demand, especially those who could demonstrate strong technical skills, such as ERP in a sales management team, TCD in a marketing team or HR and legal knowledge.

Professionals moving into roles with high profile companies could secure good salary increases, as employers were keen to source candidates who could move into a new position after a short notice period.

In 2018, salaries are likely to remain stagnant due to financial cutbacks among employers. For executive assistant roles, English language skills will be highly valued. To secure desirable candidates who fit this profile, employers will need to move quickly to make an offer, ensuring hiring processes are fast and efficient.

## CONSULTING

The sector saw strong growth in 2017, driven by digital transformation projects within financial services, industrial sectors and administrative businesses. As a result, consultancy firms actively recruited professionals



# 53%

OF FRENCH PROFESSIONALS PLAN  
TO CHANGE JOBS IN THE NEXT  
6 MONTHS

with experience in these areas. In turn, this has led to businesses being forced to contend with skills shortages.

In 2018, salaries will rise in response to the pressure on talent pools, particularly for mid-level professionals with 3-7 years' experience. Professionals will also be increasingly attracted to joining smaller, start-up firms and taking in-house positions, increasing the challenge for consultancy firms looking to attract and retain top calibre professionals.

## ENGINEERING & SUPPLY CHAIN PERMANENT

Salaries for permanent roles grew significantly for professionals with higher qualifications in engineering and purchasing, with high demand for candidates to fill roles such as key account manager.

## INTERIM

In the interim market demand for engineering professionals grew in 2017 after a slow start to the year. Candidates were frequently sought to fill traditional roles such as site management, purchasing and logistics, but we also saw an increased emphasis on interim management roles such as quality, programme and general managers with a focus to restructure and divest non-profitable subsidiaries.

In 2018, recruitment levels will remain high, with the aviation, automotive, FMCG, pharmacy and utilities sectors being the most active.

## CONTRACT

In the contract market demand for supply chain professionals specialising in flow management was high as employers looked to improve cost efficiencies. Salaries remained largely stable, despite high demand. This will continue throughout 2018.

## HEALTHCARE

Demand for professionals in the healthcare sector will be driven by the medical device industry. While the biotech sector is growing, it is still in its development phase. The pharmaceutical sector, while established, has not experienced high levels of growth.

In the medical device sector, many firms are preparing to enter an industrialisation phase in 2018. As a consequence, high levels of recruitment are expected, particularly for quality and regulatory specialists, as firms prepare to commercialise products.

In these two fields, specific knowledge of FDA norms is highly valued to drive sales to surgeons in hospitals and private clinics. Technical sales professionals will also be highly sought after.

“

Shortening recruitment processes will be important as many professionals will be in the position to be interviewed for multiple roles.

”

In the Biotech sector, two fields are growing rapidly - immunology and oncology. Businesses in these fields will look to source specialists in R&D and clinical search, more specifically in immunomonitoring. Business development professionals, with a strong US network, will also be in high demand as businesses look to expand into overseas markets.

## HUMAN RESOURCES

### PERMANENT

Salaries were largely stable throughout 2017, with some small exceptions for SIRH roles and for compensation and benefits specialists, as employers adjusted to changes in French labour laws.

The most sought-after professionals will be those at the senior level who can partner with the business and drive large-scale change projects.

### INTERIM

Within the interim market, change projects spurred demand for interim HR managers to fill temporary roles. M&A and internal restructuring programmes were common as businesses took advantage of economic growth to expand. Outsourcing or centralising business functions was also popular, creating opportunities for



# 35%

OF FRENCH PROFESSIONALS  
WOULD NOT CONSIDER A  
COUNTER-OFFER TO REMAIN IN  
THEIR CURRENT ROLE

interim professionals to manage the transition process. This trend will continue throughout 2018.

### CONTRACT

Demand was high for qualified HR candidates to fill contract roles, with payroll specialists particularly sought after as employers looked to increase headcount and improve compensation systems. Employers looking to expand into new geographical markets were keen to source candidates in HR with English language skills.

In 2018, salaries are likely to rise in light of ongoing demand for HR specialists. To avoid losing the most desirable candidates to competitors, employers will have to focus on operating fast and efficient hiring processes.

### INFORMATION TECHNOLOGY PERMANENT

In 2017, demand was high for specialists in infrastructure and cyber security as employers responded to the growing threat of cyber crime. Outside of cyber security, data scientists, IT architects and developers were all sought after as employers looked to leverage the insights available from big data analysis and improve their digital presence.

Hiring managers have been facing an acute candidate shortage with demand for IT professionals significantly outstripping supply, particularly in cyber security.

Increasingly, employers are looking to secure senior IT professionals who can play a strategic role in the business, working with other departments

to drive digitalisation and develop robust cyber security strategies.

### INTERIM

Program managers with strong business acumen, specialising in change management and programme management, have dominated the interim hiring market, as firms continue to drive digitalisation projects and obsolescence management. Demand was high for candidates from large companies who also had experience of start-up firms.

IT security specialists will be highly sought after in 2018 with employers looking not only to build strong cyber security systems, but also implement systems to ensure compliance with data protection regulations.

### CONTRACT

Within the contract market, mid to senior level IT professionals were sought after to fill management roles, as were infrastructure specialists such as IT project managers, network managers and helpdesk technicians. Developers were also required to support digitalisation projects and improve businesses' online presence.

As a result of high demand and a shortage of candidates, salaries rose across the board for professionals at all levels of seniority.

## TOP INDUSTRIES IN DEMAND FOR PROFESSIONALS



Information  
Technology



Real Estate  
and Construction



Engineering



Healthcare

In 2018, salaries will continue to increase as new technologies, such as AI and improved big data analysis emerge, requiring employers to source candidates with specialist knowledge. Digitalisation projects will continue, putting pressure on existing talent pools and forcing employers to compete for candidates.

### INSURANCE PERMANENT

Demand was focused on actuaries and underwriters throughout 2017, along with generalist professionals to support wider business expansion.

Throughout 2018, insurance firms will face candidate shortages, forcing them to offer promotions to existing employees to retain the best talent. Candidates will continue to demonstrate a marked

interest in working for employers who can give them the opportunity to gain international experience.

### INTERIM

The insurance sector experienced strong hiring growth in 2017, with demand particularly high for administrators and client advisors as firms looked to expand. Salaries remained largely static, apart from tech specialists who demanded higher salaries due to the shortage of available candidates.

In 2018, demand will remain focused on administrators and client advisors as firms continue to concentrate on expansion. Salaries will increase steadily and we expect online client advisors to see greater autonomy around underwriting and contract management.

### CONTRACT

Insurance and mutual funds actively recruited throughout 2017 in response to positive economic conditions. In this space, risk and compliance professionals were also in high demand, as were specialists in subscription management and financial management. As firms looked to expand and grow market share, demand was also high for directors and customer relationship deputies to fill front office roles.

### PRIVATE EQUITY

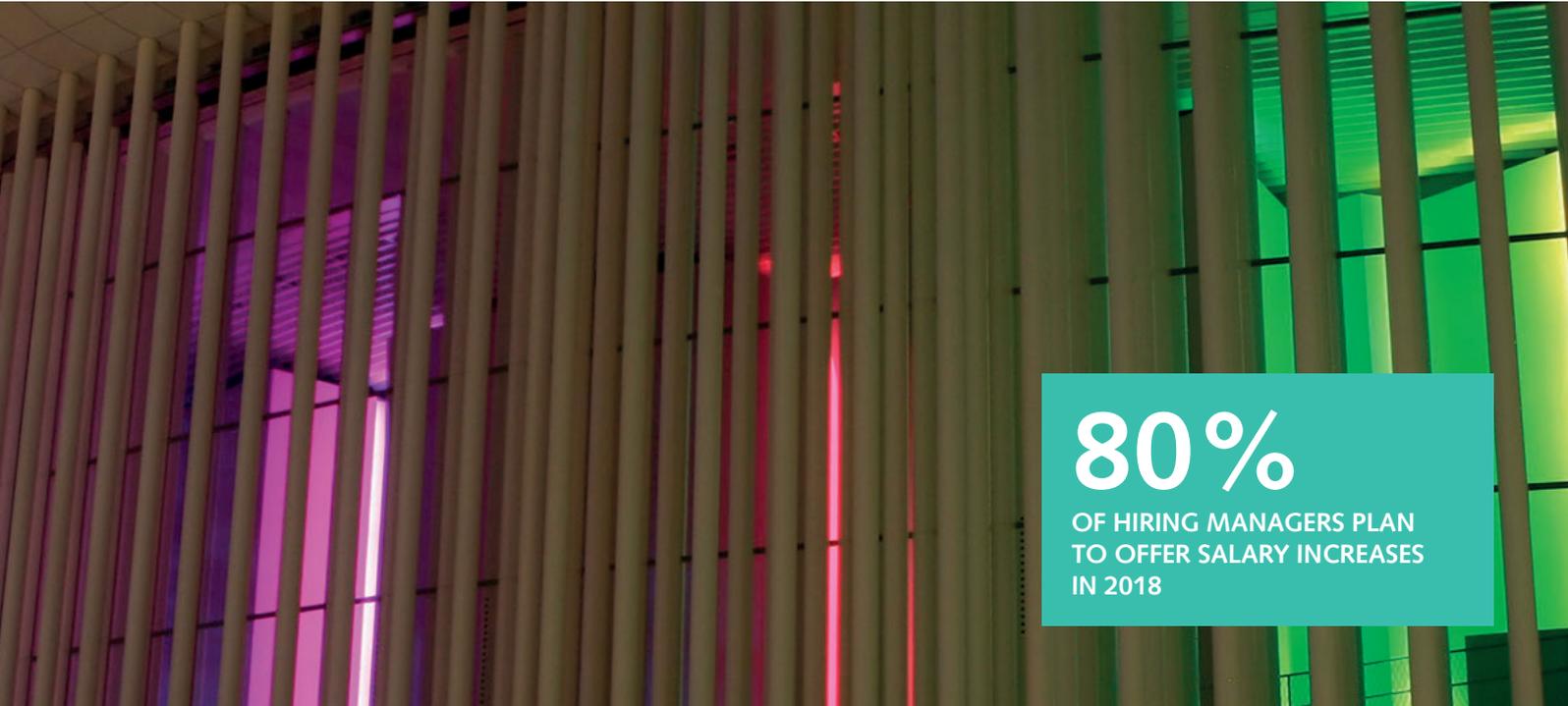
Demand for private equity specialists was high in 2017, with versatile professionals the most highly sought after. Candidates with an operational background were in high demand, particularly those who could demonstrate strategic vision in developing and growing the business.

In 2018, the mid-market sector will develop and social issues will remain a high priority.

### REAL ESTATE & CONSTRUCTION PERMANENT

As the real estate sector recovered and employer confidence rose, demand for candidates was high among property and real estate developers, with experience in residential real estate projects being highly sought after. Investment levels were high across the sector, with asset managers in demand.

Professionals at the senior and mid-level were required as a result of employers looking for candidates who could drive and oversee large scale projects.



80%

OF HIRING MANAGERS PLAN  
TO OFFER SALARY INCREASES  
IN 2018

Salaries experienced strong growth, with pay for most roles rising by 10%. This trend is likely to continue throughout 2018 as confidence remains high among employers and professionals.

Within construction, job volumes rose significantly across the French regions, with local firms expanding and looking to increase headcount. However, salaries only experienced modest growth.

Professionals specialising in prime contracting, design and production were all highly sought after, with major investment in infrastructure such as the Greater Paris project helping to spur demand for candidates.

#### INTERIM

Demand for interim professionals was shaped by changing investment strategies and fundraising models, creating project-specific opportunities for interim specialists. Programme managers, project managers, expert assessment and fund managers will all see high demand for their skills in 2018.

#### CONTRACT

Within real estate, demand for candidates was high, thanks to the growth of firms in response to strong economic conditions. Real estate managers were highly sought after, as were technical specialists. As demand increased, salaries rose, particularly for candidates with strong technical skills who could also demonstrate extensive experience.

In 2018, we anticipate salaries will continue to grow steadily, with professionals from social housing rental companies in demand from property management businesses. The Greater Paris project and the start of the 2024 Olympics will continue to drive demand for professionals.

These projects will also drive activity in the construction sector, with quantity surveyors, cost estimators and technicians all required to support the initial stages. With new construction sites already established, professionals such as site managers were also in demand.

In 2018, salaries will rise as pressure on candidate pools increases. Demand for civil engineers will continue to remain high, as it did in 2017, in particular for quantity surveyors, cost estimation technicians and construction site managers.

#### SALES & MARKETING PERMANENT

In 2017, we saw high levels of recruitment across sales and marketing, with professionals specialising in building offers and lead generation in high demand. Many businesses also focused on modernising their brand in tandem with developing an increased digital presence driving demand for professionals in this space.

In 2018, we anticipate that the emphasis on optimising customer experience will continue, with e-commerce specialists being highly sought after. The retail sector will be responsible for driving much of the demand and



Of French professionals received a pay rise of more than 5% last year

as a result, salaries will increase for professionals with expertise in this area.

#### CONTRACT

Tourism activity in the Paris region is recovering, and demand for retail professionals was consistent throughout 2017. To capitalise on the increase in tourism and to differentiate themselves from competitors, retail companies are prioritising language skills during their recruitment processes. Employers are now looking for retail professionals speaking Mandarin, Russian and Portuguese.

In 2018, this is expected to continue as the sector continues to grow. Differentiation will remain an issue as well as talent retention, due to a high level of candidate movement. Regarding salaries, employers are trying to use incentives as a way to increase sales. Base salaries will remain largely stable, but many employers will be willing to offer more generous commission models to attract and incentivise top talent.

## TAX, LEGAL & COMPLIANCE PERMANENT

Increased European regulation and legislation in 2017 created demand for professionals to fill general counsel, legal director and compliance director roles. The economic upturn in Europe resulted in increased demand for more senior profiles and for professionals with both law firm and in-house experience.

Experts in M&A, corporate governance and project finance will be highly sought after to support growth and LBO operations. Where companies' core business is concerned, there will also be an increasing demand in legal areas such as IT and data privacy and international contracts.

Within private practice we saw the creation of compliance and data protection teams in international law firms. Recruiting experienced M&A or private equity partners with a strong client base, as well as associates in M&A, private equity, banking, labour and tax will continue to be a focus.

We also observed an increasing number of anti-trust partner hires, with law firms seeking to attract top talent to ensure that their M&A deals are efficiently approved by anti-trust regulators.

Mid-size law firms continue to attract senior associates with a strong business plan by offering counsel positions and structured career progression, with a clear path to partnership.

## INTERIM

In the interim space, the market was dynamic, with high demand for professionals to work on a growing number of temporary projects. The pool of candidates expanded as professionals took advantage of the growing number of opportunities.

Interim candidates with strong specialist skills in fields such as data protection were sought after in preparation for the implementation of the GDPR directive in May 2018. Restructuring projects also created high demand for transition managers specialising in tax, legal and compliance.

“

The economic upturn in Europe resulted in increased demand for more senior profiles and for professionals with both law firm and in-house experience.

”

# PARIS

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Generalist</b>						
CFO					200 - 370k	<b>200 - 370k</b>
Finance Director - SME					120 - 200k	<b>120 - 200k</b>
Finance Director - BU			80 - 100k	<b>80 - 100k</b>	100 - 130k	<b>100 - 180k</b>
Internal Auditor/Manager/Director	50 - 70k	<b>50 - 70k</b>	75 - 110k	<b>75 - 110k</b>	110 - 150k	<b>110 - 170k</b>
Controlling Manager/Director	50 - 70k	<b>50 - 70k</b>	70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 170k</b>
FP&A Manager/Director	45 - 65k	<b>50 - 70k</b>	60 - 90k	<b>70 - 100k</b>	90 - 110k	<b>90 - 140k</b>
<b>Specialist</b>						
Accounting Manager/Director	50 - 75k	<b>50 - 75k</b>	75 - 100k	<b>75 - 100k</b>	90 - 150k	<b>90 - 160k</b>
M&A Manager/Director	50 - 80k	<b>50 - 80k</b>	90 - 130k	<b>90 - 130k</b>	130 - 200k	<b>130 - 200k</b>
Treasury Manager/Director	45 - 65k	<b>45 - 70k</b>	65 - 100k	<b>70 - 110k</b>	110 - 160k	<b>110 - 160k</b>
Consolidation Manager/Director	55 - 80k	<b>55 - 80k</b>	80 - 110k	<b>80 - 110k</b>	110 - 130k	<b>110 - 140k</b>

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

# PARIS

## BANKING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Investment Banking</b>						
COO					150k+	<b>150k+</b>
Private Equity	60 - 80k	<b>60 - 85k</b>	80 - 150k	<b>90 - 160k</b>	150k+	<b>160k+</b>
Asset Manager	50 - 85k	<b>55 - 85k</b>	95 - 130k	<b>95 - 135k</b>	140k+	<b>145k+</b>
M&A	60 - 85k	<b>60 - 85k</b>	80 - 140k	<b>85 - 145k</b>	140k+	<b>140k+</b>
Coverage/Corporate Banking	55 - 90k	<b>60 - 90k</b>	85 - 130k	<b>85 - 135k</b>	130k+	<b>135k+</b>
Private Banker	50 - 70k	<b>50 - 70k</b>	75 - 95k	<b>75 - 95k</b>	100k+	<b>100k+</b>
Product Specialist			65 - 90k	<b>65 - 90k</b>	95k+	<b>95k+</b>
Finance Director	50 - 65k	<b>50 - 65k</b>	60 - 95k	<b>60 - 95k</b>	90k+	<b>90k+</b>
<b>Retail Banking</b>						
Risk Manager	50 - 65k	<b>55 - 65k</b>	65 - 90k	<b>65 - 95k</b>		
Branch Manager	45 - 60k	<b>45 - 60k</b>	60 - 75k	<b>60 - 75k</b>		
Enterprise Advisor	55 - 65k	<b>55 - 65k</b>	60 - 75k	<b>60 - 75k</b>		
Private Banking Manager	45 - 65k	<b>50 - 65k</b>	55 - 80k	<b>65 - 80k</b>		
Private Banking Relationship Manager	45 - 60k	<b>45 - 60k</b>	60 - 70k	<b>60 - 70k</b>		
Credit Analyst	45 - 55k	<b>45 - 60k</b>	60 - 70k	<b>60 - 75k</b>		

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

# PARIS

## CONSULTING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2017	2018
<b>Strategy</b>		
Partner (12+ yrs' exp)	200k+	<b>250k+</b>
Principal (8 - 12 yrs' exp)	110 - 160k	<b>130 - 200k</b>
Manager/Project Leader (6 - 8 yrs' exp)	90 - 110k	<b>90 - 130k</b>
Senior Associate/Senior Consultant (3 - 6 yrs' exp)	60 - 80k	<b>65 - 95k</b>
Associate/Consultant (0 - 3 yrs' exp)	45 - 60k	<b>45 - 60k</b>
<b>Organisation &amp; Management</b>		
Associate/Partner (12+ yrs' exp)	120k+	<b>160k+</b>
Senior Manager/Director (10 - 12 yrs' exp)	85 - 110k	<b>85 - 135k</b>
Manager (6 - 10 yrs' exp)	65 - 85k	<b>65 - 85k</b>
Senior Consultant (3 - 6 yrs' exp)	50 - 65k	<b>50 - 75k</b>
Consultant (0 - 3 yrs' exp)	35 - 50k	<b>35 - 55k</b>

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

## ENGINEERING & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Research &amp; Development</b>						
Head of R&D			80 - 110k	<b>80 - 110k</b>	110k+	<b>110k+</b>
Specialist			75k+	<b>75k+</b>	80k+	<b>80k+</b>
<b>Manufacturing &amp; Project</b>						
COO			100k+	<b>100k+</b>	130k+	<b>130k+</b>
Maintenance Manager			60 - 90k	<b>60 - 90k</b>	80 - 100k	<b>80 - 100k</b>
Production Manager	55 - 70k	<b>55 - 70k</b>	65 - 85k	<b>65 - 85k</b>	80k+	<b>80k+</b>
Programme Director	55 - 70k	<b>55 - 70k</b>	65 - 85k	<b>65 - 85k</b>	85k+	<b>90k+</b>
<b>Continuous Improvement</b>						
Quality Manager/Director			75 - 100k	<b>65 - 90k</b>	95k+	<b>95k+</b>
Lean Manufacturing Manager/Director	55 - 70k	<b>55 - 70k</b>	65 - 85k	<b>65 - 85k</b>	80 - 110k	<b>80 - 110k</b>
HSE Manager/Director	50 - 65k	<b>50 - 65k</b>	65 - 80k	<b>65 - 80k</b>	75 - 100k	<b>75 - 100k</b>
<b>Supply Chain &amp; Procurement</b>						
Supply Chain Manager/Director			90k+	<b>90k+</b>	105k+	<b>115k+</b>
Procurement Manager/Director			75 - 95k	<b>75 - 95k</b>	95k+	<b>110k+</b>
Buyer	45 - 60k	<b>45 - 60k</b>	55 - 75k	<b>55 - 80k</b>		

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

# PARIS

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Generalist</b>						
HR Director International	80 - 110k	<b>80 - 115k</b>	90 - 140k	<b>95 - 140k</b>	130k+	<b>135k+</b>
HR Director France	65 - 95k	<b>70 - 110k</b>	90 - 125k	<b>90 - 125k</b>	130k+	<b>130k+</b>
HR Business Partner	55 - 75k	<b>55 - 80k</b>	65 - 90k	<b>65 - 90k</b>	90k+	<b>90k+</b>
<b>Training &amp; Development</b>						
HR Development Manager	60 - 75k	<b>60 - 75k</b>	75 - 90k	<b>75 - 90k</b>	90k+	<b>90k+</b>
Talent Acquisition Manager	60 - 75k	<b>60 - 75k</b>	75 - 95k	<b>75 - 100k</b>	90k+	<b>95k+</b>
Training Manager	55 - 70k	<b>55 - 70k</b>	65 - 85k	<b>65 - 85k</b>	80k+	<b>85k+</b>
<b>Specialist</b>						
Labour Relations Manager/Director	70 - 85k	<b>70 - 85k</b>	80 - 95k	<b>80 - 95k</b>	100k+	<b>110k+</b>
Compensation & Benefits Manager	60 - 80k	<b>60 - 80k</b>	80 - 95k	<b>80 - 95k</b>	95k+	<b>95k+</b>
Payroll Manager	55 - 75k	<b>55 - 75k</b>	60 - 80k	<b>60 - 80k</b>	75 - 90k	<b>75 - 90k</b>
Social Business Controlling Manager	55 - 70k	<b>55 - 70k</b>	65 - 75k	<b>65 - 75k</b>	80 - 90k	<b>80 - 90k</b>
Labour Law Jurist	55 - 65k	<b>55 - 65k</b>	65 - 80k	<b>65 - 80k</b>	80k+	<b>80k+</b>
HRIS Manager	55 - 65k	<b>55 - 65k</b>	65 - 75k	<b>70 - 80k</b>	75k+	<b>80k+</b>

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

# PARIS

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Management</b>						
Chief Information Officer			90 - 140k	<b>110 - 150k</b>	145k+	<b>150k+</b>
Chief Digital Officer			90 - 120k	<b>100 - 130k</b>	110k+	<b>120k+</b>
Chief Information Security Officer	85 - 90k	<b>85 - 90k</b>	105 - 110k	<b>100 - 130k</b>	110k+	<b>120k+</b>
<b>Project Management</b>						
BI Manager	60 - 65k	<b>60 - 65k</b>	65 - 75k	<b>70 - 75k</b>	75k+	<b>80k+</b>
IT Key Account Manager	55 - 65k	<b>55 - 65k</b>	60 - 70k	<b>60 - 70k</b>	70k+	<b>75k+</b>
Delivery Manager/Service Delivery Manager			65 - 75k	<b>65 - 75k</b>	80 - 95k	<b>80 - 95k</b>
<b>Digital</b>						
Digital Project Manager	50 - 60k	<b>50 - 60k</b>	60 - 70k	<b>65 - 75k</b>	70k+	<b>75k+</b>
SEO Project Leader	48 - 58k	<b>48 - 58k</b>	58 - 68k	<b>60 - 70k</b>	70k+	<b>75k+</b>
Data Manager	55 - 65k	<b>55 - 65k</b>	62 - 70k	<b>62 - 70k</b>	75k+	<b>75k+</b>
E-CRM Project Manager	50 - 55k	<b>55 - 60k</b>	55 - 65k	<b>55 - 65k</b>	65 - 80k	<b>65 - 80k</b>
Data Scientist	60 - 68k	<b>65 - 75k</b>	65 - 85k	<b>70 - 85k</b>	85k+	<b>85k+</b>
<b>ERP</b>						
Domain Leader			80 - 85k	<b>80 - 85k</b>	90k+	<b>90k+</b>
ERP Consultant	50 - 60k	<b>50 - 60k</b>	60 - 70k	<b>65 - 75k</b>	80k+	<b>80k+</b>
Competency Centre Director			100 - 105k	<b>100 - 105k</b>	100 - 120k	<b>100 - 120k</b>
<b>Technical</b>						
Technical Leader	55 - 65k	<b>55 - 65k</b>	70 - 75k	<b>70 - 75k</b>	75k+	<b>75k+</b>
IS Architect			65 - 85k	<b>65 - 85k</b>	85 - 100k	<b>85 - 100k</b>
IT Security Consultant	80 - 85k	<b>80 - 85k</b>	85 - 100k	<b>90 - 110k</b>	100k+	<b>100k+</b>
Infrastructure Engineer	45 - 60k	<b>45 - 60k</b>	50 - 65k	<b>50 - 65k</b>	65k+	<b>65k+</b>
IT Project Manager	50 - 55k	<b>50 - 55k</b>	55 - 65k	<b>55 - 65k</b>	70 - 85k	<b>70 - 85k</b>

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

# PARIS

## INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Actuary	50 - 65k	<b>50 - 70k</b>	70 - 100k	<b>70 - 100k</b>	110k+	<b>110k+</b>
Underwriter	45 - 60k	<b>45 - 65k</b>	70 - 100k	<b>70 - 100k</b>	80k+	<b>80k+</b>
Key Account Manager	50 - 60k	<b>50 - 60k</b>	60 - 80k	<b>60 - 80k</b>	70 - 100k	<b>70 - 100k</b>
Back Office Manager			45 - 60k	<b>45 - 60k</b>	60 - 70k	<b>60 - 70k</b>

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

# PARIS

## REAL ESTATE & CONSTRUCTION

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Asset Management</b>						
Investment Manager/Director	45 - 75k	<b>45 - 75k</b>	70 - 110k	<b>70 - 110k</b>	110 - 200k	<b>110k+</b>
Asset Manager/Director	45 - 60k	<b>50 - 65k</b>	75 - 120k	<b>75 - 120k</b>	100 - 180k	<b>100k+</b>
Property Manager/Director	45 - 55k	<b>45 - 55k</b>	55 - 75k	<b>55 - 75k</b>	80 - 120k	<b>80 - 120k</b>
<b>Property Development</b>						
Programme Manager/Director	45 - 55k	<b>45 - 60k</b>	65 - 115k	<b>65 - 115k</b>	100 - 130k	<b>100 - 130k</b>
Development Manager/Director	55 - 60k	<b>55 - 65k</b>	65 - 80k	<b>65 - 80k</b>	85 - 100k	<b>90k+</b>
Technical Director					70k+	<b>70k+</b>
Sales Director	45 - 75k	<b>45 - 75k</b>	55 - 90k	<b>55 - 90k</b>	70 - 120k	<b>80 - 120k</b>
<b>Buyer Counselling</b>						
Real Estate Manager/Director	45 - 65k	<b>45 - 65k</b>	55 - 75k	<b>55 - 75k</b>	100 - 170k	<b>100 - 170k</b>
Broker	25 - 60k	<b>25 - 60k</b>	60 - 90k	<b>60 - 90k</b>	90 - 150k	<b>90 - 150k</b>
Investment Broker	30 - 60k	<b>30 - 60k</b>	60 - 90k	<b>60 - 90k</b>	90 - 150k	<b>90k+</b>
Corporate Consultant	45 - 65k	<b>45 - 65k</b>	55 - 80k	<b>55 - 80k</b>		
<b>Construction</b>						
Site Engineer/Construction Director	50 - 65k	<b>50 - 65k</b>	65 - 90k	<b>65 - 90k</b>	95 - 145k	<b>95 - 145k</b>
Technical Manager/Director	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>65 - 85k</b>	90 - 150k	<b>90 - 150k</b>
Design Methods & Cost Planning Engineer/Manager	45 - 55k	<b>45 - 55k</b>	60 - 70k	<b>60 - 70k</b>	70 - 100k	<b>70 - 100k</b>
Plant Procurement Engineer/Director	45 - 55k	<b>45 - 55k</b>	55 - 75k	<b>55 - 75k</b>	75 - 95k	<b>75 - 95k</b>
QSE Engineer/Manager	45 - 55k	<b>45 - 55k</b>	55 - 70k	<b>55 - 70k</b>	70 - 90k	<b>70 - 90k</b>
Survey Engineer/Manager	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 65k</b>	65 - 75k	<b>65 - 75k</b>
Commercial Engineer/Director	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 65k</b>	65 - 145k	<b>65 - 145k</b>

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

# PARIS

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 12 YRS' EXP		12+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Sales</b>						
Sales Manager/Director			90 - 110k	<b>90 - 110k</b>	90 - 130k	<b>110 - 140k</b>
Export Manager/Director	45 - 65k	<b>45 - 65k</b>	65 - 80k	<b>65 - 80k</b>	75 - 110k	<b>80 - 120k</b>
National Sales Director			70 - 90k	<b>70 - 90k</b>	80 - 110k	<b>90 - 130k</b>
Retail/Regional Sales Manager	40 - 60k	<b>45 - 70k</b>	65 - 90k	<b>70 - 90k</b>	90 - 130k	<b>90 - 130k</b>
Key Account Manager/Director	55 - 60k	<b>55 - 60k</b>	60 - 80k	<b>60 - 80k</b>	100k+	<b>100k+</b>
E-commerce Manager/Director			70 - 90k	<b>70 - 90k</b>	100k+	<b>100k+</b>
Flagship/Store Manager/Director	45 - 60k	<b>45 - 60k</b>	55 - 70k	<b>60 - 80k</b>	80 - 110k	<b>80 - 110k</b>
<b>Marketing</b>						
Marcomms Manager/Director	45 - 65k	<b>45 - 65k</b>	65 - 85k	<b>65 - 85k</b>	90 - 140k	<b>85 - 140k</b>
Digital Marketing Manager/Director	40 - 60k	<b>45 - 65k</b>	65 - 85k	<b>65 - 100k</b>	100k+	<b>100k+</b>
Category Manager/Director	45 - 60k	<b>45 - 65k</b>	55 - 70k	<b>65 - 90k</b>	90k+	<b>90k+</b>
Product Manager/Director	45 - 55k	<b>45 - 55k</b>	50 - 70k	<b>55 - 75k</b>	60 - 80k	<b>75 - 85k</b>
PR Specialist	35 - 55k	<b>35 - 55k</b>	50 - 80k	<b>55 - 80k</b>		

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

# PARIS

## TAX, LEGAL & COMPLIANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 8 YRS' EXP		8+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Legal</b>						
Legal Director			80k+	<b>90k+</b>	100k+	<b>110k+</b>
Corporate M&A Legal Counsel	45 - 65k	<b>45 - 65k</b>	65 - 90k	<b>65 - 95k</b>	90k+	<b>95k+</b>
Business/Contract Law Counsel	45 - 60k	<b>45 - 65k</b>	65 - 80k	<b>65 - 85k</b>	80k+	<b>85k+</b>
Intellectual Property Law Counsel	40 - 55k	<b>40 - 55k</b>	55 - 75k	<b>55 - 75k</b>	75k+	<b>75k+</b>
Labour Law Counsel	45 - 60k	<b>45 - 65k</b>	65 - 85k	<b>65 - 85k</b>	85k+	<b>85k+</b>
<b>Tax</b>						
Tax Director					105k+	<b>105k+</b>
Tax Generalist	55 - 70k	<b>55 - 75k</b>	75 - 90k	<b>75 - 90k</b>	90k+	<b>90k+</b>
International Tax Officer	55 - 75k	<b>55 - 75k</b>	75 - 95k	<b>75 - 95k</b>	95k+	<b>95k+</b>
VAT/Indirect Tax Specialist	55 - 70k	<b>55 - 75k</b>	75 - 85k	<b>75 - 85k</b>	85k+	<b>85k+</b>
Transfer Pricing Specialist	55 - 75k	<b>55 - 75k</b>	75 - 95k	<b>75 - 95k</b>	95k+	<b>95k+</b>
<b>Compliance</b>						
Compliance Officer	55 - 70k	<b>55 - 75k</b>	75 - 95k	<b>75 - 95k</b>	105k+	<b>110k+</b>
<b>Corporate Affairs/Lobbying</b>						
Corporate Affairs Specialist	45 - 60k	<b>45 - 65k</b>	65 - 85k	<b>65 - 85k</b>	85k+	<b>85k+</b>

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

# PARIS

## PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2017	2018
<b>US Firms</b>		
Equity Partner (8+ yrs' exp)	500k+	<b>500k+</b>
Counsel/Local Partner (8+ yrs' exp)	160 - 450k	<b>160 - 450k</b>
Associate (8+ yrs' exp)	160k+	<b>160k+</b>
Associate (5 - 7 yrs' exp)	115 - 210k	<b>115 - 210k</b>
Associate (2 - 4 yrs' exp)	85 - 160k	<b>85 - 160k</b>
<b>UK Firms</b>		
Equity Partner (8+ yrs' exp)	400k+	<b>400k+</b>
Counsel/Local Partner (8+ yrs' exp)	150 - 300k	<b>150 - 300k</b>
Associate (8+ yrs' exp)	150k+	<b>150k+</b>
Associate (5 - 7 yrs' exp)	110 - 155k	<b>110 - 155k</b>
Associate (2 - 4 yrs' exp)	80 - 110k	<b>80 - 110k</b>
<b>French Firms</b>		
Partner (8+ yrs' exp)	150k+	<b>150k+</b>
Associate (8+ yrs' exp)	120k+	<b>120k+</b>
Associate (5 - 7 yrs' exp)	90 - 160k	<b>90 - 160k</b>
Associate (2 - 4 yrs' exp)	65 - 130k	<b>65 - 130k</b>

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

# PARIS

## INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
<b>Finance</b>		
CFO	1200 - 2000	<b>1300 - 2000</b>
Accounting Director	950 - 1300	<b>1100 - 1300</b>
Financial Controller	950 - 1300	<b>1100 - 1300</b>
Treasury Director	950 - 1100	<b>950 - 1300</b>
Director of Consolidation	1000 - 1500	<b>1000 - 1500</b>
<b>Tax, Legal &amp; Compliance</b>		
General Counsel/Legal Director	1200 - 2300	<b>1300 - 2500</b>
Group Tax Director/Manager Tax Operations	1400 - 2500	<b>1500 - 2500</b>
Corporate Manager	1100 - 1600	<b>1200 - 1700</b>
Contract Manager	900 - 1300	<b>1000 - 1500</b>
Compliance Officer/Data Protection Officer	1200 - 2200	<b>1200 - 2300</b>
<b>Human Resources</b>		
Group HR Director	1500 - 1800	<b>1600 - 2100</b>
Country HR Director	1200 - 1600	<b>1200 - 1600</b>
Site HR Director	1000 - 1300	<b>1000 - 1300</b>
Compensation & Benefits Director	1000 - 1500	<b>1100 - 1500</b>
<b>Engineering</b>		
Chief Restructuring Officer	1500 - 3000	<b>1500 - 3500</b>
Industrial Site Director	1000 - 1500	<b>1000 - 1500</b>
Procurement Director	900 - 1600	<b>1000 - 2500</b>
Supply Chain Director	900 - 1300	<b>1000 - 2000</b>
Quality Director	900 - 1500	<b>1000 - 2000</b>

NB: Interim management figures are daily rates.

# PARIS

## INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
<b>Information Technology</b>		
CIO	1200 - 3000	<b>1200 - 3000</b>
CTO	1200 - 2000	<b>1200 - 2000</b>
Programme Director	900 - 1500	<b>900 - 1500</b>
<b>Banking &amp; Insurance</b>		
HR Director	1000 - 1500	<b>1000 - 1500</b>
Risk & Compliance Director	900 - 1400	<b>1100 - 1500</b>
Technical Director	900 - 1400	<b>1100 - 1500</b>
<b>Real Estate</b>		
Managing Director	1500 - 2200	<b>1500 - 2200</b>
Programme Director	900 - 1600	<b>900 - 1600</b>
<b>Private Equity</b>		
CFO	1200 - 2000	<b>1200 - 2000</b>
Deputy CEO	1300 - 2200	<b>1300 - 2200</b>

NB: Interim management figures are daily rates.

# PARIS

## CONTRACT

### ACCOUNTING & FINANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
<b>Accounting</b>				
General Accountant	30 - 44k	<b>32 - 45k</b>	19 - 24	<b>12 - 13</b>
Accounting Officer	29 - 33k	<b>30 - 35k</b>	15 - 20	<b>15 - 19</b>
Accounts Receivable	28 - 32k	<b>28 - 32k</b>	14 - 18	<b>14 - 18</b>
Accounts Payable	24 - 32k	<b>24 - 32k</b>	13 - 18	<b>13 - 18</b>
Accounting Clerk	21 - 30k	<b>21 - 26k</b>	11 - 14	<b>11 - 14</b>
<b>Finance</b>				
Treasury Officer	38 - 50k	<b>40 - 50k</b>	21 - 28	<b>22 - 28</b>
Credit Manager	38 - 47k	<b>40 - 50k</b>	19 - 25	<b>22 - 28</b>
Junior Business Controller	33 - 46k	<b>35 - 40k</b>	19 - 25	<b>19 - 22</b>
Debt Recovery Officer	26 - 32k	<b>26 - 32k</b>	14 - 18	<b>14 - 18</b>

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

### BANKING

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Back Office	26 - 34k	<b>26 - 35k</b>	14 - 19	<b>14 - 19</b>
Middle Office	32 - 40k	<b>34 - 42k</b>	18 - 22	<b>19 - 23</b>
Private Credit Analyst	26 - 30k	<b>26 - 30k</b>	14 - 16	<b>14 - 16</b>
Corporate Financial Analyst	28 - 35k	<b>28 - 40k</b>	15 - 19	<b>15 - 22</b>
Online Banking Customer Advisor	24 - 26k	<b>22 - 26k</b>	13 - 14	<b>12 - 14</b>
Private Banking Assistant	28 - 36k	<b>28 - 36k</b>	15 - 20	<b>15 - 20</b>
Compliance Officer	35 - 45k	<b>35 - 50k</b>	19 - 25	<b>19 - 27</b>
Regulatory Accountant	35 - 50k	<b>35 - 50k</b>	19 - 27	<b>19 - 27</b>

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

# PARIS

## CONTRACT

### BUSINESS SUPPORT

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Executive Board Assistant	45 - 55k	<b>42 - 55k</b>	25 - 30	<b>24 - 30</b>
Office Manager	35 - 40k	<b>35 - 45k</b>	19 - 23	<b>19 - 25</b>
Executive Assistant	40 - 45k	<b>38 - 45k</b>	23 - 25	<b>21 - 25</b>
Team Assistant	34 - 37k	<b>27 - 35k</b>	18 - 20	<b>14 - 19</b>
Administration Assistant	20 - 25k	<b>20 - 27k</b>	11 - 14	<b>11 - 14</b>

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

### CONSTRUCTION

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Quantity Surveyor	25 - 35k	<b>27 - 37k</b>	14 - 19	<b>15 - 21</b>
Cost Estimation Technician/Engineer	25 - 45k	<b>28 - 45k</b>	14 - 25	<b>15 - 25</b>
Construction Site Manager	46 - 60k	<b>45 - 65k</b>	25 - 33	<b>25 - 35</b>
Junior Construction Site Manager	26 - 36k	<b>26 - 40k</b>	14 - 21	<b>14 - 22</b>
Senior Construction Site Manager	36 - 46k	<b>35 - 50k</b>	21 - 25	<b>19 - 27</b>
Design Drafter	30 - 40k	<b>30 - 45k</b>	16 - 22	<b>16 - 25</b>
Project Manager	28 - 45k	<b>30 - 50k</b>	15 - 24	<b>16 - 27</b>
Construction Assistant	25 - 35k	<b>25 - 35k</b>	14 - 19	<b>14 - 19</b>
Maintenance Technician	27 - 35k	<b>27 - 37k</b>	15 - 19	<b>15 - 20</b>

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

# PARIS

## CONTRACT

### HUMAN RESOURCES & LEGAL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
<b>Human Resources</b>				
Recruitment Officer	30 - 38k	<b>30 - 38k</b>	16 - 21	<b>16 - 21</b>
HR Officer	30 - 36k	<b>30 - 36k</b>	16 - 20	<b>16 - 20</b>
Training Officer	32 - 38k	<b>32 - 38k</b>	18 - 21	<b>18 - 21</b>
HR Assistant	25 - 32k	<b>26 - 32k</b>	15 - 19	<b>16 - 19</b>
Payroll Administrator	28 - 34k	<b>30 - 36k</b>	15 - 19	<b>16 - 20</b>
<b>Legal</b>				
Legal Counsel	35 - 45k	<b>35 - 45k</b>	19 - 25	<b>19 - 25</b>
Legal Assistant	28 - 32k	<b>28 - 32k</b>	15 - 18	<b>15 - 18</b>

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

# PARIS

## CONTRACT

### INFORMATION TECHNOLOGY & DIGITAL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Project Manager - Information Systems	40 - 50k	<b>45 - 50k</b>	22 - 27	<b>25 - 27</b>
Project Owner	35 - 50k	<b>35 - 50k</b>	19 - 27	<b>19 - 27</b>
System & Network Manager	30 - 38k	<b>34 - 38k</b>	16 - 21	<b>17 - 21</b>
Helpdesk Technician	21 - 26k	<b>22 - 26k</b>	13 - 15	<b>12 - 14</b>
Design & Development Engineer	38 - 40k	<b>38 - 45k</b>	20 - 22	<b>21 - 25</b>
Web Designer/Webmaster	28 - 35k	<b>28 - 35k</b>	14 - 18	<b>15 - 19</b>

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

### INSURANCE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Underwriter	35 - 45k	<b>35 - 45k</b>	19 - 25	<b>19 - 25</b>
Production Manager	27 - 35k	<b>27 - 35k</b>	15 - 19	<b>15 - 19</b>
Claims Manager	30 - 35k	<b>30 - 35k</b>	16 - 19	<b>16 - 19</b>
Call Centre Operator	24 - 28k	<b>25 - 30k</b>	14 - 15	<b>14 - 16</b>
Insurance Accountant	32 - 38k	<b>32 - 38k</b>	17 - 20	<b>17 - 20</b>

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

# PARIS

## CONTRACT

### REAL ESTATE

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Co-ownership Manager	32 - 50k	<b>34 - 50k</b>	18 - 28	<b>18 - 28</b>
Rental Manager	27 - 35k	<b>28 - 35k</b>	14 - 19	<b>15 - 19</b>
Principal Accountant	30 - 38k	<b>30 - 38k</b>	16 - 21	<b>16 - 21</b>
Co-ownership Accountant	28 - 38k	<b>28 - 38k</b>	15 - 21	<b>15 - 21</b>
Rental Accountant	28 - 38k	<b>28 - 38k</b>	15 - 21	<b>15 - 21</b>
Co-ownership Administration Assistant	25 - 32k	<b>25 - 33k</b>	13 - 18	<b>13 - 18</b>
Rental Administration Assistant	23 - 28k	<b>23 - 29k</b>	12 - 15	<b>12 - 16</b>
Property Manager	32 - 50k	<b>32 - 50k</b>	18 - 27	<b>18 - 27</b>
Accountant	34 - 45k	<b>34 - 48k</b>	18 - 25	<b>18 - 26</b>
Administration Assistant	28 - 33k	<b>28 - 32k</b>	15 - 18	<b>15 - 17</b>
Estate Technical Manager	32 - 45k	<b>32 - 45k</b>	18 - 25	<b>18 - 25</b>
Estate Technical Assistant	28 - 33k	<b>28 - 33k</b>	15 - 18	<b>15 - 18</b>

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

### RETAIL

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
Sales Associate	22 - 25k	<b>22 - 25k</b>	12 - 14	<b>12 - 14</b>
Assistant Store Manager	32 - 36k	<b>32 - 36k</b>	17 - 20	<b>17 - 20</b>
Store Manager	40 - 45k	<b>40 - 45k</b>	23 - 25	<b>23 - 25</b>

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

# PARIS

## CONTRACT

### SALES MANAGEMENT & SUPPLY CHAIN

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
<b>Sales Management</b>				
Sales Administration Assistant	22 - 28k	<b>22 - 28k</b>	12 - 15	<b>12 - 15</b>
Sales Assistant	23 - 28k	<b>23 - 28k</b>	12 - 15	<b>12 - 15</b>
Import/Export	28 - 34k	<b>28 - 34k</b>	15 - 18	<b>15 - 18</b>
Customer Service Assistant	19 - 22k	<b>19 - 22k</b>	12 - 13	<b>12 - 13</b>
Database Manager	28 - 35k	<b>28 - 33k</b>	15 - 19	<b>15 - 19</b>
<b>Supply Chain</b>				
Purchasing Agent	30 - 40k	<b>30 - 40k</b>	16 - 22	<b>16 - 22</b>
Purchasing Assistant	22 - 26k	<b>22 - 26k</b>	12 - 14	<b>12 - 14</b>
Supplier	26 - 32k	<b>26 - 32k</b>	14 - 17	<b>14 - 17</b>
Sales Forecaster	40 - 45k	<b>40 - 45k</b>	22 - 25	<b>22 - 25</b>
Logistics Coordinator	28 - 33k	<b>28 - 33k</b>	15 - 18	<b>15 - 18</b>

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

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
CFO (€500m+ turnover)			100 - 150k	<b>100 - 150k</b>	130k+	<b>130k+</b>
CFO (<€500m turnover)			80 - 120k	<b>80 - 120k</b>	120k+	<b>120k+</b>
Consolidation (statutory)	60 - 90k	<b>60 - 90k</b>	70 - 100k	<b>70 - 100k</b>	90 - 130k	<b>90 - 130k</b>
Accounting Manager	50 - 60k	<b>55 - 65k</b>	60 - 90k	<b>65 - 90k</b>	70 - 110k	<b>80 - 110k</b>
Treasury & Cash Manager	50 - 70k	<b>50 - 70k</b>	60 - 85k	<b>60 - 85k</b>	75 - 100k	<b>75 - 110k</b>
Internal Auditor	50 - 70k	<b>50 - 80k</b>	70 - 90k	<b>80 - 90k</b>	80 - 110k	<b>90 - 110k</b>
Business Controller	50 - 70k	<b>50 - 75k</b>	60 - 85k	<b>60 - 85k</b>	80k+	<b>90k+</b>

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

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Research &amp; Development</b>						
R&D Director			80k+	<b>80k+</b>	90k+	<b>95k+</b>
Project Manager			70k+	<b>70k+</b>	80k+	<b>80k+</b>
<b>Manufacturing</b>						
COO			80k+	<b>90k+</b>	110k+	<b>110k+</b>
Plant Manager	65 - 75k	<b>65 - 75k</b>	75 - 90k	<b>75 - 90k</b>	90k+	<b>90k+</b>
Maintenance Manager	40 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 80k</b>	80 - 100k	<b>80 - 100k</b>
Head of Production	40 - 60k	<b>45 - 65k</b>	65 - 75k	<b>65 - 75k</b>	75 - 85k	<b>75 - 85k</b>
Quality Director			65 - 80k	<b>70 - 85k</b>	85k+	<b>90k+</b>
Continuous Improvement Manager	50 - 60k	<b>50 - 60k</b>	60 - 70k	<b>60 - 75k</b>	75 - 95k	<b>80k+</b>
HSE Manager	45 - 60k	<b>45 - 60k</b>	60 - 70k	<b>60 - 70k</b>	75 - 85k	<b>80k+</b>
<b>Supply Chain</b>						
Supply Chain Director			75 - 90k	<b>80 - 95k</b>	100k+	<b>110k+</b>
Procurement Director			75 - 85k	<b>75 - 90k</b>	90k+	<b>100k+</b>
Purchaser	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 70k</b>		

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

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 10 YRS' EXP		10 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Regulatory Affairs Manager	60 - 75k	<b>60 - 75k</b>	75 - 80k	<b>75 - 85k</b>	80 - 120k	<b>85 - 130k</b>
Quality Assurance Manager	60 - 75k	<b>60 - 75k</b>	75 - 80k	<b>75 - 85k</b>	80 - 120k	<b>85 - 130k</b>
R&D Project Manager	50 - 60k	<b>50 - 60k</b>	60 - 80k	<b>60 - 80k</b>	80 - 100k	<b>80 - 110k</b>
Clinical Research Manager	55 - 65k	<b>55 - 70k</b>	65 - 80k	<b>70 - 85k</b>	80 - 100k	<b>85 - 110k</b>
Medical Marketing Manager	60 - 75k	<b>60 - 80k</b>	75 - 90k	<b>80 - 100k</b>	90 - 110k	<b>100 - 120k</b>
Business Developer	60 - 80k	<b>60 - 80k</b>	80 - 100k	<b>80 - 100k</b>	100 - 120k	<b>100 - 140k</b>

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

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
HR Director			100 - 120k	<b>100 - 120k</b>	100 - 150k	<b>110 - 160k</b>
Plant HR Manager	50 - 65k	<b>55 - 65k</b>	60 - 85k	<b>70 - 90k</b>	70 - 100k	<b>70 - 100k</b>
Labour Law Specialist	50 - 60k	<b>55 - 65k</b>	60 - 80k	<b>60 - 80k</b>	70 - 100k	<b>70 - 100k</b>
Compensation & Benefits Specialist	50 - 85k	<b>60 - 85k</b>	70 - 85k	<b>70 - 85k</b>		
Talent Manager	40 - 60k	<b>45 - 65k</b>	60 - 80k	<b>60 - 80k</b>		

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

## LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Legal Director			70 - 100k	<b>75 - 100k</b>	100k+	<b>100 - 130k</b>
Legal Manager	50 - 60k	<b>50 - 60k</b>	55 - 65k	<b>55 - 65k</b>	70 - 80k	<b>70 - 80k</b>
Legal Expert	45 - 55k	<b>45 - 55k</b>	55 - 70k	<b>50 - 65k</b>		

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

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
CIO			90 - 120k	<b>90 - 120k</b>	120k+	<b>120k+</b>
Head of Applications			70 - 90k	<b>70 - 90k</b>	90k+	<b>90k+</b>
Head of Infrastructure			60 - 80k	<b>65 - 85k</b>	80k+	<b>85k+</b>
Security Manager	45 - 65k	<b>50 - 70k</b>	70 - 80k	<b>75 - 85k</b>	80k+	<b>90k+</b>
Programme/Project Manager	50 - 65k	<b>55 - 65k</b>	70 - 95k	<b>70 - 95k</b>	85k+	<b>85k+</b>
Enterprise Architect	50 - 65k	<b>55 - 70k</b>	65 - 80k	<b>70 - 85k</b>	80k+	<b>90k+</b>

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

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Sales</b>						
Sales Manager/Director	70 - 90k	<b>70 - 90k</b>	80 - 100k	<b>80 - 110k</b>	110k+	<b>110 - 130k</b>
Business Development Manager	50 - 70k	<b>50 - 70k</b>	70 - 80k	<b>70 - 85k</b>	90k+	<b>80 - 100k</b>
Key Account Manager	45 - 60k	<b>50 - 60k</b>	55 - 70k	<b>55 - 75k</b>	65 - 80k	<b>65 - 80k</b>
<b>Marketing</b>						
Marketing Manager/Director	70 - 80k	<b>70 - 80k</b>	80 - 100k	<b>80 - 100k</b>	100k+	<b>100k+</b>
Product Manager	45 - 60k	<b>50 - 60k</b>	60 - 80k	<b>60 - 80k</b>		

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

ROLE	CONTRACT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
<b>Business Support</b>				
Sales Administration Assistant	23 - 25k	<b>23 - 26k</b>	12 - 14	<b>12 - 14</b>
International Sales Administration Assistant	24 - 26k	<b>24 - 26k</b>	13 - 14	<b>13 - 14</b>
<b>Accounting - Finance - HR</b>				
General Accountant	28 - 32k	<b>29 - 33k</b>	15 - 18	<b>16 - 18</b>
Payroll Administrator	28 - 30k	<b>29 - 32k</b>	15 - 16	<b>16 - 17</b>
Third Party Accountant	21 - 23k	<b>21 - 23k</b>	12 - 13	<b>12 - 13</b>
Business Controller	38 - 42k	<b>38 - 43k</b>	21 - 23	<b>21 - 24</b>
<b>Logistics</b>				
Logistics Assistant	23 - 25k	<b>23 - 25k</b>	12 - 13	<b>12 - 13</b>
Road Assistant	22 - 27k	<b>23 - 27k</b>	12 - 14	<b>12 - 14</b>
International Logistics Assistant	26 - 30k	<b>26 - 30k</b>	14 - 16	<b>14 - 16</b>

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

# TOULOUSE

## SALES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Sales Manager	70 - 80k	<b>70 - 80k</b>	80 - 110k	<b>80 - 110k</b>	110k+	<b>110k+</b>
Business Development Manager	60 - 70k	<b>60 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90k+	<b>90k+</b>
Export Sales Manager			70 - 90k	<b>70 - 90k</b>	90 - 120k	<b>90 - 120k</b>
Key Account Manager	50 - 60k	<b>55 - 65k</b>	60 - 80k	<b>70 - 85k</b>		
Sales Engineer	50 - 60k	<b>50 - 60k</b>	60 - 90k	<b>60 - 80k</b>		

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## FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
CFO (Group)			80 - 120k	<b>90 - 120k</b>	120k+	<b>120k+</b>
CFO (SME)			80 - 85k	<b>80 - 90k</b>	80 - 110k	<b>90 - 120k</b>
Accounting Director			55 - 70k	<b>55 - 70k</b>	70 - 95k	<b>70 - 100k</b>
Business Analyst	40 - 55k	<b>45 - 55k</b>	50 - 65k	<b>55 - 65k</b>	60 - 75k	<b>65 - 75k</b>
Financial Controller	45 - 60k	<b>45 - 60k</b>	55 - 70k	<b>55 - 70k</b>	65 - 80k	<b>65 - 80k</b>
Accounting Manager	35 - 40k	<b>35 - 40k</b>	40 - 50k	<b>40 - 50k</b>	50 - 60k	<b>50 - 60k</b>
Treasury Manager			60 - 70k	<b>55 - 70k</b>	70 - 90k	<b>70 - 90k</b>

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

# TOULOUSE

## MANUFACTURING & SUPPLY CHAIN

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Manufacturing</b>						
UAP Manager	45 - 60k	<b>45 - 60k</b>	60 - 75k	<b>60 - 75k</b>	70 - 90k	<b>70 - 90k</b>
Maintenance Manager			60 - 75k	<b>60 - 75k</b>	75 - 90k	<b>75 - 90k</b>
Production Manager			65 - 80k	<b>65 - 80k</b>	75 - 90k	<b>75 - 90k</b>
Plant Manager					80 - 110k	<b>80 - 110k</b>
<b>Supply Chain</b>						
Supply Chain Manager			65 - 75k	<b>65 - 75k</b>	80k+	<b>80k+</b>
Procurement Manager			65 - 75k	<b>70 - 80k</b>	75k+	<b>80k+</b>
Supply Chain Engineer	50 - 60k	<b>50 - 60k</b>	55 - 65k	<b>55 - 65k</b>		
Procurement Engineer	50 - 60k	<b>50 - 60k</b>	55 - 65k	<b>55 - 65k</b>		
Supply Chain Project Manager			60 - 70k	<b>60 - 70k</b>		

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

# TOULOUSE

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
Data Scientist	50 - 60k	<b>60 - 70k</b>	75 - 100k	<b>75 - 100k</b>	90 - 130k	<b>90 - 130k</b>
IS Architect			65 - 75k	<b>65 - 75k</b>	80 - 100k	<b>80 - 100k</b>

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

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
HR Director			80 - 100k	<b>80 - 100k</b>	120 - 140k	<b>120 - 140k</b>
HR Manager	50 - 60k	<b>50 - 60k</b>	60 - 85k	<b>60 - 80k</b>	80 - 100k	<b>80 - 100k</b>

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

## RESEARCH & DEVELOPMENT - ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	5 - 8 YRS' EXP		8 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
R&D - Engineering Manager			70 - 90k	<b>70 - 90k</b>	110 - 140k	<b>110 - 140k</b>
Project/Programme Manager			60 - 80k	<b>60 - 80k</b>	80 - 100k	<b>80 - 100k</b>
Technical Expert	50 - 60k	<b>55 - 65k</b>	65 - 75k	<b>65 - 75k</b>	80k+	<b>80k+</b>

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

# GERMANY

## 2017

The German recruitment market has traditionally been candidate short, especially where senior professionals are concerned. However these shortages increased in 2017 as the economy improved, which led more companies to try to hire new talent.

In financial services, front office professionals were highly sought after in Frankfurt, particularly junior and mid-level M&A and corporate finance specialists. The candidate short market forced employers to source additional staff, as professionals were less willing to work long hours.

Mid-office professionals, such as specialists in finance, audit, legal regulatory, compliance and risk, were also in high demand, driven by the positive economic environment and the potential for certain functions of banks and financial services firms to relocate to Germany following Brexit.

SME businesses were also active in hiring, taking advantage of opportunities in e-commerce and digitalisation to expand and remain competitive in a globalised economy. Professionals with a background in tech, web development and related fields were highly sought after, particularly sales and marketing specialists with experience in growing market share.

Within the legal sector, demand for associate level professionals outstripped supply, regardless of the area of specialisation, as candidates at this level moved towards favouring jobs which could offer a better work-life balance.

# 57%

OF PROFESSIONALS IN GERMANY  
ARE LOOKING TO CHANGE JOBS  
WITHIN THE NEXT 12 MONTHS

“

Skills shortages will persist as the economic situation stays positive. As businesses expand, competition for talent will intensify.

”



**NICK DUNNETT,**  
**MANAGING DIRECTOR,**  
**GERMANY & SWITZERLAND**

## 2018

Skills shortages will persist as the economic situation stays positive. As businesses expand, competition for talent will intensify, especially for mid-level candidates. Increasing specialisation within banking and financial services, owing to 4.0 big data and future trends in all areas, will see employers struggle to recruit for specialised roles. Professionals to support digitalisation projects and experts with IT skills will be in highest demand.

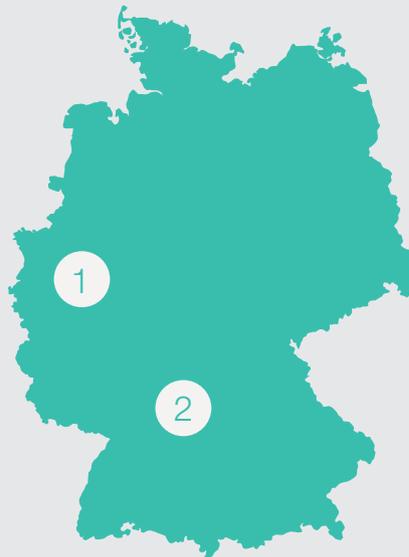
In Frankfurt, opportunities for financial services professionals will grow, with expansion qualified by the terms of Brexit. Specialists in audit, risk, accountancy, compliance and regulatory fields will be highly sought after, due to legislative pressure. Opportunities will be abundant for accountants moving from the 'Big 4' to in-house roles, due to demand for finance specialists across all sectors.

Technology firms will seek sales and marketing professionals to fill niche roles requiring expert knowledge to grow market share. IT professionals such as developers, cyber security and AI experts will be in demand to support digitalisation and e-commerce projects.

To secure candidates, employers must implement clear hiring processes, identifying all stakeholders and making offers quickly. Salary will be a priority for many professionals, but employers should also consider the importance of work-life balance and a supportive working environment. To meet workplace diversity and inclusion targets, such as having a balanced ratio of women in the workplace (with at least 30% women in top boardrooms), employers will have to access new talent pools.



Of professionals feel optimistic about the job opportunities available in 2018



1

Düsseldorf – Jobs up by 35% in IT year-on-year

2

Frankfurt – Jobs up by 83% in banking year-on-year

# OVERVIEW



# 71%

OF PROFESSIONALS BELIEVE  
THEY WOULD BENEFIT FROM  
MENTORING PROGRAMMES

## ACCOUNTING & FINANCE

Recruitment levels for finance professionals were high in 2017, with regulatory pressure driving demand for compliance specialists, particularly from consultancies and the regulatory departments of banks.

The strong economy also drove job creation, with SMEs looking to source finance staff as well as businesses in the manufacturing, IT and service sectors.

Demand was highest for mid to senior-level candidates with a background in control, accounting and audit. Accountants with international knowledge and experience with local Gaaps, compliance and risk management were also highly prized.

Salaries saw a slight increase over the year as employers competed to secure top talent. This competition also led to more employers embracing flexible working strategies and promoting the content of roles to attract candidates.

We expect demand for finance professionals to remain high throughout 2018, with junior candidates being highly sought after as businesses look to expand. In addition to the sectors which were active in hiring in 2017, mid-size tax consultancies, the 'Big 4' accountancy firms and the service sector are likely to increase recruitment.

Employers will face skills shortages, particularly when looking to source

specialists in compliance, internal audit, and risk management, or candidates with international experience. To secure top calibre professionals, employers will need to offer competitive salaries, but team and department structures are also growing priorities for many candidates.

## BANKING & FINANCIAL SERVICES

Recruitment levels were high in banking and financial services in 2017, with demand for front, mid and back office professionals. Small to mid-sized banks sought specialists in regulatory reporting, while investment and corporate banks increased headcount across all divisions in response to the strong German economy. Advisory professionals were in high demand from M&A and capital markets firms.

“

We expect demand for finance professionals to remain high throughout 2018, with junior candidates being highly sought after.

”

Junior professionals were sought by investment banks at associate and VP level, while mid-level professionals specialising in compliance, risk, audit and tax were also popular. Senior professionals were in demand to fill international management roles.

Professionals bilingual in English and German were in extremely high demand, as were those who could demonstrate strong IT skills.

Salaries rose for banking and financial services professionals, with compliance and audit specialists enjoying the largest increments.

Throughout 2018, Brexit is likely to have an impact on hiring in banking and financial services as it becomes clearer whether firms are likely to relocate operations to Germany. Junior-level candidates with a specialisation in internal audit, risk and compliance will be in high demand as firms look to take on staff in these key areas and create secure talent pipelines.

With skills shortages likely, particularly for mid-level professionals, employers will need to offer competitive salaries, structured career progression and good work-life balance to secure top talent.

## INFORMATION TECHNOLOGY

IT professionals were in high demand throughout 2017, particularly those with an e-commerce, mobile development, IT Security or BI background. Mid and senior-level professionals were the most highly sought after as businesses looked to implement BI solutions, develop an e-commerce presence and explore the possibilities offered by machine learning and AI.

Salaries rose as demand for IT specialists outstripped supply. Candidate confidence remained high, leading many professionals to explore new opportunities.

In 2018, demand for candidates will remain high, with specialist skills becoming more and more important. As such, employers will have small talent pools to draw on and must compete to attract and secure the best candidates. In particular, operative IT positions in industries such as production, manufacturing and automotive will be challenging to fill, as candidates will require specific software knowledge.

Salaries will continue to rise as candidate shortages persist. Employers will need to ensure that remuneration is competitive, while also considering other incentives to attract talent. Mentoring schemes, flexible and remote working options, as well as talent development, are all high priorities for candidates.

## LEGAL

Demand for candidates was high across private practice in 2017, with national and international firms actively seeking talent. In Frankfurt and Munich, demand was highest for specialists in M&A, private equity and banking and finance, while in Düsseldorf legal professionals with a background in IP, IT and data protection were sought after. In Hamburg, demand rose for specialists in renewable energy and real estate law.

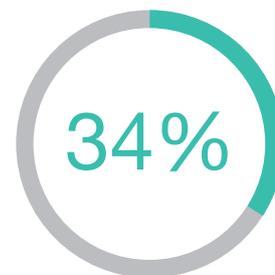
In-house roles attracted many candidates, shrinking the available talent pool for private practice firms and forcing employers to compete for top talent.



# 59%

OF PROFESSIONALS BELIEVE THAT IT IS VERY IMPORTANT FOR EMPLOYERS TO SET OUT CLEAR GUIDELINES OUTLINING GENDER DIVERSITY

Law firms were keen to recruit candidates at the junior level who could be effectively inducted into the company culture and trained to create a secure talent pipeline. Mid- and senior-level candidates could secure pay rises when moving to smaller practice groups where their specialist expertise could add significant value and help the firm expand.



Of professionals would accept a counter-offer to remain in their current role

Candidates with international experience and English language fluency were highly sought after by private practice firms, a strong academic record was also considered important. However, employers also placed a growing emphasis on entrepreneurialism and drive to add value.

Salaries in private practice rose before stabilising at a high plateau. Despite ongoing candidate shortages, further growth is unlikely in 2018.

Demand will remain high for top calibre candidates as the economy continues to grow. However, increased regulatory requirements have led to rising hourly rates in risk-mitigating fields of law such as internal investigations, tax and anti-trust, as well as corporate litigation and arbitration. As legal tech will transform the traditional transactional teams

in the coming years, early attention to these talent pools is advised.

To secure the most desirable candidates, employers must consider offering flexible working arrangements and initiatives to improve work-life balance, as well as providing transparent career progression models for mid-level professionals.

## SALES & MARKETING

Recruitment levels were high in 2017, with digitalisation projects across many businesses spurring hiring activity. UX managers and designers, product owners and digital project managers were all highly sought after.

SME businesses played a key role in driving demand as they looked to grow their market share to compete with international businesses, embracing digitalisation to tap into

“

In 2018, demand will remain high for top calibre candidates as the economy continues to grow.

”

new markets and sourcing candidates with strong technical skills.

Within sales, ICT was highly active. Candidates with a background in BI, security and enterprise solutions were highly sought after. The automotive industry also saw high levels of hiring activity, sourcing sales people with digital experience.

Mid-level candidates saw highest demand for their skills, particularly if they could demonstrate expertise in SEO, SEA, UX and social media. Candidates with this skill set were in a strong position to command generous salaries from employers.

Demand for digital specialists will continue throughout 2018, with specific knowledge of how to improve and develop a company's online offering to drive growth and increase revenue. In the sales space, BI and IT security specialists will be in high demand, and salaries will rise to reflect this.

Employers will face significant skills shortages when looking for strong digital candidates, and securing top talent will be challenging. Businesses will need to offer competitive salaries, structured career progression and flexible working hours to attract the best calibre professionals.



90%

OF PROFESSIONALS BELIEVE  
BETTER WORK-LIFE BALANCE  
WILL INCREASE MOTIVATION IN  
THE WORKPLACE

# GERMANY

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2017	2018	2017	2018	2017	2018
<b>Finance</b>						
CFO	160k+	<b>160k+</b>	160k+	<b>160k+</b>	900+	<b>900+</b>
Finance Director	90 - 145k	<b>100 - 150k</b>	110 - 180k	<b>120 - 180k</b>	650 - 1050	<b>650 - 1050</b>
Finance Manager	80 - 100k	<b>80 - 120k</b>	95 - 140k	<b>100 - 150k</b>	550 - 850	<b>550 - 850</b>
FP&A Manager	70k+	<b>70k+</b>	80 - 90k	<b>90k+</b>		
Partner Audit Firms			200k+	<b>200k+</b>	1100+	<b>1100+</b>
Manager Audit Firms	60 - 75k	<b>65 - 80k</b>	80 - 120k	<b>70 - 80k</b>		
Associate	40 - 50k	<b>55 - 75k</b>	55 - 65k	<b>55 - 65k</b>		
Internal Audit Manager	60 - 70k	<b>60 - 80k</b>	80 - 120k	<b>80 - 120k</b>		
<b>Accounting</b>						
Chief Accountant	70 - 100k	<b>75 - 100k</b>	90 - 130k	<b>90 - 130k</b>	550 - 750	<b>600 - 800</b>
Senior Accountant	55 - 75k	<b>65 - 75k</b>	60 - 90k	<b>65 - 95k</b>	350 - 550	<b>450 - 650</b>
Financial Analyst	55 - 75k	<b>55 - 80k</b>	65 - 90k	<b>70 - 100k</b>	350 - 550	<b>450 - 650</b>
<b>Tax &amp; Treasury</b>						
Tax Manager	75 - 100k	<b>80 - 110k</b>	90 - 140k	<b>95 - 140k</b>	500 - 850	<b>600 - 900</b>
Tax Consultant/Specialist	55 - 75k	<b>60 - 80k</b>	75 - 90k	<b>75 - 90k</b>	350 - 550	<b>400 - 600</b>
Treasurer	60 - 90k	<b>60 - 90k</b>	75 - 120k	<b>75 - 120k</b>	450 - 700	<b>500 - 750</b>
Credit Manager	60 - 80k	<b>60 - 90k</b>	75 - 110k	<b>75 - 110k</b>	450 - 650	<b>450 - 650</b>
<b>Controlling</b>						
Head of Controlling	80 - 110k	<b>80 - 110k</b>	100 - 140k	<b>100 - 140k</b>	600 - 850	<b>600 - 850</b>
Senior Controller	55 - 85k	<b>60 - 90k</b>	70 - 100k	<b>80 - 110k</b>	400 - 600	<b>450 - 650</b>
Controller	45 - 60k	<b>50 - 65k</b>	75 - 110k	<b>75 - 110k</b>	300 - 400	<b>300 - 400</b>
<b>Corporate Finance</b>						
M&A Manager/Director	100 - 130k	<b>100 - 130k</b>	120 - 180k	<b>120 - 200k</b>	700 - 1100	<b>700 - 1100</b>
M&A Senior Consultant	55 - 85k	<b>60 - 90k</b>	70 - 100k	<b>75 - 110k</b>	400 - 600	<b>400 - 600</b>

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

# GERMANY

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2017	2018
<b>Corporate &amp; Investment Banking</b>		
<b>Corporate Finance Advisory (Tier 1)</b>		
Managing Director	300 - 400k	<b>300 - 400k</b>
Director	200 - 250k	<b>200 - 250k</b>
VP	160 - 180k	<b>160 - 180k</b>
Associate	105 - 140k	<b>105 - 140k</b>
Analyst	65 - 95k	<b>65 - 95k</b>
<b>Corporate Finance Advisory (Tier 2)</b>		
Managing Director	180k+	<b>180k+</b>
Director	130 - 180k	<b>130 - 180k</b>
VP	90 - 130k	<b>90 - 130k</b>
Associate	70 - 100k	<b>70 - 100k</b>
Analyst	50 - 70k	<b>50 - 70k</b>
<b>Corporate Banking</b>		
Managing Director	200k+	<b>200k+</b>
Director	150 - 200k	<b>150 - 200k</b>
VP	90 - 130k	<b>90 - 130k</b>
Associate	60 - 90k	<b>60 - 90k</b>
<b>Private Equity</b>		
Director/Partner	180k+	<b>180k+</b>
Investment Manager	80 - 150k	<b>80 - 150k</b>
Investment Analyst	55- 85k	<b>55 - 85k</b>

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

# GERMANY

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2017	2018	2017	2018
<b>Risk</b>				
CRO			140 - 180k	<b>140 - 180k</b>
Risk Controller	60 - 90k	<b>60 - 90k</b>	80 - 160k	<b>80 - 160k</b>
Credit Risk Manager	55 - 85k	<b>65 - 90k</b>	80 - 140k	<b>80 - 140k</b>
Operational/Market Risk Manager	65 - 100k	<b>65 - 100k</b>	90 - 160k	<b>90 - 160k</b>
<b>Compliance</b>				
Head of Compliance			120 - 170k	<b>125 - 175k</b>
Compliance Manager	65 - 110k	<b>70 - 115k</b>	95 - 170k	<b>100 - 175k</b>
AML/Financial Crime Officer	60 - 100k	<b>65 - 105k</b>	90 - 160k	<b>95 - 165k</b>
<b>Corporate Functions</b>				
CFO/COO			160k+	<b>160k+</b>
Financial Controller	65 - 85k	<b>65 - 85k</b>	75 - 110k	<b>75 - 110k</b>
Accounting	45 - 75k	<b>45 - 75k</b>	70 - 110k	<b>70 - 110k</b>
Tax Manager	65 - 90k	<b>65 - 90k</b>	85 - 140k	<b>90 - 150k</b>
Internal Audit	60 - 90k	<b>60 - 90k</b>	85 - 160k	<b>90 - 150k</b>
Regulatory Reporting	70 - 100k	<b>70 - 100k</b>	80 - 120k	<b>80 - 120k</b>

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

# GERMANY

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER DAY EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP			
	2017	2018	2017	2018	2017	2018
<b>Management</b>						
Chief Information Officer			130 - 230k	<b>130 - 235k</b>	850 - 1300	<b>850 - 1300</b>
Chief Technology Officer			120 - 210k	<b>120 - 215k</b>	700 - 1200	<b>700 - 1200</b>
Head of Enterprise Architecture	90 - 110k	<b>90 - 115k</b>	100 - 130k	<b>100 - 135k</b>	600 - 750	<b>600 - 750</b>
Head of ERP/CRM/BI	90 - 110k	<b>90 - 115k</b>	100 - 130k	<b>100 - 135k</b>	600 - 750	<b>600 - 750</b>
Head of Application Management	75 - 120k	<b>75 - 125k</b>	85 - 130k	<b>85 - 135k</b>	500 - 750	<b>500 - 750</b>
Head of Infrastructure & Operations	75 - 90k	<b>75 - 95k</b>	85 - 100k	<b>80 - 105k</b>	500 - 750	<b>500 - 750</b>
Team Leader Software Engineering	70 - 95k	<b>70 - 100k</b>	85 - 100k	<b>85 - 105k</b>	500 - 750	<b>500 - 750</b>
Team Leader Infrastructure & Operations	65 - 75k	<b>65 - 80k</b>	70 - 85k	<b>70 - 90k</b>	400 - 700	<b>400 - 700</b>
<b>Software Engineering</b>						
Project Leader	65 - 80k	<b>65 - 85k</b>	70 - 85k	<b>70 - 90k</b>	400 - 500	<b>400 - 500</b>
Project Manager	60 - 70k	<b>60 - 75k</b>	65 - 75k	<b>65 - 80k</b>	400 - 500	<b>400 - 500</b>
Enterprise Architect	75 - 85k	<b>75 - 90k</b>	80 - 95k	<b>80 - 100k</b>	500 - 600	<b>500 - 600</b>
Solution Architect	70 - 80k	<b>70 - 85k</b>	75 - 85k	<b>70 - 90k</b>	450 - 550	<b>450 - 550</b>
SAP In-house Consultant	65 - 75k	<b>65 - 80k</b>	75 - 80k	<b>75 - 85k</b>	450 - 550	<b>450 - 550</b>
Senior Software Engineer	55 - 70k	<b>55 - 75k</b>	65 - 75k	<b>65 - 80k</b>	400 - 500	<b>400 - 500</b>
Software Engineer	50 - 60k	<b>50 - 65k</b>	55 - 65k	<b>55 - 70k</b>	300 - 400	<b>300 - 400</b>
<b>Technical</b>						
IT Security Specialist	55 - 75k	<b>55 - 80k</b>	60 - 80k	<b>60 - 85k</b>	350 - 500	<b>350 - 500</b>
Mobile Developer	50 - 65k	<b>50 - 70k</b>	55 - 75k	<b>55 - 80k</b>	350 - 450	<b>350 - 450</b>

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

# GERMANY

## LEGAL

### PRIVATE PRACTICE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2017	2018
<b>US Firm</b>		
Equity Partner	500k+	<b>500k+</b>
Counsel/Local Partner	175 - 400k	<b>175 - 400k</b>
Senior Associate	125 - 260k	<b>130 - 260k</b>
Associate	100 - 160k	<b>100 - 160k</b>
<b>UK Firm</b>		
Equity Partner	400k+	<b>400k+</b>
Counsel/Local Partner	150 - 320k	<b>160 - 350k</b>
Senior Associate	120 - 160k	<b>120 - 160k</b>
Associate	95 - 130k	<b>100 - 130k</b>
<b>German Firm</b>		
Equity Partner	260k+	<b>260k+</b>
Counsel/Local Partner	160 - 250k	<b>160 - 250k</b>
Senior Associate	100 - 160k	<b>100 - 160k</b>
Associate	75 - 125k	<b>75 - 125k</b>

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

### IN-HOUSE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		INTERIM RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
General Counsel	130k+	<b>130k+</b>	80+	<b>80+</b>
Senior/Deputy General Counsel	100 - 135k	<b>100 - 135k</b>	65 - 100	<b>65 - 100</b>
Legal Counsel	75 - 90k	<b>75 - 90k</b>	55 - 70	<b>55 - 70</b>

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

# GERMANY

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2017	2018	2017	2018
<b>Sales</b>				
National Sales Director			140 - 190k	<b>150 - 200k</b>
Regional Sales Director			100 - 140k	<b>100 - 145k</b>
Sales Manager	100 - 140k	<b>100 - 145k</b>	120 - 150k	<b>130 - 160k</b>
Key Account Manager Automotive	70 - 100k	<b>75 - 110k</b>	90 - 150k	<b>90 - 150k</b>
Key Account Manager FMCG	70 - 110k	<b>70 - 110k</b>	85 - 130k	<b>85 - 135k</b>
Key Account Manager Manufacturing	65 - 90k	<b>70 - 95k</b>	80 - 120k	<b>80 - 120k</b>
Key Account Manager Retail	60 - 85k	<b>60 - 90k</b>	75 - 120k	<b>80 - 125k</b>
Key Account Manager Telco/IT-hardware	65 - 90k	<b>70 - 100k</b>	80 - 130k	<b>90 - 140k</b>
Key Account Manager Software	70 - 120k	<b>80 - 130k</b>	90 - 160k	<b>100 - 180k</b>
Key Account Manager Life Science	70 - 110k	<b>75 - 120k</b>	90 - 150k	<b>95 - 160k</b>
Key Account Manager Pharma	70 - 110k	<b>75 - 120k</b>	90 - 150k	<b>95 - 160k</b>
Sales Representative	50 - 80k	<b>65 - 90k</b>	60 - 95k	<b>85 - 100k</b>
Business Development Manager	70 - 95k	<b>70 - 100k</b>	85 - 130k	<b>90 - 135k</b>
Pre-sales Consultant	65 - 90k	<b>75 - 100k</b>	90 - 130k	<b>95 - 140k</b>
Sales Engineer	70 - 110k	<b>80 - 120k</b>	90 - 130k	<b>100 - 140k</b>

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

# GERMANY

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)		PERMANENT SALARY PER ANNUM EUR (€)	
	3 - 7 YRS' EXP		7 - 15+ YRS' EXP	
	2017	2018	2017	2018
<b>Marketing</b>				
Marketing Director	65 - 90k	<b>70 - 95k</b>	80 - 150k	<b>85 - 160k</b>
Marketing Manager	50 - 75k	<b>60 - 80k</b>	65 - 95k	<b>70 - 100k</b>
Online Marketing Manager	55 - 75k	<b>50 - 80k</b>	60 - 80k	<b>60 - 90k</b>
Digital/Performance Marketing Manager		<b>60 - 70k</b>		<b>75 - 85k</b>
Social Media Marketing Manager	50 - 75k	<b>60 - 75k</b>	60 - 80k	<b>60 - 80k</b>
UX/UXI Manager	60 - 75k	<b>65 - 80k</b>	75 - 95k	<b>80 - 100k</b>
Product Owner	55 - 70k	<b>60 - 75k</b>	70 - 85k	<b>75 - 90k</b>
Brand Manager	50 - 75k	<b>50 - 80k</b>	60 - 80k	<b>60 - 90k</b>
Category Manager	50 - 75k	<b>50 - 70k</b>	60 - 80k	<b>60 - 80k</b>
Product Manager B2B	55 - 80k	<b>60 - 80k</b>	75 - 100k	<b>80 - 110k</b>
Product Manager B2C	50 - 75k	<b>50 - 80k</b>	75 - 100k	<b>80 - 100k</b>

NB: Figures are salaries including benefits/bonuses/full OTE.

# IRELAND

## 2017

Hiring managers were active in sourcing talent across all levels of seniority, with replacement hiring and new job creation both spurring recruitment activity.

Financial services employers faced acute skills shortages, with demand for compliance and risk professionals outstripping supply. Specialists with a background in MiFID II, data protection and GDPR were in a strong position when changing roles, commanding high salaries and good benefits packages.

Regulatory pressure drove demand for finance professionals, such as junior and mid-level specialists in financial reporting, regulatory reporting and governance.

Demand was high from professional services firms looking for cyber security specialists who could sit across several functions and create integrated cyber security systems.

Due to the high demand for talent, counter-offers became a popular strategy among employers to retain staff. However, candidates showed priorities beyond salary when choosing a role, with the employer's brand being a key concern, particularly for millennial professionals.

Salaries saw modest increases, with high-demand candidates being able to secure larger increments when changing roles.

# 88%

**OF PROFESSIONALS ARE OPEN  
TO A JOB APPROACH WHEN  
NOT ACTIVELY LOOKING**

“

Due to the high demand for talent, counter-offers became a popular strategy among employers to retain staff.

”



**LOUISE CAMPBELL,  
MANAGING DIRECTOR,  
IRELAND**

## 2018

In 2018, we expect the job market will remain strong, with hiring continuing across most sectors.

Britain's departure from the EU will have a mixed impact on businesses in Ireland. Financial services professionals will see an increase in demand for their skills with the relocation of a number of banks and financial services firms to Ireland. However, firms which rely on exporting to the UK may experience a period of uncertainty, triggering a slowdown in recruitment.

Skills shortages will persist, with regulatory pressure driving demand for risk, compliance, legal and finance professionals. The need for technology professionals will

grow, with cyber security specialists highly sought after by professional services firms.

Salaries will rise at a faster rate than in 2017, at 5% on average. Exceptions will exist for candidates such as GDPR specialists, for whom employers will be willing to offer higher rates to secure top talent within specific timescales.

Securing and retaining top talent will mean offering competitive salaries, but employers will also need to focus on promoting their brand and company culture. Highlighting work-life balance, the potential for career progression and qualities that set employers apart from their competitors will be vital.



Of Irish professionals consider work-life balance to be very important when considering a new role



**1** 80% of professionals based in Dublin believe that a clear path for career progression is important when considering a new role

# 56%

OF PROFESSIONALS WOULD BE MOTIVATED BY A SALARY INCREASE OR PROMOTION TO STAY IN THEIR CURRENT ROLE

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

# OVERVIEW



# 68%

OF IRISH PROFESSIONALS ARE EXPECTING A SALARY INCREASE OF UP TO 10% IN 2018

## ACCOUNTING & FINANCE

Demand for qualified accountants was strong from financial services and industry. While the bulk of hiring was within the 0-5 years PQE bracket, we also saw a rise in demand for finance professionals with analytical skills and strong business acumen.

Brexit impacted the Irish market with large institutions announcing plans to relocate to Dublin. This led to early stage recruitment which we expect to expand further into 2018. Several asset and fund managers and insurance firms announced plans to establish a presence in Dublin, creating new roles at all levels.

The aircraft leasing industry continued to show strong demand for candidates from a 'Big 4', ACA background. However, some firms relaxed entry requirements, allowing candidates from other backgrounds a better chance of securing a role, provided they are technically strong.

CBI requirements pushed companies to source regulatory specialists. Subsequently, it may be more difficult to hire from this talent pool in 2018 given that most candidates will still be in relatively new roles and reluctant to move.

Hiring has been constant across all industry sectors, with an injection of new SMEs to the market offering further choice to candidates. As

the domestic economy improves, accounting roles will be abundant, particularly in the pharmaceutical, technology, FMCG and food sectors.

Salaries at the newly qualified level rose, with an increase of 11% being offered on average.

As the market remains ultra-competitive, we advise employers to offer clear progression opportunities coupled with market rate salaries and benefits. It is also important that hiring managers truly understand the USPs of their business when selling their opportunity.

“

Brexit had an impact on the local market with large institutions announcing plans to relocate to Dublin.

”

## BANKING & FINANCIAL SERVICES

Risk, pricing and product development professionals saw highest demand for their skills in 2017, while roles within portfolio management and corporate finance increased in the second half of the year.

Risk specialists were sought after to fill both permanent and contract positions in the retail and corporate banking sectors at all levels of seniority, across operational, credit and market risk. Candidates with strong quantitative and analytical skills were in high demand as the volume of risk modelling and validation roles increased. In insurance, professionals with internal controls, operational risk and solvency II experience were highly sought after.

On the buy side, candidates with UCITs and AIFM knowledge combined with quantitative skills such as VaR and mVaR commanded a premium, driven by the establishment of new firms and MANCos. Junior-level investment and research roles also increased as firms looked to accelerate their growth strategies.

Salaries remained largely stable at the senior end of the market, while junior and mid-level professionals could secure significant rises if they possessed highly sought-after skills.

Candidates with a background in MiFID II and enterprise risk management will be highly sought after in 2018, while roles will become available within insurance companies' risk and underwriting functions. Salaries are set to continue rising, with average increases of 10%.

## BUSINESS SUPPORT

Recruitment of secretarial and support professionals was high in 2017, with demand coming from financial services, the public sector, professional services and legal. Executive assistants were highly sought after, particularly those possessing complex diary management, IT skills and experience supporting multiple senior individuals.

Demand was driven in part by increased candidate movement, but there was also a significant number of new roles being created, with many data entry-related positions appearing as businesses focused on streamlining and updating internal systems. For these roles, employers tended to hire at the junior end of the market, with a preference for candidates who were readily available.

In addition to employers looking for professionals to fill permanent positions, short term and contract roles were also prevalent for receptionists and secretarial staff. In many cases, professionals originally hired on a temp basis could convert the role into a permanent position.

Throughout 2018 we expect the number of part-time roles to increase as companies look to build a more flexible workforce, while support roles in HR and marketing will become more abundant as these functions become busier.

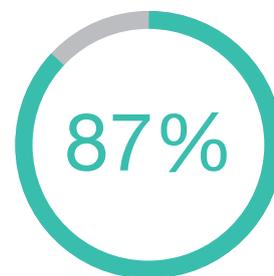
Salary is still a top concern for many candidates, with counter-offers and high demand having pushed up compensation packages. Career progression is also a high



# 88%

OF IRISH PROFESSIONALS  
ARE ENCOURAGED BY A  
WORK CULTURE OFFERING  
COLLABORATION WITH  
COLLEAGUES

priority and employers offering flexible working models are popular with top calibre professionals.



Of Irish professionals feel confident about new job opportunities in their sector in 2018

## COMPLIANCE

The compliance market was buoyant in 2017, with high demand for professionals with experience in AML, financial crime, data protection, information security, conduct risk, consumer protection and MiFID II. This was attributable to the continued focus on the financial services sector from local, European and US regulators.

There was a significant increase in the number of mid-level appointments in 2017, as increased candidate movement resulted in replacement hiring. Key developments included a strong focus on conduct, ethics and data protection. Recruitment levels were consistently high as regulated entities put processes in place to ensure compliance with new regulations such as GDPR and MiFID II.

Retail banks and insurance firms focused on bolstering their consumer protection compliance functions.

Recruitment for temporary and contract compliance roles increased, particularly in relation to AML financial crime remediation projects, regulatory risk and data protection.

Salaries increased for professionals with four to eight years' experience. As a result, counter-offers and revised offers were frequent in the market as organisations sought to attract and retain specialist knowledge, a trend we expect will continue in 2018. There was an increased need for organisations to carry out their recruitment processes quickly, as many candidates had multiple opportunities available.

“

Counter-offers and revised offers were frequent in the market as organisations sought to attract and retain specialist knowledge.

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## ENGINEERING, SUPPLY CHAIN & PROCUREMENT

In 2017, demand for engineering, procurement and supply professionals was high, with strong demand for candidates in construction, civil engineering, utilities, pharmaceutical and FMCG, including the food industry.

We saw the greatest demand for procurement professionals, particularly category managers and buyers, as organisations continue to regard these positions as a vital cost saving resource.

In supply chain, there was ongoing demand for supply planners, along with operations, logistics and warehousing managers, driven in part by a strong market for consumer goods in Ireland, leading employers to invest in supply chain specialists.

Demand for engineers was high, particularly from the construction and manufacturing industries. Within construction, the main areas of growth were projects in the commercial and infrastructure sectors. Quantity surveyors and estimators were in particularly high demand. Engineers were also highly sought after within the pharmaceutical and medical device areas of manufacturing.

50%

OF IRISH PROFESSIONALS PLAN TO CHANGE JOBS IN THE NEXT 12 MONTHS

Engineers can expect to see ongoing demand for their skills throughout 2018, creating a significant candidate shortage for employers. Targeting Irish professionals currently located overseas and encouraging them to return home is likely to be an effective strategy to overcome skills shortages.

## INFORMATION TECHNOLOGY

2017 was an active year for IT recruitment, with demand for candidates outstripping the available supply. As a result, salaries increased as employers competed to secure the most desirable professionals, and counter-offers became a popular strategy to retain staff.

Junior and mid-level candidates were most sought after, with financial services and insurance companies generating a great deal of demand for big data and analytics specialists, as well as professionals with a background in machine learning.

In addition to data professionals, we also saw high demand for IT project managers, business analysts and developers, particularly those who could demonstrate business acumen and the ability to offer strategic insight.

Demand for analytics, big data and other technology professionals is expected to increase throughout 2018, putting further strain on talent pools. Data scientists and data engineers with big data exposure will be highly sought after, as will professionals with a background in machine learning and AI, as financial services employers look to leverage these developing technologies.

Developers remain in short supply and this is likely to continue in 2018, though many employers are overcoming skills shortages in this area by sourcing professionals from overseas through sponsored visa programmes.

Employers looking to source top calibre candidates may have to look beyond salaries in 2018, with flexible working models and structured career development being important draws for IT professionals.

## LEGAL

Newly qualified solicitors up to two years PQE were highly sought by in-house teams, with most appointments being new hires. Demand was high for in-house legal counsel with five years' plus PQE within commercial contracts and privacy expertise in the pharmaceutical, technology and software sectors. Solicitors with insurance, financial services and aviation experience were also in demand due to the changing regulatory landscape.

Within private practice, most growth was evident in corporate, banking, property, construction and funds, particularly at the one to five years' PQE level. Hiring levels for more experienced solicitors increased as both new and existing legal departments expanded.

Company secretaries were in demand, with candidates with one to six years' experience sought in funds and corporate services. Many firms recruited legal support staff with one to three years' experience to assist with projects such as banking and corporate transactions.

## TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Work-life balance



Remuneration and benefits



Feedback and encouragement from management



Day-to-day work

Skills shortages at this level led to marginal salary increases.

The number of Irish legal professionals returning from the UK and other foreign markets increased in 2017 as the Irish economy improved. We expect this to continue in 2018.

To secure desirable candidates with niche skill sets, hiring managers must offer competitive salaries and benefits packages. They must also apply swift hiring processes. Candidates are increasingly emphasising the need for flexibility and work-life balance, so organisations should consider what flexibility they can offer.

# IRELAND

## ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
<b>Financial Services</b>				
Finance Director	120 - 180k	<b>120 - 180k</b>	62 - 92	<b>62 - 92</b>
Financial Controller	90 - 110k	<b>90 - 110k</b>	46 - 56	<b>46 - 56</b>
Head of Internal Audit	100 - 130k	<b>100 - 130k</b>	51 - 67	<b>51 - 67</b>
FP&A Manager	75 - 85k	<b>75 - 90k</b>	38 - 44	<b>38 - 46</b>
Internal Auditor	55 - 75k	<b>55 - 75k</b>	28 - 38	<b>28 - 38</b>
Financial Accountant	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>
Management Accountant	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>
Financial Planning Analyst	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>
Newly-qualified Accountant	50 - 55k	<b>50 - 65k</b>	25 - 28	<b>25 - 28</b>
Part-qualified Accountant	30 - 45k	<b>30 - 45k</b>	15 - 23	<b>15 - 28</b>
<b>Commerce &amp; Industry</b>				
Finance Director (MNC)	150 - 210k	<b>150 - 210k</b>	76 - 108	<b>76 - 108</b>
Finance Director (SME)	100 - 130k	<b>100 - 130k</b>	50 - 66	<b>50 - 66</b>
Financial Controller	75 - 100k	<b>75 - 100k</b>	38 - 50	<b>38 - 50</b>
Head of Internal Audit	90 - 120k	<b>90 - 120k</b>	46 - 62	<b>46 - 62</b>
FP&A Manager	75 - 90k	<b>75 - 90k</b>	38 - 46	<b>38 - 46</b>
Financial Analyst	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>
Financial Accountant	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>
Finance Business Partner	50 - 60k	<b>50 - 65k</b>	25 - 30	<b>25 - 33</b>
Newly-qualified Accountant	50 - 55k	<b>50 - 55k</b>	25 - 28	<b>25 - 28</b>
Payroll Manager	50 - 60k	<b>50 - 60k</b>	25 - 30	<b>25 - 30</b>
Credit Control Manager	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>
Accounts Payable Manager	50 - 65k	<b>50 - 65k</b>	25 - 33	<b>25 - 33</b>

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

# IRELAND

## BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
<b>Corporate/Wholesale Banking</b>				
Director	110 - 135k	<b>110 - 150k</b>	423 - 519	<b>423 - 577</b>
Associate Director	80 - 110k	<b>80 - 110k</b>	308 - 423	<b>308 - 423</b>
Relationship Manager	65 - 90k	<b>65 - 90k</b>	250 - 346	<b>250 - 346</b>
Transaction Manager	60 - 90k	<b>60 - 90k</b>	231 - 346	<b>231 - 346</b>
Credit Analyst	40 - 60k	<b>40 - 60k</b>	154 - 231	<b>154 - 231</b>
Relationship Support Analyst	40 - 50k	<b>40 - 50k</b>	154 - 192	<b>154 - 192</b>
<b>Corporate Finance/Private Equity</b>				
Director	110 - 175k	<b>110 - 175k</b>	423 - 673	<b>423 - 673</b>
Senior Manager/Associate Director	70 - 110k	<b>80 - 110k</b>	269 - 423	<b>308 - 423</b>
Manager	60 - 80k	<b>60 - 80k</b>	231 - 308	<b>231 - 308</b>
Executive/Analyst	40 - 65k	<b>40 - 65k</b>	154 - 250	<b>154 - 250</b>
<b>Asset Management/Stockbroking</b>				
Head of Portfolio Management	130 - 175k	<b>130 - 190k</b>	500 - 673	<b>500 - 731</b>
Head of Trading/Execution	130 - 180k	<b>130 - 200k</b>	500 - 692	<b>500 - 769</b>
Senior Strategist/Manager	80 - 120k	<b>80 - 130k</b>	308 - 462	<b>308 - 500</b>
Senior Research Analyst	100 - 130k	<b>100 - 140k</b>	385 - 500	<b>385 - 539</b>
Portfolio Manager	80 - 120k	<b>80 - 120k</b>	308 - 462	<b>308 - 462</b>
Proposition Manager	75 - 95k	<b>75 - 100k</b>	288 - 365	<b>288 - 385</b>
Investment Product Manager	75 - 105k	<b>75 - 110k</b>	288 - 404	<b>288 - 423</b>
Research Analyst	75 - 100k	<b>75 - 100k</b>	288 - 385	<b>288 - 385</b>
Investment Analyst	45 - 70k	<b>50 - 70k</b>	173 - 270	<b>192 - 270</b>

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# IRELAND

## BANKING & FINANCIAL SERVICES FRONT OFFICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
<b>Treasury &amp; Global Markets</b>				
Head of Treasury	120 - 155k	<b>120 - 175k</b>	462 - 673	<b>462 - 673</b>
Senior Manager	80 - 105k	<b>80 - 120k</b>	308 - 404	<b>308 - 462</b>
Treasury Dealer	55 - 120k	<b>55 - 130k</b>	212 - 462	<b>212 - 500</b>
Manager	55 - 80k	<b>55 - 80k</b>	212 - 308	<b>212 - 308</b>
Analyst	35 - 55k	<b>35 - 55k</b>	135 - 212	<b>135 - 212</b>
<b>Insurance/Reinsurance</b>				
Pricing Manager	75 - 110k	<b>75 - 110k</b>	288 - 423	<b>288 - 423</b>
Senior Underwriter	55 - 85k	<b>55 - 90k</b>	212 - 327	<b>212 - 346</b>
Junior Underwriter	35 - 50k	<b>35 - 50k</b>	135 - 192	<b>135 - 192</b>
Actuarial Analyst	50 - 75k	<b>50 - 75k</b>	192 - 288	<b>192 - 288</b>
Reinsurance Analyst	40 - 55k	<b>40 - 55k</b>	154 - 212	<b>154 - 212</b>

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# IRELAND

## BANKING & FINANCIAL SERVICES MIDDLE & BACK OFFICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
<b>Fund Administration</b>				
Head of Fund Accounting	90 - 140k	<b>90 - 140k</b>	346 - 538	<b>346 - 538</b>
Fund Accounting Manager	55 - 80k	<b>55 - 85k</b>	212 - 308	<b>212 - 327</b>
Fund Accounting Supervisor	42 - 50k	<b>42 - 50k</b>	162 - 192	<b>162 - 192</b>
Fund Accountant	27 - 45k	<b>27 - 45k</b>	104 - 173	<b>104 - 173</b>
Trustee Manager	55 - 85k	<b>55 - 95k</b>	212 - 327	<b>212 - 327</b>
Trustee Associate	28 - 49k	<b>28 - 50k</b>	108 - 188	<b>108 - 192</b>
Head of Transfer Agency	90 - 140k	<b>90 - 140k</b>	346 - 538	<b>346 - 538</b>
Transfer Agency Supervisor/Team Leader	40 - 50k	<b>40 - 50k</b>	154 - 192	<b>154 - 192</b>
Transfer Agency Administrator	28 - 40k	<b>28 - 40k</b>	108 - 154	<b>108 - 154</b>
Client Services Manager	50 - 75k	<b>65 - 75k</b>	192 - 288	<b>250 - 288</b>
Client Services Administrator	28 - 45k	<b>65 - 75k</b>	108 - 173	<b>108 - 173</b>
Funds Oversight	55 - 75k	<b>55 - 85k</b>	212 - 288	<b>212 - 327</b>
Custody Manager	55 - 75k	<b>55 - 75k</b>	212 - 288	<b>212 - 327</b>
Custody Team leader	45 - 50k	<b>45 - 50k</b>	173 - 192	<b>173 - 192</b>
<b>Middle Office &amp; Operations</b>				
Middle Office/Operations Manager	55 - 80k	<b>55 - 80k</b>	212 - 308	<b>212 - 327</b>
Middle Office/Operations Analyst	35 - 55k	<b>35 - 55k</b>	135 - 212	<b>135 - 212</b>
Portfolio Operations	30 - 40k	<b>30 - 40k</b>	115 - 145	<b>115 - 154</b>
Banking Operations Administrator	40 - 55k	<b>40 - 55k</b>	154 - 212	<b>154 - 212</b>
<b>Treasury Operations</b>				
Operations Payment Specialist	35 - 45k	<b>35 - 45k</b>	135 - 173	<b>135 - 173</b>
Global Equity Trade Settlement Administrator	40 - 55k	<b>40 - 55k</b>	154 - 212	<b>154 - 212</b>
Trading Operations Specialist	40 - 55k	<b>40 - 55k</b>	154 - 212	<b>154 - 212</b>
Treasury Support Group Manager	75 - 85k	<b>75 - 90k</b>	288 - 308	<b>288 - 346</b>
Network Manager	65 - 80k	<b>65 - 80k</b>	250 - 308	<b>250 - 327</b>
Cash Manager	60 - 70k	<b>60 - 75k</b>	231 - 288	<b>231 - 288</b>
<b>Insurance</b>				
Pension and Investment Administrator	30 - 40k	<b>30 - 40k</b>	115 - 154	<b>115 - 154</b>
Claims Handler	30 - 35k	<b>35 - 40k</b>	115 - 135	<b>135 - 154</b>

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

# IRELAND

## RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
<b>Market Risk</b>				
Director/Head of Market Risk	100 - 170k	<b>110 - 175k</b>	385 - 654	<b>423 - 673</b>
Senior Manager	85 - 115k	<b>100 - 145k</b>	327 - 442	<b>385 - 558</b>
Manager	70 - 92k	<b>80 - 100k</b>	269 - 354	<b>308 - 385</b>
Senior Analyst	55 - 70k	<b>60 - 80k</b>	212 - 269	<b>231 - 308</b>
Analyst	38 - 56k	<b>40 - 60k</b>	146 - 215	<b>154 - 231</b>
<b>Credit Risk/Stress Testing</b>				
Director/Head of Credit Risk/Stress Testing	135 - 165k	<b>140 - 170k</b>	519 - 635	<b>539 - 654</b>
Senior Manager	100 - 130k	<b>110 - 140k</b>	385 - 500	<b>423 - 539</b>
Manager	70 - 100k	<b>70 - 110k</b>	269 - 385	<b>269 - 423</b>
Senior Analyst	60 - 70k	<b>60 - 70k</b>	231 - 269	<b>231 - 269</b>
Analyst	45 - 60k	<b>45 - 60k</b>	173 - 231	<b>173 - 231</b>
<b>Operational Risk</b>				
Director/Head of Operational Risk	120 - 135k	<b>120 - 140k</b>	462 - 519	<b>462 - 539</b>
Senior Manager	90 - 120k	<b>90 - 120k</b>	346 - 462	<b>346 - 462</b>
Manager	60 - 90k	<b>60 - 90k</b>	231 - 346	<b>231 - 346</b>
Analyst	40 - 60k	<b>40 - 60k</b>	154 - 231	<b>154 - 231</b>
<b>Quantitative Risk &amp; Analysis</b>				
Director/Head of Quantitative Risk & Analysis	130 - 160k	<b>145 - 175k</b>	500 - 615	<b>558 - 673</b>
Senior Manager	85 - 130k	<b>95 - 145k</b>	327 - 500	<b>365 - 558</b>
Manager	70 - 85k	<b>75 - 95k</b>	269 - 327	<b>289 - 365</b>
Analyst	45 - 70k	<b>50 - 75k</b>	173 - 269	<b>192 - 289</b>
<b>Enterprise Risk</b>				
Director/Head of Enterprise Risk	105 - 130k	<b>105 - 130k</b>	404 - 500	<b>404 - 500</b>
Senior Manager	75 - 105k	<b>75 - 105k</b>	288 - 404	<b>288 - 404</b>
Manager	55 - 75k	<b>55 - 75k</b>	212 - 288	<b>212 - 288</b>
Analyst	40 - 55k	<b>40 - 55k</b>	154 - 212	<b>154 - 212</b>

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# IRELAND

## COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
Chief Compliance Officer	140 - 190k	<b>140 - 190k</b>	538 - 730	<b>538 - 730</b>
Divisional Head of Compliance	110 - 140k	<b>110 - 140k+</b>	423 - 538	<b>423 - 538+</b>
Senior Compliance Manager	90 - 110k	<b>90 - 110k+</b>	346 - 423	<b>346 - 423+</b>
Compliance Officer/Manager	65 - 90k	<b>65 - 90k</b>	250 - 346	<b>250 - 346</b>
Compliance Analyst	45 - 60k	<b>45 - 60k</b>	173 - 231	<b>173 - 231</b>
Compliance Administrator	28 - 45k	<b>30 - 45k</b>	108 - 173	<b>115 - 173</b>
MLRO/Head of Financial Crime	90 - 130k	<b>90 - 130k</b>	346 - 500	<b>346 - 500</b>
AML/Financial Crime Manager	60 - 90k	<b>60 - 90k</b>	231 - 346	<b>231 - 346</b>
AML/KYC Analyst	40 - 60k	<b>45 - 60k</b>	154 - 231	<b>173 - 231</b>
AML Administrator	28 - 40k	<b>30 - 42k</b>	108 - 154	<b>115 - 162</b>
Fraud Manager	65 - 90k	<b>65 - 90k</b>	250 - 346	<b>250 - 346</b>
Data Protection Officer	70 - 100k	<b>80 - 100k+</b>	269 - 385	<b>308 - 385+</b>
Data Protection Executive	70 - 100k	<b>70 - 100k</b>	269 - 385	<b>269 - 385</b>
<b>Information Security/Data Governance</b>				
Senior Manager - Information Security	90 - 120k	<b>90 - 120k</b>	346 - 460	<b>346 - 460</b>
Information Security Manager	75 - 90k	<b>75 - 90k</b>	288 - 346	<b>288 - 346</b>
Information Security Analyst	45 - 55k	<b>45 - 55k</b>	173 - 212	<b>173 - 212</b>

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

# IRELAND

## ENGINEERING, SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2017	2018
Supply Chain Manager	75 - 100k	<b>75 - 100k</b>
Procurement/Purchasing Manager	65 - 95k	<b>70 - 95k</b>
Demand/Supply Planner	45 - 60k	<b>45 - 60k</b>
Warehouse Manager	45 - 65k	<b>50 - 65k</b>
Construction Manager	55 - 80k	<b>60 - 80k</b>
Operations Manager	65 - 95k	<b>65 - 100k</b>
Engineering Manager	75 - 95k	<b>75 - 100k</b>
Quantity Surveyor	60 - 80k	<b>65 - 80k</b>
Facilities Manager	50 - 70k	<b>50 - 75k</b>
Project Manager	55 - 75k	<b>60 - 75k</b>
Project Engineer	45 - 60k	<b>45 - 60k</b>
Health & Safety Manager	55 - 70k	<b>60 - 70k</b>

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

# IRELAND

## INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
IT Director	100 - 180k	<b>100 - 180k</b>	600 - 1000	<b>600 - 1000</b>
IT Manager	80 - 120k	<b>80 - 120k</b>	500 - 750	<b>500 - 750</b>
Programme Manager	90 - 120k	<b>90 - 120k</b>	600 - 850	<b>600 - 850</b>
Project Manager	75 - 100k	<b>75 - 100k</b>	500 - 700	<b>500 - 700</b>
Business Analyst	50 - 80k	<b>50 - 80k</b>	400 - 600	<b>400 - 600</b>
Network Engineer CCNA - CCIE	35 - 90k	<b>35 - 90k</b>	300 - 600	<b>300 - 600</b>
.Net/C# Developer	55 - 80k	<b>55 - 80k</b>	400 - 500	<b>400 - 500</b>
Java/J2EE Developer	60 - 80k	<b>60 - 80k</b>	400 - 500	<b>400 - 500</b>
Senior Technical Architect	80 - 100k	<b>80 - 100k</b>	500 - 700	<b>500 - 700</b>
Web Designer	50 - 70k	<b>50 - 70k</b>	400 - 500	<b>400 - 500</b>
IT Helpdesk	35 - 45k	<b>35 - 55k</b>	250 - 300	<b>250 - 350</b>
QA & Testers	35 - 70k	<b>35 - 70k</b>	300 - 450	<b>300 - 450</b>

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

# IRELAND

## LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER DAY EUR (€)	
	2017	2018	2017	2018
<b>Private Practice</b>				
Salaried Partner	150k+	<b>150k+</b>	577+	<b>577+</b>
Senior Associate	95 - 125k	<b>100 - 130k</b>	365 - 480	<b>385 - 500</b>
Associate (3 - 8 yrs' exp)	80 - 95k	<b>85 - 110k</b>	308 - 365	<b>327 - 423</b>
Associate (1 - 3 yrs' exp)	62 - 80k	<b>65 - 85k</b>	238 - 308	<b>250 - 327</b>
Newly-Qualified	50 - 65k	<b>50 - 65k</b>	192 - 250	<b>192 - 250</b>
<b>In-house</b>				
General Counsel	140 - 220k+	<b>150 - 220k+</b>	538 - 846+	<b>577 - 846+</b>
Senior Legal Counsel (8+ yrs' exp)	95 - 120k	<b>100 - 130k</b>	365 - 460	<b>385 - 500</b>
Data Privacy Counsel	90 - 110k	<b>90 - 110k</b>	346 - 423	<b>346 - 423</b>
Legal Counsel (4 - 8 yrs' exp)	80 - 95k	<b>80 - 95k</b>	308 - 365	<b>308 - 365</b>
Legal Counsel (1 - 4 yrs' exp)	55 - 80k	<b>60 - 80k</b>	211 - 308	<b>231 - 308</b>
ISDA Negotiator	45 - 55k+	<b>45 - 55k+</b>	173 - 211	<b>173 - 211</b>
<b>Company Secretarial</b>				
Director of Company Secretarial	80 - 100k+	<b>80 - 100k+</b>	308 - 385+	<b>308 - 385+</b>
Company Secretarial Manager	60 - 80k	<b>65 - 80k</b>	231 - 308	<b>250 - 308</b>
Listings Executive	40 - 60k	<b>40 - 60k</b>	154 - 231	<b>154 - 231</b>
Company Secretarial Assistant	38 - 60k	<b>40 - 65k</b>	146 - 231	<b>154 - 250</b>
<b>Legal Support</b>				
Paralegal	28 - 45k	<b>30 - 48k</b>	108 - 173	<b>115 - 185</b>
Contracts Assistant	30 - 40k	<b>30 - 40k</b>	115 - 154	<b>115 - 154</b>
Legal Assistant	28 - 35k	<b>28 - 35k</b>	108 - 135	<b>108 - 135</b>
Legal Secretary	32 - 42k	<b>32 - 45k</b>	123 - 162	<b>123 - 173</b>

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

# IRELAND

## SECRETARIAL & BUSINESS SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM EUR (€)		RATE PER HOUR EUR (€)	
	2017	2018	2017	2018
<b>Customer Service</b>				
Customer Service Team Leader	33 - 38k	<b>35 - 40k</b>	17 - 20	<b>18 - 21</b>
Bilingual Customer Service Agent	28 - 32k	<b>28 - 35k</b>	14 - 17	<b>14 - 16</b>
Customer Service Agent	24 - 32k	<b>25 - 35k</b>	12 - 17	<b>13 - 16</b>
Order Management Administrator	28 - 32k	<b>28 - 32k</b>	14 - 16	<b>14 - 16</b>
<b>Office Support</b>				
Executive Assistant	40 - 55k	<b>40 - 60k</b>	20 - 29	<b>20 - 31</b>
Personal Assistant	35 - 40k	<b>35 - 45k</b>	18 - 21	<b>18 - 23</b>
Office Manager	35 - 45k	<b>35 - 45k</b>	18 - 24	<b>18 - 23</b>
Secretary	28 - 35k	<b>30 - 38k</b>	14 - 18	<b>15 - 19</b>
Receptionist	22 - 30k	<b>30 - 38k</b>	11 - 16	<b>15 - 19</b>
Administrator	22 - 30k	<b>25 - 35k</b>	11 - 16	<b>13 - 16</b>
Marketing Administrator	25 - 30k	<b>25 - 35k</b>	13 - 15	<b>13 - 18</b>
Marketing Executive	30 - 45k	<b>30 - 45k</b>	15 - 23	<b>15 - 23</b>
Recruitment Coordinator	30 - 35k	<b>30 - 40k</b>	15 - 16	<b>15 - 21</b>
HR Assistant	30 - 35k	<b>30 - 38k</b>	15 - 16	<b>15 - 19</b>
Data-entry	22 - 25k	<b>22 - 28k</b>	11 - 13	<b>11 - 14</b>
Archives Assistant	22 - 25k	<b>22 - 28k</b>	11 - 13	<b>11 - 14</b>
Facilities Coordinator	25 - 30k	<b>25 - 30k</b>	13 - 15	<b>13 - 15</b>
Legal Administrator	25 - 35k	<b>25 - 35k</b>	13 - 18	<b>13 - 18</b>
Sales Administrator	25 - 30k	<b>25 - 35k</b>	13 - 18	<b>13 - 18</b>
Contracts Administrator	25 - 35k	<b>25 - 35k</b>	13 - 18	<b>13 - 18</b>
Events Coordinator	25 - 35k	<b>25 - 35k</b>	13 - 18	<b>13 - 18</b>

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

# LUXEMBOURG

## 2017

The recruitment market in Luxembourg was largely consistent with the trends seen in 2017, with financial services seeing the highest levels of activity.

Candidates across Europe were frequently in a position to choose their employer, receiving multiple offers at once. Changing roles also allowed financial services professionals to secure significant pay increases, typically around 10-15%.

The candidate shortage played a key role in driving up salaries, with employers competing to secure top talent. In some cases, employers favoured tying salaries and bonus packages to company or individual performance, in an effort to control costs while still attracting top calibre candidates.

While the market was still candidate short, we did see increased activity from professionals looking for new roles. In many cases, professionals took a “passive job seeking” approach, speaking to recruiters discreetly in order to gain a better understanding of the kinds of opportunities available.

In addition, the impact of Brexit began to be felt, with financial services professionals currently based in the UK taking an active interest in opportunities in Luxembourg.

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We expect steady economic growth to continue in Luxembourg throughout 2018, creating demand for professionals in the banking and financial services sector.

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**ROB VERMAAK,**  
**MANAGING DIRECTOR,**  
**BENELUX**

## 2018

We expect steady economic growth to continue in Luxembourg throughout 2018, creating demand for professionals in the banking and financial services sector.

In light of ongoing regulatory pressures, specialists in the compliance, risk and legal aspects of financial services are likely to be highly sought after. Depending on how Britain's departure from the EU is negotiated, it is possible that banking and financial services firms will expand their presence in the country as well, triggering further demand for professionals.

Business growth may also be impacted by tax reform, with professionals potentially attracted to the region by the new tax regime. This may help to ease pressure on talent pools, with

EU nationals seeing Luxembourg as a viable location.

When looking to attract top talent, employers will have to ensure first and foremost that salaries are competitive, while also considering other factors such as career development and work-life balance initiatives.

## BANKING & FINANCIAL SERVICES

The financial services sector experienced a buoyant period, with recruitment levels rising. Regulatory pressures continued to shape hiring strategies for many banks and financial services firms, with risk and compliance specialists required, particularly at the mid and senior level. In 2018, continued regulatory pressures, such as GDPR, Dodd Frank and MiFID II will result in an increase in demand.

1 **10-15%**

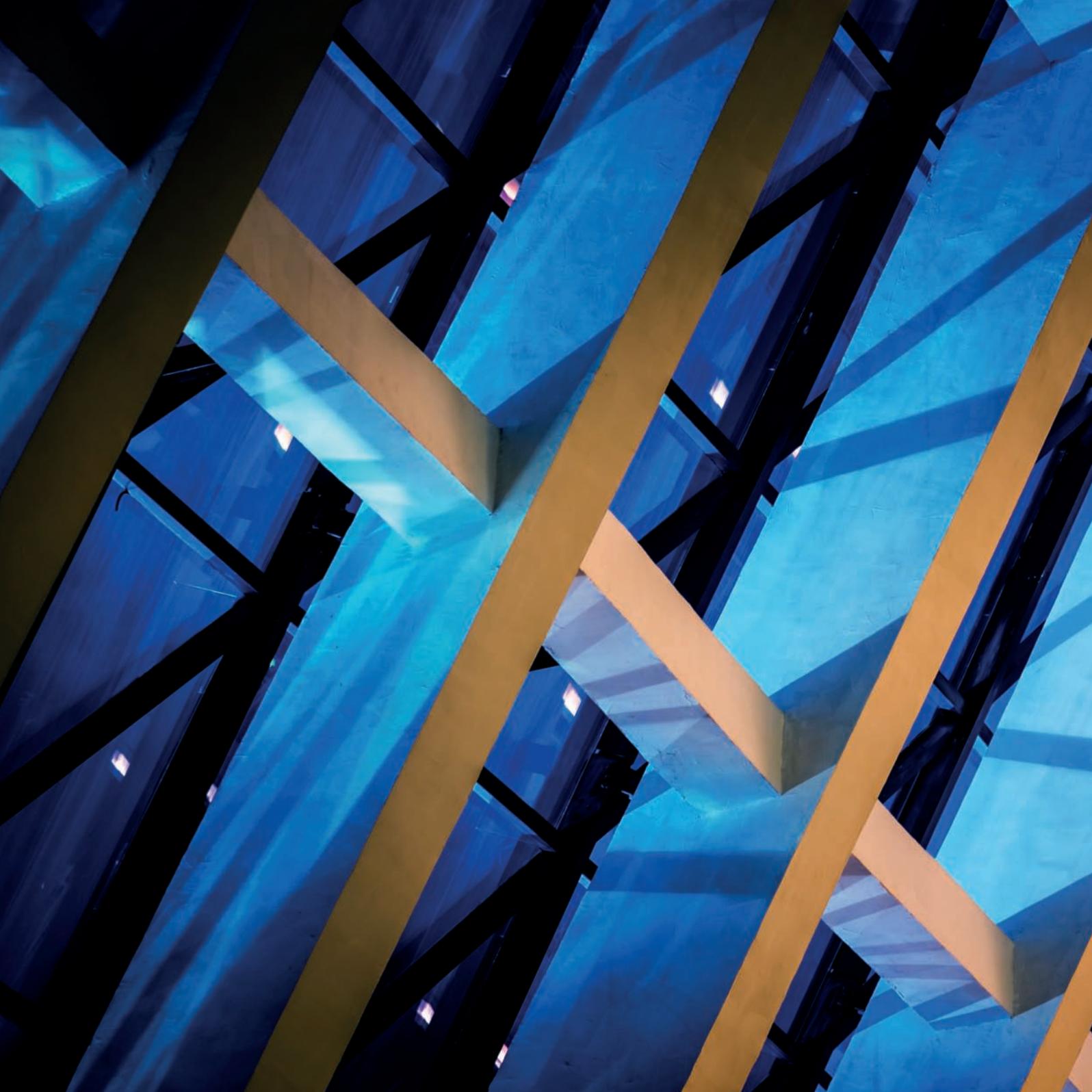
**AVERAGE SALARY RISES FOR  
PROFESSIONALS CHANGING  
JOBS IN 2018**



“

Business growth may also be impacted by tax reform, with professionals potentially attracted to the region by the new tax regime.

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# LUXEMBOURG

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
CFO					130 - 260k	<b>140 - 285k</b>
Head of Fund Administration					115 - 160k	<b>125 - 175k</b>
Head of Treasury			95 - 125k	<b>100 - 135k</b>	115 - 170k	<b>125 - 185k</b>
Finance Manager/Director			90 - 115k	<b>100 - 125k</b>	105 - 210k	<b>115 - 230k</b>
Accounting Manager/Director			85 - 115k	<b>90 - 125k</b>	95 - 135k	<b>105 - 150k</b>
Risk Manager			90 - 135k	<b>100 - 145k</b>	145 - 160k	<b>160 - 175k</b>
Fund Manager	52 - 75k	<b>55 - 80k</b>	75 - 125k	<b>80 - 135k</b>	125 - 190k	<b>135 - 210k</b>
Private Banker	68 - 90k	<b>75 - 100k</b>	78 - 110k	<b>85 - 120k</b>	100 - 140k	<b>110 - 155k</b>
Internal Audit	52 - 78k	<b>55 - 90k</b>	78 - 100k	<b>85 - 110k</b>	100 - 130k	<b>110 - 145k</b>
Accountant	60 - 68k	<b>65 - 75k</b>	75 - 105k	<b>80 - 115k</b>	100 - 135k	<b>110 - 150k</b>

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

# THE NETHERLANDS

## 2017

With even stronger economic growth than forecasted, 2017 changed from an employer driven to a candidate driven market within accounting and finance across all levels and functions. Strongest demand was for professionals at the junior and mid level.

New legislation and the accompanying focus on compliance drove demand for accountants with a strong regulatory background. Demand for these compliance specialists came not only from 'Big 4' accountancy firms, but also from organisations striving to comply with new regulations. Banks and financial services organisations took the lead in this trend, having to implement a number of new regulations that will have extensive, organisation-wide consequences.

Mobility rose among financial controllers and business controllers with four to 10 years' experience, with salary and career progression being their priorities when moving roles.

Many banks and financial services firms underwent restructuring, causing job cuts at the operational and front office level. This resulted in the banking market shrinking in 2017. However, restructuring projects and unexpected gaps in teams opened up opportunities for interim professionals. Demand for interim compliance professionals was also high to oversee projects related to upcoming legislation.

Salaries for finance professionals showed modest increases in 2017, with the exception of graduate and junior contractors. During the economic downturn, salary levels for graduates stayed fairly flat, resulting in unusually quick growth when the economy recovered. Education became a differentiator in salary levels for finance professionals in 2017. Where bachelors graduates secured increases of 5-10%, masters graduates' salaries rose by 10-15%. The largest increase witnessed was for contractors with one to three years' experience, with up to 20% growth in salary.

Other professionals who could secure significant pay rises when changing roles were specialists in compliance, IT and data analytics.

# 88%

OF PROFESSIONALS ARE OPEN TO  
A JOB OFFER WHEN NOT ACTIVELY  
LOOKING

“

With even stronger economic growth than forecast, 2017 changed from an employer driven to a candidate driven market within accounting and finance across all levels and functions.

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**ROB VERMAAK,**  
**MANAGING DIRECTOR,**  
**BENELUX**

## 2018

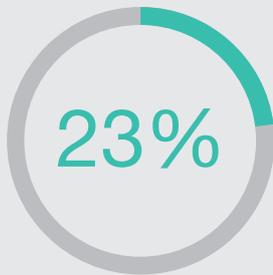
We will move towards an even more candidate driven market across all sectors in 2018. In accounting and finance, demand will remain highest for professionals at the junior and mid level but we also expect to see increased mobility among senior professionals.

In banking and financial services, data and technology driven finance professionals who can improve the link between finance and IT are in high demand, as well as compliance specialists.

In 2018, employers will increasingly use interim recruitment to fill critical gaps within teams until a permanent candidate is found, a shift away from solely using interim professionals for specific projects.

Salaries will show moderate growth in 2018, with the exception of finance specialists and graduates. Professionals possessing strong compliance, IT and data analytics skills will see their salaries increase significantly. Financial bachelors and masters graduates can expect salary increases of approximately 10% in 2018.

Offering competitive salaries and training will be critical to securing top talent. Flexible working hours and a good work-life balance will continue to be important to many candidates, and swift hiring processes will be key to securing the most desirable professionals.

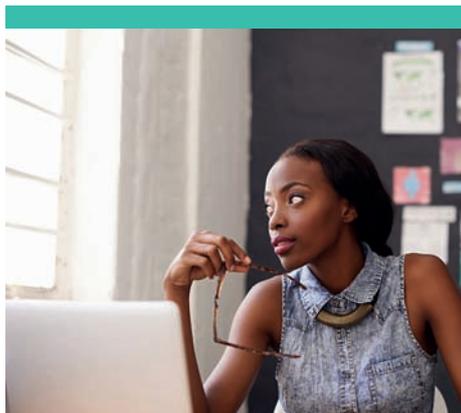


Of professionals in the Netherlands received a pay rise of more than 5% last year



- 1 Amsterdam - Jobs up 10% year-on-year
- 2 Eindhoven - Jobs up 24% year-on-year
- 3 Rotterdam - Jobs up 22% year-on-year

# OVERVIEW



# 45%

OF PROFESSIONALS ARE EXPECTING A SALARY INCREASE OF MORE THAN 3% IN 2018

## ACCOUNTING & FINANCE

In 2017, hiring volumes rose in response to strong economic growth, the need for more precise business information and an increased focus on compliance due to new legislation. The market made a shift to being candidate driven as employers contended with skills shortages at all levels of seniority, with the highest demand at entry level.

The highest level of movement in 2017 was among financial controllers with four to 10 years' experience, ready for new opportunities that opened up after the economic downturn. Accountants with a regulatory specialisation were in high demand, particularly those with a 'Big 4' background.

Salaries grew moderately at all levels of seniority, with the exception of contract professionals with one to three years' experience, where candidates with a strong academic record could secure increases of up to 20%.

The DBA Act, which established new conditions for the hiring of self-employed staff, caused interim demand to start off slowly in 2017. It picked up quickly in the second half of the year, when the DBA Act was postponed to 2018.

In 2018, the market is set to become even more candidate short. Demand will grow for junior through mid-level professionals at the same pace, but we also expect increased recruitment activity at the senior level.

The growing emphasis placed on business intelligence will lead to a

growth in demand for finance professionals with skills in data and analytics in roles such as reporting specialist, BI specialist and internal auditor. The ongoing need to comply with new legislation will also create opportunities for compliance specialists.

Law reforms related to the hiring of interim professionals will lead to demand for these professionals. Candidates will be in demand for IT and M&A projects, but also to fill gaps when a permanent candidate is not found in time.

Contractors with a strong academic background in finance and one to three years' working experience will be highly sought after, particularly those possessing a master's degree and foreign language skills.

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The growing emphasis placed on business intelligence will lead to a growth in demand for finance professionals with skills in data and analytics.

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In 2018, salaries will continue to increase at a moderate rate for most finance professionals at mid to senior level. Stronger pay rises are expected for specialists in compliance and data analysis. Salaries for contractors at entry and junior level will see strongest growth, with candidates with a master's degree receiving increases of around 10%.

Securing top calibre professionals will be challenging, considering the acute skills shortage. A well-balanced salary, flexible working hours and opportunities for training and development will all be crucial.

## BANKING & FINANCIAL SERVICES

Due to an ongoing focus on cost reduction, the labour market within banking became smaller in 2017, with fewer operational and front office roles available. However, the introduction of new regulations caused increased demand for data driven regulatory reporting professionals, operational business analysts and quantitative risk modellers. Finance professionals with an understanding of IT and big data also saw high demand for their skills as banks moved towards more data driven reporting processes.

Regulatory pressure will continue to drive demand for specialised candidates, with regulatory specialists and analytical reporting experts highly sought after. In terms of specific experience, a background in IFRS 9, 15 and 16 will be desirable, as will knowledge of IFRS 17 and PSD II.

The flourishing labour and real estate markets will help spur hiring activity among asset managers and private

equity firms, while increased automation will create demand for finance professionals with an IT background.

Banks will be recruiting interim candidates who have experience with PSD II and Ana Credit. Insurance companies will be searching for interim IFRS 17 specialists.

Ongoing regulatory pressure will result in high demand for temporary operational finance staff to support the back office.

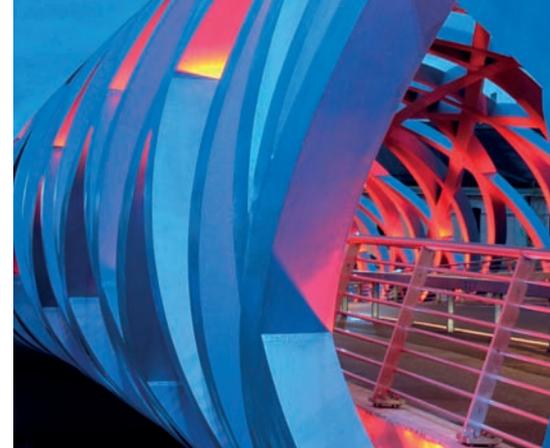
With regard to salaries, risk and compliance professionals will see increases, while salaries for other candidates will remain stable.

## HEALTHCARE

Demand for professionals within healthcare was high throughout 2017, with administrators, asset managers, ERP specialists and facility managers all highly sought after as support departments became more professional.

The implementation of 'horizontal supervision' by tax authorities had an impact on the sector, resulting in the need for professionals to oversee the use of correct registration and billing procedures.

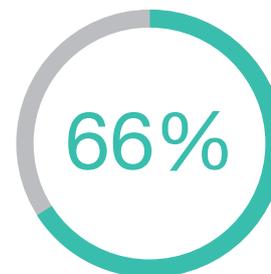
In 2018, we will see more finance professionals moving into healthcare from other sectors, with employers placing less emphasis on industry experience. Employers will continue to struggle with skills shortages, creating opportunities for interim professionals to fill business-critical roles.



# 78%

OF PROFESSIONALS ARE SATISFIED WITH THEIR CURRENT SALARY

IT professionals will also be sought after within the sector, as digitalisation and increasingly data driven business models create opportunities for business intelligence specialists. In many cases, this will mean bringing in talent from outside the healthcare sector. Business controllers will be in high demand to act as strategic business partners, as the now privatised sector adapts to a business control oriented approach.



Of professionals would consider a counter-offer from their employers after resigning

Salaries will rise for finance professionals who can bring strategic business awareness to the healthcare industry, but pay levels will remain lower than in other sectors. However, the sector's flexible working conditions and good work-life balance will attract many high calibre professionals.

Employers will need to take a flexible approach when recruiting, considering candidates with a background outside healthcare who can bring new perspectives.

## LEGAL

Hiring activity in the legal market was varied in 2017. We saw movement among senior in-house legal professionals, with many looking to switch roles now that the economy has recovered and trust has been restored. Private practice was the most active area for recruitment,

driven by the growing M&A market and a strong increase in real estate investments. Candidates for private practice were scarce, as many legal professionals prefer an in-house role.

IT was another active sector, due to the growing number of IT start-ups and large firms scaling up their IT departments. The new General Data Protection Regulation (GDPR) led many companies to embark on compliance projects around data protection and privacy awareness. Large multinational firms looked to source data protection and privacy experts to fill permanent and interim roles. As demand rose, salaries began to increase, but rises were relatively modest.

In 2018, there will be an increased focus on legal counsels specialising in data protection, privacy hiring and compliance. Senior legal professionals with a background in M&A and

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We expect salaries to rise with steeper increments than we saw in 2017 as employers struggle to fill vacancies when faced with talent shortages.

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corporate law will also be required. General counsels who can combine extensive legal knowledge with a sense of business acumen will be highly sought after to provide strategic and commercial insights.

We expect a particularly strong need for interim privacy professionals, due to the implementation of GDPR.

We predict salaries will rise with steeper increments than we saw in 2017. As employers struggle to fill vacancies when faced with talent shortages, it will be important to widen hiring criteria, considering less experienced professionals as well as offering training and development and flexible working options. Operating swift and efficient hiring processes will also be important.

## HUMAN RESOURCES

Demand for Human Resources professionals was high in 2017, with talent acquisition managers highly sought after as businesses looked to scale up and increase headcount in response to positive economic conditions. In particular, professionals in this field specialising in sourcing IT, data and analytics specialists were in high demand due to a shortage of these profiles.



43%

OF PROFESSIONALS FEEL  
VERY CONFIDENT ABOUT  
JOB OPPORTUNITIES IN  
THEIR OWN SECTOR

Organisations also put a renewed emphasis on retaining talent, creating the need for a highly skilled HR team with the capacity to develop learning and development programmes and act as strategic business partners.

Employers will look for HR professionals who can provide support as they adapt to new privacy laws which are likely to impact their recruitment processes. Increased automation will erode the administrative functions of Human Resources, with more emphasis placed on the ability of HR professionals to play a strategic role.

The most sought-after professionals will be HR Information System Specialists to support digitalisation processes, and HR Business Partners who can provide strategic insights. In-house recruiters are highly sought after, especially those specialised in sourcing IT professionals.

Salaries will rise for junior and mid-level candidates as there has been a shortage of professionals at this level. However, remuneration for senior roles will remain stable because the talent pool for recruiting these candidates is not as affected. Securing top talent will require hiring managers to operate efficient, fast and flexible recruitment processes as pressure on talent pools increases.

## TAX & TREASURY

Employers faced a shortage of tax professionals in 2017, with very few new candidates entering the market and the number of vacancies growing steadily. As businesses looked

to expand into new markets and ensure efficient and transparent tax practices, demand increased most for mid to senior-level professionals with experience in international practice. Demand for treasury professionals remained stable in 2017. Salaries remained largely flat throughout the year.

Tax professionals will remain in short supply. Businesses will continue to prioritise efficient and transparent tax practices and an increasing number of organisations will move their tax function in-house. Companies that hold international offices in the Netherlands will continue to move from a pure trust construction to a more independent registration. As a result, demand will increase for tax advisors with more than five years' experience in TP, VAT and tax compliance. Salaries are likely to rise marginally for tax professionals, and to remain stable for treasury professionals. Remuneration is already high in both fields, and candidates are placing a greater emphasis on flexible working opportunities and a better work-life balance.

## CONTRACT MANAGEMENT SUPPORT

Driven by economic growth, hiring levels rose in 2017, particularly for secretarial and HR support professionals. Employers faced a candidate short market, with demand for management support professionals outstripping supply.

The retail, IT, manufacturing and FMCG sectors were particularly active in terms of generating demand for contract

## TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Work/life balance



Remuneration and benefits



Day-to-day working



Flexible working

management support candidates, as they expanded in line with the strengthening economy. In response to this growing demand, employers raised salaries to attract and retain talent.

Throughout 2018, demand for business support professionals will continue to rise as organisations look to scale up in response to favourable economic conditions. Employers will target bachelor and master degree students before they graduate to fill junior roles, offering good conditions and benefits. Mid-level professionals will also be in high demand.

Language skills and experience in international environments will be highly sought after, particularly for executive and management support roles, as well as HR administration and recruitment

coordination roles. For management support roles, employers are keen to source candidates with a bachelor's degree.

Salaries will continue to rise throughout 2018, but candidates may prioritise travel distance, personal development and flexible working ahead of remuneration. With demand for candidates outstripping supply, employers must ensure that their hiring processes are quick and efficient to avoid losing talent to rivals.

### CONTRACT IT

Demand for IT professionals soared in 2017, particularly for junior and entry level staff. Employers faced skills shortages, with many looking overseas to secure IT professionals to fill support roles, both from within the EU and further afield. Professionals with experience in cloud solutions were particularly sought after as employers invested in these solutions.

While in-house roles were available, the bulk of demand came from IT outsourcing firms as these grew in popularity with businesses in the Netherlands. These outsourcing firms



Of professionals consider the option to work remotely important

were forced to compete for junior qualified IT staff, forcing up salaries as a result.

In 2018, we expect IT functions which were previously based overseas to continue being brought back to the Netherlands. This is a result of businesses using shared service centres overseas struggling.

Subsequently, salaries will continue to rise, with junior and newly qualified IT professionals able to command significant pay increases. While IT bachelor graduates will be sought after, employers are aware that these candidates are in extremely short supply and are prepared to be flexible, taking on MBO graduates instead.

In addition, recent high profile cyber attacks have created demand for specialists in this area at all levels, including junior and newly qualified professionals.

Salaries will continue to rise in response to pressure on talent pools, but candidates will look for more than remuneration when choosing a role, with length of commute and long-term job security being high priorities.

### CONTRACT SUPPLY CHAIN

We saw high demand for contract candidates in 2017, as many companies remained hesitant to commit to sourcing permanent staff.

Demand was highest in the pharmaceutical, IT, retail, FMCG and manufacturing sectors. The growth of shared service centres in the Netherlands also played a key

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With employers facing candidate shortages, salaries will rise in 2018 across all levels of seniority, but attracting top talent will also require employers to offer structured career development, particularly in managerial positions.

”

role in creating demand for talent across all levels of seniority.

Businesses will continue to leverage big data to analyse their supply chains. Their aim is to create logistics processes which are as efficient and seamless as possible to minimise cost, improve capacity and reduce risk. In 2018, an increasing number of companies will move to a system that fully integrates their network of suppliers and customers. In light of these changes, candidates with strong analytical and process management skills will be in high demand, particularly those who are willing to take an entrepreneurial approach. Foreign language skills will also be highly sought after as employers look to build international supply chains. Many firms will focus on sourcing junior professionals who can be developed and coached into management roles.

With employers facing candidate shortages, salaries will rise in 2018 across all levels of seniority, but attracting top talent will also require employers to offer structured career development, particularly into managerial positions.

# NETHERLANDS

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 9 YRS' EXP		9+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
VP Finance/CFO					150k+	<b>150k+</b>
Finance Director			80 - 100k	<b>80 - 110k</b>	100 - 150k	<b>110 - 150k</b>
<b>Planning</b>						
FP&A Manager			60 - 90k	<b>65 - 90k</b>	90 - 110k	<b>90 - 120k</b>
M&A Manager/Director			80 - 120k	<b>80 - 120k</b>	120k+	<b>120k+</b>
Business Analyst	45 - 65k	<b>45 - 65k</b>	65 - 75k	<b>65 - 80k</b>	75 - 90k	<b>80 - 90k</b>
Financial Analyst	45 - 65k	<b>45 - 65k</b>	65 - 75k	<b>65 - 80k</b>		
<b>Governance</b>						
Internal Audit Manager/Director			80 - 110k	<b>80 - 110k</b>	110 - 130k	<b>110 - 130k</b>
Internal Auditor	50 - 70k	<b>50 - 70k</b>	70 - 85k	<b>70 - 90k</b>	85 - 100k	<b>90 - 110k</b>
Risk Analyst/Manager	45 - 60k	<b>45 - 65k</b>	60 - 80k	<b>65 - 80k</b>	80 - 100k	<b>80 - 110k</b>
<b>Control</b>						
Group Controller			80 - 125k	<b>80 - 125k</b>	125 - 150k	<b>125 - 150k</b>
Division Controller			70 - 100k	<b>75 - 100k</b>	100 - 120k	<b>100 - 125k</b>
Business Controller	45 - 65k	<b>45 - 70k</b>	65 - 95k	<b>70 - 95k</b>	95 - 115k	<b>95 - 115k</b>
Financial Controller	45 - 65k	<b>45 - 70k</b>	65 - 90k	<b>70 - 90k</b>	90 - 110k	<b>90 - 110k</b>
<b>Accounting</b>						
Shared Services Manager			75 - 100k	<b>75 - 110k</b>	100 - 130k	<b>110 - 130k</b>
AP/AR/GL Team Leader	45 - 60k	<b>45 - 65k</b>	60 - 65k	<b>65 - 70k</b>	65 - 70k	<b>70 - 80k</b>
Senior Credit Controller	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 65k</b>	65 - 70k	<b>65 - 70k</b>
Finance Manager			50 - 90k	<b>60 - 90k</b>	80 - 110k	<b>80 - 110k</b>
Senior Financial Accountant	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 65k</b>	60 - 70k	<b>65 - 75k</b>
Management Accountant	45 - 65k	<b>45 - 65k</b>	65 - 70k	<b>65 - 75k</b>		
<b>'Big 4'</b>						
Consultancy	45 - 65k	<b>45 - 65k</b>	65 - 95k	<b>65 - 95k</b>	95 - 140k	<b>95 - 140k</b>
Auditor	45 - 65k	<b>45 - 65k</b>	65 - 95k	<b>65 - 95k</b>	95 - 135k	<b>95 - 140k</b>

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

# NETHERLANDS

## BANKING & FINANCIAL SERVICES

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Finance &amp; Control</b>						
Manager			65 - 90k	<b>65 - 90k</b>	90 - 150k	<b>90 - 150k</b>
Financial Controller	45 - 70k	<b>50 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90 - 150k	<b>90 - 150k</b>
Business Controller	50 - 65k	<b>50 - 70k</b>	65 - 80k	<b>70 - 80k</b>	80 - 120k	<b>80 - 120k</b>
Financial Analyst	45 - 60k	<b>45 - 65k</b>	60 - 80k	<b>65 - 80k</b>	75 - 85k	<b>75 - 85k</b>
<b>Audit, Risk &amp; Compliance</b>						
Head of Compliance			150 - 175k	<b>160 - 180k</b>	175 - 200k	<b>180 - 200k</b>
Compliance Officer	40 - 60k	<b>45 - 70k</b>	65 - 100k	<b>70 - 110k</b>	100 - 130k	<b>110 - 140k</b>
Risk Manager (Market & Credit Risk)	50 - 70k	<b>55 - 75k</b>	70 - 110k	<b>75 - 115k</b>	110 - 180k	<b>115 - 190k</b>
Operational Risk Manager	40 - 65k	<b>45 - 70k</b>	65 - 100k	<b>70 - 110k</b>	100 - 130k	<b>110 - 140k</b>
Auditor	55 - 70k	<b>55 - 75k</b>	70 - 100k	<b>75 - 110k</b>	100 - 150k	<b>110 - 160k</b>
Quantitative Analyst	45 - 70k	<b>50 - 75k</b>	70 - 110k	<b>75 - 115k</b>	110 - 150k	<b>115 - 160k</b>

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

### INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
Senior Financial Accountant	560 - 760	<b>560 - 760</b>
Financial Controller	720 - 880	<b>740 - 900</b>
Business Controller	800 - 1000	<b>800 - 960</b>
Reporting Specialist	800 - 1040	<b>800 - 1080</b>
Compliance Officer	960 - 1320	<b>960 - 1320</b>
Regulatory Specialist	920 - 1400	<b>920 - 1440</b>
Risk Manager (Operational, Credit & Financial)	760 - 1200	<b>760 - 1200</b>
Project Manager	760 - 900	<b>800 - 880</b>
Programme Manager	1000 - 1300	<b>900 - 1200</b>

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

# NETHERLANDS

## HEALTHCARE

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)	
	2017	2018
Assistant Controller	40 - 52k	<b>40 - 52k</b>
Financial Controller	60 - 80k	<b>60 - 80k</b>
Concern Controller	60 - 80k	<b>60 - 80k</b>
Business Controller	60 - 80k	<b>60 - 80k</b>
Internal Auditor	65 - 85k	<b>65 - 85k</b>
Manager Internal Audit	75 - 95k	<b>75 - 95k</b>
Head of Administration	55 - 70k	<b>55 - 70k</b>
Manager Planning & Control	85 - 100k	<b>85 - 100k</b>
Operations Director	90 - 110k	<b>90 - 110k</b>

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

### INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
Board Member/CFO	720 - 1300	<b>720 - 1300</b>
Financial Director/Manager Finance	570 - 720	<b>570 - 720</b>
Manager Planning & Control	500 - 720	<b>520 - 720</b>
Financial Manager	500 - 650	<b>500 - 650</b>
Business Controller	475 - 500	<b>485 - 510</b>
Financial Controller	360 - 400	<b>360 - 400</b>
Senior Financial Accountant	325 - 400	<b>325 - 400</b>
Manager Care Administration	500 - 720	<b>500 - 720</b>
Coordinator Care Administration	325 - 500	<b>325 - 500</b>
Employee Care Administration	290 - 325	<b>290 - 325</b>

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

# NETHERLANDS

## INTERIM MANAGEMENT

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
<b>Accounting &amp; Finance</b>		
VP Finance/CFO	1200 - 2000	<b>1200 - 2000</b>
Finance Manager	640 - 880	<b>600 - 880</b>
Team Manager (GL/AP/AR)	480 - 800	<b>600 - 800</b>
Senior Financial Accountant	440 - 560	<b>480 - 600</b>
Senior GL Accountant	440 - 580	<b>480 - 600</b>
Senior Payroll Specialist	450 - 600	<b>450 - 620</b>
Auditor (RA/CPA/ACCA)	540 - 1000	<b>560 - 1000</b>
Corporate Recovery Expert	1000 - 2500	<b>1000 - 2500</b>
<b>Planning</b>		
FP&A Manager	600 - 800	<b>600 - 800</b>
Business Analyst	500 - 600	<b>500 - 600</b>
Financial Analyst	500 - 600	<b>500 - 600</b>
<b>Control</b>		
Group Financial Controller	700 - 1200	<b>700 - 1200</b>
Financial/Business Controller (RC/RA)	560 - 800	<b>600 - 800</b>
Assistant Financial Controller	500 - 600	<b>500 - 600</b>
<b>Projects</b>		
Programme Manager	1000 - 1300	<b>1000 - 1300</b>
Transition Manager	800 - 1200	<b>800 - 1200</b>
Project Manager	800 - 1000	<b>800 - 1000</b>
Service Delivery Employee	450 - 650	<b>450 - 650</b>

NB: Interim management figures are daily rates and do not include benefits/bonuses.

# NETHERLANDS

## LEGAL

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 4 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>In-house</b>						
General Counsel					140k+	<b>150k+</b>
Manager Legal Affairs			90k+	<b>90k+</b>	110k+	<b>115k+</b>
Legal Counsel	45 - 60k	<b>45 - 60k</b>	65 - 90k	<b>65 - 90k</b>	90 - 125k	<b>90 - 125k</b>
Compliance Officer	50 - 60k	<b>50 - 65k</b>	60 - 90k	<b>65 - 95k</b>	90 - 120k	<b>90 - 120k</b>
<b>Private Practice</b>						
US & UK Firms - Partner					250k+	<b>250k+</b>
Dutch Firms - Partner					250k+	<b>250k+</b>
US & UK Firms - Associate	45 - 70k	<b>45 - 70k</b>	70 - 105k	<b>70 - 105k</b>	110 - 150k	<b>110 - 150k</b>
Dutch Firms - Associate	40 - 65k	<b>40 - 75k</b>	65 - 95k	<b>65 - 95k</b>	95 - 125k	<b>95 - 140k</b>

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

### INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
Interim Lawyer (Private Practice)	900 - 1300	<b>1000 - 1300</b>
Specialised Legal Counsel	900 - 1300	<b>950 - 1300</b>
Compliance	800 - 1200	<b>800 - 1200</b>
Contract Manager	800 - 1200	<b>800 - 1200</b>
Civil Notary	900 - 1200	<b>900 - 1200</b>
Legal Counsel	800 - 1200	<b>800 - 1200</b>

NB: Interim figures are daily rates and do not include benefits/bonuses.

# NETHERLANDS

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 6 YRS' EXP		6 - 9 YRS' EXP		9+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
HR Director					100k+	<b>100k+</b>
HR Manager	55 - 65k	<b>55 - 65k</b>	65 - 90k	<b>65 - 90k</b>	90 - 125k	<b>90 - 125k</b>
HR Business Partner	55 - 65k	<b>55 - 65k</b>	65 - 90k	<b>65 - 90k</b>	90 - 110k	<b>90 - 110k</b>
HR Advisor	42 - 55k	<b>42 - 55k</b>	55 - 72k	<b>55 - 70k</b>	70 - 90k	<b>70 - 90k</b>
Compensation & Benefits Manager			75 - 95k	<b>75 - 95k</b>	90 - 150k	<b>90 - 150k</b>
Recruitment Manager	55 - 65k	<b>60 - 70k</b>	65 - 80k	<b>70 - 90k</b>	80 - 110k	<b>90 - 115k</b>
Corporate Recruiter	42 - 60k	<b>42 - 65k</b>	60 - 75k	<b>65 - 80k</b>	75 - 90k	<b>80 - 100k</b>
Learning & Development Manager			60 - 75k	<b>60 - 75k</b>	75 - 90k	<b>80 - 100k</b>

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

# NETHERLANDS

## TAX & TREASURY

### PERMANENT

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	1 - 3 YRS' EXP		4 - 7 YRS' EXP		7+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Treasury</b>						
Head of Treasury					110 - 220k	<b>110 - 220k</b>
Treasurer			75 - 90k	<b>75 - 90k</b>	90 - 110k	<b>90 - 110k</b>
Assistant Treasurer	40 - 65k	<b>40 - 65k</b>	60 - 75k	<b>60 - 75k</b>	75 - 95k	<b>75 - 95k</b>
Cash Manager	40 - 60k	<b>40 - 60k</b>	55 - 70k	<b>55 - 70k</b>	65 - 90k	<b>65 - 90k</b>
Treasury Accountant/Analyst	40 - 60k	<b>40 - 60k</b>	55 - 70k	<b>55 - 70k</b>	65 - 80k	<b>65 - 80k</b>
<b>Tax</b>						
Vice-President Tax					150 - 300k	<b>150 - 300k</b>
Tax Director					90 - 150k	<b>90 - 150k</b>
Senior Tax Manager					90 - 130k	<b>90 - 130k</b>
Tax Manager			65 - 90k	<b>65 - 90k</b>	85 - 120k	<b>85 - 120k</b>
Tax Consultant	50 - 70k	<b>50 - 70k</b>	60 - 80k	<b>60 - 80k</b>		
Tax Accountant/Analyst	40 - 50k	<b>40 - 50k</b>				

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

### INTERIM

ROLE	INTERIM RATE PER DAY EUR (€)	
	2017	2018
Cash Manager/Assistant Treasurer	600 - 800	<b>600 - 800</b>
Treasurer	800 - 1100	<b>800 - 1100</b>
Tax Manager	700 - 1000	<b>700 - 1000</b>
Tax Director	900 - 1200	<b>900 - 1200</b>

NB: Interim figures are daily rates and do not include benefits/bonuses.

# NETHERLANDS

## CONTRACT MANAGEMENT SUPPORT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2017	2018
<b>Secretarial &amp; Office Support</b>		
Executive & Personal Assistant	35 - 53k	<b>39 - 58k</b>
Management Assistant	26 - 38k	<b>28 - 39k</b>
Office Manager	30 - 45k	<b>32 - 46k</b>
Office Assistant	26 - 32k	<b>28 - 34k</b>
Legal Secretary	28 - 40k	<b>29 - 42k</b>
Receptionist	23 - 31k	<b>23 - 31k</b>
<b>HR Support</b>		
HR Assistant	28 - 40k	<b>29 - 41k</b>
HR Generalist/Advisor	35 - 52k	<b>36 - 53k</b>
Corporate Recruiter	32 - 56k	<b>35 - 58k</b>
Recruitment Coordinator	26 - 36k	<b>28 - 38k</b>
Training Coordinator	27 - 40k	<b>30 - 42k</b>
Learning & Development Coordinator	30 - 45k	<b>35 - 50k</b>

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

# NETHERLANDS

## CONTRACT FINANCE

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2017	2018
Accounts Payable Team Leader	40 - 50k	<b>40 - 50k</b>
Accounts Payable Specialist	35 - 45k	<b>37 - 45k</b>
Accounts Payable Administrator	25 - 35k	<b>30 - 37k</b>
Accounts Receivable Team Leader	40 - 50k	<b>40 - 50k</b>
Accounts Receivable Specialist	35 - 45k	<b>37 - 45k</b>
Credit Controller	35 - 40k	<b>35 - 40k</b>
Junior Credit Controller	25 - 35k	<b>30 - 35k</b>
Senior Financial Administrator	40 - 50k	<b>40 - 50k</b>
Payroll Officer	40 - 50k	<b>40 - 50k</b>
Graduate (Bachelor/Master)	30 - 40k	<b>33 - 43k</b>
Graduate (MBO/Secondary Vocational)	25 - 35k	<b>27 - 37k</b>

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

## CONTRACT BANKING & FINANCIAL SERVICES

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2017	2018
Payment Officer	30 - 35k	<b>32 - 37k</b>
Accounts Receivable Officer	30 - 35k	<b>32 - 37k</b>
Accounts Assistant	32 - 37k	<b>35 - 40k</b>
Underwriting Support	30 - 35k	<b>32 - 37k</b>
Junior Risk Analyst	35 - 40k	<b>35 - 40k</b>
Junior Credit Analyst	37 - 42k	<b>37 - 42k</b>
Junior Compliance Officer	35 - 40k	<b>35 - 40k</b>
Junior Asset Manager	35 - 40k	<b>35 - 40k</b>
Junior Trader	35 - 40k	<b>35 - 40k</b>
Financial Accountant	42 - 47k	<b>45 - 50k</b>

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

# NETHERLANDS

## CONTRACT IT

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2017	2018
Junior System Administrator	30 - 35k	<b>32 - 36k</b>
Medior System Administrator	35 - 40k	<b>37 - 42k</b>
Senior System Administrator	40 - 58k	<b>42 - 60k</b>
Junior (Functional) Application Manager	30 - 35k	<b>32 - 36k</b>
Medior (Functional) Application Manager	35 - 40k	<b>37 - 42k</b>
Senior (Functional) Application Manager	40 - 58k	<b>42 - 60k</b>
Junior Network Administrator	32 - 37k	<b>34 - 39k</b>
Medior Network Administrator	37 - 42k	<b>39 - 45k</b>
Senior Network Administrator	42 - 60k	<b>45 - 62k</b>
1st line IT Helpdesk	23 - 26k	<b>23 - 27k</b>
2nd line IT Helpdesk	26 - 32k	<b>28 - 34k</b>
3rd line IT Helpdesk	32 - 40k	<b>34 - 42k</b>

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

# NETHERLANDS

## CONTRACT SUPPLY CHAIN

ROLE	CONTRACT SALARY PER ANNUM EUR (€)	
	2017	2018
Supply Chain Manager	42 - 63k	<b>44 - 66k</b>
Demand & Supply Chain Planner	36 - 60k	<b>40 - 63k</b>
Logistics Analyst	38 - 60k	<b>42 - 64k</b>
Buyer	38 - 58k	<b>40 - 60k</b>
Operations Manager	36 - 55k	<b>38 - 60k</b>
Supply Chain Coordinator	31 - 44k	<b>31 - 44k</b>
Export Associate	26 - 42k	<b>27 - 43k</b>
Data Entry	23 - 31k	<b>24 - 32k</b>
Order Management Specialist	28 - 40k	<b>30 - 44k</b>
Inside Sales Support/Representative	25 - 45k	<b>28 - 45k</b>
Customer Service Representative (multilingual)	24 - 35k	<b>25 - 37k</b>
Customer Service Team Lead/Manager	31 - 44k	<b>32 - 45k</b>

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

# PORTUGAL

## 2017

Last year, Portugal enjoyed a period of strong economic growth, with a significant decrease in the national unemployment rate. Companies were active in hiring, bringing new opportunities across IT, manufacturing, engineering and sales, as well as mid and back office roles for banks and financial services companies.

In IT, Java, .Net, BI and outsystems developers were highly sought after, with many positions available for senior developers and software engineers with over seven years' experience.

Professionals specialising in maintenance and lean manufacturing were in high demand, as well as project managers within engineering and manufacturing. In particular, engineering professionals who could demonstrate business and commercial acumen were in a strong position when applying for a role. Technical sales and production experts were also required within these industries.

The continued growth of shared service centres also served to spur demand for professionals across a range of disciplines to provide back office support. Finance, HR and procurement specialists benefited from the wider availability of roles.

Despite the overall positive economic conditions and significant growth of IT and heavy industrial firms, salaries remained largely flat last year, with rises reflecting inflation.

# 96%

OF PROFESSIONALS IN PORTUGAL  
ARE OPEN TO A JOB APPROACH  
WHEN NOT ACTIVELY LOOKING

“

Due to the growth in the number of available roles, employers are likely to struggle with candidate shortages.

”



**CRISTIANO ARON,  
DIRECTOR,  
PORTUGAL**

## 2018

This year we expect the positive economic trends of 2017 to continue, with employer confidence remaining strong. Recruitment activity will be high as a result.

Due to growth in the number of roles, employers are likely to struggle with candidate shortages, particularly across areas such as IT where specialists are in notably high demand. Portugal's position as a major European hub for IT development is expected to grow and flourish, limiting the pool of talent available.

In addition to developers and software engineers, cyber security experts are expected to experience high demand for their skills in light of recent high

profile digital security breaches such as the Wannacry attack.

Due to the candidate short market, employers will have to offer competitive salaries. We anticipate that this will lead to higher salaries in 2018.

In addition, candidates are increasingly placing an emphasis on the potential for career progression. Employers who can demonstrate a clear path for promotion and offer an indication of timescales needed to achieve professional development will have a significant advantage over competitors.



Of professionals in Portugal are expecting a salary increase in 2018

1 Lisbon - Jobs up 12% year-on-year



## TOP FOUR FACTORS DETERMINING JOB SATISFACTION

- 1 Remuneration and benefits
- 2 Work-life balance
- 3 Status and level of responsibility
- 4 Day-to-day work

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

# OVERVIEW



# 48%

OF PROFESSIONALS IN  
PORTUGAL WANT THE OPTION  
TO WORK REMOTELY

## ACCOUNTING & FINANCE

In 2017, employers were active in recruiting, with demand particularly high at the junior level. The number of senior positions available also rose, with accounting and finance managers, and tax and legal controllers highly sought after.

Demand for junior professionals came largely from smaller, start-up businesses, while mid and senior-level candidates were sought by larger firms looking to expand and develop new department functions to take advantage of the economic recovery.

In 2018, the industrial and tech sectors will boost the demand for senior finance professionals, particularly financial directors and controllers.

While employers are unlikely to face talent shortages, professionals with strong English language skills will be in short supply, as will those who can demonstrate strong experience in providing efficiency and profitability.

These top calibre professionals will be attracted to roles which can offer a wide range of strategic functions. However, salary will still be a top priority, along with work-life balance and the opportunity to gain international experience.

## ENGINEERING & OPERATIONS

The economic upturn motivated many businesses to increase headcount in 2017. This resulted in the hiring of a large number of engineering and operations professionals. Technical sales professionals were popular as firms looked to increase their market share, as were experts in maintenance and quality.

Mid to senior level professionals were most in demand, particularly if they could demonstrate strong communication and stakeholder management skills, essential for driving business growth. Despite a more dynamic employment market, wages remained largely stable. As a result, many employers had difficulties attracting candidates who were still cautious about moving jobs.

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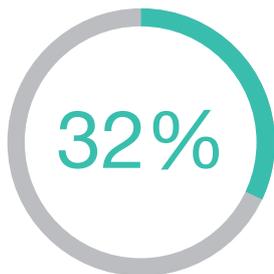
The economic upturn motivated many businesses to increase headcount in 2017.

”

In 2018, demand for engineering and operations professionals will continue to increase, with logistics and procurement specialists being highly sought after; this will also be the case for those with a background in production.

The improvement in consumer and business confidence will lead to new roles appearing in heavy industry, automotive, transportation and distribution sectors, as well as FMCG. Employers are likely to struggle to secure talent if they are unwilling to increase salaries and expand their recruiting mindset by considering candidates from overseas, as demand for engineering professionals outstrips supply.

In response to pressure on talent pools, salaries are likely to rise by 4-6% as employers are forced to adapt. However, retaining the best candidates will also mean employers having to offer clear plans for career progression and a results-focused model.



Of professionals in Portugal would look for a new role to achieve better career progression

## INFORMATION TECHNOLOGY

Tech and digital firms seeking to recruit talent, faced an acutely candidate short market in 2017. Mid to senior-level professionals in fields such as development, IT systems and cyber security were in higher demand.

Software houses and tech start-ups were the source of much of this demand, as these companies looked to grow in a highly receptive market. Developers with a background in Java, Microsoft tech, data and business intelligence were highly sought after by these employers.

Financial services firms were also keen to hire IT specialists, particularly cyber security professionals, in light of the growing threat presented by hackers and cyber criminals.

60%

OF PROFESSIONALS IN PORTUGAL PLAN TO CHANGE JOBS IN THE NEXT SIX MONTHS

Pressure on talent pools led employers to increase salaries in 2017 in a bid to attract and retain top calibre professionals. This trend will continue through 2018 as skills shortages persist, with salaries rising by around 7%.

Demand will be highest for software developers with a background in Java and Microsoft and for infrastructure specialists, but IT professionals with all skills sets will be sought after.

Candidates will be looking for salary increases when moving roles, but their interest in the project and the quality of the working environment will be key too.

# PORTUGAL

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Generalist</b>						
Chief Financial Officer	55 - 65k	<b>60 - 70k</b>	70 - 80k	<b>75 - 85k</b>	80 - 100k	<b>85 - 110k</b>
Finance Director - SME	40 - 50k	<b>45 - 55k</b>	55 - 65k	<b>55 - 70k</b>	60 - 75k	<b>60 - 80k</b>
FP&A Manager	30 - 35k	<b>35 - 40k</b>	35 - 40k	<b>40 - 45k</b>	45 - 50k	<b>50 - 60k</b>
Financial Controller	35 - 45k	<b>35 - 45k</b>	40 - 45k	<b>45 - 50k</b>	50 - 60k	<b>50 - 60k</b>
Accounting Manager	30 - 35k	<b>30 - 40k</b>	35 - 40k	<b>40 - 45k</b>	40 - 50k	<b>45 - 55k</b>

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

## ENGINEERING & OPERATIONS

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Manufacturing</b>						
Operations Director	40 - 70k	<b>45 - 75k</b>	45 - 75k	<b>48 - 80k</b>	60 - 90k	<b>60 - 130k</b>
Plant Manager	40 - 55k	<b>60 - 75k</b>	60 - 75k	<b>60 - 75k</b>	75 - 110k	<b>75 - 130k</b>
Production Manager	30 - 40k	<b>35 - 50k</b>	40 - 60k	<b>40 - 60k</b>	55 - 75k	<b>55 - 75k</b>
Logistics Manager	30 - 40k	<b>35 - 50k</b>	35 - 50k	<b>35 - 55k</b>	40 - 60k	<b>45 - 60k</b>
Maintenance/Facility Manager	25 - 35k	<b>30 - 50k</b>	30 - 45k	<b>40 - 50k</b>	40 - 60k	<b>45 - 60k</b>
Purchasing Manager	28 - 35k	<b>30 - 40k</b>	35 - 43k	<b>38 - 45k</b>		
Procurement Manager	30 - 40k	<b>30 - 40k</b>	35 - 43k	<b>38 - 45k</b>		
Demand Planning	25 - 35k	<b>25 - 40k</b>	35 - 45k	<b>35 - 45k</b>		
Customer Service Manager	28 - 35k	<b>28 - 35k</b>	35 - 45k	<b>35 - 50k</b>		
QA/QC Manager	30 - 40k	<b>30 - 40k</b>	40 - 50k	<b>40 - 55k</b>		
R&D Manager	35 - 45k	<b>35 - 45k</b>	45 - 60k	<b>45 - 65k</b>	50 - 65k	<b>50 - 65k</b>
Continuous Improvement Manager	25 - 35k	<b>30 - 40k</b>	35 - 55k	<b>40 - 60k</b>		
<b>Sales</b>						
Sales Director			50 - 95k	<b>50 - 95k</b>	65 - 120k	<b>65 - 120k</b>
Business Development Manager	35 - 50k	<b>40 - 50k</b>	45 - 95k	<b>45 - 95k</b>	65 - 135k	<b>65 - 135k</b>
Regional Sales Manager	25 - 40k	<b>35 - 50k</b>	30 - 50k	<b>30 - 50k</b>	40 - 85k	<b>40 - 85k</b>
Sales Engineer	20 - 30k	<b>30 - 50k</b>	25 - 40k	<b>25 - 40k</b>	40 - 50k	<b>40 - 50k</b>
<b>Construction &amp; Energy</b>						
Engineering Director	40 - 60k	<b>40 - 60k</b>	50 - 80k	<b>60 - 90k</b>	80 - 120k	<b>85 - 140k</b>
Project Director	35 - 50k	<b>40 - 55k</b>	60 - 90k	<b>60 - 90k</b>	65 - 110k	<b>70 - 130k</b>
Construction Director	50 - 70k	<b>50 - 70k</b>	60 - 80k	<b>65 - 80k</b>	70 - 100k	<b>80 - 110k</b>
Project Manager	25 - 45k	<b>25 - 45k</b>	40 - 70k	<b>45 - 80k</b>	65 - 85k	<b>70 - 90k</b>
Contract Manager			45 - 65k	<b>45 - 65k</b>	55 - 85k	<b>55 - 85k</b>
Site Manager	40 - 60k	<b>40 - 60k</b>	50 - 80k	<b>60 - 90k</b>	65 - 95k	<b>65 - 100k</b>
Commissioning Manager	35 - 50k	<b>35 - 50k</b>	40 - 55k	<b>40 - 55k</b>	50 - 80k	<b>50 - 80k</b>
Mechanical/Electrical Engineer	25 - 40k	<b>25 - 45k</b>	40 - 55k	<b>40 - 55k</b>		

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

# PORTUGAL

## INFORMATION TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	2 - 5 YRS' EXP		5 - 10 YRS' EXP		10+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Management</b>						
Chief Information Officer	65 - 75k	<b>75 - 80k</b>	80 - 90k	<b>80 - 95k</b>	90 - 100k	<b>90 - 110k</b>
Chief Technology Officer	55 - 65k	<b>60 - 70k</b>	75 - 85k	<b>85 - 90k</b>	80 - 85k	<b>90 - 95k</b>
Chief Operations Officer	50 - 55k	<b>55 - 60k</b>	60 - 80k	<b>80 - 90k</b>	65 - 85k	<b>85 - 95k</b>
IT Manager			45 - 55k	<b>50 - 60k</b>	60 - 70k	<b>65 - 80k</b>
<b>Development</b>						
Development Director	45 - 55k	<b>50 - 60k</b>	60 - 70k	<b>65 - 80k</b>	65 - 75k	<b>70 - 85k</b>
Front-end Developer	30 - 40k	<b>30 - 45k</b>	45 - 60k	<b>50 - 70k</b>		
Back-end Developer	25 - 35k	<b>25 - 35k</b>	35 - 50k	<b>40 - 60k</b>		
DevOps Engineer	35 - 45k	<b>40 - 50k</b>	40 - 50k	<b>55 - 70k</b>		
Tester/QA Analyst	25 - 30k	<b>25 - 35k</b>	35 - 40k	<b>35 - 45k</b>		
<b>ERPs</b>						
SAP Manager	40 - 50k	<b>45 - 55k</b>	50 - 60k	<b>50 - 60k</b>	50 - 60k	<b>55 - 70k</b>
SAP Analyst	35 - 42k	<b>35 - 45k</b>	45 - 55k	<b>45 - 60k</b>	50 - 60k	<b>55 - 65k</b>
<b>Security</b>						
Chief Security Officer	40 - 60k	<b>40 - 65k</b>	50 - 70k	<b>55 - 75k</b>	60 - 80k	<b>70 - 90k</b>
<b>Data &amp; Analytics</b>						
Data & Analytics Manager	50 - 60k	<b>55 - 65k</b>	55 - 65k	<b>60 - 70k</b>		
Data Architect	40 - 50k	<b>45 - 55k</b>	50 - 60k	<b>55 - 65k</b>		
BI Specialist	25 - 30k	<b>30 - 35k</b>	35 - 45k	<b>45 - 50k</b>		
Big Data Specialist	35 - 45k	<b>40 - 50k</b>				
Data Scientist	40 - 50k	<b>45 - 55k</b>				
Database Administrator	30 - 37k	<b>32 - 37k</b>	37 - 45k	<b>40 - 45k</b>	45 - 55k	<b>45 - 55k</b>

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

# SPAIN

## 2017

Spain enjoyed a buoyant economy in 2017, with GDP increasing by 3%. Demand for professionals rose, lowering the national unemployment rate.

Businesses connected to tourism, such as hospitality, leisure, retail, travel and consumer goods, were the most active in recruiting. Digitalisation and development of a sophisticated online presence were key projects, boosting the demand for IT and tech talent. In particular, developers with expertise in the most commonly used platforms were highly sought after.

The construction, automotive, pharma, oil and gas and manufacturing sectors were active in recruiting, triggering demand for engineering professionals. However, businesses in the energy industry were more cautious than usual when investing in their teams, due to the slump in oil prices.

Investment banks based in Madrid recruited legal experts, while in Barcelona SME businesses in the e-commerce and technology sectors boosted the number of job vacancies.

Employers faced shortages of tech professionals across all regions, particularly big data, IT security specialists and developers with businesses competing to secure top talent.

# 95%

OF PROFESSIONALS IN SPAIN  
ARE OPEN TO A JOB APPROACH  
WHEN NOT ACTIVELY LOOKING

“

Employers will need to take a competitive approach to securing top talent, moving quickly to make an offer when good candidates become available.

”



**MARCO LAVEDA,**  
MANAGING DIRECTOR,  
SPAIN & PORTUGAL

## 2018

In 2018, Spain will enjoy healthy economic growth and falling unemployment. While historically high levels of unemployment will ensure that hiring managers have access to large talent pools, employers will still need to compete to secure the most desirable candidates.

Demand will remain high for professionals in finance, control, HR and IT functions, where commercial and strategic awareness will be highly desirable.

Professionals with foreign language skills will be required by the hospitality and leisure industries, as well as technology and finance businesses looking to expand into international markets.

Specialists in the pharmaceutical and biotech sectors will be required to implement digitisation and industry 4.0. The demand for technical profiles in R&D, regulatory affairs, project management and QA will also increase.

Professionals in tech and IT-related fields will benefit from the highest wage increases. Employers will need to take a competitive approach to securing top talent moving quickly to make an offer when good candidates become available.



Of professionals in Spain  
want the option to  
work remotely



1

Madrid - Jobs up  
21% year-on-year

2

Barcelona - Jobs  
up 17% year-on-  
year

# OVERVIEW



# 64%

OF PROFESSIONALS IN SPAIN  
PLAN TO CHANGE JOBS IN THE  
NEXT SIX MONTHS

## ACCOUNTING & FINANCE

In 2017, strong economic growth, political stability and new investment created opportunities for accounting and finance professionals. Finance analysts and IT financial controllers were widely hired as companies looked to develop their finance function by recruiting finance business partners who could provide strategic direction.

The growth in shared services centres spurred demand for finance specialists. Commercial finance and business controllers were particularly sought after to upskill existing teams and improve operational efficiency. This trend will continue in 2018.

Foreign investment and an active industrial sector led many real estate and production companies to invest in their finance functions. Candidates with a thorough knowledge of the accounting-tax field and strong business acumen were favoured by employers to fill finance manager roles. In industry, we expect high demand for industrial controllers, plant controllers and professionals with relevant sector knowledge.

Hiring managers will face skills shortages, particularly when looking to secure candidates with international experience. As a result we predict salary increases of 3-7%.

## BANKING & INSURANCE

After a difficult period following the financial crisis, the banking and financial services sector is showing strong signs of recovery. While the sector has shrunk due to restructuring and mergers, this has helped to improve trust in the industry, spurring investment and increasing business confidence.

The insurance sector has also enjoyed a strong upturn, meeting projected forecasts and returning to a state of steady growth. This has resulted in increased hiring activity.

Recruiting has been high within retail banking for professionals with a background in digitalisation and tech, as the traditional commercial side has taken a back seat amid

“

In spite of the rising need for banking and insurance professionals, salaries are likely to stabilise in 2018.

”

business reorganisation and redefinition of goals. Risk professionals were also sought after in this sector, in light of pressure from regulators.

There is a positive outlook among investment banks, particularly corporate finance (M&A) departments. The venture capital sector expanded, with more than 20 new funds launched in 2016, creating opportunities for specialists in private equity, energy funds, real estate and venture capital.

In spite of the rising need for banking and insurance professionals, salaries are likely to stabilise in 2018 with exceptions made when filling business-critical roles.

## ENGINEERING

In industry and supply chain there was consolidation of the labour market, geographic dispersion and a stability in wages. This made it difficult to convince candidates to consider new opportunities.

There were still some roles in demand including supply chain managers, process improvement, quality engineers and product development (R&D).

Public investment in infrastructure is encouraging growth in the civil engineering market after several years of decline. The real estate market is expected to keep improving due to private investment in Spain over the next few years across residential, logistics, hotels and alternative markets.

Within the pharmaceutical, healthcare and biotech sectors, employers will continue to seek research and development specialists, graduates in pharmacy, biochemistry and engineers to fill regulatory affairs, project management and QA/QC roles.

In the renewable energy sector we saw increased domestic recruiting, including a shift away from the traditional need to source talent from overseas. Demand will continue to be high for professionals with experience in distributed generation facilities, particularly to fill commercial positions and facilities design roles.

The oil and gas sectors are in a period of transition, with mergers and acquisitions among international firms and low oil prices leading few firms to invest heavily in new projects. However, demand will remain for professionals with a background in equipment manufacturing, particularly project managers, contracts managers, HSE managers, project control managers and business development managers.

## HUMAN RESOURCES

A favourable macroeconomic climate, the implementation of digitalisation, demonstration of a tangible contribution to the business and the transformation of the “Director of People” role are challenges that HR professionals must face in 2018.

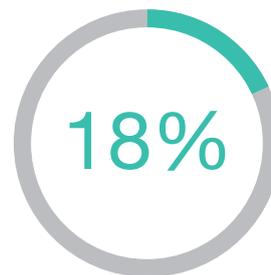
Compensation and benefits specialists are increasingly playing a greater role in businesses, not only to ensure



# 41%

OF PROFESSIONALS IN SPAIN  
ARE MOTIVATED BY CAREER  
PROGRESSION WHEN TAKING  
ON A NEW ROLE

compliance with remuneration policies, but also to meet the expectations of professionals. On the other hand, the impact of big data means large companies will place more importance on statistics. This will result in increased demand for data analytics specialists.



Of professionals in Spain  
received a pay rise of more  
than 5% last year.

HR Directors who can demonstrate clearly how the function contributes to the success of the business will be in high demand.

In 2018, as companies expand internationally, demand will increase for experts in labour relations, expatriation, mobility, payroll and tax.

Salaries for HR specialists will rise 2-4% depending on the sector, with an increasing tendency to link remuneration to results, positioning HR as core within the business.

## IT & DIGITAL

IT and Digital professionals were in high demand in 2017, with employers facing skills shortages, particularly in the case of software developers, big data and information security specialists. AI and machine learning were both areas

of high growth and will continue to expand, creating a large number of new positions.

Development in driverless car technology led to increased demand from the automotive industry for IT and Digital professionals, while financial services hired more specialists to manage disruption to the industry from new technologies such as blockchain and ethereum.

This year, hiring managers will focus on sourcing data analysts and software architects, while information security experts will be the hardest professionals to find. Due to the high demand and candidate short market, IT and digital specialists can expect to see salaries rise by up to 10% when changing roles, but employers will also have high expectations of new staff due to these sharp increments.

“

Hiring managers will focus on sourcing data analysts and software architects while information security experts will be the hardest professionals to find.

”

Data management is a growing priority for businesses and software manufacturers and digital banking firms are leveraging these new technologies to grow their margins. As a result, data scientists, software architects and information security professionals will all be highly sought after in 2018.

## SALES & MARKETING

Demand was high for mid and senior-level sales and marketing professionals, particularly in the FMCG, retail, consumer electronics, start-ups services and media sectors.

As consumers come to favour online purchasing, demand is growing for sales and marketing specialists with a background in e-commerce, customer experience, customer excellence, acquisition, CRM, SaaS and new business. Among offline businesses, demand was high for specialists in export, KAM, business development and business insight, particularly at the product manager level.

Digitalisation continues to have an impact on demand for sales and marketing professionals, with specialists seeing higher demand for their skills compared to generalists.



68%

OF PROFESSIONALS IN SPAIN  
ARE EXPECTING A SALARY  
INCREASE IN 2018

In addition, the growth in online-only retailers has placed additional pressure on talent pools, forcing employers to compete for candidates. As the Spanish economy recovers, multinational businesses are also taking an increased interest in the region and looking to expand into the market, prompting further demand for sales and marketing specialists.

The pharmaceutical, healthcare and biotech sectors are all experiencing significant growth in Spain, though succeeding in emerging markets will continue to present a challenge for multinational companies within these sectors.

Sectors such as technical equipment (lighting, HVAC, tooling) as well as industries related to raw materials will enjoy a recovery, boosting the number of sales roles. The most sought-after profiles will be commercial technicians and sales and export managers.

While salaries will continue to vary, the trend towards bonuses being linked to performance rather than being a fixed percentage of remuneration is



Of professionals in Spain would not consider a counter-offer from their current employer.

becoming more common. Aside from compensation, candidates are motivated by company culture, flexibility and the potential for training when choosing a role.

### TAX & LEGAL

National and international law firms increased recruitment in 2017, as did the in-house legal departments of large companies. This trend is ongoing, particularly among in-house teams, where employers are looking to build solid teams that can provide closer and immediate legal advice.

New legislative changes have also helped to drive demand for legal professionals, as firms aimed to develop specialised teams in economic criminal law and financial regulatory law.

In 2018, hiring managers will struggle to recruit experienced real estate, data protection and new technologies lawyers, all of them at the mid level (three to five years' post qualification experience).

In order to secure the most desirable candidates, employers will need to provide clear opportunities for professional development and offer a company culture where staff feel rewarded and valued. Work-life balance will also be a priority for many candidates, and there is increasing interest from lawyers in firms offering the opportunity to work overseas to gain international experience.

### TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Remuneration and benefits



Work-life balance



Status and level of responsibility



Day-to-day work/Type of role

Salaries remained steady in 2017 and this is expected to continue. Real estate, energy, infrastructure and tourism law will continue to recover after a lengthy downturn, and high levels of foreign investment will create a candidate friendly market where professionals will be highly sought after.

# SPAIN

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Generalist</b>						
Chief Financial Officer			80 - 110k	<b>80 - 110k</b>	120 - 200k	<b>120 - 200k</b>
Finance Director - SME	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>70 - 90k</b>	70 - 95k	<b>85 - 110k</b>
Head of Controlling			55 - 75k	<b>60 - 80k</b>	70 - 100k	<b>75 - 110k</b>
FP&A Manager	35 - 55k	<b>40 - 55k</b>	50 - 70k	<b>55 - 75k</b>	70 - 110k	<b>75 - 110k</b>
Financial Controller	35 - 55k	<b>40 - 55k</b>	55 - 70k	<b>55 - 75k</b>	70 - 95k	<b>75 - 95k</b>
Accounting Manager	40 - 55k	<b>45 - 55k</b>	55 - 75k	<b>55 - 75k</b>	75 - 85k	<b>75 - 95k</b>
Treasurer	40 - 50k	<b>40 - 50k</b>	50 - 65k	<b>50 - 75k</b>	65 - 80k	<b>70 - 90k</b>
Business Analyst	35 - 50k	<b>40 - 55k</b>	55 - 65k	<b>55 - 75k</b>	65 - 80k	<b>75 - 95k</b>
<b>Specialist</b>						
Plant Controller	40 - 55k	<b>40 - 55k</b>	55 - 80k	<b>55 - 80k</b>	80 - 95k	<b>80 - 95k</b>
Internal Auditor	35 - 50k	<b>35 - 50k</b>	55 - 75k	<b>55 - 75k</b>	75 - 95k	<b>75 - 95k</b>
Consolidation Manager	40 - 50k	<b>40 - 50k</b>	50 - 75k	<b>50 - 75k</b>	75 - 95k	<b>75 - 95k</b>
Project Finance Analyst	45 - 75k	<b>45 - 75k</b>	70 - 110k	<b>70 - 115k</b>	110 - 160k	<b>120 - 180k</b>
Strategy Consultant	45 - 60k	<b>45 - 65k</b>	65 - 85k	<b>65 - 90k</b>	90 - 125k	<b>95 - 150k</b>
Finance Business Partner	35 - 55k	<b>40 - 55k</b>	55 - 75k	<b>60 - 80k</b>	75 - 95k	<b>75 - 100k</b>

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

# SPAIN

## BANKING & INSURANCE

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Retail Banking</b>						
Retail Director	60 - 70k	<b>60 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90 - 110k	<b>90 - 110k</b>
Finance Director	60 - 80k	<b>60 - 80k</b>	80 - 90k	<b>80 - 90k</b>	90 - 120k	<b>90 - 120k</b>
Finance Manager	50 - 70k	<b>50 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90 - 100k	<b>90 - 100k</b>
Risk Director	60 - 80k	<b>60 - 80k</b>	80 - 90k	<b>80 - 90k</b>	90 - 120k	<b>90 - 120k</b>
Risk Manager	50 - 70k	<b>50 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90 - 100k	<b>90 - 100k</b>
Audit Manager	50 - 70k	<b>50 - 70k</b>	70 - 90k	<b>70 - 90k</b>	90 - 100k	<b>90 - 100k</b>
<b>Corporate Banking</b>						
Director	80 - 90k	<b>80 - 90k</b>	90 - 110k	<b>90 - 110k</b>	110 - 130k	<b>110 - 130k</b>
Associate	55 - 65k	<b>55 - 65k</b>				
Cash Management Director	80 - 90k	<b>80 - 90k</b>	90 - 110k	<b>90 - 110k</b>	110 - 130k	<b>110 - 130k</b>
Trade Finance Director	80 - 90k	<b>80 - 90k</b>	90 - 110k	<b>90 - 110k</b>	110 - 130k	<b>110 - 130k</b>
<b>Private Banking</b>						
Private Banker	35 - 50k	<b>35 - 50k</b>	50 - 75k	<b>50 - 75k</b>	75 - 120k	<b>75 - 120k</b>
Asset & Portfolio Manager	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>65 - 85k</b>	85 - 130k	<b>85 - 130k</b>
Investment Manager	50 - 75k	<b>50 - 75k</b>	75 - 95k	<b>75 - 95k</b>	95 - 140k	<b>95 - 140k</b>
Institutional Sales	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>65 - 85k</b>	85 - 130k	<b>85 - 130k</b>
Fund Manager	50 - 75k	<b>50 - 75k</b>	75 - 95k	<b>75 - 95k</b>	95 - 140k	<b>95 - 140k</b>
<b>Private Equity &amp; Venture Capital</b>						
Investment Director	90 - 120k	<b>90 - 120k</b>	120 - 145k	<b>120 - 145k</b>	145 - 180k	<b>145 - 180k</b>
Investment Manager/Principal	75 - 90k	<b>75 - 90k</b>	90 - 110k	<b>90 - 110k</b>	110 - 145k	<b>110 - 145k</b>
Investment Associate	55 - 70k	<b>55 - 70k</b>	75 - 85k	<b>75 - 85k</b>	85 - 100k	<b>85 - 100k</b>
<b>Insurance</b>						
Chief Actuary			75 - 100k	<b>75 - 100k</b>	100 - 160k	<b>100 - 160k</b>
Actuary	35 - 47k	<b>35 - 47k</b>	47 - 68k	<b>47 - 68k</b>		
Underwriter	30 - 45k	<b>30 - 45k</b>	45 - 65k	<b>45 - 65k</b>	75 - 90k	<b>75 - 90k</b>
Claims Manager	35 - 60k	<b>35 - 60k</b>	65 - 90k	<b>65 - 90k</b>	90 - 130k	<b>90 - 130k</b>
Key Account Manager	40 - 60k	<b>40 - 60k</b>	60 - 80k	<b>60 - 80k</b>	90 - 120k	<b>90 - 120k</b>
Audit Manager	40 - 55k	<b>40 - 55k</b>	50 - 65k	<b>50 - 65k</b>	65 - 85k	<b>65 - 85k</b>
Financial Controller	35 - 45k	<b>35 - 45k</b>	40 - 60k	<b>40 - 60k</b>	60 - 85k	<b>60 - 85k</b>

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

# SPAIN

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Management</b>						
Chief Executive Officer			150 - 180k	<b>180 - 220k</b>	200 - 240k	<b>220 - 280k</b>
Managing Director			120 - 150k	<b>140 - 180k</b>	160 - 200k	<b>180 - 210k</b>
<b>Oil &amp; Gas/Conventional</b>						
Business Development Manager	45 - 60k	<b>45 - 65k</b>	80 - 100k	<b>80 - 110k</b>	100 - 160k	<b>110 - 160k</b>
Operations Director			85 - 100k	<b>85 - 100k</b>	110 - 130k	<b>110 - 140k</b>
Project Director	45 - 65k	<b>45 - 65k</b>	65 - 85k	<b>65 - 85k</b>	85 - 110k	<b>85 - 120k</b>
Engineering Manager	40 - 60k	<b>40 - 60k</b>	65 - 75k	<b>65 - 75k</b>	75 - 95k	<b>75 - 95k</b>
Procurement Manager	45 - 55k	<b>45 - 55k</b>	55 - 65k	<b>55 - 65k</b>	70 - 90k	<b>70 - 90k</b>
Proposal Manager	40 - 45k	<b>40 - 45k</b>	50 - 75k	<b>50 - 75k</b>	75 - 80k	<b>75 - 80k</b>
Process Leader	40 - 45k	<b>40 - 45k</b>	50 - 75k	<b>50 - 75k</b>	75 - 80k	<b>75 - 80k</b>
Lead Mechanical Engineer	40 - 50k	<b>40 - 50k</b>	50 - 60k	<b>50 - 60k</b>	60 - 75k	<b>60 - 75k</b>
Site Construction Manager	75 - 90k	<b>75 - 90k</b>	90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>
Site Contract Manager			90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>
Site Commissioning Manager	75 - 85k	<b>75 - 85k</b>	90 - 110k	<b>90 - 110k</b>	120 - 140k	<b>120 - 140k</b>
Site QA/QC Manager	50 - 75k	<b>50 - 75k</b>	75 - 90k	<b>75 - 90k</b>	90 - 120k	<b>90 - 120k</b>
Site Project Control Manager	70 - 75k	<b>70 - 75k</b>	85 - 100k	<b>85 - 100k</b>	120 - 150k	<b>120 - 150k</b>
Site HSE Manager	50 - 75k	<b>50 - 75k</b>	75 - 90k	<b>75 - 90k</b>	90 - 120k	<b>90 - 120k</b>
<b>Renewable Energy/T&amp;D</b>						
Business Development Manager	50 - 60k	<b>40 - 60k</b>	55 - 80k	<b>50 - 75k</b>	70 - 120k	<b>65 - 115k</b>
Project Development Manager	40 - 45k	<b>35 - 45k</b>	55 - 70k	<b>50 - 65k</b>	60 - 80k	<b>55 - 75k</b>
Project Manager	40 - 55k	<b>35 - 55k</b>	50 - 70k	<b>45 - 65k</b>	65 - 100k	<b>60 - 95k</b>
Engineering Manager	40 - 55k	<b>35 - 55k</b>	50 - 70k	<b>45 - 60k</b>	65 - 100k	<b>60 - 95k</b>
Procurement Manager	35 - 55k	<b>30 - 55k</b>	45 - 65k	<b>40 - 60k</b>	55 - 75k	<b>50 - 70k</b>
Site Construction Manager	40 - 55k	<b>35 - 55k</b>	50 - 70k	<b>45 - 65k</b>	65 - 100k	<b>60 - 95k</b>
Site Commissioning Manager	40 - 50k	<b>35 - 50k</b>	50 - 65k	<b>45 - 60k</b>	65 - 95k	<b>60 - 90k</b>
O&M Manager	35 - 55k	<b>30 - 55k</b>	45 - 65k	<b>40 - 60k</b>	55 - 75k	<b>50 - 75k</b>
Senior Sales Manager	45 - 55k	<b>40 - 55k</b>	50 - 65k	<b>45 - 60k</b>	60 - 95k	<b>55 - 90k</b>
Asset Manager	35 - 55k	<b>30 - 55k</b>	50 - 65k	<b>45 - 60k</b>	60 - 90k	<b>55 - 85k</b>

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

# SPAIN

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Mining &amp; Cement</b>						
Project Director			85 - 110k	<b>85 - 110k</b>	110 - 160k	<b>110 - 160k</b>
Mechanical Leader	35 - 50k	<b>35 - 50k</b>	50 - 75k	<b>50 - 75k</b>	75 - 100k	<b>75 - 100k</b>
Process Leader	35 - 50k	<b>35 - 50k</b>	50 - 75k	<b>50 - 75k</b>	75 - 100k	<b>75 - 100k</b>
Site Manager			70 - 90k	<b>70 - 90k</b>	90 - 130k	<b>90 - 130k</b>
<b>Industry &amp; Supply Chain</b>						
Operations Director	50 - 60k	<b>50 - 70k</b>	75 - 90k	<b>80 - 100k</b>	90 - 120k	<b>100 - 130k</b>
Business Development Manager	45 - 65k	<b>45 - 60k</b>	70 - 100k	<b>60 - 90k</b>	110 - 140k	<b>100 - 150k</b>
Industrial/Plant Manager	45 - 60k	<b>50 - 65k</b>	65 - 90k	<b>60 - 85k</b>	90 - 120k	<b>90 - 120k</b>
Technical Director	45 - 60k	<b>45 - 55k</b>	65 - 75k	<b>60 - 80k</b>	80 - 100k	<b>90 - 110k</b>
Production Manager	35 - 50k	<b>30 - 45k</b>	50 - 70k	<b>55 - 70k</b>	70 - 95k	<b>75 - 90k</b>
Engineering Manager	45 - 60k	<b>50 - 65k</b>	60 - 80k	<b>65 - 80k</b>	75 - 90k	<b>80 - 100k</b>
Continuous Improvement Manager	35 - 45k	<b>40 - 50k</b>	50 - 60k	<b>50 - 65k</b>	65 - 80k	<b>65 - 80k</b>
Logistics/Supply Chain Manager	40 - 55k	<b>45 - 55k</b>	60 - 75k	<b>60 - 80k</b>	80 - 110k	<b>90 - 105k</b>
Purchasing Manager	35 - 45k	<b>40 - 55k</b>	50 - 65k	<b>55 - 70k</b>	70 - 95k	<b>75 - 90k</b>
Maintenance/Facility Manager	35 - 45k	<b>40 - 50k</b>	45 - 55k	<b>50 - 65k</b>	60 - 75k	<b>60 - 80k</b>
HSE Manager	35 - 40k	<b>40 - 50k</b>	45 - 60k	<b>50 - 60k</b>	60 - 75k	<b>60 - 75k</b>
QA/QC Manager	40 - 50k	<b>40 - 55k</b>	50 - 70k	<b>55 - 70k</b>	70 - 85k	<b>65 - 90k</b>
Aftersales Engineer	35 - 45k	<b>35 - 45k</b>	40 - 50k	<b>40 - 50k</b>	60 - 75k	<b>60 - 80k</b>
Automation/Mechanical Engineer	30 - 40k	<b>35 - 45k</b>	45 - 60k	<b>50 - 70k</b>	65 - 75k	<b>70 - 85k</b>
Process Engineer	35 - 45k	<b>40 - 50k</b>	45 - 65k	<b>50 - 70k</b>	70 - 85k	<b>75 - 95k</b>
R&D Engineer	30 - 40k	<b>35 - 45k</b>	45 - 55k	<b>50 - 60k</b>	55 - 70k	<b>65 - 75k</b>
<b>Pharma, Healthcare &amp; Biotech</b>						
Head of Operations	80 - 100k	<b>85 - 110k</b>	100 - 150k	<b>100 - 150k</b>	160 - 250k	<b>170 - 300k</b>
Contract Manufacturing Director	70 - 95k	<b>75 - 95k</b>	85 - 110k	<b>90 - 125k</b>	140 - 180k	<b>145 - 185k</b>
Site/Production Manager	60 - 90k	<b>60 - 90k</b>	80 - 110k	<b>90 - 120k</b>	110 - 150k	<b>120 - 160k</b>
Site Quality Manager/QA Manager	45 - 60k	<b>45 - 65k</b>	60 - 90k	<b>70 - 100k</b>	90 - 120k	<b>95 - 130k</b>
Regulatory Affairs/Pharmacovigilance Manager	35 - 55k	<b>40 - 60k</b>	45 - 70k	<b>50 - 80k</b>	80 - 95k	<b>80 - 95k</b>
Engineering/Maintenance Manager	35 - 45k	<b>35 - 40k</b>	45 - 60k	<b>40 - 60k</b>	60 - 100k	<b>65 - 110k</b>

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

# SPAIN

## ENGINEERING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Infrastructure</b>						
Business Development Manager/Commercial Manager			90 - 100k	<b>90 - 100k</b>	110 - 120k	<b>110 - 120k</b>
Technical Director			80 - 85k	<b>80 - 85k</b>	90 - 100k	<b>90 - 100k</b>
Project Director	80 - 95k	<b>80 - 95k</b>	90 - 105k	<b>90 - 105k</b>	120 - 150k	<b>120 - 150k</b>
Construction Director			80 - 90k	<b>80 - 90k</b>	95 - 105k	<b>95 - 105k</b>
Project Manager	85 - 100k	<b>85 - 100k</b>	95 - 110k	<b>95 - 110k</b>	115 - 130k	<b>115 - 130k</b>
Regional Manager			100 - 110k	<b>100 - 110k</b>	120 - 140k	<b>120 - 140k</b>
Bid Manager/Tender Manager			65 - 75k	<b>65 - 75k</b>	75 - 85k	<b>75 - 85k</b>
Site Manager	70 - 80k	<b>70 - 80k</b>	80 - 90k	<b>80 - 90k</b>	110 - 130k	<b>110 - 130k</b>
Planning & Cost Manager	70 - 80k	<b>70 - 80k</b>	80 - 90k	<b>80 - 90k</b>	110 - 130k	<b>110 - 130k</b>
Procurement & Purchasing Manager	60 - 70k	<b>60 - 70k</b>	75 - 85k	<b>75 - 85k</b>	85 - 95k	<b>85 - 95k</b>
Technical Office Manager	75 - 85k	<b>75 - 85k</b>	85 - 95k	<b>85 - 95k</b>	95 - 105k	<b>95 - 105k</b>
MEP Manager	50 - 60k	<b>50 - 60k</b>	65 - 70k	<b>65 - 70k</b>	75 - 80k	<b>75 - 80k</b>
HSE Manager	40 - 45k	<b>40 - 45k</b>	50 - 55k	<b>50 - 55k</b>	60 - 65k	<b>60 - 65k</b>
QA/QC Manager	40 - 45k	<b>40 - 45k</b>	50 - 55k	<b>50 - 55k</b>	65 - 60k	<b>65 - 60k</b>
Project Engineer	35 - 40k	<b>35 - 40k</b>	45 - 50k	<b>45 - 50k</b>	55 - 60k	<b>55 - 60k</b>
<b>Real Estate</b>						
Director of Real Estate Development			70 - 75k	<b>75 - 80k</b>	80 - 85k	<b>85 - 95k</b>
Land Development Manager			75 - 80k	<b>80 - 90k</b>	90 - 95k	<b>95 - 105k</b>
Product Development Manager			60 - 70k	<b>60 - 70k</b>	70 - 75k	<b>75 - 80k</b>
Property Manager	45 - 50k	<b>45 - 50k</b>	60 - 70k	<b>60 - 70k</b>	75 - 80k	<b>75 - 80k</b>
Asset Manager	45 - 55k	<b>50 - 60k</b>	60 - 65k	<b>65 - 75k</b>	75 - 80k	<b>80 - 85k</b>
Facility Manager	40 - 50k	<b>40 - 50k</b>	55 - 60k	<b>55 - 60k</b>	65 - 70k	<b>65 - 70k</b>
Real Estate Manager	40 - 50k	<b>40 - 50k</b>	55 - 60k	<b>55 - 60k</b>	65 - 70k	<b>65 - 70k</b>
Real Estate Consultant	30 - 35k	<b>35 - 40k</b>	45 - 55k	<b>45 - 55k</b>	55 - 60k	<b>55 - 60k</b>

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

# SPAIN

## HUMAN RESOURCES

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Generalist</b>						
HR Director	55 - 80k	<b>55 - 80k</b>	75 - 120k	<b>75 - 120k</b>	95 - 145k	<b>95 - 145k</b>
HRBP	40 - 60k	<b>40 - 60k</b>	55 - 80k	<b>55 - 80k</b>	75 - 100k	<b>75 - 100k</b>
HR Manager	40 - 50k	<b>40 - 55k</b>	45 - 70k	<b>45 - 70k</b>	65 - 80k	<b>65 - 80k</b>
<b>Specialist</b>						
Labour Relations Manager	35 - 50k	<b>35 - 50k</b>	45 - 55k	<b>45 - 60k</b>	60 - 80k	<b>60 - 85k</b>
Talent Acquisition Manager	30 - 50k	<b>30 - 50k</b>	40 - 55k	<b>40 - 55k</b>	50 - 65k	<b>50 - 65k</b>
Training & Development Manager	30 - 50k	<b>30 - 50k</b>	40 - 55k	<b>40 - 55k</b>	45 - 65k	<b>45 - 65k</b>
Payroll & General Administration Manager	30 - 45k	<b>30 - 45k</b>	35 - 52k	<b>35 - 52k</b>	40 - 55k	<b>40 - 55k</b>
Compensation & Benefits Manager	35 - 50k	<b>35 - 50k</b>	40 - 55k	<b>45 - 60k</b>	60 - 75k	<b>60 - 80k</b>

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

# SPAIN

## INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Management</b>						
Chief Information Officer	80 - 90k	<b>85 - 95k</b>	90 - 120k	<b>95 - 125k</b>	110 - 190k	<b>115 - 195k</b>
Chief Technology Officer	70 - 85k	<b>75 - 90k</b>	80 - 115k	<b>85 - 120k</b>	100 - 170k	<b>105 - 175k</b>
Chief Operations Officer	50 - 65k	<b>55 - 70k</b>	65 - 105k	<b>70 - 110k</b>	100 - 170k	<b>110 - 180k</b>
IT Director	60 - 75k	<b>65 - 80k</b>	75 - 110k	<b>80 - 115k</b>	90 - 130k	<b>115 - 135k</b>
Head of Infrastructure	65 - 70k	<b>65 - 75k</b>	70 - 80k	<b>75 - 90k</b>	90 - 100k	<b>95 - 110k</b>
IT Manager	50 - 60k	<b>50 - 65k</b>	60 - 75k	<b>60 - 80k</b>	75 - 95k	<b>75 - 95k</b>
PMO/Portfolio Manager	60 - 75k	<b>65 - 80k</b>	75 - 100k	<b>80 - 105k</b>	90 - 120k	<b>100 - 130k</b>
Delivery Manager	50 - 60k	<b>50 - 60k</b>	60 - 75k	<b>60 - 75k</b>	75 - 95k	<b>75 - 95k</b>
<b>Development</b>						
Development Director	60 - 75k	<b>65 - 75k</b>	75 - 100k	<b>80 - 100k</b>	95 - 130k	<b>95 - 130k</b>
Enterprise Architect	70 - 85k	<b>75 - 85k</b>	80 - 110k	<b>85 - 110k</b>	100 - 140k	<b>110 - 140k</b>
Software Architect	40 - 45k	<b>40 - 50k</b>	45 - 50k	<b>45 - 55k</b>	50 - 55k	<b>50 - 60k</b>
Development Project Manager	45 - 60k	<b>50 - 60k</b>	55 - 70k	<b>60 - 75k</b>	65 - 85k	<b>70 - 85k</b>
Product Manager	50 - 70k	<b>50 - 75k</b>				
UX/UI Designer	30 - 40k	<b>35 - 50k</b>				
Front-end Developer/Engineer	35 - 50k	<b>40 - 50k</b>	50 - 60k	<b>50 - 60k</b>		
Back-end Developer/Engineer	35 - 55k	<b>40 - 55k</b>	50 - 60k	<b>50 - 65k</b>		
Full-Stack Developer/Engineer	35 - 45k	<b>35 - 45k</b>	40 - 50k	<b>40 - 50k</b>		
DevOps Engineer	35 - 55k	<b>40 - 55k</b>	55 - 70k	<b>55 - 70k</b>		
Mobile (iOS/Android) Developer/Engineer	35 - 45k	<b>35 - 50k</b>	40 - 50k	<b>40 - 55k</b>		
Tester/QA Analyst	40 - 55k	<b>40 - 55k</b>	50 - 70k	<b>50 - 70k</b>		
Scrum Master	50 - 60k	<b>50 - 60k</b>	60 - 75k	<b>60 - 85k</b>	75 - 95k	<b>80 - 105k</b>

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# SPAIN

## INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>ERPs</b>						
SAP Manager	50 - 60k	<b>55 - 65k</b>	60 - 70k	<b>65 - 80k</b>	70 - 85k	<b>85 - 95k</b>
SAP Consultant	45 - 50k	<b>45 - 50k</b>	50 - 55k	<b>50 - 55k</b>		
SAP Developer	35 - 45k	<b>35 - 50k</b>	45 - 50k	<b>50 - 60k</b>		
<b>Security</b>						
Chief Information Security Officer	55 - 75k	<b>60 - 80k</b>	70 - 90k	<b>75 - 95k</b>	80 - 140k	<b>85 - 150k</b>
Cybersecurity Manager	45 - 55k	<b>45 - 60k</b>	50 - 70k	<b>50 - 75k</b>	60 - 75k	<b>60 - 80k</b>
Security Architect	40 - 55k	<b>45 - 60k</b>	50 - 70k	<b>50 - 75k</b>	60 - 75k	<b>60 - 80k</b>
Applications Security Specialist	30 - 50k	<b>35 - 55k</b>	45 - 70k	<b>45 - 70k</b>	50 - 75k	<b>50 - 75k</b>
Pentester/Ethical Hacker	30 - 50k	<b>35 - 55k</b>	45 - 70k	<b>45 - 70k</b>	50 - 75k	<b>50 - 75k</b>
<b>Systems</b>						
Systems Director	80 - 95k	<b>80 - 95k</b>	95 - 110k	<b>95 - 115k</b>	110 - 130k	<b>115 - 135k</b>
Systems Administrator	40 - 55k	<b>40 - 55k</b>	55 - 65k	<b>55 - 65k</b>		
SysOps	45 - 55k	<b>45 - 55k</b>	55 - 80k	<b>55 - 80k</b>		
Network Engineer	40 - 50k	<b>45 - 55k</b>	45 - 60k	<b>60 - 65k</b>	60 - 80k	<b>65 - 85k</b>
Cloud Architect	40 - 50k	<b>45 - 60k</b>	45 - 60k	<b>50 - 70k</b>	60 - 80k	<b>65 - 90k</b>
Cloud Systems Administrator	40 - 55k	<b>40 - 55k</b>	55 - 65k	<b>55 - 70k</b>		
<b>Data &amp; Analytics</b>						
Chief Data Officer	55 - 75k	<b>60 - 80k</b>	70 - 90k	<b>75 - 95k</b>	80 - 140k	<b>85 - 150k</b>
Business Intelligence Manager	45 - 65k	<b>45 - 70k</b>	55 - 70k	<b>55 - 75k</b>	60 - 80k	<b>60 - 85k</b>
Digital Analytics Manager	45 - 70k	<b>45 - 70k</b>	50 - 70k	<b>55 - 75k</b>		
Big Data/Data Architect	45 - 55k	<b>45 - 60k</b>	55 - 70k	<b>55 - 75k</b>		
Big Data/Data Engineer	40 - 50k	<b>40 - 55k</b>	45 - 65k	<b>45 - 70k</b>		
Data Scientist	40 - 75k	<b>45 - 80k</b>				

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

# SPAIN

## INFORMATION TECHNOLOGY & DIGITAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Sales</b>						
Sales Director	60 - 65k	<b>65 - 75k</b>	65 - 80k	<b>70 - 85k</b>	80 - 95k	<b>85 - 100k</b>
Business Development Director	65 - 80k	<b>70 - 85k</b>	80 - 95k	<b>85 - 100k</b>	90 - 115k	<b>95 - 120k</b>
Account Executive Manager	45 - 55k	<b>45 - 55k</b>	55 - 75k	<b>55 - 80k</b>	75 - 85k	<b>75 - 90k</b>
Pre-sales Manager	40 - 55k	<b>45 - 55k</b>	55 - 70k	<b>55 - 75k</b>	65 - 80k	<b>70 - 85k</b>
Sales Engineer	45 - 55k	<b>50 - 60k</b>	50 - 60k	<b>55 - 65k</b>	60 - 70k	<b>65 - 75k</b>
Digital Solutions Account Manager	35 - 50k	<b>40 - 50k</b>	40 - 60k	<b>45 - 65k</b>	50 - 70k	<b>55 - 75k</b>
Sales Programmatic Manager	35 - 45k	<b>35 - 50k</b>	45 - 60k	<b>45 - 65k</b>	60 - 80k	<b>65 - 90k</b>
Account Manager SMB	35 - 50k	<b>35 - 50k</b>	50 - 65k	<b>50 - 65k</b>	65 - 80k	<b>65 - 85k</b>
Inside Sales Executive	35 - 45k	<b>35 - 50k</b>	40 - 50k	<b>45 - 55k</b>	50 - 60k	<b>55 - 60k</b>

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

# SPAIN

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Sales</b>						
Sales Director	80 - 100k	<b>90 - 110k</b>	110 - 135k	<b>120 - 140k</b>	120 - 180k	<b>130 - 200k</b>
Trade Marketing Manager	40 - 60k	<b>40 - 60k</b>	60 - 85k	<b>60 - 80k</b>	70 - 90k	<b>70 - 90k</b>
Key Account Manager	50 - 65k	<b>50 - 65k</b>	60 - 85k	<b>60 - 90k</b>	75 - 110k	<b>80 - 110k</b>
Area Manager	35 - 45k	<b>40 - 50k</b>	50 - 65k	<b>55 - 70k</b>	65 - 80k	<b>70 - 85k</b>
Business Development Manager	35 - 55k	<b>40 - 55k</b>	50 - 70k	<b>54 - 70k</b>	65 - 90k	<b>70 - 95k</b>
Purchasing Manager	30 - 45k	<b>30 - 45k</b>	40 - 60k	<b>45 - 65k</b>	60 - 90k	<b>70 - 95k</b>
Retail Manager	50 - 60k	<b>50 - 65k</b>	65 - 85k	<b>65 - 90k</b>	85 - 100k	<b>85 - 110k</b>
<b>Marketing</b>						
Marketing Director	60 - 85k	<b>60 - 85k</b>	70 - 105k	<b>70 - 110k</b>	110 - 140k	<b>115 - 145k</b>
Brand Manager	40 - 60k	<b>40 - 60k</b>	70 - 85k	<b>70 - 85k</b>	75 - 95k	<b>75 - 95k</b>
Visual Merchandising Manager	30 - 40k	<b>30 - 40k</b>	40 - 50k	<b>40 - 55k</b>	50 - 60k	<b>50 - 65k</b>
<b>Digital</b>						
Chief Digital Officer	90 - 120k	<b>110 - 130k</b>	110 - 150k	<b>120 - 150k</b>	140 - 180k	<b>140 - 180k</b>
Digital Marketing Manager	45 - 70k	<b>45 - 70k</b>	75 - 90k	<b>75 - 90k</b>	85 - 115k	<b>85 - 115k</b>
E-commerce Manager	50 - 75k	<b>50 - 75k</b>	70 - 130k	<b>70 - 130k</b>		
Country Manager	60 - 75k	<b>70 - 85k</b>	65 - 90k	<b>75 - 120k</b>	85 - 135k	<b>100 - 150k</b>
Chief Marketing Officer	40 - 60k	<b>40 - 70k</b>	65 - 85k	<b>65 - 85k</b>	80 - 130k	<b>80 - 130k</b>
Conversion Rate Optimizer	30 - 40k	<b>30 - 40k</b>	50 - 60k	<b>50 - 60k</b>		
Growth Hacker	45 - 65k	<b>45 - 65k</b>	55 - 85k	<b>55 - 85k</b>	80 - 110k	<b>80 - 130k</b>
CLM/Customer Excellence	45 - 60k	<b>45 - 60k</b>	60 - 85k	<b>60 - 85k</b>		
CRM Manager	40 - 50k	<b>40 - 75k</b>	55 - 85k	<b>80 - 100k</b>		
Email Marketing Manager	30 - 35k	<b>30 - 35k</b>	40 - 55k	<b>40 - 55k</b>		
SEM/SEO Manager	35 - 45k	<b>35 - 55k</b>	50 - 70k	<b>50 - 70k</b>		
Acquisition Manager	30 - 55k	<b>35 - 55k</b>	45 - 70k	<b>45 - 80k</b>		
Social Media Manager	35 - 45k	<b>35 - 45k</b>	40 - 50k	<b>40 - 50k</b>		
Head of Sales	45 - 55k	<b>45 - 55k</b>	55 - 70k	<b>55 - 70k</b>	70 - 100k	<b>70 - 100k</b>
New Business Manager	35 - 50k	<b>35 - 50k</b>	60 - 85k	<b>60 - 85k</b>		
Account Manager	30 - 55k	<b>30 - 55k</b>	55 - 80k	<b>55 - 80k</b>	70 - 95k	<b>70 - 95k</b>
Start-up Chief Operations Officer	40 - 55k	<b>40 - 55k</b>	55 - 70k	<b>55 - 70k</b>	70 - 100k	<b>70 - 100k</b>
Head of Programmatic	45 - 75k	<b>45 - 75k</b>	75 - 105k	<b>75 - 105k</b>		
Business Analyst	30 - 40k	<b>30 - 40k</b>	40 - 50k	<b>40 - 50k</b>	50 - 70k	<b>50 - 70k</b>

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

# SPAIN

## SALES & MARKETING

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Industry &amp; Logistics</b>						
Sales Director	50 - 70k	<b>60 - 80k</b>	70 - 90k	<b>80 - 100k</b>	100 - 130k	<b>110 - 140k</b>
Area Sales Manager	45 - 50k	<b>50 - 55k</b>	50 - 60k	<b>60 - 70k</b>	70 - 85k	<b>80 - 90k</b>
Export Manager	45 - 55k	<b>50 - 60k</b>	60 - 65k	<b>65 - 75k</b>	70 - 85k	<b>80 - 100k</b>
Sales Engineer	40 - 45k	<b>45 - 50k</b>	55 - 70k	<b>55 - 75k</b>	75 - 90k	<b>80 - 95k</b>
Pre-sales Engineer	30 - 35k	<b>35 - 40k</b>	40 - 45k	<b>45 - 50k</b>	50 - 55k	<b>55 - 65k</b>
Product Manager	35 - 40k	<b>40 - 45k</b>	45 - 55k	<b>50 - 60k</b>	60 - 70k	<b>65 - 75k</b>
<b>Pharma, Healthcare &amp; Biotech</b>						
Business Development Manager	50 - 60k	<b>50 - 65k</b>	55 - 65k	<b>65 - 75k</b>	75 - 90k	<b>80 - 95k</b>
Area Sales Manager	35 - 60k	<b>35 - 60k</b>	55 - 80k	<b>60 - 80k</b>		
Marketing Manager	45 - 55k	<b>45 - 55k</b>	55 - 70k	<b>55 - 70k</b>	75 - 95k	<b>75 - 95k</b>
Product Manager	35 - 50k	<b>35 - 50k</b>	50 - 65k	<b>50 - 70k</b>		
Medical Director	50 - 65k	<b>60 - 70k</b>	70 - 90k	<b>75 - 90k</b>		
Medical Science Liaison	35 - 60k	<b>40 - 65k</b>	70 - 90k	<b>75 - 95k</b>		
Market Access	45 - 60k	<b>45 - 60k</b>	60 - 80k	<b>60 - 80k</b>		

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

# SPAIN

## TAX & LEGAL

ROLE	PERMANENT SALARY PER ANNUM EUR (€)					
	3 - 7 YRS' EXP		7 - 15 YRS' EXP		15+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>In-house</b>						
Head of Legal			65 - 100k	<b>65 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Legal Counsel	35 - 75k	<b>35 - 75k</b>	70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Tax Manager/Specialist			70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Compliance Manager			70 - 100k	<b>70 - 100k</b>	100 - 150k	<b>100 - 150k</b>
Compliance - AML Officer	35 - 75k	<b>35 - 75k</b>	50 - 85k	<b>50 - 85k</b>		
<b>Private Practice - Law Firms</b>						
Associate/Partner						
Banking/Finance	40 - 75k	<b>40 - 75k</b>	75 - 130k	<b>75 - 130k</b>	120 - 160k	<b>120 - 160k</b>
Corporate/M&A	50 - 75k	<b>50 - 75k</b>	75 - 130k	<b>75 - 130k</b>	120 - 160k	<b>120 - 160k</b>
Litigation	40 - 75k	<b>40 - 75k</b>	75 - 130k	<b>75 - 130k</b>	120 - 160k	<b>120 - 160k</b>
EU & Competition	40 - 70k	<b>40 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 160k	<b>120 - 160k</b>
IP/IT	45 - 70k	<b>45 - 70k</b>	70 - 100k	<b>70 - 100k</b>	120 - 160k	<b>120 - 160k</b>
Labour	40 - 70k	<b>40 - 70k</b>	70 - 120k	<b>70 - 120k</b>	120 - 160k	<b>120 - 160k</b>

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

# SWITZERLAND

## 2017

The Swiss recruitment market saw an increase in hiring activity in 2017, as pockets of demand developed across financial and professional services, technology, manufacturing and the luxury retail sector.

Within financial and professional services, pressure from regulators drove demand for professionals with a regulatory and compliance background. As a result, salaries in this space increased, particularly for candidates with specific regulatory experience, as well as an additional spoken language.

Many organisations continued to move towards digitisation, looking to streamline operating systems and processes. This led to an increase in demand for technology-related skill sets. Where firms did not have the resource available internally, they turned to external consulting companies. This created a salary increase for niche skill sets in this space, but also put pressure on line managers' budgets as they turned to more expensive external support. Where possible, institutions looked to retain consultants on a permanent basis.

In the financial services sector, there was sustained activity from the front office. This was based on attracting candidates with a track record of revenue generation who are fully compliant with specific compliance and onboarding policies. Back office and support functions generally saw less demand as smaller organisations looked to consolidate or outsource their functions.

Within commerce and industry, SMEs continued to maintain or increase existing operations. This created demand for accounting and finance professionals with a local market skill set and Swiss-German fluency.

# 91%

**OF PROFESSIONALS BELIEVE  
A WORKING ENVIRONMENT  
THAT SUPPORTS TEAM WORK  
IS VERY IMPORTANT**

“

Across all industries, employers will seek professionals with intimate knowledge of the Swiss market and relevant language skills.

”



**CHRISTIAN ATKINSON,  
DIRECTOR,  
SWITZERLAND**

International companies began hiring again but mainly to replace existing headcount as opposed to creating new roles. This was reflected in salaries remaining constant and recruitment processes becoming more competitive.

Swiss SMEs maintained or grew their presence in the manufacturing and technology start-up sectors, where firms increased market share and profitability, boding well for the local market.

Recruitment in the luxury goods sector experienced growth despite challenges in consumer trends. Senior retail professionals, such as store managers, were highly sought after, particularly if they also possessed foreign language skills, such as French, Russian, Arabic or Mandarin.

In the professional services and consultancy space, in addition to legal and regulatory projects, data security, Big Data, AI and cyber security roles have become more widely recruited for, as businesses adapted to a changing and evolving Swiss market.

### 2018

Salaries are expected to remain largely static for most professionals; those making external moves can expect pay increases of 5-10%.

Across all industries, employers will seek professionals with intimate knowledge of the Swiss market and relevant language skills. To secure top talent, businesses should consider engaging with recruiters with access to Swiss professionals locally as well as overseas.



1

Of professionals in Zurich feel confident about job opportunities in their sector



### TOP FOUR FACTORS DETERMINING JOB SATISFACTION

- 1 Remuneration and benefits
- 2 Work-life balance
- 3 Status and level of responsibility
- 4 Day-to-day work

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

# OVERVIEW



# 74%

OF PROFESSIONALS WOULD  
CONSIDER A COUNTER-OFFER  
AFTER RESIGNING FROM A ROLE

## ACCOUNTING & FINANCE

Demand for finance and accounting specialists was stable during 2017, with some confidence returning to the market. The most active sectors for recruitment were manufacturing, particularly local Swiss operations, and the IT industry. There was also an increase in hiring activity among professional services firms.

Demand was higher at the junior to mid-level, with senior candidates still finding the market challenging. Local language skills remain highly sought after at all levels.

Salaries remained steady throughout the year, but expectations from employers increased, with finance professionals being expected to work long hours and bring specific knowledge, for example around reporting standards or IT systems.

In 2018, qualified candidates will remain highly sought after, with the IT and healthcare industries accounting for a large share of demand. Employers will face skills shortages, particularly when looking to source candidates with IT skills.

Securing highly desirable candidates will require employers to balance competitive salaries and a good work-life balance. When looking to source mid-level professionals, employers should focus on offering structured career progression as well as training and development to attract top talent.

## BANKING & FINANCIAL SERVICES

The financial services sector saw several pockets of hiring activity during 2017, with continuing high demand for compliance professionals. Skilled candidates in this space were prepared to change roles to secure promotions and better career opportunities.

Private banking relationship managers, however, were more reluctant to move roles, due to their market being affected by instability in their clients' countries. Demand was highest for senior-level professionals, particularly those who could join the organisation and bring in new clients. Among compliance professionals, a thorough knowledge of MiFID II was extremely desirable.

“

Salaries are expected to remain largely static for most professionals, even those making external moves can only expect pay increases of 5-10%.

”

Salaries were stable across the industry, having already reached a high level over the past few years.

In 2018, we expect demand for candidates to shift as new tax rules come into force. Recruitment is likely to increase in businesses with multi-family offices, and despite the date for MiFID II passing, we anticipate many banks will still be looking for specialists in this area, as they are behind schedule.

Technology will have an impact on many recruitment requirements within banks, as more manual processes will shift to being digitalised. Candidates will need to be familiar and comfortable with these new technologies. In compliance, employers will face acute skills shortages, particularly when looking to source candidates who can demonstrate a combination of technical regulatory knowledge and an understanding of digitalisation.

Businesses in Switzerland face an ongoing candidate shortage, particularly when attracting niche skill sets and top talent within the local market.

## INTERIM

There was a steady increase in demand for interim professionals throughout 2017, with a notable shift towards employers taking on interim managers to support projects, rather than engaging consultancy firms.

Within financial services, demand was highest for junior and mid-level candidates to provide additional support for regulatory, compliance and transformation projects. Junior compliance officers were sought by financial services firms to assist with reviews, as were regulatory specialists. Across both industry and financial services, interim data protection specialists were in demand ahead of the May 2017 GDPR deadline.

Outside of financial services, demand was highest from the FMCG, manufacturing and technology sectors where professionals with experience in finance outsourcing and systems implementation were sought after. Senior interim professionals were in demand to oversee outsourcing and digitalisation projects.

Pay rates were consistent with 2016, with the exception of areas where skills shortages were acute, such as data privacy and compliance, as well as for candidates with specific market knowledge or language skills.

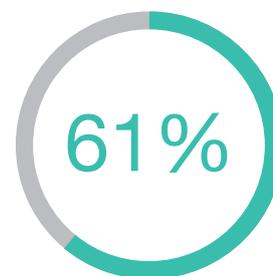
In 2018, regulatory professionals will continue to be in demand from financial services employers, as will topic specialists and project managers. In commerce and industry, hiring of senior interim professionals to support change projects will be prevalent.



# 84%

OF PROFESSIONALS BELIEVE THAT WOMEN ARE UNDER-REPRESENTED IN LEADERSHIP POSITIONS

Fintech will be another growth industry creating demand for interim talent. International firms with a presence in Switzerland are also expected to play a key role in driving demand.



Of professionals in Switzerland will be looking for a new job within the next 12 months

## LUXURY RETAIL

In 2017, there was sustained demand from the retail sector in Switzerland for sales and marketing professionals, particularly for candidates with a background in luxury goods.

Employers looked to secure candidates at all levels of seniority, the country reasserted its position as a central location for luxury retail. However, employers were forced to contend with a significant candidate shortage, driven by a low overall unemployment rate. In particular, demand for candidates possessing foreign language skills, particularly English, French and German, outstripped supply.

An additional area of demand was for professionals within digital marketing and data analysis, as businesses looked to better understand and engage with consumers and their buying patterns.

Despite recruitment levels being high, salary growth was sluggish as a consequence of remuneration being historically over-inflated and the Swiss Franc losing value against the Euro.

In 2018, salaries will remain stable and employers should consider other benefits, such as good work-life balance and structured career progression when looking to attract top talent.



41%

OF PROFESSIONALS BELIEVE THAT COLLABORATION IN THE WORKPLACE BETWEEN COLLEAGUES IS VERY IMPORTANT

# SWITZERLAND

## ACCOUNTING & FINANCE

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2017	2018	2017	2018	2017	2018
<b>Accounting &amp; Finance</b>						
Chief Financial Officer			160 - 250k	<b>160 - 250k</b>	1000+	<b>1000+</b>
Finance Director			160 - 200k	<b>160 - 200k</b>	800 - 1000	<b>800 - 1200+</b>
Group Controller			140 - 190k	<b>140 - 190k</b>	700 - 1000	<b>700 - 1000</b>
Finance Manager	120 - 160k	<b>120 - 160k</b>	160 - 200k	<b>160 - 200k</b>	700 - 900	<b>700 - 900</b>
Chief Accountant/Accounting Manager	100 - 140k	<b>100 - 140k</b>	120 - 160k	<b>120 - 160k</b>	600 - 850	<b>600 - 850</b>
Audit Manager	130 - 160k	<b>130 - 160k</b>	150 - 180k	<b>150 - 180k</b>	600 - 800	<b>600 - 800</b>
Auditor	100 - 130k	<b>100 - 130k</b>	120 - 150k	<b>120 - 150k</b>	500 - 700	<b>500 - 700</b>
Consolidation Accountant	120 - 150k	<b>120 - 150k</b>	130 - 170k	<b>130 - 170k</b>	700 - 850	<b>700 - 650</b>
FP&A Manager	120 - 150k	<b>120 - 150k</b>	140 - 170k	<b>140 - 170k</b>	550 - 650	<b>550 - 650</b>
Controller (Management Accounting)	120 - 150k	<b>120 - 150k</b>	140 - 170k	<b>140 - 170k</b>	500 - 700	<b>500 - 700</b>
Cost Controller	110 - 140k	<b>110 - 140k</b>	140 - 170k	<b>140 - 170k</b>	550 - 750	<b>550 - 750</b>
Business Analyst/Financial Analyst	90 - 120k	<b>90 - 120k</b>	110 - 140k	<b>110 - 140k</b>	550 - 650	<b>550 - 650</b>
Tax Specialist	120 - 150k	<b>120 - 150k</b>	140 - 180k	<b>140 - 180k</b>	500 - 700	<b>500 - 700</b>
Treasury Manager	110 - 160k	<b>110 - 160k</b>	160 - 200k	<b>160 - 200k</b>	600 - 850	<b>600 - 850</b>
General Ledger Accountant	70 - 110k	<b>70 - 110k</b>	70 - 110k	<b>70 - 110k</b>	300 - 480	<b>300 - 480</b>
Credit Controller/Analyst	70 - 110k	<b>70 - 110k</b>	70 - 110k	<b>70 - 110k</b>	350 - 480	<b>350 - 480</b>
Payroll Accountant	60 - 110k	<b>60 - 110k</b>	60 - 110k	<b>60 - 110k</b>	300 - 480	<b>300 - 480</b>
<b>Projects</b>						
Project Manager					700 - 1200	<b>700 - 1200</b>
SAP/ERP Specialist					700 - 1200	<b>700 - 1200</b>

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

# SWITZERLAND

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2017	2018	2017	2018	2017	2018
<b>Compliance &amp; Legal</b>						
Head of Legal/Compliance			200 - 350k	<b>200 - 350k</b>	1000 - 1800	<b>1000 - 1800</b>
Legal Counsel	140 - 180k	<b>140 - 180k</b>	180 - 300k	<b>180 - 300k</b>	600 - 950	<b>600 - 950</b>
Compliance Manager	140 - 180k	<b>140 - 180k</b>	190 - 300k	<b>190 - 300k</b>	650 - 900	<b>650 - 900</b>
Regulatory Compliance Officer	120 - 140k	<b>120 - 140k</b>	150 - 190k	<b>150 - 190k</b>	500 - 750	<b>550 - 850</b>
Financial Crime Compliance Officer	90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>	500 - 750	<b>500 - 750</b>
Onboarding & KYC	90 - 110k	<b>90 - 110k</b>	120 - 130k	<b>120 - 130k</b>	400 - 600	<b>400 - 600</b>
<b>Risk</b>						
CRO			220 - 300k	<b>220 - 300k</b>	800 - 1400	<b>800 - 1400</b>
Market Risk	120 - 140k	<b>120 - 140k</b>	140 - 180k	<b>140 - 180k</b>	600 - 800	<b>600 - 800</b>
Credit Risk	110 - 130k	<b>110 - 130k</b>	130 - 160k	<b>130 - 160k</b>	500 - 700	<b>500 - 700</b>
Operational Risk	120 - 140k	<b>120 - 140k</b>	140 - 180k	<b>140 - 180k</b>	600 - 800	<b>600 - 800</b>
<b>Corporate Functions</b>						
CFO/COO			250 - 350k	<b>250 - 350k</b>	1200+	<b>1200+</b>
Financial Controller	110 - 140k	<b>110 - 140k</b>	150 - 180k	<b>150 - 180k</b>	700 - 1000	<b>700 - 1000</b>
Financial/Tax Accountant	95 - 120k	<b>95 - 120k</b>	120 - 170k	<b>120 - 170k</b>	500 - 700	<b>500 - 700</b>
Internal Audit	120 - 150k	<b>120 - 150k</b>	150 - 300k	<b>150 - 300k</b>	500 - 700	<b>500 - 700</b>
Product Control	90 - 120k	<b>90 - 120k</b>	120 - 180k	<b>120 - 180k</b>		
<b>Investment Management</b>						
Portfolio Manager	100 - 120k	<b>100 - 120k</b>	120 - 180k	<b>120 - 180k</b>		
Equity/Fixed Income/PE Analyst	100 - 120k	<b>100 - 120k</b>	120 - 220k	<b>120 - 220k</b>		
Quantitative Analyst	100 - 120k	<b>100 - 120k</b>	120 - 180k	<b>120 - 180k</b>	550 - 800	<b>550 - 800</b>
Marketing & Communications	100 - 120k	<b>100 - 120k</b>	120 - 160k	<b>120 - 160k</b>	550 - 700	<b>550 - 700</b>
Sales	100 - 160k	<b>100 - 160k</b>	150 - 220k	<b>150 - 220k</b>		
Middle & Back Office	90 - 120k	<b>90 - 120k</b>	120 - 160k	<b>120 - 160k</b>	500 - 800	<b>500 - 800</b>

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

# SWITZERLAND

## LUXURY RETAIL

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
National Sales Director			160 - 190k	<b>160 - 190k</b>	180 - 220k	<b>180 - 220k</b>
Regional Sales Director			150 - 180k	<b>150 - 180k</b>	170 - 200k	<b>170 - 200k</b>
Key Account Manager	80 - 110k	<b>80 - 110k</b>	90 - 120k	<b>90 - 120k</b>	100 - 140k	<b>100 - 140k</b>
Sales Representative	50 - 80k	<b>50 - 80k</b>	70 - 90k	<b>70 - 90k</b>	80 - 100k	<b>80 - 100k</b>
Marketing Director	100 - 130k	<b>100 - 130k</b>	120 - 160k	<b>120 - 160k</b>	120 - 180k	<b>120 - 180k</b>
Marketing Manager	80 - 120k	<b>80 - 120k</b>	100 - 140k	<b>100 - 140k</b>	120 - 160k	<b>120 - 160k</b>
Online Marketing Manager	80 - 130k	<b>80 - 130k</b>	115 - 140k	<b>115 - 140k</b>	120 - 150k	<b>120 - 150k</b>
Brand Manager	75 - 110k	<b>75 - 110k</b>	95 - 130k	<b>95 - 130k</b>	120 - 140k	<b>120 - 140k</b>
Category Manager	75 - 110k	<b>75 - 110k</b>	95 - 130k	<b>95 - 130k</b>	110 - 130k	<b>110 - 130k</b>
Product Manager B2B	75 - 110k	<b>75 - 110k</b>	95 - 130k	<b>95 - 130k</b>	120 - 140k	<b>120 - 140k</b>
Product Manager B2C	75 - 110k	<b>75 - 110k</b>	95 - 130k	<b>95 - 130k</b>	120 - 140k	<b>120 - 140k</b>

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

# SWITZERLAND

## PROFESSIONAL SERVICES & CONSULTING

ROLE	PERMANENT SALARY PER ANNUM (CHF)					
	5 - 7 YRS' EXP		7 - 12 YRS' EXP		12+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
National Sales Director			160 - 190k	<b>160 - 190k</b>	180 - 220k	<b>180 - 220k</b>
Regional Sales Director			150 - 180k	<b>150 - 180k</b>	170 - 200k	<b>170 - 200k</b>
Key Account Manager	80 - 110k	<b>80 - 110k</b>	90 - 120k	<b>90 - 120k</b>	100 - 140k	<b>100 - 140k</b>
Business Development Manager	90 - 120k	<b>90 - 120k</b>	100 - 130k	<b>100 - 130k</b>	110 - 150k	<b>110 - 150k</b>
Channel Sales Manager	90 - 120k	<b>90 - 120k</b>	100 - 130k	<b>100 - 130k</b>	110 - 150k	<b>110 - 150k</b>
<b>Business Consulting</b>						
Senior Consultant	115 - 135k	<b>115 - 135k</b>				
Manager			130 - 150k	<b>130 - 150k</b>		
Director					180 - 240k	<b>180 - 240k</b>

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

# SWITZERLAND

## TECHNOLOGY

ROLE	PERMANENT SALARY PER ANNUM (CHF)		PERMANENT SALARY PER ANNUM (CHF)		INTERIM RATE PER DAY (CHF)	
	3 - 7 YRS' EXP		7+ YRS' EXP			
	2017	2018	2017	2018	2017	2018
<b>Software</b>						
Development	85 - 110k	<b>85 - 110k</b>	110 - 130k	<b>110 - 130k</b>	800 - 1300	<b>800 - 1300</b>
Testing	80 - 105k	<b>80 - 105k</b>	105 - 125k	<b>105 - 125k</b>	750 - 1200	<b>750 - 1200</b>
Requirement Engineering	90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>	850 - 1400	<b>850 - 1400</b>
<b>Infrastructure</b>						
System Engineer	75 - 100k	<b>75 - 100k</b>	100 - 130k	<b>100 - 130k</b>	700 - 1200	<b>700 - 1200</b>
Infrastructure Specialist	85 - 115k	<b>85 - 115k</b>	115 - 135k	<b>115 - 135k</b>	850 - 1300	<b>850 - 1300</b>
<b>SAP</b>						
SAP Consultant	90 - 120k	<b>90 - 120k</b>	120 - 150k	<b>120 - 150k</b>	900 - 1600	<b>900 - 1600</b>
ABAP Developer	80 - 110k	<b>80 - 110k</b>	110 - 135k	<b>110 - 135k</b>	700 - 1000	<b>700 - 1000</b>
Hybrid Developer	95 - 125k	<b>95 - 125k</b>	125 - 150k	<b>125 - 150k</b>	900 - 1400	<b>900 - 1400</b>

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

## UNITED KINGDOM

### 2017

Despite uncertainty surrounding Brexit and the General Election, many businesses recruited extensively, shifting towards contract hiring as employers looked to build an agile workforce that could adapt to shifting economic conditions.

Banking and financial services firms took a relatively cautious approach to recruitment, characterised by replacement hiring. Compliance, risk, audit and legal were exceptions, with professionals in these areas highly sought after due to pressure from regulators. Overall, the financial services sector had a stronger year than anticipated with healthy hiring activity on the buy side at the junior level, owing to natural candidate churn.

The technology sector grew, with specialists in cyber security and fintech highly sought after. Demand for IT professionals came from large multinationals looking to build more robust data protection systems and a growing community of start-up tech firms in London and other regional hubs. While opportunities were available for senior professionals, most hiring was focused on junior talent, as firms looked to upskill their own staff.

FMCG and manufacturing businesses prepared for Brexit, hiring procurement and supply chain professionals who could adapt supply chains in preparation for Britain developing new trading relationships.

Demand for projects professionals was shaped by regulatory pressure. Tier one banks sought candidates with experience of MiFID II, GDPR, Structural Reform and BCBS 239. Mid-level to senior machine learning specialists were in demand as businesses used data science to drive growth and increase productivity.

Pressure from regulators also drove demand from financial services firms for legal risk and compliance specialists. Among private practice firms, demand was highest for lawyers with 2-5 years' PQE, with specialists in real estate, finance, construction and private equity highly sought after due to growth in these sectors.

Employers in Birmingham and Manchester recruited throughout the year, with several sectors growing extensively. Manufacturing and FMCG businesses benefited from the weakened pound by increasing exports, leading to demand for procurement and supply chain professionals to oversee projects related to this growth. Tech companies were also hiring, with small start-up firms actively looking to expand. The presence of shared service centres in the regions also provided a steady stream of roles for middle and back office professionals such as legal, IT and compliance specialists.

Salaries were largely stable, though exceptions were possible in high growth industries such as tech, or for compliance specialists within financial services. The UK remained a "two-speed economy" with salaries growing faster in London than the rest of the UK. However, the trend towards nearshoring created well compensated roles across the UK regions.



**CHRIS HICKEY,**  
**CEO,**  
**UK, MIDDLE EAST & AFRICA**

## 2018

Demand for professionals should continue in 2018 despite uncertainty around Brexit. Businesses will implement projects to adapt to changing economic circumstances, develop new supply chains and consider expanding into international markets, all of which will drive hiring.

Regulatory specialists will be sought after by banks and financial services firms due to ongoing legislative pressure. As demand outstrips supply for compliance, legal and risk professionals, employers will struggle to secure top talent.

Hiring activity will remain high in Manchester and Birmingham, with the tech sector expected to expand in both regions. Manufacturing and FMCG firms may be quieter as Brexit approaches and new supply chains need to be established. However, this should also create

demand for procurement specialists with international experience.

Salary growth will be limited across most roles. The technology sector will be the exception, with cyber security and business intelligence specialists demanding significant pay rises when moving roles. Regulatory specialists will also receive increases due to the shortage of these professionals.

Employers will need to emphasise the potential for career progression when looking to secure top talent, offering tangible requirements for promotion. Businesses should consider offering remote working, with professionals prioritising work-life balance when choosing a role. Due to continuing skills shortages, operating rapid hiring processes will be vital to avoid losing desirable professionals to competitors.



Of UK professionals want the option to work remotely



- 1 London – 1.9 jobs per candidate
- 2 Birmingham – Jobs up 19% year-on-year
- 3 Manchester – Jobs up 37% year-on-year

“

Demand for professionals should continue in 2018 despite uncertainty around Brexit.

”

# OVERVIEW

## ACCOUNTING & FINANCE FINANCIAL SERVICES

On the buy side we consistently saw strong demand for accountants, either newly-qualified or those with 1-3 years' PQE, as hiring managers showed a preference for candidates they can train and develop. This approach was consistent for fund controller, fund accountant, management accounting and financial accountant roles.

The vast majority of roles came about as a result of replacement hiring as incumbents either progressed internally or moved externally. However, over the second half of the year, we saw increased hiring off the back of expansion and the opening of funds. This had a positive effect on salaries.

Hiring was primarily on a permanent basis, however we saw a number of employers looking for short-term contractors to cover peak periods while waiting for new staff to join following long notice periods.

The market for newly-qualified candidates remains highly competitive as firms compete to secure top talent. As a result we have seen hiring managers look towards candidates outside the financial services sector.

Due to economic and political uncertainty we have seen a reluctance in clients to hire at the senior level. However, we suspect throughout 2018 we will see an upswing in this end of the market as well as ongoing demand for newly-qualified and 1-3 year PQE candidates.

Salaries will remain largely flat for finance professionals in banking and financial services. Employers should also consider how initiatives to promote a good work-life balance, such as flexible hours, can help attract top talent.

## COMMERCE & INDUSTRY

In commerce & industry, demand was strong for permanent finance professionals throughout 2017, particularly at the junior and mid-level. We also saw an increase in contract hiring as businesses looked to build agile, adaptable workforces to act as a temporary cover while companies sought strong permanent professionals in a challenging, candidate driven market.

The permanent market was acutely candidate short at the junior and mid-level (the result of a lower volume of graduate hiring since 2008 in both accounting practices and industry)

leading to significant salary increases and widespread use of counter-offers to retain staff. Junior and recently qualified candidates are increasingly looking for commercial or forward-looking roles rather than core reporting positions, which has led employers to modify roles to make them more attractive. Candidates are continuing to put increasing weight on factors such as progression, workplace culture and the opportunity to play a strategic role, when assessing their next career move.

In the part-qualified temporary market, mid-to-late stage part-qualified professionals were highly sought after, and in the interim qualified market we saw a continued demand for newly-qualified accountants as well as a significant increase in the need for senior technical accountants and professionals with management experience.

“

The market for newly-qualified candidates remains highly competitive as firms compete to secure top talent.

”

In 2018, junior and mid-level accountants will remain in short supply to fill permanent roles, and talent pools for niche skills such as technical group accountants and systems accountants will be acutely stretched. Among contractors, group accounting, systems and accounts payable final level part-qualified professionals will be challenging to source. Skills shortages in these areas will drive growth in salaries and day rates, particularly for junior and mid-level professionals.

When looking to attract and retain top talent, employers will need to ensure that hiring processes are quick and decisive. Hiring managers should also take a flexible approach to candidate profiles, considering professionals who have transferable skills but may lack direct industry experience. The potential for career progression will also be a priority for many candidates. Employers who can offer a clearly structured career path will be at an advantage when recruiting.

## COMPLIANCE

Recruitment levels were high from the start of 2017, with impending regulatory deadlines such as MiFID II driving employers to continue sourcing compliance specialists. Pressure on talent pools remained high, and many employers looked to recruit professionals with experience of wider international regulations as well as in the UK.

Surveillance and advisory specialists were in highest demand, but there were ongoing vacancies in the regulatory change, central compliance

and regulatory management/policy space. Candidates with US regulatory experience such as CFTC, Dodd Frank and Volcker were in extremely high demand from investment banks.

Fierce competition for talent drove up salaries, with those in product advisory front line roles seeing the biggest increases.

Compliance professionals, particularly at the senior level, were aware of the acute need for their skills and were prepared to leverage this to secure lucrative salaries. When MiFID II comes into force, it is likely that demand for specialists in this area will decline. However, companies which are behind schedule will still actively seek out professionals with detailed knowledge of these regulations.

Demand for advisory specialists will continue to outstrip supply and professionals with US regulatory knowledge will be difficult to source without engaging international networks.

Salaries are likely to remain largely static, but employers will be able to gain an edge when looking to source talent by emphasising the work-life balance available with a role, particularly when recruiting senior level professionals.

## HUMAN RESOURCES

Mid to senior level HR professionals saw the highest demand for their skills throughout 2017, particularly those with experience in learning and development, talent, resourcing, reward and internal communications.



# 39%

OF PROFESSIONALS WOULD  
CHANGE JOBS FOR BETTER  
CAREER PROGRESSION

Hiring in these areas was driven by employers looking to invest in staff and retain top performers by creating a better environment with preferable conditions. Employers also looked to source junior professionals, with HR advisors and resourcing specialists in demand at this level.

For professionals possessing these specialist skill sets, employers were prepared to offer generous salary increases, though pay remained flat for more generalist roles.

In 2018 candidate shortages are likely to become more acute as professionals, particularly EU citizens, become reluctant to change roles in light of ongoing uncertainty surrounding Brexit. In order to overcome these challenges, many employers will invest heavily in training and development to up-skill existing staff, while sourcing professionals from outside the EU.

## INFORMATION TECHNOLOGY

In 2017 demand was high for specialists in business intelligence, digital, development, architecture and transformation as companies invested in their digital and online offerings and technical projects. Both permanent and contract workers were sought after.

Financial services employers were active in recruiting information security specialists, being under pressure to balance innovation with continuous customer service and data protection.

Professionals who could demonstrate technical abilities as well as communication and analytical skills were highly sought after, as an emphasis on communicating the threats of cyber security breaches to staff became more important. Senior candidates with this skill set saw notably high demand for their skills as firms look to encourage collaboration between IT departments and their wider business.

In terms of skills, candidates with a background in BI, cyber security, Java, Linux, CRM, architecture, cloud security and pen testing were all in demand.

In 2018, demand will increase for interim talent as employers implement digital and transformation projects. Companies will continue to invest in their security, architecture and data capabilities, driving up salaries in these areas.

Employers will struggle to source developers, software architects and security professionals for both permanent and interim roles as demand continues to outstrip supply. Competitive salaries and a well-structured career progression path continue to be optimal ways

to maintain and attract top talent. Innovative yet challenging projects as well as a good work-life balance will also allow firms to retain and hire the best candidates in the market.

## LEGAL

### PRIVATE PRACTICE AND OFFSHORE

Demand was mixed in 2017, with uncertainty surrounding the General Election and the prospect of Brexit prompting many employers to take a cautious approach to hiring, with the newly-qualified market particularly slow in quarter three.

Demand was highest at the mid-level for 2-6 PQE lawyers, particularly in real estate, finance, construction and private equity. Salaries rose significantly as several US firms matched New York pay scales, further enhanced by the weak pound. However, UK firms did not match this increase in remuneration.

In 2018, hiring activity will reflect the level of confidence in Brexit negotiations. We expect measured hiring increases across all sectors, assuming business confidence remains steady. Mid-level candidates will remain in short supply, as will junior candidates (0-2 years' PQE) as a result of poor retention rates following qualification.

In the offshore market, the impact of Hurricane Irma on the British Virgin Islands may see hiring slow down as firms focus on redeploying current staff to other locations.

Employers will need to offer competitive salaries to attract top talent as well as structured career progression when looking to source and retain millennial legal professionals.

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Salaries will be a priority for many legal professionals, but the opportunity to develop their skills in a role will be a significant factor as well.

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## LEGAL

### PRIVATE PRACTICE - RISK AND COMPLIANCE

Demand was high throughout 2017, with international UK firms increasing headcount, as well as regional, national and American firms with a presence in the UK. Many junior roles outside of London, but mid-level and senior professionals remain highly sought after to help firms adapt to ongoing regulatory change. Despite demand for senior professionals, salaries at this level remained constant, while junior and mid-level professionals saw increases.

In 2018, demand for risk and compliance professionals will remain high in light of ongoing pressure from regulators. Managers will face skills shortages when looking to source experienced AML/financial crime lawyers. A recent preference for hiring AML analysts rather than AML lawyers has left few legal professionals with experience in this area available. While salaries will increase in general, AML legal specialists will see the strongest wage growth.

## LEGAL

### IN-HOUSE - FINANCIAL SERVICES

Demand was high in 2017, with employers perceiving a need to

recruit in-house lawyers specialising in transactional fields such as derivatives, capital markets, corporate and M&A, particularly at the 2-6 year PQE level, as the market came alive again after a tough 2016.

Employers faced a skills shortage at the 3-6 years' PQE level in derivatives and capital markets, largely due to few candidates qualifying in these areas during the recession. Salaries remained largely static, but the expectations of professionals making the move in-house increased due to a rise in private practice salaries and the perception that in-house pay rises are difficult to achieve.

There has also been an increase in demand across the UK market as banks continue to grow outside London, with the Midlands region being a particular hot spot for financial services lawyers in 2018.

In 2018, demand will be influenced by the outcome of Brexit negotiations, with financial services firms likely to be actively recruiting. More junior candidates (2-5 years' PQE) entering the field will help to ease skills shortages.

The interim/contract market has been very busy throughout 2017 and this is likely to remain the case in 2018. In some areas, demand has been unprecedented and as a result we are seeing large increases in salaries for good candidates with knowledge of MiFID II and GDPR. Financial services, consultancies and businesses have hired a large number of contractors to cope with changing regulations.

Law firm outsourcing models have seen wholesale hiring of contractors in an ever-changing regulatory landscape.

There has been a marginal fall in the volume of antipodean candidates relocating to London this year. Perceived wisdom is that the media are painting a bleak picture of prospects post-Brexit, so candidates are choosing to delay any move for now.

## LEGAL IN HOUSE - COMMERCE AND INDUSTRY

Other sectors continued to perform better than oil, gas and construction, but these showed signs of becoming more active in hiring towards the end of the year. Technology and software services are set to continue growing throughout 2018 as more private equity backed tech-start ups are created.

As always, mid-level candidates were the most sought after. There was also more mobility at the newly qualified and junior level for the first time in a long time. Salaries in business-facing sectors increased, while in-house roles in retail saw little salary change, except for rises at the junior qualified level.

On the contract side there was steady demand throughout 2017, with uncertainty surrounding Brexit and the General Election leading many firms to favour interim hiring over permanent. The number of mid-level lawyers (4-7 years' PQE) looking to move from private practice into contracting roles increased, typically to achieve a more flexible lifestyle.

In 2018, demand from the technology and payments sectors is expected to increase significantly, reflecting overall growth of these industries. With the GDPR regulations coming into force in May, data protection

## TOP FOUR FACTORS DETERMINING JOB SATISFACTION



Remuneration  
and benefits



Work-life  
balance



Status and level  
of responsibility



Day-to-day  
work

lawyers continue to be in exceptionally high demand. This is a trend that will continue both before and after the implementation of the new regulations. With these exceptions, daily rates will remain largely static.

## LEGAL COMPANY SECRETARIAL

Demand for candidates was steady throughout 2017, largely from financial services firms, but many candidates were reluctant to move, with counter offers proving a popular strategy to retain talent.

Mid-level and senior candidates were most highly sought after, particularly those possessing an ICSA qualification. As a result salaries have grown.

Hiring managers will struggle to source company secretaries to fill contract

positions, as well as lawyers possessing niche skill sets and experience in areas such as funds, investor relations and investment trusts.

Salaries will continue to rise, but at a modest pace, in contrast to rapid growth in recent years. However, many candidates will prioritise the potential for career progression and work-life balance when choosing a role.

## OPERATIONS

Recruitment levels recovered in 2017 after a quiet end to the previous year. We have found this increase to be due to strengthened confidence in the market. Much of the speculation last year was around Brexit and the US election, which meant a number of the larger firms enforced a hiring freeze; these have now been lifted. Hiring budgets were somewhat relaxed, allowing managers to increase recruitment activity. The majority of new roles are still coming from the buy side. This is a general trend we have observed in operations over recent years, as the larger investment banks continue to drive costs down by moving functions offshore and automating procedures.

In 2017, we have seen more variety in the roles that have been live in the market. On the banking side we are seeing roles across OTC trade support (predominantly credit and rates), collateral, loans, securities and client services/trade support (usually with CTM), and on the investment management side in client services, onboarding, client reporting, oversight, data and trade operations. The continued appeal of the buy side is there for candidates from investment banks,

as they would prefer to have a better work-life balance, potentially higher bonuses and the opportunity to have more variety and security in their roles. We are seeing this trend often at the junior level, as these professionals prefer to work for smaller organisations.

Demand will remain strong for operations professionals in 2018, particularly as the deadline for MiFID II approaches, impacting on both the buy and sell sides. Junior professionals are likely to remain the most highly sought after as firms look for candidates who can be adaptable to the changing demands of the business.

Employers are likely to face skills shortages in certain areas, such as regulatory reporting and loans. As businesses compete to secure talent, it will be important for hiring managers to offer competitive salaries, with rises anticipated at the junior end. Swift hiring processes will also be a priority to avoid losing out on talent to rivals.

## PROCUREMENT & SUPPLY CHAIN

Demand for procurement and supply chain professionals was high in 2017, with employers in financial services and the wider industry looking to secure top talent.

Employers faced skills shortages when looking to secure top calibre professionals, particularly candidates who could combine strong technical skills with the ability to effectively engage with stakeholders.

The bulk of demand was for mid-level professionals, with IT procurement specialists particularly highly sought after. With many businesses currently overhauling internal systems and

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Employers will be able to gain an edge when looking to source talent by emphasising the work life balance available in a role.

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engaging in large scale digitalisation projects, procurement professionals with a background in this area also had access to a large number of opportunities.

Throughout 2018 demand is likely to remain high for procurement and supply chain professionals, with IT procurement specialists continuing to be the most sought after.

Financial services firms are also likely to increase hiring of procurement professionals in response to pressure from regulators requiring robust IT systems and cyber security provision.

## PROJECTS

Demand for projects professionals was extremely high, with regulatory pressure still playing the most prominent role in driving hiring activity, though more transformative projects roles aimed at increasing revenue and improving efficiency did begin to appear.

Regulatory initiatives such as MiFID II, GDPR, Structural Reform and BCBS 239 were key drivers for recruitment, as well as sales and research-focused front office change (both to fulfil MiFID II obligations, but also to focus on key product lines and the profitability of key clients). Notably, tier one banks began to develop their Brexit strategy related programmes, including economic modelling and location strategy.

In the permanent market, candidates at the AVP level were most sought after, as were professionals with a 'Big 4' background. Salary growth was strong at the junior to mid-level, with highly skilled candidates able to gain rises of 10-20%. In the contract market, Senior BA/PM professionals were in demand, particularly candidates with six to 10 years' experience who could prove themselves to be highly flexible and adaptable.

Demand for permanent projects specialists is set to rise again next year as banks continue to consider moving away from interim or contract workers to minimise costs. Those with regulatory experience will account for the bulk of demand in the early part of the year. However, as many of these regulations are scheduled for delivery in 2018, we are likely to see an increased focus on innovation, process improvement, digitalisation and operating model type programmes across all functions later in the year. Some of the most sought-after candidates in terms of subject matter, problem solving and strategy will continue to be more easily found in the contracting market.

On the permanent side, employers will have to contend with skills shortages at mid-level due to a historical lack of training in key projects techniques. On the contract side, specialist skills will be available if employers are prepared to pay a premium in this competitive market.

Securing top calibre, permanent professionals will mean offering competitive salaries, as well as clear and transparent long-term career development plans. Permanent candidates are also showing a growing

interest in employers who offer agile working and other flexibility initiatives. On the contract side, day rate remains the top priority, with role interest and the chance to be involved in new programmes also being prime concerns.

## RISK

Vacancies for risk professionals increased in 2017 compared to 2016. There was a significant rise in the volume of roles within model risk, quantitative risk, model validation, operational risk and counterparty risk. This was driven by new regulations such as SR-11, ongoing FRTB implementation and IFRS 9.

Candidates at the associate level continue to be the most difficult to recruit, with uplifts on base salaries at offer stage continuing to increase for strong candidates. Professionals at the VP level were also highly sought after.

Demand is expected to remain high in 2018, with permanent hiring dominating recruitment as employers look to reduce their cost base and retain talent long-term.

Candidates shortages are likely to persist across quantitative areas as businesses look to develop their analytic offerings. Mandatory regulatory requirements such as FRTB will continue to drive demand for risk professionals as deadlines become imminent for firms.

## FINANCIAL CRIME

Recruitment levels were limited at the start of 2017, but increased during the second quarter.

Senior professionals with experience in drafting and implementing financial

crime policies were highly sought after as firms looked to determine what long-term impact Brexit was likely to have with regard to sanctions and EDD and AML advisory policies and procedures. There was significant movement among MLRO level professionals to rival firms to manage or establish financial crime functions.

The emphasis on EDD shifted from being front office focused to a more immediate advisory role, driving demand for professionals with banking and trade finance AML advisory experience at the mid to senior level.

Salary growth was healthy at 6% for EDD candidates, with rises matching inflation for most other roles.

In 2018, salaries are likely to see greater increases as new hiring budgets are signed off. Offering competitive pay will be crucial to securing top talent, with many professionals having become frustrated at minimal salary increases in 2017. However, other factors such as commuting time, work-life balance, and the potential for career progression are growing priorities.



Of employees received a pay rise of more than 5% last year

## INTERNAL AUDIT

Demand for internal audit specialists was largely consistent throughout 2017 with exceptions as political events such as the General Election delayed investment decisions. Demand for top calibre candidates was high and employers consistently struggled with skills shortages.

Junior and mid-level candidates were most highly sought after, but there were opportunities for senior managers to assist with business change projects. Professionals with expertise in Sox were in demand from US businesses establishing a presence in London, and IT audit specialists were sought after in response to increased attention to cyber risk.

In 2018, demand will remain strong, holding at a consistent level. Oil and gas has been a quiet area for the past few years and it is likely that hiring in this area will increase. Retail employers may be quieter in terms of recruitment due to lower levels of consumer spending placing pressure on hiring budgets.

Skills shortages will be most acute among IT audit specialists, with employers having to compete over a limited talent pool.

Salaries are likely to rise ahead of inflation, but hiring managers in commerce may need to consider the importance of career progression when looking to source junior-level candidates.

## SECRETARIAL & SUPPORT

Employers faced a candidate short market in 2017, with demand particularly high for secretarial and support professionals in the North of England, as large multinational firms expanded mid and back office functions at shared service centres in the region.

Demand rose for PAs and EAs at the executive and ExCo level, but support professionals were required across all levels. For team secretary roles, experienced candidates were sought after by businesses looking to build pools of cross functional support staff.

Salaries rose at the senior end of the market, driven by competition among employers to secure top talent, though they remained more static at the junior level where candidate shortages were less acute.

Throughout 2018, demand for business support professionals is likely to remain stable. Salaries will continue to rise at the senior end of the market as competition for talent persists. We expect to see increases at the more junior end as well.

Considering the shortage of highly skilled senior candidates, counter offers and buy-backs will remain common strategies to retain staff. Salary will remain a priority for many business support professionals, but flexible working hours and the potential for career progression will become increasingly important when looking to attract top calibre professionals.

## TAX

Demand for tax professionals increased in 2017, particularly for mid to senior level professionals in financial services. Salaries were largely consistent throughout 2017, rising in line with inflation.

In 2018, demand for tax specialists is likely to increase as specialists in transfer pricing and VAT are needed to deal with legislative changes.

Hiring managers are likely to face skills shortages when looking to source tax professionals for specialist roles in 2018, as well as corporate tax professionals. Securing and retaining top talent among tax professionals will rely on employers offering structured career progression and emphasising the engaging nature of roles available, such as the potential to be involved in project work.

## TREASURY

Demand for treasury specialists has been steady year on year, with particular demand for generalists and junior professionals to oversee day-to-day operations while staff with specialist knowledge were seconded to other projects. In addition, specialists in treasury operations and cash management were highly sought after.

Demand for treasury professionals is likely to remain strong. A shortage of good quality junior candidates will present a challenge for hiring managers.

Treasury professionals will be drawn to roles which offer the option to work on project implementation, as well as day-to-day work.

# LONDON

## ACCOUNTING & FINANCE BANKING & FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Financial Control/Management Reporting</b>				
Director (8+ yrs' PQE)	110k+	<b>110k+</b>	550+	<b>550+</b>
Vice President (5 - 10 yrs' PQE)	75 - 110k	<b>75 - 110k</b>	425 - 550	<b>425 - 550</b>
Assistant Vice President (3 - 5 yrs' PQE)	65 - 80k	<b>65 - 80k</b>	350 - 425	<b>350 - 425</b>
Analyst/Associate (newly-qualified - (3 yrs' PQE)	55 - 70k	<b>55 - 70k</b>	275 - 375	<b>275 - 375</b>
<b>Product Control</b>				
Director (8+ yrs' PQE)	115k+	<b>120k+</b>	550+	<b>550+</b>
Vice President (5 - 10 yrs' PQE)	80 - 120k	<b>100 - 150k</b>	425 - 550	<b>450 - 600</b>
Assistant Vice President (3 - 5 yrs' PQE)	60 - 80k	<b>70 - 105k</b>	350 - 450	<b>350 - 450</b>
Analyst/Associate (newly-qualified - 3 yrs' PQE)	50 - 65k	<b>55 - 70k</b>	275 - 375	<b>275 - 375</b>
<b>Internal Audit</b>				
Director (8+ yrs' PQE)	110k+	<b>110k+</b>	550+	<b>550+</b>
Vice President (5 - 10 yrs' PQE)	80 - 120k	<b>80 - 110k</b>	425 - 550	<b>425 - 550</b>
Assistant Vice President (3 - 5 yrs' PQE)	75 - 90k	<b>65 - 90k</b>	375 - 450	<b>350 - 450</b>
Analyst/Associate (newly-qualified - 3 yrs' PQE)	60 - 75k	<b>50 - 70k</b>	275 - 375	<b>275 - 375</b>
<b>Regulatory Reporting</b>				
Director	110k+	<b>110k+</b>	650+	<b>650+</b>
VP	80 - 110k	<b>80 - 110k</b>	450 - 600	<b>500 - 600</b>
AVP	60 - 90k	<b>65 - 90k</b>	350 - 450	<b>450 - 500</b>
Analyst/Associate (2 - 4 yrs' PQE)	50 - 70k	<b>50 - 70k</b>	350 - 450	<b>350 - 450</b>
<b>Treasury - Financial Services</b>				
Director (8 yrs' PQE)	120k+	<b>120k+</b>	650+	<b>700+</b>
VP (5 - 10 yrs' PQE)	75 - 110k	<b>75 - 110k</b>	475 - 600	<b>475 - 600</b>
AVP (3 - 5 yrs' PQE)	55 - 70k	<b>55 - 70k</b>	275 - 450	<b>275 - 450</b>
Analyst (1 - 3 yrs' PQE)	35 - 50k	<b>35 - 50k</b>	180 - 250	<b>180 - 250</b>

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

# LONDON

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Qualified</b>				
CFO (FTSE 100)	500k+	<b>500k+</b>	1200+	<b>1200+</b>
Finance Director (large org)	250k+	<b>250k+</b>	700+	<b>700+</b>
Financial Controller (large org)	160k+	<b>160k+</b>	700+	<b>650+</b>
Finance Director (small/med org)	80 - 140k	<b>90 - 140k</b>	400 - 700	<b>400 - 600</b>
Financial Controller (small/med org)	65 - 85k	<b>70 - 95k</b>	330 - 500	<b>375 - 500</b>
Finance Manager	65 - 85k	<b>65 - 85k</b>	300 - 400	<b>300 - 400</b>
FP&A Manager	65 - 90k	<b>70 - 90k</b>	350 - 500	<b>350 - 500</b>
Analyst	50 - 80k	<b>55 - 80k</b>	275 - 350	<b>300 - 350</b>
Group Accountant	50 - 75k	<b>50 - 75k</b>	300 - 450	<b>300 - 450</b>
Newly-qualified ACA	47 - 53k	<b>50 - 55k</b>	250 - 275	<b>250 - 300</b>
Newly-qualified CIMA	45 - 52k	<b>50 - 55k</b>	225 - 275	<b>225 - 275</b>
Newly-qualified ACCA	42 - 52k	<b>45 - 55k</b>	225 - 250	<b>225 - 275</b>
Financial Accountant	47 - 52k	<b>47 - 55k</b>	225 - 300	<b>250 - 350</b>
Management Accountant	47 - 52k	<b>47 - 52k</b>	225 - 275	<b>250 - 300</b>
<b>Part and Non-qualified</b>				
ACCA Part 3/CIMA Strategic	38 - 45k	<b>40 - 45k</b>	190 - 225	<b>190 - 250</b>
ACCA Part 2/CIMA Management	34 - 38k	<b>35 - 40k</b>	160 - 200	<b>170 - 220</b>
ACCA Part 1/CIMA Operational	28 - 32k	<b>28 - 34k</b>	130 - 160	<b>140 - 180</b>
Finance Manager	40 - 60k	<b>40 - 60k</b>	180 - 260	<b>180 - 260</b>
Business/Financial Analyst	38 - 50k	<b>38 - 50k</b>	180 - 230	<b>180 - 250</b>
Payroll Manager	45 - 80k	<b>45 - 80k</b>	170 - 275	<b>170 - 300</b>
Accounts Payable Manager	38 - 65k	<b>40 - 70k</b>	150 - 250	<b>150 - 250</b>
Accounts Payable Assistant	21 - 28k	<b>21 - 28k</b>	100 - 140	<b>100 - 140</b>
Accounts Assistant	24 - 30k	<b>24 - 30k</b>	105 - 140	<b>105 - 140</b>
Payroll Officer	22 - 32k	<b>22 - 32k</b>	100 - 135	<b>100 - 135</b>
Graduate	20 - 28k	<b>20 - 28k</b>	85 - 120	<b>85 - 120</b>
<b>Credit &amp; Accounts Receivable</b>				
Sales Ledger Manager	20 - 25k	<b>35 - 45k</b>	190 - 225	<b>150 - 225</b>
Sales Ledger Assistant	20 - 25k	<b>22 - 27k</b>	85 - 140	<b>100 - 140</b>
Credit Control Manager	40 - 100k	<b>40 - 100k</b>	180 - 300	<b>180 - 300</b>
Revenue/Billings Manager	38 - 65k	<b>40 - 65k</b>	180 - 250	<b>180 - 250</b>
Credit Controller	25 - 35k	<b>26 - 35k</b>	110 - 150	<b>115 - 150</b>
Senior Credit Controller	28 - 32k	<b>28 - 35k</b>	120 - 150	<b>120 - 150</b>
Billings Specialist	28 - 38k	<b>28 - 40k</b>	120 - 200	<b>120 - 200</b>

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

# LONDON

## ACCOUNTING & FINANCE INVESTMENT MANAGEMENT FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Financial Control</b>				
CFO	150k+	<b>150k+</b>	700+	<b>750+</b>
Financial Director	90 - 140k	<b>90 - 140k</b>	500+	<b>550+</b>
Financial Controller	75 - 90k	<b>75 - 90k</b>	400+	<b>450 - 550</b>
Finance Manager (3+ yrs' PQE)	60 - 75k	<b>65 - 80k</b>	350+	<b>350 - 450</b>
Financial Accountant (0 - 3 yrs' PQE)	50 - 60k	<b>55 - 65k</b>	275+	<b>275 - 350</b>
Assistant Accountant	27 - 40k	<b>30 - 40k</b>	180 - 250	<b>180 - 250</b>
<b>Management Reporting/Financial Planning &amp; Analysis</b>				
Head of Management Reporting/FP&A	85 - 110k	<b>85 - 110k</b>	450+	<b>450+</b>
Senior Management Accountant/FP&A Manager (3+ yrs' PQE)	70 - 85k	<b>70 - 85k</b>	375+	<b>375+</b>
Management Accountant/FP&A Analyst (0 - 3 yrs' PQE)	50 - 70k	<b>55 - 70k</b>	300+	<b>300+</b>
<b>Fund Accounting</b>				
Fund Controller (5+ yrs' PQE)	80 - 110k	<b>80 - 110k</b>	550+	<b>550+</b>
Fund Accountant (3 - 5 yrs' PQE)	65 - 80k	<b>65 - 80k</b>	475+	<b>475+</b>
Fund Accountant (0 - 3 yrs' PQE)	50 - 65k	<b>50 - 65k</b>	275+	<b>275+</b>
<b>Internal Audit</b>				
Head of Internal Audit	115 - 140k	<b>115 - 140k</b>	800 - 1200	<b>800 - 1200</b>
Internal Audit Manager	90 - 115k	<b>90 - 115k</b>	500 - 750	<b>500 - 750</b>
Internal Auditor (3+ yrs' PQE)	70 - 90k	<b>70 - 90k</b>	350 - 500	<b>350 - 500</b>
Internal Auditor (0 - 3 yrs' PQE)	55 - 70k	<b>55 - 70k</b>	275 - 350	<b>275 - 350</b>

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

# LONDON

## ACCOUNTING & FINANCE PRACTICE ACCOUNTING

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2017	2018
<b>Audit</b>		
Director	90 - 130k	<b>95 - 130k</b>
Senior Manager	70 - 85k	<b>70 - 90k</b>
Manager	55 - 65k	<b>55 - 67k</b>
Senior	44 - 50k	<b>45 - 50k</b>
<b>Corporate Finance</b>		
Director	100 - 140k	<b>100 - 140k</b>
Senior Manager	65 - 90k	<b>70 - 90k</b>
Manager	55 - 70k	<b>55 - 70k</b>
Senior	45 - 55k	<b>45 - 55k</b>

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

# LONDON

## COMPLIANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Central Compliance</b>				
6+ yrs' exp	115k+	<b>115k+</b>	700+	<b>650+</b>
4 - 6 yrs' exp	75 - 90k	<b>75 - 90k+</b>	500 - 600	<b>450 - 600</b>
2 - 4 yrs' exp	60 - 75k	<b>60 - 75k</b>	300 - 400	<b>300 - 400</b>
0 - 2 yrs' exp	40 - 55k	<b>40 - 55k</b>	200 - 300	<b>200 - 300</b>
<b>Trade Surveillance</b>				
6+ yrs' exp	100k+	<b>100k+</b>	650+	<b>650+</b>
4 - 6 yrs' exp	70 - 95k	<b>70 - 95k</b>	500 - 600	<b>500 - 600</b>
2 - 4 yrs' exp	50 - 70k	<b>50 - 70k</b>	375 - 500	<b>350 - 450</b>
0 - 2 yrs' exp	35 - 50k	<b>35 - 50k</b>	200 - 375	<b>200 - 350</b>
<b>Product Advisory</b>				
6+ yrs' exp	130 - 150k	<b>130 - 150k</b>	800+	<b>700+</b>
4 - 6 yrs' exp	90 - 130k	<b>90 - 130k</b>	600 - 800	<b>600 - 700</b>
2 - 4 yrs' exp	60 - 90k	<b>60 - 90k</b>	450 - 600	<b>450 - 600</b>
<b>Control Room</b>				
6+ yrs' exp	100k+	<b>100k+</b>	750+	<b>750+</b>
4 - 6 yrs' exp	65 - 95k	<b>65 - 95k</b>	500 - 700	<b>500 - 700</b>
2 - 4 yrs' exp	45 - 65k	<b>45 - 65k</b>	350 - 475	<b>350 - 475</b>
0 - 2 yrs' exp	35 - 45k	<b>35 - 45k</b>	200 - 350	<b>200 - 350</b>
<b>Regulatory Affairs</b>				
6+ yrs' exp	110k+	<b>110k+</b>	800+	<b>800 - 1000</b>
4 - 6 yrs' exp	80 - 100k	<b>80 - 100k</b>	600 - 750	<b>600 - 750</b>
2 - 4 yrs' exp	50 - 75k	<b>50 - 75k</b>	375 - 600	<b>400 - 600</b>
<b>Monitoring/Assurance</b>				
6+ yrs' exp	120k+	<b>120k+</b>	700+	<b>650+</b>
4 - 6 yrs' exp	80 - 110k	<b>80 - 110k</b>	450 - 650	<b>450 - 600</b>
2 - 4 yrs' exp	50 - 75k	<b>50 - 75k</b>	350 - 450	<b>350 - 450</b>
0 - 2 yrs' exp	30 - 45k	<b>30 - 45k</b>	200 - 350	<b>200 - 350</b>

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

# LONDON

## FINANCIAL CRIME

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>KYC</b>				
6+ yrs' exp	65k+	<b>65k+</b>	450+	<b>450+</b>
4 - 6 yrs' exp	45 - 65k	<b>45 - 65k</b>	350 - 450	<b>350 - 450</b>
2 - 4 yrs' exp	25 - 45k	<b>25 - 45k</b>	250 - 350	<b>250 - 350</b>
0 - 2 yrs' exp	20 - 25k	<b>20 - 25k</b>	150 - 250	<b>150 - 250</b>
<b>AML Policy/Advisory</b>				
6+ yrs' exp	80k+	<b>85k+</b>	500 - 750	<b>500 - 750</b>
4 - 6 yrs' exp	55 - 80k	<b>60 - 85k</b>	350 - 500	<b>350 - 500</b>
2 - 4 yrs' exp	40 - 55k	<b>40 - 65k</b>	250 - 350	<b>250 - 350</b>
0 - 2 yrs' exp	30 - 40k	<b>30 - 40k</b>	200 - 350	<b>200 - 350</b>
<b>Sanctions Policy/Advisory</b>				
6+ yrs' exp	75k+	<b>75k+</b>	500 - 600	<b>500 - 600</b>
4 - 6 yrs' exp	55 - 75k	<b>55 - 75k</b>	400 - 500	<b>400 - 500</b>
2 - 4 yrs' exp	35 - 55k	<b>35 - 55k</b>	300 - 400	<b>300 - 400</b>
<b>ABC Policy/Advisory</b>				
6+ yrs' exp	70k+	<b>74k+</b>	600+	<b>600+</b>
4 - 6 yrs' exp	55 - 75k	<b>55 - 75k</b>	400 - 600	<b>400 - 600</b>
2 - 4 yrs' exp	35 - 55k	<b>35 - 55k</b>	300 - 400	<b>300 - 400</b>
<b>Fraud</b>				
6+ yrs' exp	65k+	<b>65k+</b>	400+	<b>400+</b>
4 - 6 yrs' exp	45 - 65k	<b>45 - 65k</b>	300 - 400	<b>300 - 400</b>
2 - 4 yrs' exp	30 - 45k	<b>30 - 45k</b>	200 - 320	<b>200 - 320</b>
0 - 2 yrs' exp	20 - 30k	<b>20 - 30k</b>	120 - 170	<b>120 - 170</b>
<b>Transaction Monitoring</b>				
6+ yrs' exp	65k+	<b>65k+</b>	500+	<b>500+</b>
4 - 6 yrs' exp	45 - 65k	<b>45 - 65k</b>	300 - 500	<b>300 - 500</b>
2 - 4 yrs' exp	30 - 45k	<b>30 - 45k</b>	200 - 300	<b>200 - 300</b>
0 - 2 yrs' exp	20 - 30k	<b>20 - 30k</b>	150 - 200	<b>150 - 200</b>

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

# LONDON

## INTERNAL AUDIT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Internal Audit - Commerce &amp; Industry</b>				
Director of Internal Audit/VP of Internal Audit	150 - 200k	<b>150 - 200k</b>	700 - 1000	<b>700 - 1000</b>
Head of Internal Audit	110 - 140k	<b>110 - 140k</b>	600 - 800	<b>600 - 800</b>
Audit Director	90 - 110k	<b>90 - 110k</b>	500 - 650	<b>500 - 650</b>
Senior Internal Audit Manager	80 - 100k	<b>85 - 105k</b>	450 - 550	<b>400 - 550</b>
Internal Audit Manager	60 - 90k	<b>65 - 95k</b>	350 - 450	<b>350 - 450</b>
Senior Internal Auditor	50 - 70k	<b>55 - 75k</b>	250 - 350	<b>250 - 350</b>
Internal Auditor	45 - 55k	<b>50 - 60k</b>	250 - 300	<b>250 - 300</b>
Newly-qualified (still in practice)	45 - 50k	<b>45 - 50k</b>	220 - 275	<b>220 - 275</b>
Auditor (part-qualified)	35 - 45k	<b>35 - 40k</b>	180 - 250	<b>180 - 250</b>
<b>Risk Management - Commerce &amp; Industry</b>				
CRO	150 - 200k	<b>150 - 200k</b>	700 - 1000	<b>700 - 1000</b>
Head of Risk	120 - 150k	<b>120 - 150k</b>	600 - 800	<b>600 - 800</b>
Risk Director/Senior Manager	90 - 120k	<b>120 - 150k</b>	450 - 650	<b>450 - 650</b>
Risk Manager	60 - 90k	<b>60 - 90k</b>	350 - 450	<b>350 - 450</b>
<b>IT Audit - Commerce &amp; Industry</b>				
Head of IT Audit	110 - 150k	<b>110 - 150k</b>	550 - 800	<b>550 - 800</b>
IT Audit Senior Manager	90 - 110k	<b>90 - 110k</b>	450 - 600	<b>450 - 600</b>
IT Audit Manager	70 - 90k	<b>75 - 95k</b>	375 - 500	<b>375 - 500</b>
IT Auditor	50 - 70k	<b>55 - 75k</b>	275 - 400	<b>275 - 400</b>
<b>Internal Controls - Commerce &amp; Industry</b>				
Head of Internal Control	90 - 120k	<b>90 - 120k</b>	450 - 650	<b>450 - 650</b>
Internal Control Manager	65 - 90k	<b>65 - 90k</b>	350 - 500	<b>350 - 500</b>
Internal Control Analyst	50 - 65k	<b>50 - 65k</b>	250 - 400	<b>250 - 400</b>

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

# LONDON

## LEGAL COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>IT/Telecoms/Business Services/Pharma</b>				
General Counsel/Legal Director	120k+	<b>120k+</b>	450+	<b>500+</b>
7 - 8 yrs' PQE	90 - 120k	<b>90 - 130k</b>	400 - 500	<b>400 - 500</b>
4 - 6 yrs' PQE	70 - 105k	<b>70 - 110k</b>	325 - 400	<b>350 - 425</b>
1 - 3 yrs' PQE	55 - 80k	<b>55 - 85k</b>	250 - 325	<b>250 - 325</b>
Newly-qualified	48 - 60k	<b>50 - 60k</b>	180 - 225	<b>200 - 225</b>
Contracts Manager	35 - 60k	<b>35 - 60k</b>	180 - 300	<b>180 - 300</b>
Paralegal	27 - 36k	<b>27 - 36k</b>	125 - 150	<b>130 - 180</b>
<b>Construction/Energy/Manufacturing/Engineering</b>				
General Counsel/Legal Director	120k+	<b>130k+</b>	450+	<b>500+</b>
7 - 8 yrs' PQE	90 - 130k	<b>90 - 130k</b>	400 - 500	<b>400 - 500</b>
4 - 6 yrs' PQE	70 - 105k	<b>75 - 105k</b>	320 - 380	<b>350 - 400</b>
1 - 3 yrs' PQE	55 - 85k	<b>60 - 85k</b>	240 - 320	<b>250 - 350</b>
Newly-qualified	48 - 58k	<b>48 - 58k</b>	175 - 220	<b>175 - 220</b>
Contracts Manager	35 - 60k	<b>35 - 60k</b>	170 - 250	<b>170 - 250</b>
Paralegal	27 - 42k	<b>27 - 42k</b>	125 - 150	<b>130 - 180</b>
<b>Media/FMCG/Retail/Leisure</b>				
General Counsel/Legal Director	110k+	<b>110k+</b>	450+	<b>475+</b>
7 - 8 yrs' PQE	80 - 115k	<b>80 - 120k</b>	375 - 450	<b>350 - 425</b>
4 - 6 yrs' PQE	65 - 95k	<b>70 - 95k</b>	300 - 375	<b>300 - 375</b>
1 - 3 yrs' PQE	55 - 75k	<b>60 - 75k</b>	240 - 300	<b>250 - 320</b>
Newly-qualified	48 - 55k	<b>50 - 55k</b>	170 - 210	<b>170 - 210</b>
Contracts Manager	28 - 38k	<b>28 - 38k</b>	160 - 250	<b>160 - 250</b>
Paralegal	27 - 35k	<b>27 - 35k</b>	125 - 150	<b>130 - 180</b>

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

# LONDON

## LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Investment Banking</b>				
10+ yrs' PQE	130k+	<b>140k+</b>	700+	<b>750+</b>
7 - 9 yrs' PQE	110 - 180k	<b>120 - 190k</b>	525 - 650	<b>550 - 700</b>
5 - 6 yrs' PQE	90 - 150k	<b>100 - 160k</b>	475 - 525	<b>450 - 550</b>
4 yrs' PQE	85 - 120k	<b>95 - 130k</b>	425 - 475	<b>400 - 450</b>
3 yrs' PQE	70 - 110k	<b>80 - 110k</b>	350 - 425	<b>350 - 400</b>
2 yrs' PQE	65 - 95k	<b>70 - 90k</b>	325 - 350	<b>325 - 350</b>
1 yr PQE	50 - 75k	<b>65 - 80k</b>	300 - 325	<b>300 - 325</b>
<b>Investment Management/Private Wealth</b>				
10+ yrs' PQE	130k+	<b>150k+</b>	750+	<b>800+</b>
7 - 9 yrs' PQE	95 - 140k	<b>110 - 150k</b>	600 - 700	<b>600 - 750</b>
5 - 6 yrs' PQE	90 - 120k	<b>90 - 120k</b>	500 - 600	<b>500 - 600</b>
4 yrs' PQE	85 - 110k	<b>90 - 110k</b>	425 - 475	<b>450 - 500</b>
3 yrs' PQE	80 - 100k	<b>85 - 105k</b>	350 - 400	<b>350 - 400</b>
2 yrs' PQE	75 - 90k	<b>75 - 90k</b>	325 - 350	<b>325 - 350</b>
1 yr PQE	70 - 85k	<b>75 - 85k</b>	300 - 325	<b>300 - 325</b>
<b>Retail Banking &amp; Insurance</b>				
10+ yrs' PQE	90 - 140k	<b>100 - 150k</b>	650+	<b>650+</b>
7 - 9 yrs' PQE	80 - 110k	<b>90 - 120k</b>	500 - 600	<b>500 - 600</b>
5 - 6 yrs' PQE	70 - 90k	<b>80 - 100k</b>	400 - 500	<b>400 - 500</b>
4 yrs' PQE	60 - 80k	<b>70 - 85k</b>	350 - 400	<b>375 - 425</b>
3 yrs' PQE	55 - 75k	<b>65 - 80k</b>	325 - 350	<b>325 - 375</b>
2 yrs' PQE	50 - 70k	<b>60 - 75k</b>	300 - 325	<b>300 - 325</b>
1 yr PQE	45 - 60k	<b>55 - 65k</b>	225 - 300	<b>275 - 300</b>

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

# LONDON

## LEGAL FINANCIAL SERVICES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Trading Documentation Negotiator</b>				
10+ yrs' PQE	130k+	<b>130k+</b>	450+	<b>700 - 750</b>
7 - 9 yrs' PQE	100 - 125k	<b>100 - 130k</b>	400 - 450	<b>500 - 600</b>
5 - 6 yrs' PQE	90 - 110k	<b>95 - 115k</b>	350 - 400	<b>400 - 500</b>
4 yrs' PQE	80 - 100k	<b>60 - 90k</b>	300 - 350	<b>300 - 400</b>
3 yrs' PQE	65 - 85k	<b>55 - 85k</b>	250 - 300	<b>250 - 350</b>
2 yrs' PQE	55 - 70k	<b>50 - 70k</b>	150 - 250	<b>200 - 300</b>
1 yr PQE	45 - 65k	<b>35 - 55k</b>	150 - 200	<b>150 - 250</b>

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

## COMPANY SECRETARY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Plc</b>				
Company Secretary	130 - 300k	<b>130 - 300k</b>	85+	<b>90+</b>
Deputy Company Secretary	85 - 150k	<b>85 - 155k</b>	30 - 70	<b>35 - 70</b>
Assistant Company Secretary	55 - 85k	<b>55 - 85k</b>	30 - 55	<b>30 - 60</b>
Company Secretarial Assistant	35 - 50k	<b>35 - 55k</b>	20 - 30	<b>25 - 35</b>
<b>Ltd Company</b>				
Company Secretary	90 - 155k	<b>90 - 160k</b>	70+	<b>75+</b>
Deputy Company Secretary	70 - 110k	<b>70 - 120k</b>	30 - 65	<b>35 - 65</b>
Assistant Company Secretary	45 - 60k	<b>45 - 65k</b>	20 - 40	<b>25 - 45</b>
Company Secretarial Assistant	30 - 40k	<b>30 - 40k</b>	15 - 25	<b>20 - 30</b>

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

# LONDON

## LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>US Firm (New York)</b>				
7 yrs' PQE - Partner	230k+	<b>230k+</b>	70+	<b>70+</b>
6 yrs' PQE	190 - 230k	<b>190 - 250k</b>	60 - 70	<b>65 - 70</b>
5 yrs' PQE	175 - 210k	<b>175 - 230k</b>	55 - 65	<b>60 - 65</b>
4 yrs' PQE	160 - 195k	<b>160 - 210k</b>	50 - 60	<b>55 - 60</b>
3 yrs' PQE	145 - 176k	<b>145 - 195k</b>	45 - 55	<b>50 - 55</b>
2 yrs' PQE	130 - 157k	<b>130 - 175k</b>	40 - 50	<b>45 - 50</b>
1 yr PQE	115 - 135k	<b>115 - 160k</b>	35 - 45	<b>40 - 45</b>
Newly-qualified	100 - 125k	<b>105 - 150k</b>	30 - 40	<b>35 - 40</b>
Paralegal	35 - 45k	<b>35 - 45k</b>	25 - 30	<b>25 - 30</b>
<b>US Firm (Mid-Atlantic)</b>				
7 yrs' PQE - Partner	150k+	<b>150k+</b>	65+	<b>65+</b>
6 yrs' PQE	120 - 180k	<b>120 - 200k</b>	60 - 65	<b>65 - 70</b>
5 yrs' PQE	110 - 170k	<b>110 - 180k</b>	55 - 60	<b>60 - 65</b>
4 yrs' PQE	100 - 140k	<b>100 - 160k</b>	50 - 55	<b>55 - 60</b>
3 yrs' PQE	90 - 135k	<b>90 - 145k</b>	45 - 50	<b>50 - 55</b>
2 yrs' PQE	80 - 120k	<b>80 - 128k</b>	40 - 45	<b>45 - 50</b>
1 yr PQE	75 - 110k	<b>75 - 124k</b>	35 - 40	<b>40 - 45</b>
Newly-qualified	67 - 100k	<b>70 - 115k</b>	30 - 35	<b>35 - 40</b>
Paralegal	30 - 40k	<b>30 - 40k</b>	20 - 25	<b>25 - 30</b>

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

# LONDON

## LEGAL PRIVATE PRACTICE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>City Firm</b>				
7 yrs' PQE - Partner	140k+	<b>140k+</b>	60+	<b>60+</b>
6 yrs' PQE	93 - 150k	<b>95 - 155k</b>	55 - 60	<b>60 - 65</b>
5 yrs' PQE	87 - 130k	<b>90 - 135k</b>	50 - 55	<b>55 - 60</b>
4 yrs' PQE	77 - 120k	<b>80 - 125k</b>	45 - 50	<b>50 - 55</b>
3 yrs' PQE	72 - 115k	<b>75 - 120k</b>	40 - 45	<b>45 - 50</b>
2 yrs' PQE	65 - 110k	<b>68 - 110k</b>	35 - 40	<b>40 - 45</b>
1 yr PQE	63 - 100k	<b>64 - 100k</b>	30 - 35	<b>35 - 40</b>
Newly-qualified	60 - 90k	<b>60 - 90k</b>	25 - 30	<b>30 - 35</b>
Paralegal	24 - 34k	<b>24 - 34k</b>	15 - 25	<b>15 - 25</b>
<b>West End Firm</b>				
7 yrs' PQE - Partner	90k+	<b>90k+</b>	55+	<b>55+</b>
6 yrs' PQE	64 - 86k	<b>65 - 90k</b>	40 - 55	<b>40 - 55</b>
5 yrs' PQE	57 - 80k	<b>58 - 83k</b>	40 - 50	<b>40 - 50</b>
4 yrs' PQE	54 - 74k	<b>55 - 75k</b>	40 - 45	<b>40 - 45</b>
3 yrs' PQE	49 - 70k	<b>50 - 72k</b>	35 - 40	<b>35 - 40</b>
2 yrs' PQE	45 - 66k	<b>45 - 68k</b>	30 - 35	<b>30 - 35</b>
1 yr PQE	40 - 58k	<b>42 - 60k</b>	25 - 30	<b>25 - 30</b>
Newly-qualified	38 - 52k	<b>40 - 55k</b>	20 - 25	<b>20 - 25</b>
Paralegal	20 - 28k	<b>20 - 28k</b>	15 - 20	<b>15 - 20</b>

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

# LONDON

## LEGAL PRIVATE PRACTICE

ROLE	PERMANENT	
	SALARY PER ANNUM GBP (£)	
	2017	2018
<b>Law Firm Compliance</b>		
Head of Risk*	120 - 250k	<b>120 - 250k</b>
Deputy Head/Compliance Manager	60 - 120k	<b>80 - 130k</b>
Senior Risk* Lawyer/Analyst	60 - 120k	<b>70 - 130k</b>
Mid-Level Risk* Lawyer/Analyst	40 - 70k	<b>50 - 80k</b>
Junior Risk* Lawyer/Analyst	25 - 45k	<b>32 - 50k</b>

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

## OFFSHORE

ROLE	PERMANENT SALARY PER ANNUM	
	2017	2018
	<b>Channel Islands GBP (£)</b>	
Partner	100 - 180k	<b>110 - 200k</b>
5 - 9 yrs' PQE	80 - 150k	<b>80 - 150k</b>
1 - 4 yrs' PQE	63 - 85k	<b>60 - 90k</b>
Newly-qualified	55 - 60k	<b>57 - 62k</b>
<b>Caribbean USD (\$)</b>		
Partner	230k+	<b>230k+</b>
5 - 9 yrs' PQE	170 - 300k	<b>170 - 300k</b>
1 - 4 yrs' PQE*	130 - 185k	<b>130 - 185k</b>

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

# LONDON

## OPERATIONS INVESTMENT BANKING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	ANALYST		AVP/ASSOCIATE		MANAGEMENT	
	2017	2018	2017	2018	2017	2018
Trade Support - Derivatives	30 - 50k	<b>30 - 50k</b>	50 - 65k	<b>50 - 65k</b>	85k	<b>80k</b>
Trade Support - Securities	28 - 50k	<b>28 - 50k</b>	50 - 65k	<b>45 - 65k</b>	85k	<b>80k</b>
Settlements - Derivatives	40 - 50k	<b>35 - 50k</b>	50 - 70k	<b>50 - 70k</b>	85k	<b>85k</b>
Settlements - Securities	40 - 50k	<b>35 - 50k</b>	50 - 70k	<b>50 - 70k</b>	85k	<b>80k</b>
Client Services - Derivatives	40 - 50k	<b>30 - 50k</b>	50 - 70k	<b>50 - 70k</b>	85k	<b>85k</b>
Client Services - Securities	40 - 50k	<b>30 - 50k</b>	50 - 70k	<b>50 - 70k</b>	85k	<b>85k</b>
OTC Clearing	40 - 55k	<b>40 - 55k</b>	50 - 75k	<b>50 - 75k</b>	85k	<b>85k</b>
Asset Servicing	28 - 50k	<b>30 - 50k</b>	50 - 70k	<b>50 - 70k</b>	80k	<b>75k</b>
Loans Operations	28 - 48k	<b>35 - 50k</b>	48 - 60k	<b>50 - 75k</b>	100k	<b>85k</b>
Data/MI	35 - 55k	<b>35 - 55k</b>	50 - 75k	<b>50 - 75k</b>	85k	<b>85k</b>
Collateral, Margining, Liquidity	40 - 55k	<b>40 - 55k</b>	55 - 90k	<b>50 - 75k</b>	85k	<b>85k</b>
Regulatory Reporting/Client Money	40 - 60k	<b>40 - 55k</b>	55 - 75k	<b>55 - 75k</b>	85k	<b>85k</b>
Onboarding	28 - 45k	<b>30 - 50k</b>	40 - 65k	<b>50 - 70k</b>	65k	<b>70k</b>
Cash Management/Treasury/Payments	28 - 45k	<b>28 - 45k</b>	45 - 55k	<b>45 - 55k</b>	50 - 65k	<b>55k+</b>
Operations Manager			45 - 60k	<b>45 - 65k</b>	75k	<b>75k+</b>
Reconciliations	25 - 45k	<b>28 - 45k</b>	40 - 55k	<b>44 - 55k</b>	65 - 75k	<b>70k+</b>
Business Manager			50 - 75k	<b>50 - 75k</b>	85k	<b>85k</b>
Relationship Manager			45 - 75k	<b>45 - 75k</b>	85k	<b>85k</b>
Project Support	28 - 45k	<b>28 - 45k</b>	45 - 75k	<b>50 - 70k</b>	80k	<b>80k+</b>

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

# LONDON

## OPERATIONS INVESTMENT BANKING

ROLE	CONTRACT RATE PER DAY (PAYE) GBP (£)					
	ANALYST		AVP/ASSOCIATE		5+ YRS' EXP/MANAGEMENT	
	2017	2018	2017	2018	2017	2018
Trade Support - Derivatives	160 - 250	<b>180 - 220</b>	250 - 350	<b>200 - 300</b>	350 - 450	<b>300 - 400</b>
Trade Support- Securities	160 - 220	<b>180 - 220</b>	220 - 300	<b>220 - 300</b>	300 - 450	<b>300 - 400</b>
Settlements - Derivatives	160 - 250	<b>180 - 220</b>	250 - 300	<b>250 - 300</b>	350 - 450	<b>300 - 400</b>
Settlements - Securities	160 - 250	<b>180 - 220</b>	250 - 300	<b>250 - 300</b>	350 - 450	<b>300 - 400</b>
Client Services - Derivatives	160 - 220	<b>160 - 220</b>	220 - 280	<b>250 - 280</b>	300+	<b>300 - 400</b>
Client Services - Securities	160 - 220	<b>160 - 220</b>	220 - 280	<b>220 - 280</b>	300+	<b>300 - 400</b>
OTC Clearing	160 - 220	<b>180 - 220</b>	220 - 350	<b>220 - 350</b>	350 - 500	<b>350 - 500</b>
Asset Servicing	150 - 250	<b>180 - 220</b>	220 - 300	<b>250 - 280</b>	300 - 450	<b>300 - 450</b>
Loans Operations	160 - 220	<b>180 - 250</b>	220 - 300	<b>250 - 300</b>	300 - 450	<b>300 - 400</b>
Data/MI	160 - 200	<b>160 - 200</b>	200 - 300	<b>220 - 300</b>	300 - 450	<b>300 - 450</b>
Collateral, Margining, Liquidity	160 - 220	<b>180 - 220</b>	250 - 350	<b>220 - 350</b>	300 - 450	<b>350 - 400</b>
Regulatory Reporting/Client Money	160 - 280	<b>200 - 250</b>	300 - 400	<b>250 - 400</b>	450 - 550	<b>350 - 450</b>
Onboarding	160 - 200	<b>160 - 200</b>	220 - 300	<b>200 - 300</b>	300 - 400	<b>280 - 350</b>
Cash Management/Treasury/Payments	160 - 200	<b>160 - 200</b>	180 - 250	<b>200 - 250</b>	250 - 400	<b>250 - 300</b>
Operations Manager			300 - 450	<b>350 - 500</b>	450 - 550	<b>500+</b>
Reconciliations	160 - 200	<b>160 - 200</b>	220 - 250	<b>220 - 250</b>	380 - 320	<b>250 - 300</b>
Business Manager			350 - 500	<b>350 - 500</b>	500 - 700	<b>500+</b>
Relationship Manager			300 - 400	<b>300 - 400</b>	400 - 500	<b>400 - 500</b>
Project Support	180 - 200	<b>180 - 220</b>	250 - 350	<b>250 - 350</b>	350 - 500	<b>350 - 450</b>

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

# LONDON

## OPERATIONS INVESTMENT MANAGEMENT

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	ANALYST		AVP/ASSOCIATE		MANAGEMENT	
	2017	2018	2017	2018	2017	2018
Head of Operations					100k+	<b>100k+</b>
Head of Fund Operations			45 - 70k	<b>45 - 70k</b>	65 - 95k	<b>65 - 95k</b>
Relationship Management			50 - 75k	<b>50 - 75k</b>	75 - 95k	<b>75 - 95k</b>
Client Services	25 - 40k	<b>28 - 40k</b>	45 - 55k	<b>45 - 60k</b>	55 - 85k	<b>55 - 85k</b>
Onboarding	25 - 40k	<b>30 - 45k</b>	45 - 55k	<b>50 - 75k+</b>	50 - 75k+	<b>55 - 85k</b>
Transfer Agency	25 - 30k	<b>25 - 35k</b>	35 - 45k	<b>35 - 50k</b>	50k+	<b>55 - 75k</b>
Fund Administration	30 - 42k	<b>30 - 45k</b>	45 - 60k	<b>45 - 60k</b>	50 - 80k	<b>55 - 80k</b>
Fund Accounting (non-qualified)	28 - 48k	<b>30 - 45k</b>	45 - 60k	<b>45 - 60k</b>	60 - 90k	<b>55 - 90k</b>
Client Reporting	27 - 48k	<b>30 - 45k</b>	45 - 60k	<b>45 - 60k</b>	65 - 85k	<b>65 - 85k</b>
Transitions	30 - 45k	<b>35 - 50k</b>	45 - 65k	<b>50 - 70k</b>	60 - 100k	<b>70 - 100k</b>
Performance	35 - 55k	<b>32 - 50k</b>	50 - 80k	<b>50 - 80k</b>	70 - 95k	<b>70 - 95k</b>
Oversight	32 - 47k	<b>32 - 50k</b>	45 - 70k	<b>45 - 70k</b>	60 - 90k	<b>60 - 90k</b>
Fund Manager's Assistant	30 - 50k	<b>32 - 50k</b>	45 - 70k	<b>50 - 70k</b>	70k+	<b>70k+</b>
Private Banking Assistant	30 - 40k	<b>30 - 40k</b>	35 - 55k	<b>35 - 55k</b>	60k+	<b>60k+</b>
Settlements	25 - 38k	<b>28 - 40k</b>	35 - 50k	<b>38 - 55k</b>	48 - 70k	<b>55 - 75k</b>
Securities Trade Support	30 - 50k	<b>30 - 50k</b>	48 - 65k	<b>48 - 65k</b>	65 - 85k	<b>65 - 85k</b>
Cross-product Trade Support	32 - 55k	<b>30 - 50k</b>	48 - 65k	<b>48 - 65k</b>	65 - 85k	<b>65 - 85k</b>
Reconciliations	25 - 40k	<b>28 - 40k</b>	38 - 45k	<b>38 - 45k</b>	48 - 65k	<b>48 - 65k</b>
Corporate Actions/Dividends	30 - 40k	<b>30 - 45k</b>	40 - 55k	<b>40 - 55k</b>	55 - 75k	<b>55 - 75k</b>
CASS	30 - 50k	<b>30 - 50k</b>	50 - 75k	<b>50 - 75k</b>	75 - 100k	<b>75 - 100k</b>
Regulatory Reporting	30 - 50k	<b>30 - 50k</b>	55 - 80k	<b>55 - 80k</b>	75 - 100k	<b>75 - 100k</b>
Loans Operations	32 - 45k	<b>35 - 48k</b>	40 - 60k	<b>40 - 65k</b>	50 - 80k	<b>50 - 80k</b>
Data Management	30 - 45k	<b>28 - 45k</b>	45 - 65k	<b>45 - 65k</b>	60 - 85k	<b>60 - 85k</b>
Project Manager/PMO	30 - 50k	<b>30 - 50k</b>	50 - 80k	<b>50 - 80k</b>	90k+	<b>90k+</b>

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# LONDON

## OPERATIONS INVESTMENT MANAGEMENT

ROLE	CONTRACT RATE PER DAY (PAYE) GBP (£)					
	ANALYST		AVP/ASSOCIATE		5+ YRS' EXP/MANAGEMENT	
	2017	2018	2017	2018	2017	2018
Head of Operations					800+	600+
Head of Fund Operations			200 - 260	<b>200 - 300</b>	260 - 300	<b>300 - 400</b>
Relationship Management			200 - 250	<b>250 - 300</b>	250 - 400	<b>300 - 450</b>
Client Services	130 - 160	<b>150 - 180</b>	160 - 190	<b>180 - 220</b>	250 - 300	<b>300 - 450</b>
Onboarding	150 - 180	<b>150 - 180</b>	200 - 260	<b>200 - 260</b>	250 - 300	<b>260 - 300</b>
Transfer Agency	150 - 200	<b>150 - 200</b>	200 - 230	<b>200 - 230</b>	230 - 250	<b>230 - 250</b>
Fund Administration	120 - 190	<b>130 - 180</b>	190 - 230	<b>180 - 230</b>	230 - 250	<b>230 - 250</b>
Fund Accounting (non-qualified)	140 - 200	<b>140 - 200</b>	200 - 280	<b>200 - 280</b>	280 - 360	<b>280 - 360</b>
Client Reporting	150 - 200	<b>150 - 200</b>	200 - 230	<b>200 - 230</b>	230 - 260	<b>230 - 260</b>
Transitions	140 - 200	<b>150 - 200</b>	200 - 260	<b>200 - 260</b>	260 - 300	<b>260 - 300</b>
Performance	160 - 240	<b>160 - 240</b>	240 - 320	<b>240 - 320</b>	320 - 400	<b>320 - 400</b>
Oversight	160 - 210	<b>160 - 220</b>	210 - 280	<b>220 - 300</b>	280 - 320	<b>300 - 400</b>
Fund Manager's Assistant	160 - 200	<b>180 - 220</b>	200 - 240	<b>220 - 300</b>	240 - 280	<b>300 - 400</b>
Private Banking Assistant	120 - 160	<b>150 - 180</b>	160 - 200	<b>180 - 250</b>	200 - 230	<b>250 - 300</b>
Settlements	120 - 180	<b>140 - 180</b>	180 - 220	<b>180 - 230</b>	200 - 230	<b>230 - 250</b>
Securities Trade Support	140 - 190	<b>140 - 200</b>	190 - 250	<b>200 - 250</b>	240 - 280	<b>250 - 300</b>
Cross-product Trade Support	140 - 200	<b>140 - 200</b>	200 - 240	<b>200 - 250</b>	240 - 280	<b>250 - 300</b>
Reconciliations	120 - 170	<b>140 - 180</b>	170 - 200	<b>180 - 220</b>	200 - 220	<b>220 - 280</b>
Corporate Actions/Dividends	128 - 160	<b>140 - 180</b>	180 - 250	<b>180 - 250</b>	200 - 270	<b>250 - 300</b>
CASS	140 - 200	<b>150 - 200</b>	200 - 300	<b>200 - 350</b>	300 - 400	<b>300 - 450</b>
Regulatory Reporting	180 - 250	<b>180 - 250</b>	250 - 350	<b>250 - 350</b>	350 - 400	<b>350 - 450</b>
Loans Operations	140 - 180	<b>160 - 200</b>	180 - 220	<b>200 - 250</b>	220 - 300	<b>250 - 300</b>
Data Management	120 - 160	<b>150 - 180</b>	160 - 200	<b>180 - 300</b>	200 - 250	<b>250 - 400</b>
Project Manager/PMO	200 - 400	<b>200 - 400</b>	400 - 600	<b>400 - 600</b>	500 - 600	<b>500 - 600</b>

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# LONDON

## PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
<b>Commerce &amp; Industry</b>				
Chief Procurement Officer	150k+	<b>170k+</b>	900+	<b>1000+</b>
Regional Head/Director of Procurement	85 - 140k	<b>90 - 150k</b>	750+	<b>800+</b>
Head of Vendor Management/SRM	80 - 110k	<b>90 - 110k</b>	600 - 800	<b>650 - 850</b>
Category Lead	75 - 95k	<b>80 - 110k</b>	500 - 750	<b>600 - 800</b>
Category Manager	55 - 75k	<b>70 - 90k</b>	400 - 650	<b>500 - 700</b>
Vendor Manager/Contract Manager	50 - 85k	<b>55 - 70k</b>	400 - 650	<b>450 - 650</b>
Procurement Manager (End-to-end)	65 - 75k	<b>60 - 80k</b>	400 - 600	<b>400 - 600</b>
Sourcing Specialist/Senior Buyer	45 - 55k	<b>50 - 60k</b>	300 - 500	<b>300 - 500</b>
Buyer	32 - 40k	<b>35 - 45k</b>	150 - 300	<b>175 - 350</b>
Procurement Analyst/Coordination SRM	28 - 42k	<b>35 - 50k</b>	150 - 300	<b>175 - 350</b>
<b>Financial Services</b>				
Chief Procurement Officer	180k+	<b>190k+</b>	900+	<b>1000+</b>
Regional Head/Director of Procurement	90 - 160k	<b>100 - 160k</b>	750+	<b>800+</b>
Head of Vendor Management/SRM	80 - 120k	<b>90 - 120k</b>	600 - 900	<b>650 - 900</b>
Category Lead	80 - 120k	<b>80 - 100k</b>	550 - 700	<b>550 - 750</b>
Category Manager	70 - 100k	<b>80 - 110k</b>	450 - 650	<b>500 - 700</b>
Vendor Manager/Contract Manager	50 - 85k	<b>60 - 90k</b>	400 - 650	<b>400 - 700</b>
Procurement Manager (End-to-end)	60 - 85k	<b>65 - 90k</b>	400 - 600	<b>400 - 600</b>
Sourcing Specialist/Senior Buyer	45 - 70k	<b>55 - 70k</b>	300 - 500	<b>350 - 550</b>
Buyer	30 - 45k	<b>40 - 60k</b>	150 - 300	<b>200 - 400</b>
Procurement Analyst/Coordination SRM	30 - 45k	<b>40 - 60k</b>	150 - 300	<b>200 - 400</b>

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

# LONDON

## PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
<b>PMO</b>				
PMO Manager/Portfolio Manager	60 - 120k	<b>70 - 150k</b>	600 - 800	<b>650 - 850</b>
PMO	45 - 80k	<b>45 - 90k</b>	450 - 650	<b>500 - 650</b>
PMO Analyst	35 - 50k	<b>35 - 65k</b>	300 - 450	<b>350 - 450</b>
<b>Re-engineering/Transformation/Consulting</b>				
Business Architecture	80 - 140k	<b>85 - 140k</b>	650 - 900	<b>650 - 1000</b>
Programme Manager	80 - 140k	<b>90 - 150k</b>	750 - 1100	<b>750 - 1100</b>
Project Manager	70 - 110k	<b>80 - 120k</b>	600 - 850	<b>600 - 900</b>
Business Analyst	50 - 90k	<b>50 - 100k</b>	500 - 700	<b>500 - 700</b>
<b>Front Office</b>				
Programme Manager	120 - 200k	<b>120 - 200k</b>	800 - 1200	<b>800 - 1200</b>
Project Manager	75 - 150k	<b>85 - 150k</b>	700 - 1000	<b>700 - 1000</b>
Business Analyst	50 - 100k	<b>60 - 100k</b>	550 - 850	<b>600 - 850</b>
<b>Finance</b>				
Programme Manager	100 - 150k	<b>100 - 150k</b>	750 - 1000	<b>750 - 1000</b>
Project Manager	60 - 120k	<b>60 - 120k</b>	600 - 800	<b>600 - 800</b>
Business Analyst	45 - 90k	<b>50 - 95k</b>	450 - 700	<b>450 - 700</b>
<b>Operations</b>				
Programme Manager	90 - 150k	<b>90 - 150k</b>	700 - 1000	<b>700 - 1000</b>
Project Manager	60 - 110k	<b>65 - 110k</b>	600 - 800	<b>600 - 800</b>
Business Analyst	40 - 75k	<b>50 - 90k</b>	400 - 700	<b>400 - 650</b>
<b>Risk &amp; Controls</b>				
Programme Manager	100 - 150k	<b>100 - 150k</b>	800 - 1100	<b>800 - 1100</b>
Project Manager	80 - 130k	<b>80 - 130k</b>	650 - 900	<b>600 - 900</b>
Business Analyst	50 - 110k	<b>50 - 110k</b>	500 - 800	<b>500 - 800</b>

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# LONDON

## PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
<b>Compliance</b>				
Programme Manager	100 - 150k	<b>100 - 150k</b>	800 - 1100	<b>800 - 1100</b>
Project Manager	75 - 120k	<b>80 - 120k</b>	650 - 900	<b>650 - 850</b>
Business Analyst	60 - 100k	<b>65 - 100k</b>	450 - 700	<b>450 - 700</b>
<b>Investment Management</b>				
Programme Manager	90 - 120k	<b>90 - 120k</b>	600 - 800	<b>700 - 900</b>
Project Manager	65 - 95k	<b>70 - 100k</b>	500 - 650	<b>600 - 750</b>
Business Analyst	50 - 80k	<b>50 - 80k</b>	400 - 600	<b>400 - 650</b>
<b>Wealth Management/Private Banking</b>				
Programme Manager	90 - 120k	<b>90 - 120k</b>	600 - 800	<b>700 - 900</b>
Project Manager	65 - 95k	<b>65 - 95k</b>	500 - 650	<b>600 - 750</b>
Business Analyst	50 - 80k	<b>50 - 80k</b>	400 - 600	<b>400 - 650</b>
<b>Reference Data</b>				
Programme Manager	80 - 130k	<b>80 - 130k</b>	750 - 1000	<b>800 - 1200</b>
Project Manager	60 - 110k	<b>60 - 110k</b>	600 - 800	<b>600 - 800</b>
Business Analyst	35 - 75k	<b>35 - 75k</b>	400 - 650	<b>550 - 700</b>
<b>Regulatory</b>				
Programme Manager	100 - 170k	<b>100 - 170k</b>	800 - 1200	<b>800 - 1200</b>
Project Manager	75 - 120k	<b>75 - 120k</b>	650 - 900	<b>650 - 900</b>
Business Analyst	60 - 100k	<b>60 - 100k</b>	450 - 750	<b>500 - 750</b>
<b>Internal Consultancy</b>				
Programme Manager	85 - 160k	<b>85 - 160k</b>	850 - 1100	<b>850 - 1200</b>
Project Manager	65 - 120k	<b>65 - 120k</b>	650 - 750	<b>600 - 700</b>
Business Analyst	55 - 100k	<b>55 - 100k</b>	550 - 700	<b>550 - 700</b>

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# LONDON

## PROJECTS, CHANGE & TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
<b>Change Management</b>				
Programme Manager	90 - 160k	<b>85 - 160k</b>	850 - 1000	<b>850 - 1000</b>
Project Manager	70 - 120k	<b>65 - 120k</b>	600 - 700	<b>600 - 675</b>
Business Analyst	60 - 105k	<b>55 - 100k</b>	500 - 650	<b>550 - 650</b>
<b>Financial Services Technology</b>				
Programme Manager	95 - 140k	<b>110 - 150k</b>	750 - 1200	<b>800 - 1200</b>
Project Manager	70 - 110k	<b>85 - 110k</b>	550 - 900	<b>650 - 900</b>
Business Analyst	70 - 100k	<b>70 - 100k</b>	450 - 700	<b>550 - 700</b>
<b>Data Science &amp; Analytics</b>				
Head of Data Analytics	85 - 150k	<b>90 - 150k</b>	750 - 1200	<b>750 - 1200</b>
Head of Data Science	75 - 150k	<b>100 - 180k</b>	850 - 1200	<b>850 - 1500</b>
Data Scientist (5 - 10 yrs' exp)	60 - 110k	<b>90 - 150k</b>	500 - 800	<b>700 - 1000</b>
Data Scientist (1 - 5 yrs' exp)	45 - 80k	<b>50 - 90k</b>	400 - 600	<b>500 - 700</b>
Data Analyst (1 - 5 yrs' exp)	32 - 50k	<b>35 - 60k</b>	300 - 450	<b>400 - 600</b>
Big Data Engineer (5 - 10 yrs' exp)	50 - 80k	<b>75 - 130k</b>	600 - 800	<b>650 - 900</b>
Big Data Engineer (1 - 5 yrs' exp)	40 - 50k	<b>50 - 75k</b>	400 - 650	<b>400 - 600</b>
<b>IT Security</b>				
Head of Information Security (10+ yrs' exp)	95 - 155k	<b>105 - 170k</b>	800 - 1150	<b>900 - 1250</b>
Information Security Manager (5 - 10 yrs' exp)	80 - 120k	<b>95 - 130k</b>	650 - 900	<b>700 - 950</b>
Information Security Analyst (5 - 10 yrs' exp)	60 - 95k	<b>65 - 100k</b>	550 - 800	<b>625 - 900</b>
Information Security Analyst (1 - 5 yrs' exp)	45 - 70k	<b>45 - 75k</b>	350 - 550	<b>400 - 600</b>
Information Security Risk Manager (5 - 10 yrs' exp)	80 - 115k	<b>95 - 130k</b>	650 - 900	<b>700 - 950</b>
Information Security Manager (1 - 5 yrs' exp)	60 - 80k	<b>65 - 85k</b>	500 - 650	<b>550 - 700</b>

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# LONDON

## RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Market Risk Management</b>				
10+ yrs' exp (VP/Director)	110k+	<b>110k+</b>	850+	<b>850+</b>
7 - 10 yrs' exp (VP)	80 - 110k	<b>80 - 110k</b>	700 - 800	<b>700 - 800</b>
5 - 7 yrs' exp (AVP/VP)	60 - 80k	<b>60 - 80k</b>	600 - 700	<b>600 - 700</b>
3 - 5 yrs' exp (Associate/AVP)	50 - 70k	<b>50 - 70k</b>	450 - 550	<b>400 - 550</b>
1 - 3 yrs' exp (Analyst)	40 - 50k	<b>40 - 50k</b>	300 - 400	<b>250 - 350</b>
<b>Market Risk Reporting</b>				
10+ yrs' exp (VP/Director)	90k+	<b>100k+</b>	700+	<b>700+</b>
7 - 10 yrs' exp (VP)	70 - 90k	<b>80 - 100k</b>	600+	<b>600+</b>
5 - 7 yrs' exp (AVP/VP)	55 - 70k	<b>65 - 80k</b>	475 - 575	<b>475 - 575</b>
3 - 5 yrs' exp (Associate/AVP)	40 - 55k	<b>40 - 65k</b>	400 - 450	<b>400 - 450</b>
1 - 3 yrs' exp (Analyst)	30 - 40k	<b>30 - 40k</b>	250 - 350	<b>250 - 350</b>
<b>Credit Analysis</b>				
10+ yrs' exp (VP/Director)	95k+	<b>100k+</b>	500+	<b>500+</b>
7 - 10 yrs' exp (VP)	80 - 95k	<b>80 - 100k</b>	450 - 500	<b>450 - 500</b>
5 - 7 yrs' exp (AVP/VP)	65 - 80k	<b>65 - 80k</b>	350 - 400	<b>350 - 400</b>
3 - 5 yrs' exp (Associate/AVP)	45 - 65k	<b>45 - 65k</b>	250 - 350	<b>250 - 350</b>
1 - 3 yrs' exp (Analyst)	30 - 40k	<b>35 - 45k</b>	200 - 250	<b>200 - 250</b>
<b>Credit Risk Reporting</b>				
10+ yrs' exp (VP/Director)	90k+	<b>90k+</b>	700+	<b>700+</b>
7 - 10 yrs' exp (VP)	75 - 90k	<b>75 - 90k</b>	550 - 600	<b>550 - 600</b>
5 - 7 yrs' exp (AVP/VP)	50 - 75k	<b>50 - 75k</b>	450 - 500	<b>450 - 500</b>
3 - 5 yrs' exp (Associate/AVP)	40 - 55k	<b>40 - 55k</b>	300 - 400	<b>300 - 400</b>
1 - 3 yrs' exp (Analyst)	30 - 40k	<b>30 - 40k</b>	200 - 250	<b>200 - 250</b>
<b>Credit Risk Modelling/Stress Testing</b>				
10+ yrs' exp (VP/Director)	120k+	<b>110k+</b>	900 - 1100	<b>900 - 1100</b>
7 - 10 yrs' exp (VP)	90 - 120k	<b>100 - 120k</b>	750 - 850	<b>750 - 850</b>
5 - 7 yrs' exp (AVP/VP)	70 - 85k	<b>90 - 100k</b>	600 - 700	<b>600 - 700</b>
3 - 5 yrs' exp (Associate/AVP)	50 - 70k	<b>55 - 80k</b>	450 - 550	<b>450 - 550</b>
1 - 3 yrs' exp (Analyst)	30 - 45k	<b>40 - 55k</b>	300 - 400	<b>300 - 400</b>

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# LONDON

## RISK

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Quantitative Analysis</b>				
10+ yrs' exp	120k	<b>115k+</b>	900+	<b>1000+</b>
7 - 10 yrs' exp	95k	<b>110 - 125k</b>	700+	<b>800 - 900</b>
5 - 7 yrs' exp	70k	<b>90 - 110k</b>	550+	<b>600 - 700</b>
3 - 5 yrs' exp	50 - 75k	<b>75 - 90k</b>	400 - 500	<b>400 - 500</b>
1 - 3 yrs' exp	40 - 50k	<b>50 - 75k</b>	250 - 350	<b>250 - 350</b>
<b>Performance &amp; Investment Risk Analysis</b>				
10+ yrs' exp	100k+	<b>100k+</b>	700+	<b>750+</b>
7 - 10 yrs' exp	80 - 100k	<b>85 - 100k</b>	600+	<b>600+</b>
5 - 7 yrs' exp	60 - 80k	<b>65 - 85k</b>	500 - 550	<b>500 - 550</b>
3 - 5 yrs' exp	50 - 60k	<b>50 - 65k</b>	400 - 450	<b>400 - 450</b>
1 - 3 yrs' exp	30 - 50k	<b>40 - 50k</b>	250 - 350	<b>250 - 350</b>
<b>Operational Risk</b>				
10+ yrs' exp	100 - 150k	<b>100k+</b>	750+	<b>750+</b>
7 - 10 yrs' exp	80 - 100k	<b>80 - 100k+</b>	650+	<b>650+</b>
5 - 7 yrs' exp	65 - 80k	<b>65 - 80k+</b>	550 - 600	<b>550 - 600</b>
3 - 5 yrs' exp	45 - 65k	<b>45 - 65k</b>	400 - 500	<b>400 - 500</b>
1 - 3 yrs' exp	30 - 45k	<b>40 - 50k</b>	250 - 350	<b>250 - 350</b>
<b>Business Analysts/Project Managers</b>				
10+ yrs' exp	100 - 150k	<b>100k+</b>	900+	<b>800+</b>
7 - 10 yrs' exp	80 - 100k	<b>80 - 100k</b>	750+	<b>700 - 750</b>
5 - 7 yrs' exp	60 - 80k	<b>65 - 80k</b>	650 - 700	<b>600 - 650</b>
3 - 5 yrs' exp	45 - 65k	<b>45 - 65k</b>	500 - 600	<b>500 - 550</b>
1 - 3 yrs' exp	30 - 45k	<b>30 - 45k</b>	300 - 400	<b>350 - 450</b>
<b>Liquidity Risk</b>				
10+ yrs' exp	120 - 130k+	<b>120 - 130k+</b>	900+	<b>900+</b>
7 - 10 yrs' exp	90 - 110k+	<b>90 - 110k</b>	750 - 850	<b>750 - 850</b>
5 - 7 yrs' exp	75 - 80k	<b>75 - 80k</b>	600 - 700	<b>600 - 700</b>
3 - 5 yrs' exp	60 - 65k	<b>60 - 65k</b>	450 - 550	<b>450 - 550</b>
1 - 3 yrs' exp	50 - 60k	<b>50 - 60k</b>	300 - 400	<b>300 - 400</b>

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

# LONDON

## TAXATION

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2017	2018
<b>FTSE 100</b>		
Head of Tax	140 - 300k	<b>140 - 300k</b>
Group Tax Manager/Senior Manager	80 - 100k	<b>80 - 100k</b>
International Tax Manager	75 - 100k	<b>75 - 85k</b>
UK Tax Manager	55 - 75k	<b>60 - 75k</b>
Tax Accountant	50 - 65k	<b>50 - 65k</b>
<b>Mid-cap/Non-listed</b>		
Head of Tax	80 - 110k	<b>80 - 110k</b>
Group Tax Manager/Senior Manager	75 - 90k	<b>75 - 90k</b>
International Tax Manager	65 - 80k	<b>65 - 80k</b>
UK Tax Manager	55 - 75k	<b>60 - 75k</b>
Tax Accountant	45 - 60k	<b>45 - 60k</b>
<b>Financial Services</b>		
Head of Tax	130 - 350k	<b>130 - 320k</b>
Group Tax Manager/Senior Manager	90 - 140k	<b>90 - 120k</b>
International Tax Manager	80 - 110k	<b>80 - 110k</b>
UK Tax Manager	70 - 90k	<b>70 - 90k</b>
Tax Accountant	55 - 70k	<b>55 - 70k</b>

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

# LONDON

## TREASURY COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Senior Treasury</b>				
Group Treasurer - FTSE 100	150k+	<b>150k+</b>	1000+	<b>900+</b>
Group Treasurer - FTSE 250	125k+	<b>125k</b>	750+	<b>650+</b>
Treasurer	95k+	<b>90k+</b>	550+	<b>550+</b>
Assistant Treasurer - FTSE 100	125k+	<b>110k</b>	600+	<b>550+</b>
Assistant Treasurer - FTSE 250	100k+	<b>90 - 100k</b>	550+	<b>500+</b>
<b>Treasury Manager</b>				
3+ yrs' exp	75 - 80k	<b>70 - 80k</b>	390+	<b>350+</b>
0 - 3 yrs' exp	60 - 65k	<b>60 - 70k</b>	320+	<b>300+</b>
<b>Senior Treasury Analyst</b>				
3+ yrs' exp	55k+	<b>55 - 65k</b>	300+	<b>300+</b>
0 - 3 yrs' exp	45k+	<b>45k+</b>	230+	<b>200+</b>
<b>Treasury Accountant/Controller</b>				
5+ yrs' exp	70k+	<b>75k+</b>	390+	<b>450+</b>
2 - 5 yrs' exp	55 - 70k	<b>60 - 75k</b>	280 - 380	<b>300+</b>
0 - 2 yrs' exp	45 - 55k	<b>55 - 60k</b>	175 - 280	<b>250</b>
<b>Treasury Dealer</b>				
2+ yrs' exp	45k+	<b>45k+</b>	230+	<b>200+</b>
0 - 2 yrs' exp	45k+	<b>55 - 65k</b>	300+	<b>300+</b>

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

# MIDLANDS

## ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Qualified</b>				
Finance Director	65 - 130k	<b>65 - 130k</b>	35 - 70	<b>35 - 70</b>
Financial Controller	50 - 80k	<b>50 - 80k</b>	30 - 60	<b>30 - 60</b>
Finance Manager	45 - 60k	<b>45 - 60k</b>	25 - 30	<b>25 - 30</b>
Head of Audit	60k+	<b>60k+</b>	30 - 40	<b>30 - 40</b>
Financial Accountant	30 - 50k	<b>30 - 50k</b>	15 - 30	<b>15 - 30</b>
Project Accountant	30 - 60k	<b>30 - 60k</b>	15 - 25	<b>15 - 25</b>
Management Accountant	30 - 50k	<b>30 - 50k</b>	15 - 30	<b>15 - 30</b>
Systems Accountant	30 - 60k	<b>30 - 60k</b>	15 - 25	<b>15 - 25</b>
Financial Analyst	30 - 50k	<b>30 - 50k</b>	14 - 20	<b>14 - 20</b>
<b>Part-qualified &amp; Transactional Services</b>				
<b>CIMA/ACCA/AAT</b>				
Strategic/Part 3	25 - 32k	<b>25 - 32k</b>	14 - 19	<b>14 - 19</b>
Management/Part 2	22 - 30k	<b>22 - 30k</b>	12 - 17	<b>12 - 17</b>
Operational Level/Part 1	18 - 24k	<b>18 - 24k</b>	10 - 14	<b>10 - 14</b>
AAT	18 - 22k	<b>18 - 22k</b>	10 - 13	<b>10 - 13</b>
<b>Manager</b>				
Credit Control	35 - 80k	<b>35 - 80k</b>	20 - 46	<b>20 - 46</b>
Accounts Payable	35 - 70k	<b>35 - 70k</b>	17 - 35	<b>17 - 35</b>
Accounts Receivable	35 - 60k	<b>35 - 60k</b>	17 - 29	<b>17 - 29</b>
Payroll	35 - 70k	<b>35 - 70k</b>	17 - 35	<b>17 - 35</b>
<b>Team Leader/Supervisor</b>				
Credit Control	28 - 35k	<b>28 - 35k</b>	16 - 21	<b>16 - 21</b>
Accounts Receivable	28 - 35k	<b>28 - 35k</b>	14 - 21	<b>14 - 21</b>
Accounts Payable	28 - 35k	<b>28 - 35k</b>	14 - 21	<b>14 - 21</b>
Payroll	28 - 35k	<b>28 - 35k</b>	14 - 21	<b>14 - 21</b>
<b>Clerks</b>				
Credit Control	18 - 24k	<b>18 - 24k</b>	10 - 14	<b>10 - 14</b>
Accounts Payable	18 - 23k	<b>18 - 23k</b>	10 - 13	<b>10 - 13</b>
Accounts Receivable	17 - 22k	<b>17 - 22k</b>	9 - 12	<b>9 - 12</b>
Payroll	18 - 24k	<b>18 - 24k</b>	10 - 14	<b>10 - 14</b>

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

# MIDLANDS

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		5+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Operations/Back Office</b>						
Operations Manager	40 - 50k	<b>40 - 50k</b>	50 - 65k	<b>50 - 65k</b>	70k+	<b>70k+</b>
Fraud	18 - 38k	<b>18 - 38k</b>	35 - 50k	<b>35 - 50k</b>	50k+	<b>50k+</b>
Client Services	18 - 25k	<b>18 - 25k</b>	25 - 32k	<b>25 - 32k</b>	32 - 40k	<b>32 - 40k</b>
Trade Support	18 - 23k	<b>18 - 23k</b>	23 - 30k	<b>23 - 30k</b>	30 - 40k	<b>30 - 40k</b>
Paraplanner	28 - 32k	<b>28 - 32k</b>	33 - 38k	<b>33 - 38k</b>	40k+	<b>40k+</b>
Collections	28 - 35k	<b>28 - 35k</b>	35 - 45k	<b>35 - 45k</b>	50 - 65k	<b>50 - 65k</b>
Corporate Actions	21 - 26k	<b>21 - 26k</b>	27 - 35k	<b>27 - 35k</b>	40 - 50k	<b>40 - 50k</b>
Settlements	18 - 25k	<b>18 - 25k</b>	25 - 32k	<b>25 - 32k</b>	35 - 45k	<b>35 - 45k</b>
Cash Management	20 - 25k	<b>20 - 25k</b>	25 - 32k	<b>25 - 32k</b>	35 - 45k	<b>35 - 45k</b>
Transfers	18 - 23k	<b>18 - 23k</b>	23 - 27k	<b>23 - 27k</b>	30 - 40k	<b>30 - 40k</b>
Reconciliation	18 - 22k	<b>18 - 22k</b>	20 - 26k	<b>20 - 26k</b>	35k+	<b>35k+</b>
<b>Compliance</b>						
Compliance Advisory	25 - 30k	<b>25 - 30k</b>	30 - 40k	<b>30 - 50k</b>	50k+	<b>55k+</b>
Compliance Monitoring	20 - 27k	<b>20 - 30k</b>	30 - 35k	<b>30 - 45k</b>	45k+	<b>50k+</b>
<b>Middle &amp; Front Office</b>						
Investment Manager	30 - 35k	<b>30 - 35k</b>	30 - 45k	<b>30 - 45k</b>	60k+	<b>60k+</b>
Credit Risk	25 - 35k	<b>25 - 35k</b>	35 - 45k	<b>35 - 45k</b>	60k+	<b>60k+</b>
Regulatory Risk	27 - 32k	<b>27 - 32k</b>	35 - 45k	<b>35 - 45k</b>	50k+	<b>50k+</b>
Operational Risk	27 - 32k	<b>27 - 35k</b>	35 - 45k	<b>40 - 50k</b>	45k+	<b>50k+</b>
Anti-Money-Laundering	25 - 26k	<b>25 - 26k</b>	28 - 40k	<b>32 - 45k</b>	50k+	<b>55k+</b>
Business Development	25 - 35k	<b>25 - 35k</b>	30 - 45k	<b>30 - 45k</b>	55k+	<b>55k+</b>
Market Risk	27 - 32k	<b>27 - 32k</b>	35 - 45k	<b>35 - 45k</b>	50k+	<b>50k+</b>
Investment Assistant	22 - 27k	<b>22 - 27k</b>	25 - 32k	<b>25 - 32k</b>	35k+	<b>35k+</b>

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# MIDLANDS

## HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
HR Director	90 - 170k	<b>90 - 170k</b>	700 - 1100	<b>700 - 1000</b>
Head of Human Resources	65 - 90k	<b>65 - 90k</b>	450 - 900	<b>450 - 850</b>
Head of Reward, Compensation & Benefits	75 - 110k	<b>75 - 110k</b>	450 - 750	<b>500 - 800</b>
Organisational Development Consultant	60 - 85k	<b>60 - 85k</b>	400 - 700	<b>400 - 700</b>
Head of Learning & Development	70 - 95k	<b>70 - 95k</b>	300 - 650	<b>300 - 600</b>
Head of Recruitment	55 - 80k	<b>55 - 80k</b>	350 - 600	<b>350 - 600</b>
Senior HR Business Partner	55 - 85k	<b>55 - 80k</b>	350 - 500	<b>350 - 500</b>
HR Business Partner	45 - 65k	<b>40 - 65k</b>	275 - 420	<b>250 - 420</b>
HR Manager	40 - 55k	<b>35 - 55k</b>	250 - 400	<b>200 - 400</b>
Compensation & Benefits Manager	50 - 65k	<b>50 - 65k</b>	375 - 500	<b>375 - 500</b>
Compensation & Benefits Analyst	35 - 50k	<b>35 - 50k</b>	200 - 375	<b>200 - 375</b>
Reward Advisor	35 - 45k	<b>35 - 45k</b>	200 - 300	<b>200 - 300</b>
Recruitment Manager	40 - 55k	<b>35 - 55k</b>	250 - 400	<b>250 - 400</b>
Graduate Recruiter	20 - 35k	<b>20 - 35k</b>	100 - 180	<b>100 - 200</b>
Training Manager	35 - 50k	<b>35 - 50k</b>	200 - 400	<b>200 - 400</b>
Training Officer	25 - 30k	<b>25 - 30k</b>	125 - 175	<b>125 - 175</b>
Employee Relations Advisor	28 - 40k	<b>28 - 40k</b>	150 - 275	<b>150 - 275</b>
Global Mobility Specialist	40 - 55k	<b>40 - 55k</b>	250 - 400	<b>250 - 400</b>
HR Advisor	26 - 35k	<b>26 - 35k</b>	125 - 225	<b>125 - 225</b>
HR Officer	24 - 30k	<b>24 - 30k</b>	150 - 200	<b>150 - 200</b>
HR Administrator	15 - 24k	<b>16 - 24k</b>	90 - 150	<b>90 - 150</b>

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

# MIDLANDS

## INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Development</b>				
Development Manager	60 - 100k	<b>60 - 100k</b>	500 - 750	<b>500 - 750</b>
C#/ASP.Net Developer/VB.Net Developer	35 - 60k	<b>35 - 60k</b>	300 - 500	<b>300 - 500</b>
Software Architect	55 - 70k	<b>60 - 80k</b>	500 - 700	<b>500 - 700</b>
Java/J2EE Developer	40 - 60k	<b>40 - 60k</b>	375 - 600	<b>375 - 600</b>
Mobile Developer	35 - 60k	<b>35 - 60k</b>	400 - 600	<b>400 - 600</b>
BI Senior/Analyst/Developer	30 - 65k	<b>30 - 65k</b>	350 - 600	<b>350 - 600</b>
Web Developer/Open Source/PHP Developer	25 - 45k	<b>30 - 45k</b>	350 - 500	<b>350 - 500</b>
<b>Senior Appointments</b>				
Head of IT/IT Director/CIO/Chief Data Officer	90 - 180k	<b>90 - 100k</b>	700 - 1200	<b>700 - 1200</b>
Service Delivery Manager/Director	60 - 85k	<b>60 - 85k</b>	400 - 700	<b>400 - 700</b>
<b>Infrastructure</b>				
Enterprise/Solutions Cloud Architect	80 - 95k	<b>80 - 95k</b>	600 - 850	<b>600 - 850</b>
Technical Architect	60 - 85k	<b>60 - 85k</b>	450 - 700	<b>450 - 700</b>
Technical Services - Infrastructure Manager	50 - 75k	<b>55 - 75k</b>	450 - 550	<b>450 - 550</b>
Systems Administrator	35 - 45k	<b>40 - 50k</b>	250 - 350	<b>250 - 350</b>
Infrastructure Analyst	30 - 38k	<b>30 - 38k</b>	200 - 350	<b>200 - 350</b>
Field Support Engineer/Helpdesk/Service Desk Support	25 - 38k	<b>25 - 38k</b>	200 - 300	<b>200 - 300</b>
<b>Security</b>				
Head of Cyber Security	70 - 110k	<b>80 - 130k</b>	700 - 1000	<b>700 - 1000</b>
Security Analyst	35 - 50k	<b>35 - 55k</b>	300 - 600	<b>300 - 600</b>
<b>Projects and Programmes</b>	60 - 90k	<b>65 - 98k</b>	550 - 600	<b>550 - 600</b>
Programme Manager	80 - 120k	<b>80 - 120k</b>	600 - 750	<b>600 - 750</b>
PMO Manager	55 - 70k	<b>60 - 80k</b>	400 - 600	<b>400 - 600</b>
PMO Analyst	35 - 45k	<b>35 - 45k</b>	250 - 400	<b>250 - 400</b>
Project Manager	40 - 60k	<b>45 - 65k</b>	400 - 600	<b>400 - 600</b>
Business Analyst	35 - 50k	<b>40 - 60k</b>	400 - 600	<b>400 - 600</b>
Test Manager	45 - 70k	<b>50 - 70k</b>	400 - 700	<b>400 - 700</b>

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

# MIDLANDS

## LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Private Practice</b>				
9+ yrs' PQE	70k+	<b>70k+</b>	38+	<b>50 - 65</b>
7 - 9 yrs' PQE	49 - 76k	<b>53 - 79k</b>	28 - 55	<b>40 - 60</b>
6 yrs' PQE	47 - 69k	<b>51 - 73k</b>	25 - 47	<b>40 - 55</b>
5 yrs' PQE	46 - 65k	<b>49 - 67k</b>	24 - 44	<b>38 - 50</b>
4 yrs' PQE	41 - 56k	<b>43 - 58k</b>	23 - 36	<b>30 - 48</b>
3 yrs' PQE	38 - 49k	<b>40 - 51k</b>	21 - 34	<b>28 - 43</b>
2 yrs' PQE	35 - 46.5k	<b>37 - 48k</b>	18 - 31	<b>25 - 40</b>
1 yr PQE	33 - 44.5k	<b>34 - 45k</b>	17 - 29	<b>22 - 37</b>
Newly-qualified	31 - 41.5k	<b>32 - 43k</b>	14 - 25	<b>20 - 33</b>
Paralegal/Contract Manager	18 - 55k	<b>18 - 55k</b>	11 - 24	<b>16 - 28</b>
<b>In-house</b>				
9+ yrs' PQE	80k+	<b>80k+</b>	38+	<b>50 - 70</b>
7 - 9 yrs' PQE	70 - 95k	<b>70 - 100k</b>	28 - 55	<b>45 - 65</b>
6 yrs' PQE	54 - 85k	<b>57 - 90k</b>	25 - 47	<b>40 - 65</b>
5 yrs' PQE	50 - 68k	<b>55 - 70k</b>	24 - 44	<b>42 - 60</b>
4 yrs' PQE	47 - 64k	<b>50 - 65k</b>	23 - 36	<b>35 - 55</b>
3 yrs' PQE	45 - 58k	<b>45 - 60k</b>	21 - 34	<b>30 - 50</b>
2 yrs' PQE	40 - 54k	<b>40 - 55k</b>	18 - 31	<b>27 - 45</b>
1 yr PQE	32 - 50k	<b>37 - 55k</b>	17 - 29	<b>25 - 40</b>
Newly-qualified	31 - 43k	<b>35 - 45k</b>	14 - 25	<b>22 - 35</b>
Paralegal/Contract Manager	23 - 57k	<b>25 - 57k</b>	11 - 24	<b>18 - 30</b>

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

# MIDLANDS

## SUPPLY CHAIN

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Supply Chain</b>				
Operations Director	75 - 135k	<b>80 - 160k</b>	500 - 1000	<b>500 - 1000</b>
Logistics Director	70 - 135k	<b>70 - 140k</b>	500 - 1000	<b>500 - 1000</b>
Supply Chain Director	70 - 135k	<b>70 - 140k</b>	500 - 1000	<b>500 - 1000</b>
General Manager	55 - 90k	<b>60 - 90k</b>	500 - 750	<b>500 - 750</b>
Head of Supply Chain	60 - 80k	<b>60 - 80k</b>	400 - 800	<b>400 - 800</b>
Logistics Manager	45 - 75k	<b>45 - 75k</b>	250 - 350	<b>250 - 350</b>
Transport Manager	35 - 60k	<b>35 - 60k</b>	150 - 300	<b>150 - 300</b>
Planning Manager	30 - 50k	<b>30 - 55k</b>	150 - 300	<b>150 - 300</b>
Operations Manager	35 - 55k	<b>35 - 55k</b>	150 - 350	<b>150 - 350</b>
Shift Manager	30 - 40k	<b>35 - 40k</b>	120 - 180	<b>120 - 180</b>
First Line Manager	25 - 33k	<b>28 - 37k</b>	120 - 150	<b>120 - 150</b>
Planner	25 - 35k	<b>27 - 35k</b>	120 - 220	<b>120 - 220</b>
<b>Procurement</b>				
Head of Procurement	55 - 90k	<b>55 - 90k</b>	500 - 950	<b>500 - 950</b>
Procurement Manager	45 - 70k	<b>45 - 70k</b>	350 - 600	<b>350 - 600</b>
Category Director	40 - 55k	<b>40 - 55k</b>	180 - 300	<b>180 - 300</b>
Senior Buyer	40 - 45k	<b>40 - 45k</b>	170 - 300	<b>170 - 300</b>
Buyer	30 - 40k	<b>30 - 40k</b>	120 - 225	<b>120 - 225</b>

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

# MILTON KEYNES

## ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Qualified</b>				
Finance Director	75 - 150k	<b>75 - 150k</b>	50 - 80	<b>50 - 80</b>
Head of Audit	70 - 90k	<b>70 - 90k</b>	42 - 55	<b>42 - 55</b>
Group Reporting Manager	65 - 85k	<b>65 - 85k</b>	38 - 50	<b>38 - 50</b>
FP&A Manager	65 - 85k	<b>65 - 85k</b>	38 - 50	<b>38 - 50</b>
Financial Controller	60 - 95k	<b>60 - 95k</b>	35 - 55	<b>35 - 55</b>
Internal Audit Manager	50 - 60k	<b>50 - 60k</b>	29 - 35	<b>29 - 35</b>
Financial/Business Analyst	45 - 55k	<b>45 - 55k</b>	25 - 32	<b>25 - 32</b>
Finance Manager	45 - 60k	<b>45 - 60k</b>	25 - 35	<b>25 - 35</b>
Financial Accountant	45 - 60k	<b>45 - 60k</b>	25 - 35	<b>25 - 35</b>
Management Accountant	45 - 60k	<b>45 - 60k</b>	25 - 35	<b>25 - 35</b>
Internal Auditor	40 - 55k	<b>40 - 55k</b>	21 - 32	<b>21 - 32</b>
Newly-qualified (ACA, CIMA, ACCA)	40 - 45k	<b>40 - 45k</b>	21 - 25	<b>21 - 25</b>
Chief Financial Officer	100 - 250k	<b>100 - 250k</b>	700+	<b>700+</b>

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

# MILTON KEYNES

## ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Part-qualified</b>				
CIMA Passed Finalist	35 - 42k	<b>35 - 42k</b>	21 - 25	<b>21 - 25</b>
CIMA Strategic	30 - 40k	<b>30 - 40k</b>	17 - 23	<b>17 - 23</b>
CIMA Management	25 - 33k	<b>25 - 33k</b>	15 - 19	<b>15 - 19</b>
CIMA Operational	20 - 28k	<b>20 - 28k</b>	12 - 17	<b>12 - 17</b>
ACCA Part 3	30 - 42k	<b>30 - 42k</b>	17 - 25	<b>17 - 25</b>
ACCA Part 2	28 - 33k	<b>28 - 33k</b>	16 - 19	<b>16 - 19</b>
ACCA Part 1	20 - 28k	<b>20 - 28k</b>	12 - 17	<b>12 - 17</b>
Credit Control Manager	30 - 45k	<b>30 - 45k</b>	17 - 26	<b>17 - 26</b>
Accounts Payable Manager	30 - 45k	<b>30 - 45k</b>	17 - 26	<b>17 - 26</b>
Accounts Payable/Receivable Clerk	19 - 25k	<b>19 - 25k</b>	11 - 15	<b>11 - 15</b>
Payroll Manager	30 - 45k	<b>30 - 45k</b>	17 - 26	<b>17 - 26</b>
Credit Controller	19 - 25k	<b>19 - 25k</b>	11 - 15	<b>11 - 15</b>
Payroll Clerk	19 - 26k	<b>19 - 26k</b>	11 - 16	<b>11 - 16</b>

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

# NORTH OF ENGLAND

## ACCOUNTING & FINANCE COMMERCE & INDUSTRY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
Group Finance Director	110 - 170k	<b>110 - 170k</b>	550 - 850	<b>550 - 850</b>
Finance Director	75 - 140k	<b>75 - 140k</b>	375 - 700	<b>375 - 700</b>
Group Financial Controller	75 - 120k	<b>75 - 120k</b>	375 - 600	<b>375 - 600</b>
Financial Controller	60 - 90k	<b>65 - 100k</b>	300 - 450	<b>350 - 500</b>
Head of Audit	75 - 105k	<b>75 - 110k</b>	375 - 500	<b>400 - 600</b>
Head of FP&A	70 - 90k	<b>80 - 100k</b>	350 - 450	<b>350 - 500</b>
Internal Audit/Risk	35 - 75k	<b>35 - 75k</b>	175 - 375	<b>175 - 375</b>
Systems Accountant	35 - 55k	<b>35 - 55k</b>	175 - 275	<b>175 - 275</b>
Finance Manager	45 - 65k	<b>50 - 70k</b>	225 - 325	<b>250 - 350</b>
Project Accountant	40 - 60k	<b>40 - 60k</b>	200 - 300	<b>200 - 300</b>
Financial Accountant	35 - 50k	<b>35 - 50k</b>	175 - 250	<b>175 - 250</b>
Management Accountant	35 - 50k	<b>35 - 50k</b>	175 - 250	<b>175 - 250</b>
Financial Analyst	35 - 50k	<b>35 - 50k</b>	175 - 250	<b>175 - 250</b>
Financial Planning Analyst	35 - 55k	<b>35 - 55k</b>	175 - 225	<b>175 - 225</b>
<b>In-house Tax</b>				
Corporate	40 - 115k	<b>40 - 115k</b>	200 - 550	<b>200 - 550</b>
Indirect/VAT	30 - 110k	<b>30 - 110k</b>	150 - 550	<b>150 - 550</b>
<b>Treasury</b>				
Head of Treasury/Treasury Manager	55 - 75k	<b>60 - 80k</b>	275 - 375	<b>300 - 400</b>
Group Treasurer	75 - 120k	<b>80 - 120k</b>	375 - 600	<b>400 - 600</b>
Assistant Group Treasurer	60 - 90k	<b>60 - 90k</b>	300 - 450	<b>300 - 450</b>
Treasury Analyst	25 - 45k	<b>25 - 45k</b>	125 - 225	<b>125 - 225</b>

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

# NORTH OF ENGLAND

## ACCOUNTING & FINANCE PRACTICE ACCOUNTING

ROLE	PERMANENT SALARY PER ANNUM GBP (£)	
	2017	2018
<b>Audit</b>		
Senior Manager	50 - 80k	<b>50 - 80k</b>
Manager	42 - 55k	<b>42 - 55k</b>
Assistant Manager	35 - 45k	<b>35 - 45k</b>
Senior	28 - 38k	<b>30 - 40k</b>
<b>Tax</b>		
Senior Manager	50 - 90k	<b>50 - 90k</b>
Manager	40 - 55k	<b>40 - 55k</b>
Assistant Manager	30 - 45k	<b>30 - 45k</b>
Senior	30 - 38k	<b>30 - 38k</b>
<b>Corporate Finance</b>		
Director	75 - 130k	<b>75 - 130k</b>
Senior Manager	60 - 85k	<b>60 - 85k</b>
Manager	45 - 65k	<b>45 - 65k</b>
Executive	35 - 40k	<b>35 - 40k</b>
<b>Other</b>		
Transaction Services	45 - 120k	<b>45 - 120k</b>
Private Equity/Investment	55 - 120k	<b>55 - 120k</b>

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

# NORTH OF ENGLAND

## ACCOUNTING & FINANCE TRANSACTIONAL ACCOUNTING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Transactional Services</b>				
Payroll Manager	40 - 70k	<b>40 - 70k</b>	21 - 36	<b>21 - 36</b>
Transactional Processing Manager	60 - 90k	<b>60 - 90k</b>	31 - 46	<b>31 - 46</b>
Credit Control Manager	40 - 70k	<b>40 - 70k</b>	21 - 36	<b>21 - 36</b>
Accounts Payable Manager	40 - 70k	<b>40 - 70k</b>	21 - 36	<b>21 - 36</b>
Credit Control Supervisor	30 - 40k	<b>30 - 40k</b>	15 - 21	<b>15 - 21</b>
Payroll Supervisor	30 - 40k	<b>30 - 40k</b>	15 - 21	<b>15 - 21</b>
Accounts Receivable Manager	40 - 60k	<b>40 - 60k</b>	21 - 31	<b>21 - 31</b>
Accounts Payable Supervisor	30 - 40k	<b>30 - 40k</b>	15 - 21	<b>15 - 21</b>
Accounts Receivable Supervisor	30 - 40k	<b>30 - 40k</b>	15 - 21	<b>15 - 21</b>
Credit Control Clerk	22 - 30k	<b>22 - 30k</b>	11 - 15	<b>11 - 15</b>
Accounts Payable Clerk	20 - 25k	<b>20 - 26k</b>	10 - 13	<b>10 - 13</b>
Accounts Assistant	20 - 26k	<b>20 - 26k</b>	10 - 13	<b>10 - 13</b>
Payroll Clerk	24 - 30k	<b>24 - 30k</b>	12 - 15	<b>12 - 15</b>
Accounts Receivable Clerk	22 - 26k	<b>22 - 28k</b>	11 - 13	<b>11 - 14</b>
<b>CIMA/ACCA</b>				
Strategic/Part 3	30 - 35k	<b>30 - 35k</b>	15 - 18	<b>15 - 18</b>
Managerial/Part 2	26 - 30k	<b>26 - 30k</b>	13 - 15	<b>13 - 15</b>
Certificate/Part 1	23 - 28k	<b>23 - 28k</b>	12 - 14	<b>12 - 14</b>

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

# NORTH OF ENGLAND

## BANKING & FINANCIAL SERVICES

ROLE	PERMANENT SALARY PER ANNUM GBP (£)					
	0 - 3 YRS' EXP		3 - 5 YRS' EXP		6+ YRS' EXP	
	2017	2018	2017	2018	2017	2018
<b>Operations/Back Office</b>						
Operations Manager	40 - 50k	<b>40 - 50k</b>	50 - 65k	<b>50 - 65k</b>	70k+	<b>70k+</b>
Collections	24 - 35k	<b>24 - 35k</b>	35 - 45k	<b>35 - 50k</b>	50 - 65k	<b>50 - 65k</b>
Fraud	18 - 38k	<b>20 - 35k</b>	35 - 60k	<b>35 - 60k</b>	60k+	<b>60k+</b>
Corporate Actions	21 - 26k	<b>21 - 26k</b>	27 - 35k	<b>27 - 35k</b>	40 - 50k	<b>45 - 60k</b>
Settlements	18 - 25k	<b>18 - 25k</b>	25 - 32k	<b>25 - 32k</b>	35 - 45k	<b>35 - 45k</b>
Cash Management	20 - 25k	<b>20 - 25k</b>	25 - 32k	<b>25 - 32k</b>	35 - 45k	<b>35 - 45k</b>
Client Services	18 - 26k	<b>18 - 26k</b>	25 - 32k	<b>25 - 32k</b>	32 - 40k	<b>32 - 40k</b>
Transfers	18 - 23k	<b>18 - 23k</b>	23 - 27k	<b>23 - 27k</b>	30 - 40k	<b>30 - 40k</b>
Trade Support	20 - 25k	<b>20 - 25k</b>	23 - 30k	<b>23 - 30k</b>	30 - 40k	<b>30 - 40k</b>
Paraplanner	25 - 30k	<b>25 - 32k</b>	30 - 35k	<b>30 - 40k</b>	35k+	<b>37k+</b>
Reconciliations	18 - 22k	<b>18 - 22k</b>	20 - 26k	<b>20 - 26k</b>	35k+	<b>35k+</b>
<b>Compliance</b>						
Compliance Advisory	30 - 40k	<b>30 - 40k</b>	40 - 55k	<b>40 - 55k</b>	50 - 70k	<b>50 - 70k</b>
Compliance Monitoring	28 - 35k	<b>28 - 35k</b>	40 - 50k	<b>40 - 50k</b>	50 - 65k	<b>50 - 65k</b>
<b>Middle &amp; Front Office</b>						
Asset and Liability Management	25 - 35k	<b>25 - 35k</b>	30 - 45k	<b>30 - 45k</b>	60k+	<b>60k+</b>
Investment Manager	30 - 35k	<b>30 - 35k</b>	40 - 45k	<b>40 - 45k</b>	50k+	<b>50k+</b>
Credit Risk	25 - 35k	<b>25 - 35k</b>	35 - 55k	<b>35 - 55k</b>	50 - 80k	<b>50 - 80k</b>
Business Development	25 - 35k	<b>25 - 35k</b>	30 - 45k	<b>30 - 45k</b>	50k+	<b>50k+</b>
Regulatory Risk	30 - 38k	<b>30 - 38k</b>	40 - 55k	<b>40 - 55k</b>	50 - 70k	<b>50 - 70k</b>
Market Risk	30 - 40k	<b>30 - 40k</b>	40 - 60k	<b>40 - 60k</b>	60 - 80k	<b>60 - 80k</b>
Research Analyst	22 - 30k	<b>22 - 30k</b>	35 - 45k	<b>35 - 45k</b>	50k+	<b>50k+</b>
Operational Risk	30 - 40k	<b>30 - 40k</b>	40 - 55k	<b>40 - 55k</b>	55 - 70k	<b>55 - 70k</b>
Investment Assistant	22 - 27k	<b>22 - 27k</b>	25 - 32k	<b>25 - 32k</b>	35k+	<b>35k+</b>
Anti-Money-Laundering	25 - 30k	<b>25 - 30k</b>	30 - 45k	<b>30 - 45k</b>	50 - 65k	<b>50 - 65k</b>

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

# NORTH OF ENGLAND

## HUMAN RESOURCES

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
HR Director	80 - 150k	<b>80 - 150k</b>	350 - 800	<b>350 - 800</b>
Head of HR	60 - 100k	<b>60 - 100k</b>	300 - 650	<b>300 - 650</b>
Head of Reward, Compensation & Benefits	65 - 105k	<b>65 - 105k</b>	350 - 750	<b>350 - 750</b>
Head of Organisational Development	60 - 100k	<b>60 - 100k</b>	300 - 700	<b>300 - 700</b>
Head of Learning & Development	60 - 100k	<b>60 - 100k</b>	300 - 500	<b>300 - 500</b>
Head of Talent/Recruitment	50 - 90k	<b>50 - 90k</b>	350 - 500	<b>350 - 500</b>
Senior HR Business Partner	60 - 75k	<b>60 - 75k</b>	300 - 350	<b>300 - 350</b>
HR Business Partner	45 - 60k	<b>45 - 60k</b>	200 - 300	<b>200 - 300</b>
HR Manager	40 - 60k	<b>40 - 60k</b>	200 - 300	<b>200 - 300</b>
Internal Communications Manager	40 - 60k	<b>45 - 65k</b>	200 - 300	<b>200 - 350</b>
Recruitment Manager	35 - 55k	<b>35 - 55k</b>	150 - 300	<b>150 - 300</b>
Learning & Development Manager	30 - 55k	<b>30 - 55k</b>	150 - 250	<b>150 - 250</b>
HR/Reward Analyst	30 - 50k	<b>30 - 50k</b>	150 - 250	<b>150 - 250</b>
Global Mobility Specialist	30 - 50k	<b>30 - 50k</b>	150 - 250	<b>150 - 250</b>
HR Advisor	30 - 40k	<b>30 - 40k</b>	140 - 200	<b>140 - 200</b>
Employee Relations Advisor	25 - 35k	<b>25 - 35k</b>	130 - 180	<b>130 - 180</b>
Recruitment Advisor	25 - 35k	<b>25 - 35k</b>	130 - 180	<b>130 - 180</b>
Learning & Development Advisor	25 - 35k	<b>25 - 35k</b>	100 - 180	<b>100 - 150</b>
HR Officer	22 - 32k	<b>22 - 32k</b>	120 - 150	<b>120 - 150</b>
HR Administrator	18 - 25k	<b>18 - 25k</b>	90 - 130	<b>90 - 130</b>

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

# NORTH OF ENGLAND

## INFORMATION TECHNOLOGY

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
CIO/CTO	90 - 150k	<b>90 - 150k</b>	750 - 1000	<b>750 - 1000</b>
IT Director	80 - 130k	<b>80 - 130k</b>	700 - 1000	<b>700 - 850</b>
IT Manager/Head of IT	65 - 100k	<b>65 - 100k</b>	600 - 900	<b>600 - 800</b>
Head of Architecture	85 - 135k	<b>85 - 135k</b>	750 - 1200	<b>750 - 850</b>
Enterprise/Solutions Architect	70 - 90k	<b>70 - 90k</b>	500 - 900	<b>535 - 750</b>
Programme Manager/Director	75 - 120k	<b>75 - 120k</b>	600 - 1000	<b>600 - 850</b>
Project Manager/Senior Project Manager	55 - 70k	<b>55 - 70k</b>	400 - 600	<b>500 - 650</b>
PMO Manager/Lead	55 - 70k	<b>55 - 70k</b>	400 - 600	<b>400 - 600</b>
Development Manager/Head of Development	70 - 100k	<b>70 - 100k</b>	450 - 750	<b>450 - 750</b>
Service Delivery Manager/Head of Service Delivery	55 - 85k	<b>55 - 85k</b>	500 - 650	<b>500 - 650</b>
Infrastructure Manager/Head of Infrastructure	65 - 100k	<b>65 - 100k</b>	500 - 750	<b>500 - 750</b>
BI Consultant/Architect	45 - 75k	<b>45 - 75k</b>	450 - 600	<b>450 - 600</b>
BI Developer	35 - 50k	<b>35 - 55k</b>	350 - 450	<b>350 - 450</b>
Java/J2EE Developer/Senior	40 - 70k	<b>40 - 75k</b>	400 - 550	<b>400 - 550</b>
C#/ASP.Net Developer	40 - 70k	<b>40 - 70k</b>	350 - 500	<b>350 - 500</b>
Mobile, Android and iOS Developer	40 - 60k	<b>40 - 65k</b>	350 - 500	<b>350 - 500</b>
Test Manager	50 - 70k	<b>45 - 70k</b>	375 - 550	<b>375 - 550</b>
GDPR Consultant	50 - 70k	<b>60 - 85k</b>	500 - 600	<b>550 - 650</b>
Information Security Consultant/Manager	55 - 70k	<b>60 - 85k</b>	450 - 600	<b>550 - 650</b>
Business Analyst	38 - 60k	<b>38 - 60k</b>	300 - 500	<b>300 - 500</b>
PMO Analyst	35 - 45k	<b>35 - 45k</b>	350 - 450	<b>350 - 400</b>
Test Analyst	30 - 40k	<b>35 - 45k</b>	300 - 400	<b>300 - 400</b>
1st/2nd Line Infrastructure Support	18 - 25k	<b>18 - 25k</b>	120 - 180	<b>120 - 180</b>
3rd Line Infrastructure Wintel/CISCO	35 - 45k	<b>35 - 45k</b>	250 - 400	<b>300 - 450</b>
DevOps AWS/Azure	40 - 55k	<b>40 - 55k</b>	375 - 450	<b>450 - 550</b>

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

# NORTH OF ENGLAND

## LEGAL

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Private Practice</b>				
9+ yrs' PQE	70k+	<b>70k+</b>	38+	<b>50 - 65</b>
7 - 9 yrs' PQE	49 - 76k	<b>53 - 79k</b>	28 - 55	<b>40 - 60</b>
6 yrs' PQE	47 - 69k	<b>51 - 73k</b>	25 - 47	<b>40 - 55</b>
5 yrs' PQE	46 - 65k	<b>45 - 67k</b>	24 - 44	<b>38 - 50</b>
4 yrs' PQE	41 - 56k	<b>43 - 58k</b>	23 - 36	<b>30 - 48</b>
3 yrs' PQE	38 - 49k	<b>40 - 51k</b>	21 - 34	<b>28 - 43</b>
2 yrs' PQE	35 - 46.5k	<b>37 - 48k</b>	18 - 31	<b>25 - 40</b>
1 yr PQE	33 - 44.5k	<b>34 - 45k</b>	17 - 29	<b>22 - 37</b>
Newly-qualified	31 - 41.5k	<b>32 - 43k</b>	14 - 25	<b>20 - 33</b>
Paralegal/Contract Manager	18 - 55k	<b>18 - 55k</b>	11 - 24	<b>16 - 28</b>
<b>In-house</b>				
9+ yrs' PQE	80k+	<b>80k+</b>	38+	<b>50 - 70</b>
7 - 9 yrs' PQE	70 - 95k	<b>70 - 100k</b>	28 - 55	<b>45 - 65</b>
6 yrs' PQE	54 - 85k	<b>57 - 90k</b>	25 - 47	<b>40 - 65</b>
5 yrs' PQE	50 - 68k	<b>55 - 70k</b>	24 - 44	<b>42 - 60</b>
4 yrs' PQE	47 - 64k	<b>50 - 65k</b>	23 - 36	<b>35 - 55</b>
3 yrs' PQE	45 - 58k	<b>45 - 60k</b>	21 - 34	<b>30 - 50</b>
2 yrs' PQE	40 - 54k	<b>40 - 55k</b>	18 - 31	<b>27 - 45</b>
1 yr PQE	32 - 50k	<b>37 - 55k</b>	17 - 29	<b>25 - 40</b>
Newly-qualified	31 - 43k	<b>35 - 45k</b>	14 - 25	<b>22 - 35</b>
Paralegal/Contract Manager	23 - 57k	<b>25 - 57k</b>	11 - 24	<b>18 - 30</b>

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

# NORTH OF ENGLAND

## MANUFACTURING & ENGINEERING

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
Operations Director	70 - 100k	<b>80 - 120k</b>	400 - 700	<b>400 - 700</b>
Factory/Plant Manager	60 - 85k	<b>70 - 95k</b>	400 - 600	<b>400 - 600</b>
Engineering Manager	40 - 65k	<b>45 - 65k</b>	400 - 550	<b>400 - 550</b>
Health and Safety Manager	35 - 55k	<b>40 - 55k</b>	310 - 525	<b>310 - 525</b>
Production Manager	35 - 45k	<b>40 - 50k</b>	200 - 250	<b>200 - 250</b>
CI Manager	40 - 60k	<b>40 - 65k</b>	300 - 400	<b>300 - 400</b>
Quality Manager	40 - 60k	<b>40 - 60k</b>	300 - 400	<b>300 - 400</b>
Process Engineer	30 - 50k	<b>40 - 60k</b>	225 - 400	<b>225 - 400</b>
Manufacturing Engineer	35 - 45k	<b>35 - 45k</b>	200 - 250	<b>200 - 250</b>

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

# NORTH OF ENGLAND

## SECRETARIAL & SUPPORT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
Executive Assistant	28 - 38k	<b>30 - 45k</b>	15 - 22	<b>15 - 25</b>
Personal Assistant	22 - 35k	<b>22 - 35k</b>	12 - 18	<b>12 - 18</b>
Office Manager	23 - 38k	<b>23 - 38k</b>	13 - 18	<b>13 - 18</b>
Senior Project Coordinator	25 - 35k	<b>25 - 35k</b>	12 - 19	<b>12 - 19</b>
Project Coordinator	18 - 28k	<b>18 - 28k</b>	9 - 14	<b>9 - 14</b>
Senior Administration Assistant	19 - 25k	<b>19 - 25k</b>	9 - 15	<b>9 - 15</b>
Receptionist	15 - 21k	<b>16 - 22k</b>	8 - 12	<b>8 - 12.50</b>
Administration Assistant	15 - 23k	<b>15 - 23k</b>	7 - 13	<b>7 - 13</b>
Junior Administration Assistant	15 - 17k	<b>15 - 17k</b>	7 - 9	<b>7 - 9</b>
Data Entry Operator	15 - 19k	<b>15 - 19k</b>	7 - 9	<b>7 - 9</b>
Legal Secretary	20 - 28.5k	<b>20 - 28.5k</b>	9 - 15	<b>9 - 15</b>
Secretary	18 - 28k	<b>18 - 28k</b>	9 - 13	<b>9 - 13</b>
Audio Typist	17 - 20k	<b>17 - 22k</b>	8 - 10	<b>9 - 12</b>
Medical Secretary	17 - 25k	<b>17 - 26k</b>	8 - 15	<b>8 - 15</b>
Customer Service Assistant	15 - 19k	<b>15 - 19k</b>	7 - 10	<b>7 - 10</b>
HR Administrator	16 - 21k	<b>16 - 21k</b>	8 - 10	<b>8 - 10</b>
Recruitment Administrator	17 - 21k	<b>17 - 22k</b>	8 - 10	<b>8 - 10</b>
Team Secretary	19 - 23k	<b>19 - 26k</b>	9 - 14	<b>9 - 14</b>

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

# NORTH OF ENGLAND

## SUPPLY CHAIN & PROCUREMENT

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER DAY GBP (£)	
	2017	2018	2017	2018
<b>Procurement</b>				
Procurement Director	80 - 125k	<b>85 - 130k</b>	500 - 1000	<b>500 - 1000</b>
Procurement/Category Manager	45 - 75k	<b>50 - 75k</b>	350 - 575	<b>350 - 575</b>
Supplier Relationship Manager	60 - 80k	<b>60 - 80k</b>	325 - 500	<b>325 - 500</b>
Buying Manager	50 - 80k	<b>50 - 80k</b>	300 - 450	<b>300 - 450</b>
Senior Buyer	40 - 50k	<b>40 - 50k</b>	320 - 425	<b>320 - 425</b>
Buyer/Junior Buyer	25 - 45k	<b>25 - 45k</b>	125 - 300	<b>125 - 300</b>
<b>Supply Chain</b>				
Supply Chain Director	90 - 160k	<b>90 - 160k</b>	600 - 1200	<b>600 - 1200</b>
Supply Chain Manager	55 - 85k	<b>55 - 85k</b>	360 - 550	<b>360 - 550</b>
Demand Planning Manager	55 - 80k	<b>55 - 80k</b>	280 - 600	<b>280 - 600</b>
Supply Planning Manager	50 - 70k	<b>50 - 70k</b>	250 - 550	<b>250 - 550</b>
Planner	28 - 38k	<b>28 - 38k</b>	210 - 330	<b>210 - 330</b>
<b>Logistics</b>				
Logistics Director	85 - 150k	<b>85 - 150k</b>	600 - 1200	<b>600 - 1200</b>
Operations Director	90 - 150k	<b>90 - 150k</b>	650 - 1200	<b>650 - 1200</b>
General Manager	75 - 95k	<b>75 - 95k</b>	325 - 450	<b>325 - 450</b>
Transport Manager	55 - 70k	<b>55 - 70k</b>	250 - 425	<b>250 - 425</b>
Logistics Manager	50 - 80k	<b>50 - 80k</b>	225 - 400	<b>225 - 400</b>
Warehouse Manager	45 - 65k	<b>45 - 65k</b>	215 - 350	<b>215 - 350</b>
Operations Manager	45 - 55k	<b>45 - 55k</b>	215 - 240	<b>215 - 400</b>
Distribution Manager	55 - 65k	<b>55 - 65k</b>	237 - 300	<b>237 - 300</b>
Shift Manager	35 - 50k	<b>35 - 50k</b>	150 - 215	<b>150 - 215</b>

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

# SOUTHERN HOME COUNTIES

## ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Qualified</b>				
Finance Director	70 - 250k	<b>70 - 250k</b>	50 - 120	<b>50 - 120</b>
Financial Controller	60 - 90k	<b>60 - 100k</b>	30 - 50	<b>30 - 50</b>
Head of Audit	80 - 170k	<b>90 - 180k</b>	40 - 70	<b>40 - 70</b>
Group Reporting Manager	60 - 80k	<b>60 - 80k</b>	35 - 50	<b>35 - 50</b>
FP&A Manager	60 - 80k	<b>60 - 80k</b>	30 - 50	<b>30 - 50</b>
Internal Audit Manager	55 - 75k	<b>60 - 80k</b>	35 - 50	<b>35 - 50</b>
Financial/Business Analyst	50 - 65k	<b>50 - 75k</b>	30 - 45	<b>30 - 45</b>
Finance Business Partner	50 - 75k	<b>50 - 75k</b>	40 - 60	<b>40 - 60</b>
Finance Manager	50 - 70k	<b>50 - 75k</b>	30 - 40	<b>30 - 40</b>
Financial Accountant	50 - 60k	<b>50 - 60k</b>	28 - 35	<b>28 - 35</b>
Internal Auditor	45 - 65k	<b>45 - 65k</b>	25 - 35	<b>25 - 35</b>
Newly-qualified (ACA, CIMA, ACCA)	45 - 55k	<b>45 - 60k</b>	25 - 30	<b>25 - 30</b>
<b>Part-qualified</b>				
CIMA Passed Finalist	42 - 45k	<b>42 - 45k</b>	20 - 25	<b>20 - 25</b>
CIMA Strategic Level	37 - 45k	<b>37 - 45k</b>	18 - 25	<b>18 - 25</b>
CIMA Managerial Level	32 - 35k	<b>32 - 35k</b>	15 - 20	<b>15 - 20</b>
CIMA Certificate Level	22 - 28k	<b>22 - 28k</b>	12 - 15	<b>12 - 15</b>
ACCA Finalist/Passed Finalist	37 - 45k	<b>37 - 45k</b>	20 - 25	<b>20 - 25</b>
ACCA Professional Level	28 - 35k	<b>28 - 35k</b>	15 - 20	<b>15 - 20</b>
ACCA Fundamental Level	22 - 25k	<b>22 - 25k</b>	12 - 15	<b>12 - 15</b>
<b>Transactional Accounting</b>				
Finance Operations Manager	40 - 65k	<b>40 - 65k</b>	20 - 35	<b>20 - 35</b>
Credit Control Manager	40 - 60k	<b>45 - 65k</b>	20 - 35	<b>20 - 35</b>
Payroll Manager	35 - 55k	<b>40 - 55k</b>	17 - 30	<b>17 - 30</b>
Accounts Payable Manager	30 - 50k	<b>35 - 55k</b>	17 - 30	<b>17 - 30</b>
Accounts Receivable Manager	30 - 50k	<b>30 - 50k</b>	17 - 30	<b>17 - 30</b>
Credit Control Clerk	20 - 25k	<b>20 - 25k</b>	12 - 18	<b>12 - 18</b>
Accounts Assistant	22 - 28k	<b>22 - 28k</b>	12 - 18	<b>12 - 18</b>
Payroll Clerk	18 - 28k	<b>18 - 28k</b>	12 - 18	<b>12 - 18</b>
Accounts Payable/Receivable Clerk	20 - 26k	<b>20 - 26k</b>	12 - 18	<b>12 - 18</b>

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

# ST ALBANS

## ACCOUNTING & FINANCE

ROLE	PERMANENT		CONTRACT	
	SALARY PER ANNUM GBP (£)		RATE PER HOUR (PAYE) GBP (£)	
	2017	2018	2017	2018
<b>Qualified</b>				
Finance Director	81 - 140k	<b>81 - 140k</b>	50 - 125	<b>50 - 125</b>
Financial Controller	60 - 75k	<b>60 - 75k</b>	45 - 75	<b>45 - 75</b>
Group Reporting Manager	50 - 65k	<b>50 - 65k</b>	30 - 60	<b>30 - 60</b>
FP&A Manager	50 - 65k	<b>50 - 65k</b>	30 - 60	<b>30 - 60</b>
Financial/Business Analyst	40 - 50k	<b>40 - 50k</b>	22 - 35	<b>22 - 35</b>
Systems Accountant	50 - 60k	<b>50 - 60k</b>	30 - 50	<b>30 - 50</b>
Finance Manager	55 - 65k	<b>55 - 65k</b>	35 - 55	<b>35 - 55</b>
Financial Accountant	45 - 55k	<b>45 - 55k</b>	30 - 40	<b>30 - 40</b>
Management Accountant	40 - 50k	<b>40 - 50k</b>	25 - 35	<b>25 - 35</b>
Newly-qualified (ACA, CIMA, ACCA)	42 - 48k	<b>42 - 48k</b>	20 - 30	<b>20 - 30</b>
<b>Part-qualified</b>				
CIMA Passed Finalist	35 - 40k	<b>35 - 40k</b>	17 - 25	<b>17 - 25</b>
CIMA Strategic	35 - 40k	<b>35 - 40k</b>	16 - 23	<b>16 - 23</b>
CIMA Managerial	25 - 32k	<b>25 - 32k</b>	15 - 20	<b>15 - 20</b>
CIMA Certificate	20 - 30k	<b>20 - 30k</b>	12 - 17	<b>12 - 17</b>
ACCA Part 3	30 - 40k	<b>30 - 40k</b>	16 - 23	<b>16 - 23</b>
ACCA Part 2	25 - 35k	<b>25 - 35k</b>	10 - 12	<b>10 - 12</b>
ACCA Part 1	20 - 30k	<b>20 - 30k</b>	15 - 28	<b>15 - 28</b>
Systems Accountant	30 - 50k	<b>30 - 50k</b>	25 - 35	<b>25 - 35</b>
Credit Control Manager	30 - 45k	<b>30 - 45k</b>	14 - 26	<b>14 - 26</b>
Accounts Payable/Receivable	18 - 23k	<b>18 - 23k</b>	10 - 18	<b>10 - 18</b>
Payroll/Billings Supervisor	25 - 40k	<b>25 - 40k</b>	12 - 24	<b>12 - 24</b>
Credit Controller	20 - 25k	<b>20 - 25k</b>	12 - 15	<b>12 - 15</b>

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

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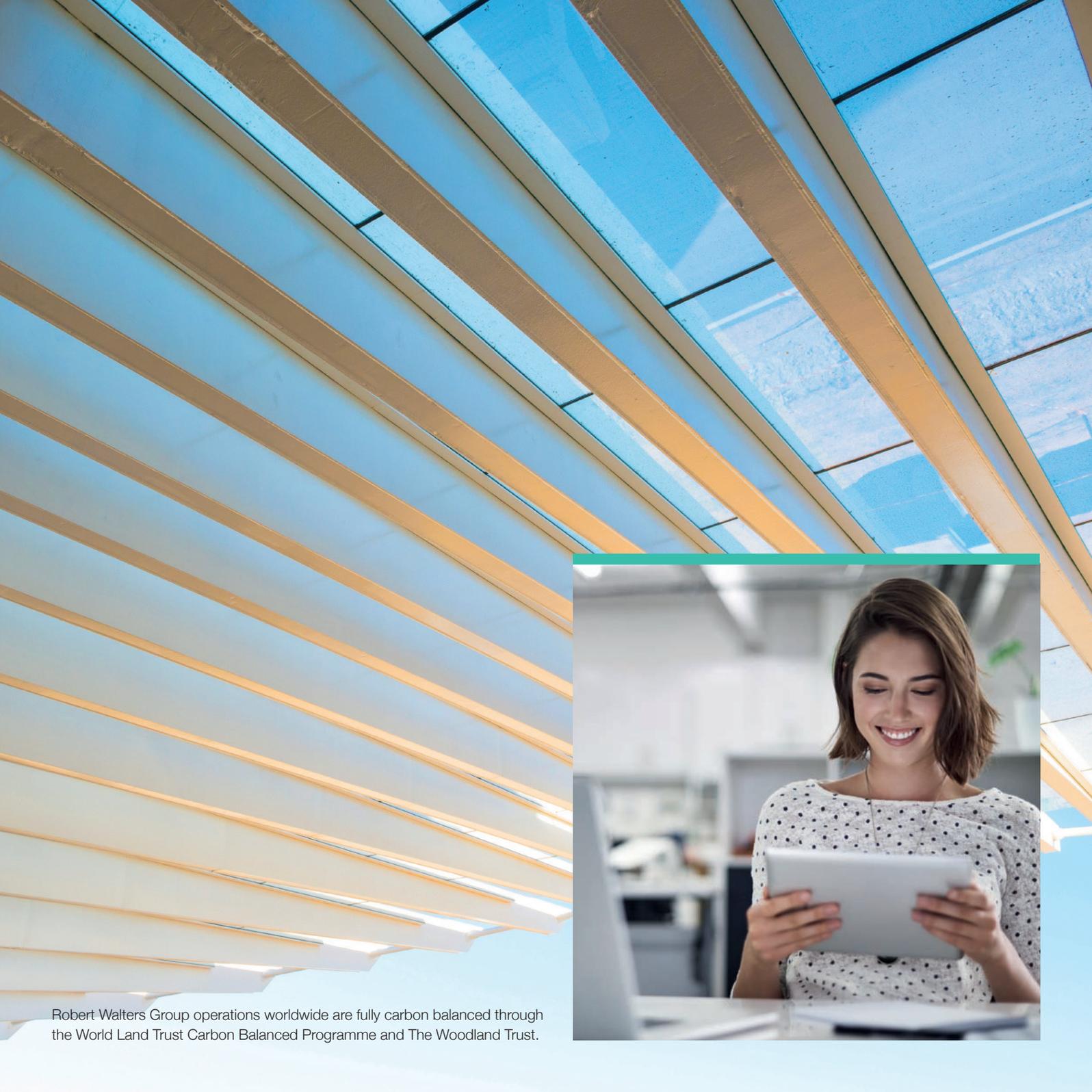
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