



SALARY GUIDE

2021

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Message from our Managing Director

The future of work has accelerated beyond prediction. The COVID-19 pandemic has forced businesses to increase the pace of digitisation, which inadvertently runs the risk of creating a ‘technological divide’ between those companies who keep apace and invest in the requisite platforms, skills and applications, and those who don’t. Although this year has been tough, there are still plenty of positive influences shaping the future of work, employee expectations, and the way we do business.

Businesses are re-imagining themselves from the inside out and look to employees with the right soft skills to help them rebuild. Resilience, self-motivation and communications are all key in the race to adapt.

Hiring strategies and recruitment criteria have evolved to identify the greatest potential candidates amid the ongoing skills shortage. Remote work and hybrid working environments have made it possible to widen and diversify the available talent pool as geographic barriers dissolve.

Attracting and retaining talent is paramount if businesses are to meet their cultural, inclusivity and growth goals. Evolving established retention strategies will ensure that employee needs are met, despite the drastic shift in workplaces and processes.

Our 2021 Salary Guide is designed to highlight the trends that will support your business talent strategy for the year ahead. In response to the current pandemic, this year’s guide is more nuanced in its salary benchmarking by taking both remote working and office-based environments into consideration. You will also gain a snapshot of current hiring trends, along with valuable guidance on remuneration and benefits across temporary and permanent roles.

For more information regarding recruitment trends and salaries in your local region, please contact us on 0808 169 2235.

Regards,
Matt Weston
UK Managing Director

National employment overview

Optimistic hiring in uncertain times

The pandemic has reshaped both the hiring market and the workplace. Although the economy has been plunged into uncertainty, of all businesses hiring, 72% have hired remotely since the pandemic began and CFOs are steadily regaining their confidence.

Employers are now searching for candidates with soft skills which complement remote work and the possibility of a rapidly changing business strategy. In return, candidates are asking for wellness-led benefits and better flexibility in their working options.



Top industries hiring

- Financial services
- Publishing
- Manufacturing
- Professional services
- Healthcare/pharmaceutical/biotech



Fastest growing vacancies

- Cloud engineer
- Finance manager
- Management accountant
- Digital project manager
- Credit controller
- HR manager
- Developer
- Payroll manager
- Marketing manager



Market and hiring trends

C-Suite confidence

Most business leaders are eager for the markets to return to pre-COVID levels, but when they expect this to happen is still uncertain. Deloitte report that 33% of CFOs expect to return to normal operating levels by 2021 while our own research shows that half of UK CFOs (51%) have been adversely impacted compared with 29% who have been positively impacted. The key factors affecting this are the post-pandemic economic climate and reduced business opportunities. Despite a slow return to normal, 65% of UK CEOs plan to aid business recovery by launching a new product or service in the next 12 months whereas CFOs plan to focus primarily on cost reduction.

Changing expectations of work

Several months of remote working has prompted employees to request a new 'hybrid' home/office set up. Employers are rising to meet the challenge — 72% plan to offer remote working long-term and 62% will offer flexitime.

By adapting to this new digital workplace, employers have the opportunity to integrate better inclusivity into their hiring practices. We found that the majority of employers would remotely hire and onboard new staff from outside their market this year.

Remote working has also triggered a drastic workplace rebuild: new systems, new processes and an additional focus on culture, the latter being triggered by closer relationships formed through lockdown.

Remote hiring trends

People no longer want the same things from their work and are beginning to search for opportunities closer to home or with employers who are happy to facilitate remote working. In many cases, remote working has served to restore work-life balance and has caused 28% of UK professionals to reassess their career opportunities with this balance in mind.

Employers also stand to benefit from this. Businesses who would have traditionally competed with London for skilled talent can now compete and retain in-demand skills via remote or hybrid working models.

90% of employers currently plan to maintain or expand the number of positions within their business

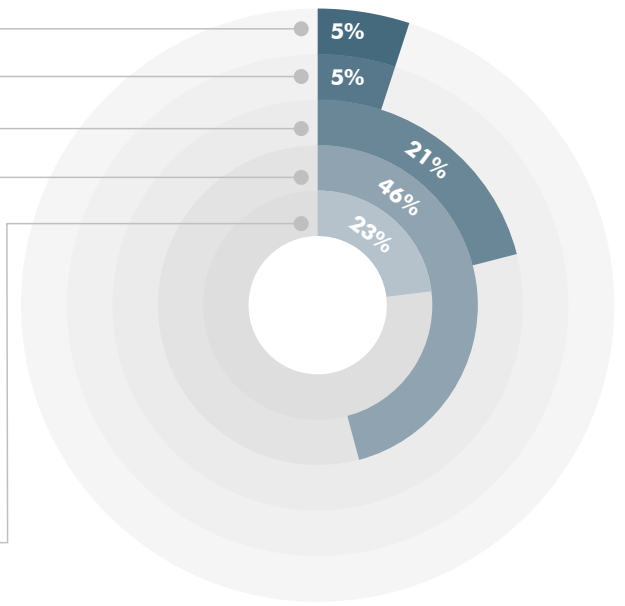
Reducing – eliminating positions

Freezing – not filling vacated positions nor creating new ones

Maintaining – bringing back furloughed employees

Maintaining – only filling vacated positions (e.g. voluntary quits or involuntary terminations)

Expanding – adding new positions



Based on permanent roles in accountancy, technology, administrative, legal and marketing, July – December 2020.

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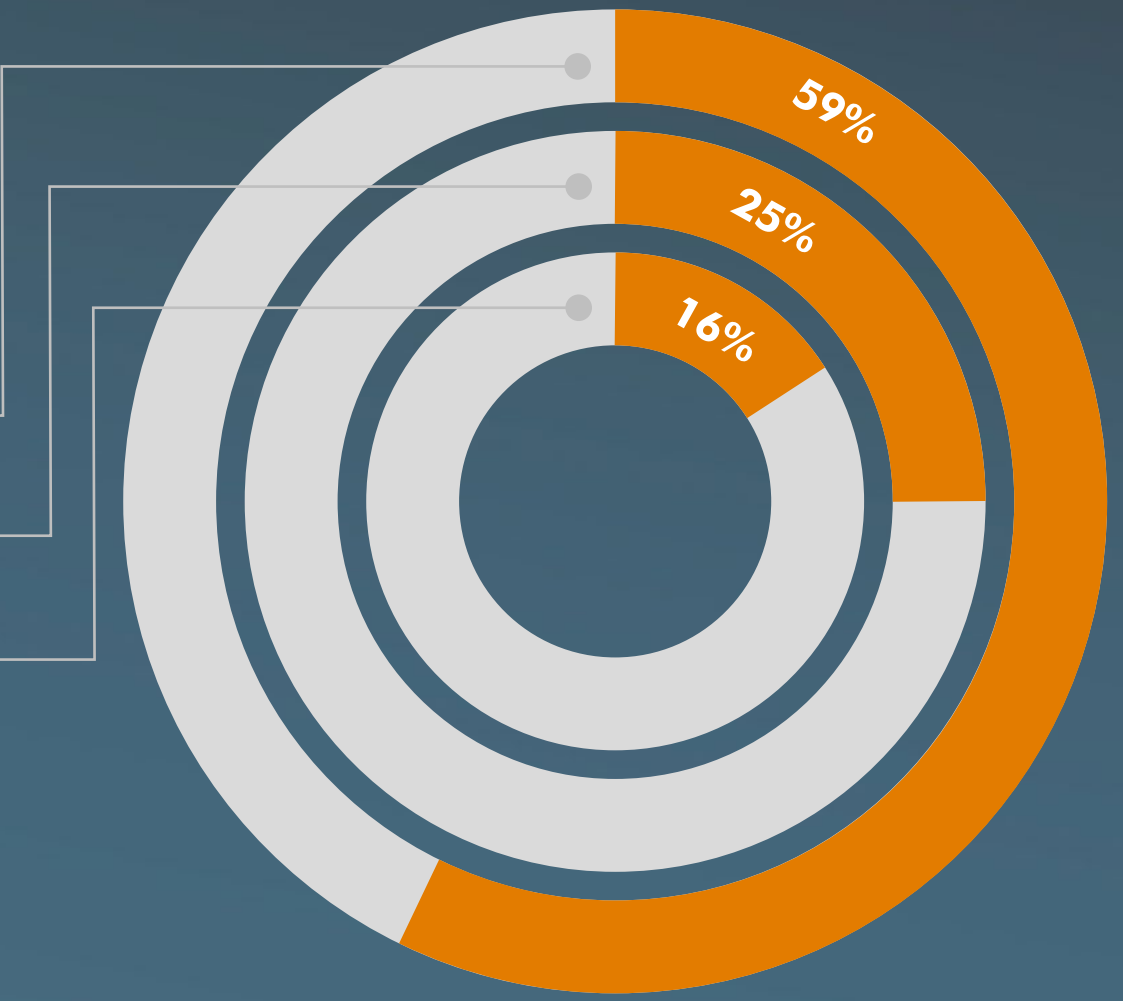
Salary expectations

With over half of employers predicting that salaries for existing and new roles will stay the same in 2021, there has been a need to reassess and update benefit packages.

Stay the same

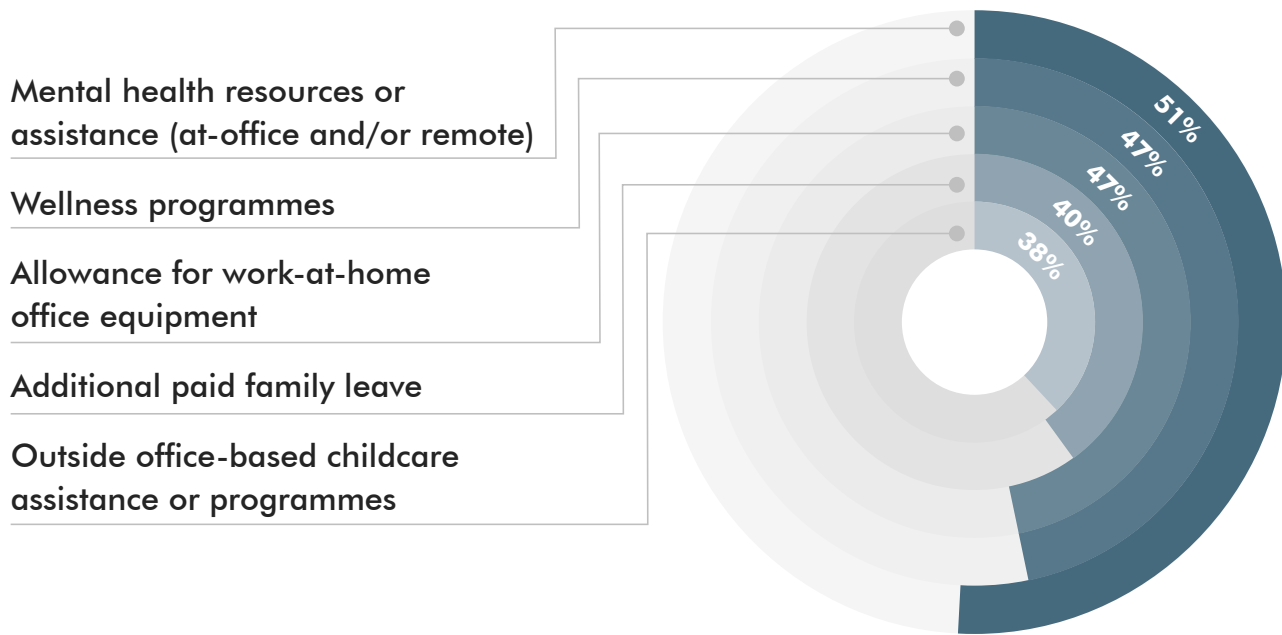
Increase

Decrease



Benefits and rewards

46% of employers have added new benefits as a result of the COVID-19 pandemic



What incentives are in-demand?



1. Flexibility to work from home



2. Wellbeing benefits

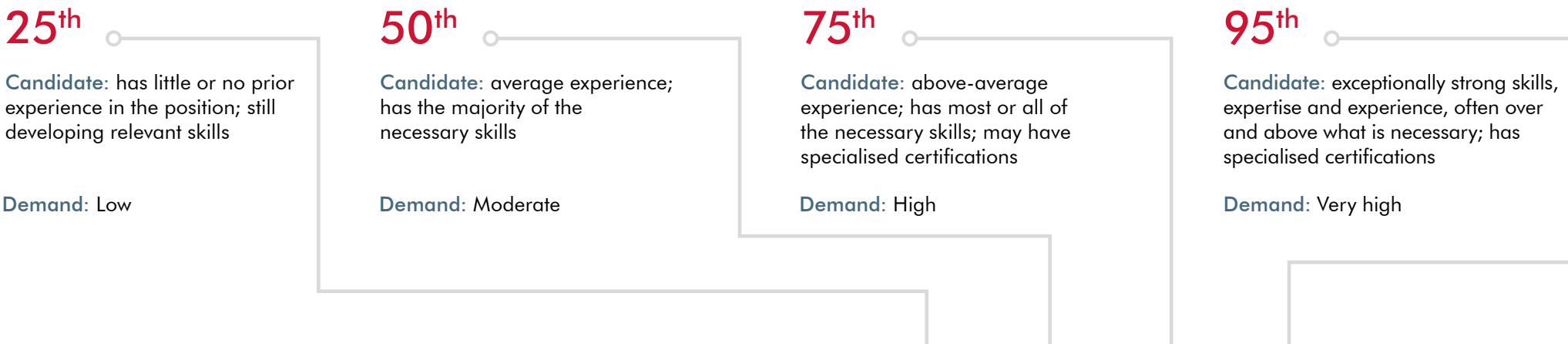


3. Pension

How to use our salary tables

Salaries for the positions listed in this guide do not include bonuses, benefits and other forms of remuneration. We break down pay rates into four percentiles to help you customise starting salary offers for each role. The figures shown are representative of the national average, or the London averages for financial services. The percentiles account for differences in a candidate’s level of experience and skills, professional

certifications, demand for the role, and the size and complexity of the company that’s hiring. The 50th percentile represents the midpoint salary. The 95th percentile is typically reserved for candidates who are extremely difficult to find. A Robert Half staffing professional can help you determine where exactly a particular role should fall within the salary percentiles stated in the guide.



TITLE	25th	50th	75th	95th
Accounting				
Assistant Management/Financial Accountant	21,500	24,100	27,500	35,000
Accounts Assistant	20,600	22,500	25,000	31,300

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Accounting and finance

Finance planning and forecasting in the dark

Because 2020 cannot be compared to a standard recession, finance functions are in a challenging position. Year-on-year comparisons and scenario testing have required skilled finance modellers, management accountants and financial planning and analysis teams. They are heavily reliant on snapshot data and non-financial evidence to guide business strategy. The skillsets these accounting and finance professionals have developed throughout the pandemic has placed them in high-demand — a trend which will likely continue for months and years to come.

Transformation linked with interim support

Finance and accounting teams have transformed their operations with lightning speed. Businesses which adopted cloud-based solutions before the pandemic will now need to fine-tune their systems to support a growing need for digital operations. Businesses without cloud-based systems must race to adapt if they're going to survive. No matter the outcome, finance teams will inevitably need to evolve their workforce to match their new business strategy, with many either backfilling roles with temporary support, or bringing in interim professionals for their best-practice expertise.

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Cash flow is king

Cash management professionals see unprecedented levels of demand during periods of uncertainty. Unfortunately, they're also some of the most challenging to find. The most desirable cashflow professionals include credit controllers, credit managers and purchase/sales ledger clerks. Demand for these roles has risen in both permanent and temporary hiring markets.

[Looking for permanent or interim accountancy or finance professionals?](#)

Financial recovery efforts

The most sought-after accounting and finance professionals will be those with the skills needed to identify commercial opportunities and collaborate with others to develop them. Similarly, data analysis and forecasting experience are prized.

Job roles concerned with managing cashflow and forecasting/planning are the most desirable throughout both permanent and temporary hiring markets.



Remuneration packages are likely to be more benefit-led, with only 25% of CFOs expect to be able to offer a salary increase over the next 12 months

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Industries showing strong demand

- Manufacturing
- Real Estate Property/Facilities management
- Retail
- Food and food processing
- FMCG
- Logistics



Technical skills

- ACCA/CIMA/ACA newly qualified (≤ 5 years' experience)
- ERP/SAP expertise
- Data analysis/forecasting
- Process and control implementation experience
- Cloud-based software system expertise (Xero, Sage, Netsuite)
- Financial modelling



Soft skills

- Commercial awareness/business acumen
- Business partnering
- Negotiation



Permanent roles in demand

- Finance managers
- Management accountants
- Financial analysts
- Financial controllers



Temporary roles in demand

- Credit controllers
- Finance managers
- Accounts assistants
- Financial modellers
- Payroll managers

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	JOB TITLE	25th	50th	75th	95th
Corporate accounting	Chief Financial Officer		120,000+		
	Group Finance Director	105,500	125,000	158,500	180,000
	Finance Director	81,000	102,500	135,000	180,000
	Group Financial Controller	75,000	85,250	105,000	130,000
	Financial Controller	52,200	65,000	80,900	110,000
	Company Accountant	31,000	36,000	47,000	55,000
	Group Accountant	46,000	65,000	75,000	80,000
	Qualified Management/Financial Accountant	41,300	45,000	50,000	60,000
	Finance Systems Manager	55,000	58,000	74,000	92,750
	Systems Accountant	48,000	55,000	60,000	75,000
	Finance Manager	40,300	50,100	65,000	88,700
	Director of Audit & Risk	80,000	89,750	100,000	120,000
	Risk/Compliance Manager	48,000	53,000	67,000	80,000
	Risk/Compliance Associate	31,000	37,000	41,250	45,250
Internal Audit Manager	54,500	62,000	68,000	75,000	

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	JOB TITLE	25th	50th	75th	95th
Corporate accounting	Senior Internal Auditor	52,000	58,000	62,000	75,000
	Internal Auditor	33,000	41,250	56,750	62,000
	Treasury Manager	49,250	58,500	67,000	82,500
	Treasury Accountant	42,000	44,500	47,500	52,000
	Treasury Analyst	28,000	40,250	47,500	52,000
	Tax Manager	67,000	77,250	87,500	110,000
	Tax Accountant	41,250	46,250	56,750	65,000
	Cost Accountant	31,000	36,000	41,250	51,500

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	JOB TITLE	25th	50th	75th	95th
Accounting operations	Finance Shared Service Centre Manager	55,000	70,000	90,000	110,000
	Credit Manager	36,000	41,250	50,000	70,000
	Credit Supervisor	25,750	28,750	31,000	40,000
	Credit Controller	21,500	23,600	25,800	35,000
	Part-Qualified Management/Financial Accountant	27,000	31,000	36,000	40,000
	Assistant Management/Financial Accountant	21,500	24,100	27,500	35,000
	Accounts Assistant	20,600	22,500	25,000	31,300
	Ledger Manager	25,750	30,000	34,000	49,500
	Ledger Supervisor	20,500	25,750	29,250	36,000
	Purchase/Sales Ledger Clerk	19,400	21,000	23,400	30,000
	Payroll Manager/Supervisor	26,750	33,500	45,000	50,000
	Payroll Administrator/Clerk	21,300	23,800	27,400	30,000

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	JOB TITLE	25th	50th	75th	95th
Commercial accounting	Financial Planning & Analysis Manager	59,750	67,000	82,500	100,000
	Financial Planning Analyst	54,100	65,300	78,900	85,000
	Financial Analyst	30,000	39,000	52,700	78,300
	Junior Financial Analyst	28,000	32,000	38,000	45,000
	Senior Finance Business Partner	58,000	68,000	70,000	75,000
	Finance Business Partner	42,600	50,000	57,300	66,200
	Project Accountant	40,000	52,700	78,300	85,000
	Management Reporting Accountant	34,250	40,500	48,500	58,000
	Financial Reporting Accountant	35,250	41,500	50,750	60,000

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Financial services

The rise of project and implementation roles in regulation, risk and reporting

Leaders are keen to press on with business resilience projects and are turning to talent within regulation and reporting to achieve this. Risk and compliance roles are top of the list — their key ‘business as usual’ work doesn’t allow for additional project workflow absorption.

Firms have focussed on alleviating any risk posed by Brexit by ensuring the regulatory and risk frameworks are ready for the post-transitional period. Operation risk frameworks have been developed across the sector and new roles added to build the lines of defence.

Strong fintech, disruptor, and alternative movement

The burgeoning fintech market has driven demand for talent within financial services. Both start-ups and established organisations have moved core functions in-house. The renewable energy sector has received Government backing which could see the job market in clean technology increase 85% in just 10 years, as the UK continues to move away from oil.

There has been a steady flow of roles in accounting, risk and compliance within the alternative energy sector. Hiring has also been busy for FX payments firms and start-ups in the lending space. The latter has seen an increase in underwriting and credit roles to mitigate loan book risks.

Remote working drives the need for benefit differentiation

The desire for flexible work patterns has been a catalyst for employee benefit expectations, leading to requests for a long-term remote work option to be factored into company policy. Pension initiatives are also an attractive benefit, especially those which offer 8-10% contributions.

Compliance, accounting, and finance professionals are likely to see lower bonus payments this year, but some employers are offering performance-based rewards upwards of 30% if market performance returns. More experienced financial services professionals may also have the option of part-time roles with flexible salary options.

Managing change and meeting financial uncertainty

It's all change in the financial services market. Businesses (most notably those in fintech) are looking for professionals who are adept at change management and project managing the implementation of new systems.

The number of contractors looking for permanent roles has risen — this may be due to businesses cutting costs by severing contracts or the introduction of IR35. Roles related to reporting and modelling are in high demand as business leaders seek the knowledge needed to move forward in uncertain times.



The most popular working arrangement within financial services is three at home, two days in the office

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Technical skills

- ACCA/CIMA/ACA newly qualified (≤ 5 years' experience)
- ACCA/CIMA/ACA part-qualified
- ERP/SAP expertise
- Data analysis
- Process and control implementation experience
- Cloud-based software system expertise (Xero, Sage, Netsuite)
- Financial modelling
- Data visualisation/analytics experience



Soft skills

- Stakeholder management
- Commercial awareness/business acumen
- Effective communication
- Problem-solving
- Business partnering



Roles in demand

- Financial/Management accountants
- Fund accountants
- FP&A managers
- Hedge fund/Loan operations
- Settlements clerks
- FX payments
- Regulatory reporting analysts

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	JOB TITLE	25th	50th	75th	95th
Finance and accounting	CFO	100,000	125,000	175,000	200,000+
	Finance Director	86,500	98,000	150,000	175,000
	Financial Controller	55,000	60,000	67,750	80,000
	Finance Manager	45,000	55,000	61,500	70,000
	Tax Accountant	43,000	49,250	58,000	69,250
	Financial Accountant	43,750	53,500	63,750	67,000
	Assistant Financial Accountant	28,000	33,500	37,250	43,000
	Financial Analyst	45,000	51,000	56,750	72,000
	Regulatory Accounting Manager/ Head of Regulatory Reporting	72,000	84,500	95,750	120,000
	Regulatory Accountant	41,250	51,500	62,500	71,000
	Financial Planning & Analysis Manager	61,000	70,500	78,250	91,000
	Management Accountant	47,000	57,250	61,750	63,000
	Finance Business Partner	53,750	60,500	67,250	75,000
	Assistant Management Accountant	28,750	30,000	34,000	40,000
	Product Controller	51,500	56,750	66,000	72,000

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	JOB TITLE	25th	50th	75th	95th
Finance and accounting	Fund Controller	75,500	82,000	85,000	91,000
	Fund Accountant	56,750	60,500	65,000	70,000
	Assistant Fund Accountant	35,000	39,000	42,500	51,650
	Internal Audit Manager	56,250	63,750	70,000	72,000
	Internal Auditor	33,000	41,250	56,750	62,000
	Treasury Manager	57,500	72,500	85,250	110,000
	Accounts Payable/Accounts Receivables Manager	33,250	41,500	52,000	60,000
	Accounts Payable/Accounts Receivables Clerk	21,750	23,500	27,250	35,000
	Graduate Accounts Assistant	23,500	28,000	30,000	35,000
	School-leaver Accounts Assistant	18,250	22,000	24,500	25,000

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	JOB TITLE	25th	50th	75th	95th
Compliance	Director/Head of Compliance	105,000	125,500	156,250	185,000
	Compliance Manager	79,500	87,000	106,000	123,250
	Compliance Analyst	37,000	47,200	57,500	66,000
	Junior Compliance	26,250	31,000	34,750	36,500
AML/Financial crime	MLRO	105,250	126,500	152,000	183,000
	Head of Client Onboarding	73,000	88,000	96,750	103,000
	Senior AML/Senior Onboarding Analyst	51,000	56,400	62,000	68,750
	Client Onboarding Analyst/AML Analyst	36,250	41,000	47,250	62,000
Credit risk	Director/Head of Credit Risk Management	107,100	126,000	157,350	164,500
	Senior Credit Risk Manager	79,250	89,500	101,500	106,000
	Credit Risk Manager	58,700	69,450	72,000	79,500
	Credit Risk Analyst	35,200	46,000	50,800	57,250

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	JOB TITLE	25th	50th	75th	95th
Operational risk	Director/Head of Operational Risk Management	116,500	135,900	148,500	161,000
	Senior Operational Risk Manager	82,750	92,000	97,650	108,500
	Operational Risk Manager	61,250	73,000	78,850	81,500
	Operational Risk Analyst	39,000	45,000	52,500	54,750
Market risk	Director/Head of Market Risk Management	117,250	138,000	152,250	175,000
	Senior Market Risk Manager	85,500	97,500	102,000	109,250
	Market Risk Manager	67,750	71,400	77,250	81,500
	Market Risk Analyst	43,000	53,500	58,500	63,500

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	JOB TITLE	25th	50th	75th	95th
Banking operations	Chief Operations Officer (COO)	108,750	157,500	190,500	206,000
	Director/Head of Operations	82,500	103,000	128,750	140,000
	Operations Manager	56,750	61,750	77,250	103,000
	Equity, Fixed Income, FX, ETD/OTC, FX Options Trade Support Manager	51,500	67,000	75,250	87,500
	Equity, Fixed Income, FX, ETD/OTC, FX Options Trade Support Clerk	30,000	42,000	55,000	65,000
	Hedge Fund/Investment Management Trade Support Manager	61,750	72,000	77,250	87,500
	Hedge Fund/Investment Management Trade Support Clerk	35,000	45,000	60,000	70,000
	Settlements (Equity, Fixed Income, FX, OTC Derivatives) 4–7 years' experience	39,250	46,000	52,250	65,750
	Settlements (Equity, Fixed Income, FX, OTC Derivatives) ≤ 3 years' experience	31,000	36,000	38,000	41,250
	Futures Clearing/Broker Reconciliations Manager	46,250	51,500	61,750	72,000
	Futures Clearing/Broker Reconciliations Clerk	31,000	36,000	41,250	46,250
	Client Services Manager	41,250	51,500	61,750	72,000

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	JOB TITLE	25th	50th	75th	95th
Banking operations	Client Services Clerk	26,750	31,000	36,000	41,250
	Collateral Management Manager	51,500	56,750	67,000	87,500
	Collateral Management Clerk	31,000	36,000	41,250	51,500
	Operations Control/Reconciliations Manager	46,250	51,500	61,750	72,000
	Operations Control/Reconciliations Clerk	25,750	28,750	36,000	41,250
	Payments Manager	39,500	44,250	51,500	68,750
	Payments Clerk	22,000	28,750	36,000	41,250
	Static Data Manager	46,250	51,500	61,750	72,000
	Static Data Clerk	28,250	31,000	41,250	46,250
	Asset Servicing Manager	46,250	56,750	65,000	74,000
	Asset Servicing Clerk	36,000	46,250	51,500	58,000
	Fund Administration Manager	51,500	61,750	72,000	82,500
	Fund Administration Clerk	36,000	46,250	56,750	61,750
	Client Reporting/Performance Manager	52,250	61,500	71,750	79,250
	Client Reporting/Performance Analyst	36,000	46,250	51,500	67,000

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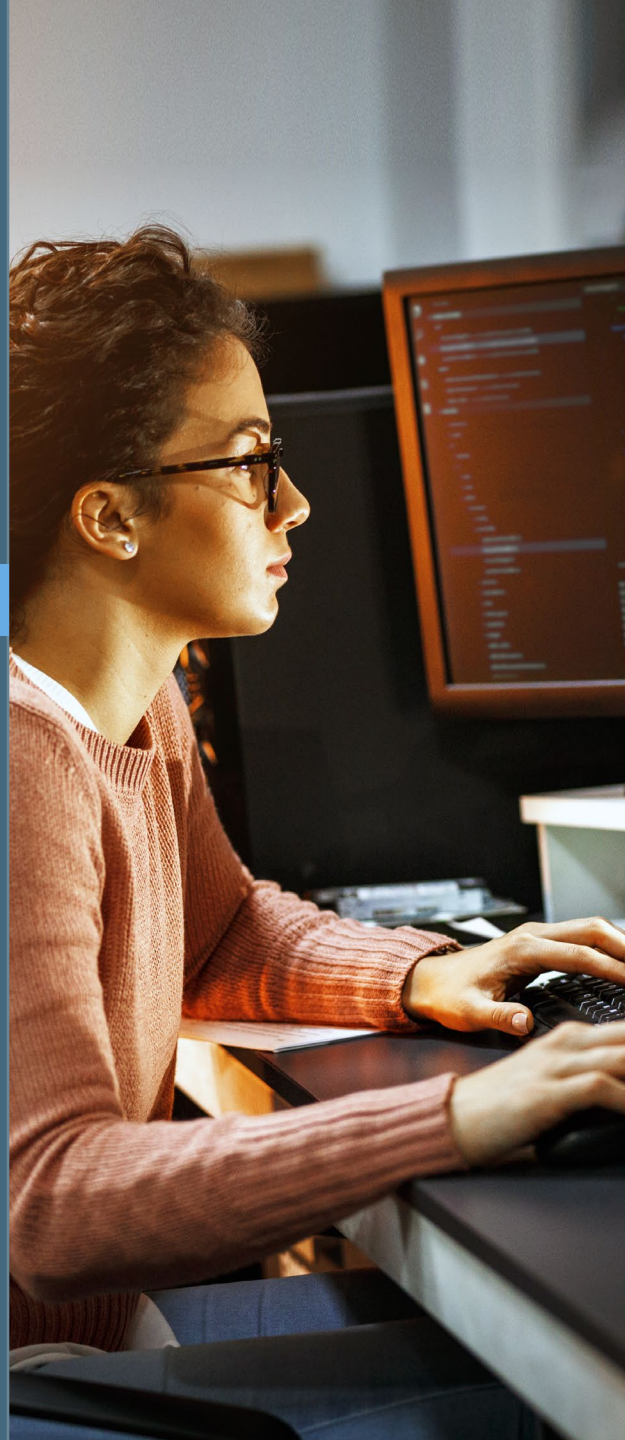
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Technology

Growth of the IT business partnering model

Companies have shifted toward an IT business partnering model as they continue to operate on a predominantly digital platform (ordering, e-commerce or trading). Our research shows that 43% of businesses have actively pursued digital transformation and 22% have made improvements related to ecommerce functionality as a result of the pandemic. Smaller firms will rely on the IT manager to fulfil this role, while larger firms will build it into the job description when hiring for cloud migration or remote working functionality.

Pipeline programmes and projects are being prioritised

Although the majority of programmes and projects have been put on hold, critical ones — such as cloud migration — are seeing a surge in activity. Businesses are so keen to hire for IT infrastructure support roles that 32% have advertised fully remote roles to secure the right talent and 37% will rely on temporary or interim support.

For these specific hiring opportunities, jobseekers should look to start-ups and scale-ups, as they're purposefully taking this opportunity to disrupt the market. On the other hand, SMEs have proven to be much slower at rolling out large-scale projects.

Salaries remain stable

Salaries in the technology sector remain stable with the exception of fintech and the public sector, which are seeing a marginal increase. Rather than offering immediate monetary incentives for new talent, employers are offering a discretionary bonus of 25% (and upwards) pending company performance improvement.

Because over half of CIOs plan to keep salaries the same over the next 12 months, they have readdressed benefits packages — a third will offer flexible work hours, 29% will continue to offer remote working and an allowance for home office equipment.

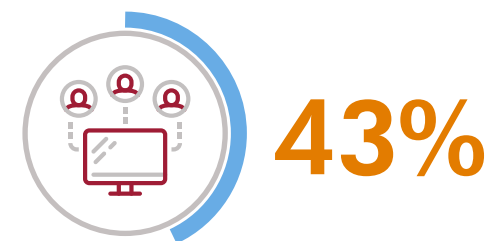
[Looking for permanent or interim technology talent?](#)

Adapting to a new digital future

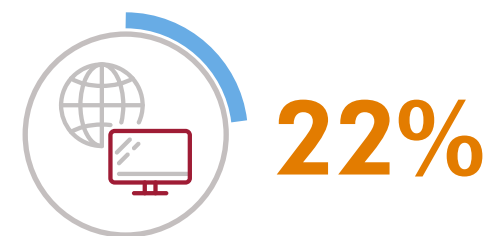
Technology hiring is being driven by professionals with the skills to help businesses adapt and recover. Cloud migration experience and project management qualifications are top of the technical skills wish list as businesses race to meet the new challenges of a changing market.

Remote working has increased the level of cyberthreat, causing 42% of UK CEOs to view it as an external contributing factor to growth prospects. Jobseekers can find good prospects with pharmaceutical companies, as digitisation disrupts their industry.

IT business partnering showing significant growth as a result of the pandemic



Our research shows that 43% of businesses have actively pursued digital transformation



22% of businesses have made improvements related to e-commerce functionality as a result of the pandemic

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Industries showing strong demand

- Pharmaceutical
- Education
- Financial services
- IT services
- Brokerage



Technical skills

- Project management qualifications (Agile/Waterfall/PRINCE2)
- Programming languages (Python/Golang/React)
- Cloud migration



Soft skills

- Communication
- Collaboration
- Influence



Roles in demand

- Programme leads
- DevOps engineers
- Solutions/Network architects
- Developers

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Technology salaries

	JOB TITLE	25th	50th	75th	95th
Leadership	Chief Information Officer (CIO)	105,000	141,000	176,000	250,000
	Chief Technology Officer (CTO)	100,000	120,000	140,000	170,000
	Chief Information Security Officer (CISO)	100,000	141,000	158,000	160,000
	Chief Architect	75,000	100,000	115,000	140,000
	IT Director	78,000	115,000	120,000	150,000
	Head of IT	58,500	75,500	85,000	95,000
	IT Manager/Head of IT	42,000	47,700	70,900	88,400
Architecture	Enterprise Architect	75,000	122,000	135,000	140,000
	Infrastructure Architect	65,000	70,000	75,000	82,000
	Data Architect	60,000	71,750	79,750	95,750
	Solution Architect	65,000	70,000	75,000	85,000

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Technology salaries

	JOB TITLE	25th	50th	75th	95th
IT, systems and digital transformation	Programme Director	80,500	88,000	95,750	125,000
	Programme Manager	74,000	81,000	91,500	115,000
	Project Manager	45,700	54,200	60,000	65,000
	Project Management Office (PMO) Manager	44,000	54,000	59,250	73,000
	Project Management Office (PMO) Analyst	32,000	35,500	36,750	44,000
	Senior Business Analyst	54,000	57,000	73,000	80,000
	Business Analyst	34,500	40,000	47,000	56,000

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Technology salaries

	JOB TITLE	25th	50th	75th	95th
Cloud, infrastructure and engineering	Infrastructure Manager	50,000	55,000	65,000	76,000
	Network Manager	50,000	55,000	61,000	70,000
	Network Engineer	45,000	50,000	54,000	65,000
	Systems Administrator	35,000	42,000	47,000	50,000
	Network Administrator	35,000	39,000	42,000	45,000
	Service Delivery Manager	47,000	52,000	57,000	62,000
	IT Support Manager	38,000	42,000	48,000	50,000
	Cloud Engineer	48,000	53,000	60,000	69,000
	Systems Analyst	35,000	42,000	47,000	50,000
	Desktop Support Engineer	25,000	29,000	33,000	37,000
	Help Desk Manager	37,000	40,000	45,000	50,000
	Help Desk Support	20,800	22,750	25,750	28,600

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	JOB TITLE	25th	50th	75th	95th
Compliance, audit, risk and security	Information Security Manager	56,000	68,000	80,000	85,000
	Information Security Analyst	33,500	36,000	43,000	55,000
	Security Network Engineer	42,000	51,750	62,000	68,500
	Security Systems Administrator	32,000	44,000	52,000	60,000
	IT Auditor	44,000	52,500	55,500	58,000
	Security Architect	56,000	63,750	71,750	95,750
Software development, testing and devops	Development Manager	53,000	64,500	83,000	100,000
	Developer Lead	51,000	75,250	90,250	96,000
	Back-end Developer	28,000	46,300	60,700	77,100
	Front-end Developer	28,000	42,000	52,000	57,000
	DevOps Manager	54,750	65,000	71,000	80,000
	DevOps Engineer	41,750	60,500	68,000	75,000
	Applications Support	29,000	39,500	44,000	49,000
	Test Manager	38,500	42,250	58,250	67,750
	Test Analyst	27,000	35,000	42,500	48,500

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	JOB TITLE	25th	50th	75th	95th
Business intelligence and data analytics	Data Scientist	63,000	70,000	76,000	85,000
	Business Intelligence Manager	52,000	58,000	60,000	64,000
	Business Intelligence (BI) Analyst	35,000	42,000	45,000	50,000
	Database/Business Intelligence Developer	45,000	50,000	54,000	59,000
	Data Analyst	25,000	28,000	30,000	35,000
	Database Administrator	34,000	36,500	43,500	48,000

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Human resources, business and office support

Employee policy and procedures for the new normal

Human resource teams are essential in defining new ways of working. While businesses begin to establish the 'new normal', HR will focus on building out their capacity to support redeveloped policies, procedures and expectations.

Ongoing remote work has prompted admin and HR professionals to begin incorporating wellness packages into the company offering. They will also be tasked with outlining new health and safety assessments for hybrid office environments. Long-term regulation changes sparked by Brexit will also have a significant impact on this business function in future.

Desire for flexibility rises, while salaries remain stable

Mid-weight and senior professionals within the business support function have historically enjoyed very competitive benefits as part of their remuneration package. We now expect to see a rise in flexible working conditions as part of the benefits on offer. Professionals are looking for 100% remote working or a hybrid office environment.

Our research shows that 38% of UK employers are planning to offer 100% remote/hybrid working to secure qualified facilities support staff. We also expect to see stable salaries on offer in 2021, joining flexibility to round out the remuneration package.

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Benefits and perks are focused around wellness and rewards

The pandemic outbreak has done much to highlight the importance of nurturing the mental and physical wellbeing of the workforce. According to one third of UK business leaders, investment in employee wellbeing initiatives will be a priority for workplace culture improvement in 2021.

Employers have expressed concern regarding their ability to retain high-value employees — well over half (57%) feel that heavy workloads have employees on the brink of burnout and 52% say that employee morale has taken a hit. Wellness-focused incentives and regular rewards may help to assuage this.

Backbone of the remote workforce

The fourth industrial revolution and post-pandemic workplace have impacted the skills needed from admin and HR professionals. Businesses are also looking for soft skills like adaptability, communication and the ability to perform organisational tasks remotely.

Admin roles are some of the hardest to hire for — according to 29% of employers, candidates with a willingness to learn are the most difficult to find. Job opportunities are the most prolific within the manufacturing and investment management industries.



Two thirds of the technical skills being requested are digital (e.g. MS Office proficiency and database management)

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Industries showing strong demand

- Manufacturing
- Investment management
- Retail
- Training and development



Technical skills

- CRM/database management experience
- Proficient in MS Office suite with Advanced Excel
- CIPD-qualified



Soft skills

- Adaptability
- Effective communication
- Remote organisational ability
- Attention to detail
- Problem solving



Roles in demand

- Talent acquisition managers
- Head of/HR managers
- HR business partners
- Executive/personal assistants
- Office manager/administrators

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HR, business and office support salaries

	JOB TITLE	25th	50th	75th	95th
Human resources and procurement	HR Director	48,250	70,250	107,000	160,000
	HR Manager	38,750	43,500	60,000	75,000
	HR Project Manager (HRIS/Compensation and Benefits)	44,000	46,750	70,000	79,750
	Learning and Development Manager	37,250	42,250	48,500	55,000
	HR Business Partner	32,000	44,500	48,000	60,000
	HR Senior Advisor/Advisor	25,000	34,250	38,000	42,000
	HR Officer/Administrator	19,600	21,500	24,900	33,100
Customer services	Customer Services Manager/Supervisor	20,750	28,500	40,000	50,500
	Customer Services Assistant/Administrator	17,500	20,500	25,000	30,000
	Customer Help Desk	16,750	20,500	22,000	28,000

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HR, business and office support salaries

	JOB TITLE	25th	50th	75th	95th
Procurement/facilities/ project	Procurement Manager	47,750	54,000	68,000	105,000
	Procurement Coordinator	28,000	31,250	38,000	55,000
	Facilities Manager	28,000	33,750	40,000	55,000
	Facilities Management Assistant	19,250	22,250	26,500	30,000
	Project Manager	40,000	58,000	80,000	85,000
	Project Officer/Coordinator	26,750	31,250	34,000	41,750
	Project Administrator	21,750	23,000	28,000	32,000
Business development and sales	Business Development/Sales Manager	24,750	34,500	41,000	55,000
	Account Manager/Sales Executive	21,000	26,750	32,500	45,500
	Business Development/Sales Administrator	19,000	22,500	28,500	32,500
	Telemarketer/Telesales	16,750	21,500	26,000	31,000
Senior support	Business Assistant	23,000	25,750	38,000	58,000
	Executive Assistant	28,000	39,500	45,000	55,000
	Personal Assistant	23,100	28,750	34,000	38,000
	Office Manager	23,300	27,100	30,000	42,600

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HR, business and office support salaries

	JOB TITLE	25th	50th	75th	95th
Office support	Senior Administrative Assistant	22,500	25,250	30,000	32,000
	Administrative Assistant	17,600	19,100	20,400	24,000
	Receptionist	18,200	19,700	19,700	29,400
	Entry-level Administrative Assistant	16,750	20,000	22,000	25,000
Secretarial	Secretary/Team Assistant	19,750	24,500	32,000	35,000
	Legal Secretary	22,500	26,000	35,000	40,000
	Paralegal	18,000	21,750	23,000	32,000
	Medical Secretary	21,000	26,250	32,000	38,000
	Audio Typist	19,500	25,250	30,000	35,000

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Digital marketing and creative

Data, data, and more data

Companies are monitoring their in-house budgets more closely and want to know the expected ROI for digital advertising spend. Lack of budget was a significant impact on business confidence for UK business leaders, this is despite the UK having a record 2019.

Now that both B2B and B2C business is primarily conducted online, digital marketing expertise has become an in-demand skill for marketing and creative talent. Employers are looking to bring this specific skill in-house to support their recovery, to enter new markets and to help grow market share.

Communicating the fine line

Businesses are restructuring to prepare for the 'future of work'. This has made internal communication absolutely essential — employers will need to get this right if they're going to unify their workers and recover their business. Team communication will be a priority for 36% of UK businesses post-pandemic, and 10% hope to improve culture by sharing their company values and mission.

Communicating new remote working policies, safety guidelines and business recovery initiatives can help provide the clarity and stability employees are searching for. We've seen an uptick in hiring for PR and communication management roles, likely due to this.

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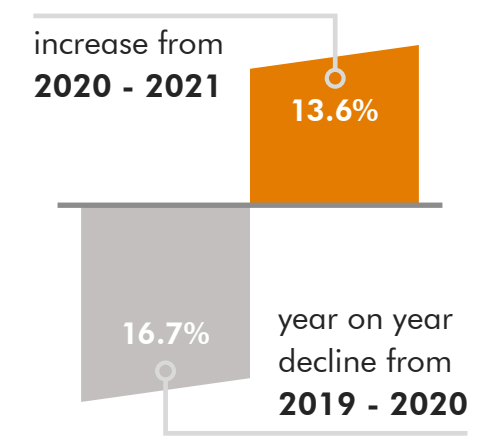
Salaries are becoming more competitive

Traditionally, marketing is the first to take a hit when budgets are cut, but they are usually the quickest to recover. The salaries on offer for 2021 are becoming more competitive and business leaders are more selective with their salary packages, tailoring them to reflect the skills and value of prospective candidates. Remote working has served to extend the pool of talent available and there is greater potential for flexibility regarding work environment and hours.

Delivering more, with less

The post-pandemic marketplace is forcing marketing professionals to be smarter with spend. They now need to drive recovery efforts with a smaller budget, prompting businesses to hire talent skilled in data forecasting and analytics as companies will be taking the opportunity to gain market share. Maintaining a good connection with the target market has been crucial throughout the pandemic and it's unsurprising to see hiring trends reflect this. Roles in communication, social media and PR are some of the most in-demand as businesses preserve that connection and launch into new marketing efforts.

Experts predict a recovery in digital marketing spend in 2021



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Industries showing strong demand

- Financial services
- Consultancy
- E-commerce
- Medical/Healthcare



Technical skills

- Digital advertising skills (PPC, CRM)
- Google Analytics
- Content management (SEO, CRM – e.g. Drupal)
- Social media management



Soft skills

- Influencing skills
- Data analysis/data forecasting
- Business acumen



Roles in demand

- PR/Content executives
- Communications managers
- Social media managers
- E-commerce/Digital marketing managers
- Heads of Marketing

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Digital marketing and creative salaries

	JOB TITLE	25th	50th	75th	95th
Digital	Head of Digital	64,750	75,000	89,750	120,000
	Digital Marketing Manager	42,000	48,000	52,000	68,000
	Digital/Insights Analyst	25,000	31,500	42,000	52,000
	SEO/PPC Specialist	25,000	30,250	38,000	53,000
	Social Media Manager	24,000	29,500	33,000	37,000
	Digital Executive	21,500	24,500	27,500	32,000
	Digital Assistant	20,000	22,000	25,000	26,500
Marketing and public relations	Chief Marketing Officer	90,000	120,000	150,000	200,000
	Head of Marketing	55,000	62,000	71,000	80,000
	Marketing Manager	38,250	47,500	53,000	64,000
	Marketing Executive	23,500	26,250	33,000	35,000
	Marketing Assistant	19,000	21,500	24,000	25,500
	PR/Communications Manager	34,500	44,500	51,000	59,750
	PR/Communications Executive	25,000	28,500	32,500	36,000
	Events Manager	20,250	28,000	34,000	40,000

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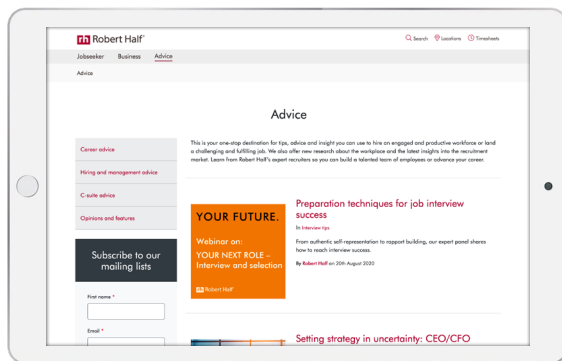
Spotlight on Executive Search

Trends in our FTSE 100 CEO Tracker highlighted a growing trend for digitally-savvy CEOs over the last 2 years. The CEO's role in digitising enterprise through a shared vision for technology and business is much clearer post-pandemic.

Across multiple sectors, we have seen a rise in demand for C-suite leaders with the ability to drive smart innovation, access new market share, streamline processes and adapt operating models. Strategic workforce planning and process restructuring has been a priority from 2020 into 2021, with the aim of establishing the right support structures to re-imagine businesses in the “new normal”.

At the same time, the desired leadership style has seen a seismic shift. Successful leaders have adopted the principles of transformational leadership. They lead with empathy, purpose and authenticity to support and empower the workforce and build operational resilience.

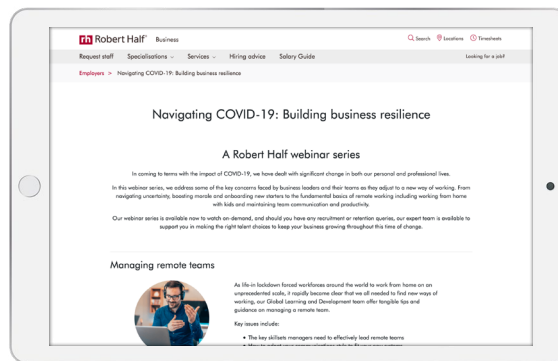
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Robert Half Blog

Visit our blog for further advice and information on post-COVID recruitment strategies, as well as tips on advancing your career.

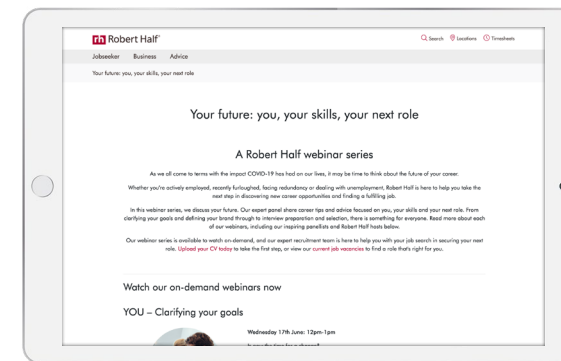
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Hiring top talent isn't easy, and the global pandemic and economic uncertainty have only added to that challenge. Let Robert Half help you find the skilled accounting and finance, financial services, technology, marketing, business support and legal professionals you need to thrive in a challenging economy.

Our wide range of solutions means you no longer need multiple agencies for multiple needs. Robert Half offers the following staffing services:

- **Permanent hiring:** From early-career professionals to CFOs and senior executives
- **Flexible staffing:** Hire for one day, one week, months or as long as you need, as well as for recurring or long-term projects when continuity is key
- **Remote staffing:** Hire remote workers with confidence. We also offer solutions that enable professionals to access necessary data and applications regardless of your setup
- **Executive Search:** Our retained search expertise for building executive-level and departmental leadership teams
- **Project consultancy:** For your complex business challenges, benefit from the consulting solutions from Protiviti and staffing services of Robert Half

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The value of Robert Half



Technology support — loaner devices, protected virtual workspace



Remote staffing options



Single provider for complex projects — strategic plan, project oversight, skilled staff



Consulting solutions offered through global consulting firm Protiviti, a Robert Half subsidiary



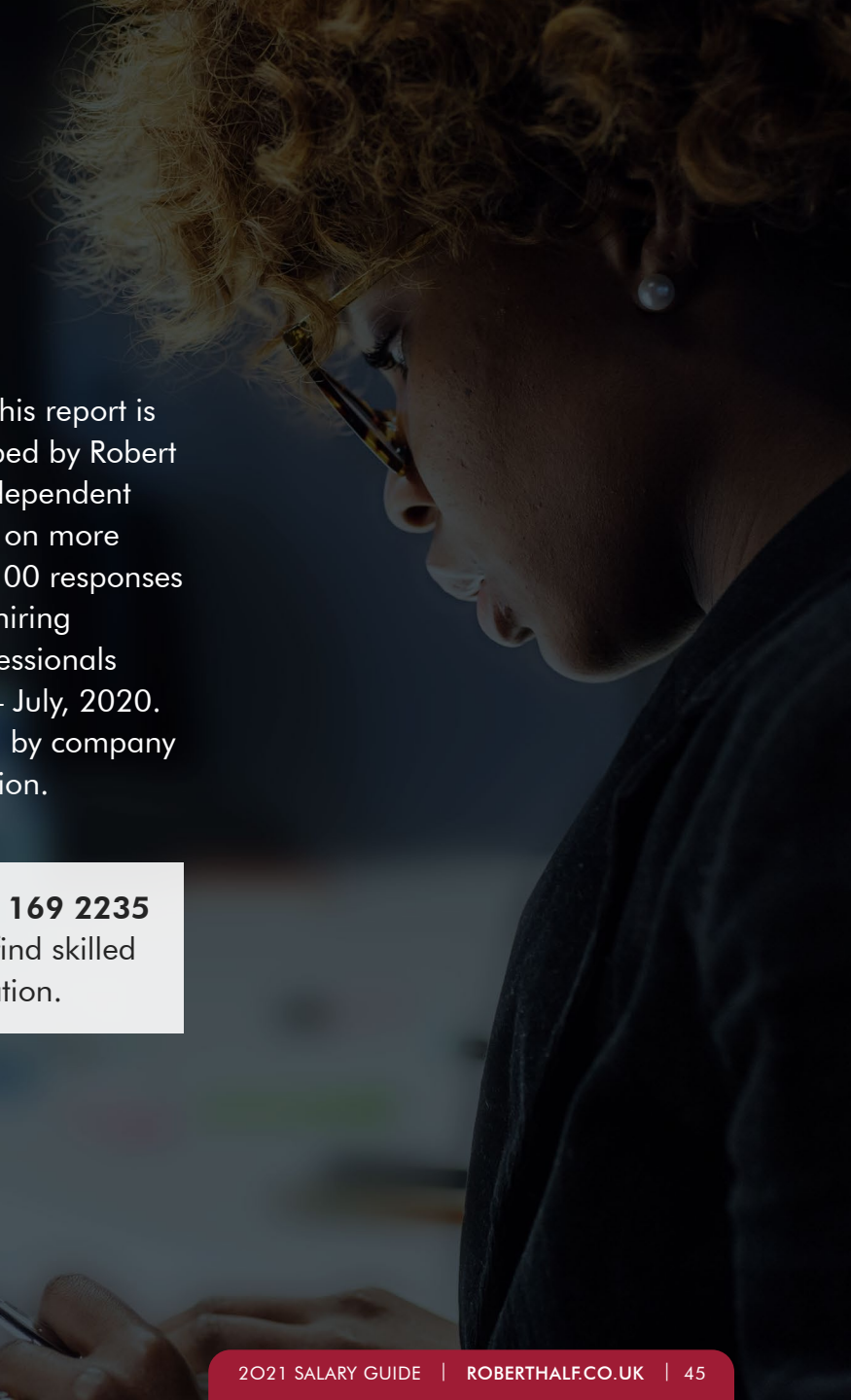
Experts on fair market rate for salaries in current business environment



Research methodology

The data referenced throughout this report is based on regular surveys developed by Robert Half UK and conducted by an independent research firm. The study is based on more than 100 interviews with CFOs, 100 responses from CIOs, 300 responses from hiring managers and 600 working professionals from across the UK during June – July, 2020. The results have been segmented by company size, sector and geographic location.

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