

2026

# Salary Guide



United Kingdom

**rh** Robert Half®  
Talent Solutions

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Our 2026 Salary Guide is based on the analysis of thousands of placements made across the UK over the past year with predictions for the year ahead.

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# Introduction

In today's market, UK employers increasingly prioritise professionals with specialised skills and sector expertise to drive innovation, boost efficiency and maintain a competitive edge. This is especially evident in roles linked to revenue generation, operations and business continuity. While some firms are scaling back on hiring or adjusting salary expectations, others are offering competitive pay to secure top talent in critical positions.

The 2026 Salary Guide from Robert Half offers projected starting salaries across 6 key professional fields, along with benefits and perks trends. It's an essential tool for hiring, retention, workforce planning and for professionals making informed career decisions.

Hiring managers: [Schedule a walk-through](#) to get customised local salary data and insights from a Robert Half talent solutions professional.

Job seekers: [Explore opportunities](#) and grow your career with us.

A white menu icon with three horizontal lines inside a rounded square, set against a teal background.

Whether hiring or building a career, our 2026 Salary Guide has you covered.





# How to use our salary tables

## Salary percentiles

Starting salaries are not one-size-fits-all which is why we separate them into three percentiles based on multiple factors. The percentiles account for differences in experience, skill, professional certifications, demand for the role, and the size/complexity of the company that’s hiring. The salaries listed in our guide do not include any bonuses or benefits.

25th

The candidate has limited or no experience in the position and is still developing their skills.

50th

The candidate has an average level of experience and has most of the necessary skills.

75th

The candidate has above-average experience, has most or all necessary skills, and may have specialised qualifications.

## City variances

We place candidates across the whole of the UK. Due to the cost of living, availability of talent and other factors, starting salaries vary by market. Our 2026 Salary Guide now covers salary data for 24 major UK cities. Reach out to your **nearest Robert Half office** for a localised salary report for any of these cities listed.

Belfast	Edinburgh	Leicester	
Birmingham	Exeter	Liverpool	Reading
Bristol	Glasgow	Manchester	Southampton
Cambridge	Greater London	Milton Keynes	Swansea
Cardiff	Guildford	Newcastle upon Tyne	Swindon
Central London	Hull	Nottingham	
Cheltenham	Leeds	Oxford	





# UK compensation trends

## Hiring trends and salaries

Across the UK, companies are rethinking and recalibrating their compensation strategies to secure the skilled professionals they need to remain both resilient and competitive in a fast-changing environment. The pressure to attract top talent is intensifying as digital transformation accelerates, creating heightened demand for individuals with specialist expertise. This evolution is not simply about pay increases, it reflects a broader reassessment of how organisations structure rewards, benefits and long-term career incentives.

As a result, several new salary trends are beginning to take shape, signalling a shift in the balance between employer expectations and employee aspirations. These insights are informed by our recent survey of 500 hiring managers and 1,000 professionals, offering a data-driven perspective on how compensation strategies are adapting to the realities of today's labour market.

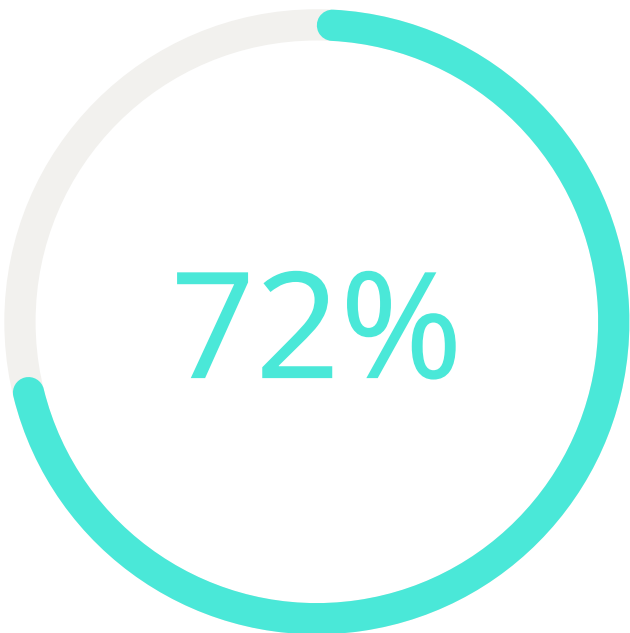




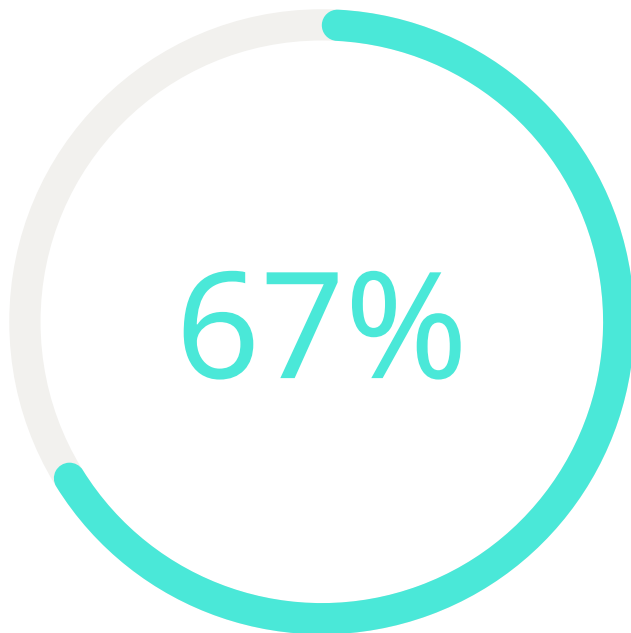
# UK compensation trends 1 of 4

## Benchmarks set the range, skills raise it

While overall salary levels are stabilising, pay remains highly variable across industries, locations and roles. Employers continue to rely on salary benchmarking tools to define compensation, but are willing to stretch budgets when candidates bring in-demand, specialised skills to the table. For professionals with niche expertise, market knowledge can be a powerful tool in salary negotiations.



of employers **base salary ranges on industry benchmarks and online guides**



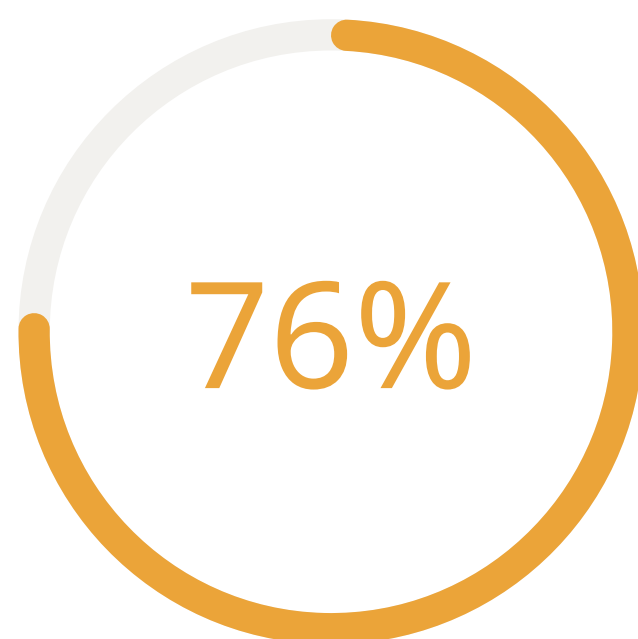
of employers **say specialised skills influence their willingness to offer higher salaries**



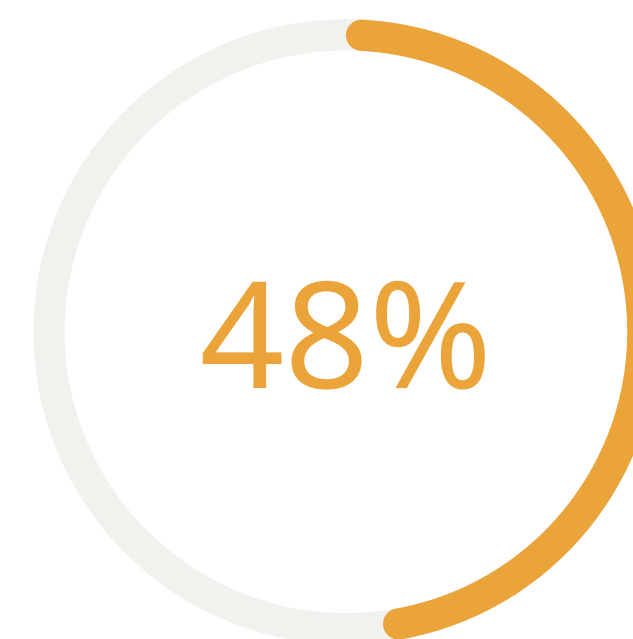
# UK compensation trends 2 of 4

## Majority would return to the office for higher salary

Despite workers' strong preference for remote or hybrid models, many would reconsider a full-time office return if the compensation is compelling. The right salary offer remains a powerful lever for influencing workplace preferences – a critical insight for employers navigating talent attraction and retention.



of professionals **would be willing to return to the office full-time in exchange for a higher salary**



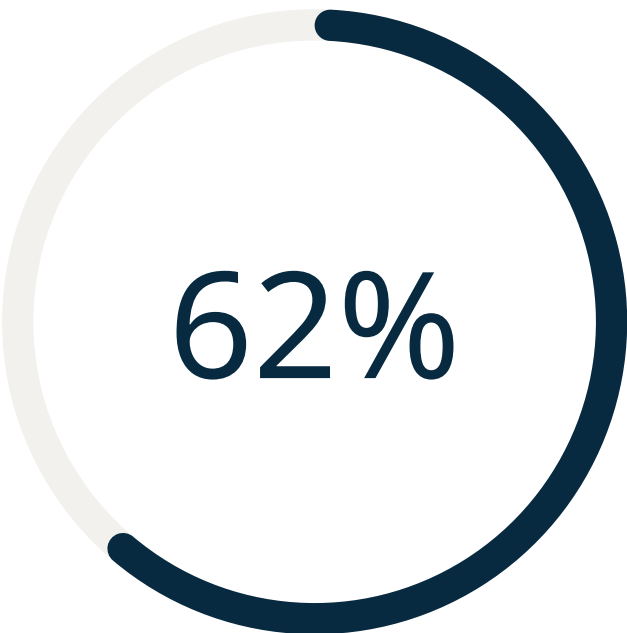
of professionals **would be willing to return to the office full-time if offered a 5-10% salary increase**



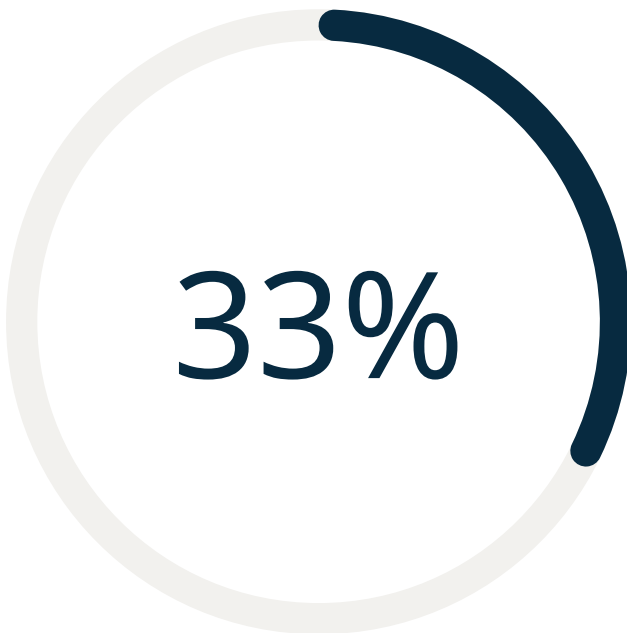
# UK compensation trends 3 of 4

## Negotiation power starts with preparation

While salary expectations are rising and many professionals feel empowered to negotiate, confidence can be fragile. Concerns around how to justify higher pay, risking an offer, or navigating difficult conversations remain common. As the job market evolves, knowing one’s value and approaching negotiations with clarity and data are more important than ever.



of professionals **feel confident about negotiating a higher salary in 2026**



of professionals **say lack of confidence, offer risk and justifying pay all weigh equally as the top challenges in salary negotiations**



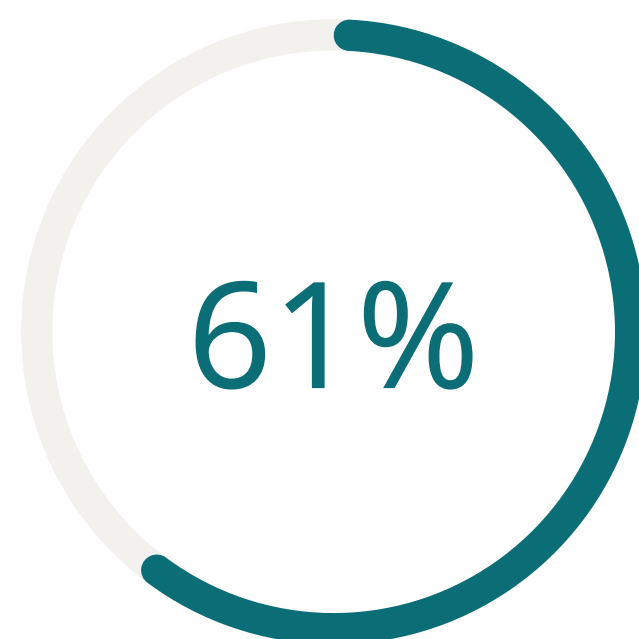


# UK compensation trends

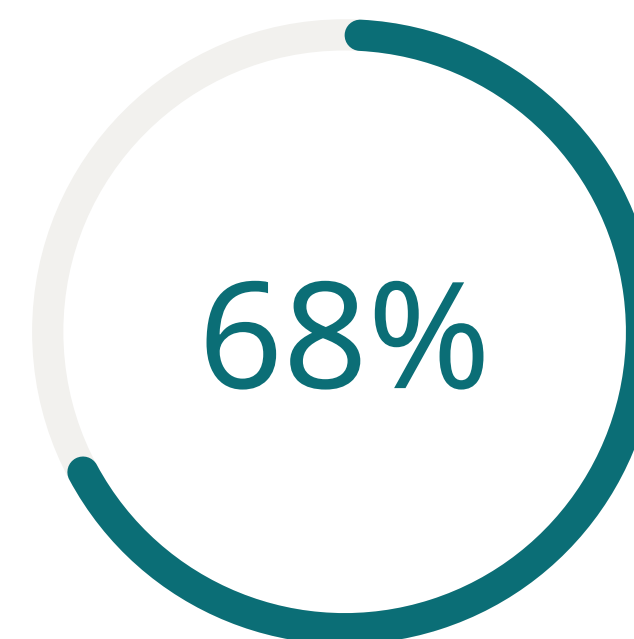
4 of 4

## Stay or go? The salary dilemma

Professionals are weighing their options carefully when it comes to long-term earning potential. While many see future salary growth at their current organisation, past experiences tell a different story – with most reporting pay increases after changing jobs. This highlights the complex trade-offs professionals face between loyalty, stability and immediate financial gain. For employers, it's a reminder that retention strategies must go beyond promises and be backed by clear career and compensation pathways.



of professionals **believe staying with their current employer offers greater salary potential in 2026**



of professionals **say their salary increased the last time they changed employers**



# Finance and accounting

## Hiring trends and salaries

Amid ongoing economic uncertainty, finance and accounting leaders across the UK are prioritising roles that directly support revenue growth and business resilience. There is growing demand for professionals with specialised expertise – particularly those who can support strategic decision-making, modernise financial systems, and implement emerging technologies to improve efficiency and compliance.

Hiring remains challenging, especially when it comes to aligning on salary expectations for roles linked to digital transformation and operational upgrades. At the same time, the worsening shortage of qualified accountants is placing pressure on firms, leading to compliance risks and upward pressure on salaries for in-demand professionals who can close these critical gaps.





# Finance and accounting | Compensation trends 1 of 4

## Next-gen skills fuel finance team growth



of businesses plan to **grow their finance teams**, focusing on roles and skills that blend financial expertise with digital and AI-driven capabilities to futureproof operations

### Functional areas where businesses plan to hire

Accounting

Payroll

Controlling

Financial planning and analysis (FP&A)

### Top skills hiring managers are seeking

Data analytics

Generative AI solutions use

Budgeting and forecasting

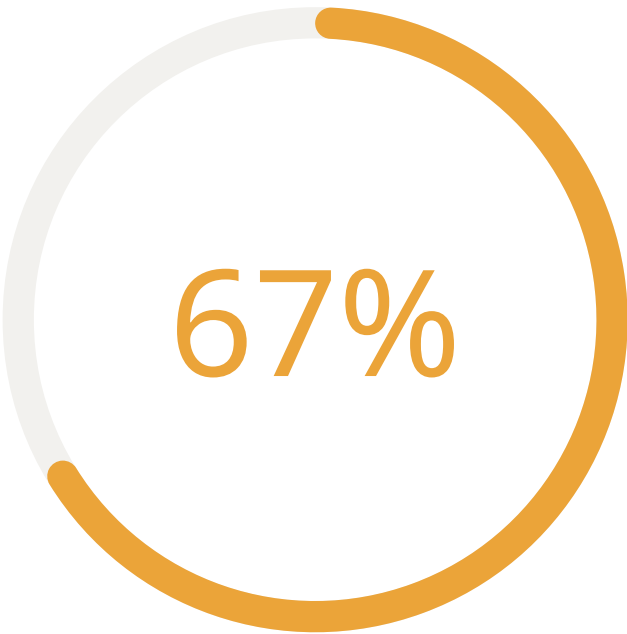
Financial reporting





# Finance and accounting | Compensation trends 2 of 4

## Scarce skills, stronger offers: the finance hiring equation



of finance and accounting hiring managers **are willing to pay higher salaries when there is a scarcity of qualified talent for a role**

### Top skills commanding premium pay from leaders

- Financial reporting
- Agentic AI use
- Data analytics
- Industry / business know how

### Top skills professionals are actively looking to build or improve

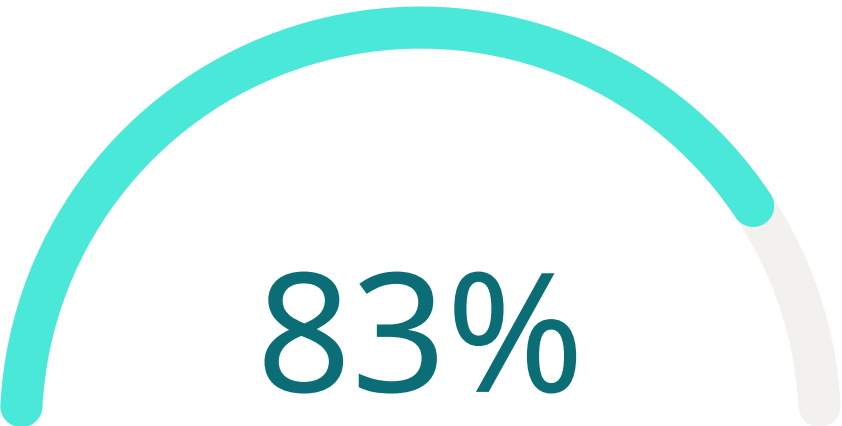
- Financial modelling
- Financial planning and analysis (FP&A)
- AI-driven financial tools and automation
- Generative AI for reporting



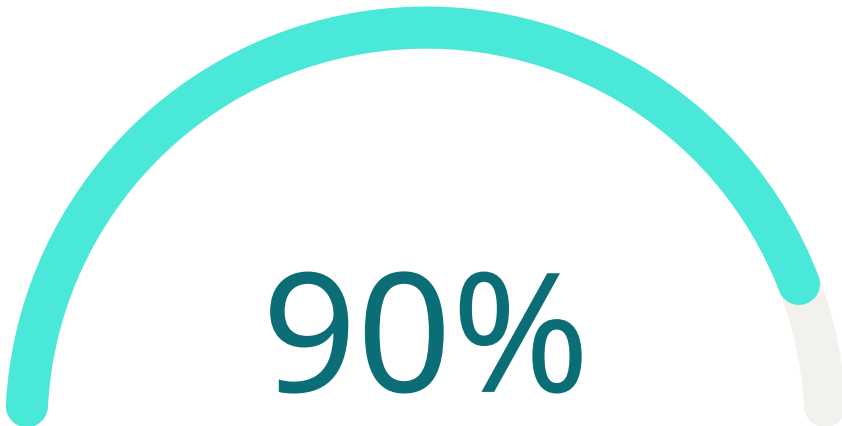
# Finance and accounting | Compensation trends 3 of 4

## In-office incentive: when pay tips the balance

Hybrid working is still the preferred setup for most finance professionals. However, a significant number would consider a full-time office return if the financial reward justifies the change. In a sector where security, oversight and structured collaboration matter, employers may need to rethink compensation strategies to support evolving workplace models – especially when trying to secure top talent in highly skilled or regulated roles.



of finance and accounting professionals say they'd be **willing to work fully in-office if offered a higher salary**



of those said they **would want a salary increase of up to 20% to work in-office**



# Finance and accounting | Compensation trends 4 of 4

## Top certifications, industries and in-demand roles

Professionals holding sought-after certifications often attract stronger starting pay, especially in industries with active recruitment and high demand for niche expertise. Below are some of the top recognised qualifications.

### Certifications

ACA
ACCA / CIMA
AAT
CTA

There is high demand for finance and accounting talent across these sectors. These industries also present strong prospects for career progression and earnings growth.

### Industries

Business services
Manufacturing / Industrial facilities
Trade / Retail
Healthcare / Welfare
Education / Research

Understanding which roles are most in demand helps organisations adapt to shifting workforce needs and stay commercially agile. Demand for these key positions is set to rise in 2026, signaling where capability gaps may emerge.

### In-demand roles

Finance Director
Financial Controller
Finance Manager
Financial Planning & Analysis Manager
Finance Business Partner
Accounts Assistant





# Finance and accounting | UK salaries

1 of 4

Finance leadership

Job title	25th	50th	75th
Chief Financial Officer (CFO) - Financial Services	£133,250	£177,500	£225,000
Chief Financial Officer (CFO)	£132,500	£176,500	£220,500
Group Finance Director	£106,750	£131,500	£162,500
Finance Director - Financial Services	£99,000	£118,750	£149,000
Finance Director	£89,750	£109,500	£138,000
Shared Service Centre Director	£84,250	£112,500	£133,000
Group Financial Controller	£76,250	£85,000	£106,500
Financial Controller - Financial Services	£70,000	£89,250	£100,750
Financial Controller	£63,000	£76,750	£92,500
Fund Controller - Financial Services	£70,000	£77,250	£92,000
Senior Finance Business Partner	£61,500	£72,750	£82,000
Finance Business Partner - Financial Services	£52,500	£57,250	£71,750
Finance Business Partner	£54,500	£59,750	£66,250

Accounting operations

Transactional Finance Manager	£50,500	£62,500	£70,000
Financial Analyst - Financial Services	£49,500	£55,500	£61,750
Purchase Ledger Manager	£38,500	£45,000	£51,500



# Finance and accounting | UK salaries 2 of 4

Job title	25th	50th	75th
Credit Control Manager	£38,500	£45,000	£51,500
Payroll Manager	£38,500	£45,000	£54,250
Sales Ledger/Billings Manager	£38,500	£45,000	£51,500
Part-Qualified Financial Analyst	£35,000	£40,000	£46,500
Accounts Payable/Accounts Receivables Manager - Financial Services	£40,500	£46,000	£51,500
Part-Qualified Financial Accountant - Financial Services	£33,750	£39,000	£44,000
Part-Qualified Financial Accountant	£33,250	£36,750	£42,000
Part-Qualified Management Accountant - Financial Services	£33,750	£39,000	£44,000
Part-Qualified Management Accountant	£33,250	£36,750	£42,000
Assistant Fund Accountant - Financial Services	£32,000	£35,750	£39,500
Assistant Management/Financial Accountant	£27,500	£33,000	£38,250
Sales Ledger/Billings Clerk	£25,750	£28,750	£33,000
Credit Controller	£27,000	£29,750	£33,000
Payroll Administrator/Clerk	£27,000	£29,750	£33,000
Purchase Ledger Clerk	£26,000	£30,250	£32,750
Accounts Assistant	£27,500	£30,000	£32,500



# Finance and accounting | UK salaries 3 of 4

Financial and  
management accounting

Job title	25th	50th	75th
Accounts Payable/Accounts Receivables Clerk - Financial Services	£26,500	£29,250	£32,000
Graduate Accounts Assistant - Financial Services	£23,000	£24,750	£26,000
Head of Regulatory Reporting	£71,750	£87,250	£100,000
Financial Planning & Analysis Manager - Financial Services	£73,250	£82,500	£92,000
Financial Planning & Analysis Manager	£63,500	£74,250	£84,750
Finance Manager - Financial Services	£54,250	£61,250	£67,750
Finance Manager	£51,500	£59,500	£67,000
Group/Financial Reporting Accountant	£52,500	£61,500	£68,250
Financial Planning & Analysis Analyst	£45,500	£51,500	£59,000
Regulatory Accountant	£47,750	£51,500	£55,250
Fund Accountant - Financial Services	£47,250	£54,750	£59,750
Qualified Management Accountant - Financial Services	£47,250	£54,000	£59,750
Qualified Management Accountant	£47,250	£52,750	£58,500
Qualified Financial Accountant - Financial Services	£48,250	£51,500	£56,500
Qualified Financial Accountant	£47,250	£52,750	£58,500





# Finance and accounting | UK salaries 4 of 4

Systems and projects accounting

Job title	25th	50th	75th
Head of Finance Transformation	£88,250	£110,250	£132,500
Financial Modeller	£63,500	£72,000	£80,500
Project Accountant	£53,000	£60,000	£66,000
Systems Accountant	£53,000	£60,000	£66,000
Head of Tax	£88,750	£102,000	£118,750
Tax Manager	£59,250	£72,000	£84,750
Treasury Manager - Financial Services	£58,250	£66,000	£77,250
Treasury Manager	£52,500	£61,000	£72,750
Tax Accountant - Financial Services	£53,000	£62,000	£69,000
Tax Accountant	£51,500	£59,000	£67,500
Treasury Accountant	£44,250	£51,500	£59,000

Tax and treasury



# IT and technology

## Hiring trends and salaries

Across the UK, technology teams are under increasing pressure to lead large-scale digital transformation and modernisation initiatives. Yet professionals with the specialised skills required – from cloud architecture and cybersecurity to data engineering and AI – remain in short supply. With this persistent imbalance between demand and talent availability, many employers are having to offer above-market salaries to secure candidates for high-impact roles.

But it's not just about pay. Skilled tech professionals now expect flexible working as standard, alongside competitive benefits and a clear path for progression. In today's hiring climate, attracting top talent often requires a combination of creative incentives, tailored offers and a more agile approach to negotiations.





# IT and technology | Compensation trends 1 of 4

## Where UK tech teams are hiring – and the skills they need



of businesses **plan to expand their IT and tech teams across all types of employment**, aiming to strengthen their tech foundations, futureproof systems and drive strategic growth

### Functional areas where businesses plan to hire

- IT security
- IT infrastructure
- IT service and support
- IT projects

### Top skills hiring managers are seeking

- Cloud
- Cybersecurity
- (Automated) machine learning
- Blockchain





# IT and technology | Compensation trends 2 of 4

## Tech talent with niche skills earns more



of IT and tech hiring managers are **paying higher salaries for professionals with specialised skills**

### Top skills commanding premium pay from leaders

- Cybersecurity
- Cloud
- (Automated) machine learning
- DevOps and DevSecOps

### Top skills professionals are actively looking to build or improve

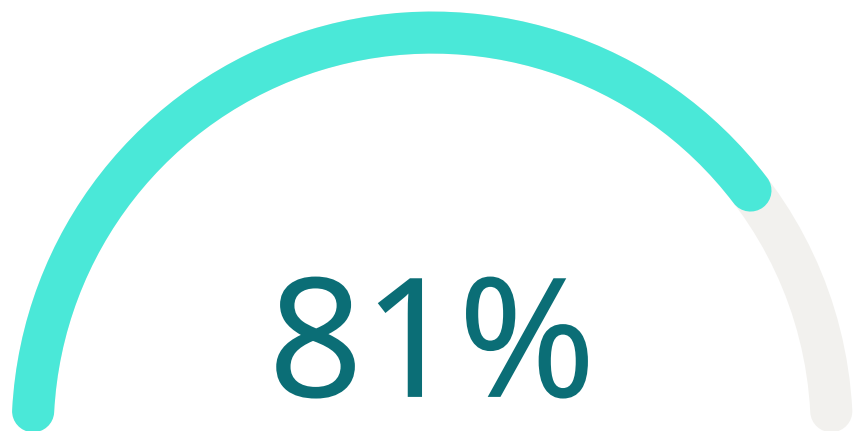
- AI-powered software development
- Cybersecurity
- Cloud platforms
- Generative AI development



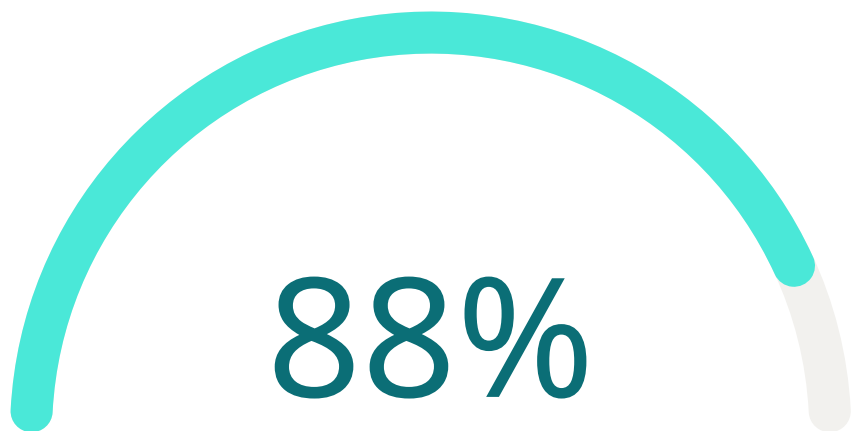
# IT and technology | Compensation trends 3 of 4

## Tech talent will return – for the right price

Remote and hybrid models remain firmly embedded in the tech sector, but many professionals are open to returning to the office – for the right compensation. With collaboration, innovation cycles and product delivery often benefiting from in-person interaction, employers may need to offer competitive salary incentives to encourage a shift. As digital teams grow more specialised, aligning workplace policies with talent priorities will be key to long-term retention.



of technology professionals **say they’d be willing to work fully in-office if offered a higher salary**



of those said they **would want a salary increase of up to 20% to work in-office**



# IT and technology | Compensation trends 4 of 4

## Top certifications, industries and in-demand roles

Those with industry-recognised certifications are often able to negotiate higher initial salaries, particularly in sectors with strong demand for new skill sets. The following are some of the most highly regarded.

### Certifications

Cloud (AWS / Azure / GCP / Salesforce)
CISSP / CISM
Prince2 / Scrum
ISO27001

Companies within these industries are hiring for tech talent the most and are prepared to pay premium rates for individuals with the right skill set and track record. They also tend to support long-term career development and higher income potential.

### Industries

Business services
IT
Manufacturing / Industrial facilities
Trade / Retail
Finance / Insurance

In a talent market defined by speed and disruption, employers must focus on roles gaining momentum. The following positions are projected to be in high demand in 2026.

### In-demand roles

Business Analyst
Applications Support
Data Analyst
Fullstack Developer
Head of IT



# IT and technology | UK salaries

1 of 5

IT leadership

Job title	25th	50th	75th
Chief Transformation Officer (CTRO)	£128,750	£165,500	£202,250
Chief Technology Officer (CTO)	£120,000	£160,500	£201,500
Chief Information Officer (CIO)	£108,000	£150,250	£200,000
Chief Information Security Officer (CISO)	£96,250	£135,250	£161,750
Chief Architect	£95,500	£125,750	£145,500
IT Director	£81,750	£96,000	£116,500
Enterprise Architect	£82,000	£95,250	£113,000
Solution Architect	£78,000	£90,000	£106,750
Data Architect	£78,250	£89,750	£102,250
Head of IT	£72,000	£81,500	£89,750
Infrastructure Architect	£71,250	£81,000	£96,750
IT Manager	£46,250	£54,250	£62,750
Chief Data Officer (CDO)	£88,250	£110,250	£132,500
Head of Data and Analytics	£65,500	£75,750	£85,000
Business Intelligence Manager	£50,000	£66,500	£77,000
Data Governance/Enablement Manager	£47,500	£65,000	£72,250

Business intelligence  
and data analytics



# IT and technology | UK salaries 2 of 5

## Cloud and infrastructure

Job title	25th	50th	75th
Data Scientist	£56,250	£65,250	£81,000
Data Engineer	£56,000	£65,250	£77,750
Database/Business Intelligence Developer	£47,750	£55,750	£69,500
Database Manager	£53,250	£59,750	£65,000
Database Administrator	£40,000	£47,250	£54,000
Data Analyst	£32,750	£48,250	£56,750
Business Intelligence Analyst	£32,500	£42,500	£56,500
DevOps Manager	£82,000	£97,500	£113,000
Head of Infrastructure	£67,250	£85,000	£99,250
Infrastructure Manager	£55,500	£64,250	£73,500
Network Manager	£59,000	£64,750	£71,250
DevOps Engineer	£58,250	£70,750	£83,250
Cloud Engineer	£55,000	£66,250	£77,250
Network Engineer	£52,500	£60,250	£70,000
Service Delivery Manager	£42,250	£50,000	£59,000
Infrastructure Engineer	£46,000	£54,750	£63,500





# IT and technology | UK salaries

3 of 5

Digital transformation -  
project services

Job title	25th	50th	75th
IT Support Manager	£34,250	£42,000	£49,000
Systems Engineer	£37,500	£47,000	£55,000
Network Administrator	£34,250	£38,250	£44,250
Second Line Support	£27,000	£29,250	£31,750
First Line Support	£23,000	£24,500	£26,500
Programme Director	£84,750	£102,250	£128,500
Head of Product	£77,000	£97,750	£113,250
Programme Manager	£70,750	£78,000	£91,000
ERP Project Manager	£59,750	£70,000	£80,500
AI Product Manager	£65,000	£73,750	£92,000
Product Manager	£56,000	£66,750	£84,250
Senior Business Analyst	£58,500	£64,000	£72,000
Project Manager	£45,500	£57,000	£68,250
ERP Functional Consultant	£55,250	£66,000	£77,250
Digital Transformation Manager	£48,500	£59,750	£70,000
ERP Manager	£59,000	£70,000	£81,750



# IT and technology | UK salaries

4 of 5

Information security

Software development  
and testing

Job title	25th	50th	75th
ERP Support	£36,250	£45,500	£50,000
Business Systems Manager	£45,500	£55,000	£63,750
Business Analyst	£36,250	£51,250	£60,500
Project Management Office (PMO) Analyst	£39,750	£46,000	£54,250
Head of Security	£77,000	£91,750	£105,000
Security Architect	£67,250	£77,250	£87,750
Information Security Manager	£60,000	£68,000	£84,750
IT Auditor	£51,500	£59,000	£66,250
Security Network Engineer	£49,250	£60,000	£70,750
Information Security Analyst	£42,250	£47,500	£56,000
Head of AI	£90,000	£157,250	£205,000
Head of Engineering	£85,500	£93,000	£114,750
Head of Machine Learning	£76,000	£90,000	£115,000
Lead Engineer	£64,000	£75,000	£82,750
AI Prompt Engineer	£62,750	£92,500	£115,000
Machine Learning Engineer	£60,000	£75,000	£95,000



# IT and technology | UK salaries

5 of 5

Job title	25th	50th	75th
Machine Learning Consultant	£56,250	£70,000	£83,250
Artificial Intelligence Engineer	£50,000	£65,750	£90,000
Artificial Intelligence Consultant	£41,000	£55,000	£65,500
Blockchain Developer	£85,000	£100,000	£130,000
Fullstack Developer	£43,500	£59,000	£77,250
Front-End Developer	£44,500	£56,000	£73,000
Back-End Developer	£45,000	£54,250	£73,000
Automation Manager	£42,500	£50,000	£58,000
Automation Consultant	£35,000	£40,000	£46,000
Robotic Process Automation Developer	£37,500	£45,000	£52,750
Robotic Process Automation Consultant	£31,000	£35,750	£40,500
Test Manager	£44,500	£60,250	£77,750
Applications Support	£33,000	£47,750	£57,750
Test Analyst/QA	£28,250	£36,750	£51,000

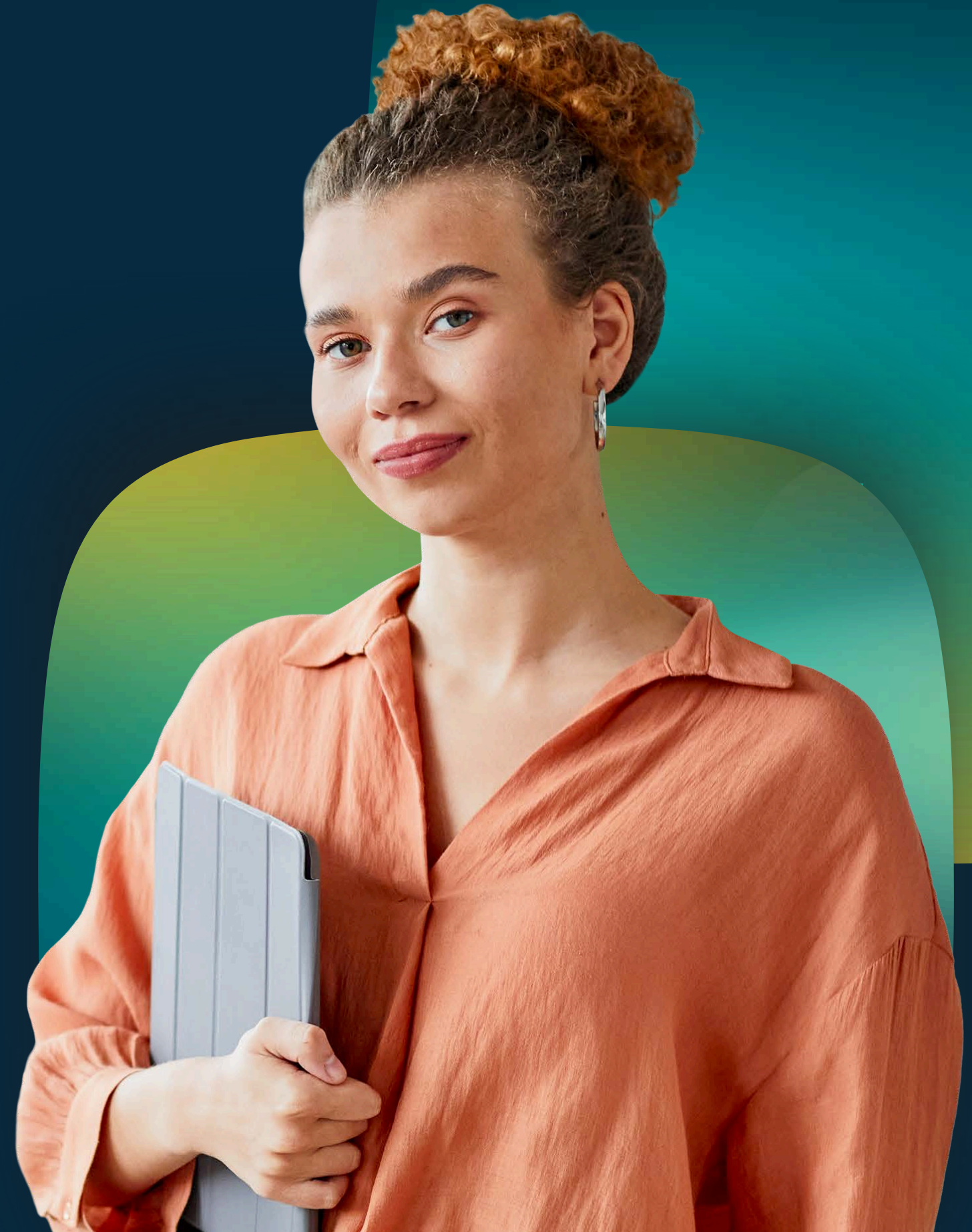


# Marketing and creative

## Hiring trends and salaries

As consumer expectations continue to grow and competition for market share intensifies, marketing and creative teams in the UK are under mounting pressure to drive brand awareness, customer loyalty and measurable results. At the same time, rapid developments in AI and automation are reshaping how campaigns are planned, delivered and optimised – with a growing focus on personalisation and customer experience across digital channels.

This shift is driving strong demand for professionals with niche skills who can harness new technologies to engage audiences more effectively. However, many employers are finding it difficult to reach agreement with candidates on salary – particularly for specialist or strategically critical roles. In a competitive hiring landscape, offering an attractive overall package – balancing salary with meaningful benefits, flexibility and career development – is key to securing the talent needed to stay visible and relevant in today's multichannel world.







# Marketing and creative | Compensation trends 1 of 4

## Next-gen skills fuel marketing team growth



of businesses **plan to grow their marketing teams, focusing on roles and skills that blend digital expertise and AI-driven capabilities** to futureproof operations

### Functional areas where businesses plan to hire

Social media
Marketing
Design and creative
Advertising

### Top skills hiring managers are seeking

Social media
Graphic design
Data analysis
Generative AI use





# Marketing and creative | Compensation trends 2 of 4

## Scarce skills, stronger offers: the marketing hiring equation



of marketing and creative hiring managers are willing to **pay higher salaries when a candidate possesses highly specialised skills**

### Top skills commanding premium pay from leaders

Video editing

Graphic design

Project management

Copywriting

### Top skills professionals are actively looking to build or improve

Digital marketing platforms

AI content tools

Graphic and UX design

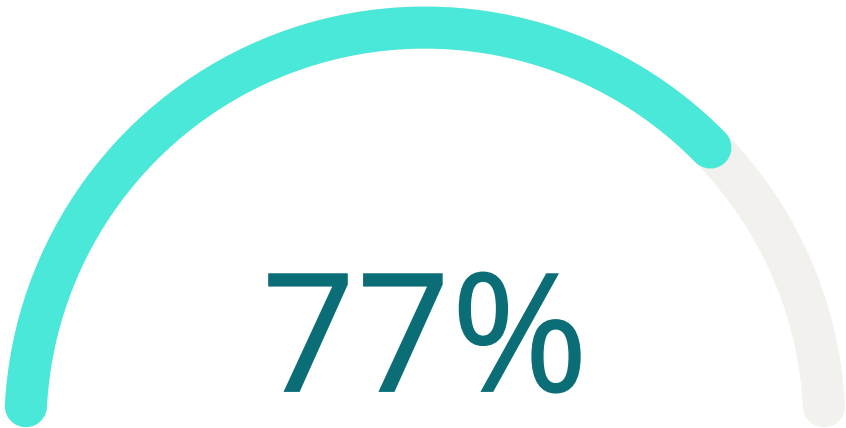
Video editing and production



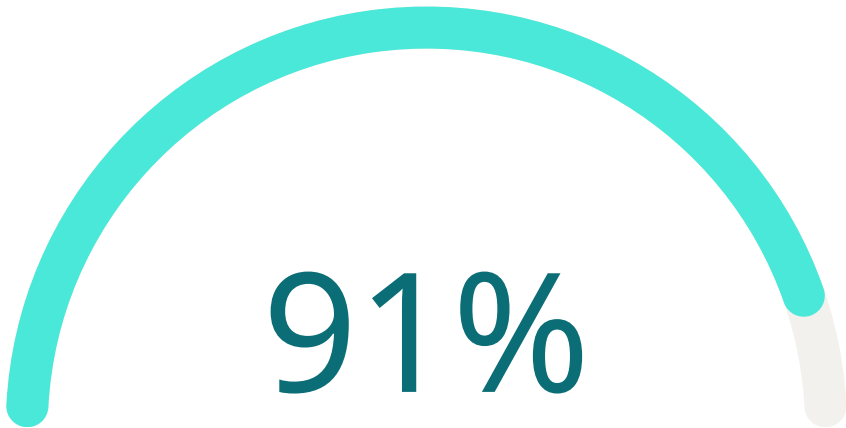
# Marketing and creative | Compensation trends 3 of 4

## Marketing minds want more to go on-site

Hybrid work continues to dominate in marketing and creative fields, yet many professionals would accept a return to the office – provided the salary reflects the shift. For employers aiming to boost in-person collaboration, idea generation and campaign agility, pay flexibility may help tip the balance. However, creativity thrives on freedom, so any move toward office-based models must be clearly positioned as a value exchange.



of marketing and creative professionals **say they'd be willing to work fully in-office if offered a higher salary**



of those said they **would want a salary increase of up to 20% to work in-office**



# Marketing and creative | Compensation trends 4 of 4

## Top certifications, industries and in-demand roles

Professionals who hold relevant certifications are well positioned to earn higher starting salaries, especially in areas with active job growth and need for specialist knowledge. Below are some leading qualifications.

### Certifications

- CIM
- Google Ads certifications
- Adobe qualifications
- Institute of Data and Marketing (IDM) qualifications

Firms operating in these sectors are hiring for marketing and creative talent the most and often pay above average for the right experience and qualifications. What’s more, they typically provide clearer routes to progression and salary increases.

### Industries

- Business services
- IT
- Manufacturing / Industrial facilities
- Trade / Retail
- Education / Research

With demand for specialist skills accelerating, businesses must keep pace with the roles set to define the workplace in 2026. Understanding where hiring demand is intensifying supports smarter, more strategic workforce planning.

### In-demand roles

- Marketing Manager
- Digital Marketing Manager
- Marketing Assistant
- Social Media Manager
- Marketing Executive



# Marketing and creative | UK salaries 1 of 2

Digital marketing  
and advertising

Job title	25th	50th	75th
Chief Digital Officer (CDO)	£103,000	£125,000	£147,000
Head of Digital	£79,000	£85,500	£106,250
Digital Marketing Manager	£40,000	£51,500	£63,750
Marketing Automation Manager	£37,250	£45,000	£59,500
Digital/Insights Analyst	£32,250	£41,750	£59,000
SEO/PPC Specialist	£33,000	£40,500	£56,750
Social Media Manager	£30,000	£37,000	£56,500
Marketing Automation Specialist	£31,500	£35,500	£40,500
Digital Marketing Executive	£26,250	£30,000	£35,000
Social Media Executive	£26,500	£29,000	£32,000
Digital Marketing Assistant	£24,000	£26,000	£27,750
Social Media Assistant	£24,000	£26,000	£27,750
Chief Marketing Officer (CMO)	£110,250	£147,000	£183,750
Marketing Director	£70,000	£79,500	£90,000
Head of Marketing	£55,250	£66,250	£73,500
PR/Communications Manager	£39,250	£51,500	£61,000

Marketing and  
public relations





# Marketing and creative | UK salaries 2 of 2

Design and  
production - Digital

Creative and content

Job title	25th	50th	75th
Marketing Manager	£37,500	£46,750	£52,750
Brand Manager	£35,500	£43,000	£50,000
Events Manager	£29,250	£40,500	£50,000
Marketing Executive	£28,500	£31,750	£35,250
PR/Communications Executive	£26,000	£29,250	£35,250
Marketing Assistant	£24,000	£26,000	£27,750
Head of UX/UI	£73,250	£82,750	£96,500
Product Designer	£43,750	£56,250	£69,000
Digital Project Manager	£36,750	£47,500	£55,000
UX/UI Designer	£33,000	£45,000	£58,250
Presentation Designer	£33,000	£40,500	£48,000
Content Manager	£27,500	£33,000	£40,500
Copywriter	£28,000	£31,000	£36,000
Graphic Designer	£25,250	£33,000	£40,500



# Legal, risk and compliance

## Hiring trends and salaries

Hiring in the legal sector remains steady across the UK, driven by commercial, corporate and regulatory requirements. In-house teams are seeking professionals with expertise in contract management, corporate (M&A), compliance, data privacy, litigation and legal tech, especially those who can help navigate shifting regulations, reduce risk, and enhance legal frameworks.

As legal teams evolve, attracting and retaining skilled professionals is becoming more challenging. Candidates with highly specialised commercial, corporate, digital and regulatory skill sets are well positioned to command premium salaries. To stay competitive, employers must assess where they can offer flexibility – whether on salary, or hybrid working – and consider enhancing total reward packages to secure top-tier legal talent. Hiring in compliance remains robust with most hiring seen within financial services, particularly asset management and wealth management.





# Legal, risk and compliance | Compensation trends 1 of 3

## AI, data and risk: skills that define the next legal hires



of **businesses plan to expand legal, risk and compliance teams**, with hiring focused on roles that blend commercial acumen, regulatory expertise, AI, and data skills to strengthen future readiness

### Functional areas where businesses plan to hire

- Commercial
- Corporate (Mergers and Acquisitions)
- Compliance / Regulatory
- IP / Data Protection Law

### Top skills hiring managers are seeking

- Commercial contract management
- Mergers and acquisitions
- Generative AI
- Analysis and research skills / data sourcing





# Legal, risk and compliance | Compensation trends 2 of 3

## Specialised skills command premium pay in legal hiring



of legal, risk and compliance hiring managers are **willing to offer higher salaries when a candidate possesses highly specialised expertise**

### Top skills commanding premium pay from leaders

- Building startup in-house legal functions
- Mergers and acquisitions
- Compliance and regulatory

### Top skills professionals are actively looking to build or improve

- Generative AI
- Data privacy and protection
- AI-powered legal research and drafting
- Legal research platforms





# Legal, risk and compliance | Compensation trends 3 of 3

## Top certifications, industries and in-demand roles

Holding an in-demand certification can lead to better starting pay, especially in industries hiring actively and seeking specialist talent. These are several of the top qualifications employers value.

Sectors highlighted here are expected to be hiring for legal, risk and compliance talent the most, boosting pay for exceptional talent. And at the same time, they are paving the way for meaningful career advancement.

High-demand roles are reshaping talent strategies. Anticipating which skills and positions will dominate is essential for companies aiming to future-proof their workforce and respond to industry change with confidence.

### Certifications

<b>Legal:</b>
England and Wales Qualified Solicitor
CILEX / LPC
Bachelor / Master of Laws Degrees
<b>Compliance:</b>
ACAMS
CISI / ICA

### Industries

Business services
Financial services
Insurance
Manufacturing / Industrial facilities

### In-demand roles

Paralegal / Contracts Manager
Senior Legal Counsel
Head of Legal
Director / Head of Compliance
Compliance Manager



# Legal, risk and compliance | UK salaries 1 of 3

## Commerce and industry (In-house)

Job title	25th	50th	75th
General Counsel	£127,000	£145,500	£173,250
Head of Legal	£111,750	£119,000	£127,500
Senior Legal Counsel	£87,500	£97,250	£110,000
Legal Counsel (3 - 6 years PQE)	£72,000	£81,250	£87,000
Legal Counsel (NQ - 2 years PQE)	£56,750	£64,250	£70,500
Paralegal	£27,000	£34,500	£42,500

## Financial services (In-house)

General Counsel	£141,250	£173,000	£201,000
Head of Legal	£120,750	£133,250	£187,250
Senior Legal Counsel	£96,000	£112,250	£122,500
Legal Counsel (3 - 6 years PQE)	£75,500	£82,000	£88,500
Legal Counsel (NQ - 2 years PQE)	£56,750	£65,750	£71,750
Paralegal	£38,750	£44,250	£50,500

## Governance

Company Secretary	£74,000	£92,000	£110,250
Deputy Company Secretary/Governance Manager	£44,250	£57,750	£70,000
Governance Assistant	£26,000	£32,000	£36,750



# Legal, risk and compliance | UK salaries 2 of 3

Compliance

Job title	25th	50th	75th
Director/Head of Compliance	£103,250	£120,500	£143,750
Compliance Manager	£62,500	£73,500	£93,500
Senior Compliance Analyst	£39,000	£49,000	£58,750
Compliance Analyst	£29,000	£32,750	£36,250
Money Laundering Reporting Officer (MLRO)	£103,250	£120,500	£143,000
Head of Client Onboarding	£72,250	£84,000	£87,250
Senior AML/Onboarding/KYC Manager	£54,250	£58,750	£62,250
Client AML/Onboarding/KYC Analyst	£37,000	£41,750	£48,250
Chief Risk Officer (CRO)	£125,000	£154,500	£183,750
Director/Head of Market Risk Management	£105,250	£123,000	£136,250
Director/Head of Operational Risk Management	£102,250	£118,250	£128,000
Director/Head of Credit Risk Management	£98,000	£115,750	£139,750
Senior Market Risk Manager	£73,000	£83,750	£87,250
Senior Credit Risk Manager	£68,750	£79,250	£89,500
Senior Operational Risk Manager	£71,250	£78,500	£84,500
Market Risk Manager	£62,000	£65,250	£71,000

AML / Financial crime

Risk



# Legal, risk and compliance | UK salaries 3 of 3

Internal audit

Job title	25th	50th	75th
Operational Risk Manager	£54,500	£65,000	£71,500
Credit Risk Manager	£52,250	£62,750	£66,250
Market Risk Analyst	£39,750	£48,750	£53,000
Credit Risk Analyst	£34,250	£44,750	£51,250
Operational Risk Analyst	£36,500	£43,000	£51,250
Director of Audit	£93,000	£118,000	£145,000
Internal Audit Manager/AVP - Financial Services	£55,250	£62,500	£73,000
Internal Audit Manager	£50,750	£54,750	£59,000
Senior Auditor - Financial Services	£42,000	£47,750	£53,000
Senior Auditor	£37,750	£41,000	£45,000





# Administrative and business support

## Hiring trends and salaries

AI and emerging technologies are reshaping executive, customer and business support roles across the UK, prompting a shift in both responsibilities and skill requirements. As routine tasks become increasingly automated, demand is rising for professionals with digital capabilities – particularly those proficient in AI tools, data handling, and modern collaboration platforms.

While salary growth in the space of business and executive support remains relatively steady, those who upskill are seeing stronger career prospects and higher earning potential. At the same time, flexibility remains a key consideration for job seekers, with many rejecting roles that don't offer hybrid models or adaptable working hours. To stay competitive, employers are rethinking their approach – offering more tailored compensation packages and prioritising work-life balance to attract and retain digitally capable support talent.







# Administrative and business support | Compensation trends 1 of 4

## Digital transformation redefines customer service roles



of businesses **plan to grow their business support teams**, prioritising candidates who blend core support skills with digital know-how and AI literacy to meet modern workplace demands

### Functional areas where businesses plan to hire

- Customer service
- Executive support
- Human resources
- Office management

### Top skills hiring managers are seeking

- Customer experience
- Data analytics
- IT skills (Google / Microsoft suites)
- Change coordination



# Administrative and business support | Compensation trends 2 of 4

## When admin talent goes digital, pay follows



of hiring managers are **willing to pay higher salaries when a candidate possesses highly specialised skills**

### Top skills commanding premium pay from leaders

- Project management
- Enterprise software tools (CRM, etc.)
- Data analysis and research skills
- Generative AI

### Top skills professionals are actively looking to build or improve

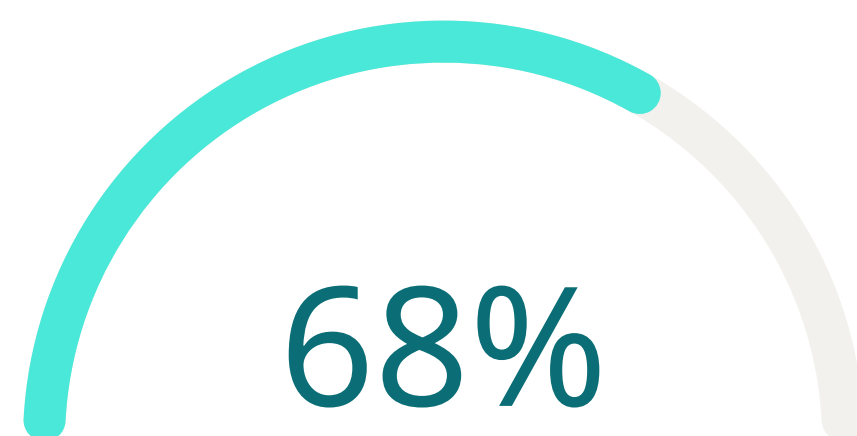
- AI tools
- Office productivity tools
- Digital communication platforms
- Data analysis



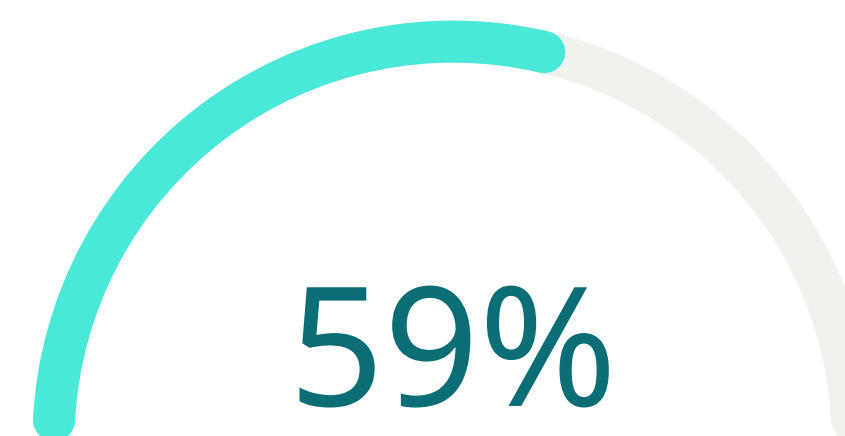
# Administrative and business support | Compensation trends 3 of 4

## Want support teams on-site? Sweeten the deal

While hybrid work remains popular in administrative and office support roles, many professionals are open to returning to the office full-time – if the pay reflects the shift. For employers aiming to restore on-site presence, even a modest salary uplift can make a difference. Competitive compensation, paired with clear role value, is key to turning flexibility into commitment.



of professionals in administrative and office support roles say they'd be **willing to work fully in-office if offered a higher salary**



of those **say they would want a salary increase of up to 10% to work in-office**



# Administrative and business support | Compensation trends 4 of 4

## Top certifications, industries and in-demand roles

Jobseekers with valued accreditations frequently secure higher entry-level salaries, particularly in fields undergoing significant hiring and needing specialist capabilities. Here are the most recognised certifications.

### Certifications

NVQ Business Admin
Secretarial diploma / Pitman
PRINCE 2
ISO9001

The below industries have the highest demand of admin staff and employers in these fields are prepared to offer increased salaries to professionals who bring the right skills and experience.

### Industries

Hospitality
Business services
Healthcare
Trade / Retail
Education / Research
Tech

Staying on top of in-demand roles enables businesses to keep pace with changing skill needs, strengthen team resilience and stay competitive. The roles below are expected to see heightened demand in 2026, reflecting evolving workforce priorities.

### In-demand roles

Executive Assistant
Office Manager
Business Operations
Customer Services / Success Manager
Receptionist / Front of House



# Administrative and business support | UK salaries

	Job title	25th	50th	75th
Executive support	Head of Operations	£58,750	£66,250	£73,500
	Business Operations	£40,500	£51,500	£62,500
	Investor Relations	£44,250	£58,750	£70,000
	Executive Assistant	£38,500	£50,250	£64,500
	Office Manager	£35,000	£44,000	£55,000
Customer services	Head of Customer Success	£44,250	£51,500	£55,750
	Customer Services/Success Manager	£29,500	£36,750	£44,000
Office support	Receptionist/Front of House	£25,750	£28,250	£31,000
	Administrator	£25,750	£28,000	£30,500
Secretarial	Team/Personal Assistant	£27,500	£35,000	£44,000
	Legal Secretary	£28,000	£34,500	£45,000





# Human resources

## Hiring trends and salaries

Human resources professionals continue to play a vital role in shaping the evolving world of work. The function is undergoing considerable change, driven by advancements in technology, workplace trends and rising employee expectations. As businesses focus on people-centric strategies, demand for HR expertise remains strong.

Talent shortages in data analytics, HR systems and employment law means individuals with the right credentials, especially in strategic partnering roles, are in high demand. While salaries have been rising, competitive pay alone is not enough to secure top-tier candidates. A strong organisational culture and people-focused values are essential for attracting and retaining talent.

Workplace flexibility is a leading priority, with hybrid arrangements now the norm. HR professionals value in-person collaboration in building culture, while maintaining flexibility for better work-life balance. Employers that cultivate agile, tech-enabled and inclusive environments are best placed to retain the next wave of HR professionals.







# Human resources | Compensation trends 1 of 4

## Digital transformation reshapes HR roles



of organisations **intend to expand their HR teams**, with a strong focus on candidates who combine essential people-focused capabilities with digital proficiency and some understanding of AI to align with today’s evolving workplace needs

### Functional areas where businesses plan to hire

- HR change management
- M&A / integrations / restructures
- Learning and development – technology
- Talent acquisition / management

### Top skills hiring managers are seeking

- HR information system (HRIS)
- Employment legislation
- HR integrations
- Talent acquisition



# Human resources | Compensation trends 2 of 4

## Salaries on the up for tech-savvy HR talent



of HR hiring managers are prepared to **offer higher salaries to professionals who bring in-demand digital and emerging technologies skills**

### Top skills commanding premium pay from leaders

- Generative AI / data analytics
- HR integrations / M&A
- Global HR / Payroll experience
- Complex employee relations

### Top skills professionals are actively looking to build or improve

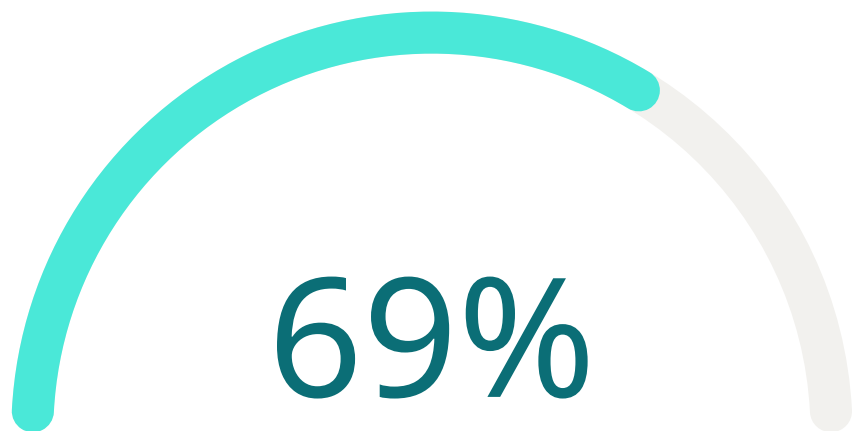
- Office productivity tools
- Digital comms
- Data analysis
- AI and automation



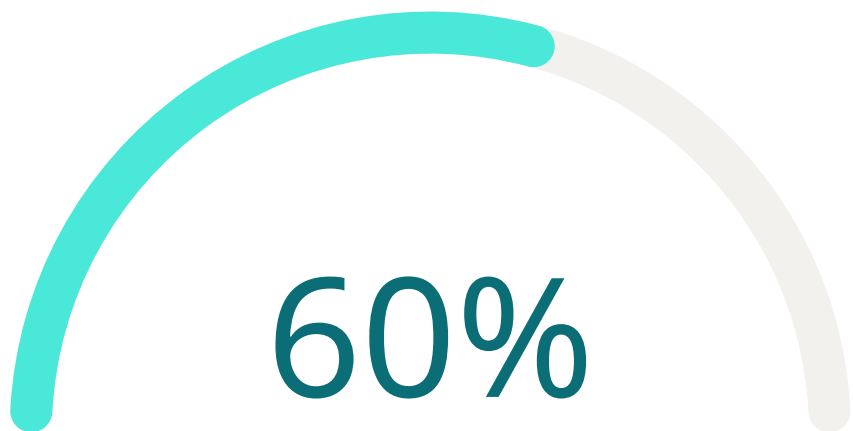
# Human resources | Compensation trends 3 of 4

## Determined to bring HR teams back on-site? Make it worth their while

Hybrid working remains a preferred model for many HR professionals, but a return to full-time office presence isn't off the table, especially if accompanied by appropriate financial recognition. Employers seeking to boost in-person attendance may find that an increase in salary could help tip the balance.



of HR professionals would consider **working fully on-site if offered a higher salary, highlighting pay as a key motivator**



say a **salary boost of up to 10% is enough** to entice them **to spend more time in the office**



# Human resources | Compensation trends 4 of 4

## Top certifications, industries and in-demand roles

Candidates equipped with desirable qualifications tend to receive elevated starting offers, especially where hiring activity and demand for technical skills remain strong. These are among the most in-demand credentials today.

### Certifications

- CIPD
- HR Management degrees
- LLM Employment Law
- Psychology degrees

Demand for HR talent is highest within the below industries. These sectors are rewarding candidates who possess both the experience and specialist skills needed, often with enhanced salaries. They also offer significant opportunities for climbing the career ladder.

### Industries

- Professional services
- Financial services
- Education
- Healthcare / Wellness
- Manufacturing / Industrial
- Retail
- Tech
- Marketing and advertising

As the labour market evolves, certain roles are becoming increasingly vital to business performance. Identifying which positions will be most sought after in 2026 allows employers to plan ahead and attract the right talent.

### In-demand roles

- HR Director
- HR Manager
- Talent Acquisition Partner
- HR Business Partner
- HR Project Manager
- HR Advisor





# Human resources | UK salaries

Human resources

Job title	25th	50th	75th
Chief Human Resources Officer (CHRO)/Chief People Officer (CPO)	£110,250	£147,000	£183,750
HR Director	£92,000	£110,250	£128,750
Head of DEI	£58,750	£66,250	£73,500
Head of HR	£62,500	£70,000	£80,750
HR Project Manager (HRIS/Compensation and Benefits)	£51,000	£66,750	£72,500
HR Manager	£55,250	£62,000	£70,000
HR Generalist	£45,000	£53,750	£61,250
HR Business Partner	£46,750	£53,500	£64,500
HR Advisor	£34,500	£39,000	£44,250
HR Officer/Coordinator	£27,750	£30,000	£33,250
HR Administrator	£26,000	£27,500	£29,000
Head of Talent	£66,250	£77,250	£88,250
Talent Acquisition Partner	£41,500	£49,000	£65,000
Talent Acquisition Coordinator	£28,000	£33,000	£38,250
Head of Learning and Development	£73,500	£95,500	£117,500
Learning and Development Manager	£46,000	£53,000	£61,500
Learning and Development Specialist	£30,000	£35,000	£41,250

Talent acquisition

Learning and development





# Perks and benefits

## Beyond salary: perks that make the difference

To attract candidates with the specialised, business-critical skills their teams need, UK employers must go beyond simply advertising a role and instead clearly articulate the full value of working for their organisation. This means presenting a compelling proposition that highlights not only what a professional can earn, but also what they can experience and achieve.

Financial rewards alone are no longer the main differentiator, professionals are increasingly evaluating a broader range of factors when considering new opportunities. These range from flexible and hybrid working options, to well-structured career development pathways, comprehensive wellbeing initiatives and a company culture that aligns with their personal values and aspirations.

Employers that can effectively combine competitive salaries with well-rounded benefits packages and meaningful perks place themselves in a far stronger position to stand out.

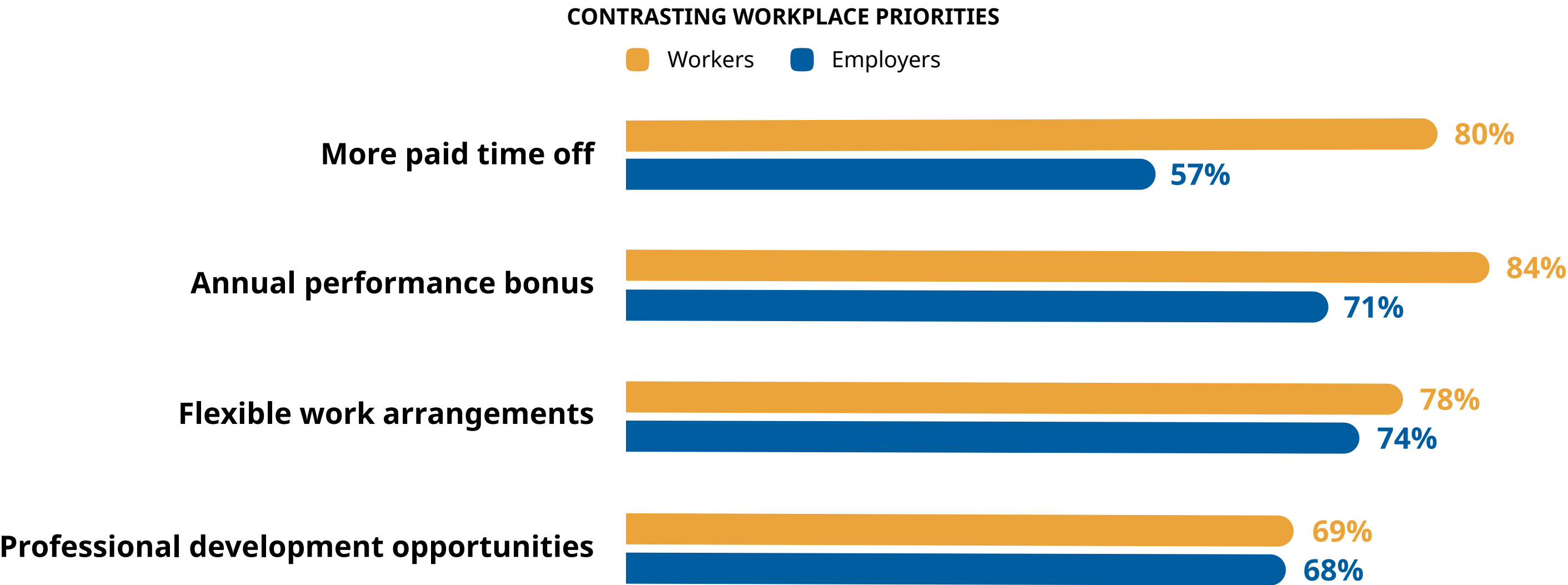




# Perks and benefits 1 of 5

## Flexible rewards bring in top talent

When salary expectations can't be fully met, both professionals and employers are increasingly open to alternative forms of value. Employees are most likely to consider benefits such as extra paid time off, performance-based bonuses, flexible work arrangements and opportunities for professional development. Employers broadly recognise these preferences and are using similar incentives to remain competitive – though some gaps remain in how these perks are prioritised. Understanding where expectations align (and where they don't) is key to building compelling, well-rounded offers that attract and retain top talent.

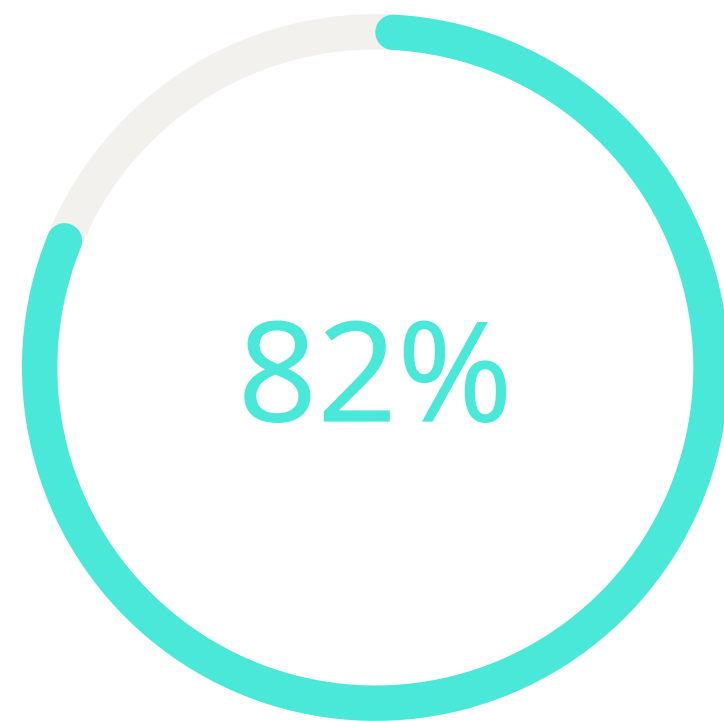




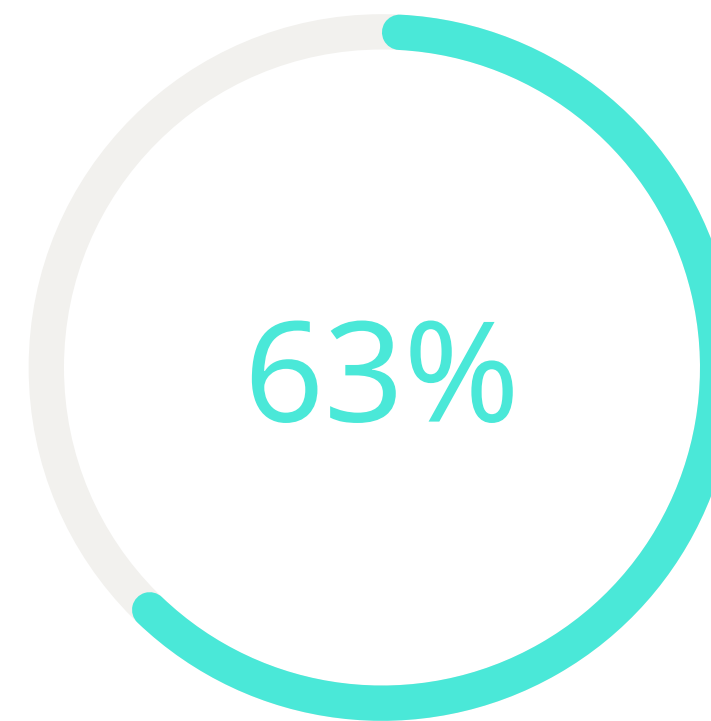
# Perks and benefits 2 of 5

## Bonuses carry weight in the pay equation

In today's market, professionals place significant value on variable pay. Bonuses, commissions and incentives aren't just add-ons – they're seen as a core part of total compensation. For many skilled workers, the potential to earn beyond base salary plays a key role in how they assess job offers and long-term opportunities. Employers who get this balance right are better positioned to attract and retain top talent.



of professionals view the **potential for a bonus as a key component of their overall compensation package**, outweighing many other benefits



of skilled professionals **earn up to 15% of their total income through variable pay**, including bonuses, commissions and incentives





# Perks and benefits 3 of 5

## Rewarding results: how UK firms use bonuses strategically



of UK companies **offer bonuses as part of their overall reward strategy**

When used strategically, bonuses allow employers to recognise high-performing employees without permanently increasing base salaries. The most common types include performance bonuses, holiday bonuses, project completion bonuses and profit-sharing schemes. While referral bonuses are widely offered by employers, they remain underused by employees.

- ✓ **Performance:** awarded for exceeding individual or team targets
- ✓ **Holiday:** given during the festive or summer holiday season as a gesture of appreciation
- ✓ **Project completion:** paid upon successful delivery of key projects, often tied to scope, budget, or timeline milestones
- ✓ **Profit-sharing:** tied to company profits and shared among employees








# Perks and benefits

4 of 5

## Who gets what? Bonus eligibility across roles

Bonuses remain a key part of reward strategies, but who receives what often depends on role and experience. While performance bonuses are broadly distributed, other incentives like sign-on, retention or project-based bonuses tend to target mid-career professionals. Entry-level talent, by contrast, is often overlooked for more strategic rewards, presenting a missed opportunity for long-term engagement and retention.

-  **Performance bonuses reach all levels:** this is the most consistently offered incentive across roles, used to reward individual or team achievement regardless of seniority
-  **Mid-career professionals get the most bonus types:** professionals with 2 – 5+ years of experience are most likely to receive a wider mix of bonuses – including project, retention and sign-on incentives
-  **Entry-level talent misses out on broader incentives:** while eligible for performance and referral bonuses, early-career professionals are often overlooked for more strategic reward schemes



# Perks and benefits

5 of 5

## Top 5 perks, benefits and incentives that attract and retain skilled professionals

### Perks

Flexible benefits programme
Staff benefits hub
Mental health resources / employee assistance
Gym memberships
Stress reduction programmes

### Insurance and pension programmes

Retirement saving / Private pension plan
Private health insurance
Life insurance / Death-in-service
Dental insurance
Guaranteed income insurance plan

### Benefits

Agreed bonus
Financial allowance for working from home
13th month / Christmas / Vacation salary
Sabbaticals / Leave of absence (paid)
Company car / Allowance

### Learning and development programmes

Paid time off for participation in external learning and development programmes
In-house training courses
Internal leadership programmes
Paying external further learning and development programmes
Part-time study programmes

# Methodology and sources

The salary benchmarks listed in the Salary Guide from Robert Half are the result of a rigorous, multi-step process to ensure our projections accurately reflect the marketplace. They are based on actual compensation for professionals Robert Half has matched with employers across the country and over 350k third-party job posting data from Textkernel that we use to independently validate the salary levels.

Non-salary data referenced in this Salary Guide is based on an online survey developed by Robert Half and conducted by an independent research firm. During June and July 2025 Robert Half commissioned research amongst 1,500 respondents using an online data collection methodology. The respondents represent 500 hiring managers and 1,000 workers in finance and accounting, IT and technology, administrative and business support, marketing and creative, and legal, risk and compliance. Respondents are drawn from a sample of SMEs to large private, publicly listed and public sector organisations across the UK.

A photograph of three professionals (two men and one woman) sitting at a desk, looking at a laptop screen. The background is a teal wall with large, overlapping circles in shades of green and blue. The text 'It pays to know' is overlaid in white.

# It pays to know





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