Salary and Benefits Benchmarking Survey

Law firm business support roles

First Counsel
deeper insight

1. Introduction:

Background ..... [4]

Methodology ..... [4]

Sample ..... [4]

2. Report Headlines

Report Headlines ..... [7]

3. Benefits, Incentives & Retention:

Holiday ..... [8]

Benefits ..... [9]

Pension Provision ..... [14]

Bonus Schemes ..... [15]

Flexible Working Conditions ..... [17]

Turnover by Function ..... [18]

Recruitment ..... [19]

Salary Changes ..... [20]

4. Salary Benchmarking Analysis:

Classification ..... [21]

Summary of salary benchmarking ..... [22]

HR ..... [24]

Finance ..... [27]

IT ..... [30]

Marketing & Business Development ..... [33]

Other Specialist Roles ..... [36]

1. Introduction

Background

This report was commissioned by **First Counsel**, a leading legal services recruitment consultancy.

The research was conducted by **Winmark Ltd.** an independent research consultancy specialising in the legal sector.

Methodology

An email invitation was sent to First Counsel's key clients and contacts. The email explained the purpose of the research and invited recipients to take part. The incentive to do so was the promise that all participants would receive a complimentary copy of the research report.

Each email invitation contained a hyperlink that could be clicked on to access the secure server that hosted the survey. This presented participants with an interactive survey questionnaire.

The total mail-out sample was 226 contacts. Of these, 64 took part in the survey, meaning an effective response rate of 28%.

The survey was live from November to December 2008 and reminder emails were sent to non-responders

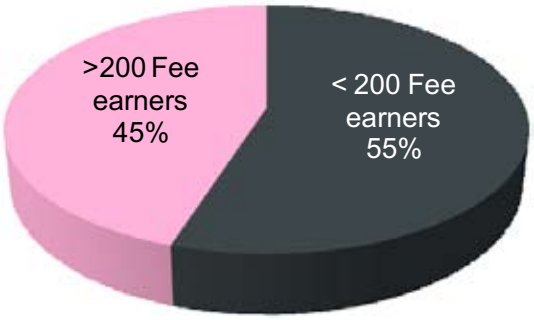
Statistical tables were then prepared and used to compile this report.

Sample

Fee Earners Split

Just under half of firms who took part in the survey have more than 200 fee earners.

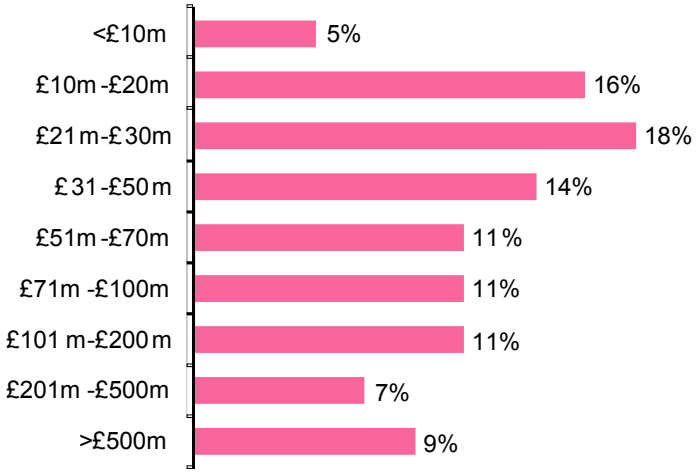
Figure 1: Fee earners split



Annual Turnover

A wide spectrum of firms were covered by this year's salary survey ranging from small firms right up to Magic Circle level. We are therefore able to get a clear understanding of salary levels across the board. We are also able to understand the pressures and impacts of the current financial crisis across the board.

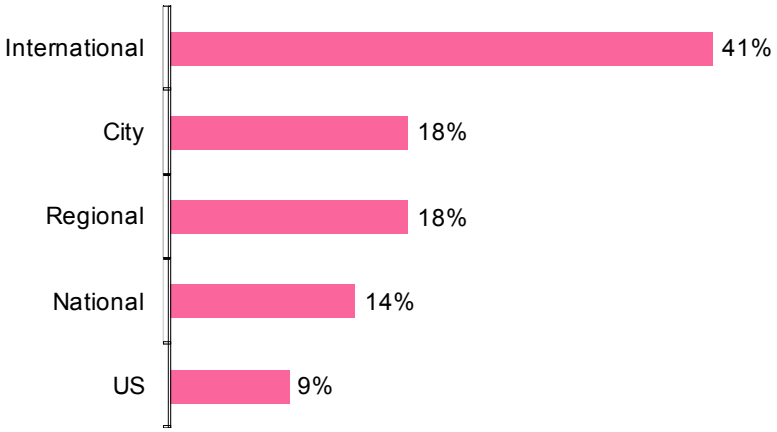
Figure 2: Annual Turnover



Firm Classification

The largest group covered this year were International firms which made up 41% of the sample. The remainder covered a wide variety of City, Regional, National and US firms.

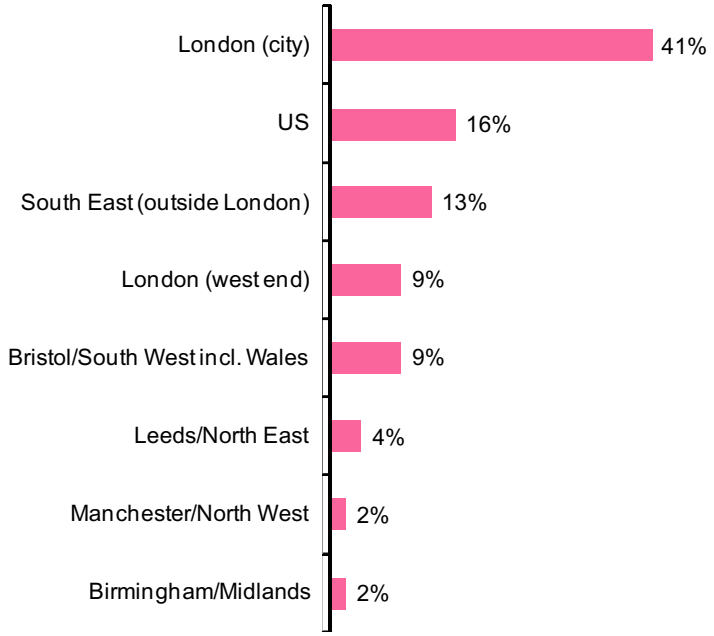
Figure 3: Firm Classification



Firm Location

The majority (63%) of firms covered are based in London and the South East, with 41% of the total sample having their headquarters in the City of London. The largest group covered outside the South East are firms headquartered in the US.

Figure 4: Location of Firms' Headquarters



2. Report Headlines

Some of the summary findings from the report are as follows:

- The key issue for respondents this year is around the impact of the current market conditions. Within this it is clear that changes have been made and that additional pressures have been added to ensure that resources are allocated effectively.
  - However, when asked about the impact market conditions have had in areas like, pay levels, headcount, bonuses and benefits, the vast majority reported a low to medium impact.
- The key areas where the downturn has had an impact include:
  - Recruitment freezes
  - Reviews of staffing levels
  - Pay and bonus levels
- There is evidence this year of above inflation salary increases particularly in marketing and HR roles.
- There have been some noticeable changes to benefits offered in the last year including benefits like gym membership subsidies and after hours travel allowances becoming more popular. Flexible benefits remain an area of interest with 20% offering currently and a further 20% considering implementing in the next year.
- Bonus levels reported appear to have fallen slightly since last year and this was the area where most impact was reported considering economic conditions.
- Flexible working options continue to be offered by almost all firms participating. We see some variations in reported options offered including a reduction in firms offering job sharing and more firms offering remote working.
- The most significant change in staff retention levels is in IT roles where 34% of participants reported this was the area with highest staff turnover. This is up from 21% last year and 18% the previous year.
- Firms continue to have a strong preference for recruiting support staff from the legal sector. This is particularly the case for Finance and Marketing/ BD staff.

3. Benefits, Incentives & Retention

The Survey asked a number of questions to identify what firms offer their Business Support Staff in terms of holiday, pension and bonuses. We also looked at take-up of specific benefits and overall staff turnover for different functions to find out to what extent the benefits and incentives on offer are succeeding in attracting and retaining staff.

For 2009 a topic of interest was how the economic climate is affecting benefits, incentives and retention and therefore views and attitudes on this topic will be covered throughout the report.

Holiday

Holiday allowance

Like 2008 the most common amount of holiday offered to employees is 25 days, the only exception to this rule is at Director level where the most common level is 30 days. The data below indicates that on average holiday allowance has increased by approximately one day however this is partially due to particularly high levels recorded by one or two firms.

Table 1: Holiday as measured days per year

	Minimum	Maximum	Average 2009	Average 2008
Director	24	50	29.1	26.8
Head of	24	44	27.2	25.9
Senior Manager	24	44	26.4	25.6
Manager	24	44	26.4	25.3
Officer	22	44	26.0	25.1
Assistant	22	34	25.3	25.0

Holiday can increase in a number of ways:

- Length of service 66%
- Seniority 44%
- Buy holiday 34%

10% of respondents said that holiday allowance cannot increase.

Benefits

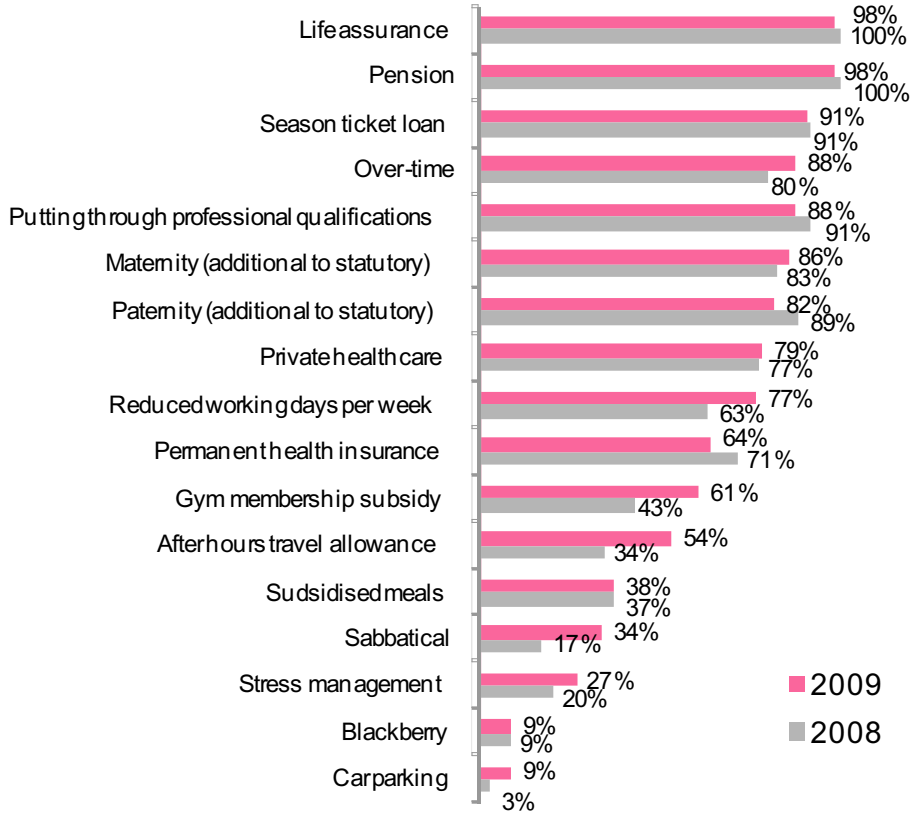
Benefits Offered

Benefits offered by firms to employees in support roles vary both by firm and by the level of individual. The chart below shows the benefits offered to all support staff for the last two years. There are many in the top half of the chart that are fairly consistently offered across the board. It is interesting to see that it would appear in 2009 that all of the following are offered more frequently:

- Reduced working days per week
- A gym membership subsidy
- After hours travel allowance
- Sabbaticals

It may be that reduced working weeks and sabbaticals are in response to resourcing associated with the economic downturn.

Figure 5: Benefits Offered

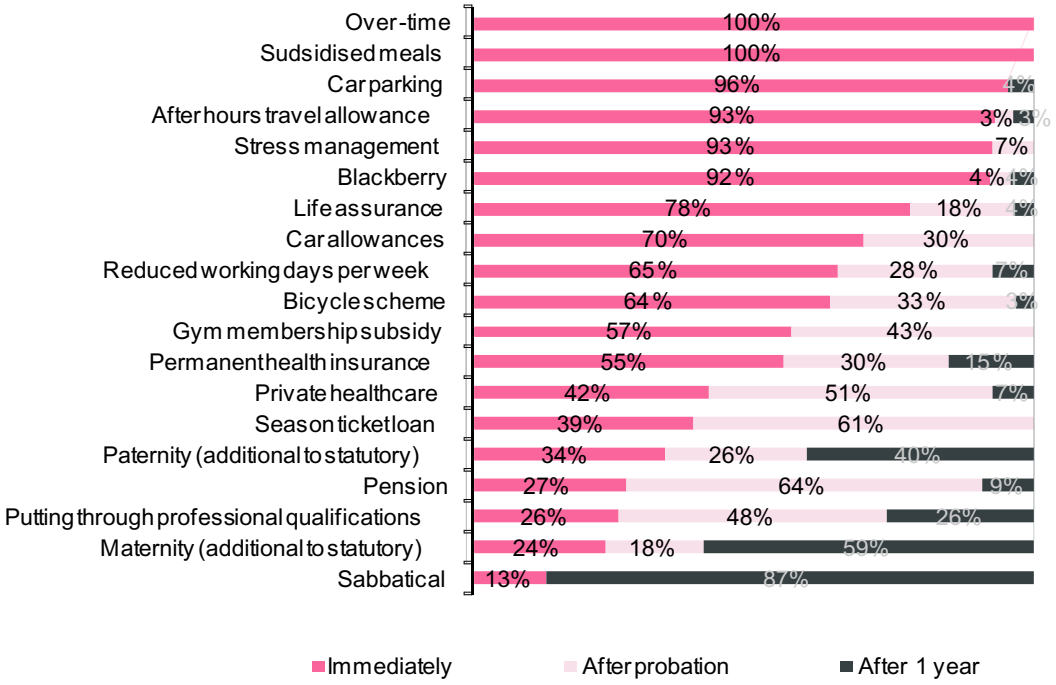


As we saw last year benefits such as Blackberrys and car parking become more available at Senior levels. Directors/ Heads of Department are offered Blackberrys in 90% of cases and car parking in 46% of the firms covered.

Availability of Benefits

We can see from the chart below that most benefits are offered immediately by the majority of firms. Benefits that require the employee to pass their probation period typically include benefits that involve significant financial investments. These include season ticket loans and putting through professional qualifications. Another reason for this delay may include the levels of administration required including pensions and healthcare. As we saw last year where benefits are only available after a year these typically involve forms of leave, for example maternity and paternity leave and sabbaticals.

Figure 6: When benefits become available (ranked according to which benefits are available immediately)

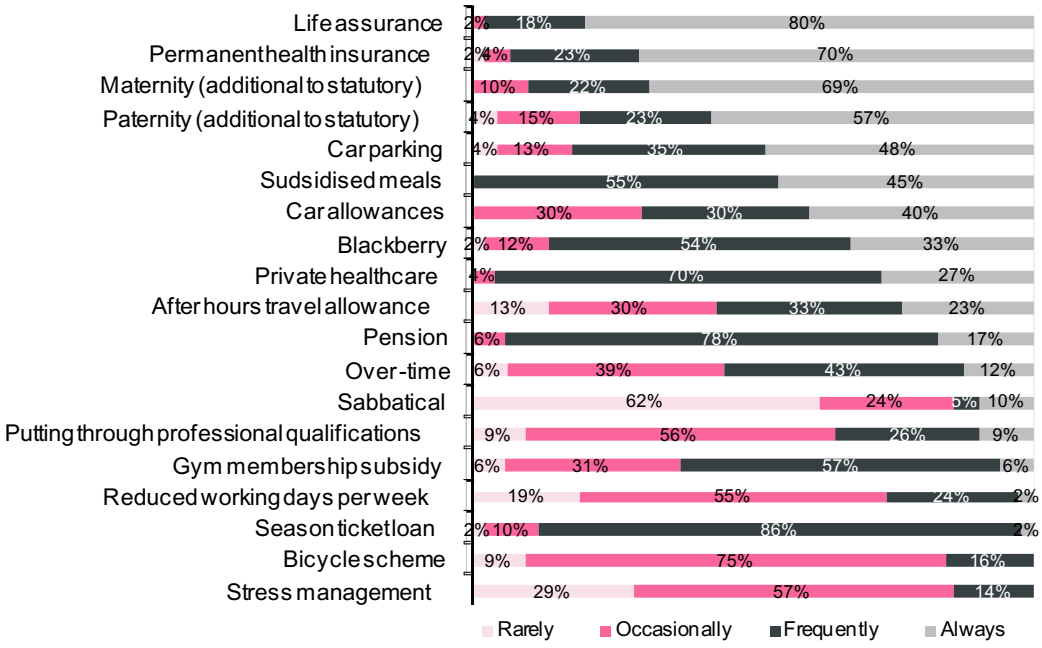


Take Up of Benefits

Figure 7 shows how often benefits are taken up when offered. There are some clear splits here in terms of benefits that will be offered as standard such as life assurance and health insurance, versus those that are perks with relatively uniform appeal such as subsidised meals and car parking versus some of the more peripheral benefits such as gym membership or season ticket loans.

For this year's survey we have included bicycle schemes which show varied take up levels amongst the 59% offering this as a benefit to support staff.

Figure 7: Take up of Benefits when offered (ranked according to which benefits are always taken up)



Impact of the economic downturn:

In 84% of cases the impact of the downturn was seen as low. There is some evidence that the priority for making changes to the benefits scheme may be affected:

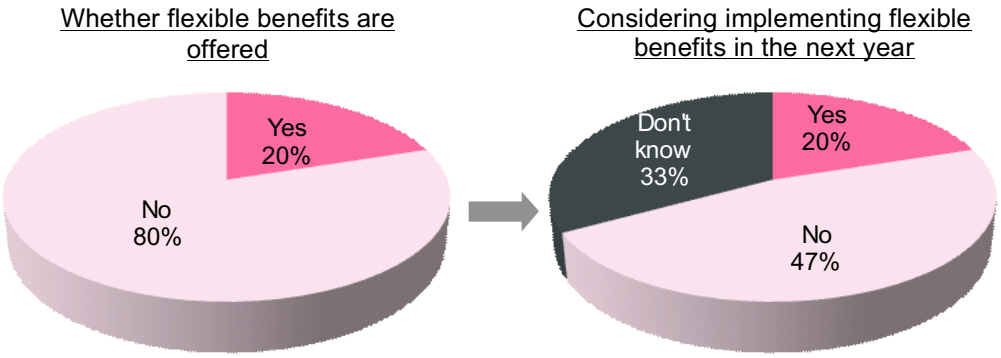
'We were to introduce more benefits and now this is unlikely until the market picks up'

Innovations in Benefits

Of the firms responding to the survey 42 of the 64 responded with examples of more innovative benefit schemes. Broadly speaking these fall into the following areas:

- Childcare vouchers
- Advice – in the forms of mortgage and maternity advice
- Flexible benefits
- Salary sacrifice schemes
- Options regarding leave

Flexible benefits have been covered specifically in the following charts:



Figures 8 & 9: Flexible Benefits Offered or Planned

The chart shows that 20% offer flexible benefits at present which is up from 17% last year. As with previous years the intention to implement such a scheme is relatively high (20% down from 31% last year) but the actual implementation is lower than the intention.

An interesting example of a flexible benefits scheme is as follows:

'Our flexible benefits package is highly regarded within the firm. We offer seven benefits to all members of staff that have passed their probation period. Individuals receive £300 to put towards either, gym membership, BUPA cash plan, Denplan, Travel Insurance, Critical Illness, Personal Accident or a Wine club. The number of people that take-up flex are as follows:

Personal accident	*186*
Cash Plan	*181*
Critical Illness	*270*
Denplan	*296*
Travel insurance	*259*
Wine Club	*115*
Corporate gyms	*126*
Local gyms	*183'*

Interesting options around leave include the following examples:

‘We offer a return to work bonus based on T's & C's when going on Maternity Leave. The bonus will be paid in 2 payments 1) on return to work and 2) following 3 months' back at work. The bonus is between 12% and 17% of salary and is dependent on service. It is rare that a woman does not return to work from Maternity Leave.’

‘33 days paid time off. Includes time taken as holiday, emergency days and sick days of 5 days or less. Sick days of 6 days or more signed off by a doctor do not come out of paid time off.

Staff are able to sell back up to 10 days of unused paid time off at the end of the year.’

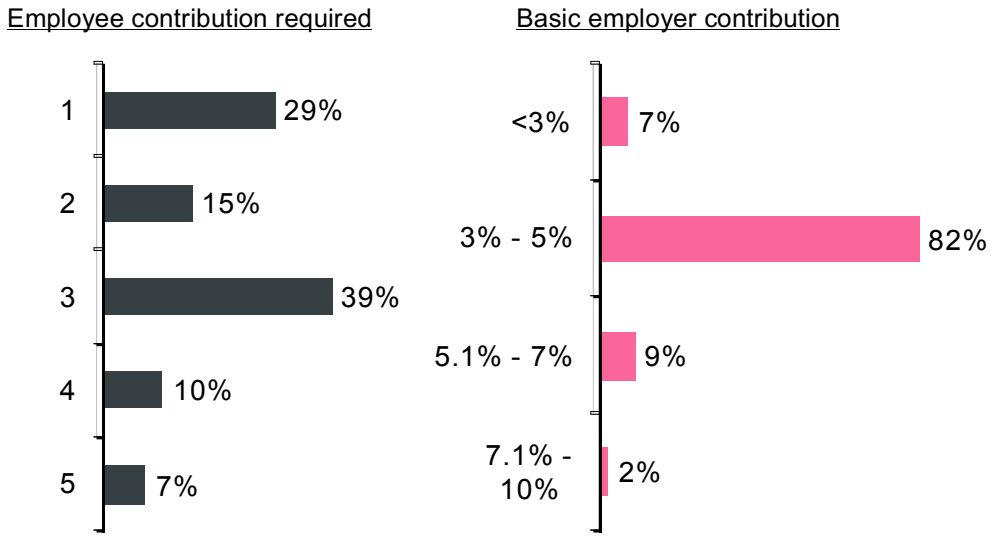
Buying/ Selling Holidays - approximately 30% take up.

Impact: Reduction on salary bill, difficulties resourcing at peak holiday times.

Pension Provision

As we could see earlier in the report in almost all cases a pension is offered. It is also clear that final salary schemes are become far less popular over recent years with just 5% (3 out of the 58 answering the question) offering this option. Therefore the vast majority of firms take a contributory approach to pensions with key variables including whether an employee contribution is required, at what level and the level the firm offers.

Overall results show that 79% of those offering a contributory pension scheme expect an employee contribution and the details of levels are shown in the charts below:



Figures 10 & 11: Employee and employer contributions

In terms of the contribution level required from individuals there appears to be somewhat of a divide in that in 68% of cases the minimum is either 1% or 3%. The most popular level of employer basic contribution lies between 3% and 5% with over three quarters in this area.

When a contribution is required 61% of firms offer an opportunity to increase the firm's contribution levels and there are various ways in which this is done. These vary from upping employee contribution (48%), to length of service and seniority (33% and 19% respectively), and following earlier commentary, 2 firms covered offer increased contribution as part of a flexible benefits package.

The most common maximum contribution from the firm was 5% although 4 firms covered offer contribution levels of up to 10%.

Bonus Schemes

The vast majorities of participating firms reported having a bonus scheme (85%), and very similar to last year in 77% of cases bonuses apply to all support roles. Almost all of the schemes are discretionary (96%) and not contractual. Bonus is rewarded based on a number of calculations:

- Firm performance - 17%
- Individual performance - 11%
- Combination of the 2 - 50%

31% of the firms covered also offer a secondary scheme and of these in 60% of cases this is based on individual performance perhaps allowing strong performers in support roles to increase their remuneration. In addition the following alternative approaches are taken for incentivising/rewarding Senior Management in support roles. The approaches taken are as follows:

- Guaranteed bonuses - 10%
- Profit share - 28%
- Other - 66%

Examples of other approaches taken in this area are as follows:

'Reward and Recognition Programme recognises exceptional contribution. These are awarded on a quarterly basis and are applicable to all support staff who earn less than £50,000 p.a.'
'Support Group Directors, i.e. HR Director, BD Director, IT, Finance, Risk, Knowledge, are accorded partner status and as such participate in the same bonus scheme.'
'Performance objective based. The amount received is based on a percentage related to the value of an equity point.'

Bonus Schemes – Actual Levels Paid

The table below shows the average bonus levels paid out over the last three financial years to employees in support roles.

Table 2: Year-on-Year average bonus levels paid out

	2005/06	2006/07	2007/08
Director	8.1% *0%-20%*	9.4% *0%-22%*	9.2% *0%-24%*
Senior Manager	5.3% *0%-11%*	5.9% *0%-11%*	5.5% *0%-10%*
Manager	4.4% *0%-11%*	4.6% *0%-10%*	4.4% *0%-10%*
Officer/Analyst/Engineer/ Executive/Coordinator	3.6% *0%-11%*	3.8% *0%-7%*	3.3% *0%-7%*
Admin	3.5% *0%-11%*	3.5% *0%-7%*	3.1% *0%-7%*

Although this is based on low base sizes (just 28 participants were able to record these figures) it would seem that levels took a slight jump from 05/06 to 06/07 and then have stablised somewhat in 07/08.

Impact of the economic downturn:

It is likely that bonus levels paid out in 2008/09 will suffer as profitability pressures increase. Of the firms participating in the survey the following levels of impact were recorded in relation to potential bonus levels:

High impact - 29%
Medium impact - 45%
Low impact - 25%

This data shows that although there is recognition of the downturn confidence is still relatively high amongst a high number of firms.

'Bonus levels may be affected due to the current market conditions.'

'…reviewing whether or not to pay discretionary bonuses'

'Teams are likely to be stretched further as leavers may not be replaced and budgets tightened. The economic climate is likely to have an impact on decision-making with regard to salary reviews and bonuses.'

Flexible Working Conditions

Nearly all firms offer support staff the option of part time work, and a high proportion offer remote working. The level offering job sharing although remaining high appears to have fallen since last year, however slight increases have been seen in the other 3 areas. Flexitime was offered by almost a quarter of firms covered.

Flexible Working Conditions Offered

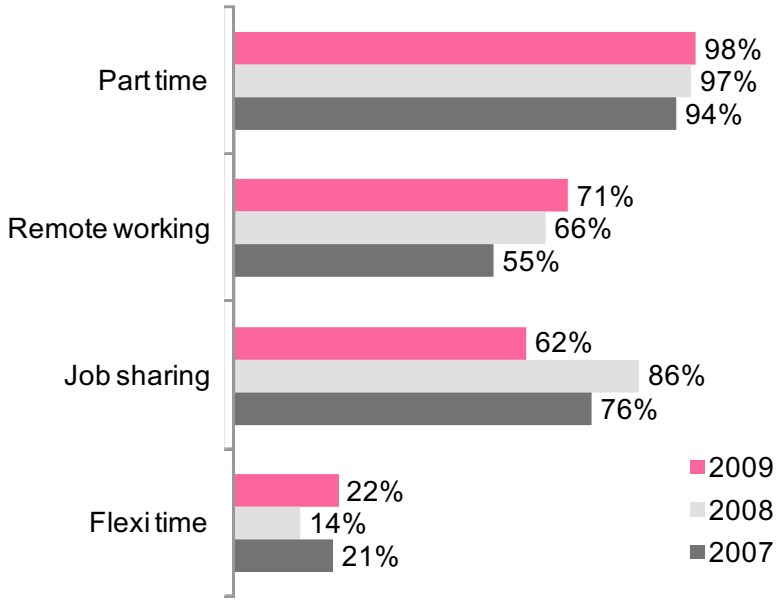


Figure 12: Flexible working conditions offered showing year on year changes 2007-2009

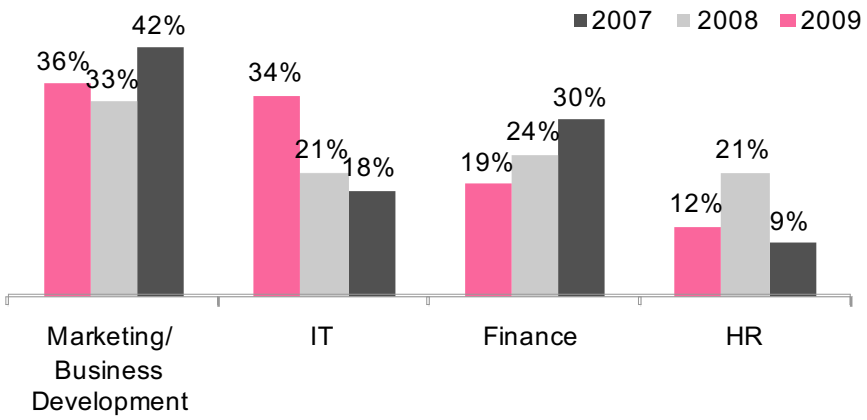
There were isolated cases of other flexible working conditions mentioned including:

- Compressed hours
- Term time working
- Working from home for part of the week

Turnover by Function

Respondents reported that Marketing has the highest levels of staff turnover overall, and HR the lowest. This has remained consistent across the last 3 years however in 2008 staff turnover appears to have increased in IT and reduced in Finance.

Figure 13: Employee turnover by Function 2007-2009



Impact of the economic downturn:

With pressures increasing for firms to keep costs to a minimum, an outcome has been fewer jobs available and more candidates on the market. This appears to have resulted in retention levels increasing:

'High retention rate, low recruitment rate.'

Sector Recruitment

As we would expect, the primary sector for recruiting support staff in support roles remains other law firms. This is the case across HR, Finance, IT and Marketing with the secondary target for recruits being from professional services.

Table 3: HR sector recruitment

HR	Primary	Secondary	Tertiary
Law firms	**51%**	37%	10%
Professional Services	35%	**61%**	4%
Industry	18%	5%	**76%**

Primary, secondary & tertiary sectors for recruitment

Table 4: Finance sector recruitment

Finance	Primary	Secondary	Tertiary
Law firms	**71%**	24%	4%
Professional Services	21%	**71%**	8%
Industry	11%	8%	**82%**

Primary, secondary & tertiary sectors for recruitment

Table 5: IT sector recruitment

IT	Primary	Secondary	Tertiary
Law firms	**63%**	29%	8%
Professional Services	30%	**62%**	9%
Industry	12%	10%	**78%**

Primary, secondary & tertiary sectors for recruitment

Table 6: Marketing sector recruitment

Marketing	Primary	Secondary	Tertiary
Law firms	**71%**	25%	4%
Professional Services	25%	**69%**	6%
Industry	13%	3%	**85%**

Primary, secondary & tertiary sectors for recruitment

Impact of the economic downturn:

Resourcing levels are a key area hit by the downturn and it is now commonplace especially in support roles for individuals and teams to be forced to demonstrate their value. In many cases this has resulted in a reduction in headcount and recruitment freezes:

'Overall salary costs are currently being reviewed as is headcount against potential savings.'

'We have frozen recruitment of secretarial staff.'

'A slowdown on recruitment if it is deemed possible to manage without replacing leavers.'

Salary Changes

Firms tend to plan salary changes across the first half of the year with changes coming into effect between May and July.

Table 7: Planned and effected salary changes

	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec
Plan	14%	10%	14%	21%	13%	10%	6%	-	2%	5%	2%	5%
Effect	10%	-	2%	3%	33%	14%	24%	3%	6%	2%	2%	2%

4. Salary Benchmarking Analysis

Classification

For the purposes of this research, the following roles have been classified as:

- **Director** – Number one/Head of the function
- **Head of (No 2)** – This role will exist in some firms, where a clear No 2 or Deputy role is in place in the function.
- **Senior Manager** – Reporting to the Head of the relevant function. Someone at this level will typically head up a team and will have strategic and policy development aspects to their role. People may sit centrally or in a practice area.
- **Manager** – Someone at this level is likely to have some team management responsibility. The role will have some strategic involvement but will be heavily operational. Likely to report to a senior manager or the Head of the function. People may sit centrally or in a practice area.
- **Officer/Executive/Analyst** – This is a highly operational level of role, which may be specialist or generalist. The role will typically report to a manager and will be responsible for delivering a service or project under guidance.
- **Administrator/Assistant/Clerical** – Junior member of the department focused on the provision of administrative support. The role will typically report to an executive or manager. This level includes graduate entry level positions.
- **Generalist** - These are roles that incorporate a broad range of disciplines. For example, the role of the HR Generalist may include elements of recruitment, employee relations and training and development.

For the purposes of this research, the following terms have been classified as;

- **Qualified** – CIMA, ACA, ACCA, ATII
- **Part Qualified** – Working towards any of the above
- **Practice/Business Manager** – This role will have a general management focus that is likely to span two or more specialist functions (finance, HR, marketing etc)

Other roles – those roles that fall outside of traditional core departments that are increasingly seen within law firms

(This is provided as a guide only and it is acknowledged that not all of these levels will exist in every firm).

Summary of Salary Benchmarking

In 2009 we see some interesting developments in salary change:

- Particularly in HR and Marketing there have some reasonably noticeable increases in salary levels in the last year.
- Confidence levels associated with the economic downturn are evident in terms of the likely impact on pay levels.

The result of these factors is a situation of uncertainty especially relating to pay levels in the next financial year.

The main discriminator in pay levels continues to be whether staff are based in London or elsewhere.

Salary Comparison by Function

Comparing the various support functions we see that pay at different levels of seniority is fairly consistent, with the only notable exception being senior Finance staff who tend to be paid slightly more than their counterparts in HR, IT and Marketing. This result is relatively consistent with last year.

Table 8: Average salary by level of seniority, with ranges below (London)

	HR	Finance	IT	Marketing
Director (most senior in department)	£137,782 *£70K - £270K*	£142,418 *£69K-£275K*	£120,055 *£58K-£250K*	£139,878 *£48K-£290K*
No 2/ Head of specific areas	£100,900 *£34K - £155K*	£98,890 *£42K - £200K*	£94,497 *£62K - £195K*	£87,964 *£29K - £150K*
Senior Manager	£69,889 *£38K-£115K*	£75,432 *£40K-£154K*	£69,467 *£41K-£108K*	£67,604 *£52K-£90K*
Manager	£55,213 *£42K-£75K*	£52,866 *£30K-£107K*	£52,946 *£35K-£80K*	£51,636 *£28K-£91K*
Officer/Analyst/Engineer/ Executive/Coordinator	£34,939 *£24K-£47K*	-	£39,294 *£22K-£75K*	£34,551 *£18K-£74K*
Admin	£28,294 *£20K-£45K*	-	-	-

Table 9: Average salary by level of seniority, with ranges below (Outside London)

	HR	Finance	IT	Marketing
Director (most senior in department)	£79,715 *£42K - £135K*	£108,988 *£70K-£160K*	£94,064 *£44K-£200K*	£94,348 *£52K-£140K*
No 2/ Head of specific areas	£54,271 *£34K - £75K*	£58,594 *£30K - £150K*	£63,982 *£43K - £77K*	£82,344 *£30K - £165K*
Senior Manager	£50,127 *£37K-£66K*	£56,024 *£30K-£88K*	£48,292 *£37K-£91K*	£53,510 *£34K-£70K*
Manager	£38,507 *£28K-£72K*	£37,371 *£19K-£51K*	£39,105 *£28K-£64K*	£38,745 *£18K-£88K*
Officer/Analyst/Engineer/ Executive/Coordinator	£25,346 *£19K-£33K*	-	£28,852 *£14K-£47K*	£25,852 *£15K-£47K*
Admin	£19,416 *£13K-£28K*	-	-	-

Impact of the economic downturn:

Pay levels are coming under significant scrutiny in the current climate and participants in the survey report varying levels of impact reported:

High impact -	27%
Medium impact -	46%
Low impact -	27%

As we have seen regarding bonus levels the picture is not terribly bleak although the quotes below illustrate some examples of the change:

'The unstable current economic climate has had a direct impact on our pay review this year.'

'Next pay review likely to be conservative.'

'Lack of expansion/ Low pay increases'

Human Resources

Figure 14: Summary salary comparisons 2007-2009

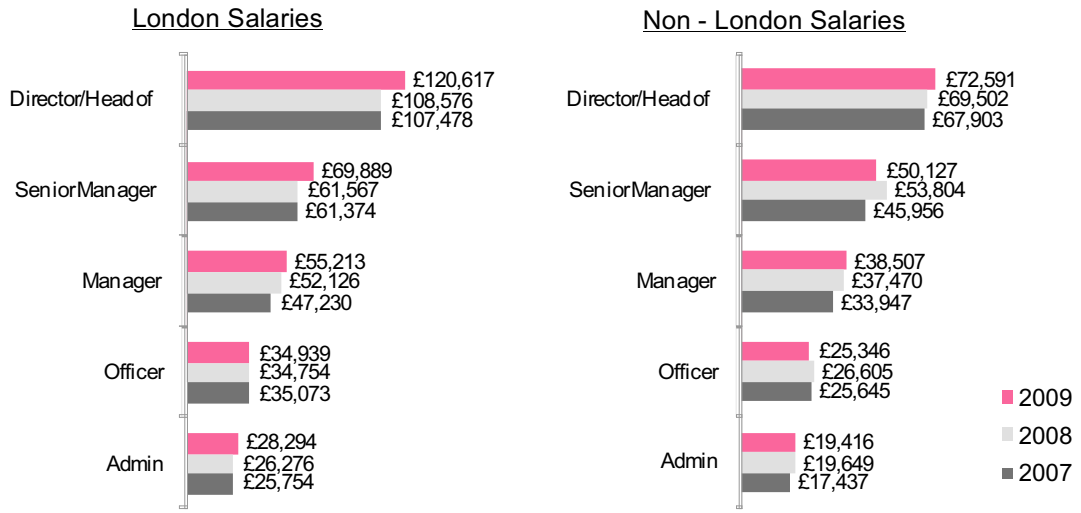


Table 10: Average salary by level of seniority, with ranges below

Level	London	Outside London
Director (most senior in department)	£137,782 *£70K - £270K*	£79,715 *£42K - £135K*
Head of*	£100,900 *£34K - £155K*	£54,271 *£34K - £75K*
Senior Manager	£69,889 *£38K-£115K*	£50,127 *£37K-£66K*
Manager	£55,213 *£42K-£75K*	£38,507 *£28K-£72K*
Officer	£34,939 *£24K-£47K*	£25,346 *£19K-£33K*
Admin	£28,294 *£20K-£45K*	£19,416 *£13K-£28K*

**This includes second in department, heads of policy, compensation and benefits, HR systems and administration, graduate recruitment, training & development, recruitment and international.*

Table 11: Average salary by role, with ranges below

	<200 fee earners	>200 fee earners	London	Outside London
Director/Head of *(most senior in department)*	£93,763 *£42K - £200K*	£151,415 *£69K - £270K*	£137,782 *£70K - £270K*	£79,715 *£42K - £135K*
Director/Head of *(no. 2 in dept)*	£73,333 *£45K - £110K*	£92,650 *£34K - £150K*	£103,071 *£65K - £150K*	£51,467 *£34K - £75K*
Head of – Compensation and benefits	-	£105,000*	£105,000*	-
Head of – Policy	-	£105,000*	£105,000*	-
Head of – Graduate Recruitment	-	£91,333 *£70K - £110K*	£91,333 *£70K - £110K*	-
Head of – HR Systems and Information	-	£70,000*	£70,000*	-
Head of – Training and Development	£101,000 *£72K - £130K*	£86,571 *£39K - £155K*	£107,083 *£72K - £155K*	£55,167 *£39K - £74K*
Head of – Recruitment	-	£60,000*	-	£60,000*
Head of – International	£100,000*	-	£100,000*	-
Senior Manager – Generalist	£62,500 *£55K - £70K*	£62,621 *£37K - £115K*	£72,896 *£55K - £115K*	£47,018 *£37K - £54K*
Senior Manager – Compensation and benefits	-	£53,125 *£42K - £64K*	£64,000*	£42,250*
Senior Manager – Graduate Recruitment	£62,333 *£56K - £71K*	£64,000*	£62,750 *£56K - £71K*	-
Senior Manager – Policy	-	£77,500 *£65K - £90K*	£77,500 *£65K - £90K*	-
Senior Manager – Training and Development	£47,294 *£43K - £52K*	£63,878 *£47K - £86K*	£67,000 *£52K - £86K*	£52,464 *£43K - £62K*
Senior Manager – Recruitment	£89,000*	£64,000 *£62K - £66K*	£75,050 *£62K - £89K*	£66,000*
Manager – Generalist	£50,752 *£30K - £57K*	£53,291 *£35K - £69K*	£55,738 *£47K - £69K*	£38,270 *£30K - £51K*
Manager – Compensation & Benefits	-	£58,656 *£47K - £71K*	£58,656 *£47K - £71K*	-
Manager – Policy	£37,066*	£49,000 *£40K - £60K*	£52,583 *£47K - £60K*	£38,533 *£37K - £40K*
Manager – Graduate Recruitment	£48,750*	£47,317 *£34K - £68K*	£51,567 *£42K - £68K*	£35,000 *£34K - £36K*
Manager – HR Systems & Information	-	£43,444 *£29K - £60K*	£50,938 *£43K - £60K*	£37,360 *£29K - £56K*
Manager – Training and Development	£46,630 *£33K - £57K*	£52,833 *£28K - £72K*	£56,924 *£50K - £68K*	£44,000 *£28K - £72K*
Manager – Recruitment	£43,746 *£37K - £50K*	£49,090 *£32K - £75K*	£56,324 *£48K - £75K*	£36,540 *£32K - £41K*
Manager – International	-	£53,500*	£53,500*	-
Officer/advisor – Generalist	£34,384 *£28K - £45K*	£33,932 *£24K - £41K*	£36,062 *£28K - £45K*	£28,393 *£24K - £33K*
Officer/advisor – Compensation & Benefits	£34,250 *£34K - £35K*	£34,775 *£21K - £47K*	£36,189 *£29K - £47K*	£21,000*
Officer/advisor – Pensions administration	-	£33,773 *£21K - £41K*	£40,160 *£40K - £41K*	£21,000*
Officer/advisor – Policy	-	£21,250*	-	£21,250*
Officer/advisor – Graduate Recruitment	£30,625 *£28K - £36K*	£31,546 *£20K - £44K*	£32,956 *£28K - £44K*	£26,213 *£20K - £31K*
Officer/advisor – HR Information	£28,000*	£29,392 *£19K - £46K*	£35,120 *£28K - £46K*	£22,917 *£19K - £30K*
Officer/advisor – Training and Development	£31,500 *£28K - £35K*	£29,613 *£19K - £42K*	£33,240 *£28K - £42K*	£24,725 *£19K - £32K*
Officer/advisor – Recruitment	£32,250 *£24K - £39K*	£27,956 *£20K - £39K*	£32,710 *£24K - £39K*	£23,138 *£20K - £29K*
Officer/advisor – International	-	£38,639 *£32K - £42K*	£38,639 *£32K - £42K*	-
Administrator – any HR area	£26,468 *£16K - £45K*	£23,126 *£13K - £32K*	£28,294 *£20K - £45K*	£19,416 *£13K - £28K*

**Based on one respondent*

Other job titles reported by respondents included:

- Administrator - Generalist
- Health & Well Being Officer
- Human Resources Assistant
- PA
- Payroll Coordinator
- Senior HR Officer
- HR & Training Admin Assistant
- Payroll and Benefits Administrator

Finance

Figure 15: Summary salary comparisons 2007-2009

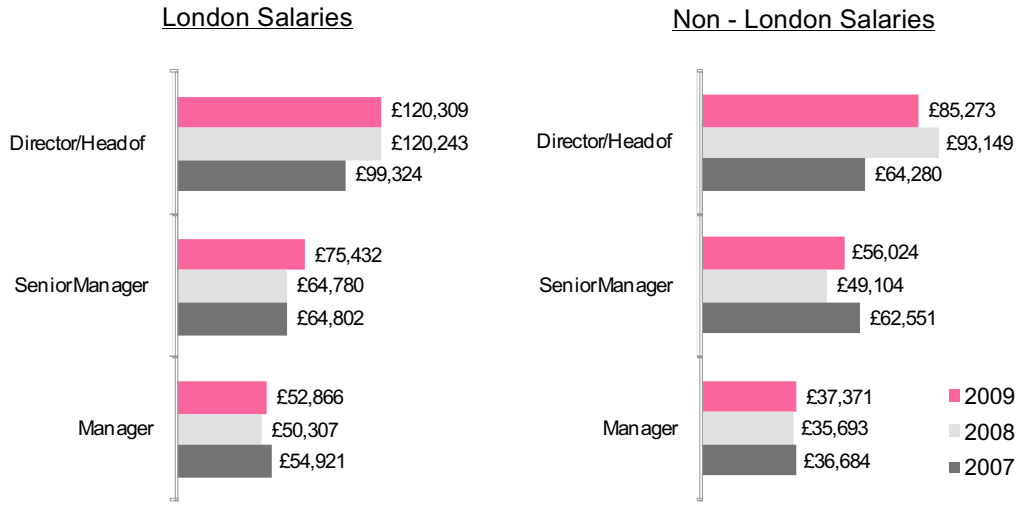


Table 12: Average salary by level of seniority, with ranges below

Level	London	Outside London
Director (most senior in department)	£142,418 *£69K-£275K*	£108,988 *£70K-£160K*
Head of*	£98,890 *£42K - £200K*	£58,594 *£30K - £150K*
Senior Manager	£75,432 *£40K-£154K*	£56,024 *£30K-£88K*
Manager	£52,866 *£30K-£107K*	£37,371 *£19K-£51K*

**This includes second in departments and heads of payroll, financial systems, audit, credit control, banking, regulatory compliance, billing and tax.*

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NETWORKS | RESEARCH | DEVELOPMENT

Table 13: Average salary by role, with ranges below

	<200 fee earners	**>200 fee earners**	**London**	**Outside London**
Director/Head of *(most senior in department)*	£109,744 *£69K-£200K*	£159,316 *£85K-£275K*	£142,418 *£69K-£275K*	£108,988 *£70K-£160K*
Head of/Controller *(no. 2 in dept)*	£70,742 *£42K-£110K*	£102,595 *£39K-£190K*	£101,741 *£42K-£190K*	£69,575 *£39K-£150K*
Head of – Billing	£33,000*	£41,997*	-	£37,499 *£33K-£42K*
Head of – Payroll	£56,800*	-	£56,800*	-
Head of – Financial Systems	£88,500*	£97,500 *£95K-£100K*	£94,500 *£89K-£100K*	-
Head of – Audit	-	£106,400 *£95K-£118K*	£106,400 *£95K-£118K*	-
Head of – Credit Control	£47,750 *£43K-£53K*	£28,756*	£47,750 *£43K-£53K*	£28,756*
Head of – Banking (inc purchase/sales ledger, cashier)	£30,000*	£55,000*	-	£42,500 *£30K-£55K*
Head of – Regulatory Compliance	-	£160,000 *£120K-£200K*	£160,000 *£120K-£200K*	-
Head of – Tax	£80,000*	£78,603 *£57K-£98K*	£87,603 *£80K-£98K*	£53,000*
Senior Manager – Generalist	£68,838 *£50K-£79K*	£39,059 *£32K-£88K*	£68,121 *£44K-£79K*	£54,194 *£32K-£88K*
Senior Manager – Mngt Accounting	£58,625 *£42K-£80K*	£62,773 *£30K-£104K*	£71,078 *£53K-£104K*	£46,677 *£30K-£65K*
Senior Manager – Financial Accounting	£84,500*	£68,022 *£60K-£83K*	£68,850 *£55K-£85K*	£66,837*
Senior Manager – Banking	-	£62,500*	£62,500*	-
Senior Manager – Regulatory Compliance	-	£89,057 *£70K-£118K*	£89,057 *£70K-£118K*	-
Senior Manager – Tax	-	£90,972 *£61K-£108K*	£94,292 *£81K-£108K*	£60,830*
Senior Manager – Financial Systems	£45,000*	£67,751 *£51K-£88K*	£66,250 *£53K-£80K*	£63,565 *£45K-£88K*
Senior Manager – Treasury	-	£90,050	£90,050	-
Senior Manager – Credit Control	-	£67,210 *£38K-£88K*	£67,783 *£40K-£88K*	£51,884 *£38K-£66K*
Senior Manager – Billing	£87,500*	£94,663 *£53K-£154K*	£84,880 *£41K-£154K*	£82,250*
Manager – Generalist	£52,599 *£28K-£66K*	£40,661 *£25K-£68K*	£50,719 *£38K-£65K*	£41,006 *£25K-£68K*
Manager – Management Accounting	£54,303 *£22K-£83K*	£48,184 *£30K-£74K*	£58,296 *£36K-£83K*	£42,152 *£22K-£65K*
Manager – Financial Accounting	£50,000*	£48,610 *£35K-£73K*	£51,583 *£44K-£73K*	£44,298 *£35K-£66K*
Manager – Tax (inc partners tax)	£52,500*	£69,550 *£46K-£99K*	£67,114 *£46K-£99K*	-
Manager – Payroll	£41,395 *£36K-£48K*	£41,209 *£23K-£53K*	£43,189 *£40K-£53K*	£29,233 *£23K-£36K*
Manager – Financial Systems	£59,167 *£47K-£70K*	£56,640 *£30K-£95K*	£60,706 *£45K-£95K*	£35,300 *£30K-£41K*
Manager – Treasury	-	£63,650 *£63K-£65K*	£63,650 *£63K-£65K*	-
Manager – Credit Control	£34,357 *£21K-£52K*	£44,589 *£27K-£61K*	£46,788 *£34K-£62K*	£29,958 *£21K-£40K*
Manager – Billing	£42,438 *£35K-£53K*	£45,424 *£19K-£80K*	£48,099 *£30K-£80K*	£31,879 *£19K-£40K*
Manager – Banking	£43,000*	£47,695 *£26K-£64K*	£50,123 *£42K-£64K*	£26,000*

Manager – Regulatory Compliance	£62,300*	£61,450 *£36K-£107K*	£70,763 *£50K-£107K*	£43,250 *£36K-£51K*
Part qualified – any finance area	£30,125 *£22K-£38K*	£27,621 *£18K-£38K*	£36,887 *£35K-£80K*	£23,358 *£18K-£28K*
Clerical – any finance area	£24,220 *£15K-£36K*	£24,146 *£11K-£37K*	£28,318 *£15K-£37K*	£19,097 *£11K-£26K*

**Based on one respondent*

Other job titles reported by respondents included:

- Administrator - Generalist
- Accounts Supervisor
- Accounting Specialist
- Accounts Payable Specialist
- Assistant Financial Controller
- Billing Assistants Cashiers
- Billing Specialist
- Cashier Supervisor
- Cashier
- CCU Officers
- Client Accounting Specialist
- Client Account Assistant
- Credit Controllers
- Client Accounting Specialist
- Credit Control Coordinator
- Departmental Secretary
- Disbursement/Supplier Payment Assistant
- Financial Accountant (Qualified)
- Finance Assistant
- Management Accountant
- Officers
- Office Account Assistant
- Procurement Manager
- Revenue Controller
- Senior Legal Cashier
- Supervisor
- Systems Accountant
- Working Capital team

IT

Figure 16: Summary salary comparisons 2007-2009

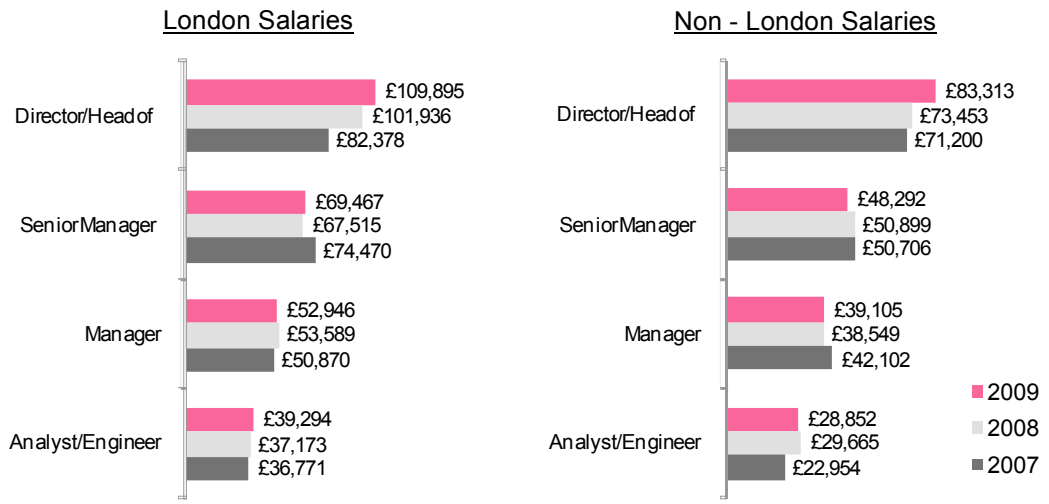

Table 14: Average salary by level of seniority, with ranges below

Level	London	Outside London
Director (most senior in department)	£120,055 *£58K-£250K*	£94,064 *£44K-£200K*
Head of*	£94,497 *£62K - £195K*	£63,982 *£43K - £77K*
Senior Manager	£69,467 *£41K-£108K*	£48,292 *£37K-£91K*
Manager	£52,946 *£35K-£80K*	£39,105 *£28K-£64K*
Analyst/Engineer	£39,294 *£22K-£75K*	£28,852 *£14K-£47K*

**This includes second in departments and heads of technology, business analysis, regulatory compliance, procurement, customer support, development & project management.*

Table 15: Average salary by role, with ranges below

	<200 fee earners	>200 fee earners	London	Outside London
Director/Head of *(most senior in department)*	£80,449 *£44K-£135K*	£135,155 *£76K-£250K*	£120,055 *£58K-£250K*	£94,064 *£44K-£200K*
Director/Head of *(no. 2 in dept)*	£76,210 *£43K-£98K*	£117,106 *£73K-£195K*	£110,565 *£78K-£195K*	£58,210 *£43K-£73K*
Head of – Business Analysis	-	£84,000*	£84,000*	-
Head of – Technology (Systems and Networks)	£59,500 *£54K-£65K*	£92,554 *£75K-£130K*	£90,054 *£65K-£130K*	£64,500 *£54K-£75K*
Head of – Customer Support (help desk/2nd line/3rd line/training)	£79,150 *£70K-£88K*	£84,077 *£53K-£123K*	£90,080 *£53K-£123K*	£64,142 *£53K-£75K*
Head of – Development	-	£87,144 *£77K-£107K*	£107,375*	£77,029*
Head of – Project Management	£50,000*	£66,449 *£62K-£76K*	£68,750 *£62K-£76K*	£55,923 *£50K-£62K*
Senior Manager – Generalist	£48,667 *£46K-£53K*	£52,820 *£38K-£64K*	£58,417 *£46K-£81K*	£43,640 *£38K-£49K*
Senior Manager – Business Analysis	£42,000*	£62,750 *£49K-£90K*	£62,333 *£42K-£90K*	£53,000 *£49K-£106K*
Senior Manager – Technology (systems and networks)	£41,000*	£61,544 *£40K-£88K*	£77,909 *£53K-£88K*	£45,583 *£40K-£58K*
Senior Manager - Customer Support (help desk/2nd line/3rd line/training)	-	£58,690 *£37K-£87K*	£66,361 *£51K-£87K*	£42,058 *£37K-£48K*
Senior Manager – Development	£51,875*	£65,184 *£44K-£108K*	£73,223 *£44K-£108K*	£51,268 *£44K-£66K*
Senior Manager - Project Management	-	£68,156 *£40K-£91K*	£72,571 *£41K-£94K*	£65,500 *£40K-£91K*
Senior Manager – Regulatory Compliance	-	£78,000*	£78,000*	-
Manager – Generalist	£54,004 *£39K-£73K*	£46,760 *£33K-£57K*	£58,069 *£48K-£73K*	£40,257 *£33K-£45K*
Manager - Business Analysis	£45,000*	£49,964 *£32K-£72K*	£53,850 *£43K-£72K*	£41,833 *£32K-£47K*
Manager – Technology (systems and networks)	£49,615 *£36K-£60K*	£56,445 *£35K-£80K*	£55,741 *£36K-£80K*	£49,269 *£35K-£64K*
Manager - Customer Support (help desk/2nd line/3rd line/training)	£42,989 *£35K-£53K*	£43,641 *£28K-£57K*	£46,572 *£35K-£57K*	£36,223 *£28K-£46K*
Manager – Development	£80,000*	£51,618 *£34k-£70k*	£57,954 *£43K-£80K*	£38,587 *£34K-£42K*
Manager - Project Management	£60,420*	£45,211 *£30K-£64K*	£53,570 *£41K-£65K*	£32,817 *£30K-£36K*
Manager - Procurement	-	£48,000*	£48,000*	-
Manager – Regulatory Compliance	-	£48,317 *£40K-£56K*	£49,942 *£40K-£56K*	£43,442*
Analyst/engineer – Generalist	£36,481 *£26K-£48K*	£33,413 *£21K-£51K*	£37,955 *£26K-£51K*	£29,084 *£21K-£33K*
Analyst/engineer – Business Analysis	£43,813 *£43K-£45K*	£38,421 *£25K-£50K*	£44,001 *£38K-£50K*	£30,850 *£25K-£47K*
Analyst/engineer – Technology (systems and networks)	£37,980 *£20K-£52K*	£37,339 *£21K-£53K*	£41,607 *£35K-£53K*	£30439 *£20K-£42K*
Analyst/engineer – Customer Support (help desk/2nd line/3rd line/training)	£28,981 *£14K-£38K*	£29,448 *£19K-£45K*	£32,828 *£22K-£45K*	£24,750 *£14K-£31K*
Analyst/engineer – Development	£39,027 *£28K-£56K*	£44,630 *£28K-£73K*	£46,478 *£28K-£75K*	£35,823 *£29K-£47K*
Analyst/engineer – Project Management	£27,250 *£27K-£28K*	£48,450 *£41K-£64K*	£46,233 *34£K-£64K*	£27,250 *£27K-£28K*
Analyst/engineer – Procurement	£42,000*	£27,183 *£21K-£35K*	£35,743 *£30K-£42K*	£21,750 *£21K-£23K*

Other job titles reported by respondents included:

- Business Intelligence Specialist
- Database Administrator
- Information Security Officer
- Helpdesk 1st Line
- IT Trainer
- IT Trainer - Manager
- IT Trainer - Admin
- IT Administrator
- IT Specialist
- IT Helpdesk
- IT Trainer
- IT Technician
- librarian services
- PA/Administrator
- PA/Assistant
- Programming - Case Management
- Senior System Analyst
- Technology Trainer
- Technology Trainer
- Telecoms Manager
- Trainers
- Web Application Engineer

Marketing & Business Development

Figure 17: Summary salary comparisons 2007-2009

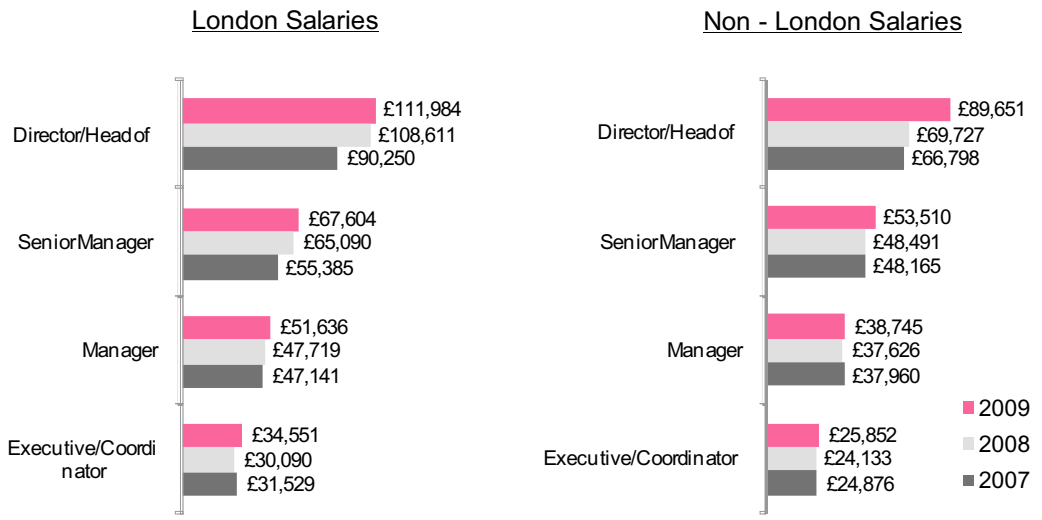

Table 16: Average salary by level of seniority, with ranges below

Level	London	Outside London
Director (most senior in department)	£139,878 *£48K-£290K*	£94,348 *£52K-£140K*
Head of*	£87,964 *£29K - £150K*	£82,344 *£30K - £165K*
Senior Manager	£67,604 *£52K-£90K*	£53,510 *£34K-£70K*
Manager	£51,636 *£28K-£91K*	£38,745 *£18K-£88K*
Executive/Coordinator	£34,551 *£18K-£74K*	£25,852 *£15K-£47K*

**This includes second in departments and heads of PR, internal & external communications, on-line marketing/website management, bids & proposals management, business analysis, events, database management, business development, and client relationship management.*

Table 17: Average salary by role, with ranges below

	<200 fee earners	>200 fee earners	London	Outside London
Director/Head of *(most senior in department)*	£102,239 *£52K-£190K*	£152,059 *£78K-£290K*	£139,878 *£48K-£290K*	£94,348 *£52K-£140K*
Director/Head of *(no. 2 in department)*	£76,250 *£65K-£88K*	£106,000 *£63K-£165K*	£89,389 *£63K-£150K*	£165,000*
Head of – Internal Communications	£80,600*	£78,600 *£30K-£97K*	£85,600 *£70K-£97K*	£30,000*
Head of – External Communications	£70,200*	£93,538 *£65K-£140K*	£85,725 *£65K-£140K*	-
Head of – Database Management	£28,500*	£103,000*	£65,750 *£29K-£103K*	-
Head of Bids/ Proposals Management	-	£97,107 *£63K-£119K*	£114,161 *£110K-£119K*	£63,000*
Head of – On-line Marketing / Website Management	£75,000*	£75,000*	£61,250 *£48K-£75K*	£75,000*
Head of – Events	-	-	£32,000*	-
Head of – Business Development	-	£90,694 *£55K-£142K*	£102,987 *£77K-£142K*	£67,325 *£55K-£79K*
Head of – Client Relationship Management	-	£113,598 *£100K-£139K*	£101,000 *£100K-£102K*	£138,793*
Senior Manager – Generalist	£54,700 *£46K-£66K*	£57,543 *£34K-£70K*	£62,168 *£54K-£70K*	£49,719 *£34K-£62K*
Senior Manager – PR	£48,000*	£66,000 *£57K-£75K*	£75,000*	£52,900 *£49K-£57K*
Senior Manager – Internal Communications	-	£58,900 *£38K-£71K*	£69,500 *£68K-£71K*	£37,700*
Senior Manager - External Communications *(non media relations/PR – incl. sponsorship, design/production and publications)*	-	£62,981 *£54K-£73K*	£61,638 *£54K-£73K*	£65,667 *£61K-£70K*
Senior Manager – On-line marketing/website management	-	£62,981 *£54K-£73K*	£61,638 *£54K-£73K*	£65,667 *£61K-£70K*
Senior Manager – Market Research	-	-	£54,500*	-
Senior Manager – Events	-	£72,550 *£72K-£73K*	£72,550 *£72K-£73K*	-
Senior Manager – Bids/Proposals management	-	£60,733 *£63K-£82K*	£65,667 *£53K-£82K*	£37,700*
Senior Manager – Business Development	£57,000*	£64,923 *£45K-£86K*	£67,317 *£52K-£86K*	£51,752 *£45K-£61K*
Senior Manager – Client Relationship Management	-	£72,130 *£62K-£90K*	£76,702 *£62K-£90K*	£65,800 *£62K-£68K*
Senior Manager – Database Management	-	£63,700 *£49K-£78K*	£78,000*	£49,400*
Manager – Generalist	£59,442 *£37K-£91K*	£39,753 *£35K-£45K*	£56,135 *£37K-£91K*	£35,000*
Manager – PR	£60,000 *£45K-£75K*	£43,797 *£18K-£60K*	£50,048 *£28K-£75K*	£29,593 *£18K-£36K*
Manager – Internal Communications	-	£44,697 *£30K-£53K*	£51,030 *£50K-£53K*	£36,253 *£30K-£40K*
Manager – External Communications *(non media relations/PR – incl. sponsorship, design/production and publications)*	£49,500*	£54,732 *£44K-£84K*	£54,118 *£40K-£84K*	£46,590 *£44K-£50K*
Manager – On-line marketing/website management	£50,000*	£44,706 *£32K-£62K*	£48,944 *£32K-£62K*	£35,167 *£33K-£40K*
Manager – Events	£39,200 *£38K-£40K*	£47,553 *£25K-£66K*	£48,143 *£33K-£66K*	£33,533 *£25K-£40K*

Manager – Bids/Proposals Management	£49,350*	£48,481 *£35K-£120K*	£53,367 *£47K-£120K*	£39,000 *£35K-£46K*
Manager – Business Development	£52,738 *£35K-£70K*	£50,001 *£33K-£67K*	£54,962 *£38K-£76K*	£41,446 *£33K-£55K*
Manager – Market Research	-	£47,500 *£40K-£55K*	£47,500 *£40K-£55K*	-
Manager - Sales	-	£45250*	-	£45250*
Manager – Sector Management	£37,500*	£61,939*	£49,720 *£38K-£62K*	-
Manager – Client Relationship Management	-	£54,875 *£25K-£88K*	£50,889 *£39K-£67K*	£56,500 *£25K-£88K*
Manager – Database Management	£48,000*	£40,680 *£29K-£53K*	£44,047 *£35K-£53K*	£29,120*
Executive/coordinator – Generalist	£31,207 *£29K-£38K*	£30,180 *£23K-£40K*	£31,684 *£28K-£40K*	£27,260 *£23K-£32K*
Executive/coordinator – PR	£33,708 *£30K-£40K*	£31,571 *£23K-£41K*	£32,769 *£25K-£41K*	£31,500 *£23K-£40K*
Executive/ coordinator – Internal Communications	-	£27,280 *£18K-£38K*	£35,750 *£34K-£38K*	£21,633 *£18K-£29K*
Executive/coordinator – External Communications *(non media relations/PR – incl. sponsorship, design/production and publications)*	£42,500*	£29,671 *£16K-£76K*	£35,832 *£31K-£43K*	£24,463 *£16K-£30K*
Executive/coordinator - On-line marketing/website management	£52,000*	£32,900 *£24K-£45K*	£38,253 *£32K-£52K*	£26,860 *£24K-£31K*
Executive/coordinator – Events	£32,732 *£29K-£35K*	£29,231 *£17K-£36K*	£32,515 *£27K-£36K*	£25,035 *£17K-£29K*
Executive/coordinator – Bids/Proposals Management	£49,000*	£31,111 *£20K-£46K*	£35,213 *£26K-£49K*	£24,433 *£20K-£27K*
Executive/ coordinator – Business Analysis	-	£36,500 *£31K-£40K*	£36,500 *£31K-£40K*	-
Executive/coordinator – Business Development	£36,304 *£21K-£41K*	£31,425 *£19K-£40K*	£35,395 *£30K-£41K*	£27,029 *£19K-£36K*
Executive/coordinator – Client Relationship Management	£33,213 *£29K-£36K*	£40,218 *£24K-£74K*	£39,276 *£33K-£74K*	£33,388 *£24K-£47K*
Executive/coordinator – Market Research	-	£25,510 *£19K-£33K*	£30,520 *£28K-£33K*	£20,500 *£19K-£22K*
Executive/ Coordinator - Sales	-	£21,850*	-	£21,850*
Executive/coordinator – Database Management	£29,625 *£18K-£40K*	£24,791 *£15K-£32K*	£27,946 *£18K-£35K*	£26,315 *£15K-£40K*
Business Analyst	£27,500*	£15,000*	-	£21,250 *£15K-£28K*
Assistant – any marketing/business dev area	£23,305 *£16K-£30K*	£23,144 *£11K-£34K*	£25,187 *£20K-£30K*	£20,157 *£11K-£34K*

**Based on one respondent*

Other job titles reported by respondents included:

- Bid work
- Business Development Officer
- CRM Data Steward
- Database Administrator
- Database/CRM inputter
- Designer
- Events co-ordinator
- Graphic Designer
- Head of Communications
- Marketing Administrator
- Marketing Executives
- Secretary

Other Specialist Roles

Table 18: Average salary by role, with ranges below

	<200 fee earners	>200 fee earners	London	Outside London
Director of Business Management *(incl. strategy/ planning/CEO/COO)*	£155,694 *£140K-£175K*	£190,667 *£110K-£312K*	£179,847 *£140K-£312K*	£110,000*
Head of Business Management	£174,000 *£150K-£200K*	£216,750 *£120K-£314K*	£195,500 *£120K-£314K*	£170,000*
Practice Manager/Business Manager**	£60,000*	£87,601 *£49K-£114K*	£82,081 *£49K-£114K*	-
Corporate Social Responsibility Manager	-	£57,750 *£27K-£78K*	£65,625 *£59K-£78K*	£42,000 *£27K-£57K*
Partnership Secretary	£46,432 *£33K-£60K*	£140,050 *£83K-£198K*	£114,445 *£33K-£198K*	£60,000*
Assistant to Partnership Secretary	-	£42,500*	£42,500*	-
Director of Legal Information (incl. Library Services)	£76,000*	£129,850 *£54K-£206K*	£111,900 *£54K-£206K*	-
Head of Legal Information	£55,496 *£28K-£110K*	£53,510 *£34K-£80K*	£61,388 *£39K-£110K*	£43,019 *£28K-£58K*
Librarian	£34,778 *£17K-£51K*	£32,361 *£17K-£57K*	£36,140 *£25K-£57K*	£26,544 *£17K-£38K*
Director of Risk/Compliance	-	£147,494 *£105K-£220K*	£156,658 *£105K-£220K*	£120,000*
Head of Risk/Compliance	£65,033 *£50K-£82K*	£86,569 *£42K-£185K*	£79,939 *£42K-£120K*	£81,543 *£56K-£185K*
Risk/Compliance Officer	£37,433 *£31K-£47K*	£41,085 *£17K-£62K*	£41,265 *£30K-£80K*	£43,551 *£17K-£62K*
Director of Know-how/Knowledge Management	£160,000 *£130K-£190K*	£115,272 *£66K-£135K*	£139,000 *£115K-£190K*	£100,681 *£66K-£135K*
Head of Know-how/Knowledge Management	£77,080 *£51K-£102K*	£76,443 *£63K-£99K*	£86,117 *£59K-£125K*	£65,091 *£51K-£80K*
Know-how/Knowledge Management Manager	£67,813 *£45K-£91K*	£40,620 *£35K-£51K*	£50,525 *£36K-£91K*	£42,740 *£35K-£50K*
Project Manager	£57,500*	£61,943 *£53K-£71K*	£61,838 *£53K-£75K*	£70,980*
PSL *(minimum 8 years)*	£93,858 *£51K-£130K*	£85,795 *£51K-£109K*	£102,661 *£84K-£130K*	£64,857 *£51K-£80K*
PSL *(minimum 4 years)*	£83,875 *£53K-£113K*	£71,744 *£43K-£106K*	£85,883 *£53K-£113K*	£48,203 *£43K-£59K*
Diversity Manager	-	£71,100 *£69K-£72K*	£71,100 *£69K-£72K*	-
Office Manager	£54,382 *£24K-£110K*	£34,000 *£32K-£36K*	£62,956 *£44K-£110K*	£30,796 *£24K-£36K*
Director of Facilities	£85,000*	£113,490 *£85K-£135K*	£109,929 *£85K-£135K*	-
Head of Facilities	£46,500 *£33K-£66K*	£78,117 *£46K-£155K*	£73,887 *£37K-£155K*	£55,261 *£33K-£75K*
Senior Manager – Facilities	£46,500 *£34K-£55K*	£53,721 *£36K-£95K*	£56,942 *£36K-£95K*	£41,438 *£34K-£48K*
Manager – Facilities	£35,885 *£23K-£48K*	£38,634 *£25K-£60K*	£41,589 *£25K-£60K*	£32,094 *£23K-£40K*
Executive – Facilities	£29,455 *£18K-£37K*	£29,202 *£22K-£35K*	£30,119 *£22K-£37K*	£26,683 *£18K-£35K*

**Based on one respondent*

*** In the last year, First Counsel has placed people in roles such as these on salaries ranging from £100k-£140k.*

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