



Aa Salary Survey - 2011

UNITED KINGDOM OVERVIEW

The UK recruitment market improved significantly in 2010 as confidence returned to the market. Hiring volumes were far higher than in 2009 and competition for talent intensified during the year as employers sought to secure the best candidates.

As permanent hiring freezes from 2009 were lifted and businesses were given the budget clearance to hire, we saw a significant increase in recruitment activity during quarters one and two. Investment banking firms were particularly active in this period, with hiring in operations functions at levels last seen in 2007. Compliance was also a key recruitment focus for many financial services firms due to extensive FSA regulatory action and Bank of England transformation. Job flows among commercial organisations increased month on-month and we saw a significant increase in recruitment activity among FTSE 100 and FTSE 250 businesses. Encouragingly, many of the roles recruited for were growth-focused as employers looked to take advantage of improving market conditions to drive existing margins.

We saw an increase in candidates receiving multiple job offers and buy-backs from their existing employers – indicative of growing competition for the best people and a general talent shortage across the market as many professionals continued to favour the job stability of their existing roles.

We also witnessed substantial increases in contract recruitment activity during 2010, primarily due to a rise in transformation and integration work, re-growth and the temporary filling of permanent vacancies. As with the permanent market, high-calibre candidates received multiple offers and buy-backs as firms sought to secure the best talent.

However, there was still an element of caution as many clients continued to opt for fixed term contract and temp-to-perm hires. The recruitment market across the UK regions also improved in 2010 as confidence rose and employers invested in business growth once again. Many firms that reduced headcount during the downturn were the most active hirers as they sought to rebuild their teams. Significantly, competition for talent intensified and urgency returned to the recruitment process as businesses appreciated the importance of moving quickly and decisively to secure the best candidates.

Many firms were hiring in smaller volumes at the end of 2010 than they had been at the start, taking stock ahead of 2011. As new budgets are signed off, we expect headcount approvals to be granted and recruitment levels to rise. With market confidence also set to improve, more professionals will explore new opportunities – particularly once many receive their bonuses early in the year.

FINANCIAL SERVICES

Our Financial Services Division recruits permanent and contract change and transformation specialists from analyst to Head of Department/COO level.

Market Overview

2010 saw both contract and permanent recruitment activity return to levels not seen since 2007. Quarters one and two were the peak periods for permanent hiring, while contract recruitment peaked at the end of quarter three. Although recruitment levels dropped in quarter four (typical for the market at this time of year, (overall hiring volumes were far higher in 2010 than 2009.



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We continued to see significant growth within investment banking with a major focus on financial/regulatory reporting programmes. These change programmes consist of multi-million pound projects and are cross-product, multi-national and will continue for the next 3-5 years. There also continues to be a huge requirement for strong risk experience (credit/market and operational) with the investment banks all gearing up towards the introduction of the CRD 2 and Basel III directives.

Asset management firms have increasingly become more active over the last 6 months with a mixture of operations and business focused programmes being launched. Strong product knowledge (especially within derivatives) is preferred. System upgrades and client on-boarding projects have also seen considerable growth.

Retail banks have continued to recruit in high volumes with a strong focus on system upgrades, off-shoring and all areas of risk management.

Recruitment requirements have been for all areas of change management experience i.e. programme managers, project managers, business analysts and PMOs. Contractors with further professional qualifications (Prince 2 or Six Sigma) have also started to become more popular and qualified Accountants for the finance focused roles are highly preferred.

We have also seen a large increase in contract roles requiring strong data modelling, mapping and warehousing experience as many programmes continue to work closer with their IT counterparts.

Salaries

A number of bulge-bracket firms increased the fixed element of total compensation packages at the beginning of 2010. This led to a disparity between some firms, which resulted in some professionals moving like-for-like (in terms of role) and receiving pay rises of up to 25% in quarters one and two. During quarters three and four, offers flattened out to 10-12% increases to existing basic salary. Contract rates also rose steadily throughout the year as clients sought to secure and retain the best talent in the market. Buy-backs and counter-offers became increasingly common for both contract and permanent staff as competition for the best candidates intensified. Most firms typically offered to match or significantly increase base salaries or rates and some offered guaranteed bonuses, retention bonuses, secondments, promotions or moves into risk, finance or front office. The main drivers for the marked increase in counter-offers/buy-backs were a shortage of top-calibre candidates in the market, hiring managers being unable to secure replacement headcount and the potential cost of rehiring and training.

Overall

In 2011, the majority of firms will be well underway with their near-shoring and/or off-shoring initiatives. Consequently, we expect professionals with middle office experience (particularly in OTC derivatives), business analyst/project managers (across all asset classes) and regulatory operations candidates to be the most in-demand professionals. Candidate supply will once again be at its peak in quarters one and two as bonuses will have just been paid and new headcount budgets released by most major institutions.

As investment banks continue to come under scrutiny around the bonuses paid to their staff, it is unclear exactly how this will manifest itself and what impact it will have on the fixed/variable structure of compensation packages and therefore salary and bonus levels throughout 2011.

In all cases, the level of experience and calibre of candidate required is still as high as ever, where all candidates need to demonstrate strong product knowledge, technical ability and a proven background in change management. Clients are not compromising on quality whilst being very selective during the hiring process.

ROLE	PERMANENT SALARY PER ANUM £UK		CONTRACT RATE PER DAY £UK	
	2010	2011	2010	2011
Business Analyst				
Front Office	£65k - £85k	£75k - £115k	£500 - £700	£600 - £800
Operations	£65k - £90k	£75k - £105k	£400 - £550	£400 - £600
Risk	£65k - £90k	£75k - £115k	£400 - £600	£500 - £700
Finance	£65k - £90k	£75k - £105k	£400 - £600	£500 - £700
Cross Functional	£65k - £95k	£75k - £115k	£500 - £700	£600 - £800
Project Manager				
Front Office	£70k - £95k	£90k - £120k	£600 - £800	£700 - £1000
Operations	£70k - £90k	£85k - £110k	£450 - £650	£500 - £750
Risk	£70k - £95k	£95k - £120k	£500 - £750	£600 - £850
Finance	£70k - £90k	£85k - £115k	£500 - £750	£600 - £850
Cross Functional	£70k - £95k	£95k - £120k	£600 - £800	£600 - £1000
Program Manager				
Front Office	£100k - £130k	£125k - £175k	£800 - £1000	£800 - £1200
Operations	£90k - £115k	£110k - £150k	£500 - £750	£600 - £800
Risk	£95k - £125k	£125k - £165k	£600 - £800	£700 - £900
Finance	£95k - £120k	£125k - £175k	£600 - £800	£700 - £900
Cross Functional	£100k - £130k	£125k - £175k	£700 - £1000	£800 - £1500
PMO				
Analyst	£40k - £55k	£45k - £65k	£350 - £500	£400 - £550
Manager	£55k - £65k	£65k - £75k	£400 - £650	£500 - £750
Head of	£65k - £85k	£80k - £110k	£500 - £750	£600 - £800
Senior Manager				
Director	£65k - £90k	£90k - £110k	£500 - £700	£500 - £800
Director	£100k - £125k	£125k - £175k	£750 - £1000	£800 - £1250



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TECHNOLOGY AND CONSULTING SALARY SURVEY

Our Technology and Consulting division recruits permanent and contract professionals into financial services firms, commerce and industry and professional services sectors. We recruit business technologists and consultants from support/associate level to CTO/Partner level.

Market Overview

There was a noticeable increase in demand for technology professionals and management consultants throughout the year and there were significantly more roles available in 2010 than there were in 2009. This was primarily due to firms having the budget to revisit projects shelved during the downturn and refocus on growth once again. There was also an increase in the number of service contracts awarded in particular to firms with a private sector focus. Although the skill sets in demand were different the general hiring activity levels during 2010 were comparable to those last seen in 2007. During the year, technology professionals and consultants began to realise that there were more opportunities available and were increasingly aware of their own worth in the market. In quarter four, we started to see individuals receiving bonus buyouts from firms encouraging them to move and/or counter-offers from their existing employers as competition for the best intensified.

Technology

Commercial businesses hired significantly more technology professionals in 2010 than 2009. There was consistent demand for infrastructure specialists and professionals with solid enterprise backgrounds especially those with cloud computing and virtualisation experience. Businesses also focused on open source technology (Linux and PHP developers were sought-after) and application development, with i-Phone and Blackberry expertise particularly in demand. And there was also significant demand for those with either e-commerce or m-commerce exposure as the global demand for on-line products and services increases.

With more movement in the market, we noticed a growing desire among technology professionals within the financial services sector to move into commerce as they sought improved work-life balance and to broaden their skill set.

Consulting

The Consultancy arena saw an increase in demand overall as the number of Financial Services related programmes increased in particular around area's such as CRM, Data and Finance Change. There has been a fall on government related contracts being awarded in 2010 following the appointment of the new coalition government which has affected some consultancies significantly.

Salaries

Most technology professionals moving roles in 2010 were able to negotiate salary increase of between 3-5% although the higher rises generally occurred for candidates moving within or into financial services. In the contract market, Microsoft SharePoint and Virtualisation experience was in particular demand and received a premium.

In the consultancy sector individuals moving to a new organisation were on average attaining a salary increase of 5 - 10% on average across all levels.

Outlook for 2011

We expect compliance, liquidity, governance, CRM and data to be key recruitment areas in 2011. We also expect continued demand from organisations looking to fulfil demand around online products and services.

Within financial services, the Basel III rules are likely to affect hiring trends as risk projects are fully sourced and firms need technology professionals to put necessary controls in place.

Government investment plans also look set to have a significant impact on the IT industry. In particular the Coalition has committed to awarding government IT contracts to SME's, so we expect high levels of recruitment in these areas.

We expect continued demand from consultancies as they see growth throughout 2011 in such sectors as financial services, telecommunications and utilities as well as government initiatives such as that of smart metering.

ROLE	PERMANENT SALARY PER ANUM £UK		CONTRACT RATE PER DAY £UK	
	2010	2011	2010	2011
Technology				
Director	£110k - £130k	£110k - £140k	£700 - £900	£750 - £1000
CTO	£100k - £120k	£100k - £120k	£600 - £800	£600 - £800
Programme Manager	£70k - £90k	£70k - £95k	£550 - £800	£600 - £850
Project Manager	£40k - £65k	£50k - £70k	£350 - £550	£400 - £600
Enterprise Architect	£60k - £80k	£60k - £85k	£400 - £600	£400 - £700
Technical Architect	£50k - £70k	£50k - £75k	£350 - £500	£400 - £600
Operation Manager	£40k - £60k	£40k - £65k	£300 - £450	£300 - £450
Team Leader	£35k - £55k	£35k - £55k	£250 - £400	£300 - £500
Engineer	£30k - £50k	£30k - £55k	£200 - £350	£250 - £400
Consulting				
Senior Partner	£120k - £140k	£130k - £160k		
Partner	£90k - £120k	£100k - £130k		
Managing Consultant	£70k - £90k	£75k - £100k		
Senior Consultant	£50k - £70k	£55k - £80k		
Consultant	£40k - £60k	£50k - £70k		