



OUR **2022** SALARY GUIDE

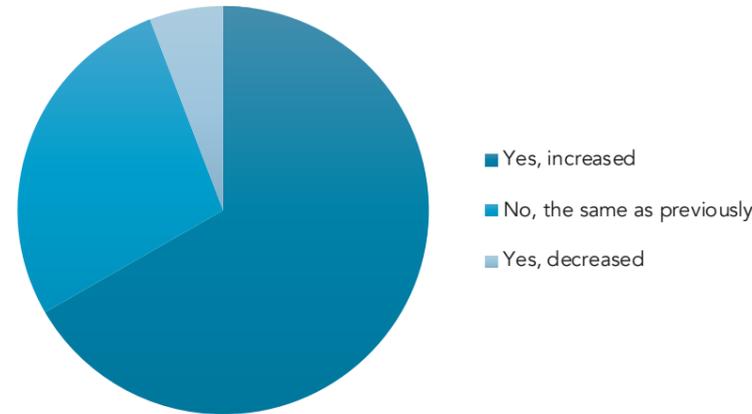
BECOME RECRUITMENT | LMA RECRUITMENT | BALL AND HOOLAHAN

What has changed this year, and what's coming in 2022?

LMA Recruitment, Become Recruitment & Ball and Hoolahan recently contacted all our candidates to gather information on how their salaries have changed over 2021. The responses we attained helped us to pick out some key trends in the market.

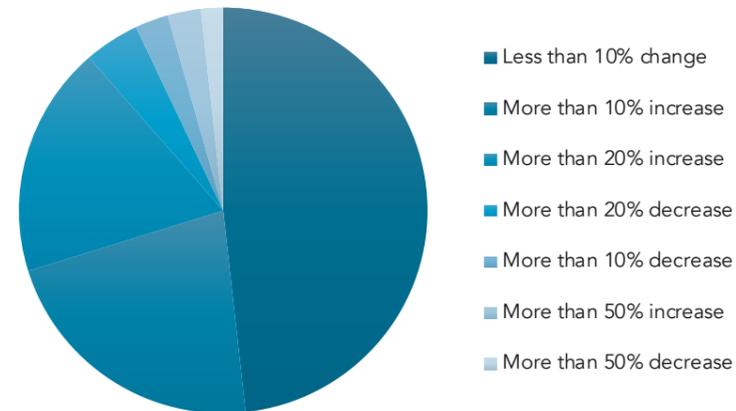
Have salaries changed over 2021?

In answer to this question, 67% of respondents stated that their salaries had increased. 27% reported that their salaries had stayed the same throughout 2021, and a small portion (6%) saw a decrease in their salary. It should be noted that respondents who saw a decrease in their salary commented on their choice to change career path, or to significantly reduce working hours following the Covid-19 pandemic, indicating work-life balance as a key contributor to their decision.



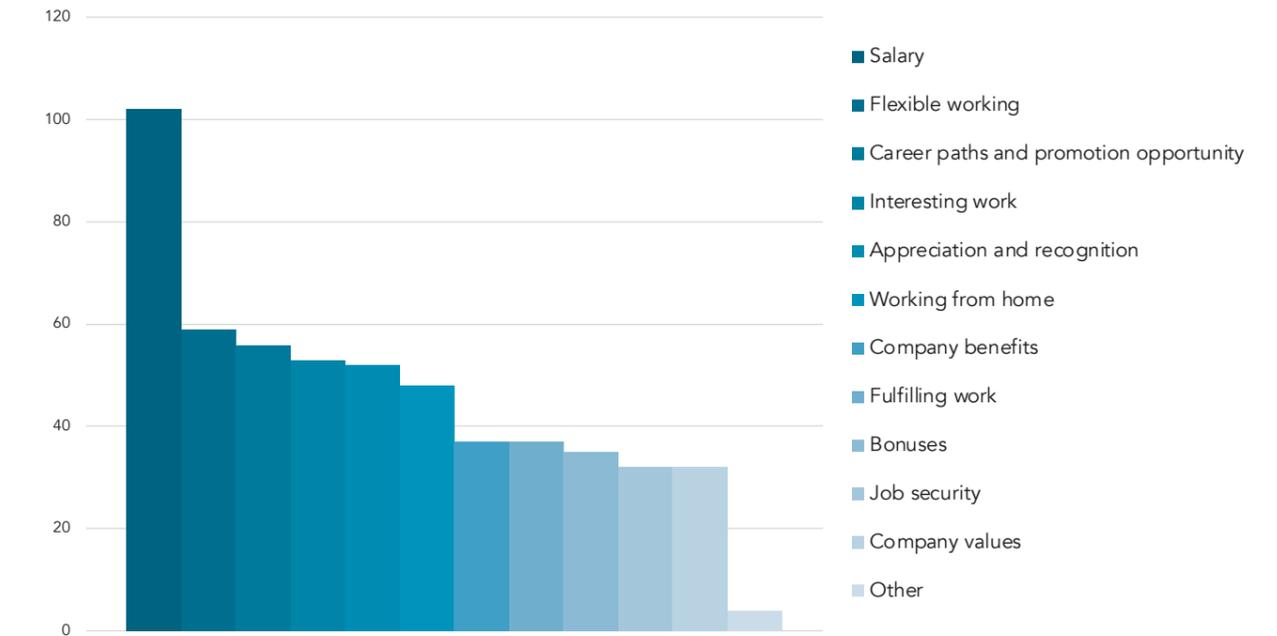
How much have salaries typically changed by?

With the majority of responses reporting an increase in salary, we set out to find out just how much salaries had changed during 2021. Almost half (48%) saw less than a 10% change in their salary, a further 22% received more than a 10% increase and 18% more than a 20% increase.



What is motivating candidates in today's market?

2021 saw the emergence of the biggest candidate shortage since 1997 according to the Recruitment and Employment Confederation (REC), meaning candidates currently have the upper hand in negotiating an employment deal. However, 2021 also brought to light many other aspects of a job offer that candidates take into consideration. Traditionally, companies could secure top talent by offering slightly higher salaries than their competitors, however this approach may now be outdated. Salary was still voted as the biggest motivator to work by our survey respondents, with 18% placing it in their top 3 choices. Another unsurprising motivator was career paths and promotion opportunities, with 10% voting it as one of their top 3. We are however seeing changes in candidate priorities; flexible working is now the second highest voted by respondents, with 11% citing it as a top 3 motivator and working from home also received 9% of votes. What cannot be overlooked by businesses and Hiring Managers is that these motivators are overtaking what are considered more traditional perks and benefits of a job, such as bonuses. Businesses should consider how external factors shape what candidates are looking for and what makes them consider changing jobs in the first place. Making the mistake of disregarding these opinions could lose you the candidate you're seeking in today's market.



Our expert teams can help. If you would like to learn more about how we can help you find and secure top talent or if you are seeking your next opportunity, don't hesitate to contact us.

Digital & Creative

The Creative economy employs around 20 million people across 9 of the largest economies in the world. This represents around 7% of total employment. Over the longer term, the creative economy is likely to be a key driver of economic growth as governments look to rebuild their economies in the wake of the downturn associated with Covid.

The digital and creative sector will need 1.2 million new workers by 2022 in order to keep up with its growth according to a new report published by UK Commission for Employment & Skills. We had anticipated that 2021 would bring new beginnings and prosperity – but the reality was a far cry from that. We started 2021 with more of the same... Covid took hold yet again and we had more lockdowns and isolation. Our NHS was pushed to its limit, with the ever-increasing pressure brought on by another wave. However, there was a glimmer of hope, when the news we'd all been waiting for was finally announced. A vaccine had been found and the roll out of the vaccination was quickly being deployed. This brought a well needed boost of new hope and delight to the world's population, as we could finally see a light at the end of the tunnel.

What followed was a slow but gradual acceleration in the recruitment market. In QTR1 & QTR2 requirements started to increase in client services & digital, and soon there was a demand for candidates that out-stripped the availability. In QTR3 the candidate shortage dilemma began, and it touched every sector and every industry! The recruitment world was turned on its head and again we had to adapt to finding new innovative ways of recruiting in an ever-changing market (and world).

A new heightened confidence began to grow in QTR4, and life seemed to "get back to business" as we adapted to another "new norm". We saw an increase in Digital roles and integrated positions such as Motion, Video, Digital Design, Social and Presentations. There was a large increase in the number of Full Time Contract and Freelance positions advertised, as companies filled their immediate gaps whilst resourcing for their full-time requirements. In some cases, these temporary roles eventually became permanent, and we saw an

increase in Temp2Perms and contract extensions.

Sectors that performed well at this time included online e-commerce retailers, integrated agencies, pharmaceuticals, online education, social media, FS, sports and property. As the candidate shortage continued, we saw more competitive salaries in the marketplace, as organisations battled to attract & win over the best talent in the industry. There are now new & improved benefits being offered, including flexible agile working and new equipment being supplied for anyone WFH. Positions relied less on geographical locations and companies cast the net out further to attract the best talent from around the whole of the UK.

We found an increase of positions that were advertised as "fully remote", with some companies closing their offices for good in favour of WFH 100% and relying on video meetings rather than face2face contact. Will this continue?... only time will tell. Personally, I still feel there is a place for the traditional office environment, especially when you are training up new talent and building a specific culture in the workplace. Nothing can truly replace the comradeship when we're all working collaboratively in a team environment.

Predictions for 2022 seem positive and there's a new confidence in the air! This could be as a result of more people being double jabbed and having their vaccine booster. The market is extremely buoyant, and the recruitment business seems busier than ever! Personally, it feels like we've gone back to our vintage year in 2007! If this continues, then we will have a very busy 2022 ahead of us, and the good news is the candidate market seems to be picking up again with more people having the confidence to take that next step up in their career!

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Permanent Digital & Creative

Digital & Technology in Manchester

Role	Junior	Mid-Weight	Senior
2D/3D Animator	20,000 - 23,000	24,000 - 28,000	30,000 - 40,000
Front End Developer	25,000		35,000
UI Developer	20,000 - 30,000	30,000 - 40,000	40,000 - 65,000
UX Developer	20,000 - 30,000	30,000 - 40,000	40,000 - 65,000
Digital Designer	22,000 - 24,000	25,000 - 30,000	30,000 - 45,000
Motion Graphics Designer	20,000 - 24,000	25,000 - 35,000	35,000 - 50,000
Videographer		25,000 - 35,000	

Creative in Manchester

Role	Junior	Mid-Weight	Senior
Designer	18,000 - 22,000	24,000 - 28,000	30,000 - 45,000
Illustrator		24,000 - 28,000	28,000 - 35,000
Creative Director		40,000 - 50,000	50,000 - 80,000
Design Director	45,000 - 60,000	55,000 - 80,000	75,000 - 120,000
Copywriter	17,000 - 20,000	24,000 - 35,000	32,000 - 45,000
Art Director	20,000 - 25,000	26,000 - 34,000	35,000 - 55,000
Photographer			30,000 - 40,000

Artwork & Production in Manchester

Role	Junior	Mid-Weight	Senior
Retoucher		25,000 - 30,000	32,000 - 40,000
Creative Artworker	17,000 - 21,000	22,000 - 27,000	28,000 - 34,000
Packaging Artworker	18,000 - 24,000	25,000 - 28,000	28,000 - 38,000
Mac Operator	17,000 - 21,000	22,000 - 27,000	28,000 - 34,000
Production Executive	21,000 - 25,000		
Production Manager		25,000 - 30,000	30,000 - 45,000
Traffic Manager		25,000 - 32,000	32,000 - 48,000
Studio Manager			32,000 - 45,000
Proofreader	18,000 - 20,000	21,000 - 25,000	26,000 - 30,000

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Permanent Digital & Creative

Client Services in Manchester

Role	Junior	Mid-Weight	Senior
Senior Account Executive	22,000		25,000
Account Manager	25,000	30,000	30,000 - 37,000
Account Director			37,000 - 45,000
Project Manager	24,000 - 30,000	30,000 - 35,000	35,000 - 50,000
Planner	25,000 - 35,000	35,000 - 45,000	45,000 - 60,000

PR & Marketing in Manchester

Role	Junior	Mid-Weight	Senior
Marketing Executive	22,000	26,000	26,000 - 30,000
Marketing Manager			30,000 - 40,000
Marketing Director			40,000 - 60,000
PR Account Executive	18,000 - 22,000		22,000 - 24,000
PR Account Manager	24,000 - 30,000		30,000 - 36,000
PR Account Director			37,000 - 45,000
Social Media Manager	24,000	30,000	40,000

Paid Social Manager	25,000	35,000	45,000
SEO Manager	25,000	35,000	45,000
PPC Manager	25,000	35,000	45,000
Content Manager	25,000	32,000	40,000

Digital & Technology in London

Role	Junior	Mid-Weight	Senior
2D/3D Animator	22,000 - 25,000	35,000 +	40,000 +
Front End Developer	25,000 - 30,000	30,000 - 40,000	45,000 +
UI Developer	25,000 +	35,000 +	45,000 +
UX Developer	25,000 +	38,000 - 45,000	60,000 +
Digital Designer	25,000 - 28,000	30,000 - 38,000	40,000 - 45,000
Motion Graphics Designer	22,000 - 26,000	30,000 - 38,000	40,000 - 60,000 +

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Permanent Digital & Creative

Creative in London

Role	Junior	Mid-Weight	Senior
Designer	22,000 - 28,000	28,000 - 35,000	38,000 - 45,000
Illustrator	20,000 - 25,000	30,000 - 35,000	38,000 +
Creative Director			55,000 +
Copywriter	25,000 - 35,000	35,000 - 40,000	40,000 - 50,000
Art Director	25,000 - 28,000	35,000 - 40,000	45,000 - 55,000 +
Photographer			30,000 - 40,000

Artwork & Production in London

Role	Junior	Mid-Weight	Senior
Retoucher	22,000 - 25,000	28,000 - 30,000	30,000 - 35,000
Creative Artworker	20,000 - 25,000	25,000 - 35,000	35,000 - 45,000
Packaging Artworker	22,000 - 28,000	30,000 - 35,000	35,000 - 45,000
Mac Operator	22,000 - 25,000	28,000 - 30,000	30,000 - 35,000
Production Executive	22,000 - 25,000	28,000 - 30,000	30,000 - 35,000
Production Manager			35,000 - 45,000 +
Traffic Manager			40,000 - 55,000 +
Studio Manager			40,000 - 55,000 +

Proofreader	22,000 - 25,000	28,000 - 30,000	30,000 - 35,000
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Client Services in London

Role	Junior	Mid-Weight	Senior
Senior Account Executive	25,000 - 30,000		
Account Manager	30,000	38,000	40,000 - 45,000
Account Director			50,000 - 70,000
Project Manager	22,000 - 28,000	28,000 - 38,000	38,000 - 50,000
Planner	22,000 - 28,000	30,000 - 40,000	50,000 - 60,000

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Permanent Digital & Creative

PR & Marketing in London

Role	Junior	Mid-Weight	Senior
Marketing Executive	20,000 - 28,000	28,000 - 35,000	35,000 - 50,000 +
Marketing Manager		30,000 - 40,000	45,000 +
Marketing Director			50,000 +
PR Account Executive	20,000 - 25,000		
PR Account Manager	28,000 - 30,000	30,000 - 40,000	40,000 +
PR Account Director	45,000 +		
Social Media Manager	25,000		40,000
Paid Social Manager	35,000		55,000
SEO Manager	35,000 - 40,000	45,000 - 50,000	55,000 +
PPC Manager	35,000 - 40,000	45,000 - 50,000	50,000 +
Content Manager	35,000 - 40,000	45,000 - 50,000	50,000 +

Rates shown are GBP (£) per annum.

Justin Moore
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Freelance Digital & Creative

Digital & Technology in Manchester

Role	Low	High
2D/3D Animator	225	350
Front End Developer	280	420
UI Developer	300	450
UX Developer	300	450
Digital Designer	200	300
Motion Graphics Designer	270	380
Videographer	270	380
Content Copywriter	220	300
Editor	220	350
Producer	220	325
Content Manager	220	325

Creative in Manchester

Role	Low	High
Designer	225	325
Illustrator	250	350
Creative Director	280	400
Design Director	300	400
Copywriter	225	350
Art Director	250	350
Photographer	250	350

Artwork & Production in Manchester

Role	Low	High
Retoucher	225	320
Creative Artworker	210	250
Packaging Artworker	210	250
Mac Operator	210	250
Production Executive	210	210
Production Manager	250	320
Traffic Manager	270	340
Studio Manager	270	340
Proofreader	270	310
Presentation Designer	220	35

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Freelance Digital & Creative

Client Services in Manchester

Role	Low	High
Senior Account Executive	225	270
Account Manager	250	320
Account Director	320	400
Project Manager	225	400
Planner	250	500

PR & Marketing in Manchester

Role	Low	High
Marketing Manager	300	350
PR Account Manager	320	360
PR Account Director	350	400
Social Media Manager	200	300
SEO Consultant	225	350
PPC Consultant	225	350

Digital & Technology in London

Role	Low	High
2D/3D Animator	300	420
Presentation Designer	240	350
Front End Developer	320	470
Producer	280	490
UI Developer	350	500
UX Developer	350	500
Digital Designer	300	400
Content Copywriter	250	350
Motion Graphics Designer	300	460
Video Editor	250	420
Videographer	300	350
Content Manager	230	460

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Freelance Digital & Creative

Creative in London

Role	Low	High
Designer	250	400
Illustrator	270	380
Creative Director	320	500
Design Director	350	450
Copywriter	240	450
Art Director	289	450
Photographer	280	400

Artwork & Production in London

Role	Low	High
Retoucher	250	400
Creative Artworker	220	320
Packaging Artworker	220	300
Mac Operator	230	450
Production Executive	220	290
Production Manager	270	400
Traffic Manager	280	360
Studio Manager	280	350
Proofreader	280	330

Client Services in London

Role	Low	High
Senior Account Executive	250	300
Account Manager	270	450
Account Director	350	400
Project Manager	250	400
Planner	300	900

PR & Marketing in London

Role	Low	High
Marketing Executive	200	230
Social Media Manager	250	350

Rates shown are GBP (£) per day.

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Human Resources

At the start of 2021 the HR permanent market was still feeling the effects of the third UK lockdown with businesses waiting to see where the economy was in that first quarter. The number of vacancies in the permanent sector was still very low but there were signs of good news as we came out of lockdowns and a return to office in April. By mid-year the HR market had started to pick up with businesses looking to hire across the talent acquisition space followed soon by reward, D&I, global mobility and HR Generalists across financial and professional services.

There was now a shortage of candidates at all levels and the expectations of candidates wanting much higher salaries and incentives to move which has continued into the quarter of the year.

Role	Junior	Mid-Weight	Senior
HR Administrator	20,000	22,000	25,000
HR Officer	22,000	25,000	32,000
HR Manager	45,000	50,000	65,000
HR Director	80,000	120,000	170,000
Reward Manager	55,000	65,000	80,000
Talent Acquisition Manager	40,000	60,000	80,000
Reward Director	80,000	120,000	170,000
HRBP	35,000	45,000	65,000
Head of Talent Acquisition	50,000	70,000	110,000
Reward Analyst	28,000	35,000	45,000

Rates shown are GBP (£) per annum.

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Operations

What a year we have had. Just when we all thought the market had gone to pot it comes back stronger than ever. The last year has been one of the busiest I have experienced in recruitment.

There are many reasons for this – Libor, ISO 20022, the aftermath of Brexit, changes to IR35 and of course Covid.

Libor has meant the loans space has been incredible busy and salaries in this space have had the biggest spike. Trade Finance continues to be busy as we see tech become more prominent in the sector. ISO 20022 being the biggest shake up to the payments industry in the past 50 years means banks are doing all they can to retain their payments SME's, even offering incentives to stop them moving to other organisations and retain the in house expertise.

All of the above plus many more factors have meant there is a real skill shortage and candidates are in the driving seat demanding higher salaries and being in the position to agree too many contracts on their own terms. With it being a candidate driven market any job hunter worth their weight is ending up with multiple offers. This is meaning there are many clients being left frustrated and organisations will have to quickly realise they have to increase their salary brackets in certain areas to attract and retain talent.

2021 has been a great year for the candidate but a difficult one for the client with companies having to adapt quickly to the changing working environment by investing in digital technology, updating systems, hiring in a candidate driven markets and introducing new benefits packages business to thrive. On reflection this is all benefitting the company the employee for the long term future.

A question I am asked constantly from line managers, HR, internal recruiters and my colleagues is "will this bubble burst any time soon?" Well, we usually see a dip in live roles around the time of writing this (late October/early November) but this year has bucked the trend. Roles keep coming through and managers keep wanting CV's (urgently) and long may this continue well into 2022.

Role	Junior	Mid-Weight	Senior	Manager
Head of Operations			110,000 +	
Operations Manager			80,000 - 100,000	
Head of Trade Finance			70,000 - 90,000	
Trade Finance Officer	30,000 - 38,000	38,000 - 45,000	45,000 - 60,000	
Loans Admin	30,000 - 40,000	40,000 - 50,000	50,000 - 70,000	70,000 - 85,000
Loan Closing	40,000 - 50,000	50,000 - 65,000	65,000 - 75,000	75,000 - 90,000
Settlements	25,000 - 30,000	30,000 - 35,000	40,000 - 45,000	60,000 +
Payments	30,000 - 38,000	40,000 - 45,000	45,000 - 55,000	70,000 +
Reconciliations	25,000 - 30,000	30,000 - 35,000	40,000 - 50,000	55,000 +
KYC/ Onboarding	28,000 - 35,000	35,000 - 45,000	45,000 - 55,000	70,000 +

Rates shown are GBP (£) per annum.

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Accounting & Finance - Financial Services

With uncertainty and change comes opportunity; volatility in global markets over the last 12 months has delivered record breaking profits for organisations who trade in these marketplaces, namely Investment Banks, Hedge Funds, Wealth Managers and Brokerage organisations. An intelligent approach towards trading on both long & short positions, alongside a flexible approach to product/asset class has meant bumper profits for many.

Sell-side organisations have seen upturn from an increase in interest rates, no doubt their Fixed Income divisions have/will soon be reaping the rewards of a much-anticipated change in base rates.

Buy-side organisations particularly in the second half of the year, have managed to invest client monies in growth areas and steer their ship towards calmer waters in some cases, whilst others have chosen to back businesses in hyper-growth industries; Fintech, Ecommerce, Online Retail, Tech/ICT, Pharma, Clean-tech being particularly lucrative sectors for investors. 6 in 10 Investment Managers surveyed by Natixis (58%) of Investment Managers believe defensive portfolios will outperform.

From a recruitment perspective, Diversity, Equity & Inclusion focused firms have shown a better than average staff retention and attraction rate than those who have overlooked, or perhaps underestimated, the importance of these key issues.

Agility in the workplace/flexibility has been and continues to be a hugely important driver throughout the year for employers and job-seekers, in a massively candidate-led market. When faced with the prospect of an in-flexible employer people have chosen to vote with their feet. This compounded with the added investment and profits/growth in Financial Services has meant we have seen a huge upturn in people changing employer and consequently the number of jobs increase considerably as well.

Most of this increase in attrition and jobs on the market has been within the Mid-Senior category, with less experienced candidates perhaps choosing job security and tenure over opportunities for advancement or growth (salary or otherwise), quite rightly so, some

would say.

People being an organisation's biggest commodity is a phrase we hear often when C-suite individuals address their organisations, but never has this rang true more than now; like any commodity the price is dictated by supply and demand and due to the increased demand, particularly over H2 if this year, we have seen a noticeable uptick in salaries for experienced individuals. Competition is fierce and processes need to move quickly in order for a chance to secure the best talent in the market.

From an Accounting & Finance perspective we have seen on average a 5% salary increase in roles at the 1-8 year experience level in particular across most disciplines/specialisms, when compared to last year. Specialisms in particular demand have been Financial Reporting (Investors want a clear picture of where a business has profited and/or struggled over the last 12 months), Analysis roles & Strategic roles at the Senior End to provide insight and guidance to link into overall objectives for a business. Regulatory requirements changing and new incoming standards have meant this is a particularly busy area heading into 2022.

Bonus season is around the corner and as a result, we expect movement in the jobs market to temper somewhat. This begs the questions, could we see a return to the heady days of bonus buy-outs, 'golden hellos' and 'golden hand-cuffs' that were common place once upon a time? Not quite yet. But this could be around the corner, if the competition for talent continues to become tighter over time.

Front Office teams are being incentivised heavily for long-term commitment, with six-figure bonuses and Long-Term Incentive Plans

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Accounting & Finance - Financial Services

now more common place than ever – a savvy strategy to consider, depending on business' sector and risk appetite. Team moves are proving more difficult than ever in these areas, in saying this we have seen people move for improved flexibility in their working patterns/ employer expectations versus financial gain, more than ever over the last two years.

Market research, competitor analysis and Talent Mapping within our Financial Services Search practice has proven to be more popular than ever. We fully expect this trend to continue into 2022. For more information on our Search services and salary data in relation to these areas, please feel free to get in touch for a confidential conversation.

Role	Junior	Mid-Weight	Senior
Management Accountant	45,000 - 55,000	55,000 - 65,000	65,000 - 75,000
Financial Controller		50,000 - 85,000	90,000 - 130,000
Chief Financial Officer		95,000 - 120,000	130,000 - 250,000 +
Finance Director/Head of Finance		90,000 - 110,000	120,000 +
Finance Manager	48,000 - 55,000	60,000 - 70,000	85,000 - 105,000
Regulatory Reporting Manager	50,000	55,000 - 68,000	70,000 - 115,000 +
Financial Planning & Analysis	48,000 - 55,000	55,000 - 65,000	70,000 - 110,000
Valuations Executive	50,000 - 60,000	65,000 - 85,000	90,000 - 130,000 +
Transactional Finance	35,000 - 48,000	50,000 - 65,000	70,000 +
Internal Audit Manager	50,000 - 55,000	60,000 - 70,000	75,000 - 120,000 +

Rates shown are GBP (£) per annum.

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Accounting & Finance - Commerce & Industry

Across commerce & industry (C&I) Finance, the majority of sectors have continued to hire there has been increased demand in hiring across Insurance, media, property and legal industries.

In early 2021, there was an abundance of highly skilled finance talent in the market due to individuals finding themselves in the unfortunate position of being made redundant. Furlough came to an end and most companies started to return to their offices in some capacity. In the second half of 2021 there was a huge shift whereby good candidates were being snapped up quickly, roles were continuing to come through as firms were expanding across their finance functions. This has resulted in ending the year in a very candidate short market and this looks set to continue across 2022.

With this in mind our clients are having to work and move at pace and ensure their recruitment process are quick and seamless, so they not lose the best talent to competitors. Due to the above we have also seen a slight increase in potential bonuses and salaries year on year and this is reflected in the charts attached.

Additionally, C&I has coped very well across the board with remote and hybrid working, and many have also used 2021 to make improvements internally, including processes, systems and various change projects. We have had an influx of senior level FC, FM and FD roles coming through across various industries, proving that strong FS leadership is critical in these times as clients need senior level individuals on board to streamline processes and centralise finance functions.

The main change we have noticed is alongside benefits and package, candidates are now looking for a hybrid working pattern, most wanting to work from home at least 2 days a week. This hasn't been an issue for most of our clients with many embracing this new hybrid working pattern and in turn is increasing their chances of attracting the best talent in the market.

Many of our network of senior finance leaders are expecting their headcount to continue to increase across 2022. Therefore, as a

recruitment company we are going into 2022 very positive and confident as we work closely with our clients on their exciting growth plans across this year.

Feel free to get in touch if we can support with your hiring needs or you are personally looking for a new challenge in 2022.

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Accounting & Finance - Commerce & Industry

Role	Junior	Mid-Weight	Senior
Accounts Assistant	21,000 - 25,000	25,000 - 32,000	
Accounts Payable	21,000 - 25,000	25,000 - 30,000	35,000 +
Accounts Receivable	21,000 - 25,000	25,000 - 30,000	35,000 +
Bookkeeper			
Legal Cashier	23,000 - 28,000	28,000 - 35,000	35,000 +
Billing Assistant	21,000 - 25,000	25,000 - 30,000	30,000 +
Credit Controller	22,000 - 30,000	27,000 - 35,000	35,000 +
Finance Analyst	50,000	50,000 - 60,000	65,000 +
FP & A	55,000	55,000 - 65,000	70,000 +
Financial Controller	65,000 - 75,000	75,000 - 100,000	100,000 +
Finance Manager	65,000 - 70,000	70,000 - 80,000	85,000 +
Chief Financial Officer			150,000 - 250,000
Finance Director/ Head of Finance			120,000 +
Management Accountant	45,000 - 50,000	50,000 - 60,000	60,000 - 65,000 +
Financial Accountant	45,000 - 50,000	50,000 - 60,000	60,000 - 65,000 +

Transactions Manager		45,000 +
AP/AR Supervisor	35,000	40,000 +

Rates shown are GBP (£) per annum.

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Asset Finance & Leasing

The Asset Finance and Leasing market has seen a steady flow of recruitment activity throughout 2021, there was an increase in collections and recoveries positions during Q1 post pandemic and funders increased emphasis on regaining lost revenue tightening the back end of the process which then tapered off during Q2 and Q3.

There has been stable demand for candidates in various functions across Asset Finance and Leasing, in Q2 and Q3 there were more internal sales and customer service focused positions. There has also been a change in the market with funders now looking more deeply into risk functions than previously due to the pandemic and new positions were created within Compliance, Risk, Credit and Underwriting occupations.

From the back end of Q3 and beginning of Q4 there has been substantial demand for mid-level and senior sales professionals both internal and externally. The Asset Finance and Leasing industry is anticipating development in 2022 with the hot topic of climate change laws coming soon for businesses they are targeting the growth areas of Clean Technology, Renewables, Agriculture and Healthcare.

There has also been a fair amount of lateral movement within the industry post pandemic some Tier 1 Funders have managed to monopolise certain sectors of the market as they had the capacity to weather the storm during Covid-19 and have pushed out some of the Tier 2 and Tier 3 funders acquiring some their best staff in the process. Most employees also now expect working from home full time or an element of hybrid working as a minimum expectation, the companies not offering this have been losing staff and people will move for better work life balance even it means taking a sight pay cut on occasion.

In Summary the Asset Finance and Leasing Sector is expected to be buoyant over the course of 2022, the increase in Business Development and Sales vacancies in Q4 has set this precedent for next year.

Role	Junior	Mid-Weight	Senior
Analyst	30,000 - 40,000	40,000 - 55,000	55,000 - 75,000
Executive (Sales & Operations)	25,000 - 30,000	30,000 - 40,000	40,000 - 50,000
Manager (Sales & Operations)		40,000 - 50,000	50,000 - 65,000
Director (Sales & Operations)		60,000 - 90,000	90,000 - 125,000
Credit Underwriter	28,000 - 35,000	35,000 - 50,000	50,000 - 75,000
Collections/ Recoveries Agent	25,000 - 32,000	32,000 - 40,000	40,000 - 50,000
Internal Sales/ Account Manager	25,000 - 30,000	30,000 - 40,000	40,000 - 50,000
External Sales (Direct or Vendor)	32,000 - 40,000	40,000 - 65,000	65,000 - 100,000
Coordinator (Sales & Operations)	24,000 - 28,000	28,000 - 33,000	33,000 - 38,000
Risk Manager	28,000 - 40,000	40,000 - 55,000	55,000 - 75,000

Rates shown are GBP (£) per annum.

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Compliance & Financial Crime

2021 has been rollercoaster in terms of recruitment!

COVID-19 and Brexit has provided a lot of challenges, and this is reflected in the challenges for both our clients as well as candidates. Most Buy and Sell side firms have had a good year due to the markets recovering and some normality returning to the workplace with working from home and hybrid working models dominating the landscape.

Due to the increased regulatory demands from the regulators Institutions are hiring heavily into their compliance teams especially within Fraud, Anti Money Laundering as well as KYC and we will continue to see this growth in 2022.

Regulatory compliance has also remained high on the agenda for all Buy and Sell-Side firms, where the primary focus of the Compliance function has been to define the rules and frameworks for organisations in order to achieve compliance with relevant laws and regulations. As well as being able to interpret the law the Compliance function also needs to have the skills to:

- Translate the rules into practical guidance for the organisation.
- Effectively communicate with colleagues.
- Work cross functionally to embed the Compliance function's vision, strategy & principles into the organisation's culture and day to day operations.
- Develop and embed effective compliance training strategies.

While this will remain at the core of the Compliance function's remit, we expect to see an increasing emphasis on ethics, culture and principles, with progression gearing towards being more of a 'trusted advisor' to the business while simultaneously delivering a more competitive advantage.

Organisations are facing increasing scrutiny from external stakeholders, as well as regulators of their business practices. Those without a strong culture and questionable business practices can soon find themselves in the middle of a media storm, facing

potential business and reputational damage.

Organisations with strong cultures within which people understand the organisations stance and principles will be better prepared to deal with unforeseen compliance risks.

Many organisations are however struggling to effectively measure and assess their culture and are therefore missing opportunities to influence and shape the culture of the business.

Other more global trends have been a push away from Hong Kong due to the challenging political situation with a relocation to Singapore as well as Switzerland due to the low tax regime.

Another point to note is that there has been a lot more activity from Fin Tech firms with several mergers of firms resulting in hiring requirements especially in the Compliance, Legal and Co Sec space. These roles are also not limited to London as a lot of fin techs are now located in other cities such as Dublin & Berlin.

Aggregating the market data, we acquired during 2021, we are seeing an increase in salaries & compensation as clients are looking to secure the best talent in the market. There is an expectation of better bonuses as well and those companies that cannot deliver will see their best staff leave for new opportunities!

Nikolai Balzer
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Compliance & Financial Crime

Role	Junior	Mid-Weight	Senior
Compliance Associate	50,000	55,000	65,000
Compliance Manager	70,000	80,000	90,000
Compliance Director	95,000	110,000	130,000
Head of Compliance & SMF16/17	130,000	150,000	200,000
Financial Crime Associate	50,000	55,000	65,000
Financial Crime Manager	70,000	80,000	90,000
Financial Crime Director	105,000	125,000	150,000

Rates shown are GBP (£) per annum.

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Credit, Risk & Quantitative

The recruitment market within London is an ever-evolving one, and 2021 has had a lot of challenges with COVID-19 as well as financial uncertainty surrounding Brexit. Risk teams have had to evolve due to remote/hybrid working and this has bought a lot of challenges. As different risks evolve companies must react quickly and effectively to avoid issues. 2022 will hopefully see a return to some normality however there are some major challenges to overcome!

Regulators and risk managers have made great strides in controlling the forces that sparked the financial crisis more than a decade ago. But their success in fighting the last war could be feeding a false sense of security now as new threats appear on the horizon. The softening economy is only one potential storm banks face today. In an era of rapid technological innovation, new threats are emerging almost daily in cybersecurity, artificial intelligence, blockchain, and other areas.

The trouble is some financial institutions are so preoccupied with financial risks as well as regulations around RWA's, FRTB and IBOR that they are missing the bigger picture. This is what is known as enterprise risk management. As its name implies, enterprise risk management seeks to control the broadest possible set of risks, from purely financial ones such as market and credit risk to nonfinancial threats such as reputation risk.

While banks have a sophisticated understanding of financial risk, some are less experienced with non-traditional threats such as cyber risk, strategic risk, operational risk, regulatory risk, and legal risk. Such threats have real impacts on financial performance across the enterprise.

While a high-risk loan, for example, can result in a specific financial, an embarrassing customer service blunder can harm revenues across the enterprise. Ten years ago, enterprise risk management was little more than a backwater at many firms. The action all took place in the individual risk silos. Banks that embrace enterprise risk management today will be positioned to respond quickly to unforeseen troubles tomorrow. Those that do not run the risk of making a new set of

mistakes during the next crisis that could cost shareholders and employees — and, perhaps, weaken the banking system itself.

Credit Risk has seen a resurgence this year and will do so for the foreseeable future. COVID-19 has impacted many corporates and as such the credit risk teams have been busy re-assessing customer's lending, ability to repay loans as well as other financial commitments. This has put a lot of strain on the Credit Risk teams and as such they have had to evolve and grow these teams at the mid-level.

There has been a lot less movement at the senior end i.e., MD and CRO level however this can be attributed to the COVID-19 crisis where senior individuals are less likely to look for a new challenge due to the unknown!

Market Risk in 2021 has remained relatively flat due to new systems & processes however it has been encouraging to see trading levels rising to higher than pre-pandemic levels. The areas that have however seen growth are the debt markets where activity has skyrocketed!

On the quantitative side the focus in hiring has been on hiring Python coding professionals as Python continues to be the dominant coding language for quantitative professionals.

2022 will bring a host of new challenges as we expect a bigger return to the office and some kind of new normal. IBOR transition and FRTB are still the main challenges that the Banks are facing in the regulatory landscape. This will continue to drive hiring as well as use of the Consultancies such as Deloitte, EY and PWC.

Nikolai Balzer
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Credit, Risk & Quantitative

Role	Junior	Mid-Weight	Senior
Market Risk Analyst/ Associate	50,000	60,000	75,000
Market Risk Manager AVP/ VP	80,000	100,000	125,000
Credit Analyst/ Associate	50,000	60,000	75,000
Credit Risk Manager AVP/ VP	80,000	100,000	125,000
Quantitative Analyst	80,000	100,000	120,000
Business Analyst	60,000	90,000	110,000

Rates shown are GBP (£) per annum.

Nikolai Balzer
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Business Support

The Permanent Business Support market stagnated throughout the pandemic, where there was a lesser need to hire support staff. If anything, whilst some businesses folded, there was a rise in redundancies and candidates accepting part time roles. However, the second half of 2021 has seen an increase in the hiring of administrative staff and witnessing employers raising starting salaries at a record pace to try and attract the best candidates. London has been affected more than other areas by the rise of hybrid working conditions and companies having to deal with their building leases/ office space issues.

Candidate shortages remain severe as clients' expectations remain high and are prepared to wait until the right candidates are hired. Moving forward, employers will need to revisit their criteria in order to fill any urgent requirements. Data has shown that more than half of employers said they thought that offering higher salaries for new recruits would help to address this problem, while more than a third thought improving other company benefits, like flexible working would help.

Whilst the financial services sector has seen a significant rise in salaries, the C&I sector has experienced either a very slight increase or stagnant levels of salaries.

During the pandemic and with Brexit happening, we have seen a rise in bilingual EAs accepting positions in Europe and leaving UK employers struggling to find quality candidates to fill their bi-lingual roles.

In summary 2022 will unquestionably be a candidate driven market, with employers having to either manage their expectations for potential roles or offering competitive salaries and hybrid working conditions for calibre staff!

Please do feel free to speak to one of qualified and experienced consultants in the Business Support team for more advice. We look forward to working with you in 2022.

Role	Junior	Mid-Weight	Senior
Receptionist	22,000 - 25,000	30,000 - 34,000	36,000 - 40,000
Administrator	24,000 - 27,000	30,000 - 35,000	36,000 - 40,000
Personal Assistant	36,000 - 40,000	44,000 - 48,000	50,000 - 55,000
Executive Assistant	44,000 - 48,000	50,000 - 50,000	55,000 - 70,000
Bi-Lingual PA	40,000 - 44,000	50,000 - 55,000	60,000 - 70,000
Office Manager	35,000 - 37,000	40,000 - 45,000	50,000 - 70,000
Project Coordinator	28,000 - 30,000	40,000 - 45,000	48,000 - 55,000
Team Assistant	30,000 - 35,000	38,000 - 42,000	44,000 - 48,000
Legal Secretary	27,000 - 30,000	35,000 - 40,000	45,000 - 55,000
Facilities Manager	22,000 - 25,000	30,000 - 38,000	45,000 - 60,000

Rates shown are GBP (£) per annum.

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Interim Human Resources

Without doubt, the last 2 years have been the most surreal and changeable recruitment market within my 20+ year recruitment career. From the mass redundancies and recruitment freezes that unfortunately occurred in 2020, through to the much anticipated 'bounce back' and rapid recruitment growth in 2021 – it's certainly been a turbulent time. Inevitably HR & Talent teams have been the dependable source to execute many of these changes, having to navigate their way through people consolidations & swift expansions. This time also gave opportunity for many organisations to re-evaluate their structures, as we saw a huge increase in Change Management, Organisation Design and HRIS Implementation specialist requests within the interim HR market. D&I and cultural change continued to be a priority for most businesses, when reviewing their policies and talent planning.

2021, due to a number of different reasons including the pandemic, Brexit and the general feeling of uncertainty, also felt the strain of a candidate short market. Q2 onwards fast became a candidate led playing field, with many of the highly employable individuals receiving multiple job offers and companies increasing their offers & packages to try and secure the best talent. Understandably, businesses have rightfully reacted to this situation and we've seen a huge demand in Reward Specialist requests, to ensure their organisation remains (or strives to become) a sought after 'employer of choice.'

As a consequence, the HR Interim market has also seen an increase in daily rates across the board to try and combat losing top talent to permanent job offers.

We predict the continued recruitment growth (and unfortunate candidate shortage) to remain for the first half of 2022 and rely on our strong candidate network and sound recruitment methodologies to partner our clients successfully through this extraordinary time.

Role	Junior	Mid-Weight	Senior
HR Administrator/ Coordinator	100 - 120	120 - 130	130 - 160
HR Advisor	120 - 140	140 - 160	160 - 200
HR Manager	200 - 250	250 - 300	300 - 500
HR Business Partner	200 - 250	250 - 280	280 - 450
HR Director/Head of HR	300 - 350	350 - 450	450 - 650
Reward Analyst	150 - 200	200 - 250	250 - 350
Reward Manager	200 - 280	280 - 380	380 - 600
Head of Reward	400 - 500	500 - 600	600 - 800
Talent Acquisition Manager/Recruiter	150 - 200	250 - 400	400 - 700
Talent Acquisition Manager	200 - 300	300 - 500	500 - 800
Head of Talent	300 - 400	400 - 600	600 - 800
L&D Specialist	250 - 300	300 - 500	500 - 800
Organisational Design (OD) Specialist	300 - 500	500 - 800	800 - 1,200
Diversity & Inclusion (D&I) Specialist	350 - 500	500 - 600	600 - 800
HRIS Specialist	500 - 600	600 - 700	700 - 850

Rates shown are GBP (£) per day.

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Interim Finance & Accounting

Interim finance and accountancy hiring has fluctuated massively throughout 2021. As we approached the end of lockdown the market exploded. In the first half of 2021 we were struggling to find jobs, but this completely flipped in the second half of the year where we were struggling to find and keep candidates. In a candidate short market, the biggest difficulty wasn't finding candidates jobs it was managing the recruitment process, dealing with candidates in multiple processes and counter offers.

LMA were proactive in tackling these issues. We endeavoured to build strong relationships with our candidates so we were constantly aware of other processes they were involved in so, if needed, we could relay this information to our clients if the process needed to speed up. We also, through 25 years of building relationships with our clients managed to secure a large percentage of our roles exclusively which was essential in this market.

Role	Junior	Mid-Weight	Senior
Accountant	250 - 325	300 - 400	350 - 450
Accounts Assistant	120 - 150	150 - 200	200 - 250
Accounts Payable	80 - 100	100 - 125	125 - 200
Fund Accountant	180 - 250	225 - 300	300 - 400
Credit Controller	120 - 150	150 - 200	200 - 275
Payroll Administrator	100 - 200	200 - 350	350 - 600
Finance Analyst	250 - 300	300 - 350	350 - 450
Finance Assistant	120 - 150	150 - 200	200 - 250

Rates shown are GBP (£) per day.

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Interim Financial Services

2021 was a very different picture to 2020 within the interim Financial Services, moving from an uncertain but steady start to 2021, to a vacancy driven market. The interims market continued to recover very quickly, and we saw even greater demands for quality Interim staff over the year.

This was a year when the FS industry looked at their businesses and took this opportunity to restructure to rehire interim staff in many teams and markets. This was also coupled with staff revaluing their working goals and revaluing their lives to create a greater demand for experienced staff over 2021.

What did the Temporary market look like over 2021?

Over the first quarter, the temporary market remained constant with the loans, trade finance and credit markets dominating the main areas for demand for experienced interims. Even with IR35 going live in April 2021, the transition was reasonably seamless with many contractors prepared, working under Umbrella or PAYE arrangements. However, the interim market then moved very quickly into a vacancy rich market in many areas with talent shortages, a familiar theme for 2021.

Throughout the year, the Loans and Credit market have been the most challenging markets to recruit for and this has been at all levels, from Analyst to VP & Director, with the SMEs and Investment Banks crying out for good staff with syndications, agency, documentation, and strong systems experience.

Credit positions particularly in Structured Finance and Project Finance were dominant markets over this year and many Banks found themselves competing for quality Credit Analysts at all levels, reaching its peak by the 4th quarter. This was an increase in interim job flow of 35% to this time last year.

Market Risk also remained another active market, more evident too over the last quarter with Banks restructuring and reviewing non-traditional Risk aspects, to include cyber risk, strategic and

operational risk.

Many of our SMEs and Asset Managers saw an increase in trading across Fixed Income, Equities and debt capital markets which saw a return for a for Operations interims within trade support and payments.

Experienced Trade Finance staff continued to be a constant area in demand, not only for strong checking of documents but also for those with new technology and systems skills.

AML/Financial Crime markets were constant too over the year with the challenges of fraud in this market but picked up the pace at the end of the last quarter with audits in play.

So, over the year the reduced talent pool became more evident with the reduction of international staff in the UK and swift escalation of permanent FS vacancies in the 2nd part of the year. Even with the end of the Furlough scheme in Sep 2021, we did not see new talent available in the market to ease the shortages of staff.

Thus, for the first time in many years, we started to see clients increase pay rates for quality interims, specifically in the credit, loans and trade finance sectors.

We also saw a record number of approvals temporary to permanent conversions in the 2ndhalf of the year to ensure talent retention within the businesses

Agile working for interims was important to many and the hybrid model evolved as the dominant arrangement for many businesses

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Interim Financial Services

over the year and beyond

So, what do we expect for 2022?

We expect to see the Interim market continue to remain buoyant over 2022. Even with the reality of the looming economic challenges and living with this pandemic, temporary staff will continue to play a significant part of the workforce, enabling Banks to bring in talent swiftly to cover a shortage of experience in teams. Pay rates will continued to be reviewed but Banks will continue to be mindful of overall cost and the pace of businesses growth. This will again be dependent on the specific demands and shortages in the market.

Compliance & Financial Crime

Role	Junior	Mid-Weight	Senior
KYC on-boarding (Delete remediation)	160 - 190	190 - 225	225 - 275
KYC SME/Lead		325 - 425	400 - 575
CDD/EDD/QA SME		325 - 425	425 - 575
AML/Transaction Monitoring	190 - 250	250 - 350	350 - 475
Financial Crime Advisory	225 - 275	275 - 350	350 - 500
MLRO		600 - 650	650 +
Compliance Assistant	160 - 180	180 - 210	210 - 240
Compliance Officer	240 - 275	275 - 300	300 - 400
Project Manager- Compliance	500 - 550	550 - 600	600 - 900
Head of Compliance		400 - 500	500 - 850

Rates shown are GBP (£) per day.

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Interim Financial Services

Operations

Role	Junior	Mid-Weight	Senior
Loans Administrator	175 - 230	230 - 280	280 - 350
Loans Documentation/ Agency	190 - 250	250 - 325	325 - 400
Trade Finance/ Guarantees Associate	160 - 180	180 - 200	200 - 240
Trade Finance Manager		275 - 300	300 - 350
Payments Officer	160 - 175	175 - 210	210 - 260
Trade Support Analyst	200 - 220	200 - 275	275 - 350
Project Manager	500 - 550	550 - 675	670 +
Business Analyst/ Change Operations Manager	450 - 500	500 - 550	550 - 650
Client Services Officer	180 - 200	200 - 250	250 - 275

Rates shown are GBP (£) per day.

Credit, Risk & Quantitative

Role	Junior	Mid-Weight	Senior
Risk Reporting Analyst	225 - 275	275 - 325	325 - 350
Market Risk Manager		300 - 375	375 - 450
Credit Analyst	225 - 275	275 - 325	325 - 350
Project Finance & Structured Credit Analyst	250 - 275	275 - 450	400 - 550
Credit F/IS	250 - 300	300 - 350	350 - 400
Head of Credit		350 - 400	400 - 450
Portfolio Manager	250 - 300	300 - 350	350 - 375
Relationship Manager	230 - 275	275 - 300	300
Quantitative Analyst	210 - 230	230 - 350	350 - 450
Credit Administrator	160 - 190	190 - 225	225 - 270

Rates shown are GBP (£) per day.

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Interim Business Support

With the UK being in lockdown until March 2021 and offices remaining closed, the start to the year was slow for business support, with office based assignments only becoming high volume during late summer. PA assignments have also increased steadily throughout the year as business travel has resumed and PA has once again become in demand.

With offices being closed for such a long time, many support staff took on different career paths, and this, coupled with lack of candidates coming to the UK from overseas and a sharp increase in vacancies has instigated a war for good talent in this area. The continued uncertainty in the market, with Covid still far from over, has meant companies have been choosing to hire on an interim basis rather than permanent, driving up demand for strong temporary candidates.

2021 has been a candidate driven market and as such, temporary pay rates have increased steadily over the second half of the year. Experienced receptionists are in high demand due to many companies having lost their permanent staff during lockdown and high volumes of sickness and self-isolation meaning an increase in demand for short term cover.

Going into 2022 the outlook appears very positive, with record numbers of roles coming through as companies continue to build up their support teams. We expect to see more talent coming through as candidate caution drops with people more likely to move roles as the market stabilises.

At LMA we continue to work closely with our reliable and loyal temporary workforce (as well as recruiting new talent) and look forward to working with you and supporting you into 2022.

Role	Junior	Mid-Weight	Senior
Receptionist	11	14	18
Administrator	12	15	20
Team Assistant	15	19	22
Executive Assistant	20	25	30
Office Manager	20	25	30
Facilities Manager	25	30	35
Facilities Coordinator	13	16	20
Customer Service	10	13	18

Rates shown are GBP (£) per hour.

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Marketing

Marketing is back! We have seen a huge shift in how companies value marketing since this time last year and although the Professional and Financial Services (PS/FS) sectors remained relatively stable and resilient throughout the pandemic, other sectors which were quicker to hold/ cut marketing positions are now starting to feel the impact of getting rid of Marketing employees and teams to cut costs.

FMCG businesses saw an increase in roles across all marketing disciplines in 2021 after the sudden cliff drop at the start of C&id! The year has fluctuated with an influx of strong candidates from the end of 2020 and gradually dropping to an all-time candidate shortage by the end of 2021. Role focus continued to be on all things digital and e-commerce to allow the hesitant shoppers to still have the full brand experience from the comfort of their homes without having to don a mask and leave their couches. Roles which had gone on hold/ halted in 2020 within brand, insights and innovation came back in the middle of the year as companies put their faith back in the economy with a light at the end of the tunnel for a return to 'normality'. Still some brand roles had more of a digital focus, and we saw an increase in the types of comms that brands were deciding to focus their energies and budgets on. There was a high demand for social, digital, ecommerce and content candidates.

With regards to FS/ PS there seems to be a lean towards PS/FS firms wanting full 360° marketer's post-pandemic – someone who can do everything from putting together strategic plans and then carry out the hands-on delivery of them, including things like CRM management, email marketing and digital versions of in person experiences. This will probably split as marketing budgets begin to grow again, but at the moment we are seeing a lot of senior level marketers having to get back to basics. Roles within the Online, Digital and Social Media space continue to evolve and candidates who work in these are learning to move quickly to stay ahead of market trends and keep relevant. Even the more traditional firms have taken hybrid working, virtual events and video conferencing in their stride, giving them more opportunity to hire truly global teams.

Terms such as ESG, Sustainability and D&I have become integral in any marketing strategy and we are also seeing Internal Communications and Employee Engagement roles becoming more prevalent – a lot of

businesses didn't necessarily have a specific person/ team focussing on this previously, but new ways of working have highlighted the importance of this role.

Retail, travel, leisure and hospitality were obviously massively impacted by Covid, and these sectors continue to struggle but we see ways businesses are diversifying and adapting to the 'New way of working'. Many roles we get through are on the back of a re-structures. We have noticed a shift in focus and see more Insights, CRM and Loyalty, e-commerce and digital roles growing. The further decline of bricks and mortar retail will mean a high level of online penetration.

The pandemic has accelerated the high street's decline. The latest statistics around the high street make for alarming reading. The constant cycle of lockdowns has crippled footfall, which reached an all-time low last May when the British Retail Consortium reported a 77.8% year on-year decline. Whereas the beginning of the year was candidate rich, and many businesses benefited from having their pick of the talent, we have noticed the market switch, and now great candidates are getting snapped up quickly and there are fewer good candidates on the market.

Key message across all sectors seems to be that by the end of 2021 good candidates are hard to find. It is still very much a 'candidate's market', due to many employees staying where they were last year, so it will be interesting to see if 2022 will be the year for change and for candidates to start job hunting again. In the meantime employers beware - strong, versatile candidates are being snapped up faster than ever!

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Marketing

FMCG & Consumer

Role	Rate
Marketing/Brand Director	80,000 - 120,000
Marketing Manager	65,000 - 80,000
Assistant Brand Manager	28,000 - 40,000
Brand/Product Manger	35,000 - 55,000
Brand Activation Manager	30,000 - 40,000
Senior Brand Manager	55,000 - 65,000
Marketing Associate/Senior Marketing Executive	28,000 - 38,000
Marketing Executive/Assistant/Coordinator	28,000 - 32,000
Head of Communications and PR	70,000 - 90,000
Communications and PR Manager	50,000 - 70,000
Social Media/Digital Marketing Manager	45,000 - 60,000
Social Media/Digital Marketing Executive	28,000 - 40,000
Innovation/NPD Manager	50,000 - 65,000
Insights Manager	50,000 - 60,000
Digital Marketing Manager	50,000 - 65,000
Media Manager	50,000 - 65,000

Retail & Leisure

Role	Rate
Marketing/Brand Director	75,000 - 100,000
Marketing Manager	50,000 - 60,000
Marketing Associate/Senior Marketing Executive	35,000 - 40,000
Marketing Executive/Assistant/Coordinator/ Content Executive	28,000 - 35,000
Head of Communications and PR	65,000 - 75,000
Communications and PR Manager	50,000 - 60,000
Social Media/Digital Marketing Manager	45,000 - 55,000
Social Media/Digital Marketing Executive	32,000 - 35,000
Insights Manager	55,000 - 65,000
E-commerce Manager	50,000 - 65,000
Internal Comms Manager	55,000 - 65,000

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Marketing

Professional Services

Role	Rate
Marketing/Brand Director	80,000 - 120,000
Marketing Manager	40,000 - 80,000
Brand/Product Manger	35,000 - 60,000
Marketing Associate/Senior Marketing Executive	30,000 - 45,000
Marketing Executive/Assistant/Coordinator	22,000 - 35,000
Head of Communications and PR	65,000 - 135,000
Communications and PR Manager	35,000 - 70,000
Social Media/Digital Marketing Manager	35,000 - 60,000
Social Media/Digital Marketing Executive	25,000 - 45,000

Rates shown are GBP (£) per annum.

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About Become, LMA & Ball and Hoolahan

LMA Recruitment has been providing award winning recruitment services to blue-chip businesses in the UK, Europe, ANZ and APAC since 1999.

Our teams are specialised to ensure that your hiring requirements or job search will be handled by experts who know and understand your sector. We use industry leading technology to enable our search, screen and selection processes to match the best talent with the right roles.

Relationships and people are the foundation of our business. Therefore, we never lose sight of how important the right people are to businesses, and the right careers are to people.

Become has been providing leading global recruitment services specialising in the creative, digital and media industries since 1997.

With local expertise and a global reach, we are passionate about placing and recruiting on a permanent, temporary and contractual basis. Our extensive years of experience connecting top talent with a variety of jobs across the Creative, Digital, Artwork, Production, Client Services, PR and Marketing industries is a testimony to the services we provide. From assisting you with finding your dream job to providing a seamless and innovative digital recruitment service – we've got it covered!

The creative recruitment industry is incredibly

exciting, competitive and constantly evolving, which can prove to be challenging. We believe that our collaborative and diverse, team-oriented structure is something that makes us unique and enables us to work more efficiently and effectively for both clients and candidates alike.

Established in 1988, Ball and Hoolahan are experts in marketing recruitment, an agency set up by marketers for marketers.

We have deep roots in the marketing community and have built strong relationships with some of the most talented marketers and leading brands in the industry. Sectors we cover include; FMCG (Food, Drink, Household, Beauty, Personal Care, Healthcare and Pharmaceutical), Retail, Entertainment, Travel, Leisure and Hospitality, Professional Services, Events, Financial Services, Technology, Telecoms and IT, Not for Profit (NFP) and Charities and Digital.

Personal recommendations have always been, and still are the cornerstone of our brand, underpinned by our marketing expertise, personal approach and understanding of people. Whether you are looking for your next career move in marketing, to recruit exceptional marketing talent for your brand or considering a move into marketing recruitment consultancy, please get in touch.

Part of the Empresaria Family

LMA Recruitment, Become Recruitment and Ball and Hoolahan are all part of the Empresaria Family, operating within the Professional Services sector.

Empresaria Group plc is a global specialist staffing group operating in 20 countries across 6 diversified sectors. As a group, we are focused on continuing to impact the lives of individuals around the globe, all while providing an exceptional service to clients and candidates alike.

For all of the Empresaria brands, the global network of experts opens up a variety of opportunities. Our innovative internal communication community connects the whole group globally and allows us to be truly 'stronger together'. Through group wide initiatives, such as training and leadership programmes, relationships are built between individuals from many different brands which allows us to service our clients across a diverse industry range and geography.

The personal development of our employees benefits hugely from the perspective and expertise of others within the group. Being part of Empresaria not only provides our employees with the input and inspiration of industry leaders and experts, but also access to the very best and latest technology and software, enabling a competitive advantage in the industry. The benefits to our clients are that they receive the local knowledge of our expert consultants, while maximising on the global presence and technology investments of the group.

Stronger together

Find out more about Empresaria and other Empresaria brands here.

What can we do for you?

Permanent Recruitment

Permanent Recruitment is when a company hires long term employees that are presumed to grow with the company. These employees are entitled to the full benefits that the company has to offer. A permanent recruitment service is a cost-effective solution to fulfil your company's needs.

Finding highly qualified talent that are going to be with your company long term is an extensive and timely process. Working with a recruitment provider to undertake that process for you, will save your company valuable resources and will grant you access to a wide network of experienced workers. Within our growing pool of talented job seekers, we will find the perfect fit for your specific needs.

As a leading permanent recruitment provider, we are committed to continuously supplying an exceptional service worldwide. We work with you to fill positions in your company with talent that are not only qualified on paper but will also fit into your culture at large.

In order to find the perfect candidate, we prioritise deeply understanding the criteria of the type of individual you want to employ. We analyse the skills, experiences and requirements of the role and clearly lay them out in the job description to minimise the time to hire.

Filling a role with a highly qualified candidate will always require specialised searches – from screening your applicant to creating a shortlist to finally making an offer. We focus on the significance of a simplistic onboarding process in

order for your team to welcome your new addition and provide the best possible start to a long career.

Whether you are looking for an individual to drive your company's growth or you are searching for talent that is a strategic hire, our permanent recruitment branches thoroughly understand your business plans to meet all needs. Our global network will provide your brand with a competitive advantage needed to excel in today's market.

Key Benefits of Permanent Recruitment:

- Employee Loyalty
- Stronger Team Oriented Environment
- Deeper employee understanding of Company vision, mission and goals
- Opportunities for internal advancement
- Finding Culture Fit

What can we do for you?

Temporary and Contract Recruitment

Temporary and Contract Recruitment is hiring talent to fill a position within your company for an interim period. These employees usually require no benefits from your company and are only paid for hours worked. Hiring temporary or contract talent is often preferable when a short-term or seasonal increase leaves you shorthanded. Additionally, hiring temporary and contracted talent is a viable option when your permanent employees go on sabbatical, vacation or personal leave. A temporary employee can also provide expertise when your company faces situations that are outside your wheelhouse.

Our temporary and contract recruitment providers thoroughly understand your business goals for the year to identify growth areas and to foresee periods throughout the year you may need extra help. From there, we plan out your job descriptions, conduct screening and compile a short list of potential employees. When it comes to hiring for temporary and contracted positions, time is of the essence. Long periods of indecisiveness can prove costly for a company and damage their long-term productivity. Due to the competitive nature of temporary and contracted staff, you want to hit the ground running and keep the onboarding period as short as possible to keep interest in the positions you need to fill. Partnering with an experienced international recruitment company like ours, will minimise the time to fill and drive productivity.

We have the visibility of all potential candidates that may not even be looking for a new role. That combined with our global network of readily

available talent, will extend your companies reach leading to the most qualified talent possible. Whether you are facing workload fluctuations, staffing shortages or special projects, turning toward a temporary and contract recruitment company will provide you with insights, expertise and a competitive advantage.

Key Benefits of Temporary and Contract Recruitment:

- Flexibility – With temporary and contract employees you have the ability to respond to market and business needs as they raise. It also grants you the opportunity to evaluate whether having that position filled improves your company at large.
- Save Money – When hiring temporary staff, you don't need to worry about providing benefits or paying for time off. Additionally, these workers are typically paid by the hour. Therefore, you save money in the long run.
- Expertise – Contract and temp talent normally have a specific skillset that will provide your company with expert insights. Having a specialised individual at hand can really help drive business in a short period of time.
- Different Perspectives – Sometimes, having a new perspective is just what your business needs to take the next step forward. Hiring outside staff to come work for your company can do so.
- Decrease in time to hire – The hiring process for temp and contract employees generally happens more rapidly due to the competitive market of the talent and the short-term nature of the positions.

What can we do for you?

Executive Search

Utilising our expertise in executive search and having delivered on client requirements in a variety of sectors, we have developed a toolkit for clients requiring an Executive Search process to be undertaken for C-Suite level positions, those with a very limited talent pool, confidential/difficult or team-hire scenarios.

Our toolkit enables clients to gain competitive advantage when it comes to attracting, securing & retaining the best Talent in each of our core markets. This is undertaken through utilising the power of information; 'Talent & Market Mapping'.

Talent Mapping

A comprehensive Talent Map enables organisations to identify, measure and proactively engage with competitors' top talent. They provide a direct means to communicate with high calibre individuals to fill existing, newly created or future roles.

When used as part of a strategic hiring program, Talent Mapping can reduce recruitment costs by up to 70%, adding directly to the businesses bottom line. Talent Mapping drastically improves efficiencies, time to hire, mis-hire rates and associated costs, interview to offer, and offer to acceptance ratios.

- Competitor activity analysis
- Competitor salary & benefits survey
- Competitor Talent benchmarking
- Employer Brand audits

Market Mapping

Market Mapping is tailored to an organisation's requirements and enable our clients to accurately identify the competitive landscape within a geographical location and/or sector.

Every market mapping exercise that we undertake is bespoke with a range of possible parameters that can be agreed prior to undertaking such an exercise – the maps can be hierarchical, geographical, company or project specific.

Our Market Maps are a valuable part of an effective recruitment strategy and typically save clients upwards of 50% on traditional recruitment costs. The maps are particularly effective at delivering efficiencies when used for continuous hiring programs, or multiple hires of the same discipline.

Some examples of services we are able to deliver alongside a traditional market map:

- Candidate profiling
- Competitor insight
- Competitor organisational mapping
- Competitor functionality mapping

Always here to help...



Our expert teams are always on hand to help. If you would like to learn more about how we can help you find and secure top talent or if you are seeking your next opportunity, don't hesitate to contact us.

Check out our latest roles, register for job alerts and upload your CV.

Keep up to date with the industry latest, and see our advice and tips for hiring and job seeking.



Stay in touch.



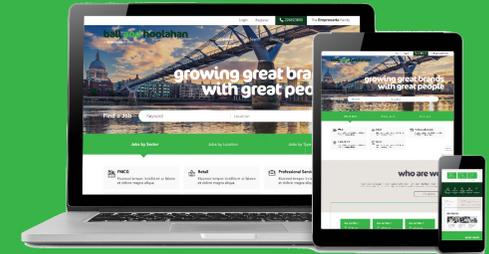
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