



HAYS Recruiting experts
in Accountancy & Finance

Accountancy & Finance

2021

**HAYS UK SALARY &
RECRUITING TRENDS**
TARGETED HIRING
A PRIORITY

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CONTENTS

Overview	3	Payroll	19
Accountancy support	7	Part-qualified accountancy	21
Accounts payable	9	Qualified accountancy	23
Audit, risk and compliance	11	Public practice	31
Credit management	15	Taxation	39
Accounts receivable	17	Treasury	49

ABOUT US

Hays Accountancy & Finance is the leading recruitment partner to hundreds of large organisations and SMEs in both the public and private sectors. If the best people aren't already talking to us, we know how to find them, engage with them and match them better than any other recruiter. In the complicated world of recruitment, Hays makes finding the best talent easier and quicker, and reduces the risks involved in hiring.

Our network of expert consultants recruits for accountancy and finance professionals across a range of roles including audit, risk and compliance, part-qualified and qualified accountancy, public practice, tax and treasury, accounts payable, bookkeeping, credit management and payroll.

Our consultants are experts at helping organisations and professionals to develop and grow. This is due to our expertise in finding and sourcing talent, our unparalleled ability to engage with an extensive network of accountancy and finance talent, and our capability to match professionals to the right role.

Our connections on LinkedIn are unrivalled, with over 4 million followers. Our unique integration allows us to simultaneously search CVs alongside LinkedIn profiles in real-time. Applying our search technology means we source the most relevant talent for the right job before anyone else.

We offer expert advice on salaries and benefits and specialist insight into market trends. Our relationships with leading professional institutes within accountancy and finance mean we remain up-to-date with the latest changes impacting the profession.

For further information on how our core employer services can help support your recruitment strategy, visit hays.co.uk/recruitment/employer-services

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METHODOLOGY

This guide is taken from the Hays UK Salary & Recruiting Trends 2021 guide. The salary data has been compiled using information gathered during 2020 from Hays offices across the UK. It is based on job listings, job offers and candidate registrations.

The recruiting trends and benefits data is based on the survey findings of over 3,800 accountancy and finance employers and employees. The survey was completed in October and November 2020 by organisations of all sizes and sectors.



ACCOUNTANCY & FINANCE TARGETED HIRING A PRIORITY

Ongoing skills shortages in niche areas means targeted hiring with a focus on contractors is vital for employers. Pay transparency and a creative approach to flexible working are essential for those employers wanting to attract talented professionals.

Optimistic short-term outlook

Although most accountancy and finance employers are expecting activity levels to increase or stay the same over the next 12 months (88%), this is a slight dip in comparison to 94% the previous year.

However, employer sentiment hasn't changed with regards to their longer-term outlook. Just over a third (34%) say they are optimistic about the wider economic climate and the employment opportunities it may create within the next 2-5 years, which is on a par with the previous year's figure (33%).

Employee sentiment around the longer-term economic future has seen a significant decline, with over three quarters (76%) of accountancy and finance employees citing concern, as opposed to 48% last year.

0.9% Average salary increase over the last year

Targeted hiring a priority as skills shortages prevail

Nearly three quarters (73%) of accountancy and finance employers say they have experienced some form of skills shortages within the past year, with half (50%) finding it difficult to recruit permanent staff over the last 12 months and just under a third (31%) struggling to recruit for temporary staff.

54% of employers plan to hire new staff in the year ahead, which shows a slight increase on the previous year (50%). These hiring plans are most prevalent for tax (75%) and audit, risk and compliance professionals (73%).

Hiring challenges are furthermore expected to continue, with half (50%) expecting a shortage of suitable applicants to be their top hiring challenge this year, and 46% anticipating their biggest challenge to be competition from other employers.

“54% of employers plan to hire new staff in the year ahead, which shows a slight increase on the previous year.”

Contractor hiring to mitigate impact of skills gaps

These skills shortages have the potential to impact on business growth. Nearly a fifth (19%) of accountancy and finance employers do not think their organisation has the talent needed to achieve current business objectives, and negative impacts from a lack of skills are being felt on productivity (46%), the ability to deliver projects (35%) and employee morale (31%).

The soft skills that employers are most in need of from employees are communication and interpersonal skills (55%), the ability to adopt change (54%) and problem-solving skills (45%). The speed with which organisations have had to adapt to new ways of working in light of Covid-19 is likely to have made the ability to adopt change a high priority, along with wider transformation that is impacting the profession.

Over half (54%) of accountancy and finance employers believe the main cause of skills shortages is the increase in job opportunities from the competition, which is greater than the 47% UK average, and 30% attribute it to fewer people entering the industry. Actions that employers have taken to combat these shortages include the hiring of temps or contractors (36%) and the increased use of recruitment agencies (22%).

Top specialist skills in demand:

Finance

48%

Administration

21%

Operations

21%

Top soft skills in demand:

Communication and interpersonal skills

55%

Ability to adopt change

54%

Problem-solving

45%

ACCOUNTANCY & FINANCE TARGETED HIRING A PRIORITY

Skills shortages driving salary increases

Given the skills shortages, it isn't surprising that half (50%) of accountancy and finance employers increased their salaries over the past year, which is lower than the number who expected to the previous year (78%). 46% kept their salaries static, and of those that decreased them, nearly all (98%) attributed the decision to the pandemic. On average, salaries for accountancy and finance roles increased by 0.9% over the last year, but certain functions within the profession, such as payroll, accounts receivable and insolvency practice, all received increases of over 2%.

Most (71%) accountancy and finance professionals deem it important that organisations are transparent about how pay levels and pay rises are set. Despite the importance attributed to this by professionals, 40% of employers don't believe their organisation is consistently transparent, higher than the UK average (35%), suggesting this is an area that can be improved across the accountancy and finance profession.

Professionals seeking progression

Even with the lack of pay transparency, employees aren't unhappy with their salaries. Almost two thirds (64%) of accountancy and finance professionals are satisfied with their salary, which is level with last year. Employee movement also remains consistent with last year, with 32% moving jobs within the last 12 months, and 40% considering it. In line with the widespread economic repercussions of the Covid-19 pandemic, redundancy was the main reason professionals left their last job (30%), with a further 17% leaving due to a lack of career development opportunities. A lack of future opportunities is the most frequently given reason (22%) for accountancy and finance professionals wanting to leave their current role.

In line with last year's findings just over half (53%) of accountancy and finance professionals expect to move roles this year. More specifically, movement in the next year looks to be highest amongst those working in credit control (60%), with salary and benefits (26%) the most cited reason for credit control professionals wanting to change roles. For those professionals not intending to change job in the year ahead, 45% would still be tempted to if they were offered the right salary and benefits package.

Top three reasons employees want to leave their current role:

Lack of future opportunities

22%

My salary or benefits package

19%

Concerns around job security

18%

Top three factors that would tempt employees to move job:

Better salary and/or benefits package

45%

Future opportunities

17%

Location

12%

“Most accountancy and finance professionals deem it important that organisations are transparent about how pay levels and pay rises are set.”

Covid-19 perceived as a career barrier

This employee movement is likely to be fuelled by some career dissatisfaction, which is a direct result of the impact of Covid-19. Only just over a third (39%) of accountancy and finance professionals feel positive about their career prospects this year, a significant decrease on last year (55%). Furthermore, 81% of professionals say that their employer has taken no steps to reduce their uncertainty around their career prospects since March 2020, and 28% deem their career progression to have decreased in scope as a result of the pandemic.

A significant proportion (40%) plan to make changes to their career in response to the effects of Covid-19. Of these, 63% want to look for a hybrid role (i.e. partly remote, partly workplace based), and over a third (35%) plan to upskill in their current profession.

Hybrid working options now highly sought after

The desire for greater hybrid working is likely to be driven, at least in part, by the desire to achieve a greater work-life balance. Work-life balance – including flexible working – is the most important factor to a third (33%) of accountancy and finance professionals when considering a new role. The most sought-after flexible working options are deemed to be home or remote working (59%) and also hybrid working (45%), which is higher than the UK average of 38%.

When it comes to specific benefits, those seen as most important include over 28 days of paid annual leave (49%), pension provision above the legal minimum (46%) and health insurance (44%). As a result of the Covid-19 pandemic, 44% of professionals would like employers to provide additional days off work for wellbeing, and 39% see hardware to support home working as an additional useful benefit.

Top three benefits most important to employees when considering a new role:

Over 28 days of paid annual leave

49%

Pension provision above the legal minimum

46%

Health insurance

44%

Survey highlights for accountancy and finance

Employers

88% expect their organisation's activity levels to increase or stay the same over the next 12 months

73% experienced skills shortages in the last 12 months

54% plan on recruiting staff over the next 12 months

29% have reviewed or intend to review their benefits offering due to the Covid-19 pandemic

Employees

45% would be tempted to change role due to the salary or benefits package on offer

45% feel there is no scope for progression within their organisation

52% give their work-life balance a positive rating

44% would like additional days off for wellbeing due to the Covid-19 pandemic

ACCOUNTANCY & FINANCE

ACCOUNTANCY SUPPORT

London	£ Range	£ Typical
QBE Finance Manager	35,000-50,000	45,000
Assistant Accountant	27,000-35,000	32,000
Bookkeeper	28,000-36,000	32,000
AAT Studier	22,000-28,000	26,000
Accounts Assistant	20,000-27,000	25,000

East Midlands	£ Range	£ Typical
QBE Finance Manager	30,000-36,000	35,000
Assistant Accountant	25,000-30,000	27,000
Bookkeeper	20,000-26,000	25,000
AAT Studier	18,000-25,000	22,000
Accounts Assistant	18,000-25,000	22,000

South East England	£ Range	£ Typical
QBE Finance Manager	35,000-47,500	43,000
Assistant Accountant	26,000-35,000	31,000
Bookkeeper	25,000-35,000	30,000
AAT Studier	20,000-28,000	25,000
Accounts Assistant	20,000-26,000	23,500

Yorkshire and the Humber	£ Range	£ Typical
QBE Finance Manager	28,000-38,000	34,000
Assistant Accountant	20,000-28,000	25,000
Bookkeeper	20,000-26,000	24,000
AAT Studier	18,000-24,000	21,000
Accounts Assistant	18,000-24,000	20,000

East of England	£ Range	£ Typical
QBE Finance Manager	35,000-45,000	35,000
Assistant Accountant	26,000-32,000	28,000
Bookkeeper	28,000-32,000	28,000
AAT Studier	22,000-25,000	22,000
Accounts Assistant	22,000-26,000	24,000

North East England	£ Range	£ Typical
QBE Finance Manager	28,000-36,000	34,000
Assistant Accountant	20,000-28,000	25,000
Bookkeeper	19,000-23,000	21,000
AAT Studier	18,500-22,500	20,500
Accounts Assistant	18,500-21,500	19,500

South West England	£ Range	£ Typical
QBE Finance Manager	33,000-47,000	38,000
Assistant Accountant	23,000-35,000	30,000
Bookkeeper	22,000-30,000	25,000
AAT Studier	18,000-28,000	25,000
Accounts Assistant	18,000-27,000	22,500

North West England	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	35,000
Assistant Accountant	22,000-28,000	26,000
Bookkeeper	22,000-30,000	25,000
AAT Studier	18,000-25,000	21,500
Accounts Assistant	18,000-23,000	21,000

Wales	£ Range	£ Typical
QBE Finance Manager	28,000-35,000	32,000
Assistant Accountant	22,000-28,000	25,000
Bookkeeper	20,000-25,000	24,000
AAT Studier	18,000-24,000	21,000
Accounts Assistant	18,000-24,000	21,000

Northern Ireland	£ Range	£ Typical
QBE Finance Manager	30,000-40,000	34,000
Assistant Accountant	24,000-33,000	28,000
Bookkeeper	20,000-30,000	27,000
AAT Studier	20,000-30,000	26,000
Accounts Assistant	18,000-24,000	23,000

West Midlands	£ Range	£ Typical
QBE Finance Manager	33,000-40,000	38,000
Assistant Accountant	24,000-32,000	26,000
Bookkeeper	25,000-35,000	27,000
AAT Studier	20,000-25,000	22,000
Accounts Assistant	20,000-25,000	23,000

Scotland	£ Range	£ Typical
QBE Finance Manager	28,000-38,000	35,000
Assistant Accountant	26,000-35,000	28,000
Bookkeeper	23,000-28,000	25,000
AAT Studier	18,000-25,000	22,000
Accounts Assistant	20,000-25,000	22,000



Mark Farrar
Chief Executive,
AAT (Association
of Accounting
Technicians)



This has been a challenging year for the entire UK business community, and the accountancy sector has been no exception. As well as Covid-19, Brexit too is likely to continue to impact the profession, with significant changes expected around tax, tariffs and customs procedures in the coming months. This will place small businesses under particular strain – many of whom have already been significantly affected by the Covid-19 pandemic and face solvency or employment challenges. While AAT (Association of Accounting Technicians) members are found in all shapes and sizes of commercial and public sector organisations, those that look after the finance needs of over half a million SMEs have a key role to play in providing information and communicating how these changes will affect them.

Although there are significant concerns for many people around job security, this does present a huge opportunity as well – highlighting the need for retraining and upskilling individuals in order to drive the country's economic recovery.

Amidst the ongoing economic turmoil, people from all backgrounds are taking the opportunity to upskill or gain new skills in finance to boost their employability.

A recent survey by AAT found that accountancy, banking and finance are seen as some of the most secure professions, along with healthcare and education. Over half of those getting in touch about our accountancy or bookkeeping qualifications have never worked in the finance profession before, and we are delighted to see our Level 3 Advanced Diploma in Accounting and Advanced Certificate in Bookkeeping qualifications included on the list of fully funded courses from April 2021 that have been carefully chosen to help adults improve their job prospects and meet the needs of the economy.

Accounting technicians are best placed to work with and drive forward the developing technology we are seeing in the profession. Businesses regularly inform us that people who come through AAT qualifications are practical, experienced and can get the job done. They will be the people who can spot where things aren't quite right, as well as interpreting results and adapting for the future to ensure that the technology supports clients' needs. Despite the challenging times ahead, AAT members will still be very well placed. They will be hands-on, driving the technology.

ACCOUNTANCY & FINANCE

ACCOUNTS PAYABLE

London	£ Range	£ Typical
Accounts Payable Manager	38,000-60,000	45,000
Accounts Payable Team Leader/ Supervisor	30,000-37,000	35,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	22,000-30,000	25,000

East Midlands	£ Range	£ Typical
Accounts Payable Manager	30,000-43,000	38,000
Accounts Payable Team Leader/ Supervisor	26,000-30,000	28,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-24,000	21,000

South East England	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	28,000-36,000	34,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	20,000-27,000	24,500

Yorkshire and the Humber	£ Range	£ Typical
Accounts Payable Manager	27,000-42,000	35,000
Accounts Payable Team Leader/ Supervisor	23,000-30,000	28,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	17,000-23,000	20,000

East of England	£ Range	£ Typical
Accounts Payable Manager	35,000-40,000	37,000
Accounts Payable Team Leader/ Supervisor	28,000-32,000	30,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	22,000-26,000	23,000

North East England	£ Range	£ Typical
Accounts Payable Manager	30,000-42,000	36,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	30,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-23,000	20,500

South West England	£ Range	£ Typical
Accounts Payable Manager	30,000-46,000	41,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	28,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	20,000-25,000	23,500

North West England	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	25,000-35,000	30,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-26,000	21,500

Wales	£ Range	£ Typical
Accounts Payable Manager	28,000-40,000	34,000
Accounts Payable Team Leader/ Supervisor	25,000-32,000	26,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	18,000-24,000	20,500

Northern Ireland	£ Range	£ Typical
Accounts Payable Manager	30,000-60,000	45,000
Accounts Payable Team Leader/ Supervisor	25,000-40,000	35,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	17,000-28,000	22,000

West Midlands	£ Range	£ Typical
Accounts Payable Manager	35,000-50,000	42,000
Accounts Payable Team Leader/ Supervisor	30,000-38,000	32,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	19,000-25,000	22,000

Scotland	£ Range	£ Typical
Accounts Payable Manager	30,000-40,000	35,000
Accounts Payable Team Leader/ Supervisor	28,000-35,000	32,000
Accounts Payable Clerk/Senior Accounts Payable Clerk	19,000-23,000	20,000



Jamie Radford
CEO,
Accounts Payable
Association



Although 2020 was a significantly challenging year, the Accounts Payable (AP) Industry as a whole has had the opportunity to shine, by taking a predominately back office transactional function and adapting it to working remotely overnight, allowing companies to continue working under difficult circumstances.

Companies and organisations across our membership base have had to reduce staffing levels whilst still facing the increasing pressures of ensuring their suppliers are paid on time. During 2020 the APA worked closely with the CICM & Small Business Commissioner on best practices to support the UK economy.

The pandemic has driven a lot of organisations to look at process improvements whilst continuing to invest in technology and people development. Changes that might otherwise have taken years to see have had to happen quickly and have demonstrated the value of the AP function. At the APA we will continue our development of online support whilst teams are managed remotely.

The roles of AP professionals will continue to evolve, with more analytical focus adding continued value to organisations, which has driven the need for formal certifications. For this reason, we believe the demand for first-rate courses that teach crucial but practical skills will continue to increase in 2021, and this improvement in the outlook of AP as a career choice is set to see more students entering the sector.

Finally, we would like to thank the amazing AP teams throughout the UK for their hard work, professionalism and literally keeping the lights on during these unprecedented times.

ACCOUNTANCY & FINANCE

AUDIT, RISK & COMPLIANCE

Audit

London	£ Range	£ Typical
Head of/Director	120,000-250,000	150,000
Senior Audit Manager	80,000-120,000	95,000
Audit Manager	60,000-95,000	75,000
Senior Auditor	55,000-65,000	61,000
Auditor (Newly Qualified)	48,000-57,000	55,000
Junior Auditor	35,000-47,000	40,000

Wales	£ Range	£ Typical
Head of/Director	75,000-130,000	95,000
Senior Audit Manager	60,000-90,000	76,000
Audit Manager	50,000-75,000	65,000
Senior Auditor	40,000-60,000	53,000
Auditor (Newly Qualified)	35,000-40,000	37,500
Junior Auditor	28,000-40,000	33,000

South East England	£ Range	£ Typical
Head of/Director	95,000-160,000	125,000
Senior Audit Manager	65,000-90,000	88,000
Audit Manager	60,000-85,000	75,000
Senior Auditor	44,000-60,000	60,000
Auditor (Newly Qualified)	45,000-55,000	54,000
Junior Auditor	30,000-45,000	38,000

West Midlands	£ Range	£ Typical
Head of/Director	75,000-150,000	100,000
Senior Audit Manager	60,000-90,000	75,000
Audit Manager	50,000-80,000	65,000
Senior Auditor	40,000-55,000	50,000
Auditor (Newly Qualified)	35,000-50,000	45,000
Junior Auditor	30,000-40,000	35,000

East of England	£ Range	£ Typical
Head of/Director	80,000-125,000	105,000
Senior Audit Manager	65,000-80,000	71,000
Audit Manager	58,000-75,000	61,000
Senior Auditor	48,000-55,000	52,000
Auditor (Newly Qualified)	45,000-52,000	48,000
Junior Auditor	27,000-40,000	35,000

East Midlands	£ Range	£ Typical
Head of/Director	70,000-135,000	100,000
Senior Audit Manager	55,000-90,000	75,000
Audit Manager	45,000-80,000	65,000
Senior Auditor	40,000-55,000	49,000
Auditor (Newly Qualified)	40,000-50,000	45,000
Junior Auditor	30,000-40,000	35,000

South West England	£ Range	£ Typical
Head of/Director	75,000-160,000	110,000
Senior Audit Manager	65,000-90,000	80,000
Audit Manager	50,000-85,000	70,000
Senior Auditor	45,000-60,000	54,000
Auditor (Newly Qualified)	45,000-52,000	50,000
Junior Auditor	28,000-45,000	35,000

Yorkshire and the Humber	£ Range	£ Typical
Head of/Director	70,000-145,000	110,000
Senior Audit Manager	55,000-90,000	75,000
Audit Manager	50,000-80,000	65,000
Senior Auditor	40,000-55,000	50,000
Auditor (Newly Qualified)	35,000-45,000	42,000
Junior Auditor	30,000-35,000	32,000

North East England	£ Range	£ Typical
Head of/Director	70,000-120,000	95,000
Senior Audit Manager	55,000-80,000	68,000
Audit Manager	50,000-70,000	60,000
Senior Auditor	42,000-50,000	46,000
Auditor (Newly Qualified)	40,000-46,000	43,000
Junior Auditor	30,000-40,000	31,000

North West England	£ Range	£ Typical
Head of/Director	65,000-120,000	100,000
Senior Audit Manager	55,000-90,000	73,000
Audit Manager	50,000-80,000	65,000
Senior Auditor	45,000-55,000	48,000
Auditor (Newly Qualified)	36,000-46,000	44,000
Junior Auditor	30,000-35,000	32,000

Scotland	£ Range	£ Typical
Head of/Director	80,000-160,000	100,000
Senior Audit Manager	65,000-90,000	80,000
Audit Manager	50,000-70,000	60,000
Senior Auditor	40,000-55,000	47,000
Auditor (Newly Qualified)	38,000-42,000	40,000
Junior Auditor	30,000-35,000	32,000



John Wood,
Chief Executive,
Chartered Institute
of Internal Auditors



The coronavirus pandemic has transformed the risk landscape, leading to a whole range of business-critical risks being exacerbated, such as cashflow and liquidity, cybersecurity, and fraud risks to name just a few. This means that now more than ever organisations should be harnessing the skills and talents of professional internal auditors to get the independent assurance they need, that their risks are being identified, managed and mitigated effectively. It is therefore an exciting time to be an internal auditor.

In fact, a recent research study by the Chartered IIA found that a third of internal audit functions have had their hours increased to meet the extra demand for independent assurance. However, like many other professions, internal audit has had to adapt to working remotely, including by reorganising their work plan and harnessing the power of new technologies. This has included a move towards providing real-time assurance, something we expect to continue going forwards.

Climate change is also a new and emerging risk that is moving up internal audit's agenda, notably due to the increasing regulatory requirements on climate disclosures, as well as pressures from governments, consumers, investors and civil society. This is a great opportunity for internal auditors to add value to the organisation they serve by ensuring they understand the risks and opportunities posed by climate change, and assessing whether controls are in place to manage and mitigate these risks.

In terms of other key developments for the profession, our Internal Audit Code of Practice for the private and third sectors launched in January 2020, received tremendous support and will help strengthen corporate governance by raising the bar for professional internal audit in the UK and Ireland.

The Chartered IIA continues to boast over 10,000 members across the UK and Ireland. We continue to work hard to provide a high-quality service for our members and support them throughout their careers. This includes through developing member communities, such as our Aspire network to support people early in their internal audit careers and our Women in Internal Audit network to support women in the profession, as well as through online training and events.

Given the unprecedented economic uncertainty for the year ahead there is a vital role for internal audit in supporting the long-term sustainability of organisations. This means there has never been a more interesting time to embark on a career in internal audit.

ACCOUNTANCY & FINANCE

AUDIT, RISK & COMPLIANCE

Risk and compliance

London		
Financial services	£ Range	£ Typical
Risk and Compliance Director	100,000-200,000	150,000
Head of Compliance/Risk	100,000-160,000	125,000
Compliance Manager	40,000-60,000	55,000
Compliance Advisory Manager	75,000-120,000	95,000
Compliance Monitoring Manager	75,000-110,000	95,000
Operational/Conduct Risk Manager	75,000-95,000	85,000
Enterprise Risk Manager	65,000-85,000	75,000
Financial Crime Manager	70,000-140,000	110,000
Financial Crime Analyst	30,000-60,000	50,000
Compliance/Risk Analyst	25,000-40,000	30,000
Compliance Co-ordinator	25,000-50,000	40,000
Data Governance/GDPR	40,000-90,000	70,000
Commerce and industry	£ Range	£ Typical
Head of Risk	100,000-150,000	130,000
Head of Ethics & Compliance	80,000-120,000	95,000
Head of Data Governance	80,000-130,000	100,000
Risk Manager	70,000-90,000	75,000
Governance Manager	50,000-70,000	60,000
Compliance Manager (Regulatory or Operational)	50,000-70,000	60,000
Data Governance Manager	50,000-70,000	60,000
Business Continuity Manager	55,000-95,000	65,000
Risk Analyst	45,000-65,000	58,000
Compliance Officer/Assistant/Advisor	40,000-50,000	48,000
Data Governance Officer	35,000-45,000	38,000
Compliance Administrator	30,000-40,000	35,000

South		
Financial services	£ Range	£ Typical
Risk and Compliance Director	100,000-150,000	110,000
Head of Compliance/Risk	80,000-120,000	90,000
Compliance Manager	50,000-85,000	70,000
Compliance Advisory Manager	40,000-60,000	55,000
Compliance Monitoring Manager	35,000-55,000	47,000
Operational/Conduct Risk Manager	50,000-100,000	75,000
Enterprise Risk Manager	50,000-85,000	68,000
Financial Crime Manager	50,000-85,000	65,000
Financial Crime Analyst	25,000-50,000	40,000
Compliance/Risk Analyst	30,000-50,000	35,000
Compliance Co-ordinator	25,000-30,000	28,000
Data Governance/GDPR	35,000-60,000	45,000
Commerce and industry	£ Range	£ Typical
Head of Risk	80,000-150,000	90,000
Head of Ethics & Compliance	65,000-100,000	80,000
Head of Data Governance	60,000-120,000	80,000
Risk Manager	50,000-85,000	63,000
Governance Manager	45,000-65,000	55,000
Compliance Manager (Regulatory or Operational)	45,000-65,000	55,000
Data Governance Manager	45,000-65,000	55,000
Business Continuity Manager	45,000-90,000	55,000
Risk Analyst	35,000-65,000	50,000
Compliance Officer/Assistant/Advisor	32,000-45,000	40,000
Data Governance Officer	30,000-40,000	35,000
Compliance Administrator	28,000-35,000	30,000



ACCOUNTANCY & FINANCE

CREDIT MANAGEMENT

London	£ Range	£ Typical
Credit Director	80,000-110,000	95,000
Group Credit Manager/Head of Credit	65,000-85,000	72,000
Credit Manager	45,000-60,000	55,000
Credit Control Supervisor	30,000-40,000	36,000
Credit Risk Analyst	40,000-60,000	50,000
Senior Credit Controller	30,000-35,000	32,000
Credit Controller	22,000-30,000	27,000

Wales	£ Range	£ Typical
Credit Director	55,000-85,000	65,000
Group Credit Manager/Head of Credit	45,000-65,000	52,000
Credit Manager	28,000-40,000	37,000
Credit Control Supervisor	25,000-32,000	27,000
Credit Risk Analyst	26,000-38,000	30,000
Senior Credit Controller	21,000-27,000	25,000
Credit Controller	17,000-23,000	20,000

South East England	£ Range	£ Typical
Credit Director	75,000-110,000	85,000
Group Credit Manager/Head of Credit	55,000-80,000	65,000
Credit Manager	38,000-55,000	45,000
Credit Control Supervisor	32,000-40,000	35,000
Credit Risk Analyst	30,000-50,000	40,000
Senior Credit Controller	28,000-36,000	32,000
Credit Controller	24,000-33,000	27,500

West Midlands	£ Range	£ Typical
Credit Director	60,000-90,000	80,000
Group Credit Manager/Head of Credit	50,000-75,000	65,000
Credit Manager	40,000-55,000	48,000
Credit Control Supervisor	30,000-35,000	33,000
Credit Risk Analyst	30,000-42,000	37,000
Senior Credit Controller	25,000-30,000	27,000
Credit Controller	20,000-27,000	24,000

East of England	£ Range	£ Typical
Credit Director	55,000-80,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	60,000
Credit Manager	40,000-55,000	47,000
Credit Control Supervisor	32,000-42,000	38,000
Credit Risk Analyst	35,000-45,000	40,000
Senior Credit Controller	25,000-34,000	29,000
Credit Controller	22,000-28,000	25,000

East Midlands	£ Range	£ Typical
Credit Director	60,000-85,000	80,000
Group Credit Manager/Head of Credit	50,000-70,000	60,000
Credit Manager	33,000-45,000	40,000
Credit Control Supervisor	25,000-33,000	29,000
Credit Risk Analyst	30,000-45,000	40,000
Senior Credit Controller	23,000-28,000	26,000
Credit Controller	19,000-24,000	23,000

South West England	£ Range	£ Typical
Credit Director	65,000-95,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	55,000
Credit Manager	30,000-50,000	40,000
Credit Control Supervisor	25,000-35,000	30,000
Credit Risk Analyst	30,000-45,000	42,000
Senior Credit Controller	24,000-30,000	27,000
Credit Controller	20,000-27,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Credit Director	60,000-85,000	70,000
Group Credit Manager/Head of Credit	45,000-65,000	60,000
Credit Manager	30,000-45,000	40,000
Credit Control Supervisor	24,000-32,000	28,000
Credit Risk Analyst	28,000-40,000	32,000
Senior Credit Controller	22,000-28,000	25,000
Credit Controller	18,000-26,000	23,000

North East England	£ Range	£ Typical
Credit Director	55,000-90,000	75,000
Group Credit Manager/Head of Credit	45,000-70,000	60,000
Credit Manager	30,000-45,000	39,000
Credit Control Supervisor	24,000-32,000	27,000
Credit Risk Analyst	26,000-40,000	32,000
Senior Credit Controller	20,000-26,000	25,000
Credit Controller	18,000-25,000	21,000

Northern Ireland	£ Range	£ Typical
Credit Director	60,000-85,000	72,000
Group Credit Manager/Head of Credit	40,000-70,000	55,000
Credit Manager	35,000-60,000	47,000
Credit Control Supervisor	25,000-45,000	38,000
Credit Risk Analyst	25,000-40,000	33,000
Senior Credit Controller	22,000-35,000	29,000
Credit Controller	20,000-28,000	24,000

North West England	£ Range	£ Typical
Credit Director	60,000-100,000	80,000
Group Credit Manager/Head of Credit	50,000-80,000	60,000
Credit Manager	35,000-55,000	45,000
Credit Control Supervisor	27,000-35,000	30,000
Credit Risk Analyst	24,000-45,000	40,000
Senior Credit Controller	24,000-29,000	27,000
Credit Controller	21,000-26,000	24,500

Scotland	£ Range	£ Typical
Credit Director	55,000-80,000	65,000
Group Credit Manager/Head of Credit	45,000-65,000	55,000
Credit Manager	35,000-45,000	40,000
Credit Control Supervisor	28,000-34,000	30,000
Credit Risk Analyst	30,000-40,000	32,000
Senior Credit Controller	25,000-28,000	26,000
Credit Controller	21,000-25,000	23,000



Sue Chapple,
Chief Executive,
Chartered Institute of
Credit Management



When my predecessor wrote the commentary for this guide 12 months ago, he reflected on how the Brexit negotiations were progressing and what outcomes we could expect from a new European 'norm'. Global economic uncertainty and increasing anxiety about the tariffs and sanctions being imposed by a thoroughly unpredictable US administration also made for interesting times.

Fast forward 12 months, and some things haven't changed. The merits of a 'hard' or 'soft' Brexit are still being debated and will be for years to come, global economic uncertainty remains, and the US has become arguably even more unpredictable given the thoroughly chaotic outcome of its Presidential election.

But while we transition to a new relationship with Europe and the EU, and the US is experiencing a social (if not economic) meltdown, our world has of course been taken over by a new phenomenon: Covid-19.

While on the one hand it may be argued that Covid-19 has taken the concept of 'crisis' to another level, on the other, it is much like any other period of sudden and dramatic uncertainty, where the focus shifts to the essential need to keep the cash flowing. This in turn puts the credit manager, and the credit management profession, firmly in the spotlight. Their role becomes more vital than ever, using their knowledge to navigate their business through previously uncharted waters.

One positive to come from Covid-19, is that it has accelerated companies' investment in technology to support their credit operations, although the real winners have been those who have already embedded such systems into their everyday working lives. Either way, it has demonstrated how the latest developments in Artificial Intelligence (AI) and Machine Learning are helping to further streamline the credit management process, accelerate decision-making, and enhance the accuracy of data presented.

Technology alone, however, is not a panacea. Human, emotional intelligence is still essential, and perhaps even more so now as we seek to maintain critical relationships with our partners and suppliers and begin to envision life beyond the pandemic.

ACCOUNTANCY & FINANCE

ACCOUNTS RECEIVABLE

London	£ Range	£ Typical
Manager	35,000-55,000	45,000
Team Leader/Supervisor	28,000-38,000	35,000
Analyst	28,000-32,000	30,000
Assistant/Clerk	20,000-30,000	26,000
Administrator	18,000-22,000	20,000

East Midlands	£ Range	£ Typical
Manager	27,000-40,000	35,000
Team Leader/Supervisor	24,000-28,000	27,000
Analyst	22,000-26,000	25,000
Assistant/Clerk	19,000-24,000	22,000
Administrator	17,000-20,000	18,500

South East England	£ Range	£ Typical
Manager	34,000-48,000	40,000
Team Leader/Supervisor	28,000-36,000	32,000
Analyst	28,000-35,000	31,000
Assistant/Clerk	24,000-28,000	26,000
Administrator	20,000-25,000	23,000

Yorkshire and the Humber	£ Range	£ Typical
Manager	28,000-45,000	38,000
Team Leader/Supervisor	25,000-30,000	27,000
Analyst	22,000-28,000	25,000
Assistant/Clerk	18,000-25,000	22,000
Administrator	18,000-20,000	18,500

East of England	£ Range	£ Typical
Manager	32,000-48,000	40,000
Team Leader/Supervisor	28,000-35,000	32,000
Analyst	24,000-30,000	28,000
Assistant/Clerk	20,000-26,000	23,000
Administrator	18,000-22,000	20,000

North East England	£ Range	£ Typical
Manager	28,000-45,000	35,000
Team Leader/Supervisor	23,000-32,000	29,000
Analyst	22,000-30,000	24,000
Assistant/Clerk	18,000-22,000	20,000
Administrator	17,000-19,000	18,000

South West England	£ Range	£ Typical
Manager	28,000-45,000	38,000
Team Leader/Supervisor	26,000-35,000	30,000
Analyst	25,000-32,000	27,000
Assistant/Clerk	19,000-26,000	23,000
Administrator	18,000-22,000	20,000

North West England	£ Range	£ Typical
Manager	32,000-50,000	42,000
Team Leader/Supervisor	26,000-33,000	29,000
Analyst	24,000-32,000	27,000
Assistant/Clerk	18,000-25,000	22,000
Administrator	18,000-20,000	18,500

Wales	£ Range	£ Typical
Manager	28,000-42,000	36,000
Team Leader/Supervisor	24,000-32,000	26,000
Analyst	22,000-30,000	23,000
Assistant/Clerk	18,000-24,000	20,500
Administrator	17,000-21,000	18,500

Northern Ireland	£ Range	£ Typical
Manager	30,000-55,000	45,000
Team Leader/Supervisor	25,000-35,000	33,000
Analyst	23,000-32,000	27,000
Assistant/Clerk	19,000-25,000	21,000
Administrator	17,000-20,000	18,500

West Midlands	£ Range	£ Typical
Manager	32,000-50,000	42,000
Team Leader/Supervisor	25,000-35,000	30,000
Analyst	22,000-30,000	26,000
Assistant/Clerk	20,000-25,000	23,000
Administrator	18,000-22,000	20,000

Scotland	£ Range	£ Typical
Manager	30,000-43,000	35,000
Team Leader/Supervisor	27,000-32,000	28,500
Analyst	27,000-32,000	28,000
Assistant/Clerk	20,000-25,000	22,500
Administrator	18,000-20,000	18,000



ACCOUNTANCY & FINANCE

PAYROLL

London	£ Range	£ Typical
Head of Payroll	60,000-120,000	78,000
International Payroll Manager	50,000-80,000	65,000
Payroll Manager	45,000-65,000	52,000
Payroll Supervisor/Team Leader	32,000-45,000	39,000
International Payroll Specialist	35,000-52,000	44,000
Sole Charge Payroller	30,000-45,000	38,000
Payroll Clerk	26,000-32,000	30,000
Payroll Administrator	23,000-30,000	26,000

South East England	£ Range	£ Typical
Head of Payroll	55,000-80,000	65,000
Payroll Manager	40,000-55,000	47,000
Payroll Supervisor/Team Leader	28,000-40,000	35,000
Sole Charge Payroller	26,000-34,000	30,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	20,000-26,000	24,000

East of England	£ Range	£ Typical
Head of Payroll	45,000-65,000	55,000
Payroll Manager	35,000-45,000	40,000
Payroll Supervisor/Team Leader	28,000-35,000	32,000
Sole Charge Payroller	26,000-30,000	28,000
Payroll Clerk	24,000-27,000	26,000
Payroll Administrator	22,000-26,000	24,000

South West England	£ Range	£ Typical
Head of Payroll	46,000-65,000	55,000
Payroll Manager	38,000-55,000	45,000
Payroll Supervisor/Team Leader	28,000-35,000	32,500
Sole Charge Payroller	25,000-32,000	28,000
Payroll Clerk	21,000-27,000	25,500
Payroll Administrator	20,000-25,000	23,000

Wales	£ Range	£ Typical
Head of Payroll	46,000-60,000	52,500
Payroll Manager	32,000-50,000	40,000
Payroll Supervisor/Team Leader	27,000-34,000	30,000
Sole Charge Payroller	23,000-30,000	26,500
Payroll Clerk	20,000-25,000	23,500
Payroll Administrator	18,000-22,000	19,500

West Midlands	£ Range	£ Typical
Head of Payroll	65,000-78,000	68,000
International Payroll Manager	48,000-59,000	57,000
Payroll Manager	46,500-56,000	51,000
Payroll Supervisor/Team Leader	35,000-39,500	38,000
International Payroll Specialist	31,000-35,000	33,000
Sole Charge Payroller	28,000-33,000	31,000
Payroll Clerk	25,000-31,000	28,000
Payroll Administrator	21,500-26,000	24,000

East Midlands	£ Range	£ Typical
Head of Payroll	50,000-70,000	65,000
Payroll Manager	40,000-50,000	48,000
Payroll Supervisor/Team Leader	30,000-38,000	35,000
Sole Charge Payroller	25,000-32,000	28,000
Payroll Clerk	22,000-28,000	26,000
Payroll Administrator	18,000-24,000	21,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Payroll	50,000-70,000	60,000
Payroll Manager	35,000-50,000	45,000
Payroll Supervisor/Team Leader	28,000-35,000	30,000
Sole Charge Payroller	26,000-30,000	28,000
Payroll Clerk	21,000-26,000	24,000
Payroll Administrator	18,000-22,000	20,000

North East England	£ Range	£ Typical
Head of Payroll	46,500-60,000	55,000
Payroll Manager	33,000-45,000	42,000
Payroll Supervisor/Team Leader	26,500-33,000	30,000
Sole Charge Payroller	22,500-30,000	27,500
Payroll Clerk	19,000-25,000	22,000
Payroll Administrator	18,000-21,000	19,000

Northern Ireland	£ Range	£ Typical
Head of Payroll	41,000-70,000	55,000
Payroll Manager	32,000-45,000	42,000
Payroll Supervisor/Team Leader	23,000-32,000	28,000
Sole Charge Payroller	23,000-33,000	30,000
Payroll Clerk	18,000-25,000	22,000
Payroll Administrator	17,000-22,000	20,000

North West England	£ Range	£ Typical
Head of Payroll	50,000-70,000	60,000
Payroll Manager	35,000-50,000	45,000
Payroll Supervisor/Team Leader	28,000-35,000	32,000
Sole Charge Payroller	26,000-30,000	28,500
Payroll Clerk	21,000-26,000	25,000
Payroll Administrator	18,500-22,000	20,000

Scotland	£ Range	£ Typical
Head of Payroll	55,000-65,000	60,000
Payroll Manager	42,000-52,000	48,000
Payroll Supervisor/Team Leader	32,000-40,000	35,000
Sole Charge Payroller	25,000-30,000	27,000
Payroll Clerk	22,000-26,000	24,000
Payroll Administrator	19,000-23,000	21,000



Vickie Graham
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 Business Development
 Director, The Chartered
 Institute of Payroll
 Professionals



2020 was a challenging year for all, especially those working within the Payroll industry. Government initiatives such as the Coronavirus Job Retention Scheme and the Job Support Scheme which were introduced to keep people paid and in viable jobs during the Coronavirus pandemic, created last minute guidance changes and implementation for payroll departments. Whilst this created additional work and pressures within already busy teams, these Government schemes have raised the profile of the payroll profession, and the importance of payroll within the economy and businesses.

After the initial shock of going into lockdown in March 2020, and the slowdown of activity which followed as recruitment and projects were placed on hold, it became

apparent that the situation was longer term than a few weeks of home working, and recruitment for payroll professionals and training within payroll departments soon picked up. At the CIPP, we saw an increase in demand for our Payroll Update course which is updated every seven days to reflect current guidance, legislation and examples of case law. Investment in long-term learning through qualifications has also increased.

We are also starting to see projects, previously put on hold, commencing again. Payroll professionals with traditional, legacy software have started procurement projects to seek cloud-based solutions which will enable them to process payroll from any location. Many payroll professionals who had to process CJRS claims manually are looking for solutions which will automate many of the transactional aspects of payroll. Robotic process automation is something which has been discussed within payroll for some time but seems to have accelerated in importance during 2020 and into 2021.

Payroll never stands still, and despite the disruptions of 2020, there are a number of other challenges facing the industry as we approach the new tax year. The off-payroll working reforms (IR35) will come into effect from 6 April 2021 and a recent poll of the payroll professionals indicates that many organisations are not prepared. Changes to Scottish student loans and holiday pay are also topical, as well as Veterans NICs to support those from within the forces back into civilian life.

ACCOUNTANCY & FINANCE

PART-QUALIFIED ACCOUNTANCY

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	40,000-46,000	44,000	40,000-46,000	44,000	28,500-40,000	35,000	35,000-42,000	38,000
Part-Qualified/Semi Senior	30,000-37,000	36,000	30,000-37,000	36,000	23,500-33,000	29,000	29,000-35,000	35,000
Trainee	20,000-28,000	25,000	20,000-30,000	25,000	18,500-27,000	23,500	25,000-29,000	28,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	36,000-44,000	40,000	36,000-43,000	41,000	28,000-35,000	33,000	32,000-40,000	36,000
Part-Qualified/Semi Senior	30,000-37,000	35,000	30,000-36,000	33,000	24,000-32,000	28,500	25,000-32,000	30,000
Trainee	20,000-28,000	25,000	22,000-28,000	25,000	20,000-26,000	23,500	20,000-26,000	24,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	32,000-40,000	36,000	32,000-40,000	36,000	32,000-38,000	33,000	32,000-40,000	36,000
Part-Qualified/Semi Senior	26,000-34,000	32,000	26,000-32,000	30,000	26,000-32,000	28,500	25,000-32,000	30,000
Trainee	20,000-25,000	24,000	20,000-25,000	23,000	20,000-25,000	22,000	19,000-25,000	23,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	32,000-42,000	37,000	30,000-45,000	37,000	32,000-40,000	32,000	33,000-42,000	34,000
Part-Qualified/Semi Senior	26,000-37,000	32,000	26,000-36,000	32,000	25,000-30,000	27,000	26,000-35,000	30,000
Trainee	18,000-25,000	22,000	18,000-27,000	22,500	18,000-25,000	21,000	17,000-27,000	21,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	26,000-38,000	30,000	26,000-38,000	30,000	24,000-32,000	28,000	26,000-35,000	30,000
Part-Qualified/Semi Senior	22,000-28,000	26,000	22,000-28,000	28,000	18,000-24,000	22,000	22,000-28,000	25,000
Trainee	17,000-22,000	18,500	16,000-22,000	20,000	15,000-20,000	18,000	17,000-22,000	18,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-38,000	35,000	31,000-40,000	36,000	28,000-36,000	30,000	30,000-38,000	35,000
Part-Qualified/Semi Senior	25,000-32,000	30,000	25,000-33,000	29,000	24,000-30,000	27,000	23,000-30,000	28,000
Trainee	19,000-25,000	23,000	20,000-26,000	23,000	19,000-25,000	22,000	18,000-24,000	23,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-36,000	33,000	30,000-38,000	35,000	23,000-30,000	30,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	22,000-30,000	28,000	25,000-30,000	28,000	20,000-27,000	26,000	24,000-30,000	27,000
Trainee	18,000-24,000	22,500	20,000-24,000	22,000	16,000-23,000	22,000	18,000-24,000	22,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-38,000	34,000	30,000-38,000	33,000	28,000-33,000	30,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	24,000-32,000	28,000	24,000-30,000	27,000	22,000-28,000	26,000	24,000-30,000	26,000
Trainee	18,000-24,000	21,000	18,000-24,000	21,500	18,000-25,000	21,500	18,000-24,000	21,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	28,000-38,000	33,000	28,000-38,000	33,000	28,000-35,000	31,000	28,000-35,000	30,000
Part-Qualified/Semi Senior	23,000-32,000	26,000	21,000-32,000	28,000	20,000-28,000	25,000	23,000-30,000	26,000
Trainee	18,000-24,000	20,000	18,000-23,000	21,000	18,000-24,000	21,000	18,000-22,000	19,000

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	32,000-38,000	35,000	32,000-38,000	35,000	30,000-36,000	33,000	24,000-32,000	30,000
Part-Qualified/Semi Senior	27,000-32,000	30,000	27,000-32,000	30,000	27,000-32,000	30,000	20,000-27,000	26,000
Trainee	19,000-26,000	23,000	19,000-26,000	23,000	19,000-26,000	23,000	16,000-21,000	19,500

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	26,000-33,000	30,000	26,000-33,000	30,000	23,000-27,000	26,000	20,000-30,000	28,000
Part-Qualified/Semi Senior	24,000-30,000	28,000	24,000-30,000	28,000	20,000-24,000	22,000	18,000-25,000	22,000
Trainee	18,000-25,000	21,000	18,000-25,000	21,000	17,000-20,000	17,500	17,000-20,000	17,500

	ACCA ▼		CIMA ▼		CIPFA ▼		ACA ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Finalist	30,000-35,000	33,000	33,000-38,000	34,000	27,000-35,000	30,000	28,000-35,000	33,000
Part-Qualified/Semi Senior	27,000-31,000	30,000	27,000-33,000	31,000	19,000-27,000	25,000	28,000-31,000	28,000
Trainee	20,000-25,000	23,000	20,000-26,000	24,000	18,000-20,000	18,500	18,000-23,000	21,000

ACCOUNTANCY & FINANCE

QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	300,000	-	-
Financial Director	125,000-200,000	160,000	100,000-150,000	125,000
Financial Controller	80,000-130,000	100,000	65,000-85,000	75,000
Financial Planning & Analysis Manager*	70,000-90,000	80,000	65,000-80,000	70,000
Financial Accountant	50,000-60,000	55,000	45,000-55,000	50,000
Company Accountant	-	-	50,000-60,000	55,000
Management Accountant	47,500-55,000	52,500	47,500-52,500	50,000
Business/Finance Analyst*	50,000-65,000	60,000	40,000-60,000	55,000
Finance Manager	60,000-70,000	65,000	55,000-65,000	60,000
Business Partner†	55,000-80,000	67,000	50,000-65,000	57,500
Systems Accountant*	60,000-75,000	65,000	60,000-80,000	70,000
5+ Years' PQE**	65,000-100,000	80,000	60,000-80,000	70,000
2-4 Years' PQE**	55,000-70,000	65,000	50,000-60,000	60,000
Recently Qualified (up to 2 years)	50,000-60,000	56,000	45,000-55,000	52,500
Newly Qualified	48,000-55,000	50,000	45,000-52,000	50,000

	Large organisation ▼		SME ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	280,000	-	-
Financial Director	100,000-200,000	155,000	70,000-140,000	95,000
Financial Controller	70,000-130,000	100,000	55,000-85,000	70,000
Financial Planning & Analysis Manager*	65,000-85,000	80,000	55,000-75,000	65,000
Financial Accountant	50,000-65,000	58,000	45,000-65,000	54,000
Company Accountant	-	-	38,000-55,000	50,000
Management Accountant	50,000-60,000	54,000	42,000-55,000	50,000
Business/Finance Analyst*	55,000-62,000	56,000	45,000-60,000	52,000
Finance Manager	60,000-75,000	64,000	45,000-60,000	55,000
Business Partner†	55,000-80,000	70,000	55,000-70,000	62,500
Systems Accountant*	50,000-80,000	65,000	50,000-70,000	62,500
5+ Years' PQE**	60,000-90,000	76,000	55,000-75,000	68,000
2-4 Years' PQE**	55,000-70,000	66,000	52,000-60,000	55,000
Recently Qualified (up to 2 years)	50,000-65,000	58,000	48,000-60,000	54,000
Newly Qualified	45,000-55,000	50,000	45,000-57,000	50,000

* Group FD, Systems Accountant, Financial Planning & Analysis Manager, and Business/Finance Analyst are job titles not typically found within the SME finance structure. The exception to this is within the higher concentration of medium-sized businesses located in the South East and London where you may find Finance Analysts and Financial Planning & Analysis Managers. † In SMEs the role of Business Partner is typically filled by a Management Accountant. ** PQE: Post-qualified experience. NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	Large organisation ▼		SME ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	150,000-300,000	200,000	-	-
Financial Director	95,000-160,000	130,000	70,000-115,000	90,000
Financial Controller	75,000-90,000	85,000	65,000-85,000	75,000
Financial Planning & Analysis Manager*	65,000-80,000	75,000	55,000-65,000	62,000
Financial Accountant	45,000-65,000	55,000	40,000-50,000	48,000
Company Accountant	-	-	45,000-65,000	55,000
Management Accountant	45,000-55,000	50,000	40,000-50,000	48,000
Business/Finance Analyst*	45,000-60,000	53,000	45,000-55,000	50,000
Finance Manager	58,000-70,000	65,000	55,000-60,000	58,000
Business Partner†	50,000-68,000	62,000	50,000-65,000	58,000
Systems Accountant*	47,500-63,000	55,000	45,000-55,000	50,000
5+ Years' PQE**	60,000-85,000	70,000	60,000-70,000	65,000
2-4 Years' PQE**	50,000-65,000	55,000	49,000-55,000	53,000
Recently Qualified (up to 2 years)	40,000-55,000	48,000	45,000-50,000	48,000
Newly Qualified	40,000-50,000	48,000	43,000-50,000	45,000

	Large organisation ▼		SME ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-300,000	250,000	-	-
Financial Director	85,000-150,000	115,000	80,000-130,000	95,000
Financial Controller	65,000-100,000	90,000	45,000-70,000	59,000
Financial Planning & Analysis Manager*	55,000-90,000	75,000	50,000-75,000	60,000
Financial Accountant	43,000-55,000	51,000	36,000-50,000	45,000
Company Accountant	-	-	40,000-50,000	46,000
Management Accountant	42,000-55,000	50,000	38,000-47,000	44,000
Business/Finance Analyst*	43,000-60,000	53,000	40,000-50,000	44,000
Finance Manager	50,000-65,000	58,000	38,000-55,000	48,000
Business Partner†	45,000-65,000	60,000	42,000-65,000	49,000
Systems Accountant*	40,000-60,000	52,000	45,000-50,000	46,000
5+ Years' PQE**	55,000-85,000	80,000	50,000-75,000	65,000
2-4 Years' PQE**	45,000-60,000	57,000	43,000-55,000	53,000
Recently Qualified (up to 2 years)	40,000-52,000	48,000	37,000-52,500	47,500
Newly Qualified	38,000-48,000	45,000	35,000-46,000	43,000

ACCOUNTANCY & FINANCE

QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	150,000-300,000	200,000	-	-
Financial Director	80,000-130,000	100,000	70,000-120,000	85,000
Financial Controller	50,000-90,000	80,000	45,000-65,000	55,000
Financial Planning & Analysis Manager*	55,000-80,000	68,000	45,000-65,000	55,000
Financial Accountant	35,000-45,000	45,000	32,000-45,000	42,000
Company Accountant	-	-	32,000-45,000	40,000
Management Accountant	35,000-50,000	45,000	32,000-45,000	42,000
Business/Finance Analyst*	40,000-50,000	45,000	40,000-50,000	45,000
Finance Manager	35,000-55,000	47,000	35,000-45,000	42,000
Business Partner†	45,000-60,000	53,000	40,000-50,000	47,500
Systems Accountant*	35,000-50,000	45,000	40,000-50,000	45,000
5+ Years' PQE**	50,000-75,000	65,000	42,000-65,000	55,000
2-4 Years' PQE**	40,000-50,000	48,000	32,000-48,000	45,000
Recently Qualified (up to 2 years)	38,000-45,000	43,000	32,000-42,000	40,000
Newly Qualified	30,000-40,000	38,000	28,000-38,000	35,000

	Large organisation ▼		SME ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	100,000-200,000	130,000	70,000-150,000	95,000
Financial Controller	70,000-120,000	95,000	48,000-83,000	70,000
Financial Planning & Analysis Manager*	60,000-90,000	70,000	52,000-75,000	62,000
Financial Accountant	40,000-50,000	45,000	38,000-50,000	44,000
Company Accountant	-	-	42,000-63,000	49,000
Management Accountant	35,000-50,000	45,000	37,000-48,000	42,000
Business/Finance Analyst*	40,000-50,000	45,000	40,000-52,000	44,000
Finance Manager	45,000-65,000	52,500	42,000-55,000	47,000
Business Partner†	50,000-85,000	60,000	50,000-65,000	56,000
Systems Accountant*	40,000-65,000	52,000	40,000-50,000	46,000
5+ Years' PQE**	50,000-90,000	70,000	52,000-72,000	65,000
2-4 Years' PQE**	40,000-60,000	55,000	42,000-52,000	47,000
Recently Qualified (up to 2 years)	40,000-50,000	45,000	40,000-45,000	43,000
Newly Qualified	40,000-45,000	40,000	38,000-43,000	40,000

* Group FD, Systems Accountant, Financial Planning & Analysis Manager, and Business/Finance Analyst are job titles not typically found within the SME finance structure. The exception to this is within the higher concentration of medium-sized businesses located in the South East and London where you may find Finance Analysts and Financial Planning & Analysis Managers. † In SMEs the role of Business Partner is typically filled by a Management Accountant. ** PQE: Post-qualified experience. NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	Large organisation ▼		SME ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	90,000-200,000	130,000	60,000-150,000	95,000
Financial Controller	70,000-100,000	90,000	45,000-70,000	60,000
Financial Planning & Analysis Manager*	50,000-90,000	70,000	45,000-60,000	55,000
Financial Accountant	35,000-50,000	45,000	35,000-48,000	44,000
Company Accountant	-	-	30,000-50,000	45,000
Management Accountant	38,000-50,000	45,000	35,000-48,000	45,000
Business/Finance Analyst*	36,000-52,000	45,000	35,000-48,000	45,000
Finance Manager	45,000-65,000	52,000	35,000-50,000	48,000
Business Partner†	45,000-70,000	55,000	45,000-55,000	50,000
Systems Accountant*	40,000-60,000	50,000	30,000-45,000	42,000
5+ Years' PQE**	50,000-90,000	70,000	50,000-70,000	65,000
2-4 Years' PQE**	40,000-60,000	50,000	40,000-50,000	47,000
Recently Qualified (up to 2 years)	38,000-50,000	45,000	33,000-48,000	45,000
Newly Qualified	36,000-45,000	40,000	30,000-40,000	38,000

	Large organisation ▼		SME ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	175,000-280,000	200,000	-	-
Financial Director	90,000-130,000	120,000	60,000-115,000	90,000
Financial Controller	60,000-90,000	80,000	38,000-75,000	60,000
Financial Planning & Analysis Manager*	45,000-80,000	60,000	40,000-65,000	52,000
Financial Accountant	35,000-55,000	48,000	33,000-42,000	40,000
Company Accountant	-	-	35,000-55,000	42,000
Management Accountant	35,000-55,000	45,000	30,000-45,000	40,000
Business/Finance Analyst*	40,000-55,000	45,000	32,000-48,000	40,000
Finance Manager	50,000-70,000	56,000	31,000-55,000	45,000
Business Partner†	40,000-65,000	56,000	35,000-52,000	45,000
Systems Accountant*	35,000-55,000	47,000	35,000-47,000	43,000
5+ Years' PQE**	50,000-82,000	67,000	50,000-65,000	60,000
2-4 Years' PQE**	45,000-58,000	50,000	36,000-48,000	45,000
Recently Qualified (up to 2 years)	40,000-48,000	45,000	35,000-42,000	40,000
Newly Qualified	35,000-43,000	40,000	31,000-41,000	38,000

ACCOUNTANCY & FINANCE

QUALIFIED ACCOUNTANCY

	Large organisation ▼		SME ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	160,000-280,000	200,000	-	-
Financial Director	90,000-180,000	120,000	50,000-125,000	90,000
Financial Controller	60,000-95,000	80,000	35,000-65,000	55,000
Financial Planning & Analysis Manager*	45,000-65,000	55,000	40,000-65,000	48,000
Financial Accountant	38,000-46,000	42,000	37,500-45,000	40,000
Company Accountant	-	-	35,000-50,000	45,000
Management Accountant	38,000-48,000	45,000	32,000-48,000	40,000
Business/Finance Analyst*	40,000-55,000	48,000	32,000-48,000	40,000
Finance Manager	45,000-61,500	50,000	40,000-60,000	47,000
Business Partner†	45,000-75,000	56,000	35,000-52,000	45,000
Systems Accountant*	45,000-65,000	50,000	35,000-48,000	43,000
5+ Years' PQE**	50,000-80,000	65,000	50,000-75,000	60,000
2-4 Years' PQE**	45,000-55,000	50,000	40,000-50,000	47,000
Recently Qualified (up to 2 years)	40,000-50,000	45,000	35,000-45,000	40,000
Newly Qualified	35,000-42,000	40,000	30,000-42,000	38,000

	Large organisation ▼		SME ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	200,000-500,000	250,000	-	-
Financial Director	100,000-200,000	150,000	90,000-140,000	100,000
Financial Controller	75,000-130,000	100,000	55,000-85,000	65,000
Financial Planning & Analysis Manager*	65,000-85,000	75,000	50,000-70,000	55,000
Financial Accountant	40,000-60,000	48,000	35,000-50,000	45,000
Company Accountant	-	-	35,000-55,000	45,000
Management Accountant	40,000-55,000	45,000	35,000-53,000	45,000
Business/Finance Analyst*	40,000-55,000	48,000	35,000-45,000	40,000
Finance Manager	55,000-75,000	65,000	40,000-60,000	50,000
Business Partner†	50,000-75,000	65,000	40,000-60,000	50,000
Systems Accountant*	40,000-58,000	52,000	42,000-55,000	50,000
5+ Years' PQE**	65,000-110,000	80,000	60,000-100,000	75,000
2-4 Years' PQE**	50,000-75,000	65,000	45,000-60,000	50,000
Recently Qualified (up to 2 years)	42,000-55,000	47,000	40,000-50,000	45,000
Newly Qualified	40,000-45,000	42,000	35,000-42,000	37,000

* Group FD, Systems Accountant, Financial Planning & Analysis Manager, and Business/Finance Analyst are job titles not typically found within the SME finance structure. The exception to this is within the higher concentration of medium-sized businesses located in the South East and London where you may find Finance Analysts and Financial Planning & Analysis Managers. † In SMEs the role of Business Partner is typically filled by a Management Accountant. ** PQE: Post-qualified experience. NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	Large organisation ▼		SME ▼	
Northern Ireland	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	100,000-200,000	150,000	70,000-120,000	100,000
Financial Director	80,000-140,000	100,000	60,000-100,000	80,000
Financial Controller	50,000-80,000	65,000	50,000-65,000	55,000
Financial Planning & Analysis Manager*	40,000-65,000	52,000	40,000-65,000	50,000
Financial Accountant	35,000-45,000	40,000	34,000-45,000	38,000
Company Accountant	-	-	34,000-45,000	38,000
Management Accountant	35,000-45,000	40,000	34,000-45,000	38,000
Business/Finance Analyst*	35,000-50,000	42,000	33,000-45,000	38,000
Finance Manager	45,000-60,000	55,000	40,000-55,000	47,000
Business Partner†	40,000-65,000	50,000	35,000-55,000	45,000
Systems Accountant*	45,000-70,000	50,000	40,000-60,000	50,000
5+ Years' PQE**	45,000-65,000	55,000	40,000-60,000	50,000
2-4 Years' PQE**	38,000-50,000	45,000	35,000-45,000	44,000
Recently Qualified (up to 2 years)	35,000-45,000	42,000	34,000-42,000	38,000
Newly Qualified	33,000-37,000	35,000	34,000-36,000	35,000

	Large organisation ▼		SME ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Group FD/CFO*	180,000-300,000	250,000	-	-
Financial Director	100,000-180,000	140,000	60,000-100,000	80,000
Financial Controller	65,000-80,000	75,000	50,000-60,000	58,000
Financial Planning & Analysis Manager*	55,000-70,000	66,000	45,000-50,000	50,000
Financial Accountant	38,000-48,000	43,000	36,000-45,000	42,000
Company Accountant	-	-	32,000-46,000	43,000
Management Accountant	38,000-48,000	45,000	36,000-46,000	43,000
Business/Finance Analyst*	36,000-50,000	48,000	35,000-48,000	42,000
Finance Manager	42,000-60,000	55,000	40,000-52,000	50,000
Business Partner†	45,000-65,000	60,000	43,000-48,000	46,000
Systems Accountant*	45,000-60,000	55,000	40,000-45,000	44,000
5+ Years' PQE**	55,000-80,000	64,000	48,000-60,000	58,000
2-4 Years' PQE**	44,000-60,000	48,000	40,000-48,000	46,000
Recently Qualified (up to 2 years)	38,000-44,000	43,000	35,000-45,000	42,000
Newly Qualified	37,000-42,000	40,000	34,000-40,000	38,000

ACCOUNTANCY & FINANCE

QUALIFIED ACCOUNTANCY



Andrew Harding
FCMA, CGMA, Chief
Executive – Management
Accounting, Association
of International Certified
Professional Accountants



For many, 2020 was one of the most difficult years they have ever experienced. Sadly, businesses and finance professionals will continue to face significant challenges in 2021. Businesses have had to quickly adapt to survive. To use one of 2020's most popular expressions, they have 'pivoted' in response to the pandemic and tailored their business and operating models to a new, rapidly changing business environment – this shift had a direct impact on the skills they need from their employees. In fact, 37% of businesses asked their employees to take on new responsibilities and expand their skillset according to our research with SMEs. In the face of the biggest economic hurdle in decades, it now seems evident that having the

right skills isn't just 'a nice to have' – it is essential for business survival and growth. To succeed, employees must be actively involved in the upskilling journey.

This applies to the finance profession as much as it does to any other profession. Well before the coronavirus pandemic hit the world, new and emerging technologies were already pushing finance teams to radically transform and become more agile. Amid the pandemic, many companies started accelerating their digital transformation plans and improving their finance capabilities to better support their organisations now and in the future.

To thrive in the next normal, finance professionals will need to continue to grow their digital finance mindset and develop their skills (e.g. data analytics, risk management, cybersecurity and business models). This means moving from traditional reporting to business intelligence – they must become influential business partners who question constructively, deliver insights and make recommendations, guide strategic decision-making, manage risks and seize opportunities to create value and help the organisation grow.

In 2021, businesses that demonstrate ongoing agility and adaptability will emerge stronger. Those who do, will be able to seize new opportunities and build resilience – not just in reaction to the current crisis, but in preparation for whatever comes next.



Claire Bennison,
Head of ACCA UK
Association of Chartered
Certified Accountants



Accountants and finance professionals have continued to be in demand in recent times, despite the effects of Covid-19 threatening jobs in many other sectors.

The resilience of the finance and professional services sector is an indication of the increased importance of the skills that accountants can bring to help businesses and organisations weather financial storms and build back better.

Our traditional skills in terms of good financial management have been in demand as clients seek advice on what government assistance might be available to them and what steps to take in order to keep their businesses solvent.

However, the pandemic has increasingly highlighted the skills senior finance professionals can offer in terms of setting strategic direction for their organisations. Increasingly, corporates are relying on accountants to go further than reporting on previous quarters and to help them make the next strategic business decision using analytical tools to predict outcomes.

At ACCA, our focus has been on Rethinking Business for a Sustainable Recovery, which we adopted as our latest brand theme. Our Professional Insights reports have shown that accountants are 'deeply concerned' about building back better and the social and environmental impact of business.

And they are in a pivotal position to influence the way sustainable businesses can generate financial returns, while also creating positive value for society and being environmentally responsible. We are committed to sustainability and green finance as an integral part of our world-class qualification and we have introduced a range of new online learning offerings in this area.

Ethics is another area where Covid-19 has increased the challenges our members face. These include ethical dilemmas caused by being asked to make decisions too quickly without adequate consideration of risks, an increased risk of online fraud and supply chain ethics, when smaller businesses may feel under pressure to comply with unethical practices due to financial vulnerability.



ACCOUNTANCY & FINANCE PUBLIC PRACTICE

Audit and assurance

London	£ Range	£ Typical
Director	90,000-120,000	110,000
Assistant Director/Senior Manager	75,000-90,000	80,000
Manager	60,000-70,000	65,000
Assistant Manager	49,000-55,000	52,500
Qualified Senior/Executive	45,000-52,000	49,000

South East England	£ Range	£ Typical
Director	75,000-100,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	48,000-59,000	55,000
Assistant Manager	42,000-50,000	48,000
Qualified Senior/Executive	36,000-45,000	43,000

East of England	£ Range	£ Typical
Director	70,000-90,000	80,000
Assistant Director/Senior Manager	51,000-71,000	66,000
Manager	36,500-56,000	50,000
Assistant Manager	36,000-48,500	45,000
Qualified Senior/Executive	28,500-43,000	40,000

South West England	£ Range	£ Typical
Director	80,000-110,000	90,000
Assistant Director/Senior Manager	55,000-88,000	70,000
Manager	45,000-65,000	53,000
Assistant Manager	44,000-50,000	46,000
Qualified Senior/Executive	34,000-43,000	38,000

Wales	£ Range	£ Typical
Director	70,000-100,000	80,000
Assistant Director/Senior Manager	50,000-70,000	60,000
Manager	40,000-55,000	48,000
Assistant Manager	32,000-45,000	40,000
Qualified Senior/Executive	28,000-38,000	33,000

West Midlands	£ Range	£ Typical
Director	70,000-100,000	90,000
Assistant Director/Senior Manager	55,000-78,000	68,500
Manager	42,500-58,500	52,000
Assistant Manager	36,500-46,000	43,000
Qualified Senior/Executive	32,000-44,000	39,000

East Midlands	£ Range	£ Typical
Director	65,000-95,000	85,000
Assistant Director/Senior Manager	55,000-70,000	58,000
Manager	45,000-55,000	48,000
Assistant Manager	35,000-45,000	40,000
Qualified Senior/Executive	31,000-40,000	36,000

Yorkshire and the Humber	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	50,000-68,000	58,000
Manager	40,000-50,000	45,000
Assistant Manager	35,000-45,000	40,000
Qualified Senior/Executive	29,000-40,000	36,000

North East England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	50,000-65,000	58,000
Manager	40,000-52,000	48,000
Assistant Manager	35,000-42,000	40,000
Qualified Senior/Executive	29,000-40,000	36,000

North West England	£ Range	£ Typical
Director	75,000-125,000	90,000
Assistant Director/Senior Manager	55,000-75,000	65,000
Manager	45,000-55,000	53,000
Assistant Manager	38,000-45,000	40,000
Qualified Senior/Executive	28,000-36,000	36,000

Northern Ireland	£ Range	£ Typical
Director	65,000-90,000	70,000
Assistant Director/Senior Manager	50,000-80,000	57,500
Manager	37,000-46,000	42,000
Assistant Manager	33,000-37,000	34,000
Qualified Senior/Executive	30,000-35,000	33,000

Scotland	£ Range	£ Typical
Director	70,000-95,000	80,000
Assistant Director/Senior Manager	52,000-80,000	62,000
Manager	40,000-55,000	48,000
Assistant Manager	35,000-42,000	39,000
Qualified Senior/Executive	32,000-39,000	36,000

General practice

London	£ Range	£ Typical
Director	80,000-120,000	100,000
Assistant Director/Senior Manager	65,000-80,000	75,000
Manager	55,000-65,000	60,000
Assistant Manager	48,000-52,000	50,000
Qualified Senior/Executive	42,000-47,000	45,000
Semi-Senior Accountant	25,000-34,000	32,000
Trainee Accountant	24,000-28,000	26,000
Bookkeeper	27,000-40,000	35,000

Wales	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	45,000-58,000	52,000
Manager	35,000-50,000	45,000
Assistant Manager	32,000-42,000	38,000
Qualified Senior/Executive	30,000-37,000	33,000
Semi-Senior Accountant	22,000-26,000	24,000
Trainee Accountant	15,000-22,000	19,000
Bookkeeper	18,000-25,000	22,000

South East England	£ Range	£ Typical
Director	75,000-100,000	85,000
Assistant Director/Senior Manager	60,000-65,000	63,000
Manager	50,000-60,000	55,000
Assistant Manager	45,000-50,000	48,000
Qualified Senior/Executive	40,000-46,000	44,000
Semi-Senior Accountant	22,000-33,000	27,500
Trainee Accountant	20,000-25,000	22,500
Bookkeeper	26,000-32,000	30,000

West Midlands	£ Range	£ Typical
Director	65,000-85,000	75,000
Assistant Director/Senior Manager	45,000-65,000	57,500
Manager	35,000-50,000	46,000
Assistant Manager	35,000-42,000	38,000
Qualified Senior/Executive	28,000-35,000	33,000
Semi-Senior Accountant	22,000-27,000	24,000
Trainee Accountant	15,000-22,000	20,000
Bookkeeper	18,000-26,000	24,000

East of England	£ Range	£ Typical
Director	65,000-90,000	76,000
Assistant Director/Senior Manager	52,000-72,000	59,000
Manager	41,000-52,000	47,000
Assistant Manager	38,000-47,000	43,000
Qualified Senior/Executive	31,500-41,000	38,500
Semi-Senior Accountant	22,000-29,500	26,000
Trainee Accountant	16,000-19,500	18,500
Bookkeeper	19,500-31,000	25,500

East Midlands	£ Range	£ Typical
Director	55,000-85,000	73,000
Assistant Director/Senior Manager	45,000-60,000	55,000
Manager	34,000-49,000	44,000
Assistant Manager	34,000-42,000	38,000
Qualified Senior/Executive	27,000-35,000	32,500
Semi-Senior Accountant	22,000-26,000	23,000
Trainee Accountant	18,000-20,000	20,000
Bookkeeper	16,000-20,000	18,000

South West England	£ Range	£ Typical
Director	68,000-100,000	82,000
Assistant Director/Senior Manager	55,000-75,000	59,000
Manager	40,000-56,000	48,000
Assistant Manager	40,000-50,000	42,500
Qualified Senior/Executive	32,000-42,000	36,000
Semi-Senior Accountant	22,000-28,500	25,500
Trainee Accountant	16,000-24,500	19,500
Bookkeeper	20,000-33,000	25,000

Yorkshire and the Humber	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	45,000-55,000	54,000
Manager	35,000-45,000	42,000
Assistant Manager	30,000-40,000	37,000
Qualified Senior/Executive	28,000-35,000	32,000
Semi-Senior Accountant	18,000-24,000	22,000
Trainee Accountant	15,000-19,000	18,000
Bookkeeper	16,000-20,000	18,000

ACCOUNTANCY & FINANCE PUBLIC PRACTICE

North East England	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	40,000-58,000	54,000
Manager	32,000-49,500	42,000
Assistant Manager	37,000-41,500	38,000
Qualified Senior/Executive	25,000-40,000	33,000
Semi-Senior Accountant	20,000-25,000	22,000
Trainee Accountant	15,000-19,000	18,000
Bookkeeper	16,000-20,000	19,000

Northern Ireland	£ Range	£ Typical
Director	60,000-75,000	65,000
Assistant Director/Senior Manager	45,000-60,000	52,500
Manager	38,000-45,000	40,000
Assistant Manager	33,000-37,000	35,000
Qualified Senior/Executive	29,000-34,000	31,000
Semi-Senior Accountant	24,000-32,000	30,000
Trainee Accountant	16,000-20,000	18,000
Bookkeeper	21,000-25,000	23,000

North West England	£ Range	£ Typical
Director	65,000-90,000	75,000
Assistant Director/Senior Manager	50,000-75,000	62,000
Manager	40,000-55,000	47,000
Assistant Manager	35,000-42,000	39,000
Qualified Senior/Executive	28,000-35,000	33,000
Semi-Senior Accountant	20,000-24,000	22,000
Trainee Accountant	15,000-19,000	18,000
Bookkeeper	20,000-25,000	24,000

Scotland	£ Range	£ Typical
Director	65,000-80,000	75,000
Assistant Director/Senior Manager	50,000-68,000	56,000
Manager	40,000-52,000	47,000
Assistant Manager	32,000-38,000	36,000
Qualified Senior/Executive	30,000-36,000	34,000
Semi-Senior Accountant	24,000-30,000	27,000
Trainee Accountant	18,000-25,000	22,000
Bookkeeper	18,000-27,000	25,000



Bruce Cartwright CA
Chief Executive,
ICAS



Covid-19 has had far-reaching consequences, not only on our health and the economy but also on our way of life. We have all experienced downturns in the past, but these were cyclical, not a sudden, widespread global shutdown. For many Chartered Accountants working in the business and finance sector, 2020 turned out to be a very busy year. The accountant as an adviser was as much swept up in the lockdown storm as any other business. They were advising clients through difficult times whilst managing the impact on their own businesses.

We needed to introduce new ways of working and react to the challenges that coronavirus brought. We have demonstrated that accountancy is adaptable and agile, and the trusted and informed role that accountants play in a financial crisis has come to the fore. Chartered Accountants are conduits for information and translation, not only for understanding what is available and how to access it, but also in how to apply that knowledge to help owners and managers work through their options.

Chartered Accountants are uniquely placed to have an overview of any business because they get to see all the moving parts and can translate them into financial implications. Whether as a CEO, CFO, financial controller or an adviser, accountants understand the business levers that need to be pulled. They can say, "This is the outcome of doing X and Y, this is the impact on your cashflow, this is the gap, and these are the options to bridge the gap."

But it is not just about the numbers. Now is a moment when we really need Chartered Accountants who deeply care about their moral responsibility to others and the sustainability of businesses. They have a hugely important role to play in helping businesses to navigate the Covid-19 crisis and in getting us all back on our feet.



ACCOUNTANCY & FINANCE PUBLIC PRACTICE

Corporate finance

London	£ Range	£ Typical
Director	96,000-160,000	130,000
Assistant Director/Senior Manager	78,000-100,000	88,000
Manager	57,000-78,000	68,000
Qualified Senior/Executive	47,000-60,000	55,000

East Midlands	£ Range	£ Typical
Director	75,000-120,000	100,000
Assistant Director/Senior Manager	55,000-75,000	70,000
Manager	45,000-57,000	54,000
Qualified Senior/Executive	34,000-45,000	42,000

South East England	£ Range	£ Typical
Director	80,000-120,000	110,000
Assistant Director/Senior Manager	70,000-95,000	80,000
Manager	52,000-65,000	56,000
Qualified Senior/Executive	40,000-50,000	45,000

Yorkshire and the Humber	£ Range	£ Typical
Director	75,000-110,000	92,000
Assistant Director/Senior Manager	60,000-78,500	68,000
Manager	45,000-57,500	50,000
Qualified Senior/Executive	36,000-45,000	40,000

East of England	£ Range	£ Typical
Director	60,000-120,000	90,000
Assistant Director/Senior Manager	55,000-80,000	70,000
Manager	41,000-56,000	52,500
Qualified Senior/Executive	36,000-46,000	42,000

North East England	£ Range	£ Typical
Director	75,000-110,000	92,000
Assistant Director/Senior Manager	60,000-78,500	68,000
Manager	45,000-57,500	50,000
Qualified Senior/Executive	36,000-45,000	40,000

South West England	£ Range	£ Typical
Director	80,000-120,000	92,000
Assistant Director/Senior Manager	60,000-92,000	74,000
Manager	50,000-70,000	58,500
Qualified Senior/Executive	40,000-48,000	44,000

North West England	£ Range	£ Typical
Director	80,000-120,000	95,000
Assistant Director/Senior Manager	50,000-75,000	72,000
Manager	45,000-55,000	50,000
Qualified Senior/Executive	35,000-45,000	42,000

Wales	£ Range	£ Typical
Director	60,000-100,000	75,000
Assistant Director/Senior Manager	50,000-75,000	65,000
Manager	35,000-55,000	50,000
Qualified Senior/Executive	30,000-45,000	37,000

Northern Ireland	£ Range	£ Typical
Director	65,000-90,000	70,000
Assistant Director/Senior Manager	45,000-75,000	55,000
Manager	37,000-46,000	44,000
Qualified Senior/Executive	30,000-35,000	33,000

West Midlands	£ Range	£ Typical
Director	75,000-150,000	105,000
Assistant Director/Senior Manager	65,000-82,000	77,500
Manager	45,000-60,000	55,000
Qualified Senior/Executive	38,000-48,000	43,000

Scotland	£ Range	£ Typical
Director	70,000-100,000	85,000
Assistant Director/Senior Manager	55,000-80,000	68,000
Manager	45,000-60,000	52,000
Qualified Senior/Executive	33,000-40,000	36,000

Forensic accounting

London	£ Range	£ Typical
Director	100,000-170,000	140,000
Assistant Director/Senior Manager	78,000-100,000	85,000
Manager	60,000-80,000	70,000
Assistant Manager	55,000-60,000	55,000
Senior/Executive	47,000-55,000	50,000

South East England	£ Range	£ Typical
Director	90,000-120,500	115,000
Assistant Director/Senior Manager	70,000-95,000	78,000
Manager	50,000-65,000	63,000
Assistant Manager	45,000-52,000	50,000
Senior/Executive	40,000-50,000	46,000

East of England	£ Range	£ Typical
Director	85,000-120,000	93,000
Assistant Director/Senior Manager	65,000-90,000	72,000
Manager	45,000-60,000	53,500
Assistant Manager	40,000-48,500	46,000
Senior/Executive	36,500-45,000	42,500

South West England	£ Range	£ Typical
Director	80,000-110,000	90,000
Assistant Director/Senior Manager	58,000-88,000	70,000
Manager	49,000-68,000	56,000
Assistant Manager	44,000-55,000	48,000
Senior/Executive	38,500-45,000	42,500

Wales	£ Range	£ Typical
Director	60,000-100,000	70,000
Assistant Director/Senior Manager	50,000-70,000	52,500
Manager	40,000-55,000	45,000
Assistant Manager	38,000-46,000	40,000
Senior/Executive	30,000-40,000	32,000

West Midlands	£ Range	£ Typical
Director	70,000-110,000	90,000
Assistant Director/Senior Manager	55,000-75,000	68,000
Manager	42,000-58,000	52,500
Assistant Manager	40,000-48,000	44,000
Senior/Executive	34,000-44,000	40,000

East Midlands	£ Range	£ Typical
Director	65,000-95,000	82,500
Assistant Director/Senior Manager	55,000-72,000	67,500
Manager	40,000-56,000	52,000
Assistant Manager	38,000-45,000	41,500
Senior/Executive	34,000-42,000	38,500

Yorkshire and the Humber	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-72,000	65,000
Manager	40,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-40,000	38,500

North East England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-72,000	65,000
Manager	40,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-40,000	38,500

North West England	£ Range	£ Typical
Director	70,000-95,000	85,000
Assistant Director/Senior Manager	55,000-75,000	68,000
Manager	45,000-56,000	52,000
Assistant Manager	38,000-46,000	42,000
Senior/Executive	34,000-40,000	38,500

Northern Ireland	£ Range	£ Typical
Director	60,000-80,000	70,000
Assistant Director/Senior Manager	45,000-55,000	50,000
Manager	36,000-45,000	42,000
Assistant Manager	32,000-35,000	34,000
Senior/Executive	30,000-33,000	32,000

Scotland	£ Range	£ Typical
Director	80,000-100,000	90,000
Assistant Director/Senior Manager	55,000-80,000	65,000
Manager	45,000-60,000	52,000
Assistant Manager	36,000-44,000	42,000
Senior/Executive	33,000-40,000	37,000

ACCOUNTANCY & FINANCE PUBLIC PRACTICE

Insolvency/corporate recovery

London	£ Range	£ Typical
Director	95,000-130,000	120,000
Assistant Director/Senior Manager	75,000-95,000	85,000
Manager	55,000-75,000	65,000
Assistant Manager	45,000-55,000	50,000
Senior Administrator	37,000-47,000	42,000
Administrator	28,000-37,000	32,000
Trainee/Junior Administrator	23,000-28,000	25,000

Wales	£ Range	£ Typical
Director	60,000-90,000	72,000
Assistant Director/Senior Manager	45,000-70,000	58,000
Manager	40,000-55,000	45,000
Assistant Manager	30,000-40,000	35,000
Senior Administrator	23,000-30,000	28,000
Administrator	18,000-23,000	20,000
Trainee/Junior Administrator	16,000-20,000	17,500

South East England	£ Range	£ Typical
Director	60,000-90,000	90,000
Assistant Director/Senior Manager	50,000-70,000	65,000
Manager	45,000-55,000	55,000
Assistant Manager	40,000-50,000	46,500
Senior Administrator	25,000-40,000	32,500
Administrator	20,000-32,000	27,000
Trainee/Junior Administrator	18,000-24,000	22,500

West Midlands	£ Range	£ Typical
Director	60,000-95,000	80,000
Assistant Director/Senior Manager	45,000-68,000	60,000
Manager	38,000-52,000	48,000
Assistant Manager	30,000-42,000	38,000
Senior Administrator	25,000-34,000	31,000
Administrator	20,000-28,000	26,000
Trainee/Junior Administrator	15,000-22,000	20,000

East of England	£ Range	£ Typical
Director	65,000-85,000	75,000
Assistant Director/Senior Manager	50,000-70,000	62,500
Manager	47,000-60,000	55,000
Assistant Manager	40,000-49,000	46,000
Senior Administrator	26,000-41,000	32,500
Administrator	21,000-32,000	28,500
Trainee/Junior Administrator	18,000-25,000	23,000

East Midlands	£ Range	£ Typical
Director	50,000-90,000	75,000
Assistant Director/Senior Manager	40,000-55,000	55,000
Manager	34,000-48,000	45,000
Assistant Manager	30,000-40,000	35,000
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	19,000

South West England	£ Range	£ Typical
Director	78,000-110,000	90,000
Assistant Director/Senior Manager	58,000-88,000	64,000
Manager	48,500-65,000	56,000
Assistant Manager	43,500-55,000	47,000
Senior Administrator	28,000-39,000	32,000
Administrator	23,000-31,000	27,500
Trainee/Junior Administrator	20,000-24,000	22,000

Yorkshire and the Humber	£ Range	£ Typical
Director	50,000-80,000	70,000
Assistant Director/Senior Manager	38,000-55,000	50,000
Manager	34,000-45,000	42,000
Assistant Manager	28,000-36,000	34,000
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

North East England	£ Range	£ Typical
Director	50,000-80,000	70,000
Assistant Director/Senior Manager	38,000-55,000	50,000
Manager	34,000-45,000	42,000
Assistant Manager	28,000-36,000	34,000
Senior Administrator	24,000-32,000	30,000
Administrator	18,000-28,000	25,000
Trainee/Junior Administrator	15,000-20,000	18,500

Northern Ireland	£ Range	£ Typical
Director	60,000-70,000	65,000
Assistant Director/Senior Manager	45,000-55,000	50,000
Manager	38,000-45,000	40,000
Assistant Manager	32,000-37,000	33,000
Senior Administrator	18,000-22,000	20,000
Administrator	16,000-18,000	17,500
Trainee/Junior Administrator	15,000-17,500	17,000

North West England	£ Range	£ Typical
Director	70,000-100,000	80,000
Assistant Director/Senior Manager	55,000-75,000	63,000
Manager	40,000-55,000	45,000
Assistant Manager	35,000-45,000	40,000
Senior Administrator	25,000-35,000	30,000
Administrator	20,000-30,000	27,000
Trainee/Junior Administrator	17,500-22,000	20,000

Scotland	£ Range	£ Typical
Director	55,000-75,000	65,000
Assistant Director/Senior Manager	50,000-65,000	52,000
Manager	38,000-55,000	45,000
Assistant Manager	28,000-37,000	33,000
Senior Administrator	21,000-26,000	23,000
Administrator	17,000-24,000	20,000
Trainee/Junior Administrator	16,500-19,000	18,000

ACCOUNTANCY & FINANCE TAXATION

In-house

	FTSE 100/250 ▼		FS ▼		LTD/SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Head of Tax/Director	140,000-310,000	180,000	180,000-350,000	215,000	90,000-150,000	125,000
Group Tax Manager	100,000-130,000	115,000	120,000-160,000	128,000	70,000-110,000	87,000
Senior/International Tax Manager	100,000-130,000	120,000	90,000-130,000	102,000	60,000-80,000	75,000
European Tax Manager	80,000-100,000	90,000	72,000-90,000	83,000	75,000-85,000	80,000
UK Tax Manager	75,000-85,000	83,000	65,000-80,000	75,000	50,000-70,000	63,000
Tax Accountant	45,000-60,000	53,000	55,000-70,000	58,000	35,000-55,000	50,000
Transfer Pricing Manager	75,000-90,000	85,000	70,000-100,000	90,000	50,000-80,000	60,000
VAT Director	100,000-140,000	125,000	90,000-155,000	140,000	80,000-110,000	90,000
VAT Manager	65,000-85,000	75,000	73,000-95,000	90,000	65,000-85,000	75,000
VAT Accountant	35,000-50,000	47,000	47,000-60,000	53,000	35,000-45,000	40,000
Employee/Expat/Trusts Manager	50,000-75,000	60,000	50,000-85,000	60,000	50,000-75,000	55,000
Operational Tax Manager	-	-	72,000-85,000	80,000	-	-

South East England	£ Range	£ Typical
Head of Tax/Director	110,000-180,000	150,000
Group Tax Manager	80,000-120,000	100,000
Senior/International Tax Manager	75,000-90,000	87,500
Tax Manager	60,000-75,000	67,500
Tax Accountant	50,000-60,000	52,000
Transfer Pricing Manager	65,000-90,000	78,000
VAT Director	75,000-95,000	80,000
VAT Manager	65,000-75,000	70,000
VAT Accountant	40,000-60,000	50,000

South West England	£ Range	£ Typical
Head of Tax/Director	100,000-175,000	130,000
Group Tax Manager	75,000-110,000	85,000
Senior/International Tax Manager	65,000-90,000	80,000
Tax Manager	50,000-75,000	60,000
Tax Accountant	40,000-50,000	47,000
Transfer Pricing Manager	60,000-80,000	72,500
VAT Director	65,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	54,000

East of England	£ Range	£ Typical
Head of Tax/Director	100,000-175,000	130,000
Group Tax Manager	75,000-110,000	95,000
Senior/International Tax Manager	65,000-95,000	80,000
Tax Manager	50,000-70,000	60,000
Tax Accountant	40,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	72,500
VAT Director	65,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	50,000

Wales	£ Range	£ Typical
Head of Tax/Director	75,000-120,000	100,000
Group Tax Manager	65,000-85,000	75,000
Senior/International Tax Manager	55,000-75,000	65,000
Tax Manager	45,000-55,000	50,000
Tax Accountant	40,000-60,000	48,000
Transfer Pricing Manager	45,000-75,000	60,000
VAT Director	60,000-90,000	80,000
VAT Manager	45,000-65,000	55,000
VAT Accountant	40,000-50,000	50,000

NOTE: Absence of figures denotes insufficient salary data or role not applicable.

West Midlands	£ Range	£ Typical
Head of Tax/Director	110,000-175,000	140,000
Group Tax Manager	75,000-110,000	90,000
Senior/International Tax Manager	65,000-90,000	80,000
Tax Manager	55,000-70,000	60,000
Tax Accountant	40,000-50,000	47,500
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	65,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	50,000

North East England	£ Range	£ Typical
Head of Tax/Director	80,000-120,000	100,000
Group Tax Manager	65,000-95,000	80,000
Senior/International Tax Manager	60,000-75,000	65,000
Tax Manager	50,000-65,000	55,000
Tax Accountant	35,000-50,000	45,000
Transfer Pricing Manager	60,000-75,000	65,000
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	38,000-50,000	42,000

East Midlands	£ Range	£ Typical
Head of Tax/Director	110,000-175,000	135,000
Group Tax Manager	75,000-110,000	87,500
Senior/International Tax Manager	65,000-90,000	77,000
Tax Manager	50,000-70,000	60,000
Tax Accountant	40,000-50,000	46,000
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	60,000-100,000	80,000
VAT Manager	50,000-70,000	60,000
VAT Accountant	40,000-60,000	50,000

North West England	£ Range	£ Typical
Head of Tax/Director	80,000-120,000	100,000
Group Tax Manager	65,000-100,000	85,000
Senior/International Tax Manager	60,000-85,000	75,000
Tax Manager	50,000-65,000	55,000
Tax Accountant	35,000-50,000	45,000
Transfer Pricing Manager	60,000-80,000	75,000
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	38,000-55,000	45,000

Yorkshire and the Humber	£ Range	£ Typical
Head of Tax/Director	90,000-130,000	105,000
Group Tax Manager	65,000-95,000	82,000
Senior/International Tax Manager	65,000-80,000	70,000
Tax Manager	50,000-65,000	55,000
Tax Accountant	35,000-46,000	42,000
Transfer Pricing Manager	60,000-80,000	70,000
VAT Director	60,000-90,000	70,000
VAT Manager	50,000-60,000	55,000
VAT Accountant	38,000-50,000	44,000

Scotland	£ Range	£ Typical
Head of Tax/Director	80,000-140,000	100,000
Group Tax Manager	60,000-80,000	76,000
Senior/International Tax Manager	65,000-85,000	73,000
Tax Manager	50,000-60,000	55,000
Tax Accountant	38,000-50,000	45,000
Transfer Pricing Manager	50,000-75,000	61,000
VAT Director	70,000-100,000	82,000
VAT Manager	52,000-80,000	65,000
VAT Accountant	38,000-55,000	45,000

ACCOUNTANCY & FINANCE TAXATION

Practice

London	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	110,000-200,000	150,000	90,000-150,000	100,000	75,000-110,000	90,000
Assistant Director/Senior Manager	80,000-100,000	85,000	60,000-85,000	75,000	60,000-80,000	70,000
Manager	55,000-75,000	65,000	55,000-65,000	60,000	45,000-60,000	53,000
Assistant Manager/Supervisor	45,000-55,000	55,000	42,000-50,000	47,500	42,000-50,000	47,500
Senior	35,000-45,000	45,000	34,000-45,000	42,000	34,000-45,000	42,000
Assistant	27,000-35,000	31,000	24,000-35,000	30,000	27,000-36,000	30,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	110,000-200,000	150,000	90,000-150,000	100,000	70,000-105,000	85,000
Assistant Director/Senior Manager	80,000-100,000	85,000	60,000-85,000	70,000	60,000-80,000	70,000
Manager	55,000-75,000	65,000	50,000-65,000	55,000	45,000-60,000	52,500
Assistant Manager/Supervisor	45,000-55,000	50,000	42,000-50,000	47,500	40,000-50,000	45,000
Senior	35,000-45,000	43,000	34,000-45,000	42,000	32,000-42,500	36,000
Assistant	27,000-35,000	31,000	25,000-32,000	30,000	25,000-30,000	28,000

South East England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	115,000	90,000-130,000	100,000	65,000-90,000	75,000
Assistant Director/Senior Manager	75,000-99,500	83,000	55,000-80,000	67,500	50,000-70,000	57,000
Manager	50,000-65,000	60,000	45,000-60,000	54,000	40,000-55,000	47,000
Assistant Manager/Supervisor	35,000-57,000	50,000	35,000-52,000	44,500	35,000-45,000	40,000
Senior	36,000-52,000	47,000	26,000-45,000	35,000	25,000-40,000	35,000
Assistant	24,000-34,000	27,000	20,000-30,000	25,000	18,000-25,000	23,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	90,000-130,000	100,000	65,000-110,000	70,000
Assistant Director/Senior Manager	70,000-90,000	80,000	55,000-70,000	65,000	55,000-70,000	57,000
Manager	50,000-65,000	60,000	45,000-55,000	52,000	40,000-55,000	45,000
Assistant Manager/Supervisor	40,000-55,000	48,000	35,000-50,000	42,000	30,000-45,000	37,000
Senior	36,000-50,000	43,000	26,000-45,000	35,000	25,000-35,000	30,000
Assistant	22,000-30,000	27,000	21,000-27,000	25,000	18,000-25,000	22,500

East of England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	81,000-150,000	115,000	68,000-150,000	88,000	51,000-82,000	77,000
Assistant Director/Senior Manager	66,000-92,000	76,000	56,000-76,000	72,000	56,000-68,000	58,000
Manager	45,000-67,000	61,000	41,000-61,000	57,000	43,000-52,000	49,000
Assistant Manager/Supervisor	36,000-47,500	42,500	36,000-44,000	42,500	33,500-46,500	43,000
Senior	31,000-38,500	36,500	26,500-38,500	37,000	28,500-35,000	32,000
Assistant	23,000-31,000	28,000	18,000-25,000	23,500	19,500-24,500	23,500
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	115,000	70,000-115,000	86,000	67,000-88,000	77,000
Assistant Director/Senior Manager	60,000-85,000	71,000	55,000-75,000	66,000	42,000-63,000	57,000
Manager	42,500-60,000	56,000	40,000-55,000	46,500	36,500-57,000	43,500
Assistant Manager/Supervisor	32,500-46,000	43,000	35,000-42,000	40,000	33,000-42,000	38,000
Senior	30,000-42,000	38,000	27,000-36,000	35,000	27,000-33,500	33,000
Assistant	22,500-32,000	26,500	18,000-24,000	23,500	18,000-25,000	22,000

South West England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	88,000-160,000	118,000	78,000-105,000	92,000	60,000-90,000	73,000
Assistant Director/Senior Manager	58,000-90,000	78,000	57,000-78,000	69,000	50,000-73,000	58,000
Manager	47,000-60,000	54,000	47,000-57,000	52,000	42,000-51,000	48,000
Assistant Manager/Supervisor	39,000-48,000	43,000	34,000-45,000	41,000	34,000-43,000	40,000
Senior	35,000-44,000	38,500	32,000-43,000	38,000	30,000-40,000	36,000
Assistant	22,000-31,000	26,000	20,000-31,000	23,500	20,000-29,000	23,500
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	88,000-160,000	113,000	78,000-105,000	90,000	60,000-88,000	67,000
Assistant Director/Senior Manager	55,000-86,000	75,000	57,000-78,000	64,000	50,000-73,000	56,000
Manager	52,000-60,000	52,000	47,000-57,000	50,000	42,000-51,000	46,000
Assistant Manager/Supervisor	39,000-47,000	42,000	34,000-45,000	41,000	34,000-43,000	39,000
Senior	34,000-43,000	37,500	32,000-43,000	37,000	30,000-40,000	36,000
Assistant	22,000-31,000	26,000	20,000-31,000	22,500	20,000-29,000	23,000

ACCOUNTANCY & FINANCE TAXATION

Practice

Wales	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-95,000	80,000	55,000-80,000	60,000
Assistant Director/Senior Manager	60,000-85,000	75,000	50,000-70,000	60,000	45,000-65,000	55,000
Manager	45,000-55,000	50,000	40,000-50,000	50,000	35,000-50,000	42,000
Assistant Manager/Supervisor	35,000-45,000	40,000	30,000-40,000	35,000	28,000-37,000	35,000
Senior	28,000-38,000	35,000	28,000-35,000	31,000	25,000-35,000	30,000
Assistant	20,000-25,000	23,000	18,000-25,000	21,000	18,000-25,000	21,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-95,000	80,000	55,000-80,000	60,000
Assistant Director/Senior Manager	60,000-85,000	75,000	50,000-70,000	60,000	45,000-65,000	55,000
Manager	45,000-55,000	50,000	40,000-50,000	50,000	35,000-50,000	42,000
Assistant Manager/Supervisor	35,000-45,000	40,000	30,000-40,000	35,000	28,000-37,000	35,000
Senior	28,000-38,000	35,000	28,000-35,000	31,000	25,000-35,000	30,000
Assistant	20,000-25,000	23,000	18,000-25,000	21,000	18,000-25,000	21,000

West Midlands	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	90,000-170,000	110,000	75,000-120,000	90,000	70,000-90,000	80,000
Assistant Director/Senior Manager	60,000-85,000	68,000	55,000-70,000	65,000	50,000-65,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	45,000	38,000-52,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	35,000-43,000	38,000	30,000-40,000	33,500
Senior	30,000-38,000	36,000	30,000-38,000	32,500	26,000-32,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-170,000	110,000	75,000-120,000	90,000	60,000-80,000	70,000
Assistant Director/Senior Manager	60,000-85,000	68,000	50,000-75,000	65,000	50,000-65,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	44,500	38,000-50,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	34,000-44,000	35,000	30,000-40,000	33,500
Senior	30,000-38,000	34,000	30,000-38,000	32,500	26,000-32,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000

East Midlands	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	85,000-150,000	110,000	75,000-120,000	85,000	65,000-80,000	75,000
Assistant Director/Senior Manager	60,000-85,000	68,000	50,000-75,000	65,000	50,000-65,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	45,000	38,000-52,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	34,000-44,000	35,000	30,000-40,000	33,500
Senior	30,000-38,000	36,000	30,000-39,000	31,500	26,000-32,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	85,000-150,000	110,000	70,000-100,000	80,000	60,000-80,000	70,000
Assistant Director/Senior Manager	60,000-85,000	63,000	50,000-75,000	65,000	50,000-60,000	55,000
Manager	42,500-55,000	47,000	42,000-52,000	44,500	39,000-52,000	40,000
Assistant Manager/Supervisor	38,000-43,000	40,000	33,500-43,000	34,500	30,000-40,000	33,500
Senior	30,000-38,000	34,000	30,000-38,000	31,500	26,000-35,000	29,500
Assistant	23,000-31,000	26,000	22,000-26,000	23,000	18,000-25,000	22,000

Yorkshire and the Humber	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	110,000	65,000-100,000	80,000	50,000-80,000	65,000
Assistant Director/Senior Manager	55,000-80,000	65,000	48,000-65,000	60,000	45,000-60,000	52,000
Manager	42,000-55,000	48,000	40,000-50,000	45,000	36,000-48,000	40,000
Assistant Manager/Supervisor	35,000-42,000	40,000	35,000-42,000	37,000	30,000-38,000	34,000
Senior	32,000-40,000	35,000	28,000-38,000	33,000	25,000-35,000	30,000
Assistant	20,000-30,000	25,000	20,000-28,000	23,000	17,000-22,000	20,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-90,000	80,000	55,000-80,000	65,000
Assistant Director/Senior Manager	50,000-80,000	65,000	50,000-75,000	60,000	40,000-55,000	50,000
Manager	40,000-50,000	45,000	35,000-45,000	42,000	32,000-40,000	38,000
Assistant Manager/Supervisor	35,000-42,000	38,000	32,000-37,000	33,000	30,000-36,000	32,000
Senior	32,000-40,000	35,000	28,000-34,000	30,000	25,000-32,000	28,000
Assistant	22,000-28,000	25,000	18,000-25,000	22,000	18,500-23,000	20,000

ACCOUNTANCY & FINANCE TAXATION

Practice

North East England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	65,000-100,000	80,000	60,000-90,000	65,000
Assistant Director/Senior Manager	55,000-80,000	65,000	50,000-65,000	58,000	45,000-58,000	52,000
Manager	40,000-50,000	45,000	40,000-50,000	42,000	35,000-45,000	40,000
Assistant Manager/Supervisor	30,000-45,000	40,000	28,000-42,000	37,000	26,000-38,000	34,000
Senior	24,000-40,000	35,000	28,000-38,000	33,000	25,000-35,000	28,000
Assistant	23,000-29,000	25,500	22,000-28,000	23,000	19,000-25,000	20,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-150,000	100,000	70,000-90,000	80,000	55,000-80,000	65,000
Assistant Director/Senior Manager	50,000-75,000	65,000	45,000-70,000	55,000	40,000-55,000	50,000
Manager	40,000-50,000	45,000	35,000-45,000	40,000	32,000-40,000	38,000
Assistant Manager/Supervisor	33,000-42,000	37,500	32,000-37,000	33,000	30,000-36,000	32,000
Senior	24,000-35,000	32,000	24,000-34,000	30,000	22,000-30,000	28,000
Assistant	20,000-25,000	23,000	18,000-25,000	22,000	17,500-23,000	19,500

North West England	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	75,000-120,000	110,000	75,000-120,000	100,000	75,000-120,000	80,000
Assistant Director/Senior Manager	60,000-80,000	70,000	55,000-75,000	70,000	60,000-80,000	65,000
Manager	45,000-55,000	50,000	40,000-55,000	50,000	45,000-55,000	45,000
Assistant Manager/Supervisor	35,000-42,000	40,000	35,000-40,000	39,000	35,000-42,000	38,000
Senior	25,000-37,000	36,000	25,000-35,000	33,000	25,000-37,000	33,000
Assistant	18,000-24,000	24,000	22,000-26,000	24,000	18,000-24,000	22,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	80,000-120,000	100,000	70,000-90,000	85,000	80,000-120,000	80,000
Assistant Director/Senior Manager	60,000-80,000	70,000	55,000-70,000	65,000	60,000-80,000	60,000
Manager	40,000-55,000	45,000	40,000-50,000	45,000	40,000-55,000	45,000
Assistant Manager/Supervisor	35,000-40,000	40,000	35,000-42,000	40,000	35,000-40,000	38,000
Senior	24,000-32,000	30,000	25,000-32,000	30,000	24,000-32,000	28,000
Assistant	18,000-23,000	23,000	21,000-24,000	22,000	18,000-22,000	21,000

Northern Ireland	Big 4 ▼		Other ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical
Director	70,000-100,000	85,000	60,000-80,000	70,000
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-60,000	50,000
Manager	38,000-50,000	44,000	36,000-45,000	40,000
Assistant Manager/Supervisor	33,000-37,000	34,500	31,000-35,000	34,000
Senior	28,000-33,000	31,000	28,000-32,000	29,000
Assistant	16,000-22,000	20,000	19,000-23,000	20,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical
Director	70,000-100,000	85,000	60,000-80,000	70,000
Assistant Director/Senior Manager	50,000-60,000	55,000	45,000-60,000	52,000
Manager	38,000-50,000	44,000	37,000-48,000	41,000
Assistant Manager/Supervisor	33,000-37,000	34,500	31,000-35,000	32,500
Senior	28,000-33,000	31,000	28,000-33,000	31,000
Assistant	16,000-22,000	20,000	18,000-22,000	20,000

Scotland	Big 4 ▼		Top 50 ▼		Below Top 50 ▼	
Corporate/VAT	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	75,000-130,000	95,000	60,000-100,000	80,000	50,000-90,000	75,000
Assistant Director/Senior Manager	60,000-80,000	72,000	55,000-70,000	60,000	45,000-60,000	55,000
Manager	45,000-55,000	50,000	40,000-55,000	49,000	37,000-50,000	45,000
Assistant Manager/Supervisor	38,000-47,000	43,000	33,000-43,000	40,000	35,000-45,000	37,000
Senior	30,000-37,000	35,000	25,000-34,000	32,000	23,000-29,000	27,000
Assistant	20,000-28,000	25,000	17,500-25,000	22,000	18,000-25,000	20,000
Personal/Expat/Employee/Trusts	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Director	75,000-130,000	95,000	60,000-100,000	80,000	50,000-90,000	75,000
Assistant Director/Senior Manager	60,000-80,000	70,000	55,000-70,000	60,000	45,000-60,000	55,000
Manager	44,000-54,000	50,000	40,000-55,000	49,000	37,000-50,000	45,000
Assistant Manager/Supervisor	33,000-45,000	41,000	33,000-43,000	40,000	33,000-43,000	37,000
Senior	27,000-35,000	32,000	25,000-34,000	32,000	22,500-28,000	27,000
Assistant	18,000-27,000	23,000	17,500-25,000	22,000	18,000-23,000	20,000



Helen Whiteman
Chief Executive,
The Chartered Institute
of Taxation



With hundreds of pages of new tax law passed every year, chartered tax advisers are used to change. However, looking back over the past 12 months, the pace and depth of change in how we work has been exceptional, mainly because of the impact of Covid-19.

It has been a period of national tragedy and our thoughts are with those who have experienced significant disruption to their personal and professional lives.

But it has also shown the tremendous capacity of tax advisers to adapt to changed circumstances, working effectively from spare bedrooms and kitchen tables.

The investment that organisations have made in their IT capabilities in the past decade has paid off, making what might have been impossible ten years ago, now possible every day. And we have lost the stigma associated with assuming employees cannot perform all of their job from home.

The mass shift to remote working has affected people differently – for some workers and their employers, it has boosted wellbeing and productivity; for others it has been more of a struggle, professionally and mentally. A big question for the future is how organisations manage workplaces and workforces where employees find it quite normal to work from home and in some cases expect to; and how these organisations manage relationships with clients. In some ways, tax advisers may be able to have more face-to-face contact with clients than usual because of ‘virtual’ meeting technology.

We have ourselves seen a significant increase in the number of tax professionals joining our branch events since they went ‘virtual’, as barriers of geography and, to an extent, time have been overcome. These events will continue to run virtually into 2021, and we invite you to join in.

The shift to digital taxation, such as with the Making Tax Digital project, shows that the modern tax adviser has to be IT savvy. We therefore continue to consider the digital skills that will be required from future generations of chartered tax advisers.

As we head into 2021, the challenges are not yet over. The temptation to recoil from following the news these days is understandable but we will continue to ensure that our members remain informed as the UK faces continuing upheaval in 2021.



ACCOUNTANCY & FINANCE

TREASURY

	FTSE 100 ▼		FTSE 250 ▼		Multinationals ▼		SME ▼	
London	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	120,000-250,000	160,000	90,000-140,000	110,000	90,000-200,000	120,000	75,000-130,000	95,000
Assistant/Deputy Treasurer	100,000-200,000	110,000	-	-	80,000-110,000	85,000	-	-
Treasury Manager	65,000-120,000	78,000	55,000-80,000	67,000	60,000-120,000	75,000	60,000-90,000	65,000
Treasury Accountant	65,000-90,000	78,000	40,000-70,000	55,000	65,000-90,000	70,000	40,000-55,000	50,000
Treasury Dealer	50,000-90,000	60,000	32,000-55,000	45,000	50,000-90,000	55,000	-	-
Treasury Analyst	40,000-70,000	52,000	32,000-55,000	43,000	40,000-70,000	50,000	32,000-45,000	39,000

	FTSE 100/250 ▼		SME ▼	
South East England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	80,000-160,000	130,000	70,000-110,000	80,000
Assistant/Deputy Treasurer	80,000-110,000	95,000	-	-
Treasury Manager	50,000-80,000	60,000	40,000-75,000	52,000
Treasury Accountant	40,000-70,000	50,000	35,000-45,000	42,000
Treasury Analyst	35,000-50,000	42,000	30,000-38,000	34,000

	FTSE 100/250 ▼		SME ▼	
East of England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-130,000	110,000	60,000-85,000	80,000
Assistant/Deputy Treasurer	65,000-85,000	80,000	-	-
Treasury Manager	40,000-60,000	50,000	40,000-68,000	46,000
Treasury Accountant	35,000-65,000	50,000	30,000-40,000	34,000
Treasury Analyst	30,000-45,000	36,000	25,000-35,000	29,000

	FTSE 100/250 ▼		SME ▼	
South West England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-150,000	120,000	60,000-85,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	50,000-65,000	55,000	40,000-65,000	50,000
Treasury Accountant	35,000-55,000	47,000	35,000-50,000	40,000
Treasury Analyst	28,000-40,000	36,000	25,000-35,000	33,500

NOTE: Absence of figures denotes insufficient salary data or role not applicable.

	FTSE 100/250 ▼		SME ▼	
Wales	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-130,000	110,000	65,000-85,000	75,000
Assistant/Deputy Treasurer	70,000-90,000	75,000	-	-
Treasury Manager	40,000-70,000	55,000	45,000-65,000	50,000
Treasury Accountant	30,000-45,000	42,000	38,000-45,000	40,000
Treasury Analyst	28,000-40,000	35,000	28,000-38,000	32,000

	FTSE 100/250 ▼		SME ▼	
West Midlands	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-170,000	115,000	70,000-110,000	85,000
Assistant/Deputy Treasurer	70,000-120,000	85,000	-	-
Treasury Manager	45,000-75,000	65,000	50,000-75,000	53,000
Treasury Accountant	40,000-55,000	47,000	35,000-50,000	42,000
Treasury Analyst	25,000-40,000	36,000	25,000-40,000	32,000

	FTSE 100/250 ▼		SME ▼	
East Midlands	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	90,000-150,000	110,000	60,000-90,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	40,000-70,000	58,000	40,000-70,000	45,000
Treasury Accountant	35,000-50,000	40,000	33,000-50,000	35,000
Treasury Analyst	28,000-40,000	33,000	25,000-40,000	31,000

	FTSE 100/250 ▼		SME ▼	
Yorkshire and the Humber	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-140,000	110,000	75,000-90,000	80,000
Assistant/Deputy Treasurer	65,000-90,000	80,000	-	-
Treasury Manager	40,000-55,000	52,000	38,000-65,000	45,000
Treasury Accountant	37,000-50,000	44,000	35,000-50,000	38,000
Treasury Analyst	25,000-38,000	30,000	22,000-36,000	29,000

ACCOUNTANCY & FINANCE

TREASURY

	FTSE 100/250 ▼		SME ▼	
North East England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-140,000	110,000	78,000-90,000	80,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	40,000-55,000	50,000	40,000-65,000	44,000
Treasury Accountant	37,000-55,000	46,000	33,000-50,000	34,000
Treasury Analyst	25,000-35,000	30,000	22,000-32,000	28,000

	FTSE 100/250 ▼		SME ▼	
North West England	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	100,000-140,000	122,000	80,000-100,000	85,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	45,000-70,000	60,000	50,000-75,000	60,000
Treasury Accountant	35,000-55,000	46,000	35,000-50,000	40,000
Treasury Analyst	28,000-40,000	32,000	20,000-30,000	29,000

	FTSE 100/250 ▼		SME ▼	
Scotland	£ Range	£ Typical	£ Range	£ Typical
Group Treasurer	80,000-140,000	127,000	55,000-85,000	70,000
Assistant/Deputy Treasurer	60,000-90,000	75,000	-	-
Treasury Manager	50,000-70,000	57,000	45,000-60,000	52,000
Treasury Accountant	40,000-55,000	47,000	35,000-50,000	42,000
Treasury Analyst	35,000-50,000	42,000	30,000-40,000	35,000

NOTE: Absence of figures denotes insufficient salary data or role not applicable.



Caroline Stockmann
Chief Executive,
Association of Corporate
Treasurers



The world is a very different one as we look back over the last 12 months. The challenges for businesses have been immense and will continue to be so. The treasurer has been at the heart of the crisis as they ensure the liquidity of their organisation – and never have their skills been more in need than in 2020.

We had seen the trend of treasurers getting closer to their boards in our latest Business of Treasury research, published in May 2020 but based on interviews at the very outset of Covid-19, but the pandemic has accelerated that development. Treasurers have the opportunity to contribute more actively to the strategic direction of their business, and many have said they enjoy the ‘intellectual challenge’ of dealing with the pandemic, as it really tests one’s capabilities.

Interestingly, strategic influencing and other behavioural skills the ACT has been promoting (treasurers say this area, if undeveloped, is their biggest blocker to career advancement) are indispensable in the current environment, where it is critical for CFOs, CEOs and boards to listen to the treasurer and take their advice. Equally critical are the technical professional skills that a treasurer needs in order to make the best decisions, whether around debt funding, FX management, cashflow forecasting, trade finance, investment – or any of the other areas in their remit. Get the principles wrong, and there is a huge and negative impact on the organisation.

That’s why now, more than ever, treasury qualifications are a must-have for the budding treasurer. And given all the ACT learning and exams are online, what better time to upskill oneself and be in a position not only to increase one’s salary, but also to work in a profession that most treasurers say they would definitely join if starting all over again? The variety of tasks in any one day, the mix of strategic and operational, and the externally-facing focus with relationships at the heart of it, makes this profession very attractive.

Technology is another area being accelerated by Covid-19, and treasurers must understand technological developments and adopt them where appropriate. Blockchain has been used very successfully to improve efficiency of letters of credit, and big data and AI generally will have a significant role to play in the future treasury function. Some worry how new entrants to the profession will learn if out of human contact or if machines replace all tasks, and others are concerned that they might be out of a job. However, the expert view tends to be that we will simply evolve and our tasks will become different – it won’t be that we are jobless, but it will be that the focus is very different day-to-day.

Diversity and inclusion and mental wellbeing awareness have also been in the spotlight during the Covid-19 pandemic. Whereas there is some evidence that diversity outcomes have been adversely impacted by lockdowns, the upside perhaps comes with the greater awareness of mental health issues, where taboos are rapidly being broken down. And that’s got to be good, right?

Treasurers have also needed to keep their eye on geopolitical developments, and again, what a year for those! Whether the US election, Brexit or LIBOR transition, treasurers have been estimating the impact on the markets and ensuring they are as prepared as they can be for any outcome. It’s a fine balancing act between taking no action and being caught out, and taking too much action only to find it was a waste of time and money.

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