



CAREER  
LEGAL



# Salary Survey 2020

January 2020



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# ABOUT CAREER LEGAL

Career Legal has supported the legal community in London and throughout the UK for nearly 30 years. Starting with a team of just three, the company has grown into an award-winning organisation of 65 dedicated consultants covering every legal professional and business support role.

From the Magic Circle and the Big Four, to boutique and private practices, our in-depth knowledge of every specialism has made us the first port of call for all their recruitment needs.

Our unique expertise has helped 32,000 people find new roles and filled nearly half a million temporary positions. We've always believed that our teams shouldn't have targets or KPIs because we'd rather build relationships that last a lifetime.

Nothing is more rewarding than empowering our candidates to reach their full potential. Whether we're nurturing graduates to become partners or trainees to become executives, we love to share in their success.



# INTRODUCTION

If 2018 was the year that introduced an hors d'oeuvres of change to the legal industry, 2019 was the main course served with all the trimmings. Law firms embraced new technologies, enhanced ways of working and process streamlining to facilitate new working practices all leading to refining client engagement.

Highlights such as Lean Six Sigma and value stream-mapping became buzzwords in the industry as continuous improvements made law firms look internally at their own processes, whilst externally striving to get ahead in the race to make themselves more attractive to their discerning clients.

The UK, being under pressure throughout the year, whether via economic or political uncertainty, ensured that caution was a common theme across the board as firms needed to remain agile in the search for

opportunities. Now that the United Kingdom has a clear political vision, the state of flux that firms and candidates found themselves in during 2019, should evaporate. Many firms found significant increases in their profits from their international offices, no more so than the top 10 firms who sourced nearly three quarters of their fee income from overseas.

Despite threats to the economy such as Brexit, a weakening Eurozone, tensions between the US and China, the UK market still held up showing resilience. Nine out of ten firms reported growth, albeit at a more sluggish rate than in 2018. US firms again usurped their UK counterparts with regards to profits.

With UK profit per equity partner being the key driver for any law firm, the upward trajectory was seen across the board. The financial investment shown by the

introduction of technological change will be a repayment over the next few years, however, this investment is compulsory for firms to stay on top of the ever-changing cyber threat landscape.

These outgoings in recent years have affected profits but will set a platform for stability over the next few years. The introduction of pricing models across firms was the driver for success. The race for the best talent continued across the board as firms not only focussed on their recruitment but also on their retention strategies.

Employees held the upper hand with regards to how and where they work; a subsequent result of a shortage of staff. Flexible working enabled by investment in technology has been prevalent and will continue to be. The success of firms in the future will be those who adapt and change in this cultural climate.

Many challenges face law firm culture. Start-ups and fear of the unknown are two considerations for the top 100 firms as we enter 2020 with a new government who will decide how we sever from mainland Europe. Meanwhile the wheels of the legal industry continue to turn, with pressure on the staff employed to continue to provide a service to the clients.

If a sudden surge in growth were to happen, it would be interesting to see who can cope with the pressures of their business model and we can expect to see the continuation of mergers between law firms.

Whatever political or economic choices made in the next year shouldn't change the ability for modern law firms to express themselves in both culture and behaviour as they continue to strive for success.



# BUSINESS CHANGE, TRANSFORMATION AND TECHNOLOGY

## MARKET OVERVIEW

The boom in legal technology over the last few years reached epic levels in 2019 as firms invested in Artificial Intelligence, Robotics, Machine Learning and Document Automation. What was originally a concept taken on by the elite Magic Circle, has now been implemented in a number of firms in the top 50 of the Legal 500.

As law firms looked to improve Profit Per Equity Partner through streamlining and client demands continue to rise for quality service delivery, the role of the Legal Process Manager became ever more important. As firms strive to bolster this expertise, the shortage of staff within this arena was a standout situation throughout the year. Much like the legal project management boom in 2018. People with knowledge of joint Lean/Six Sigma and legal processes were also at a premium as operational efficiency is key to the pricing model that so many firms adhere to.

The race for firms to have the best cost, best processes, best efficiency and the best technical support, created a market that was extremely candidate driven. With any new industry, there is always a shortage of candidates and none more so, than within the arena of Legal Operations/Transformation. The trend of firms acknowledging the importance of building internal transformation teams to deliver better customer value continued throughout the year.

The year was also notable for the advance in Legal Technology start-ups and alternative legal service firms. Many candidates moved away from law to this brave new world that won business especially in the spheres of AI, Data Science and Legal Engineering. Other industries such as the Big Four in Accounting have also set up their own legal practices to rival traditional law firms in the advisory, legal technology and innovation space.

**Moves to the regions will continue as firms pro-actively recruit for a variety of business services roles outside of London.”**

### SALARIES

Market competition meant that the best candidates were more aware of their worth than in recent years and salaries climbed as the pressure for firms to find the best candidates grew.

As a result of the upcoming IR35 legislation, salaries within permanent roles grew as they tried to combat the advantages of contracting on a short-term basis.

### MOVING FORWARD INTO 2020

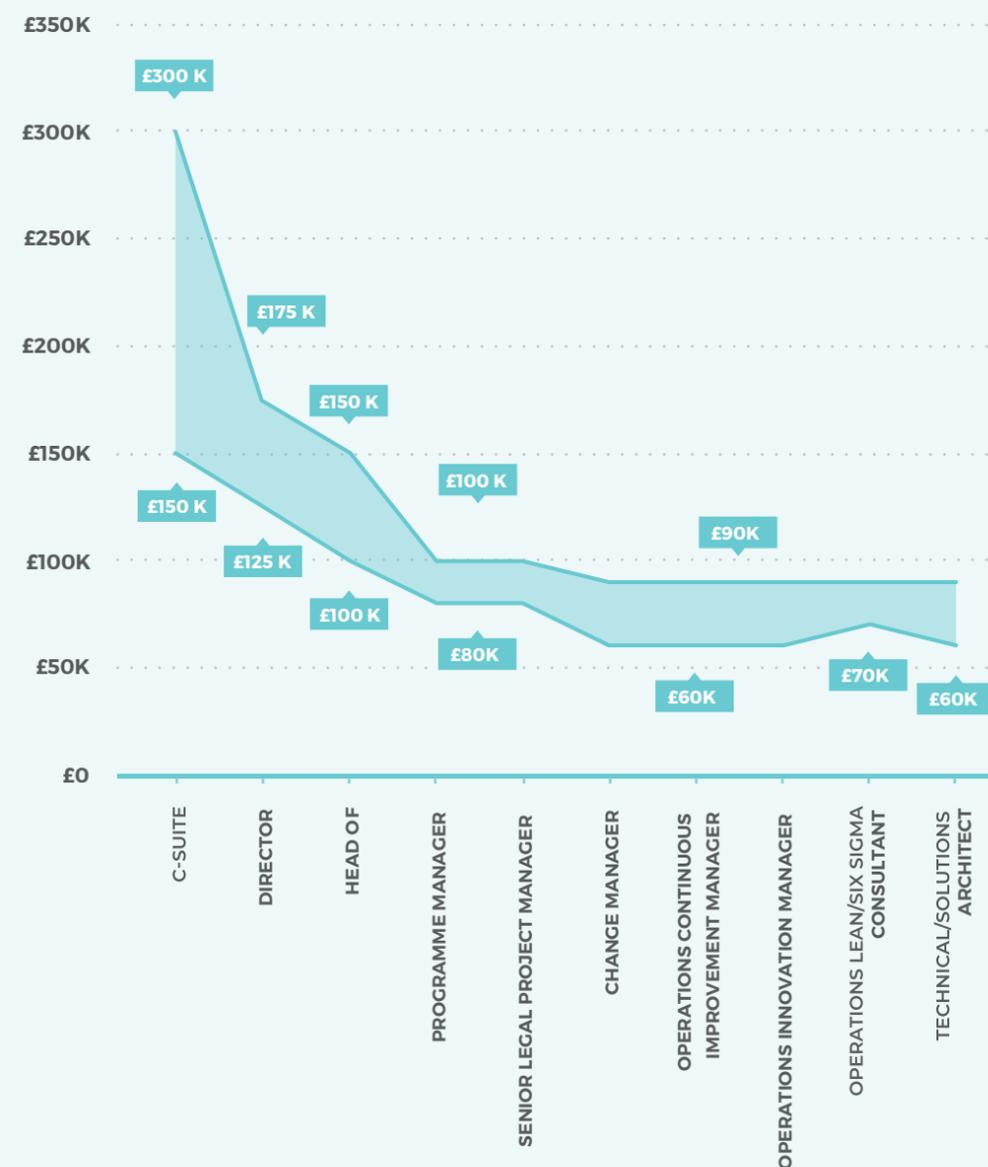
By the end of next year, it's likely that most firms in the top 50 will have a Legal Project Manager or similar resource responsible for client liaison on a project basis.

Firms will continue to look at enhancing the quality of their legal service delivery by growing out their Legal project management, Process Improvement, Legal Technology/ Innovation & Pricing teams. Thus, driving a collaborative delivery model with experts aligned to specific practice areas.

Moves to the regions will continue as firms pro-actively recruit for a variety of business services roles outside of London. They also strive to replicate London office success by recruiting Legal Operations & Innovation Specialists in Europe, the Far East and Australia.

With alternative legal services, legal tech start-ups and the Big Four joining the race, candidates will remain at a premium within this market.

### TOP 10 HIGHEST PAID POSITIONS FOR BUSINESS CHANGE, TRANSFORMATION AND TECHNOLOGY IN 2019



## BUSINESS CHANGE, TRANSFORMATION AND TECHNOLOGY

	ANNUAL SALARY		REGIONAL	
	PERMANENT	CONTRACT P/D	PERMANENT	CONTRACT P/D
C-Suite	£150K - £300K	£1,500 - £2,500	£150K - £250K	£1,500 - £2,500
Director	£125K - £175K	£1,200 - £1,500	£110K - £150K	£1,200 - £1,500
Head of	£100K - £150K	£800 - £1,200	£100K - £130K	£800 - £1,200
Programme Manager	£80K - £100K	£700 - £1,000	£80K - £100K	£700 - £1,000
Legal Project Manager	£60K - £80K	£450 - £650	£60K - £75K	£450 - £650
Senior Legal Project Manager	£80K - £100K	£600 - £750	£80K - £100K	£600 - £750
Project Manager	£60K - £80K	£500 - £600	£55K - £75K	£450 - £550
Legal Project Support	£40K - £60K	£250 - £350	£35K - £55K	£200 - £300
Change Manager	£60K - £90K	£400 - £600	£55K - £85K	£350 - £550
Business Analyst	£40K - £70K	£400 - £550	£35K - £65K	£350 - £500
PMO	£40K - £60K	£350 - £500	£35K - £55K	£300 - £450
Operations				
Operations Manager	£60K - £80K	£500 - £600	£55K - £75K	£450 - £550
Operations Analyst	£45K - £55K	£400 - £450	£40K - £50K	£350 - £400
Business Process Consultant	£50K - £70K	£450 - £550	£45K - £65K	£400 - £500
Process Analyst	£40K - £60K	£350 - £450	£35K - £55K	£300 - £400
Continuous Improvement Manager	£60K - £90K	£500 - £600	£55K - £85K	£450 - £550
Innovation Manager	£60K - £90K	£550 - £650	£55K - £85K	£500 - £600
Lean/Six Sigma Consultant	£70K - £90K	£450 - £600	£65K - £85K	£400 - £550
Technology				
Service Manager	£50K - £70K	£450 - £550	£45K - £65K	£400 - £500
Technical/Solutions Architect	£60K - £90K	£550 - £700	£55K - £85K	£500 - £650
Developer	£50K - £70K	£400 - £550	£45K - £65K	£350 - £500
Systems/Infrastructure Analyst or Engineer	£40K - £65K	£250 - £350	£35K - £60K	£200 - £300
Test Manager	£60K - £75K	£450 - £600	£55K - £70K	£400 - £550
Test Analyst	£45K - £60K	£300 - £450	£40K - £55K	£250 - £400
Application Support	£35K - £55K	£300 - £450	£30K - £50K	£250 - £400
Business Intelligence Analyst	£40K - £70K	£400 - £500	£35K - £65K	£350 - £450
Data Analyst	£40K - £60K	£300 - £450	£35K - £55K	£250 - £400
Information Security Manager	£65K - £85K	£500 - £650	£60K - £80K	£450 - £600
Information Security Analyst	£50K - £65K	£350 - £500	£45K - £60K	£300 - £450





# PARALEGAL

## MARKET OVERVIEW

2019 saw a significant change in the Paralegal market. Mass recruitment for LPC graduates slowed down as it appeared to be more cost effective to use a handful of experienced candidates to cover multiple vacancies instead. Mirroring this decrease on mass recruitment, clients began to be more specific on the vacancies they released to agencies.

This provoked a change to our standard supply and demand with our services shifting to focus on recruiting sector specific roles. Niche positions such as Intellectual Property and Construction took a rise over more standardised roles such as Banking and Finance.

The shift in the market made an already over competitive industry become even tougher for entry level Paralegals. It was made evident that without having an academically strong profile from GCSE upwards, it is a lot harder to secure a role.

“  
Mass  
recruitment for  
LPC graduates  
slowed down.”

## SALARIES

Salaries remained at a similar level to the year before. With US firms continuing to pay the highest, we saw an occasional spike in UK based firms increasing their wages to contend with their competitors. Future trainees and experienced Paralegals with sector specific knowledge remained as the highest paid candidates in 2019. Sectors which offered generous salaries this year included Corporate and Litigation.

## MOVING FORWARD INTO 2020

Gazing into our crystal ball, we predict uncertainties such as Brexit, or more importantly what type of severance deal we get and IR35, will have a huge impact on this market. Firms will be more mindful with their recruitment, looking to employ paralegal candidates for the long- term instead of short-term contracts. Depending on how the United Kingdom severs alliances with Europe, things will no doubt remain stagnant for the time being.

### TOP 10 HIGHEST PAID POSITIONS FOR PARALEGAL UK FIRMS IN 2019



## PARALEGAL

UK FIRMS		ANNUAL SALARY	REGIONAL
General Entry Level	0-6 months	21K - 32K	18K - 22K
	6-12 months	27K - 32K	23K - 26K
	1 year plus	28K - 35K	25K - 28K
Paralegal Coordinator/ Manager	0-6 months	25K - 30K	21K - 26K
	6-12 months	28K - 32K	24K - 27K
	1 year plus	30K - 40K	26K - 29K
Litigation	0-6 months	25K - 32K	21K - 26K
	6-12 months	27K - 34K	24K - 27K
	1 year plus	30K - 38K	26K - 29K
Corporate	0-6 months	25K - 29K	18K - 22K
	6-12 months	27K - 32K	25K - 28K
	1 year plus	28K - 35K	26K - 29K
Banking/Finance	0-6 months	25K - 30K	21K - 25K
	6-12 months	28K - 32K	25K - 27K
	1 year plus	29K - 35K	26K - 28K
Real Estate	0-12 months	25K - 35K	22K - 26K
	1-3 years	28K - 40K	25K - 29K
	3 years plus	29K - 45K	26K - 30K
IP	0-6 months	25K - 30K	21K - 25K
	6-12 months	28K - 32K	25K - 27K
	1 year plus	29K - 35K	26K - 28K
US FIRMS		ANNUAL SALARY	REGIONAL
	General	25K - 35K	22K - 26K
	General	28K - 40K	25K - 29K
General	29K - 45K	26K - 30K	



# DOCUMENT REVIEW

## MARKET OVERVIEW

The uncertainty of Brexit took its toll on this market this year, more significantly than any other in legal support. With low growth amongst firms, the need for document reviewers has reduced and those firms that did hire tended to source their applicants directly from their Paralegal teams.

The slowdown of work arriving in from Europe caused a noticeable dip in the market, leaving many top document review candidates twiddling their thumbs.

“  
**Senior  
 overseas qualified  
 candidates were  
 left at a loose end  
 having to drop  
 their usual rates.”**

## SALARIES

As we saw a rise in generalised document review projects with no language specific requirements, salaries offered were very mid-level. This meant that our senior overseas qualified candidates were left at a loose end having to drop their usual rates in order to stay in work. With the market already being saturated with copious amounts of document reviewers, it became increasingly difficult to offer rates to please everyone as firms were also hit with cuts in their budgets.

## MOVING FORWARD INTO 2020

With the introduction of IR35, Brexit and the implementation of Artificial Intelligence software, we expect this market to rapidly decrease. Where AI can use algorithms to conduct document review, many overseas qualified lawyers will find themselves out of work. We expect our clients to continue to use our services for documents reviewers who can also be used as paralegals as well.

### TOP 10 HIGHEST PAID POSITIONS FOR DOCUMENT REVIEW IN 2019



## DOCUMENT REVIEW

	RATE P/H	
U firms	Qualified Lawyers	£31 - £40
	Paralegals	£14 - £24
US firms	Qualified Lawyers	£30 - £45
	Paralegals	£15 - £27
Project Managers	Temporary	£30 - £50
	Permanent (per annum)	£50K - £100K
Document Review (language skills required)	Arabic	£25 - £40
	Cantonese	£25 - £35
	Czech	£25 - £35
	Danish	£30 - £40
	Dutch	£30 - £40
	French	£20 - £35
	German	£25 - £45
	Greek	£20 - £30
	Hungarian	£30 - £40
	Italian	£20 - £30
	Japanese	£35 - £55
	Mandarin	£25 - £35
	Norwegian	£30 - £40
	Portuguese	£20 - £30
	Russian	£25 - £45
	Spanish	£20 - £30
	Swedish	£30 - £40
Thai	£30 - £40	
Ukrainian	£25 - £45	



# FACILITIES AND FRONT OF HOUSE

## MARKET OVERVIEW

2019 has been an extremely busy year in the Front of House and Facilities market with the demand for temporary, permanent and contract staff remaining strong throughout the entire year.

We have seen an increased demand for candidates at all levels, with clients increasingly considering candidates from other sectors.

There has also been further rise in temporary to permanent recruitment following on from the uncertainty of 2018, with a lot of firms preferring to offer fixed-term contracts to

candidates with the view to go permanent further down the line. Candidates seemed to have noticed this change in the market, with many now being open to longer term contracts and temporary positions than in previous years.

Culture, flexibility and company benefits remained a large factor for candidates when considering potential employers throughout 2019, with many larger firms offering further and enhanced incentives to entice the correct candidates including flexible working hours and subsidised travel.

Benefits and overall packages continued to be a leading factor for candidates accepting roles.”

## SALARIES

Salaries within the Front of House and Facilities sectors have remained consistent throughout 2019. We have not seen a dramatic rise in permanent salaries at any level, but benefits and overall packages continued to be a leading factor for candidates accepting roles.

With the London cost of living soaring ever higher, candidates are now seeking the highest wage possible but benefits such as season ticket loans, childcare vouchers and enhanced pension schemes are persuading and allowing candidates to accept positions when taking into account the overall package on offer.

Temporary rates have seen an increase in 2019, with many candidates now being more open to the idea of temporary and contract work.

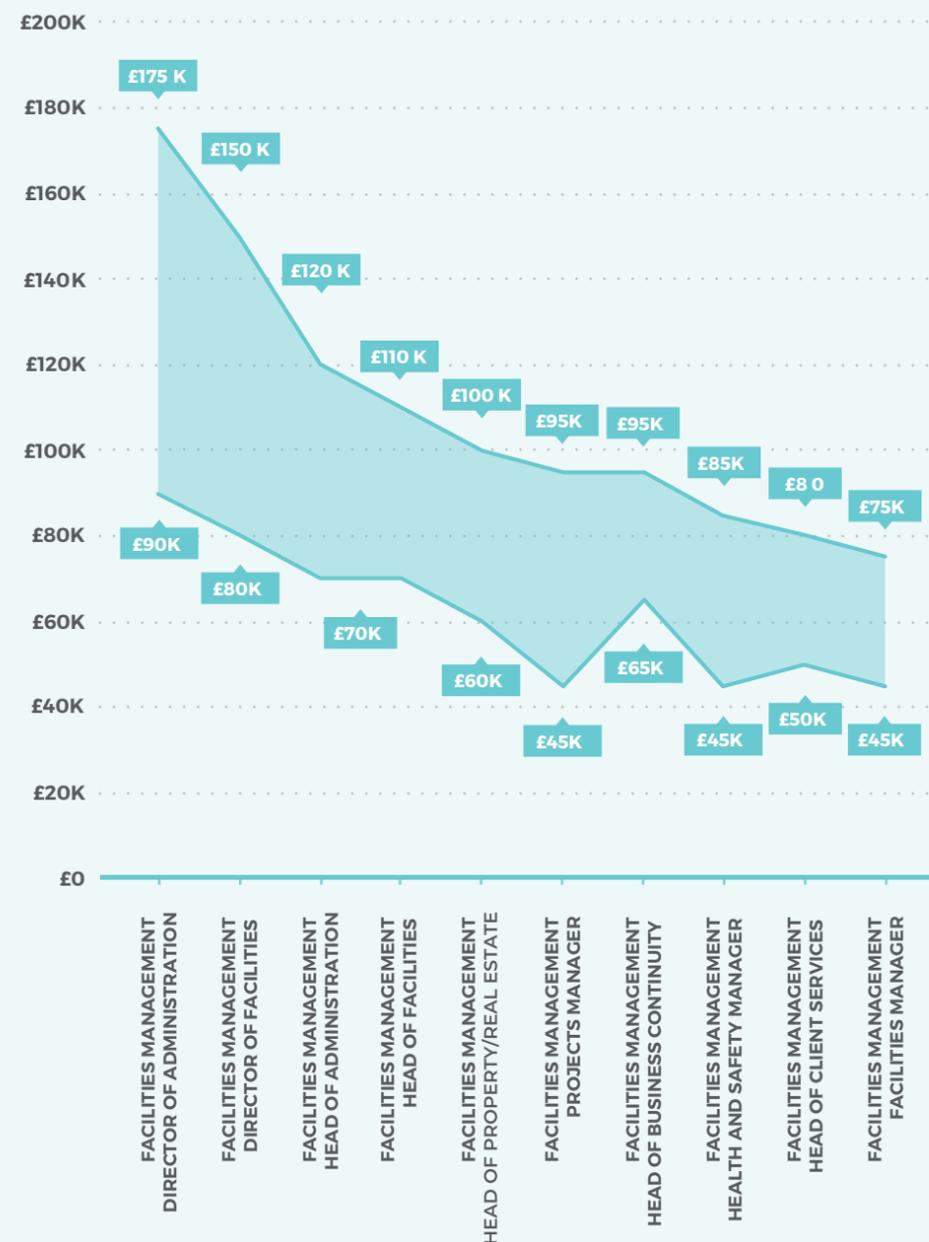
Due to the saturation of the temporary market with strong and relevant candidates, temporary pay rates increased to stay in line with current expectations, keeping top talent interested and engaged within their roles.

## MOVING FORWARD INTO 2020

2020 is looking to be another busy year in the Front of House and Facilities sector. As the market continues to grow steadily, we predict a rise in salaries across all levels in Front of House and Facilities as firms compete to remain competitive in the market and attract and retain the best talent on offer.

2020 is set to be an exciting year in the world of Facilities recruitment and we are looking forward to continuing to supply the best candidates to our clients.

## TOP 10 HIGHEST PAID POSITIONS FOR FACILITIES AND FRONT OF HOUSE IN 2019



## FACILITIES AND FRONT OF HOUSE

		ANNUAL SALARY	REGIONAL
Client Services	Receptionist	£26K - £32K	£23K - £28K
	Welcome Host	£26K - £32K	£23K - £28K
	Reception Team Leader/Supervisor	£28K - £35K	£25K - £30K
	Reception Manager	£30K - £40K	£28K - £35K
	Client Services Manager	£35K - £45K	£32K - £38K
	Switchboard Operator	£25K - £28K	£23K - £27K
	Switchboard Supervisor	£28K - £32K	£25K - £28K
	Hospitality Assistant	£23K - £26K	£21K - £25K
	Concierge/Floor Host	£26K - £30K	£23K - £28K
Print Room	Operator Days	£24K - £28K	£22K - £25K
	Operator Evenings	£26K - £30K	£24K - £28K
	Operator Nights	£28K - £32K	£26K - £30K
	Team Leader	£27K - £35K	£26K - £32K
	Manager	£32K - £45K	£30K - £35K
Mail Room	Assistant	£22K - £26K	£20K - £24K
	Team Leader	£25K - £30K	£23K - £28K
	Manager	£30K - £35K	£28K - £32K
Archives	Assistant	£22K - £26K	£20K - £24K
	Supervisor	£25K - £30K	£23K - £28K
	Manager	£30K - £35K	£28K - £32K

		ANNUAL SALARY	REGIONAL
AV/Maintenance	AV Technician	£25K - £30K	£23K - £28K
	Maintenance Assistant	£26K - £32K	£24K - £28K
	Maintenance Engineer	£28K - £35K	£26K - £32K
Facilities	Assistant	£23K - £28K	£20K - £25K
	Administrator	£24K - £28K	£22K - £26K
	Coordinator	£25K - £30K	£23K - £28K
	Help Desk/Service Desk	£26K - £32K	£24K - £30K
Facilities Management	Assistant Facilities Manager	£35K - £45K	£30K - £35K
	Space/Moves Manager	£37K - £49K	£32K - £40K
	Projects Manager	£45K - £95K	£40K - £80K
	Health and Safety Manager	£45K - £85K	£40K - £80K
	Client Services Manager	£40K - £60K	£35K - £50K
	Property Building Manager	£42K - £60K	£38K - £50K
	Office Manager	£45K - £60K	£40K - £50K
	Facilities Manager	£45K - £75K	£40K - £60K
	Head of Client Services	£50K - £80K	£40K - £65K
	Head of Business Continuity	£65K - £95K	£60K - £80K
	Head of Property/Real Estate	£60K - £100K	£50K - £80K
	Head of Administration	£70K - £120K	£60K - £100K
	Head of Facilities	£70K - £110K	£60K - £100K
Director of Administration	£90K - £175K	£80K - £150K	
Director of Facilities	£80K - £150K	£70K - £130K	



# HUMAN RESOURCES

## MARKET OVERVIEW

After the increase in roles in 2018 the Human Resources market was more stable in 2019 with a consistent amount of opportunities. Certain areas saw demand still at fervent levels with Graduate Recruitment leading the way but there was far more consolidation in Human Resources than the previous year, which saw moves to the regions by a plethora of London law firms.

The clamour for candidates in Graduate Recruitment was the busiest it's been, with firms determined to find the right individuals to secure the right talent when it comes to trainee recruitment. Entry level roles were also prevalent as firms found solutions recruiting at medium levels, so often promoted from within, leaving spaces at the junior end of the market. The high

levels of graduates looking to secure a career in Human Resources didn't diminish and this area remains as strong as ever.

At senior levels, counter-offers were more prevalent as firms worked hard to retain their core talent. Not just with improved salaries but also enhanced benefits including flexible working arrangements.

Evolving technologies were at the heart of most areas within law firms and Human Resources was no different. Upgrades to existing systems, Management Information technology and implementation of Learning Management Systems were the constant theme of law firms in the UK. HR Systems candidates were at a premium as law firms strived to get the best talent possible.

## SALARIES

A candidate driven market is often a catalyst for inflation when it comes to remuneration, but firms have been more creative in their attraction techniques. Flexible working allied to the enhancement in systems, saw more people working from home as salaries stayed at consistent levels compared to sharp rises in previous years. Bonuses were also on offer to supplement salaries. Competition for experienced niche candidates in areas such as Learning and Development naturally pushed salaries higher but in general, salaries remained on an even keel.

## MOVING FORWARD INTO 2020

Brexit, the new government's policies and IR35 changes in April of 2020, will all affect the outcome of how the HR market adapts to 2020.

Freedom of movement and the changes to contractors will be the biggest change of all and the market will no doubt be far more reactive next year than it has had to be this year. If 2019 was the year of caution, 2020 promises to be the year of change.



## HUMAN RESOURCES

		ANNUAL SALARY
Generalist	HR Director	100K - 130K
	Head of HR	90K - 120K
	Business Partner/Manager	65K - 90K
	Junior Business Partner/ Senior HR Advisor	50K - 60K
	HR Advisor/Officer	35K - 48K
	Assistant	30K - 34K
Lateral Recruitment/Resourcing	Administrator	25K - 30K
	Director	90K - 130K
	Senior Manager	80K - 100K
	Manager	60K - 80K
	Senior Advisor	46K - 60K
	Advisor/Officer	40K - 55K
Graduate Recruitment/Development	Coordinator	32K - 40K
	Assistant	30K - 33K
	Administrator	26K - 30K
	Manager	65K - 90K
	Senior Advisor	48K - 65K
	Advisor/Officer	40K - 50K
Learning and Development/Talent	Coordinator	32K - 38K
	Assistant	30K - 35K
	Administrator	26K - 29K
	Director	90K - 170K
	Senior Manager	80K - 100K
	Manager	60K - 90K
Learning and Development/Talent	Senior Advisor	46K - 55K
	Advisor/Officer	40K - 50K
	Coordinator	32K - 38K
	Assistant	30K - 35K
	Administrator	26K - 30K
	Administrator	26K - 30K

## HUMAN RESOURCES

		ANNUAL SALARY
Reward and Systems	Director	90K - 130K
	Senior Manager	80K - 100K
	Manager	60K - 80K
	Senior Advisor	46K - 55K
	Advisor/Officer	40K - 50K
	Coordinator	35K - 40K
	Assistant	30K - 35K
	Administrator	26K - 30K
Diversity/Corporate Social Responsibility	Director	90K - 130K
	Senior Manager	80K - 100K
	Manager	65K - 90K
	Advisor/Officer	40K - 50K
	Assistant	30K - 35K
	Administrator	26K - 30K
<b>REGIONAL</b>		
Generalist HR	Head of	60K - 80K
	Business Partner	45K - 56K
	Manager	44K - 55K
	Senior Advisor	30K - 42K
		26K - 32K
HR Officer/Advisor	Assistant/Administrator/Coordinator	20K - 25K
	Head of	55K - 70K
	Manager	45K - 55K
Learning and Development/ Talent	Senior Advisor	35K - 45K
	Officer/Advisor	28K - 34K
	Assistant/Administrator/Coordinator	21K - 26K
Recruitment/Resourcing	Head of	55K - 70K
	Business Partner/Manager	40K - 50K
	Officer/Advisor	28K - 35K
	Assistant/Administrator/Coordinator	20K - 28K





# LEGAL FINANCE AND ACCOUNTING

## MARKET OVERVIEW

Never believe all that you read in the papers was the mantra in the Legal Finance Division in 2019. A year that was expected to show lack of movement in the job market, along with sluggish growth was 'anything but', in the first half of the year. The political voices that dominated the year's headlines, leading to a General Election later in the year, were obsolete as the wheels of industry continued to turn and growth exceeded expectation in the majority of the UK's firms.

Firms that have relocated their transactional recruitment such as their Billing or Cashiering teams to the regions, still recruited heavily in the areas that remained in the capital. E-billing vacancies rose with the increase in technology over the previous years, and the amount of bills that law firms produced rose from less than

10% to slightly over, although still not in the region of 60% that firms would like. A dearth of candidates was experienced across all forms of the legal finance arena. The lack of junior or college leavers was one of the anomalies of the year and it does make you wonder where the industry will be in ten years' time? At more senior levels, areas such as Pricing and Qualified Accountants were at a premium with those that chose to move positions, engineering their remuneration upwards by significant amounts.

The final months of the year saw a more cautious approach from candidates. Uncertainty with regards to the future made people adopt a 'watch and wait' attitude, despite the firms continuing to recruit at the same fast pace that they did throughout the year.

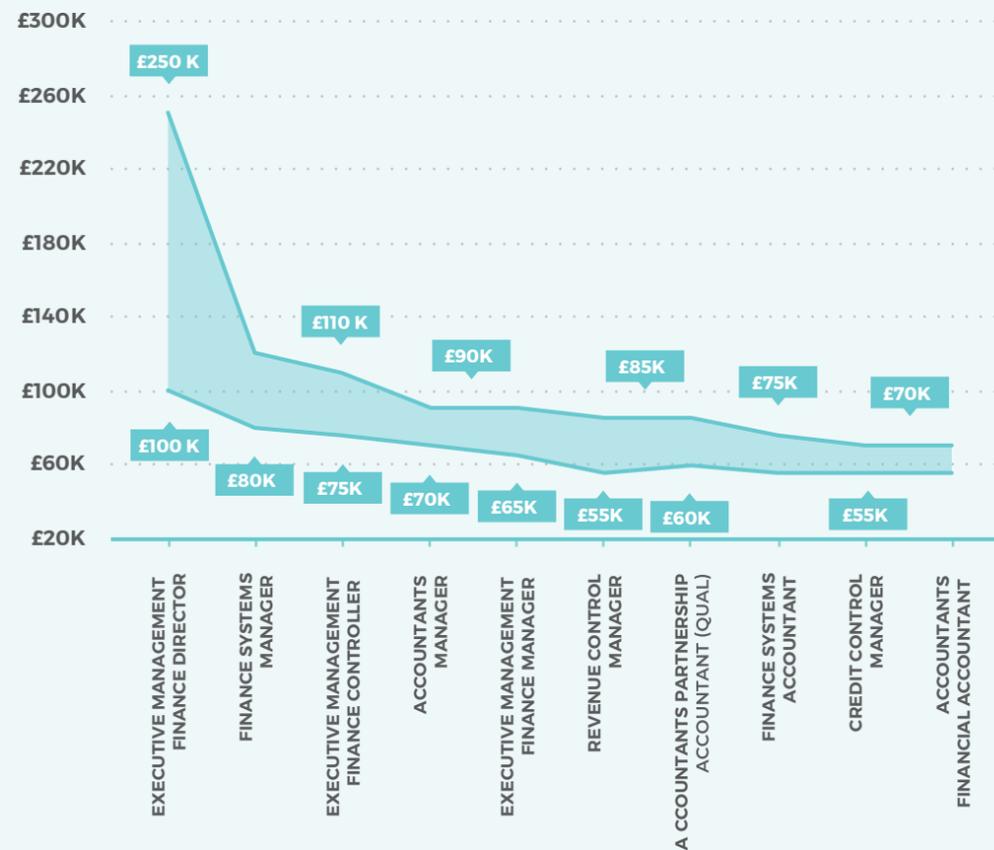
## SALARIES

Candidates who chose to move in 2019 were rewarded far more significantly than those who stayed with their current employer. US firms topped the polls in London with regards to offering large rises and bonuses, especially to those who joined them from the more traditional UK firms. The established adage of those where demand outstripped supply were areas such as Pricing, Management Accountancy and Billing. Junior staff salaries also surged due to the lack of quality applicants.

## MOVING FORWARD INTO 2020

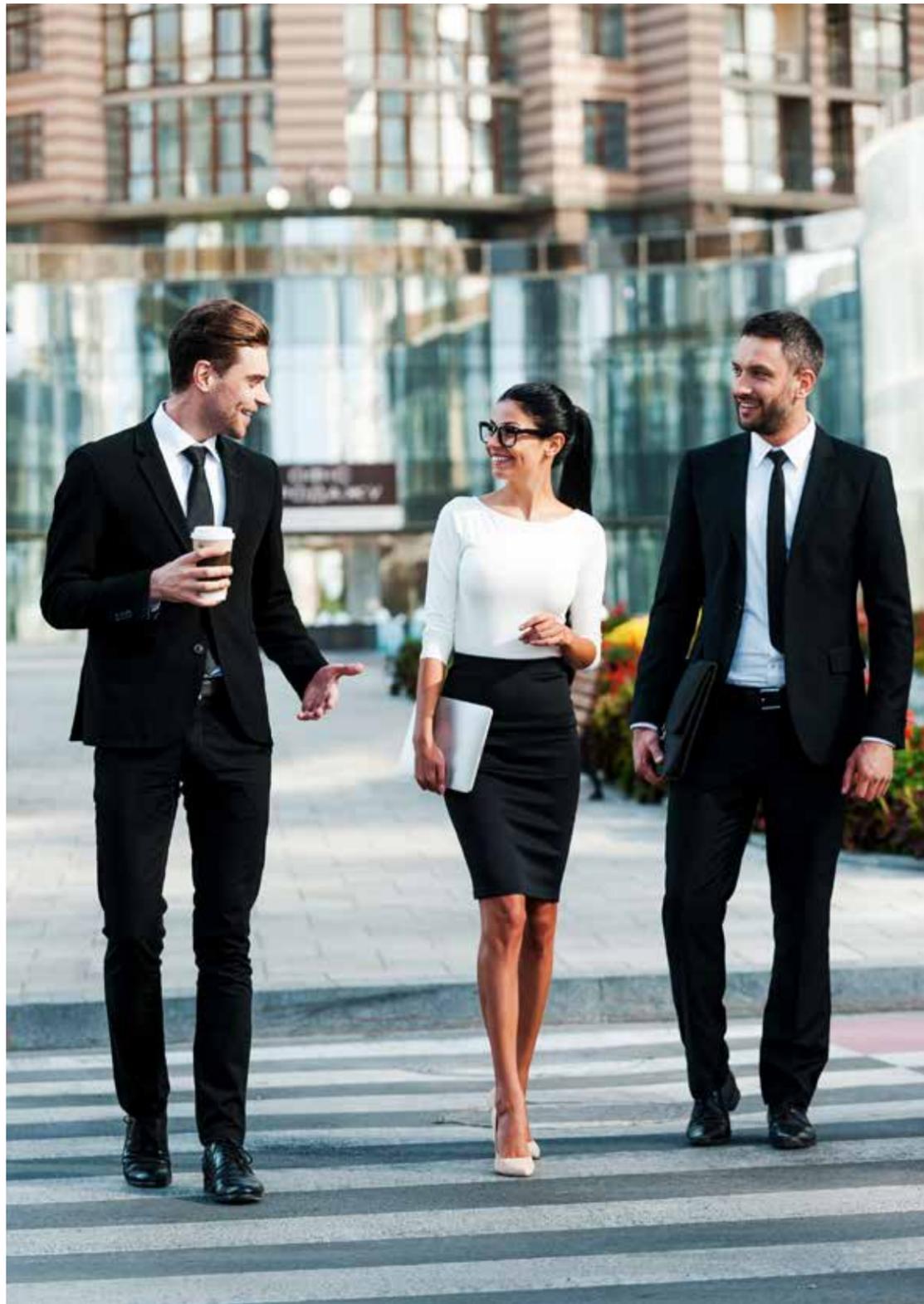
The caution that candidates showed during the latter months of 2019 should remain in the previous decade as the country has now voted, regarding our severance from Europe. Either way, it should make the markets start to move faster than the stalemate scenario that has dominated our thinking in the last few years. Confidence should be prevalent amongst clients and candidates alike.

### TOP 10 HIGHEST PAID POSITIONS FOR LEGAL FINANCE AND ACCOUNTING IN 2019



## LEGAL FINANCE AND ACCOUNTING SALARIES

		ANNUAL SALARY
Accounts Payable	Assistant	£22K - £28K
	Clerk	£28K - £38K
	Supervisor	£38K - £45K
	Manager	£45K - £60K
Legal Cashier/Accounting	Assistant	£22K - £28K
	Clerk	£30K - £38K
	Supervisor	£40K - £48K
	Manager/Head of	£48K - £65K
Billing	Assistant	£25K - £35K
	Clerk/Coordinator	£35K - £45K
	Supervisor	£40K - £50K
	Manager	£50K - £60K
Ebilling	Ebilling Coordinator	£38K - £50K
	Senior Ebilling	£40K - £58K
Revenue Control	Assistant	£25K - £34K
	Controller	£38K - £48K
	Supervisor	£48K - £55K
	Manager	£55K - £85K
Credit Control	Assistant	£24K - £28K
	Controller	£32K - £40K
	Supervisor	£42K - £48K
	Manager	£55K - £70K
Accountants	Part Qualified	£32K - £45K
	Partnership Accountant (PQ)	£38K - £45K
	Partnership Accountant (Qual)	£60K - £85K
	Financial Accountant	£55K - £70K
	Management Accountant	£55K - £70K
	Manager	£70K - £90K
Finance Systems	Analyst	£45K - £70K
	Accountant	£55K - £75K
	Manager	£80K - £120K
Executive Management	Finance Manager	£65K - £90K
	Finance Controller	£75K - £110K
	Finance Director	£100K - £250K



# LEGAL PA

## MARKET OVERVIEW

Whilst the previous few years saw some major restructuring within the Legal PA function, 2019 saw much more stability within the market. Salaries remained quite static with only moderate increases as recruitment levels remained constant. Despite this, the wheels of industry still turned as the need to provide support for fee earning staff remained a priority. Personal and Executive Assistants remained in high demand throughout 2019.

Many firms offered a redefined role as a Legal PA, offering development, more variety and a more structured and definitive career path. As well as the usual PA duties, this year showed us that the adage of the Executive Assistant was alive and well, as the reincarnated roles encompassed marketing and events duties.

Support staff structures within law firms were better managed than they have been, which again, has improved retention levels within firms.

Candidate skills were still at a premium throughout the year but the skills shortage wasn't as acute as the clamour to fill seats in projects that numerous law firms had undertaken in recent years. Despite this, candidates remained at a premium within the mid-level of three to five years' experience and as such, salaries increased the most for these individuals.

**“The adage of the Executive Assistant was alive and well.”**

## SALARIES

Our experience has seen secretarial salaries plateau this year, with firms having to be creative in attracting the best talent. Increased bonuses were a feature at a number of firms in an effort to work outside of strict salary banding. However, flexible working has been the number one draw of benefits enabling work life balance within the PA/EA community – this has single-handedly been the main attraction for candidates to be tempted into making the move. The mid-level PA's who remained at such a premium, commanded larger increases by and large, salaries remained the same throughout law firms. Increased benefits at larger firms along with their US counterparts, were another way that firms remained in the hunt to find the very best talent.

## MOVING FORWARD INTO 2020

The uncertainty, which was the theme of 2019, should be replaced by movement in 2020 as the General Election and the decision to Brexit, should lead to stimulus within the market.

The inertia and caution that the stalemate of 2019 brought should at least lead to growth, whatever way the Brexit dice rolls. The changes to IR35 rules that come into place in April 2020, should lead to a change to short term contractors working within law firms.

### TOP 10 HIGHEST PAID POSITIONS FOR LEGAL PA IN 2019



## LEGAL PA

### UK FIRMS

### ANNUAL SALARY

Entry level/college leaver	£18K - £24.5K
6-18 months	£23K - £32K
18-36 months	£27K - £42K
Float	£38K - £44K
3-5 years	£37K - £46K
Senior level PA	£40K - £55K
EA to MP/HOD	£44K - £65K
Coordinator/Team Leader	£45K - £58K
PA Manager	£55K - £95K
Doc Production Op	£38K - £43K

### US FIRMS

### ANNUAL SALARY

Entry level/college leaver	£20K - £24.5K
6-18 months	£23K - £34K
18-36 months	£29K - £44K
Float	£40K - £46K
3-5 years	£38K - £48K
Senior level PA	£43K - £60K
EA to MP/HOD	£48K - £70K
Coordinator/Team Leader	£46K - £60K
PA Manager	£55K - £85K
Doc Production Op	£40K - £46K



# MARKETING AND BUSINESS DEVELOPMENT

## MARKET OVERVIEW

2019 saw the same level of growth as the previous year within the Marketing arena as firms continued to build on their success. Solicitors continued to focus on new and existing relationships, meaning that the year saw a sharp increase in expanding client relationship teams.

A candidate shortage saw firms being more creative in their acquisition of staff, especially at senior levels. Good candidates had a choice of offers from multiple firms and the counter-offer was prevalent throughout the year. Firms also reviewed benefits and bonus structures as they strived to retain good staff.

Certain areas such as those involving Bids had an extreme shortage of good candidates, as candidates were far more cautious about moving, no doubt due to the political

climate. A watch and wait scenario was the theme, especially later in the year, as a combination of Brexit and a forthcoming General Election weighed upon the nation's job seekers. In turn, this caused firms to offer short term contracts. To alleviate the problems that the candidate flow offered, firms tended to promote quicker than in previous years, with junior staff moving up the ladder far more rapidly than their peers did, even five years ago.

Firms looked to find solutions by relaxing their attitude to staff having to have worked in law firms previously, as they targeted nonlegal candidates to fill their positions. Despite this, agencies noticed that roles were live for longer and the recruitment process took longer - a sign indicative of a market where candidates were at a premium.

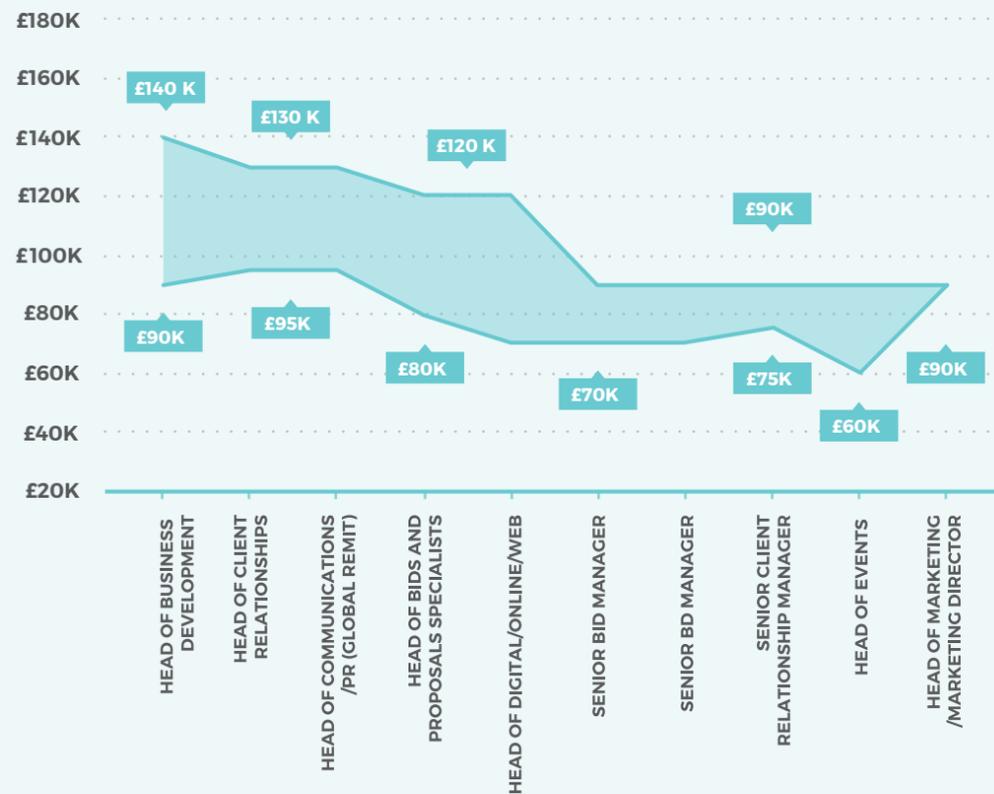
## SALARIES

Salary bandings tended to be at the same level as in previous years, but a number of firms noticeably went over budget with senior level positions. US firms led the way with this trend, fishing in the talent pool of the larger English firms. Areas such as Bids saw candidates notice that their remuneration had significantly gone skywards due to the shortage of applicants. Bonuses tended to be higher in order to retain staff.

## MOVING FORWARD INTO 2020

2019 saw the increase of roles to the regions as firms looked to increase profits, along with finding a solution to the candidate shortage throughout London and the home Counties. Along with fewer migrants to London seeking opportunities, 2020 can expect to see more of the same clamour for good quality applicants that the previous year offered.

### TOP 10 HIGHEST PAID POSITIONS FOR MARKETING AND BUSINESS DEVELOPMENT IN 2019

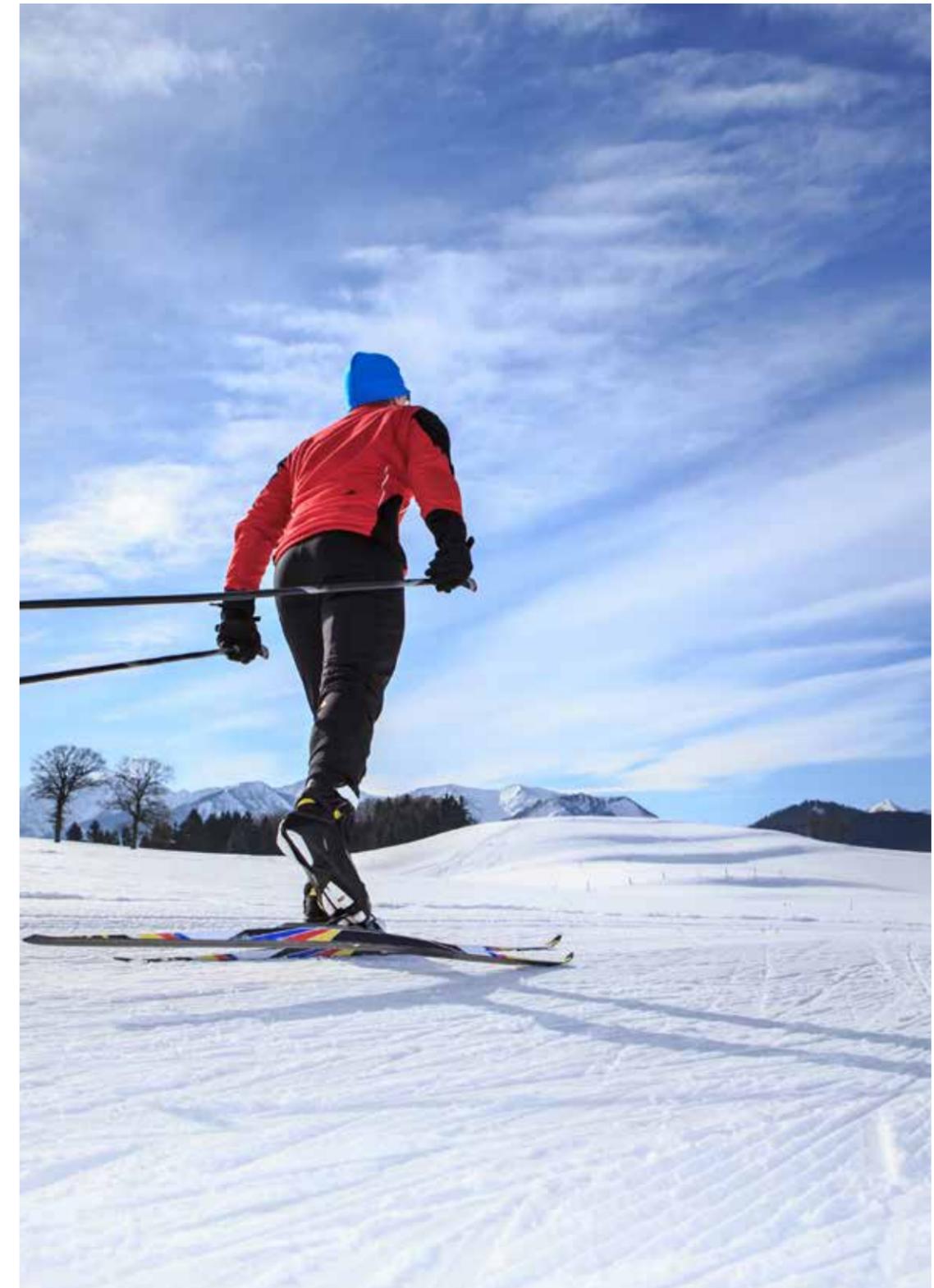


## MARKETING AND BUSINESS DEVELOPMENT

	ANNUAL SALARY	
Bids and Proposals Specialists	Head of Bids	£80K - £120K
	Senior Bid Manager	£70K - £90K
	Bid Manager	£50K - £75K
	Senior Bid Executive	£40K - £50K
	Bid Executive	£30K - £40K
	Bid Assistant	£25K - £30K
Business Development	BD Director	£150K
	Head of BD	£90K - £140K
	Senior BD Manager	£70K - £90K
	BD Manager	£55K - £75K
	Senior BD Executive/Coordinator/Specialist	£40K - £50K
	BD Executive/Coordinator	£32K - £42K
	BD Assistant	£25K - £30K
	BD Administrator	£22K - £25K
Client Relationship Management/Key Account Management	Head of Client Relationships	£95K - £130K
	Senior Client Relationship Manager	£75K - £90K
	Client Relationship Manager	£55K - £75K
	Senior Client Relationship Executive	£40K - £50K
	Client Relationship Executive	£30K - £40K
Communications	Head of Communications/PR (Global Remit)	£95K - £130K
	Senior Communications Manager	£70K - £85K
	Communications/PR Manager	£50K - £70K
	Internal Communications Manager	£50K - £65K
	Content Manager/Editor	£50K - £65K
	Senior Communications/PR Executive/Advisor	£38K - £45K
	Internal Communications Executive	£30K - £40K
	Communications/PR Executive/Advisor	£30K - £40K

## MARKETING AND BUSINESS DEVELOPMENT

	ANNUAL SALARY	
Communications/PR Assistant	£22K - £30K	
CRM Database	CRM Database Manager	£50K - £75K
	CRM Database Executive	£30K - £40K
	CRM Database Administrator/Executive	£25K - £30K
Digital/Online/Web	Head of Online/Digital	£70K - £120K
	Digital Manager/Online Manager	£55K - £70K
	Social Media Executive	£30K - £40K
	Digital Executive	£30K - £40K
	Digital Assistant	£25K - £30K
Events	Head of Events	£60K - £90K
	Events Manager	£45K - £60K
	Events Senior Executive	£35K - £45K
	Events Executive	£30K - £35K
	Events Assistant	£25K - £30K
Marketing	Head of Marketing/Marketing Director	£90K
	Senior Marketing Manager	£70K - £85K
	Marketing Manager	£50K - £65K
	Senior Marketing Executive	£40K - £45K
	Marketing Executive/Coordinator	£30K - £40K
	Marketing Assistant	£24K - £30K
	Marketing Administrator	£21K - £25K





# PATENTS AND TRADEMARKS

## MARKET OVERVIEW

2019 has been busy as usual in IP land. Demand has been sustained as the leading firms continue to grow both in London and the UK as well as abroad. This has enabled the larger firms to grow exponentially, some having doubled in size within 5 years.

Support staff continues to develop. It is now common to engage fee earning paralegals who are client facing IP specialists, eclipsing the more traditional secretary/records/formalities clerk. This offers a new route for the graduate level ambitious administration specialist who seeks a stimulating career path alongside the attorneys.

Empowering support staff also offers efficient support within provincial offices where experienced Patent secretaries or Records clerks are often a rare commodity.

“It is now common to engage fee earning paralegals who are client facing IP specialists”

## SALARIES

We've seen a calming on salary levels at the top end along with a sense of collective responsibility where salaries are not out of control and creating anomalies so that experienced staff who are invaluable to current employers are not tempted elsewhere. Firms again are working on empowering their staff with new benefits such as flexi-working, working from home and other benefits offering well-being, enhanced maternity benefits and more flexible benefits.

As with last year the more empowering the role, the higher the likelihood to increase salary. Secretaries who undertake a more traditional support role will experience a flat structure geared towards their years of experience. A Patent paralegal involved in portfolio management, prosecution and direct client relationship will enjoy a salary closer to the fee earners they support.

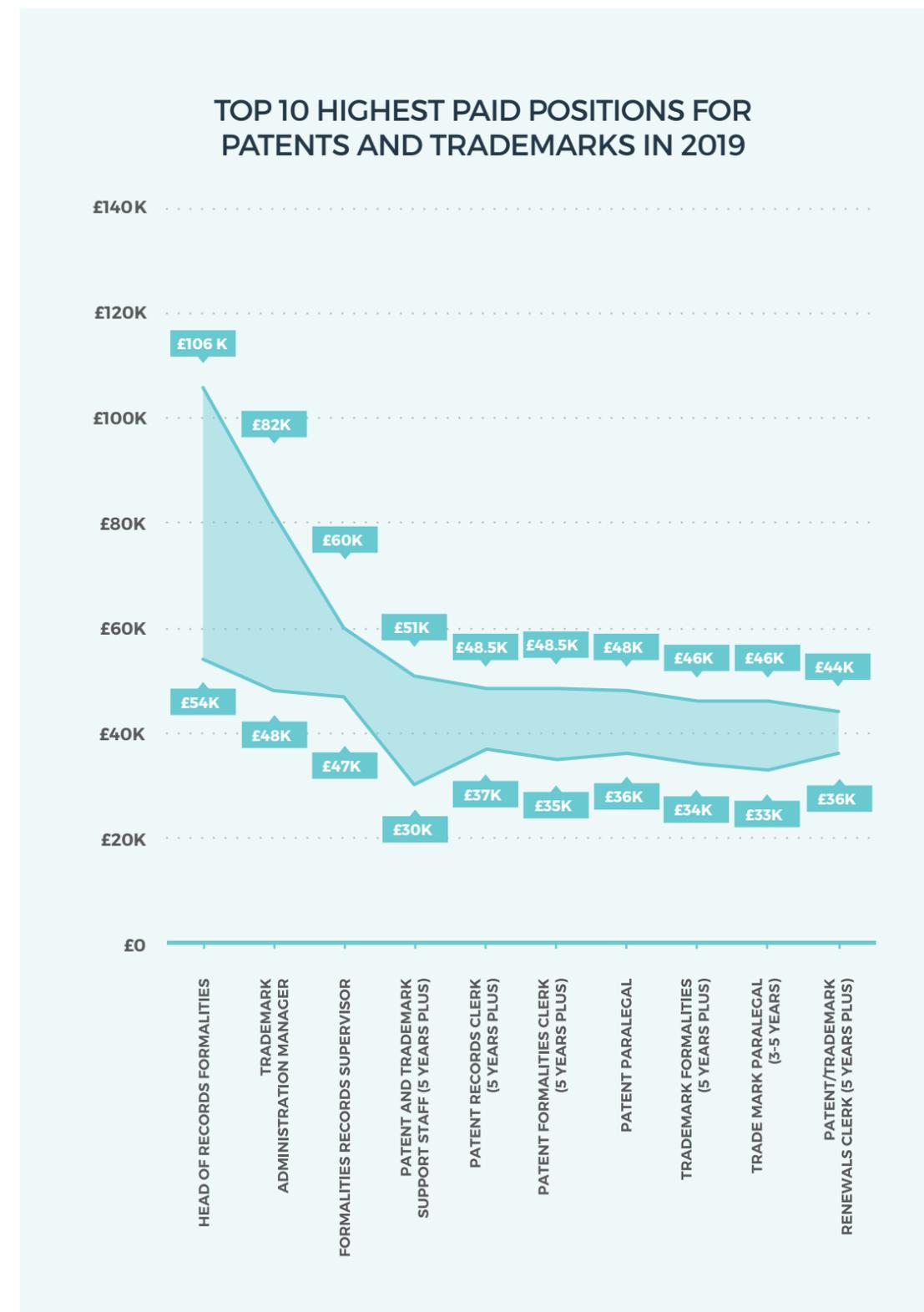
Our experience of Records, Formalities and Renewals staff this year is certainly of a reduction in staff turnover, suggesting a caution on moving, good management of salary levels and improved benefits. That said, when required, we have experienced the preference for a higher level of experience where the candidates have a clear vision of their ambition for the role that is not driven by a payrise, but by more progression and fulfilment within a firm.

Qualified ITMA Trademark paralegals remain in demand commanding salaries up to £50,000. These candidates have a wealth of experience, are charging out their own work and many are taking their own destiny in their hands by self-funding the Msc IP and Nottingham law school in order to qualify. Firms are receptive to this as individuals are confident and skilled in the Trademark administration from the ground up.

## MOVING FORWARD INTO 2020

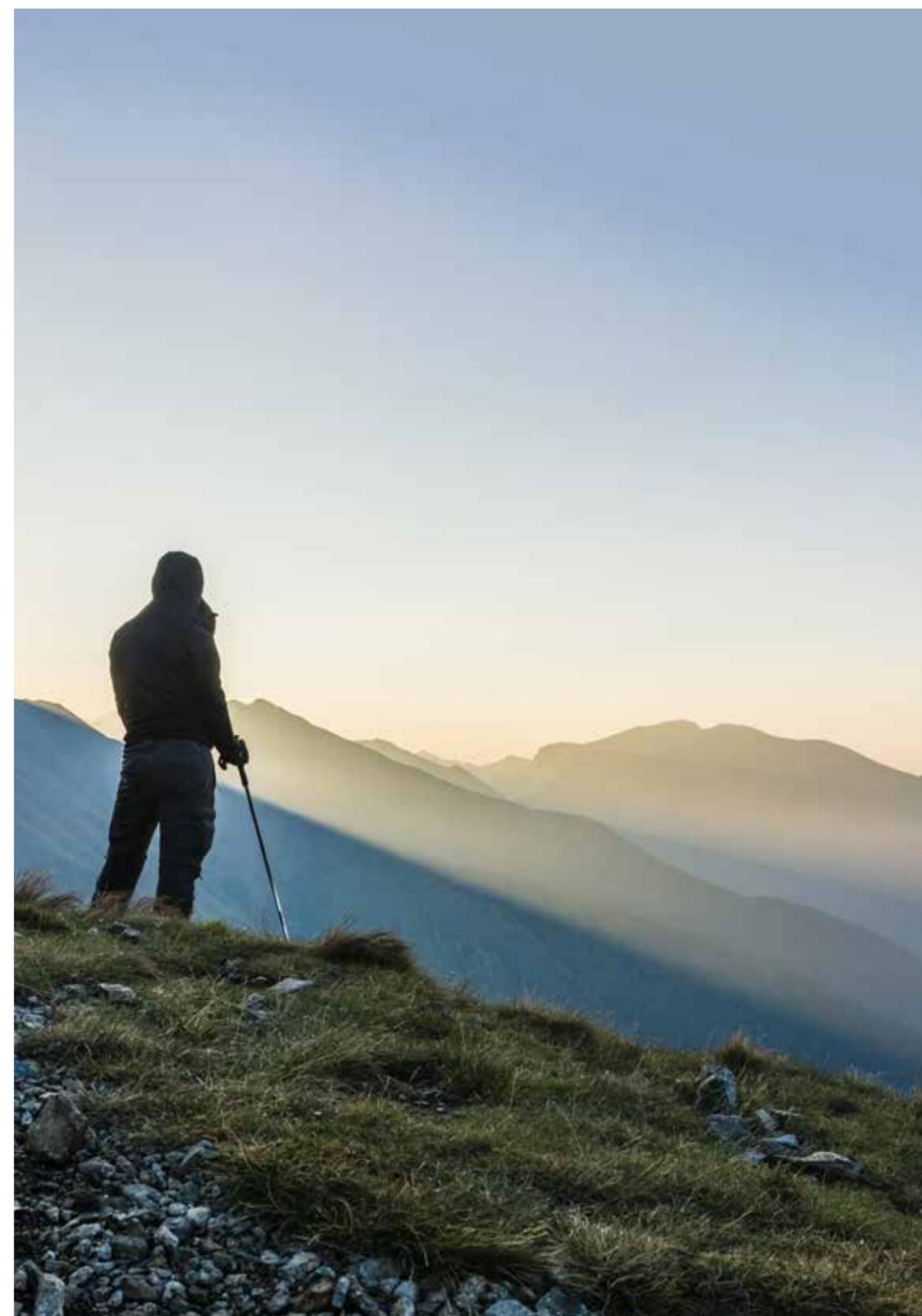
Whilst we are at the end game of Brexit, firms have future proofed and continue plans to develop offices in Germany and other European countries. With the infrastructure in place we anticipate a bumper year in IP. We see 2020 continue to develop support staff, to provide continuing specialist support that better serves the client.

**Firms again are working on empowering their staff with new benefits such as flexi-working, working from home and other benefits.”**



## PATENTS AND TRADEMARKS

		ANNUAL SALARY	REGIONAL
Patent and Trademark Support Staff	Trainee	£20K - £23K	£17K - £22K
	Patent Secretary		
	1-2 years	£23K - £29K	£22K - £27K
	3-4 years	£28K - £38K	£24K - £36K
	5 years plus	£30K - £51K	£32K - £37K
Patent Paralegal		£36K - £48K	£28K - £38K
Patent Records Clerk	1-2 years	£25K - £29K	£22K - £26K
	3-4 years	£29K - £40.5K	£25K - £32K
	5 years plus	£37K - £48.5K	£31K - £36K
Patent Formalities Clerk	1-2 years	£24K - £29K	£23K - £27K
	3-4 years	£29K - £39K	£28K - £36K
	5 years plus	£35K - £48.5K	£34K - £40K
Patent/Trademark Renewals Clerk	1-2 years	£24K - £28.5K	£22K - £26K
	3-4 years	£30K - £39K	£27K - £32K
	5 years plus	£36K - £44K	£30K - £36K
Formalities Records Supervisor		£47K - £60K	£42K - £50K
Head of Records Formalities		£54K - £106K	£60K - £75K
Trademark Secretary	1-2 years	£25K - £28K	£22K - £24K
	3-4 years	£29.5K - £37K	£25K - £28K
	5 years plus	£34K - £43K	£27K - £34K
Trademark Formalities	1-2 years	£25K - £28K	£22K - £26K
	3-4 years	£27.5K - £38K	£28K - £36K
	5 years plus	£34K - £46K	£34K - £40K
Trademark Records	1-2 years	£25K - £26K	£22K - £26K
	3-4 years	£30K - £38.5K	£26K - £31.5K
	5 years plus	£33K - £42K	£31K - £36K
Trademark Administration Manager		£48K - £82K	£42K - £65K
Trademark Paralegal	1-2 years	£26K - £29K	£24K - £27K
	3-5 years	£33K - £46K	£30K - £36K





# RISK AND COMPLIANCE

## MARKET OVERVIEW

Risk and Compliance continues to be one of the main growth areas in 2019, as law firms have increasingly invested in this area at all levels. The introduction of GDPR in 2018 increased regulatory pressure for many firms, meaning the implementation of tighter rules and regulations was very prominent in 2019.

The Compliance sector is rapidly moving away from being viewed as a 'tick box' department and now stands at the forefront of every successful firm.

As more traditional firms have begun to introduce IT upgrades with systems such

as Intapp, these functions bring with them new processes and procedures which promote the rise in recruitment for Compliance roles.

The recent trend of firms outsourcing their Risk and Compliance, has recently moved in-house and this is expected to continue throughout the year.

As we are now coming to the end of 2019, outsourcing Compliance needs has become a distant memory and the need of having a successful onsite team has become very prominent.

“It became critical that salaries were increased to market rate in order to retain good staff.”

## SALARIES

Salaries boomed in 2019 after top tier law firms were made aware that they needed to invest more money into their Compliance departments. Realising that there was an imbalance of more roles than experienced candidates in this sector, it became critical that salaries were increased to market rate in order to retain good staff.

We noticed that firms who were unable to match their competitors had a very low success rate, struggled with retention and had many of their candidates poached by other firms. Salaries for Risk professionals in the regions remained far lower than that of their London counterparts.

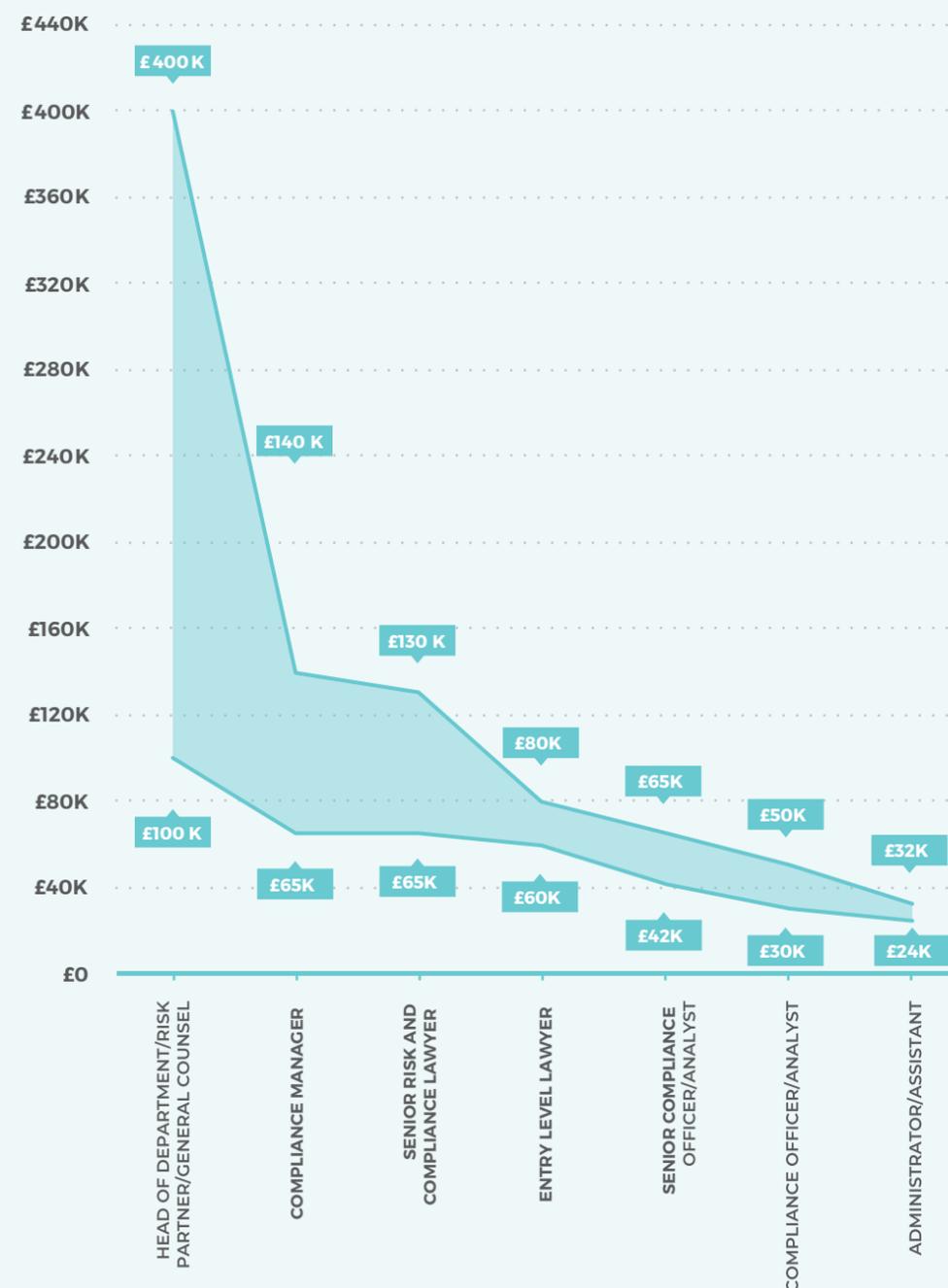
## MOVING FORWARD INTO 2020

We are expecting the Risk and Compliance market to be very busy in the coming year. Firms continue to upgrade their IT systems with Management Information technology and Business Intelligence. Allied to firms continuing to bring this area in-house to increase their Profit per Equity Partner, the race for the best talent will continue. The natural selection of supply and demand will continue to make this an extremely candidate driven market.

## RISK AND COMPLIANCE

	ANNUAL SALARY	REGIONAL
Administrator/Assistant	£24K - £32K	£18K - £25K
Compliance Officer/Analyst	£30K - £50K	£22K - £32K
Senior Compliance Officer/Analyst	£42K - £65K	£28K - £40K
Entry Level Lawyer	£60K - £80K	£45K - £65K
Senior Risk and Compliance Lawyer	£65K - £130K	£50K - £80K
Compliance Manager	£65K - £140K	£52K - £100K
Head of Department/Risk Partner/General Counsel	£100K - £400K	£85K - £350K

## TOP 10 HIGHEST PAID POSITIONS FOR RISK AND COMPLIANCE IN 2019





# CREATIVE SERVICES

## MARKET OVERVIEW

The surge of 2018 within this area was replicated in 2019 as the market remained buoyant. The trend for clients to bring the creative services function in-house continued as they moved away from creative design agencies for their publications.

Documents, proposals, tenders and marketing materials were the mainstay of the work produced and the individuals who made this happen were at a premium with firms all searching for the best people. A number of people found that the move in-house from the creative design agencies was prudent to their career prospects and 2019 saw numerous moves in this direction.

2019 saw the year that firms embraced the digital age. Creative services moved more towards a technical direction as niche, highly skilled, design focussed individuals were sought after in areas such as video editing. The video age is well and truly here

with businesses utilising this tool instead of presentations. Account Directors and eLearning were also areas where we saw a shortage of staff. People with good graphics skills were highly sought after.

To combat the skill shortages in numerous areas, firms made the tactical move to upskill and train their current staff. Despite the shortage of staff, firms continued to remain busy – the wheels of industry, marketing notably, continued to turn.

For candidates it continued to be an exciting time. The creative services industry is on a continuous growth path and remains a lucrative career path for candidates with an upward technology trend in this niche market. It's a sought-after field for skilled candidates looking to move with the times and grow with the development of new technologies being introduced into the corporate marketing field.

## SALARIES

Remuneration remained steady throughout the year with businesses offering annual increases for their staff that were index linked with the small growth in the economy.

The individuals that chose to move, found that their levels of salary were significantly increased by choosing to change where they worked, as opposed to those who remained with their current employers.

## MOVING FORWARD INTO 2020

IR35 will be at the heart of whether this creative space changes in the next year. An industry which has always been attractive to contractors will surely be impacted by the changes to the rules of temporary staff. In turn, this should be a positive for employers and employees as firms offer the stability of employment, with the longevity and loyalty of the employee going in the other direction. An increase in permanent work is on the cards but the challenge will still be how to source and identify key skilled staff especially within digital platforms. That remains the question at the crux of the creative services matter.

## CREATIVE SERVICES

		ANNUAL SALARY
Presentation Operator	Day	£40K - £48K
	Evening	£50K - £55K
	Night	£55K - £62K
DTP Operator	Day	£42K - £46K
	Evening	£47K - £55K
	Night	£56K - £62K
Workflow Coordinator	Day	£40K - £44K
	Evening	£44K - £48K
	Night	£52K - £55K
Junior Designer	Day	£28K - £31K
Middleweight Designer	Day	£38K - £43K
Senior Designer	Day	£50K - £55K
Design Manager	Day	£55K - £65K
Web Designer	Day	£50K - £55K
Art Worker	Day	£35K - £40K
Editor	Day	£50K - £55K
Proof Reader	Day	£38K - £42K

## TOP 10 HIGHEST PAID POSITIONS FOR CREATIVE SERVICES IN 2019



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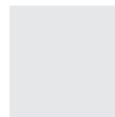
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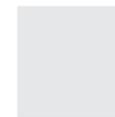
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