



TECHNOLOGY

SALARY GUIDE 2026

**HENDERSON
SCOTT**

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About Henderson Scott

At Henderson Scott, we go beyond traditional hiring, bringing a personalised approach to the Accountancy & Finance, Legal, Sales & Marketing, and Technology sectors.

For clients, we deliver specialist expertise for immediate hiring needs and strategic insight for long-term growth. For candidates, we connect you with roles that match your skills, ambitions, and next career move.

Our consultants are true market specialists, using deep industry knowledge, proactive search methods, and a global network to deliver exceptional talent.

Partnering with Henderson Scott means working with a team committed to raising the bar, building long-term relationships, and helping businesses and professionals succeed in a competitive market.

For tailored and effective workforce planning, visit our [Recruitment Solutions](#) page to explore how we deliver adaptable, results-driven hiring strategies.

Introduction

This year's salary guide delivers the latest insights shaping the labour market. Whether you're planning to attract and retain talent or assessing your market value, this resource offers a clear and reliable view of hiring trends and salary expectations across key sectors.

Drawing on extensive market research, recruiter expertise, and survey responses from our network of employers and professionals, it reflects the realities of today's market, from evolving pay patterns to shifting priorities in career development, flexibility, and retention.

In this guide, you'll find:

Market insights – Explore the latest trends, motivations, and challenges influencing professionals and employers today.

Salary benchmarks – Access up-to-date salary data for key roles, supporting confident, informed decisions on compensation and career planning.

METHODOLOGY

This guide is built on extensive market research and insights from our specialist recruiters who work directly within these markets. Salary data has been carefully compiled using information gathered throughout 2025 from job board partners, our own survey results, and our extensive network of clients and candidates. It reflects current job listings, hiring trends, and the real-time insights of consultants across the Henderson Scott offices nationwide. Together, these inputs provide a comprehensive and accurate picture of salary benchmarks and market sentiment across the UK.

**All salaries are a guideline, and there are several factors including industry, working pattern, and wider cash/non-cash benefits that will influence the basic salary on offer.*



RICHARD VICKERS

CEO

“In today's hiring climate, the right data can make the difference between attracting talent and losing it. Salary and market insight has become a strategic tool for leaders who want to act decisively and stay ahead of the curve.

Our research combines real-time market intelligence with the experience of specialist recruiters, giving organisations the clarity to benchmark effectively and professionals the confidence to understand their true worth.”

Technology



Market overview

The technology hiring market is shaking off a turbulent start to 2025, with signs of sustained recovery across the UK and US.

In the UK, momentum returned in Q2-Q3, led by surging demand for cybersecurity, data engineering, and platform roles. Broader growth, however, remains tempered by macroeconomic drag and cautious fiscal policy, with many firms still navigating the aftereffects of interest rate volatility and constrained capital budgets. That said, an uptick in mid-level hiring and contract conversion rates points to renewed confidence in technology-driven transformation.

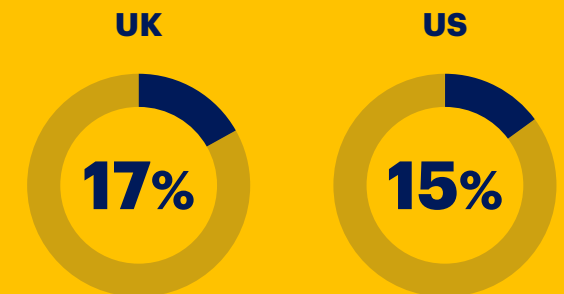
The US remains the most active market, with hiring cycles accelerating across AI infrastructure, data platforms, and application security. Technical standards and salary expectations are both rising sharply as employers compete for hybrid-skilled engineers who can bridge data science, DevOps, and security disciplines.

Venture-backed growth firms are back in hiring mode, while large enterprises are leaning into digital transformation to offset productivity pressures.

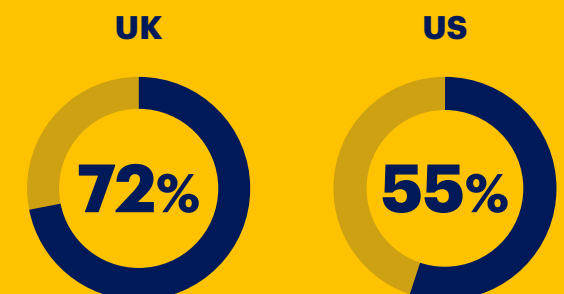
Across company stages, start-ups are chasing hands-on generalists to accelerate delivery, scale-ups are hiring senior engineers with governance and scaling experience to remove bottlenecks and mature infrastructure, and enterprises are driving volume hiring across cloud, identity, and data governance.

AI adoption and cyber resilience will continue to dictate the pace of demand, with talent competition intensifying where those domains overlap. As automation matures, human expertise in ethical AI and secure integration will drive the next competitive edge.

UK
1.8
US
1.4
YEARS MEDIAN TENURE



AVERAGE ATTRITION RATE



of technology professionals prioritise **FLEXIBLE WORK ARRANGEMENTS** when choosing an employer

Salaries

UK

SOFTWARE ENGINEERING	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					OUTSIDE IR35
Software Engineer Java	£40,000 - £65,000	£57,500 - £75,000	£70,000 - £90,000	£90,000 - £120,000	£400 - £600
Software Engineer Python	£40,000 - £65,000	£60,000 - £85,000	£75,000 - £100,000	£90,000 - £125,000	£425 - £625
Software Engineer iOS/Android	£45,000 - £75,000	£57,500 - £75,000	£70,000 - £90,000	£90,000 - £120,000	£400 - £600
Software Engineer .Net	£40,000 - £65,000	£57,500 - £75,000	£70,000 - £90,000	£90,000 - £120,000	£400 - £600
DevOps/DevSecOps Engineer	£45,000 - £75,000	£60,000 - £85,000	£75,000 - £100,000	£90,000 - £125,000	£500 - £650
SDET	£45,000 - £75,000	£60,000 - £85,000	£75,000 - £100,000	£90,000 - £120,000	£450 - £600
Test Engineer (Manual)	£45,000 - £60,000	£60,000 - £75,000	£70,000 - £90,000	£90,000 - £100,000	£350 - £500
Test Engineer (Automation)	£45,000 - £75,000	£60,000 - £85,000	£70,000 - £95,000	£90,000 - £125,000	£400 - £600

Salaries

UK

DATA SCIENCE, ML & AI	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					OUTSIDE IR35
Data Engineer	£65,000 - £85,000	£85,000 - £105,000	£105,000 - £125,000	£120,000 - £140,000	£550 - £700
Data Analyst	£45,000 - £65,000	£65,000 - £85,000	£85,000 - £100,000	£95,000 - £115,000	£350 - £500
Machine Learning Engineer	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750
MLOps Engineer	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750
Data Scientist	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750
Research Scientist	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750
AI Engineer	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750
Deep Learning Engineer	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750
NLP Engineer	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£600 - £750

Salaries

UK

CYBERSECURITY	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					OUTSIDE IR35
SOC/Security Analyst	£65,000 - £85,000	£85,000 - £105,000	£105,000 - £125,000	£120,000 - £140,000	£600 - £750
Penetration Tester	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£450 - £600
Security Engineer	£65,000 - £85,000	£85,000 - £105,000	£105,000 - £125,000	£120,000 - £140,000	£600 - £750
Cloud Security Engineer	£65,000 - £85,000	£85,000 - £105,000	£105,000 - £125,000	£120,000 - £140,000	£600 - £750
Threat Intelligence Analyst	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£450 - £600
Security Architect	£65,000 - £85,000	£85,000 - £105,000	£105,000 - £125,000	£120,000 - £140,000	£600 - £750

TRANSFORMATION & CHANGE	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					OUTSIDE IR35
Business Analyst	£45,000 - £55,000	£50,000 - £65,000	£65,000 - £75,000	£70,000 - £100,000	£400 - £600
Change Analyst	£45,000 - £55,000	£50,000 - £65,000	£65,000 - £75,000	£70,000 - £100,000	£450 - £600
Business Architect	£90,000 - £110,000	£110,000 - £130,000	£130,000 - £150,000	£140,000 - £160,000	£650 - £800
PMO Analyst	£30,000 - £45,000	£45,000 - £55,000	£100,000 - £120,000	£115,000 - £135,000	£300 - £500
Project Manager	£47,500 - £75,000	£75,000 - £90,000	£50,000 - £70,000	£70,000 - £100,000	£450 - £600
Programme Manager	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
Programme Director	£120,000 - £140,000	£140,000 - £160,000	£160,000 - £180,000	£180,000 - £200,000	£900 - £1,050

Salaries

UK

INFRASTRUCTURE & SUPPORT	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					OUTSIDE IR35
Service Desk (1 st - 3 rd Line)	£25,000 - £55,000	£55,000 - £65,000	£65,000 - £80,000	£75,000 - £95,000	£250 - £400
Cloud Infrastructure Engineer	£45,000 - £70,000	£70,000 - £90,000	£90,000 - £110,000	£105,000 - £125,000	£400 - £550
Infrastructure Engineer	£50,000 - £70,000	£70,000 - £90,000	£90,000 - £110,000	£105,000 - £125,000	£400 - £550
Site Reliability Engineer	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£550 - £700
Database Administrator	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
Network Engineer	£47,500 - £65,000	£55,000 - £65,000	£65,000 - £80,000	£75,000 - £95,000	£450 - £600
Platform Engineer	£70,000 - £90,000	£90,000 - £110,000	£110,000 - £130,000	£125,000 - £145,000	£550 - £700

Salaries

UK

APPLICATIONS*	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					OUTSIDE IR35
Application Support Analyst	£45,000 - £60,000	£60,000 - £75,000	£75,000 - £90,000	£90,000 - £110,000	£250 - £400
Application Developer	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£450 - £600
Business Systems Analyst	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£450 - £600
ERP Functional Consultant	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
CRM Consultant	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
HRIS Analyst / Workday Specialist	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
ServiceNow Developer / Administrator	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
Integration Specialist	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650
Applications Manager	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650

*Different Enterprise Platforms, Certifications, and Locations will create different price points

Salaries

UK

						CONTRACTOR RATES
LEADERSHIP	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	OUTSIDE IR35	
Chief Technology Officer	£120,000 - £140,000	£140,000 - £160,000	£160,000 - £180,000	£180,000 - £200,000	£900 - £1,050	
Chief Digital Officer	£120,000 - £140,000	£140,000 - £160,000	£160,000 - £180,000	£180,000 - £200,000	£900 - £1,050	
Chief Data Officer	£120,000 - £140,000	£140,000 - £160,000	£160,000 - £180,000	£180,000 - £200,000	£900 - £1,050	
Chief Information Security Officer (CISO)	£65,000 - £85,000	£85,000 - £105,000	£105,000 - £125,000	£120,000 - £140,000	£600 - £750	
Head of IT / Infrastructure	£50,000 - £70,000	£70,000 - £90,000	£90,000 - £110,000	£105,000 - £125,000	£400 - £550	
Head of Software Engineering	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£450 - £600	
Head of Project Management	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£900 - £1,050	
Head of Business Change	£120,000 - £140,000	£140,000 - £160,000	£160,000 - £180,000	£180,000 - £200,000	£900 - £1,050	
Transformation Director	£120,000 - £140,000	£140,000 - £160,000	£160,000 - £180,000	£180,000 - £200,000	£900 - £1,050	
Head of Applications / Director of Enterprise Systems	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £120,000	£115,000 - £135,000	£500 - £650	

Salaries

US

SOFTWARE ENGINEERING	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
Software Engineer Java	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$185,000	\$180,000 - \$235,000	\$95 - \$125	\$120 - \$175
Software Engineer Python	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$185,000	\$180,000 - \$235,000	\$100 - \$130	\$125 - \$180
Software Engineer iOS/Android	\$100,000 - \$130,000	\$130,000 - \$160,000	\$160,000 - \$190,000	\$180,000 - \$235,000	\$95 - \$125	\$120 - \$170
Software Engineer .Net	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$180,000	\$180,000 - \$235,000	\$70 - \$95	\$90 - \$130
DevOps/DevSecOps Engineer	\$105,000 - \$130,000	\$130,000 - \$160,000	\$160,000 - \$185,000	\$180,000 - \$235,000	\$95 - \$130	\$115 - \$170
SDET	\$90,000 - \$110,000	\$110,000 - \$130,000	\$130,000 - \$155,000	\$180,000 - \$235,000	\$65 - \$90	\$80 - \$120
Test Engineer (Manual)	\$70,000 - \$90,000	\$90,000 - \$110,000	\$110,000 - \$130,000	\$140,000 - \$170,000	\$60 - \$80	\$70 - \$90
Test Engineer (Automatic)	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$65 - \$90	\$80 - \$120

Salaries

US

DATA SCIENCE, ML & AI	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
Data Engineer	\$105,000 - \$130,000	\$130,000 - \$160,000	\$160,000 - \$180,000	\$180,000 - \$205,000	\$95 - \$130	\$115 - \$170
Data Analyst	\$70,000 - \$95,000	\$95,000 - \$115,000	\$115,000 - \$140,000	\$140,000 - \$160,000	\$45 - \$65	\$55 - \$85
Machine Learning Engineer	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$90 - \$130	\$115 - \$175
MLOps Engineer	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$95 - \$130	\$115 - \$170
Data Scientist	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$75 - \$110	\$95 - \$140
Research Scientist	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$100 - \$135	\$125 - \$185
AI Engineer	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$100 - \$140	\$125 - \$185
Deep Learning Engineer	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$105 - \$145	\$130 - \$190
NLP Engineer	\$110,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$200,000	\$200,000 - \$225,000	\$100 - \$140	\$125 - \$185

Salaries

US

CYBERSECURITY	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
SOC/Security Analyst	\$105,000 - \$140,000	\$140,000 - \$165,000	\$165,000 - \$190,000	\$190,000 - \$220,000	\$45 - \$70	\$60 - \$95
Penetration Tester	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$70 - \$110	\$85 - \$140
Security Engineer	\$105,000 - \$140,000	\$140,000 - \$165,000	\$165,000 - \$190,000	\$190,000 - \$220,000	\$75 - \$110	\$95 - \$140
Cloud Security Engineer	\$105,000 - \$140,000	\$140,000 - \$165,000	\$165,000 - \$190,000	\$190,000 - \$220,000	\$50 - \$75	\$60 - \$95
Threat Intelligence Analyst	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$65 - \$95	\$85 - \$130
Security Architect	\$105,000 - \$140,000	\$140,000 - \$165,000	\$165,000 - \$190,000	\$190,000 - \$220,000	\$100 - \$140	\$120 - \$175

TRANSFORMATION & CHANGE	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
Business Analyst	\$75,000 - \$100,000	\$100,000 - \$125,000	\$125,000 - \$150,000	\$150,000 - \$170,000	\$70 - \$95	\$85 - \$125
Change Analyst	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$55 - \$80	\$70 - \$105
Business Architect	\$130,000 - \$165,000	\$165,000 - \$190,000	\$190,000 - \$215,000	\$215,000 - \$235,000	\$90 - \$125	\$110 - \$160
PMO Analyst	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$45 - \$65	\$55 - \$85
Project Manager	\$90,000 - \$115,000	\$115,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$190,000	\$70 - \$95	\$85 - \$125
Programme Manager	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$95 - \$125	\$115 - \$160
Programme Director	\$175,000 - \$200,000	\$200,000 - \$220,000	\$220,000 - \$255,000	\$255,000 - \$285,000	\$120 - \$160	\$150 - \$210

Salaries

US

INFRASTRUCTURE & SUPPORT	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
Service Desk (1st - 3rd Line)	\$60,000 - \$80,000	\$80,000 - \$100,000	\$100,000 - \$120,000	\$120,000 - \$145,000	\$50 - \$70	\$60 - \$85
Cloud Infrastructure Engineer	\$75,000 - \$100,000	\$100,000 - \$125,000	\$125,000 - \$150,000	\$150,000 - \$170,000	\$55 - \$80	\$70 - \$100
Infrastructure Engineer	\$75,000 - \$100,000	\$100,000 - \$125,000	\$125,000 - \$150,000	\$150,000 - \$170,000	\$55 - \$80	\$70 - \$100
Site Reliability Engineer	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$80 - \$110	\$100 - \$140
Database Administrator	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$55 - \$85	\$70 - \$110
Network Engineer	\$80,000 - \$105,000	\$105,000 - \$130,000	\$130,000 - \$160,000	\$160,000 - \$180,000	\$55 - \$85	\$70 - \$100
Platform Engineer	\$105,000 - \$130,000	\$130,000 - \$160,000	\$160,000 - \$185,000	\$185,000 - \$210,000	\$80 - \$110	\$100 - \$140

Salaries

US

APPLICATIONS*	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
Application Support Analyst	\$60,000 - \$80,000	\$80,000 - \$100,000	\$100,000 - \$120,000	\$120,000 - \$145,000	\$45 - \$70	\$60 - \$95
Application Developer	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$70 - \$100	\$90 - \$130
Business Systems Analyst	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$65 - \$90	\$80 - \$120
ERP Functional Consultant	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$85 - \$115	\$110 - \$160
CRM Consultant	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$80 - \$110	\$100 - \$150
HRIS Analyst / Workday Specialist	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$85 - \$120	\$110 - \$165
ServiceNow Developer / Administrator	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$80 - \$110	\$100 - \$150
Integration Specialist	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$80 - \$115	\$100 - \$160
Applications Manager	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$100 - \$130	\$120 - \$175

*Different Enterprise Platforms, Certifications, and Locations will create different price points.

Salaries

US

LEADERSHIP	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES	
					W2 (USD/HR)	C2C (USD/HR)
Chief Technology Officer	\$175,000 - \$200,000	\$200,000 - \$220,000	\$220,000 - \$255,000	\$255,000 - \$285,000	\$175 - \$250	\$225 - \$325
Chief Digital Officer	\$175,000 - \$200,000	\$200,000 - \$220,000	\$220,000 - \$255,000	\$255,000 - \$285,000	\$140 - \$200	\$175 - \$260
Chief Data Officer	\$175,000 - \$200,000	\$200,000 - \$220,000	\$220,000 - \$255,000	\$255,000 - \$285,000	\$130 - \$180	\$160 - \$220
Chief Information Security Officer (CISO)	\$105,000 - \$140,000	\$140,000 - \$165,000	\$165,000 - \$190,000	\$190,000 - \$220,000	\$175 - \$250	\$225 - \$325
Head of IT / Infrastructure	\$75,000 - \$100,000	\$100,000 - \$125,000	\$125,000 - \$150,000	\$150,000 - \$170,000	\$100 - \$135	\$120 - \$160
Head of Software Engineering	\$95,000 - \$120,000	\$120,000 - \$150,000	\$150,000 - \$170,000	\$170,000 - \$190,000	\$120 - \$170	\$150 - \$230
Head of Project Management	\$90,000 - \$115,000	\$115,000 - \$145,000	\$145,000 - \$170,000	\$170,000 - \$190,000	\$100 - \$135	\$120 - \$165
Head of Business Change	\$175,000 - \$200,000	\$200,000 - \$220,000	\$220,000 - \$255,000	\$255,000 - \$285,000	\$100 - \$140	\$125 - \$170
Transformation Director	\$175,000 - \$200,000	\$200,000 - \$220,000	\$220,000 - \$255,000	\$255,000 - \$285,000	\$130 - \$180	\$160 - \$230
Head of Applications / Director of Enterprise Systems	\$100,000 - \$125,000	\$125,000 - \$155,000	\$155,000 - \$180,000	\$180,000 - \$205,000	\$120 - \$160	\$150 - \$210

Retention & hiring insights

2025 underscored that retention is built, not bought. Engineers stayed where they saw clear growth paths, ring-fenced L&D time, competent management, and sane on-call rotations.

Retention bonuses proved effective only when paired with clear progression; alone, they felt like a short-term fix.

To stay competitive into 2026, employers must get the fundamentals right:

- Publish salary bands to build trust and transparency.
- Reduce time-to-offer under 21 days; slow processes are silent deal-killers.
- Sell mission and impact early, not just tech stacks.

Common pitfalls persist: vague briefs, six-stage interviews, and “unicorn” job descriptions. The clients winning top talent run decisive hiring panels with pre-agreed bars and authority to offer.

Compensation structures are also shifting. In enterprises, bonuses are increasingly tied to performance milestones and delivery outcomes. Start-ups and scale-ups continue to attract senior engineers with equity. £60,000-£150,000 target value over four years is the current sweet spot, provided the cap table is clean and vesting is transparent. RSUs are preferred over opaque options.

Equity becomes meaningful at 15-25 percent of base salary, but candidates are more cautious: the narrative of a “new AI bubble” has tempered enthusiasm for highly equity-weighted packages.



SEAN BROWN

PRACTICE DIRECTOR

“We’ve entered a phase where retention is less about acquisition and more about architecture. Building sustainable environments where people can progress, learn, and thrive has become the new competitive differentiator.

When you align transparency, trust, and technical ambition, you don’t just keep your best employees, you attract others who share that vision.”

How candidates can stand out

The best candidates optimise for learning velocity, ownership, and team quality, not just compensation.



In demand candidates blend technical depth with adaptability, security awareness, and commercial focus.

Hiring panels increasingly reward security-minded engineers, platform reliability, data fluency, and hands-on AI integration (retrieval, evaluation, prompt safety).

In a tighter market, the differentiators are clear:



Certifications that signal depth such as CISSP, CISM, CCSP, GIAC (GCSA, GWAPT, GXPN) in Cyber; AWS/Azure Pro Architect, CKA/CKS, and Terraform in Cloud; production ML and LLM governance in AI/ML.



Hybrid cloud and security fluency are no longer “nice to have”; they’re baseline expectations.



Cross-sector experience and leadership of small squads consistently tipped the balance in offer decisions.

Avoid the classic missteps such as over-indexing on base pay, ignoring scope and manager quality, or staying rigid on location without data. And above all, treat your process like a dialogue, not an audition.

The road ahead

2026 will be defined by the intersection of AI governance, cloud security, and operational resilience.

Hardest-to-fill roles will sit at the convergence of these domains: AI model risk, secure-by-design architecture, FinOps, and OT security, as organisations move from experimentation to enterprise-scale adoption.

Onsite roles will remain tougher to fill than remote, and we expect a mix of growth and replacement hiring with growth in AI-touched revenue areas and replacement in legacy ops.

For employers, the single most effective move is to design the hiring process like a product that minimises latency and maximises clarity.

For candidates, the principle endures: pick the manager and the problem set, not just the logo. In a market driven by transformation, compounding learning is the real career multiplier.



Clients

Build your hiring journey like a product - design, test, and optimise.



Candidates

Pick the role that accelerates your learning, not just your title.

TECHNOLOGY

GTM



Market overview

Across 2025, GTM roles in the technology sector showed clear contrasts in both demand patterns and hiring priorities.

In the US, scale-ups moved quickly to build commercial teams, driven by renewed investor confidence and improving market sentiment. Hiring accelerated through the year, with competition intensifying for high-performing sales and customer success talent.

In contrast, UK and European businesses took a more selective approach. Activity remained healthy but centred on strategic growth hires rather than large-scale expansion. The most dynamic recruitment occurred within AI, MedTech, robotics, and cybersecurity, areas where disruptive products and fast-evolving markets continue to attract top GTM professionals.

The most sought-after roles included Account Executives, Customer Success Managers, and Capital and Clinical Sales Specialists, particularly within MedTech, where a surge in product approvals and commercial launches created strong competition for experienced sales leaders. At senior level, consistent movement among VPs, CCOs, and CROs reflected the need for proven operators to take new technologies to market quickly.

Most recruitment stemmed from growth and function buildouts rather than replacements. Early-stage

businesses continued constructing GTM functions from the ground up, while larger organisations focused on adding specialist talent to accelerate product launches.

As the year closes, demand remains centred on commercial leaders who can take products to market quickly and effectively, underpinned by deep sector knowledge and proven track records. Customer Success has also cemented its strategic importance, emerging as one of the most competitive hiring areas going into 2026.

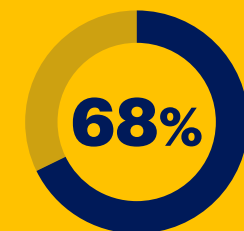
Compensation structures have shifted toward balance and stability. Commission-heavy models are losing appeal as candidates prioritise financial security and transparency. The most sought-after sales professionals now expect a strong base salary, realistic OTE, and short-term guarantees during ramp-up. Equity remains central to decision-making, particularly within early-stage businesses.

While US businesses typically offer higher headline salaries, regional comparisons are nuanced, shaped by tax systems, lifestyle factors, and cost of living. UK and European employers are competing instead through culture, flexibility, and long-term incentive structures. Cross-border moves remain limited.

1.8
YEARS
MEDIAN TENURE



AVERAGE
ATTRITION RATE



of US GTM tech
professionals prioritise
COMPENSATION
and **BENEFITS** when
choosing an employer

Salaries

UNITED STATES BASELINE

ROLE / LEVEL	TYPICAL ROLE TITLE	BASE SALARY RANGE
Entry / SDR / Inside AE	SDR, BDR, Jr AE	\$60,000 - \$90,000
Mid-Level AE / Territory Rep	AE, Territory Manager, Mid-Market AE	\$100,000 - \$140,000
Senior / Enterprise AE	Enterprise AE, Strategic AE	\$130,000 - \$200,000
Sales Manager / Director	Regional Manager, Director of Sales	\$140,000 - \$220,000
VP / Head of Sales / CRO	VP Sales, CRO	\$200,000 - \$300,000



BASE SALARY VARIATIONS

Salary benchmarks in Technology GTM are highly context-dependent. Factors like company maturity, industry focus, and sales motion all shape base pay. The following page illustrates how each variable drives those differences.

Salaries

UNITED STATES BASELINE VARIATIONS

COMPANY STAGE IMPACT

COMPANY STAGE	BASE RANGE MOVEMENT VS CORE	TYPICAL CHARACTERISTICS
Start-up (Seed-Series A)	-10% to baseline base, higher equity	Lean teams, early market fit, high equity weighting
Scale-up (Series B-D)	~ Baseline	Growth funding secured, predictable GTM motion
Market Leader (Public / \$1B+)	+10-15% above baseline	Established brand, steady pipeline, lower risk

INDUSTRY VERTICAL IMPACT

INDUSTRY	BASE SALARY MOVEMENT	COMMENTARY
Cybersecurity	+10-15% vs. core range	Mission critical, high demand for enterprise talent
AI / Emerging Tech	+5-10%	Perceived innovation premium, scarce expertise
MedTech	+5-10%	Perceived innovation premium, scarce expertise
SaaS / Software	Baseline	Typical benchmark for most tech GTM teams
Services / Infrastructure / MSP	-5% to baseline	Lower ACV, higher volume, more transactional

DEAL TYPE / SALES MOTION IMPACT

SALES MOTION	TYPICAL CYCLE	BASE SALARY MOVEMENT	EXAMPLE
Transactional / SMB	<3 months	- 10% to baseline	High-volume SaaS or device sales
Mid-Market / Multi-stakeholder	3-6 months	Baseline	Classic SaaS mid-market sale
Enterprise / Capital	6-18 months	+15-25%	AI infrastructure, cybersecurity platforms, capital MedTech

Retention & hiring insights

Retention now depends on far more than salary or title. The most successful GTM teams are built around purpose, product-market fit, and shared belief in the mission.

High performers, particularly those already well rewarded, are seeking roles where they can contribute to something genuinely transformational. Where culture weakens, turnover follows, often damaging both morale and brand reputation.

An effective EVP is no longer a differentiator; it is expected. Candidates evaluate cultural alignment, leadership credibility, and the opportunity for meaningful impact as closely as they assess compensation.

A recurring challenge for hiring managers has been unclear or unrealistic OTE structures. Top performers expect transparency on targets, commission mechanics, and the link between performance and reward. Businesses that communicate these details clearly achieve higher offer acceptance and retention rates.

Looking ahead, employers should focus on:

- Keeping products and value propositions relevant so sales teams can compete in fast-moving markets.
- Using equity strategically to reward sustained performance and encourage long-term commitment.
- Maintaining clarity, fairness, and credibility throughout the hiring process to strengthen employer brand.



TIM WATSON

DIRECTOR

“Retention in high-performing GTM teams correlates less with compensation and more with conviction.”

When purpose, culture, and product-market fit align, engagement follows naturally, and people stay because they’re part of something they trust.”

How candidates can stand out

For GTM professionals, the year ahead will reward clarity and conviction.



Showcase results

High-growth GTM careers are built on measurable outcomes.

The most successful candidates will showcase quantifiable achievements such as revenue growth, quota attainment, President's Club awards, and peer recognition, supported by clear context around each move. Shorter tenures should be addressed proactively, reflecting the pace of high-growth environments rather than instability.

Equity will remain an important differentiator, particularly within Series A to C businesses where risk and reward are most pronounced. Candidates should weigh potential upside carefully against short-term financial needs, ensuring a balanced package of base salary, realistic OTE, and meaningful equity.

When evaluating offers, it pays to look beyond the numbers. Assess historical attainment rates, territory potential, and market competitiveness to ensure targets are achievable. Candidates should also be confident they can manage financially during ramp-up; optimism is no substitute for stability.

Ultimately, the standout GTM performers will be those who stay commercially aware and open-minded. Overpricing or fixating on cash-heavy offers can mean missing out on roles with greater long-term growth and equity potential.



Top GTM performers assess the full picture, considering equity, growth potential, and cultural fit that will sustain performance over time.

The road ahead

Hiring processes have become faster and more focused. Most technology businesses now recognise the need to maintain momentum and minimise delays between interview stages to secure top talent.

This emphasis on efficiency has improved candidate engagement and increased offer acceptance rates across the board.

Through 2026, demand will remain strong across AI-driven sales tooling, advanced MedTech, robotics, and cybersecurity, technologies at the forefront of innovation and commercial growth. Many clients that began exploratory hiring earlier this year are now actively building GTM teams, signalling a confident market outlook.

The message for both clients and candidates is clear: act decisively. The best businesses are already hiring, and the strongest candidates are already moving. In such a fast-moving market, success will belong to those who align ambition with opportunity.



Clients

Move fast and stay decisive, top talent is engaging and accepting offers quicker than ever.



Candidates

Be proactive and consistent, following up with intent can turn interest into opportunity.



Contact us

To discuss the insights from our Salary Guide 2026 in more detail, please contact us at contact.technology@hendersonscott.co.uk

If you would like to explore salaries and hiring trends across our key specialist areas, including Accountancy & Finance, Sales & Marketing, Legal, and Technology, [access the full Salary Guide 2026](#).

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