



# 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

The Henderson Scott Salary Guide 2026 brings together insights from across our four specialist markets, Accountancy & Finance, Legal, Sales & Marketing, and Technology, to provide a complete view of salaries, hiring trends, and workforce priorities shaping the year ahead.

Built on a foundation of recruiter expertise, employer feedback, and market data from professionals across key industries, this guide captures the realities of today's evolving labour market. From pay transparency and flexible working to retention, and career progression, it highlights the patterns influencing both employers and professionals across industries.

Whether you're benchmarking your team, planning for growth, or evaluating your own market value, this guide offers the clarity and confidence needed to make informed decisions.

## 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.

**Retention and hiring trends** – Expert commentary from Henderson Scott consultants on what's driving movement, motivation, and success in 2026.

**Career guidance** – Practical insights for professionals looking to stand out and progress in competitive markets.

## 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.”*

# Market insights & hiring trends

After several years of change and recalibration, the hiring landscape is finding its rhythm once again.

Confidence has returned, but employers and professionals alike are approaching the year ahead with focus and intent. Growth is back on the agenda, yet it is measured, grounded in sustainable business models, and shaped by a sharper awareness of what drives retention and performance.

Across all markets, the emphasis has shifted from recovery to resilience. Employers are prioritising clarity, culture and leadership, while professionals are reassessing their long-term goals and the value they place on flexibility, purpose and progression.

## **Resilience, recalibration and renewal define the 2026 hiring landscape.**

Employers are balancing growth ambitions with a renewed focus on retention, culture and sustainable performance. After two years of market correction, momentum has returned, particularly across functions driving revenue, governance and innovation. The result is a more disciplined market that rewards clarity, pace and long-term thinking.

## **Momentum has rebuilt across multiple sectors.**

Technology, cybersecurity and GTM roles saw the fastest recovery in late 2025, driven by AI adoption and renewed investor confidence. Professional markets such as Accountancy & Finance and Legal have stabilised, with hiring focused on strategic replacements and growth-critical appointments. Within Consumer Goods and Construction, demand remains firm, supported by resilient supply chains, product innovation and infrastructure investment.

**Hybrid working remains a dividing line.**

Flexibility continues to shape hiring decisions, but clarity now matters more than policy leniency. Candidates want to understand expectations before joining. Employers who define clear hybrid frameworks and measure output, not attendance, are retaining talent more effectively. Businesses that impose rigid structures without clear rationale risk disengagement and attrition.

**Retention has become a strategic priority.**

Progression clarity, culture and leadership quality now outweigh short-term pay incentives. Counteroffers continue to deliver only temporary impact. The firms achieving the highest retention are those investing in career frameworks, transparent salary reviews and visible development opportunities.

**Reward models are evolving.**

Compensation is becoming more balanced and transparent. In commercial roles, commission-heavy OTEs are being replaced by fairer, achievable targets. In finance and technology, equity and performance-linked incentives are extending beyond senior leadership. Salary remains the anchor, but culture, purpose and flexibility complete the equation.

**Technology's influence is universal.**

AI, automation and data governance continue to redefine talent priorities. From finance analytics and sales enablement to platform engineering and cybersecurity, the ability to interpret data and turn insight into impact is now a core differentiator. Businesses that embrace this intersection of technology and commercial performance are leading their markets.

**Speed and structure win talent.**

Across every specialism, decisive and transparent hiring processes consistently outperform drawn-out, uncertain cycles. Employers who communicate clearly, move quickly and respect candidate time achieve stronger engagement, higher offer acceptance rates and a better overall employer reputation.

**Outlook for 2026**

The 2026 hiring landscape is one of measured optimism. Success will depend on decisiveness, authenticity and alignment. Employers that articulate a clear vision, nurture talent and lead with purpose will continue to outperform. For professionals, the most rewarding moves will come from clarity of ambition and partnership with organisations that share their values.



# Accountancy & Finance



# Market overview

2025 has been a challenging year for the Accountancy & Finance markets across the UK, EU, and US, with overall vacancy levels continuing to decline.

Confidence remains fragile, yet investment is gradually returning, particularly in SMEs where funding is driving demand for senior finance professionals to oversee ROI and build sustainable finance functions.

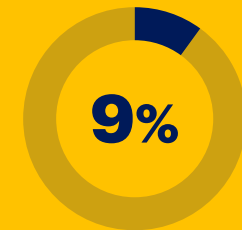
In the UK, the Southeast continues to outperform national trends, fuelled by London's commercial hubs and consistent investment activity. Finance recruitment in commerce is largely business-driven, while practice hiring remains opportunistic, often triggered by acquisitions. However, the sector continues to struggle with talent acquisition and retention due to persistent supply shortages.

Drivers of demand remain concentrated around investment, restructuring, and talent replacement, with private equity-backed growth businesses, particularly in FMCG, hiring their first senior finance leaders to enable scale.

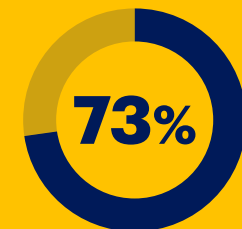
The most in-demand roles include "custodians of finance" such as Finance Directors, Financial Controllers, and Heads of Finance, who can both lead functions and act as strategic business partners. Increasingly, commercial finance specialists (Finance Business Partners, FP&A professionals, and Commercial Finance Managers) are sought to provide real-time insights that inform decision-making. This trend is expected to remain steady into 2026, especially as businesses navigate international uncertainty and domestic economic pressures.

On compensation, salary remains the anchor, but work-life balance and hybrid flexibility are now pivotal in candidate decision-making. Hybrid working remains contentious: candidates expect clarity on long-term policies, while senior leaders often encourage more in-office presence. Until output-based models become the norm, this tension is likely to persist into 2026.

**2.2**  
YEARS  
MEDIAN TENURE



**AVERAGE**  
ATTRITION RATE



of finance professionals  
prioritise **WORKPLACE**  
**FLEXIBILITY** when  
choosing an employer

# Salaries

## LONDON

ROLE	SME (<£50M)	MID-MARKET (£50M - £250M)	ENTERPRISE (£250M+)
Financial Analyst / FP&A Analyst	£50,000 - £60,000	£60,000 - £70,000	£60,000 - £75,000
Financial Accountant	£45,000 - £55,000	£50,000 - £60,000	£50,000 - £65,000
Management Accountant	£50,000 - £60,000	£55,000 - £65,000	£55,000 - £70,000
Finance Business Partner	£55,000 - £65,000	£60,000 - £70,000	£60,000 - £75,000
Systems / Project Accountant	£55,000 - £65,000	£60,000 - £70,000	£65,000 - £80,000
Finance Manager	£50,000 - £60,000	£55,000 - £70,000	£60,000 - £75,000
Commercial Finance Manager	£50,000 - £65,000	£60,000 - £70,000	£65,000 - £80,000
Financial Controller	£65,000 - £75,000	£70,000 - £80,000	£70,000 - £90,000
Group Financial Controller / Finance	£70,000 - £80,000	£75,000 - £90,000	£80,000 - £95,000 +
Director of FP&A	£70,000 - £80,000	£75,000 - £90,000 +	£80,000 - £95,000 +
Finance Director	£75,000 - £80,000	£80,000 - £95,000	£95,000 - £120,000 +
Chief Finance Officer	£90,000 +	£100,000 +	£140,000 +

# Salaries

## MIDLANDS

ROLE	SME (<£50M)	MID-MARKET (£50M - £250M)	ENTERPRISE (£250M+)
Financial Analyst / FP&A Analyst	£40,000 - £60,000	£45,000 - £60,000	£45,000 - £60,000
Financial Accountant	£40,000 - £60,000	£50,000 - £65,000	£50,000 - £65,000
Management Accountant	£40,000 - £60,000	£45,000 - £65,000	£45,000 - £65,000
Finance Business Partner	£50,000 - £60,000	£55,000 - £65,000	£55,000 - £65,000
Systems / Project Accountant	£50,000 - £60,000	£55,000 - £65,000	£55,000 - £65,000
Finance Manager	£50,000 - £60,000	£55,000 - £70,000	£60,000 - £70,000
Commercial Finance Manager	£55,000 - £60,000	£60,000 - £75,000	£70,000 - £90,000
Financial Controller	£60,000 - £80,000	£70,000 - £90,000	£90,000 - £110,000
Group Financial Controller / Finance	£75,000 - £85,000	£85,000 - £100,000	£100,000 - £120,000
Director of FP&A	£90,000 - £100,000	£100,000 - £110,000	£110,000 - £120,000
Finance Director	£90,000 - £100,000	£100,000 - £110,000	£110,000 - £130,000
Chief Finance Officer	£100,000 - £120,000	£110,000 - £140,000	£120,000 - £160,000

# Salaries

## NORTHWEST AND YORKSHIRE

ROLE	SME (<£50M)	MID-MARKET (£50M - £250M)	ENTERPRISE (£250M+)
Financial Analyst / FP&A Analyst	£35,000 - £50,000	£45,000 - £55,000	£50,000 - £60,000
Financial Accountant	£35,000 - £50,000	£45,000 - £55,000	£50,000 - £60,000
Management Accountant	£35,000 - £50,000	£45,000 - £55,000	£50,000 - £65,000
Finance Business Partner	£45,000 - £60,000	£55,000 - £65,000	£55,000 - £65,000
Systems / Project Accountant	£45,000 - £60,000	£55,000 - £65,000	£55,000 - £65,000
Finance Manager	£50,000 - £60,000	£55,000 - £70,000	£60,000 - £70,000
Commercial Finance Manager	£55,000 - £60,000	£60,000 - £75,000	£70,000 - £90,000
Financial Controller	£60,000 - £80,000	£70,000 - £90,000	£90,000 - £110,000
Group Financial Controller / Finance	£75,000 - £85,000	£85,000 - £100,000	£100,000 - £120,000
Director of FP&A	£90,000 - £100,000	£100,000 - £110,000	£110,000 - £120,000
Finance Director	£90,000 - £100,000	£100,000 - £110,000	£110,000 - £130,000
Chief Finance Officer	£100,000 - £120,000	£110,000 - £140,000	£120,000 - £160,000

# Salaries

## SCOTLAND

ROLE	SME (<£50M)	MID-MARKET (£50M - £250M)	ENTERPRISE (£250M+)
Financial Analyst / FP&A Analyst	£40,000 - £50,000	£45,000 - £55,000	£50,000 - £60,000
Financial Accountant	£45,000 - £55,000	£50,000 - £60,000	£50,000 - £65,000
Management Accountant	£45,000 - £55,000	£50,000 - £65,000	£55,000 - £70,000
Finance Business Partner	£45,000 - £50,000	£55,000 - £65,000	£55,000 - £75,000
Systems / Project Accountant	£45,000 - £50,000	£50,000 - £60,000	£50,000 - £65,000
Finance Manager	£45,000 - £55,000	£50,000 - £60,000	£55,000 - £70,000
Commercial Finance Manager	£50,000 - £55,000	£55,000 - £65,000	£60,000 - £70,000
Financial Controller	£65,000 - £75,000	£70,000 - £80,000	£75,000 - £90,000 +
Group Financial Controller / Finance	£65,000 - £75,000	£70,000 - £85,000	£85,000 - £95,000 +
Director of FP&A	£65,000 - £75,000	£75,000 - £85,000	£80,000 - £95,000 +
Finance Director	£70,000 - £80,000	£80,000 - £90,000	£90,000 - £120,000 +
Chief Finance Officer	£80,000 - £90,000	£85,000 - £95,000	£95,000 - £125,000 +

# Retention & hiring insights

Retention in 2025 was challenged by two recurring themes: limited progression opportunities, often due to restructuring, and a reduction in flexibility, particularly around hybrid working.

Both remain key triggers for attrition, and counteroffers rarely resolve the issue long term, with most candidates re-entering the market within six months.

The most effective strategies for retention and attraction are clear career pathways, structured development opportunities, and a balanced hybrid model. Companies risk losing top talent when progression stalls or flexibility is withdrawn.

Looking to 2026, employers who adopt an output-focused culture, embrace hybrid working, and foster inclusivity will remain most competitive. These businesses not only attract stronger candidates, but also retain them by aligning with shifting employee expectations.



**STUART FURNEAUX**

SENIOR DIVISIONAL MANAGER

*“Throughout 2025 we saw finance leaders stretched between operational delivery and strategic insight, and that dual capability is exactly what clients will continue to prioritise in 2026.*

*The most successful businesses are those offering clarity around hybrid working and career progression, which remain decisive factors for candidates when weighing their next move.”*

# How candidates can stand out

Two skills stood out in 2025 and will remain critical in 2026.



## Data fluency

The ability to analyse and interpret financial data.



## Communication skills

Translating complex financial insights into actionable strategies for non-finance stakeholders.

While AI's impact is still emerging, its influence is expected to be felt most in transactional finance, reinforcing the need for finance professionals who can add value through strategic interpretation and communication.

When weighing salary, bonus, and equity, candidates should prioritise financial stability, as bonuses and equity remain variable, and often tied to long-term, uncertain outcomes. That said, strong, consistent bonus cultures do exist in certain businesses.

Common mistakes include applying for roles with mismatched hybrid expectations, and relying on counteroffers rather than having transparent conversations with current employers. Candidates should also avoid discounting roles with high application numbers; in practice, only a small fraction of applicants are typically suitable.

*"The most sought-after finance talent today are those who go beyond the numbers - leveraging AI, data analytics, and automation to drive insight, efficiency, and commercial value."*

**SEEMA CHAND**, BUSINESS PARTNER

# The road ahead

Hiring processes have remained broadly consistent year-on-year, though confidence late in 2025 has led to slightly more robust recruitment cycles.



The most time-consuming element remains shortlisting, where thorough market mapping and candidate engagement are essential. Candidates value structured, transparent processes, and overcomplicated or prolonged hiring cycles continue to reduce success rates.

Professional mobility remains steady as NQs continue to move from practice to industry, while sector shifts in established professionals are more limited. Niche sectors such as legal, financial services, and public sector remain comparatively closed due to regulatory requirements and entrenched cultures.

Looking to 2026, demand for commercial finance and reporting skills is set to remain strong as businesses seek to leverage real-time data for strategic decision-making. As optimism strengthens amid ongoing uncertainty, both clients and candidates should adapt their approaches accordingly.



## Clients

Engage recruiters early to maximise reach, insight, and market expertise.



## Candidates

Don't be deterred by high application numbers; persistence and proactive follow-ups can set you apart.

# Legal



# Market overview

Different hiring strategies across firm types defined the legal market in 2025, revealing a widening gap between US and UK models.

US firms continued to set the pace on pay, inflating salaries to secure top talent, while City firms took a more selective approach, focusing on targeted lateral hires. Boutique firms leaned into culture, flexibility, and progression as differentiators, while regional firms maintained steady but cautious hiring.

At partner level, activity was exceptional, particularly within disputes, arbitration, and employment. The first half of the year marked a record number of partner moves, led by US firms, followed by national and smaller City-based firms. Demand at associate level was more uneven. Junior roles (0–2 PQE) remained muted, while mid-level associates saw the strongest appetite. Senior associate hiring largely reflected replacement rather than expansion.

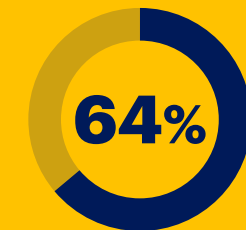
Although overall hiring slowed slightly, US firms remained among the most active recruiters. Boutiques and regionals gained traction by offering balance and clearer career progression. Salary growth plateaued, with US firms maintaining aggressive bonus structures, City firms applying precision to reward models, and boutiques and regionals placing greater emphasis on non-financial benefits. Equity participation for partners remained broadly consistent.

In practice area terms, Corporate/M&A, Private Equity, Funds, and Finance led demand among US and major City firms, while Disputes also remained resilient. Boutiques were busiest in IP, Privacy, White Collar, and general litigation, reflecting client demand for specialist expertise.

**2.2**  
YEARS  
MEDIAN TENURE



**AVERAGE**  
**ATTRITION RATE**



of legal professionals say **LIFESTYLE** and **COST OF LIVING** would be the biggest factor influencing a move outside of London

# Salaries

## LONDON

LEVEL	ELITE US	TOP-TIER US	MAGIC CIRCLE	SILVER CIRCLE	UK NATIONAL
NQ	£180,000 - £185,000	£160,000 - £180,000	£150,000	£140,000	£85,000 - £105,000
1 - 2 PQE	£185,000 - £195,000	£175,000 - £185,000	£155,000 - £160,000	£145,000 - £150,000	£88,000 - £92,000
3 - 5 PQE	£195,000 - £340,000	£185,000 - £200,000	£160,000 - £190,000	£155,000 - £170,000	£95,000 - £105,000
Senior Associate	£300,000 - £420,000	£200,000 - £230,000	£190,000 - £230,000	£180,000 +	£110,000 +
Partner	£400,000 +	£300,000 +	£300,000 +	£250,000 +	£160,000 - £275,000 +

# Salaries

## REGIONS

LEVEL	SOUTH WEST	SOUTH EAST	MIDLANDS	NORTH
NQ	£44,000 - £74,000	£46,000 - £76,000	£41,000 - £85,000	£40,000 - £72,000
1 - 2 PQE	£50,000 - £85,000	£52,000 - £88,000	£48,000 - £80,000	£45,000 - £75,000
3 - 5 PQE	£58,000 - £95,000	£60,000 - £98,000	£55,000 - £88,000	£50,000 - £82,000
Senior Associate	£55,000 - £95,000	£50,000 - £95,000	£60,000 - £95,000	£55,000 - £95,000
Partner	£90,000 +	£80,000 +	£90,000 +	£80,000 +

# Retention & hiring insights

Retention challenges persisted, driven by a familiar equation. US-level salaries and the opportunity to work alongside market-leading partners continued to tempt City lawyers.

Yet for many, the cost in hours and pressure proved too high. Work-life balance became a defining factor, particularly among senior associates (6–7 PQE and above) who moved to smaller firms seeking flexibility without sacrificing quality.

Boutique and regional firms capitalised by offering what larger firms often cannot. Faster partnership tracks, genuine flexibility, and greater client exposure have become powerful differentiators. Many senior lawyers, particularly those navigating congested partnership pipelines, are now prioritising these trade-offs over headline pay.

Counteroffers remain a short-term fix with long-term consequences. Around 83 percent of lawyers who stay following a counteroffer return to the market within nine months.

They are more common at associate level, while partners tend to make more deliberate, long-term moves after extensive consideration.

Most firms have already evolved their attraction and retention strategies, from salary increases and flexibility to record-level bonuses. However, two factors still define competitiveness: clarity of progression and genuine work-life balance. Associates continue to base their long-term decisions on those terms.



**DAVID HOLDEN**

DIRECTOR

*“Short-term attraction strategies like counteroffers or record bonuses might plug gaps, but they don’t solve the root challenge. The most forward-thinking firms are taking a longer view, focusing on career clarity, balanced workloads, and a culture of trust.”*

*In today’s market, retention isn’t about outbidding competitors, it’s about outthinking them.”*

# How candidates can stand out

For lawyers exploring new opportunities in 2026, self-awareness will be key.



## 40%

of lawyers cite compensation misalignment as the primary reason for rejecting an offer.



### Career clarity

Understanding what matters most allows you to make career moves that align with your long-term goals.

Each associate values different things, such as salary, progression, culture, or flexibility, so clarity on personal priorities is essential. The trade-offs are clear. Higher pay typically comes with higher expectations, while progression and balance often sit outside the top-paying firms.

When assessing long-term prospects, City and larger national firms tend to offer structured progression due to team scale, while US firms deliver short-term earning power. Boutiques often provide faster routes to partnership, and regional firms offer enviable stability and balance.

Transactional practices continue to see strong demand, but contentious teams maintain steady pipelines and clear partnership potential. The most common candidate mistake is following money over opportunity, overlooking firms that provide equal quality of work, stronger platforms, and better alignment with personal goals.

In short, know your value, define your goals, and evaluate every offer against both the lifestyle and the long-term path it supports.

# The road ahead

While interview stages typically move efficiently, many firms still experience delays caused by prolonged shortlisting and internal approvals.



Hiring processes remain largely consistent year on year. Those who move decisively continue to secure the best talent, while slower processes risk losing candidates to more agile competitors.

Throughout 2026, steady demand is expected across established practice areas, with particular interest in Technology, Regulatory, and Tax as markets evolve. Although caution persists, many firms are positioning themselves to act quickly when the right lawyers become available.

The message for both clients and candidates is to stay proactive. For firms, maintaining visibility in the market and engaging early with potential hires will ensure readiness when opportunities arise. For candidates, being clear on priorities and open to conversations year-round can make all the difference when the ideal role appears.



## Clients

Engage early and move decisively to secure top talent ahead of competitors.



## Candidates

Staying proactive and open to conversations will put you ahead when the right role appears.

# Sales & Marketing



# Sales

## Construction

# Market overview

Resilience continues to define the construction sales market across the UK, EU, and US.

Activity throughout 2025 was led by the supply chain, particularly among businesses selling into major distributors and distribution networks. Employers continue to favour candidates who combine commercial acumen with strong interpersonal skills and the drive to build lasting relationships in technical environments.

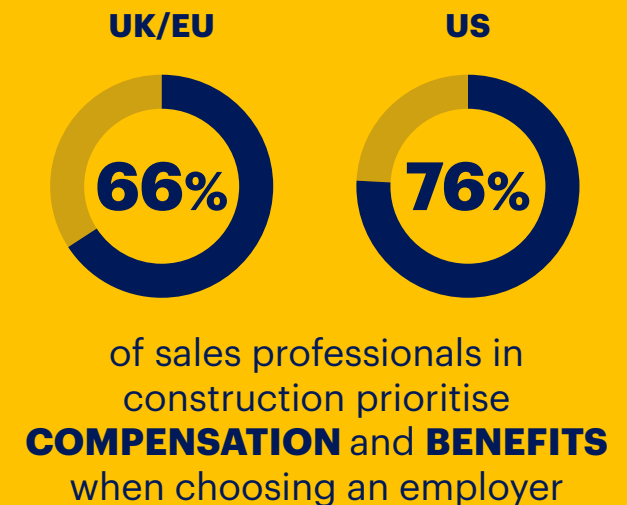
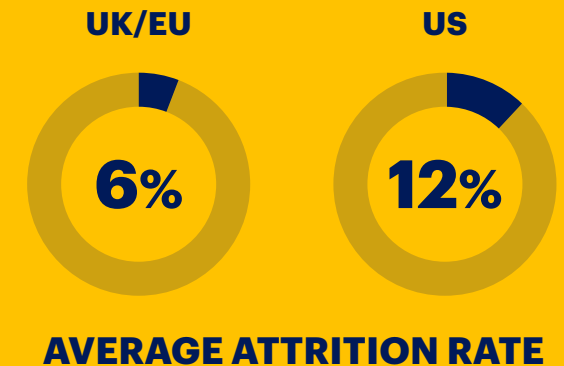
Many are now increasingly open to hiring “blank canvases”, candidates with limited construction sales experience but the right mindset and learning agility. This shift has widened the talent pool but made assessing long-term fit more complex.

In the US, demand has remained strong, fuelled by large-scale infrastructure investment and sustained contractor backlogs. With major projects still in motion, suppliers and manufacturers continue to experience steady order flow and an ongoing need for technically aware sales talent.

Junior sales roles remain the most competitive segment, driven by retirements, replacement hiring, and regional growth. Even as senior representatives retire, many firms reinvest in junior talent rather than replace like-for-like, developing homegrown capability over time.

Pay structures vary widely. Some businesses favour high-base, low-commission stability, while others use lower bases with aggressive commission schemes to attract entrepreneurial talent. The most effective blend immediate security with strong earning potential.

Engineering backgrounds continue to stand out, particularly when selling to technically sophisticated client bases. However, qualifications alone are rarely decisive, as most firms value personality and potential, supported by tailored in-house training.



# Salaries

## CONSTRUCTION - SALES

ROLE	UK	EU	US
Territory Sales Representative	£30,000 - £45,000	€35,000 - €52,500	\$80,000 - \$110,000
Sales Engineer	£45,000 - £55,000	€52,500 - €64,500	\$100,000 - \$130,000
Regional Sales Manager	£55,000 - £65,000	€64,500 - €76,000	\$130,000 - \$150,000
National Sales Manager	£65,000 - £80,000	€76,000 - €94,000	\$160,000 - \$170,000
Sales Director	£80,000 - £100,000	€94,000 - €117,000	\$175,000 - \$200,000
Business Development Manager	£55,000 - £70,000	€64,500 - €82,000	-
Vice President of Sales	-	-	\$175,000 - \$250,000
Commercial Director	£80,000 - £100,000 +	€94,000 - €117,000 +	-

# Retention & hiring insights

Retention within construction sales remains notably stable. Most movement is still driven by retirements rather than resignations, as many professionals spend the majority of their careers with a single employer.

Where turnover does occur, compensation remains the leading driver. Businesses that lag behind on bonus or commission structures risk losing talent to competitors offering more competitive packages.

Career progression has become an increasing priority. Ambitious sales professionals now expect to see a clear path from Sales Representative to VP-level leadership, rather than a static trajectory that stalls mid-career. Employers that fail to demonstrate this development risk losing their next generation of talent.

The single greatest improvement most businesses can make is optimising travel structures. Many territories remain too large for one person to manage effectively, leading to burnout and attrition. Restructuring territories or building regional teams can significantly improve both retention and overall performance.



**MYLES BREARTON**

DIRECTOR

*“Sustainable retention in construction sales relies less on stopping people from leaving and more on building structures that help them stay.”*

*Clear career progression and manageable territories are the real differentiators in a market where loyalty runs deep.”*

# How candidates can stand out

Throughout 2025, it became clear that commercial acumen and relationship-building now outweigh technical expertise.



*“As markets mature, the true competitive edge lies in strategic thinking and relationship capital.”*

**VITO PARKIN**, MANAGING CONSULTANT



## Commercial acumen

Those who link solutions to real business outcomes, not just product specs, are standing out from the crowd.



## Relationship-building

Credibility and trust drive lasting success as genuine partnerships outperform every time.

The ability to communicate effectively, build trust, and close deals in complex environments consistently outperforms deep product knowledge.

That said, cross-sector experience from engineering, manufacturing, or industrial distribution remains highly valuable, as it equips candidates to navigate technically sophisticated buying processes.

When evaluating offers, candidates should focus on total earning potential rather than base salary or headline commission alone. The most reliable bonus structures tend to be within established businesses with consistent order books, rather than early-stage suppliers or niche distributors.

Realism is also key. Candidates frequently overestimate their market value, with some seeking 40 to 60 percent salary increases, figures that remain unrealistic even in a buoyant market. Employers value confidence, but pragmatism wins offers.

# The road ahead

Hiring processes within construction sales and marketing remain refreshingly efficient, particularly compared to other commercial sectors.



Clients who identify strong candidates move fast by accelerating interviews and extending offers to avoid losing talent in an increasingly competitive market. The shortlisting stage, however, still demands the most time and focus, as finding the right blend of personality, drive, and technical skill in such a close-knit market remains complex.

Looking ahead to 2026, hiring demand should stay robust, with growth in sustainability and digital transformation. The rise of green building materials, eco-efficient systems, and digital sales enablement tools will open new opportunities for sales professionals who blend relationship-building with data-driven selling.

Businesses investing in digital infrastructure and CRM systems to better engage distributor networks will gain a clear competitive edge. Meanwhile, macroeconomic drivers, such as US infrastructure programs and renewed European construction spending, are set to sustain momentum into 2026. Firms aligning their commercial strategy with these long-term projects will maintain steady demand for skilled sales talent.



## Clients

Move with pace and purpose. A confident, well-structured process is your strongest competitive advantage.



## Candidates

Show your impact and adaptability. Clear evidence of your value will set you apart.

# **Sales & Marketing**

Consumer Goods

# Market overview

The consumer goods industry remains highly fragmented across the UK, EU, and US, with a persistent supply-demand imbalance at mid-management level.

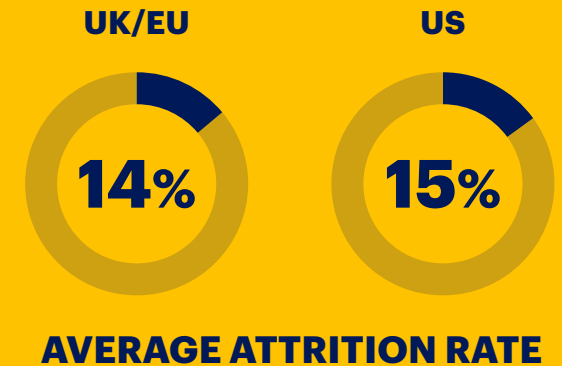
Multinationals continue to face challenges attracting talent for lateral commercial moves, while SMEs and challenger brands are leveraging progression opportunities, particularly title advancements from NAM to SNAM, to secure high-calibre candidates.

Across all regions, professionals are cautious about financial stability and progression certainty. Candidates are prioritising roles that combine clear advancement potential with tangible remuneration growth, reflecting wider cost-of-living concerns.

E-commerce expertise, especially within Amazon-focused functions, dominated hiring throughout 2025. These were often newly created roles as businesses recognised the need for

dedicated ownership rather than dispersed responsibility. Moving into 2026, demand is broadening toward talent capable of unlocking white space within the Out-of-Home (OOH) channel, which continues to offer faster growth and less saturation.

From a total rewards perspective, SMEs have become increasingly creative, introducing EMI share schemes across multiple levels and extending company-wide performance bonuses. Hybrid working remains standard (three days in office, two remote), but flexibility around travel and location continues to influence decisions. A growing number of employers now allow staff to work from anywhere for up to four weeks annually, a highly valued benefit among mid-senior professionals.



# Salaries

## CONSUMER GOODS - SALES

ROLE	UK	EU	US
National Account Executive	£35,000 - £45,000	€41,000 - €52,500	-
Territory Manager	-	-	\$90,000 - \$110,000
National Account Manager	£50,000 - £65,000	€58,500 - €76,000	\$140,000 - \$165,000
Senior National Account Manager	£65,000 - £80,000	€76,000 - €94,000	\$160,000 - \$185,000
National Account Controller	£80,000 - £95,000	€94,000 - €111,000	-
Head of Sales	£85,000 - £100,000	€100,000 - €117,000	\$180,000 - \$200,000
Sales Director	£115,000 +	€135,000 +	\$175,000 - \$210,000
Export Manager	£60,000 - £90,000	€70,000 - €105,000	-
Vice President of Sales	-	-	\$200,000 - \$250,000
Senior Vice President of Sales	-	-	\$250,000 +
Head of Export	£70,000 - £100,000	€82,000 - €117,000	-
Managing Director	£130,000 +	€152,000 +	-

# Salaries

## CONSUMER GOODS - MARKETING

ROLE	UK	EU	US
Brand Manager	£50,000 - £60,000	€58,500 - €70,000	\$120,000 - \$150,000
Senior Brand Manager	£60,000 - £75,000	€70,000 - €88,000	\$150,000 - \$180,000
Marketing Manager	£55,000 - £65,000	€64,500 - €76,000	\$130,000 - \$150,000
Senior Marketing Manager	£65,000 - £80,000	€76,000 - €94,000	\$150,000 - \$180,000
Ecommerce Manager	£55,000 - £75,000	€64,500 - €88,000	\$120,000 - \$140,000
Ecommerce Lead	£75,000 - £85,000	€88,000 - €100,000	\$150,000 - \$180,000
Social Media Manager	£35,000 - £50,000	€41,000 - €58,500	\$100,000 - \$130,000
Marketing Director	£85,000 - £140,000	€100,000 - €164,000	\$160,000 - \$180,000
Head of Marketing	£85,000 - £120,000	€100,000 - €141,000	\$250,000 +

# Retention & hiring insights

Mission-driven culture emerged as the strongest retention tool of the year. In uncertain markets, employees gravitated towards businesses with a clear purpose and authentic leadership.

Internal progression remains equally critical, with a lack of visible career pathways continuing to drive attrition.

The leading causes of turnover were increased pay opportunities and counteroffers, though the latter are proving increasingly ineffective. Once employees feel undervalued, a reactive pay rise rarely rebuilds trust.

Employers achieving the strongest retention results are those mapping out transparent career frameworks and running regular salary reviews. Failure to review compensation annually can leave employees 5–10 percent behind market averages within two years, creating a compelling reason to move externally.

The most effective way to strengthen attraction and retention in 2026 will be through speed and structure. Many hiring processes falter due to poor upfront planning and extended timelines. Businesses should work backward from an ideal start date, designing a two- to three-week process from first interview to offer. Acting decisively not only prevents talent loss but also demonstrates confidence and commitment to prospective hires.



**JAMES VICKERS**

DIVISIONAL MANAGER

*“Mission-driven culture and authentic leadership have become the strongest levers for retention.*

*In uncertain markets, employees stay where purpose and progression are clear.”*

# How candidates can stand out

In 2025, deep market understanding became the ultimate differentiator for high-performing individuals.



## Category expertise

Being fluent in your category's nuances has become the new fast-track to career progression and premium offers.

Employers sought professionals who could deliver impact immediately, those already embedded in the category, familiar with product nuances, and connected to key buyers. Such candidates consistently secured the most attractive offers in both salary and progression.

Looking ahead, the functional health category stands out as a key growth area, driven by consumer demand for performance nutrition and wellness-focused products. Challenger brands in this space offer exceptional career exposure, giving professionals access to senior stakeholders and broader cross-functional experience than is typically available within larger businesses.

When evaluating opportunities, candidates should take a holistic view of total compensation. While SMEs often lead on base salary, bonus, and equity (particularly through EMI share schemes), multinationals tend to excel in structured benefits such as pensions, holidays, car allowances, and private healthcare. The most effective approach is to identify which elements of the package matter most personally, as each business model brings distinct advantages.

Common candidate pitfalls include overestimating market value after recent pay rises and underestimating the impact of counteroffers. Addressing concerns directly with current employers before starting a job search can prevent unnecessary disruption and ensure any move made is driven by long-term goals rather than short-term reaction.

# The road ahead

In 2026, the most successful employers will combine decisiveness with discipline.



A streamlined, two-to-three-week process from first interview to offer demonstrates confidence, clarity, and respect for a candidate's time. Efficiency and communication are now seen as reflections of leadership quality and company culture, strongly influencing how candidates assess long-term opportunity.

For candidates, preparation will be key. Those who clearly articulate their category expertise, commercial results, and adaptability will stand out in a competitive field. Flexibility, purpose, and visible progression will continue to shape career choices, and the professionals who align these priorities with the right cultural fit will be best positioned.

Hiring activity is expected to stabilise in early 2026 as confidence returns to the consumer goods market. Demand will remain strong for commercial, digital, and category specialists who can deliver immediate impact.



## Clients

Act fast on talent and leverage digital tools to stay ahead.



## Candidates

Combine people skills with digital know-how to stay in demand.

# 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.

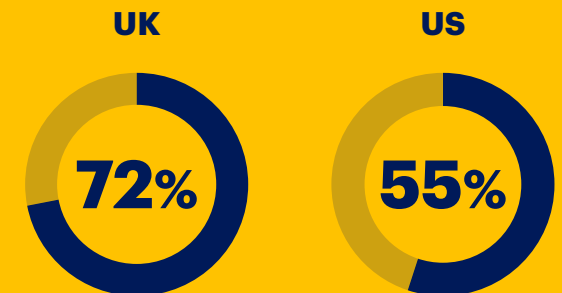
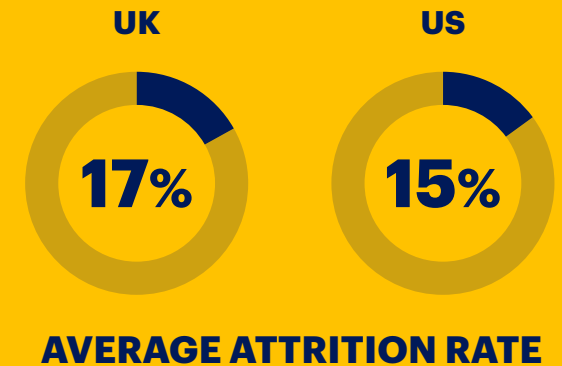
In the UK, momentum returned in Q2-Q3, led by surging demand for cybersecurity, data engineering, and platform roles. Broader growth, however, remains tempered by macroeconomic drag and cautious fiscal policy, with many firms still navigating the aftereffects of interest rate volatility and constrained 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.



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 <sup>st</sup> - 3 <sup>rd</sup> 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

LEADERSHIP	MID-LEVEL	SENIOR	STAFF/LEAD	MANAGER	CONTRACTOR RATES
					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.

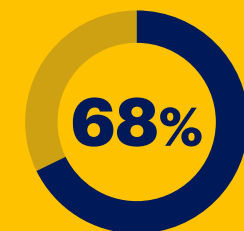
Compensation structures have shifted toward balance and stability. Commission-heavy models are losing appeal as candidates prioritise financial security and transparency. The most sought-after sales professionals now expect a strong base salary, realistic OTE, and short-term guarantees during ramp-up. 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 your relevant team.

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