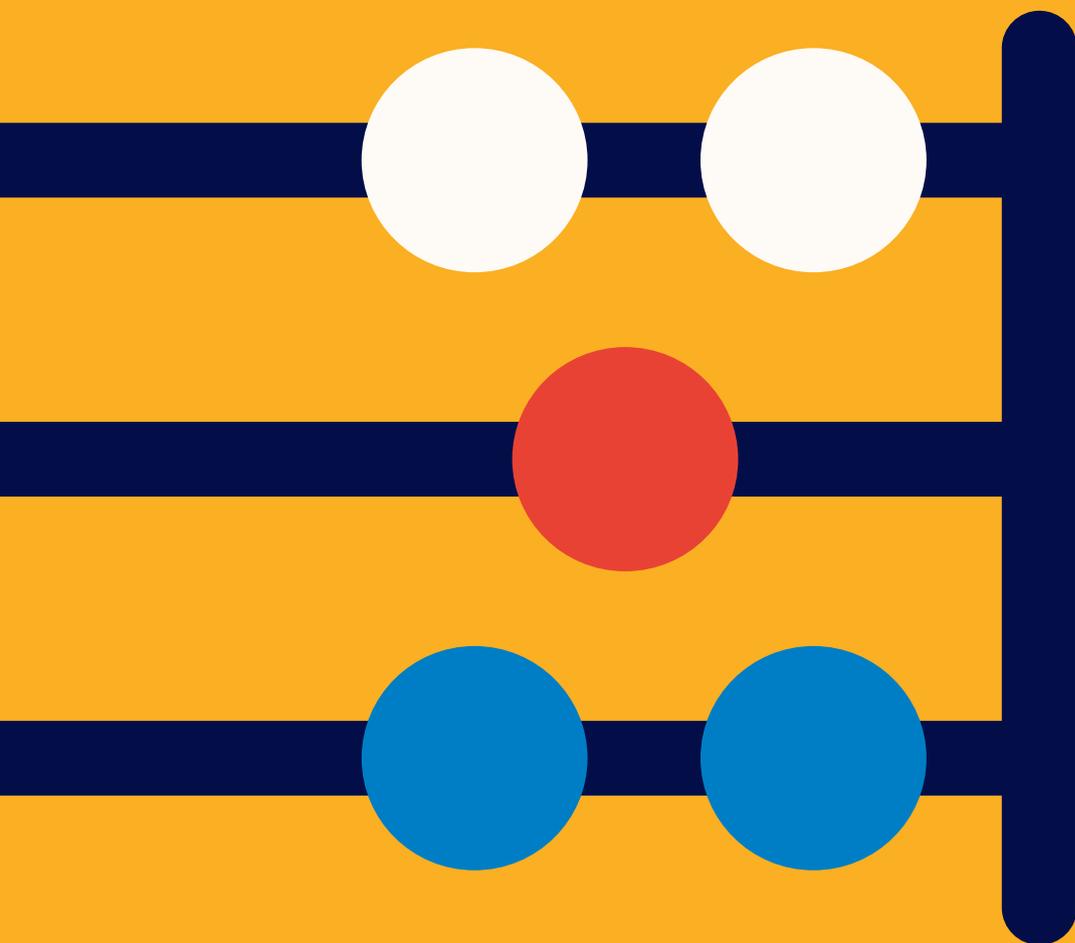


guide to
salaries

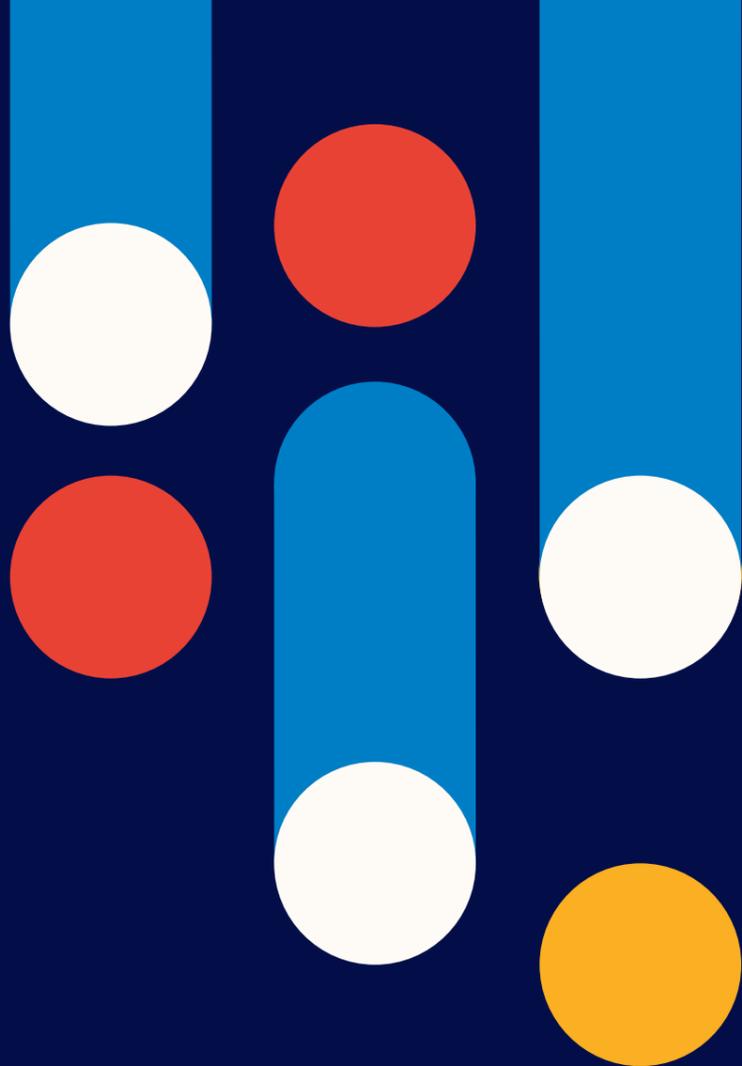
in financial
services.



2019 edition.

 randstad

human forward.



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foreword

The UK economy had a tumultuous 2018, with growth slowing, the Bank of England raising rates to the highest level since the financial crisis and pay rising faster than inflation.

In 2017, the financial services sector contributed £119 billion to the UK economy, 6.5% of total economic output. The sector was largest in London, where 50% of the total output was generated. The sector contributed £27.3 billion in tax in the UK in 2016/17.

With the Brexit deadline extended and in the absence of any clear guidance on what the EU negotiations will lead to in terms of the treatment of services, journalists and industry spokespeople have largely been reduced to guessing what large institutions intend to do

In a sector with different interests and priorities the possible number of outcomes is very high. The debate and commentary have been largely framed around whether banks and other institutions would stay (in London) or go.

There will continue to be bumps along the road in 2019 and with competition for talent increasing - in the UK and across the Channel/Irish sea - salary and benefits will play a key role in employee attraction and retention.

Alison Starmer, managing director, Randstad financial services.

This salary guide was compiled using data gathered between January 2018 and December 2018 from job listings, job offers and candidate registrations by Randstad.

introduction

Walk through the City of London today and you'll see the familiar sights of packed underground platforms, revolving doors and busy coffee shops.

However, in reality, it has been suggested that financial firms moved at least £900bn of assets out of the UK before Brexit. Research by the think tank New Financial found that in preparation 275 companies have moved some or all of their businesses, staff, assets or legal entities from the UK to the EU. Sectors have responded differently: nearly half of asset managers, hedge funds and private equity firms have chosen Dublin, while nearly 90% of firms moving to Frankfurt are banks or investment banks.

Dublin is the biggest beneficiary with 100 relocations, ahead of Luxembourg with 60, Paris with 41 and Frankfurt with 40. The result could be 5,000 jobs moving or to be created in an EU financial hub

By March 2019 Prudential, Britain's biggest insurer, had shifted billions of pounds worth of assets into Luxembourg, joining the list of banks, asset managers and insurers that have moved nearly £1 trillion out of the UK. It is estimated that they spent £27m preparing for Brexit, which includes setting up an operation in Luxembourg, and transferred £37bn in customer assets to the EU hub.

While headline numbers are stark, London will remain the dominant financial centre in Europe for the foreseeable future. Firms want to keep as much of their business in London as possible and even the biggest relocations represent a maximum of 10% of the headcount at individual firms.

In 2019 employers are still looking to attract the best talent whilst retaining their best workers. Pay and benefits are key, which is why our report provides insight into benchmarks and scales to give you confidence in making job offers.

changing

times.

key findings

Our research generally shows that most permanent and temporary salaries remain reasonably static but some areas are reporting an upsurge in salaries and day rates.

One area of wage growth is Compliance, which has seen rises in pay and demand across all levels of roles. 2018 saw companies paying even more attention to laws, rules and regulations as the country prepared to leave the EU and design its own frameworks.

From control room analysts (permanent £50,000-£60,000 and temporary £300-£350, both maximum range) to head of central compliance (permanent £110-155k and temporary £750-£800 maximum range), workers in this crucial area are being paid more to entice the best talent and the risk of rising fines being imposed.

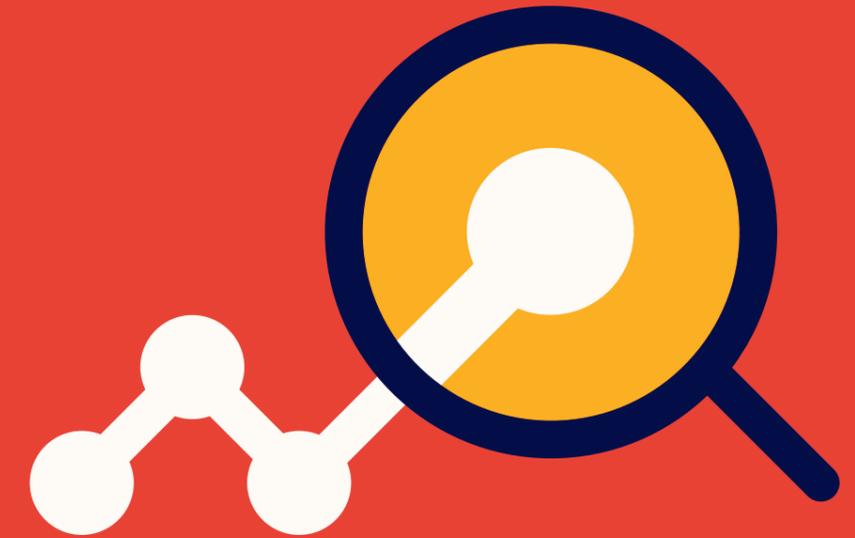
During this time of change other roles associated with compliance are also in demand. Auditors, for example, continue to command some of the highest salaries in finance, earning as much as £175,000 a year in a permanent role or £700 a day.

Chris Rose, Randstad executive manager of change and business transformation explains:

“Contractor rates remain flat year on year as many of our clients await the outcome of the Brexit negotiations and lack of active regulatory driven projects. With this in mind we have seen an increase in more strategic driven “value add” projects with many of our key clients. As we move into the second quarter of the year we fully expect to see an increase in demand for candidates with a regulatory background which could have an upward impact on contractor rates.”

Permanent salaries have remained relatively stable in investment banking, with an increase in the minimum range salaries within change management, asset servicing and securities settlements.

In 2018 there was a reported increase in salaries offered across minimum, mid range and maximum range for Head of UK Compliance roles and head of core central compliance roles.



uncertainty

On Sunday 17th March this year, The Guardian reported that a number of UK bankers were on standby as the city looked at no-deal contingency plans. The newspaper reported that UK bankers from JP Morgan and Goldman Sachs had their suitcases at the ready for relocation to EU offices by 29 March, regardless of Parliament's vote to delay Brexit.

Almost all investment banks are foreign-owned and it is likely that they have put in place emergency measures to cope with a period of uncertainty that could stretch through to summer, depending on the outcome of votes in Parliament. It is likely that banks will shift staff “as late as possible” to avoid any unnecessary disruptions.

The Guardian article also reported that JP Morgan staff, who primarily work across sales and trading, are on standby and that Goldman Sachs has a couple of dozen trading desk staff ready to be shifted overnight.

At the time of press neither bank had commented.

New homes for JP Morgan employees were rumoured to be Paris, Madrid and Milan. The bank, which employs around 16,000 people in the UK, has already opened a new office in Dublin, which has the capacity to host double its existing Irish workforce of 530.

US bank Morgan Stanley was reported ready to transfer 150 UK staff to EU offices, including Frankfurt, Paris and Dublin, with Bank of America ready to relocate nearly 200 front-office roles to Paris by 29 March from regional offices including the UK. About 200 of its back-office roles will also move to Paris in the long term, with 100 UK jobs already transferred to Dublin.

Royal Bank of Scotland, meanwhile, is on track to move assets worth £13bn – £6bn of client assets and £7bn in liabilities – from its UK business to Amsterdam.

According to the December 2018 ONS report on its UK Labour Market redundancy is at the lowest rate since comparable estimates began in 1995.



meeting

expectations.

why staff leave

According to Randstad's Workmonitor Q1 report in 2019, 24% of financial and insurance workers in the UK changed jobs, within the last 12 months, with 6% changing their roles within the same organisation. In 2019 44% of workers said they would rely on recruitment agencies and head-hunters to find them a new role with 27% use personal connections, referrals and networking.

The top five reasons financial services and insurance workers choose to leave their jobs were:

- lack of interest in the job
- remuneration was too low compared to other companies
- limited career path and/or opportunities
- lack of recognition or rewards
- long commuting times

Unsurprisingly reasons such as lack of flexibility, poor work-life balance, fear of losing jobs also featured.

Convenient location and working for organisations which are financially healthy and offer a work-life balance are other key reasons for financial service workers staying in roles. Interesting job content and opportunities to progress careers are also key factors for workers to stay in their roles.

According to data from the European Banking Authority (EBA) more than 3,500 bankers in the UK are paid over €1m (£860k) per year. Over 430 of British high end earners work in asset management. In 2018 one asset manager reportedly earned €40.9m including a €38.3 bonus. A total of 30 bankers earned over €10m in the UK, with the leading investment banker making €17.8m and the top-earning executive earning €17.2m.

The EBA has monitored pay at lenders and bank-owned asset managers for several years as part of its post-crisis financial reforms. Variable pay has steadily fallen versus fixed since the 2014 introduction of a European bankers' bonus cap which limited incentive rewards to twice salary.

Source: ft.com



Providing attractive salary and benefits is the number one reason why financial services workers stay in their roles.

"In the face of a challenging and uncertain economic environment, organisations typically brace themselves by keeping a tight rein on investment and labour costs. Despite the skills shortage and recent higher inflation, fragile consumer confidence appears to deter the majority of the workforce from pushing hard for pay rises."

Gary Long,
associate director, Randstad financial services

gender pay disparity

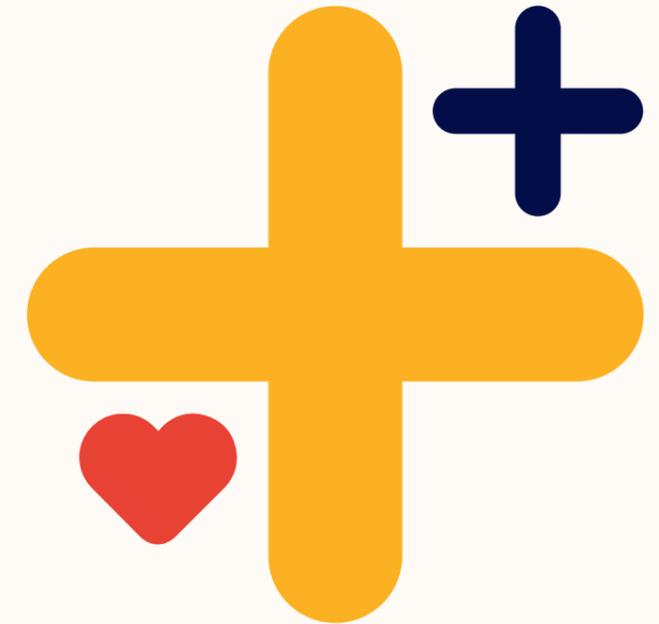
The national gender pay gap has narrowed to its lowest since records began in 1997 (October 2018 - ONS) but on average men still earn 8.6% more than women.



41% of women holding financial managers and directors positions.

When it comes to finance and investment analysts and advisors, women are paid 7.8% less than men at £18.49 per hour and £20.05 per hour (£38,858 year). Women hold 42% of these jobs. When it comes to financial managers and directors women are paid 31% less than men. Women hold 41% of these jobs. (ONS April 2018)

Promoting women to more senior - and higher paying - roles is one of the ways companies are closing the gap but recognising it in the first place is a step in the right direction if the UK is to improve on the woeful position of having just six female CEOs at FTSE 100 companies.



Government action is also tackling the issue in the form of the Women in Finance Charter, which commits the Treasury and more than 120 signatory companies to supporting the progression of women into senior roles in financial services.



The gender pay gap for full-time employees is close to zero for those aged between 18 and 39 years. (October 2018 ONS)

Work will also need to focus on other areas to really make an impact here such as perceived glass ceilings, work life balance, and in financial services in particular a perception of overly macho cultures.

Recent research* has also highlighted interesting differences between how males and females respond to job adverts and job descriptions with women far more likely than men to deselect themselves from applying for a role due to a self-perceived lack of the required skills.

New transparency laws around pay have encouraged pay parity and from April 2018 companies with 250 or more employees have been obliged to publish their gender pay gap annually.



At Randstad we believe equal pay isn't just morally right but it also makes business sense and while the Equality Act 2010 will make gender pay gap reporting mandatory and narrow the chasm, we are committed to recruiting based on ability, knowledge, skills and merit alone."



diversity



It's not just women who have struggled to make it into leadership roles. Fewer than one in 10 management jobs in the UK are currently held by members of black, asian and ethnic minority (BAME) community.

One business that is tackling underrepresentation is Lloyds Banking Group, which is targeting 8% of its top 7,000 staff to be identified as black, asian or minority ethnic (BAME) by 2020.

The wider impact of moves such as this aren't just ethical but make business sense, too. In 2017 a government backed review on diversity found the UK economy would be £24bn a year bigger if those from a BAME background progressed in their careers at the same pace as their white colleagues.

in finance.

 Mastercard was one of the first signatories of HM Treasury's Women in Finance Charter. As of 1 October 2017, Mastercard UK met its targets, due to be achieved by 2020. Their current UK management team is made up of more than 40% women.

 In May 2018, the Randstad 'Paying Attention' within financial services report showed those in the top 25% for gender diversity were 21% more likely to achieve profit above the industry average.

 3% of staff are gay, lesbian or bisexual according to the FCA annual report 2016/17.

 Between 10-15% of staff at financial institutions will have a disability.

 The Bank of Ireland was awarded the Champion of Inclusion and Diversity in the 2018 Championing Diversity Awards, have set an organisation goal for 50/50 gender balance in all senior appointments by 2021.

Alongside gender and ethnicity there are many areas of diversity and inclusion that financial institutions in the UK need to address, both at attraction and interview stage and then by providing relevant support once workers are in the workplace.

These include:

- unseen disabilities
- physical disabilities
- age
- LGBT workers
- returners to work.

'Diversity and inclusion is a topic close to my heart for a number of reasons. In March 2019 I was invited as a keynote speaker to the Global Recruiter Diversity Summit and in the same month Adam Thorpe our operations director has been on the judging panel for the Financial Times diversity awards. Our annual diversity and inclusion within the financial services report will be released in early summer where we explore what the industry is doing and look at recommendations to financial services wanting to improve in the area of diversity and inclusion.'

Alison Starmer,
managing director, Randstad financial services.

the benefits of diversity

improved knowledge-sharing

better customer service

a wider understanding of different perspectives

enhanced problem-solving

greater innovation

how 2019

is taking shape.

how banking prepared for a no deal

It is estimated that Lloyds with 75,000 UK staff could see a small number transferred to the bank's 300-strong Berlin office. In March it was understood to be setting up subsidiaries in Frankfurt and Luxembourg. Barclays with 48,700 UK staff expect to add around 150 staff to its Dublin office through a mix of new hires and UK transfers. HSBC with 41,000 UK staff could see up to 1,000 UK-based roles which primarily serve EU clients to be transferred to its Paris operations. RBS with 68,600 UK staff could transfer 100 UK roles to its EU hub in Amsterdam.

Bank of America Merrill Lynch with a UK staff total 6,000 has already seen around 100 UK jobs transferred to Dublin. Nearly 200 front-office roles will shift to Paris by 29 March from regional offices including the UK, while around 200 back-office roles could in the longer term move to Paris.

Citigroup with a UK staff total of 9,000 could transfer around 60 London-based staff to EU offices including Dublin, Frankfurt, Luxembourg, Paris, Amsterdam and Milan. Morgan Stanley UK staff total: 6,000 could see 150 UK staff transferred to EU offices including Frankfurt, Paris and Dublin.

preparing for change

Financial services are preparing for Brexit and potential changes to law, regulation and rules by expanding compliance and risk teams.

As the salary data in the second half of this report shows, during this time it appeared companies were already paying higher salaries and rates in these areas in a bid to recruit the best talent and stay ahead of challenges brought on from changes to regulatory and legal frameworks.

we continue to assist our clients making their move to Ireland

In response to finance jobs moving to Dublin, and financial organisations increasing their presence in Ireland, we have set up a specialist Dublin office.

closing statement

Alison Starmer, managing director for Randstad financial services states: "Despite the ongoing uncertainty over the country's withdrawal from the EU, London continues to remain lucrative for bankers. If London banks are to move their workforce to other European hubs, average compensation packages are likely to decrease. London offers the highest salaries and bonuses in the market and will continue to be an attractive location for financial service workers in 2019 and beyond."

accountancy & finance.

permanent

	Minimum range	Mid range	Maximum range
Internal Audit	£50,000 - £75,000	£75,000 - £100,000	£100,000 - £175,000
Financial Operations	£24,000 - £28,000	£28,000 - £34,000	£34,000 - £38,000
Financial Reporting & Control	£30,000 - £50,000	£50,000 - £80,000	£80,000 - £120,000
Fund Accounting	£35,000 - £50,000	£50,000 - £75,000	£75,000 - £120,000
Management Reporting & Analysis	£32,000 - £50,000	£50,000 - £80,000	£80,000 - £120,000
Product Control	£35,000 - £50,000	£50,000 - £80,000	£80,000 - £120,000
Project Management	£40,000 - £50,000	£50,000 - £90,000	£90,000 - £150,000
Regulatory Reporting	£35,000 - £50,000	£50,000 - £80,000	£80,000 - £120,000
Taxation	£40,000 - £50,000	£50,000 - £90,000	£90,000 - £200,000

temporary

	Minimum range	Mid range	Maximum range
Internal Audit	£300 - £400	£400 - £550	£550 - £700
Financial Operations	£120 - £150	£150 - £200	£200 - £250
Financial Reporting & Control	£150 - £250	£250 - £400	£400 - £500
Fund Accounting	£150 - £250	£250 - £350	£350 - £450
Management Reporting & Analysis	£250 - £300	£300 - £400	£400 - £500
Product Control	£300 - £350	£350 - £400	£400 - £550
Regulatory Reporting	£200 - £300	£300 - £450	£450 - £600



operations: investment banking.

permanent

	Minimum range	Mid range	Maximum range
Cash Management/Liquidity	£40,000 - £50,000	£50,000 - £60,000	£60,000 - £110,000
Client Services	£40,000 - £50,000	£50,000 - £65,000	£65,000 - £110,000
Client Money	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Asset Servicing	£40,000 - £55,000	£55,000 - £60,000	£60,000 - £120,000
Documentation	£40,000 - £55,000	£55,000 - £70,000	£70,000 - £120,000
Derivatives Settlements/Middle Office	£40,000 - £55,000	£55,000 - £70,000	£70,000 - £120,000
Data Management	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Securities Settlements/Middle Office	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Client Clearing	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Collateral Management	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Onboarding	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Transaction/Regulatory Reporting	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
OCRM	£40,000 - £55,000	£55,000 - £70,000	£70,000 - £120,000
Loans	£35,000 - £45,000	£45,000 - £60,000	£60,000 - £110,000
Trade Finance	£40,000 - £48,000	£48,000 - £60,000	£60,000 - £110,000

temporary

	Minimum range	Mid range	Maximum range
Cash Management/Liquidity	£180 - £210	£210 - £250	£250 - £280
Client Services	£180 - £220	£220 - £250	£250 - £300
Client Money	£200 - £230	£230 - £260	£260 - £300
Asset Servicing	£160 - £200	£200 - £270	£270 - £300
Documentation	£200 - £250	£250 - £350	£350 - £450
Derivatives Settlements/Middle Office	£180 - £220	£220 - £260	£260 - £300
Data Management	£150 - £180	£180 - £240	£240 - £280
Securities Settlements/Middle Office	£160 - £200	£200 - £220	£220 - £260
Client Clearing	£180 - £220	£220 - £250	£250 - £280
Collateral Management	£180 - £220	£220 - £250	£250 - £280
Onboarding	£180 - £250	£250 - £280	£280 - £320
Transaction/Regulatory Reporting	£200 - £250	£250 - £320	£320 - £380
OCRM	£200 - £250	£250 - £300	£300 - £350
Loans	£200 - £250	£250 - £280	£280 - £350
Trade Finance	£180 - £220	£220 - £250	£250 - £300



change management.

permanent

	Minimum range	Mid range	Maximum range
Programme Management (Investment Banking/Investment Management)	£80,000 - £100,000	£100,000 - £140,000	£140,000 - £170,000
Project Manager (Investment Banking/Investment Management)	£50,000 - £75,000	£75,000 - £90,000	£90,000 - £110,000
PMO Manager (Investment Banking/Investment Management)	£65,000 - £75,000	£75,000 - £90,000	£90,000 - £110,000
Business Analyst (Investment Banking/Investment Management)	£35,000 - £55,000	£55,000 - £70,000	£70,000 - £95,000
PMO Analyst (Investment Banking/Investment Management)	£40,000 - £50,000	£50,000 - £60,000	£60,000 - £65,000
Programme Management (Retail and Corporate)	£80,000 - £100,000	£100,000 - £120,000	£120,000 - £140,000
Project Manager (Retail and Corporate)	£60,000 - £70,000	£70,000 - £85,000	£85,000 - £100,000
PMO Manager (Retail and Corporate)	£40,000 - £50,000	£50,000 - £65,000	£65,000 - £80,000
Business Analyst (Retail and Corporate)	£40,000 - £50,000	£50,000 - £60,000	£60,000 - £75,000

temporary

	Minimum range	Mid range	Maximum range
Programme Management (Investment Banking/Management, Operations & Finance)	£700 - £800	£800 - £900	£900 - £1,200
Project Manager (Investment Banking/Management, Operations & Finance)	£500 - £600	£600 - £800	£800 - £900
PMO Manager (Investment Banking/Management, Operations & Finance)	£450 - £500	£500 - £550	£550 - £650
Business Analyst (Investment Banking/Management, Operations & Finance)	£450 - £550	£550 - £600	£600 - £750
PMO Analyst (Investment Banking/Management, Operations & Finance)	£300 - £400	£400 - £500	£500 - £550
Programme Management (Retail and Corporate)	£650 - £750	£750 - £900	£900 - £950
Project Manager (Retail and Corporate)	£500 - £600	£600 - £700	£700 - £800
PMO Manager (Retail and Corporate)	£400 - £450	£450 - £500	£500 - £550
PMO Analyst (Retail and Corporate)	£300 - £350	£350 - £450	£450 - £500
Business Analyst (Retail and Corporate)	£450 - £500	£500 - £550	£550 - £600



compliance.

permanent

	Minimum range	Mid range	Maximum range
Regional Head of Compliance	£180,000 - £280,000	£280,000 - £350,000	£350,000 - £400,000
Head of Group Compliance	£135,000 - £155,000	£155,000 - £175,000	£175,000 - £200,000
Head of UK Compliance (CF 10)	£100,000 - £120,000	£120,000 - £140,000	£140,000 - £180,000
Head of Core/Central Compliance	£90,000 - £110,000	£110,000 - £120,000	£120,000 - £150,000
Senior Manager Advisory	£90,000 - £95,000	£95,000 - £115,000	£115,000 - £140,000
Advisory Manager	£80,000 - £85,000	£85,000 - £90,000	£90,000 - £120,000
Advisory Associate	£60,000 - £50,000	£50,000 - £60,000	£60,000 - £90,000
Senior Manager Monitoring	£80,000 - £90,000	£90,000 - £105,000	£105,000 - £125,000
Monitoring Manager	£60,000 - £65,000	£65,000 - £75,000	£75,000 - £100,000
Monitoring Associate	£50,000 - £55,000	£55,000 - £60,000	£60,000 - £80,000
Head of Control Room	£85,000 - £95,000	£95,000 - £115,000	£115,000 - £125,000
Control Room Team Leader	£50,000 - £60,000	£60,000 - £65,000	£65,000 - £80,000
Control Room Analyst/Associate	£30,000 - £45,000	£45,000 - £50,000	£50,000 - £55,000

temporary

	Minimum range	Mid range	Maximum range
Regional Head of Compliance	£800 - £1,000	£1,000 - £1,500	£1,500 - £2,000
Head of UK Compliance (CF 10)	£800 - £1,000	£1,000 - £1,050	£1,050 - £1,200
Head of Core/Central Compliance	£600 - £650	£650 - £750	£750 - £900
Senior Manager Advisory	£700 - £750	£750 - £850	£850 - £1,000
Advisory Manager	£450 - £450	£450 - £500	£500 - £700
Advisory Associate	£350 - £450	£450 - £500	£500 - £550
Senior Manager Monitoring	£550 - £650	£650 - £750	£750 - £850
Monitoring Manager	£400 - £500	£500 - £550	£550 - £600
Monitoring Associate	£300 - £350	£350 - £400	£400 - £450
Head of Control Room	£500 - £550	£550 - £600	£600 - £700
Control Room Team Leader	£300 - £350	£350 - £400	£400 - £500
Control Room Analyst/Associate	£200 - £250	£250 - £300	£300 - £350
Financial Promotions Manager	£300 - £400	£400 - £500	£500 - £600
Financial Promotions Associate	£200 - £250	£250 - £300	£300 - £350



financial crime.

permanent

	Minimum range	Mid range	Maximum range
Head of Financial Crime: EMEA	£150,000 - £200,000	£200,000 - £300,000	£300,000 - £400,000
Head of Financial Crime: UK/MLRO (CF11)	£100,000 - £130,000	£130,000 - £160,000	£150,000 - £160,000
AML Manager	£60,000 - £70,000	£70,000 - £85,000	£85,000 - £100,000
KYC Manager/Team Leader	£55,000 - £70,000	£70,000 - £80,000	£80,000 - £85,000
KYC/Onboarding Associate	£35,000 - £45,000	£45,000 - £55,000	£55,000 - £70,000
KYC Analyst	£30,000 - £40,000	£40,000 - £50,000	£50,000 - £55,000
Sanctions Manager	£50,000 - £60,000	£60,000 - £75,000	£75,000 - £90,000
Transaction Surveillance/Monitoring	£50,000 - £55,000	£55,000 - £75,000	£75,000 - £90,000
Financial Crime Officer	£40,000 - £50,000	£50,000 - £75,000	£75,000 - £90,000

temporary

	Minimum range	Mid range	Maximum range
Head of Financial Crime: EMEA	£800 - £1,000	£1,000 - £1,500	£1,500 - £2000
Head of Financial Crime: UK/MLRO (CF11)	£750 - £800	£800 - £900	£900 - £1,000
AML Manager	£300 - £350	£350 - £400	£400 - £450
KYC Manager/Team Leader	£350 - £400	£400 - £450	£450 - £500
KYC/Onboarding Associate	£200 - £250	£250 - £300	£300 - £400
Sanctions Manager	£350 - £400	£400 - £450	£450 - £550
Transaction Surveillance/Monitoring	£350 - £400	£400 - £450	£450 - £550
Financial Crime Officer	£350 - £400	£400 - £500	£500 - £550



global transaction services & custody.

permanent

	Minimum range	Mid range	Maximum range
Relationship Management	£65,000 - £80,000	£80,000 - £100,000	£100,000 - £150,000
Client Services	£35,000 - £45,000	£45,000 - £65,000	£65,000 - £85,000
Network Management	£50,000 - £80,000	£80,000 - £110,000	£110,000 - £150,000
Product Management	£50,000 - £70,000	£70,000 - £90,000	£90,000 - £120,000

temporary

	Minimum range	Mid range	Maximum range
Relationship Management	£200 - £300	£300 - £400	£400 - £450
Client Services	£150 - £200	£200 - £250	£250 - £300
Network Management	£200 - £300	£300 - £400	£400 - £500
Product Management	£250 - £300	£300 - £400	£400 - £650



distribution and marketing.

permanent

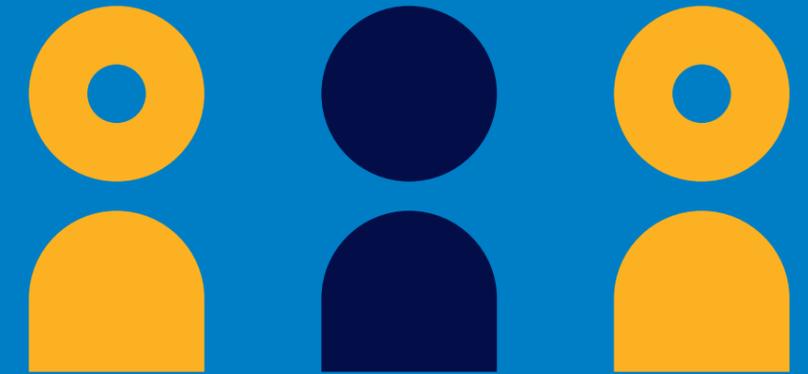
	Minimum range	Mid range	Maximum range
Sales	£60,000 - £80,000	£80,000 - £100,000	£100,000 - £130,000
RFP	£50,000 - £60,000	£60,000 - £80,000	£80,000 - £100,000
Investment Writing	£60,000 - £70,000	£70,000 - £90,000	£90,000 - £110,000
Market Intelligence	£45,000 - £60,000	£60,000 - £80,000	£80,000 - £110,000
Presentations	£40,000 - £50,000	£50,000 - £65,000	£65,000 - £80,000
Product Development	£55,000 - £70,000	£70,000 - £90,000	£90,000 - £110,000
Sales Support	£45,000 - £55,000	£55,000 - £70,000	£70,000 - £90,000

temporary

	Minimum range	Mid range	Maximum range
Sales	N/A	N/A	N/A
RFP	£150 - £180	£180 - £250	£250 - £350
Investment Writing	£180 - £200	£200 - £300	£300 - £400
Market Intelligence	£180 - £200	£200 - £300	£300 - £400
Presentations	£130 - £150	£150 - £200	£200 - £250
Product Development	£250 - £300	£300 - £400	£400 - £650
Sales Support	£140 - £180	£180 - £220	£220 - £250



risk management.



permanent

	Minimum range	Mid range	Maximum range
Counterparty Credit Risk Reporting	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Counterparty Credit Risk Methodology	£45,000 - £65,000	£65,000 - £100,000	£100,000 - £180,000
Credit Portfolio Modelling	£45,000 - £65,000	£65,000 - £90,000	£90,000 - £200,000
Counterparty Credit Risk Stress Testing	£45,000 - £60,000	£60,000 - £80,000	£80,000 - £150,000
Market Risk Reporting	£35,000 - £50,000	£50,000 - £70,000	£70,000 - £120,000
Market Risk Management	£45,000 - £60,000	£60,000 - £90,000	£90,000 - £180,000
Market Risk Methodology/Quant	£45,000 - £70,000	£70,000 - £100,000	£100,000 - £180,000
Market Risk Stress Testing	£45,000 - £70,000	£70,000 - £90,000	£90,000 - £150,000
Investment Risk Analyst	£40,000 - £60,000	£60,000 - £90,000	£90,000 - £150,000
Risk Valuations/CVA	£40,000 - £60,000	£60,000 - £85,000	£85,000 - £150,000
Model Validation	£45,000 - £65,000	£65,000 - £100,000	£100,000 - £180,000
Operational Risk - First Line	£40,000 - £55,000	£55,000 - £80,000	£80,000 - £120,000
Operational Risk Management	£45,000 - £60,000	£60,000 - £80,000	£80,000 - £150,000
Operational Risk Scenarios/Capital Modelling	£55,000 - £60,000	£70,000 - £100,000	£100,000 - £180,000
Credit Analysis - FI, NBFII	£40,000 - £55,000	£55,000 - £75,000	£75,000 - £120,000
Credit Analysis - Corporates	£40,000 - £55,000	£55,000 - £75,000	£75,000 - £120,000
Front Office Quantitative Analyst	£50,000 - £80,000	£80,000 - £110,000	£110,000 - £200,000

temporary

	Minimum range	Mid range	Maximum range
Counterparty Credit Risk Reporting	£200 - £300	£300 - £400	£400 - £500
Counterparty Credit Risk Methodology	£300 - £400	£400 - £550	£550 - £650
Credit Portfolio Modelling	£350 - £500	£500 - £700	£700 - £900
Counterparty Credit Risk Stress Testing	£400 - £500	£500 - £650	£650 - £850
Market Risk Reporting	£200 - £300	£300 - £400	£400 - £500
Market Risk Management	£300 - £400	£400 - £500	£500 - £650
Market Risk Methodology/Quant	£400 - £500	£500 - £600	£600 - £900
Market Risk Stress Testing	£400 - £500	£500 - £700	£700 - £900
Investment Risk Analyst	£300 - £400	£400 - £500	£500 - £650
Risk Valuations/CVA	£300 - £400	£400 - £500	£500 - £750
Model Validation	£400 - £500	£500 - £700	£700 - £900
Operational Risk - First Line	£300 - £400	£400 - £500	£500 - £600
Operational Risk Management	£300 - £400	£400 - £550	£550 - £750
Operational Risk Scenarios/Capital Modelling	£400 - £550	£550 - £800	£800 - £1,000
Credit Analysis - FI, NBFII	£250 - £350	£350 - £500	£500 - £650
Credit Analysis - Corporates	£250 - £300	£300 - £450	£450 - £600
Front Office Quantitative Analyst	£600 - £700	£700 - £800	£800 - £1,000

investment management, operations & front office support.

permanent

	Minimum range	Mid range	Maximum range
Client Reporting	£45,000 - £55,000	£55,000 - £75,000	£75,000 - £90,000
Client Services	£50,000 - £60,000	£60,000 - £80,000	£80,000 - £110,000
Performance Analysis	£50,000 - £65,000	£65,000 - £100,000	£100,000 - £120,000
Fund Administration	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £100,000
Operational Oversight	£55,000 - £60,000	£60,000 - £80,000	£80,000 - £100,000
Data Management	£40,000 - £50,000	£50,000 - £70,000	£70,000 - £100,000
Portfolio Analysis	£55,000 - £65,000	£65,000 - £80,000	£80,000 - £110,000
Trade Support	£45,000 - £55,000	£55,000 - £75,000	£75,000 - £90,000
Client Onboarding/Transitions	£55,000 - £60,000	£60,000 - £80,000	£80,000 - £110,000

temporary

	Minimum range	Mid range	Maximum range
Client Reporting	£150 - £200	£200 - £230	£230 - £250
Client Services	£150 - £200	£200 - £230	£230 - £250
Performance Analysis	£180 - £220	£220 - £300	£300 - £350
Fund Administration	£150 - £180	£180 - £220	£220 - £250
Operational Oversight	£200 - £225	£225 - £300	£300 - £350
Data Management	£150 - £180	£180 - £250	£250 - £300
Portfolio Analysis	£150 - £200	£200 - £230	£230 - £250
Trade Support	£150 - £200	£200 - £230	£230 - £250
Client Onboarding/Transitions	£180 - £220	£220 - £300	£300 - £350





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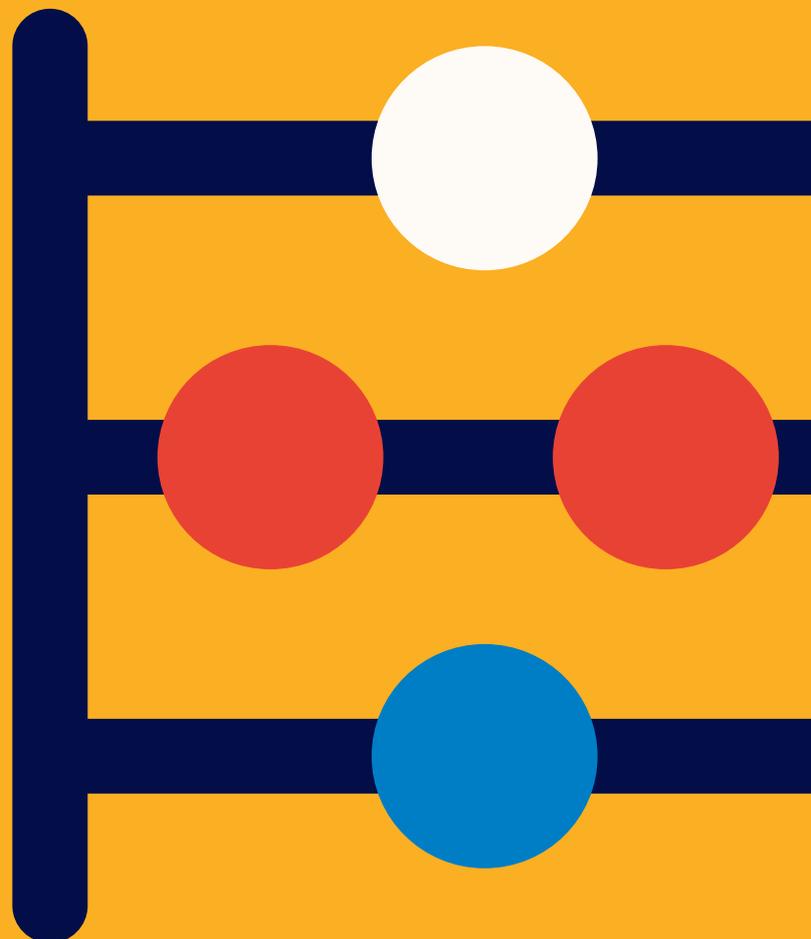
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