

Salary Benchmark Report 2024

> Leadership, Technology, and Change





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Ollie Whiting Group CEO

Against the backdrop of cost-of-living increases, the most important factor for candidates considering a new role is a higher salary (39%) over company culture (30%).

### Foreword

### The UK tech job market is showing signs of recovery.

Following a period of macroeconomic challenges, UK companies are beginning to increase investment in their products and services. This is fuelled by GDP figures outperforming forecasts and encouraging signs that inflation is improving.

At La Fosse, we've seen an increase in job openings since the summer, driven in part by the reengagement of change and transformation projects.

Digital transformation and better customer experience are key strategic priorities, driving talent demand across all areas, from IT architecture and software engineering through to quality assurance and product, UX, and design.

Naturally, the leadership market is also hotting up as companies look to hire candidates with a proven track record of delivery of similar strategic goals.

With increased demand comes higher salaries, and we've seen employers enhance their remuneration

and benefits packages to attract and retain top talent. Our report indicates average annual increases ranging from 10-25% for both permanent salaries and contract day rates across different specialisms. This is also a result of the cost of living crisis, which has meant companies have had to adjust their employees' remuneration.

At a time when securing and retaining top talent is key, our report is designed to give you a comprehensive overview of market trends and salary benchmarks across each tech discipline.

Based on data collected from over 4,800 roles managed and placed by La Fosse in the past year, this report also includes input from our specialist consultants and industry experts.

If you're looking to hire, we have significant experience building bespoke teams that help businesses innovate and accelerate at pace.

To discuss your hiring needs or career opportunities, please get in touch.  $\rightarrow$ 

TRANSFORM YOUR BUSINESS



Over

**4,800** roles managed and placed in the last year.

"We have significant experience building bespoke teams that help businesses innovate and accelerate at pace."



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### La Fosse Recruitment

We deliver talent at all levels, from technologies all the way down to pipelining

From permanent and contract recruitment to resou augmentation, we have the expertise to meet our co technology and business transformation needs.

### Talent solutions for today and tomorrow

At La Fosse, we work by your side to bring the right talent into your organisation. From recruitment and executive search to our Academy, we have all of the capabilities needed to build bespoke talent solutions that solve your unique and evolving technology\_needs.

### La Fosse Executive

We find our customers the leadership the to drive growth and create long-term value

Our network of outstanding leaders, complemented access to up-and-coming talent, ensures that we c our customers at every stage of their journey, from investment to exit.

### La Fosse Solutions

We design solutions that deliver lasting flexibility alongside rapid transformation.

We help businesses adapt, innovate, and accelerate from adding short-term capacity to building long-te all aligned to our customers' business needs.

#### La Fosse Academy

We are future-proofing the workforce, re-thinking how teams are built.

We train and place the tech and delivery superstars bringing top-tier diverse talent to the workplace wit plan for the long term.

| ATE EXECUTIVE<br>DNS SEARCH  | HOW ARE YOU BRIDGING TRANSFORM YOUR<br>THE SKILLS GAP? BUSINESS   |
|--|---|
| nology<br>g junior talent.<br><sup>Jurce</sup><br>customers'             | <ul> <li>✓ Talent at all levels</li> <li>✓ Full range of capabilities</li> <li>✓ Mix of engagement and hire options</li> </ul>  |
| <b>ey need</b><br>.ue.<br>ed by our unique<br>can accompany<br>n initial | <ul> <li>Specialists in transformation</li> <li>Expertise across a range of<br/>C-suite and leadership roles</li> <li>Partnership across full<br/>growth lifecycle</li> </ul> |
| •<br>ce at pace –<br>cerm capability,                                    | <ul> <li>✓ Delivering teams</li> <li>✓ Building a legacy</li> <li>✓ Tailored solutions</li> <li>Find out more →</li> </ul>  |
| rs of tomorrow,<br>ith a retention                                       | <ul> <li>✓ Diverse and selective talent pool</li> <li>✓ Versatile skill sets</li> <li>✓ Building continuity and retention</li> <li>Find out more →</li> </ul>                 |

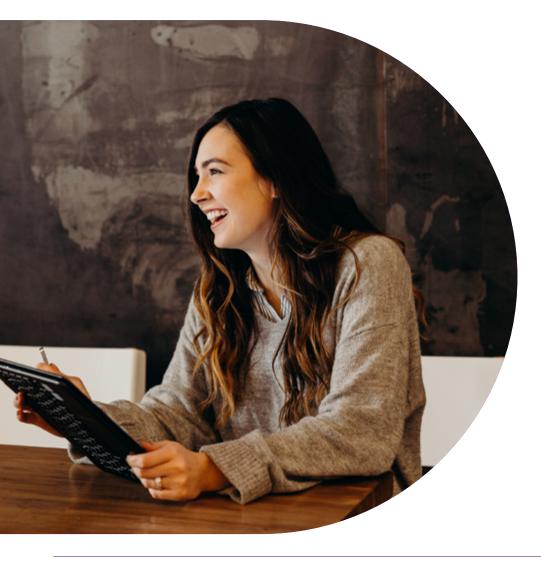


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Change & transformation (business, digital & IT) 20 

#### **Corporate functions**

| HR                |
|-------------------|
| Finance transform |
| Marketing         |
| Sales             |

|       |       | _      |   |
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| EXECI | uuve  | Search | d |
|       |       |        | ł |

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Salary averages are calculated across nearly 4,800 roles La Fosse has worked on in the past year, using information from candidates and input from our specialist consultants.



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# IT architecture

The architecture market has stabilised after what was a busy 2022/23, seeing a bounce back after Covid with several customers embarking on transformations that had previously been put on hold. Generalist roles have decreased and the need for more specialist skills in cloud, data, and software has led to a shift in the market.

Day rates and perm salaries have generally increased, as have the number of roles inside IR35 in comparison to those outside IR35.

Increased spending on digitisation and improving the digital experience has driven the demand for architects at both blue-chip companies and highgrowth firms.

For more information about roles in IT architecture, contact:



**Ryan Grant** Managing Consultant ryan.grant@lafosse.com



**Xavier Labat** Principal Consultant xavier.labat@lafosse.com

"The need for more specialist skills in cloud, data, and software has led to a shift in the market."

6.67% average permanent salary increase for solutions architect roles in 2023.

|                         |                       | Perm     | anent    |                   | tract<br>le IR35 |        | tract<br>e IR35 |
|-------------------------|-----------------------|----------|----------|-------------------|------------------|--------|-----------------|
|                         |                       | Low      | High     | Low               | High             | Low    | High            |
| СТО                     | Start Up/<br>Scale Up | £130,000 | £160,000 | £1,000            | £1,500           | £900   | £1,400          |
|                         | Established<br>Brand  | £150,000 | £250,000 | £1,500            | £2,500           | £1,250 | £1,800          |
| Chief Architect         | Start Up/<br>Scale Up | £120,000 | £175,000 | £900              | £1,200           | £1,000 | £1,400          |
|                         | Established<br>Brand  | £150,000 | £200,000 | £850              | £1,200           | £750   | £1,200          |
| Head of<br>Architecture | Start Up/<br>Scale Up | £120,000 | £175,000 | £900              | £1,200           | £1,000 | £1,400          |
|                         | Established<br>Brand  | £130,000 | £200,000 | £700              | £1,200           | £650   | £1,200          |
| Data Architect          |                       | £110,000 | £130,000 | 130,000 £700 £900 |                  | £750   | £950            |
| Integration Arch        | Integration Architect |          | £125,000 | £650              | £650 £900        |        | £1,000          |
| Digital/Platform        | n Architect           | £110,000 | £125,000 | £650              | £850             | £750   | £950            |
| Cloud Architect         | :                     | £100,000 | £125,000 | £600              | £800             | £700   | £900            |
| Application Arc         | hitect                | £100,000 | £125,000 | £650              | £750             | £750   | £900            |
| Enterprise Arch         | itect                 | £100,000 | £125,000 | £650 £1,000       |                  | £700   | £1,000          |
| Business Archit         | Business Architect    |          | £120,000 | £700 £900         |                  | £750   | £950            |
| Solution Architect      |                       | £90,000  | £120,000 | £600              | £800             | £700   | £900            |
| Technical Architect     |                       | £85,000  | £115,000 | £550              | £700             | £650   | £800            |
| Infrastructure A        | Architect             | £77,500  | £100,000 | £600              | £800             | £650   | £850            |



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### Cloud, infrastructure, & DevOps

We have seen a reduction in vacancies compared to the abnormal market conditions of 2022, bringing a semblance of balance back to the employer/ candidate dynamic.

Both salaries and day rates have increased throughout 2023 (mainly due to the 'cost of living' effect) and we've seen a disconnect with customers who have not gone out to market on roles within the last 12 months.

Engineers that can articulate their troubleshooting or project experience and demonstrate good communication (a common complaint amongst customers) are still particularly highly sought after.

Across all disciplines within infrastructure, skills that are particularly in demand include a grasp of the 'Modern Workplace' stack (especially the 'E5' suite of products within M365), ability to 'cost optimise' cloud usage (FinOps), and infrastructure's impact on regulatory frameworks (GDPR, Cyber Essentials, and ISO 27001).

For more information about roles in cloud, infrastructure, & DevOps, contact:



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**Chris Blacketer Senior Manager** chris.blacketer@lafosse.com



**Charlie Cairoli** Principal Consultant Manager charlie.cairoli@lafosse.com

|                                    | IT architec | ture   <u>Clou</u> | d, infrastruc | ture, & DevC    | <u>)ps</u>   Infos         | Sec, privacy,       | & governance |
|------------------------------------|-------------|--------------------|---------------|-----------------|----------------------------|---------------------|--------------|
|                                    |             |                    |               |                 |                            |                     |              |
|                                    | Perm        | anent              |               | tract<br>e IR35 | Con <sup>.</sup><br>Outsic | Academy<br>day rate |              |
|                                    | Low         | High               | Low           | High            | Low                        | High                | Ð            |
| Infrastructure Management          |             |                    |               |                 |                            |                     |              |
| Director of Technology/IT Director | £120,000    | £175,000           | £1,500        | £1,750          | £1,200                     | £1,500              |              |
| Head of/Director of Infrastructure | £90,000     | £150,000           | £1,200        | £1,500          | £1,000                     | £1,200              |              |
| Cloud & Infrastructure             |             |                    |               |                 |                            | 1                   |              |
| Cloud Programme Manager            | £75,000     | £100,000           | £850          | £1,000          | £700                       | £800                | £319         |
| Infrastructure Programme Manager   | £75,000     | £100,000           | £750          | £900            | £650                       | £750                |              |
| Cloud Architect                    | £75,000     | £100,000           | £750          | £850            | £600                       | £700                | £319         |
| Infrastructure Architect           | £75,000     | £100,000           | £750          | £850            | £600                       | £700                |              |
| Infrastructure Manager             | £70,000     | £90,000            | £700          | £800            | £550                       | £700                |              |
| Cloud Engineer                     | £70,000     | £85,000            | £600          | £750            | £500                       | £600                | £319         |
| Cloud Project Manager              | £65,000     | £85,000            | £600          | £700            | £500                       | £600                | £319         |
| Infrastructure Project Manager     | £65,000     | £85,000            | £600          | £700            | £500                       | £600                |              |
| Infrastructure Engineer            | £55,000     | £70,000            | £500          | £600            | £450                       | £550                |              |
| EUC/Desktop Engineer               | £40,000     | £50,000            | £400          | £450            | £300                       | £400                | £319         |
| Head of Cloud                      | £90,000     | £150,000           | £1,200        | £1,500          | £1,000                     | £1,200              |              |
| DevOps                             |             |                    |               |                 |                            |                     |              |
| Senior DevOps Engineer             | £100,000    | £120,000           | £800          | £900            | £650                       | £750                |              |
| DevOps Engineer                    | £75,000     | £95,000            | £650          | £750            | £550                       | £650                |              |
| Platform Engineer                  | £75,000     | £95,000            | £650          | £750            | £550                       | £650                |              |
| Site Reliability Engineer          | £75,000     | £95,000            | £750          | £800            | £600                       | £700                |              |
| Release Manager                    | £60,000     | £80,000            | £450          | £600            | £400                       | £500                | £319         |



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|   | Perm    | anent    |      | tract<br>e IR35 |      | tract<br>le IR35 | Academy<br>day rate |   | Perm               | Permanent           |              | tract<br>e IR35 |              | tract<br>de IR35 | Academy<br>day rate |
|---|---------|----------|------|-----------------|------|------------------|---------------------|---|--------------------|---------------------|--------------|-----------------|--------------|------------------|---------------------|
|   | Low     | High     | Low  | High            | Low  | High             | €                   |   | Low                | High                | Low          | High            | Low          | High             | €                   |
| ITSM                                      |         |          |      |                 |      |                  |                     | Networks                                    |                    |                     |              |                 |              |                  |                     |
| Head of/Director of Service<br>Management | £95,000 | £140,000 | £900 | £1,100          | £800 | £1,000           | _                   | Network Programme Director                  | £100,000           | £170,000            | £800         | £1,200          | £750         | £1,000           | _                   |
| ServiceNow Developer                      | £70,000 | £120,000 | £650 | £800            | £600 | £750             | _                   | Head of/Director of Networks                | £95,000            | £160,000            | £1,000       | £1,500          | £800         | £1,200           | -                   |
| IT Supplier/Vendor Manager                | £80,000 | £90,000  | £650 | £750            | £550 | £700             | _                   | Network Manager                             | £85,000            | £135,000            | £650         | £850            | £550         | £750             | -                   |
| Configuration Management                  | £65,000 | £90,000  | £550 | £650            | £500 | £600             | _                   | Network Programme Manager                   | £85,000            | £135,000            | £650         | £850            | £600         | £750             | -                   |
| Service Design & Architecture             | £65,000 | £90,000  | £700 | £850            | £650 | £800             |                     | Unified Comms Engineer                      | £75,000            | £120,000            | £450         | £550            | £400         | £500             | -                   |
| Change & Release Manager                  | £60,000 | £80,000  | £600 | £700            | £500 | £600             |                     | Senior Network Engineer                     | £75,000            | £110,000            | £500         | £600            | £450         | £550             |                     |
| Major Incident Manager                    | £60,000 | £80,000  | £600 | £700            | £500 | £600             |                     | Network Architect/Consultant                | £70,000            | £130,000            | £600         | £750            | £550         | £700             | £319                |
| Service Transition Manager                | £60,000 | £80,000  | £700 | £850            | £650 | £800             | £319                | Network Project Manager<br>Network Engineer | £55,000<br>£55,000 | £110,000<br>£75,000 | £550<br>£500 | £650<br>£550    | £500<br>£400 | £600<br>£450     | £319<br>£319        |
| Service Desk/Delivery Manager             | £60,000 | £85,000  | £600 | £700            | £500 | £600             | £319                | Unified Comms Architect/<br>Consultant      | £45,000            | £75,000             | £600         | £700            | £550         | £650             | 2010                |
| IT Asset Management                       | £55,000 | £70,000  | £550 | £650            | £500 | £600             | _                   | oonoattant                                  |                    |                     |              |                 |              |                  | ]                   |
| 2nd Line Support                          | £35,000 | £45,000  | £250 | £400            | £250 | £350             | -                   |   |                    |                     |              |                 |              |                  |                     |
| 1st Line Support                          | £30,000 | £35,000  | £230 | £300            | £200 | £300             |                     |   |                    |                     |              |                 |              |                  |                     |
| RPA                                       |         |          |      |                 |      |                  | 1                   |   |                    |                     |              |                 |              |                  |                     |
| Head of Automation                        | £80,000 | £150,000 |      |                 | £900 | £1,500           | -                   |   |                    |                     |              |                 |              |                  |                     |
| RPA Solutions Architect                   | £75,000 | £85,000  | £820 | £1,020          | £700 | £900             | -                   |   |                    |                     |              |                 |              |                  |                     |
| Senior/Lead RPA Developer                 | £65,000 | £70,000  | £720 | £1,020          | £600 | £900             | -                   |   |                    |                     |              |                 |              |                  |                     |
| RPA BA                                    | £45,000 | £65,000  | £520 | £750            | £400 | £650             | -                   |   |                    |                     |              |                 |              |                  |                     |
| RPA Developer (2-5 years)                 | £35,000 | £65,000  | £520 | £720            | £400 | £600             | -                   |   |                    |                     |              |                 |              |                  |                     |
| RPA Developer (0-2 years)                 | £25,000 | £35,000  | £350 | £500            | £250 | £400             |                     |   |                    |                     |              |                 |              |                  |                     |





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### InfoSec, privacy, & governance

Information security has continued to climb the agenda of small and large companies alike. As AI and automation show no signs of slowing down, the challenge we've seen are a continuation of those in 2021 and 2022 - a poor understanding of where a company's assets are, challenges with third party risk management, and poor baseline maturity/controls in an increasingly remote world.

Subsequently, we've seen a rise in functional hiring; SMEs brought on solely to address specific maturity challenges (e.g., IDAM, cloud security, OT) rather than more generalist recruitment. This risk-averse hiring approach often widens the cyber skills gap and increases the price point of SMEs (both permanent and contract), which likely explains the increase in salaries despite a decrease in hiring volumes vs 2022/23.

We've seen an increase in Private Equity's involvement in cyber security hiring as they look to manage their risk exposure across their portfolios. The sector-agnostic threats posed by cyber today (GDPR fines through to ransomware attacks) mean a more detailed assessment of cyber maturity and subsequent hiring than ever before, from leadership hires to projects and programmes.

For more information about roles in InfoSec, privacy, & governance, contact:



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**Ashlee Harris** Principal Consultant ashlee.harris@lafosse.com

|  | Perm     | anent    |      | tract<br>le IR35 | Academy<br>day rate |
|--|----------|----------|------|------------------|---------------------|
|  | Low      | High     | Low  | High             | €                   |
| Technical roles  |          |          |      |                  |                     |
| Director of Product Security<br>& Security Engineering | £120,000 | £140,000 | £850 | £1,200           |                     |
| Security Engineering<br>Practice Lead                  | £100,000 | £130,000 | £650 | £1,000           |                     |
| Security Engineer                                      | £80,000  | £100,000 | £600 | £750             |                     |
| Application Security Manager                           | £110,000 | £140,000 | £900 | £1,100           |                     |
| DevSecOps Engineer                                     | £90,000  | £120,000 | £650 | £850             | £319                |
| Security Engineer                                      | £47,000  | £85,000  | £500 | £600             | £319                |
|  |          |          |      |                  |                     |

| Information Security                                       |          |          |      |        |
|--|----------|----------|------|--------|
| Director/Head of<br>Information Security                   | £150,000 | £200,000 | £900 | £1,500 |
| Head of Training and Awareness                             | £110,000 | £130,000 | £750 | £1000  |
| Director\Head of Governance, Risk,<br>and Compliance (GRC) | £100,000 | £120,000 | £800 | £1,500 |
| Business Information Security<br>Officer                   | £100,000 | £160,000 | £550 | £800   |
| Senior Manager - Information<br>Security GRC               | £90,000  | £130,000 | £600 | £800   |
| Manager - Information<br>Security GRC                      | £70,000  | £100,000 | £500 | £700   |
| Manager/Senior Manager - 3rd<br>Party Security             | £60,000  | £120,000 | £500 | £800   |
| Analyst/Senior - Information<br>Security GRC               | £45,000  | £85,000  | £350 | £450   |
|  |          |          |      |        |

#### Architect roles

| Director of Security Architecture | £120,000 |  |
|-----------------------------------|----------|--|
| Security Architect                | £100,000 |  |
| Cloud Security Architect          | £105,000 |  |

| £150,000 | £900 | £1,200 |
|----------|------|--------|
| £130,000 | £700 | £900   |
| £140,000 | £700 | £1,000 |



ENGINEERING, DIGITAL, DATA, & PRODUCT

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|  | Perm     | anent    |      | tract<br>le IR35 | Academy<br>day rate |
|--|----------|----------|------|------------------|---------------------|
|  | Low      | High     | Low  | High             | €                   |
| Security Operations                        | Γ        | Γ        |      |                  |                     |
| Director of Security Operations            | £100,000 | £160,000 | £700 | £800             | _                   |
| Senior Threat and Vulnerability<br>Manager | £80,000  | £100,000 | £600 | £650             |                     |
| OT Security Architect                      | £110,000 | £130,000 | £700 | £900             |                     |
| SOC Manager                                | £80,000  | £100,000 | £700 | £900             |                     |
| IAM Manager                                | £80,000  | £110,000 | £650 | £750             | -                   |
| OT Security Engineer                       | £75,000  | £95,000  | £500 | £700             |                     |
| IAM Analyst                                | £75,000  | £100,000 | £650 | £750             | _                   |
| Security Operations Engineer               | £70,000  | £100,000 | £500 | £600             |                     |
| Threat Hunting SOC Engineer                | £70,000  | £90,000  | £450 | £525             |                     |
| People Security Manager                    | £70,000  | £100,000 | £700 | £800             | _                   |
| Penetration Tester                         | £65,000  | £100,000 | £650 | £850             |                     |
| Senior Vulnerability<br>Management Analyst | £60,000  | £90,000  | £500 | £600             | £319                |
| Incident Response Manager                  | £60,000  | £80,000  | £450 | £500             |                     |
| Incident Response Analyst                  | £60,000  | £80,000  | £550 | £650             |                     |
| SOC Analyst                                | £45,000  | £75,000  | £400 | £500             | £319                |

|   | Perm     | anent    |        | tract<br>le IR35 | Academy<br>day rate |
|---|----------|----------|--------|------------------|---------------------|
|   | Low      | High     | Low    | High             | €                   |
| Project Management                          |          |          |        |                  |                     |
| Cyber Security Programme Director           |          |          | £1000  | £1200            |                     |
| Cyber Security Programme<br>Manager         | £110,000 | £150,000 | £800   | £950             |                     |
| Cyber Security Project Manager              | £70,000  | £90,000  | £550   | £650             |                     |
| Cyber Security BA                           | £50,000  | £65,000  | £400   | £600             | £319                |
| Data Protection                             |          |          |        |                  |                     |
| Data Protection Officer                     | £100,000 | £180,000 | £500   | £900             |                     |
| Director/Head of Data Protection            | £90,000  | £150,000 | £500   | £700             |                     |
| Manager/Senior Manager - Data<br>Protection | £60,000  | £110,000 | £400   | £550             |                     |
| Analyst/Senior Analyst                      | £40,000  | £70,000  | £250   | £450             | £319                |
| CISO / leadership                           | 1        |          |        |                  |                     |
| CISO  | £140,000 | £250,000 | £1,100 | £1,500           |                     |
| CISO (Fractional/Advisor)                   | N/A      | N/A      |        |                  |                     |
| Director/Head of InfoSec                    | £120,000 | £180,000 | £750   | £950             |                     |

IT architecture | Cloud, infrastructure, & DevOps | InfoSec, privacy, & governance



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Product, UX, design, & delivery | Software engineering | Data & analytics | Senior hires

# Engineering, digital, data, & product





#### HOW ARE YOU BRIDGING THE SKILLS GAP?







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Product, UX, design, & delivery | Software engineering | Data & analytics | Senior hires

### **Product**, UX, design, & delivery

The demand for product, UX, and design roles is on the rise. Companies are realising that investment in these areas is crucial to their overall business goals and revenue, with these roles becoming vital to helping them maintain a competitive edge in today's tech-heavy market.

This has driven demand to such an extent that, between 2017 and 2027, CNN Money predict the call for product, UX, and design specialists will grow by 13%.

The increasing need for talent is driving more competitive salaries in both permanent and contract roles. Mid-level salaries, in particular, have increased by up to 33% thanks to a potent combination of high demand and limited availability.

We've also noticed that candidates are now interviewing at a variety of companies, rather than focusing their searches. The move to virtual interviews and remote working have been major propellants for this, which has, in turn, allowed companies to widen their talent pools to help fill talent demand.

For more information about roles in product, UX, design, & delivery, contact:



**Ryan Patel** Senior Managing Consultant ryan.patel@lafosse.com



**Annabel Adams** Senior Consultant annabel.adams@lafosse.com

|                         |                | Perm    | anent    |      | tract<br>e IR35 | Con <sup>t</sup><br>Outsic | Academy<br>day rate |      |
|-------------------------|----------------|---------|----------|------|-----------------|----------------------------|---------------------|------|
|                         | Level          | Low     | High     | Low  | High            | Low                        | High                | €    |
| Product                 |                |         | 1        |      |                 |                            | 1                   |      |
|                         | Principal/Lead | £85,000 | £110,000 | £750 | £900            | £650                       | £800                | -    |
|                         | Senior         | £75,000 | £90,000  | £650 | £750            | £550                       | £650                | -    |
| Product Manager         | Mid-Level      | £60,000 | £75,000  | £550 | £650            | £450                       | £550                | -    |
|                         | Principal/Lead | £75,000 | £95,000  | £650 | £800            | £550                       | £700                | -    |
|                         | Senior         | £55,000 | £75,000  | £550 | £650            | £500                       | £600                |      |
| Product Owner           | Mid-Level      | £45,000 | £60,000  | £450 | £550            | £400                       | £500                | £319 |
| Design                  |                |         |          |      |                 |                            |                     | 1    |
|                         | Principal/Lead | £70,000 | £115,000 | £650 | £720            | £500                       | £650                | _    |
|                         | Senior         | £65,000 | £85,000  | £600 | £720            | £500                       | £650                |      |
| Product Designer        | Mid-Level      | £45,000 | £65,000  | £550 | £650            | £400                       | £500                | £319 |
|                         | Principal/Lead | £95,000 | £115,000 | £650 | £800+           | £550                       | £700+               | _    |
|                         | Senior         | £75,000 | £90,000  | £650 | £750            | £550                       | £650                |      |
| Service Designer        | Mid-Level      | £50,000 | £70,000  | £600 | £600            | £500                       | £500                | £319 |
|                         | Principal/Lead | £75,000 | £100,000 | £620 | £720            | £500                       | £650                | _    |
|                         | Senior         | £65,000 | £85,000  | £600 | £700            | £450                       | £600                | -    |
| UI / Visual<br>Designer | Entry          | £45,000 | £65,000  | £500 | £600            | £350                       | £500                | -    |
|                         | Principal/Lead | £75,000 | £100,000 | £600 | £750            | £500                       | £650                | -    |
|                         | Senior         | £70,000 | £90,000  | £550 | £700            | £500                       | £650                | _    |
| User Researcher         | Mid-Level      | £45,000 | £65,000  | £500 | £650            | £450                       | £550                |      |

"Companies are realising that investment in these areas is crucial to their overall business goals and revenue."

33% mid-level role salary increase in 2023.

| RATE | EXECUTIVE | HOW ARE YOU BF  |
|------|-----------|-----------------|
| ONS  | SEARCH    | THE SKILLS GAP? |

RIDGING



PROJECTS & PROGRAMMES CORPORATE FUNCTIONS

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|                  |                | Perm     | anent    |         | tract<br>e IR35 | Cont<br>Outsid | Academy<br>day rate |      |
|------------------|----------------|----------|----------|---------|-----------------|----------------|---------------------|------|
|                  | Level          | Low      | High     | Low     | High            | Low            | High                |      |
|                  | Principal/Lead | £65,000  | £115,000 | £650    | £750            | £500           | £650                |      |
|                  | Senior         | £65,000  | £85,000  | £600    | £750            | £500           | £650                |      |
| UX Designer      | Mid-Level      | £45,000  | £65,000  | £550    | £650            | £400           | £500                |      |
| Delivery         |                |          |          |         |                 |                |                     |      |
| Agile Coach      |                | £90,000  | £110,000 | £1,000+ | £1,000+         | £1,000+        | £1,000+             | £319 |
| Agile Delivery M | anager         | £100,000 | £130,000 | £800    | £1,000          | £700           | £1,000              | £319 |
| Scrum Master     | £80,000        | £90,000  | £550     | £700    | £450            | £600           | £319                |      |
| SAFE Programm    | ne Manager     | £75,000  | £100,000 | £700    | £850            | £700           | £850                | £319 |





#### HOW ARE YOU BRIDGING THE SKILLS GAP?





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### Software engineering

Engineering markets have seen between a 5% -15% decline in base salaries across London, with an even steeper decrease outside of London. Over 75% of customers have made the decision to bring employees back to the office on a hybrid working model, most commonly 1-3 days per week.

In effect, this has meant that salaries outside of London have returned to local geographic brackets. For customers, this has been positive news, reducing rates for engineering talent based in the Midlands/North. For candidates, this has been challenging, resulting in fewer opportunities offering "100% remote" contracts on London salaries for UK-wide roles.

The contract software engineering market has seen some fluctuation in day rates throughout 2023. Primarily, this is due to the wider availability of permanent candidates due to layoffs, as well as more contractors making the switch to permanent roles. However, there looks to be a small increase in candidate day rates and a spike in specific areas like QA and mobile, whilst notably fewer contract hires in JVM software engineering. Other notable specialist roles and skill sets that are seeing significant demand are mobile technologies.

For more information about roles in software engineering, contact:



Kamni Sharma Principal Consultant Manager kamni.sharma@lafosse.com



**Jacob Brown** Principal Consultant jacob.brown@lafosse.com



**Emile Bevan** Senior Consultant emile.bevan@lafosse.com

|                      |                     | Perm     | anent    |        | tract<br>le IR35 |        | tract<br>e IR35 | Academy<br>day rate |
|----------------------|---------------------|----------|----------|--------|------------------|--------|-----------------|---------------------|
|                      |                     | Low      | High     | Low    | High             | Low    | High            |                     |
| СТО                  | сто                 |          | £250,000 | £1,250 | £1,800           | £1,500 | £2,500          | -                   |
| CTO Start Up/Sca     | lle Up              | £140,000 | £160,000 | £900   | £1,400           | £1,000 | £1,500          | -                   |
| VP/SVP Engineeri     | ng                  | £130,000 | £165,000 | £1,100 | £1,600           | £1,200 | £1,700          | -                   |
| Director/Sr Direct   | or                  | £130,000 | £150,000 | £1000  | £1200            | £1200  | £1400           | -                   |
| Head of Engineeri    | ing                 | £130,000 | £150,000 | £900   | £1,000           | £1,000 | £1,100          | -                   |
| Head of QA/Testir    | Head of QA/Testing  |          | £130,000 | £800   | £1,000           | £900   | £1,200          | -                   |
| Head of Platform     |                     | £110,000 | £130,000 | £900   | £1,000           | £1,000 | £1,200          | -                   |
| Development Mar      | Development Manager |          | £120,000 | £750   | £900             | £800   | £950            | -                   |
| Engineering Mana     | ger                 | £90,000  | £120,000 | £750   | £900             | £800   | £950            | -                   |
| Technical Lead       |                     | £90,000  | £120,000 | £650   | £750             | £750   | £900            | _                   |
|                      | Principal           | £105,000 | £150,000 | £600   | £700             | £700   | £850            | -                   |
|                      | Senior              | £75,000  | £105,000 | £500   | £600             | £600   | £700            |                     |
| C#/.Net<br>Developer | Mid                 | £55,000  | £75,000  | £400   | £500             | £500   | £600            | £319                |
|                      | Principal           | £110,000 | £120,000 | £650   | £700             | £800   | £850            | -                   |
|                      | Senior              | £85,000  | £110,000 | £550   | £650             | £700   | £800            |                     |
| Golang Developer     | Mid                 | £60,000  | £80,000  | £500   | £550             | £600   | £700            | £319                |
|                      | Principal           | £110,000 | £140,000 | £650   | £700             | £800   | £850            | -                   |
|                      | Senior              | £85,000  | £110,000 | £550   | £650             | £700   | £800            |                     |
| Java Developer       | Mid                 | £60,000  | £85,000  | £500   | £550             | £600   | £700            | £319                |



Product, UX, design, & delivery | Software engineering | Data & analytics | Senior hires

|                                  |                | Perm     | anent    |      | tract<br>le IR35 | Cont<br>Inside | tract<br>e IR35 | Academy<br>day rate |                           |                | Perma    | anent    | Cont<br>Outsid |        |        | tract<br>e IR35 | Academy<br>day rate |      |
|----------------------------------|----------------|----------|----------|------|------------------|----------------|-----------------|---------------------|---------------------------|----------------|----------|----------|----------------|--------|--------|-----------------|---------------------|------|
|                                  |                | Low      | High     | Low  | High             | Low            | High            |                     |                           |                | Low      | High     | Low            | High   | Low    | High            |                     |      |
|                                  | Principal      | £110,000 | £140,000 | £650 | £700             | £800           | £850            | _                   |                           | Principal/Lead | £100,000 | £130,000 | £700           | £850   | £800   | £950            |                     |      |
|                                  | Senior         | £85,000  | £110,000 | £550 | £650             | £700           | £800            |                     |                           | Senior         | £80,000  | £100,000 | £500           | £700   | £600   | £800            |                     |      |
| Kotlin Developer                 | Mid            | £60,000  | £85,000  | £500 | £550             | £600           | £700            | £319                | Node.js Engineer          | Mid            | £60,000  | £80,000  | £500           | £600   | £550   | £650            | £319                |      |
| <u> </u>                         | Principal      | £110,000 | £140,000 | £650 | £700             | £800           | £850            | -                   |                           | Team < 15      | £135,000 | £160,000 | £1,100         | £1,300 | £1,200 | £1,400          |                     |      |
|                                  | Senior         | £85,000  | £110,000 | £550 | £650             | £700           | £800            |                     | JavaScript                | Team < 10      | £110,000 | £135,000 | £ 950          | £1,100 | £1,000 | £1,200          |                     |      |
| Scala Developer                  | Mid            | £60,000  | £110,000 | £500 | £550             | £600           | £700            | £319                | Engineering<br>Management | Team < 5       | £90,000  | £110,000 | £750           | £950   | £850   | £1,000          | £319                |      |
|                                  | Principal/Lead | £100,000 | £130,000 | £700 | £850             | £800           | £950            |                     |                           | Principal/Lead | £75,000  | £110,000 | £650           | £800   | £800   | £900            |                     |      |
|                                  | Senior         | £80,000  | £100,000 | £500 | £700             | £600           | £800            |                     |                           | Senior         | £55,000  | £75,000  | £500           | £650   | £550   | £ 800           |                     |      |
| Python Developer                 | Mid            | £60,000  | £80,000  | £400 | £500             | £500           | £600            | £319                | PHP Developer             | Mid            | £40,000  | £55,000  | £350           | £500   | £400   | £550            | £319                |      |
|                                  | Principal/Lead | £100,000 | £130,000 | £700 | £850             | £800           | £950            | _                   | ·                         | Principal/Lead | £100,000 | £130,000 | £700           | £850   | £800   | £950            |                     |      |
|                                  | Senior         | £80,000  | £100,000 | £500 | £700             | £600           | £800            |                     |                           | Senior         | £80,000  | £100,000 | £500           | £700   | £600   | £800            |                     |      |
| Ruby Developer                   | Mid            | £60,000  | £80,000  | £400 | £500             | £500           | £650            | £319                | React Native<br>Developer |                | Mid      | £60,000  | £80,000        | £500   | £600   | £550            | £650                | £319 |
|                                  | Principal/Lead | £100,000 | £120,000 | £700 | £850             | £800           | £900            | -                   |                           | Principal/Lead | £100,000 | £130,000 | £700           | £850   | £800   | £950            | -                   |      |
| SDET (Software                   | Senior         | £80,000  | £100,000 | £500 | £650             | £600           | £750            |                     |                           | Senior         | £80,000  | £100,000 | £500           | £700   | £600   | £800            |                     |      |
| Develepment<br>Engineer in Test) | Mid            | £60,000  | £80,000  | £400 | £475             | £500           | £600            | £319                | Android<br>Developer      | Mid            | £60,000  | £80,000  | £400           | £500   | £500   | £600            | £319                |      |
|                                  | Principal      | £80,000  | £100,000 | £600 | £700             | £650           | £750            | _                   |                           | Principal/Lead | £100,000 | £130,000 | £700           | £850   | £800   | £950            |                     |      |
|                                  | Senior         | £70000   | £80,000  | £500 | £600             | £550           | £650            |                     |                           | Senior         | £80,000  | £100,000 | £500           | £700   | £600   | £800            |                     |      |
| Test Engineer                    | Mid            | £55,000  | £70,000  | £400 | £450             | £500           | £600            | £319                | IOS Developer             | Mid            | £60,000  | £80,000  | £400           | £500   | £500   | £650            | £319                |      |
|                                  | Principal/Lead | £90,000  | £120,000 | £650 | £800             | £750           | £900            | -                   |                           | Principal/Lead | £100,000 | £130,000 | £700           | £850   | £800   | £950            | _                   |      |
| Frontend                         | Senior         | £70,000  | £90,000  | £550 | £650             | £650           | £800            |                     |                           | Senior         | £80,000  | £100,000 | £500           | £700   | £600   | £800            |                     |      |
| JavaScript<br>Engineer           | Mid            | £50,000  | £70,000  | £400 | £500             | £500           | £600            | £319                | Flutter Developer         | Mid            | £60,000  | £80,000  | £400           | £500   | £500   | £650            | £319                |      |



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### Data & analytics

Whilst we've seen a plateau in data and analytics vacancies overall, AI has grown phenomenally in terms of capability and intelligence this year, which continues to have a positive impact on the data recruitment economy. The most recent spotlight has been on Generative AI, with an increase in vacancies, particularly data science and machine learning roles. As businesses compete to enhance user experience and streamline communication, Large Language Models will emerge as invaluable assets.

There has been an emphasis on hiring senior/leadership data professionals to support new greenfield projects and consolidate data strategies. Analytics engineers are also in high demand, with companies seeking individuals with skills in 'modern data stack' tools and experience collaborating with different business areas. We envisage that 2024 will see an increase in volume of vacancies covering all areas of data to help support similar programmes.

For more information about roles in data & analytics, contact:



**Tim Clark** Senior Manager tim.clark@lafosse.com



Zach Binge Principal Consultant zach.binge@lafosse.com

|   | Perm     | anent    |        | tract<br>le IR35 |        | tract<br>e IR35 | Academy<br>day rate |
|---|----------|----------|--------|------------------|--------|-----------------|---------------------|
|   | Low      | High     | Low    | High             | Low    | High            | €                   |
| Data Leadership                                   | 1        | 1        |        |                  | 1      | 1               |                     |
| Chief Data Officer                                | £180,000 | £220,000 | £1,200 | £1,400           | £1,300 | £1,500          | -                   |
| Director of Data                                  | £150,000 | £200,000 | £1,000 | £1,100           | £1,000 | £1,200          | -                   |
| Head of Data                                      | £120,000 | £150,000 | £800   | £1,000           | £900   | £1,100          | -                   |
| Head of Analytics                                 | £120,000 | £135,000 | £750   | £850             | £800   | £900            | -                   |
| Head of Data Science                              | £120,000 | £130,000 | £800   | £950             | £850   | £1,000          | -                   |
| Head of Data Insights                             | £110,000 | £130,000 | £700   | £800             | £750   | £850            | -                   |
| Head of Data Governance                           | £110,000 | £130,000 | £750   | £850             | £800   | £900            |                     |
| Analytics and Insights                            |          |          |        |                  |        |                 |                     |
| Data/BI/Insight Analyst                           | £50,000  | £80,000  | £450   | £500             | £500   | £550            | £319                |
| Web/Digital/Implementation/<br>Product Analyst    | £40,000  | £75,000  | £500   | £550             | £550   | £600            | _                   |
| CRM and Marketing Analytics                       | £35,000  | £75,000  | £500   | 600              | £550   | £650            | -                   |
| Customer Insight                                  | £40,000  | £65,000  | £450   | £500             | £500   | £550            |                     |
| Data Science                                      |          |          |        |                  |        |                 |                     |
| Principal Data Scientist                          | £110,000 | £130,000 | £750   | £850             | £800   | £900            |                     |
| Lead Data Scientist or Data<br>Science Manager    | £100,000 | £125,000 | £750   | £850             | £800   | £800            |                     |
| Data Scientist                                    | £45,000  | £90,000  | £700   | £800             | £750   | £850            | £319                |
| Data Engineering, Development, & A                | · ·      |          |        |                  |        |                 |                     |
| Data Architect                                    | £110,000 | £130,000 | £700   | £900             | £800   | £1,000          |                     |
| Lead Data Engineer or Data<br>Engineering Manager | £90,000  | £115,000 | £700   | £800             | £800   | £900            | -                   |
| BI Developer/Engineer                             | £50,000  | £85,000  | £500   | £550             | £550   | £600            |                     |

"There's an increasing demand for talent who know how to store, process, and acquire intelligence from data."

71% of industry professionals predict that AI will be the most impactful technological advancement in 2024.

| RATE | EXECUTIVE | HOW ARE YOU BRIDGING |
|------|-----------|----------------------|
| ONS  | SEARCH    | THE SKILLS GAP?      |



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|  | Perm      | anent    |      | tract<br>le IR35 |      | tract<br>e IR35 | Academy<br>day rate |
|--|-----------|----------|------|------------------|------|-----------------|---------------------|
|  | Low       | High     | Low  | High             | Low  | High            | Ð                   |
| Data Engineer                          | £45,000   | £90,000  | £600 | £700             | £700 | £800            | £319                |
| Analytics Engineer                     | £45,000   | £85,000  | £500 | £600             | £550 | £650            |                     |
| Data Warehouse Developer               | £40,000   | £70,000  | £500 | £550             | £550 | £600            |                     |
| Machine Learning                       |           |          |      |                  |      |                 |                     |
| Head of Machine Learning               | £130,000  | £140,000 | £800 | £ 900            | £900 | £1,000          |                     |
| Machine Learning Engineer              | £80,000   | £120,000 | £700 | £800             | £800 | £900            |                     |
| ML Researcher                          | £80,000   | £120,000 | £650 | £750             | £750 | £800            |                     |
| Large Language Models Engineer         | £80,000   | £110,000 | £650 | £800             | £750 | £850            |                     |
| Computer Vision Engineer               | £80,000   | £105,000 | £550 | £650             | £600 | £750            |                     |
| MLOps Engineer                         | £75,000   | £110,000 | £700 | £800             | £750 | £850            |                     |
| NLP Engineer                           | £75,000   | £90,000  | £600 | £700             | £700 | £800            |                     |
| Data Governance, Data Quality, & Ma    | anagement |          |      |                  |      |                 |                     |
| Data Governance/Quality/<br>Management | £60,000   | £95,000  | £550 | £650             | £600 | £700            |                     |
| Data Project Manager                   | £60,000   | £80,000  | £600 | £700             | £700 | £800            |                     |
| Data Product Manager                   | £65,000   | £80,000  | £600 | £700             | £650 | £750            |                     |
| Data Business Analyst                  | £60,000   | £90,000  | £450 | £550             | £500 | £550            | £319                |





#### HOW ARE YOU BRIDGING THE SKILLS GAP?



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## **Senior hires**

Senior-level hiring across technical, product, and digital recruitment is at an all-time high. The uncertainty caused by the Covid pandemic, coupled with the constantly changing nature of technology products entering the market, means that experienced leadership is more valuable today than ever before.

Top-end salaries for permanent senior roles are seeing a 20%+ increase, driven by growing competition and a desire to secure the best talent.

Contract roles for VP/director to C-level hires have seen rates increase by 10% to 30% both inside and outside IR35. This indicates their expertise is highly valued in companies that want to use their knowledge to achieve business transformation or growth, but on a temporary or flexible basis.

"Despite the relative candidate availability in 2023, hiring managers found talent attraction more challenging than the previous year (73%), with only 10% suggesting it was easier."

20% increase in top-end salaries for permanent senior hires.

|                               | Perm     | nanent    |        | tract<br>e IR35 |        | tract<br>le IR35 |
|-------------------------------|----------|-----------|--------|-----------------|--------|------------------|
|                               | Low      | High      | Low    | High            | Low    | High             |
| Chief Product Officer         | £180,000 | £220,000+ | £1,300 | £1,500          | £1,150 | £1,300           |
| CPO (Startup/Scaleup)         | £130,000 | £165,000  | £1,100 | £1,200          | £1,000 | £1,100           |
| СТО                           | £180,000 | £250,000  | £1,500 | £2,500          | £1,250 | £1,800           |
| CTO (Startup/Scaleup)         | £140,000 | £160,000  | £1,000 | £1,500          | £900   | £1,400           |
| SVP/VP of Engineering         | £140,000 | £160,000  | £1,200 | £1,700          | £1,100 | £1,600           |
| Director of Engineering       | £135,000 | £160,000  | £1,200 | £1,400          | £1,000 | £1,200           |
| Product Director              | £130,000 | £160,000  | £1,000 | £1,100          | £900   | £1,000           |
| Product Director (Startup)    | £110,000 | £140,000  | £900   | £1,000          | £800   | £900             |
| Head of Architecture          | £120,000 | £220,000  | £1,000 | £1,700          | £800   | £1,250           |
| Head of Engineering           | £120,000 | £160,000  | £1,000 | £1,100          | £900   | £1,000           |
| Head of Front End Engineering | £120,000 | £160,000  | £1,000 | £1,200          | £900   | £1,000           |
| Head of Platform              | £140,000 | £160,000  | £1,000 | £1,200          | £900   | £1,000           |
| Head of Product               | £110,000 | £40,000   | £900   | £1,100          | £800   | £1,000           |
| Head of Product (Startup)     | £90,000  | £120,000  | £800   | £900            | £700   | £900             |
| Head of QA/Testing            | £100,000 | £130,000  | £950   | £1,200          | £800   | £900             |
| Engineering Manager           | £100,000 | £130,000  | £800   | £950            | £750   | £1,000           |
| Lead Product                  | £90,000  | £110,000  | £750   | £900            | £650   | £750             |

#### For more information about senior hires, contact:



Kamni Sharma **Principal Consultant Manager** kamni.sharma@lafosse.com



**Ryan Patel** Senior Managing Consultant ryan.patel@lafosse.com



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# Projects & programmes

Change & transformation (business, digital & IT) | ERP





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## Change & transformation (business, digital & IT)

Now, more than ever, businesses need to deliver transformation and change programmes in order to operate more efficiently, offer a better-quality customer experience, and stay competitive in an ever-changing market.

Many organisations who were quick to adopt and invest in digital transformation and flexible working practices have seen high growth, and so businesses today continue to look for ways to use technology to work more effectively and efficiently.

Increased spending on change and transformation has led to a higher demand for roles within this sector. As a result, we've seen an average increase of 10% for both permanent salaries and contractor day rates.

To facilitate transformation, businesses are restructuring, and so the demand for target operating model specialists and business architects has increased. We're also seeing a greater need for business analysts and process analysts as more companies invest in process improvement and robotic process automation (RPA) in order to cut expenditure and streamline key business processes.

For more information about roles in change & transformation, contact:



Sam Potter Associate Director samuel.potter@lafosse.com



**Tom Gannon** Head of Practice tom.gannon@lafosse.com

10% average increase for permanent salaries and contract day rates in change and transformation roles in 2023.

|   | Perm     | nanent   |        | tract<br>e IR35 |        | tract<br>de IR35 | Academ<br>day rate |  |   |
|---|----------|----------|--------|-----------------|--------|------------------|--------------------|--|---|
|   | Low      | High     | Low    | High            | Low    | High             |                    |  |   |
| Transformation Director/Head of<br>Transformation | £120     | ,000+    | £1,200 | £2,500          | £1,000 | £1,800           | _                  |  |   |
| Change Director                                   | £120,000 | £180,000 | £1,200 | £2,500          | £1,000 | £1,800           | -                  |  |   |
| Strategy Director                                 | £90,000  | £135,000 | £1,2   | 200+            | £1,C   | )00+             | -                  |  |   |
| Programme Director                                | £90,000  | £140,000 | £1,200 | £2,500          | £1,000 | £2,000           | -                  |  |   |
| Head of Change                                    | £75,000  | £130,000 | £900   | £1,400          | £800   | £1,200           |                    |  |   |
| Head of PMO                                       | £70,000  | £140,000 | £600   | £750            | £550   | £800+            |                    |  |   |
| Head of Business Analysis                         | £60,000  | £100,000 | £7!    | 50+             | £600+  |                  | £600+              |  | - |
| Strategy Manager                                  | £80,000  | £95,000  | £475   | £650            | £800+  |                  | _                  |  |   |
| Portfolio Manager                                 | £60,000  | £100,000 | £650   | £1,000+         | £600   | £1,000+          | _                  |  |   |
| Programme Manager                                 | £65,000  | £95,000  | £800   | £1,200          | £600   | £1,000           | -                  |  |   |
| PMO Manager                                       | £60,000  | £90,000  | £550   | £750            | £500   | 650+             | -                  |  |   |
| Business Change Manager                           | £50,000  | £100,000 | £550   | £700            | £500   | £700+            | -                  |  |   |
| Communications Manager/Lead                       | £55,000  | £70,000  | £500   | £800+           | £400   | £800+            |                    |  |   |
| Training Manager/Lead                             | £55,000  | £75,000  | £5(    | 00+             | £400   | £500+            | -                  |  |   |
| PMO Lead/Senior<br>PMO Analyst                    | £60,000  | £80,000  | £500   | £600            | £500   | £550             |                    |  |   |
| Lead BA/Business Analysis<br>Manager              | £50,000  | £90,000  | £5!    | 50+             | £500   | £600             |                    |  |   |
| Project Manager                                   | £45,000  | £85,000  | £500   | £700            | £400   | £600             |                    |  |   |

Change & transformation (business, digital & IT) | ERP



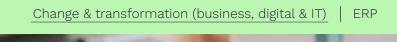
| CORPOR  |
|---------|
| FUNCTIO |

|   | Permanent |           | Contract<br>Inside IR35 |      | Contract<br>Outside IR35 |      | Academy<br>day rate |
|---|-----------|-----------|-------------------------|------|--------------------------|------|---------------------|
|   | Low       | High      | Low                     | High | Low                      | High | €                   |
| Lean Six Sigma Specialist                 | £75,000   | £100,000+ | £600                    | £700 | £5                       | 50   |                     |
| Junior Project Manager                    | £38,000   | £45,000   | £350                    | £400 | £300                     | £350 | £319                |
| Project Support Officer/<br>Administrator | £40,000   | £55,000   | £300                    | £375 | £250                     | £350 | £319                |
| PMO Analyst                               | £30,000   | £65,000   | £325                    | £500 | £400                     | £500 | £319                |
| Business Analyst                          | £45,000   | £80,000   | £500                    | £750 | £400                     | £650 | £319                |
| Process Analysis                          | £50,000   | £80,000   | £450                    | £700 | £500                     | £650 | £319                |

"In order to facilitate transformation, businesses are restructuring, and so the demand for target operating model specialists and business architects has increased."



#### HOW ARE YOU BRIDGING THE SKILLS GAP?







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### **ERP**

Organisations increasingly rely on ERP systems to run their businesses efficiently and effectively.

Many companies are continuing to move to cloud ERP as a solution to support remote working, and this transition is only accelerating as businesses realise it's much easier to gain the speed and agility they need in order to compete in today's competitive market.

With so many organisations kicking off transformation projects that were put on hold during the pandemic, we've seen an increase in the demand for ERP roles this year, which has driven up contractor day rates across the board.

As we come to the end of 2023, we're starting to see the supply and demand for these roles level off as more candidates come to the end of their longterm contracts and look for new opportunities.

*"Many companies are* continuing to move to cloud ERP as a solution to support remote working, and this transition is only accelerating."

#### For more information about roles in ERP, contact:



**Dodd Couceiro Practice Director - SAP/ERP** dodd.couciero@lafosse.com



**Josh Smith** Principal Consultant - ERP josh.smith@lafosse.com



**Jack Holmes** Principal Consultant - CRM jack.holmes@lafosse.com

|  | Perm     | anent    | Contract<br>Inside IR35 |        |        | tract<br>le IR35 | Academy<br>day rate |
|--|----------|----------|-------------------------|--------|--------|------------------|---------------------|
|  | Low      | High     | Low                     | High   | Low    | High             | Ð                   |
| Programme Director                         | £150,000 | £200,000 | £1,500                  | £2,000 | £1,300 | £1,500           |                     |
| Programme Manager                          | £90,000  | £130,000 | £1,200                  | £1,400 | £1,000 | £1,200           | -                   |
| Test Manager                               | £70,000  | £98,000  | £800                    | £1,000 | £700   | £800             | -                   |
| Data Architect                             | £70,000  | £110,000 | £700                    | £900   | £700   | £800             | -                   |
| Development Manager                        | £68,000  | £95,000  | £700                    | £900   | £600   | £700             | -                   |
| Consultants                                | £65,000  | £110,000 | £800                    | £1,100 | £700   | £900             | -                   |
| Project Manager                            | £60,000  | £100,000 | £800                    | £1,000 | £700   | £800             |                     |
| Product Owner                              | £55,000  | £90,000  | £320                    | £1,200 | £320   | £1,200           | £319                |
| Training Consultants/Manager               | N        | /A       | £800                    | £1,000 | £700   | £800             |                     |
| Integration Consultant/Lead/<br>Manager    | £50,000  | £55,000  | £800                    | £900   | £700   | £800             |                     |
| Test Analyst                               | £50,000  | £52,000  | £550                    | £650   | £400   | £550             | £319                |
| Business Analyst                           | £45,000  | £94,000  | £500                    | £750   | £500   | £600             | £319                |
| Release Manager                            | £48,000  | £80,000  | £800                    | £1,000 | £700   | £800             |                     |
| Product Manager                            | £45,000  | £110,000 | £625                    | £950   | £550   | £625             |                     |
| Change Lead/Manager                        | £42,500  | £85,000  | £900                    | £1,100 | £800   | £1,000           | _                   |
| Data Migration Consultant/Lead/<br>Manager | N        | /A       | £700                    | £1,100 | £600   | £800             |                     |
| Reporting Consultant/Lead/<br>Manager      | N        | /A       | £6                      | 50     | £6     | 50               | _                   |
| Delivery Manager                           | £40,000  | £130,000 | £500                    | £900   | £500   | £800             |                     |
| Functional Consultant                      | £40,000  | £90,000  | £800                    | £1,100 | £700   | £900             | £319                |

Change & transformation (business, digital & IT) | ERP



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|                      | Perm             | anent      | Contract<br>Inside IR35 |        | Contract<br>Outside IR35 |      | Academy<br>day rate |
|----------------------|------------------|------------|-------------------------|--------|--------------------------|------|---------------------|
|                      | Low              | High       | Low                     | High   | Low                      | High | €                   |
| Solution Architect   | See IT Arc       | chitecture | £800                    | £1,000 | £700                     | £800 |                     |
| Technical Architect  | See IT Arc       | chitecture | £800                    | £1,000 | £650                     | £850 |                     |
| Enterprise Architect | See IT Arc       | chitecture | £900                    | £1,100 | £750                     | £950 |                     |
| Support Consultant   | £40              | ,000       | £525                    |        | £525                     |      | £319                |
| DBA                  | £40,000          | £82,800    | £433                    | £575   | £400                     | £575 |                     |
| Data Analyst         | £37,000          | £78,000    | £650                    | £700   | £425                     | £575 | £319                |
| Developer            | £30,000 £120,000 |            | £500                    | £700   | £450                     | £600 | £319                |
| Technical Consultant | £35,000          | £90,000    | £800                    | £1,100 | £700                     | £900 | £319                |

These permanent salary and contract day rate ranges take into consideration variants across different sectors and Tier 1 ERP systems.



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**Talent Acquisition Specialist** 

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### HR

In 2023, HR recruitment has seen a slight decrease, aligning with a broader trend observed across various sectors. However, this has coincided with an improved candidate pool, creating an employer-driven market for salary negotiations. Subsequently, while financial rewards for existing teams have experienced a dip in certain industries, some companies have proactively addressed the cost-of-living crisis through inflation-matched pay increases or one-time support payments, and HR professionals who moved jobs in 2023 saw a salary increase of up to 25%.

The demand for HR roles has also been driven by a need for businesses to improve their DE&I and overall employee benefit packages, and the average salary increase for mainstream HR roles has remained steady at around 15% in 2023. Talent acquisition salaries were challenged as major tech companies downsized their workforce, with a 15% decrease in advertised salaries compared to the peak in 2022. Many businesses are now hiring contractors over perm staff and adopting a 'try before you buy' approach. There's also been a shift in focus from talent acquisition to HR transformation; with many restructures, mergers, and acquisitions taking place in the last two years, we've seen an increased demand for HR transformation managers and directors who can help companies navigate huge waves of change.

"The demand for these roles has also been driven by a need for businesses to improve their DE&I and overall employee benefit packages."

#### For more information about roles in HR, contact:



Alejandro Agustín Cano Principal Consultant, HR Lead alejandro.cano@lafosse.com



**Elliot Pooley** Associate Consultant elliot.pooley@lafosse.com



|                                | Permanent |          | Cont<br>Inside | ract<br>9 IR35 | Cont<br>Outsid | tract<br>le IR35 |
|--------------------------------|-----------|----------|----------------|----------------|----------------|------------------|
|                                | Low       | High     | Low            | High           | Low            | High             |
| HR                             |           |          |                |                |                |                  |
| Chief People Officer/CHRO      | £140,000  | £250,000 | £1,200         | £1,800         | £1,000         | £1,600           |
| VP of HR                       | £130,000  | £220,000 | £1,100         | £1,600         | £1,000         | £1,500           |
| HR Director                    | £120,000  | £180,000 | £1,000         | £1,400         | £900           | £1,200           |
| HR Business Partner            | £75,000   | £110,000 | £600           | £800           | £550           | £700             |
| HR Manager                     | £60,000   | £100,000 | £550           | £650           | £450           | £600             |
| L&D Manager                    | £50,000   | £80,000  | £350           | £500           | £300           | £450             |
| HR Payroll Advisor             | £45,000   | £60,000  | £200           | £250           | £150           | £200             |
| HR Officer/HR Admin            | £30,000   | £45,000  | £200           | £250           | £150           | £200             |
| Talent                         |           |          |                |                |                |                  |
| VP of Talent                   | £120,000  | £200,000 | £1,100         | £1,600         | £1,000         | £1,500           |
| Director of Talent Acquisition | £110,000  | £180,000 | £1,000         | £1,400         | £900           | £1,200           |
| Head of Talent Acquisition     | £90,000   | £130,000 | £600           | £800           | £550           | £700             |
| Talent Acquisition Manager     | £65,000   | £90,000  | £550           | £650           | £450           | £600             |

£50,000

£350

£80,000

£500

£300

| <u>HR</u> | Finance transformation | Marketing | Sales |
|-----------|------------------------|-----------|-------|
|-----------|------------------------|-----------|-------|

£450



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### Finance transformation

With processes changing at a rapid pace to accommodate developments in business and customer behaviour, the need for a robust finance transformation framework has never been more crucial.

In today's agile world, collaboration, efficiency, and organisational tools have shifted from being desired business elements to essential assets of any modern company.

Adopting digital tools and cloud-based software is helping companies to avoid disruption and achieve that efficiency whilst working remotely. As a result, there is a high demand for roles in finance transformation. With an increase in demand comes an increase in pay - we've seen day rates for contractors increase by 5-10% in 2023 (compared to 2022), and permanent salaries have increased by 15-20%.

In order to save costs, some larger organisations have chosen to hire these roles via FTC. However, with an increased time to hire of around 3-6 months and rates inflated by 20-30% for inside IR35 roles, many businesses choose to hire on a contractor basis, which is in line with candidate expectations.

"Adopting digital tools and cloud-based software is helping companies to avoid disruption and achieve that efficiency while working remotely."

For more information about roles in finance transformation, contact:



Sean Kiff **Principal Consultant** sean.kiff@lafosse.com



**Tom Lloyd-Mead** Associate Consultant tom.lloyd-mead@lafosse.com

|   | Perm     | anent    | Contract<br>Inside IR35 |        | Contract<br>Outside IR35 |        | Academy<br>day rate |
|---|----------|----------|-------------------------|--------|--------------------------|--------|---------------------|
|   | Low      | High     | Low                     | High   | Low                      | High   | €                   |
| Finance Transformation/<br>Programme Director | £150,000 | £200,000 | £1,400                  | £1,800 | £1,000                   | £1,600 |                     |
| Head of Finance Shared Services               | £130,000 | £180,000 | £1,200                  | £1,500 | £1,000                   | £1,200 |                     |
| Finance Design/TOM Lead                       | £110,000 | £150,000 | £1,000                  | £1,200 | £750                     | £1,000 |                     |
| Finance Transformation/<br>Programme Manager  | £100,000 | £150,000 | £1,000                  | £1,200 | £800                     | £1,000 |                     |
| Finance Process Owner/Lead                    | £100,000 | £140,000 | £800                    | £900   | £650                     | £750   |                     |
| Finance Change Manager                        | £85,000  | £100,000 | £750                    | £850   | £600                     | £700   | _                   |
| Finance Project Manager                       | £80,000  | £100,000 | £750                    | £850   | £650                     | £750   |                     |
| Finance Training Manager/Lead                 | £80,000  | £100,000 | £700                    | £800   | £600                     | £700   |                     |
| Finance Business/Process Analyst              | £70,000  | £80,000  | £650                    | £750   | £550                     | £650   | £319                |

10-15% average contractor day rate increase for finance transformation roles in the UK in 2023.



| HR | Finance transformation | Marketing | Sales |
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## Marketing

In today's increasingly digital world, where consumers prefer to engage with brands online, marketing is being recognised as a key growth engine for organisations, with many needing to rapidly improve their end-to-end consumer journey in order to remain competitive.

There has been a vast increase in the demand for marketers with social media, ecommerce, and data analytics skills, as well as for performance and demand generation specialists who can lead the growth acquisition functions within a business.

We've seen permanent salaries increase by £8-10k in 2023, with many companies also boosting their overall benefits package in order to attract top talent. Contract day rates have increased slightly but remain relatively steady as a result of more marketers choosing to go freelance.

Overall, marketing has become more data-driven and targeted than ever before, and so there's a big focus on performance, growth, communication, and retention. Candidates with the perfect blend of strategy and creative experience are the most sought-after.

"According to Gartner, global marketing investment is expected to grow 30% by 2025, an increase of £3.5trn. Marketing teams need experts to support the strategic need for marketing. Data, personalisation, and AI are key focus areas for marketing."

#### For more information about roles in marketing, contact:



**Nicole Andrews Principal Consultant Manager** nicole.andrews@lafosse.com



Jessica Clarke Consultant jessica.clarke@lafosse.com



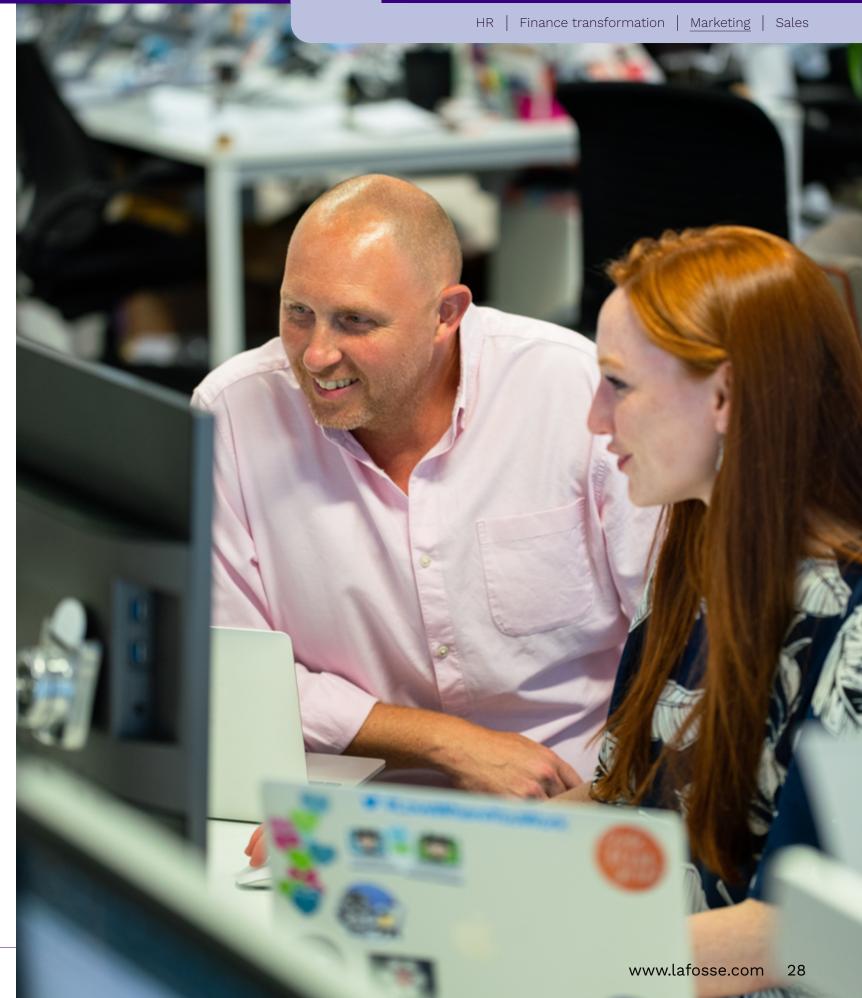
|                                      | Permanent |          | Contract<br>Inside IR35 |        | Contract<br>Outside IR35 |        |
|--------------------------------------|-----------|----------|-------------------------|--------|--------------------------|--------|
|                                      | Low       | High     | Low                     | High   | Low                      | High   |
| Chief Marketing Officer              | £150,000  | £250,000 | £1,000                  | £1,500 | £1,000                   | £1,200 |
| VP Marketing                         | £120,000  | £200,000 | £800                    | £1,500 | £800                     | £1,500 |
| VP Communications                    | £90,000   | £200,000 | £800                    | £1,500 | £800                     | £1,500 |
| Director of Product Marketing        | £95,000   | £150,000 | £800                    | £1,200 | £750                     | £1,000 |
| Marketing Director                   | £80,000   | £150,000 | £800                    | £1,300 | £800                     | £1,300 |
| Head of Content                      | £70,000   | £120,000 | £525                    | £620   | £525                     | £620   |
| Head of CRM                          | £70,000   | £120,000 | £500                    | £700   | £500                     | £700   |
| Head of Demand Generation            | £70,000   | £120,000 | £500                    | £700   | £500                     | £700   |
| Head of Marketing                    | £70,000   | £120,000 | £500                    | £800   | £500                     | £800   |
| Director of Marketing                | £65,000   | £160,000 | £800                    | £1,200 | £750                     | £1,000 |
| Director of Digital and Social Media | £65,000   | £150,000 | £450                    | £1,200 | £400                     | £1,000 |
| Digital Marketing Manager            | £60,000   | £85,000  | £350                    | £750   | £300                     | £700   |
| Product Marketing Manager            | £60,000   | £125,000 | £450                    | £750   | £400                     | £600   |
| Content Marketing Manager            | £50,000   | £80,000  | £350                    | £550   | £300                     | £500   |
| Marketing Brand Manager              | £50,000   | £80,000  | £350                    | £600   | £300                     | £600   |
| Online Marketing Manager             | £50,000   | £80,000  | £350                    | £750   | £300                     | £700   |
| Paid Search Specialist               | £50,000   | £75,000  | £275                    | £375   | £275                     | £375   |

| HR | Finance transformation | Marketing | Sales |  |
|----|------------------------|-----------|-------|--|
|----|------------------------|-----------|-------|--|



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|                       | Permanent |          | Contract<br>Inside IR35 |      | Contract<br>Outside IR35 |      |
|-----------------------|-----------|----------|-------------------------|------|--------------------------|------|
|                       | Low       | High     | Low                     | High | Low                      | High |
| Social Media Manager  | £45,000   | £80,000  | £250                    | £650 | £200                     | £600 |
| CRM Marketing Manager | £45,000   | £75,000  | £300                    | £500 | £250                     | £500 |
| Marketing Executive   | £25,000   | £45,000  | £150                    | £300 | £150                     | £250 |
| eCommerce             |           |          |                         |      |                          |      |
| Head of eCommerce     | £70,000   | £130,000 |                         |      |                          |      |
| B2B eCommerce Lead    | £60,000   | £110,000 |                         |      |                          |      |



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### Sales

As the SaaS industry continues to grow due to record levels of investment, the demand for B2B SaaS new business talent has become more competitive.

There has been a shift towards businesses looking for candidates that are experienced in enterprise sales for niche markets and have previous experience either working with a complex sales cycle involving multiple stakeholders, or working with a complex product that requires technical knowledge.

A higher demand for enterprise sales talent has driven an average increase of £10-15k in base salaries, as well as generous OTE packages that give candidates the opportunity to match their base with their takehome earnings.

Sales engineer, pre-sales consultant, and commercial technical consultant roles are taking off faster than most, reflecting a need for candidates who are commercially focused and can lead a new business conversation, whilst also having a technical background in order to confidently demo a product and map out the integration process.

With many businesses shifting their priority from new business to retaining customers and upselling strategic accounts, companies are also investing more in customer success and account management teams.

"There has been a shift towards businesses looking for candidates that are experienced in enterprise sales for niche markets."

#### For more information about roles in sales, contact:



**Nicole Andrews Principal Consultant Manager** nicole.andrews@lafosse.com



Jessica Clarke Consultant jessica.clarke@lafosse.com

20% average permanent salary increase for strategic sales roles in 2023.

|   | Permanent |                             |         | tract<br>e IR35 |
|---|-----------|-----------------------------|---------|-----------------|
|   | Low       | High                        | Low     | High            |
| Account Executive/Business<br>Development         | £55,000   | £100,000                    |         |                 |
| Account Manager                                   | £50,000   | £80,000                     |         |                 |
| Chief Commercial Officer                          | £140,000  | £260,000<br>+ 50% bonus     | £1,000  | £2,000          |
| Chief Revenue/Sales Officer                       | £140,000  | £260,000<br>+ up to 50% OTE | £1,000  | £2,000          |
| Customer Service Manager                          | £40,000   | £50,000                     |         |                 |
| Customer Success Manager                          | £50,000   | £80,000                     |         |                 |
| Enterprise Account Executive                      | £85,000   | £100,000                    |         |                 |
| Head of Sales/Business<br>Development             | £90,000   | £130,000                    |         |                 |
| VP Sales/Business Development                     | £120,000  | £200,000                    | £1,000+ |                 |
| Head of Account Management                        | £90,000   | £130,000                    |         |                 |
| Head of Customer Success                          | £90,000   | £120,000                    |         |                 |
| Sales Development Rep/Business<br>Development Rep | £35,000   | £45,000                     |         |                 |
| Sales Enablement Manager                          | £65,000   | £80,000                     |         |                 |
| Sales Manager                                     | £75,000   | £100,000                    |         |                 |
| Account Manager                                   | £65,000   | £85,000                     |         |                 |
| Technical Pre-Sales Consultant                    | £80,000   | £110,000                    |         |                 |



#### HOW ARE YOU BRIDGING THE SKILLS GAP?

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### **Executive search**



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### Executive talent to transform your business

At La Fosse Executive, we specialise in placing outstanding leaders into investorbacked and high-growth businesses.

With a team of 150+ specialist consultants and 15+ years of top-to-bottom recruitment experience, we have unique access to a vast network of talent that not only includes today's influential leaders, but also the rising stars of the future.

We're highly agile and quick to adapt to any scenario or requirement – our flexible approach ensures that we can accompany businesses on their journey at every stage, from investment to growth and through to exit.

If you're a business looking for support with hiring top leadership talent, or if you're a leader looking for your next opportunity, get in touch with one of our consultants who will be happy to help.

### For more information about executive hires, contact:



Olivia Ogilvie Head of Research olivia.ogilvie@lafosse.com HOW ARE YOU BRIDGING THE SKILLS GAP?

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**Tom Nunn** Head of Technology Leadership Practice (CIO/CTO/Tech Advisory) tom.nunn@lafosse.com



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# **Executive hires**

In these times of rapid change, innovation, and growth, the need for an agile and forward-thinking C-suite has never been more important.

We've seen CTOs increasingly take a seat at the top table and exert a growing influence on the long-term strategic decisions of businesses, with average salary increases of over 30% to reflect that heightened demand.

We're also noticing significant pay increases for CTOs and CIOs as a result of greater investments from businesses in data engineering and information security.

At the heart of innovation are the people that drive change, and so attracting and retaining talent is a top priority. There's also a renewed focus from the C-suite on improving company culture in today's hybrid working world, alongside DE&I and employee benefits. As such, we're seeing an increased demand for CPOs and rates of pay have increased by 10-15% on average.

"At the heart of innovation are the people that drive change, and so attracting and retaining talent is a top priority."

#### For more information about executive hires, contact:



**Olivia Ogilvie** Head of Research olivia.ogilvie@lafosse.com



**Tom Nunn** Head Technology **Leadership Practice** (CIO/CTO/Tech Advisory) tom.nunn@lafosse.com

|   | Permanent    |           | Contract<br>Inside IR35 |        | Contract<br>Outside IR35 |        |  |
|---|--------------|-----------|-------------------------|--------|--------------------------|--------|--|
|   | Low          | High      | Low                     | High   | Low                      | High   |  |
| Chief Executive Officer - Small<br>Cap* | £150,000     | £200,000  | N                       | /A     | N                        | /A     |  |
| Chief Executive Officer - Mid Cap*      | £220,000 N/A |           | N                       | /A     |                          |        |  |
| Chief Executive Officer - Large<br>Cap* | £400,000+    |           | N                       | /A     | N                        | /A     |  |
| Non Executive Director                  | £25,000      | £60,000   | N/A                     |        | N                        | /A     |  |
| Chair                                   | £40,000      | £100,000  | N/A                     |        | N                        | /A     |  |
| Chief Finance Officer - Small Cap*      | £120,000     | £190,000  | £1,300                  |        | £1,(                     | 000    |  |
| Chief Finance Officer - Mid Cap*        | £150,000     | £250,000  | £1,800                  |        | £1,5                     | £1,500 |  |
| Chief Finance Officer - Large Cap*      | £200,000     | £250,000  | £2,500                  |        | £2,000                   |        |  |
| Chief Technology Officer                | £150,000     | £300,000  | £1,400                  | £2,000 | £1,250                   | £1,600 |  |
| Chief Information Officer               | £150,000     | £300,000  | £1,400                  | £2,000 | £1,250                   | £1,600 |  |
| Chief Marketing Officer                 | £140,000     | £250,000  | £1,000                  | £2,000 | £900                     | £1,600 |  |
| Chief Sales/Revenue Officer             | £150,000     | £250,000  | N/A                     |        | £1,250                   | £2,000 |  |
| Chief People Officer                    | £140,000     | £250,000  | £1,200                  | £2,000 | £1,000                   | £1,600 |  |
| Chief Data Officer                      | £140,000     | £200,000+ | N/A                     |        | N/A                      |        |  |
| Chief Product Officer                   | £140,000     | £200,000+ | £1,300                  | £1,500 | £1,150                   | £1,300 |  |
| Chief Information Security Officer      | £140,000     | £250,000  | £1,700                  | £1,200 | £1,500                   | £1,100 |  |
| Chief Transformation Officer            | £200,000     | £300,000  | £2,000                  | £3,000 | £1,500                   | £2,500 |  |

\*Small Cap = <100m EV, Mid Cap = £100m - £500m EV, Large Cap = >£500m EV

Executive talent to transform your business | Executive hires



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### How are you bridging the skills gap?

#### The biggest challenge for tech companies today is a shortage of tech skills.

In fact, research shows the digital skills gap is predicted to cost the UK economy £120 billion by 2030. The competition for talent has created a battleground of demand, with companies often needing to engage with contractors and third-party providers in order to fill the gaps.

This approach can be expensive, create dependencies, and give businesses less control. With recruitment alone no longer enough to bridge the gap, many companies have started to adopt a multistrand approach in order to attract quality talent into their teams.

#### Build a sustainable and diverse talent pipeline

At La Fosse Academy, we help organisations to create short-term capacity and build long-term permanent capability by providing talent where you need it.

Six months of detailed assessment and training, as well as ongoing support throughout a two-year engagement, accelerates our Associates' development to mid-level seniority so that they can make an impact and contribute towards your delivery goals straight away.

At the end of the engagement, Associates can then be converted into permanent team members, retaining that knowledge in-house and creating long-term capability within teams.

We put diversity at the heart of what we do, and we are on a mission to create a world where the best talent, regardless of background, can build and deliver the technology of tomorrow.

That's why our training is free for Associates, giving us access to a much broader talent pool than our competitors.

**Our Associate** cohorts consist of:





female



career changers

To find out more about how we can help you to build a diverse and sustainable workforce, get in touch with a member of the La Fosse Academy team.



**Claudia Cohen Commercial Director** claudia.cohen@lafosse.com



Find out more -



**Krikor Hindoian** Head of Business Development krikor.hindoian@lafosse.com



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### **Transform your** business

Our enhanced capability service - La Fosse Solutions – builds, deploys, and manages teams that solve your business challenges and provide strategic tech capability for today and tomorrow.

The digital age shows no signs of slowing down, and the need for continuous business evolution and growth drives the agenda. In this ever-evolving environment, resources are stretched, tech skills are at a premium, and there are new competitors around every corner. We exist to help our customers adapt, innovate, and accelerate in this new landscape.

Delivered in partnership, we work collaboratively with our customers to build expert teams from our pre-gualified, trusted bench of tech specialists. These teams help establish lasting in-house capabilities through upskilling existing teams, leaving you with the expertise and legacy.

Our extensive experience and proven track record mean we can guickly establish an impactful solution, rapidly deploying teams and accelerating your processes.

Our teams are ready to start transforming your organisation from day one; our expert consultants have a flexible approach, assisting in shaping your requirements as much or as little as you need. With rapid onboarding, the ability to scale as required, and support throughout with delivery and management, we can help you overcome your digital hurdles, no matter your size or budget.



#### **Our process**

Together we explore your business and project challenges, identifying skills gaps and determining where delivery capacity is needed.

2

Utilising our blended talent services, we create tailored solutions that deliver against your specific objectives.

#### 3

Offering strategic, advisory, and management support throughout, our agile process adapts to your requirements and consistently measures against precise milestones.

### For more information about our Solutions offer, contact:



**Omer Saadet Associate Director** omer.saadet@lafosse.com



Find out more  $\rightarrow$ 



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### lafosse.com

