



**ANTHEM.**

**SALARY SURVEY AND MARKET INSIGHT REPORT**

**2020 – 2021**



## RECRUITMENT TRENDS.

Well, what can we say about 2020?! Each and every one of us can safely say that we've never experienced anything like it! From our perspective, it goes without saying that the recruitment market was severely affected from March onwards. Up until that point, the market had been extremely buoyant and we were busier than ever, helping law firms to recruit at all levels within marketing and business development. Up until the first lockdown, there was a high volume of roles, and interestingly probably the most diverse mix of requirements geographically that we've ever seen, with many firms trying to diversify their talent pool across the UK. We also started actively recruiting in the growing area of legal project management, and interestingly this has been an area in which some firms continued to invest during the most testing market we've ever seen.

It's been hard to identify any meaningful trends, because of the low volume of roles, but one thing that has been obvious is the increased investment and engagement in online and digital marketing. A number of law firms have hired digital specialists as partners have become increasingly engaged with digital marketing, social media and, of course, online events such as webinars. Interestingly this crosses over with some of the legal project management and innovation roles that we've recruited where firms are focused on building very sophisticated online platforms and tools for clients.

The other area of notable increased recruitment is in communications – both internal and external. Externally, there has been a real appetite for firms to keep their profiles high and the changes caused by the pandemic, particularly around remote working has increased the need for more internal communications.

Where there has been recruitment, firms have adapted brilliantly to remote interviewing and onboarding, and have done all they can to engage new employees to help team bonding and relationship building whilst not in the office. It hasn't been an easy time, but we think it's safe to say that firms have done a sterling job of being as agile as possible to adapt to the new ways of working.

Prior to Covid-19, the trend in law firms to set up central business support functions in the UK regions, or overseas continued, and shows no signs of slowing down. The impact of this on the market remains evident. Whilst these roles tend to be at the more junior level i.e. assistants and executives, this still leaves a gap in London-based teams. More worryingly, it also leaves a huge gap in the talent pool coming up the ranks, exacerbating what is an already candidate short market. It also impacts the more senior members of staff in two ways. Firstly, they have little or no line management experience because there simply aren't any junior team members to manage. Secondly, they often end up doing a lot more junior, tactical work because the systems in place to delegate work to the remote teams can be time consuming. When deadlines are tight, sometimes it feels quicker to do it yourself! This leads to quite a demotivated group of managers and also means firms are not getting the best value for money from either their more senior employees or the remote teams. In the end, off-shoring or near-shoring probably costs more than it saves! Whilst the motivation for cost saving is clear, there are significant downsides to this working model and ultimately nothing replaces that face-to-face relationship you build with people – although I think the past year has improved things in this area!

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## WHAT WERE THE HIRING TRENDS?

Overall, recruitment levels were high until March 2020 and the volume of recruitment remained at the BD Assistant, Executive and Manager levels.

Part-time roles continue to remain thin on the ground. This means that many people who are currently in part-time roles struggle to find new roles and feel very stuck in their current role, causing a detrimental effect on their career progression. Many of those in part-time roles secured their flexible working regime only as a result of returning from maternity leave. There are many excellent part-time workers on the market and hiring good part-time workers could be a way of getting around the candidate shortage. However, many hiring managers are very resistant, even those who work part-time themselves! Whilst there are some roles where part-time support may not work, there are many instances where it would. Don't forget that 99% of the time someone is already making it work for one of your competitors! This is an area where law firms do need to rethink things. Given that it is so challenging to secure good talent, this could be an excellent way of widening up the pool of candidates. More flexibility is also much in demand from candidates and whilst the impact of Covid-19 will influence thinking around part-time and flexible working in a positive way, a few law firms have told us that once the pandemic is over their firm/roles will return to being 100% office based. Fortunately, these firms are in the minority. The legal sector is significantly behind other sectors in this respect, and it would be highly beneficial to look at ways of introducing more flexibility and part-time work. If it doesn't, firms will both lose good talent and find it harder to attract good people.



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# THE LINK BETWEEN SALARY AND BRAND REPUTATION.

We've said it many times before and we'll say it again – there is no question that the biggest blocker to finding good candidates is the stagnation of salaries which haven't really gone up since the global financial crisis of 2008. Salaries in business development teams have been falling way behind those in Europe, Asia-Pac and the US for the last ten years. Covid has had a further impact on this, with some law firms thinking that they can get away with paying less, because of the pandemic.

However, despite the initial panic, most law firms have reported, or are on track to report very strong financial results. Therefore, any firm which tries to freeze, or even lower salaries on the basis that we are in a recessionary economy won't sit well with candidates. The general view amongst candidates is that any law firm which pays under market rate doesn't value its staff. It also gives a poor impression of the culture of a firm, as being behind the curve and not keeping on top of market trends. On this point, we would urge HR teams to avoid relying too heavily the data produced by Willis Towers Watson. We find that this data is often very inaccurate and out of date. It certainly isn't reflective of actual business services salaries within the legal market. The general message here is that law firms that consistently underpay, risk damaging their brand reputation as an employer of choice.

Brand reputation is also negatively impacted by any firm that has made redundancies over the last few months. We have heard from many candidates who feel strongly that any law firm that have made redundancies in a market where there are less jobs available, have acted unethically. This has a damaging impact on their brand reputation. This is particularly true of law firms who have let people go despite posting strong profits. Fortunately, the legal sector is a stable and resilient sector and law firms that have made large-scale redundancies are in the minority. Therefore, any law firm which thinks that it can pick up a wave of "cheap" candidates who are without jobs is very much mistaken. The market hasn't been flooded with desperate candidates who have been made redundant.

On the flip side, some law firms are actually worried about finding good candidates because they think that candidates are staying put in this uncertain market. Although some candidates are being cautious, Covid-19 has not had a significant impact on the number of candidates on the market. In fact, there are many candidates who were hoping to make a move last year but the lack of roles in 2020 meant that they have pushed back their job search to this year. There are therefore a number of candidates on the market who feel that they've now really outgrown their current role and are keen to make the move.

## **Bonuses**

Bonuses in the legal sector are still somewhat nominal compared to wider industry. Some firms are still not offering any form of bonus to their business services staff, or only offer them to those at manager level and above. Where bonuses are on offer, they tend to hover at around the 5% mark for junior and mid-level marketers, with only a handful of firms offering up to 10% or more. This is significantly below other sectors where bonuses can be up to 20% or even 30% of salary. Surely, it's time to recognise the role that business development and marketing staff play in revenue growth and the smooth running of their firm? We are hearing of many firms not paying bonuses this year, which must be frustrating for those working in a firm that has published a record year. Whilst no business has been untouched by the impact of the global pandemic, firms need to consider the longer-term impact of not showing their staff that they value them.





# WHAT DO CANDIDATES WANT?

## Flexible/Remote Working

Even before the pandemic, more and more people were demanding more flexible working patterns. Rocket high property prices in London meant that more people were moving further out of London, with gruelling daily commutes on unreliable train services. Therefore, many were looking for a role that will allow them to work from home 2-3 days a week. When Covid-19 hit, law firms proved themselves to be remarkably adaptable and were able to get their entire workforce up and running at home within days. The pandemic has shown that working from home really can work. Productivity has risen and sophisticated video technology has allowed people to hold meetings with ease.

The general sense we get when speaking to candidates is that when things return to normal, most people want to be able to mix home working with being in the office 2-3 days a week. Most law firms that we speak to feel the same. This widens the candidate pool to those living in the regions who only need to be in the office once or twice a week. Very few have suggested that they expect their staff to be in the office five days a week and as mentioned above, those that do are already starting to miss out on strong candidates.

## Diversity & CSR

Junior candidates are always keen to know about how a potential employer encourages diversity and how firms care for their employees with the range of mental health/wellness programmes on offer. In addition, many young people gain fulfilment from charity work and community projects outside of work and want to reflect this at work too. Generation Z has a strong sense of ethics – they don't want to work for a faceless corporation but rather a caring employer who gives something back. Law firms that promote their diversity and CSR credentials on job specs and at interview do better in attracting employees.

In relation to Diversity & Inclusion, we have seen an increased number of BAME candidates making their decision on applying for jobs based on the firm's existing D&I. Whilst many firms are doing great work in this space it's important it's reflected in the public domain where people are looking for that information.



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### Money

Good candidates are demanding large increases of 15-20% when they move jobs, particularly in what is seen as an uncertain job market. And frankly, who can blame them when salary increases in their current role have been nominal. Whilst some law firms seem to think that a salary increase of 5% is acceptable, we ask hiring managers to ask themselves, would you move for a 5% salary increase? There is also a sense that once you join a firm there is little on offer in terms of meaningful increases in salary, and therefore candidates want a bigger increase when moving to compensate for that.

### Brand

Junior candidates in particular are attracted to larger brands, particularly if they haven't worked in the legal sector before. Smaller firms therefore need to really sell themselves to candidates. Perception from the outside may be that smaller firms won't be able to offer global mobility, career progression, mentoring, aren't as advanced in their D&I etc. As recruiters, we know that this isn't the case and are able to pass this on to candidates but once they're in the interview, firms need to lay on the charm!

### The ongoing link between mental health, salary and work-life balance

Obviously Covid-19 has affected everyone differently, and mental health remains as big a topic as ever. With most law firms implementing hiring freezes in the months following the first lockdown, many business development professionals have told us that they've never worked so hard. As well as covering the work of those that left but not replaced, many have had to juggle home schooling too. Add to that the fact that home is now the office, the lines between work life and personal life are now more blurred than ever. On the whole, we hear that line managers have been very sympathetic to their staff, presumably because they are also going through the same battles. This has allowed many to work flexibly around their work commitments and the general view is that as long as you get your work done, how and when you do it, is up to you.

Of course law firms have made great strides in their approach to mental health. However, we have said it before, and we'll say it again, no wellness programme can compare to hiring enough staff so that your workforce doesn't feel overloaded as well as paying them properly so they can go on holiday, have some downtime and enjoy hobbies without worrying about paying the rent/mortgage that month.

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# SALARY SURVEY.

	Small/Boutique firm	Mid-sized/National	Large International	Silver /Magic Circle
<b>MARKETING.</b>				
Marketing/BD Assistant	£23 - 26,000	£25 - 28,000	£27 - 30,000	£27 - 30,000
Marketing Executive	£30 - 35,000	£33 - 38,000	£35 - 40,000	£35 - 40,000
Business Development Executive	£30 - 35,000	£35 - 38,000	£35 - 40,000*	£35 - 40,000
Senior Marketing Executive	£35 - 42,000	£38 - 43,000	£42 - 50,000	£45 - 50,000
Senior BD Executive	£37 - 45,000	£40 - 48,000	£40 - 50,000	£47 - 60,000
Marketing Manager	£45 - 55,000	£45 - 55,000	£55 - 65,000	£55 - 65,000
Business Development Manager	£55 - 65,000	£55 - 70,000	£55 - 70,000	£65 - 75,000
Senior Marketing Manager	£60 - 75,000	£65 - 75,000	£70 - 85,000	£75 - 85,000
Senior Business Development Manager	£65 - 80,000	£65 - 80,000	£80 - 95,000	£80 - 100,000
Head of Marketing	£70 - 85,000	£70 - 90,000	£80 - 110,000	£90 - 120,000
Head of Business Development	£80 - 130,000	£120 - 140,000	£120 - 180,000	£150 - 180,000
CMO/Director of Marketing/BD	N/A	£120 - 150,000	£200 - 250,000	£200 - 300,000
*Please note – Many US law firms are now paying up to £45,000 at this level				
<b>EVENTS.</b>				
Events Assistant	£22 - 25,000	£22 - 25,000	£23 - 26,000	£23 - 28,000
Events Executive	£28 - 32,000	£30 - 35,000	£33 - 38,000	£35 - 40,000
Senior Events Executive	£35 - 38,000	£35 - 38,000	£38 - 43,000	£40 - 45,000
Events Manager	£45 - 50,000	£45 - 50,000	£50 - 55,000	£55 - 60,000
Senior Events Manager	N/A	N/A	£55 - 65,000	£55 - 65,000
<b>DIGITAL/ONLINE.</b>				
Digital Marketing Assistant	£22 - 25,000	£24 - 27,000	£25 - 28,000	£25 - 30,000
Digital Marketing Executive	£30 - 35,000	£30 - 35,000	£35 - 38,000	£35 - 40,000
Senior Digital Marketing Executive	£35 - 40,000	£35 - 40,000	£38 - 42,000	£40 - 45,000
Digital Marketing Manager	£45 - 55,000	£45 - 60,000	£55 - 65,000	£55 - 65,000
Senior Digital Marketing Manager	N/A	N/A	£65 - 75,000	£65 - 75,000
Head of Digital	N/A	N/A	£80 - 125,000	£90 - 125,000



**INTERACTION/DATABASE.**

CRM/Database Assistant	£20 - 23,000	£20 - 23,000	£22 - 25,000	£23 - 25,000
CRM/Database Executive	£25 - 30,000	£30 - 36,000	£32 - 38,000	£35 - 40,000
CRM/Database Senior Executive	£32 - 38,000	£35 - 38,000	£35 - 40,000	£38 - 42,000
CRM/Database Manager	£40 - 50,000	£40 - 50,000	£45 - 55,000	£50 - 60,000

**PR, COMMS & INTERNAL COMMS.**

Comms Assistant	£22 - 25,000	£24 - 27,000	£25 - 28,000	£25 - 30,000
PR/Comms Executive	£30 - 35,000	£32 - 37,000	£35 - 40,000	£35 - 40,000
PR Manager	£45 - 55,000	£50 - 60,000	£50 - 65,000	£50 - 65,000
Senior PR/Comms Manager	N/A	£65 - 75,000	£65 - 80,000	£70 - 85,000
Head of PR/Comms	N/A	£75 - 90,000	£90 - 120,000	£90 - 130,000
Internal Communications Executive	N/A	£30 - 35,000	£30 - 35,000	£30 - 35,000
Senior Internal Comms Executive	N/A	£32 - 38,000	£35 - 42,000	£45 - 55,000
Internal Communications Manager	N/A	£45 - 55,000	£50 - 60,000	£50 - 60,000

**CLIENT RELATIONSHIP MANAGEMENT.**

Client Relationship Executive	£30 - 35,000	£30 - 35,000	£35 - 40,000	£35 - 42,000
Senior Client Relationship Executive	N/A	£35 - 42,000	£45 - 50,000	£45 - 55,000
Client Relationship Manager	£45 - 55,000	£50 - 65,000	£55 - 80,000	£60 - 85,000
Senior Client Relationship Manager	N/A	£65 - 75,000	£70 - 90,000	£75 - 100,000
Head of Client Relationship Management	£70 - 75,000	£75 - 100,000	£90 - 120,000	£120 - 160,000

**BIDS.**

Bid Executive	£30 - 35,000	£30 - 40,000	£35 - 40,000	£35 - 45,000
Senior Bid Executive	£35 - 42,000	£38 - 42,000	£45 - 48,000	£45 - 50,000
Bid Manager	£45 - 60,000	£50 - 60,000	£50 - 65,000	£55 - 75,000
Senior Bid Manager	N/A	£60 - 75,000	£65 - 80,000	£70 - 90,000
Head of Bids	N/A	£70 - 80,000	£80 - 100,000	£85 - 120,000

**DESIGN.**

Design Coordinator	£22 - 28,000	£25 - 30,000	£28 - 32,000	£28 - 32,000
Design Executive	£28 - 32,000	£30 - 35,000	£30 - 40,000	£30 - 40,000
Design Manager	N/A	£45 - 50,000	£45 - 60,000	£50 - 65,000

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## ABOUT US.

Anthem Consulting was set up by Frosso Miltiadou and Simone Sullivan (Timcke) in 2013. Having spent over 30 combined years within the professional services' recruitment space, we decided to go it alone and as all entrepreneurs say, it's the best thing we ever did! Specialising in marketing and business development recruitment within professional services, we work across the legal sector from magic circle to small boutiques law firms and barristers' chambers, as well as accountancy, consulting, real estate and built environment sector. We offer our candidates and clients a consultative approach and an honesty that they say is refreshing! If you would like to discuss any part of the salary information provided, or require wider market information please get in touch.



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