

ANTHEM.

SALARY SURVEY 2023/24

LEGAL MARKETING & BUSINESS DEVELOPMENT

RECRUITMENT TRENDS

Following one of the busiest recruitment years in 2022, things have now levelled off in legal marketing and business development recruitment. Recruitment of roles has been quite varied with no significant trends seen in previous years, such as an increase in digital marketing roles, for example. It's important to note that although the market has somewhat calmed, the demand for talent is still high and the market is very competitive. The biggest changes have been in relation to salary increases.

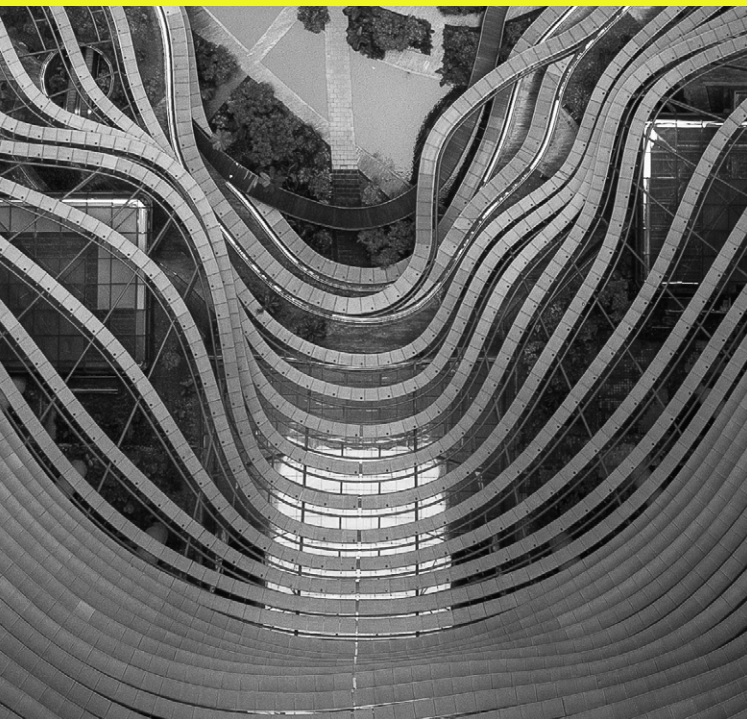
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HIRING SUCCESSFULLY

In order to hire successfully in a highly competitive space, the following pointers may help you secure your preferred candidate:



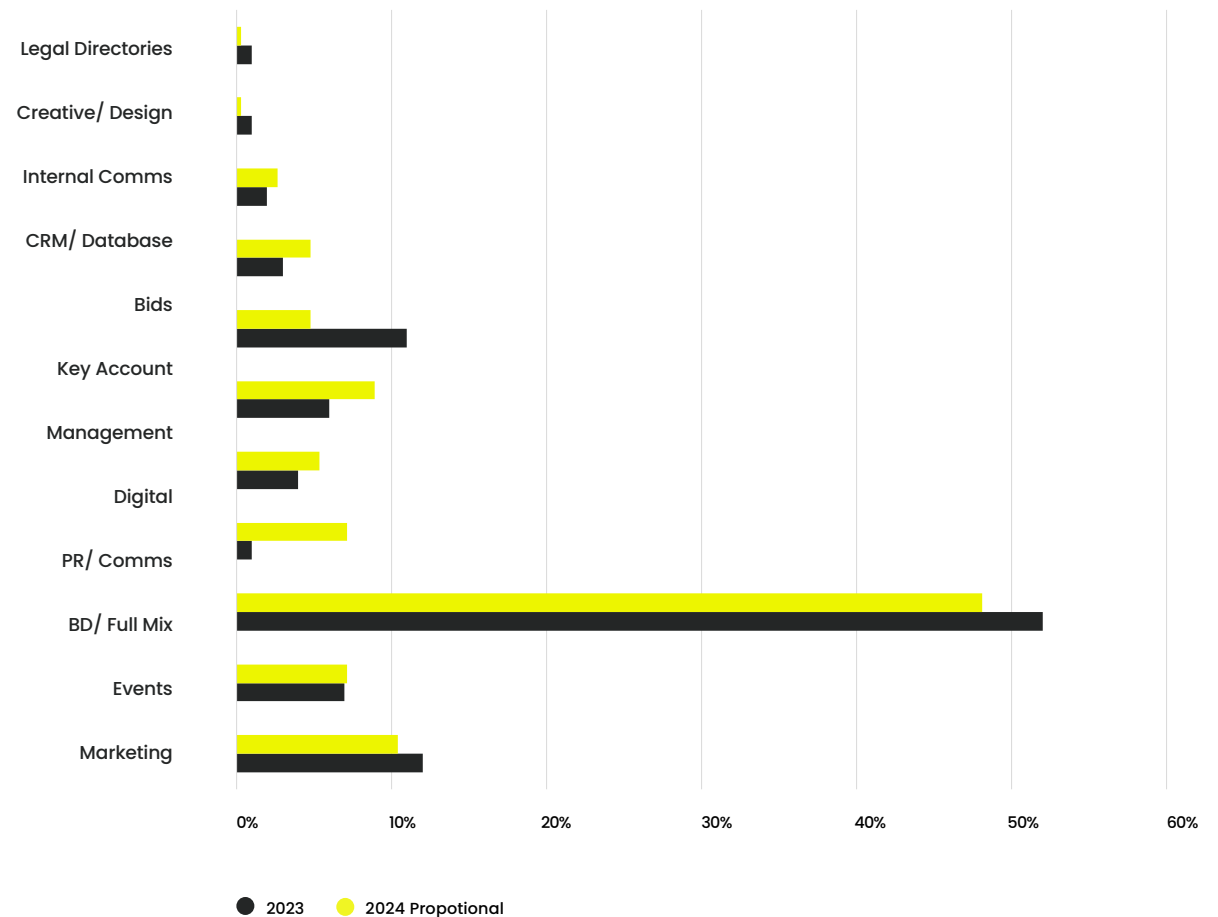
01. Law firms can be guilty of dismissing strong candidates who haven't worked in the legal sector before. Not only this, but increasingly we see hiring managers wanting candidates to have specific practice or sector experience too. This really limits your candidate pool, and whilst it's helpful to have like for like, there really aren't enough active candidates on the market to justify such specific requirements. This approach also means you will take much longer to recruit. This, in turn, can lead to further issues around workload for the existing team and the service they are able to offer the partners. There are many excellent candidates on the market who don't tick every single box but who excel in the firms that give them a chance. Tied into this, we have noticed a trend amongst some firms who select a very small shortlist of candidates to interview. Whilst this can save time, it can also prolong the process if the candidates selected aren't suitable – it means you have to start all over again!
02. In such a candidate short market, it's important to move quickly if you meet a strong candidate. Many firms conduct long drawn-out processes, which often leave candidates hanging. Not only do you risk losing strong candidates, this approach can damage your firm's reputation in the marketplace. Candidates notice when a role has been on the market for several weeks or even months and start to question why this is.
03. Be very clear on selling the opportunity. A large percentage of candidates are only passively looking for a new role. Therefore, establishing the key selling points of an opportunity is vital in engaging candidates early on. This can mean anything from culture of the firm, the variety that the role can offer or career progression opportunities. This starts right at the very beginning of your search with the way you write your job description and the information you share with agencies. This approach should continue throughout the interviewing process.
04. Offer flexibility. Most firms have settled on 2-3 days in the office for business services staff, and the majority of employees are happy with this. There could still be improved flexibility however with regard to part-time working, flexible hours and job-sharing.

TYPES OF ROLES BEING RECRUITED

As expected, there was a high volume of BD Manager, Senior BD Executive and BD Executive roles recruited during the past 12 months. These roles always make up the majority of marketing and business development recruitment in law firms and will continue to do so. Whilst there haven't been any particularly significant spikes in demand for certain roles, we are starting to notice firms shifting towards more client facing work. We are seeing a greater focus on commerciality more akin to roles seen in the Big Four and consulting firms where people are expected to manage client opportunities much further in advance, think more commercially about pricing and profitability, and monitor sales pipeline.

The graph opposite shows the proportional change in types of roles recruited in 2022/23 compared to 2023/24.

PROPORTIONAL CHANGE



SALARIES

We noted last year that after ten to fifteen years of stagnation, legal marketing and business development salaries increased at their fastest rate since before the global financial crisis. This is particularly true at the Assistant, Executive and Senior Executive levels. Over the past 12 months, our data shows that, 5% of BD Executive roles have been placed at £50,000, and 2% between £45–50,000. The remainder have been between £35–45,000, with the bottom end of this banding being made up of candidates with around 12 months' experience – i.e. assistants stepping up.

At the BD Manager level, 32% of the roles placed have been between £75–90,000, which is quite significant given the fact that two years ago many law firms refused to pay more than £65,000 (which had been the industry standard since 2007!). However, whilst some firms have recognised that salary increases are long overdue and have increased their salary bandings, the London market is still lagging behind Europe, Asia-Pac and the US. Many law firms are still only paying up to £70,000 for a BD Manager, whereas in Asia-Pac a similar level role can command up to the equivalent of £110,000 and in the US up to £150,000.

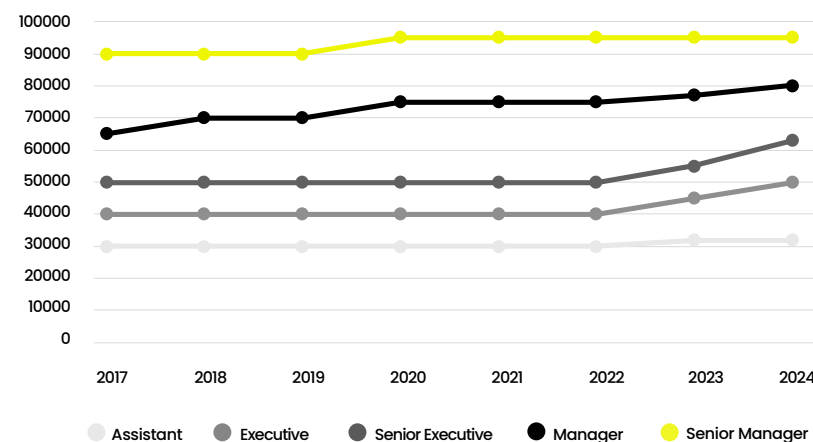
However, in comparison, Senior Manager and Head of/Director salaries have barely changed. The majority of Senior BD/Marketing Manager

roles on the market, in the past 12 months, have been paying up to £90,000 (although most Magic Circle and US law firms will pay into the six figures).

To complicate recruitment matters, most firms are looking for someone already at Senior Manager level. Realistically therefore, the market is asking for people to make a sideways move for either a tiny increase, the same salary or even a drop in salary, which isn't exactly enticing! In many firms, salaries have gone up so insignificantly, that firms struggle to attract the best candidates for senior level roles. We've also seen a real reluctance to look at managers stepping up, often due to line management requirements. This is because many managers don't have teams to manage because their juniors have been placed in regional hubs.

What these modest salary increases are starting to show is that law firm salaries are also falling behind those in other industries. Traditionally, law firms were able to attract candidates from other areas of professional services, particularly the large accountancy firms that often paid less. This is no longer the case. In particular, the Big Four accountancy firms are paying very good salaries, especially to those in senior client facing business development and account management roles. These roles often come with significant bonuses.

TOP END SALARIES



*Salaries represented by the top end salaries in international / magic circle law firms

BONUSES

Law firms, by and large, don't seem to place much emphasis on bonuses for their business services staff. This is in stark contrast to other areas of professional services and wider industry. Some firms are still don't offer any form of bonus to their support 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 30% or even 50% 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?

WHAT DO CANDIDATES WANT?

MONEY



Increase in salary is one of the key motivators for many candidates when it comes to changing jobs. In general, particularly at the Executive to Manager levels, candidates seek an increase of 15-20% on their basic salary. We predict that this is likely to even out somewhat, given that salaries have risen at this level, but time will tell! We don't feel that these increases are disproportionate given the long hours expected of those in business development roles.

Money isn't less important for more senior candidates, but it isn't necessarily the main driver when they're looking for a new role. They are more likely to be driven by the actual role and the ability to make an impact. They will still, however, expect a good salary increase.

In general, people see a new job as the prime opportunity to increase their earning potential and negotiate the highest salary possible. Who can blame them? They know that once they join a firm, increases may not be as significant even if they're promoted.

HYBRID/REMOTE WORKING



Most firms have settled on 2-3 days in the office for business services staff, which the majority of employees are happy with. There are still some candidates looking for purely remote roles. It's rare that law firms are open to this, as it's generally felt that face-to-face time is crucial in building relationships with partners. However, some law firms are snapping up good candidates based in the regions who are working remotely most of the time with occasional travel to London. We have also recently seen a small number of firms demanding four days in the office. This does put off the majority of candidates and sends the wrong message around a firm's attitude towards flexibility and work/life balance.

PART TIME / FLEXIBLE WORKING



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 their career stagnates as a result. Many of those in part-time roles secured their flexible working regime when returning from maternity leave rather than from the outset.

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 resistant, even those who work part-time themselves! Whilst there are some roles where part-time support or even job sharing may not work, there are many instances where it can – it just takes a shift in mindset. This is an area where law firms need to rethink things. Given that it is so challenging to secure good talent, this could be an excellent way of widening the pool of candidates. It may also help with firms looking to increase their diversity and inclusion figures, as there may be candidates with physical or mental health issues that require more flexibility with hours, or people who are carers for family members.

CAREER PROGRESSION



Most candidates are keen to understand what their career progression will look like. When interviewing, they like to hear that people in the organisation have been promoted. We are well aware that hiring managers can find candidates' expectations around this unrealistic. However, career progression doesn't always have to mean a promotion. It's important for hiring managers to show how a role can grow in remit and responsibility over time. Increasingly, junior candidates want to be given more autonomy and responsibility in their roles. They want to feel involved in strategy and have ownership over their own projects. Some law firms do this really well and it's an important selling point when interviewing candidates. Whilst we empathise with line managers who find that some juniors want to run before they can walk, giving them the opportunity to prove themselves is an important part of their progression and sense of job satisfaction. Closely linked to this, is receiving recognition and feedback. A recent study found that employees showed a 56% increase in job performance when employees felt a sense of belonging at work. Employee recognition increases the feeling of belonging, which is another reason people decide to stay in their positions rather than moving on.

AN ETHICAL EMPLOYER



Candidates at all levels want to know that the organisation that they work for reflects their culture and values, particularly around CSR, sustainability and diversity. Some go even further in wanting to know that they are working for a purpose-led organisation. Firms that promote their values on job specs, social media and at interview certainly get noticed by potential employees and do better in attracting good candidates. In particular, candidates are keen to hear about the following:

WORK/LIFE BALANCE – Candidates want to know that their employer recognises their need for a life outside of work. Do they get the support and resource that they need so that they are not overworked? This has become even more pertinent since employees are increasingly living further away from London, with long commuting times. Flexible working has certainly alleviated these concerns to some extent but in an age where cost-cutting is the norm, the workforce is fighting back, and people are no longer prepared to stick out roles where they are worked to the bone.

D&I – DEI remains a high priority for many candidates, especially for more junior candidates who are always keen to know about how a potential employer encourages diversity. We have seen an increased number of BAME candidates making their decision on applying for jobs based on the firm's existing DEI commitments. Whilst many firms are doing great work in this space, it's important that this is communicated to the market where potential employees are looking for this information. Neurodiversity is also a current hot topic. Many law firms now recognise that neuro-divergent employees can make a positive contribution to an organisation and have put in place a proper support framework to help them thrive. There is still work to be done by the legal industry to show that it is truly inclusive and open to all, but law firms have certainly come a long way.

MENTAL HEALTH AND WELLNESS – firms that go the extra mile in promoting the importance of good mental health, and have good processes around the support they give, certainly stand out. As such, they are seen as attractive employers. The flexibility offered also plays a part in this. For example, people can feel more favourably about a firm that only requires 2 days a week in the office if they have anxiety around travel.

JOB	SMALL – MIDSIZE INTERNATIONAL	LARGE INTERNATIONAL & MAGIC CIRCLE	REGIONAL LAW FIRMS	US LAW FIRMS
FULL MIX / BUSINESS DEVELOPMENT				
Marketing/BD Assistant	£28 – 32,000	£28 – 32,000	£27 – 30,000	£30 – 35,000
Business Development Executive	£35 – 40,000	£40 – 50,000	£35 – 38,000	£45 – 52,000
Senior Business Development Executive	£45 – 55,000	£50 – 63,000	£35 – 50,000	£50 – 65,000
Business Development Manager	£60 – 77,000	£65 – 85,000	£55 – 65,000	£70 – 90,000
Senior Business Development Manager	£80 – 95,000	£85 – 140,000	£80 – 85,000	£90 – 150,000
Head of Business Development	£80 – 130,000	£150 – 200,000	£90 – 120,000	£175 – 220,000
CMO/Director of Marketing & BD	£150 – 250,000	£200 – 350,000	£120 – 180,000	£250 – 350,000
MARKETING				
Marketing Executive	£35 – 40,000	£38 – 42,000	£32 – 38,000	£45 – 50,000
Senior Marketing Executive	£40 – 50,000	£40 – 55,000	N/A	N/A
Marketing Manager	£50 – 65,000	£50 – 70,000	£40 – 55,000	N/A
Senior Marketing Manager	£70 – 85,000	£80 – 95,000	£70 – 80,000	£80 – 95,000
Head of Marketing	£100 – 140,000	£140 – 180,000	£80 – 100,000	£130 – 180,000
EVENTS				
Events Assistant	£27 – 30,000	£28 – 32,000	£25 – 28,000	£30 – 35,000
Events Executive	£35 – 40,000	£38 – 44,000	£32 – 38,000	£45 – 50,000
Senior Events Executive	£40 – 50,000	£45 – 58,000	N/A	£50 – 65,000
Events Manager	£50 – 60,000	£50 – 65,000	N/A	£60 – 70,000
Senior Events Manager	£70 – 80,000	£80 – 95,000	£60 – 70,000	£80 – 100,000

JOBS	SMALL – MIDSIZE INTERNATIONAL	LARGE INTERNATIONAL & MAGIC CIRCLE	REGIONAL LAW FIRMS	US LAW FIRMS
DIGITAL/ONLINE				
Digital Marketing Assistant	£27 – 30,000	£27 – 30,000	£26 – 30,000	£28 – 32,000
Digital Marketing Executive	£32 – 38,000	£35 – 40,000	£32 – 38,000	£40 – 48,000
Senior Digital Marketing Executive	£45 – 55,000	£45 – 55,000	N/A	N/A
Digital Marketing Manager	£50 – 65,000	£60 – 70,000	£40 – 55,000	N/A
Senior Digital Marketing Manager	£75 – 90,000	£80 – 100,000	£70 – 80,000	N/A
Head of Digital	£90 – 110,000	£90 – 120,000	£80 – 90,000	N/A
INTERACTION/DATABASE				
CRM/Database Assistant	£27 – 30,000	£28 – 32,000	£27 – 30,000	N/A
CRM/Database Executive	£30 – 35,000	£35 – 40,000	£30 – 35,000	N/A
CRM/Database Senior Executive	£38 – 50,000	£45 – 55,000	N/A	N/A
CRM/Database Manager	£50 – 60,000	£50 – 65,000	£45 – 55,000	N/A
PR, COMMS & INTERNAL COMMS				
Comms Assistant	£26 – 30,000	£27 – 32,000	£26 – 30,000	N/A
PR/Comms Executive	£35 – 40,000	£38 – 42,000	£32 – 38,000	£40 – 50,000
Senior PR/Comms Executive	£35 – 45,000	£40 – 50,000	£35 – 45,000	£45 – 55,000
Legal Directories Executive / Senior Executive	£40 – 50,000	£40 – 50,000	N/A	£50 – 60,000
PR Manager	£50 – 65,000	£60 – 70,000	£45 – 55,000	£60 – 75,000
Senior PR/Comms Manager	£85 – 95,000	£85 – 100,000	£80 – 85,000	£90 – 100,000
Head of PR/Comms	£100 – 120,000	£120 – 150,000	£90 – 100,000	£120 – 180,000
Internal Communications Executive	£30 – 35,000	£30 – 35,000	£30 – 35,000	£30 – 35,000
Senior Internal Communications Executive	£40 – 47,000	£40 – 50,000	N/A	£45 – 55,000
Internal Communications Manager	£50 – 65,000	£55 – 68,000	£45 – 55,000	£60 – 70,000
Senior Internal Communications Manager	£75 – 85,000	£80 – 90,000	£65 – 80,000	N/A

JOB	SMALL – MIDSIZE INTERNATIONAL	LARGE INTERNATIONAL & MAGIC CIRCLE	REGIONAL LAW FIRMS	US LAW FIRMS
CLIENT RELATIONSHIP MANAGEMENT				
Client Relationship Executive	£33 – 38,000	£35 – 40,000	£33 – 38,000	N/A
Senior Client Relationship Executive	£45 – 57,000	£50 – 60,000	N/A	N/A
Client Relationship Manager	£60 – 75,000	£55 – 80,000	£50 – 60,000	£55 – 80,000
Senior Client Relationship Manager	£85 – 95,000	£95 – 110,000	£80 – 85,000	£95 – 130,000
Head of Client Relationship Management	£120 – 150,000	£140 – £180,000	£90 – 120,000	£150 – 200,000
BIDS				
Bid Assistant	N/A	£28 – 32,000	£28 – 32,000	£30 – 35,000
Bid Executive	£32 – 37,000	£38 – 42,000	£33 – 38,000	£38 – 45,000
Senior Bid Executive	£45 – 55,000	£50 – 60,000	£40 – 50,000	£50 – 65,000
Bid Manager	£60 – 70,000	£65 – 80,000	£50 – 60,000	£60 – 85,000
Senior Bid Manager	£80 – 90,000	£85 – 95,000	£70 – 85,000	£90 – 100,000
Head of Bids	£100 – 120,000	£115 – 150,000	£80 – 90,000	£100 – 150,000
DESIGN				
Design Coordinator	£26 – 30,000	£28 – 33,000	£26 – 30,000	N/A
Design Executive	£30 – 35,000	£35 – 40,000	£32 – 38,000	N/A
Design Manager	£55 – 65,000	£55 – 65,000	N/A	N/A

ALTERNATIVE LEVEL STRUCTURES



Whilst titles and levels are fairly consistent across the legal sector, we often see alternative levelling, especially in US law firms, where for example, BD Executives are often called BD Coordinators. Outlined below are some of the alternative titles used on the market:

STANDARD TITLES IN UK FIRMS	STANDARD TITLES IN US LAW FIRMS	ALTERNATIVE TITLES IN UK LAW FIRMS
Assistant	N/A	Junior Executive, Coordinator
Executive	Coordinator	N/A
Senior Executive	Senior Coordinator, Specialist	Adviser, Junior Manager
N/A	Senior Specialist*	Senior Adviser*
Manager	N/A	N/A
Senior Manager	Associate Director	Lead


* Some firms also have a title that bridges the gap between Senior Executive and Manager. However as Senior Executive salaries increase, this level is becoming less common.


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ABOUT US.

Anthem Consulting was set up by Frosso Miltiadou and Simone Sullivan 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 the 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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