

ANTHEM.

SALARY SURVEY 2022/23

LEGAL MARKETING & BUSINESS DEVELOPMENT

RECRUITMENT TRENDS

It goes without saying that 2022 was one of the busiest years ever for law firms. Business development and marketing teams recruited in full force at all levels. Many firms created new roles to meet both partner and client demands. However, there was also a large volume of replacement roles as those who had been waiting for the job market to pick up after Covid, finally secured new roles. This created significant movement in the job market with demand for good candidates very much outweighing supply. Many firms found themselves in bidding wars for the best talent on the market. Whilst the heat in the market has eased off slightly going into 2023, this is a natural realignment after a period of unusually high recruitment activity. The recruitment market is still very buoyant and confidence within the legal sector remains high.

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HIRING SUCCESSFULLY

In such a candidate short market, it pays to be smart when recruiting for your team. Time and time again, the firms that are successful in hiring, adhere to the following principles:



- 01.** Be open to hiring people from other areas of professional services. We regularly hear from BD and marketing leaders that having a mix of those from within as well as outside of the legal sector creates a dynamic team that is full of fresh ideas. And contrary to popular belief, most adapt well to working in a law firm, provided that their expectations are managed. When recruiting from outside of the sector, it remains important to be very clear as to what the role involves and how the culture of a law firm differs to that of other industries. Many law firms however are guilty of dismissing strong candidates who haven't worked in the legal sector before. These are often highly capable candidates who go on to carve a highly successful career in the legal sector once someone gives them that first opportunity.
- 02.** Move the recruitment process along quickly. 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. This doesn't create a good impression to those in the job market. Candidates notice when a role has been on the market for several weeks or even months and it can be detrimental to your employer brand.
- 03.** Look for potential rather than like-for-like experience. We are seeing a worrying trend in recent months that some law firms are asking for specific practice/sector group experience even from junior candidates. This can exclude very good candidates who may have legal sector experience but in a different practice or sector group to that being recruited for. Whilst we understand that teams may be thinly stretched and hiring managers don't always have the luxury of time to invest in getting someone up to speed with new terminology, being this particular in an already depleted candidate market really isn't a luxury firms can afford. At the junior level, employers should surely be looking for an ability to learn quickly and engage with stakeholders rather than an exact match in skillset. In addition, the firms that are willing to recruit someone more junior stepping up show how they are getting around the candidate shortage.

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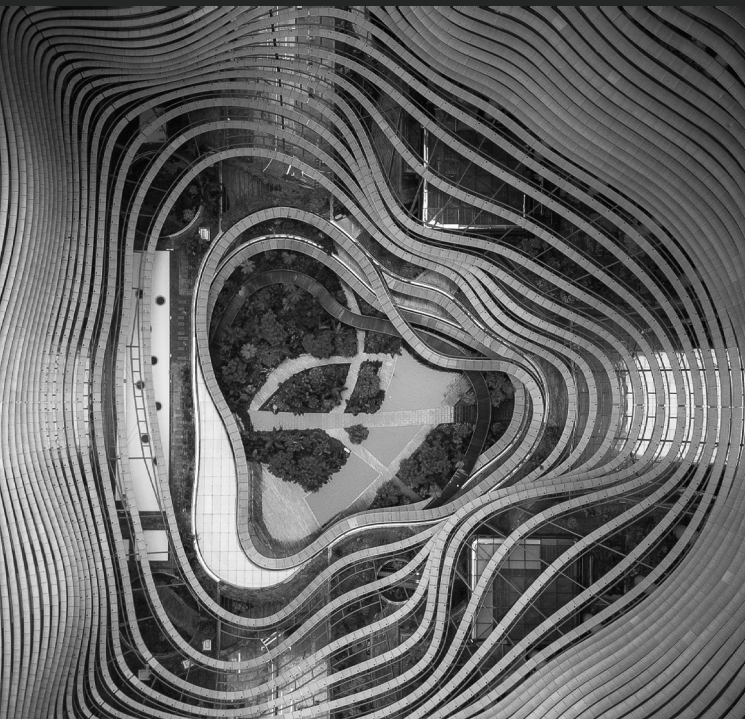
WHY IS THERE SUCH A CANDIDATE SHORTAGE IN LONDON?



We continue to see the impact of geographical diversification on the London market. In addition to the firms that have created regional or international hubs for junior roles over the last ten years, we have also seen a large increase in firms pushing to recruit in their regional offices. Firms with a regional presence will often replace a London vacancy outside of London. Not only is this attributed to cost saving but is also a cultural trend. Hiring marketing support in the regions helps to bring together regional offices and shows the fee earners in the regions that they are just as important as those in London. It also demonstrates to clients in the regions that firms are creating employment in the area, and not just in their London HQ.

However, the drive to push roles out to the regions has led to gaps in London-based teams. It is creating a huge gap in the talent pool coming up the ranks, exacerbating what is already a candidate short market, particularly at the managerial level. 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 in London to manage. And secondly, managers and senior managers often end up doing more junior, tactical work because the systems in place to delegate work to 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 means that firms are not getting the best value for money from their more senior employees.

Additionally, we hear from junior candidates in remote central teams that they have little or no career development. This is because they work on a project basis without any context of the wider strategy and without a dedicated line manager from whom to learn and develop. 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.



TYPES OF ROLES BEING RECRUITED

As expected, there was a high volume of BD Manager and BD Executive roles recruited in 2022. These roles always make up the majority of marketing and business development recruitment in law firms, and will continue to do so. In addition, there was an increase in the following types of roles being recruited:

INTERNAL COMMUNICATIONS

During Covid, it was abundantly clear that many law firms fell woefully short in how they communicated with their staff. This led to an upsurge in internal communications roles, particularly at manager level which has continued with the new era of hybrid working.

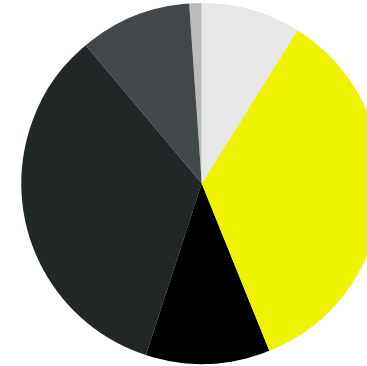
CLIENT RELATIONSHIP/KEY ACCOUNT MANAGERS

Law firms have continued to expand their key client teams by creating new client roles in response to the growth of their key client programmes. These roles are often at the senior level and are usually expected to be client facing. Client team leaders are always keen to add more headcount although as we know, this can take time. We anticipate this trend to continue as clients demand more from their law firms and as partners see the value that client teams can add.

DIGITAL MARKETING

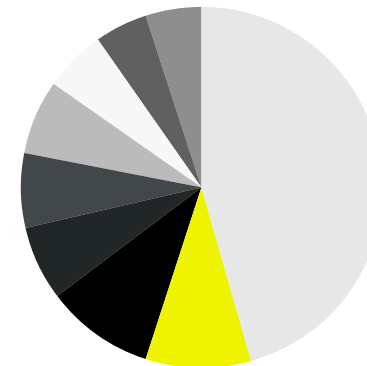
There has been an increase in digital marketing roles at both the junior and senior levels as law firms continue to digitalise their marketing efforts. In particular, more law firms, especially mid-sized and boutique law firms are recognising the impact that social media advertising and PPC campaigns can have on generating engagement and even leads. As such, they are looking for those with experience in these areas. This upward trend is only set to continue.

Interestingly, whilst the five years in the run up to Covid saw many firms developing and growing their bid teams, 2022 was strangely quiet for bid vacancies. The reason for this remains unclear although it is likely that firms reached a point at which they were well resourced. This seems to be changing and it looks as though 2023 will see more bid roles coming onto the market. Experience in project managing the implementation and roll out of bid automation software will also become an increasingly sought after skillset.



JOB TYPE BEING RECRUITED

Administrator/Assistant	9%
Coordinator/Executive	35%
Senior Executive/Advisor	11%
Manager	34%
Senior Manager	10%
Head of/Director	1%



ROLES BEING RECRUITED

BD/full mix	48%
Marketing	10%
Key Account Management	10%
Events	7%
PR & Comms	7%
Internal Comms	7%
Digital	6%
CRM/Database	5%
Bids	5%

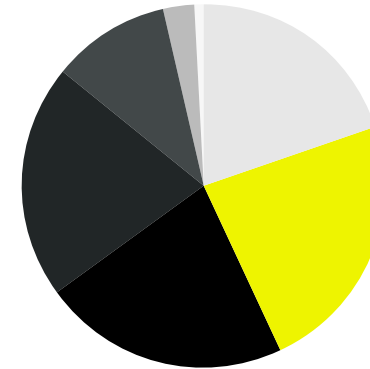
SALARIES

Finally, after ten to fifteen years of stagnation, legal marketing and business development salaries have been increasing at their fastest rate since before the global financial crisis. This is long overdue. The salary increases that we have seen are particularly obvious at the assistant, executive and senior executive level. 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 that being 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. Senior manager roles tend to pay in the region of £80-95,000 although some of the magic circle and US law firms will pay into six figures. In many firms, they have gone up so insignificantly, that firms struggle to attract the best candidates for senior level roles. Again, compare this to salaries for senior BD managers in Asia-Pac which can be up to the equivalent of £170,000 and in the US up to £180,000.

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 which often paid less. This is no longer the case. In particular, the Big Four accountancy firms are paying very good salaries, particularly at the senior level. Additionally, we have also seen an increase in competition for talent from alternative legal service providers and legal tech firms that offer legal marketing and BD candidates attractive packages and interesting alternative career paths.



SALARY BANDINGS

up to £35k	20%
£91-120k	23%
£76-90k	22%
£61-75k	20%
£46-60k	10%
£36-45k	4%
£120k +	1%

BONUSES

Law firms by and large don't seem to place much emphasis on bonuses. This is in stark contrast to other areas of professional services and 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

WHAT DO CANDIDATES WANT?

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 only as a result of 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 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 the pool of candidates.

MONEY



With the cost of living having gone up so significantly over the last year, candidates, particularly at the more junior levels, are demanding large increases of 15-20%. Whilst we sense some frustration from hiring managers that they don't seem to get much experience for their money, these salary demands are understandable, particularly in the London market where outgoings are so high. This is compounded by the distinct lack of good quality candidates, most notably at the executive, senior executive and manager levels which means that strong candidates can demand high salaries.

HYBRID/REMOTE WORKING



At long last the legal sector is able to compete with other areas of professional services such as accountancy and consultancy firms, which have been offering remote and flexible working for years. Every law firm was forced into embracing working from home during Covid. Post-Covid, most firms have reached an equilibrium at 2-3 days in the office. The vast majority of employees seem to accept this. Whilst there is no doubt that presence in the office cannot be replaced by online meetings, a balance of hybrid working certainly has a number of benefits. However, we regularly hear from candidates who are looking for purely remote working roles, and some firms have accommodated this for harder to fill roles such as bids. Very few law firms are open to this, given the relationship building aspect of many marketing and business development roles.

CAREER PROGRESSION



Most candidates are looking for a role that offers some sort of career progression, even if it's in the medium to long-term. Where competition for the best candidates is so fierce, interviewers need to address career prospects at interview in order to make their roles attractive. Career progression doesn't always mean a promotion; it's important for hiring managers to show how a role can grow in remit and responsibility over time.



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:

EMPOWERMENT



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. We see some firms do this really well, and it's an important selling point for candidates in interview. Whilst we empathise with line managers who feel some juniors want to run before they can walk, giving people the opportunity to prove themselves and be accountable is an important part of their progression and sense of satisfaction in their job. Closely linked to this, is receiving recognition and feedback. A recent study found that employees showed a 56 percent increase in job performance when they 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..

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 – D&I 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 D&I commitments. Whilst many firms are doing great work in this space it's important that this is reflected in the public domain where potential employees are looking for this information.

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, and are therefore seen as more attractive employers.

JOB	SMALL/BOUTIQUE FIRM	MID-SIZED/NATIONAL	LARGE INTERNATIONAL	MAGIC CIRCLE
MARKETING/BD				
Marketing/BD Assistant	£24 - 27,000	£25 - 30,000	£27 - 32,000	£27 - 32,000
Marketing Executive	£30 - 35,000	£35 - 38,000	£37 - 42,000	£37 - 43,000
Business Development Executive	£32 - 37,000	£35 - 40,000	£38 - 45,000	£38 - 45,000
Senior Marketing Executive	£35 - 42,000	£38 - 43,000	£42 - 50,000	£45 - 50,000
Senior Business Development Executive	£37 - 47,000	£40 - 50,000	£40 - 55,000	£47 - 55,000
Marketing Manager	£50 - 60,000	£50 - 60,000	£55 - 65,000	£55 - 70,000
Business Development Manager	£55 - 65,000	£55 - 70,000	£65 - 75,000	£65 - 75,000
Senior Marketing Manager	£65 - 75,000	£70 - 80,000	£70 - 85,000	£75 - 85,000
Senior Business Development Manager	£70 - 80,000	£70 - 80,000	£80 - 95,000	£80 - 110,000
Head of Marketing	£70 - 85,000	£90-120,000	£120-150,000	£130-180,000
Head of Business Development	£80 - 130,000	£120 - 140,000	£150 - 200,000	£175 - 220,000
CMO/Director of Marketing/BD	N/A	£130 - 150,000	£200 - 300,000	£250 - 350,000
EVENTS				
Events Assistant	£24 - 27,000	£24 - 28,000	£24 - 29,000	£25 - 30,000
Events Executive	£28 - 35,000	£30 - 38,000	£33 - 40,000	£35 - 40,000
Senior Events Executive	£35 - 38,000	£35 - 40,000	£38 - 43,000	£40 - 45,000
Events Manager	£50 - 55,000	£50 - 65,000	£55 - 65,000	£55 - 70,000
Senior Events Manager	N/A	N/A	£70 - 80,000	£70 - 80,000

JOBS	SMALL/BOUTIQUE FIRM	MID-SIZED/NATIONAL	LARGE INTERNATIONAL	MAGIC CIRCLE
DIGITAL/ONLINE				
Digital Marketing Assistant	£24 - 27,000	£24 - 28,000	£26 - 30,000	£27 - 32,000
Digital Marketing Executive	£30 - 37,000	£30 - 40,000	£35 - 40,000	£35 - 42,000
Senior Digital Marketing Executive	£35 - 42,000	£35 - 45,000	£38 - 45,000	£40 - 48,000
Digital Marketing Manager	£50 - 60,000	£55 - 65,000	£60 - 75,000	£65 - 75,000
Senior Digital Marketing Manager	N/A	£70 - 85,000	£70 - 85,000	£75 - 85,000
Head of Digital	N/A	N/A	£90 - 125,000	£90 - 125,000
INTERACTION/DATABASE				
CRM/Database Assistant	£24 - 26,000	£24 - 27,000	£24 - 28,000	£24 - 28,000
CRM/Database Executive	£27 - 32,000	£30 - 36,000	£32 - 38,000	£35 - 40,000
CRM/Database Senior Executive	£32 - 40,000	£35 - 40,000	£35 - 50,000	£38 - 50,000
CRM/Database Manager	£50 - 60,000	£50 - 60,000	£50 - 65,000	£50 - 65,000
INTERACTION/DATABASE				
Comms Assistant	£24 - 27,000	£24 - 28,000	£25 - 30,000	£27 - 32,000
PR/Comms Executive	£30 - 38,000	£32 - 40,000	£35 - 42,000	£35 - 42,000
Senior PR Executive	NA	£38 - £45,000	£40 - 45,000	£42 - £48,000
PR Manager	£50 - 60,000	£50 - 65,000	£50 - 70,000	£50 - 75,000
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 Communications Executive	N/A	£32 - 38,000	£35 - 42,000	£45 - 55,000
Internal Communications Manager	N/A	£50 - 60,000	£55 - 65,000	£60 - 70,000
Senior Internal Communications Manager	N/A	N/A	£65-80,000	£65 - 80,000

JOB	SMALL/BOUTIQUE FIRM	MID-SIZED/NATIONAL	LARGE INTERNATIONAL	MAGIC CIRCLE
CLIENT RELATIONSHIP MANAGEMENT				
Client Relationship Executive	£33 - 38,000	£33 - 40,000	£35 - 45,000	£38 - 45,000
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	£70 - 85,000	£75 - 95,000	£80 - 110,000
Head of Client Relationship Management	N/A	£80 - 120,000	£120 - 150,000	£150 - 200,000
BIDS				
Bid Assistant	N/A	£25 - 30,000	£27 - 32,000	£27 - 35,000
Bid Executive	£32 - 37,000	£35 - 40,000	£35 - 42,000	£37 - 45,000
Senior Bid Executive	£35 - 45,000	£38 - 45,000	£45 - 48,000	£45 - 50,000
Bid Manager	£50 - 60,000	£50 - 65,000	£50 - 70,000	£55 - 75,000
Senior Bid Manager	N/A	£70 - 80,000	£75 - 85,000	£75 - 85,000
Head of Bids	N/A	£80 - 90,000	£90 - 110,000	£90 - 120,000
DESIGN				
Design Coordinator	£24 - 29,000	£25 - 30,000	£28 - 32,000	£28 - 32,000
Design Executive	£28 - 33,000	£30 - 35,000	£30 - 40,000	£30 - 40,000
Design Manager	N/A	£45 - 50,000	£45 - 60,000	£50 - 65,000

US FIRMS



JOBS

SMALL/BOUTIQUE FIRM

MARKETING/BD

Marketing/BD Assistant	£30 – 35,000
Marketing/BD Coordinator or Specialist	£38 – 50,000
Senior Business Development Specialist	£50 – 65,000
BD/Marketing Manager	£70 – 85,000
Senior Business Development Manager	£80 – 110,000
Head of Business Development	£150 – 200,000

US firms have always paid significantly higher salaries than other law firms, but generally have much smaller teams. We have presented salaries for the roles we see most frequently, but most firms will not have all of these positions. The majority of US firms in London have a team size of around 5–20, depending on the size of their London presence/office.

BIDS

Bid Coordinator	£30 – £45,000
Bid Specialist	£45 – 65,000

PR, COMMS & INTERNAL COMMS

PR/Comms Coordinator / Specialist	£30 – 50,000
PR Manager	£60 – 75,000
Legal Directories Specialist	£40 – 60,000

EVENTS

Events Coordinator / Specialist	£30 – 45,000
Events Manager	£60 – 70,000


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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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SALARY SURVEY 2022/23



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