

**ANTHEM.**



# BUSINESS SERVICES

Salary Survey 2025



## OVERVIEW

2024 proved to be a year that didn't follow usual seasonal recruitment trends and was very unpredictable. This seemed to be the case across all sectors and the legal sector was no different. Despite the resilience of the legal sector in uncertain times and most City firms reporting healthy growth, the sector was somewhat more cautious in growing business services functions.

Most notably, there was less movement at the Senior Manager level within business services roles. Some of those looking for Senior Manager roles noted how the second half of 2024 going into 2025 was quieter than usual although interestingly, there was still a healthy amount of leadership and Director level roles coming onto the market. 2025 has got off to an extremely busy start, particularly for junior and mid-level positions.

No commentary on 2024 would be complete without a discussion about the use of AI in the recruitment process. We hear differing stories across the legal sector. Some firms are trialling AI in order to filter applications in volume areas such as training contracts or paralegals but many in-house recruitment and HR professionals feel that a human eye is still needed to filter CVs. This is particularly so in more specialist areas. We have heard numerous horror stories from top-tier candidates having their CVs auto-rejected for roles for which they are highly suitable without even being invited to interview. This leaves a bitter taste with candidates and can have a negative effect on your employer brand.

Some firms also use video AI tools to conduct screening interviews. This is not well received by the candidate market. It lacks the personal touch and gives the impression that a firm isn't invested enough to interview candidates properly. Whilst it may have its place in markets with volume recruitment, in a candidate driven market like the legal market, candidates need a lot more wooing.

The general view therefore seems to be that firstly, AI is not yet sophisticated enough to shortlist the best CVs and can miss suitable CVs, and secondly it lacks the human touch which is so important for your employer brand.

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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:

### BE OPEN TO IDEAS

■ The law firms that have the most success in hiring are those which are open and flexible when reviewing CVs, and don't expect candidates to tick every single box. They interview a wide variety of candidates and are prepared to take a chance on a bright spark who hasn't worked in the legal sector before. Our advice is not to overthink when shortlisting – hiring managers who are more open are often pleasantly surprised when they interview slightly left field candidates. Being open means that you will fill roles efficiently, with minimal disruption to your business. What's more, you are more likely to hit your DEI targets if you recruit from wider sectors.

### GIVE FEEDBACK

■ One of the most important things you can do for your employer brand is to give constructive and detailed feedback on why a candidate has been successful or unsuccessful. However, a surprising number of law firms don't give feedback even after a candidate has taken the time to interview with them. Candidates remember if they have a bad experience and tell their friends which can be very detrimental to your employer brand. And remember, the more feedback recruiters receive from hiring firms, the better we can tailor our search, meaning that you will find the right candidate more quickly.

### MOMENTUM

■ In the current market, it's important to move quickly and keep up momentum if you meet a strong candidate. We are seeing a worrying trend where some firms are conducting long drawn-out processes, showing little urgency when hiring. This frustrates candidates and can damage your employer brand. In addition, we have noticed firms putting all their eggs into one basket and ignoring strong CVs that are submitted after they have already shortlisted. Bearing in mind that a good candidate may have multiple offers this is a risky strategy. Even if you have identified a strong candidate, we suggest that you continue to interview back up candidates, particularly late entrants.

### OFFER FLEXIBILITY

■ Most firms have settled on two to three days in the office for business services staff, and the majority of employees are happy with this. Some firms, particularly those with a national presence are happy to offer fully remote working. Any firm that insists that staff come into the office four or five days a week struggles to find people who are happy to do this. Even those that are offering hybrid working of two or three days, could still improve flexibility around part-time working, flexible hours and job-sharing.

### SELL THE OPPORTUNITY

■ Many candidates are only passively looking for a new role so it's really important for potential employers to sell the opportunity on offer. Enticing candidates from the very outset using engaging language on the job spec and then at the interview leaves a good impression with candidates. The best candidates have many opportunities presented to them so it's important to make yours stand out. Things that get candidates excited range from variety and responsibility in a role, through to a supportive and friendly culture, and career progression.

### SPONSORSHIP

■ A few law firms are getting around the candidate shortage by sponsoring strong candidates coming from overseas. This is a sensible approach as it can lock in a good candidate for up to five years, saving you money in the long run. There are some excellent candidates who are really keen to work in the sector and have the relevant skills but don't have the right to work in the UK. In the grand scheme of things, sponsorship is not a huge expense and brings new talent into the UK legal market.

### ENGAGE WITH YOUR RECRUITERS

■ Communicating with your recruiters helps to bring a role to life, making it easier to secure the right candidate. Whether this is through a one-to-one phone call or a briefing with multiple recruiters, reiterating what you are looking for means that we will be able to focus on your requirements. It also gives you the opportunity to talk about interesting projects that your team may be involved in as well as why you enjoy working with the firm! We are your brand ambassador in the marketplace and the more information we have, the easier it becomes to sell the opportunity to potential candidates.

### DON'T FUDGE THE OFFER

■ We always advise to go in with your best offer from the outset, rather than risk losing candidates in the back and forth of offer negotiation. Wrangling over a few thousand is somewhat unseemly when you consider that most City law firms are highly profitable and turn over hundreds of millions of pounds per annum. Under-offering doesn't create the best impression for your employer brand but despite this, we are seeing an increasing trend of firms doing this. In fact, over the last year, 77% of the offers that were turned down by our candidates were because firms either under-offered or because they secured a more competitive offer elsewhere.

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## WHAT DO CANDIDATES WANT?

### MONEY

■ It goes without saying that most candidates, particularly at the junior and mid-levels are driven by an increase in salary. This is exacerbated by the fact that most candidates are only passively looking and if they're going to change jobs they want it to be worth their while in both remuneration and remit/title. They are also keen to know about bonus levels. The legal sector falls behind many other sectors when it comes to offering bonuses to business services staff. Most law firms offer 5-10% whereas other sectors such as financial services, insurance, real estate and tech can offer bonuses of 30% or even 50% at the senior level.

### CAREER PROGRESSION

■ Most candidates want to know what their career trajectory will look like. This doesn't always mean a promotion although many candidates are keen to know that a promotion would be something that they could work towards in the future. Progression for many means developing their skillset and increasing their level of responsibility. Most importantly, particularly at the Executive and Senior Executive level they want to know whether they will be given autonomy to have ownership of projects. It's important to be able to communicate at interview any training or qualifications that may be on offer as well as what their role could look like in the medium to long term.

### BENEFITS

■ This starts to become important for more senior candidates. They are keen to know that they can pick and choose their benefits or take a cash equivalent which is something that many other industries offer, particularly the Big Four accounting firms. Most larger law firms are very competitive in relation to each other but sometimes fall behind other industries. This is particularly the case in relation to pensions. Again, some of the Big Four and also financial services firms offer very generous pension contributions, with some contributing up to 10% or even 15%. Again, at the more senior level some candidates want to know that their private healthcare can be extended to their dependents.

### CULTURE

■ We hear from candidates over and over again how important culture is. Candidates want to work in a supportive, friendly environment, and for a business that behaves ethically and values their contribution. They are looking for an employer who makes sure that their business services teams are well resourced and enjoy a good work/life balance. They also want to know that the firm cares for their wellbeing and pays more than just lip service to diversity, equality and inclusion.

### HYBRID WORKING AND FLEXIBILITY

■ Whilst most law firms expect their employees to be in the office 2-3 days a week, there is an increasing number of firms who are expecting their employees to be present four or even five days a week which makes it virtually impossible for them to recruit. What's more, expecting your staff to be in 4-5 days a week impacts your personal brand as a caring and flexible employer.

### AN ETHICAL CLIENT BASE

■ We are hearing from a number of candidates, particularly client facing candidates who want to know not only whether firms operate as an ethical employer but also whether they employ an ethical approach to the clients they take on. It's really important to be prepared to answer this question and explain your firm's risk and compliance strategy and how it approaches clients such as despotic regimes, polluting corporates or other types of controversial clients.

# LEGAL MARKETING & BUSINESS DEVELOPMENT

## RECRUITMENT TRENDS

■ The market has remained extremely competitive with most candidates only passively keeping an eye on the market for a new role. Therefore, law firms are finding it difficult to fill roles quickly and within budget. In particular, we've noticed firms being highly prescriptive when it comes to the type of experience they want. Some are being very narrow in their search and want candidates with specific practice or sector group expertise. Whilst the majority of firms have increased salaries significantly at the Assistant, Executive/Senior Executive and Manager levels, at Senior Manager and above they are a long way below what many candidates are already being paid.

## TYPES OF ROLES BEING RECRUITED

■ As expected, there was a high volume of BD Manager and BD Executive roles recruited over 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. The following trends were also noted.

**Content-led marketing and comms roles:** There has been an increasing focus on content led roles in a drive to better engage with clients. The rise of AI has also led the need to hire more sophisticated marketing experts who can utilise the new technology without removing the human touch.

**CRM database roles:** The need for firms using LexisNexis InterAction to upgrade to InterAction Plus has led to an increase in CRM roles. Some firms are abandoning InterAction in favour of Microsoft Dynamics and Salesforce. As a result, they are looking for CRM professionals with change management and project management experience.

**Key account management roles:** Firms have continued to grow their key account teams, having seen the value that these senior level client facing professionals can add.

## SALARIES & BONUSES

■ Salaries continue to go up at the junior and mid-levels. The average BD Manager role now pays circa. **£80,000**, with the Senior BD Executive level paying up to **£65,000** in some firms. BD Executives can command up to **£50,000** although **£45,000** is more the norm at this level. The big sticking point is at Senior Manager and Head of levels. The salary bandings haven't increased in the same way that they have at the lower levels. This means that firms really struggle to find good people for Senior Manager roles. It's unclear as to why they are unwilling to pay more. Even many of the large

international law firms are unwilling to pay more than £95,000 when hiring a Senior BD Manager despite having people in their team who are on considerably more than £100,000.

This means that at the Senior BD Manager level, law firms are falling behind other areas of professional services. The Big Four accounting firms have overtaken the large law firms and offer very good salaries to senior business development professionals. What's more, they offer big bonuses for client facing roles, sometimes up to 50%. These client facing roles are not dissimilar to those in law firms in that they are not sales roles and do not come with a target. However, they recognise the invaluable role that senior BD professionals play in generating revenue and reward accordingly. In order to attract the best talent, it is may be time that law firms started to do the same!





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# SALARY DATA – MARKETING AND BUSINESS DEVELOPMENT

<b>JOBS</b>	<b>SMALL – MIDSIZE UK &amp; INTERNATIONAL LAW FIRMS</b>	<b>LARGE INTERNATIONAL &amp; MAGIC CIRCLE LAW FIRMS</b>	<b>ROLES IN OFFICES OUTSIDE OF LONDON*</b>	<b>US LAW FIRMS</b>
<b>MARKETING/BD</b>				
Marketing/BD Assistant	£28 - 35,000	£30 - 35,000	£27 - 30,000	£30 - 35,000
Business Development Executive	£38 - 42,000	£40 - 50,000	£35 - 38,000	£45 - 52,000
Senior Business Development Executive	£45 - 55,000	£50 - 65,000	£40 - 50,000	£50 - 65,000
Business Development Manager	£60 - 80,000	£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 - 140,000	£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
<b>MARKETING</b>				
Marketing Executive	£35 - 40,000	£38 - 45,000	£32 - 38,000	£45 - 50,000
Senior Marketing Executive	£45 - 52,000	£46 - 55,000	N/A	N/A
Marketing Manager	£50 - 65,000	£55 - 70,000	£40 - 55,000	£60 - 75,000
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
<b>EVENTS</b>				
Events Assistant	£28 - 32,000	£30 - 35,000	£25 - 28,000	£30 - 35,000
Events Executive	£36 - 42,000	£38 - 45,000	£32 - 38,000	£45 - 50,000
Senior Events Executive	£40 - 50,000	£45 - 58,000	N/A	£50 - 65,000
Events Manager	£50 - 65,000	£55 - 70,000	N/A	£60 - 75,000
Senior Events Manager	£70 - 80,000	£80 - 95,000	£60 - 70,000	£80 - 100,000



<b>JOBS</b>	<b>SMALL – MIDSIZE UK &amp; INTERNATIONAL LAW FIRMS</b>	<b>LARGE INTERNATIONAL &amp; MAGIC CIRCLE LAW FIRMS</b>	<b>ROLES IN OFFICES OUTSIDE OF LONDON*</b>	<b>US LAW FIRMS</b>
<b>DIGITAL/ONLINE</b>				
Digital Marketing Assistant	£28 - 32,000	£30 - 35,000	£26 - 30,000	£28 - 32,000
Digital Marketing Executive	£35 - 40,000	£38 - 42,000	£32 - 38,000	£40 - 48,000
Senior Digital Marketing Executive	£45 - 55,000	£45 - 55,000	N/A	N/A
Digital Marketing Manager	£55 - 70,000	£60 - 75,000	£45 - 60,000	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
<b>INTERACTION/DATABASE</b>				
CRM/Database Assistant	£28 - 30,000	£28 - 32,000	£27 - 30,000	N/A
CRM/Database Executive	£32 - 42,000	£35 - 42,000	£30 - 35,000	N/A
CRM/Database Senior Executive	£38 - 52,000	£45 - 60,000	N/A	N/A
CRM/Database Manager	£50 - 65,000	£60 - 75,000	£45 - 55,000	N/A
<b>PR, COMMS &amp; INTERNAL COMMS</b>				
Comms Assistant	£28 - 30,000	£28 - 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	£40 - 50,000	£45 - 55,000	£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 - 70,000	£60 - 75,000	£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 - 50,000	£45 - 53,000	N/A	£45 - 55,000
Internal Communications Manager	£50 - 70,000	£60 - 75,000	£45 - 55,000	N/A
Senior Internal Communications Manager	£75 - 85,000	£80 - 90,000	£65 - 80,000	N/A

<b>JOBS</b>	<b>SMALL – MIDSIZE UK &amp; INTERNATIONAL LAW FIRMS</b>	<b>LARGE INTERNATIONAL &amp; MAGIC CIRCLE LAW FIRMS</b>	<b>ROLES IN OFFICES OUTSIDE OF LONDON*</b>	<b>US LAW FIRMS</b>
<b>CLIENT RELATIONSHIP MANAGEMENT</b>				
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	£65 – 75,000	£70 – 85,000	£50 – 65,000	£70 – 90,000
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
<b>BIDS</b>				
Bid Assistant	N/A	£28 – 32,000	£28 – 32,000	£30 – 35,000
Bid Executive	£35 – 38,000	£38 – 45,000	£33 – 38,000	£38 – 45,000
Senior Bid Executive	£45 – 55,000	£50 – 65,000	£40 – 50,000	£50 – 65,000
Bid Manager	£60 – 80,000	£65 – 80,000	£50 – 65,000	£70 – 90,000
Senior Bid Manager	£80 – 90,000	£85 – 100,000	£70 – 85,000	£90 – 120,000
Head of Bids	£100 – 120,000	£120 – 150,000	£80 – 90,000	£120 – 180,000
<b>DESIGN</b>				
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

\*salaries in offices outside of London tend to be consistent across the large cities such as Bristol, Birmingham, Leeds and Manchester. On average salaries in the large regional cities are about 10% lower than in London. We have noticed that salaries in Manchester have crept up over the last year and tend to be at the top end of the above bandings.



# 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	ALTERNATIVE 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, Executive Manager

\* 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.

# LEGAL FINANCE

## RECRUITMENT TRENDS

■ There was renewed confidence in the market over the last year, evidenced by the hiring of newly created roles and establishment of new teams. Within commercial finance functions to drive growth and profitability. Even small and boutique law firms are starting to invest in commercial finance professionals. As is always the case, the legal finance market remains candidate short and relatively passive with active job-hunting candidates still very much in the minority.

Many law firms still want talent from within the legal sector and this is especially challenging when these candidates are in such short supply. The firms that have most success are those that consider candidates from outside of the sector with some firms actively encouraging talent from other industries. They welcome the fresh ideas that they bring and are prepared to offer higher salaries in order to entice them.

## TYPES OF ROLES BEING RECRUITED

Opportunities within core finance teams such as Finance Directors, Financial Controllers and Finance Managers remain steady, with increased demand being seen in the following areas:

■ **Commercial Finance/Business Partnering & Pricing:** An increase in these roles reflects the continued need for law firms to focus on profitability and growing market share. Having key individuals in these roles ensures that practice group leaders have the management information and KPIs they need in order to drive strategic growth.

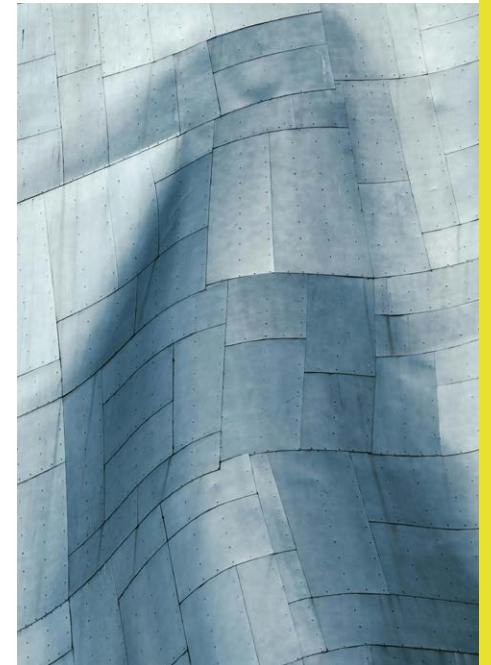
■ **Partnership Accounting:** We have also seen a higher number of roles within the partnership accounting and tax functions. Firms are looking to invest in these areas and build functions that will provide succession planning in the years ahead.

In specialist roles such as these, law firms need to be flexible with their hiring processes and move quickly at offer stage. These candidates are very much in demand!

Fixed term contracts are still being offered regularly, especially within systems teams and transactional finance areas, such as legal cashing, credit control and billing.

## SALARIES & BONUSES

■ Salaries have remained fairly stagnant in all areas of legal finance, with the exception coming at the most senior end of the market. Here, candidates have enjoyed an increment of up to 10%. Across all over levels, remuneration has remained relatively unchanged.



TITLE	LONDON SALARY
<b>CORE FINANCE</b>	
CFO	£150 – 250,000
Finance Director	£150 – 250,000
Head of Finance/Financial Controller	£100 – 150,000
Finance Manager	£90 – 120,000
Qualified Accountant (over 5 years' PQE)	£80 – 95,000
Qualified Accountant (3 years' PQE)	£70 – 80,000
Recently Qualified Accountant	£65 – 95,000
Newly Qualified Accountant	£55 – 65,000
Part Qualified Accountant	£40 – 55,000
<b>PRICING</b>	
Pricing Head of Department	£130 – 180,000
Senior Pricing Manager	£125 – 140,000
Pricing Manager	£90 – 110,000
Pricing Analyst (Senior)	£70 – 85,000
Pricing Analyst	£55 – 68,000
<b>COMMERCIAL FINANCE/BUSINESS PARTNERING</b>	
Head of Commercial Finance	£150 – 200,000
Senior Commercial Finance Manager	£120 – 140,000
Commercial Finance Manager	£95 – 120,000
Finance Business Partner	£85 – 100,000
Senior Commercial Finance Analyst	£68 – 85,000
Commercial Finance Analyst	£55 – 70,000

TITLE	LONDON SALARY
<b>REVENUE CONTROL</b>	
Manager	£70 – 90,000
Supervisor	£65 – 70,000
Senior Controller	£65,000
Controller	£50 – 55,000
Assistant (2-3 years' experience)	£38 – 45,000
Assistant (1-2 years' experience)	£32 – 35,000
<b>BILLING</b>	
Manager	£75 – 90,000
Supervisor	£65 – 75,000
Senior Biller	£55 – 65,000
Biller (1-4 years' experience)	£35 – 50,000
<b>CREDIT CONTROL</b>	
Credit Manager	£65 – 80,000
Senior Credit Controller	£50 – 58,000
Credit Controller (over 2 years' experience)	£42 – 45,000
Credit Controller (up to 2 years' experience)	£32 – 40,000
<b>CASHIERING</b>	
Cashier Supervisor	£55 – 65,000
Senior Legal Cashier	£50 – 55,000
Legal Cashier (over 2 years' experience)	£35 – 45,000
Legal Cashier (up to 2 years' experience)	£32 – 35,000

TITLE	LONDON SALARY
<b>ACCOUNTS PAYABLE</b>	
Supervisor	£50 - 58,000
Senior Accounts Payable	£45 - 50,000
Accounts Payable (over 2 years' experience)	£35 - 45,000
Accounts Payable (up to 2 years' experience)	£30 - 35,000
<b>E-BILLING</b>	
Senior E-biller	£60 - 68,000
E-biller (over 2 years' experience)	£55 - 60,000
E-biller (up to 2 years' experience)	£40 - 50,000
<b>TAX</b>	
Head of Tax	£150 - 225,000
Senior Tax Manager	£120 - 155,000
Tax Manager	£90 - 120,000
<b>PARTNERSHIP ACCOUNTS</b>	
Head of Partnership Accounts	£125 - 160,000
Senior Manager	£95 - 120,000
Senior Partnership Accountant	£85 - 100,000
Partnership Accountant	£72 - 85,000
Tax Accountant	£60 - 80,000
Assistant Partnership Accountant	£45 - 60,000

TITLE	LONDON SALARY
<b>LEGAL FINANCE SYSTEMS</b>	
Head of Financial Systems	£130 - 185,000
Senior Manager	£120 - 140,000
Systems Manager	£100 - 120,000
Senior Systems Analyst	£70 - 85,000
Systems Analyst	£60 - 75,000

■ These figures reflect a range across all law firms with Magic Circle and US law firms paying at the upper end of the salary brackets shown.

Regional salaries are usually approximately 10% lower than those stated for London.

## YOUR ANTHEM CONTACTS

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/business development and finance 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.

### MARKETING & BUSINESS DEVELOPMENT RECRUITMENT



#### FROSSO MILTIADOU

Director  
Senior level roles  
07976 659 170  
[frosso@anthemconsulting.co.uk](mailto:frosso@anthemconsulting.co.uk)



#### SIMONE SULLIVAN

Director  
Senior level roles  
07736 317 123  
[simone@anthemconsulting.co.uk](mailto:simone@anthemconsulting.co.uk)



#### AMANDA PEARSON

Executive Consultant  
Mid-level roles  
07944 240 568  
[amanda@anthemconsulting.co.uk](mailto:amanda@anthemconsulting.co.uk)



#### PRINAL SHAH


Senior Consultant  
Junior roles  
07904 181 664  
[prinal@anthemconsulting.co.uk](mailto:prinal@anthemconsulting.co.uk)

### FINANCE RECRUITMENT



#### JESSICA SHARPE

Director  
Senior level and mid-level roles  
07557 355 037  
[jessica@anthemconsulting.co.uk](mailto:jessica@anthemconsulting.co.uk)

 Anthem Consulting

 @anthem\_consulting

[Anthemconsulting.co.uk](http://Anthemconsulting.co.uk)