



ROBERT WALTERS

European interim management

Market report 2024



Interim management



European leader in interim management

We have dedicated interim management teams across Europe:

7

European countries

29,830

interim managers we partner with in Europe

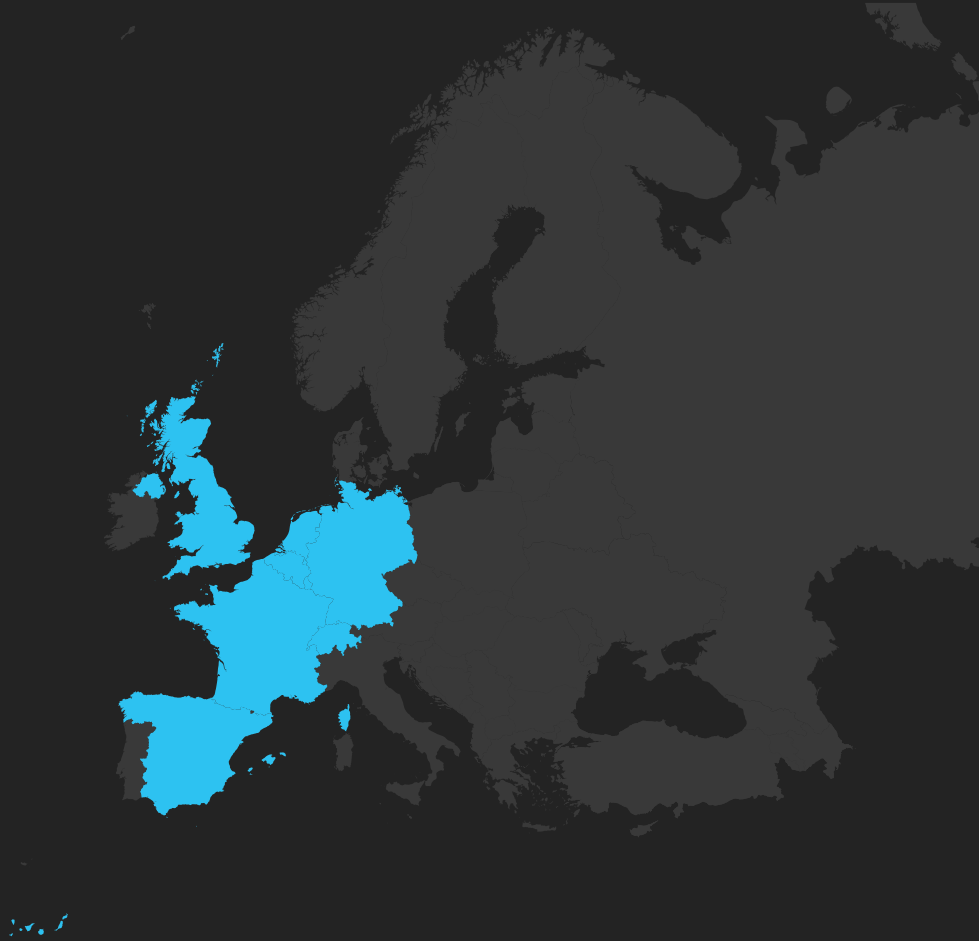
92%

of our candidates would recommend us

90%

of organisations recruit more than one role through us

Our European presence



- Belgium
- France
- Germany
- Netherlands
- Spain
- Switzerland
- United Kingdom



Our European interim management offering

Interim managers act as the backbone of an organisation in a time of change or transition. A successful interim professional is able to fill an urgent managerial need, strengthen a project or provide new direction and critical leadership when needed.

We work as a trusted advisor, leveraging our extensive recruitment expertise and industry knowledge to ensure the right individuals fill the right roles with our clients. Our focus is providing focused and bespoke managerial solutions that solve a problem, drive business growth and deliver measurable and robust ROI.

Our core disciplines:

- Accounting & finance
- Engineering
- Finance
- Financial services (insurance, real estate, banking)
- General management
- Human resources
- IT/digital
- Procurement/supply chain/logistics/operations
- Restructuring/transformation
- Sales/marketing/communication
- Tax/legal/compliance



“We can provide interim managers to lead major transformation, across all industry sectors.”

Rob Vermaak, CEO Benelux, France,
Germany & Switzerland,
Robert Walters



Why you should use an interim manager

Organisations increasingly appreciate **the effectiveness and cost efficiencies of interim managers**. There is a growing awareness that such executives can be used not just as a 'crisis resource', but as a planned resource that does not tie the company to the commitments of employment contracts. Interim managers can offer **great strategic value in addition to tactical results**.

Types of interim management assignments

In an increasingly competitive business environment, interim managers bring the specialist skills and experience to ensure the success of a huge range of projects such as:

- Replacement of strategic/managerial positions
- Change management projects
- Performance/profitability improvement projects
- Organisational restructuring
- Implementation/redesign of new systems or technologies
- Mergers & acquisitions
- Launch of new projects, business units
- Internationalisation or relocation processes
- Starting or closing a company/division
- Crisis management/recovery



“For a long time I didn’t know about interim management. Today, in crisis situations or when making a decisive step for the business, I have no doubt about its value.”

Miriam Louzado, CFO, France

What sets Robert Walters Interim Management apart?

- The senior level of experience of our consultants
- The diversity in our team’s expertise
- The exceptional degree of attention and thoroughness in our approach
- The eagerness and tenacity to work towards a qualitative result within a short timeframe
- The strength of our network and global footprint we rely on
- The dedication and partnership with our clients
- Mirroring the corporate management model, we are structured around sectoral and functional expertise



European overview

In the dynamic landscape of 2024, we are continuing to see the role of interim management grow across global markets.

Whilst previously seen as a more desirable career move for senior, experienced professionals looking to extend their working years, we are now seeing a wider mix of people across all professions making interim assignments their long-term career choice.

The results of our recent global Robert Walters interim management survey show that the opportunity to develop skillsets and leadership skills in a defined period of time, together with the more varied workload offered by interim assignments, are the top reasons why candidates are looking to complete interim management assignments in 2024.

The ability to focus more on problem solving and creating solutions, and less on daily routine tasks, gives an interim manager the opportunity to continuously expand their knowledge and skills, which is one of the reasons we are seeing more individuals from younger generations make the move into interim assignments. For those who have the right skills and mindset, completing interim assignments can be an exciting and fulfilling career path with many rewards and benefits.

From a business point of view, **demand for interim talent remains strong, thanks to a changing economic context that makes long-term projection difficult, and to organisations still facing recruitment challenges.** In 2024, organisations will be using the flexibility and cost effectiveness that interim managers can offer them. 43% of our existing clients are planning to recruit more interim talent in the next 12 months. Although we are seeing growth in all functions, change management is the most important area for organisations recruiting new interim managers, with senior executives who have the ability and expertise to drive and lead change being the most sought-after.

In 2024, we will continue to see developments in technology in areas such as AI, as well as organisations continuing to focus on delivering ESG and CSR-related projects. More than ever, companies will need experts in these areas who can adapt to changing environments. For companies that want to get ahead of their competitors and achieve their goals in a timely and cost-effective manner, interim management could also be the answer. Interim talent will ultimately enable companies to get access to senior level experts on a shorter-term basis who can have an immediate impact and steer their business in the right direction from day one.



Rob Vermaak
CEO Benelux, France, Germany & Switzerland





43%

of our existing clients plan to recruit more interim talent in the next 12 months.

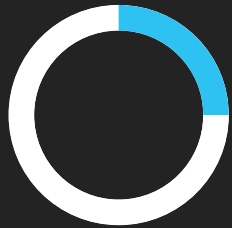


Survey Insights

Average duration of interim management assignments:



43%
6-12 months



25%
12-18 months

Top industries recruiting interim professionals:

- Human resources **27%**
- Finance **22%**
- General management **20%**

In 2023...

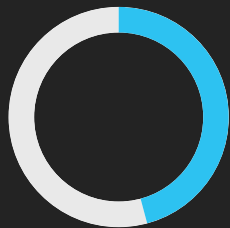
46%

of companies surveyed hired an interim manager for the short-term replacement of a permanent employee

30%

of interim managers were hired for CSR-related assignments.

Why companies hired interim managers in the last 12 months:



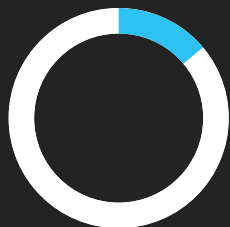
46%

short-term permanent staff



16%

organisational restructuring



14%

required project management support

What are the main benefits of hiring an interim manager:

1. Speed & immediate impact
2. Change & transformation expertise
3. Flexibility while remaining project driven



What are the top benefits of working as an interim manager:

- 1 Flexibility
- 2 Variety of work
- 3 Freedom

The top skills successful interim managers share are:

- 1 Ability to adapt to change
- 2 Leadership
- 3 Showing initiative

France Overview



Karina Sebti
Managing Director

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In a job market where recruitment times are getting longer, interim management appears to be the right solution for many companies looking to fill vacancies and minimize the impact of a lack of highly qualified resources to implement the changes they need to make.

It's clear that this area is experiencing growth, particularly in bridging management assignments where we have seen assignments, we manage grow from 47% to 53% this year.

Transformation assignments are also seeing year on year growth, and we expect growth to continue to accelerate in the manufacturing and services sectors in the 3rd quarter of 2024.

These trends are accompanied by an increase in the average duration of an assignment which is now 6-12 months, this is likely a reflection of the complex nature of tasks and the need for highly skilled professionals to carry them out.



It is also interesting to note the value placed on having a CSR background and the emerging importance of ESG assignments, especially within legal departments due to changing environmental regulations. We are also seeing this in the IT industry with more and more companies seeking to reduce the impact of their information systems.

Despite the uncertain economic climate, it's promising to see that the interim management market remains dynamic and continues to grow. And while it regularly attracts new entrants, this is not an activity that can be improvised.

As a specialist consultancy for 20 years, our advisory role is twofold: we respond to our customers' challenges, and we support managers in their assignments within the companies that commission us. This intermediation is crucial to the success of the objectives of each of the parties involved in the assignment. By guaranteeing this balance, we ensure the security and regulation of the market.





France Insights

Top assignment contexts:

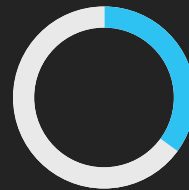
- 1 Short-term replacement of permanent employee
- 2 Organizational restructure
- 3 Required project management support
- 4 Crisis recovery
- 5 Budget reasons (i.e. available budget would not cover permanent hire)

51%

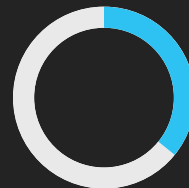
of interim managers are 50-59 years old

6-12 MONTHS

Average length of an interim management assignment



35%
of interim managers are women



36%
of professionals surveyed stated that their missions were CSR-related



Main benefits of hiring an interim manager

- 1 Speed & amp, immediate impact
- 2 Flexibility while remaining project-driven
- 3 Fresh perspective from cross industry experience

France interim management rates

General management

Position*	Interim daily rates in EUR (€)
Director (10+ yrs' PQE)	1800 - 3500

Finance

Position*	Interim daily rates in EUR (€)
Chief Financial Officer (CFO)	1500 - 2500
Accounting Director	1300 - 1800
Financial Controller	1300 - 1800
Treasury Director	1500 - 1800
Director of Consolidation	1500 - 1800
Finance Project Director	1300 - 2000
Head of Controlling	1300 - 1500

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Tax, legal & compliance

Position*	Interim daily rates in EUR (€)
General Counsel/Legal Director	1700 - 2700
Senior Legal Counsel	1500 - 2500
Group Tax Director/Manager Tax Operations	1600 - 2300
Contract Manager	1300 - 1700
Risk Manager	1300 - 1700
Compliance Officer/Data Protection Officer	1500 - 2500
Legal Operations Officer	1300 - 1700

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Human resources

Position*	Interim daily rates in EUR (€)
Group HR Director	1600 - 2100
Country HR Director	1300 - 2000
Site HR Director	1200 - 1600
HRIS & Payroll Project Director	1300 - 1700
Social Relations Director	1200 - 1700
Comp & Ben Director	1300 - 1500
Talent & Career Development Director	1300 - 1400

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Digital & technology

Position*	Interim daily rates in EUR (€)
Digital	
General Manager/CEO Digital	1500 - 2500
Chief Digital Officer (CDO)/Digital Transformation	1300 - 2000
Chief Technical Officer (CTO)	1200 - 2200
Chief Data Officer (CDO)	1200 - 2200
Information Technology	
Chief Information Officer (CIO)	1400 - 2500
Chief Technical Officer (CTO)	1400 - 2000
CISO	1400 - 2000
IT Business Solutions Director	1200 - 2000
IT Production Manager	1000 - 1400
Programme Director	1400 - 2000
Project Director	1200 - 1600
Project Management Officer (PMO)	1200 - 2000

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Sales & marketing

Position*	Interim daily rates in EUR (€)
Sales	
Sales Director/Chief Revenue Officer (CRO)	1400 - 2100
Sales Manager	1000 - 1400
Customer Success	1000 - 1400
Marketing	
Chief Marketing Officer (CMO)/Product & Marketing	1000 - 1800
E-commerce/e-merchandising	900 - 1500
CRM	900 - 1200

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Banking & real estate

Position*	Interim daily rates in EUR (€)
Banking	
Branch HR Director	1100 - 1600
Risk & Compliance Director	1300 - 1700
Branch Chief Financial Officer (CFO)	1400 - 1900
Capital Market Legal expert	900 - 1300
Structured Finance Legal Expert	900 - 1300
Real estate	
Asset Manager	1200 - 1500
Real Estate Director	1200 - 1500
Programme Director	1000 - 1500

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Insurance

Position*	Interim daily rates in EUR (€)
Operations Director	1200 - 1500
Customer Service Manager	1200 - 1400
Head of Delegated Management	1000 - 1350
Technical Accounting Director	1200 - 1600
Legal Director	1100 - 1500
Compliance Director	1100 - 1500
HR Director	1100 - 1500
Audit Manager	1000 - 1400
Marketing Director	1000 - 1400
Chief Product Owner/Moa Director	1000 - 1500
Accounting Director	1200 - 1500
Branch Chief Financial Officer (CFO)	1200 - 1600

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Operations & supply chain

Position*	Interim daily rates in EUR (€)
Procurement	
Chief Procurement Officer (CPO)	1500 - 2100
Purchasing Director	1200 - 1800
Purchasing Manager	1000 - 1600
Operations	
Managing Director	1600 - 3000
Industrial Director	1600 - 2000
CSR Director	1400 - 1800
Industrial Site Director	1200 - 1700
Supply Chain Director	1400 - 2000
Logistics Director	1200 - 1800
Quality Director	1200 - 1800
Operations Site Director	1100 - 1600
Production Manager	900 - 1300
Supply Chain Manager	1100 - 1600
Logistics Manager	900 - 1300
EHS Manager	1100 - 1600
Maintenance Manager	1100 - 1500

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

France interim management rates

Restructuring & transformation

Position*	Interim daily rates in EUR (€)
Managing Director/CEO	1800 - 3500
Transformation Director	1500 - 2500
Chief Financial Officer	1300 - 2000
Human Resources Director	1400 - 2000
Restructuring Director	1800 - 3500
Operations Director	1400 - 2000

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.



A successful interim manager is able to fill an urgent managerial need, strengthen a project or provide new direction and critical leadership when needed.

Belgium interim management rates

General management

Position*	Interim daily rates in EUR (€)
CEO/Business Unit Director	1250 - 1600

Finance

Position*	Interim daily rates in EUR (€)
Chief Financial Officer	1200 - 1500
Finance Manager/Director	1000 - 1350
Group Controlling Manager	950 - 1150
Risk/Tax/Treasury Manager	1000 - 1200
Financial Planning & Analysis Manager	900 - 1100
Senior Financial/Business Controller	800 - 1000
Accounting Manager/Director	850 - 1000
Senior Accountant	700 - 880
ERP Implementation Project Manager	1000 - 1350

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Belgium interim management rates

Banking & insurance

Position*	Interim daily rates in EUR (€)
Chief Financial Officer	1200 - 1500
Performance Manager	1000 - 1200
Regulatory Reporting Manager	1000 - 1200
Accounting Manager	900 - 1050
Risk Manager	1050 - 1250
Compliance Manager	1100 - 1350
HR Manager	1100 - 1300
IT Transformation Manager	1200 - 1400

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

70%

of Belgian interim managers surveyed prefer not to return to permanent roles.

Belgium interim management rates

Human resources

Position*	Interim daily rates in EUR (€)
(Group) HR Director	1200 - 1400
HR Manager	1000 - 1250
Plant/Site HR Manager	1000 - 1200
HR Change Project Manager	950 - 1200
HRIS Project Manager	900 - 1100
HR Business Partner	900 - 1100
Payroll Specialist/Manager	800 - 1100
Comp & Ben Specialist/Manager	950 - 1300
Talent Acquisition Specialist/Manager	850 - 1100
Training/Learning & Development Specialist/Manager	850 - 1100

Production, supply chain, procurement

Position*	Interim daily rates in EUR (€)
Plant Director	1100 - 1300
Supply Chain Director	1100 - 1300
Procurement Manager	1100 - 1300

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Belgium interim management rates

Information technology

Position*	Interim daily rates in EUR (€)
Chief Information Officer	1300 - 1500
IT Manager	1100 - 1250

Programme/project management

Position*	Interim daily rates in EUR (€)
Programme Manager	1200 - 1500
Project Manager	1000 - 1350
ERP Specialist	1200 - 1400

Sales & marketing

Position*	Interim daily rates in EUR (€)
Chief Digital Officer	1300 - 1600
Marketing Manager/Director	1000 - 1300
Brand & Product Manager	900 - 1100
Sales Manager/Director	1100 - 1300

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Accounting & finance

Position*	Interim daily rates in EUR (€)
Finance	
CFO	1500+
Finance Director	1400 - 1800
Finance Manager	1200 - 1500
FP&A Manager	1200 - 1500
Partner Audit Firms	1400+
(Senior) Manager Audit Firms	1000 - 1300
Internal Audit Manager	1150 - 1500
Transformation Manager	1200+
Accounting	
Head of Accounting	1200 - 1400
Senior Accountant	1000 - 1200
Financial Analyst	900 - 1200
Tax	
Tax Manager	1200 - 1500
Tax Consultant/Specialist	950 - 1100

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Accounting & finance

Position*	Interim daily rates in EUR (€)
Controlling	
Head of Controlling	1250 - 1500
(Senior) Controller	1100 - 1500
Corporate Finance	
M&A Manager/Director	1500+
M&A Senior Consultant	1200 - 1500
Treasury Manager	1000 - 1500
Risk and Compliance	
Compliance Manager	1100+
Compliance Officer	1100+
Risk Manager	1100+
Data Protection Officer	1100+

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

59%

of interim managers in the German finance sector were hired for the short-term replacement of a permanent employee.

Germany interim management rates

Banking & financial services

Position*	Interim daily rates in EUR (€)
Corporate Finance Advisory (Tier 1)	
Managing Director	1600+
Director	1400+
VP	1200+
Corporate Finance Advisory (Tier 2)	
Managing Director	1500+
Director	1300+
Corporate Banking	
Managing Director	1300+
Director	1200+
Risk	
CRO	1600+
Risk Controller	1300 - 1700
Credit Risk Manager	1300 - 1600
Operational/Market Risk Manager	1100 - 1500

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Banking & financial services

Position*	Interim daily rates in EUR (€)
Compliance	
Head of Compliance	1600+
Compliance Manager	1100 - 1600
AML/Financial Crime Officer	1100 - 1600
KYC Analyst	1100 - 1500
Outsourcing Officer	1100 - 1500
Data Protection	1300+
Legal Counsel	1500+
Corporate Functions	
CFO/COO	1500+
Financial Controller	1100 - 1400
Accounting	1100 - 1400
Tax Manager	1100 - 1500
Internal Audit	1200 - 1500
Regulatory Reporting Manager	1100 - 1500

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Information technology

Position*	Interim daily rates in EUR (€)
Management	
Chief Information/Technology Officer	1400+
Head of IT	1300+
Head of Enterprise Architecture	1100 - 1400
Head of ERP/CRM/BI	1100 - 1400
Head of Application Management	1100 - 1400
Head of Infrastructure & Operations	1100 - 1400
Team Leader IT/Engineering	1100 - 1400
IT Infrastructure	
Cloud Architect	1050 - 1400
Cloud Engineer	1050 - 1400
Enterprise Architect	1000+
Solution Architect	1000+
DevOps Engineer	950 - 1100
Network Engineer	950 - 1200
System Engineer	900 - 1100
IT System Administrator	900 - 1200
SAP/ERP Consultant	1200+

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Information technology

Position*	Interim daily rates in EUR (€)
Data/BI	
Data Scientist	900 - 1200
Data Engineer	900 - 1200
Data Analyst	900 - 1200
DHW Engineer	1000+
Business Intelligence Specialist	1000+
IT Security	
Chief Information Security Officer	1300+
IT Security Architect	1100 - 1400
IT Security Engineer/Specialist	1100 - 1400
IT Governance Consultant	1100 - 1400
Project/Product Management	
Business Analyst	800 - 1100
IT Project Manager	1000+
Scrum Master	800 - 1100
Product Owner	900 - 1200
Product Manager	900 - 1200
IT Process Manager	800 - 1100
IT Service Manager	800 - 1100

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Marketing

Position*	Interim daily rates in EUR (€)
Digital Marketing	
Chief Digital Officer	1300+
Performance & Growth Manager	800 - 1100
SEO Manager	800 - 1100
SEA Manager	800 - 1100
eCommerce Manager	800 - 1300
Social Media Manager	800 - 1000
Product Owner	900 - 1300
UX/UXI Manager	800 - 1100
Digital (Project) Manager	800 - 1100
Marketing	
Chief Marketing Officer/Marketing Director	1400+
Marketing Manager	1000 - 1300
Brand Manager	1000 - 1200
Product Manager	1000 - 1200

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Germany interim management rates

Human resources

Position*	Interim daily rates in EUR (€)
Head of HR	1300+
HR Manager	1100+
HR Business Partner	1000+
HR Advisor	1000+
Expert Learning & Development	1000+
Expert Compensation & Benefits	1200+
Talent Acquisition Partner/Recruiter	800+
Payroll Specialist	900 - 1200

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

13%

of the interim managers surveyed in Germany state that they are deployed by companies in organisational restructuring projects.

Netherlands interim management rates

Accounting & finance

Position*	Interim hourly rates in EUR (€)
VP Finance/CFO	125 - 200+
Programme Manager	110 - 200
Transition Manager	115 - 160
ESG Specialist	110 - 140
FP&A Manager	90 - 115
Auditor (RA/CPA/ACCA)	90 - 125
Finance Manager	90 - 115
Business Controller (RC)	95 - 115
Group Financial Controller	90 - 110
Team Manager (GL/AP/AR)	85 - 100
Project Manager	90 - 120
Business Analyst	80 - 95
Financial Analyst	75 - 90
Senior Payroll Specialist	75 - 90
Financial Controller	65 - 80
Senior Financial Accountant	70 - 85

*All positions are to be seen as (m/f/d).

NB: Interim rates are hourly rates excluding agency fees and depend on factors such as experience level, industry and the size of the organisation.

Netherlands interim management rates

Banking & financial services

Position*	Interim hourly rates in EUR (€)
Programme Manager	100 - 150
Regulatory Specialist	90 - 140
Compliance Officer	80 - 140
Senior Quantitative Analyst	95 - 135
Project Manager	90 - 120
Reporting Specialist	90 - 120
Credit Risk Manager	85 - 120
Operational Risk Manager	85 - 120
Business Controller	80 - 120
Risk Manager	80 - 120
Auditor	80 - 110
Financial Controller	75 - 110
Data Analyst Finance/Risk	75 - 100
Junior Quantitative Analyst	75 - 95
Senior Financial Accountant	65 - 95
CDD Analyst	60 - 90
KYC Officer	60 - 90

*All positions are to be seen as (m/f/d).

NB: Interim rates are hourly rates excluding agency fees and depend on factors such as experience level, industry and the size of the organisation.

Netherlands interim management rates

Human resources

Position*	Interim hourly rates in EUR (€)
HR Director	115 - 160
Compensation & Benefits Manager	100 - 120
Learning & Development Manager	100 - 120
Recruitment Manager	95 - 120
HR Manager	90 - 115
HR Business Partner	85 - 110
Corporate Recruiter	85 - 105

Legal

Position*	Interim hourly rates in EUR (€)
Civil Notary	120 - 160
Interim Lawyer (Private Practice)	120 - 175
Specialised Legal Counsel	110 - 160
Contract Manager	100 - 140
Interim Compliance Officer	110 - 150
Interim Legal Counsel	100 - 140
Interim Paralegal	60 - 100

*All positions are to be seen as (m/f/d).

NB: Interim rates are hourly rates excluding agency fees and depend on factors such as experience level, industry and the size of the organisation.



16%

increase in interim
professionals in
Netherlands compared
to last year

Netherlands interim management rates

(Semi) public sector

Position*	Interim hourly rates in EUR (€)
Business Manager	100 - 140
Concern Controller	95 - 130
Manager Finance	90 - 120
Manager P&C	90 - 120
Business Controller	85 - 110
Financial Controller	70 - 100

Tax & treasury

Position*	Interim hourly rates in EUR (€)
Tax Director	120 - 250
Tax Manager	110 - 150
Treasurer	105 - 160
Cash Manager/Assistant Treasurer	75 - 105

*All positions are to be seen as (m/f/d).

NB: Interim rates are hourly rates excluding agency fees and depend on factors such as experience level, industry and the size of the organisation.



Data analytics is the fastest growing skill among interim professionals in Netherlands

Spain interim management rates

General management & finance

Position*	Interim daily rates in EUR (€)
General Manager	1400 - 3000
Finance Director	1200 - 2200
Head of Controlling	900 - 1300
Finance Manager	700 - 850

Logistics & purchasing

Position*	Interim daily rates in EUR (€)
Supply Chain Director	900 - 1300
Plant Director	1000 - 1400
Quality Director	700 - 1200

IT & project management

Position*	Interim daily rates in EUR (€)
Chief Information Officer	1100 - 2300
Project Management Officer	700 - 1200

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Spain interim management rates

HR & legal

Position*	Interim daily rates in EUR (€)
Human Resources Director	1000 - 1900
Human Resources Manager	700 - 850
Legal Counsel	1000 - 1700

Sales

Position*	Interim daily rates in EUR (€)
Sales Director	1200 - 1800
Business Development Manager	800 - 1100
Expansion Director	1400 - 2000

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

39%

of interim managers in Spain are 40-49 years old.

Spain interim management rates

Digital & marketing

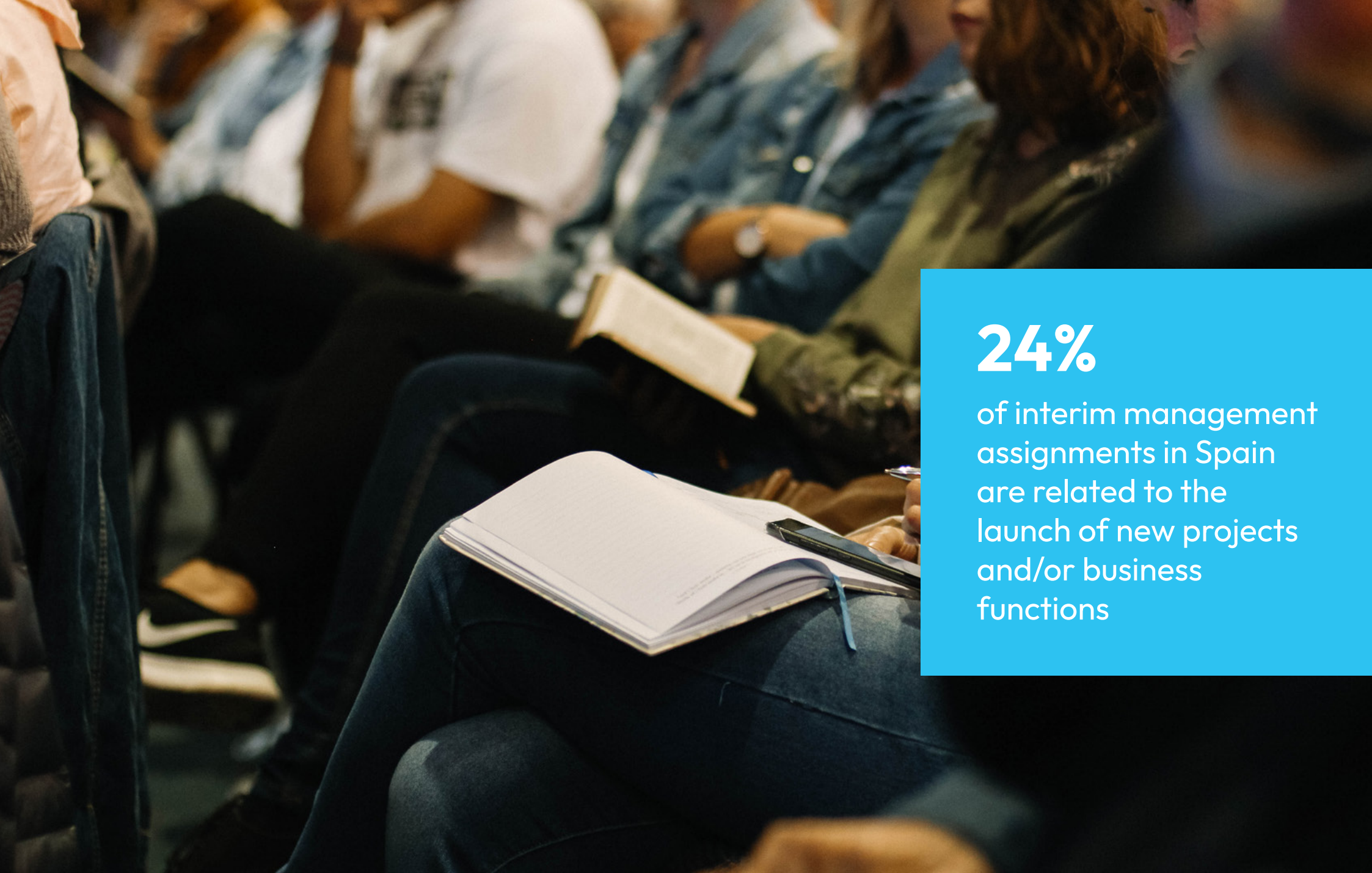
Position*	Interim daily rates in EUR (€)
Chief Marketing Officer	1200 - 1800
Digital Transformation Director	1400 - 2400
E-commerce Director	800 - 1100

Pharma

Position*	Interim daily rates in EUR (€)
Operations Director	1100 - 1500
Plant Director	1000 - 1400

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.



24%

of interim management assignments in Spain are related to the launch of new projects and/or business functions

Switzerland interim management rates

Accounting & finance

Position*	Interim daily rates in CHF	
	French-speaking Switzerland	German-speaking Switzerland
Accounting & Finance		
Chief Financial Officer	1400 - 2400	1500 - 2500
Finance Director	1100 - 1700	1200 - 1700
Group Controller	1000 - 1500	1200 - 1700
Finance Manager	1000 - 1500	1200 - 1600
Head of Accounting	1400 - 1800	1500 - 1900
Head of Group Reporting & Consolidation	1300 - 1700	1500 - 2000
Internal Auditor/Internal Controller	1000 - 1300	900 - 1400
Internal Audit Manager/Director	1200 - 1800	1500 - 1900
Projects		
Project Manager	800 - 1300	900 - 1500
SAP/ERP Specialist	900 - 1400	700 - 1300

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

Switzerland interim management rates

Banking & financial services

Position*	Interim daily rates in CHF	
	French-speaking Switzerland	German-speaking Switzerland
Compliance & Legal		
Head of Legal/Compliance	1500 - 2300	1800 - 2400
Legal Counsel	900 - 1200	800 - 1200
Compliance Manager	800 - 1200	800 - 1200
Risk		
CRO	1200 - 2000	1450 - 2300
Corporate Functions		
CFO/COO	1600 - 2500	1600 - 2500
Financial Controller	800 - 1300	800 - 1300
KYC/AML	350 - 580	330 - 560

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

31%

of interim management assignments in Switzerland in 2023 focused on projects or implementing new systems & technologies.

Switzerland interim management rates

Technology

Position*	Interim daily rates in CHF	
	French-speaking Switzerland	German-speaking Switzerland
Governance		
CIO	1800 - 2500	1800 - 3000
Programme Director	1100 - 1800	1300 - 2000
IT Project Manager/Director	1100 - 1800	1200 - 2000
Software		
Developer	1100 - 1700	1100 - 1700
System Engineer	1000 - 1600	1000 - 1600
Data Engineer	1200 - 1800	1200 - 1800
Infrastructure		
Infrastructure Engineer	1000 - 1500	1000 - 1700
Cloud Engineer	1000 - 1600	1000 - 1600
Network Engineer	800 - 1400	800 - 1400
Security		
Security Engineer	1000 - 1500	1000 - 1500
Network Security Engineer	1000 - 1500	1000 - 1500
Cyber Security Engineer	1500 - 2000	1500 - 2000

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

United Kingdom interim management rates

Accounting & finance - London & South East

Position*	Interim daily rates in GBP (£)
Chief Financial Officer (CFO)	1200 - 2000
Finance Director	700 - 1000
Financial Controller	500 - 800
Group Controller - FTSE 100	1000 - 2000
Director of Treasury	650 - 1400
Director of Internal Audit	1000 - 1400
Transformation/Change Director	1200 - 2000

Accounting & finance - Midlands & North West

Position*	Interim daily rates in GBP (£)
Chief Financial Officer (CFO)	900 - 1500
Finance Director	800 - 1200
Financial Controller	450 - 800
Group Controller - FTSE 100	600 - 1000
Director of Treasury	800 - 1100
Director of Internal Audit	700 - 1100
Transformation/Change Director	800 - 1500
Director of Shared Services	800 - 1200

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

United Kingdom interim management rates

Technology, projects & change - London

Position*	Interim daily rates in GBP (£)
Chief Information Officer (CIO)	1200 - 2000
Chief Technical Officer (CTO)	950 - 1800
IT Director	600 - 1100
Chief Data Scientist	800 - 2000
Head of Product	800 - 1100
CISO	1000 - 1600
Head of Information Security	900 - 1400
Head of Change	1200 - 2000
Programme Director	900 - 1600

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

United Kingdom interim management rates

Technology, projects & change - Midlands & North West

Position*	Interim daily rates in GBP (£)
Chief Information Officer (CIO)	1000 - 1800
Chief Technology Officer (CTO)	700 - 1800
IT Director	700 - 1200
Chief Data Scientist	700 - 1000
Head of Product	600 - 800
CISO	850 - 1200
Head of Information Security	600 - 900
Head of Change	800 - 1000
Programme Director	800 - 1250

Tax, legal & compliance

Position*	Interim daily rates in GBP (£)
General Counsel	1000 - 1200
Head of Tax	800 - 1500
Risk Manager	650 - 1000
Compliance Officer	700 - 1000

*All positions are to be seen as (m/f/d).

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

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