

EUROPEAN INTERIM MANAGEMENT REMUNERATION AND MARKET REPORT 2020

ROBERT WALTERS



“

GET USED TO
THE INTERIM
MANAGEMENT
REVOLUTION

”

INTERIM MANAGEMENT: A REVOLUTION IN PROGRESS

ROBERT WALTERS, EUROPEAN LEADER IN INTERIM MANAGEMENT

Within the past decade, the rise of the interim management revolution has become obvious. More than ever, companies are faced with the need to transform working methods. Young professionals are looking for more freedom and experienced seniors familiar with the intricacies of the corporate world are seeking better flexibility and efficiency.

Due to Covid-19 the working environment has engaged in a mutation to virtual cooperation, which encourages and corresponds to “nomadism”. Some executives and experts have already moved to become these new nomads. They are agile, mobile. They have freed themselves from the geographical constraints and social needs of physical presence. They are “interim managers”.

This working model will now inspire other professionals who desire to be “doers”, to contribute, to give meaning, but in a different way. Interim managers are not mistaken. They know what they are doing when they consistently choose interim assignments over permanent contracts.

In addition, economic uncertainty has of course risen sharply. Interim management will emerge as a very flexible solution. The initial shock of

Covid-19 led some companies to postpone their transformation projects. On the contrary, some leaders, notably in Benelux, quickly saw an opportunity to use interim management as a natural adjustment variable for dealing with crisis management and restructuring.

These latest events confirm a deep trend in the background: it is a cultural and professional revolution from which these most experienced executives have been benefiting for the last ten years or so, transforming companies through interim management.

Why do these executives choose independence? To have the freedom to offer their expertise within different companies, in different sectors, for a given period of time. Freedom to say what they think, freedom to express their technical point of view, freedom to manage their working time as they wish, and freedom to carry out the assignment as they see fit, while respecting the defined objectives.

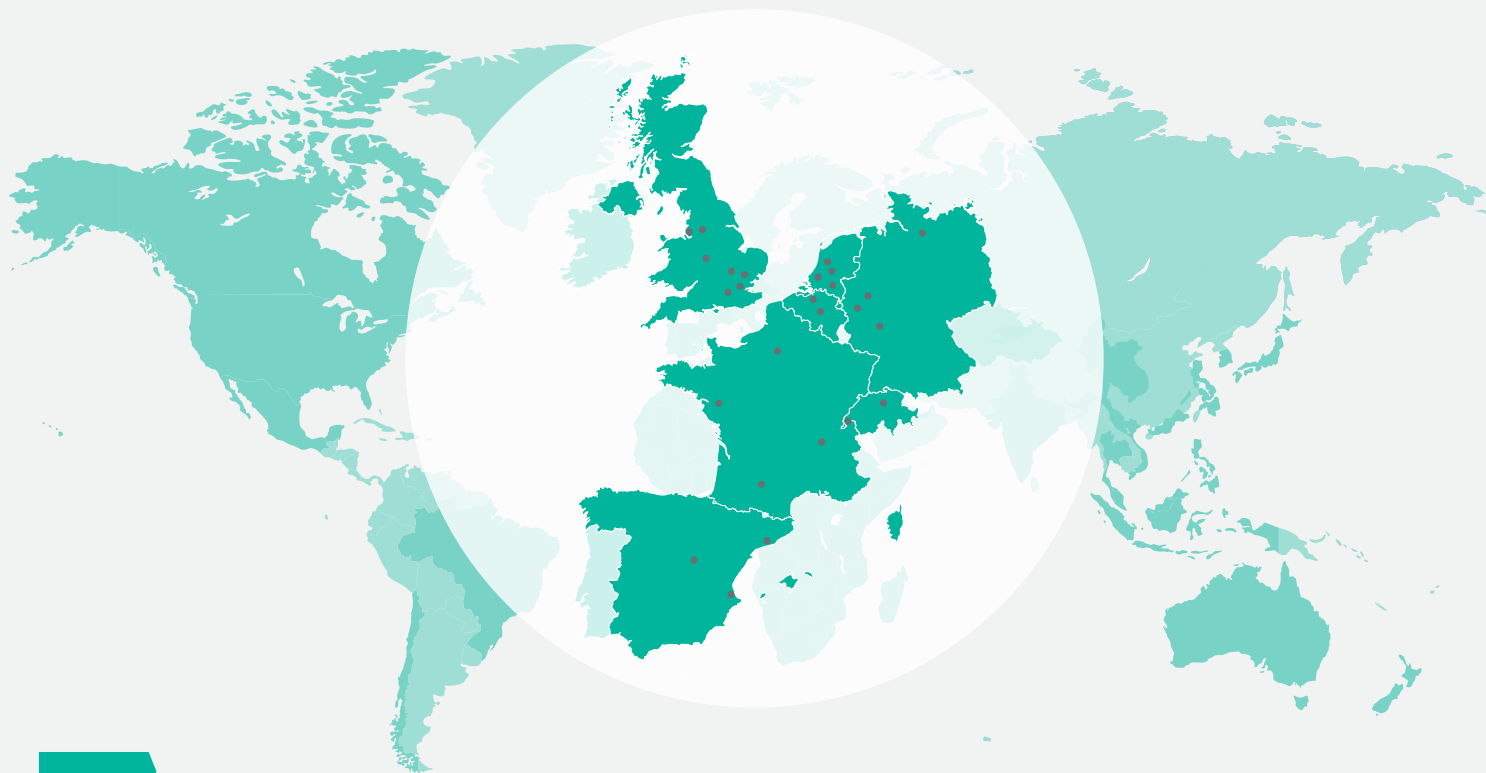
In the way it rethinks traditional labour codes, interim management values courage and initiative. What companies buy when they call on it is competence, and the impact of having an expert on board.

For too long nourished by the idea that employment is a comfort to be found at all costs, the business world needs iconoclastic and liberated adventurers to find new inspiration. It is thanks to their audacity that this revolution will become a true evolution.



**ANTOINE MORGAUT,
CEO EMEA & AMERICAS**

GLOBAL REACH, EUROPEAN LEADER, LOCAL EXPERTISE



7

**WE HAVE DEDICATED
INTERIM MANAGEMENT
TEAMS IN 7 EUROPEAN
COUNTRIES**

BELGIUM
FRANCE
GERMANY
NETHERLANDS

SPAIN
SWITZERLAND
UNITED KINGDOM



“ WE ARE ABLE TO PROVIDE
INTERIM MANAGERS TO LEAD
MAJOR TRANSFORMATIONS
WORLDWIDE, ACROSS ALL
INDUSTRY SECTORS. ”



OUR EUROPEAN INTERIM MANAGEMENT OFFERING

WHAT IS INTERIM MANAGEMENT?

Interim management involves the placement of a highly qualified senior manager within an organisation, for a fixed period of time.

This highly skilled individual will work at the complete disposal of the company, taking on operational responsibility within the framework of a well-defined assignment whilst working as a self-employed person.

OUR CORE DISCIPLINES

- General management
- Finance
- Human resources
- Financial services (insurance, real estate, banking)
- IT / Digital
- Tax / Legal / Compliance
- Engineering
- Procurement / Supply chain / Logistics / Operations
- Sales / Marketing / Communication

“ In France, we didn't have the expertise in-house and we needed flexibility. This is why we called on Robert Walters who had been working with us for years. They offered interim management as a solution. ”

Julia Marty, Human Resources Manager at MetLife, France

“ I have had the privilege to work with Robert Walters as both a candidate and a client. They helped me to get my first legal interim assignment and provided interim solutions for my teams ever since. The level of professionalism, Robert Walters' extended network and their thorough understanding of their clients' needs are the reasons that Robert Walters is my number one choice when it comes to contracting interim professionals. ”

Adrienne Harrison, Interim Legal Manager at Rambus, Netherlands

“ Working with Robert Walters is excellent, highly professional and focused. Especially when I worked on a project and needed to hire additional staff, Robert Walters provided me with useful candidate profiles very fast, which I highly appreciate. ”

Dr. Josef Becker, Interim CFO, Germany

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:

- Relay management: 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
- Brexit-related assignments

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

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ABOUT THE INTERIM MANAGEMENT MARKET REPORT

Welcome to the first edition of the Robert Walters European Interim Management Remuneration and Market Report. Our research is based on the analysis of interim management trends in Europe, focusing on the most sought after interim management profiles and on

interim daily rates per job title and per country. This book also provides feedback of a survey conducted to more than 2,000 interim managers throughout Europe in January 2020.

GET IN TOUCH

If you would like to find out more about our interim management offering and the type of assignments our interim managers can carry out for your organisation, you can contact one of our interim management specialists using contact details at the end of this book.

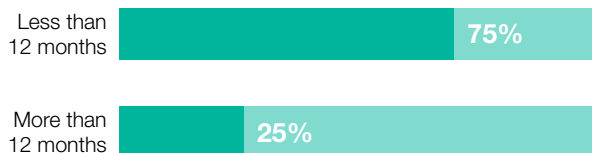
INTERIM MANAGEMENT SURVEY

EUROPEAN RESULTS

INTERIM MANAGEMENT IS ABOUT...

WORKING ON A PROJECT...

AVERAGE DURATION OF INTERIM MANAGEMENT ASSIGNMENTS



... TO SOLVE KEY SITUATIONS

TOP INTERIM MANAGEMENT ASSIGNMENTS DELIVERED



34%
Relay management



26%
Organisational restructuring & crisis management



16%
Performance/Profitability improvement

INTERIM MANAGERS IN 2020

YOUNGER THAN BEFORE



1 in 3 interim managers is under 50 years old



MOTIVATED BY THE CHALLENGE

TOP CRITERIA FOR CHOOSING AN ASSIGNMENT



51%
Type of the assignment

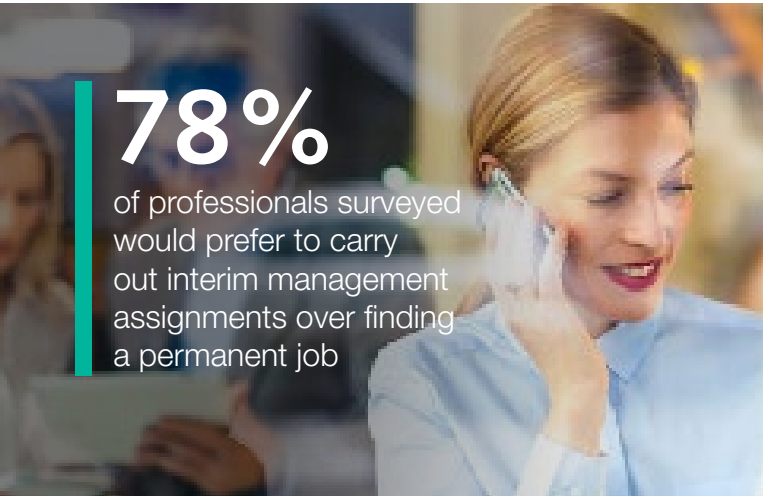


21%
Company situation/strategic project at stake



12%
Daily rate

INTERIM MANAGEMENT: A SOLID MARKET

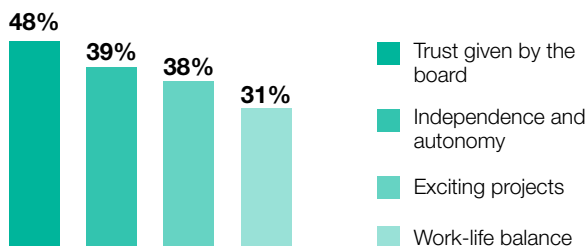


59%

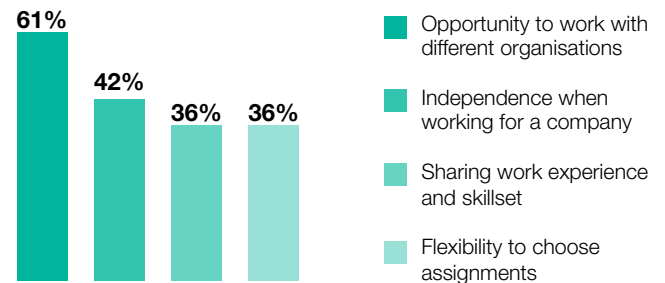
of interim managers find their next interim management assignment in less than 3 months or without interruption

MOTIVATIONAL DRIVERS TO CHOOSE INTERIM MANAGEMENT

TOP CRITERIA FOR INTERIM MANAGERS JOB SATISFACTION



TOP CRITERIA FOR CHOOSING INTERIM MANAGEMENT AS A WORKING MODE



COUNTRY OVERVIEWS

With interim management dedicated teams spanning 7 countries in Europe, we are offering in-depth knowledge of a large range of industries and providing the best in class interim managers to lead major transformations in your organisation. In this section, our country heads of interim management share their insights on interim management trends in 2020 and interim daily rates on the most sought after interim management profiles.

Our country overviews include:

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



BELGIUM

2020 INTERIM MANAGEMENT TRENDS



**AUDREY BOSTVIRONIS,
MANAGER,
INTERIM MANAGEMENT,
BELGIUM**

The interim management market performed well in 2019 and we saw a marginal increase in the number of assignments - particularly in finance, project management, supply chain and HR. In the first half of 2020, demand for interim finance and general managers was the highest.

Key drivers for experienced, high-level professionals to make the jump to leave their permanent job in order to pursue a career in interim management include independence and autonomy, involvement in multiple exciting projects, flexibility, and the opportunity to collaborate with a number of different organisations, teams and departments.

Robert Walters' recent survey reveals that interim managers are some of the most confident professionals when considering their career prospects. In fact, 72% of Belgian interim management professionals are confident they will easily find a new assignment when their current one is completed.

Following the Covid-19 crisis, companies have still been hiring interim managers to replace or fill a void in strategic/management positions. Since July, we have observed an increase in the number of assignments to help restructure or lead transformation projects and other critical change management projects. Some ERP or system implementation projects were put on hold during the Covid-19 crisis, but we are convinced that these will be relaunched soon.

Organisations bring in interim management professionals with very specific skills and experience aligned to that project, and expect a high level of managerial competence, operational experience and a hands-on mentality.

The Robert Walters interim management survey reveals that 45% of respondents earn more on an annual basis than they did in their previous permanent employment. As far as daily rates for interim managers is concerned, we expect these to remain stable in 2020.

BELGIUM

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



34%
Relay
management



29%
Organisational
restructuring & crisis
management



14%
Performance/
profitability
improvement

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Opportunity to work with different organisations/teams
- 2 Independence when working for a company
- 3 Ability to make an immediate impact
- 4 Flexibility to choose assignments

72%

of interim managers are confident to easily find a new interim management assignment

45%

of interim managers in Belgium are 50-59 years old

64%

of interim managers earn the same or more compared to their last permanent employment

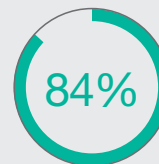
6-12 MONTHS

Average length of an interim management assignment

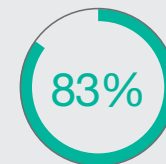
ONLY 7%

of interim managers would prefer a switch to a permanent job

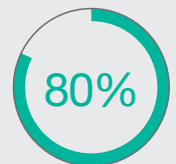
TOP 3 DRIVERS OF JOB SATISFACTION



Autonomy



Trust given by
the board



Responsibilities

BELGIUM

2020 INTERIM MANAGEMENT RATES

GENERAL MANAGEMENT

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
CEO/Business Unit Director	1250 - 1600	1250 - 1600

FINANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Chief Financial Officer	1200 - 1400	1200 - 1400
Group Controller/Finance Director	1100 - 1350	1100 - 1350
Controller/Finance Manager	950 - 1150	950 - 1150
Risk/Tax/Treasury Manager	1000 - 1200	1000 - 1200
Senior Financial Analyst	900 - 1100	900 - 1100
Accounting Manager	900 - 1050	900 - 1050

HUMAN RESOURCES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Group HR Director	1200 - 1400	1200 - 1400
HR Manager	1000 - 1250	1000 - 1250
HR Business Partner	900 - 1100	900 - 1100

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

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

BELGIUM

2020 INTERIM MANAGEMENT RATES

PRODUCTION / LOGISTICS / PURCHASING

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Plant Director	1100 - 1350	1100 - 1350
Supply Chain Director	1100 - 1350	1100 - 1350
Procurement Manager	1100 - 1300	1100 - 1300

IT

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Chief Information Officer	1200 - 1400	1200 - 1400
IT Manager	1100 - 1250	1100 - 1250

PROGRAMME / PROJECT MANAGEMENT

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Programme Manager	1200 - 1500	1200 - 1500
Project Manager	1000 - 1350	1000 - 1350
ERP Specialist	1150 - 1350	1150 - 1350

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

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

FRANCE

2020 INTERIM MANAGEMENT TRENDS



KARINA SEBTI,
MANAGING DIRECTOR,
INTERIM MANAGEMENT,
FRANCE

The Covid-19 crisis has reshuffled the cards of interim management.

Firstly, assignment types will inevitably evolve. While interim managers have been traditionally in demand for transformation projects such as restructuring, external growth, digitalisation, and to improve project delivery, they will now be more likely called upon for more crisis management – such as disposal, acquisition and restructuring - with a likely impact on daily rates of the most sought-after functions.

Finance will continue to play a prominent role. Already in demand before the crisis, treasurers have been highly sought after since March 2020 and will continue to be so in order to preserve cash - a vital concern for organisations.

With relocation issues affecting the manufacturing and industrial sectors, supply chain and site management experts - who were in high demand before and during lockdown - will continue to be so in the coming months.

Labour law experts were particularly busy during lockdown for the implementation of the partial unemployment scheme

and the application of new hygiene and security rules. They will now be sought to prepare the inevitable redundancy plans and the introduction of new ways of working in an organisation.

In the current context of social and economic uncertainties in which many companies have put their recruitments on hold, interim management appears to be an effective solution for organisations who have a strong need to transform themselves or to carry on with projects started before the crisis.

All the more so as interim management, historically considered the last career step for senior professionals, is now increasingly attracting younger managers. The latter choose interim management in order to make the most of their expert skills and share their experience.

As murmurs of the economic recovery are making themselves heard, Robert Walters - active on the interim management market for more than fifteen years in France - measures more than ever the value of these experienced professionals to overcome this crisis and support the recovery of large groups and SMEs of all sectors.

FRANCE

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



42%
Relay
management



26%
Organisational
restructuring & crisis
management



15%
Performance/
profitability
improvement

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Opportunity to work with different organisations/teams
- 2 Opportunity to share experience and skillset
- 3 Independence when working for a company
- 4 The strategic projects at stake

69%

of interim managers
earn the same or
more compared to
their last permanent
employment

57%

of interim managers in France are 50-59 years old

6-12 MONTHS

Average length of an interim management assignment

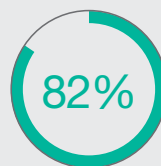
47%

of interim managers find their next interim
management assignment in less than 3 months or
without interruption

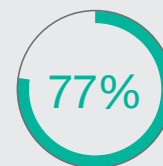
7 OUT OF 10

Prefer to continue working as an interim manager

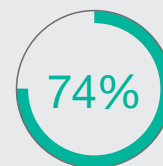
TOP 3 DRIVERS OF JOB SATISFACTION



Trust given by
the board



Autonomy



Opportunity to work on
exciting projects

FRANCE

2020 INTERIM MANAGEMENT RATES

GENERAL MANAGEMENT / FINANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Chief Executive Officer (CEO)	1600 - 4500	1600 - 4500
Chief Financial Officer (CFO)	1300 - 2500	1300 - 2500
Accounting Director	1100 - 1400	1300 - 1800
Financial Controller	1100 - 1600	1100 - 1600
Treasury Director	950 - 1300	1300 - 1800
Director of Consolidation	1300 - 1800	1300 - 1800
Finance Project Director	1200 - 2000	1200 - 2000
Head of controlling	1100 - 1500	1100 - 1500

TAX, LEGAL & COMPLIANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
General Counsel/Legal Director	1300 - 2500	1500 - 2500
Senior Legal Counsel	1500 - 2500	1500 - 2500
Group Tax Director/Manager Tax Operations	1200 - 1700	1400 - 2000
Contract Manager	1000 - 1500	1200 - 1600
Risk Manager	1000 - 1500	1200 - 1600
Compliance Officer/Data Protection Officer	1200 - 2300	1400 - 2400

HUMAN RESOURCES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Group HR Director	1600 - 2100	1600 - 2100
Country HR Director	1200 - 1600	1200 - 1600
Site HR Director	1000 - 1300	1000 - 1300
HRIS & Payroll Project Director	1200 - 1400	1200 - 1400

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

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

FRANCE

2020 INTERIM MANAGEMENT RATES

PROCUREMENT

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Chief Procurement Officer (CPO)	1200 - 2000	1500 - 2000
Purchasing Director	1100 - 1800	1100 - 1800
Global category Manager	900 - 1500	900 - 1500
Purchasing Manager	1000 - 1500	1000 - 1500

ENGINEERING

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Managing Director	1600 - 3500	1600 - 4500
Chief Restructuring Officer	1600 - 3500	1600 - 4500
Industrial Site Director	1200 - 1700	1300 - 1800
Supply Chain Director	1200 - 2200	1200 - 2500
Quality Director	1200 - 2200	1200 - 2500

INFORMATION TECHNOLOGY & DIGITAL

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Chief Information Officer (CIO)	1200 - 2500	1200 - 2500
Chief Technical Officer (CTO)	1000 - 2200	1000 - 2200
CISO	1400 - 2500	1500 - 2500
Applications Director	1200 - 1800	1200 - 1800
Program Director	900 - 1500	900 - 1500
Project Management Officer (PMO)	800 - 1400	800 - 1400
Infrastructure Manager	800 - 1300	800 - 1300

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

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

FRANCE

2020 INTERIM MANAGEMENT RATES

DIGITAL & MARKETING

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
General Manager	1500 - 2500	1500 - 2500
Chief Digital Officer (CDO) / Digital Transformation	1500 - 2700	1500 - 2700
Chief Technical Officer (CTO)	1000 - 2200	1000 - 2200
Chief Marketing Officer (CMO) / Product & Marketing	1000 - 1900	1000 - 1900
Data Officer	1200 - 2000	1200 - 2000
e-commerce / e-merchandising	900 - 1500	900 - 1500
CRM	900 - 1500	900 - 1500

SALES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Sales Director	1400 - 2100	1400 - 2100
Sales Manager	1000 - 1400	1000 - 1400
Area Manager	900 - 1400	900 - 1400

BANKING

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Branch HR Director	1000 - 1500	1000 - 1500
Risk & Compliance Director	1100 - 1500	1200 - 1600
Branch Chief Financial Officer (CFO)	1100 - 1600	1200 - 1700
Capital Market Legal expert	800 - 1200	800 - 1200

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

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

FRANCE

2020 INTERIM MANAGEMENT RATES

INSURANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Operations Director	1200 - 1500	1200 - 1500
Customer Service Manager	1200 - 1500	1200 - 1500
Technical Accounting Manager	1100 - 1400	1100 - 1400

REAL ESTATE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Asset Manager	1200 - 1500	1200 - 1500
Program Director	900 - 1600	1000 - 1500

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

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

GERMANY

2020 INTERIM MANAGEMENT TRENDS



ROB VERMAAK,
REGIONAL MANAGING DIRECTOR,
BENELUX & GERMANY

The German interim market has benefited from continuous growth in recent years. In fact in 2019 more than 10,000 interim professionals were hired on management level – the largest uptake ever. The biggest demand for interim professionals was within the change management domain (16 %*), in particular for projects that required expert support in digitisation processes and new regulations.

Highly-skilled and specialist full time professionals were difficult to come by and across the board companies were having to contend with a candidate shortage. In order to compensate for the talent shortage, companies were recruiting freelancers and interim professionals to continue progressing towards business objectives and to be able to tap into highly specialised leadership skills at crucial times.

Daily rates have increased the past years across all sectors, most notably in banking & financial services where Brexit has significantly increased demand for risk & compliance interim professionals. Another area which saw a sharp intake in day rates was in IT & tech, in particular for IT security roles.

The Covid-19 crisis in 2020 had an impact on the interim market in Germany – with many high level and strategic projects paused as businesses froze costs and turned their attention to continuity. However, the silver lining is that hourly rates have not and are unlikely to decrease significantly and with lockdown measures easing it can be assumed that assignments will increase in the second half of the year also due to insolvencies, takeovers and restructuring.

The most sought-after skills continue to be international experience, the ability to implement IT systems, digital know-how, and strong communication. Generally speaking, there are enough freelancers in Germany to meet these demands.

In Germany, interim management is still not as widespread as other similar European countries such as France or the Netherlands. Many companies still display concerns over false-self-employment and therefore contact specialised recruiting firms and interim associations for legal advice. Despite this barrier, SMEs are increasingly opening-up to the idea of recruiting interim professionals.

* source: DDIM market forecast 2019

GERMANY

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



47%
Relay
management



19%
Organisational
restructuring & crisis
management



13%
Implementation/
redesign
of new systems

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Independence when working for a company
- 2 Flexibility to choose assignments
- 3 Opportunity to work with different organisations/teams
- 4 Making the most of my expertise and knowledge within a specific field

85%

of interim managers are confident to easily find a new interim management assignment

56%

of interim managers in Germany are 50-59 years old

81%

of interim managers earn the same or more compared to their last permanent employment

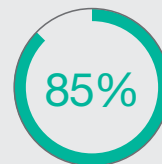
6-12 MONTHS

Average length of an interim management assignment

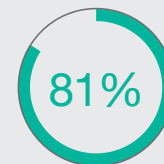
ONLY 6%

of interim managers would prefer a switch to a permanent job

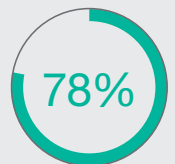
TOP 3 DRIVERS OF JOB SATISFACTION



Autonomy



Opportunity to use and
enhance specialised skills



Yearly income

GERMANY

2020 INTERIM MANAGEMENT RATES

ACCOUNTING & FINANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Finance		
CFO	1000+	1200+
Finance Director	700 - 1300	850 - 1500
Finance Manager	550 - 850	750 - 1000
FP&A Manager	550 - 750	550 - 800
Partner Audit Firms	1300+	1300+
Manager Audit Firms	550 - 750	550 - 750
Internal Audit Manager	550 - 850	750 - 1000
Accounting		
Head of Accounting	600 - 800	700 - 900
Senior Accountant	450 - 700	550 - 800
Tax		
Tax Manager	600 - 900	700 - 900
Controlling		
Head of Controlling	550 - 850	800 - 1200
Senior Controller	500 - 700	750 - 1000
Corporate Finance		
M&A Manager/Director	700 - 1300	850 - 1500
Treasury Manager	500 - 750	700 - 900
Risk and Compliance		
Compliance Manager	600 - 800	650 - 850
Risk Manager	650 - 850	750 - 950

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

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

GERMANY

2020 INTERIM MANAGEMENT RATES

BANKING & FINANCIAL SERVICES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Risk		
Risk Manager	1200 - 1500	1200 - 1500
Operational Risk Manager	900 - 1400	900 - 1400
Compliance		
Compliance Manager	1000 - 1500	1000 - 1500
AML Officer	1200 - 1500	1200 - 1500
KYC Analyst	1000 - 1400	1000 - 1400
Outsourcing Officer	900 - 1400	900 - 1400
Legal Officer	1200 - 1500	1200 - 1500
Corporate Functions		
Regulatory Reporting Manager	900 - 1300	900 - 1300
Internal Auditor	1100 - 1400	1100 - 1400
Trade Finance Manager	900 - 1300	900 - 1300
Business Analyst	1000 - 1300	1000 - 1300

HUMAN RESOURCES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Head of HR	1300 - 1500	1300 - 1500
HR Manager	900 - 1300	900 - 1300
HR Business Partner	800 - 1200	800 - 1200

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

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

GERMANY

2020 INTERIM MANAGEMENT RATES

MARKETING

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Digital Marketing		
Chief Digital Marketing Officer	1000 - 1500	1250 - 1900
Performance Marketing Manager (SEO/SEA)	450 - 650	550 - 810
Digital/Online Marketing Manager	550 - 850	680 - 1050
Social Media Manager	500 - 700	620 - 880
Marketing		
Chief Marketing Officer	900 - 1500	1100 - 1900
Marketing Director	850 - 1200	1050 - 1500
Marketing Manager	600 - 1000	750 - 1250
Brand Manager	700 - 900	880 - 1100
Category Manager	600 - 900	750 - 1100
Product Manager B2B	700 - 950	880 - 1100
Product Manager B2C	700 - 950	880 - 1100

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

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

GERMANY

2020 INTERIM MANAGEMENT RATES

INFORMATION TECHNOLOGY

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Management		
Chief Technology Officer	800 - 1250	900 - 1300
Head of Enterprise Architecture	720 - 1040	800 - 1200
Head of ERP/CRM/BI	720 - 960	820 - 1050
Head of Application Management	680 - 960	820 - 1050
Head of Infrastructure & Operations	680 - 960	820 - 1050
Team Leader Software Engineering	760 - 840	800 - 900
Big Data		
Business Intelligence Specialist	560 - 680	780 - 900
DWH Consultant/Developer	520 - 640	780 - 900
Software Engineering		
Project Management	650 - 800	650 - 870
Enterprise Architect	720 - 800	780 - 870
Solution Architect	680 - 720	750 - 870
Technical		
IT Security Specialist	680 - 720	780 - 960
SAP		
SAP Consultant	680 - 720	720 - 810

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

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

NETHERLANDS

2020 INTERIM MANAGEMENT TRENDS



**EWOUT VAN DER BULT,
SENIOR MANAGER,
INTERIM MANAGEMENT,
AMSTERDAM**

The state of the Dutch economy was excellent in 2019. The unemployment rate was at an all-time low, resulting in a scarcity in candidates across all disciplines. Organisations experienced difficulties in filling vacancies for permanent positions, and turned to interim professionals as a temporary solution.

Supply and demand for interim professionals was mostly balanced, and as a result hourly rates remained stable or showed moderate growth at most. While a majority of interim professionals increased their hourly rate, this was mostly with a maximum of 3%. The rates for specialists in compliance, risk management, regulatory reporting and data analytics formed an exception to this trend. Due to the urgency of many of the projects for which they were contracted, employers were willing to pay sharply increased rates.

Last year, the outlook for 2020 was positive. Ongoing developments in law and regulations kept the demand for compliance and risk management specialists high. Interim rates were expected to remain stable, after steady growth in the past years.

The Covid-19 crisis brought a wave of change to the interim market. Projects were cancelled or postponed, leading to a decline in the number of new assignments. After lockdown measurements were eased, we quickly saw the interim market picking up again.

As many organisations do not feel they are in a position to hire permanent staff, they turn to interim professionals to meet the required capacity. The interim market for special projects, such as digitalisation and business transformations, remains uncertain until there is more clarity around the progression of the Covid-19 and related measurements.

NETHERLANDS

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



25%
Organisational restructuring & crisis management



22%
Performance/profitability improvement



21%
Relay management

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Opportunity to work with different organisations/teams
- 2 Independence when working for a company
- 3 Flexibility to choose assignments
- 4 Ability to make an immediate impact

76%

of interim managers feel confident about finding a new interim assignment

43%

of interim managers are 50-59 years old

75%

of interim managers earn the same or more compared to their last permanent employment

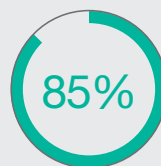
6-12 MONTHS

Average length of an interim management assignment

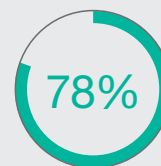
ONLY 9%

of interim managers would prefer a switch to a permanent job

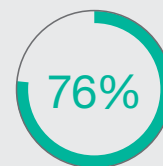
TOP 3 DRIVERS OF JOB SATISFACTION



Trust given by the board



Work/life balance



Autonomy

NETHERLANDS

2020 INTERIM MANAGEMENT RATES

ACCOUNTING & FINANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Accounting & Finance		
VP Finance/CFO	1000+	1000+
Corporate Recovery Expert	725 - 875	725 - 875
Finance Manager	675 - 850	675 - 875
Auditor (RA/CPA/ACCA)	650 - 875	650 - 875
Team Manager (GL/AP/AR)	600 - 725	600 - 800
Planning		
FP&A Manager	725 - 880	725 - 880
Control		
Financial/Business Controller (RC/RA)	675 - 800	675 - 875
Group Financial Controller	650 - 800	650 - 875
Projects		
Project Manager	725 - 1000	725 - 1000
Transition Manager	725 - 1000	725 - 1000
Programme Manager	725 - 950	725 - 950

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

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

NETHERLANDS

2020 INTERIM MANAGEMENT RATES

BANKING & FINANCIAL SERVICES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Programme Manager	1000 - 1650	1000 - 1650
Project Manager	1000 - 1250	1000 - 1250
Regulatory Specialist	925 - 1500	900 - 1550
Reporting Specialist	925 - 1300	900 - 1350
Senior Quantitative Analyst	925 - 1200	900 - 1225
Compliance Officer	825 - 1300	825 - 1300
Business Controller	825 - 1200	825 - 1225
Financial Controller	825 - 1200	825 - 1200
Auditor	825 - 1000	825 - 1000
Operational Risk Manager	825 - 1000	825 - 1000
Credit Risk Manager	825 - 1000	825 - 1000
Risk Manager	825 - 1000	825 - 1000
Data Analyst Finance/Risk	825 - 1000	825 - 1000
Senior Financial Accountant	725 - 975	725 - 975
Junior Quantitative Analyst	725 - 900	725 - 900
KYC Officer	725 - 825	725 - 825
CDD Analyst	725 - 825	725 - 825

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

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

NETHERLANDS

2020 INTERIM MANAGEMENT RATES

HUMAN RESOURCES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Compensation & Benefits Manager	1050 - 1300	1050 - 1600
HR Director	950 - 1300	925 - 1300
Recruitment Manager	800 - 1050	800 - 1050
Learning & Development Manager	800 - 1050	800 - 1050
HR Manager	725 - 975	725 - 1050
HR Business Partner	725 - 975	725 - 1050
Corporate Recruiter	675 - 925	725 - 925
HR Advisor	625 - 800	625 - 800

LEGAL

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Interim Lawyer (Private Practice)	1050 - 1200	1050 - 1200
Specialised Legal Counsel	1000 - 1200	1000 - 1200
Civil Notary	1000 - 1200	1000 - 1200
Compliance	950 - 1200	950 - 1200
Contract Manager	875 - 1050	875 - 1050
Legal Counsel	800 - 1125	800 - 1125

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

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

NETHERLANDS

2020 INTERIM MANAGEMENT RATES

(SEMI) PUBLIC

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Healthcare		
CFO	975 - 1300	975 - 1300
Manager P&C	775 - 975	775 - 975
Business Controller	675 - 925	675 - 925
Financial Controller	675 - 775	675 - 775
Concern Controller	625 - 825	625 - 825
Education		
Manager Finance	725 - 875	725 - 875
Business Controller	675 - 925	675 - 925
Financial Controller	675 - 775	675 - 775

TAX & TREASURY

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Tax Director	1200 - 2400	1200 - 2400
Treasurer	950 - 1600	950 - 1600
Tax Manager	800 - 1200	800 - 1200
Cash Manager/Assistant Treasurer	725 - 1050	725 - 1050

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

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

NETHERLANDS

2020 INTERIM MANAGEMENT RATES

BI/ADVANCED ANALYTICS

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Senior appointments		
CIO/Chief Data Officer/CTO/COO	1200 - 1750	1200 - 1750
IT Director/Digital Director	1300 - 1750	1300 - 1750
Transformation Director	1000 - 1900	1000 - 1900
BI/Data		
Head of BI/Data	1000 - 1200	1000 - 1200
Business/BI/Data Analyst	725 - 1050	750 - 1050
Data Engineer	800 - 1000	800 - 1000
BI Consultant	700 - 925	700 - 925
BI/Data Manager	800 - 1050	800 - 1050
BI Developer	800 - 1000	800 - 1000
DWH Developer/ETL Developer	750 - 1000	750 - 1000
Data Architect	800 - 1050	800 - 1050
Data Scientist	750 - 1000	750 - 1000
Projects & Programmes		
Head of Change	1125 - 1350	1125 - 1350
Programme Director/Manager	750 - 1250	750 - 1250
Delivery Manager	725 - 900	750 - 1250
Product Owner	725 - 900	800 - 1000
Scrum Master	725 - 900	750 - 925
Agile Coach	800 - 1050	800 - 1050

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

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



SPAIN

2020 INTERIM MANAGEMENT TRENDS



**SYLVAIN NAMY,
DIRECTOR,
SPAIN**

Whilst a relatively small market at the moment, interim management is growing in Spain. One thing worth noting is that the new laws will no doubt impact the legal mark-up of the labour market so that this model will become more relevant in the near future.

Between 2009 and 2013, most interim management projects were focused on crisis management and financial restructuring. Due to the Covid-19 situation, professionals with experience in very complex and uncertain environments will be the most in-demand profiles in 2020 and 2021.

Additionally, in the last couple of years, there has been a shift in interim management projects to become more focused on business digital transformation or growth, due to a much more positive global market and the introduction of new technologies. As a result, a large number of Spanish and multinational companies are looking for highly experienced and skilled professionals.

The manufacturing and industrial sectors are the ones which traditionally rely more on interim management as a business solution. In fact, around 50% of interim projects are generated in these industries. However, the tide has been changing in recent years with an increase in demand for interim talent from the service sector - particularly in insurance, banking and financial services - to implement digital transformation projects.

The main motivations for professionals to follow this career path are varied, from wanting a career change, to wishing to apply their specialist skillset to a new project, to discovering new sectors and companies, or simply to work in an ever-changing environment where there is variety and new challenges. Moreover, for senior level professionals, opting for an interim role can be due to lifestyle or because they wish to have more control over when and how they work.

Finally, soft skills are still important, with companies seeking professionals with the capacity to analyse complex situations and make quick decisions, strong abilities to engage people in projects, a clear orientation to results and a high level of credibility.

SPAIN

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



42%
Launch of new projects, business units



26%
Organisational restructuring & crisis management



26%
Relay management

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Opportunity to work with different organisations/teams
- 2 Making the most of my expertise and knowledge within a specific field
- 3 Flexibility to choose assignments
- 4 Ability to make an immediate impact

48%

of interim managers in Spain are 40-49 years old

68%

of interim managers find their next interim management assignment in less than 6 months or without interruption

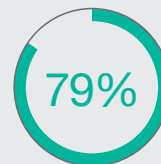
COMPANY'S SITUATION AT STAKE

Main decision factor to take on a new project

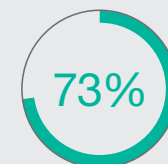
6-12 MONTHS

Average length of an interim management assignment

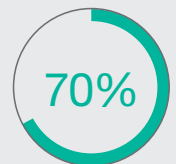
TOP 3 DRIVERS OF JOB SATISFACTION



Trust given by the board



Opportunity to work on exciting projects



Responsibilities

58%

of interim managers earn the same or more compared to their last permanent employment

SPAIN

2020 INTERIM MANAGEMENT RATES

GENERAL MANAGEMENT & FINANCE

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
General Manager	1100 - 2500	1200 - 2800
Finance Director	900 - 1800	1000 - 2000
Head of Controlling	800 - 1000	800 - 1200
Finance Manager	600 - 750	600 - 750

PRODUCTION, LOGISTICS & PURCHASING

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Supply Chain Director	900 - 1700	900 - 1700
Plant Director	900 - 1200	1000 - 1300
Quality Director	800 - 1500	800 - 1600

SALES

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Sales Director	1000 - 1500	1100 - 1700
Business Development Manager	700 - 1000	700 - 1000

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

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

SPAIN

2020 INTERIM MANAGEMENT RATES

INFORMATION TECHNOLOGY & PROJECT MANAGEMENT

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Digital Transformation Director	1100 - 2000	1200 - 2300
Chief Information Officer	800 - 1800	900 - 2000
Project Management Officer	600 - 1000	600 - 1000

HUMAN RESOURCES & LEGAL

POSITION*	INTERIM DAILY RATES IN EUR (€)	
	2019	2020
Human Resources Director	800 - 1200	900 - 1800
Human Resources Manager	600 - 750	600 - 750
Legal Counsel	900 - 1500	900 - 1500

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

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

SWITZERLAND

2020 INTERIM MANAGEMENT TRENDS



CHRISTIAN ATKINSON,
DIRECTOR,
SWITZERLAND

Interim management has followed a long-lasting growing trend in Switzerland over the past few years. Even before Covid-19, Swiss organisations were increasingly looking to restructure their processes and it was not uncommon to see senior professionals return to Switzerland and want to implement this working model.

Most notably with Covid-19 and in times where most organisations required more agility than ever before, interim managers are well-placed for the challenge given their experience of dealing with fast-changing situations and handling crisis management while providing flexibility.

Even though most Swiss organisations have temporarily slowed down their transformation projects due to the crisis, interim management is a real adjustment variable for companies that are looking at business continuity plans. We will see companies make greater use of experienced interim professionals when recovery and transformation plans begin to take-off for businesses.

Throughout previous years, the demand for interim managers in Switzerland has evolved. Organisations have been increasingly using interim management for change management, transformation projects, restructuring or integration procedures. Interim managers have also been highly sought after when it came to creating value within an organisation. This will be key post the crisis to support the economic recovery. It has also been more and more common for interim management to be called upon in spin offs or new acquisitions from a foreign group to set up the business in Switzerland, but also in public listed companies. The most sought profiles are the ones having a twofold expertise (finance-supply chain, IT-finance...).

Regarding interim managers themselves, the average duration of assignment is getting longer in Switzerland and we could see some interim CFOs having two assignments at the same time - which was never the case before. It is worth noting that Brexit has had an impact on Swiss interim management as Switzerland has often been a popular choice for UK interim managers to relocate to. Daily rates remain high - in particular in specific fields of expertise or depending on the assignment urgency.

SWITZERLAND

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



38%
Relay
management



19%
Performance/
profitability
improvement



19%
Launch of new
projects, business
units

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Opportunity to work with different organisations/teams
- 2 Independence when working for a company
- 3 Flexibility to choose assignments
- 4 Making the most of my expertise and knowledge within a specific field

56%

of interim managers earn the same of more compared to their last permanent employment

50%

of interim managers in Switzerland are 50-59 years old

3-6 MONTHS

Average length of an interim management assignment

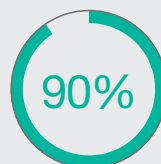
44%

of interim managers find their next interim management assignment in less than 3 months or without interruption

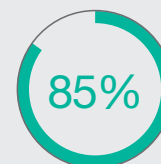
6 OUT OF 10

Prefer to continue working as an interim manager

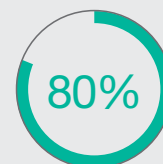
TOP 3 DRIVERS OF JOB SATISFACTION



Yearly income



Trust given by
the board



Opportunity to work on
exciting projects

SWITZERLAND

2020 INTERIM MANAGEMENT RATES

ACCOUNTING & FINANCE

POSITION*	INTERIM DAILY RATES IN CHF	
	2019	2020
Accounting & Finance		
Chief Financial Officer	1300+	1500+
Finance Director	1000 - 1500	1200 - 1800
Group Controller	900 - 1300	1000 - 1300
Finance Manager	900 - 1100	1000 - 1300
Head Of Accounting	1500 - 1700	1500 - 1800
Head of Group Reporting & Consolidation	1100 - 1400	1100 - 1500
Internal auditor / Internal Controller	1000 - 1300	1100 - 1300
Internal audit Manager / Director	1400 - 1700	1400 - 1800
Projects		
Project Manager	900 - 1500	900 - 1500
SAP/ERP Specialist	900 - 1500	900 - 1500

BANKING & FINANCIAL SERVICES

POSITION*	INTERIM DAILY RATES IN CHF	
	2019	2020
Compliance & Legal		
Head of Legal/Compliance	1300 - 2300	1300 - 2300
Legal Counsel	800 - 1200	800 - 1200
Compliance Manager	800 - 1200	800 - 1200
Risk		
CRO	1000 - 1800	1000 - 1800
Corporate Functions		
CFO/COO	1500+	1500+
Financial Controller	900 - 1300	900 - 1300

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

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

SWITZERLAND

2020 INTERIM MANAGEMENT RATES

TECHNOLOGY

POSITION*	INTERIM DAILY RATES IN CHF	
	2019	2020
Governance		
CIO	1500 - 1800	1500 - 1900
Program Director	1000 - 1500	1000 - 1500
IT Project Manager/Director	1100 - 1500	1100 - 1700
Software		
Development	1000 - 1700	1000 - 1700
Testing	1000 - 1500	1000 - 1500
Requirement Engineering	1100 - 1800	1100 - 1800
Infrastructure		
System Engineer	900 - 1500	900 - 1500
SAP		
SAP Consultant	1100 - 2000	1100 - 2000
ABAP Developer	900 - 1300	900 - 1300
Hybrid Developer	1100 - 1800	1100 - 1800

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

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

UNITED KINGDOM

2020 INTERIM MANAGEMENT TRENDS



CHRIS HICKEY,
CEO,
UK, IRELAND, SWITZERLAND,
MIDDLE EAST & SOUTH AFRICA

The buoyancy of the interim market experienced over the last few years has not abated, and companies ramp up their hiring of specialist contract professionals.

The adoption of technologies such as artificial intelligence, data analytics, robotics and automation will drive transformation still further this year, reducing friction in processes such as supply chain management and customer services. Talented interim leaders with knowledge of how to roll out new technologies, as well as an understanding of their future potential will be fiercely competed for.

Despite being delayed for one more year until 2021, HMRC's introduction of the off-payroll changes (IR35) will no doubt have an impact on the interim industry - with companies likely to take a more considered and cautious approach to assigning projects to external professionals. It will be important for both large companies and interims to nurture their relationships, and work with recruitment partners with a human touch and well supported talent and business networks to help navigate through this period of change to project-work.

With continued uncertainty surrounding market conditions in light of Covid-19, companies have delayed long-term commitments and looked at bringing in the specialist skills of interim managers. Whilst the initial shock of lockdown significantly reduced interim recruitment, hiring has started to pick-up at the senior end of the market.

In response to the unprecedented scale of the impact of Covid-19, companies were quick to leverage on interim crisis management and transformation expertise – particularly in areas such as financial management, budgeting, HR, legal, digital transformation and cyber security.

As we emerge from crisis management to business continuity, we expect there to be continuing demand from organisations considering interim professionals as a key strategic advisor.

UNITED KINGDOM

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



28%
Organisational restructuring & crisis management



22%
Performance/profitability improvement



14%
Implementation/redesign of new systems

TOP REASONS TO CARRY OUT INTERIM MANAGEMENT ASSIGNMENTS

- 1 Opportunity to work with different organisations/teams
- 2 Flexibility to choose assignments
- 3 Ability to make an immediate impact
- 4 Independence when working for a company

74%

of interim managers earn the same or more compared to their last permanent employment

41%

of interim managers in the UK are 50-59 years old

ONLY 10%

of interim managers would prefer a switch to a permanent job

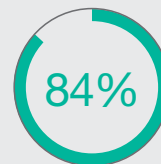
6-12 MONTHS

Average length of an interim management assignment

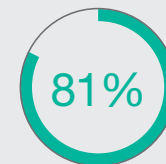
35%

of interim managers feel uncertain of easily finding a new interim management assignment, mainly because of the current economic climate

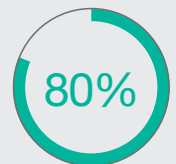
TOP 3 DRIVERS OF JOB SATISFACTION



Autonomy



Trust given by the board



Yearly income

UNITED KINGDOM

2020 INTERIM MANAGEMENT TRENDS

ACCOUNTING & FINANCE - LONDON & SOUTH EAST

POSITION*	INTERIM DAILY RATES IN GBP (£)	
	2019	2020
Chief Financial Officer (CFO)	750 - 950	1000+
Finance Director	700 - 900	800 - 1000
Financial Controller	700 - 800	750 - 950
Group Treasurer - FTSE 100	900 - 1000	900 - 1000
Director of Treasury	800+	800+
Director of Internal Audit	800 - 1200	1000 - 2000
Transformation/Change Director	600 - 1600	600 - 1600

FINANCE - MIDLANDS & NORTH WEST

POSITION*	INTERIM DAILY RATES IN GBP (£)	
	2019	2020
Chief Financial Officer (CFO)	650 - 900	735 - 1100
Finance Director	400 - 750	530 - 800
Financial Controller	450 - 500	425 - 500
Group Treasurer - FTSE 100	400 - 600	500 - 600
Director of Treasury	750 - 900	800 - 1000
Director of Internal Audit	500 - 800	600 - 900
Transformation/Change Director	600 - 850	675 - 1000
Director of Shared Services	700 - 1000	800 - 1100

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

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

UNITED KINGDOM

2020 INTERIM MANAGEMENT TRENDS

TECHNOLOGY, PROJECTS & CHANGE

POSITION*	INTERIM DAILY RATES IN GBP (£)	
	2019	2020
CIO	900 - 1200	850 - 1200
CTO	750 - 1000	750 - 1000
IT Director	900 - 1200	750 - 1000
Transformation Director	750 - 900	725 - 900
Chief Data Scientist	900 - 1350	1000 - 2000
Head of Product	750 - 1000	750 - 1250
CISO	950 - 1625	1060 - 1725
Head of Information Security	675 - 900	715 - 990
Head of Change	800 - 1100	800 - 1100
Programme Director	800 - 1600	800 - 1600

TAX, LEGAL & COMPLIANCE

POSITION*	INTERIM DAILY RATES IN GBP (£)	
	2019	2020
General Counsel	1000 - 1200	1000 - 1200
Head of Tax	900 - 1000	800 - 1000
Risk Manager	600 - 800	650 - 900
Compliance Officer	600 - 750	700 - 900

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

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

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