

# DIRECT TAX SALARY GUIDE

2023

harveyJOHN







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# FOREWORD

The ever-evolving direct tax landscape has experienced a dynamic year, both in its implications for recruitment and its broader economic significance.

During the 2021-2022 period, a notable upswing in mass recruitment occurred, accompanied by a talent shortage, resulting in a substantial growth in salaries. However, the subsequent year, 2022-2023, has witnessed a moderation in salary increments, along with a discernible stabilisation of remuneration ranges compared to the preceding years.

In general it should be headlined that our findings have identified a considerable increase in average salaries across the entire direct tax space. The reasoning behind this is multi-faceted. Certainly much of it can be rooted back to 2020-21 when businesses imposed pay freezes as a tool to nurse the unknown economic impact of COVID-19, resulting in employers either needing to double-up the following year or risk losing staff to the competition. As businesses largely rebounded in the post-pandemic landscape, so did the demand to hire.

An emerging concern arising from elevated salary expectations and the intensifying race to hire is the speed of professional advancement. Engagements with both in-house and practice tax leaders have underscored apprehensions regarding the technical and soft skill proficiencies of current managers, particularly in areas such as personnel management, project oversight, and interpersonal aptitude. Many have referred to this as 'grade inflation'.

Reversing this predicament proves arduous, especially within professional services where the availability of top talent is scarce. Whilst it is customary for some staff to transition to in-house roles, the prevailing economic uncertainty and the allure of "staying put" exacerbate the strain on recruitment efforts. Whilst staff retention remains a priority, replacing departing employees has become an increasingly daunting task.

On the in-house front, the implementation of OECD Pillar 2 has emerged as a focal point for multinational corporations, significantly shaping the responsibilities of corporate, international tax, and employment tax specialists. Although the demand for investment in tax technology and overall tax function efficiency remains high, resource constraints have posed challenges for certain organisations.

The salary gap between in-house and practice still exists but has slightly narrowed. With in-house teams generally facing fewer headwinds than professional services when recruiting, they don't need to compete as aggressively on remuneration. In fact, unlike other tax disciplines, one could argue that for employment tax and the rare personal tax (including trusts and family offices) role, it is potentially even more competitive to secure a role in-house. This is because the volume of (in-house) roles has slowed, and at the same time, more and more candidates report an interest in moving in-house.

As we look ahead to influencing factors of remuneration in the tax market, one cannot ignore that advent of chatbot technology. We are in the early adoption cycle of generative AI programs, such as ChatGPT, and this raises some very interesting questions about how tax responsibilities will be impacted. This is an area that the Harvey John team are carefully monitoring.

On the whole, the events of recent years have created an increasingly competitive landscape for recruitment and one that favours the candidate market - for now. There's a widespread discomfort amongst hiring managers with the reality of today's salaries yet they, too, are equally concerned about their own remuneration, which creates an interesting dichotomy. Ultimately, we do expect the heightened focus around salaries to settle but, whilst there's continued uncertainty around inflation, it's unlikely to be in the near future.

We extend our sincere gratitude to the tax professionals who contributed to our research, enabling us to present a comprehensive and informed analysis. We hope this report proves instrumental in driving strategic decision-making and fostering dialogue within the tax community.

This report draws upon data from over 2,000 tax professionals, presenting comprehensive salary ranges across diverse disciplines throughout the United Kingdom. Additionally, it sheds light on the benefits and limitations inherent in the tax sector. Of noteworthy concern is the influence of the remote working paradigm on salaries, with individuals residing in areas that traditionally offer lower compensation receiving salaries comparable to those of their counterparts in London.



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# HIGHLIGHTS

**60%**

VOTED THEIR SALARY  
SATISFACTION BELOW  
AN 8 OUT OF 10

**22%**

PAY GAP BETWEEN  
MALE & FEMALE AT  
PARTNER LEVEL

**63%**

WOULD LIKE TO SEE A 4  
DAY WORK WEEK

**14%**

MANAGERS IN LONDON ARE  
PAID 14% MORE ON  
AVERAGE THAN  
ELSEWHERE IN THE UK

**12%**

OF THOSE WORKING IN  
PROFESSIONAL SERVICES  
CAN 'WORK FROM  
ANYWHERE'

**97%**

OF THOSE WORKING  
PART TIME ARE WOMEN



# PROFESSIONALS SERVICES

## CORPORATE TAX

The landscape of corporate tax recruitment experienced a profound transformation, characterised by intense competition and a relentless pursuit of talent across organisations. The race to strengthen headcount, spanning from the Big 4 to the mid-tier, has seen firms readdress their playbook on how they can come out of top in the battle of attraction. Surging demands for tax professionals has therefore resulted in a notable increase in salaries, benefits, and the adoption of greater flexible or hybrid working arrangements.

One significant outcome of this hiring frenzy was the deviation from traditional compensation structures, particularly at the managerial level. In many cases, entry-level salaries were overshadowed as newly appointed managers commanded remuneration comparable to their more experienced counterparts. This growing concerns of 'grade inflation' has raised concerns about the diminishing requirements for managerial positions in the present day. As the scarcity of candidates at the ACA/CTA qualified level persists, organisations find themselves adapting their hiring criteria to accommodate the shortfall of qualified professionals.

At the senior level, specific sectors within the financial landscape, such as real estate, private equity, and financial services emerged as highly sought-after areas of expertise among the Top 20 firms. Despite a noticeable decrease in M&A activities during 2022, the profitability of these tax service lines remained robust. The resultant impact cascaded down the organisational hierarchy, fueling a heightened demand for individuals with specialised knowledge in areas such as funds and transaction tax.

While recruitment efforts targeting qualified professionals and above have maintained their momentum, the overall fervour has subsided since the latter part of 2022. Employers now approach the hiring process with increased caution and discernment, dedicating more time to carefully evaluate prospective candidates. This shift in approach stems from the need to mitigate the uncertainties that characterised recent times, including the unpredictability of offers and remuneration packages. Stability and security have emerged as pivotal factors for both employers and candidates alike, leading to a more measured and deliberate recruitment approach.

Organisations must navigate the delicate balance between attracting top talent and ensuring long-term stability and growth.

The scarcity of qualified tax professionals further exacerbates the challenges faced by organisations seeking to fill key positions. The evolving landscape of tax salary management requires a comprehensive understanding of economic and political factors that influence recruitment dynamics.

From a macroeconomic perspective, corporate tax rate hikes and changes in innovation tax reliefs have produced headlines in the media that suggest 'the UK is closed for business'. Of course, these are often sensationalist headlines, but with three prime ministers and chancellors over the past 12 months, instability almost seemed inevitable. The counter-suit is that the UK has not followed the predictions from economic analysts and investment banks, and has continued to grow (albeit minimally). Regardless of this, corporate tax teams across the UK continue to grow as tax planning, corporate tax structures, and M&A work remains plentiful. As such an active area of the tax profession, the demand for qualified talent is unlikely to dwindle anytime soon.

GRADE	LONDON	AVG	THE SOUTH	AVG	BONUS
ASSISTANT	26,000 - 35,000	31,100	23,000 - 32,000	26,350	0-5%
SEMI SENIOR	32,000 - 44,000	38,400	28,000 - 37,000	32,050	5-10%
SENIOR	43,000 - 52,000	44,450	39,000 - 46,500	43,500	5-10%
ASSISTANT MANAGER	52,000 - 59,000	54,100	46,000 - 56,000	49,000	5-10%
MANAGER	57,000 - 75,000	63,250	55,000 - 71,000	63,250	5-10%
SENIOR MANAGER	75,000 - 120,000	88,300	70,000 - 105,000	75,250	15-20%
DIRECTOR	95,000 - 220,000	130,900	90,000 - 200,000	103,700	15-20%

GRADE	THE MIDLANDS	AVG	THE NORTH	AVG	BONUS
ASSISTANT	22,000 - 28,000	24,500	21,000 - 27,000	23,250	0-5%
SEMI SENIOR	25,000 - 32,000	27,700	24,000 - 32,000	28,200	5-10%
SENIOR	33,000 - 40,000	36,400	31,000 - 40,000	35,600	5-10%
ASSISTANT MANAGER	42,000 - 50,000	42,250	39,000 - 48,000	42,350	5-10%
MANAGER	51,500 - 62,000	54,050	50,000 - 62,000	54,750	5-10%
SENIOR MANAGER	63,000 - 77,000	67,300	63,000 - 78,000	68,000	15-20%
DIRECTOR	88,000 - 160,000	108,100	80,000 - 130,000	94,000	15-20%

GRADE	SCOTLAND & IRELAND	AVG	WALES	AVG	BONUS
ASSISTANT	18,000 - 26,000	22,450	18,000 - 25,000	21,000	0-5%
SEMI SENIOR	25,000 - 31,000	28,150	24,000 - 31,000	27,900	5-10%
SENIOR	33,000 - 43,000	37,900	32,000 - 41,000	36,800	5-10%
ASSISTANT MANAGER	39,000 - 49,000	42,000	37,000 - 45,000	40,100	5-10%
MANAGER	49,000 - 60,000	56,750	48,000 - 60,000	54,000	5-10%
SENIOR MANAGER	63,000 - 75,000	67,400	65,000 - 75,000	66,650	15-20%
DIRECTOR	85,000 - 145,000	100,100	80,000 - 130,000	98,700	15-20%

Ripple effects have been felt across the practice market as a result of the increasing prevalence of partner moves.

While the Big 4 grappled with mounting media scrutiny, they have also witnessed numerous partner moves within and beyond their own ranks. As work shifts away from the accounting giants, the Top 20 firms have experienced significant growth, allowing partners in this space to enjoy enhanced remuneration. Furthermore, the mid-tier to top-tier firms have benefited from acquisitions, enabling partners to oversee larger practices.

There has been a notable push for greater diversity at the partner level, resulting in a gradual regeneration of this grade, particularly within the Top Tier, during each promotion cycle

GRADE	BIG 4	TOP 10	MID TIER	TOP 50 - 100	BONUS
SALARIED PARTNER	175,000 - 285,000	155,000 - 265,000	130,000 - 225,000	120,000 - 160,000	20-25%
EQUITY PARTNER	290,000 - 600,000	200,000 - 450,000	185,000 - 450,000	150,000 - 350,000	N/A
SENIOR PARTNER	700,000 - 1,500,000	450,000 - 1,500,000	250,000 - 600,000	180,000 - 450,000	N/A

Salaries are presented using the most common 'low' through to the most common 'high' from our market research

*\*AVG' refers to the average base salary that has been obtained from our 2023 Salary Survey and has been rounded to the nearest £.*

*Due to the competitive nature of the market and the lack of clear distinction, this year we have not distinguished between Big 4, Top Tier, and other firms.*



# PROFESSIONAL SERVICES

## PERSONAL & EMPLOYMENT TAX

Over the last year, the personal and employment tax sector has faced challenges due to talent shortages and the increasing cost of living. To remain competitive, salaries have had to rise, leading accountancy firms to pass some of these costs onto clients.

Larger firms have taken the opportunity to drop less profitable clients, while smaller firms have increased costs and gained new work. Tax advisors are in high demand as individuals and businesses seek to mitigate inflated costs, resulting in increased workload for practice and in-house teams.

With the abundance of new work, many practices are experiencing growth, with some expanding by 30% or more!

Consolidation has played a significant role in this growth. Mid-tier and smaller firms have merged or been acquired, providing greater funding for higher salaries and resources to handle more work from existing and new clients. As a result, the mid-tier is slowly closing the historical salary and quality gap that exists between the Big 4 and other firms. The boundaries between the "Big 4" and "top tier" salaries have become increasingly blurred.

While there is still a salary gap between in-house and practice roles, it has has shown signs of closing. In-house teams face fewer recruitment challenges and do not need to compete as aggressively on remuneration, especially in employment tax and rare personal tax, trusts, and family office roles. However, securing an in-house role is more competitive due to fewer available positions and increasing interest from candidates. Unlike other tax disciplines, we tend to see a better retention of professionals staying in practice.

The Global Mobility sector has seen a decline in roles but an increase in candidates. Clients and employers are finding globally mobile workforces less attractive due to the success of remote work and the costs and environmental impact associated with international assignments. Visa issues and challenges related to shipping possessions and equipment have also contributed to the decline.

On the other hand, there is a growing demand for broader employment tax expertise. Companies are receiving more requests for pay increases, requiring enhanced benefit provisions, and facing the need to navigate recent legislation such as uncertain tax treatment, corporate criminal offense, and upcoming Pillar Two regulations.

This increased focus on tax processes has led to an upward trajectory in the demand for employment tax roles. Niche roles specialising in areas such as share schemes have become more common, not limited to the Big 4 but also found in mid-tier firms. Equally, tax technology has made significant advancements in employment taxes, with automated solutions for P11Ds, PSA, and off-payroll becoming widespread. Efforts are being made to refine solutions for Global Mobility as well. Tax technology boutiques, Top 20 firms, and the Big 4 regularly create new positions to develop and implement software in response to these developments.

Emerging roles in personal tax focus on advisory services, including trust setup, structure streamlining, and mitigating HMRC scrutiny. Leadership changes, budgets, and mini-budgets drive demand for personal tax advisors, affecting compliance and advisory aspects. Manager-level advisory positions have increased, requiring hires of compliance specialists and increased focus on advisory work.

A significant change in personal and human capital taxes is the widespread adoption of hybrid, remote, and flexible working. This shift, which began in 2020, is now considered a lasting trend rather than a temporary response to the pandemic. Employers are competing by offering work-life balance, with a standard of at least two days of remote work. This presents salary complications, as remote workers are paid based on their office location's salary banding.

GRADE	LONDON	AVG	THE SOUTH	AVG	BONUS
ASSISTANT	25,000 - 35,000	34,250	23,000 - 30,000	26,450	0-5%
SEMI SENIOR	35,000 - 45,000	38,000	30,000 - 43,000	42,850	5-10%
SENIOR	45,000 - 55,000	49,200	40,000 - 50,000	44,600	5-10%
ASSISTANT MANAGER	55,000 - 60,000	53,300	50,000 - 55,000	51,750	5-10%
MANAGER	60,000 - 75,000	70,150	55,000 - 70,000	59,350	5-10%
SENIOR MANAGER	75,000 - 100,000	96,800	70,000 - 80,000	70,400	15-20%
DIRECTOR	90,000 - 155,000	136,000	80,000 - 140,000	134,350	15-20%

GRADE	THE MIDLANDS	AVG	THE NORTH	AVG	BONUS
ASSISTANT	22,000 - 27,000	23,500	21,000 - 27,000	23,550	0-5%
SEMI SENIOR	27,000 - 32,000	29,850	27,000 - 32,000	29,000	5-10%
SENIOR	32,000 - 45,000	41,500	32,000-45,000	40,450	5-10%
ASSISTANT MANAGER	45,000 - 50,000	49,250	45,000 - 50,000	47,100	5-10%
MANAGER	50,000 - 65,000	62,650	50,000 - 60,000	56,850	5-10%
SENIOR MANAGER	65,000 - 80,000	77,900	65,000 - 80,000	78,650	15-20%
DIRECTOR	80,000 - 120,000	105,000	80,000 - 120,000	111,900	15-20%

GRADE	SCOTLAND & IRELAND	AVG	WALES	AVG	BONUS
ASSISTANT	21,000 - 28,000	23,000	21,000 - 25,000	22,850	0-5%
SEMI SENIOR	25,000 - 30,000	29,200	25,000 - 30,000	29,750	5-10%
SENIOR	30,000 - 45,000	42,800	30,000 - 40,000	37,500	5-10%
ASSISTANT MANAGER	50,000 - 55,000	50,850	40,000 - 45,000	44,000	5-10%
MANAGER	55,000 - 65,000	62,550	45,000 - 55,000	54,600	5-10%
SENIOR MANAGER	65,000 - 80,000	72,650	55,000 - 75,000	61,500	15-20%
DIRECTOR	80,000 - 125,000	98,550	75,000 - 115,000	98,250	15-20%

Salaries are presented using the most common 'low' through to the most common 'high' from our market research

\*'AVG' refers to the average base salary that has been obtained from our 2023 Salary Survey and has been rounded to the nearest £.

Due to the competitive nature of the market and the lack of clear distinction, this year we have not distinguished between Big 4, Top Tier, and other firms.

Many firms, notably the Big 4, have tried to move the dial on their regional growth and relocated or expanded services lines away from their traditional home in London. As such, being ‘physically’ present in London has become far less of a commercial and professional necessity for indirect tax professionals. Recruiting for firms in the Home Counties, however, has become increasingly more complex as the greater flexibility around hybrid workings has meant that those living within a reasonable proximity to London can still enjoy a city weighting while commuting in 2-3 days a week.



# COMMERCE & INDUSTRY

With higher corporate tax rates, and ever changing tax legislation on a local and international level, the need for strong in-house tax teams has never been greater. It is a rarity to hear of negative tax team growth, and there’s a reason for that.

External tax service providers are not cheap, especially when considering the amount of entities and jurisdictions MNEs have. In many cases, there is pressure from the top to reduce costs, and although the cost of an initial tax hire is increasing, in the grand scheme of things, it is becoming a more popular choice from tax leaders looking to cut costs.

The dynamics of the in-house market have diverged from those of the professional services market in recent years. While both sectors experience high demand for Manager-level positions, the key distinction lies in the company-driven nature of the in-house market. In this context, exceptional job opportunities naturally attract top-tier candidates. Conversely, the professional services market involves a multitude of factors that hinge on individual candidate requirements.

The in-house market is characterised by a higher volume of candidates, particularly in the demand for sector specialists. This trend is particularly noticeable in companies with large tax teams, such as FTSE 100 organisations. These companies typically have dedicated teams for corporate tax, transfer pricing, employment tax, and other specialised areas. On the other hand, there is a growing demand for versatile tax professionals who can handle diverse tax responsibilities in greenfield positions. These roles, often involving collaboration with third-party service providers, offer exciting opportunities and the potential to progress into prestigious "Head of" positions. Additionally, they provide exposure to a wide range of projects, making them highly attractive in the market.

Throughout our conversations with tax leaders in recent years, a recurring concern has emerged regarding the insufficient investment in various aspects of tax operations. This issue encompasses workload reduction, accuracy enhancement, and efficiency improvement. While it may be a prevalent challenge across industries, CFOs often cite budgetary constraints as a limitation. However, this is precisely where effective communication becomes crucial. By effectively demonstrating the essential nature of investing in tax technology, organizations can significantly contribute to the success of their tax functions. This effort is further bolstered by having a CFO who recognizes the significance of tax efficiency and compliance.

The most significant challenge that comes time and time again is the lack of investment in tax technology.

In terms of salaries, they have mirrored global trends in 2021 and 2022, witnessing an overall increase at every level. We have observed instances where professionals transitioning from professional services have experienced significant salary hikes, even doubling their previous earnings. However, the pace of substantial salary growth has since moderated, giving employers more leverage in their selection process. Salaries still remain relatively high, maintaining a competitive environment. Employers have employed various strategies, such as attractive benefits packages, to enhance their appeal. These include options like remote work or the flexibility to work from anywhere, cash allowances, unlimited vacation time, and shorter workweeks, with some offering four-day work arrangements (though this is still rare).

As we anticipate the future, there is significant discussion surrounding the level of readiness among companies for the digitalisation of tax. While some businesses may have seamlessly transitioned to Making Tax Digital (MTD) for indirect tax, it required careful planning and investment. Looking ahead, MTD for corporate tax poses another forthcoming challenge. Although salary growth is expected to plateau amidst decreasing inflation, the demand for essential tax professionals remains steadfast and shows no signs of diminishing.

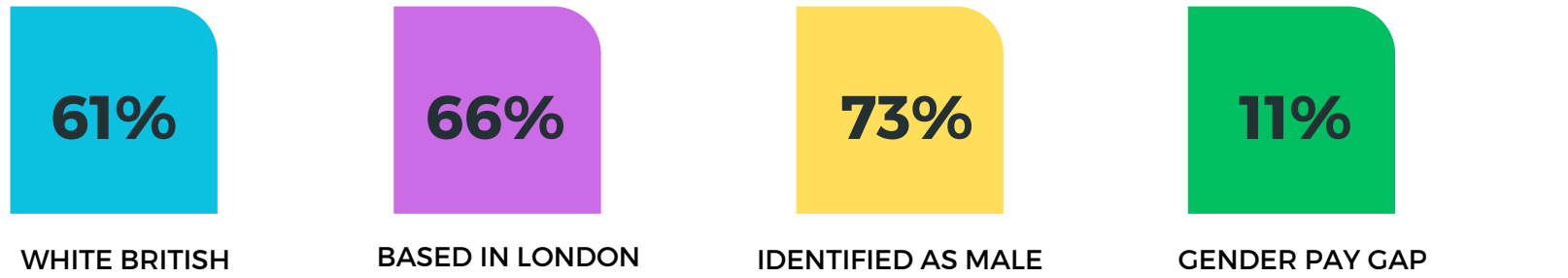
## HEADS OF TAX

Over the past year, there has been a heightened demand for Heads of Taxes who can shape global tax teams to align with evolving demands. Unsurprisingly, such roles require leaders who excel in team building, business partnering, strategic direction, and navigating the business through an ever-changing landscape of policy change.

Despite the increased volume of opportunities, those at a Head of Tax level have not enjoyed the same uplift in salaries that has been seen across the grades, with leadership remuneration ultimately remaining stagnant. We asked Heads of Taxes how satisfied they were with the current remuneration and, with an average 6.5 out 10, they ranked among the least satisfied tax professionals in industry.

MARKET CAP (GBP)	BASE (GBP)	BONUS + SHARES VARIABLE
> 5BN	120,000 - 190,000	20-60%
5 - 10BN	140,000 - 200,000	25-80%
10 - 50BN	160,000 - 250,000	30-100%
50 - 100BN	200,000 - 280,000	30-100%
100BN >	250,000 - 330,000	40-100%

## DIVERSITY AMONGST HEADS OF TAX





GRADE	LONDON	AVG	THE SOUTH	AVG	BONUS
ANALYST	27,000 - 45,000	33,900	25,000 - 34,000	30,700	5-10%
SENIOR ANALYST	40,000 - 65,000	58,000	34,000 - 55,000	44,350	10-15%
ASSISTANT MANAGER	50,000 - 70,000	64,250	48,000 - 63,000	57,600	10-15%
MANAGER	65,000 - 85,000	73,650	60,000 - 80,000	69,000	10-15%
SENIOR MANAGER	90,000 - 125,000	97,800	80,000 - 110,000	80,200	15-20%
DIRECTOR	120,000 - 160,000	139,450	100,000 - 145,000	132,850	25-30%

GRADE	THE MIDLANDS	AVG	THE NORTH	AVG	BONUS
ANALYST	22,000 - 28,000	22,450	22,000 - 30,000	24,700	5-10%
SENIOR ANALYST	29,000 - 42,000	27,850	30,000 - 40,000	31,750	5-10%
ASSISTANT MANAGER	40,000 - 58,000	51,100	42,000 - 52,000	50,000	5-10%
MANAGER	51,000 - 69,000	66,800	50,000 - 72,000	59,850	10-15%
SENIOR MANAGER	70,000 - 87,000	80,850	69,000 - 100,000	79,250	15-20%
DIRECTOR	90,000 - 135,000	105,000	85,000 - 135,000	102,300	25-30%

GRADE	SCOTLAND & IRELAND	AVG	WALES	AVG	BONUS
ANALYST	22,000 - 32,000	27,250	22,000 - 28,000	21,850	5-10%
SENIOR ANALYST	34,000 - 50,000	35,500	29,000 - 41,000	32,350	5-10%
ASSISTANT MANAGER	51,000 - 59,000	51,300	40,000 - 55,000	49,900	5-10%
MANAGER	55,000 - 65,000	63,200	51,000 - 69,000	61,500	10-15%
SENIOR MANAGER	66,000 - 79,000	73,550	70,000 - 89,000	72,400	15-20%
DIRECTOR	80,000 - 140,000	106,350	90,000 - 130,000	110,00	25-30%

Salaries are presented using the most common 'low' through to the most common 'high' from our market research

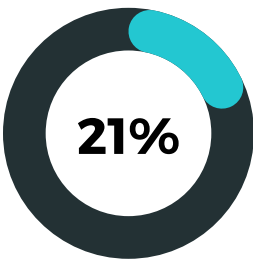
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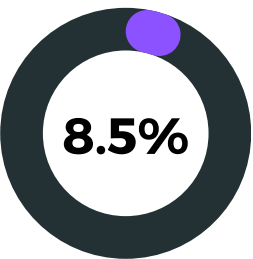
Counter-offers have been rife in the professional services sector over the past year. As firms scramble to recruit, they have also raised the stakes in their efforts to retain. On average, tax professionals in practice are 2.5x more likely to receive a counter-offer than those in industry.

In-house tax professionals expressed higher satisfaction with their remuneration, with an average rating of 7.1 out of 10. Meanwhile, their counterparts in practice rated a lower level of satisfaction with an average of 6.1 out of 10.

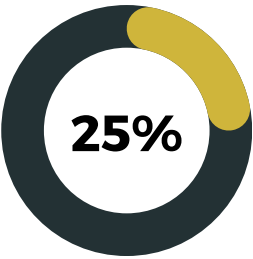
# SPECIALISMS IN FOCUS



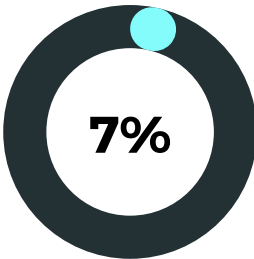
CORPORATE TAX MANAGERS  
ARE PAID ON AVERAGE 21%  
MORE THAN PRIVATE CLIENT  
TAX PROFESSIONALS



TRANSFER PRICING  
MANAGERS ARE PAID 8.5%  
MORE THAN EMPLOYMENT  
TAX MANAGERS



SENIOR MANAGERS  
SPECIALISING IN CORPORATE  
TAX ARE PAID 25% LESS THAN  
THOSE WORKING IN-HOUSE



ONLY 7% OF  
RESPONDENTS IN GLOBAL  
MOBILITY ARE A  
QUALIFIED ACA/CTA

GRADE	TRANSFER PRICING	AVG	EMPLOYMENT & GLOBAL MOBILITY	AVG	BONUS
ANALYST	28,000 - 55,000	38,880	27,000 - 50,000	25,000	10-15%
ASSISTANT MANAGER	60,000 - 75,000	64,250	50,000 - 70,000	59,250	10-15%
MANAGER	75,000 - 87,000	78,650	60,000 - 83,000	74,550	10-15%
SENIOR MANAGER	85,000 - 125,000	101,350	80,000 - 110,000	89,970	15-20%
DIRECTOR	115,000 - 170,000	129,450	110,000 - 200,000	143,520	25-30%

## FINANCIAL SERVICES

GRADE	UK (GBP)	AVG	BONUS
ANALYST	44,000 - 65,000	57,900	10-15%
ASSISTANT MANAGER	60,000 - 75,000	68,350	15-20%
MANAGER	75,000 - 110,000	89,550	20-25%
SENIOR MANAGER	90,000 - 145,000	114,700	20-30%
DIRECTOR	120,000 - 215,000	147,750	30%+

## INTERIM

GRADE	INTERIM DAY RATE
ANALYST	175 - 275
ASSISTANT MANAGER	275 - 400
MANAGER	400 - 550
SENIOR MANAGER	550 - 750
DIRECTOR	750 - 1200



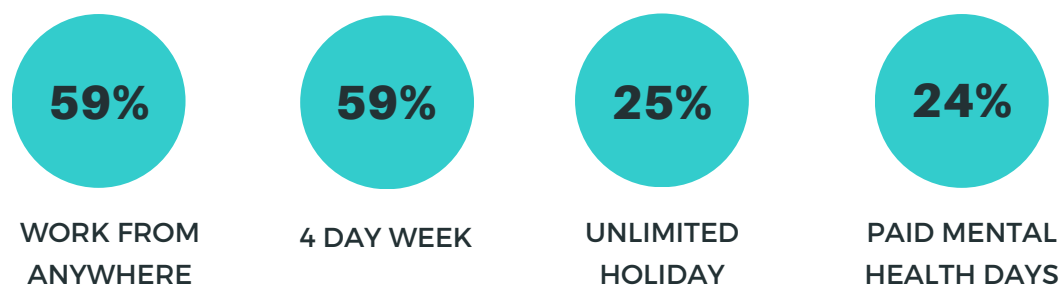
# EMBRACING FLEXIBILITY

## UNVEILING THE MOST IN-DEMAND BENEFITS

Although remuneration has been one of the most dominant considerations for candidates this year, one of the other characteristics of our post-pandemic recruiting landscape has been the adoption of **flexibility in the workplace**.

With the onset of cloud technology, the enterprise space has gradually been working towards this but global lockdowns accelerated the adoption of remote working, creating a paradigm shift in the workplace.

It therefore comes with no surprise that the majority of our tax community favoured benefits within this domain.



**Working from anywhere** has become a transformative feature of the modern work environment, particularly in the indirect tax space across Europe. A significant number of respondents in a salary survey expressed a desire for remote work. While there are debates about the efficiency of remote work, many businesses have adopted a hybrid working approach, offering a balance between office and remote work. The lack of hybrid or flexible working arrangements is viewed negatively by the market, as it is seen as outdated and inflexible.

**Hybrid working is no longer viewed as a benefit, it has become an expectation and it is now widely assumed that every business will offer this, to some degree**

Due to the increase in **remote and hybrid** working, more and more tax professionals have been taking roles based in metropolitan cities like London, and commuting from other parts of the country due to an increase in salary weighting. For this reason, we have decided to include the average salaries at each grade across the whole of direct tax in this year's guide.

GRADE	UK AVERAGE (GBP)
ASSISTANT	30,710
SEMI SENIOR	42,359
ASSISTANT MANAGER	48,460
MANAGER	60,910
SENIOR MANAGER	84,944
DIRECTOR	121,037
PARTNER	256,396

The **four-day work week** is another highly coveted benefit, with a majority of respondents expressing interest in this arrangement. This compressed work week allows employees to enjoy longer weekends, giving them more time for personal pursuits, hobbies, and quality time with loved ones. Trials of the four-day work week in the UK have shown positive results, including increased revenue, improved well-being, and decreased stress and fatigue. The demand for this benefit is expected to intensify in the coming years, although its implementation may vary across sectors.

**Unlimited holiday allowance** has sparked debates as a desirable benefit, with a quarter of respondents expressing interest in this policy. While it offers flexibility and trust to employees, challenges arise without clear guidelines and a supportive work environment. Decision anxiety and perceived inequity can impact employee dynamics. However, when balanced effectively, unlimited holiday entitlement has been shown to enhance productivity, reduce absenteeism, and alleviate burnout.

**Paid mental health days** have gained attention as candidates prioritise well-being. Some respondents have expressed interest in having this benefit as a way to address mental health needs. Firms, particularly within the Big 4 accounting firms, are recognizing the importance of mental health and taking steps to support their employees in this area.

Overall, **flexibility-related benefits** are becoming crucial for attracting and retaining talent in the tax field. Firms that do not embrace flexibility may fall behind as competitors foster work-life balance, enhance productivity, and boost morale, leading to the development of thriving and resilient tax teams.



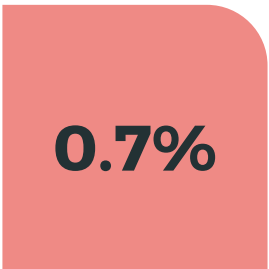
# DIVERSITY, EQUITY & INCLUSION



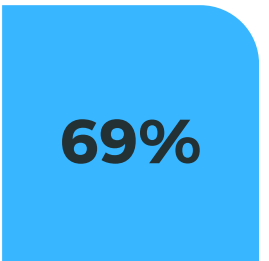
OF RESPONDENTS WERE MALE



OF RESPONDENTS WERE FEMALE



OF RESPONDENTS IDENTIFIED AS TRANSGENDER OR NON-BINARY



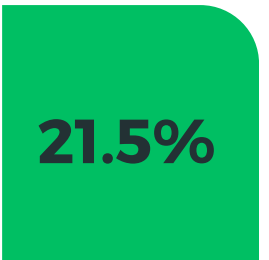
OF RESPONDENTS WERE WHITE



OF RESPONDENTS WERE BLACK BRITISH



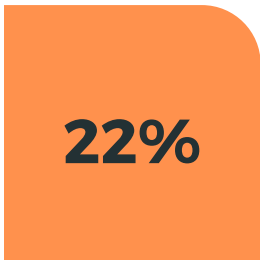
OF RESPONDENTS WERE ASIAN OR BRITISH ASIAN



PAY GAP BETWEEN AFRICAN OR CARIBBEAN RESPONDENTS & WHITE RESPONDENTS AT THE MANAGER LEVEL



PAY GAP BETWEEN BLACK BRITISH & WHITE BRITISH RESPONDENTS AT THE ASSISTANT LEVEL



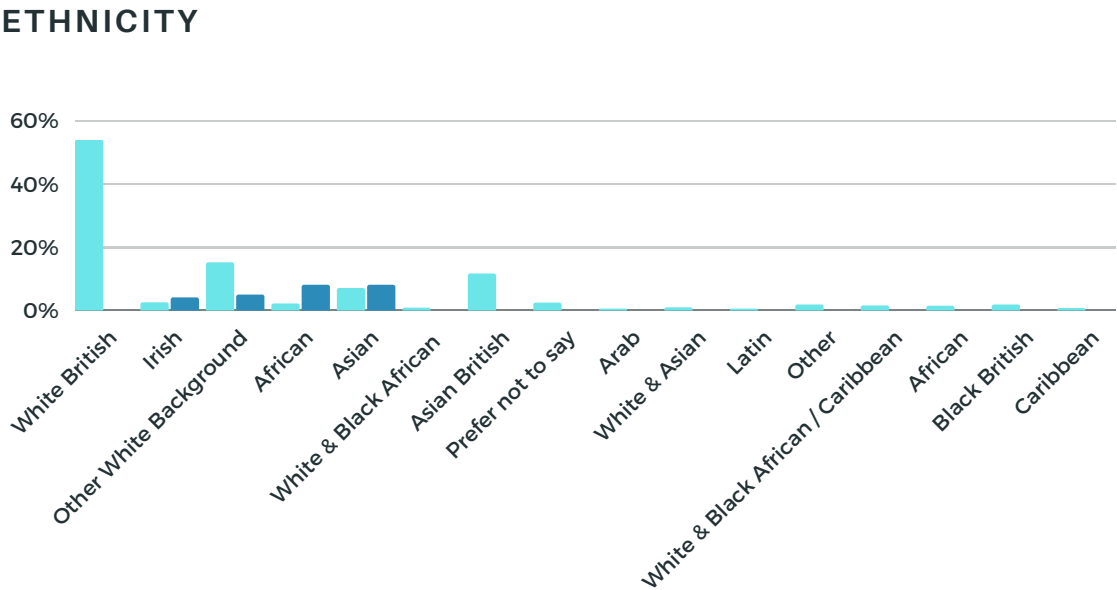
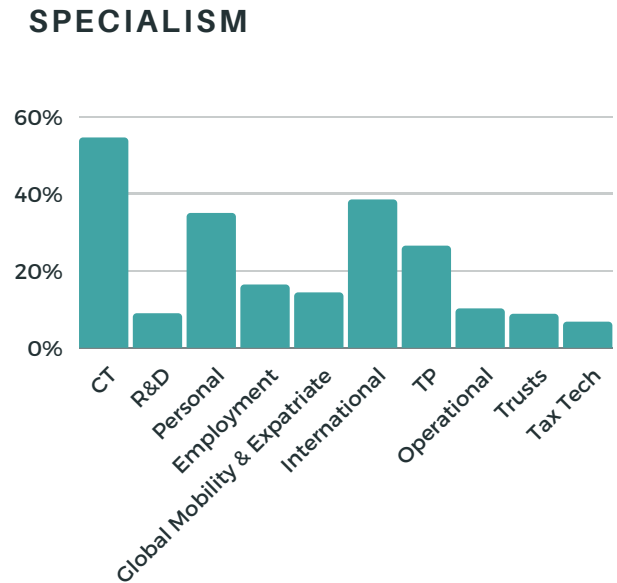
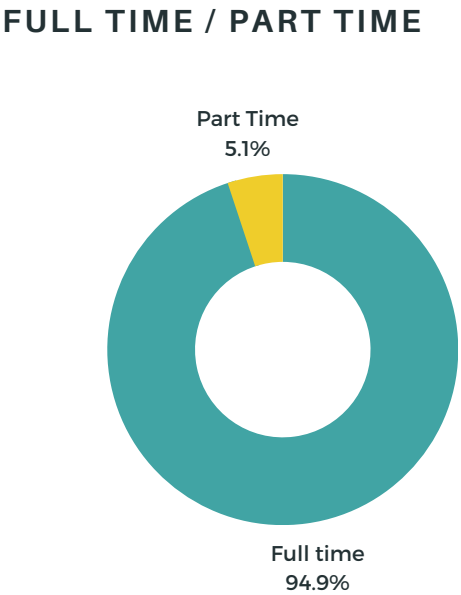
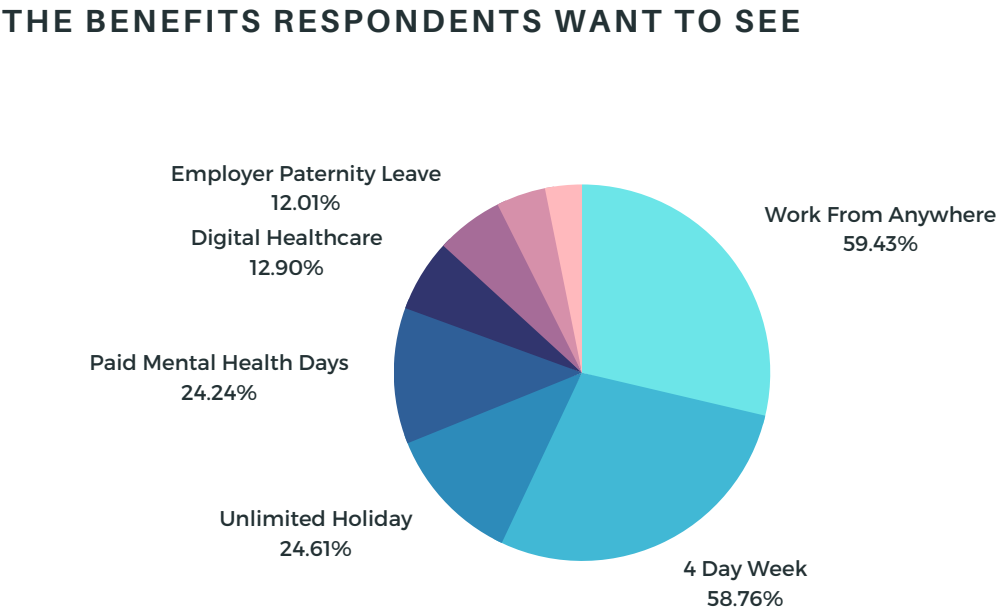
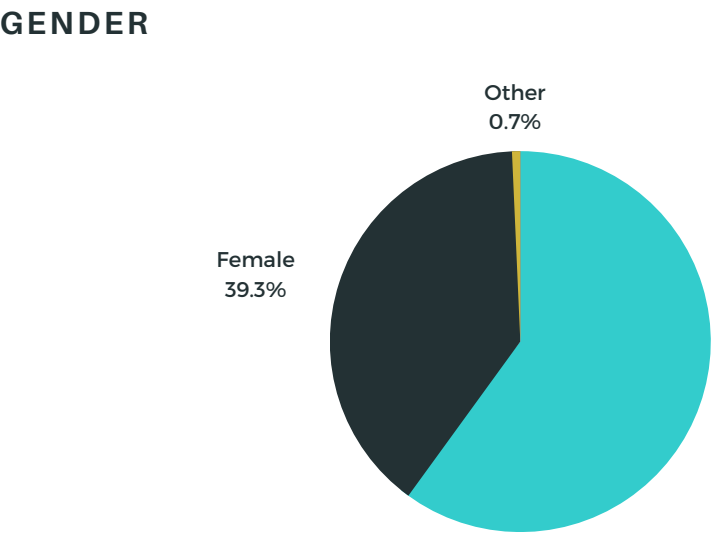
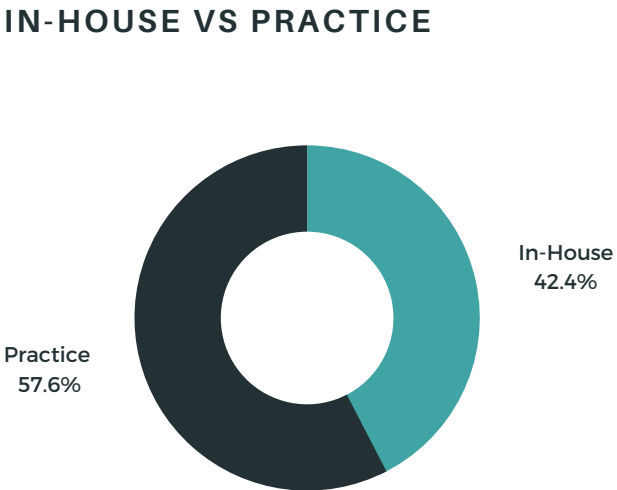
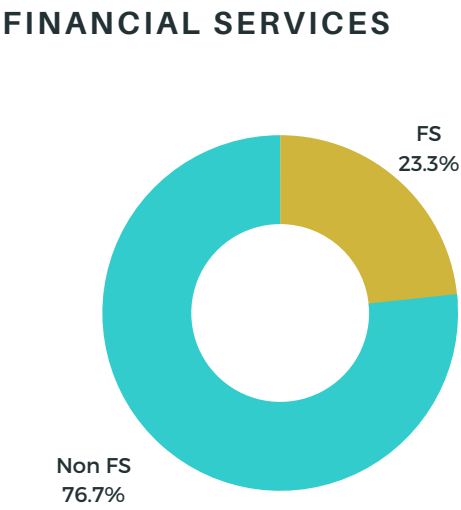
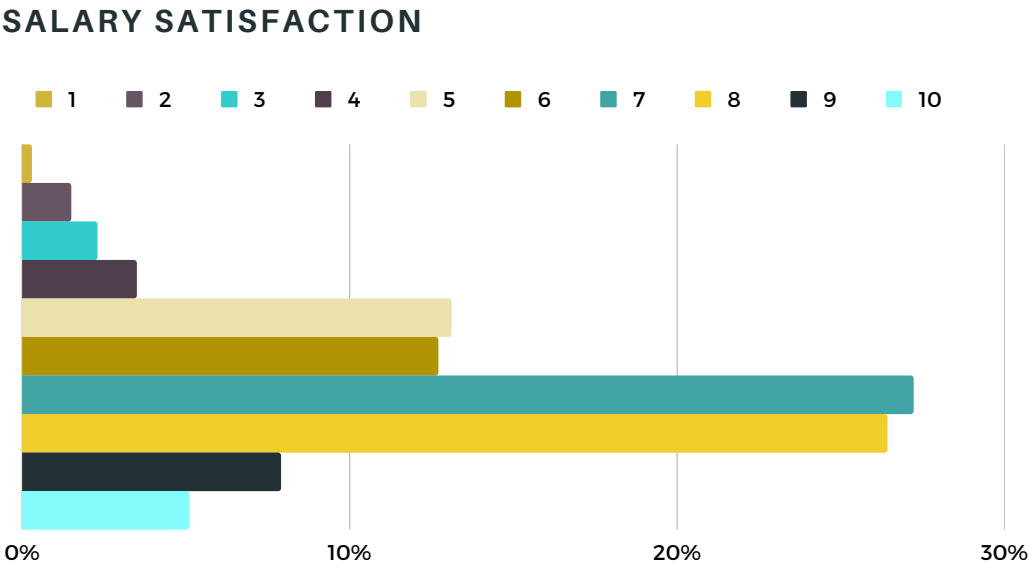
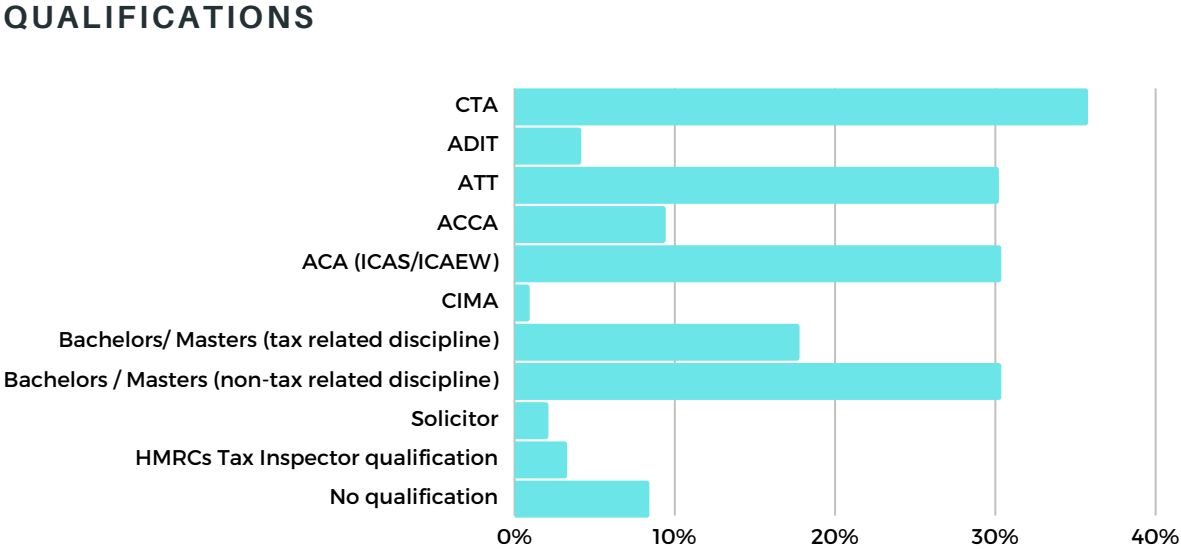
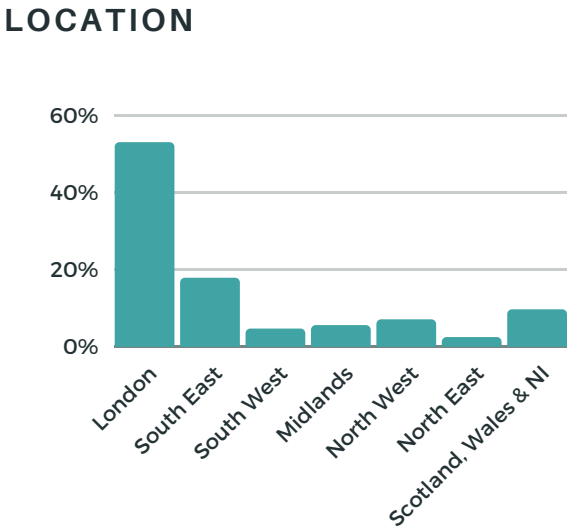
PAY GAP BETWEEN MALE & FEMALE AT PARTNER LEVEL



# RESPONDENT PROFILE



GRADE	
Assistant	8.2%
Senior Analyst	14.2%
Assistant Manager	13.2%
Manager	23.9%
Senior Manager	15.8%
Director	12.2%
Head of / VP	9.7%
Partner	2.7%





With so many forces at play in the tax world, there's become an increasing reliance on high performing tax teams. From globalisation, transformation, digitalisation, and the everchanging landscape of tax policy – businesses are now actively adopting more thoughtful approaches to tax, creating a heightened profile of the 'tax professional' in the global market.

In this changing tax landscape, a responsive approach to recruitment is pivotal to mapping out and engaging tomorrow's tax talent. This is where Harvey John recruitment come in. With specialist recruiters covering Direct Tax, Indirect Tax, Tax Technology, as well as more niche focuses on Customs, Trade Compliance, and Insurance Premium Tax, our team are well-equipped to bring successful candidates and clients together. Our focus is predominantly, though not limited to, the EMEA tax markets.

Every day we analyse the global market, stay ahead of hiring trends and build upon our network. Our strength lies in our natural curiosity to constantly source more information. And by doing this, day in and day out, we're able to connect you with the best tax talent on an international scale.

# CONTACT



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As specialist tax recruiters, we're the outsiders with the inside knowledge that can keep you and your team abreast of this evolving industry.

For a more in-depth overview of your market, tailored salary guidance, or to discuss your hiring needs, get in touch one our recruitment specialists.

**Note:** Salary ranges are based on information provided by Harvey John's tax community including both candidates and clients. These are approximate guides only. They are indicative market ranges and are dependent on variable factors, including but not limited to experience level, market conditions, company size, industry sector and job scope.

**Disclaimer:** Harvey John accepts no responsibility for any action taken or not taken based on this guide.

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