



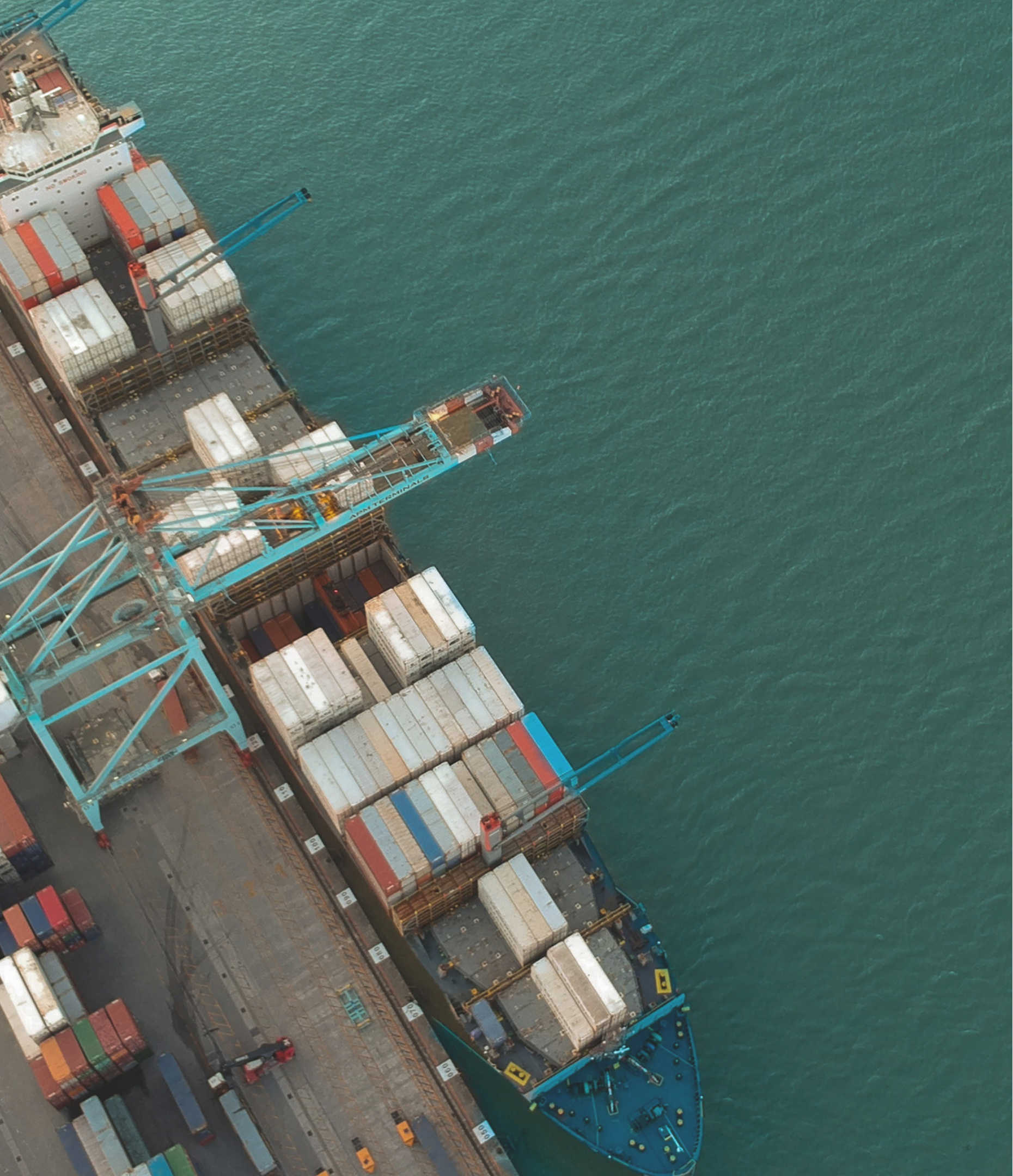
# INDIRECT TAX SALARY GUIDE

UK & EUROPE

2023

harveyJOHN





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# FOREWORD

Over the course of the past year, the realm of indirect tax and customs has experienced intense and rapid upheaval. While businesses in Europe battle through constant political and economic headwinds, tax functions are increasingly lent upon to navigate their organisation through a transformative landscape, one shaped by an array of legislative, technological, and behavioral changes.

Employers were still nursing the impact of COVID-19 when the global shockwaves of the Russia-Ukraine war (and the litany of subsequent sanctions) swiftly followed, which created an increasingly complex landscape for indirect tax and customs functions. When you throw in the ongoing ramifications of Brexit into the mix, it's unsurprising that customs and global trade professionals have been propelled into the limelight. Perhaps more positively, the challenges that customs and trade compliance specialists have faced this past year have resulted in a positive impact on the discipline's average remuneration and volume of opportunities across Europe. The trade environment has been a challenging arena at the best of times but, with an increasingly volatile landscape becoming the new normal - one that's been shaped by COVID-19, Brexit, and geopolitical instability - it feels like we are entering a new era of customs and trade recruitment, which will inevitably impact salaries.

In general, however, it should be headlined that our findings have identified a considerable increase in average salaries across the entire indirect 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.

Adding to this has been the sheer amount of policy change, which has really squeezed the already short supply of indirect tax professionals. The adoption of tax and trade as a political tool to meet ESG commitments has hugely impacted the workload of indirect tax specialists, particularly as in-house tax teams are tasked with ESG planning and how to build an effective strategy. Perhaps of equal stature was the European Commission's proposals around VAT in the Digital Age. With e-invoicing having an impact on the entire business, the spotlight is shining even brighter on the internal indirect tax function. Much like their colleagues in customs, the sheer amount of work that indirect tax specialists face may be overwhelming but, equally, both ViDa and ESG have become the pocket aces for indirect tax functions as they can now raise the stakes, have a more dominant voice, and take more control in shaping business strategy. Likewise, there's still a large part of the market who are not yet tuned in with ViDA and ESG, which plays well for the service providers.

Multiple variables have therefore created unprecedented demand for specialists. With demand significantly outweighing supply, salaries have had to rise - but have they risen enough? With the inflationary pressures globally, the OECD have recently reported that 'real wages' have fallen almost everywhere. The topic of remuneration has therefore been the number one consideration amongst job seekers and we are still watching the ramifications of this play out. Counter-offers have been omnipresent this past year and scuppered much of the success of internal recruitment teams, leading to more reliance on external recruiters to fill vacancies.

Although remuneration has been the dominant consideration amongst candidates, one of the other characteristics of our post-pandemic recruiting landscape has been the adoption of great flexibility and work-life balance. It felt like the enterprise space was gradually working towards this but global lockdowns accelerated this paradigm shift in workplace attitudes. It is therefore unsurprising that the majority of our respondents favoured benefits around this domain, including the much speculated 4-day week.

As we look ahead to influencing factors of remuneration in the indirect 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 indirect 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.

This report draws upon data from over 2,000 tax professionals, presenting comprehensive salary ranges across diverse disciplines throughout the UK & Europe. 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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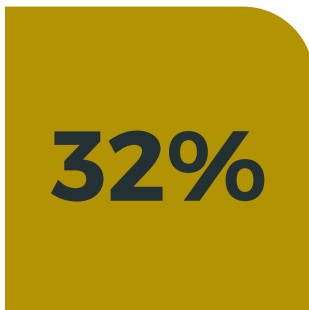
# HIGHLIGHTS



VOTED THEIR SALARY  
SATISFACTION BELOW  
AN 8 OUT OF 10



PAY GAP BETWEEN  
MALE AND FEMALE AT  
PARTNER LEVEL



OF THOSE WORKING IN  
PROFESSIONAL SERVICES  
ARE ABLE TO 'WORK FROM  
ANYWHERE'



OF THOSE WORKING  
PART TIME ARE WOMEN



PAY INCREASE FOR  
MANAGERS IN CUSTOMS  
& TRADE COMPLIANCE  
COMPARED WITH OUR  
2020 SURVEY



WOULD LIKE TO SEE A  
4 DAY WORK WEEK





# PROFESSIONAL SERVICES

## UK&I

While the supply of indirect tax expertise has always struggled to meet demand, these conditions have intensified over the past year due to intense competition and skill shortages in the practice market.

Unlike previous years, the Big 4 and Top Tier firms have had to compete with a growing number of firms consolidating power through strategic national acquisitions, creating more attractive propositions for candidates who would traditionally stay within the Top 20. The professional services sector's widespread growth has also fueled demand for bolstering indirect tax practices. Moreover, higher-than-usual levels of recruitment in the industry have left firms racing to fill the gaps left by those exiting the tax practice market.

Beyond recruitment, the Big 4 has faced another challenging year under the spotlight for reform and various regulatory issues, attracting even more scrutiny. Speculation surrounding Project Everest, along with new claims of conflicts of interest within the Big 4, has tested employee commitment and complicated both retention and hiring. Unrelated or not, the past year has witnessed a noticeable amount of partner moves both within the Big 4 and towards the Top Tier. Such movements have also given rise to the increasing presence of customs and trade opportunities outside of the Big 4, namely with several of the Top Tier firms.

When asked how satisfied they are with their current pay package, the average indirect tax practice professional marked 6.37 out of 10.

The most challenging battleground for hiring has undoubtedly been at the mid-management level, leading to an abnormally sharp increase in salaries.

It was not long ago that such numbers were firmly within the senior manager pay band and this has certainly created a point of contention for many firms who are unable to compete. Interestingly, notable firms from the Top Tier have been key players in driving these numbers upwards as they look to lure talent away from the Big 4. It should also be highlighted that, while the most impressive salary uplift has been at the manager grade, the senior manager band has comfortably stretched into the low six figures, particularly in key hubs like London, Brussels, and Amsterdam.

As many firms struggle to attract candidates without the allure of higher salaries, a notable concern has arisen regarding 'grade inflation.' In the absence of higher packages, generous job titles have been used to attract those candidates seeking promotion, raising questions about the dilution of manager grades.

On the whole, the indirect tax and customs practice market has been extremely busy and we do not expect it to slow down anytime soon. Ongoing economic pressures related to inflation, coupled with significant policy changes demanding greater indirect tax expertise, will continue to place remuneration at the forefront of recruitment efforts.

GRADE	BIG 4	TOP 10	TOP 50	BONUS
SALARIED PARTNER	175,000 - 285,000	155,000 - 265,000	145,000 - 190,000	20-25%
EQUITY PARTNER	290,000 - 1,100,000	200,000 - 950,000	150,000 - 550,000	N/A

GRADE	LONDON	AVG	THE SOUTH	AVG	BONUS
ASSISTANT	27,000 - 36,000	34,450	25,000 - 36,000	30,180	5-10%
ASSOCIATE	33,000 - 45,000	42,300	30,000 - 45,000	39,680	5-10%
ASSISTANT MANAGER	50,000 - 64,000	57,230	45,000 - 58,000	52,530	5-10%
MANAGER	62,000 - 80,000	73,750	52,000 - 76,000	67,000	5-10%
SENIOR MANAGER	77,000 - 120,000	92,310	70,000 - 105,000	87,410	10-15%
DIRECTOR	95,000 - 165,000	116,350	90,000 - 140,000	110,820	15-20%

GRADE	THE MIDLANDS	AVG	THE NORTH	AVG	BONUS
ASSISTANT	24,000 - 33,000	27,550	22,000 - 28,000	24,200	5-10%
ASSOCIATE	28,000 - 40,000	36,030	27,000 - 35,000	30,430	5-10%
ASSISTANT MANAGER	40,000 - 55,000	48,780	38,000 - 52,000	43,450	5-10%
MANAGER	50,000 - 66,000	57,860	50,000 - 60,000	51,300	5-10%
SENIOR MANAGER	70,000 - 95,000	81,240	65,000 - 80,000	69,730	10-15%
DIRECTOR	83,000 - 110,000	97,400	80,000 - 110,000	90,600	15-20%

GRADE	SCOTLAND & N. IRELAND	AVG	WALES	AVG	BONUS
ASSISTANT	25,000 - 35,000	27,440	22,000 - 28,000	23,850	5-10%
ASSOCIATE	28,000 - 40,000	35,010	28,000 - 37,000	32,570	5-10%
ASSISTANT MANAGER	40,000 - 52,000	46,030	38,000 - 52,000	44,790	5-10%
MANAGER	52,000 - 65,000	58,050	50,000 - 60,000	56,110	5-10%
SENIOR MANAGER	66,000 - 95,000	72,533	65,000 - 82,000	67,481	10-15%
DIRECTOR	87,000 - 120,000	105,460	80,000 - 110,000	94,200	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.



# PROFESSIONAL SERVICES

## EUROPE

### BELGIUM

GRADE	RANGE (EUR)	AVG	BONUS
ASSOCIATE	36,000 - 46,000	43,200	5-10%
ASSISTANT MANAGER	42,000 - 66,000	52,130	5-10%
MANAGER	62,000 - 85,000	73,810	10-15%
SENIOR MANAGER	90,000 - 145,000	91,550	10-15%
DIRECTOR	100,000 - 185,000	140,330	15-20%
SALARIED PARTNER	175,000 - 375,000	246,450	25-30%

### NETHERLANDS

GRADE	RANGE (EUR)	AVG	BONUS
ASSOCIATE	36,000 - 50,000	42,870	1-5%
ASSISTANT MANAGER	45,000 - 66,000	55,150	5-10%
MANAGER	68,000 - 90,000	79,160	5-10%
SENIOR MANAGER	90,000 - 140,000	108,670	10-15%
DIRECTOR	110,000 - 200,000	165,760	15-20%
SALARIED PARTNER	185,000 - 375,000	256,050	25-30%

### LUXEMBOURG

GRADE	RANGE (EUR)	AVG	BONUS
ASSOCIATE	36,000 - 52,000	44,550	5-10%
ASSISTANT MANAGER	53,000 - 71,000	60,100	10-15%
MANAGER	70,000 - 90,000	83,150	5-10%
SENIOR MANAGER	92,000 - 140,000	104,020	15-20%
DIRECTOR	110,000 - 210,000	169,430	15-20%
SALARIED PARTNER	180,000 - 375,000	302,470	25-30%

### IRELAND

GRADE	RANGE (EUR)	AVG	BONUS
ASSOCIATE	29,000 - 45,000	36,890	5-10%
ASSISTANT MANAGER	50,000 - 63,000	54,880	5-10%
MANAGER	60,000 - 76,000	68,650	10-15%
SENIOR MANAGER	75,000 - 95,000	84,740	10-15%
DIRECTOR	88,000 - 175,000	123,200	10-15%
SALARIED PARTNER	145,000 - 300,000	248,770	25-30%

### GERMANY

GRADE	RANGE (EUR)	AVG	BONUS
ASSOCIATE	40,000 - 55,000	42,540	5-10%
ASSISTANT MANAGER	55,000 - 70,000	63,640	5-10%
MANAGER	70,000 - 90,000	78,560	10-15%
SENIOR MANAGER	88,000 - 135,000	107,450	15-20%
DIRECTOR	115,000 - 200,000	145,700	25-30%
SALARIED PARTNER	175,000 - 350,000	265,030	25-30%

### SWITZERLAND

GRADE	RANGE (CHF)	AVG	BONUS
ASSOCIATE	50,000 - 85,000	76,500	5-10%
ASSISTANT MANAGER	80,000 - 120,000	105,080	5-10%
MANAGER	120,000 - 155,000	142,660	5-10%
SENIOR MANAGER	155,000 - 200,000	173,090	10-15%
DIRECTOR	200,000 - 275,000	231,220	15-20%
SALARIED PARTNER	280,000 - 375,000	314,570	25-30%

### HUNGARY

GRADE	RANGE (HUF)	AVG	BONUS
ASSOCIATE	6.5M - 9M	8.4M	10-15%
ASSISTANT MANAGER	9.5M - 12.5M	11.5M	10-15%
MANAGER	13.2M - 21M	14.4M	15-20%
SENIOR MANAGER	20M - 28M	23.6M	20-25%
DIRECTOR	28M - 36M	33M	20-25%
SALARIED PARTNER	36M - 60M	48.4M	25-30%

### SPAIN

GRADE	RANGE (EUR)	AVG	BONUS
ASSOCIATE	24,000 - 30,000	28,270	1-5%
ASSISTANT MANAGER	33,000 - 45,000	40,910	1-5%
MANAGER	48,000 - 57,000	50,720	10-15%
SENIOR MANAGER	58,000 - 80,000	69,890	10-15
DIRECTOR	80,000 - 110,000	84,550	10-15%
SALARIED PARTNER	100,000 - 200,000	166,670	25-30%

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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.

# COMPLIANCE SERVICES

Compliance service providers across Europe have always faced tough competition when it comes to hiring but this has intensified post Brexit, particularly for UK firms who can no longer readily access a European pool of talent.

Supply, quite simply, has not met demand in recent years and the average remuneration for indirect tax compliance specialists has continued to climb, most notably in the UK. This has made hiring a painful process for tax leaders, especially as the lack of expertise is the primary obstacle standing in the way of substantial revenue growth. Salaries across Europe have also increased but, admittedly, at a more steady rate. While the UK firms continue to navigate a post-Brexit recruitment market, they also face the same hurdle as their European counterparts: competing against an increasingly more active in-house hiring market, where compliance specialists typically receive more attractive packages.

With tighter legislation coming into play - not to mention the European Commission’s recent proposals regarding ViDa - compliance services will be increasingly leaned upon for support, so winning that battle of attraction has become more important than ever.

GRADE	UNITED KINGDOM (GBP)	AVG	EUROPE (EUR)	AVG	BONUS
COMPLIANCE ASSISTANT ( > 12 MONTHS)	25,000 - 30,000	27,640	28,000 - 35,000	32,330	5-10%
COMPLIANCE ASSISTANT (12 - 24 MONTHS)	35,000 - 50,000	42,080	32,000 - 48,000	40,670	5-10%
COMPLIANCE SPECIALIST (REVIEWER)	40,000 - 60,000	49,780	45,000 - 55,000	50,070	5-10%
COMPLIANCE TEAM LEADER	57,000 - 78,000	63,220	55,000 - 72,000	66,110	5-10%
COMPLIANCE DIRECTOR	80,000 - 110,000	98,330	75,000 - 110,000	95,460	10-15%



# COMMERCE & INDUSTRY

## INDIRECT TAX, CUSTOMS, & TRADE COMPLIANCE

Commerce and industry have navigated through an unprecedented array of events in recent years, ranging from workplace transformation, policy change, and geopolitical turbulence - including two transnational crises: COVID-19 and the Russia-Ukraine War. As a result, in-house hiring has thrived and the remuneration of indirect tax professionals has seen an inevitable hike.

While recent events have largely played into the hands of job seekers, there have been some notable winners. Ongoing trade disputes from Brexit and the sanctions following the Russia-Ukraine war has thrust trade compliance into the spotlight, resulting in SMEs through to large enterprises expanding their in-house capabilities in this domain. Customs and trade compliance recruitment has subsequently been at a record high over the last year and has, for the first time, outperformed the hiring of VAT specialists in the UK, Ireland, and Germany.

Similarly, the growing emphasis on producing clean data in the indirect tax function has resulted in an uptick of analyst hires across the UK & Europe, with salaries in this area reaching as high as £65,000 in the UK and €70,000 in Europe. These salaries are predominantly seen in Big Tech, who have demonstrated aggressive hiring strategies over the last couple of years.

The motive for ‘clean’ data has also encouraged tax leaders from financially sound businesses to invest in transforming their tax function, resulting in an increase of in-house technology dominated roles. Although ‘transformation’ is the holistic reimagining of the way people, processes, technology, and data contribute to a tax function, this movement has largely resulted in the two latter components moving to the forefront as we see growing opportunities for those with deep skills in ERP systems, data manipulation, and tax engines emerge.

Finally, those sitting around the manager grades have been on the receiving end of the greatest uplifts in remuneration.

On average, 40-45% of vacancies each quarter are pitched at the manager level, which has squeezed the supply of an already candidate short market.

With the hybrid nature of their role - one that typically covers compliance, processes, advisory, and people management - competent managers have increasingly become a go-to hire in place of more senior profiles. As such, hiring has been sluggish at the indirect tax and customs leadership level and led to more stagnancy around remuneration. However, the adoption of tax and trade as a political tool to meet ESG commitments - paired with proposals around ViDa - create a compelling value proposition for the indirect tax function and one could argue that senior expertise and business partnering will soon become more sought after.

HIGHLIGHTS

→ Only 31.3% of the in-house indirect tax market are qualified

→ In the last 3 years, the UK median salary has seen the fastest rate of growth (32.9%), while Germany has experienced the the slowest growth (19.4%)

→ The sharp rise in median salaries have largely been impact by the upswing of Analyst and Manager remuneration.

→ Hungarians ranked among the least satisfied with their remuneration followed by UK indirect tax professionals. Belgium ranked amongst the 'most satisfied' with their remuneration.

GRADE	UNITED KINGDOM (GBP)	AVG	IRELAND (EUR)	AVG	BONUS
ANALYST	35,000 - 65,000	49,130	42,000 - 65,000	53,410	10-15%
ASSISTANT MANAGER	48,000 - 75,000	61,680	60,000 - 78,000	67,600	10-15%
MANAGER	65,000 - 105,000	82,140	75,000 - 100,000	87,200	10-15%
SENIOR MANAGER	85,000 - 135,000	106,770	90,000 - 140,000	115,320	10-15%
DIRECTOR	115,000 - 160,000	141,300	110,000 - 160,000	133,640	20-25%

GRADE	GERMANY (EUR)	AVG	SWITZERLAND (CHF)	AVG	BONUS
ANALYST	40,000 - 66,000	57,880	90,000 - 110,000	103,450	5-10%
ASSISTANT MANAGER	60,000 - 82,000	69,530	110,000 - 140,000	119,330	5-10%
MANAGER	82,000 - 112,000	95,320	125,000 - 175,000	147,080	10-15%
SENIOR MANAGER	90,000 - 155,000	122,600	150,000 - 210,000	175,500	10-15%
DIRECTOR	130,000 - 200,000	167,760	210,000 - 320,000	271,440	25-30%

GRADE	HUNGARY (HUF)	AVG	SPAIN & ITALY (EUR)	AVG	BONUS
ANALYST	6.5M - 13M	9.6M	31,000 - 45,000	34,630	5-10%
ASSISTANT MANAGER	11M - 15.5M	12.3M	38,000 - 55,000	41,080	5-10%
MANAGER	13M - 20M	13.8M	50,000 - 70,000	56,330	10-15%
SENIOR MANAGER	16.5M - 25M	19.8M	70,000 - 95,000	79,450	10-15%
DIRECTOR	23M - 36M	28.1M	90,000 - 160,000	141,040	20-25%

GRADE	BELGIUM (EUR)	AVG	NETHERLANDS (EUR)	AVG	LUXEMBOURG (EUR)	AVG	BONUS
ANALYST	40,000 - 65,000	54,730	42,000 - 72,000	53,120	48,000 - 75,000	58,920	5-10%
ASSISTANT MANAGER	55,000 - 80,000	66,110	62,000 - 85,000	68,700	60,000 - 80,000	64,880	5-10%
MANAGER	80,000 - 110,000	88,330	80,000 - 120,030	102,220	80,000 - 130,000	107,310	10-15%
SENIOR MANAGER	96,000 - 150,000	111,670	95,000 - 160,000	127,510	100,000 - 155,000	124,220	15-20%
DIRECTOR	130,000 - 210,000	158,750	130,000 - 200,000	146,120	135,000 - 210,000	161,090	25-30%

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# BANKING & FINANCAL SERVICES

## UK&I

17.8%

**Senior Analysts** working in Financial Services are paid 17.8% more than those working in Commerce & Industry

15.1%

**Managers** working in Financial Services are paid 15.1% more than those working in Commerce & Industry

5-10%

The **average bonus** for those working in Financial Services is 5-10% higher than those in other sectors.

GRADE	UK (GBP)	AVG	BONUS
ANALYST	44,000 - 65,000	57,890	10-15%
ASSISTANT MANAGER	60,000 - 75,000	68,330	15-20%
MANAGER	75,000 - 110,000	94,540	15-20%
SENIOR MANAGER	90,000 - 145,000	114,680	20-30%
DIRECTOR	120,000 - 215,000	147,770	30%+

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# 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.

59%

WORK FROM  
ANYWHERE

59%

4 DAY WEEK

25%

UNLIMITED  
HOLIDAY

24%

PAID MENTAL  
HEALTH DAYS

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

**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.

81%

of tax professionals believe that everyone should be entitled to remote working opportunities.

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.

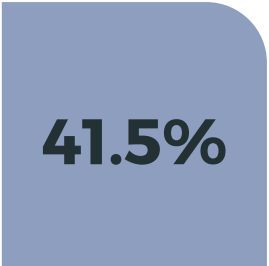
Overall, **flexibility-related benefits** are becoming crucial for attracting and retaining talent in the tax field. Firms that do not embrace flexibility may fall behind as competitors foster work-life balance, enhance productivity, and boost morale, leading to the development of thriving and resilient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



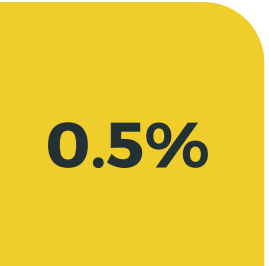
# DIVERSITY, EQUITY & INCLUSION



OF RESPONDENTS WERE MALE



OF RESPONDENTS WERE FEMALE



OF RESPONDENTS IDENTIFIED AS TRANSGENDER OR NON-BINARY



OF RESPONDENTS CONSIDERED THEMSELVES WHITE



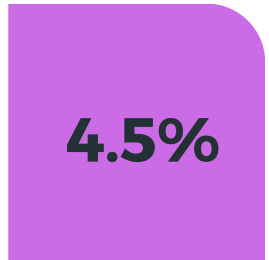
OF RESPONDENTS WERE BLACK BRITISH, AFRICAN, OR CARIBBEAN



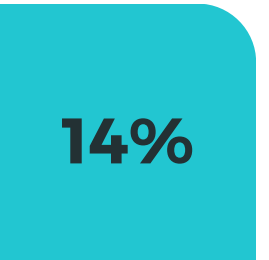
OF RESPONDENTS WERE ASIAN OR BRITISH ASIAN



PAY GAP BETWEEN MALES & FEMALES AT PARTNER LEVEL



PAY GAP BETWEEN BLACK BRITISH RESPONDENTS & WHITE BRITISH RESPONDENTS AT THE SENIOR MANAGER LEVEL



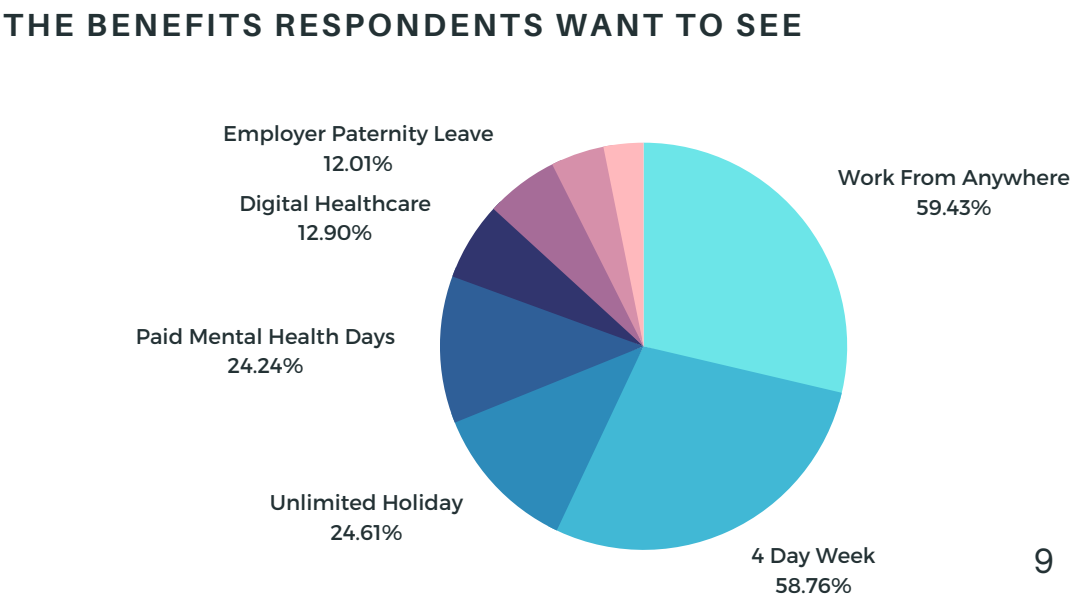
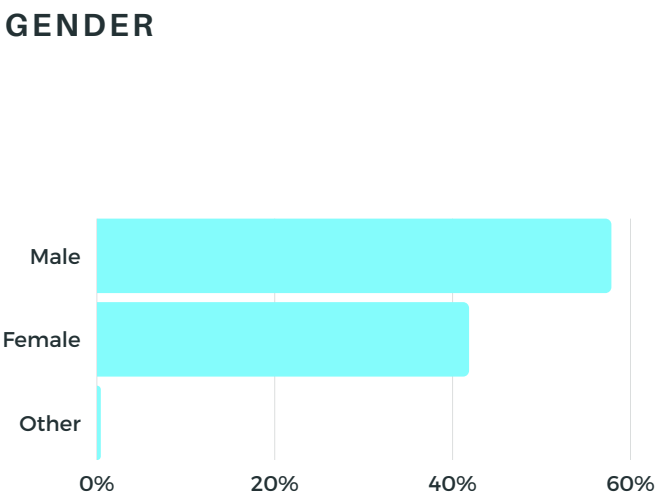
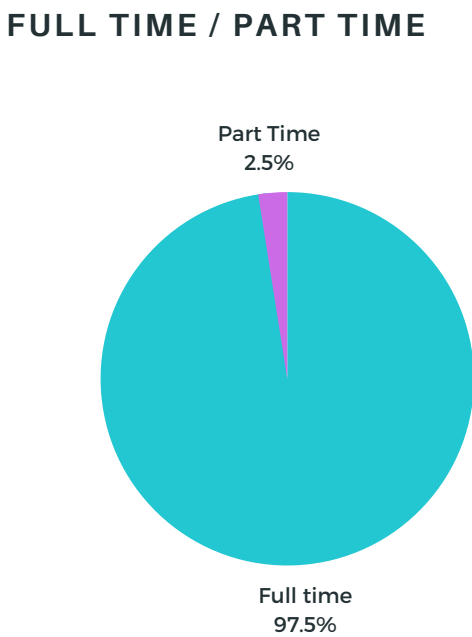
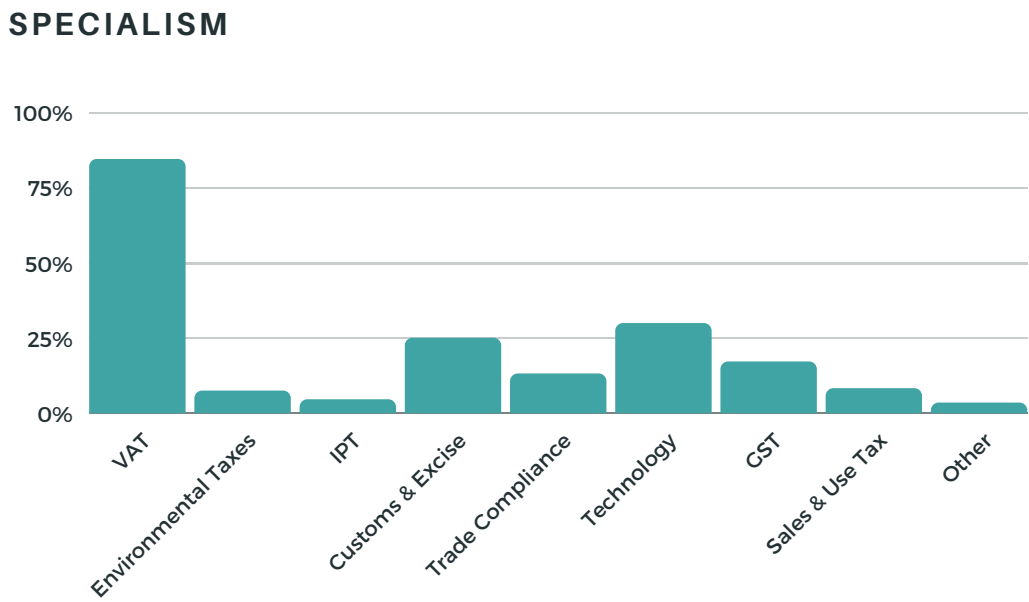
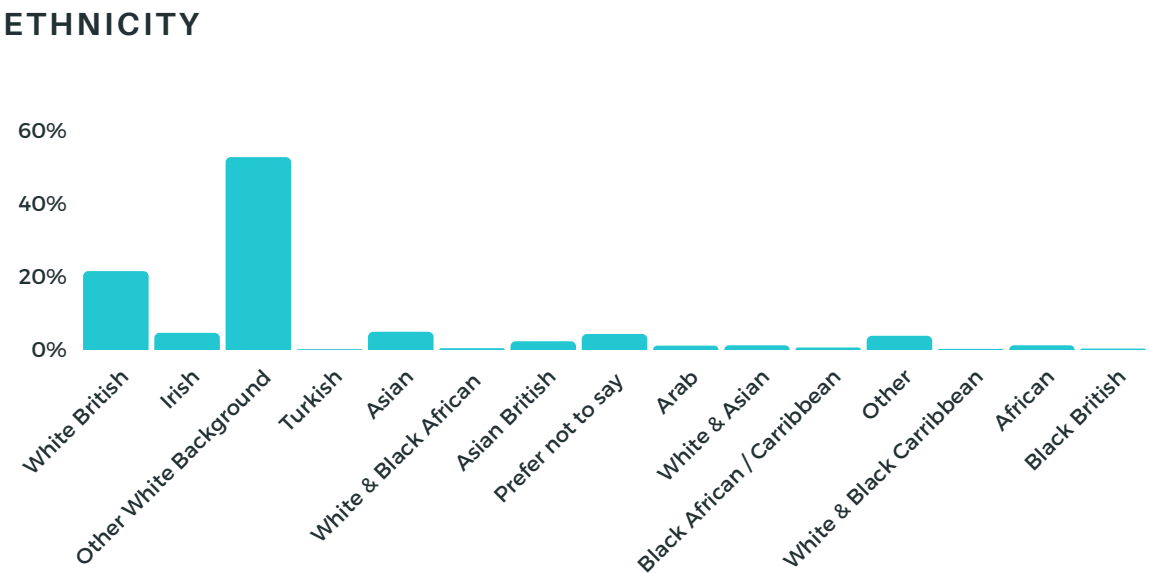
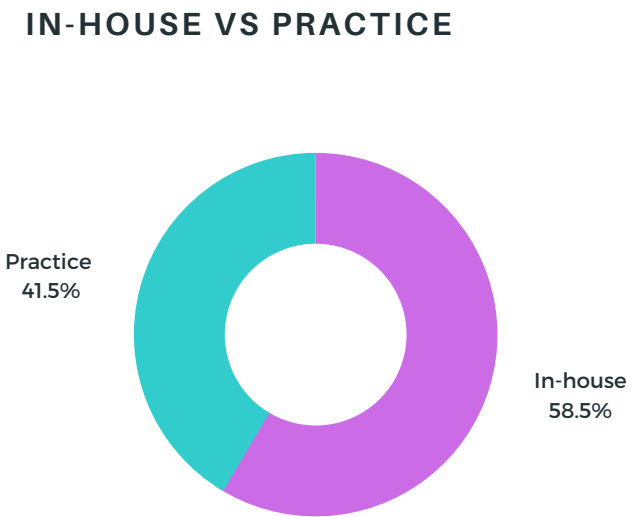
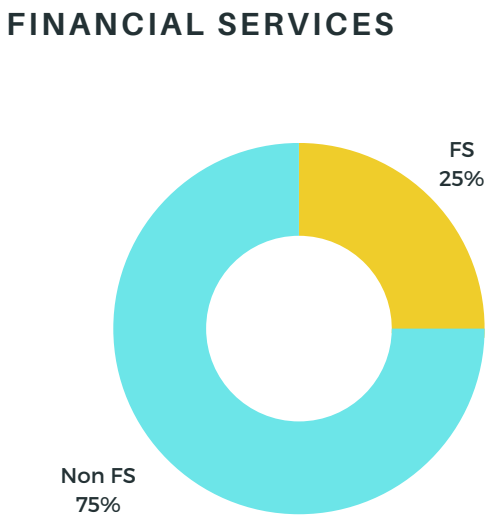
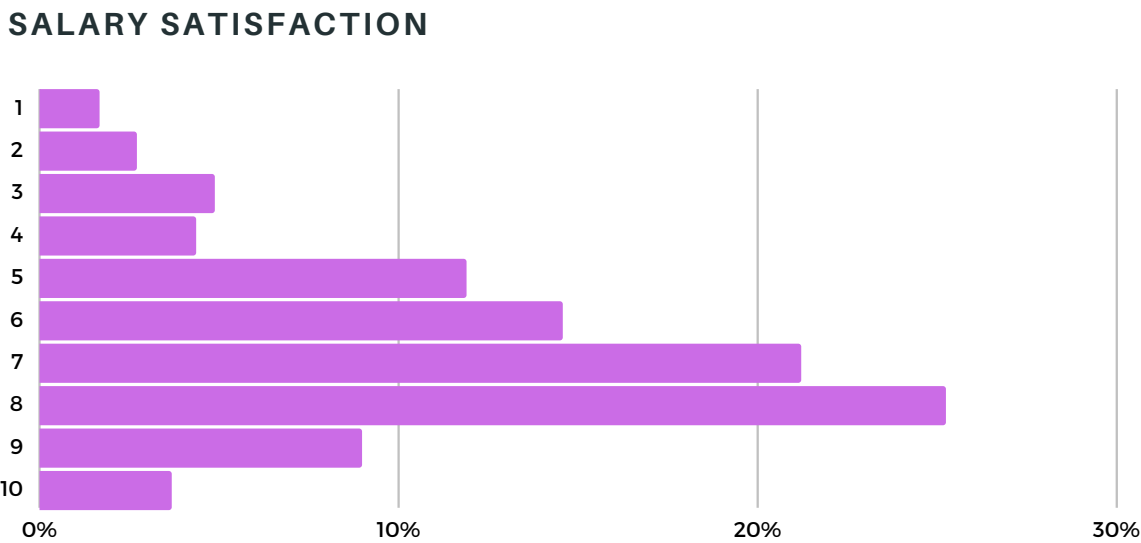
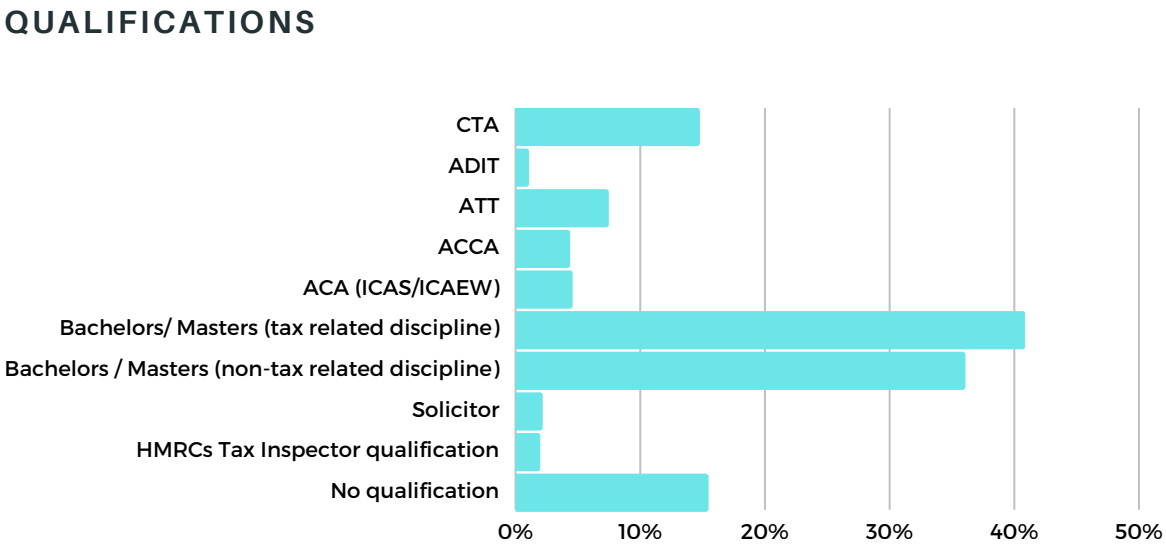
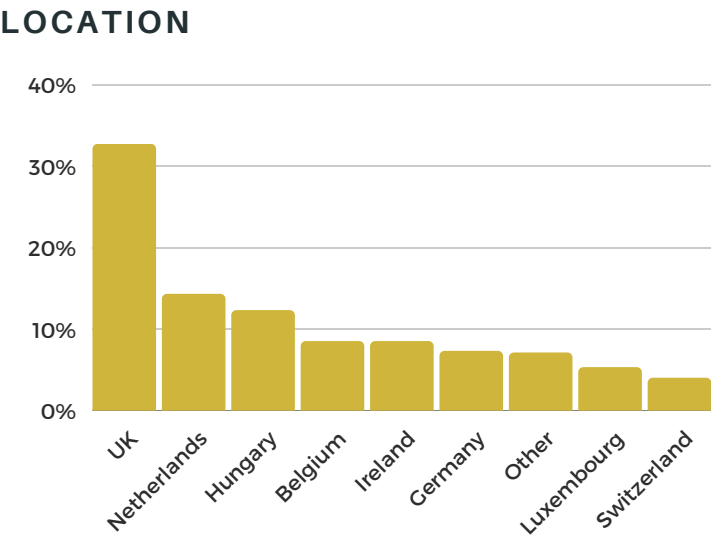
PAY GAP BETWEEN MALES & FEMALES AT THE ASSISTANT MANAGER LEVEL



# RESPONDENT PROFILE



GRADE	
Assistant	5%
Senior Analyst	24%
Assistant Manager	10%
Manager	26%
Senior Manager	19%
Director	11.5%
Partner	4.5%





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



**Alex Mann**   
**Director - Head of Tax Recruitment**  
alex@harveyjohn.com

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.

