

BROADGATE®

# MARKET GUIDE 2025

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## Executive Summary

Transformation is the word of the hour. Today's firms are caught in the crosswinds of shifting trade dynamics, regulatory change, low-growth markets, and a digital revolution.

Hiring managers are contending with what's likely the most complex talent market yet. Skill sets are changing quickly, spurred on by the advent of new technologies and workforce paradigm shifts.

Role requirements are becoming increasingly specialised as a result. Recruitment processes need to evolve if firms aim to retain their competitive edge in a talent market that favours agility and resilience.

We're entering a new era of consumer-centricity. In a rare twist, the world's regulatory jurisdictions are aligning around a vision of stronger customer protection in financial services.

The UK's Consumer Duty Act, Ireland's Consumer Protection Code, and the EU's digital services all point to greater accountability and transparency. Some US firms are already preparing for similar frameworks to emerge domestically, not because it's mandated yet, but because they're becoming the gold standard.

These principles are reshaping not only how firms serve customers, but also how they hire for that responsibility.

## Executive Summary

We've seen a surge in contract hiring as firms look to embrace agile working practices and plug skill gaps. It's a trend that gained noticeable momentum back in Q1 of 2024, with some reports claiming that temporary staff hires in the UK were up by as much as 64%.

When margins shrink and the cost of regulatory missteps becomes prohibitively high, it's not uncommon to see employers favour proven expertise over potential, leading to a decline in vacancies at the general junior level.

That said, uniform trends are shaping up to be a thing of the past, particularly considering the stark differences in technological maturity levels (even between similar-sized firms in the same sectors).

From the UK's burgeoning FinTech sector to Switzerland's resilient private wealth market, niche pockets of regulated business, despite their unique challenges, are actively weathering economic headwinds.

These sectors sit at the intersection of technology, compliance, and financial services, a convergence that's reshaping hiring dynamics. Interestingly, hiring managers across seemingly distinct verticals compete for the same limited pool of cross-functional talent – individuals with regulatory fluency, digital know-how, and commercial acumen.



## Executive Summary

The pressure to innovate is mounting, and organisations will need to work hard to capture market value in a landscape that demands adaptability on all fronts.

Whether that's embracing AI, developing hyper-personalised products, or restructuring global operating models, regulated businesses are at a critical juncture.

Given the pace of technological change, we expect global talent markets to stay this way for the foreseeable future, largely thanks to skill gaps and outdated hiring methodologies. In this sense, we're seeing a more pronounced version of the paradoxical hiring conditions that took root in 2024 – firms struggling to find candidates despite an influx of applications.

Access to talent will be a key differentiator in the months ahead. Retention, acquisition, development, and workforce augmentation will take centre stage as the distance between demand and supply widens in core areas.

Workforce diversification, despite the D&I backlash in the US and the UK, will continue to prove vital in developing sustainable businesses. Whether that's breaking into new markets, producing smarter financial products, or building consumer trust, inclusive recruitment methodologies will be the real edge in an era that demands dynamic thinking.



# Did You Know...

## The Full Cost of a Bad Hire = 3x the Salary

A poor hiring decision can quietly rack up costs in more ways than one:

- **Wasted Salary and Onboarding Costs**
  - Salary, benefits, equipment, training = sunk cost if the hire doesn't work out.
  - Estimated Cost: 30% of first year earnings
- **Team Disruption & Morale Impact**
  - Higher risk of attrition and disengagement in high-performing employees.
  - Estimated Cost: 200% of annual salary
- **Productivity Loss**
  - Unclear handoffs, bottlenecks, burnout and churn.
  - Estimated Cost: \$20k per bad hire
- **System and Feature Deployment**
  - Missed deadlines, slow rollouts, low-confidence decisions
  - Estimated Cost: \$120k per team

## Hiring Velocity Builds Momentum

Speed and Precision get the best candidates through the door. Top talent doesn't hang around - the average tenure in software engineering has shrunk to just 1.8 years, which means high-performers are in motion.

Hiring Velocity = the speed at which you move candidates through the recruitment process. It's usually measured as the average time to hire across open roles.

Hire Fast → Retain effectively → Ship Sooner

### Best Practices:

- Try to keep stages to a minimum (2-3 max)
- Keep comms tight to speed up decisions
- Use pre-aligned scoring to avoid bottlenecks
- Get specific on your job descriptions

Companies that can hire in less than 30 days tend to see double the acceptance rate!

## AI Can Do the Heavy Lifting

AI can provide you a serious competitive edge in the hiring space. Smart tools are being used to flatten out the speed bumps at key parts of the process, including candidate sorting, which takes up around 40% of a recruiter's time.

- AI can reduce the time to hire, with many businesses seeing the process speed up by around 50% by automating early-stage tasks like skill matching
- Smart scheduling can be used to reduce dropout rates and move candidates through the process before they disengage. Cognizant recently used AI-driven onboarding to reduce their dropout rate to just 8%.

### We recommend:

- Automated feedback platforms (real time insight)
- First-pass AI screening for early filtering
- Pipeline health alerts
- Automated outreach sequencing
- Bias mitigation/job description optimisation tools
- Intake summary generation

# BANKING



## Banking

The last decade has been a trying time for the banking sector, a space that's often characterised by digital disruption and high-profile events. 2025 is continuing this trend, only with the added pressure of heightened capital flight and widening generational divides in public trust.

Tariffs and trade wars are fuelling concerns around operational resilience, particularly as supply chains and service models become increasingly digitised and interdependent.

Hiring managers in banking are responding to these shifts with a focus on credit risk, financial crime, and governance. The demand for tech-savvy professionals with regulatory fluency has risen sharply.



As consumer credit products become more digitised and embedded into everyday platforms, traditional banks are under pressure to modernise their lending models and capture younger demographics.

In the US, many firms are sandwiched between regulatory tumult, market uncertainty, a reliance on third-party vendors, and murmurs of a looming recession.

This is having a transformative impact on the talent market, which is currently manifesting in higher demand for talent across risk modelling, data privacy, credit risk, and governance.

Facing the transformative pressure of tech, it's becoming clear that financial services is no longer defined by legacy institutions and fixed career paths. Take embedded finance for example, an area in which banking is feeling the brunt of the impact.

We're seeing a surge in private equity activity - especially in the UK - where the influx of capital and speed of deals mean firms need to move fast on top candidates.

## A Shift Toward Lending

Since the early 2000s, nonbank lending activity has been carving out a strong foothold in the private credit space. The recent spike in direct lending (from alternative investment firms) has given banks cause for competitive concern.

When the banking sector largely reduced its risk appetite in 2023, private lenders found plenty of opportunity to capture market share.

We're now seeing a pivot as traditional lenders rush to build stronger presences in the private credit market. Technology is playing a key role here, reflected by the emergence of digital lending platforms and automated credit assessment tools.

JPMorgan, Deutsche Bank, HSBC, and Citigroup are all prime examples of banks seeking to diversify their revenue streams in response to the growing private equity market, a space estimated to rise to a value of \$2.6 trillion by 2029.

As banks react to private equity pressures, digital-first challengers appear to be moving in the opposite direction. Monzo's gear up for a £6 billion float is a prime example.





## Hiring Dynamics

The fallout from the collapse of the SVB and Signature banks is still being felt on the global stage, which includes current regulatory posturing, risk hiring, and capital adequacy strategy.

Despite these challenges, the sector is far from stagnant. Over in the US, Wells Fargo Technology Banking recently\_grew its technology team by 20% (the largest investment in the team to date), with the goal of strengthening its priority areas across technology, including FinTech and E-Commerce.

This reflects a wider trend across global banking hubs – firms are investing in high-growth, tech-focused areas in a bid to meet emerging consumer expectations, like hyper-personalisation, seamless payments, and sturdier data security measures.

It's having a profoundly unusual impact on the talent market. In some ways, it's intensified last year's paradoxical hiring conditions (mass layoffs alongside extreme demand for talent).

Ongoing layoffs are flooding the market with talent (Credit Suisse, Morgan Stanley), so it's a good time to conduct global market maps if you're an employer. For candidates, competition is high, so clear positioning and proactive outreach are key.

It's worth noting that candidates coming out of the larger banks tend to have very niche skills, whereas newer, neobanks tend to want more of a generalist within their specialism.

While New York and London continue to see episodic layoffs in investment banking and advisory, Dublin and Zurich remain relatively stable, buoyed by strong hiring in fund services, operations, and compliance.

Luxembourg, for its part, is still experiencing upward pressure on salaries in reporting and regulatory finance roles due to ongoing demand and a persistent shortage of bilingual candidates.



## Skill Growth

Some talent pools are bucking the broader volatility trend, with accounting being a standout example. According to our LinkedIn data, the number of professionals in banking-related accounting roles has grown by over 30% in the past 12 months across the US, the UK, Ireland, Switzerland, and Luxembourg.

When it comes to skills, professionals with expertise in monthly accounts and reconciling reports have seen the highest growth, at 452% and 350% respectively.

Compliance-focused roles in banking show a similar story. The talent pool for compliance officers has grown by 29% in the last year alone. Key areas like Customer Due Diligence and Global Regulatory Compliance are driving this, with associated skills growing by 136% and 129%.

An interesting conversation is emerging on generational divides in the current workforce, a barrier to progress that's proving difficult to navigate in the US accounting sector. We expect this to feature more prominently in workforce development conversations over the coming year.

# INSURANCE

## Insurance

In the last few months, moderately decreasing (yet ever-stubborn) inflation rates have contributed to a more positive market sentiment in the world of insurance.

In many ways, the relative stability of the insurance space has provided a welcome breath of fresh air for financial services, where uncertainty governs much of the decision-making at both the regulatory and boots-on-the-ground level.

That's not to say insurance isn't without its unique challenges, including the rising cost of claims. Supply chain disruption and the ongoing cost-of-living crisis are two of the biggest drivers behind this barrier, and they're squeezing the bottom line for many insurers.



## Digital Natives

Insurance broking firms, in particular, are facing increased competition from digital-native entrants, prompting a renewed focus on advisory capabilities, technology investment, and regulatory agility.

With a growing emphasis on operational resilience and data integrity, insurers are facing similar pressures to the wider financial services market, which includes third-party risk exposure. Consequently, Candidates with experience navigating vendor ecosystems, data privacy regulations, and governance frameworks are seeing high demand.

Areas like third-party risk management and procurement are in a phase of hypergrowth as firms seek to reduce their exposure to vendor-related risks.

The need to maintain profitability in the face of heightened competition and rising climate pressures is placing a strain on margins.

Reinsurance and premium financial insurance fell under regulatory scrutiny throughout 2024, a trend that we expect to continue in the UK, with Consumer Duty high on the agenda for the PRA and FCA.

## Market Fragmentation

In the US, while the market remains fragmented by state-level regulation, demand for cyber insurance, climate risk cover, and embedded insurance solutions is rising fast, driven by both consumer expectations and corporate risk management needs.

On the other side of the coin, insurers are now contending with mounting regulatory action on pricing transparency and the use of AI in underwriting.

According to [some reports](#), AI has helped reduce underwriting processing times by as much as 31%, although adoption rates are widely lacklustre.

Broadly speaking, much of the insurance sector has a reputation for antiquated operating methods, and while it stands to gain a great deal from implementing next-generation AI systems, it's been slow to adapt.

According to the Roots' [State of AI Adoption in Insurance 2025](#) report, fewer than 22% of insurers have taken their AI projects from testing to full production.



Germany and Luxembourg have both seen continued demand in life and health insurance products, supported by ageing populations and private pension reform. However, the introduction of more stringent ESG reporting requirements and the push for digital transformation are putting pressure on legacy systems and talent pipelines.

In Ireland, post-Brexit expansion has driven growth in both the life and non-life sectors, particularly among international insurers establishing EU bases.

Yet, the Central Bank of Ireland's intensified focus on governance, operational resilience, and conduct risk has raised the bar for compliance, particularly in relation to cross-border operations.

As with most areas of financial services, demand for technical talent is on the rise in insurance, particularly in actuarial, coding, analytics, and data science-focused work.

# ASSET & WEALTH MANAGEMENT

## Asset & wealth management

Investment markets are racing to adapt to a highly irregular environment characterised by disruption. Although strategy and regulation differ widely across jurisdictions, recurring themes (digitalisation, private market growth, and ESG) are redefining the global investment landscape.

M&A is picking up in financial services, with the UK hitting a 12-year high in deal volume at the end of last year, and 2025 seems to be maintaining the positive momentum despite challenging market conditions. The same goes for Ireland, where a resilient M&A environment is being driven by mid-market activity, strong private equity interest, and continued consolidation.

Deal volume has eased slightly in Switzerland, although the average deal size is increasing, signalling a move to a more deliberate, high-value approach to consolidation in areas like asset management and private banking.

Asset managers will continue to find opportunities in the alternative asset space, where they can lean on the stability of the insurance market.



## Hiring Dynamics

Behind the veil of policy uncertainty and shifting trade dynamics, there's a noticeable recalibration of talent strategy.

We've seen this pronounced in key areas like credit risk and financial crime, where hiring managers are responding to localised pressures, like cross-border fund governance.

The ESG space has been a major point of contention in the last 12 months, but despite facing fierce adversity, the global market remains resilient as new players seek to fill the gap left by the US withdrawal.

Moreover, ESG principles are deeply ingrained into Europe's financial markets, and their influence will likely remain prominent in both consumer and business decision-making for the foreseeable future.



The future looks bright for sustainable finance jobs as these deep-rooted foundations begin to evolve into operational imperatives (as opposed to differentiators).

Hardwired sustainability requirements have created long-term demand for ESG-focused expertise in portfolio management and impact assessment, a demand that's currently spiking in Switzerland.

Against this backdrop, regulatory complexity in Asset and Wealth Management is quickly becoming a defining market pressure.

The value of dependable reporting can't be ignored here. Whether that's fund classification, ESG labelling, or greenwashing closures, regulators are tightening the rules on what good looks like.



# FUND ADMINISTRATION

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## Fund Administration

The fund administration market is currently one of our busiest areas. It's a space that's predominantly guided by the wider real estate and private equity markets, both of which are remarkably buoyant in Europe.

This has led to a spike in hiring activity, with fund administrators and sales professionals in high demand across key hubs in areas like Switzerland and Luxembourg.

With its global reputation for regulatory stability, specialised fund structures, and strong service ecosystem, Luxembourg remains a top destination for those looking to domicile alternative funds. In 2024 alone, assets under management (AUM) rose by 11.5% to reach over €7.3 trillion, with alternative investment funds (AIFs) accounting for one-third of the total.

In contrast, investors are continuing to retreat from US markets after a challenging few months, resulting in a record rotation by fund managers. This is intensifying the pivot towards Europe, where improving macro conditions and strong performance, including a STOXX 50 resurgence, are drawing renewed global interest.

This momentum is expected to continue into 2025 as firms prioritise operational resilience and scalability in their fund administration models. We're seeing a clear focus on technology integration and cross-border capability, with hiring strategies shifting to secure talent who can navigate multi-jurisdictional frameworks.



## Resilience and Workforce Augmentation

The MiFID, AIFMD, and cross-border distribution rules are reshaping what operational resilience looks like in multi-jurisdictional investment businesses.

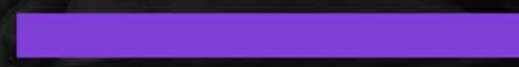
From SFDR alignment in Europe to SEC scrutiny in the US, firms are being asked to demonstrate more rigour in their governance.

It's not only workforce augmentation requirements driving this – perpetual skill gaps threaten to slow progress in the investment market, as firms contend with growing competition for talent with regulatory expertise.

This doesn't mean there's a lack of candidates on the market. Job postings are attracting hundreds of applicants, but they're rarely the candidates that firms are looking for. This divide has worsened in recent years, and it's partly thanks to misaligned skillsets, market uncertainty, and AI-generated applications.



# FINTECH



## FinTech

FinTech is a hotbed of innovation, and while VC funding has been cautious in comparison to pre-2022, M&A activity (which peaked in 2024) is poised to grow as banks seek to acquire capabilities.

Even with the 20% investment decrease in 2024, FinTech is still one of the world's largest VC categories. It's felt the strain of the declining venture capital market more than most, but it hasn't stopped it from generating the most unicorns of any industry. By count, M&A is still the most common route to exit.

Switzerland and Luxembourg are attractive scale-up destinations for digital asset and embedded finance providers, thanks in part to their maturing ecosystems. Meanwhile, despite challenging market conditions, the UK remains one of the most dominant FinTech hubs, second only to the US in terms of investment.



Consolidation pressures are strongest in the US, where banks are turning to FinTech partnerships as a lever to modernise their legacy systems.

Despite their reputation for technological sophistication, many US banks still rely on outdated consumer-facing infrastructure. In contrast, geographies like the UK and the Nordics have leapfrogged ahead with widespread adoption of instant payments, setting a standard in areas like contactless payments. It's a friction point that's fuelling both FinTech interest and talent with payments expertise.

This disparity is a driving force behind M&A interest in more agile FinTech providers, particularly those with proven UX and product capabilities. The impact on the talent market is clear – firms are increasingly seeking product designers and engineers who can bridge the modern/legacy gap.



## Crypto, DeFi, and Blockchain

Market uncertainty is creating unease in the decentralised finance space as some central banks begin to entertain the idea of holding crypto reserves. The prospect of a friendlier regulatory environment in the US has inspired this gearshift, although not everyone is convinced.

Global attitudes towards crypto may have softened in recent years, but we're still some ways off from seeing it hit the mainstream. If (or when) it does, there's a good chance it won't be a grand reveal.

It's more likely we'll see blockchain technology seamlessly integrated into everyday banking transactions without the end user having much awareness. In Switzerland, one of the first countries in the world to enact legal regulations for blockchain tech, we're seeing this integration transform the infrastructure of financial services. Earlier this year, FINMA licensed the first DLT (distributed ledger technology) trading facility to date.

Meanwhile, the UK's FCA has promised an update on crypto regulation before the end of 2025, with implementations expected in 2026.

US regulators are in a precarious situation on the crypto regulation front. Crypto is regulated on a state-by-state basis, and there are currently no crypto-focused laws.

## Crypto, DeFi, and Blockchain

While no crypto firm has yet secured a FED Master Account, the prospect of a softer regulatory framework under the Trump administration could spell the start of increased institutional adoption – recent reports claim that a handful of crypto firms have applied for banking licenses, with more to follow suit. [US crypto exchange giant Coinbase](#) is among those exploring routes into traditional finance.

Alongside this, Coinbase is now listed on the S&P 500 index, a clear signal that crypto is no longer on the fringe of finance, and it now sits alongside blue-chip companies like Apple and Microsoft. This could prove to be a watershed moment for the legitimisation of crypto, from uneasy outsider to financial mainstay.

It's worth noting that decentralisation could make financial services more inclusive for historically underserved demographics. By lowering entry barriers and enabling broader access to credit through blockchain platforms, underbanked populations could find a route to greater financial freedom.

Growing compliance burdens are pushing some of the smaller players to seek exits or mergers, a trend that took root a few years ago, made visible by cases like Synapse in the US.



## Open Banking

Open banking is following a consistent growth trend, with payments reaching record highs in January of last year. In Europe, the PSD2 set the stage for API-based data sharing back in 2018, but attention is now turning toward the upcoming PSD3 and the proposed payment services regulation.

Meanwhile, the divergence from post-Brexit UK has created an adjacent path, reflected in a growing focus on smart data and broader open finance access, with much of the regulatory innovation led by the JROC (Joint Regulatory Oversight Committee).



The US, which until recently was one of the only countries in the world with a market-driven approach to open banking, has finalised its Open Banking Rule. The landmark ruling from the CFPB (Consumer Financial Protection Bureau) requires financial providers to transfer their users' data for free should they request it.

This essentially grants people more control over their financial data, which includes the choice to safely share it with third-party providers. The move is expected to increase competition in financial services, although it does raise urgent questions about data security.

That said, the global talent pool appears eternally short of cybersecurity talent, and given the recent surge in demand for engineers with Security Risk skills in banking (786% in the US in last year, as per our LinkedIn data), it's safe to assume candidate pipelines will be stretched even further.





## What's the Difference Between Banking as a Service (BaaS) and Embedded Finance?

*BaaS is a service model provided by licensed banks and fintechs. This could involve outsourcing an infrastructure or products to other businesses. Embedded finance involves integrating financial services into non-financial platforms, which essentially enables customers to access them as part of another experience.*

### Embedded Finance

The World Economic Forum recently called embedded finance 'a disruptive force financial institutions can't ignore.'

Embedded finance is shaping up to be one of the most transformative trends in financial services today. Propelled forward by growing public demand and substantial private investment, embedded finance appeals to the digital-first nature of modern business.

Traditional financial institutions are being forced to rethink their value propositions. Global finance systems have been slowly moving further away from brick-and-mortar operations for a while, but now they're challenged in a new direction: non-financial platforms with embedded offerings – meeting the customers' needs at the point of service, often before a bank enters the conversation.

Embedded finance isn't new, but the infrastructure that powers it is. Thanks in part to API-first platforms, any business can now offer tailored financial services with little friction, allowing for highly personalised financial journeys.

Traditional Banks have been forced to keep pace by doubling down on BaaS, with some reports claiming that 48% of financial institutions have expanded their BaaS capabilities to stave off competition from FinTech.

The increasing demand for highly specialised roles is partly a result of the tech influence. Take the emergence of RegTech for example – AI-powered AML/KYC platforms and algorithmic trading compliance platforms have driven the need for risk modelling specialists with knowledge of advanced analytics.

# TOP FIVE MARKET TRENDS IN FINANCIAL SERVICES:

## 1.

Embedded finance is gaining significant momentum, shortening the gap between tech roles and traditional finance.

## 2.

It's generally taking more time for firms to fill vacancies as regulatory pressures mount and firms struggle to understand their long-term hiring needs.

## 3.

Regulatory change is fuelling compliance hiring on an international scale, driving competition for mid- to senior-level talent across borders.

## 4.

Firms are being forced to rewrite the rulebook when it comes to building a Risk function. Consequently, we're seeing the three-line model evolve into more of a principles-based approach.

## 5.

We're seeing a surge in private equity activity, especially in the UK. The influx of capital and speed of deals mean firms need to move fast on top candidates.

# TOP FIVE TALENT TRENDS IN FINANCIAL SERVICES:

## 1.

The implementation of GenAI in the hiring process is a focus area for many financial services leaders, although maturity gaps persist in areas like performance management.

## 2.

Demand for non-executive director (NED) positions is rising as boards face heightened scrutiny.

## 3.

Increasing demand for compliance talent has driven up the cost of candidates in already skill-short areas. The growing cost of the compliance burden has led to a surge in contract placements as firms seek to manage peaks on leaner budgets.

## 4.

Sanctions and tariffs have caused a great deal of unease in the hiring market. Firms are approaching their hiring plans with renewed caution, slowing down the recruitment cycles.

## 5.

Cross-sector hiring movement is now extremely common as the line between tech, finance, and regulation blurs. Candidates with hybrid skill sets (data and UX, for example) are highly sought after, even without finance experience in many cases.



# MARKET INFRASTRUCTURE

## Market Infrastructure

Business transformation is playing an important part in this process, with areas like cloud migration, corporate development, financial due diligence, and portfolio operations feeling the pressure from AI.

Operational resilience is becoming a key pillar of financial infrastructure strategy worldwide. In the UK, the FCA's March 2025 deadline for in-scope firms to meet new resilience standards reflects a broader shift toward embedding stability as a service imperative.

For building societies and mutuals, which have underpinned market stability through recent volatility, evolving government agendas and rising compliance costs are expanding the risk surface.

Similar pressures are emerging globally, as firms contend with cost headwinds and the need to demonstrate operational strength in increasingly scrutinised environments.



## Cross-Border Recruitment

Many firms are choosing to double down on cross-border recruitment to meet the fluctuating needs of their change projects, where nearshoring presents significant cost savings in areas like fund administration and asset management (where demand for multi-market expertise often outstrips supply) across key financial hubs like Zurich, London, and New York.

The uptick in Swiss firms sourcing Middle- and back-office talent from Luxembourg is a solid example of an established investment market feeling the pressure of rising personnel costs and limitations in scaling complex fund operations.

As firms across financial services compete for specialised talent, we're seeing a sharper focus on employer branding, structured development, and compensation benchmarking. For top candidates, a mature risk culture and clear career progression pathways are often the deciding factors in a move.



Streamlined budgets and the call for cost optimisation are reshaping the way decision-makers approach operational management.

There's been a noticeable focus shift towards value creation in back and middle-office functions, which include risk, compliance, and cybersecurity, areas historically seen by many as cost centres.

In today's value-focused area, risk and compliance professionals need to know how to articulate the worth of the function beyond a safety lens.

The trend reflects a broader move away from siloed, reactive ways of working, often resulting in the emergence of streamlined functions that are tech-enabled, fully integrated, proactive strategic assets designed to unlock new avenues for competitive advantage and revenue generation.

# REGULATORS & SUPERVISORY BODIES

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## Regulatory Alignment?

US firms are facing the prospect of unprecedented deregulation, while much of Europe moves in the opposite direction, tightening regulatory frameworks across sectors like financial services, data privacy, and ESG.

From the EU's landmark AI Act to the UK's evolving post-Brexit regulatory landscape, businesses must navigate a complex patchwork of rules while staying competitive in a slowing global economy.

This divergence presents both challenges and opportunities, provided firms can balance compliance with innovation. The current deglobalisation trend will continue to play a major role here (particularly in areas like cross-border payments and M&A), where stark regional differences in compliance obligations will greatly influence corporate strategy.

In the UK, there's been a noticeable uptick in Section 166 (S166) Skilled Person Reviews, particularly in areas like governance, risk, and financial crime. This growing scrutiny reflects a regulatory shift toward earlier and more interventionist oversight.

Other jurisdictions are mirroring this trend too. For example, US regulators are tightening their approach to vendor oversight, while EU bodies are ramping up real-time supervisory technology.



Despite the growing international friction (including a prevailing deglobalisation trend), there is another area in which jurisdictions appear to be somewhat aligned, and it's the consumer-centric approach to regulation. For example, this includes:

- **The UK:** Consumer Duty
- **The EU:** DORA (Digital Operational Resilience Act), AI Act, Digital Services Act
- **The US:** CFPB (Consumer Financial Protection Bureau) Financial Protection Circular
- **Ireland:** Consumer Protection Code
- **Switzerland:** FADP (New Federal Act on Data Protection)

The coherence can be attributed to several interconnected factors, including the rising demand for hyper-personalised financial products, an increasing volume of cyberthreats, and in many cases, the need to rebuild consumer trust in modern finance.



## Crypto Regulation

Similarly, there's a strong push for clearly defined crypto regulation - albeit in different capacities - from the world's central banks and financial regulators. In Europe, the full implementation of the Markets in Crypto-Assets Regulation (MiCA) at the end of 2024 marks a turning point. This EU-wide framework now governs everything from stablecoin issuance to exchange operations and custody.

Combine this with some of Europe's leading tech hubs (Zug and Luxembourg City, for example), and you get an environment that's primed for institutional adoption.

The UK's FCA have promised guidance on crypto regulation later this year, and the US Congress is currently gearing up to pass legislation (although some would prefer the SEC moves in first).

Despite the push for wider deregulation in the US, the need for vigilant compliance functions is stronger than ever. As Broadgate were told by a CRO at a recent roundtable event in Boston:

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***'Good risk management supersedes what's happening in Washington. Deregulation or not, firms should be hard-wired from a compliance perspective.'***

## Regulatory Unrest

The regulatory landscape is set to undergo some immense changes in the coming years. The complete implementation of the Basel III standards is set to usher in some of the largest reforms in recent memory, although an uncertain economic landscape has led to significant implementation delays.

The EU have delayed the effective date of the Basel 3.1 until 2026, while the UK are currently settled on a 2027 date, with the PRA stating that this allows time for greater clarity on what the US decide to do with the regulation.

As we previously saw with both the Consumer Duty Act in the UK and the Third-Party Risk Management Framework updates in the US, firms that wait to strengthen their risk and compliance functions will be on the back foot come implementation day. There's been a noticeable posture change from regulators in recent years, as they move towards more proactive frameworks.



In Luxembourg, both the CSSF and CAA are tightening expectations around AML, ESG, and governance, which is pushing up hiring demand for multilingual, cross-border compliance and risk specialists, particularly in fund management, life insurance, and digital finance.

We recommend revisiting your data infrastructure, targeting specialised talent, and developing a robust implementation plan that accounts for the competitive landscape (like how the changing weight of capital requirements could alter the relative capital costs of different business lines).



# TECHNOLOGY & AI

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## Technology & AI

There's nothing inciting change in regulated business quite like the torrent of new technology. Financial services companies are well placed to capitalise on this – a report from the European Banking Federation found that 83% of organisations expected to adopt AI in the next five years.

Somewhat ironically, the forces driving tech transformation – AI, automation, complex data analysis – heighten the need for human-centricity, raising the premium on candidates with versatile soft skills.

The increasing demand for highly specialised roles is partly a result of the tech influence. Take the emergence of RegTech for example – AI-powered AML/KYC platforms and algorithmic trading compliance platforms have driven the need for risk modelling specialists with knowledge of advanced analytics.



## Landmark Legislation

While regulators have historically struggled to keep up with the pace of technological change, we've seen incredible progress in the form of landmark rulings in Europe.

Namely, the first-of-its-kind EU AI Act, DORA (Digital Operations Resilience Act), and the Digital Services Act. The penalties for regulatory breaches are intensifying, reinforcing the need for robust compliance frameworks that can adapt as quickly as the technologies they govern.

On the other side of the Atlantic, the looser approach to AI regulation, fierce competition from big tech, and a maturing digital infrastructure have catapulted North American banks into the

Having occupied five of the top 10 positions on [Evident's 2024 AI Index](#), North American banks currently dominate in terms of AI readiness, although enduring skill gaps and regulatory turmoil threaten to decelerate progress.



Those with a more mature tech infrastructure are benefiting from a compounding effect, extending the gap between the leaders and laggards. In the US, we're seeing smaller firms struggle with third-party risk management against the backdrop of an expanding vendor landscape.

A similar trend is growing in Europe, where firms now face the additional scrutiny of the EU AI Act. Vendor dependency has drawn the eye of regulatory jurisdictions around the world, leading to increased expectations for transparency, model explainability, and third-party risk management across the AI supply chain.

Smaller firms are feeling the compliance strain, as third-party management can quickly become fourth, fifth, and even sixth-party risk management in the AI space.

## The AI Influence

AI is among the most misunderstood elements of modern business. It's made some big promises, but the consistent overestimation of its business impact spotlights a widespread readiness problem, particularly in sectors that are historically slow to adapt to change, which includes banking.

The eternal push and pull of regulation and technological innovation shows few signs of cooling off, but it is evolving. ML governance is a prime example - We're seeing the larger, well-resourced firms run away with their AI implementation projects, leaving the smaller players to fight for space back at the start line. This creates a compounding effect, widening the gap between the leaders and laggards.

For most, outsourcing is the only viable route to access the specialised talent and infrastructure required for effective AI implementation. Third-party risk management represents a major challenge here, particularly when considering the increasing reliance on vendors, the expanding threat landscape, and the intensification of regulatory scrutiny.

# TOP FIVE MARKET TRENDS IN TECHNOLOGY:

## 1.

The RegTech landscape is expanding at pace (at an estimated CAGR of 24.7%), borne out of increasing regulatory complexity and the need for cross-border compliance.

## 2.

Given the rise of critical vendor dependency in the tech space, third-party risk management is a major regulatory focus in 2025.

## 3.

Firms are beginning to recognise the value of synthetic data in risk modelling and AI compliance, as it can drive innovation without compromising privacy.

## 4.

AI investment in heavily regulated industries poised to soar. Financial News reported that banks are set to gain a \$170bn profit boost from AI adoption.

## 5.

Competition from big tech is heating up; it's never been so easy to buy through their platforms, and they don't need to provide banking products to profit. Cross-sector collaboration will be essential moving forward.

# TOP FIVE TALENT TRENDS IN TECHNOLOGY:

## 1.

Contracting opportunities are on the rise as fluctuating transformation projects demand highly specific skill sets. Plugging gaps with freelance talent is becoming increasingly common as a result.

## 2.

Nearshoring and workforce augmentation projects are gaining popularity due to rising labour costs and supply chain disruption.

## 3.

Internal talent mobility is back on the cards as businesses explore secondments to upskill their workforce. The dual-hatting trend continues as cross-skilling becomes a focus area for some.

## 4.

There's been a spike in senior-level hiring across all regions. We're starting to see this filter through to junior roles as succession planning and business continuity become a more deliberate part of the workforce strategy.

## 5.

AI adoption in financial operations is fuelling demand for domain-specific technologists, particularly in areas like model governance and data lineage.

# GOVERNMENT

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## Government

Public sector and defence-aligned hiring continues to intensify in 2025, mainly across the aerospace, cybersecurity, and advanced manufacturing sectors. Ongoing geopolitical turmoil and global conflicts are accelerating government investment in security infrastructure, a megatrend that's reflected heavily in the Deep Tech space currently.

Talent pipelines are expanding as a result, and there's been a noticeable uplift in demand for domestic capabilities in areas like export control and defence compliance.

Tighter compliance regimes and more complex international obligations are reshaping the skill profiles required by contractors and suppliers working with or alongside government bodies.

These hiring projects often involve placing specialised candidates across a range of different functions under tight timelines (in environments where traditional hiring methodologies tend to fall short). Roles linked to safety and regulatory oversight (like those involving FAA, ITAR, CMMC, or DFARS) demand both technical capability and a strong understanding of risk and regulatory frameworks.



Talent from the veteran community is a woefully underutilised demographic here, especially in the UK and the US, where security-cleared candidates with leadership experience are in high demand.

This is a challenge we've been working to address through our Ex-Military Careers community since back in 2010, by championing the unique value that veterans bring to highly regulated environments.



## Digitalisation

The push for public sector digitalisation is another key driver of the labour market, with governments investing in the modernisation of their legacy systems. Cyber resilience is a large focus here, as is AI-enabled infrastructures.

Given the compliance-heavy nature of these public sector environments, the ability to embed governance directly into systems architecture has emerged as a critical hiring criterion, particularly for roles tied to procurement reform, cross-border data handling, and AI risk management, where policy is still catching up to technological capability.



# TOP FIVE MARKET TRENDS IN GOVERNMENT:

## 1.

Digitalisation is the megatrend. The UK, the US, Ireland, Switzerland, and Luxembourg have all enacted some form of digital transformation initiative, with the priority focus areas including cybersecurity, AI, and Cloud.

## 2.

We've seen an unprecedented rise in global defence expenditure, anchored in geopolitical instability. This has led to a surge in security-cleared contractors, contingent workers, and hybrid public/private teams.

## 3.

Intergovernmental partnerships are reshaping data sharing and procurement across aligned nations. For example, the EU-NATO digital security frameworks.

## 4.

Low-carbon infrastructures and sustainable tech are gaining traction, primarily in the EU. Despite ESG rollbacks in the US, a maturing investment landscape in Europe continues to inform public sector strategy.

## 5.

Vendor scrutiny is intensifying as governments place strict expectations on third-party suppliers. The bar is rising in supply chain security, adding complexity to transformation projects.

# TOP FIVE TALENT TRENDS IN GOVERNMENT:

## 1.

Digital upskilling is a priority focus as governments turn to private sector consultancies for specialised training and secondment options.

## 2.

Project-based hiring is now very common. This is typically most prominent in areas like cloud transformation, where permanent headcount approvals lag behind delivery timelines.

## 3.

Hiring freezes are becoming difficult to manage as budgets fluctuate in the face of increasing deficits, department cuts, and the growing urgency of digital mandates that require specialised talent to complete.

## 4.

Employer value propositions are under pressure as the public sector faces fierce competition from the private sector in key tech transformation areas. This is further complicated by shifting workforce demographics.

## 5.

Demand for accountants is surging. Between spending reforms and ESG-led reporting, there's a visible uptick in demand for qualified accountants with experience in grant funding, programme finance, and multi-year budget planning.

# NON-EXEC



The increasing rate of transformation and post-merger integration complexity is driving demand for cyber-savvy non-execs across financial services. Digital literacy is a priority as boards and subcommittees grapple with the pressure to operationalise their technology against the backdrop of a volatile global market.

This pressure is evident in regulatory expectations. For example, the UK's FCA published its first review of Consumer Duty Board reports back in 2024, which emphasised that boards must move beyond process-based governance in favour of measurable customer outcomes. For many non-execs, this represents a structural shift: fluency in data and accountability frameworks.

The high cost of regulation, including significant annual levies for high-risk firms, is a growing concern on the global stage. Take Ireland for example, where firms are now required to appoint multiple senior executives before operations even begin.

This creates friction with US- or UK-domiciled parent companies, whose global policies struggle to align with Ireland's PCF requirements. Several attendees at our recent *INED Dublin Roundtable* noted challenges in managing this regulatory culture gap, where misalignment around outsourcing, IT risk, and governance delegation can place disproportionate pressure on local INEDs.

Board-level hiring briefs are changing correspondingly, and they're steadily focused on functional and cross-jurisdiction expertise, particularly in small and mid-size businesses.

We've received a marked rise in diversity-driven recruitment mandates for NEDs from the British and Irish markets, with clients placing a greater emphasis on board composition.



As regulators become more assertive across jurisdictions, firms with cross-border footprints face a mounting challenge: bridging the gap between global policy frameworks and local regulatory expectations. From rising substance requirements to cultural disconnects between HQ and local boards, the governance burden is growing. Boards with weak local independence or templated oversight are increasingly vulnerable in today's regulatory environment.

# TOP FIVE TALENT TRENDS IN NON-EXEC:

## 1.

Regulators and shareholders expect strategic engagement and tech fluency, not just GRC hygiene.

## 2.

Data-literate boards are in demand as firms seek to bridge knowledge gaps when it comes to tech utilisation. Non-execs are expected to meaningfully engage with data and metrics.

## 3.

As one former regulator told us at a roundtable event, NEDs are under more pressure to challenge the board. Passive oversight is not enough.

## 4.

Functional depth is a hiring priority. Leaders are looking to appoint NED candidates with transformation expertise, especially at the SME level, where sustainable scaling is an era-defining challenge.

## 5.

Regional pay gaps are influencing cross-border mobility. Significant pay disparities, such as the 26% board salary gap between the UK and the US, are informing candidate decisions.

# TOP FIVE MARKET TRENDS IN NON-EXEC:

## 1.

Regulators are raising the bar on consumer accountability, placing more weight on NED contributions.

## 2.

Firms must demonstrate in-market leadership with demonstrable business continuity plans in place (which should reflect in the board reports).

## 3.

Cyber and digital risk are core board priorities as security challenges are more prevalent than ever.

## 4.

Board reviews are essential, and yet a reported 10% of firms have never conducted one, raising questions about how effectively they're adapting to fast-changing regulatory expectations.

## 5.

Regulatory divergence is complicating global governance. NEDs are commonly being asked to support scenario planning and stress testing across regions. Governance frameworks need to account for multiple regulatory pathways, increasing the strategic burden.

# SALARIES

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# Salary Data

We know salary data can often feel abstract or outdated, particularly if they're pulled from job boards. This guide aims to provide accurate, reliable data that reflect the real conversations happening in today's job markets, backed by the latest compensation trends, and grounded in live offers. **Our datasets are based on:**

- 19226 conversations with candidates
- 2568 interviews
- 625 vacancies worked by our consultants
- Making 342 hires for 248 companies worldwide
- Our live candidate database of over 400,000 professionals

**Salary benchmarks always come with a few important nuances, and compensation data will typically vary depending on:**

- Hybrid and remote working arrangements
- Location and the cost of living
- Benefits, equity, and bonus structures
- Skills, experience, and role responsibilities
- Company size
- Industry and market specialisms

If you would like a custom salary guide that dives into these specifics, Broadgate can build one for you. Whether you need a breakdown by seniority, location, skill set or competitor activity, we can provide a personalised report of the talent landscape to support your unique hiring plans - tell the team what you need, and we'll provide the insights: [ben@trinnovo.com](mailto:ben@trinnovo.com).



# INFORMATION, CYBERSECURITY, & DATA PRIVACY SALARIES

Information & Cyber Security	Contract Day Rates					Permanent Salaries				
	UK - £	UK - £	EU - €	Swiss - CHF	US - \$	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35								
Chief Information Security Officer	1100 +	900 +	1200 +	1400 +	1600+	150,000 - 350,000+	160,000 - 300,000+	150,000 - 280,000	200,000 - 500,000+	400,000 - 800,000+
Chief Privacy Officer	900 - 1100	800 - 1000	1000 - 1200	1100-1400	1400 - 1800	100,000 - 135,000	130,000 - 160,000	130,000 - 220,000	160,000 - 300,000	170,000 - 250,000
Data Protection Officer (DPO)	750 - 900	700 - 850	600 - 800	800 - 1100	800 - 1100	100,000 - 150,000	100,000 - 150,000	90,000 - 150,000	120,000 - 200,000	120,000 - 180,000
Head of Data protection	850 - 1000	750 - 900	700 - 900	900 - 1200	1200 - 1600	90,000 - 120,000	100,000 - 130,000	100,000 - 160,000	130,000 - 200,000	130,000 - 160,000
Head of IT Risk	950 - 1050	800 - 900	900 - 1050	1000 - 1300	1300 - 1700	120,000 - 145,000	110,000 - 140,000	120,000 - 180,000	150,000 - 250,000	135,000 - 160,000
Head of Cyber (GRC)	850 - 1000	750 - 850	900 - 1100	900 - 1200	1200 - 1600	110,000 - 140,000	100,000 - 130,000	110,000 - 145,000	140,000 - 220,000	135,000 - 160,000
IT Risk Manager	700 - 950	700 - 850	600 - 800	800 - 1000	1000 - 1300	80,000 - 110,000	80,000 - 100,000	80,000 - 120,000	100,000 - 150,000	125,000 - 140,000
Third Party Risk Lead	650 - 900	550 - 750	550 - 750	700 - 900	950 - 1200	75,000 - 100,000	75,000 - 95,000	70,000 - 100,000	90,000 - 130,000	110,000 - 130,000
Head of Operational Resilience	850 - 1000	750 - 900	800 - 1000	900 - 1200	1200 - 1600	115,000 - 160,000	110,000 - 140,000	110,000 - 160,000	140,000 - 220,000	130,000 - 150,000
Operational Resilience Manager	600 - 800	550 - 700	650 - 800	700 - 900	1000 - 1300	66,000 - 85,000	70,000 - 80,000	75,000 - 110,000	90,000 - 140,000	110,000 - 130,000
Operational Resilience Specialist	550 - 650	500 - 600	550 - 700	700 - 900	900 - 1200	60,000 - 80,000	60,000 - 80,000	60,000 - 90,000	80,000 - 120,000	90,000 - 120,000
Operational Resilience Analyst	450 - 550	400 - 500	450 - 600	600 - 800	800 - 1000	50,000 - 70,000	50,000 - 70,000	50,000 - 70,000	65,000 - 95,000	70,000 - 100,000
Head of Business Continuity	750 - 950	650 - 850	800 - 1000	900 - 1200	1200 - 1600	110,000 - 140,000	100,000 - 130,000	100,000 - 150,000	130,000 - 190,000	130,000 - 150,000
Business Continuity Manager	600 - 750	550 - 700	600 - 800	700 - 900	1000 - 1300	70,000 - 95,000	70,000 - 90,000	70,000 - 100,000	85,000 - 130,000	115,000 - 135,000
Business Continuity Specialist	500 - 600	450 - 550	550 - 700	700 - 900	900 - 1200	60,000 - 90,000	60,000 - 80,000	60,000 - 80,000	75,000 - 110,000	100,000 - 125,000
Business Continuity Analyst	450 - 550	400 - 500	450 - 600	600 - 800	800 - 1000	50,000 - 70,000	50,000 - 70,000	45,000 - 65,000	60,000 - 90,000	80,000 - 110,000

# ACCOUNTING SALARIES

Accounting	Contract Day Rates					Permanent Salaries				
	UK - £	UK - £	EU - €	Swiss - CHF	US - \$	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35								
CFO	1100 - 1300	1000 - 1200	1200 +	1400+	1300+	160,000 - 300,000+	135,000 - 250,000+	175,000 - 350,000+	250,000-400,000+	250,000 - 700,000+
Finance Director	900-1000	800-900	900-1000	1000-1500	1000-1500	130,000 - 170,000	120,000 - 190,000	130,000 - 175,000	200,000-250,000	200,000- 300,000
Head of Finance	700-900	800-900	800-900	1000-1400	900-1300	110,000 - 140,000	110,000 - 180,000	110,000 - 160,000	175,000-225,000	190,000 - 220,000
Financial Controller	600-700	500-600	800-900	1000-1300	600-800	100,000 - 120,000	90,000 - 130,000	100,000- 140,000	140,000 - 180,000	170,000 - 190,000
Senior Finance Manager	600-700	500-600	500-600	800-1100	500-700	80,000 - 110,000	85,000 - 110,000	90,000 - 130,000	120,000 - 160,000	170,000 - 190,000
Finance Manager	500-600	450-550	500-600	800-1000	400-650	70,000 - 100,000	80,000 - 95,000	80,000 - 110,000	100,000 - 120,000	150,000 - 170,000
Senior Financial Accountant (2-5 Years Post C	450-500	400-500	450-550	700-900	450-600	75,000 - 90,000	70,000 - 85,000	75,000 - 90,000	95,000 - 120,000	130,000 - 150,000
Financial Accountant	400-450	350-450	400-500	550-700	400-550	60,000 - 70,000	60,000 -70,000	65,000 - 80,000	85,000 - 105,000	120,000 - 140,000
Newly Qualified Accountant	350-400	300-350	350-450	450-600	250-450	55,000 - 65,000	55,000 - 65,000	55,000 - 75,000	75,000 - 95,000	110,000 - 120,000
Assistant Accountant	300-350	200-250	300-350	400-500	300-400	35,000 - 50,000	35,000 - 45,000	50,000 - 60,000	65,000 - 85,000	90,000 - 100,000
Part Qualified Accountant	300-350	200-300	200-250	350-450	250-400	32,000 - 40,000	32,000 - 40,000	45,000 - 55,000	60,000 - 80,000	80,000 - 90,000
Finance/ Accounts Admin	250-300	200-250	200-300	300-400	250-350	22,000 - 32,000	20,000 - 25,000	30,000 - 45,000	55,000 - 75,000	70,000

# RISK SALARIES

Risk	Contract Day Rates					Permanent Salaries				
	UK - £	UK - £	EU - €	Swiss - CHF	US - \$	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35								
Chief Risk Officer/MD	1300-1500	1200-1300	1300 - 1500	1800 - 2000	1100 - 2000	180,000 - 280,000+	140,000 - 230,000+	170,000 - 250,000+	250,000 - 350,000+	300,000 - 500,000+
Head of Risk/Director	1000 - 1200	800-900	1000-1000	1300 - 1500	900 - 1400	100,000-170,000	12,000-180,000	120,000 - 160,000	200,000- 300,000	230,000 - 300,000
Senior Risk Manager/SVP/AD	650-700	600-700	800-900	900 - 1000	800 - 1200	85,000 - 110,000	95,000 - 145,000	90,000 - 110,000	175,000 - 250,000	180,000 - 230,000
Risk Manager/VP	550-650	500-600	600-700	700 - 800	600 - 1000	65,000 - 90,000	80,000 - 120,000	80,000 - 95,000	150,000 - 180,000	150,000 - 180,000
Senior Risk Analyst/AVP	450-550	400-500	500-600	600-650	500 - 800	50,000 - 70,000	55,000 - 75,000	65,000 - 80,000	130,000 - 160,000	120,000 - 150,000
Risk Analyst	400-500	300-400	400-500	550 - 650	350 - 600	30,000 - 50,000	45,000 - 70,000	50,000 - 60,000	100,000 - 120,000	100,000 - 120,000

# COMPLIANCE & FINANCIAL CRIME SALARIES

Compliance & Financial Crime	Contract Day Rates				
	UK - £	UK - £	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35			
Chief Compliance Officer	1100-1200	£1000-1200	1300+	1600 - 2000	1200 - 1500
Head of Compliance	800-900	700-800	1000-1200	1200 - 1500	900 - 1200
Deputy Chief Compliance Officer	800-900	700-800	800-900	800 - 1000	800 - 1000
Senior Compliance Manager	700-800	600-700	600-700	650 - 800	650 - 850
Compliance Manager	600-700	500-600	500-600	500 - 650	450 - 600
Compliance Specialist	450-550	400-500	400-500	500 - 650	400 - 550
Compliance Analyst	£200 - £350	£300-400	350-400	450 - 550	350 - 500
<b>Financial Crime</b>					
MLRO / Head of Financial Crime	1000-1250	900-1000	1000-1200	1600 - 2000	1000 - 1250
Senior Financial Crime Manager	550-650	500-600	800-900	1200 - 1500	800 - 1100
Financial Crime Manager	500-600	400-500	600-700	900 - 1100	600 - 850
Financial Crime Compliance Officer	200-350	200-300	500-600	700 - 900	500 - 700
AML/Financial Crime Analyst	£200 - £350	200-300	400-500	550 - 700	400 - 600

# COMPLIANCE & FINANCIAL CRIME SALARIES

Compliance & Financial Crime	Permanent Salaries				
	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
<b>Compliance</b>					
Chief Compliance Officer	150,000 - 250,000	150,000 - 250,000	120,000 - 180,000	200,000 - 300,000	200,000 - 800,000
Head of Compliance	120,000 - 180,000	120,000 - 175,000	110,000 - 150,000	180,000 - 280,000	180,000 - 300,000
Deputy Chief Compliance Officer	90,000 - 150,000	100,000 - 150,000	120,000 - 150,000	200,000 - 250,000	170,000 - 250,000
Senior Compliance Manager	80,000 - 110,000	80,000 - 120,000	70,000 - 120,000	140,000 - 180,000	140,000 - 175,000
Compliance Manager	70,000 - 90,000	70,000 - 110,000	50,000 - 100,000	120,000 - 150,000	120,000 - 150,000
Compliance Specialist	55,000 - 70,000	45,000 - 70,000	50,000 - 80,000	110,000 - 140,000	85,000 - 125,000
Compliance Analyst	40,000 - 50,000	38,000 - 45,000	45,000 - 60,000	80,000 - 120,000	75,000 - 120,000
<b>Financial Crime</b>					
MLRO / Head of Financial Crime	130,000 - 180,000	100,000 - 160,000	220,000 - 280,000	175,000 - 275,000	200,000 - 800,000
Senior Financial Crime Manager	70,000 - 110,000	85,000 - 120,000	70,000 - 130,000	150,000 - 200,000	180,000 - 220,000
Financial Crime Manager	75,000 - 90,000	70,000 - 110,000	70,000 - 95,000	130,000 - 180,000	160,000 - 200,000
Financial Crime Compliance Officer	60,000 - 80,000	40,000 - 65,000	70,000 - 95,000	120,000 - 140,000	150,000 - 180,000
AML/Financial Crime Analyst	45,000 - 60,000	35,000 - 55,000	40,000 - 50,000	100,000 - 120,000	100,000 - 140,000

# FUNDS & ACCOUNTING SALARIES

Funds & Accounting	Contract Day Rates					Permanent Salaries				
	UK - £	UK - £	EU - €	CHF	US \$	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35								
<b>Controller (In-House) Senior Fund</b>	900 - 1300	650 - 1000	800 - 1000	1800 - 2200	800 - 1200	100,000 - 200,000	90,000 - 170,000	120,000 - 250,000	180,000 - 280,000	200,000 - 300,000
<b>Accounting Manager</b>	700 - 1000	550 - 850	700 - 900	1400 - 1800	700 - 950	80,000 - 100,000	80,000 - 100,000	90,000 - 120,000	140,000 - 160,000	170,000 - 200,000
<b>Fund Accounting Manager</b>	600 - 850	500 - 700	550 - 700	900 - 1100	550 - 750	70,000 - 90,000	65,000 - 85,000	75,000 - 100,000	120,000 - 150,000	150,000 - 170,000
<b>Middle Office Ops Manager Fund</b>	500 - 750	400 - 650	600 - 750	1000 - 1200	600 - 800	70,000 - 100,000	75,000 - 100,000	75,000 - 110,000	130,000 - 160,000	150,000 - 170,000
<b>Head of Operations</b>	550 - 750	450 - 650	500 - 650	850 - 1050	500 - 700	150,000 - 200,000	150,000 - 200,000	200,000 - 250,000	200,000 - 250,000	200,000 - 300,000
<b>Chief Operations Officer</b>	450 - 600	375 - 500	450 - 600	750 - 950	450 - 650	175,000 - 300,000	175,000 - 250,000	200,000 - 350,000	250,000 - 350,000	250,000 - 350,000

# ALTERNATIVE INVESTMENTS & SALES SALARIES

Alternative Investments & Sales	Contract Day Rates					Permanent Salaries				
	UK - £	UK - £	EU - €	CHF	US\$	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35								
<b>Chief Commercial Officer</b>	750 - 900	650 - 750	900 - 1200	1300 - 1800	800 - 1200	200,000 - 250,000	175,000 - 240,000	200,000 - 300,000	250,000 - 350,000	280,000 - 350,000
<b>Business Development Director</b>	600 - 750	500-600	700 - 900	1100 - 1400	700 - 900	120,000 - 200,000	120,000 - 180,000	150,000 - 250,000	200,000 - 250,000	190,000 - 280,000
<b>Fund Sales Director</b>	650 - 800	550 - 650	750 - 950	1200 - 1500	700 - 1000	150,000 - 250,000	130,000-210,000	175,000 - 250,000	180,000 - 250,000	120,000 - 180,000
<b>Relationship Manager</b>	600 - 750	500 - 600	600 - 800	1000 - 1300	550 - 750	100,000- 160,000	100,000-150,000	120,000 - 180,000	150,000 - 250,000	80,000 - 120,000

# TRANSFORMATION & CHANGE SALARIES

Transformation & Change	Contract Day Rates					Permanent Salaries				
	UK - £	UK - £	EU - €	Swiss - CHF	US - \$	UK - £	Ireland - €	EU - €	Swiss - CHF	US - \$
	Inside IR35	Outside IR35								
Chief Operating Officer	1200 - 1400	1000 - 1200	1200 - 1400	1600 - 2200	900 - 1400	120,000 - 212,000	150,000 - 300,000	200,000 - 300,000	190,000 - 320,000	150,000 - 300,000
Head of Change & Transformation	1100 - 1300	900 - 1100	1100 - 1400	1200 - 1600	800 - 1200	110,000 - 140,000	90,000 - 115,000	120,000 - 170,000	140,000 - 180,000	140,000 - 280,000
Programme Director	1000 - 1200	850 - 1000	1100 - 1400	1200 - 1500	750 - 1100	120,000 - 180,000	120,000 - 140,000	110,000 - 150,000	120,000 - 160,000	120,000 - 155,000
Programme Manager	850 - 1000	700 - 850	900 - 1100	1000 - 1300	600 - 900	95,000 - 140,000	55,000 - 85,000	85,000 - 120,000	110,000 - 140,000	72,000 - 130,000
Project Manager	600 - 750	500 - 600	750 - 950	850 - 1100	500 - 700	70,000 - 98,000	70,000 - 98,000	55,000 - 90,000	85,000 - 135,000	90,000 - 130,000
Regulatory Change Manager	600 - 750	500 - 600	900 - 1200	1100 - 1400	700 - 1000	90,000 - 110,000	75,000 - 95,000	80,000 - 110,000	120,000 - 160,000	105,000 - 150,000
PMO (Project Management Officer)	500 - 600	400-500	700 - 900	700 - 900	500 - 700	45,000 - 60,000	45,000 - 60,000	65,000 - 90,000	90,000 - 125,000	90,000 - 120,000
Business Analyst	450 - 550	350 - 450	650 - 850	700 - 900	400 - 600	45,000 - 75,000	50,000 - 70,000	60,000 - 90,000	95,000 - 135,000	85,000 - 110,000

# NON-EXEC SALARIES - UK & IRELAND - BANKING

<b>NED Base Salaries by Organisation Type</b>	<b>Typical Range - UK (£)</b>	<b>Typical Range - Ireland (€)</b>
<b>Small Foreign Subsidiary Bank</b>	45,000 – 75,000	50,000 – 80,000
<b>Large Foreign Subsidiary Bank</b>	65,000 – 100,000	80,000 – 120,000
<b>Established SME Bank</b>	50,000 – 80,000	60,000 – 90,000
<b>Large Building Societies</b>	57,000 – 80,000	75,000 – 100,000
<b>Small Building Societies</b>	30,000 – 57,000	40,000 – 60,000
<b>Listed SME Bank</b>	65,000 – 100,000	80,000 – 120,000
<b>New Start-up Bank</b>	50,000 – 75,000	60,000 – 90,000
<b>INED Chair</b>		
<b>Small Foreign Subsidiary Bank</b>	75,000 – 130,000	90,000 – 150,000
<b>Large Foreign Subsidiary Bank</b>	125,000 – 200,000	150,000 – 220,000
<b>Established SME Bank</b>	125,000 – 200,000	140,000 – 200,000
<b>Large Building Societies</b>	121,000 – 260,000	130,000 – 250,000
<b>Small Building Societies</b>	40,000 – 76,000	70,000 – 120,000
<b>Listed SME Bank</b>	125,000 – 257,000	140,000 – 250,000
<b>New Start-up Bank</b>	90,000 – 150,000	100,000 – 160,000
<b>Senior Independent Director</b>		
<b>Large Foreign Subsidiary Bank</b>	75,000 – 95,000	90,000 – 120,000
<b>Established SME Bank</b>	80,000 – 105,000	95,000 – 120,000
<b>Large Building Societies</b>	74,000 – 129,000	
<b>Listed SME Bank</b>	90,000 – 110,000	100,000 – 130,000

# NON-EXEC SALARIES - UK & IRELAND - ASSET & WEALTH MANAGEMENT

<b>NED Base Salaries by Organisation Type</b>	<b>Typical Range - UK (£)</b>	<b>Typical Range - Ireland (€)</b>
<b>Small Foreign Subsidiary Bank</b>	40,000 - 60,000	50,000 - 70,000
<b>Large Foreign Subsidiary Bank</b>	60,000 - 85,000	70,000 - 95,000
<b>Established SME Bank</b>	50,000 - 70,000	60,000 - 80,000
<b>Large Building Societies</b>	55,000 - 80,000	65,000 - 90,000
<b>Small Building Societies</b>	35,000 - 55,000	40,000 - 60,000
<b>Listed SME Bank</b>	60,000 - 85,000	70,000 - 95,000
<b>New Start-up Bank</b>	45,000 - 65,000	55,000 - 75,000
<b>INED Chair</b>		
<b>Small Foreign Subsidiary Bank</b>	60,000 - 95,000	70,000 - 100,000
<b>Large Foreign Subsidiary Bank</b>	90,000 - 140,000	100,000 - 140,000
<b>Established SME Bank</b>	80,000 - 120,000	90,000 - 125,000
<b>Large Building Societies</b>	85,000 - 130,000	95,000 - 130,000
<b>Small Building Societies</b>	50,000 - 75,000	55,000 - 80,000
<b>Listed SME Bank</b>	90,000 - 135,000	100,000 - 130,000
<b>New Start-up Bank</b>	70,000 - 100,000	75,000 - 105,000
<b>Senior Independent Director</b>		
<b>Large Foreign Subsidiary Bank</b>	70,000 - 90,000	80,000 - 100,000
<b>Established SME Bank</b>	65,000 - 85,000	75,000 - 95,000
<b>Large Building Societies</b>	70,000 - 95,000	80,000 - 105,000
<b>Listed SME Bank</b>	75,000 - 95,000	85,000 - 105,000

# NON-EXEC SALARIES - UK & IRELAND - ASSET & WEALTH MANAGEMENT

Organisation Type	NED - UK (£)	SID - UK (£)	Chair - UK (£)	NED - Ireland (€)	SID - Ireland (€)	Chair - Ireland (€)
Boutique Wealth / Asset Manager (<£5bn)	£20,000-£35,000	£35,000-£50,000	£60,000-£90,000	€25,000-€40,000	€35,000-€55,000	€70,000-€100,000
Mid-size Asset Manager (£5-30bn)	£30,000-£60,000	£60,000-£85,000	£80,000-£120,000	€40,000-€65,000	€70,000-€90,000	€90,000-€130,000
Mid-size Asset Manager (£5-30bn)	£50,000-£80,000	£70,000-£95,000	£120,000-£180,000	€60,000-€90,000	€80,000-€105,000	€130,000-€190,000
Mid-size Asset Manager (£5-30bn)	£70,000-£120,000	£85,000-£120,000	£180,000-£260,000	€80,000-€140,000	€100,000-€140,000	€200,000-€300,000
Mid-size Asset Manager (£5-30bn)	£40,000-£65,000	£65,000-£90,000	£90,000-£135,000	€50,000-€75,000	€75,000-€95,000	€100,000-€145,000
Multi-Family Office / UHNW Platform	£25,000-£45,000	£45,000-£65,000	£70,000-£100,000	€30,000-€55,000	€50,000-€70,000	€80,000-€110,000
Listed Wealth / Asset Manager	£60,000-£90,000	£90,000-£125,000	£130,000-£200,000	€70,000-€100,000	€100,000-€130,000	€150,000-€210,000

# APPENDIX

Location Overviews

# UK

We're seeing a swathe of market movement in financial services, where the UK leads the world in cross-border banking. Digitalisation projects are commonplace in this area, and it's driving up demand for regulatory-savvy talent.

The UK is still Europe's top destination for venture capital investment, securing £4.1 billion in the first quarter of 2025. FinTech is the leading category by quite a margin, clocking in at £38.2 billion raised since 2020. It's in third place this year (behind health and enterprise software), but it's still attracting notable late-stage rounds.

Meanwhile, traditional financial institutions in the UK, under competitive pressure from well-funded challengers, are investing in digital transformation and embedded finance, further driving recruitment in data engineering, regtech, and cybersecurity.

Candidate sentiment is fairly mixed, likely due to the rise of underemployment, substantial changes to employment law (including the hike to the employer contributions of National Insurance), and lingering uncertainty around economic outlook.

That said, the broader labour market is showing signs of recovery, as the country is well-positioned to take advantage of growth opportunities in key sectors like FinTech and clean energy.



Challenges around talent mobility and wage pressures persist, but the UK's established global firms and scaling startups continues to create opportunities for professionals seeking impactful roles in an ambitious market.

For employers, the UK's financial market in 2025 demands clarity and speed. Firms are struggling to find the specialised talent they need, while at the same time, they're forced to compete with aggressive rate cuts and shrinking profit margins.

Businesses that offer clear progression, flexibility, and a compelling value proposition will stand out in a competitive hiring landscape shaped by rising wages and strong regional clusters. For candidates, demand remains strong for those with adaptable, cross-disciplinary skills, especially where tech and regulation intersect, making this a good market for those seeking stable roles, growth potential, and meaningful work with high-impact teams.

# Switzerland

Switzerland's labour market, while one of the world's most attractive destinations for top talent, has taken a dip recently, with employment reaching its lowest point in three years. 2024 saw a 10% decline in job vacancies, a reflection of the economic downturn.

That said, Switzerland's financial services sector remains a cornerstone of its economy, demonstrating resilience amid broader economic challenges. Strong capital positions and sustained global demand for wealth management, private banking, and asset management services continue to drive activity, even as firms adapt to a shifting regulatory environment and evolving client expectations.

Record levels of surplus investment capital, business-friendly policies, high M&A deal values, and substantial CapEx investment places the alpine nation on solid footing for future growth. Switzerland's buoyant real estate market, characterised by high demand for Grade A office space in cities like Zurich and Geneva, continues to attract global firms seeking to establish or expand European headquarters.

This stability, paired with Switzerland's focus on innovation and compliance, keeps demand for specialised financial services talent high, even as economic headwinds take their toll elsewhere.



Job competition is strong in Switzerland, where you'll find some of the world's highest base salaries. Niche skill sets are in high demand across Zug, hailed as Europe's crypto valley, and in Zurich and Geneva, where demand centres on regulatory, compliance, and risk talent within banking, wealth management, and asset management. This is particularly true for professionals with expertise in digital transformation, cybersecurity, and data analytics.

Currently, employer caution and an ongoing skill shortage challenge is resulting in longer hiring cycles, and many recruitment initiatives are turning to nearshore hiring to compensate.

Employers and candidates are operating in a space that favours precision, cultural compatibility and language capabilities. The market is highly selective, and clarity around expectations remain essential for not only securing, but retaining the right talent.

# USA

US financial services is facing a time of great turbulence, brought on by economic uncertainty, deregulation, shifting trade dynamics and intense pressure from tariffs.

April's 'Liberation Day' tariffs saw the S&P 500 fall by over 12%, marking its steepest decline since 1950, and wiping out \$3 trillion in the process.

Markets have since rebounded in force, with both the S&P 500 and Nasdaq closing at record highs in June. This volatility has accelerated a focus on risk management and resilience across financial institutions. Investment in stress-testing capabilities, compliance technology, and scenario-based analytics has increased as firms navigate policy uncertainty while maintaining operational readiness.

The sector remains remarkably resilient. Strong tech investment and sustained demand for financial products continue to drive activity, with firms laser-focused on operational resilience while navigating market uncertainty.

US tech spend is expected to break the \$2 trillion mark this year, and financial services firms are a key contributor, with 80% of firms planning to increase their spending.

Facing scrutiny from regulators, many leaders are prioritising their data infrastructures and security, driving demand for highly specialised contractors.



Candidate sentiment is mixed, reflecting a blend of caution and ambition as professionals weigh market volatility against long-term career goals.

In many cases, this leads to longer decision-making times and a greater reluctance to move, which causes scaling challenges for hiring managers operating in a market that thrives on good timing.

The recent layoffs don't paint the full picture. We're still experiencing a correcting market, and in practice, recruitment drives and layoffs are often happening side-by-side, a result of a market that's reshaping itself around priority areas rather than retreating.

For candidates, this reinforces the importance of aligning skills with areas where investment and growth are ongoing - in this case, compliance, risk governance, AI, security, and data.

# Ireland

There's a quiet confidence in Ireland's financial services market, underscored by its position as a leading European hub for asset management, payments, and FinTech innovation. Ireland continues to attract strong financial services investment in 2025 as the eighth largest exporter of financial services in the world.

Despite recent frustrations with bureaucratic red tape, its stable regulatory environment, EU access, and deepening cluster of FinTech and RegTech firms reinforce its competitive positioning.

In 2024, Irish FinTechs raised \$238 million, nearly a 300% year-on-year increase, and a sharp contrast to the global slowdown in FinTech funding.

The talent market is responding accordingly, showing a growing demand for compliance professionals, risk and regulatory reporting specialists, and technology talent skilled in payment platforms, data engineering, and cybersecurity, as firms scale to meet market opportunity while maintaining regulatory alignment.

Ireland's strong FDI flows and record venture investment are keeping the market active, but the modest pace of talent growth means employers are often drawing from the same pools, intensifying competition for specialist skills.



As Ireland deepens its role as a European financial services hub, the market will need to address the talent bottleneck to fully capitalise on its strong position within the EU and its ability to attract and retain high-value investment.

Skills in highest demand include ESG and sustainable finance specialists, risk and compliance professionals with EU regulatory reporting expertise, cybersecurity specialists with incident response and cloud security skills, and data engineers proficient in Python and large-scale data pipelines. RegTech and automation capabilities are also increasingly sought after.

Looking ahead, Ireland's financial services sector is well positioned to capture further growth as investment flows remain strong and firms continue to build high-value, specialist teams.

# Luxembourg

Luxembourg boasts the world's second-largest fund domicile after the US, a testament to its robust legal and regulatory framework, cross-border distribution capabilities, and attractiveness for UCITS and alternative investment funds.

While the FinTech VC scene in Luxembourg is modest, the jurisdiction has positioned itself as a regulatory sandbox for tokenisation, digital assets, and RegTech solutions. The government's proactive stance on digital finance, paired with the CSSF's pragmatic regulatory approach, has encouraged incumbents and startups to test blockchain-based fund distribution, digital custody, and tokenised securities pilots within the market.

This strategic positioning is shaping Luxembourg's financial services job market. Demand is rising for compliance and fund administration talent, especially as ESG reporting pressures under SFDR and CSRD add complexity to fund operations. At the same time, digital asset custody and blockchain operational roles are emerging, albeit from a small base, as funds experiment with tokenisation initiatives.

With the European Long-Term Investment Fund (ELTIF 2.0) regime taking effect, Luxembourg is also seeing renewed activity in private market fund structuring, requiring additional legal and operational expertise across its ecosystem.



While venture investment flows remain limited, Luxembourg's strength lies in its role as a hub for cross-border financial structuring and regulatory innovation, influencing the European financial services landscape far beyond its borders.

Luxembourg's strength lies in its role as a hub for cross-border financial structuring and regulatory innovation. In practical terms, this means the country's financial services firms are increasingly competing with London, Dublin, and Paris for a small pool of multilingual, regulation-savvy professionals, shaping a job market defined by high competition for niche expertise, steady wage growth, and a strong emphasis on compliance and operational resilience.

# WHO WE ARE



Trinnovo Group is a global provider of specialised recruitment and advisory solutions. Fully licensed across the UK, Ireland, Switzerland (SECO), Germany (AUG) and North America, our integrated recruitment brands support businesses with innovative, dependable, and ethical staffing solutions.

We are a certified B Corp, joining a growing network of impact-driven organisations that put people and the planet over profit.



## Trinnovo Group's consultancies are:

**Trinnovo Consulting:** Specialises in digital transformation, launching new digital products, preparing your business for AI, selecting technology, optimising data strategies, or managing change.



**Sorai:** Combining the superpowers of a Design Studio and Business Consultancy, we deliver digital Products, strategies and ventures that are creative and valuable.



## Our SuperPowers are:

**Broadgate:** Risk, Legal, Compliance & Financial Crime, Accounting, Sales and Relationship Management, Transformation & Change, Actuarial



**DeepRec.ai:** Research, GenAI, Machine Learning, NLP, Computer Vision, Embedded Engineering



**Trust in SODA:** Software Engineering, Go To Market, Cloud & Infrastructure, DevOps & Data



## Trinnovo Group's communities are:

**Ethnicity Speaks:** Championing an equitable workplace for people of all ethnic backgrounds



**Ex-Military Careers:** Bridging the gap between the military and a meaningful civilian career



**Pride in Tech:** Creating a kinder and safer space for queer people in technology



**Women in DevOps:** Closing the DevOps gender gap and inspiring future leaders in tech

# GLOSSARY OF TERMS

## Regulators and Supervisory Bodies

- BaFin:** The Federal Financial Supervisory Authority (Germany)
- CAA:** Commissariat aux Assurances (Luxembourg)
- CBI:** Central Bank of Ireland
- CFPB:** Consumer Financial Protection Bureau (US)
- CSSF:** Commission de Surveillance du Secteur Financier (Luxembourg)
- FCA:** Financial Conduct Authority (UK)
- PRA:** Prudential Regulation Authority (UK)
- FED:** Federal Reserve System (US)
- FINMA:** Swiss Financial Market Supervisory Authority (Switzerland)
- NATO:** North Atlantic Treaty Organisation
- PRA:** Prudential Regulation Authority (UK)

## Regulations and Directives

- AIFMD:** Alternative Investment Fund Managers Directive (EU)
- DFARS:** Defence Federal Acquisition Regulation Supplement (US)
- ITAR:** International Traffic in Arms Regulations (US)
- MiFID:** Markets in Financial Instruments Directive (EU)
- DORA:** Digital Operational Resilience Act (EU)
- SFDR:** Sustainable Finance Disclosure Regulation (EU)
- CRSD:** Corporate Sustainability Reporting Directive (EU)
- UCITS:** Undertakings for Collective Investment in Transferable Securities (EU)
- S166:** Section 166 Skilled Person Review (UK)
- FADP:** Federal Act on Data Protection (Switzerland)

## Terms

- AML:** Anti-Money Laundering
- AUM:** Assets Under Management
- BaaS:** Banking as a Service
- CMMC:** Cybersecurity Maturity Model Certification
- ESG:** Environment, Social, Governance
- FAA:** Federal Aviation Administration
- KYC:** Know Your Customer
- M&A:** Mergers and Acquisitions
- ML:** Machine Learning
- VC:** Venture Capital
- NED:** Non-Executive Director
- SME:** Small and Medium-Sized Enterprises
- PCF:** Pre-Approval Controlled Functions
- INED:** Independent Non-Executive Director

**BROADGATE<sup>®</sup>**

# MARKET GUIDE 2025

Market Insights. Salaries. Day Rates.

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