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SALARY GUIDE INTRODUCTION

A WORD FROM THE CEO

I'm delighted to introduce you to Harnham's ninth, and perhaps our most unique, Data & Analytics Salary Guide.

Thank you to everybody who took the time to complete this year's survey. Once again, we have received more responses than ever before, with over 3,000 responses globally. Your insights, combined with an analysis of the 1,000+ placements made by Harnham over the past year and a review of job boards worldwide, have provided the clearest understanding of the market yet.

While the past few years may have been heavily influenced by global politics, our results this year were understandably impacted by another major global event; the COVID-19 pandemic. Having begun our research prior to widespread infections and international lockdowns, our insights offer a thorough look at how the market has actually been impacted, at least initially. In particular, our findings raise questions about how much the Data & Analytics world had adopted flexible working options prior to lockdowns being initiated regardless. You can read about this in detail later in the guide under 'The New Normal'.

For those working in Data & Analytics, there are positive signs. As businesses look to streamline existing processes and establish new ones, they are more reliant on Data professionals than ever before. This may be why over 80% of respondents felt as, or more, secure in their role than they did this time a year ago. The job market continues to move quickly, with respondents only remaining in their roles for an average of 2 years. Likewise, 75% are either actively looking for a new role, or open to the right opportunity.

In encouraging news, we've seen an increase of female Data professionals, who now make up 30% of the industry as a whole. Whilst there are some areas that remain more diverse than others, and there is still some work to be done, this continues the pattern of diversification that we've seen over the past few years. We'll be looking at the state of Diversity in the Data & Analytics in our next annual Diversity Report, to be released later this year.

I hope you find this year's guide useful and informative. As ever, if you have any feedback, suggestions or questions about the guide, then please email research@harnham.com.

Dave Farmer CEO

ABOUT — DAVE FARMER

As one of the founding partners of Harnham, Dave has become a recognised figure in Data & Analytics recruitment over the past 14 years.

Having helped hundreds of Analytics professionals develop their careers, Dave is now leading and growing Harnham's presence throughout the UK, Europe and US.







A NOTE FROM THE ANALYST

This year, Harnham's Salary Survey was completed by over 3,000 Data & Analytics professionals across the UK, the US and mainland Europe.

When it came to establishing our findings from these submissions, the majority of the Data cleansing, manipulation and analysis was completed in SAS, before using Excel to produce some of the final outputs. To provide the most accurate averages, all results are based upon the median. This ensured that most outliers had little impact on our eventual findings, although some outliers were also identified and removed prior to the analysis. These were identified based on salary and level of seniority, with the top and bottom 5% removed where appropriate. Disciplines were also grouped into specialisms to provide clearer and more concise results.

For answers submitted in free form text fields (e.g. What are the core technologies you use within your role?), the fields were scanned for key words. This meant that every instance of a specific word was counted. To use the above example, a response of 'SAS, SQL & Excel' would be counted as three individual answers. For our diversity findings, some of which will appear in Harnham's Diversity Report, to be released later this year, we grouped Ages into bands to offer a year on year comparison. When it comes to Gender comparisons, a lack of Data outside of 'Male' and 'Female' meant that only those two categories were included in the analysis.

Nikki Ha / Analyst





ABOUT THIS GUIDE

For our 2020 Salary Guide, we have compiled data from:

Our independent survey completed by 3,265 respondents globally.

Analysis of all placements by Harnham UK.

Data from roles recruited by Harnham UK.

Analysis of Data & Analytics roles advertised online.

Salaries for each role have been broken down by experience level and, for this year's guide, respondents were asked to match themselves against one of the following:

Entry Level (Starting out their Data & Analytics career in an entry-level role, perhaps having achieved their first promotion).*

Mid-Level (Experienced hands-on position, remaining in a technical capacity and possibly leading projects).

Technical Lead or Manager Level (Within a role that has moved from technical work and into a management position, or having a senior technical hands-on position).

Director Level (Leading business units comprising of one or more technical teams).

* Entry-level salaries are not included for Contract roles due to the base level of experience required.

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THE NEW NORMAL

THE IMPACT OF COVID-19

With the impact of COVID-19 felt in almost every part of our day-to-day lives, it wasn't long until conversation turned to what 'the new normal' would look like once the worst of the pandemic had passed. However, for those in the Data & Analytics space, the new normal had been gradually establishing itself over the past few years.

In particular, the amount of businesses offering flexible working options, be it location or timing-based, has been steadily increasing over the past few years. This year, however, we saw this rocket up from 57% of respondents to 84%. Whilst it may seem connected this is, in fact, not a result of lockdown measures. Prior to COVID-19 rapidly changing measures in the UK, 83% of respondents were listed as having some form of flexible working, something which only increased to 85% during our post-COVID analysis. For many in the Data & Analytics industry, 'the new normal' of remote and flexible working was already a way of life.

However, there does appear to be an impact on how important individuals find the ability to work from home. Prior to COVID, working from home was respondents' second most desirable benefit, coming after a bonus. However, Post-COVID, this was far and away the most sought-after.

Interestingly, the rise in the number of respondents looking for flexible working was less significant than the drop of those looking for a bonus.

This is not the only evidence that people's financial ambitions have decreased slightly as a result of the pandemic. Pre-COVID, 'A more competitive salary' and 'More career progression opportunities' were jointly the top reasons for seeking a new role. Post-COVID, significantly more sought progression over a salary increase. Health Insurance was also named the second most desirable benefit by post-COVID participants, further indicating a shift in mindsets towards health and wellbeing.

Job security is playing on people's minds, as one would expect during a global crisis. However, changes in attitudes were not as drastic as people may expect. While less respondents felt 'more secure' in their role and slightly more felt 'less secure' than this time last year, the number who felt 'about the same' stayed almost identical.

Even Post-COVID, 77% felt 'more' or 'as secure' in the role, the same percentage as in our 2019 guide.

Finally, our findings would suggest, from a candidate point at least, that the Data & Analytics job market will be more active than ever. In fact, Post-COVID, less respondents felt happy in their current position and almost a third were actively seeking a new role.

Note: For our analysis of the impact of COVID-19 on the industry and responses, we used the date March 1st 2020 as our cut-off point. Any submissions prior to this were classified as pre-COVID, while those from that date onwards were classified as post-COVID.

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74%

WOULD LEAVE THEIR ROLE

If the right opportunity came up, slightly down from 77% last year.

21%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year.

15%

AVERAGE BONUS

Specifically, 16.4%, up from 14.6% the year before.

30%

NUMBER OF FEMALE PROFESSIONALS

A step in the right direction, and an increase from 25% last year.

45%

LEFT AFTER ACCEPTING A COUNTER-OFFER

Despite initially accepting the counter offer, they still resigned again within a year.

15%

AVERAGE SALARY INCREASE ACHIEVED

When accepting a role over the last year.

84%

HAVE FLEXIBLE WORKING OPTIONS

Including flexible hours and the ability to work from home, a significant increase from 57% last year.

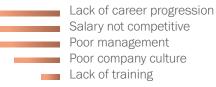
13
YEARS AVERAGE

TENURE REQUIRED

To reach Head of/Director level, ranging between 11 and 14 years dependent on specialism and sector.

INDUSTRY **KEY FINDINGS**

TOP FIVE REASONS FOR LEAVING A ROLE LAST YEAR



TOP FIVE TECHNOLOGIES

SQL (SQL)
Python (SAS)
SAS (Python)
Google Analytics (Google Analytics)
Excel (Excel)

This year (Last year)



DATA & TECHNOLOGY UK

With the world switching towards remote working, a stable and secure Data infrastructure has never been more important.

Where businesses have succeeded in smoothly establishing remote working patterns, this has often been as a result of well established Cloud-based systems. Having become increasingly popular over the last few years, the ability to work with a Cloud-based infrastructure is a must-have on many Data & Technology professionals prospective job lists and there is a general consensus that those without Cloud experience are less employable.

Likely connected to this, we've seen an influx of traditional Business Intelligence candidates who are now upskilling and working with a variety of Cloud technologies previously associated with Data Engineering. However, this has had minimal impact on the continuously growing Data Engineering market and, fortunately, despite this area being the most male-heavy in the industry, we are slowly beginning to see more women making their mark in this field.

WHAT THE DATA SAYS:

We've seen a significant increase in the number of professionals using Azure, particularly those who work in bigger enterprises. This is largely due to the fact that Azure's Data offering has matured and now genuinely rivals AWS and GCP, and its popularity with BI candidates looking to upskill



PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECHNOLOGY	Entry Level	Mid-Level	Technical Lead	Director		
Role type	Annual Base Salary - £ GBP [London Outside London]					
Business Intelligence	£35k £33k	£58k £42k	£69k £60k	£94k £81k		
Data Architecture	n/a n/a	£74k £60k	£98k £80k	£145k £103k		
Data Eng & Big Data	£43k £28k	£64k £53k	£89k £70k	£115k £92k		
Data Governance	£36k £25k	£62k £53k	£77k £48k	£108k £100k		
DevOps	£38k £31k	£65k £55k	£88k £64k	n/a n/a		
Software Engineering	£43k £32k	£66k £39k	£92k £83k	£105k £91k		

CONTRACT - AVERAGE DAY RATES

DATA & TECHNOLOGY Role type	Entry Level	Mid-Level	Technical Lead	Director
	Daily Contract rate - £ GBP [London Outside London]			
Business Intelligence		£450 £428	£600 £600	£850 £800
Data Architecture		£650 £600	£800 £700	£1000 £900
Data Eng & Big Data		£600 £575	£750 £700	£1000 £900
Data Governance		£600 £550	£750 £650	£1200 £900
DevOps		£650 £600	£800 £700	£1000 £900
Software Engineering		£450 £400	£700 £600	£1000 £900

DATA & TECHNOLOGY

WHAT THE MARKET SAYS:

"As infrastructure keeps on getting cheaper, and there is more Cloud awareness, even older companies are looking to make the move."

OUR CONSULTANT'S THOUGHTS:

"We have seen a significant drop in the average tenure this year, likely to be driven by the proportion of Data Engineers in the market. More accessible technology from cloud providers has enabled both larger, more traditional companies and smaller businesses with fewer resources to build teams to develop Data platforms. However, despite the fact that there are more Data Engineers than before, demand continues to outstrip supply, and competition for talent is tougher than ever."



Ross Whatling / Associate Director, Data & Technology

INSIDER'S INSIGHT:

"The ongoing explosion of SaaS offerings in all parts of the firm's value chain, from marketing acquisition to fulfilment services and everything in between, has made the importance of providing an holistic and time Business Intelligence view ever more acute. This has re-emphasised the importance of BI skills that can both integrate data and model business strategy, but with a greater focus on speed and agility than ever before."

Stewart Duncan / CDO, SME Insurance Leader

DATA & ANALYTICS

Salary Guide 2020

AVERAGE LENGTH OF TIME IN A ROLE

Down from 3 1/4 years in last year's guide.

AVERAGE SALARY INCREASE ACHIEVED

When accepting a role over the last year.

HAVE FLEXIBLE WORKING OPTIONS

Including flexible hours and the ability to work from home, up from 59% last year.

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year.

AVERAGE BONUS

65% of D&T professionals received a higher bonus than last year, bringing the average up from 17%.

NUMBER OF FEMALE PROFESSIONALS

This up from 18% last year, but still the lowest in the industry.

DATA & **TECHNOLOGY KEY FINDINGS**

For more information

visit us at harnham.com

TOP FIVE REASONS FOR LEAVING A ROLE:

Salary not competitive Poor management Lack of career progression Poor company culture Lack of training

TOP FIVE TECHNOLOGIES

SQL Python Power BI Azure Tableau



DATA SCIENCE UK

Data Scientists have established themselves as business critical over the past decade, something that shows no sign of changing any time soon.

While businesses may not be expanding their teams at the same rapid rate as they were pre-pandemic, those who work in this area are still in high demand. Hiring Managers have accepted the high staff turnover that comes with hiring Data Scientists, leading a significant reduction in the number of counter-offers made. However, this has not slowed the search for top talent. In particular, those with experience in Machine Learning Engineering and full-stack Data Science are amongst the most sought-after candidates in the industry. As enterprises look to streamline processes, many are on the hunt for experienced professionals who can offer end-to-end Machine Learning solutions.

WHAT THE DATA SAYS:

With an average bonus of 22%, businesses are doing all they can to attract and retain top talent. However, with only 10% of counter offers being accepted, and a further 50% of those who accepted still leaving within a year, finances are far from the only factor at play.

Additionally, we have categorised all Director-level roles as purely Data Scientist rather than as a specific specialism. Whilst these roles do exist, they are limited in number and tenure and, as such, there are very few Data points to evaluate. As mentioned in our 2019 guide, however, we expect this area to grow fairly rapidly over the next few years and would anticipate this changing in the not too distant future.



PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead	Director
	Annual Base Salary - £ GBP [London Outside London]			
Data Scientist	£46k £38k	£68k £60k	£93k £71k	£143k £138k
Deep Learning	£48k £42k	£70k £65k	£100k £82k	n/a n/a
Natural Language Proc.	£38k £30k	£64k £57k	£86k £77k	n/a n/a
Computer Vision	£42k £37k	£64k £57k	£90k £77k	n/a n/a
Machine Learning Eng.	£45k £38k	£72k £59k	£97k £82k	n/a n/a

CONTRACT - AVERAGE DAY RATES

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead	Director
	Daily Contract rate - £ GBP [London Outside London]			
Data Scientist		£650 £600	£850 £800	£1000 £1000
Deep Learning		£600 £560	£750 £720	n/a n/a
Natural Language Proc.		£550 £510	£700 £670	n/a n/a
Computer Vision		£650 £600	£800 £740	n/a n/a
Machine Learning Eng.		£550 £500	£700 £650	n/a n/a

DATA & ANALYTICS
Salary Guide 2020

For more information visit us at harnham.com

DATA **SCIENCE** **

WHAT THE MARKET SAYS:

"We're likely to see an increase in no-code and low code ML & Al. This may lead to an increased focus on product management and tech delivery, and lesson scientific modelling"

OUR CONSULTANT'S THOUGHTS:

"Data Scientists are placing more emphasis than ever before on learning and development, and this is driving the career choices they are making. This has always been a common theme within the Data Science & Machine Learning space, but has now become the number one reason for movement within the market this year. Companies that have been able to offer both technical and personal development have shown to be the most successful in hiring the talent they need, out-competing those in the market that can't.



Nick Mandella / Manager, Data Science

INSIDER'S INSIGHT:

"A team of truly talented Data Scientists can be a company's most valuable asset and a key differentiator in competition. It is not surprising, therefore, that Data Science professionals are specifically seeking out roles that offer opportunities to learn new approaches and expand their technical skillsets. The right employer will be equally invested in this development process because Data Science is unquestionably a field where if you're standing still you're falling behind. A savvy company will also have a clear path to internal career progression if it plans to hold onto star performers whom it has invested in developing. On a personal note, I have been encouraged by the noticeable uptick in talented women applying for Data Science positions recently and hope this positive trend only continues to accelerate going forward."

Aubrey HB / Director of Advanced Analytics, Finacial Institution



3/₄
years

AVERAGE LENGTH OF TIME IN A ROLE

Down from 2 ³/₄ years in last year's guide.

16%

AVERAGE SALARY INCREASE ACHIEVED

When accepting a role over the last year.

86%

HAVE FLEXIBLE WORKING OPTIONS

Including flexible hours and the ability to work from home, up from 55% last year.

23%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year.

22%

AVERAGE BONUS

Only 46% of Data Scientists received a bonus, with 68% receiving a higher bonus than last year.

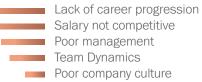
25%

NUMBER OF FEMALE PROFESSIONALS

This up from 19% last year, and no longer the lowest in the industry.

DATA SCIENCE KEY FINDINGS

TOP FIVE REASONS FOR LEAVING A ROLE LAST YEAR



TOP FIVE TECHNOLOGIES

Python R SQL Spark AWS/GCP



DIGITAL ANALYTICS **

As the Digital landscape continues to evolve at a rapid pace, so do businesses' requirements and expectations of their Digital Analysts.

Many businesses have now moved away from a model where Digital Analysts are asked to broadly look after all analytical areas. Now many enterprises, in particular product-focused sites, seek Product Analysts to specialise in individual products. An increase in demand for app Analytics specialists across the UK & Europe has led to a diversifying of technical requirements, with those who are skilled in using MixPanel and App Annie particularly sought after.

Progression is once again a top concern for many in the industry, with pay generally falling at the lower end of the spectrum. Demand for experience in SQL has increased dramatically, yet many are still not getting the opportunity to work with it day-to-day. As such, many are quick to move between roles in order to get access to newer technologies and not be left behind.

WHAT THE DATA SAYS:

Digital Analysts are the least likely in the industry to receive any form of bonus, with less than half eligible in the past year. However, of those who were compensated this way, 79% received a higher bonus that the year before.



PERMANENT - AVERAGE ANNUAL SALARY

DIGITAL ANALYTICS	Entry Level	Mid-Level	Technical Lead	Director	
Role type	Annual Base Salary - £ GBP [London Outside London]				
AdTech	£36k £30k	£55k £50k	£70k £60k	£75k £75k	
Conversion Rate Opt.	£29k £25k	£45k £38k	£65k £52k	£70k £68k	
Implementation	£32k £28k	£46k £40k	£70k £57k	£90k £75k	
Paid Media	£32k £28k	£42k £34k	£58k £45k	£65k £52k	
Product Management	n/a n/a	£46k £38k	£65k £50k	£90k £70k	
Programmatic	£28k £25k	£37.5k £34k	£55k £47.5k	£80k £60k	
UX/UI	£30k £25k	£45k £40k	£60k £50k	£73k £65k	
Web Analytics	£34k £28k	£44k £41k	£65k £53k	£86k £70k	

CONTRACT - AVERAGE DAY RATES

DIGITAL ANALYTICS	Entry Level	Mid-Level	Technical Lead	Director	
Role type	Daily Contract rate - £ GBP [London Outside London]				
AdTech		£430 £400	£480 £480	£700 £650	
Conversion Rate Opt.		£450 £400	£550 £500	£640 £475	
Implementation		£510 £480	£625 £590	£675 £650	
Product Management		£460 £420	£540 £495	£650 £600	
Programmatic		£410 £380	£500 £475	£575 £550	
UX/UI		£430 £390	£610 £530	£650 £600	
Web Analytics		£420 £390	£590 £580	£675 £650	
Implementation Product Management Programmatic UX / UI		£510 £480 £460 £420 £410 £380 £430 £390	£625 £590 £540 £495 £500 £475 £610 £530	£675 £650 £650 £600 £575 £550 £650 £600	

DIGITAL ANALYTICS W

WHAT THE MARKET SAYS:

"Web Analysts will need to reinvent themselves in order to face the progress of browsers and privacy laws. The industry has to change to reflect the privacy the users expect but, at the same time, find ways of getting Data to provide a better understanding of the user's behaviour online and improve businesses' offerings."

OUR CONSULTANT'S THOUGHTS:

"Businesses who retain Web Analytics specialists normally place them within a Digital Analytics specific team or their wider Data function rather than a Digital Marketing team. This allows them to work alongside their Data Engineering, UX, Optimisation & Data Science colleagues.

Companies who provide exposure to these other areas and allow a hybrid skillset, have a significantly higher retention rate. Typically, this involves a hybrid team including Product Analytics, Customer Science and Data & Insight, which allows Web Analysts work with more SQL and Python."

Adam Osborne / Senior Recruitment Consultant, Digital Analytics



AN INSIDER'S INSIGHTS:

"It's not just pure financial compensation that candidates are looking for – it's important to be able to offer a range of benefits to cater for a diverse team with different personal circumstances and life goals. Ambitious professionals in the digital analytics industry have a lot of career options, with the chance of working across many different industry sectors, so keeping individuals challenged and motivated in their role requires a lot of focus from the leadership level."

Steve Keightley / Managing Director, Digital Inteligence Consultancy



years

AVERAGE LENGTH OF TIME IN A ROLE

The average across the entire industry.

15%

AVERAGE BONUS

45% of Digital professionals received a bonus, the fewest in the industry.

31%

NUMBER OF FEMALE PROFESSIONALS

An increase from 24% last year.

15%

AVERAGE SALARY INCREASE ACHIEVED

When accepting a role over the last year.

83%

HAVE FLEXIBLE WORKING OPTIONS

Including flexible hours and the ability to work from home, up from 62% last year.

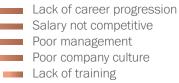
19%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year.

DIGITAL ANALYTICS KEY FINDINGS

TOP FIVE REASONS FOR LEAVING A ROLE LAST YEAR



TOP FIVE TECHNOLOGIES

Google Analytics Adobe Analytics Adobe Target Google Tag Manager SOL





MARKETING & INSIGHT

With COVID-19 leading to rapid shifts in customer behaviour that look set to have a long-term impact, those who can interpret what these changes mean have a more important part to play than ever before.

Whilst such a sudden switch in behaviour may be the result of one key factor, the Marketing & Insight sector was already evolving throughout the last year. In particular, the talent market has been showing signs of transformation for a while, with businesses often looking for candidates with a mixed or hybrid skillset. As a result of this, candidates are keen to get exposure to as many tools as possible and those who are unable to work with forward-facing technologies are more likely to leave their roles with many feeling that a lack of exposure will hinder their career progression.

However, this isn't their only concern. With an economic downturn rumoured even before the current pandemic, M&I analysts are particularly wary of how an uncertain marketplace may impact their role. As a result, this year we saw concerns about job stability become a top five reason for leaving a new role for the first time.

WHAT THE DATA SAYS:

Once again, Marketing & Insight has the highest percentage of female professionals in the industry. At 42%, this is the closest to a gender-balanced specialism that we have seen in our nine years of reporting.



PERMANENT - AVERAGE ANNUAL SALARY

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead	Director
	Annual Base Salary - £ GBP [London Outside London]			
Campaign & CRM	£30k £24k	£45k £38k	£62k £52k	£89k £80k
Econometrician	£30k £27k	£55k £50k	£73k 68k	£110k £115k
Insight Analyst	£33k £32k	£60k £52k	£78k £59k	£120k £105k
Market Research	£27k £24k	£42k £37k	£65k £57k	£89k £80k
Pricing Analyst	£29k £27k	£48k £40k	£70k £56k	£130k £110k

CONTRACT - AVERAGE DAY RATES

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead	Director
	Daily Contract rate - £ GBP [London Outside London]			
Campaign & CRM		£450 £400	£263 £535	£750 £750
Insight Analyst		£500 £450	£650 £600	£800 £700
Market Research		£250 £150	£450 £400	£500 £475

MARKETING & INSIGHT

WHAT THE MARKET SAYS:

"We'll continue to see an increase in the number of world-leading tools and technologies that reduce processing time. This will lead to less time spent processing, and more time building models, teasing out insight and better answers to questions that really matter."

OUR CONSULTANT'S THOUGHTS:

"The trend towards digital-first businesses has resulted in an increased demand for candidates with Multichannel Marketing experience, advanced technical abilities and, increasingly, Data manipulation skills. Furthermore, candidates with traditional programming languages such as SQL, R and Python, as well as those with expertise across attribution and digital tools, continue to stand out in a crowded market. As a result, businesses need to offer salary and benefits packages that reflects a more highly-skilled workforce."

Talitha Boitel-Gill / Associate Director, Marketing & Insight



INSIDER'S INSIGHT:

"As an advocate for females pursuing a career in Data & Analytics, it's really amazing to see that Marketing & Insight has the highest percentage of females in the industry at 42%. It's not a surprise to see career progression at the top of people's mind as, in my experience, opportunities for learning and progression are the main topics that come up in annual / mid-year reviews and career conversations. Flexible working options have increased from 52% to 83% and I'd be interested to see how this will evolve within companies, as well as the expectations of employees over the coming year."

Michelle Wong / Head of Marketing Analytics, Fashion Tech Platform

3/₄
years

AVERAGE LENGTH OF TIME IN A ROLE

Despite initially accepting the offer, they still resigned again within a year.

15%

AVERAGE SALARY INCREASE ACHIEVED

When accepting a role over the last year.

83%

HAVE FLEXIBLE WORKING OPTIONS

Including flexible hours and the ability to work from home, up from 52% last year.

20%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year.

19%

AVERAGE BONUS

A significant increase from 13% last year.

42%

NUMBER OF FEMALE PROFESSIONALS

The highest percentage in the industry.

MARKETING & INSIGHT ** KEY FINDINGS

TOP FIVE REASONS FOR LEAVING A ROLE LAST YEAR



TOP FIVE TECHNOLOGIES

SQL Python Google Analytics R SAS



RISK ANALYTICS **

With a potential recession on the horizon, and businesses' appetite to invest in Fraud Prevention higher than it has been in years, those working in Risk Analytics are more essential than ever.

Whilst many smaller businesses have been innovating for several years now, larger financial institutions are beginning to embrace more forward-facing technologies including Machine Learning and Artificial intelligence, albeit slowly. This is not only enabling them to streamline their processes, but also ensuring that they remain an appealing workplace for analysts.

However, those working in Risk Analytics are still the least likely to be offered flexible working options when compared to their fellow Data & Analytics professionals. This is likely because of the amount of sensitive financial Data that they need to handle. However, given that many will have been required to work at home during recent lockdowns, a secure-enough infrastructure may now exist for this to be continued into the future.

WHAT THE DATA SAYS:

Whilst they may not have the most access to flexible working, those working in Risk Analytics still have many other benefits on offer to them and are, far and away, the most likely to be receiving a bonus."



For more information visit us at harnham.com



PERMANENT - AVERAGE ANNUAL SALARY

RISK ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Director
	Annual Base Salary - £ GBP [London Outside London]			
Decision Systems	£28k £25k	£50k £37k	£70k £52k	£103k £67k
Fraud Analyst	£30k £25k	£45k £38k	£65k £50k	£100k £75k
Modelling (Dec. Sci.)	£34k £28k	£58k £45k	£83k £59k	£116k £96k
Portfolio Management	£32k £27k	£55k £42k	£78k £58k	£121k £92k

CONTRACT - AVERAGE DAY RATES

RISK ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead	Director
	Daily Contract rate - £ GBP [London Outside London]			
Decision Systems		£420 £400	£460 £450	£650 £580
Fraud Analyst		£350 £320	£600 £550	£900 £750
Modelling (Dec. Sci.)		£450 £450	£600 £550	£850 £700
Portfolio Management		£425 £400	£550 £450	£1000 £850

RISK **ANALYTICS**

WHAT THE MARKET SAYS:

"It will be essential for the industry to reach an understanding of what a regulatory compliant way to integrate Artificial Intelligence into Risk decision making looks like."

OUR CONSULTANT'S THOUGHTS:

"The unprecedented impact of a global pandemic has seen Credit Risk come to the forefront, with demand for Credit Risk Analytics professionals rising due to the increased risks of lending in such an uncertain market.



The general shift from SAS toward Python and R continues within Credit Risk. Machine learning techniques are being adopted as lenders strive for more accurate, instant customer decisions."

Conor Larkin / Managing Consultant, Credit Risk

"Fraud Analytics has come a long way in the last 12 months, with

a significant shift towards Machine Learning and AI for Fraud Detection and Prevention. We'd expect this shift to continue into the financial crime space too, filling a unique skills gap of strong regulatory knowledge and a strong Data Science technical skillset."

Rosalind Madge / Senior Recruitment Consultant, Fraud & Financial Crime



OUR EXPERTS THOUGHTS:

"Data & Analytics remains a force multiplier in Credit and Fraud Risk. With new Data becoming available all the time it's increasingly powerful for businesses to be able to do this analysis themselves. How they extract, manipulate and use this Data can be the edge. Attracting the brightest talent (who can formulate the right questions) is the big differentiator. So it's no surprise to see more businesses attracting and empowering the best analysts with open source toolsets and a more flexible work environment."

David Khan / Credit Risk Director, Commercial Bank

DATA & ANALYTICS

Salary Guide 2020



1/₂
years

AVERAGE LENGTH OF TIME IN A ROLE

The longest average tenure across the Data & Analytics industry.

16%

AVERAGE BONUS

71% of Risk Analytics professionals received a bonus, the highest percentage in the industry.

29%

NUMBER OF FEMALE PROFESSIONALS

Slightly down on last year, as predicted.

77%

AVERAGE SALARY INCREASE SOUGHT

When applying to a role over the last year.

79%

HAVE FLEXIBLE WORKING OPTIONS

Including flexible hours and the ability to work from home, up from 57% last year.

16%

AVERAGE SALARY INCREASE ACHIEVED

When accepting a role over the last year.

RISK **ANALYTICS** KEY FINDINGS

TOP FIVE REASONS FOR LEAVING A ROLE LAST YEAR



TOP FIVE TECHNOLOGIES

SAS SQL Python Excel R





HARNHAM CONTRACT

With a number of projects impacted by the COVID-19 pandemic, many businesses find themselves turning towards contract and freelance resources to keep their current projects on track.

The subsequent delay of IR35 has ensured that the market is able to remain stable, although many contractors are already adapting to what this eventual change will mean. Specifically, whilst nearly 80% of contractors prefer to work through their own limited company, only 55% planned to contract that way when IR35 came into practice.

Indeed, over 20% were then planning to move into a permanent position to avoid the complications around this extension of existing legislation. However, given the delay, and the increased demand for contract resources, we expect this number to fall drastically, particularly as 57% of respondents who have taken a permanent role saw their pay decrease as a result.

WHAT THE DATA SAYS:

67% of respondents reported that they were not the only contractor in their team.

61% received an extension on their most recent contract, with an average extension of six months.

24% received a day-rate increase on their most recent contract, with an average rise of 20%.





HARNHAM CONTRACT

WHAT THE MARKET SAYS:

"IR35 will likely affect the landscape for contractors/consultants though I imagine businesses will find a way through.

OUR CONSULTANT'S THOUGHTS:

"Despite how eventful 2020 has already been for the contract market, there is certainly room for optimism for contractors up and down the country now as the often talked about "new normal" sets in and companies look to navigate the choppy seas left in the wake of a pandemic.

Many of our clients have seen the recruitment of contractors for specific projects, or even on a part-time basis as an attractive way to make progress whilst remaining lean and agile. Speed is critical to the contracting market and always has been; one key difference is that there are often a few additional hoops to jump through before securing a role, however the appetite to hire is clearly there.

The "Gig Economy" has been a topic of debate for a while, and a possible outcome of all this change could be a growth in this space as contractors juggle multiple clients. However, many have remained stable as they've spread their risk, and a large number of businesses are happy as the cost and commitment is lower than a full time candidate.

Kirsty Garshong / Senior Manager, Contract





CONTACT **HARNHAM**

We hope you've found our commentary on the state of the Data & Analytics market interesting.

> Should you wish to ask for further information about any of the figures or markets referenced in this guide, please feel free to give us a call.

Beyond finding your next hire or next role, please feel free to get in touch if you need any support from Harnham.

You can reach us via any of the following channels:



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