

UK  
**DATA &  
ANALYTICS  
SALARY  
GUIDE** 2021

“A DECADE OF DATA”

— The definitive source of  
salary information for the  
UK Data & Analytics market

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# SALARY GUIDE **CONTENTS** <sup>2021</sup>

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## Welcome to Harnham's 10th annual Data & Analytics Salary Guide.

As ever, this guide is the result of a global survey of thousands of Data & Analytics professionals and offers an in-depth insight into the job market as it stands.

Inside you'll find an overview of average salaries, an analysis of the latest hiring, workplace and technological trends, as well as expert commentary on how we can continue to drive progress in the world of Data & Analytics.

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# SALARY GUIDE INTRODUCTION

A WORD FROM THE CEO

It is my pleasure to introduce you to a milestone edition of our Data & Analytics Salary Guide, celebrating a decade of data.

Over Harnham's 15 years as a business, we've seen the industry grow from a specialist area to one that is driving much of the world's conversation and innovation. While not immune to the impact of a global pandemic, this is an industry that is not only surviving, but playing a crucial role in tackling some of the world's most prescient problems, much as it did during the 2008 financial crisis.

I want to thank the 4,600+ respondents who took part this year. Your responses have provided invaluable insights into how the industry looks from the inside and, alongside an analysis of our placements over the past year and a review of job boards worldwide, have offered a clear view of where the industry is in 2021.

While the job market may have slowed early on in 2020, things are now moving incredibly quickly. Although Data & Analytics has always been a candidate's market, this is now more the case than ever before. Candidates are less willing to move, even if the right opportunity comes up (68% vs 74% last year), and we're seeing those who are on the move with a number of options at final stage, something which is, understandably, driving salaries up.

To celebrate the 10th anniversary of this guide, you will find insights and commentary discussing how the industry has evolved throughout. One thing that I'm personally happy to see is the increase in the number of women in the industry since we first surveyed this in 2013.

Whilst things have moved in the right direction, the fact that women now make up 28% of the industry, rather than 23%, is a reminder that progress is slow and there is still plenty of work to be done. You can read more about this in our Diversity Report, due out later this year.

Looking to the future, it's common knowledge that the pandemic may have changed the working world permanently, and Data & Analytics is no exception. For the first time in our survey's history the most sought-after benefit is Remote Working Options and it's likely that this will dictate candidate expectations moving forward. You can read more about how the pandemic has changed the industry later in the guide under 'The New Normal'.

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](mailto: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 15 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.





# ABOUT THIS GUIDE

**For our 2021 Salary Guide, we have compiled data from:**

- Our independent survey completed by 4,606 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).

**Head of/Director level** (Leading business units comprising of one or more technical teams).

**Executive level** (Managing teams across different verticals and specialisms, potentially in a board position)

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



85%

**THOUGHT THEIR COMPANY  
WERE PREPARED FOR  
REMOTE WORKING**

And 74% thought changes resulting from the pandemic were well communicated to them.

69%

**SAW THEIR HOURS IMPACTED  
BY REMOTE WORKING**

Ranging from minor adjustments to significant alterations.

16%

**TOOK A COVID-19  
RELATED PAY CUT**

Although 2/3rds have now seen their pay return to normal levels.

10%

**AVERAGE PAY  
CUT TAKEN**

As result of the pandemic, higher than the average raise seen in 2020 (6%).

26%

**HAVE AGREED A POST-  
PANDEMIC REMOTE WORKING  
PLAN WITH THEIR MANAGER**

42% haven't agreed a plan yet but believe their expectations will be met.

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**DAYS A WEEK**

The average amount Data & Analytics professionals expect to work remotely post-pandemic.

# THE NEW NORMAL

THE IMPACT OF COVID-19

**If there's one subject dominating not only the Data & Analytics industry, but the entire workforce, it's what the working world will look like once the pandemic is over.**

Prior to enforced socially distancing, 58% of Data & Analytics had remote working options, on average for just one day a week. Expectations are now for three days a week, although only 26% have agreed their future working plans with their line manager. 8% don't expect their manager to approve future remote working, something which could be an issue as this is now, for the first time in our survey's history, the most sought-after benefit.

Flexible working is also a top priority moving forward, with the majority of professionals having adjusted their working hours over the pandemic in some way, and nearly one in five (19%) having made significant changes to their working patterns during this time.

Finally, the financial implications of the pandemic are still being felt. Nearly a quarter of respondents (24%) took some form of pay cut as a result of the circumstances and 8% have still yet to see their pay return to normal levels. With the average cut at 10%, and the average pay increase in 2020 only 6%, there is clearly some financial uncertainty. However, in a more positive nod to the key role Data & Analytics has played over the past year, 18% of respondents believe their pay will increase more than if the pandemic hadn't taken place.



68%

**WOULD LEAVE THEIR ROLE**

If the right opportunity came up, down from 74% last year.

88%

**FEEL AS OR MORE SECURE**

In their role than in 2020.

20%

**AVERAGE SALARY INCREASE SOUGHT**

When applying to a role over the last year.

20%

**AVERAGE SALARY INCREASE ACHIEVED**

When accepting a role over the last year.

10%

**AVERAGE BONUS**

Down from 15% in 2020.

7

**YEARS AVERAGE LENGTH OF TIME IN DATA & ANALYTICS**

With respondents staying in roles for an average of 2 1/2 years.

28%

**NUMBER OF FEMALE PROFESSIONALS**

Down slightly from 30% last year.

12

**YEARS AVERAGE TENURE REQUIRED**

To reach Head of/Director level, and 18 to reach Executive Board level.

# INDUSTRY KEY FINDINGS <sup>UK</sup>

**TOP FIVE REASONS FOR LEAVING A ROLE LAST YEAR**

- Lack of career progression
- Salary /rate not competitive
- Poor management
- Poor company culture
- End of contract

**TOP FIVE MOST DESIRABLE BENEFITS**

- Remote working options
- Bonus
- Flexible working hours
- Health insurance
- Enhanced pension

**TOP FIVE TECHNOLOGIES**

**This year** (Last year)

**POWER BI** (SQL)

**Python** (Python)

**AWS** (SAS)

**SQL** (Google Analytics)

**Google Analytics** (Excel)





# DATA & **TECHNOLOGY** <sup>UK</sup>





# DATA & TECHNOLOGY <sup>UK</sup>

**With the shift to the cloud becoming a near-necessity during the pandemic, those with skills in this area have been in overwhelming demand over the past 12 months.**

Given that Data & Analytics have played such a key role throughout the past year, it is no surprise that businesses swiftly turned to those who could create the infrastructure they required. Data Engineers, already in relatively short-supply, have become increasingly sought-after, particularly by enterprises who had yet to make the move to a cloud-based system.

Furthermore, an increase in popularity for technologies such as Looker, in partnership with Snowflake and DBT, reflects a trend within BI for more powerful self-service reporting as businesses look to get a better grasp on what their data means.

## OUR CONSULTANT'S THOUGHTS:

"It's interesting to see Snowflake named by respondents as one of their top technologies, but it has been incredibly popular and is now the Data Warehouse of choice for a lot of business. As Analytics Engineers take care of Data Warehousing, we have seen Software Engineering skills have been even more key for good Data Engineers with clean code, good testing, DevOps skills, and cloud technology being of the utmost importance. Over the coming year, expect to see bigger businesses take on further specialisation and the Analytics Engineer becoming a familiar part of good data teams."



**Ross Whatling** / Associate Director, Data & Technology



## A DECADE OF DATA

Data & Technology has had one of the most significant evolutions of any discipline over the last decade, moving from a BI and Data Management focus towards Data and Software Engineering. Interestingly, in our first guide, Data Architects were the highest paid professionals in the industry on average. Whilst still well compensated, they have since been usurped by Data Scientists and Engineers.

2014 saw the introduction of more cloud-based technologies with Hadoop and Cloudera significantly growing in popularity. However, by 2017 companies began the transition to the more flexible solutions we see now; AWS, GCP and Azure. Around this time, we also saw real-time analytics technologies like Spark and Kafka begin to take hold and play a much greater role in the industry.

## INSIDER'S INSIGHT:

"I certainly hope we all learnt from last year's challenges that, no matter what constraints we face, there is always an opportunity to create value for the business and society by leveraging the data. It's quite pleasing to observe across industries the data-driven business strategy is a norm rather than exception. In these "new" normal times, data has an ever increasing role to play with greater emphasis on compliant, ethical and lean data operations."

**Mehul B. Shah** / Director of Data



# DATA & TECHNOLOGY <sup>UK</sup>

## PERMANENT - AVERAGE ANNUAL SALARY

DATA & TECHNOLOGY Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
Annual Base Salary - £ GBP [London   North   Outside London]					
Data Engineering & Big Data	£41k   £30k   £35k	£65k   £47k   £50k	£81.5k   £55k   £60k	£110k   £100k   £91.3k	£119.5k   £110k   £100k
Business Intelligence	£32.8k   £26k   £32k	£57k   £39.5k   £40k	£73.4k   £59k   £54k	£98k   £92.5k   £70k	£140k   £140k   £140k
Data Architecture	n/a   n/a   n/a	£65k   £54k   £41k	£95k   £72k   £59k	£120k   £82k   £100k	£145k   n/a   n/a
Data Governance	£32k   £27k   £23k	£55k   £45k   £41k	£77.5k   £61.3k   £58.8k	£122.5k   £94k   £97k	£139k   n/a   n/a
DevOps	£39k   £32k   £30k	£68k   £45k   £57.5k	£97k   £71k   £61.8k	£150k   £105k   £106k	£166k   n/a   n/a
Software Engineering	£43.5k   £33k   £35k	£66k   £54k   £45k	£86k   £68k   £64k	£185k   £42k   £88.5k	£155k   n/a   n/a

## CONTRACT - AVERAGE DAY RATES

DATA & TECHNOLOGY Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
Daily Contract rate - £ GBP [London   North   Outside London]					
Business Intelligence	n/a   n/a   n/a	£550   £500   £500	£650   £650   £625	£800   £800   £800	£1000   £900   £900
Data Architecture	£300   £250   £250	£450   £450   £400	£600   £550   £550	£800   £750   £750	£1000   £900   £900
Data Engineering & Big Data	n/a   n/a   n/a	£500   £500   £500	£650   £650   £600	£850   £800   £800	£1000   £900   £900
Data Governance	n/a   n/a   n/a	£500   £500   £500	£650   £650   £600	£750   £750   £750	£950   £900   £800
DevOps	n/a   n/a   n/a	£450   £450   £450	£550   £500   £550	£700   £650   £650	£900   £900   £900
Software Engineering	£300   £300   £300	£450   £450   £450	£575   £550   £550	£800   £750   £750	£1000   £900   £900



**WOULD LEAVE  
THEIR ROLE**

If the right opportunity came up, the least likely to leave in the industry.

**HAD REMOTE WORKING  
PRE-PANDEMIC**

The highest number in the industry.

**AVERAGE SALARY  
INCREASE SOUGHT**

When applying to a role over the last year.

**AVERAGE SALARY  
INCREASE ACHIEVED**

When accepting a role over the last year.

**TURNED DOWN  
A COUNTER OFFER**

The least likely to accept in the industry.

**NUMBER OF FEMALE  
PROFESSIONALS**

Showing no change from last year's survey.

# DATA & TECHNOLOGY <sup>UK</sup> KEY FINDINGS

**TOP FIVE REASONS FOR  
LEAVING A ROLE:**

- Lack of career progression
- = Salary not competitive /
- Poor management
- Poor company culture
- End of contract

**TOP FIVE TECHNOLOGIES**

Power BI  
AWS  
Snowflake  
Python  
SQL





# DATA SCIENCE <sup>UK</sup>





# DATA SCIENCE <sup>UK</sup>

**Over the course of the past year, more businesses than ever before have turned to Data Science, specifically to help them navigate through the pandemic.**

With a now-pivotal role in a significant number of enterprises' Data & Analytics strategies, Data Scientists have largely moved away from the theoretical and have been tasked with focusing on real commercial impact.

As a result, businesses have invested more into their Data Science teams, viewing them as a crucial component of their road to recovery as the restrictions resulting from the pandemic continue to ease.

## OUR CONSULTANT'S THOUGHTS:

Data Science, as with all sectors, had to deal with a huge amount of uncertainty at the beginning of 2020. Despite this rocky start to hiring, it became apparent as 2020 went on that the Data Science industry would come to play a key role in recovery, finishing the year strongly - even in those sectors hit the hardest.

The space is moving in largely the same ways as it was this time last year, with perhaps a greater emphasis on hiring commercially minded and "applied" Data Scientists. With businesses focused on candidates who are able to deliver commercial value, this type of profile has been the focus of almost every employer out there.



**Nick Mandella** / Manager, Data Science



## A DECADE OF DATA

Data Science appeared for the first time in our 2015 Salary Guide, and we highlighted then that the broad scope of the term meant that we had to break down those who had put Data Scientist by skillset to determine who actually met our definition and not that of a, for example, Insight Analyst.

At the time we classified Data Scientists as "professionals using a tool such as Python or C++ to work on low-level algorithmic development". However, by 2017 the amount of respondents who were classified as Data Scientists had jumped from 6% to 17% as the role gained popularity, although at the time 2/3rds had less than two years' experience in the discipline.

Unsurprisingly, Data Scientists now have five years' experience on average, although the discipline has broken up into various specialisms, such as Machine Learning / Machine Learning Engineering, Deep Learning, Computer Vision, and Natural Language Processing etc, rather than all sitting under a catch-all term.

## INSIDER'S INSIGHT:

"Talented data scientists are continuing to receive multiple offers and retaining talent has become a greater challenge over the last year with average tenure decreasing. Feedback has generally been that salary is not enough of a differentiator and that candidates and team members value interesting projects, clear progression, and an engaged senior leadership team when choosing to commit to a company long-term.

The most attractive employers have taken this on board and have a clear, concise message to candidates; given Data Scientists' costs, I imagine this will be key over the next year for companies to realise the return from those investments."

**Lewis Beischer** / Data Science Director



# DATA SCIENCE <sup>UK</sup>

## PERMANENT - AVERAGE ANNUAL SALARY

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
	Annual Base Salary - £ GBP [London   North   Outside London]				
Data Scientist	£47k   £41k   £41.5k	£66k   £58k   £55k	£90.2k   £74k   £68k	£138k   £127k   £119.5k	£210k   £160k   £190k
Deep Learning & AI	£52k   £44k   £45k	£78k   £70k   £69k	£97k   £85k   £87k	n/a   n/a   n/a	n/a   n/a   n/a
Machine Learning Engineer	£50k   £45k   £48k	£67k   £58k   £58k	£95k   £83k   £82k	n/a   n/a   n/a	n/a   n/a   n/a
Natural Language Processing	£40k   £37k   £35k	£64k   £58k   £57.5k	£85k   £76k   £78k	n/a   n/a   n/a	n/a   n/a   n/a
Computer Vision	£45k   £43k   £43k	£70k   £68k   £59.8k	£86k   £84k   £73.4k	n/a   n/a   n/a	n/a   n/a   n/a

## CONTRACT - AVERAGE DAY RATES

DATA SCIENCE Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
	Daily Contract rate - £ GBP [London   North   Outside London]				
Data Scientist	n/a   n/a   n/a	£450   £400   £400	£550   £550   £550	£800   £800   £800	£1000   £1000   £1000
Quantitative Analyst	n/a   n/a   n/a	£400   £400   £400	£500   £450   £450	£650   £650   £650	£900   £900   £900
Deep Learning & AI	n/a   n/a   n/a	£550   £550   £500	£650   £650   £650	£800   £800   £800	£1000   £1000   £1000
Machine Learning Engineer	n/a   n/a   n/a	£500   £500   £500	£600   £600   £600	£800   £800   £800	£1000   £1000   £1000
Natural Language Processing	n/a   n/a   n/a	£500   £500   £500	£600   £600   £600	£800   £800   £800	£1000   £1000   £1000
Computer Vision	n/a   n/a   n/a	£500   £500   £500	£600   £600   £600	£800   £800   £800	£1000   £1000   £1000



89%**OF DATA SCIENCE  
PROFESSIONALS HAVE  
A STEM DEGREE**

The highest percentage  
in the industry.

10%**AVERAGE BONUS**

48% of Data Scientists received  
a bonus, with the average  
amount down from 22%  
last year.

20%**AVERAGE SALARY  
INCREASE SOUGHT**

When applying to a role  
over the last year.

18%**AVERAGE SALARY  
INCREASE ACHIEVED**

When accepting a role  
over the last year.

80%**HAD FLEXIBLE OR REMOTE  
WORKING PRE-PANDEMIC**

The highest number in  
the industry.

23%**NUMBER OF FEMALE  
PROFESSIONALS**

Down slightly from  
25% last year

# DATA SCIENCE <sup>UK</sup> KEY FINDINGS

**TOP FIVE REASONS FOR  
LEAVING A ROLE LAST YEAR**

- Salary not competitive
- Lack of career progression
- Poor management
- Poor company culture
- Team dynamics

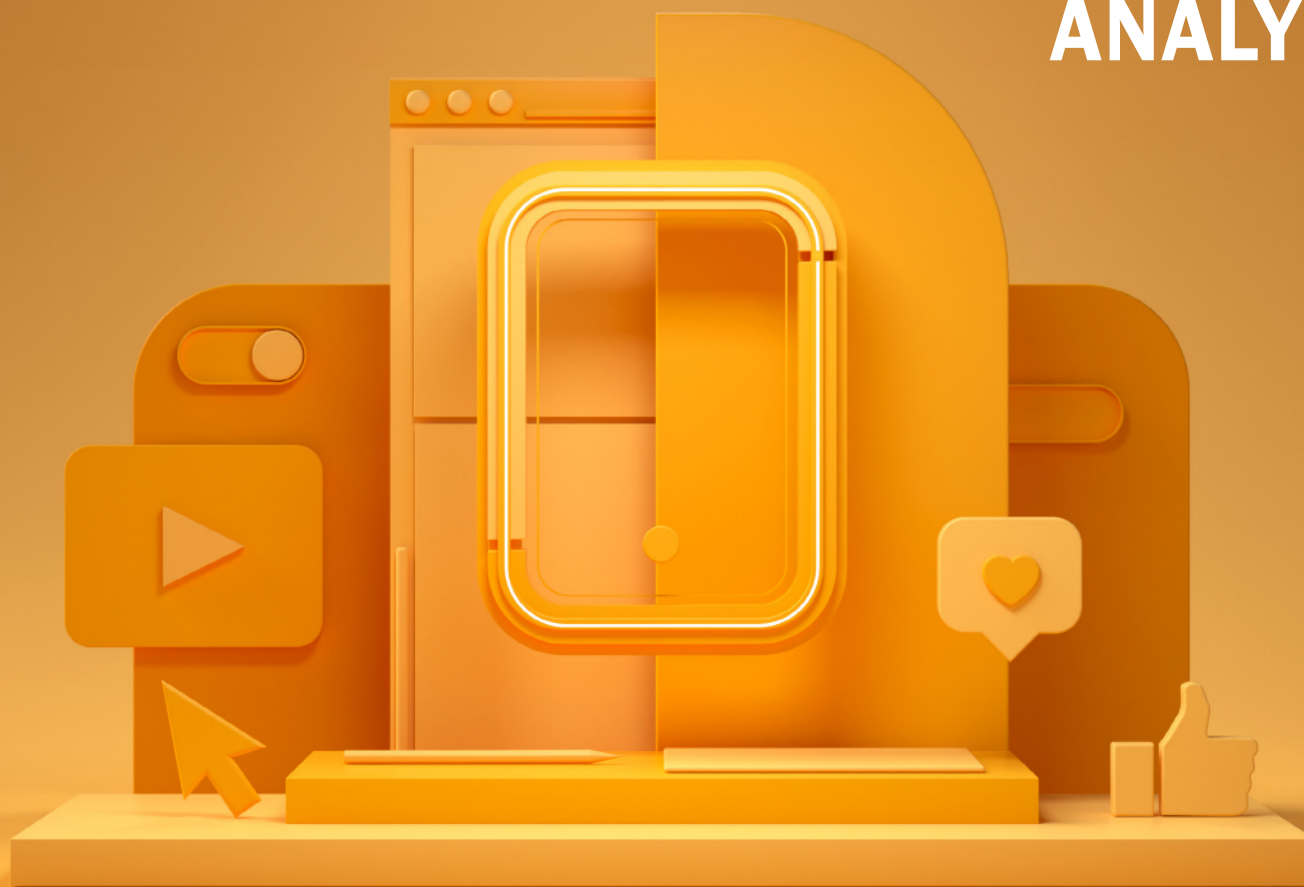
**TOP FIVE TECHNOLOGIES**

Python  
AWS  
R  
SQL  
GCP





# DIGITAL ANALYTICS <sup>UK</sup>





# DIGITAL ANALYTICS <sup>UK</sup>

**Initial knee-jerk reactions early on in the pandemic saw digital and marketing budgets slashed, and concerns about job security rise dramatically, as seen in our findings this year.**

However, once it became clear that a significant effect of COVID-19 would be to accelerate digital transformation, businesses once again turned to their teams of Digital Analysts. Web Analysis and Optimisation have been essential to enterprises' reputations and success as customer interactions moved entirely online. A strong UX and customer journey became the way to drive more sales and engagement, while Product Analysts have played a key part in developing the right strategies to stay ahead of the competition.

## OUR CONSULTANT'S THOUGHTS:

"2020 saw media spend cut dramatically early in the year, before a resurgence a few months later that saw Performance Marketers and SEO specialists in high demand. Once businesses were given the green light to hire, the first type of profile on the agenda was consistently the traditional Web Analyst, with GA being the most widely desired tool. With the digital transformation that occurred over the lockdown period, companies needed to ensure their online customer journey was optimised, and so Web Analysts with advanced skills in A/B testing, implementation or SQL became highly sought-after.

This involves a hybrid team including Product Analytics, Customer Science and Data & Insight, which allows Web Analysts work with more SQL and Python. Over this time, we've also seen digital businesses look to candidates with experience working with product teams and in agile environments, in order to support them on their rapid road to recovery".



**Adam Osborne** / Senior Recruitment Consultant



## A DECADE OF DATA

Digital Analytics had established itself as its own discipline by the time of our 2015 guide, moving from a subset of traditional marketing to a specialism with enough investment and innovation to stand by itself.

Driven initially by a huge upsurge in demand for Web Analysts, by 2017 brands had begun to diversify from just tag management and optimisation and place a greater focus on Advanced Analytics and modelling. Over the following few years, these teams then extended further as digital transformation accelerated, moving into Product Ownership and Programmatic.

A positive note for Digital Analytics; it is the only discipline that has seen the number of female professionals in this area increase year on year. This has seen women move from accounting for 20% of Digital Analytics professional in 2017, to 37% now.

## AN INSIDER'S INSIGHTS:

"Hybrid skillsets are becoming more and more important, as more and more companies move to replicate digital data into cloud computing technology along with the rest of their data.

This gives digital analysts the incredible opportunity to tell stories about the performance of websites and applications in the context of their impact on the wider business, and analysts who can marry Digital Analytics expertise with more traditional product analytics and data science skillsets are in a fantastic position to take advantage of these developments".

**James Linkins** / Head of Digital Analytics, BT Consumer



# DIGITAL ANALYTICS <sup>UK</sup>

## PERMANENT - AVERAGE ANNUAL SALARY

DIGITAL ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
	Annual Base Salary - £ GBP [London   North   Outside London]				
Conversion Rate Optimisation	£29k   £26k   £23k	£50k   £45k   £48.8k	£65k   £55k   £53k	£85k   80k   £70k	£105k   £95k   £95k
Web Analytics	£26k   £25k   £22k	£48k   £40k   £36k	£62.5k   £50.5k   £52k	£83.5k   £80k   £75k	£100k   £95k   £75k
Implementation	£31k   £28k   £28k	£52k   £48.5k   £32.5k	£70k   £50k   £50k	£96k   £75k   £75k	£120K   £105k   £100k
AdTech	£27k   £25k   £25k	£41.3k   36k   £38k	£70k   £65k   £70.5k	£87.5k   £80k   £80k	£120k   £100k   £112k
Product Analyst	£30k   £28k   £28k	£53.5k   £36k   £44.1k	£72k   £43k   £66k	£110k   £95k   £82.5k	£125k   £120k   £115k
Programmatic	£25k   £23k   £20k	£46.4k   £30k   £38k	£60k   n/a   £42k	£70k   £60k   £65k	£90k   £80k   £82k
UX/UI	£22k   £22k   £19k	£52.3   £45k   £36.5k	£65k   £48k   £58.5k	£70k   £65k   £65k	£90k   £85k   £83k

## CONTRACT - AVERAGE DAY RATES

DIGITAL ANALYTICS Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
	Daily Contract rate - £ GBP [London   North   Outside London]				
Conversion Rate Optimisation	n/a   n/a   n/a	£350   £350   £350	£400   £400   £400	£600   £600   £600	n/a   n/a   n/a
Web Analytics	n/a   n/a   n/a	£325   £325   £325	£400   £400   £375	£600   £600   £600	n/a   n/a   n/a
Implementation	n/a   n/a   n/a	£350   £350   £350	£600   £550   £550	£650   £650   £650	n/a   n/a   n/a
AdTech	n/a   n/a   n/a	£275   £275   £275	£350   £350   £350	£450   £450   £450	n/a   n/a   n/a
Product Analyst	n/a   n/a   n/a	£350   £350   £350	£450   £450   £450	£500   £500   £500	n/a   n/a   n/a
Programmatic	n/a   n/a   n/a	£275   £275   £275	£350   £350   £350	£425   £425   £425	n/a   n/a   n/a
UX/UI	n/a   n/a   n/a	£420   £400   £400	£500   £450   £450	£500   £500   £500	n/a   n/a   n/a





71%

**WOULD LEAVE  
THEIR ROLE**

If the right opportunity came up, the most likely to leave in the industry.



25%

**TOOK A COVID-19  
RELATED PAY CUT**

When temporary or permanent, this was joint highest in the industry.



15%

**AVERAGE SALARY  
INCREASE SOUGHT**

When applying to a role over the last year.



16%

**AVERAGE SALARY  
INCREASE ACHIEVED**

When accepting a role over the last year.



37%

**NUMBER OF FEMALE  
PROFESSIONALS**

Up significantly from 31% last year.



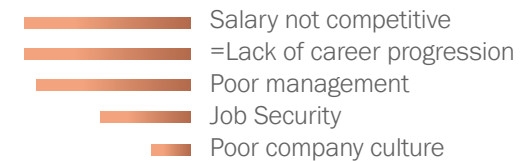
47%

**SAW THEIR SALARY  
INCREASE LAST YEAR**

The lowest number in the industry.

# DIGITAL ANALYTICS <sup>UK</sup> KEY FINDINGS

**TOP FIVE REASONS FOR  
LEAVING A ROLE LAST YEAR**

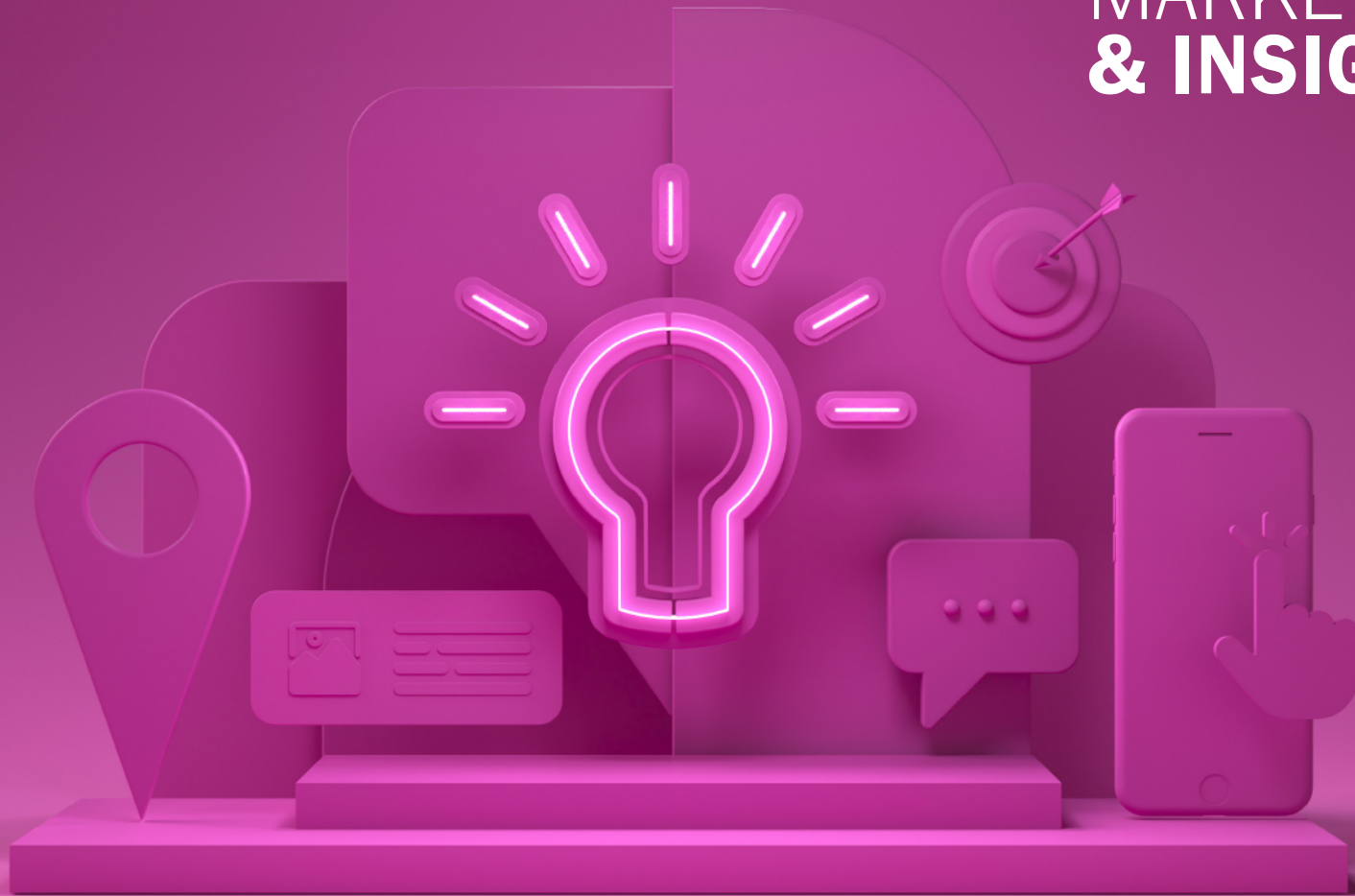
- 
- Salary not competitive
  - =Lack of career progression
  - Poor management
  - Job Security
  - Poor company culture

**TOP FIVE TECHNOLOGIES**

- Google Analytics
- Adobe Analytics
- SQL
- GTM
- Power BI



# MARKETING & INSIGHT<sup>UK</sup>





# MARKETING & INSIGHT <sup>UK</sup>

**With Marketing & Insight teams among the most impacted early in the pandemic, brands are now turning to these professionals to help them prepare for the new normal.**

As restrictions ease across the UK, enterprises need to make use of the insights they've gained over the past year, particularly regarding customer behaviour. Last year saw a dramatic shift with businesses adapting to a fully online world but, with high streets reopening, brands need to stay ahead of the game in terms of recognising which behavioural changes are permanent, and which are set to either revert back, or evolve once again.

## OUR CONSULTANT'S THOUGHTS:

"For obvious reasons, the first part of 2020 saw a significant change in the volume of roles available for candidates. Since last autumn, however, confidence in the market has increased considerably and we have seen a huge influx in roles in the last six months as businesses seek to grow and rebuild their teams at a rapid pace. This huge demand for talent, combined with increased salary expectations from candidates has meant that the market is now more competitive than ever. Whilst in previous years, we have seen many candidates prioritise either culture or salary, with many happy to compromise if the salary was high enough or the culture allowed flexibility, the change in work/life balance over the past 12 months has drastically impacted expectations. Businesses seeking to hire moving forward will now have to not only offer a competitive salary, but also flexibility around remote working and hours"



**Talitha Boitel-Gill** / Associate Director, Marketing & Insight



## A DECADE OF DATA

Having been one of the first areas to properly utilise Data & Analytics, marketing teams have actually stayed fairly consistent over the last decade – at least to an extent. Customer Insight, Campaign, CRM and Research roles are all still sought after, as they were a decade ago, although many businesses are now looking for individuals who can work across one or more of these areas in a combined role.

What was once a very SAS-heavy space has also seen a shift with the types of technologies that are most sought-after. In 2012, we began to see the increased use of SPSS, KXEN and SQL, followed by a significant rise in popularity for R in 2015, and Python not long after. By 2019, Python and SQL had solidified themselves as the discipline's most popular technologies.

## INSIDER'S INSIGHT:

"After a challenging year for many colleagues and friends within the industry, it's refreshing to see a huge increase in the volume of roles in the market and an increased confidence in hiring. It is interesting to note that on average, there is an expectation to be able to work from home 3 days a week.

I think from a leadership perspective, it will be important for us to take note of this as we hire and ensure that we are mindful of the needs of those in our team. We have seen one of the added benefits of remote working opportunities to be that we can now look at a wider pool of talent, which has diversified the team and opened up opportunities for those who would previously not applied to join our business."

**Head of Insight / Data Consultancy**



# MARKETING & INSIGHT <sup>UK</sup>

## PERMANENT - AVERAGE ANNUAL SALARY

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
Annual Base Salary - £ GBP [London   North   Outside London]					
Campaign & CRM	£32k   £28k   £30k	£40k   £33k   £35k	£58k   £40k   £42.5k	£80k   £65k   £72k	£130k   £105k   £105k
Econometrician	£33k   £31k   £32k	£46.1k   £42k   £41k	£65k   £59k   £61k	£116.5k   £100k   £105k	£180k   £145k   £145k
Insight Analyst	£36k   £30k   £35k	£55k   £45k   £50k	£75k   £67k   £70k	£120k   £90k   £100.5k	£190.8k   £160k   £160k
Research Analyst	£30k   £26k   £28k	£28k   £32k   £34k	£55.6k   £45k   £48k	£90k   £68k   £73.5k	£125k   £110k   £110k
Pricing Analyst	£32k   £27k   £30k	£30k   £40k   £42k	£65k   £59k   £59k	£93k   £68k   £75k	£180k   £150k   £150k

## CONTRACT - AVERAGE DAY RATES

MARKETING & INSIGHT Role type	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
Daily Contract rate - £ GBP [London   North   Outside London]					
Campaign & CRM	n/a   n/a   n/a	£250   £250   £230	£350   £375   £250	£500   £500   £500	£1200   £900   £850
Econometrician	n/a   n/a   n/a	£350   £300   £300	£450   £450   £450	£600   £500   £500	£1200   £900   £850
Insight Analyst	£220   £200   £185	£400   £400   £400	£500   £500   £500	£750   £700   £700	£1200   £900   £850
Research Analyst	n/a   n/a   n/a	£250   £250   £200	£350   £350   £350	£450   £450   £450	£1200   £900   £850
Pricing Analyst	n/a   n/a   n/a	£300   £300   £300	£400   £400   £400	£500   £500   £500	£900   £850   £850



14%

**FEEL LESS  
JOB SECURE**

Then in 2020, the least  
secure in the industry.

53%

**OF M&I PROFESSIONALS  
HAVE A STEM DEGREE**

The lowest percentage  
in the industry.

19%

**AVERAGE SALARY  
INCREASE SOUGHT**

When applying to a role  
over the last year.

21%

**AVERAGE SALARY  
INCREASE ACHIEVED**

When accepting a role  
over the last year.

25%

**TOOK A COVID-19  
RELATED PAY CUT**

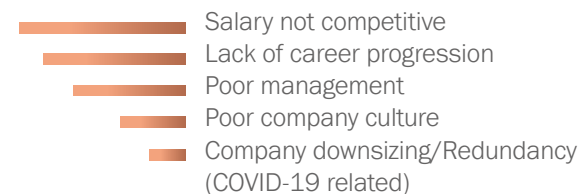
When temporary or  
permanent, this was joint  
highest in the industry.

39%

**NUMBER OF FEMALE  
PROFESSIONALS**

Down slightly from  
42% last year.

# MARKETING & INSIGHT <sup>UK</sup> KEY FINDINGS

**TOP FIVE REASONS FOR  
LEAVING A ROLE LAST YEAR****TOP FIVE TECHNOLOGIES**

Python  
SQL  
Excel  
Power BI  
Google Analytics





# RISK ANALYTICS<sup>UK</sup>





# RISK ANALYTICS <sup>UK</sup>

**2020 saw a great deal of uncertainty in markets across the globe, and with uncertainty comes increased risk.**

While lenders originally pulled back on their lending, pockets have begun to open up again with Risk Analytics driving the way. This has led to increased demand for specialists in this space with banks and businesses understanding that they need the right people behind their Credit Risk strategies in order to ensure they are as robust as possible.

Alongside the COVID-19 pandemic, there has also been a fraud epidemic in the UK due to the huge upsurge in ecommerce. As a result, Prevent and Protect Fraud is seeing significant amounts of investment, bringing with it increased demand for Fraud Analysts.

## OUR CONSULTANT'S THOUGHTS:

"The Risk Analytics job market is as busy as it's ever been, with lenders growing their Credit Risk teams to cope with an increased demand for their products as the economy recovers from the pandemic. Growth in the SME lending space continues to accelerate, with these companies moving toward more a data-driven approach to their credit decisioning. FinTechs are back on the growth path too and investing in Data Science capabilities to help differentiate good borrowers from bad.

As mentioned above, the shift online has provided a huge opportunity for fraudsters. Companies (especially retail, e-commerce, and FS) are investing in sophisticated fraud systems, deploying analytical resources and applying Data Science techniques to prevent and detect fraud."



**Conor Larkin** / Managing Consultant, Credit Risk



## A DECADE OF DATA

Despite evolving over the past 10 years, it's also clear that Risk Analytics has been slower to embrace new technologies than its sister disciplines. That's not to say, however, that Risk Analytics has lacked innovation as it's clear, even from our first guide, that this specialism has played a significant role in the adoption of new financial solutions, albeit pay day lenders were top of the agenda in 2012.

Perhaps unsurprisingly SAS, the most popular technology in this year's guide, was also number one in 2013. However, by 2018, we begun to see a clear shift towards AI and Data Science-led technologies, with Python and R emerging as highly sought-after skillsets, something that has continued into 2021.

## INSIDER'S INSIGHTS

"Over the past year there has been a shift to the use of Advanced Analytics such as AI/ML. The use of these techniques has been prevalent in fraud and marketing environments for some time, but we are starting to see a higher level of adoption in Credit Risk areas. These specialist skills are in high demand, and it's particularly difficult to find candidates who have experience in Advanced Analytics and Credit Risk, hence it can be a challenge to attract talent at the same rate as previously desirable salaries. Lenders who cannot stretch their budgets to attract these specialists are also seeking alternatives to outsource some of these activities as a more cost-effective solution."

**Laura Hales** / Analytics Product Director, Experian



# RISK ANALYTICS <sup>UK</sup>

## PERMANENT - AVERAGE ANNUAL SALARY

MARKETING & INSIGHT <small>Role type</small>	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
	Annual Base Salary - £ GBP [London   North   Outside London]				
Modelling (Decision Science)	£34k   £27k   £27.5k	£58k   £41.3k   £39.1k	£77.5k   £56.5k   £66k	£128k   £95k   £90k	£160k   £120k   £125k
Decision Systems	£32k   £26k   £23k	£56.5k   £38k   £40.1k	£72.5k   £49k   £50k	£130k   £76k   £73k	£150k   £100k   £90k
Portfolio Management	£33.5k   £26k   £25k	£52.4k   £47.1k   £47.5k	£83k   £52k   £62k	£136.5k   £113k   £100k	£175k   £105k   £100k
Fraud Analyst	£32k   £25k   £27.7k	£43k   £35k   £39k	£66k   £52.5k   £55.5k	£120k   £90k   £80k	£150k   £90k   £95k

## CONTRACT - AVERAGE DAY RATES

DATA & TECHNOLOGY <small>Role type</small>	Entry Level	Mid-Level	Technical Lead/Manager	Head of/ Director	Executive
	Daily Contract rate - £ GBP [London   North   Outside London]				
Modelling (Decision Science)	n/a   n/a   n/a	£350   £350   £350	£600   £600   £600	£800   £800   £800	£1100   £1100   £1100
Decision Systems	n/a   n/a   n/a	£350   £350   £350	£550   £550   £550	£700   £700   £700	n/a   n/a   n/a
Portfolio Management	n/a   n/a   n/a	£375   £375   £375	£550   £550   £550	£800   £800   £800	£1000   £1000   £1000
Fraud Analyst	n/a   n/a   n/a	£325   £325   £325	£475   £475   £475	£750   £750   £750	£900   £900   £900



91%

**FEEL AS OR MORE  
JOB SECURE**

Than in 2020, the  
most in the industry.

24%

**NUMBER OF FEMALE  
PROFESSIONALS**

Down slightly from  
29% last year.

17%

**TOOK A COVID-19  
RELATED PAY CUT**

When temporary or  
permanent, this was  
the least in the industry.

21%

**SAW THEIR HOURS  
SIGNIFICANTLY IMPACTED  
BY REMOTE WORKING**

The most likely to make  
significant changes in  
the industry.

20%

**AVERAGE SALARY  
INCREASE SOUGHT**

When applying to a role  
over the last year.

23%

**AVERAGE SALARY  
INCREASE ACHIEVED**

When accepting a role  
over the last year.

# RISK ANALYTICS<sup>UK</sup> KEY FINDINGS

**TOP FIVE REASONS FOR  
LEAVING A ROLE LAST YEAR**

- Salary not competitive
- Lack of career progression
- Poor management
- End of contract
- Poor company culture

**TOP FIVE TECHNOLOGIES**

- SAS
- Python
- SQL
- AWS
- R



61%

**HAVE BEEN IN CONTRACT  
FOR LESS THAN A YEAR**

While 7% have been in theirs  
for over two years.

62%

**RECEIVED AN EXTENSION TO  
THEIR LATEST CONTRACT**

With an average extension  
of 12 weeks.

16%

**RECEIVED A DAY-  
RATE INCREASE**

Down from 24% the  
previous year.

15%

**AVERAGE DAY  
RATE INCREASE**

Down from 20% the  
previous year.

30%

**AVERAGE % OF TEAM WHO  
ARE CONTRACTORS**

From teams who already have  
at least one contractor in.

21%

**OFFERED A PERMANENT  
POSITION AT THE END OF  
THEIR CONTRACT**

Only 16% percent accepted,  
with a 50/50 likelihood of  
seeing their pay decrease.

## HARNHAM CONTRACT

**In the midst of uncertain times, we often see a need for flexibility with staffing. This year has been no different with the contracting industry seeing an unprecedented level of demand.**

Traditionally enterprises have looked to bring in highly skilled contractors to kick start projects, functions and upskill existing workforces. However, this year we have seen this expand as contractors are now being brought in to provide the statistics, expertise and, ultimately, the confidence businesses need to expedite their digital transformations. It comes as no surprise then that 61% of contractors have only been in their current positions for less than a year.

As the world moved to remote working, we also saw businesses flirt more seriously with the concept of international workers. The uptake here has been substantial, not only because it allows enterprises to escape the impact of IR35 reforms, but also because of the breadth of talent it makes available.



**Kirsty Garshong** / Senior Manager, Contract



30%

**RECEIVED THEIR IR35 STATUS BEFORE THEIR CURRENT ROLE**

With the majority unclear at the start of their position.

52%

**STILL HAVEN'T RECEIVED THEIR CURRENT STATUS**

From responses collected Feb-Apr 2021.

57%

**OF THOSE PAID THROUGH AN UMBRELLA COMPANY**

Did so because of company policy resulting from IR35 reforms.

72%

**RATE THEIR EMPLOYERS AS MODERATE TO GOOD**

In terms of their handling of IR35 reforms.

25%

**PLAN TO LEAVE THEIR ROLE**

As a result of reforms to IR35.

20%

**PLAN TO MOVE INTO A PERM POSITION**

Rather than contracting in the future

# HARNHAM CONTRACT

## THE INTRODUCTION OF IR35 REFORMS

April 2021 finally saw long-anticipated reforms to IR35 implemented, following a lengthy build-up where the conversation had been focused around the "preparedness" of hiring companies.

While there have been a number of interpretations of the legislation changes across the market, businesses who invested time in forming a strategy, often by partnering with agencies such as Harnham, have seen fewer contractors having to face difficult career decisions.

However, it is yet to be seen what the true, long term impact of these changes will be on the market, and it remains unclear as to whether contractors will readily accept that they need to work "Inside IR35". In particular, we are still to find out whether the market will lean towards offering greater financial compensation to contractors having to work this way, or whether companies will create new working practices allowing them to operate "Outside IR35" with confidence.



**Dan Lewis** / Associate Director



# THE FUTURE OF THE INDUSTRY

**Although now well-established, the Data & Analytics industry still remains a “new kid on the block” in the eyes of many.**

With a young workforce, averaging age 33 despite the relatively high amount of education required to enter many roles, it is an industry ripe for change and innovation. However, this does mean that many in the industry may not have significant amounts of real-world experience.

With this in mind, we asked both Entry & Mid-Level professionals, and those in leadership positions about what they feel they need to develop.

## **Here's what we found:**

ENTRY & MID-LEVEL RESPONDENTS:

### **OUTSIDE OF YOUR TECHNICAL ABILITY, WHAT SKILLS DO YOU THINK YOU WOULD MOST BENEFIT FROM IMPROVING?**

- A better understanding of my sector as a whole
- How to better articulate my work and findings
- A better understanding of the challenges my business is facing

HEAD OF/DIRECTOR & EXECUTIVE RESPONDENTS:

### **OUTSIDE OF THEIR TECHNICAL ABILITY, WHAT SKILLS DO YOU THINK JUNIOR TEAM MEMBERS WOULD MOST BENEFIT FROM IMPROVING?**

- How to better articulate their work and findings
- Communication skills
- A better understanding of the nature of their business

79%

### **79% OF ENTRY-LEVEL PROFESSIONALS HAVE A STEM DEGREE**

Compared to 65% of Head of/Direct and 59% of Executives

39%

### **39% OF SENIOR LEADERS ARE STILL HANDS ON REGULARLY**

Including Heads of, Directors and Executives

92%

### **DO YOU FEEL YOU HAVE THE ABILITY TO ARTICULATE YOUR WORK TO NON-TECHNICAL STAKEHOLDERS?**

92% of entry and mid-level respondents said yes.

50%

### **DO YOU FEEL JUNIOR TEAM MEMBERS HAVE THE ABILITY TO ARTICULATE THEIR WORK TO NON-TECHNICAL STAKEHOLDERS?**

50% of Head of/Director & Executive respondents said yes.



# CONTACT <sup>UK</sup> 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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