A 3D illustration of various data analytics tools and concepts. It includes a yellow smartphone with a pie chart, a white tablet with a bar chart, a red location pin on a small white table, a blue mug with a tea bag, a green sign with '2022', and several speech bubbles and charts floating in the air. The scene is set in a modern, minimalist room with a white sofa and a small table.

UK DATA & ANALYTICS SALARY GUIDE 2022

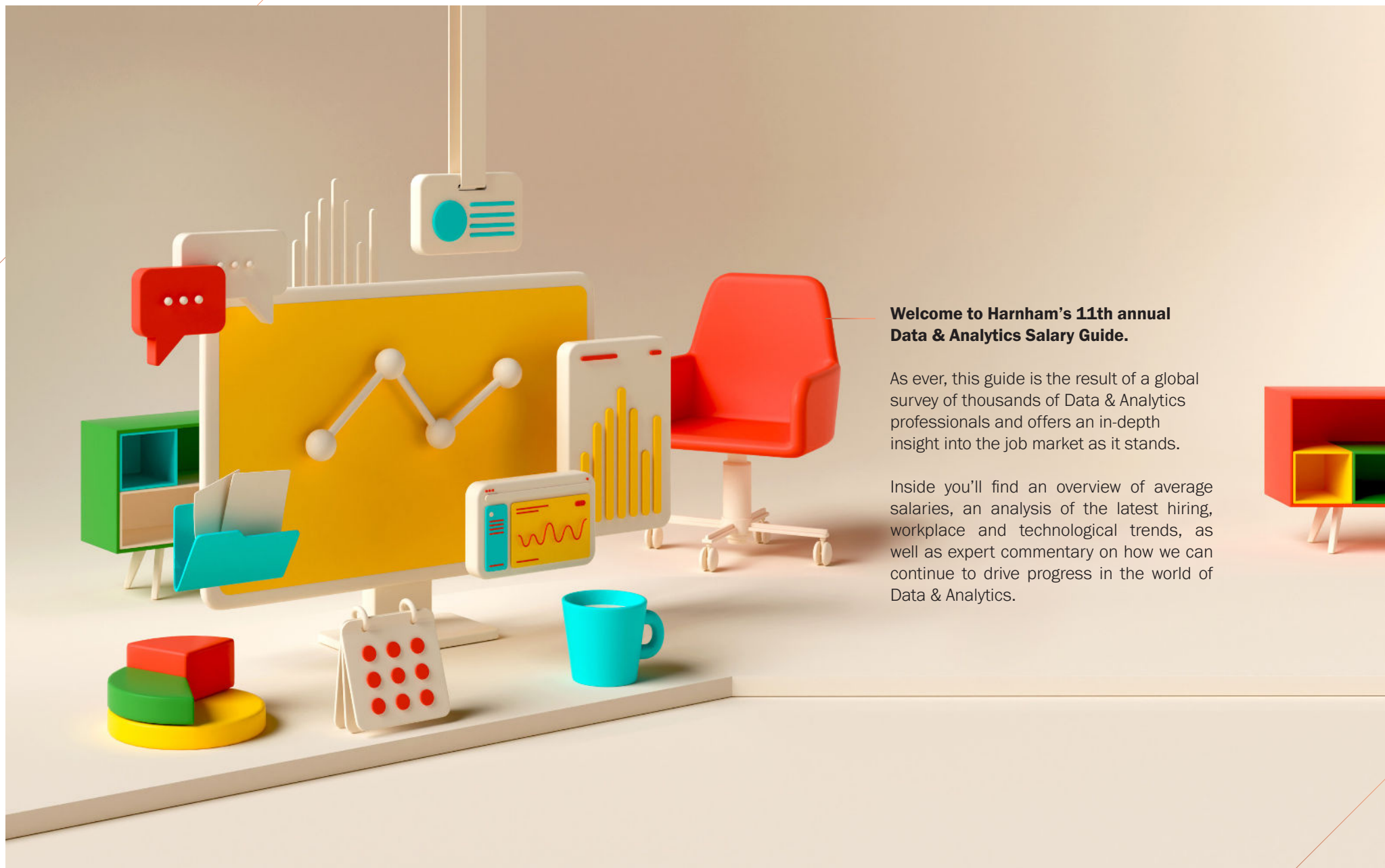
— The definitive source
of salary information
for the UK Data &
Analytics market



SALARY GUIDE CONTENTS²⁰²²

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**Welcome to Harnham's 11th 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.



SALARY GUIDE INTRODUCTION

A WORD FROM THE CEO

It is my pleasure to introduce you to the 11th edition of our annual UK Data & Analytics Salary Guide.

Following the previous decade of guides, I am pleased to say that this latest edition is our most comprehensive yet, based on the input of over 9,000 respondents globally, more than ever before.

I want to thank every respondent who took the time to take part in our survey. 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 2022. Our findings this year once again point to an industry that's thriving and maturing, with 91% reporting that they feel more, or as, secure in their role than they did this time last year. Particularly of note is the average length of time that professionals are staying in their roles. Over our past several guides, this has drifted between 2 to 2 ½ years, whereas this year has seen that number grow to 3 ¼ years, potentially a result of professionals choosing to remain in their positions throughout the pandemic.

Perhaps as a result of this, we're also seeing more reluctance from candidates to move roles. While over 2/3rds are either actively looking, or willing to move for the right opportunity, this is down from nearly 3 out of 4 respondents in 2020, albeit a similar number to what we found last year. It will be interesting to see if next year's guide indicates a greater appetite for movement.

Progress does seem to have stalled somewhat when it comes to diversity. This year we found that only 28% of Data & Analytics professionals are women, which indicates no change from last year. We'll examine this in more detail in our 2022 Diversity In Data Report, due to launch later this year, but this is somewhat surprising as we have seen numerous companies make deliberate efforts to improve their gender diversity.

For the meantime, this year's guide also offers a first insight into remote and hybrid-working patterns in a post-lockdown world. As you'll see, Flexible Working Hours and Remote Working Options remain the most desirable benefit in the industry, with most professionals only working on site 1-2 days a week. This is already having a significant impact on hiring trends and it will be interesting to see how this continues to evolve over the next few years.

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 16 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 2022 Salary Guide, we have compiled data from:

- Our independent survey completed by 9,484 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 Level (Leading business units comprising of one or more technical teams within one vertical/specialism).

Executive/Director Level (Managing teams across different verticals and specialisms, potentially in a board position).

*Some salaries are not included for Contract roles, due to the the seniority of the position or experience required.





ABOUT THE ANALYSIS

The analysis for this report was conducted by Harnham's sister company, Rockborne. Below, Rockborne's CDO, Waseem Ali, discusses the process for this:

With Harnham's most recent industry survey garnering over 9,000 responses from professionals across the UK, US, and mainland Europe, the procedure established to yield insight from this data required data cleaning and exploration, both of which primarily occurred within Excel, PowerBI and Python.

As part of the data cleaning process, Rockborne used distribution analysis to identify outliers, which were removed as a result of some exploratory data analysis we conducted.

For the purposes of this study, data outside of 'Male' and 'Female' was not considered due to the sparse number of responses, although we hope this changes over the coming years. Despite this, we will be looking at non-binary and gender fluid representation in Harnham's Diversity In Data report due out later this year, as we do not want this important area of discussion to be overlooked.

To compare different sectors within the data industry core disciplines were grouped into their respective specialisms, in order to provide a more tailored diagnosis whilst maintaining validity with the number of responses.

Rockborne are an expert provider of specialist Data & Analytics consultants. Recruiting regular cohorts of diverse, highly skilled and exceptionally promising STEM graduates, our expert trainers take these talented individuals through an intensive 16-week program of technical, business and consulting skills training, before placing them with leading data teams across all industry sectors.



[Learn more at rockborne.com](https://rockborne.com)

Rockborne
A HARNHAM GROUP COMPANY



91%

**FEEL AS OR
MORE SECURE**

In their role than in 2021.

67%

**WOULD LEAVE
THEIR ROLE**

If the right opportunity came up.

22%

**AVERAGE SALARY
INCREASE SOUGHT**When applying to a role
over the last year.

10%

**AVERAGE SALARY
INCREASE ACHIEVED**When accepting a role
over the last year.

21%

RECEIVED A COUNTER OFFEROf those who accepted, 17%
still left their role within a year.

16%

AVERAGE BONUSWith 45% receiving a
higher bonus than last year.3¹/₄**AVERAGE LENGTH
OF TIME IN A ROLE**Up from 2 ¹/₂ years.

28%

**NUMBER OF FEMALE
PROFESSIONALS**Showing no change
from last year.

INDUSTRY KEY FINDINGS ^{UK}

**TOP FIVE REASONS
FOR LEAVING A ROLE**

- Salary not competitive
- Lack of career progression
- A better opportunity came along
- Poor management
- Poor company culture

TOP FIVE MOST DESIRABLE BENEFITS

- Flexible working hours
- Remote working options
- Enhanced pension
- Bonus
- Unlimited vacation days

TOP FIVE TECHNOLOGIES

- SQL
- Python
- SAS
- Google Analytics
- Tableau

REMOTE & HYBRID WORKING

After two years in and out of various restrictions, most companies who planned to return to the office have done so.

As anticipated, the majority of businesses have adopted hybrid-working models, although only 15% have formalised these within contracts. Most professionals are therefore working within the parameters of non-contractual company policy or based on an informal agreement with their manager.

This has resulted in Data & Analytics professionals being in the office, on average, 1.5 days a week. For those in weekly, the true number is likely closer to 2.5 days a week, with some hybrid models only requiring in-office attendance once every couple of weeks.

As a result, companies looking for candidates to be in the office 4-5 days a week are finding it much harder to hire. The industry has embraced remote working and the flexibility that comes with it. Candidates are wary that businesses who don't offer this have an inflexible culture.

That being said, many report that having regular days in the office (within a hybrid model) is still useful for their professional advancement, suggesting that the visibility that comes with being on site does have its benefits.

Remote and hybrid working has also transformed the hiring process. The ease of being able to complete interviews on zoom, or similar, and the resulting flexibility and agility this provides has reset candidate expectations of what an interview process should look like.

This has resulted in candidates expecting significantly shorter stretches between first interviews and offers being made. Indeed, many Hiring Managers are starting to find that candidates no longer have the patience for lengthy interview processes with numerous stages and tech tests, and are seeing increasing numbers drop off if things go on too long.



REMOTE & HYBRID KEY FINDINGS ^{UK}

42%

FOLLOW A NON-CONTRACTUAL COMPANY POLICY

While only 15% have a formal remote working agreement in their contract.

1.5

DAYS A WEEK

On average spent working in the office.

13%

OF RESPONDENTS' COMPANIES WILL NOT RETURN TO THE OFFICE AT ALL

While only 5% are returning to the office full-time.

68%

PREFER A HYBRID- WORKING MODEL

While 28% would prefer to be fully remote.

1

FLEXIBLE WORKING HOURS LISTED AS THE MOST DESIRABLE BENEFIT

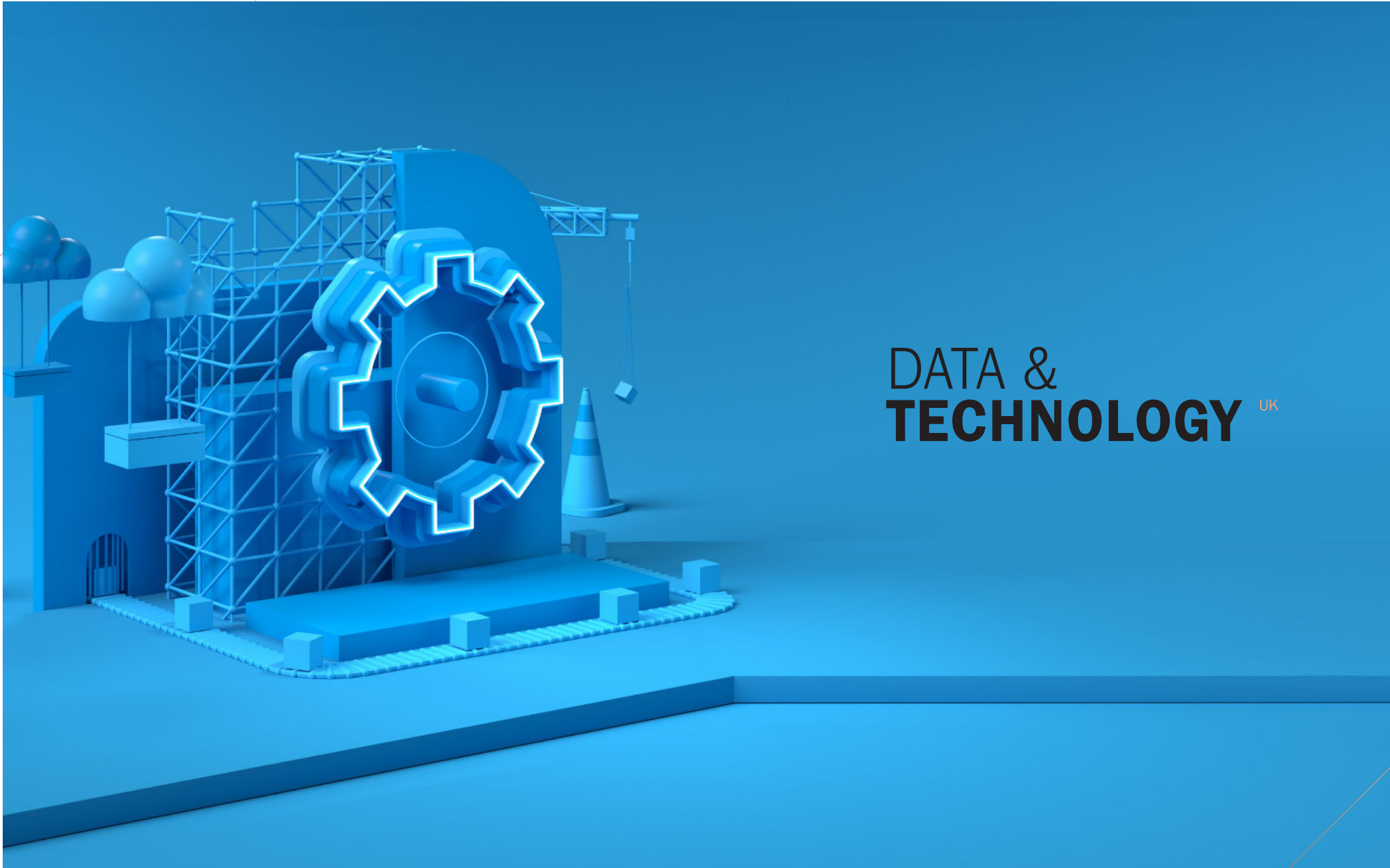
That a company can offer.

2%

LEFT THEIR ROLE

As a result of lack of remote working opportunities.





DATA & **TECHNOLOGY** ^{UK}

DATA & TECHNOLOGY ^{UK}

The growth and maturity of Analytics Engineering over the past 12 months has driven significant advancements in the world of Data & Technology.

As there is more focus on Data Modelling and Warehousing in BI Teams, Data Visualisation and analysis work has opened up to non-technical professionals and decision-makers. This, in turn, has seen new tools, such as Looker and DBT, see a sharp rise in popularity alongside traditional favourites like PowerBI and Tableau.

On the other side of the market, Data Engineers are now becoming increasingly specialised and professionals in this area should be developing their understanding of Cloud Computing and DevOps tools such as Terraform and Kubernetes.

OUR CONSULTANT'S THOUGHTS:

Despite a substantial rise in salaries, there has been no slowdown in demand for Data & Technology talent.

While Hiring Managers' expectations remain largely the same (experience in programming, cloud computing and good engineering fundamentals), this doesn't hold true for candidates who are receiving multiple offers and big pay rises as standard.

Remote and hybrid working options are now seen as a must-have, with many candidates seeing a maximum of two days per week in the office as a red line. With so many jobs available at the moment, the consensus is that they can afford to be picky and not even enter processes that can't accommodate this level of flexibility alongside a substantial pay increase.



Ross Henderson / Director, Data & Technology



DATA & TECHNOLOGY ^{UK}

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]					
Business Intelligence	£36.3k £27.5k £34k	£57.5k £50k £40k	£79k £70k £55k	£95.5k £85k £77.3k	£170k £150k £107.5k
Data Architecture	£47k £38k £35k	£83.5k £72k £70k	£94k £90k £80k	£115k £100k £79k	£160k £145k £100k
Data Engineering & Big Data	£38.6k £25.5k £30.5k	£65k £60k £50k	£88.9k £80k £66.3k	£108k £100k £95k	£135.5k £120k £120k
Data Governance	£48k £40k £32k	£63k £58.5k £51k	£83.5k £70k £50k	£103.5k £95k £90k	£120k £102.5k £108k
Software Engineering	£40k £33.9k £32.4k	£67k £62k £52k	£87k £80k £65k	£108k £95k £81k	£137k £125k £130k

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	£450 £425 £425	£600 £600 £550	£750 £700 £700	£900 £900 £850
Data Architecture	n/a n/a n/a	£500 £500 £500	£650 £650 £650	£750 £750 £750	£1000 £900 £900
Data Engineering & Big Data	n/a n/a n/a	£550 £500 £450	£700 £700 £700	£900 £850 £850	£1000 £1000 £1000
Data Governance	n/a n/a n/a	£500 £475 £450	£600 £600 £600	£750 £750 £700	£1000 £1000 £1000
DevOps	n/a n/a n/a	£600 £575 £550	£700 £675 £675	£850 £850 £850	£1000 £950 £950
Software Engineering	n/a n/a n/a	£600 £550 £675	£700 £675 £675	£850 £850 £850	£1000 £1000 £1000

**AVERAGE LENGTH
OF TIME IN A ROLE**

The most time in the industry.

**WOULD LIKE TO WORK
ENTIRELY REMOTELY**

The most 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.**AVERAGE BONUS**With 47% receiving a higher
bonus than last year.**NUMBER OF FEMALE
PROFESSIONALS**Down from 22% last year
and the least in the industry.

DATA & TECHNOLOGY ^{UK} KEY FINDINGS

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

- Salary Not Competitive
- Lack Of Career Progression
- Poor Management
- A better opportunity came along
- Poor Company Culture

TOP FIVE TECHNOLOGIES

SQL
Python
Azure
Power BI
Tableau

A 3D rendered scene in a monochromatic pink color scheme. In the center, a computer monitor displays a glowing white 'M' logo. To the left of the monitor is a stack of server racks and a glowing lightbulb. To the right, more server racks are visible. The scene is set on a desk with a keyboard in the foreground. The background is a solid pink wall.

DATA **SCIENCE** ^{UK}

DATA SCIENCE ^{UK}

While the past few years have seen an influx of talent enter the market, demand still outstrips supply.

This is largely due to the rapid pace at which the Data Science market has matured, both in terms of technologies and the ways in which organisations are now embracing a data-centric approach. There is now, therefore, a formal need for Data Science projects to have scalability and reliability embedded within them.

As a result, Data Science teams are in need of people focused on making the deployment of models more efficient, ensuring that their quality is maintained as they scale. As such, Hiring Managers are on the hunt for MLOps and ML Engineering professionals, with those experienced in this area in high demand.

OUR CONSULTANT'S THOUGHTS:

As ever, the most important thing for candidates looking in this area is ability to demonstrate both commercial acumen and the impact of their work.

However, for those looking to stand out further, Hiring Managers are particularly keen on full-stack Data Science candidates, specifically those who can work end-to-end across the entire Machine Learning lifecycle. While this isn't essential, those who can work across the whole cycle will likely be paid better.

This perhaps explains why candidates are now placing such an emphasis on learning and development opportunities when looking at roles. In addition to high salaries and remote working opportunities, having the opportunity to work across new areas and with new technologies, as well as the ability to make a real impact with their work, is seen as a must-have for those looking for a new role.



Nick Mandella / Senior Manager, Data Science



DATA SCIENCE ^{UK}

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]				
Computer Vision	£44k £37k £42k	£72k £64k £66k	£86k £80k £84k	£123k £100k £112k	n/a n/a n/a
Data Science	£46k £34k £31.5k	£68k £55k £58k	£88k £75k £77k	£135.5k £121k £119k	£196k £178k £180k
Deep Learning & AI	£45.5k £36k £43k	£75k £67k £65k	£95k £90k £88k	£122.5k n/a n/a	n/a n/a n/a
Machine Learning Engineering	£52k £46k £48k	£75k £65k £63k	£90k £85k £77k	£129k £99k £96k	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]				
Computer Vision	n/a n/a n/a	£550 £550 £550	£650 £650 £650	£900 £900 £900	£1000 £950 £950
Data Science	n/a n/a n/a	£500 £500 £650	£650 £600 £650	£900 £850 £850	£1200 £1000 £950
Deep Learning & AI	n/a n/a n/a	£600 £625 £600	£700 £700 £700	£900 £850 £850	£1000 £1000 £950
Machine Learning Engineering	n/a n/a n/a	£600 £575 £575	£725 £700 £700	£900 £900 £850	£1200 £1000 £950



93%

**FEEL AS OR
MORE SECURE**

In their role than in 2021, the
most secure in the industry.

2 ³/₄**AVERAGE LENGTH
OF TIME IN A ROLE**

The least time in the industry.
last year.

25%

**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.

17%

AVERAGE BONUS

With 44% receiving a higher
bonus than last year.

22%

**NUMBER OF FEMALE
PROFESSIONALS**

Down from 23% last year.

DATA SCIENCE ^{UK} KEY FINDINGS

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

- Salary Not Competitive
- Lack Of Career Progression
- A better opportunity came along
- Poor Management
- Poor Company Culture

TOP FIVE TECHNOLOGIES

Python
SQL
R
AWS
GCP

A 3D illustration in shades of orange and yellow. It features a large smartphone-like device with a glowing screen, a thumbs-up icon, a heart icon, and a cursor arrow. The scene is set on a platform with a step.

DIGITAL ANALYTICS ^{UK}

DIGITAL ANALYTICS ^{UK}

With significant changes on the way regarding cookie consent and governance, the Digital Analytics industry is preparing for the biggest process upheaval since the introduction of GDPR four years ago.

Already this has opened up the market to a variety of new tools, and smaller vendors (such as Heap Analytics) are becoming increasingly popular as businesses looking to increase the value they derive from 1st party data.

Marketing and Product Analytics professionals with a background in web analytics are also becoming increasingly popular hires. While these skillsets have been around for a while, data privacy changes and the impact of the pandemic have meant that businesses are looking to understand their customers' journeys in more depth than they have before.

OUR CONSULTANT'S THOUGHTS:

In line with the upcoming move away from 3rd party cookies, there's been an increased demand for candidates that have commercial experience working with cookie consent and GDPR, particularly within tag management and digital analytics implementation.



However, this trend isn't quite as prevalent as a need for professionals who can use their commercial understanding to communicate with key stakeholders, particularly within businesses who have undergone a rapid digital transformation over the past couple of years.

Adam Osborne / Managing Consultant, Digital Analytics

DIGITAL ANALYTICS ^{UK}

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	£32k £30k £30k	£52k £47k £50k	£70k £65k £60,250	£85k £80k £70k	£110k £95k £95k
Implementation	£35k £33k £35k	£55k £52k £50k	£80k £70k £65k	£100k £90k £85k	£120k £110k £110k
Product Analytics	£38k £35k £38k	£58k £54k £56k	£78k £72k £70k	£93k £90k £78k	£120k £110k £110k
Web Analytics	£32k £30k £30k	£52k £45k £41.6k	£72k £65k £62k	£90k £80k £75.5k	£115k £110k £100k

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	£450 £450 £450	£600 £600 £600	n/a n/a n/a
Implementation	n/a n/a n/a	£400 £400 £400	£600 £600 £600	£650 £650 £650	n/a n/a n/a
Product Analytics	n/a n/a n/a	£400 £400 £400	£500 £500 £500	£600 £600 £600	n/a n/a n/a
Web Analytics	n/a n/a n/a	£350 £350 £350	£500 £500 £500	£900 £900 £900	n/a n/a n/a



61%

**WOULD LEAVE
THEIR ROLE**

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

3%

**RECEIVED A SIGN
ON BONUS**

Joint least likely
to in the industry.

22%

**AVERAGE SALARY
INCREASE SOUGHT**

When applying to a role
over the last year.

14%

**AVERAGE SALARY
INCREASE ACHIEVED**

When accepting a role
over the last year.

14%

AVERAGE BONUS

With 46% receiving a higher
bonus than last year

32%

**NUMBER OF FEMALE
PROFESSIONALS**

Down from 37% last year.

DIGITAL ANALYTICS ^{UK} KEY FINDINGS

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

- Lack Of Career Progression
- Salary Not Competitive
- A better opportunity came along
- Poor Management
- Poor Company Culture

TOP FIVE TECHNOLOGIES

- Google Analytics
- Adobe Analytics
- SQL
- BigQuery
- Google Tag Manager



MARKETING & INSIGHT ^{UK}

MARKETING & INSIGHT ^{UK}

With consumer values and opinions evolving at a faster rate than ever before, businesses are becoming increasingly reliant on their Marketing & Insight teams to help stay ahead of their competitors.

As a result, Market Research roles are increasingly in demand with Hiring Managers looking to build out their capabilities in this area. Furthermore, an understanding of product success is becoming more and more essential, leading to a surplus in demand for Product Analytics, Manager and Owner roles.

The impact of this rapid rise in demand, however, has left many businesses finding that their current salary levels now fall below market rate.

As such, they are under increased pressure to raise their offerings, not just on new roles, but in order to support retention too.

OUR CONSULTANT'S THOUGHTS:

The Marketing & Insight job market is seeing expectations rise on both sides of the aisle; what candidates are looking for, and what Hiring Managers expect them to bring to the table in return.

For candidates, this includes the aforementioned rise in salary, alongside increased home-working expectations. Additionally, more and more emphasis is being placed on the values a company hold. Candidates want to know that the business they are looking to work for shares their values, particularly when it comes to diversity & inclusion and "green" initiatives.

For their part, Hiring Managers now want to ensure that any hires they make are adding legitimate business value. Commercial acumen and the ability to translate analyses into recommendations that are easy to comprehend are must-haves for any candidates looking to secure a role. Most businesses are willing to offer the higher salaries now being sought but, in their mind, they need to be earned by the impact of a candidate's work.



Talitha Boitel-Gill / Director, Marketing & Insight



MARKETING & INSIGHT ^{UK}

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	£35k £35.8k £32k	£50k £49.1k £36k	£68.5k £62k £67k	£93k £85k £71.5k	£125k £110k £115k
Econometrics	£42k £40k £42k	£60k £56k £60k	£74k £68k £70k	£90k £90k £90k	£125k £120k £118k
Insight Analytics	£38k £34k £31k	£61k £45k £42k	£75.6k £62k £56k	£120k £90k £75k	£150k £120k £115k
Pricing Analytics	£36k £40k £40k	£49k £45k £45k	£60k £58k £58k	£90k £85k £85k	£107.5k £100k £100k
Research Analytics	£35k £32k £32k	£55k £48k £49k	£65k £58k £60k	£78k £74k £74.5k	£105k £96k £101k

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	£350 £350 £350	£500 £500 £500	£600 £600 £600	n/a n/a n/a
Econometrics	n/a n/a n/a	£500 £500 £500	£650 £650 £650	£750 £750 £750	n/a n/a n/a
Insight Analytics	n/a n/a n/a	£400 £400 £400	£500 £500 £500	£800 £800 £800	n/a n/a n/a
Pricing Analytics	n/a n/a n/a	£450 £450 £450	£550 £550 £550	£800 £800 £800	n/a n/a n/a



67%

**WOULD LEAVE
THEIR ROLE**

If the right opportunity
came up.

3%

**RECEIVED A SIGN
ON BONUS**

Joint least likely
to in the industry.

21%

**AVERAGE SALARY
INCREASE SOUGHT**

When applying to a role
over the last year.

13%

**AVERAGE SALARY
INCREASE ACHIEVED**

When accepting a role
over the last year.

14%

AVERAGE BONUS

With 44% receiving a higher
bonus than last year.

42%

**NUMBER OF FEMALE
PROFESSIONALS**

The most in the industry.

MARKETING & INSIGHT ^{UK} KEY FINDINGS

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

- Salary Not Competitive
- A better opportunity came along
- Lack Of Career Progression
- Poor Management
- Poor Company Culture

TOP FIVE TECHNOLOGIES

- SQL
- Google Analytics
- SAS
- Tableau
- Power BI

A 3D illustration on a green background featuring a large shield with a glowing red exclamation mark, a padlock, a stack of coins, and a stack of papers, symbolizing risk analysis and security.

RISK ANALYTICS^{UK}

RISK ANALYTICS ^{UK}

Drastic changes in the financial landscape over the past two years have reshaped and reinvigorated the Risk Analytics industry.

With Buy Now Pay Later (BNPL) models being embraced by major financial institutions, as well as FinTechs, and Open Banking becoming gradually adopted across the industry, experience in these areas is increasingly popular with Hiring Managers.

Plus, the rise in (attempted) online fraud and financial crime that arrived with the beginning of the pandemic has yet to subside. This has led to a huge growth in the number of jobs in this area, as businesses look to cover themselves and their customers.

Banks, in particular, are hiring more in this space as they invest in internal fraud teams and look to move away from a reliance on external consultancies.

OUR CONSULTANT'S THOUGHTS:

As with the majority of Data & Analytics specialisms, an increased demand for professionals within Risk Analytics has led to a salary boom.

However, salary is not the only concern for potential candidates, with hybrid working now taking the same level of precedence when it comes to negotiating an employment package. Businesses who still require their teams to be in the office four or five days a week are, therefore, losing out on a large amount of talent, no matter how good their financial incentives are.



Additionally, as a result of an increase in the use of Data Science and Machine Learning technologies across the market, we're seeing a rise in candidates skilled in Python, as they look to ensure they remain competitive in the marketplace.

Conor Larkin / Manager, Risk Analytics



RISK ANALYTICS ^{UK}

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]				
Decision Systems	£35k £28k £35.3k	£55k £52.1k £55k	£77k £62k £63.5k	£110k £78k £73.5k	n/a n/a n/a
Fraud Analytics	£35k £30k £30k	£55k £50k £50k	£75k £70k £70k	£120k £120k £120k	£130k £120k £130k
Modelling (Decision Science)	£38k £30k £34k	£66k £42k £45k	£92.5k £60.8k £65.5k	£135k £90k £100k	£150k £110k £120k
Portfolio Management	£35k £30k £34k	£62k £50k £55k	£85k £77k £75k	£120k £95k £88k	£155k £130k £135k

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]				
Decision Systems	n/a n/a n/a	£550 £550 £550	£700 £700 £675	£800 £800 £900	£1000 £1000 £1000
Fraud Analytics	n/a n/a n/a	£575 £575 £575	£700 £675 £675	£800 £775 £775	£900 £900 £900
Modelling (Decision Science)	n/a n/a n/a	£550 £500 £500	£650 £600 £600	£800 £800 £800	£900 £900 £900
Portfolio Management	n/a n/a n/a	£550 £550 £600	£700 £650 £650	£800 £800 £775	£1000 £1000 £1000



89%

**FEEL AS OR
MORE SECURE**

In their role than in
2021, the least secure
in the industry.



21%

**RECEIVED A
COUNTER OFFER**

The most likely to in the
industry. Of those who
accepted, 17% still left
their role within a year.



21%

**AVERAGE SALARY
INCREASE SOUGHT**

When applying to a role
over the last year.



15%

**AVERAGE SALARY
INCREASE ACHIEVED**

When accepting a role
over the last year.



17%

AVERAGE BONUS

With 44% receiving a higher
bonus than last year.



25%

**NUMBER OF FEMALE
PROFESSIONALS**

Up from 24% last year.

RISK ANALYTICS^{UK} KEY FINDINGS

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

- Salary not competitive
- A better opportunity came along
- Lack of career progression
- Poor management
- Poor company culture

TOP FIVE TECHNOLOGIES

- SAS
- Python
- SQL
- Tableau
- R

40%

**AVERAGE % OF TEAM
WHO ARE CONTRACTORS**

From teams who already have
at least one contractor in.

63%

**RECEIVED AN EXTENSION
TO THEIR LATEST CONTRACT**

With an average extension
of 12 weeks.

23%

**RECEIVED A DAY-RATE
INCREASE**

Up from 16%
the previous year.

10%

**AVERAGE DAY
RATE INCREASE**

Down from 15%
the previous year.

27%

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

Only 16% percent accepted,
and 25% of these saw their pay
decrease as a result.

9%

**CONTRACTED FOR UK
COMPANIES FROM
OVERSEAS**

With a further 6% splitting
their time between the UK
and abroad.

HARNHAM CONTRACT

The past few years has seen demand for Data & Analytics contract talent continue to rise and, in 2022, this shows no sign of slowing.

Driven by a shortage of talent and increased demand, businesses are leaning more on contract talent than ever before, with enterprises that do embrace contract talent seeing them account for 40% of their data teams. With this demand for talent and the move to remote working, it is therefore no surprise that employers are broadening their horizons to entertain international talent.

9% of all respondents working for UK employers delivered the majority of their work from outside of the country, while a further 6% split their time between the UK and abroad. It's also not a surprise to see businesses looking to hang on to contract talent for as long as possible, with 63% of contracts extended for an average of 3 months. Over a third of those who saw their contracts extended also saw a day-rate increase as a result of proving their worth.

Additionally, 27% of respondents were offered a permanent position at the company. While only 16% accepted, it is interesting to see that, of those who did, only 25% saw their pay decrease for doing so, compared to the 50% we found last year.



Kirsty Garshong / Associate Director, Head of Contract

53%

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

With a further 34 % unclear
of their position at the time
of our survey.

46%

**OF RESPONDENTS
CONTRACTED OUTSIDE
OF IR35**

In their most
recent position.

77%

**OF THOSE PAID THROUGH
AN UMBRELLA COMPANY**

Did so because of company
policy resulting from
IR35 reforms.

60%

**ARE LOOKING TO CONTRACT
THROUGH THEIR OWN LIMITED
COMPANY**

While only 15% would choose
an Umbrella Company if they
had the choice.

45%

REJECTED A POSITION

Due to an Inside
IR35 determination.

94%

**WOULD EXPECT A DAY
RATE INCREASE**

For contracting inside IR35,
with an average rise of 36%
expected.

IR35 ONE YEAR ON

After an initial one-year delay, last April saw IR35 reforms finally impact the public sector. However, our findings this year suggest that, potentially due to a variety of interpretations, there are more outside or small-business-exempt contracts than initially thought when the reforms first came into place.

Only 37% of respondents were deemed “Inside IR35” in their most recent contract, with 46% contracting outside. Of note, however, is the further 17% who were unaware of where their contract fell. This could be as a result of blanket company-policies or small-business exemptions, but the number falling close to one in five is higher than we would have anticipated.

For businesses looking to attract talent for contracts that fall “Inside IR35”, there are some key findings to bear in mind. With 94% of professionals expecting a pay rise for an inside contract (averaging a substantial 36%), those who are unable to accommodate this are losing out on a significant majority of potential talent. Plus, with nearly half of respondents having rejected a role due to an inside determination, companies with a blanket approach may also be missing out.



Kirsty Garshong / Associate Director, Head of Contract



THE NORTHERN HUB

The past decade has seen a rapid expansion of the UK's technology sector outside of London, with areas such as Birmingham, Manchester, Leeds and Nottingham forming something of a "Northern Hub" of innovation.

This geographical shift has provided a number of opportunities for candidates, with the widespread introduction of remote working patterns over the past couple of years have expanded these further. The biggest impact has been on salary.

While, traditionally, "London weighting" has meant salaries inside the capital have been 10-20% greater than those outside, the ability to work away from the office has reduced this dramatically.

With professionals able to work for London-based companies from other parts of the country, those in the Northern Hub have needed to raise their offers to remain competitive.

Most businesses in the Northern Hub are still working with the hybrid model found elsewhere, generally requiring 1-2 days a week in the office. However, given that candidates outside of London have typically needed to assess potential journeys in more detail, more and more companies are willing to offer flexibility around this in order to secure top talent from outside of the immediate surrounding area.

With the flexibility and financial incentives these changes have accommodated, the slightly older demographic found outside of London and an influx of diverse younger talent joining the industry, are bringing a wealth of experience and an innovative approach to an increasingly successful Northern Hub of Data & Analytics.



Jamie Smith / Senior Manager, Team North



CONTACT ^{UK} 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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