



camino
partners

Edition:
2025 | V01

Recruitment Sector Salary Benchmarking

What are recruitment companies paying non-fee-earning personnel in 2025?



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There is a lot of ‘talk’ of optimism in the market for 2025 – but recruitment companies remain cautious – rightly so, based on mercurial performance from previous years.

Foreword From Our MD



As we’ve noted from our end of year 2024 market report the recruitment sector is still on an upward recovery from COVID.

Business leaders remain cautious and the hiring trends for non-sales personnel into recruitment companies remain sporadic. A busier end-of-year saw a certain level of confidence return to the market, with recruitment companies beginning to re-build over-stretched back-office functions.

There is a lot of ‘talk’ of optimism in the market for 2025 – but recruitment companies remain cautious – rightly so, based on mercurial performance from previous years.

Because the market remains more cautious, candidates who are able to demonstrate commercial value to recruitment companies are undeniably the most desirable in the market. We have seen an increase in part time / fractional employees, such as CFOs / FDs as well as the off-shoring of some roles overseas with cost as a factor.

Building this document took considerable input from candidates, clients and members of the Camino Partners Team

and I’d like to thank everyone who contributed to its creation. To present the benchmarking data to you, we analysed thousands of records in our CRM system gathered from more than 12,000 client and candidate conversations in 2024, alone. And we invited contributions from several thousand candidates and clients.

I hope you find the document helpful when planning salary brackets for your hiring strategy into 2025 and if you are seeking to recruit non-sales personnel into your recruitment business this year, Camino Partners remains the partner of choice to advise you for strategic hires.

Matt Newman
MD,
Camino Partners

Inset Right >:
The Recruitment
Sector Market
Report was
popular amongst
recruitment
leaders.



Getting the data...

12,000

The number of sector conversations we have to gather data on non-sales appointments in 2024.

6,000

Candidates and clients approached to complete the survey across all specialisms.

70,000

Contacts within our CRM system, trended to produce our benchmarking document.



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Part One

Salary Benchmarking

Accountancy – transactional

Role	Lower	Median	Upper
Accounts Assistant	£26,000	£30,000	£32,000
Assistant Management Accountant	£32,000	£35,000	£40,000
Management Accountant (studying)	£40,000	£45,000	£50,000
Payroll Assistant	£28,000	£31,000	£34,000
Pay and Bill	£35,000	£40,000	£45,000
Payroll Manager	£43,000	£50,000	£55,000
Credit Controller	£28,000	£35,000	£40,000
Credit Manager	£45,000	£55,000	£70,000

Wider incentive and reward packages at the junior level usually consists of a 0–10% bonus, alongside 22+ days holiday, and, on average, a 3% employer pension contribution.

Bonuses are typically offered to credit control professionals on volume of debt recovered.

Non-qualified finance professionals expecting to study for qualifications demand two key criteria: study support,

and a performance-driven bonus. Study support means both money and time saved, whilst pursuing professional qualifications such as AAT, ACCA, or CIMA. Typically ‘junior’ level finance professionals are not awarded a bonus.

10%

Bonus normally awarded, on average to credit control

22+

Average days’ holiday offered to this level of role, each year

3%

Employer pension contribution

Accountancy – qualified

Role	Lower	Median	Upper
Chief Financial Officer	£120,000	£140,000	£200,000
Finance Director	£100,000	£125,000	£140,000
Financial Controller	£70,000	£90,000	£110,000
Finance Manager	£50,000	£60,000	£70,000
Senior Management Accountant	£60,000	£70,000	£75,000
Financial Accountant	£60,000	£70,000	£75,000

Senior Finance professionals are typically on bonuses of 10–30%. CFOs can often expect to have a shareholding in the business, particularly in owner managed businesses seeking to go through a transaction in the future.

CFOs / FDs typically lead from the front matching the amount of days in the office as their teams. Holiday is typically 25+ days a year.

Mid-Level Finance professionals usually can expect a bonus of at least 10%. They are more likely to receive a personal healthcare plan once into a Management or Controllership role. Holiday days are typically 25+ days a year.

Up to 30%

30% is the highest bonus ratio paid at this level. Expect to pay 15% as a median.

25+

Qualified finance professionals expect 25 days' holiday a year.

3

Average working days in office in a hybrid working environment.

Information Technology

Role	Lower (£)	Median (£)	Upper (£)
Chief Technology Officer	£100,000	£120,000	–
Head of IT and Technology	£70,000	£80,000	£100,000
Technology Manager	£50,000	£60,000	£70,000
CRM Consultant	£45,000	£50,000	£55,000
CRM Executive	£40,000	£45,000	£45,000
Data Analyst	£35,000	£40,000	£60,000
Senior Business Analyst	£50,000	£60,000	£70,000
Business Analyst	£40,000	£50,000	£60,000

IT professionals are typically on bonused upon completion of project transformation, or major systems infrastructure changes. Expect to reward professionals undertaking transformational change, a bonus of at least 15%.

There is a distinct split in the working environment for IT professionals. Mid-senior-level candidates are generally expected to be 'on site' in larger businesses, working at least four days per week in the office.

As with other departments in the business, expect to offer holiday allowances of 25 days across an annual period.

At Least 15%

Potential bonus range for this specialism based on seniority.

25+

Qualified finance professionals expect 25 days' holiday a year.

3

Average working days in office in a hybrid working environment.

Legal and Compliance

Role	Lower	Median	Upper
General Counsel	£120,000	£140,000	£180,000
Legal Counsel	£90,000	£110,000	£130,000
Head Of Legal	£80,000	£90,000	£100,000
Head Of Contracts And Compliance	£65,000	£75,000	£85,000
Contracts and Compliance Manager	£45,000	£55,000	£65,000
Senior Contracts and Compliance Officer	£32,000	£36,000	£40,000
Audit Manager	£35,000	£40,000	£45,000
Contracts and Compliance Officer	£28,000	£32,000	£35,000
Contracts and Compliance Assistant	£26,000	£29,000	£32,000

Legal and Compliance professionals typically receive bonuses starting at 10%, with a 50/50 split between KPIs and company performance. At the £60,000+ mark, bonuses often rise to 15 to 20%.

Most candidates work in the office three days a week, but senior professionals increasingly expect flexibility to set their own hybrid schedules.

As competition for top talent grows, firms that offer strong bonus structures and adaptable working arrangements

will have the edge in 2025. Regarding qualifications, fewer businesses are expecting qualified professionals with either Cilex or Solicitor status and would rather professionals with relevant sector experience.

Up to 20%

Potential bonus range for this specialism based on seniority

50/50

The bonus split between company and personal performance

3

Average office days per week in a hybrid working environment

Learning and Development

Role	Lower	Median	Upper
Learning and Development Director	£80,000	£100,000	£140,000
Head of Learning and Development	£60,000	£70,000	£80,000
Learning and Development Manager	£50,000	£60,000	£70,000
Systems Trainer	£40,000	£45,000	£50,000
Senior Learning and Development Consultant	£40,000	£45,000	£55,000
Learning and Development Consultant	£35,000	£40,000	£45,000
Learning and Development Admin	£25,000	£30,000	£35,000

Learning and Development professionals typical enjoy a bonus percentage of up to 30%, which is awarded based on a variety of criteria. The profession is one of the highest bonus in the recruitment sector.

There are a number of ways to reward L&D professionals, from project based work through to company performance, with key metrics and targets directly aligning to the commercial framework of the business.

A small number of responders from our survey also suggested that their bonus is directly correlated to the promotion of rookies, or rookies’ fee increases in their first year.

20 to 30%

Of base salary based on key performance metrics

25

Holidays (could rise up to 30 days)

3/4

Days per week. More likely to be four days.

Role	Lower	Median	Upper
Chief Marketing Officer	£110,000	£125,000	£155,000
Marketing Director (inc. VP of Marketing)	£80,000	£90,000	£110,000
Head of Marketing	£55,000	£65,000	£80,000
Marketing Manager	£40,000	£45,000	£55,000
Senior Marketing Executive	£32,000	£35,000	£38,000
Marketing Executive	£28,000	£30,000	£32,000
Marketing Administrator	£23,000	£25,000	£29,000

Marketing professionals typically receive bonuses starting at 10%, with a 50/50 split between KPIs and company performance. At the £60,000+ mark, bonuses often rise to 15–20%.

Most candidates work in the office three days a week, but senior professionals increasingly expect flexibility to set their own hybrid schedules.

As with other specialisms within the sector marketing professional will be bonused based on target or project-

driven performance. Rewards are also offered for campaign-driven performance.

Up to 20%

Potential bonus range for this specialism based on seniority

50/50

The bonus split between company and personal performance

Up to 3

Marketeers support the sales function and are expected to be in office.

Role	Lower	Median	Upper
Chief Operating Officer	£100,000	£120,000	£150,000
Global Operations Director	£105,000	£110,000	£130,000
Operations Director	£80,000	£90,000	£100,000
Head of Operations	£60,000	£70,000	£80,000
Operations Manager	£40,000	£50,000	£60,000
Operations Executive	£28,000	£32,000	£40,000
Executive Assistant	£50,000	£60,000	£80,000
Office Manager	£35,000	£38,000	£42,000
Office Administrator	£25,000	£28,000	£30,000

Operations professionals typically receive bonuses starting at 10%, with a 50/50 split between KPIs and company performance. At the £60,000+ mark, bonuses often rise to 15–20%.

Most candidates work in the office three days a week, but senior professionals increasingly expect flexibility to set their own hybrid schedules.

As competition for top talent grows, firms that offer strong bonus structures and adaptable working arrangements will have the edge in 2025. For operations, the more generalist

exposure the better. Depending on the size of the operations function companies will most likely seek generalist operations professionals that have experience in a similar sized organisation.

Up to 20%

Potential bonus range for this specialism based on seniority

50/50

The bonus split between company and personal performance

3

Hybrid working beyond three days at senior level is expected

Part Two Skills Deployment

Remaining Compliant



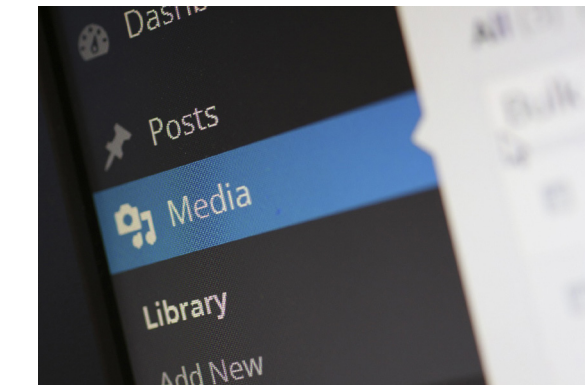
Compliance, policy and GDPR

Compliance teams need to stay up to date with constantly evolving labour regulations and ensure that recruitment practices are transparent and fair, while protecting both the candidates' and the organisation's interests. This includes creating and enforcing policies that prevent unlawful discrimination, ensuring contracts are legally sound, and maintaining accurate records. Additionally, recruitment firms must manage data in line with GDPR and other privacy laws, ensuring they handle candidate and client information securely and responsibly.

Marketing Driving Revenue

Marketeers: 'Go Commercial'

Traditionally marketing's direction in some smaller recruitment companies has been directly invested in 'just' driving social media content into the market. In 2025, marketeers are linking up with the sales function to productise content and support sales initiatives. They are required to impact change on commercial return with campaigns and segment-relevant content that creates engagement.



Integrating the tech stack

Recruitment's growing tech stack ecosystem brings many efficiency benefits – but the human element to enable, calibrate and measure these systems' performances should not be overlooked.

Tech stack advancements continue to frame the candidate and customer experience and the ever-evolving rec-tech ecosystem continues to grow to automate menial tasks so greater efforts can be spent on driving commercial return through go-to-market activities.

But recruitment companies must ensure their teams are equipped to commercially measure and implement the exciting advancements on offer and ensure technology integrates effectively – and skills demands within the business in 2025 need to reflect this

Recruitment companies' tech stacks should be regularly reviewed and performance-measured. Automation is becoming increasingly important in driving day-to-day operations, ensuring prioritisation of commercial activity.

Enabling different tech systems to communicate together effectively requires experienced input; using software like Power BI or Tableau to produce expert reporting for Sales Leaders.

Automation will allow sales people to spend more time doing what they are good at – speaking to candidates and clients, selling opportunities, negotiating offers. Businesses that don't automate processes and use effective tech will likely be left behind in the coming years.

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Recruitment companies must ensure their teams are equipped to commercially measure and implement the exciting advancements on offer

On-shore Versus Off-shore

Over the last half-decade, the recruitment sector has endured, arguably, its worst slump in living memory. But whilst the staffing and human capital sectors continue to anticipate a 'cautious optimism' for growth and recovery in 2025, its leaders are taking considered steps to review their non-fee-earning hiring strategies against target operating models. That is an insurance towards efficiency and productivity that focusses ultimately on revenue generation, sales-enablement, and profitability.

But recruitment companies cannot run without effective back office resource – compliance, marketing, finance, operations; the list continues.

An attractive proposition to ensure low op-ex on wages is the increasing attraction to 'offshore' headcount to territories including Asia and Africa. We've noticed that some junior level roles, such as office administration, CRM administration, IT support and transactional finance are increasingly being 'off-shored' abroad. Whilst this is an attractive proposition from a cost perspective, there are compliance – notably GDPR – considerations that companies should be aware of, if off-shored staffing is outside of the EU, or certain countries with very specific data management and compliance policies.

As an organisation typical of collecting vast quantities of personal data from candidates, stakeholders, suppliers and clients, recruitment companies need to be aware of

the privacy regulations of having this data accessed from foreign territories. Despite this, off-shoring can reward recruitment companies with a highly effective solution at the lower-waged, transactional end of the recruitment market. However, whilst more transactional roles are off-shored, the appetite for mid-level and transformational roles remains in the UK. Recruitment companies are expecting their personnel to return to the office for at least three-to-five days per week.

Non-sales personnel at a mid-to-senior level, are expected to continue to be UK-based, in office, where they can add value to both sales and ensuring commercial efficacy.

The blended approach to transactional outsource combined with hybrid working for mid-to-senior positions is an attractive staffing model for growing recruitment companies, seeking to maintain profitability and cost-effectiveness.



We are the recruitment sector's chosen partner...

Camino Partners has been the consulting company of choice for other recruitment companies seeking to hire sector-experienced professionals into their non-sales teams.

With more than 13 years' sector experience we know the recruitment world and what great talent looks like as well as great opportunity. We're focused on your success and will work with you to achieve it.



We specialise in supporting recruitment companies with their strategic hiring needs for non-fee earning professionals, across:

Accountancy
HR and TA
IT
L&D
Legal and Compliance
Marketing
Operations



How do **100 recruitment leaders** think the sector's performing right now?

Download our recruitment sector temperature check at **[CAMINOPARTNERS.CO.UK](https://www.caminopartners.co.uk)**

Produced with contributions on sector performance and M&A from:



Recruitment Sector Salary Benchmarking

What are recruitment companies paying
non-fee-earning personnel in 2025?

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