

# Global in-house legal market report and salary guide

2025 - 2026



# Contents

## Introduction

The global in-house legal landscape continues to be marked by unprecedented change and uncertainty. Geopolitical tensions, economic fluctuations and rapid technological advancements are reshaping the way that in-house legal teams work and the skills that they need.

At Taylor Root, we understand the critical role that in-house legal teams play in steering organisations through these turbulent times. This guide aims to provide you with the insights and benchmarks necessary to navigate this complex environment. Across the globe, we have identified several common trends:

### Economic and talent pressures

Economic uncertainty and talent shortages are influencing hiring practices. Specific regions are experiencing cautious hiring environments, with a focus on strategic and specialist roles. We are seeing companies move to flexible resourcing requirements such as high-calibre interim hires or fractional General Counsels to alleviate workflow spikes and business demand.

### Regulatory and compliance focus

Lawyers with regulatory and compliance experience are in high demand, particularly in the financial services and technology sectors. This trend is driven by increasing regulatory complexity, especially in areas such as digital governance, ESG reporting and AI regulation.

### Technological integration

The adoption of AI and other legal technologies is transforming legal operations globally. This shift is creating a demand for tech-savvy legal professionals who can leverage these tools to improve efficiency and strategic value.

### Specialist skills in demand

There is a notable demand for legal professionals with niche expertise in areas like cybersecurity, data privacy and ESG compliance. This is particularly evident in regions like the UK, Singapore, China and the Middle East.

### Flexibility and purpose

There continues to be a growing demand from in-house Lawyers for flexible working arrangements and purpose-driven roles, particularly within the UK, Europe and Australia. In-house lawyers are prioritising hybrid or remote options and seeking employers that align with their personal values. However, we are also seeing companies, particularly in major cities, revert to four or five days in the office to aid collaboration, training and development and corporate culture (particularly if they have retained an expensive or substantial real estate footprint). Conversely, companies who downsized their real estate are generally committed to maintaining hybrid and flexible arrangements.

Looking Ahead

As we look to the future, adaptability, technological proficiency and a deep understanding of regulatory landscapes will be key to success. In-house legal teams must continue to evolve, embracing new technologies and flexible working models to stay competitive. Across the globe, we are also witnessing significant shifts in legal recruitment and compensation trends.

UK and Ireland

In the UK, the in-house legal market is competitive yet cautious, with a strong demand for expertise in AI, cybersecurity and data protection. The financial services sector remains stable, with a focus on regulatory compliance and M&A activity. Ireland's legal recruitment landscape is shaped by economic caution and regulatory complexity, with growth in technology, renewable energy and financial services.

Europe

In Europe, the demand for flexibility, purpose-driven roles, and regulatory compliance expertise is reshaping hiring practices, particularly in Belgium,

Luxembourg and the Netherlands. Germany's legal market remains cautious, with a strong focus on digital transformation and regulatory compliance.

Asia Pacific

China's legal market is buoyed by growth in technology and semiconductors, with a rising demand for specialists in privacy, cybersecurity and intellectual property. Hong Kong is experiencing cautious optimism, with a focus on strategic hiring and technological proficiency.

In Singapore, the emphasis is on specialist roles in cybersecurity, regulatory risk, and AI governance, reflecting the region's strategic priorities. Australia's in-house legal sector is evolving rapidly, driven by economic pressures and technological innovation.

North America

In North America, the legal market is characterised by high demand, technological integration and specialisation in emerging practice areas.

Middle East

The Middle East continues to attract international talent, with strong demand in technology, real estate and the energy sectors. However, nationalisation policies and economic pressures are reshaping compensation and hiring practices.

About this guide

To bring this guide to life, we surveyed over 300 in-house legal professionals, gathering their thoughts on everything from job satisfaction to hiring trends and what they value most in an employer. Their input offers a candid and current view of the in-house legal market.

Backed by the insights of Taylor Root's global recruitment specialists and enriched with data from LinkedIn, the salary data and market analysis that follow aim to give both legal professionals and employers a clear, informed picture of where the market stands today.

As the global in-house legal market continues to evolve, we hope this guide serves as a valuable resource for navigating change, benchmarking compensation, and shaping strategic decisions. Whether you're expanding your team, planning your next career move, or simply seeking market clarity, we're here to support you every step of the way.

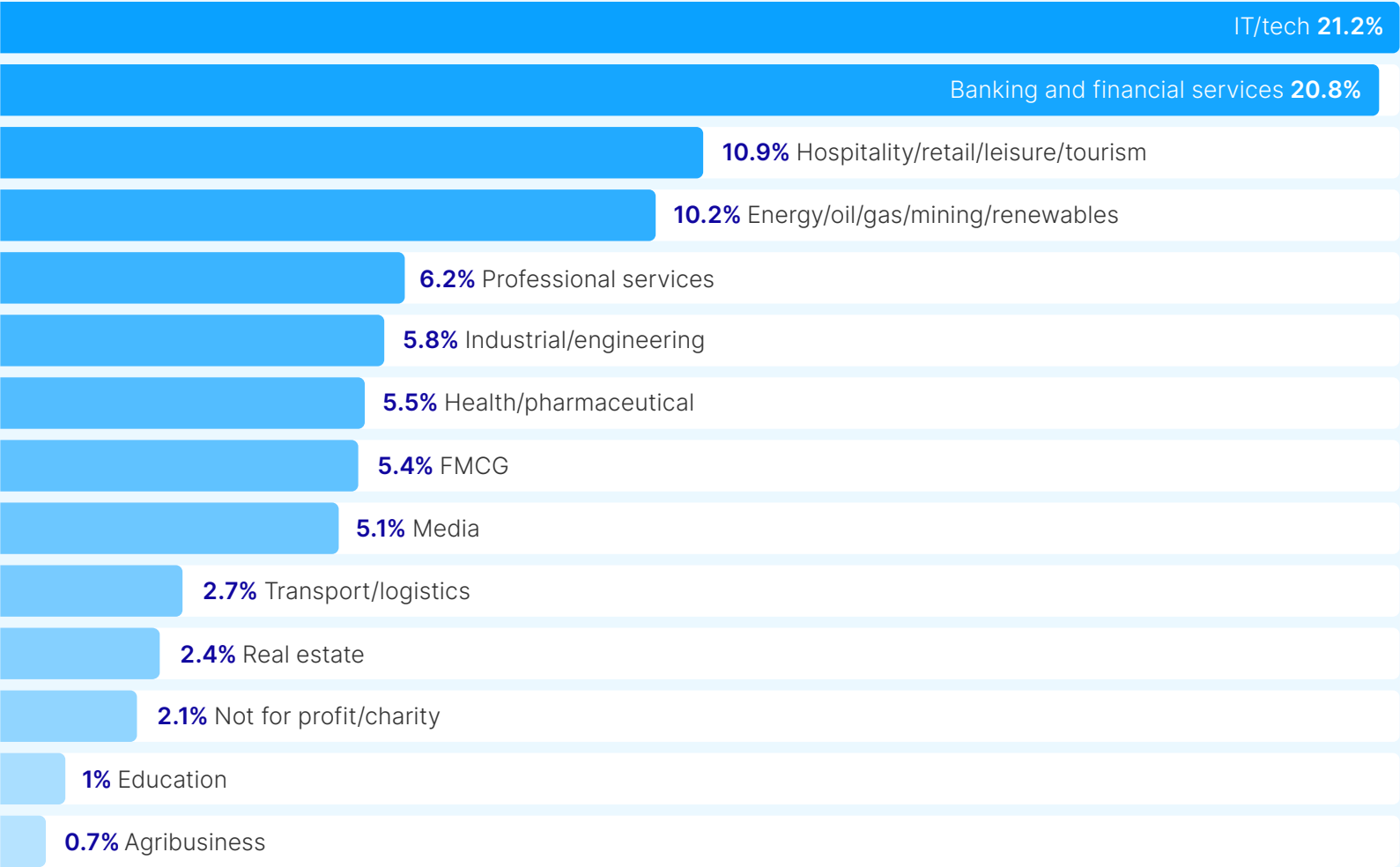


**Sarah Ingwersen**  
Managing Director  
Global Head of In-house Legal  
+44 20 7332 2137  
sarahingwersen@taylorroot.com

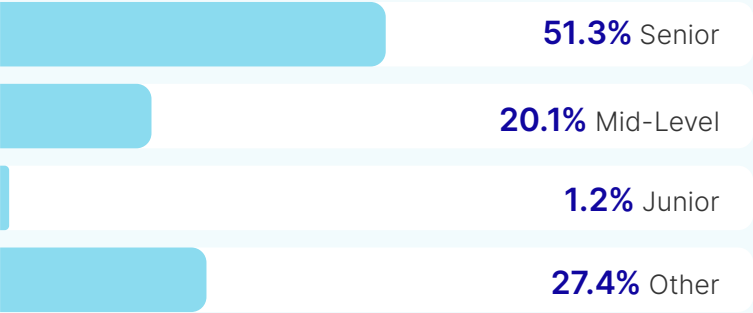


# Global survey findings | About the survey respondents

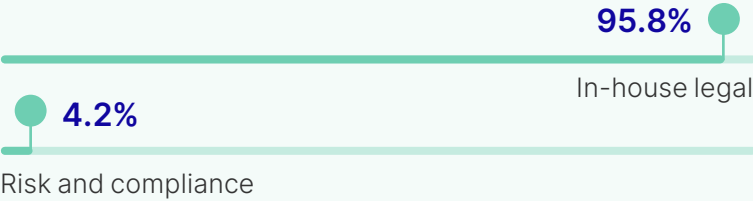
## Respondents by industry



## Respondents by seniority level



## Respondents by specialism

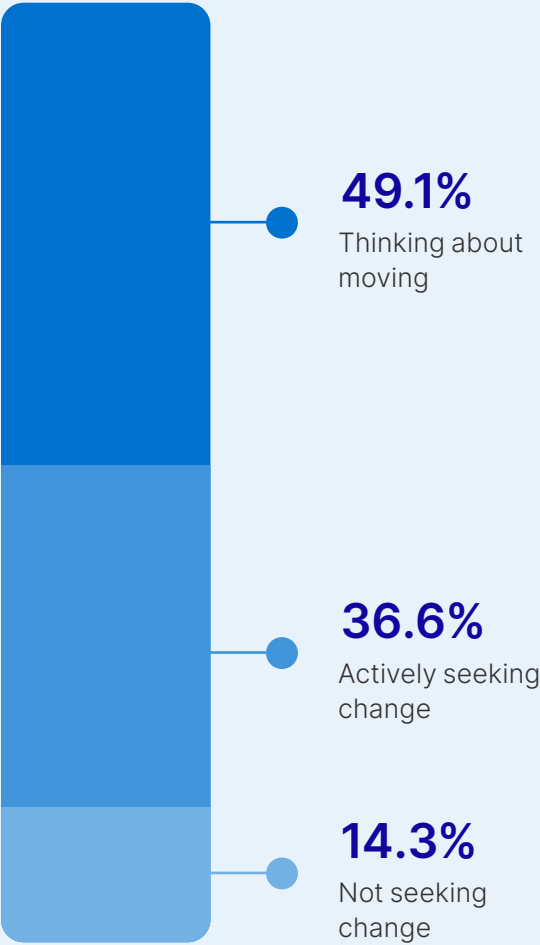


## Managing a team



# Candidate sentiment

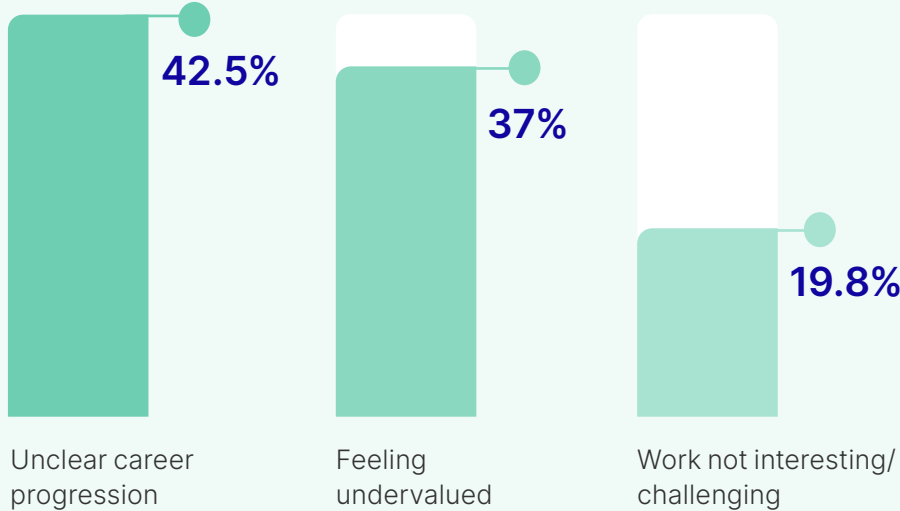
## Are you looking to move roles?



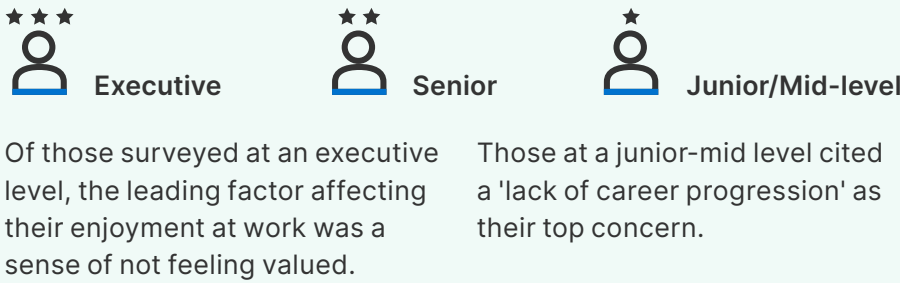
## Top three motivators for considering a career move



## Top three factors impacting enjoyment of current role



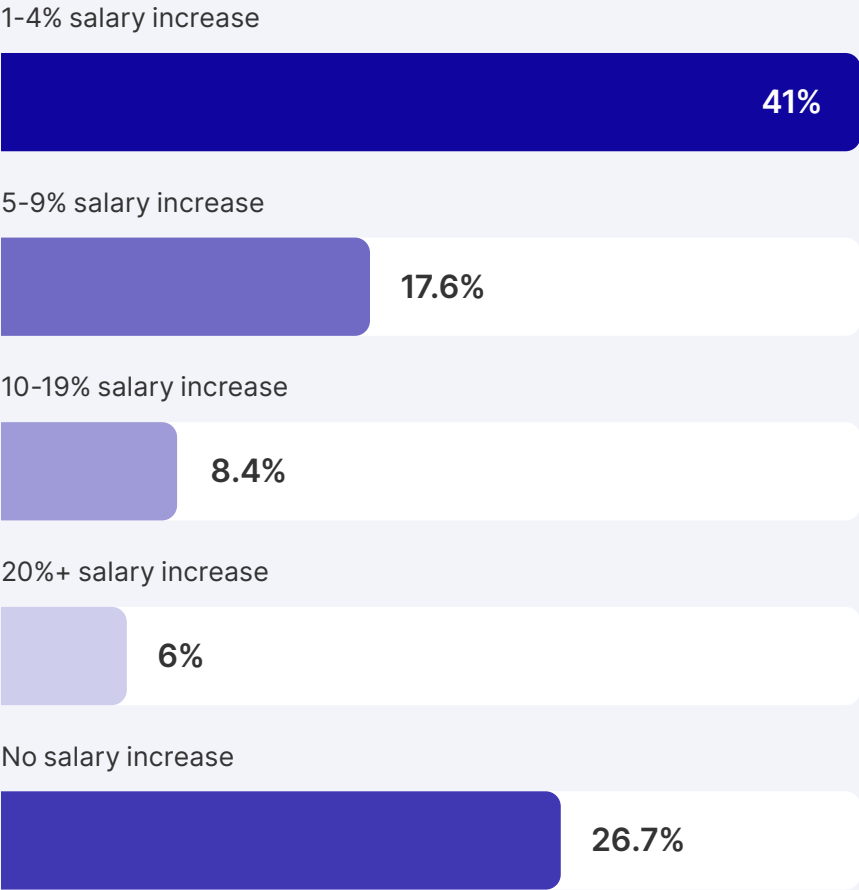
## Factors impacting enjoyment of role, by seniority



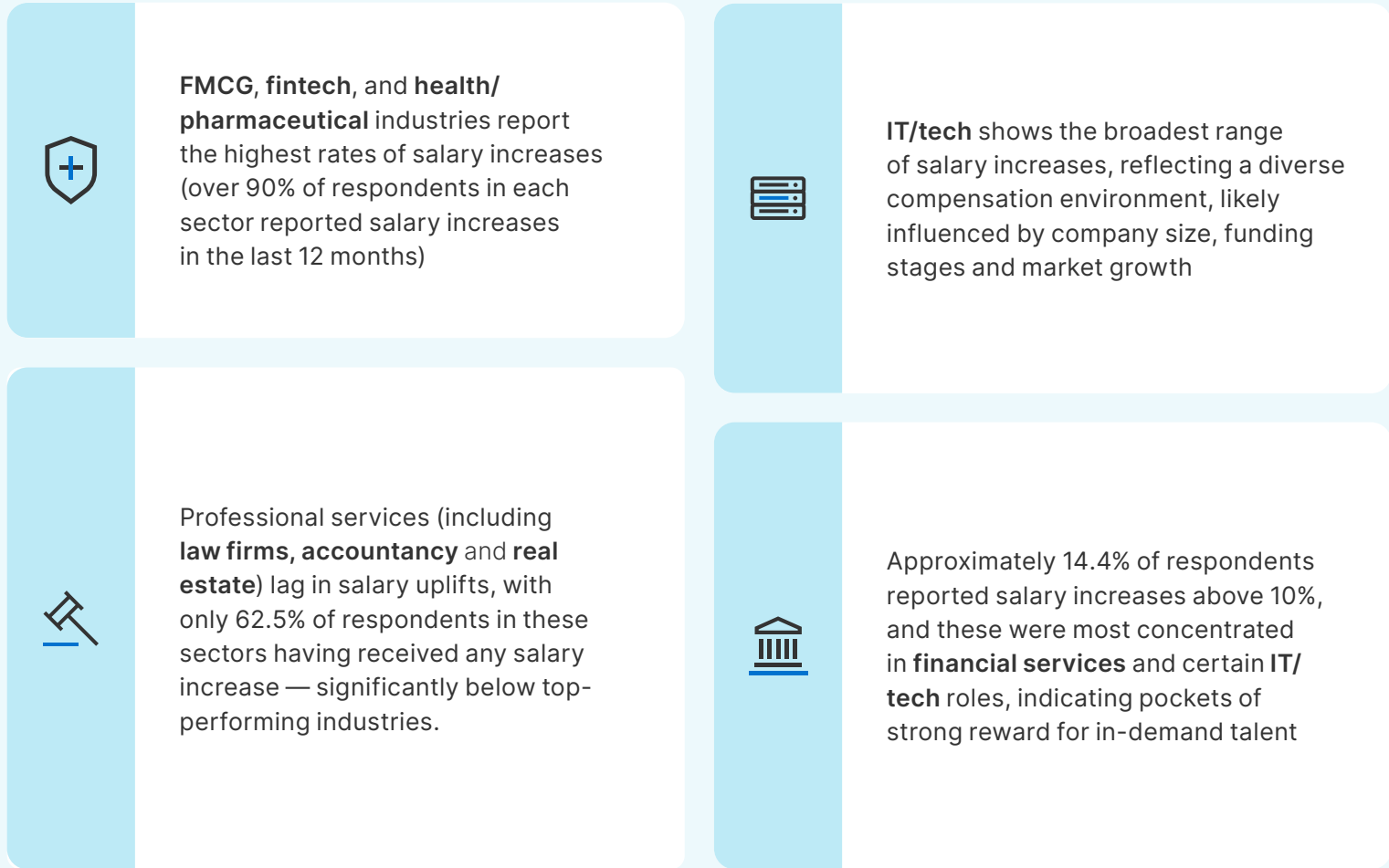


Salary increase trends

Have you received a salary increase in the last 12 months?

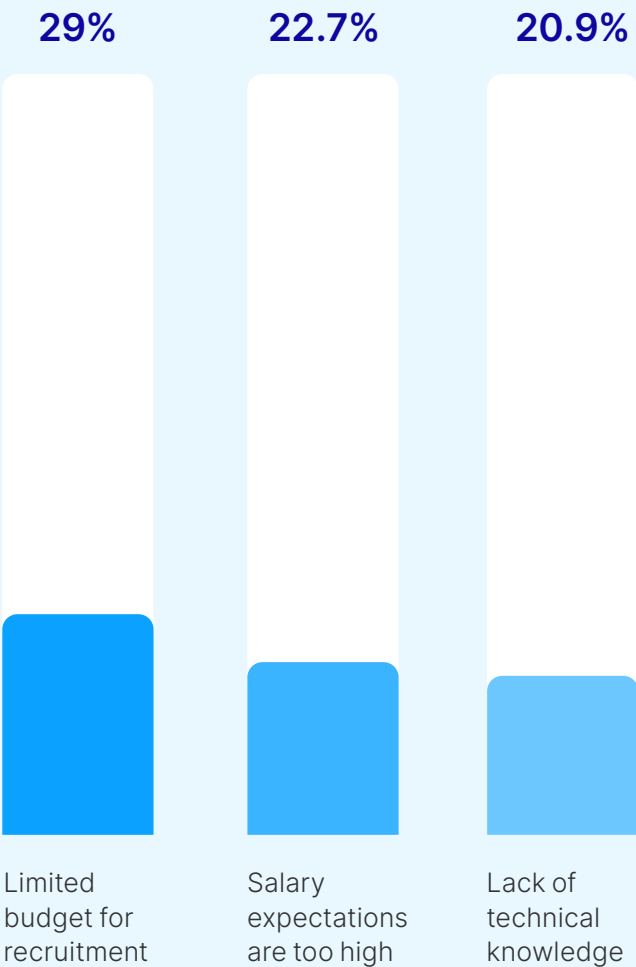


Salary insights across sectors



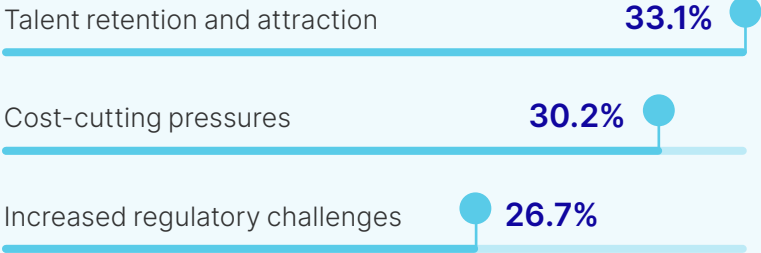
# Employer sentiment

What are your top three hiring challenges?

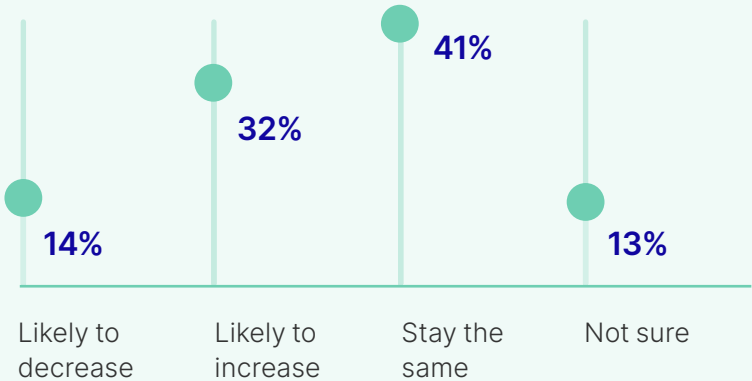


What do you see as the biggest challenges for your team next year?

Top three challenges



Do you anticipate headcount changes in the next 12 months?

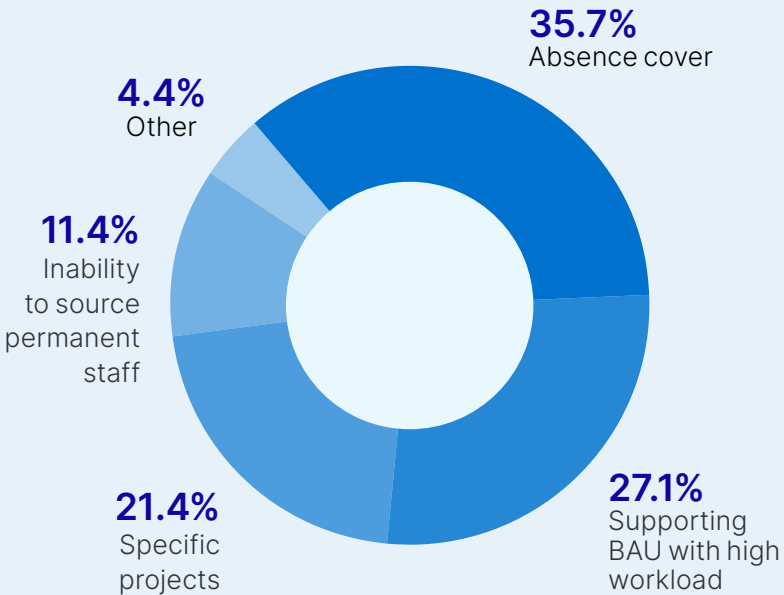


Interim

Did you hire interim staff last year?



Why did you hire interim staff?





# United Kingdom



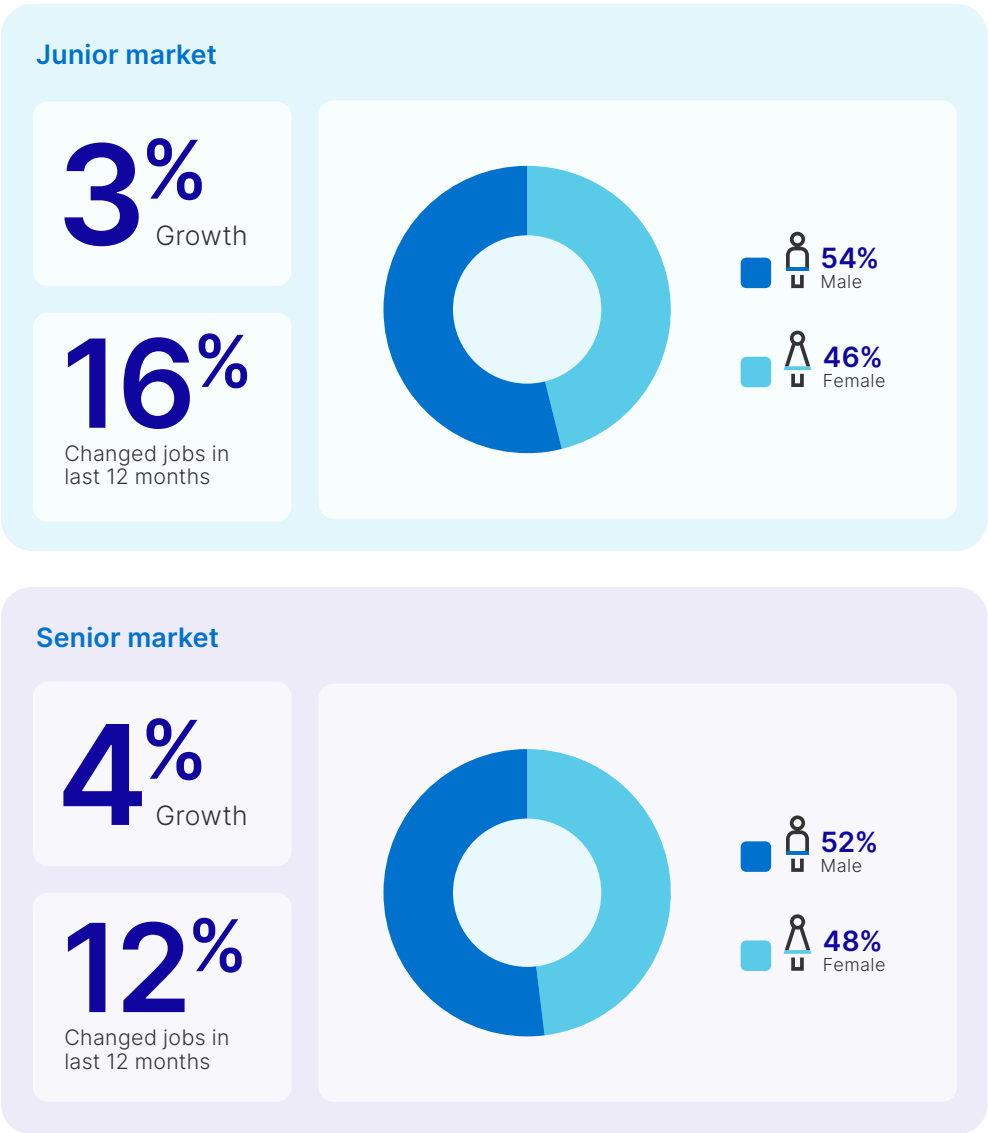
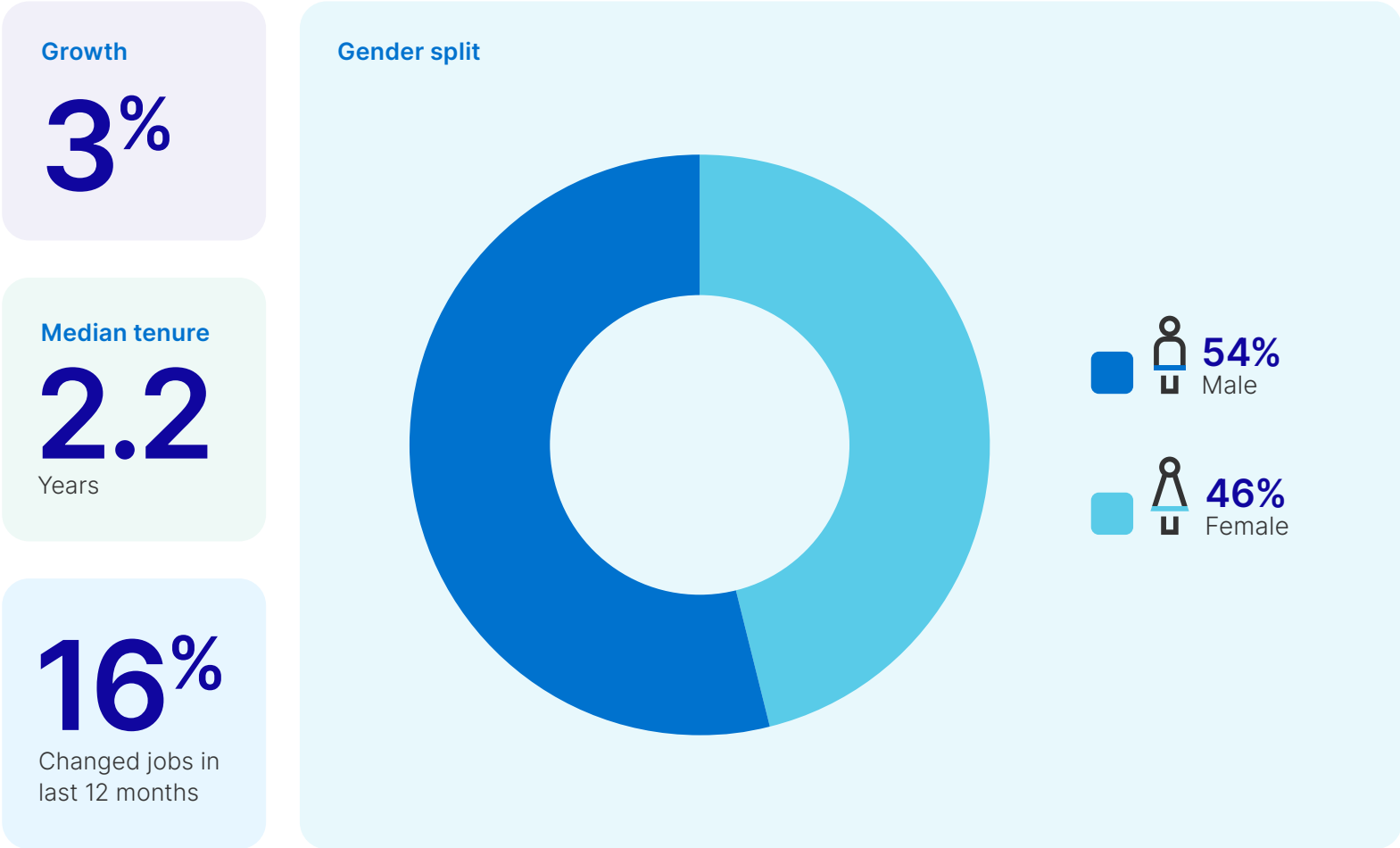
UK contents

<b>UK in-house legal market data</b>	<b>  11</b>	<b>Corporate and commercial salaries</b>	<b>  15</b>	<b>Banking, financial and professional services salaries</b>	<b>  33</b>
<b>UK market analysis   Banking, financial and professional services</b>	<b>  12</b>	Legal	15	Legal	33
<b>UK market analysis   Corporate and commercial</b>	<b>  13</b>	Legal   UK regions	24	Insurance	35
<b>General Counsel salaries</b>	<b>  14</b>	Compliance	27	Funds   regulated/alternative	37
		Data protection	28	Compliance	43
		Company secretarial	29	Data protection	44
		Internal audit	32	Company secretarial	45
		Risk	32	Internal audit	47
				Risk	48



# UK in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data shows how gender demographics change as Lawyers move through their careers, and highlights the growth in roles across the UK market over the last 12 months.



## UK market analysis | Banking, financial and professional services

The UK in-house legal market within financial services has remained stable in early 2025, despite ongoing macroeconomic pressures such as interest rate fluctuations and geopolitical uncertainty. Demand for legal professionals continues across banking, insurance, asset management and fintech sectors, with regulatory change acting as a key driver.

In-house teams are particularly focused on hiring lawyers with expertise in financial services regulation—especially those familiar with Consumer Duty, operational resilience and AI governance. M&A activity also remains strong, particularly among private equity-backed firms and scale-up fintechs, where bolt-on acquisitions and restructurings are common. Funds Lawyers are also in demand, especially in infrastructure, private equity and real assets.

### Navigating regulatory change and talent shortages

Legal teams in UK financial services are managing a complex mix of fast-evolving regulation, talent scarcity, and shifting workplace expectations. Regulatory developments—such as the Consumer Duty regime, ESG reporting obligations, and frameworks around AI governance—are progressing rapidly.

For legal teams that can stay ahead of these changes, there is a significant opportunity to become strategic enablers within their organisations. However, the shortage of experienced regulatory Lawyers who combine technical legal expertise with commercial insight remains a major challenge. To address this, many firms are investing in internal development programmes, mentoring initiatives, and elevating the profile of their legal teams through thought leadership and industry engagement.

### Embracing technology and agile legal operations

Opportunities abound for in-house legal functions to evolve by embracing technology and rethinking their operating models. Many are implementing AI-powered tools for contract review and workflow automation, reducing manual workload and enhancing responsiveness.

Legal operations professionals and legal COOs are increasingly central to driving efficiency, performance metrics and accountability. Agile working models are also becoming more common, especially within fintechs and private equity-backed businesses, offering greater flexibility and responsiveness.

To remain relevant, legal teams are prioritising commercial acumen, data literacy and early-stage engagement in business initiatives. Embedding legal input from the outset helps to manage risk and position the legal function as a strategic business partner.

### Adapting to future legal demands

There is growing interest in fractional General Counsel models and flexible legal resourcing, particularly among scale-ups and firms grappling with complex regulatory change. Legal teams that can demonstrate their value through data—whether in cost savings, risk mitigation or enabling business growth—are more likely to secure investment and influence.

Ultimately, the future of in-house legal work in financial services will be defined by those who combine legal rigour with business fluency, technological adoption, and a proactive mindset. Those who adapt quickly and embrace change will be best positioned to lead in an increasingly dynamic environment.



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com



# UK market analysis | Corporate and commercial

## Current market conditions

The UK in-house corporate and commercial legal market remains competitive yet cautious, shaped by economic uncertainty and global pressures. In-house legal teams are now key strategic partners, managing risk, ensuring compliance and supporting business growth.

The technology sector is rebounding, with strong demand for in-house Lawyers specialising in AI, cybersecurity and data protection amid rapid digital transformation. Renewable energy and pharmaceuticals have also seen robust activity and high demand for legal roles. Conversely, sectors such as retail and media face ongoing industry-specific challenges, resulting in more subdued hiring.

General Counsel (GCs) report sustained pressure from increased workloads and expanded responsibilities, with limited headcount, which is fuelling demand for interim legal support. The senior market started 2025 stronger than the prior year, but Trump’s April announcements led many companies to delay senior hires. Demand for mid-level Lawyers remains steady. Combining technology with Paralegals or legal operations professionals has become a practical alternative strategy for smaller legal teams, as rising private practice salaries strain in-house teams’ ability to attract junior talent.

Salaries in high-demand areas like technology have risen modestly, with mid-level Lawyers commanding premiums while senior salaries remain steady. Candidates continue to prioritise flexibility, financial incentives, hybrid work models, and strong parental leave packages when considering their next career move.

## Key challenges and how to respond

The UK’s regulatory landscape remains complex, with post-Brexit trade rules, net-zero compliance and AI governance frameworks placing pressure on legal teams to stay ahead of the curve.

Businesses can gain a competitive edge by investing in specialised legal talent for compliance and ESG, while using external counsel for niche areas and simultaneously building internal capabilities. Proactive engagement with regulators can position firms as compliance leaders, enhancing both reputation and resilience.

Candidates are demanding more transparency, flexibility and clear opportunities for development. The shift to hybrid work and increased use of AI requires legal teams to embrace new technology and strengthen communication channels to remain collaborative and high-performing.

## Opportunities for growth

The expansion of the technology sector, particularly in AI and cybersecurity, is creating demand for in-house Lawyers with expertise in data privacy, intellectual property and regulatory compliance. The UK’s role as a tech hub offers legal teams the opportunity to lead in these emerging areas.

In-house teams can increase their value by adopting AI for efficiencies in contract management and compliance, aligning legal advice with commercial objectives, and working cross-functionally to embed legal insight into business strategy. This positions legal as a progressive, strategic partner within the organisation.

The rise of fractional GCs supporting early-stage businesses is another opportunity—helping to embed legal as a growth enabler from the outset. Legal teams that champion flexible work policies will also stand out as progressive employers able to attract and retain top talent.

By embracing technology, fostering flexibility, aligning more closely with business goals, and continuing to invest in soft skill development, in-house legal teams can thrive as strategic contributors in 2025 and beyond.



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

# General Counsel

Company type	Base salary range (GBP)
Start-up company	170,000 - 220,000+
Scale-up company	200,000 - 250,000+
Privately owned company	150,000 - 200,000+
Private limited company	160,000 - 200,000+
Foreign listed company	200,000 - 300,000+
FTSE 100	300,000 - 500,000+
FTSE 250	200,000 - 400,000+
AIM listed	180,000 - 250,000+

Salaries are in GBP. Bonus levels and packages can vary significantly, depending on the industry and the role, in addition to individual, team and company performance for that year. Please contact Nikki or Georgia for further guidance on your individual requirement.



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com



Legal | Corporate and commercial

Construction/engineering

PQE	Salary (GBP)	Day rate	Bonus range
NQ	70,000 - 75,000	300 - 400	0 - 10%
1 year	70,000 - 80,000	300 - 400	0 - 10%
2 years	75,000 - 85,000	350 - 450	10 - 15%
3 years	85,000 - 95,000	400 - 550	10 - 15%
4 years	90,000 - 100,000	450 - 550	10 - 20%
5 years	95,000 - 110,000	550 - 650	15 - 20%
6 years	110,000 - 120,000	550 - 650	20 - 25%
7 years	120,000 - 130,000	650 - 750	20 - 30%
8 years	125,000 - 140,000	650 - 800	20 - 40%
9 years	130,000 - 145,000	700 - 900	25 - 40%
10+ years	140,000 - 150,000	750 - 900	25 - 40%
Head of Legal	140,000 - 200,000+	900+	30 - 50%

Energy/renewables/utilities

PQE	Salary (GBP)	Day rate	Bonus range
NQ	70,000 - 75,000	300 - 400	10 - 15%
1 year	75,000 - 85,000	300 - 400	10 - 15%
2 years	80,000 - 90,000	350 - 450	10 - 20%
3 years	85,000 - 100,000	400 - 550	10 - 20%
4 years	95,000 - 105,000	450 - 550	10 - 25%
5 years	100,000 - 115,000	550 - 650	20 - 30%
6 years	110,000 - 125,000	550 - 650	20 - 30%
7 years	120,000 - 135,000	600 - 700	20 - 35%
8 years	130,000 - 150,000	650 - 750	20 - 40%
9 years	145,000 - 165,000	650 - 900	25 - 40%
10+ years	160,000+	700 - 900	25 - 40%
Head of Legal	150,000 - 200,000+	900+	30 - 50%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.

FMCG

PQE	Salary (GBP)	Day rate	Bonus range
NQ	75,000 - 80,000	300 - 400	10 - 15%
1 year	80,000 - 90,000	300 - 400	10 - 15%
2 years	85,000 - 95,000	350 - 450	10 - 15%
3 years	90,000 - 100,000	400 - 550	10 - 15%
4 years	95,000 - 105,000	450 - 550	10 - 20%
5 years	105,000 - 115,000	550 - 650	15 - 20%
6 years	110,000 - 120,000	550 - 650	15 - 20%
7 years	115,000 - 135,000	600 - 700	15 - 25%
8 years	120,000 - 140,000	600 - 750	15 - 25%
9 years	125,000 - 145,000	650 - 850	20 - 30%
10+ years	130,000 - 150,000	650 - 850	20 - 30%
Head of Legal	135,000 - 160,000	850+	30 - 50%

Gaming/gambling

PQE	Salary (GBP)	Day rate	Bonus range
NQ	75,000 - 80,000	300 - 400	15 - 20%
1 year	80,000 - 90,000	300 - 400	15 - 20%
2 years	85,000 - 90,000	350 - 450	20 - 25%
3 years	90,000 - 100,000	400 - 550	20 - 25%
4 years	95,000 - 105,000	450 - 550	20 - 30%
5 years	105,000 - 115,000	550 - 650	20 - 30%
6 years	110,000 - 120,000	600 - 650	25 - 35%
7 years	120,000 - 135,000	600 - 700	25 - 35%
8 years	125,000 - 140,000	650 - 750	25 - 35%
9 years	130,000 - 145,000	700 - 900	30 - 35%
10+ years	140,000 - 150,000	750 - 900	30 - 40%
Head of Legal	150,000 - 165,000+	900+	30 - 50%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.



Leisure/travel

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 - 75,000	300 - 400	10 - 15%
1 year	70,000 - 78,000	300 - 400	10 - 15%
2 years	75,000 - 80,000	350 - 450	10 - 15%
3 years	85,000 - 90,000	400 - 550	10 - 15%
4 years	85,000 - 95,000	450 - 550	10 - 20%
5 years	95,000 - 110,000	550 - 650	15 - 20%
6 years	100,000 - 120,000	550 - 650	15 - 20%
7 years	105,000 - 130,000	600 - 700	15 - 20%
8 years	110,000 - 140,000	600 - 750	15 - 25%
9 years	110,000 - 140,000	650 - 800	20 - 30%
10+ years	115,000 - 150,000	650 - 850	20 - 30%
Head of Legal	130,000 - 180,000	800+	30 - 50%

Media

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 - 75,000	300 - 400	10 - 15%
1 year	70,000 - 75,000	300 - 400	10 - 15%
2 years	75,000 - 85,000	350 - 450	10 - 15%
3 years	80,000 - 85,000	400 - 550	10 - 15%
4 years	85,000 - 95,000	450 - 550	10 - 20%
5 years	90,000 - 100,000	550 - 650	10 - 20%
6 years	95,000 - 120,000	550 - 650	15 - 20%
7 years	100,000 - 125,000	600 - 700	15 - 20%
8 years	100,000 - 130,000	650 - 750	15 - 25%
9 years	110,000 - 140,000	650 - 750	20 - 30%
10+ years	115,000 - 150,000	650 - 800	20 - 30%
Head of Legal	130,000 - 175,000	750+	30 - 50%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.

Mining/resources

PQE	Salary (GBP)	Day rate	Bonus range
NQ	75,000 - 85,000	300 - 400	10 - 15%
1 year	80,000 - 90,000	350 - 450	10 - 15%
2 years	85,000 - 95,000	350 - 450	10 - 20%
3 years	90,000 - 100,000	450 - 550	10 - 20%
4 years	100,000 - 115,000	450 - 550	10 - 25%
5 years	110,000 - 125,000	600 - 650	20 - 30%
6 years	120,000 - 135,000	650 - 750	20 - 30%
7 years	130,000 - 145,000	650 - 750	20 - 35%
8 years	140,000 - 155,000	650 - 800	20 - 40%
9 years	150,000 - 165,000	700 - 900	25 - 40%
10+ years	160,000 - 180,000+	750 - 900	25 - 40%
Head of Legal	175,000 - 225,000+	900+	30 - 50%

Not-for-profit

PQE	Salary (GBP)	Day rate	Bonus range
NQ	50,000 - 54,000	250 - 350	0%
1 year	50,000 - 56,000	250 - 350	0%
2 years	50,000 - 60,000	300 - 350	0%
3 years	53,000 - 62,000	300 - 400	0%
4 years	55,000 - 65,000	350 - 450	0%
5 years	60,000 - 70,000	450 - 600	0%
6 years	60,000 - 70,000	450 - 600	0%
7 years	65,000 - 75,000	450 - 600	0%
8 years	65,000 - 75,000	500 - 650	0%
9 years	70,000 - 80,000	550 - 650	0%
10+ years	70,000 - 90,000	600 - 700	0%
Head of Legal	80,000 - 125,000	700+	0%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.

Pharmaceuticals/healthcare

PQE	Salary (GBP)	Day rate	Bonus range
NQ	60,000 - 75,000	300 - 400	10 - 15%
1 year	70,000 - 80,000	350 - 450	10 - 15%
2 years	75,000 - 85,000	400 - 500	10 - 20%
3 years	85,000 - 95,000	450 - 500	10 - 20%
4 years	90,000 - 110,000	500 - 600	10 - 25%
5 years	105,000 - 120,000	600 - 650	20 - 30%
6 years	115,000 - 125,000	650 - 750	20 - 30%
7 years	120,000 - 135,000	650 - 750	20 - 35%
8 years	130,000 - 150,000	650 - 750	20 - 40%
9 years	145,000 - 165,000	700 - 800	25 - 40%
10+ years	160,000+	750 - 1000	25 - 40%
Head of Legal	160,000 - 200,000+	900+	30 - 50%

Real estate

PQE	Salary (GBP)	Day rate	Bonus range
NQ	60,000 - 75,000	250 - 400	0 - 10%
1 year	70,000 - 80,000	250 - 400	0 - 15%
2 years	75,000 - 85,000	300 - 450	10 - 20%
3 years	80,000 - 90,000	350 - 450	10 - 25%
4 years	90,000 - 100,000	350 - 450	10 - 25%
5 years	95,000 - 115,000	500 - 550	15 - 30%
6 years	110,000 - 120,000	600 - 650	20 - 30%
7 years	120,000 - 135,000	650 - 700	20 - 30%
8 years	130,000 - 140,000	700 - 750	20 - 40%
9 years	135,000 - 145,000	700 - 850	25 - 40%
10+ years	140,000 - 150,000	750 - 900	25 - 40%
Head of Legal	150,000 - 200,000+	900+	30 - 50%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.

Retail

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 - 75,000	300 - 400	10 - 15%
1 year	75,000 - 85,000	300 - 400	10 - 15%
2 years	80,000 - 90,000	350 - 450	10 - 15%
3 years	85,000 - 100,000	400 - 550	10 - 15%
4 years	90,000 - 105,000	450 - 550	10 - 15%
5 years	100,000 - 120,000	550 - 650	10 - 15%
6 years	105,000 - 125,000	550 - 650	15 - 20%
7 years	110,000 - 130,000	600 - 700	15 - 20%
8 years	115,000 - 135,000	600 - 750	15 - 25%
9 years	120,000 - 140,000	650 - 750	20 - 30%
10+ years	135,000 - 150,000+	650 - 850	20 - 30%
Head of Legal	140,000 - 170,000+	800+	30 - 50%

Services

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 - 75,000	300 - 400	0 - 10%
1 year	70,000 - 75,000	300 - 400	0 - 15%
2 years	75,000 - 80,000	350 - 450	10 - 20%
3 years	80,000 - 85,000	400 - 550	10 - 25%
4 years	80,000 - 90,000	450 - 550	10 - 25%
5 years	90,000 - 100,000	550 - 650	15 - 30%
6 years	95,000 - 110,000	550 - 650	15 - 30%
7 years	100,000 - 115,000	600 - 700	15 - 30%
8 years	110,000 - 120,000	600 - 750	20 - 40%
9 years	115,000 - 130,000	600 - 750	25 - 40%
10+ years	125,000 - 140,000+	650 - 850	25 - 40%
Head of Legal	150,000 - 200,000+	700+	25 - 50%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.



Technology/IT services

PQE	Salary (GBP)	Day rate	Bonus range
NQ	80,000 - 85,000	350 - 450	10 - 20%
1 year	85,000 - 90,000	350 - 500	15 - 25%
2 years	90,000 - 100,000	400 - 500	15 - 25%
3 years	100,000 - 110,000	450 - 550	15 - 25%
4 years	110,000 - 115,000	500 - 600	15 - 25%
5 years	115,000 - 125,000	550 - 700	15 - 25%
6 years	125,000 - 130,000	600 - 700	15 - 25%
7 years	125,000 - 140,000	650 - 750	15 - 30%
8 years	130,000 - 145,000	700 - 800	20 - 30%
9 years	135,000 - 155,000	700 - 850	20 - 30%
10+ years	145,000 - 160,000+	750 - 1000	20 - 35%
Head of Legal	155,000 - 200,000+	900+	30 - 50%

Telecommunications

PQE	Salary (GBP)	Day rate	Bonus range
NQ	70,000 - 75,000	350 - 400	5 - 10%
1 year	75,000 - 80,000	350 - 400	5 - 10%
2 years	77,000 - 90,000	400 - 500	10 - 15%
3 years	80,000 - 90,000	400 - 500	10 - 15%
4 years	90,000 - 100,000	450 - 600	10 - 20%
5 years	100,000 - 110,000	550 - 650	15 - 20%
6 years	105,000 - 115,000	600 - 700	20 - 25%
7 years	110,000 - 120,000	650 - 700	20 - 30%
8 years	115,000 - 125,000	650 - 750	20 - 40%
9 years	115,000 - 130,000	650 - 800	25 - 40%
10+ years	120,000 - 145,000	700 - 850	25 - 40%
Head of Legal	150,000 - 200,000+	850+	30 - 50%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

All day rates are the candidate rate.

Transport

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 - 70,000	300 - 400	5 - 10%
1 year	70,000 - 75,000	300 - 400	5 - 10%
2 years	75,000 - 80,000	350 - 450	5 - 10%
3 years	80,000 - 90,000	400 - 550	5 - 10%
4 years	90,000 - 100,000	450 - 550	10 - 15%
5 years	100,000 - 110,000	550 - 650	10 - 15%
6 years	110,000 - 120,000	550 - 650	10 - 15%
7 years	115,000 - 125,000	600 - 700	15 - 20%
8 years	120,000 - 130,000	650 - 750	15 - 20%
9 years	125,000 - 140,000	650 - 750	15 - 20%
10+ years	130,000 - 150,000	700 - 850	20 - 30%
Head of Legal	140,000 - 200,000+	800+	20 - 30%



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

Paralegal

Position	Salary (GBP)	Day rate	Bonus range
Junior Paralegal (up to 1.5 years)	30,000 - 40,000	150 - 250	0 - 5%
Mid-level Paralegal	40,000 - 55,000	250 - 300	5 - 7%
Senior Paralegal/ Career Paralegal	55,000 - 65,000+	250 - 380	7 - 10%

Contracts Manager

Position	Salary (GBP)	Day rate	Bonus range
Junior Contracts Manager	50,000 - 65,000	350 - 450	10%
Mid-level Contracts Manager	60,000 - 75,000	450 - 600	10 - 20%
Senior Contracts Manager	70,000 - 90,000	600+	10 - 25%

All day rates are the candidate rate.

Legal operations

Position	Salary (GBP)
Legal Operations Analyst	35,000 - 50,000
Legal Operations Specialist	50,000 - 70,000
Legal Operations Manager	70,000 - 90,000
Senior Legal Operations Manager	90,000 - 110,000
Head of Legal Operations	110,000 - 140,000
Legal Operations Director	140,000 - 180,000
Chief Legal Operations Officer	180,000+



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial | UK  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com



Legal | UK regions

Midlands

PQE	Salary (GBP)	Bonus range
NQ-2 years	45,000 - 75,000	5 - 15%
2-4 years	60,000 - 85,000	5 - 20%
4-6 years	70,000 - 95,000	5 - 25%
6-8 years	80,000 - 110,000	10 - 30%
8-10 years	90,000 - 115,000	10 - 30%
10+ years	100,000+	10 - 35%
Head of Legal/Legal Director	125,000+	10 - 45%

North West

PQE	Salary (GBP)	Bonus range
NQ-2 years	55,000 - 75,000	5 - 15%
2-4 years	60,000 - 85,000	5 - 20%
4-6 years	70,000 - 95,000	5 - 25%
6-8 years	80,000 - 110,000	10 - 30%
8-10 years	90,000 - 125,000	10 - 30%
10+ years	120,000+	10 - 35%
Head of Legal/Legal Director	125,000+	10 - 50%



Aleea Cherry  
Director | In-house Legal  
+44 207 415 2828  
aleeacherry@taylorroot.com



South West and South Coast

PQE	Salary (GBP)	Bonus range
NQ-2 years	55,000 - 75,000	5 - 15%
2-4 years	65,000 - 95,000	10 - 20%
4-6 years	75,000 - 95,000	10 - 25%
6-8 years	85,000 - 110,000	10 - 30%
8-10 years	90,000 - 120,000	10 - 30%
10+ years	100,000+	10 - 35%
Head of Legal/Legal Director	120,000+	10 - 50%

Thames Valley and Oxfordshire

PQE	Salary (GBP)	Bonus range
NQ-2 years	55,000 - 75,000	5 - 15%
2-4 years	70,000 - 95,000	10 - 20%
4-6 years	80,000 - 100,000	10 - 25%
6-8 years	90,000 - 120,000	10 - 30%
8-10 years	100,000 - 130,000	10 - 30%
10+ years	120,000+	10 - 35%
Head of Legal/Legal Director	130,000+	15 - 50%



**Aleea Cherry**  
Director | In-house Legal  
+44 207 415 2828  
aleeacherry@taylorroot.com

Yorkshire and North East

PQE	Salary (GBP)	Bonus range
NQ-2 years	55,000 - 70,000	5 - 15%
2-4 years	50,000 - 85,000	5 - 20%
4-6 years	60,000 - 95,000	5 - 25%
6-8 years	75,000 - 110,000	10 - 30%
8-10 years	80,000 - 120,000	10 - 30%
10+ years	90,000+	10 - 35%
Head of Legal/Legal Director	120,000+	10 - 45%



**Aleea Cherry**  
Director | In-house Legal  
+44 207 415 2828  
aleeacherry@taylorroot.com



Compliance | Law firms

London

Position	Top 10/US Firm	Top 30 Firm	Top 100 firm
Assistant (0-1 year experience)	35,000 - 45,000	30,000 - 35,000	25,000 - 30,000
Junior Analyst (1-2 years' experience)	50,000 - 60,000	35,000 - 50,000	30,000 - 40,000
Senior Analyst (2+ years' experience)	65,000 - 80,000	55,000 - 65,000	45,000 - 55,000
Team Lead	80,000 - 100,000	65,000 - 85,000	55,000 - 60,000
Manager (Non-qualified)	100,000 - 140,000	80,000 - 110,000	60,000 - 80,000
Risk and Compliance Lawyer	100,000 - 125,000	85,000 - 100,000	60,000 - 80,000
Senior Risk and Compliance Lawyer	125,000 - 160,000	95,000 - 130,000	70,000 - 95,000
Head of AML/Conflicts/Regulation	150,000 - 250,000	130,000 - 200,000	100,000 - 140,000
Director of R&C/General Counsel	200,000 - 400,000+	150,000 - 250,000	140,000 - 200,000



**Brogan McDougall**  
Director  
Risk and Compliance | Law Firms | UK  
+44 20 7332 9630  
broganmcdougall@taylorroot.com



Compliance | Corporate and commercial

London

Position	Salary (GBP)	Bonus
Compliance Analyst	45,000 - 65,000	10 - 20%
Senior Compliance Analyst	60,000 - 75,000	10 - 20%
Compliance Counsel (Qualified)	80,000 - 100,000	10 - 20%
Compliance Manager	75,000 - 100,000	10 - 30%
Senior Compliance Counsel (Qualified)	110,000 - 130,000	15 - 30%
Senior Compliance Manager	85,000 - 130,000	20 - 30%
Head of Compliance	120,000 - 180,000	20 - 40%
Head of Compliance (Qualified)	130,000 - 180,000	25 - 40%
Chief Compliance Officer	180,000+	30 - 60%



**Candice Larcombe**  
Associate Director  
Internal Audit and Risk  
+44 20 7332 2185  
candicelarcombe@taylorroot.com

Data protection | Corporate and commercial

London

Position	Salary (GBP)	Bonus
Data Protection Analyst	40,000 - 55,000	10 - 20%
Senior Data Protection Analyst	55,000 - 70,000	10 - 20%
Data Protection Counsel (Qualified)	80,000 - 110,000	10 - 20%
Data Protection Manager	65,000 - 90,000	10 - 20%
Senior Data Protection Manager	80,000 - 110,000	15 - 30%
Senior Data Protection Counsel (Qualified)	110,000 - 140,000	10 - 30%
Data Protection Officer (Regional)	100,000 - 130,000	20 - 30%
Head of Data Protection (Qualified)	100,000 - 150,000	20 - 40%
Group Data Protection Officer	130,000 - 170,000	30 - 50%
Chief Privacy Officer	200,000+	30% +



**Tom Woods**  
Associate Director  
Privacy, Risk and Compliance  
+44 207 332 2167  
thomaswoods@taylorroot.com



**Chloe Bailey-Edwards**  
Director  
Privacy and Risk Management  
+44 207 332 9606  
chloebaileyedwards@taylorroot.com



# Company secretarial

## FTSE 100

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 - 40,000	0 - 10%
Company Secretarial Assistant	40,000 - 60,000	0 - 10%
Senior Company Secretarial Assistant	60,000 - 70,000	10 - 20%
Assistant Company Secretary	80,000 - 100,000	10 - 20%
Senior Assistant Company Secretary	100,000 - 130,000	20 - 30%
Deputy Company Secretary	130,000 - 160,000	20 - 50%
Company Secretary	180,000 - 220,000+	40 - 60%

## FTSE 250

Position	Salary (GBP)	Bonus
Trainee Company Secretary	28,000 - 35,000	0 - 10%
Company Secretarial Assistant	40,000 - 60,000	0 - 10%
Senior Company Secretarial Assistant	60,000 - 70,000	10 - 20%
Assistant Company Secretary	75,000 - 90,000	10 - 20%
Senior Assistant Company Secretary	90,000 - 110,000	20 - 30%
Deputy Company Secretary	120,000 - 150,000	20 - 50%
Company Secretary	150,000 - 200,000+	40 - 60%



**Philippa Anderson**  
Managing Director | Risk and Compliance  
+44 20 7332 9609  
+44 7944 274 255  
philippaanderson@taylorroot.com

Other PLC (AIM, small cap)

Position	Salary (GBP)	Bonus
Trainee Company Secretary	25,000 - 35,000	0 - 10%
Company Secretarial Assistant	35,000 - 50,000	0 - 10%
Senior Company Secretarial Assistant	50,000 - 60,000	10 - 20%
Assistant Company Secretary	60,000 - 70,000	10 - 20%
Senior Assistant Company Secretary	70,000 - 90,000	20 - 30%
Deputy Company Secretary	90,000 - 120,000	20 - 50%
Company Secretary	120,000 - 180,000+	40 - 60%

Private limited company

Position	Salary (GBP)	Bonus
Trainee Company Secretary	25,000 - 30,000	0 - 10%
Company Secretarial Assistant	30,000 - 45,000	0 - 10%
Senior Company Secretarial Assistant	50,000 - 60,000	10 - 20%
Assistant Company Secretary	60,000 - 80,000	10 - 20%
Senior Assistant Company Secretary	70,000 - 90,000	20 - 30%
Deputy Company Secretary	90,000 - 120,000	20 - 50%
Company Secretary	120,000 - 160,000+	40 - 60%



**Philippa Anderson**  
Managing Director | Risk and Compliance  
+44 20 7332 9609  
+44 7944 274 255  
philippaanderson@taylorroot.com

Charity and not-for-profit

Position	Salary (GBP)	Bonus
Trainee Governance Officer	22,000 - 30,000	0 - 10%
Governance Officer	35,000 - 50,000	0 - 10%
Senior Governance Officer/ Governance Manager	50,000 - 70,000	10 - 20%
Deputy Head of Governance	70,000 - 90,000	20 - 30%
Head of Governance	90,000 - 120,000+	20 - 30%



**Philippa Anderson**  
Managing Director | Risk and Compliance  
+44 20 7332 9609  
+44 7944 274 255  
philippaanderson@taylorroot.com



Internal audit | Corporate and commercial

London

Position	Salary (GBP)	Bonus
Internal Auditor	60,000 - 70,000	0 - 20%
Senior Internal Auditor	60,000 - 90,000	0 - 20%
Internal Audit Manager	80,000 - 110,000	10 - 30%
Senior Internal Audit Manager	90,000 - 130,000	10 - 40%
Head of Internal Audit	130,000 - 180,000	20 - 50%
Chief Internal Auditor	180,000+	20 - 50%



**Candice Larcombe**  
Associate Director  
Internal Audit and Risk  
+44 20 7332 2185  
candicelarcombe@taylorroot.com

Risk | Corporate and commercial

London

Position	Salary (GBP)	Bonus
Risk Analyst	50,000 - 60,000	10 - 20%
Senior Risk Analyst	60,000 - 75,000	15 - 30%
Risk Manager	75,000 - 100,000	20 - 30%
Senior Risk Manager	90,000 - 130,000	20 - 30%
Head of Risk	130,000 - 160,000	30 - 50%
Chief Risk Officer	180,000+	30 - 60%



**Chloe Bailey-Edwards**  
Director  
Privacy and Risk Management  
+44 207 332 9606  
chloebaileyedwards@taylorroot.com

Legal | Banking, financial and professional services

Financial services/regulatory

PQE	Salary (GBP)	Day rate
0-2 years	110,000 - 135,000	500 - 650
2-4 years	135,000 - 150,000	600 - 700
4-6 years	150,000 - 165,000	650 - 850
6-8 years	165,000 - 180,000	800 - 950
8-10+ years	180,000 - 230,000	900 - 1100
Head of Legal/Legal Director	230,000+	1000+

General commercial and IT/intellectual property

PQE	Salary (GBP)	Day rate
0-2 years	95,000 - 110,000	450 - 575
2-4 years	110,000 - 130,000	550 - 650
4-6 years	130,000 - 150,000	600 - 750
6-8 years	140,000 - 170,000	700 - 900
8-10+ years	170,000 - 220,000	800 - 1000
Head of Legal/Legal Director	220,000+	950+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.



Corporate finance - M&A

PQE	Salary (GBP)	Day rate
0-2 years	110,000 - 120,000	500 - 650
2-4 years	120,000 - 150,000	625 - 750
4-6 years	150,000 - 180,000	700 - 850
6-8 years	180,000 - 200,000	800 - 950
8-10+ years	200,000 - 250,000	900 - 1200
Head of Legal/Legal Director	250,000+	1200+

Private equity/venture capital

PQE	Salary (GBP)	Day rate
0-2 years	130,000 - 140,000	550 - 650
2-4 years	140,000 - 170,000	650 - 800
4-6 years	170,000 - 200,000	700 - 950
6-8 years	200,000 - 230,000	900 - 1200
8-10+ years	230,000 - 350,000	1100 - 1800
Head of Legal/Legal Director	350,000+	1800+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

# Insurance

## Insurance litigation

PQE	Salary (GBP)	Day rate
0-2 years	95,000 - 115,000	450 - 550
2-4 years	115,000 - 125,000	500 - 650
4-6 years	125,000 - 140,000	550 - 700
6-8 years	140,000 - 150,000	650 - 750
8-10+ years	150,000 - 190,000	700 - 850
Head of Legal/Legal Director	190,000+	850+

## Corporate insurance

PQE	Salary (GBP)	Day rate
0-2 years	100,000 - 120,000	450 - 575
2-4 years	120,000 - 140,000	550 - 650
4-6 years	140,000 - 160,000	600 - 750
6-8 years	160,000 - 180,000	700 - 900
8-10+ years	180,000 - 220,000	800 - 1000
Head of Legal/Legal Director	220,000+	950+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

Commercial insurance

PQE	Salary (GBP)	Day rate
0-2 years	90,000 - 110,000	450 - 550
2-4 years	110,000 - 130,000	500 - 700
4-6 years	130,000 - 145,000	650 - 750
6-8 years	145,000 - 170,000	650 - 800
8-10+ years	170,000 - 190,000	700 - 850
Head of Legal/Legal Director	190,000+	1000+

Warranty and indemnity - Transactional risk/liability underwriting

PQE	Salary (GBP)	Day rate
0-2 years	95,000 - 120,000	450 - 575
2-4 years	120,000 - 145,000	550 - 650
4-6 years	145,000 - 160,000	600 - 750
6-8 years	160,000 - 180,000	700 - 900
8-10+ years	170,000 - 220,000	800 - 1000
Head of Legal/Legal Director	250,000+	950+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

# Funds | regulated/alternative

## Regulated funds

PQE	Salary (GBP)	Day rate
0-2 years	110,000 - 125,000	500 - 600
2-4 years	125,000 - 145,000	550 - 750
4-6 years	145,000 - 160,000	700 - 850
6-8 years	160,000 - 175,000	800 - 950
8-10+ years	175,000 - 220,000	850 - 950
Head of Legal/Legal Director	220,000+	1000+

## Alternative funds

PQE	Salary (GBP)	Day rate
0-2 years	130,000 - 140,000	500 - 650
2-4 years	140,000 - 170,000	600 - 750
4-6 years	170,000 - 200,000	700 - 850
6-8 years	200,000 - 220,000	800 - 1000
8-10+ years	220,000 - 270,000	850 - 1350
Head of Legal/Legal Director	270,000+	1200+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

Fintech and payments

PQE	Salary (GBP)	Day rate
0-2 years	90,000 - 110,000	500 - 550
2-4 years	110,000 - 130,000	550 - 650
4-6 years	120,000 - 150,000	600 - 750
6-8 years	150,000 - 170,000	700 - 800
8-10+ years	170,000 - 200,000	750 - 850
Head of Legal/Legal Director	200,000+	900+

Derivatives

PQE	Salary (GBP)	Day rate
0-2 years	100,000 - 120,000	500 - 600
2-4 years	130,000 - 150,000	550 - 650
4-6 years	150,000 - 170,000	650 - 750
6-8 years	170,000 - 200,000	700 - 850
8-10+ years	200,000 - 240,000	850 - 1200
Head of Legal/Legal Director	240,000+	950+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.



Capital markets/structured finance

PQE	Salary (GBP)	Day rate
0-2 years	100,000 - 130,000	500 - 600
2-4 years	130,000 - 150,000	550 - 650
4-6 years	150,000 - 180,000	650 - 750
6-8 years	180,000 - 200,000	700 - 900
8-10+ years	200,000 - 220,000	850 - 1000
Head of Legal/Legal Director	220,000+	950+

Debt finance/general banking

PQE	Salary (GBP)	Day rate
0-2 years	100,000 - 115,000	500 - 550
2-4 years	115,000 - 145,000	525 - 700
4-6 years	140,000 - 160,000	625 - 750
6-8 years	150,000 - 170,000	650 - 800
8-10+ years	160,000 - 180,000	750 - 850
Head of Legal/Legal Director	190,000+	850+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

Retail banking

PQE	Salary (GBP)	Day rate
0-2 years	90,000 - 115,000	500 - 525
2-4 years	100,000 - 120,000	525 - 650
4-6 years	120,000 - 130,000	550 - 700
6-8 years	125,000 - 155,000	650 - 800
8-10+ years	140,000 - 160,000	750 - 900
Head of Legal/Legal Director	160,000+	900+

Litigation

PQE	Salary (GBP)	Day rate
0-2 years	100,000 - 110,000	500 - 525
2-4 years	110,000 - 130,000	525 - 650
4-6 years	130,000 - 150,000	550 - 700
6-8 years	150,000 - 170,000	650 - 750
8-10+ years	170,000 - 190,000	750 - 850
Head of Legal/Legal Director	190,000+	900+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

Employment

PQE	Salary (GBP)	Day rate
0-2 years	110,000 - 120,000	400 - 475
2-4 years	120,000 - 140,000	450 - 550
4-6 years	140,000 - 160,000	525 - 750
6-8 years	160,000 - 180,000	700 - 850
8-10+ years	180,000 - 220,000	800 - 1200
Head of Legal/Legal Director	220,000+	850+

Derivatives documentation/ISDA® Master Agreement Negotiators

PQE	Salary (GBP)	Day rate
0-2 years	65,000 - 85,000	450 - 550
2-4 years	80,000 - 100,000	500 - 600
4-6 years	95,000 - 130,000	575 - 750
6-8 years	130,000 - 145,000	700 - 775
8-10+ years	140,000 - 155,000	750 - 850
10+ years	150,000+	800+
Head of Team/Management	160,000+	850+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Bonus levels: It is difficult to provide accurate market rates for bonus levels as they vary significantly among employers, depending on the industry and the role, in addition to individual and company performance for that year. Generally speaking, candidates at the 0–6 years’ PQE mark can expect bonus levels of anything between 10 - 50%. At the 6+PQE level they would typically be 30 - 60% but can, in some instances, be considerably more, for example in the private equity and wider funds markets, bonuses can range from 50 - 100%+. All day rates are the candidate rate.

Paralegal

PQE	Salary (GBP)	Day rate
0-1 year	40,000 - 50,000	150 - 200
1-2 years	45,000 - 60,000	175 - 250
2-4 years	55,000 - 70,000	225 - 350
4-6 years	65,000 - 80,000	250 - 400
6-8 years	70,000 - 90,000	350 - 450
8+ years/Head of Paralegal team	85,000 - 110,000	400 - 450

Legal operations

Position	Salary (GBP)	Day rate
Legal Operations Analyst	40,000 - 60,000	450 - 550
Legal Operations Specialist	50,000 - 70,000	500 - 600
Legal Operations Manager	70,000 - 95,000	575 - 750
Senior Legal Operations Manager	95,000 - 120,000	700 - 850
Head of Legal Operations	120,000 - 140,000	775 - 900
Legal Operations Director	140,000 - 180,000	850+
Chief Legal Operations Officer	180,000 - 200,000	850+



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services | UK  
+44 20 7332 2469  
nikkinewton@taylorroot.com

Compliance | Banking and financial services

London

Position	Salary (GBP)	Bonus
Compliance Analyst	45,000 - 60,000	10%+
Senior Compliance Analyst	60,000 - 70,000	10%+
Financial Crime Manager	70,000 - 90,000	10 - 20%
Compliance Manager	70,000 - 90,000	10 - 20%
Senior Financial Crime Manager	90,000 - 130,000	15 - 25%
Senior Regulatory Compliance Manager	90,000 - 130,000	15 - 25%
MLRO SMF17	140,000 - 200,000	20 - 40%
Head of Compliance SMF16	140,000 - 200,000	20 - 40%
Chief Compliance Officer	180,000 - 300,000+	20 - 40%



**Louise Nicholls**  
Director | Risk and Compliance  
+44 20 7332 9645  
louisenicholls@taylorroot.com



**Jack Hitching**  
Associate Director | Risk and Compliance  
+44 20 7415 2833  
jackhitching@taylorroot.com





Data protection | Banking and financial services

London

Position	Salary (GBP)	Day rate	Bonus
Data Protection Analyst	45,000 - 60,000	250 - 350	10 - 20%
Senior Data Protection Analyst	60,000 - 70,000	350 - 450	10 - 20%
Data Protection Manager	75,000 - 100,000	350 - 600	10 - 20%
Senior Data Protection Manager	95,000 - 110,000	450 - 600	10 - 30%
Data Protection Counsel (Qualified)	100,000 - 120,000	400 - 550	10 - 20%
Senior Data Protection Counsel (Qualified)	120,000 - 160,000	550 - 900	10 - 25%
Data Protection Officer (Regional)	120,000 - 160,000	550 - 900	15 - 30%
Head of Data Protection (Qualified)	120,000 - 170,000	650 - 1000	20 - 30%
Group Data Protection Officer	160,000 - 200,000	900 - 2000	20 - 40%
Chief Privacy Officer	220,000+	1250 - 2750	30 - 50%



**Chloe Bailey-Edwards**  
Director  
Privacy and Risk Management  
+44 207 332 9606  
chloebaileyedwards@taylorroot.com



**Tom Woods**  
Associate Director  
Privacy, Risk and Compliance  
+44 207 332 2167  
thomaswoods@taylorroot.com

All day rates are the candidate rate.



# Company secretarial | Banking and financial services

## Banking

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 - 40,000	0 - 10%
Company Secretarial Assistant	35,000 - 45,000	0 - 10%
Senior Company Secretarial Assistant	45,000 - 60,000	10 - 20%
Assistant Company Secretary	60,000 - 90,000	10 - 20%
Senior Assistant Company Secretary	90,000 - 110,000	20 - 30%
Deputy Company Secretary	120,000 - 150,000	20 - 50%
Company Secretary	150,000 - 200,000+	40 - 60%

## Insurance

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 - 40,000	0 - 10%
Company Secretarial Assistant	40,000 - 55,000	0 - 10%
Senior Company Secretarial Assistant	50,000 - 60,000	0 - 10%
Assistant Company Secretary	65,000 - 85,000	10 - 20%
Senior Assistant Company Secretary	90,000 - 110,000	15 - 20%
Deputy Company Secretary	120,000 - 150,000	20 - 30%
Company Secretary	150,000 - 200,000+	20 - 50%



**Philippa Anderson**  
Managing Director | Risk and Compliance  
+44 20 7332 9609  
+44 7944 274 255  
philippaanderson@taylorroot.com

Fintech

Position	Salary (GBP)	Bonus
Trainee Company Secretary	25,000 - 35,000	0 - 10%
Company Secretarial Assistant	35,000 - 50,000	0 - 10%
Senior Company Secretarial Assistant	50,000 - 60,000	0 - 10%
Assistant Company Secretary	60,000 - 85,000	10 - 20%
Senior Assistant Company Secretary	90,000 - 110,000	10 - 20%
Deputy Company Secretary	120,000 - 150,000	20 - 30%
Company Secretary	150,000 - 200,000+	20 - 50%



**Philippa Anderson**  
Managing Director | Risk and Compliance  
+44 20 7332 9609  
+44 7944 274 255  
philippaanderson@taylorroot.com



Internal audit | Banking and financial services

London

Position	Salary (GBP)	Bonus
Internal Auditor	55,000 - 65,000	0 - 20%
Senior Internal Auditor	65,000 - 85,000	0 - 25%
Internal Audit Manager	85,000 - 120,000	10 - 30%
Senior Internal Audit Manager	95,000 - 130,000	10 - 30%
Head of Internal Audit	130,000 - 200,000	20%+
Chief Internal Auditor	180,000+	20%+



**Candice Larcombe**  
Associate Director  
Internal Audit and Risk  
+44 20 7332 2185  
candicelarcombe@taylorroot.com





Risk | Banking and financial services

London

Position	Salary (GBP)	Day rate	Bonus
Risk Analyst	45,000 - 65,000	450 - 600	10 - 20%
Senior Risk Analyst	60,000 - 80,000	600 - 800	10 - 25%
Risk Manager	70,000 - 110,000	650 - 900	10 - 25%
Senior Risk Manager	90,000 - 170,000	700 - 900	10 - 30%
Head of Risk	150,000 - 250,000	1200 - 2000	20 - 40%
Chief Risk Officer	160,000 - 300,000	1500 - 2750	20 - 40%

Regional UK

Position	Salary (GBP)	Day rate	Bonus
Risk Analyst	35,000 - 55,000	300 - 500	10 - 15%
Senior Risk Analyst	50,000 - 70,000	500 - 800	10 - 20%
Risk Manager	60,000 - 85,000	550 - 850	10 - 20%
Senior Risk Manager	65,000 - 110,000	650 - 900	10 - 30%
Head of Risk	100,000 - 200,000	1000 - 1500	10 - 30%
Chief Risk Officer	125,000 - 250,000	1200 - 2000	10 - 40%



**Robin Frost**  
Director | Risk and Compliance  
+44 20 7332 2477  
robinfrost@taylorroot.com



**Chloe Bailey-Edwards**  
Director  
Privacy and Risk Management  
+44 207 332 9606  
chloebaileyedwards@taylorroot.com

All day rates are the candidate rate.



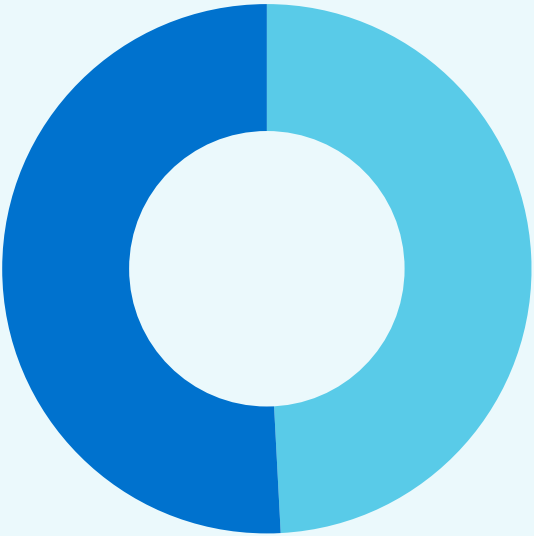


# Ireland and Northern Ireland

## Ireland in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel; mid-level roles such as Senior Legal Counsel; and senior positions including General Counsel and Chief Legal Officer. The data highlights overall vacancy growth, short median tenure and high job mobility.

### Gender split



### Fastest-growing job title

1 Associate Legal Counsel

57% Increase in 12 months



### Growth

4%

### Median tenure

2.2 Years

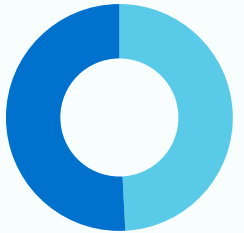


17% Changed jobs in last 12 months

### Junior market

4% Growth

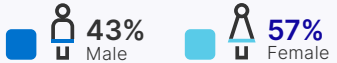
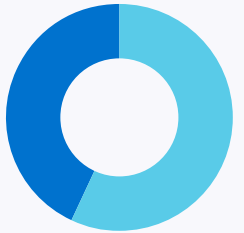
17% Changed jobs in last 12 months



### Senior market

4% Growth

9% Changed jobs in last 12 months



# Ireland market analysis

Ireland’s legal recruitment landscape is being shaped by a confluence of global and domestic economic pressures, leading to a more cautious hiring environment. Both candidates and employers are showing increased conservatism, with decision-making timelines extended and hiring strategies more tightly aligned with business needs.

## Sectoral shifts amid global uncertainty

Previously high-demand sectors such as aviation finance and investment funds have seen a notable decline in recruitment activity, reflecting broader economic trends and reduced deal flow. In contrast, demand is rising in areas affected by regulatory change. Content regulation, data protection, artificial intelligence (AI) legislation and ESG compliance are emerging as priority areas, driven by EU-level initiatives and domestic legal developments. These changes are driving demand for specialists who can navigate complex compliance issues.

## Salary trends: modest increases under pressure

In line with a more restrained hiring market, salary growth has been modest, with budget constraints and global pressures impacting remuneration increases. Employers remain open to negotiation for key hires,

especially where specialist skills are scarce, but overall salary inflation is being kept in check.

## External economic headwinds

Ireland’s economy remains vulnerable to global trends. The introduction of US tariffs in 2025 is creating concern for export-heavy sectors, especially pharmaceuticals and medtech, which rely on international markets. Protectionist policies in the US are also casting uncertainty over Ireland’s role as a European base for multinationals, which could impact inward investment and legal hiring linked to international operations.

## Domestic regulatory complexity driving demand

Irish businesses are contending with a rapidly evolving regulatory landscape. Legal advisers with expertise in ESG, data protection, AI and content regulation are increasingly in demand as companies strive to stay compliant and competitive. This complexity is both a challenge and a catalyst for new opportunities in legal recruitment.

## Growth sectors offer resilience

Despite the cautious climate, several sectors continue to show strong potential for legal hiring:

- **Technology and innovation**  
Ireland remains a major European tech hub. Investment in AI, cybersecurity, fintech and green tech is driving demand for legal expertise in IP, data protection and regulation
- **Renewable energy**  
With strong natural resources, especially offshore wind, Ireland is poised to lead in renewable development, creating legal demand around project finance, environmental law and infrastructure
- **Pharmaceuticals and life sciences**  
As a biopharma leader, Ireland is expanding into biotech and medtech. Legal support for R&D, IP and compliance is expected to grow
- **Financial services**  
Post-Brexit, Ireland’s role as a financial gateway to the EU remains strong. Fintech, asset management and sustainable finance are key areas driving legal hiring

## Looking ahead

While challenges remain, opportunity persists for legal professionals who can adapt to market and regulatory shifts. For employers, agility in hiring strategy and openness to specialist skillsets will be key.



**Hamish Richmond**  
Director | Head of Taylor Root Ireland  
+353 1 568 2835  
hamishrichmond@taylorroot.com

# Ireland and Northern Ireland salaries

Dublin

PQE	Salary (EUR)
NQ	75,000 - 80,000
1-2 years	83,000 - 90,000
2-4 years	90,000 - 125,000
4-6 years	110,000 - 140,000
6-8 years	110,000 - 150,000
8-10 years	120,000 - 150,000+
10+ years	140,000+
Head of Legal/ Legal Director	150,000+

Cork, Galway, Limerick

PQE	Salary (EUR)
NQ	45,000 - 65,000
1 year	50,000 - 70,000
2 years	54,000 - 78,000
3 years	60,000 - 85,000
4 years	60,000 - 95,000
5 years	65,000 - 105,000
6 years	70,000 - 110,000
7-10 years	70,000 - 120,000
10 years+	80,000 - 130,000

Belfast

PQE	Salary (EUR)
NQ-2 years	32,000 - 44,000
2-4 years	36,000 - 55,000
4-7 years	40,000 - 75,000
Manager 8+ PQE	70,000 - 95,000
Legal Director	75,000 - 115,000
Head of Legal	85,000 - 135,000+



**Hamish Richmond**  
Director | Head of Taylor Root Ireland  
+353 1 568 2835  
hamishrichmond@taylorroot.com

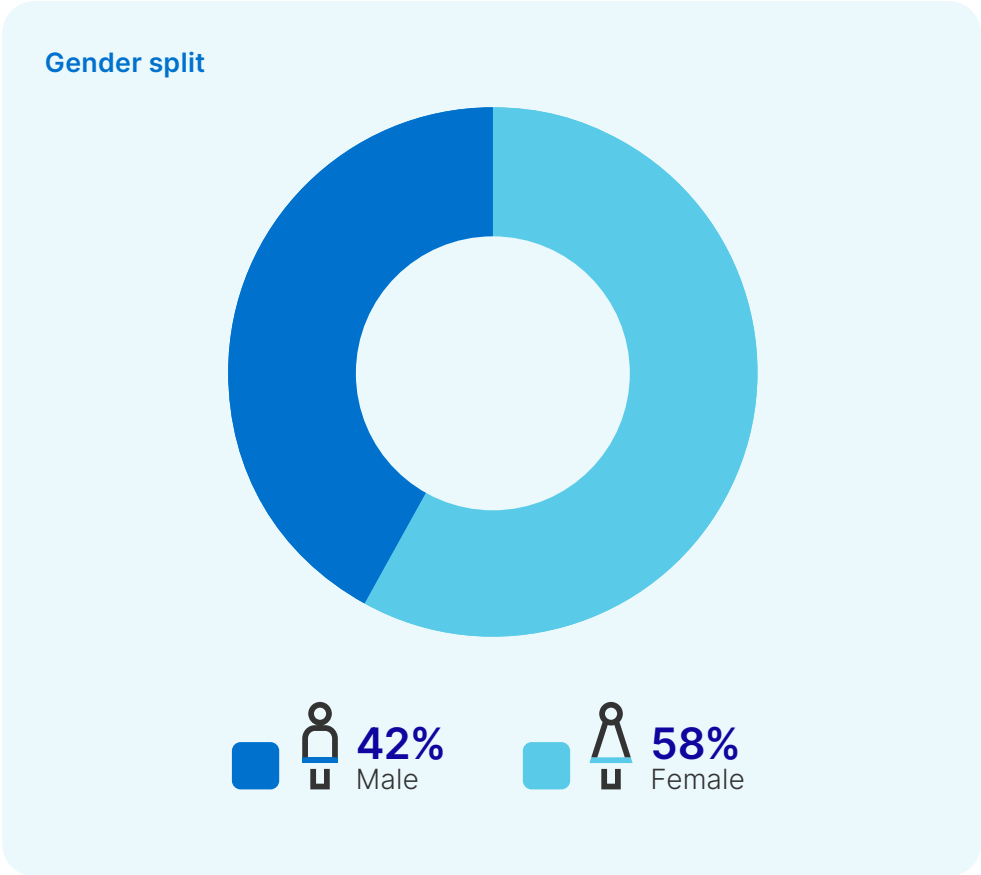
Salaries are in EUR.

# Belgium, Netherlands and Luxembourg

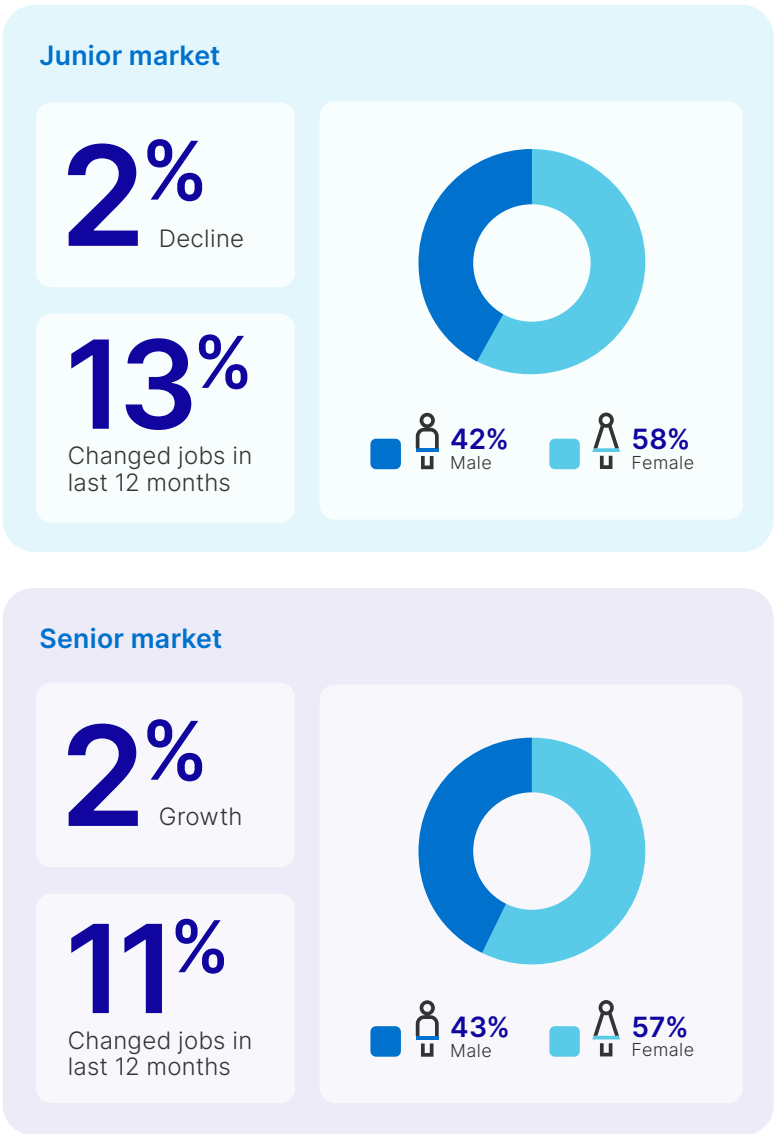


# Belgium, Netherlands and Luxembourg in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.



Source: LinkedIn





## Belgium, Netherlands and Luxembourg market analysis

Across the region, current legal hiring trends reflect a broader shift in workplace values, regulatory complexity and organisational priorities. In today's competitive market, employers are having to adapt quickly—not only to secure the right talent, but to stay ahead of regulatory developments, technological change and shifting candidate expectations.

### Candidates are prioritising flexibility, purpose and stability

One of the most consistent trends across the region is the growing demand for flexible working. Candidates increasingly expect hybrid or remote options as standard, and the concept of a four-day working week is gaining traction, particularly in Dutch firms and progressive in-house teams. Flexibility is no longer seen as a perk—it's a baseline expectation.

However, flexibility isn't the only consideration. Many legal professionals are actively seeking roles that offer stability and a clear sense of purpose. Organisations that demonstrate a positive societal impact—or align with candidates' personal values—tend to stand out in a crowded market. Purpose-driven employers are especially attractive to mid-level professionals who are looking to make long-term career moves.

### Regulatory and compliance roles lead the way

Demand for legal talent remains strong across the region, but some areas are more active than others. Regulatory and compliance positions continue to drive hiring, particularly in financial services and technology. As EU regulations become more complex and far-reaching—especially in areas like digital governance and ESG reporting—organisations are under pressure to ensure compliance and avoid risk.

Conversely, sectors with fewer regulatory demands or greater exposure to economic volatility have seen a slowdown in recruitment. Some manufacturing and traditional retail sectors, for example, have taken a more cautious approach to hiring in the past 12 months.

### Salaries are rising—especially for mid-level lawyers

Salaries across the region have generally trended upwards, but the largest increases have been concentrated in the mid-level bracket (around 5–10 PQE). These Lawyers are seen as highly valuable: they offer strong experience, but are often more flexible and affordable than their senior counterparts.

Junior Lawyers and those at Legal Director/General Counsel level have seen more

modest salary movements, although benefits packages—particularly those tied to flexible working, mental health and family policies—are becoming increasingly important as part of the overall offer.

### Niche expertise is in short supply

Legal professionals with expertise in regulatory compliance, privacy, and sustainability are in high demand across the region. As companies respond to new legislation—from the EU's Digital Services Act to the CSRD—there is growing urgency to secure talent with the right technical understanding and sector experience.

However, supply is limited. Lawyers who specialise exclusively in these areas remain relatively scarce, leading to strong competition and upward pressure on salaries.

### AI is reshaping teams and fixed-term roles are favoured

AI and automation continue to transform legal operations. Routine tasks are increasingly being handled by technology, allowing legal teams to focus on more strategic work. This shift is changing not only how legal work is done, but the skillsets employers are looking for—tech-savvy and adaptable professionals are particularly well positioned.

Another notable trend is the slight decline in interim roles. Fixed-term contracts have become more popular due to recent changes in regulations surrounding interim contracts.

**Strategic hiring is essential to stay ahead**

Businesses across the Netherlands, Belgium and Luxembourg face several common challenges, but also real opportunities. One of the biggest risks is being reactive rather than proactive—particularly when it comes to regulatory change. Employers that hire early and plan ahead are more likely to attract top talent and avoid salary inflation linked to urgent demand.

Equally, employers need to understand what today’s candidates value. Offering flexibility, security and meaningful work isn’t just about engagement—it’s about competitiveness in a tight market.

**Investing in people and technology will drive growth**

Looking ahead, the biggest opportunities lie in technology, talent and integration. Businesses that invest in legal tech—especially AI and workflow automation—can improve efficiency and deliver greater strategic value to the business. But technology must go hand in hand with people.

Enhancing employee satisfaction through smarter working models—like hybrid setups or compressed weeks—can improve retention and performance. Building high-performing teams will also require the right mix of generalist and specialist talent, and closer alignment with wider business goals.

In a region where regulatory complexity is growing and top legal talent is in high demand, those who plan ahead, adapt to new expectations and invest in their people will be best positioned for success.



**Tobias Herweijer**  
Senior Director | In-house Legal and Compliance  
Belgium, Germany, Luxembourg, Netherlands  
+31 62 166 3054  
tobiasherweijer@taylorroot.com





# Belgium, Netherlands and Luxembourg salaries

## Netherlands and Belgium

PQE	Salary (EUR)
NQ	40,000 - 55,000
1-2 years	50,000 - 65,000
2-4 years	60,000 - 80,000
4-6 years	70,000 - 95,000
6-8 years	80,000 - 110,000
8-10 years	90,000 - 130,000
10+ years	120,000 - 160,000
Head of Legal/Legal Director	140,000 - 190,000
General Counsel	170,000 - 300,000
Chief Legal Officer	200,000 - 350,000

## Luxembourg

PQE	Salary (EUR)
NQ	45,000 - 60,000
1-2 years	50,000 - 70,000
2-4 years	60,000 - 85,000
4-6 years	75,000 - 95,000
6-8 years	85,000 - 110,000
8-10 years	100,000 - 140,000
10+ years	140,000 - 190,000
Head of Legal/Legal Director	160,000 - 200,000
General Counsel	180,000 - 300,000
Chief Legal Officer	225,000 - 350,000



**Tobias Herweijer**  
Senior Director | In-house Legal and Compliance  
Belgium, Germany, Luxembourg, Netherlands  
+31 62 166 3054  
tobiasherweijer@taylorroot.com

Salaries are in EUR.

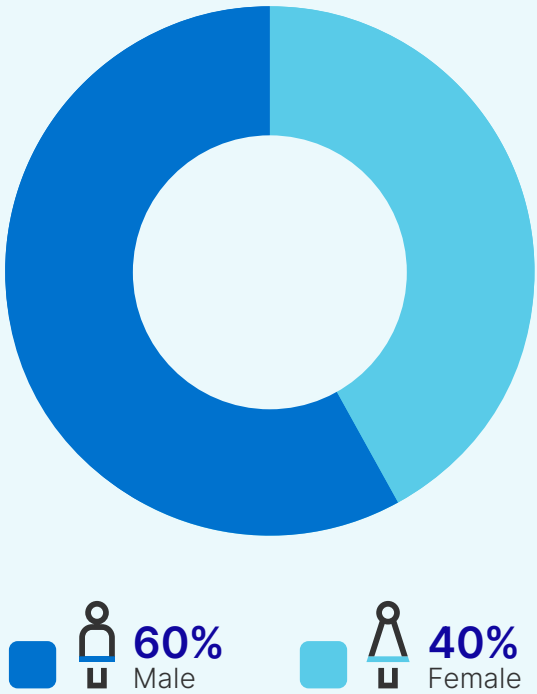
# | Germany



# Germany in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.

Gender split



Fastest-growing job title



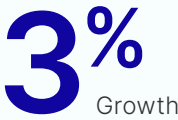
Growth



Median tenure



Junior market



Senior market



## Germany market analysis

While the in-house legal recruitment market in Germany remains challenging in 2025, there are emerging signs of resilience and adaptation. Many companies are reassessing how their legal functions operate, focusing on long-term value, flexibility and digital transformation.

Although economic uncertainty continues to weigh on hiring decisions, especially in certain sectors, others—such as technology and manufacturing—are actively seeking legal talent to support innovation and regulatory compliance.

### Candidate expectations shifting toward flexibility

One of the most noticeable trends among legal professionals in Germany is a growing preference for flexible work models. Many Lawyers now expect to work from the office just one or two days per week, making remote and hybrid arrangements a key factor in career decisions. Employers unable to offer this level of flexibility may find themselves at a disadvantage when competing for top talent.

At the same time, expertise in data and IT law has become increasingly valuable. The rising complexity of digital regulation, particularly around AI and cybersecurity,

has driven demand for legal professionals who can help navigate these emerging issues. Data protection also remains a high priority, especially as new EU regulations and enforcement measures come into play.

### Industry-specific hiring trends

Hiring activity varies significantly by industry. The technology and manufacturing sectors are currently among the most active, largely due to their push toward digitalisation and automation. These changes introduce new legal challenges—ranging from software licensing and data privacy to intellectual property and AI regulation—driving demand for in-house legal counsel.

By contrast, sectors more exposed to consumer spending and economic volatility, such as retail, are less active compared to last year. Many companies in these industries are facing hiring freezes or scaling back legal budgets, resulting in fewer opportunities for both new hires and internal growth.

### Salary shifts and evolving benefits expectations

Over the past 12 months, in-house salaries in Germany have seen moderate increases, particularly at the junior level. This upward

shift has created a notable salary gap between junior and senior legal professionals, making it more difficult to recruit experienced Lawyers externally without causing internal disparities. In some cases, companies are choosing to promote internally to manage these imbalances.

To compete with the higher salaries offered by large law firms, many employers are enhancing their overall benefits packages. Flexible working hours, generous remote work policies, and access to continuous professional development are now seen as essential, not optional. Mental health support and an emphasis on work-life balance are also gaining traction as important components of employee retention strategies.

### Key roles in demand

Across the board, positions such as Head of Legal, Compliance Officer and (Senior) Legal Counsel remain highly sought after. These roles are essential for managing increased regulatory oversight and guiding companies through the legal aspects of their digital and operational transformations.



**Rising regulatory complexity**

Germany’s legal and regulatory environment is becoming increasingly fragmented, driven by rapid developments in EU legislation and national standards. Key areas such as data privacy, AI regulation, and environmental sustainability are evolving quickly, with frequent updates requiring continuous monitoring and quick adaptation. Legal departments are responding in several ways:

- Investing in regulatory technology (RegTech) to automate compliance tracking and workflow management
- Building multidisciplinary teams that combine legal, environmental, tech, and data privacy expertise
- Developing compliance playbooks to ensure consistent and efficient responses across multiple jurisdictions

Failure to keep pace with regulatory developments not only increases financial risk but can also damage corporate reputations—making robust legal oversight more important than ever.

**Evolving workplace trends and legal technology**

Digital transformation continues to reshape how legal departments function. AI is being adopted to streamline routine legal tasks such as contract management, compliance monitoring, and document review. These tools are improving accuracy, saving time, and allowing legal teams to focus on more strategic initiatives.

In parallel, workplace culture is evolving. Legal teams are being embedded within business units to improve responsiveness and better

align legal advice with operational goals. Diversity and inclusion are also receiving greater emphasis, both to foster innovation and to reflect the needs of global stakeholders.

To keep up with this pace of change, continuous learning and professional development are becoming integral to legal department strategy. Teams that invest in upskilling are better positioned to manage complex legal issues and contribute proactively to business success.

**Positioning for future growth**

In-house legal teams in Germany are at a crossroads. By embracing legal technology, aligning closely with business units, and creating environments that support flexibility and diversity, legal departments can significantly elevate their strategic value.



**Tobias Herweijer**  
Senior Director | In-house Legal and Compliance  
Belgium, Germany, Luxembourg, Netherlands  
+31 62 166 3054  
tobiasherweijer@taylorroot.com

# Germany salaries

## Consumer goods

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	70,000 - 90,000	0 - 10%
Legal Counsel	90,000 - 115,000	10%
Senior Legal Counsel	100,000 - 140,000	10 - 20%
Legal Director/Head of Legal	120,000 - 170,000	10 - 30%
General Counsel	170,000+	25 - 40%

## Energy/renewables

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	80,000 - 100,000	0 - 10%
Legal Counsel	100,000 - 130,000	10 - 20%
Senior Legal Counsel	120,000 - 150,000	10 - 25%
Legal Director/Head of Legal	140,000 - 180,000	25 - 40%
General Counsel	180,000+	30 - 50%

## Financial services

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	70,000 - 90,000	0 - 10%
Legal Counsel	90,000 - 120,000	10 - 20%
Senior Legal Counsel	120,000 - 150,000	15 - 30%
Legal Director	140,000 - 180,000	20 - 40%
General Counsel	180,000+	30 - 50%

## Hospitality/leisure

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	60,000 - 80,000	0 - 10%
Legal Counsel	80,000 - 120,000	10 - 20%
Senior Legal Counsel	110,000 - 140,000	10 - 15%
Legal Director	130,000 - 170,000	15 - 30%
General Counsel	160,000+	25 - 40%



**Tobias Herweijer**  
Senior Director | In-house Legal and Compliance  
Belgium, Germany, Luxembourg, Netherlands  
+31 62 166 3054  
tobiasherweijer@taylorroot.com

Salaries are in EUR.

IT/tech

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	80,000 - 100,000	0 - 10%
Legal Counsel	100,000 - 120,000	10 - 20%
Senior Legal Counsel	120,000 - 150,000	15 - 30%
Legal Director	140,000 - 200,000	20 - 40%
General Counsel	190,000+	20 - 60%

Manufacturing/engineering/automotive (base/variable incl. incentives)

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	60,000 - 80,000	0 - 10%
Legal Counsel	90,000 - 120,000	10 - 20%
Senior Legal Counsel	110,000 - 160,000	15 - 20%
Legal Director/Head of Legal	150,000 - 190,000	25 - 40%
General Counsel	180,000+	25 - 60%



**Tobias Herweijer**  
Senior Director | In-house Legal and Compliance  
Belgium, Germany, Luxembourg, Netherlands  
+31 62 166 3054  
tobiasherweijer@taylorroot.com

Media

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	60,000 - 80,000	0 - 10%
Legal Counsel	80,000 - 110,000	0 - 10%
Senior Legal Counsel	100,000 - 130,000	10 - 15%
Legal Director	130,000 - 170,000	15 - 25%
General Counsel	160,000+	25 - 35%

Pharmaceutical/healthcare/life sciences

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	80,000 - 95,000	0 - 10%
Legal Counsel	90,000 - 130,000	10 - 20%
Senior Legal Counsel	125,000 - 170,000	20 - 30%
Legal Director/Head of Legal	170,000 - 220,000	25 - 40%
General Counsel	200,000+	30 - 60%

Salaries are in EUR.

Professional services

Position	Salary (EUR)	Bonus
After 2nd state exam/Junior Legal Counsel	60,000 - 90,000	0 - 10%
Legal Counsel	80,000 - 115,000	10 - 20%
Senior Legal Counsel	115,000 - 140,000	15 - 30%
Legal Director	135,000 - 180,000	20 - 40%
General Counsel	170,000+	25 - 50%



**Tobias Herweijer**  
Senior Director | In-house Legal and Compliance  
Belgium, Germany, Luxembourg, Netherlands  
+31 62 166 3054  
tobiasherweijer@taylorroot.com

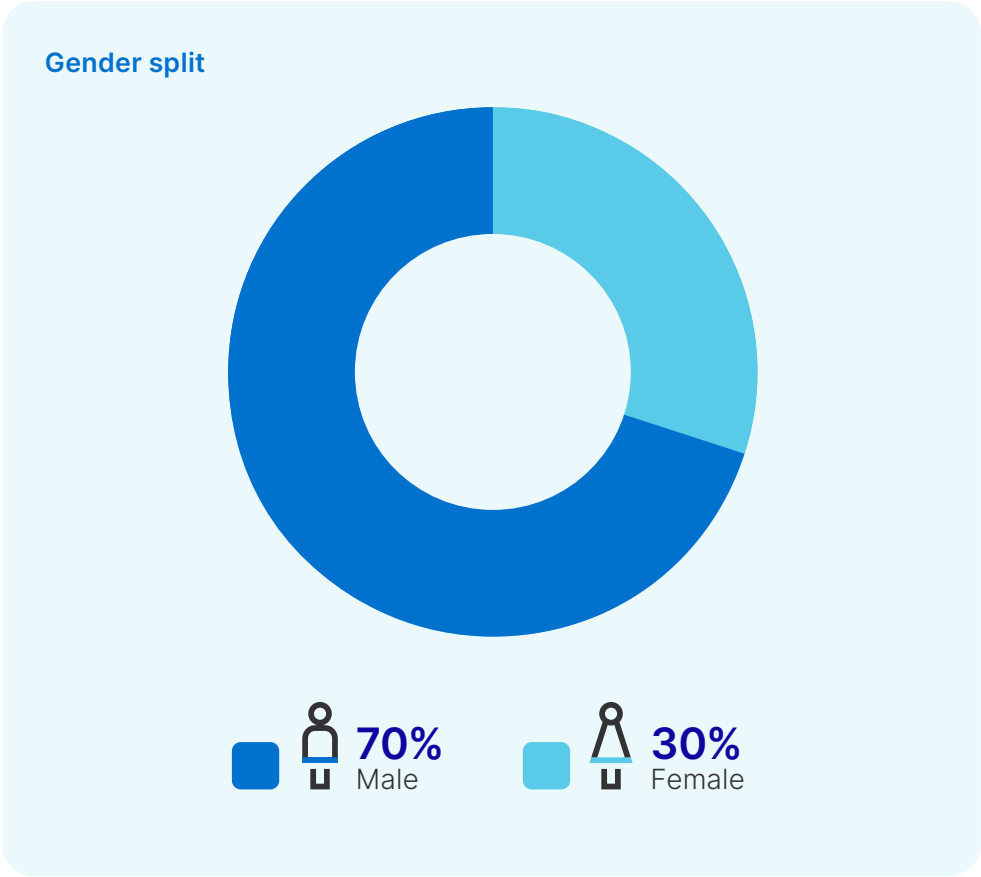


# | Middle East

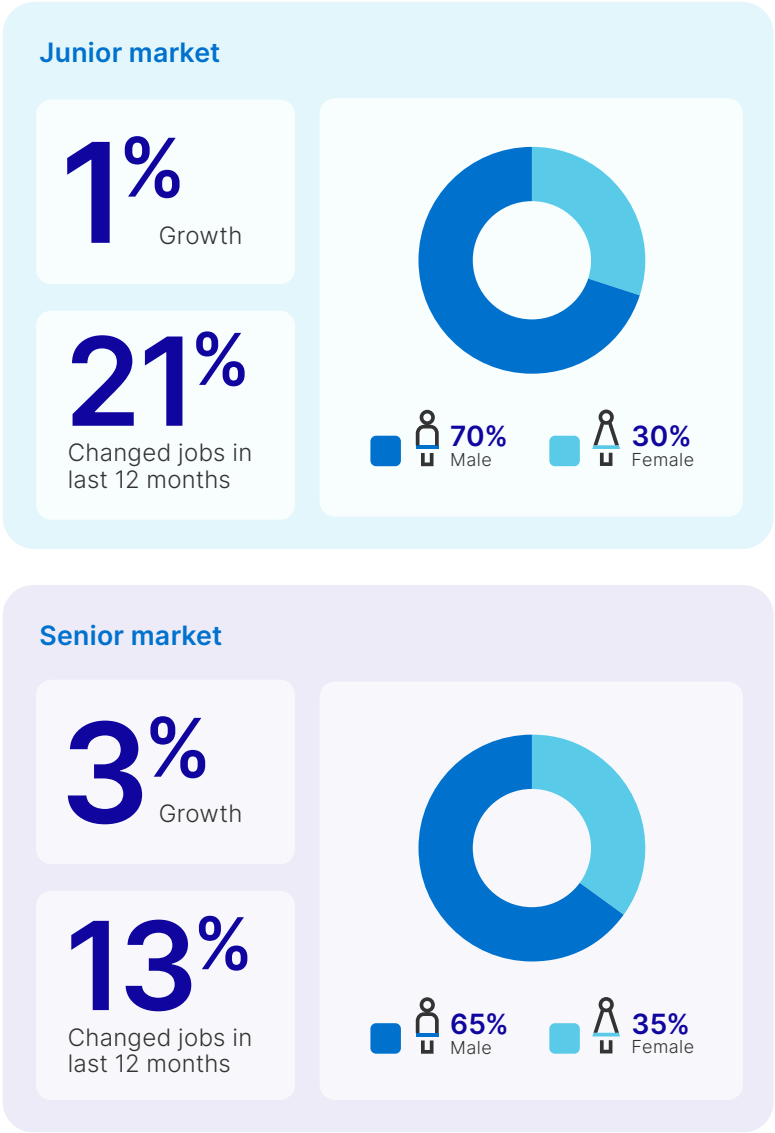


# Middle East in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.



Source: LinkedIn





## Middle East market analysis | In-house legal

The legal market in the Middle East continues to evolve rapidly, attracting a growing number of international lawyers seeking new opportunities, particularly from the UK and Australia. Dubai remains the most sought-after destination, but Abu Dhabi is gaining traction thanks to significant economic expansion and increased investment in sovereign wealth funds and the emerging technology sector.

### Strong demand across core legal sectors

There has been consistent growth in several sectors, notably technology, real estate and energy. This has translated into strong demand for legal professionals across commercial, technology, corporate M&A and dispute resolution. As these industries continue to develop, companies are looking to bolster their legal teams with highly skilled talent to manage complex transactions and regulatory landscapes.

### A stabilising compensation market

Historically, inflated salaries and benefits packages in the UAE were a key driver in attracting international talent. However, over the past 12 to 24 months, these have stabilised. The need for premium packages has diminished as companies now have access to a wider talent pool both locally and globally. As the market matures, many clients are

more selective, focusing on long-term fit and value over inflated compensation demands.

That said, some organisations still turn to international hires due to budget constraints. Regional talent – both expatriates and UAE nationals – who previously benefited from elevated salary benchmarks, may now have expectations that exceed the current market reality. Hiring internationally can, in some cases, be a more cost-effective solution, particularly when the required skillset is not readily available within the region.

### The impact of Saudi Vision 2030 and nationalisation

Saudi Arabia has seen a transformation in its legal market due to the nationalisation drive under Vision 2030. International companies are increasingly establishing their own entities in the Kingdom, moving away from traditional local partnerships. This shift is occurring alongside a surge in mega-projects, infrastructure developments, and investment initiatives backed by entities such as the Public Investment Fund (PIF).

As a result, there has been a sharp increase in demand for legal professionals in litigation, real estate, project development and project finance. However, nationalisation policies

have presented challenges. The local talent pool remains relatively limited, and Saudi nationals with legal training are in high demand. Salary expectations can be unrealistic, and organisations are often under pressure to recruit within a narrow set of parameters.

### Key challenges in sourcing legal talent

Despite the opportunities, several ongoing challenges make legal recruitment in the Middle East complex.

**Rigid client requirements:** Many organisations seek Magic Circle or top-tier international firm-trained lawyers. These roles often come with significant financial packages in private practice, which are not always easily matched in in-house roles.

**Saudi nationalisation:** The push to hire local talent creates a supply and demand imbalance. The limited pool of qualified Saudi nationals means employers must navigate both scarcity and high salary expectations.

**Relocation complexities:** Attracting international talent still poses a risk. Uprooting families and adjusting to new cultural, professional and legal environments requires serious consideration and support structures.

**Budget limitations and inflated expectations:** The regional market is in a period of correction. Both local and international Lawyers often have outdated salary expectations that no longer align with current trends.

**Demand for bilingual talent:** There is rising demand for common law qualified lawyers who are bilingual in Arabic and English. However, this combination of qualifications and linguistic ability remains rare and difficult to source.

**New legal specialisations on the rise**

Emerging regulatory and technological trends are also shaping demand. The introduction of new data protection laws in the UAE and Saudi Arabia is driving the need for legal experts in data governance and cybersecurity. Meanwhile, developments in artificial intelligence, ESG regulations and green finance are creating growing opportunities in environmental and compliance law.

In parallel, governments across the region are pushing for localisation in the legal sector, especially within public and semi-government entities. Nevertheless, expatriate legal professionals continue to be valued for niche and highly specialised roles that are difficult to fill locally.

**Growing in-house capabilities**

To improve efficiency and reduce reliance on external counsel, many organisations are investing in building stronger in-house legal teams. This strategy reflects a broader trend toward internal capability building, with legal departments playing a more strategic role in corporate governance and risk management.

The Middle East remains a dynamic and competitive legal market. While stabilisation and localisation are reshaping how legal talent is sourced and managed, there is no shortage of opportunity — particularly for internationally trained lawyers willing to adapt and bring value in fast-evolving legal and commercial landscapes.



**Mark Anderson**  
Senior Director | In-house Legal  
Middle East  
+971 4 549 3223  
markanderson@taylorroot.com



**Priya Shah**  
Director | In-house Legal  
Middle East  
+971 4 448 7770  
priyashah@taylorroot.com



**Victoria King**  
Director | In-house Legal  
Middle East  
+971 4 447 0318  
victoriaking@taylorroot.com



## Middle East market analysis | Governance, risk and compliance

In 2025, the governance, risk and compliance (GRC) market across the Middle East experienced steady and sustained growth. This momentum is being driven by tightening regulatory frameworks, national development strategies, and ongoing digital transformation. Sectors such as financial services, healthcare, and technology continue to show strong hiring demand, while recruitment in traditional retail and oil and gas has slowed.

Specialist skillsets in cybersecurity, ethics and compliance, and ESG risk management are particularly sought after. Emiratisation remains a key focus in the UAE, as organisations work to balance localisation targets with the need for highly specialised talent.

Salaries have seen a moderate increase of 5–10% over the past year, reflecting competition for versatile professionals capable of navigating increasingly complex regulatory landscapes.

### Regulatory shifts drive agility and innovation

The GRC landscape is evolving rapidly, shaped by accelerated regulatory changes—particularly in data privacy, ESG, and financial compliance. These developments are pushing organisations to adopt more agile, forward-thinking approaches to risk and compliance.

While talent shortages persist, they also present an opportunity. Employers who embrace flexible working models, prioritise meaningful career development, and foster inclusive cultures are better positioned to attract and retain top-tier GRC talent. At the same time, changing workplace expectations are reshaping how GRC teams collaborate and deliver value, encouraging innovation in both structure and strategy.

### AI and technology transforming compliance functions

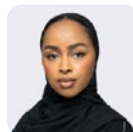
Artificial intelligence is playing a growing role in risk management and compliance

across sectors. AI-powered solutions are enabling teams to automate routine processes, enhance decision-making, and gain real-time visibility into emerging risks.

To stay competitive, GRC functions are integrating technology more deeply into their operations. Streamlining reporting processes, improving risk oversight, and aligning more closely with organisational strategy are no longer optional—they are becoming critical to success. These shifts are repositioning GRC as a strategic driver of resilience and innovation, rather than a purely regulatory function.

### Looking ahead

As regulatory landscapes continue to evolve, businesses that invest in talent, embrace innovation, and build adaptive compliance cultures will be well placed to lead. GRC is fast becoming a cornerstone of long-term sustainability and strategic advantage in the Middle East.



**Balquis Hussein**

Associate Director | Governance,  
Risk and Compliance | Middle East  
+9714 448 7792  
balhussein@taylorroot.com



**Chris Norton**

Associate Director | Governance,  
Risk and Compliance | Middle East  
+9714 549 3214  
chrisnorton@taylorroot.com

# Middle East salaries | In-house legal

In-house legal - UAE

PQE	Salary range (AED)	Bonus range
NQ	300,000 - 360,000	10 - 15%
1-2 years	300,000 - 420,000	10 - 15%
3-4 years	360,000 - 540,000	15 - 25%
5-6 years	480,000 - 600,000	15 - 25%
7-8 years	540,000 - 780,000	20 - 30%
9-10 years	600,000 - 840,000	20 - 30%
10+ years	660,000 - 960,000	20 - 30%
Head of Legal/Legal Director	720,000+	20 - 40%
General Counsel	960,000+	20 - 40%
Chief Legal Officer	1,400,000+	20 - 40%



**Mark Anderson**  
Senior Director | In-house Legal  
Middle East  
+971 4 549 3223  
markanderson@taylorroot.com



**Priya Shah**  
Director | In-house Legal  
Middle East  
+971 4 448 7770  
priyashah@taylorroot.com



**Victoria King**  
Director | In-house Legal  
Middle East  
+971 4 447 0318  
victoriaking@taylorroot.com

Salaries are in AED (basic, living and transportation).  
Salaries in Qatar and Saudi Arabia are on average 15 - 25% higher than UAE salaries.  
For local GCC nationals, typically salaries will be an additional 15 - 20% higher.

## Middle East salaries | Risk, compliance and governance

Risk - UAE

Position	Salary range (AED)	Bonus range
Risk Analyst	240,000 - 336,000	10 - 15%
Senior Risk Analyst	336,000 - 360,000	10 - 15%
Risk Manager	360,000 - 480,000	10 - 20%
Senior Risk Manager	480,000 - 600,000	10 - 20%
Director of Risk	500,000 - 700,000	10 - 20%
Head of Risk	660,000 - 960,000	10 - 20%
Group Head of Risk	720,000 - 1,000,000	10 - 25%
Chief Risk Officer	1,100,000 - 1,400,000	10 - 25%

Compliance - UAE

Position	Salary range (AED)	Bonus range
Compliance Analyst	240,000 - 336,000	10 - 15%
Senior Compliance Analyst	336,000 - 360,000	10 - 15%
Compliance Manager	360,000 - 480,000	10 - 20%
Senior Compliance Manager	480,000 - 600,000	10 - 20%
Director of Compliance	500,000 - 700,000	10 - 20%
Head of Compliance	660,000 - 960,000	10 - 20%
Group Head of Compliance	720,000 - 1,000,000	10 - 25%
Chief Compliance Officer	840,000 - 1,200,000	10 - 25%



**Balquis Hussein**  
Associate Director | Governance,  
Risk and Compliance | Middle East  
+9714 448 7792  
balhussein@taylorroot.com



**Chris Norton**  
Associate Director | Governance,  
Risk and Compliance | Middle East  
+9714 549 3214  
chrishorton@taylorroot.com

Salaries are in AED (basic, living and transportation).  
Salaries in Qatar and Saudi Arabia are on average 15 - 25% higher than UAE salaries.  
For local GCC nationals, typically salaries will be an additional 15 - 20% higher.



Governance - UAE

Years of experience	Salary range (AED)	Bonus range
1-2 years	240,000 - 336,000	10 - 15%
3-4 years	336,000 - 360,000	10 - 15%
5-6 years	360,000 - 480,000	10 - 20%
7-8 years	480,000 - 600,000	10 - 20%
9-10 years	500,000 - 700,000	10 - 20%
10+ years	660,000 - 960,000	10 - 20%
Head of/Director	720,000 - 1,000,000	10 - 25%
Chief Officer	1,100,000 - 1,400,000	10 - 25%



**Balquis Hussein**  
Associate Director | Governance,  
Risk and Compliance | Middle East  
+9714 448 7792  
balhussein@taylorroot.com



**Chris Norton**  
Associate Director | Governance,  
Risk and Compliance | Middle East  
+9714 549 3214  
chrishorton@taylorroot.com

Salaries are in AED (basic, living and transportation).  
Salaries in Qatar and Saudi Arabia are on average 15 - 25% higher than UAE salaries.  
For local GCC nationals, typically salaries will be an additional 15 - 20% higher.

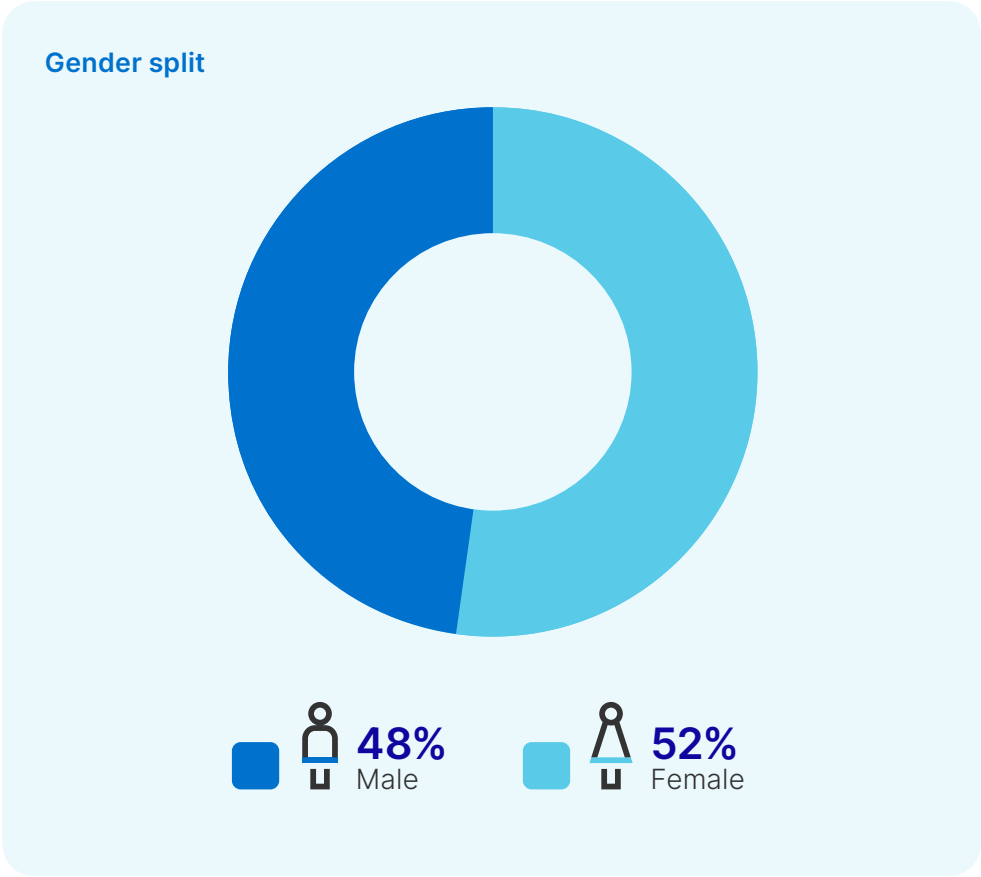


A stylized map of Southeast Asia is shown in the background. The landmasses are in a light beige color, and the surrounding water is a light blue. Singapore is highlighted with a red dot. The word "Singapore" is written in a large, white, sans-serif font, preceded by a vertical red bar.

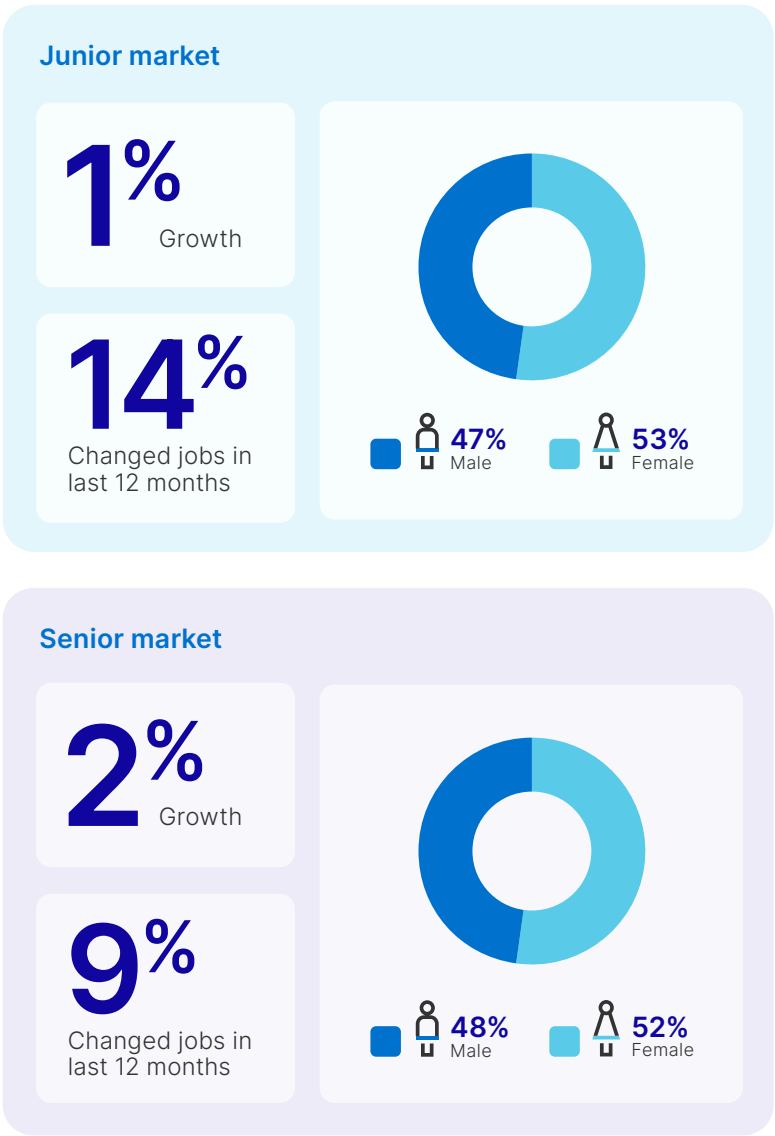
# | Singapore

# Singapore in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We've also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.



Source: LinkedIn



## Singapore market analysis

Singapore's legal, risk and compliance job market remains active, though more selective than the growth experienced in 2021. While generalist legal roles such as contracting positions are now oversupplied, demand is intensifying in specialist areas including cybersecurity, regulatory risk, data privacy and AI governance.

In fact, legal roles focused on cybersecurity are outpacing available talent across APAC by nearly threefold. This growing imbalance highlights a strategic shift in organisational needs and candidate priorities, as firms increasingly value technical expertise and forward-looking legal skills.

### **Demand continues to grow in niche practice areas**

Within risk and compliance, operational risk, technology risk, and roles engaging directly with the Monetary Authority of Singapore (MAS) remain in high demand. This is especially true in asset management, private wealth, and fintech sectors. Start-up layoffs — particularly in fintech and Web3 firms — have led to a more cautious candidate base, with many now favouring the relative stability and reputation of multinational corporations (MNCs) and established financial institutions.

This trend has actually benefitted larger organisations that previously found it difficult to compete for top-tier legal and compliance talent. Candidates are now prioritising stability, regulatory rigour, and clearly defined career paths.

### **Salary growth stabilising but premiums remain**

As the market matures, salary increases have largely stabilised. Most lateral moves have stabilised at 7–10%, a significant decline from the 15–20% hikes that were common during the 2021 talent boom. However, select niche roles continue to command premium pay. Legal and compliance professionals specialising in data privacy, environmental, social and governance (ESG) law, financial crime compliance, and sanctions can still expect salary increases of 20% or more.

Hybrid work arrangements remain the norm. Yet, a slow but steady return to office is being encouraged, particularly for high-impact roles where physical presence is deemed critical to collaboration and decision-making.

### **Regulatory volatility and talent fragmentation**

Singapore's evolving regulatory environment adds another layer of complexity to talent management. In the first half of 2024

alone, MAS has released more than 20 updates impacting legal and compliance teams. These include guidance on ESG disclosures, artificial intelligence governance, and cross-border data management.

Organisations are also dealing with talent fragmentation. There's a clear oversupply of professionals in broad, generalist roles, but a shortage in highly specialised areas such as regulatory risk, sanctions, cybersecurity, and ESG. Without strategic workforce planning, firms risk overpaying for misaligned talent or leaving critical roles vacant.

Candidates are also redefining their expectations. Many now prioritise hybrid work, purpose-driven roles, and strong commitments to diversity, equity, inclusion (DEI) and ESG. To stay competitive, organisations should consider redesigning their employee value proposition (EVP) around flexibility, purpose, and development. Upskilling internal talent, hiring high-potential candidates with strong learning agility, and working with search partners to proactively pipeline niche talent are key strategies for future-proofing the workforce.

Technology and agile workforce models  
reshaping the industry

Technology adoption is driving meaningful transformation in Singapore’s legal, risk and compliance landscape. Firms implementing AI, LegalTech, and RegTech are realising efficiency gains of up to 40%. Meanwhile, Southeast Asia’s LegalTech market is growing at a compound annual growth rate (CAGR) of 12.5%, underlining the region’s appetite for tech-enabled legal solutions.

The workplace model is evolving in tandem. Interim talent — such as fractional General Counsels (GCs), contract-based legal advisors, and project-specific compliance specialists — is becoming more common, especially among private equity-backed and scaling companies.

While this model is already widely adopted in the US and UK (where one in four GC roles in 2024 were interim), uptake in Asia is gradually catching up.

This flexible workforce approach offers companies cost control, rapid access to expertise, and the ability to align legal support with specific project cycles. It’s particularly useful for addressing short-term skill gaps in regulatory transformation, ESG, or technology implementation.

Legal teams stepping into strategic  
leadership roles

There is also a growing shift in the role of legal and risk professionals within organisations. Approximately three quarters of GCs are now involved in

wider business transformation initiatives, taking ownership of cross-functional priorities such as ESG leadership, AI policy design, and innovation strategy.

This trend marks a notable evolution from legal as a reactive function to legal as a strategic partner embedded in enterprise growth. To stay competitive, organisations must continue investing in technology-enabled legal operations, support agile workforce models, and empower in-house legal and compliance teams to take on proactive, leadership-oriented roles.



**Miya Toh**  
Associate Director  
Head of Compliance | Singapore  
+65 6420 0504  
miyatoh@taylorroot.com



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com



# Singapore salaries

## General Counsel

Position	Salary range (SGD)	Variable
Head of Legal	250,000 - 350,000	20 - 30%
Group Head of Legal	300,000 - 400,000	20 - 40%
APAC General Counsel	350,000 - 550,000	30 - 40%
Chief Legal Officer/Global GC	400,000 - 800,000	40 - 50%+

## Company Secretarial (CoSec)

Years of experience	Salary range (SGD)
1-3 years	60,000 - 75,000
4-5 years	70,000 - 80,000
6-8 years	80,000 - 100,000
9-11 years	100,000 - 120,000
12-14 years	120,000 - 140,000
15+ years	130,000 - 150,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com



## Singapore salaries | Legal support

### Paralegal

Years of experience	Salary range (SGD)
1-3 years	40,000 - 70,000
4-5 years	60,000 - 85,000
6-8 years	70,000 - 95,000
9-11 years	75,000 - 110,000
12-14 years	110,000 - 130,000
15+ years	120,000+

### Contracts Analyst

Years of experience	Salary range (SGD)
1-3 years	50,000 - 65,000
4-5 years	65,000 - 80,000
6-8 years	80,000 - 100,000
9-11 years	100,000 - 120,000
12-14 years	120,000 - 150,000
15+ years	150,000+

### Legal operations

Years of experience	Salary range (SGD)
1-3 years	N/A
4-5 years	N/A
6-8 years	80,000 - 150,000
9-11 years	120,000 - 240,000
12-14 years	200,000 - 300,000
15+ years	240,000 - 320,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com



In-house legal | Corporate and commercial

Aviation

Years of experience	Salary range (SGD)
2-4 years	95,000 - 130,000
5-7 years	140,000 - 240,000
8-10 years	220,000 - 280,000
11-15 years	240,000 - 340,000
15+ years	300,000 - 380,000+

Energy and commodities

Years of experience	Salary range (SGD)
2-4 years	80,000 - 160,000
5-7 years	150,000 - 250,000
8-10 years	180,000 - 300,000
11-15 years	220,000 - 380,000
15+ years	280,000 - 400,000+

Engineering and manufacturing

Years of experience	Salary range (SGD)
2-4 years	90,000 - 140,000
5-7 years	140,000 - 220,000
8-10 years	180,000 - 250,000
11-15 years	230,000 - 300,000
15+ years	280,000 - 350,000+

FMCG and retail

Years of experience	Salary range (SGD)
2-4 years	70,000 - 110,000
5-7 years	120,000 - 160,000
8-10 years	170,000 - 220,000
11-15 years	200,000 - 300,000
15+ years	250,000 - 320,000+

Life sciences, medical technology and healthcare

Years of experience	Salary range (SGD)
2-4 years	90,000 - 150,000
5-7 years	140,000 - 180,000
8-10 years	180,000 - 300,000
11-15 years	230,000 - 320,000
15+ years	280,000 - 400,000+

Real estate

Years of experience	Salary range (SGD)
2-4 years	85,000 - 120,000
5-7 years	140,000 - 180,000
8-10 years	160,000 - 220,000
11-15 years	220,000 - 300,000
15+ years	250,000 - 350,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com

Shipping, logistics and transportation

Years of experience	Salary range (SGD)
2-4 years	70,000 - 130,000
5-7 years	140,000 - 180,000
8-10 years	160,000 - 220,000
11-15 years	220,000 - 300,000
15+ years	250,000 - 350,000+

Technology, media and telecommunications

Years of experience	Salary range (SGD)
2-4 years	80,000 - 140,000
5-7 years	120,000 - 170,000
8-10 years	180,000 - 220,000
11-15 years	200,000 - 280,000
15+ years	250,000 - 320,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com

Tourism, travel and hospitality

Years of experience	Salary range (SGD)
2-4 years	90,000 - 140,000
5-7 years	140,000 - 220,000
8-10 years	180,000 - 250,000
11-15 years	230,000 - 300,000
15+ years	280,000 - 350,000+



In-house legal | Banking and financial services

Corporate and investment banking

PQE	Salary range (SGD)
NQ-2 years	55,000 - 100,000
3-5 years	120,000 - 150,000
6-8 years	150,000 - 220,000
9-11+ years	180,000 - 255,000
SVP/Director	250,000+

Financial markets

PQE	Derivatives Counsel	ISDA Negotiator
5-8 years	150,000 - 220,000	100,000 - 150,000
9-11+ years	180,000 - 255,000	150,000 - 200,000
SVP/Director	250,000+	200,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com

Fintech

PQE	Salary range (SGD)
NQ-2 years	54,000 - 90,000
3-5 years	80,000 - 120,000
6-8 years	120,000 - 200,000
9-11+ years	200,000 - 300,000
SVP/Director	300,000+

Insurance

PQE	Salary range (SGD)
NQ-2 years	48,000 - 80,000
3-5 years	65,000 - 150,000
6-8 years	135,000 - 220,000
9-11+ years	180,000 - 255,000
SVP/Director	250,000

Private banking

PQE	Salary range (SGD)
NQ-2 years	NA
3-5 years	120,000 - 150,000
6-8 years	150,000 - 220,000
9-11+ years	180,000 - 255,000
SVP/Director	250,000+

Venture capital / Private equity / Family office

PQE	Salary range (SGD)
NQ-2 years	54,000 - 110,000
3-5 years	80,000 - 225,000
6-8 years	150,000 - 280,000
9-11+ years	200,000 - 330,000
ED+	300,000+

# Risk and Compliance

## Chief Compliance Officer

Position	Salary range (SGD)	Variable
Head of Compliance	250,000 - 330,000	20 - 30%
Global Chief Compliance Officer	300,000 - 400,000	20 - 40%

## Chief Risk Officer

Position	Salary range (SGD)	Variable
Head of Risk Management	250,000 - 350,000	20 - 30%
Chief Risk Officer, APAC	350,000 - 550,000	30 - 40%
Chief Risk Officer, Global	400,000 - 800,000	40 - 50%



**Miya Toh**  
Associate Director  
Head of Compliance | Singapore  
+65 6420 0504  
miyatoh@taylorroot.com



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com



# Compliance | Banking and financial services

## Asset management

Position	Salary range (SGD)
Compliance Officer/Analyst	60,000 - 100,000
Senior Compliance Officer	90,000 - 120,000
Compliance Manager/AVP	120,000 - 180,000
Compliance Senior Manager/VP/Director	180,000 - 280,000
Head of Compliance	300,000 - 450,000

## Consumer/retail banking

Position	Salary range (SGD)
Associate/Analyst	60,000 - 90,000
Associate Director/AVP	80,000 - 160,000
Vice President/Director	150,000 - 280,000
Managing Director/Executive Director/Head of Compliance	280,000 - 450,000

## Investment banking

Position	Salary range (SGD)
Associate/Analyst	60,000 - 100,000
Associate Director/AVP	120,000 - 180,000
Vice President/Director	180,000 - 330,000
Managing Director/Executive Director/Head of Compliance	280,000 - 480,000

## Private banking/wealth management

Position	Salary range (SGD)
Associate/Analyst	60,000 - 100,000
Associate Director/AVP	110,000 - 180,000
Vice President/Director	180,000 - 350,000
Managing Director/Executive Director/Head of Compliance	280,000 - 480,000

## Insurance

Position	Salary range (SGD)
Compliance Officer/Analyst	55,000 - 80,000
Senior Compliance Officer	90,000 - 130,000
Compliance Manager/AVP	140,000 - 200,000
Head of Compliance	200,000 - 350,000

## Fintech

Position	Salary range (SGD)
Compliance Officer/Analyst	55,000 - 90,000
Senior Compliance Officer	100,000 - 150,000
Compliance Manager/AVP	150,000 - 240,000
Head of Compliance	250,000 - 400,000



**Miya Toh**  
Associate Director  
Head of Compliance | Singapore  
+65 6420 0504  
miyatoh@taylorroot.com

# Compliance | Corporate and commercial

## Compliance advisory

Position	Salary range (SGD)
Compliance Officer/Analyst	60,000 - 100,000
Senior Compliance Officer/ Specialist	100,000 - 160,000
Compliance Manager	130,000 - 220,000
Compliance Counsel (Qualified)	180,000 - 300,000
Head of Compliance	280,000 - 400,000+

## Investigations

Position	Salary range (SGD)
Compliance Officer/Analyst	60,000 - 90,000
Senior Compliance Officer/ Specialist	90,000 - 140,000
Compliance Manager	120,000 - 200,000
Compliance Counsel (Qualified)	160,000 - 280,000+
Head of Compliance	260,000 - 350,000+

## Trade compliance

Position	Salary range (SGD)
Compliance Officer/Analyst	55,000 - 80,000
Senior Compliance Officer/ Specialist	80,000 - 120,000
Compliance Manager	120,000 - 220,000
Compliance Counsel (Qualified)	200,000 - 300,000+
Head of Compliance	220,000 - 300,000+



**Miya Toh**  
Associate Director  
Head of Compliance | Singapore  
+65 6420 0504  
miyatoh@taylorroot.com



# Risk management

## Commodity risk/product control

Years of experience	Salary range (SGD)
0-3 years	60,000 - 85,000
4-7 years	78,000 - 108,000
8-12 years	100,000 - 150,000
13-15 years	150,000 - 200,000
15+ years	200,000+

## Credit risk/approval

Years of experience	Salary range (SGD)
0-3 years	45,000 - 66,000
4-7 years	70,000 - 95,000
8-12 years	102,000 - 156,000
13-15 years	145,000 - 190,000
15+ years	200,000+

## Credit risk modelling

Years of experience	Salary range (SGD)
0-3 years	55,000 - 75,000
4-7 years	80,000 - 120,000
8-12 years	120,000 - 180,000
13-15 years	180,000 - 220,000
15+ years	250,000+

## Enterprise risk

Years of experience	Salary range (SGD)
0-3 years	48,000 - 72,000
4-7 years	60,000 - 90,000
8-12 years	100,000 - 144,000
13-15 years	140,000 - 180,000
15+ years	200,000+

## ESG risk/sustainability

Years of experience	Salary range (SGD)
0-3 years	80,000 - 100,000
4-7 years	100,000 - 144,000
8-12 years	180,000 - 200,000
13-15 years	240,000 - 275,000
15+ years	300,000+

## Investment risk

Years of experience	Salary range (SGD)
0-3 years	60,000 - 80,000
4-7 years	90,000 - 120,000
8-12 years	120,000 - 150,000
13-15 years	145,000 - 180,000
15+ years	250,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com

Market risk/risk analytics

Years of experience	Salary range (SGD)
0-3 years	60,000 - 80,000
4-7 years	90,000 - 120,000
8-12 years	120,000 - 150,000
13-15 years	145,000 - 180,000
15+ years	250,000+

Operational risk

Years of experience	Salary range (SGD)
0-3 years	48,000 - 72,000
4-7 years	60,000 - 90,000
8-12 years	100,000 - 144,000
13-15 years	140,000 - 180,000
15+ years	200,000+

Technology risk

Years of experience	Salary range (SGD)
0-3 years	60,000 - 75,000
4-7 years	70,000 - 108,000
8-12 years	95,000 - 150,000
13-15 years	180,000 - 240,000
15+ years	300,000+



**Tricia Goh**  
Associate Director | In-house  
Legal and Governance | Singapore  
+65 6420 0530  
triciagoh@taylorroot.com





# | Hong Kong

# Hong Kong in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel; mid-level roles such as Senior Legal Counsel; and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.

Gender split



Fastest-growing job title



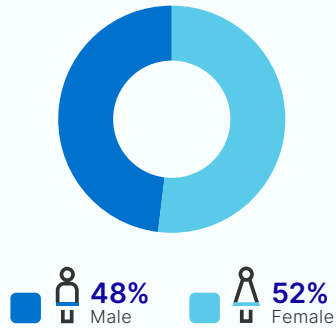
Growth



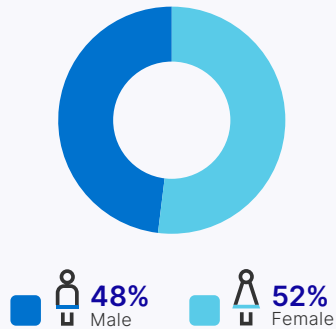
Median tenure



Junior market



Senior market



## Hong Kong market analysis

The Hong Kong legal market is experiencing cautious optimism. After a selective recovery in 2024, firms are adjusting to global economic pressures, evolving regulatory frameworks and the rapid pace of digital transformation. The focus now is on strategic hiring, cost efficiency and long-term adaptability rather than the aggressive expansion strategies of previous years.

### Shifting candidate priorities

Today's legal professionals in Hong Kong are no longer solely motivated by high salaries. Instead, work-life balance, career development, and technological proficiency have become top priorities, especially among mid-level Lawyers. Many are moving in-house for greater stability and exposure to broader business functions. Bilingual proficiency in English and Mandarin — particularly for roles with exposure to the Greater Bay Area (GBA) — is in high demand.

Candidates are also investing in upskilling, especially in data privacy, ESG compliance and legal technology. These emerging areas not only improve job security but also provide a competitive edge in an increasingly specialised market.

### Where the work is — and isn't

Litigation, M&A, private equity, and regulatory practices remain active, buoyed by regulatory

developments and increased business activity. Data privacy and employment law are growing in importance as firms respond to new compliance obligations in the region.

Conversely, capital markets — while slowly improving — continue to lag behind pre-pandemic levels. Real estate and consumer sectors remain subdued due to economic pressures. However, financial services and technology-related legal work are proving resilient, with firms focused on innovation, restructuring and compliance.

### Compensation and benefits in transition

While headline salaries have stabilised, modest increases are being offered for roles with specialist expertise. Positions in data privacy and compliance, for example, are now commanding salary increments of 15–20% in some cases. In parallel, benefits packages are evolving, with firms placing more emphasis on career development, flexibility, and long-term job stability over purely financial rewards. In the tech and legal innovation space, contract professionals may also receive completion bonuses tied to project outcomes.

### Technology adoption driving transformation

Legal technology is playing a central role in reshaping the legal sector in Hong Kong. The rise of AI-powered contract analysis, e-discovery platforms, and compliance monitoring tools

has begun to streamline operations and reduce costs. Firms investing in legal tech not only improve efficiency but also enhance accuracy — particularly in data privacy and regulatory compliance, where errors carry high risk.

This tech-forward approach is opening up new growth areas, particularly in fintech, ESG, and GBA-related work. By building internal AI capabilities and forming strategic partnerships with legal tech providers, firms can differentiate themselves and win work in high-growth sectors.

### Regulatory change creates both challenge and opportunity

The Hong Kong legal market is facing a complex regulatory landscape, with reforms in data privacy, cybersecurity, and ESG compliance accelerating. Many of these are driven by regional integration with the GBA and alignment with international standards. As a result, firms must navigate overlapping jurisdictions and heightened compliance requirements.

This creates an opportunity for those able to invest in compliance expertise and legal tech solutions. Lawyers with cross-border regulatory knowledge are particularly valuable. Firms that provide proactive compliance training and deploy technology to automate regulatory tasks are emerging as leaders in this space.



**Talent shortages and new expectations**

Despite an active market, talent shortages persist — particularly for bilingual lawyers and professionals with expertise in AI, data privacy, and cross-border regulatory work. Employers are also grappling with changing candidate expectations. Many professionals now prioritise hybrid work, transparent progression paths, and diversity in workplace culture over traditional compensation structures.

To compete for top talent, firms must embrace tailored benefits, including remote work options and skills development in legal tech and regulatory frameworks. Cultural fit and inclusion are also critical in recruitment and retention strategies, particularly for in-house legal departments.

**The evolving workplace and skills-first hiring**

The legal workplace is undergoing a major evolution, with hybrid work models and flexible arrangements increasingly common. Technology is at the centre of this shift, with virtual collaboration tools, document automation, and AI-based systems becoming standard. However, this transition also creates a divide — firms must support Lawyers who may be less familiar or comfortable with new technologies.



**Sunny Yung**  
Associate Director | In-house Legal  
Hong Kong  
+852 3008 9024  
sunnyyung@taylorroot.com

Skills-first hiring is on the rise, with firms prioritising adaptability and learning agility over traditional credentials. Upskilling in legal tech, ESG frameworks, and AI governance is becoming essential for career advancement and organisational resilience.

**In-house teams as strategic business partners**

In-house legal teams are taking on more strategic responsibilities. With access to legal tech tools such as contract lifecycle management and risk assessment platforms, in-house counsel are freeing up time to focus on business-aligned legal strategy. Their role is expanding into areas such as ESG implementation, regulatory change advisory, and enterprise-wide compliance planning.

To maximise their value, in-house teams should focus on upskilling in AI and data analytics, deepening business understanding, and fostering cross-functional relationships. These capabilities position legal teams as proactive contributors to business growth, not just risk mitigators.





# Hong Kong salaries

## Banking and financial services

PQE	Salary range (HKD)
NQ-2 years	700,000 - 1,105,000
3-4 years	900,000 - 1,300,000
5-6 years	1,200,000 - 1,700,000
7-8 years	1,440,000 - 1,920,000
9-10 years	1,650,000 - 2,100,000
10+ years	1,800,000+
Head of Legal/Director	2,200,000+
Chief Legal Officer	2,600,000+

## Corporate and commercial

PQE	Salary range (HKD)
NQ-2 years	540,000 - 900,000
3-4 years	780,000 - 1,200,000
5-6 years	840,000 - 1,440,000
7-8 years	1,200,000 - 1,500,000
9-10 years	1,296,000 - 1,680,000
10+ years	1,440,000 - 2,160,000
Head of Legal/Director	1,800,000+
Chief Legal Officer	2,160,000+



**Sunny Yung**  
Associate Director | In-house Legal  
Hong Kong  
+852 3008 9024  
sunnyyung@taylorroot.com



Company Secretary (CoSec)

Years of experience	Salary range (HKD)
NQ-2 years	192,000 - 252,000
3-4 years	264,000 - 420,000
5-6 years	300,000 - 480,000
7-8 years	420,000 - 660,000
9-10 years	540,000 - 840,000
Head of Company Secretary (Private)	780,000 - 1,200,000+
Head of Company Secretary (Listed)	864,000 - 1,800,000+

Legal support

Years of experience	Salary range (HKD)
NQ-2 years	192,000 - 216,000
3-4 years	240,000 - 480,000
5-6 years	408,000 - 600,000
7-8 years	540,000 - 660,000
9-10 years	576,000 - 720,000
10+ years	660,000 - 840,000+



**Sunny Yung**  
Associate Director | In-house Legal  
Hong Kong  
+852 3008 9024  
sunnyyung@taylorroot.com



# Compliance

## Asset management

Position	Salary range (HKD)
Analyst	240,000 - 420,000
Associate	420,000 - 660,000
Assistant Vice President/Manager	660,000 - 840,000
Vice President/ Senior Manager	840,000 - 1,500,000
Director/ Executive Director	1,500,000 - 2,000,000
Managing Director	2,000,000 - 3,500,000

## Investment banking and private banking

Position	Salary range (HKD)
Analyst	300,000 - 450,000
Associate	450,000 - 600,000
Assistant Vice President/Manager	600,000 - 900,000
Vice President/ Senior Manager	900,000 - 1,500,000
Director/ Executive Director	1,500,000 - 2,500,000
Managing Director	2,500,000 - 4,000,000

## Retail and corporate banking

Position	Salary range (HKD)
Analyst	300,000 - 420,000
Associate	420,000 - 540,000
Assistant Vice President/Manager	540,000 - 720,000
Vice President/ Senior Manager	720,000 - 1,300,000
Director/ Executive Director	1,300,000 - 2,000,000
Managing Director	2,000,000 - 3,500,000



**Sunny Yung**  
Associate Director | In-house Legal  
Hong Kong  
+852 3008 9024  
sunnyyung@taylorroot.com

Risk

Credit risk analytics/modelling

Years of experience	Salary range (HKD)
0-3 years	260,500 - 420,000
4-7 years	370,000 - 580,000
8-12 years	570,000 - 780,000
13-15 years	735,000 - 1,000,000
15+ years	1,260,000 - 2,450,000

Credit risk/approval

Years of experience	Salary range (HKD)
0-3 years	250,000 - 400,000
4-7 years	350,000 - 550,000
8-12 years	540,000 - 720,000
13-15 years	700,000 - 960,000
15+ years	1,200,000 - 2,400,000

Enterprise risk

Years of experience	Salary range (HKD)
0-3 years	250,000 - 400,000
4-7 years	350,000 - 550,000
8-12 years	540,000 - 720,000
13-15 years	700,000 - 960,000
15+ years	1,200,000 - 2,000,000

Investment risk

Years of experience	Salary range (HKD)
0-3 years	260,500 - 420,000
4-7 years	370,000 - 580,000
8-12 years	570,000 - 780,000
13-15 years	735,000 - 1,000,000
15+ years	1,260,000 - 2,450,000



**Sunny Yung**  
Associate Director | In-house Legal  
Hong Kong  
+852 3008 9024  
sunnyyung@taylorroot.com





Market risk/risk analytics

Years of experience	Salary range (HKD)
0-3 years	260,500 - 420,000
4-7 years	370,000 - 580,000
8-12 years	570,000 - 780,000
13-15 years	735,000 - 1,000,000
15+ years	1,260,000 - 2,450,000

Operational risk

Years of experience	Salary range (HKD)
0-3 years	250,000 - 400,000
4-7 years	350,000 - 550,000
8-12 years	540,000 - 720,000
13-15 years	700,000 - 960,000
15+ years	1,200,000 - 2,000,000

Technology risk

Years of experience	Salary range (HKD)
0-3 years	260,000 - 420,000
4-7 years	400,000 - 600,000
8-12 years	580,000 - 800,000
13-15 years	780,000 - 1,200,000
15+ years	1,400,000 - 2,400,000



**Sunny Yung**  
Associate Director | In-house Legal  
Hong Kong  
+852 3008 9024  
sunnyyung@taylorroot.com





# | China



## China in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel. We’ve also included mid-level roles such as Senior Legal Counsel and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.



Source: LinkedIn

### Fastest-growing job title



### Growth



### Median tenure



### Junior market



### Senior market





## China market analysis

The legal hiring market in China is experiencing renewed optimism. Candidates are more confident about their prospects, buoyed by steady growth in the technology and semiconductor sectors and a broadening demand for specialised legal talent. While multinational companies (MNCs) remain the top choice for many professionals, there is growing interest in private, local, and state-owned enterprises — particularly those with global ambitions.

### Shifting employer preferences and candidate considerations

MNCs continue to attract legal professionals thanks to their international culture, comprehensive benefits, and emphasis on work-life balance. However, as more private Chinese companies expand globally, they are becoming increasingly competitive in the legal hiring market. These organisations now seek legal experts who can navigate complex international regulations, particularly in trade compliance, export control, and sanctions.

Candidates are also evolving in their expectations. Beyond competitive salaries, they are looking for meaningful work, career growth, internal mobility, and supportive workplace cultures. Flexible working arrangements and the ability to engage with global and regional teams are also top priorities.

### Busy sectors and areas of opportunity

The technology and semiconductor industries remain highly active, fuelled by innovation, evolving regulation, and geopolitical dynamics. Companies in these sectors are seeking in-house legal professionals with expertise in privacy, cybersecurity, IT outsourcing, and intellectual property. Lawyers with backgrounds in technology, media and telecommunications (TMT) are especially well-positioned, as are those familiar with regulatory trends and digital infrastructure.

Conversely, the real estate market continues to underperform due to ongoing economic pressures. The financial sector shows mixed results — while fintech and payment platforms are seeing rapid growth, private equity and venture capital firms are facing more significant hurdles in deal-making and fundraising.

### Demand for specialist skills

There is a clear and growing demand for legal professionals with niche skillsets. Roles in data privacy, cross-border M&A, intellectual property, and US litigation are particularly sought after. These specialisations are commanding higher salary increments compared to generalist roles, despite overall wage growth remaining modest.

PRC-based companies with global aspirations are also actively hiring Lawyers capable of navigating complex international legal issues. These companies often prioritise expertise in global compliance standards, sanctions law, and international dispute resolution. In turn, MNCs are seeking professionals who can help them navigate China's evolving regulatory framework and mounting geopolitical uncertainty.

### The evolving regulatory landscape

China's legal and regulatory environment continues to evolve rapidly. Frequent changes to laws in areas such as data privacy, ESG, trade compliance, and cybersecurity are reshaping the priorities of legal departments. Businesses must stay ahead of these developments to maintain compliance and mitigate risk.

To address this, companies are investing in legal technology and building more robust compliance programmes. Hiring professionals with experience in navigating complex, high-stakes regulatory environments is no longer optional — it's a competitive imperative.

### Remote work and cross-border collaboration

Flexible and remote working models are becoming more common, which is helping employers to attract a broader and more diverse talent pool, improve employee satisfaction and enhance



productivity. As legal teams increasingly work across geographies, building strong connections with regional and global counterparts has become critical — particularly amid heightened geopolitical tensions.

In-house counsels are now expected to operate beyond the domestic landscape, managing legal risk and regulatory obligations across multiple jurisdictions. This requires greater cultural fluency, technical expertise, and strategic alignment with business units worldwide.

**Enhancing in-house efficiency through technology**

Legal departments in China are increasingly turning to automation and AI to boost operational efficiency. Technologies such as contract lifecycle management tools, compliance automation, and risk-tracking platforms are reducing the burden of manual legal work, allowing teams to focus on strategic issues.

Adopting legal tech also supports better decision-making and enhances a department’s value within the organisation. As a result, in-house teams are expected not just to manage legal

risks, but to proactively contribute to broader business strategy, particularly in areas like ESG, global compliance, and digital transformation.

**Addressing the talent shortage**

Despite growing demand, the talent pool for legal professionals with highly specialised expertise remains limited, particularly in areas like cross-border M&A, privacy, sanctions, and intellectual property law. To attract and retain this talent, employers must offer more than just competitive salaries. Comprehensive benefits, professional development opportunities, mental health support, and flexible work arrangements are now essential.

Companies that prioritise a positive work culture and clear career progression pathways are better positioned to secure top talent in this competitive environment. Fostering inclusivity, investing in internal mobility, and promoting continuous learning can also significantly improve retention and long-term team performance.



**Huang Kai**  
Senior Consultant | China  
+65 6420 0502  
huangkai@taylorroot.com



# China salaries

## Banking and financial services

PQE	Salary range
NQ	120,000 - 150,000
1-2 years	150,000 - 200,000
3-4 years	170,000 - 300,000
5-6 years	250,000 - 500,000
7-8 years	450,000 - 800,000
9-10 years	600,000 - 1,200,000
10+ years	700,000 - 2,000,000
Head of Legal/Director	800,000 - 3,500,000

## Corporate and commercial

PQE	Salary range
NQ	120,000 - 150,000
1-2 years	130,000 - 180,000
3-4 years	150,000 - 300,000
5-6 years	250,000 - 500,000
7-8 years	400,000 - 800,000
9-10 years	600,000 - 1,200,000
10+ years	700,000 - 1,600,000
Head of Legal/Director	900,000 - 3,500,000

## Compliance and risk

Years of experience	Salary range
1-2 years	120,000 - 180,000
3-4 years	150,000 - 300,000
5-6 years	150,000 - 300,000
7-8 years	400,000 - 900,000
9-10 years	600,000 - 1,500,000
Head of Compliance/ Director	800,000 - 2,500,000



**Huang Kai**  
Senior Consultant | China  
+65 6420 0502  
huangkai@taylorroot.com

Salaries in RMB and are listed as a package, which includes both base salary and bonus.



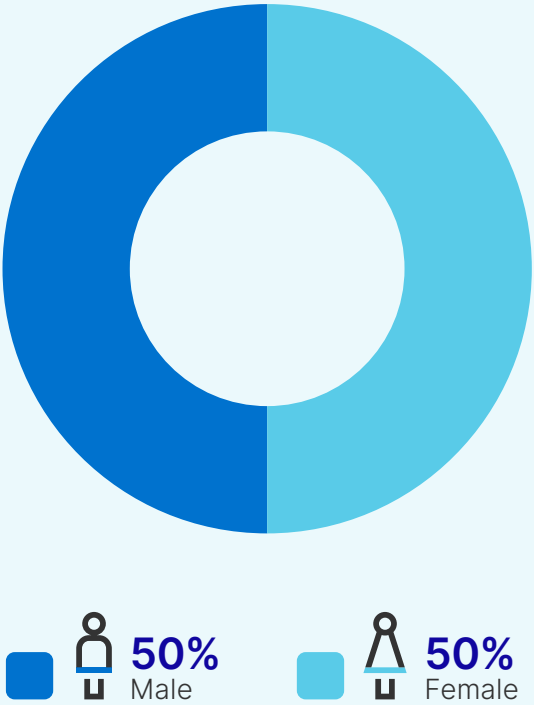
A stylized map of Australia is shown in a light blue color against a dark blue background. In the bottom right corner of the map, there is a small silhouette of a kangaroo.

# | Australia

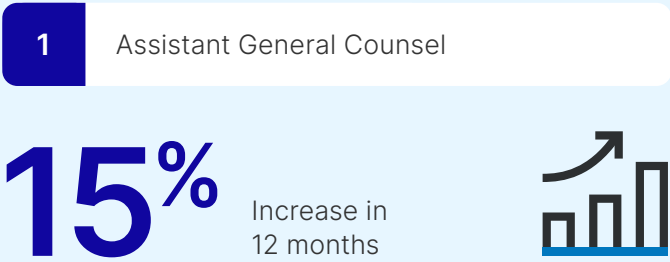
## Australia in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel; mid-level roles such as Senior Legal Counsel; and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.

Gender split



Fastest-growing job title



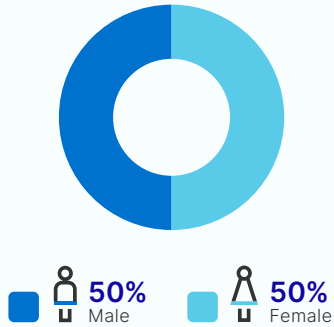
Growth



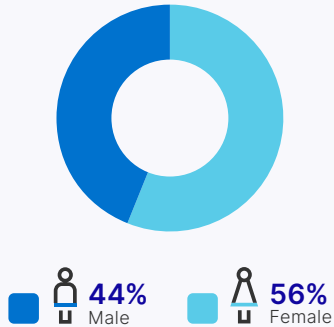
Median tenure



Junior market



Senior market



# Australia market analysis

The Australian in-house legal sector in 2025 is undergoing significant transformation, influenced by economic pressures, talent shortages, and rapid technological innovation.

As businesses evolve, the demand for legal services continues to grow, prompting companies to strengthen their in-house teams and reduce reliance on external firms. The role of in-house counsel is becoming more strategic, as legal professionals collaborate closely with executives to shape critical business decisions.

## Adoption of legal technology

Organisations are investing in AI-driven legal research tools and blockchain technology to enhance efficiency, although Australia still lags behind major global markets in legal tech adoption. Despite the potential of AI-powered tools, implementation remains costly, and concerns persist regarding rapid obsolescence. Many legal teams also struggle to secure budget approval for innovation, often due to internal barriers.

## A tightening talent market

Despite sector growth, Australia faces a persistent shortage of legal professionals, with

private practice remaining the preferred career path for many Lawyers. This shortage is further intensified as professionals pursue higher salaries overseas. While junior Lawyers are generally well-remunerated, senior legal counsel and above often earn below international salary benchmarks.

Among specialised skillsets, infrastructure, projects, and energy Lawyers remain in high demand due to a critical shortfall in available expertise. Meanwhile, demand for tech-savvy legal professionals has stabilised compared to the highs of 2021–22, while cybersecurity and data privacy expertise continues to grow in importance.

## Key challenges and shifting expectations

In 2025, Australian in-house legal teams face several key challenges, including rapid regulatory changes, talent constraints, and technological adaptation. Legal professionals must keep pace with evolving laws in data privacy, AI governance, and ESG compliance, all of which demand specialised expertise.

While AI and automation are reshaping legal workflows, many legal teams continue to struggle

with adoption and integration—often due to skills gaps or resistance to change. Rising workloads and increased business expectations have also placed pressure on legal teams to deliver faster turnaround times and to offer multidisciplinary expertise.

## Strategic opportunity and evolution

Despite these challenges, the sector offers numerous growth and development opportunities. Technological advancement, regulatory change, and evolving business needs are driving the repositioning of in-house teams as trusted advisors. Legal professionals are expanding their influence through cross-functional collaboration with finance, HR, and risk teams—strengthening their business acumen in the process.

Beyond compliance, in-house counsel are playing a more active role in shaping corporate strategy and navigating complex regulatory environments, ensuring legal teams remain critical contributors to long-term business success.



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au



# Australia in-house legal salaries

## General Counsel/Head of Legal

Level	Salary range (AUD)	Variable (bonus)
Band 1	250,000 - 350,000	15 - 50%
Band 2	325,000 - 400,000	20 - 50%
Band 3	375,000 - 500,000	35 - 75%
Band 4	400,000 - 750,000	30 - 100%
Band 5	750,000 - 1,000,000	50%

## Company Secretary (CoSec)

Position	Listed	Unlisted
Junior Company Secretary	115,000 - 160,000	105,000 - 145,000
Assistant Company Secretary	150,000 - 220,000	135,000 - 185,000
Senior Company Secretary	210,000 - 290,000	175,000 - 235,000
Deputy Company Secretary	285,000 - 350,000	210,000 - 260,000
Group Company Secretary	400,000+	290,000+



**Hayden Gordine**  
Managing Director  
Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.



Corporate and commercial

Construction and infrastructure

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	95,000 - 125,000
Legal Counsel 3-5 years PQE	145,000 - 200,000
Senior Legal Counsel 6+ years PQE	200,000 - 250,000
Senior Legal Counsel 10+ years PQE	225,000 - 315,000
Senior Legal Counsel 15+ years PQE	275,000 - 330,000
Director/Deputy General Counsel	285,000 - 375,000

Energy and resources

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	85,000 - 125,000
Legal Counsel 3-5 years PQE	135,000 - 185,000
Senior Legal Counsel 6+ years PQE	180,000 - 240,000
Senior Legal Counsel 10+ years PQE	225,000 - 315,000
Senior Legal Counsel 15+ years PQE	250,000 - 330,000
Director/Deputy General Counsel	250,000 - 375,000

FMCG and retail

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	80,000 - 115,000
Legal Counsel 3-5 years PQE	130,000 - 185,000
Senior Legal Counsel 6+ years PQE	175,000 - 235,000
Senior Legal Counsel 10+ years PQE	220,000 - 255,000
Senior Legal Counsel 15+ years PQE	230,000 - 250,000
Director/Deputy General Counsel	225,000 - 330,000



**Hayden Gordine**  
Managing Director  
Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.



Healthcare, medical and pharmaceuticals

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	80,000 - 125,000
Legal Counsel 3-5 years PQE	130,000 - 175,000
Senior Legal Counsel 6+ years PQE	180,000 - 235,000
Senior Legal Counsel 10+ years PQE	225,000 - 285,000
Senior Legal Counsel 15+ years PQE	240,000 - 285,000
Director/Deputy General Counsel	250,000 - 330,000

Media and entertainment

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	80,000 - 120,000
Legal Counsel 3-5 years PQE	130,000 - 175,000
Senior Legal Counsel 6+ years PQE	185,000 - 225,000
Senior Legal Counsel 10+ years PQE	220,000 - 250,000
Senior Legal Counsel 15+ years PQE	225,000 - 250,000
Director/Deputy General Counsel	225,000 - 330,000

Technology

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	100,000 - 145,000
Legal Counsel 3-5 years PQE	145,000 - 200,000
Senior Legal Counsel 6+ years PQE	185,000 - 250,000
Senior Legal Counsel 10+ years PQE	240,000 - 300,000
Senior Legal Counsel 15+ years PQE	250,000 - 315,000
Director/Deputy General Counsel	285,000 - 350,000



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

# Banking and financial services

## Financial markets/investment banking

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	95,000 - 135,000
Legal Counsel 3-5 years PQE	145,000 - 185,000
Senior Legal Counsel 6+ years PQE	190,000 - 225,000
Senior Legal Counsel 10+ years PQE	235,000 - 285,000
Senior Legal Counsel 15+ years PQE	250,000 - 310,000
Director/Deputy General Counsel	275,000 - 350,000

## Insurance/superannuation

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	85,000 - 110,000
Legal Counsel 3-5 years PQE	120,000 - 160,000
Senior Legal Counsel 6+ years PQE	160,000 - 190,000
Senior Legal Counsel 10+ years PQE	190,000 - 225,000
Senior Legal Counsel 15+ years PQE	220,000 - 275,000
Director/Deputy General Counsel	250,000 - 300,000

## Funds/investment management

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	95,000 - 135,000
Legal Counsel 3-5 years PQE	145,000 - 190,000
Senior Legal Counsel 6+ years PQE	205,000 - 245,000
Senior Legal Counsel 10+ years PQE	220,000 - 250,000
Senior Legal Counsel 15+ years PQE	230,000 - 275,000
Director/Deputy General Counsel	250,000 - 310,000



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

Private equity/venture capital

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	110,000 - 140,000
Legal Counsel 3-5 years PQE	155,000 - 230,000
Senior Legal Counsel 6+ years PQE	210,000 - 275,000
Senior Legal Counsel 10+ years PQE	270,000 - 320,000
Senior Legal Counsel 15+ years PQE	300,000 - 370,000
Director/Deputy General Counsel	350,000 - 400,000

Retail banking and consumer finance

Position/PQE	Salary range (AUD)
Junior Legal Counsel 0-2 years PQE	85,000 - 115,000
Legal Counsel 3-5 years PQE	125,000 - 150,000
Senior Legal Counsel 6+ years PQE	160,000 - 185,000
Senior Legal Counsel 10+ years PQE	195,000 - 225,000
Senior Legal Counsel 15+ years PQE	200,000 - 255,000
Director/Deputy General Counsel	250,000 - 300,000



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.



## Risk and compliance salaries

### Commerce and Industry

Position	Salary range (AUD)
Compliance Officer/Analyst	90,000 - 110,000
Senior Compliance Officer	100,000 - 120,000
Compliance Manager	110,000 - 150,000
Senior Compliance Manager/Director	160,000 - 220,000
Head of Compliance	200,000 - 380,000

### Consumer/retail banking

Position	Salary range (AUD)
Compliance Officer/Analyst	90,000 - 110,000
Senior Compliance Officer	100,000 - 125,000
Compliance Manager	120,000 - 150,000
Senior Compliance Manager/Director	170,000 - 210,000
Head of Compliance	250,000 - 500,000

### Financial crime

Position	Salary range (AUD)
Compliance Analyst	90,000 - 110,000
Senior Compliance Analyst	100,000 - 120,000
Compliance Manager	120,000 - 150,000
Senior Compliance Manager/Director	160,000 - 230,000
Head of Compliance	220,000 - 300,000
Head of AML	240,000 - 450,000



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.

Investment banking

Position	Salary range (AUD)
Compliance Officer/Analyst	100,000 - 120,000
Senior Compliance Officer	115,000 - 130,000
Compliance Manager	130,000 - 180,000
Compliance Senior Manager/Director	180,000 - 240,000
Head of Compliance	260,000 - 500,000

Law firms

Position	Salary range (AUD)
Analyst	85,000 - 100,000
Senior Analyst	95,000 - 130,000
Manager	130,000 - 195,000
Risk and Compliance Counsel/Lawyer	200,000 - 240,000
Senior Risk and Compliance Counsel/Lawyer	240,000 - 290,000
Head of Risk and Compliance	260,000 - 340,000

Market risk

Position	Salary range (AUD)
Analyst	80,000 - 100,000
Senior Analyst	95,000 - 125,000
Manager	115,000 - 155,000
Senior Manager	150,000 - 195,000
Head of Risk	220,000 - 280,000
Chief Risk Officer	250,000 - 500,000



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.



Operational risk

Position	Salary range (AUD)
Analyst	80,000 - 100,000
Senior Analyst	90,000 - 120,000
Manager	105,000 - 145,000
Senior Manager	145,000 - 185,000
Head of Risk	210,000 - 250,000
Chief Risk Officer	240,000 - 480,000

Privacy

Position	Salary range (AUD)
Privacy Analyst/Officer	85,000 - 135,000
Privacy Manager	140,000 - 170,000
Senior Privacy Manager	160,000 - 210,000
Head of Privacy	195,000 - 290,000

Private banking/wealth management

Position	Salary range (AUD)
Compliance Officer/Analyst	85,000 - 110,000
Senior Compliance Officer	100,000 - 130,000
Compliance Manager	120,000 - 180,000
Compliance Senior Manager/Director	180,000 - 250,000
Head of Compliance	200,000 - 300,000

Quantitative risk

Position	Salary range (AUD)
Analyst	85,000 - 97,000
Senior Analyst	100,000 - 155,000
Manager	130,000 - 185,000
Senior Manager	175,000 - 225,000
Head of Risk	200,000 - 300,000
Chief Risk Officer	230,000 - 450,000



**Hayden Gordine**  
Managing Director | Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

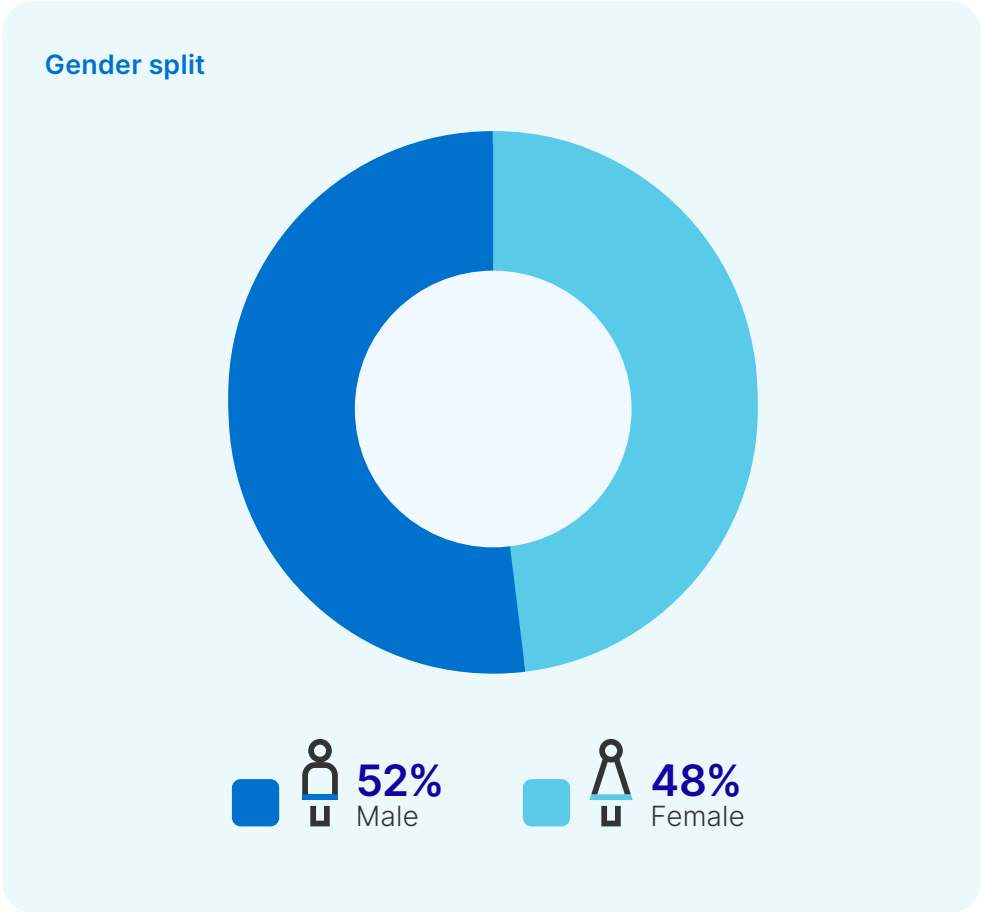
Salaries are in AUD. Inclusive of superannuation, exclusive of bonus.



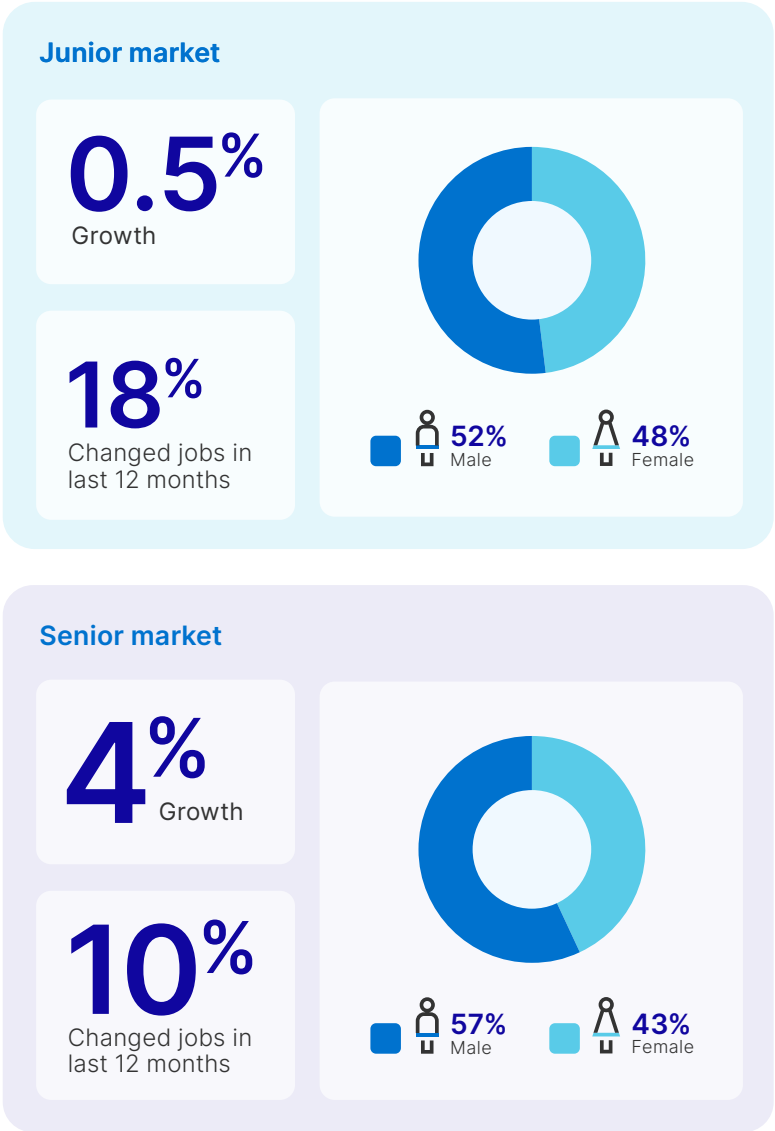
# | North America

# North America in-house legal market data

We have analysed the make-up of the market across three broad levels, starting at the junior end, including roles such as Legal Counsel and In-house Counsel; mid-level roles such as Senior Legal Counsel; and senior positions including General Counsel and Chief Legal Officer. The data represents current trends in in-house legal careers, including role growth, tenure patterns and job mobility.



Source: LinkedIn



## United States market analysis (legal primary markets)

The US legal market remains one of the largest and most competitive globally. Major cities such as New York, Washington D.C., Chicago, Los Angeles, Boston, and San Francisco continue to be hubs for legal talent, collectively housing over half of the nation's attorneys. These cities are not only centres of legal activity but also attract top-tier law firms and in-house legal departments, making them prime locations for recruitment.

Demand for legal professionals is robust, with low unemployment rates for Lawyers and Paralegals. This high demand is driven by several factors, including the need for expertise in emerging practice areas such as cybersecurity, data protection, and AI integration. In-house legal teams are increasingly seeking professionals who can navigate complex regulatory landscapes and leverage technology to enhance legal services.

### Technological integration

One of the most significant shifts in legal recruitment is the emphasis on technological proficiency. The integration of AI and machine learning into legal practices has created a demand for professionals skilled in using advanced research platforms, AI-powered

contract analysis tools, and data visualisation techniques. These technologies are transforming how legal work is conducted, making efficiency and accuracy paramount.

Corporate legal departments are particularly focused on technology implementation and automation, aiming to streamline operations and ensure compliance with data security and privacy regulations. As a result, candidates with digital skills and experience in legal tech are highly sought after, marking a departure from traditional recruitment criteria.

### Specialisation and practice areas

Litigation remains the largest practice area across the United States, with New York City and Washington D.C. being home to the majority of litigation attorneys. However, there is a notable rise in demand for specialists in in-house and finance roles, especially in New York City, which continues to be the financial centre of the country. Additionally, cybersecurity and data protection practices are expanding, reflecting the growing importance of safeguarding sensitive information in an increasingly digital world.

### Recruitment strategies and challenges

Given the competitive nature of the legal market, in-house legal departments must adopt innovative recruitment strategies to attract and retain top talent. This includes offering competitive salaries, flexible working arrangements, and opportunities for professional development. The desire for better work-life balance and more predictable hours is a significant trend among legal professionals, influencing their career choices and job satisfaction.

However, the current economic climate has made candidates cautious about making career moves unless compensation is at a premium. Salaries and bonuses have remained stagnant, adding to the hesitancy. Clients are also taking longer to make hiring decisions, and their inflexibility regarding required skillsets and experiences is shrinking the pool of potential candidates. Additionally, many clients are requiring more in-office days, with some moving back to a five-day work week, which is less attractive to high-calibre candidates who prefer flexible working conditions.



Sector-specific trends

Manufacturing and fintech sectors have seen an increase in hiring, driven by the need for legal expertise in regulatory compliance and technological innovation. Conversely, hiring in venture capital and banking has slowed down. Despite this, there is still high demand for senior legal counsel with three to six years of experience, particularly in hedge funds and private equity, which continue to be active hiring areas.

The primary market for legal recruitment in the US is characterised by high demand, technological integration, and specialisation in emerging practice areas. As in-house legal departments adapt to these changes, they must prioritise innovative recruitment strategies and offer attractive incentives to secure top talent. The evolving landscape presents both challenges and opportunities, making it an exciting time for legal professionals and recruiters alike.



**John Spinosa**  
Executive Director  
Head of North America  
+1 646 430 8077  
[johnspinosa@taylorroot.com](mailto:johnspinosa@taylorroot.com)





United States salaries (legal primary markets)

Financial services: buy side

YOE	Salary (USD)	Bonus range
0-3 years	175,000 - 225,000	20 - 25%
4-6 years	225,000 - 275,000	30 - 40%
6-10 years	275,000 - 375,000	40 - 50%
10+ years	375,000 - 400,000	50%+
General Counsel	400,000+	50%+

Financial services: sell side

YOE	Salary (USD)	Bonus range
0-3 years	200,000 - 225,000	20 - 25%
4-6 years	250,000 - 312,500	25 - 35%
6-10 years	312,500 - 400,000	35 - 45%
10+ years	400,000 - 500,000	45 - 50%
General Counsel	437,500 - 625,000	50%+

Real estate

YOE	Salary (USD)	Bonus range
0-3 years	175,000 - 200,000	15 - 25%
4-6 years	200,000 - 250,000	25 - 30%
6-10 years	250,000 - 300,000	30 - 40%
10+ years	300,000 - 350,000	40 - 50%
General Counsel	350,000+	50%+



**John Spinosa**  
Executive Director  
Head of North America  
+1 646 430 8077  
johnspinosa@taylorroot.com

Primary markets include those with a higher cost of living, for example New York, San Francisco, Chicago, and Miami.

North America

Retail

YOE	Salary (USD)	Bonus range
0-3 years	150,000 - 200,000	10 - 20%
4-6 years	180,000 - 220,000	15 - 20%
6-10 years	220,000 - 250,000	20 - 25%
10+ years	250,000 - 300,000	20 - 30%
Head of Legal	280,000 - 350,000	25 - 40%+
General Counsel	350,000 - 600,000	40 - 60%+

Heavy industries

YOE	Salary (USD)	Bonus range
0-3 years	187,500 - 212,500	10 - 30%
4-6 years	200,000 - 250,000	30%
6-10 years	250,000 - 375,000	35%
10+ years	312,500 - 437,500	40%
Head of Legal	437,500 - 625,000	40 - 60%+
General Counsel	350,000 - 600,000	40 - 60%+



**John Spinosa**  
Executive Director  
Head of North America  
+1 646 430 8077  
johnspinosa@taylorroot.com

TMT

YOE	Salary (USD)	Bonus range
0-3 years	140,000 - 200,000	15 - 20%
4-6 years	170,000 - 220,000	20 - 25%
6-10 years	220,000 - 312,500	25 - 30%
10+ years	250,000 - 437,500	30 - 40%
Head of Legal	350,000 - 600,000	40 - 60%+
General Counsel	350,000 - 600,000	40 - 60%+

Primary markets include those with a higher cost of living, for example New York, San Francisco, Chicago, and Miami.



## United States market analysis (legal secondary markets)

Compensation across the legal market has largely stabilised, returning to levels seen two to three years ago. The pendulum has swung slightly back in favour of employers, with hiring managers regaining more control over salary negotiations. Remote roles still play a vital role in accessing broader talent pools, especially for companies located outside major legal hubs. However, these remote candidates can no longer command the premium salaries they once did. There's now an acceptance that a small salary trade-off may be required in exchange for full remote flexibility.

While it was once a hot topic of debate, hybrid work is now standard, and legal candidates expect a degree of flexibility as a given. That said, companies seeking full-time in-office attendance can still attract top-tier talent, but only if compensation remains competitive. Without that, they may struggle to secure the calibre of professionals they require.

### **Demand remains for securities and finance experience**

Despite the uncertain economic climate, there is consistent demand for legal professionals with securities and finance

experience, particularly within public companies. Quarterly filings and regulatory obligations must continue, even during market volatility. As such, this subset of legal expertise remains a safe and stable area within in-house legal hiring.

Political shifts have made some organisations more cautious, pausing or slowing recruitment as they assess the wider impact on business. In response to ongoing cost pressures, legal departments are continuing to restructure and streamline their teams. Efficiency is a priority, with companies focusing on leaner legal teams that can still deliver comprehensive support to the business.

### **Shifting away from outside counsel**

Cost-consciousness is also driving a reassessment of external legal spend. The sharp rise in junior associate salaries within Big Law — particularly in the US — has prompted many organisations to rethink their reliance on outside counsel. In-house legal departments are increasingly being resourced to manage deals and legal matters independently, without defaulting to external firms.

This is particularly evident in the hiring of M&A and private equity legal professionals. Companies are looking for in-house counsel with the experience and confidence to run transactions end-to-end, eliminating the need for external advisers and driving greater cost efficiency.

### **Attracting and retaining top talent**

The biggest challenge for employers is attracting and retaining high-quality legal professionals. Companies that run professional, streamlined, and transparent interview processes are most likely to succeed in hiring the right talent. Competitive compensation continues to be important, but it's no longer the only factor candidates consider.

Legal professionals are increasingly prioritising purpose-driven work, continuous learning, and meaningful career growth. Employers that can clearly communicate their value proposition — including their culture, development opportunities, and the impact of the work — will stand out in a crowded market.



**AI adoption: opportunity and risk**

AI is becoming an integral part of legal operations, but adoption still carries significant governance risks. Many legal departments are using AI tools not formally provided by their companies, and this gap between adoption and oversight raises clear compliance concerns.

As AI continues to reshape the legal industry, departments must take a more strategic and structured approach to technology implementation. Ensuring proper governance, training, and risk assessment will be crucial to unlocking AI's full value while protecting corporate and legal integrity.



**Jon Coles**  
Director | In-house Legal | US  
+1 646 933 1249  
joncoles@taylorroot.com



United States market analysis (legal secondary markets)

Heavy industries

YOE	Salary (USD)	Bonus range
0-3 years	120,000 - 160,000	10 - 20%
4-6 years	160,000 - 200,000	20 - 30%
6-10 years	200,000 - 250,000	25 - 40%
10+ years	225,000 - 300,000	30 - 50%
General Counsel	350,000 - 500,000+	35%+

Retail

YOE	Salary (USD)	Bonus range
0-3 years	120,000 - 150,000	10 - 20%
4-6 years	140,000 - 200,000	20 - 30%
6-10 years	170,000 - 240,000	25 - 30%
10+ years	225,000 - 300,000	25 - 40%
General Counsel	300,000 - 500,000+	30%+

TMT

YOE	Salary (USD)	Bonus range
0-3 years	130,000 - 160,000	10 - 20%
4-6 years	150,000 - 200,000	20 - 30%
6-10 years	190,000 - 250,000	25 - 40%
10+ years	225,000 - 350,000	30 - 50%
General Counsel	350,000 - 500,000+	35%+

Real estate

YOE	Salary (USD)	Bonus range
0-3 years	120,000 - 160,000	10 - 20%
4-6 years	160,000 - 200,000	20 - 30%
6-10 years	200,000 - 250,000	25 - 40%
10+ years	225,000 - 300,000	30 - 50%
General Counsel	300,000 - 500,000+	35%+



**Jon Coles**  
Director | In-house Legal | US  
+1 646 933 1249  
joncoles@taylorroot.com

Secondary markets include those with a relatively lower cost of living, for example Orlando, Charlotte, Houston, Austin, Denver, Atlanta. General Counsel compensation is dependent on a number of dynamics, including company, sector and location. Equity also plays a big part: depending on the stage of growth, funding rounds and whether companies are private or public or have raised cash through equity or debt financing, equity will vary significantly.



## United States compliance market analysis

### Office-based work becomes the norm again, but flexibility remains a key draw

Candidate sentiment continues to evolve in 2025, with most legal and compliance professionals now accepting that in-office work is here to stay. The shift back to the office has become less contentious than in previous years, particularly as firms begin to mandate full or near-full in-office schedules. However, hybrid arrangements — particularly the 3/2 model — remain an attractive and expected part of a candidate's overall benefits package. For many, flexibility is now viewed as a core component of compensation, on par with salary and bonus structures.

That said, hybrid work is also being subtly redefined. In key markets like New York, hybrid is increasingly coming to mean four days in-office rather than three, reflecting a broader shift in employer expectations. Firms seeking to attract top talent must continue to strike a careful balance between flexibility and cultural alignment, especially as they re-establish office-based routines.

### Compliance demand shifts from traditional regulation to internal controls and AML

The compliance hiring landscape is showing signs of recalibration. Traditional regulatory compliance roles have slowed slightly, with

firms pausing to observe how enforcement priorities will shift under the new US administration. In contrast, there is growing demand for roles focused on anti-money laundering (AML), financial crime prevention, and internal policy adherence. The rise in automation and AI adoption across legal functions is placing greater pressure on internal controls, prompting firms to ensure their compliance frameworks remain robust.

Notably, regulatory developments are also influencing hiring strategies. A new final rule from the Financial Crimes Enforcement Network (FinCEN) will classify registered investment advisers (RIAs) as “financial institutions” from January 2026. As a result, RIAs and exempt reporting advisers (ERAs) will be subject to AML and counter-terrorist financing (CTF) obligations. Firms are already moving to build their AML capabilities in anticipation of this regulatory shift, with hiring managers actively adding AML specialists to their teams.

### Crypto and digital assets draw renewed compliance scrutiny

As traditional asset managers venture into digital assets, including the launch of cryptocurrency ETFs, compliance departments are expanding to cover

this space. BlackRock and Morgan Stanley are among those publicly linked to recent moves into crypto, underlining a broader industry trend.

Legal and compliance professionals with experience in digital asset regulation, AML in crypto, and fintech risk will be increasingly in demand as companies seek to navigate the evolving regulatory frameworks around these products.

### Senior hiring picks up and tech experience gains prominence

An uptick in senior-level hiring marks a deviation from typical seasonal patterns. This may reflect a release of pent-up demand following market instability, with businesses now resuming delayed investment in senior compliance leadership.

Technology expertise also continues to factor into hiring decisions, with platforms like ComplianceAlpha gaining traction. In addition to AML, marketing review capabilities remain a sought-after skill in compliance hires.



**Compensation hardens amid economic caution**

Compensation levels have stabilised, with employers showing less flexibility than in previous years. Market conditions are prompting hiring managers to hold firm on packages, even in cases where candidate expectations remain high. As hybrid work models shift towards more in-office days and employers assert greater control over hiring terms, candidates must balance flexibility expectations with a pragmatic view of the evolving legal employment landscape.



**Lisa Cavanaugh**  
Director | In-house Legal | US  
+1 917-734-9323  
lisacavanaugh@taylorroot.com

# United States compliance salaries

## Primary markets

Buy side	Salary range (USD)*	Bonus range
0-3 years	90,000 - 120,000	10 - 20%
4-6 years	120,000 - 170,000	15 - 25%
6-10 years	170,000 - 200,000	25 - 40%
10-15 years	225,000 - 350,000	25 - 50%
15+ years	250,000+	50 - 300%

## Secondary markets

Buy side	Salary range (USD)*	Bonus range
0-3 years	80,000 - 110,000	10 - 20%
4-6 years	110,000 - 150,000	15 - 25%
6-10 years	150,000 - 200,000	25 - 40%
10-15 years	225,000 - 350,000	25 - 50%
15+ years	225,000+	50 - 300%



**Lisa Cavanaugh**  
Director | In-house Legal | US  
+1 917-734-9323  
lisacavanaugh@taylorroot.com

\* Add 10 - 30% if hold JD/have a legal function.  
Some firms cap base compensation at 250,000. Fully remote or remote three or more days a week could result in numbers outside of range.

# Get in touch

## UK



**Sarah Ingwersen**  
Managing Director  
Global Head of In-house Legal  
+44 20 7332 2137  
sarahingwersen@taylorroot.com



**Nikki Newton**  
Managing Director | In-house Legal  
Head of Banking and Financial Services  
+44 20 7332 2469  
nikkinewton@taylorroot.com



**Georgia Morgan-Wynne**  
Managing Director | In-house Legal  
Head of Corporate and Commercial  
+44 20 7332 2482  
georgiamorgan-wynne@taylorroot.com

## Europe



**Tobias Herweijer**  
Senior Director | In-house  
Legal and Compliance  
+31 62 166 3054  
tobiasherweijer@taylorroot.com

## Ireland and Northern Ireland



**Hamish Richmond**  
Director | Head of Taylor Root Ireland  
+353 1 568 2835  
hamishrichmond@taylorroot.com

## Middle East



**Mark Anderson**  
Senior Director | In-house Legal  
+971 4 549 3223  
markanderson@taylorroot.com

## Singapore



**Melvin Ling**  
Principal Consultant | In-house Legal  
+65 6420 0546  
melvinling@taylorroot.com



**Miya Toh**  
Associate Director  
Head of Compliance  
+65 6420 0504  
miyatoh@taylorroot.com



**Tricia Goh**  
Associate Director  
In-house Legal and Governance  
+65 6420 0530  
triciagoh@taylorroot.com

## Hong Kong



**Sunny Yung**  
Associate Director | In-house Legal  
+852 3008 9024  
sunnyyung@taylorroot.com

## China



**Huang Kai**  
Senior Consultant  
+65 6420 0502  
huangkai@taylorroot.com

## Australia



**Hayden Gordine**  
Managing Director  
Head of Australia  
+61 2 9236 9004  
haydengordine@taylorroot.com.au

## US



**John Spinosa**  
Executive Director  
Head of North America  
+1 646 430 8077  
johnspinosa@taylorroot.com





# About Taylor Root

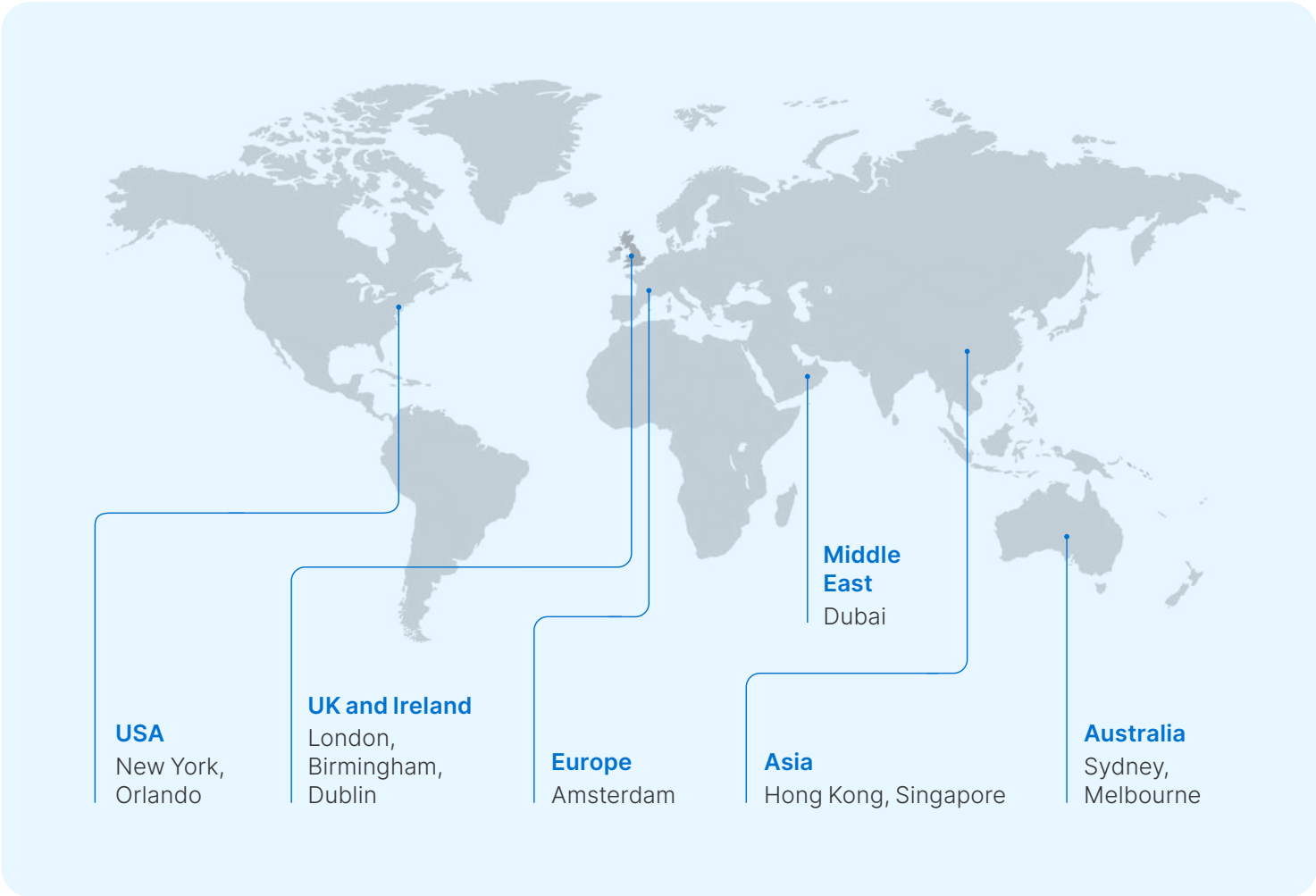
We are a global search and recruitment consultancy specialising in legal, risk and compliance.

With over 35 years of experience, we’ve been a market leader in helping law firms and businesses build and grow their legal, risk, compliance and corporate governance teams. Whether you’re hiring your first In-house Counsel, expanding your associate team in a certain practice area or growing your risk department internationally, we partner with businesses at every step of their journey.

Our services include contingent and retained search, permanent, temporary and interim recruitment, as well as consultancy solutions.

From Amsterdam to Dubai, New York to Shanghai, Singapore to Sydney – wherever we operate, we make an impact. We've pioneered specialist recruitment in key markets and helped shape how our clients approach hiring.

Today, our international offices reflect a truly global network of search and recruitment experts. Put simply, no one can match our global reach, or our history.





## About our specialist recruitment brands

We're part of The SR Group, a global search and recruitment company that includes specialist search and recruitment consultancies Brewer Morris, Carter Murray, Frazer Jones, Keller West and Taylor Root.

With strong management, a clear vision and the recruitment, training and retention of inspiring people, we have developed successful brands synonymous with quality around the world.

Each of these brands support clients on mandates at all levels of seniority, from entry-level through to Heads of, Director and C-Suite positions on both a permanent and interim basis.

**brewer**  
morris

Brewer Morris is a trusted tax, treasury and senior finance search and recruitment consultancy.

Through integrity, flexibility, specialist expertise and always delivering results, we've built lasting relationships with professionals and businesses.

[brewermorris.com](http://brewermorris.com)

**carter**  
murray

Carter Murray is a global search and recruitment consultancy dedicated to marketing and sales.

Through deep expertise within our markets, we're consistently able to fulfil even the most complex briefs and match the best specialist to every role.

[cartermurray.com](http://cartermurray.com)

**frazer**  
jones

Frazer Jones is a global HR executive search and recruitment consultancy.

We help HR professionals thrive and empower HR leaders to put people and culture at the heart of their business – creating a more progressive future, for everyone.

[frazerjones.com](http://frazerjones.com)

**keller**  
west

Keller West is a global IT specialist search and recruitment consultancy.

We help companies worldwide to navigate the evolving world of technology and talent. Our teams connect businesses with the right digital, data, cyber security and infrastructure experts.

[kellerwest.com](http://kellerwest.com)

**taylor**  
root

Taylor Root is a global legal, risk and compliance search and recruitment consultancy.

Forming lasting partnerships with our clients and candidates, we are constantly evolving and continue to shape the world's legal, risk and compliance markets.

[taylorroot.com](http://taylorroot.com)

