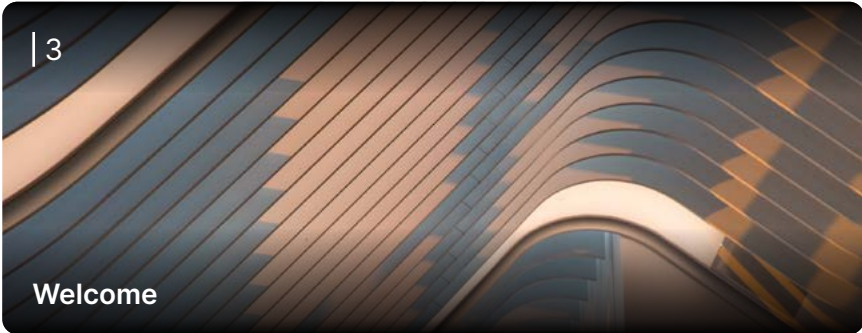


Global in-house legal market report and salary guide

2026 – 2027

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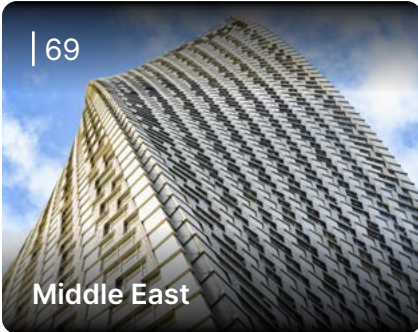
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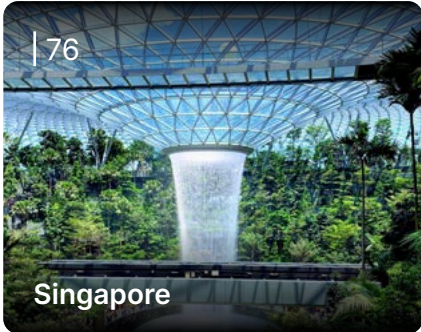
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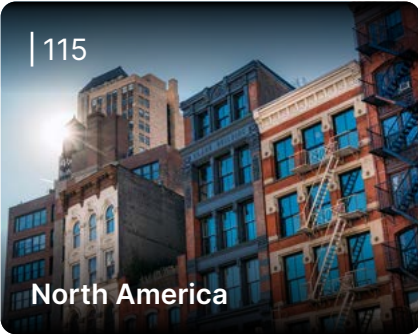
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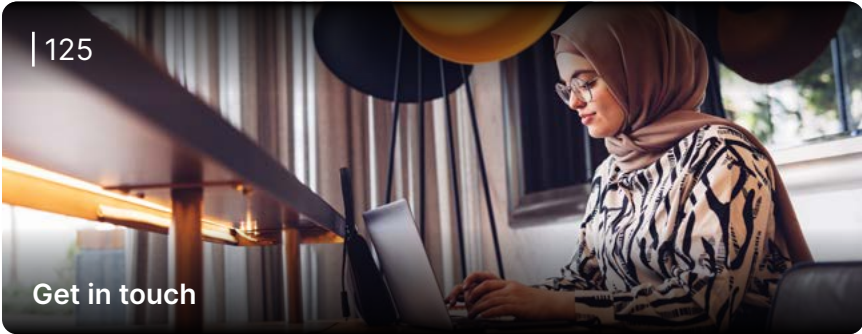
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About us

Welcome

The in-house legal profession is at a fascinating point of transition.

Across organisations globally, legal teams are being asked to contribute more, influence more and oversee a broader range of business-critical issues than ever before. From strategic decision-making and risk management to AI governance, compliance and corporate governance, the role of legal has expanded well beyond its traditional remit.

This year's report brings together the perspectives of more than 400 in-house legal professionals alongside salary benchmarking and market insights from our global legal recruitment specialists.

Together, the data paints a picture of a profession that is becoming increasingly influential within organisations, but also facing growing demands on its time, resources and expertise.

What comes through most clearly in this year's data is how much the in-house legal role has evolved into something broader, more influential and, in many ways, more complex than ever before. Legal teams are influencing decisions at the highest levels of the business, with more than 80% agreeing that legal advice meaningfully shapes executive or board outcomes. That is a positive reflection of the function's standing within organisations today. However, influence does not always translate into timing. Fewer

respondents feel they are brought into strategic decisions early enough to shape direction, suggesting legal is still too often asked to validate decisions rather than help define them.

From legal advisor to business partner

At the same time, the role itself continues to expand. Legal professionals are increasingly operating across governance, compliance, risk management, data protection and technology, alongside their traditional legal responsibilities. This is no longer simply a legal advisory function. It has become a broader business, governance and risk management function, with legal leaders expected to provide strategic oversight across an ever-widening range of issues.

An expanding remit without matching resource

The most striking tension in this year's data is the growing gap between what legal teams are responsible for and the resources available to support them. More than two thirds of respondents report that their remit has expanded over the past 24 months, yet only a minority feel resourcing has fully kept pace. Many describe teams being asked to absorb additional responsibilities without a corresponding increase in headcount or support.



Hiring challenges continue

This pressure is evident throughout the data. Organisations continue to face significant hiring challenges, with recruitment budgets emerging as the most significant barrier to growth. At the same time, employers are competing for increasingly specialised talent in a market where salary expectations remain high and technical expertise is in short supply.

Faced with these constraints, many legal teams are turning to alternative solutions, including interim legal support, external counsel and technology, to manage increasing workloads and growing business demands.

Retention becomes a business priority

The implications extend beyond team structure alone. There are clear signs that resourcing pressure is becoming a retention issue. Across the survey, many respondents cite career progression, recognition and reward, and increasing workload as factors affecting satisfaction in their current role. For employers, investing in legal teams is becoming less about managing immediate workloads and more about maintaining engagement, reducing turnover risk and preserving institutional knowledge in a competitive market.

AI governance enters the legal remit

Few developments illustrate the changing nature of the in-house legal function more clearly than AI. Adoption

is accelerating across organisations, but governance models are still evolving. Most legal teams are now involved in overseeing the use of AI through a shared, cross-functional approach, reflecting the reality that AI risk sits across legal, technology, compliance and business functions rather than within a single department.

However, the data reveals an important nuance. Legal teams are taking on AI oversight at precisely the same time as many are experiencing expanding remits and ongoing resource constraints. Among those involved in overseeing AI, more than two thirds report that their responsibilities have expanded, while over three quarters say resourcing has only partially kept pace or has not kept pace at all. The challenge for organisations is therefore not simply adopting AI, but ensuring that those responsible for governing it have the capacity, authority and support required to do so effectively.

The importance of accountability

Confidence in AI governance also appears closely linked to accountability. Respondents report higher levels of confidence where ownership is clearly defined, particularly when accountability sits with legal or executive leadership. Confidence is noticeably weaker where responsibility is unclear, highlighting the importance of establishing clear governance structures as organisations move from experimentation to enterprise-wide adoption.



A market in transition

For candidates, the picture is equally nuanced. Demand for experienced legal talent remains strong, and many professionals are operating in increasingly strategic roles with greater visibility and influence across the business. Yet those opportunities come with higher expectations. Today’s in-house lawyers are expected not only to provide legal advice, but also to contribute across risk, governance, technology, operations and business strategy.

This heightens demand for legal professionals who can combine technical expertise with commercial judgement, stakeholder management skills and the ability to operate effectively across functions. As legal teams continue to evolve, the most sought-after candidates will be those who can bridge legal knowledge with broader business leadership.

Looking ahead

Ultimately, this year’s data highlights a profession that is becoming more influential but also with more

demands on their capacity. Legal functions are being asked to take on broader responsibilities, play a greater role in strategic decision-making and help organisations navigate emerging risks such as AI, often without a corresponding increase in resource.

The data suggests AI governance is becoming part of the expanding in-house legal remit, but support has not always kept pace. For employers, this raises an important question: if legal teams are expected to help govern AI risk and shape business strategy, are they being given the resource, authority and cross-functional support needed to do so effectively?

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, please don't hesitate to contact me or reach out to our team of global legal recruitment experts.

About this guide

To bring this guide to life, we surveyed over 400 in-house legal professionals, gathering their thoughts on a wide range of pertinent topics from job satisfaction to hiring trends. Their input offers a candid and current view of the global in-house market.

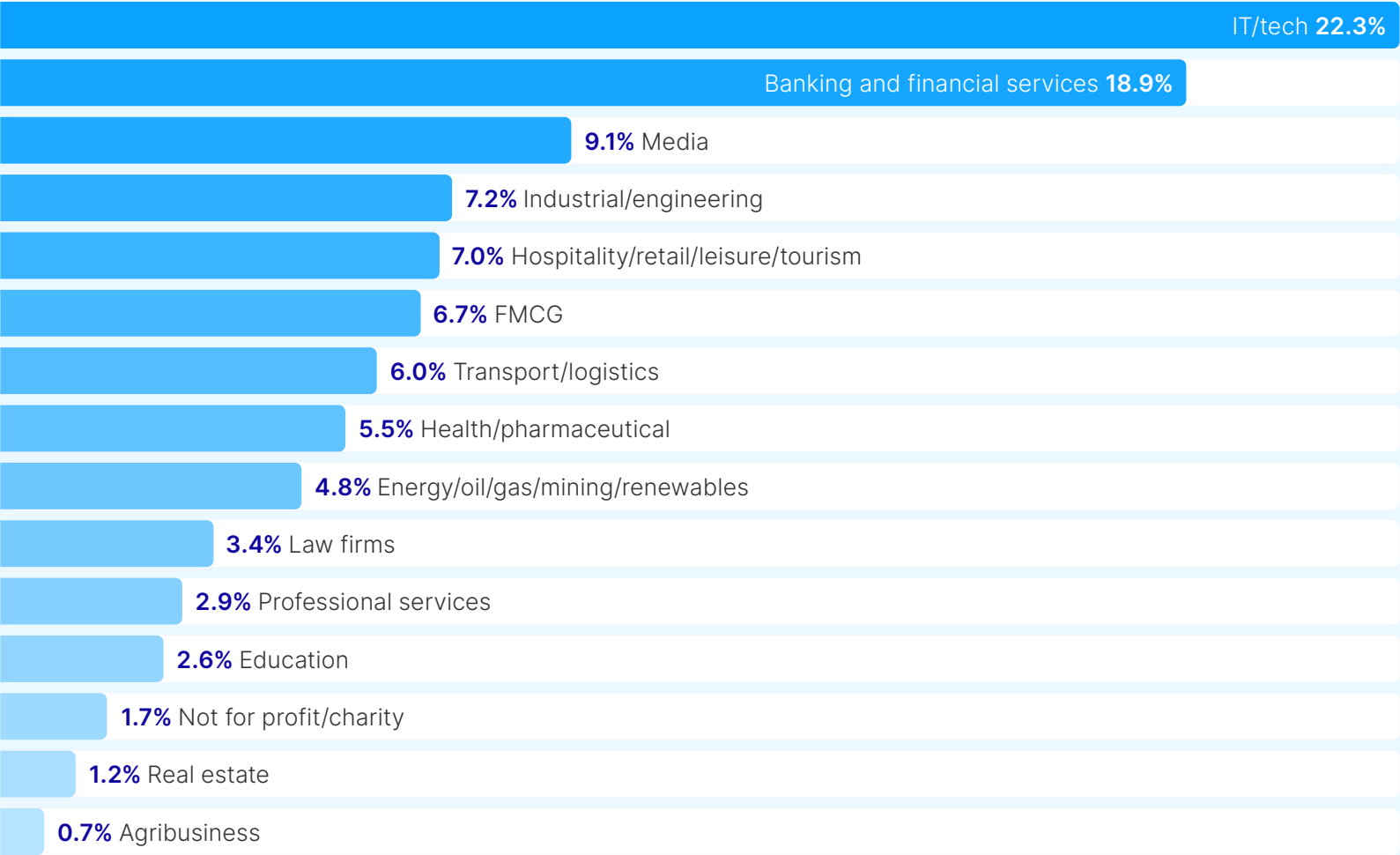
Backed by the insights of Taylor Root’s global recruitment specialists and enriched with data from LinkedIn, the salary data and market analysis that follow aim to give both legal professionals and employers a clear, informed picture of where the market stands today.



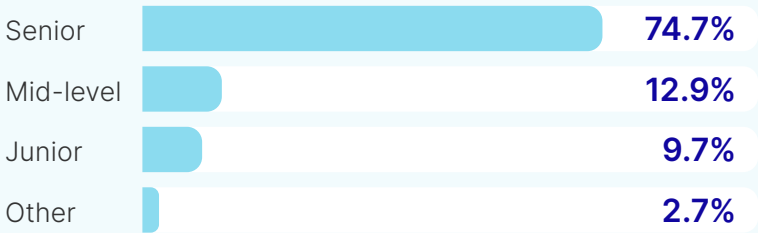
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Global survey findings | About the survey respondents

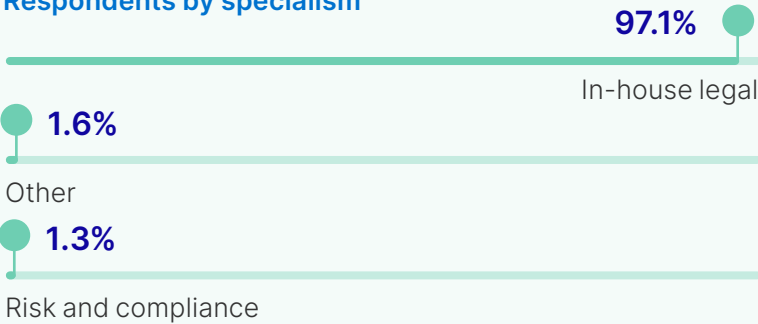
Respondents by industry



Respondents by seniority



Respondents by specialism

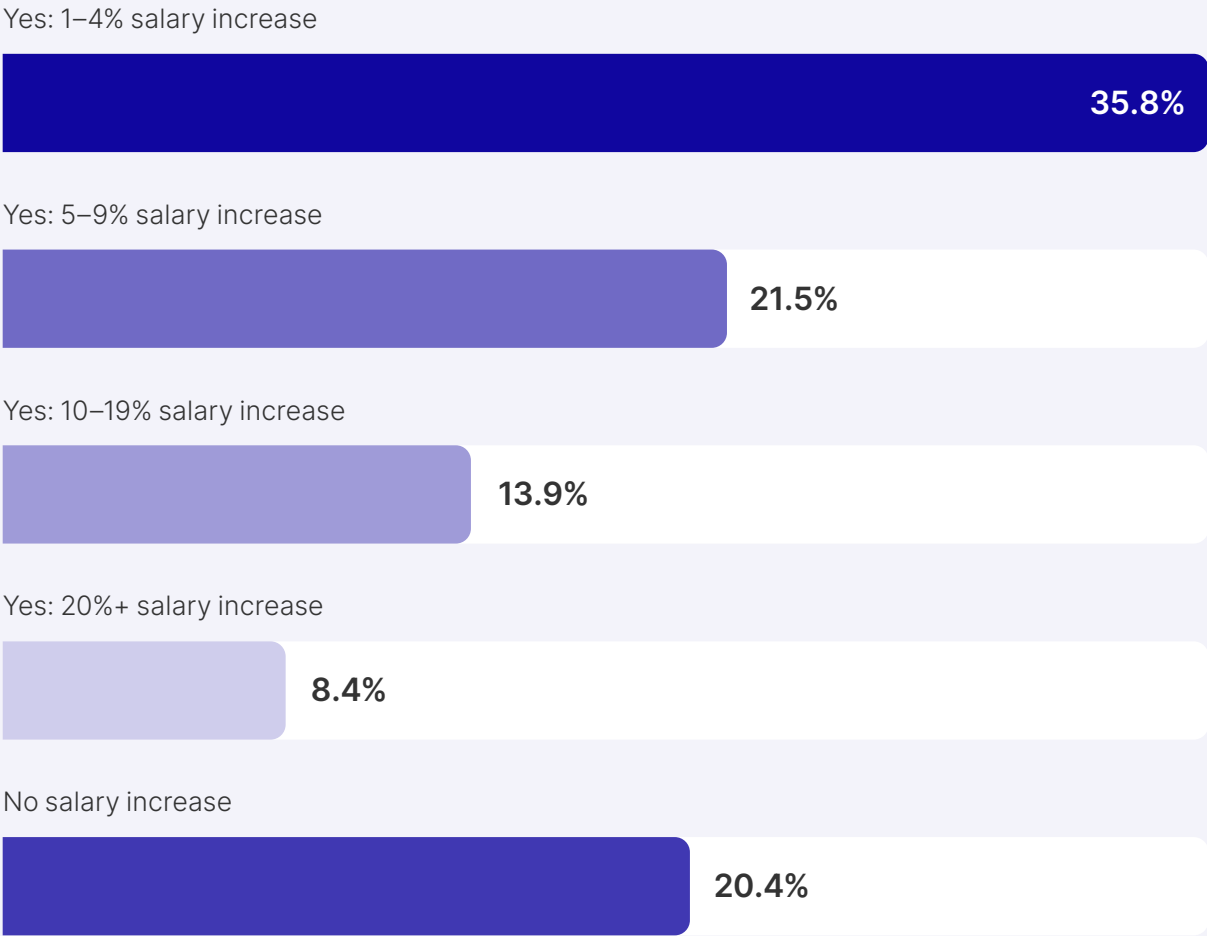


Managing a team



Candidate sentiment

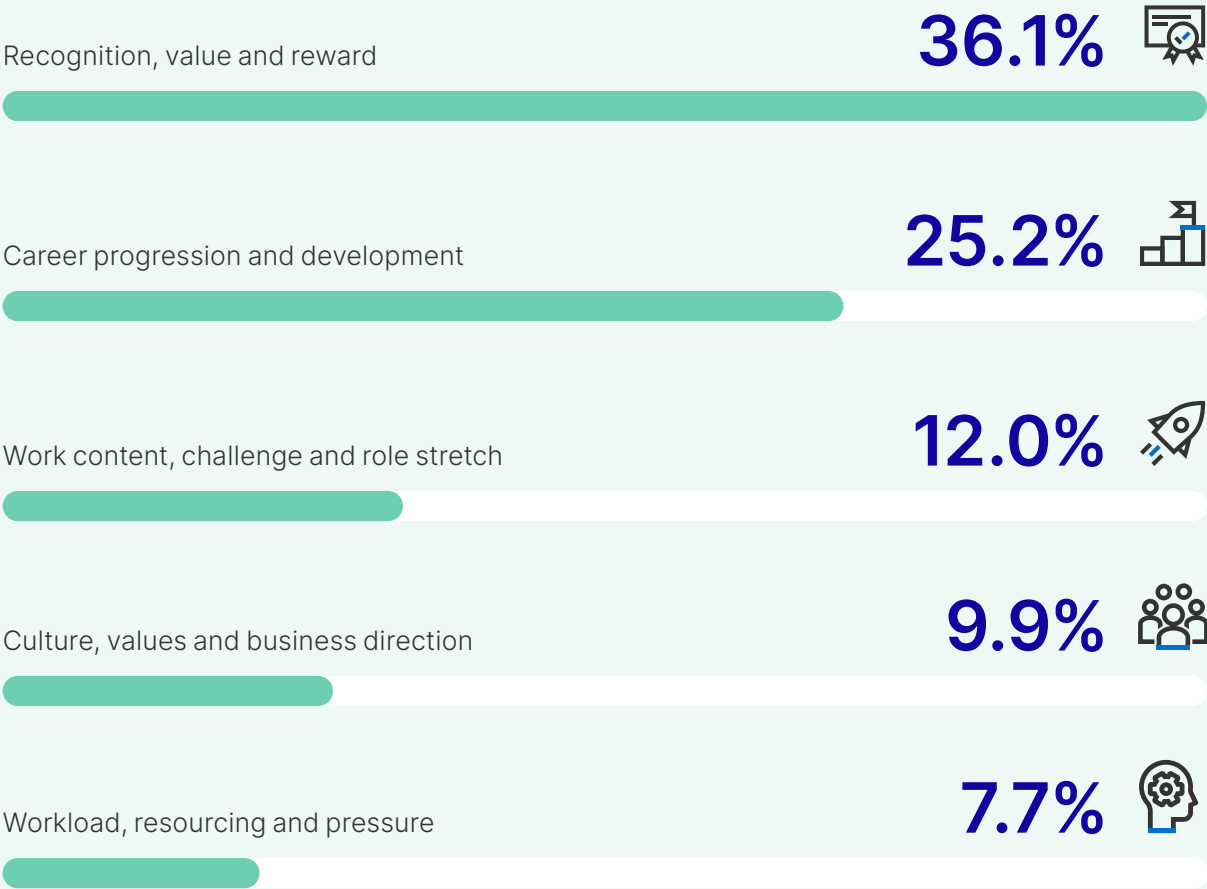
Have you had a base salary increase in the last 12 months?



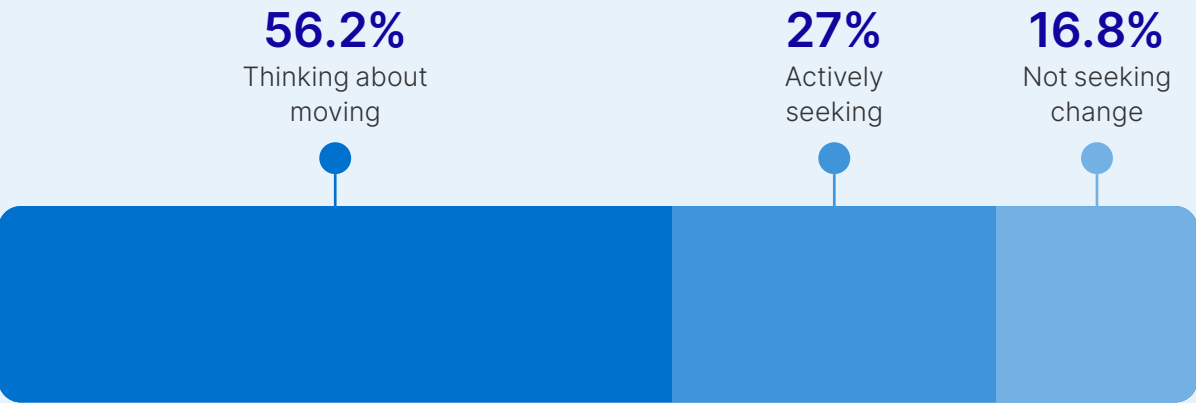
Year-on-year comparison

Trend	2025	2026
Respondents receiving no increase	26.7%	20.4%
Respondents receiving an increase	73.3%	79.6%
1-4% increases	41%	35.8%
5-9% increases	17.6%	21.5%
10-19% increases	8.4%	13.9%
20%+ increases	6%	8.4%
Leading sectors for salary growth	FMCG, fintech, health/pharmaceutical	Transport/logistics, insurance, FMCG, hospitality/retail/leisure/tourism, health/pharmaceutical

Top factors impacting enjoyment of role



Are you looking to move roles?



Year-on-year comparison



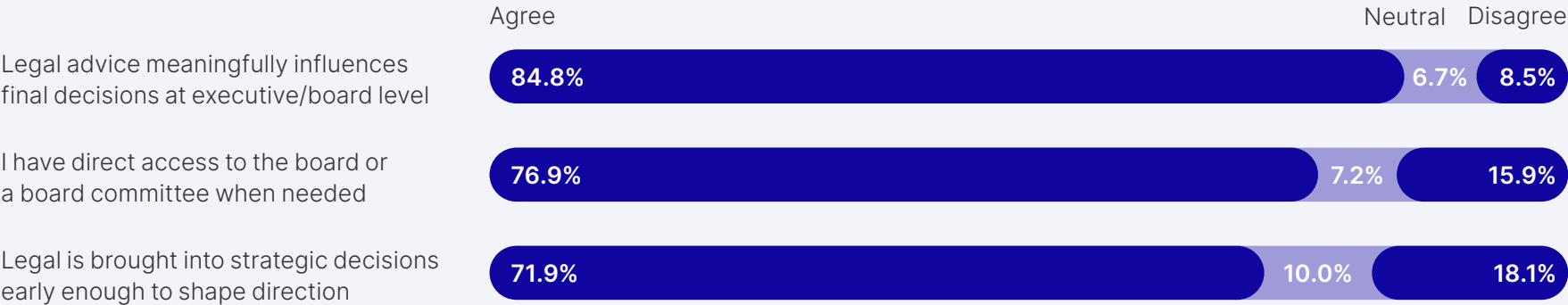
Compared to last year, there's been a clear shift in **what's shaping enjoyment**. In 2025, unclear career progression was the standout concern (42.5%). This year, feeling undervalued – whether through pay, recognition or overall impact – has moved to the top. This likely reflects a more challenging business climate, where tighter budgets and growing workloads are making in-house teams more conscious of how their contribution is valued.

Employer sentiment

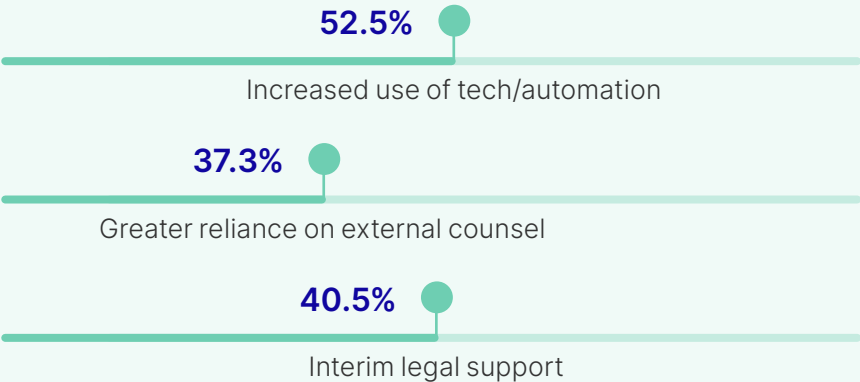
What are your top three hiring challenges?



Influence at board level



Which of the following have you used in the last 12 months to manage workload or risk?

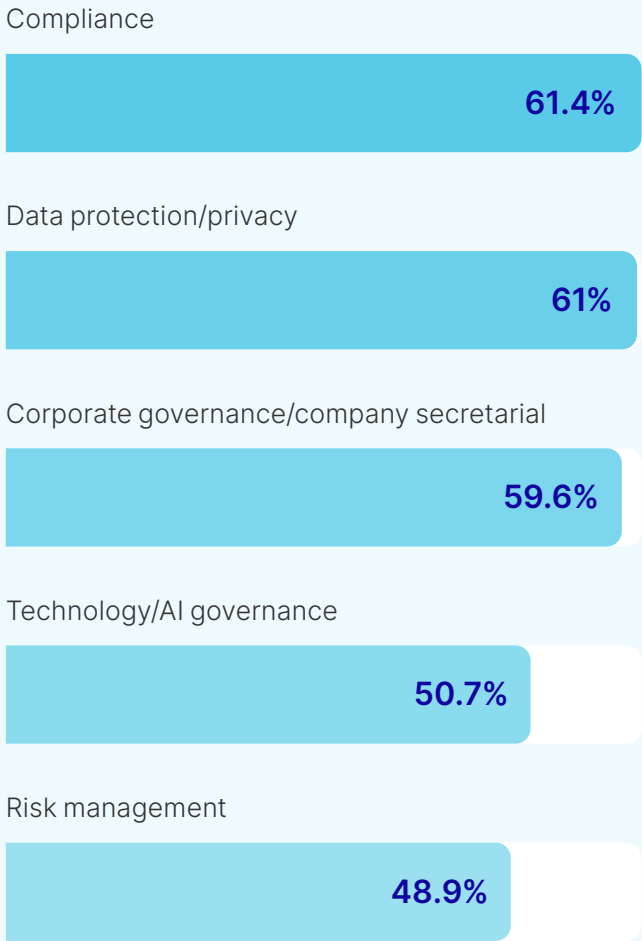


Do you anticipate headcount changes in the next 12 months?



Role scope and responsibilities

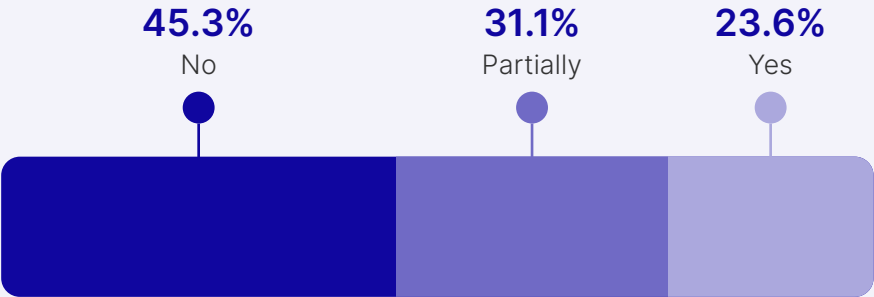
Top responsibilities added to role scope



How has your remit changed over the last 24 months?



Do you feel your resourcing has kept pace with this remit?



What the data tells us



The data points to an in-house legal function that is becoming more embedded in the business, but also more stretched. Legal teams are taking on wider responsibilities across compliance, governance, data, AI and risk, yet only a minority say resourcing has fully kept pace.



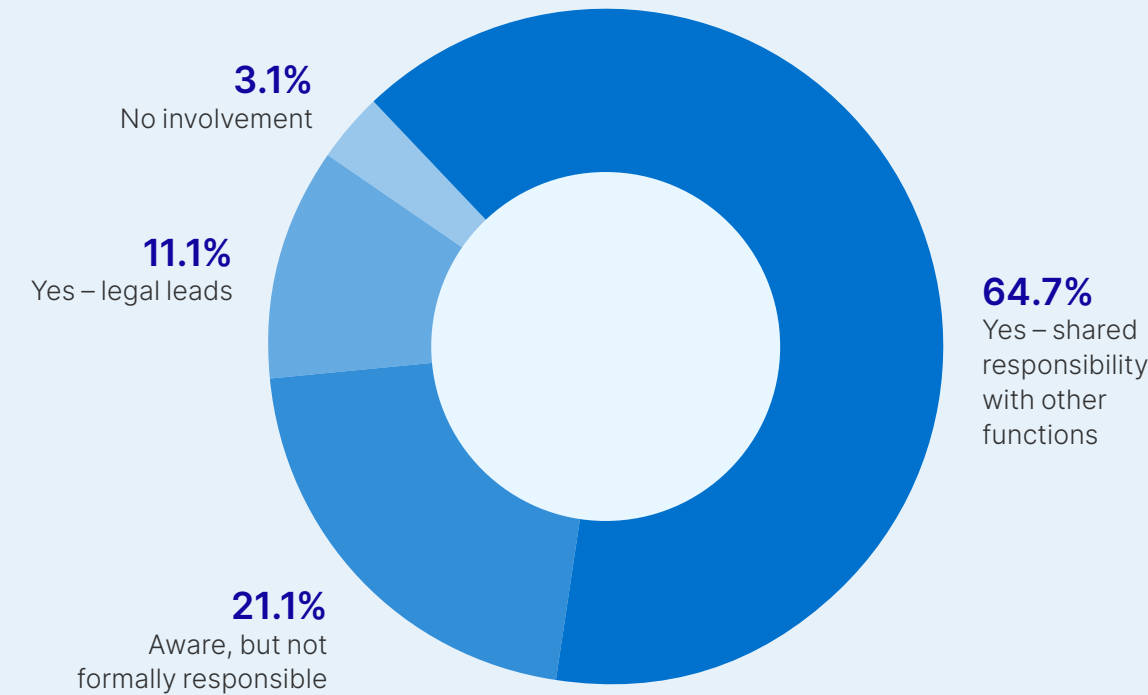
Employers are responding by increasing their use of technology, interim support and external counsel, but the hiring data on page 9 shows that permanent recruitment remains constrained by budget, salary expectations and candidate capability.



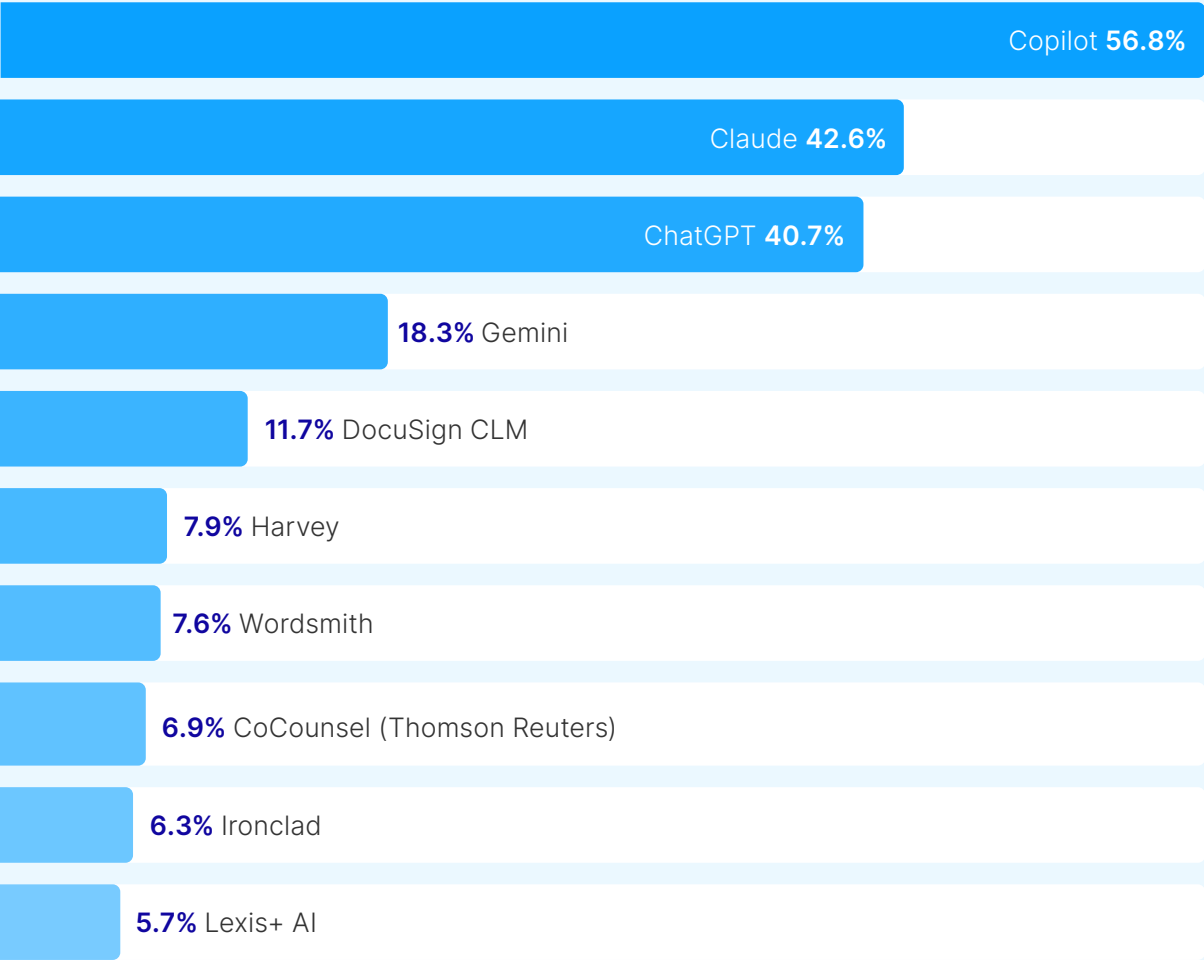
For employers, the message is clear: expanding the legal remit without investing in appropriate support risks creating pressure on morale, retention and long-term team sustainability.

AI use and governance

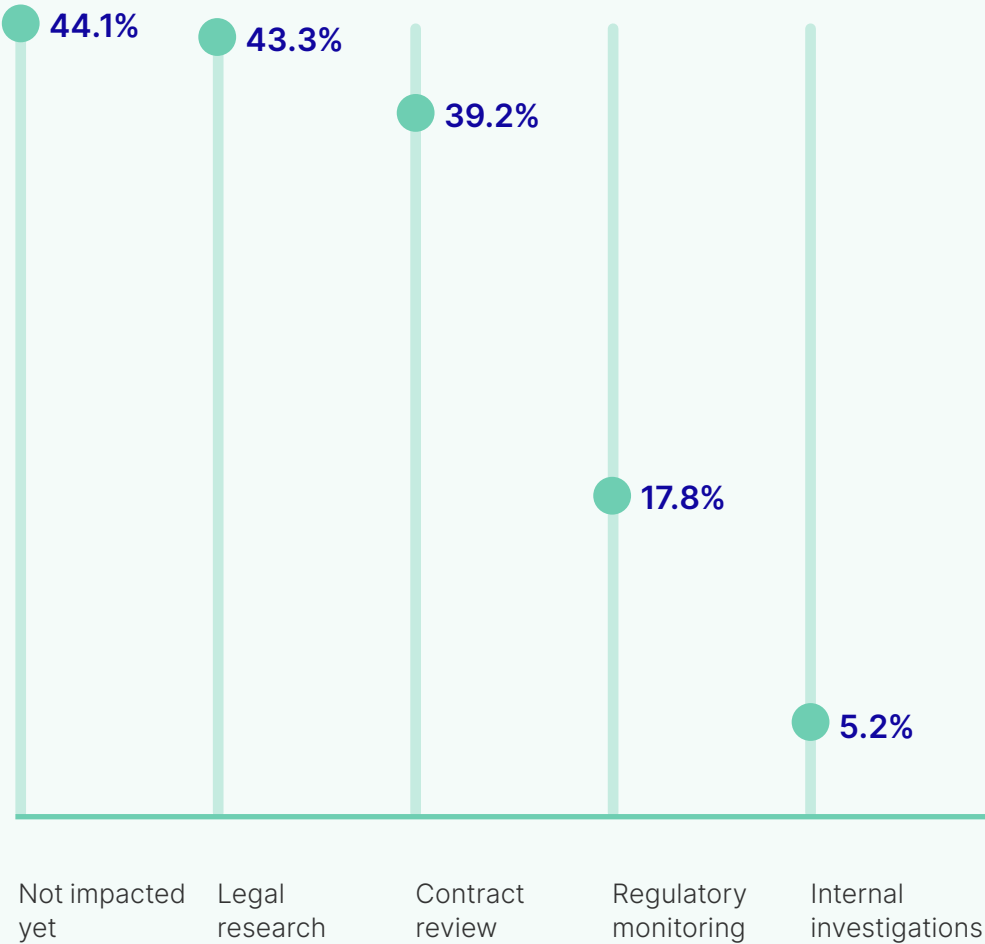
Is your legal team involved in overseeing the use of AI within your organisation?



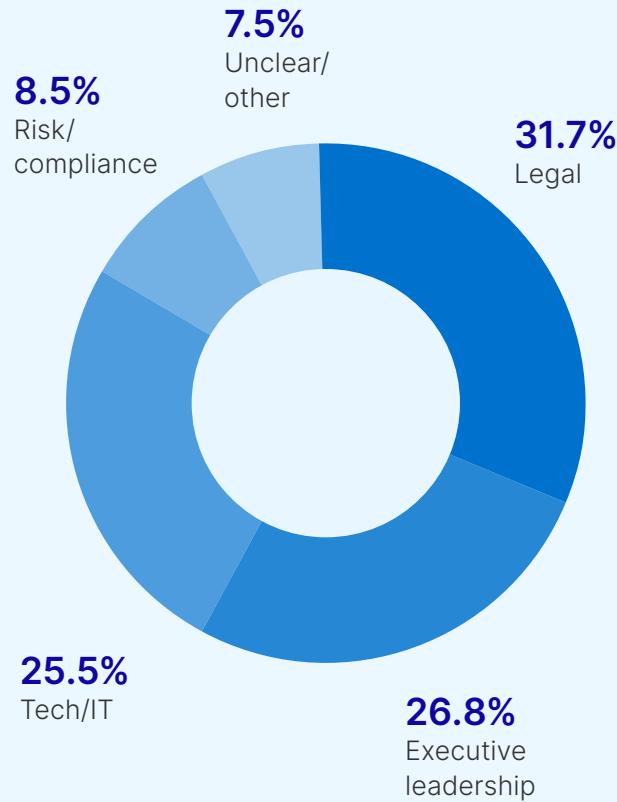
Top ten AI tools used



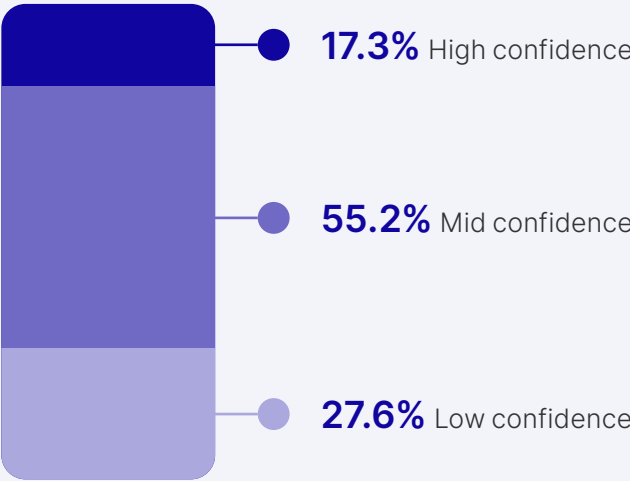
How has AI or legal technology reduced reliance on external counsel?



Where does ultimate accountability for AI-related legal risk sit today?



How confident are you that AI tools used across the business are appropriately governed?



We cross-referenced confidence in AI governance by accountability owner, and it's clear that clarity of accountability matters. Confidence is highest where accountability sits with legal or executive leadership, with around one in five respondents in each group saying they are very or extremely confident. Where accountability sits with tech/IT, low confidence rises to 37.4%, and then again to 41% when accountability is unclear.

United Kingdom

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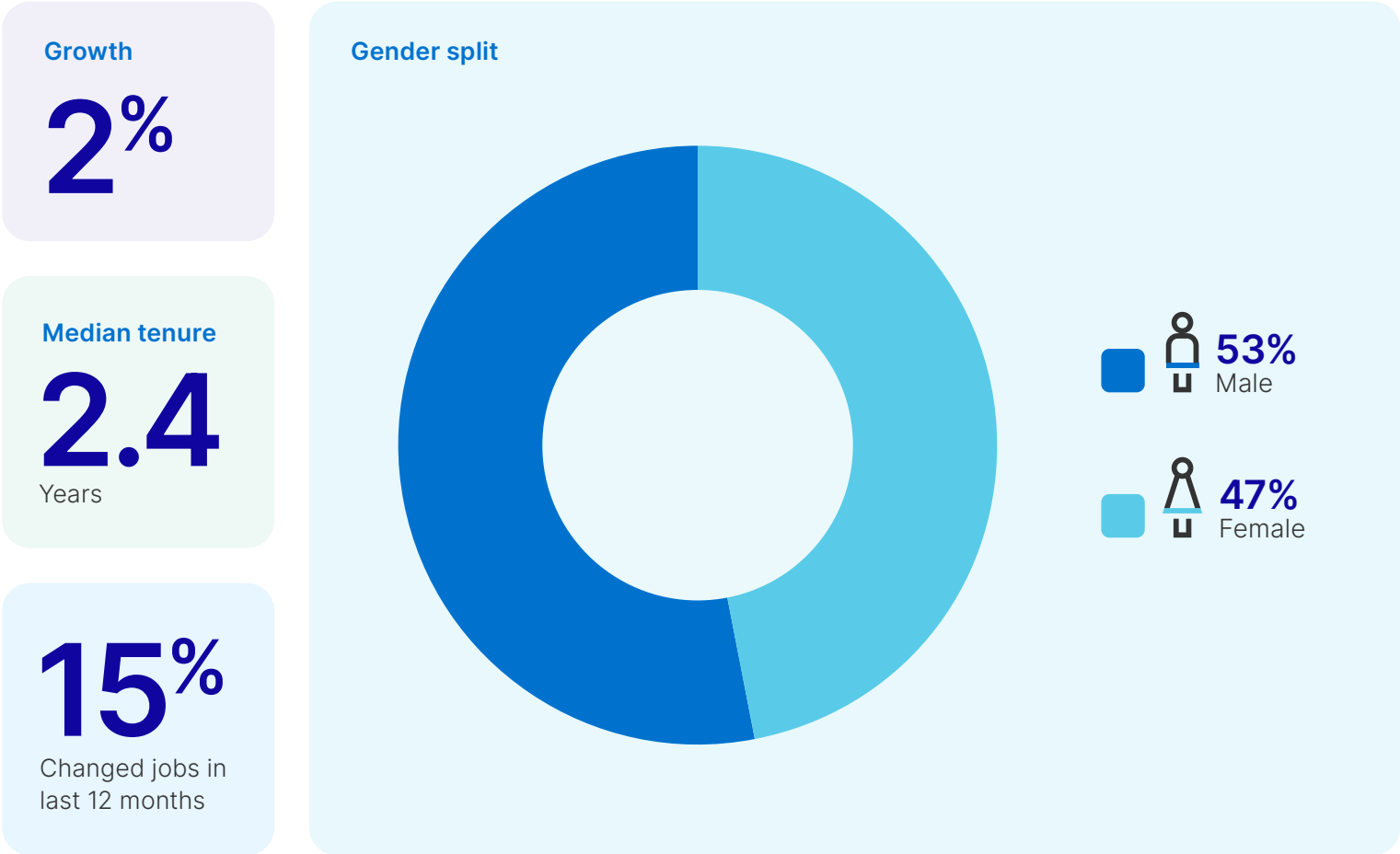
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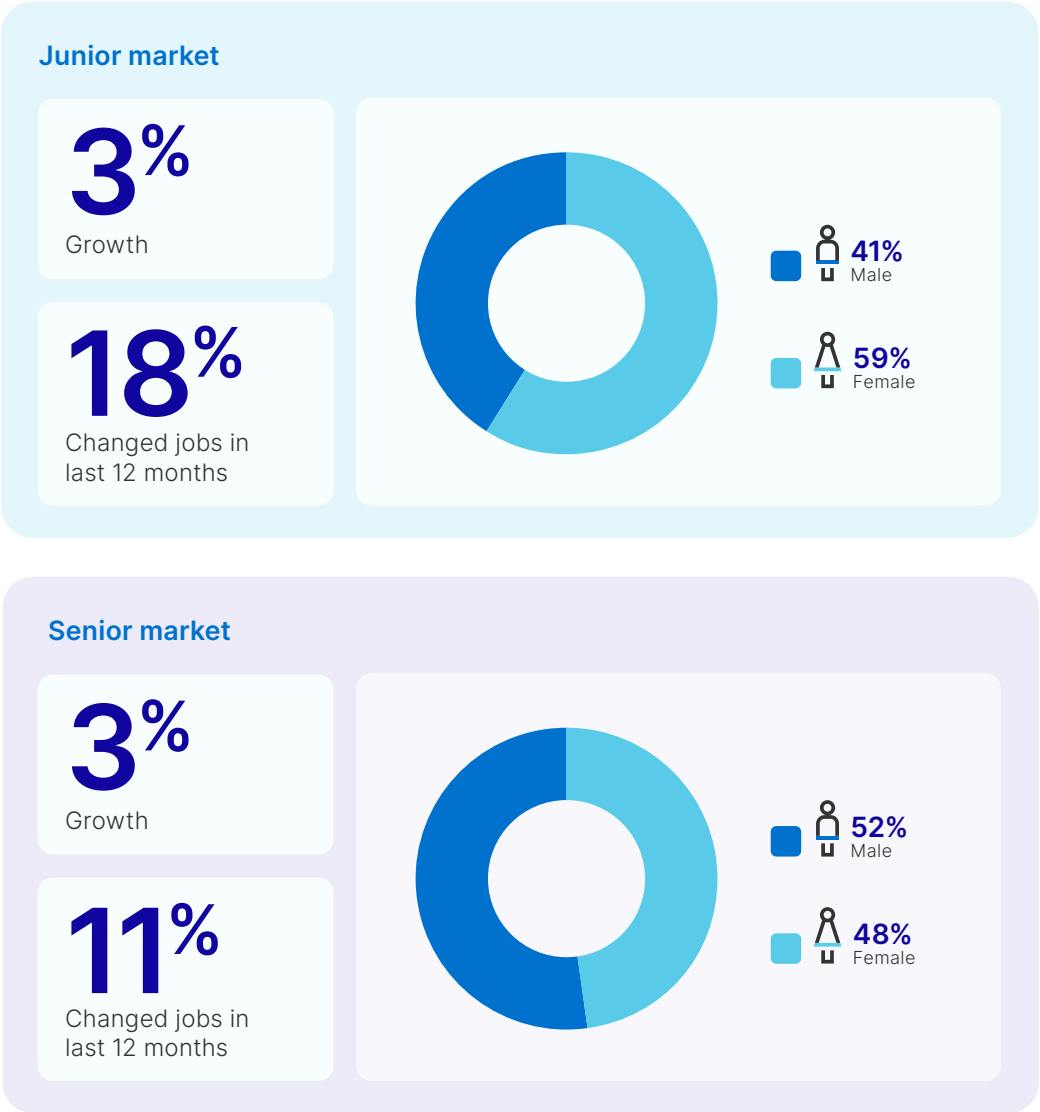
View private practice salaries in law firms

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.



Source: LinkedIn



General Counsel

Company type	Base salary range (GBP)
Start-up company	150,000 – 180,000
Scale-up company	170,000 – 250,000
Privately owned	180,000 – 350,000+
Private equity backed	225,000 – 450,000+
AIM listed	180,000 – 300,000+
FTSE 250	225,000 – 450,000+
FTSE 100	350,000 – 800,000+
International listed	200,000 – 500,000+



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General Counsel remuneration can vary significantly depending on the size, ownership structure, growth stage and complexity of the organisation. In addition to salary, reward packages can include annual bonus, long-term incentive plans, equity participation, share awards, management incentive plans, carried interest, co-investment opportunities, pension contributions, enhanced benefits and executive-level perks.

For General Counsel operating within private equity-backed, listed, financial services and high-growth businesses, long-term incentives are often a key component of the overall package, reflecting the strategic nature of the role and alignment with business performance and value creation. The scope of the role, international remit, board exposure, regulatory environment, transaction activity and team size can all have a material impact on overall remuneration.

When evaluating General Counsel opportunities, it is important to consider the full reward package alongside base salary, as the structure and potential value of incentives can vary considerably between organisations and may represent a significant proportion of total compensation. For further guidance on compensation benchmarking, remuneration trends and the current General Counsel market, please contact Nikki Newton or Georgia Morgan-Wynne.

UK market analysis | Corporate and commercial

A resilient market shaped by transformation and regulation

The UK in-house corporate and commercial legal market has remained resilient over the past 12 months, with hiring activity stabilising following the more volatile post-pandemic period. Organisations continue to recruit, although hiring is increasingly focused on targeted, business-critical appointments and succession planning rather than broad team expansion.

Technology, digital infrastructure and private equity-backed businesses have been among the most active sectors, while many organisations continue to balance growth ambitions with cost control and operational efficiency. Demand remains strongest for lawyers with expertise in technology, data privacy, regulatory matters and complex commercial contracting. Employment lawyers have also been particularly sought after as businesses prepare for legislative change and navigate increasingly complex workforce issues.

Candidate expectations continue to evolve. While competitive remuneration remains important, flexibility, organisational culture, meaningful work and long-term career development are playing a greater role in career

decisions. As a result, employers are increasingly looking beyond technical excellence, seeking commercially minded lawyers who can build strong stakeholder relationships, leverage technology effectively and contribute strategic value across the business.

Evolving expectations of the in-house legal function

One of the most significant challenges facing legal teams is the pace of regulatory change. Developments across artificial intelligence, data protection, digital regulation, ESG and employment law are creating increasingly complex governance and compliance obligations. Legal teams are therefore expected not only to manage risk, but also to provide commercially focused guidance that enables business growth and supports strategic decision-making.

Talent remains another key challenge. Although hiring activity is relatively measured, competition for experienced in-house lawyers with specialist expertise and strong commercial judgement remains intense. Hybrid working continues to play an important role in attraction and retention, and organisations that adopt overly restrictive workplace policies may find themselves at a competitive disadvantage.

At the same time, technology is creating significant opportunities for growth and development. Legal teams are increasingly moving beyond experimentation and implementing AI-driven tools to support contract review, workflow management, knowledge sharing and risk assessment. The focus is shifting from whether technology should be adopted to how it can be deployed most effectively to improve efficiency and support better decision-making.

As these changes accelerate, legal teams are becoming more deeply embedded within their organisations, contributing to commercial strategy, operational decision-making, product development and corporate governance. The most successful functions are those that combine legal expertise with technology, data-driven decision-making and strong legal operations capabilities.

Organisations that invest in legal technology, flexible talent strategies and commercially focused legal teams will be best positioned to enhance productivity, reduce reliance on external counsel and position legal functions as drivers of long-term business value.



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| Legal | Corporate and commercial

Construction/engineering

PQE	Salary (GBP)	Day rate	Bonus range
NQ	74,000 – 79,000	300 – 400	0 – 10%
1 year	75,000 – 85,000	300 – 400	0 – 10%
2 years	80,000 – 90,000	350 – 450	10 – 15%
3 years	85,000 – 95,000	400 – 550	10 – 15%
4 years	90,000 – 110,000	450 – 550	10 – 20%
5 years	95,000 – 115,000	550 – 650	15 – 20%
6 years	115,000 – 125,000	550 – 650	20 – 25%
7 years	120,000 – 130,000	600 – 700	20 – 30%
8 years	125,000 – 140,000	600 – 750	20 – 40%
9 years	130,000 – 145,000	600 – 750	25 – 40%
10+ years	135,000 – 150,000	650 – 850	25 – 40%
Head of Legal/Legal Director	150,000 – 200,000+	800+	30 – 50%

Energy/utilities

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	90,000 – 100,000	350 – 450	10 – 20%
3 years	95,000 – 105,000	400 – 550	10 – 20%
4 years	100,000 – 110,000	450 – 550	10 – 25%
5 years	105,000 – 120,000	550 – 650	20 – 30%
6 years	110,000 – 125,000	550 – 650	20 – 30%
7 years	115,000 – 130,000	600 – 700	20 – 35%
8 years	120,000 – 135,000	600 – 750	20 – 40%
9 years	125,000 – 140,000	600 – 750	25 – 40%
10+ years	140,000 – 150,000+	600 – 900	25 – 40%
Head of Legal/Legal Director	150,000 – 200,000+	850+	30 – 50%



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All day rates are the candidate rate.

FMCG

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 – 15%
3 years	85,000 – 100,000	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	100,000 – 120,000	550 – 650	15 – 20%
7 years	110,000 – 130,000	600 – 700	15 – 20%
8 years	115,000 – 135,000	600 – 700	15 – 25%
9 years	120,000 – 140,000	600 – 750	20 – 30%
10+ years	125,000 – 145,000+	650 – 850	20 – 30%
Head of Legal/Legal Director	130,000 – 160,000+	800+	30 – 50%

Gaming/gambling

PQE	Salary (GBP)	Day rate	Bonus range
NQ	70,000 – 75,000	300 – 400	15 – 20%
1 year	75,000 – 85,000	300 – 400	15 – 20%
2 years	80,000 – 90,000	350 – 450	20 – 25%
3 years	85,000 – 95,000	400 – 550	20 – 25%
4 years	90,000 – 100,000	450 – 550	20 – 30%
5 years	95,000 – 110,000	550 – 650	20 – 30%
6 years	100,000 – 120,000	550 – 650	25 – 35%
7 years	110,000 – 125,000	600 – 700	25 – 35%
8 years	115,000 – 130,000	600 – 700	25 – 35%
9 years	120,000 – 140,000	650 – 750	30 – 35%
10+ years	125,000 – 145,000	650 – 850	30 – 40%
Head of Legal/Legal Director	130,000 – 180,000	800+	30 – 50%



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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	72,000 – 80,000	300 – 400	10 – 15%
2 years	77,000 – 82,000	350 – 450	10 – 15%
3 years	87,000 – 92,000	400 – 550	10 – 15%
4 years	88,000 – 97,000	450 – 550	10 – 20%
5 years	95,000 – 110,000	550 – 650	15 – 20%
6 years	100,000 – 125,000	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 – 145,000	600 – 750	20 – 30%
10+ years	115,000 – 150,000	600 – 800	20 – 30%
Head of Legal/Legal Director	130,000 – 180,000	750+	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	600 – 700	15 – 25%
9 years	110,000 – 140,000	600 – 700	20 – 30%
10+ years	115,000 – 150,000	650 – 800	20 – 30%
Head of Legal/Legal Director	130,000 – 175,000	750+	30 – 50%



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All day rates are the candidate rate.

Mining/resources

PQE	Salary (GBP)	Day rate	Bonus range
NQ	75,000 – 80,000	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	95,000 – 105,000	450 – 550	10 – 20%
4 years	100,000 – 110,000	450 – 550	10 – 25%
5 years	110,000 – 125,000	600 – 650	20 – 30%
6 years	115,000 – 130,000	650 – 750	20 – 30%
7 years	125,000 – 135,000	650 – 750	20 – 35%
8 years	130,000 – 140,000	650 – 750	20 – 40%
9 years	135,000 – 145,000	650 – 750	25 – 40%
10+ years	140,000 – 175,000+	750 – 850	25 – 40%
Head of Legal/Legal Director	190,000 – 220,000+	800+	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	500 – 650	0%
8 years	65,000 – 75000	500 – 650	0%
9 years	70,000 – 80,000	500 – 650	0%
10+ years	70,000 – 90,000	600 – 700	0%
Head of Legal/Legal Director	80,000 – 125,000	700+	0%



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All day rates are the candidate rate.

Pharmaceuticals/healthcare

PQE	Salary (GBP)	Day rate	Bonus range
NQ	70,000 – 80,000	300 – 400	10 – 15%
1 year	75,000 – 85,000	350 – 450	10 – 15%
2 years	80,000 – 90,000	400 – 500	10 – 20%
3 years	85,000 – 95,000	450 – 500	10 – 20%
4 years	90,000 – 105,000	500 – 600	10 – 25%
5 years	100,000 – 115,000	600 – 650	20 – 30%
6 years	115,000 – 125,000	650 – 750	20 – 30%
7 years	120,000 – 130,000	650 – 750	20 – 35%
8 years	125,000 – 140,000	650 – 750	20 – 40%
9 years	130,000 – 145,000	700 – 800	25 – 40%
10+ years	135,000 – 160,000+	750 – 1,000	25 – 40%
Head of Legal/Legal Director	170,000 – 200,000+	900+	30 – 50%

Real estate

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 – 74,000	250 – 400	0 – 10%
1 year	70,000 – 82,000	250 – 400	0 – 15%
2 years	75,000 – 85,000	300 – 450	10 – 20%
3 years	80,000 – 95,000	350 – 450	10 – 25%
4 years	90,000 – 105,000	350 – 450	10 – 25%
5 years	95,000 – 115,000	500 – 550	15 – 30%
6 years	110,000 – 120,000	500 – 550	20 – 30%
7 years	115,000 – 125,000	550 – 600	20 – 30%
8 years	120,000 – 130,000	550 – 650	20 – 40%
9 years	125,000 – 140,000	550 – 750	25 – 40%
10+ years	130,000 – 150,000+	600 – 750	25 – 40%
Head of Legal/Legal Director	155,000 – 200,000+	750+	30 – 50%



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All day rates are the candidate rate.

Retail

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 – 70,000	300 – 400	10 – 15%
1 year	70,000 – 75,000	300 – 400	10 – 15%
2 years	75,000 – 80,000	350 – 450	10 – 15%
3 years	80,000 – 90,000	400 – 550	10 – 15%
4 years	90,000 – 95,000	450 – 550	10 – 15%
5 years	95,000 – 115,000	550 – 650	10 – 15%
6 years	100,000 – 120,000	550 – 650	15 – 20%
7 years	100,000 – 125,000	600 – 700	15 – 20%
8 years	110,000 – 130,000	600 – 750	15 – 25%
9 years	110,000 – 130,000	600 – 750	20 – 30%
10+ years	120,000 – 140,000	650 – 850	20 – 30%
Head of Legal/Legal Director	130,000 – 170,000	750+	30 – 50%

Services

PQE	Salary (GBP)	Day rate	Bonus range
NQ	65,000 – 72,500	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 – 125,000	600 – 750	25 – 40%
10+ years	120,000 – 140,000	650 – 850	25 – 40%
Head of Legal/Legal Director	150,000 – 200,000+	700+	25 – 50%



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Technology/IT services

PQE	Salary (GBP)	Day rate	Bonus range
NQ	75,000 – 80,000	350 – 450	10 – 20%
1 year	82,000 – 87,000	350 – 500	15 – 25%
2 years	92,000 – 102,000	400 – 500	15 – 25%
3 years	97,500 – 107,000	450 – 550	15 – 25%
4 years	105,000 – 115,000	500 – 600	15 – 25%
5 years	115,000 – 125,000	550 – 700	15 – 25%
6 years	120,000 – 135,000	600 – 700	15 – 25%
7 years	125,000 – 145,000	600 – 700	15 – 30%
8 years	130,000 – 150,000	600 – 700	20 – 30%
9 years	135,000 – 155,000	650 – 750	20 – 30%
10+ years	140,000 – 160,000	700 – 1,000	20 – 35%
Head of Legal/Legal Director	150,000 – 200,000	850+	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	600 – 700	20 – 30%
8 years	115,000 – 125,000	600 – 700	20 – 40%
9 years	115,000 – 130,000	650 – 750	25 – 40%
10+ years	120,000 – 145,000	700 – 850	25 – 40%
Head of Legal/Legal Director	150,000 – 200,000+	800+	30 – 50%



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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	600 – 750	15 – 20%
9 years	125,000 – 140,000	600 – 750	15 – 20%
10+ years	130,000+	600 – 850	20 – 30%
Head of Legal/Legal Director	140,000 – 200,000+	750+	20 – 30%



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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+



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| Legal | UK regions

Midlands

PQE	Salary (GBP)	Bonus range
NQ–2 years	52,500 – 70,500	5 – 15%
2–4 years	59,000 – 80,000	5 – 20%
4–6 years	70,500 – 86,000	5 – 25%
6–8 years	79,000 – 94,500	10 – 30%
8–10 years	86,000 – 103,000	10 – 30%
10+ years	94,500+	10 – 35%
Head of Legal/Legal Director	115,500+	10 – 45%

North West

PQE	Salary (GBP)	Bonus range
NQ–2 years	52,500 – 70,500	5 – 15%
2–4 years	60,000 – 80,000	5 – 20%
4–6 years	67,000 – 91,500	5 – 25%
6–8 years	77,500 – 93,500	10 – 30%
8–10 years	82,000 – 110,500	10 – 30%
10+ years	94,500+	10 – 35%
Head of Legal/Legal Director	115,000+	10 – 50%



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South West and South Coast

PQE	Salary (GBP)	Bonus range
NQ–2 years	55,500 – 71,500	5 – 15%
2–4 years	68,500 – 89,500	10 – 20%
4–6 years	79,000 – 94,500	10 – 25%
6–8 years	89,500 – 105,000	10 – 30%
8–10 years	94,500 – 121,000	10 – 30%
10+ years	105,000+	10 – 35%
Head of Legal/Legal Director	120,000+	10 – 50%

Thames Valley and Oxfordshire

PQE	Salary (GBP)	Bonus range
NQ–2 years	58,000 – 73,500	5 – 15%
2–4 years	73,500 – 89,500	10 – 20%
4–6 years	84,000 – 100,000	10 – 25%
6–8 years	94,500 – 121,000	10 – 30%
8–10 years	105,000 – 126,000	10 – 30%
10+ years	115,500+	10 – 35%
Head of Legal/Legal Director	120,000+	15 – 50%



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Yorkshire and North East

PQE	Salary (GBP)	Bonus range
NQ-2 years	50,000 – 67,500	5 – 15%
2-4 years	55,000 – 75,000	5 – 20%
4-6 years	65,000 – 95,000	5 – 25%
6-8 years	75,000 – 105,000	10 – 30%
8-10 years	85,000 – 120,000	10 – 30%
10+ years	89,500 – 95,000+	10 – 35%
Head of Legal/Legal Director	120,000+	10 – 45%



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Compliance | Law firms

London

Position	US Firm	Magic/Silver Circle	Top 30 Firm	Top 100 firm
Assistant (0–1 year experience)	35,000 – 45,000	35,000 – 45,000	30,000 – 35,000	25,000 – 30,000
Junior Analyst (1–2 years’ experience)	40,000 – 55,000	40,000 – 50,000	35,000 – 45,000	30,000 – 40,000
Analyst (2+ years’ experience)	55,000 – 65,000	50,000 – 60,000	45,000 – 60,000	40,000 – 55,000
Senior Analyst/Advisor (3+ years experience)	65,000 – 80,000	60,000 – 75,000	60,000 – 70,000	55,000 – 65,000
Team Lead/Supervisor (4+ years experience)	80,000 – 95,000	75,000 – 90,000	75,000 – 85,000	65,000 – 80,000
Manager (Non-qualified)	100,000 – 125,000	95,000 – 110,000	85,000 – 105,000	60,000 – 80,000
Senior Manager (Non-qualified)	120,000 – 140,000	110,000 – 125,000	105,000 – 120,000	80,000 – 100,000
Risk and Compliance Lawyer	110,000 – 140,000	110,000 – 140,000	85,000 – 100,000	60,000 – 80,000
Senior Risk and Compliance Lawyer	140,000 – 180,000	140,000 – 180,000	95,000 – 130,000	70,000 – 95,000
Head of AML/Conflicts/Regulation	180,000 – 250,000	180,000 – 225,000	130,000 – 200,000	100,000 – 140,000
Director of Risk and Compliance	250,000+	250,000+	150,000+	140,000+
Deputy General Counsel	300,000+	300,000+	200,000+	180,000+
General Counsel	400,000+	400,000+	250,000+	200,000+



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Compliance | Corporate and commercial

London

Position	Salary (GBP)	Bonus
Compliance Analyst	50,000 – 70,000	10 – 20%
Senior Compliance Analyst	65,000 – 85,000	10 – 20%
Compliance Counsel (Qualified)	80,000 – 100,000	10 – 20%
Compliance Manager	80,000 – 120,000	10 – 30%
Senior Compliance Counsel (Qualified)	110,000 – 130,000	15 – 30%
Senior Compliance Manager	90,000 – 120,000	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%



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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 Privacy Counsel (Qualified)	115,000 – 160000	10 – 20%
Senior Data Protection Manager	80,000 – 110,000	10 – 30%
Data Protection Officer (Regional)	95,000 – 130,000	15 – 30%
Head of Data Protection (Qualified)	120,000 – 160,000	15 – 30%
Group Data Protection Officer	100,000 – 150000	15 – 40%
Chief Privacy Officer	150,000 – 200,000+	20 – 40%



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| Company secretarial

FTSE 100

Position	Salary (GBP)	Bonus
Trainee Company Secretary	35,000 – 43,000	0 – 10%
Company Secretarial Assistant	40,000 – 60,000	5 – 10%
Senior Company Secretarial Assistant	55,000 – 65,000	5 – 10%
Assistant Company Secretary	70,000 – 90,000	10 – 20%
Senior Assistant Company Secretary	90,000 – 110,000	10 – 20%
Deputy Company Secretary	150,000 – 200,000	20 – 50%
Company Secretary	280,000 – 500,000	50 – 100%

FTSE 250

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 – 40,000	0 – 10%
Company Secretarial Assistant	45,000 – 55,000	5 – 10%
Senior Company Secretarial Assistant	55,000 – 65,000	5 – 10%
Assistant Company Secretary	70,000 – 90,000	10 – 20%
Senior Assistant Company Secretary	90,000 – 110,000	10 – 20%
Deputy Company Secretary	130,000 – 200,000	20 – 50%
Company Secretary	200,000 – 400,000	40 – 80%



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Other PLC (AIM, small cap)

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 – 40,000	0 – 5%
Company Secretarial Assistant	45,000 – 60,000	5 – 10%
Senior Company Secretarial Assistant	55,000 – 65,000	5 – 10%
Assistant Company Secretary	70,000 – 85,000	10 – 20%
Senior Assistant Company Secretary	85,000 – 100,000	10 – 20%
Deputy Company Secretary	120,000 – 150,000	20 – 30%
Company Secretary	140,000 – 200,000	30 – 60%

Private limited company

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 – 40,000	0 – 5%
Company Secretarial Assistant	45,000 – 55,000	0 – 5%
Senior Company Secretarial Assistant	55,000 – 65,000	5 – 10%
Assistant Company Secretary	70,000 – 85,000	10 – 20%
Senior Assistant Company Secretary	85,000 – 100,000	10 – 20%
Deputy Company Secretary	110,000 – 140,000	15 – 30%
Company Secretary	130,000 – 180,000	20 – 50%



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Charity and not-for-profit

Position	Salary (GBP)	Bonus
Governance Officer	35,000 – 45,000	
Governance Manager	50,000 – 70,000	5 – 10%
Deputy Company Secretary	70,000 – 85,000	5 – 10%
Company Secretary	80,000 – 100,000	10 – 20%
Company Secretary/Head of Governance	100,000 – 180,000	20 – 30%



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| 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%



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| 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	70,000 – 100,000	20 – 30%
Senior Risk Manager	85,000 – 120,000	20 – 30%
Head of Risk	120,000 – 160,000	20 – 50%
Chief Risk Officer	180,000+	20 – 50%



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UK market analysis | Banking, financial and professional services

A resilient but increasingly selective market

The UK financial services and professional services in-house legal market remains resilient but increasingly selective, with hiring focused on strategically important roles rather than broad team expansion. Ongoing macroeconomic pressure and cost discipline continue to shape decision-making, with organisations prioritising hires linked to regulatory change, M&A activity and business transformation.

Sector activity remains mixed. Private markets continue to be active, although hiring is more closely aligned to deal flow and specific fund strategies than broad build-out. Fintech hiring is also more targeted, particularly within regulated and revenue-generating businesses. Traditional banking and insurance remain relatively steady, with recruitment largely driven by replacement hiring, restructuring and efficiency initiatives rather than growth.

From a candidate perspective, behaviour has become more considered. While compensation remains a factor, lawyers are placing greater emphasis on role quality, long-term progression and access to senior

stakeholders. Candidates are taking a more measured approach to moves, often favouring opportunities that offer genuine breadth, influence and commercial exposure. Interest in private equity-backed businesses and fintechs remains strong, but there is greater focus on stability, leadership and platform quality than in previous years.

Expanding expectations, evolving operating models

The market is also facing a number of structural challenges. Regulatory change remains a primary pressure point, stretching already lean teams and requiring close collaboration across legal, risk and compliance. The challenge is not simply understanding new regulation, but embedding it effectively into day-to-day operations. Businesses that involve legal earlier in strategic planning and product development are often better positioned to manage these demands proactively.

Talent shortages continue to be another defining feature of the market. There remains a limited pool of lawyers who combine strong technical expertise with commercial judgement, while candidates are becoming

more selective about the opportunities they pursue. As a result, employers are increasingly competing on more than salary alone, with flexibility, leadership quality, career development and the broader employee value proposition becoming important differentiators.

At the same time, legal teams are continuing to embed themselves as strategic business partners. Technology adoption, efficiency initiatives and flexible resourcing models are becoming central to how legal functions operate. Rather than pursuing large-scale transformation, many organisations are focused on removing friction from core processes, improving responsiveness and reducing unnecessary external spend.

Ultimately, the strongest opportunity lies in bringing legal closer to the commercial drivers of the business. The legal teams creating the greatest value are those that combine technical excellence with strategic insight, helping organisations manage risk while supporting growth and business transformation.



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| Legal | Banking, financial and professional services

Bonuses and compensation

Financial services

Across the in-house financial services legal market, bonuses remain a significant component of overall compensation and should be considered alongside base salary when benchmarking opportunities.

In banking, insurance, fintech and broader financial services businesses, bonus levels typically range from 20–50% of base salary for Legal Counsel and Senior Legal Counsel populations, increasing to 50–100%+ for senior legal leadership roles, depending on individual and business performance.

Within private equity, private capital and alternative asset managers, bonus expectations are materially higher and form a core part of the overall reward structure.

Annual bonuses of 50–100% of base salary are common across much of the legal function, with senior professionals often exceeding this level in strong performance years.

In addition to a cash bonus, many organisations offer carried interest, co-investment opportunities, deferred compensation and long-term incentive plans, meaning total compensation can significantly exceed base salary and remains a key factor in attracting and retaining senior legal talent.

Professional services

Within professional services, bonuses can vary significantly across the sector. Bonus levels typically range from less than 10% to 20–30% of base salary for Legal Counsel and Senior Legal Counsel populations, increasing to 35%+ for senior legal leadership roles, depending on individual and business performance.

In addition to cash bonus, some organisations, particularly those that are private equity-backed, may offer other incentives for employees.



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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 – 185,000	700 – 900
6–8 years	185,000 – 210,000	800 – 1,000
8–10+ years	210,000 – 250,000	900 – 1,250
Head of Legal/Legal Director	250,000+	1,200+

Financial services/regulatory

PQE	Salary (GBP)	Day rate
0–2 years	115,000 – 140,000	500 – 700
2–4 years	140,000 – 155,000	600 – 750
4–6 years	155,000 – 170,000	650 – 900
6–8 years	170,000 – 185,000	800 – 1,000
8–10+ years	185,000 – 240,000	900 – 1,150
Head of Legal/Legal Director	240,000+	1,200+



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General commercial and IT/intellectual property

PQE	Salary (GBP)	Day rate
0–2 years	100,000 – 115,000	450 – 600
2–4 years	115,000 – 135,000	550 – 700
4–6 years	135,000 – 155,000	600 – 800
6–8 years	155,000 – 175,000	700 – 900
8–10+ years	175,000 – 230,000	800 – 1,000
Head of Legal/Legal Director	230,000+	950+

Employment

PQE	Salary (GBP)	Day rate
0–2 years	115,000 – 130,000	500 – 600
2–4 years	125,000 – 150,000	550 – 700
4–6 years	145,000 – 170,000	650 – 800
6–8 years	165,000 – 190,000	750 – 900
8–10+ years	190,000 – 220,000	800 – 1,200
Head of Legal/Legal Director	220,000+	1,000+



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Litigation

PQE	Salary (GBP)	Day rate
0–2 years	105,000 – 115,000	500 – 550
2–4 years	115,000 – 135,000	550 – 650
4–6 years	135,000 – 165,000	550 – 700
6–8 years	165,000 – 180,000	650 – 750
8–10+ years	180,000 – 200,000	750 – 850
Head of Legal/Legal Director	220,000+	1,000+



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| Private capital

Private equity

PQE	Salary (GBP)	Day rate
0–2 years	130,000 – 145,000	600 – 700
2–4 years	145,000 – 180,000	650 – 850
4–6 years	180,000 – 220,000	800 – 1,000
6–8 years	220,000 – 250,000	900 – 1,350
8–10+ years	250,000 – 300,000	1,200 – 1,800
Head of Legal/Legal Director	300,000+	1,500+

Venture capital

PQE	Salary (GBP)	Day rate
0–2 years	115,000 – 130,000	600 – 700
2–4 years	130,000 – 160,000	650 – 850
4–6 years	160,000 – 185,000	800 – 1,000
6–8 years	180,000 – 220,000	900 – 1,350
8–10+ years	220,000 – 250,000	1,200 – 1,800
Head of Legal/Legal Director	250,000+	1,500+



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Private credit

PQE	Salary (GBP)	Day rate
0–2 years	110,000 – 140,000	550 – 700
2–4 years	140,000 – 180,000	650 – 850
4–6 years	180,000 – 220,000	800 – 1,000
6–8 years	220,000 – 250,000	900 – 1,350
8–10+ years	250,000 – 300,000	1,200 – 1,800
Head of Legal/Legal Director	300,000+	1,800+

Infrastructure and real assets

PQE	Salary (GBP)	Day rate
0–2 years	100,000 – 125,000	550 – 700
2–4 years	125,000 – 170,000	650 – 850
4–6 years	170,000 – 220,000	800 – 1,000
6–8 years	220,000 – 250,000	900 – 1,350
8–10+ years	250,000 – 300,000	1,200 – 1,800
Head of Legal/Legal Director	300,000+	1,800+



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Pensions

PQE	Salary (GBP)	Day rate
0–2 years	100,000 – 130,000	500 – 650
2–4 years	130,000 – 150,000	625 – 750
4–6 years	150,000 – 170,000	700 – 900
6–8 years	170,000 – 190,000	800 – 1,000
8–10+ years	190,000 – 230,000	900 – 1,250
Head of Legal/Legal Director	230,000+	1,200+



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All day rates are the candidate rate.

Funds

Regulated funds

PQE	Salary (GBP)	Day rate
0–2 years	110,000 – 125,000	500 – 650
2–4 years	125,000 – 150,000	600 – 750
4–6 years	150,000 – 175,000	700 – 900
6–8 years	175,000 – 220,000	800 – 1,000
8–10+ years	220,000 – 275,000	850 – 1,100
Head of Legal/Legal Director	275,000+	1,000+

Alternative funds

PQE	Salary (GBP)	Day rate
0–2 years	130,000 – 145,000	550 – 700
2–4 years	145,000 – 175,000	600 – 800
4–6 years	175,000 – 220,000	750 – 900
6–8 years	220,000 – 250,000	850 – 1,000
8–10+ years	250,000 – 300,000	950 – 1,350
Head of Legal/Legal Director	300,000+	1,250+



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Fintech and payments

PQE	Salary (GBP)	Day rate
0-2 years	95,000 – 120,000	500 – 600
2-4 years	120,000 – 140,000	550 – 700
4-6 years	140,000 – 170,000	650 – 800
6-8 years	170,000 – 190,000	700 – 800
8-10+ years	190,000 – 220,000	750 – 1,000
Head of Legal/Legal Director	220,000+	950+



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Insurance

Insurance litigation

PQE	Salary (GBP)	Day rate
0–2 years	95,000 – 120,000	450 – 600
2–4 years	120,000 – 135,000	550 – 700
4–6 years	135,000 – 150,000	600 – 750
6–8 years	150,000 – 170,000	700 – 800
8–10+ years	170,000 – 200,000	750 – 900
Head of Legal/Legal Director	210,000+	850+

Corporate insurance

PQE	Salary (GBP)	Day rate
0–2 years	120,000 – 140,000	500 – 650
2–4 years	140,000 – 160,000	625 – 750
4–6 years	160,000 – 180,000	700 – 900
6–8 years	180,000 – 200,000	800 – 1,000
8–10+ years	200,000 – 240,000	900 – 1,250
Head of Legal/Legal Director	250,000+	1,200+



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Commercial insurance

PQE	Salary (GBP)	Day rate
0–2 years	100,000 – 120,000	450 – 600
2–4 years	120,000 – 140,000	550 – 700
4–6 years	140,000 – 155,000	600 – 800
6–8 years	155,000 – 180,000	700 – 900
8–10+ years	180,000 – 200,000	800 – 1,000
Head of Legal/Legal Director	200,000+	950+

Warranty and indemnity – Transactional risk/liability underwriting

PQE	Salary (GBP)	Day rate
0–2 years	115,000 – 140,000	500 – 650
2–4 years	140,000 – 165,000	625 – 750
4–6 years	165,000 – 180,000	700 – 900
6–8 years	180,000 – 200,000	800 – 1,000
8–10+ years	200,000 – 250,000	900 – 1,250
Head of Legal/Legal Director	290,000+	1,200+



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Banking

Derivatives

PQE	Salary (GBP)	Day rate
0–2 years	110,000 – 135,000	500 – 650
2–4 years	135,000 – 160,000	550 – 700
4–6 years	160,000 – 180,000	650 – 800
6–8 years	180,000 – 220,000	700 – 900
8–10+ years	220,000 – 260,000	850 – 1,200
Head of Legal/Legal Director	260,000+	1,000+

Capital markets/structured finance

PQE	Salary (GBP)	Day rate
0–2 years	110,000 – 135,000	500 – 650
2–4 years	135,000 – 160,000	550 – 700
4–6 years	155,000 – 180,000	650 – 800
6–8 years	180,000 – 215,000	700 – 900
8–10+ years	215,000 – 250,000	850 – 1,200
Head of Legal/Legal Director	250,000+	1,000+



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Debt finance/general banking

PQE	Salary (GBP)	Day rate
0–2 years	100,000 – 120,000	500 – 650
2–4 years	120,000 – 145,000	600 – 750
4–6 years	145,000 – 165,000	650 – 800
6–8 years	165,000 – 180,000	700 – 850
8–10+ years	180,000 – 200,000	750 – 900
Head of Legal/Legal Director	200,000+	1,000+

Retail banking

PQE	Salary (GBP)	Day rate
0–2 years	90,000 – 115,000	500 – 600
2–4 years	100,000 – 125,000	550 – 650
4–6 years	120,000 – 135,000	600 – 700
6–8 years	135,000 – 160,000	650 – 850
8–10+ years	160,000 – 180,000	800 – 950
Head of Legal/Legal Director	180,000+	1,000+



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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 – 700
4–6 years	95,000 – 130,000	650 – 750
6–8 years	120,000 – 140,000	700 – 850
8–10+ years	140,000 – 160,000	800 – 900
10+ years	150,000+	850+
Head of Team/Management	160,000+	900+



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Legal operations

Position	Salary (GBP)	Day rate
Legal Operations Analyst	40,000 – 60,000	300 – 400
Legal Operations Specialist	50,000 – 75,000	350 – 600
Legal Operations Manager	75,000 – 100,000	500 – 750
Senior Legal Operations Manager	100,000 – 130,000	700 – 850
Head of Legal Operations	130,000 – 170,000	750 – 900
Legal Operations Director	150,000 – 200,000	850+
Chief Legal Operations Officer	200,000 – 300,000+	900+

Paralegal

PQE	Salary (GBP)	Day rate
0–1 year	40,000 – 50,000	200 – 250
1–2 years	45,000 – 60,000	225 – 300
2–4 years	55,000 – 70,000	250 – 350
4–6 years	65,000 – 80,000	300 – 400
6–8 years	70,000 – 90,000	350 – 450
8+ years/Head of Paralegal team	85,000 – 110,000	400 – 500



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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%



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| Data protection | Banking and financial services

London

Position	Salary (GBP)	Day rate	Bonus
Data Protection Analyst	45,000 – 60,000	300 – 350	10 – 20%
Senior Data Protection Analyst	60,000 – 70,000	350 – 450	10 – 20%
Data Protection Manager	85,000 – 105,000	400 – 600	10 – 20%
Senior Data Protection Manager	95,000 – 110,000	450 – 600	10 – 30%
Data Protection Counsel (Qualified)	100,000 – 130,000	400 – 550	10 – 20%
Senior Data Protection Counsel (Qualified)	120,000 – 170,000	550 – 900	10 – 25%
Data Protection Officer (Regional)	110,000 – 150,000	550 – 900	15 – 30%
Head of Data Protection (Qualified)	140,000 – 180,000	650 – 1,000	20 – 30%
Group Data Protection Officer	180,000 – 200,000	900 – 2,000	20 – 40%
Chief Privacy Officer	200,000+	1,250 – 2,500	30 – 50%



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| Company secretarial | Banking and financial services

Banking

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 – 40,000	0 – 10%
Company Secretarial Assistant	45,000 – 55,000	5 – 10%
Senior Company Secretarial Assistant	55,000 – 65,000	10 – 20%
Assistant Company Secretary	70,000 – 90,000	10 – 20%
Senior Assistant Company Secretary	90,000 – 110,000	20 – 30%
Deputy Company Secretary	150,000 – 180,000	20 – 50%
Company Secretary	170,000 – 250,000	50 – 100%

Insurance

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 – 40,000	0 – 10%
Company Secretarial Assistant	45,000 – 55,000	5 – 10%
Senior Company Secretarial Assistant	50,000 – 65,000	5 – 10%
Assistant Company Secretary	70,000 – 85,000	10 – 20%
Senior Assistant Company Secretary	90,000 – 110,000	15 – 20%
Deputy Company Secretary	130,000 – 160,000	20 – 40%
Company Secretary	150,000 – 200,000+	40 – 100%



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Fintech

Position	Salary (GBP)	Bonus
Trainee Company Secretary	30,000 – 35,000	0 – 10%
Company Secretarial Assistant	40,000 – 50,000	5 – 10%
Senior Company Secretarial Assistant	50,000 – 60,000	5 – 10%
Assistant Company Secretary	65,000 – 80,000	10 – 20%
Senior Assistant Company Secretary	80,000 – 100,000	10 – 20%
Deputy Company Secretary	130,000 – 170,000	20 – 30%
Company Secretary	150,000 – 200,000	20 – 50%



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| 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%+



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| 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	1,200 – 2,000	20 – 40%
Chief Risk Officer	170,000 – 300,000	1,500 – 2,750	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	1,000 – 1,500	10 – 30%
Chief Risk Officer	125,000 – 250,000	1,200 – 2,000	10 – 40%



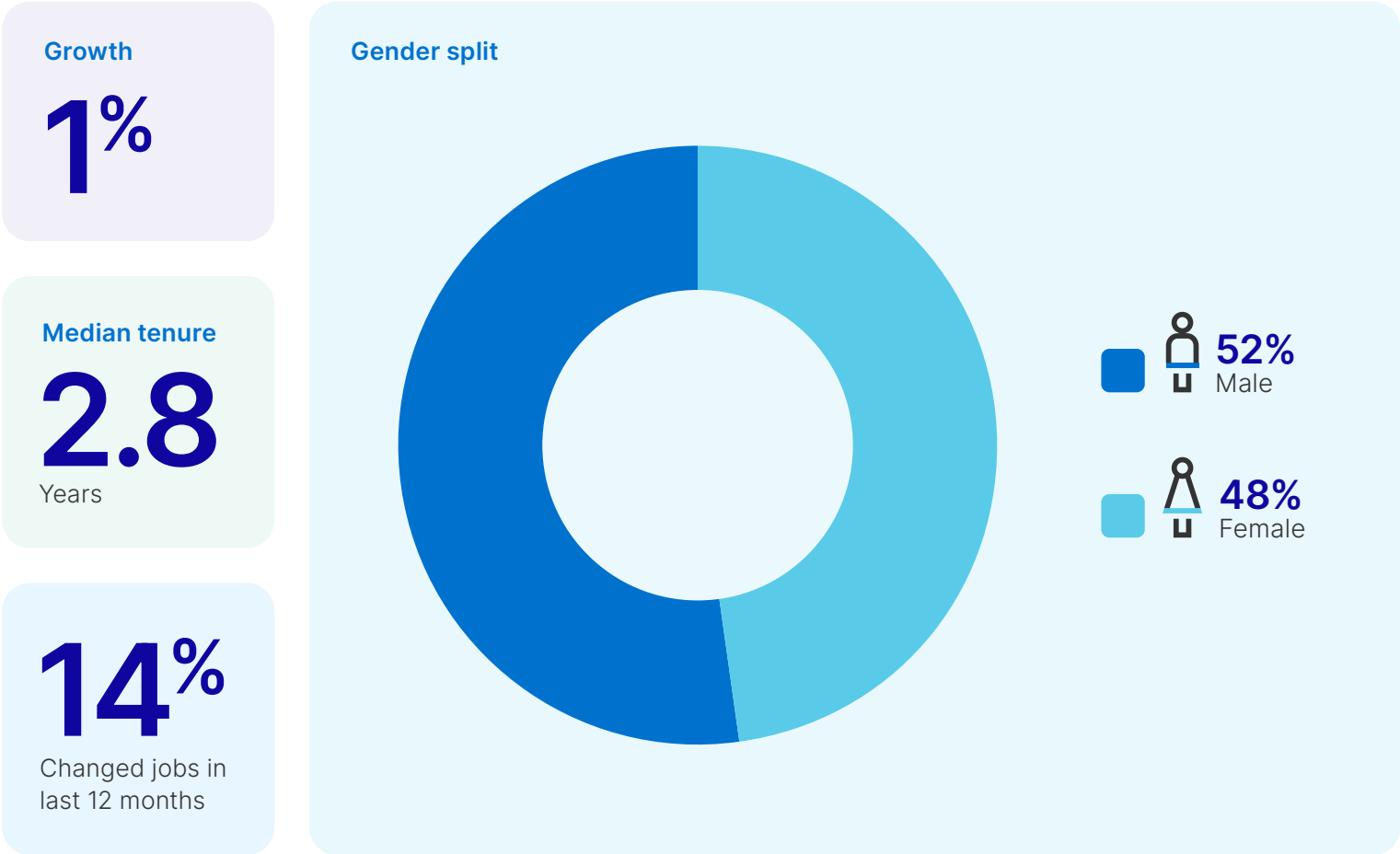
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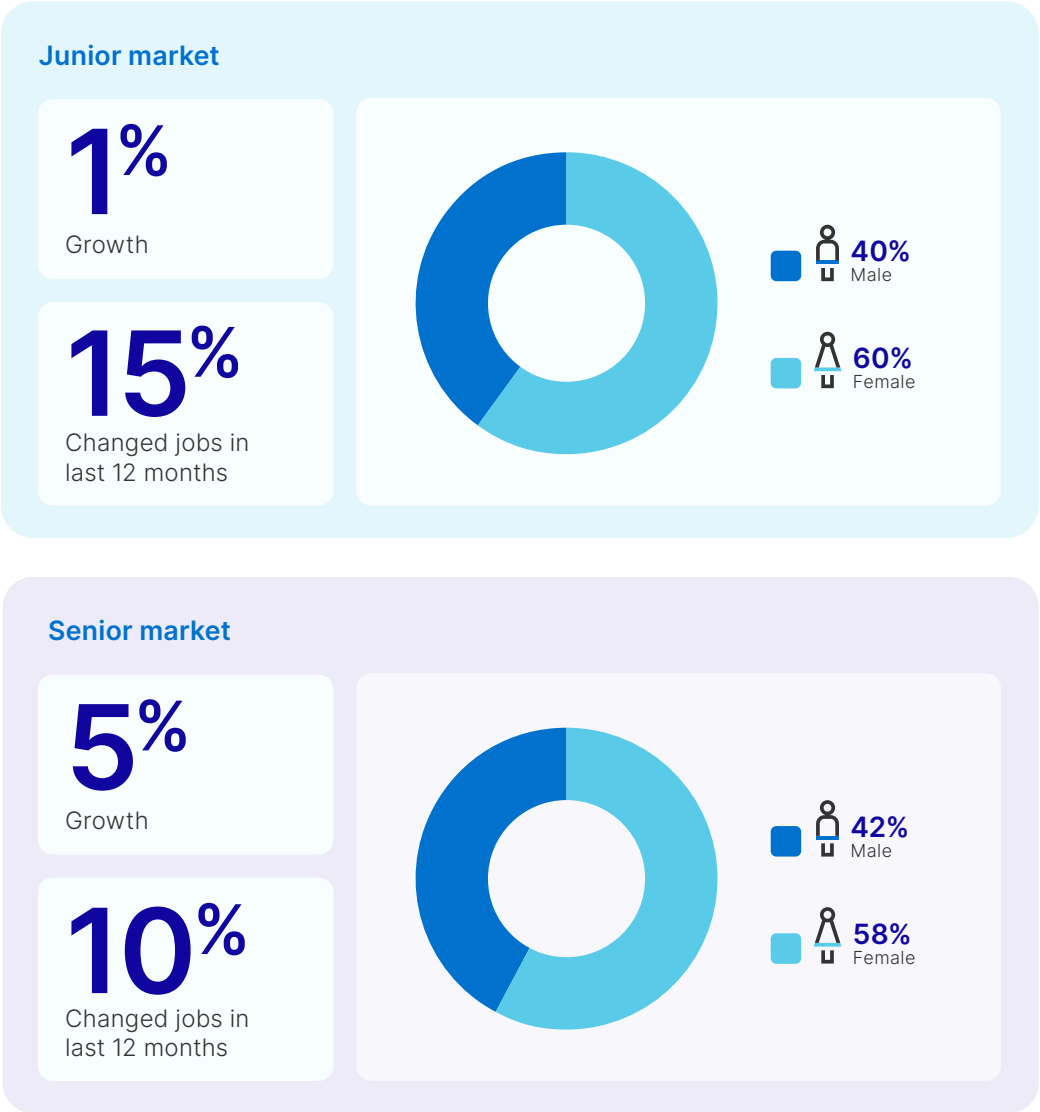
Ireland and Northern Ireland

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.



Source: LinkedIn



Ireland market analysis

A cautious but stable market

Ireland’s in-house legal market remains cautious but stable, shaped by global economic uncertainty and shifting domestic priorities. Hiring activity has slowed, with organisations adopting a more disciplined, business-critical approach to recruitment. Decision-making timelines are longer, and both employers and candidates are more risk-averse, resulting in fewer speculative moves across the market.

Demand has shifted away from transactional areas towards regulatory, compliance and advisory roles, reflecting the growing complexity of the legal environment. While activity levels vary across sectors, employers continue to invest in legal talent where it supports business resilience, regulatory compliance and strategic priorities.

From a candidate perspective, behaviour has also become more measured. While compensation remains important, there is greater emphasis on role quality, long-term career progression and access to senior stakeholders. Candidates are increasingly seeking opportunities that offer meaningful work, leadership exposure and stability, with less appetite for moves perceived as high risk.

Regulatory complexity creates both challenge and opportunity

Regulatory change remains one of the defining features of the Irish market. Developments across AI regulation, data protection, ESG and content governance are increasing the compliance burden on organisations and creating demand for increasingly specialised legal expertise. The challenge is not simply understanding evolving regulations, but embedding them effectively within day-to-day business operations.

At the same time, there remains a limited pool of experienced regulatory lawyers. As organisations compete for specialist talent, employers are increasingly required to focus on internal talent development, clear career pathways and a compelling employee value proposition. Those that succeed will be the organisations that position legal teams as proactive strategic advisers rather than purely reactive support functions.

External economic pressures continue to add another layer of complexity. Ongoing geopolitical uncertainty and changes in international trade policy have led some businesses to adopt a more cautious investment approach. However, organisations that invest in specialist

legal capability and strengthen collaboration between legal, compliance and business teams are often better positioned to navigate regulatory and commercial change.

Despite these challenges, there are clear opportunities for growth. Ireland remains a key European hub for technology, financial services and life sciences, with strong demand for legal expertise in areas such as AI, fintech, cybersecurity and intellectual property. Renewable energy, particularly offshore wind, is also creating new demand for legal support.

Ultimately, the opportunity for in-house legal teams lies in becoming more closely embedded within business strategy and innovation. The legal functions creating the greatest value are those that combine regulatory expertise with commercial insight, helping organisations manage complexity while supporting growth. As the market continues to evolve, legal teams that embrace specialisation, agility and strategic partnership will be best positioned to thrive.

[View private practice salaries in law firms](#)



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Ireland and Northern Ireland salaries

Dublin

PQE	Salary (EUR)
NQ	76,000 – 84,000
1–2 years	80,000 – 97,000
2–4 years	90,000 – 115,000
4–6 years	100,000 – 130,000
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	50,000 – 65,000
1 year	55,000 – 70,000
2 years	60,000 – 78,000
3 years	65,000 – 85,000
4 years	70,000 – 95,000
5 years	75,000 – 105,000
6 years	80,000 – 110,000
7–10 years	90,000 – 120,000
10 years+	100,000 – 130,000

Belfast

PQE	Salary (EUR)
NQ–2 years	35,000 – 44,000
2–4 years	38,000 – 55,000
4–7 years	45,000 – 75,000
Manager 8+ PQE	70,000 – 95,000
Legal Director	75,000 – 115,000
Head of Legal	85,000 – 135,000+



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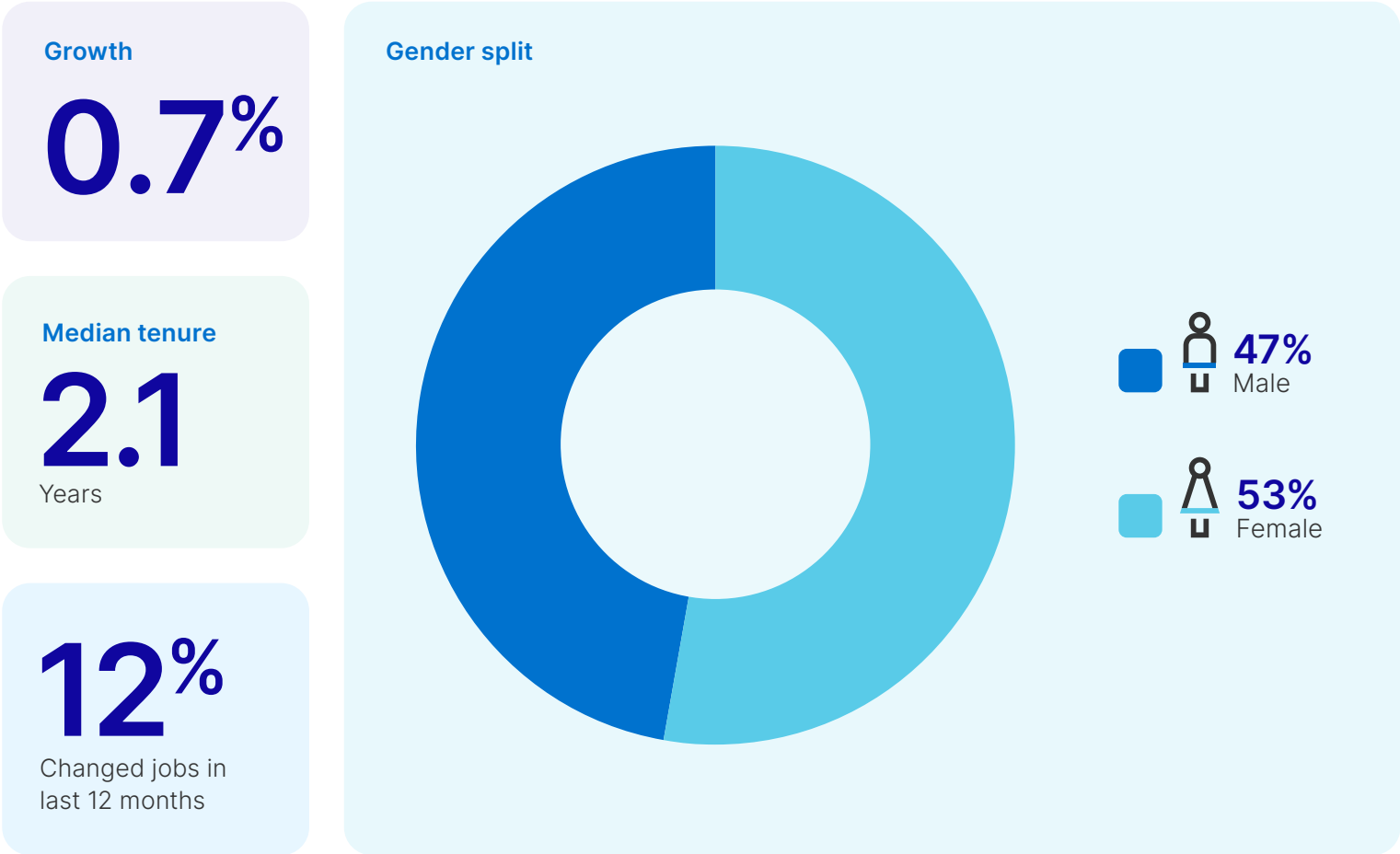
Salaries are in EUR.

| Europe

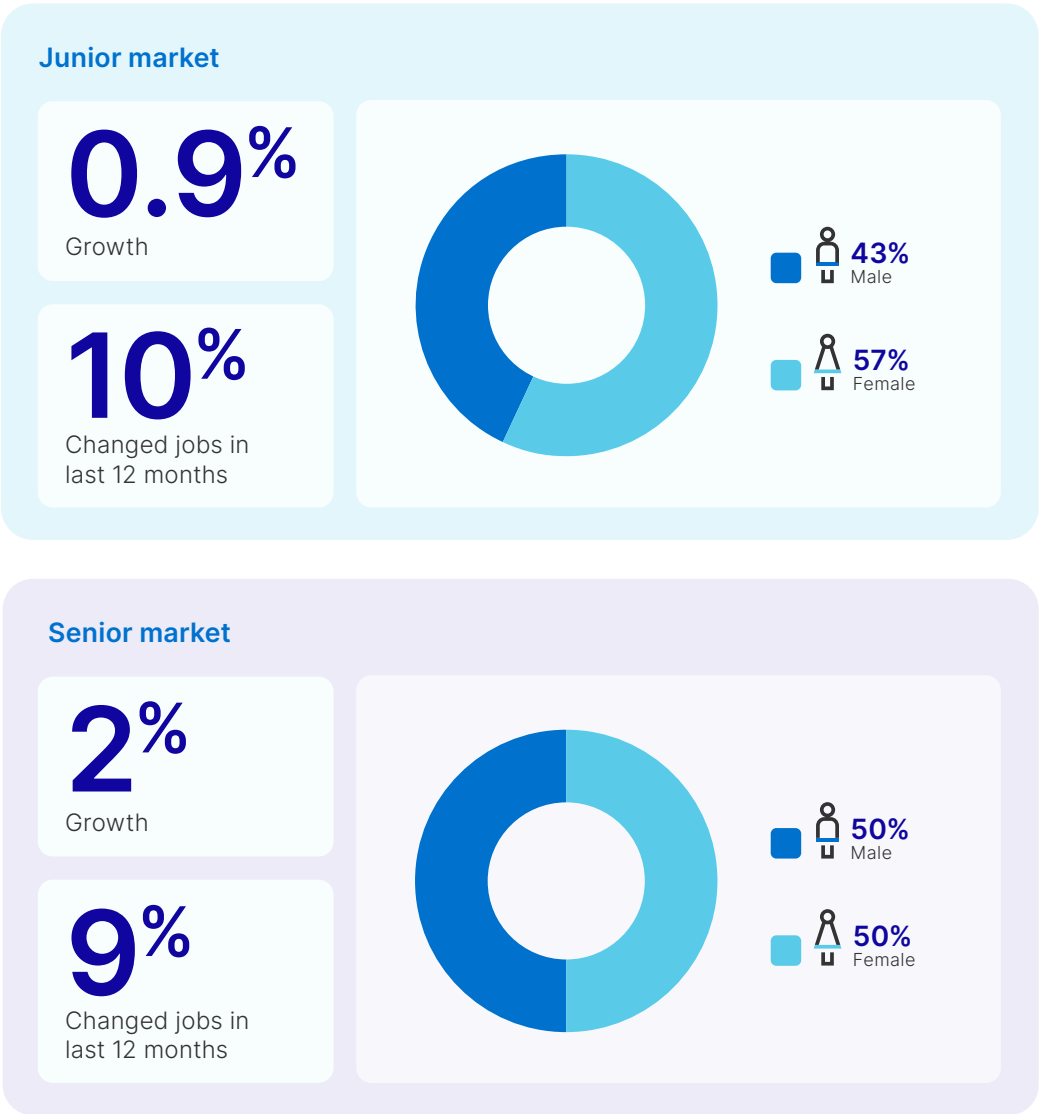


Europe in-house legal market data

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



Europe market analysis

A market shaped by complexity and caution

Across continental Europe, the in-house legal hiring market is being shaped by a combination of regulatory expansion, technological change and ongoing geopolitical uncertainty. Organisations are navigating an increasingly complex environment, driven by developments in areas such as AI, ESG, data privacy and digital regulation, while also responding to broader economic pressures and shifting global dynamics.

As a result, hiring remains active but selective. Employers are focused on roles that address regulatory, operational and strategic priorities, rather than broad team expansion. Geopolitical tensions, supply chain disruption and evolving sanctions regimes have elevated the role of legal teams, with in-house lawyers increasingly supporting business-critical decision-making rather than acting purely as legal advisers.

Candidate expectations have also evolved. Flexibility is now largely viewed as a baseline requirement rather than a differentiator, particularly across markets such as Germany, the Netherlands and Belgium. Beyond hybrid working, candidates are placing greater emphasis on stability, workplace culture, wellbeing and long-term career development. Organisations that can clearly articulate their purpose, values and growth opportunities are often best positioned to attract and retain talent.

Regulatory expertise remains in high demand

One of the most consistent themes across continental Europe is the continued demand for lawyers who can navigate increasing regulatory complexity. Compliance, risk, data privacy, cybersecurity, AI regulation and ESG remain among the most sought-after areas of expertise as organisations work to keep pace with rapidly evolving legislation.

Demand is particularly strong for mid-level lawyers, typically between five and ten years' post-qualified experience. These professionals offer a balance of technical expertise, commercial awareness and operational impact, making them highly attractive in a market where hiring decisions are being scrutinised more closely. Competition for high-quality talent remains strong, particularly for locally qualified lawyers with deep knowledge of national regulatory frameworks.

A notable development across the region is the increasing demand for employment lawyers. Ongoing reorganisations, workforce transformation programmes and the implementation of measures such as the EU Pay Transparency Directive have elevated the strategic importance of employment law expertise. Increasingly, these lawyers are playing a central role in organisational change rather than operating solely as technical specialists.

At the same time, legal departments are continuing to evolve. There is growing integration between legal, compliance, technology and ESG teams, alongside greater emphasis on upskilling, multidisciplinary collaboration and legal operations. Interim hiring is also beginning to recover as organisations seek flexible support for regulatory projects, restructurings and specialist areas of expertise.

Technology remains an important driver of change, but the conversation has shifted from exploration to implementation. Organisations are increasingly focused on practical applications of AI and legal technology, using digital tools to improve efficiency, automate routine work and enhance compliance processes. As a result, legal professionals who combine legal expertise with digital fluency are becoming increasingly valuable.

Ultimately, success in the continental European market will depend on adaptability, specialist expertise and strategic workforce planning. In an environment defined by regulatory pressure and changing workforce expectations, the legal teams creating the greatest value are those that combine technical excellence with commercial insight, helping their organisations anticipate change rather than simply respond to it.

[View private practice salaries in law firms](#)



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Europe salaries

Netherlands and Belgium

PQE	Salary (EUR)
NQ	45,000 – 60,000
1–2 years	50,000 – 70,000
2–4 years	65,000 – 85,000
4–6 years	75,000 – 100,000
6–8 years	85,000 – 120,000
8–10 years	95,000 – 135,000
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	50,000 – 65,000
1–2 years	60,000 – 75,000
2–4 years	70,000 – 90,000
4–6 years	80,000 – 100,000
6–8 years	90,000 – 120,000
8–10 years	105,000 – 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



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Salaries are in EUR.

Europe salaries

Switzerland

PQE	Salary (CHF)
Junior Legal Counsel	120,000 – 140,000
Legal Counsel	130,000 – 160,000
Senior Legal Counsel	160,000 – 200,000
Legal Director/Head of Legal	190,000 – 250,000
General Counsel	250,000+

France

PQE	Salary (EUR)
NQ	40,000 – 45,000
1–2 years	45,000 – 55,000
2–4 years	50,000 – 65,000
4–6 years	60,000 – 75,000
6–8 years	70,000 – 85,000
8–10 years	80,000 – 90,000
10+ years	85,000 – 100,000
Head of Legal/Legal Director	100,000 – 120,000
General Counsel	110,000 – 170,000
Chief Legal Officer	150,000 – 200,000



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Salaries are in EUR.

Europe salaries | Germany

Corporate and commercial

Position	Salary (EUR)
After 2nd state exam/Junior Legal Counsel	70,000 – 90,000
Legal Counsel	95,000 – 130,000
Senior Legal Counsel	120,000 – 160,000
Legal Director/ Head of Legal	150,000 – 200,000
General Counsel	190,000+

Financial services

Position	Salary (EUR)
After 2nd state exam/Junior Legal Counsel	65,000 – 90,000
Legal Counsel	90,000 – 120,000
Senior Legal Counsel	120,000 – 160,000
Legal Director	150,000 – 190,000
General Counsel	180,000+



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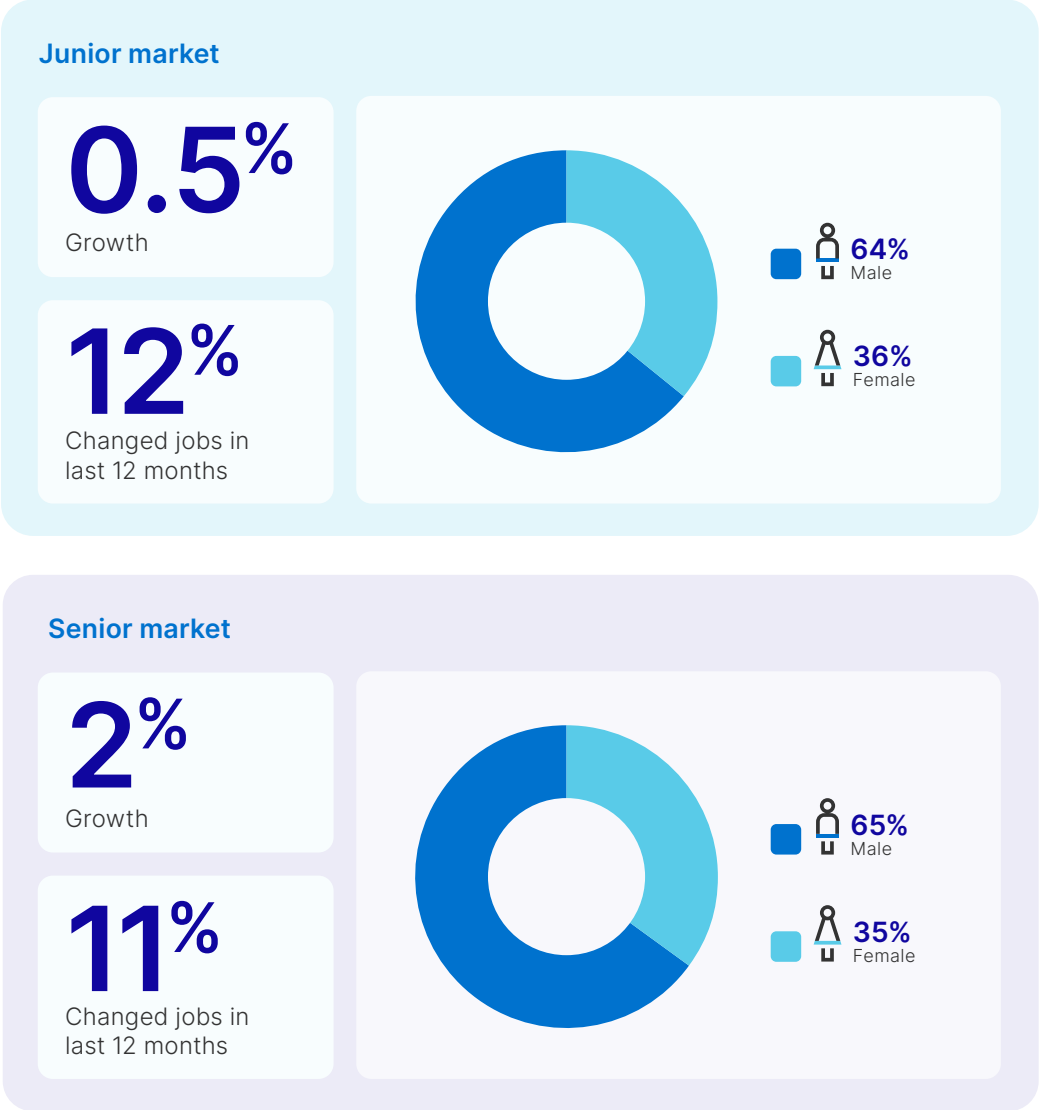
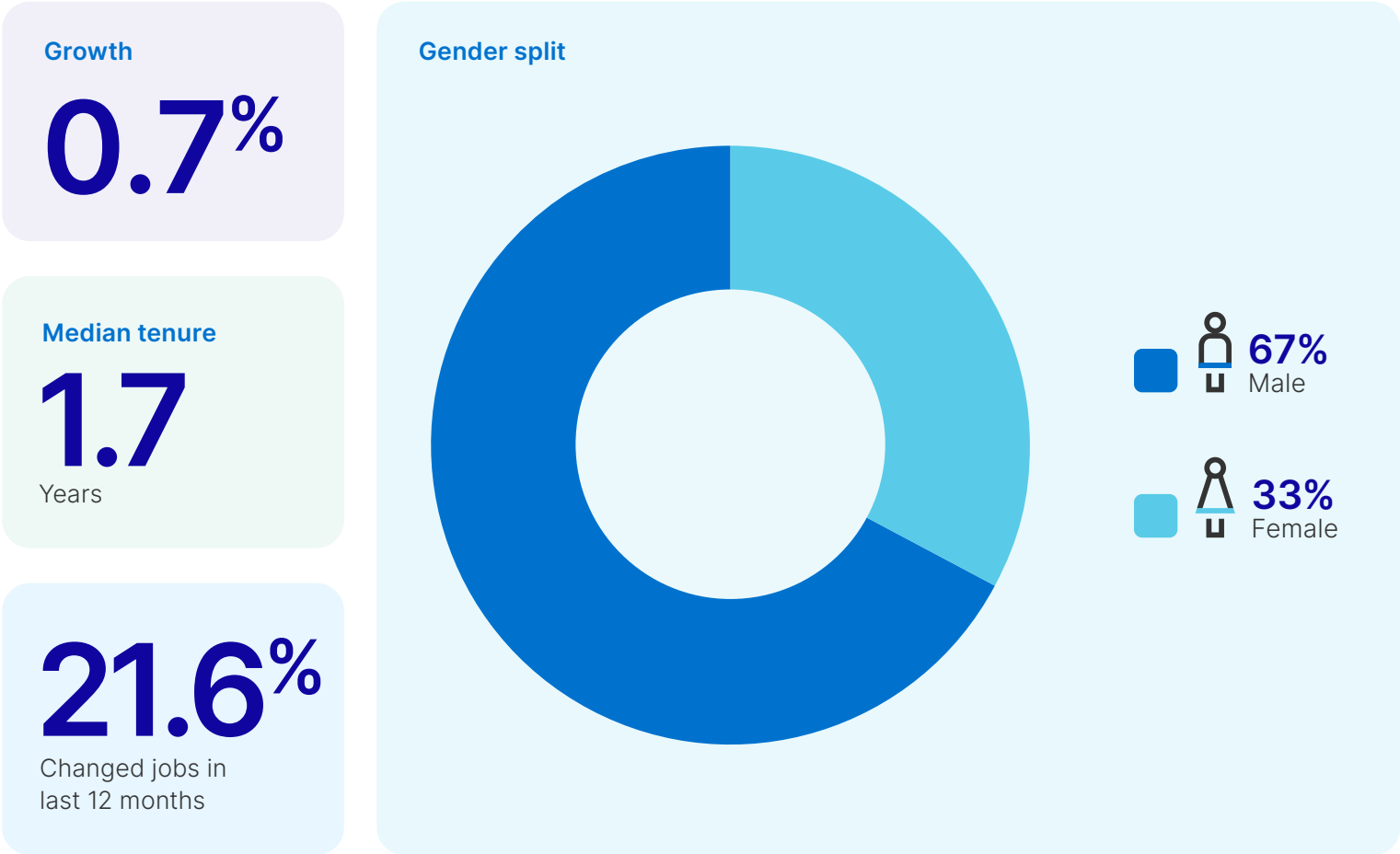
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Salaries are in EUR.

| 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.



Middle East market analysis

Resilient growth despite a challenging backdrop

The Middle East legal market has navigated a challenging period marked by geopolitical uncertainty, yet business confidence has proven remarkably resilient. Following short-term disruption in some sectors, GCC governments have continued to prioritise security, economic stability and regional cooperation, helping confidence return relatively quickly and supporting a recovery in hiring activity.

Demand for in-house lawyers remains healthy, although organisations are becoming increasingly selective in their hiring decisions. Employers continue to favour candidates already based in the region, particularly those with relevant sector experience and a strong understanding of the local regulatory and commercial landscape. Overseas hiring remains important for more senior and specialist appointments, but there is greater emphasis on candidates demonstrating a genuine long-term commitment to the region rather than viewing it as a short-term opportunity.

Activity remains strongest across energy, infrastructure and technology, particularly where projects are linked to government-backed investment programmes and long-term

economic diversification initiatives. Saudi Arabia continues to generate significant demand through Vision 2030 and its portfolio of mega-projects, while the UAE remains highly active across energy, infrastructure and technology. As a result, demand is particularly strong for Legal Counsel and Senior Legal Counsel professionals, typically between four and 12 years' PQE.

From a candidate perspective, the region continues to attract lawyers seeking high-quality work, international exposure and long-term career opportunities. Whilst compensation remains attractive, employers are increasingly differentiating themselves through the quality of projects, career development opportunities and organisational culture rather than through salary alone. Base salaries and benefits have remained broadly stable over the past 12 months, with limited inflation outside particularly niche or leadership positions.

Regulatory evolution and increasing sophistication

One of the defining characteristics of the Middle East market is the pace at which legal and regulatory frameworks continue to evolve. Across the UAE, Saudi Arabia and the wider GCC, governments are introducing increasingly

sophisticated regimes designed to attract international investment while maintaining strong governance standards. This is creating sustained demand for lawyers who can navigate complex regulatory environments while supporting business growth.

The region's ability to adapt has been a notable strength. Despite periods of uncertainty, governments have remained committed to infrastructure investment, technology adoption and business-friendly reforms. This has helped maintain confidence among both international investors and employers, ensuring legal hiring has remained relatively resilient compared with many global markets.

Organisations also continue to place significant value on commercial judgement, stakeholder management skills and cultural fit. Arabic language capability remains highly desirable, particularly for government-facing and regulatory roles, but employers consistently place greater emphasis on overall legal capability and the ability to operate effectively in a complex commercial environment.

The rise of the strategic legal function

As organisations continue to grow in scale and sophistication, legal teams are increasingly

expected to contribute far beyond traditional legal advice. The most successful in-house functions are becoming strategic business partners, supporting corporate strategy, enabling growth and helping organisations identify opportunities as well as manage risk.

Technology is accelerating this evolution. Investment in AI-assisted research, contract automation, matter management platforms and compliance technology has increased significantly in recent years, helping legal departments improve efficiency and dedicate more time to higher-value commercial work. As confidence around AI governance and data security continues to grow, adoption is expected to accelerate further.

At the same time, the Middle East remains a highly relationship-driven business environment. While hybrid working is well established within many multinational organisations, there remains a strong emphasis on collaboration, mentoring and close engagement with stakeholders. Lawyers who can build trusted relationships across the business and influence decision-making are increasingly in demand.

Ultimately, the strongest opportunities in the region lie at the intersection of legal expertise and commercial impact. As legal functions become more embedded within business decision-making, employers are increasingly seeking lawyers who combine technical excellence with leadership capability, strategic thinking and commercial awareness. Those who embrace technology, understand broader business objectives and provide practical, solutions-focused advice will be best positioned to succeed as the Middle East legal market continues to evolve.

[View private practice salaries in law firms](#)



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Middle East salaries | 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	540,000 – 660,000	15 – 25%
7–8 years	600,000 – 780,000	20 – 30%
9–10 years	720,000 – 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%



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Salaries in Qatar and Saudi Arabia are on average 10–15% higher than UAE salaries.
For local GCC nationals, typically salaries will be an additional 15–25% 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	1,100,000 – 1,400,000	10 – 25%



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For local GCC nationals, typically salaries will be an additional 15–25% 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%



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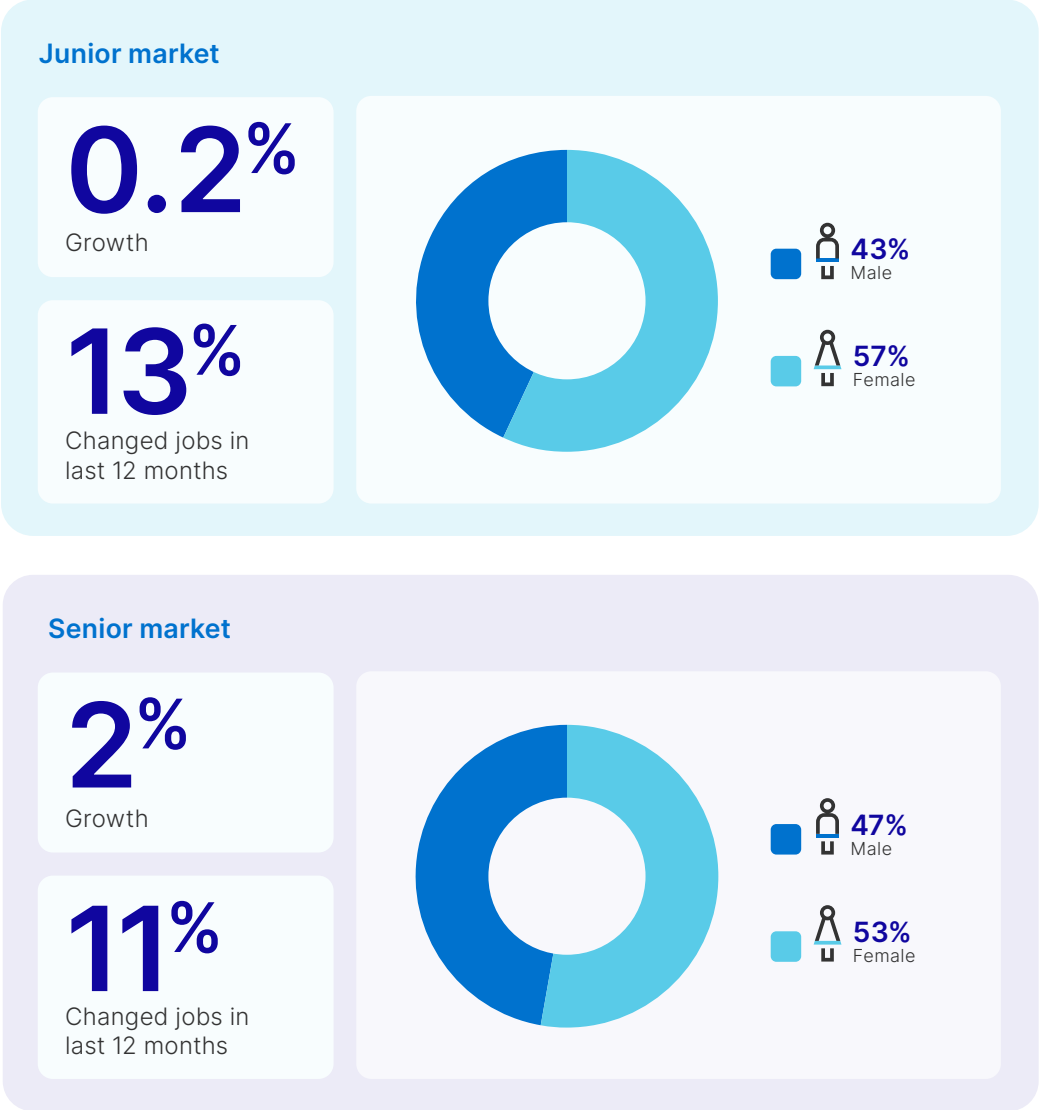
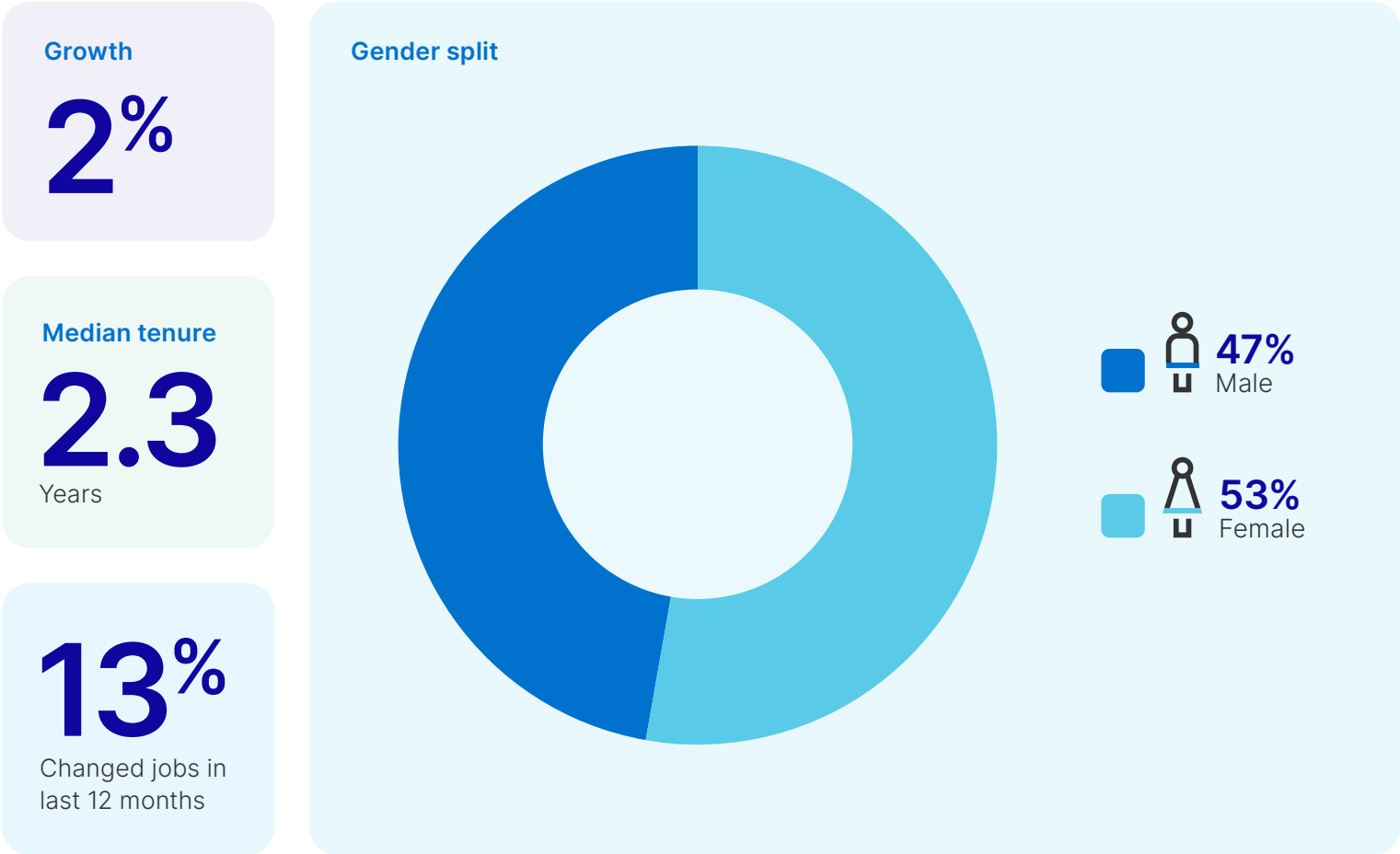
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| Singapore

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.



Singapore market analysis | In-house legal

A sharp focus on value

The in-house legal market in Singapore and the wider APAC region remains active, but considerably more measured than the post-pandemic surge. Hiring is now predominantly driven by business-critical needs rather than headcount expansion, with organisations prioritising lean, high-impact teams capable of delivering immediate value.

Activity continues to be supported by business expansion across Asia Pacific, increasing regulatory complexity and the need for stronger governance frameworks. However, employers are becoming increasingly selective, focusing on lawyers who can combine technical expertise with commercial judgement and operate effectively in fast-paced, resource-constrained environments.

From a candidate perspective, career decisions are becoming more deliberate. While compensation remains important, there is a greater emphasis on organisational stability, leadership quality, flexibility and long-term career development. Candidates are increasingly seeking meaningful business exposure and opportunities to operate as strategic partners rather than purely technical advisers.

Sector activity varies across the region. Private equity, energy and infrastructure, and commodities remain relatively active, supported by ongoing investment across Asia Pacific. Technology hiring has become more targeted, although demand remains strong in areas such as data

privacy, cybersecurity and AI governance. By contrast, some consumer-facing sectors continue to take a more cautious approach due to ongoing cost pressures.

Leaner teams, broader responsibilities

One of the defining themes across the region is the growing expectation for legal teams to deliver fast, commercially aligned advice while operating within constrained headcount. As businesses expand across multiple jurisdictions and regulatory environments become more complex, legal functions are often managing increasing workloads without corresponding growth in resources.

This pressure is particularly evident in contracting, governance and cross-border matters, where legal teams are expected to support business growth while maintaining responsiveness and managing risk. As a result, employers continue to seek lawyers who are adaptable, commercially minded and confident working closely with stakeholders across the business.

Talent shortages remain another challenge. Competition is strongest for lawyers who can balance technical capability with strong stakeholder management skills, while candidate expectations continue to evolve. Organisations that offer clear progression pathways, strong leadership and meaningful business exposure are typically best positioned to attract and retain talent.

At the same time, technology is becoming a more important part of the legal operating model. Many organisations are investing in automation, AI tools, contract management systems and legal operations to improve efficiency and scalability. Lawyers are also increasingly being asked to advise on AI governance, data strategy and emerging regulatory risks, further expanding the strategic importance of the function.

Ultimately, the strongest opportunity for legal teams across APAC lies in becoming more closely embedded within business decision-

making. The legal functions creating the greatest value are those that combine legal expertise with commercial insight, supported by effective processes, technology and cross-functional collaboration. As organisations continue to pursue leaner operating models, lawyers who can operate as strategic business partners will be increasingly important to long-term success.

[View private practice salaries in law firms](#)



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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+



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| 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+



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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+



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Tourism, travel and hospitality

Years of experience	Salary range (SGD)
2–4 years	70,000 – 110,000
5–7 years	90,000 – 150,000
8–10 years	160,000 – 220,000
11–15 years	200,000 – 270,000
15+ years	250,000 – 320,000+



| 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+

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+



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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+



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Singapore market analysis | Risk and compliance

A selective market with growing strategic importance

The risk and compliance market across Singapore and the wider APAC region remains active, although hiring has become more selective. Organisations continue to invest in critical talent, but recruitment is increasingly targeted towards roles that support regulatory obligations, governance frameworks, technology transformation and business growth, rather than broad headcount expansion.

Across both functions, the pace and complexity of change continues to drive demand. Heightened regulatory scrutiny around financial crime, cross-border risks, conduct, technology risk, data governance, AI and climate-related obligations is placing greater responsibility on teams operating within often constrained resource environments. As a result, employers are increasingly seeking professionals who can combine technical expertise with commercial judgement and engage effectively with stakeholders across the business.

Candidate behaviour has also evolved. Professionals are taking a more measured approach to career moves, placing greater emphasis on stability, leadership quality, career development and organisational culture. Flexibility remains important, but candidates are increasingly focused on long-term progression and opportunities to build broader skillsets in areas such as technology, data, AI governance and regulatory change. Organisations that can offer meaningful work, clear career pathways and

strong leadership continue to be best positioned to attract and retain talent.

Sector activity remains strongest within financial services, including banking, insurance, asset management, private banking, fintech and digital assets. Energy and infrastructure businesses are also generating demand, particularly in areas linked to climate, transition and operational risk. Hiring within technology-related functions remains active, with growing requirements for professionals who can support cybersecurity, AI governance, data privacy and digital transformation initiatives.

Evolving functions, new skills and greater business influence

One of the most significant developments across both risk and compliance is the continued shift from traditional control functions towards more strategic business partnering. Organisations increasingly expect risk and compliance professionals to provide forward-looking advice, influence decision-making and support growth, rather than operate solely as oversight functions.

Technology is playing a central role in this evolution. Firms are investing in automation, advanced analytics, AI-enabled monitoring, legal and compliance technology, and data-driven risk frameworks to improve efficiency and strengthen decision-making. This is driving demand for professionals who can bridge technical expertise with

technology, data and business strategy. Increasingly, hybrid skillsets that combine risk, compliance, technology and analytics capabilities are becoming a significant differentiator.

At the same time, organisations are operating with leaner team structures and higher expectations around productivity. To address persistent talent shortages, many employers are investing more heavily in internal mobility, upskilling and leadership development. There is also growing use of interim, project-based and specialist expertise to support transformation programmes and regulatory initiatives.

We're seeing that the strongest opportunity for both organisations and professionals lies in the continued evolution of risk and compliance as strategic business functions. The teams creating the greatest value are those that combine technical excellence with commercial insight, helping businesses navigate regulatory complexity, embrace technology and support growth. As the market continues to evolve, professionals who can operate effectively across disciplines and influence decision-making at a strategic level will be particularly well positioned for long-term success.



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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 (bonus)
Head of Risk Management	250,000 – 350,000	20 – 30%
Chief Risk Officer, APAC	350,000 – 550,000	30 – 40%
Chief Risk Officer, Global	500,000 – 800,000	40 – 50%+



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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	200,000 – 280,000
Head of Compliance	300,000 – 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

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/	280,000 – 450,000
Head of Compliance	320,000+

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

Fintech

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

Insurance

Position	Salary range (SGD)
Compliance Officer/Analyst	55,000 – 80,000
Senior Compliance Officer	90,000 – 130,000
Compliance Manager/Director	140,000 – 200,000
Head of Compliance	240,000 – 350,000



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| Compliance | Corporate and commercial

Ethics and compliance

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



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Data privacy

Position	Salary range (SGD)
Privacy Analyst	60,000 – 90,000
Data Privacy Manager	100,000 – 160,000
Privacy Counsel (Qualified)	140,000 – 220,000
Senior Privacy Counsel (Qualified)	180,000 – 250,000
Head of Privacy/DPO (Qualified)	240,000 – 360,000
Chief Privacy Counsel	280,000 – 400,000+

Law firms

Position	Salary range (SGD)
Compliance Officer/Analyst	50,000 – 85,000
Senior Compliance Officer	90,000 – 110,000
Compliance Manager	120,000 – 180,000
Risk and Compliance Counsel/Lawyer	200,000 – 250,000
Head of Risk and Compliance	220,000 – 300,000



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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 – 170,000
13–15 years	160,000 – 240,000
15+ years	250,000 – 450,000

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	150,000 – 230,000
15+ years	220,000 – 320,000

Credit risk modelling

Years of experience	Salary range (SGD)
0–3 years	60,000 – 85,000
4–7 years	90,000 – 130,000
8–12 years	130,000 – 200,000
13–15 years	200,000 – 260,000
15+ years	260,000 – 420,000

Enterprise risk

Years of experience	Salary range (SGD)
0–3 years	48,000 – 72,000
4–7 years	65,000 – 95,000
8–12 years	100,000 – 150,000
13–15 years	140,000 – 190,000
15+ years	220,000 – 300,000

ESG risk/sustainability

Years of experience	Salary range (SGD)
0–3 years	70,000 – 95,000
4–7 years	100,000 – 144,000
8–12 years	140,000 – 180,000
13–15 years	180,000 – 240,000
15+ years	220,000 – 280,000

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 – 190,000
13–15 years	160,000 – 240,000
15+ years	250,000 – 450,000



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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 – 160,000
13–15 years	150,000 – 200,000
15+ years	250,000 – 400,000

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 – 150,000
13–15 years	140,000 – 190,000
15+ years	200,000 – 260,000

Technology risk

Years of experience	Salary range (SGD)
0–3 years	60,000 – 75,000
4–7 years	80,000 – 120,000
8–12 years	100,000 – 160,000
13–15 years	160,000 – 220,000
15+ years	230,000 – 300,000



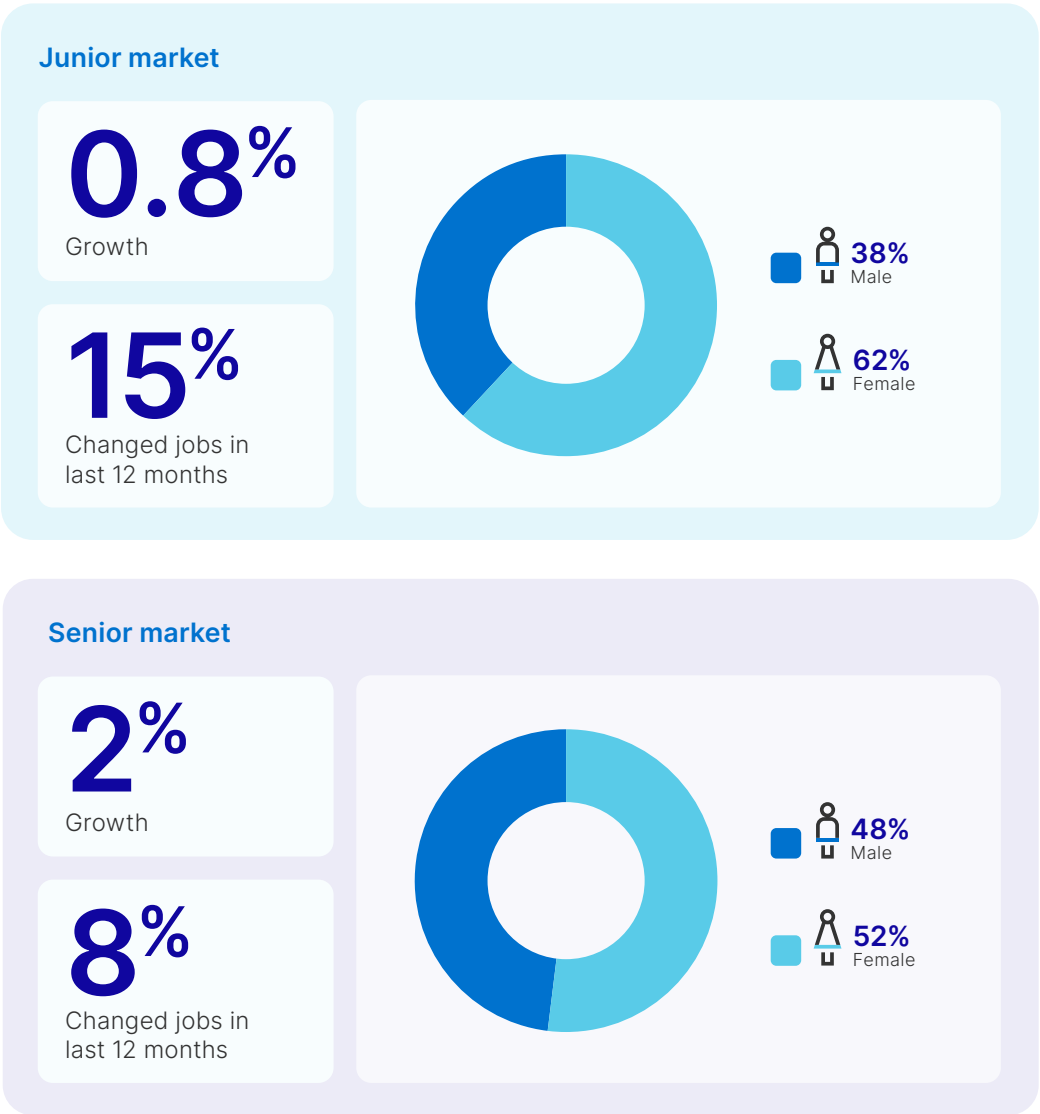
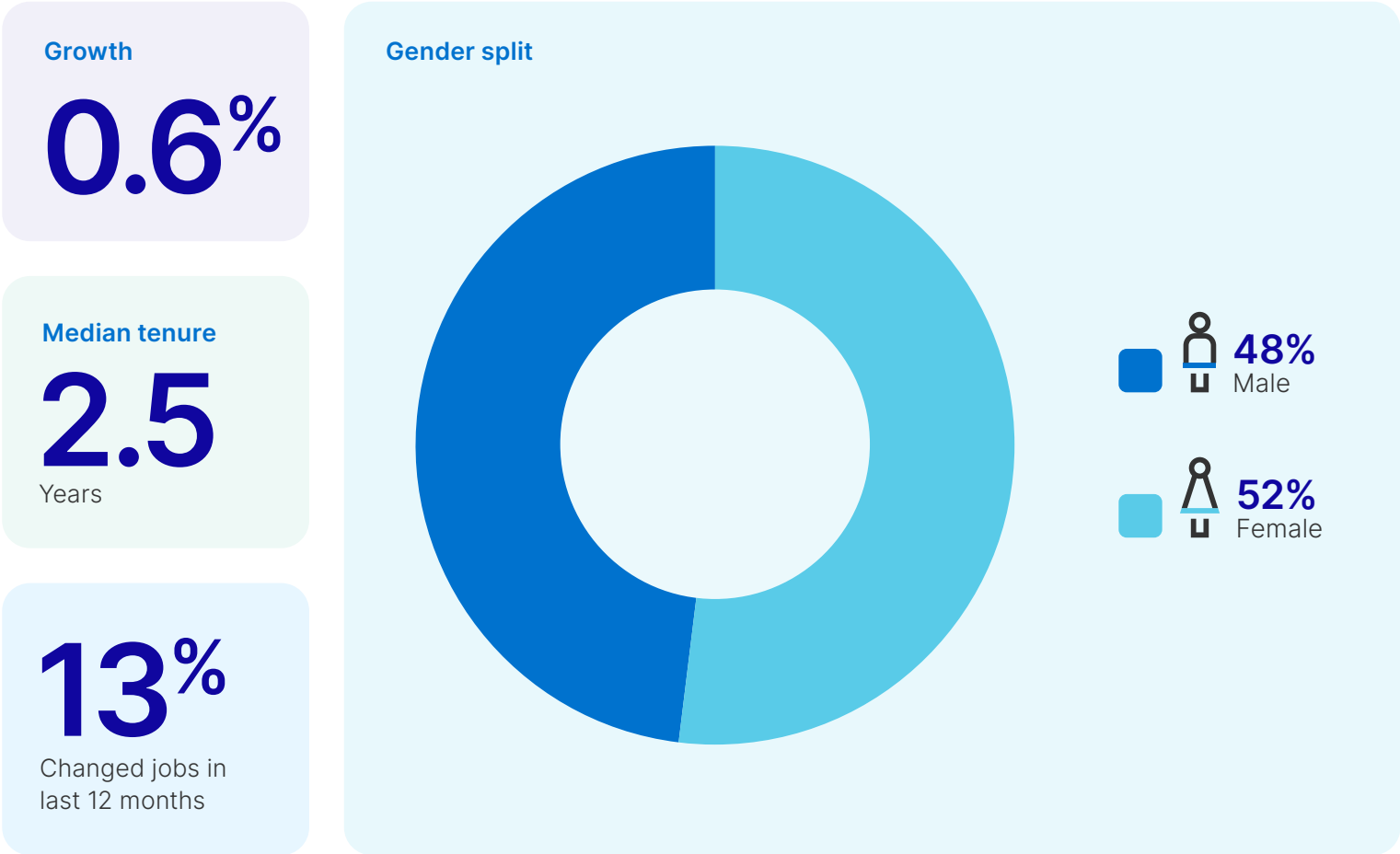
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| Hong Kong

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.



Hong Kong market analysis

A market benefiting from renewed capital markets activity

Hong Kong’s in-house legal market is experiencing a notable upswing, driven by the strong recovery in capital markets and IPO activity. The Hong Kong Stock Exchange has re-established itself as a leading global fundraising venue, creating renewed demand for in-house legal talent across listed companies, financial institutions and investment platforms.

This recovery is driving significant demand for lawyers with capital markets expertise. Companies preparing for listings, executing follow-on transactions or managing post-IPO obligations require legal professionals who can navigate disclosure requirements, ongoing compliance obligations and increasingly complex regulatory frameworks. At the same time, Chinese businesses with international growth ambitions are expanding in-house teams to manage heightened regulatory scrutiny and cross-border matters.

Activity remains particularly strong across financial markets. Hedge funds, quantitative trading firms and global banking institutions continue to invest in legal talent supporting derivatives, structured products,

trading compliance and risk management. Investment banking and M&A activity has also improved, generating demand for lawyers capable of supporting deal execution, corporate development and cross-border transactions. While broader corporate hiring has recovered more gradually, multinational organisations establishing or expanding regional operations continue to create opportunities across commercial contracting, governance and compliance.

Employers are favouring specialists with strong technical expertise, commercial awareness and the ability to operate in high-growth, fast-moving environments. Bilingual lawyers with China-Hong Kong experience remain particularly attractive to employers, especially within capital markets, financial services and cross-border advisory roles.

Regulatory complexity and evolving expectations

Regulatory change remains one of the market’s defining challenges. Ongoing developments from the SFC, HKEX and cross-border regulatory frameworks continue to increase the complexity of compliance, governance and reporting requirements. Areas such as post-IPO compliance, ESG disclosure, sanctions management and

data governance require increasingly specialised expertise and place greater demands on internal legal teams.

At the same time, candidate shortages remain evident in several high-demand areas. While capital markets, trading, funds and M&A activity have rebounded, employers are becoming increasingly selective and often seek candidates who can demonstrate both technical excellence and broader business judgement. Organisations that invest in upskilling, broaden talent pipelines and offer clear career progression opportunities are generally best positioned to attract and retain talent.

Technology is also reshaping the legal function. AI tools are increasingly being deployed for contract review, due diligence, regulatory monitoring and legal research, helping legal teams operate more efficiently. As such, demand is growing for those who can oversee AI-related risks, data privacy, intellectual property and governance considerations, particularly within technology, fintech and new-economy businesses.

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Hong Kong salaries

Banking and financial services

PQE	Salary range (HKD)
NQ-2 years	735,000 – 1,160,250
3-4 years	945,000 – 1,365,000
5-6 years	1,260,000 – 1,785,000
7-8 years	1,512,000 – 2,016,000
9-10 years	1,732,500 – 2,205,000
10+ years	1,890,000+
Head of Legal/Director	2,310,000+
Chief Legal Officer	2,730,000+

Corporate and commercial

PQE	Salary range (HKD)
NQ-2 years	567,000 – 945,000
3-4 years	819,000 – 1,260,000
5-6 years	882,000 – 1,512,000
7-8 years	1,260,000 – 1,575,000
9-10 years	1,360,800 – 1,764,000
10+ years	1,512,000 – 2,268,000
Head of Legal/Director	1,890,000+
Chief Legal Officer	2,268,000+



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Company Secretary

Years of experience	Salary range (HKD)
0–2 years	201,600 – 264,600+
3–4 years	277,200 – 441,000+
5–6 years	315,000 – 504,000+
7–8 years	441,000 – 693,000+
9–10 years	567,000 – 882,000+
Head of Company Secretary (Private)	819,000 – 1,260,000+
Head of Company Secretary (Listed)	907,200 – 1,890,000+

Legal support

Years of experience	Salary range (HKD)
0–2 years	201,600 – 226,800
3–4 years	252,000 – 504,000
5–6 years	428,400 – 630,000
7–8 years	567,000 – 693,000
9–10 years	604,800 – 756,000
10+ years	693,000 – 882,000+



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Compliance

Asset management

Position	Salary range (HKD)
Analyst	252,000 – 483,000
Associate	441,000 – 630,000
Assistant Vice President/Manager	693,000 – 882,000
Vice President/Senior Manager	892,500 – 1,575,000
Director/Executive Director	1,575,000 – 2,100,000
Managing Director	2,100,000 – 3,675,000

Investment banking and private banking

Position	Salary range (HKD)
Analyst	315,000 – 472,500
Associate	472,500 – 630,000
Assistant Vice President/Manager	630,000 – 945,000
Vice President/Senior Manager	945,000 – 1,575,000
Director/Executive Director	1,575,000 – 2,625,000
Managing Director	2,625,000 – 4,200,000

Retail and corporate banking

Position	Salary range (HKD)
Analyst	315,000 – 441,000
Associate	441,000 – 567,000
Assistant Vice President/Manager	567,000 – 756,000
Vice President/Senior Manager	756,000 – 1,365,000
Director/Executive Director	1,365,000 – 2,100,000
Managing Director	2,100,000 – 3,675,000



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Risk

Credit risk analytics/modelling

Years of experience	Salary range (HKD)
0–3 years	273,525 – 441,000
4–7 years	388,500 – 609,000
8–12 years	598,500 – 819,000
13–15 years	771,750 – 1,050,000
15+ years	1,323,000 – 2,572,500

Credit risk/approval

Years of experience	Salary range (HKD)
0–3 years	262,500 – 420,000
4–7 years	367,500 – 577,500
8–12 years	567,000 – 756,000
13–15 years	735,000 – 1,008,000
15+ years	1,260,000 – 2,520,000

Enterprise risk

Years of experience	Salary range (HKD)
0–3 years	262,500 – 420,000
4–7 years	367,500 – 577,500
8–12 years	567,000 – 756,000
13–15 years	735,000 – 1,008,000
15+ years	1,260,000 – 2,100,000

Investment risk

Years of experience	Salary range (HKD)
0–3 years	273,525 – 441,000
4–7 years	388,500 – 609,000
8–12 years	598,500 – 819,000
13–15 years	771,750 – 1,050,000
15+ years	1,323,000 – 2,572,500



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Market risk/risk analytics

Years of experience	Salary range (HKD)
0–3 years	273,525 – 441,000
4–7 years	388,500 – 609,000
8–12 years	598,500 – 819,000
13–15 years	771,750 – 1,050,000
15+ years	1,323,000 – 2,572,500

Operational risk

Years of experience	Salary range (HKD)
0–3 years	262,500 – 420,000
4–7 years	367,500 – 577,500
8–12 years	567,000 – 756,000
13–15 years	735,000 – 1,008,000
15+ years	1,260,000 – 2,100,000

Technology risk

Years of experience	Salary range (HKD)
0–3 years	273,000 – 441,000
4–7 years	420,000 – 630,000
8–12 years	609,000 – 840,000
13–15 years	819,000 – 1,260,000
15+ years	1,470,000 – 2,520,000



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| China



China market analysis

A cautious market shaped by technology and regulation

China’s in-house legal market has remained cautious but relatively stable over the past 12 months, reflecting broader macroeconomic conditions, ongoing regulatory developments and an increasingly complex geopolitical backdrop. Heightened tensions between China and key Western economies have created additional challenges around cross-border transactions, supply chains, data flows and sanctions exposure, prompting many organisations to adopt a more measured and risk-focused approach to hiring.

Against this backdrop, hiring remains strongest in sectors linked to innovation and technological advancement. Biopharmaceuticals, life sciences, semiconductors and technology, particularly AI, continue to generate demand as organisations respond to evolving legal and regulatory requirements. This has created targeted opportunities for lawyers with expertise in AI governance, data protection, cybersecurity, intellectual property and regulatory affairs.

The market remains highly selective, with hiring closely aligned to technological transformation, regulatory complexity and business resilience rather than broad headcount expansion. Salary growth has been largely

modest across most sectors, although technology businesses continue to offer premium compensation for highly specialised talent. Roles in strongest demand include technology counsel, data privacy lawyers, investigations and compliance specialists, trade and sanctions experts, and lawyers with regulatory engagement experience. Bilingual Mandarin and English capability remains particularly valuable for multinational businesses and Chinese companies expanding internationally.

Navigating complexity through capability and expertise

The key challenges facing legal teams are increasingly interconnected. Geopolitical uncertainty, evolving regulation and the rapid adoption of AI are reshaping the role of the in-house lawyer and increasing the need for commercially minded legal professionals who can support business strategy while managing risk.

Frequent developments across areas such as cybersecurity, outbound investment, export controls and industry-specific regulation continue to place pressure on legal teams. At the same time, organisations face ongoing competition for high-calibre talent, with candidates placing greater emphasis on stability, career progression

and flexible working arrangements. Employers that invest in upskilling, provide clear development pathways and build engaging working environments are generally best positioned to retain talent.

Technology remains the most significant driver of long-term growth and development. The expansion of AI, digital platforms and data-driven business models is creating demand for increasingly sophisticated legal support, while also enabling legal teams to improve efficiency through contract automation, knowledge management tools and AI-assisted research.

As a result, legal functions are increasingly being viewed as business enablers rather than purely risk managers. The strongest opportunities lie with teams that move beyond traditional advisory work to become more closely embedded in commercial decision-making. Lawyers who combine regulatory expertise, technological fluency and commercial judgement will be best positioned to support innovation, strengthen business resilience and contribute to sustainable long-term growth.

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China salaries

Banking and financial services

PQE	Salary range (RMB)
NQ	120,000 – 150,000
1–2 years	150,000 – 200,000
3–4 years	170,000 – 350,000
5–6 years	250,000 – 600,000
7–8 years	450,000 – 800,000
9–10 years	600,000 – 1,500,000
10+ years	700,000 – 2,000,000
Head of Legal/Director	800,000 – 3,500,000

Corporate and commercial

PQE	Salary range (RMB)
NQ	120,000 – 150,000
1–2 years	130,000 – 180,000
3–4 years	150,000 – 350,000
5–6 years	250,000 – 550,000
7–8 years	400,000 – 800,000
9–10 years	600,000 – 1,300,000
10+ years	700,000 – 1,600,000
Head of Legal/Director	900,000 – 3,500,000

Compliance and risk

Years of experience	Salary range (RMB)
1–2 years	120,000 – 180,000
3–4 years	150,000 – 300,000
5–6 years	200,000 – 500,000
7–8 years	400,000 – 750,000
9–10 years	600,000 – 1,200,000
Head of Compliance/ Director	800,000 – 2,500,000



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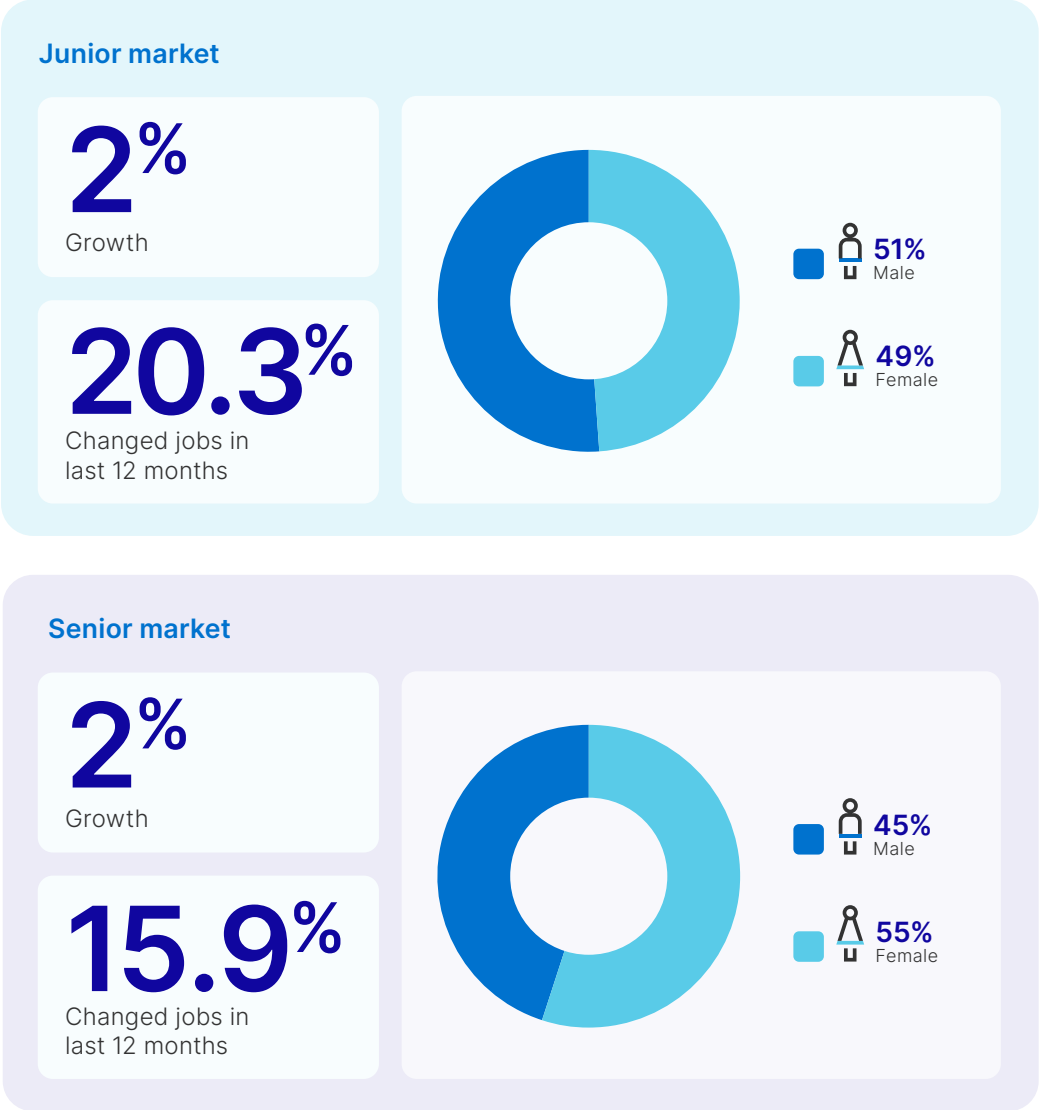
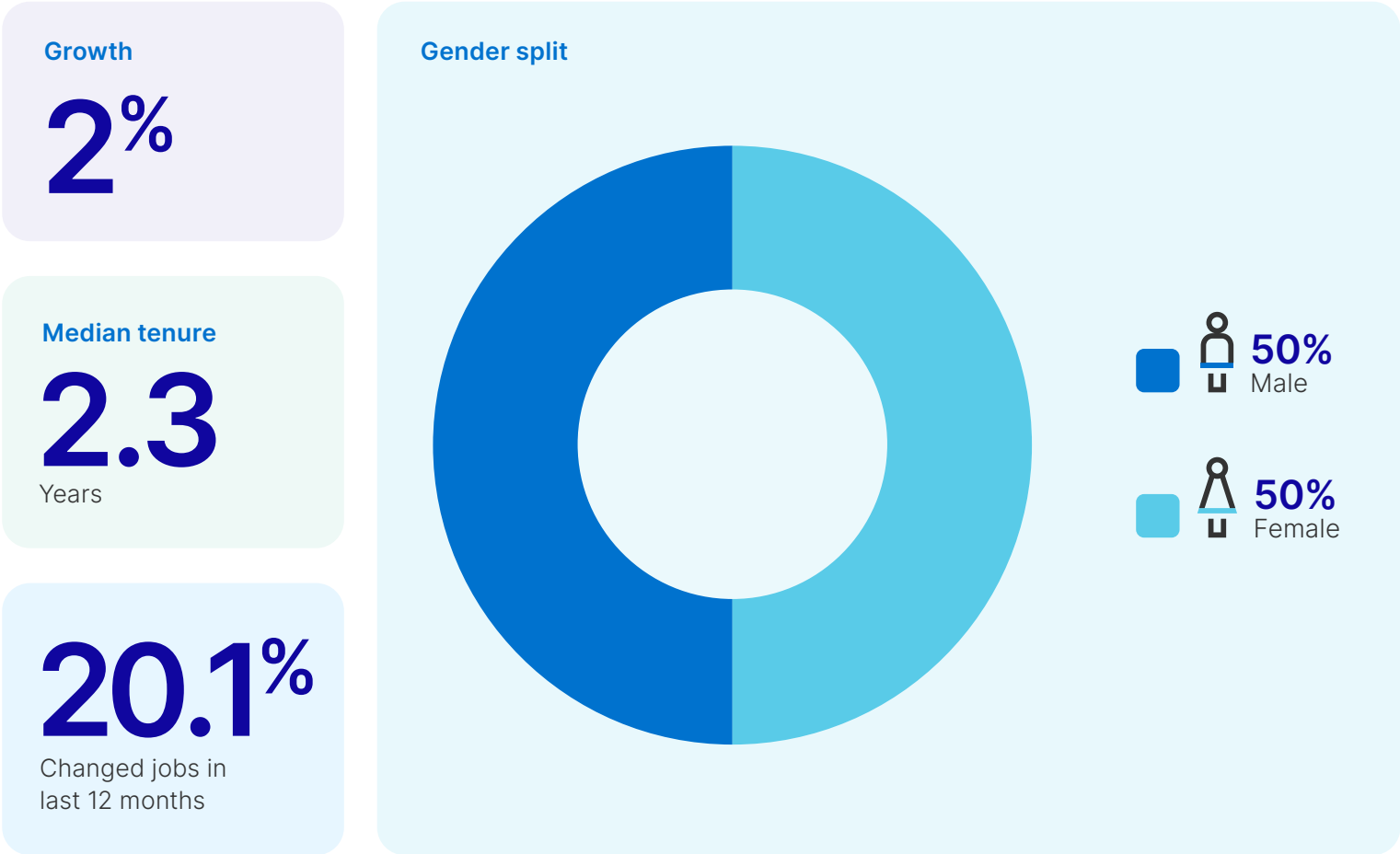
Salaries in RMB and are listed as a package, which includes both base salary and bonus.



| 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.



Australia market analysis

A more disciplined market focused on capability

The Australian in-house legal market has entered a more disciplined and selective phase following several years of rapid hiring and salary growth. Demand for legal support remains strong, driven by regulatory complexity, business transformation and risk management. However, organisations are taking a more measured approach to headcount growth, with a greater focus on efficiency and capability than expansion.

Candidate behaviour has shifted accordingly. Lawyers are becoming more cautious about moving roles, placing greater emphasis on flexibility, career development and organisational culture rather than purely financial incentives. This has reduced overall mobility and tightened the talent pool, particularly at the mid-level. Demand remains strongest across financial services, energy and renewables, infrastructure, and technology, where regulatory obligations, investment activity and legal risk continue to drive hiring. By contrast, more cyclical and transaction-driven sectors have experienced softer demand in line with broader economic conditions.

Salary growth has moderated to around 3–4% over the past 12 months, with employers increasingly focused on internal parity and sustainable remuneration structures. Rather than competing solely on salary, organisations are enhancing broader reward offerings through hybrid working, wellbeing initiatives and additional leave. The most sought-after professionals remain mid-level commercial and regulatory lawyers, particularly those able to navigate both legal and commercial issues while managing stakeholders effectively.

Leaner teams and a broader remit

The market is increasingly shaped by a combination of talent constraints, regulatory expansion and cost pressure. A persistent shortage of mid-level lawyers continues to extend hiring timelines, while organisations face increasing pressure to do more with leaner teams. At the same time, regulatory change continues to intensify across governance, risk, data and financial services, increasing demands on in-house legal functions.

Businesses responding most effectively are those investing in scalable legal operating models, legal operations capability and more flexible resourcing

strategies. Contractors, secondees and portfolio lawyers are becoming a more common feature of the in-house landscape, helping teams manage fluctuating workloads while controlling costs.

Technology is also playing a growing role in how legal functions create value. Investment in legal technology, AI tools, document automation and data-driven decision-making continues to increase, helping teams improve efficiency and focus on higher-value work. As a result, employers increasingly value lawyers who can combine technical expertise with commercial judgement and an ability to leverage technology effectively.

Ultimately, the greatest opportunity lies in the legal function’s evolution into a strategic business partner. Lawyers who combine legal expertise, commercial acumen and strong stakeholder management skills will be best positioned to support growth in an increasingly complex environment.

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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	Salary range (AUD)	Variable (bonus)
Assistant Company Secretary (Unlisted)	90,000 – 170,000	10 – 20%
Assistant Company Secretary (Listed)	110,000 – 190,000	15 – 30%
Company Secretary (Unlisted)	160,000+	20 – 40%
Company Secretary (Listed)	200,000+	25 – 50%



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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 – 320,000
Director/Deputy General Counsel	285,000 – 350,000

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 – 320,000
Director/Deputy General Counsel	250,000 – 350,000

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 – 225,000
Senior Legal Counsel 10+ years PQE	195,000 – 250,000
Senior Legal Counsel 15+ years PQE	200,000 – 250,000
Director/Deputy General Counsel	225,000 – 330,000



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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	170,000 – 235,000
Senior Legal Counsel 10+ years PQE	195,000 – 285,000
Senior Legal Counsel 15+ years PQE	210,000 – 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 – 125,000
Legal Counsel 3–5 years PQE	130,000 – 175,000
Senior Legal Counsel 6+ years PQE	180,000 – 225,000
Senior Legal Counsel 10+ years PQE	195,000 – 250,000
Senior Legal Counsel 15+ years PQE	200,000 – 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



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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	165,000 – 185,000
Senior Legal Counsel 10+ years PQE	190,000 – 210,000
Senior Legal Counsel 15+ years PQE	210,000 – 275,000
Director/Deputy General Counsel	220,000 – 285,000

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	195,000 – 215,000
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



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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 – 225,000
Senior Legal Counsel 6+ years PQE	210,000 – 275,000
Senior Legal Counsel 10+ years PQE	250,000 – 285,000
Senior Legal Counsel 15+ years PQE	285,000 – 310,000
Director/Deputy General Counsel	275,000 – 325,000

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	155,000 – 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 – 275,000



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Risk and compliance salaries

Consumer/retail banking

Position	Salary range (AUD)
Compliance Officer/Analyst	80,000 – 100,000
Senior Compliance Officer	90,000 – 125,000
Compliance Manager	120,000 – 175,000
Senior Compliance Manager/Director	170,000 – 210,000
Head of Compliance	185,000 – 250,000

Financial crime

Position	Salary range (AUD)
Compliance Analyst	75,000 – 90,000
Senior Compliance Analyst	90,000 – 120,000
Compliance Manager	120,000 – 145,000
Senior Compliance Manager/Director	160,000 – 200,000
Head of Compliance	200,000 – 300,000
Head of AML	200,000 – 340,000

Investment banking

Position	Salary range (AUD)
Compliance Officer/Analyst	90,000 – 110,000
Senior Compliance Officer	100,000 – 130,000
Compliance Manager	120,000 – 170,000
Compliance Senior Manager/Director	160,000 – 190,000
Head of Compliance	250,000 – 400,000



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Law firms

Position	Salary range (AUD)
Analyst	75,000 – 95,000
Senior Analyst	90,000 – 120,000
Manager	120,000 – 185,000
Risk and Compliance Counsel/Lawyer	190,000 – 230,000
Senior Risk and Compliance Counsel/Lawyer	220,000 – 270,000
Head of Risk and Compliance	250,000 – 320,000

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

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



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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
Senior Compliance 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



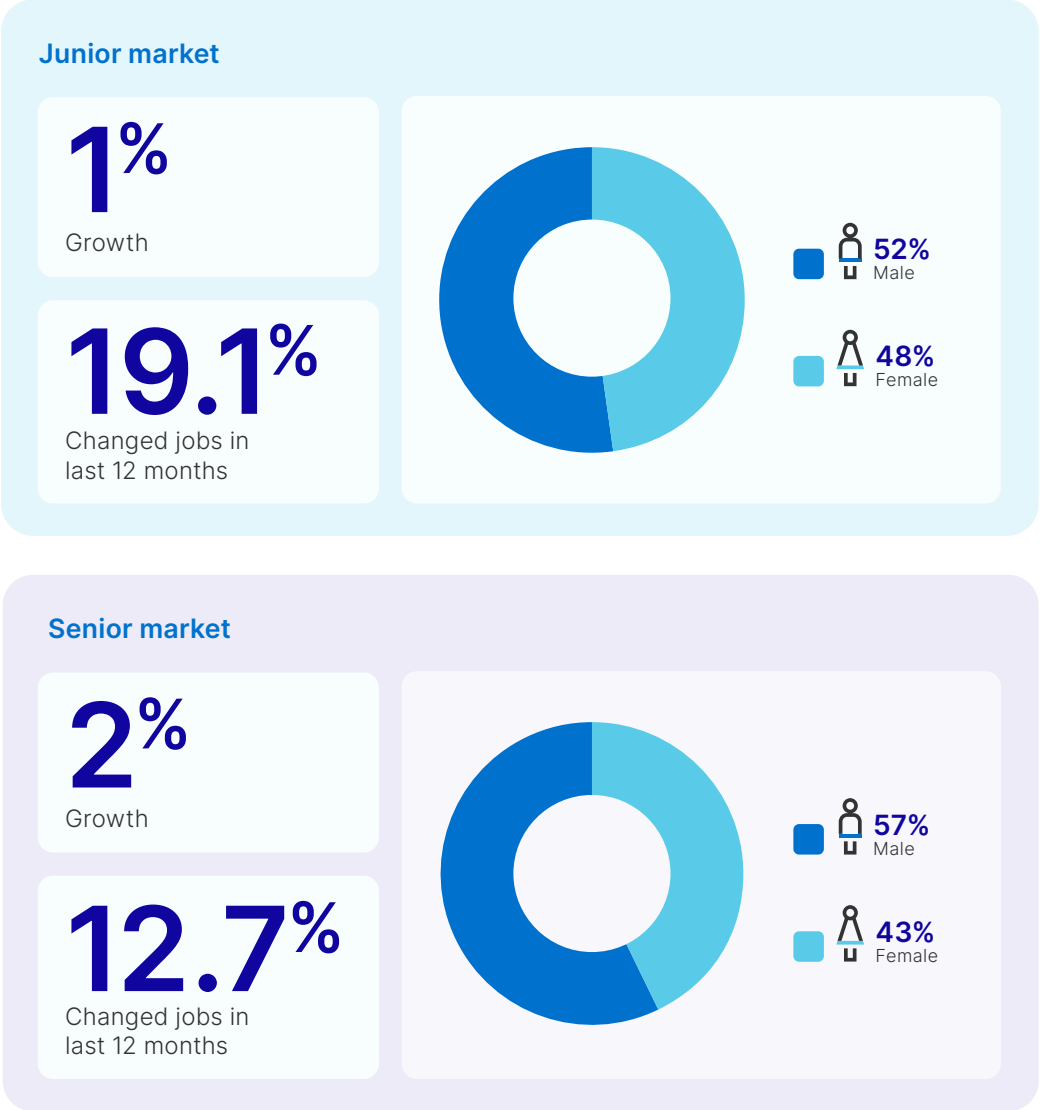
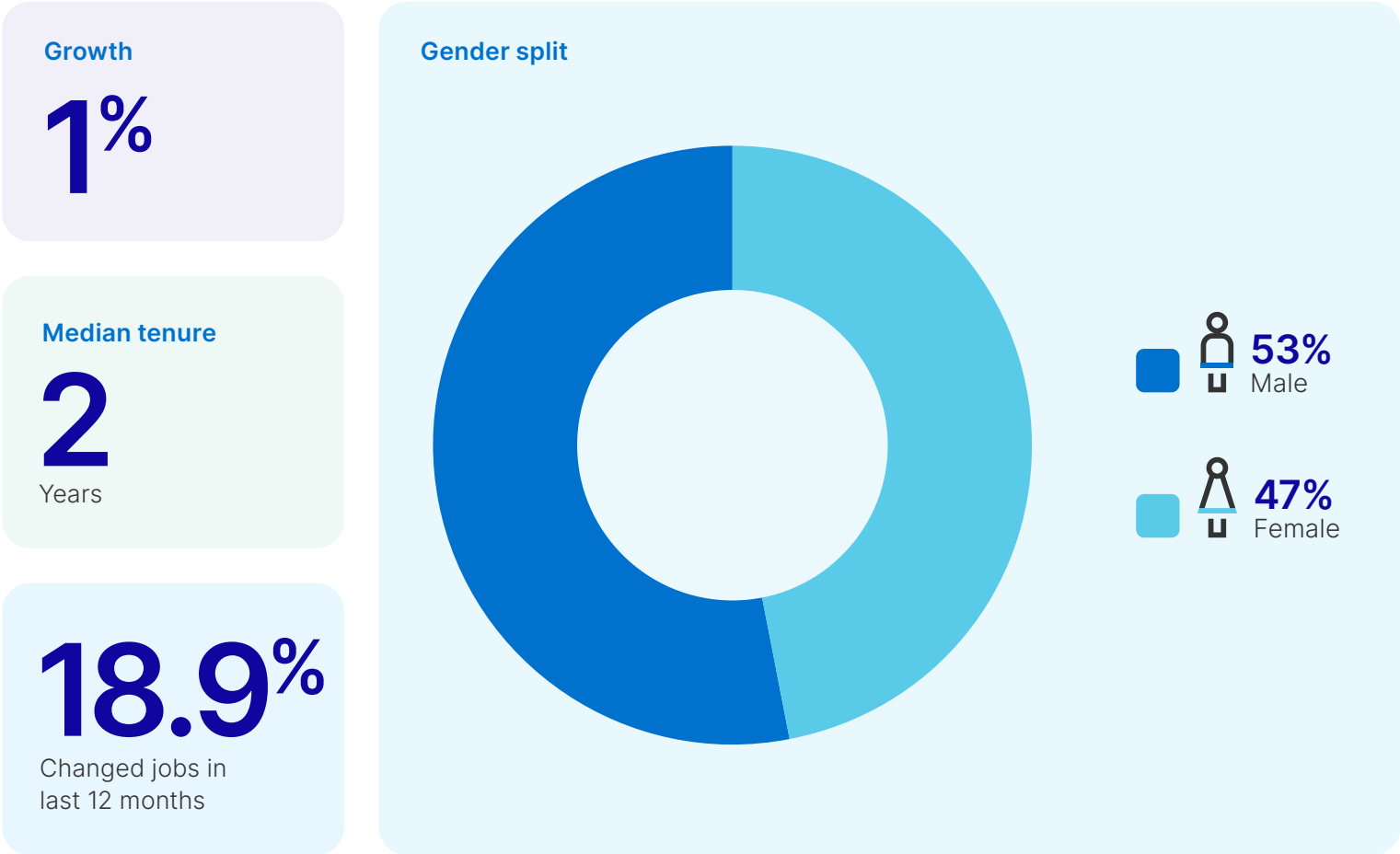
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| North America

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.



United States market analysis (legal primary markets)

A selective market supported by specialist demand

The North American in-house legal market remains active, but hiring has become increasingly disciplined following a period of rapid growth. While demand for legal talent remains strong, organisations are taking a more selective approach to recruitment, focusing on business-critical hires that support growth, risk management and regulatory compliance rather than broad team expansion.

One of the defining features of the market continues to be a shortage of highly qualified legal professionals, particularly within financial services and real estate. Senior counsel through to general counsel level professionals remain difficult to attract, with many employers reporting that talent shortages have become more pronounced as law firms have improved retention and reduced the flow of candidates moving in-house.

Sector activity remains uneven. Alternative asset management businesses, including REITs and digital asset organisations, continue to be among the most active hirers. The rapid growth of AI-related infrastructure, particularly the development of data centres and supporting technology ecosystems, is

generating demand across real estate, construction and technology-related legal functions. Financial institutions also remain active as they respond to evolving regulatory requirements and operating models. By contrast, some more cyclical sectors have adopted a more cautious approach to recruitment amid ongoing economic uncertainty.

Candidate behaviour has also become more measured. Lawyers are increasingly prioritising long-term stability, career development and leadership quality alongside compensation. While salary remains important, employers are finding that flexibility, progression opportunities and workplace culture are becoming increasingly influential factors in hiring and retention decisions. Compensation growth has been strongest within alternative asset management, REITs and digital assets, where total packages have generally increased by 8–12% over the past year.

Regulation, AI and changing workforce dynamics

The market is also being shaped by regulatory change, technological disruption and evolving workforce expectations. Regulatory developments, including the ongoing implementation of Basel III reforms, continue to

increase complexity for financial institutions and drive demand for lawyers with expertise in governance, risk and compliance.

At the same time, AI is beginning to reshape legal operating models. Many organisations are investing in AI tools to improve efficiency, while also assessing how automation may affect future team structures and hiring needs. Demand remains strongest for lawyers specialising in construction, employment, privacy, trade and sanctions, while interest in intellectual property roles has softened relative to previous years.

Looking ahead, the strongest opportunities are likely to emerge from sectors benefiting from AI-driven investment and digital infrastructure growth. As legal teams evolve, employers will increasingly value lawyers who can combine technical expertise with commercial judgement, technological fluency and the ability to operate as strategic business partners in a rapidly changing environment.

View private practice salaries in law firms



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| United States salaries (legal primary markets)

Financial services: buy side

Years of experience	Salary (USD)	Bonus range
0–3 years	175,000 – 225,000	20 – 25%
4–6 years	225,000 – 320,000	30 – 40%
6–10 years	300,000 – 450,000	40 – 50%
10+ years	375,000 – 500,000	50%+
Head of Legal	500,000+	50%+
General Counsel	700,000+	75%+

Financial services: sell side

Years of experience	Salary (USD)	Bonus range
0–3 years	175,000 – 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%+



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

Heavy industries

Years of experience	Salary (USD)	Bonus range
0–3 years	187,500 – 212,500	10 – 30%
4–6 years	200,000 – 250,000	20 – 30%
6–10 years	250,000 – 375,000	20 – 35%
10+ years	312,500 – 437,500	30 – 40%
Head of Legal	350,000 – 600,000	40 – 50%
General Counsel	350,000 – 600,000	50%

Real estate

Years of experience	Salary (USD)	Bonus range
0–3 years	160,000 – 220,000	15 – 25%
4–6 years	225,000 – 275,000	20 – 30%
6–10 years	275,000 – 350,000	30 – 40%
10+ years	350,000 – 500,000	30 – 40%
Head of Legal	400,000 – 600,000	40 – 60%
General Counsel	450,000+	50%+



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Retail

Years of experience	Salary (USD)	Bonus range
0–3 years	150,000 – 200,000	15 – 20%
4–6 years	200,000 – 250,000	18 – 20%
6–10 years	240,000 – 300,000	20 – 25%
10+ years	280,000 – 300,000	20 – 30%
Head of Legal	300,000 – 500,000+	25 – 40%
General Counsel	350,000 – 600,000+	40 – 60%

TMT

Years of experience	Salary (USD)	Bonus range
0–3 years	175,000 – 200,000	15 – 20%
4–6 years	200,000 – 275,000	15 – 25%
6–10 years	260,000 – 350,000	20 – 30%
10+ years	300,000 – 450,000	25 – 40%
Head of Legal	400,000+	35 – 50%
General Counsel	500,000+	50%+



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United States market analysis (legal secondary markets)

Energy transition continues to drive legal hiring

Across many secondary US markets, in-house legal hiring remains closely tied to investment in the energy transition. While broader legal recruitment has become more selective, organisations operating across renewable energy, power generation and related infrastructure continue to expand their legal teams as projects move from development through financing and execution.

A significant driver of activity in recent years has been the Inflation Reduction Act, which helped unlock long-term investment by providing greater certainty around clean energy tax credits. That policy support encouraged substantial capital deployment across the sector, with private equity-backed businesses, companies preparing for IPOs and publicly listed organisations all pursuing ambitious growth plans. At the same time, rising electricity demand driven by AI, data centres and broader electrification trends has accelerated investment across the energy ecosystem. The result is continued demand for legal talent supporting project development, project finance and M&A activity.

The market has become even more active following the introduction of the One Big Beautiful Bill Act (OBBBA) in July 2025. The legislation accelerated the phase-out of certain clean energy incentives and introduced tighter deadlines for projects seeking to qualify for existing tax credits. This has created a near-term rush to advance projects, resulting in heightened competition for experienced lawyers across the renewables sector.

Talent shortages remain the defining challenge

Despite strong demand, hiring remains challenging. Many employers continue to target candidates with leading law firm backgrounds, yet compensation growth has remained relatively flat over the past 12 months. Many lawyers are choosing not to move unless opportunities offer a meaningful increase in compensation or a compelling long-term career proposition.

This mismatch between employer expectations and candidate expectations is becoming increasingly visible. Competition for specialist talent remains intense, but those that are unable to offer

competitive compensation packages often struggle to engage top-tier candidates in the first place.

Workplace expectations are also evolving. Many employers are increasing office attendance requirements, while others are using hybrid and remote working arrangements to access talent outside traditional hiring markets. However, flexibility alone is not always enough to overcome compensation challenges.

Legal AI is becoming a more prominent feature of the operating model, with growing expectations from leadership teams that legal departments improve efficiency through automation, workflow tools and standardised processes. The most effective teams are using these technologies to support higher-value advisory work rather than simply reduce headcount.

Looking ahead, the outlook remains positive. Continued investment in renewables, data centres and AI-driven infrastructure is supporting strong demand across the sector. Lawyers with experience in project development, financing and transactions remain particularly well positioned for future growth.



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United States salaries (legal secondary markets)

Heavy industries

Years of experience	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 – 35%
10+ years	225,000 – 300,000	30 – 50%
General Counsel	350,000 – 500,000+	35%+

Retail

Years of experience	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

Years of experience	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

Years of experience	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%+



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Secondary Markets include those with a relatively lower cost of living: for example Orlando, Washington DC, Charlotte, Houston, Austin, Denver

United States compliance market analysis

A market shaped by regulatory complexity and technology

The US market remains stable but measured, with firms taking a more selective and efficiency-driven approach to hiring. Demand for experienced compliance professionals continues, but recruitment is increasingly targeting those who can operate across advisory, regulatory and oversight functions rather than within narrow specialisms.

A defining theme across the market is the growing intersection between compliance and technology. Firms are actively exploring how artificial intelligence can support monitoring, surveillance, reporting and other compliance processes, while recognizing that no single tool can replace the judgement and oversight required of experienced professionals. As a result, the market is placing a premium on candidates who understand not only regulatory requirements, but also how to implement, oversee and challenge technology-enabled compliance frameworks.

Candidate expectations continue to evolve alongside these changes. A four-to-five-day office presence is increasingly common, particularly in major financial

centers, while exposure to modern technology and AI-enabled environments is becoming an important attraction and retention tool. The opportunity to build skills that combine regulatory expertise with technology oversight is increasingly viewed as a valuable component of long-term career development.

Scrutiny remains high despite shifting regulation

In asset management, regulatory complexity continues to drive demand. While the regulatory landscape has evolved following the vacating of the Private Fund Adviser Rules, scrutiny around fees, expenses, conflicts of interest and disclosure practices remains significant through examinations and enforcement activity. At the same time, the industry’s continued expansion into private markets and broader retail distribution channels is increasing complexity around suitability, disclosures, product governance and investor protection.

These developments are creating sustained demand for senior compliance professionals who can interpret regulatory expectations, demonstrate strong governance and work closely with both

business and investment teams. However, there is a limited pool of professionals who combine deep regulatory expertise with technology fluency, and competition for these individuals remains strong.

The rise of the strategic compliance function

Increasingly, compliance teams are being asked to do more than monitor risk and satisfy regulatory requirements. Firms are looking for compliance professionals who can provide commercial insight, support business strategy and help navigate a more complex operating environment.

Technology is central to this shift. AI, workflow automation and data-driven compliance tools are helping firms streamline repeatable processes and improve efficiency, allowing teams to focus more time on regulatory interpretation, risk management and strategic advisory work. As a result, the most effective compliance functions are becoming more integrated with investment and business teams rather than operating as standalone oversight functions.



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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	200,000 – 300,000	25 – 50%
15+ years	225,000+	50 – 300%



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* 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.

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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.

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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.



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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.

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