

Salary Guide 2019/20

The definitive market guide for
In-House Lawyers in the UK

DMJ

Matching talent with opportunity

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About Us

DMJ was formed in 2007 by 3 Directors, each with over 20 years' recruitment experience. Our aim was to create a consultancy combining the knowledge of a specialist with the infrastructure of a global recruiter. With over 25 expert consultants and a distinguished track record throughout the UK, that vision has been realised.

DMJ have specialist teams focusing on In-House, Company Secretarial, and Private Practice recruitment on a permanent and interim basis. We are selective about who we partner with and honest if we cannot assist. Our consultants work on fewer roles than bulge bracket recruiters, allowing us to invest in a market leading depth of resource on each opportunity. This is where we truly make a difference.

Since 2017 we have grown and developed a high-performing In-House team working

across Commerce and Industry and Financial Services supporting their legal and compliance functions. On exclusive and retained instructions the team work together to ensure a high-quality service and the broadest reach in the market. We ensure our clients feel wholly satisfied that the provided shortlist is representative of not only the best lawyers but more importantly, the personalities who will transition seamlessly into the team culture and share the same values as the company.

In May 2018, DMJ Recruitment won 'Best Professional Services Recruitment Agency' at The Recruiter Awards.

In 2019 DMJ Recruitment was shortlisted for "Recruitment Agency of the Year" at the Recruitment Awards. We now aspire to be acknowledged as the most respected agency in our markets.

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In-House Legal Recruitment

In 2017 DMJ formed a team of 4 to focus on in-house recruitment and ensure that each market was led by a highly experienced Consultant with the support of a dedicated research function.

The team have over 18 years' combined experience in recruitment, working on a range of roles, from NQ through to General Counsel, across all sectors. We work closely with DMJ's Private Practice and Company Secretarial teams, as well as drawing on our own extensive network and candidate pool, to help find the best lawyer for each role.

Industry coverage

Non-qualified | Charities/Not-for-profit | Leisure & Hospitality | FMCG/Retail | Life Sciences | Support Services | Sports & Esports | Technology/Media/Telecoms | FinTech | Financial Services | Energy | Supply Chain (Manufacturing & Transport) | Construction & Real Estate



Meet DMJ's In-House Legal Recruitment Team

Overseen by David Press, one of the founders of DMJ, and led by Managing Consultants Nicola Walker and Sershen Ingram, we place lawyers across all levels. The team works in the UK and internationally with companies across Commerce and Industry and Financial Services.

Our Consultants each focus on a combination of industry sectors which has enabled them to become market experts, offering access to the best talent and advice tailored specifically to each client. We act largely as a strategic recruitment partner to our clients and are constantly looking at ways to create, build and strengthen our relationships.



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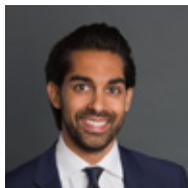
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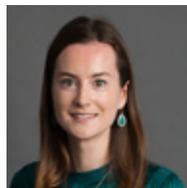
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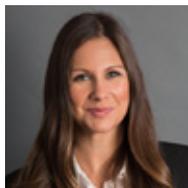
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Areas of focus: Life
Sciences, FMCG/Retail and
Not For Profit

Our clients

AstraZeneca 


AVIVA

AXIS 

Balfour Beatty

 BNP PARIBAS
REAL ESTATE


BURBERRY®
LONDON

Cadent
Your Gas Network

Coca-Cola


Crest
NICHOLSON

Lilly


EY Building a better
working world

Goldman
Sachs

gsk

Harrods

 HSBC

Intercept 

Kingfisher 


lendlease

LLOYDS BANKING
GROUP 

Lonza

McKesson


MONSTER
ENERGY

nationalgrid

 Nationwide

<p>NEW LOOK</p>	 OXFAM		
<p>RioTinto</p>			<p>Sainsbury's</p>
			
	<p>TalkTalk</p>		
<p>trainline</p>			
 <p>Walgreens Boots Alliance</p>			

Welcome to DMJ's annual salary guide for In-House Lawyers

The following market analysis and salary guide has been put together by our specialist in-house consultants at DMJ. Each market is governed by a host of different laws and regulations and the scope of an in-house role differs greatly from sector to sector. As businesses are financially impacted by economic fluctuations to varying degrees, no two budgets for legal hires are the same. Therefore, we have broken down our analysis and salary guide into sectors.

As the nature of the in-house counsel role continues to develop, in an uncertain financial climate in the lead up to Brexit, businesses are naturally looking for ways to reduce external legal costs and better manage risk. In response, we are seeing an increase in the demand for legal and compliance in-house support. An in-house lawyer offers Boards control over external legal spend and immediate access to expert advice. Being closer to the business day to day, in-house lawyers are often asked to extend their problem-solving skills to the commercial operations of the organisation. In-house lawyers are now taking on the responsibility of not only delivering legal advice but playing a strategic role in shaping a business's corporate activities.



As the importance of an in-house role evolves, so have the salaries that can be commanded. Over the past 6 years we have seen a steady increase in salaries across sectors. General Counsel packages now rival C-Suite Executives with a - 10-20% variance and their impact on board level decision making is becoming more and more influential. Whilst the salary gap between in-house and private practice is tightening at the junior end, lawyers in private practice are still being paid considerably more upon qualification and for at least the first 5-10 years post qualification than their in-house counterparts. Despite the draw towards partnership within private



practice, an increasing number of lawyers are actively looking to move their careers in-house, suggesting that salary is not their primary consideration.

Evidence suggests, 85% of lawyers who are seeking to move in-house are driven by variety of work and a shorter path of progression. Private practice offers a clear route to partnership but this can take 10 to 20 years depending on the size of the firm. Over time, the scope of work within practice becomes more specialised and the nature of partnership agreements is designed to lock in talent making it more difficult for senior lawyers to transition

in-house. Conversely, in-house roles can offer a wide variety of work, shorter length between promotions, a challenging and fast-paced environment and the opportunity to influence decision makers that drive the business strategy. More consistent working hours and flexible working significantly add to the appeal and offers lawyers the opportunity to strike a balance between their work and personal lives.

Overall, despite economic and political headwinds, the in-house market remains resilient, steady and cautiously optimistic for 2020.

Public Sector & Not for Profit

Overview

- The third or “public” sector comprises both profit and not for profit organisations offering “public goods”.
- This sector is made up of charities and not for profit organisations such as unions.
- Lawyers from all backgrounds find themselves working in the third sector due to the incredibly wide variety of institutions. For example, Comic Relief has large media presence so relies on lawyers with media, TV production and sponsorship experience to support a lean team. Or Marie Curie, who directly employ a huge number of nurses and care workers who rely on specialist employment lawyers who form part of the team.
- Average team sizes within the public sector are relatively small, however in high income charities like The Wellcome Trust, or public clients such as the BBC, legal team size can stretch to over 30 lawyers.
- Charities and not for profit organisations are attractive areas for in-house lawyers who put making an impact ahead of earning a large salary.

Key trends

There has been a 10% rise in opportunities since the European referendum as funding and governance within the third sector becomes increasingly scrutinised. We have seen activity in charities, especially medical research charities, NHS trusts and education.

Third sector institutions continue to attract high quality talent, particularly at the more

junior end of the market. Less tenured individuals are often preferring to seek a fulfilling career with an interesting employer over a potentially high paying role with a firm or in-house team; and often charities and not-for-profit organisations can offer high quality work.

Key challenges

With the possibility of an unfavourable Brexit, and the potential for a UK recession (or at least a “correction”) the third sector could face significant challenges. Funding available at a national level could be affected by a fall in income in both the private and public sector. Cuts in government funding have seen salaries and promotions across this sector frozen or significantly reduced. There is now more pressure to keep costs down as the government introduces greater scrutiny in the regulatory framework.

On a more positive note, there has been an increase in the demand for in-house lawyers, as the market reacts to Brexit, organisations are seeking to reduce their external counsel spend where no pro-bono advice is available. There is now a new recognition for lawyers emerging within these sectors.

Recruitment bias

We are still seeing lawyers within not-for-profit organisations like government bodies or the larger, internationally focused charities being paid 10-20% higher than those organisations who operate domestically or are not so well known. We don't expect this disparity to

change as the UK prepares to exit the EU. Positively, bonuses are becoming increasingly more regular within the third sector, with a

small percentage of salary between 5-10%, afforded to those who operate as a pivotal resource to the organisation.



Post Qualification Experience	Salary Range
NQ-2	£26,000 - £40,000
3-5	£30,000 - £45,000
6-8	£42,000 - £65,000
9-10	£50,000 - £68,000
10+	£55,000 - £95,000
Head of Legal	£60,000 - £100,000
General Counsel (low-income charities)	£75,000 - £95,000
General Counsel (high-income charities)	£90,000 - £140,000+

Leisure & Tourism

Overview

- Leisure covers a range of companies, from gyms to casual eateries, with salaries being broadly similar. Tourism will cover everything from airlines and holiday providers to hotel chains.
- Legal teams tend to be small to medium sized.
- Likely to see specialist roles, with disciplines like IP and Regulation requiring attention.
- Devaluation of the British Pound means volatility in the sector, with some big names being hit.

Key Trends

As a whole, the sector is showing positive signs in terms of growth despite some high-profile collapses.

In Leisure growth in the eating and drinking out market has slowed, but is still set to grow in 2020. With visit frequency declining what we are seeing is larger chains having to revise their offering in order to compete with smaller outlets. This can result in reorganisations and store closures, but fundamental change has been necessary.

In other areas, the decline of the high street has increased opportunities for boutique and low-cost operators in the fitness industry. With smaller units being vacated and largely ignored by the bigger companies, a convenient location to attract gym goers has opened up.

The Tourism sector is a key figure in the British economy. Employing nearly two million people and worth nearly seventy billion pounds to the economy.

Currently, domestic tourism is thriving, with the reduced value of the pound making Britain an attractive holiday destination.

For the larger travel companies, a fluctuating pound has had a mixed effect. With many contracts being negotiated on local currency terms with suppliers, a drop in the value of the pound has meant a lot of money is being lost because of exchange rates.

One of the biggest casualties of this is Thomas Cook. Previously a high-street stalwart, a perfect storm of challenges, has led to its demise.

Key Challenges

Working for these companies is considered attractive, with the majority of companies being household names, and with the boutique side of the market normally having interesting mission statements to draw people in.

The primary difficulties lay in the salary on offer, which usually pays at the lower end of the spectrum, as well as location being a factor for some companies.

Recruitment Bias

Recruiting in this sector tends to be varied in terms of seniority, particularly with the larger companies who will be attractive regardless of level. This will be due to a combined factor of brand awareness and having a structured team and more attractive benefits packages.

The salaries that smaller businesses will be able to offer mean attracting top talent can be difficult. A logical approach will therefore need to be taken as to the level of training that should be expected from the majority of the candidate pool.



Post Qualification Experience	Salary Range
NQ - 1	£42,000 - £51,000
2 - 3	£51,000 - £65,000
4 - 5	£65,000 - £80,000
6 - 7	£78,000 - £91,000
7 - 9	£85,000 - £98,000
10+	£95,000+
Head of Legal	£112,000 - £175,000
General Counsel	£145,000+

FMCG/Retail

Overview

- The FMCG/Retail sector impacts significantly on the UK's economy. Bulk sales of fast-moving, everyday goods and high-street consumer products support the UK's economy with consistent surges of income.
- FMCG and Retail lawyers cover the full spectrum of the supply chain from manufacturing, distribution to retail and ecommerce.
- Legal teams range from Sole Counsel or 1-2 regional lawyers "in country" to large teams with over 50 lawyers forming a more corporate structure, for example, Unilever and Amazon.
- Due to the high turnover and large-scale reach of consumer products globally, FMCG/Retail companies are some of the largest in the world. Classified as one of the big 4 "super sectors" FMCG/Retail weigh in at over 12% of companies listed on the FTSE 100, just behind Oil & Gas and the Banks.
- Lawyers moving in-house into these sectors are attracted to the global "brand", technological innovations like e-payments and digitalisation of processes.

Key Trends

Historically, the FMCG and Retail market has been significantly affected by economic decline due to a decrease in consumer spend and a weaker pound. In today's uncertain climate, the pressure to stay competitive and on top of digitalisation is key. With little budget left over, it has often meant that FMCG/Retail companies have had to impose hiring freezes and look to interim options to push through large-scale project work. Those loyal full-time employees are now faced with

heavier workloads, so employers will look for innovative ways to reduce attrition rates and incentivise loyalty. One of the most popular incentives is flexible working, which in this sector can be often be limited due to the fast-paced nature of business operations and the need for immediate access to advice from its support services. However, we have seen a refreshing new view on flexible working in FMCG/Retail of late, with companies looking to low-cost cloud services like video conferencing, to help give their employees more flexibility whilst maintaining their visibility in the business.

Key Challenges

The global FMCG/Retail market faces significant challenges now and into 2020. The US and China trade war will see stricter tariffs on consumer goods rise by more than 50% on some products exported from China, come October 2019. This will see a rise in prices to counter-act the levies and US owned businesses expect to see a decrease in spend "in country" and filtering through to their UK affiliates.

High-street retailers and ecommerce UK businesses are facing a similar problem as a result of the referendum and delayed exit strategy from the EU. It has been a very tough year for retailers with shares prices down, and a number of profit warnings. Consumer spend has stayed low, hitting luxury retailers especially hard, and as a result showing an unproductive few years of stores closures and redundancies. At a time when we are already seeing the demise of the high street store and the big retailers having to scale back significantly in smaller towns across the UK, FMCG/Retail is a sector very much under the spotlight.

Wages are also continuing to rise in the FMCG/Retail sector, with a reported 10 year high in wages in 2019. This is putting additional pressure on margins and making it increasingly difficult to recruit and retain talent.

Recruitment bias

For lawyers, we are seeing most instructions from FMCG/Retailers at the junior and mid-level. These roles have been both back-fills and new instructions. The new instructions

have been predominately by big brands who have larger operations and more options for scale backs in order to get budget for in-house legal resource.

In-house lawyers are becoming more important to businesses, as FMCG/retailers are using external counsel less and relying more on in-house counsel support. Given the UK's position in the global trade wars, it is a trend we expect to see continue well into 2020.



Post Qualification Experience	Salary Range
NQ-2	£40,000 - £55,000
3-5	£55,000 - £70,000
6-8	£65,000 - £95,000
9-10	£90,000 - £120,000
10+	£90,000+
Head of Legal	£120,000 - £150,000
General Counsel	£145,000+

Life Sciences

Overview

- Life Sciences/healthcare is a globally integrated market with a complex regulatory framework. It is both fast-growing and highly profitable.
- The Life Sciences industry is made up of companies who provide pharmaceutical, biotechnology and medical device products or services either by way manufacturing, distributing or both.
- Lawyers play an integral part in the business life cycle of a healthcare product or service. In-house, you will find generalist lawyers, but you will also find dedicated specialists who focus on issues arising out of research & development and clinical trials, through to critical back end issues like FDA approval, licensing or marketing.
- Team sizes vary depending on the size of the company and its global reach. “Big pharma” companies in the UK can have over 60 lawyers supporting any number of specialist healthcare areas. Where orphan drug or specialist medical devices companies can have just one sole counsel supporting a region from the UK.
- With big pharma facing increasing costs of R&D and stricter regulations in today’s economic climate, privately-owned pharmaceutical businesses are profiting by offering outsourcing services in distribution, supply and consulting.
- Life Sciences, despite a time of uncertainty leading up to the UK’s departure from the EU, is still one of the top 5 industries to invest in the UK.

Key Trends

As a globally integrated market, Life Sciences relies equally on both imports and exports. Exiting the EU, where the UK exports almost half of its manufactured healthcare products

each year, has brought about an unusual period of uncertainty in the UK and an unfortunate loss of resources and talent.

This year we have seen an uncharacteristic pause in hires by 25% in the in-house Life Sciences market. As the European Medical Association (EMA) moved outside of the UK, so did a stream of talented scientists, doctors and lawyers. If we see a hard Brexit this October, tariffs on imports and exports will pose a threat to the current ease of distribution of healthcare products in the EU and the process of FDA approval for new products. Some businesses moved their R&D departments to The Netherlands, the new home of the EMA, to get ahead of their competitors and expediate speed to market of new products in light of this uncertainty.

Other pharmaceutical and medical devices companies took the 2 years post referendum to restructure. Mid-large businesses began to reposition internal legal resources, cutting out a lot of middle management and creating new roles to cover emerging markets and specialty health areas. This meant redundancies for some and larger markets for others, with most of the newly created roles being filled internally.

Despite these reactions, we have seen consistent growth in the in-house teams of big pharma’s like GSK and AstraZeneca, as the life sciences market responds to the rapidly changing digital world, creating new roles in data privacy and digital health. Smaller orphan drug and biotechs have been much more conservative, looking to the existing legal team to support the UK and regional healthcare markets and digital health areas and showing little growth in their legal teams over the past 2 years.

Key Challenges

In addition to the EU drug and medical devices market facing significant distribution challenges of existing products, the entrance of new specialty products is also suffering. The US represents the next largest market of exports from the UK after the EU. Each year we see several small-medium biotechs from the US seeking to enter the EU market. There has been a certain reluctance of late as the regulatory framework comes into the spotlight. Until the key areas such as licensing, customs and tariffs between the UK and EU are negotiated, it is unlikely we will see many new US entrants to the EU Life Sciences market, which restricts access of orphan drug companies with speciality products reaching the UK.

The financial model of most pharmaceutical and medical device companies will also face challenges as bulk invoicing for batch releases of healthcare products for instance, will no

longer be able to go through the UK and filter down to the EU affiliates. Individual marketing permits for new drugs will have to be applied in each country and pose both a more timely and costly process.

Recruitment bias

We have seen salaries across the sector over the past 5 years' experience a steady incline of 3-5% each year. We expect to see this continue into 2020 as life sciences is a niche area, most legal roles are specialist roles that will always command a premium.

Senior in-house pharmaceutical lawyers looking for new roles are considering a move into medical devices to avoid the regulatory back-lash post the UK's exit from the EU. As a more tangible product the process of taking a product through the business life cycle is simpler, with no clinical trials and a less complicated approval infrastructure.



Post Qualification Experience	Salary Range
NQ-2	£50,000 - £70,000
3-5	£60,000 - £85,000
6-8	£75,000 - £125,000
9-10	£95,000 - £145,000
10+	£120,000+
Head of Legal (Regional to Global)	£120,000 -£180,000
General Counsel	£200,000+

Sport

Overview

- Like most industries, sport is being disrupted by technology advancements.
- New technologies can be harnessed to engage with fans in new and innovative ways and reach a wider audience.
- With vast audiences being drawn to esports, there has been an increase in legal recruitment in 2019.
- Legal teams in sport typically range from Sole Counsel to a team of 8 lawyers.
- Lawyers are attracted to the opportunity to work in a sport they are passionate about and the scope to make an impact on the business.

Key Trends

The sports industry has seen a steady increase in demand for in-house lawyers over the last 3 years. This is due to a higher volume of commercial transactions such as sponsorship agreements, broadcast deals and advertising as brands look to engage with fans across a variety of digital platforms.

Governing bodies, clubs, teams, agencies and rights holders are choosing to build in-house teams of mid-senior corporate, commercial and/or regulatory lawyers to reduce external legal spend and to have someone who, by knowing the organisation from the inside, can advise more effectively. Lawyers from sport, private practice, entertainment and TMT are typically filling these vacancies.

The esports industry is following a similar trend. The UK esports audience is expected to grow by 7.5% this year and reach 8.4 million by the end of 2020. This has led to an increase in investment across the industry

allowing teams, leagues, publishers and media companies to grow their headcount including their legal department. Legal skills required include commercial contracts and media rights negotiations, intellectual property, employment and corporate. Candidates from sport, private practice, entertainment, TMT and gaming with an affinity for esports are typically filling legal vacancies in esports.

Key Challenges

Despite a steady increase in demand for in-house lawyers in sport, opportunities are still relatively hard to come by. In-house teams tend to be staffed by 3-6 lawyers on average, even at larger organisations. In addition, attrition rates are low, with lawyers tending to stay an average of 5-7 years longer with their employer than in other sectors. This is typically because lawyers have a passion for the sport they work in and assume a breadth of work early on. Major sporting events in the calendar typically create new opportunities and lead to a movement in legal talent across geographies.

Recruitment Bias

We predict that 2020 will continue to see a steady rise in legal recruitment with the majority of opportunities opening up on the continent, particularly in Germany, where esports organisations are most prominent and where audience numbers are increasing. Organisations on the continent in both sport and esports are typically willing to offer a generous relocation package to UK lawyers with good training and 2-3 years post qualification experience in a relevant sector.



Post Qualification Experience	Salary Range
NQ - 1	£40,000 - £50,000
2-3	£50,000 - £60,000
4-5	£60,000 - £70,000
6-7	£70,000 - £85,000
8-9	£85,000 - £100,000
10-11	£100,000 - £120,000
Head of Legal	£115,000 - £130,000
General Counsel	£125,000+

Technology

Brief Overview

- One of the fastest growing sectors in the UK with a recent boom in start-ups, reflecting significant investment in technology businesses in the past few years.
- Covering IT Services, manufacturing, support, sales and data management.
- Legal teams range from Sole Counsel to 70 plus lawyers for companies like Google
- The larger companies can be listed, but there are a number of start-ups which haven't got to that stage yet.
- Due to the ever-changing and fast nature of the technology industry, most companies tend to be high-growth.

Key Trends

The technology sector, more so than any other, offers lawyers the ever increasingly popular benefit of flexible working, as you can work virtually anywhere in terms of location.

The fast-paced nature of the work involves constant learning as new trends and products quickly appear on the market, which appeals to those who like facing a variety of challenges in their daily work.

The larger companies tend to have greater resources enabling them to hire additional lawyers to relieve heavy workloads. Smaller tech companies can often find the opposite true, so those lawyers find themselves working greater hours. The trade-off though, comes in the form of a greater breadth and depth of work and exposure to senior stakeholders. However, a lack of career progression can often deter junior lawyers from joining smaller companies, combined with the potential of working on less glamorous projects.

Key Challenges

With the rise of start-ups, we've noticed an increased risk of collapse, particularly if funding isn't successful during the initial or later rounds. This naturally causes a level of uncertainty for lawyers within these types of business, and as a result, we tend to see a lot more movement. This means attrition rates can be relatively high within the smaller, less established companies, making it harder to recruit.

Recruitment Bias

The excitement of working for a start-up can often be a draw for senior lawyers, especially as there's often the added lure of equity. However, we've seen a significant increase in candidates becoming available at short notice due to the volatility of start-ups. We've also noticed that less established tech companies don't have the same level of income to compete with the larger businesses, meaning they are resorting to hiring junior lawyers for senior positions.



Post Qualification Experience	Salary Range
NQ - 1	£50,000 - £55,000
2-3	£54,000 - £65,000
4-5	£66,000 - £80,000
6-7	£78,000 - £90,000
8-9	£85,000 - £95,000
10-11	£95,000 - £110,000
Head of Legal	£110,000 - £150,000
General Counsel	£160,000+

Media

Brief Overview

- Typically one of the lower paying sectors, but highly sought-after due to the type of work involved.
- Covering traditional Print Media, Broadcasting and Production (television, radio film, and increasingly internet streaming services), and Music.
- Legal teams range from Sole Counsel to 50 plus lawyers for companies like ITV.
- The larger companies can be listed, but there are a number of smaller media businesses which remain privately owned.
- Due to the ever-changing and fast nature of technology, there is a notable shift away from printed media towards digital.

Key Trends

The media sector is in the process of dealing with a historical shift, and in 2017 UK consumers spent more on digital media than 'traditional' media for the first time (£7.2billion compared to £7.1billion respectively). It's unclear whether the UK's decision to leave the European Union will affect the sector significantly, but it's clear that the country's relationship with Creative Europe - the EU's creative funding programme, which provided the UK film industry with over €100million of funding from 2007 to 2013 - will be affected.

Despite the uncertainty mentioned above, the sector has remained fairly robust over the last few years and has seen 9% of the total legal jobs advertised this year. This, is in part due to the other major trend, which has seen the shift in user demand from traditional broadcasting outlets to subscription services and online platforms. This has made the management and sharing of personal data a key priority for lawyers working within the sector.

Key Challenges

Digitalisation of the sector has shifted the focus towards technology and data-heavy legal work. Upskilling in these areas has been one of the challenges faced by lawyers with more generalist skillsets. There has also been an increase in regulation, which means more time spent by lawyers prioritising data protection and cyber security.

The agility of contracting lawyers typically increases competition for roles within various sectors, but the media industry has found that the restrictive budgets lead to fewer contracting lawyers, meaning the media sector doesn't benefit from the same levels of flexible support found in other sectors.

Recruitment Bias

It has continued to be one of the most sought-after sectors for lawyers wanting to make the move in-house, and hiring has tended to focus at the junior end of the market (NQ-2 years' PQE) and therefore at this level at least, companies have been able to be fairly selective, with a generous pool of junior candidates eager to move into the sector.

However, salaries have remained at the lower end of the range within industry and commerce over the years, and this continues to be the case. This is in part, due to the willingness of lawyers to accept a reduction in their compensation to move into a high profile sector that offers more exciting work.

The sector also tends to prioritise candidates with industry specific skills, which means the pool is inevitably smaller.



Post Qualification Experience	Salary Range
NQ - 1	£46,000 - £50,000
2-3	£52,000 - £66,000
4-5	£64,000 - £75,000
6-7	£75,000 - £83,000
8-9	£82,000 - £90,000
10-11	£90,000 - £100,000
Head of Legal	£110,000 - £130,000
General Counsel	£150,000+

Telecoms

Brief Overview

- The telecommunications sector consists of telecom equipment, telecom services and wireless communication.
- The sector is becoming less focussed on voice and increasingly about video, text, and data.
- Legal teams range from Sole Counsel to 50 plus lawyers for companies like Vodafone.
- The majority of telecoms companies in the UK are privately owned or listed in other jurisdictions.
- Emerging ‘challenger’ companies have seen high growth, with the more established players investing heavily in 5G and customer retention.

Key Trends

The next two years hold huge promise for the telecoms industry as a range of disruptive technologies gain traction. With the introduction of 5G in 2019, the telco sector has experienced a similar level of hype as seen in the technology space, and market competition has continued to fuel M&A activity. As a result, we have seen over 13% of the total legal jobs advertised this year to be in the telco space.

Convergence is another key trend, with a number of businesses offering not only the full range of telephony services, but broadband packages as well. For lawyers, this means that the disciplines will start to become interchangeable, with the merging of boundaries and broadening of skillsets.

Key Challenges

The larger network providers are typically based outside of central London, which

means attracting top-tier, city-trained candidates can be harder. As a result, salaries and packages tend to be quite competitive, but as compensation isn't always the number one driver, this has led to businesses offering greater flexible working arrangements to offset longer commutes. We have also seen a greater demand for interim lawyers, who typically have more flexibility where location is concerned.

Telecoms providers with retail outlets are being affected by the decline on the high-street. We therefore expect to see a steady reduction of investment in retail during 2020.

Recruitment Bias

The industry has tended to favour candidates with sector experience who are city trained and have an awareness of the regulatory environment in which they operate. However, with these candidates in relatively short supply, businesses are becoming open to considering more generalist lawyers who can be developed into technology/telecommunications specialists.



Post Qualification Experience	Salary Range
NQ - 1	£50,000 - £55,000
2-3	£52,000 - £66,000
4-5	£65,000 - £80,000
6-7	£82,000 - £93,000
8-9	£88,000 - £97,000
10-11	£95,000 - £110,000
Head of Legal	£110,000 - £150,000
General Counsel	£160,000+

FinTech

Brief Overview

- As with the Technology sector, FinTech is one of the fastest growing sectors in the UK.
- It's made up of payments and transactions companies, lending companies, wealth companies, insurance companies, neo-banks and "multi" companies (who transact across sectors with multiple offerings).
- Legal teams range from Sole Counsel, for start-ups, to 10 or more lawyers for the established FinTechs.
- Companies can be both privately owned or publicly listed, but tend to be at the earlier stages of the business cycle.
- Technological innovation in the financial services arena has created opportunities to drive growth for some time, but that high growth is usually coupled with high risk for a lot of businesses

Key Trends

The UK's FinTech sector is testament to the wider technology sector's ability to turn adversity into opportunity. The foundations for this thriving sector were laid in the aftermath of the Global Financial Crisis, with FinTech truly coming to the forefront from 2014 onwards as a result of increased global investment. In 2018, we saw an increased collaboration between technology companies, financial institutions, investors, and regulators. The global FinTech ecosystem continued to mature at an accelerated pace over the course of 2019, with growth seen in the rise of open banking, greater regulatory clarity and maturation of AI and blockchain.

With a relatively small number of companies at a stage where an internal legal hire is required, opportunities within the sector remain relatively rare and highly sought after. We've also seen a broad range of salaries on offer, as some newly

established businesses tend to employ junior lawyers in senior positions to reduce costs.

The ability to work flexibly in the FinTech sector is a key draw, however the reality of working for young, high-growth companies means there isn't always the infrastructure or provisions to make this possible.

Key Challenges

Compared to the more established sectors, FinTech tends to be high-growth and therefore high-risk. There are a number of challenges faced by lawyers getting into the sector, most notably if a business fails to get sufficient funding, particularly during Early Venture or Series A stages.

Legal work also tends to be front-loaded where there is a significant amount to do during the early stages, with little or no budget for additional headcount to support (this is in contrast to the established FinTechs who have had the time and budget to build their legal functions).

Whilst the established players have healthy budgets to recruit, many start-ups prioritise investment in sales, marketing and product development over legal support. This translates into lower salaries, which often leads to junior lawyers, taking on Sole Counsel positions.

Recruitment Bias

Budget also has an impact on recruitment bias, as reduced resources have led to greater opportunity for junior lawyers to find Sole Counsel positions. In an increasingly tech-focussed world, the opportunity to work with innovative and disruptive companies is a huge draw for many lawyers, which means that despite budget, demand often outweighs the availability of roles.

**Post Qualification Experience****Salary Range**

NQ - 1

£50,000 - £55,000

2-3

£54,000 - £65,000

4-5

£63,000 - £78,000

6-7

£77,000 - £88,000

8-9

£85,000 - £95,000

General Counsel

£85,000+

Retail Banking

Overview

- Retail banks are focussing on their digital products and services as they face increased competition from financial technology companies who are embracing open banking.
- Recruitment has remained buoyant as new digital project teams are being formed.
- Brexit continues to cause uncertainty slowing recruitment in other areas.
- Within established retail banks legal teams range from 20 to 80 plus lawyers.
- Lawyers are attracted to the regulatory complexity and cutting-edge digital projects.

Key Trends

A focus on new digital products and services for customers has placed good technology lawyers in high demand. IT and payments lawyers at the junior to mid-level within financial services are also particularly sought after.

Whilst the biggest change in the sector has undoubtedly been the development of digital banking and fintech services, changes in regulation including the Second Payment Services Directive and General Data Protection Regulation have also led to a rise in recruitment particularly for mid-level regulatory and data protection lawyers.

Key Challenges

Looking ahead to 2020, we predict that the interim market will see a rise in recruitment as retail banks adjust to a changing economic landscape in the wake of the Brexit negotiations. Uncertainty will place restrictions on permanent hires which will increase the demand for legal contractors. IT, payments

and regulatory lawyers will be highly sought after, on both an interim and permanent basis, as retail banks continue to harness new developments in technology and compete to appeal to tech savvy millennials. Banks will undoubtedly compete for the best talent in an under supplied market. We therefore expect salaries for lawyers in the high demand areas to increase accordingly.

Recruitment Bias

In a competitive market, retaining talent is paramount. Flexible working has become a cost-effective way to retain talent as well as attract a wider radius of candidates by making long distant commutes more feasible. This is of particular importance following the government's ring-fencing legislation and the subsequent relocation of some of the larger banks to the Midlands. A move away from London has reduced costs however there is some anecdotal evidence that suggests location has been a limiting factor when trying to attract talented lawyers unless banks draw up mutually agreeable guidelines for agile working. Attrition rates in retail banking have decreased by 30% in 2019 due to the increasing acceptance of flexible working.

Salaries have risen in line with demand, with technology and regulatory lawyers seeing the biggest increase from last year. Lawyers with these skills can typically expect a 20% uplift in salary when moving roles and will likely see the same uplift in 2020 as their skills continue to be important to the overall business strategy. More broadly, lawyers within retail banking have become accustomed to strong benefits packages with bonus' averaging around 15% and pensions 5-8% higher than in other sectors.



Post Qualification Experience	Salary Range
NQ - 1	£54,000 - £65,000
2-3	£65,000 - £75,000
4-5	£75,000 - £90,000
6-7	£90,000 - £105,000
8-9	£100,000 - £115,000
10-11	£115,000 - £130,000
Head of Legal	£125,000 - £150,000
General Counsel	£150,000+

Investment Banking

Overview

- In 2019, investment banks scrutinised their costs and structures in the wake of Brexit uncertainty. This led to some companies making redundancies in their London office in order to drive down costs.
- Investment Banking has the largest appetite for contractors as managers struggle to get sign off for additional permanent headcount.
- A rise in interim hires has led to an improvement in the quality of available talent with experienced professionals opting to become temporary workers, this is due to the availability of opportunities, the chance to gain a broader range of experience and benefit from the flexibility that contracting can offer.
- Legal teams typically range from 20 to 130 plus lawyers for companies like JP Morgan Chase Bank.
- Lawyers are attracted to the legal complexity and generous remuneration.

Key Trends

The investment banking sector continues to be cautious in hiring as regulation in the sector continues to tighten. Despite this, there has been significant recruitment activity for regulatory lawyers at all levels within investment banking, driven by the complex and demanding regulatory environment arising from the General Data Protection Regulation (GDPR) and the Markets in Financial Instruments Directive (MiFID) II. GDPR was at the top of the agenda in 2018 and continues to be important. Unsurprisingly therefore, lawyers with GDPR experience are in high demand on both an interim and permanent basis

and those moving roles can expect on average a 20% uplift in salary.

Key Challenges

In other areas, legal salaries have remained broadly consistent with previous years. Whilst salaries are competitive compared to other sectors, they are unlikely to rise significantly in 2020 due to ongoing economic uncertainty.

In order to remain competitive, there will be a continued focus on compensating via total compensation. Packages incorporate private healthcare for family as standard across the industry, employer pension contributions averaging 15% and within the larger establishments, a car allowance or cash equivalent is quite common with mid-senior level roles and which amounts to an additional 5% to income.

Recruitment Bias

Flexible working has become a cost-effective way to retain talent as well as attract a wider radius of candidates by making long distant commutes more feasible. Employers recognise that their employees are more likely to stay with a business that gives them the flexibility to balance their personal and work life. This typically takes the form of working from home, flexible hours, working a condensed week and/ or a 4-day working week. This is a highly effective and cost-efficient way of attracting and retaining the best talent and has led to a decrease in attrition rates in investment banking over the last 18 months by 20%.



Post Qualification Experience

Salary Range

NQ - 1

£55,000 - £65,000

2-3

£65,000 - £80,000

4-5

£80,000 - £100,000

6-7

£100,000 - £115,000

8-9

£115,000 - £125,000

10-11

£125,000 - £140,000

Head of Legal

£140,000 - £160,000

General Counsel

£160,000+

Insurance

Overview

- Rising interest rates and higher investment income contributed to a strong year for insurers.
- Recruitment has remained steady within the sector despite Brexit uncertainty.
- General Data Protection Regulation (GDPR) continues to be scrutinised.
- Legal teams typically range from 5 to 100 plus lawyers.
- Lawyers are attracted to the regulatory complexity and highly specialist work.

Key Trends

Commercial lawyers at the 3-5 PQE level are most in demand as insurers look to reduce external legal spend by keeping more work in-house. As with previous years, there has been significant recruitment activity for regulatory lawyers at all levels, driven by the complex and demanding regulatory environment. GDPR was at the top of the agenda in 2018 and continues to be an area of focus. Commercial lawyers with GDPR knowledge are most in demand and can typically demand a 15-20% uplift in salary when moving roles.

Key Challenges

M&A activity continues to remain high as companies look to secure a greater presence in the London insurance market. This has resulted in a prolonged period of recruitment as new teams are being formed and replacements for leavers are being sought. This has also created a need for experienced corporate lawyers to manage large scale M&A projects in a cost-efficient move to reduce external legal costs. Demand for mid-level lawyers with compliance experience increased in

2019 as newly formed companies looked to review their monitoring, assurance and oversight capability.

Recruitment Bias

In 2019, some insurance companies scrutinised their internal IT infrastructure which resulted in some companies investing in large technology projects. IT lawyers from wider financial services and private practice were recruited to meet business requirements. Technology will continue to be an area of focus for insurance companies and 2020 will see continued demand for mid-level IT lawyers.

Salaries have remained fairly static since last year and tend to be slightly lower than at other financial services institutions although insurance companies are known for offering bonuses between 20-30% and strong benefits packages with an emphasis on insurance products including private healthcare including for family, life assurance typically 6x base salary, travel insurance including for family and employer pension contributions between 10-20%. Salaries are unlikely to rise significantly in 2020 and there will be a continued focus on compensating via bonus and total compensation.

Flexible working is no longer viewed as an optional benefit in the insurance sector with companies viewing it as a way to retain and attract top talent from the widest candidate pools. The majority of lawyers in the sector currently have access to some form of flexible working and would expect a future employer to offer the same, demonstrating how important this issue is for employers.



Post Qualification Experience	Salary Range
NQ - 1	£50,000 - £65,000
2-3	£65,000 - £75,000
4-5	£75,000 - £85,000
6-7	£85,000 - £95,000
8-9	£95,000 - £110,000
10-11	£110,000 - £125,000
Head of Legal	£120,000 - £140,000
General Counsel	£140,000+

Energy

Overview

- The energy sector includes companies engaged in exploration, generation and retail.
- Legal team size will vary from Sole Counsel to large teams, such as Centrica, which has over thirty lawyers.
- Language skills are useful, particularly in companies that operate fields globally.
- Political pressure on renewable energy is shaping the industry to reduce the harm on the environment and move to more sustainable energy sources.

Key Trends

One of the biggest impactors on the sector is the pressure to increase the production of renewable energy in the UK. The target is to have 15% of energy consumption from these sources by 2020, which should promote investment in the industry.

Alongside this, there is a clear push in the industry to reduce other sources of pollution. This can include using biofuel in vehicles transporting fuels, and modernising the use of fuels in generation to make them cleaner so that even when fossil fuels are being used, their impact is lessened.

Nevertheless, investors are reluctant to put too much resource into energy companies currently, with a potential Labour government suggesting nationalisation in the sector.

On the retail side, energy price caps have hit the big energy providers, with Centrica in particular being hit hard by the initiative. With Ofgem continuing to lower prices, and another reduction planned for Q4 2019, the

traditional Big Six retailers have reported a significant impact on profits.

Key Challenges

With the potential impact of global warming being at the forefront of the media, many candidates will be conscious of the environmental damage a company in this sector will commit. Almost 50% of 18 – 25 year olds ranked it as a serious concern, this makes the company's approach to reducing their impact particularly important when approaching the junior end of the market.

There is also a widely held general view that legal teams in the sector, particularly in the exploration and drilling side, can be outdated in terms of their approach to working and lacking diversity.

Recruitment Bias

We tend to see more interim roles in this market than other sectors, with around 15% of roles being offered on a contractual basis – compared to a 5% average in other sectors.

Diversity is key when hiring, as teams increasingly try to promote a more diverse talent pool.

There is particular demand in this sector for candidates that speak multiple languages. This is dependant on where a company's operations are, but expect French, Russian and Middle-Eastern languages to be most in demand.



Post Qualification Experience	Salary Range
NQ - 1	£54,000 - £62,000
2 - 3	£62,000 - £70,000
4 - 5	£70,000 - £85,000
6 - 7	£85,000 - £100,000
7 - 9	£94,000 - £112,000
10+	£110,000+
Head of Legal	£140,000 - £195,000
General Counsel	£195,000+

Supply Chain

Overview

- The supply chain sector includes Transport and Manufacturing.
- Legal Teams tend to be small/medium sized.
- Larger businesses are likely to have a team spread throughout their operating regions.
- The sector is stagnating currently, with a risk of shrinking in the next 12-18 months.
- Manufacturing optimism at a multi-year low, however, transport is more confident.

Key Trends

The sector is being hit badly by the impending exit from the EU, and contingency planning is proving difficult. Nevertheless, there is slight respite as a number of companies have stockpiled resources, resulting in an increase in output.

The British Industry's Industrial Trends Survey showed 15% of manufacturers reported their order books to be above normal. While 28% said they were below normal, giving a balance of minus 13%, overall this has shown an improvement on the minus 34% recorded previously.

This is showing resilience in the sector, with manufacturers expecting output to remain broadly unchanged in Q4 2019.

On the transport side, there is more optimism with larger companies investing further into their resources. This includes DHL, who announced large scale fleet investment in August 2019.

Key Challenges

Being a sector currently experiencing little or no growth, lawyers seeking permanent roles will be wary of moving into Supply Chain companies. Coupled with comparatively low salaries, it's apparent that attracting top-tier talent will be challenging.

Despite positive statistics in Q3 2019, the Deputy Chief of CBI, Anna Leach, counsels that UK manufacturers must continue to be cautious, with the slowdown in the global economy and Brexit uncertainty having a joint impact on forecasts.

Recruitment Bias

Hiring has remained consistent, although low, over the last 12 months and we have seen few companies expanding their teams. The majority of permanent hires have come from replacing departing team members.

Junior lawyers are more averse to moving in-house into this sector. This is primarily due to concern over job security, and smaller team size.

The majority of lawyers around NQ – 2 years PQE will want a structured environment to make sure their development is not impeded. This can mean the smaller-sized teams in Supply Chain are less appealing to some, but will appeal more to lawyers eager for a broad role.

More experienced lawyers at the level and senior will be equally wary, meaning assurances will be sought on the security of the role and job prospects moving forwards.



Post Qualification Experience	Salary Range
NQ - 1	£42,000 - £51,000
2 - 3	£50,000 - £63,000
4 - 5	£60,000 - £78,000
6 - 7	£78,000 - £92,000
7 - 9	£85,000 - £99,000
10+	£100,000+
Head of Legal	£115,000 - £170,000
General Counsel	£180,000+

Construction & Real Estate

Overview

- The construction and real estate industry, like many others, has faced a great deal of uncertainty as a result of the UK's vote to leave the EU.
- With the future health of the UK economy in question, many companies are reluctant to invest capital on large scale projects.
- Office and retail developments have seen the sharpest decline in construction.
- Teams typically range from 2 to 10 lawyers
- Lawyers are attracted to the opportunity to see landmark projects through to completion.

Key Trends

Despite Brexit, the demand for public and private housing has grown. The number of private housebuilding projects grew in 2019 and is predicted to grow by 2% in 2020, sustained by the Help to Buy scheme, low interest rates and availability of affordable mortgages. With the recent increase in government grants given to affordable housing programmes, public housing completions grew by 4% in 2019 and will continue to grow by 2% in 2020. Office construction declined in 2019 with falls of 9% predicted for 2020. Retail construction is predicted to decline by 5% in 2020 due to concerns regarding the impacts of rising inflation on real wages and consumer spending, combined with the trend away from the high street towards internet shopping.

Key Challenges

For the in-house legal market, recruitment has steadied in line with sector output. Non-

contentious construction lawyers at the 4-6 PQE level are most in demand as companies look to grow their legal team from the bottom upwards. This will continue to be the highest area of recruitment in 2020 and companies will undoubtedly compete for the best talent.

Salaries have remained fairly static due to low sector activity however benefits are being offered to attract talent such as higher average bonuses for senior lawyers in the region of 15-25% and car allowances or cash equivalent adding an additional 5% to income. Salaries are unlikely to rise significantly in 2020 and there will be a continued focus on compensating via bonus and total compensation.

Recruitment Bias

In an uncertain market, lawyers are cautious about changing roles and therefore attrition rates have decreased over the last 18 months. This will continue into 2020 and employers will have to attract prospective candidates with competitive salaries and benefits such as flexible working.

Remote working is a particularly important consideration for employers as many lawyers have become accustomed to this arrangement. Not all employers in construction and real estate offer this option because it cannot be applied to all their staff. In order to widen the talent pool, particularly to private practice lawyers where working from home has become the norm, employers should think about flexing their policy on remote working for office staff.



Post Qualification Experience	Salary Range
NQ - 1	£49,000 - £60,000
2-3	£60,000 - £70,000
4-5	£70,000 - £80,000
6-7	£80,000 - £90,000
8-9	£90,000 - £100,000
10-11	£100,000 - £120,000
Head of Legal	£115,000 - £130,000
General Counsel	£130,000+

Non-Qualified

Overview

- The Non-Qualified section covers Paralegals and Contract Managers.
- Experienced Non-Qualified professionals are increasingly sought after across all sectors of the in-house legal market.
- Entry-level/NQ roles in-house are less frequent, as employers often need demonstrable experience post qualification.

Key Trends

Non-Qualified professionals like Contract Managers, are becoming more and more in demand in the in-house market. They free up the constant contract churn and burn of an in-house counsel, allowing them to focus on more strategic work. As such, they have emerged as a valuable resource. The work of a Paralegal is similarly making an impact. Where they may have historically been expected to do a large variety of administrative tasks, we are now seeing drafting and negotiating becoming entrusted to Paralegals.

While Paralegals can often see their role as a stepping-stone to securing a training contract, Contract Managers are less likely to seek out the path to qualification. Progression for Contract Managers tends to be into de facto Legal Counsel positions.

Key Challenges

Retention is the main challenge when it comes to Paralegals. It is likely that after a year or so of gaining experience within a company they will begin to look for opportunities to develop further – such as seeking out training contracts or requesting funding for the LPC.

A further challenge companies can face when recruiting for Paralegals is the sheer volume of applicants. It is not unusual to see over a hundred applications for one position. Paralegals are aware of the challenges of getting a foot in the door and will often apply for multiple roles, some not always aligned with their experience, which can mean a lot of time spent by HR vetting CVs to find the most appropriate candidates.

Attracting Contract Managers can also be a challenge. They tend to be more mercenary, with a focus on salary rather than on development opportunities. The type of company and work on offer is still appealing, but not as advantageous long-term as it would be for a Paralegal.

Recruitment Bias

There tends to be more opportunities for experienced Paralegals at the 3-4 years' experience mark. This is increasingly difficult to find, as on average, paralegals don't tend to want to stay in the non-qualified market.



Contract Managers

Years of Experience	Salary Range
0-1	£20,000 - £30,000
2-3	£28,000 - £37,000
4-5	£35,000 - £50,000
6-7	£46,000 - £66,000
8+	£65,000+
Contracts Director/Head of Contracts	£75,000 - £120,000

Paralegals

Years of Experience	Salary Range
0-1	£20,000 - £26,000
2-3	£25,000 - £35,000
4-5	£34,000 - £45,000
6+	£42,000 - £50,000+

The logo consists of the letters 'DMJ' in a bold, white, sans-serif font. The letters are closely spaced and have a slight shadow effect. Below the letters is a horizontal line with a color gradient from red on the left to yellow on the right.

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