



HAMLYN WILLIAMS
**AUDIT MARKET
REPORT 2021**

HAMLYN WILLIAMS

FOREWORD



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We released last year's Internal Audit Market Report just as it was being realized how significant and far-reaching the consequences of Covid-19 would be, not just from the point of view of the catastrophic global health crisis, but also from an economic and social perspective. In our 2020 report, hastily re-written to reflect the situation, we looked at the potential effects on the world of work and individual career pathways, whether appetite to hire would diminish, the effects on physical workspaces, and how regulators would react given additional pressure on Audit and other governance functions. Looking back at this point in 2021, with multiple vaccines being rolled out in the U.S. and tentative optimism returning, it is interesting to consider our perspectives a year ago when so much was still unknown.

The reality has been both more challenging, and in some senses less dramatic, than anyone may have expected. Auditors, just as every other professional group, have been required to navigate the logistical and mental health challenges of working from home (mostly 100%) for over a year now. This

is in addition to dealing with the health implications of daily life, the severity of which has depended upon which State one happens to live in. At the same time, Internal Audit functions have adjusted well to hiring and onboarding remotely. While firms have been more careful about the roles they authorize, and candidates have themselves been more risk-averse to the thought of joining a new employer on a fully remote basis, recruitment has continued relatively consistently across the majority of our clients, with some taking the opportunity afforded by remote working to accelerate location strategies that were already in motion pre-pandemic.

Likewise, Regulators have provided little relief for banks already under regulatory pressure with examinations resuming relatively quickly after the first onset of Covid-19. Other regulatory relaxations have been of a pragmatic, rather than a substantive variety. In addition, Internal Auditors have had to consider brand-new risks or old risks looked at through new lenses – particularly around Cyber Security, Data Protection and the enhanced pressure on technology

infrastructure from a fully remote workforce. It remains to be seen the role Internal Audit will play in return to office planning and how controls will need to be reassessed for long-term blended remote working.

All of which makes for a fascinating environment in which to release this report. As always, I would like to thank our contributors David Dunn, Assistant General Auditor for PNC Bank and Shirley Jiang, Deputy Chief Audit Executive for Bank of China. Insight from Audit Leaders and other subject-matter experts forms a key part of Hamlyn Williams Client

Value Proposition and we appreciate the generous time invested. We would also like to thank our valued candidates and clients who provide the day-to-day anecdotal insights that filter into this report and provide the data around our salary benchmarking. And finally well done to the Audit Team at HW and Niomi Cowling our Marketing Manager for pulling this report together.

We do hope you enjoy this report – please feel free to contact me with any questions or suggestions.



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The first thing I look for is an inquisitive mind. Someone who likes to ask why or how. Natural curiosity and a healthy skepticism toward the status quo are important keys to being a good auditor.

- David J. Dunn, p.18



HAMLYN WILLIAMS

INTRODUCTION

What a year it has been for all industries in lieu of the global pandemic we have all been forced to navigate. The Audit profession (both Internal & Public) has been challenged immensely given the circumstances, with winners and losers on both sides. Early stages of the pandemic the Big 4 and their competitors were hit the hardest; furloughing or laying off large percentages of their workforce as projects they were engaged on were put on hold indefinitely or completely suspended. As we approach normalcy this has seemed to equilibrate, but it was particularly challenging for the greater part of 2020 to find gainful employment in Public Accounting with higher than ever levels of uncertainty as to job security, client commitment, future routes to Partner, etc.

Big banks were much quicker to adapt to the situation and were able to use the remote working arrangement to their advantage in some instances. Internal Audit was the fastest of the three pillars (Audit, Risk, Compliance) to reignite their hiring efforts and surveys from many of the Chief Auditors in our network indicate they have seen similar to higher levels of productivity despite not being able to have their teams collaborate in person. There were of course exceptions to this activity with some of the larger banks at a stand still for the majority of 2020 depending on where they are headquartered, but whichever lens you look through it is more relevant than ever to explore opportunities within the third line of defense.

Firms have been tasked with re-evaluating their risk appetite and overall US strategies to offset impacts to their balance sheet. Simultaneously they have had to take a hard

look at their technology infrastructure and the controls they have in place surrounding access and protection of sensitive information to move to a fully remote workforce. This level of transformation is truly unprecedented when taken from a global lens, particularly with the speed in which it was implemented, and has resulted in significant changes to the recruitment landscape for Corporate Governance professionals (and all professionals for that matter).

Amidst the public health crisis we also saw a changing of the political environment in the US transitioning Executive power from the Republican to Democratic Party which is aimed to reinstate a higher level of regulatory scrutiny versus the previous four years of mostly deregulation.

Throughout this document our goal is to inform on how you can best utilize your unique subject matter expertise in the most impactful way to further your career. We will highlight regulatory areas of focus, hiring trends across geographies & specialisms, the return to office dilemma & proposed solutions, as well as how to best secure talented Audit professionals if you are a hiring manager.

There will also be a high-level salary survey guide to help you understand your market value and whether or not that should be a key driver in your next move.

We hope you enjoy this resource and the contributions from the heads of audit who generously shared their insights with us.



Within the past year, there have been increased expectations of Internal Audit's engagement during critical business decision making processes, and this trend is likely to continue. This requires a shift in mindset from the traditional post-fact audit reviews to engaging audit upfront to help prevent risk events.

- Shirley Jiang, p.21



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HIRING UPDATE

For Heads of Internal Audit, the immediate challenge was to ensure their teams were set up to work safely and effectively from home while recalibrating the annual audit plan where needed. But what of hiring plans for the year?

Several trends have continued into 2021 including an ongoing relocation strategy for many larger US institutions. There is demand for audit talent as far afield as Salt Lake City, Dallas, Tampa and Charlotte, as well as an increase in fully remote positions. Candidates with skills in data governance and data analytics are in high demand as the industry continues towards a more automated and agile governance environment. IT resilience, cloud and digital risks feature significantly on audit plans in addition to ongoing regulatory and financial crime compliance risks. Heads of Audit face increasing pressure to provide effective coverage of these controls as regulatory oversight intensifies in the new US administration.

Candidates at the Senior Auditor and Audit Manager grades (c. 4-12 years' experience) continue to be in most demand, while at the senior end of the market there is increased appetite for audit leaders with knowledge of payments as businesses come to embrace newer forms of transactions.

When recruiting auditors remotely, hiring managers need to be cognizant of the new variables candidates consider when weighing an opportunity. Culture, job security, progression and visibility remain ever-present in a career-

oriented auditor's mind. However, new considerations such as a firm's return-to-office strategy and subsequently flexible working arrangements are now frequently mentioned. These are complex concerns to which hiring managers may not have all the answers – but a transparent, communicative, and smooth interview and onboarding process can go a long way towards securing top talent. Moving candidates through the process as quickly as possible is also important in a mainly candidate driven market.

Candidates with skills in data governance and data analytics are in high demand as the industry continues towards a more automated and agile governance environment.

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In recruiting auditors remotely, hiring managers need to be cognizant of new variables candidates consider when weighing an opportunity. Culture, job security, progression, return-to-office strategy, flexible working, stakeholder engagement and visibility in the organization are frequently mentioned by candidates.



HAMLYN WILLIAMS LOCATION STRATEGIES

Corporate Relocation Strategy

To mitigate costs we have seen many firms shifting hiring away from high-cost areas, such as New York, to lower cost areas such as Tampa, Dallas, and Charlotte.

American banks continue to grow their presence in the Dallas/Fort Worth market as they all compete for talent in a new labor pool. These firms have sprawled out in the DFW area with Citi in Irving, Fidelity and Charles Schwab moving to Westlake, JP Morgan and USAA setting up shop in Plano, and Goldman Sachs and Bank of America recruiting in downtown Dallas.

In contrast, international banks have taken a more varied approach to location strategy. Japanese banks such as MUFG, Nomura, and Mizuho continue to hire Audit talent in NYC. European banks however are now finding secondary cities outside of the New York market, with Credit Suisse focusing in on Raleigh, Deutsche in Jacksonville,

Barclays in Wilmington, and Rabobank in St. Louis.

A trend accelerated by Covid-19 has been growing flexibility, with 'Work From Home' increasingly evident in offers we deliver to candidates. Despite firms looking to return to an office environment once again, remote working flexibility remains, with 2-3 days WFH being the market standard. Hotdesking has become increasingly preferable as firms require less physical size and space. Market movers such as USAA and Synchrony Financial now offer a permanent WFH offering in Audit, which has subsequently expanded their talent pool to all 50 states. Other financial firms have been hesitant on the approach of permanent work from home arrangements with most establishing a return to the office date during Q3 of 2021.



A trend accelerated by Covid-19 has been growing flexibility, with 'Work From Home' increasingly evident in offers we deliver to candidates...with 2-3 days WFH being the market standard.



HAMLYN WILLIAMS SKILLS

Top 5 It Audit New Skills

- 1 Agile Auditing
- 2 Regulatory Relations
- 3 Strong IT Skills
- 4 Operational Risk
- 5 IT Skills

Top 5 Business Audit New Skills

- 1 Agile Auditing
- 2 Regulatory Relations
- 3 Strong IT Skills
- 4 Fraud risks
- 5 Consumer Compliance/Fraud



New technologies, new channels, new products always lead to new threats. From an audit perspective, we are always working hard to keep up with those changes from an education, skill-set, and capability standpoint.

- David J. Dunn, p.17



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FUTURE OUTLOOK

The Audit profession is constantly evolving to accommodate new business and technological risks. 'Traditional' auditors who come from a pure Assurance or an Information Systems Auditing background are becoming obsolete in today's ever-changing regulatory environment.

Professionals who embrace the integrated nature in which audit teams operate will have access to the best career opportunities, and ultimately rise to leadership roles the fastest. Career-minded Auditors will be curious about wider business objectives, and how the impact of technology – these soft-skills are highly sought after by every hiring manager, especially when understanding how data is accessed and/or governed.

It is less important, usually, to find one subject matter expert to encompass the company's entire product suite or technology stack than it is to have confidence that a hire will be able to grasp the emerging technology / data tools that will give your organization a competitive edge when it comes to winning market share.

Hiring managers have traditionally liked candidates with Big 4 backgrounds, but we are increasingly asked to provide candidate shortlists with a range of diverse experience across the three lines of defense. Meeting and hiring candidates who bring diverse skillsets is invaluable to an Audit department's success. We receive interviews for individuals coming from a wide spectrum of backgrounds, and being able to explore a variety of candidates

offers both interesting discussions as well as competitive market rates. From the other perspective, Audit professionals who strategically move companies to develop technical skills often gain different perspectives and even leadership opportunities.

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Audit professionals who strategically move between companies to develop technical skills often gain different perspectives and even leadership opportunities.



DAVID J. DUNN

Executive Vice President

Assistant General Auditor –
Technology

PNC Financial Services Group



You've worked for several major US financial organizations throughout your career – what attracted you to PNC?

There were several factors in my decision to join PNC. The most influential of these was the opportunity of the moment. In 2016, when I was first contacted by PNC, the bank was in the middle of a strategic growth phase. PNC had completed several large, important acquisitions over the previous several years and were looking to elevate their risk management and control capabilities as the bank continued to grow and expand. Internal Audit was looking to bring in senior leaders with different perspectives and big bank experience. So, the opportunity to join PNC at that time was very appealing to me. It was an opportunity to take an existing audit function and take it to the next level through new or different audit techniques, new tools and technologies, and enhanced audit management practices. That kind of challenge, and the heavy lifting that's required to be successful, is something I've always enjoyed in my career.

In addition to the great opportunity to really have an impact on the bank through the audit function, I've always held PNC in high regard as a well-managed organization that operated by its values. And I'd always

heard through my industry network over the years that PNC had a great culture. Once I met with the General Auditor and other executives through the interview process, I saw the culture in action for myself. The decision was an easy one at that point. Oh, and the fact that I was a die-hard Steelers and Penguins fan didn't hurt either!

What impact has COVID-19 had on the Audit profession?

I think there've been several impacts. Certainly, from an operational or execution standpoint, the impacts have been profound. Not being able to audit "on-site" has certainly been disruptive. We can't observe transactions and business processes as we would under normal circumstances. Also, direct, in person interaction is an important part of the audit process. The opportunities for informal interaction with auditees, a key to building relationships, credibility, and trust, and traditionally would often lead to greater insight or context, just aren't possible when you're auditing from your desk, or kitchen, or living room. So that's been an adjustment. It only serves to emphasize the need for, and importance of, using technology to expand testing effectiveness and audit efficiency. Not only do we do more with video to get as much face-to-face time as we can, we're very

focused on getting the most assurance value out of every audit hour we spend across the Audit Department. So we've invested in automation and robotics in order to execute broader testing without the need for more personnel and we've put greater emphasis on population testing to increase assurance.

With so many associates working from home across the bank, operational risks are heightened. Cyber security risks are elevated with so many people accessing systems remotely. The need for certain associates to have print capabilities from remote locations versus in a controlled office setting elevates operational risks, for example. Fraud and conduct risks are elevated due to the inability to maintain the same level of management supervision over associate activity.

These are just a few ops risk examples. But there are elevated risks across the full gamut of the risk domain spectrum. So even while we leverage a risk-based approach, as most audit shops do, with COVID, the elevated operational risk requires broader and deeper audit coverage. So again, our ability to get the most value from each and every audit hour is paramount.

Within Financial Services, what has been the biggest challenge Audit departments faced in 2020?

One of the biggest challenges is always cyber risk. Every year the pace and degree of change related to information security poses new and evolving risks, especially in financial services. And 2020 was no exception. New technologies, new channels, new products always lead to new threats. From an audit perspective, we are always working hard to keep up with those changes from an education, skill-set, and capability standpoint. It's always a challenge. That challenge was exacerbated in 2020 with so many training opportunities and industry conferences being cancelled

in the first half of the year. Then many going fully remote in the second half of the year. There was a lot of demand for training and education, but the supply was somewhat limited in either availability or delivery options.

Secondly, as I mentioned, IT Audit departments really needed to be creative in their audit approach. Increasing the use of automation, robotics,

and computer assisted techniques was a necessity to achieve quality of coverage and breadth of assurance. I think another particular challenge, which we may not really see the full consequences of until 2021 or challenge, which we may not really see the full consequences of until 2021 or 2022 and beyond, is the loss of one-on-one staff development, coaching, and mentoring, and team building opportunities. I think we've been able to maintain a level of execution and audit quality, that I'm proud of, throughout



The opportunities for informal interaction with auditees, a key to building relationships, credibility, and trust, and traditionally would often lead to greater insight or context, just aren't possible when you're auditing from your desk, or kitchen, or living room.

2020, even with auditors working remotely. But, the loss of time together to bond, teach, and coach...I think we will ultimately see an impact, especially on newer or more junior staff, whether in their career-path trajectory, or in their longer-term development and, potentially their retention. I think there will be after-effects on staffing due to the non-traditional operations of 2020. And for many companies, those operations are continuing well into 2021. Honestly, this is one of the things which concerns me the most.

How will the role of Audit change as we head into 2021? Into the next five years?

I think Technology Audit will continue to evolve. Twenty years ago, Technology was virtually stand alone in the audit plan. And the corporate technology function was in many ways segregated from the lines of business. So, we could audit core technology, data centres, network ops, and business applications, etc. without much integration with the line of business audit teams. While the plan was simpler and easier to manage, it had obvious limitations. And we've spend the last two decades trying to integrate technology and business operations, both at the corporate level and within audit.

I can tell you that our bias is to audit in an integrated fashion as much as possible. I'd say that at least eighty-percent of our application coverage occurs through integrated audits with our line of business audit teams. We think there's real value in aligning the technology with the business processes and operations that utilize the applications. Not only does it allow for more complete risk coverage for the business, but it also aligns the ownership of, and accountability for, application related risks with the business owners. It's really helped to evolve the risk landscape and risk culture.

So, I think integration of thinking about technology as an integral component of the business will continue. And I think the pace will only accelerate. With the adoption of agile methodologies and DevOps, and

the rise of FinTechs, lines of business are much more involved and knowledgeable of their technological strategies. Technology Audit will need to continue to adapt to these changes in the way companies are operating and interacting by thinking more holistically about risk, linking technology risks to business risks, and shifting more and more to integrated auditing.

Having built and led teams throughout your own career, what attributes do you look for when hiring?

I think the first thing I look for is an inquisitive mind. Someone who likes to ask why or how. Natural curiosity and a healthy skepticism toward the status quo are important keys to being a good auditor, I think. I also look for someone who has an opinion or a point of view. And can articulate it in a compelling way.

When I build a team I look to build balance. Certainly having some core audit competency and folks with audit experience is important, but I also like to have a good mix of people with diverse backgrounds. People with subject matter expertise are crucial to balancing the capabilities of the team. Teaching someone how to audit is far easier than trying to teach technology disciplines to audit generalists.

I also look for folks who can build relationships. I think the value proposition of audit is to provide management with advice and counsel, in an impactful and influential way, without compromising independence. Building credibility and trust with management is critical in achieving that value proposition. Being able to help management see risk management and control solutions outside of the audit plan is always my goal. It's what gives me the most satisfaction and makes me feel like we, audit, are truly contributing to the ongoing success of the bank.

I think the other thing I try to assess is someone's comfort level swimming upstream. Often we're the only ones in the room with a particular point of view.

If you're not comfortable articulating and defending a stance that may be unpopular or unsupported by others, the role of internal auditor may not be for you.

What advice would you share with career-minded Audit professionals during this time?

I'd say the best advice I can offer is to be a sponge. Learn as much as you can. And never stop learning. As a Technology Auditor, the more you know about the business or industry your company operates in, the better. Being able to talk with knowledge and authority on various topics across your organization...finance, accounting, products, channels, laws and regs, etc... and not just "technology"... the more credibility you earn and the more valuable your opinion is.

I've been in banking for the past twenty-plus years of my career. And while I've primarily focused on technology for the better part of those years, I've also had the opportunity to audit most of the bank. Retail, Commercial, Wealth, Capital Markets, Finance, HR, Risk...I'm able to speak the unique languages of each

and I understand, first-hand, their processes and their risks. I started my career in public accounting, so the CPA doesn't hurt either. I'm comfortable talking about financial topics, operational and product topics, risk management topics...in addition to tech related topics. I think it's a great skill to have, but it doesn't often happen by accident. You need to be deliberate and undeterred in achieving it.

The other thing I'd say, and it goes along with my first point, is be flexible. Career progression and success are rarely a straight line. And you don't want to get in a rut or pigeon-holed. Be open to taking on new assignments, even if they're not something you'd ever considered before. Oftentimes, those are the best or they open doors to even bigger opportunities. Every chance to new something new or hone your skills in different ways is a win.

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With the adoption of agile methodologies and DevOps, and the rise of FinTechs, lines of business are much more involved and knowledgeable of their technological strategies.

SHIRLEY JIANG

Managing Director

Deputy Chief Audit Executive

Bank of China



You've worked for several major US and global financial organizations throughout your career – given your background, what attracted you to Bank of China?

After spending a fair amount of time at JP Morgan Chase and within the New York branches of several foreign financial organizations, I had a wide spectrum of experience and was looking for a bigger challenge. After connecting with the then CAE for Bank of China U.S.A. at a networking event, I decided to pursue the opportunity for two main reasons. First, there was great potential for growth. Bank of China was growing its business in the U.S., whereas other financial institutions were shrinking their U.S. footprint at that time. I was, and still am, excited to be part of a growing organization. Second, considering the challenges in strengthening the risk management and controls of a fast-growing organization, I believed I could bring a lot of value to the table as an internal audit professional. I'm glad that I made the move, to say the very least.

What impact has COVID-19 had on the Audit profession?

COVID-19 certainly has had a broad impact on many aspects of our lives, and the audit profession is no exception. Here I want to highlight two significant effects the pandemic has had on the profession:

1) **The way auditors should think about risks.**

From the on-set of the pandemic and the work-from-home transition, to the recovery and prolonged uncertainty, never have we faced so many drastic changes in such an unexpected fashion. As audit professionals, we must not only adapt quickly for ourselves, but also stay abreast of what other business areas may be facing, stay vigilant in identifying emerging risks and offer mitigation recommendations, where warranted, in order to add value.

2) **Effective communication.** Over the past 18 months, communication has drastically changed and taken on a whole new meaning. For most people, the channels for communication were cut down to only include email and Zoom calls. The impact has been even greater for the audit profession, considering the nature of audit activities and their heavy reliance on stakeholder interactions. Not only has the day-to-day audit execution (e.g., walkthrough, issue discussion) been impacted, but also the various level of communications to senior management, the board, and even regulators. Being able to articulate a "crystal clear" message through email or "feel" the audience on a Zoom call have become critical skills for auditors to master.

Within Financial Services, what has been the biggest challenge Internal Audit departments faced during the pandemic?

First and foremost the biggest challenge is staffing and resources. Although staffing is always challenging for the audit profession, the pandemic certainly intensified this industry-

wide concern by several folds. As examples, recruiting and hiring via Zoom is certainly not ideal, both for the recruiters and the candidates. Onboarding and training a new team member remotely is another challenge in itself, as it is more time consuming and less effective, especially for junior hires.

Another unique aspect to the audit profession is that, due to increased demand for IT professionals to support expanded remote work capacity across the board, the pipeline for IT auditors is further drained for those who have a need. Furthermore, as normalcy is gradually being restored, candidates may also be looking for a more permanent flexible working arrangement that goes beyond what an organization can or is willing to accommodate.

Has the role of Internal Audit changed this past year? How do you see the Audit profession evolving in the medium- to long-term?

Internal Audit continues to play a key function within an organization's risk management framework. Within the past year, there have been increased expectations of Internal Audit's engagement during critical business decision making processes, and this trend is likely to continue. This requires a shift in mindset from the traditional post-fact audit reviews to engaging audit upfront to help prevent risk events.

Considering the significant resources deployed to Internal Audit within financial institutions, strategic partnership between first and second lines of defense and Internal Audit can bring a lot of value to an organization, not only from a risk mitigation perspective but also for financial performance. In the medium- to long-term, I foresee Internal Audit allocating a more balanced portion of resources to focus on an advisory role (in addition to auditing).

Having built and led teams throughout your own career, what attributes do you look for when hiring?

Depending on the level, I generally will look for the following attributes:

- 1) **Integrity** – The audit profession requires a high-level of integrity.
- 2) **An inquisitive mind** – Auditors need to be able to keep up with the fast-changing environment.
- 3) **Critical thinking** – The ability to think outside the box is essential in order to effectively identify risks.
- 4) **Problem solver** – Finding issues is a good first step, but the ultimate value-adding aspect of our profession is the ability to offer recommendations to an issue.
- 5) **Communication** – This is a key attribute in order to convey the audit message and get stakeholder buy-in.

What advice would you share with career-minded Audit professionals during this time?

On one hand, learning is key – be it technical knowledge, soft skills, auditing techniques, regulatory requirements, industry best practices, and even emotional intelligence or getting to know stakeholder personalities. Always recharge yourself. As you progress with your career, you will come to appreciate when your skills and knowledge come in handy when facing a new challenge.

On the other hand, always be mindful of the big picture. Audit professionals are here to add value to the organization. Know what the importance of what you do is and never lose sight of that. When you can bring value to the table, it will not go unnoticed.

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SALARY GUIDE

These salaries are to be used as guidelines only and are taken from an average market value as discussed with clients and candidates of Hamlyn Williams over the course of 2020/2021 and based on data from the roles we have placed.

Business Audit - Banking

| Level of Experience | Range From | Range To |
|--------------------------------------|-------------------------------------|-----------------------------------|
| Managing Director/Partner (15+years) | \$300K (400K total comp.) | \$500K (800K+total comp.) |
| Director (10+years) | \$200K base (c. \$280K total comp.) | \$260K base (\$400K+ total comp.) |
| Senior Manager (8-10years) | \$150K base + 15% bonus | \$190K+ 40% |
| Manager (5-8years) | \$120K base + 10% bonus | \$150K + 25% |
| Senior associate (3-5years) | \$85K + 10% bonus | \$120K + 20% |
| Associate (0-3years) | \$65K + 5% bonus | \$80K + 10% |

IT Audit - Banking

| Level of Experience | Range From | Range To |
|--------------------------------------|-------------------------------------|-----------------------------------|
| Managing Director/Partner (15+years) | \$400K (total comp.) | \$800K+ (total comp.) |
| Director (10+years) | \$220K base (c. \$300K total comp.) | \$300K base (\$400K+ total comp.) |
| Senior Manager (8-10years) | \$150k base + 15% bonus | \$190K+ 40% |
| Manager (5-8years) | \$120K base + 10% bonus | \$140K + 25% |
| Senior associate (3-5years) | \$85K + 10% bonus | \$110K + 20% |
| Associate (0-3years) | \$65K + 5% bonus | \$80K + 10% |

Buy-side

| Level of Experience | Range From | Range To |
|--------------------------------------|-------------------------|---------------------|
| Managing Director/Partner (15+years) | \$500K (total comp.) | \$1m+ (total comp.) |
| Director (10+years) | \$180K base + 50% bonus | \$ 220K + 100% |
| Senior Manager (8-10years) | \$150K base + 20% bonus | \$170K + 40% |
| Manager (5-8years) | \$120K base + 20% bonus | \$140K + 35% |
| Senior associate (3-5years) | \$90K base + 15% bonus | \$120K + 20% |
| Associate (0-3years) | \$65K + 10% bonus | \$85K + 15% |



HAMLYN WILLIAMS

ABOUT HW

Hamlyn Williams is a global provider of specialised talent within the Financial Services, Technology and Life Sciences sectors.

Our customer portfolio spans three continents and includes hundreds of Financial Services organisations with whom we have built strong and sustainable relationships, from major global organisations, market leading firms, and innovative start-ups.

Through our global office network we combine localised, niche understanding of our specialist verticals with the scalability to offer rapid delivery to roles across Europe, Asia and the United States.



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