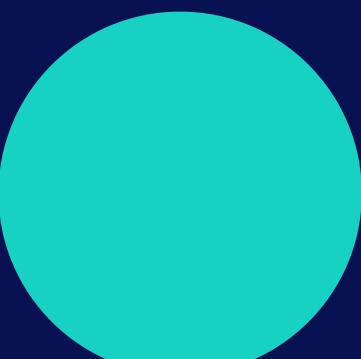


Reed
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Salary guide 2025

Accountancy
& finance practice

Getting Britain working in 2025: an employers imperative



The need to reinvigorate Britain's workforce and address the pressing issue of low labour force participation is now more urgent than ever. Figures released at the end of last year by the Office for National Statistics reveal that more than nine million people in the UK are economically inactive – for every three working-age adults in employment, one is inactive.

This imbalance is unsustainable if we are to build a thriving economy. Without a significant shift in the labour participation rate, the rising trend of unemployment threatens not only our economic prosperity, but also the social fabric of our nation.

The path forward is clear: policymakers, businesses, and communities must work together to prioritise employment and ensure that no one is left behind. Reed in Partnership, has supported over 300,000 individuals in transitioning from unemployment into work and we have seen firsthand the human cost of joblessness. Beyond economic metrics, unemployment undermines individual confidence, mental health, and long-term potential. The societal duty to combat this trend is both practical and moral.

To build an economy in which work is accessible, rewarding, and inclusive, we must embrace bold and innovative solutions as employers.

Work has often been framed as the less desirable side of 'work-life balance,' a narrative that discourages engagement. To shift perceptions, we must actively market the many positives of employment – financial independence, personal growth, skill acquisition, and social life and contribution. People should be inspired to see work not as a burden, but as an opportunity to shape their futures and to give their lives added meaning.

For many young people, and especially for those who do not attend university, the transition from education to employment can feel daunting and uncertain. Reintroducing traineeships for 16-to-24-year-olds would offer a structured pathway into the workforce. These programmes can provide essential skills and hands-on experience, and instil confidence in young individuals, enabling them to take their first steps into employment.

“

It has never been more important to ensure you have a strong team around you. Our salary guides are a tool to help you do just that. And it's no exaggeration to say that the difference between having the right people in your team over the wrong people will be the difference between night and day.

”

By investing in such initiatives, we can bridge the gap between education and work, ensuring that more young people are prepared for the demands of the modern labour market.

On top of this, apprenticeships have been in decline and, if we are to put them back on track, we must make the system more employer-friendly, reducing bureaucracy and offering greater flexibility to businesses. By aligning apprenticeship programmes more closely with the needs of employers, we can create opportunities that are mutually beneficial.

We must also continue to remember the value a diverse workforce brings. Ageism, for example, remains a persistent barrier in the workplace, and yet older workers bring a wealth of skills, experience, and resilience. Encouraging multigenerational participation in the workforce is not just fair – it is necessary, if we are to have a sustainable and dynamic economy.

Our research with 5,000 people in employment, used to provide insight further [in this guide](#), highlights the importance of taking employee wellbeing into consideration, with 43% of people saying they work more hours than they are paid to.

Alarmingly, when asked why, 40% of those employees said they have too much work to do in the hours they are paid to work. If this issue goes unaddressed, we could see valuable colleagues

walk out the door or fall into long-term sickness due to burnout. By promptly addressing this issue, you can create a healthier, more productive, and more sustainable work environment which, in the current climate, will assist your employee value proposition considerably.

It looks likely that this year will be challenging – not only for organisations, but for professionals, too. As well as strategies to attract new talent into your organisation, it is important to assess the situation internally at the same time and to focus attention holding on to your best people.

It has never been more important to ensure you have a strong team around you. Our salary guides are a tool to help you do just that.

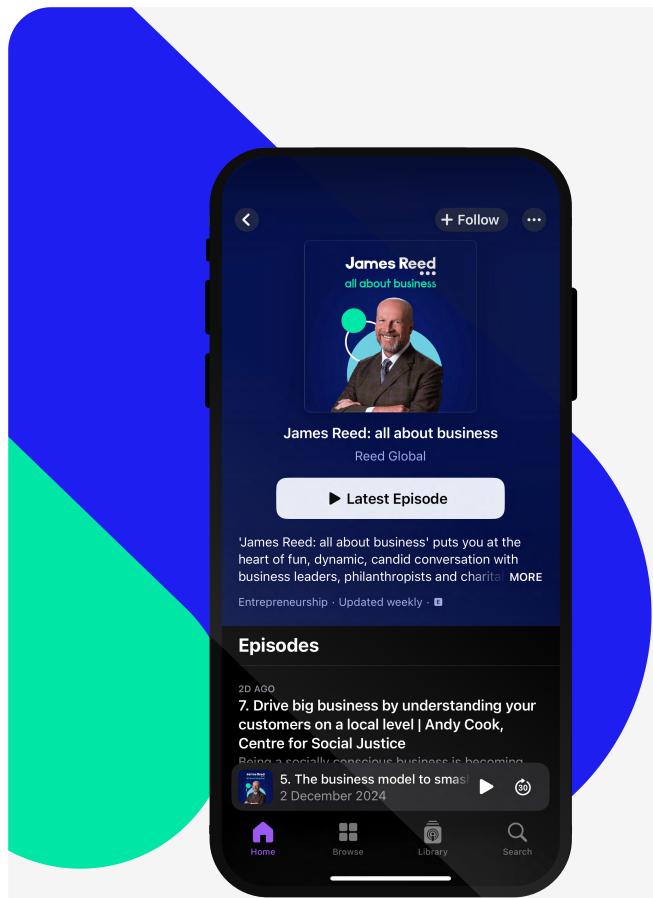
And it's no exaggeration to say that the difference between having the right people in your team over the wrong people will be the difference between night and day.

I wish you all the very best for the year ahead.



James Reed CBE

Chairman and Chief Executive, Reed



Listen to James Reed's podcast 'all about business'.

Hosted by **James Reed CBE**, the Chairman and CEO of Reed Group, you'll hear the highs and lows of what it means to be a true business leader to empower you to implement smarter, more meaningful strategy in your business or career.

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Why use Reed's accountancy & finance practice salary guide?

For both jobseekers and employers alike, Reed's salary guide stands as an invaluable resource, offering unparalleled insights to keep you well-informed and ahead of the curve in 2025.



Extensive view

This guide covers a wide range of jobs at all seniorities across the accountancy & finance practice sector. Whether you're a seasoned professional or just starting out, you'll find valuable insights to help you succeed.



Superior insight

Our accountancy & finance practice experts provide key insight into the sector, with Reed's practice specialists discussing the job landscape at a deeper level. This means you'll get a unique perspective on the job market that is not available elsewhere.



Stay well informed

The data in this guide is based on salaries expected today, so you can use the information to steer your decisions and make informed choices on the salaries you offer your employees or accept yourself. You'll be able to stay up to date on the latest trends and developments in the sector.

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The race for talent: transforming practices' future in 2025

Michael Jones

Accountancy and Finance Practice Expert, Reed



The accountancy and finance practice sector is entering 2025 with a landscape defined by talent shortages, evolving technological requirements, and shifting employee expectations. Despite broader economic pressures, the practice market remains resilient and continues to face unique challenges in recruitment, retention, and skills development.

Demand for talent despite economic pressures

The accountancy and finance practice market remains one of the most candidate-driven sectors, with demand for talent significantly outpacing supply. Unlike other industries experiencing economic slowdowns or hiring freezes, the demand for skilled professionals in practice is as robust as ever.

Businesses must resist the temptation to assume that broader economic downturns will lead to an increase in candidate availability. Instead, firms must double down on proactive recruitment strategies and innovative approaches to attract and retain talent. Without meaningful action, the gap between available roles and qualified personnel will only widen.

Addressing the skills gap: sponsorship and upskilling

One of the most pressing challenges for the practice sector is the growing skills gap. This is exacerbated by two trends: the scarcity of junior talent and the evolving demands of the industry, particularly around digital transformation due to AI. Practices are increasingly reliant on mid-level hires who lack foundational knowledge gained through junior roles - a shortfall that will have long-term implications.

To address these issues, firms should explore talent pools outside their traditional recruiting boundaries. For example, sponsorship visas could unlock a wealth of untapped talent from regions like Asia and South Africa, where finance professionals often possess skills aligned with UK requirements. While sponsorship may seem expensive or complex, firms that take the initiative to explore these options will gain a competitive edge.

Additionally, investing in upskilling programmes can help mitigate the skills gap. Firms must prioritise nurturing talent through structured training, apprenticeships, and financial support for professional qualifications. By developing talent internally, businesses can build a pipeline of skilled professionals ready to step into critical roles in the years to come.

The impact of digital transformation on talent demand

The digitisation of tax and the growing adoption of cloud-based accounting systems have fundamentally reshaped the skill sets required in the practice sector. Roles now demand not just technical accounting expertise, but also proficiency in digital tools and systems. Younger professionals often possess these system-savvy skills but may lack a foundational understanding of traditional accounting practices.

To navigate this dual challenge, firms must create comprehensive training plans for individuals that blend technical systems knowledge with traditional accounting principles. This approach will ensure that new hires have the well-rounded capabilities needed to succeed moving forward.

Retention: a key to long-term stability

With candidates in high demand, firms must take active steps to keep their best talent. Regular pay reviews are a simple yet effective strategy. Incremental annual increases of between three and four per cent can prevent employees from seeking large pay jumps elsewhere, which often cost firms significantly more in counteroffers.

Beyond pay, firms must create environments where employees feel valued and supported. Flexible working arrangements remain a non-negotiable expectation for many professionals. While fully remote roles are declining, hybrid working is now the norm. Firms must ensure their policies strike the right balance between flexibility and collaboration.

For younger employees, in-office time can be used for mentorship and skills development. However, instead of mandating office attendance, firms should focus on making the workplace a desirable destination. This requires genuine cultural improvements, not superficial perks like beer fridges or pet-friendly policies. A strong company culture that prioritises inclusivity, professional development, and employee wellbeing will go much further in retaining talent.

Diversity and inclusion: a business imperative

The lack of diversity in smaller firms remains a significant issue within the sector. Practices outside the top 50 often reflect homogenous hiring patterns, which not only hinder inclusivity but also deter younger professionals and people from a more diverse range of backgrounds who prioritise workplace culture and equality.

To attract and retain the next generation of talent, practices must commit to building diverse and inclusive teams. This means actively addressing biases in hiring, creating mentorship programmes for underrepresented groups,

and promoting a culture that values different perspectives. Diversity is no longer a 'nice-to-have' but a necessity for firms seeking to remain competitive in the modern workplace.

Shifting priorities in candidate expectations

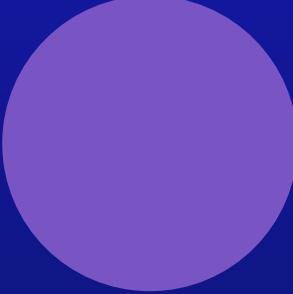
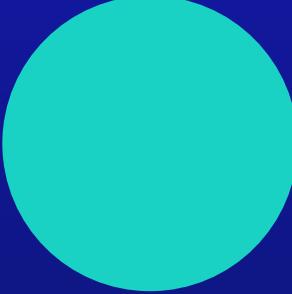
As the workforce evolves, so do expectations from employees. Entry- and mid-level professionals continue to prioritise study support, both financial and time-based, but they also expect more from employers in terms of benefits, career development, and workplace culture.

Job security remains a key concern, but the enduring demand for accountancy services provides reassurance. Even as the nature of work shifts, practices will remain essential in providing advisory and assurance services. Firms that align their offerings with these emerging priorities will position themselves as employers of choice.

Preparing for the future

The challenges facing the practice sector are significant, but they are not insurmountable. Firms that take proactive steps to address talent shortages, embrace diversity, and invest in upskilling will be well-positioned to thrive in 2025 and beyond. The key is to remain adaptable and forward-thinking, ensuring that both the workforce and workplace are prepared for the demands of the industry.





The great UK salary and benefits reveal: **5,000 voices**

This year, we asked 5,000 employed working adults in the UK how they feel about their salary, benefits, role and responsibilities. Additionally, the survey captured information about the industries the professionals work in, their working hours, overtime, and overall job satisfaction. Here's what we found out...

Work, work, work

The majority of respondents (65%) are contracted to work between 31 and 40 hours per week, averaging 34.7 hours, and just over a tenth (12%) were contracted to work more than 40 hours per week. However, from the responses, workers said that their actual hours far exceed those they are paid to work, with 44% saying they actually work 41-50 hours weekly.

This significant disparity between hours paid to work versus actual hours worked is exacerbating the already-tense situation for many workers who say their current pay doesn't cover their everyday expenses and the rising cost of living.

Not only are employees feeling they're not being well compensated for the roles and hours they do, but there

also appears to be an expectation or need for them to work additional hours on top – often without being paid.

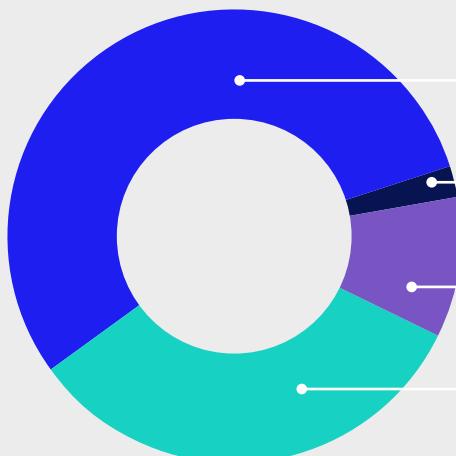
The reasons for working additional hours include having too much work to do in the hours they are paid for (40%), roles and responsibilities require it (40%), having tight deadlines to meet (29%), enjoying their job (26%), or being unable to switch off (20%).

In the current climate, with the rising cost of living and the challenging employment market, 16% of workers said they are trying to prove their commitment or demonstrate that their salary should be reviewed in line with their roles and responsibilities.

For the 90% who work up to 10 hours over their contracted hours, that's a staggering 20% of a full-time employee's working week added to their existing hours. And more than a third (36%), said they aren't paid for this additional work.

Only 28% are financially compensated for the time they work in addition to their contracted hours, while 20% hope that it's reflected in their performance bonuses.

Do you work more or less hours than you are contracted to?



55%
About the same

2%
Somewhat less

10%
Much more

33%
Somewhat more

Lower salary expectations?

Nearly half of workers are unhappy with their salaries, according to our findings, with only 54% saying they are 'somewhat happy' or 'very happy' with how much they are paid. As we see the cost-of-living crisis continuing to bite, 60% of unhappy workers say their dissatisfaction is because this isn't reflected in salaries, and they're undoubtedly feeling the pinch.

Outside of external economic pressures, other reasons workers are unhappy with their salary include recognising that their chosen sector isn't well paid (38%) and that they do far more than outlined in their job description (37%).

Currently, over half (56%) of workers are happy with the pay they receive, a slight incline from the results of last year's survey (54%). Although, that does leave around one-in-four (26%) professionals feeling unhappy with their current salary, a two per cent increase on last year's dissatisfied workers.

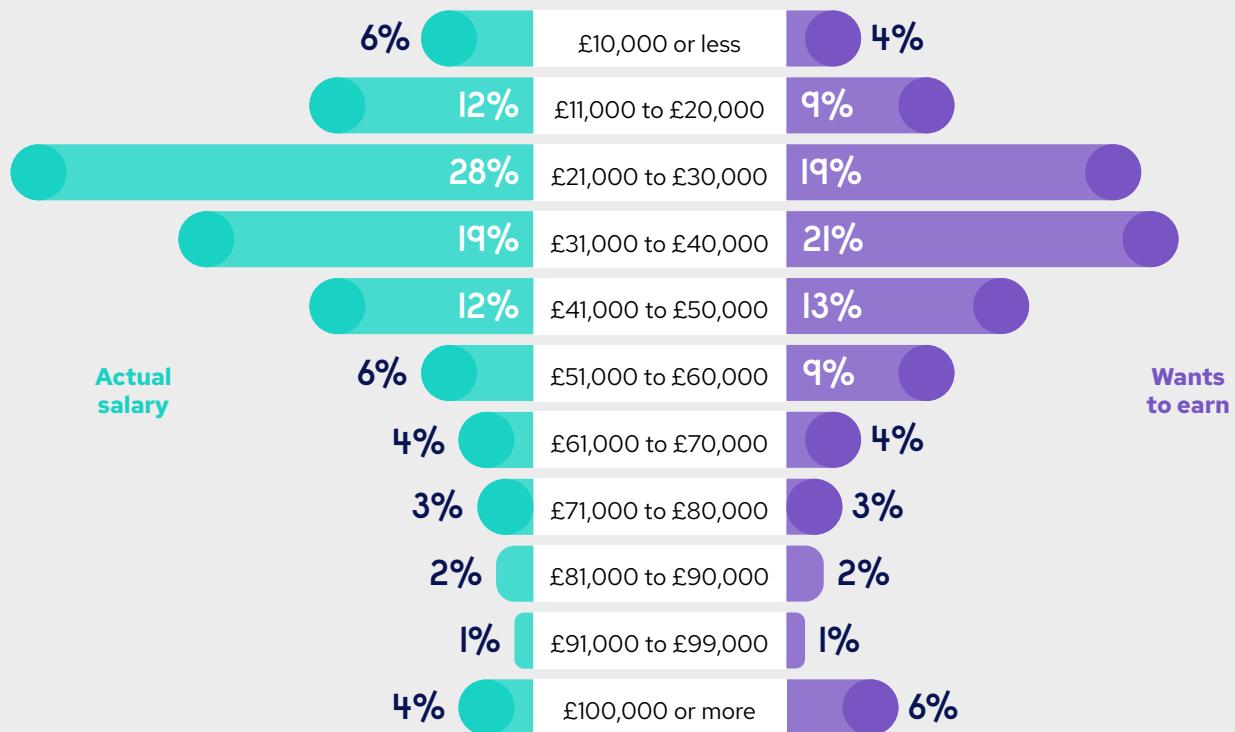
The disparity between the average wage and the salary people would be comfortable with remains quite large. The average salary in last year's salary guide survey was reportedly £35,264, while the average salary respondents said they'd be happy with was £48,541 - a 37.6% salary increase. In 2025, the average reported salary has increased by 10% to £38,921, while the target salary for workers is lower, at £45,785 - a 17% desired increase in salary.

This year's lower target salary could be a result of workers recognising the challenging job market and cost-of-living crisis and tempering their expectations. Previously, higher salaries may have been desired, whereas going into 2025, workers have slightly more realistic expectations of salary increases.

2024 vs 2025 salaries



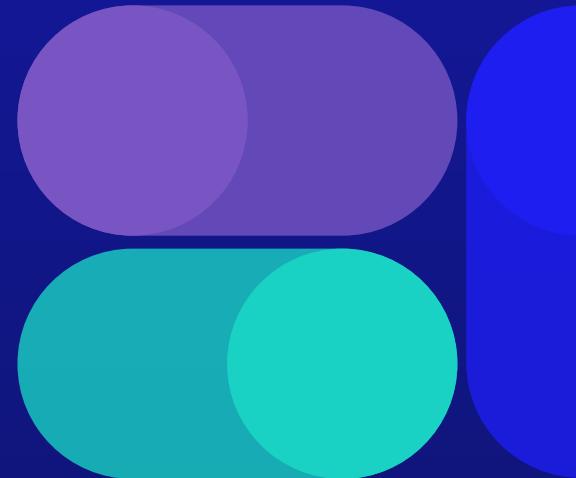
Current salary vs desired salary



However, as expected, continued increases in inflation and bills have put many under mounting financial pressures. More than half (60%) of those who aren't satisfied with their salary shared that this is because it hasn't risen with the cost of living, nearly a third (31%) say it's not enough for them to live the lifestyle they want, and 36% feel they're unable to save enough money to meet their financial goals. Worryingly, one-fifth (20%) say they feel unable to meet their financial obligations, such as their mortgage and bills, on their current salary.

Why workers are unhappy with their salaries





An ever-present gender pay gap

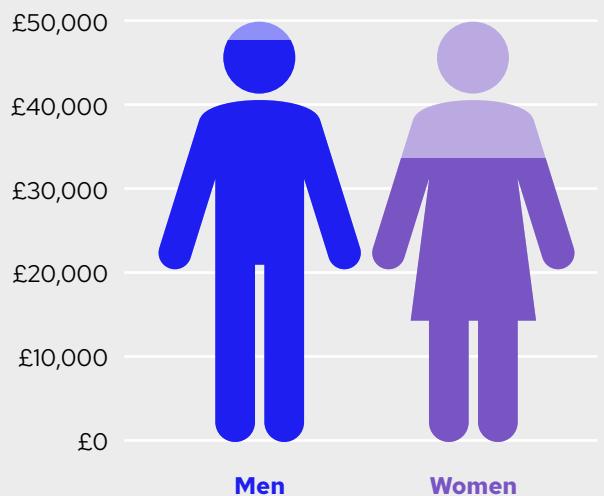
Nearly a fifth (19%) of those surveyed stated they were earning higher tax band salaries of more than £50,000, but we're still seeing a significant gender gap in salaries, with 30% of male respondents reporting a salary of £50,000 and above, while only 11% of female respondents report a similar salary.

According to the survey, women earn, on average, £32,700, while their male counterparts earn £47,000, a gender pay gap of 43%.

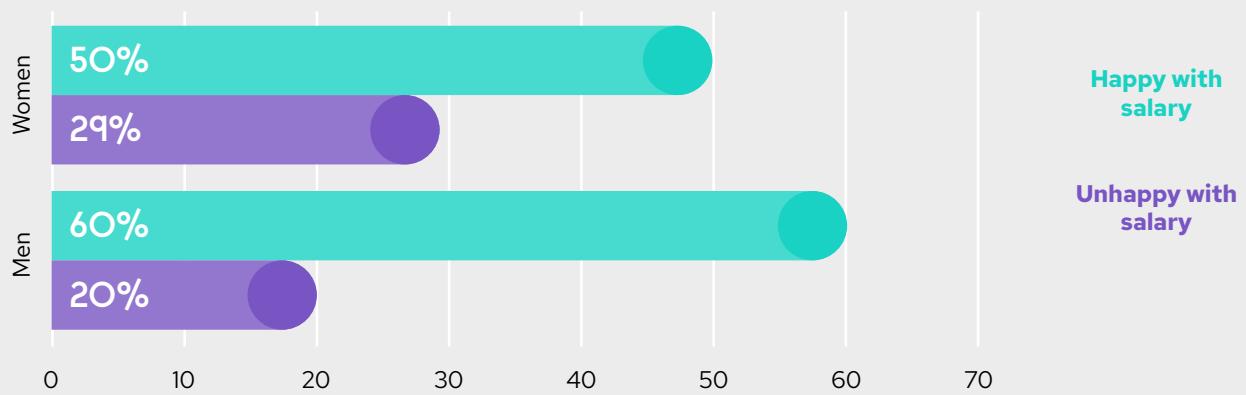
Unsurprisingly, when it comes to dissatisfaction with their salaries, 29% of women are 'somewhat unhappy' or 'very unhappy', compared to just 20% of men. Similarly, 60% of men in the survey say they are 'happy' or 'very happy' with their salaries, compared to just 50% of women.

In recent years, there's been more focus on the gender pay gap, but these results show that very little progress has been made to close it, leaving women feeling dissatisfied with their salaries and, likely, their roles. When asked how satisfied they were in their roles, 14% of women reported to be 'unhappy' or 'very unhappy', compared to just 10% of men. When asked how valued they felt, only 70% of women reported feeling valued, compared to 79% of their male peers.

Average salary - men vs women



How happy/unhappy are men vs women with current salary?



Benefits as a form of appreciation

With salary pressures on both workers and organisations, benefits remain a differentiator when it comes to employee rewards. The company benefits offered marry up almost exactly with the benefits employees make use of, with onsite parking, hybrid working, Christmas shutdown and free refreshments ranking as the top received and used benefits. Ranked fifth for offered and utilised benefits is annual salary increments, with 21% of workers receiving this.

Salary increases remain the most significant action to make workers feel more valued, with 59% of respondents ranking it at the top. However, 31% said that additional benefits would make them feel valued by their employers, with 30% wanting recognition for their achievements, 22% wanting more thanks from leadership, 22% wanting more flexible hours, and 19% wanting clearer career progression.

In fact, more than a quarter (26%) of workers say they don't feel valued by their employer, demonstrating room for improvement when it comes to employee relations that won't necessarily require additional budget from employers.

Only 12% say they are unhappy in their job, suggesting employers have a largely engaged workforce looking for additional recognition. There's an opportunity here for employers who invest time into their employees to retain and attract the top talent in their field.

We're seeing potentially unexplored opportunities for organisations to increase staff satisfaction and contentment within their roles that doesn't relate to a transactional salary increase. In challenging financial times, utilising benefits and strengthening workplace relationships may offer both staff and employers the opportunity to thrive.

Changes for 2025

This year's survey gives us an up-to-date, accurate snapshot of the UK's workforce, their roles and how they feel about their jobs. However, there are two significant findings from the survey that need to be addressed by employers.

The first is the worrying trend of employees regularly working over their contracted hours, often for no additional pay or reward. With the increased cost of living and many employees struggling financially, the requirement - whether explicit or implied, that employees need to work additional hours without being paid, could prove tricky on both sides. Organisations that routinely expect additional hours from employees can develop a negative reputation or find themselves losing talent at an alarming rate if competitors offer more reasonable working contracts.

Similarly, staff getting into the habit of working additional hours for no extra pay can find themselves more burnt-out or mentally exhausted. This also potentially undermines their requests for salary increases, when their employers see them fulfilling additional hours already - at no cost.

The second significant finding is the gender pay gap that shows no sign of closing. The pay gap of 43% between genders is alarming, with women routinely paid less, leading to increased job dissatisfaction and reportedly feeling less valued than their male counterparts.

To forge any kind of shift change, organisations need to make considered and conscious efforts to pay their staff a fairer, more equal, wage to close the gender pay gap for current workers and for the workforce of the future.



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Business services outsourcing



East Anglia

Role	Min	Max
Director/Partner	£93,600	£145,600
Senior Manager	£67,100	£88,400
Manager	£58,200	£68,800
Assistant Manager	£46,800	£57,200
Senior (newly qualified)	£42,600	£52,000
PQ (ACA, ACCA, CA)	£25,500	£39,500
1st Year Trainee (ACCA, ACA, CA)	£25,500	£30,700
AAT/CAT Qualified	£27,600	£33,300
AAT/CAT Foundation/Intermediate	£21,800	£25,500

East Midlands

Role	Min	Max
Director/Partner	£88,400	£132,100
Senior Manager	£68,100	£93,600
Manager	£42,100	£60,800
Assistant Manager	£33,300	£44,200
Senior (newly qualified)	£30,700	£38,500
PQ (ACA, ACCA, CA)	£21,800	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400
AAT/CAT Qualified	£21,800	£25,500
AAT/CAT Foundation/Intermediate	£21,800	£23,900

London

Role	Min	Max
Director/Partner	£93,600	£171,100
Senior Manager	£68,100	£91,500
Manager	£60,800	£71,800
Assistant Manager	£49,400	£60,800
Senior (newly qualified)	£46,300	£53,000
PQ (ACA, ACCA, CA)	£29,600	£42,100
1st Year Trainee (ACCA, ACA, CA)	£25,500	£31,700
AAT/CAT Qualified	£25,500	£38,500
AAT/CAT Foundation/Intermediate	£21,800	£28,600

Greater London

Role	Min	Max
Director/Partner	£99,300	£165,400
Senior Manager	£71,800	£88,400
Manager	£57,200	£67,100
Assistant Manager	£49,400	£60,800
Senior (newly qualified)	£40,600	£48,400
PQ (ACA, ACCA, CA)	£26,500	£42,100
1st Year Trainee (ACCA, ACA, CA)	£21,800	£28,600
AAT/CAT Qualified	£25,500	£33,300
AAT/CAT Foundation/Intermediate	£21,800	£25,500

North East

Role	Min	Max
Director/Partner	£71,800	£132,100
Senior Manager	£55,100	£71,800
Manager	£44,200	£55,100
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£30,700	£38,500
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400
AAT/CAT Qualified	£21,800	£24,400
AAT/CAT Foundation/Intermediate	£21,800	£23,400

North West

Role	Min	Max
Director/Partner	£73,800	£143,500
Senior Manager	£58,200	£60,800
Manager	£44,200	£57,200
Assistant Manager	£39,500	£46,300
Senior (newly qualified)	£33,300	£39,500
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400
AAT/CAT Qualified	£21,800	£27,600
AAT/CAT Foundation/Intermediate	£21,800	£23,400

Business services outsourcing



Northern Ireland

Role	Min	Max
Director/Partner	£71,800	£104,500
Senior Manager	£58,200	£69,700
Manager	£42,100	£49,400
Assistant Manager	£35,400	£44,200
Senior (newly qualified)	£32,200	£38,500
PQ (ACA, ACCA, CA)	£25,500	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£22,900
AAT/CAT Qualified	£22,400	£26,500
AAT/CAT Foundation/Intermediate	£21,800	£23,400

Scotland

Role	Min	Max
Director/Partner	£82,700	£165,400
Senior Manager	£49,400	£71,800
Manager	£46,300	£57,200
Assistant Manager	£36,400	£49,400
Senior (newly qualified)	£33,300	£42,100
PQ (ACA, ACCA, CA)	£24,400	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£31,200
AAT/CAT Qualified	£22,400	£28,600
AAT/CAT Foundation/Intermediate	£21,800	£24,400

South East

Role	Min	Max
Director/Partner	£93,600	£148,700
Senior Manager	£79,600	£93,600
Manager	£55,100	£66,000
Assistant Manager	£48,400	£57,200
Senior (newly qualified)	£44,200	£49,400
PQ (ACA, ACCA, CA)	£27,600	£42,100
1st Year Trainee (ACCA, ACA, CA)	£21,800	£27,600
AAT/CAT Qualified	£27,600	£33,300
AAT/CAT Foundation/Intermediate	£21,800	£25,500

South West

Role	Min	Max
Director/Partner	£82,700	£137,800
Senior Manager	£58,200	£82,700
Manager	£46,300	£60,800
Assistant Manager	£42,100	£49,400
Senior (newly qualified)	£35,400	£44,200
PQ (ACA, ACCA, CA)	£24,400	£35,400
1st Year Trainee (ACCA, ACA, CA)	£22,400	£26,500
AAT/CAT Qualified	£22,400	£27,600
AAT/CAT Foundation/Intermediate	£21,800	£24,400

Wales

Role	Min	Max
Director/Partner	£66,000	£132,300
Senior Manager	£55,100	£71,800
Manager	£44,200	£55,100
Assistant Manager	£35,400	£44,200
Senior (newly qualified)	£30,700	£38,500
PQ (ACA, ACCA, CA)	£24,400	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400
AAT/CAT Qualified	£21,800	£24,400
AAT/CAT Foundation/Intermediate	£21,800	£23,900

West Midlands

Role	Min	Max
Director/Partner	£71,800	£132,100
Senior Manager	£49,400	£66,000
Manager	£44,200	£55,100
Assistant Manager	£35,400	£48,400
Senior (newly qualified)	£33,300	£38,500
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400
AAT/CAT Qualified	£21,800	£23,400
AAT/CAT Foundation/Intermediate	£21,800	£23,400

Yorkshire and Humber

Role	Min	Max
Director/Partner	£71,800	£143,500
Senior Manager	£53,000	£66,000
Manager	£46,300	£57,200
Assistant Manager	£42,100	£51,000
Senior (newly qualified)	£30,700	£39,500
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400
AAT/CAT Qualified	£21,800	£25,500
AAT/CAT Foundation/Intermediate	£21,800	£23,400



Business services outsourcing insight

Natalie Harden

Business Services Outsourcing Expert, Reed

“

The business service outsourcing (BSO) market is poised for change this year, very much driven by economic challenges, technological advancements, and evolving business expectations. This area, integral to supporting firms with bookkeeping, payroll, tax compliance, and financial analysis, is witnessing transformative trends that are reshaping its labour dynamics.

As outsourcing becomes increasingly global, UK businesses are leveraging specialised talent pools in emerging economies to access cost-efficient, high-quality services. However, a countertrend is emerging: a demand for nearshoring and 'onshore outsourcing'. Firms are increasingly seeking providers with a deep understanding of UK regulations and market nuances, creating a hybrid workforce of domestic and international talent.

Automation, artificial intelligence and blockchain are becoming cornerstones of outsourced accountancy services. Routine tasks, such as data entry and reconciliations, are being automated, shifting the focus of outsourced labour toward value-added services like advisory and strategic insights. This trend is spurring demand for tech-savvy professionals adept at leveraging AI tools and integrating digital workflows.

This year, businesses will continue to seek providers capable of scaling operations up or down based on fluctuating business needs. This shift is pressuring outsourcing firms to embrace agile hiring practices and invest in versatile talent capable of adapting to diverse projects and industries.

Environmental, social, and governance (ESG) priorities are becoming non-negotiable for businesses, and outsourcing partners are expected to align with these values. Ethical labour practices, data security, and sustainability initiatives are no longer optional but essential criteria for selecting an outsourcing provider.

Despite global access to labour, there is a growing skills gap in high-demand areas such as data analytics and forensic accounting. Firms need to invest in training and development to bridge this gap and maintain competitive advantage.

In 2025, the UK's accountancy BSO market will thrive at the intersection of global talent, advanced technology, and strategic flexibility. Forward-thinking providers that anticipate business needs and invest in innovation will continue to set the pace. “

Audit & assurance



East Anglia

Role	Min	Max
Director/Partner	£100,000	£190,000
Senior Manager	£65,000	£70,000
Manager	£50,000	£60,000
Assistant Manager	£42,000	£53,000
Senior (newly qualified)	£38,000	£45,000
PQ (ACA, ACCA, CA)	£26,000	£38,000
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,500
AAT/CAT Qualified	£25,000	£35,000
AAT/CAT Foundation/Intermediate	£21,800	£24,500

East Midlands

Role	Min	Max
Director/Partner	£88,400	£126,900
Senior Manager	£60,800	£82,700
Manager	£46,300	£64,000
Assistant Manager	£29,600	£49,400
Senior (newly qualified)	£33,300	£39,500
PQ (ACA, ACCA, CA)	£23,400	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400
AAT/CAT Qualified	£21,800	£23,400
AAT/CAT Foundation/Intermediate	£21,800	£22,900

London

Role	Min	Max
Director/Partner	£104,500	£231,400
Senior Manager	£82,700	£99,300
Manager	£66,000	£77,000
Assistant Manager	£60,800	£68,100
Senior (newly qualified)	£49,400	£60,800
PQ (ACA, ACCA, CA)	£29,600	£44,200
1st Year Trainee (ACCA, ACA, CA)	£25,500	£34,300
AAT/CAT Qualified	£25,500	£35,400
AAT/CAT Foundation/Intermediate	£21,800	£28,600

Greater London

Role	Min	Max
Director/Partner	£93,600	£203,800
Senior Manager	£83,700	£99,300
Manager	£61,900	£73,800
Assistant Manager	£45,200	£56,200
Senior (newly qualified)	£40,600	£47,300
PQ (ACA, ACCA, CA)	£26,500	£42,100
1st Year Trainee (ACCA, ACA, CA)	£23,400	£28,600
AAT/CAT Qualified	£25,500	£33,300
AAT/CAT Foundation/Intermediate	£21,800	£27,600

North East

Role	Min	Max
Director/Partner	£71,800	£132,100
Senior Manager	£55,100	£71,800
Manager	£44,200	£55,100
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£30,700	£37,400
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400
AAT/CAT Qualified	£21,800	£24,400
AAT/CAT Foundation/Intermediate	£21,800	£23,900

North West

Role	Min	Max
Director/Partner	£73,800	£169,500
Senior Manager	£58,200	£66,000
Manager	£44,200	£58,200
Assistant Manager	£39,500	£46,300
Senior (newly qualified)	£33,300	£39,500
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400
AAT/CAT Qualified	£23,400	£28,600
AAT/CAT Foundation/Intermediate	£21,800	£22,900

Audit & assurance



Northern Ireland

Role	Min	Max
Director/Partner	£71,800	£107,100
Senior Manager	£58,200	£69,700
Manager	£38,500	£53,000
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£30,700	£38,500
PQ (ACA, ACCA, CA)	£25,500	£34,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,900
AAT/CAT Qualified	£21,800	£26,500
AAT/CAT Foundation/Intermediate	£21,800	£22,900

Scotland

Role	Min	Max
Director/Partner	£85,800	£176,300
Senior Manager	£52,000	£82,700
Manager	£44,100	£66,000
Assistant Manager	£37,400	£53,000
Senior (newly qualified)	£35,400	£44,200
PQ (ACA, ACCA, CA)	£24,400	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£30,700
AAT/CAT Qualified	£21,800	£28,600
AAT/CAT Foundation/Intermediate	£21,800	£22,900

South East

Role	Min	Max
Director/Partner	£110,200	£187,200
Senior Manager	£87,200	£93,600
Manager	£60,800	£71,800
Assistant Manager	£52,000	£55,100
Senior (newly qualified)	£49,400	£53,000
PQ (ACA, ACCA, CA)	£30,200	£42,100
1st Year Trainee (ACCA, ACA, CA)	£21,800	£28,600
AAT/CAT Qualified	£27,600	£33,300
AAT/CAT Foundation/Intermediate	£21,800	£27,600

South West

Wales

West Midlands

Yorkshire and Humber

Role	Min	Max
Director/Partner	£79,600	£137,800
Senior Manager	£58,200	£82,700
Manager	£46,300	£66,000
Assistant Manager	£42,100	£49,400
Senior (newly qualified)	£42,100	£46,300
PQ (ACA, ACCA, CA)	£24,400	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,500
AAT/CAT Qualified	£23,400	£27,600
AAT/CAT Foundation/Intermediate	n/a	n/a

Role	Min	Max
Director/Partner	£66,000	£132,100
Senior Manager	£55,100	£71,800
Manager	£46,300	£55,100
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£30,700	£35,400
PQ (ACA, ACCA, CA)	£26,000	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,500
AAT/CAT Qualified	£21,800	£24,400
AAT/CAT Foundation/Intermediate	£21,800	£23,900

Role	Min	Max
Director/Partner	£66,000	£165,400
Senior Manager	£49,400	£71,800
Manager	£42,100	£55,100
Assistant Manager	£36,000	£46,500
Senior (newly qualified)	£32,500	£40,000
PQ (ACA, ACCA, CA)	£23,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400
AAT/CAT Qualified	£21,800	£24,400
AAT/CAT Foundation/Intermediate	£21,800	£23,400

Role	Min	Max
Director/Partner	£88,400	£169,500
Senior Manager	£53,000	£66,000
Manager	£44,200	£55,100
Assistant Manager	£42,100	£51,000
Senior (newly qualified)	£30,700	£39,500
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400
AAT/CAT Qualified	£21,800	£25,500
AAT/CAT Foundation/Intermediate	£21,800	£23,400

Audit & assurance insight

Barry Davis

Audit & Assurance Expert, Reed



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The audit and assurance labour market remains robust and candidate-driven, reflecting the enduring demand for skilled professionals in the sector. Audit continues to stand out as a niche field, underpinned by strict thresholds and regulatory requirements that guarantee its necessity for larger businesses. With the audit threshold hovering around £10 million, companies above this mark are mandated to undergo external audits, ensuring a steady stream of work for professionals in this field.

This demand translates into competitive remuneration. Audit professionals, especially those at senior levels, often command higher salaries than their counterparts in general accounting or tax. However, the job is not without its challenges. Traditionally perceived as isolating, the role of an auditor often requires being onsite with organisations, sometimes in less-than-welcoming environments. Despite technological advancements like remote auditing and virtual meetings, the work can still feel like a ‘tick-box exercise’, lacking the collaborative appeal of other accountancy areas.

Geographically, the labour market is centred around major UK cities such as London, Birmingham, and Manchester,

where top-tier firms dominate. These firms often provide comprehensive training and progression opportunities, funding professional qualifications like ACCA and ACA. This support, combined with the potential to rise from a semi-senior role to partnership, makes audit an attractive field for ambitious professionals.

Nonetheless, firms face challenges in retaining talent. Hybrid working and team culture have become key demands from finance professionals, as many auditors seek better work-life balance. Larger firms are responding by nurturing stronger team dynamics and leveraging technology to reduce time on the road, but the profession must continue to adapt to these expectations.

Looking ahead, the audit market is expected to remain stable, with no significant regulatory changes on the horizon. As consolidation among firms increases, shared resources and economies of scale could shape the landscape further. For now, however, audit professionals remain in the driver’s seat, navigating a market where their skills are both scarce and invaluable. //

Personal tax



East Anglia

Role	Min	Max
Director/Partner	£70,000	£160,000
Senior Manager	£60,000	£85,000
Manager	£50,000	£70,000
Assistant Manager	£47,000	£60,000
Senior (newly qualified)	£39,500	£45,000
CTA Qualified	£40,000	£60,000
CTA Foundation/Intermediate	£35,000	£43,000
PQ (ACA, ACCA, CA)	£29,700	£38,900
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,500

East Midlands

Role	Min	Max
Director/Partner	£69,700	£99,300
Senior Manager	£55,100	£71,800
Manager	£43,000	£50,000
Assistant Manager	£35,000	£42,500
Senior (newly qualified)	£30,700	£37,400
CTA Qualified	£36,400	£49,400
CTA Foundation/Intermediate	£21,800	£30,700
PQ (ACA, ACCA, CA)	£21,800	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

London

Role	Min	Max
Director/Partner	£108,200	£286,500
Senior Manager	£77,000	£99,300
Manager	£60,800	£71,800
Assistant Manager	£53,000	£61,900
Senior (newly qualified)	£42,100	£55,100
CTA Qualified	£55,100	£66,000
CTA Foundation/Intermediate	£35,400	£44,200
PQ (ACA, ACCA, CA)	£28,600	£42,100
1st Year Trainee (ACCA, ACA, CA)	£25,500	£28,600

Greater London

Role	Min	Max
Director/Partner	£92,600	£171,100
Senior Manager	£69,700	£94,600
Manager	£58,200	£69,700
Assistant Manager	£45,200	£57,200
Senior (newly qualified)	£37,400	£47,300
CTA Qualified	£55,100	£66,000
CTA Foundation/Intermediate	£30,700	£40,600
PQ (ACA, ACCA, CA)	£26,500	£42,100
1st Year Trainee (ACCA, ACA, CA)	£21,800	£28,600

North East

Role	Min	Max
Director/Partner	£71,800	£99,300
Senior Manager	£55,100	£66,000
Manager	£38,500	£49,400
Assistant Manager	£33,300	£40,600
Senior (newly qualified)	£29,600	£38,500
CTA Qualified	£38,500	£55,100
CTA Foundation/Intermediate	£21,800	£24,400
PQ (ACA, ACCA, CA)	£21,800	£22,900
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

North West

Role	Min	Max
Director/Partner	£73,800	£110,200
Senior Manager	£55,100	£66,000
Manager	£33,300	£44,200
Assistant Manager	£30,700	£36,400
Senior (newly qualified)	£27,600	£28,600
CTA Qualified	£49,400	£60,800
CTA Foundation/Intermediate	£33,300	£44,200
PQ (ACA, ACCA, CA)	£23,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£25,000

Personal tax



Northern Ireland

Role	Min	Max
Director/Partner	£74,900	£110,200
Senior Manager	£52,000	£60,800
Manager	£37,400	£53,000
Assistant Manager	£33,300	£42,100
Senior (newly qualified)	£29,600	£36,400
CTA Qualified	£36,400	£42,100
CTA Foundation/Intermediate	£24,400	£34,300
PQ (ACA, ACCA, CA)	£24,400	£34,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,900

Scotland

Role	Min	Max
Director/Partner	£79,600	£165,400
Senior Manager	£47,300	£71,800
Manager	£43,200	£60,800
Assistant Manager	£35,400	£49,400
Senior (newly qualified)	£30,700	£39,500
CTA Qualified	£42,100	£68,100
CTA Foundation/Intermediate	£21,800	£30,700
PQ (ACA, ACCA, CA)	£24,400	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£31,200

South East

Role	Min	Max
Director/Partner	£82,700	£154,400
Senior Manager	£66,000	£82,700
Manager	£55,100	£68,100
Assistant Manager	£47,300	£55,100
Senior (newly qualified)	£44,200	£48,400
CTA Qualified	£55,100	£66,000
CTA Foundation/Intermediate	£30,700	£40,600
PQ (ACA, ACCA, CA)	£27,600	£42,100
1st Year Trainee (ACCA, ACA, CA)	£21,800	£28,600

South West

Role	Min	Max
Director/Partner	£68,100	£110,200
Senior Manager	£58,200	£82,700
Manager	£44,200	£60,800
Assistant Manager	£39,500	£53,000
Senior (newly qualified)	£42,100	£49,400
CTA Qualified	£47,300	£60,800
CTA Foundation/Intermediate	£24,400	£36,400
PQ (ACA, ACCA, CA)	£26,500	£37,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

Wales

Role	Min	Max
Director/Partner	£71,800	£121,200
Senior Manager	£55,100	£71,800
Manager	£44,200	£55,100
Assistant Manager	£35,400	£44,200
Senior (newly qualified)	£28,600	£33,300
CTA Qualified	£44,200	£57,200
CTA Foundation/Intermediate	£23,400	£30,700
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

West Midlands

Role	Min	Max
Director/Partner	£66,000	£110,200
Senior Manager	£46,300	£66,000
Manager	£42,000	£60,000
Assistant Manager	£37,500	£45,000
Senior (newly qualified)	£33,500	£38,000
CTA Qualified	£36,400	£42,100
CTA Foundation/Intermediate	£24,400	£27,600
PQ (ACA, ACCA, CA)	£23,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

Yorkshire and Humberside

Role	Min	Max
Director/Partner	£66,000	£110,200
Senior Manager	£46,300	£69,700
Manager	£33,300	£44,200
Assistant Manager	£33,300	£42,100
Senior (newly qualified)	£24,400	£28,600
CTA Qualified	£42,100	£60,800
CTA Foundation/Intermediate	£27,600	£38,500
PQ (ACA, ACCA, CA)	£21,800	£23,900
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,900



Personal tax insight

Michael Jones

Personal Tax Expert, Reed

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Personal tax is marked by its complexity, niche focus, and high demand for skilled professionals, especially as fiscal policies grow increasingly intricate. Personal tax professionals typically cater to high-net-worth individuals navigating evolving regulations, fiscal drag, and rising taxes on everyday people. This specialised area demands not only technical expertise but also the ability to build lasting relationships, making it unique compared to other accountancy fields.

The changes announced by the government in the Budget last year relating to pensions and inheritance tax, have made personal tax even more challenging. Professionals must stay abreast of incoming changes to provide accurate, client-specific advice. This diligence is non-negotiable in a field where clients expect personalised, detailed guidance tailored to their financial circumstances.

The complexity of personal tax means that AI and automation, which have transformed other areas of accountancy, play a limited role here. While tools like AI-based tax assistants are emerging, their adoption in personal tax is constrained by the confidential nature of the work and the need for nuanced judgement.

The candidate market for personal tax is, like much of accountancy, critically short. This is especially evident at senior levels, where the combination of technical skill and client rapport becomes essential. For those entering the field, mixed tax roles in smaller firms often provide a stepping stone into specialisation. Graduates and school leavers can also enter through generalist roles before choosing to focus on personal tax, leveraging transferable skills from early career experiences.

For those considering a career in personal tax, the benefits are clear: the opportunity to build deep, lasting relationships with clients, work that requires creativity and problem-solving, and a consistent demand for skilled practitioners. However, the labour shortage poses significant challenges for firms. To attract talent, practices must offer competitive salaries, robust training, and the flexibility professionals increasingly expect.

As fiscal policies evolve, personal tax professionals will continue to play a critical role in advising clients through complexity, ensuring this niche remains indispensable within the broader accountancy landscape. //

Corporate & indirect tax



East Anglia

Role	Min	Max
Director/Partner	£70,000	£160,000
Senior Manager	£60,000	£85,000
Manager	£50,000	£70,000
Assistant Manager	£47,000	£60,000
Senior (newly qualified)	£38,000	£45,000
CTA Qualified	£40,000	£60,000
CTA Foundation/Intermediate	£35,000	£43,000
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,500

East Midlands

Role	Min	Max
Director/Partner	£77,000	£99,300
Senior Manager	£60,800	£77,000
Manager	£44,200	£57,200
Assistant Manager	£35,000	£42,000
Senior (newly qualified)	£30,700	£39,500
CTA Qualified	£36,400	£49,400
CTA Foundation/Intermediate	£21,800	£30,700
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,000

London

Role	Min	Max
Director/Partner	£102,400	£286,500
Senior Manager	£82,700	£104,500
Manager	£66,000	£82,700
Assistant Manager	£51,000	£66,000
Senior (newly qualified)	£44,200	£60,800
CTA Qualified	£55,100	£71,800
CTA Foundation/Intermediate	£38,500	£46,300
1st Year Trainee (ACCA, ACA, CA)	£25,500	£30,700

Greater London

Role	Min	Max
Director/Partner	£93,600	£172,100
Senior Manager	£73,800	£93,600
Manager	£59,800	£77,000
Assistant Manager	£45,200	£58,200
Senior (newly qualified)	£40,600	£49,400
CTA Qualified	£55,100	£71,800
CTA Foundation/Intermediate	£33,300	£44,200
1st Year Trainee (ACCA, ACA, CA)	£21,800	£27,600

North East

Role	Min	Max
Director/Partner	£71,800	£132,100
Senior Manager	£55,100	£71,800
Manager	£44,200	£55,100
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£30,700	£38,500
CTA Qualified	£40,600	£60,800
CTA Foundation/Intermediate	£21,800	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

North West

Role	Min	Max
Director/Partner	£73,800	£154,400
Senior Manager	£55,100	£66,000
Manager	£44,200	£55,100
Assistant Manager	£38,500	£46,300
Senior (newly qualified)	£30,700	£38,500
CTA Qualified	£53,000	£66,000
CTA Foundation/Intermediate	£38,500	£44,200
1st Year Trainee (ACCA, ACA, CA)	£21,800	£27,600

Corporate & indirect tax



Northern Ireland

Scotland

South East

Role	Min	Max	Min	Max	Min	Max
Director/Partner	£71,800	£110,200	£85,800	£176,300	£93,600	£169,500
Senior Manager	£51,000	£72,800	£52,000	£74,900	£71,800	£88,400
Manager	£32,200	£55,100	£44,200	£71,800	£57,200	£71,800
Assistant Manager	£38,500	£49,400	£35,400	£49,400	£53,000	£57,200
Senior (newly qualified)	£28,600	£36,400	£33,300	£44,200	£44,200	£55,100
CTA Qualified	£36,400	£42,100	£44,200	£71,800	£55,100	£66,000
CTA Foundation/Intermediate	£21,800	£26,500	£23,400	£31,200	£33,300	£44,200
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400	£21,800	£31,200	£21,800	£28,600

South West

Wales

West Midlands

Yorkshire and Humberside

Role	Min	Max	Min	Max	Min	Max	Min	Max
Director/Partner	£71,800	£110,200	£77,000	£132,100	£71,800	£165,400	£88,400	£132,100
Senior Manager	£58,200	£82,700	£66,000	£77,000	£56,000	£75,000	£55,100	£69,700
Manager	£44,200	£60,800	£49,400	£64,000	£44,200	£60,800	£44,200	£55,100
Assistant Manager	£39,500	£53,000	£35,400	£46,300	£37,500	£45,000	£38,500	£49,400
Senior (newly qualified)	£42,100	£49,400	£30,700	£38,500	£33,500	£38,000	£30,700	£38,500
CTA Qualified	£49,400	£66,000	£44,200	£57,200	£36,400	£42,100	£42,100	£60,800
CTA Foundation/Intermediate	£27,600	£37,400	£23,400	£30,700	£24,400	£27,600	£27,600	£38,500
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,000	£21,800	£24,400	£21,800	£24,400	£21,800	£23,900



Corporate & indirect tax insight

Mercedes Horton

Corporate & Indirect Tax Expert, Reed

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While corporate and indirect tax have always been critical to business compliance and strategy, the current labour market reveals an undeniable scarcity of skilled professionals willing to move roles, leaving firms grappling with how to attract and retain talent.

Unlike audit, where candidate movement is more fluid, corporate tax professionals tend to stay entrenched in established firms. Their expertise is not only niche but also increasingly valuable, particularly in areas like inheritance tax planning and VAT compliance. This makes hiring in this space a particularly steep challenge for smaller practices, which often cannot match the salaries, progression opportunities, or benefits offered by larger firms. As a result, the corporate tax field is becoming a battleground, with acquisitions and mergers among smaller practices a growing trend as they seek to consolidate resources and strengthen their offerings.

Interestingly, indirect tax – often perceived as a less glamorous practice specialisation – has seen rising demand as businesses grapple with complex VAT rules, customs duties, and the ongoing impacts of regulatory changes post-Brexit. The growing importance of these areas has pushed firms to seek talent with hybrid skills, yet many

professionals remain reluctant to shift into these roles, citing the specialised knowledge and steep learning curves required to excel.

Flexibility has become a critical factor for those considering roles in corporate and indirect tax. Hybrid working, in particular, is no longer a ‘nice-to-have’, but an expectation, with professionals increasingly valuing roles that allow them to balance career ambitions with personal commitments. Practices that offer flexibility, such as tailored working hours or remote arrangements, are better positioned to attract professionals in this competitive market.

This year, we are likely to see steady demand for corporate and indirect tax professionals, particularly as firms brace for potential regulatory changes. While no seismic shifts in thresholds or tax policy are anticipated, businesses are increasingly focused on compliance efficiency and tax planning strategies. This environment creates significant opportunities for those entering the field, provided practices can innovate in how they appeal to and retain these highly sought-after professionals.

In short, the stakes for recruitment and retention in corporate and indirect tax have never been higher, and firms must adapt or risk losing out. //

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Corporate finance



Role	Min	Max	Min	Max	Min	Max
Director/Partner	£83,700	£150,000	£82,700	£136,800	£102,400	£341,600
Senior Manager	£60,000	£80,000	£58,200	£79,600	£79,600	£110,200
Manager	£50,000	£70,000	£42,100	£55,100	£66,000	£82,700
Assistant Manager	£45,000	£55,000	£35,400	£42,100	£55,100	£67,100
Senior (newly qualified)	£40,000	£50,000	£26,500	£38,500	£51,000	£60,800
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,500	£21,800	£23,400	£25,500	£30,700

Role	Min	Max	Min	Max	Min	Max
Director/Partner	£91,500	£228,300	£88,400	£169,500	£88,400	£169,500
Senior Manager	£73,800	£93,600	£60,800	£88,400	£55,100	£88,400
Manager	£55,100	£75,900	£44,200	£55,100	£44,200	£55,100
Assistant Manager	£47,300	£59,300	£33,300	£44,200	£33,300	£44,200
Senior (newly qualified)	£42,100	£57,200	£28,600	£33,300	£30,700	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£27,600	£21,800	£24,400	£21,800	£24,400

Corporate finance



Northern Ireland

Scotland

South East

Role	Min	Max	Min	Max	Min	Max
Director/Partner	£73,800	£110,200	£82,700	£176,300	£88,400	£176,300
Senior Manager	£58,200	£75,900	£49,400	£79,600	£71,800	£91,500
Manager	£46,300	£58,200	£44,200	£71,800	£57,200	£70,700
Assistant Manager	£45,200	£59,300	£35,400	£49,400	£44,200	£55,100
Senior (newly qualified)	£31,700	£37,400	£33,300	£44,200	£39,500	£49,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,900	£21,800	£31,200	£25,000	£28,600

South West

Wales

West Midlands

Yorkshire and Humberside

Role	Min	Max	Min	Max	Min	Max	Min	Max
Director/Partner	£88,400	£176,300	£77,000	£121,200	£77,000	£165,400	£88,400	£169,500
Senior Manager	£62,900	£82,700	£58,200	£71,800	£55,100	£82,700	£55,100	£88,400
Manager	£53,000	£66,000	£44,200	£60,800	£44,200	£55,100	£44,200	£55,100
Assistant Manager	£44,200	£60,800	£35,400	£42,100	£33,300	£49,400	£33,300	£44,200
Senior (newly qualified)	£42,100	£49,400	£27,600	£35,400	£28,600	£35,400	£27,600	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,500	£21,800	£24,400	£21,800	£24,400	£21,800	£24,400



Corporate finance insight

Shaq Hills

Corporate Finance Expert, Reed

“

The corporate finance labour market heading into 2025 is defined by its exclusivity, high demand, and the broader economic pressures shaping the business landscape. Unlike other areas of accountancy, corporate finance remains a particularly niche field, with a limited pool of skilled professionals available and willing to move. For firms seeking to attract talent in this space, the challenges are steep, but the opportunities, both for jobseekers and practices, are significant.

One of the most notable trends in corporate finance is the role it plays in mergers and acquisitions, especially in a struggling economy. As smaller firms face increasing financial pressures, larger practices are stepping in, acquiring these businesses, their clients, and their staff. This wave of consolidation has not only kept corporate finance teams busy but has also reinforced their critical role in navigating high-stakes deals, often involving multimillion-pound transactions. For professionals, this glamour, the chance to work on major acquisitions and transformative deals, is a key draw.

However, there is a significant skills imbalance within corporate finance, particularly between buy-side and sell-side expertise. Many professionals are concentrated on the buy-side, leaving a gap on the sell-side, which is essential for firms managing acquisitions. Addressing this imbalance

will require creative approaches, such as identifying transferable skills in professionals from other areas like audit and training them to excel in corporate finance roles. Firms that invest in building these pathways are more likely to fill gaps and develop a steady pipeline of talent.

Salary expectations remain a contentious issue. While corporate finance professionals can command salaries significantly higher than their peers in other areas of accountancy, many firms, especially smaller boutiques, struggle to match the compensation offered by larger or top-tier practices. To remain competitive, firms must not only review their salary structures but also enhance their benefits packages, including bonuses, private healthcare, and flexible working arrangements.

On the road ahead, the economic climate is likely to keep corporate finance teams busy, with more firms under financial strain and seeking mergers or acquisitions. For those exploring a career in corporate finance, the stability and financial rewards of the field make it an attractive career path. For firms, success in this highly-specialised market will depend on offering competitive compensation, creating opportunities for progression, and fostering the next generation of corporate finance talent through training and skill development. //

Corporate recovery & insolvency



East Anglia

Role	Min	Max
Director/Partner	£90,000	£165,000
Senior Manager	£79,000	£88,500
Manager	£51,000	£65,000
Assistant Manager	£46,500	£57,700
Senior (newly qualified)	£32,000	£45,000
1st Year Trainee (ACCA, ACA, CA)	£23,000	£30,000

East Midlands

Role	Min	Max
Director/Partner	£60,800	£99,300
Senior Manager	£44,200	£58,200
Manager	£40,600	£53,000
Assistant Manager	£30,700	£43,200
Senior (newly qualified)	£26,500	£38,500
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,500

London

Role	Min	Max
Director/Partner	£104,500	£185,100
Senior Manager	£67,100	£95,700
Manager	£61,900	£78,500
Assistant Manager	£53,000	£65,000
Senior (newly qualified)	£47,300	£55,100
1st Year Trainee (ACCA, ACA, CA)	£25,500	£30,700

Greater London

Role	Min	Max
Director/Partner	£92,600	£152,400
Senior Manager	£66,000	£95,700
Manager	£58,200	£75,900
Assistant Manager	£52,000	£59,300
Senior (newly qualified)	£46,300	£52,000
1st Year Trainee (ACCA, ACA, CA)	£21,800	£27,600

North East

Role	Min	Max
Director/Partner	£77,000	£132,100
Senior Manager	£60,800	£77,000
Manager	£44,200	£55,100
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£27,600	£35,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

North West

Role	Min	Max
Director/Partner	£88,400	£132,100
Senior Manager	£66,000	£88,400
Manager	£49,400	£66,000
Assistant Manager	£38,500	£44,200
Senior (newly qualified)	£33,300	£36,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

Corporate recovery & insolvency



Northern Ireland

Role	Min	Max
Director/Partner	£71,800	£97,200
Senior Manager	£53,000	£64,000
Manager	£39,500	£53,000
Assistant Manager	£35,400	£40,600
Senior (newly qualified)	£26,500	£35,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£22,900

Scotland

Role	Min	Max
Director/Partner	£80,600	£165,400
Senior Manager	£46,300	£71,800
Manager	£43,200	£60,800
Assistant Manager	£33,300	£47,300
Senior (newly qualified)	£30,700	£39,500
1st Year Trainee (ACCA, ACA, CA)	£21,800	£31,200

South East

Role	Min	Max
Director/Partner	£91,500	£154,400
Senior Manager	£69,700	£93,600
Manager	£59,300	£77,000
Assistant Manager	£49,400	£58,200
Senior (newly qualified)	£42,100	£51,000
1st Year Trainee (ACCA, ACA, CA)	£21,800	£25,500

South West

Role	Min	Max
Director/Partner	£82,700	£148,700
Senior Manager	£62,900	£82,700
Manager	£53,000	£72,800
Assistant Manager	£39,500	£55,100
Senior (newly qualified)	£42,100	£51,000
1st Year Trainee (ACCA, ACA, CA)	£21,800	£26,500

Wales

Role	Min	Max
Director/Partner	£77,000	£99,300
Senior Manager	£60,800	£69,700
Manager	£42,100	£55,100
Assistant Manager	£35,400	£49,400
Senior (newly qualified)	£27,600	£35,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

West Midlands

Role	Min	Max
Director/Partner	£77,000	£132,100
Senior Manager	£55,100	£77,000
Manager	£44,200	£66,000
Assistant Manager	£35,400	£44,200
Senior (newly qualified)	£30,700	£38,500
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

Yorkshire and Humberside

Role	Min	Max
Director/Partner	£88,400	£132,100
Senior Manager	£66,000	£88,400
Manager	£49,400	£66,000
Assistant Manager	£33,300	£49,400
Senior (newly qualified)	£27,600	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,900



Corporate recovery & insolvency insight

Calvin Knighton

Corporate Recovery & Insolvency Expert, Reed

“

The corporate recovery and insolvency market is experiencing economic uncertainties and the rise of new technologies. AI is playing a crucial role by enhancing the efficiency, precision, and decision-making capabilities of insolvency professionals, allowing them to focus more on strategic tasks while automating the analytical stage of investigations and routine activities.

From a recruitment consultant's perspective, the sector remains highly candidate-short, a situation worsened by Brexit's long-term effects. Stricter hiring regulations and increased costs for employing overseas talent have created significant barriers, particularly for smaller firms. Additionally, an aging workforce and a broader shortage of skilled professionals in accountancy practices mean that the talent pool for experienced roles is frustratingly small.

Entry-level positions in insolvency are more accessible, with many firms successfully onboarding graduates and school leavers into administrator roles focused on foundational tasks. However, as professionals advance, firms face increasing difficulty in sourcing professionals with the requisite experience.

Finance professionals are prioritising flexibility and work-life balance, alongside competitive salaries and benefits. Hybrid working has become the norm among larger firms, with smaller practices often lagging behind, which can be detrimental. Practices offering private healthcare, enhanced parental leave, and robust bonus schemes are better positioned to attract, and just as importantly, retain the best people the market has to offer. However, many professionals are still tempted to move into industry roles for better pay and improved work-life balance.

Inflationary pressures and rising business costs are expected to drive more insolvency cases this year, ensuring that demand for skilled professionals in the sector remains high. In this climate, firms must innovate in their recruitment strategies, offering more than just financial incentives. A strong workplace culture, career development opportunities, and the flexibility to balance professional and personal responsibilities are becoming essential to staying competitive. //

Forensics & investigations



East Anglia

Role	Min	Max
Director/Partner	£129,500	£175,000
Senior Manager	£69,750	£74,400
Manager	£55,800	£65,000
Assistant Manager	£45,000	£55,000
Senior (newly qualified)	£38,000	£44,000
PQ (ACA, ACCA, CA)	£32,000	£38,000
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,500

East Midlands

Role	Min	Max
Director/Partner	£58,200	£101,400
Senior Manager	£44,200	£60,800
Manager	£44,200	£53,000
Assistant Manager	£30,700	£40,600
Senior (newly qualified)	£26,500	£38,500
PQ (ACA, ACCA, CA)	£26,500	£37,400
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

London

Role	Min	Max
Director/Partner	£101,400	£200,700
Senior Manager	£84,800	£100,400
Manager	£60,800	£85,800
Assistant Manager	£55,100	£61,900
Senior (newly qualified)	£46,300	£56,200
PQ (ACA, ACCA, CA)	£31,700	£43,200
1st Year Trainee (ACCA, ACA, CA)	£25,500	£30,700

Greater London

Role	Min	Max
Director/Partner	£89,400	£149,800
Senior Manager	£68,100	£93,600
Manager	£55,100	£68,100
Assistant Manager	£47,300	£55,100
Senior (newly qualified)	£42,100	£50,400
PQ (ACA, ACCA, CA)	£29,600	£39,500
1st Year Trainee (ACCA, ACA, CA)	£23,400	£28,600

North East

Role	Min	Max
Director/Partner	£93,600	£110,200
Senior Manager	£71,800	£88,400
Manager	£55,100	£66,000
Assistant Manager	£44,200	£55,100
Senior (newly qualified)	£29,600	£33,300
PQ (ACA, ACCA, CA)	£24,400	£28,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

North West

Role	Min	Max
Director/Partner	£77,000	£143,500
Senior Manager	£55,100	£77,000
Manager	£44,200	£55,100
Assistant Manager	£35,400	£46,300
Senior (newly qualified)	£30,700	£35,400
PQ (ACA, ACCA, CA)	£24,400	£27,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£25,500

Forensics & investigations



Northern Ireland

Role	Min	Max
Director/Partner	£71,800	£104,500
Senior Manager	£54,100	£66,000
Manager	£42,100	£51,000
Assistant Manager	£36,400	£39,500
Senior (newly qualified)	£28,600	£37,400
PQ (ACA, ACCA, CA)	£26,500	£33,300
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,900

Scotland

Role	Min	Max
Director/Partner	£79,600	£165,400
Senior Manager	£46,300	£71,800
Manager	£43,200	£60,800
Assistant Manager	£33,300	£44,200
Senior (newly qualified)	£29,600	£38,500
PQ (ACA, ACCA, CA)	£21,800	£29,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£31,200

South East

Role	Min	Max
Director/Partner	£90,500	£148,700
Senior Manager	£71,800	£95,700
Manager	£58,200	£66,000
Assistant Manager	£47,300	£55,100
Senior (newly qualified)	£40,600	£49,400
PQ (ACA, ACCA, CA)	£29,600	£40,600
1st Year Trainee (ACCA, ACA, CA)	£23,400	£29,600

South West

Role	Min	Max
Director/Partner	£88,400	£143,500
Senior Manager	£66,000	£88,400
Manager	£55,100	£71,800
Assistant Manager	£42,100	£55,100
Senior (newly qualified)	£40,600	£49,400
PQ (ACA, ACCA, CA)	£29,600	£37,400
1st Year Trainee (ACCA, ACA, CA)	£23,400	£27,600

Wales

Role	Min	Max
Director/Partner	£93,600	£104,500
Senior Manager	£60,800	£68,100
Manager	£42,100	£55,100
Assistant Manager	£33,300	£46,300
Senior (newly qualified)	£27,600	£35,400
PQ (ACA, ACCA, CA)	£23,400	£28,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400

West Midlands

Role	Min	Max
Director/Partner	£71,800	£137,800
Senior Manager	£49,400	£66,000
Manager	£44,200	£55,100
Assistant Manager	£33,300	£49,400
Senior (newly qualified)	£28,600	£35,400
PQ (ACA, ACCA, CA)	£23,400	£28,600
1st Year Trainee (ACCA, ACA, CA)	£21,800	£24,400

Yorkshire and Humberside

Role	Min	Max
Director/Partner	£88,400	£132,100
Senior Manager	£66,000	£88,400
Manager	£49,400	£66,000
Assistant Manager	£33,300	£49,400
Senior (newly qualified)	£27,600	£33,300
PQ (ACA, ACCA, CA)	£21,800	£25,500
1st Year Trainee (ACCA, ACA, CA)	£21,800	£23,400



Forensics & investigations insight

Natalie Harden

Forensics & Investigations Expert, Reed

“Forensic accounting and financial investigations is evolving, shaped by a confluence of technological innovation, regulatory pressures, and complex financial crime patterns. In 2025, accountancy and finance practices engaged in forensics will find themselves at the forefront of safeguarding businesses against emerging risks and ensuring transparency in an increasingly digitalised economy.

Advancements in data analytics, artificial intelligence, and blockchain are revolutionising how forensic investigations are conducted. AI-powered tools are enabling the rapid identification of anomalies in vast data sets, while blockchain's immutable ledgers are becoming invaluable in tracking fraudulent transactions. Practices that integrate these technologies will enhance their ability to uncover sophisticated schemes such as money laundering, cyber-enabled fraud, and supply chain corruption.

With financial crimes becoming more complex, regulatory bodies in the UK and globally are tightening their frameworks. This heightened scrutiny is increasing demand for forensic accountants to ensure compliance with anti-money laundering (AML), know your customer (KYC), and financial transparency standards. Practices offering proactive risk assessments and internal audits are expected to gain a competitive edge, as firms seek to avoid costly penalties and reputational damage.

The proliferation of cyber crime presents new challenges for forensic accountants. From ransomware attacks to cryptocurrency fraud, the digital realm has become a critical focus. Practices are expected to expand their digital forensics capabilities, employing specialists skilled in tracking digital footprints and securing electronic evidence that can hold up in court.

The complexity of modern financial crimes requires multidisciplinary expertise. Forensic accountants must combine traditional accounting skills with expertise in technology, law, and psychology to uncover fraud and understand perpetrators' motives. Collaborative efforts with IT professionals, legal teams, and data scientists will become more common, ensuring investigations are robust and comprehensive.

Forensics and investigations will continue to be a growth area as businesses face increasing threats from fraud, cyber crime, and regulatory breaches. Practices that invest in technology, interdisciplinary talent, and proactive risk management solutions will emerge as leaders in this high-stakes environment, providing businesses with the clarity and confidence to navigate the complex financial world. ”

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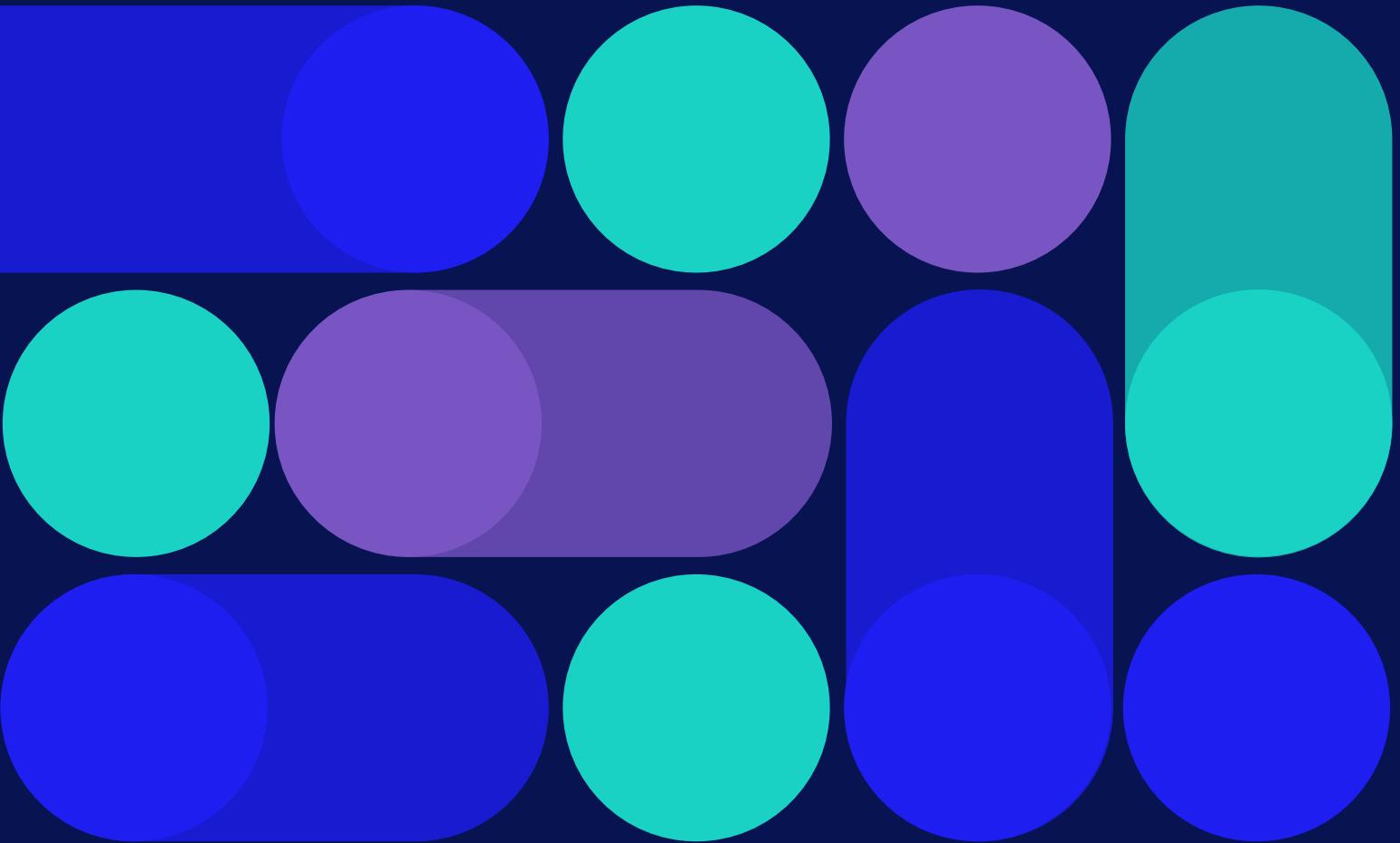
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