



Astbury Marsden  
life working

**Salary Survey 2011**  
Technology

# Banking Market Review

## 2010 Review

### Hiring

2010 began with a surge of activity but ended as a bit of a damp squib.

The flow of new roles returned to some sense of 'normality' during the course of the year and, adjusted for seasonal trends, remained relatively consistent throughout the year. Interestingly, fill rates fell markedly during the second half of the year reflecting, in our opinion, a fall in the underlying appetite of firms to hire when compared to the first half of 2010.

Overall, the volume of opportunities exceeded our initial forecast by 8% over the year, coming in at approximately 57,500 roles.

During the second and third quarters, the market flipped from being largely hirer driven to a more candidate driven market; a situation not really seen since early 2007.

### Salary

Our annual salary and bonus survey identified that 70% of respondents' salaries rose during the year by an average of 17%. This inflation busting rise was the result of a re-alignment of the mix between the variable and fixed pay elements of packages in response to public outcries over bankers' bonuses.

### Bonus

On the whole, sentiment regarding 2010/11 bonuses is one of general disappointment. More than half of the people we surveyed in November did not expect to receive a higher bonus in 2010, a fact which has now been borne out. Based on our findings, there was general dissatisfaction amongst employees in respect of overall compensation which could lend itself to 2011 being a year of high churn rates should people begin protesting with their feet.

## 2011 Outlook

In contrast to the strong start seen in 2010, permanent hiring this year has been more subdued.

Our view is that many firms intend to hire during the year but are biding their time for the first quarter or two to see how the year develops. We therefore expect a continuation in the short term of the lower appetite to hire seen at the end of 2010. Accordingly, we would expect a stronger second half of the year should general economic conditions hold up.

In terms of the contract market, the year has commenced similarly to 2010 and we see this market remaining strong throughout 2011.

Evidence suggests that there will be limited investment in permanent headcount hiring during 2011.



The extent to which the annual post-bonus merry-go-round kicks off will greatly influence the volume of roles in the market this year. Our forecasts show an increase in opportunities during 2011 of about 20% should employee turnover rise as anticipated. However, on the basis that this turnover is similar to last year then we could see the number of opportunities falling by 4% compared to 2010.

**Attrition is set to drive the market this year.**

As we reach the end of the first quarter, roles are tracking in line with the former still being the most likely outcome.

**Salary**

We have begun to see some interesting developments emerging at the Manager/ AVP level in the post-GFC bonus environment. The fall in bonus levels for permanent employees and continued public pressure on bank leadership to keep a lid on bonuses has resulted in many candidates turning to contracting as a means of improving pay. In some instances we are seeing people doubling their take home pay when compared with the compensation they might receive in a full time role.

We are already seeing shortages of permanent applicants in some areas but we have been able to fill roles with contractors who were previously permanent employees elsewhere.

Broadly speaking, we would expect to see more muted basic salary increases this year save in some 'in-demand' skill sets where we expect to see salaries rise.

**Bonus**

The raft of changes to the bonus landscape still need to work their way through the system. Candidates have taken longer to get their heads around these changes and will need to adapt to the new world. We expect employee turnover will be influenced significantly by how quickly candidates achieve an understanding of this new landscape.



# Technology Review

## Review of 2010

During the majority of last year, recruitment was high on the agenda for most financial services firms as they embarked upon projects of growth not seen since the start of the financial crisis.

### A large proportion of IT budget was spent on hiring the best talent available...

A large proportion of IT budget was spent on hiring the best talent available to build out new platforms, re-architect creaky systems or increase volume in flow businesses. Particular areas of hiring focus were FX ecommerce, Equities and Risk.

The first half of the year was extremely buoyant fuelled by a confidence absent in the industry for several years. However, following some softening results we saw recruitment begin to slow down in the second half of the year, especially permanent roles. Q4 saw some banks announce redundancies but these were relatively modest across investment banks compared with what was reported in the media.

In regards to compensation, a large number of permanent technology staff saw their base salaries rise during 2010 in an effort to realign packages towards a higher base and lower bonus.

Across the contract and permanent market place, we increasingly saw counteroffers being produced as banks sought to hold onto their more valuable employees.

## Outlook for 2011

Most firms are predicting that 2011 will be a slower year in terms of technology hiring. However, higher attrition levels are expected to play a factor as compensation numbers released in the first quarter of 2011 were relatively mixed with some people finding themselves 5-10% down on total comp.

Off-shoring of development and support functions to cheaper locations and the redeployment of staff internationally will also be high on managers' agendas.

Particular areas of growth that we can see so far are commodities, equities and most business streams in Asia. Compliance and reporting systems will also see increased headcount as banks continue to deal with the continued pressure of regulation. With the on-going focus on growth in Asia we should see a healthy amount of technology recruitment in this region across all product areas.

### Hot areas this year will be technologists with high frequency, low latency skills.

Hot areas this year will be technologists with high frequency, low latency skills and front-to-back Business Analysts. Whilst there might be the appetite for banks to reduce the number of contractors in their divisions, another year of patchy bonus payments still makes contracting a very attractive proposition. In addition, the time-bound nature of mandated programs like Basel III and Dodd Frank suggests contractors may be the most demanded hires in 2011.

# Contractor Rates

The contract technology marketplace has enjoyed a positive start to 2011 in terms of clients' appetite to hire, and candidates' interest to seek new opportunities. This has created liquidity in the market from the outset.

Whilst there remains limited appetite for financial services organisations to kick off major revenue generating IT programmes, every client has key efficiency improvement and cost reduction programmes underway. When these programmes are coupled with increased internal reporting and business information demands, as well as some industry wide regulatory and external reporting requirements, we do not foresee any let up in the demand for a contract workforce.



Day rates and salaries for the required skill-sets are heading upwards, and we currently see the following skill sets in highest demand:

- Finance IT - specifically around regulatory and mandated change and MI and reporting
- Risk IT - primarily counterparty credit and increasingly, market risk; with demand across IT system build, and risk measurement and modelling
- 3rd party application development expertise.
- Change management and process improvement - process and operating model analysts and Lean and Six Sigma skills specifically

**Contractors currently in roles are achieving significant day rate increases upon extension.**

Contractors currently in roles are achieving significant day rate increases upon extension, and those looking to move are increasingly bullish about market rates and are reticent to move unless the financial benefits are

considerable. On average, there is a 10% increase required to move out of one role and into a new one.

We are also seeing an increasing gap between permanent and contract annual earnings parity at the analyst level. This is leading to a dearth of permanent analyst level candidates as the move to take contract opportunities with a massive financial upside. Consequently, this is driving the contract candidate market and making permanent recruitment more difficult at this level. Those out of contract will move for the same rates they earned previously, but given the overall increase in contractor roles in 2010; very few 'A grade' candidates are out of work. The candidates' view is that the market is buoyant and 2011 sees us returning and exceeding 'pre-crunch' day rates.

# Contractor Rates and Permanent Salaries

| Job Title                             | Contractor Rates |                     |               | Permanent Rates |                  |            |
|---------------------------------------|------------------|---------------------|---------------|-----------------|------------------|------------|
|                                       | Basic (£ pd)     | Intermediate (£ pd) | Expert (£ pd) | Basic (£)       | Intermediate (£) | Expert (£) |
| <b>Development</b>                    |                  |                     |               |                 |                  |            |
| Java/Database - product knowledge     | 450              | 555                 | 650           | 60,000          | 75,000           | 120,000    |
| Java/Database - no product knowledge  | 425              | 500                 | 575           | 44,000          | 60,000           | 80,000     |
| Java Messaging Developer              | 500              | 550                 | 600           | 55,000          | 65,000           | 85,000     |
| Java GUI/SWING                        | 500              | 600                 | 650           | 55,000          | 65,000           | 90,000     |
| VBA Developer/Back Middle Office      | 550              | 575                 | 600           | 44,000          | 52,000           | 65,000     |
| Excel/Access VBA RAD/ Front office    | 575              | 624                 | 700           | 55,000          | 75,000           | 90,000     |
| C++/NT/COM/DCOM - Front office        | 550              | 625                 | 700           | 55,000          | 80,000           | 110,000    |
| C++/NT/COM/DCOM - Middle/Back Office  | 500              | 550                 | 600           | 45,000          | 60,000           | 75,000     |
| Quantitative Developer                | 650              | 675                 | 750           | 60,000          | 85,000           | 110,000    |
| C++/Unix Developer                    | 475              | 525                 | 575           | 55,000          | 80,000           | 110,000    |
| C#/.NET/Winforms - Front Office       | 550              | 625                 | 700           | 52,000          | 70,000           | 95,000     |
| C#/.NET/Winforms - Back/Middle Office | 500              | 550                 | 625           | 48,000          | 60,000           | 75,000     |
| <b>Databases (DBA/Dev)</b>            |                  |                     |               |                 |                  |            |
| Sybase DBA                            | 400              | 450                 | 500           | 48,000          | 65,000           | 90,000     |
| Oracle DBA                            | 400              | 450                 | 500           | 48,000          | 60,000           | 85,000     |
| SQL-Server DBA                        | 400              | 450                 | 500           | 48,000          | 60,000           | 85,000     |
| Oracle developer                      | 500              | 550                 | 600           | 48,000          | 60,000           | 75,000     |
| Sybase developer                      | 500              | 550                 | 600           | 48,000          | 60,000           | 75,000     |
| SQL developer                         | 500              | 550                 | 600           | 48,000          | 60,000           | 75,000     |

| Job Title  | Contractor Rates |                     |               | Permanent Rates |                  |            |
|--|------------------|---------------------|---------------|-----------------|------------------|------------|
|  | Basic (£ pd)     | Intermediate (£ pd) | Expert (£ pd) | Basic (£)       | Intermediate (£) | Expert (£) |
| <b>Systems Administrators</b>                    |                  |                     |               |                 |                  |            |
| SUN Solaris                                      | 350              | 400                 | 450           | 44,000          | 58,000           | 75,000     |
| HP-UX  | 350              | 400                 | 450           | 44,000          | 58,000           | 75,000     |
| AIX  | 350              | 400                 | 450           | 44,000          | 58,000           | 75,000     |
| NT   | 350              | 400                 | 450           | 44,000          | 58,000           | 75,000     |
| LINUX  | 350              | 400                 | 450           | 44,000          | 58,000           | 75,000     |
| <b>Business Analysts</b>                         |                  |                     |               |                 |                  |            |
| Non technical Front Office                       | 525              | 575                 | 650           | 70,000          | 85,000           | 95,000     |
| Non technical Back/Middle Office                 | 525              | 575                 | 650           | 60,000          | 70,000           | 80,000     |
| Non technical with no specific product knowledge | 500              | 550                 | 600           | 50,000          | 62,000           | 75,000     |
| Technical with Front Office                      | 625              | 675                 | 750           | 82,500          | 95,000           | 110,000    |
| Technical with Back/Middle Office                | 575              | 625                 | 700           | 70,000          | 80,000           | 85,000     |
| Technical with no specific product knowledge     | 575              | 600                 | 650           | 70,000          | 75,000           | 80,000     |
| Tester/Business Analyst                          | 500              | 575                 | 625           | 55,000          | 65,000           | 80,000     |
| <b>Technology Risk Management (TRM)</b>          |                  |                     |               |                 |                  |            |
| Problem/Change Manager                           | 550              | 620                 | 660           | 55,000          | 75,000           | 90,000     |
| TISO   | 500              | 550                 | 600           | 55,000          | 65,000           | 80,000     |
| Global Incident Response Analyst                 | 450              | 500                 | 550           | 45,000          | 65,000           | 75,000     |
| General IT Security/Network Security Engineer    | 350              | 400                 | 475           | 50,000          | 65,000           | 80,000     |
| Security Policy & Risk Management                | 375              | 440                 | 495           | 50,000          | 65,000           | 90,000     |
| Security Project/Programme Manager               | 500              | 550                 | 605           | 55,000          | 65,000           | 90,000     |

| Job Title                                      | Contractor Rates |                     |               | Permanent Rates |                  |            |
|--|------------------|---------------------|---------------|-----------------|------------------|------------|
|  | Basic (£ pd)     | Intermediate (£ pd) | Expert (£ pd) | Basic (£)       | Intermediate (£) | Expert (£) |
| <b>Support</b>                                 |                  |                     |               |                 |                  |            |
| Voice Support                                  | 330              | 385                 | 440           | 44,000          | 66,000           | 75,000     |
| Trade Floor Support                            | 220              | 275                 | 330           | 45,000          | 60,000           | 75,000     |
| Windows Server Support                         | 220              | 375                 | 330           | 40,000          | 55,000           | 65,000     |
| Desktop Support                                | 220              | 375                 | 330           | 35,000          | 45,000           | 55,000     |
| Web Systems Engineer                           | 330              | 385                 | 440           | 45,000          | 55,000           | 75,000     |
| Application Packaging Engineer                 | 330              | 385                 | 440           | 45,000          | 55,000           | 75,000     |
| Web Packaging Engineer                         | 330              | 385                 | 440           | 45,000          | 55,000           | 75,000     |
| Citrix Support                                 | 330              | 385                 | 440           | 38,500          | 50,000           | 65,000     |
| Systems Support Analyst                        | 325              | 350                 | 385           | 44,000          | 55,000           | 70,000     |
| Exchange Connectivity                          | 330              | 385                 | 440           | 44,000          | 55,000           | 70,000     |
| Openlink                                       | 500              | 600                 | 700           | 50,000          | 60,000           | 85,000     |
| Front Office Applications Support              | 450              | 500                 | 550           | 45,000          | 60,000           | 80,000     |
| Back Office Applications Support               | 400              | 450                 | 500           | 40,000          | 50,000           | 60,000     |
| Support Manager                                | 475              | 500                 | 550           | 65,000          | 75,000           | 100,000    |
| <b>Market Data Services</b>                    |                  |                     |               |                 |                  |            |
| Technical Support Engineers (Market Data Ser.) | 350              | 400                 | 450           | 45,000          | 60,000           | 75,000     |
| Market Data Analyst/Administrator              | 330              | 400                 | 475           | 45,000          | 58,000           | 70,000     |
| <b>Operations</b>                              |                  |                     |               |                 |                  |            |
| Unix/Netcool/Tivoli Operator                   | 385              | 440                 | 495           | 45,000          | 55,000           | 65,000     |
| Datacentre Operations Analyst                  | 225              | 250                 | 275           | 38,000          | 45,000           | 50,000     |

| Job Title                       | Contractor Rates |                     |               | Permanent Rates |                  |            |
|---------------------------------|------------------|---------------------|---------------|-----------------|------------------|------------|
|                                 | Basic (£ pd)     | Intermediate (£ pd) | Expert (£ pd) | Basic (£)       | Intermediate (£) | Expert (£) |
| <b>Networks</b>                 |                  |                     |               |                 |                  |            |
| Network Support Engineer        | 385              | 440                 | 495           | 45,000          | 55,000           | 70,000     |
| Network Implementation Engineer | 385              | 440                 | 495           | 45,000          | 60,000           | 75,000     |
| Firewall Engineer               | 385              | 440                 | 495           | 45,000          | 60,000           | 80,000     |
| <b>Calypso</b>                  |                  |                     |               |                 |                  |            |
| Implementation (Calypso)        | 550              | 650                 | 750           | 80,000          | 95,000           | 110,000    |
| Development (Calypso)           | 550              | 650                 | 750           | 85,000          | 100,000          | 120,000    |
| Support (Calypso)               | 500              | 575                 | 650           | 65,000          | 75,000           | 90,000     |
| <b>Murex</b>                    |                  |                     |               |                 |                  |            |
| Implementation (Murex)          | 550              | 650                 | 750           | 55,000          | 75,000           | 100,000    |
| Development (Murex)             | 550              | 650                 | 750           | 60,000          | 80,000           | 110,000    |
| Support (Murex)                 | 500              | 575                 | 650           | 55,000          | 70,000           | 85,000     |
| <b>Summit</b>                   |                  |                     |               |                 |                  |            |
| Implementation (Summit)         | 550              | 650                 | 750           | 55,000          | 75,000           | 100,000    |
| Development (Summit)            | 550              | 650                 | 750           | 60,000          | 80,000           | 110,000    |
| Support (Summit)                | 500              | 575                 | 650           | 55,000          | 70,000           | 85,000     |
| <b>SAN Engineer</b>             |                  |                     |               |                 |                  |            |
| Storage Manager                 | 400              | 450                 | 500           | 55,000          | 75,000           | 85,000     |
| Storage Specialist (TSM, EMC)   | 415              | 470                 | 525           | 50,000          | 65,000           | 80,000     |
| Storage - Support Engineer      | 415              | 470                 | 525           | 50,000          | 65,000           | 80,000     |

| Job Title   | Contractor Rates |                     |               | Permanent Rates |                  |            |
|---|------------------|---------------------|---------------|-----------------|------------------|------------|
|   | Basic (£ pd)     | Intermediate (£ pd) | Expert (£ pd) | Basic (£)       | Intermediate (£) | Expert (£) |
| <b>Testing</b>                                      |                  |                     |               |                 |                  |            |
| Test Manager  | 550              | 605                 | 660           | 60,000          | 80,000           | 100,000    |
| Test Team Lead                                      | 495              | 550                 | 605           | 50,000          | 60,000           | 70,000     |
| Test Analyst  | 385              | 440                 | 495           | 45,000          | 50,000           | 60,000     |
| <b>Project/Development Managers</b>                 |                  |                     |               |                 |                  |            |
| Programme Manager                                   | 650              | 725                 | 850           | 85,000          | 95,000           | 120,000    |
| Strategic Development Manager                       | 580              | 635                 | 690           | 85,000          | 95,000           | 120,000    |
| Tactical Development Manager                        | 585              | 640                 | 695           | 85,000          | 95,000           | 120,000    |
| PMO Manager   | 500              | 550                 | 600           | 75,000          | 85,000           | 95,000     |
| Project Manager with Front Office Product Knowledge | 660              | 715                 | 770           | 85,000          | 95,000           | 110,000    |
| Project Manager with Middle/Back Office Knowledge   | 605              | 660                 | 715           | 75,000          | 80,000           | 95,000     |
| Project Manager with no specific product knowledge  | 550              | 605                 | 660           | 70,000          | 75,000           | 85,000     |
| Outsource Project Manager                           | 550              | 625                 | 700           | 75,000          | 80,000           | 95,000     |
| Infrastructure Project Manager                      | 500              | 600                 | 650           | 70,000          | 80,000           | 95,000     |
| Project Administrator/Co-ordinator                  | 300              | 400                 | 450           | 43,000          | 50,000           | 55,000     |
| <b>Messaging Analyst (Swift, Crest)</b>             |                  |                     |               |                 |                  |            |
| Messaging Technical Support Analyst                 | 330              | 385                 | 440           | 43,000          | 50,000           | 55,000     |
| Messaging Analyst                                   | 330              | 385                 | 440           | 43,000          | 50,000           | 55,000     |

