RISK PARTNERS

Trusted Partners in Global Governance Recruitment

RISK & COMPLIANCE SALARY GUIDE: 2026

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IN REVIEW: 2025

"The Risk & Compliance hiring market in 2025 was defined by selective growth, re-deployment of talent and Fintech's taking centre stage"

2025 didn't deliver the dramatic swings of previous years, but it did cement a new hiring reality: firms hired less, hired smarter, and hired with far more scrutiny.

Key themes that dominated:

- Permanent headcount growth slowed across much of traditional Financial Services, while Fintech (Payments, Retail Trading etc) hired to support the Governance around their growing businesses
- Day rate contractors were often replaced by Fixed Term Contracts due to IR35 pressures
- Traditional bulge bracket banks made cuts due to overall cost reductions (and the go-live of AI in certain areas)
- Fintech outpaced Banks, becoming the most active hiring segment in Risk & Compliance
- Global demand for talent shifted away from UK / Europe, towards emerging Middle Eastern based companies

IN REVIEW: 2025

What grew?

- **Financial Crime** saw the strongest demand - driven by regulatory scrutiny and an increase in more sophisticated Fraud threats
- **Cybersecurity Risk / Third Party Risk** – threats from global international powers and targeted hacker groups saw an increase in demand
- **Fintech hiring** surged significantly – due to challenger firms taking market share from the traditional FS firms

What slowed?

- **ESG** – an area which was booming in 2024, saw a cool down due to a US led shift
- **Traditional bank hiring** – costs of Governance staff was being counted. Bloated teams reduced and smart technology often implemented
- **Op Res -** Once DORA regulations were delivered, previously seen demand for Operational Resilience professionals dipped

2025 RISK MANAGEMENT: BY DISCIPLINE

Credit Risk: Overall, a quiet year for Credit Risk Management. Selective hiring made in areas related to Leverage Finance or portfolios linked to more Emerging Markets, but otherwise a year of consolidation.

Cyber / Third Party Risk: A core focus across the world. Demand for digital risk managers is surging as cyber attacks rise (e.g. JLR, M&S, Heathrow airport), AI adoption accelerates, and organisations race to strengthen their resilience in an increasingly high-stakes digital landscape.

Operational Risk / Enterprise Risk: Like the Governance job market in general, ORM was slow (but with selective hires increasing towards year end). Mid-level specialists were the pressure point, with firms prioritising framework enhancement, resilience, and analytics capability.

2025 RISK MANAGEMENT: BY DISCIPLINE

ESG / Climate Risk: A slow down in this space, due to the emphasis being taking off this area by the US Administration. Previously this area was booming, but regulatory re-direction affected hiring significantly in 2025.

Market Risk: Average levels of demand in Market Risk / Investment Risk. Mid-junior level hiring to offer support, during difficult macro-economic conditions, (such as the war in Ukraine).

Quantitative Risk / Risk Analytics: 2024 saw positive hiring volumes. Consolidation of talent in 2025, resulted in fewer hires overall.

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RISK MANAGEMENT: BANKING

	Credit Risk	Operational Risk / ERM	ESG / Climate Risk	Market Risk	Quant Risk
Analyst	£45k - £60k	£45k - £55k	£45k – £55k	£50k - £60k	£45K - £60k
AVP	£65k – £85k	£60k - £80k	£55k – £80k	£60k – £85k	£65k - £90k
VP	£85k - £125k	£85k - £125k	£85k - £120k	£85k - £130k	£90k - £120k
Director	£130k – £200k	£130k - £180k	£125k – £170k	£125k - £200k	£125k - £170k
MD	£200k - £250k	£185k - £250k	£175k - £220k	£200k - £250k	£175k - £250k

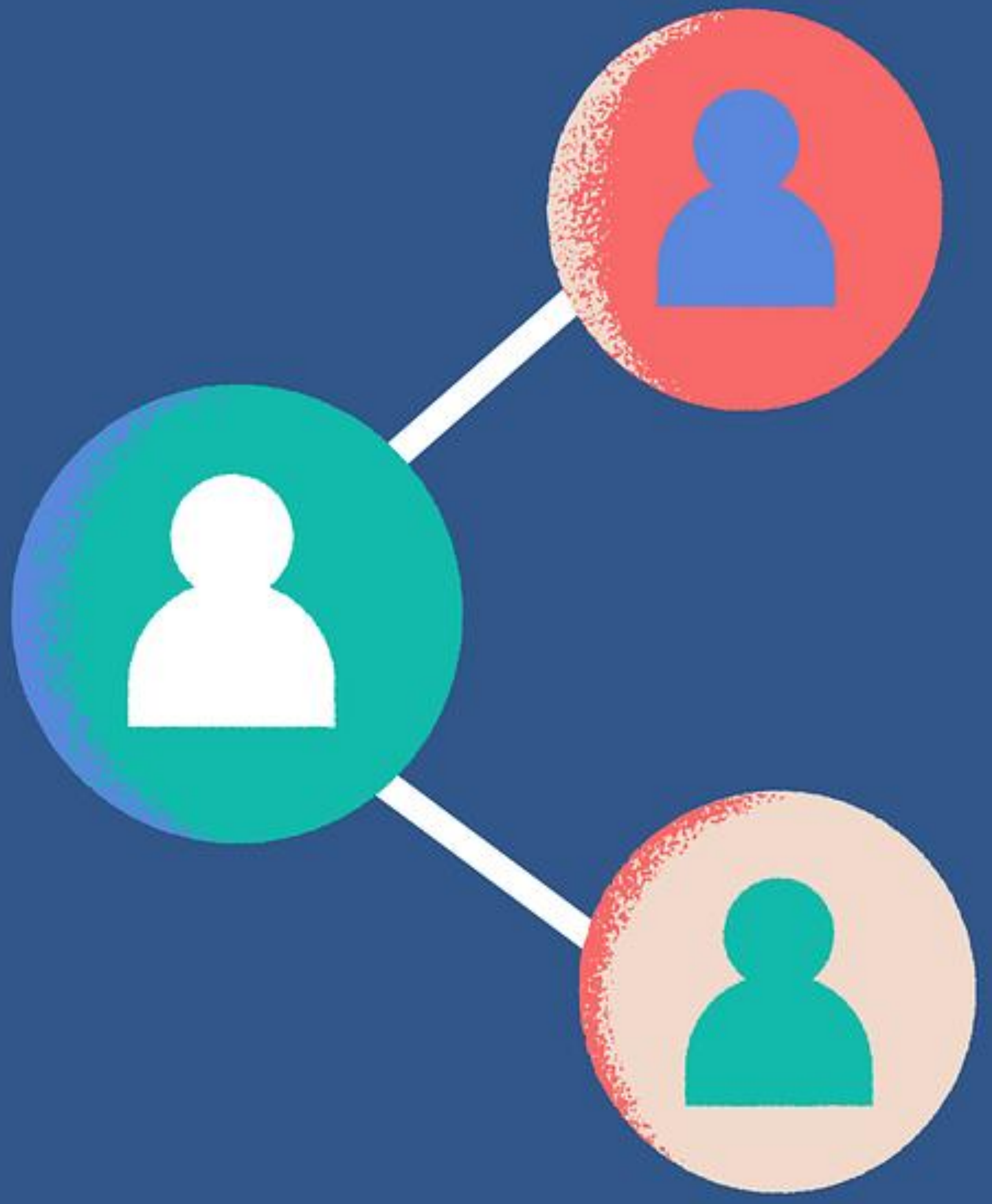
RISK MANAGEMENT: ASSET MANAGEMENT

	Credit Risk	Operational Risk / ERM	ESG / Climate Risk	Investment Risk	Quant Risk
Analyst	£35k - £45k	£45k - £55k	£45k – £55k	£50k - £60k	£45K - £60k
AVP	£50k – £70k	£55k - £75k	£55k – £80k	£60k – £80k	£65k - £90k
VP	£75k - £110k	£80k - £110k	£85k - £120k	£85k - £120k	£90k - £120k
Director	£115k – £130k	£115k - £150k	£125k – £170k	£125k - £175k	£125k - £170k
MD	£150k - £200k	£150k - £200k	£175k - £200k	£180K - £200k	£175k - £200k

RISK MANAGEMENT: FINTECH

	Credit Risk	Operational Risk / ERM	ESG / Climate Risk	Market Risk	Quant Risk
Analyst	£45k - £50k	£45k - £50k	-	£45k - £50k	£45k - £50k
AVP	£50k – £70k	£50k – £70k	-	£50k – £70k	£50k – £70k
VP	£70k - £90k	£70k - £90k	-	£70k - £90k	£70k - £90k
Director	£100k – £130k	£100k – £130k	-	£100k – £130k	£100k – £130k
MD	£150k +	£150k +	-	£150k +	£150k +

2025 COMPLIANCE: BY DISCIPLINE



Financial Crime:

Last year, the FCA imposed several significant fines across the financial services sector due to serious failures in AML controls, transaction monitoring, customer due diligence, and sanctions screening.

As a result, there was a modest increase in hiring, particularly through short-term contracts in the front office, as well as expansion and strengthening of second-line financial crime oversight teams.

This also pushed up candidate salary expectations, meaning hiring managers sometimes struggled to secure the right professionals within budget.

Regulatory Compliance:

In 2025, Regulatory Compliance roles saw strong demand for professionals able to demonstrate regulatory expertise across multiple jurisdictions and regulatory bodies. Firms continued to expand geographically and operate globally teams.

2025 COMPLIANCE: BY DISCIPLINE

Compliance Advisory:

Compliance Advisory roles were among the most active areas in recruitment in 2025, as firms sought to expand into new products and new markets in order to remain competitive.

These roles were predominantly advertised at AVP to Associate Director level and required strong communication skills to effectively partner with front-office teams and engage senior stakeholders on what they can and cannot do from a Compliance standpoint.

Surveillance:

Surveillance roles saw a steady stream of opportunities across both contract and permanent positions last year. Feedback from firms indicated that insufficient focus had previously been placed on market abuse surveillance, which led to an increase in short-term contract roles to help clear backlogs of trade alerts.

COMPLIANCE: BANKING

Compliance

	Advisory	Control Room	Monitoring	Regulatory Compliance	Trade Surveillance
Analyst	£35k - £60k	£40k - £55k	£30k – £50k	£35k - £55k	£35K - £50k
AVP	£65k – £80k	£60k - £80k	£55k – £70k	£60k – £80k	£55k - £70k
VP	£85k - £125k	£85k - £125k	£75k - £120k	£85k - £120k	£75k - £120k
Director	£130k – £180k	£130k - £180k	£125k – £170k	£125k - £175K	£125k - £170k
Managing Director	£185k - £300k	£185k+	£175k	£180K+	£175k - £220k

Financial Crime

	KYC / AML	Sanctions	Investigations	Fraud
Analyst	£35k - £60k	£40k - £60k	£30k – £50k	£25k - £45k
AVP	£65k – £75k	£65k - £80k	£55k – £65k	£45k – £65k
VP	£80k - £90k	£85k - £115k	£70k - £90k	£70k - £90k
Director	£90k+	£120k - £180k	£95k – £105k	£100k+
Managing Director	-	£190k+	-	-

COMPLIANCE: ASSET MANAGEMENT

Compliance

	Advisory	Control Room	Monitoring	Regulatory Compliance	Trade Surveillance
Analyst	£40k - £60k	£40k - £55k	£45k - £55k	£40k - £55k	£30k - £45k
AVP	£60k - £80k	£60k - £75k	£60k - £75k	£60k - £80k	£50k - £70k
VP	£85k - £110k	£75k - £95k	£80k - £90k	£80k - £105k	£75k - £85k
Director	£120k - £150k	£100k - £130k	£110k - £140k	£110k - £150k	£90k - £130k
MD	£175k - £250k	£130k - £200k	£140k - £200k	£150k - £200k	£140k - £200k

Financial Crime

	KYC / AML	Sanctions	Investigations	Fraud
Analyst	£40k - £55k	£40k - £60k	£35k - £50k	£35k - £50k
AVP	£60k - £70k	£65k - £80k	£50k - £70k	£50k - £70k
VP	£75k - £95k	£85k - £100k	£75k - £95k	£75k - £95k
Director	£100k - £130k	£110k - £140k	£100k - £130k	£100k - £130k
MD	-	-	-	-

COMPLIANCE: FINTECH

Compliance

Analyst	1-3 years	£35k - £50k
Associate	4-6 years	£55k - £70k
Manager	7-9 years	£75k - £90k
Senior Manager	9-10 years	£90k - £105k
Head of	10+ years	£110k+

Financial Crime

Analyst	1-3 years	£40k - £55k
Associate	4-6 years	£60k - £75k
Manager	7-9 years	£80k - £90k
Deputy MLRO	9-10 years	£95k - £105k
MLRO	11+ years	£110k+

KEY CONSIDERATIONS FOR CANDIDATES IN 2026

1) AI CV Screening – More often used by employers. Feedback from job seekers is that suitable CV's are often blocked at the first hurdle. A key challenge for job seekers, further demonstrating the need to work with good recruitment agencies to make introductions.

2) Sponsorship – A constant challenge for professionals within the UK, due to legislation changes. EU member countries and the Middle East offer easier work permits. US visa's are still accessible depending upon circumstances.

3) Diversification of skills – There is ever more increasing demand for a diversification of knowledge across Risk & Compliance disciplines. (For example, Credit Risk + Data Science, Operational Risk + Cyber, Modelling + AI Governance). Less-so is the demand for knowledge of just one vertical. Ensure you are diversifying your skills offering.

4) Remote working – For the majority of roles in Risk & Compliance, the expectation is now that staff are in the office 3-5 days a week (depending on the firm they work for). Very rarely now do we see solely remote working positions.

5) Cost controls – For the majority of organisations, costs are under scrutiny. This will impact offers being given to new joiners in addition to 'juniorisation' of positions to reduce spend.

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WHERE DO WE RECRUIT?

- **United Kingdom**
- **Europe**
- **Americas**
- **Middle East**
- **Asia**

RISK PARTNERS

WHY WORK WITH US?

1) Long-standing track record in recruiting for Risk & Compliance positions

2) Trusted by the worlds biggest Financial Services brands

3) Key knowledge of market trends and live opportunities

4) Helping you, every step of the way

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