

UK In-house tax market report and salary guide

2023-2024

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Introduction and tax market overview

“Unprecedented”, “uncertain”, “tumultuous”...

Looking over the market reports and salary surveys that we have produced over the last 10 years, those three words seem to feature prominently. However, the beginning of 2023 promised a little more in the way of stability and a more familiar market. A return in confidence was balanced by a more sustainable and realistic approach to salaries and broader remuneration packages. It seemed more of a “business as usual” market.

However, the heat has come out of the market a little and as a result, recruitment needs to be well considered, commercially driven and supported by a well thought through business case. Recruitment has been driven by an array of issues, but the increased demands placed on tax teams, changes in legislation and projects ranging from restructuring and M&A to broader tax transformation programs are just a few of the drivers for change in tax team structures.

We are still navigating the impact of Covid and different hybrid working patterns as each business decides on what is sustainable and works for both the individual and the business. Hybrid working is certainly here to stay, but there’s still work to be done on what that means to each one of us.

This document has been produced to help provide an insight on general market conditions as well as an analysis of the individual specialisms within tax. We hope you find it useful. An overview of our team can be found overleaf, with contact details and their area of specialism.

Thank you to all who have helped put this report together and for all your input and insights. We all look forward to working with you again this year, and wish you all a healthy, happy and prosperous finish to the year.



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Methodology

The information in this guide is compiled from a number of sources to ensure that it is the most accurate, relevant and up-to-date salary survey in the market.

Firstly, we look at the salary and benefits information of the tax professionals we work with on a daily basis. This is followed by the placements we have made over the last 12 months in order to give the most accurate reflection of the market. Finally, this information is supported by an online questionnaire that we send out to over 8,000 tax professionals across our network.

We would like to thank those of you who took the time to complete our online questionnaire, enabling us to continue producing detailed and accurate market reports.



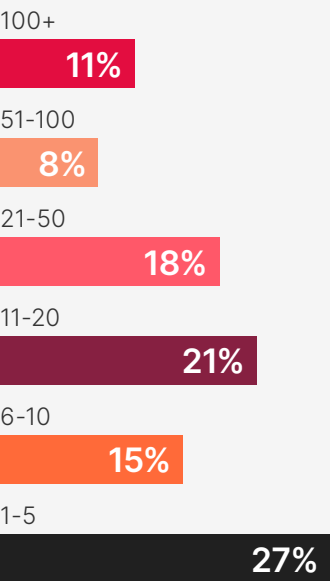
Key statistics – salary, bonus and benefits

Team sizes

We have collected information from a range of in-house tax teams from smaller UK businesses to global operations with 100+ tax professionals. Tax teams continue to grow in size as compliance and reporting demands are becoming increasingly stringent. That said, we have seen a good proportion of tax teams still operating at a lean number as the market stabilise and businesses consolidate for the future. Greenfield tax positions continue to increase as businesses look to bring greater control to their tax affairs.

2021/2022 saw a continuous churn of tax talent moving but the market has settled back to a steadier state. 2023 has shown an appetite for businesses creating brand new roles and some leaner teams growing out their function with junior and senior hires across all tax specialisms, which has been encouraging. We have seen team sizes of 10-20 become increasingly common because of the need for in-house tax talent.

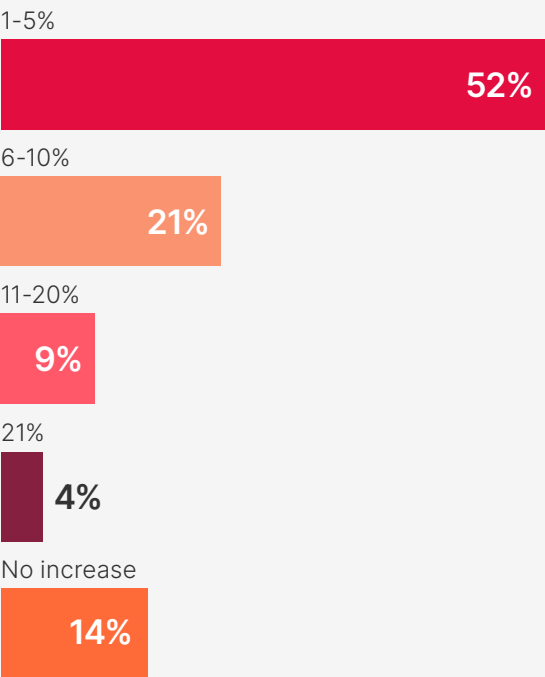
How many tax professionals are there in your business globally?



Base salaries

Our data shows that the majority of the in-house market received a 0-5% base salary increase in the last 12 months. Comparitively, our practice market data suggests that a base salary increase of 6-10% was more common within the profesional service firms. With the Top 10 accountancy firms all increasing base salaries last year, this is no surprise. But what it does show is that the in-house market didn't react to the firms pay increases and can explain why in-house candidates have been actively moving roles to achieve a pay increase similar to peers within professional services. We still see pay increases of 10-20% when candidates move between in-house roles but it's no surprise that we have seen an uptick in in-house tax teams approaching us for benchmarking services so as to avoid their talent moving on.

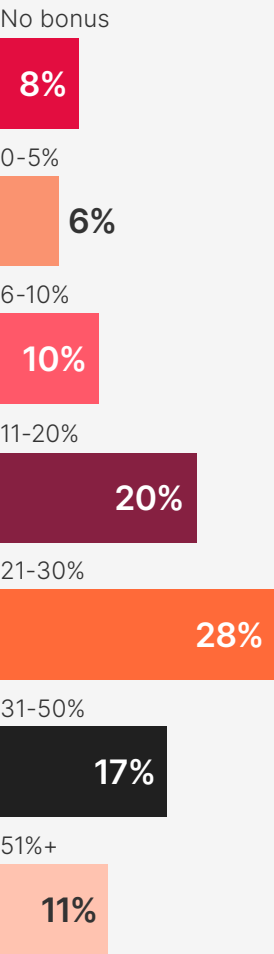
By how much has your base salary increased/decreased in the last 12 months?



Bonuses

Considering the economic climate last year, it's no surprise that we have seen an increase in bonus figures from the previous salary survey (70% of tax people surveyed received the same or more than the previous year). A greater portion of candidates have received 20-50% bonuses with fewer receiving no bonus at all. Compared to the practice market, where the majority of candidates received less than 5% bonus, industry firms can rely on their bonus structures to secure talent with a bigger package and bonus offering. The professional service firms have closed the gap with base salaries but still cannot compete with the bonus structures enjoyed by in-house teams.

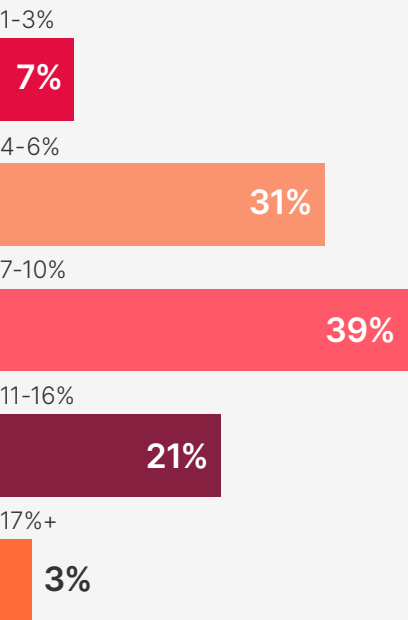
Have you received a bonus in the last 12 months?



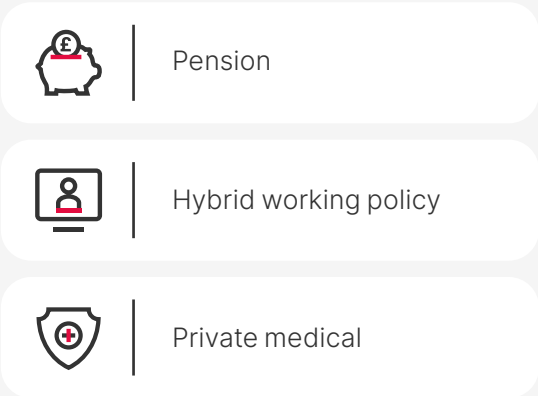
Pension and benefits

Pension scheme, hybrid working policy and private medical were voted as the top three benefits candidates are looking for outside of salary. With the majority of employers offering a 4-10% pension contribution, it's key companies look to ensure they have a strong pension scheme considering how importantly candidates view this benefit.

What pension contribution does your employer make?



What three company benefits are most important to you?



Hybrid working

With a third of the in-house tax market suggesting that the job role is more important than the hybrid working policy, it shows that there is still some appetite to return to the office. However, two-thirds of the market would reject a job if they had to go in 4+ days per week. We are seeing an increase in businesses returning to a majority office based working pattern and our data suggests that this could significantly reduce the talent pool available to them. The average days required in the office is either flexible or between 2-3 days. So anything more than this will diminish candidate interest in an already talent short market.

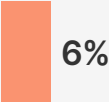


How many days per week does your company require you in the office?

Fully remote



One



Two to three



Four to five



No specified days

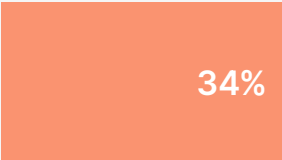


Would you decline a job offer if the prospective employer insisted you work from the office 4+ days per week?

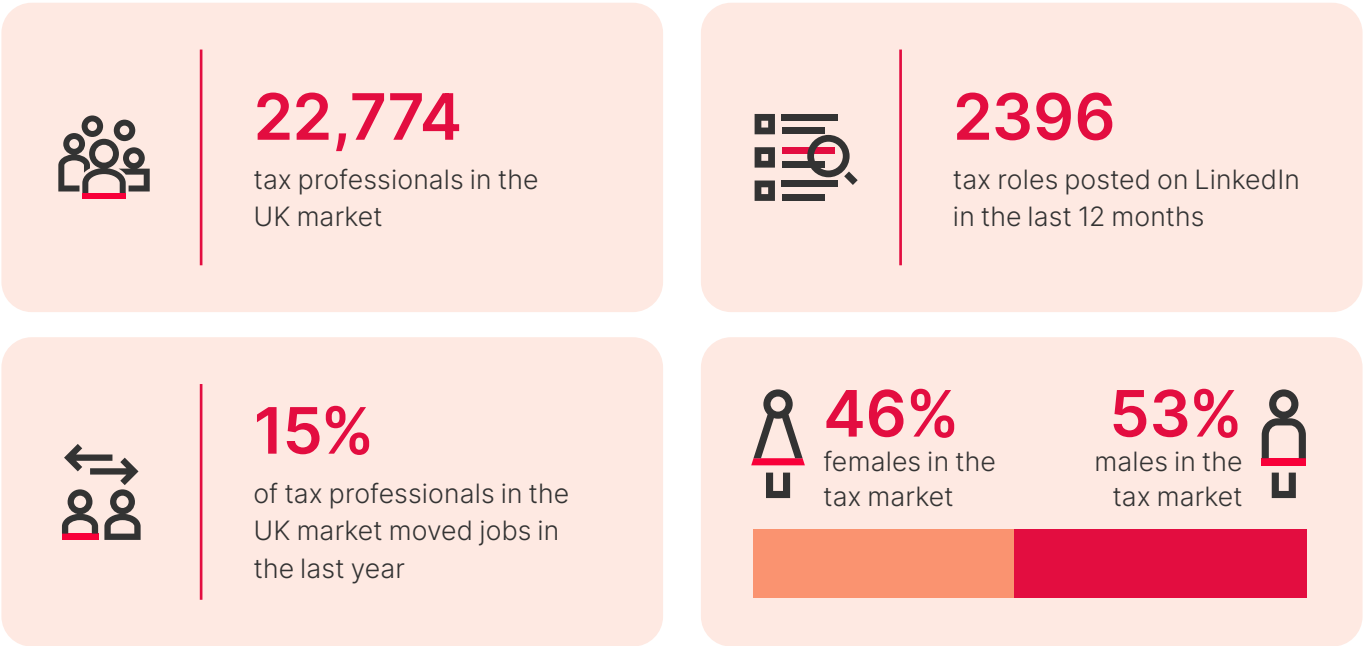
Yes, my ideal is 1-3 days in the office



No the job is more important



Market stats



Stats source: LinkedIn Talent Insights



Head of Tax market overview

With shareholders, boards, and the public taking a significant interest in the tax activities of organisations, the continued rise in importance of the Head of Tax role has been impressive to witness. Today's Head of Tax is expected to have a broad base of tax knowledge, with a keen sense for tax risk, as well as being an expert people leader, with the ability to distil complex tax issues for non-tax stakeholders. They are expected to manage ETR, external tax authorities, and internal stakeholders for whom tax is often low on the list of priorities. This breadth of experience, and level of board attention, means the very best talent is highly sought after.

We have witnessed above average turnover in the FTSE and inbound markets in the years following Covid, which has been added to by a significant number of first time hires in both PE backed and privately owned businesses. When we consider newly qualified tax professionals secure a 15-20% premium vs. their counterparts in audit, it is not surprising to see that the Head of Tax is one of the best paid members of the finance senior leadership team.

	Business turnover (GBP)				
	5 billion to 25 billion	1 billion to 5 billion	500 million to 1 billion	100 million to 500 million	Up to 100 million
<10 years' experience	N/A	N/A	170,000-200,000 + 25-50% bonus	145,000-175,000 + 20-45% bonus	125,000-150,000 + 20-30% bonus
10-15 years' experience	230,000-300,000 + 30-80% bonus + LTIP	180,000-210,000 + 30-75% bonus + LTIP	175,000-210,000 + 25-60% bonus + LTIP	130,000-170,000 + 25-40% bonus + LTIP	120,000-160,000 + 25-40% bonus + LTIP
15-20 years' experience	240,000-350,000 + 35-85% bonus + LTIP	200,000-250,000 + 35-75% bonus + LTIP	190,000-225,000 + 30-70% bonus + LTIP	150,000-180,000 + 25-50% bonus + LTIP	130,000-175,000 + 25-40% bonus + LTIP
20+ years' experience	250,000-375,000 + Up to 100% bonus + LTIP	225,000-290,000 + Up to 100% bonus + LTIP	185,000-225,000 + 40-80% bonus + LTIP	160,000-200,000 + 35-60% bonus + LTIP	135,000-185,000 + 30-50% bonus + LTIP

All salaries are in British Pounds (GBP).



Commerce and industry

After a recruitment market unlike any other, 2023 has seen a return to traditional conditions for the in-house tax market. There is a steady flow of vacancies and quality candidates are still looking to make a move.

The biggest change for candidates and hiring managers is the greater weight that the professional service firms have with their offerings. The base salary increases alongside the flexible and hybrid working options offered by firms have made staying with or re-joining practice, an attractive opportunity.

We have created a detailed salary guide below for tax professionals to review their salary level for the specific sector and level that they work in. Please use the guide as an average and if you have any further questions, please do not hesitate to get in touch.

Technology | Media | Telcos | Business services | Shipping | Transport | Automotive | Manufacturing | Chemicals | Retail | FMCG | Leisure | Hospitality | Travel | Oil and mining

	Accountant/Analyst/ Assistant Manager	Manager/AVP	Senior Manager/VP	Director/Head of Area or Region
Corporate tax – compliance and reporting	Up to 60,000	60,000-90,000	90,000-115,000	110,000-140,000
International tax/ advisory/M&A	Up to 70,000	75,000-100,000	100,000-120,000	120,000-150,000
Transfer pricing	Up to 70,000	70,000-90,000	90,000-110,000	100,000-140,000
Indirect tax	Up to 70,000	70,000-90,000	90,000-120,000	100,000-350,000
Employment tax	Up to 50,000	50,000-70,000	70,000-85,000	80,000+

Pharmaceutical and life sciences | Commodities, energy and utilities | Construction and engineering | Real estate | Oil, gas and mining

	Accountant/Analyst/ Assistant Manager	Manager/AVP	Senior Manager/VP	Director/Head of Area or Region
Corporate tax – compliance and reporting	Up to 70,000	70,000-100,000	100,000-130,000	120,000-160,000
International tax/ advisory/M&A	Up to 75,000	75,000-110,000	110,000-130,000	120,000-160,000
Transfer pricing	Up to 70,000	70,000-90,000	90,000-110,000	100,000-140,000
Indirect tax	Up to 75,000	75,000-90,000	90,000-120,000	100,000-350,000
Employment tax	Up to 50,000	50,000-70,000	70,000-85,000	80,000+

All salaries are in British Pounds (GBP).



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Financial services

In the past 12-18 months, market conditions have been like no other we have previously seen before across financial services.

There has obviously been a pent-up requirement for hiring post-Covid, but other conditions have equally contributed. Businesses have seen a new era of tax risk and controversy as well as a higher volume and intensity of tax audits and disputes to contend with. Furthermore, significant changes to existing business activities such as business model changes, new products and new services — increasing the risk of unexpected tax exposure for those activities. All of these contributing to the need for high quality tax professionals.

In addition to this, increased deal flow, various regulation changes, Pillar 2, country-by-country reporting, transformation projects and so forth, have resulted in businesses looking to bulk-out their tax functions and/or in a number of cases, look to make their first or second tax hires. Consequently, we have experienced one of the most competitive and demanding recruitment markets in recent years with candidates, particularly at the Manager to Senior Manager level, receiving considerable pay increases when moving roles.

Investment banking and fintech

	Analyst/ Assistant Manager	Manager/AVP	Senior Manager/VP	Director/Head of Area or Region
Corporate tax – compliance and reporting	Up to 70,000	70,000-85,000	85,000-125,000	125,000-160,000
International tax/ advisory/M&A	Up to 75,000	75,000-90,000	90,000-130,000	130,000-180,000
Transfer pricing	Up to 70,000	65,000-85,000	85,000-115,000	110,000-160,000
Indirect tax	Up to 75,000	75,000-90,000	90,000-120,000	110,000-200,000
Employment tax	Up to 50,000	50,000-75,000	75,000-90,000	85,000+

Insurance

	Analyst/ Assistant Manager	Manager/AVP	Senior Manager/VP	Director/Head of Area or Region
Corporate tax – compliance and reporting	Up to 70,000	65,000-85,000	80,000-115,000	110,000-160,000
International tax/ advisory/M&A	Up to 70,000	70,000-90,000	85,000-120,000	130,000-180,000
Transfer pricing	Up to 65,000	65,000-85,000	85,000-115,000	110,000-160,000
Indirect tax	55,000-75,000	75,000-95,000	90,000-120,000	100,000-180,000
Employment tax	Up to 50,000	50,000-75,000	75,000-90,000	85,000+

All salaries are in British Pounds (GBP).

Mainstream asset management

	Analyst/ Assistant Manager	Manager/AVP	Senior Manager/VP	Director/Head of Area or Region
Corporate tax – compliance and reporting	Up to 70,000	65,000-80,000	80,000-120,000	120,000-160,000
International tax/ advisory/M&A	Up to 75,000	70,000-90,000	85,000-125,000	130,000-180,000
Transfer pricing	Up to 70,000	65,000-85,000	85,000-115,000	110,000-160,000
Indirect tax	55,000-75,000	75,000-95,000	90,000-120,000	100,000-180,000
Employment tax	Up to 50,000	50,000-75,000	75,000-90,000	85,000+

Private equity and alternative investment management*

	Analyst/ Assistant Manager	Manager	Senior Manager	Director/Head of Area or Region
Corporate tax – compliance and reporting	Up to 70,000	75,000-90,000	90,000-130,000	125,000-180,000
International tax/ advisory/M&A	Up to 75,000	75,000-95,000	100,000-140,000	140,000-200,000
Indirect tax	Up to 75,000	75,000-95,000	90,000-130,000	120,000-200,000
Employment tax	Up to 65,000	60,000-80,000	75,000-95,000	95,000+

All salaries are in British Pounds (GBP).

*Total compensation in private equity is extremely variable with higher percentage bonuses and in some instances, Carry, making this area of financial services the most lucrative.



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Indirect tax overview

Frequent changes to rates and regulations have made the VAT world increasingly complex and although there are challenges, this is also an exciting time for VAT professionals in the UK.

We are in a moment of transformation and as a result there is a growing demand for indirect tax professionals. From technology implementation, reform, and getting to grips with a post-Brexit world, this demand is unlikely to decelerate. Right now we are seeing demand for indirect tax professional at the highest it has been for 20 years.

Notably, VAT compliance continues to grow as its own unique discipline, namely through the onset of complex digital reporting requirements. Globally, the adoption of VAT in emerging markets such as the GCC has stretched resources further and heightening the demand for indirect tax professionals. This huge demand for VAT specialists against the short supply of expertise has seen salaries continue to increase, year on year. It's clear there'll be new challenges on the horizon for VAT professionals, but these challenges will present some lucrative opportunities for specialists in this niche field.

As is the theme throughout this document, salaries have continued to rise across the board due to candidate shortages and cost of living increases. That said, bonuses for VAT professionals have decreased compared to two years ago. The exception being at the very senior end.

It has been refreshing to see more VAT specialists and people from a VAT background joining the ranks of Head of Tax. With salaries increasing, a variety of interesting positions available, VAT becoming an even more crucial part of in-house tax functions and a pathway to Head of Tax, there's never been a better time to become a VAT professional.



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Human capital overview

There has been a huge amount of change within the human capital world over the past 18 months.

From PwC selling their global mobility to new legislation and an ever-growing spotlight from HMRC being shone on governance in the employment and expatriate tax arena. The latter has increased the workload for many in-house tax functions and as a result, we have continued to see a steady number of opportunities come to market requiring employment tax, expatriate tax, and share schemes tax/reward expertise. Whilst some of these roles have been replacements or to increase support within an existing team, we have also had several newly created instructions where historically the work may have sat with the Head of Tax, someone else within the tax department or HR.

For most companies, the number of globally mobile employees has not returned to pre-pandemic levels, so it is unsurprising that the focus of many of our instructions has been more around risk and governance regarding employment tax rather than expatriate tax. Despite this, post pandemic, many organisations are still grappling with business travel and remote working challenges so the need to support on these areas has increased. In addition, with the cost-of-living crisis and the war for talent, we have also seen a focus on areas of reward and benefits as organisations look to retain their competitive advantage.

The newly created positions we have been instructed on tend to be all encompassing, covering a broad range of human capital issues, and more strategic rather than operational. The bulk of the operational work still tends to sit within other functions such as HR, payroll and finance. These opportunities tend to be best suited to those who have moved in-house already and are looking for a new challenge or someone coming from the profession, typically operating at Senior Manager equivalent level. Many of the organisations we have worked with have seen the benefit of hiring both profiles and it usually comes down to fit for the team as well as the business as the

need to be able to build internal relationships with key stakeholders and influence is as paramount as having the requisite technical knowledge.

For those moving from the profession at Senior Manager level, compensation is likely to be commensurate with what they are on within the profession, albeit overall packages vary with more attractive bonuses and benefits on offer. The motivation to leave the profession tends to be less about the financials and more about being able to support businesses with implementation rather than advising and a desire to move away from the ever-increasing pressure of winning work.



Interestingly, we have seen more part-time opportunities coming to market where historically if someone wanted to work on this basis, they would be limited to considering the profession or taking a full-time role and then negotiating flexibility once on board. These positions are not just limited to a reduced working week however, there have also been opportunities to work shorter days around other commitments as well or more days during busy periods and less during quieter ones. In addition, the advent of hybrid working means, that organisations have been able to attract individuals from a wider talent pool as the need to be physically present in the office has reduced and individuals are willing to travel further on an ad hoc basis. This means that organisations are looking for individuals who can build relationships in person as well as virtually. All of this has been a positive shift in the market and a trend we anticipate will continue as organisations focus on attracting the right talent over and above where they are based.

There continues to be a divide over who has responsibility for human capital tax issues within organisations, which means opportunities can either sit within a tax or HR department however, a dotted line into the other area is typical as well. With the profile of tax departments in general continuing to increase, tax becoming an agenda on many Board meetings and people-related taxes remaining a large cost for organisations, we expect demand to remain and for organisations who do not have in-house expertise to look to acquire it and existing teams look to increase headcount.



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Interim market

In demand is how we would summarise the interim tax market over the last 12 to 18 months. This has come about through a large range of avenues which have included:



ERP/technology changes and upgrades namely driven by the finance team but then integrated by tax



Increased compliance and legislation burdens on tax teams who then require assistance from interim tax professionals to support on the workload



Organisational changes/restructures/transactions – where the use of interim tax professionals has allowed for flexible additional tax support



Sickness covers, which are unpleasant to learn of, but we have seen a few more interim requirements for this reason post-Covid



Permanent vacancy gaps. With the increased demand of tax professionals required on the permanent side and the challenges some of these vacancies have faced when recruiting, interim support has been more required to cover these time periods

With an increased requirement for tax professionals, there has been an absorption of the talent pool and thus a heavily decreased number of candidates to consider when a role is registered. This has been notably felt in the corporate tax compliance and reporting disciplines, and VAT, with the typical levels of requirement at a Manager and Senior Manager grade. Our job is to help clients solve these resourcing requirements. We work closely with the hiring manager in order to be a little more creative with the options of candidates available. This has included allowing for more remote working, thus broadening the search and looking at candidates in different parts of the country; more flexible working in terms of a four day working week for a five days per week role; and identifying the key technical duties required in the duration of the contract and honing in on tax professionals with those specifics as opposed to the full job description so that the crux of the requirement is achieved.

Our tax candidate network has shifted considerably over the last 12-18 months. We rarely work with those who are immediately available and are focused on securing a permanent role because in the current market they will secure one quickly. Fewer redundancies in the current economic climate has resulted in more tax professionals who are deliberately looking for an interim position. This means that candidates are committed to a contract and the versatility of tasks performed, making them perfect for our interim roles. The opening up of the Australian and New Zealand borders post Covid, along with the Tier 5/Youth Mobility visa scheme extending to three years of stay in the UK has created further positivity for candidates in the interim market. We have seen a steady flow of Manager level tax professionals from these jurisdictions, with more on the way, filling a candidate gap in the UK market.

Interim salaries

	Accountant/Analyst/ Assistant Manager	Manager/AVP	Senior Manager/VP	Director/Head of Area or Region	Head of Tax
Corporate tax – compliance and reporting	200-250 per day 60,000-70,000 FTC	300-400 per day 70,000-80,000 FTC	400-500 per day 80,000-90,000 FTC	500-600 per day 90,000-110,000 FTC	600-800 per day 110,000-130,000 FTC
International tax/ advisory/M&A	250-300 per day 65,000-75,000 FTC	350-400 per day 75,000-85,000 FTC	450-550 per day 85,000-95,000 FTC	550-650 per day 95,000-115,000 FTC	700-900 per day 115,000-150,000 FTC
Transfer pricing	250-300 per day 65,000-70,000 FTC	350-400 per day 75,000-80,000 FTC	450-500 per day 85,000-90,000 FTC	550-600 per day 95,000-110,000 FTC	650-750 per day 110,000-130,000 FTC
Indirect tax	200-300 per day 60,000-70,000 FTC	300-400 per day 70,000-80,000 FTC	450-550 per day 85,000-95,000 FTC	550-650 per day 95,000-110,000 FTC	600-800 per day 110,000-130,000 FTC
Employment tax	225-275 per day 60,000-70,000 FTC	300-400 per day 70,000-80,000 FTC	400-500 per day 80,000-90,000 FTC	500-600 per day 90,000-100,000 FTC	600-700 per day 100,000-110,000 FTC

All figures are in GBP and the day rate is the rate paid to the candidate



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Professional services

The past 12 months has been a tale of two halves.

During the second half of 2022, we continued to experience an unprecedented level of hiring as we had seen in the first half. This was driven by several professional services firms looking to significantly increase headcount to meet client demands on the back of subdued levels of hiring during the COVID-19 pandemic. Having started 2023 with several professional services firms ahead or on track for headcount targets this financial year, coupled with economic and political uncertainty, we have experienced a reduced level of mandates in certain areas so far. There is however still enough demand to mean that many professional services firms face significant challenges retaining and attracting the best talent. We expect this trend to continue until new budgets are released at the start of the new financial year when we anticipate an increasing number of new mandates to be signed off. This is reinforced by the data we collected with 95% of our professional services clients stating they would expect to hire in the next 12 months and 74% stating that the 'shortage of candidates' would be their biggest challenge.

With the war for talent raging throughout 2022 and the UK facing a cost-of-living crisis, most professional services firms looked to combat these challenges through the pay rises offered. Over 30% of respondents have received more than a 10% pay rise in the past 12 months. This was particularly the case within the Big 4 firms. This is not a surprise given that it has been well-publicised in the press how some of these firms have responded – in May, KPMG announced that the majority of its UK employees would receive flat increases of either £2,000 or £4,000 in addition to increases later in the year during the annual pay review cycle. Interestingly,

despite this response, most individuals are still motivated to move because of remuneration. This is not necessarily a reflection that the tax profession is feeling underpaid or undervalued, more a result of the fact individuals are not willing to move unless they are financially incentivised to do so. This will continue to pose a significant challenge to firms looking to hire this year as they will need to balance attracting the right individuals whilst supporting their existing talent.

Post pandemic most professional services firms have embraced hybrid working and this is now considered to be one of the most important benefits for individuals. Over 50% of individuals stated they would turn down a job if they were required to work in the office more than one or two days a week. Friday is the least popular day to be in the office, with Tuesday being the most popular however only just – a significant number of people also responded positively about working in the office on a Monday, Wednesday, and Thursday. This is likely driven by the desire to be as close to home as possible when the weekend comes.

How has this affected the in-house market? The big difference to previous years is that professional services firms have improved both their salary offering and flexible working policies. The gap between practice and in-house has closed in terms of benefits, so industry teams have to look at their wider package and offering to attract talent.

If you would like to receive a separate copy of our dedicated 2023 Tax practice market report and salary guide, please get in touch with Sarah or visit our [website](#).



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About Brewer Morris

We're a trusted tax, treasury and senior finance search and recruitment consultancy.

Through integrity, flexibility, specialist expertise and always delivering results, we've built lasting relationships with professionals and businesses.

We work with professionals at every level, connecting them with small and medium sized enterprises and multinational businesses in every industry.

We are part of The SR Group, a fast-growing and hugely successful collection of specialist search and recruitment consultancies covering everything from tax, treasury and senior finance, as well as legal, risk and compliance to marketing, sales and HR.



About our specialist recruitment brands

We're part of The SR Group, a global search and recruitment company that also includes specialist search and recruitment consultancies Brewer Morris, Carter Murray, Frazer Jones and Taylor Root.

With strong management, a clear vision and the recruitment, training and retention of inspiring people, we have developed successful brands synonymous with quality around the world. Each of

these brands support clients on mandates at all levels of seniority, from entry-level through to Heads of, Director and C-Suite positions on both a permanent and interim basis.

|brewer morris

Brewer Morris is a trusted tax, treasury and senior finance search and recruitment consultancy.

Through integrity, flexibility, specialist expertise and always delivering results, we've built lasting relationships with professionals and businesses.

brewermorris.com

|carter murray

Carter Murray is a global search and recruitment consultancy dedicated to marketing and sales.

Through deep expertise within our markets, we're consistently able to fulfil even the most complex briefs and match the best specialist to every role.

cartermurray.com

|frazer jones

Frazer Jones is a global HR executive search and recruitment consultancy.

We help HR professionals thrive and empower HR leaders to put people and culture at the heart of their business – creating a more progressive future, for everyone.

frazerjones.com

|taylor root

Taylor Root is a global legal, risk and compliance search and recruitment consultancy.

Forming lasting partnerships with our clients and candidates, we are constantly evolving and continue to shape the world's legal, risk and compliance markets.

taylorroot.com

