

EUROPEAN INTERIM MANAGEMENT MARKET REPORT 2021-2022



“

GET USED TO
THE INTERIM
MANAGEMENT
REVOLUTION

”

INTERIM MANAGEMENT: THE FUTURE OF WORK POST COVID-19

ROBERT WALTERS, EUROPEAN LEADER IN INTERIM MANAGEMENT

For several years, the need for companies to transform themselves has been increasingly pressing in Europe, encouraged by digital transformation and increasingly complex regulations.

The pandemic and the resulting economic uncertainty have been an even greater accelerator for transformation projects as organisations not only had to cope with the impact of the crisis but also evolve their working methods.

In that context, the rise of interim management has accelerated further. It has emerged as a flexible and efficient solution for these organisations, calling upon executives and experts for which nomadism had become the norm even before Covid-19.

The European interim management market is growing, there is a strong demand for Finance, HR, Marketing, Change and Technology experts who can guide businesses through the next phase of their growth.

In the markets such as the Netherlands or France, interim management is a proven solution and companies have naturally turned to it. In France, industries that have been faced with

a sudden uptick in their activity, such as pharmaceuticals, retail, logistics or FMCG, have used interim management to structure their growth while negatively impacted industries have called upon interim managers to prepare the recovery. In the Netherlands, the improved economic conditions have led to more interim management assignments, more specifically for positions for which employers don't want to hire on a permanent basis or can't find permanent resources.

On the other hand, in emerging markets such as Spain or Germany, after having frozen their non-critical projects at the start of the pandemic, organisations have hired interim managers to deal with digitalisation or automation as well as compliance or regulatory projects.

Covid has led to a high demand for expert IT skills as organisations now need to strengthen their IT infrastructure, run virtualisation and data security projects or deliver ERP implementation projects started before the crisis.

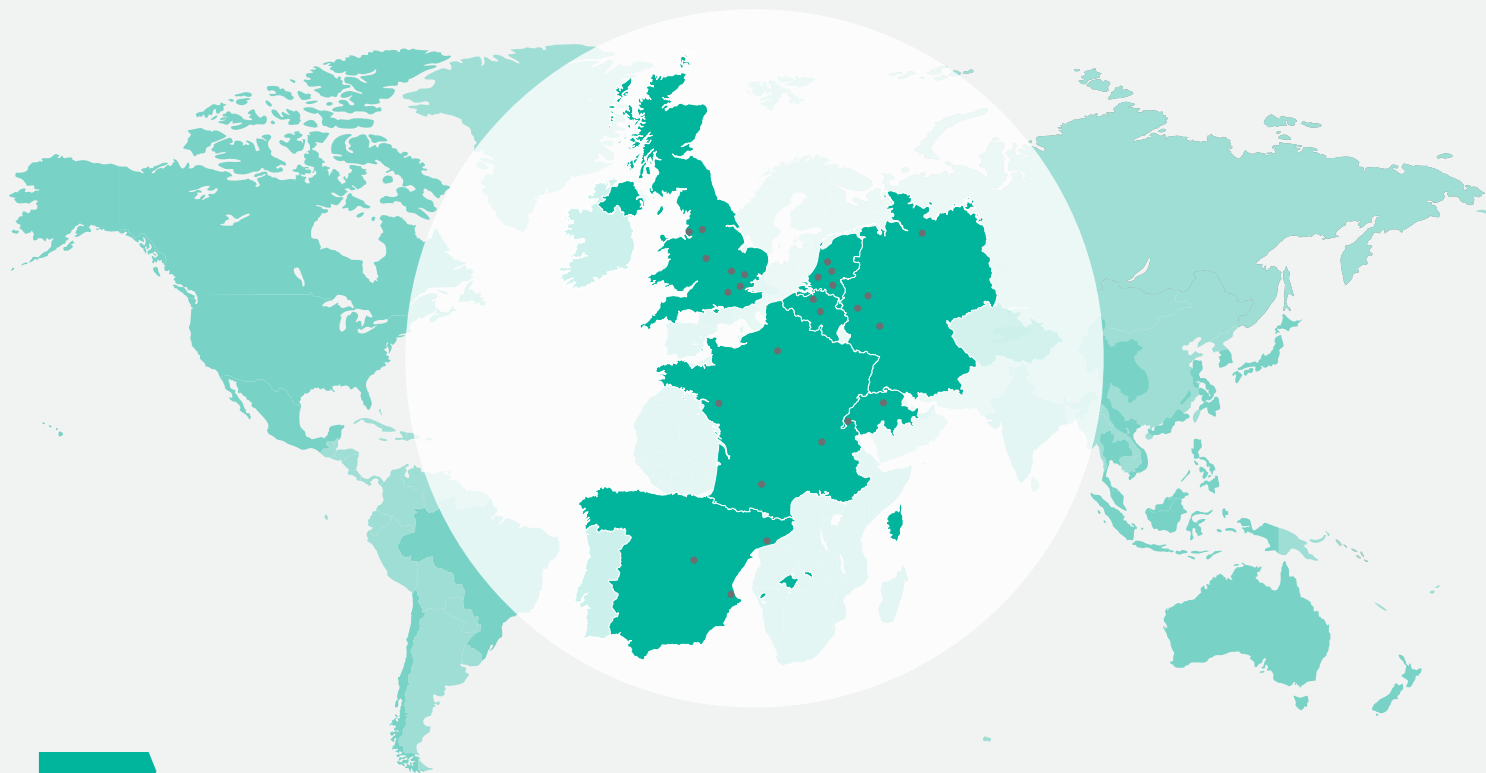
Regardless of the markets' maturity in Europe, the interim management revolution is underway. Many senior professionals have started to consider

interim assignments to make the most of their know-how and businesses have been quicker to realise the value of appointing industry experts to deliver specific projects or change programmes.



**ROB VERMAAK, CEO BENELUX,
FRANCE & GERMANY**

GLOBAL REACH, EUROPEAN LEADER, LOCAL EXPERTISE



7

**WE HAVE DEDICATED
INTERIM MANAGEMENT
TEAMS IN 7 EUROPEAN
COUNTRIES**

BELGIUM
FRANCE
GERMANY
NETHERLANDS

SPAIN
SWITZERLAND
UNITED KINGDOM



**“ WE ARE ABLE TO PROVIDE
INTERIM MANAGERS TO LEAD
MAJOR TRANSFORMATIONS
WORLDWIDE, ACROSS ALL
INDUSTRY SECTORS. ”**



OUR EUROPEAN INTERIM MANAGEMENT OFFERING

WHAT IS INTERIM MANAGEMENT?

Interim management involves the placement of a highly qualified senior manager within an organisation, for a fixed period of time.

This highly skilled individual will work at the complete disposal of the company, taking on operational responsibility within the framework of a well-defined assignment whilst working as a self-employed person.

OUR CORE DISCIPLINES

- General management
- Finance
- Human resources
- Financial services (insurance, real estate, banking)
- IT / Digital
- Tax / Legal / Compliance
- Engineering
- Procurement / Supply chain / Logistics / Operations
- Sales / Marketing / Communication

“ In France, we didn't have the expertise in-house and we needed flexibility. This is why we called on Robert Walters who had been working with us for years. They offered interim management as a solution. ”

Julia Marty, Human Resources Manager at MetLife, France

“ I have had the privilege to work with Robert Walters as both a candidate and a client. They helped me to get my first legal interim assignment and provided interim solutions for my teams ever since. The level of professionalism, Robert Walters' extended network and their thorough understanding of their clients' needs are the reasons that Robert Walters is my number one choice when it comes to contracting interim professionals. ”

Adrienne Harrison, Interim Legal Manager at Rambus, Netherlands

“ Working with Robert Walters is excellent, highly professional and focused. Especially when I worked on a project and needed to hire additional staff, Robert Walters provided me with useful candidate profiles very fast, which I highly appreciate. ”

Dr. Josef Becker, Interim CFO, Germany

TYPES OF INTERIM MANAGEMENT ASSIGNMENTS

In an increasingly competitive business environment, interim managers bring the specialist skills and experience to ensure the success of a huge range of projects such as:

- Relay management: replacement of strategic / managerial positions
- Change management projects
- Performance / profitability improvement projects
- Organisational restructuring
- Implementation / redesign of new systems or technologies
- Mergers & acquisitions
- Launch of new projects, business units
- Internationalisation or relocation processes
- Starting or closing a company / division
- Crisis management / recovery
- Brexit-related assignments

WHAT SETS ROBERT WALTERS INTERIM MANAGEMENT APART?

- The senior level of experience of our consultants
- The diversity in our team's expertise
- The exceptional degree of attention and thoroughness in our approach
- The eagerness and tenacity to work towards a qualitative result within a short timeframe
- The strength of our network and global footprint we rely on
- The dedication and partnership with our clients

CONTENTS

EUROPEAN SURVEY RESULTS ...10

COUNTRY OVERVIEWS12

Belgium	14
France	20
Germany	26
Netherlands	32
Spain	40
Switzerland.....	44
United Kingdom	48

CONTACT US52



ABOUT THE INTERIM MANAGEMENT MARKET REPORT

Welcome to the second edition of the Robert Walters European Interim Management Market Report. Our research is based on the analysis of interim management trends in Europe, focusing on the most sought after interim management profiles and on interim daily rates per job

title and per country. This book also provides feedback of a survey conducted to more than 2,000 interim managers throughout Europe in 2021.

GET IN TOUCH

If you would like to find out more about our interim management offering and the type of assignments our interim managers can carry out for your organisation, you can contact one of our interim management specialists using contact details at the end of this book.

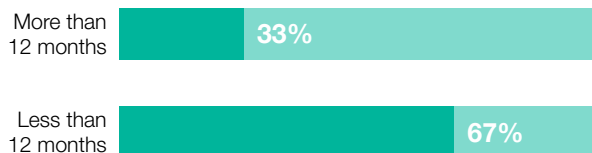
INTERIM MANAGEMENT SURVEY

EUROPEAN RESULTS

INTERIM MANAGEMENT IS ABOUT...

WORKING ON A PROJECT...

AVERAGE DURATION OF INTERIM MANAGEMENT ASSIGNMENTS



... TO SOLVE KEY SITUATIONS

TOP INTERIM MANAGEMENT ASSIGNMENTS DELIVERED



67%
Relay management



33%
Organisational restructuring



11%
Implementation/redesign of new systems or technologies

INTERIM MANAGEMENT IN 2021

50%

of companies surveyed hired an interim manager for the short-term replacement of a permanent employee



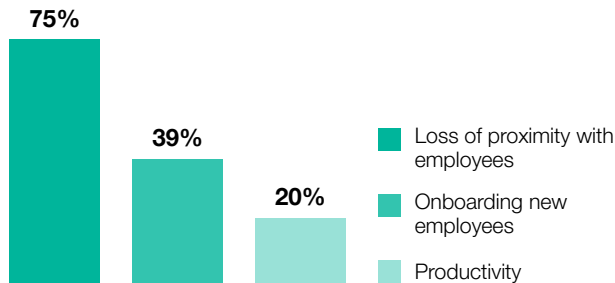
62%

of professionals surveyed haven't encountered any difficulties in carrying out their assignment remotely

INTERIM MANAGERS IN THE FACE OF THE COVID-19 CRISIS

A PRECIOUS HELP FOR COMPANIES...

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19



MAIN FOCUS OF INTERIM MANAGEMENT ASSIGNMENTS DURING THE PANDEMIC



...WITH ESSENTIAL ASSETS

BENEFITS OF HIRING INTERIM MANAGERS IN A CONTEXT OF CRISIS



**Immediacy,
adaptability**

“Adaptability in an uncertain business environment”

“Immediate required experience and skills, a wise external point of view, flexibility and creativity”



Expertise

“A skilled resource in difficult times”

“Interim experience & capacity to fast track initiatives”

COUNTRY OVERVIEWS

With dedicated interim management teams spanning 7 countries across Europe, we offer in-depth knowledge of a large range of industries and provide the best interim managers to lead major transformations in your organisation. In this section, interim management leaders share their insights on interim management trends in 2021-2022 and provide details of the daily rates for the most sought after interim management profiles.

Our country overviews include:

- Belgium
- France
- Germany
- Netherlands
- Spain
- Switzerland
- United Kingdom



BELGIUM

2021 INTERIM MANAGEMENT TRENDS



**AUDREY BOSTVIRONIS,
MANAGER,
INTERIM MANAGEMENT,
BELGIUM**

The interim management market got off to a good start in 2021 as we saw an increase in demand for operational interim managers, particularly within finance. The focus was mainly on financial control, accounting, reporting and treasury but regulatory specialists and interim managers with experience in cost optimisation were in demand in the banking and financial services sector. In HR, there is a growing need for HR directors and compensation & benefits specialists on an interim basis.

Over the last year, the majority of interim management assignments was used to replace senior positions within an organisation due to illness or to speed up the process of finding a permanent resource. A number of strategic optimisation projects that were postponed due to the Covid19 pandemic have been restarted, however, many organisations do not have the resources to oversee them. Interim managers with specific skills and experience relevant to these projects have been brought into the organisation to deliver what's required. Increasingly we are seeing these contracts being extended.

We anticipate that the interim management market will continue to be strong in 2022, as it was in 2021. Top management professionals who stayed with their organisation during the pandemic are now seeking new challenges. The process of replacing these senior professionals takes time, and as a result we expect an increase in demand for interim managers in the coming year.

Many people reassessed their career and work-life balance in the wake of the pandemic. Interim management enables professionals to become more independent at a younger age. This is one of the main reasons it is becoming more popular.

Despite the increase in demand daily rates for interim managers have remained stable during the pandemic, and we expect these rates to remain flat in the year to come.

BELGIUM

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



31%
Relay
management



15%
Organisational
restructuring



13%
Launch of new
projects/business
functions

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

80% Loss of proximity with employees

44% Difficulties onboarding new employees

4% Lack of technology infrastructure

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

18%
of companies felt an
increase in their need to
hire interim managers

47%
hired an interim manager
to support organisational
restructurations

25%

of interim managers are 35-49 years old

6-12 MONTHS

Average length of an interim management assignment

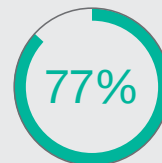
61%

of interim managers carried out interim management assignments during Covid-19 without any changes in work hours/fees

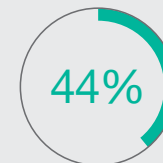
60%

of interim managers surveyed carried out their assignment remotely without any difficulties

HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Evolution of
the strategy

BELGIUM

2021 INTERIM MANAGEMENT RATES

GENERAL MANAGEMENT

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
CEO/Business Unit Director	1250 - 1600

FINANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Financial Officer	1200 - 1500
Finance Manager/Director	1000 - 1350
Group Controlling Manager	950 - 1100
Risk/Tax/Treasury Manager	1000 - 1200
Financial Planning & Analysis Manager	900 - 1100
Senior Financial/Business Controller	750 - 900
Accounting Manager/Director	850 - 1000
Senior Accountant	650 - 800
ERP Implementation Project Manager	1000 - 1350

BANKING & INSURANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Financial Officer	1200 - 1400
Performance Manager	1000 - 1200
Regulatory Reporting Manager	1000 - 1200
Accounting Manager	900 - 1050
Risk Manager	1000 - 1200
Compliance Manager	1000 - 1250
HR Manager	1100 - 1300
IT Transformation Manager	1200 - 1400

*All positions are to be seen as (m/f/d).

BELGIUM

2021 INTERIM MANAGEMENT RATES

HUMAN RESOURCES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Group HR Director	1200 - 1400
HR Manager	1000 - 1250
HR Business Partner	900 - 1100
HRIS Project Manager	900 - 1100
Plant/Site HR Manager	1000 - 1200
Payroll Manager	900 - 1100
Comp & Ben Manager	1050 - 1300
Recruitment/Talent Manager	850 - 1000
Learning & Development Manager	850 - 1000

PRODUCTION / SUPPLY CHAIN / PROCUREMENT

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Plant Director	1100 - 1350
Supply Chain Director	1100 - 1350
Procurement Manager	1100 - 1300

IT

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Information Officer	1200 - 1400
IT Manager	1100 - 1250

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

BELGIUM

2021 INTERIM MANAGEMENT RATES

PROGRAMME / PROJECT MANAGEMENT

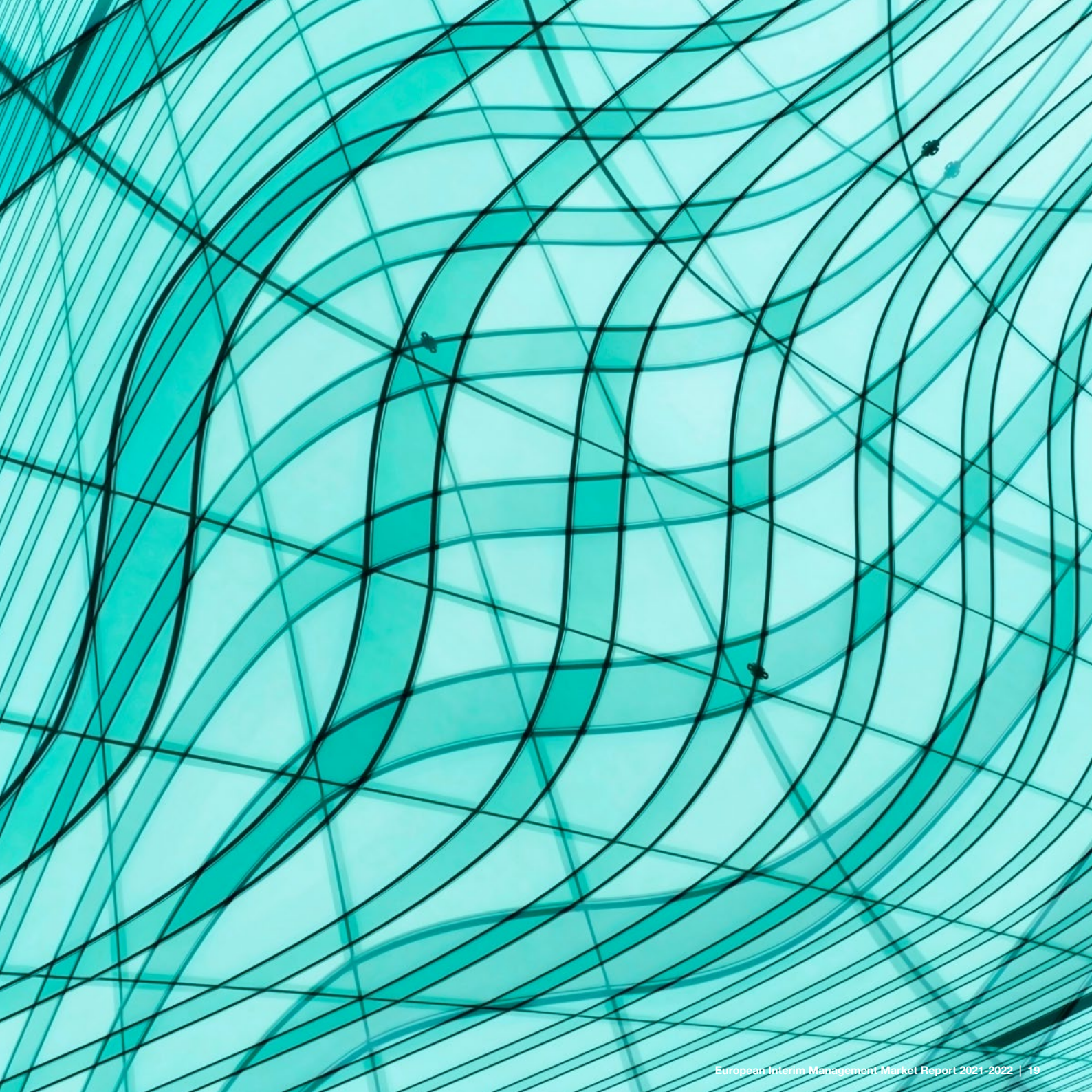
	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Programme Manager	1200 - 1500
Project Manager	1000 - 1350
ERP Specialist	1150 - 1350

SALES & MARKETING

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Digital Officer	1300 - 1600
Marketing Manager/Director	1000 - 1300
Brand & Product Manager	800 - 1000
Sales Manager/Director	1000 - 1200

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).



FRANCE

2021 INTERIM MANAGEMENT TRENDS



**KARINA SEBTI,
MANAGING DIRECTOR,
INTERIM MANAGEMENT,
FRANCE**

The Covid-19 pandemic has had a profound affect on the global economic landscape. In France, as new projects emerge, companies are increasing their usage of interim management to deal with acquisitions, transfers or reorganisations that arise.

The growing trend of home working has had a positive impact on interim management. Interim managers have demonstrated they could efficiently deliver their assignments remotely and as such companies have adapted and become more flexible.

Industries that have been faced with a sudden uptick in their activity, such as pharmaceuticals, retail, transport, logistics or FMCG, have called upon expert interim managers to structure their growth. Organisations in negatively impacted industries such as aeronautics, tourism and hospitality are using the pandemic to prepare for the recovery using interim management experts to reorganise the business.

While many professionals have left their jobs or changed career paths throughout Covid-19, the demand for interim management remains strong and the candidate market is still short. In France, expert professionals are rare in many areas, including finance, supply chain and digital.

Interim managers know this and as a result have started to be more selective in their choice of their assignments. They know how to take advantage of their scarcity on the market. As for companies, they expect interim managers to be even more agile and adaptable.

While most of the interim assignments we are working on are dedicated to transformation or reorganisation, some companies are focused on retaining the status quo. In this context they are looking for interim managers with strong technical and managerial skills who can manage priorities and ensure employees remain engaged.

FRANCE

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



50%
Relay
management



20%
Organisational
restructuring



8%
Performance /
profitability
improvement

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

78% Loss of proximity with employees

64% Difficulties onboarding new employees

20% Lack of technology infrastructure

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

58%
of companies who said
they already called upon
interim managers pursued
or accelerated their usage

13%
were using it for the
first time

58%

of interim managers are 50-59 years old

6-12 MONTHS

Average length of an interim management assignment

34%

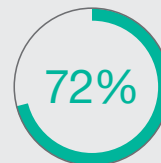
of interim managers are women



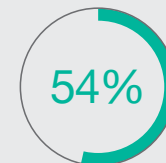
58%

of interim managers surveyed carried out their
assignment remotely without any difficulties

HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Evolution of
the strategy

FRANCE

2021 INTERIM MANAGEMENT RATES

GENERAL MANAGEMENT

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Executive Officer (CEO)	1600 - 3500

TAX, LEGAL & COMPLIANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
General Counsel/Legal Director	1500 - 2500
Senior Legal Counsel	1500 - 2500
Group Tax Director/Manager Tax Operations	1500 - 2000
Contract Manager	1300 - 1700
Risk Manager	1200 - 1600
Compliance Officer/Data Protection Officer	1500 - 2500

HUMAN RESOURCES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Group HR Director	1600 - 2100
Country HR Director	1200 - 1600
Site HR Director	1100 - 1400
HRIS & Payroll Project Director	1200 - 1400
Social relations director	1200 - 1700

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

FRANCE

2021 INTERIM MANAGEMENT RATES

FINANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Financial Officer (CFO)	1300 - 2500
Accounting Director	1300 - 1800
Financial Controller	1100 - 1600
Treasury Director	1300 - 1800
Director of Consolidation	1300 - 1800
Finance Project Director	1200 - 2000
Head of controlling	1100 - 1500

PROCUREMENT

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Procurement Officer (CPO)	1500 - 2500
Purchasing Director	1100 - 1500
Global category Manager	900 - 1300
Purchasing Manager	1000 - 1300

ENGINEERING

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Managing Director	1600 - 3000
Chief Restructuring Officer	1600 - 3000
Industrial Site Director	1100 - 1800
Supply Chain Director	1000 - 2000
Quality Director	1200 - 2000

*All positions are to be seen as (m/f/d).

FRANCE

2021 INTERIM MANAGEMENT RATES

INFORMATION TECHNOLOGY & DIGITAL

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Chief Information Officer (CIO)	1200 - 2500
Chief Technical Officer (CTO)	1200 - 2200
CISO	1300 - 2200
Applications Director	1200 - 1800
Program Director/Project Director	1000 - 2000
Infrastructure Manager	900 - 1300

DIGITAL & MARKETING

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
General Manager	1500 - 2500
Chief Digital Officer (CDO) / Digital Transformation	1300 - 2000
Chief Technical Officer (CTO)	1200 - 2200
Chief Marketing Officer (CMO) / Product & Marketing	1000 - 1800
Data Officer	1000 - 2000
e-commerce / e-merchandising	900 - 1500
CRM	900 - 1200

SALES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Sales Director	1400 - 2100
Sales Manager	1000 - 1400
Area Manager	900 - 1400

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

FRANCE

2021 INTERIM MANAGEMENT RATES

BANKING

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Branch HR Director	1000 - 1500
Risk & Compliance Director	1200 - 1600
Branch Chief Financial Officer (CFO)	1200 - 1700
Capital Market Legal expert	800 - 1200

INSURANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Operations Director	1200 - 1500
Customer Service Manager	1200 - 1500
Technical Accounting Manager	1100 - 1400

REAL ESTATE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Asset Manager	1200 - 1500
Program Director	1000 - 1500

*All positions are to be seen as (m/f/d).

GERMANY

2021 INTERIM MANAGEMENT TRENDS



**STEPHAN BART,
MANAGER,
INTERIM MANAGEMENT,
GERMANY**

Many companies suspended their permanent recruiting processes and interim projects at the start of the pandemic. Following this decline, the interim market recovered quickly in 2021 and continued to grow while organisations were still hesitant to increase their permanent headcounts.

Typically, interim managers were employed to manage ongoing projects in the areas of digitalisation and automation, organisational restructuring, or for short-term replacements (e.g. parental leave). With a shortage of candidates on the permanent job market, and companies often not able to offer highly competitive salaries, interim professionals were in high demand.

Interim recruiters, human resources managers, senior finance professionals, and digital marketing professionals were the most sought after interim talents. Digital expertise, international experience, and strong communication skills remain the most desired traits.

Due to the increased use of interim professionals, daily rates have risen across all industries and functions.

The biggest change as a result of the pandemic was the decoupling of interim assignment and location. Interim managers benefited from working remotely and could accept projects across the country, something they couldn't do before as easy as now. As a result, employers could choose from a wider talent pool and the travel and business costs for interim managers reduced.

However, this change has not remedied the skills shortages completely, we still expect there to be a shortage of available interim managers in Germany in 2022.

GERMANY

KEY FINDINGS

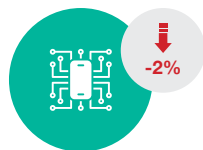
TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



49%
Relay
management



13%
Organisational
restructuring



11%
Implementation/
redesign of new systems
or technologies

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

67% Difficulties onboarding new employees

67% Loss of proximity with employees

22% Lack of technology infrastructure

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

ONLY 25%
of surveyed companies
reduced the work hours of
interim managers to lower
their costs last year

85%
of surveyed companies
would hire again an interim
manager

50%

of interim managers are 50-59 years old

6-12 MONTHS

Average length of an interim management assignment

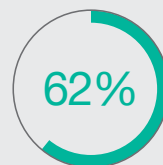
19%

of interim managers are women

70%

of interim managers surveyed carried out their
assignment remotely without any difficulties

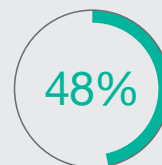
HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Restructuring/
reorganisation

GERMANY

2021 INTERIM MANAGEMENT RATES

ACCOUNTING & FINANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Finance	
CFO	1200+
Finance Director	1000 - 1500
Finance Manager	900 - 1200
Partner Audit Firms	1300+
Manager Audit Firms	900 - 1200
Internal Audit Manager	900 - 1200
Accounting	
Head of Accounting	900 - 1200
Senior Accountant	700 - 850
Tax	
Tax Manager	850 - 1200
Controlling	
Head of Controlling	900 - 1200
Senior Controller	850 - 1100
Risk and Compliance	
Compliance Manager	900+
Risk Manager	1000+

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

GERMANY

2021 INTERIM MANAGEMENT RATES

BANKING & FINANCIAL SERVICES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Risk	
Risk Manager	1200 - 1500
Operational Risk Manager	900 - 1400
Compliance	
Compliance Manager	1000 - 1500
AML Officer	1200 - 1500
KYC Analyst	1000 - 1400
Outsourcing Officer	900 - 1400
Legal Officer	1500+
Corporate Functions	
Regulatory Reporting Manager	900 - 1300
Internal Auditor	1100 - 1400
Trade Finance Manager	900 - 1300
Business Analyst	1000 - 1300

HUMAN RESOURCES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Head of HR	1200+
HR Manager	900
HR Business Partner	800
Recruiter	750+

*All positions are to be seen as (m/f/d).

GERMANY

2021 INTERIM MANAGEMENT RATES

MARKETING

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Digital Marketing	
Chief Digital Marketing Officer	1200+
Performance Marketing Manager (SEO/SEA)	700 - 1000
Digital/Online Marketing Manager	700 - 1000
Marketplace Manager	700 - 1000
Social Media Manager	700 - 900
Marketing	
Chief Marketing Officer	1200+
Marketing Director	1000 - 1200
Marketing Manager	850 - 1200
Brand Manager	850 - 1100
Category Manager	750 - 1100
Product Manager B2B	900 - 1100
Product Manager B2C	900 - 1100

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

GERMANY

2021 INTERIM MANAGEMENT RATES

INFORMATION TECHNOLOGY

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Management	
Chief Technology Officer	1200+
Head of Enterprise Architecture	800 - 1200
Head of ERP/CRM/BI	800 - 1100
Head of Application Management	800 - 1100
Head of Infrastructure & Operations	800 - 1100
Team Leader Software Engineering	900 - 1000
Big Data	
Business Intelligence Specialist	900+
DWH Consultant/Developer	900+
Software Engineering	
Project Management	900+
Enterprise Architect	800+
Solution Architect	800+
Technical	
IT Security Specialist	1200+
SAP	
SAP Consultant	1100+

*All positions are to be seen as (m/f/d).

NETHERLANDS

2021 INTERIM MANAGEMENT TRENDS



**QUINTIN DE KONING,
SENIOR MANAGER,
INTERIM MANAGEMENT,
NETHERLANDS**

The upturn in the Dutch economy following a strict lockdown during the first few months of 2021 has accelerated interim trends in the latter half of the year. But the recovery differs per region.

In the **Randstad**, the conurbation in the central-western Netherlands comprising the four largest Dutch cities, hourly rates are at pre-pandemic levels and professionals can choose from a wide range of assignments. The nature of those assignments is changing. In the first half of 2021 interim professionals were often hired to cover open positions for which employers were still reluctant to hire on a permanent basis. In the current market, interim professionals are highly sought-after to work on previously shelved projects – or take over the daily tasks from permanent employees working on new projects. At the same time, the tight labour market in the Netherlands further increases the need for interim professionals, as not all vacancies for permanent personnel can be swiftly filled. Thus, employers turn to interim professionals as a short term solution.

With such a positive economic outlook, more professionals are considering a career as an interim specialist. This trend might be partly driven by a catch-up effect, as professionals who halted their interim ambitions during the pandemic are just now beginning to take the jump. With good earning potential and plenty of assignments available, these starting

interim professionals are in a great position to kickstart a new phase in their careers.

In the **Eindhoven** region in the south of the Netherlands recruitment for permanent finance positions has been booming throughout 2021, resulting in fewer than expected assignments for interim professionals. The average duration of an assignment has remained stable at an average of six to nine months. The rise in flexible working due to Covid-19 has also resulted in an increase in the number of available interim specialists, as professionals who live further away are open to a longer commute as they only have to be in the office part time. This increase in available professionals has put a brake on the rise in hourly rates.

Both in the Randstad and Eindhoven interim professionals skilled in IT and data (e.g. business controllers) will remain in very high demand, as will specialists in forecasting (e.g. financial planning & analysis professionals). Professionals specialised in compliance and financial reporting will also have little trouble finding new assignments, as will experienced accountants who can ensure the month-end close deadlines are met.

Soft skills sought after by employees include storytelling and presentation skills, as financial professionals are more often required to act as sparring partners to management and leadership teams.

NETHERLANDS

KEY FINDINGS

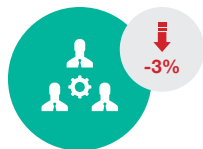
TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



28%
Relay
management



17%
Performance /
profitability improvement



16%
Organisational
restructuring

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

59% Loss of proximity with employees

44% Difficulties onboarding new employees

17% Decrease in efficiency and productivity

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

74% No changes in demand for interim managers

↑ 15% Higher need for interim managers

↓ 11% Decreased demand for interim managers

13%

of interim managers are under 40 years old

6-12 MONTHS

Average length of an interim management assignment

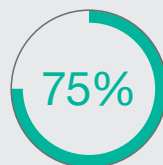
14%

of interim managers are women

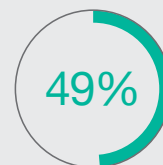
67%

of interim managers surveyed carried out their assignment remotely without any difficulties

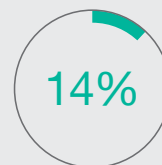
HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Evolution of the
strategy

NETHERLANDS

2021 INTERIM MANAGEMENT RATES

ACCOUNTING & FINANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Accounting & Finance	
Auditor (RA/CPA/ACCA)	800 - 1100
Finance Manager	850 - 1050
Senior Financial Accountant	600 - 800
Senior Payroll Specialist	600 - 800
Team Manager (GL/AP/AR)	750 - 900
VP Finance/CFO	1250 - 2000
Planning	
Business Analyst	600 - 800
Financial Analyst	600 - 800
FP&A Manager	900 - 1100
Control	
Assistant Financial Controller	500 - 700
Business Controller	800 - 1000
Financial Controller	800 - 1100
Group Financial Controller	800 - 1000
Projects	
Programme Manager	1000 - 2000
Project Manager	700 - 1200
Transition Manager	1000 - 1500

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

NETHERLANDS

2021 INTERIM MANAGEMENT RATES

BANKING & FINANCIAL SERVICES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Actuary	720 - 1120
Auditor	750 - 1000
Business Controller	750 - 1150
CDD Analyst	600 - 900
Compliance Officer	800 - 1250
Credit Risk Manager	800 - 1100
Data Analyst Finance/Risk	800 - 1000
Financial Controller	700 - 1100
Junior Quantitative Analyst	700 - 900
KYC Officer	600 - 900
Operational Risk Manager	800 - 1000
Programme Manager	1000 - 1500
Project Manager	900 - 1100
Regulatory Specialist	850 - 1300
Reporting Specialist	850 - 1200
Risk Manager	750 - 1100
Senior Financial Accountant	600 - 900
Senior Quantitative Analyst	900 - 1300

*All positions are to be seen as (m/f/d).

NETHERLANDS

2021 INTERIM MANAGEMENT RATES

HUMAN RESOURCES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Compensation & Benefits Manager	900 - 1300
Corporate Recruiter	600 - 850
HR Advisor	550 - 750
HR Business Partner	650 - 950
HR Director	1000 - 1500
HR Manager	650 - 1000
Learning & Development Manager	800 - 1000
Recruitment Manager	750 - 1000

LEGAL

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Civil Notary	1000 - 1500
Compliance	900 - 1200
Contract Manager	900 - 1200
Interim Lawyer (Private Practice)	1100 - 1500
Legal Counsel	800 - 1200
Paralegal	550 - 800
Specialised Legal Counsel	900 - 1300

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

NETHERLANDS

2021 INTERIM MANAGEMENT RATES

PUBLIC

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Healthcare	
Business Controller	720 - 880
CFO	900 - 1200
Concern Controller	840 - 960
Manager P&C	840 - 960
Financial Controller	680 - 800
Education	
Financial Controller	680 - 800
Manager Finance	800 - 960

TAX & TREASURY

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Cash Manager/Assistant Treasurer	700 - 1100
Tax Director	1200 - 2200
Tax Manager	800 - 1400
Treasurer	950 - 1500

*All positions are to be seen as (m/f/d).

NETHERLANDS

2021 INTERIM MANAGEMENT RATES

BI-ADVANCED ANALYTICS

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Senior appointments	
Agile Coach	850 - 1000
BI Consultant	800 - 1000
BI Developer	700 - 950
BI/Data Manager	800 - 1050
Business/BI/Data Analyst	850 - 1150
CIO/Chief Data Officer/CTO/COO	1300 - 2000
Data Architect	750 - 1000
Data Engineer	850 - 1000
Data Scientist	750 - 950
Delivery Manager	900 - 1050
DWH Developer/ETL Developer	700 - 950
Head of BI/Data	950 - 1200
Head of Change	1300 - 1600
IT Director/Digital Director	1200 - 1800
Product Owner	900 - 1100
Programme Director/Manager	950 - 1450
Scrum Master	850 - 1000
Transformation Director	1200 - 2000

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).



SPAIN

2021 INTERIM MANAGEMENT TRENDS



**SYLVAIN NAMY,
DIRECTOR,
SPAIN**

Covid-19 has had a significant impact on interim management assignments in Spain, particularly in the tourism, retail, and transportation sectors. While a few assignments deemed non-business critical, such as ERP or system implementation projects, were put on hold, the majority of interim management projects dealt with reorganisation, relay management, and launching new business functions or projects related to digitisation and automation.

In spite of the current climate, interim managers were still hired to replace or fill critical strategic management positions. Some sectors, like manufacturing and industrial production, have recovered in the last 6 months. Traditionally, both have relied more on interim management for business solutions.

In addition to having a dramatic impact on consumer behaviour and businesses' operations, the pandemic has also expedited changes that were in the works, encouraging the recruitment of experienced, skilled, and flexible professionals... or in other words, interim managers.

There are many reasons why professionals choose this career path. It could be a career change, wishing to apply their skills to a new project, discovering new companies and sectors, or simply wanting to work in a dynamic environment where there is variety and new challenges.

It appears that more executives and younger professionals are considering moving from permanent to project-based employment, resulting in many of these professionals seeking a career in interim management.

SPAIN

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



39%
Organisational
restructure



23%
Relay
management



17%
Launch of
new projects and/
or business functions

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

79% Loss of proximity with employees

25% Decrease in efficiency and productivity

24% Difficulties with onboarding new employees

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

28%
of companies who said they
already called upon interim
managers increased the need
to hire them

11%
were using it for
the first time

43%

of interim managers are 40-49 years old

6-12 MONTHS

Average length of an interim management assignment

23%

of interim managers are women

90%

of interim managers surveyed carried out their
assignment remotely without any difficulties

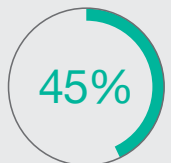
HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Evolution of the
strategy

SPAIN

2021 INTERIM MANAGEMENT RATES

GENERAL MANAGEMENT & FINANCE

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
General Manager	1400 - 3000
Finance Director	1200 - 2200
Head of Controlling	900 - 1300
Finance Manager	700 - 850

LOGISTICS & PURCHASING

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Supply Chain Director	1000 - 1900
Plant Director	1100 - 1500
Quality Director	900 - 1700

IT & PROJECT MANAGEMENT

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Digital Transformation Director	1300 - 2400
Chief Information Officer	1000 - 2200
Project Management Officer	700 - 1100

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

SPAIN

2021 INTERIM MANAGEMENT RATES

SALES

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Sales Director	1200 - 1800
Business Development Manager	800 - 1100

HR & LEGAL

	INTERIM DAILY RATES IN EUR (€)
POSITION*	2021
Human Resources Director	1000 - 1900
Human Resources Manager	700 - 850
Legal Counsel	100 - 1700

*All positions are to be seen as (m/f/d).

SWITZERLAND

2021 INTERIM MANAGEMENT TRENDS



CHRISTIAN ATKINSON,
DIRECTOR,
SWITZERLAND

In the face of the Covid-19 crisis, many Swiss organisations with increased budget constraints have called upon interim managers more frequently in 2021. Interim management appeared as a solution having no impact on headcount, reducing the occurred risk when hiring permanently.

Apart from these financial reasons, the Swiss interim management market accelerated further as organisations needed to onboard specific skills and know-how for temporary projects, requiring sometimes double or even triple sets of skills. Interim managers have been called upon for the short-term replacement of key roles in a context of maternity or sick leave, but also to carry out specific projects requiring a high technicality, or to act as a “firefighter” jumping in when an emergency arises.

More specifically, the crisis has enhanced the need to build strong IT infrastructures to support the rise of home office. Interim managers have worked on data security also on implementing hybrid data storage (both in the Cloud and on-premises) as organisations needed to keep ownership on their data.

Virtualisation interim projects as well as ERP implementation interim assignments have become very frequent, with an increased urgency in getting the right skills immediately in the company. IT experts with trouble-shooting experience have been highly sought after (SAP S4/Hana, Cognos, Hyperion, Lucanet, Microsoft Dynamics AX, VMWare, Citrix etc).

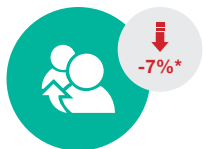
Pharmaceuticals, medical devices, real estate, automotive and manufacturing have been the industries with the highest demand for interim management solutions in Switzerland. As an example, we supported several times medical device companies that needed interim managers to help them get in their industrialisation process following a strong R&D phase. In addition, the cancellation of the Swiss-EU bilateral agreements increased burning issues for several Swiss SMEs.

Last, lawyers and finance experts with specific regulatory law-expertise have been in particularly short supply to meet the high demand, as compliance and regulatory projects are increasing (OR, Swiss GAAP, UK- and US GAAP as well as Sox-Compliance).

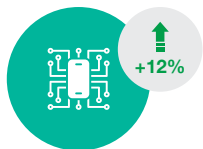
SWITZERLAND

KEY FINDINGS

TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



31%
Relay
management



25%
Implementation of
new systems



19%
Organisational
restructuring

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

79% Loss of proximity with employees

41% Difficulties onboarding new employees

19% Decrease in efficiency and productivity

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

25%
of interim managers said providing support to the company Board has been their main focus during the pandemic

17%
of interim managers said crisis management has been their main focus during the pandemic

52%

of interim managers are 50-59 years old

6-12 MONTHS

Average length of an interim management assignment

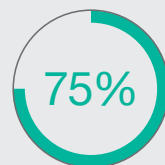
17%

of interim managers had to reduce their daily rate or their working time during Covid-19

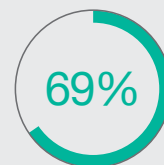
58%

of interim managers surveyed carried out their assignment remotely without any difficulties

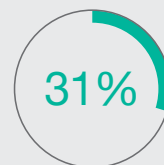
HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Restructuring /
Reorganisation

SWITZERLAND

2021 INTERIM MANAGEMENT RATES

ACCOUNTING & FINANCE

	INTERIM DAILY RATES IN CHF	
	2021	
POSITION*	FRENCH-SPEAKING SWITZERLAND	GERMAN-SPEAKING SWITZERLAND
Accounting & Finance		
Chief Financial Officer	1800+	2000+
Finance Director	1300 - 1900	1800 - 2000
Group Controller	1000 - 1500	1200 - 1800
Finance Manager	1000 - 1500	1200 - 1800
Head of Accounting	1400 - 1800	1500 - 1900
Head of Group Reporting & Consolidation	1100 - 1500	1600 - 2000
Internal auditor / Internal Controller	1000 - 1300	1100 - 1600
Internal audit Manager / Director	1200 - 1800	1500 - 1900
Projects		
Project Manager	900 - 1500	1100 - 1900
SAP/ERP Specialist	1200 - 1700	1300 - 2000

BANKING & FINANCIAL SERVICES

	INTERIM DAILY RATES IN CHF	
	2021	
POSITION*	FRENCH-SPEAKING SWITZERLAND	FRENCH-SPEAKING SWITZERLAND
Compliance & Legal		
Head of Legal/Compliance	1500 - 2300	1800 - 2400
Legal Counsel	900 - 1200	800 - 1200
Compliance Manager	800 - 1200	800 - 1200
Risk		
CRO	1200 - 2000	1450 - 2300
Corporate Functions		
CFO/COO	1800+	2000+
Financial Controller	800 - 1300	800 - 1300

*All positions are to be seen as (m/f/d).

SWITZERLAND

2021 INTERIM MANAGEMENT RATES

TECHNOLOGY

	INTERIM DAILY RATES IN CHF	
	2021	
POSITION*	FRENCH-SPEAKING SWITZERLAND	FRENCH-SPEAKING SWITZERLAND
Governance		
CIO	1800 - 2500	1800 - 3000
Program Director	1100 - 1800	1300 - 2000
IT Project Manager/Director	1100 - 1800	1200 - 2000
Software		
Developer	1100 - 1700	1100 - 1700
System Engineer	1000 - 1600	1000 - 1600
Data Engineer	1200 - 1800	1200 - 1800
Infrastructure		
Infrastructure Engineer	1000 - 1500	1000 - 1700
Cloud Engineer	1000 - 1600	1000 - 1600
Network Engineer	800 - 1400	800 - 1400
Security		
Security Engineer	1000 - 1500	1000 - 1500
Network Security Engineer	1000 - 1500	1000 - 1500
Cyber Security Engineer	1500 - 2000	1500 - 2000

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

UNITED KINGDOM

2021 INTERIM MANAGEMENT TRENDS



CHRIS POOLE,
DIRECTOR OF
ROBERT WALTERS UK

Hiring in 2021: navigating the pandemic

While hiring was still relatively quiet in the first quarter of 2021, hiring picked up speed in Q2 as the UK eased Covid-19 restrictions, and across the board, we saw an appetite to hire improve. In line with this, Interim Management hiring continued on an upward trajectory throughout the year, with a focus on key areas including finance transformation, FP&A and procurement. Organisations were predominantly seeking out interim talent to focus on their cost base and plan effectively to navigate the pandemic. As vacancy activity picked up in 2021, day rates have remained relatively stable, with day rates typically negotiated between £750 – £1,200 across interim management positions in the UK.

IR35

The UK also faced the IR35 regulatory change in April 2021, after its postponement by the UK government due to the pandemic. This has had an impact on larger corporations and their inclination to recruit limited company contractors.

In turn, businesses are more open to contractors from umbrella companies or have converted contractors into permanent employees. On the flipside, the attitude from interim managers has been to continue to seek interim work, with the market now favourable for interims looking for their next project.

2022 trends

Hiring in 2022 will largely be driven by an active M&A market, as well as activity in the IPO space as VC-backed companies look to transition into publicly listed companies. It's expected these factors will drive hiring of interims across finance and ESG-related roles.

Technology will continue to dominate the interim hiring space as the digital transformation of all sectors continues to grow at pace. The UK's renewed focus on becoming a tech hub - notably within financial services, green energy, manufacturing, and education - will drive the demand for interim sector specialists to new heights.

UNITED KINGDOM

KEY FINDINGS

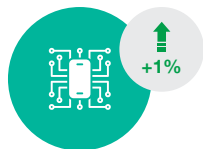
TOP 3 INTERIM MANAGEMENT ASSIGNMENTS CARRIED OUT



21%
Relay
management



21%
Launch of new
project / function



15%
Implementation /
redesign of new
systems

DIFFICULTIES FACED BY COMPANIES WITHIN THEIR MANAGEMENT TEAM DURING COVID-19

75% Loss of proximity with employees

38% Difficulties onboarding new employees

13% Lack of technology infrastructure

IMPACT OF THE CRISIS ON THE USE OF INTERIM MANAGEMENT

67%

of companies said
Covid-19 had no impact
on their decision to hire
Interim Managers

ALL

companies kept the
same number of
interim hours as
pre-Covid

34%

of interim managers are 50-59 years old

6-12 MONTHS

Average length of an interim management assignment

32%

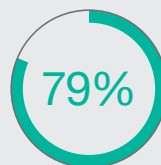
of interim managers are women



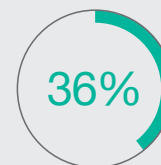
72%

of interim managers surveyed carried out their
assignment remotely without any difficulties

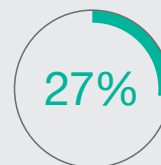
HOW COMPANIES SHOULD EVOLVE AFTER THE PANDEMIC, ACCORDING TO INTERIM MANAGERS



Adaptability, flexibility of
the work organisation



Digitalisation of tools
and processes



Restructuring /
reorganisation

UNITED KINGDOM

2021 INTERIM MANAGEMENT TRENDS

FINANCE - MIDLANDS & NORTH WEST

	INTERIM DAILY RATES IN £
POSITION*	2021
CFO	735 - 1100
Finance Director	500 - 800
Financial Controller	350 - 500
Group Treasurer - FTSE 100	500 - 650
Director of Treasury	800 - 1000
Director of Internal Audit	600 - 900
Transformation/Change Director	675 - 1200
Director of Shared Services	800 - 1100

ACCOUNTING & FINANCE - LONDON & SOUTH EAST

	INTERIM DAILY RATES IN £
POSITION*	2021
CFO	1000+
Finance Director	800 - 1000
Financial Controller	550 - 700
Group Treasurer - FTSE 100	900 - 1000
Director of Treasury	800+
Director of Internal Audit	1000+
Transformation/Change Director	800 - 1500

NB: Interim management figures are daily client rates (incl. margin) and depend on the size of the organisation.

*All positions are to be seen as (m/f/d).

UNITED KINGDOM

2021 INTERIM MANAGEMENT TRENDS

TAX, LEGAL & COMPLIANCE

	INTERIM DAILY RATES IN £
POSITION*	2021
General Counsel	1000 - 1200
Head of Tax	800 - 1000
Risk Manager	700 - 950
Compliance Officer	700 - 950

TECHNOLOGY, PROJECTS & CHANGE

	INTERIM DAILY RATES IN £
POSITION*	2021
CIO	900 - 1200
CTO	850 - 1200
IT Director	750 - 850
Chief Data Scientist	1000 - 2000
Head of Product	750 - 1100
CISO	1060 - 1725
Head of Information Security	725 - 1000
Head of Change	1000 - 1500
Programme Director	1000 - 1600

*All positions are to be seen as (m/f/d).

CONTACT OUR INTERIM MANAGEMENT TEAMS

BELGIUM

ANTWERP

Antwerp Gate 1
Uitbreidingstraat 2-8
B-2600 Antwerp
Belgium
t: +32 (0) 3 202 79 00

BRUSSELS

Avenue Louise 326
10th Floor
B-1050 Brussels
Belgium
t: +32 (0) 2 511 66 88

FRANCE

PARIS

25 rue Balzac
75008 Paris
France
t: +33 1 40 67 88 11

LYON

63 quai Charles de Gaulle
69006 Lyon
France

NANTES

12 avenue Carnot,
44017 Nantes
France

TOULOUSE

56 - 58 rue d'Alsace
Lorraine
31000 Toulouse
France

GERMANY

COLOGNE

Christophstraße 15-17
50670 Köln
Germany
t: +49 (0) 221 65086 160

DÜSSELDORF

Fürstenwall 172
40217 Düsseldorf
Germany
t: +49 (0) 211 30180 000

FRANKFURT

Main Tower
Neue Mainzer Str. 52-58 60311
Frankfurt am Main
Germany
t: +49 (0) 69 9203 840 000

HAMBURG

Gorch-Fock-Wall 1a
20354 Hamburg
Germany
t: +49 (0) 40 377 0739 90

NETHERLANDS

AMSTERDAM

WTC, Tower H 3rd Floor
Zuidplein 28
1077 XV Amsterdam
Netherlands
t: +31 (0) 20 644 4655
e: amsterdam@robertwalters.com

EINDHOVEN

Begijnenhof 4-6
5611 EL Eindhoven Netherlands
t: +31 (0) 40 799 9910
e: eindhoven@robertwalters.com

ROTTERDAM

Millenniumtoren
Weena 690, 29th floor
3012 CN Rotterdam
Netherlands
t: +31 (0) 10 799 8090
e: rotterdam@robertwalters.com

UTRECHT

Herculesplein 44
3584 AA Utrecht
t : +31 (0) 30 799 8050
e: utrecht@robertwalters.com

SPAIN

BARCELONA

Passeig de Gràcia nº 55-57
3ª planta
08007 Barcelona
Spain
t: +34 93 216 30 00

MADRID

Paseo de Recoletos nº 7-9
6ª planta
28004 Madrid
Spain
t: +34 91 309 79 88

VALENCIA

Avenida de Aragón nº 30
8ª planta
46021 Valencia
Spain
t: +34 96 046 86 46

SWITZERLAND

GENEVA

Rue de la Fontaine 5
1204 Genève
Switzerland
t: +41 (0) 22 592 18 18

ZÜRICH

Claridenstrasse 41
8002 Zürich
Switzerland
t: +41 (0) 44 809 35 00

UNITED KINGDOM

BIRMINGHAM

9th Floor
11 Brindley Place Birmingham
B1 2LP
United Kingdom
t: +44 (0) 121 281 5000

BRACKNELL

The Lightbox
Willoughby Road
Bracknell
RG12 8FB
United Kingdom
t: +44 (0) 134 423 3280

LIVERPOOL

3rd Floor
No.1 Mann Island
Liverpool
L3 1BP
United Kingdom
t: +44 (0) 151 433 5612

LONDON

11 Slingsby Place
St Martin's Courtyard London
WC2E 9AB
United Kingdom
t: +44 (0) 207 379 3333

MANCHESTER

9th Floor
3 Hardman Street Manchester
M3 3HF
United Kingdom
t: +44 (0) 161 214 7400

MILTON KEYNES

1st Floor
Altius House
North Fourth Street
Milton Keynes
MK9 1NE
United Kingdom
t: +44 (0) 190 804 4000

ST ALBANS

1st Floor
4 Beaconsfield Road
St Albans
AL1 3RD
United Kingdom
t: +44 (0) 172 761 7010

AUSTRALIA
BELGIUM
BRAZIL
CANADA
CHILE
CZECH REPUBLIC
FRANCE
GERMANY
HONG KONG
INDIA
INDONESIA
IRELAND
JAPAN
LUXEMBOURG
MAINLAND CHINA
MALAYSIA
MEXICO
NETHERLANDS
NEW ZEALAND
PHILIPPINES
PORTUGAL
SINGAPORE
SOUTH AFRICA
SOUTH KOREA
SPAIN
SWITZERLAND
TAIWAN
THAILAND
UAE
UK
USA
VIETNAM