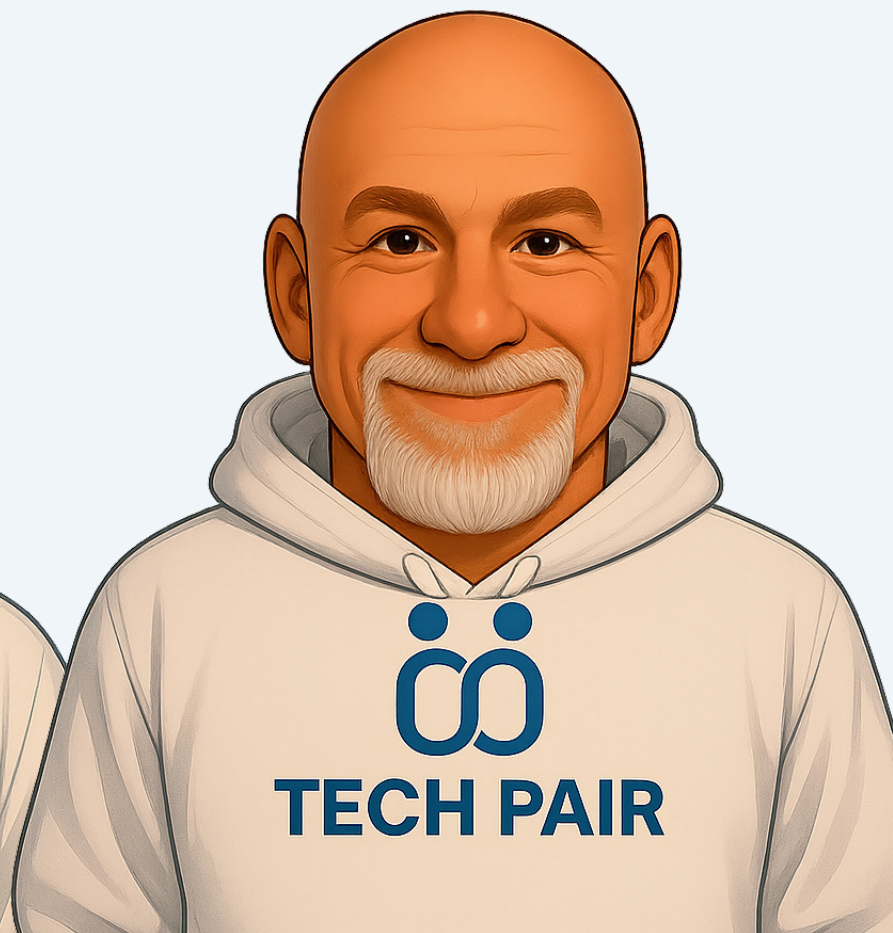
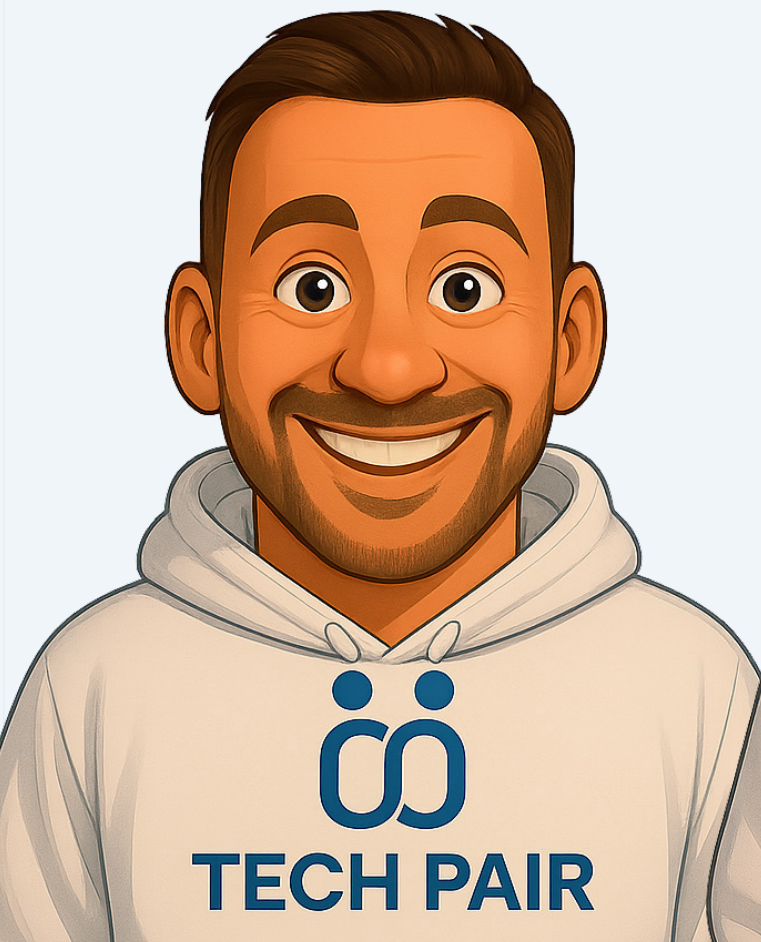




**TECH PAIR**

RECRUITMENT IS CHANGING. WE KEEP IT HUMAN.

# Salary Guide 2026





# Tech & Change Recruitment done right

At Tech Pair, we believe great hiring starts with understanding people, not processes. We're founder-led and hands-on. Every conversation, shortlist and placement is managed directly by us: Michael and Stuart. No handovers. No juniors. Just deep expertise and a genuine passion for connecting people and opportunities – technical know-how with a human touch. **This is recruitment as we think it should be: thoughtful, consistent and built on real relationships.**

## SERVICES AT A GLANCE

<p><b>PERMANENT RECRUITMENT</b> Strategic hires, culture-aligned.</p> 	<p><b>CONTRACT &amp; INTERIM</b> Vetted resource, rapid start, compliant onboarding.</p> 
<p><b>RPO</b> Embedded founders, full end-to-end management of recruitment campaigns.</p> 	<p><b>MANAGED SERVICES</b> Outcome-led, milestone driven delivery.</p> 

## BUILT FOR STRATEGIC PARTNERSHIPS

We don't spread thin across dozens of roles: we go deep, not wide. We aim to build exclusive relationships, because it delivers lasting value and greater quality:

- Acting as an extension of your business
- High-trust partnerships
- Sharper messaging
- Better candidate journeys

## VIDEO-FIRST OUTREACH

We use structured, personalised video to showcase your roles, culture, and team. Candidates don't just read a job description they hear directly from you. This drives faster engagement and stronger buy-in, especially for hard-to-fill tech roles.

## Methodology

**8 steps to dramatically accelerate time to hire and raise quality of hire:**

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8

- Interview the Hiring Manager** Understand role, culture, skills, and success factors.
- Targeted headhunt & shortlist** Headhunt only candidates who match your exact needs.
- Share your Hiring Manager video** 24-hour expiry video + spec shared for upfront buy-in.
- Share "Red Hot" candidate videos with you** 2nd call confirms excitement. Motivated = **Red Hot**. Others self-select out.
- Final interviews** You only meet candidates who are motivated, pre-qualified and properly briefed.
- Offer stage** Managing expectations and motivation to secure acceptance.
- Onboarding** Hands-on support through start date.
- Post placement check-ins** Ensure retention, culture fit, and long-term value.

## GUIDING PRINCIPLES

- **Consistency of message:** ensuring every word is on brand.
- **Candidate confidence:** no mixed messages or duplication.
- **Speed and focus:** one team, one goal, zero toe-stepping.
- **Proper representation:** acting like an extension of your team.

## WHY IT WORKS

<b>Quality</b>	Meet only pre-qualified <b>Red Hot</b> candidates
<b>Speed</b>	Upfront buy-in via video
<b>Engagement</b>	Video-first approach
<b>Retention</b>	Post-placement check-ins

The result is simple: fewer CV's, better short lists, faster hiring decisions and a candidate journey that strengthens your employer brand in the market rather than diluting it.

# Scotland Market Insight (2026)



This guide reflects the real hiring conversations currently happening across Scotland's technology and change market, based on Tech Pair's ongoing recruitment activity and market engagement.

## What Hiring Managers and Candidates Need to Know

The Scotland technology and change market in 2026 is more selective, but not easier. Budgets are tighter and hiring processes are more cautious however, strong candidates in specialist areas are still scarce and the best people are still being hired quickly. This means success comes down to clarity: roles with clear delivery outcomes, realistic pay bands, and decisive hiring processes outperform everything else.

## Where the market is paying premiums in Scotland

If you are hiring (or positioning yourself as a candidate), these are the areas where Scotland continues to show the strongest salary and day rate demand:

- Cloud & Platform Modernisation (AWS/Azure, Kubernetes, migration delivery, FinOps)
- Data Engineering & Analytics Enablement (cloud data platforms, governance, BI modernisation)
- Cyber Security & Resilience (security engineering, security architecture, incident readiness)
- Transformation Delivery (Programme, Delivery, Change, BA)
- Product & Digital Enablement (Product, Service Design, UX in mature environments)

## The hybrid reality in Scotland (and how it affects salary)

Hybrid is now the default expectation, but Scotland has moved away from "remote-first" for many employers.

- 1–2 days per week onsite is becoming the baseline
- 3 days onsite is common in public sector and regulated environments
- Fully remote roles exist, but often come with more competition and tighter salary control

## Contractor market (Outside IR35): still active, but judged harder

Outside IR35 contracting remains strong in Scotland, but clients are far more selective about what they are paying for. The highest demand contract areas remain:

- Cloud migrations
- Cyber programmes
- Data platform build-outs
- ERP / CRM implementations
- Public sector digital delivery programmes

**Hiring manager takeaway:** Contractors are being hired fastest when the engagement is clearly framed around outcomes, deliverables and risk not "general support".

**Candidate takeaway:** Outside IR35 day rates are strongest when you can position yourself as an outcome owner: delivery responsibility, stakeholder management, governance, and measurable impact.



# Scotland 2026 Salary Bands

Permanent salaries reflect base salary only and exclude bonus, pension, car allowance and equity. Contractor rates assume defined deliverables and an Outside IR35 engagement model.

## How this guide was created

This guide reflects Tech Pair's combined 50+ years recruiting technology and change professionals across Scotland. The salary ranges are informed by real market insight gathered through:

- live hiring processes across the Scottish technology and change market
- salary expectations shared by candidates during active recruitment processes
- offers negotiated and accepted between candidates and hiring organisations
- ongoing conversations with hiring managers building technology, product and transformation teams

Rather than relying solely on self-reported survey responses, this guide reflects real hiring behaviour observed through active recruitment assignments.

All salary bands should therefore be viewed as directional market guidance, designed to help organisations benchmark roles and help candidates understand how positions are typically valued across Scotland.

## Understanding the salary ranges

The salary bands represent typical base salary ranges seen across Scotland's technology and change market.

Actual compensation can vary depending on:

- organisation size and sector
- reporting line and delivery accountability
- scarcity of specialist skills
- location and hybrid working expectations

## Percentiles explained

The **25th** percentile (P25) represents the lower end of the market for that role (typically less experience or narrower scope).

The **50th** percentile (P50) represents the typical market midpoint.

The **75th** percentile (P75) represents the upper end of the market, usually reflecting higher impact roles, scarce skillsets, or greater delivery accountability.

All contract rates are **outside IR35**

## Analytics, Data & AI

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
AI Specialist	£65k	£80k	£95k	£550
BI Developer / Analyst	£45k	£50k	£55k	£400
Data Analyst	£45k	£50k	£55k	£400
Data Architect	£80k	£90k	£100k	£600
Data Engineer	£65k	£75k	£85k	£500
Data Governance / MDM	£60k	£65k	£70k	£450
Data Scientist	£60k	£75k	£90k	£550
Insight Analyst	£40k	£45k	£50k	£400
Machine Learning Engineer	£70k	£85k	£100k	£650
Reporting Analyst	£40k	£45k	£50k	£400

## Cloud, Infrastructure & Security

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Cloud Architect	£75k	£85k	£95k	£550
Cloud Engineer (AWS/Azure/GCP)	£65k	£70k	£75k	£550
Cybersecurity Consultant	£65k	£80k	£100k	£650
Infrastructure Engineer	£45k	£55k	£65k	£450
IT Support (1st/2nd/3rd line)	£30k	£35k	£40k	£250

Network Engineer	£45k	£55k	£70k	£400
Platform Engineer / SRE	£70k	£75k	£90k	£500
Security Engineer / Analyst	£55k	£60k	£65k	£450
SOC Analyst / InfoSec	£45k	£50k	£55k	£400
Systems Administrator	£40k	£45k	£50k	£400

### ERP, CRM & Business Systems

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Application Support	£35k	£40k	£45k	£300
CRM Dev/Analyst (Salesforce/HubSpot/Dynamics)	£55k	£65k	£75k	£450
ERP Consultant (SAP/Oracle/Dynamics)	£60k	£70k	£80k	£500
Systems Analyst	£45k	£55k	£65k	£400
Systems Implementation Specialist	£45k	£55k	£65k	£400
Technical Consultant	£50k	£55k	£60k	£400

### Governance, Risk & Compliance (GRC)

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Compliance Manager	£50k	£55k	£60k	£400
Data Protection Officer	£60k	£80k	£105k	£400
GDPR Consultant	£55k	£70k	£90k	£450

Information Governance	£50k	£60k	£70k	£475
IT Auditor	£55k	£60k	£65k	£400
Risk Analyst	£45k	£55k	£70k	£450
Security & Compliance Analyst	£60k	£65k	£70k	£450

### IT Operations & Support

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Service Desk Analyst	£25k	£30k	£35k	£200
Desktop Support	£26k	£32k	£38k	£210
Field Engineer	£28k	£35k	£45k	£250
ITIL Specialist	£45k	£55k	£65k	£400
IT Asset Manager	£45k	£50k	£55k	£375
Incident / Problem Manager	£55k	£60k	£65k	£400
IT Manager	£55k	£65k	£75k	£400
1st/2nd/3rd Line Support	£30k	£35k	£40k	£250

### Leadership, Strategy & C-Suite

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
CTO / CIO / CDO	£100k	£140k	£175k	£700-1000
IT / Digital Director	£90k	£110k	£130k	£700-900
Interim Leadership	£90k	£110k	£130k	£700-1000
Non-Exec / Advisory*	£75k	£100k	£125k	£1,200
Product Director	£90k	£105k	£120k	£800-£900

Transformation Director	£90k	£105k	£120k	£1,000
Chief Architect	£100k	£110k	£120k	£700-850
Enterprise Architect	£90k	£100k	£110k	£700
Head of Data	£90k	£110k	£135k	£850
Head of Engineering	£90k	£110k	£120k	£750

\*Non-Exec compensation varies significantly depending on days/month and equity structure. Treat as directional.

## Product, UX & Design

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Digital Designer	£45k	£55k	£65k	£400
UX Designer	£50k	£60k	£70k	£450
UI Designer	£50k	£60k	£70k	£450
Interaction Designer	£45k	£55k	£65k	£400
Service Designer	£50k	£65k	£70k	£450
UX Researcher	£45k	£50k	£55k	£400
Product Owner	£55k	£65k	£75k	£500
Product Manager	£65k	£70k	£85k	£500
Head of Product	£90k	£100k	£110k	£900

## Project, Change & Transformation

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Agile Coach / Scrum Master	£55k	£65k	£75k	£500
Senior Business Analyst	£55k	£65k	£70k	£450
Lead / Principal Business Analyst	£65k	£75k	£80k	£500

Programme Director	£90k	£105k	£120k	£900
Project Director	£75k	£85k	£90k	£750
PMO Lead / Head of PMO	£65K	£75K	£85K	£700
Implementation Manager	£60K	£70K	£75K	£475
Organisational Change Manager (OCM)	£65K	£70K	£75K	£550
Business Analyst	£50k	£55k	£60k	£400
Change Manager	£55k	£60k	£65k	£475
Delivery Manager	£55k	£60k	£65k	£475
ERP Project Lead	£65k	£75k	£85k	£550
PMO Analyst / Manager	£40k	£50k	£70k	£400-500
Portfolio Manager	£70k	£80k	£90k	£650
Programme Manager	£75k	£90k	£100k	£700
Project Manager	£55k	£65k	£75k	£475
Transformation Lead	£70k	£80k	£90k	£750-850

## Software Engineering & Development (Scotland)

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
Backend Developer (.NET/Java/Node)	£50k	£65k	£70k	£500
Frontend Developer (React/Angular/Vue)	£50k	£60k	£70k	£500
Full Stack Developer	£50k	£70k	£85k	£550

Mobile Developer (iOS/Android/React Native)	£55k	£65k	£75k	£500
Embedded Software Engineer	£45k	£60k	£70k	£500
Game Developer	£40k	£55k	£75k	£450
Engineering Manager / Tech Lead	£75k	£90k	£100k	£550
DevOps Engineer	£55k	£70k	£90k	£550
Platform Engineer	£70k	£75k	£90k	£500
Software Architect	£70k	£75k	£90k	£500

## Testing & Quality Assurance

Role Title	25th	50th	75th	Outside IR35 (Day Rate Mid)
QA Analyst	£35k	£40k	£45k	£350
Test Engineer	£40k	£45k	£50k	£400
Automation Tester (Selenium/Cypress)	£50k	£60k	£70k	£450
Performance Tester	£55k	£65k	£75k	£500
UAT Tester	£35k	£40k	£45k	£300
QA Lead	£45k	£50k	£60k	£500
Test Manager	£60k	£65k	£70k	£550
Security Tester / Pen Tester	£55k	£75k	£95k	£700

# The Tech Paired Podcast



## Leadership, delivery, and real-world tech change from the people building it.

Tech Pair isn't interested in "trend content". We built Tech Paired to surface the real decisions behind technology and change: how leaders scale teams, where transformation fails, what capability actually moves the needle, and how the market is shifting under the surface.

- For hiring managers, it's a fast way to pressure-test your thinking on team design, modern delivery, and what "good" looks like right now.
- For candidates, it's a window into how strong organisations make decisions — and what leaders value when they hire.

### Listen on:

- Apple Podcasts: <https://podcasts.apple.com/gb/podcast/tech-paired-podcast/id1847184654>
- Spotify: <https://open.spotify.com/show/7oCii3i9hAhtgSRgdSEpUg>
- Episode hub: <https://www.techpair.co.uk/tech-paired-podcast>



### Check out our latest episodes:

**#1 Federico Charosky** — CEO, Quorum Cyber | A straight-talking leadership and cyber growth story: building at pace, simplifying security with platforms (not patchwork), and what matters when you're protecting organisations at scale.



**#2 Andy Doyle** — Chief Product & AI Leader | A deep dive into scaling tech organisations without chaos: why "structure is empathy", how strong leaders create clarity, and why the best teams learn faster than they deliver.

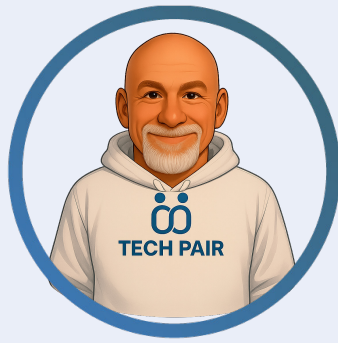


**#3 Fraser Ferguson** — Transformation & Digital Leader | A sharp, practical discussion on what transformation leadership really looks like in Scotland: navigating complexity, aligning stakeholders, building delivery culture, and why clarity of mandate matters more than methodology. **#4 Patty O'Callaghan** — Head of AI (Architecture & Engineering Group) at Charles River Laboratories, Google Developer Expert (AI & Cloud) | A grounded, no-hype conversation on what AI is actually changing across the SDLC — plus what engineering leaders underestimate about governance, risk, and adoption.



**#5 Donald McNeil** — IT Executive (Dexcom, Thermo Fisher Scientific, Life Technologies) | A practical discussion on scaling global IT operations: building operating models that work across regions, balancing global standards with local realities, and why discipline, strong governance, and service maturity turn IT from "keeping the lights on" into a true business partner.

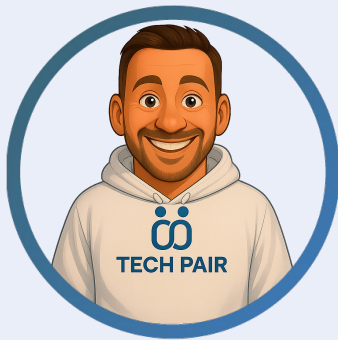
# A partnership with around 50 years of tech recruitment experience



**Stuart  
Alexander**  
Co-Founder

With nearly 30 years in tech recruitment, Stuart (or Zander, as most people call him) has seen just about everything. He's built and led high-performing teams, supported transformations and helped clients of all sizes hire smarter. Clients trust him because he doesn't oversell and always delivers. He's all about building long-term partnerships where respect, clarity, and consistency are the norm.

Call **07973 869611** Email [stuart.alexander@techpair.co.uk](mailto:stuart.alexander@techpair.co.uk)



**Michael  
Phair**  
Co-Founder

Michael isn't in recruitment for the placements – he's in it for the people. Over the last 18 years he's built a reputation for delivering with integrity, care and consistency, maintaining top supplier status across almost every account he's worked with and never losing a client based on results. His approach is long-term, high-touch and always rooted in doing the right thing for clients both candidates and companies.

Call **07359 951385** Email [michael.phair@techpair.co.uk](mailto:michael.phair@techpair.co.uk)