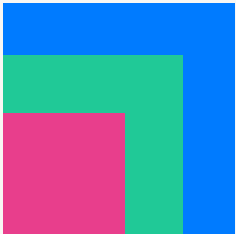


creation.
recruitment

We recruit. We build products.

Product team

salary report



About this report

The figures in this report come from placements we've made and from the salaries people in our network over the last six months have achieved in their new roles. These are real numbers from real offers, not survey averages.

We've rounded salaries to the nearest £5,000 and day rates to the nearest £50. This makes the figures easier to use as a starting point for conversations, which is what they are meant to be.

Where a role appears with a change indicator, the figure shows movement against what we reported last year. **↑** means the range has moved up, **↓** means it has moved down, and **—** means it has stayed flat. Where a role is new to this year's report, we've used averages of advertised roles from last year to give an indication of change.

Job titles in digital product vary considerably. A Head of Product in one company can be a Senior Product Manager in another. We have used the most common titles we encounter and included notes where there is meaningful variation.

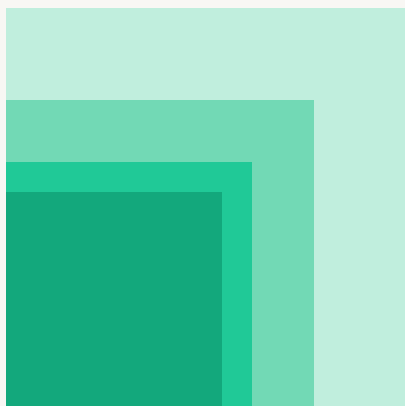
We cover the main roles in a typical product team across Product Management, Design and Engineering, including the most senior levels in each discipline. It is not an exhaustive list though.

Day rates shown are what the contractor earns. Our margin is 15%. So, if you're hiring, factor that margin in. Many of our candidates work on a fractional basis, a fixed number of days per month rather than say a three-month engagement five days per week. If that is relevant to you, ask us.

Permanent salaries: Exec / Senior

Product

Salary range



- CPO £190k–£260k ↑ +£10k
- VP £180k–£200k ↑ +£10k
- Product Director £140k–£160k ↑ +£10k
- Head of Product £100k–£140k ↓ -£20k

Design

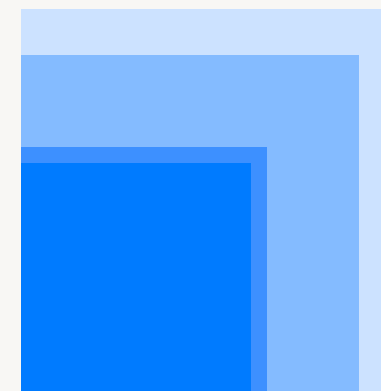
Salary range



- CDO £105k–£150k —
- Head of UX / Design £95k–£130k —
- Lead / Principal Design £80k–£90k —

Tech / Engineering

Salary range



- CTO £150k–£250k ↑ +£30k
- Principal / Staff Eng £160k–£220k ↑ +£100k
- Lead Engineer £140k–£160k ↑ +£30k
- Head of Dev / Eng £100k–£150k —

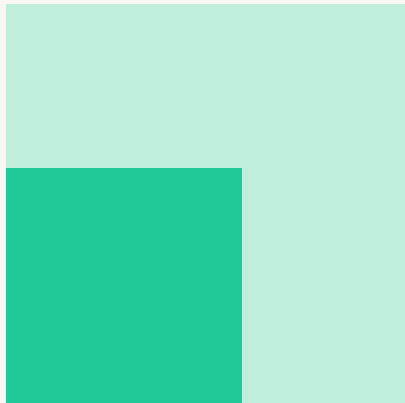
* **C Level** usually includes annual bonus and equity/shares. Average C Level bonus: 30% — consistent for two years.

* Change indicators show movement vs the 2025 report. ↑ increase, ↓ decrease, — unchanged.

Permanent salaries: Product

Product Manager

Salary range

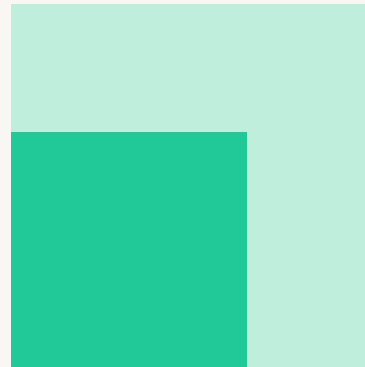


Senior £70k–£110k **↑ +£20k**

Mid-Weight £50k–£65k —

UX Designer

Salary range

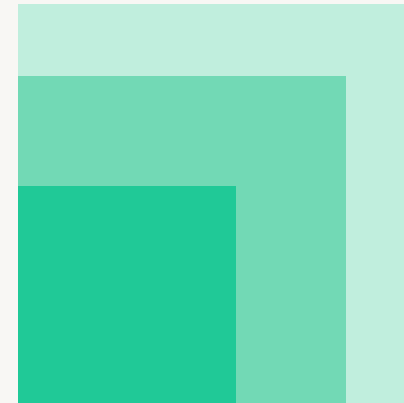


Senior £70k–£100k **↑ +£15k**

Mid-Weight £45k–£65k **↑ +£10k**

Product Designer

Salary range



Lead / Principal £85k–£110k **↑ +£20k**

Senior £70k–£90k —

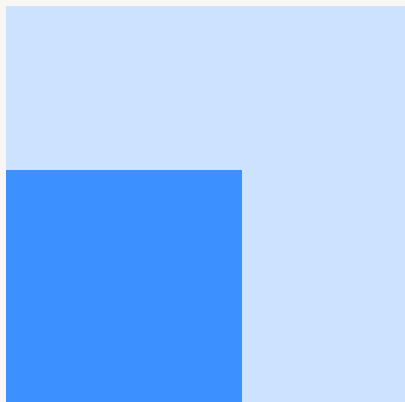
Mid-Weight £45k–£60k —

* Change indicators show movement vs the 2025 report. ↑ increase, ↓ decrease, — unchanged.

Permanent salaries: Tech / Engineering

Full Stack Developer

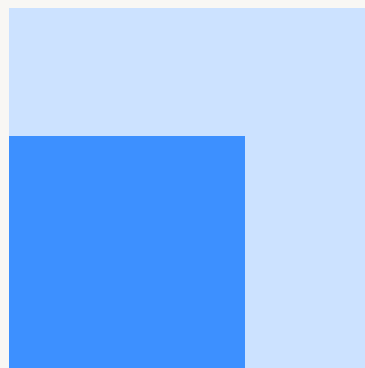
Salary range



Senior £70k–£110k —
Mid-Weight £43k–£65k —

Front End Developer

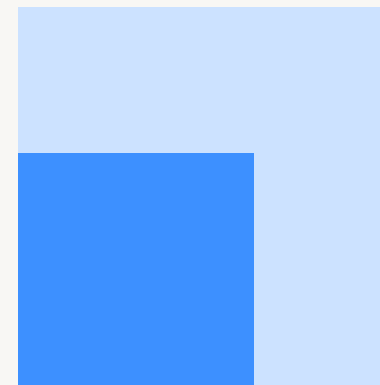
Salary range



Senior £59k–£100k ↑ +£10k
Mid-Weight £52k–£65k ↑ +£5k

Back End Developer

Salary range



Senior £75k–£105k ↓ -£10k
Mid-Weight £40k–£65k —

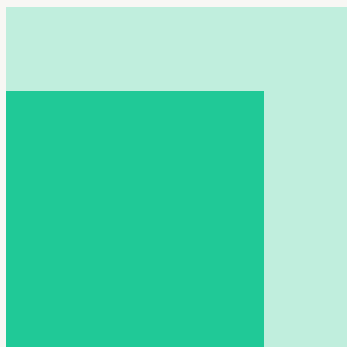
* **Tech Stack:** Considerable salary variation depending on stack required. React / Node.js developers command a premium at £70k–£95k.

* Change indicators show movement vs the 2025 report. ↑ increase, ↓ decrease, — unchanged.

Contract day rates: Exec / Senior

Product Management

Day rate range



■ CPO £950-£1,200 ↑ +£100

■ Head of Product £750-£900 —

Design

Day rate range



■ CDO £800-£1,100 ↑ +£150

■ Head of UX £750-£900 —

Tech / Engineering

Day rate range



■ CTO £950-£1,400 ↑ +£150

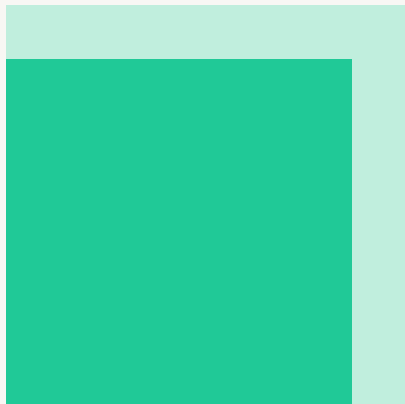
■ Head of Dev / Eng £800-£1,000 —

* **Actual cost:** Rates shown are what the contractor earns. Our margin is 15%. Many of our candidates work on a fractional basis — ask us.

Contract day rates: Product

Product Manager

Day rate range

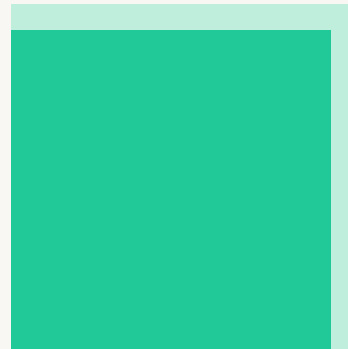


Lead £600–£750 **↑ +£50**

Senior IC £500–£650 —

UX Designer

Day rate range

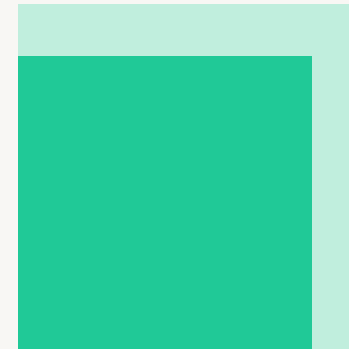


Lead £500–£650 —

Senior IC £450–£600 —

Product Designer

Day rate range



Lead £500–£650 —

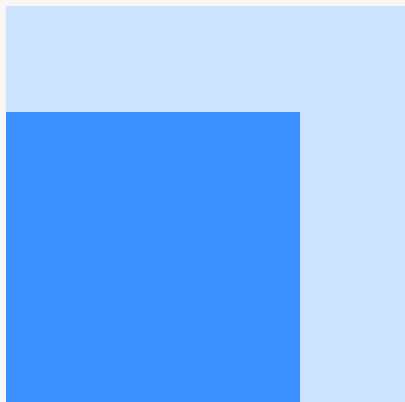
Senior IC £400–£550 —

* **Actual cost:** Rates shown are what the contractor earns. Our margin is 15%.

Contract day rates: Tech / Engineering

Full Stack Developer

Day rate range

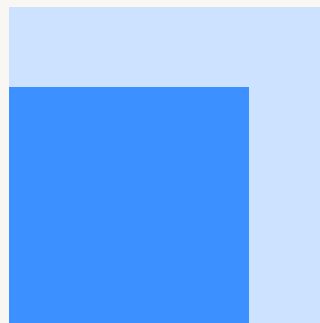


Lead £600–£750 ↑ +£50

Senior £450–£550 —

Front End Developer

Day rate range

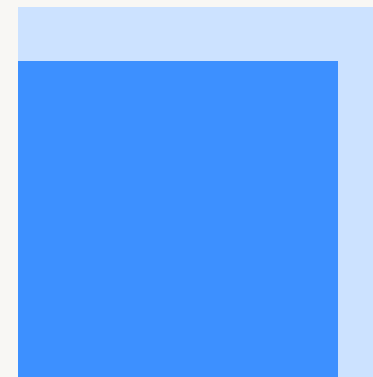


Lead £500–£600 ↓ -£50

Senior £400–£450 —

Back End Developer

Day rate range



Lead £600–£700 ↓ -£50

Senior £500–£600 —

* **Actual cost:** Rates shown are what the contractor earns. Our margin is 15%.

* **Tech Stack:** Considerable variation dependent on stack. Covers Software Engineers, DevOps and Mobile Developers.

Summary

Senior Roles

Recovery is well underway at senior level. C Level bonuses have held at 30% for two years. Demand for fractional senior consultants continues to grow as businesses seek experienced leadership without the full-time commitment.

Product Roles

Product management beginning to recover, driven strongly by AI integration. AI Product Managers now command a 25 to 35% salary premium over generalist PMs. PLG strategies and Product Ops standardisation are also pulling the market upward.

Tech Roles

A mixed picture. Large-scale layoffs have kept supply high at mid-level, but investment in technology businesses is gaining traction again. Competition for strong, AI-skilled and senior engineers has intensified, with those working across React, Node.js and ML pipelines commanding a clear premium.

Looking Ahead

The market is recovering, though anxiety around global affairs and the pace of AI change is having some effect. The businesses navigating this best are those investing in their people and their capabilities rather than waiting for a clarity that may not come. The last two years made businesses cautious — there is now a tangible feeling of “let’s get on with it”, particularly at senior level where the best people are moving quickly again. The NatWest UK Regional Growth Tracker (February 2026) shows business activity rising across the majority of UK regions, the highest number since August 2025.

The last 12 months have been difficult for the digital product job market.

Economic pressures and hiring slowdowns have created real challenges.

The signs of recovery are there, but it has been tough. What has become more apparent than ever is the power and importance of community.

If you're interested in these figures, we should probably talk.

We believe every relationship should benefit both parties and that treating people the way we'd want to be treated isn't idealism. It's the most commercially sound thing we can do.

01

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PERMANENT · CONTRACT
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- Permanent and contract hiring for Product, Design, Data and Engineering
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02

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YOU GET

A clear answer on what to build, and the evidence to get your stakeholders aligned around it.

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YOU GET

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03

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THE OUTCOME HIRING SYSTEM™

The Outcome Hiring System™ is a practical hiring system co-authored by Richard Buck, Director of Creation Recruitment, and Paul Bradley-Law, drawing on 30 years of real hiring experience. It helps founders and people leaders hire more effectively, consistently.

Better hiring decisions

Hire against the outcomes the business actually needs, not vague briefs, assumptions or gut feel.

More consistency and less bias

Give hiring managers a clear, repeatable structure that improves judgment and reduces noise.

Faster, more effective hiring

Make better decisions more quickly, with a process that is fairer, clearer and more commercially useful.



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