

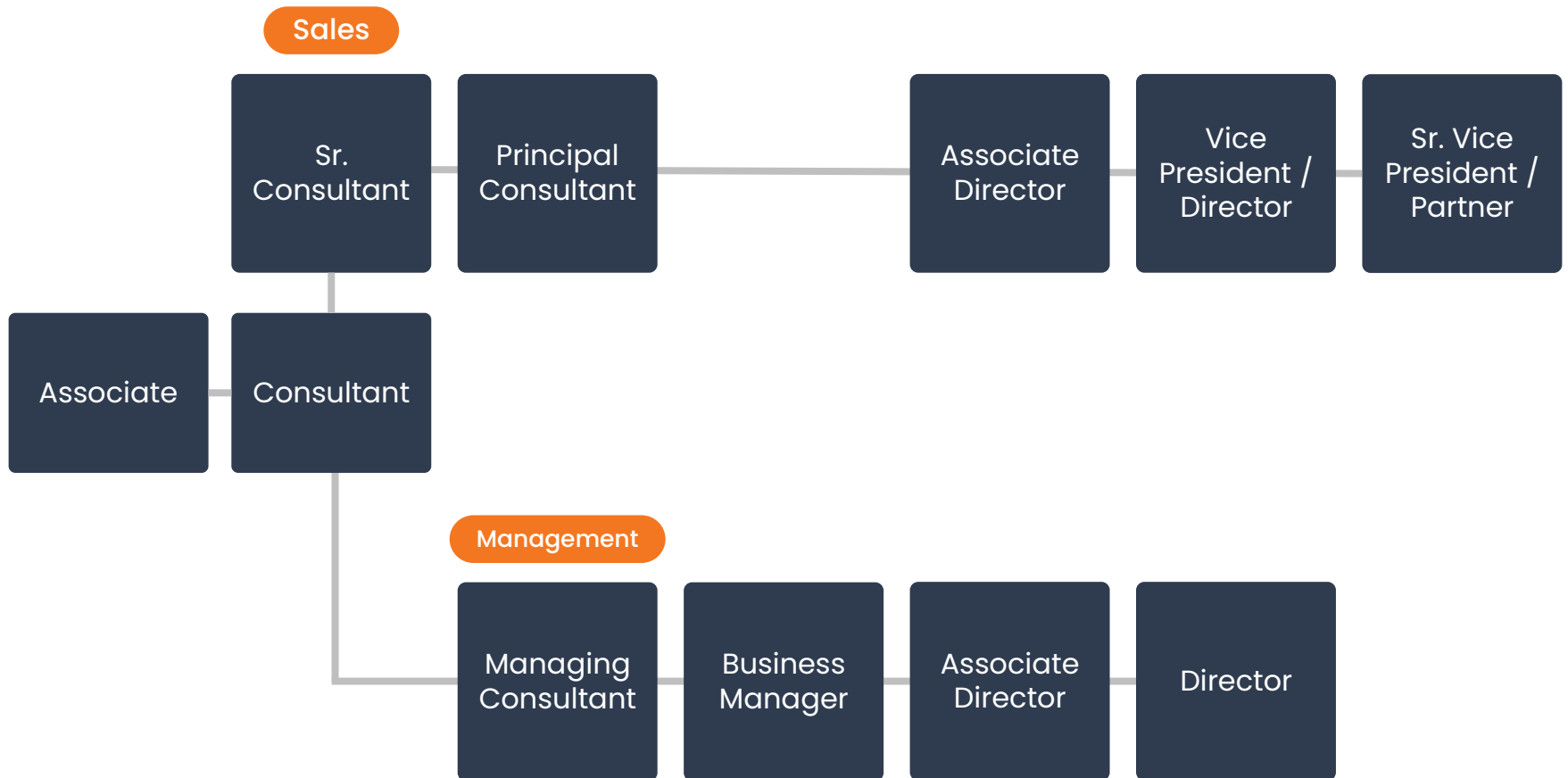


Development Pathways

2026



Development Pathway





Sales Pathway

Sales Pathway	Billings	Criteria
Associate	<£150k	Own your desk and win clients
Consultant	£150k	Accountable for desk and delivery *Minimum of 50% NBD
Sr. Consultant	£200k	Category Development – Building a niche
Principal Consultant	£300k	Recognised as market expert
Associate Director	£400k	Own and grow a category, with high % NBR (70%) develop and mentor junior talent
Vice President/Director	£500k	Leads category direction and has driven significant business growth – has placed C-suite-1 and above
Sr. Vice President/Partner	£800k	Delivered sustained, long-term impact and has developed future leaders and influences culture and direction

* Progression is based on impact and scale, not on time served. Team success must be sustained, not one-off, and to progress, you must role model trusted leadership behaviours



Leadership Pathway

Management Pathway	Criteria
Managing Consultant	• Category Development + min 50% NBR, demonstrate natural • Passion for mentoring team plus personal billings Min £200k x 2years • Responsible for managing 1-2 heads
Business Manager	• 3 years+ billing over £200k and feeding wider team/researchers • Need a min level of 50% NBR to move into BM • Able to demonstrate capability of bringing overflow of business to support min 2+ heads • Ability to drive minimum revenues of £500k+ with team of 3 (BM Included)
Associate Director	• Delivers clear commercial growth plans • Oversees multi-BU performance of £1m+ with £200k+ personal billings • Builds high-performing teams 6+ including successful multiple BM management • Strong coaching, performance management and PiP delivery • Wins and manages retained, exclusive and high-volume clients • Grows and retains top-tier key accounts • Provides wider operational/functional oversight
Director	• Successfully leads profitable multi-business units with strategic influence and strong leadership behaviours • Personal billings £150+ • Manages and grows teams of 10+ FTEs • Oversees multi-BU revenues of £1.5m+ • Identifies, develops and launches new strategic markets • Consistently overperforms at AD level over several years • Wins, leads and grows Top 3 business-critical clients • Sells full-service solutions, including retained and multi-service models • Strong leadership, performance management and accountability culture • Makes key business decisions and negotiates with external partners effectively

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